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**TECHNICAL REPORT  
UCED 2019/20-12**

**A COMPREHENSIVE ECONOMIC DEVELOPMENT  
STRATEGY FOR EUREKA COUNTY 2020 THROUGH 2025**



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**UNIVERSITY OF NEVADA, RENO**

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# **A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR EUREKA COUNTY 2020 THROUGH 2025**

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# **Eureka County Comprehensive Economic Development Strategy 2020 through 2025**

## **Economic Development Vision**

Eureka County will diversify, innovate, and grow the county’s economy through continued diversification, innovation and growth by investing in key industry sectors, including mining, agriculture, natural resources and small business development and expansion.

Eureka County values our rich rural heritage and lifestyle and future economic development diversification, innovation, and growth will be pursued only if it is consistent with the rich rural heritage and lifestyle that we value.

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# Eureka County Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals and Objectives (New for 202 through 2025)

**Goal No. 1:** Within five years, will include two to seven medical services with urgent care, medical services, birthing center, assisted living, skilled nursing with hospice service to support the aging population of the county.

**Goal No. 2:** Increase in tourism to achieve an 80 percent occupancy rate by 2020.

**Goal No. 3:** Develop tourism potential with grants to develop historical resources.

**Goal No. 4:** Recruit one large non-traditional industry (greater than \$250,000 CAPEX, 15 to 20 jobs) by December 2024.

**Goal No. 5:** Light industry using a railhead at Beowawe to bring supplies in and products out.

**Goal No. 6:** Establish small business loan (grant) program that offers two to three loans annually by December 2021.

**Goal No. 7:** Increase visitors to Eureka County by 50 percent to 100 percent by December 2021.

**Goal No. 8:** Increase events in Eureka County by 300 percent by December 31, 2020.

**Goal No. 9:** Add three to five small businesses (\$5 to \$20,000 CAPEX, one to three jobs each) in Eureka County by December 2024.

**Goal No. 10:** Mining diversification from gold – vanadium and Moly prospects.

**Goal No. 11:** Collaborate with developers to build ten new homes per year on county lots starting in 2019.

**Goal No. 12:** Increase recharge to Diamond Valley alluvial aquifer from future mining; dewatering in the flow system.

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# Eureka County Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals and Objectives (Continued from 2014)

**2014 Goal No. 1:** Expand and Diversify the Eureka County Economy.

2014 Goal No. 1, Objective 1: Increase the number of resident employees as a percentage of total mining employment in Eureka County.

2014 Goal No. 1, Objective 2: Increase the number of and total employment by mines in Eureka County.

2014 Goal No. 1, Objective 3: Expand the number of non-mining basic industries located in Eureka County.

2014 Goal No. 1, Objective 4: Increase the number of retail and service related business establishments in Eureka County.

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# Eureka County Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals and Objectives (Continued from 2014)

### *2014 Goal No. 2: Retain and Expand Business.*

- 2014 Goal No. 2, Objective 1: Increase mining related purchases from Eureka County businesses.
- 2014 Goal No. 2, Objective 2: Increase local government purchases from Eureka County businesses.
- 2014 Goal No. 2, Objective 3: Increase state and federal purchases from Eureka County businesses.
- 2014 Goal No. 2, Objective 4: Increase resident purchases from Eureka County businesses.
- 2014 Goal No. 2, Objective 5: Increase purchases by County-based businesses from County-based businesses.
- 2014 Goal No. 2, Objective 6: Identify and minimize barriers to existing business success.
- 2014 Goal No. 2, Objective 7: Provide incentives for existing business expansion.
- 2014 Goal No. 2, Objective 8: Increase snow water generated in the Diamond Mountains and related recharge of the Diamond Valley aquifer.
- 2014 Goal No. 2, Objective 9: Utilize temporary beneficial secondary use of mine de-watered water in the vicinity of Diamond Valley for groundwater recharge purposes in Diamond Valley.
- 2014 Goal No. 2, Objective 10: Incentivize investment in water conservation technologies for irrigation in Diamond Valley.
- 2014 Goal No. 2, Objective 11: Incentivize investments in replacement of existing high water use crops with low water use and dry land crops in Diamond Valley.
- 2014 Goal No. 2, Objective 12: Secure supplemental sources of water for aquifer storage and recharge in the Diamond Valley.

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# Eureka County Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals and Objectives (Continued from 2014)

**2014 Goal No. 3:** Increase Availability of and Access to Capital for Business and Industrial Development in Eureka County.

2014 Goal No. 3, Objective 2: Increase Nevada State Bank Community Reinvestment Act related lending to local businesses.

2014 Goal No. 3, Objective 3: Increase Rural Nevada Development Corporation lending to Eureka County businesses.

*Note:* Objective No. 1 and Objective No. 4 from 2014 for Goal No. 3 have been dropped. Specifically, Objective No. 4 from 2014 for Goal No. 3 has also been restructured and incorporated into new goals and objectives developed in 2019.

**2014 Goal No. 4:** Increase Visitation to and Spending in Eureka County.

2014 Goal No. 4, Objective 1: Minimize vacancy rates in area motels, hotels and RV Parks.

*Note:* Objective No. 2 from 2014 for Goal No. 4 have been dropped.

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# Eureka County Comprehensive Economic Development Strategy 2020 through 2025

## Priority Goals and Objectives (Continued from 2014)

**2014 Goal No. 5:** Establish and Maintain Relationships with Federal, State, and Local Government Economic Development Officials and Non-Governmental Parties.

2014 Goal No. 5, Objective 1: Establish and maintain relationships with federal economic development officials.

2014 Goal No. 5, Objective 2: Establish and maintain relationships with state economic development officials.

2014 Goal No. 5, Objective 4: Establish and maintain relationships with non-governmental economic development related organizations.

*Note:* Objective No. 3 from 2014 for Goal No. 5 have been dropped.

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# 1.0 Executive Summary

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

Based upon a comprehensive assessment of various socio-demographic, economic, and industry and occupational sector conditions in Eureka County, participating public sector, private sector and non-profit representatives identified 12 new strategic economic development goals for Eureka County's new five-year Comprehensive Economic Development Strategy. Using the existing Comprehensive Economic Development Strategy for Eureka County originally completed in 2014, representatives from the county's public sector, private sector and non-profit sector selected five existing strategic economic development goals and a series of related objectives to extend into the new five-year 2020 through 2025 period.

While successful implementation of this five-year Comprehensive Economic Development Strategy will require the collaborative and combined efforts of several public sector, private sector and non-profit organizations, agencies, firms and representatives, the Eureka County Board of County Commissioners will serve as the Comprehensive Economic Development Strategy Committee. In partnership with other public sector and private sector interests, the Eureka County Board of County Commissioners will be responsible for the annual evaluation and required reporting of progress made in achieving the stated strategic economic development vision, strategic economic development goals, and the individual conditions outlined in this Comprehensive Economic Development Strategy for Eureka County for 2020 through 2025. Due to significant decreases in countywide unemployment rates and significant increases in median household income, median family income, and per capita (mean) income, this Comprehensive Economic Development Strategy will focus on addressing various special needs as outlined throughout this University Center for Economic Development technical report and the five-year Comprehensive Economic Development Strategy for Eureka County.



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## 2.0 Introduction

### Overview

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

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

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

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

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

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

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

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

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

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

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

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November 14, 2019 in Ely, Nevada, included the development of a comprehensive implementation plan for the specific goals and objectives, for the target industry sectors, and for the priority projects for the region developed in the previous workshops.

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

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

This University Center for Economic Development technical report presents the results from the local community and county-level workshops held in Eureka, Nevada on July 18, 2019 and on August 15, 2019 and contains the required elements of the new five-year Comprehensive Economic Development Strategy for Eureka County for 2020 through 2025. A number of the various elements found in this five-year 2020 Comprehensive Economic Development Strategy for Eureka County are included in the five-year Comprehensive Economic Development Strategy for the Northeastern Nevada Regional Development Authority. Unless otherwise indicated, both the Eureka County Board of County Commissioners (or their appointed representatives) and the Northeastern Nevada Regional Development Authority will jointly serve as the Comprehensive Economic Development Strategy Committee for the purposes of implementation and annual evaluation of the 2020 Comprehensive Economic Development Strategy for Eureka County.

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## 3.0 State Law and Federal Considerations

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

### 3.1 State Law and Regional Considerations

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

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

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

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

The Nevada Governor’s Office of Economic Development was created during the 2011 Legislative Session of the Nevada State Legislature and is codified in Nevada Revised Statute Chapter 231 *Economic Development, Tourism and Cultural Affairs*. The Governor’s Office of

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

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

### **3.2 Federal Considerations**

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

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

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

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

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

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

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

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

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

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

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## 4.0 Overview of Current Economic Development Efforts

This section presents an overview of the results from Stronger Economies Together Module 1, *Launching Stronger Economies Together and Building a Strong Regional Team*, and parts of Module 2, *Exploring Your Region's Economic and Demographic Foundation*, for Eureka County as completed by workshop participants who participated in the first and second community and county-level Comprehensive Economic Development Strategy workshops for Eureka County held on July 18, 2019 and on August 15, 2019 in Eureka, Nevada. This section also presents a comprehensive evaluation of the 2014 Comprehensive Economic Development Strategy for Eureka County received and approved by the (now defunct) Eureka County Economic Development Program Board on July 31, 2014 and by the Eureka County Board of County Commissioners on September 5, 2014.

### 4.1 Community Assessment: Identifying Community Culture and Identity

Workshop participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019 were asked to answer three questions regarding Eureka County's overall community culture and identity, including:

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

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

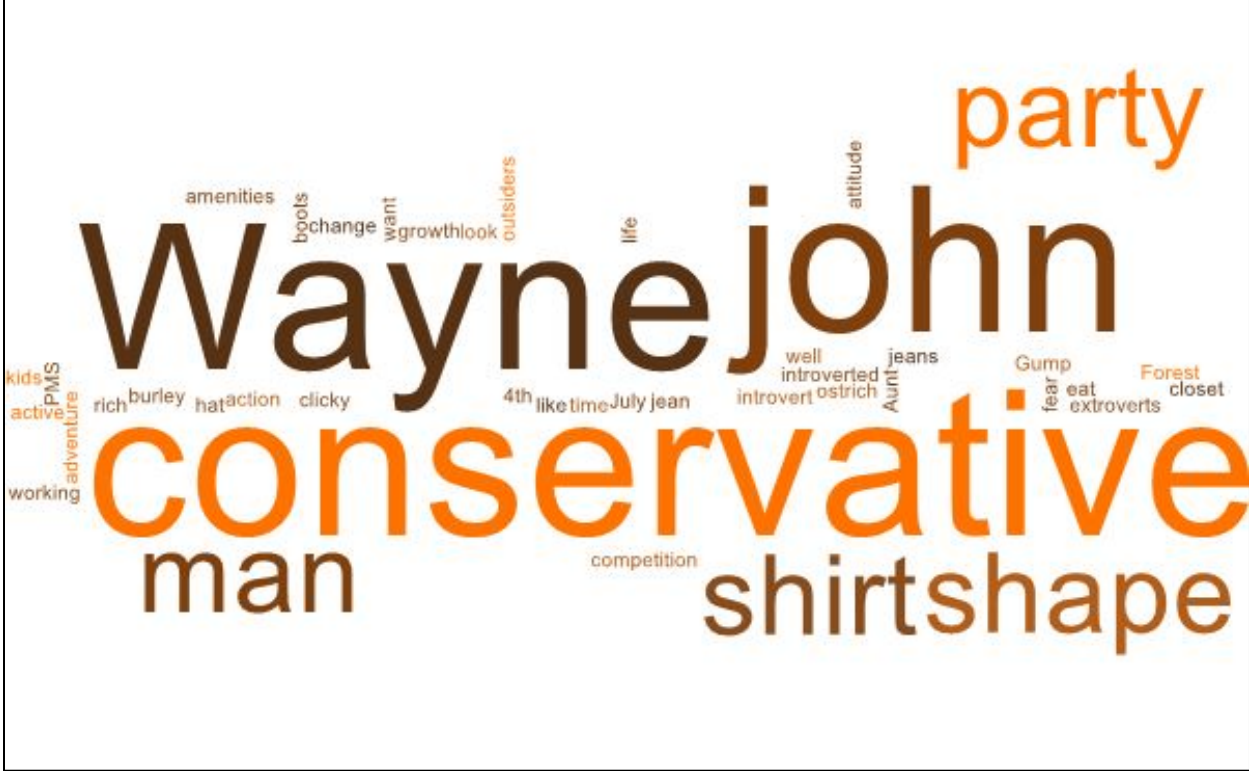
Figure 4.1 presents a word cloud of workshop participant answers to the question, "If your community were a person, what would it be like and why?"

Workshop participants who answered this first question provided a number of answers consistent with the community's historic and strong rural, or non-metropolitan, tradition. Politically, as well as culturally, workshop participants indicated that this composite human being would almost certainly have a conservative political ideology. The 'John Wayne' archetype was used by several workshop participants to describe Eureka County's economic, political and cultural identity. While Eureka County would almost certainly be male, this individual would most likely be an introvert but would be friendly and welcoming of others to the community. Jeans,



cowboy boots, a Stetson hat, and a collared button up shirt would be this individual’s preferred outfit which is in keeping with the community’s western and agricultural heritage and traditions.

**Figure 4.1 – If your community were a person, what would it be like and why?  
Eureka County Comprehensive Economic Development Strategy Workshop**



Several workshop participants agreed that this individual would be hard working and would prefer working for themselves as opposed to working for another person. ‘Sun up to sun down’ is this person’s working hours and, as a result of this strong work ethic, this individual would certainly enjoy attending parties with close friends and family members. While this individual may be slightly out of shape, this individual would also have a strong resistance to change and would prefer to follow a rigid schedule of activities.

Figure 4.2 presents a word cloud of workshop participant answers to the question, “If your community were an automobile, what would it be like and why?”.

If Eureka County were to be represented by a single type of automobile, workshop participants who answered this second question were in general agreement that this automobile would likely be relatively old with many miles on the odometer. While old, workshop participants agreed that this automobile would be well cared for and would certainly show that it is used for work and everyday life. The iconic American pick-up truck was used as an archetype by several workshop participants to describe Eureka County with dust and some rust showing but would also be in perfect working order. This pick-up truck would have only a few upgrades (maybe a GPS devise) and could use some basic maintenance.

