

**LINCOLN COUNTY COMPREHENSIVE
ECONOMIC DEVELOPMENT STRATEGY**



SUBMITTED TO:
Mr. A. Leonard Smith
Regional Director
Economic Development Administration
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SUBMITTED BY:
Board of Lincoln County Commissioners
P.O. Box 90
Pioche, Nevada 89043

In Cooperation With:
City of Caliente
P.O. Box 1006
Caliente, Nevada 89008

and

Lincoln County Regional Development Authority
P.O. Box 851
Caliente, Nevada 89008

April 2017

RESOLUTION OF THE LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY
APPROVING THE 2017 LINCOLN COUNTY COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY (CEDS) AND RECOMMENDING THAT THE BOARD OF
LINCOLN COUNTY COMMISSIONERS AND THE CALIENTE CITY COUNCIL ADOPT
THE CEDS AND THAT THE CEDS BE SUBMITTED BY LINCOLN COUNTY TO THE
U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

WHEREAS, the Board of Lincoln County Commissioners and the Caliente City Council have vested the Lincoln County Regional Development Authority with the responsibility of identifying economic development opportunities for the County, which, if applied, will help stimulate economic growth in the County and perhaps lead to the creation of long-term, permanent jobs; and

WHEREAS, the Lincoln County Regional Development Authority Board of Directors have served as the Comprehensive Economic Development Strategy (CEDS) Committee in preparation of the April 2017 Lincoln County Comprehensive Economic Development Strategy; and

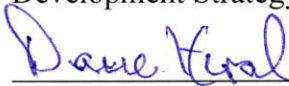
WHEREAS, a comprehensive economic development strategy is a valuable tool for guiding the economic development initiatives of the Lincoln County Regional Development Authority and informing others of said initiatives; and

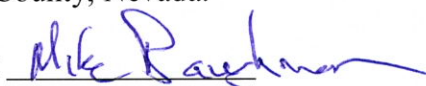
WHEREAS, to comply with the requirement that designated areas have a current approved comprehensive economic development strategy to be eligible for Economic Development Administration technical assistance and public works grant funding; and

WHEREAS, recognizing the importance of the assigned responsibilities, the Lincoln County Regional Development Authority acting as the Lincoln County CEDS Committee has met on numerous occasions to oversee preparation the 2017 Lincoln County Comprehensive Development Strategy.

NOW, THEREFORE, BE IT RESOLVED, by the Lincoln County Regional Development Authority (LCRDA) Board of Directors acting in their capacity as the Lincoln County Comprehensive Economic Development Strategy (CEDS) Committee that LCRDA does hereby accept, adopt, and endorse the April 2017 Eureka County CEDS.

ADOPTED this 27th day of March 2017, by the Lincoln County Regional Development Authority Board of Directors acting as the Lincoln County Comprehensive Economic Development Strategy (CEDS) Committee of Lincoln County, Nevada.


Dave Hurd, Chairman
Lincoln County Regional Development
Authority

ATTEST: 
Mike Baughman, Executive Director
Lincoln County Regional Development
Authority

RESOLUTION NO. 2017-02

RESOLUTION OF THE CALIENTE CITY COUNCIL APPROVING THE 2017 LINCOLN COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs) AND RECOMMENDING THAT THE BOARD OF LINCOLN COUNTY COMMISSIONERS ADOPT THE CEDs AND THAT THE CEDs BE SUBMITTED BY LINCOLN COUNTY TO THE U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

WHEREAS, the Lincoln County Regional Development Authority, has completed the task of overseeing preparation of the 2017 Lincoln County Comprehensive Economic Development Strategy (CEDs) for Lincoln County, Nevada; and


WHEREAS, economic and community development is important to the future of the City of Caliente; and


WHEREAS, the Lincoln County Regional Development Authority has reviewed the economic situation in Lincoln County, including the City of Caliente, and has identified opportunities for economic growth and has set forth goals and strategies for achieving economic development in the County and City; and

WHEREAS, the strategies recommended by the Lincoln County Regional Development Authority are outlined within the April 2017 Lincoln County Comprehensive Economic Development Strategy (CEDs).

NOW, THEREFORE, BE IT RESOLVED, that the Caliente City Council does hereby approve the April 2017 Lincoln County Comprehensive Economic Development Strategy and encourages the Board of Lincoln County Commissioners to adopt and to transmit the CEDs to the U.S. Economic Development Administration.

Resolved this 20th day of April 2017 by the Caliente City Council.


Stana Hurlburt, Mayor


Attest: Caliente City Clerk

RESOLUTION NO. 2017 - 09

RESOLUTION OF THE BOARD OF LINCOLN COUNTY COMMISSIONERS APPROVING
THE LINCOLN COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
(CEDS) AND AUTHORIZING SUBMISSION OF THE CEDS TO THE U.S. ECONOMIC
DEVELOPMENT ADMINISTRATION

WHEREAS, the Lincoln County Regional Development Authority, has completed the task of overseeing preparation of the 2017 Lincoln County Comprehensive Economic Development Strategy (CEDS) for Lincoln County, Nevada; and

WHEREAS, economic and community development is important to the future of Lincoln County; and

WHEREAS, the Lincoln County Regional Development Authority has reviewed the economic situation in Lincoln County and has identified opportunities for economic growth and has set forth goals and strategies for achieving economic development in the County; and

WHEREAS, the strategies recommended by the Lincoln County Regional Development Authority are outlined within the April 2017 Lincoln County Comprehensive Economic Development Strategy (CEDS).

NOW, THEREFORE, BE IT RESOLVED, that the Board of Lincoln County Commissioners does hereby adopt the April 2017 Lincoln County Comprehensive Economic Development Strategy and directs that the CEDS be transmitted to the U.S. Economic Development Administration.

Resolved this 1st day of May 2017 by the Board of Lincoln County Commissioners.



A. Paul Donohue, Chairman

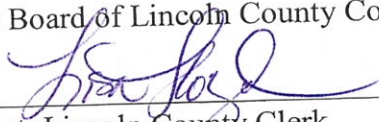

Attest: Lincoln County Clerk

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Preparation of This Comprehensive Economic Development Strategy

Organized in 1998 through interlocal agreement between the Board of Lincoln County Commissioners and the Caliente City Council, the Lincoln County Regional Development Authority (LCRDA) has been vested with the responsibility to coordinate the development and implementation of economic development strategies within the County and City. The interlocal agreement establishing LCRDA was reaffirmed by the parties on April 5, 2012 (see Appendix 1).

Since its inception, LCRDA has been responsible for industry retention/attraction activities within Lincoln County. The nine member Authority Board of Directors has been responsible for coordinating preparation of this annual report. Four members of LCRDA are appointed by the Lincoln County Commission, four members are appointed by the Caliente City Council and one member is appointed by the other eight. A listing of current LCRDA board members is included in Table 1. The LCRDA board includes representatives from all geographic areas of Lincoln County. Board members include small business owners, elected officials, farmers, ranchers, and women. The LCRDA board accurately reflects Lincoln County demographics. The LCRDA Board of Directors meet approximately every month, alternating between in-person and teleconference meetings. All LCRDA meetings are open to the public and noticed in accordance with the Nevada Open Meeting Law. LCRDA has been recognized by the Nevada Governor's Office of Economic Development (GOED) as a Regional Development Authority and as such has been awarded annual funding from, and maintains a close working relationship with, GOED.

LCRDA has undertaken preparation of this Comprehensive Economic Development Strategy (CEDS) providing a current update to, and describing Lincoln County and City of Caliente progress with implementation of, the Overall Economic Development Plan (OEDP) initially adopted for the area in October 1999 and updated annually thereafter.

This 2017 Lincoln County Comprehensive Economic Development Strategy (CEDS) was developed through a locally initiated planning process designed to create employment opportunities, foster more stable and diversified local economies, improve local conditions, and provide a mechanism for guiding and coordinating the efforts of Lincoln County, the City of Caliente and local individuals and organizations concerned with the economic development of the County.

The nine-member LCRDA Board of Directors has served as the CEDS Committee in overseeing preparation of the all previous Lincoln County CEDS Annual Updates and this 2017 Lincoln County CEDS. Dr. Mike L. Baughman, President of Intertech Services Corporation (ISC) and contract Executive Director of LCRDA facilitated the process of, and was largely responsible for, preparing this CEDS. For nearly 30 years, Dr. Baughman has been recognized by the International Economic Development Council as a Certified Economic Developer. Work on this CEDS commenced in December of 2016 and was completed in April 2017. The priorities that are presented within this document reflect the results of discussions during numerous LCRDA meetings. In addition, this strategy has been informed by conversations with many elected and appointed Lincoln County and City of Caliente officials as well as business and industry leaders throughout the County. The LCRDA, acting as the CEDS Committee, consisted of representation

Table 1. Lincoln County Regional Development Authority Board of Directors

City of Caliente Appointees

Dr. Holly Gatzke
(University of Nevada, Cooperative
Extension)

Mr. Nolan Avery
(Small Business Owner)

Mr. Cody Christensen
(Caliente City Councilman; School
Principal)

Ms. Stana Hurlburt
(Mayor, City of Caliente)

Lincoln County Commission Appointees

Mr. Varlin Higbee
(Lincoln County Commissioner, Rancher)

Ms. Emilia Cargill
(CEO, Sr, VP and Counsel, Coyote
Springs Land)

Mr. David Hurd
(Retired Civil Contractor)

Mr. Kyle Donohue
(District Engineer, Lincoln County Power
District #1)

At-Large Appointee

Mr. Jay Schofield
(Small Business Owner)

from all areas of Lincoln County, provided gender diversity and represented major service and economic interests found in the County.

Published information from local, state and federal agencies and other sources was used in compiling this document. Preparation of this CEDS also considered previous economic goals and strategies identified in the 1999 Lincoln County Overall Economic Development Plan and annual updates and reports thereto. In addition, this CEDS considers and supports implementation of relevant strategies contained within the State of Nevada economic development strategy as described in *Moving Nevada Forward: A Plan for Excellence in Economic Development*, published by the Nevada Governor's Office of Economic Development in February 2012.

