

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



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# **City of Wells Comprehensive Economic Development Strategy 2020 through 2025**

## **Economic Development Vision**

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



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# City of Wells Comprehensive Economic Development Strategy 2020 through 2025

## Reprioritized Strategic Economic Development Goals for 2022 through 2023

**Priority Goal No. 1:** Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.

**Priority Goal No. 2:** Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package) and increase new business development by 5 new startups by December 2024 (1 per year).

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

**Priority Goal No. 4:** Launch new dual enrollment construction/trades program at local high schools by August 2021.

**Priority Goal No. 5:** Acquire U.S. Highway 40 through Wells by July 31, 2021.

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# 1.0 Introduction

## Overview

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

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

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

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

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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.

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

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

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

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

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

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

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

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## 2.0 Analysis: Existing Community and Regional Conditions

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

### 2.1 Analysis of the Level of Economic Distress for the City of Wells

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

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

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

Table 2.1 presents a comparison of the most recent twenty-four (24) month period for which unemployment data is available for both the City of Wells and for the United States, as well as per capita income for both the City of Wells and the United States for 2020 and 2021. In order to estimate the twenty-four (24) month unemployment rate, the unemployment rates for both the City of Wells and for the United States for both 2020 and 2021 were averaged and compared.

Over the 2020 and 2021 period, the estimated average civilian unemployment rate for the City of Wells was an estimated 1.4 percent. Nationally, the estimated average civilian unemployment rate for the entire United States was an estimated 5.4 percent. Over the past twenty-four (24) months of available data, the estimated civilian unemployment rate for the City of Wells was an estimated **4.0 percent less than the national estimated average**. Based upon this estimate, the City of Wells **does not qualify** as an economically distressed community under the unemployment rate definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C.

<b>Table 2.1 – Comparison of Unemployment and Per Capita Income City of Wells and United States 2020 and 2021</b>			
	<b>2020</b>	<b>2021</b>	<b>2020 and 2021 Average</b>
<b>Civilian Unemployment Rate</b>			
<b>City of Wells</b>	<b>1.5%</b>	<b>1.2%</b>	<b>1.4%</b>
<b>Difference between Wells and National Estimates</b>	<b>-3.9%</b>	<b>-4.3%</b>	<b>-4.0%</b>
United States National	5.4%	5.5%	5.4%
<b>Per Capita Income</b>			
<b>City of Wells</b>	<b>\$22,903</b>	<b>\$23,809</b>	<b>\$23,356</b>
<b>Percentage of U.S. National Estimate</b>	<b>64.7%</b>	<b>63.3%</b>	<b>64.0%</b>
United States National	\$35,384	\$37,638	\$36,511

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

Over the two-year 2020 and 2021 period, the estimated average per capita income for the City of Wells was an estimated \$23,356. Nationally, the estimated average per capita income for the entire United States was an estimated \$36,511. Over the past twenty-four (24) months of available data, the estimated per capita income for the City of Wells was an estimated **64.0 percent of the national average**. Based upon this estimate, the City of Wells **qualifies** as an economically distressed community under the per capita income definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C.

In addition to these unemployment rate and per capita income estimates, representatives from the City of Wells, several individual communities from across the county, various private sector and

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industry representatives, and representatives from the Northeastern Nevada Regional Development Authority, during a series of facilitated strategic economic development planning workshops held between October 2022 and December 2022, identified a number of additional special needs. These additional special needs include a growing need to address ongoing population and civilian workforce decline, a high and increasing median age, a major increase in the proportion of individuals living below the poverty line, and the need to better diversify the county’s underlying economic base. These and other special needs are detailed throughout this University Center for Economic Development technical report.

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

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

### 2.2.a Total Population

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

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

For all of Eureka County, the total population countywide decreased from an estimated 1,804 total individuals in 2013 to an estimated 1,603 total individuals in 2021, a net decrease of 201 total individuals or by -11.1 percent and the total population for just the town of Eureka



decreased from an estimated 1,340 total individuals in 2013 to an estimated 1,040 total individuals in 2021, a net decrease of 300 total individuals or by -22.4 percent. The total population for all of Lander County decreased from an estimated 5,844 total individuals in 2013 to an estimated 5,729 total individuals in 2021, a net decrease of 115 total individuals or by a percentage decrease of -2.0 percent. For the town of Austin, located in southern Lander County, the total population decreased from an estimated 580 total individuals in 2013 to an estimated 258 total individuals in 2021, a net decrease of 322 total individuals or by a percentage decrease of -55.5 percent while the total population for the town of Battle Mountain, located in northern Lander County, increased from an estimated 5,264 total individuals in 2013 to an estimated 5,471 total individuals in 2021, a net increase of 207 total individuals or by 3.9 percent.

