

**THE 2021 ANNUAL UPDATE TO THE COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY FOR WHITE PINE
COUNTY, NEVADA, 2020 THROUGH 2025**



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White Pine County Comprehensive Economic Development Strategy 2020 through 2025

Economic Development Mission

White Pine County is creating a community with a diverse economy and elevated quality of life for our citizens and visitors through focused collaboration and cooperation.

Economic Development Vision

As the premier destination for outdoor enthusiasts, White Pine County attracts all age groups. Our community is proud of our state-of-the-art infrastructure, quality housing at all price points and is home to the number one school district in the State. Welcome Home!

White Pine County Comprehensive Economic Development Strategy 2020 through 2025

Reprioritized Strategic Economic Development Goals for 2021 through 2022

Priority Goal No. 1: Existing Goal No. 1, Develop a community plan to address housing needs to provide housing, address blight, assess needs, as well as trades recruitment or a trades educational program specific to housing needs.

Priority Goal No. 2: Existing Goal No. 2, Address outdated infrastructure and provide infrastructure that can be available for development including broadband, sewer, water, paving, buildings and others.

Priority Goal No. 3: Existing Goal No. 6, Working with the Main Street America Program revitalize the Ely downtown area.

Priority Goal No. 4: Existing Goal No. 7, Develop a comprehensive education plan for all County schools.

Priority Goal No. 5: Existing Goal No. 5, Develop a comprehensive outdoor recreation/tourism plan to expand outdoor recreation accessibility and economic impact by developing outdoor businesses, services and events.

Priority Goal No. 6: Existing Goal No. 8, Develop a workforce plan to include partnerships with local industry, colleges and local high schools.

Priority Goal No. 7: Existing Goal No. 12, Develop a countywide transportation plan.

White Pine County Comprehensive Economic Development Strategy 2020 through 2025

Reprioritized Strategic Economic Development Goals for 2021 through 2022

Priority Goal No. 8: Existing Goal No. 13, Create a comprehensive broadband plan for White Pine County.

Priority Goal No. 9: Existing Goal No. 4, Work with economic development agencies to identify and recruit new businesses.

Priority Goal No. 10: Existing Goal No. 9, Maintain and expand efforts related to securing water in White Pine County.

Priority Goal No. 11: Existing Goal No. 10, Enhance utilization of our already successful partnerships with federal and state agencies.

Priority Goal No. 12: Existing Goal No. 3, Reduce energy costs by making a natural gas option available.

Priority Goal No. 13: Existing Goal No. 11, Develop an expansion plan for the White Pine County Airport.

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.

-
- 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 Ely, Nevada on May 3, 2021 as part of the annual update and evaluation of the five-year Comprehensive Economic Development Strategy for White Pine County 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. White Pine County 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. White Pine County 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. White Pine County 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. White Pine County 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. White Pine County 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. White Pine County 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. White Pine County 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. White Pine County 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. White Pine County 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. White Pine County 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.

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.

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 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 May 3, 2021 annual Comprehensive Economic Development Strategy evaluation and update workshop for White Pine County were asked to evaluate the socio-demographic and economic data presented in the previous sub-section and identify important trends that may impact further implementation of the current five-year Comprehensive Economic Development Strategy or might be impacted positively through further implementation. A total of six unique socio-demographic and economic conditions were identified by workshop participants, including:

- ***New Condition No. 1:*** Continued Decline in Total Population
- ***New Condition No. 2:*** Age of Population and Impacts on the Civilian Workforce
- ***New Condition No. 3:*** Decline in Average Household Size and Civilian Unemployment Rate and Impacts on the Civilian Workforce
- ***New Condition No. 4:*** Growth in Median Household, Median Family, and Per Capita Income
- ***New Condition No. 5:*** Increased Rates of Poverty
- ***New Condition No. 6:*** Continued Improvement in Public Education Rankings and Other Community Development Improvements

Between 2013 and 2019, the total population of White Pine County declined 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 -3.4 percent. For just the City of Ely, the estimated total population also declined between 2013 and 2019, declining 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 -5.0 percent. The continued decline in the total population for all of White Pine County and for the City of Ely may be limiting potential future economic growth and diversification as a continued decline in both the county's and city's residential population means fewer consumers to support new businesses across a variety of different industry and occupation sectors. This continued decline in total population may also be inhibiting future new business creation and attraction efforts and efforts to retain and expand existing businesses as continued population decline will eventually result in a decline in the county's and city's overall civilian workforce. Without additional population growth and a subsequent increase in the civilian workforce, new businesses and existing businesses may find it increasingly difficult to fill vacant and open positions, eventually stalling new business start-ups and openings and, potentially, stalling the expansion of existing operations.

Even though the median age for both White Pine County and for just the City of Ely declined between 2013 and 2019, the estimated average median age for all of White Pine County and for

just the City of Ely were among the oldest reported in the northeastern Nevada region in 2019. Between 2013 and 2019, the estimated median age for all of White Pine County decreased slightly 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 -2.7 percent, while the median age for just the City of Ely declined 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 -11.4 percent. The civilian workforce, in contrast, for both White Pine County and for just the City of Ely declined significantly between 2013 and 2019, declining 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, while the civilian workforce for just the City of Ely declined from an estimated 2,028 total individuals in 2013 to an estimated 1,818 total individuals in 2019, a net decrease of 210 total individuals or by -10.4 percent. Continued decline in the county's and city's civilian workforce, either due to continually declining residential population or due to a significant portion of the county's and city's population either in or approaching their retirement age, may stunt future new business creation and attraction efforts and efforts to retain and expand existing businesses as vacant and open positions remain unfilled.

Further evidence of a constricting civilian workforce countywide and for the City of Ely is present in the continued decline in the county's and city's average household size and in the continued and significant decline in countywide and city level civilian unemployment rates. Between 2013 and 2019, the average household size for all of White Pine County declined 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 average household size declined 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. Over the same 2013 to 2019 period, the civilian unemployment rate 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 approximately -65.7 percent. For just the City of Ely, the civilian unemployment rate declined from an estimated 8.8 percent in 2013 to an estimated 6.2 percent, a net decline of 2.6 percent or by -29.5 percent. A declining average household size may indicate a rise in 'empty-nester' households as younger individuals choose to move out of their parent's house and a civilian unemployment rate that is below the 'natural rate of unemployment' of 5.0 suggests that there is no surplus of available workers to fill vacant and open positions. In either case, the declining average household size and the sudden and significant decline in civilian unemployment rates suggests a continued 'tightening' of both White Pine County's and the City of Ely's labor market and a growing shortage of available workers to support new business start-ups and openings or to fill vacant and open positions of existing businesses.

On a positive note, workshop participants highlighted the significant growth in median household income levels, median family income levels, and per capita income levels for both all of White Pine County and for just the City of Ely. For all of White Pine County, median household income increased by an estimated \$12,241 or by 25.2 percent between 2013 and 2019, median family income increased by an estimated \$8,256 or by 12.9 percent, and per capita income increased by an estimated \$1,240 or by 5.1 percent. For just the City of Ely, despite a slight decline of \$357 or by -0.6 percent in median family income and a slight decline in per

capita income of \$452 or by -1.6 percent, median household income for the City of Ely increased significantly between 2013 and 2019, increasing from an estimated \$49,316 in 2013 to an estimated \$60,048 in 2019, a net increase of \$10,732 or by 21.8 percent. The relatively stable, and in some cases growing, levels of median household income, median family income, and per capita income for all of White Pine County and for just the City of Ely suggests that wages and incomes paid by businesses in White Pine County and in the City of Ely are relatively high, translating into the possibility that both the county and the city could become increasingly attractive to new residents and new workers. Relatively stable and even growing levels of household, family, and individual income is also advantageous for new and existing businesses as stable and rising wages can generally support increased consumption and overall increased economic activity.

Despite the relatively stable and even growing levels of median household income, median family income, and per capita income for all of White Pine County and for the City of Ely between 2013 and 2019, the percentage of both the county's and city's population living below the poverty level increased significantly between 2013 and 2019. Between 2013 and 2019, the percentage of White Pine County's total population living below the poverty level 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. For just the City of Ely, the percentage of the city's total population living below the poverty level increased from an estimated 11.2 percent in 2013 to an estimated 18.2 percent in 2019, a net increase of 7.0 percent or by a percentage increase of 62.5 percent. Workshop participants attributed this significant increase in countywide and city-level poverty rates to an overall increase in the cost of living including rising housing costs, rising food costs, rising costs of needed and wanted retail goods and services, and the high cost of transportation. Revitalization of the county's and city's existing housing stock, increased but sustainable development of new housing inventory, and continued diversification of the county's and city's economic base through increased and targeted commercial retail and service development were a few of the specific ways workshop participants suggested these rising levels of poverty could be mitigated.

