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**A COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY FOR THE CITY OF WELLS, PART OF ELKO
COUNTY, NEVADA, 2020 THROUGH 2025**



UNIVERSITY OF NEVADA, RENO

A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR THE CITY OF WELLS, PART OF ELKO COUNTY, NEVADA, 2020 THROUGH 2025

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City of Wells Comprehensive Economic Development Strategy 2020 through 2025

Economic Development Vision

The City of Wells welcomes the world to a business friendly and empowering environment that embraces our values of team work, reliability and passion. In creating an environment that fosters economic growth through entrepreneurial and vocational work force education, we will grow smartly.

City of Wells Comprehensive Economic Development Strategy 2020 through 2025

Priority Goals

Goal No. 1: Launch new dual enrollment construction/trades program at local high schools by August 2021.

Goal No. 2: Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package).

Goal No. 3: Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.

Goal No. 4: Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing Goal No. 2.

Goal No. 5: Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.

Goal No. 6: Acquire U.S. Highway 40 through Wells by July 31, 2021.

1.0 Executive Summary

This University Center for Economic Development technical report serves as the final five-year Comprehensive Economic Development Strategy for the City of Wells, part of Elko County, for 2020 through 2025. Over the course of six months, public-sector, private-sector and non-profit representatives completed the U.S. Department of Agriculture Rural Development's Stronger Economies Together strategic economic development curriculum that was used to develop the required elements of a Comprehensive Economic Development Strategy as defined in Title 13 of the U.S. Code of Federal Regulations.

Based upon a comprehensive assessment of various socio-demographic, economic, and industry and occupational sector conditions for the City of Wells and Elko County, participating public-sector, private-sector and non-profit representatives identified five specific conditions that this new five-year Comprehensive Economic Development Strategy has been developed to address. The strategic economic development vision and the strategic economic development goals developed by participating representatives are designed as benchmarks to measure progress in achieving the following conditions:

- **Condition No. 1:** Attract a younger population to the City of Wells as a means of sustainably increases the community's civilian workforce population.
- **Condition No. 2:** Sustainably grow the community's total residential population as a means of increasing internal demand for new business creation and existing business expansion.
- **Condition No. 3:** Utilize increasing measures of income in the community to successfully recruit new businesses and expand existing businesses in targeted industry and occupation sectors.
- **Condition No. 4:** Develop critical infrastructure needed to support additional business creation and existing business expansion.
- **Condition No. 5:** Utilize the community's strategic geographic location to fill targeted gaps in the economic base of the community, the county, and the region.

While successful implementation of this five-year Comprehensive Economic Development Strategy will require the collaborative and combined efforts of several public-sector, private-sector and non-profit organizations, agencies, firms and representatives, the City of Wells and the City of Wells City Council will serve as the Comprehensive Economic Development Strategy Committee. The City of Wells and the City of Wells City Council, in partnership with the Northeastern Nevada Regional Development Authority, will be responsible for the annual evaluation and required reporting of progress made in achieving the stated strategic economic

development vision, strategic economic development goals, and the individual conditions outlined in this Comprehensive Economic Development Strategy for the City of Wells for 2020 through 2025. Due to significant decreases in countywide unemployment rates and significant increases in median household income, median family income, and per capita (mean) income, this Comprehensive Economic Development Strategy will focus on addressing various special needs as outlined in the above stated conditions and throughout this University Center for Economic Development technical report.

2.0 Introduction

Overview

What is strategy? According to John E. Gamble, Margaret A. Peteraf, and Arthur A. Thompson, in their 2015 book, *Essentials of Strategic Management: The Quest for Competitive Advantage*, “A strategy is a way of describing **how** you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?” In short, a strategic plan provides an organization with a fundamental affirmation of the organization’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization will attempt to achieve and implement over the strategic planning horizon.

Typically, a strategic plan includes three basic elements. First, the strategic plan is a recognition of the existing barriers an organization faces and the resources the organization has at its disposal to achieve strategic objectives. Second, the strategic plan is generally tied to an overall vision, mission, and a set of clearly defined objectives. And, third, the strategic plan provides direction to the organization for the organization’s future planned initiatives focusing on providing information, enhancing support, removing barriers, and providing resources to different parts of the organization and key stakeholders who have an interest in the achievement of the strategic plan.

When evaluating and developing a strategic plan, five basic questions must be answered, including:

- Does the strategic plan give overall direction to the organization? The strategic plan should point out the overall path without dictating a particular narrow approach.
- Does the strategic plan realistically fit available resources with identified opportunities? The strategic plan should take advantage of current resources and assets while embracing new opportunities for growth and success.
- Does the strategic plan minimize existing and future resistance and barriers the organization currently confronts and may have to address in the future? The strategic plan should keep in mind that opposition and resistance to implementation of the strategic plan is inevitable. Good strategic plans should attract allies and deter opponents.
- Does the strategic plan reach those that may be affected, positively and negatively, by implementing the strategic plan? The strategic plan should connect the intervention with those who it should benefit while minimizing potential negative impacts to those impacted by the plan.

-
- Does the strategic plan advance the strategic mission of the organization? The strategy should make a difference on the mission of the organization while enabling the organization to achieve stated goals and objectives.

Unlike strategic plans for private sector firms, a Comprehensive Economic Development Strategy, as outlined in Title 13 Part 303 of the U.S. Code of Federal Regulations, must focus on how a public-sector economic development organization and authority will bring together the public and private sectors through the creation of an economic roadmap designed to diversify and strengthen regional and local economies. The inherent public-sector nature of the Comprehensive Economic Development Strategy requires consideration of both economic and community development goals and objectives in order to support and facilitate an environment of growth, investment, and job creation.

This Comprehensive Economic Development Strategy for the City of Wells, covering the five years between 2020 and 2025, was developed as part of a larger initiative to develop a new five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Development of the Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority and the member counties of Elko County, Eureka County, Lander County, and White Pine County, began in July 2019 with a series of local community and county-level workshops followed by a second round of local community and county-level workshops held in August 2019 and September 2019.

While development of the regional Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority and for the individual communities and counties of Elko County, Eureka County, and Lander County was completed by faculty from the College of Business at the University of Nevada, Reno, staff from the Nevada Governor's Office of Economic Development and the U.S. Department of Agriculture Rural Development were primarily responsible for the development of the Comprehensive Economic Development Strategy for White Pine County.

- Round 1 Local Community Workshops:
 - July 15, 2019 and July 16, 2019: Battle Mountain, Nevada (Lander County)
 - July 18, 2019: Eureka, Nevada (Eureka County)
 - July 22, 2019 and July 23, 2019: Carlin, Nevada (Elko County)
 - **July 24, 2019 and July 25, 2019: Elko, Nevada (Elko County)**
 - July 26, 2019 and July 27, 2019: West Wendover, Nevada (Elko County)
- Round 2 Local Community Workshops:
 - August 12, 2019 and August 13, 2019: Battle Mountain, Nevada (Lander County)
 - August 15, 2019: Eureka, Nevada (Eureka County)
 - August 19, 2019 and August 20, 2019: Carlin, Nevada (Elko County)
 - **August 21, 2019 and August 22, 2019: Elko, Nevada (Elko County)**

-
- September 5, 2019 and September 6, 2019: West Wendover, Nevada (Elko County)

Each of these local community and county-level workshops were facilitated by faculty from the College of Business, part of the University of Nevada, Reno. Approximately 200 community, county, municipal, private-sector and non-profit representatives attended and participated in these various local community and county-level workshops. The first round of local community workshops focused on evaluating current local community and economic development efforts, completing a series of community and economic assessments, and developing a draft strategic vision statement, draft strategic mission statement, a draft set of strategic economic development goals and objectives, and a draft implementation plan for Elko County (and the specific communities of Carlin, Elko, Jackpot, Spring Creek, Wells, and West Wendover), Eureka County, and Lander County.

The second round of local community workshops focused on completing additional community and economic assessments and revising and finalizing the draft strategic vision statement, draft strategic mission statement, draft set of strategic economic development goals and objectives, and the draft implementation plan developed during the first round of local community workshops. Workshop participants also were asked to expand upon the draft implementation plan developed during the first round of community workshops by identifying priority projects tied to the individual economic goals and objectives first developed during the first community workshops and revised during the second community workshops.

Upon completion of the first and second rounds of local community workshops, faculty from the College of Business at the University of Nevada, Reno developed and facilitated three separate regional workshops. The first regional workshop was held on October 3, 2019 and October 4, 2019 in Elko, Nevada, the second regional workshop was held on October 17, 2019 in Winnemucca, Nevada, and the third regional workshop was held on November 14, 2019 in Ely, Nevada. Nearly 200 different representatives from the Northeastern Nevada Regional Development Authority and from the public-sector, private-sector, and non-profit sector from each of the five member counties of the Northeastern Nevada Regional Development Authority (Elko County, Eureka County, Humboldt County, Lander County, and White Pine County) participated in these three separate regional workshops. It should be noted that Pershing County officially joined the Northeastern Nevada Regional Development Authority on January 1, 2020, after development of the local community and county-level Comprehensive Economic Development Strategy documents and the Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority had begun.

The first regional workshop, held on October 3, 2019 and October 4, 2019 in Elko, Nevada included a general overview and evaluation of various aspects of the northeastern Nevada economy and the preliminary development of a draft strategic vision statement and set of strategic economic development goals for the Northeastern Nevada Regional Development Authority. The second regional workshop, held on October 17, 2019 in Winnemucca, Nevada, included an opportunity for workshop participants to further evaluate and revise the draft strategic vision statement and set of strategic economic development goals for the Northeastern Nevada Regional Development Authority and the identification of specific target industry sectors

and priority projects for the region for the next five years. The third regional workshop, held on November 14, 2019 in Ely, Nevada, included the development of a comprehensive implementation plan for the specific goals and objectives, for the target industry sectors, and for the priority projects for the region developed in the previous workshops.

Each of the various community and county-level workshops and each of the three regional workshops facilitated by faculty and staff from the University Center for Economic Development employed the use of the Stronger Economies Together (SET) curriculum developed by the U.S. Department of Agriculture Rural Development, Purdue University Center for Regional Development, and the Southern Regional Development Center. The Stronger Economies Together strategic economic development planning curriculum is designed to enable communities and counties in, primarily rural, America to work together in developing and implementing an economic development blueprint for their multi-county region that strategically builds on the current and emerging economic strengths of that region. The Stronger Economies Together strategic economic development planning curriculum is divided into eight separate modules:

- Module 1, Launching SET and Building a Strong Regional Team
- Module 2, Exploring Your Region's Demographics
- Module 3, Identifying the Region's Comparative Advantage
- Module 4, Exploring Potential Regional Strategies
- Module 5, Defining Your Regional Vision and Goals
- Module 6, Discovering Assets and Barriers
- Module 7, Planning for Success
- Module 8, Measuring for Success

This University Center for Economic Development technical report presents the results from the local community and county-level workshops held in Elko, Nevada on July 24, 2019 and July 25, 2019 and on August 21, 2019 and August 22, 2019 and contains the required elements of the new five-year Comprehensive Economic Development Strategy for the City of Wells for 2020 through 2025. The two local community and county-level workshops held in Elko, Nevada covered the development of several individual community and county-level Comprehensive Economic Development documents including the development of a new five-year Comprehensive Economic Development Strategy for the City of Elko and the communities of Jackpot and Spring Creek as well as the City of Wells. A number of the various elements found in this five-year 2020 Comprehensive Economic Development Strategy for the City of Wells are included in the five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Unless otherwise indicated, both the City of Wells and the Northeastern Nevada Regional Development Authority will jointly serve as the

Comprehensive Economic Development Strategy Committee for the purposes of implementation and annual evaluation of the 2020 Comprehensive Economic Development Strategy for the City of Wells.

3.0 State Law and Federal Considerations

This section presents a general overview of relevant state law and federal considerations as it pertains to the development, implementation and administration of a new five-year Comprehensive Economic Development Strategy for the City of Wells.

3.1 State Law and Regional Considerations

Nevada Revised Statute, Chapter 278 *Planning and Zoning*, in Section 02521 Legislative Intent, paragraph one states, “The Legislature recognizes the need for innovative strategies of planning and development that: (a) address the anticipated needs and demands of continued urbanization and corresponding need to protect environmentally sensitive areas; and (b) will allow the development of less populous regions of this State if such regions: (1) seek increased economic development; and (2) have sufficient resources of land and water to accommodate development in a manner that is environmentally sound.”

Authority to create and adopt this Comprehensive Economic Development Strategy is found in Nevada Revised Statute, Chapter 278 Planning and Zoning, Section 160 Elements of Master Plan. NRS 278.160 lists the eight individual elements required in a master plan, including:

- A Conservation Element
- A Historic Preservation Element
- A Housing Element
- A Land Use Element
- A Public Facilities and Services Element
- A Recreation and Open Space Element
- A Safety Element
- A Transportation Element

Although no economic development element is required as part of NRS 278.160, paragraph two in NRS 278.160 states, “The commission may prepare and adopt, as part of the master plan, other and additional plans and reports dealing with such other elements as may in its judgment relate to the physical development of the city, county or region, and nothing contained in NRS 278.010 to 278.630, inclusive, prohibits the preparation and adoption of any such element as part of the master plan.” Although this Comprehensive Economic Development Strategy is not a required element of the master plan, the City of Wells, in partnership with the Northeastern Nevada Regional Development Authority, has prepared one in order to consolidate and codify a growing body of policy concerning the economic and fiscal viability of the City of Wells.

The Nevada Governor’s Office of Economic Development was created during the 2011 Legislative Session of the Nevada State Legislature and is codified in Nevada Revised Statute

Chapter 231 *Economic Development, Tourism and Cultural Affairs*. The Governor’s Office of Economic Development was created in response to the Great Recession and the need to consolidate, coordinate and reorganize the various state-wide economic development efforts and initiatives in Nevada. The mission of the Governor’s Office of Economic Development is to create high-quality jobs in Nevada and its vision is to create a vibrant, innovative, and sustainable economy with high-paying jobs for Nevadans. The objectives of the Governor’s Office of Economic Development, established in the state’s first state-wide economic development plan created in 2012, *Moving Nevada Forward: A Plan for Excellence in Economic Development 2012-2014*, are to establish a cohesive economic development operating system in the state, to increase opportunity through local education and workforce development, to catalyze innovation in core and emerging industries, to advance targeted sectors and opportunities, and to expand global engagement.

The Northeastern Nevada Regional Development Authority, a regional development authority created as an extension of the Nevada Governor’s Office of Economic Development, was originally created in 2012 with just Elko County and later expanded in 2014 and 2016 to include Humboldt County, Eureka County, Lander County, and White Pine County. The Northeastern Nevada Regional Development was later expanded in 2020 to include Pershing County. The organizational mission of the Northeastern Nevada Regional Development Authority is to encourage and coordinate the continual, diversified development and economic growth of the Northeastern Nevada region and all of its entities. Comprised of both public and private sector members, the vision of the Northeastern Nevada Regional Development Authority is to ensure the economic stability of the Northeastern Nevada region by assisting member counties and cities in their efforts to enhance their respective and regional economic base. In partnership with its various public and private sector members, the Northeastern Nevada Regional Development Authority works to promote the region, recruit new industries, and to empower existing businesses.

3.2 Federal Considerations

This Comprehensive Economic Development Strategy for 2020 through 2025 for the City of Wells is also designed to meet the requirements of a Comprehensive Economic Development Strategy (CEDS) document as outlined in Title 13 (Business Credit and Analysis), Part 303 (Planning Investments and Comprehensive Economic Development Strategies) of the U.S. Department of Commerce, U.S. Economic Development Administration (EDA). Authority for Title 13 Part 303 stems from 42 U.S.C. 3143, 42 U.S.C. 3162, 42 U.S.C. 3174, 42 U.S.C. 3211, and U.S. Department of Commerce Organization Order 10-4.

According to Title 13, Part 303, Section 303.1 (Purpose and Scope):

“The purpose of EDA Planning Investments is to provide support to Planning Organizations for the development, implementation, revision or replacement of Comprehensive Economic Development Strategies, and for related short-term Planning Investments and State plans designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the

nation's most economically distressed Regions. EDA's Planning Investments support partnerships within District Organizations, Indian Tribes, community development corporations, non-profit regional planning organizations and other Eligible Recipients. Planning activities supported by these Investments must be part of a continuous process involving the active participation of Private Sector Representatives, public officials and private citizens, and include:

- (a) Analyzing local economies;
- (b) Defining economic development goals;
- (c) Determining Project opportunities; and
- (d) Formulating and implementing an economic development program that includes systemic efforts to reduce unemployment and increase incomes."

According to Title 13, Part 303, Section 303.7 (Requirements for Comprehensive Economic Development Strategies):

"CEDS are designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources."

According to Title 13, Part 303, Section 303.7 (Requirements for Comprehensive Economic Development Strategies), a proper Comprehensive Economic Development Strategy must include the following ten technical requirements:

- Background of the region's economic development situation.
- Economic and community development problems and opportunities.
- Regional goals and objectives.
- Community and private sector participation.
- Suggested projects and jobs created.
- Identifying and prioritizing vital projects.
- Regional economic clusters.
- A plan of action.
- Performance measures.
- Methodology for tying the CEDS to with any existing state plan.

The remaining sections of this University Center for Economic Development technical report provides the content for each of these ten technical requirements and comprise the Comprehensive Economic Development Strategy for the City of Wells for 2020 through 2025.

4.0 Overview of Current Economic Development Efforts

This section presents an overview of the results from Stronger Economies Together Module 1, *Launching Stronger Economies Together and Building a Strong Regional Team*, and parts of Module 2, *Exploring Your Region's Economic and Demographic Foundation*, for the City of Wells and completed by workshop participants who participated in the first and second community and county-level Comprehensive Economic Development Strategy workshops for the City of Wells held on July 24, 2019 and July 25, 2019 and on August 21, 2019 and August 22, 2019 in Elko, Nevada.

4.1 Developing a Community and Regional Economic Development Network

During the two community and county-level Comprehensive Economic Development Strategy workshops for the City of Wells held on July 24, 2019 and July 25, 2019 and on August 21, 2019 and August 22, 2019, workshop participants, using Stronger Economies Together Module 1, *Launching Stronger Economies Together and Building a Strong Regional Team*, identified various industry and interest area individuals, organizations, and private sector firms already engaged in various economic development efforts throughout the City of Wells, Elko County, and for the entire northeastern Nevada region. These individuals, organizations, and private sector firms were sorted into three primary economic development areas: (1) collaborate, (2) cooperate, and (3) coordinate.

4.1.a Collaborating Individuals, Organizations, and Private Sector Firms

Individuals, organizations, and private sector firms identified as ‘collaborating’, are defined as those individuals, organizations, and private sector firms who have and continue to work jointly on a specific activity, program or project. Workshop participants identified the following collaborating individuals, organizations, and private sector firms already operating in and around the City of Wells:

- Jesenia Aboite (Pitasso’s)
- Wells Rural Electric
- Fuller Enterprises (Spencer Fuller)
- Boyd Spratling (rancher)
- Paul Botarri (realty)
- Chris Otto (Otto Clinic)
- Roadway – Morgans
- Mindy Carter
- City of Wells
- WP & Principle – Wells Schools

-
- Amy Hunsaker
 - Chamber
 - SPWA, Society for Preservation of Western Heritage
 - Mainstreet
 - Quilt Gwild
 - U.S. Forest Service
 - Northeastern Nevada Regional Development Authority
 - Golf Association
 - Nevada Mining Corp.
 - Wells Band Council
 - Bob Selby
 - Dalton's

Workshop participants identified a number of different collaborating individuals, organizations, and private sector firms including representation of local government, county government, state government and federal government agencies and organizations, various faith-based and non-governmental organizations, and community-based organizations. These collaborating individuals, organizations, and private sector firms directly engage in various economic development efforts throughout and around the City of Wells currently and represent a significant portion of the community's existing economic base. Workshop participants noted that each of these individuals, organizations, and private sector firms will be critical in further developing and directly implementing elements of the new Comprehensive Economic Development Strategy for the City of Wells.

4.1.b Cooperating Individuals, Organizations, and Private Sector Firms

Individuals, organizations, and private sector firms identified as 'cooperating', are defined as those individuals, organizations, and private sector firms who have and continue to work toward the achievement of shared community and economic development goals and objectives while maintaining an identifiably separate mission and vision. Workshop participants identified the following cooperating individuals, organizations, and private sector firms already operating in and around the City of Wells:

- Mitch Smith (Wells Auto/IFA)
- Jennifer Garbner (Family Dollar)
- Wells Rural Electric
- Paul Botarri (Realty)
- Chris Otto (Otto Clinic)
- City of Wells
- Donn Norda (FFA)
- Ashly Hanson (PTO)
- Chamber
- SPWA, Society for Preservation of Western Heritage
- Mainstreet
- Quilt Gwild

-
- Golf Association
 - Senior Center
 - Nevada Mining Corp.
 - Dalton's
 - Conservation Districts
 - Bill Rodriguez
 - Nevada State Bank

These cooperating individuals, organizations, and private sector firms indirectly engage in various economic development efforts throughout and around the City of Wells. Workshop participants noted that each of these individuals, organizations, and private sector firms provide essential leadership throughout the community while also representing key emerging industry sectors and interest areas. While each individual, organization, and private sector firm listed as a 'cooperating' individual, organization, and private sector firm will retain their unique and independent mission and vision, their efforts already align with established economic development goals and objectives listed in Section 7.0 of this Comprehensive Economic Development Strategy for the City of Wells and University Center for Economic Development technical report.

4.1.c Coordinating Individuals, Organizations, and Private Sector Firms

Individuals, organizations, and private sector firms identified as 'coordinating', are defined as those individuals, organizations, and private sector firms who bring unique assets to the overall economic development strategy for the City of Wells that are not provided by any other individual, organization, or private sector firm. Workshop participants identified the following coordinating individuals, organizations, and private sector firms already operating in and around the City of Wells:

- Preston Harding (Alamo)
- Wells Rural Electric
- Fuller Enterprises (Spencer Fuller)
- L&P (marijuana) - Nick Lynch
- Paul Botarri (Realty)
- Chris Otto (Otto Clinic)
- Mindy Carter
- City of Wells
- Donn Norda (FFA)
- Amy Hunsaker
- Danielle Runyan (B&G Club)
- Amanda Keer (Resource Center)
- Mainstreet
- Quilt Gwild
- NNRDA
- Nevada Mining Corp.
- VFD – Volunteer Fire Department

These coordinating individuals, organizations, and private sector firms indirectly engage in various economic development efforts, either directly or indirectly, throughout and around the City of Wells. While each of these individuals, organizations and private sector representatives engage in a number of independent community and economic development efforts, workshop participants noted that they have the unique ability to coordinate and advocate for specific efforts that are in alignment with larger community and economic development strategies and initiatives.

Workshop participants who participated in the July 24, 2019 and July 25, 2019 and August 21, 2019 and August 22, 2019 local community and county-level workshops held in Elko, Nevada also identified a number of ‘other’ strategic economic development partners for the City of Wells that do not necessarily fit as a collaborating, cooperating, and coordinating individual, organization or private sector representative but still fill a vital role in supporting community and economic development efforts throughout the community. The LDS Church, Rodeo Club, 4-H (delivered as part of the Nevada System of Higher Education and University of Nevada Cooperative Extension), the Farmer’s Market, Ivone Stuart, and Pelcher’s each play a vital role in supporting different community and economic development initiatives pursued in Wells. Each of these ‘other’ partners also share responsibilities and resources as collaborating, cooperating, and coordinating entities within the community.

4.2 Identifying Existing Creation, Attraction, Retention, and Expansion Economic Development Efforts

Economic development efforts can be organized into four general areas, including: (1) creation activities, (2) attraction activities, (3) retention activities, and (4) expansion activities. Creation economic development activities includes the strategies and initiatives designed to encourage the formation of new private sector firms within a community and throughout a region. Attraction economic development activities includes the efforts to recruit existing business and industry to a specific community or region. Retention economic development activities include the strategies for maintaining and strengthening the community’s and region’s existing firms and expansion economic development activities include the various initiatives to encourage the growth of existing firms already operating within a community and region. Workshop participants who participated in the two community and county-level Comprehensive Economic Development Strategy workshops for the City of Wells held on July 24, 2019 and July 25, 2019 and on August 21, 2019 and August 22, 2019, using Stronger Economies Together Module 2, *Exploring Your Region’s Economic and Demographic Foundation*, were asked to identify the existing creation, attraction, retention, and expansion strategies and initiatives already being led by various individuals, organizations, and private sector firms in and around the City of Wells.

4.2.a Existing Creation Economic Development Initiatives

Workshop participants identified a number of public sector entities and agencies, private sector firms, and non-profit organizations that are currently involved in a number of creation economic development initiatives and efforts in and around the City of Wells. The City of Wells, as part of its relationship and partnership with the Northeastern Nevada Regional Development Authority

and with the Nevada Governor’s Office of Economic Development, has recently allocated funds as part of its allotment of Community Development Block Grants to business creation efforts including the development of critical infrastructure to serve the entire community and to support the continued development of an existing industrial park. The City of Wells is also actively engaged with the Nevada Governor’s Office of Economic Development to continually develop and implement a comprehensive Main Street revitalization program as part of the Nevada Main Street initiative, managed by the Nevada Governor’s Office of Economic Development. The Nevada Main Street program is a holistic approach to revitalization that involves aesthetics, business creation and retention, and housing. Assistance on organization, promotion, design and economic positioning is provided by the Nevada Governor’s Office of Economic Development and the City of Wells is exploring the use of redevelopment and other revitalization economic development tools to fund further implementation of a Main Street program.

The City of Wells has also undertaken a comprehensive community and economic development outreach and engagement effort in order to improve contact between the City of Wells and prospective new businesses interested in starting an operation within the community. The establishment and use of a revolving loan fund, further development of key infrastructure, and the exploration of developing a new small business incubator are just a few of the many ways in which the City of Wells is and will continue to support new business creation. The City of Wells has also reached out to and is currently working with representatives from Great Basin College, located in Elko, Nevada and part of the Nevada System of Higher Education, to develop and provide workforce development and job training assistance and programming in order to continue to build a skilled workforce throughout the community needed to support additional new business creation efforts.

4.2.b Existing Attraction Economic Development Initiatives

Of the various creation, attraction, retention and expansion community and economic development efforts that the City of Wells has currently spearheaded, the City of Wells has invested considerable effort in broadening its various business attraction initiatives. Internally, the City of Wells has comprehensively evaluated and is now in the process of improving municipal policy and applicable ordinances and codes in order to support new business attraction and relocation efforts. The City of Wells has done this in conjunction with new attraction economic development initiatives developed and implemented jointly between the city government and the Northeastern Nevada Regional Development Authority and the Nevada Governor’s Office of Economic Development. The use of site visits and ‘cold calling’ have been augmented with the city government’s own efforts to develop municipal-level incentives, provide new critical infrastructure to support the continued development of the community’s existing industrial park, improve contact points with key municipal government representatives, departments, and divisions, complete a comprehensive housing feasibility study and assessment, and ensure that ‘shovel ready’ property is available to support new firms that choose to relocate to Wells.

