

**THE 2021 ANNUAL UPDATE TO THE COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY FOR THE CITY OF
CARLIN, PART OF ELKO COUNTY, NEVADA, 2020 THROUGH
2025**



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THROUGH 2025**

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City of Carlin Comprehensive Economic Development Strategy 2020 through 2025

Economic Development Vision

What We Will Do: The City of Carlin will create, grow and sustain a **thriving** community for our citizens, our families, our children, our businesses, and our visitors.

How We Will Do It: The City of Carlin will build our capacity to support the economic, social, fiscal, and cultural characteristics of our community through business and job and community improvement.

City of Carlin Comprehensive Economic Development Strategy 2020 through 2025

Reprioritized Strategic Economic Development Goals for 2021 through 2022

Priority Goal No. 1a: Existing Goal No. 3, By FY 2020-21, an attainable funding source will be identified and secured in order to replace and rehabilitate essential infrastructure.

Priority Goal No. 1b: Existing Goal No. 1, By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements.

Priority Goal No. 2a: Existing Goal No. 2, By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project.

Priority Goal No. 2b: Existing Goal No. 7, By July 1, 2023, identify, plan and develop at least one market-rate housing project.

Priority Goal No. 3a: Existing Goal No. 5, By 2025 (changed from 2021), develop a framework of incentives to recruit targeted industries.

Priority Goal No. 3b: Existing Goal No. 6, Develop a Community Development Corporation (CDC) or equivalent economic development organization (Board, Chamber, or Business Association) by July 1, 2025 (changed from 2021) to recruit targeted businesses.

Priority Goal No. 4: Existing Goal No. 8, By July 1, 2024, complete at least one tourism-related project and/or initiative.

Priority Goal No. 5: Existing Goal No. 4, Identify and successfully recruit and open a reputable financial institution with full banking services that would serve Carlin by July 1, 2025 (changed from 2020).

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’s or community’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization or community will attempt to achieve and implement over the strategic planning horizon.

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

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

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

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

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

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. 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, facilitated a series of annual update and evaluation workshops held on the following dates and in the following communities for the associated exiting Comprehensive Economic Development Strategy documents:

- City of Carlin Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: April 26, 2021 in Carlin, Nevada
- City of Wells Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: March 4, 2021 in Wells, Nevada
- City of West Wendover Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: May 5, 2021 in West Wendover, Nevada
- Elko County, City of Elko, Jackpot and Spring Creek Comprehensive Economic Development Strategy 2020 through 2025: July 13, 2021 in Elko, Nevada (Elko County and City of Elko); July 14, 2021 in Spring Creek, Nevada (Spring Creek); July 15, 2021 in Jackpot, Nevada (Jackpot)
- Lander County Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: April 28, 2021 in Battle Mountain, Nevada

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- White Pine County Comprehensive Economic Development Strategy 2020 through 2025 Annual Update and Evaluation: May 3, 2021 in Ely, Nevada

Each of these individual annual update and evaluation strategic economic development planning workshops consisted of an overview of the Comprehensive Economic Development Strategy and of resiliency and contingency planning along with a series of facilitated small group and large group participant exercises designed to evaluate and, if necessary, to revise the strategic economic development vision statement and individual goals and objectives identified in each individual community-level Comprehensive Economic Development Strategy developed in 2019 through 2020. Workshop participants were also asked to identify a series of priority projects for the coming year and participated in a series of facilitated small group and large group exercises designed to develop a set of economic resiliency and contingency elements.

This University Center for Economic Development technical report presents the results from the local community and county-level Comprehensive Economic Development Strategy annual update and evaluation workshop held in Carlin, Nevada on April 26, 2021 as part of the annual update and evaluation of the 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. For example, according to the Nevada State Demographer's Office, communities within the northeastern Nevada region recorded a total population of approximately 16.2 percent greater than what was estimated by the U.S. Census Bureau's American Community Survey for 2019. U.S. Census Bureau data is primarily used in this technical report in compliance with U.S. Economic Development Administration requirements. Section 3.0 of this University Center for Economic Development technical report presents an overview of potential revisions to the existing economic vision statement, goals and actionable items, and specific resiliency and recovery actions developed by community leaders and representatives.

2.0 Analysis: Existing Community and Regional Conditions

This section presents a comprehensive 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 participants of the annual update and review workshops held for individual communities within the northeastern Nevada region between March 2021 and July 2021.

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

Eleven separate socio-demographic, economic, and industry and occupation sector data categories were examined by participants of the individual community annual update and review strategic economic development planning workshops held between March 2021 and July 2021. 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 2019 period.

2.1.a Total Population

Table 2.1 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 2019. The community of Carlin is highlighted.

Between 2013 and 2019, the total population for all of Elko County increased from an estimated 50,023 total individuals in 2013 to an estimated 52,297 total individuals in 2019, a net increase of 2,274 total individuals or by 4.5 percent. For the City of Carlin, total population decreased between 2013 and 2019, decreasing from an estimated 2,634 total individuals in 2013 to an estimated 2,025 total individuals in 2019, a net decrease of 609 total individuals or by -23.1 percent. Total population for the City of Elko increased from an estimated 18,888 total individuals in 2013 to an estimated 20,304 total individuals in 2019, a net increase of 1,416 total individuals or by 7.5 percent while total population for the City of Wells decreased from an estimated 1,374 total individuals in 2013 to an estimated 1,022 total individuals in 2019, a net decrease of 352 total individuals or by -25.6 percent. The total population for the City of West Wendover decreased from an estimated 4,442 total individuals in 2013 to an estimated 4,285 total individuals in 2019, a net decrease of 157 total individuals or by -3.5 percent.

For all of Eureka County, the total population countywide increased from an estimated 1,804 total individuals in 2013 to an estimated 1,859 total individuals in 2019, a net increase of 55 total individuals or by 2.7 percent and the total population for just the town of Eureka increased from an estimated 450 total individuals in 2013 to an estimated 462 total individuals in 2019, a net increase of 12 total individuals or by 2.7 percent. The total population for all of Lander County decreased from an estimated 5,844 total individuals in 2013 to an estimated 5,643 total individuals in 2019, a net decrease of 201 total individuals or by a percentage decrease of -3.4 percent. For the town of Austin, located in southern Lander County, the total population has decreased significantly between 2013 and 2019, decreasing from an estimated 580 total individuals in 2013 to an estimated 113 total individuals in 2019, a net decrease of 467 total individuals or by a percentage decrease of -80.5 percent while the total population for the town of Battle Mountain, located in northern Lander County, increased from an estimated 3,241 total individuals in 2013 to an estimated 3,698 total individuals in 2019, a net increase of 457 total individuals or by 14.1 percent.

Table 2.1 – Total Population Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	50,023	52,297	2,274	4.5%
Carlin	2,634	2,025	-609	-23.1%
Elko	18,888	20,304	1,416	7.5%
Wells	1,374	1,022	-352	-25.6%
West Wendover	4,442	4,285	-157	-3.5%
Eureka County	1,804	1,859	55	3.0%
Eureka	450	462	12	2.7%
Lander County	5,844	5,643	-201	-3.4%
Austin	580	113	-467	-80.5%
Battle Mountain	3,241	3,698	457	14.1%
White Pine County	10,023	9,679	-344	-3.4%
Ely	4,246	4,035	-211	-5.0%
State of Nevada	2,730,066	2,972,382	242,316	8.9%
United States	311,536,594	324,697,795	13,161,201	4.2%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For White Pine County, the countywide population decreased from an estimated 10,023 total individuals in 2013 to an estimated 9,679 total individuals in 2019, a net decrease of 344 total individuals or by a percentage decrease of -3.4 percent. The total population of the City of Ely, located in White Pine County, also decreased between 2013 and 2019, decreasing from an estimated 4,246 total individuals in 2013 to an estimated 4,035 total individuals in 2019, a net decrease of 211 total individuals or by a percentage decrease of -5.0 percent.

Comparatively, the total population for the entire state of Nevada increased between 2013 and 2019, increasing from an estimated 2.73 million total individuals in 2013 to an estimated 2.97

million total individuals in 2019, a net increase of 242,316 total individuals or by 8.9 percent. Nationwide, the total population for the entire United States increased from an estimated 311.54 million total individuals in 2013 to an estimated 324.70 million total individuals in 2019, a net increase of approximately 13.16 million total individuals or by 4.2 percent.

2.1.b Median Age

Table 2.2 presents the change in median age for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Carlin is highlighted.

Table 2.2 – Median Age				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	33.3	34.1	0.8	2.4%
Carlin	34.8	44.1	9.3	26.7%
Elko	30.3	32.6	2.3	7.6%
Wells	34.6	50.5	15.9	46.0%
West Wendover	26.1	32.0	5.9	22.6%
Eureka County	38.3	47.7	9.4	24.5%
Eureka	46.5	56.0	9.5	20.4%
Lander County	37.3	37.4	0.1	0.3%
Austin	43.3	51.6	8.3	19.2%
Battle Mountain	37.7	38.7	1.0	2.7%
White Pine County	40.9	39.8	-1.1	-2.7%
Ely	44.0	39.0	-5.0	-11.4%
State of Nevada	36.6	38.0	1.4	3.8%
United States	37.3	38.1	0.8	2.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

The estimated median age for all of Elko County increased between 2013 and 2019, increasing from an estimated median age of 33.3 years of age in 2013 to an estimated 34.1 years of age in 2019, a net increase of 0.8 years of age or by 2.4 percent. For the City of Carlin, the estimated median age increased significantly between 2013 and 2019, increasing from an estimated 34.8 years of age in 2013 to an estimated 44.1 years of age in 2019, a net increase of 9.3 years of age or by 26.7 percent. The median age for the City of Elko increased from an estimated 30.3 years of age in 2013 to an estimated 32.6 years of age in 2019, a net increase of 2.3 years of age or by 7.6 percent while the median age for the City of Wells increased significantly between 2013 and 2019, increasing from an estimated 34.6 years of age in 2013 to an estimated 50.5 years of age in 2019, a net increase of 15.9 years of age or by 46.0 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 32.0 years of age in 2019, a net increase of 5.9 years of age or by 22.6 percent.

For all of Eureka County, the estimated median age increased significantly between 2013 and 2019, increasing from an estimated 38.3 years of age in 2013 to an estimated 47.7 years of age in 2019, a net increase of 9.4 years of age or by 24.5 percent. The estimated median age for just the town of Eureka also increased significantly between 2013 and 2019, increasing from an estimated 46.5 years of age in 2013 to an estimated 56.0 years of age in 2019, a net increase of 9.5 years of age or by 20.4 percent. For all Lander County, the estimated median age increased only slightly between 2013 and 2019, increasing from an estimated 37.3 years of age in 2013 to an estimated 37.4 years of age in 2019, a net increase of 0.1 years of age or by 0.3 percent. For just the town of Austin, the estimated median age increased significantly between 2013 and 2019, increasing from an estimated 43.3 years of age in 2013 to an estimated 51.6 years of age in 2019, a net increase of 8.3 years of age or by 19.2 percent while the estimated median age for just the town of Battle Mountain increased from an estimated 37.7 years of age in 2013 to an estimated 38.7 years of age in 2019, a net increase of 1.0 years of age or by 2.7 percent.

The estimated median age for all of White Pine County decreased from an estimated 40.9 years of age in 2013 to an estimated 39.8 years of age in 2019, a net decrease of 1.1 years of age or by a percentage decrease of -2.7 percent. White Pine County was the only county within the northeastern Nevada region with a decrease in the countywide median age between 2013 and 2019. For just the City of Ely, the estimated median age also decreased between 2013 and 2019, decreasing from an estimated 44.0 years of age in 2013 to an estimated 39.0 years of age in 2019, a net decrease of 5.0 years of age or by a percentage decrease of -11.4 percent.

