

**THE 2022 ANNUAL UPDATE TO THE COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY FOR THE
NORTHEASTERN NEVADA REGIONAL DEVELOPMENT
AUTHORITY, 2020 THROUGH 2025**



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February 2023

This publication, *The 2022 Annual Update to the Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Economic Development Authority, 2020 through 2025*, was published by the University Center for Economic Development in the College of Business at the University of Nevada, Reno. This publication's statements, findings, conclusions, recommendations, and/or data represent solely the findings and views of the authors and do not necessarily represent the views of the Northeastern Nevada Regional Development Authority, the University of Nevada, Reno, or any reference sources used or quoted by this study. Reference to research projects, programs, books, magazines, or newspaper articles does not imply an endorsement or recommendation by the authors unless otherwise stated. Correspondence regarding this document should be sent to:

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

Economic Development Vision

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

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

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

Reprioritized Strategic Economic Development Goals for 2022 through 2023

Priority Goals – Targeted Industry Sectors

Targeted Industry Sector No. 1, *Agriculture*

Goal No. 1: Five new agricultural product processing facilities over four years by 2022.

Goal No. 2: Identify new added value diversified crop opportunities for farmers in the region by December 2022.

Goal No. 3: Increase sole proprietors growing or processing foods to retail customers from 100% to 200% in Northeastern Nevada Regional Development Authority region by December 2022.

Goal No. 4: Increase accessibility to locally grown foods by 20% in the next five years.

Targeted Industry Sector No. 2, *Healthcare*

Goal No. 1: Partner with urban health care systems to bring specialized medicine to rural communities, women's health, senior living, and cancer treatment in the next five years.

Goal No. 2: Establish a medical health educational and behavioral facility fully staffed by 2021.

Goal No. 3: Increase availability and utilization of local healthcare services within the NNRDA region by 10% over 5 years (2% per year).

Goal No. 4: Work with healthcare providers to prepare a study of cost comparison in rural Nevada areas without larger medical facilities within two years.

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

Reprioritized Strategic Economic Development Goals for 2022 through 2023

Priority Goals – Targeted Industry Sectors

Targeted Industry Sector No. 3, *Mining*

Goal No. 1: Increase mining related supply chain companies by 20% and open "bricks & mortar" by 2022.

Goal No. 2: Each region to increase their utilization of industrial zoned property by 20% by providing the essential infrastructure to support new mining-related business by 2022.

Goal No. 3: Increase local processing and utilization (i.e. making batteries, value-added) of mined materials by 15% by December 2024.

Goal No. 4: Develop and launch a broad spectrum mining campaign to educate the world on the importance of mining by 2021.

Goal No. 5: Regional approach with mining industries; partner with mining industry and schools to recruit a workforce; develop a recruiting process within mining industry partners to meet the workforce demand for the next 5 years.

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

Goal No. 1: Create three experiential recreation opportunities that draw people from outside the region by December 2024.

Goal No. 2: Identify additional regional tourism-oriented activities, create guide for opportunities.

Goal No. 3: Increase in tourism room tax revenue by 25% in our region by 2022.

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

Reprioritized Strategic Economic Development Goals for 2022 through 2023

Priority Goals – Targeted Industry Sectors

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

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

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

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

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

Targeted Industry Sector No. 6, *Wholesale Trade*

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

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

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

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

Reprioritized Strategic Economic Development Goals for 2022 through 2023

Priority Goals – Selected Economic Development Capacity Building Areas

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

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

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

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

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

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

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

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

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

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

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

Reprioritized Strategic Economic Development Goals for 2022 through 2023

Priority Goals – Selected Economic Development Capacity Building Areas

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

Goal No. 1: Create an online marketing campaign highlighting economic opportunities of the region that will increase NNRDA website visits by 30% over the next 2 years.

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

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

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

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

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

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

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

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

Reprioritized Strategic Economic Development Goals for 2022 through 2023

Priority Goals – Selected Economic Development Capacity Building Areas

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

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

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

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

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

1.0 Introduction

Overview

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

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

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

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

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

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

Between July 2019 and September 2019, public sector, private sector, and non-profit organization representatives participated in a series of community strategic economic development planning workshops for the purpose of developing a series of community-level Comprehensive Economic Development Strategies aimed at guiding community-level and regional economic development efforts for the five-year 2020 through 2025 period. Individual Comprehensive Economic Development Strategy documents were developed for Elko County, Eureka County, Lander County, and White Pine County and for the individual communities of the City of Carlin, the City of Wells, and the City of West Wendover. These individual community-level and countywide Comprehensive Economic Development Strategy documents, along with the Northeastern Nevada Regional Development Authority's regional five-year Comprehensive Economic Development Strategy were then successfully submitted to the U.S. Economic Development Administration's Seattle Regional Office in 2020 and the first set of annual assessments, evaluations, and updates to each existing Comprehensive Economic Development Strategy were completed in late 2021 and early 2022.

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

The process used to complete this second round of annual assessments, evaluations, and updates to each individual community level and countywide Comprehensive Economic Development Strategy and to the Northeastern Nevada Regional Development Authority's regional Comprehensive Economic Development Strategy was modified from the first round completed

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

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

This University Center for Economic Development technical report presents the completed annual assessment, evaluation, and update to the existing five-year Comprehensive Economic Development Strategy for the City of Carlin covering the 2020 through 2025 period. Section 2.0 of this University Center for Economic Development technical report presents an updated socio-demographic and economic data profile of each county and community within the northeastern Nevada region. It should be noted that, while the University Center for Economic Development utilizes data primarily from the U.S. Census Bureau and the U.S. Census Bureau's American Community Survey five-year estimates, a brief comparison between the data presented in Section 2.0 of this technical report and data certified by the Nevada State Demographer's Office often results in significant differences, especially in the estimation of total population and other demographic statistics. U.S. Census Bureau data is primarily used in this technical report in

compliance with U.S. Economic Development Administration requirements. Section 3.0 of this University Center for Economic Development technical report presents an overview of potential revisions to the goals and actionable items, and specific resiliency and recovery actions developed by community leaders and representatives.

2.0 Analysis: Existing Community and Regional Conditions

This section presents a comprehensive analysis of the level of economic distress for the northeastern Nevada region and a comprehensive overview of updated socio-demographic, economic, and industry and occupation sector data for individual communities and counties within the northeastern Nevada region. The results of this socio-demographic, economic, and industry and occupation sector data analysis were presented to the various public sector, private sector, and community-based non-profit sector representatives who participated in this second annual assessment, evaluation, and update of the various community level and countywide Comprehensive Economic Development Strategies and of the Northeastern Nevada Regional Development Authority's current five-year regional Comprehensive Economic Development Strategy.

2.1 Analysis of the Level of Economic Distress for the Northeastern Nevada Regional Development Authority

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

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

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

Table 2.1 presents a comparison of the most recent twenty-four (24) month period for which unemployment data is available for counties within the Northeastern Nevada Regional Development Authority counties and for the United States, as well as per capita income for counties within the Northeastern Nevada Regional Development Authority counties and the

United States for 2020 and 2021. The Northeastern Nevada Regional Development Authority per capita income and civilian unemployment are estimates based on the average of county level data for Elko County, Lander County, White Pine County, and Eureka County. In order to estimate the twenty-four (24) month unemployment rate, the unemployment rates for both the Northeastern Nevada Regional Development Authority counties and for the United States for both 2020 and 2021 were averaged and compared.

Table 2.1 – Comparison of Unemployment and Per Capita Income Northeastern Nevada Regional Development Authority Counties and United States 2020 and 2021			
	2020	2021	2020 and 2021 Average
Civilian Unemployment Rate			
Northeastern Nevada Regional Development Authority	4.0%	4.8%	4.4%
Difference between NNRDA and National Estimates	-1.4%	-0.7%	-1.0%
United States National	5.4%	5.5%	5.4%
Per Capita Income			
Northeastern Nevada Regional Development Authority	\$31,838	\$32,994	\$32,416
Percentage of U.S. National Estimate	90.0%	87.7%	88.8%
United States National	\$35,384	\$37,638	\$36,511

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

Over the 2020 and 2021 period, the estimated average civilian unemployment rate for Elko County was 4.5 percent, was an estimated 0.0 percent for Eureka County, was an estimated 10.0 percent for Lander County, and was an estimated 3.2 percent for White Pine County. The average of these four counties was calculated to determine the 2020 and 2021 estimated average civilian unemployment rate for the Northeastern Nevada Regional Development Authority counties of an estimated 4.4 percent. Nationally, the estimated average civilian unemployment rate for the entire United States was an estimated 5.4 percent. Over the past twenty-four (24) months of available data, the estimated civilian unemployment rate for the Northeastern Nevada Regional Development Authority counties was an estimated **1.0 percent less than the national estimated average**. Based upon this estimate, the Northeastern Nevada Regional Development Authority territory **does not qualify** as an economically distressed community under the

unemployment rate definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C.

