

**A COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY FOR LINCOLN COUNTY, THE CITY OF
CALIENTE, AND FOR THE LINCOLN COUNTY REGIONAL
DEVELOPMENT AUTHORITY, 2023 THROUGH 2028**



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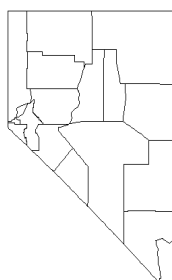
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STRATEGY FOR LINCOLN COUNTY, THE CITY OF
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DEVELOPMENT AUTHORITY, 2023 THROUGH 2028**

Received by the Lincoln County Board of County Commissioners on April 17, 2023

Members of the Lincoln County Board of County Commissioners:

Jared Brackenbury, District A
Janine Woodworth, District B
Varlin Higbee, District C
Mike Reese, District D
Keith Pearson, District E

Received by the City of Caliente City Council on May 18, 2023

Members of the City of Caliente City Council:

Steve Rowe, Mayor
George T. Rowe, Councilman
Joe Livreri, Councilman
Jamin Hunter, Councilman
Sean FitzSimons, Councilman

A COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR LINCOLN COUNTY, THE CITY OF CALIENTE, AND FOR THE LINCOLN COUNTY REGIONAL DEVELOPMENT AUTHORITY, 2023 THROUGH 2028

Received by the Lincoln County Regional Development Authority Board on March 6, 2023

Members of the Lincoln County Regional Development Authority Board Appointed by the
Lincoln County Board of County Commissioners:

Mr. Eric Bernal
Ms. Emilia Cargill
Mr. Varlin Higbee
Mr. David Hurd

Members of the Lincoln County Regional Development Authority Board Appointed by the City
of Caliente City Council:

Mr. Nolan Avery
Dr. Donald Deever
Mr. Lynn Jackson
Mr. George T. Rowe

Members of the Lincoln County Regional Development Authority Board At-Large Appointee:

Mr. Jay Schofeild

Mr. Jeff Fontaine
Contract Executive Director of the Lincoln County Regional Development Authority

A Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, 2023 through 2028

Economic Development Vision for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority

By working collaboratively with our community and economic development stakeholders and partners, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will pursue new business creation and attraction and existing business retention and expansion strategies across a variety of existing and emerging industry sectors that contribute to positive economic growth and diversification while preserving and enhancing our quality of life, our rich culture and heritage, and our abundant natural resources, amenities, and assets.

A Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, 2023 through 2028

**Community and Economic Development Strategy Areas
(From the 2017 to 2021 Comprehensive Economic Development Strategy)**

Leadership Development

Workforce Development

Community Capacity Building

Existing Business Development

Recruiting

Regional Development Initiatives

Infrastructure

Program Management Administration

A Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, 2023 through 2028

Strategic Economic Development Goals

Goal No. 1: Increase total employment countywide by 300 total individuals in six new agricultural food processing and/or biofuel production firms located in Lincoln County within the next five years or by the end of 2028.

Goal No. 2: Lincoln County will acquire an additional 20,000 acres of publicly owned land from the United States Bureau of Land Management or other appropriate federal agencies as outlined in the Lincoln County Land Act of 2000 in order to support new residential, commercial, or industrial development by the beginning of 2030.

Goal No. 3: Reduce the amount of overall annual retail and trade service industry sector ‘leakage’ in Lincoln County by 10.0 percent by the end of 2027.

Goal No. 4: Develop 500 new residential housing units, across a variety of housing types and price points, within and throughout Lincoln County within the next five years or by the end of 2028.

Goal No. 5: In order to sustainably grow Lincoln County’s workforce, double the number of families with working age adults and children living in Lincoln County and retain, and/or have return to the community after completing different educational and workforce development training, at least twice the number of young adults between the ages of 18 and 25 years of age who grow up in Lincoln County by the end of 2028.

Goal No. 6: Increase overall access to more reliable broadband and telecommunication services at the same rate at which access to additional broadband and telecommunication services has been increased over the past five years by the end of 2025.

Goal No. 7: Increase the year-over-year number of issued housing development construction permits in Lincoln County by 20.0 percent per year by the end of 2025.

A Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, 2023 through 2028

Strategic Economic Development Goals

Goal No. 8: In order to support new business creation and attraction and existing business retention and expansion efforts, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will work to complete the refurbishment, revitalization, and adaptive re-use of the Caliente Railroad Depot project by the end of 2027.

Goal No. 9: Increase the total annual number of visitors, outdoor recreation enthusiasts, and tourists to Lincoln County by a factor of four and double the average per visitor, outdoor recreation enthusiast, and tourist spending among businesses located in Lincoln County by the beginning of 2030.

Goal No. 10: Increase the overall number of private sector firms in the construction and trade service industry sectors operating throughout Lincoln County by at least 10.0 percent by the end of 2025.

Goal No. 11: Complete a comprehensive refurbishment, revitalization, and adaptive re-use effort of the Gem Theater located in Pioche, Nevada by the end of 2028.

Goal No. 12: Increase the overall number of businesses operating within the existing commercial district in Pioche, Nevada by 50.0 percent by the end of 2025.

Goal No. 13: In order to support further improvement in measures of median household, median family, and per capita income, continue to support the growth of public sector employment opportunities in Lincoln County as needed.

1.0 Executive Summary

In late 2021, representatives from Lincoln County, Nevada, the City of Caliente, Nevada and the Lincoln County Regional Development Authority contracted with the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, to assist in the development of a new five-year Comprehensive Economic Development (CEDS). This effort also included a one-year update to the existing Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority for the five-year strategic planning horizon beginning in 2017 and ending in 2021. The one-year annual update to the existing five-year Comprehensive Economic Development Strategy encompassed 2022 and focused on the continued achievement of specific existing strategies in eight specific economic development planning areas including leadership development, workforce development, community capacity building, existing business development, recruiting, regional development initiatives, infrastructure, and program management administration. The results of the planning efforts involved in completing a final one-year annual update to the existing and now expiring five-year Comprehensive Economic Development Strategy were published in University Center for Economic Development Technical Report 2021/22-16, *The 2021 Annual Update to the Comprehensive Economic Development Strategy for Lincoln County, Nevada, 2017 through 2021*, and submitted to the United States Economic Development Administration's Seattle Regional Office.

In addition to completing the development of a new five-year economic development vision, a set of new five-year strategic economic development goals and accompanying priority projects, and in addition to completing a comprehensive analysis of existing socio-demographic, economic, and industry and occupation sector trends for Lincoln County, faculty and staff from the University Center for Economic Development completed a comprehensive assessment of the level of economic distress for Lincoln County, Nevada as defined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C:

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

Table ES.1 presents a comparison of the most recent twenty-four (24) month period for which unemployment data is available for both Lincoln County, Nevada and for the United States as

well as per capita income for both Lincoln County, Nevada and for the United States in 2019 and 2020. Data from the United States Census Bureau on the estimated civilian labor force unemployment rate and per capita income levels for either Lincoln County, Nevada or for the United States for 2021 at the time of publication of this University Center for Economic Development technical report.

Table ES.1 – Comparison of Unemployment and Per Capita Income Lincoln County, Nevada and United States 2019 and 2020			
	2019	2020	2019 and 2020 Average
Civilian Unemployment Rate			
Lincoln County, Nevada	7.6%	5.1%	6.4%
Difference Between Lincoln County, Nevada and National Estimates	2.3%	-0.3%	1.0%
United States National	5.3%	5.4%	5.4%
Per Capita Income			
Lincoln County, Nevada	\$26,432	\$26,805	\$26,619
Percentage of U.S. National Estimate	77.5%	75.8%	76.6%
United States National	\$34,103	\$35,384	\$34,744
Percentage of U.S. National Estimate	100.0%	100.0%	100.0%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2019 and 2020

In order to estimate the twenty-four (24) month unemployment rate for both Lincoln County and for the United States, the unemployment rates for both Lincoln County and for the entire United States for 2019 and 2020 were averaged and compared. Over the 2019 and 2020 period, the estimated average civilian unemployment rate for Lincoln County was an estimated 6.4 percent. Nationally, the estimated average civilian unemployment rate for the entire United States between 2019 and 2020 was an estimated 5.4 percent. Over the past twenty-four (24) months of available data, the estimated civilian unemployment rate for all of Lincoln County was an estimated **1.0 percent greater than the national estimated average**. In 2019 alone, the civilian unemployment rate for Lincoln County was a net estimated 2.3 percent greater than the national estimate (7.6 percent for Lincoln County compared to 5.3 percent for the United States) but, for 2020, the civilian unemployment rate for Lincoln County was a net estimated -0.3 percent less than the national estimated (5.1 percent for Lincoln County compared to 5.4 percent for the United States). Despite the overall improvement in the civilian unemployment rate of Lincoln County between 2019 and 2020, Lincoln County **qualifies** as an economically distressed community under the unemployment rate definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C based on the twenty-four (24) month estimate and comparison in the civilian unemployment rate for Lincoln County and for the entire United States.

Over the past two-year 2019 and 2020 period, the estimated average per capita income for all of Lincoln County was an estimated \$26,619. Nationally, the estimated average per capita income for the entire United States was an estimated \$34,744. Over the past twenty-four (24) months of available data, the estimated per capita income for all of Lincoln County was an estimated **76.6 percent of the national average**. In 2019 alone, per capita income for Lincoln County was an estimated 77.5 percent of the national estimate (\$26,432 for Lincoln County compared to \$34,103 for the United States) and was an estimated 75.8 percent of the national estimate in 2020 (\$26,805 for Lincoln County compared to \$35,384 for the United States). Based upon the twenty-four (24) month estimate of per capita income for both Lincoln County and for the United States, Lincoln County **qualifies** as an economically distressed community under the per capita income definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C.

In addition to these unemployment rate and per capita income estimates, several ‘special needs’, as outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C, have been identified and incorporated into this new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority. These ‘special needs’ were identified by various representatives from Lincoln County, from the City of Caliente, from the Lincoln County Regional Development Authority, and from other public sector agencies, by various private-sector firms and industry representatives, property owners, and even by community-based and non-profit organization representatives who participated in a series of facilitated by University Center for Economic Development faculty on March 22, 2022 and on July 11, 2022. These ‘special needs’ are outlined and summarized throughout this University Center for Economic Development technical report and addressed specifically in the new strategic economic development goals and accompanying priority projects incorporated into this new five-year,

2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority.

Section 2.0 of this University Center for Economic Development technical report, which outlines the required elements of this new five-year Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority beginning in 2023 and ending in 2028, includes a general introductory discussion regarding the Comprehensive Economic Development Strategy and a general overview of past and current community and economic development efforts already completed or underway in Lincoln County. Section 3.0 provides a general overview of relevant state and federal law considerations including an overview of the existing and expiring five-year, 2017 through 2021, Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority. Section 4.0 provides a summary of existing local and regional community and economic development efforts as well as a full evaluation of the strategic economic development goals and existing strategy areas for planned inputs and activities outlined in the existing and expiring 2017 through 2021 Lincoln County and Lincoln County Regional Development Authority Comprehensive Economic Development Strategy. Section 5.0 presents a summary of relevant socio-demographic, economic, and industry and occupation sector trends for Lincoln County as well as a summary of several facilitated community and economic development assessment exercises completed during the two strategic economic development planning workshops held on March 22, 2022 and July 11, 2022. Section 6.0 of this University Center for Economic Development technical report contains the new strategic economic development vision and the new specific economic development goals, priority projects, and specific strategies for implementation developed as part of this new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority.

The Lincoln County Regional Development Authority will continue to serve as the primary Comprehensive Economic Development Strategy Committee for Lincoln County and for this new five-year Comprehensive Economic Development Strategy. The Lincoln County Regional Development Authority is one of eight regional development authorities in Nevada recognized by the Nevada Governor's Office of Economic Development. The current members of the Lincoln County Regional Development Board consist of public sector, private sector, and even community-based and non-profit representatives and further include members appointed by the Lincoln County Board of County Commissioners and by the City Council of the City of Caliente as well as 'At-Large Appointees' who are appointed by other members of the Lincoln County Regional Development Authority's Board. The University Center for Economic Development, as a U.S. Economic Development Administration recognized and funded University Center, will provide direct technical assistance in further implementing elements of this new five-year Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority and will also provide additional direct technical assistance in completing the required annual evaluations, assessments, and updates.

2.0 Introduction

2.1 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 with a fundamental affirmation of the organization’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization 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 faces and the resources the organization 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 for the organization’s future planned initiatives focusing on providing information, enhancing support, removing barriers, and providing resources to different parts of the organization 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.

This new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority, covering the five years between 2023 and 2028, was developed specifically to develop actionable items and priority projects for Lincoln County, for the communities of Alamo, Nevada, Caliente, Nevada, Panaca, Nevada, Pioche, Nevada, and for other parts of Lincoln County. As part of this effort, faculty from the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, facilitated two strategic economic development planning workshops between March 2022 and July 2022, including:

- Caliente, Nevada; Tuesday, March 22, 2022
- Caliente, Nevada; Monday, July 11, 2022

Approximately 20 to 25 individuals attended and participated in each of these strategic economic development planning workshops. Attendees and participants of both of these two strategic economic development workshops included various public sector agencies, private sector firms, and non-profit community-based organizations. Faculty and staff from the University Center for Economic Development also conducted several individual meetings with the Executive Director of the Lincoln County Regional Development Authority and with other identified stakeholders in order to refine specific elements of this new five-year Comprehensive Economic Development Strategy. As part of this strategic economic development planning process, faculty and staff from the University Center for Economic Development employed the use of the Stronger Economies Together (SET) curriculum developed by the U.S. Department of Agriculture Rural Development, Purdue University Center for Regional Development, and the Southern Regional Development Center to structure each of the two strategic economic development planning workshops held in March 2022 and in July 2022. The Stronger Economies Together strategic economic development planning curriculum is designed to enable communities and counties in, primarily rural, America to work together in developing and implementing an economic development blueprint for their community and region that strategically builds on the current and

emerging economic strengths of that region. The Stronger Economies Together strategic economic development planning curriculum is divided into eight separate modules:

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

This University Center for Economic Development technical report presents the results from each of the two strategic economic development planning workshops held in March 2022 and in July 2022 held on behalf of Lincoln County, the City of Caliente, and on behalf of the Lincoln County Regional Development Authority. The results for each of the eight Stronger Economies Together modules are presented throughout this technical report and incorporated into the development of this new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority.

3.0 State Law and Federal Considerations

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

3.1 Local, Regional, and State Considerations

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

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

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

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

concerning the economic and fiscal viability of Lincoln County, the City of Caliente, and for other communities, including Alamo, Panaca, and Pioche, located within and throughout the county.