The Area and Its Economy¹

Lincoln County is a land filled with mountain ranges, windswept valleys, streams and lakes, wild horses, deer and elk, cattle ranches, abundant opportunities for outdoor recreation, and family friendly communities that provide a safe environment to raise children. Lincoln County has a

¹ The description of the Area and Its Economy is taken largely from the official Lincoln County, Nevada website at <http://www.lincolncountynv.org/about/county.htm> and the Lincoln County Regional Development Authority website at <http://lcrda.com/lifestyle/>

large land area, mostly uninhabited, which is full of a variety of landscapes and wildlife. There are many recreation areas and wilderness areas, as well as public lands administered by the Bureau of Land Management. Lincoln County is rich in cultural heritage. Native American tribes lived in many places throughout Lincoln County - leaving behind evidence of their passing in the form of petroglyphs. There is more than one ghost town standing empty in tribute to the gold and silver miners that lived and worked in them, then moved on. Other historic sites show how daily pioneer life was lived in this area from the time it was first settled to more modern times. The railroad played a large part in the history of the county as well, as several historic sites devoted to the history of the railroad demonstrate. A location map for Lincoln County is provided in Figure 1.

Figure 1. Location of Lincoln County, Nevada

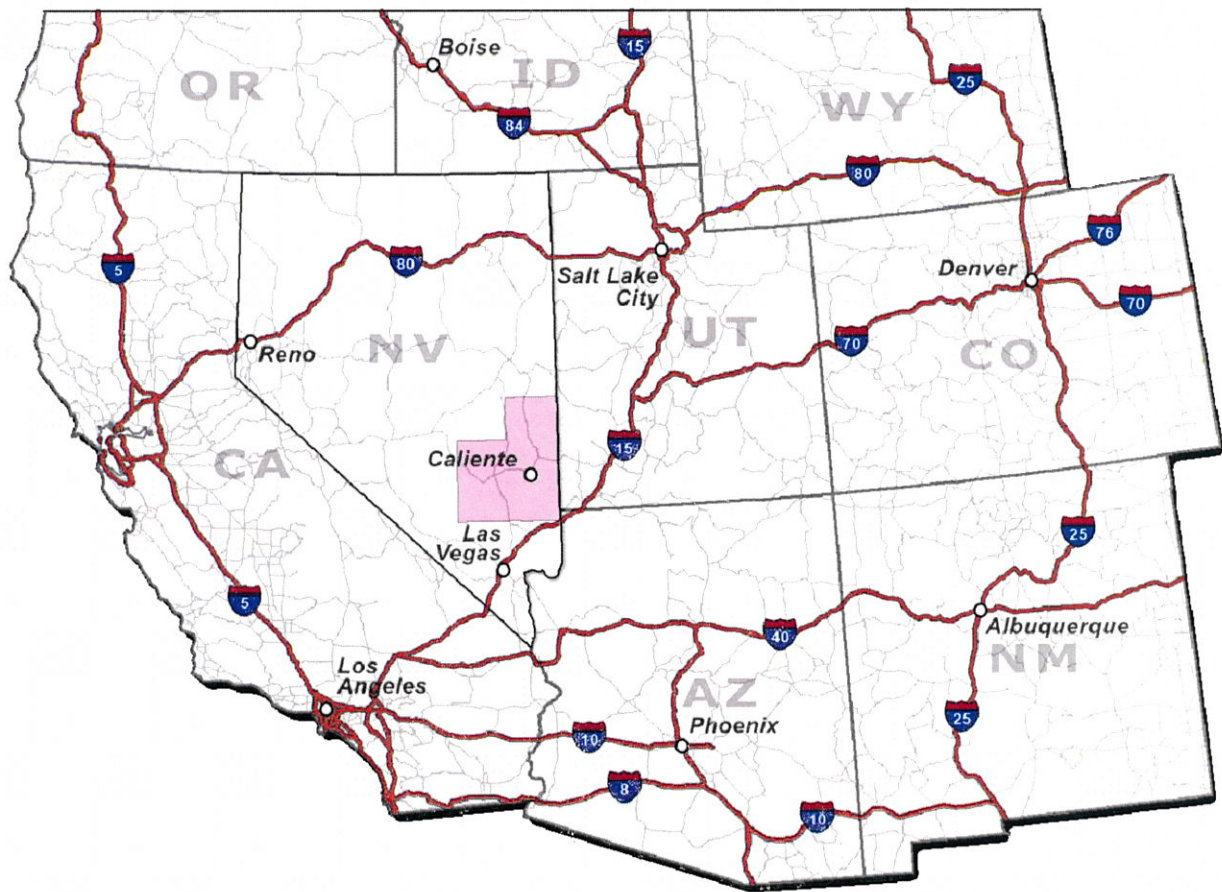


As shown in Figure 2, Lincoln County is crossed by the mainline Union Pacific Railroad which terminates at the Port of Los Angeles. Figure 3 depicts the proximity of Lincoln County to Interstate 15 and other federal and state highways. These figures illustrate that Lincoln County is strategically located along and proximate to key rail and highway infrastructure.

Figure 2. Nevada/Western States Rail Routes



Figure 3. Nevada/Western States Highway Routes



Highway Distances to/from Caliente, NV (miles)	
Las Vegas, NV	159
Salt Lake City, UT	338
Los Angeles, CA	428
Reno, NV	443
Phoenix, AZ	446
Sacramento, CA	561
San Francisco, CA	647
Denver, CO	662
Albuquerque, NM	725

Lincoln County, Nevada has several towns. Alamo was settled around 1900 by families and individuals from Fredonia, Arizona. Castleton was founded in the 1920's by Combined Metals Reduction Company on the east slope of Ely Mountain near a rich silver mine. Pioche was known as the roughest town in the west during its gold rush days. It is said that 75 people died there of gunshot wounds before the first resident died of natural causes. Caliente was a booming railroad town until the main stop was moved to Las Vegas, Nevada. Now it is a small quiet place, the only city in Lincoln County. The other towns in Lincoln County are quiet townships. Panaca has always been a quiet agricultural town, settled by Mormon pioneers in the mid 1800's. Rachel is the newest town, having been founded by D.C. Day in 1978 along Nevada State Road 375 - also known as the famous "Extraterrestrial Highway."

Lincoln County is a part of the fastest growing state in the United States - Nevada. Although most of the growth in Nevada is centered around Las Vegas in neighboring Clark County, Lincoln County hosts two very large areas of planned mixed-use communities located in the southeastern part of the county which encompass a combined 44,000 acres. The Lincoln County Record, is one of the oldest continuously run newspapers in the western United States. As you drive along the highways in Lincoln County you might get the impression that it is empty and desolate. On the contrary, Lincoln County offers a variety of landscapes and activities as well as a friendly lifestyle with room to grow.

Lincoln County's business friendly environment can assist firms plagued by heavy taxes, escalating payroll costs and excessive regulations to achieve success. Nevada Right to Work laws offer comparative advantages to firms locating in Lincoln County. Lincoln County provides a safe environment in which kids can play outside with their friends. Lincoln County is strategically situated in southeastern Nevada. It is one of the top areas in which to operate because of its well-established reputation for business-friendly laws, with favorable corporate structure, governance and legal systems, no corporate income tax, no personal income tax, affordable workers' compensation rates and much more.

While expansion and diversification of the Lincoln County economy has been a slow and evolving process over the past 16 years (the original Lincoln County Overall Economic Development Plan was developed in 1999), continued investments by the private sector in Lincoln County by Union Pacific Railroad to upgrade and maintain its mainline rail through the County; Coyote Springs Investments to develop a 25,000 acre-plus mixed-use community; NV Energy in a 500kV electrical transmission line through the County; Western Elite in a large Class II landfill and recycling business; Vidler Water Company in partnership with the Lincoln County Water District in groundwater resources; Lincoln County Telephone into key telecommunications and data transmission infrastructure; and Wilkin Mining and Construction in its new perlite processing facility, among others have occurred. Over this same period of time, private investments in agricultural enterprises which form the core of the economy and social fabric of Lincoln County have occurred making these enterprises more efficient, productive and competitive. As in most rural economies, numerous small businesses have been established, with some flourishing, others struggling and some failing. Small business in Lincoln County remains an ever critical component of the economy providing important employment, income and quality of life benefits to area residents.

Government at the federal, state and local level has remained a significant employer in Lincoln County owning the fact that in excess of 97 percent of the 10,600-plus square miles of the County is land administered by a federal agency. The Bureau of Land Management (BLM) remains the largest administrator of federal land in Lincoln County. In addition, the Department of Defense maintains a significant presence in the County through its Groom Lake Operating Area (Area 51). The US Fish and Wildlife Service manages a large area of the Pahranaagat Valley through its wildlife refuge there. The preponderance of federal lands in Lincoln County and the activities of the various federal agencies associated with these lands is both blessing and curse. On the one hand, the significant federal presence in Lincoln County involves employment in typically high paying jobs and spending, some at the local level, in all manner of goods and services to support agency activities. On the other hand, the seemingly ever-more restrictive nature of federal land use initiatives challenge the viability of public land uses such as grazing of domestic livestock, mining, and active recreation such as off-highway vehicle use. Alternatively, encouragement and facilitation by BLM of more passive and non-consumptive uses of public lands such as backcountry hiking/camping; wildlife viewing; horseback riding and mountain bike riding has been occurring more recently.

The State of Nevada remains an important contributor to the economy of Lincoln County through the five state parks located in the County, the Caliente Youth Center (CYC) in Caliente and facilities and operations of the Nevada Department of Transportation. These facilities employ many County residents and support local businesses through the purchase of goods and services from area businesses.

Both Lincoln County, its only incorporated City, Caliente and the Lincoln County School District provide important public services and facilities. Employment and local spending by the County, City and School District have grown and remain a critical component of the Lincoln County economy. During the past 16 years, the County has acquired from the BLM land for and initiated development of the Alamo Industrial Park. The County has also fostered development of regional airports at Alamo and Panaca. Through its Lincoln County Water District, the County has sought to acquire and develop groundwater resources in key areas to support economic expansion. The County-administered Coyote Springs General Improvement District has worked to fund and develop key components of infrastructure serving the substantial Coyote Springs mixed-use community. Economic Development Administration assistance, the City of Caliente has developed its Meadow Valley Industrial Park and, with assistance from LCRDA and the Nevada Governor's Office of Economic Development, continues to seek to attract business and industry to the park. The ability of these local government entities to continue in their respective roles has grown ever-challenging due to always increasing costs in the face of limitations in the ability derive sufficient local tax revenues occasioned largely by state statutory restrictions and the narrowness of the regional economy.