Workshop participants further noted that the White Pine County School District has seen a significant increase in its statewide ranking in-terms of educational performance. Improvement in public education throughout the county has been a primary community development goal for the City of Ely, White Pine County, the White Pine County School District, and for various other strategic community partners. Continued improvement in the county's public education system, combined with other critical community development efforts, is part of White Pine County's general effort to sustainably grow the county's and city's population by improving the overall attractiveness of the county and the city to desired population and demographic groups including younger population groups. Sustainably increasing the county's and city's residential population is part of the continued effort to improve the county's and city's overall civilian workforce size with trained and qualified workers. Again, further revitalization and diversification of the existing housing stock, the completion of targeted critical infrastructure projects, the further diversification of the county's and city's economic base through selected commercial retail and service development, and continued improvement of the county's public education system are examples of specific actionable items that White Pine County and its various strategic partners

are pursuing as part of the continued implementation of the current five-year Comprehensive Economic Development Strategy.

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 White Pine County were asked to complete an updated Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for the county and for the county's various individual communities. The results of this SWOT analysis are presented in this sub-section. Strengths are defined as characteristics of White Pine County and the individual communities located throughout the county that gives the county and these individual communities an economic development advantage over others and weaknesses are defined as characteristics of the county 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 White Pine County and the individual communities within White Pine County could potentially take advantage of and threats are elements within the external environment that may derail the economic development efforts of the county over the next five years.

2.3.a Strengths

Figure 2.1 presents a word cloud of the various economic development strengths of White Pine County as a whole as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for White Pine County held on May 3, 2021.

Many of the individual economic development strengths for White Pine County and for several of the individual communities located throughout the county identified by workshop participants focused on the county's many natural resources and outdoor and recreation assets. Combined, these natural resources and outdoor and recreation assets have helped support continued growth of several key industry and occupation sectors including the county's mining and natural resource extraction sector, the county's agricultural sector, and the county's outdoor recreation and tourism sector. The large concentration of precious and industrial metals and minerals in White Pine County continue to support relatively high paying and high skill positions for individuals that live and work within the county and agriculture continues to be a reliable sector that provides necessary employment opportunities and direct and indirect income growth for households and individuals when national and global commodity prices for precious and industrial metals and minerals decline.

Continued growth and diversification of White Pine County's outdoor recreation and tourism sector has and remains a critical part of the county's longer-term economic development efforts. White Pine County and individual communities such as the City of Ely and the towns of Baker, Cherry Creek, Lund, McGill and Ruth boast direct and immediate access to a wide variety of outdoor recreation and tourism opportunities. While the existence of Great Basin National Park,

county, and additional public educational infrastructure remain key economic development weaknesses that may be inhibiting additional community and economic growth and diversification efforts. Addressing these targeted infrastructure and community asset deficiencies will require additional new funding and workshop participants generally agreed that identifying and securing the necessary funding to complete these infrastructure and community asset projects will require new and expanded partnerships with regional, state, and federal partners.

Workshop participants further noted that a general ‘lack of’ meaningful economic diversification and development of the commercial retail and service industry sector for the county and for the county’s individual communities, a general ‘lack of’ improvement and diversification of the county’s existing housing stock and of the housing stock in individual communities within White Pine County, and a general ‘lack of’ growth in the overall civilian workforce were additional primary economic development weaknesses that still must be addressed as White Pine County, the City of Ely, and various other key strategic partners continue to implement parts of the current five-year Comprehensive Economic Development Strategy. Workshop participants pointed out that existing residents and even individual businesses have to rely on retailers and various service providers located outside White Pine County and even outside the northeastern Nevada region. Closing certain ‘gaps’ in key industry and occupation sectors through targeted development and diversification will ensure that incomes earned in White Pine County remain in White Pine County. Improvement of the county’s existing housing stock, through targeted revitalization and through reasonable and sustainable new housing development, is essential in supporting sustainable growth in total population and in the countywide civilian workforce. Without a growing population and without a growing civilian workforce, targeted new business creation and attraction efforts and efforts to retain and expand existing businesses may be derailed as vacant and open positions remain unfilled.

2.3.c Opportunities

Figure 2.3 presents a word cloud of the various economic development opportunities for White Pine County as a whole as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for White Pine County held on May 3, 2021.

Increased demand for outdoor recreation and tourism opportunities regionally, nationally, and even internationally was the single largest economic development opportunity for White Pine County as identified by workshop participants for the coming year and for the remainder of the current five-year strategic economic development planning horizon. As has already been mentioned, White Pine County and the county’s various individual communities boast a wide variety and number of unique outdoor recreation and tourism assets that have broad appeal to a wide variety of visitors, tourists, and outdoor recreation enthusiasts. Over the course of the continued COVID-19 global pandemic, several workshop participants noted that White Pine County experienced a net increase in overall visitor and tourism counts, largely due to pent-up regional, national, and even international demand for tourism activities. As outdoor recreation and tourism remained largely unaffected by state mandated closures and restrictions on capacity and accessibility, White Pine County was able to strategically position itself as a national and

sector will be needed to identify and secure the funding necessary to support these efforts and to develop and complete the projects and programs needed to increase overall community and economic development capacity.

2.3.d Threats

Figure 2.4 presents a word cloud of the various economic development threats for White Pine County as a whole as identified by workshop participants who participated in the annual update and evaluation workshop of the current five-year Comprehensive Economic Development Strategy for White Pine County held on May 3, 2021.

**Figure 2.4 – Economic Development Threats
White Pine County**



Many of the specific economic development threats identified by workshop participants for the coming year and for the remainder of the current five-year strategic economic development planning horizon for White Pine County were similar to specific threats identified for most of the northeastern Nevada region. The most common identified economic development threats ranged from increased political and regulatory threats emerging from the Nevada state government and state legislature to future natural disasters to a growing sense of economic uncertainty at the state, national, and even international level. From a political and regulatory perspective, workshop participants noted that as the balance of political power in the state of Nevada continues to shift to the state’s more urban and metropolitan population centers, new regulatory and taxation/fiscal policies are being considered, policies that could directly threaten the short-term and long-term viability and sustainability of existing key industry and occupations sectors

in White Pine County and throughout the northeastern Nevada region. Increased environmental regulation, a shift in taxation policy regarding the collection and allocation of net proceeds revenues, and even continued threats to the county's water supply as a result of the continued growth of major population centers in Nevada and throughout the western United States are direct threats to the future of White Pine County's and northeastern Nevada's mining and natural resource extraction sector and agricultural sector.

Natural disasters, including ongoing droughts, longer running and more severe fire seasons, and even a resurgent COVID-19 global pandemic or new pandemic, threaten both the short-term and long-term viability and sustainability of critical industry and occupation sectors, including the county's and region's existing agricultural sector and outdoor recreation and tourism sector. Ongoing and increased severity of droughts translates into less water to support existing agricultural production activities and threatens efforts to diversify and grow this sector with either alternative agricultural commodity production or increased value-added production. Increased frequency and severity of droughts could also result in longer running and more severe fire seasons, temporarily preventing access to and use of or possibly permanently destroying the county's many outdoor tourism and recreation assets. A resurgent global pandemic of the COVID-19 virus or even the outbreak of future pandemics could eventually begin to reduce overall tourism and visitor counts to White Pine County and to other parts of the northeastern Nevada region. The likelihood of increased frequency and severity of future natural disasters threatens the continued growth of the existing agricultural sector and outdoor recreation and tourism sector, two sectors that are primary economic drivers and sources of employment for White Pine County and for several of White Pine County's individual communities.

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 White Pine County completed by workshop participants who participated in the May 3, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop. This section also presents a general overall of the reprioritized goals and objectives for White Pine County as a whole for the coming year of implementation and a general outline for White Pine County’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 White Pine County as a whole, developed as part of White Pine County’s current five-year Comprehensive Economic Development Strategy for 2020 through 2025, is:

As the premier destination for outdoor enthusiasts, White Pine County attracts all age groups. Our community is proud of our state-of-the-art infrastructure, quality housing at all price points and is home to the number one school district in the State. Welcome Home!

As part of the evaluation of this current five-year Comprehensive Economic Development Strategy, workshop participants who participated in the May 3, 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 White Pine County, the City of Ely, and the Northeastern Nevada Regional Development Authority focus its existing community and economic development resources on completing targeted community and economic development initiatives.