Comparatively, the estimated median age for the entire state of Nevada increased between 2013 and 2019, increasing from an estimated 36.6 years of age in 2013 to an estimated 38.0 years of age in 2019, a net increase of 1.4 years of age or by 3.8 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 38.1 years of age in 2019, a net increase of 0.8 years of age or by 2.1 percent.

2.1.c Total Number of Households

Table 2.3 presents the change in the total number of households for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Carlin is highlighted.

Between 2013 and 2019, the total number of households in all of Elko County increased from an estimated 17,599 total households in 2013 to an estimated 18,065 total households in 2019, a net increase of 466 total households or by 2.6 percent. For just the City of Carlin, the total number of households decreased significantly between 2013 and 2019, decreasing from an estimated 895 total households in 2013 to an estimated 700 total households in 2019, a net decrease of 195 total households or by a percentage decrease of -21.8 percent. For just the City of Elko, the total number of households increased from an estimated 6,662 total households in 2013 to an estimated 7,232 total households in 2019, a net increase of 570 total households or by 8.6 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 463 total households in 2019, a net decrease of 337 total households or by a percentage decrease of -42.1 percent. For

just the City of West Wendover, the total number of households also decreased between 2013 and 2019, decreasing from an estimated 1,362 total households in 2013 to an estimated 1,232 total households in 2019, a net decrease of 130 total households or by -9.5 percent.

Table 2.3 – Total Number of Households				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	17,599	18,065	466	2.6%
Carlin	895	700	-195	-21.8%
Elko	6,662	7,232	570	8.6%
Wells	800	463	-337	-42.1%
West Wendover	1,362	1,232	-130	-9.5%
Eureka County	733	774	41	5.6%
Eureka	504	249	-255	-50.6%
Lander County	2,010	2,198	188	9.4%
Austin	207	65	-142	-68.6%
Battle Mountain	1,126	1,465	339	30.1%
White Pine County	3,357	3,516	159	4.7%
Ely	1,605	1,703	98	6.1%
State of Nevada	999,016	1,098,602	99,586	10.0%
United States	115,610,216	120,756,048	5,145,832	4.5%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For all of Eureka County, the total number of households increased between 2013 and 2019, increasing from 733 total households in 2013 to 774 total households in 2019, a net increase of 41 total households or by 5.6 percent while the total number of households for just the town of Eureka decreased significantly from 504 total households in 2013 to 249 total households in 2019, a net decrease of 255 total households or by -50.6 percent. For all Lander County, the total number of households increased between 2013 and 2019, increasing from an estimated 2,010 total households in 2013 to an estimated 2,198 total households in 2019, a net increase of 188 total households or by 9.4 percent. For just the town of Austin, the total number of households decreased significantly from an estimated 207 total households in 2013 to an estimated 65 total households in 2019, a net decrease of 142 total households or by -68.6 percent while the total number of households for just the town of Battle Mountain increased from an estimated 1,126 total households in 2013 to an estimated 1,465 total households in 2019, a net increase of 339 total households or by 30.1 percent.

Between 2013 and 2019, the total number of households for all of White Pine County increased from an estimated 3,357 total households in 2013 to an estimated 3,516 total households in 2019, a net increase of 159 total households or by 4.7 percent. For just the City of Ely, the total number of households also increased between 2013 and 2019, increasing from an estimated 1,605 total households in 2013 to an estimated 1,703 total households in 2019, a net increase of 98 total households or by 6.1 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 1.10 million total households in 2019, a net increase of 99,586 total households or by 10.0 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 120.76 million total households in 2019, a net increase of 5.15 million total households or by a percentage increase of 4.5 percent.

2.1.d Average Household Size

Table 2.4 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 2019. The community of Carlin is highlighted.

Table 2.4 – Average Household Size				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	2.80	2.85	0.05	1.8%
Carlin	2.75	2.66	-0.09	-3.3%
Elko	2.78	2.74	-0.04	-1.4%
Wells	2.34	2.21	-0.13	-5.6%
West Wendover	3.26	3.48	0.22	6.7%
Eureka County	2.43	2.40	-0.03	-1.2%
Eureka	2.61	1.84	-0.77	-29.5%
Lander County	2.87	2.54	-0.33	-11.5%
Austin	2.78	1.74	-1.04	-37.4%
Battle Mountain	2.85	2.49	-0.36	-12.6%
White Pine County	2.74	2.33	-0.41	-15.0%
Ely	2.60	2.33	-0.27	-10.4%
State of Nevada	2.70	2.67	-0.03	-1.1%
United States	2.63	2.62	-0.01	-0.4%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

Between 2013 and 2019, Elko County was the only county within the northeastern Nevada region that experienced an increase in the estimated average household size. For all of Elko County, the estimated average household size increased from an estimated 2.80 people per household in 2013 to an estimated 2.85 people per household in 2019, a net increase of 0.05 people per household or by 1.8 percent. For just the City of Carlin, the estimated average household size decreased from an estimated 2.75 people per household in 2013 to an estimated 2.66 people per household in 2019, a net decrease of 0.09 people per household or by -3.3 percent while the estimated average household size for the City of Elko decreased from an estimated 2.78 people per household in 2013 to an estimated 2.74 people per household in 2019, a net decrease of 0.04 people per household or by -1.4 percent. For the City of Wells, the

estimated average household size decreased from an estimated 2.34 people per household in 2013 to an estimated 2.21 people per household in 2019, a net decrease of 0.13 people per household or by -5.6 percent while the average household size for the City of West Wendover actually increased, increasing from an estimated 3.26 people per household in 2013 to an estimated 3.48 people per household in 2019, a net increase of 0.22 people per household or by 6.7 percent.

For all of Eureka County, the estimated average household size decreased from an estimated 2.43 people per household in 2013 to an estimated 2.40 people per household in 2019, a net decrease of 0.03 people per household or by -1.2 percent while the average household size for just the town of Eureka decreased significantly, decreasing from an estimated 2.61 people per household in 2013 to an estimated 1.84 people per household in 2019, a net decrease of 0.77 people per household or by -29.5 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 2.54 people per household in 2019, a net decrease of 0.33 people per household or by -11.5 percent. The average household size for just the town of Austin decreased significantly from an estimated 2.78 people per household in 2013 to an estimated 1.74 people per household in 2019, a net decrease of 1.04 people per household or by -37.4 percent. For just the town of Battle Mountain, the estimated average household size decreased from an estimated 2.85 people per household in 2013 to an estimated 2.49 people per household in 2019, a net decrease of 0.36 people per household or by a percentage decrease of -12.6 percent.

Between 2013 and 2019, 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 2.33 people per household in 2019, a net decrease of 0.41 people per household or by -15.0 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 2.33 people per household in 2019, a net decrease of 0.27 people per household or by a percentage decrease of -10.4 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 2.67 people per household in 2019, a net decrease of just 0.03 people per household or by -1.1 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 2.62 people per household in 2019, a net decrease of just 0.01 people per household or by a percentage decrease of -0.4 percent.

2.1.e Median Household Income

Table 2.5 presents the change in median household income (in 2019 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Carlin is highlighted.

Between 2013 and 2019, the estimated median household income for all Elko County increased from an estimated \$70,238 in 2013 to an estimated \$78,929 in 2019, a net increase of \$10,994 or

by 15.7 percent. Over the same 2013 to 2019 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 \$9,822 or by 14.2 percent between 2013 and 2019, increased by an estimated \$2,337 or by a percentage increase of 2.8 percent for the City of Elko, increased by an estimated \$8,058 or by a percentage increase of 14.5 percent for the City of Wells, and increased significantly by an estimated \$26,534 or by 70.3 percent for the City of West Wendover.

Table 2.5 – Median Household Income (2019 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	\$70,238	\$81,232	\$10,994	15.7%
Carlin	\$69,107	\$78,929	\$9,822	14.2%
Elko	\$75,989	\$79,205	\$3,216	4.2%
Wells	\$46,875	\$48,958	\$2,083	4.4%
West Wendover	\$37,740	\$64,274	\$26,534	70.3%
Eureka County	\$64,632	\$67,105	\$2,473	3.8%
Eureka	\$50,268	\$63,560	\$13,292	26.4%
Lander County	\$72,742	\$88,030	\$15,288	21.0%
Austin	\$43,809	-	-	-
Battle Mountain	\$76,090	\$73,536	-\$2,554	-3.4%
White Pine County	\$48,586	\$60,827	\$12,241	25.2%
Ely	\$49,316	\$60,048	\$10,732	21.8%
State of Nevada	\$52,800	\$60,365	\$7,565	14.3%
United States	\$53,046	\$62,843	\$9,797	18.5%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For all of Eureka County, the estimated median household income increased from an estimated \$64,632 in 2013 to an estimated \$67,105 in 2019, a net increase of \$2,473 or by a percentage increase of 3.8 percent while the estimated median household income for just the town of Eureka increased significantly between 2013 and 2019, increasing by an estimated \$13,292 or by a percentage increase of 26.4 percent. For all of Lander County, the estimated median household income increased significantly from an estimated \$72,742 in 2013 to an estimated \$88,030 in 2019, a net increase of \$15,288 or by 21.0 percent. While data for median household income for the town of Austin was not available for 2019, the estimated median household income for the town of Austin in 2013 was an estimated \$43,809. The estimated median household income for just the town of Battle Mountain decreased between 2013 and 2019, decreasing by an estimated \$2,554 or by a percentage decrease of -3.4 percent.

Between 2013 and 2019, the estimated median household income for all of White Pine County increased from an estimated \$48,586 in 2013 to an estimated \$60,827 in 2019, a significant net increase of \$12,241 or by an estimated 25.2 percent. For just the City of Ely, the estimated

median household income also increased significantly between 2013 and 2019, increasing by an estimated \$10,732 or by a percentage increase of 21.8 percent.

Statewide, the estimated median household income for the entire state of Nevada increased from an estimated \$52,800 in 2013 to an estimated \$60,365 in 2019, a net increase of \$7,565 or by a percentage increase of 14.3 percent. Nationwide, the estimated median household income for the entire United States increased from an estimated \$53,046 in 2013 to an estimated \$62,843 in 2019, a net increase of \$9,797 or by a percentage increase of 18.5 percent.

2.1.f Median Family Income

Table 2.6 presents the change in median family income (in 2019 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Carlin is highlighted.

Table 2.6 – Median Family Income (2019 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	\$75,231	\$91,288	\$16,057	21.3%
Carlin	\$75,046	\$82,679	\$7,633	10.2%
Elko	\$84,458	\$86,795	\$2,337	2.8%
Wells	\$55,500	\$63,558	\$8,058	14.5%
West Wendover	\$41,208	\$68,289	\$27,081	65.7%
Eureka County	\$94,648	\$85,096	-\$9,552	-10.1%
Eureka	\$64,853	\$66,447	\$1,594	2.5%
Lander County	\$75,857	\$98,516	\$22,659	29.9%
Austin	\$60,278	-	-	-
Battle Mountain	\$80,313	\$88,890	\$8,577	10.7%
White Pine County	\$63,982	\$72,238	\$8,256	12.9%
Ely	\$63,459	\$63,102	-\$357	-0.6%
State of Nevada	\$61,359	\$71,916	\$10,557	17.2%
United States	\$64,719	\$77,263	\$12,544	19.4%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

Between 2013 and 2019, median family income for all of Elko County increased significantly from an estimated \$75,231 in 2013 to an estimated \$91,288 in 2019, a net increase of \$16,057 or by 21.3 percent. Median family income for just the City of Carlin increased by an estimated \$7,633 or by 10.2 percent between 2013 and 2019, increased by an estimated \$2,337 or by 2.8 percent for the City of Elko, increased by an estimated \$8,058 or by 14.5 percent for the City of Wells, and increased significantly by an estimated \$27,081 or by 65.7 percent for the City of West Wendover. For just Eureka County, median family income decreased between 2013 and 2019, decreasing from an estimated \$94,648 in 2013 to an estimated \$85,096 in 2019 a net

decrease of \$9,552 or by a percentage decrease of -10.1 percent. For just the town of Eureka, median family income increased from an estimated \$64,853 in 2013 to an estimated \$66,447 in 2019, a net increase of \$1,594 or by 2.5 percent.