Over the 2020 and 2021 period, the estimated average per capita income for Elko County was \$35,437, was an estimated \$28,480 for Eureka County, was an estimated 36,772 for Lander County, and was an estimated \$28,974 for White Pine County. The average of these four counties was calculated to determine the 2020 and 2021 estimated average per capita income for the Northeastern Nevada Regional Development Authority counties of an estimated 4.4 percent. Nationally, the estimated average per capita income for the entire United States was an estimated \$36,511. Over the past twenty-four (24) months of available data, the estimated per capita income for the Northeastern Nevada Regional Development Authority counties was an estimated **88.8 percent of the national average**. Based upon this estimate, the Northeastern Nevada Regional Development Authority territory **does not qualify** as an economically distressed community under the per capita income definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C.

In addition to these unemployment rate and per capita income estimates, representatives from Northeastern Nevada Regional Development Authority counties, several individual communities from across the county, various private sector and industry representatives, and representatives from the Northeastern Nevada Regional Development Authority, during a series of facilitated strategic economic development planning workshops held between October 2022 and December 2022, identified a number of additional special needs. These additional special needs include a growing need to address ongoing population and civilian workforce decline across most counties, the aging of the total residential population across all counties, a significant increase in the proportion of individuals living below the poverty line across almost all counties, and the need to better diversify all of the counties' underlying economic base. These and other special needs are detailed throughout this University Center for Economic Development technical report.

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

As part of the 2022 annual assessment, evaluation, and update of this current five-year Comprehensive Economic Development Strategy, eleven separate socio-demographic, economic, and industry and occupation sector data categories were examined in order to evaluate and identify potential special needs as part of the 'economic distress' definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C. These categories include total population, median age, total number of households and average household size, median household income, median family income, and per capita income, the percentage of total population living below the poverty line, civilian workforce and the civilian unemployment rate, and total civilian employment by major industry sector. Whenever possible, comparison of local and countywide trends to statewide and national trends are provided for the 2013 to 2021 period.

2.2.a Total Population

Table 2.2 presents the change in total population for each county within the Northeastern Nevada Regional Development Authority region, for the state of Nevada, and for the United States between 2013 and 2021.

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

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

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

For all of Eureka County, the total population countywide decreased from an estimated 1,804 total individuals in 2013 to an estimated 1,603 total individuals in 2021, a net decrease of 201 total individuals or by -11.1 percent and the total population for just the town of Eureka decreased from an estimated 1,340 total individuals in 2013 to an estimated 1,040 total individuals in 2021, a net decrease of 300 total individuals or by -22.4 percent. The total population for all of Lander County decreased from an estimated 5,844 total individuals in 2013 to an estimated 5,729 total individuals in 2021, a net decrease of 115 total individuals or by a

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

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

2.2.b Median Age

Table 2.3 presents the change in median age for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2021.

The estimated median age for all of Elko County increased between 2013 and 2021, increasing from an estimated median age of 33.3 years of age in 2013 to an estimated 34.9 years of age in 2021, a net increase of 1.6 years of age or by 4.8 percent. For the City of Carlin, the estimated median age increased from an estimated 35.2 years of age in 2013 to an estimated 38.5 years of age in 2021, a net increase of 3.3 years of age or by 9.4 percent. The median age for the City of Elko increased from an estimated 33.1 years of age in 2013 to an estimated 33.9 years of age in 2021, a net increase of 0.8 years of age or by 2.4 percent while the median age for the City of Wells increased between 2013 and 2021, from an estimated 39.5 years of age in 2013 to an estimated 45.5 years of age in 2021, a net increase of 6.0 years of age or by 15.2 percent. For the City of West Wendover, the estimated median age increased significantly, increasing from an estimated 26.1 years of age in 2013 to an estimated 36.6 years of age in 2021, a net increase of 10.5 years of age or by 40.2 percent.

For all of Eureka County, the estimated median age increased between 2013 and 2021, from an estimated 38.3 years of age in 2013 to an estimated 42.5 years of age in 2021, a net increase of 4.2 years of age or by 11.0 percent. The estimated median age for just the town of Eureka also decreased between 2013 and 2021, decreasing from an estimated 34.9 years of age in 2013 to an estimated 27.1 years of age in 2021, a net decrease of 7.8 years of age or by -22.3 percent. For all of Lander County, the estimated median age increased only slightly between 2013 and 2021, increasing from an estimated 37.3 years of age in 2013 to an estimated 38.9 years of age in 2021,

a net increase of 1.6 years of age or by 4.3 percent. For just the town of Austin, the estimated median age increased slightly between 2013 and 2021 from an estimated 34.2 years of age in 2013 to an estimated 35.0 years of age in 2021, a net increase of just 0.8 years of age or by 2.3 percent, while the estimated median age for just the town of Battle Mountain increased from an estimated 37.8 years of age in 2013 to an estimated 39.3 years of age in 2021, a net increase of 1.5 years of age or by 4.0 percent.

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

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

The estimated median age for all of White Pine County increased slightly from an estimated 40.9 years of age in 2013 to an estimated 41.3 years of age in 2021, a net increase of 0.4 years of age or by a percentage increase of 1.0 percent. For just the City of Ely, the estimated median age decreased between 2013 and 2021, decreasing from an estimated 43.1 years of age in 2013 to an estimated 41.7 years of age in 2021, a net decrease of 1.4 years of age or by a percentage decrease of -3.2 percent. Comparatively, the estimated median age for the entire state of Nevada increased between 2013 and 2021, increasing from an estimated 36.6 years of age in 2013 to an estimated 38.3 years of age in 2021, a net increase of 1.7 years of age or by 4.6 percent. Nationwide, the estimated median age for the entire United States increased from an estimated 37.3 years of age in 2013 to an estimated 38.4 years of age in 2021, a net increase of 1.1 years of age or by 2.9 percent.

2.2.c Total Number of Households

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

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

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

Between 2013 and 2021, the total number of households in all of Elko County increased from an estimated 17,599 total households in 2013 to an estimated 18,614 total households in 2021, a net increase of 1,015 total households or by 5.8 percent. For just the City of Carlin, the total number of households decreased between 2013 and 2021, decreasing from an estimated 937 total households in 2013 to an estimated 757 total households in 2021, a net decrease of 180 total households or by a percentage decrease of -19.2 percent. For just the City of Elko, the total number of households increased from an estimated 13,287 total households in 2013 to an estimated 14,640 total households in 2021, a net increase of 1,353 total households or by 10.2 percent while the total number of households for just the City of Wells decreased significantly, decreasing from an estimated 800 total households in 2013 to an estimated 589 total households in 2021, a net decrease of 211 total households or by a percentage decrease of -26.4 percent. For just the City of West Wendover, the total number of households increased significantly between 2013 and 2021, increasing from an estimated 1,362 total households in 2013 to an estimated 1,845 total households in 2021, a net increase of 483 total households or by 35.5 percent.

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

households decreased from an estimated 207 total households in 2013 to an estimated 157 total households in 2021, a net decrease of 50 total households or by -24.2 percent while the total number of households for just the town of Battle Mountain increased significantly from an estimated 1,803 total households in 2013 to an estimated 2,141 total households in 2021, a net increase of 338 total households or by 18.7 percent.

Between 2013 and 2021, the total number of households for all of White Pine County increased from an estimated 3,357 total households in 2013 to an estimated 3,482 total households in 2021, a net increase of 125 total households or by 3.7 percent. For just the City of Ely, the total number of households also increased between 2013 and 2021, increasing from an estimated 2,155 total households in 2013 to an estimated 2,478 total households in 2021, a net increase of 323 total households or by 15.0 percent. Statewide, the total number of households for the entire state of Nevada increased from an estimated 999,016 total households in 2013 to an estimated 1.14 million total households in 2021, a net increase of 142,936 total households or by 14.3 percent. Nationwide, the total number of households for the entire United States increased from an estimated 115.61 million total households in 2013 to an estimated 124.01 million total households in 2021, a net increase of 8.4 million total households or by a percentage increase of 7.3 percent.

2.2.d Average Household Size

Table 2.5 presents the change in average household size for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2021.

For all of Elko County, the estimated average household size increased from an estimated 2.80 people per household in 2013 to an estimated 2.82 people per household in 2021, a net increase of 0.02 people per household or by 0.7 percent. For just the City of Carlin, the estimated average household size increased from an estimated 2.70 people per household in 2013 to an estimated 2.80 people per household in 2021, a net increase of 0.10 people per household or by 3.7 percent, while the estimated average household size for the City of Elko increased from an estimated 2.81 people per household in 2013 to an estimated 2.86 people per household in 2021, a net increase of 0.05 people per household or by 1.8 percent. For the City of Wells, the estimated average household size increased from an estimated 2.34 people per household in 2013 to an estimated 3.34 people per household in 2021, a net increase of 0.70 people per household or by 29.9 percent while the average household size for the City of West Wendover decreased from an estimated 3.26 people per household in 2013 to an estimated 2.45 people per household in 2021, a net decrease of 0.81 people per household or by -24.8 percent.