Development of this new five-year, 2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, also takes into consideration existing statewide community and economic development initiatives currently being developed and administered by the Nevada Governor's Office of Economic Development and other relevant state agencies and divisions. As one of the eight regional development authorities recognized by the Nevada Governor's Office of Economic Development, the Lincoln County Regional Development Authority works collaboratively with the Office to spearhead and coordinate local and regional economic development efforts. The Nevada Governor's Office of Economic Development was created during the 2011 Legislative Session of the Nevada State Legislature and is codified in Nevada Revised Statute Chapter 231 *Economic Development, Tourism and Cultural Affairs*. The Governor's Office of Economic Development was created in response to the Great Recession and the need to consolidate, coordinate and reorganize the various statewide economic development efforts and initiatives in Nevada. The mission of the Governor's Office of Economic Development is to create high-quality jobs in Nevada and its vision is to create a vibrant, innovative, and sustainable economy with high-paying jobs for Nevadans. The objectives of the Governor's Office of Economic Development, established in the state's first statewide economic development plan created in 2012, *Moving Nevada Forward: A Plan for Excellence in Economic Development 2012-2014*, are to establish a cohesive economic development operating system in the state, to increase opportunity through local education and workforce development, to catalyze innovation in core and emerging industries, to advance targeted sectors and opportunities, and to expand global engagement.

In response to the COVID-19 global pandemic, the Nevada Governor's Office of Economic Development has recently developed and published *Nevada's Plan for Recovery & Resiliency*, a roadmap that has been developed in order to guide the state's efforts to drive recovery of the state's economy and revitalize key industry and occupation sectors that were negatively impacted by the spread of the COVID-19 virus and its related economic impacts. *Nevada's Plan for Recovery & Resiliency* has been designed and will replace the original 2012 state economic development plan, *Moving Nevada Forward: A Plan for Excellence in Economic Development 2012-2014*. The new *Nevada's Plan for Recovery & Resiliency* plan has five priority areas for immediate intervention that are spread across five specific goal areas, including (1) Resources for People and Businesses, (2) Business Support and Expansion, (3) Workforce for the Next Economy, (4) New Technology Businesses, and (5) Data and Integrated Planning for Decision-Making. The five specific goal areas outlined in the new *Nevada's Plan for Recovery & Resiliency* plan include: (1) Regionally Designed Industrial Clusters, (2) Statewide Integration and Connectivity, (3) Technology Driven Development, (4) Responsible and Sustainable Growth, and (5) Comprehensive Placemaking. A series of individual actionable items have been developed for each of these five specific goal areas. Although requiring future legislative action, the new *Nevada's Plan for Recovery & Resiliency* plan outlines a series of capabilities and future actionable items including funding of the State Infrastructure Bank, establishing a Sovereign

Wealth Fund and the Nevada Innovation Fund, establishing an office for Micro, Small, and Medium-Sized Enterprises, growing Nevada’s Community Banking Network, modernizing Public Policy and Governance, and reinventing Nevada’s Workforce Institutions.

3.2 Federal Considerations

This new five-year Comprehensive Economic Development Strategy for 2023 through 2028 for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority is also designed to meet the requirements of a Comprehensive Economic Development Strategy (CEDS) document as outlined in Title 13 (Business Credit and Analysis), Part 303 (Planning Investments and Comprehensive Economic Development Strategies) of the U.S. Department of Commerce, U.S. Economic Development Administration (EDA). Authority for Title 13 Part 303 stems from 42 U.S.C. 3143, 42 U.S.C. 3162, 42 U.S.C. 3174, 42 U.S.C. 3211, and U.S. Department of Commerce Organization Order 10-4.

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

“The purpose of EDA Planning Investments is to provide support to Planning Organizations for the development, implementation, revision or replacement of Comprehensive Economic Development Strategies, and for related short-term Planning Investments and State plans designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the nation’s most economically distressed Regions. EDA’s Planning Investments support partnerships within District Organizations, Indian Tribes, community development corporations, non-profit regional planning organizations and other Eligible Recipients. Planning activities supported by these Investments must be part of a continuous process involving the active participation of Private Sector Representatives, public officials and private citizens, and include:

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

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

“CEDS are designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for

establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources.”

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

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

The remaining sections of this University Center for Economic Development technical report provides the content for each of these ten technical requirements and comprise the new Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority for 2023 through 2028.

4.0 Analysis: Overview of Current Economic Development Efforts and Positions in Lincoln County, Nevada

This section presents a detailed overview of current economic development efforts and positions for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority as identified by participants of the two strategic economic development planning workshops held on March 22, 2022 and on July 11, 2022. This section includes a comprehensive evaluation of the strategic economic development goals and existing strategy areas for planned inputs and activities as outlined in the current and expiring 2017 through 2021 Lincoln County and Lincoln County Regional Development Authority five-year Comprehensive Economic Development Strategy and an assessment of current new business creation and attraction and existing business retention and expansion efforts already underway in Lincoln County. Elements of Stronger Economies Together Module 1, *Launching Stronger Economies Together and Building a Strong Regional Team*, and parts of Module 2, *Exploring Your Region's Economic and Demographic Foundation*, Module 3, *Identifying the Region's Competitive Advantage*, and Module 4, *Exploring Potential Regional Strategies*, were used to develop the results of the strategic economic development planning process outlined in this section.

4.1 Evaluation of the Strategic Economic Development Goals and Existing Strategy Areas for the Current and Expiring Comprehensive Economic Development Strategy

The current and expiring five-year, 2017 through 2021, Comprehensive Economic Development Strategy for Lincoln County and for the Lincoln County Regional Development Authority consisted of eight separate strategy areas for planning inputs and activities and desired outputs and outcomes. As part of the final annual assessment, evaluation, and update to the current and expiring five-year Comprehensive Economic Development Strategy, each of the eight strategy areas were evaluated during a series of meetings with representatives from the Lincoln County Regional Development Authority in November 2021 and in December 2021. The results of this final annual assessment, evaluation, and update are reported in University Center for Economic Development Technical Report UCED 2021/22-16, *The 2021 Annual Update to the Comprehensive Economic Development Strategy for Lincoln County, Nevada, 2017 through 2021*. This completed final annual assessment, evaluation, and update was submitted to the United States Economic Development Administration Settle Regional Office in January 2022.

The eight strategy areas from the 2017 through 2021 Comprehensive Economic Development Strategy for Lincoln County and for the Lincoln County Regional Development Authority, along

with each community and economic development strategy area's accompanying desired outputs and outcomes, are:

- ***Strategy Area No. 1: Leadership Development***

- The Lincoln County Regional Development Authority will be run professionally.
- The creditability and effectiveness of Lincoln County Regional Development Authority economic development initiatives will be enhanced.
- Lincoln County Regional Development Authority community and economic development activities and priorities will be informed through engaged communication, cooperation, and partnership with various business and community leaders.
- Lincoln County Regional Development Authority will be the central point of contact for the Nevada Governor's Office of Economic Development, 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 Lincoln County Regional Development Authority 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.
- Lincoln County Regional Development Authority's Corporate Partners will be increased to five or more.
- Total funds provided by Corporate Partners will be increased to \$3,000.

- ***Strategy Area No. 2: Workforce Development***

- Identification of labor requirements and issues at major Lincoln County employers.
- Identification of workforce training services and other technical support available through the Nevada Department of Employment, Training, and Rehabilitation, the Lincoln County School District, and the Governor's Office of Economic Development.
- Accurate characterization of existing Lincoln County labor market conditions.
- Reduced unemployment rate in Lincoln County.
- Local availability and provision of workforce training/education opportunities.

- ***Strategy Area No. 3: Community Capacity Building***

- Enhanced understanding of and greater level of participant in economic development activities by Council officials, existing business owners/managers, land owners and others in Lincoln County.
- Adoption by Lincoln County Regional Development Authority, the City of Caliente and the Board of Lincoln County Commissioners of a FY 2018 Comprehensive Economic Development Strategy (CEDS) Annual Update.

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- Reaffirmation by the U.S. Economic Development Administration as to Qualification of Lincoln County and the City of Caliente to receive U.S. Economic Development Administration Technical Assistance and Infrastructure Grants.
 - Award of one or more economic development related technical assistance or infrastructure grants applied for by the Lincoln County Regional Development Authority, 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 the U.S. Bureau of Land Management to enter into a long-term Stewardship Agreement with the Lincoln County Regional Development Authority 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 the Southern Nevada Water Authority to locate support facilities in Lincoln County.
 - Identification of markets for Lincoln County derived biomass and agricultural products.
- ***Strategy Area No. 4: Existing Business Development***
 - Enhanced decision-making by local entrepreneurs.
 - Start-up of two to three 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.
- ***Strategy Area No. 5: Recruiting***
 - Lincoln County Regional Development Authority targeted industrial marketing initiative(s) fully integrated with and informed by Governor's Office of Economic Development marketing initiatives.
 - Increased number of Governor's Office of Economic Development generated leads with interest in Lincoln County.
 - Increased number of Lincoln County Regional Development Authority generated leads.
- ***Strategy Area No. 6: Regional Development Initiatives***
 - Establishment of a cooperative initiative with Mesquite Business Alliance and Las Vegas Global Alliance for Economic Development for marketing development

opportunities in the LCLA (Lincoln County Land Act of 2000) 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 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.

- ***Strategy Area No. 7: Infrastructure***

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

- ***Strategy Area No. 8: Program Management/Administration***

- Increased public awareness of Lincoln County Regional Development Authority meetings and activities.
- Fiscal accountability and openness.
- Compliance in fulfilling Governor's Office of Economic Development contract requirements.
- Effective contractor/project management.

During the first strategic economic development planning workshop held on March 22, 2022 as part of developing a new five-year, 2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, workshop participants were given the opportunity to complete a final assessment of all eight community and economic development strategy areas outlined in the current and expiring Comprehensive Economic Development Strategy. Workshop participants were asked to indicate whether or not progress has been made in achieving any of the individual desired outputs and outcomes, whether or not the individual strategy area and any of the individual desired outputs and outcomes are still relevant and should be incorporated into the new five-year Comprehensive Economic Development, and if still relevant, what actions could Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, and the various public sector, private sector, and community-based and non-profit stakeholders and partners, take to make additional progress in completing the individual strategy area over the next five years.

- ***Strategy Area No. 1: Leadership Development:*** Workshop participants generally agreed that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority have each made significant progress in implementing this specific strategy area and in achieving several of the listed desired outputs and outcomes. For the first two desired outputs and outcomes for Strategy Area No. 1, the Lincoln County Regional Development Authority and the credibility and effectiveness of Lincoln County Regional Development Authority economic development initiatives will be enhanced, workshop

participants agreed that both are still very much relevant and that there is a larger role in achieving these two desired outputs and outcomes for both Lincoln County and for the City of Caliente including the Lincoln County Board of County Commissioners and for the City Council of the City of Caliente. For the last two desired outputs and outcomes, Lincoln County Regional Development Authority's Corporate Partners will be increased to five or more and total funds provided by Corporate Partners will be increased to \$3,000, workshop participants agreed that, while still remaining a large part of the Lincoln County Regional Development Authority's larger economic development strategy, little progress has been made in successfully completing them. The lack of measurable progress in achieving these two desired outputs and outcomes was largely attributed to larger macroeconomic conditions as a result of the COVID-19 global pandemic that began in the spring of 2020. Workshop participants noted that there has been increased interest in various private sector interests in becoming a Lincoln County Regional Development Authority Corporate Partner.

As part of the new five-year Comprehensive Economic Development Strategy, workshop participants agreed that continued efforts of the Lincoln County Regional Development Authority to complete Strategy Area No. 1 should be better aligned with the efforts of the Nevada Governor's Office of Economic Development and the new State Plan for Economic Development. The Lincoln County Regional Development Authority should also serve more as an advocate for economic development throughout the county and that these efforts should be better aligned with the efforts of Lincoln County, the City of Caliente, each individual Town Advisory Board, and with the Lincoln County Authority of Tourism. Finally establishing a new Main Street America and Nevada Main Street program recognized main street program for Lincoln County and, specifically, the City of Caliente, creating a countywide Chamber of Commerce or business network, supporting the hiring of a full time economic development manager for the City of Caliente, and clarifying the economic development roles of both the Lincoln County Board of County Commissioners, the City of Caliente City Council, and each of the individual Town Advisory Boards were specific actionable items identified by workshop participants that should be pursued in relation to this specific strategy area over the next five years.

- ***Strategy Area No. 2: Workforce Development:*** A significant amount of progress has been made in achieving several of the desired outputs and outcomes for this specific strategy area over the past five years. Lincoln County and its various community and economic development partners continue to work collaboratively with University of Nevada Cooperative Extension to develop a new 4-H Camp in Lincoln County and to pursue and implement additional science, technology, engineering, and mathematics education programming. The Lincoln County School District has seen measurable growth in overall countywide and district-wide enrollment and is also pursuing a proposal to create a new magnet school. Other efforts that have been pursued to support the overall development of Lincoln County's civilian workforce include the development of additional housing and both Lincoln County and the City of Caliente continue to develop new infrastructure to a new 40 acre subdivision that will provide a variety of housing

types across a variety of price points and will provide additional housing for new workers moving into the county and into the community.

Workforce development, including the creation of new jobs that pay higher than minimum wage and higher than area median income levels, is still a major priority for the Lincoln County Regional Development Authority and will remain a relevant part of the Lincoln County Regional Development Authority's broader economic development strategy over the next five years. As part of the new five-year, 2023 through 2028 Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, local community and economic development partners will continue to focus on sustainably growing the overall size of the existing civilian workforce in several targeted industry and occupation sectors. Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will each continue to work with private sector representatives and the Governor's Workforce Development Board, part of the Nevada Department of Employment, Training and Rehabilitation, to provide the resources and support necessary to support workforce development efforts throughout the county.

- **Strategy Area No. 3: Community Capacity Building:** Workshop participants agreed that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, and their various public sector, private sector, and community-based and non-profit stakeholders and partners, have made significant progress in completing this specific strategy area and achieving several of the strategy's individual desired outputs and outcomes. Most notably, development continues to occur at the Meadow Valley Industrial Park and development partners are currently exploring the development of a rail component with multimodal rail incorporated into the further build out of the industrial park.

While workshop participants agreed that this specific strategy area is still relevant and should be incorporated into the new five-year, 2023 through 2028, Comprehensive Economic Development Strategy, the desired outputs and outcomes for this specific strategy area have changed significantly. Most notably, Lincoln County and the Lincoln County Regional Development Authority are now pursuing the development of a fully realized inland port for Lincoln County and elements of the original Alamo Industrial Park have changed significantly. More broadly, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will continue to identify funding sources for the development of rail siding and rail-to-truck trans-loading capabilities that can support the larger initiative of developing a fully realized inland port. Additional fire suppression services are needed for the Alamo Airport and Lincoln County and the Lincoln County Regional Development Authority, possibly through an eventual Lincoln County or City of Caliente main street program, will target strategic adaptive reuse and revitalization projects such as the proposed Hotel Cornelius restoration and continued revitalization of the Caliente Railroad Depot. Other community capacity building efforts to be pursued over the next five years will focus on further improvement of existing water, rail, and power infrastructure assets in targeted

areas including on existing industrial land and the development of freight and passenger rail service in order to connect Caliente and other parts of Lincoln County with Las Vegas, Nevada and with Salt Lake City, Utah.