Both in partnership with Great Basin College and the Elko County School District and separately, the City of Wells has also recently begun to host individual job fairs designed to match prospective employees with new firms as they relocate to Wells. Improved youth

programs and resources, including a new Boys & Girls Club facility and a top-rated pre-school facility, has continued to improve the community's overall attractiveness to new firms and to new prospective residents. The City of Wells has also significantly invested in several recreation and entertainment facilities designed to improve the community's overall quality of life and is also currently exploring opportunities to improve upon the existing stock of healthcare services and providers that serve the community. Additional geothermal testing has also been undertaken as a way of exploring opportunities to provide clean and affordable power to new firms and the City of Wells continues to work with Great Basin College to further develop new workforce development and job training programs to support the continued growth and improvement of the community's existing civilian workforce.

4.2.c Existing Retention Economic Development Initiatives

Workshop participants noted that retention of existing businesses remain a top priority for the City of Wells as part of its collection of various business creation, attraction, retention and expansion efforts. Efforts to retain existing firms can be divided into three general areas, including continued improvement of municipal services provided to the business community, continued investment in maintain and improving the community's overall quality of life, and developing key assets and resources designed to support the existing business community. From a municipal services perspective and the City of Wells continues to make regular improvements to internal functions and relevant city policies, ordinances, and codes. The City of Wells also offers comparatively low business license renewal fees and continues to improve overall access to key municipal representatives, departments, and divisions in order to identify and address concerns of the business community before firms either fold or leave the area.

The City of Wells has recently begun development of several new projects, programs, and initiatives designed to improve upon the community's already relatively high quality of life. Most notably, the City of Wells, both indecently and in partnership with key strategic community and economic development partners, has invested in new recreation and entertainment facilities and assets, continues to explore new opportunities to diversify the community's existing stock of healthcare services and providers, and is also making new investments in critical infrastructure including the further development of high speed Broadband and Internet connectivity. In-terms of strategic investments into the development of key assets and resources, the City of Wells is committed to the further development of its existing industrial park and further development and implementation of a comprehensive Main Street revitalization and redevelopment program. These efforts have also included the strategic investment of Community Development Block Grant funds in key assets designed to support existing business retention efforts.

4.2.d Existing Expansion Economic Development Initiatives

Existing business expansion economic development initiatives have largely focused on growing the community's overall economic base through the successful completion of other related business creation, attraction, and retention efforts. Most notably, the City of Wells continues to make significant improvements in providing access to key municipal representatives, departments, and divisions in order to support further business expansion efforts of firms currently operating throughout the community. The City of Wells, both independently and in

partnership with several key strategic community and economic development partners, has also begun to develop and use municipal-level incentives to specifically encouraging existing business expansion and the use of a revolving loan fund, Community Development Block Grant funds, and the possible future use of dedicated revitalization and redevelopment funds, will be further targeted toward encouraging and supporting existing business expansion efforts.

4.3 Identifying Possible Future Creation, Attraction, Retention, and Expansion Economic Development Efforts

Workshop participants who participated in the two community and county-level Comprehensive Economic Development Strategy workshops for the City of Wells held on July 24, 2019 and July 25, 2019 and on August 21, 2019 and August 22, 2019, using Stronger Economies Together Module 2, *Exploring Your Region's Economic and Demographic Foundation*, were asked to identify an initial list of possible future business creation, attraction, retention, and expansion strategies and initiatives that should be incorporated into this new five-year Comprehensive Economic Development Strategy for the City of Wells.

4.3.a Future Creation Economic Development Initiatives

Desired new creation economic development initiatives, to be developed as part of this new five-year Comprehensive Economic Development Strategy for the City of Wells, range from a series of new initiatives designed to support new business creation in new and emerging industry and occupation sectors to continued improvement in the community's overall quality of life to targeted investment in key community and economic development assets. Workshop participants noted that new workforce development and job training programs and new business development strategies will be needed to support new and emerging industry and occupation sectors over the next five years. Specifically, workshop participants identified developing new education programs around hemp and cannabis production, distribution, and use in additional value-added processing. Workshop participants further noted the need for new high school education trade skill programs including plumbing, electrician, construction, contracting, and building occupation areas and in the development of a high school healthcare program around physical therapy and clinical lab services.

In regard to the continued improvement in the community's overall beautification and overall quality of life, workshop participants expressed strong support for further development and implementation of a comprehensive Main Street rehabilitation and revitalization program in conjunction with the development of new municipal-level incentives and the continued growth of a revolving loan fund. Workshop participants generally agreed that continued community beautification and continued improvement in the community's overall quality of life will further support the creation of new businesses throughout the community. Targeted investment in key community and economic development assets, designed to directly support the creation of new businesses in and around the City of Wells, were largely focused on developing new targeted incentives for individual property owners. Additional investment in geothermal power and critical infrastructure will also further support new business creation of firms in and around the City of Wells.

4.3.b Future Attraction Economic Development Initiatives

Future attraction economic development initiatives for the City of Wells as part of this new five-year Comprehensive Economic Development Strategy, as identified by workshop participants, focused on a number of similar initiatives outlined as part of the City of Wells' set of new business creation economic development initiatives. Most notably, encouraging the relocation of new firms with expertise in livestock processing, boutique canners including vegetable oils, picklers, and jams and jellies, and hemp and cannabis production, distribution, and further value-added processing, all represent opportunities for the City of Wells to attract new businesses in key industry and occupation sectors to the community.

Workshop participants identified continued growth and diversification in the utilities industry and occupation sector and in power generation and distribution as possible opportunities for new business attraction efforts. The collection and use of biomass in energy production and growing the community's use of geothermal power could potentially attract new firms in this specific industry and occupation sector over the next five years to the community. Workshop participants also noted that it will be critical for the City of Wells, in partnership with key community and economic development partners, to further develop the overall availability of natural gas in order to support the active recruitment and attraction of new small to mid-sized manufacturers. Coupled with these targeted investment, workshop participants noted that continued marketing of various revitalization and redevelopment opportunities, continued development and implementation of a comprehensive Main Street rehabilitation and revitalization program, and the continued development and use of new workforce development and job training programs, will continue to improve the community's overall attractiveness to new firms interested in relocating to Wells.

4.3.c Future Retention and Expansion Economic Development Initiatives

Workshop participants opted to combine future retention and expansion economic development initiatives as part of this new five-year Comprehensive Economic Development Strategy for the City of Wells. As part of this combined effort, workshop participants noted the importance of continued organizational and operational activities of the government of the City of Wells including continued simplification of the city's and state's business license renewal process. Workshop participants also noted that the City of Wells, in conjunction with efforts of the Wells Chamber of Commerce and other key economic development partners, should encourage more business-to-business networking activities in order to encourage a larger portion of business-to-business purchases be made between and among businesses that already operate within the community. Workshop participants even noted that the development and use of a new business visitation program could help the government of the City of Wells and its key community and economic development partners identify and address issues that arise within the business community.

In addition to these targeted efforts, workshop participants further noted that the City of Wells, both independently and in conjunction with the efforts of its key strategic community and economic development partners, must continue to develop and implement a wider variety of new

workforce development and job training programs designed to provide existing businesses access to a pool of skilled and trained workers in order to support and grow their existing operations. Expanding outdoor and indoor community events, continued improvement in the community's overall quality of life, and continued efforts to revitalize and rehabilitate key commercial corridors were each identified by workshop participants as ways in which the City of Wells can continue to improve the business community's environment. Additional yet sustainable population growth and continued growth of existing tourist and visitor counts will provide existing businesses a growing pool of potential customers needed to support and expand their existing operations.

5.0 Analysis: Existing Community and Regional Conditions

This section presents a comprehensive overview of the results from Stronger Economies Together Module 2, *Exploring Your Region's Demographics*, presented to participants of the first and second community and county-level Comprehensive Economic Development Strategy workshops for the City of Wells held on July 24, 2019 and July 25, 2019 and on August 21, 2019 and August 22, 2019 in Elko, Nevada. The results of a comprehensive community Strengths, Weaknesses, Opportunities, and Threats analysis and several community identity, environmental assessment, and community placemaking exercises facilitated by University Center for Economic Development faculty and staff are also presented in this section.

5.1 Socio-Demographic and Economic Trends for the City of Wells and the Northeastern Nevada Regional Development Authority

Ten separate socio-demographic and economic categories were examined by participants of the July 24, 2019 and July 25, 2019 City of Wells Comprehensive Economic Development Strategy Workshop No. 1 held in Elko, Nevada. These categories include total population, median age, total number of households, average household size, median household income, median family income, per capita (mean) income, percent of total population living below the poverty line, civilian workforce, and civilian unemployment rate.

5.1.a Total Population

Table 5.1 presents the change in total population for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Wells is highlighted.

Between 2013 and 2017, the City of Wells' total residential population increased significantly, increasing from an estimated 1,986 total individuals in 2013 to an estimated 2,208 total individuals in 2017, a net increase of 222 total individuals or 11.2 percent. Compared to other communities throughout Elko County and throughout the northeastern Nevada region, the percentage growth in total population for the City of Wells was the greatest between 2013 and 2017. Between 2013 and 2017, the City of Elko's total residential population increased by 2,641 total individuals or 7.0 percent while the total residential population for the City of Carlin decreased by 340 total individuals or -12.6 percent. In the City of West Wendover, the total residential population increased marginally, increasing by a total of seven total individuals or 0.2 percent between 2013 and 2017. Countywide, the total residential population for all of Elko County increased from an estimated 50,023 total individuals in 2013 to an estimated 52,377 total individuals in 2017, a net increase of 2,354 total individuals or 4.7 percent. Regionally, Eureka County's total residential population declined by 76 total individuals or -4.2 percent while the total residential population for all of Humboldt County increased by 288 total individuals or 1.7

percent. In Lander County, the total residential population increased by 43 total individuals or 0.7 percent and, in White Pine County, the total residential population decreased by 165 total individuals or -1.6 percent.

Table 5.1 – Total Population Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	50,023	52,377	2,354	4.7%
Carlin	2,701	2,361	-340	-12.6%
Elko	37,670	40,311	2,641	7.0%
Wells	1,986	2,208	222	11.2%
West Wendover	4,442	4,449	7	0.2%
Eureka County	1,804	1,728	-76	-4.2%
Eureka	1,340	1,230	-110	-8.2%
Humboldt County	16,800	17,088	288	1.7%
Winnemucca	13,028	14,243	1,215	9.3%
Lander County	5,844	5,887	43	0.7%
Austin	580	411	-169	-29.1%
Battle Mountain	5,264	5,476	212	4.0%
White Pine County	10,023	9,858	-165	-1.6%
Ely	5,718	5,876	158	2.8%
State of Nevada	2,730,066	2,887,725	157,659	5.8%
United States	311,536,594	321,004,407	9,467,813	3.0%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Comparatively, the total population for the entire state of Nevada between 2013 and 2017 increased from an estimated 2.7 million total individuals in 2013 to an estimated 2.9 million total individuals in 2017, a net increase of approximately 157,659 total individuals or 5.8 percent. Between 2013 and 2017, the total population for the United States increased from an estimated 311.5 million total individuals in 2013 to an estimated 321.0 million total individuals in 2017, a net increase of approximately 9.5 million total individuals or 3.0 percent.

5.1.b Median Age

Table 5.2 presents the change in median age for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Wells is highlighted.

Between 2013 and 2017, the median age of the City of Wells' residential population declined significantly, decreasing from an estimated 39.5 years of age in 2013 to an estimated 35.1 years of age in 2017, a net decrease of 4.4 years or -11.1 percent. Between 2013 and 2017, the median age increased by 2.4 percent for all of Elko County, increased by 8.2 percent for the City of

Carlin, increased by 3.3 percent for the City of Elko, and increased by 3.1 years of age for the City of West Wendover. For all of Elko County, the City of Wells was the only community that experienced a measurable decline in its residential population’s median age.

Except for the City of West Wendover, the City of Wells had one of the youngest median ages for all of Elko County and a relatively low median age when compared to the rest of the northeastern Nevada region in 2017. Comparatively, in 2017, the median age for all of Elko County was 34.1 years of age, 38.1 years of age for the City of Carlin, 34.2 years of age for the City of Elko, and 29.2 years of age for the City of West Wendover. Regionally, in 2017, the median age for all of Eureka County was 47.3 years of age, 35.6 years of age for all of Humboldt County, 37.8 years of age for all of Lander County, and 39.4 years of age for all of White Pine County. Between 2013 and 2017, the median age increased by 23.5 percent for all of Eureka County, decreased by just 0.3 percent for all of Humboldt County, increased by 1.3 percent for all of Lander County, and decreased by 3.7 percent for all of White Pine County.

Table 5.2 – Median Age Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	33.3	34.1	0.8	2.4%
Carlin	35.2	38.1	2.9	8.2%
Elko	33.1	34.2	1.1	3.3%
Wells	39.5	35.1	-4.4	-11.1%
West Wendover	26.1	29.2	3.1	11.9%
Eureka County	38.3	47.3	9.0	23.5%
Eureka	34.9	46.5	11.6	33.2%
Humboldt County	35.7	35.6	-0.1	-0.3%
Winnemucca	34.0	33.9	-0.1	-0.3%
Lander County	37.3	37.8	0.5	1.3%
Austin	34.2	53.9	19.7	57.6%
Battle Mountain	37.8	36.8	-1.0	-2.6%
White Pine County	40.9	39.4	-1.5	-3.7%
Ely	43.1	39.1	-4.0	-9.3%
State of Nevada	36.6	37.7	1.1	3.0%
United States	37.3	37.8	0.5	1.3%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Statewide, the median age for the entire state of Nevada between 2013 and 2017 increased from an estimated 36.6 years of age in 2013 to an estimated 37.7 years of age in 2017, a net increase of 1.1 years or 3.0 percent. For the entire United State, the median age increased slightly, increasing from an estimated 37.3 years of age in 2013 to an estimated 37.8 years of age in 2017, a net increase of just 0.5 year or 1.3 percent.

5.1.c Total Number of Households

Table 5.3 presents the change in the total number of households for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Wells is highlighted.

Despite an increase in the total population for the City of Wells between 2013 and 2017, the total number of households in the City of Wells declined between 2013 and 2017, decreasing from an estimated 800 total households in 2013 to an estimated 776 total households in 2017, a net decrease of 24 total households or 3.0 percent. Countywide, the total number of households for all of Elko County increased by 1.6 percent between 2013 and 2017, decreased significantly by 21.6 percent for the City of Carlin, increased by 4.5 percent for the City of Elko, and decreased slightly by -0.1 percent for the City of West Wendover between 2013 and 2017.

Table 5.3 – Total Number of Households Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	17,599	17,882	283	1.6%
Carlin	937	735	-202	-21.6%
Elko	13,287	13,886	599	4.5%
Wells	800	776	-24	-3.0%
West Wendover	1,362	1,361	-1	-0.1%
Eureka County	416	434	18	4.3%
Eureka	504	506	2	0.4%
Humboldt County	6,314	6,261	-53	-0.8%
Winnemucca	4,859	5,063	204	4.2%
Lander County	2,010	2,183	173	8.6%
Austin	207	228	21	10.1%
Battle Mountain	1,803	1,955	152	8.4%
White Pine County	3,357	3,343	-14	-0.4%
Ely	2,155	2,273	118	5.5%
State of Nevada	999,016	1,052,249	53,233	5.3%
United States	115,610,216	118,825,921	3,215,705	2.8%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Comparatively, the total number of households statewide in the state of Nevada increased from an estimated 999,016 total households in 2013 to an estimated 1.1 million total households in 2017, a net increase of approximately 53,233 total households or 5.3 percent. Nationally, the total number of households nationwide in the United States increased from an estimated 115.6 million total households in 2013 to an estimated 118.8 million total households in 2017, a net increase of approximately 3.2 million total households or 2.8 percent.

5.1.d Average Household Size

Table 5.4 presents the change in the change in average household size for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Wells is highlighted.

The average household size in the City of Wells increased significantly between 2013 and 2017, increasing from an estimated 2.34 people per household in 2013 to an estimated 2.67 people per household in 2017, a net increase of 0.33 people per household or 14.1 percent. The overall rate of growth in the average household size for the City of Wells between 2013 and 2017 was one of the largest for all of Elko County and one of the largest for the entire northeastern Nevada region. Countywide, the average household size for all of Elko County increased by 2.9 percent between 2013 and 2017, increased by 10.4 percent for the City of Carlin, increased by 2.1 percent for the City of Elko, and increased slightly by 0.3 percent for the City of West Wendover. Regionally, the average household size for all of Eureka County between 2013 and 2017 decreased significantly by -12.7 percent, increased by 2.3 percent for all of Humboldt County, decreased by -7.0 percent for all Lander County, and decreased by -8.8 percent for all of White Pine County.

Table 5.4 – Average Household Size Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	2.80	2.88	0.08	2.9%
Carlin	2.70	2.98	0.28	10.4%
Elko	2.81	2.87	0.06	2.1%
Wells	2.34	2.67	0.33	14.1%
West Wendover	3.26	3.27	0.01	0.3%
Eureka County	3.39	2.96	-0.43	-12.7%
Eureka	2.61	2.42	-0.19	-7.3%
Humboldt County	2.63	2.69	0.06	2.3%
Winnemucca	1.25	2.77	1.52	121.6%
Lander County	2.87	2.67	-0.20	-7.0%
Austin	2.78	1.79	-0.99	-35.6%
Battle Mountain	4.08	2.77	-1.31	-32.1%
White Pine County	2.74	2.50	-0.24	-8.8%
Ely	2.60	2.53	-0.07	-2.7%
State of Nevada	2.70	2.71	0.01	0.4%
United States	2.63	2.63	0.00	0.0%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Comparatively, the average household size for the state of Nevada statewide increased slightly between 2013 and 2017, increasing from an estimate of 2.70 people per household in 2013 to an

estimated 2.71 people per household in 2017, a negligible increase of just 0.01 people per household or 0.4 percent. The average household size for the entire United States nationwide was unchanged between 2013 and 2017, with an estimated average household size of 2.63 people per household in both 2013 and 2017.

5.1.e Median Household Income

Table 5.5 presents the change in the change in median household income (in 2017 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Wells is highlighted.

Median household income in the City of Wells remained relatively low when compared to other communities in Elko County and throughout the northeastern Nevada region in both 2013 and 2017 but did increase significantly between 2013 and 2017, increasing from an estimated \$46,875 in 2013 to an estimated \$60,426 in 2017, a net increase of \$13,551 or 28.9 percent. Countywide, median household income for all of Elko County increased by 8.5 percent between 2013 and 2017, increased by 7.3 percent for the City of Carlin, increased by 12.6 percent for the City of Elko, and increased significantly by 28.3 percent for the City of West Wendover.

Table 5.5 – Median Household Income (2017 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	\$70,238	\$76,178	\$5,940	8.5%
Carlin	\$69,107	\$74,148	\$5,041	7.3%
Elko	\$75,989	\$85,530	\$9,541	12.6%
Wells	\$46,875	\$60,426	\$13,551	28.9%
West Wendover	\$37,740	\$48,429	\$10,689	28.3%
Eureka County	\$64,632	\$67,159	\$2,527	3.9%
Eureka	\$50,268	\$70,000	\$19,732	39.3%
Humboldt County	\$59,472	\$69,324	\$9,852	16.6%
Winnemucca	\$67,456	\$76,621	\$9,165	13.6%
Lander County	\$72,742	\$79,865	\$7,123	9.8%
Austin	\$43,809	\$45,570	\$1,761	4.0%
Battle Mountain	\$76,090	\$83,521	\$7,431	9.8%
White Pine County	\$48,586	\$60,358	\$11,772	24.2%
Ely	\$49,316	\$61,339	\$12,023	24.4%
State of Nevada	\$52,800	\$55,434	\$2,634	5.0%
United States	\$53,046	\$57,652	\$4,606	8.7%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Regionally, median household income increased by just 3.9 percent for all of Eureka County between 2013 and 2017, increased significantly by 16.6 percent for all of Humboldt County, increased by 9.8 percent for all of Lander County, and increased significantly by 24.2 percent for all White Pine County. Statewide, the median household income for the entire state of Nevada increased from an estimated median household income of \$52,800 in 2013 to an estimated median household income of \$55,434 in 2017, a net increase of approximately \$2,634 or 5.0 percent. Nationwide, the median household income for the entire United increased from an estimated \$53,046 in 2013 to an estimated median household income of \$53,046 in 2013 to an estimated median household income of \$57,652 in 2017, a net increase of approximately \$4,606 or 8.7 percent.

5.1.f Median Family Income

Table 5.6 presents the change in the change in median family income (in 2017 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Wells is highlighted.

Table 5.6 – Median Family Income (2017 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	\$75,231	\$86,421	\$11,190	14.9%
Carlin	\$75,046	\$75,060	\$14	0.0%
Elko	\$84,458	\$93,941	\$9,483	11.2%
Wells	\$55,500	\$66,111	\$10,611	19.1%
West Wendover	\$41,208	\$48,960	\$7,752	18.8%
Eureka County	\$94,648	\$109,085	\$14,437	15.3%
Eureka	\$64,853	\$113,869	\$49,016	75.6%
Humboldt County	\$74,433	\$80,884	\$6,451	8.7%
Winnemucca	\$86,287	\$85,691	-\$596	-0.7%
Lander County	\$75,857	\$96,250	\$20,393	26.9%
Austin	\$60,278	\$107,639	\$47,361	78.6%
Battle Mountain	\$80,313	\$94,265	\$13,952	17.4%
White Pine County	\$63,982	\$69,481	\$5,499	8.6%
Ely	\$63,459	\$75,074	\$11,615	18.3%
State of Nevada	\$61,359	\$65,469	\$4,110	6.7%
United States	\$64,719	\$70,850	\$6,131	9.5%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 201

Between 2013 and 2017, median family income in the City of Wells, like median household income, remained relatively low when compared to all of Elko County and other communities throughout the county but increased significantly, increasing from an estimated \$55,500 in 2013

to an estimated \$66,111 in 2017, a net increase of \$10,611 or 19.1 percent. Comparatively, median family income increased significantly throughout most of Elko County and throughout most of the northeastern Nevada region. Between 2013 and 2017, median family income for all of Elko County increased by 14.9 percent, remained effectively unchanged in the City of Carlin, increased significantly in the City of Elko by 11.2 percent, and increased significantly in the City of West Wendover by 18.8 percent. In 2017, median family income in the City of Wells, \$66,111, was less than median family income for all of Elko County, \$86,421, less than median family income for the City of Carlin, \$75,060, less than median family income for the City of Elko, \$93,941, but significantly greater than median family income for the City of West Wendover, \$48,960. Regionally, median family income for all of Eureka County increased significantly by 15.3 percent and was \$109,085 in 2017. For all of Humboldt County, median family income increased by 8.7 percent and was \$80,884 in 2017 and, for all of Lander County, median family income increased significantly by 26.9 percent and was \$96,250 in 2017. For all of White Pine County, median family income increased by 8.6 percent between 2013 and 2017 and was \$69,481 in 2017.

Statewide, the median family income for the entire state of Nevada increased between 2013 and 2017, increasing from an estimated median family income of \$61,359 in 2013 to an estimated median family income of \$65,469 in 2017, a net increase of approximately \$4,110 or 6.7 percent. Nationwide, the median family income for the entire United States increased between 2013 and 2017, increasing from an estimated median family income of \$64,719 in 2013 to an estimated median family income of \$70,850 in 2017, a net increase of approximately \$6,131 or 9.5 percent.

5.1.g Per Capita (Mean) Income

Table 5.7 presents the change in the change in per capita income (in 2017 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Wells is highlighted.

Despite significant growth in median household income and median family income in the City of Wells between 2013 and 2017, per capita income for the City of Wells increased slightly between 2013 and 2017, increasing from an estimated \$23,401 in 2013 to an estimated \$23,998 in 2017, a net increase of just \$597 or 2.6 percent. Comparatively, per capita income for all Elko County increased by 14.6 percent between 2013 and 2017, increased by 17.4 percent in the City of Carlin, increased by 13.0 percent in the City of Elko, and increased significantly in the City of West Wendover by 51.5 percent. Similar to median household income and median family income, per capita income in the City of Wells was relatively low in 2017 compared to other communities throughout Elko County and throughout the northeastern Nevada region. In 2017, per capita income in the City of Wells was \$23,998 but was \$32,498 in 2017 for all of Elko County, \$34,456 in the City of Carlin and was \$35,066 in the City of Elko. Only in West Wendover was per capita income lower, at \$22,701 in 2017, when compared to per capita income in the City of Wells.

Regionally, per capita income increased by 26.9 percent between 2013 and 2017 and was \$35,606 in 2017 for all of Eureka County. Per capita income for all of Humboldt County was

\$29,215 in 2017 and increased by 10.2 percent between 2013 and 2017. For all of Lander County, per capita income was \$30,256 in 2017 and increased by 1.5 percent between 2013 and 2017 and, for all of White Pine County, per capita income was \$25,350 in 2017 and increased by 3.7 percent between 2013 and 2017.

Table 5.7 – Per Capita (Mean) Income, Individuals (2017 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	\$28,358	\$32,498	\$4,140	14.6%
Carlin	\$29,339	\$34,456	\$5,117	17.4%
Elko	\$31,042	\$35,066	\$4,024	13.0%
Wells	\$23,401	\$23,998	\$597	2.6%
West Wendover	\$14,982	\$22,701	\$7,719	51.5%
Eureka County	\$28,056	\$35,606	\$7,550	26.9%
Eureka	\$24,700	\$35,331	\$10,631	43.0%
Humboldt County	\$26,515	\$29,215	\$2,700	10.2%
Winnemucca	\$28,602	\$30,258	\$1,656	5.8%
Lander County	\$29,800	\$30,256	\$456	1.5%
Austin	\$17,523	\$35,814	\$18,291	104.4%
Battle Mountain	\$31,153	\$29,839	-\$1,314	-4.2%
White Pine County	\$24,435	\$25,350	\$915	3.7%
Ely	\$28,226	\$29,964	\$1,738	6.2%
State of Nevada	\$26,589	\$28,450	\$1,861	7.0%
United States	\$28,155	\$31,177	\$3,022	10.7%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Comparatively, the per capita income for the entire state of Nevada increased between 2013 and 2017, increasing from an estimated per capita income of \$26,598 in 2013 to an estimated per capita income of \$28,450 in 2017, a net increase of \$1,861 or 7.0 percent. Nationwide, the per capita income for the entire United States increased significantly between 2013 and 2017, increasing from an estimated per capita income of \$28,155 in 2013 to an estimated per capita income of \$31,177 in 2017, a net increase of approximately \$3,022 or 10.7 percent.

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

Table 5.8 presents the change in the percentage of total population living below the poverty line for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Wells is highlighted.