Between 2013 and 2021, the estimated average household size increased from an estimated 2.43 people per household in 2013 to an estimated 2.88 people per household in 2021, a net increase of 0.45 people per household or by 18.5 percent, while the average household size for just the town of Eureka increased significantly, increasing from an estimated 2.61 people per household in 2013 to an estimated 3.78 people per household in 2021, a net increase of 1.17 people per household or by 44.8 percent. For all of Lander County, the estimated average household size decreased from an estimated 2.87 people per household in 2013 to an estimated 2.47 people per

household in 2021, a net decrease of 0.40 people per household or by -13.9 percent. The average household size for just the town of Austin decreased from an estimated 2.78 people per household in 2013 to an estimated 1.61 people per household in 2021, a net decrease of 1.17 people per household or by -42.1 percent. For just the town of Battle Mountain, the estimated average household size decreased from an estimated 2.88 people per household in 2013 to an estimated 2.54 people per household in 2021, a net decrease of 0.34 people per household or by a percentage decrease of -11.8 percent.

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

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

Between 2013 and 2021, the estimated average household size for all of White Pine County decreased from an estimated 2.74 people per household in 2013 to an estimated 2.19 people per household in 2021, a net decrease of 0.55 people per household or by -20.1 percent. For just the City of Ely, the estimated average household size decreased from an estimated 2.60 people per household in 2013 to an estimated 2.22 people per household in 2021, a net decrease of 0.38 people per household or by a percentage decrease of -14.6 percent. Statewide, the estimated average household size for the entire state of Nevada decreased slightly, decreasing from an estimated 2.70 people per household in 2013 to an estimated 2.65 people per household in 2021, a net decrease of just 0.05 people per household or by -1.9 percent. Nationwide, the estimated average household size for the entire United States also decreased only slightly, decreasing from an estimated 2.63 people per household in 2013 to an estimated 2.60 people per household in 2021, a net decrease of just 0.03 people per household or by a percentage decrease of -1.1 percent.

2.2.e Median Household Income

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

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

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

Between 2013 and 2021, the estimated median household income for all Elko County increased from an estimated \$70,238 in 2013 to an estimated \$82,462 in 2021, a net increase of \$12,224 or by 17.4 percent. Over the same 2013 to 2021 period, the estimated median household income for the City of Carlin, the City of Elko, the City of Wells, and the City of West Wendover all increased. For the City of Carlin, the estimated median household income increased by a total of \$3,627 or by 5.2 percent between 2013 and 2021, increased by an estimated \$15,326 or by a percentage increase of 20.2 percent for the City of Elko, increased by an estimated \$7,500 or by a percentage increase of 16.0 percent for the City of Wells, and increased significantly by an estimated \$15,335 or by 43.3 percent for the City of West Wendover.

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

town of Battle Mountain increased between 2013 and 2021, increasing by an estimated \$17,769 or by a percentage increase of 23.4 percent.

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

2.2.f Median Family Income

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

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

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

Between 2013 and 2021, median family income for all of Elko County increased from an estimated \$75,231 in 2013 to an estimated \$95,153 in 2021, a net increase of \$19,922 or by 26.5 percent. Median family income for just the City of Carlin increased by an estimated \$15,395 or by 20.5 percent between 2013 and 2021, increased by an estimated \$16,217 or by 19.2 percent

for the City of Elko, increased by an estimated \$16,110 or by 29.0 percent for the City of Wells, and increased very significantly by an estimated \$44,502 or by 108.0 percent for the City of West Wendover. For just Eureka County, median family income decreased between 2013 and 2021, decreasing from an estimated \$94,648 in 2013 to an estimated \$69,271 in 2021, a net decrease of \$25,377 or by a percentage decrease of -26.8 percent. For just the town of Eureka, median family income increased significantly from an estimated \$64,853 in 2013 to an estimated \$86,250 in 2021, a net increase of \$21,397 or by 33.0 percent.

For all of Lander County, median family income increased significantly between 2013 and 2021, increasing from an estimated \$75,857 in 2013 to an estimated \$94,475 in 2021, a net increase of \$18,618 or by 24.5 percent. While median family income was unavailable for the town of Austin in 2021, the median family income for the town of Austin in 2013 was an estimated \$60,278 and increased for the town of Battle Mountain by an estimated \$14,190 or by 17.7 percent between 2013 and 2021. For all of White Pine County, median family income increased from an estimated \$63,982 in 2013 to an estimated \$83,529 in 2021, a net increase of \$19,547 or by 30.6 percent and, for the City of Ely, median family income increased from an estimated \$63,459 in 2013 to an estimated \$86,865 in 2021, a net increase of \$23,406 or by 36.9 percent. Comparatively, median family income for the entire state of Nevada increased from an estimated \$61,359 in 2013 to an estimated \$78,456 in 2021, a net increase of \$17,097 or by 27.9 percent. Nationwide, median family income for the entire United States increased from an estimated \$64,719 in 2013 to an estimated \$85,028 in 2021, a net increase of \$20,309 or by 31.4 percent.

2.2.g Per Capita (Mean) Income

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

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

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

for the City of Ely from an estimated \$28,226 in 2013 to an estimated \$34,306 in 2021, a net increase of \$6,080 or by a percentage increase of 21.5 percent.

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

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

Statewide, per capita income for the entire state of Nevada increased from an estimated \$26,589 in 2013 to an estimated \$34,621 in 2021, a net increase of \$8,032 or by an estimated 30.2 percent. Nationwide, per capita income for the entire United States increased from an estimated \$28,155 in 2013 to an estimated \$37,638 in 2021, a net increase of \$9,483 or by an estimated 33.7 percent.

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

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

Between 2013 and 2021, the percentage of total population living below the poverty line throughout all of Elko County increased from an estimated 8.8 percent in 2013 to an estimated 11.6 percent in 2021, a net increase of 2.8 percent or by a percentage increase of 31.8 percent. For just the City of Carlin, the percentage of total population living below the poverty line increased between 2013 and 2021, increasing by a net 1.5 percent or by a percentage increase of 25.4 percent, increased for the City of Elko by a net 3.6 percent or by a percentage increase of 57.1 percent, increased significantly for the City of Wells by a net 23.1 percent or by a percentage increase of 292.4 percent, and decreased for the City of West Wendover by a net 10.5

percent or by a percentage decrease of -42.3 percent. The percentage of total population living below the poverty line for all of Eureka County increased between 2013 and 2021, increasing from an estimated 13.9 percent in 2013 to an estimated 18.3 percent in 2021, a net increase of 4.4 percent or by a percentage increase of 31.7 percent, and increased by an estimated 5.0 percent or by a percentage increase of 29.6 percent for just the town of Eureka between 2013 and 2021.

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

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

For all Lander County, the percentage of total population living below the poverty line increased from an estimated 9.3 percent in 2013 to an estimated 10.9 percent in 2021, a net increase of 1.6 percent or by a percentage increase of 17.2 percent. The percentage of total population living below the poverty line for the town of Austin decreased from an estimated 15.2 percent in 2013 to an estimated 15.1 percent in 2021, a net decrease of 0.1 percent or by a percentage decrease of -0.7 percent. The percentage of total population living below the poverty line for just the town of Battle Mountain increased by an estimated 2.0 percent or by a percentage increase of 23.0 percent between 2013 and 2021. Between 2013 and 2021, the percentage of total population living below the poverty line for all White Pine County decreased from an estimated 12.9 percent in 2013 to an estimated 11.1 percent in 2021, a net decrease of 1.8 percent or by a percentage decrease of -14.0 percent, and increased for just the City of Ely between 2013 and 2021, increasing by a net 0.3 percent or by a percentage increase of 2.7 percent.

Statewide, the percentage of total population living below the poverty line for the entire state of Nevada decreased from an estimated 15.0 percent in 2013 to an estimated 12.9 percent in 2021, a net decrease of 2.1 percent or by a percentage decrease of -14.0 percent. Nationwide, the percentage of total population living below the poverty line for the entire United States decreased

from an estimated 15.4 percent in 2013 to an estimated 12.6 percent in 2021, a net decrease of 2.8 percent or by a percentage decrease of -18.2 percent.