For all of Lander County, median family income increased significantly between 2013 and 2019, increasing from an estimated \$75,857 in 2013 to an estimated \$98,516 in 2019, a net increase of \$22,659 or by 29.9 percent. While median family income was unavailable for the town of Austin in 2019, the estimated 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 \$8,577 or by 10.7 percent between 2013 and 2019. For all of White Pine County, median family income increased from an estimated \$63,982 in 2013 to an estimated \$72,238 in 2019, a net increase of \$8,256 or by 12.9 percent and, for the City of Ely, median family income declined only slightly, decreasing from an estimated \$63,459 in 2013 to an estimated \$63,102 in 2019, a net decrease of just \$357 or by -0.6 percent.

Comparatively, median family income for the entire state of Nevada increased from an estimated \$61,359 in 2013 to an estimated \$71,916 in 2019, a net increase of \$10,557 or by 17.2 percent. Nationwide, median family income for the entire United States increased from an estimated \$64,719 in 2013 to an estimated \$77,263 in 2019, a net increase of \$12,544 or by 19.4 percent.

2.1.g Per Capita (Mean) Income

Table 2.7 presents the change in per capita income (in 2019 inflation-adjusted dollars) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Carlin is highlighted.

Between 2013 and 2019, per capita income for all of Elko County increased significantly from an estimated \$28,358 in 2013 to an estimated \$33,875 in 2019, a net increase of \$5,517 or by 19.5 percent. For just the City of Carlin, per capita income increased by an estimated \$4,098 or by 14.0 percent between 2013 and 2019, increased by an estimated \$4,228 or by 13.6 percent for the City of Elko, increased by an estimated \$4,253 or by 18.2 percent for the City of Wells, and increased dramatically by an estimated \$10,658 or by 71.1 percent for the City of West Wendover. For all of Eureka County, per capita income increased from an estimated \$28,056 in 2013 to an estimated \$34,249 in 2019, a net increase of \$6,193 or by 22.1 percent and, for just the town of Eureka, per capita income increased from an estimated \$24,700 in 2013 to an estimated \$29,504 in 2019, a net increase of \$4,804 or by 19.4 percent.

For all of Lander County, per capita income increased from an estimated \$29,800 in 2013 to an estimated \$34,000 in 2019, a net increase of \$4,200 or by 14.1 percent. While per capita income was unavailable for the town of Austin in 2019, the estimated per capita income for the town of Austin in 2013 was an estimated \$17,523 and increased for the town of Battle Mountain by an estimated \$1,002 or by 3.2 percent between 2013 and 2019. For all of White Pine County, per capita income increased from an estimated \$24,435 in 2013 to an estimated \$25,675 in 2019, a net increase of \$1,240 or by 5.1 percent but decreased for the City of Ely, decreasing from an

estimated \$28,226 in 2013 to an estimated \$27,774 in 2019, a net decrease of \$452 or by a percentage decrease of -1.6 percent.

Table 2.7 – Per Capita (Mean) Income, Individuals (2019 Inflation-Adjusted Dollars) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	\$28,358	\$33,875	\$5,517	19.5%
Carlin	\$29,339	\$33,437	\$4,098	14.0%
Elko	\$31,042	\$35,270	\$4,228	13.6%
Wells	\$23,401	\$27,654	\$4,253	18.2%
West Wendover	\$14,982	\$25,640	\$10,658	71.1%
Eureka County	\$28,056	\$34,249	\$6,193	22.1%
Eureka	\$24,700	\$29,504	\$4,804	19.4%
Lander County	\$29,800	\$34,000	\$4,200	14.1%
Austin	\$17,523	-	-	-
Battle Mountain	\$31,153	\$32,155	\$1,002	3.2%
White Pine County	\$24,435	\$25,675	\$1,240	5.1%
Ely	\$28,226	\$27,774	-\$452	-1.6%
State of Nevada	\$26,589	\$31,557	\$4,968	18.7%
United States	\$28,155	\$34,103	\$5,948	21.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

Statewide, per capita income for the entire state of Nevada increased from an estimated \$26,589 in 2013 to an estimated \$31,557 in 2019, a net increase of \$4,968 or by an estimated 18.7 percent. Nationwide, per capita income for the entire United States increased from an estimated \$28,155 in 2013 to an estimated \$34,103 in 2019, a net increase of \$5,948 or by an estimated 21.1 percent.

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

Table 2.8 presents the change in the percentage of total population living below the poverty line for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Carlin is highlighted.

Between 2013 and 2019, 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 11.7 percent in 2019, a net increase of 2.9 percent or by a percentage increase of 33.0 percent. For just the City of Carlin, the percentage of total population living below the poverty line decreased significantly between 2013 and 2019, decreasing by a net 4.8 percent or by a percentage decrease of -81.4 percent, increased significantly for the City of Elko by a net 8.1 percent or by a percentage increase of 128.6 percent, increased significantly for the City of Wells by a net 3.7 percent or by a percentage increase of 46.8 percent, and decreased significantly for

the City of West Wendover by a net 11.2 percent or by a percentage decrease of -45.2 percent. The percentage of total population living below the poverty line for all of Eureka County decreased significantly between 2013 and 2019, decreasing from an estimated 13.9 percent in 2013 to an estimated 8.0 percent in 2019, a net decrease of 5.9 percent or by a percentage decrease of -42.4 percent, and decreased by an estimated 0.3 percent or by a percentage decrease of -1.8 percent for just the town of Eureka between 2013 and 2019.

Table 2.8 – Percent of Total Population Living Below the Poverty Line Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	8.8%	11.7%	2.9%	33.0%
Carlin	5.9%	1.1%	-4.8%	-81.4%
Elko	6.3%	14.4%	8.1%	128.6%
Wells	7.9%	11.6%	3.7%	46.8%
West Wendover	24.8%	13.6%	-11.2%	-45.2%
Eureka County	13.9%	8.0%	-5.9%	-42.4%
Eureka	16.9%	16.6%	-0.3%	-1.8%
Lander County	9.3%	9.7%	0.4%	4.3%
Austin	15.2%	-	-	-
Battle Mountain	8.7%	10.0%	1.3%	14.9%
White Pine County	12.9%	13.6%	0.7%	5.4%
Ely	11.2%	18.2%	7.0%	62.5%
State of Nevada	15.0%	13.1%	-1.9%	-12.7%
United States	15.4%	13.4%	-2.0%	-13.0%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

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 9.7 percent in 2019, a net increase of 0.4 percent or by a percentage increase of 4.3 percent. While the percentage of total population living below the poverty line was unavailable for the town of Austin in 2019, the estimated percentage of total population living below the poverty line for just the town of Austin in 2013 was an estimated 15.2 percent and increased between 2013 and 2019 for just the town of Battle Mountain, increasing by an estimated 1.3 percent or by a percentage increase of 14.9 percent. Between 2013 and 2019, the percentage of total population living below the poverty line for all White Pine County increased from an estimated 12.9 percent in 2013 to an estimated 13.6 percent in 2019, a net increase of 0.7 percent or by a percentage increase of 5.4 percent, and increased significantly for just the City of Ely between 2013 and 2019, increasing by a net 7.0 percent or by a percentage increase of 62.5 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 13.1 percent in 2019, a net decrease of 1.9 percent or by a percentage decrease of -12.7 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 13.4 percent in 2019, a net decrease of 2.0 percent or by a percentage decrease of -13.0 percent.

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

Table 2.9 presents the change in the size of the civilian workforce (individuals aged 16 years or older) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Carlin is highlighted.

Table 2.9 – Civilian Workforce (Individuals 16 Years or Older)				
Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	26,271	27,452	1,181	4.5%
Carlin	1,278	1,065	-213	-16.7%
Elko	9,972	11,027	1,055	10.6%
Wells	742	450	-292	-39.4%
West Wendover	2,163	2,213	50	2.3%
Eureka County	845	930	85	10.1%
Eureka	210	260	50	23.8%
Lander County	2,830	2,818	-12	-0.4%
Austin	-	101	-	-
Battle Mountain	1,534	1,806	272	17.7%
White Pine County	4,464	3,760	-704	-15.8%
Ely	2,028	1,818	-210	-10.4%
State of Nevada	1,404,746	1,498,994	94,248	6.7%
United States	157,113,886	163,555,585	6,441,699	4.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

Between 2013 and 2019, the civilian workforce for all of Elko County increased from an estimated 26,271 total individuals in 2013 to an estimated 27,452 in 2019, a net increase of 1,181 total individuals or by 4.5 percent. For just the City of Carlin, the civilian workforce decreased by an estimated 213 total individuals or by a percentage decrease of -16.7 percent between 2013 and 2019, increased by an estimated 1,055 total individuals or by 10.6 percent for just the City of Elko, decreased significantly by an estimated 292 total individuals or by a percentage decrease of -39.4 percent for just the City of Wells, and increased by an estimated 50 total individuals or by 2.3 percent for just the City of West Wendover. For all of Eureka County, the civilian workforce increased from an estimated 845 total individuals in 2013 to an estimated 930 total individuals in 2019, a net increase of 85 total individuals or by 10.1 percent, and increased significantly for just the town of Eureka, increasing by an estimated 50 total individuals or by 23.8 percent between 2013 and 2019.

For all of Lander County, the civilian workforce decreased slightly between 2013 and 2019, decreasing from an estimated 2,830 total individuals in 2013 to an estimated 2,818 total individuals in 2019, a net decrease of just 12 total individuals or by -0.4 percent. While the estimated civilian workforce for the town of Austin was not available for 2013, the estimated civilian workforce for just the town of Austin in 2019 was an estimated 101 total individuals. The civilian workforce for just the town of Battle Mountain increased significantly between 2013 and 2019, increasing by an estimated 272 total individuals or by a percentage increase of 17.7 percent. Between 2013 and 2019, the civilian workforce for all of White Pine County decreased from an estimated 4,464 total individuals in 2013 to an estimated 3,760 total individuals in 2019, a net decrease of 704 total individuals or by -15.8 percent, and decreased by an estimated 210 total individuals or by a percentage decrease of -10.4 percent for just the City of Ely between 2013 and 2019.

The civilian workforce for the entire state of Nevada increased from an estimated 1.40 million total individuals in 2013 to an estimated 1.50 million total individuals in 2019, a net increase of 94,248 total individuals or by 6.7 percent between 2013 and 2019. Nationwide, the civilian workforce for the entire United States increased from an estimated 157.11 million total individuals in 2013 to an estimated 163.56 million total individuals in 2019, a net increase of 6.44 million total individuals or by 4.1 percent.

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

Table 2.10 presents the change in the estimated civilian unemployment rate (individuals aged 16 years or older) for each county within the Northeastern Nevada Regional Development Authority region, the state of Nevada, and for the United States between 2013 and 2019. The community of Carlin is highlighted.