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

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

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

## 2.2.b Median Age

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

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

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

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

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

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all of Lander County, the estimated median age increased only slightly between 2013 and 2021, increasing from an estimated 37.3 years of age in 2013 to an estimated 38.9 years of age in 2021, a net increase of 1.6 years of age or by 4.3 percent. For just the town of Austin, the estimated median age increased slightly between 2013 and 2021 from an estimated 34.2 years of age in 2013 to an estimated 35.0 years of age in 2021, a net increase of just 0.8 years of age or by 2.3 percent, while the estimated median age for just the town of Battle Mountain increased from an estimated 37.8 years of age in 2013 to an estimated 39.3 years of age in 2021, a net increase of 1.5 years of age or by 4.0 percent.

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

### 2.2.c Total Number of Households

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

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

For all of Eureka County, the total number of households decreased between 2013 and 2021, decreasing from 733 total households in 2013 to 555 total households in 2021, a net decrease of 178 total households or by -24.3 percent while the total number of households for just the town of Eureka decreased significantly from 504 total households in 2013 to 274 total households in

2021, a net decrease of 230 total households or by -45.6 percent. For all of Lander County, the total number of households increased between 2013 and 2021, increasing from an estimated 2,010 total households in 2013 to an estimated 2,298 total households in 2021, a net increase of 288 total households or by 14.3 percent. For just the town of Austin, the total number of households decreased from an estimated 207 total households in 2013 to an estimated 157 total households in 2021, a net decrease of 50 total households or by -24.2 percent while the total number of households for just the town of Battle Mountain increased significantly from an estimated 1,803 total households in 2013 to an estimated 2,141 total households in 2021, a net increase of 338 total households or by 18.7 percent.

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

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

Between 2013 and 2021, the total number of households for all of White Pine County increased from an estimated 3,357 total households in 2013 to an estimated 3,482 total households in 2021, a net increase of 125 total households or by 3.7 percent. For just the City of Ely, the total number of households also increased between 2013 and 2021, increasing from an estimated 2,155 total households in 2013 to an estimated 2,478 total households in 2021, a net increase of 323 total households or by 15.0 percent.

Statewide, the total number of households for the entire state of Nevada increased from an estimated 999,016 total households in 2013 to an estimated 1.14 million total households in 2021, a net increase of 142,936 total households or by 14.3 percent. Nationwide, the total number of households for the entire United States increased from an estimated 115.61 million total households in 2013 to an estimated 124.01 million total households in 2021, a net increase of 8.4 million total households or by a percentage increase of 7.3 percent.

## 2.2.d Average Household Size

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

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

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

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

Between 2013 and 2021, the estimated average household size increased from an estimated 2.43 people per household in 2013 to an estimated 2.88 people per household in 2021, a net increase of 0.45 people per household or by 18.5 percent, while the average household size for just the town of Eureka increased significantly, increasing from an estimated 2.61 people per household

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in 2013 to an estimated 3.78 people per household in 2021, a net increase of 1.17 people per household or by 44.8 percent. For all of Lander County, the estimated average household size decreased from an estimated 2.87 people per household in 2013 to an estimated 2.47 people per household in 2021, a net decrease of 0.40 people per household or by -13.9 percent. The average household size for just the town of Austin decreased from an estimated 2.78 people per household in 2013 to an estimated 1.61 people per household in 2021, a net decrease of 1.17 people per household or by -42.1 percent. For just the town of Battle Mountain, the estimated average household size decreased from an estimated 2.88 people per household in 2013 to an estimated 2.54 people per household in 2021, a net decrease of 0.34 people per household or by a percentage decrease of -11.8 percent.

Between 2013 and 2021, the estimated average household size for all of White Pine County decreased from an estimated 2.74 people per household in 2013 to an estimated 2.19 people per household in 2021, a net decrease of 0.55 people per household or by -20.1 percent. For just the City of Ely, the estimated average household size decreased from an estimated 2.60 people per household in 2013 to an estimated 2.22 people per household in 2021, a net decrease of 0.38 people per household or by a percentage decrease of -11.8 percent. Statewide, the estimated average household size for the entire state of Nevada decreased slightly, decreasing from an estimated 2.70 people per household in 2013 to an estimated 2.65 people per household in 2021, a net decrease of just 0.05 people per household or by -1.9 percent. Nationwide, the estimated average household size for the entire United States also decreased only slightly, decreasing from an estimated 2.63 people per household in 2013 to an estimated 2.60 people per household in 2021, a net decrease of just 0.03 people per household or by a percentage decrease of -1.1 percent.