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

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

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

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

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

For all of Lander County, the civilian workforce increased very slightly between 2013 and 2021, increasing from an estimated 2,830 total individuals in 2013 to an estimated 2,848 total

individuals in 2021, a net increase of 18 total individuals or by just 0.6 percent. Between 2013 and 2021, the estimated civilian workforce for the town of Austin decreased by 67 total individuals or -34.9 percent and increased by an estimated 85 total individuals or by a percentage increase of 3.2 percent for just the town of Battle Mountain. Between 2013 and 2021, the civilian workforce for all of White Pine County decreased from an estimated 4,464 total individuals in 2013 to an estimated 3,688 total individuals in 2021, a net decrease of 776 total individuals or by -17.4 percent and increased by an estimated 108 total individuals or by a percentage increase of 4.0 percent for just the town of Ely between 2013 and 2021.

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

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

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

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

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

Between 2013 and 2021, the civilian unemployment rate for all of Elko County decreased from an estimated 5.7 percent in 2013 to an estimated 4.6 percent in 2021, a net decrease of 1.1 percent or by a percentage decrease of -19.3 percent. For just the City of Carlin, the civilian unemployment rate decreased by a net 3.3 percent or by a percentage decrease of -31.1 percent between 2013 and 2021, increased by a net 0.2 percent or by a percentage increase of 4.2 percent for just the City of Elko, and decreased significantly by a net 6.2 percent or by a percentage decrease of -83.8 percent for just the City of Wells. The estimated civilian unemployment rate for the City of West Wendover, Eureka County, and the City of Eureka in 2021 was 0.0 percent, a decrease of 7.6 percent, 5.4, percent, and 1.6 percent respectively from 2013.

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

For the entire state of Nevada, the civilian unemployment rate declined significantly between 2013 and 2021, declining from an estimated 12.5 percent in 2013 to an estimated 7.1 percent in 2021, a net decrease of 5.4 percent or by a percentage decrease of -43.2 percent. Nationwide, the civilian unemployment rate for the entire United States decreased significantly between 2013 and 2021, decreasing from an estimated 9.7 percent in 2013 to an estimated 5.5 percent in 2021, a net decrease of 4.2 percent or by a percentage decrease of -43.3 percent.

2.2.k Total Employment by Major Industry Sector

Table 2.12 presents the total number of individuals employed by major industry sector for Elko County, Eureka County, Lander County, White Pine County, and for the entire state of Nevada and for the entire United States in 2021. The four largest major industry sectors, in-terms of the total number of individuals employed by each individual industry sector, are highlighted for each geographic area.

For Elko County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2021, employing an estimated 6,307 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector, employing an estimated 4,125 total individuals; Arts, Entertainment, Recreation, Accommodation and Food Services was the third largest major industry sector, employing an estimated 3,573 total individuals; and Retail Trade was the fourth largest major industry sector for Elko County in 2021, employing an estimated 2,889 total individuals. For Eureka County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2021, employing an estimated 283 total individuals. Educational Services, and Health

Care and Social Assistance was the second largest major industry sector in Eureka County in 2021, employing an estimated 130 total individuals, and Construction was the third largest major industry sector in Eureka County in 2021, employing an estimated 44 total individuals. Retail Trade was the fourth largest industry, employing an estimated 39 individuals in Eureka County in 2021.

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

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

In 2021, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector for Lander County, employing an estimated 960 total individuals, and Educational Services, and Health Care and Social Assistance was the second largest major industry sector, employing an estimated 338 total individuals. Public Administration was the

third largest major industry sector in Lander County in 2021, employing an estimated 258 total individuals, and Construction was the fourth largest major industry sector, employing an estimated 244 total individuals.

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

Statewide, Arts, Entertainment, Recreation, Accommodation and Food Services was the single largest major industry sector in 2021 for the entire state of Nevada, employing an estimated 310,206 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector in 2021 for the entire state of Nevada, employing an estimated 239,111 total individuals, and Professional, Scientific, Management, Administrative Waste Management Services was the third largest major industry sector in 2021 for the entire state of Nevada, employing an estimated 165,311 total individuals. Retail Trade was the fourth largest major industry sector for the entire state of Nevada in 2021, employing an estimated 164,069 total individuals.

For the entire United States, Educational Services, and Health Care and Social Assistance was the single largest major industry sector in 2021, employing an estimated 36.75 million total individuals. Professional, Scientific, Management, Administrative Waste Management Services was the second largest major industry sector for the entire United States in 2021, employing an estimated 18.81 million total individuals, and Retail Trade was the third largest major industry sector for the entire United States in 2021, employing an estimated 17.25 million total individuals. Manufacturing was the fourth largest major industry sector in 2021 for the entire United States, employing an estimated 15.79 million total individuals.

3.0 Evaluation of the Vision, Goals, and Objectives

This section presents a summary of the evaluation of the existing strategic economic development vision and goals for the Northeastern Nevada Regional Development Authority completed by workshop participants who participated in the November 17, 2022 Comprehensive Economic Development Strategy annual update and evaluation workshop. This section also presents a general overview of the goals and objectives for the Northeastern Nevada Regional Development Authority for the coming year of implementation.

3.1 Evaluation of the Strategic Economic Development Vision

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

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

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

As part of the evaluation of this current five-year Comprehensive Economic Development Strategy, workshop participants of the November 17, 2022 annual update and evaluation workshop did not modify the current strategic economic development vision statement for the Northeastern Nevada Regional Development Authority.

Workshop participants further agreed that the Northeastern Nevada Regional Development Authority has made progress in achieving key elements of the current strategic economic development vision. Workshop participants noted that continued economic development and diversification efforts should expand on the county’s existing primary industry and occupation sectors, specifically the existing agricultural and mining and natural resource extraction sectors. Additional ‘value added’ production in these sectors will help close critical gaps in the value networks and supply chains of both industry sectors while also helping to create new higher wage employment opportunities in a variety of directly and indirectly related sectors.

While Northeastern Nevada Economic Development staff have initiated activity across a number of areas, workshop participants generally agreed that overall progress has been mixed in achieving specific elements of the existing strategic economic development vision statement for the region.

Considerable progress has been made to support the region's six target industries: Agriculture, Healthcare, Mining, Outdoor Recreation, Construction, and Wholesale Trade. Over the past year, several new facilities have either broken ground or initiated expansions. Devil's Gate Ranch's \$1.2 million meat-packing plant, the Myers Brother Meats butcher shop near Wells, and the expansion of Gardenzilla operations in Spring Creek are notable agricultural capacity improvements. There have been several notable medical service expansions across Lander and Eureka counties but the most major healthcare accomplishment was the grand opening of the Elko Community Health Center, a 30,000 square foot property which includes a surgery center with three operating rooms, two procedure rooms, a catheterization lab, and 15 pre- and post-recovery beds. In mining, the Silver Elephant Gibellini project is on target to be the largest Vanadium deposit in North America and the University of Nevada Reno Mackay School of Earth Sciences and Engineering Mining Center of Excellence is set to open in Elko in 2023. In support of the outdoor recreation and tourism sector, Travel Nevada was awarded the National Park Service Rivers and Trails Grant to map assets associated with various points of interest in White Pine County.

Progress has also been made to build capacity across the region's five target areas: education and training; housing development; marketing and attraction; technology development; and small business, entrepreneurship, and innovation. In February 2022, Northeastern Nevada Regional Development Authority staff published "Addressing Rural Housing Shortages," a report outlining the dire need for diverse housing development across the region. Later in the year, the City of Jackpot launched a \$500,000 incentive for housing development but, so far, only Housing Partners International has expressed interest and has purchased land in White Pine County for the project. The City of Carlin has partnered with the Nevada Rural housing Authority and is in the final stage for approval of a 21-unit senior housing project. While these projects will have an impact on the severe demand, participants noted that the development of additional diverse housing remains a primary challenge and a primary obstacle to additional community and economic growth. Over the next year and for the remainder of the existing five-year strategic planning horizon, addressing the local and regional housing shortage will be a top priority for the Northeastern Nevada Regional Development Authority.

The Northeastern Nevada Regional Development District has devoted significant time toward the development of marketing videos for each of the region's communities that can be used for workforce and business attraction. Having just been published in late 2022, a large marketing campaign to be launched in 2023 aims to bring significantly more visibility to these rural communities. Several broadband expansion projects are underway and there are plans to pursue additional support in the coming year. The most notable successes include the Anthem Broadband Digital Transformation Project in Elko, The Department of Commerce National Telecommunications and Information grant that was secured for Spring Creek, and the White Pine County installation work supported by the Nevada Governor's Office of Science, Innovation, and Technology. Finally, workshop participants noted that the very effort of

maintaining a Comprehensive Economic Development Strategy has brought stakeholders together within and across communities of northeastern Nevada.