Lincoln County, the City of Caliente and LCRDA have taken numerous steps during the past many years to refine and implement a strategy which capitalizes upon area strengths, overcome weaknesses, pursue opportunities and alleviate threats to economic development. This 2017 Lincoln County CEDS represents the latest refinement in economic development initiatives to be

undertaken by LCRDA, in close coordination with Lincoln County, the City of Caliente and GOED in the coming years.

The significant economic downturn in Southern Nevada during the height of the recession resulted in contraction of tourism and related travel sectors within the County. In addition, the market for second-homes and homes occupied by persons relocating to Lincoln County from the Las Vegas area was diminished. So too was progress slowed in developing the thirty thousand acre-plus Coyote Springs new community development straddling the Clark/Lincoln County line along U.S. Highway 93. During 2016, tourism travel and related spending has continued to rebound in the County. While the market for real estate in Lincoln County remains sluggish, accelerated real estate activity in the Las Vegas area has been observed during the past year.

Recent Labor Force, Unemployment and Wage Trends in Lincoln County

As shown in Table 2, Lincoln County's labor force declined during the period of 2012 through 2016. The number of employed persons in the County has during the past five years from 1,880 persons to 1,814 persons in 2016. A similar decline in the labor force within the County has occurred. From an early post-recession recovery period unemployment rate of 11.2 percent in 2012, the unemployment rate in Lincoln County had fallen to 5.0 percent in 2016. This compares to Nevada and U.S. unemployment rates during 2016 of 5.1 and 4.9 percent, respectively.

Table 2. Annual Labor Force, Employment, Unemployment Trends; Lincoln County, Nevada; 2012-2016 (Not Seasonally Adjusted)

Year	Labor Force	Employment	Unemployment	Unemployment Rate	Unemployment Rate: Nevada	Unemployment Rate: U.S.
2012	2,102	1,880	222	10.6	11.2	8.1
2013	2,052	1,858	194	9.5	9.5	7.4
2014	1,944	1,793	151	7.8	7.8	6.2
2015	1,966	1,836	130	6.6	6.8	5.3
2016	1,910	1,814	96	5.0	5.1	4.9

Source: <http://www.nevadaworkforce.com/cgi/dataanalysis/AreaSelection.asp?tableName=Labforce>, accessed March 14, 2017

A labor market survey completed for the Board of Lincoln County Commissioners during 2009, concluded that as high as 32.7 percent of the labor force in Lincoln County may be unemployed. Covered unemployment measured by the Nevada Department of Employment, Training and Rehabilitation during 2009 was 9.2 percent, significantly lower than that estimated in the Lincoln County study. This higher rate of unemployment is attributable to the 2009 survey having identified those in the labor force who were unemployed and no longer receiving unemployment benefits and those who for a variety of reasons were no longer seeking employment ("discouraged unemployed"). In addition, the survey identified an estimated 150 persons who had left the County to find employment or to pursue education who would be interested in returning to the County should suitable employment opportunities arise locally. It is assumed that a similar situation existed at the close of 2016 with actual unemployment in Lincoln County likely being closer to 15-16 percent of the labor force, or approximately 300 persons. The number of actual unemployed plus those interested in returning to the County represents a

significant pool of potential labor to support expanding existing businesses or new businesses being created in or relocating to Lincoln County.

The average annual earnings in Lincoln County were \$45,532 which was just 85 percent of the Nevada average of \$53,597. As shown in Table 3 those employed in the Transportation and Warehousing sector in Lincoln County earned the highest average annual wage (\$76,290) followed by Management of Companies and Enterprises (\$68,017).

Table 3. Average Annual Earnings by NAICS Industry Sector, 2016

NAICS	Industry Sector Description	Avg. Annual Earnings
11	Crop and Animal Production	\$30,934
21	Mining, Quarrying and Oil and Gas Extraction	\$60,343
22	Utilities	\$21,964
23	Construction	\$39,972
31	Manufacturing	\$42,794
42	Wholesale Trade	\$26,518
44	Retail Trade	\$22,551
48	Transportation and Warehousing	\$76,290
51	Information	\$60,105
52	Finance and Insurance	\$52,259
53	Real Estate and Rental and Leasing	\$21,141
54	Professional Scientific and Technical Services	\$28,065
55	Management of Companies and Enterprises	\$68,017
56	Admin. and Support and Waste Management and Remediation Services	\$28,552
61	Educational Services (Private)	\$65,870
62	Health Care and Social Assistance	\$24,418
71	Arts, Entertainment and Recreation	\$12,412
72	Accommodation and Food Services	\$17,957
81	Other Services (except Public Administration)	\$14,437
90	Government	\$64,753
99	Unclassified Industry	\$21,667

Source: <http://www.diversifynevada.com/images/uploads/Lincoln.pdf>, accessed March 13, 2017

Alternatively, the study *Lincoln County, Nevada: Targeting Industrial Sector Clusters for Economic Development*, (Larmore, Harris and Bonnenfant, 2012) revealed the top 25 economic sectors in Lincoln County by employee compensation per employee (see Table 4). As shown in Table 4, the highest paid employees in Lincoln County were employed in the Greenhouse, Nursery, and Floriculture Production sector, with employee compensation per employee of \$96,300. However, given that this sector only has 1.2 employees, and is essentially a sole proprietor type operation, this sector may not be a valid indicator of wage levels in Lincoln County. Other high paying sectors include Transport by Rail with employee compensation per employee of \$94,000, Water, Sewage, etc. at \$78,600, Employment and Payroll Only, Federal Government at \$75,600, and Other State and Local Government Enterprises at \$73,100. Collectively, these economic sectors employed an estimated 106 persons during 2010. (See

Table 4) The data in Tables 3 and 4 underscore the importance of employment with and for (as contractors) the Union Pacific Railroad, particularly in the Caliente area where a significant rail corridor maintenance presence by UPRR is found.

The 2010 U.S. Census estimated Lincoln County's population at 5,348. According to Census estimates, the Lincoln County population grew by 28.3 percent between 2000 and 2010. The Nevada State Demographer's Office estimated in March 2017 that Lincoln County's population will decline from 5,057 in 2016 to 4,814 in 2021, a total reduction of 4.8 percent. This decline is in part believed to be associated with the out-migration of young persons who leave the County following graduation from high school to attend college or seek employment elsewhere. Comparatively, the State of Nevada is projected by Nevada's State Demographer to grow by nearly 6.3 percent during the period 2016 through 2021.

Clark County's population was projected by the State Demographer to be 2,166,181 persons in 2016. The Clark County population is expected to increase to 2,322,205 persons in 2021, growth of 7.2 percent. Clark County's proximity to Lincoln County will bear upon Lincoln County's growth in coming years. While housing in Lincoln County tends to be more affordable than that in neighboring Clark County and the Las Vegas area, the availability of housing in Lincoln County is limited. Relatively few new homes are constructed in any one year in Lincoln County and many of those are occupied by retirees, many relocating to the area from Las Vegas.

Alternatively, the Las Vegas housing market is very diverse and has recovered significantly from the Great Recession. Through November of 2016, 7,035 new homes had been sold in the first 11 months of the year in Las Vegas, an increase of 14.5 percent over the same period during 2015. The median sales price of November's closings was \$329,596, up 2.5 percent year-over-year. Builders also pulled 550 new-home permits during December 2016, putting the year's sum at 6,999, up 13.5 percent from the same period in 2015. Overall, new-home sales comprised 17.2 percent of all home sales in the county last month, up from 12.3 percent in January. Despite these improvements, sales totals still remain a fraction of what they were during the Las Vegas boom. In 2005 alone, builders closed almost 39,000 sales in Clark County. A primary factor for improving new home sales this year appears to be the continued tight inventory of previously owned houses on the market. According to a study published by the local Realtor's Association, there were 11,807 single-family homes for sale by the end of November, down 10.3 percent from a year earlier. (Source: 12/19/16, Las Vegas Review Journal)

As noted previously, the population of Clark County is expected to increase by about 26,000 persons annually for the foreseeable future. At 2.5 persons per household, the annual influx of new persons into Clark County would represent an annual demand for approximately 10,400 housing units per year. This continued growth is expected to absorb both the majority of existing vacant homes and drive a demand for newly built housing units. LCRDA believes that the growing demand for housing in the Las Vegas metropolitan area will stimulate demand for housing in the Coyote Springs area and related economic activity in Lincoln County.

Table 4. Lincoln County Top 25 Sectors by Compensation per Employee

Industry		Employee		Employee
Code	Description	Compensation	Employment	Compensation/ Job
6	Greenhouse, nursery, and floriculture production	\$ 116,454	1.2	\$ 96,278
333	Transport by rail	1,915,954	20.4	93,985
33	Water, sewage and other treatment and delivery systems	218,220	2.8	78,625
439	Employment and payroll only (federal govt, non-military)	3,669,374	48.6	75,571
432	Other state and local government enterprises	2,558,822	35.0	73,138
3	Vegetable and melon farming	317,075	4.7	67,574
427	US Postal Service	534,630	8.2	65,067
4	Fruit farming	52,307	0.8	62,212
430	State and local government passenger transit	67,752	1.1	60,847
381	Management of companies and enterprises	794,099	14.4	55,104
440	Employment and payroll only (federal govt, military)	627,158	11.5	54,676
161	Ready-mix concrete manufacturing	440,621	8.2	53,517
437	Employment and payroll only (state & local govt, non-education)	17,710,082	333.7	53,077
358	Insurance agencies, brokerages, and related activities	80,642	1.6	50,886
334	Transport by water	120,829	2.5	47,530
375	Environmental and other technical consulting services	5,256,219	115.4	45,558
438	Employment and payroll only (state & local govt, education)	10,034,074	224.4	44,720
345	Software publishers	17,566	0.4	44,526
371	Custom computer programming services	1,766,811	41.1	43,008
367	Legal services	2,636,581	61.7	42,734
317	All other miscellaneous manufacturing	54,912	1.3	41,433
319	Wholesale trade businesses	1,059,195	25.7	41,234
355	Nondepository credit intermediation and related activities	1,419,576	35.4	40,127
369	Architectural, engineering, and related services	3,624,601	90.6	39,991
38	Construction of other new residential structures	244,713	6.4	38,438

Source: *Lincoln County, Nevada: Targeting Industrial Sector Clusters for Economic Development*, Larmore, Harris and Bonnenfant, University of Nevada, Reno, Center for Economic Development, June 2012.