### 2.2.e Median Household Income

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

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

For all of Eureka County, the estimated median household income increased from an estimated \$64,632 in 2013 to an estimated \$68,307 in 2021, a net increase of \$3,675 or by a percentage increase of 5.7 percent while the estimated median household income for just the town of Eureka increased significantly between 2013 and 2021, increasing by an estimated \$32,649 or by a

percentage increase of 64.9 percent. For all of Lander County, the estimated median household income increased from an estimated \$72,742 in 2013 to an estimated \$92,543 in 2021, a net increase of \$19,801 or by 27.2 percent. The estimated median household income for the town of Austin decreased from an estimated \$43,809 in 2013 to an estimated \$26,563 in 2021, a net decrease of \$17,246 or by -39.4 percent. The estimated median household income for just the town of Battle Mountain increased between 2013 and 2021, increasing by an estimated \$17,769 or by a percentage increase of 23.4 percent.

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

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

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

#### 2.2.f Median Family Income

Table 2.7 presents the change in median family income (in 2021 inflation-adjusted dollars) for each county and community within the Northeastern Nevada Regional Development Authority

region, the state of Nevada, and for the United States between 2013 and 2021. The community of Wells is highlighted.

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

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

Between 2013 and 2021, median family income for all of Elko County increased from an estimated \$75,231 in 2013 to an estimated \$95,153 in 2021, a net increase of \$19,922 or by 26.5 percent. Median family income for just the City of Carlin increased by an estimated \$15,395 or by 20.5 percent between 2013 and 2021, increased by an estimated \$16,217 or by 19.2 percent for the City of Elko, increased by an estimated \$16,110 or by 29.0 percent for the City of Wells, and increased very significantly by an estimated \$44,502 or by 108.0 percent for the City of West Wendover. For just Eureka County, median family income decreased between 2013 and 2021, decreasing from an estimated \$94,648 in 2013 to an estimated \$69,271 in 2021, a net decrease of \$25,377 or by a percentage decrease of -26.8 percent. For just the town of Eureka, median family income increased significantly from an estimated \$64,853 in 2013 to an estimated \$86,250 in 2021, a net increase of \$21,397 or by 33.0 percent.

For all of Lander County, median family income increased significantly between 2013 and 2021, increasing from an estimated \$75,857 in 2013 to an estimated \$94,475 in 2021, a net increase of \$18,618 or by 24.5 percent. While median family income was unavailable for the town of Austin in 2021, the median family income for the town of Austin in 2013 was an estimated \$60,278 and increased for the town of Battle Mountain by an estimated \$14,190 or by 17.7 percent between 2013 and 2021. For all of White Pine County, median family income increased from an estimated \$63,982 in 2013 to an estimated \$83,529 in 2021, a net increase of \$19,547 or by 30.6 percent and, for the City of Ely, median family income increased from an estimated \$63,459 in 2013 to an estimated \$86,865 in 2021, a net increase of \$23,406 or by 36.9 percent.



Comparatively, median family income for the entire state of Nevada increased from an estimated \$61,359 in 2013 to an estimated \$78,456 in 2021, a net increase of \$17,097 or by 27.9 percent. Nationwide, median family income for the entire United States increased from an estimated \$64,719 in 2013 to an estimated \$85,028 in 2021, a net increase of \$20,309 or by 31.4 percent.

## 2.2.g Per Capita (Mean) Income

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

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

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

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

For all of Lander County, per capita income increased from an estimated \$29,800 in 2013 to an estimated \$38,632 in 2021, a net increase of \$8,832 or by 29.6 percent. For the town of Austin, the estimated per capita income increased by an estimated \$5,460 or 31.2 percent and increased for the town of Battle Mountain by an estimated \$8,217 or by 26.4 percent between 2013 and 2021. For all of White Pine County, per capita income increased from an estimated \$24,435 in 2013 to an estimated \$30,626 in 2021, a net increase of \$6,191 or by 25.3 percent and increased for the City of Ely from an estimated \$28,226 in 2013 to an estimated \$34,306 in 2021, a net increase of \$6,080 or by a percentage increase of 21.5 percent. Statewide, per capita income for the entire state of Nevada increased from an estimated \$26,589 in 2013 to an estimated \$34,621 in 2021, a net increase of \$8,032 or by an estimated 30.2 percent. Nationwide, per capita income for the entire United States increased from an estimated \$28,155 in 2013 to an estimated \$37,638 in 2021, a net increase of \$9,483 or by an estimated 33.7 percent.

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

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

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

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

Between 2013 and 2021, the percentage of total population living below the poverty line throughout all of Elko County increased from an estimated 8.8 percent in 2013 to an estimated 11.6 percent in 2021, a net increase of 2.8 percent or by a percentage increase of 31.8 percent. For just the City of Carlin, the percentage of total population living below the poverty line

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increased between 2013 and 2021, increasing by a net 1.5 percent or by a percentage increase of 25.4 percent, increased for the City of Elko by a net 3.6 percent or by a percentage increase of 57.1 percent, increased significantly for the City of Wells by a net 23.1 percent or by a percentage increase of 292.4 percent, and decreased for the City of West Wendover by a net 10.5 percent or by a percentage decrease of -42.3 percent. The percentage of total population living below the poverty line for all of Eureka County increased between 2013 and 2021, increasing from an estimated 13.9 percent in 2013 to an estimated 18.3 percent in 2021, a net increase of 4.4 percent or by a percentage increase of 31.7 percent, and increased by an estimated 5.0 percent or by a percentage increase of 29.6 percent for just the town of Eureka between 2013 and 2021.