- ***Strategy Area No. 4: Existing Business Development:*** While Lincoln County and the Lincoln County Regional Development Authority has made significant progress over the last five years in successfully retaining and expanding existing businesses throughout the county, these efforts have been somewhat blunted over the past two years as a direct result of the ongoing COVID-19 global pandemic and the national and global economic and supply chain disruptions that existing businesses have had to contend with. However, new business creation and existing business expansion efforts have been successful in the outdoor recreation and tourism sector as demand for outdoor recreation and tourism activities and opportunities have increased significantly nationwide and worldwide as a result of the pandemic. Several new businesses and several existing business in Lincoln County have been able to successfully take advantage of this increase in demand for outdoor recreation and tourism activities and opportunities and Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, in partnership with various stakeholders and partners, each continue to pursue existing business development efforts in this area. Given the continued importance of the outdoor recreation and tourism sector in Lincoln County, and the positive fiscal and employment impacts that this sector has on the county's larger economic base, ongoing existing business development will remain a priority for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority over the next five years as part of the new five-year, 2023 through 2028, Comprehensive Economic Development Strategy.

Filling gaps in the existing supply chain and value network of the existing outdoor recreation and tourism sector through additional new business creation and attraction and existing business retention and expansion efforts, including improved business-to-business sales, was identified as a new desired output and outcome for this specific strategy area for the new five-year Comprehensive Economic Development Strategy. Workshop participants also expressed their support for moving forward with the development of a new meat processing facility to be located in Lincoln County, to support the efforts of the Lincoln County School District to further develop Career Technical Education (CTE) programming and apprenticeship opportunities for high school students, and to develop the necessary broadband and telecommunication infrastructure needed to support the recruitment of telecommuters to Lincoln County. These efforts will require the development of new housing that is both sustainable and consistent with the expectations that existing residents and businesses have for Lincoln County. In addition to housing and in addition to supporting expanded CTE programming and apprenticeship opportunities, workshop participants noted that further success in existing business development will also require expanded workforce development efforts.

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- ***Strategy Area No. 5: Recruiting:*** While progress has been made in recruiting new businesses to Lincoln County over the past five years, this progress has been relatively slow and mostly focused on recruiting industrial-based businesses. Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, working with various stakeholders and partners, have each made limited but measurable progress in securing additional land that can support larger industrial-based business recruitment and development efforts. The continued recruitment of new businesses in targeted industry and occupation sectors is still a very relevant part of Lincoln County's, the City of Caliente's, and the Lincoln County Regional Development Authority's broader economic development strategy and should be incorporated into the new five-year Comprehensive Economic Development Strategy.

Additional progress in achieving several of the individual desired outputs and outcomes associated with this specific strategy area will require increased engagement with relevant state government agencies and with relevant federal government agencies including Nevada's Congressional delegation and with the United States Bureau of Land Management to secure the land necessary to support larger industrial-based business recruitment and development efforts. Additional workforce development efforts, including the development additional housing, will be needed as part of both the county's and the Lincoln County Regional Development Authority's efforts to further implement and achieve this specific strategy area and additional public infrastructure will also be needed long-term over the next five years. Direct pursuit of the last two specific desired outputs and outcomes, increased number of Governor's Office of Economic Development generated leads with interest in Lincoln County and increased number of Lincoln County Regional Development Authority generated leads, will be pursued over the next five years by further developing existing professional relationships with stakeholders and partners that are both internal and external to Lincoln County. Ultimately, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will each have to be realistic about the size and types of individual private sector firms that can be successfully recruited to Lincoln County.

- ***Strategy Area No. 6: Regional Development Initiatives:*** Over the past five years, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority have generally moved away from direct partnership and engagement with economic development partner agencies and organizations in Clark County and, as a matter of necessity as new economic development opportunities have emerged, moved closer to working directly with the Northeastern Nevada Regional Development Authority, encompassing Elko, Eureka, Lander, and White Pine counties to the north of Lincoln County, and with the Southwest Central Regional Economic Development Authority, encompassing Esmeralda and Nye counties to the west of Lincoln County. Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority have each also begun to work collaboratively with various economic development agencies and opportunities in neighboring Iron County in Utah, in addition with the Northeastern Nevada Regional Development Authority and the Southwest Central Regional Economic Development Authority, to develop and pursue broader

regional economic development opportunities. However, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority are each continuing to pursue the development of new passenger and freight rail service opportunities that would connect Caliente and other parts of Lincoln County to Las Vegas, Nevada and Mesquite, Nevada, both located in neighboring Clark County.

Workshop participants agreed that the continued development and pursuit of larger regional development initiatives should be incorporated into the new five-year, 2023 through 2028, Comprehensive Economic Development Strategy. Workshop participants also agreed that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, and their various public sector, private sector, and community-based non-profit stakeholders and partners, should continue to pursue these larger regional initiatives but only if they serve the community and economic development needs and interests of Lincoln County. The pursuit of regional value-added agricultural production opportunities and larger regional transportation funding opportunities through the federal government were two specific desired outputs and outcomes that workshop participants added to this specific strategy area as part of the new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority.

- ***Strategy Area No. 7: Infrastructure:*** The continued development and improvement of public infrastructure assets and resources and needed public facilities remains critically relevant to the efforts of Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority to continue to implement and achieve a broader community and economic development strategy. Over the past several years, Lincoln County, the City of Caliente, and several state and federal government partners have successfully completed a number of critical infrastructure improvements throughout Lincoln County. The Lincoln County Regional Development Authority has also directly supported the development of critical public infrastructure assets and resources, highlighting the important role that broader community development strategies play in further developing and diversifying the economic base of Lincoln County. Significant investments in additional water infrastructure, power delivery infrastructure, and even rail service infrastructure have been made over the past five years. Even the private sector, especially in the tourism and hospitality sector, has successfully improved the economic infrastructure needed to support continued growth of the tourism and hospitality and the outdoor recreation and tourism sectors. Additional hotel space and expanded dining and restaurant space have been added to the county's existing economic base and additional needed economic infrastructure in these sectors are planned to begin development over the next several years.

Continuing to assist with the development of one or more grant applications for infrastructure funding and securing funding for one or more infrastructure projects, the two desired outputs and outcomes listed as part of this specific strategy area in the current and expiring five-year Comprehensive Economic Development Strategy, are still relevant. However, workshop participants agreed that the primary responsibility for the

further pursuit of both these desired outputs and outcomes should be with Lincoln County and with the City of Caliente and not necessarily with the Lincoln County Regional Development Authority. Other specific desired infrastructure and even public facility improvements outlined by workshop participants that should be pursued as part of this specific strategy area over the next five years include the development of a new convention center, additional broadband and telecommunication improvements, and additional surface roadway and transportation infrastructure improvements. The continued reconstruction of surface streets, targeted improvements for U.S. Highway 93 to better accommodate oversized vehicles (especially through established population centers), and the development of new public facilities, rest stops, and bathrooms along U.S. Highway 93 were each suggested by workshop participants for inclusion into the new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority.

- ***Strategy Area No. 8: Program Management and Administration:*** Workshop participants generally agreed that Lincoln County and the Lincoln County Regional Development Authority have each made significant progress over the past years in completing this specific strategy area and in achieving the four individual desired outputs and outcomes associated with the strategy area including increasing overall public awareness about the Lincoln County Regional Development Authority, improving overall fiscal accountability and openness, complying with the Nevada Governor’s Office of Economic Development’s contract requirements, and effectively performing contract and project management. Recently, the Lincoln County Regional Development Authority has successfully overhauled and modernized its existing website, continues to provide published Board meeting minutes to the local newspaper, provides regular updates on projects and lists of accomplishments to the Lincoln County Board of County Commissioners and to the City of Caliente City Council, and representatives regularly attend and participate in meetings of both the Lincoln County Board of County Commissioners and the City of Caliente City Council.

Continuing to pursue additional completion of this specific strategy area will continue to be a central part of the new five-year, 2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority. Workshop participants agreed that further integrating activities and engagement between the Lincoln County Regional Development Authority, Lincoln County, the City of Caliente, and the individual Town Advisory Boards is a critical step in further achieving this specific strategy area. This effort will include better coordination of administrative functions that will, eventually, lead to increased funding opportunities through various state and federal grant sources and even philanthropic sources. As part of the new five-year Comprehensive Economic Development Strategy, workshop participants agreed that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority need to continue to increase its public communication and engagement efforts, including broader marketing of different community and economic development successes to wider audience throughout the county and in areas outside Lincoln County.

Because workshop participants agreed that each of these eight existing strategic areas for the current and expiring Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority are still relevant, each one will be incorporated into the new five-year, 2023 through 2028, Comprehensive Economic Development Strategy. Each of the new actionable items for each strategic community and economic development area developed by workshop participants who attended and participated in the first strategic economic development planning workshop held on March 22, 2022 will be evaluated on an annual basis. As needed, each of these eight existing strategic areas may be altered and revised as necessary and new actionable items may also be developed as needed in order to support further progress in completing each existing strategic economic development area.

4.2 Identifying Existing Creation, Attraction, Retention, and Expansion Economic Development Efforts in Lincoln County, Nevada

Economic development efforts can be organized into four general areas, including: (1) creation activities, (2) attraction activities, (3) retention activities, and (4) expansion activities. Creation economic development activities include the strategies and initiatives designed to encourage the formation of new private sector firms within a community and throughout a region. Attraction economic development activities include the efforts to recruit existing business and industry to a specific community or region. Retention economic development activities include the strategies for maintaining and strengthening the community's and region's existing firms and expansion economic development activities include the various initiatives to encourage the growth of existing firms already operating within a community and region.

Workshop participants representing various public sector agencies, private sector firms, and several community-based and non-profit organizations who participated in the second strategic economic development planning workshop held on July 11, 2022 were asked to identify existing new business creation and attraction and existing business retention and expansion efforts that Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority and other stakeholders and partners have and are currently implementing.

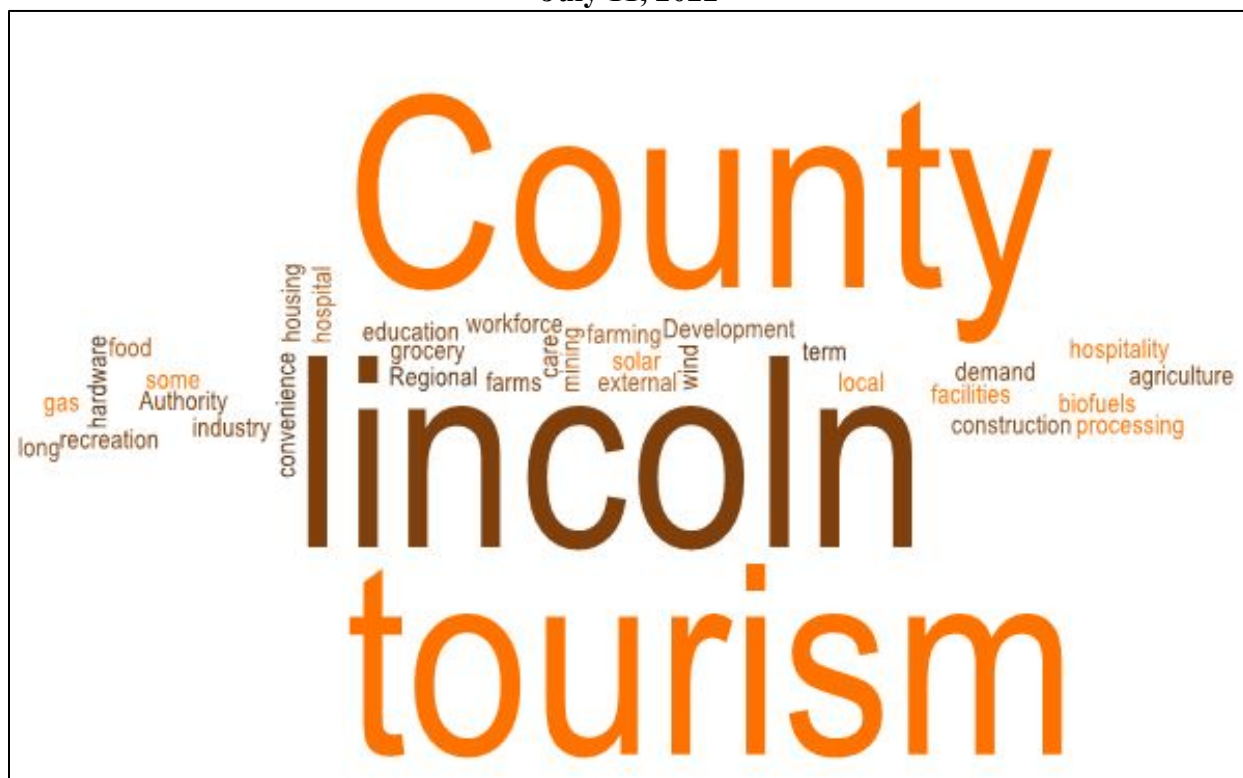
4.2.a Existing Creation Economic Development Initiatives

Figure 4.1 presents a word cloud summarizing the various existing new business creation economic development initiatives that Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and various other public sector, private sector, and community-based non-profit stakeholders and partners are currently pursuing as identified by workshop participants.

Many of the existing new business creation economic development initiatives that have been pursued or are currently being pursued across the county and among the individual communities have largely been led by either Lincoln County or by the Lincoln County Regional Development Authority. However, as both Lincoln County and the Lincoln County Regional Development

Authority have continued to make progress on implementing and achieving various elements of the current and expiring five-year, 2017 through 2021, Comprehensive Economic Development Strategy, other community and economic development stakeholders and partners have taken on an increased role in supporting new business creation efforts. The City of Caliente and the Lincoln County Authority of Tourism are currently working on establishing an officially recognized Main Street America and Nevada Main Street program main street initiative for Caliente that will increase the amount of financial and non-financial resources to support new business creation. Both Lincoln County and the Lincoln County Regional Development Authority continue to work with various private sector representatives to create new businesses across a variety of industry and occupation sectors in order to further diversify the existing economic base and to close critical ‘gaps’ in existing supply chains and value networks.