Broadly, workshop participants agreed that the current strategic economic development vision is still very relevant and still represents the absolute ‘mountain top’ of what White Pine County, the City of Ely, and the Northeastern Nevada Regional Development Authority hope to accomplish over the coming year and for the remainder of the current five-year strategic economic development planning horizon. Since the adoption of the current five-year Comprehensive Economic Development Strategy, White Pine County, the City of Ely, and its various community and regional strategic partners have focused on making White Pine County a national and even international premier outdoor recreation and tourism destination for various outdoor enthusiasts.

Continued promotion and marketing of White Pine County's various outdoor recreation and activity assets and resources combined with improved access to and capacity of these assets have helped drive further growth of the county's outdoor recreation and tourism sector. White Pine County and its various strategic partners have also pursued a number of related public sector and private sector new business creation and attraction efforts and existing business retention and expansion strategies designed to provide existing residents and future tourists and visitors with the commercial retail goods and services needed to support continued growth of the area's outdoor recreation and tourism sector.

Beyond establishing White Pine County as a national and international premier destination for outdoor recreation visitors, tourists, and enthusiasts, White Pine County, the City of Ely, and its various strategic partners continue to pursue the development and completion of a wide variety of critical infrastructure and community asset improvement projects, the further revitalization and sustainable growth of the county's existing housing stock, and continued improvement of the community's public education system. Workshop participants agreed that each one of these interdependent efforts are essential parts of the county's efforts to preserve and grow the existing quality of life for existing and future residents and to create an environment of investment and growth for existing and future businesses. Improved infrastructure, improved housing, and continual improvement to the area's public education system will continue to grow the overall attractiveness of White Pine County and its various local communities while preserving and improving upon the county's and each individual community's existing historical culture and community identity.

Workshop participants generally agreed that the existing vision statement can be separated into five specific long-term targets including, first, creating a premier destination for outdoor enthusiasts, second, attracting various age groups, third, continuing to develop and build state-of-the-art infrastructure, fourth, improving the county's existing housing stock, and fifth, continuing to improve the county's public education system. In evaluating the degree of progress that White Pine County, the City of Ely, the Northeastern Nevada Regional Development Authority, and various key strategic economic development partners have made in achieving each of these five elements, workshop participants indicated that progress has made in some areas while less progress has been made in others. In establishing White Pine County as a premier destination for outdoor enthusiasts, workshop participants generally agreed that White Pine County, the City of Ely, and the county's and city's various partners have made significant progress in achieving this particular element. While additional improvements and progress in establishing White Pine County as a premier destination for outdoor enthusiasts is needed, increased awareness of the county's various outdoor recreation assets and opportunities and increased access to and capacity of these assets over the past year have resulted in significant increases in outdoor recreation visitor, tourist, and enthusiast counts despite the ongoing impacts on national and international travel that the COVID-19 global pandemic continues to have.

Completing major infrastructure projects and making significant improvements to the county's existing public education system were additional parts of the existing strategic economic development vision that workshop participants generally agreed that White Pine County, the City of Ely, the White Pine County School District, and other key strategic partners have made significant progress in achieving. In some areas however, especially in improving the county's

existing public education system, workshop participants agreed that significantly more improvement must be made. Improved Career Technical Education (CTE) programming and specific workforce development training, additional improvements in graduation rates, and the completion of critical public education infrastructure and facility improvements including modernization of certain schools remain critical specific steps needed to make additional progress in improving the county's existing public education system. Workshop participants did highlight a number of critical infrastructure projects that have been completed over the past year and further noted that White Pine County and the City of Ely continue to work with a variety of other local, state, and federal partners to plan for and secure the funding needed to complete a variety of other critical infrastructure projects including additional transportation infrastructure, municipal sewer and water services, improved broadband and telecommunication infrastructure, and even community-level streetscaping improvements.

Expanding the overall attractiveness of White Pine County to a broader demographic group, especially to younger population groups, and making identified improvements to the county's existing housing stock were two of the five elements of the existing strategic economic development vision statement that workshop participants agreed little to no progress has been made in over the past year. The lack of measurable progress in these two areas, according to workshop participants, has largely been due to refocusing of efforts on expanding the county's existing outdoor recreation and tourism industry, on completing targeted infrastructure improvements, and on improving the county's existing public education system. A lack of measurable progress in broadening the appeal of White Pine County to a younger demographic and in improving and diversifying the county's existing housing stock can also be attributed to the impacts of the ongoing COVID-19 global pandemic on White Pine County and the county's individual communities. While there are new emerging opportunities for each of these two elements of the existing strategic economic development vision, progress to date since the adoption of the current five-year Comprehensive Economic Development Strategy has largely stalled.

Since the beginning of the ongoing COVID-19 global pandemic in the spring of 2020, White Pine County's efforts and the efforts of the City of Ely and various key strategic economic development partners to achieve elements of the existing strategic economic development vision have largely shifted toward establishing White Pine County as a premier destination for outdoor enthusiasts. This shift was largely due to the changing nature of national and global tourism. Growing levels of pent-up demand for tourism and recreation activities because of the restrictions placed on national and global travel and limitations placed on the availability of indoor based recreation and entertainment activities has led to a significant shift toward outdoor recreation and tourism activities. Given White Pine County's significant and diverse collection of outdoor recreation and tourism assets and opportunities, community leaders and members, policy makers, non-profit organization leaders, and individual businesses opted to focus on developing this aspect of the existing strategic economic development vision. Infrastructure that supported this broader effort was, to a degree, prioritized over the past year as improved access to and capacity of these outdoor recreation and tourism assets and opportunities had to be increased in order to handle the resulting increase in outdoor recreation visitor, tourist, and enthusiast counts that has occurred since the beginning of the COVID-19 global pandemic.

Moving forward, as White Pine County, the City of Ely, the Northeastern Nevada Regional Development Authority, and various key strategic economic development partners and stakeholders continue to implement elements of the existing five-year Comprehensive Economic Development Strategy in the coming year and for the remainder of the existing five-year strategic planning horizon, workshop participants agreed that a renewed focus on housing and education is needed. A renewed focus on improving the county's existing housing stock through targeted revitalization and reasonable and sustainable new housing development and a renewed focus on identifying and completing new major investments in the county's public education system will aid the efforts to broaden White Pine County's appeal to a wider and younger population demographic. Workshop participants further agreed that additional critical infrastructure projects and assets will need to be developed and completed in order to support this renewed focus on improvement of the county's existing housing stock and existing public education system.

3.2 Evaluation of the Strategic Economic Development Goals

In evaluating the current strategic economic development goals, workshop participants who participated in the May 3, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop for White Pine County were asked to 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 White Pine County's current strategic economic development goals and objectives.

3.2.a Personal Hopes and Aspirations

Workshop participants who participated in the May 3, 2021 Comprehensive Economic Development Strategy annual update and evaluation workshop for White Pine County were initially 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?

In evaluating existing and evolving patterns in how and where people live and work in the community and throughout the county, workshop participants generally agreed that White Pine County and several of its individual community's continue to become a destination as opposed to a 'pass-through' community. This shift in the county's broader reputation as a destination place to live and engage in recreation has led to the completion of several new high profile private projects, the opening of several new businesses, and even the successful expansion of several new businesses. Workshop participants generally agreed that mining and natural resource extraction, agricultural production, outdoor tourism and recreation, and even the public sector remain the largest employment sectors in White Pine County. Continued growth of each sector

and some of the new and emerging sectors is, however, threatened by a growing lack of available workers needed to fill routinely vacant and open positions. The need to reverse the continued decline in the county's residential population and civilian workforce in a responsible and sustainable manner that preserves and protects the county's existing culture and heritage has become an increasingly important factor in further implementing elements of White Pine County's existing five-year Comprehensive Economic Development Strategy.

For the coming year between 2021 and 2022, workshop participants generally agreed that they would like to see a renewed commitment by White Pine County, the City of Ely, various other local communities within the county, and various other key strategic economic and community development partners to addressing continued declining residential population levels and the continued declining civilian workforce. Revitalized and expanded housing options, continued improvement to the county's public education system, continued support of broader economic development diversification efforts while supporting continued growth of existing industry and occupation sectors, and more targeted revitalization and redevelopment of the City of Ely's historic downtown core by continuing to implement elements of the existing Mainstreet plan were of few of the specific personal hopes and aspirations that workshop participants expressed. Several workshop participants expressed their own personal hopes and aspirations that White Pine County and the City of Ely will each develop comprehensive strategic plans designed to address a wider variety of community-based and community development issues including concerns regarding domestic violence, drug use awareness, homelessness, personal food insecurity, and targeted economic opportunities for the county's youth.