**Figure 4.2 – If your community were an automobile, what would it be like and why?  
Eureka County Comprehensive Economic Development Strategy Workshop**



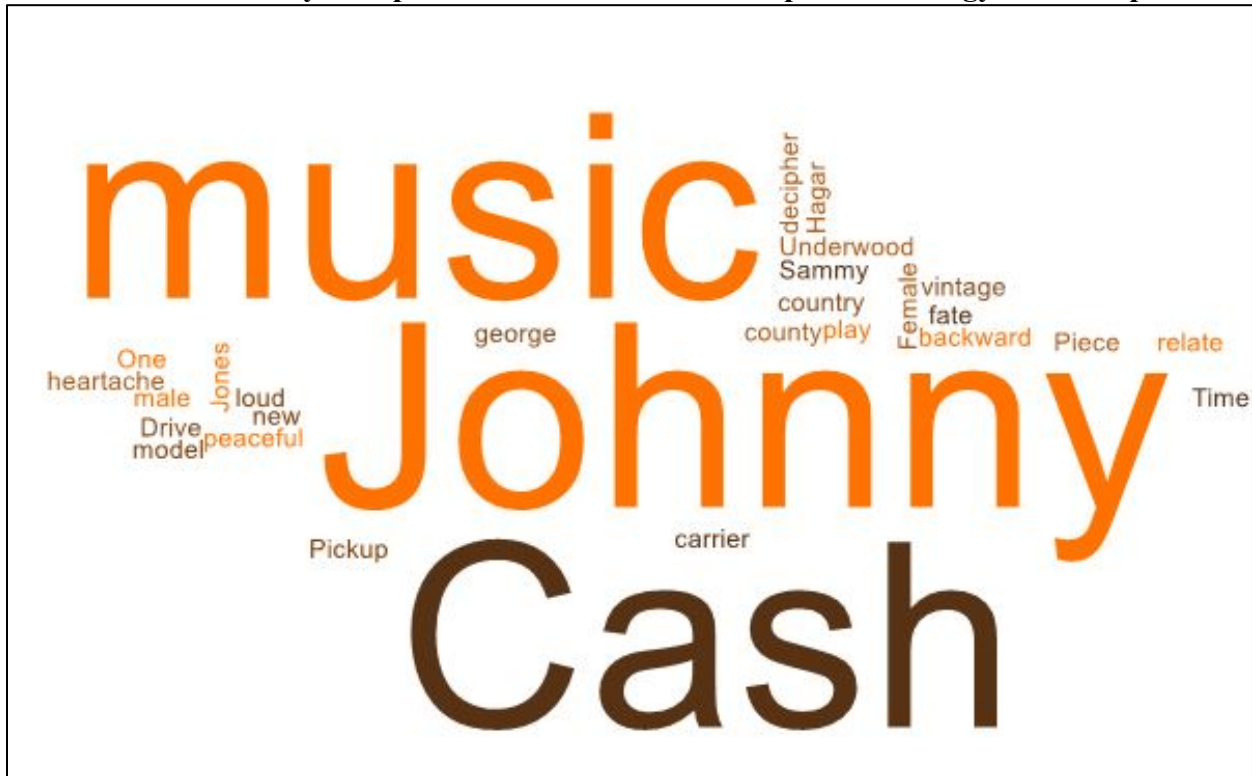
Several workshop participants suggested that Eureka County could also be represented by a Model T with a 351 Cleveland Motor that had been restored and rebuilt. This alternative archetype would have few if any modern upgrades and features and, while being well cared for, would require some additional maintenance and basic repair. Similar to the pick-up truck archetype suggested by other workshop participants, this Model T with a 351 Cleveland Motor would not be a ‘show piece’ but would instead be used on a daily basis. The pride in maintaining this classic would be evident and represents the pride that people in Eureka County take in their community.

Figure 4.3 presents a word cloud of workshop participant answers to the question, “If we put a music score to the daily activity of your community, what would it sound like and why?”.

Similar to the answers provided for the previous questions, workshop participants provided a number of examples and archetypes to describe the musical score that would best represent daily life in Eureka County. A selection of Johnny Cash songs were universally identified by workshop participants as a good description of daily activity and life in Eureka County while songs by Carrie Underwood, George Jones, and Sammy Hagar were also identified as appropriate and applicable examples. Workshop participants described a number of specific ‘moods’ that would also best represent Eureka County, ranging from loud and exciting to heartache and peaceful. The fairly diverse set of responses to this question indicate that Eureka County is fairly diverse and is more diverse in its economic, political and cultural identity than one would initially assume.

**Figure 4.3 – If we put a music score to the daily activity of your community, what would it sound like and why?**

**Eureka County Comprehensive Economic Development Strategy Workshop**



Across the various examples and archetypes of various musical scores and songs that could represent Eureka County’s daily life, workshop participants agreed that these various examples and archetypes each represent ideas and beliefs that the people of Eureka County strongly identify with and relate to. These examples and archetypes each represent a different aspect of the county’s history and its existing value system.

## **4.2 Assessment of Eureka County’s Economic Development Capacity**

During the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019, workshop participants were asked to answer eight separate questions as part of a community assessment developed by Steven G. Koven and Thomas S. Lyons for the International City-County Manager’s Associations. The results of this assessment are presented here.

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

Workshop participants provided a wide range of answers to this first community assessment question with several workshop participants arguing that the community is generally antagonistic

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toward business interests and growth while several other workshop participants indicated that the community is either neutral or indifferent toward business interests and growth while even other workshop participants noted that the community is very supportive toward business interests and growth. Workshop participants that believed that the community is antagonistic argued that people in Eureka County tend to focus on their own specific individual needs and rarely pay attention to the interests and needs of other parties (especially the private sector) and are unwilling to support new business interests and growth. Those workshop participants that answered neutral or indifferent believed that some people in Eureka County simply do not care about business interests and growth and those workshop participants that answered supportive suggested that, while supportive, people throughout Eureka County can be apprehensive toward business interests and growth.

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

In general, workshop participants agreed that the community in Eureka County is generally antagonistic toward government programs and incentives. This response is consistent with the stated values of independence and self-determination that workshop participants identified for Eureka County. Other workshop participants noted that antagonism toward government programs and incentives for private sector activity stems from the belief that any government program or incentive tends to have strings that are attached that are ultimately harmful to individuals and individual businesses. Some workshop participants did note that a part of the community would be supportive of government programs and incentives but would have to be convinced that they will personally benefit from the program and/or incentive to become fully supportive of the new program or incentive.

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

Workshop participants strongly believed that the county's existing residential population would be much more likely to support developmental programs over redistributive programs in-terms of new economic development initiatives. Several workshop participants highlighted the community's long and strong history of support for the Eureka County School District and programs designed to support youth development through education and experiential development. Workshop participants also noted that the community has a long and strong history of support for developmental programs designed to improve the county's arts and culture community and improve tourism throughout the county.

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

In general, workshop participants noted a strong history of public-private collaboration throughout Eureka County's history. The development of new medical services, expanded trash and recycling services, new family and senior housing, and even the development of new educational facilities including a new football field at Eureka County High School were all completed through the use of public-private collaborations and partnerships. Workshop participants noted that Eureka County has significantly improved the county's overall quality of

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life in a number of ways while keeping the costs incurred by individuals to a minimum by using innovative and creative public-private collaborations with individual firms operating within the county's primary industry sectors. Workshop participants further noted a strong desire to expand upon these successful examples by expanding the role of public-private collaborations and partnerships into a number of new areas including the development and rehabilitation of critical infrastructure needed to support future economic development and diversification efforts.

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

Workshop participants generally agreed that the county's current residential population greatly values its current quality of life and that individuals would be unwilling and very reluctant to sacrifice any quality of life to either promote or curtail future growth. However, several workshop participants did note that this does not mean that the community is completely opposed to new growth and development. Workshop participants strongly agreed that new growth and development, in order to be supported by the community, must be shown to either protect or improve the community's quality of life. In some cases, workshop participants did note that individuals would be willing to sacrifice a small part of their quality of life in the short-term if greater improvements to quality of life could be made in the long-term due to new growth and development.

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

In regard to the willingness of economic, political, and social elites in Eureka County to share power with others, workshop participants were mixed in their responses with some workshop participants suggesting that some elites and community leaders are absolutely unwilling to share their power while other workshop participants suggested that some elites and community leaders are absolutely willing to share their power. A common element among these varying responses was the general belief that individuals that have economic, political, and social power are unwilling to share their power due to a general resistance toward change that may disrupt, diminish or threaten their existing power. However, while elite members of the community may be unwilling to share their power at first, they may be convinced to share their power if the benefits of that action are properly outlined and presented. Workshop participants noted that, as part of the implementation of Eureka County's new five-year Comprehensive Economic Development strategy, Eureka County will have to actively and proactively partner with key economic, political, and social leaders in the community in order to ensure their support and eventual buy-in.

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

In general, workshop participants largely agreed that individuals in Eureka County are largely resistant toward change. This resistance toward change stems from the tremendous amount of pride that individual residents in Eureka County take in the community's history and the current quality of life that exists throughout the county. While there is certainly a strong resistance toward change, the county's younger population is more willing to accept change and, in several cases, have helped to create the catalysts for change to the county's existing economic, political,

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and social identity. Several workshop participants noted that some level of change is needed in order to recruit and retain a younger population to the county.

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

Given Eureka County's unique mix of natural resource assets, both the county's residential population and business community has a long history of support for environmental sustainability and conservation. Workshop participants noted that Eureka County, the county's residential population, and the county's business community have recently engaged in a number of collaborative efforts designed to protect and conserve valuable natural resource assets in order to support growth and development for future generations. A number of workshop participants noted that water remains a central environmental issue in Eureka County while access to public lands and the management of those public lands have also become a major environmental issue for the county, the county's residential population, and for the county's business community.

### **4.3 Community Assessment: Community and Regional Likes and Dislikes**

In further assessing community, as well as regional, likes and dislikes, workshop participants who attended the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019, were asked to answer four additional questions, including:

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

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

#### 4.3.a What do you like about your community?

Figure 4.4 presents a word cloud of the most common responses to the question, *What do you like about your community?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019.



Workshop participants identified a number of things that they specifically like about Eureka County. Many of these liked aspects of Eureka County center around the county’s existing socio-demographic and economic characteristics as workshop participants pointed out that the county has always enjoyed a relatively low unemployment rate and a relatively small but stable residential population base. Other specific characteristics of Eureka County liked by workshop participants included a fairly robust set of medical services and the high quality of education that the county’s youth benefit from. Relatively low crime rates, relatively strong public services (utilities, water, sewer, power, etc.), and a relatively non-interventionist local government were other aspects of the community that workshop participants noted as a positive.

**Figure 4.4 – What do you like about your community?  
Eureka County**



Workshop participants also noted a number of natural resource assets as part of their answers to this question regarding the positive elements of Eureka County. Eureka County boasts a large variety of various outdoor recreation opportunities that appeal to tourists and residents alike and Eureka County’s vast array of natural resources, including large deposits of precious metals and industrial minerals and abundant fertile agricultural lands, has long supported the county’s mining and natural resource extraction industry sector and agricultural industry sector. From a community standpoint, workshop participants noted that Eureka County is very ‘tight knit’ and that individuals actively take the time to get to know each other. This ‘tight knit’ nature of Eureka County serves as a fundamental cornerstone of the county’s existing set of values and cultural identity.

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#### 4.3.b What do you dislike about your community?

Figure 4.4 presents a word cloud of the most common responses to the question, *What do you dislike about your community?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019.

While the ‘tight knit’ nature of Eureka County was identified as one of the many things workshop participants liked about Eureka County, several workshop participants noted that this cultural element of the community often results in a lack of general privacy on an individual level. Common among many small rural or non-metropolitan agrarian-based communities, workshop participants noted that ‘everyone knows everyone and everything about them’ and it is often frustratingly difficult to enjoy any level of personal privacy. This has resulted in some people feeling apprehensive and unable to secure a level of anonymity that they would be more comfortable with.

**Figure 4.5 – What do you dislike about your community?  
Eureka County**



A general ‘lack of’ various things, including a diversified selection of commercial retail activities, new employment opportunities, new housing, expanded healthcare services, and overall diversity of the county’s economy, was identified as another primary area of dislike by workshop participants. While Eureka County’s overall residential population has remained relatively unchanged in recent years, workshop participants noted that much of the county’s existing infrastructure has begun to age and that a lack of diversity in the economic base has



made it difficult to modernize and refurbish the infrastructure needed to support current and future population levels.

Several workshop participants pointed out that Eureka County, and much of its population, is geographically isolated from the rest of the northeastern Nevada region. As a result of this geographic isolation, attempts to diversify the county’s underlining economic base have historically failed. While workshop participants noted that this geographic isolation is, in some ways, a positive, it has also prevented Eureka County from growing parts of its economy and has ultimately resulted in some population loss (especially among the county’s younger population). Improved transportation connectivity with the rest of northeastern Nevada was identified as an area in which workshop participants would like to see further investment in.

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

Figure 4.6 presents a word cloud of the most common responses to the question, *What do you like about the region (northeastern Nevada)?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019.

**Figure 4.6 – What do you like about the region (northeastern Nevada)?  
Northeastern Nevada Regional Development Authority Region**



Many of the same characteristics that workshop participants liked about Eureka County were also characteristics that workshop participants liked about the northeastern Nevada region. Specifically, workshop participants noted that the region’s overall socio-demographic and

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economic make-up consists of the same positive characteristics that exist in Eureka County. People in northeastern Nevada take an active interest in the health and well-being of others, are hardworking, have an independent mindset, and take pride in their individual communities. Each community and county in northeastern Nevada also shares similar economic interests in the future growth and development of the region’s mining and natural resource extraction industry sector and agricultural industry sector. While these shared economic interests have, at times, created friction between the region’s various communities and counties, the region’s political leaders generally strive to cooperate and find mutually beneficial solutions to shared regional problems.

Workshop participants further noted that the entire northeastern Nevada region benefits from a wide range of natural assets and outdoor recreational opportunities that have strong appeal to people who live in Eureka County and throughout the region and to visitors from across the western and intermountain western United States. Beyond a shared economic interest, these natural assets and outdoor recreational opportunities have also helped create a shared bond between the various communities and counties that exist throughout northeastern Nevada. As a result of this shared bond, individuals who live throughout the region and the regional business community of northeastern Nevada actively engage in issues and activities designed to protect these assets and opportunities from potential threats.

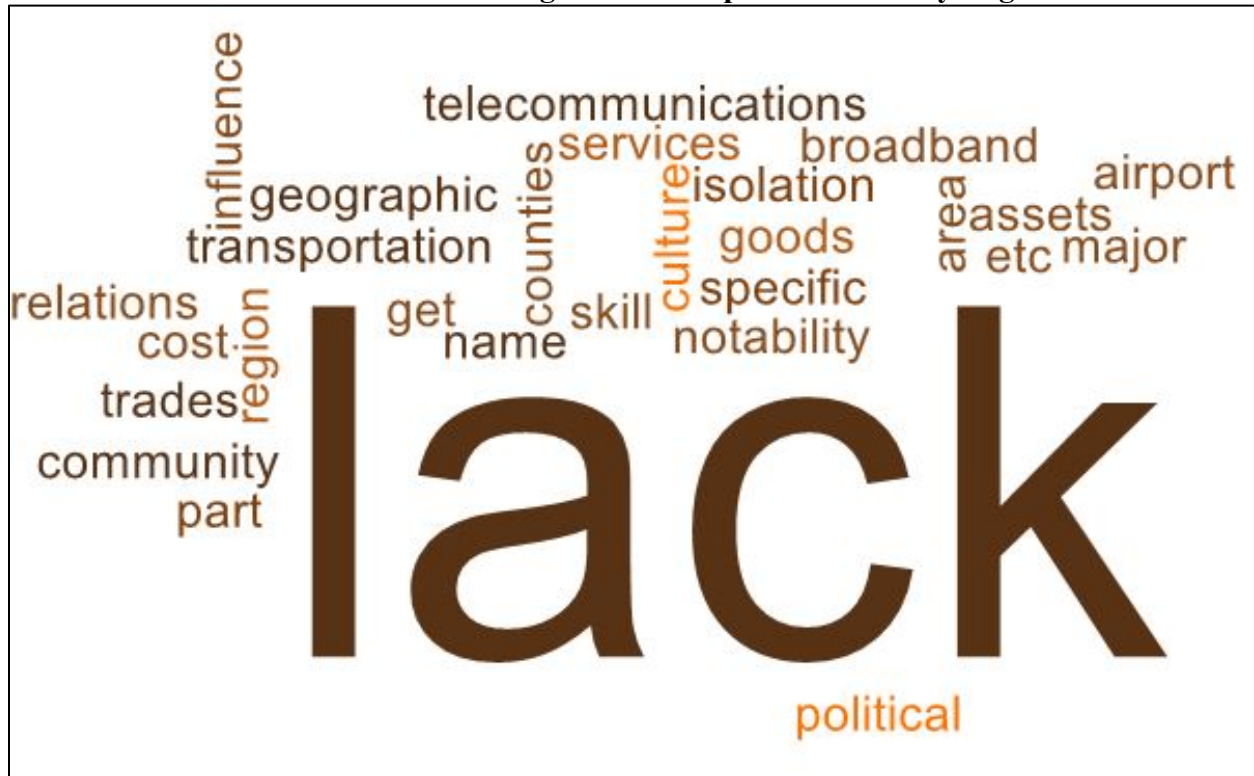
#### 4.3.d What do you dislike about the region (northeastern Nevada)?