Between 2013 and 2017, the percent of total population living below the poverty line in the City of Wells decreased dramatically, decreasing from an estimated 7.9 percent in 2013 to an

estimated 5.2 percent in 2017, a net decrease of 2.7 percent or a percentage decrease of -34.2 percent. Countywide, the percent of total population living below the poverty line for all of Elko County increased significantly between 2013 and 2017, increasing from an estimated 8.8 percent in 2013 to an estimated 11.5 percent in 2017, a net increase of 2.7 percent or a percentage increase of 30.7 percent. For the City of Carlin, the percentage of total population living below the poverty line decreased by a percentage of -3.4 percent between 2013 and 2017 but increased significantly for the City of Elko, with a percentage increase of 54.0 percent between 2013 and 2017. For the City of West Wendover, the percentage of total population living below the poverty line also decreased significantly between 2013 and 2017, decreasing from an estimated 24.8 percent in 2013 to an estimated 15.3 percent in 2017, a net decline of 9.5 percent or a percentage decrease of -38.3 percent.

The actual percentage of total population living below the poverty line in the City of Wells was significantly lower than the percentage of total population living below the poverty line for the rest of the northeastern Nevada Region. In 2013 and 2017, the percentage of total population living below the poverty line for all of Eureka County was 13.9 percent and 10.0 percent and, for all of Humboldt County, the percentage of total population living below the poverty line in both 2013 and 2017 was 12.3 percent and 9.1 percent respectively. In 2013 and 2017, the percentage of total population living below the poverty line for all of Lander County was 9.3 percent and 13.2 percent and, for all of White Pine County, the percentage of total population living below the poverty line in both 2013 and 2017 was 12.9 percent and 13.0 percent respectively.

Table 5.8 – Percent of Total Population Living Below the Poverty Line Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	8.8%	11.5%	2.7%	30.7%
Carlin	5.9%	5.7%	-0.2%	-3.4%
Elko	6.3%	9.7%	3.4%	54.0%
Wells	7.9%	5.2%	-2.7%	-34.2%
West Wendover	24.8%	15.3%	-9.5%	-38.3%
Eureka County	13.9%	10.0%	-3.9%	-28.1%
Eureka	16.9%	10.8%	-6.1%	-36.1%
Humboldt County	12.3%	9.1%	-3.2%	-26.0%
Winnemucca	11.3%	7.8%	-3.5%	-31.0%
Lander County	9.3%	13.2%	3.9%	41.9%
Austin	15.2%	0.2%	-15.0%	-98.7%
Battle Mountain	8.7%	14.1%	5.4%	62.1%
White Pine County	12.9%	13.0%	0.1%	0.8%
Ely	11.2%	15.0%	3.8%	33.9%
State of Nevada	15.0%	14.2%	-0.8%	-5.3%
United States	15.4%	14.6%	-0.8%	-5.2%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Statewide, the percent of total population living below the poverty line for the entire state of Nevada decreased between 2013 and 2017, decreasing from an estimated 15.0 percent in 2013 to an estimated 14.2 percent in 2017, a net decrease of 0.8 percent or -5.3 percent. Nationwide, the percent of total population living below the poverty line for the entire United States decreased between 2013 and 2017, decreasing from an estimated 15.4 percent in 2013 to an estimated 14.6 percent in 2017, a net decrease of 0.8 percent or -5.2 percent.

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

Table 5.9 presents the change in the size of the civilian workforce (individuals aged 16 years or older) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Wells is highlighted.

Table 5.9 – Civilian Workforce (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	37,364	39,478	2,114	5.7%
Carlin	2,160	1,975	-185	-8.6%
Elko	28,199	30,697	2,498	8.9%
Wells	1,556	1,654	98	6.3%
West Wendover	2,779	2,917	138	5.0%
Eureka County	1,339	1,393	54	4.0%
Eureka	964	973	9	0.9%
Humboldt County	12,697	12,924	227	1.8%
Winnemucca	9,705	10,593	888	9.1%
Lander County	4,397	4,422	25	0.6%
Austin	364	357	-7	-1.9%
Battle Mountain	4,033	4,065	32	0.8%
White Pine County	8,128	8,032	-96	-1.2%
Ely	4,545	4,556	11	0.2%
State of Nevada	2,143,541	2,292,486	148,945	6.9%
United States	246,191,954	255,797,692	9,605,738	3.9%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Between 2013 and 2017, the total civilian workforce for the City of Wells increased from an estimated 1,556 total workers in 2013 to an estimated 1,654 total workers in 2017, a net increase of 98 total workers or 6.3 percent. Countywide, the total civilian workforce for all of Elko County increased by 2,114 total workers or 5.7 percent between 2013 and 2017. Between 2013 and 2017, the total civilian workforce in the City of Carlin actually decreased by an estimated 185 total workers or -8.6 percent, increased by an estimated 2,498 total workers or 8.9 percent in

the City of Elko, and increased by an estimated 138 total workers or 5.0 percent in the City of West Wendover. Outside of Elko County, the civilian workforce remained relatively unchanged for the rest of the northeastern Nevada region between 2013 and 2017, increasing by 4.0 percent in Eureka County, increasing by just 1.8 percent in Humboldt County, increasing by just 0.6 percent in Lander County, and actually declining by -1.2 percent in White Pine County.

Statewide, the total civilian workforce for the entire state of Nevada increased between 2013 and 2017, increasing from an estimated 2.1 million total workers in 2013 to an estimated 2.3 million total workers in 2017, a net increase of approximately 148,945 total workers or 6.9 percent. Between 2013 and 2017, the total civilian workforce nationwide for the entire United States increased from an estimated 246.2 million total workers in 2013 to an estimated 255.8 million workers in 2017, a net increase of approximately 9.6 million total workers or 3.9 percent.

5.1.k Civilian Unemployment Rate (Individuals 16 Years or Older)

Table 5.10 presents the change in the estimated civilian unemployment rate (individuals aged 16 years or older) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. The community of Wells is highlighted.

Table 5.10 – Civilian Unemployment Rate (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority 2013 and 2017				
Community	2013	2017	2013-2017 Actual Change	2013-2017 Percent Change
Elko County	5.7%	4.4%	-1.3%	-22.8%
Carlin	10.6%	11.8%	1.2%	11.3%
Elko	4.8%	3.7%	-1.1%	-22.9%
Wells	7.4%	4.9%	-2.5%	-33.8%
West Wendover	7.6%	1.3%	-6.3%	-82.9%
Eureka County	5.4%	-	-	-
Eureka	1.6%	-	-	-
Humboldt County	9.1%	7.3%	-1.8%	-19.8%
Winnemucca	7.4%	7.2%	-0.2%	-2.7%
Lander County	11.2%	7.6%	-3.6%	-32.1%
Austin	17.7%	12.1%	-5.6%	-31.6%
Battle Mountain	10.7%	7.4%	-3.3%	-30.8%
White Pine County	9.9%	6.2%	-3.7%	-37.4%
Ely	8.8%	6.7%	-2.1%	-23.9%
State of Nevada	12.5%	8.0%	-4.5%	-36.0%
United States	9.7%	6.6%	-3.1%	-32.0%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2017

Between 2013 and 2017, the civilian unemployment rate of the City of Wells decreased dramatically, decreasing from an estimated 7.4 percent in 2013 to an estimated 4.9 percent in 2017, a net decrease of 2.5 percent or a percentage decrease of -33.8 percent. Comparatively, the civilian unemployment rate of all of Elko County decreased by 1.3 percent or a percentage decrease of -22.8 percent between 2013 and 2017. In the City of Carlin, the civilian unemployment rate increased by 1.2 percent or a percentage increase of 11.3 percent between 2013 and 2017 and decreased significantly in the City of Elko, decreasing by 1.1 percent or -22.9 percent between 2013 and 2017. The decline in the civilian unemployment rate for the City of West Wendover between 2013 and 2017 was even more dramatic, decreasing by 6.3 percent or a percentage decrease of -82.9 percent between 2013 and 2017. Regionally, between 2013 and 2017, the civilian unemployment rate decreased by 1.8 percent or a percentage decline of -19.8 percent in Humboldt County, decreased by 3.6 percent or a percentage decline of -32.1 percent in Lander County, and decreased by 3.7 percent or a percentage decline of -37.4 percent in White Pine County.

Comparatively, the estimated civilian unemployment rate for both the state of Nevada and for the entire United States also declined significantly between 2013 and 2017. Statewide, the estimated civilian unemployment rate for the entire state of Nevada declined from an estimated 12.5 percent in 2013 to an estimated 8.0 percent in 2017, a net decrease of approximately 4.5 percent or -36.0 percent. Nationwide, the estimated civilian unemployment rate for the entire United States declined from an estimated 9.7 percent in 2013 to an estimated 6.6 percent in 2017, a net decrease of approximately 3.1 percent or -32.0 percent.

5.2 Identifying Priority Conditions in the Socio-Demographic and Economic Data

As part of Stronger Economies Together Module 2, *Exploring Your Region's Demographics*, and as part of the assessment of the various socio-demographic and economic conditions outlined in the previous sub-section, participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 in Elko, Nevada were asked to identify a set of specific conditions to be addressed as part of the new Comprehensive Economic Development Strategy for the City of Wells. Workshop participants were asked to answer the following five questions:

- What *conditions* does the data describe?
- What *direction* of change does the data describe?
- What is the *intensity* of that change?
- How does my community (territory) *compare* with other communities?
- What *overall picture* does the data paint?

Workshop participants identified three specific conditions, based on the assessment of existing socio-demographic and economic data for the City of Wells and communities located throughout the northeastern Nevada region, to be addressed through achievement of the City of Wells' new five-year Comprehensive Economic Development Strategy, including: (1) take advantage of the relative decline in the community's median age while developing new services designed to serve a younger population, (2) continued decrease in the total number of households and growing average household size, and (3) capitalize on the growing levels of median household income and median family income while addressing the relatively flat growth in per capita income.

5.2.a Condition 1: Take Advantage of the Overall Decline in the Community's Median Age

Between 2013 and 2017, the median age in the City of Wells declined from an estimated 39.5 years of age in 2013 to an estimated 35.1 years of age in 2017, a net decline of 4.4 years of age or a percentage decrease of -11.1 percent. For all of Elko County, the City of Wells was the only community to experience a decline in the median age of its residential population and was one of only three communities throughout all of northeastern Nevada, including the City of Winnemucca in Humboldt County and the City of Ely in White Pine County, that experienced a decline in the median age of its residential population. Workshop participants noted that this trend is likely to continue over the next five-year period and further noted that, unlike other communities in northeastern Nevada that have had to contend with a rising median age and a resulting tightening of its labor market, Wells has successfully attracted an increasingly younger population that, as workers, can help fuel continued economic growth through new business creation and attraction and existing business retention and expansion.

Workshop participants noted that, as part of its new five-year Comprehensive Economic Development Strategy, the City of Wells should actively capitalize on this trend by positioning the community as a community with a growing workforce that can help fill open and vacant positions as new businesses relocate to Wells and as existing businesses seek to expand their current operations. However, coupled with continued population growth, the City of Wells will also have to address a growing housing shortage in order to adequately house the community's growing population and civilian workforce. This trend will also require the City of Wells to continue its existing significant investments in new services, programs, and facilities that are designed to support a growing and youthful population. Working both independently of and in partnership with key community and economic development partners, including but not limited to the Elko County School District and Great Basin College, additional workforce and job training programs will be needed to ensure that a sustainably growing population has the requisite skill sets and training to successfully fill open and vacant positions.

5.2.b Condition 2: Increased Population but Declining Number of Households and Increase in the Average Household Size

Workshop participants noted that, between 2013 and 2017, the City of Wells' population has increased significantly, increasing from an estimated 1,986 total individuals in 2013 to an estimated 2,208 total individuals in 2017, a net increase of 222 total individuals or 11.2 percent. Over the same 2013 to 2017, the total residential population for all of Elko County increased by just 4.7 percent, decreased by -12.6 percent in the City of Carlin, increased by 7.0 percent in the

City of Elko, and increased by just 0.2 percent in the City of West Wendover. In fact, total population growth in the City of Wells between 2013 and 2017, in-terms of percentage change, outpaced the percentage increases in total population growth in most of the northeastern Nevada region, outpaced the percentage increase in total population growth for the entire state of Nevada, and outpaced the percentage increase in total population growth for the entire United States. While the City of Wells remains one of the smaller population centers in Elko County and throughout northeastern Nevada, the community has experienced a significant surge in population growth since 2013.

While increased population growth has helped expand and grow the community's pool of available workers needed to support new business creation and attraction efforts and existing business retention and expansion initiatives, this rapid and sudden increase in new population has strained the community's stock of available housing and key public services. Most notably, workshop participants pointed out that the total number of households in the City of Wells actually decreased between 2013 and 2017, decreasing from an estimated 800 total households in 2013 to an estimated 776 total households in 2017, a net decrease of 24 total households or -3.0 percent. Average household size, or the estimated average number of people living in each household, increased significantly between 2013 and 2017, increasing from an estimated 2.34 people per household in 2013 to an estimated 2.67 people per household in 2017, a net increase of 0.33 people per household or 14.1 percent. Workshop participants indicated that improving the overall stock and availability of both owner-occupied and renter-occupied housing, in order to support future sustainable population growth and growth in the community's civilian workforce, should be a priority as part of the new five-year Comprehensive Economic Development Strategy for the City of Wells.

Increased population growth will also mean that the City of Wells, both independently and in conjunction with the efforts of key community and economic development partners, should focus, as part of its new five-year Comprehensive Economic Development Strategy, in existing efforts to improve the availability of new services, programs, and facilities and ongoing investment in critical infrastructure needed to support continued population growth. Specifically, workshop participants noted that improved and increased education facilities, programs, and facilities will be needed as the community's population continues to grow and as the median age of the community's residential population continues to decrease. In partnership with the Elko County School District and Great Basin College, continued expansion and improvement of existing public schools and the development of new workforce development and job training programs will be critical in further servicing this growing population over the next five years and beyond.

5.2.c Condition 3: Increasing Median Household Income and Median Family Income Levels

Between 2013 and 2017, median household income in the City of Wells increased by \$13,551 or 28.9 percent and median family income in the City of Wells increased by \$10,611 or 19.1 percent, significantly outpacing growth in median household income and median family income for all of Elko County and significantly outpacing growth in median household income and median family income for most of the northeastern Nevada region, the state of Nevada, and the United States. Workshop participants noted that these increases in median household income

and median family income are the result of an economic renaissance that has occurred in Wells over the past several years since the Great Recession. As new businesses have been created or have relocated to the community and as existing businesses expand their operations, new employment opportunities with relatively higher wages have been created. And while per capita income has not grown at the same rate of growth in median household income and median family income, wages have steadily increased throughout the community. The resulting increase in wages and in median household income, median family income, and even per capita income has resulted in additional disposable income that continues to support additional economic development and business growth throughout the community.

Workshop participants noted that the City of Wells, as part of its new five-year Comprehensive Economic Development Strategy, should move quickly to capitalize on these increasing measures of household, family, and per capita income. As part of its new five-year Comprehensive Economic Development Strategy, the City of Wells should aggressively engage in new business creation and attraction efforts while simultaneously helping existing businesses to stay in the community and expand their operations. Rising measures of income can also potentially support further growth and development of the community's retail trade industry and occupation sectors as additional disposable income in the community's existing residential population and civilian workforce will help support these new commercial retail establishments. As the community's commercial and retail trade industry and occupation sectors grow, additional accommodation and tourist-related firms and activities can also be grown and supported creating a 'feedback loop' of continued community and economic development.

5.3 Community Assessment: Identifying Community Culture and Identity

Workshop participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 were asked to answer three questions regarding the City of Wells' overall community culture and identity, including:

- If your community were a person, what would it be like and why?
- If your community were an automobile, what would it be like and why?
- If we put a music score to the daily activity of your community, what would it sound like and why?

The purpose of each of these questions is to provide a general description of the City of Wells' existing community culture and identity in order to identify possible economic development strategies that may or may not be appropriate for the community to pursue.

In general, workshop participants agreed that, if the City of Wells were a person, this person would likely be a male and would absolutely be an extrovert. An overly 'manly' persona was used by workshop participants to describe the personality of this person. A weathered face, similar to that of archetypes such as Clint Eastwood and Sean Connery, was used to best describe

the outward appearance of this individual. Workshop participants further noted that the City of Wells, if it were a person, would have a predominately Conservative political ideology, would prefer to wear comfortable clothes, and would absolutely be willing and eager to attend parties with their closest friends and family. Not only would this individual be willing and eager to attend parties, this individual would actively participate in the party and would be happy to sing, dance and share drinks with other party-goers. Action movies would be the preferred type of movies that this individual would prefer to watch, which speaks to the adventurous nature of Wells as a community and the important strides that Wells has taken to improve the community's overall access to a wide variety of outdoor recreation and entertainment activities in the immediate area surrounding the community.

If this community (the City of Wells) was an automobile, workshop participants generally agreed that an older Chevy or Cadillac would best represent different cultural characteristics of the community's identity. Workshop participants generally agreed that this older Chevy or Cadillac, despite its age and despite having certain non-functioning or non-operating features, would still be in good running order and that the owner would certainly take good care of it. While having between 100,000 and 200,000 miles on the automobile's odometer, workshop participants noted that the automobile would not have any visible signs of rust but would certainly be dusty given the automobile's frequent use. Workshop participants further noted that this automobile, as a representation of Wells' community culture and identity, would have few, if any, major upgrades and would almost certainly have older-styled hand-crank windows. While older and in need of some moderate level of care and TLC, workshop participants concluded that the owner would strive to take care of the automobile which accurately describes the care and concern that people in Wells take for their community. Workshop participants concluded that the people who live and work in Wells and the businesses that operate throughout the community take care of what they have, take pride in their community, and are committed to improving their community by taking the necessary steps to do so.

Workshop participants described Wells as a community that has developed its own 'bubble' and, by both choice and necessity, have learned to become self-sufficient as a community. Because of this general isolation and detachment from other communities throughout Elko County and throughout the northeastern Nevada region, workshop participants generally agreed that a general level of 'white noise' or even the playing of a local high school marching band would likely best represent the day-to-day activity of Wells. In many ways, despite a fairly significant tourist and visitor population that use Wells as a jumping-off and access point to many of the region's premier outdoor recreation and entertainment venues and sites, the community of the City of Wells has a relatively predictable and quiet pace. Workshop participants credited this relatively predictable and quiet pace to the daily activity of the community of the City of Wells to its relatively small residential population and the intimacy and familiarity people living in a relatively small rural or non-metropolitan community have. The intimacy and familiarity people having for each other in this community is a primary community value that workshop participants stressed was important to preserve and protect as the community pursues new strategic economic development programs and initiatives as part of its new five-year Comprehensive Economic Development Strategy. Workshop participants further agreed that while the existing residential population and business community is generally supportive of new

growth and development, new growth and development should be pursued in a sustainable way that compliments the community's existing culture and identity.

5.4 Community Assessment: Community and Regional Likes and Dislikes

In further assessing community, as well as regional, likes dislikes, workshop participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019 were asked to answer four additional questions, including:

- What do you like about your community?
- What do you dislike about your community?
- What do you like about the region (northeastern Nevada)?
- What do you dislike about the region (northeastern Nevada)?

The purpose of each of these questions is to provide a general insight into areas of strength and weakness for both the community and for the entire region as a whole, including the five counties that comprise the Northeastern Nevada Regional Development Authority region. The results of this community assessment exercise were eventually incorporated into the development of a new comprehensive economic development vision and set of economic development goals and objectives for the City of Wells' new five year Comprehensive Economic Development Strategy for the 2020 to 2025 period.

5.4.a What do you like about your community?

Figure 5.1 presents a word cloud of the most common responses to the question, *What do you like about your community?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

Workshop participants overwhelmingly noted the strong sense of community that exists in Wells and further emphasized the tight-knit nature of the community's existing residential population as the primary feature of Wells that they liked. Specifically, workshop participants noted that the community's people are very friendly, take an active interest in getting to know each other, and regularly come together to solve problems that concern the entire community. The community's existing mix of public K through 12 schools, the generally small geographic footprint of the community, and the extremely affordable and safe characteristics of the community were other qualities that workshop participants strongly liked about Wells. Workshop participants further noted that the people of Wells and the existing business community have historically been and continue to be committed to the community's ongoing improvement, either through their own

personal investment into their property and business or through their support of public sector driven efforts to pursue new community and economic development programs, projects, and initiatives.

**Figure 5.1 – What do you like about your community?
City of Wells**



Workshop participants further noted that, because of Wells’ strategic geographic location, at the intersection of U.S. Interstate 80 and U.S. Highway 93 (known as the Great Basin Highway), the community is a cross roads of commercial and business activity which links Elko County and much of the northeastern Nevada region together with both east-west and north-south connections to larger more urban or metropolitan communities such as the Salt Lake City metropolitan statistical area to the west of Wells and the Twin Falls, Idaho metropolitan statistical area to the north of Wells. To the south of Wells, U.S. Highway 93 also provides an important transportation connection to Ely, Nevada in White Pine County and to the Great Basin National Park that, according to the U.S. National Parks Service, receives nearly 100,000 visitors per year.

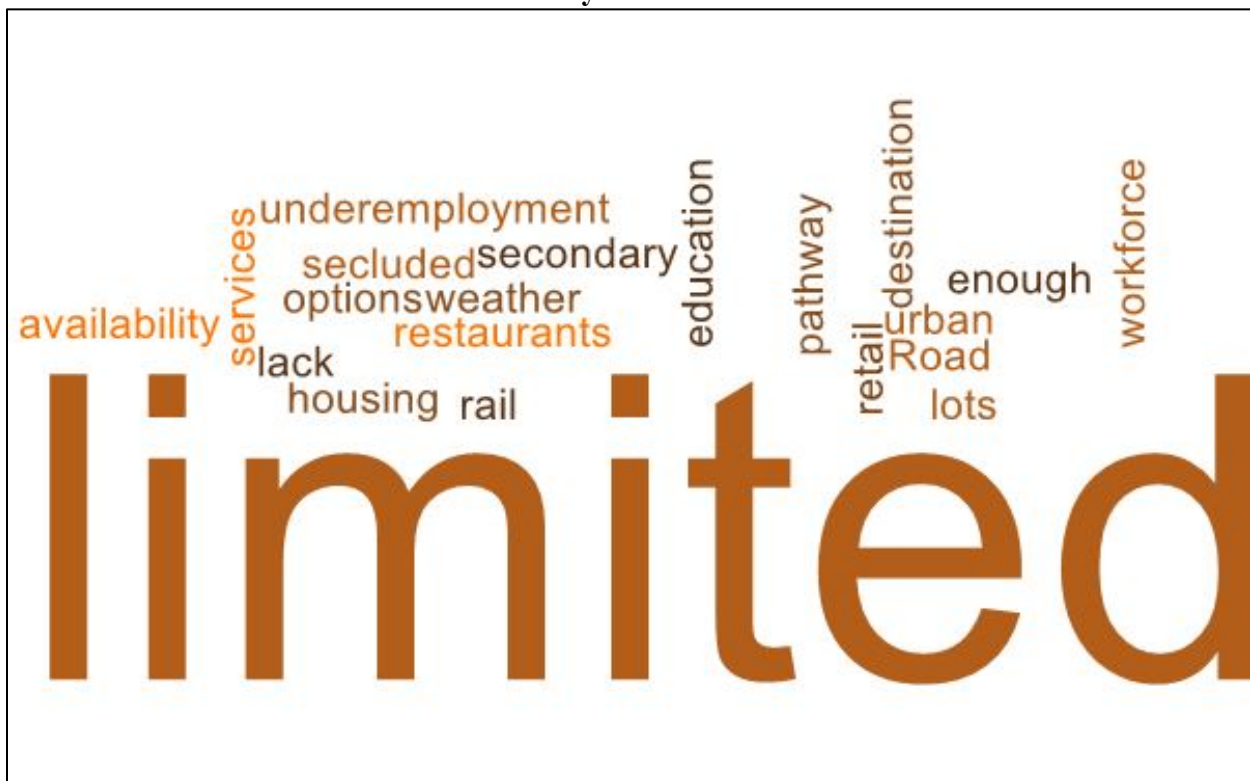
Because of the community’s existing central geographic location and proximity to key urban or metropolitan communities and markets and the relative ease of access providing by existing transportation assets to major outdoor recreation and entertainment sites, Wells has become an important economic hub for a variety of existing and emerging commercial, retail, accommodation, and general business activity. Wells provides immediate and direct access to several major outdoor recreation and entertainment venues in addition to the Great Basin National Park including Angel Lake, Franklin Lake Wildlife Management Area, the Ruby Lake

National Wildlife Refuge, and many other major outdoor recreation and entertainment sites on both the eastern and western fronts of the Ruby Mountain range.

5.4.b What do you dislike about your community?

Figure 5.2 presents a word cloud of the most common responses to the question, *What do you dislike about your community?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

**Figure 5.2 – What do you dislike about your community?
City of Wells**



The word ‘limited’ was often used to describe various aspects of the community that workshop participants either disliked about Wells or were in need of improvement through increased community and economic development efforts. Limited retail and food service offerings, a limited workforce with needed skills and training, and limited housing options for a variety of different demographic and income groups were a few of the various characteristics of the City of Wells that workshop participants either disliked or agreed should receive additional attention and focus on as part of the City of Wells’ new five-year Comprehensive Economic Development Strategy. While the City of Wells, both independently of and in partnership with a variety of other public sector and private sector partners, has recently developed and implemented a number of new strategic community and economic development initiatives to address these

areas, workshop participants noted that additional focus and new strategies will be needed to fill existing holes in the community and economic base of Wells over the next five years.

While the City of Wells is strategically situated at the intersection of U.S. Interstate 80 and U.S. Highway 93, workshop participants generally noted that this geographic asset, coupled with the important transportation assets that already exist in and around the community, has not led to the levels of new community and economic growth that may otherwise be expected. Instead, the community remains relatively isolated from and paradoxically dependent on other parts of Elko County, on other communities within the northeastern Nevada region, and on larger more urban or metropolitan communities in Idaho to the north and in Utah to the east. While workshop participants expressed a strong desire for Wells to retain its intimate and tight-knit rural community identity, workshop participants agreed that new sustainable population growth will be needed to ensure future growth of civilian workforce needed to support future sustainable community and economic growth.

5.4.c What do you like about the region (northeastern Nevada)?

Figure 5.3 presents a word cloud of the most common responses to the question, *What do you like about the region (northeastern Nevada)?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

**Figure 5.3 – What do you like about the region (northeastern Nevada)?
Northeastern Nevada Regional Development Authority Region**



Not surprisingly, workshop participants noted a number of qualities and characteristics that they liked about the northeastern Nevada region that were very similar to the qualities and characteristics that they also liked about the community of Wells. Most notably, workshop participants identified the region's existing sense of community and the various rural and non-metropolitan characteristics of the region that they liked the most about the northeastern Nevada region. While each community throughout the region has retained its own unique set of characteristics and qualities, people who live and work throughout the region take pride in their community, help each other out when help is needed, and actively get to know each other. The sense of 'home' in northeastern Nevada that is shared among residents and business owners contributes to the overall sense of community that exists throughout the region. In general, people are supportive of various community and economic development efforts that adds to the existing high quality of life that exists throughout the region and of those efforts that seek to preserve and protect the region's historical and existing rural heritage.