It is important to note that the projections of the Nevada State Demographer do not take into consideration population growth anticipated from development of the Coyote Springs and Toquop new communities, located in southwestern and southeastern Lincoln County, respectively. Increasingly, southern Lincoln County is being seen as a favorable location for large-scale planned communities seeking to offer an alternative to living in the metropolitan Las Vegas area. Limitations in land availability and cost of land in the Las Vegas Valley make Lincoln County locations near the Clark County line on U.S. Highway 93 and the vicinity of Mesquite desirable industrial and residential development alternatives. More recently, the

announcement by Farady Future that it will develop its electric car manufacturing facility at the Apex Industrial Park along U.S. Hwy 93 just 30 miles from the Coyote Springs area and employ an estimated 5,000 persons bodes well for subsequent development of residential, commercial and industrial projects at Coyote Springs. Proposed residential and industrial developments in southern Lincoln County are in various stages of preliminary development. This includes development that may occur in the 13,500 acres of land sold to developers in Lincoln County just north of Mesquite pursuant to the Lincoln County Land Act (LCLA); development on lands to be disposed of by BLM pursuant to the Lincoln County Conservation, Recreation, and Development Act (LCCRDA), and development in the Coyote Springs project area.

Approximately ninety-eight percent of Lincoln County is federally administered land, a reality that has severely limited economic development opportunities in the region. However, the Toquop and Coyote Springs new community areas include the development of approximately 21,000 acres of privatized residential, commercial and industrial projects in Lincoln County. During the past five years, these developments have been slowed by the recession and the deflated and over-supplied Las Vegas housing market. These initiatives are discussed in detail in a subsequent section of this report. Should the Coyote Springs and Toquop mixed-use development areas begin to see construction the Lincoln County Master Plan has projected population growth within the county to develop at a rate far in excess of projections by the Nevada State Demographer. (See Table 5) It is noted that the recession has slowed development in Lincoln County and pushed projects such as Coyote Springs and Toquop back by at least five years. Consequently, the low and high growth scenarios provided in Table 5 may now be unrealistic and delayed by at least five years. Hence, the low and high growth scenarios for 2017 might not be achieved until 2022.

Table 5. Lincoln County Master Plan Countywide Population Forecasts Assuming Development within the Coyote Springs and Toquop New Community Areas, 2017-2027

Year	Low Growth	High Growth	Change in Growth 5 year increments
2017	8000	75000	15%
2022	10000	125000	60%
2027	12000	165000	75%

Source: Lincoln County Masterplan, Lincoln County Building and Planning, April 2015

Note: The Low and High columns are plausible scenarios based on factors including employment, public land disposals, Toquop and Coyote Springs Investments proposed development phasing, economy, market and migration trends.

As the U.S. and Nevada economies demonstrate continued expansion and as residential, commercial and industrial growth in southern Lincoln County occur, these developments will stimulate demand for tourist and related services in the northern portion of the County. Regional growth forecasts for the area continue to indicate that demand for highway commercial and other tourist related services could expand in Lincoln County well into the next century. Urban dwellers may find Lincoln County a preferred location to recreate and for seasonal housing. A seasonal demand for housing is already apparent in northern Lincoln County communities. Immigrants from the Las Vegas area are relocating to all areas of Lincoln County. As the

economic expansion continues in 2017, the Coyote Springs new community at the Lincoln/Clark County line, Meadow Valley Industrial Park in Caliente, the Alamo Industrial Park and the Lincoln Business Center in Rachel are likely to be attractive opportunities for small industries in the Las Vegas Valley or southern California looking to expand or small industries looking to locate in the Las Vegas Valley market but unable to do so due to limited and cost prohibitive industrial land availability in the Las Vegas area.

Demographic Characteristics

According to the 2015 American Community Survey, 98.4 percent of Lincoln County residents were White. Black persons and American Indians made up 2.9 percent and 3.9 percent of the Lincoln County population in 2015, respectively. Persons identifying with Hispanic or Latino origin (including those who were white, black, American Indian or other races) included 7.1 percent of the County's population.

The 2015 American Community Survey estimated that 3,276 residents of Lincoln County (or 63.1 percent) were between the ages of 15 and 64, generally considered to represent age group for the labor force. Another 1,001 residents were 65 years and older (or 19.2 percent), an age group often associated with retirement. The balance of residents of the County (or 17.7 percent) were identified as being 14 years or younger. The comparable age distribution for the United States population as a whole is 15 to 64, 66.4 percent; 65 years and older, 14.1 percent; and 14 years and younger, 19.3 percent. Consequently, Lincoln County has a smaller percentage of its population which is generally considered to be of working age than does the United States as a whole. This reflects ongoing outmigration of young people from Lincoln County who must leave to pursue higher education and/or employment opportunities and a generally aging population in the County.

According to the American Community Survey results, a higher percentage of Lincoln County residents 25 years of age or older are high school graduates or higher (87 percent) than is true for Nevada as a whole (84.9 percent). However, a higher percentage of Lincoln County residents (23.9 percent) have a bachelor's degree or higher (21.6 percent) than do Nevada residents 25 years or older.

Per capita money income as measured in the American Community Survey in 2015 was \$23,924 dollars for Lincoln County, significantly less than that for Nevada as a whole at \$26,541. Similarly, median household income in Lincoln County at \$44,866 was significantly lower than that for Nevada as a whole at \$51,847. It should be noted that median household incomes for Nevada as a whole and Lincoln County have fallen during the past few years.

Identified Growth Sectors in Lincoln County

The previously noted study, *Lincoln County, Nevada: Targeting Industrial Sector Clusters for Economic Development* (Larmore, Harris and Bonnenfant, 2012) identified major economic growth sectors within the county. The following screening criteria were used to identify sectors that are sufficiently large to have an impact on Lincoln County, as well as those showing a history of growth and expansion. It should be noted, that because of the relatively small size of the County, some criteria were lowered in order to insure a sufficient number of target sectors is obtained (See Table 6):

1. Number of locations above two (2) in 2011
2. Locations with fifteen (15) or more employees in 2011
3. Employment grew between 2006 and 2011
4. Location quotient (LQ) greater than 1
5. LQ grew between 2006 and 2011
6. Competitive position greater than zero (0) (Shift Share)

Table 6. Growing Industries-Lincoln County, Nevada

NAICS Code	Definition	2011 Locations	2011 Employees	% Empl. Change	2011 LQ	% LQ Change	Competitive Position
1119	Other Crop Farming	4.00	38.67	383.3%	64.16	541.1%	4.10
4451	Grocery Stores	5.00	79.67	26.5%	3.38	28.3%	0.29
4529	Other General Merchandise Stores	2.00	16.00	77.8%	1.09	63.3%	0.70
5171	Wired Telecommunications Carriers	3.00	29.00	26.1%	5.15	36.5%	0.35
6232	Residential Mental Retardation, Mental Health, Substance Abuse Facilities	2.00	124.33	25.6%	19.13	17.5%	0.20
7221	Full-Service Restaurants	4.00	52.67	139.4%	1.19	135.9%	1.39
9211	Executive, Legislative, and Other General Government Support	2.00	165.00	20.4%	5.70	26.0%	0.27
9241	Administration of Environmental Quality Programs	9.00	55.67	32.5%	17.64	36.1%	0.37

Source: *Lincoln County, Nevada: Targeting Industrial Sector Clusters for Economic Development*, Larmore, Harris and Bonnenfant, University of Nevada, Reno, Center for Economic Development, June 2012.

The aforementioned report indicates the following eight sectors were considered growing and expanding within the County between 2006 and 2011 and should be considered for the purposes of targeting business and industry for expansion and/or relocation to the County:

1. Other Crop Farming (Alfalfa Hay, Other Hay, Misc.)
2. Grocery Stores
3. Other General Merchandise Stores
4. Wired Telecommunications Carriers
5. Residential Mental Retardation, Mental Health and Substance Abuse Facilities
6. Full-Service Restaurants
7. Executive, Legislative, and Other General Government Support
8. Administration of Environmental Quality Programs

Development Initiatives

Mining

Depressed prices for precious metals having prevailed during 2016, Meadow Bay Gold has slowed progress in planning for the proposed Atlanta Mine site in northeastern Lincoln County. Owners of the site anticipate the project to be a major employer once in operation with 300 or more persons employed during operations. As noted previously, LCRDA has been working with the Board of Lincoln County Commissioners and Nevada's Congressional Delegation to secure amendments to the Lincoln County Conservation, Recreation and Development Act to remove prohibitions on mineral exploration in certain areas of public land administered by the Bureau of Land Management (BLM) immediately adjacent to existing Meadow Bay Gold exploration activities. The inability of the company to undertake exploration in these areas has also been noted as a factor in delaying progress in completing mine development and feasibility studies.

Salt River Materials is developing plans to mine and process its extensive holdings of pozzolon located in the Panaca area. The company intends to mine the material and process it into a fly ash substitute for use by the aggregate industry. A processing facility is planned by the firm near its mine. Processed fly ash would then be trucked to Caliente where it would be stored and loaded onto rail cars for distribution to points along the mainline Union Pacific Railroad.

Wilkin Trucking and Mining has developed a new perlite processing facility in the Panaca area and will process the material derived from its extensive perlite holdings in the County. In addition, the firm's original perlite popping facility in Caliente is slated for modernization after which it will continue expanded production of processed perlite for distribution throughout the southwestern United States.

Electrical Energy Transmission

The Lincoln County Power District #1 continues to upgrade and seek opportunities to expand its capacity to deliver electrical energy into and out of Lincoln County. In addition to maintaining and upgrading its primary 69kV system, the District has pursued permitting of a possible 138kV transmission line extending from southern Lincoln County in the Coyote Springs area into the west-central portion of the County in the vicinity of Rachel.

During 2015, NV Energy completed construction and energized its On-Line 500kV electrical transmission project originating in the vicinity of Ely, Nevada and terminating in the Apex, Nevada area of Clark County. The line crosses Lincoln County and is adjacent to the BLM-designated Dry Lake Valley North Solar Energy Zone; private land in Dry Lake Valley adjacent to the SEZ and the Coyote Springs Investments solar development site in southwestern Lincoln County. In addition, Vidler Water Company is seeking approval from the BLM to construct a substation in the vicinity of land the company holds in Dry Lake Valley North and which is also proximate to the BLM-designated Dry Lake Valley North Solar Energy Zone. The proposed substation would enable solar energy projects developed on the Vidler and SEZ lands to tie into the LCPD #1 existing 69kV transmission line in the area. In addition, the Southern Nevada Water Authority (SNWA) has been granted a Right-of-Way and Notice to Proceed from BLM for construction of a 230kV transmission line originating in White Pine County and passing

through Lincoln County roughly parallel to the NV Energy On-Line project and terminating in the Las Vegas area.