Concerning how the economic development vision for Eureka County has changed over the past year, the focus to address the immediate and longer-term impacts of the COVID-19 global pandemic have begun to wane. While the repercussions and resulting hardships of the pandemic have been acutely felt by many in the community, particularly the community's senior population, much of the community has rapidly recovered. Continued barriers and challenges are characterized more by the need to strengthen foundational infrastructure, including healthcare infrastructure, and regional competitiveness rather than the acute response to the health and resulting economic crisis. Other challenges include statewide regulations that impact crop diversification, the lack of accessible data to accurately mark baselines and benchmarks, staff turnover and loss of institutional knowledge, and the limitations associated with small, rural communities. Workshop participants note it is challenging for local farmers to compete with large suppliers for local customers, it is difficult to fill training programs, and it is difficult to make the case for services or partners to expand or invest because of the limited return on investment. However, Northeastern Nevada Regional Development Authority staff continue to research and pursue leads across all areas to support progress achieving key elements of the region's vision.

3.2 Evaluation of the Strategic Economic Development Goals

In evaluating the current strategic economic development goals, workshop participants of the November 17, 2022 Comprehensive Economic Development Strategy annual update and evaluation workshop for the Northeastern Nevada Regional Development Authority were asked to evaluate the progress that has been made in achieving each of the original strategic economic development goals developed as part of this current five-year Comprehensive Economic Development Strategy. This sub-section presents a general overview of the evaluation of the Northern Nevada Regional Development Authority's current strategic economic development goals and objectives.

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

As part of the current five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority for the 2020 through 2025 period, a series of individual strategic economic development goals were developed for six targeted industry sectors including:

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

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

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

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

In evaluating *Goal No. 1: Five new agricultural product processing facilities over four years by 2022*, despite significant effort, very little progress has been made beyond the multi-million-dollar expansion at Silver Lion Farms in White Pine County and the expansion of operations by Gardenzilla produce and microgreens in Spring Creek, NV funded through the Rural Nevada Development Corporation and Nevada Gold Mines I-80 fund mentioned in the 2021 report.

In 2022, small progress was made to rapidly enhance overall agriculture production. In June 2022, the Elko Daily Free Press reported that Ken Bowler of the Devils Gate Ranch proposed a \$1.2 million meat-packing plant capable of processing 100 head of cattle per week. The Northeastern Nevada Development Authority has not been engaged with this venture and cannot report on its progress. However, it has been noted that construction is nearly complete at a location just west of the rail port in Elko, which is assumed to be associated with this project. The Northeastern Nevada Regional Development Authority did assist Myers Brothers Meats in their efforts to establish a local butcher shop just outside of Wells, NV. Myers Brothers Meats incorporated in March of 2022 and has begun butchering for private customers with the goal of becoming a US Department of Agriculture facility.

The Northeastern Nevada Regional Development Authority became deeply involved with Silver Lion Farm's effort to diversify their production portfolio with the addition of medical cannabis. Unfortunately, the process to register through the Nevada State Cannabis Compliance Board is complex and approval of the production has not yet been approved. Northeastern Nevada Regional Development Authority Director Mudd has attempted to contact a number of Cannabis Compliance Board members via phone, mail, email, and during public comment at meetings of the Cannabis Compliance Board held in Las Vegas, Nevada, but no progress has been reported.

After reading the AgWeb article titled "Billion Dollar Beef Plant Searches for Home," Northeastern Nevada Regional Development Authority Director Mudd immediately reached out

to the CEO of Western Legacy Development, the party indicated in the article and received a response from their CEO asking the Northeastern Nevada Regional Development Authority to reach out to their site selection firm. Several attempts have been made to make contact with these individuals via email and phone, but no response has been received. After receiving word in March that The University of Nevada Reno's WolfPack Meats may be looking to close, Northeastern Nevada Regional Development Authority staff immediately reached out to Dr. William Payne, Dean of the College of Agriculture, Biotechnology, and Natural Resources, and Thomas Kulas, WolfPack Meats Manager, to consider opportunities to move the facility to Northeastern Nevada. A meeting was held between UNR and officials in Lander County to consider the California Industrial Rail Park as a new location. After analyzing the feasibility models for this project, it was, unfortunately, put on the back burner and there was no attempt to follow up. Closure of WolfPack Meats was reported in September of 2022 and it is unknown if the facility has re-opened.

Lastly, the Northeastern Nevada Regional Development Authority has been collaborating with Nevada Vanadium in their effort to secure an indoor agriculture operation in southern Eureka County. Initially, the Northeastern Nevada Regional Development Authority introduced the mining operation to Sogoviq Aquaponics, quickly growing indoor agriculture company based in Utah. Nevada Vanadium VP of Operations, Ron Espell, indicated that there may be too much risk with this startup and explained that their team is negotiating with a rangeland seed producer, also based in Utah, that has shown more potential. Northeastern Nevada Regional Development Authority staff are ready to assist with this expansion, when needed.

For Goal No. 2: Identify new added value diversified crops opportunities for farmers in the region by December 2022, workshop participants agreed once again that, while effort has been made to achieve this goal, little progress can be reported. Northeastern Nevada Regional Development Authority staff conducted preliminary research to identify crops that could thrive in northeastern Nevada's high desert environment. The best candidate identified was Teff grass, which is grown primarily in desert environments in Africa and used as a forage crop to feed a variety of livestock. The most attractive trait of the crop is that it requires very little water to thrive. The Northeastern Nevada Regional Development Authority then spoke with a company from North Carolina that expressed an interest in growing Teff grass in Nevada and asked for help identifying a local farmer to conduct a trial run of 600 acres. The Northeastern Nevada Regional Development Authority contacted several alfalfa farmers in the area but none expressed interest. Mr. Desta, principle of the North Carolinian company, indicated that the crop was not resistant to frost and is most likely to thrive in temperatures of 60 degree Fahrenheit or more. The Northeastern Nevada Regional Development Authority has abandoned this pursuit and introduced Mr. Desta to the Southwest Central Regional Economic Development Authority to explore whether or not that region can offer an environment that could sustain this crop.

Once again, workshop participants outlined efforts to progress *Goal No. 3: Increase sole proprietors growing or processing foods to retail customers from 100 percent to 200 percent in the Northeastern Nevada Regional Development Authority region by December 2022,* but little progress has been made in the past year. As has been mentioned, the Northeastern Nevada Regional Development Authority supported the approval of a loan for the expansion of Gardenzilla operations in Spring Creek. Dan Lotspiech, Director of the Elko Farmers Market,

indicated to Northeastern Nevada Regional Development Authority staff that their markets typically host an average of six vendors at each event. Mr. Lotspiech noted that, although vendors have attempted to sell to local restaurants, restaurants eventually abandoned service as local producers were not as reliable as Cisco. Creating one reliable supplier or consortium to connect local producers and local retail could satisfy this goal. However, Mr. Lotspiech also noted that three of his vendors are providing a steady supply of beef and honey to local retailers. No additional attempts have been made toward this goal.

No progress has been made toward *Goal No. 4: Increase accessibility to locally grown foods by 20 percent in the next five years*. Northeastern Nevada currently hosts three farmers markets where residents can access locally grown produce on a seasonal basis. According to Dan Lotspiech, the organizer of the Elko, Lamoille, and Wells Farmers Markets, there have been a total of 12 vendors in the area with an average of six vendors at each event over the past two years. Mr. Lotspiech noted that four vendors are providing goods to local retailers but only three of those service a steady supply.

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

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

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

Significant progress has been made toward *Goal No. 1: Partner with urban health care systems to bring specialized medicine to rural communities, women's health, senior living, cancer treatment in the next five years*. The Northeastern Nevada Regional Development Authority worked heavily with Community Health Development Partners, LLC in 2020 and 2021 who were considering and working towards the development of a health care facility in Elko.

Northeastern Nevada Regional Development Authority staff collected and delivered a plethora of data and information to Wendy Weiss, Senior Vice President of Financing & Incentives for the organization as well as multiple introductions to several key stakeholders in the region. Construction has proceeded through 2021 and 2022 with the grand opening anticipated before the end of 2022. The Elko Community Health Center is a 30,000 square foot health campus designed around the community's needs. The surgery center includes three operating rooms, two procedure rooms, a catheterization lab and 15 pre- and post-recovery beds which will provide a broad range of medical and surgical services to Northeast Nevada. A dedicated community space will host on-site programming coordinated by Community Health Development Partners' partner nonprofit, Community Health Development Foundation. This space will serve as a hub for the Elko community, offering health and wellness-related educational classes, free health screenings, and meeting space for an advisory board that is comprised of local patients.

This progress has also contributed to the progress toward *Goal No. 2: To establish a medical health educational and behavioral facility fully staffed by 2021*. As previously mentioned, Elko Community Health Center will offer basic wellness-related educational classes. The Northeastern Nevada Regional Development Authority introduced the Community Health Development Partners to the Great Basin College Dean of Nursing, Amber Donnelly and VP Jake Hinto-Rivera in December 2020, but have not followed up to confirm if specialized health or mental wellness education courses will be included.