Between 2013 and 2019, the civilian unemployment rate for all of Elko County decreased from an estimated 5.7 percent in 2013 to an estimated 4.7 percent in 2019, a net decrease of 1.0 percent or by a percentage decrease of -17.5 percent. For just the City of Carlin, the civilian unemployment rate decreased by a net 2.7 percent or by a percentage decrease of -25.5 percent between 2013 and 2019, increased by a net 0.2 percent or by a percentage increase of 4.2 percent for just the City of Elko, decreased significantly by a net 4.5 percent or by a percentage decrease of -60.8 percent for just the City of Wells, and decreased significantly by a net 6.3 percent or by a percentage decrease of -82.9 percent for just the City of West Wendover. For all of Eureka County, the civilian unemployment rate for the entire county declined substantially from an estimated 5.4 percent in 2013 to an estimated 0.0 percent in 2019, a net decrease of 5.4 percent or by a percentage decrease of -100.0 percent. The civilian unemployment rate for just the town of Eureka declined by the same substantial percentage decrease of -100.0 percent between 2013 and 2019, decreasing from an estimated 1.6 percent in 2013 to an estimated 0.0 percent in 2019, a net decrease of 1.6 percent.

For all of Lander County, the civilian unemployment rate decreased from an estimated 11.2 percent in 2013 to an estimated 8.2 percent in 2019, a net decrease of 3.0 percent or by a percentage decrease of -26.8 percent. While the civilian unemployment rate for the town of Austin was not available for 2019, the civilian unemployment rate for just the town of Austin in

2013 was an estimated 17.7 percent. For just the town of Battle Mountain, the civilian unemployment rate declined from an estimated 10.7 percent in 2013 to an estimated 6.3 percent, a net decrease of 4.4 percent or by a percentage decrease of -41.1 percent. Between 2013 and 2019, the civilian unemployment for all of White Pine County declined from an estimated 9.9 percent in 2013 to an estimated 3.4 percent in 2019, a net decrease of 6.5 percent or by a percentage decrease of -65.7 percent, and decreased by a net 2.6 percent or by a percentage decrease of -29.5 percent for just the City of Ely between 2013 and 2019.

Table 2.10 – Civilian Unemployment Rate (Individuals 16 Years or Older) Communities within the Northeastern Nevada Regional Development Authority				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Elko County	5.7%	4.7%	-1.0%	-17.5%
Carlin	10.6%	7.9%	-2.7%	-25.5%
Elko	4.8%	5.0%	0.2%	4.2%
Wells	7.4%	2.9%	-4.5%	-60.8%
West Wendover	7.6%	1.3%	-6.3%	-82.9%
Eureka County	5.4%	0.0%	-5.4%	-100.0%
Eureka	1.6%	0.0%	-1.6%	-100.0%
Lander County	11.2%	8.2%	-3.0%	-26.8%
Austin	17.7%	-	-	-
Battle Mountain	10.7%	6.3%	-4.4%	-41.1%
White Pine County	9.9%	3.4%	-6.5%	-65.7%
Ely	8.8%	6.2%	-2.6%	-29.5%
State of Nevada	12.5%	6.2%	-6.3%	-50.4%
United States	9.7%	5.3%	-4.4%	-45.4%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

For the entire state of Nevada, the civilian unemployment rate declined significantly between 2013 and 2019, declining from an estimated 12.5 percent in 2013 to an estimated 6.2 percent in 2019, a net decrease of 6.3 percent or by a percentage decrease of -50.4 percent. Nationwide, the civilian unemployment rate for the entire United States decreased significantly between 2013 and 2019, decreasing from an estimated 9.7 percent in 2013 to an estimated 5.3 percent in 2019, a net decrease of 4.4 percent or by a percentage decrease of -45.4 percent.

2.1.k Total Employment by Major Industry Sector

Table 2.11 presents the total number of individuals employed by major industry sector for Elko County, Eureka County, Lander County, White Pine County, and for the entire state of Nevada and for the entire United States in 2019. 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.

Table 2.11 – Civilian Employment (Population 16 Years and Over) Communities within the Northeastern Nevada Regional Development Authority 2019						
Industry Sector	Elko County	Eureka County	Lander County	White Pine County	State of Nevada	United States
Agriculture, Forestry, Fishing and Hunting, and Mining	6,673	406	1,200	810	21,066	2,743,687
Construction	1,952	57	159	215	97,988	10,207,602
Manufacturing	562	38	6	50	64,737	15,651,460
Wholesale Trade	459	0	75	7	28,879	4,016,566
Retail Trade	2,603	68	168	290	163,565	17,267,009
Transportation and Warehousing, and Utilities	1,111	48	113	185	83,731	8,305,602
Information	325	0	12	14	21,414	3,114,222
Finance and Insurance, and Real Estate and Rental and Leasing	652	0	0	39	78,121	10,151,206
Professional, Scientific, Management, Administrative Waste Management Services	1,359	71	107	173	156,878	17,924,655
Educational Services, and Health Care and Social Assistance	3,817	113	379	549	225,489	35,840,954
Arts, Entertainment, Recreation, Accommodation and Food Services	4,354	29	137	621	340,877	14,962,299
Other Services, Except Public Administration	1,007	22	50	111	65,091	7,522,777
Public Administration	1,294	78	180	569	58,732	7,134,146
Total	26,168	930	2,586	3,633	1,406,568	154,842,185

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2019

For Elko County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 6,673 total individuals. Arts,

Entertainment, Recreation, Accommodation and Food Services was the second largest major industry sector, employing an estimated 4,354 total individuals, Educational Services, and Health Care and Social Assistance was the third largest major industry sector, employing an estimated 3,817 total individuals, and Retail Trade was the fourth largest major industry sector for Elko County in 2019, employing an estimated 2,603 total individuals.

For Eureka County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 406 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector in Eureka County in 2019, employing an estimated 113 total individuals, and Public Administration was the third largest major industry sector in Eureka County in 2019, employing an estimated 78 total individuals. Professional, Scientific, Management, Administrative Waste Management Services was the fourth largest major industry sector in Eureka County, employing an estimated 71 total individuals in 2019.

In 2019, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector for Lander County, employing an estimated 1,200 total individuals, and Educational Services, and Health Care and Social Assistance was the second largest major industry sector, employing an estimated 379 total individuals. Public Administration was the third largest major industry sector in Lander County in 2019, employing an estimated 180 total individuals, and Retail Trade was the fourth largest major industry sector, employing an estimated 168 total individuals.

For White Pine County, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest major industry sector in 2019, employing an estimated 810 total individuals, and Arts, Entertainment, Recreation, Accommodation and Food Services was the second largest major industry sector, employing an estimated 621 total individuals in 2019. Public Administration was the third largest major industry sector in White Pine County in 2019, employing an estimated 569 total individuals, and Educational Services, and Health Care and Social Assistance was the fourth largest major industry sector, employing an estimated 549 total individuals in 2019.

Statewide, Arts, Entertainment, Recreation, Accommodation and Food Services was the single largest major industry sector in 2019 for the entire state of Nevada, employing an estimated 340,877 total individuals. Educational Services, and Health Care and Social Assistance was the second largest major industry sector in 2019 for the entire state of Nevada, employing an estimated 225,489 total individuals, and Retail Trade was the third largest major industry sector in 2019 for the entire state of Nevada, employing an estimated 163,565 total individuals. Professional, Scientific, Management, Administrative Waste Management Services was the fourth largest major industry sector for the entire state of Nevada in 2019, employing an estimated 163,565 total individuals.

For the entire United States, Educational Services, and Health Care and Social Assistance was the single largest major industry sector in 2019, employing an estimated 35.84 million total individuals. Professional, Scientific, Management, Administrative Waste Management Services was the second largest major industry sector for the entire United States in 2019, employing an

estimated 17.92 million total individuals, and Retail Trade was the third largest major industry sector for the entire United States in 2019, employing an estimated 17.27 million total individuals. Manufacturing was the fourth largest major industry sector in 2019 for the entire United States, employing an estimated 15.65 million total individuals.

2.2 Evaluating Existing Conditions and Identifying New Conditions in the Socio-Demographic and Economic Data

Workshop participants who participated in the April 26, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshop for the City of Carlin were asked to evaluate the six 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.

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

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

- ***Existing Condition No. 1:*** Recruit and Increase the Number of Small Businesses in Downtown Carlin
- ***Existing Condition No. 2:*** Retain and Increase an Appropriately Skilled and Talented Local Civilian Workforce
- ***Existing Condition No. 3:*** Increase Overall Community Satisfaction
- ***Existing Condition No. 4:*** Attract a Younger Demographic to Live in the Community
- ***Existing Condition No. 5:*** Increase Revenue and Economic Activity from Local Tourism

Workshop participants who participated in the April 26, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshop for the City of Carlin generally 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. Over the course of the COVID-19 global pandemic, workshop participants did note that the third existing condition, *Increase Overall Community Satisfaction*, and the fourth existing condition, *Attract a Younger Demographic to Live in the Community*, have each emerged as increasingly important conditions. Workshop participants noted that the City of

Carlin’s population has continued to decline, declining from an estimated 2,634 total individuals in 2013 to an estimated 2,025 total individuals in 2019, and continues to age as the median age for the City of Carlin has increased from an estimated 34.8 years of age in 2013 to an estimated 44.1 years of age in 2019.

Increasing overall community satisfaction, by improving and expanding existing public services and completing targeted major infrastructure projects, 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 2019, the civilian workforce for the City of Carlin declined from an estimated 1,278 total individuals in 2013 to an estimated 1,065 total individuals in 2019, a net decrease of 213 total individuals or by -16.7 percent. The continued decline in the community’s total population and total civilian workforce has further hampered both the City of Carlin’s 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. Successfully establishing a sustainably growing population and workforce will also require a renewed commitment to improving and expanding the community’s existing housing stock. 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.

2.2.b Identification of New Critical Conditions

Many of the additional critical conditions identified by workshop participants who participated in the April 26, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshop for the City of Carlin were largely focused on the impacts that the ongoing COVID-19 global pandemic has had on the community’s community and economic base. Workshop participants identified four new conditions for both the City of Carlin and for the Northeastern Nevada Regional Development Authority to address as both continue to implement elements of the current five-year Comprehensive Economic Development Strategy for the City of Carlin, including:

- ***New Condition No. 1:*** Healthcare and Loss of Jobs Due to the COVID-19 Global Pandemic
- ***New Condition No. 2:*** Disruption to the Community’s Housing Stock as a Result of the COVID-19 Global Pandemic
- ***New Condition No. 3:*** Impacts on Individual Mental and Physical Health Related to the COVID-19 Global Pandemic
- ***New Condition No. 4:*** Increased Demand for Childcare due to “Stay-at-Home” Orders as a Result of the COVID-19 Global Pandemic

As part of the first new condition, *Healthcare and Loss of Jobs Due to the COVID-19 Global Pandemic*, workshop participants noted that the need for healthcare services and for increased job training and job placement services has increased significantly over the past year since the beginning of the COVID-19 global pandemic in the United States in early 2020. Workshop participants generally agreed that improving community access to basic and more advanced healthcare services should be listed as a priority condition as part of the City of Carlin's and the Northeastern Nevada Regional Development Authority's continued efforts to implement key elements of the current five-year Comprehensive Economic Development Strategy. Further economic diversification and job creation efforts, through either new business creation and attraction strategies or through existing business retention and expansion efforts, should also be part of the City's and the Northeastern Nevada Regional Development Authority's larger pandemic recovery efforts.

For the second new condition, *Disruption to the Community's Housing Stock as a Result of the COVID-19 Global Pandemic*, workshop participants unanimously agreed that the continued revitalization of the community's existing housing stock and new housing development must each remain key priorities as the City and the Northeastern Nevada Regional Development Authority each continue to implement elements of the current five-year Comprehensive Economic Development Strategy. Because of the ongoing COVID-19 global pandemic, the imposition of rental and eviction moratoriums, coupled with a general loss of rental income, has forced a number of the community's existing lower-income housing landlords and property owners to close resulting in a net decline in the availability of lower-income and workforce housing units. Improvements to the community's housing stock remains an essential part of the community's larger strategy to reverse the decline in existing continued population and civilian workforce levels.