**Figure 4.1 – Existing New Business Creation Economic Development Initiatives
Lincoln County Strategic Economic Development Planning Workshop
July 11, 2022**



Currently targeted industry sectors and emerging industry sectors that Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and other community and economic development stakeholders and partners are and will continue to pursue in-terms of new business creation include the mining and natural resource extraction sector, the agricultural sector including additional farming and ranching activities and additional value-added production, tourism and hospitality with a strong focus on outdoor recreation and tourism, and the retail and service industry sector. Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and several community and economic development

stakeholders and partners, including several private sector representatives, are currently exploring and will continue to pursue new business creation efforts focused on developing a new biofuels industry in Lincoln County. This new biofuels industry sector will focus on harvesting pinyon and juniper feedstock that has become invasive and continues to encroach on critical watersheds, ecosystems, and habitats. In addition to launching a new biofuels industry for the county, this targeted biofuel new business creation strategy will also seek to protect critical natural resources, amenities, and assets that are currently threatened due to invasive and encroaching species. In addition to the efforts of Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, University of Nevada Cooperative Extension faculty are also playing a major role in developing this new biofuels industry. In addition to general business assistance, University of Nevada Cooperative Extension faculty based in Lincoln County continue to work with private sector representatives in this new biofuels industry to provide technical and even scientific research support that can be used to assess the general feasibility of harvesting existing pinyon and juniper feedstock and engaging in additional value-added production.

4.2.b Existing Attraction Economic Development Initiatives

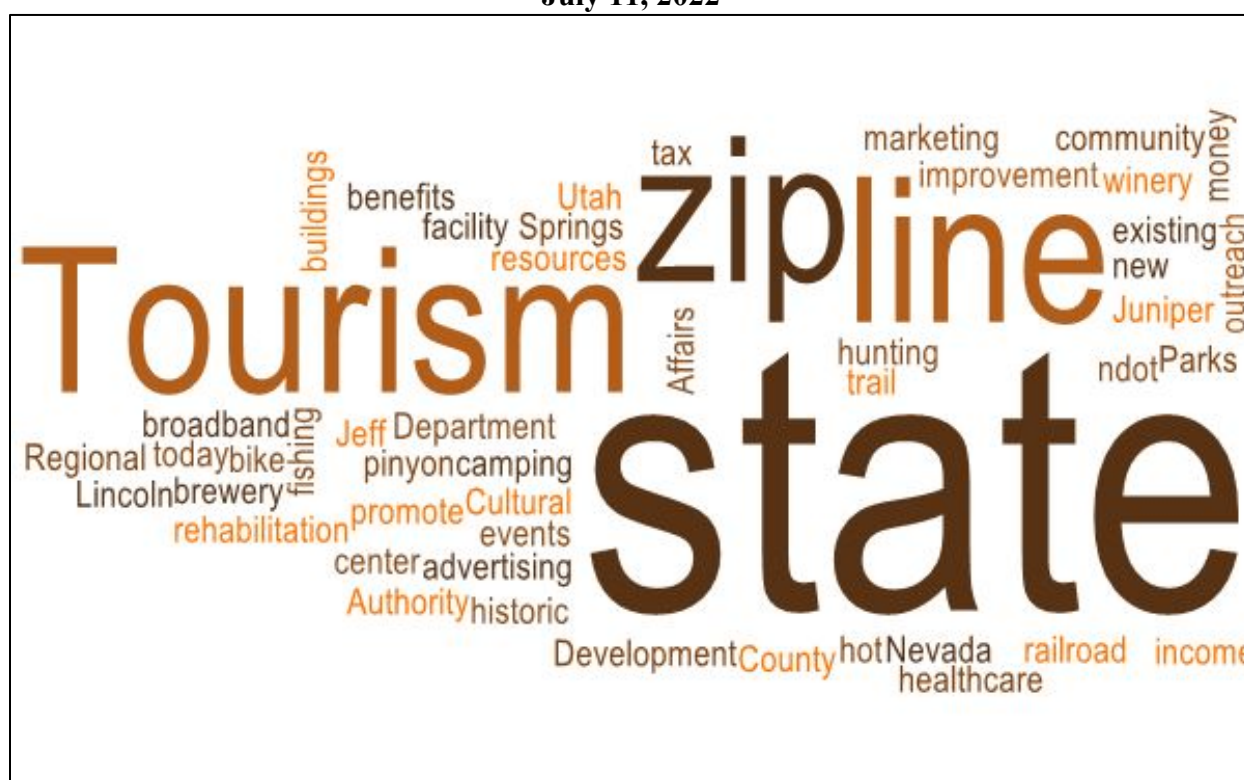
Figure 4.2 presents a word cloud summarizing the various existing new business attraction economic development initiatives that Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and various other public sector, private sector, and community-based non-profit stakeholders and partners are currently pursuing as identified by workshop participants.

While Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, and especially the Lincoln County Regional Development Authority, have primarily been responsible for developing and implementing new business attraction efforts throughout the county, organizations such as the City of Caliente and the Lincoln County Authority of Tourism have taken on a greater role in marketing the community and the county to perspective new businesses with existing operations located outside Lincoln County. The mission of the Lincoln County Authority of Tourism, for example, is to grow tourism in Lincoln County through marketing and advertising, to increase local infrastructure to bring in more tourism, and to coordinate county event activities with various local organizations. The efforts of the Lincoln County Authority of Tourism has also involved the efforts of the Nevada Department of Tourism and Cultural Affairs to reach markets that Lincoln County, the Lincoln County Regional Development Authority, the City of Caliente, or the Lincoln County of Authority of Tourism could not reach on their own. Combined with the county's existing set of natural and outdoor recreation and tourism resources, amenities, and assets, these efforts continue to enhance the overall attractiveness of Lincoln County to visitors, tourists, outdoor recreation enthusiasts, and to new prospective businesses alike.

In regard to the tourism and hospitality sector, and specifically regarding the county's existing outdoor recreation and tourism sector, various public sector, private sector, and community-based non-profit stakeholders and partners throughout Lincoln County continue to make progress on recruiting new businesses to fill key 'gaps' in the supply chain and value network of this

sector. These stakeholders and partners are currently pursuing new business attraction efforts that will lead to the opening of new firms to providing hunting, fishing, camping, and outdoor recreation materials, supplies, and equipment to individuals who visit Lincoln County and take advantage of the county's existing natural resource and outdoor recreation and tourism resources, amenities, and assets. These stakeholders and partners are also actively attempting to recruit additional gas, fueling, and service stations, additional hotels, motels, and lodging establishments, and additional restaurants and food service firms in order to broaden the retail and consumption options available to residents and visitors alike. Currently, there are ongoing efforts to recruit a new winery and a new brewery that will further expand these retail and service options and further close key 'gaps' in Lincoln County's outdoor recreation and tourism sector and the broader tourism and hospitality sector.

**Figure 4.2 – Existing New Business Attraction Economic Development Initiatives
Lincoln County Strategic Economic Development Planning Workshop
July 11, 2022**



Lincoln County and the City of Caliente continue to invest in critical infrastructure and related infill and rehabilitation projects needed to support these various new business attraction efforts. Continued improvement to existing broadband and telecommunication services, the rehabilitation and adaptive reuse of historic structures such as the Caliente Railroad Depot, the continued development of additional housing and healthcare services, and even the pursued development of a new community center and recreational facility are all part of Lincoln County's and the City of Caliente's efforts to grow the county's existing residential population and civilian workforce in order to support ongoing new business attraction efforts primarily pursued by the

stagnating population growth and a continued aging of the county's existing residential population, a lack of available commercial and industrial space, and even a degree of 'NIMBY-ism' (Not in My Backyard) opposition from local residents and even existing businesses have each contributed to encountered difficulties in successfully retaining existing businesses. In the past, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority have used microloans to support existing business operations but these efforts never materialized into significant retention.

While Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority have recently shifted their focus toward new business creation and attraction efforts, other organizations and other community and economic development stakeholders and partners have had more recent success in implementing less targeted but more broad existing business retention initiatives. For example, the Lincoln County Record, Lincoln County's official local newspaper, continues to successfully support local businesses across a variety of industry and occupation sectors by assisting with advertising and marketing efforts. The efforts of the Lincoln County Record help educate existing residents and even tourists who visit and recreate in Lincoln County about local businesses with existing operations throughout the county. This public education effort has generally improved overall business activity for individual firms already located in Lincoln County. Local Chambers of Commerce and even the Lincoln County Authority of Tourism have further supported the efforts of the Lincoln County Record and other community and economic development partners in educating the public, including both residents and tourists alike, about the businesses that already operate in the county and the various goods and services that they sell.

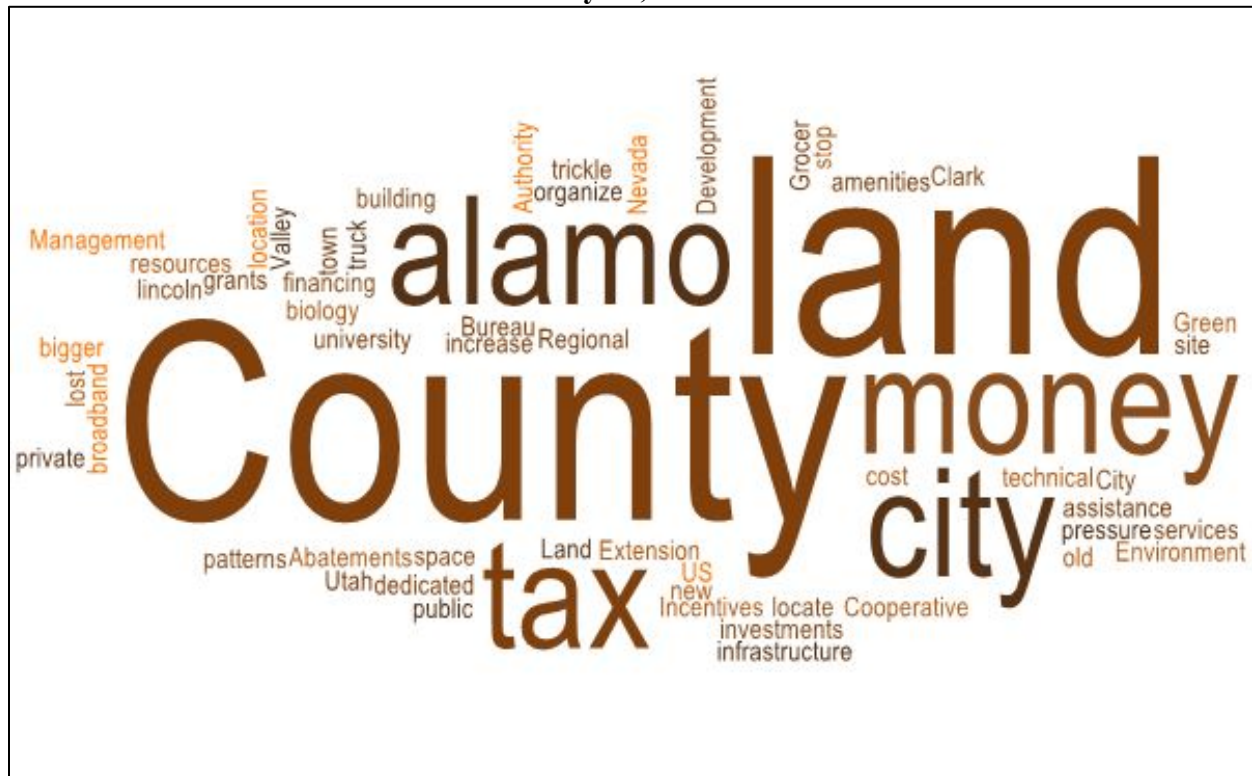
Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and their various community and economic development partners are also working to address broader community and economic development concerns that existing businesses have. By supporting additional residential development, the county and the Lincoln County Regional Development Authority are striving to sustainably increase the number of permanent residents and civilian workers that existing business depend upon for economic activity and consumption and to fill vacant positions. This effort to support a sustainable increase in the amount of residential development has involved work with state and federal government agencies to secure the land needed to support new housing construction, the development of additional public infrastructure, facilities, and services, and even additional educational and healthcare services that attract new residents and, to a degree, even new visitors and tourists. Addressing declining and stagnant population and civilian workforce levels through these and other efforts will remain a critical part of the county's and of the Lincoln County Regional Development Authority's efforts to successfully retain existing business as part of this new five-year Comprehensive Economic Development Strategy.

4.2.d Existing Expansion Economic Development Initiatives

Figure 4.4 presents a word cloud summarizing the various existing business expansion economic development initiatives that Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and various other public sector, private sector, and community-based

non-profit stakeholders and partners are currently pursuing as identified by workshop participants.

**Figure 4.4 – Existing Business Expansion Economic Development Initiatives
Lincoln County Strategic Economic Development Planning Workshop
July 11, 2022**



The efforts of Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and their various community and economic development stakeholders and partners to successfully assist individual existing businesses in their expansion efforts have largely been hampered for the same reasons that existing business retention efforts have been hampered. While the availability of a growing a local residential consumer base and an available civilian workforce to fill existing and future vacant positions remain critical barriers to successful existing business expansion efforts, the efforts to expand existing businesses is even more impacted by the lack of available existing vacant space and by the lack of available land to build new and modern commercial and industrial facilities. To address this and to expand the amount of available land to build new and modern commercial and industrial facilities, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will each continue to work with and federal agencies to implement elements of the existing Lincoln County Land Act of 2000 to, as stated in the Act, "...provide for the orderly disposal of certain public land in the county and to provide for the acquisition of environmentally sensitive land in the State of Nevada...". The Lincoln County Land Act of 2000, passed by Congress and signed into law in October 2000, identified approximately 13,500 acres of public land located within Lincoln County for sale and transfer. Since passage of the Lincoln County Land Act of 2000,

less than approximately 1,000 acres of the identified 13,500 have been successfully transferred from ownership by the United States federal government to Lincoln County, the City of Caliente, or other local or state government entities.

In-turn, Lincoln County plans to invest in the additional infrastructure, including additional water and sewer access, additional power distribution, and additional surface street infrastructure, needed to support new commercial and industry development. Lincoln County, the City of Caliente, the Lincoln County Authority of Tourism, and even local Chambers of Commerce are also working with the Nevada Main Street program to establish an official main street program for Lincoln County. This effort, if and when it is successful, will provide the financial and non-financial resources needed to successfully renovate and rehabilitate existing vacant and underutilized property and buildings in order to increase the amount of available space for existing businesses interested in expanding their operations.

University of Nevada Cooperative Extension faculty based in Lincoln County are also working directly with individual existing businesses to provide both the technical and financial assistance needed to support overall business expansion. These efforts have included direct one-on-one business counseling services, marketing services, and even financial location services that existing businesses need in order to grow their operation. University of Nevada Cooperative Extension faculty continue to work with Lincoln County, the City of Caliente, and with the Lincoln County Regional Development Authority to identify new markets outside the county that existing businesses could potentially sell their goods and services in, including markets in neighboring counties in Utah and Arizona and in other parts of Nevada including Clark County. As one of eight recognized regional development authorities in the state of Nevada, the Lincoln County Regional Development Authority is working directly with the Nevada Governor's Office of Economic Development to augment these various existing business expansion efforts.