Workshop participants further noted that the region is home to a wide variety of outdoor recreation and entertainment opportunities that are enjoyed by the region's residential population and by tourists and visitors alike. Not all are the region's vast array of natural resources and assets enjoyed by residents, tourists, and visitors, the region's vast array of natural resources, including large deposits of various precious metals and industrial minerals and ample and fertile agricultural lands, has driven robust levels of economic growth and development since the region's first communities were founded. The region's primary industry and occupation sectors, including the region's mining and natural resource extraction and agricultural industry and occupation sectors, have helped grow the region's overall economic base through the creation and provision of high paying and high skill employment opportunities. In-turn, the region's mining and natural resource extraction and agricultural industry and occupation sectors have also helped fuel community and economic development and growth for the region's collection of individual communities and each individual community throughout the region has helped provide the necessary workforce needed to support these primary industry and occupation sectors.

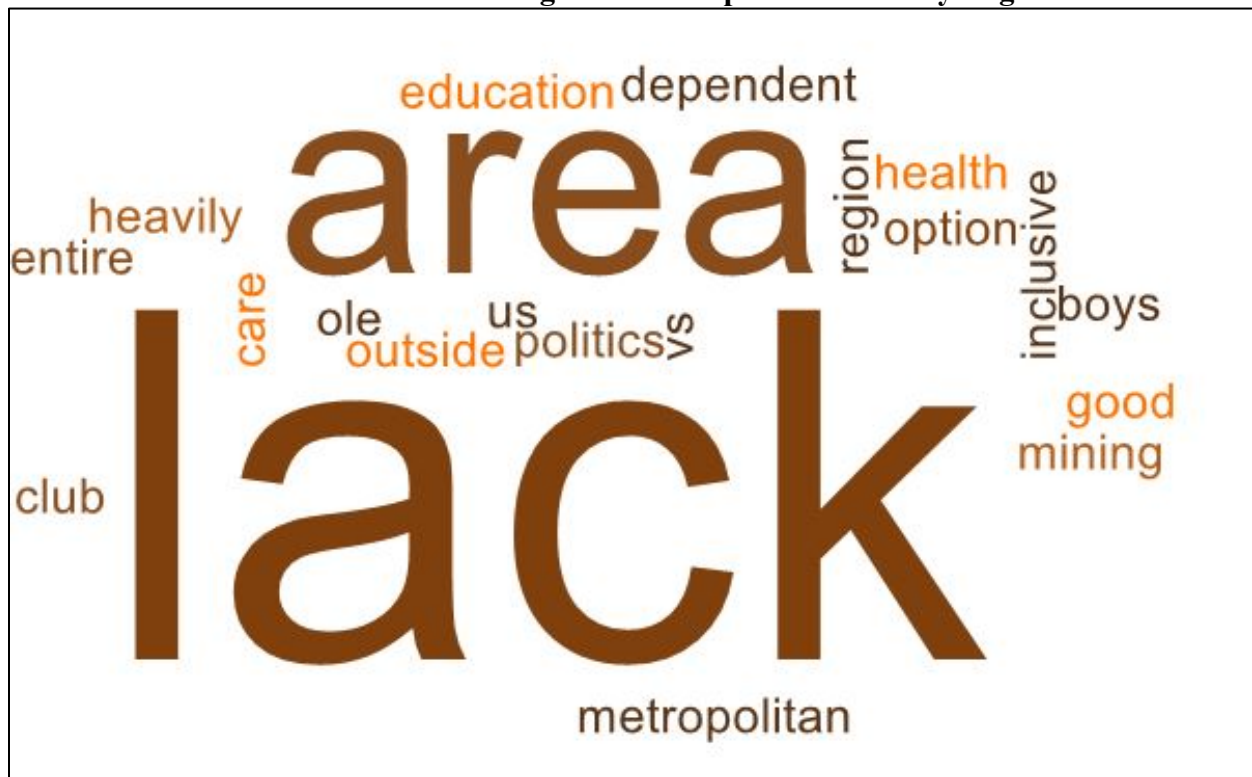
5.4.d What do you dislike about the region (northeastern Nevada)?

Figure 5.4 presents a word cloud of the most common responses to the question, *What do you dislike about the region (northeastern Nevada)?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

Similar to the individual characteristics that workshop participants noted that they disliked about the community of Wells, workshop participants noted a 'limited' or 'lack of' characteristics in regard to the northeastern Nevada region that they either disliked or should receive additional attention and focus as part of the new five-year Comprehensive Economic Development Strategy for both the City of Wells and for the Northeastern Nevada Regional Development Authority. Specifically, workshop participants noted that a general lack of various commercial and retail options, a general lack of expanded healthcare options, a lack of advanced higher education

options, and a general lack of expanded public sector and private sectors has left much of the northeastern Nevada region dependent upon larger more urban and metropolitan communities located outside the region for these services. Workshop participants concluded that this dependency has significantly stunted a number of new community and economic development initiatives across the northeastern Nevada region and that much of the wealth in the region is exported to neighboring urban and metropolitan communities as individuals and businesses living and operating throughout the region make a number of their needed purchases with businesses and service providers in these larger rural and metropolitan communities. In general, individual businesses are either unwilling to open a new location within the region or are unwilling to expand their existing operations because of the amount of wealth that flows out of the region's various communities to other larger urban and metropolitan communities such as the Reno-Sparks metropolitan statistical area to the west, the Twin Falls, Idaho metropolitan statistical area to the north, the Salt Lake City metropolitan statistical area to the east, and even to the Las Vegas metropolitan statistical area to the south of the region.

**Figure 5.4 – What do you dislike about the region (northeastern Nevada)?
Northeastern Nevada Regional Development Authority Region**



Workshop participants further noted a growing separation and segregation among the various communities that comprise the northeastern Nevada region largely along geographic boundaries (i.e. communities within northeastern Nevada located along the U.S. Interstate 80 corridor in the north versus communities within the northeastern Nevada region located along the U.S. Highway 50 corridor in the south) and along population lines (i.e. communities with larger urban geographic footprints and expanded public sector and private sector services and commercial and retail opportunities versus those communities with smaller geographic footprints). This growing

separation and segregation among the various communities within the northeastern Nevada region has, at times, led to divisive political maneuvering that have threatened the cohesiveness of the entire region and the ability of the region, as a whole, to properly advocate for the region at the state level. Overcoming this growing ‘us versus them’ mentality and political separation that has begun to develop at the community level will be a vital first step in pursuing and completing new community and economic development efforts and initiatives within the Northeastern Nevada Regional Development Authority’s new five-year Comprehensive Economic Development Strategy that could create benefit for the entire region.

5.5 Community Assessment: Completion of a Strengths, Weaknesses, Opportunities and Threats Analysis

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and in the second workshop held on August 21, 2019 and August 22, 2019 were asked to complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the City of Wells. The results of this SWOT analysis are presented in this sub-section. **Strengths** are defined as characteristics of the City of Wells that gives the community an economic development advantage over others and **weaknesses** are defined as characteristics of the community that place it at an economic development competitive disadvantage relative to other communities both within and outside the Northeastern Nevada Regional Development Authority region. **Opportunities** are elements within the external environment that the City of Wells could potentially take advantage of and **threats** are elements within the external environment that may derail the economic development efforts of the community over the next five years.

5.5.a Strengths

Figure 5.5 presents a word cloud of the various economic development strengths of the City of Wells as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

Of the many specific economic development strengths for the City of Wells identified by workshop participants, the one major economic development strength was the relatively large amount of physical property that either the government of the City of Wells or the City of Wells Redevelopment Agency has managed to acquire, secure, and prepare for future development by private sector interests. In addition to supporting a number of new and existing developments, including the construction of a new hotel property, the large amount of land currently controlled by either the government of the City of Wells or the City of Wells Redevelopment Agency has allowed the city government to prepare new development in a number of emerging industry and occupation sectors that either directly support the community’s existing economic base or will help further diversify the community’s existing base through complimentary development. The large amount of land controlled by the government of the City of Wells and the City of Wells Redevelopment Agency has also allowed the city government to prepare and provide new

infrastructure to parts of the community that various private sector interests have already expressed interest in developing.

**Figure 5.5 – Economic Development Strengths
City of Wells**



Workshop participants further noted that the government of the City of Wells has dedicated itself to improving upon its existing business friendly reputation in ways that serve both private sector interests and the interests of the community’s existing residential population and business community. The government of the City of Wells has pursued a number of new growth initiatives that are sustainable, that strive to protect and preserve the community’s existing rural heritage and cultural identity, and ensure opportunity for new business creation and attraction and existing business retention and expansion. For example, the establishment of the City of Wells Redevelopment Agency, as defined in Nevada Revised Statute Chapter 279, *Redevelopment of Communities*, in partnership with both the municipal government of the City of Wells and with the Northeastern Nevada Regional Development Authority, has allowed the community to pursue the successful development of a new shovel-ready 160 acre industrial park with access to needed infrastructure and sought-out transportation assets that link Wells to the rest of the region and to larger more urban and metropolitan markets and economic centers.

5.5.b Weaknesses

Figure 5.6 presents a word cloud of the various economic development weaknesses of the City of Wells as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on

July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

**Figure 5.6 – Economic Development Weaknesses
City of Wells**



Workshop participants identified a number of critical and equally weighted economic development weaknesses that the City of Wells, as part of its new five-year Comprehensive Economic Development Strategy, should either directly address and mitigate or should develop and implement a strategy designed to overcome and manage. While generally equally weighted, one of the more important economic development weaknesses for the City of Wells, as identified by workshop participants, that directly contributes to other key economic development weaknesses is the community’s relatively small population base. As has already been noted, the City of Wells has one of the smallest residential populations in Elko County and one of the smallest residential populations for the entire northeastern Nevada Region. In 2013, the residential population for the City of Wells was 1,986 total individuals and, in 2017, the permanent residential population for the City of Wells was 2,208 total individuals. While the residential population for the City of Wells has increased over the past several years, the relatively small population base has significantly limited the community’s pool of skilled civilian workers which, in-turn, limits the overall success of new business creation and attraction and existing business retention and expansion efforts.

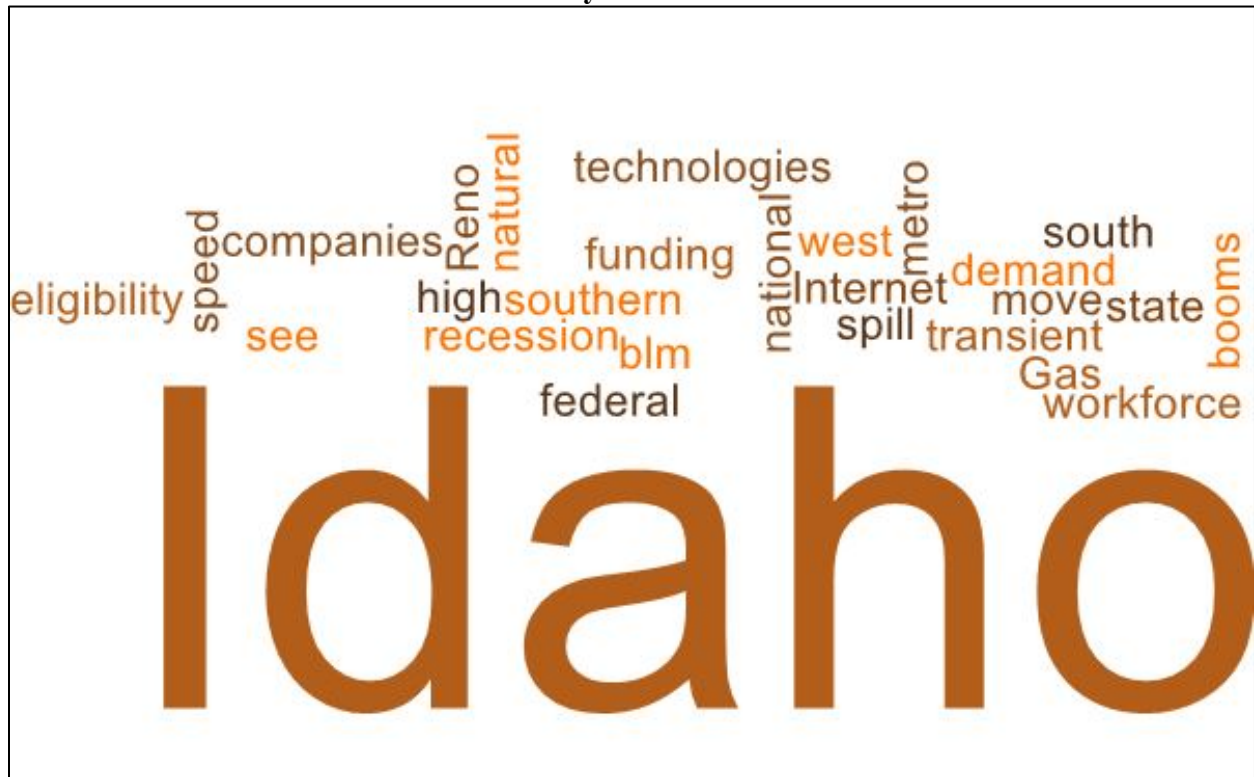
While the City of Wells is strategically located at the intersection of U.S. Interstate 80 and U.S. Highway 93, the geographic placement of the City of Wells, being too close to the City of Elko to the west and too far from the Salt Lake City metropolitan statistical area to the east, makes

further new business creation and attraction and existing business retention and expansion efforts exceedingly challenging. The physical placement and siting of U.S. Highway 93 has also drawn a considerable amount of new commercial and retail business away from the community’s existing main street and historical downtown area and has contributed to ongoing difficulty in successfully developing and implementing a comprehensive main street revitalization and rehabilitation strategy. Workshop participants further noted that increased turnover within the community’s public sector institutions, including loss of skilled employees at both the city government and the area’s public schools, has resulted in a growing loss of institutional knowledge and know-how and that an increase in the number of absentee land owners and new land speculators to the community has made it increasingly difficult to pursue community-wide revitalization and rehabilitation efforts.

5.5.c Opportunities

Figure 5.7 presents a word cloud of the various economic development opportunities for the City of Wells as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

**Figure 5.7 – Economic Development Opportunities
City of Wells**



Workshop participants identified a number of emerging economic development opportunities that, as part of its new five-year Comprehensive Economic Development Strategy, the City of

Wells should take advantage of including, most importantly, the direct connection the community has to the southern part of the state of Idaho. Currently, the City of Wells, like the City of Winnemucca in Humboldt County, is just one of two communities within the northeastern Nevada region with direct transportation access to the southern part of the state of Idaho. Whereas the City of Winnemucca has direct transportation access to the Treasure Valley area and greater Boise, Idaho metropolitan statistical area via U.S. Highway 95, the City of Wells has direct transportation access to the Twin Falls, Idaho metropolitan statistical area via U.S. Highway 93. The City of Wells and the City of Winnemucca are the only two communities with a direct northern connection to the wider Idaho economy via a major U.S. highway. Continued economic growth and diversification of the Idaho economy presents the City of Wells with a unique economic opportunity to become one of just two major connector points between the northeastern Nevada region and these larger more urban and metropolitan economies and markets to the north.

Other major economic development opportunities for the City of Wells, as identified by workshop participants, range from the community's overall economic vitality and stability despite national and international periods of economic expansion and economic recession and decline, to increased federal and state funding opportunities for a wide variety of new industry and occupation sector development, to the overall economic growth and expansion of major urban and metropolitan population centers located throughout the western and intermountain western United States. The existing mix of key infrastructure assets in Wells, the large amount of shovel-ready property controlled by both the City of Wells and the City of Wells Redevelopment Agency, and the community's existing strong mix of major road and rail transportation assets has uniquely positioned the City of Wells to take advantage of these additional major economic development opportunities that have emerged regionally throughout northeastern Nevada, throughout the state of Nevada, and throughout the western and intermountain western United States.

5.5.d Threats

Figure 5.8 presents a word cloud of the various economic development threats for the City of Wells as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and during the second workshop held on August 21, 2019 and August 22, 2019.

While workshop participants noted a number of specific threats to the successful implementation of the City of Wells' new five-year Comprehensive Economic Development Strategy, workshop participants noted that ongoing and potential future shifts in the political and administrative framework of both the U.S. federal government and the state government of the State of Nevada represent the two most important economic development threats to the City of the Wells and to the community's future community and economic development strategy. For Nevada, workshop participants noted that political and administrative power for the entire state has significantly shifted to the major urban and metropolitan population centers located in Washoe County to the west and, more significantly, to the larger Las Vegas metropolitan statistical area located to the south in Clark County. Over the past several legislative sessions in Nevada, a growing portion of

state resources have been allocated to these major population centers resulting in either fewer resources for the City of Wells and other non-metropolitan or more rural communities to use in their own community and economic development efforts or in direct threats to major industry and occupation sectors, such as the mining and natural resource extraction and agricultural industry and occupation sectors, that drive a significant portion of the community's and the northeastern Nevada region's economic base.

**Figure 5.8 – Economic Development Threats
City of Wells**



At the federal level, workshop participants expressed their growing concern that increased federal regulation over public lands and funding initiatives may strangle new and existing community and economic development initiatives that the City of Wells is either currently pursuing or is considering as part of this new five-year Comprehensive Economic Development Strategy. In regard to changes in federal funding priorities, changes to how important grant sources, including funds from the Community Development Block Grant program, could deprive the City of Wells with future financial resources needed to fund ongoing community revitalization and rehabilitation initiatives and initiatives designed to improve the community's existing housing stock.

In regard to regulatory changes, regulations that govern the use of public lands, management of species including wild horses and Sage Grouse, and energy production could threaten new and emerging economic development strategies designed to grow existing primary industry and occupation sectors (including, but not limited to the mining and natural resource extraction, agriculture, tourism and hospitality, and utilities industry and occupation sectors) and to attract

new firms in new emerging industry sectors that the community and the region are currently pursuing. Coupled with similar changes at the state level, these economic development threats could derail the existing economic development strategies that the City of Wells is already pursuing and the new economic development strategies that the City of Wells would like to pursue as part of this new five-year Comprehensive Economic Development Strategy.

5.6 Assessment of City of Wells' Economic Development Capacity

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on August 21, 2019 and August 22, 2019, workshop participants were asked to answer eight separate questions as part of a community assessment developed by Steven G. Koven and Thomas S. Lyons for the International City-County Manager's Associations. The results of this assessment are presented here.

5.6.a Is the community generally supportive or antagonistic toward business interests and growth? Why?

Workshop participants generally agreed that Wells, as a community, has historically been very supportive of business interests and growth and that the government of the City of Wells has developed and implemented a number of critical public policies designed to further support future business interests and growth. However, workshop participants did note that the community has never fully realized the potential of new business development and past failures have resulted in a growing sense of pessimism that the potential of new future business development and growth will result in the same pattern of promises not being fully realized. Despite past failures and partial successes, the community has remained relatively supportive of business interests and growth and the community and the city government continues to develop and implement a series of new public policies designed to support new business creation, attraction, retention, and expansion efforts as part of a larger strategy to grow the community.

5.6.b Is the community generally supportive or antagonistic toward government programs and incentives? Why?

The existing residential population and existing business community has been and remains relatively antagonistic toward government programs and the use of direct incentives to support private sector business operations. Common to the overall regional cultural of limited and small government, workshop participants noted a general preference within the community to limit the overall size of government including regulatory policies that could potentially impede new business creation, attraction, retention, and expansion efforts. Notable conflicts between the community and other public sector organizations and entities, including Elko County and various federal agencies such as the U.S. Bureau of Land Management, have created an environment characterized by growing levels of skepticism among the community's residential population and business community regarding the role of government and the public sector in economic development. In general, workshop participants noted a default preference within the community for limited government and the use of government programs and incentives designed to support new community and economic development and growth.

5.6.c What types of programs do residents generally support – redistributive programs or developmental programs? Why?

Overwhelmingly, workshop participants agreed that the community’s existing residential population is and will likely remain far more supportive of developmental-oriented community and economic development programs and incentives as opposed to more redistributive-programs that rely on direct incentives paid to purely private sector interests. Workshop participants noted that the government of the City of Wells has historically opted to develop and implement more developmental programs by focusing on workforce development and the development of critical infrastructure that benefits the entire community as opposed to benefiting a single private sector interest. The lack of support for more redistributive programs, that would focus the benefit of public sector economic development investment efforts on a single private sector interest or industry and occupation sector, is likely due to a general lack of knowledge throughout the community about how redistributive community and economic development programs work and the potential benefit of using more redistributive oriented community and economic development strategies. While additional community engagement, outreach and education could potentially improve the level of overall support for more redistributive oriented strategies, workshop participants noted that a strong preference for more developmental oriented community and economic development strategies still remains and will likely continue to remain a characteristic of the community’s overall support for future community and economic development initiatives.

5.6.d Does the community have a history of public-private collaboration? Recent examples?

Workshop participants generally indicated that the community and the government of the City of Wells has a strong history of public-private collaboration. Past public-private collaborations have largely focused on developing overall community capacity and critical public services and infrastructure such as the development of new workforce development programs and expanded healthcare services. However, workshop participants did note that the government of the City of Wells has recently completed a number of new public-private collaborations, most notably the development of a new Hampton Inn & Suites property located along U.S. Highway 93 just south of U.S. Interstate 80. The collaborative development of this new hotel property represents an important shift in the nature of public-private collaboration in Wells where public-private collaboration with a specific and single private entity is becoming increasingly supported by the public and existing business community. Workshop participants noted that this specific and singly focused public-private collaboration was possible as it served to fill a critical gap in the existing economic base and composition of the community and has largely been supported by the public and existing business community because of the level of public engagement and communication the city government employed during the initial development of the partnership.

5.6.e Is the community willing to sacrifice some of its quality of life to either promote or curtail growth?

In general, workshop participants generally agreed that the community’s existing residential population and business community is very protective of the existing quality of life that already exists throughout the community. However, workshop participants also agreed that the

community is becoming increasingly aware that the curtailment of new growth and development could significantly erode the level of quality of life that already exists and potentially impede future improvement to the community's quality of life. Specifically, workshop participants noted that the continued improvement in wages and incomes paid to workers and the creation of new employment opportunities is vital to the preservation and improvement of the community's existing quality of life. While new community and economic development and growth is essential in improving wages and incomes and in creating new employment opportunities, workshop participants noted that future community and economic development and growth must be pursued in a sustainable manner in order to preserve those characteristics of the community that individual residents and existing businesses highly value.

5.6.f Are the elite members of the community willing to share power with others?

While elite members of the community have historically been unwilling to share their economic and political power with others, workshop participants noted that various community, economic, and political leaders have been forced to share their power over time as the community has grown and changed. Most notably, workshop participants indicated that the relatively recent introduction of term limits has allowed new community, economic, and political leaders to emerge, resulting in the emergence new ideas and approaches to community and economic development. Workshop participants further noted that the younger generation has become increasingly empowered as the community's residential population has grown as a result of in-migration of new people. As a result of this in-migration, new industry and occupation sectors have begun to emerge and Wells has become increasingly integrated with the larger region. Workshop participants indicated that this is a critical period for Wells as new community, economic, and political leaders have emerged. While certain characteristics of the community's existing identity and culture are still highly valued by the existing residential population and business community, past community, economic, and political 'elites' have found it increasingly difficult to block new community and economic development efforts.

5.6.g Are the citizens generally accepting of change, or do they resist it? Examples of both?

While the community has historically been fairly resistant to change as a result of new community and economic development and growth, the community has become increasingly supportive of growth as individual residents and the business community have been able to see and experience the positive benefits of new growth and change. A contributing factor to this shift from generally opposed to change to generally supportive of change has been the development and introduction of new community, economic, and political leaders that have been able to develop and implement new community and economic development strategies that are complimentary of the community's existing characteristics and identity while serving the need to diversify the community's existing economic base. Most notably, the development of expanded healthcare services and improved basic commercial and retail opportunities have significantly increased the community's overall level of acceptance for change. However, workshop participants noted that, as part of its new five-year Comprehensive Economic Development Strategy, the City of Wells should continue to aggressively engage and communicate the potential benefits of change through new community and economic development strategies and how critical community characteristics and values will be preserved.

5.6.h Where do residents and businesspeople stand on issues of environmental sustainability?

In general, workshop participants generally agreed that the existing residential population and business community likely does not have strong feelings, either in support of or in opposition to, issues of environmental sustainability. In many ways, workshop participants noted that the community's existing geographic isolation from other major population centers in Elko County and throughout northeaster Nevada, has likely contributed to the existing lack of consideration of issues related to environmental sustainability. Workshop participants did note, however, that the preservation of critical environmental characteristics in the community, including access to open spaces for recreation purposes, protection of the night sky and the availability of clean air and water, and the utilization of natural resources to support existing and future community and economic development efforts, remain critical parts of the community's existing characteristics and identity that should be preserved and protected as part of the new five-year Comprehensive Economic Development Strategy for the City of Wells.

5.7 Assessment of Community Environmental Factors for the City of Wells

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on August 21, 2019 and August 22, 2019, workshop participants completed an environmental factors community assessment. Workshop participants first completed this assessment individually and then as a single small group. The assessment, developed by Steven G. Koven and Thomas S. Lyons for the International City-County Manager's Association, asks participants to rank ten different environmental factors using a scale of one (low), two (medium), and three (high). A score of low (1) indicates a priority area that should be immediately addressed by policy makers as soon as possible and likely poses a significant competitive disadvantage for the community. A score of medium (2) indicates an area that the locality may have a competitive advantage in but should consider further investment in in-order to prevent the factor from becoming a competitive disadvantage. A score of high (3) indicates an area of relative competitive strength that could be leveraged in order to support economic development within the community.

By assessing and defining the community's current environmental factors, economic development policy decisions can then be developed using an objective assessment of current conditions. The ten environmental factors included in this assessment include the economic base, workforce characteristics, skill, availability of land and physical capital, energy, financial capital, tax structure, community culture, geography, and the localities research environment. Each environmental factor has a series of individual sub-factors that can be used to assess the overall relative competitive strength for a locality.

Together, the average scores of each of the ten environmental factors and the various sub-factors presented in this sub-section provide decision makers and community leaders with a general understanding of how well or how poorly the City of Wells, in partnership with the general public and wider business community, is positioned to support and manage future growth and development. These factors can be used as benchmarks to measure future success in

achievement of the new five-year Comprehensive Economic Development Strategy’s strategic economic development vision and the various strategic economic development goals.

5.7.a Economic Base

Table 5.11 presents the results of the environmental factors assessment for economic base for the City of Wells. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 5.11 – Economic Base		
City of Wells Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Lack of Dependency on a Single Firm or Industry	1.3	1.0
Capacity to Diversify	2.7	2.0
Willingness to Diversify	2.3	3.0
Average Score – Economic Base	2.1	2.0

Economic base consists of three separate components, including lack of dependency on a single firm or industry, the capacity to diversify, and the willingness to diversify. With an average individual score and a final group score of 2.1 and 2.0 respectively, workshop participants generally agreed that the City of Wells has a somewhat moderate capacity to diversify its existing economic base. While capacity to diversity and willingness to diversify were generally ranked as moderate to high, workshop participants generally noted that the community is still highly dependent on a single firm or industry and occupation sector in regard to the overall growth and performance of the community’s existing economic base. The lack of dependency on a single firm or industry received an average individual score of 1.3 and a final group score of 1.0, indicating agreement that there exists a general lack of diversity in the community’s economic base among workshop participants. Capacity to diversify, with an average individual score of 2.7 and a final group score of 2.0, and willingness to diversify , with an average individual score of 2.3 and a final group score of 3.0, were each ranked as much higher, suggesting that the community has become increasingly capable of supporting new businesses in new and emerging industry and occupation sectors and that the public and the business community have also grown more supportive of new community and economic development diversification efforts.