Renewable Energy

In response to questions frequently posed by renewable energy developers considering sites in Lincoln County, LCRDA applied for and was awarded Rural Business Enterprise Grant (RBEG) funding from the USDA Rural Development Administration which enabled evaluation by a contractor of the interconnection costs to several existing Lincoln County Power District #1 electrical substations. The \$8,000.00 RBEG award was matched with \$2,000.00 in LCRDA funding. The sites chosen for evaluation were those substations located proximate to private property in Lincoln County. The completed analysis considered costs of interconnecting solar and biomass energy projects of 1, 3, 6, 10 and 20 megawatts in size. Table 7 provides the estimated costs of tying into various existing electrical substations in Lincoln County. This information is intended for use by LCRDA in discussions with renewable energy developers to assist with them with identifying prospective project sites in Lincoln County.

Table 7. Estimated Upgrade Costs to Tie Into Existing Lincoln County Power District #1 Substations

Substation	Voltage	Top Xfmr rating	Expansion	Estimated Substation Expansion cost for Generation Addition				
				1 MW	3 MW	6 MW	10 MW	20 MW
Pony	69-22 kV	5 MVA	constraints	\$800,000	\$800,000	\$2,200,000	\$2,650,000	\$2,650,000
Prince	69-22 kV	6.25 + 12.5 MVA	constraints	\$800,000	\$800,000	\$ 800,000	\$1,010,000	\$2,650,000
Antelope	69-22 kV	9.375 MVA	expandable	\$400,000	\$400,000	\$ 400,000	\$1,810,000	\$1,810,000
Alamo North	69-24.9 kV	3.75 MVA	constraints	--	--	--	--	--
Tempiute	69-13.8 kV	6.25 MVA	constraints	\$800,000	\$800,000	\$ 800,000	\$2,650,000	\$2,650,000
Joe Wilkin	69-22 kV	6.25 MVA	expandable	\$400,000	\$400,000	\$ 400,000	\$1,810,000	\$1,810,000
Mesa	138-12.47 kV	12.5 MVA	expandable	\$400,000	\$400,000	\$ 400,000	\$ 610,000	\$1,810,000

Source: Electrical Consultants, Inc., *Technical Memorandum RE: Proposed Substation Interconnection Location for Generation Addition_Rev 1*, memo to Mike Baughman of Intertech Services Corporation, May 14, 2015.

In June of 2015, LCRDA sought, and USDA approved, expansion of the RBEG Scope of Work to allow expenditure of remaining grant funds to cover a portion of the costs of LCRDA staff attendance at the September 2015 Solar Power International Conference and April 2016 International Biomass Conference at which the information regarding interconnection costs to existing electrical substations in Lincoln County were and will be discussed.

In October of 2012, the Bureau of Land Management (BLM) issued a Record of Decision establishing the 25,000 acre Dry Lake Valley North Solar Energy Zone (SEZ) in Lincoln County. The SEZ is immediately adjacent to the NV Energy 500 kV On-Line electrical transmission line which was completed and energized in early 2015. The Dry Lake Valley North SEZ has the capacity to accommodate up to approximately 3,000 MW of solar energy generation which could be delivered into the NV Energy system and adjacent energy markets such as



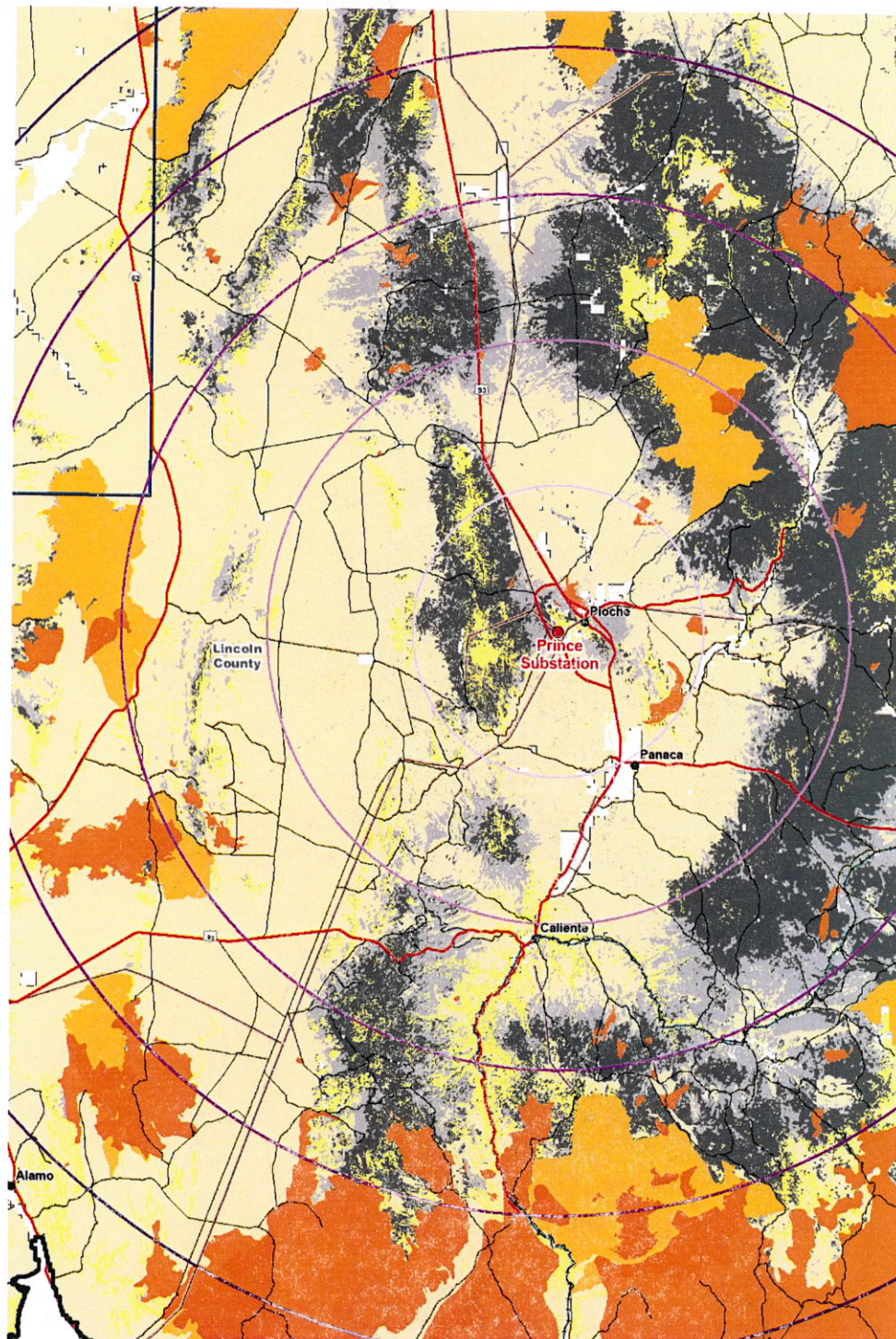
California. During 2016, BLM completed work on a regional mitigation strategy to address impacts resulting from development with the Dry Lake Valley North SEZ as well as new regulations pertaining to competitive leasing of sites for solar development in BLM-designated SEZ's.

Coyote Springs Investments have identified an area of approximately 8,000 acres of private land in the Lincoln County portion of the Coyote Springs project for solar development. The owners of the 1,000 acre-plus Lincoln Estates area near Rachel have also indicated an interest in hosting utility-scale solar development on their lands as has Vidler Water Company, owners of approximately 600 acres in Dry Lake Valley immediately adjacent to the BLM designated 25,000-acre Dry Lake Valley North Solar Energy Zone. LCRDA has referred various energy developers seeking sites to develop solar projects in Lincoln County to representatives of Coyote Springs Investment; Lincoln Estates and Vidler.

Industrial Utilization of Pinyon Juniper Biomass

In response to BLM plans to thin approximately 990,000 acres of Pinyon-Juniper woodlands in Lincoln County and adjacent areas in Utah over the next 20 years LCRDA continues to work with existing businesses, the BLM and the Nevada Pinyon Juniper Partnership to identify issues and strategies for industrial utilization of biomass in the County. During 2015 LCRDA developed and submitted a Rural Business Development Grant (RBDG) application to USDA Rural Development Administration to enable 1) expansion of the assessment of available biomass within a 50-mile radius of central Lincoln County (see Figure 4) to include the Utah portion of said 50-mile radius and 2) chemical and performance characterization of pinyon and juniper biomass derived from Lincoln County. The RBDG application was selected for funding by USDA. USDA provided \$15,800.00 in RBDG funding and LCRDA provided \$3,950.00 in matching funds to complete the scope of work. LCRDA contracted with The Beck Group of Portland, Oregon to complete the pinyon and juniper availability assessment and Idaho National Laboratory/Battelle Energy Alliance and Biomass Energy Labs to complete the chemical and performance characterization of pinyon and juniper biomass. Table 7 depicts the expected yield of biomass from pinyon and juniper thinning projects on Bureau of Land Management administered land within 50 miles of central Lincoln County. The table implies that nearly 7.5 million tons of biomass resulting from Bureau of Land Management woodland thinning projects

**Figure 4. Pinyon and Juniper Woodlands Accessible for Biomass Harvesting
Within 50 Miles of Central Lincoln County**



Note: Areas of dark coloring represent accessible pinyon and juniper woodlands.
Source: The Beck Group, Biomass Heat and Power Feasibility Study, prepared for Lincoln County, NV and A-Power Energy Generation Systems, Ltd, Portland, Oregon, April 2011.

may be available for industrial use during the expected 20-30 year implementation period of the Ely Resource Management Plan.



LCRDA staff attended the April 2015 and 2016 International Biomass Conference held in Minneapolis and Charlotte, respectively. Meetings with several industrial users of biomass were pre-arranged and held during the conference at which the opportunities for use of pinyon and juniper biomass as feedstock in a variety of industries was discussed. The LCRDA Executive Director has been invited as a panelist at the 2017 International Biomass Conference to be held again in Minneapolis. LCRDA industry outreach initiatives have resulted in several companies expressing interest in seeking to develop energy and biofuel projects which would utilize pinyon-juniper biomass as feedstock.