In addition to various state government provided incentives and tax abatements that are potentially available to existing businesses in targeted industry sectors, the Nevada Governor's Office of Economic Development currently administers the Nevada Main Street program, the state's Procurement Assistance and Outreach program, the Emerging Small Business Program, various international trade programs, the Nevada Film Office's tax incentive package, and a variety of business development and assistance, workforce development, and other rural community and economic development programs. Moving forward, as part of this new five-year, 2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority, increased utilization of these various state assistance programs in Lincoln County will be part of a more aggressive existing business expansion strategy.

4.2.e New Business Creation and Attraction and Existing Business Retention and Expansion Efforts for the Next Five Years

As part of the new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority, workshop participants agreed that a more balanced approach, between new business creation and

attraction efforts and the efforts to successfully retain and expand existing businesses, is needed. In addition to a more balanced approach, workshop participants agreed that a better integrated approach to new business creation and attraction and existing business retention and expansion is needed to support a broader community and economic development strategy across a variety of existing and emerging industry and occupation sectors. Several workshop participants, for example, pointed out that new business creation and attraction efforts in targeted industry sectors could be directly supported by retaining and expanding existing businesses in order to close key ‘gaps’ in critical supportive supply chains and value networks. Increasing business-to-business transactions across directly and even indirectly related industry sectors supports new businesses while also supporting existing businesses. Closing key ‘gaps’ in supportive supply chains and value networks and increasing business-to-business transactions also ensures that additional income dollars earned by individual firms operating within Lincoln County stay in Lincoln County, further supporting additional personal and individual income growth and increased overall levels of economic activity.

New business creation and attraction strategies which target specific and emerging industry sectors and existing business retention and attraction efforts will also be benefited from increased coordination and collaboration between various community and economic development partners spanning both the public sector, private sector, and including various community-based and non-profit organizations. There are additional opportunities for the City of Caliente, local Chambers of Commerce, the Lincoln County Authority of Tourism, the Lincoln County School District, and even for University of Nevada Cooperative Extension to leverage each agency’s and organization’s existing efforts and resources through increased coordination and collaboration of activities and efforts. While agencies and organizations such as the City of Caliente and the Lincoln County School District will continue to provide critical public infrastructure and services that new and existing businesses already need and will need in the future, organizations such as the various local Chambers of Commerce, the Lincoln County Authority of Tourism, and University of Nevada Cooperative Extension in Lincoln County can work to identify emerging needs and concerns of existing businesses and can continue to market the potential of Lincoln County and the individual communities to new businesses and help existing businesses reach new markets. In many ways, each of these agencies and organizations are already engaged in a variety of new business creation and attraction and existing business retention and expansion efforts and a high degree of coordination and collaboration already exists. A primary purpose of this new five-year, 2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority is to provide a group of shared goals that can focus existing new business creation and attraction and existing business retention and expansion efforts across the entire county and across a variety of industry and occupation sectors.

5.0 Analysis: Existing Community and Economic Characteristics and Conditions for Lincoln County, Nevada

This section presents a comprehensive overview of the results from Stronger Economies Together Module 2, *Exploring Your Region's Demographics*, Stronger Economies Together Module 3, *Identifying the Region's Comparative Advantage*, and Stronger Economies Together Module 4, *Exploring Potential Regional Strategies*, used to develop this new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority. A comprehensive examination of specific socio-demographic, economic, and industry and occupation sector trends, as well as a comprehensive retail leakage assessment, is presented alongside a revised Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis, and an evaluation of current Lincoln County community and economic characteristics completed by participants of the two strategic economic development planning workshops held on March 22, 2022 and July 11, 2022 in Caliente, Nevada.

5.1 General Socio-Demographic, Economic, and Employment Characteristics in Lincoln County, Nevada

Eleven separate socio-demographic, economic, and industry and occupation sector data categories are included as part of the analysis presented in this sub-section. 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. This analysis also includes data for several neighboring counties in Utah (Beaver County, Iron County, and Washington County), in Arizona (Mohave County), and for Clark County in southern Nevada.

These comparisons are included given the level of economic activity flows between Lincoln County and neighboring counties in Utah, Arizona, and Nevada. Data for the period between 2013 and 2019 were used as data for 2020 through the United States Census Bureau were not always available for several of the eleven separate socio-demographic, economic, and industry and occupation sector data categories analyzed in this sub-section. In order to ensure a consistent level of comparison between jurisdictions for each socio-demographic, economic, and industry and occupation sector data category, a period in which data was available for all eleven categories was selected.

5.1.a Total Population

Table 5.1 presents the change in total population for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2013 and 2019. Lincoln County is highlighted.

Table 5.1 – Total Population Communities Within and Adjacent to the Lincoln County Regional Development Authority 2013 and 2019				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Lincoln County, Nevada	5,296	5,180	-116	-2.2%
Caliente	1,121	888	-233	-20.8%
Pioche	884	1,354	470	53.2%
Clark County, Nevada	1,976,925	2,182,004	205,079	10.4%
Beaver County, Utah	6,529	6,517	-12	-0.2%
Iron County, Utah	46,435	51,213	4,778	10.3%
Washington County, Utah	141,902	165,811	23,909	16.8%
Mohave County, Arizona	201,680	207,695	6,015	3.0%
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

Between 2013 and 2019, the total population for all of Lincoln County decreased from an estimated 5,296 total individuals in 2013 to an estimated 5,180 total individuals in 2019, a net decrease of 116 total individuals or by -2.2 percent. For the city of Caliente, the total population decreased from an estimated 1,121 total individuals in 2013 to an estimated 888 total individuals in 2019, a net decrease of 233 total individuals or by -20.8 percent while the total population for the town of Pioche increased from an estimated 884 total individuals in 2013 to an estimated 1,354 total individuals in 2019, a net increase of 470 total individuals or by 53.2 percent. Comparatively, the total population for all of Clark County increased from an estimated 1.98 million total individuals in 2013 to an estimated 2.18 million total individuals in 2019, a net increase of 205,079 total individuals or by 10.4 percent. For the entire state of Nevada, total

statewide population increased 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 13.16 million total individuals or by 4.2 percent.

For Mohave County, Arizona, total population increased from 201,680 total individuals in 2013 to an estimated 207,695 total individuals in 2019, a net increase of 6,015 total individuals or by 3.0 percent. In Beaver County, Utah, total population decreased from 6,529 total individuals in 2013 to 6,517 total individuals in 2019, a net decrease of 12 total individual or by -0.2 percent. Total population for Iron County, Utah increased from 46,435 total individuals in 2013 to 51,213 total individuals in 2019, a net increase of 4,778 total individuals or by 10.3 percent while the total population for Washington County, Utah increased from 141,902 total individuals in 2013 to 165,811 total individuals in 2019, a net increase of 23,909 total individuals or by 16.8 percent.

5.1.b Median Age

Table 5.2 presents the change in the median age for the total population living in Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2013 and 2019. Lincoln County is highlighted.

The estimated median age for the residential population for all of Lincoln County increased from an estimated 35.7 years of age in 2013 to an estimated 44.4 percent in 2019, a net increase of 8.7 years of age or by 24.4 percent. For the city of Caliente, the estimated median age increased from an estimated 32.8 years of age in 2013 to an estimated 44.6 years of age in 2019, a net increase of 11.8 years of age or by 36.0 years of age while the estimated median age for the town of Pioche increased from an estimated 39.7 years of age in 2013 to an estimated 45.1 years of age in 2019, a net increase of 5.4 years of age or by 13.6 percent. Comparatively, the estimated median age for all of Clark County increased from an estimated 35.8 years of age in 2013 to an estimated 37.3 years of age in 2019, a net increase of 1.5 years of age or by 4.2 percent. Statewide, the estimated median age for the entire state of Nevada increased 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 just 0.8 years of age or by 2.1 percent.

In neighboring Mohave County, Arizona, the county's estimated median age increased from an estimated 48.0 years of age in 2013 to an estimated 51.6 years of age in 2019, a net increase of 3.6 years of age or by 7.5 percent. In Beaver County, Utah, the estimated median age increased from an estimated 32.3 years of age in 2013 to an estimated 33.0 years of age in 2019, a net increase of 0.7 years of age or by 2.2 percent. In Iron County, Utah, the estimated median age increased from an estimated 27.1 years of age in 2013 to an estimated 29.1 years of age in 2019, a net increase of 2.0 years of age or by 7.4 percent and, in Washington County, Utah, the

estimated median age increased from an estimated 33.2 years of age in 2013 to an estimated 37.1 years of age in 2019, a net increase of 3.9 years of age or by 11.7 percent.

Table 5.2 – Median Age Communities Within and Adjacent to the Lincoln County Regional Development Authority 2013 and 2019				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Lincoln County, Nevada	35.7	44.4	8.7	24.4%
Caliente	32.8	44.6	11.8	36.0%
Pioche	39.7	45.1	5.4	13.6%
Clark County, Nevada	35.8	37.3	1.5	4.2%
Beaver County, Utah	32.3	33.0	0.7	2.2%
Iron County, Utah	27.1	29.1	2.0	7.4%
Washington County, Utah	33.2	37.1	3.9	11.7%
Mohave County, Arizona	48.0	51.6	3.6	7.5%
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

5.1.c Total Number of Households

Table 5.3 presents the change in the total number of households for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2013 and 2019. Lincoln County is highlighted.

Between 2013 and 2019, the total number of households for all of Lincoln County increased slightly from 1,969 total households in 2013 to 2,018 total households in 2019, a net increase of just 49 total households or by 2.5 percent. The total number of households for the city of Caliente decreased from 493 total households in 2013 to 388 total households in 2019, a net decrease of 105 total households or by -21.3 percent. The total number of households for the town of Pioche increased significantly between 2013 and 2019, increasing from 299 total households in 2013 to 441 total households in 2019, a net increase of 142 total households or by

47.5 percent. For all of Clark County, the total number of households increased from 710,058 total households in 2013 to 783,524 total households in 2019, a net increase of 73,466 total households or by 10.3 percent. Statewide, the total number of households for the entire state of Nevada increased from 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 4.5 percent.

Table 5.3 – Total Number of Households Communities Within and Adjacent to the Lincoln County Regional Development Authority 2013 and 2019				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Lincoln County, Nevada	1,969	2,018	49	2.5%
Caliente	493	388	-105	-21.3%
Pioche	299	441	142	47.5%
Clark County, Nevada	710,058	783,524	73,466	10.3%
Beaver County, Utah	2,112	2,282	170	8.0%
Iron County, Utah	15,435	17,015	1,580	10.2%
Washington County, Utah	46,826	57,144	10,318	22.0%
Mohave County, Arizona	80,230	86,889	6,659	8.3%
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

In neighboring Mohave County, Arizona, the total number of households increased from 80,230 total households in 2013 to 86,889 total households in 2019, a net increase of 6,659 total households or by 8.3 percent. In Beaver County, Utah, the total number of households increased from 2,112 total households in 2013 to 2,282 total households in 2019, a net increase of 170 total households or by 8.0 percent while the total number of households in Iron County, Utah increased from 15,435 total households in 2013 to 17,015 total households in 2019, a net increase of 1,580 total households in 2019, a net increase of 1,580 total households or by 10.2 percent. For Washington County, Utah, the total number of households increased from 46,826

total households in 2013 to 57,144 total households in 2019, a net increase of 10,318 total households or by 22.0 percent.

5.1.d Average Household Size

Table 5.4 presents the change in the average household size for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2013 and 2019. Lincoln County is highlighted.

Table 5.4 – Average Household Size Communities Within and Adjacent to the Lincoln County Regional Development Authority 2013 and 2019				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Lincoln County, Nevada	2.51	2.28	-0.23	-9.2%
Caliente	2.16	2.13	-0.03	-1.4%
Pioche	2.06	1.91	-0.15	-7.3%
Clark County, Nevada	2.75	2.76	0.01	0.4%
Beaver County, Utah	2.98	2.83	-0.15	-5.0%
Iron County, Utah	2.93	2.97	0.04	1.4%
Washington County, Utah	2.99	2.87	-0.12	-4.0%
Mohave County, Arizona	2.43	2.35	-0.08	-3.3%
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, the average household size for all households in Lincoln County decreased from an estimated 2.51 people per household in 2013 to an estimated 2.28 people per household in 2019, a net decrease of -0.23 people per household or by -9.2 percent. For the city of Caliente, the average household size decreased from an estimated 2.16 people per household in 2013 to an estimated 2.13 people per household in 2019, a net decrease of just 0.03 people per household or by a percentage decrease of -1.4 percent. For the town of Pioche, the average household size decreased from an estimated 2.06 people per household in 2013 to an estimated

1.91 people per household in 2019, a net decrease of 0.15 people per household or by a percentage decrease of -7.3 percent. In Clark County, the average household size increased slightly between 2013 and 2019, increasing from an estimated 2.75 people per household in 2013 to an estimated 2.76 people per household in 2019, a net increase of just 0.01 people per household or by 0.4 percent.

Statewide, the average household size for the entire state of Nevada decreased slightly 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 average household size for the entire United States also decreased slightly 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 -0.4 percent.

Between 2013 and 2019, the average household size for all of Mohave County, Arizona decreased from an estimated 2.43 people per household in 2013 to an estimated 2.35 people per household in 2019, a net decrease of 0.08 people per household or by -3.3 percent. In Beaver County, Utah, the average household size decreased from an estimated 2.98 people per household in 2013 to an estimated 2.83 people per household in 2019, a net decrease of 0.15 people per household or by -5.0 percent while the average household size for Iron County, Utah increased from an estimated 2.93 people per household in 2013 to an estimated 2.97 people per household in 2019, a net increase of 0.04 people per household or by 1.4 percent. For Washington County, Utah, the average household size decreased from an estimated 2.99 people per household in 2013 to an estimated 2.87 people per household in 2019, a net decrease of 0.12 people per household or by -4.0 percent.

5.1.e Median Household Income

Table 5.5 presents the change in median household income, which is a measure of just the employment wages earned by all members of an individual household, for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2013 and 2019. Lincoln County is highlighted.

For all of Lincoln County, median household income increased significantly between 2013 and 2019, increasing from \$40,143 in 2013 to \$58,462 in 2019, a net increase of \$18,319 or by 45.6 percent. While median household income for the city of Caliente was unavailable for 2019, median household income for the city of Caliente in 2013 was \$24,821 in 2013, significantly less than median household income for all of Lincoln County in 2013. Between 2013 and 2019, median household income for the town of Pioche increased significantly, increasing from \$39,922 in 2013 to \$52,679 in 2019, a net increase of \$12,757 or by 32.0 percent. Comparatively, median household income for all of Clark County increased from \$52,873 in 2013 to \$59,340 in 2019, a net increase of \$6,467 or by 12.2 percent. Statewide, median household income for the entire state of Nevada increased from \$52,800 in 2013 to \$60,365 in 2019, a net increase of \$7,565 or by a percentage increase of 14.3 percent. Nationwide, median

household income for the entire United States increased from \$53,046 in 2013 to \$62,843 in 2019, a net increase of \$9,797 or by a percentage increase of 18.5 percent.