5.7.b Workforce Characteristics

Table 5.12 presents the results of the environmental factors assessment for workforce characteristics for the City of Wells. The average score for each individual sub-factor and for the

primary environmental factor based on the average individual score and the overall group score is presented.

Table 5.12 – Workforce Characteristics City of Wells Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Workforce Size	1.0	1.0
Total Employment (If Unemployment Rate is high, mark “Low)	2.0	2.0
Proportion in Low Wage Positions	2.0	3.0
Average Score – Workforce Characteristics	1.7	2.0

As has already been alluded to, sustainable growth of a robust and skilled workforce, specifically in key emerging industry and occupation sectors, has been identified as a primary area of focus for the City of Wells’ new five-year Comprehensive Economic Development Strategy. With an average individual score of 1.0 and a total group score of 1.0, workshop participants unanimously agreed that the community’s existing overall workforce characteristics are generally low, especially in critical areas and in relationship to the increased need of trained and skilled workers in new and emerging industry and occupation sectors. While the total population of the City of Wells has increased over the last several years, increasing by an estimated 222 total new individuals or 11.2 percent between 2013 and 2018, and while the total civilian workforce of the City of Wells has also increased over the last several years, increasing by an estimated 98 total workers or 6.3 percent between 2013 and 2018, the growth in total population or in the community’s civilian workforce has been insufficient to support new business creation and retention or existing business retention and expansion efforts.

The significant decline in the community’s civilian unemployment rate, declining from an estimated 7.4 percent in 2013 to an estimated 4.9 percent in 2018, is an indication that new business creation and attraction efforts and existing business retention and expansion efforts have helped curb past levels of unemployment, resulting in an average individual score and final group score of 2.0 respectively. However, workshop participants noted that new businesses and existing businesses are finding it increasingly difficult to successfully recruit new and retain existing workers needed to fill vacant and open positions. While this condition has, in some ways, hurt new business creation and attraction efforts and existing business retention and expansion efforts, it has led to considerable improvement in the wages and incomes businesses pay individual workers, resulting in an average individual score of 2.0 and a final group score of 3.0 for the proportion of the community’s existing civilian workforce in low wage positions.

Overall, however, workshop participants ranked the overall characteristics of the existing workforce in Wells as generally moderate with an average individual score of 1.7 and a final group score of 2.0. Again, workshop participants generally noted that continued but sustainable growth of the community’s existing civilian workforce is vital in further diversifying and growing the community’s economic base through new business creation and attraction efforts and exiting business retention and expansion strategies.

5.7.c Skill

Table 5.13 presents the results of the environmental factors assessment for workforce skill for the City of Wells. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Workshop participants generally agreed that the overall quality of the community’s civilian workforce is low to moderate with an average overall individual score of 1.3 and a final group score of 1.5. While workshop participants generally agreed that a significant portion of the community’s existing civilian workforce already occupies employment positions that pay generally high wages, workshop participants further generally agreed that the general improvement in wage and income levels has been the result of existing firms having to pay higher wages and incomes in order to successfully recruit and retain workers needed to fill vacant and open positions and is not the result of successfully creating and recruiting new firms in new and emerging industry and occupation sectors that pay relatively high wages and incomes.

Table 5.13 – Workforce Skill Characteristics		
City of Wells Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Percent Competent in Technology-Oriented Firms	1.0	1.0
Percent Competent in Professional-Oriented Firms	1.7	2.0
Average Score – Workforce Skill	1.3	1.5

The percent of the community’s existing civilian workforce currently capable of filling technology-oriented positions was ranked as low by workshop participants, with an average individual score of 1.0 and with a total group score of 1.0. While sustainable growth of the community’s existing civilian workforce should be included as a critical element of the new five-year Comprehensive Economic Development Strategy for the City of Wells, workshop participants noted that new workers with advanced skills in technology-oriented industry and occupation sectors should be purposefully and aggressively recruited.

The percent of the community’s existing civilian workforce currently capable of filling professional-oriented positions was generally ranked as moderate by workshop participants, with

an average individual score of 1.7 and with a total group score of 2.0. Workshop participants indicated that a significant portion of the community’s existing workforce, given the community’s relatively important existing economic links to other major population centers in and around Elko County and to major industry and occupation sectors that already require some degree of professionally-oriented skill set, already has the necessary and prerequisite skills needed to fill vacant and open positions in professionally-oriented firms.

5.7.d Land and Physical Capital

Table 5.14 presents the results of the environmental factors assessment for land and physical capital for the City of Wells. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Workshop participants generally ranked the City of Wells’ overall mix of land and physical capital assets, as it pertains to supporting future economic development, diversification, and growth initiatives, as relatively high as indicated by the average overall individual score of 2.8 and the group overall score of 3.0. Land and physical capital consists of four separate components, including the availability of vacant land, the availability of underused land, access to utilities, and access to transportation. Each of these individual component parts received relatively high individual rankings based upon the average individual score and group score provided by workshop participants, with the notable exception of overall access to utilities.

Table 5.14 – Land and Physical Capital City of Wells Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Availability of Vacant Land	3.0	3.0
Availability of Underused Land	3.0	3.0
Access to Utilities (Including Communication)	2.3	3.0
Access to Transportation (Highways, Airports, etc.)	3.0	3.0
Average Score – Land and Physical Capital	2.8	3.0

With an average individual score of 3.0 and a total group score of 3.0, workshop participants generally ranked the availability of vacant land in the community to support new economic development, diversification, and growth initiatives as relatively high. With an average individual score of 3.0 and a total group score of 3.0, workshop participants generally ranked the availability of underutilized land (land this is not currently being used for its highest and best economic purpose) as relatively high as well. Access to utilities, including communication, with an average individual score of 2.3 and a total group score of 3.0, was also ranked as relatively moderate. Workshop participants did note that the City of Wells has recently completed a

number of significant investments in key utility and infrastructure assets designed to support the community’s existing residential population and business community and to support future community and economic development and growth.

Access to transportation, with an average individual score of 3.0 and a total group score of 3.0, was ranked as high by workshop participants. Workshop participants noted that the City of Wells is uniquely located and, because of its unique geographic location and placement, has direct and well developed access to major transportation networks, including U.S. Interstate 80, U.S. Highway 93 (the Great Basin Highway), and a major railroad network. This existing network of accessible transportation infrastructure assets provides people and businesses in Wells with direct access to neighboring major urban population centers and markets to the north, including the Twin Falls Metropolitan Statistical Area to the north in Idaho, the Salt Lake City, Utah Metropolitan Statistical Area to the east in Utah, access to Great Basin National Park to the south, and to other major urban population and economic centers to the west including the Reno-Sparks Metropolitan Statistical Area and markets in California. Combined with the unique geographic location and the large availability of vacant and underutilized land, workshop participants noted that future development of transportation and logistics firms and small to mid-sized manufacturing firms should be prioritized as part of the new five-year Comprehensive Economic Development Strategy for the City of Wells.

5.7.e Energy

Table 5.15 presents the results of the environmental factors assessment for energy for the City of Wells. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 5.15 - Energy		
City of Wells Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Reliability	2.3	2.0
Access	1.7	1.0
Price	3.0	3.0
Average Score – Energy	2.3	2.0

Reliability of energy in Wells was generally ranked as moderate by workshop participants, with an average individual score of 2.3 and a final group score of 2.0. Access to energy in Wells, by both individual residential customers and larger private sector firms, was generally ranked as low to moderate by workshop participants, with an average individual score of 1.7 and a final group score of 1.0. Price of energy in Wells, however, was ranked as high by workshop participants, with an average individual score and final group score of 3.0 respectively. While the City of Wells, both by itself and in partnership with other public sector and private sector interests, has

already completed a number of important energy related public infrastructure improvement projects designed to improve overall reliability and access to power, workshop participants noted that additional investment in energy related public infrastructure will be needed to support future sustainable population growth and new community and economic development strategies as part of the new five-year Comprehensive Economic Development Strategy for the City of Wells. Despite the need for additional investment, the favorable price and rates of electricity in Wells makes the community ideal for new businesses especially in new emerging industry and occupation sectors. Overall, workshop participants ranked the mix of reliability, access, and price of electricity and energy in Wells as moderate with an average individual score of 2.3 and a final group score of 2.0.

5.7.f Financial Capital

Table 5.16 presents the results of the environmental factors assessment for financial capital for the City of Wells. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

With an average individual overall score of 1.1 and with a total group overall score of 1.3, workshop participants generally ranked the community’s availability of financial capital to support new business creation and entrepreneurial start-up activity as low. In order to successfully support new small business and entrepreneurial start-up activity, which is vital to the community’s ability to fill existing holes in the community’s economic base, workshop participants noted that development of the community’s overall availability of financial capital is a critical element of the new five-year Comprehensive Economic Development Strategy for the City of Wells. Workshop participants agreed that the City of Wells should pursue the improvement in the availability of financial capital in partnership with key strategic economic development partners and key strategic private sector interests.

Table 5.16 – Financial Capital		
City of Wells Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Predisposition of Local Banks to Lend	1.0	1.0
Ability to Secure Gap Financing	1.0	1.0
Ability to Secure Venture Capital	1.0	1.0
Ability to Secure Angel Capital	1.3	2.0
Average Score – Financial Capital	1.1	1.3

Financial capital consist of four separate components, including the predisposition of local banks to lend to local businesses, the ability of local businesses to secure gap financing, and the ability

of start-up businesses and entrepreneurs to secure either venture capital or angel capital. With an average individual score and a total group score of 1.0 respectively for the predisposition of local banks and financial institutions to lend, for the ability of businesses to secure gap financing, and for the ability of businesses to secure venture capital, workshop participants generally agreed that small businesses and new entrepreneurial starts-up have historically found and continue to find it difficult to secure the financial capital needed to create new businesses and to expand existing business operations. The ability to secure angel capital was ranked by workshop participants as only slightly higher, with an average individual score of 1.3 and a final group score of 2.0. While some small businesses and new entrepreneurial start-ups have been able to secure some level of angel investor capital, the ability to secure needed financial capital to support new or existing business activity remains elusive for most small businesses and entrepreneurial start-ups in Wells.

5.7.g Tax Structure

Table 5.17 presents the results of the environmental factors assessment for tax structure for the City of Wells. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 5.17 – Tax Structure		
City of Wells Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Favorability to Businesses	3.0	3.0
Favorability to Retirees	2.3	2.0
Favorability to Residents	3.0	2.0
Average Score – Tax Structure	2.8	2.7

Workshop participants generally ranked the overall tax structure in Wells, with an overall average individual score of 2.8 and an overall final group score of 2.7, as relatively high in-terms of its overall favorability for businesses, retirees, and residents. Workshop participants generally agreed that the lack of an income tax and relatively low property tax rates and sales and use tax rates have and continue to benefit the entire community and individual businesses that operate throughout the community. This overall favorability is enhanced given the prevailing tax structure in neighboring communities throughout Elko County and throughout the northeastern Nevada region and especially when compared to the prevailing tax structure in other parts of the state of Nevada and major urban population and economic centers to the north in Idaho and the east in Utah.

Tax structure consists of three separate components, including favorability of the tax structure to businesses, favorability of the tax structure to retirees, and favorability of the tax structure to

individual residents. With an average individual score and a total group score of 3.0 respectively, workshop participants ranked the overall favorability of the community’s existing tax structure for businesses as high. With an average individual score of 2.3 and a total group score of 2.0, workshop participants generally ranked the overall favorability of the community’s existing tax structure for retirees as moderate and, with an average individual score of 3.0 and a total group score of 2.0, workshop participants generally ranked the overall favorability of the community’s existing tax structure for residents as between moderate and high.

5.7.h Regional Culture

Table 5.18 presents the results of the environmental factors assessment for regional culture for the City of Wells. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 5.18 – Regional Culture		
City of Wells Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Support for Business	2.3	2.0
Willingness to Risk Personal Capital (Personal Funds)	2.0	2.0
Willingness to Accept Possible Externalities (Market Risk)	2.3	2.0
Willingness to Alter the Status Quo	2.3	2.0
Average Score – Regional Culture	2.3	2.0

In general, workshop participants ranked the community’s overall regional culture toward economic development and entrepreneurial efforts as moderate, with an overall average individual score of 2.3 and an overall group score of 2.0. While the existing overall and general support of economic development and entrepreneurial efforts was ranked as moderate by workshop participants, workshop participants expressed a strong desire to develop a more comprehensive small business and entrepreneurial-based strategy as part of the new five-year Comprehensive Economic Development Strategy for the City of Wells.

Each of the four individual components of regional culture, including the community’s overall support for the business community, the overall willingness of individuals to risk personal capital to support start-up and entrepreneurial efforts, the overall willingness to accept possible externalities including the risk associated with new business start-up and entrepreneurial efforts, and the overall willingness to alter the status quo to support new growth and economic development, were generally ranked as moderate by workshop participants. Overall support for the business community was ranked by workshop participants with an average individual score of 2.3 and a final group score of 2.0. The overall willingness to risk personal capital to support

start-up and entrepreneurial efforts was also ranked as moderate by workshop participants with an average individual score and final group score of 2.0 respectively. Both the willingness to accept possible externalities or market risk and the willingness to alter the status quo to support new growth and economic development were ranked as moderate, with both categories receiving an average individual score of 2.3 and a final group score of 2.0.

5.7.i Geography

Table 5.19 presents the results of the environmental factors assessment for geography for the City of Wells. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Geography consists of four separate components, including the overall desirability of the community’s climate, the overall desirability of the community’s topography, and the community’s proximity to key economic centers, and the community’s overall access to national and international markets. Workshop participants generally agreed that the overall geography of Wells, including its desirability of climate and topography, its proximity to key economic centers, and its access to national and international markets, was generally moderate or somewhat better than average in-terms of supporting new community and economic development efforts with both an overall average individual score and an overall final group score of 2.3.

Table 5.19 - Geography		
City of Wells Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Desirability of Climate	1.7	2.0
Desirability of Topography	2.3	2.0
Proximity to Key Economic Centers	3.0	3.0
Access to National and International Markets	2.3	2.0
Average Score – Geography	2.3	2.3

Both desirability of climate and desirability of topography were both ranked as generally moderate by workshop participants, with average individual scores of 1.7 and 2.3 respectively and total group scores of 2.0 each. The overall proximity of Wells to key economic centers was ranked as high by workshop participants, with both an average individual score and a total group score of 3.0. As previously mentioned, the geographic placement of Wells, at the intersection of U.S. Interstate 80, U.S. Highway 93 and a major railroad network provides individual firms operating in Wells with direct and reliable access to major urban population and economic centers to the north, east, south, and west including markets in Idaho, Utah, other parts of

Nevada, and California. Access to larger national and international markets was generally ranked as moderate by workshop participants with an average individual score of 2.3 and a total group score of 2.0. Workshop participants noted that improved access to larger national and international markets may be possible through continued improvement of the community’s existing railroad infrastructure.

5.7.j Research Environment

Table 5.20 presents the results of the environmental factors assessment for research environment for the City of Wells. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Research environment consists of three separate components, including linkage to universities (both private and public), access to the Internet and broadband connectivity, and access to private laboratories and research facilities. Workshop participants generally ranked the City of Wells’ existing research environment as moderate. The average individual overall score of the community existing research environment was 1.8 and the group overall score of the community existing research environment was 2.0. While workshop participants generally agreed that, while the community’s existing geographic location has been generally positive in providing direct access to major urban population and economic centers, the physical location of the community has made development of the research environment difficult without the presence of a university, college or private laboratory.

Table 5.20 – Research Environment		
City of Wells Comprehensive Economic Development Strategy Workshop		
Sub-Factor	Average Individual Score	Group Score
Linkage to University(ies) (Public and Private Colleges)	1.3	2.0
Access to the Internet and Broadband Connectivity	3.0	3.0
Access to Private Laboratories (Research Facilities)	1.0	1.0
Average Score – Research Environment	1.8	2.0

Workshop participants generally ranked the community’s existing linkages to universities (both public and private) as between low and moderate, with an average individual score of 1.3 and with a total group score of 2.0. Workshop participants ranked the community’s overall Internet access and Broadband connectivity as high largely thanks to the major investments that the City of Wells and other public sector and private sector entities have recently made in Internet and Broadband infrastructure, with an average individual score and total group score of 3.0 respectively. Overall access to private laboratories and research facilities was ranked as low, with an average individual score and a total group score of 1.0 respectively. While improved access to private laboratories would significantly improve the overall research environment in

Wells, workshop participants expressed more support for improving the community’s linkages with universities and colleges operating either within Nevada or in neighboring states such as Idaho and Utah.

5.8 Standard, Creative, and Tactical Placemaking Assessment

During the second community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on August 21, 2019 and August 22, 2019, workshop participants completed a comprehensive community and economic development placemaking and readiness assessment. The Standard, Creative, and Tactical Placemaking Assessment consisted of 32 separate questions that workshop participants, in small groups, were asked to answer using “Yes”, “No” or “Don’t Know”.

Table 5.21 presents the results for the first ten questions of the Standard, Creative, and Tactical Placemaking Assessment with the individual number of “Yes”, “No”, and “Don’t Know” answers collected for each statement.

Workshop participants noted that the City of Wells, either independently or in partnership with other public sector organizations or private sector firms, has recently completed a number of public improvements designed to enhance the community’s existing sense of place and overall quality of life. The development and encouragement of art in put spaces, the planning and hosting of various festivals, fairs, and outdoor events, and the continued expansion and growth of a Farmer’s Market have each encouraged the expansion of new industry and occupation sectors will providing individual residents and visitors to the community new opportunities to entertainment and recreation. The City of Wells, again either independently or in partnership with key public sector partners, has recently focused on the renovation and improvement of various institutional buildings or has recently completed several public infrastructure projects designed to improve the overall walkability and use of key public spaces throughout the community.

The City of Wells has also continued to make historic preservation and adaptive reuse of historical building and heritage sites a priority as part of the community’s overall effort to support the emergence and continued development of key industry and occupation sectors while also celebrating the community’s unique history and cultural heritage. These investments into historic preservation and adaptive reuse have been supported through the investment in additional improvements to key public spaces including improvements to existing parks and public meeting spaces, streets, sidewalks, curbs, and gutters. As part of its ongoing evaluation and update to the existing master plan, the City of Wells has adopted a number of strategies and policies designed to make standard, creative and tactical placemaking a critical part of the community’s land use policy decision making process. The Wells Chamber of Commerce and the Wells Visitor Center both actively promote and celebrate the community’s unique historical culture and identity while actively supporting continued community and economic development efforts designed to further diversify the existing economic base.

Despite the significant and numerous efforts that the City of Wells has already and continues to pursue as part of a larger strategy to support standard, creative and tactical placemaking, workshop participants expressed a strong desire to establish, as part of the new five-year Comprehensive Economic Development Strategy for the City of Wells, a new community arts organization. While public art has become an increasingly visible part of the community's physical characteristics, workshop participants indicated that a true community arts organization could further support and encourage the development of new public art as part of a series of ongoing efforts to continually improve the community's existing inventory of public spaces.

Table 5.21 – Standard, Creative, and Tactical Placemaking Assessment Question 1 through Question 10 City of Wells Comprehensive Economic Development Strategy Workshop				
Question Number	Question	Yes	No	Don't Know
1	Does your community encourage art in public spaces through coordination with local arts organizations, schools and external funding opportunities?	x		
2	Does your community plan and put on festivals, fairs, or outdoor concerts?	x		
3	Does your community provide public space for a Farmer's Market?	x		
4	Does your community intentionally make its institutional buildings (government offices, libraries, schools, etc.) a focal point in the community, maintained well and landscaped, orientated toward the streets and pedestrian traffic, and complemented by amenities, such as bike racks, lighting, benches, etc.?	x		
5	Does your community engage in cooperative, historic preservation efforts through coordination with historic preservation boards, education to increase public awareness and build support, and maintaining a historic resources inventory that is consistent with or more extensive than that maintained for your community by the state?	x		
6	Does your community have an active arts organization?		x	
7	Does your community have public spaces (plazas, parks, institutional building entry areas or front lawns, wide sidewalks, or downtown street parking spots) that could be transformed into small sites for temporary or extended recreation or commercial activities?	x		
8	Does your community have buildings or sites of historic significance?	x		
9	Does the community's Master Plan include standard, creative or tactical placemaking as strategies for community improvement?	x		
10	Does your community have a business organization (Chamber of Commerce, Visitors and Convention Bureau, Downtown Business Association, etc.) that has expressed an interest in placemaking or downtown improvements?	x		

Table 5.22 presents the results for questions 11 through 18 of the Standard, Creative, and Tactical Placemaking Assessment with the individual number of “Yes”, “No”, and “Don’t Know” answers collected for each statement.

According to workshop participants, several elements of the current Master Plan for the City of Wells strongly encourages and actively supports the creation of high quality public spaces in order to promote different standard, creative, and tactical placemaking strategies. The City of Wells has recently updated and completed a comprehensive capital improvement plan and has also recently adopted a comprehensive sign ordinance that permits decorative banners and appropriate temporary signs in strategically located places throughout the community. The City of Wells has also developed and approved and is currently implementing a number of public policies designed to support and permit the operation of food trucks and/or carts on public property and designated open spaces. Finally, the City of Wells has also recently developed and approved and is currently implementing a number of public policies that permit and encourage the development and utilization of community gardens throughout the community.

Table 5.22 – Standard, Creative, and Tactical Placemaking Assessment Question 11 through Question 18 City of Wells Comprehensive Economic Development Strategy Workshop				
Question Number	Question	Yes	No	Don’t Know
11	Does the Master Plan include the creation of quality public spaces as a goal, objectives and strategies?	x		
12	Does the Master Plan encourage the development of spaces in dense areas of the community for social gathering opportunities with a strong sense of place?		x	
13	Has the community adopted a capital improvement plan, coordinated with the Master Plan, and reviewed it annually?	x		
14	Does your community have a sign ordinance that permits decorative banners, and appropriate temporary signs to advertise festivals or other activities?	x		
15	Are there any codes that specifically enable placemaking, such as allowing sidewalk seating for restaurants, or public gathering permits for outdoor activities by right?		x	
16	Does your community permit food trucks or carts on public property?	x		
17	Does your community’s zoning ordinance permit related commercial activities near recreation and/or heritage sites (rivers, lakes, parks, trails, historic districts, etc.), such as kayak or canoe rentals, bike or Segway rentals, walking tours, etc.?		x	
18	Does your community’s zoning ordinance permit community gardens or small urban farms?	x		

Workshop participants did note, however, that the City of Wells’ current Master Plan does not explicitly encourage the development of places in existing dense areas of the community largely owing to the community’s existing geographic arrangement. However, through the city

government's ongoing redevelopment efforts of older parts of the community, the City of Wells has begun to implicitly encourage in-fill development and the rehabilitation of older neighborhoods focused around the further development of public gathering spaces that can be used for public events, social gatherings, and even commercial and retail activity. While the City of Wells does not permit placemaking, such as allowing sidewalk seating for restaurants or public gathering permits for outdoor activities by right, the City of Wells does have a permitting process that businesses and special events can utilize in order to develop similar placemaking activities.

The City of Wells is also currently exploring potential changes to the community's existing Master Plan and other related zoning ordinances and public policies that would allow limited commercial activity near recreation and/or heritage sites. However, workshop participants noted that the community has a strong desire to protect existing recreation and heritage sites and the development of nearby commercial activity must be pursued in a way that the quality and condition of existing recreation and heritage sites are protected as well as promoted to existing residents and visitors to the community.

Table 5.23 presents the results for the remaining questions, questions 19 through 32, of the Standard, Creative, and Tactical Placemaking Assessment with the individual number of "Yes", "No", and "Don't Know" answers collected for each statement.

The remaining questions included in the standard, creative, and tactical placemaking assessment questionnaire completed by workshop participants focused on certain specific community and economic development activities designed to create unique and vibrant places and centers of community and economic activity. Workshop participants noted a number of areas in which the City of Wells has already and continues to make significant improvements in the further standard, creative, and tactical placemaking of the community. Most notably, workshop participants noted that the City of Wells is unique in northeastern Nevada in that the city government, in partnership with several key strategic economic development partners, is currently in the process of developing a new small business and entrepreneurial-based incubator that will be designed to support new small business development and entrepreneurial start-ups within the community. Workshop participants indicated that the development of a new small business and entrepreneurial-based incubator in Wells will hopefully drive new business creation and attraction efforts throughout the community.

The City of Wells, with several local and state-level partners, has also continue to invest significant financial and non-financial resources in the further development of its Broadband and telecommunications infrastructure. Unlike other communities of similar size within northeastern Nevada, Wells boasts one of the best Broadband and telecommunications network within the region and has been used as part of the community's overall economic development strategy to create and attract new businesses while helping retain and expand existing businesses. The City of Wells will continue to invest in critical Broadband and telecommunications infrastructure as part of its ongoing redevelopment and revitalization efforts and as part of the city government's continued investment in to and development of a new industrial park. Further development of this infrastructure will also include the securing of additional funds from key state and federal partners.

Table 5.23 – Standard, Creative, and Tactical Placemaking Assessment Question 19 through Question 32 City of Wells Comprehensive Economic Development Strategy Workshop				
Question Number	Question	Yes	No	Don't Know
19	Does your community have an active garden club, which may include a Master Gardener education program that devotes efforts toward plantings in civic spaces?		x	
20	Does your community have, or is it in the development stages of an entrepreneurship incubator, innovation incubator, kitchen incubator, or similar program?	x		
21	Does your community have, or is it planning to develop fiber cable, broadband, or community Wi-Fi?	x		
22	Does your community have, or is it planning to develop a Bus Rapid Transit (BRT) line or smaller-scale bus/trolley along a major corridor or fixed route?		x	
23	Is your community implementing complete streets?	x		
24	Do your community's economic development officers understand and practice private-public partnerships as an investment strategy for new development and redevelopment?	x		
25	Is Low Impact Development (LID) the default approach for stormwater management?	x		
26	Does your community have a green building ordinance or require submission of a LEED-ND checklist for proposed projects?		x	
27	Do your community codes permit green roofs and living walls on buildings? (i.e. roof top gardens, etc.)		x	
28	Does your community employ charrette-type public planning sessions for its key centers, nodes and key corridors, or other methods, including through a community involvement plan?		x	
29	Does your community engage in activities to promote community interaction between merchants and residents in mixed-use areas?		x	
30	Does your community have, or help organize, ride-share, car-share, or bike-share programs?		x	
31	Does your community participate in a Main Street program, at any level?	x		
32	Does your community have high standards for the type and quality of building materials used on all public buildings (especially no to cement block, split block, corrugated metal, vinyl siding, and yes to brick, rock, and cut stone)?		x	

Workshop participants noted that the City of Wells, as part of its overall redevelopment and revitalization strategy, is currently working with the Nevada Governor's Office of Economic Development in order to further develop and successfully implement a comprehensive Main

Street program. The City of Wells has incorporated a number of complete streets principles into the development and implementation of this new Main Street revitalization program and the City of Wells is also interested in developing new public-private partnerships designed to jumpstart additional redevelopment and revitalization initiatives. Finally, the City of Wells has also recently begun to develop and implement a number of low impact development strategies as part of its overall stormwater management approach. These low impact development strategies have been developed in partnership with several other key local, state and federal partners.