Figure 4.7 presents a word cloud of the most common responses to the question, *What do you dislike about the region (northeastern Nevada)?*, as provided by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019.

Similar to the answers provided by workshop participants to the question, *What do you dislike about your community?*, workshop participants noted a general ‘lack of’ various commercial and retail services and critical infrastructure assets as a primary area of dislike in evaluating the northeastern Nevada region. This general ‘lack of’ concern also included a range of services and assets including a general lack of diversified commercial and retail offerings, a lack of expanded and specialized healthcare services, a lack of dependable and high-speed Internet and broadband connectivity, and a general lack of improved transportation infrastructure that could link the region and the region’s various local communities and counties to other communities, other regions, and critical external economic markets.

Workshop participants noted that every single community in northeastern Nevada has become increasingly dependent on the various services and amenities offered in other communities found in western Nevada, southern Idaho, or northwestern Utah. As a result of this dependence, a significant ‘leakage’ of financial capital from northeastern Nevada communities to other regions has developed and this lost financial capital has contributed to economic stagnation in certain industry and occupation sectors and a lack of economic diversification in several parts of the region’s overall economic base.

Figure 4.7 – What do you dislike about the region (northeastern Nevada)?  
Northeastern Nevada Regional Development Authority Region



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## 5.0 Analysis: Existing Community and Regional Conditions

This section presents a comprehensive overview of the results from Stronger Economies Together Module 2, *Exploring Your Region's Demographics*, presented to participants of the first and second community and county-level Comprehensive Economic Development Strategy workshops for Eureka County held on July 18, 2019 and on August 15, 2019 in Eureka, Nevada. The results of a comprehensive community Strengths, Weaknesses, Opportunities, and Threats analysis and a community placemaking exercise facilitated by University Center for Economic Development faculty and staff are also presented in this section.

### 5.1 Socio-Demographic and Economic Trends for Eureka County and the Northeastern Nevada Regional Development Authority

Ten separate socio-demographic and economic categories were examined by participants of the July 18, 2019 Eureka County Comprehensive Economic Development Strategy Workshop No. 1 held in Eureka, Nevada. These categories include total population, median age, total number of households, average household size, median household income, median family income, per capita (mean) income, percent of total population living below the poverty line, civilian workforce, and civilian unemployment rate.

#### 5.1.a Total Population

Table 5.1 presents the change in total population for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. Eureka County and the town of Eureka, Nevada are highlighted.

Between 2013 and 2017, Eureka County's total population decreased from an estimated 1,804 total individuals in 2013 to an estimated 1,728 total individuals in 2017, a net decrease of 76 total individuals or -4.2 percent. In the town of Eureka, Eureka County's largest population center, the total population decreased from an estimated 1,340 total individuals in 2013 to an estimated 1,230 total individuals in 2017, a net decrease of 110 total individuals or -8.2 percent. Between 2013 and 2017, Eureka County was one of only two counties in northeastern Nevada that experienced a decline in total population. Between 2013 and 2017, White Pine County's total population declined from an estimated 10,023 total individuals in 2013 to an estimated 9,858 total individuals in 2017, a net decrease of 165 total individuals or -1.6 percent.

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

311.5 million total individuals in 2013 to an estimated 321.0 million total individuals in 2017, a net increase of approximately 9.5 million total individuals or 3.0 percent.

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

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

Loss of population in northeastern Nevada seemed to be concentrated along the U.S. Highway 50 corridor that runs along the Northeastern Nevada Regional Development Authority's southern regional border. The town of Austin, Nevada, located to the west of the town of Eureka in neighboring Lander County, also experienced significant population decline between 2013 and 2017, declining from an estimated 580 total individuals in 2013 to an estimated 411 total individuals in 2017, a net decrease of 169 total individuals or -29.1 percent.

### 5.1.b Median Age

Table 5.2 presents the change in median age for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. Eureka County and the town of Eureka, Nevada are highlighted.

In 2017, the median age in Eureka County was the oldest among the five counties that comprise the Northeastern Nevada Regional Development Authority region. In 2017, Eureka County's median age was 47.3 years of age, compared to the median age of 39.4 years of age in White Pine County, 37.8 years of age in Lander County, 34.1 years of age in Elko County, and 35.6 years of age in Humboldt County. Between 2013 and 2017, the median age in Eureka County

increased significantly from a median age of 38.3 years of age in 2013 to a median age of 47.3 years of age in 2017, a net increase 9.0 years or 23.5 percent. The median age in the town of Eureka increased even more significantly, increasing from an estimated 34.9 years of age in 2013 to an estimated 46.5 years of age in 2017, a net increase of 11.6 years or 33.2 percent.

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

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

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

### 5.1.c Total Number of Households

Table 5.3 presents the change in the total number of households for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2017. Eureka County and the town of Eureka, Nevada are highlighted.

In both 2013 and 2017, Eureka County had the lowest number of households for a county among the five counties that comprise the Northeastern Nevada Regional Development Authority region. But, despite a significant decline in Eureka County’s total population between 2013 and

2017, the total number of households in Eureka County increased from an estimated 416 total households in 2013 an estimated 434 total households in 2017, a net increase of 18 total households or 4.3 percent. In the town of Eureka, the total number of households remained relatively unchanged, increasing slightly from an estimated 504 total households in 2013 to an estimated 506 total households in 2017, a net increase of just two total households or 0.4 percent. Note that the U.S. Census Bureau reports more households in the town of Eureka in both 2013 and 2017 than were reported for all of Eureka County. This is likely due to sampling error in the collection and analysis of data for the American Community Survey.

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

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

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

#### 5.1.d Average Household Size

Table 5.4 presents the change in the change in average household size for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the

United States between 2013 and 2017. Eureka County and the town of Eureka, Nevada are highlighted.

In both 2013 and 2017, the average household size for all of Eureka County was notably larger than the average household size for the other four counties that comprise the Northeastern Nevada Regional Development Authority region. This trend held in both 2013 and 2017 despite a decline in the average household size for all of Eureka County and for the town of Eureka between 2013 and 2017. Between 2013 and 2017, the average household size for all of Eureka County decreased, decreasing from an estimated 3.39 people per household in 2013 to an estimated 2.96 people per household in 2017, a significant net decrease of 0.43 people per household or -12.7 percent. In the town of Eureka, the average household size also decreased, decreasing from an estimated 2.61 people per household in 2013 to an estimated 2.42 people per household in 2017, a net decrease of 0.19 people per household or -7.3 percent.

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

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

Comparatively, the average household size for the state of Nevada statewide increased slightly between 2013 and 2017, increasing from an estimated 2.70 people per household in 2013 to an estimated 2.71 people per household in 2017, a negligible increase of just 0.01 people per household or 0.4 percent. The average household size for the entire United States nationwide was unchanged between 2013 and 2017, with an estimated average household size of 2.63 people per household in both 2013 and 2017.



### 5.1.e Median Household Income

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

Countywide, median household income for all of Eureka Count increased between 2013 and 2017, increasing from an estimated \$64,632 in 2013 to an estimated \$67,159 in 2017, a net increase of \$2,527 or 3.9 percent. In the town of Eureka, median household income increased significantly between 2013 and 2017, increasing from an estimated \$50,268 in 2013 to an estimated \$70,000 in 2017, a net increase of \$19,732 or 39.3 percent. Median household income in both Eureka County and the town of Eureka in both 2013 and 2017 were among the highest median household incomes reported across the five counties that comprise the Northeastern Nevada Regional Development Authority region.

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

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

Statewide, median household income for the entire state of Nevada increased from an estimated median household income of \$52,800 in 2013 to an estimated median household income of \$55,434 in 2017, a net increase of approximately \$2,634 or 5.0 percent. Nationwide, median household income for the entire United increased from an estimated \$53,046 in 2013 to an

estimated median household income of \$53,046 in 2013 to an estimated median household income of \$57,652 in 2017, a net increase of approximately \$4,606 or 8.7 percent.

### 5.1.f Median Family Income

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

Countywide, median family income for all of Eureka County increased significantly between 2013 and 2017, increasing from an estimated median family of \$94,648 in 2013 to an estimated median family income of \$109,085 in 2017, a net increase of \$14,437 or 15.3 percent. In the town of Eureka, median family income increased even more significantly between 2013 and 2017, increasing from an estimated median family income of \$64,853 in 2013 to an estimated median family income of \$113,869 in 2017, a net increase of \$49,016 or 75.6 percent. Median family income for both Eureka County and the town of Eureka were the highest among the five counties that comprise the Northeastern Nevada Regional Development Authority region in both 2013 and 2017.

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

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

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

### 5.1.g Per Capita (Mean) Income

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

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

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

Between 2013 and 2017, per capita income for all of Eureka County increased significantly, increasing from an estimated per capita income of \$28,056 in 2013 to an estimated per capita income of \$35,606 in 2017, a net increase of \$7,550 or 26.9 percent. In the town of Eureka, per capita income increased even more dramatically between 2013 and 2017, increasing from an estimated per capita income of \$24,700 in 2013 to an estimated per capita income of \$35,331 in 2017, a net increase of \$10,631 or 43.0 percent. Per capita income in Eureka County and in the town of Eureka were among the highest per capita income levels among all five counties that

comprise the Northeastern Nevada Regional Development Authority region in both 2013 and 2017.

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

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

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

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

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

Between 2013 and 2017, the percent of total population living below the poverty line for all of Eureka County decreased significantly, declining from an estimated 13.9 percent in 2013 to an estimated 10.0 percent in 2017, a net decrease of 3.9 percent or a percentage decrease of -28.1 percent. In the town of Eureka, the percent of total population living below the poverty line

decreased even more significantly, decreasing from an estimated 16.9 percent in 2013 to an estimated 10.8 percent in 2017, a net decrease of 6.1 percent or a percentage decrease of -36.1 percent. Despite the significant declines in the percent of total population living below the poverty level between 2013 and 2017 in both Eureka County and in the town of Eureka, poverty rates in Eureka County and in the town of Eureka remained among the highest throughout the entire Northeastern Nevada Regional Development Authority region in both 2013 and 2017.

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

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

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

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

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

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For all of Eureka County, the civilian workforce increased slightly between 2013 and 2017, increasing from an estimated 1,339 total workers in 2013 to an estimated 1,393 total workers in 2017, a net increase of just 54 additional total workers or 4.0 percent. The increase in the civilian workforce in the town of Eureka between 2013 and 2017 was even more anemic, increasing from an estimated 964 total workers in 2013 to an estimated 973 total workers in 2017, a net increase of just 9 additional total workers or 0.9 percent. Of the five counties that comprise the Northeastern Nevada Regional Development Authority region, Eureka County had the smallest civilian workforce in both 2013 and 2017.

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

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

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

Data on the civilian unemployment rate for both Eureka County and the town of Eureka for 2017 was not available from the U.S. Census Bureau at the time of publication of this University Center for Economic Development technical report. However, Eureka County's total civilian unemployment rate in 2013 was just 5.4 percent and was just 1.6 percent in 2013 in the town of Eureka. In 2013, Eureka County's and the town of Eureka's civilian unemployment rates were the lowest among the five counties that comprise the Northeastern Nevada Regional Development Authority region. In 2013, the civilian unemployment rate in Elko County was 5.7 percent and 9.1 percent in Humboldt County. In Lander County, the civilian unemployment rate in 2013 was 11.2 percent and, in White Pine County, the civilian unemployment rate was 9.9 percent.

Despite not having comparable civilian unemployment rate data for Eureka County and the town of Eureka in 2017, it is likely that Eureka County's and the town of Eureka's civilian unemployment rate followed similar declining patterns experienced throughout the Northeastern Nevada Regional Development Authority region. Between 2013 and 2017, the civilian unemployment rate in Elko County declined by 1.3 percent or by a percentage decline of -22.8 percent. In Humboldt County, the civilian unemployment rate declined by 1.8 percent, or by a percentage decline of -19.8 percent, between 2013 and 2017 and, in Lander County, the civilian unemployment rate declined by 3.6 percent, or by a percentage decline of -32.1 percent, between 2013 and 2017. In White Pine County, the civilian unemployment rate declined by 3.7 percent, or by a percentage decline of -37.4 percent, between 2013 and 2017. Across the entire Northeastern Nevada Regional Development Authority region, the civilian unemployment rate has declined significantly between 2013 and 2017.

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

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

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

## **5.2 Community Assessment: Completion of a Strengths, Weaknesses, Opportunities and Threats Analysis**

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019 were asked to complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for Eureka County. The results of this SWOT analysis are presented in this sub-section. *Strengths* are defined as characteristics of Eureka County that give the county an economic development advantage over others and *weaknesses* are defined as characteristics of Eureka County that place it at an economic development competitive disadvantage relative to other communities both within and outside the Northeastern Nevada Regional Development Authority region.







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primary K through 12 public education system, fire protection and law enforcement services, healthcare services, and general accessibility to policy makers and government officials.

Eureka County also boasts a number of natural resources, assets, and amenities that have supported the county's historic and current economic development efforts. Large and concentrated deposits of precious metals and industrial minerals have supported a prominent mining and natural resource extraction industry and the county's agricultural industry sector has long benefited from the unique soil and climate conditions that exist in Eureka County. Both existing residents and visitors to Eureka County have also benefited from a number of unique outdoor recreational activities and opportunities located throughout the county. As a result of these natural resources, assets, and amenities, Eureka County has been able to successfully support and expand a vibrant mining and natural resource extraction industry sector, agricultural industry sector, and outdoor recreation and tourism industry sector throughout the county's history.

Eureka County is also uniquely geographically situated within the Northeastern Nevada Regional Development Authority region and is only one of two counties (along with Lander County) within the region with direct access to both U.S. Interstate 80 (in the northern part of Eureka County) and U.S. Highway 50 (in the southern part of Eureka County). Eureka County also has direct access to a major railroad network (in the northern part of Eureka County) and continued investment and improvement into the Eureka Airport provides Eureka County strong access to regional, statewide, and national markets. Firms operating in the mining and natural resources extraction industry sector and farms and ranches operating in the agricultural industry sector have utilized Eureka County's central location within the Northeastern Nevada Regional Development Authority region and these transportation infrastructure assets to gain access to the region's civilian workforce pool, gain access to national and international markets, and ultimately grow their own operations. Access to U.S. Interstate 80 and U.S. Highway 50, connected by Nevada Highway 278, has also allowed tourists and visitors to access the many outdoor recreational activities located throughout the county.