Increased rates of substance abuse and domestic violence, depression, and community 'friction' and 'fractionalization' are just a few of the underlying conditions associated with the third new condition, *Impacts on Individual Mental and Physical Health Related to the COVID-19 Global Pandemic*. Because of increased social isolation, coupled with increased political animosity, general community dissatisfaction has increased and the City of Carlin is currently working with key regional and state government mental health providers to ensure that individual community residents are given access to necessary mental and physical healthcare services. While the longer-term impacts of these conditions have yet to be fully realized and understood, addressing these emerging impacts and conditions are essential areas of focus as the City of Carlin continues to implement elements of the current five-year Comprehensive Economic Development Strategy.

The fourth and final new condition, *Increased Demand for Childcare due to "Stay-at-Home" Orders as a Result of the COVID-19 Global Pandemic*, as identified by workshop participants speaks to the general lack of childcare services that currently exist within the community. Stay-at-home orders that were imposed by the state government and various local governments throughout Elko County during the beginning of the COVID-19 global pandemic in the spring of 2020 often strained the resources of individual households throughout the community to care for children while also working from home. Post-pandemic, workshop participants noted that the creation and attraction of new childcare services must be an essential part of the City of Carlin's and the Northeastern Nevada Regional Development Authority's efforts to improve the overall

attractiveness of the community to a new and younger demographic. This effort is an essential part of the existing Comprehensive Economic Development Strategy's focus on sustainably growing a competitive workforce needed to support new business creation and attraction strategies and existing business retention and expansion efforts.

2.3 An Updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of Carlin were asked to complete an updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the City of Carlin. The results of this SWOT analysis are presented in this sub-section. Strengths are defined as characteristics of the City of Carlin that gives the community an economic development advantage over others and weaknesses are defined as characteristics of the community that places 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 Carlin 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.

2.3.a Strengths

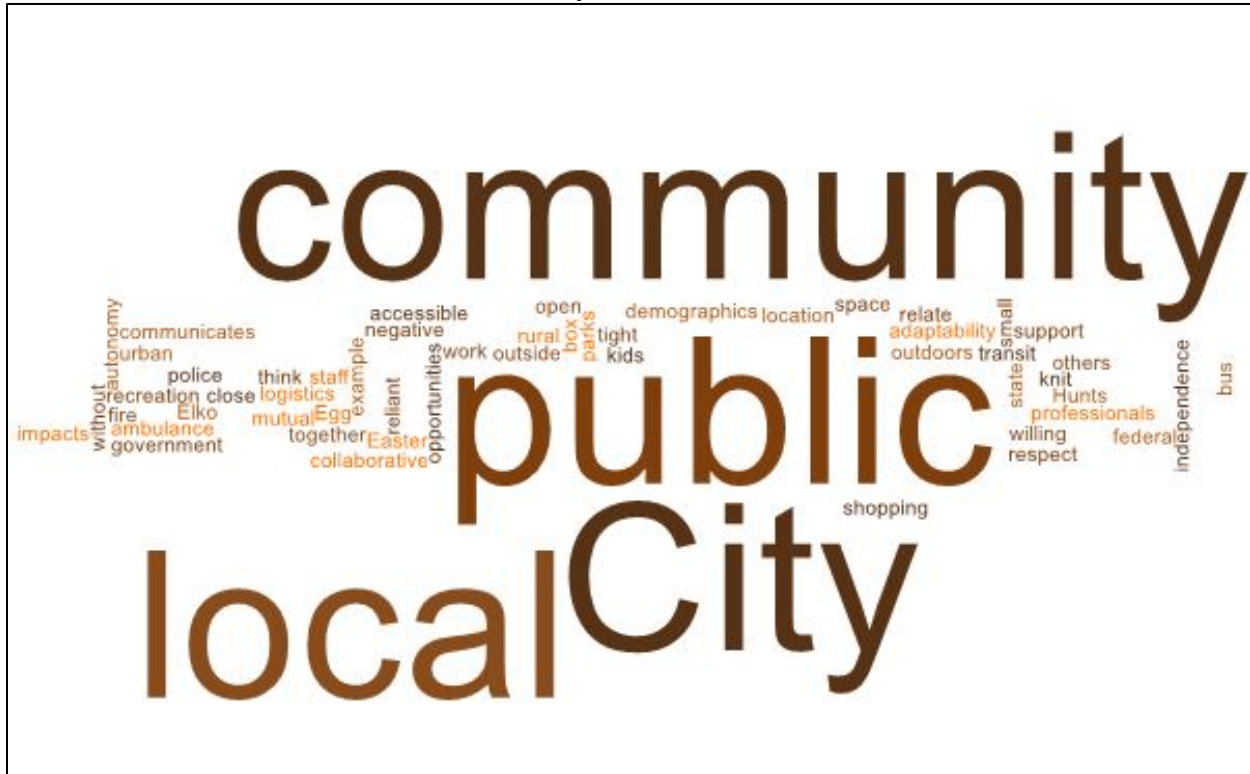
Figure 2.1 presents a word cloud of the various economic development strengths of the City of Carlin as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of Carlin held on April 26, 2021.

Of the many individual economic development strengths identified by workshop participants, workshop participants most notably identified the community's existing sense of community and community identity and culture. This community identity and culture includes the people that live and work in Carlin and the City of Carlin's commitment to providing needed public services and pursuing meaningful investments that positively add to the community's overall quality of life. Several workshop participants noted that Carlin has and remains a tight-knit community where people routinely watch out for and help each other in times of need. Providing support and help to those in need has become increasingly important as both the City of Carlin and the community continue to deal with the immediate and potentially longer-term impacts of the ongoing COVID-19 global pandemic. Individual community members have and continue to help other members of the community who may have lost a job or their home or have suffered in some other measurable way because of the ongoing pandemic. The community's collection of religious and non-profit organizations have also remained key vehicles for channeling that support.

Workshop participants further highlighted the City of Carlin's existing elected officials and staff and the passion and dedication each person who represents or works for the city government brings to their work. Since the beginning of the COVID-19 global pandemic in the spring of

2020, the City of Carlin has routinely been required to ‘think outside the box’ in-terms of providing public services and in maintaining the momentum that the community had generated prior to the pandemic in-terms of its larger community and economic development strategy. Working collaboratively, and with respect for each other and between the public and the representatives for the city government, has helped both the city government and the community weather the ongoing impacts that the organization and that the community has had to contend with since the beginning of the pandemic.

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



In addition to the general identity and culture of the community and in addition to the city government’s own internal organizational capabilities, workshop participants highlighted a number of organizational and community economic development strengths that the city government and the community continue to use in the implementation of the current five-year Comprehensive Economic Development Strategy for the City of Carlin. Most notably, the city’s geographic location, being strategically situated along the U.S. Interstate 80 corridor and being almost exactly halfway between two major urban and metropolitan population centers, including the Reno-Sparks metropolitan statistical area located approximately 270 miles to the west of Carlin along U.S. Interstate 80 and the Salt Lake City metropolitan statistical area located approximately 250 miles to the east of Carlin along U.S. Interstate 80, is a major economic development strength that the City of Carlin and the Northeastern Nevada Regional Development Authority continue to use as part of their larger new business creation and attraction strategy. This strategic geographic location makes Carlin an ideal location for new

Workshop participants noted a number of specific economic development weaknesses that were similar to the initial economic development weaknesses identified during the creation of the current five-year Comprehensive Economic Development Strategy in 2019. Among some of the more common economic development weaknesses, workshop participants noted a general ‘lack of’ primary services and retail options in the community that continue to inhibit general community and economic development efforts. The lack of a bank or other similar financial institution, the lack of a pharmacy, the lack of basic and more advanced healthcare services, and the need for improved broadband and telecommunication infrastructure and improved municipal water and sewer services were a few of the specific areas that workshop participants identified as primary economic development weaknesses. These specific ‘lack of’ weaknesses will need to be addressed in conjunction with improving the community’s overall housing stock in order to successfully and sustainably grow the population base and the community’s civilian workforce.

Several workshop participants noted that many of the people that live in Carlin commute daily for work to Elko, the region’s single largest population center located only 20 miles to the east of Carlin along U.S. Interstate 80. Much of the per capita and household income earned by individuals and households living in Carlin are captured by retailers and entertainment providers in Elko and in other larger more urban metropolitan population centers located in southern Idaho and central Utah because of this live-work commuting pattern. Closing key gaps in the community’s existing retail and entertainment sector will capture these lost income dollars and could support the community’s existing new business creation and attraction efforts and existing business retention and expansion efforts. Improvement of the community’s existing housing stock coupled with new housing development is a related critical step that will be needed in order to reverse the continued decline in the community’s total population and existing civilian workforce.

2.3.c Opportunities

Figure 2.3 presents a word cloud of the various economic development opportunities for the City of Carlin as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of Carlin held on April 26, 2021.

Many of the specific economic development opportunities for the City of Carlin for the coming year, as identified by workshop participants, focused on continued recovery and resiliency efforts as international, national, statewide, regional and local community economic activity continue to recover and transition to a post-pandemic position. Most notable among these specific economic development opportunities was the general desire by workshop participants to refocus efforts on growing the community’s own local tourism and hospitality sector while better integrating Carlin into larger regional tourism and hospitality development efforts. Continued marketing of the community’s many outdoor recreation and entertainment sites and several of the community’s local historic locations to larger national and international markets is a primary economic development opportunity for Carlin that could significantly improve new business creation and attraction opportunities in key industry and occupation sectors including commercial retail, lodging, and hospitality. Improving air travel into and out of the Elko Regional Airport and more targeted marketing and attraction efforts developed and implemented in partnership with

the Nevada Department of Tourism and Cultural Affairs will help grow Carlin’s national and international reputation as a tourism and hospitality destination.

**Figure 2.3 – Economic Development Opportunities
City of Carlin**



Continued targeting of key supply and value chain opportunities in the mining and natural resource industry sector, coupled with targeted new business creation and attraction efforts in related industry and occupation sectors including warehousing and logistics, will enable Carlin to take advantage of its major economic development strengths including its strategic location along U.S. Interstate 80 and along a major railroad corridor. Additional land annexation efforts, coupled with targeted investments in key public infrastructure assets including improved broadband and telecommunications infrastructure, surface and connector road infrastructure, and improved municipal sewer and water infrastructure, will be needed in order to support targeted new business creation and attraction and existing business retention and expansion efforts in the mining and natural resource, warehousing, and logistics industry sectors.

Focused effort on supporting entrepreneurial and small business development in each of these targeted industry and occupation sectors can further improve the community’s overall attractiveness to a younger demographic as the City of Carlin and the Northeastern Nevada Regional Development Authority continue to address the community’s continued decline in existing residential population and civilian workforce levels and reverse the continued aging of the community’s existing population. Again, the targeted improvement of the community’s existing housing stock with new residential development, designed to attract a younger

demographic, must also be part of this larger effort to support increased entrepreneurial and small business development.

2.3.d Threats

Figure 2.4 presents a word cloud of the various economic development threats for the City of Carlin as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for the City of Carlin held on April 26, 2021.

**Figure 2.4 – Economic Development Threats
City of Carlin**



One of the major threats facing the City of Carlin and the Northeastern Nevada Regional Development Authority when it comes to diversifying the community’s existing economic base and in supporting new business creation and attraction efforts and existing business retention and expansion strategies is the continued increase in local, regional, statewide, national, and international prices of goods and services. National and global supply chain disruptions, because of the ongoing COVID-19 global pandemic, have directly led to increased prices of gasoline, diesel, energy, food, and other in-demand products and services. A continued escalation in the cost of living for local and regional residents may ‘crowd out’ personal and household incomes resulting in fewer dollars available to support new and existing businesses within the community.