For all of Mohave County, Arizona, median household income increased from \$39,200 in 2013 to \$45,587 in 2019, a net increase of \$6,387 or by a percentage increase of 16.3 percent. Between 2013 and 2019, median household income for Beaver County, Utah increased from \$46,660 in 2013 to \$55,221 in 2019, a net increase of \$8,561 or by a percentage increase of 18.3 percent and increased from \$42,369 in 2013 to \$51,807 in 2019, a net increase of \$9,438 or by a percentage increase of 22.3 percent, in Iron County, Utah. In Washington County, Utah, median household income increased from \$49,279 in 2013 to \$59,839 in 2019, a net increase of \$10,560 or by a percentage increase of 21.4 percent.

Table 5.5 – Median Household Income (2019 Inflation-Adjusted Dollars) Communities Within and Adjacent to the Lincoln County Regional Development Authority 2013 and 2019				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Lincoln County, Nevada	\$40,143	\$58,462	\$18,319	45.6%
Caliente	\$24,821	N/A	-	-
Pioche	\$39,922	\$52,679	\$12,757	32.0%
Clark County, Nevada	\$52,873	\$59,340	\$6,467	12.2%
Beaver County, Utah	\$46,660	\$55,221	\$8,561	18.3%
Iron County, Utah	\$42,369	\$51,807	\$9,438	22.3%
Washington County, Utah	\$49,279	\$59,839	\$10,560	21.4%
Mohave County, Arizona	\$39,200	\$45,587	\$6,387	16.3%
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

5.1.f Median Family Income

Table 5.6 presents the change in median family income, which includes both employment wages and non-employment wage income earned by all members of an individual family, for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver

County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2013 and 2019. Lincoln County is highlighted.

Between 2013 and 2019, median family income for all Lincoln County increased significantly from \$48,816 in 2013 to \$66,335 in 2019, a net increase of \$17,519 or by 35.9 percent. For the city of Caliente, median family income for just the city of Caliente increased dramatically, increasing from \$24,458 in 2013 to \$79,107 in 2019, a net increase of \$54,649 or by 223.4 percent. For the town of Pioche, median family income decreased, decreasing from \$63,333 in 2013 to \$61,875 in 2019, a net decrease of \$1,458 or by a percentage decrease of -2.3 percent. Comparatively, median family income for all of Clark County increased from \$60,666 in 2013 to \$70,144 in 2019, a net increase of \$9,448 or by 15.6 percent. Statewide, median family income for the entire state of Nevada increased from \$61,359 in 2013 to \$71,916 in 2019, a net increase of \$10,557 or by percentage increase of 17.2 percent. Nationwide, median family income for the entire United States increased from \$64,719 in 2013 to \$77,263 in 2019, a net increase of \$12,544 or by a percentage increase of 19.4 percent.

Table 5.6 – Median Family Income (2019 Inflation-Adjusted Dollars) Communities Within and Adjacent to the Lincoln County Regional Development Authority 2013 and 2019				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Lincoln County, Nevada	\$48,816	\$66,335	\$17,519	35.9%
Caliente	\$24,458	\$79,107	\$54,649	223.4%
Pioche	\$63,333	\$61,875	-\$1,458	-2.3%
Clark County, Nevada	\$60,666	\$70,114	\$9,448	15.6%
Beaver County, Utah	\$56,184	\$67,039	\$10,855	19.3%
Iron County, Utah	\$49,829	\$63,842	\$14,013	28.1%
Washington County, Utah	\$55,881	\$69,727	\$13,846	24.8%
Mohave County, Arizona	\$47,136	\$54,414	\$7,278	15.4%
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

For Mohave County, Arizona, median family income increased from \$47,136 in 2013 to \$54,414 in 2019, a net increase of \$7,278 or by a percentage increase of 15.4 percent. In Beaver County, Utah, median family income increased from \$56,184 in 2013 to \$67,039 in 2019, a net increase of \$10,855 or by a percentage increase of 19.3 percent, and increased from \$49,829 in 2013 to \$63,842 in 2019 in Iron County, Utah, a net increase of \$14,013 or by a percentage increase of 28.1 percent. For Washington County, Utah, median family income increased from \$55,881 in 2013 to \$69,727 in 2019, a net increase of \$13,846 or by a percentage increase of 24.8 percent.

5.1.g Per Capita (Mean) Income

Table 5.7 presents the change in per capita for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2013 and 2019. Lincoln County is highlighted.

Table 5.7 – Per Capita Income (2019 Inflation-Adjusted Dollars) Communities Within and Adjacent to the Lincoln County Regional Development Authority 2013 and 2019				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Lincoln County, Nevada	\$22,879	\$26,432	\$3,553	15.5%
Caliente	\$16,687	\$24,019	\$7,332	43.9%
Pioche	\$19,246	\$23,287	\$4,041	21.0%
Clark County, Nevada	\$26,217	\$30,704	\$4,487	17.1%
Beaver County, Utah	\$19,415	\$23,382	\$3,967	20.4%
Iron County, Utah	\$17,839	\$22,909	\$5,070	28.4%
Washington County, Utah	\$21,472	\$29,010	\$7,538	35.1%
Mohave County, Arizona	\$20,833	\$26,166	\$5,333	25.6%
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

Between 2013 and 2019, per capita income for all of Lincoln County increased from \$22,879 in 2013 to \$26,432 in 2019, a net increase of \$3,553 or by a percentage increase of 15.5 percent.

For the city of Caliente, per capita income increased significantly between 2013 and 2019, increasing from \$16,687 in 2013 to \$24,019 in 2019, a net increase of \$7,332 or by a percentage increase of 43.9 percent. For just the town of Pioche, per capita income increased from \$19,246 in 2013 to \$23,287 in 2019, a net increase of \$4,041 or by a percentage increase of 21.0 percent. For all of Clark County, per capita income increased from \$26,217 in 2013 to \$30,704 in 2019, a net increase of \$4,487 or by a percentage increase of 17.1 percent. Statewide, per capita income for the entire state of Nevada increased from \$26,589 in 2013 to \$31,557 in 2019, a net increase of \$4,968 or by a percentage increase of 18.7 percent. Nationwide, per capita income for the entire United States increased from \$28,155 in 2013 to \$34,103 in 2019, a net increase of \$5,948 or by a percentage increase of 21.1 percent.

In neighboring Mohave County, Arizona, per capita income increased from \$20,833 in 2013 to \$26,166 in 2019, a net increase of \$5,333 or by a percentage increase of 25.6 percent. In Beaver County, Utah, per capita income increased from \$19,415 in 2013 to \$23,382 in 2019, a net increase of \$3,967 or by a percentage increase of 20.4 percent, and increased from \$17,839 in 2013 to \$22,909 in 2019, a net increase of \$5,070 or by a percentage increase of 28.4 percent, for Iron County, Utah. For Washington County, Utah, per capita income increased from \$21,472 in 2013 to \$29,010 in 2019, a net increase of \$7,538 or by a percentage increase of 35.1 percent.

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

Table 5.8 presents the change in the percentage of total population living below the poverty line for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2013 and 2019. Lincoln County is highlighted. As reference, the estimated poverty line for an individual in 2019 in the United States was an estimated \$12,490 per individual.

For all of Lincoln County, the percentage of total population living below the poverty line declined significantly between 2013 and 2019, declining from 17.3 percent in 2013 to 5.5 percent in 2019, a net decrease of 11.8 percent or by a percentage decrease of -68.2 percent. For the city of Caliente, the percentage of total population living below the poverty line also declined significantly between 2013 and 2019, declining from 29.6 percent in 2013 to 17.9 percent in 2019, a net decrease of 11.7 percent or by a percentage decrease of -39.5 percent. For just the town of Pioche, the percentage of total population living below the poverty line declined dramatically, declining from 32.6 percent in 2013 to 0.0 percent in 2019, a net decline of 32.6 percent or by a percentage decrease of -100.0 percent. For Clark County, the percentage of total population living below the poverty line decreased from 15.1 percent in 2013 to 13.7 percent in 2019, a net decrease of 1.4 percent or by a percentage decrease of -9.3 percent. Statewide, the percentage of total population living below the poverty line for the entire state of Nevada decreased from 15.0 percent in 2013 to 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 15.4 percent in 2013 to 13.4 percent in 2019, a net decrease of 2.0 percent or by -13.0 percent.

For all of Mohave County, Arizona, the percentage of total population living below the poverty line decreased from 19.4 percent in 2013 to 16.4 percent in 2019, a net decrease of 3.0 percent or by a percentage decrease of -15.5 percent. For Beaver County, Utah, the percentage of total population living below the poverty line decreased from 14.1 percent in 2013 to 9.1 percent in 2019, a net decrease of 5.0 percent or by a percentage decrease of -35.5 percent. For Iron County, Utah, the percentage of total population living below the poverty line decreased from 20.9 percent in 2013 to 17.0 percent in 2019, a net decrease of 3.9 percent or by a percentage decrease of -18.7 percent, and decreased from 15.3 percent in 2013 to 11.8 percent, or by a net 3.5 percent or by a percentage decrease of -22.9 percent, for Washington County, Utah.

Table 5.8 – Percent of Total Population Living Below the Poverty Line Communities Within and Adjacent to the Lincoln County Regional Development Authority 2013 and 2019				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Lincoln County, Nevada	17.3%	5.5%	-11.8%	-68.2%
Caliente	29.6%	17.9%	-11.7%	-39.5%
Pioche	32.6%	0.0%	-32.6%	-100.0%
Clark County, Nevada	15.1%	13.7%	-1.4%	-9.3%
Beaver County, Utah	14.1%	9.1%	-5.0%	-35.5%
Iron County, Utah	20.9%	17.0%	-3.9%	-18.7%
Washington County, Utah	15.3%	11.8%	-3.5%	-22.9%
Mohave County, Arizona	19.4%	16.4%	-3.0%	-15.5%
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

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

Table 5.9 presents the change in the size of the civilian workforce for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2013 and 2019. Lincoln County is highlighted.

Between 2013 and 2019, the civilian workforce for all of Lincoln County decreased from 2,042 total individuals in 2013 to 1,951 total individuals in 2019, a net decrease of 91 total individuals or by -4.5 percent. For the city of Caliente, the civilian workforce increased from 374 total individuals in 2013 to 414 total individuals in 2019, a net increase of 40 total individuals or by 10.7 percent. For just the town of Pioche, the civilian workforce increased significantly between 2013 and 2019, increasing from 260 total individuals in 2013 to 359 total individuals in 2019, a net increase of 99 total individuals or by 38.1 percent. For all of Clark County, the civilian workforce increased from an estimated 1.02 million total individuals in 2013 to 1.10 million total individuals in 2019, a net increase of 77,641 total individuals or by 7.6 percent. Statewide, 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. 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 approximately 6.44 million total individuals or by 4.1 percent.

Table 5.9 – Civilian Workforce (Individuals 16 Years or Older) Communities Within and Adjacent to the Lincoln County Regional Development Authority 2013 and 2019				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Lincoln County, Nevada	2,042	1,951	-91	-4.5%
Caliente	374	414	40	10.7%
Pioche	260	359	99	38.1%
Clark County, Nevada	1,024,824	1,102,465	77,641	7.6%
Beaver County, Utah	2,992	2,812	-180	-6.0%
Iron County, Utah	21,691	23,679	1,988	9.2%
Washington County, Utah	59,834	71,421	11,587	19.4%
Mohave County, Arizona	79,774	79,309	-465	-0.6%
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

For Mohave County, Arizona, the civilian workforce decreased slightly between 2013 and 2019, declining from 79,774 total individuals in 2013 to 79,309 total individuals in 2019, a net decrease of 465 total individuals or by a percentage decrease of -0.6 percent. For Beaver County, Utah, the civilian workforce decreased from 2,992 total individuals in 2013 to 2,812 total individuals in 2019, a net decrease of 180 total individuals or by -6.0 percent while the civilian workforce for all of Iron County, Utah increased from 21,691 total individuals in 2013 to 23,679 total individuals in 2019, a net increase of 1,988 total individuals or by 9.2 percent. Between 2013 and 2019, the civilian workforce for Washington County, Utah increased from 59,834 total individuals in 2013 to 71,421 total individuals in 2019, a net increase of 11,587 total individuals or by 19.4 percent.

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

Table 2.10 presents the change in the civilian unemployment rate for Lincoln County and for the individual communities of Caliente and Pioche, for Clark County, for Beaver County, Iron County, and Washington County in Utah, for Mohave County in Arizona, and for the entire state of Nevada and for the entire United States for 2013 and 2019. Lincoln County is highlighted.

Table 5.10 – Civilian Unemployment Rate (Individuals 16 Years or Older) Communities Within and Adjacent to the Lincoln County Regional Development Authority 2013 and 2019				
Community	2013	2019	2013-2019 Actual Change	2013-2019 Percent Change
Lincoln County, Nevada	12.2%	7.6%	-4.6%	-37.7%
Caliente	15.5%	14.5%	-1.0%	-6.5%
Pioche	3.1%	7.5%	4.4%	141.9%
Clark County, Nevada	12.7%	6.4%	-6.3%	-49.6%
Beaver County, Utah	10.6%	3.5%	-7.1%	-67.0%
Iron County, Utah	13.7%	4.4%	-9.3%	-67.9%
Washington County, Utah	10.2%	3.5%	-6.7%	-65.7%
Mohave County, Arizona	14.5%	8.0%	-6.5%	-44.8%
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 all of Lincoln County, the civilian unemployment rate declined significantly between 2013 and 2019, declining from 12.2 percent in 2013 to 7.6 percent in 2019, a net decrease of 4.6 percent or by a percentage decrease of -37.7 percent. For the city of Caliente, the civilian unemployment rate declined from 15.5 percent in 2013 to 14.5 percent in 2019, a net decrease of 1.0 percent or by a percentage decrease of -6.5 percent, but increased significantly for just the town of Pioche between 2013 and 2019, increasing from 3.1 percent in 2013 to 7.5 percent in 2019, a net increase of 4.4 percent or by a percentage increase of 141.9 percent. Comparatively, the civilian unemployment rate for Clark County decreased significantly between 2013 and 2019, decreasing from 12.7 percent in 2013 to 6.4 percent in 2019, a net decrease of 6.3 percent or by a percentage decrease of -49.6 percent. Statewide, the civilian unemployment rate for the entire state of Nevada decreased significantly between 2013 and 2019, decreasing from 12.5 percent in 2013 to 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 also decreased significantly between 2013 and 2019, decreasing from 9.7 percent in 2013 to 5.3 percent in 2019, a net decrease of 4.4 percent or by a percentage decrease of -45.4 percent.