For all Lander County, the percentage of total population living below the poverty line increased from an estimated 9.3 percent in 2013 to an estimated 18.3 percent in 2021, a net increase of 1.6 percent or by a percentage increase of 17.2 percent. The percentage of total population living below the poverty line for the town of Austin decreased from an estimated 15.2 percent in 2013 to an estimated 15.1 percent in 2021, a net decrease of 0.1 percent or by a percentage decrease of -0.7 percent. The percentage of total population living below the poverty line for just the town of Battle Mountain increased by an estimated 2.0 percent or by a percentage increase of 23.0 percent between 2013 and 2021. Between 2013 and 2021, the percentage of total population living below the poverty line for all White Pine County decreased from an estimated 12.9 percent in 2013 to an estimated 11.1 percent in 2021, a net decrease of 1.8 percent or by a percentage decrease of -14.0 percent, and increased for just the City of Ely between 2013 and 2021, increasing by a net 0.3 percent or by a percentage increase of 2.7 percent.

Statewide, the percentage of total population living below the poverty line for the entire state of Nevada decreased from an estimated 15.0 percent in 2013 to an estimated 12.9 percent in 2021, a net decrease of 2.1 percent or by a percentage decrease of -14.0 percent. Nationwide, the percentage of total population living below the poverty line for the entire United States decreased from an estimated 15.4 percent in 2013 to an estimated 12.6 percent in 2021, a net decrease of 2.8 percent or by a percentage decrease of -18.2 percent.

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

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

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

individuals in 2021, a net decrease of 258 total individuals or by -30.5 percent and decreased for just the town of Eureka by an estimated 224 total individuals or by a significant -36.5 percent between 2013 and 2021.

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

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

For all of Lander County, the civilian workforce increased very slightly between 2013 and 2021, increasing from an estimated 2,830 total individuals in 2013 to an estimated 2,848 total individuals in 2021, a net increase of 18 total individuals or by just 0.6 percent. Between 2013 and 2021, the estimated civilian workforce for the town of Austin decreased by 67 total individuals or -34.9 percent and increased by an estimated 85 total individuals or by a percentage increase of 3.2 percent for just the town of Battle Mountain. Between 2013 and 2021, the civilian workforce for all of White Pine County decreased from an estimated 4,464 total individuals in 2013 to an estimated 3,688 total individuals in 2021, a net decrease of 776 total individuals or by -17.4 percent and increased by an estimated 108 total individuals or by a percentage increase of 4.0 percent for just the town of Ely between 2013 and 2021.

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

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

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

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

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

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

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

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declined from an estimated 9.9 percent in 2013 to an estimated 3.8 percent in 2021, a net decrease of 6.1 percent or by a percentage decrease of -61.6 percent and decreased by a net 5.6 percent or by a percentage decrease of -63.6 percent for just the City of Ely between 2013 and 2021.

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

### 2.2.k Total Employment by Major Industry Sector

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

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

For Eureka County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2021, employing an estimated 283 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector in Eureka County in 2021, employing an estimated 130 total individuals, and Construction was the third largest major industry sector in Eureka County in 2021, employing an estimated 44 total individuals. Retail Trade was the fourth largest industry, employing an estimated 39 individuals in Eureka County in 2021.

In 2021, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector for Lander County, employing an estimated 960 total individuals, and Educational Services, and Health Care and Social Assistance was the second largest major industry sector, employing an estimated 338 total individuals. Public Administration was the third largest major industry sector in Lander County in 2021, employing an estimated 258 total individuals, and Construction was the fourth largest major industry sector, employing an estimated 244 total individuals.

For White Pine County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2021, employing an estimated 707 total individuals, and Arts,

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

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

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

Statewide and for the entire state of Nevada, Arts, Entertainment, Recreation, Accommodation and Food Services was the single largest major industry sector in 2021 for the entire state of Nevada, employing an estimated 310,206 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector in 2021 for the entire

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state of Nevada, employing an estimated 239,111 total individuals, and Professional, Scientific, Management, Administrative Waste Management Services was the third largest major industry sector in 2021 for the entire state of Nevada, employing an estimated 165,311 total individuals. Retail Trade was the fourth largest major industry sector for the entire state of Nevada in 2021, employing an estimated 164,069 total individuals.