Longer-term, and perhaps extending beyond the existing five-year strategic economic development planning horizon of the current Comprehensive Economic Development Strategy for White Pine County, workshop participants shared the hope and aspiration that White Pine County, the City of Ely, the Northeastern Nevada Regional Development Authority, and other key strategic partners will successfully complete the launch of at least one new emerging industry and occupation sector. While the successful launch of at least one new emerging industry sector was a shared longer-term hope and aspiration expressed by workshop participants, workshop participants also agreed that it is vital to the county's economic vitality that key 'gaps' in existing value and supply chains for the mining and natural resource extraction sector, the agricultural sector, and the outdoor recreation and tourism sector be closed through either successful new business creation and attraction strategies or through successful existing business retention and expansion efforts. A vibrant downtown core through the successful completion of the existing Mainstreet plan for the City of Ely, year round recreation opportunities, improved housing across White Pine County, the successful completion of new renewable energy projects, and even the continued expansion of existing railroad assets were other longer-term hopes and aspirations shared by workshop participants.

3.2.b Evaluation of the Current Strategic Goals and Objectives

As part of the current five-year Comprehensive Economic Development Strategy for White Pine County for the 2020 through 2025 period, 13 separate strategic economic development goals were initially developed, including:

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- **Goal No. 1:** Develop a community plan to address housing needs to provide housing, address blight, assess needs, as well as trades recruitment or a trades educational program specific to housing needs.
 - **Goal No. 2:** Address outdated infrastructure and provide infrastructure that can be available for development including broadband, sewer, water, paving, buildings and others.
 - **Goal No. 3:** Reduce energy costs by making a natural gas option available.
 - **Goal No. 4:** Work with economic development agencies to identify and recruit new businesses.
 - **Goal No. 5:** Develop a comprehensive outdoor recreation/tourism plan to expand outdoor recreation accessibility and economic impact by developing outdoor businesses, services and events.
 - **Goal No. 6:** Working with the Main Street America Program revitalize the Ely downtown area.
 - **Goal No. 7:** Develop a comprehensive education plan for all County schools.
 - **Goal No. 8:** Develop a workforce plan to include partnerships with local industry, colleges and local high schools.
 - **Goal No. 9:** Maintain and expand efforts related to securing water in White Pine County.
 - **Goal No. 10:** Enhance utilization of our already successful partnerships with federal and state agencies.
 - **Goal No. 11:** Develop an expansion plan for the White Pine County Airport.
 - **Goal No. 12:** Develop a countywide transportation plan.
 - **Goal No. 13:** Create a comprehensive broadband plan for White Pine County.

As part of the annual Comprehensive Economic Development Strategy update and evaluation workshop held on May 3, 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 13 existing strategic economic development goals for the coming year and to develop new economic recovery and resiliency efforts as White Pine County, the City of Ely, 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:** *Develop a community plan to address housing needs to provide housing, address blight, assess needs, as well as trades recruitment or a trades educational program specific to housing needs,* workshop participants agreed that only marginal progress has been made in achieving this goal. While no formal community plan has been developed to comprehensively address housing, the City of Ely City Council has developed a series of new ordinances designed to address blight and several individual projects, which have included the transfer of publicly owned land to private developers for building new housing, has been completed. Workshop participants further agreed that addressing housing needs, addressing blight, and developing a trades educational program specifically addressing housing needs remains very relevant. In order to make additional progress in achieving this goal, workshop participants expressed their support for the development of a more comprehensive approach to jumpstarting existing housing revitalization efforts, new housing development, and blight mitigation.

For **Goal No. 2:** *Address outdated infrastructure and provide infrastructure that can be available for development including broadband, sewer, water, paving, buildings and others,* workshop participants noted that White Pine County, the City of Ely, and several key strategic partners have made significant progress on addressing and modernizing outdated and aging infrastructure throughout the county. Over the past year, several broadband and telecommunication infrastructure projects, municipal sewer and water projects, street paving and general streetscaping projects, and several revitalization and adaptive reuse projects have been started and even completed. As addressing and modernizing outdated and aging infrastructure remains a very relevant part of White Pine County's and the City of Ely's broader community and economic development efforts for the next year and for the remainder of the current five-year strategic planning horizon, workshop participants suggested that the county and the city focus on identifying and prioritizing key infrastructure projects needed to support the other specific economic development goals outlined within the current five-year Comprehensive Economic Development Strategy. In addition to identifying and prioritizing these key infrastructure projects, workshop participants also noted that identification and securing the funding needed to complete these projects should be part of the county's and city's continued efforts to implement elements of the current five-year Comprehensive Economic Development Strategy over the next year.

As part of **Goal No. 3:** *Reduce energy costs by making a natural gas option available,* workshop participants generally agreed that little to no progress has been made in achieving this specific goal over the past year. White Pine County, the City of Ely, and several key stakeholders have engaged with several prospective natural gas providers over the past year and both the county and the city, along with the Northeastern Nevada Regional Development Authority, are working with key state and federal agencies to identify and secure the funding needed to develop the requisite natural gas infrastructure. Workshop participants were mixed as to whether or not this particular goal is still relevant or, at least, if the goal should be a priority for the coming year. While several workshop participants noted that providing access to reliable natural gas is important to support new commercial and industrial development, several workshop participants noted that relatively affordable energy is already available throughout White Pine County and, specifically, in the City of Ely. Other workshop participants expressed concern over whether or

not there is sufficient existing demand to justify the investment in developing new natural gas infrastructure and whether or not enough future demand will justify the high cost associated with developing the infrastructure needed to provide natural gas to the county's largest population centers. Moving forward, workshop participants suggested that White Pine County, the City of Ely, and the Northeastern Nevada Regional Development Authority continue to explore the feasibility of developing natural gas as an alternative energy source and continue to seek out the funding needed to support its development.

Prior to the start of the COVID-19 global pandemic in the spring of 2020, White Pine County and the City of Ely were focused on achieving **Goal No. 4: *Work with economic development agencies to identify and recruit new businesses.*** And while White Pine County and the City of Ely have become active members of the Northeastern Nevada Regional Development Authority, the impacts of the ongoing COVID-19 global pandemic has shifted the county's and city's focus from new business creation and attraction to existing business retention and expansion. Several workshop participants did note, however, that the City of Ely has continued to focus on identifying and recruiting prospective new businesses, especially as it could pertain to the further implementation of the existing Mainstreet plan and the city's continued revitalization and redevelopment of the existing historical downtown core. White Pine County, the City of Ely, the Northeastern Nevada Regional Development Authority, and other key strategic economic development partners have attempted to recruit new businesses to fill key 'gaps' in the value and supply chains of both the agriculture sector and the outdoor recreation and tourism sector. As the county and city continue to recover from the impacts of the COVID-19 global pandemic, identifying and recruiting new businesses will become a larger part of ongoing community and economic development efforts.

For **Goal No. 5: *Develop a comprehensive outdoor recreation/tourism plan to expand outdoor recreation accessibility and economic impact by developing outdoor businesses, services and events,*** workshop participants noted that considerable progress has been made in achieving this goal over the past year. Both White Pine County and the City of Ely have continued to heavily invest in growing and diversifying the area's outdoor recreation and tourism sector by developing and completing a number of improved access and capacity projects and the City of Ely has expanded marketing of the area's various outdoor recreation and tourism assets and opportunities as part of the City of Ely's COVID-19 Recovery Plan. Because the outdoor recreation and tourism sector remains a critical part of White Pine County's and the City of Ely's economic base, this goal is still very relevant and will remain very relevant over the next year and for the remainder of the existing five-year strategic economic development planning horizon. Continued investment in improving access and capacity of the area's various outdoor recreation and tourism assets, even more national and international marketing and outreach efforts, and the creation of nationally marketed special events and activities were a few of the specific ways in which workshop participants would like to see White Pine County and the City of Ely continue to implement this specific goal over the next year. Several workshop participants did note that these efforts need to better reach other parts of White Pine County outside the immediate vicinity of the City of Ely. Developing a countywide comprehensive outdoor recreation/tourism plan that focuses on specific actionable items for individual communities is one specific way in which this goal can be extended to other parts of the county.