Workshop participants also noted a number of existential threats ranging from changes in the way in which mining and natural resource extraction efforts are regulated and taxed by Nevada’s

state government to a resurgence in the ongoing COVID-19 global pandemic to other natural disasters including fires and floods. As the community's existing economic base is still highly dependent on mining and natural resource extraction and as the City of Carlin largely depends on net proceeds revenue generated from local and regional mining activities, an unfavorable change in Nevada's regulatory and taxation structure of the mining and natural resource extraction industry sector may result in reduced mining and natural resource extraction activities in the area and in locally collected tax revenue which may impede ongoing and future community and economic development efforts. A resurgence in the ongoing COVID-19 global pandemic and even an increased frequency in various natural disasters may also impede the community's efforts to successfully grow Carlin's national and international reputation as an outdoor recreation and tourism destination.

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 Carlin completed by workshop participants who participated in the April 26, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop. This section also presents a general overall of the reprioritized goals and objectives for the City of Carlin for the coming year of implementation and a general outline for the City of Carlin's economic COVID-19 pandemic recovery and resiliency economic development efforts.

3.1 Evaluation of the Strategic Economic Development Vision

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

What We Will Do: *The City of Carlin will create, grow and sustain a thriving community for all of our citizens, our families, our children, our businesses, and our visitors.*

How We Will Do It: *The City of Carlin will build our capacity to support the economic, social, fiscal, and cultural characteristics of our community through business and job and community improvement.*

As part of the evaluation of this current five-year Comprehensive Economic Development Strategy, workshop participants who participated in the April 26, 2021 annual update and evaluation workshop were asked to evaluate the current strategic economic development vision by answering four questions, including: (1) does the strategic vision statement still represent the 'mountain top' of what we want to achieve?, (2) have we made progress in achieving this vision?, (3) has the vision changed over the last year?, and (4) over the next year, what parts of the vision do we want to focus on the most? In general, workshop participants agreed that the current strategic economic development vision statement has helped build the community's existing community and economic development capacity and has helped both the City of Carlin and the Northeastern Nevada Regional Development Authority focus its existing community and economic development resources.

Workshop participants agreed that the current strategic economic development vision statement for the City of Carlin is still relevant and still represents the 'mountain top' of what the community wants to achieve. Workshop participants further agreed that the City of Carlin and the Northeastern Nevada Regional Development Authority have each made progress in achieving key elements of the current strategic economic development vision. Most notably, the City of Carlin has launched a number of residential improvement and development projects and

several public infrastructure and public service development projects designed to support future community and economic development efforts. Two completed major surface street refurbishment projects have included major sidewalk and handicap access improvements and significant improvements to existing municipal water and sewer infrastructure have also been completed. The City of Carlin and the Carlin Police Department have successfully used federal Coronavirus Aid, Relief, and Economic Security (CARES) Act dollars to finance these infrastructure projects and additional improvements have been made to the community's law enforcement, fire department, and emergency medical services.

Concerning how the economic development vision for the City of Carlin has changed over the past year, the City of Carlin has refocused efforts on addressing the immediate and potentially longer-term impacts of the COVID-19 global pandemic. The resulting hardships of the ongoing pandemic have been acutely felt by the community's senior population and improved housing and improved access to basic and expanded healthcare services for the community's elderly population is a new primary focus of ongoing community and economic development efforts. Workshop participants also noted that reversing the continued decline in the community's residential population and civilian workforce levels should be a priority focus for the City of Carlin for the coming year and for the remainder of the current five-year Comprehensive Economic Development Strategy planning horizon. These efforts will include a renewed focus on helping existing businesses sustain and expand their existing operations and aggressively improving and expanding the community's existing housing stock. By building positive working relationships with other local and regional groups and communities, the City of Carlin hopes to 'build capacity' in addressing major infrastructure and community and economic development issues. Targeting blight through code review, update and enforcement, and improving the community's ability to respond to future natural disasters, were other areas in which workshop participants expressed the need for additional focus on and support of as the City of Carlin and the Northeastern Nevada Regional Development Authority continue to implement elements of the City of Carlin's current five-year Comprehensive Economic Development Strategy.

3.2 Evaluation of the Strategic Economic Development Goals

In evaluating the current strategic economic development goals, workshop participants who participated in the April 26, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop for the City of Carlin were asked to first identify their own personal hopes and aspirations for the community and for the region, 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, and develop a series of responsive and steady-state recovery and resiliency strategies. This sub-section presents a general overview of the evaluation of the City of Carlin's current strategic economic development goals and objectives.

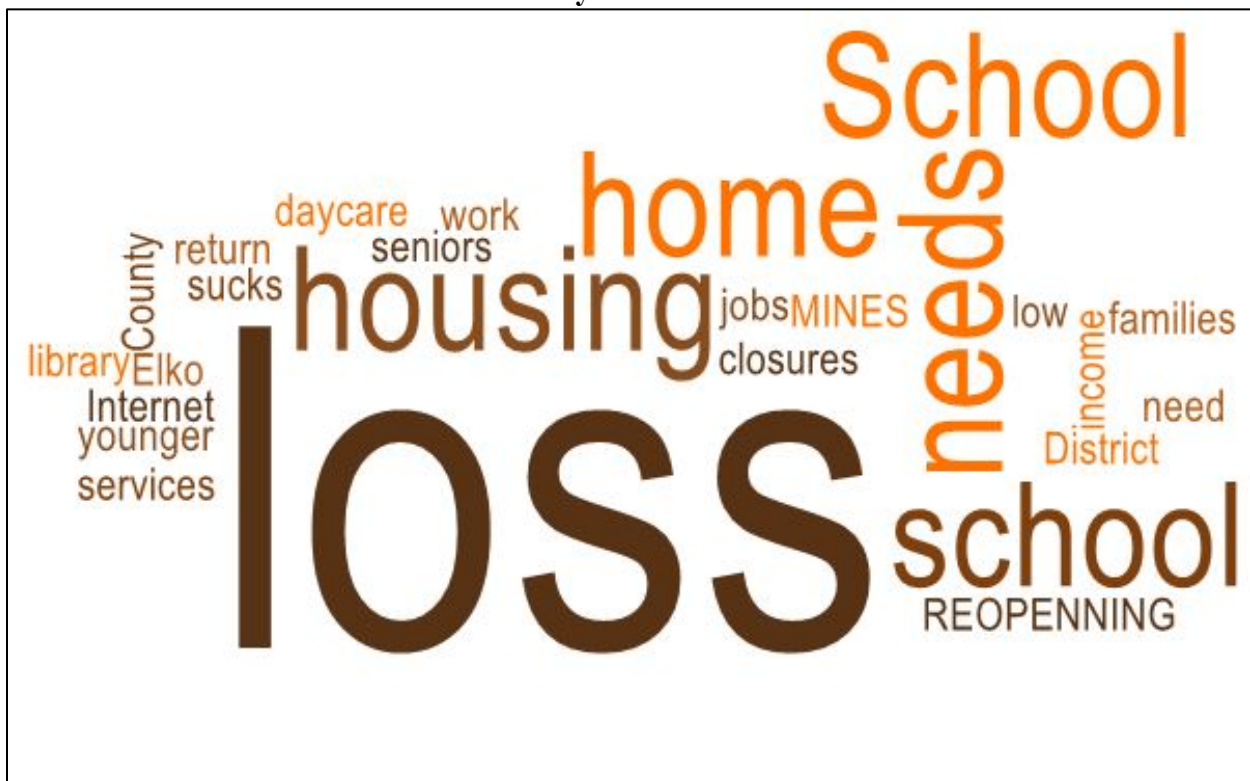
3.2.a Personal Hopes and Aspirations

Workshop participants who participated in the April 26, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop for the City of Carlin 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.

**Figure 3.1 – How and where do people live and work in this community or region and has it changed over the last year?
City of Carlin**



Workshop participants pointed to the general ‘loss of’ key demographic and economic assets over the past year, largely as a result of the ongoing 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 continued decline in the community’s residential population and civilian workforce levels, fueled largely by an outmigration of younger families, is a primary and continued loss that continues to inhibit the achievement of several of the City of Carlin’s existing strategic economic development goals and objectives. A continued loss of critical small businesses in specific industry and occupation sectors, the loss of community library services, and the additional loss of jobs in the mining and natural resource industry and occupation sector both locally and regionally have each contributed to increased population and workforce outmigration. Focusing on new job creation, improved and more diverse housing

options for various income and age groups, and improved childcare services were a number of specific actionable items that workshops participants would like to see both the City of Carlin and the Northeastern Nevada Regional Development Authority pursue over the next year.

Figure 3.2 presents a word cloud summarizing the answers to the question, *What are your personal hopes and aspirations for this community and for the region for the next year?*, as provided by workshop participants.

**Figure 3.2 – What are your personal hopes and aspirations for this community and for the region for the next year?
City of Carlin**



Addressing and mitigating existing blight through targeted revitalization and redevelopment efforts, improving the community’s existing housing stock through rehabilitation and new construction, and continued investment in rehabilitating existing and developing new public infrastructure, services, and facilities were each identified by workshop participants as part of their primary personal hopes and aspirations for the community for the coming year. Workshop participants noted that addressing existing blight, improving overall housing options, and improving public infrastructure, services, and facilities are each essential ‘first steps’ in improving the community’s overall attractiveness to new businesses and to helping retain and grow existing businesses. Workshop participants also noted that improved childcare services, continued investment in the community’s public education assets, and providing additional entertainment and recreation options are each needed in order to sustainably attract a younger population that will help reduce the community’s overall median age and grow the community’s existing civilian workforce. By focusing on these critical community and development areas,

workshop participants expressed their common hope and aspiration to see Carlin become a growing and thriving community that helps drive local and regional economic growth.

Figure 3.3 presents a word cloud summarizing the answers to the question, *What are your personal hopes and aspirations for this community and for the region for the remainder of this five-year strategic planning horizon?*, as provided by workshop participants.

**Figure 3.3 – What are your personal hopes and aspirations for this community and for the region for the remainder of this five-year strategic planning horizon?
City of Carlin**



While revitalization of the community’s existing housing stock and new housing development were each identified by workshop participants as part of their personal hopes and aspirations for the City of Carlin over the next year and over the remainder of the current five-year strategic planning horizon, workshop participants also noted that this new growth and development should be done sustainably and in a way that supports and protects the community’s existing culture and community identity. Remaining a ‘small and rural’ community, where people know each other, work together, and support each other were common elements of this existing culture and community identity that workshop participants would like to see protected and improved upon over the remainder of this current five-year strategic planning horizon. Pursuing development opportunities that are consistent with this culture and identity, including increased development and promotion of the community’s existing outdoor recreation and tourism assets, continued growth of existing industry sectors including mining and natural resource extraction and agriculture, and improved utilization of the community’s existing industrial assets, were each

identified as targeted strategies that meet the larger goal of preserving and improving the community's existing culture and identity.

3.2.b Evaluation of the Current Strategic Goals and Objectives

As part of the current five-year Comprehensive Economic Development Strategy for the City of Carlin for the 2020 through 2025 period, eight separate strategic economic development goals were initially developed, including:

- **Goal No. 1:** By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements.
- **Goal No. 2:** By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project.
- **Goal No. 3:** By FY 2020-21, an attainable funding source will be identified and secured in order to replace and rehabilitate essential infrastructure.
- **Goal No. 4:** Identify and successfully recruit and open a reputable financial institution with full banking services that would serve Carlin by July 1, 2020.
- **Goal No. 5:** By 2021, develop a framework of incentives to recruit targeted industries.
- **Goal No. 6:** Develop a Community Development Corporation (CDC) or equivalent economic development organization (Board, Chamber, or Business Association) by July 1, 2020 to recruit targeted businesses.
- **Goal No. 7:** By July 1, 2023, identify, plan and develop at least one market-rate housing project.
- **Goal No. 8:** By July 1, 2024, complete at least one tourism-related project and/or initiative.