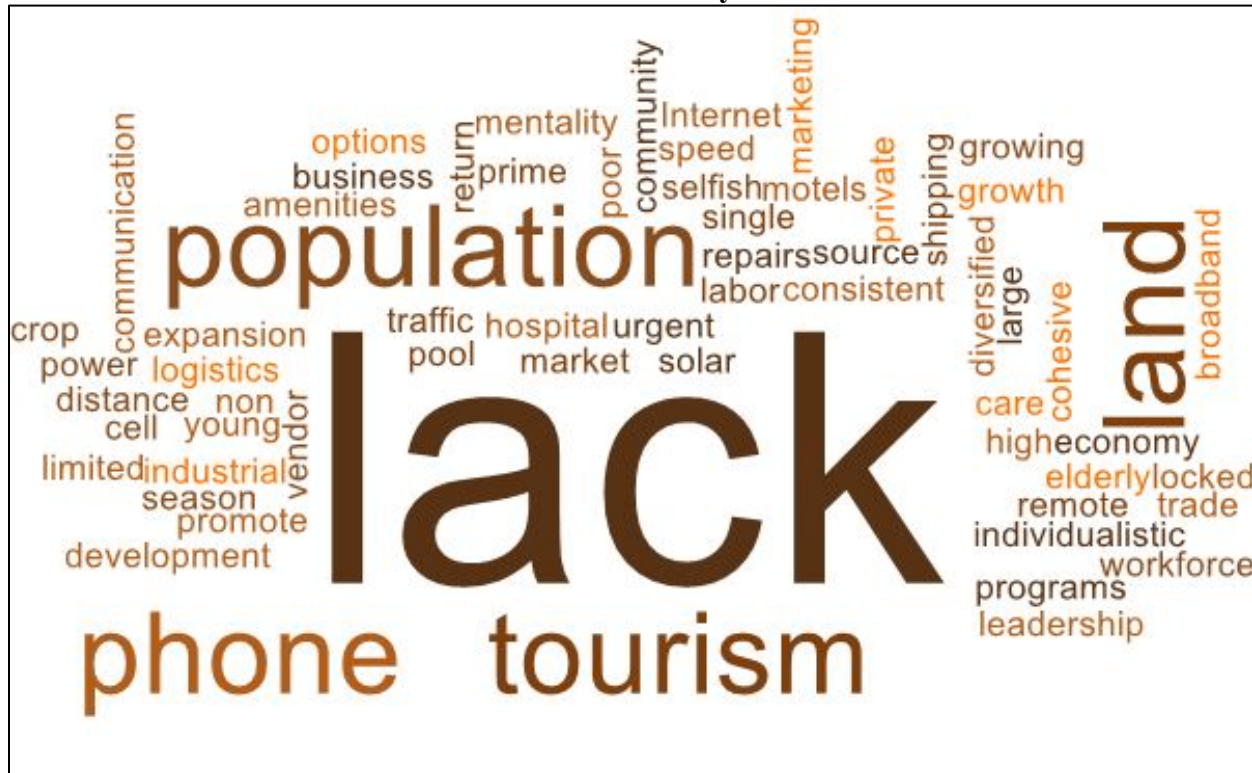
### 5.2.b Weaknesses

Figure 5.2 presents a word cloud of the various economic development weaknesses of Eureka County as identified by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019 and revised during the second workshop held on August 15, 2019.

The primary economic development weakness in Eureka County, as identified by workshop participants, is a general 'lack of' various amenities and key assets needed to support expanded economic development efforts that are consistent with the community's existing cultural identity and values. This general 'lack of' ranged from critical services, such as expanded hospital and urgent care healthcare services and critical services directed to at-risk populations such as the elderly, to various amenities, such as high speed Internet, reliable cellular and broadband service, and commercial retail activities and options. Workshop participants also noted that Eureka County's internal lack of a growing population, while sufficient enough to support the commercial and industrial activities already operating throughout the county, has left Eureka

County dependent upon the workforce living in neighboring counties (such as Humboldt County to the northwest and Elko County to the northeast). A lack of dedicated marketing for tourism, a lack of additional trade skill training programs, and a lack of available private land were also identified as other critical economic development weaknesses in Eureka County.

**Figure 5.2 – Economic Development Weaknesses  
Eureka County**



Despite Eureka County’s central geographic location within the Northeastern Nevada Regional Development Authority region and the existence of several major transportation infrastructure assets, workshop participants did note that county itself is ‘land locked’ between various other counties within the region. As a result of this, Eureka County’s own economic development efforts have, at times, been stymied by the efforts of neighboring counties and neighboring regions. Further development of critical transportation infrastructure assets, notably access to the major railroad network located in the northern portion of Eureka County and the Eureka Airport located in the southern portion of Eureka County were identified by workshop participants as critical ‘next steps’ in Eureka County’s own economic development efforts to grow overall access to critical national and international markets. Workshop participants suggested that these efforts to improve critical transportation assets be done in partnership with the Northeastern Nevada Regional Development Authority and appropriate state agencies.

### 5.2.c Opportunities

Figure 5.3 presents a word cloud of the various economic development opportunities for Eureka County as identified by workshop participants who participated in the first community and

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county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019 and revised during the second workshop held on August 15, 2019.

**Figure 5.3 – Economic Development Opportunities  
Eureka County**



Workshop participants noted a number of specific economic development opportunities and areas of focus for Eureka County’s new five-year Comprehensive Economic Development Strategy. Specific areas of possible future focused development, as identified by workshop participants, included wide-spread development of new renewable energy generation within the county for export to larger markets, increased outdoor recreation activities and tourism in partnership with other communities located throughout the region, recruitment of distribution centers and new trucking and warehousing opportunities (especially for the northern part of Eureka County), the further development of rare Earth metals to support battery production located in the western part of Nevada, and improved telemedicine and business development services through increased broadband interconnectivity.

In addition to these specific areas of possible future focused development, workshop participants noted the rise of new potential opportunities for the county’s existing agricultural industry sector. Most notably, workshop participants noted new opportunities in the production, processing and use of hemp and marijuana that could be grown in Eureka County as a less water intensive and less costly alternative to the traditional alfalfa and other hay crops that are currently grown in Eureka County. Workshop participants also noted that the county could potentially benefit from capturing both upstream and downstream elements of the existing agricultural industry sector’s supply chain and value chain. Upstream, workshop participants noted that equipment and supply



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to the county’s heavy dependence on both of these industry sectors, sudden and unpredictable increases in the prices of water and energy may negatively impact the county’s overall economic base.

Workshop participants also noted a growing level of uncertainty regarding regulatory standards developed and imposed by the state government of Nevada. A considerable amount of concern regarding possible changes in how the net proceeds of minerals tax is calculated and how these revenues are allocated was expressed. Revenue from the net proceeds of minerals tax is a primary source of public revenue for Eureka County and changes in how the tax is calculated and distributed could significantly impact the ability of the county to fund future economic development programs and projects and basic services that the county’s residential population and business community already relies upon. Potential changes in state water law and policy could also significantly threaten the overall viability of the county’s agricultural industry sector. As political and economic power has shifted to Nevada’s larger metropolitan counties and communities, and as the demand for water has increased in these counties, there is a potential that Eureka County’s existing water resources could be allocated to support growth in the state’s larger population centers. This potential threat could cripple the county’s agricultural industry sector and negatively impact the county’s existing residential population and business community.

### **5.3 Community and Economic Development Readiness Assessment**

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

Table 5.11 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Baseline Capacity Statements.

In regard to evaluating Eureka County’s Baseline Capacity, in-terms of the county’s overall community and economic development readiness, workshop participants answered “Yes” to the statements ‘The community has water meters.’, ‘The community has a waste water system that has capacity for growth.’, ‘The community has storm water drainage and flood retention systems.’, ‘There are local businesses providing goods and services to residents.’, ‘Community and businesses are served with an adequate road and street system.’, and ‘There are local immunization services children and adults.’. Areas where Eureka County has made measurable and active progress include ‘The community has a water system that meets or exceeds state/federal standards.’, ‘The community has a water system that has capacity for growth.’, ‘There are police/law enforcement services available.’, ‘There are local Emergency Medical Services (EMS) available.’, and ‘There is a local clinic or primary care services available in the community.’



<b>Table 5.11 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Baseline Capacity Statements, Eureka County</b>						
<b>Statement</b>	<b>Yes</b>	<b>Actively Making Progress</b>	<b>Little Progress to Date</b>	<b>No Action Yet</b>	<b>No Answer</b>	<b>Don't Know</b>
The community has a water system that meets or exceeds state/federal standards.		x				
The community has a water system that has capacity for growth.		x				
The community has water meters.	x					
The community's waste water system meets or exceeds state/federal standards.					x	
The community has a waste water system that has capacity for growth.	x					
The community has storm water drainage and flood retention systems.	x					
There are local business providing goods and services to residents.	x					
Community and businesses are served with an adequate road and street system.	x					
There are local fire services available.	x					
There are police/law enforcement services available.		x				
There are local Emergency Medical Services (EMS) available.		x				
There is a local clinic or primary care services available in the community.		x				
There is a hospital within a 60-minute drive.				x		
There are local immunization services available for children and adults.	x					
There is an assisted living facility in the community.				x		
There are single/multi-family rental housing for low/moderate-income levels.			x			
The community has phone services available.			x			
The community has local Internet access.			x			

While workshop participants generally agreed that Eureka County has made significant progress in a number of critical baseline community and economic development readiness areas, workshop participants did note a number of areas where the county has made either little progress to date or no progress at all. Areas in which the county has made little progress to date in improving include ‘There are single/multi-family rental housing for low/moderate-income levels.’, ‘The community has phone services available.’, and ‘The community has local Internet access.’. Areas in which the county has made no or barely any measurable progress in achieving include ‘There is a hospital within a 60-minute drive.’ and ‘There is an assisted living facility in the community.’. In general, workshop participants highlighted the need for improvement in the county’s existing healthcare services, the need for improvement in expanded telecommunication and broadband connectivity services, and additional specialized and expanded healthcare services.

Table 5.12 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Civic Capacity Statements.

<b>Table 5.12 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Civic Capacity Statements</b>						
<b>Statement</b>	<b>Yes</b>	<b>Actively Making Progress</b>	<b>Little Progress to Date</b>	<b>No Action Yet</b>	<b>No Answer</b>	<b>Don't Know</b>
The community has a clear vision for the present and future.		x				
The community has considered its strengths, weaknesses, opportunities and threats and developed a strategic community/economic development plan.		x				
The strategic plan considers regional and statewide strategies and opportunities.			x			
Citizens are well informed about economic development activities.		x				
Citizens are given the opportunity to engage in community/economic development efforts.	x					
There is a track record of positive community activity.		x				
There is a system to measure progress and to learn from results of action.				x		
The community celebrates successes.			x			
There is a recognized community and economic development group with structures/procedures that sustain positive action in the community.		x				
The community/economic development group process is open and participatory.		x				
The community/economic development group is successfully building partnerships with groups within/beyond the community.		x				
The community has considered its strengths, weaknesses, opportunities and threats and developed a strategic community/economic development plan.			x			
The community/economic development group is successful in obtaining <b>external</b> assistance and resources necessary to carry out its project goals.			x			
The community/economic development group has active participation by the diverse segments of the community.			x			
Leadership of the community and economic development group reflects the diverse segments of the community.			x			
The community/economic development group seeks out training/assistance to improve members' skills/ knowledge base to carry out action plans/accomplish goals.			x			
The leadership shares responsibility for carrying out the work of the community and economic development group rather than trying to do it all themselves.		x				
Leaders have skills and technical knowledge to work effectively in our community.		x				

<b>Table 5.12, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Civic Capacity Statements, Eureka County</b>						
<b>Statement</b>	<b>Yes</b>	<b>Actively Making Progress</b>	<b>Little Progress to Date</b>	<b>No Action Yet</b>	<b>No Answer</b>	<b>Don't Know</b>
Over time, the elected body and community groups have been able to draw new people into leadership positions (appointed boards/commissions, task force chairs, project leaders, etc.).			x			
A culture of entrepreneurship exists that recognizes and rewards new ideas, innovation, partnerships, and collaboration.			x			
There is public and private sector participation and cooperation in local and regional efforts.			x			
The community boards, organizations and councils have no open positions and there is a pool of volunteers to fill vacancies if they arise.		x				

Unlike their answers for Baseline Capacity, workshop participants answered “Yes” for just one of the various Civic Capacity statements, noting that citizens are given the opportunity to engage in community/economic development efforts. Workshop participants answered “Actively Making Progress” to ten total Civic Capacity statements, including ‘The community has a clear vision for the present and future.’, ‘The community has considered its strengths and weaknesses, opportunities and threats and developed a strategic community/economic development plan., ‘Citizens are well informed about economic development activities.’, ‘There is a track record of positive community activity.’, ‘There is a recognized community and economic development group with structures/procedures that sustain positive action in the community.’, ‘The community/economic development group process is open and participatory.’, ‘The community/economic development group is successful in obtaining external assistance and resources necessary to carry out its project goals.’, ‘The leadership shares responsibility for carrying out the work of the community and economic development group rather than trying to do it all themselves.’, ‘Leaders have skills and technical knowledge to work effectively in our community.’, and ‘The community boards, organizations and councils have no open positions and there is a pool of volunteers to fill vacancies if they arise.’.

Despite significant improvement in a number of civic capacity economic development efforts, workshop participants did note ten separate areas in which little progress has been made and one area in which no measurable progress has been made. Workshop participants noted that each of these 11 areas, in which little to no progress has been made, should be focused on as part of Eureka County’s new five-year Comprehensive Economic Development Strategy. Workshop participants further suggested that improvements in these areas be done in partnership with the Northeastern Nevada Regional Development Authority.

Table 5.13 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Economic Development Capacity Statements.