Workshop participants noted that a considerable amount of progress has been made in achieving **Goal No. 6: Working with the Main Street America Program revitalize the Ely downtown area** over the past year. Specifically, workshop participants noted that the City of Ely and its various community and economic development partners continue to work closely with the Nevada Governor’s Office of Economic Development to identify and secure additional funding needed to support expanded revitalization and redevelopment of Ely’s historic downtown core, to support the retention and continued expansion of existing businesses in the downtown area, and even to actively recruit new businesses and support new business start-ups and entrepreneurial efforts in order to fill vacant spaces and buildings. As achievement of this goal is still very relevant, workshop participants suggested that the City of Ely continue to promote and pursue adaptive reuse of existing vacant structures within the downtown core, continue to support new business recruitment and new business start-ups to fill vacant spaces and buildings, work collaboratively with absentee property owners to refurbish and improve derelict and declining properties, and even continue to identify and develop new codes and ordinances that will support increased development within the designated Mainstreet project area. Workshop participants further suggested that the City of Ely should also consider the opportunity to secure new state and federal COVID-19 related relief funding to pay for needed streetscaping and infrastructure improvements throughout the historic downtown core.

Prior to the beginning of the COVID-19 global pandemic in the spring of 2020, workshop participants noted that White Pine County and the White Pine County School District, either independently or in partnership with other key stakeholders, had each been making significant progress in achieving **Goal No. 7: Develop a comprehensive education plan for all County schools**. Improved Career Technical Education (CTE) programming, increased programming and degree offerings at Great Basin College in Ely, improved extracurricular activities tied to the community’s unique historical and educational assets, and even improved community and private sector support of White Pine County’s public educational system had all been achieved prior to the beginning of the pandemic. However, the ongoing COVID-19 global pandemic has significantly disrupted and inhibited further progress in achieving this goal. While still relevant, the focus of public education in White Pine County has shifted to addressing the basic needs, including housing, food, and access to technology, of White Pine County public school students. Even though addressing these basic needs will likely remain the primary focus for the White Pine County School District and for other key partners for the near future, workshop participants are hopeful that the development and implementation of a comprehensive educational plan for all White Pine County public schools can begin again post-pandemic.

Achievement of **Goal No. 8: Develop a workforce plan to include partnerships with local industry, colleges and local high schools** has been largely ad hoc and sporadic, lacking a comprehensive plan and approach, for much of the last year of implementation. The ad hoc and sporadic nature of the progress made in achieving this particular goal is largely due to the significant disruptions that the ongoing COVID-19 global pandemic has had on local and regional labor markets and even local and regional value and supply chains. Several workshop participants noted a number of specific initiatives and activities that have significantly improved the county’s and city’s workforce including programs initiated by the White Pine County School District, by Great Basin College, and by several large and mid-sized employers operating within the area. Addressing the growing workforce challenges of the area and of the region is still very

relevant and workshop participants were generally supportive of developing a more comprehensive plan to address specific workforce development, job training, and job placement needs. Increased Career Technical Education (CTE) programming offered by both the White Pine County School District and Great Basin College while being supported by local area and regional employers, increased establishment and use of various internship and apprenticeship programs, and establishing a formal workforce development, job training, and job placement taskforce and organization were a few specific activities suggested by workshop participants that White Pine County, the City of Ely, the Northeastern Nevada Regional Development Authority, and other key partners should consider implementing over the next year.

Workshop participants noted that White Pine County, the City of Ely, and several other local communities within White Pine County have been tremendously successful at achieving **Goal No. 9: Maintain and expand efforts related to securing water in White Pine County.** Recent court decisions and even recent engagement with and efforts of state and federal representatives have, for the time being, prevented outside interests from exporting critical water resources in White Pine County to other parts of the state. As the threat from these outside interests remains, workshop participants agreed that this particular goal is still very relevant and that White Pine County, the City of Ely, and other key local and area stakeholders should continue to actively engage key elected and appointed officials at the state and federal government level in order to protect the county's critical water assets. Several workshop participants noted that this effort should be done at a regional level in partnership with other counties and municipalities located within the northeastern Nevada region. The threat posed to local and regional water assets is a threat to the very future and economic vitality of the region's key industry and occupation sectors and to the sustainable growth of the region as a whole.

For **Goal No. 10: Enhance utilization of our already successful partnerships with federal and state agencies,** workshop participants noted that a tremendous amount of progress has been made in achieving this goal over the last year. Existing and ongoing partnerships with the U.S. Department of Agriculture Rural Development, the U.S. Forest Service, the U.S. Bureau of Land Management, the Federal Aviation Administration, the U.S. Department of Transportation, the U.S. Economic Development Administration, and the U.S. Department of Homeland Security are ensuring that White Pine County receives the necessary financial and non-financial resources to pursue future community and economic development initiatives. At the state government level, White Pine County, the City of Ely, and several other key local agencies and organizations continue to develop positive working relationships with the Nevada System of Higher Education, the Nevada Governor's Office of Economic Development, the Governor's Office of Science, Innovation & Technology, and the Nevada Department of Transportation to develop and deliver critical services and launch new initiatives designed to support sustainable community and economic development. Workshop participants noted that these successful partnerships are still relevant and, perhaps, more relevant given the ongoing COVID-19 global pandemic. Continuing to develop and maintain these partnerships and relationships over the coming year and for the remainder of the current five-year strategic economic development planning horizon will remain an essential part of the county's and city's broader new business creation and attraction strategies and existing business retention and expansion efforts.

As part of **Goal No. 11: Develop an expansion plan for the White Pine County Airport**, workshop participants noted that, despite an ongoing global pandemic, significant progress has been made in achieving this specific goal. Workshop participants noted that a new five-year Capital Improvement Plan for the airport has recently been completed and that a new Airport Manager has been hired. White Pine County and the City of Ely are working with representatives from the White Pine County Airport (Ely Airport) to identify and secure COVID-19 related relief funding sources to plan and complete necessary expansion and improvement projects for the airport as the White Pine County Airport (Ely Airport). The White Pine County Airport is an essential and relevant piece of local and regional transportation infrastructure, needed to support growth of the area's shipping industry, expand local and regional value and supply chains, and to support continued growth of the area's and region's outdoor recreation and tourism sector. Focusing on developing routine commercial air service in and out of the airport, for passengers and freight, is one way in which key stakeholders can continue to make progress on implementing and achieving this goal.

Workshop participants generally agreed that little to no formal and organized progress has been made over the past year in achieving **Goal No. 12: Develop a countywide transportation plan**. While several steps and several independent actions have been taken by various stakeholders to increase overall access to and reliability of alternative public transportation options for area residents and workers, the area still lacks dependable bus, commuter, air, and rail service. The lack of reliable and affordable public transportation within and between communities inside and out of the county has translated into increased transportation costs for individual residents and workers that live and work within White Pine County or must commute to employment opportunities located outside the county. Workshop participants suggested that White Pine County, the City of Ely, and other key stakeholders and partners begin by comprehensively identifying the public transportation needs of White Pine County residents and workers, prioritizing those needs, developing possible alternatives and approaches to addressing those needs, and then identifying and securing the funding needed to support new public transportation assets.

For **Goal No. 13: Create a comprehensive broadband plan for White Pine County**, workshop participants noted that White Pine County, the City of Ely, and several other local communities have made significant progress in improving overall broadband and telecommunication access for county residents, workers, and businesses over the past year. Several state and federal COVID-19 relief funding sources have already been accessed and used to fund significant broadband and telecommunication infrastructure improvement projects across White Pine County. White Pine County and the City of Ely are hopeful that future state and federal funds, including a proposed federal infrastructure bill, can provide even more funding for additional broadband and telecommunication infrastructure improvements projects across the county. Building additional broadband and telecommunication infrastructure and overall improved access is a critical and very relevant part of the county's and city's broader community and economic development efforts for the next year and for the remainder of the current five-year strategic planning horizon. Continued engagement with key state and federal partners, and increased active support from and effort of the Northeastern Nevada Regional Development Authority, over the next year is part of the county's and city's efforts to secure this necessary funding and to improve overall access to expanded broadband and telecommunication service.

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

In small groups, workshop participants were asked to select five of the existing 13 strategic economic goals that White Pine County, the City of Ely, the Northeastern Nevada Regional Development Authority, and other key stakeholders and strategic partners should focus on as part of the continued implementation of the existing five-year Comprehensive Economic Development Strategy. Based on the results of this reprioritizing of the existing 13 strategic economic development goals for White Pine County, the following list outlines the reprioritized strategic economic development goals for the following year:

- **Priority Goal No. 1:** Existing Goal No. 1, Develop a community plan to address housing needs to provide housing, address blight, assess needs, as well as trades recruitment or a trades educational program specific to housing needs.