As part of the annual Comprehensive Economic Development Strategy update and evaluation workshop held on April 26, 2021, 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) is the goal still relevant 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 and to develop new economic recovery and resiliency efforts as the City of Carlin and the Northeastern Nevada Regional Development Authority continue to address the short-term and long-term impacts of the ongoing COVID-19 global pandemic.

In regard to **Goal No. 1:** *By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements,* workshop

participants generally agreed that the City of Carlin has made significant progress in achieving this goal over the past year. The completion of several major surface roadway improvement projects and several municipal water and sewer infrastructure improvement projects have each improved the community's overall attractiveness to new businesses and to prospective housing and commercial retail developers. This goal remains very relevant to the City of Carlin's and to the Northeastern Nevada Regional Development Authority's larger community and economic development efforts and workshop participants noted that the City of Carlin is in the process of completing a comprehensive rate study and adjustment effort designed to improve the community's overall competitiveness with other jurisdictions located throughout northeastern Nevada. Additional land use planning efforts, additional street maintenance program and rehabilitation programs, and additional municipal water and sewer improvement projects will each be a part of the City of Carlin's efforts to further achieve the stated goal of actively and progressively completing needed and identified infrastructure improvements.

For **Goal No. 2:** *By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project*, workshop participants noted that the City of Carlin has made some progress in achieving this goal by continuing to meet with the Nevada Rural Housing Authority in order to further develop the specifics of additional senior housing and assisted living facility construction. The identification and securing of the funding necessary to start and complete these efforts will be a priority area of focus for the City of Carlin as it continues to work toward achieving this still very relevant strategic economic development goal. For **Goal No. 3:** *By FY 2020-21, an attainable funding source will be identified and secured in order to replace and rehabilitate essential infrastructure*, workshop participants noted that the City of Carlin has recently received approximately \$180,000 through the U.S. Coronavirus Aid, Relief, and Economic Security (CARES) Act to finance the completion of a new lift station and that the City of Carlin is also exploring the potential use of a U.S. Department of Agriculture Rural Development loan in order to complete other essential infrastructure projects. As the City of Carlin continues to make significant progress in achieving this goal, this goal remains a very relevant part of the community's larger community and economic development strategy. Workshop participants further noted that the City of Carlin will seek to secure additional dollars through the proposed federal Infrastructure and Investment Act and through the allocation of funds provided by the Nevada state government in order to continue to replace and rehabilitate essential community infrastructure.

As for **Goal No. 4:** *Identify and successfully recruit and open a reputable financial institution with full banking services that would serve Carlin by July 1, 2020* and for **Goal No. 5:** *By 2021, develop a framework of incentives to recruit targeted industries*, workshop participants reported little to no progress in achieving either of these goals over the past year. Workshop participants noted that while progress in achieving both the fourth and fifth strategic economic development goals have largely been hampered by the ongoing COVID-19 global pandemic, each goal remains very relevant. For the fourth goal, workshop participants noted that the target achievement date should be extended from July 1, 2020 to July 1, 2025 and that the target date for the achievement of the fifth goal should be extended from 2021 to 2022. For the fourth goal, workshop participants suggested shifting the focus from a financial institution with full banking services to a financial kiosk and the successful opening of a new pharmacy. For the fifth goal, workshop participants suggested that the City of Carlin explore the potential use of Special

Assessment Districts (as outlined in Nevada Revised Statute Chapter 271), the expanded use of a Redevelopment District and Agency (as outlined in Nevada Revised Statute Chapter 279), and the use of General Improvement Districts (as outlined in Nevada Revised Statute Chapter 318) in order to fund critical public sector and private sector investments. Workshop participants also expressed their support for improved collaboration with both the Northeastern Nevada Regional Development Authority and with the Nevada Governor's Office of Economic Development to better target existing regional and state level economic incentives to new and existing businesses that the City of Carlin would like to target over the next year.

The ongoing COVID-19 global pandemic, according to workshop participants, has also significantly curtailed the achievement of **Goal No. 6: Develop a Community Development Corporation (CDC) or equivalent economic development organization (Board, Chamber, or Business Association) by July 1, 2020 to recruit targeted businesses** and the achievement of **Goal No. 7: By July 1, 2023, identify, plan and develop at least one market-rate housing project.** A basic lack of understanding of what a Community Development Corporation is has contributed to a general level of resistance to the idea of establishing a Community Development Corporation for the City of Carlin. While achievement of this sixth strategic economic development goal is still very relevant, workshop participants suggested extending achievement of this goal from July 1, 2020 to July 1, 2025 in order to provide additional time for community engagement and education through improved training, building stakeholder support, and establishing the necessary capacity and community support. The ongoing COVID-19 global pandemic has led to rising costs and to a decreased availability of necessary workers in the trades and home construction sector resulting in a general delay in the community's larger efforts to revitalize, grow, and diversify Carlin's existing housing stock. Because the rehabilitation, growth, and diversification of the community's existing housing stock is a very relevant part of the community's broader community and economic development efforts, workshop participants suggested developing and implementing a larger regional approach that would involve developing a series of housing developer incentives at a regional level as one way to encourage new housing development across the northeastern Nevada region.

In regard to **Goal No. 8: By July 1, 2024, complete at least one tourism-related project and/or initiative,** workshop participants noted that the City of Carlin has made some progress in achieving this specific strategic economic development goal over the past year. Workshop participants noted that the City of Carlin, the Carlin Historical Society, and even the Northeastern Nevada Regional Development Authority continue to explore new tourism-related development opportunities and to seek out potential partners and funding sources despite the significant and severe impacts that the ongoing COVID-19 global pandemic has had on the local, regional, and statewide tourism industry sector. Because this goal remains very relevant to the City of Carlin's broader economic development efforts, workshop participants suggested that each group, including the City of Carlin, the Carlin Historical Society, and the Northeastern Nevada Regional Development Authority, work together to develop and complete a comprehensive planning and feasibility study for several targeted tourism-related projects and initiatives. Workshop participants also noted that additional partnerships with other local, regional, and statewide organizations may be needed and should be actively pursued. Improving area signage and access to major tourism, recreational, and even historic community assets should be a part of the City of Carlin's immediate one-year focused efforts to achieve this goal

and a broader regional collaboration to create a tourism and recreational ‘loop’ across the entire northeastern Nevada region should serve as the primary objective for Carlin’s longer-term efforts to achieve this specific strategic economic development goal.

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

Workshop participants were asked to reprioritize each of the eight existing strategic economic development goals for the coming year as the City of Carlin continues to implement elements of the current five-year Comprehensive Economic Development Strategy. The following list outlines the results of this effort:

- **Priority Goal No. 1a:** Existing Goal No. 3, By FY 2020-21, an attainable funding source will be identified and secured in order to replace and rehabilitate essential infrastructure.

Workshop participants noted that the third existing strategic economic development goal should be link with the first existing strategic economic development goal. By linking each of these two existing strategic economic development goals as ‘Priority Goal No. 1a’ and ‘Priority Goal No. 1b’, workshop participants noted that the City of Carlin will be better enabled to focus existing capacity and secure additional funding needed to improve the community’s existing infrastructure assets.

- **Priority Goal No. 1b:** Existing Goal No. 1, By July 1, 2024, the City of Carlin will be actively and progressively moving toward completion of needed and identified infrastructure improvements.

Again, workshop participants noted that the first existing strategic economic development goal should be directly linked to the third existing strategic economic development goal in order to better align the City of Carlin’s efforts to improve and expand the community’s existing infrastructure assets. Reprioritizing these two strategic economic development goals as ‘1a’ and ‘1b’ also reflects the existing significant need to continue to revitalize and modernize existing infrastructure assets in order to better support a broader community and economic development strategy.

- **Priority Goal No. 2a:** Existing Goal No. 2, By July 1, 2024, identify, plan, develop and complete one senior housing and/or assisted living project.

Workshop participants suggested linking the second existing strategic economic development goal, focused on completing at least one senior housing and/or assisted living project, with the seventh existing strategic economic development goal, identifying, planning, and developing at least one market-rate housing project. Linking each of these goals as ‘Priority Goal No. 2a’ and ‘Priority Goal No. 2b’, underscores the importance of revitalizing and diversifying Carlin’s existing housing stock.

- **Priority Goal No. 2b:** Existing Goal No. 7, By July 1, 2023, identify, plan and develop at least one market-rate housing project.

The completion of at least one new market-rate housing project, in addition to continued revitalization and rehabilitation of the community’s existing housing stock, is an essential ‘first step’ needed in order to reverse the continued decline of the community’s existing residential population and civilian workforce levels. Improving the existing housing stock through new construction is a vital first step in developing a residential population and civilian workforce that is needed to support increased new and existing business creation and expansion efforts.

- **Priority Goal No. 3a:** Existing Goal No. 5, By 2025 (changed from 2021), develop a framework of incentives to recruit targeted industries.

Developing a framework of incentives in order to recruit new businesses in targeted industry and occupation sectors should be done in partnership with the Northeastern Nevada Regional Development Authority and with other local governments located throughout the northeastern Nevada region. Workshop participants further noted that the City of Carlin should explore the potential creation and use of a Special Assessment District, Redevelopment District and Agency, and/or General Improvement District in order to provide the necessary financial and non-financial incentives to private developers and existing property owners.

- **Priority Goal No. 3b:** Existing Goal No. 6, Develop a Community Development Corporation (CDC) or equivalent economic development organization (Board, Chamber, or Business Association) by July 1, 2025 (changed from 2021) to recruit targeted businesses.

Workshop participants opted to combine this sixth existing strategic economic development goal with the fifth existing strategic economic development goal in order to better coordinate the City of Carlin’s efforts to establish a framework of financial and non-financial incentives for private developers and existing property owners. Improved public engagement and education, targeted stakeholder engagement, and increased active partnership with the Northeastern Nevada Regional Development Authority and the Nevada Governor’s Office of Economic Development, were each identified by workshop participants as a critical ‘first step’ in achieving this specific strategic economic development goal.

- **Priority Goal No. 4:** Existing Goal No. 8, By July 1, 2024, complete at least one tourism-related project and/or initiative.

‘Placing Carlin on the map’ was a common sentiment expressed by workshop participants in describing the eventual achievement of this specific goal. As the ongoing COVID-19 global pandemic continues to negatively affect the regional, statewide, and global tourism sector, workshop participants suggested that this specific strategic economic development goal remain a relatively lower priority goal than completing necessary infrastructure, housing, and economic development capacity projects for at least the next year.

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- **Priority Goal No. 5:** Existing Goal No. 4, Identify and successfully recruit and open a reputable financial institution with full banking services that would serve Carlin by July 1, 2025 (changed from 2020).

As with the previous tourism-related project and/or initiative goal, workshop participants noted that the ongoing COVID-19 global pandemic has made this specific goal less important than completing necessary infrastructure, housing, and economic development capacity projects for at least the next year of implementation of the current five-year Comprehensive Economic Development Strategy for the City of Carlin. However, achievement of this goal, and its broader focus on developing more basic retail oriented services such as a pharmacy, does address basic needs in the community.

For the coming 2021 through 2022 year of continued implementation of the current five-year Comprehensive Economic Development Strategy for the City of Carlin, workshop participants have decided to focus on completing additional public infrastructure, service, and facility projects as the top priority followed by pursuing and completing needed improvements to the community's existing housing stock. Expanding and improving the community's overall economic development capacity, by creating new incentive programs and by establishing a new Community Development Corporation for the City of Carlin, will also remain a top priority for the City of Carlin over the next year of implementation as the community continues to address the short-term and more longer-term impacts of the ongoing COVID-19 global pandemic.