LCRDA staff continue coordination with BLM Ely District staff in their consideration of a proposed Stewardship Agreement between the Authority and BLM regarding the treatment of up to 10,000 acres of Pinyon-Juniper biomass annually and the related disposition of the approximate 70,000 bone dry tons of biomass derived from said treatments.

Table 8. Expected Biomass Yield from BLM Pinyon-Juniper Thinning Activities in Lincoln County, Nevada and Adjacent Utah Areas

Zone	Nevada & Utah acres in zone	Phase I BDT's	Phase II BDT's	Phase III BDT's	In Zone Total BDT's	Cumulative Total BDT's
0 – 10	34,100	22,100	87,200	147,100	256,400	256,400
11 – 20	122,800	79,800	313,100	531,100	924,000	1,180,400
21 – 30	368,000	239,200	938,900	1,591,600	2,769,700	3,950,100
31 – 40	278,800	181,300	711,400	1,205,800	2,098,500	6,048,600
41 – 50	185,900	120,900	474,300	804,500	1,399,700	7,448,300
	Total	643,300	2,524,900	4,280,100	7,448,300	

BDT – Bone dry ton.

Source: The Beck Group, *Lincoln County Biomass Supply Update*, Portland, Oregon, March 2016.

Amendments to Lincoln County Land Act and Lincoln County Conservation, Recreation and Development Act

For several years now, LCRDA staff and Lincoln County officials continued to work closely with Nevada's Congressional Delegation to secure introduction into the U.S. Congress of legislation which would amend the Lincoln County Land Act (Public Law 106-298) and Lincoln County Conservation, Recreation and Development Act (Public Law 108-424). Since passage and original amendment of Lincoln County Land Act (LCLA) and passage of Lincoln County Conservation, Recreation and Development Act (LCCRDA), the following key activities have occurred in Lincoln County:

- the BLM has completed the Ely Resource Management Plan (RMP) and the BLM has identified in excess of 700,000 acres of pinyon juniper woodland requiring thinning to reduce the threat of catastrophic wildfire and to enhance habitat for the sage grouse, a special status species being considered for listing as endangered under the Endangered Species Act
- the BLM's Ely RMP identified the locations of the first 56,000 acres of public land in Lincoln County suitable for disposal and to be processed for sale pursuant to the authorization in LCCRDA for BLM to dispose of 90,000 acres of public land in the County.
- Lincoln County has completed and is now implementing the Southeastern Lincoln County Habitat Conservation Plan
- Lincoln County is actively seeking to develop infrastructure to serve LCLA and LCCRDA land sale areas
- The Atlanta Mine Project has been proposed by Meadow Bay Gold in northeastern Lincoln County in an area partially encumbered by LCCRDA land use withdrawals within designated utility corridors
- BLM has designated the 25,000 acre Dry Lake Valley North Solar Energy Zone in Lincoln County

It has become apparent that the currently authorized uses by BLM and Lincoln County of LCLA and LCCRDA land sale proceeds and certain other provisions of the Acts do not serve to effectively facilitate the successful implementation of these important environmental protections and land use initiatives. To address these limitations, amendments to LCLA and LCCRDA have been requested by the Board of Lincoln County Commissioners which result in the following:

- 1) clarify that expenditure of land sale proceeds derived by BLM pursuant to LCLA can be expended by BLM for development and implementation of a multispecies habitat conservation plan in the County;
- 2) clarify that expenditure of land sale proceeds derived by the BLM pursuant to the Acts can be expended for planning, permitting, administration, implementation and monitoring of pinyon-juniper dominated landscape restoration projects within Lincoln County;
- 3) include economic development as one of the allowable purposes for which Lincoln County can expend its share of LCCRDA land sale proceeds;
- 4) exclude Sections 5, 6, 7, 8, 9, 10, 11, 14, and 15 of Township 7 North, Range 68 East from the utility corridor alignment established pursuant to Section 301 of LCCRDA from the withdrawal requirements of Subsection (c) of said section;
- 5) clarify that BLM can enter into and utilize LCLA and LCCRDA land sale proceeds to fund cooperative agreements between BLM and Lincoln County for County-provided law enforcement and planning related activities regarding wilderness designated by LCCRDA; cultural resources identified, protected and managed pursuant to LCCRDA; planning, management and law enforcement associated with the Silver State OHV Trail designated by LCCRDA; and planning associated with land disposal and related land use authorizations associated with LCLA and LCCRDA.

During the 114th Session of Congress, H.R. 1815 and S. 953 were introduced into the Congress. H.R. 1815 was heard in the House Natural Resources Subcommittee on Federal Lands on November 4, 2015. On February 3, 2016 in a unanimous vote, H.R. 1815 was reported out of the House Natural Resources Committee to the full House of Representatives for a final vote. H.R. 1815 passed the House on a vote of 360-7. Final passage of H.R. 1815 by the Senate failed to occur before the Congress adjourned. Lincoln County elected officials and LCCRDA staff are working with Nevada's Congressional delegation to have H.R. 1815 like legislation introduced into the 115th session of the Congress.

Caliente Mountain Bike Trail System

LCCRDA provided a \$15,000.00 grant to the City of Caliente to assist with the planning and design of a 50-mile plus mountain bike trail system. LCCRDA's funds were coupled with those from the Bureau of Land Management (BLM), Lincoln County and the Nevada Division of State Parks to enable the International Mountain Bicycling Association (IMBA) to undertake the trail system planning and design. As a result of this work, the City of Caliente, BLM and Nevada Division of State Parks applied for and were awarded in excess of \$2 million in grant funds to construct the first phase of the bike trail system which includes approximately 50 miles of single-

track mountain bike trail in the hills above Caliente and a bike skills and kids bike park in the City. When completed, the initial and later phases of the Caliente Mountain Bike Trail system will be a tremendous tourist asset in the Caliente area creating a demand for related visitor services and biking related businesses in the community.

Toquop Energy Project

LCRDA staff continued efforts to assist owners of BLM-issued rights-of-way for the proposed Toquop Energy Project to identify developers of the project and off-takers for the energy output of the proposed power plant for from BLM. With assistance from LCRDA, project proponents are working to secure a power purchase agreement and financing for the proposed 1,100 MW natural gas-fired power plant. The project is located in southeastern Lincoln County.

Building Lincoln County Revolving Micro Loan Fund (BLCRMLF)

Since making its first loan in January 2011, LCRDA has approved and funded 18 micro loans totaling \$78,500.00. Loan amounts ranged from \$500 to \$5,000 and had terms of 2-3 percent interest for up to 36 months. Examples of businesses funded include establishment of a laundromat; establishment of a beauty salon; establishment of a hunting firearms supply business; establishment of a food cart business; working capital for an existing Mexican restaurant; and inventory acquisition for existing tire shop and plumbing and HVAC repair and maintenance business. Collectively, the 18 businesses supported through the BLCRMLF employ an estimated 25 persons in Lincoln County. The BLCRMLF has been funded by two grants from the USDA Rural Development Administration totaling \$35,000.00 with \$43,500.00 in matching funds provided by LCRDA.

Coyote Springs Master Planned Community

Coyote Springs Investment (CSI) is developing the Coyote Springs new community in the area of the Clark County/Lincoln County line along U.S. Highway 93. Lincoln County is poised for significant residential, commercial and industrial growth along its southern border as a result of the Coyote Springs project. Just 40 miles south of Alamo, the 159,000 unit Coyote Springs new community is under construction with the current focus upon water, sewer, electrical, drainage and transportation infrastructure. Two-thirds of the 35,000 acre plus project area is located in Lincoln County. Among the nearest communities to Coyote Springs are Las Vegas and Alamo, both approximately 40 miles via U.S. 93. The planned development includes a variety of housing options, golf courses, resort hotels, commercial centers and industrial sites. Ground was broken and construction began in late 2005 and has continued aggressively, despite the recession, through 2015 on the Clark County side of the project. With the down-turn of the national housing trend beginning in late 2008 and continuing through 2014, residential development work at the CSI project was largely placed on hold. Housing construction is now planned to commence sometime in 2018. Despite the recent recession, extensive work has been continuing on important elements of infrastructure and golf course improvements. Completed infrastructure includes an operating championship 18-hole golf course; water and wastewater treatment facilities; electrical substation; water production wells, transmission lines and storage tanks; and major storm water retention structures. To date in excess of \$300 million has been invested in infrastructure at the Coyote Springs Project.

Lincoln County Water District

The Lincoln County Water District (LCWD) has secured permits for an initial 1,000 ac. ft. of groundwater rights in the Kane Springs Valley and has obtained from the Bureau of Land Management (BLM) a right-of-way to develop well field and water transmission facilities to deliver water to the Coyote Springs project area. Coyote Springs Investments has rights to up to 80,000 acre-feet of additional groundwater in the region for use at the new community.

Atlanta Mine

Efforts to re-open the Atlanta Mine continue, albeit in a subdued manner, by Meadow Bay Gold. Extensive exploration has occurred at the site as has mining and milling design and operations planning. The depressed price of gold and related limitations in access to capital for exploration and mining have slowed progress at the project. Upon completion of permitting and construction of mill facilities the mine is estimated to employ as 300 or more persons LCRDA has assisted Meadow Bay Gold in getting federal legislation introduced into the current session of Congress to amend the Lincoln County Conservation, Recreation and Development Act (LCCRDA) to remove BLM land use constraints in an area of desired mineral exploration and development.

Lincoln County Land Act Development Area

Pursuant to the Lincoln County Land Act (LCLA) (Public Law 106-298) passed by Congress in October 2000, 13,500 acres in southeastern Lincoln County were sold in February 2005 for community development purposes. Five individual developers paid a total of \$47,500,000 for the eight parcels auctioned in the sale by the Bureau of Land Management. The Lincoln County Land Act area (otherwise known as the Toquop development area) is located immediately north of the City of Mesquite, which has in the past been one of the fastest growing communities in the United States. It is envisioned that the Toquop area will be developed as a mixed use community including single and multi-family residential, commercial, municipal, industrial, recreation and open space land uses. It is estimated that up to 40,000 residential units could be constructed in the Toquop development area. The State Engineer has approved an initial block of water rights from applications pending before the Nevada State Engineer for nearly 25,000 acre-feet of groundwater to serve the Toquop development area. The BLM has approved rights-of-way for the LCWD to develop groundwater well fields and water transmission facilities required to deliver water from the Tule Valley to the Toquop area.