Northeastern Nevada Regional Development Authority staff are developing baseline metrics for *Goal No. 3: Increase availability and utilization of local healthcare services within the Northeastern Nevada Regional Development Authority region by 10 percent over five years (2 percent per year)* in order to better understand trends of each healthcare service beginning in 2019. The success of this goal will depend on progress of other goals supporting this industry. Discussion with the University of Nevada, Reno's Rural Health program were conducted to determine potential solutions but nothing specific was identified in 2022.

The town of Jackpot's clinic is currently open Mondays, Tuesdays, and Thursdays each week. Virtual appointments are available on Wednesdays only and walk-ins are not accommodated. The result is that there is no service available the three remaining days of each week. Access to basic care is needed every day of the week, including weekends with a Physician's Assistant staffed urgent care and access to medication open 24 hours, every day. Elko County is working to review their contract with Nevada Health Centers to address similar concerns. Partners have tried to promote exercise for senior citizens with some success. An 18-hole frisbee golf course has been completed in the community of Jackpot and \$100,000 has been donated to complete a walking path with fitness stations which is in the planning phase.

Eureka County has welcomed the Economy Drug pharmacy to the community providing local pharmaceutical services and a new eye doctor while the local clinic, Wm. Bee Ririe, has extended hours to provide non-emergent services within the county. Genesis home healthcare has expanded to provide more services and hospice care for the elderly citizens of Eureka. Construction began in 2022 to expand facilities at the hospital in Lander County to enhance the swing rooms, ER, and Lab. The Lander County clinic has staffed a fulltime doctor to support additional local healthcare needs.

Workshop participants noted no progress has been made toward *Goal No. 4: Work with healthcare providers to prepare a study of cost comparison in rural Nevada areas without larger medical facilities within two years, to date.*

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

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

Unfortunately, no baseline data were captured in 2020 from which to track progress for *Goal No. 1: Increase mining related supply chain companies by 20 percent at open ‘bricks & mortar’ by 2022.* The Northeastern Nevada Regional Development Authority used the available GIS Planning Dataset which indicated that, as of November 2022, there were a total of 38 businesses in Northeastern Nevada related to Mineral, Oil, and Gas extraction. According to the dataset, these companies employ a total of 3,477 employees with estimated annual sales of \$531.0 million. Although MineConnect USA became operational in 2021, the bulk of their activities were conducted in 2022 with an official Grand Opening held on June 8th 2022. MineConnect USA is a non-profit association representing mining supply and services companies across Northern Ontario, Canada with the objective of seeking opportunities to develop partnerships to fill gaps in the mining industry’s supply chain throughout Nevada. As of the last update, the first cohort of this program will be coming to an end in November of 2022 and there have been no reports of a "Brick and Mortar" opening as a result of the first cohort. The Northeastern Nevada Regional Development Authority is hopeful there will be results from this first group of businesses in early 2023.

For *Goal No. 2: Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new mining-related business by 2022,* workshop participants noted some progress continues to be made. The Northeastern Nevada Regional Development Authority continues to assist and support communities in their efforts to prepare ‘shovel ready’ industrial property for businesses. In 2020, the Northeastern Nevada Regional Development Authority provided support to White Pine County in their efforts

to transfer 152 acres of US Bureau of Land Management land to the County. This land is adjacent to their industrial park but is not shovel ready yet. The Northeastern Nevada Regional Development Authority will continue to provide support, as needed, to Carlin, Wells, and West Wendover in their efforts to secure BLM land that is adjacent to their respective industrial parks. The Northeastern Nevada Regional Development Authority has been proactive in researching and designating a Union Pacific Railroad ‘Focus Site’ for Lander County's newly identified Industrial Rail Park. This designation will open up a total of 250 acres of industrial land that is available but cannot currently be considered ‘shovel ready.’ Combined, there is more than 6,500 acres being considered for future industrial development across the Northeastern Nevada Regional Development Authority territory, excluding land for private industrial development.

Progress has been made toward *Goal No. 3: Increase local processing and utilization (i.e. making batteries, value-added) of mined materials by 15 percent by December 2024*, across a number of locations. Silver Elephant Mining realized their net operating income in Fall of 2022 with hopes of a register of deeds in early 2023. Projects are also moving forward in southern Eureka County as Silver Elephant's Gibellini project appears to be the largest Vanadium deposit in North America. Although this does not classify as a "value-added" industry, it will be a mining operation that is extracting a mineral that is shaping up to be the next big energy storage medium that can be utilized for large capacity energy storage.

Workshop participants reported that no progress has been made toward *Goal No. 4: Develop and launch a broad spectrum mining campaign to educate the world on the importance of mining by 2021*.

Some foundational progress has been made toward *Goal No. 5: Regional approach with mining industries; partner with mining industry and schools to recruit a workforce; develop a recruiting process with mining industry partners to meet the workforce demand for the next five years*, and it is anticipated that significant progress will be made in 2023. The Northeastern Nevada Regional Development Authority has been supporting the University of Nevada, Reno’s Mackay School of Earth Sciences and Engineering to establish a Mining Center of Excellence in Elko. The initiative is progressing and dual credit curriculum for High School students is being presented to accreditation authorities. The Northeastern Nevada Regional Development Authority has provided an official letter of support for this initiative and looks forward to additional progress. The Mining Center of Excellence is expected to open in 2023. Three separate goals were developed for the ***Outdoor-Oriented Tourism and Recreation*** targeted industry sector, including:

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

Northeastern Nevada Regional Development Authority staff has engaged in a number of areas to reach *Goal No. 1: Create three experiential recreation opportunities that draw people from*

outside the region by December 2024. In late 2021 and early 2022, the Northeastern Nevada Regional Development Authority attempted to assist the town of Jackpot with a star gazing project aimed at developing a structure outside of town where astronomy enthusiasts could take advantage of Northern Nevada's dark skies. Unfortunately, the Jackpot Economic Development & Tourism Director resigned before the project received traction. Another recommendation from Northeastern Nevada Regional Development Authority staff was for the town of Jackpot host an electric airplane/flight competition to boost tourism to the area with this unique event.

In Eureka County, 52 miles of trails have been identified for expanded recreation opportunities within the mountain bike and Utility Terrain Vehicle tourists. The Northeastern Nevada Regional Development Authority continues to promote the paranormal investigation activity in Eureka County, working to secure a television show to highlight the county and surrounding counties whose older buildings have a reputation for paranormal activity. However, Eureka removed their strategic goal related to recreation from their priority list until more accommodation can be made available. In White Pine County, the National Park Service Rivers and Trails Grant was secured by Nevada Tourism to map all current assets associated with various points of interests within the county and how they relate to communities within White Pine County. Specific corridors will be identified to enhance these assets throughout the county. Public meetings have been completed and this initiative is well on its way with roughly 25% completion to date.

Workshop participants reported no progress has been made toward *Goal No. 2: Identify additional regional tourism-oriented activities, create guide for opportunities*, to date.

Although the data have not yet been evaluated, workshop participants noted most jurisdictions within the region have made progress toward *Goal No. 3: Increase in tourism room tax revenue by 25 percent in our region by 2022*, reporting a steady increase in room tax over the last 2 years.

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

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

In evaluating each of these four goals together, workshop participants agreed that little to no progress has been made in achieving any of them. The labor market remains abnormally

competitive resulting in little incentive for individuals to pursue training. Of the four goals, the most progress has been made toward *Goal No. 1: Work with local educators (high school, junior colleges, etc.) to implement and enhance vocational skills training programs to grow local talent pools by 5 percent over the next five years (2024)*. The Northeastern Nevada Regional Development Authority has engaged to provide insights and support to the University of Nevada, Reno's Mackay School of Earth Sciences and Engineering's efforts to establish a Mining Center of Excellence in Elko, with an anticipated opening in 2023. The initiative is progressing with new dual credit curriculum for High School students waiting accreditation from the state board. The Northeastern Nevada Regional Development Authority has provided an official letter of support for this initiative and looks forward to the approval. A program that the Northeastern Nevada Regional Development Authority assisted with several years ago, the BuildNV Core program for basic construction skills, is still active but Great Basin College has indicated the program has not been very well attended and has a low completion rate.

No progress was reported toward *Goal No. 2: Establish thriving special trades programs in every city by increasing students and adults to increase graduation and job placement by 50 percent by 2021*, or *Goal No. 4: Identify workforce need and partner with education facilities to train future workforce for the next five years*.

Workshop participants noted no progress has been made toward *Goal No. 3: Develop vocational and construction training programs to support a 20 percent increase in the workforce by 2022*, but Northeastern Nevada Regional Development Authority staff believe two things could be done in 2023 to move this objective forward. First, the existing CTE NV Build Core program needs increased marketing, and it should be offered in more Great Basin College centers than Ely. Staff anticipates enrollment would increase if this program was introduced by Great Basin College to local high schools as either a dual credit option or an elective that results in certification.