While the City of Wells has successfully developed and is currently implementing a number of standard, creative, and tactical placemaking strategies, the City of Wells is also interested in developing additional placemaking strategies especially in the area of transportation planning. New public transportation, including the use of ride-share, care-share, and bike-share programs, could potentially improve transportation within the community but could also help improve the community's overall interconnectivity with other communities within Elko County and throughout the northeastern Nevada region. Potential employment of LEED-ND checklists for new development and redevelopment efforts, improved standards for the type and quality of building materials in the use of public buildings, and even the potential allowance of green roofs or living walls are a few ways in which the City of Wells is contemplating improvements to existing Master Plan and set of related zoning ordinances and building codes.

5.9 Community and Economic Development Readiness Assessment

The Community and Economic Development Readiness Assessment consisted of two parts. Part 1 asked workshop participants to evaluate a series of questions in several categories, including Baseline Capacity Statements, Civic Capacity Statements, Economic Development Capacity Statements, and Community Development Capacity Statements. Part 2 asked workshop participants to answer two open ended questions, including "What strategies or projects have been recently successfully completed?" and "What are the key strategies the community currently pursuing?"

Table 5.24 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Baseline Capacity Statements.

Workshop participants noted a number of community and economic development baseline capacity areas that the City of Wells has either completed or is actively making progress in including recent and ongoing investments into the community's water system. The community is already served by a water system and waste water system that exceeds both state and federal standards and the community's existing water system is sufficient to support the existing residential population and business community and has enough surplus capacity to support future population and business growth. The City of Wells also has significantly invested into existing surface street network and local fire services, local police and law enforcement services, and local emergency medical services are more than sufficient to meet the existing and future needs of the community's residential population and business community. The City of Wells has also expanded the community's existing clinical and primary care services and the entire community is already served by a major regional hospital, Northeastern Nevada Regional Hospital located in neighboring Elko, Nevada, which is approximately 50 miles east of Wells on U.S. Interstate 80.

As previously mentioned, the City of Wells boasts a highly developed set of Broadband and telecommunications infrastructure that continues to serve the existing needs of the community as well as supporting future community and economic development efforts.

Table 5.24 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Baseline Capacity Statements, City of Wells						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
The community has a water system that meets or exceeds state/federal standards.		x				
The community has a water system that has capacity for growth.	x					
The community has water meters.	x					
The community's waste water system meets or exceeds state/federal standards.		x				
The community has a waste water system that has capacity for growth.	x					
The community has storm water drainage and flood retention systems.				x		
There are local business providing goods and services to residents.			x			
Community and businesses are served with an adequate road and street system.	x					
There are local fire services available.	x					
There are police/law enforcement services available.	x					
There are local Emergency Medical Services (EMS) available.	x					
There is a local clinic or primary care services available in the community.	x					
There is a hospital within a 60-minute drive.	x					
There are local immunization services available for children and adults.	x					
There is an assisted living facility in the community.				x		
There are single/multi-family rental housing for low/moderate-income levels.			x			
The community has phone services available.	x					
The community has local Internet access.	x					

Workshop participants did note four areas in which the community has made either little progress to date or has not taken any definitive action in completing in regard to the community's baseline community and economic development readiness. Improvements to the existing storm water drainage and flood retention system, closing critical gaps in the community's existing commercial and retail sector, developing and completing a new assisted living facility, and additional development of new single and multifamily rental housing for lower to moderate income level groups areas in which workshop participants noted that the City of Wells will need to focus on and invest additional resources in as part of the community's new five-year Comprehensive Economic Development Strategy.

Table 5.25 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Civic Capacity Statements.

Table 5.25 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Civic Capacity Statements, City of Wells						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
The community has a clear vision for the present and future.		x				
The community has considered its strengths, weaknesses, opportunities and threats and developed a strategic community/economic development plan.	x					
The strategic plan considers regional and statewide strategies and opportunities.			x			
Citizens are well informed about economic development activities.		x				
Citizens are given the opportunity to engage in community/economic development efforts.		x				
There is a track record of positive community activity.	x					
There is a system to measure progress and to learn from results of action.				x		
The community celebrates successes.			x			
There is a recognized community and economic development group with structures/procedures that sustain positive action in the community.		x				
The community/economic development group process is open and participatory.			x			
The community/economic development group is successfully building partnerships with groups within/beyond the community.	x					
The community has considered its strengths, weaknesses, opportunities and threats and developed a strategic community/economic development plan.		x				
The community/economic development group is successful in obtaining external assistance and resources necessary to carry out its project goals.		x				
The community/economic development group has active participation by the diverse segments of the community.			x			
Leadership of the community and economic development group reflects the diverse segments of the community.		x				
The community/economic development group seeks out training/assistance to improve members' skills/ knowledge base to carry out action plans/accomplish goals.			x			
The leadership shares responsibility for carrying out the work of the community and economic development group rather than trying to do it all themselves.			x			
Leaders have skills and technical knowledge to work effectively in our community.			x			

**Table 5.25, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1)
Civic Capacity Statements, City of Wells**

Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
Over time, the elected body and community groups have been able to draw new people into leadership positions (appointed boards/commissions, task force chairs, project leaders, etc.).		x				
A culture of entrepreneurship exists that recognizes and rewards new ideas, innovation, partnerships, and collaboration.		x				
There is public and private sector participation and cooperation in local and regional efforts.		x				
The community boards, organizations and councils have no open positions and there is a pool of volunteers to fill vacancies if they arise.				x		

Workshop participants noted a number of areas in which the City of Wells has already or is actively making progress in improving the community’s overall civic capacity needed to support current and future community and economic development programs, projects, and initiatives. Developing a clear vision for the community’s future, consideration of key strengths, weaknesses, opportunities, and threats, the development of a new strategic plan, opportunities for the community to participate, and a community and economic development process that is open and participatory are just a few of the areas in which the City of Wells has and is actively making progress in terms of improving the community’s overall civic capacity. Workshop participants further noted that the community’s overall group of business and political leaders have steadily improved in-terms of representing the growing diversity of the community’s existing base and that elected and appointed boards and commissions have been able, with relative success, to draw new people into key leadership positions. Workshop participants also highlighted the growing culture of entrepreneurship that has begun to develop throughout the community and growing cooperation and collaboration between the public and private sectors in pursuing new local and regional community and economic development efforts.

Workshop participants did, however, note a number of areas in which the community still needs to improve on in regard to its overall civic capacity. Better consideration and understanding of regional and statewide efforts and opportunities, a greater willingness to celebrate key successes, creating a more open and participatory economic development process, and developing a more formal community and economic development group that can better obtain external assistance and resources were a few areas in which workshop participants expressed a strong desire to make additional progress in as part of the community’s new five-year Comprehensive Economic Development Strategy. Another key area in which little to no progress has been made but will be vital to the successful implementation of the new five-year Comprehensive Economic Development Strategy, according to workshop participants, is the further training and development of the community’s existing mix of community and economic development professionals in order to improve the ability of the community and the government of the City of

Wells to successfully carry out and accomplish the actionable items identified in this new five-year strategic economic development plan for the City of Wells.

Table 5.26 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Economic Development Capacity Statements. Of the 27 statements for Economic Development Capacity, workshop participants answered “Yes” or “Actively Making Progress” for 18 total statements and answered “Little Progress to Date”, “No Action Yet”, or “No Answer” for nine additional statements.

Table 5.26 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Economic Development Capacity Statements, City of Wells						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
There is a community and economic development group that is proactive rather than reactive.			x			
There is a committee or group that provides or brokers assistance to startup businesses or entrepreneurs.		x				
There is a committee/group that provides/brokers assistance to help retain/expand local businesses and industry.				x		
There is a committee/group that is involved with targeted recruitment of new retail, service and industrial businesses.			x			
The community has industrially zoned land that is ready to build or occupy at a reasonable market rate.	x					
The community has industrially zoned buildings that are ready to build or occupy at a reasonable market rate.	x					
The community has commercially zoned land that is ready to build or occupy at a reasonable market rate.		x				
The community has commercially zoned buildings that are ready to occupy at a reasonable market rate.			x			
The community has financial resources available for businesses and industrial development (revolving loan funds, venture capital, lending institutions, etc.).			x			
There is a focused business development organization that coordinates local efforts, market assets, develops leads, negotiates and closes deals.		x				
There is local ownership of many businesses.			x			
Local owners of business and industry are committed to work with the community on improvements.		x				
There is economic diversity (diversified industries and many smaller businesses providing jobs in the community).			x			
There is a capable and productive workforce available.				x		
There is at least one organization providing or able to provide workforce education and training.			x			

**Table 5.26, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1)
Economic Development Capacity Statements, City of Wells**

Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
There are training and educational opportunities for citizens of all ages.			x			
There are school-to-work, job shadow and intern programs available.			x			
Community and businesses are within close proximity (3 to 5 miles) to interstate or major highway.	x					
The community and industry have access to rail service.				x		
The community and industry have access to barge or river transport.					x	
The community has access to commercial air service within 60 minutes.		x				
The community has competitively priced natural gas available.				x		
The community has competitively priced electricity available.	x					
There is access for citizens and business to high speed, broadband, interactive telecomputing technologies that support electronic exchange of data and information.	x					
There are wireless communication services available.	x					
There is a local or regional information technology forum or equivalent organization that is capable of providing planning, marketing, training, and coordination in the use of telecomputing technologies.		x				
The community has access to passenger air service within 60 minutes.	x					

Of the statements that workshop participants answered “Little Progress to Date”, key areas of needed improvement in regard to overall Economic Development Capacity include encouraging the community’s existing community and economic development group to be more proactive in developing, implementing, and administering new strategic community and economic development initiatives and possibly creating a new committee or group, as either part of the city government of the City of Wells or as a non-profit or advisory organization or board, that can directly represent the City of Wells in the targeted recruitment of new retail, service, and industrial businesses. However, workshop participants did express support for having the Northeastern Nevada Regional Development Authority continue to represent the community with increased focused on recruiting new retail, service, and industrial businesses specifically to Wells. Continued improvement and development of the community’s existing inventory of commercially zoned buildings that are ready to occupy and the overall availability of financial resources to support new business creation and attraction efforts and existing business retention

and expansion initiatives were two additional areas that the City of Wells has made little to progress in achieving but would prefer to prioritize as part of the community's new five-year Comprehensive Economic Development Strategy.

Workshop participants further noted that the City of Wells has also made little progress in further encouraging local ownership of new businesses and has only begun to make some measurable progress in further diversifying the community's existing economic base. In partnership with organizations such as the Nevada Small Business Development Center and the Wells Chamber of Commerce, workshop participants noted that improved local ownership of newly created businesses and entrepreneurial start-ups could significantly help to diversify the community's existing economic base while also helping to create new employment opportunities in a variety of emerging industry and occupation sectors. Furthermore, workshop participants noted that there is a growing need for additional workforce development and job training services in several key industry and occupation sectors and that the City of Wells, in partnership with organizations such as the Elko County School District and Great Basin College, should actively and aggressively pursue the development of new workforce development and job training services in order to actively improve the overall skill set of the community's existing and future workforce.

Two areas that the City of Wells has not taken any measurable action in completing yet, according to workshop participants, that will be vitally important to the successful implementation and completion of the new five-year Comprehensive Economic Development Strategy is improved access to rail service and developing improved access to competitively priced natural gas. Despite the community's existing geographic location along a major railroad network, Wells lacks significant direct access to this major railroad infrastructure asset. Improved access, coupled with improved access to competitively priced natural gas, would significantly improve the community's ability to successfully create and attract new businesses in key emerging industry and occupation sectors that could eventually diversify the community's existing economic base and create new employment opportunities that pay relatively high wages. As new businesses emerge in these targeted industry and occupation sectors, the community will also need to invest in further developing a capable, training, and produce workforce.

Workshop participants noted that Wells does not have a workforce capable of filling new vacant and open positions as new firms are either created or attracted to the community. While investment in improving access to the existing railroad infrastructure and to competitively priced natural gas should be prioritized, new workforce development initiatives will be needed in order to generate the desired return on investment from these desired major infrastructure projects. Workshop participants did note that future workforce development initiatives should be developed in partnership with key strategic partners including, but not necessarily limited to, the Elko County School District and Great Basin College.

Table 5.27 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Community Development Capacity Statements. Of the 19 statements for Community Development Capacity, workshop participants answered "Yes" for 12 total statements, answered "Actively Making Progress" for five total statements, and answered "Little Progress to Date" for two individual statements.

Table 5.27 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Community Development Capacity Statements, City of Wells						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	No Answer	Don't Know
The community has public transportation available (bus or taxi) within the community.			x			
Community members feel a sense of pride and attachment to the community and are optimistic about their future.			x			
The community has clean-up and beautification as an ongoing priority.		x				
The community has a spirit of people helping each other.	x					
The community has library services available to citizens.	x					
The community has an adequately funded K-12 school system.		x				
The community has at least one public park.	x					
The community has recreation facilities available for residents of all ages.	x					
There is a community center.			x			
The community has a senior center and services.	x					
The community has a youth center and services.	x					
The community has childcare centers or services available sufficient to meet local needs.		x				
There is open or green space in and around the community.	x					
The community has positive working relationships with the public and private sector.		x				
The environmentally sensitive resources of the community are being adequately protected.	x					
The community approaches community and economic development in a sustainable way.			x			
There are uniform building codes, subdivision ordinances and architectural standards.	x					
There is a utility operation and maintenance ordinance including rates and connection fees.	x					
There is a systems development charge ordinance.				x		

In regard to the community’s overall Community Development Capacity, workshop participants identified a number of critical areas in which the City of Wells has already or is actively making measurable progress in improving. Workshop participants did, however, identify four specific

areas in which the City of Wells has only made little progress to date but would like to prioritize and make additional progress in completing as part of the community's new five-year Comprehensive Economic Development Strategy. Specifically, workshop participants suggested that some investment in public transportation, either for transportation within the community or to better connect Wells with neighboring jurisdictions, should be explored as part of the new five-year strategic economic development plan and part of future community development efforts. Workshop participants also suggested that, while there is a new sense of pride and attachment to the community beginning to develop in Wells, the transient nature of the community's population has not always supported either a sense of pride in the community or a sense of optimism in the community's future. The development and successful opening of a community center is one area that workshop participants agreed is necessary to support additional population growth and future community and economic development growth strategies should be pursued in a sustainable way in order to conserve critical natural resources while preserving key elements of the community's existing culture and identity.

In Part 2 of the Community and Economic Development Readiness Assessment, workshop participants were asked to answer two separate open-ended questions, including: (1) what strategies or projects have been recently successfully completed?, and (2) what are the key strategies the community is currently pursuing? Workshop participants noted that a number of key strategies and projects have already been completed, most notably the continued successful use of the City of Wells' new redevelopment agency and recent land acquisition and demolition projects that the redevelopment agency has completed. Workshop participants further noted that the City of Wells, in partnership with its redevelopment agency, has also successfully launched a new revolving loan fund that will help provide critical financial resources and support to new small businesses and entrepreneurial start-ups. Successful development of a new Mainstreet Organization, a new indoor swimming pool, a new city hall, and a new public works department are other strategies and projects that the City of Wells has recently completed in order to build additional community and economic development capacity. The City of Wells is also in the process of further improving existing Broadband and telecommunication infrastructure, has invested considerable resource in the community's existing golf course, and is also pursuing new development in and around the Wells Municipal Airport.

Moving forward, the City of Wells is also currently developing and pursuing the development of new strategies designed to further increase the community's overall community and economic development capacity. Development of a new community center, the development of a new Boys & Girls Club gym and program, an expanded Wells Rural Electric Company service center, and continued development of critical infrastructure and public services including natural gas, automation of the city's water system, and critical drainage services, are a few of the various programs and projects the City of Wells is currently pursuing and plans on pursuing as part of this new five-year Comprehensive Economic Development Strategy. The City of Wells is also actively pursuing the recruitment of new manufacturing firms that can take advantage of the community's central geographic location and access to major urban and metropolitan economic centers to the north in Idaho, to the east in Utah, and to other parts of Nevada and into California to the west. New housing development and future development of the community's existing industrial park will be pursued as part of this effort to successfully recruit new manufacturing firms and new firms in key emerging industry and occupation sectors.

6.0 Analysis: Community, Regional, and Industry Assessment

This section presents an overview of industry and workforce characteristics for the City of Wells and Elko County provided by the Nevada Governor’s Office of Economic Development as well as a comprehensive overview from Stronger Economies Together Module 3, *Focusing on Regional Competitive Advantage*, and Strong Economies Together Module 4, *Exploring Strategies for Enhancing the Regional Economy*.

6.1 Industry and Workforce Characteristics for Elko County

A location quotient greater than 1.0 indicates that the industry sector in the local geographic area is a *net exporter*, in that the total production and output of all firms within the industry sector in the geographic area produces more goods and services than can be consumed locally. Surplus goods and services are *exported* out of the local geographic area and cash is imported into the local geographic area. A location quotient less than 1.0 indicates that the industry sector in the local geographic area is a *net importer*, in that total production and output of all firms within the industry sector in the geographic area does not produce enough goods and services to satisfy local consumption meaning that goods and services have to *imported* into the local geographic area and cash is exported out of the local geographic area. Data for industry sectors and occupation sectors are presented in this sub-section. Industry sectors are *employer* oriented (the total number of jobs provided by firms in the industry sector) and occupation sectors are *employee* oriented (the total number of jobs that individual workers currently have).

Table 6.1 presents the change in total number of jobs between 2013 and 2018 and the location quotient for the 20 largest industry sectors in Elko County as provided by the Nevada Governor’s Office of Economic Development. Industry sector data at the community level, for the City of Wells, was not available. The industry sectors with positive growth in the total number of new jobs between 2013 and 2018 are highlighted.

Of the 20 largest industry sectors in Elko County, 11 separate industry sectors experienced net positive job growth and creation between 2013 and 2018. The industry sectors with the largest growth in job creation included the Government industry sector, with an increase of 247 total jobs or 6.0 percent, the Health Care and Social Assistance industry sector, with an increase of 205 total jobs or 14.0 percent, the Wholesale Trade industry sector, with an increase of 148 total jobs or 14.0 percent, and the Professional, Scientific, and Technical Services industry sector, with an increase of 95 total jobs or 18.0 percent. The industry sectors with the largest decline in job growth between 2013 and 2018 included the Mining, Quarrying, and Oil and Gas Extraction industry sector, with a decline of 568 total jobs or -20.0 percent, the Accommodation and Food Services industry sector, with a decline of 284 total jobs or -5.0 percent, the Manufacturing industry sector, with a decline of 115 total jobs or -40.0 percent, and the Management of Companies and Enterprises, with a decline of 80 total jobs or -20.0 percent.

Table 6.1 – Industry (Employer) Characteristics Elko County 2013 and 2018					
Industry Sector	Total Number of Jobs 2013	Total Number of Jobs 2018	2013 to 2018 Actual Change	2013 to 2018 Percent Change	2018 Location Quotient
Accommodation and Food Services	5,508	5,224	-284	-5.0%	2.55
Government	3,807	4,054	247	6.0%	1.13
Retail Trade	2,439	2,520	81	3.0%	1.05
Mining, Quarrying, and Oil and Gas Extraction	2,804	2,236	-568	-20.0%	22.63
Construction	1,688	1,758	70	4.0%	1.33
Health Care and Social Assistance	1,470	1,675	205	14.0%	0.56
Wholesale Trade	1,079	1,277	148	14.0%	1.40
Other Services (except Public Administration)	912	913	1	0.0%	0.81
Transportation and Warehousing	675	644	-31	-5.0%	0.75
Professional, Scientific, and Technical Services	531	626	95	18.0%	0.40
Administrative and Support and Waste Management	614	585	-29	-5.0%	0.39
Arts, Entertainment, and Recreation	531	533	2	0.0%	1.29
Agriculture, Forestry, Fishing and Hunting	356	390	34	10.0%	1.39
Management of Companies and Enterprises	391	311	-80	-20.0%	0.91
Real Estate and Rental and Leasing	266	296	30	11.0%	0.74
Finance and Insurance	299	296	-3	-1.0%	0.31
Manufacturing	290	175	-115	-40.0%	0.09
Information	181	133	-48	-27.0%	0.30
Educational Services	69	111	42	61.0%	0.18
Utilities	123	109	-14	-11.0%	1.34

Source: Nevada Governor's Office of Economic Development

In both 2013 and 2018, the Accommodation and Food Services industry sector was the single largest industry sector in Elko County, employing a total of 5,508 individuals in 2013 and employing a total of 5,224 individuals in 2018, a net decrease of 284 total jobs or -5.0 percent.

The Accommodation and Food Services industry sector had a location quotient of 2.55 in 2018, making this industry sector a net exporting industry for Elko County. The Government industry sector was the second largest industry sector in both 2013 and 2018 in Elko County, employing a total of 3,807 individuals in 2013 and a total of 4,054 individuals in 2018, a net increase of 247 total jobs or 6.0 percent. In 2018, the location quotient for the Government industry sector was 1.13, making the Government industry sector a net exporter for Elko County. The net exporting status of the Government industry sector in Elko County in 2018 is likely due to the concentration of federal and state government positions located in Elko County but the wider regional coverage and provision of these federal and state government services to communities located throughout northeastern Nevada.

The Retail Trade industry sector in Elko County, in 2018, was the third largest industry sector, increasing from a total of 2,439 individuals employed in 2013 to a total of 2,520 individuals employed in 2018, a net increase of 81 total jobs or 3.0 percent. The location quotient for the Retail Trade industry sector for Elko County in 2018 was 1.05, making the Retail Trade industry sector a net exporting industry sector. The net exporting status of the Retail Trade industry sector in Elko County in 2018 is likely due to the high concentration of commercial retail firms operation and the consumer shopping patterns of individuals living in communities outside Elko County but within the northeastern Nevada region. The Mining, Quarrying, and Oil and Gas Extraction industry sector was the third largest industry sector in Elko County in 2013 and the fourth largest industry sector in Elko County in 2018, employing a total of 2,804 individuals in 2013 and a total of 2,520 total individuals in 2018, a net decrease of 568 total jobs or -20.0 percent. The location quotient for the Mining, Quarrying, and Oil and Gas Extraction industry sector in Elko County in 2018 was 22.63, making the Mining, Quarrying, and Oil and Gas Extraction industry sector the single largest net exporting industry sector in Elko County.

In addition to the Accommodation and Food Services industry sector, the Government industry sector, the Retail Trade industry sector, and the Mining, Quarrying, and Oil and Gas Extraction industry sector, five additional industry sectors had a location quotient greater than 1.0 in 2018. The Construction industry sector had a location quotient of 1.33 and the Wholesale Trade industry sector had a location quotient of 1.40 in 2018. In 2018, the Arts, Entertainment, and Recreation industry sector and the Agriculture, Forestry, Fishing and Hunting industry sector each had a location quotient of 1.29 and 1.39 respectively. The Utilities industry sector had a location quotient of 1.34, making the Utilities industry sector in Elko County a net exporting industry sector in 2018. Each of these eight separate net exporting industry sectors were net exporters likely due to Elko County being the single largest population center in northeastern Nevada yet the firms in each of these industry sectors provide goods and services to communities located throughout the entire northeastern Nevada region as well as exporting goods and services to larger population centers and markets outside the region.

Table 6.2 presents the change in total number of jobs between 2013 and 2018 and the location quotient for the 23 largest occupation sectors in Elko County as provided by the Nevada Governor's Office of Economic Development. The occupation sectors with positive growth in the total number of new jobs between 2013 and 2018 are highlighted.

Table 6.2 – Occupation (Employee) Characteristics Elko County 2013 and 2018					
Occupation Sector	Total Number of Jobs 2013	Total Number of Jobs 2018	2013 to 2018 Actual Change	2013 to 2018 Percent Change	2018 Location Quotient
Office and Administrative Support	2,865	2,831	-34	-1.0%	0.82
Food Preparation and Serving Related	2,973	2,670	-303	-10.0%	1.34
Sales and Related	2,238	2,309	71	3.0%	0.98
Installation, Maintenance, and Repair	2,102	2,148	46	2.0%	2.30
Construction and Extraction	2,222	1,973	-249	-11.0%	1.81
Transportation and Material Moving	1,881	1,848	-33	-2.0%	1.14
Personal Care and Service	1,296	1,396	100	8.0%	1.36
Building and Grounds Cleaning and Maintenance	1,437	1,364	-73	-5.0%	1.56
Management	1,232	1,269	37	3.0%	0.95
Education, Training and Library	1,157	1,253	96	8.0%	0.93
Production	887	794	-93	-10.0%	0.57
Protective Service	623	691	68	11.0%	1.30
Healthcare Practitioners and Technical	596	663	67	11.0%	0.50
Business and Financial Operations	440	468	28	6.0%	0.38
Healthcare Support	356	399	43	12.0%	0.62
Life, Physical, and Social Science	386	376	-10	-3.0%	1.92
Architecture and Engineering	380	337	-43	-11.0%	0.83
Community and Social Service	231	264	33	14.0%	0.67
Farming, Fishing, and Forestry	211	245	34	16.0%	1.38
Arts, Design, Entertainment, Sports, and Media	198	199	1	1.0%	0.45
Computer and Mathematical	149	157	8	5.0%	0.23
Legal	103	96	-7	-7.0%	0.49
Military-only	76	75	-1	-1.0%	0.52

Source: Nevada Governor's Office of Economic Development

Of the 23 largest occupation sectors in Elko County, 13 separate occupation sectors experienced net positive job growth and employment between 2013 and 2018. The occupation sectors with the largest growth in job creation and employment included the Personal Care and Service occupation sector, with an increase of 100 total individuals employed or 8.0 percent, the Education, Training and Library occupation sector, with an increase of 96 total individuals employed or 8.0 percent, and the Sales and Related occupation sector, with an increase of 71 total individuals employed or 3.0 percent. The occupation sectors with the largest decline in job creation and employment included the Food Preparation and Serving Related occupation sector, with a decline of 303 total individuals employed or -10.0 percent, the Construction and Extraction occupation sector, with a decline of 249 total individuals employed or -11.0 percent, and the Production occupation sector, with a decline of 93 total individuals employed or -10.0 percent.