**Table 5.13 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1)  
Economic Development Capacity Statements, Eureka County**

<b>Statement</b>	<b>Yes</b>	<b>Actively Making Progress</b>	<b>Little Progress to Date</b>	<b>No Action Yet</b>	<b>No Answer</b>	<b>Don't Know</b>
There is a community and economic development group that is proactive rather than reactive.		x				
There is a committee or group that provides or brokers assistance to startup businesses or entrepreneurs.			x			
There is a committee/group that provides/brokers assistance to help retain/expand local businesses and industry.				x		
There is a committee/group that is involved with targeted recruitment of new retail, service and industrial businesses.				x		
The community has industrially zoned land that is ready to build or occupy at a reasonable market rate.				x		
The community has industrially zoned buildings that are ready to build or occupy at a reasonable market rate.	x					
The community has commercially zoned land that is ready to build or occupy at a reasonable market rate.	x					
The community has commercially zoned buildings that are ready to occupy at a reasonable market rate.			x			
The community has financial resources available for businesses and industrial development (revolving loan funds, venture capital, lending institutions, etc.).			x			
There is a focused business development organization that coordinates local efforts, market assets, develops leads, negotiates and closes deals.				x		
There is local ownership of many businesses.	x					
Local owners of business and industry are committed to work with the community on improvements.		x				
There is economic diversity (diversified industries and many smaller businesses providing jobs in the community).			x			
There is a capable and productive workforce available.			x			
There is at least one organization providing or able to provide workforce education and training.		x				
There are training and educational opportunities for citizens of all ages.		x				
There are school-to-work, job shadow and intern programs available.	x					
Community and businesses are within close proximity (3 to 5 miles) to interstate or major highway.	x					
The community and industry have access to rail service.	x					
The community and industry have access to barge or river transport.		x				

<b>Table 5.13, Cont'd – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Economic Development Capacity Statements, Eureka County</b>						
<b>Statement</b>	<b>Yes</b>	<b>Actively Making Progress</b>	<b>Little Progress to Date</b>	<b>No Action Yet</b>	<b>No Answer</b>	<b>Don't Know</b>
The community has access to commercial air service within 60 minutes.					x	
The community has competitively priced natural gas available.	x					
The community has competitively priced electricity available.					x	
There is access for citizens and business to high speed, broadband, interactive telecomputing technologies that support electronic exchange of data and information.	x					
There are wireless communication services available.				x		
There is a local or regional information technology forum or equivalent organization that is capable of providing planning, marketing, training, and coordination in the use of telecomputing technologies.				x		
The community has access to passenger air service within 60 minutes.				x		

Workshop participants did note that Eureka County, either by itself or in partnership with the Northeastern Nevada Regional Development Authority, has developed a considerable economic development capacity to support new business development and retain and expand existing businesses operating throughout the county. However, of the five statements that workshop participants answered “Little Progress to Date”, key areas of needed improvement in regard to overall Economic Development Capacity included the development of a group that provides or brokers assistance to startup firms and entrepreneurs, additional commercially zoned businesses, additional financial assistance to support industrial development, additional economic and industry sector diversity, and an expanded capable and productive workforce.

Of the seven Economic Development Capacity statements that workshop participants answered “No Action Yet”, workshop participants suggested that renewed focus on existing business retention and expansion, recruitment of new service, retail, and industrial businesses, and additionally zoned industrial land should be focused on as part of Eureka County’s new five-year Comprehensive Economic Development Strategy. Workshop participants also noted a strong need for additional collaboration with the Northeastern Nevada Regional Development Authority in marketing Eureka County’s various economic development assets to targeted firms in select industry and occupation sectors and focusing on the development of key telecommunication and transportation assets.

Table 5.14 presents the results for the Community and Economic Development Readiness Assessment for Part 1 Community Development Capacity Statements.

<b>Table 5.14 – Results of Completion of a Community and Economic Development Readiness Assessment (Part 1) Community Development Capacity Statements, Eureka County</b>						
<b>Statement</b>	<b>Yes</b>	<b>Actively Making Progress</b>	<b>Little Progress to Date</b>	<b>No Action Yet</b>	<b>No Answer</b>	<b>Don't Know</b>
The community has public transportation available (bus or taxi) within the community.			x			
Community members feel a sense of pride and attachment to the community and are optimistic about their future.		x				
The community has clean-up and beautification as an ongoing priority.	x					
The community has a spirit of people helping each other.		x				
The community has library services available to citizens.	x					
The community has an adequately funded K-12 school system.	x					
The community has at least one public park.	x					
The community has recreation facilities available for residents of all ages.	x					
There is a community center.			x			
The community has a senior center and services.	x					
The community has a youth center and services.			x			
The community has childcare centers or services available sufficient to meet local needs.				x		
There is open or green space in and around the community.	x					
The community has positive working relationships with the public and private sector.	x					
The environmentally sensitive resources of the community are being adequately protected.	x					
The community approaches community and economic development in a sustainable way.		x				
There are uniform building codes, subdivision ordinances and architectural standards.					x	
There is a utility operation and maintenance ordinance including rates and connection fees.	x					
There is a systems development charge ordinance.					x	

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Of the 19 separate Community Development Capacity Statements, workshop participants answered ‘Yes’ to ten separate statements, noting that Eureka County has focused significantly on improving a variety of community-based assets and services over the past five to ten years. Community beautification and clean-up, improved library and educational services, improved public parks and recreation areas, senior facilities, and improving the relationship between the public sector and private sector have all been significantly improved over the last five to ten years and, as a result, has significantly improved Eureka County’s overall community development capacity.

Workshop participants only answered ‘Little Progress to Date’ to three separate Community Development Capacity Statements and only answered ‘No Action Yet’ to only one Community Development Capacity Statement. Specific community development capacity areas in which workshop participants suggested further improvement in included the development of some type of public transportation system (noting the need for better connectivity to larger population centers throughout northeastern Nevada), the development of a true community center and a true youth center with youth-based services, and additional childcare services in order to meet existing and future needs.

In regard to Part 2 of the Economic Development Readiness Assessment, workshop participants noted a number of specific strategies or projects that Eureka County, either independently or in partnership with the Northeastern Nevada Regional Development Authority, has already completed. Most notably among these completed strategies or projects has been the completion and opening of the new Raine’s Market-Ace Hardware located to the west of downtown Eureka and the additional development of new residential properties in the immediate surrounding area. Workshop participants noted that the new and expanded Raine’s Market-Ace Hardware store has significantly improved the variety of various commercial retail products and services that the community’s existing residential population can consume and the expanded new housing opportunities are helping to grow and stabilize the county’s overall total population. Improvements in additional basic infrastructure, including the county’s sewer and water system and electricity and power system, have also significantly improved the community’s overall quality of life and general community and economic development prospects.

Key strategies that Eureka County is currently pursuing, as identified by workshop participants, include a new ‘shop local’ program designed to capture additional commercial retail dollars that have historically been spent by community residents in neighboring communities outside Eureka County and an expanded outdoor recreation and destination tourism program that has already increased visitor counts in Eureka County. Continued development of the Dumphy Project, prospective vanadium mining opportunities within the county, and possible biochar development have also been pursued as part of the county’s overall efforts to improve and expand existing critical industry sectors including the mining and natural resource extraction industry sector and the agricultural industry sector. Workshop participants also noted that Eureka County, both independently and in conjunction with the Northeastern Nevada Regional Development Authority, has begun exploring future renewable energy production and alternative crop production as a way of further diversifying Eureka County’s existing economic base.

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## 6.0 Analysis: Community, Regional, and Industry Assessment

This section presents an overview of industry and workforce characteristics for Eureka County provided by the Nevada Governor’s Office of Economic Development as well as a comprehensive overview from Stronger Economies Together Module 3, *Focusing on Regional Competitive Advantage*, and Strong Economies Together Module 4, *Exploring Strategies for Enhancing the Regional Economy*. This section also provides a summary of an evaluation of Eureka County’s current 2014 Comprehensive Economic Development Strategy facilitated by University Center for Economic Development faculty.

### 6.1 Industry and Workforce Characteristics for Eureka County

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

Table 6.1 presents the change in total number of jobs between 2013 and 2018 and the location quotient for the eight largest industry sectors in Eureka County as provided by the Nevada Governor’s Office of Economic Development. The industry sectors with positive growth in the total number of new jobs between 2013 and 2018 are highlighted.

In both 2013 and 2018, the Mining, Quarrying, and Oil and Gas Extraction industry sector was the single largest industry section in Eureka County, employing a total of 4,245 individuals in 2013 and employing a total of 4,033 individuals in 2018, a net decrease of 212 total jobs or -18.0 percent. The Mining, Quarrying, and Oil and Gas Extraction industry sector had a location quotient of 209.40 in 2018, making this industry sector the single largest exporting industry in Eureka County.

Government was the second largest industry sector in Eureka County in both 2013 and 2018, employing a total of 254 individuals in 2013 and a total of 209 individuals in 2018. Total employment in the Government industry sector declined by 45 total jobs or -18.0 percent between 2013 and 2018. The Agriculture, Forestry, Fishing and Hunting industry sector was the

third largest industry sector in 2018, employing a total of 57 individuals in 2013 and a total of 95 individuals in 2018, a net increase of 38 total jobs or 67.0 percent. The Agriculture, Forestry, Fishing and Hunting industry sector was also just one of three industry sectors in 2018 with a location quotient greater than 1.0, with a reported location quotient of 1.73 in 2018. The Utilities industry sector was the fourth largest industry sector in 2018, employing a total of 78 individuals in 2013 and a total of 95 individuals in 2018, a net increase of just two total jobs or 3.0 percent. The Utilities industry sector was also one of three industry sectors with a location quotient greater than 1.0 in 2018, having a location quotient of 5.04 in 2018.

**Table 6.1 – Industry (Employer) Characteristics  
Eureka County  
2013 and 2018**

Industry Sector	Total Number of Jobs 2013	Total Number of Jobs 2018	2013 to 2018 Actual Change	2013 to 2018 Percent Change	2018 Location Quotient
Mining, Quarrying, and Oil and Gas Extraction	4,245	4,033	-212	-5.0%	209.40
Government	254	209	-45	-18.0%	0.30
Agriculture, Forestry, Fishing and Hunting	57	95	38	67.0%	1.73
Utilities	78	80	2	3.0%	5.04
Retail Trade	27	55	28	104.0%	0.12
Transportation and Warehousing	34	38	4	12.0%	0.22
Construction	17	36	19	112.0%	0.14
Accommodation and Food Services	56	32	-24	-43.0%	0.08

Source: Nevada Governor’s Office of Economic Development

Of the eight industry sectors listed in Table 6.1, three additional industry sectors, in addition to the Agriculture, Forestry, Fishing and Hunting industry sector and the Utilities industry sector, recorded positive growth in new employment between 2013 and 2018 in Eureka County. Between 2013 and 2018, the total number of jobs provided in the Retail Trade industry sector in Eureka County increased from 27 total jobs in 2013 to 55 total jobs in 2018, a net increase of 28 total jobs or 104.0 percent. The total number of jobs in the Transportation and Warehousing industry sector increased from 34 total jobs in 2013 to 38 total jobs in 2018, a net increase of just four total jobs or 12.0 percent and the total number of jobs in the Construction industry sector increased from 17 total jobs in 2013 to 36 total jobs in 2018, a net increase of 19 total jobs or 112.0 percent.

Table 6.2 presents the change in total number of jobs between 2013 and 2018 and the location quotient for the 19 largest occupation sectors in Eureka County as provided by the Nevada Governor’s Office of Economic Development. The industry sectors with positive growth in the total number of new jobs between 2013 and 2018 are highlighted.

<b>Table 6.2 – Occupation (Employee) Characteristics Eureka County 2013 and 2018</b>					
<b>Occupation Sector</b>	<b>Total Number of Jobs 2013</b>	<b>Total Number of Jobs 2018</b>	<b>2013 to 2018 Actual Change</b>	<b>2013 to 2018 Percent Change</b>	<b>2018 Location Quotient</b>
Construction and Extraction	1,754	1,700	-54	-3.0%	8.00
Installation, Maintenance, and Repair	810	753	-57	-7.0%	4.14
Transportation and Material Moving	506	516	10	2.0%	1.63
Production	347	371	24	7.0%	1.36
Architecture and Engineering	303	236	-67	-22.0%	2.99
Life, Physical, and Social Science	242	230	-12	-5.0%	6.04
Office and Administrative Support	227	210	-17	-7.0%	0.31
Management	173	185	12	7.0%	0.71
Business and Financial Operations	115	101	-14	-12.0%	0.42
Protective Service	72	72	0	0.0%	0.69
Farming, Fishing, and Forestry	31	47	16	52.0%	1.36
Healthcare Practitioners and Technical	34	41	7	21.0%	0.16
Sales and Related	24	38	14	58.0%	0.08
Building and Grounds Cleaning and Maintenance	36	31	-5	-14.0%	0.18
Education, Training and Library	59	25	-34	-58.0%	0.09
Food Preparation and Serving Related	41	24	-17	-41.0%	0.06
Personal Care and Service	14	17	3	21.0%	0.09
Computer and Mathematical	15	16	1	7.0%	0.12
Community and Social Service	16	11	-5	-31.0%	0.15

*Source: Nevada Governor's Office of Economic Development*

In both 2013 and 2018, Construction and Extraction was the single largest occupation sector in Eureka County, employing a total of 1,754 individuals in 2013 and employing a total of 1,700 individuals in 2018, a net decrease of 54 total individuals employed or -3.0 percent. The Construction and Extraction industry sector was one of seven occupation sectors with a location quotient greater than 1.0 in 2018, with a location quotient of 8.00. The Installation, Maintenance, and Repair occupation sector was the second largest occupation sector in 2018,

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employing a total of 810 individuals in 2013 and a total of 753 individuals in 2018, a net decrease of 57 total individuals employed -7.0 percent. The location quotient for the Installation, Maintenance, and Repair occupation sector was also greater than 1.0 in 2018, with a reported location quotient of 4.14.

The Transportation and Material Moving occupation sector was the third largest occupation sector in Eureka County in both 2013 and 2018, employing a total of 506 individuals in 2013 and a total of 516 individuals in 2018, a net increase of ten total individuals employed or 2.0 percent. The Transportation and Material Moving occupation sector was also one of just eight occupation sectors that saw positive growth in the total number of individuals employed between 2013 and 2018 and had a location quotient of 1.63 in 2018, indicating that the Transportation and Material Moving occupation sector was a net exporter in 2018. The Production occupation sector was the fourth largest occupation sector in both 2013 and 2018, employing a total of 347 individuals in 2013 and a total of 371 individuals in 2018, a net increase of 24 total individuals employed or 7.0 percent. The Production occupation sector was also one of just eight occupation sectors that saw positive growth in the total number of individuals employed between 2013 and 2018 in Eureka County and had a location quotient of 1.36, indicating that the Production occupation sector was a net exporter in 2018.

Of the 19 occupation sectors listed in Table 6.2, eight occupation sectors recorded positive growth in total employment between 2013 and 2018 in Eureka County. In addition to the Transportation and Material Moving occupation sector and the Production occupation sector, the Management occupation sector (7.0 percent increase), the Farming, Fishing, and Forestry occupation sector (52.0 percent increase), the Healthcare Practitioners and Technical occupation sector (21.0 percent increase), the Sales and Related occupation sector (58.0 percent increase), the Personal Care and Service occupation sector (21.0 percent increase), and the Computer and Mathematical occupation center (7.0 percent increase) all saw increases in the total number of individuals employed between 2013 and 2018. In 2018, a total of five occupation sectors were identified as occupation sector net exporters with a location quotient greater than 1.0 in Eureka County. In addition to the Construction and Extraction occupation sector (location quotient of 8.00), the Installation, Maintenance, and Repair occupation sector (location quotient of 4.14), the Transportation and Material Moving occupation sector (location quotient of 1.63), and the Production occupation sector (location quotient of 1.36), the Farming, Fishing, and Forestry occupation sector had a location quotient of 1.36 in 2018, indicating that the Farming, Fishing, and Forestry occupation sector was also a net exporting occupation sector. Between 2013 and 2018, the total number of individuals employed in the Farming, Fishing, and Forestry occupation increased from an estimated 31 individuals employed in 2013 to an estimated 47 individuals employed in 2018, a net increase of 16 total individuals employed or 52.0 percent.