Workshop participants unanimously agreed that developing and implementing a comprehensive plan designed to address the county's housing and blighting concerns should be the top priority for White Pine County, the City of Ely, for the Northeastern Nevada Regional Development Authority, and for other key community and economic development partners for the coming year. The lack of affordable quality housing and the continued impacts of existing physical blighting conditions remain the primary barriers to encouraging new sustainable and reasonable population growth which, in-turn, is inhibiting growth of the area's civilian workforce and private sector.

- **Priority Goal No. 2:** Existing Goal No. 2, Address outdated infrastructure and provide infrastructure that can be available for development including broadband, sewer, water, paving, buildings and others.

Updating, modernizing, and improving critical infrastructure assets across the county was generally identified as the second most important priority for White Pine County, the City of Ely, the Northeastern Nevada Regional Development Authority, and for other key community and economic development stakeholders. Improved transportation infrastructure, continued expansion of broadband and telecommunication services, improved municipal sewer and water service, surface street and streetscaping improvements, and increased adaptive reuse of deteriorated and vacant existing buildings are specific areas in which workshop participants would like to see additional progress made in over the next year.

- **Priority Goal No. 3:** Existing Goal No. 6, Working with the Main Street America Program revitalize the Ely downtown area.

Continued implementation of the City of Ely's existing Mainstreet plan for the city's existing historic downtown core was identified by workshop participants as the third most important goal to achieve over the next year. Achievement of this goal is directly connected with the first priority goal, addressing the county's and community's housing needs and existing blighting conditions, and with the second priority goal, addressing

outdated infrastructure through targeted investments. Workshop participants noted that the historic downtown core of the City of Ely is an ideal location to focus new business creation and attraction efforts and ongoing existing business retention and expansion efforts and that the historic downtown core could be further developed with the inclusion of new affordable and market rate housing. These efforts, combined with targeted infrastructure improvements, could significantly advance the efforts to implement key elements of the existing Mainstreet plan and to mitigate lingering blighting conditions.

- **Priority Goal No. 4:** Existing Goal No. 7, Develop a comprehensive education plan for all County schools.

Improving White Pine County’s public education system remains a top priority as White Pine County, the City of Ely, and the Northeastern Nevada Regional Development Authority continue to implement key elements of the current five-year Comprehensive Economic Development Strategy for White Pine County. Additional improvements to the existing public education system serves a number of critical purposes including the overall improvement in the attractiveness of the county to new residents and, especially, new residents in younger demographic groups, increasing the overall size of the county’s civilian workforce, and providing the necessary workforce development and job training services needed to build a more competitive workforce.

- **Priority Goal No. 5:** Existing Goal No. 5, Develop a comprehensive outdoor recreation/tourism plan to expand outdoor recreation accessibility and economic impact by developing outdoor businesses, services and events.

The outdoor recreation and tourism sector remains a key component of White Pine County’s existing economic base and, as a result of this importance, workshop participants generally agreed that continued improvements needed to expand accessibility and capacity of the county’s existing outdoor recreation and tourism assets is critically needed. Further development of outdoor recreation and tourism related businesses, services, and events, combined with additional national and international marketing of existing outdoor recreation and tourism assets and opportunities, were each identified by workshop participants as specific activities that can be taken over the next year to further grow and diversify the county’s outdoor recreation and tourism sector.

- **Priority Goal No. 6:** Existing Goal No. 8, Develop a workforce plan to include partnerships with local industry, colleges and local high schools.

While workshop participants generally agreed that direct improvements to the county’s public education system would yield greater and more immediate workforce development impacts over the next year, development of a comprehensive workforce development, job training, and job placement plan was still identified as a relatively high priority by workshop participants. Workshop participants agreed that, in addition to making targeted and needed investments in the county’s public education system, White Pine County, the City of Ely, the White Pine County School District, and other key stakeholders should directly engage major local and regional private sector partners and parts of the Nevada

System of Higher Education to develop a longer-term and more comprehensive workforce development plan for White Pine County.

- **Priority Goal No. 7:** Existing Goal No. 12, Develop a countywide transportation plan.

The lack of affordable and reliable public transportation is a key contributor to the rising cost of living experienced by area residents and workers. Rising and relatively high personal transportation costs to and from places of employment, to and from critical services, and to and from needed commercial retail services throughout and outside the county force households and individuals to allocate large parts of earned household and personal income toward transportation. These dollars allocated toward transportation could be used to support additional new business start-ups and entrepreneurial efforts or the efforts of existing businesses to expand their operations through increased sales. The development of a countywide transportation plan is the first step in addressing the transportation challenges that county residents and workers currently face.

- **Priority Goal No. 8:** Existing Goal No. 13, Create a comprehensive broadband plan for White Pine County.

While workshop participants noted that developing and implementing a comprehensive plan to improve overall access to expanded broadband and telecommunication services is still a relevant and important part of the existing five-year Comprehensive Economic Development Strategy, workshop participants generally agreed that the specific elements of this goal are captured in other goals that are ranked higher in-terms of their overall priority for the coming year. Workshop participants did agree, however, that White Pine County, the City of Ely, and other local communities throughout the county should continue to work with prospective broadband and telecommunication providers to identify the needed infrastructure projects that will support increased access and to identify and secure the funding needed to complete these projects.

- **Priority Goal No. 9:** Existing Goal No. 4, Work with economic development agencies to identify and recruit new businesses.

As has already been mentioned, the ongoing COVID-19 global pandemic has refocused county and municipal community and economic development efforts on existing business retention and expansion efforts. However, as part of the county's and city's recovery and resiliency efforts post-pandemic, workshop participants expressed their support for new business creation and attraction efforts that will further diversify and grow White Pine County's existing economic base.

- **Priority Goal No. 10:** Existing Goal No. 9, Maintain and expand efforts related to securing water in White Pine County.

Recent efforts by White Pine County, the City of Ely, and other local and regional stakeholders have resulted in significant progress in achieving this specific goal. While there is no immediate threat to the county's existing water resources, workshop

participants concluded that White Pine County and its various key stakeholders continue to work with key regional, state, and federal partners to secure critical water assets over the next year and throughout the remainder of the current five-year strategic economic development planning horizon.

- **Priority Goal No. 11:** Existing Goal No. 10, Enhance utilization of our already successful partnerships with federal and state agencies.

Workshop participants noted that White Pine County, the City of Ely, the Northeastern Nevada Regional Development Authority, and other key local and regional stakeholders continue to maintain and develop existing and new partnerships with key state and federal government agencies over the next year. Workshop participants further noted that this effort should focus on identifying and securing the funding and other non-financial resources needed to achieve other goals outlined in the current five-year Comprehensive Economic Development Strategy.

- **Priority Goal No. 12:** Existing Goal No. 3, Reduce energy costs by making a natural gas option available.

For the coming year, workshop participants agreed that progress on this goal should be focused on identifying future needs for natural gas and developing the plans needed to support future development of related natural gas infrastructure. As current COVID-19 pandemic recovery and resiliency efforts are focused more on retaining and expanding existing businesses, workshop participants generally agreed that this goal should be extended beyond the current five-year strategic economic development planning horizon as new business creation and attraction opportunities materialize post-pandemic.

- **Priority Goal No. 13:** Existing Goal No. 11, Develop an expansion plan for the White Pine County Airport.

Workshop participants generally agreed that the specific elements of this goal are covered by the specific actionable items of other goals including the improvement and modernization of outdated and aging infrastructure. While the White Pine County Airport (Ely Airport) is a key transportation and economic development infrastructure asset for the county and for the region, recent progress in developing a new five-year Capital Improvement Plan for the airport and the hiring of a new Airport Manager have largely addressed many of the specific actionable items outlined in this goal as part of the existing five-year Comprehensive Economic Development Strategy.

The reprioritized strategic economic development goals outlined by workshop participants who participated in the May 3, 2021 annual update and evaluation strategic planning workshop reflect growing community concerns regarding housing, blight mitigation, infrastructure improvement, and overall recovery from the lingering impacts of the ongoing COVID-19 global pandemic. The goals selected by workshop participants to receive increased attention over the next year as White Pine County, the City of Ely, the Northeastern Nevada Regional Development Authority, and other key stakeholders continue to implement the existing five-year Comprehensive

Economic Development Strategy also reflects the need to support the retention and expansion of existing businesses and to diversify and grow the local economic base through the continued growth of existing primary industry and occupation sectors. These diversification and growth strategies will largely focus on closing key ‘gaps’ in existing value and supply chains and by improving access and overall capacity of critical outdoor recreation and tourism assets located throughout White Pine County.