In 2018, the Office and Administrative Support occupation sector was the single largest occupation sector in Elko County, with a total of 2,865 individuals employed in 2013 and a total of 2,831 individuals employed in 2018, a net decrease of 34 individuals employed in this occupation sector or -1.0 percent. In 2018, the Office and Administrative Support occupation sector had a location quotient of 0.82, making this occupation sector a net importing occupation sector in 2018. In 2013, the Food Preparation and Serving Related occupation sector was the single largest occupation sector and, in 2018, this occupation sector was the second largest occupation sector, with a total of 2,973 individuals employed and a total of 2,670 individuals employed, a net decrease of 303 total individuals employed in this occupation sector or -10.0 percent. The Food Preparation and Serving Related occupation sector had a location quotient of 1.34 in 2018, making this occupation sector a net exporting occupation sector for Elko County.

The Sales and Related occupation sector was the third largest occupation sector in 2018, employing a total of 2,238 individuals in 2013 and employing a total of 2,309 individuals in 2018, a net increase of 71 total individuals employed in this occupation sector or 3.0 percent. In 2018, the Sales and Related occupation sector had a location quotient of 0.98, indicating that the Sales and Related occupation sector was a slight net importing occupation sector for Elko County. In 2018, the Installation, Maintenance, and Repair occupation sector was the fourth largest occupation sector in Elko County, with a total of 2,102 individuals employed in this occupation sector in 2013 and a total of 2,148 individuals employed in this occupation in 2018, a net increase of 46 total individuals employed or 2.0 percent. The Installation, Maintenance, and Repair occupation sector had a location quotient of 2.30 in 2018, making this occupation sector a net exporter for Elko County.

In addition to the Food Preparation and Serving Related occupation sector and the Installation, Maintenance, and Repair occupation sector, seven additional occupation sectors had location quotients greater than 1.0, or were net exporting occupation sectors, in 2018 in Elko County. The Construction and Extraction occupation sector had a location quotient of 1.81 and the Transportation and Material Moving occupation sector had a location quotient of 1.14. In 2018, the Personal Care and Service occupation sector and the Building and Grounds Cleaning and Maintenance occupation sector had location quotients of 1.36 and 1.56 each in 2018, making both net exporting occupation sector for Elko County. Additional net exporting occupation

sectors in Elko County in 2018 included the Protective Service occupation sector with a location quotient of 1.30, the Life, Physical, and Social Science occupation sector with a location quotient of 1.92, and the Farming, Fishing, and Forestry occupation sector with a location quotient of 1.38.

6.2 Identifying Demand Conditions, Factor Conditions, Firm Strategy, Rivalry and Composition, and Related and Supporting Industries

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and the second workshop held on August 21, 2019 and August 22, 2019 were asked to identify the specific demand conditions, factor conditions, firm strategy, rivalry and composition, and related and supporting industries for City of Wells using the industry sector and occupation sector data for Elko County presented in the previous sub-section. As part of Stronger Economies Together Module 3, *Focusing on Regional Competitive Advantage*, workshop participants were asked to answer four separate questions, including:

- What demand conditions exist in your community and region?
- What factor conditions exist (or do not exist) in your community and region?
- What is the composition of individual industry sectors in your community and region?
- Which industries buy and sell from each other in your region? What strong value chains exist in your community and region?

6.2.a Demand Conditions

Demand conditions are defined as the conditions that influence demand for goods or services produced in a community or defined region. For the City of Wells, workshop participants identified two primary demand conditions. First, industry and occupation sectors with high location quotients are fueling demand for industry and occupation sectors with relatively low location quotients. For example, the Mining, Quarrying, and Oil and Gas Extraction industry sector, with a location quotient of 22.63, the Accommodation and Food Services industry sector, with a location quotient of 2.55, the Wholesale Trade industry sector, with a location quotient of 1.40, and the Agriculture, Forestry, Fishing and Hunting industry sector, with a location quotient of 1.39, are fueling new and increased demand in the Health Care and Social Assistance industry sector, the Transportation and Warehousing industry sector, and the Management of Companies and Enterprises industry sector. Continued growth of industry and occupation sectors with relatively high location quotients should be used to fuel additional and new growth in those industry and occupation sectors with industry and occupation sectors that continue to have relatively low location quotients as part of the City of Wells' new five-year Comprehensive Economic Development Strategy. This effort will prevent additional leakage of dollars and wealth generated throughout Elko County and the region to other communities located outside

the Northeastern Nevada Regional Development Authority's area and help further grow and expand existing and emerging industry and occupation sector clusters.

Second, enhancement of existing industry and occupation sectors with relatively low location quotients are essential to enhancing the overall quality of life for residents, businesses, and visitors in the City of Wells, throughout Elko County, and throughout the northeastern Nevada region. For example, individual firms in the Sales and Related occupation sector, the Healthcare Practitioners and Technical occupation sector, and the Healthcare Support occupation sector, with individual location quotients of 0.98, 0.50, and 0.62 respectively, each provide critical services to community and area residents and visitors vital to improving the community's and region's overall quality of life. As part of the City of Well's new five-year Comprehensive Economic Development Strategy, workshop participants agreed that focusing on further development of these specific industry and occupation sectors through new business creation and attraction strategies is vital to ensuring continued improvement in the community's overall quality of life which, will in-turn, support the further development and growth of other industry and occupation sectors that are vital to the community's and region's long-term economic growth and prosperity.

6.2.b Factor Conditions

Factor conditions are defined as existing infrastructure, resources and materials, and workforce characteristics that can either be improved or used to support the expansion and growth of specific industry sectors. Participants who attended both the first strategic economic development planning workshop held on July 24, 2019 and July 25, 2019 and the second strategic economic development planning workshop on August 21, 2019 and August 22, 2019 agreed that the general lack of a surplus of trained and available workers and a lack of a comprehensive community and regional marketing and advertising plan continued to hinder additional economic and community growth throughout Wells, Elko County, and throughout the region. In Elko County and for most of the northeastern Nevada region, the City of Wells has one of the smallest concentrations of civilian workers. Between 2013 and 2017, the total civilian workforce in the City of Wells increased from just 1,556 total civilian workers in 2013 to an estimated 1,654 total civilian workers in 2017, a net increase of just 98 additional civilian workers. The community's relatively low civilian unemployment rate, which declined from an estimated 7.4 percent in 2013 to an estimated 4.9 percent in 2017, suggests that the City of Wells cannot currently provide a surplus of skilled and trained workers for new businesses seeking to either start or relocate operations to the community or for existing businesses seeking to expand their operations. Both short-term and long-term focus on sustainably growing the community's total population and civilian workforce is vital to the community's new business creation and attraction efforts and to the community's existing business retention and expansion strategies.

Workshop participants also agreed that the City of Wells, as part of its new five-year Comprehensive Economic Development Strategy, both independent of and in partnership with the Northeastern Nevada Regional Development Authority should develop and implement a comprehensive marketing and advertising campaign designed to recruit new businesses in targeted industry and occupation sectors that are consistent with existing community characteristics and culture. Workshop participants further noted that this marketing and

advertising campaign should emphasize the need for additional trained and skilled workers in the same targeted industry and occupation sectors in order to sustainably grow the community's existing residential population and civilian workforce. This marketing and advertising campaign should emphasize the unique geographic benefits of starting a new business or relocating an existing business to Wells. Wells is uniquely situated in Elko County and in the northeastern Nevada region. The community has direct access to major urban and metropolitan regions including the Twin Falls metropolitan statistical area located approximately 114 miles north of Wells in southern Idaho and the Salt Lake City metropolitan statistical area located approximately 181 miles west of Wells in Utah. By locating a new or existing business in Wells, businesses can take advantage of the community's relatively low cost of living and cost of doing business while still having immediate and reliable access to large population centers.

6.2.c Firm Strategy, Rivalry, and Composition

Firm strategy, rivalry, and composition is generally defined as the community's and/or region's portfolio of businesses, entrepreneurial activity and support, and general mix of businesses. For the City of Wells, industry and occupation sectors such as the Accommodation and Food Services industry sector, the Government industry sector, and the Transportation and Warehousing industry sector are vitally important to the community's overall economic base. Because other industry and occupation sectors, such as the Mining, Quarrying, and Oil and Gas Extraction industry sector and the Agriculture, Forestry, Fishing and Hunting industry sector are vitally important to the rest of Elko County and to the rest of the northeastern Nevada region, there is a significant opportunity for the City of Wells to continue to grow and expand upon related and supporting industry and occupation sectors such as the Accommodation and Food Services industry sector, the Government industry sector, and the Transportation and Warehousing industry sector. Additional new business creation and attraction efforts and existing business retention and expansion strategies focused on these and other related industry and occupation sectors will help further integrate the economic base of Wells with the rest of Elko County and the northeastern Nevada region while also making Wells a vital and critical economic hub for the rest of the county for the rest of the region.

6.2.d Related and Supporting Industries

Related and supporting industries are defined as the firms within and between industries that buy and sell from each other. Specifically, the related and supporting industries form both the upstream and downstream elements of the community's and region's overall value chain. Certain 'holes' within the community's and region's overall value chain, as identified by workshop participants, range from taking better advantage of existing transportation assets to better promoting and encouraging use of major outdoor recreation and entertainment opportunities located in and around the City of Wells and throughout northeastern Nevada. Workshop participants further noted the continued promotion of the relatively low cost of utilities and fuel prices can enhance the overall attractiveness of the community to new and prospective residents, civilian workers, and new businesses in targeted industry and occupation sectors. While the City of Wells is not currently capable, as it is limited by its overall residential population and civilian workforce population, of becoming a dominate economic hub in critical county-wide and regional industry and occupation sectors, the City of Wells is strategically

located to become a vital economic hub that can directly fuel continued regional economic growth in vital industry and occupation sectors such as the Mining, Quarrying, and Oil and Gas Extraction industry sector and the Agriculture, Forestry, Fishing and Hunting industry sector. Furthermore, the City of Wells could become a vital economic hub within the larger northeastern Nevada region for industry and occupation sectors that continue to grow and emerge.

Workshop participants specifically noted that critical ‘holes’ within the community’s existing economic base have persisted in several industry and occupation sectors including the Accommodation and Food Services industry sector, the Retail Trade industry sector, the Wholesale Trade industry sector, the Arts, Entertainment, and Recreation industry sector, and the Manufacturing industry sector. Further development of the community’s existing historical downtown urban core, a new and emerging commercial retail hub located at the intersection of U.S. Interstate 80 and U.S. Highway 93, further development of a new industrial park, and several emerging residential neighborhoods, as part of the City of Wells’ new five-year Comprehensive Economic Development Strategy, is vital to the community’s overall efforts to close existing ‘holes’ within the community’s existing economic base. New business creation and attraction efforts, coupled with expanded existing business attraction and retention strategies that are tied to the City of Wells’ existing redevelopment efforts, will serve as the primary focus of the community’s renewed focus on closing gaps that existing in the community’s related and supporting industry and occupation sectors.

6.3 Identifying Opportunities in Specific Community and Regional Industry and Occupation Clusters

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and in the second workshop held on August 21, 2019 and August 22, 2019 were asked to identify specific industry and occupation clusters that the City of Wells, as part of its new five-year Comprehensive Economic Development Strategy, should explore further, should avoid investing in for the future, could be viable future community and regional industry and occupation sectors, and are declining but may be worth reviving. As part of Stronger Economies Together Module 3, *Focusing on Regional Competitive Advantage*, workshop participants were asked to answer four separate questions, including:

- What industries within your community and region seem worth exploring further?
- What industries within your community and region should the region avoid investing in the future?
- What industries may be viable future local and regional industries?
- What industries are declining in your community and region but may be worth reviving?

As part of Stronger Economies Together Module 4, *Exploring Strategies for Enhancing the Regional Economy*, workshop participants were also asked to evaluate the capacity to support

future growth in selected community and regional industry and occupation clusters and then identify specific creation, attraction, retention, and expansion strategies to be included in the City of Wells' new five-year Comprehensive Economic Development Strategy. As part of this process, workshop participants utilized the results presented in the previous sub-section of this University Center for Economic Development technical report, Identifying Demand Conditions, Factor Conditions, Firm Strategy, Rivalry and Composition, and Related and Supporting Industries, to focus the preliminary set of actionable items of the City of Wells' new five-year Comprehensive Economic Development Strategy.

6.3.a Industries Worth Exploring Further

Over the next five years, as part of the new five-year Comprehensive Economic Development Strategy for the City of Wells, workshop participants identified a number of specific industry and occupation sectors that the community should focus on and target as part of the community's new business creation and attraction and existing business retention and expansion efforts. First, in the Agriculture, Forestry, Fishing and Hunting industry sector, workshop participants noted that the City of Wells is uniquely positioned to take advantage of the growing alternative agriculture sub-sector that has emerged in Nevada as the Nevada State Legislature has recently legalized the cultivation, distribution and sale of marijuana and related products for both recreation and medicinal use as well as the production and use of hemp in industrial and commercial production processes. Individual communities throughout the northeastern Nevada region have been relatively slow to pursue opportunities in these new and alternative agricultural production sub-areas and the City of Wells could potentially position itself as an economic hub for the production of these commodities as well as the use of these commodities in additional value-added production.

Regionally, the northeastern Nevada area is heavily dependent on the Mining, Quarrying, and Oil and Gas Extraction industry sector as a driver of regional economic activity. For 2018, the location quotient in the Mining, Quarrying, and Oil and Gas Extraction industry sector in just Elko County was 22.63 indicating that this industry sector is a major net exporter and source of employment and new job creation throughout the region. For the City of Wells, workshop participants selected the Construction and Extraction occupation sector, the Transportation and Material Moving occupation sector, the Transportation and Warehousing industry sector, and the Manufacturing industry sector as industry and occupation sectors that the City of Wells should focus on and target as part of its new five-year Comprehensive Economic Development Strategy. The City of Wells can utilize its strategic geographic location, existing transportation and logistical infrastructure, and existing investments into a new industrial park to successfully recruit new and existing businesses and help existing business grow and expand their operations within these selected industry and occupation sectors. This focus will also further enhance the community's overall integration into the regional economy while also facilitating the community's efforts to further diversify and grow elements of its existing economic base with a focus on relatively high-skilled and high-paying employment opportunities.

The Accommodation and Food Services industry sector, with a location quotient of 2.55 for just Elko County in 2018, is another industry sector that drives a significant portion of the region's economic base as well as the economic base for the City of Wells. As has been previously

mentioned throughout this new five-year Comprehensive Economic Development Strategy, the City of Wells is strategically located in Elko County and in northeastern Nevada with a direct connection to major urban and metropolitan population centers in southern Idaho and Utah. The City of Wells is also strategically positioned to a number of tourist and visitor destinations and outdoor recreational areas including a number of state and federal wilderness and recreation areas located throughout the Ruby Mountains. Most notably, the City of Wells is located approximately 200 miles from the northern entrance of Great Basin National Park and only 60 miles from the northern entrance of the Franklin Wildlife Management Area. These major natural assets, along with many other major state and federally owned and operated outdoor recreation sites that encircle the City of Wells, make the community a natural ‘jumping-off’ point for visitors to the region. Further development of the community’s Accommodation and Food Services industry sector through new business creation and attraction efforts and existing business retention and expansion efforts will be a vital focus for the City of Wells’ new five-year Comprehensive Economic Development Strategy.

6.3.b Industries to Avoid or Not Pursue

Workshop participants generally agreed that direct pursuit of additional development in the Retail Trade industry sector, firms that provide advanced healthcare services in the Health Care and Social Assistance industry sector, and firms with direct involvement in the Mining, Quarrying, and Oil and Gas Extraction industry sector should be avoided as part of the City of Wells’ new five-year Comprehensive Economic Development Strategy. While further development of each of these industry sectors are a part of the community’s new five-year Comprehensive Economic Development Strategy, workshop participants generally agreed that additional development of other targeted industry and occupation sectors and further sustainability development of the community’s total population and civilian workforce population is first needed. Especially for the Retail Trade industry sector, workshop participants generally agreed that further growth and diversification of the community’s existing economic base will naturally create new demand for increased retail services as overall incomes and wages grow and population levels grow as a result of new growth in other primary industry and occupation sectors. While further growth and diversification of the community’s retail sector is vital to improving the community’s overall quality of life, workshop participants concluded that increased growth in retail activity will occur as a result of overall economic growth.

While improved healthcare services are absolutely a primary focus for the City of Wells for the next five years, workshop participants agreed that targeted improvement of general and basic healthcare services should be prioritized over targeted improvement of more advanced and specialized healthcare services. Instead, workshop participants emphasized the need for expanded basic healthcare services throughout the community that can support a sustainably growing population while also improving the overall quality of life of existing community and area residents. The City of Wells’ strategic geographic location, with its proximity to the Twin Falls metropolitan statistical area to the north in southern Idaho, to the Salt Lake City metropolitan statistical area to the west in Utah, and to the City of Elko located just 50 miles to the west along U.S. Interstate 80, already provides the community’s existing residential population to a wide variety of advanced healthcare services making the pursuit of advanced healthcare services within the community redundant. For the next five years, the City of Wells,

as part of its new five-year Comprehensive Economic Development Strategy and general community development efforts, will continue to focus on developing expanded basic healthcare services.

As has already been mentioned throughout this new five-year Comprehensive Economic Development Strategy for the City of Wells, the Mining, Quarrying, and Oil and Gas Extraction industry sector is vitally important to the existing economic base and future economic growth of Elko County and northeastern Nevada. While the City of Wells will pursue a number of economic development strategies as part of its new five-year Comprehensive Economic Development Strategy related to the Mining, Quarrying, and Oil and Gas Extraction industry sector, workshop participants noted that pursuit of new businesses with a direct tie to this industry sector is redundant of the efforts of other communities and the region as a whole and would not significantly support the community's effort to grow and diversify its existing economic base. Instead, workshop participants emphasized the need, through new business creation and attraction efforts and existing business retention and expansion strategies, to attract and grow firms that can support the Mining, Quarrying, and Oil and Gas Extraction industry while simultaneously supporting growth in new and emerging industry and occupation sectors not directly related to the Mining, Quarrying, and Oil and Gas Extraction industry sector. This focus will serve the dual purpose of further integrating the community's existing economic base with the economic base of the entire northeastern Nevada region while also helping to further diversify the community's and region's overall economic base.

6.3.c Viable Future Local and Regional Industry Sectors and Industry Sectors Declining but Worth Reviving

As part of identifying viable future local and regional industry and occupation sectors and industry and occupation sectors that are declining but worth reviving, workshop participants were further asked to identify specific industry and occupation sectors or general areas of economic and employment activity that are experiencing some type of decline or 'economic leakage' that the City of Wells, as a community, already has some capacity to address and where potential growth opportunities exist. For the City of Wells, as part of its new five-year Comprehensive Economic Development Strategy, workshop participants identified three specific industry and occupation sectors and related areas that are worth reviving and viable for future investment including parts of the region's Agriculture, Forestry, Fishing and Hunting industry sector, the region's Arts, Entertainment, and Recreation industry sector, and the region's Accommodation and Food Services industry sector.

In the Agriculture, Forestry, Fishing and Hunting industry sector, workshop participants noted a number of specific opportunities for the City of Wells, chief among them being additional value-added production opportunities in more traditional livestock and crop production and new production and value-added production and distribution opportunities in new and emerging alternative agricultural production including the cultivation and use of hemp and marijuana. Regionally and statewide, both the northeastern Nevada region and the entire state of Nevada have little additional value-added production capacity in regard to traditional livestock and crop production that occurs within the region and throughout the state. Given the strategic geographic location of Wells, basing additional value-added production facilities for both traditional and

alternative agricultural commodities within the community could serve the dual purpose of closing key gaps in the region's and state's Agriculture, Forestry, Fishing and Hunting industry sector and helping grow and diversify the community's existing economic base. The utilization of local farm cooperatives and incubators could also be incorporated into the efforts of the City of Wells to improve the region's agriculture value-added production and distribution capacities.

For opportunities in the Arts, Entertainment, and Recreation industry sector, workshop participants emphasized the community's need to better take advantage of the existing tourist and visitor population that already accesses the many outdoor recreation, tourism, and entertainment assets located throughout northeastern Nevada. Making strategic investments in the community's retail and restaurant offerings and directly supporting the further development of a support-tourism economy by encouraging the creation of recreation rental companies and even new non-profits, the economic base of Wells could become a central jumping-off point for the region's visitors and tourists who visit the area on an annual basis. Several workshop participants highlighted the need to more thoroughly and centrally map, organize and even enhance the various outdoor recreation, entertainment, and tourism-based assets that exist throughout region. Workshop participants suggested that this effort should be in partnership with the Northeastern Nevada Regional Development Authority, the various community-based tourism and visitor authorities that currently operate throughout northeastern Nevada, the Nevada Department of Tourism and Cultural Affairs, and other state and federal agencies that are responsible for the management and promotion of the region's various outdoor recreation, entertainment, and tourism-based assets. The development and support of new small businesses and even business incubators, including the development of new collaborative and flex spaces, should also be pursued as part of the City of Wells' efforts over the next five years to capture and grow existing economic impacts associated with the region's Arts, Entertainment, and Recreation industry sector.

Further development of the community's and region's Accommodation and Food Services industry sector is vitally important as this industry sector has a number of direct and significant connections to other key industry and occupation sectors including the Agriculture, Forestry, Fishing and Hunting industry sector and the Arts, Entertainment, and Recreation industry sector. New business creation and attraction efforts, both through traditional recruitment efforts or through small business and entrepreneurial efforts, will be a vital element of the community's efforts to close existing 'holes' within the community's and region's Accommodation and Food Services industry sector. Not only will these efforts support the efforts to grow and diversify elements of the Agriculture, Forestry, Fishing and Hunting industry sector and the Arts, Entertainment, and Recreation industry sector, new business creation efforts may also help grow and expand specific elements of the Accommodation and Food Services industry sector as well which will further diversify and grow parts of the community's and region's existing economic base.

In addition to outlining specific roles for local farm cooperatives, new incubators, and even new non-profits, workshop participants identified a number of roles for other groups and institutions including various educational institutions and the repurposing of existing or the creation of new revolving loan funds. For various educational institutions, including the Elko County School District, Great Basin College, the University of Nevada, Reno, and other Nevada System of

Higher Education institutions and campuses, development and training of a workforce with expertise in the trades and processing will be vital to support growth in the Agriculture, Forestry, Fishing and Hunting industry sector, the Arts, Entertainment, and Recreation industry sector, and in the Accommodation and Food Services industry sector as well as other sectors including the Construction industry sector and the Health Care and Social Assistance industry sector.

Direct new business creation and attraction efforts and existing business retention and expansion strategies in these targeted industry and occupation sectors have historically suffered from a lack of financial capital and resources. Several workshop participants noted that, as part of the City of Wells' new five-year Comprehensive Economic Development Strategy, the City of Wells will pursue the development of several new revolving loan funds designed to support new business creation and attraction and existing business retention and expansion efforts in the various targeted industry and occupation sectors outlined in this section. Workshop participants noted that the City of Wells may be able to develop these revolving loans funds internally as part of the community's ongoing redevelopment efforts or in partnership with the Northeastern Nevada Regional Development Authority and other private-sector or non-profit lending institutions and organizations that share a similar mission to growing and diversifying the community's and region's economic base.

7.0 Vision, Goals, and Objectives

This section presents an overview of the results for Stronger Economies Together Module 5, *Defining Your Regional Vision and Goals*, and Strong Economies Together Module 6, *Discovering Assets and Barriers*, completed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and the second workshop held on August 21, 2019 and August 22, 2019.

7.1 Development of a Strategic Economic Development Vision

A strategic economic development vision statement should describe the general direction of where a community or region is headed and what the community and region aims to achieve by the end of the strategic plan's five-year planning horizon. While falling short of providing day-by-day instruction, the strategic economic development vision statement should provide a general overview of the desired course and direction of the finalized strategic economic development plan. An effectively worded strategic economic development vision statement should be graphic, directional, focused, flexible, feasible, desirable, and easy to communicate. The strategic economic development vision statement provides *criteria* through which day-to-day activities and short-term decisions can be evaluated. Ultimately, day-to-day activities and short-term decisions are evaluated by how they contribute to the achievement of the desired course and direction described in the strategic vision statement.

Participants who participated in the first and second community and county-level Comprehensive Economic Development Strategy workshops for the City of Wells were asked to complete a number of individual, small group, and large group exercises designed to develop a new strategic economic development vision for the City of Wells' new five-year Comprehensive Economic Development Strategy. As part of Stronger Economies Together Module 5, *Defining Your Regional Vision and Goals*, workshop participants were first asked to answer, first individually and then in small groups, three separate questions, including:

- What will your community and region look like in 20 to 30 years?
- How and where do people in your community live and work?
- What are your personal hopes and aspirations for your community and region?

Figure 7.1 presents a word cloud that summarizes the answers for each of these three questions as provided by workshop participants for the both the individual and small group activities.

Figure 7.1 – Preliminary Development of a Strategic Economic Development Vision for the City of Wells



Workshop participants identified a number of common themes as part of their individual and shared economic development vision and future for the City of Wells ranging from preservation and promotion of the community’s existing ‘can do’ and rural heritage and culture to sustainable growth of the community’s business community and population through new housing development, new business creation, and existing business retention and expansion. While workshop participants noted that the existing residential population and business community is largely supportive of new growth and economic development, area residents and businesses also expect that the community’s existing sense of identity and culture, including its general embracement of ‘small town values’ while being significant in state politics, economics, and decision making, rural and frontier living, and ‘small town feel’, is as important as creating new jobs, increasing wages and income, and providing opportunities for general upward mobility.

Preservation of the community’s and surrounding area’s natural resources is also vitally important to the existing residential population and business community. Preserving access to open spaces, clean air and clean water, unobstructed night time view sheds, and an abundance of natural resources will have to be balanced with the efforts of the City of Wells and the Northeastern Nevada Regional Development Authority to support and encourage new economic development and growth through new business creation and attraction efforts and existing business retention and expansion strategies. The targeted selection of new businesses and existing and emerging industry and occupation sectors should be done by selecting businesses and industry and occupation sectors that share the same long-term vision of preserving and promoting the community’s existing culture and identity and the community’s and area’s natural

resources and assets. While economic diversification and the attraction and development of new amenities have historically been and will remain a part of the City of Wells' new five-year Comprehensive Economic Development Strategy, these diversification and growth efforts must be balanced with the need to preserve those elements of the community that positively distinguish Wells from other communities in Elko County, in other parts of the northeastern Nevada region, and from other parts of the state.

While workshop participants emphasized the need, as part of the community's new five-year Comprehensive Economic Development Strategy, to preserve and promote valued elements of the community's existing culture and identity, workshop participants also noted that the community's residents and existing business community has been and remains very supportive of the City of Wells' past and existing economic development and diversification efforts and will remain supportive of those efforts moving forward. Workshop participants noted a number of specific elements that the community would like to achieve at the end of the next five-year strategic planning process. Chief among these elements is the need to support the refurbishment of the community's existing housing stock and encourage new residential housing development to fill key gaps in the community's existing mix of housing options. Additional multi-family housing and additional obtainable housing to support larger workforce development efforts will be an essential element of the community's ongoing and future new business creation and attraction efforts and existing business retention and expansion strategies. As has been previously noted throughout this new five-year Comprehensive Economic Development Strategy, the City of Wells must focus on sustainably growing its existing population and civilian workforce in order to support the continued growth and diversification of the community's economic base. Improved housing alternatives and options across a variety of income categories and socio-demographic characteristics is vital to the community's efforts to sustainably growing its residential population and civilian workforce.