## **6.2 Evaluation of the 2014 Comprehensive Economic Development Strategy for Eureka County**

In 2014, Eureka County completed the development of a new five-year Comprehensive Economic Development Strategy. This 2014 Comprehensive Economic Development Strategy for Eureka County consisted of five specific economic development goals and a series of



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individual objectives for each of the five specific economic development goals. The five economic development goals as part of the 2014 Comprehensive Economic Development Strategy for Eureka County were:

- **2014 Goal No. 1:** Expand and Diversify the Eureka County Economy (Four Objectives)
- **2014 Goal No. 2:** Retain and Expand Business (Twelve Objectives)
- **2014 Goal No. 3:** Increase Availability to and Access to Capital for Business and Industrial Development in Eureka County (Four Objectives)
- **2014 Goal No. 4:** Increase Visitation to and Spending in Eureka County (Two Objectives)
- **2014 Goal No. 5:** Establish and Maintain Relationships with Federal, State, and Local Government Economic Development Officials and Non-Governmental Partners (Four Objectives)

During the first community and county-level strategic economic development planning workshop held on July 18, 2019, workshop participants were asked to evaluate each individual goal and each individual objective for each individual goal by answering two separate questions: (1) has progress been made on the goal and/or objective over the past five years?, and (2) should the goal and/or objective be extended and continued as part of Eureka County's new five-year Comprehensive Economic Development Strategy for 2020 through 2025?

Overall, workshop participants agreed that each of the five specific economic development goals, in some capacity, should be extended and continued as part of Eureka County new five-year Comprehensive Economic Development Strategy and that some of the individual objectives for each individual economic development goal should also be extended. The following summarizes the evaluation for each specific economic development economic development goal and each accompanying economic development objective.

#### 6.2.a Evaluation of 2014 Goal No. 1, Expand and Diversify the Eureka County Economy

A set of four specific economic development objectives were initially developed for the first specific economic development goal, *Expand and Diversify the Eureka County Economy*, developed as part of the 2014 Comprehensive Economic Development Strategy for Eureka County. Workshop participants generally agreed that ***each of the four separate economic development objectives for this first goal should be extended and continued*** as part of the new five-year Comprehensive Economic Development Strategy for Eureka County for 2020 through 2025.

- **2014 Goal No. 1, Objective 1:** Increase the number of resident employees as a percentage of total mining employment in Eureka County.

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*Has Measurable Progress Been Made?* Workshop participants generally agreed that, yes, Eureka County has made measurable progress in achieving this objective.

*Should this Objective be Extended and Continued?* While measurable progress in achieving this objective has been made over the past five years, workshop participants agreed that increasing the number of resident employees as a percentage of total mining employment in Eureka County should still be a priority for the 2020 through 2025 period.

- **2014 Goal No. 1, Objective 2:** Increase the number of and total employment by mines in Eureka County.

*Has Measurable Progress Been Made?* In general, workshop participants did agree that some measurable progress has been made in increasing the number of and total employment by mines operating in Eureka County.

*Should this Objective be Extended and Continued?* Workshop participants did agree that, while measurable progress has been made, increasing the number of and total employment by mines operating in Eureka County should remain a priority as part of Eureka County's new five-year Comprehensive Economic Development Strategy.

- **2014 Goal No. 1, Objective 3:** Expand the number of non-mining basic industries located in Eureka County.

*Has Measurable Progress Been Made?* Overall, workshop participants agreed that *no* measurable progress has been made in expanding the number of non-mining basic industries located in Eureka County over the past five years.

*Should this Objective be Extended and Continued?* Given national and global uncertainties regarding the prices of precious metals and industrial minerals mined and extracted in Eureka County, and the potential threats to Eureka County's existing mining and natural resource extraction industry sector due to possible state regulatory and taxation changes, workshop participants universally agreed that expanding the number of non-mining basic industries should remain a priority as part of Eureka County's new five-year Comprehensive Economic Development Strategy.

- **2014 Goal No. 1, Objective 4:** Increase the number of retail and service related business establishments in Eureka County.

*Has Measurable Progress Been Made?* Workshop participants generally agreed that some but very little progress has been made in increasing the number of retail and service related business establishments in Eureka County noting that while new businesses frequently are started, very few survive beyond a single year of operation. Workshop participants did note, however, that the expansion of the Raine's Market-Ace Hardware does represent a significant move forward in achieving this specific objective.

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*Should this Objective be Extended and Continued?* Workshop participants universally agreed that this specific objective, increasing the number of retail and service related business establishments in Eureka County, should absolutely be extended and continued as a priority in Eureka County's new five-year 2020 through 2025 Comprehensive Economic Development Strategy. New retail and service related businesses, as identified by workshop participants, included a focus on various HVAC services, glass provider services, a car wash, a new community recreation center, urgent care medical and pharmacy services, individual businesses that can serve the needs of existing mines and agricultural producers operating throughout Eureka County, a new hotel, and other expanded commercial retail services.

#### 6.2.b Evaluation of 2014 Goal No. 2, Retain and Expand Business

A set of 12 specific economic development objectives were initially developed for the second specific economic development goal, *Retain and Expand Business*, developed as part of the 2014 Comprehensive Economic Development strategy. Workshop participants generally agreed that ***each of the 12 separate economic development objectives for this second goal should be extended and continued*** as part of the new five-year Comprehensive Economic Development Strategy for Eureka County for 2020 through 2025 but that several of this second goal's individual objectives should be de-prioritized.

- **2014 Goal No. 2, Objective 1: Increase mining related purchases from Eureka County businesses.**

*Has Measurable Progress Been Made?* While there has been some measurable increase in mining related purchases made by existing mines from businesses operating within Eureka County within the past five years, this progress has been only marginal. Marginal achievement of this objective is largely due to the general failure to attract new businesses to Eureka County that can provide needed goods and services along various parts of the existing mining and natural resource extraction supply chain and value chain. In general, some progress has been made in capturing the expenditures of smaller and independently owned mines operating within Eureka County while little to progress has been made in capturing the expenditures of the larger consortium mines.

*Should this Objective be Extended and Continued?* Workshop generally agreed that Eureka County, in partnership with both the Northeastern Nevada Regional Development Authority and its various other regional county-level partners, should continue to make increasing mining related purchases from Eureka County a priority as part of Eureka County's new 2020 through 2025 five-year Comprehensive Economic Development Strategy.

- **2014 Goal No. 2, Objective 2: Increase local government purchases from Eureka County businesses.**

*Has Measurable Progress Been Made?* In general, workshop participants noted that progress in achieving this specific objective has been limited by the limited number of

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retailers operating in Eureka County that can provide materials and supplies to government agencies and organizations operating within Eureka County. Workshop participants agreed that the local government, the government of Eureka County, has taken a number of steps in increasing the number of purchases it makes from local businesses but progress has been slow in encouraging state and federal government agencies operating in Eureka County to make purchases from Eureka County located businesses.

*Should this Objective be Extended and Continued?* As much as is possible, workshop participants agreed that the government of Eureka County should continue to make as many purchases as is possible from local businesses operating within the county and that various state and federal government agencies operating within Eureka County should also be encouraged to increase their purchases of goods and services from businesses already operating within the county.

- **2014 Goal No. 2, Objective 3:** Increase state and federal purchases from Eureka County businesses.

*Has Measurable Progress Been Made?* Similar to the evaluation of this goal's Objective No. 2, workshop participants agreed that limited progress has been made in encouraging state and federal government purchases of goods and services from local businesses operating within the county.

*Should this Objective be Extended and Continued?* Workshop participants agreed that existing state and federal government agencies with operations within Eureka County should be encouraged to purchase needed goods and services from local area businesses. However, workshop participants acknowledged that future achievement of this objective will be limited based upon the number and types of local businesses operating within Eureka County.

- **2014 Goal No. 2, Objective 4:** Increase resident purchases from Eureka County businesses.

*Has Measurable Progress Been Made?* In general, workshop participants agreed that little to no progress has been made in encouraging local area residents to increase their purchasing of goods and services from local area businesses. Even despite the recent opening of the expanded Raine's Market-Ace Hardware store, local residents still make many of their purchases from businesses located outside Eureka County or through online shopping platforms.

*Should this Objective be Extended and Continued?* Workshop participants noted that this specific objective should be extended and continued into Eureka County's new five-year Comprehensive Economic Development Strategy. While the existing and future mix of available businesses operating within the county might be a barrier to future successful achievement of this objective, workshop participants agreed that Eureka County should

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develop and implement an aggressive ‘buy local’ or ‘shop local’ program designed to encourage county residents to buy from local businesses.

- **2014 Goal No. 2, Objective 5:** Increase purchases by County-based businesses from County-based businesses.

*Has Measurable Progress Been Made?* Workshop participants generally agreed that little to no measurable progress has been made in achieving this specific objective over the last five years.

*Should this Objective be Extended and Continued?* Again, while workshop participants noted that the existing and future mix of businesses operating within Eureka County will continue to be a primary barrier to achieving this objective, workshop participants did agree that Eureka County should continue to make this objective a priority in its new five-year Comprehensive Economic Development Strategy.

- **2014 Goal No. 2, Objective 6:** Identify and minimize barriers to existing business success.

*Has Measurable Progress Been Made?* Over the past five years, measurable progress has been made on identifying the barriers to existing business success but little to no progress has been made in minimizing those barriers. The inherent seasonal variability to visitor and tourism counts in Eureka County, the county’s relatively small residential population base, and not enough special events during peak visitor and tourism times are a few of the primary barriers that existing businesses face.

*Should this Objective be Extended and Continued?* Workshop participants agreed that minimizing existing barriers to business success should be the focus of this objective in Eureka County’s new 2020 through 2025 five-year Comprehensive Economic Development Strategy.

- **2014 Goal No. 2, Objective 7:** Provide incentives for existing business expansion.

*Has Measurable Progress Been Made?* Workshop participants agreed that little to no measurable progress has been made in developing and using incentives to support local business expansion over the past five years.

*Should this Objective be Extended and Continued?* The development and employment of a set of new incentives for local area business expansion should be made a priority as part of Eureka County’s new five-year Comprehensive Economic Development Strategy. Workshop participants suggested that the improvement of targeted infrastructure, the establishment of a targeted business expansion lending organization or program, the development of affordable and attainable housing options, and the overall improvement of Main Street in the town of Eureka could be used as possible incentives that Eureka County could potentially develop over the next five years that would help existing

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businesses expand their current operations while also delivering value and increased quality of life for the county's existing residential population.

- **2014 Goal No. 2, Objective 8:** Increase snow water generated in the Diamond Mountains and related recharge of the Diamond Valley aquifer.

*Has Measurable Progress Been Made?* In general, little to no progress has been made in increasing snow water generated in the Diamond Mountains and related recharge of the Diamond Valley aquifer over the last five years.

*Should this Objective be Extended and Continued?* While workshop participants agreed to extend and continue this objective into the county's new five-year Comprehensive Economic Development Strategy, workshop participants also agreed to de-emphasize and deprioritize this objective in favor of other objectives from 2014.

- **2014 Goal No. 2, Objective 9:** Utilize temporary beneficial secondary use of mine de-watered water in the vicinity of Diamond Valley for groundwater recharge purposes in Diamond Valley.

*Has Measurable Progress Been Made?* In general, little to no progress has been made in utilizing temporary beneficial secondary use of mine de-watered water in the vicinity of Diamond Valley for groundwater recharge purposes over the last five years.

*Should this Objective be Extended and Continued?* While workshop participants agreed to extend and continue this objective into the county's new five-year Comprehensive Economic Development Strategy, workshop participants also agreed to de-emphasize and deprioritize this objective in favor of other objectives from 2014. This objective will require additional evaluation on a valley-by-valley and case-by-case basis.

- **2014 Goal No. 2, Objective 10:** Incentivize investment in water conservation technologies for irrigation in Diamond Valley.

*Has Measurable Progress Been Made?* Significant progress has been made in creating and employing incentives designed to encourage the deployment of new water conservation technologies for irrigation in Diamond Valley.

*Should this Objective be Extended and Continued?* Workshop participants agreed that this objective should be extended and continued as part of the county's new five-year Comprehensive Economic Development Strategy with specific focus on using existing incentives, creating new incentives to encourage further use of new technologies when they become available, and focusing on Pinyon-Juniper management and overall soil health.

- **2014 Goal No. 2, Objective 11:** Incentivize investments in replacement of existing high water use crops with low water use and dry land crops in Diamond Valley.

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*Has Measurable Progress Been Made?* Progress on achieving this specific objective has only recently begun so little progress has been made in creating and employing incentives that encourage investment in replacement of existing high water use crops with low water use and dry land crops by existing agricultural producers.

*Should this Objective be Extended and Continued?* As the replacement of existing high water use crops with low water use and dry land crops will likely become a more important objective over the next five years, workshop participants agreed that Eureka County should further focus on developing new incentives and assist in the identification of new alternative crops that could potentially reduce overall water consumption and irrigation needs in Diamond Valley and in other parts of Eureka County.

- **2014 Goal No. 2, Objective 12:** Secure supplemental sources of water for aquifer storage and recharge in the Diamond Valley.

*Has Measurable Progress Been Made?* Eureka County has invested significant resources in attempting to secure existing source of water and additional supplemental sources of water for aquifer storage and recharge in Diamond Valley over the last five years. However, improving actual overall water storage and aquifer recharge rates has remained relatively unachieved over the past five years.

*Should this Objective be Extended and Continued?* This objective should not only be extended and continued as part of the county's new five-year Comprehensive Economic Development Strategy, but should also be made a top priority for Eureka County and the county's agricultural industry sector.

### 6.2.c Evaluation of 2014 Goal No. 3, Increase Availability of and Access to Capital for Business and Industrial Development in Eureka County

A set of four specific economic development objectives were initially developed for the third specific economic development goal, *Increase Availability of and Access to Capital for Business and Industry Development in Eureka County*, developed as part of the 2014 Comprehensive Economic Development Strategy for Eureka County. Workshop participants generally agreed that ***only two separate economic development objectives for this third goal should be extended and continued*** as part of the new five-year Comprehensive Economic Development Strategy for Eureka County for 2020 through 2025.

- **2014 Goal No. 3, Objective 1:** Restructure and enhance effectiveness of Eureka County Community Development Corporation Revolving Loan Program.

*Has Measurable Progress Been Made?* Workshop participants agreed that no measurable progress has been made in achieving the restructuring and enhancing the effectiveness of the Eureka County Community Development Corporation Revolving Loan Program over the past five years. In fact, over the past five years, only one loan was made and eventually repaid and the Eureka County Community Development Corporation Revolving Loan Program was subsequently dissolved.

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*Should this Objective be Extended and Continued?* While workshop participants agreed that there is a need for a revolving loan program in Eureka County, workshop participants also agreed that this objective, in some new form, may not necessarily be appropriate for the government of Eureka County to pursue. Workshop participants suggested exploring a private sector only approach to developing a new revolving business loan program over the next five years.

- **2014 Goal No. 3, Objective 2:** Increase Nevada State Bank Community Reinvestment Act related lending to local businesses.

*Has Measurable Progress Been Made?* Due to a variety of external circumstances, workshop participants agreed that no measurable progress has been achieved at using, at any level, Community Reinvestment Act related lending to local businesses in Eureka County.

*Should this Objective be Extended and Continued?* Workshop participants agreed that this objective should absolutely be extended and aggressively pursued as part of Eureka County's new five-year Comprehensive Economic Development Strategy in partnership with existing lenders and commercial banks already operating within Eureka County and in partnership with the Northeastern Nevada Regional Development Authority.

- **2014 Goal No. 3, Objective 3:** Increase Rural Nevada Development Corporation lending to Eureka County businesses.