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 White Pine County and for the county’s individual communities, workshop participants who participated in the May 3, 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. This sub-section also includes a summary of the City of Ely’s existing recovery plan.

3.3.a Overview of the City of Ely’s Existing Recovery Plan

As part of its recovery efforts and response to the impacts that the ongoing COVID-19 global pandemic has had on the community, the City of Ely has already developed and begun implementation of a recovery plan for Ely. The existing recovery plan focuses on three primary activities, including *investment*, *partnerships*, and *marketing*. From an investment perspective, and in partnership with key stakeholders at the local, state, and federal level, the City of Ely’s recovery plan has largely focused on developing and completing significant improvements and new programs and projects related to the area’s outdoor recreation and tourism sector. Several specific investment areas have been identified in the City of Ely’s recovery plan, including:

- ***Dark Skies:*** Continue to develop existing partnerships with Great Basin National Park and the Nevada Northern Railroad; actionable items include an Astronomy Festival, Star Photography Workshops, Star Trains, Sunset Starts and Champaign, and Park-to-Park in the Dark.
- ***Great Basin National Park:*** Existing strategic partners include the U.S. National Park Service and the town of Baker; focused efforts on rebranding existing marketing materials for Great Basin National Park, focused marketing campaign highlighting key natural features of Great Basin National Park (mountains, forests, glacier, etc.), enhanced

marketing of attractions located outside Great Basin National Park, and increased collaboration with local, regional, and statewide astronomy programs and groups.

- **Mountain Biking:** Existing strategic partners include the U.S. Forest Service, U.S. Bureau of Land Management, Great Basin Trails Alliance, and the Nevada Northern Railway; continued development and maintenance of approximately 50 miles of existing single-track, establish national and international recognition of the area's mountain bike attractions and assets.
- **Public Art:** Existing strategic partners include the Ely Renaissance Society and White Pine Main Street; provide support for public murals including the planning and development of new murals totaling 28 locations as part of a 'downtown mural tour', completion of a new self-guided mural audio tour, develop and distribute new marketing and printed materials.
- **Nevada Northern Railway:** Primary partner includes the Nevada Northern Railway; continue to promote 'astro tourism' regionally, statewide, nationally, and even internationally, development of new programs including 'Trains to Trails' and 'HI Rail 18'.
- **History:** Continue to develop and utilize existing partnerships with the White Pine Public Museum and McGill Drug Store; complete needed facility upgrades to the White Pine Public Museum and McGill Drug Store, increase daily hours of operations and days open during the week, develop and complete new signage and new exhibits, develop new programs including the 'Ping Pong Train'.
- **Events:** Partnerships between White Pine County and the City of Ely, with individual special event organizers and hosts, engagement with local businesses located throughout White Pine County and the City of Ely; key existing and new events include Fire and Ice Winter Arts and Athletics Festival, White Pine Horse Races, Race the Rails – New Trails, Fears, Tears, and Beers – New Trails, and the Ely Film Festival.
- **Bristlecone Convention Center:** Existing operators and partners include the White Pine County Tourism and Recreation Board and the Bristlecone Convention Center & Visitors Bureau; continued facility improvements, investments, and upgrades include a new parking lot with lighting, landscaping, and public art, remodeling of existing meeting rooms, new audio/visual technology to address virtual meetings and events, collaboration with the Ely Art Bank to create gallery exhibits, and new cleaning and sanitation technology to address specific COVID-19 safety issues.
- **Downtown Ely:** Key partner and managing organization includes the White Pine Main Street Association in partnership with the City of Ely; actionable items being developed and implemented include new grants to existing and new businesses located within the existing historic Ely downtown core and Mainstreet planning area, improved signage, additional streetscaping and general beautification efforts, development and completion

of critical infrastructure improvements, targeted new business creation and attraction efforts, business promotion events and activities, and special events including the Ely Film Festival.

- ***New Visitors Center in Ely's Historic Downtown Core:*** partnership with the City of Ely, the White Pine Main Street Association, White Pine Tourism and Recreation Board, and the White Pine Chamber of Commerce; specific actionable items include the identification and development of a site for a new visitors center located adjacent to the exiting Bristlecone Convention Center, will eventually house the White Pine Tourism and Recreation Board/organization, the White Pine Main Street Association offices, and the offices of the White Pine Chamber of Commerce, provide 'one stop location for all information on White Pine County, house a visitors lounge and art gallery.

Across all these major investment and partnership recovery efforts is a comprehensive marketing and rebranding campaign aimed at establishing White Pine County, the City of Ely, and other local communities located throughout the county as a premier outdoor recreation and tourist destination location in the state of Nevada. The City of Ely, with its various strategic partners, have successfully designed and launched a new website, has increased overall social media activity on a variety of social media platforms, and has developed and begun distribution and use of new marketing materials including new audio, visual, and print materials and campaigns.

3.3.b Responsive Initiatives

In developing a set of responsive initiatives for White Pine County, for the City of Ely, and for other local communities located throughout the county in response to the ongoing COVID-19 global pandemic, workshop participants were asked to identify the major and immediate impacts that the COVID-19 global pandemic has had on the county and on the county'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 noted four important major impacts, some of which have actually been beneficial for White Pine County and for the county's existing economic base. From a positive perspective, workshop participants noted that White Pine County has experienced a significant increase in tourist, visitor, and outdoor recreation enthusiast counts since the beginning of the COVID-19 global pandemic. As many traditional in-door tourism and visitor options have either temporarily or permanently closed and as restrictions on national and international tourism have reduced global air traffic and passenger counts, individuals have shifted their recreation and tourism activities toward more outdoor recreation activities. White Pine County's unique and vast collection of various outdoor recreation and entertainment assets and opportunities has uniquely positioned the county to take advantage of this national and even international shift toward outdoor recreation and entertainment activities.

A second positive major impact of the ongoing COVID-19 global pandemic has been the national and international increase in the prices of key commodities that are produced throughout White Pine County, especially the prices for precious and industrial metals and minerals produced by active mining and natural resource extraction operations located within the county and throughout the northeastern Nevada region. The increase in national and international prices

for these precious and industrial metals and minerals has resulted in a surge in mining and natural resource extraction operations which, in-turn, has resulted in new employment opportunities and increased wages for area and regional residents and workers. This has helped to offset employment losses in other industry and occupation sectors deemed ‘non-essential’ and has helped support other businesses in other related and unrelated industry and occupation sectors. Increased mining and natural resource extraction activities throughout the area and throughout the region have also helped offset declines in certain public tax revenue sources with increased net proceeds revenue that has enabled local governments to continue to fund and provide needed public services.

Increased business failure and, at least, decreased earned revenue for various businesses in industry and occupation sectors deemed ‘non-essential’ and the disproportionate economic and personal impacts that the ongoing pandemic has had on at-risk populations are two of the more negative major impacts that have arisen throughout White Pine County because of the ongoing COVID-19 global pandemic. While certain businesses in certain industry and occupation sectors, namely the mining and natural resource extraction sector and the outdoor recreation and tourism sector, have more-or-less thrived during the course of the pandemic, new small business start-ups and existing businesses in ‘non-essential’ sectors that were unable to maintain existing operations have experienced significant reduction in revenue and some have even been forced to permanently terminate operations. These major economic impacts, and even several non-economic major impacts, have also had a disproportionate negative impact on certain at-risk populations including lower-income households and the elderly. A loss of income due to layoffs and business reduction or termination impacts and restrictions of access to critical and non-critical services and resources has contributed to rising rates of poverty and to a growing lack of access to goods and services needed to support daily life.

Workshop participants identified a number of longer-term impacts created by the ongoing COVID-19 global pandemic that, again, have been both positive and negative for White Pine County, the City of Ely, and for other local communities located throughout the county. Many of these longer-term positive and negative impacts are directly tied to the shifting nature of the area’s and region’s labor market including the sudden creation of several new vacant and open positions in key industry and occupation sectors that pay relatively high wages and incomes. Growth of the area’s and region’s mining and natural resource extraction industry sector has extended the life of several of the area’s and region’s largest mining sites and individual mines throughout the area and the region are attempting to higher skilled workers to support this increased level of activity and production. However, White Pine County and much of the northeastern Nevada region was already struggling with a relatively ‘tight’ labor market prior to the start of the global pandemic. Continued population decline in several of the region’s central population centers and a continually aging population had both contributed to a continued decline in the size of the region’s overall civilian workforce. The onset of the COVID-19 global pandemic has significantly disrupted existing labor markets locally, regionally, and throughout the United States. Longer-term, workshop participants agreed that a renewed focus on workforce development, job training (retraining), and job placement efforts will be needed to address this continued disruption to and impact on the area’s and region’s existing labor market and workforce.