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

## **2.3 Evaluating Existing Conditions and Identifying New Conditions in the Socio-Demographic and Economic Data**

Workshop participants who participated in the September 29, 2022 annual Comprehensive Economic Development Strategy evaluation and update workshop for the City of Wells were asked to evaluate the five existing conditions initially developed as part of the current five-year Comprehensive Economic Development Strategy. Workshop participants were also asked to develop new conditions based upon the socio-demographic, economic, and industry and occupation sector data presented in the previous sub-section.

### 2.3.a Evaluating the Current Conditions from the Existing Comprehensive Economic Development Strategy

As part of the 2021 annual update to the five-year Comprehensive Economic Development Strategy for the City of Wells for the 2020 through 2025 period, five specific conditions were identified as conditions that the Comprehensive Economic Development Strategy was developed to address. These five specific existing conditions include:

- **2021 Condition No. 1:** Increase in Poverty Rates
- **2021 Condition No. 2:** Decrease in Civilian Unemployment
- **2021 Condition No. 3:** Continued Decline in Total Population
- **2021 Condition No. 4:** Increase in Median Age of the Existing Population
- **2021 Condition No. 5:** Housing and Infrastructure Concerns

Workshop participants who participated in the September 29, 2022 annual Comprehensive Economic Development Strategy evaluation and update workshop for the City of Wells generally



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agreed that each of these five existing conditions remain primary conditions for the City of Carlin and for the Northeastern Nevada Regional Development Authority to focus on as both continue to implement the existing elements of the current five-year Comprehensive Economic Development Strategy. However, in their 2022 evaluation, workshop participants adjusted the order of the conditions and linked two previously separate conditions, providing the following context:

- **2022 Condition No. 1:** 2021 Condition No. 5, Housing and Infrastructure Concerns

Housing and Infrastructure have become the top priority conditions for the City of Wells. The severely depleted housing stock has stunted progress toward goals and exacerbated all other conditions inhibiting community and economic development. Examples of critical foundational city infrastructure in need of attention includes sidewalks, curbs, gutters, and roads; infrastructure designed to support improved walkability throughout the community such as green belts, and walking and biking paths; improved Internet connectivity; and improved city water and sewer services.

- **2022 Condition No. 2a:** 2021 Condition No. 1, Increase in Poverty Rates

This remains critically important to the community, but the trend continues to worsen jumping from 7.9 percent of individuals living below the poverty line in 2013 to 31.0 percent of individuals living below the poverty line in 2022, a staggering increase of 292.4 percent.

- **2022 Condition No. 2b:** 2021 Condition No. 2b, Decrease in Civilian Unemployment

This condition also remains critically important and is very closely linked to Condition No. 2a. Workshop participants noted the need to focus on new job creation for occupations that pay more than the area's median wages in order to improve poverty rates.

- **2022 Condition No. 3:** 2021 Condition No. 3, Continued Decline in Total Population

Workshop participants noted that the City of Wells' already small population has continued to decline, declining from an estimated 1,986 total individuals in 2013 to an estimated 1,917 total individuals in 2021. This condition is nearly entirely dependent on Condition No. 1. If there is no available housing, there is no opportunity to grow the population. As young adults complete school, they are not able to secure their own housing which may contribute to their out-migration and the overall decline of the community's population.

- **2022 Condition No. 4:** 2021 Condition No. 4, Increase in Median Age of the Existing Population

Related to Condition No. 3, without adequate housing development, young adults are forced to move elsewhere to begin their families and careers, contributing to population

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loss *and* the increase of the median age of community residents. The already elevated median age for the City of Wells has increased from an estimated 39.5 years of age in 2013 to an estimated 45.5 years of age in 2022.

Increasing overall community satisfaction, by improving and expanding available housing and infrastructure is critical in reversing the community's overall population decline and in attracting a younger demographic that can also reverse the community's continued declining civilian workforce. Between 2013 and 2021, the already small civilian workforce for the City of Wells declined from an estimated 1,004 total individuals in 2013 to an estimated 765 total individuals in 2021, a net decrease of 239 total individuals or by -23.8 percent. The continued decline in the community's total population and total civilian workforce has further hampered both the City of Wells' and the Northeastern Nevada Regional Development Authority's efforts to successfully create and attract new businesses to the community and to successfully retain and expand existing businesses. Establishing a sustainably growing population and workforce is a critical first step in the City's broader community and economic development efforts. Targeted revitalization and improvement of the existing housing stock with new targeted housing development for specific demographic groups is a critical first step in reversing the longer-term decreasing trend in the community's total population and civilian workforce.