*Has Measurable Progress Been Made?* No progress has been made in increasing Rural Nevada Development Corporation lending activities to Eureka County-based businesses over the last five years.

*Should this Objective be Extended and Continued?* Similar to Goal No. 3 Objective No. 2, workshop participants agreed that this objective should absolutely be extended and aggressively pursued and that this extension and continuation should begin with active engagement with both the Rural Nevada Development Corporation and the Northeastern Nevada Regional Development Authority.

- **2014 Goal No. 3, Objective 4:** Leverage Eureka County and local private funding.

*Has Measurable Progress Been Made?* In regard to community-based and community-oriented projects and programs, considerable progress has been made in achieving this objective over the past five years.

*Should this Objective be Extended and Continued?* Workshop participants generally agreed that this objective, because it has largely been achieved, should not necessarily be extended and continued as part of the new five-year Comprehensive Economic Development Strategy for Eureka County. This objective should be extended and continued with heavy modification and with a new focus on health care, by securing and



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using additional state and federal grant dollars, and by securing additional private sector lending commitments. This objective will be rewritten and incorporated into a set of new strategic economic development goals and objectives.

#### 6.2.d Evaluation of 2014 Goal No. 4, Increase Visitation to and Spending in Eureka County

A set of two specific economic development objectives were initially developed for the fourth specific economic development goal, *Increase Visitation to and Spending in Eureka County*, developed as part of the 2014 Comprehensive Economic Development Strategy for Eureka County. Workshop participants generally agreed that ***only one separate economic development objective for this fourth goal should be extended and continued*** as part of the new five-year Comprehensive Economic Development Strategy for Eureka County for 2020 through 2025.

- **2014 Goal No. 4, Objective 1:** Minimize vacancy rates in area motels, hotels and RV Parks.

*Has Measurable Progress Been Made?* While some progress has been made in minimizing vacancy rates in area motels, hotels and RV parks, workshop participants agreed that most of this progress has been made through the occupation of available motel and hotel rooms and RV parks by employees working at the county's various mine sites and by related contractors. Little progress has been in decreasing area vacancy rates through increased tourism and recreational visitors.

*Should this Objective be Extended and Continued?* Workshop participants agreed that this objective should be extended and continued as part of Eureka County's new five-year Comprehensive Economic Development Strategy. Specifically, workshop participants agreed that additional special events developed during traditionally slow tourism and visitor seasons should be developed to increase overall tourism and visitor counts in Eureka County.

- **2014 Goal No. 4, Objective 2:** Develop capacity for overnight camping at Rodeo Arena in Crescent Valley.

*Has Measurable Progress Been Made?* Workshop participants indicated that no progress has been made in increasing capacity for overnight camping at the Rodeo Arena area in Crescent Valley.

*Should this Objective be Extended and Continued?* While additional capacity for overnight camping and general single or multi-night stays in Crescent Valley is needed, workshop participants agreed that Eureka County should avoid competition with the private sector and that this objective should not be extended and continued as part of the new five-year Comprehensive Economic Development Strategy for 2020 through 2025 for Eureka County.

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6.2.e Evaluation of 2014 Goal No. 5, Establish and Maintain Relationships with Federal, State, and Local Government Economic Development Officials and Non-Governmental Partners

A set of four specific economic development objectives were initially developed for the fifth specific economic development goal, *Establish and Maintain Relationships with Federal, State, and Local Government Economic Development Officials and Non-Governmental Partners*, developed as part of the 2014 Comprehensive Economic Development Strategy for Eureka County. Workshop participants generally agreed that ***three of the four separate economic development objectives for this fifth goal should be extended and continued*** as part of the new five-year Comprehensive Economic Development Strategy for Eureka County for 2020 through 2025.

- **2014 Goal No. 5, Objective 1:** Establish and maintain relationships with federal economic development officials.

*Has Measurable Progress Been Made?* Workshop participants, some suggesting that there is little to no value in establishing and maintaining relationships with federal economic development officials, agreed that no progress has been made in achieving this objective over the last five years.

*Should this Objective be Extended and Continued?* While there may be little to no value in establishing and maintaining direct relationships with federal economic development officials, workshop participants did agree to extend and continue this specific objective as part of the new five-year Comprehensive Economic Development Strategy for Eureka County.

- **2014 Goal No. 5, Objective 2:** Establish and maintain relationships with state economic development officials.

*Has Measurable Progress Been Made?* Recently, Eureka County has made significant measurable progress in establishing and maintaining a positive relationship with various state economic development officials. Much of the progress in achieving this objective has been made through Eureka County's engagement with the Northeastern Nevada Regional Development Authority, part of the Nevada Governor's Office of Economic Development, and with the Nevada Department of Tourism and Cultural Affairs.

*Should this Objective be Extended and Continued?* Workshop participants universally agreed that the continued establishment and maintenance of new and existing relationships with various state economic development officials will be critical in achieving the various other strategic economic development goals and objectives for the county's new five-year Comprehensive Economic Development Strategy. In addition to partnerships with the Northeastern Nevada Regional Development Authority, the Nevada Governor's Office of Economic Development, and the Nevada Department of Tourism and Cultural Affairs, workshop participants suggested that Eureka County should explore new and expanded partnerships with the Nevada Department of Health and Human Services (specifically the Division of Public and Behavioral Health), the Nevada

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Department of Business and Industry, the Nevada System of Higher Education (specifically University of Nevada Cooperative Extension and Great Basin College), and the Nevada Department of Education (through the Eureka County School District).

- **2014 Goal No. 5, Objective 3:** Establish and maintain relationships with local economic development officials.

*Has Measurable Progress Been Made?* The recent dissolution of the Eureka County Economic Development Partnership has eliminated any measurable progress in achieving this objective. While elected members of the Eureka County Board of County Commissioners and other staff-level members of the government of Eureka County remain focused and committed to economic development, there is no formal economic development official or manager in Eureka County.

*Should this Objective be Extended and Continued?* Workshop participants agreed this objective should be dropped and that Eureka County should focus on its regional partnerships and collaborations through the Northeastern Nevada Regional Development Authority and directly with other counties and communities located in northeastern Nevada. Workshop participants did agree that additional financial support could be provided to the historical society in Eureka County for the renovation, adaptive reuse, and preservation of historical structures and sites located throughout the county. Workshop participants also suggested further support of the county's private sector business partnership and existing agricultural cooperatives and even the potential development of a formal Chamber of Commerce.

- **2014 Goal No. 5, Objective 4:** Establish and maintain relationships with non-governmental economic development related organizations.

*Has Measurable Progress Been Made?* Workshop participants generally agreed that some, but relatively slow, progress has been made in establishing, maintaining and growing partnerships with non-governmental economic development related organizations over the past five years.

*Should this Objective be Extended and Continued?* In addition to supporting the existing Eureka County private sector business partnership and existing agricultural cooperatives, workshop participants suggested that, as part of the new-five year Comprehensive Economic Development Strategy for Eureka County, further engagement of various religious and philanthropic organizations that currently operate within the county should be pursued. Engagement with the Lion's Club, the Veterans of Foreign Wars, and other similar-type organizations should also be pursued as part of the county's future economic development initiatives. New partnerships with organizations dedicated to providing mental health services and hospice services should also be explored.

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## 7.0 Vision, Goals, and Objectives

This section presents an overview of the results for Stronger Economies Together Module 5, *Defining Your Regional Vision and Goals*, and Strong Economies Together Module 6, *Discovering Assets and Barriers*, completed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019 and during the second strategic economic development planning workshop held on August 15, 2019.

### 7.1 Development of a Strategic Economic Development Vision

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

Participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019 and during the second workshop held on August 15, 2019 were asked to complete a number of individual, small group, and large group exercises designed to develop a new strategic economic development vision for Eureka County's new five-year Comprehensive Economic Development Strategy. As part of Stronger Economies Together Module 5, *Defining Your Regional Vision and Goals*, workshop participants were first asked to answer, first individually and then in small groups, three separate questions, including:

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

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



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and marketing of Eureka County should be done in concert with the county's various neighboring jurisdictions, including Austin and Kingston in neighboring Lander County to the west and Ely and the Great Basin National Park located in neighboring White Pine County to the east. Workshop participants also expressed a strong desire for Eureka County to further develop its regional partnership with the Northeastern Nevada Regional Development Authority to ensure that the county is highlighted among the region's many efforts to promote and market tourism and outdoor recreation activities.

While future growth, development, and economic development diversification were common themes among the various ideas developed by workshop participants for Eureka County's new five-year strategic economic development vision, workshop participants noted the importance of pursuing these efforts in a sustainable way so that the county's assets and resources are protected and conserved for current and future generations of Eureka County residents. Managing sensitive habitats, conserving and improving existing water sources and quality, and guarding against natural disasters and even obtrusive regulatory conditions were each identified as specific areas in which Eureka County must actively engage in as part of the county's new five-year strategic economic development vision. By doing so, the underlying values and community identity of Eureka County can be preserved and even improved as the county begins implementation of its new five-year Comprehensive Economic Development Strategy. Regardless of approach, workshop participants expressed the strong desire to put sustainability ahead of economic development and diversification, noting that the county's existing residential population and even business community will have to be included in any future selection and implementation of new economic development programs, projects, and initiatives.

Based upon the initial list of hopes and aspirations developed by workshop participants during the first community and county-level strategic economic development planning workshop held on July 18, 2019, workshop participants, in small groups of four to six individuals, were asked to develop their own unique draft strategic economic development vision statements. The following draft strategic economic development vision statements were developed by the participating small groups of workshop participants:

- In five years, Eureka County will have a diversified economy while keeping with our rural lifestyle.
- In five years, Eureka County will embrace economic diversity to create sustainability through development and integration between new and existing industries while maintaining existing rural cultures and values. These values include simple-living, hard work, honesty and integrity, honor, respect, patriotism, community pride, and community engagement and cooperation.
- In five years, Eureka County will maintain its economic base of mining, ranching, agriculture and small business with opportunity for controlled growth given resource sustainability.

Further refinement of these three draft strategic economic development vision statements completed during the first community and county-level strategic economic development

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planning workshop for Eureka County held on July 18, 2019 resulted in the following consolidated draft strategic economic development vision statement:

*Eureka County will protect and grow our existing key industries while pursuing diversification opportunities that are consistent with our cherished rural heritage and lifestyle. The county and each community will increase its external and internal economic activities defined as the buying and selling of goods and services.*

*Eureka County values our rich rural heritage and lifestyle. We will diversify, innovate, and grow through investments made in existing key industries, including mining, agriculture, natural resources and small business development and expansion.*

Using the results of the individual draft strategic vision statements and the consolidated draft strategic economic development vision, a new five-year comprehensive economic development vision for Eureka County was drafted between the first community and county-level strategic planning workshop held on July 18, 2019 and the second community and county-level strategic planning workshop held on August 15, 2019. This new five-year comprehensive economic development vision statement was eventually refined during the second community and county-level strategic planning held on August 15, 2019. The final new five-year comprehensive economic development vision statement for Eureka County's new 2020 through 2025 Comprehensive Economic Development Strategy is:

***Eureka County will diversify, innovate, and grow the county's economy through continued diversification, innovation and growth by investing in key industry sectors, including mining, agriculture, natural resources and small business development and expansion.***

***Eureka County values our rich rural heritage and lifestyle and future economic development diversification, innovation, and growth will be pursued only if it is consistent with the rich rural heritage and lifestyle that we value.***

During the second community and county-level strategic planning workshop for Eureka County held on August 15, 2019, workshop participants were asked to answer four separate questions regarding the final new five-year comprehensive economic development strategic vision, including:

1. Is the vision statement purpose-driven? What larger sense of purpose as a member of the community does it provide?
2. Is it motivating? Does it clarify the direction we want our community to move in?
3. Is it futurecasting? Does it provide a picture of what we want the community to look like in the future?
4. Is it audacious? Does it represent the mountaintop for what the community could look like?

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Workshop participants generally agreed that the new strategic economic development vision statement is purpose-driven and is designed to protect an existing lifestyle in Eureka County that the county’s residential population highly values. While protecting and preserving an existing lifestyle, the vision statement is also designed to enable the county to pursue the development of new services and new opportunities by creating a ‘multiple sector appeal’ for new and existing businesses. Workshop participants also agreed that the new strategic economic development vision statement is definitely motivating and focuses on a direction designed to encourage positive growth, overall economic diversification, and the pursuit of new opportunities that are consistent with existing industry and occupation sectors. The new vision statement also opens the door to additional and sustainable population growth designed to keep the county’s youth in Eureka County by providing them a reason to stay and a reason to invest in the community.

The new strategic economic development vision statement also provides a clear picture of what the county’s residential population and current business community expects including a thriving and growing main street in the town of Eureka, investment in the creation, attraction, retention, and expansion of existing and new small businesses, and overall development of new housing, new commercial retail development, and an overall diversification of the county’s economic base. Workshop participants also found the new strategic economic development vision statement to be satisfactorily audacious in that the vision statement emphasizes preservation and protection of the county’s rural heritage and identity while being supportive of new business creation, attraction, retention, and expansion economic development programs, projects, and initiatives.

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

According to the US Department of Agriculture Rural Development’s Stronger Economies Together (SET) strategic planning curriculum, SMART goals should be specific, measurable, attainable, relevant, and time framed. A *specific* goal clearly states what should be achieved and where efforts will be focused. A *measurable* goal provides a plan to track and assess progress made in achieving the goal and establishes milestones to be achieved during the strategic plan’s implementation. An *attainable* goal takes into account the availability of needed resources while also recognizing the factors that might prevent the organization from achieving the goal. A *relevant* goal provides an idea as to why it is important for the organization to achieve it by outlining the benefit of achieving the goal. A *time framed* goal is one that has a clearly defined target date for accomplishing the goal.

Using the definitions of a SMART goal provided above, workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019 and in the second workshop held on August 15, 2019 were asked to develop a set of new strategic economic development goals for Eureka County’s new five-year Comprehensive Economic Development Strategy. In small groups, workshop participants developed a total of 12 separate strategic economic development goals. Individual workshop participants were then asked to prioritize each drafted strategic economic development goal by voting. The following is a list of the SMART goals developed by the small groups and the number of individual votes each SMART goal received.



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- **Goal No. 1** (7 votes): Within five years, will include two to seven medical services with urgent care, medical services, birthing center, assisted living, skilled nursing with hospice service to support the aging population of the county.
  - **Goal No. 2** (6 votes): Increase in tourism to achieve an 80 percent occupancy rate by 2020.
  - **Goal No. 3** (6 votes): Develop tourism potential with grants to develop historical resources.
  - **Goal No. 4** (5 votes): Recruit one large non-traditional industry (greater than \$250,000 CAPEX, 15 to 20 jobs) by December 2024.
  - **Goal No. 5** (4 votes): Light industry using a railhead at Beowawe to bring supplies in and products out.
  - **Goal No. 6** (4 votes): Establish small business loan (grant) program that offers two to three loans annually by December 2021.
  - **Goal No. 7** (3 votes): Increase visitors to Eureka County by 50 percent to 100 percent by December 2021.
  - **Goal No. 8** (3 votes): Increase events in Eureka County by 300 percent by December 31, 2020.
  - **Goal No. 9** (2 votes): Add three to five small businesses (\$5 to \$20,000 CAPEX, one to three jobs each) in Eureka County by December 2024.
  - **Goal No. 10** (1 vote): Mining diversification from gold – vanadium and Moly prospects.
  - **Goal No. 11** (1 vote): Collaborate with developers to build ten new homes per year on county lots starting in 2019.
  - **Goal No. 12** (0 votes): Increase recharge to Diamond Valley alluvial aquifer from future mining; dewatering in the flow system.