3.3 Developing Economic Recovery and Resiliency Efforts as part of the Current Five-Year Comprehensive Economic Development Strategy

Economic recovery and resiliency efforts can be divided into two general categories, including *responsive initiatives* and *steady-state initiatives*. A community's responsive initiatives typically include the establishment of capabilities for an economic development organization to be responsive to the community's or region's recovery needs following an incident or 'shock'. Steady-state initiatives, however, tend to be the longer-term efforts that an economic development organization or community will seek to implement in order to bolster the community's or region's ability to withstand or avoid future shocks. As part of the annual update and evaluation of the current five-year Comprehensive Economic Development Strategy for the City of Carlin, workshop participants who participated in the April 26, 2021 workshop were asked to develop a series of responsive initiatives and steady-state initiatives that will be incorporated into the current five-year Comprehensive Economic Development Strategy.

3.3.a Responsive Initiatives

In developing a set of responsive initiatives for the City of Carlin in response to the ongoing COVID-19 global pandemic, workshop participants were asked to first identify the major and immediate impacts that the COVID-19 global pandemic has had on the community and on the community's economic base and what the longer-term positive and negative impacts may also be to the community's overall community and economic development strategy. In the short-term,

workshop participants identified a number of specific major impacts including the loss of essential businesses, growing difficulties that renters and home owners are facing in the housing market, and a variety of physical and mental healthcare concerns. Increased community stress and conflict, the personal loss of family and friends due to COVID-19, and a lack of resources to combat these growing impacts were a few of the specific physical and mental healthcare concerns identified by workshop participants as part of the short-term and immediate impacts that the COVID-19 global pandemic has had on the community. Workshop participants also noted that the COVID-19 global pandemic has created a number of childcare and education concerns relating to the loss of preschool services and temporary school closures as parents have had to continue to work while assuming the primary responsibility for educating their children at home.

The negative longer-term and lingering impacts, pertaining to the COVID-19 global pandemic, include, most notably, the rising costs of providing first responder and emergency services coupled with a steep decline in public revenues. Cuts to the City of Carlin's general fund due to reduced sales tax and gaming tax revenue has forced the City of Carlin to refocus its spending priorities and the community's first responders, including law enforcement, fire protection, and emergency medical providers, have had to spend additional funds on new personal protective equipment and other related equipment in order to continue to provide critical and essential first responder services. Workshop participants also noted that other longer-term and lingering negative impacts include a growing lack of trust in government and in the public sector in general, a general decline in the willingness of people to work, and a general decline in overall productivity across a variety of critical industry and occupation sectors. On a more positive note, while the demand for housing has increased over the last year since the start of the COVID-19 global pandemic in the spring of 2020, relatively low interest rates have afforded individuals the opportunity to purchase a home or to favorably refinance the debt on their existing house. As the City of Carlin has made the revitalization and diversification of its existing housing stock a top priority in its current five-year Comprehensive Economic Development Strategy, existing low interest rates might spark new housing development as demand for new housing continues to grow.

Workshop participants who participated in the current five-year Comprehensive Economic Development Strategy for the City of Carlin annual update and evaluation workshop held on April 26, 2021 were asked to develop a set of specific responsive initiatives designed to address the major short-term and longer-term lingering impacts of the COVID-19 global pandemic. Workshop participants developed three general responsive initiative areas, including:

- ***Responsive Initiative Area No. 1:*** Improve First Responder and General Physical and Mental Healthcare Services

Improving overall support and providing additional resources for community and regional first responders, including law enforcement, fire protection, and emergency medical service providers, was a specific responsive initiative identified and developed by workshop participants. The ongoing COVID-19 global pandemic has highlighted the general lack of basic and more advanced physical and mental healthcare services, including first responder services, at both the local community and regional level.

Workshop participants noted that improved support and additional resources for improved basic and more expanded physical and mental healthcare services should be pursued at the regional level and in partnership with various other local governments within the northeastern Nevada region.

- ***Responsive Initiative Area No. 2: Targeted Business Development and Support Services***

The ongoing COVID-19 global pandemic has underscored the need for the continued diversification of the community's and region's economic base. Even pre-pandemic, workshop participants noted that the local community and regional economic base was overly dependent on the fortunes of a few select industry and occupation sectors, largely centered around mining and natural resource extraction activities, agricultural production, and outdoor tourism and recreation. Increased new business creation and attraction efforts in other underdeveloped but emerging industry and occupation sectors, coupled with improved existing business retention and expansion efforts through technical assistance services, should be a central part of the community's and region's efforts to broaden the local and regional economic base and to rebuild parts of the local and regional economy that have been hard hit during the COVID-19 global pandemic. Workshop participants also noted that this effort should also include a comprehensive evaluation and modernization of the local and regional business regulatory and tax structure in order to ensure that the local and regional business environment is supportive of new business creation and attraction strategies and of existing business retention and expansion efforts.

- ***Responsive Initiative Area No. 3: Improved Regional Collaboration and Coordination of Community and Economic Development Efforts***

Even prior to the beginning of the COVID-19 global pandemic, workshop participants noted that the efforts to build regionally coordinated community and economic development efforts through direct regional collaboration were often met with a fairly strong level of resistance from local governments and communities. These past failures were compounded by a lack of engagement and cooperation with various state government agencies and a general lack of the financial and non-financial resources needed to build robust and sustainable regional partnerships. The lack of past regional collaboration and coordination has been most evident in the area of physical and mental healthcare services since the beginning of the COVID-19 global pandemic. However, as the short-term major impacts and the longer-term lingering impacts of the pandemic have become increasingly clear, local governments across the area have come together to address them as these impacts have quickly spread across municipal and county lines. In order to continue to effectively address these short-term and longer-term impacts, workshop participants expressed their support for improving existing regional collaboration and coordination efforts and developing new opportunities to collaborate and partner at the regional level.

As the City of Carlin continues to implement various elements of the current five-year Comprehensive Economic Development Strategy for the 2020 through 2025 period over the next

year, these three responsive initiative areas will help guide the community’s efforts to implement and achieve each of the eight existing strategic economic development goals first developed in 2019. Improving first responder and general physical and mental healthcare services, expanding targeted business development and support services, and increasing potential regional coordination and collaboration will further enable the City of Carlin to address the short-term and more long-term lingering impacts associated with the ongoing COVID-19 global pandemic.

3.3.b Steady-State Initiatives

As part of the steady-state recovery and resiliency initiatives workshop participants developed for the City of Carlin as part of its current five-year Comprehensive Economic Development Strategy, workshop participants were asked to identify specific community and economic weaknesses the ongoing COVID-19 global pandemic has exposed in the local and regional economic base. Workshop participants were asked to develop specific actionable items that the City of Carlin and the Northeastern Nevada Regional Development Authority could implement in order to address these specific community and economic development weaknesses. Workshop participants who participated in the April 26, 2021 annual update and evaluation workshop developed five specific community and economic development weaknesses and accompanying actionable items.

- ***Steady-State Initiative Area No. 1:*** Improvement and Diversification of Municipal Revenue Sources

The ongoing COVID-19 global pandemic has further exposed the City of Carlin’s dependence on sales and use tax revenue, gaming and transient occupancy tax revenue, and net proceeds tax revenues from mining and natural resource extraction activities. Workshop participants noted that state mandated closure orders of non-essential businesses, a sudden and significant decrease in global tourism activities, and continued disruptions to global supply chains have directly impacted the municipal tax revenues that the City of Carlin depends upon to fund critical public infrastructure improvements and needed public services. Refocusing tourism by ‘getting people off the freeway’ with the use of electric vehicle charging stations, improved local outdoor recreation assets and facilities, and continued diversification through small business and entrepreneurial-based development can each grow locally collected tax revenues. Ensuring that tax rates are set at levels needed to generate revenues to cover anticipated costs and expenditures and by growing internal municipal funds over time will also better insulate the City of Carlin from future disruptions and unanticipated ‘shocks’.

- ***Steady-State Initiative Area No. 2:*** Address Growing Loss of Employment Opportunities

Even after a full year of attempting to adjust to the longer-term impacts of the ongoing COVID-19 global pandemic, employment opportunities for individual local and regional residents continue to narrow as individual businesses are either unable to secure the necessary workers to sustain and expand existing operations or as individual businesses continue to confront ongoing national and global supply chain disruptions. Workshop

participants suggested that, as part of the ongoing effort to implement elements of the current five-year Comprehensive Economic Development Strategy, the City of Carlin and the Northeastern Nevada Regional Development Authority focus on creating self-employment opportunities for individual local and regional residents through small business and entrepreneurial development strategies. Improving the overall attractiveness of the community and the region through improvement of the community's and region's housing stock may encourage additional population growth and that increasing the number of available apprenticeships and internships offered through local schools and county-level school districts could potentially grow the size of the area's future civilian workforce.

- ***Steady-State Initiative Area No. 3:*** Improve Overall Community Confidence in Business and in the Private Sector

The sudden and significant increase in local and regional unemployment during the beginning of the ongoing COVID-19 global pandemic in the spring of 2020 as businesses were forced to close or chose to close and/or relocate a portion or all of their existing operations has significantly eroded overall community confidence in and support of the private sector. Workshop participants suggested that increased and improved community engagement and messaging, focusing on the need to grow and expand targeted industries through either new business creation and attraction strategies and through existing business retention and expansion efforts, is an essential 'first step' in improving overall community confidence in business and in the private sector.

- ***Steady-State Initiative Area No. 4:*** Improve Overall Diversification of the Local Economic Base

As has already been mentioned in this annual update and evaluation of the current five-year Comprehensive Economic Development Strategy for the City of Carlin, many of the per capita and household income dollars earned by individuals and households residing in Carlin but earned outside the community are often spent in larger population centers including in the City of Elko and in larger more urban and populated metropolitan areas in southern Idaho and central Utah. An aggressive "CEDS Awareness" campaign, combined with a comprehensive "Buy Local" campaign were each suggested as possible ways in which the City of Carlin and the Northeastern Nevada Regional Development Authority can better diversify Carlin's local economic base. Ultimately, community residents must understand that the exportation of earned dollars and income to other communities directly and negatively affects the viability and long-term sustainability of individual businesses operating within the City of Carlin.

- ***Steady-State Initiative Area No. 5:*** Reverse the Continued Decline in Local and Regional "Connectivity"

The City of Carlin is strategically located within the northeastern Nevada region. Being situated at the intersection of U.S. Interstate 80 and Nevada State Route 278, the City of Carlin provides direct and meaningful connectivity both east and west and north and

south within the northeastern Nevada region. Major outdoor recreational and tourism assets within and around the community provide opportunities to expand local and regional outdoor tourism and recreation activities but additional financing and non-financial resources are needed to take full advantage of these opportunities. Local and regional solutions, including the use of grant funding through various state and federal government agencies and organizations, combined with targeted investments in key areas and appropriate planning, will be needed in order to better connect Carlin's local economic base with the economic opportunities that exist throughout the entire northeastern Nevada region.

Ultimately, each of these five steady-state initiative areas are designed to bolster Carlin's overall ability to withstand future incidents or shocks and the accompanying economic impacts that might derail the community's efforts to implement specific elements of the current five-year Comprehensive Economic Development Strategy. Improved local capacity and increased regional coordination and collaboration are each equal parts of this effort to 'harden' identified community and economic weaknesses. Improving local capacity and increasing regional coordination and collaboration will ultimately enable the City of Carlin and the Northeastern Nevada Regional Development Authority to better achieve the stated economic development goals and objectives outlined in the current five-year Comprehensive Economic Development Strategy.