Beyond improving and diversifying the community's existing housing stock, workshop participants noted a number of other areas that increased economic and community development efforts should be focused on as part of developing a new comprehensive and strategic economic development vision of the City of Wells. Increased diversification and growth in the community's entertainment options and commercial retail offerings will support both future growth in the area's tourism and visitor industry sector but also support the growing demands for increased entertainment and commercial retail options among a growing population. Further growth and diversification in these areas will continue to improve the overall quality of life throughout the community as well as ensuring that incomes earned in Wells stay in Wells instead of 'leaking' out of the community to larger and more metropolitan areas both within Elko County and throughout the northeastern Nevada region and to communities outside the region including the Twin Falls metropolitan statistical area in southern Utah and the Salt Lake City metropolitan statistical area in Utah. Closing these gaps in the community's tourism and visitor industry sector and in the commercial retail industry sector can be done through both new business creation and attraction efforts and through the targeted retention and expansion of existing businesses. An increased emphasis and focus on small business development and entrepreneurial-based development is an area in which workshop participants expressed strong support for as part of a larger new business creation and attraction effort and existing business retention and expansion strategy. Improved focus on small business and entrepreneurial-based

development can be done both internally, as part of the City of Wells’ ongoing redevelopment efforts, and in partnership with various strategic partners including the Northeastern Nevada Regional Development Authority and the Nevada Small Business Development Center and their office at Great Basin College in Elko.

Based upon the specific themes and targets set by workshop participants for the City of Wells’ future strategic economic development initiatives, workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop held on July 24, 2019 and July 25, 2019, and based upon the revisions made by workshop participants who participated in the second workshop held on August 21, 2019 and August 22, 2019, the following new five-year strategic economic development vision statement was developed:

The City of Wells welcomes the world to a business friendly and empowering environment that embraces our values of team work, reliability and passion. In creating an environment that fosters economic growth through entrepreneurial and vocational work force education, we will grow smartly.

As part of this new five-year strategic economic development vision statement for the City of Wells, workshop participants noted that the term ‘grow smartly’ is part of the community’s desire to preserve and promote critical elements of the community’s existing culture and identity. Preserving the area’s wide open spaces, remaining independent, taking pride in the accomplishments of the community and the community itself, being honest and having respect for each other, and having a strong commitment to hard work are the elements of this cultural and identity that workshop participants identified as part of how the community will pursue specific economic development and community development strategies over the next five-years. Workshop participants further underscored the importance of ‘building from within’ by focusing on entrepreneurial and vocational work force education. Workshop participants emphasized the point that the new five-years for the City of Wells will focus on developing the necessary economic and community capacity and assets that will be needed to support longer-term economic development and diversification efforts. By building this capacity and assets, the City of Wells will be able to adapt to and take advantage of new opportunities that development throughout the county and throughout the region.

7.2 Development of a Set of New Strategic Economic Goals and Objectives

According to the US Department of Agriculture Rural Development’s Stronger Economies Together (SET) strategic planning curriculum, SMART goals should be **s**pecific, **m** measurable, **a** attainable, **r** relevant, and **t** time framed. A *specific* goal clearly states what should be achieved and where efforts will be focused. A *measurable* goal provides a plan to track and assess progress made in achieving the goal and establishes milestones to be achieved during the strategic plan’s implementation. An *attainable* goal takes into account the availability of needed resources while also recognizing the factors that might prevent the organization from achieving the goal. A *relevant* goal provides an idea as to why it is important for the organization to achieve it by

outlining the benefit of achieving the goal. A *time framed* goal is one that has a clearly defined target date for accomplishing the goal.

Using the definitions of a SMART goal provided above, workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and in the second workshop held on August 21, 2019 and August 22, 2019 were asked to develop a set of new strategic economic development goals for the City of Wells' new five-year Comprehensive Economic Development Strategy. As one group, workshop participants developed the eight new separate strategic economic development goals listed here.

- **Goal No. 1:** Launch new dual enrollment construction/trades program at local high schools by August 2021.
- **Goal No. 2:** Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package).
- **Goal No. 3:** Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.
- **Goal No. 4:** Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing Goal No. 2.
- **Goal No. 5:** Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.
- **Goal No. 6:** Acquire U.S. Highway 40 through Wells by July 31, 2021.

The development of an accompanying implementation plan for each new strategic goal and objective begins with identifying the various assets an organization has at its immediate disposal to use in achieving a stated goal or objective. Assets can be divided into four categories, including: (1) people, (2) physical resources, natural and human made, (3) voluntary associations, strategic partnerships, and (4) local formal institutions.

People assets are the talents and skills of people both within and outside the organization that have access to and can provide important resources the organization will require. Physical resources, both natural and human made, include water and land-related amenities, vacant and underutilized buildings, historical and cultural sites, technology and equipment, and other physical 'things' the organization can use or deploy to achieve organizational goals and objectives. Voluntary associations, generally thought of as strategic partnerships, consist of relationships between the organization and other agencies, entities, and even other organizations that can be counted on to assist the organization in achieving mutually shared goals and objectives. Local formal institutions are other organizations, typically a government or government agency, which can provide programs, facilities and services to the organization.

These local formal institutions tend to carry out specific functions vital to the long-term sustainability of the organization's efforts.

The second step in developing an accompanying implementation plan involves identifying the needed capital that the organization does not currently have but will need to achieve a specific organizational goal and objective. Capital can be divided into seven interdependent categories, including: (1) natural, (2) cultural, (3) human, (4) social, (5) political, (6) financial, and (7) built.

Natural types of capital include the quality and quantity of natural and environmental resources. Cultural types of capital include the values, norms, beliefs and traditions of the community(ies) the organization operates within and of the internal and external individuals who regularly engage with the organization. The education and skills of organizational members and the learning opportunities and programs designed to build organizational leadership are used to measure human capital. Social capital includes the internal and external connections among people and the organization. Political capital refers to the ability of the organization or individuals to influence and enforce rules and regulations and can also refer to the organization's degree of access to influential people and decision makers. Political capital can also be measured by the degree of stakeholder engagement with the organization. Financial capital is the 'cash' and other financial assets the organization will need to develop and implement its own efforts. Built capital typically includes the infrastructure, including facilities, services, and physical structures, needed in order to support organizational activities.

The third and final step in building an implementation plan includes exploring the possible barriers that might arise during implementation and that could prevent an organization from successfully achieving all or part of a specific strategic goal and objective. Barriers are forces that might hinder successful achievement of a specific organizational goal or the successful implementation of the overall strategic plan. Barriers can arise from within or outside the organization or can arise simultaneously from within and outside the organization. Ultimately, successful implementation of an organizational strategic plan involves developing countermeasures to reduce resistance to implementation and overcome possible barriers as they arise.

The following is a list of the five new strategic economic development goals for the City of Wells' new five-year Comprehensive Economic Development Strategy, including the asset needs, capital needs, and potential barriers for each new strategic economic development goal as developed by workshop participants.

- **Goal No. 1:** Launch new dual enrollment construction/trades program at local high schools by August 2021.

Assets:

- Wells High School
- Elko County School District
- Great Basin College
- City of Wells (dedicated financial resources)

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- Skilled Teachers
 - Local Businesses (financial and non-financial resources)
 - Students
 - Wells Band Colony (of the Te-Moak Tribe of Western Shoshone)

Capital:

- Money and Other Need Financial Resources
- Political Backing and Support
- Motivated Local Support (cultural and social)

Barrier(s):

- Barrier: lack of political backing and support has been the primary barrier
 - Internal or External Source: external source
 - Impact Goal or Impact Entire Plan: impacts just the goal
 - Source: lack of political backing and support among the required partners and stakeholders in order to develop the necessary financial resources
 - Solution(s): pursue the development of pooled financial resources and political support across multiple organizations
- **Goal No. 2:** Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package).

Assets:

- Nevada Small Business Development Center
- Great Basin College
- Northeastern Nevada Regional Development Authority
- U.S. Small Business Administration
- City of Wells
- Elko Chamber of Commerce
- Wells Chamber of Commerce
- Wells Rural Electric Company
- Nevada State Bank

Capital:

- Cultural and Community Buy-In
- Minimum Financial Need
- Expert and Experienced Instructors and Mentors
- Start-up Financial Capital
- Risk-Takers
- Workforce
- Education

-
- Appropriate Buildings and Facilities (Options)
 - Social “Cheerleaders”; Community Leaders

Barrier(s):

- Barrier: complacency setting in throughout the community and throughout the key partners.
 - Internal or External Source: internal
 - Impact Goal or Impact Entire Plan: impacts the entire plan
 - Solutions: engage as many stakeholders as possible as much as possible; engage, educate and create ‘champions’ who can advocate for this goal
- **Goal No. 3:** Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.

Assets:

- Industrial Park
- Northeastern Nevada Regional Development Authority
- Nevada Governor’s Office of Economic Development
- High Speed Internet
- Abundant Land
- Infrastructure
- Natural Resources

Capital:

- Community Support
- Workforce
- State Incentives
- Natural Gas

Barrier(s):

- Barrier: potential downturn in the economy (recession)
 - Internal or External Source: external source
 - Impact Goal or Impact Entire Plan: could impact the entire plan
 - Solution(s): continued emphasis on and pursuit of diversification of the local economic base
- **Goal No. 4:** Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing Goal No. 2.

Assets:

- Revolving Loan Fund
- Incubator
- Mainstreet Program
- Banks and Other Local/Regional Private Lending Institutions
- Existing Businesses (Mentors)

Capital:

- Start-up Financial Capital
- Risk-Takers
- Workforce
- Education
- Appropriate Buildings and Facilities (Options)
- Social “Cheerleaders”; Community Leaders

Barrier(s):

- Barrier: lack of entrepreneurs living and working in the community
 - Internal or External Source: external source
 - Impact Goal or Impact Entire Plan: impacts just the goal
 - Source: existing cultural and community mentality (environment, capital)
 - Solution(s): engage, educate and create ‘champions’ who can advocate for this goal
- **Goal No. 5:** Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.

Assets:

- Property Currently Owned and Controlled by the City of Wells
- Engineers and Other Key Personnel at the City of Wells
- Existing Vacant Buildings Located Throughout the Community including designated Redevelopment Areas

Capital:

- Developers
- Construction
- Money and Other Need Financial Resources
- Developable-Ready Land (Outside Ownership and Control of the City of Wells)
- Workforce

Barrier(s):

- Barrier: lack of existing and qualified builders and developers
 - Internal or External Source: external source
 - Impact Goal or Impact Entire Plan: impacts just the goal
 - Source: historical trend and belief that the trades were not considered a viable employment option with opportunities for general upward mobility
 - Solution(s): engage, educate and create ‘champions’ who can advocate for this goal
- **Goal No. 6:** Acquire U.S. Highway 40 through Wells by July 31, 2021.

Assets:

- Existing Policy Supports this Goal
- Nevada Department of Transportation
- Local Stakeholders
- Mainstreet

Capital:

- Time

Barrier(s):

- Barrier: regulatory and bureaucratic hurdles that need to be resolved
- Internal or External Source: external source
- Impact Goal or Impact Entire Plan: impacts just the goal
- Source: existing state and federal regulatory and bureaucratic hurdles
- Solution(s): lobby (by the City of Wells and the Northeastern Nevada Regional Development Authority) applicable state and federal agencies; be persistent in achieving this goal

8.0 Plan of Action and Evaluation and Performance Measures

This section presents an overview of the results for Stronger Economies Together Module 7, *Planning for Success*, and Strong Economies Together Module 8, *Measuring for Success*, completed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and in the second workshop held on August 21, 2019 and August 22, 2019.

8.1 Identifying Targeted Economic Development and Community Conditions

Stronger Economies Together Module 7, *Planning for Success*, asked workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Well held on July 24, 2019 and July 25, 2019 and in the second workshop held on August 21, 2019 and August 22, 2019 to identify specific **conditions** that they would like to change as part of the successful implementation of the new five-year Comprehensive Economic Development Strategy. Workshop participants were also asked to identify accompanying **behaviors**, defined as the concrete actions that individuals or groups can take in order to alter the underlying conditions, and a set of accompanying **attitudes, behaviors, and skills**, defined as the elements individuals or a group needed to learn or develop in order to affect the desired change, for each identified condition. The following is a list of the specific conditions, and the accompanying behaviors and attitudes, behaviors, and skills, as identified by workshop participants for each of the six new strategic economic development goals.

- **Goal No. 1:** Launch new dual enrollment construction/trades program at local high schools by August 2021.

Condition(s):

- Need to create and develop a labor pool of skilled tradesman in a variety of specific trade areas.

Behavior(s):

- Employees/workers have traditionally chased the ‘quick paycheck’ in specific industry and occupation sectors within the region (mining and natural resource extraction and related industry and occupation sectors).
- Historical negative ‘perspective’ regarding opportunities for upward mobility in the trades-related industry and occupation sectors.

Attitude(s), Knowledge, and Skill(s):

- Educate perspective employees and individuals entering the civilian workforce about the potential benefits and flexibility of pursuing a trades-related career path; focus on the complete ‘compensation’ package of a trades-related career path.
- **Goal No. 2:** Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package).

Condition(s):

- Initial development of an educated and successful entrepreneur network is needed.
- Focus on retention and expansion of existing business leaders and entrepreneurs.

Behavior(s):

- Individuals, and especially individuals already living and working within the community and throughout parts of the region, have had a historical risk-aversion to starting, opening and running their own business.

Attitude(s), Knowledge, and Skill(s):

- Increase the overall level of interaction between existing business leaders and entrepreneurs in order to motivate, educate and encourage other individuals who might be interested and willing to start, open and run their own business.
- **Goal No. 3:** Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.

Condition(s):

- The City of Wells needs to further build upon its existing reputation as being a viable community for new businesses interested in starting a new operation within the community or in relocating an existing operation to the community.

Behavior(s):

- Perspective businesses already operating in other more urban and metropolitan communities outside the northeastern Nevada region (especially within the Twin Falls metropolitan statistical area in southern Idaho and the Salt Lake City metropolitan statistical area in Utah) have been and may remain unwilling to venture outside their existing ‘comfort zone’ and existing community through expansion of their operations with a new location in Wells or through relocation of their existing operation to Wells.

Attitude(s), Knowledge, and Skill(s):

- The City of Wells, both independent of and in partnership with the Northeastern Nevada Regional Development Authority, will need to actively invite and bring targeted existing businesses to Wells to tour and visit the community; ‘get boots on the ground’ to show targeted existing businesses how a location in Wells can benefit them in the short-term and long-term.
- **Goal No. 4:** Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing Goal No. 2.

Condition(s):

- While the community has been generally supportive of additional economic development and growth, the City of Wells will need to build upon this support and build a stronger atmosphere that is supportive of additional growth and diversification.

Behavior(s):

- Fear of change and an uncertainty about the future still exists throughout a significant portion of the community; overcome resistance to being an ‘inclusive’ community.

Attitude(s), Knowledge, and Skill(s):

- Foster social activities that enhance the community’s level of trust of new businesses and even new residents.
- Focus on blending the ‘old’ with the ‘new’ by actively preserving and promoting key elements of the community’s existing culture and identity.
- **Goal No. 5:** Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.

Condition(s):

- The community needs additional living space for existing and new employees as new businesses are created and attracted to the area and as existing businesses seek to expand their existing operations.

Behavior(s):

- Builders and developers, especially in the area of residential development, have historically chased development opportunities in communities and larger and more urban population and metropolitan areas that can provide the highest possible Return on Investment; this trend has historically not been beneficial for the City of Wells as the Return on Investment for new residential development

has been comparatively lower to the Return on Investment possible in more urban population and metropolitan areas.

Attitude(s), Knowledge, and Skill(s):

- Work with builders and developers to change the definition of ‘Return on Investment’ to include social aspects.
 - Develop and employ targeted incentive packages and continue to streamline the City of Wells’ permitting process for residential-based development.
- **Goal No. 6:** Acquire U.S. Highway 40 through Wells by July 31, 2021.

Condition(s):

- The City of Wells and local businesses must develop the flexibility to modify existing street and road patterns to accommodate acquisition of U.S. Highway 40.

Behavior(s):

- Resistance by individual state and federal agencies to this acquisition will need to be overcome.

Attitude(s), Knowledge, and Skill(s):

- Development of positive and productive working relationships with key regulatory agencies at the state and federal level will be needed.

For each individual goal and the accompanying condition(s), and as part of the development of a specific action plan, workshop participants were asked to answer the following two questions for each accompanying *attitude*, *knowledge*, and *skill* developed by workshop participants identified for each of the five new strategic economic development goals: (1) What organizations and/or individuals in your community are currently contributing to achieving the attitudinal, knowledge, or skill set change you identified?, and (2) What are the missing pieces? What organization or individual can help achieve the attitudinal, knowledge, or skill set change you identified? The following is a list of the current and future organizations and/or individuals identified by workshop participants for each of the five new strategic economic development goals list above, developed as part of Stronger Economies Together Module 8, *Measuring for Success*.

- **Goal No. 1:** Launch new dual enrollment construction/trades program at local high schools by August 2021.

Current:

- Don Noorda
- Chance Crain
- Jim Naueran
- Mike Seech
- Chris Dixon

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- Mike Nannini, Lois
 - Nevada System of Higher Education (Great Basin College, University of Nevada, Reno, University of Nevada Cooperative Extension)
 - Western Nevada Supply
 - Mitch Smith
 - Smith Supp
 - Shaw Plumbing
 - Snyder
 - Quantum (Dave Stewart)
 - Kevin Smith (WLB)
 - Scott Egbert
 - Robert Johnson
- **Goal No. 2:** Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package).

Current:

- Wells Chamber of Commerce
- Mainstreet Program
- Paul BoHari
- VP & Principle
- Northeastern Nevada Regional Development Authority
- Wells Rural Electric Company
- Spencer Fuller

Missing Pieces:

- Great Basin College
- **Goal No. 3:** Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.

Current:

- Quilt Guild
- Western Rural Electric Company (Red Leg)
- LDS Community (Rob and Johnson, Scott Egbert, Cindy Fuller)
- Outdoor Living (Denny Stanhope)
- Cameron Huff (Recreation)
- Nevada State Bank (Tami Myers)
- City of Wells
- Mainstreet Program, Chamber of Commerce
- Endowment Fund

Missing Pieces:

- City of Wells, Mainstreet Program, Chamber of Commerce (additional engagement)
 - Rejection List
 - Nevada Governor’s Office of Economic Development
 - Northeastern Nevada Regional Development Authority
 - Influential Retirees
 - Nevada Golf Mines
 - Emerging Hemp/Marijuana Industry Representatives
- **Goal No. 4:** Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing Goal No. 2.

Current:

- Mainstreet Program
- Chamber of Commerce
- City of Wells
- Wells Rural Electric Company
- Nevada State Bank

Missing Pieces:

- Bill Rodriquez
 - Jim KiKumoto
 - LNP
 - Hemp Boys
 - Alamo (Preston Harding)
- **Goal No. 5:** Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.

Current:

- Quilt Guild
- Western Rural Electric Company (Red Leg)
- LDS Community (Rob and Johnson, Scott Egbart, Cindy Fuller)
- Outdoor Living (Denny Stanhope)
- Cameron Huff (Recreation)
- Nevada State Bank (Tami Myers)
- City of Wells
- Mainstreet Program, Chamber of Commerce
- Endowment Fund

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- **Goal No. 6:** Acquire U.S. Highway 40 through Wells by July 31, 2021.

Current:

- Nevada Department of Transportation
- City of Wells City Council
- Consultants
- Northeastern Nevada Regional Development Authority
- Nevada Department of Taxation
- Mainstreet Program
- Nevada Governor’s Office of Economic Development
- Business Owners (Existing)
- Boyd Ratliff
- Nevada State Legislature (Ellison, Gogi)

Central to addressing each of these individual goals and the various conditions identified for each goal is the need for broader and more defined engagement with a variety of additional public sector organizations and with various state government and federal government representatives, various non-profit organizations that focus on specific community development issues, and the community’s existing business community. Progress in addressing each of these individual goals for the City of Wells will also require additional community engagement and coalition building with the community’s residential population and key industry and business leaders in order to secure the necessary pooled financial and non-financial resources as needed.

8.2 Development of an Action Plan for the Strategic Economic Development Goals

The final component of Stronger Economies Together Module 8, *Measuring for Success*, completed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for the City of Wells held on July 24, 2019 and July 25, 2019 and the second workshop held on August 21, 2019 and August 22, 2019 was the creation of a general strategy and action plan for making progress for each of the five conditions as identified by workshop participants. Workshop participants were asked to develop a specific actionable item for each new strategic economic development goal, identify a person(s) or organization(s) responsible for the actionable item, develop a realistic timetable for achievement of the actionable item, and then develop a basic checkpoint or benchmark.

- **Goal No. 1:** Launch new dual enrollment construction/trades program at local high schools by August 2021.
 - Development of a new dual enrollment construction and trades program will begin by early 2021 including preliminary meetings with primary partners and key stakeholders follow-up with a series of public meetings with the Elko County School District and the City of Wells. The City of Wells, in partnership with the

Northeastern Nevada Regional Development Authority, will also engage representatives from the Great Basin College Foundation in order to build additional support and identify potential financial resources to support the development of specific action items designed to achieve this specific goal.

- Achievement of this goal is vital to supporting new business creation and attraction efforts and existing business retention and expansion efforts. The successful development of a new construction and trades program at Wells High School is critical in developing a future workforce with the necessary skills to fill new positions as they are created. This effort is also designed to encourage the community's youth and graduating senior population to stay in Wells as opposed to leaving the community upon graduation to pursue employment opportunities elsewhere. Ultimately, achievement of this goal is beneficial for the entire community and the community's longer-term effort to grow and diversify the local economic base.
- **Goal No. 2:** Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package).
 - As part of this initiative, the City of Wells, in partnership with the Wells Chamber of Commerce, will develop and launch a 'Lunch with Leaders' event. This 'Lunch with Leaders' event will be a regularly occurring event designed to bring entrepreneurs, small business owners, and members of the community together to discuss how the City of Wells and its various partners can further support small business development and entrepreneurial-based strategies.
 - While the Wells Chamber of Commerce is expected to assume primary responsibility for development of additional initiatives designed to achieve this specific goal, the City of Wells will support those efforts by supporting the development of a future incubator space and even 'pop-up' businesses throughout the community. Social media assistance will also be provided by the City of Wells in order to increase community engagement.
 - Additional education and resources provided to support small business development throughout the community ultimately will lead to new job creation, either through new business creation and attraction or through existing business retention and expansion. As new business are created and as existing business expand their existing operations, additional public resources, including increased public tax revenue, is expected and these additional public resources can be used to further support additional small business and entrepreneurial-based development efforts.
- **Goal No. 3:** Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.

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- Within 60 days, the City of Wells, in partnership with the Northeastern Nevada Regional Development Authority and key industry partners, will complete the development of a comprehensive supply and value chain assessment of the region's existing hemp industry. Upon completion of this supply and value chain assessment, the City of Wells, again in partnership with the Northeastern Nevada Regional Development Authority, will approach targeted firms that can be successfully recruited to open a new operation within the community designed to close identified 'gaps' within the area's hemp industry supply and value chain.
 - This overall effort are designed to identify and then address specific barriers for future business development that may currently be hindering the development of non-traditional industry(ies). Ultimately, successful achievement of this goal is directly tied to the City of Wells' new five-year strategic vision, focused on creating an environment that fosters economic growth.
 - **Goal No. 4:** Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing Goal No. 2.
 - The City of Wells, working with the Northeastern Nevada Regional Development Authority, the community's existing Mainstreet Program, and the Wells Chamber of Commerce, will begin by developing a comprehensive start-up incentive package for new business. The eventual incentive package will be focused on entrepreneurial-based start-ups in selected industry and occupation sectors designed to diversify the community's existing economic base.
 - New business development, especially entrepreneurial-based start-up businesses, is an essential element of the City of Wells' efforts to diversify the community's existing economic base. Successful achievement of this stated goal will lead to measurable improvements in the community's existing human capital stock and civilian workforce population by encouraging entrepreneurial-based start-up business creation and formation.
 - **Goal No. 5:** Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.
 - Work toward achievement of this goal will begin by developing a comprehensive incentive package designed to encourage the development of specific housing types throughout the community. This effort will also include an initial assessment of the City of Wells' current residential development permitting process and the development of a series of policy initiatives designed to streamline the existing permitting process to be considered by the City of Wells' Mayor and City Council. The City of Wells City Manager will spearhead this initiative to ensure that each individual agency and department within the City of Wells is included in the discussion on how the City of Wells can further

streamline its permitting process and what particular options should be included in a future incentive package.

- Once a new incentive package is developed, the City of Wells will issue a series of Request for Qualifications (RFQ's) for individual residential developers and builders interested in taking advantage of the incentive package. These Request for Qualifications will be developed internally and completed and received requests will be evaluated by the appropriate City of Wells' staff and appropriate elected and appointed officials.
- The refurbishment and revitalization of the community's existing housing stock and the development of new housing units is vital to the efforts of the City of Wells to sustainably grow its existing residential population and civilian workforce. Future new business creation and attraction efforts and existing business retention and expansion strategies can only be successful if a suitably trained and large enough civilian workforce is in place. The sustainable growth of the community's housing stock will support the efforts of the City of Wells to overcome this existing civilian workforce barrier.
- **Goal No. 6:** Acquire U.S. Highway 40 through Wells by July 31, 2021.
 - The City of Wells, including the City of Wells City Manager, Mayor and City Council, will assume the lead responsibility for achieving this stated goal. The first step in achieving this goal is to develop and issue a Request for Qualification (RFQ) for a consultant that can assist the City of Wells in the development and execution of specific strategies needed to achieve this goal. This effort should also include the development of a 'Complete Streets' plan for the City of Wells that will guide the community's efforts to integrate the acquired parts of U.S. Highway 40 into the City of Wells' existing roadway network.
 - U.S. Highway 40 is a vital connector for the City of Wells to larger markets to the north in southern Idaho, including the Twin Falls metropolitan statistical area, and to vital tourism and recreation assets located throughout Elko County to the south of Wells. The immediate area around U.S. Highway 40, along the intersection with U.S. Interstate 80, has also begun to experience significant growth as new development has occurred both north and south of U.S. Interstate 80 on both sides of the existing U.S. Highway 40. Development of a 'Complete Streets' plan which will include the acquisition of parts of U.S. Highway 40 that runs through the City of Wells will allow the City of Wells to better coordinate and support future development in an area that has become a center for new development within the community.

For the City of Wells, achievement of all six new strategic economic development goals, as part of the community's new five-year Comprehensive Economic Development Strategy, will require the City of Wells to actively engage with a variety of strategic economic development partners

including the Northeastern Nevada Regional Development Authority. The City of Wells will also need to proactively engage with the community's existing residential population and business community to ensure that future growth and diversification of the community's economic base does not threaten those elements of the existing culture and identity that the community wishes to preserve and promote. Instead of a broad approach to economic development, each individual goal is specifically designed to target specific industry and occupation sectors and build additional economic and community development capacity that can support future economic growth and diversification efforts.