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

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

For *Goal No. 1: Identify added value diversified crops opportunities for farmers in the region by December 2021 (tied to Goal No. 2 for Agriculture)*, Northeastern Nevada Regional Development Authority staff identified and created a list of 5 specific alternative agriculture options for Lander County in 2021. The list, which was made into an infographic to be used as a marketing tool, included the following: CBD oil extraction and processing, indoor seafood

production, indoor vegetable and produce production, beef processing and slaughter plant, and dairy production/processing. In 2022, Northeastern Nevada Regional Development Authority staff did preliminary research to identify new crops that could thrive in a high desert environment. Teff grass was selected as it is native to desert environments in Africa, is used as a forage crop to feed a variety of livestock, and it thrives with very little water. The Northeastern Nevada Regional Development Authority contacted a North Carolinian company that indicated interest in growing Teff grass in Nevada but the company sought to partner with a local farmer for a trial run of 600 acres. The Northeastern Nevada Regional Development Authority contacted several alfalfa farmers in the area but received no interest. Mr. Desta, principle of the North Carolinian company, discovered the crop was not frost resistant, thriving temperatures greater than 60 degrees Fahrenheit. The Northeastern Nevada Regional Development Authority abandoned the pursuit and introduced Mr. Desta to the Southwest Central Regional Economic Development Authority as that region is more likely to sustain this crop.

Workshop participants agree some progress has been made toward *Goal No. 2: Each region to increase their utilization of industrial zoned property by 20 percent by providing the essential infrastructure to support new business across other targeted industry sectors by 2022.* The Northeastern Nevada Regional Development Authority continues to assist and support communities in their efforts to prepare "shovel ready" industrial property for potential businesses. In 2020, the Northeastern Nevada Regional Development Authority provided support to White Pine County to transfer 152 acres of US Bureau of Land Management owned land adjacent to their industrial park to the county, but the land is not currently "shovel ready." The Northeastern Nevada Regional Development Authority will continue to provide support to Carlin, Wells, and West Wendover in their efforts to secure US Bureau of Land Management owned and managed land adjacent to their respective industrial parks. The Northeastern Nevada Regional Development Authority has been actively pursuing a Union Pacific "Focus Site" designation for Lander County's newly identified Industrial Rail Park. This will support 250 acres of Industrial land that is currently available but is not "shovel ready." In all, there is more than 6,500 acres being considered for future industrial development. The Northeastern Nevada Regional Development Authority will continue to support efforts that provide new infrastructure to get them "shovel ready" and ready for promotion and marketing.

Northeastern Nevada Regional Development Authority staff has struggled to determine baseline metrics for *Goal No. 3: Increase wholesale trade for mining upline and downline by 25 percent by December 2024,* and is unsure how to mark progress. Mining companies are historically unwilling to share detailed information regarding commodity input and output but Northeastern Nevada Regional Development Authority staff will continue to nurture business development and growth that allows for business-to-business partnerships between operators and manufacturers. Overall success of this goal will be based on toll milling activities and recruitment of companies who can utilize raw materials extracted from mining operations. The Northeastern Nevada Regional Development Authority does not have access to the former and reports no progress on the latter.

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

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

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

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

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

Workshop participants agreed that no progress has been made toward *Goal No. 1: Combine all existing programs and fragmented programs in the community into a solid and robust training program which is comprehensive covering school age through adults*, or *Goal No. 3: Identify highest demands for training needs for secondary tier industry (to support local needs) by 20 percent in two years over the past year*.

Progress toward *Goal No. 2: Develop vocational and construction training programs to support a 20 percent increase by 2022* and *Goal No. 4: Create mentoring, apprentice, and accredited certificate programs for trades through Great Basin College and the University of Nevada, Reno with local satellites by 2021* is related to activity outlined above as part of the ***Mining*** targeted industry sector. Moving forward and for the next year of implementation of this existing five-year Comprehensive Economic Development Strategy, workshop participants agreed that additional education, training, and workforce development efforts need to be focused on recruiting, training, and retaining the workforce of the region's healthcare industry sector, retail industry sector, and hospitality industry sector. Key partners, including local public school

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

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

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

Housing development remains a critical need for the northeastern Nevada region and the lack of available housing, across a variety of types and price points, remains a critical community development barrier to broader local and regional economic development efforts. While there has been some new housing development in the region's major population centers, including the City of Elko and the community of Spring Creek, the growing need for additional housing in other parts of Elko County, Eureka County, Lander County, and White Pine County has been met by subsequent increases in housing supply. Workshop participants agreed that all four goals identified as part of the **Housing** selected economic development capacity building area, in addition to the **Healthcare** targeted industry sector and the **Education and Training** selected economic development capacity building area, should be the primary focus of the Northeastern Nevada Regional Development Authority and its various community and economic development partners. Workshop participants further agreed that a coordinated regional approach to address the region's lack of licensed builders and contractors and addresses state regulatory and licensing impediments to bringing in the needed builders and contractors from other states, is needed to address the region's growing housing crisis.

Specifically, *Goal No. 1: Conduct a regional study on housing shortages and housing development opportunities within 18 months*, is complete. Northeastern Nevada Regional Development Authority staff conducted a housing evaluation in January of 2022 to identify the current demand for housing in nearly all Northeastern Nevada Regional Development Authority communities. The study found that several communities are in dire need of housing for both existing workers and the influx of workers due to projected growth. The results further highlighted what was identified as primary obstacles for new home development within the region. The Northeastern Nevada Regional Development Authority communicated information provided by construction companies that provided potential solutions to these identified obstacles in a document, titled "Addressing Rural Housing Shortages," published in February

2022, and distributed it to the Nevada Governor’s Office of Economic Development, Northeastern Nevada Regional Development Authority Board members, and other relevant stakeholders.

Progress is being made toward *Goal No. 2: Identify and develop incentives for builders of all income brackets up to \$50,000 by December 2020; develop regional assessment for housing needs to use as a marketing tool for developers in two years, and Goal No. 4: Increase new home starts determined by identified need in each community; percentage to vary based on individual community*, on many fronts. The Northeastern Nevada Regional Development Authority assisted Elko County with their American Rescue Plan Act housing initiative for Jackpot, Nevada, creating a \$500,000 incentive for home builders to pursue projects in that community. The Northeastern Nevada Regional Development Authority engaged multiple builders and sent them the project’s request for information directly and the Northeastern Nevada Regional Development Authority continues to follow up with developers and builders to entice them to leverage the \$500,000 incentive. Additionally, the Northeastern Nevada Regional Development Authority regularly attempts to recruit builders such as Housing Partners International, WestWind Homes, and Capital Market Resources LLC, to the four corners of rural Nevada. Housing Partners International, thus far, has shown the most interest and has purchased land in White Pine County. To date, the Northeastern Nevada Regional Development Authority is unaware of any housing starts that are a direct result of their efforts but, working with the Nevada Rural Housing Authority, the City of Carlin is in the final application process for a 21-unit housing project on Chestnut Street for the city’s elderly population.

Workshop participants noted no progress has been made toward *Goal No. 3: Development of multi-family housing for 300 families (units) by 2024*.

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

- ***Goal No. 1:*** Create an online marketing campaign highlighting economic opportunities of the region that will increase Northeastern Nevada Regional Development Authority website visits by 30 percent over the next two years.
- ***Goal No. 2:*** Create additional guide for tourism and recreation working with the six county’s visitor centers by December 2020; partner with national and international brands to promote rural Nevada “when rural thrives, America thrives”.
- ***Goal No. 3:*** Collaborate throughout the region to share resources, ideas, efforts, successes to coordinate activities and ‘draw’ in an effort to promote regional economic development by December 2020.
- ***Goal No. 4:*** Create marketing campaign that highlights the region’s cultural and recreational opportunities and events by 2021.

Significant groundwork has been laid toward *Goal No. 1: Create an online marketing campaign highlighting economic opportunities of the region that will increase Northeastern Nevada*

Regional Development Authority website visits by 30 percent over the next two years.

Northeastern Nevada Regional Development Authority staff conducted a brief marketing campaign in 2020 that yielded an increase in website visits by 67 percent (68 site visits per day). When the campaign ended, those numbers steadily decreased. In 2022, the Northeastern Nevada Regional Development Authority embarked on a new campaign to create videos that can be utilized on all website and social platforms for marketing and promotion. The Northeastern Nevada Regional Development Authority contracted with Skyfall Media solutions who shot film in all Northeastern Nevada Regional Development Authority member communities as well as various industrial parks. These videos are designed to be short but informative and include limited content such as elected officials, projects, etc. that could become outdated. Northeastern Nevada Regional Development Authority staff designed the shooting schedule, content recommendations, and narratives. Final videos are expected to be delivered in late 2022 and early 2023 which will be deployed to various media outlets. Northeastern Nevada Regional Development Authority staff delayed active marketing campaigns in 2022 until these videos were complete and could be loaded onto the website. As a result, 2022 has yielded an average of 33 site visits per day. Once videos are uploaded, more marketing will be conducted and overall traffic will then be evaluated to determine its effect.