## **2.4 An Updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis**

Participants of the 2022 annual update of the current five-year Comprehensive Economic Development Strategy for the City of Wells workshop held on September 29, 2022 completed an updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the City of Wells. The results of this SWOT analysis are presented in this sub-section. Strengths are defined as characteristics of the City of Wells that give the community an economic development advantage over others and weaknesses are defined as characteristics of the community that place it at an economic development competitive disadvantage relative to other communities both within and outside the Northeastern Nevada Regional Development Authority region. Opportunities are elements within the external environment that the City of Wells could potentially take advantage of, and threats are elements within the external environment that may derail the economic development efforts of the community over the next five years.

### 2.4.a Strengths

Figure 2.1 presents a word cloud of the various economic development strengths of the City of Wells as identified by participants of the 2022 annual update of the current five-year Comprehensive Economic Development Strategy for the City of Wells workshop held on September 29, 2022.

Many of the individual economic development strengths for the City of Wells as identified by workshop participants focused on the community's strategic geographic location, its existing collection of critical infrastructure assets, and the community's strong and robust identity and culture. The City of Wells is strategically located within the northeastern Nevada region and

within Elko County, being situated at the intersection of U.S. Interstate 80 and U.S. Highway 93. This provides the community and new and existing businesses with direct access to major urban and metropolitan population centers within the western and intermountain western United States including the Reno-Sparks metropolitan statistical area located approximately 340 miles to the west, the Twin Falls, Idaho metropolitan statistical area located approximately 115 miles to the north, the Salt Lake City metropolitan statistical area located approximately 180 miles to the east, and the Las Vegas metropolitan statistical area located approximately 380 miles to the south. The City of Wells also has direct access to a major railroad corridor that runs parallel to U.S. Interstate 80 and Wells is strategically positioned to major outdoor recreation and tourist assets located throughout central Elko County and into White Pine County.

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



Workshop participants noted a number of strengths related to the opportunity to support business attraction and expansion. In addition to the vast open space available for recreation, there is significant space available for new business development. There is also access to geothermal power, resulting in reasonable energy rates for the community. Workshop participants further touted major improvements to the city’s main street with the creation of the nonprofit Main Street Wells. Created in the aftermath of a devastating 6.0 magnitude earthquake, the largest to occur in Nevada in 42 years, that devastated businesses in downtown Wells in 2021, this organization aims to educate business owners, stimulate and support new ideas, and improve buildings and occupancy rates through redesign and upgrades. In a similar vein, participants touted the Youth Entrepreneurs program, a local farmer’s market, great community recreation, other new retail and accommodation development, public services, and positive progress on

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community planning for a unified vision, strategy, and marketing efforts. Workshop participants also saw strength in the community’s schools and in the Elko County School District. The community has actively engages with the Future Business Leaders of America (FBLA) and other secondary education and vocational training programs. Further noted is the community’s commitment to work with the small unemployed population for skill and career development.

In addition to these physical and tangible economic development strengths, workshop participants noted that, as a community, the community’s rich cultural heritage and identity has resulted in a community where people know each other, support one another, and work together to address common issues and concerns. This ‘tight knit’ nature of the community extends beyond individuals and is representative of the working relationship that organizations such as the City of Wells, the Elko County School District, the Wells Chamber of Commerce, major local and area employers, and key regional and statewide partners have in pooling resources to successfully develop and implement a wide variety of community and economic development strategies. Furthermore, the small community enables the government to pivot easily which can be critical in the face of changing conditions. Ultimately, people and organizations in Wells share a common goal of improving the community through sustainable and appropriate levels of community and economic development and in making Wells a center of robust economic activity throughout Elko County, throughout northeastern Nevada, and throughout the state of Nevada.

#### 2.4.b Weaknesses

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

Improvement and revitalization of the community’s existing housing stock and increasing the availability and diversity of the existing housing stock through new housing development is, according to workshop participants, an essential first step in reversing the continued decline of the community’s total residential population and civilian workforce. While rising land prices may eventually inhibit the viability of new housing construction within the community, median rental prices and owner-occupied housing costs in Wells are still comparatively more affordable than median rental prices and housing costs in nearby Elko or in Twin Falls, Idaho. Reversing these trends and eventually growing the community’s residential population and civilian workforce will eventually lead to the successful creation and attraction of new businesses needed to fill key gaps in the community’s commercial retail sector and to the successful retention and expansion of existing businesses.

In addition to the general retention and growth of the community’s population, workshop participants noted the need for more targeted workforce development programs that elevate skills withing the pool to better meet increasingly complex needs of employers and the broader community. There is also limited training and support for professional and trades positions, further exacerbating the pressure on the construction industry. Finally, participants noted the need for more funding for education, potentially seeing opportunity to leverage county funding.







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regulation of federal lands, which make up 63 percent of the state, and the complex process for waste disposal was also noted by workshop participants.

Residents noted the thread of expanding electric vehicle usage. A considerable investment will need to be made to build charging infrastructure which could result in strain on the existing electrical grid. Concurrently, much of the visitor traffic in Wells is a result of travelers stopping for gas. If the transition to electric vehicle use continues to outpace infrastructure development, Wells could lose this valuable traffic and resulting revenue.