Workshop participants who participated in the annual update and evaluation of the current five-year Comprehensive Economic Development Strategy for White Pine County workshop held on May 3, 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:*** Proactively Develop a Robust Local and Regional Workforce Development, Job Training, and Job Placement Strategy

Addressing the significant disruption to local and regional labor markets was a primary responsive initiative developed by workshop participants. Development of a comprehensive local and regional workforce development, job training, and job placement strategy and action plan will require additional financial and non-financial resources and the coordinated collaboration of various local, state, and federal government agencies and organizations operating locally and regionally, key educational partners including local school districts and area community colleges, various non-profit and community-based organizations, and several major employers operating at the local and regional level. This effort should focus on shifting individuals living locally and regionally who may have recently lost a low-paying and low-skilled job into a higher-paying and higher-skilled position. This effort may also require efforts of the state and federal government to begin reducing individually targeted COVID-19 relief funds that may be disincentivizing individuals from returning to the labor market.

- ***Responsive Initiative Area No. 2:*** Development of Key Existing Industry and Occupation Sectors and Targeted Value and Supply Chain ‘Gap’ Filling

As has been already alluded to, the area’s and region’s existing mining and natural resource extraction sector and outdoor recreation and tourism sector have each experienced significant positive growth since the beginning of the ongoing COVID-19 global pandemic. Workshop participants noted that there is a significant opportunity to continue to grow and diversify each of these industry and occupation sectors through targeted new business and attraction efforts that would effectively close existing ‘gaps’ in the value and supply chains for each sector. For the outdoor recreation and tourism sector specifically, workshop participants suggested that a key responsive initiative is to further and sustainably expand access to and overall capacity of existing outdoor recreation and entertainment assets. Workshop participants also noted that, as part of this effort to sustainably expand overall access to and overall capacity of these existing assets, additional efforts to expand and diversify the overall economic base through new business creation and attraction efforts and efforts to retain and expand existing businesses should be pursued. These efforts, including new motel and hotel development, new restaurant and retail development, and even new commercial services development, could also support the continued growth of the broader outdoor recreation and tourism sector.

- ***Responsive Initiative Area No. 3:*** Identification and Provision of Critical Public Services and Support for At-Risk Populations

Because the impacts of the COVID-19 global pandemic have disproportionately affected at-risk populations, workshop participants noted the need to develop a longer-term understanding of the specific needs of each existing at-risk population and develop the programs and services that are required to meet these growing needs. Improved access to basic and more advanced physical and mental healthcare services, improved drug treatment services, improved workforce development services, and improved senior services including healthcare and housing services, were a few of the specific needs identified by workshop participants as part of this responsive initiative for White Pine County, the City of Ely, and for other local communities located throughout the county.

Addressing the short-term and long-term disruptions to area and regional labor markets, capitalizing on the growth of existing critical industry and occupation sectors through targeted new business creation and attraction efforts and efforts to retain and expand existing businesses, and addressing the short-term and long-term needs of identified at-risk populations were the three primary responsive initiative areas developed by workshop participants. The identification and securing of the financial and non-financial resources needed to implement each of these responsive initiatives and the development of existing and new strategic partnerships across public sector, private sector, and non-profit sector lines will be needed as key stakeholders begin implementation of each individual responsive initiative.

3.3.c Steady-State Initiatives

As part of the steady-state recovery and resiliency initiatives workshop participants developed for White Pine County 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 further asked to develop specific actionable items that White Pine County, the City of Ely, other local communities throughout the county, and the Northeastern Nevada Regional Development Authority could develop and implement in order to address these specific community and economic development weaknesses. Workshop participants who participated in the May 3, 2021 annual update and evaluation workshop developed three specific community and economic development weaknesses and accompanying actionable items.

- ***Steady-State Initiative Area No. 1:*** Long-Term Focus on Further Diversification of the Community's Existing Economic Base

Workshop participants agreed that continued focus on the long-term diversification of White Pine County's economic base, with a focus on developing a self-sustaining economy where local needs and wants are met by local businesses and service providers, be considered and new strategies be developed in order to guard against future disruptive events and shocks. While workshop participants noted that White Pine County's existing major industry sectors, including the mining and natural resource extraction sector, the agricultural sector, and the outdoor recreation and tourism sector, have largely been unaffected by the ongoing COVID-19 global pandemic, future disruptive events and

shocks may prove more threatening to these existing industry sectors. Increased support for new small business and entrepreneurial-based development with increased financial and technical assistance could help White Pine County further diversify and grow the existing economic base. Workshop participants further noted that, as part of this continued diversification and self-sustainability steady-state initiative, White Pine County, the City of Ely, various other local communities throughout the county, and the Northeastern Nevada Regional Development Authority should also focus on new business creation and attraction efforts in emerging industry and occupation sectors and in sectors that can effectively close ‘gaps’ in existing local and regional value and supply chains.

- ***Steady-State Initiative Area No. 2: Continued Focus on Enhanced Workforce Development and Job Training Efforts***

Like many communities located throughout the northeastern Nevada region, workshop participants noted that White Pine County is struggling to build a workforce substantial enough to support future new business creation and attraction efforts and the efforts to retain and expand existing businesses. While significant progress has been made in developing new workforce development and job training programs over the past several years, a more comprehensive effort to both grow and train a workforce is needed in order to support continued economic development growth and diversification of the county’s existing economic base. Coordinated and collaborative efforts between White Pine County, the City of Ely, other local communities located throughout White Pine County, the Northeastern Nevada Regional Development Authority, the White Pine County School District and the Nevada System of Higher Education, in partnership with key private sector interests, should focus on job training efforts designed to provide workers with the necessary skill sets to fill vacant and open positions that exist now and will exist in the future. This expanded and comprehensive workforce development effort will also require a more coordinated and comprehensive effort to revitalize the county’s existing housing stock and support new housing development. The identification and completion of new critical infrastructure projects, along with other targeted community and economic development efforts, will also be needed to support future sustainable growth of the county’s residential population and civilian workforce.

- ***Steady-State Initiative Area No. 3: Increased Basic and Advanced Healthcare Services and Access along with Increased Targeted Support for At-Risk Populations***

Disruptive events and shocks like a global pandemic or other unforeseen natural disasters tend to disproportionately affect at-risk populations including individuals living at or below the set poverty line, individuals living on fixed incomes including retirees and individuals with disabilities, and seniors and the elderly. Food insecurity and a lack of quality housing, increased homelessness, increased frequency of domestic violence, alcoholism, and drug abuse, and growing childcare needs were a few of the more general weaknesses identified by workshop participants that were exposed throughout White Pine County and throughout much of the northeastern Nevada region as a result of the ongoing COVID-19 global pandemic. While many of these conditions existed prior to the start of

the existing pandemic, the increased lack of access to increased basic and more advanced healthcare and to both essential and non-essential goods and services that has occurred as a result of the pandemic has disproportionately impacted at-risk populations throughout the county. In order to mitigate these impacts and to better guard against the potential impacts of future disruptive events and shocks, workshop participants suggested that a more comprehensive plan be developed collaboratively between White Pine County, the City of Ely, and various other public sector, private sector, and non-profit community based organizations to address these issues before the next major disruptive event or shock occurs.

As part of the ongoing efforts of White Pine County, the City of Ely, the Northeastern Nevada Regional Development Authority and various other public sector, private sector, and non-profit community based organizations to further implement elements of the existing five-year Comprehensive Economic Development Strategy, workshop participants focused on developing a number of expanded community and economic development steady-state initiatives as part of this continued implementation. Expanded workforce development and job training efforts, continued focus on overall community and economic development diversification and self-sustainability efforts, and improved access to existing and expanded healthcare services and services designed to support and provide needed services to existing at-risk populations will need to be done in partnership with various public sector, private sector, and non-profit community based organizations. Identification of specific actionable items for each of the three steady-state initiatives developed by workshop participants and the identification of needed financial and non-financial resources to support implementation will remain the primary focus of the efforts to implement elements of the current five-year Comprehensive Economic Development Strategy over the next year.