The recession had placed on hold plans by the various land owners/developers to design and build mixed-use residential communities within the LCLA land area. Recently however, one of the major developers owning land in the area has come before the Board of Lincoln County Commissioners to initiate work on refinements to a development agreement with the County governing development of its mixed-use project. The Bureau of Land Management has granted right-of-ways to the Lincoln County Water District needed to bring water, electricity and natural gas transmission infrastructure into the Toquop development area.

Lincoln County Conservation Recreation and Development Act

The Lincoln County Conservation, Recreation, and Development Act (LCCRDA) (Public Law 108-424) signed into law during November 2004 directs the Secretary of the Interior to sell up to 90,000 acres of federal land in Lincoln County for privatized development initiatives. It is expected the sale and development of these lands will take place over the next 30 years. The act

also designated utility corridors in Lincoln County for use by the Southern Nevada Water Authority (SNWA), the Lincoln County Water District (LCWD) and others seeking to bring infrastructure into the Las Vegas metropolitan area and the lands disposed of by BLM pursuant to LCCRDA. In the 2010 Ely Resource Management Plan (RMP) the Bureau of Land Management, in consultation with the Board of Lincoln County Commissioners, identified approximately 57,000 acres of public land, largely adjacent to existing communities in Lincoln County, for disposal through competitive auction. Through 2016 the Board of Lincoln County Commissioners has identified and nominated to BLM approximately 3,000 acres of public land in numerous parcels located proximate to existing communities to be processed for competitive sale by BLM. It is anticipated that annual nominations by Lincoln County of public lands to be sold by BLM pursuant to LCCRDA will occur. The sale of these lands is intended to facilitate community expansion and encourage economic development. The aforementioned H.R. 1815 included a provision enabling Lincoln County to utilize a portion of its BLM land sale proceeds (the County received 10 percent of all LCLA and LCCRDA land sale proceeds) to fund economic development activities of the Lincoln County Regional Development Authority.

Department of Energy Proposed Yucca Mountain Geologic Repository

The Trump Administration has recently announced its intent to pursue funding for the Nuclear Regulatory Commission to resume and complete federal licensing of the U.S. Department of Energy (DOE) proposed geologic repository for spent nuclear fuel at Yucca Mountain in neighboring Nye County. In conjunction with the Yucca Mountain repository, DOE had proposed to construct and operate a rail line originating near Caliente and running across Lincoln County to serve the proposed repository site. In its Record of Decision, DOE selected shared-use by commercial rail traffic as a use for the proposed Caliente Rail Alignment. Collectively, construction and operation of the Yucca Mountain nuclear waste repository system, including transportation, is expected to result in hundreds of construction and dozens of operations jobs in Lincoln County.

Caliente Waste-To-Energy Project

VanNatta Worldwide is proposing to construct and operate a waste-to-energy project to be located in Caliente. The firm is considering a 3 to 6 megawatt electrical and thermal energy generation facility which would utilize both municipal solid waste from Caliente and Lincoln County-derived pinyon-juniper biomass as feedstock. Work on project design and permitting is expected to proceed during the balance of 2017 and into early 2018.

Effectiveness in Meeting Program Goals

A description of the extent to which implementation goals contained within the original 1999 Lincoln County Comprehensive Economic Development Strategy follows.

Devise a County-wide Economic Development Organization: LCRDA continues to effectively serve Lincoln County and the City of Caliente as a regional economic development authority and continues to be recognized as such by the Nevada Governor's Office of Economic Development as a Regional Development Authority eligible for state economic development funding. The LCRDA Board of Directors meet approximately monthly, alternating between in-person meetings held in Caliente and teleconference meetings.

Document and Communicate Inter-jurisdictional Dependencies: During FY 2015, LCRDA continued as a source of information to the Desert Southwest Brownfields Coalition. LCRDA staff also continued coordination with staff to the Mesquite Business Alliance and the Las Vegas Global Alliance for Economic Development regarding regional economic development. LCRDA also continued work with BLM to identify and capitalize upon economic development opportunities associated with public land in Lincoln County. **Continued efforts to identify and capitalize on regional benefits and inter-regional cooperation and are needed.**

Identify Appropriate Benefit Sharing Strategies: LCRDA continued work to identify procurement opportunities for Lincoln County vendors with the Department of Energy (DOE), the United States Air Force (USAF), the Bureau of Land Management (BLM) and their contractors. LCRDA staff assisted GOED staff in planning and holding a procurement workshop in Caliente. Continued procurement outreach activities of LCRDA are focused primarily at assisting existing businesses. Lincoln County was re-designated by the U.S. Small Business Administration in early FY 2015 as a HubZone area owing to the high unemployment and low income levels in the County. Lincoln County is one of only six Nevada counties designated as SBA HubZone areas in FY 2015. LCRDA efforts were continued to identify additional Lincoln County businesses which might become SBA HubZone certified.

In the past LCRDA has also assisted the City of Caliente in engaging representatives of the Southern Nevada Water Authority (SNWA) in discussions regarding location of SNWA water project development and maintenance facilities in Caliente. **Continued coordination with SNWA is required. Identification and pursuit of other benefit sharing opportunities and strategies continues to be needed.**

Evaluate Feasibility of Utilizing Pinyon-Juniper as a Feedstock for Industrial Activities: LCRDA has overseen preparation of two studies in recent years evaluating the feasibility of developing pinyon-juniper biomass-fired electrical power plants at sites in northern and southern Lincoln County. While the studies have suggested potential feasibility, constraints to obtaining long-term stable supplies of required quantities of biomass from public lands in Lincoln County remain an issue. In addition, industries have had questions regarding the costs of interconnecting to existing electrical substations; the chemical and performance characteristics of pinyon and juniper and the availability of funding to enable BLM to undertake landscape scale thinning of woodlands in Lincoln County. In response to these concerns, LCRDA applied for and was awarded a USDA Rural Business Enterprise Grant to enable retention of a contractor to estimate the costs of interconnecting to existing electrical substations in Lincoln County. This study was completed in late FY 2015 and LCRDA has used these study results in subsequent meetings with biomass using industries. **Continued work to identify industrial users of, and to secure the long-term availability of, biomass derived from public lands for use by industry in Lincoln County is required.**

- ✓ **Construct Improvements for Alamo Industrial Park::** Lincoln County, Lincoln County Power District No. 1, Alamo Power District and LCRDA have previously supported cost-sharing agreements for 1) an engineering evaluation of the infrastructure needs and costs to provide electrical service to the Park; 2) an environmental study to complete requirements of the Bureau of Land Management to process an application for right-of-way to enable construction of

✓ electrical infrastructure to serve the Park; and 3) engineering design and updated infrastructure cost estimates for the Park. **Further work is needed to 1) identify and apply for grant funding, such as EDA Infrastructure funding and/or 2) develop a Request for Proposals regarding exchange of Phase I construction services for Phase I land needs to be developed and issued for the Alamo Industrial Park.**

Final Design and Construction of Union Pacific Mainline Siding and Trans-loading Improvements for the Meadow Valley Industrial Park: Funding for this activity has not been obtained. **Funding partnerships with Union Pacific Railroad and other state/federal entities to develop rail spur/transloading capabilities at the Meadow Valley Industrial Park are required. Following completion of Phase I engineering and construction drawings, development of funding/development partnerships with state/federal entities and/or private construction firms is needed.**

Develop Industrial Marketing Strategies: The Authority continues to evaluate the need for and to design and implement targeted industry marketing efforts for the Alamo Industrial Park, Coyote Springs industrial sites; Lincoln Business Center and Meadow Valley Industrial Park. Through December 31, 2016, LCRDA had undertaken seven such marketing initiatives which collectively have resulted in more than 76 leads. To date, no business expansion or relocation to Lincoln County sites has resulted from said marketing campaigns. During 2015, the Authority Board of Directors elected to shift its marketing focus from targeting specific industry types in California with email blast/direct mail marketing campaigns to attendance at select trade shows in which meetings with attending representatives of select industries are arranged in advance of each conference. Since 2015, the LCRDA Executive Director attended the International Biomass Conference in Minneapolis and Charlotte at which meetings were held with staff of 21 biomass industries. In addition, during 2015 the LCRDA Executive Director attended the Solar Power International tradeshow in Dallas at which meetings with representatives of a dozen utility-scale solar project development firms were held.

Also during FY 2015, LCRDA retained a vendor which created the new LCRDA logo and designed and launched the new LCRDA website. LCRDA staff continue to be in contact with many industrial leads identified during previous marketing initiatives. **Continued development and implementation of marketing strategies for the Meadow Valley Industrial Park; Alamo Industrial Park; Lincoln Business Center; Coyote Springs industrial sites; Alamo Airport; Western Elite industrial site as well as other industrial and renewable energy project sites such as the Dry Lake Valley North Solar Energy Zone in Lincoln County is needed.**

Pursue Grant Funding to Facilitate Design and Construction of High-Priority Community Infrastructure Needs: Continuation of this initiative is required.

2017 Lincoln County Comprehensive Economic Development Strategy

LCRDA has reviewed economic conditions, goals and strategies outlined in the original 1999 Lincoln County Comprehensive Economic Development Strategy (CEDS) and periodic updates thereto. The LCRDA Board of Directors have made recommendations for strategies to be included in this 2017 CEDS which are documented in this section. This 2017 CEDS was reviewed and adopted by LCRDA, the City of Caliente and the Board of Lincoln County Commissioners.

Leadership Development

Planned Inputs/Activities

- LCRDA will continue to retain a highly qualified Executive Director whom has been recognized by the International Economic Development Council as a Certified Economic Developer (CEcD).
- The nine-member LCRDA Board of Directors will continue to volunteer their time to oversee and provide strategic guidance to the activities undertaken by the Authority.
- LCRDA will make semi-annual presentations to the Board of Lincoln County Commissioners and to the Caliente City Council on the economic development activities of the Authority.
- The LCRDA Executive Director will attend at least one International Economic Development Council Conference.
- LCRDA will maintain an Investor Partnership Program to secure private funding and engage private firms in the activities of LCRDA.
- LCRDA will provide minutes of its meetings to the Lincoln County Record each quarter.