No progress was reported for *Goal No. 2: Create additional guide for tourism and recreation working with the six county's visitor centers by December 2020; partner with national and international brands to promote rural Nevada "when rural thrives, America thrives" or for Goal No. 4: Create marketing campaign that highlights the region's cultural and recreational opportunities and events by 2021.*

Workshop participants agreed *Goal No. 3: Collaborate throughout the region to share resources, ideas, efforts, successes to coordinate activities and 'draw' in an effort to promote regional economic development by December 2020,* is complete. The regional Comprehensive Economic Development Strategy process has brought together the community stakeholders in such a way that many, if not all, of these elements have been realized within the region. The Northeastern Nevada Regional Development Authority has leveraged these elements to create various paper and digital marketing tools that will be utilized to promote the region and highlight its various assets to appeal to new and emerging businesses interested in capitalizing on opportunities in the region.

After Goal No. 2 was eliminated in 2021, three separate goals remain for the **Technology Development** selected economic development capacity building area, including:

- **Goal No. 1:** Partner with Amazon and Google for broadband Internet connectivity to support and encourage Williams Telecommunication to provide access to rural communities by 2021.
- **Goal No. 3:** To improve infrastructure of broadband availability throughout the community which will essentially increase Internet speed and access by 20 percent annually over the next five years.
- **Goal No. 4:** Develop two options to address broadband shortages in the next 12 months.

Goal No. 1: Partner with Amazon and Google for broadband Internet connectivity to support and encourage Williams Telecommunication to provide access to rural communities by 2021. With the dismantling of the Google Loon Project in nearby Humboldt County in 2021, the only direct contact to the Google team was lost. In the past year, the Northeastern Nevada Regional Development Authority has attempted to make contact with high profile technology companies to support this broadband initiative but no progress has been made. The Northeastern Nevada Regional Development Authority is pursuing broadband development through public-private partnerships or business-to-business partnerships such as the partnership between Nevada Gold Mines and Anthem Broadband. The Northeastern Nevada Regional Development Authority successfully connected with Amazon Web Services in late 2021 and a meeting that also included Great Basin College took place on January 25, 2022. This partnership aims to explore the development of courses that could utilize Amazon Web Services and develop skills for individuals wishing to become proficient in Amazon Web Services programming. With a program in place, partners are hopeful Amazon may work to further develop the broadband network across the region. This approach was also taken with GoDaddy who met with the Northeastern Nevada Regional Development Authority in October 2022 to discuss a potential partnership to support small businesses in addition to strengthening the region's broadband network. The Northeastern Nevada Regional Development Authority has, on several occasions, reached out to SpaceX/Starlink employees through LinkedIn to inquire about a county-level package for the Northeastern Nevada Regional Development Authority counties that are looking to provide better internet service to their residents. The hope is that a collaborative package would be subsidized by the county so every person can leverage high speed satellite internet for a reasonable price. To date, no response has been received.

Significant progress has been made toward *Goal No. 3: To improve infrastructure of broadband availability throughout the community which will essentially increase Internet speed and access by 20 percent annually over the next five years.* The city of Elko's has made great strides in their broadband infrastructure efforts with the completion of the Anthem Broadband Digital Transformation Project funded in part by Anthem Broadband and Nevada Gold Mines. This project began in 2022 with a goal to provide up to 1GB service to City of Elko businesses and residents. CC Communications continues to develop their network and infrastructure to provide high speed internet to Elko businesses and residents as well, and Elko County received a \$7 million grant to expand broadband in the Spring Creek area. The Department of Commerce National Telecommunications and Information grant was awarded to enhance broadband for 5,568 homes, 169 businesses and 21 anchor institutions. The Spring Creek Association worked with Anthem Broadband and CC Communications to deploy the funds.

White Pine County has initiated a plan to install fiber between all community public offices within the county starting with McGill, then to Ruth, Preston, Lund, and Baker, and will then make the service available for residential use. Collaborating with the Nevada Governor's Office of Science, Innovation, and Technology, fiber optic lines have been delivered to all schools within the district along with the County Courthouse. White Pine County has committed \$1M to matching future broadband grant funding and the Nevada Governor's Office of Science, Innovation, and Technology has initiated a grant with 30 percent funding to pull fiber from Las Vegas to Wells, creating redundant fiber options for the community. Plans are underway to make sure residents understand the investment in order to strengthen digital equity associated

with these broadband plans. Lander County has allocated funds for first- and middle-mile service to the county. Installation is underway with over 15,000 linear feet of conduit currently being placed in the ground.

Workshop participants agree that *Goal No. 4: Develop two options to address broadband shortages in the next 12 months*, is complete. The Northeastern Nevada Regional Development Authority identified two options for potential broadband development in addition to the mentioned items already in progress. First, Northeastern Nevada Regional Development Authority staff believe that, due to the advancement of technology, regional communities should think more about wireless, and specifically, satellite internet connections. Companies such as Starlink have indicated their target market is rural America and those that struggle to procure last mile internet services. Second, the Northeastern Nevada Regional Development Authority believes that "piggy backing" off of industrial broadband development may be the best way to introduce broadband infrastructure to rural Nevada. Specifically attracting a company that requires high speed internet or invest public funds into industrial land development and then leverage that investment to provide broadband to residential areas. The Northeastern Nevada Regional Development Authority has been working with the Nevada Governor's Office of Science, Innovation, and Technology to identify funding to support this initiative.

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

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

For *Goal No. 1: To offer a tax incentive program/break to small businesses employing more than 30 employees, including the number of small businesses in our region by 30 percent by 2022*, the Northeastern Nevada Regional Development Authority continues to encourage communities and counties who require a local business license to consider incentives for small businesses. For example, the City of Wells has waived small business license fees for startups. Taxes may be difficult to abate as nearly all of them are mandated by state law, however, counties could abate their portion of that requirement, assuming it is legal to do so. Lander County Convention and Tourism secured funding from Congressman Amodei to create a small business incubator in the historic Lamaire building. The facility is expected to open in late 2023 and rent will be reduced for startups and other occupants utilizing the incubator. The Northeastern Nevada Regional

Development Authority sent SRI International, the consultant working with the Nevada Governor's Office of Economic Development the suggestion to initiate state-wide small business/startup incentives. The first step was to work with the counties to have a single state business license that allows businesses to do business anywhere in the state rather than require local business licenses. This would simplify the process for startups and allow the state to incentivize small businesses more broadly.

Regarding *Goal No. 2: Develop a competitive think tank regionally for small businesses by 2022*, this goal has not been started but the Northeastern Nevada Regional Development Authority hopes to leverage its "Ready Aim" program. In 2022, the Northeastern Nevada Regional Development Authority developed an 8-part small business startup course titled "Ready Aim Business Primer." The objective of the course was to give students basic information in simple terms to instill confidence and provide the tools needed to succeed with their business startup venture. Seven live courses were held across Northeastern Nevada Regional Development Authority communities in 2022, averaging between three and four participants per course. The Northeastern Nevada Regional Development Authority is planning on recording these sessions to provide resources on-demand on the Northeastern Nevada Regional Development Authority's website. Live courses are likely to continue to be offered if there is demand. The Northeastern Nevada Regional Development Authority aims to encourage local small businesses who are participating in this program to meet regularly to discuss various small business challenges and wins which is anticipated to become the regional "Think Tank."

No progress has been made toward *Goal No. 3: Educate small business community on closing the economic gap to stop the goods and services leakage by 2021* while significant progress has been made toward *Goal No. 4: Educate residents to support local businesses, create a 'shop small business Saturday' event; partner with StartUpNV to grow rural entrepreneurship ecosystems by holding a rural pitch conference in May 2021*. In 2022, the Northeastern Nevada Regional Development Authority took ownership of Launch Rural Nevada from the Governor's Office of Economic Development. The Northeastern Nevada Regional Development Authority immediately reorganized the planning committee and attempted to establish a more solid foundation for the event by creating an official logo and website. The Northeastern Nevada Regional Development Authority led marketing efforts that included broadcast mailers to all rural Nevada schools and rural Nevada Native American colonies, communities, and reservations and Tribes. Facebook ads were introduced that reached more than 13,000 people and yielded 486 engagements. As a result, there were over 40 registrants for the pitch competition, double last year's enrollment and a 50 percent increase in sponsorship support. Overall, the event was a resounding success with several individuals contacting the Northeastern Nevada Regional Development Authority to provide positive feedback and ask about next year's event.