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## 3.0 Evaluation of the Vision, Goals, and Objectives

This section presents a summary of the evaluation of the existing strategic economic development vision and goals for the City of Wells completed by workshop participants who participated in the September 29, 2022 Comprehensive Economic Development Strategy annual update and evaluation workshop. This section also presents a general overview of the reprioritized goals and objectives for the City of Wells for the coming year of implementation.

### 3.1 Evaluation of the Strategic Economic Development Vision

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

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

As part of the evaluation of this current five-year Comprehensive Economic Development Strategy, workshop participants who participated in the September 29, 2022 annual update and evaluation workshop were asked to evaluate the current strategic economic development vision. Workshop participants resoundingly agreed that the current strategic economic development vision statement for the City of Wells is still relevant and still represents the 'mountain top' of what the community wants to achieve.

Workshop participants further agreed that the City of Wells and the Northeastern Nevada Regional Development Authority have each made progress in achieving key elements of the current strategic economic development vision. While some progress is tangible, significant groundwork has been laid toward continued progress over the next few years. Notably, the construction of the new Maverick gas station, the Hampton Inn, and the Quilt Shop are major steps toward progress. City officials are also in the planning phase of an additional hotel and multiple restaurants. Workshop participants were also eager to highlight the work that has been done to educate and empower existing business owners and local entrepreneurs to leverage resources more effectively.

Concerning how the economic development vision for the City of Carlin has changed over the past year, the focus to address the immediate and longer-term impacts of the COVID-19 global pandemic have begun to wane. While the repercussions and resulting hardships of the pandemic have been acutely felt by many in the community, particularly the community's senior

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population, much of the community has rapidly recovered. Continued barriers and challenges are characterized more by the shift in leadership and administration at the City of Wells. It can take a bit of time for new partners to become familiar with the details of various projects which has resulted in some ‘starts and stops.’ Stronger community leadership could smooth these transitions as institutional knowledge is maintained and shared more effectively. Workshop Participants also noted the need for planning ordinance training to help stakeholders navigate complex processes. Similarly, workshop participants stressed the importance of increased entrepreneurial and vocational development education to introduce a broader skillset to the community. Finally, it was noted that strengthening Main Street Wells network will become an increasingly integral part of the strategy for the City of Wells for the coming year and for the remainder of the current five-year Comprehensive Economic Development Strategy planning horizon.

In the coming year, residents can expect to see more development as plans begin to come to fruition. Project leadership will also continue to foster the ‘empowering environment’ throughout the community to show residents the impact they can have by participating in this development.

## **3.2 Evaluation of the Strategic Economic Development Goals**

In evaluating the current strategic economic development goals, workshop participants who participated in the September 29, 2022 Comprehensive Economic Development Strategy annual update and evaluation workshop for the City of Wells were asked to evaluate the progress that has been made in achieving each of the original strategic economic development goals developed as part of this current five-year Comprehensive Economic Development Strategy. This subsection presents a general overview of the evaluation of the City of Wells’ current strategic economic development goals and objectives.

### 3.2.a Personal Hopes and Aspirations

Participants of the September 29, 2022 Comprehensive Economic Development Strategy annual update and evaluation workshop for the City of Wells were asked to answer three questions, including: (1) how and where do people live and work in this community or region and has this changed over the last year?, (2) what are your personal hopes and aspirations for this community and region for the next year?, and (3) what are your personal hopes and aspirations for this community and region for the remainder of this five-year strategic planning horizon?

Figure 3.1 presents a word cloud summarizing the answers to the question, *How and where do people live and work in this community or region and has it changed over the last year?*, as provided by workshop participants.

Workshop participants pointed to a shift in the way residents work over the past year, largely as a result of changes that occurred during the COVID-19 global pandemic, in evaluating how and where people within the community and region live and work and how these conditions have changed over the past year. The City of Wells has seen an increase in remote workers relocating







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- **Previous Goal No. 3:** Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.
  - **Previous Goal No. 4:** Launch new dual enrollment construction/trades program at local high schools by August 2021.
  - **Previous Goal No. 5:** Acquire U.S. Highway 40 through Wells by July 31, 2021.

As part of the annual Comprehensive Economic Development Strategy update and evaluation workshop held on October 25, 2022, workshop participants were asked to evaluate each individual goal by answering three separate questions, including: (1) has progress been made in achieving this goal? (2) how relevant is the goal moving forward? and (3) what can be done to make additional progress moving forward? The resulting evaluation of each individual goal was then used to reprioritize the eight existing strategic economic development goals for the coming year.