In neighboring Mohave County, Arizona, the civilian unemployment rate decreased significantly from 14.5 percent in 2013 to 8.0 percent in 2019, a net decrease of 6.5 percent or by a percentage decrease of -44.8 percent. For Beaver County, Utah, the civilian unemployment rate also decreased significantly between 2013 and 2019, decreasing from 10.6 percent in 2013 to 3.5 percent in 2019, a net decrease of 7.1 percent or by a percentage decrease of -67.0 percent, and decreased from 13.7 percent in 2013 to 4.4 percent in 2019 in Iron County, Utah, a significant net decrease of 9.3 percent or by a percentage decrease of -67.9 percent. For Washington County, Utah, the civilian unemployment rate decreased from 10.2 percent in 2013 to 3.5 percent in 2019, a net decrease of 6.7 percent or by a percentage decrease of -65.7 percent.

5.1.k Total Employment by Major Industry Sector

Table 5.11 presents the total number of individuals employed by major industry sector for Lincoln County, for the city of Caliente, for the town of Pioche, and for the entire state of Nevada and for the entire United States in 2019. The five largest major industry sectors, in terms of the total number of individuals employed by each individual industry sector, are highlighted for each geographic area.

In Lincoln County, the largest industry sector in 2019 was the Educational Services, and Healthcare and Social Assistance Sector, employing 378 total individuals, and the second largest industry sector was the Public Administration Sector, employing 269 total individuals. Retail Trade was the third largest industry sector in 2019 in Lincoln County, employing 225 total individuals, Agriculture, Forestry, Fishing and Hunting, and Mining was the fourth largest industry sector, employing 224 total individuals, and Arts, Entertainment, Recreation, Accommodation and Food Services was the fifth largest industry sector, employing 153 total individuals.

Table 5.11 – Civilian Employment (Population 16 Years and Over) Communities Within and Adjacent to the Lincoln County Regional Development Authority, Part 1 2019						
Industry Sector	Caliente	Pioche	Lincoln County, Nevada	Clark County, Nevada	State of Nevada	United States
Agriculture, Forestry, Fishing and Hunting, and Mining	10	33	224	3,005	21,066	2,743,687
Construction	3	13	137	69,244	97,988	10,207,602
Manufacturing	0	0	0	36,872	64,737	15,651,460
Wholesale Trade	13	0	42	18,249	28,879	4,016,566
Retail Trade	41	62	225	120,324	163,565	17,267,009
Transportation and Warehousing, and Utilities	13	0	91	61,802	83,731	8,305,602
Information	0	13	13	16,031	21,414	3,114,222
Finance and Insurance, and Real Estate and Rental and Leasing	18	32	105	60,657	78,121	10,151,206
Professional, Scientific, Management, Administrative Waste Management Services	26	0	124	119,501	156,878	17,924,655
Educational Services, and Health Care and Social Assistance	123	91	378	158,615	225,489	35,840,954
Arts, Entertainment, Recreation, Accommodation and Food Services	61	23	153	283,372	340,877	14,962,299
Other Services, Except Public Administration	0	42	42	48,226	65,091	7,522,777
Public Administration	46	23	269	35,876	58,732	7,134,146
Total	354	332	1,803	1,031,774	1,406,568	154,842,185

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

For just the city of Caliente, Educational Services, and Healthcare and Social Assistance was the largest sector in 2019, employing 123 total individuals, and Arts, Entertainment, Recreation, Accommodation and Food Services was the second largest industry sector, employing 61 total individuals. Public Administration was the third largest industry sector in the city of Caliente in 2019, employing 46 total individuals, Retail Trade was the fourth largest industry sector, employing 41 total individuals, and Professional, Scientific, Management, Administrative Waste Management Services was the fifth largest industry sector, employing 26 total individuals. For just the town of Pioche, Educational Services, and Healthcare and Social Assistance was the largest sector in 2019, employing 91 total individuals, and Retail Trade was the second largest industry sector, employing 62 total individuals. Other Services, Except Public Administration was the third largest industry sector in the town of Pioche in 2019, employing 42 total individuals, Agriculture, Forestry, Fishing and Hunting, and Mining was the fourth largest industry sector, employing 33 total individuals, and Finance and Insurance, and Real Estate and Rental Leasing was the fifth largest industry sector, employing 32 total individuals.

Perhaps not surprising given the high concentration of hotel and casino resorts located in the City of Las Vegas, Nevada and throughout Clark County, Arts, Entertainment, Recreation, Accommodation and Food Services was the largest sector in 2019 for Clark County, employing 283,372 total individuals, and Educational Services, and Health Care and Social Assistance was the second largest industry sector, employing 158,615 total individuals. Retail Trade was the third largest industry sector, employing 120,324 total individuals, Professional, Scientific, Management, Administrative Waste Management Services was the fourth largest industry sector, employing 119,501 total individuals, and Construction was the fifth largest industry sector, employing 69,244 total individuals.

Arts, Entertainment, Recreation, Accommodation and Food Services was the largest industry sector for the entire state of Nevada in 2019, employing 340,877 total individuals, and Educational Services, and Health Care and Social Assistance was the second largest industry sector, employing 225,489 total individuals. Retail Trade was the third largest industry sector, employing 163,565 total individuals, Professional, Scientific, Management, Administrative Waste Management Services was the fourth largest industry sector, employing 156,878 total individuals, and Construction was the fifth largest industry sector, employing 97,988 total individuals.

Nationwide, Educational Services, and Health Care and Social Assistance was the single largest sector in 2019 for the entire United States, employing an estimated 35.84 million total individuals, and Professional, Scientific, Management, Administrative Waste Management Services was the second largest industry sector, employing an estimated 17.92 million total individuals. Retail Trade was the third largest industry sector for the entire United States in 2019, employing an estimated 17.27 million total individuals, Manufacturing was the fourth largest industry sector, employing an estimated 15.65 million total individuals, and Arts, Entertainment, Recreation, Accommodation and Food Services was the fifth largest industry sector, employing an estimated 14.96 million total individuals.

Table 5.12 – Civilian Employment (Population 16 Years and Over) Communities Within and Adjacent to the Lincoln County Regional Development Authority, Part 2 2019				
Industry Sector	Beaver County, Utah	Iron County, Utah	Washington County, Utah	Mohave County, Arizona
Agriculture, Forestry, Fishing and Hunting, and Mining	706	570	720	638
Construction	150	2,026	6,581	5,067
Manufacturing	284	1,711	4,588	4,373
Wholesale Trade	18	493	1,535	1,247
Retail Trade	262	2,382	9,879	10,528
Transportation and Warehousing, and Utilities	268	1,120	3,297	4,266
Information	8	250	1,035	1,171
Finance and Insurance, and Real Estate and Rental and Leasing	60	949	3,829	3,898
Professional, Scientific, Management, Administrative Waste Management Services	145	2,045	7,427	5,202
Educational Services, and Health Care and Social Assistance	358	5,819	16,547	15,046
Arts, Entertainment, Recreation, Accommodation and Food Services	257	3,092	8,253	13,846
Other Services, Except Public Administration	37	875	2,813	3,833
Public Administration	161	1,303	2,411	3,817
Total	2,714	22,635	68,915	72,932

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

Table 5.12 presents the total number of individuals employed by major industry sector for Beaver County, Utah, Iron County, Utah, Washington County, Utah, and for Mohave County, Arizona in 2019. The five 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 all of Beaver County, Utah, Agriculture, Forestry, Fishing and Hunting, and Mining was the single largest sector in 2019, employing 706 total individuals, and Educational Services, and Health Care and Social Assistance was the second largest industry sector, employing 358 total individuals. Manufacturing was the third largest industry sector in 2019 for Beaver County, employing 284 total individuals, Transportation and Warehousing, and Utilities was the fourth largest industry sector, employing 268 total individuals, and Retail Trade was the fifth largest industry sector, employing 262 total individuals. For just Iron County, Utah, Educational Services, and Health Care and Social Assistance was the single largest sector in 2019, employing 5,819 total individuals, and Arts, Entertainment, Recreation, and Accommodation and Food Services was the second largest industry sector, employing 3,092 total individuals. Retail Trade was the third largest industry sector in Iron County, Utah in 2019, employing 2,382 total individuals, Professional, Scientific, Management, Administrative and Waste Management Services was the fourth largest industry sector, employing 2,045 total individuals, and Construction was the fifth largest industry sector, employing 2,026 total individuals.

For Washington County, Utah, Educational Services, and Health Care and Social Assistance was the single largest sector in 2019, employing 16,547 total individuals, and Retail Trade was the second largest industry sector, employing 9,879 total individuals. Arts, Entertainment, Recreation, Accommodation and Food Services was the third largest industry sector, employing 8,253 total individuals, Professional, Scientific, Management, Administrative Waste Management Services was the fourth largest industry sector, employing 7,427 total individuals, and Construction was the fifth largest industry sector, employing 6,581 total individuals.

For all of Mohave County, Arizona, Educational Services, and Health Care and Social Assistance was the single largest sector in 2019, employing 15,046 total individuals, and Arts, Entertainment, Recreation, and Accommodation and Food Services was the second largest industry sector, employing 13,846 total individuals. Retail Trade was the third largest industry sector, employing 10,528 total individuals, Professional, Scientific, Management, Administrative Waste Management Services was the fourth largest industry sector, employing 5,202 total individuals, and Construction was the fifth largest industry sector, employing 5,067 total individuals.

5.2 Results of a Comprehensive Retail Leakage and Trade Area Assessment for Lincoln County, Nevada

As part of the development of a new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development

Authority, the University Center for Economic Development conducted and completed a comprehensive retail and trade area assessment for Lincoln County. During the second strategic economic development planning workshop held on July 11, 2022, workshop participants noted that growing retail leakage throughout Lincoln County had become a major barrier to new business creation and attraction efforts and, especially, to retaining and expanding existing businesses. When a community is exploring various economic development options, one area of interest is the condition and overall vitality of local retail and service markets. To address the basic questions regarding a community's local retail and service markets, communities need to have basic insights into the relative strengths and weaknesses of local retail and service markets. One approach to identifying these local strengths and weaknesses is to examine patterns in current sales activities using the tools of Trade Area Analysis. The power of Trade Area Analysis (TAA) is the simplicity of the tools and the ease of interpretation. Community economic development practitioners have found that this simplicity has led to community leaders, businesses, and concerned citizens to adopt the tools and insights gained from TAA. The tools of Trade Area Analysis have proven to be a powerful foundation upon which to build a conversation about community economic development options. Indeed, some businesses have found these tools to be useful in developing business feasibility plans and have been accepted by several bank loan officers.

The comprehensive results of this retail leakage and trade area assessment for Lincoln County are included in a separate University Center for Economic Development technical report, Technical Report 2022/23-05, *A Trade Area Analysis for Lincoln County Retail and Service Markets for 2020*. Participants of the second strategic economic development planning workshop held on July 11, 2022 identified continued and growing retail and service sector 'leakage' as a growing special need in Lincoln County. As a significant portion of total retail and service sector expenditure dollars continue to leave Lincoln County, existing retailers and service providers may begin to experience declines in overall sales and may ultimately be forced to eliminate jobs as a cost-saving measure. Long-term, continued retail and service sector expenditure dollars leaving Lincoln County may result in the canceling of planned existing business expansions, possible closure and loss of an existing business or businesses, or possible relocation of an existing retail or service sector business to a community located outside Lincoln County. Addressing ongoing retail and service sector expenditure leakage in Lincoln County will be a priority area of focus for both Lincoln County and for the Lincoln County Regional Development Authority through the new business creation and attraction and existing business retention and expansion strategies incorporated into this new five-year Comprehensive Economic Development Strategy.

Table 5.13 presents the comprehensive results of the trade area analysis completed for Lincoln County including the estimated total economic 'leakage' by retail sector, by service sector, and for all sectors combined.

Total expenditure and economic leakage for the 12 retail sectors included as part of this retail leakage and trade area assessment for Lincoln County in 2020 was an estimated -\$17.03 million. Of these 12 retail sectors, nine retail sectors had a reported net total expenditure and economic leakage in 2020 with Clothing and Clothing Accessories Stores having the single largest total

expenditure and economic leakage in Lincoln County in 2020 (an estimated -\$3.67 million in total leakage), Building Material and Garden Equipment Supplies having the second largest total expenditure and economic leakage (an estimated -\$3.35 million), Motor Vehicle and Parts have the third largest total leakage (an estimated -\$3.24 million), and General Merchandising Stores have the fourth largest total leakage (an estimated -\$3.05 million). Only three retail sectors recorded a net total expenditure and economic import for Lincoln County in 2020, including Nonstore Retailers (an estimated \$1.08 million surplus), Food and Beverage Stores (an estimated \$319,415 surplus), and Gasoline Stations (an estimated \$75,838 surplus).

Table 5.13 – Trade Area Analysis Results for Lincoln County, Nevada 2020					
Categories	Actual Sales	Potential Sales	Trade Area Capture	Pull Factor	Surplus or Leakage
RETAIL					
Motor Vehicle and Parts	\$5,943,781	\$9,179,466	3,340	0.65	-\$3,235,685
Furniture and Home Furnishings	\$513,281	\$1,455,408	1,819	0.35	-\$942,127
Electronic and Appliance Stores	\$262,707	\$1,673,421	810	0.16	-\$1,410,714
Building Material and Garden Equipment and Supplies	\$844,329	\$4,192,753	1,039	0.20	-\$3,348,424
Food and Beverage Services	\$3,049,756	\$2,730,341	5,763	1.12	\$319,415
Health and Personal Care Stores	\$330,474	\$1,399,772	1,218	0.24	-\$1,069,298
Gasoline Stations	\$859,015	\$783,177	5,659	1.10	\$75,838
Clothing and Clothing Accessories Store	\$428,707	\$4,096,671	540	0.10	-\$3,667,964
Sporting Goods, Hobby, Book, and Music Stores	\$179,302	\$1,061,434	871	0.17	-\$882,132
General Merchandising Stores	\$3,741,185	\$6,786,262	2,844	0.55	-\$3,045,077
Miscellaneous Store Retailers	\$1,393,485	\$2,299,136	3,127	0.61	-\$905,651
Nonstore Retailers	\$5,605,108	\$4,523,796	6,392	1.24	\$1,081,312
SERVICES					
Specialty Trade Contractors	\$351,640	\$1,505,583	1,205	0.23	-\$1,153,943
Telecommunications	\$501,484	\$811,784	3,187	0.62	-\$310,300
Rental and Leasing Services	\$950,389	\$2,708,564	1,810	0.35	-\$1,758,175
Administration and Support Services	\$493,126	\$942,681	2,699	0.52	-\$449,555
Amusement, Gambling, and Recreation Industries	\$217	\$381,645	3	0.00	-\$381,428
Accommodations	\$238,374	\$937,199	1,312	0.25	-\$698,825
Food and Drinking Places	\$2,071,155	\$13,779,837	775	0.15	-\$11,708,682
Repair and Maintenance	\$96,634	\$809,823	616	0.12	-\$713,189
Personal and Laundry Services	\$70,183	\$168,083	2,154	0.42	-\$97,900
TOTAL TAXABLE RETAIL and SERVICE SECTOR SALES	\$27,294,332	\$62,226,837	2,315	0.45	-\$34,302,505

Source: University Center for Economic Development Technical Report 2022/23-05, A Trade Area Analysis for Lincoln County Retail and Service Markets for 2020

Total expenditure and economic leakage for the nine service sectors included as part of this retail leakage and trade area assessment for Lincoln County in 2020 was an estimated -\$17.27 million. Of these nine service sectors, all nine sectors had a reported net total expenditure and economic leakage in 2020 with Food and Drinking Places have the single largest total expenditure and economic leakage in Lincoln County in 2020 (an estimated -\$11.71 million in total leakage). Rental and Leasing Services had the second largest total expenditure and economic leakage in Lincoln County in 2020 (an estimated -\$1.76 million), Specialty Trade Contractors had the third largest total expenditure and economic leakage (an estimated -\$1.15 million), and Repair and Maintenance had the fourth largest total expenditure and economic leakage (an estimated total expenditure and economic leakage of -\$713,189).