Desired Outputs/Outcomes

- LCRDA will be run professionally.
- The credibility and effectiveness of LCRDA economic development initiatives will be enhanced.
- LCRDA activities and priorities will be informed through the counsel of key business and community leaders.
- LCRDA will be the central point of contact for the Nevada Governor's Office of Economic Development (GOED), USDA Rural Development Administration, Economic Development Administration, other agencies and the public for economic development services and information within Lincoln County and the City of Caliente.
- Members of the Board of Lincoln County Commissioners and the Caliente City Council will better understand the local economic development process, initiatives and outcomes.
- Support for LCRDA economic development initiatives among members of the Board of Lincoln County Commissioners and Caliente City Council members and others in the County will be enhanced.
- LCRDA's Corporate Partners will be increased to five or more.
- Total funds provided by Corporate Partners will be increased to \$3,000.

Workforce Development

Planned Inputs/Activities

- Coordination with Department of Employment, Training and Rehabilitation (DETR)


- Coordination with Governor's Office of Economic Development (GOED) Train Employees Now (TEN) program staff.
- Coordination with major employers in the County to identify employee retention, attraction and training needs, opportunities and constraints.
- Assist other parties to implement recommendations in 2009 Lincoln County Labor Market Survey Report.
- Coordination with UNR Cooperative Extension Staff Regarding Employment Skills Development and Job Training Initiatives in Lincoln County

Desired Output/Outcomes

- Identification of labor requirements and issues at major Lincoln County employers.
- Identification of workforce training services and other technical support available through DETR, the Lincoln County School District and GOED.
- Accurate characterization of existing Lincoln County labor market conditions.
- Reduced unemployment rate in Lincoln County.
- Local availability and provision of workforce training/education opportunities.

Community Capacity Building

Planned Inputs/Activities

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- Identification of technical assistance and infrastructure grant opportunities.
 - Development, submission and defense of technical assistance and infrastructure grant applications.
 - Coordination with Lincoln County, Lincoln County Power District #1, Alamo Power District #3, Alamo Sewer and Water GID, and the Town of Alamo regarding continued development, parceling and infrastructure development within the Alamo Industrial Park.
 - Coordination with the City of Caliente regarding further infrastructure development at the Meadow Valley Industrial Park.
 - Coordination with the Bureau of Land Management to encourage long-term pinyon-juniper thinning contracts.
 - Coordination with SNWA regarding location of water project related facilities in Lincoln County.
 - Continued coordination with Nevada's congressional delegation to secure passage of federal legislation which contains Lincoln County Commission requested amendments to the Lincoln County Land Act and the Lincoln County Conservation, Recreation and Development Act and which authorize BLM to utilize land sale proceeds to plan and implement pinyon-juniper thinning projects in Lincoln County; remove land use constraints facing the Meadow Bay Gold Company at the Atlanta Mine site; and enable Lincoln County to use LCLA/LCCRDA land sale proceeds to fund economic development activities.
 - Encourage the Board of Lincoln County Commissioners and the Caliente City Council to nominate approximately 3,000 acres of BLM administered land annually for disposal pursuant to the Lincoln County Conservation, Recreation and Development Act.
 - Encourage local, state and federal initiatives to transfer federally administered land in Lincoln County to the State of Nevada and local governments.

Desired Output/Outcomes

- Enhanced understanding of and greater level of participation in economic development activities by County officials, existing business owners/managers, land owners and others in Lincoln County.
- Adoption by LCRDA, the City of Caliente and the Board of Lincoln County Commissioners of a FY 2018 Comprehensive Economic Development Strategy (CEDS) Annual Update.
- Reaffirmation by the Economic Development Administration as to Qualification of Lincoln County and the City of Caliente to receive EDA Technical Assistance and Infrastructure Grants
- Award of one or more economic development related technical assistance or infrastructure grants applied for by LCRDA, Lincoln County and/or the City of Caliente.
- Parceling and infrastructure development within the Alamo Industrial Park.
- Identification of funding sources for development of rail siding and rail-to-truck trans-loading capability at the Meadow Valley Industrial Park.
- Agreement by BLM to enter into a long-term Stewardship Agreement with LCRDA for thinning of up to 10,000 acres of pinyon-juniper woodlands annually in Lincoln County.
- Commitments from developers of major utility infrastructure such as SNWA to locate support facilities in Lincoln County.
- Identification of markets for Lincoln County derived biomass and agricultural products.

Existing Business Development

Planned Inputs/Activities

- Continue LCRDA funding to University of Nevada Small Business Development Center for assistance to entrepreneurs in Lincoln County.
- Coordination with SBA to ensure that Lincoln County maintains its designation as an SBA designated HubZone area.
- Cooperate with GOED and SBA in planning and holding a procurement outreach forum for small Lincoln County businesses in the County.
- LCRDA assistance to entrepreneurs interested in becoming SBA HubZone certified.
- Coordination with University of Nevada Cooperative Extension staff regarding entrepreneurial opportunities for agricultural and horticultural products sales.
- Coordination with developers of Coyote Springs regarding opportunities for Lincoln County entrepreneurs to develop businesses to supply products and services supporting development at Coyote Springs.
- Meetings with existing business owners/managers to identify existing operating constraints and opportunities.
- Meetings with managers and procurement staff of DOE and DOD prime contractors to encourage use of Lincoln County vendors at Nellis Air Force Base and Nevada National Security Area (formerly Nevada Test Site).
- Continued coordination with the Nevada Division of Child and Family Services regarding making maximum use of Caliente Youth Center (CYC) facilities.

Desired Outputs/Outcomes

- Enhanced decision-making by local entrepreneurs.

- Start-up of 2-3 new small businesses in Lincoln County.
- Awareness among entrepreneurs of opportunities to supply developers of projects in Lincoln County with products and services.
- Increased sales by Lincoln County businesses to federal agencies operating within the County.
- Reduced number of small business failures in Lincoln County.
- Increased number of small business expansions in Lincoln County.
- Increased employment in Lincoln County.
- Stable funding and employment levels at the CYC related C.O. Bastian High School operated for the State of Nevada by the Lincoln County School District.

Recruiting

Planned Inputs/Activities

- Coordination with GOED regarding leads and prospect/client portfolios.
- Attendance at two trade shows/conferences which target the following industrial sectors:
 - Small California manufacturers
 - Utility scale solar energy developers
 - Biomass energy developers
 - Biofuels
 - Biochemicals
- Update marketing collateral materials as required (i.e. brochures/fact-sheets, Power Point presentations).
- Contract for targeted marketing campaign(s).
- Lead management/follow up/information fulfillment.
- Site and other visits with clients.
- Assistance to clients with local, state and federal permitting agency coordination.
- Assistance to clients in developing and defending applications for GOED incentives.

Desired Outputs/Outcomes

- LCRDA targeted industrial marketing initiative(s) fully integrated with and informed by GOED marketing initiatives.
- Increased number of GOED generated leads with interest in Lincoln County.
- Increased number of LCRDA generated leads.

Regional Development Initiatives

Planned Inputs/Activities

- Coordination with Mesquite Business Alliance and Las Vegas Global Alliance for Economic Development (LVGAED) regarding development of the Lincoln County Land Act (LCLA) and Coyote Springs areas.
- Coordination with the Nevada Pinyon-Juniper Partnership and White Pine County regarding industrial utilization of pinyon-juniper biomass derived from Bureau of Land Management lands.
- Coordination with LVGAED, Clark County and Nye County regarding retention/expansion of Department of Energy missions at the Nevada Test Site and the Department of Defense missions on the Nellis Testing and Training Range; the Nellis

Bombing and Gunnery Range; the Groom Lake Operating Area and the Department of Energy Yucca Mountain Geologic Repository.

- Coordination with major casino/hotel establishments in the Las Vegas area to enhance market opportunities and demand for agricultural products and food products produced in Lincoln County.
- Coordination with GOED and representatives of Faraday Future and other industries locating at the Apex Industrial Area regarding the provision of employee housing and siting of cluster industries at Coyote Springs.

Desired Outputs/Outcomes

- Establishment of a cooperative initiative with Mesquite Business Alliance and Las Vegas Global Alliance for Economic Development for marketing development opportunities in the LCLA and Coyote Springs areas.
- Identification of purchasers and increased demand for biomass derived from public land in Lincoln County.
- Purchases by major casino/hotel establishments in the Las Vegas area of agricultural products and food products produced in Lincoln County.
- Increased employment of Lincoln County residents at the Nevada National Security Area; Nellis Testing and Training Range; the Nellis Bombing and Gunnery Range and at the Groom Lake Operating Area.

Infrastructure

Planned Inputs/Activities

- Identify sources of and assist in securing grant and other funding for the following infrastructure projects:
 - Water line serving the Alamo Airport
 - Downtown revitalization in the City of Caliente
 - Visitor related facilities to support mountain bike related and other visitors to Lincoln County
 - Telecommunications towers and related equipment in Caliente and other Lincoln County locales
 - Upgraded broadband and other high-speed data transfer capacity
 - ✓ ○ Improvements to the Alamo Industrial Park including Hwy 93 access, grading and drainage improvements, water and sewer systems, electric service and capacity upgrades
 - Improvements to the Meadow Valley Industrial Park including water and sewer, interior roads and rail access
 - Truck to rail trans-loading facility on City-owned land south of the Meadow Valley Industrial Park
 - Renovation of the Caliente City Hall

Desired Outputs/Outcomes

- Assist with development of one or more grant applications for infrastructure funding
- Secure funding for one or more infrastructure projects

Program Management/Administration

Planned Inputs/Activities

- Monthly meetings of the LCRDA Board of Directors.
- Quarterly reporting to Nevada Governor's Office of Economic Development (GOED).
- Lincoln County administration of LCRDA funds.
- Quarterly reporting to USDA Rural Development Administration.
- Lincoln County will include audit of LCRDA within annual County audit.
- LCRDA will develop, negotiate and administer contracts for professional services and technical assistance.
- LCRDA agendas posted pursuant to Open Meeting Law.
- LCRDA agendas provided to GOED.
- LCRDA meeting minutes provided to GOED.

Desired Outputs/Outcomes

- Increased public awareness of LCRDA meetings and activities.
- Fiscal accountability and openness.
- Compliance in fulfilling GOED contract requirements.
- Effective contractor/project management.