Regarding **Goal No. 1:** *Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process*, workshop participants were delighted to note that some progress has been made with five of the proposed 20 homes completed. Participants maintain this is still an extremely relevant goal with housing being the primary bottleneck of other goals and economic and community more broadly. There are a number of steps that can be taken to support continued progress of this goal. Quite a bit of infrastructure, including roads and utility hook-ups, is required in order to develop new lots and participants suggested pursuing federal and state funding to support these projects. Workshop participants further noted that a priority may be placed on refurbishing and revitalizing existing properties, with the possibility of converting commercial properties to multi-family residential units.

Workshop participants reported some progress had been made toward **Goal No. 2:** *Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package) and increase new business development by 5 new startups by December 2024 (1 per year)*. New resources for small businesses and startups are now available in addition to an advanced education and testing program. This goal also remains relevant to the five year Comprehensive Economic Development Strategy for the City of Wells because it is likely businesses started in the City of Wells will stay in the City of Wells. Workshop participants highlighted a few items to support progress toward this goal over the coming year. Access to capital is essential and can be difficult and confusing to navigate for new entrepreneurs. Because of this, workshop participants reiterated the need for training to expand the community's entrepreneurial expertise. Getting the word out about the program and highlighting the community benefits in addition to sparking curiosity is essential and participants would like to explore using the revitalization fund to support this.

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

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workshop participants noted the new job target is nearly complete and remains very relevant. The community has supported three existing businesses to expand employment opportunities and will continue that focus until the goal is met. Attracting and expanding employment on Main Street and at the industrial park remains a top priority as the property and sales tax revenue is essential to community operations.

Workshop participants noted some progress has been made toward **Goal No. 4: Launch new dual enrollment construction/trades program at local high schools by August 2021**, over the past year. Ten scholarships for dual enrollment were awarded to students based on income requirements. This goal also remains relevant to the City of Wells and the new administration at the high school sees the value as well. Community members plan to expand mentoring and onsite career exposure through field trips and other workplace visits to increase interest in the program. There is general interest in increasing these opportunities for a number of careers as increases interest in a broader program could increase enrollment in the construction/trades programs further.

**Goal No. 5: Acquire U.S. Highway 40 through Wells by July 31, 2021**, remains a priority but progress has proven to be challenging and workshop participants reported no progress has been made over the past year. While installation of foundational infrastructure and other infrastructure such as sidewalks and lights can be initiated, the Nevada Department of Transportation (NDOT) must be supportive for the project to move forward.

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

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

- **2022-23 Priority Goal No. 1:** Previous Goal No. 1, Build 20 new quality housing units in Wells by December 2024 by utilizing incentive programs and training and a streamlined permitting process.

Housing remains essential to begin to counter pressures of an aging and declining population and the community has begun to make progress toward this top-priority goal.

- **2022-23 Priority Goal No. 2:** Previous Goal No. 3, Recruit and open at least one company within a non-traditional industry that creates 20-30 new jobs and investment between \$10 million and \$15 million in CAPEX by 2021.

Workshop participants decided to flip focus priority for Goals No. 2 and 3 for the coming year. While the startup and new business education remains essential, expanding opportunities for existing companies and attracting new business to Main Street and the Industrial Park proved to be more urgent.

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- **2022-23 Priority Goal No. 3:** Previous Goal No. 2, Launch comprehensive program that educates and provides resources to local small business by July 31, 2020 (focused on retention with the development of a tool box and start-up package) and Increase new business development by 5 new startups by December 2024 (1 per year) by utilizing the comprehensive program that educates and provides resources to local small businesses.
  - **2022-23 Priority Goal No. 4:** Previous Goal No. 4, Launch new dual enrollment construction/trades program at local high schools by August 2021.

Goal No. 4 remains a priority but was considered to have a longer-term impact while the impact from the other goals is more urgent.

- **2022-23 Priority Goal No. 5:** Previous Goal No. 5 Acquire U.S. Highway 40 through Wells by July 31, 2021.

Workshop participants considered eliminating this goal but decided to keep it on the list with the understanding little to no progress may be made. It will be kept as the lowest priority goal for the coming year.

For the coming 2022 through 2023 year of continued implementation of the current five-year Comprehensive Economic Development Strategy for the City of Wells, workshop participants have decided to focus on expanding access to capital for business development and continued progress on a number of city beautification and recreation projects. Funding has been the primary barrier preventing small businesses and entrepreneurs from becoming solidly established or expanding in the community. So much momentum has been established over the past year to clean up the City of Wells downtown and provide more recreation to residents and visitors. Workshop participants hope to see continued progress on the development of the community garden, providing important vocational and educational opportunities, beautification, and some degree of local food security. Participants would also like to see vacant lots cleaned up with trash removed, weeds pulled, and graffiti removed, so they are more attractive to investors and less of an eye sore to surrounding businesses and residents. Participants also hope to see the completion of El Rancho and a City of Wells museum and both will remain a top priority for the City of Wells over the next year of implementation.