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

People assets are the talents and skills of people both within and outside the organization that have access to and can provide important resources the organization will require. Physical resources, both natural and human made, include water and land-related amenities, vacant and

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underutilized buildings, historical and cultural sites, technology and equipment, and other physical ‘things’ the organization can use or deploy to achieve organizational goals and objectives. Voluntary associations, generally thought of as strategic partnerships, consist of relationships between the organization and other agencies, entities, and even other organizations that can be counted on to assist the organization in achieving mutually shared goals and objectives. Local formal institutions are other organizations, typically a government or government agency, which can provide programs, facilities and services to the organization. These local formal institutions tend to carry out specific functions vital to the long-term sustainability of the organization’s efforts.

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

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

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

The following is a list of each of the 12 new strategic economic development goals for Eureka County’s new five-year Comprehensive Economic Development Strategy, including the asset needs, capital needs, and potential barriers for each new strategic economic development goal as developed by workshop participants.

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- **Goal No. 1** (7 votes): Within five years, will include two to seven medical services with urgent care, medical services, birthing center, assisted living, skilled nursing with hospice service to support the aging population of the county.

Assets:

- Local Formal Institutions: Eureka County Board of County Commissioners, Planning Board, Eureka County Conservation District
- Voluntary Association: Church Groups, Lions Club, Masons, Veterans of Foreign Wars
- Physical: Infrastructure, Buildings (Vacant), Utilities, Office Space, Buildable Lots
- People: Eureka County Board of County Commissioners, Hydrologists, Bank, Medical Professionals, Northeastern Nevada Regional Development Authority

Capital Needs:

- Buildings
- Facility
- Staff
- Grants

Barrier(s):

- Changes to Medicare Funding and Regulations
  - Skilled Labor Not Willing to Live/Relocate to/in Eureka County
- **Goal No. 2** (6 votes): Increase in tourism to achieve an 80 percent occupancy rate by 2020.

Assets:

- Local Formal Institutions: Eureka County Board of County Commissioners, Planning Board, Eureka County Conservation District
- Voluntary Association: Church Groups, Lions Club, Masons, Veterans of Foreign Wars
- Physical: Infrastructure, Buildings (Vacant), Utilities, Office Space, Buildable Lots
- People: Eureka County Board of County Commissioners, Hydrologists, Bank, Medical Professionals, Northeastern Nevada Regional Development Authority

Capital Needs:

- Dedicated Resource(s) to put on Events
- Trail Network
- Fairground

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Barrier(s):

- Competition for Events Among Neighboring Communities
- Not Enough Motel/Hotel Rooms for Participants/Visitors
- **Goal No. 3** (6 votes): Develop tourism potential with grants to develop historical resources.

Assets:

- Nevada Department of Tourism and Cultural Affairs (Travel Nevada)
- Grant Money Already Secured
- Local “Old Timers” with Knowledge about the Community
- County Government

Capital Needs:

- Human Resources and Experience (People in Town)
- Mines
- Buildings and Land
- Money and Financial Resources
- Political: Ability to Work with County Officials
- Required Natural Resources

Barrier(s):

- Possibility that the Community (Existing Residential Population in Eureka County) Would Reject the Plan
- **Goal No. 4** (5 votes): Recruit one large non-traditional industry (greater than \$250,000 CAPEX, 15 to 20 jobs) by December 2024.

Assets:

- Northeastern Nevada Regional Development Authority
- Nevada Governor’s Office of Economic Development
- Jay Hawk Terminal

Capital Needs:

- Building(s) Suitable to Support One Large Non-Traditional Industry Sector Firm
- Trained Workforce with the Required Skill Set(s)
- Support of the Nevada State Senate
- Support of the Eureka County Board of County Commissioners

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Barrier(s):

- External: Lack of Market
  - External: Lack of Capital and Other Needed Financial Resources
  - Labor Force with Required Skill Set(s)
  - Lack of Market and Lack of Capital and Other Needed Financial Resources are Critical to Achievement of this Goal
- **Goal No. 5** (4 votes): Light industry using a railhead at Beowawe to bring supplies in and products out.

Assets:

- County Government

Capital Needs:

- Human Resources and Experience (People in Town)
- Mines
- Buildings and Land
- Money and Financial Resources
- Political: Ability to Work with County Officials
- Required Natural Resources

Barrier(s):

- Competition with Elko (Dumphy)
  - Better Siting Opportunities in Elko
- **Goal No. 6** (4 votes): Establish small business loan (grant) program that offers two to three loans annually by December 2021.

Assets:

- Existing Banks and Financial Institutions (Community Reinvestment Act Requirements)
- Private Investment (Willingness of Private-Sector Firms)
- Eureka County Board of County Commissioners

Capital Needs:

- Support (Technical and Financial) from U.S. Department of Agriculture Rural Development (National and State Office)

Barrier(s):

- External: No Administrative Coordination (Critical Factor)

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- External: No Funds or Access to Required Financial Capital and Resources (Critical Factor)
  - **Goal No. 7** (3 votes): Increase visitors to Eureka County by 50 percent to 100 percent by December 2021.

Assets:

- Opera House
- Ball Parks
- Fair Ground
- Museum
- Coal Ovens
- Patty (Human Resource)
- Eureka County Recreation Board
- Eureka Business Network

Capital Needs:

- Event Coordinator
- Additional Support and Engagement from the Eureka County Recreation Board

Barrier(s):

- Internal: No Current Event Coordinator Exists (Needed)
  - Internal: Need Dedicated Funding and Financial Resources
  - Both Barriers are Critical and Must be Resolved
- **Goal No. 8** (3 votes): Increase events in Eureka County by 300 percent by December 31, 2020.

Assets:

- Opera House
- Ball Parks
- Fair Ground
- Museum
- Kim (Human Resource)
- Patty (Human Resource)
- Eureka County Fair Board
- Eureka Business Network

Capital Needs:

- Planning Coach
- Event Coordinator

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- Community Support
  - Eureka County Recreation Board

Barrier(s):

- Internal: No Coordination and No Coordinator (Critical)
  - Internal: No Funding and/or Required Financial Resources (Critical)
- **Goal No. 9** (2 votes): Add three to five small businesses (\$5 to \$20,000 CAPEX, one to three jobs each) in Eureka County by December 2024.

Assets:

- Existing Stock and Inventory of Empty/Vacant Buildings
- Nevada State Bank
- Nevada Small Business Development Center (Ely Office)
- Northeastern Nevada Regional Development Authority
- Nevada Rural Development Corporation

Capital Needs:

- Buildings (Bring Up to Code with Modern Amenities)
- Affordable Rents
- Entrepreneurial Coach and/or Advisor/Mentor
- Trained Workforce with the Necessary Skill Set(s)

Barrier(s):

- External: Lack of Market (Critical Factor)
  - External: Lack of Capital and Needed Financial Resources (Critical Factor)
- **Goal No. 10** (1 vote): Mining diversification from gold – vanadium and Moly prospects.

Assets:

- Sustainability Programs (Mines)
- Community Programs (Mines)

Capital Needs:

- Human Resources and Experience (People in Town)
- Mines
- Buildings and Land
- Money and Financial Resources
- Political: Ability to Work with County Officials
- Required Natural Resources

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Barrier(s):

- Unpredictable and Negative Changes in Commodity Prices
- Moly Mine: Water Impacts
- **Goal No. 11** (1 vote): Collaborate with developers to build ten new homes per year on county lots starting in 2019.

Assets:

- Local Formal Institutions: Eureka County Board of County Commissioners, Planning Board, Eureka County Conservation District
- Voluntary Association: Church Groups, Lions Club, Masons, Veterans of Foreign Wars
- Physical: Infrastructure, Buildings (Vacant), Utilities, Office Space, Buildable Lots
- People: Eureka County Board of County Commissioners, Hydrologists, Bank, Medical Professionals, Northeastern Nevada Regional Development Authority

Capital Needs:

- Developer to Come to Eureka County

Barrier(s):

- Developers Refuse to Come to Eureka County
- High Building and Input/Materials Costs
- **Goal No. 12** (0 votes): Increase recharge to Diamond Valley alluvial aquifer from future mining; dewatering in the flow system.

Assets:

- Local Formal Institutions: Eureka County Board of County Commissioners, Planning Board, Eureka County Conservation District
- Voluntary Association: Church Groups, Lions Club, Masons, Veterans of Foreign Wars
- Physical: Infrastructure, Buildings (Vacant), Utilities, Office Space, Buildable Lots
- People: Eureka County Board of County Commissioners, Hydrologists, Bank, Medical Professionals, Northeastern Nevada Regional Development Authority

Capital Needs:

- Mine(s) Agree to Dewater for Eureka County



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Barrier(s):

- External: No Need to Mine(s) to Dewater
- Mine(s) Close or Regress/Reduce Production Levels

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## 8.0 Plan of Action and Evaluation and Performance Measures

This section presents an overview of the results for Stronger Economies Together Module 7, *Planning for Success*, and Strong Economies Together Module 8, *Measuring for Success*, completed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019 and in the second workshop held on August 15, 2019.

### 8.1 Development of an Action Plan for the Strategic Economic Development Goals

The final component of Stronger Economies Together Module 8, *Measuring for Success*, and Stronger Economies Together Module 9, *Measuring for Success*, completed by workshop participants who participated in the first community and county-level Comprehensive Economic Development Strategy workshop for Eureka County held on July 18, 2019 and in the second workshop held on August 15, 2019 was the creation of a general strategy and action plan for the achievement of each of the 12 new strategic economic development goals developed during the previous Stronger Economies Together modules. Workshop participants were asked to develop a specific actionable item for each of the 12 previously developed strategic economic development goals and, if possible, to identify a person(s) or organization(s) responsible for the actionable item, to develop a realistic timetable for achievement of the actionable item, and then develop a basic checkpoint or benchmark.

- **Goal No. 1** (7 votes): Within five years, will include two to seven medical services with urgent care, medical services, birthing center, assisted living, skilled nursing with hospice service to support the aging population of the county.
  - Complete development and staffing with the required training in each specialized care field.
  - Recruit and secure a private-sector investor to fund development and establishment of each specialized care field (private-sector company/provider; use of grants from various state and federal agencies and philanthropic organizations).
  - Develop and establish a phased-out development schedule for each specialized care type.
  - Targeted completion and opening of a complete nursing home within 15 years.
  - Responsible Party: Eureka County (government of), Eureka Business Network, Great Basin College and Nevada State College (Nevada System of Higher Education), William Bee Ririe Hospital (Ely, Nevada).

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- **Goal No. 2** (6 votes): Increase in tourism to achieve an 80 percent occupancy rate by 2020.
    - See Actionable Items and Responsible Party for **Goal No. 3** (Develop tourism potential with grants to develop historical resources), **Goal No. 7** (Increase visitors to Eureka County by 50 percent to 100 percent by December 2021) and **Goal No. 8** (Increase events in Eureka County by 300 percent by December 31, 2020).
  - **Goal No. 3** (6 votes): Develop tourism potential with grants to develop historical resources.
    - Hire a tourism (with economic development focus) coordinator.
    - Inventory all events (create an events calendar for Eureka County).
    - Pursue and secure ten individual grants (\$100,000 total final target) from Nevada Department of Tourism and Cultural Affairs (Travel Nevada) and coordinate effort with regional tourism and visitor authorities (Elko County, Humboldt County, Lander County, and White Pine County).
    - Develop a comprehensive Marketing Plan for Eureka County (town of Eureka and town of Crescent Valley).
    - Tie these actionable items to **Goal No. 7** (Increase visitors to Eureka County by 50 percent to 100 percent by December 2021) and **Goal No. 8** (Increase events in Eureka County by 300 percent by December 31, 2020).
    - Responsible Party: Eureka Business Network
  - **Goal No. 4** (5 votes): Recruit one large non-traditional industry (greater than \$250,000 CAPEX, 15 to 20 jobs) by December 2024.
    - Explore additional opportunities at Bethany Plants, existing mining operations in Eureka County (renewable energy possibilities), and with various agricultural producers operating in Eureka County (hemp).
    - Identify the targeted industry sector(s) in partnership with the Eureka Business Network.
    - Recruit private-sector investors as needed (private-sector capital groups).
  - **Goal No. 5** (4 votes): Light industry using a railhead at Beowawe to bring supplies in and products out.
    - Recruit a single end-user with commercial application.
    - Responsible Party: Northeastern Nevada Regional Development Authority; Nevada Gold Mines
  - **Goal No. 6** (4 votes): Establish small business loan (grant) program that offers two to three loans annually by December 2021.

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- See Actionable Items and Responsible Party for **Goal No. 9** (Add three to five small businesses (\$5 to \$20,000 CAPEX, one to three jobs) in Eureka County by December 2024).
  - **Goal No. 7** (3 votes): Increase visitors to Eureka County by 50 percent to 100 percent by December 2021.
    - See Actionable Items and Responsible Party for **Goal No. 3** (Develop tourism potential with grants to develop historical resources).
  - **Goal No. 8** (3 votes): Increase events in Eureka County by 300 percent by December 31, 2020.
    - See Actionable Items and Responsible Party for **Goal No. 3** (Develop tourism potential with grants to develop historical resources).
  - **Goal No. 9** (2 votes): Add three to five small businesses (\$5 to \$20,000 CAPEX, one to three jobs each) in Eureka County by December 2024.
    - Create a small business revolving loan fund for Eureka County.
    - Work with existing mining operations within Eureka County to tie establishment of the small business revolving loan fund for Eureka County to a percentage of required remediation bonds.
    - Responsible Party: Eureka County (government of); Northern Nevada Regional Development Authority
  - **Goal No. 10** (1 vote): Mining diversification from gold – vanadium and Moly prospects.
    - Seek investors to finance and pursue renewable energy and sustainable mining; create a ‘mining friendly community’.
    - Responsible Party: Eureka County (government of); Northern Nevada Regional Development Authority
  - **Goal No. 11** (1 vote): Collaborate with developers to build ten new homes per year on county lots starting in 2019.
    - Identify and recruit a ‘master developer’ with the appropriate level and type of experience with new home construction in rural/non-metropolitan communities.
    - Identify and secure required financial capital to support construction and development.
    - Responsible Party: Eureka County (government of); Northeastern Nevada Regional Development Authority; U.S. Department of Agriculture Rural Development
  - **Goal No. 12** (0 votes): Increase recharge to Diamond Valley alluvial aquifer from future mining; dewatering in the flow system.

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- Identify and incorporate existing task efforts developed as part of Eureka County’s Diamond Valley Groundwater Resource Management Plan (in consultation with existing consultants and Eureka County staff).
  - Incorporate Pinyon-Juniper impact mitigation and management efforts as a way to establish a possible biochar industry sector in Eureka County.
  - Responsible Party: Eureka County Conservation District; Eureka County (government of)

Additional actionable items for each of these 12 separate strategic economic development goals will be developed during the individual annual evaluations and updates performed on an annual basis for this new five-year Comprehensive Economic Development Strategy for Eureka County. The reordering of each individual goal on an annual basis will be determined based upon the availability of needed resources and critical changes in the internal and external environment and the ability of key partners identified for each individual goal to perform and complete needed tasks.