Based on the retail leakage and trade area assessment completed for Lincoln County in 2020, total taxable retail and service sector expenditure and economic leakage for the 12 retail sectors and nine service sectors combined was an estimated -\$34.30 million. This estimate was based on an estimated total actual sales for all 12 retail sectors and nine service sectors combined of approximately \$27.29 million in 2020 and an estimated total potential sales for all 12 retail sectors and nine service sectors combined of approximately \$62.23 million in 2020. While it is unlikely that Lincoln County or the Lincoln County Regional Development Authority will be able to fully capture the combined total expenditure and economic leakage of nearly -\$34.30 million over the next five-years, new business creation and attraction strategies and existing business retention and expansion efforts developed and implemented as part of this new five-year Comprehensive Economic Development Strategy could potentially reduce the total annual expenditure and economic leakage and result in new employment creation opportunities and increased income opportunities across several of the existing retail and service sectors.

5.3 Identifying Targeted Conditions in the Socio-Demographic, Economic, and Employment Characteristics

Based upon the results of the socio-demographic, economic, and industry and occupation sector data analysis and based upon the results of the completed retail leakage and trade area assessment performed for Lincoln County, participants of the March 22, 2022 and July 11, 2022 strategic economic development planning workshops and stakeholders in subsequent follow-up meetings and planning sessions were asked to identify specific conditions that either inhibit new business creation and attraction efforts or existing business retention and expansion strategies or should be targeted as part of the implementation of this new five-year Comprehensive Economic Development Strategy.

As part of this effort, workshop participants and stakeholders were also asked to identify the specific *direction* of change that the data describes for each individual condition, the *intensity* of that change, how the local community or countywide condition *compares* with other communities or larger geographic areas, and what *overall picture* the condition paints for the efforts of Lincoln County and the Lincoln County Regional Development Authority in implementing this new five-year Comprehensive Economic Development Strategy. Workshop participants and stakeholders identified seven specific socio-demographic, economic, and

industry and occupation sector conditions that will serve as additional special needs that this new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority will attempt to address as the County, the City, and the Lincoln County Regional Development Authority move forward with implementation.

5.3.a Condition No. 1: Rising Median Age of the Existing Residential Population and Civilian Workforce

Between 2013 and 2019, the estimated median age for all of Lincoln County has increased from an estimated 35.7 years of age in 2013 to an estimated 44.4 years of age in 2019, a net increase of 8.7 or by 24.4 percent. The estimated median age for the City of Caliente increased from an estimated 32.8 years of age in 2013 to an estimated 44.6 years of age in 2019, a net increase of 11.8 years or by 36.0 percent, and the estimated median age for the town of Pioche increased from an estimated 39.7 years of age in 2013 to an estimated 45.1 years of age in 2019, a net increase of 5.4 years or by 13.6 percent. Compared to Clark County in southern Nevada, compared to the neighboring counties in both Utah and Arizona, and compared to both the state of Nevada and the United States, the existing residential population is significantly older and has aged at an increasing rate.

This accelerated rise in Lincoln County's estimated median age and in the median age of both the City of Caliente and the town of Pioche, according to workshop participants, is attributed to an older demographic moving into Lincoln County as retirees move into and retire in Lincoln County and to the growing trend of graduating high school students and young adults moving out of Lincoln County to pursue employment opportunities or post-secondary and even trade school educational opportunities in other communities outside the county. This has contributed to a shrinking civilian workforce in Lincoln County, making it increasingly difficult for existing businesses to fill existing vacant positions and increasingly difficult for new businesses to fill newly created positions.

5.3.b Condition No. 2: Declining or Stagnant Growth in the Number of Total Households

The total number of individual households for all of Lincoln County grew by just 2.5 percent between 2013 and 2019 compared to 10.3 percent in neighboring Clark County, to 8.0 percent, 10.2 percent, and 22.0 percent in neighboring Beaver, Iron, and Washington counties in Utah, and to 8.3 percent in neighboring Mohave County in Arizona. Statewide and for the entire state of Nevada, the total number of individual households grew by 10.0 percent between 2013 and 2019, and the total number of individual households for the entire United States grew by 4.5 percent between 2013 and 2019. For just the City of Caliente, the total number of households actually declined between 2013 and 2019, declining by an estimated 105 total households or by a percentage decrease of -21.3 percent but did increase, substantially, for just the town of Pioche, increasing by an estimated 142 total households or by a percentage increase of 47.5 percent.

The relative stagnant growth in the total number of households and the significant decline in the total number of households in the City of Caliente, according to workshop participants, is a

contributing factor to the continued aging of the county's total population and the continued aging of the county's available civilian workforce. New housing throughout the county but especially in the City of Caliente is an essential first step in sustainably growing the county's total civilian workforce by attracting a younger demographic and by retaining the county's existing youth and young adult populations.

5.3.c Condition No. 3: Declining Average Household Size

Workshop participants during the March 11, 2022 and July 19, 2022 strategic economic development planning workshops noted that the average household size for all of Lincoln County has declined significantly between 2013 and 2019, declining from an estimated 2.51 individuals per household in 2013 to an estimated 2.28 individuals per household in 2019, a net decrease of 0.23 individuals per household or by -9.2 percent. Similar yet not as significant declines in the average household size occurred in both the City of Caliente, a percentage decrease of -1.4 percent, and the town of Pioche, a percentage decrease of -7.3 percent over the same 2013 to 2019 period. For both all of Lincoln County and for the town of Pioche, these declines in the average household size were significantly greater than observed increases or decreases in Clark County, in neighboring counties in both Utah and Arizona, and for the entire state of Nevada and for the entire United States. Workshop participants concluded that the continued decline in average household size for all of Lincoln County, for the City of Caliente, and for the town of Pioche is continued evidence of a declining and aging local and countywide civilian workforce. Retaining the existing and sustainably attracting a younger demographic is desperately needed to support broader new business creation and attraction strategies and to support the retention and expansion of existing businesses throughout the county.

5.3.d Condition No. 4: Lack of Available Land to Support New Housing Development and New Business Creation and Attraction Efforts

According to the United States Bureau of Land Management, approximately 97.8 percent of all land located within Lincoln County is currently owned and administered by the United States federal government. In Nevada, Lincoln County has the highest percentage of total land that is owned and administered by various federal agencies and, unlike other counties in Nevada, this high percentage of land owned by the United States federal government is a significant barrier to new housing development efforts and to new business creation and attraction efforts. The high percentage of federally owned land in Lincoln County also inhibits the efforts of Lincoln County, of the City of Caliente, and the Lincoln County Regional Development Authority to successfully retain and support the expansion of existing businesses. New housing development and even new business creation and attraction efforts has been and continues to be hampered by the relatively high and high cost of development in Lincoln County. The lack of needed contractors, including builders, carpenters, plumbers, electricians, and other trades sector workers, and growing inflationary pressures which drive up the price of building materials and supplies and the cost of financing new development, are additional barriers to new housing development and broader new business creation and attraction efforts that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will, in addition to addressing the lack of available land needed to support new housing development and broader new business creation

and attraction efforts, address as part of this new five-year Comprehensive Economic Development Strategy.

Without additional land to support new sustainable housing development and without additional land to support the development of new commercial and industry space where new and existing businesses can develop build-to-suit facilities and storefronts, it will become increasingly difficult to retain and attract a younger demographic and to subsequently grow the existing civilian workforce. It will also become increasingly difficult to successfully create and attract new businesses to Lincoln County and to retain and expand existing businesses. As was part of the current and now expiring Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority for the five-year 2017 through 2021 period, workshop participants agreed that working with state and federal government partners to increase the amount of developable land in Lincoln County will remain a central part of the new five-year 2023 through 2028 Comprehensive Economic Development Strategy.

5.3.e Condition No. 5: High Dependency Upon and Frequency of Minimum Wage Retail and Service Sector Jobs

Continued dependency upon and a relatively high frequency of minimum wage retail and service sector jobs in Lincoln County have weakened certain elements of the county's existing economic base. This continued dependency upon and relatively high frequency of minimum wage retail and service sector jobs have resulted in median household income levels, median family income levels, and per capita income levels countywide that are measurably lower than comparative measures of income in neighboring jurisdictions. In 2019, median household income in Lincoln County was an estimated \$58,462 compared to \$59,340 in Clark County, to \$60,365 for the entire state of Nevada, and to \$62,843 for the entire United States. Median family income in Lincoln County in 2019 was an estimated \$66,335 compared to \$70,114 in Clark County, to \$71,916 for the entire state of Nevada, and to \$77,263 for the entire United States. Per capita income in Lincoln County in 2019 was an estimated \$26,432 compared to \$30,704 in Clark County, to \$31,557 for the entire state of Nevada, and to \$34,103 for the entire United States.

The relative dependency and frequency of minimum wage retail and service sector jobs in Lincoln County has eroded individual household and consumer buying power within the county which has, in-turn contributed to limited new business creation and attraction and existing business retention and expansion success. This lack of new business creation and attraction and existing business retention and expansion success has further contributed to ongoing retail and service sector leakage in individual sectors and across the entire retail and service sector. Focusing new business creation and attraction strategies and efforts to retain and expand existing businesses, as part of this new five-year Comprehensive Economic Development Strategy for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, will focus on businesses that pay above minimum wages as a way of improving and increasing area levels of median household income, median family income, and per capita income.

5.3.f Condition No. 6: Continued Lack of Grocery Options have Contributed to the County's Existing Food Desert

A key contributing factor to the continued decline in Lincoln County's residential population, as identified by workshop participants, is the continued lack of fresh grocery options and a growing food desert throughout the county. The continued lack of fresh grocery options and the growing food desert that already existing throughout Lincoln County is also a primary barrier to the efforts of Lincoln County, of the City of Caliente, and of the Lincoln County Regional Development Authority to sustainably grow the county's existing population and subsequent civilian workforce. Between 2013 and 2019, the total residential population of Lincoln County declined from an estimated 5,296 total individuals in 2013 to an estimated 5,180 total individuals in 2019, a net decrease of 116 total individuals or by -2.2 percent, and the total residential population of the City of Caliente declined by an estimated 233 total individuals or by -20.8 percent. Workshop participants did note that the total residential population of the town of Pioche did increase between 2013 and 2019, increasing by a net 470 total individuals or by 53.2 percent. Despite this increase in the total residential population of the town of Pioche, it was not enough to reverse the overall decline in population that Lincoln County experienced between 2013 and 2019.

Central to the efforts of sustainably growing the county's existing population and, subsequently, the county's existing civilian workforce will be the successful ability of Lincoln County and other local partners to solve the existing food desert by creating or attracting new and retaining and expanding existing grocers and food providers. This effort will also be central to Lincoln County's, to the City of Caliente's, and to the Lincoln County Regional Development Authority's efforts to address the approximately \$34.30 in total retail and service sector expenditure and economic leakage estimated for Lincoln County in 2020. The existing food desert in Lincoln County and the desire to mitigate it also underscores the relative importance of the agricultural production sector as part of this new five-year Comprehensive Economic Development Strategy. Workshop participants emphasized the importance of expanding local food production and additional value-added agricultural production efforts throughout and within Lincoln County as part of this new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority.

5.3.g Condition No. 7: Continue to Support Tourism and Visitor Growth through Targeted Infrastructure Investment and Increased Business-to-Business Activity

As part of the current and expiring five-year, 2017 through 2021, Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority, and as part of a University of Nevada Cooperative Extension Nevada Economic Assessment Project completed for Lincoln County in 2019, outdoor tourism and recreation was identified as a primary driver of economic activity for Lincoln County and further development of the county's tourism and hospitality sector was identified as a primary opportunity to support new business creation and attraction efforts and to support the retention and expansion of existing businesses. Typically, the associated economic impacts of a specific

industry sector, such as outdoor tourism and recreation specifically or tourism and hospitality in general, can be measured by estimating total direct economic impacts, total indirect economic impacts, and total induced economic impacts. Direct economic impacts are generated as a result of a specific economic activity (for example, the number of dollars that a tourist, visitor, or outdoor recreationalist will spend on food at a local restaurant) and induced economic impacts are generated as a result of the wages paid and income earned by individuals working in a specific sector (for example, the wages paid to employees of the local restaurant where a tourist, visitor, or outdoor recreationalist spend money for food at). The indirect economic impacts are generated as a result of business-to-business transactions (for example, the local restaurant will need to buy supplies like napkins or food products from another business to use and prepare for the tourist, visitor, or outdoor recreationalist).

While workshop participants agreed that Lincoln County has significantly improved the area's economic base as a result of increased tourism and visitor growth and increased outdoor tourism and recreation activities, additional focus is needed on improving the overall induced or business-to-business economic impacts and opportunities this growth and these activities could potentially generate. This will require additional focus on targeted new business creation and attraction efforts and additional efforts to support the overall retention and expansion of existing businesses in certain industry and occupation sectors. Additional infrastructure to support increased tourism and visitor growth and even more outdoor tourism and recreation activities and opportunities will also be needed as part of the broader effort outlined in this new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority to close key 'gaps' in the outdoor tourism and recreation industry sector's supply chain and value network through increased business-to-business activity.

5.4 Exploring Community Culture and Identity and Community Positions Regarding Economic Development

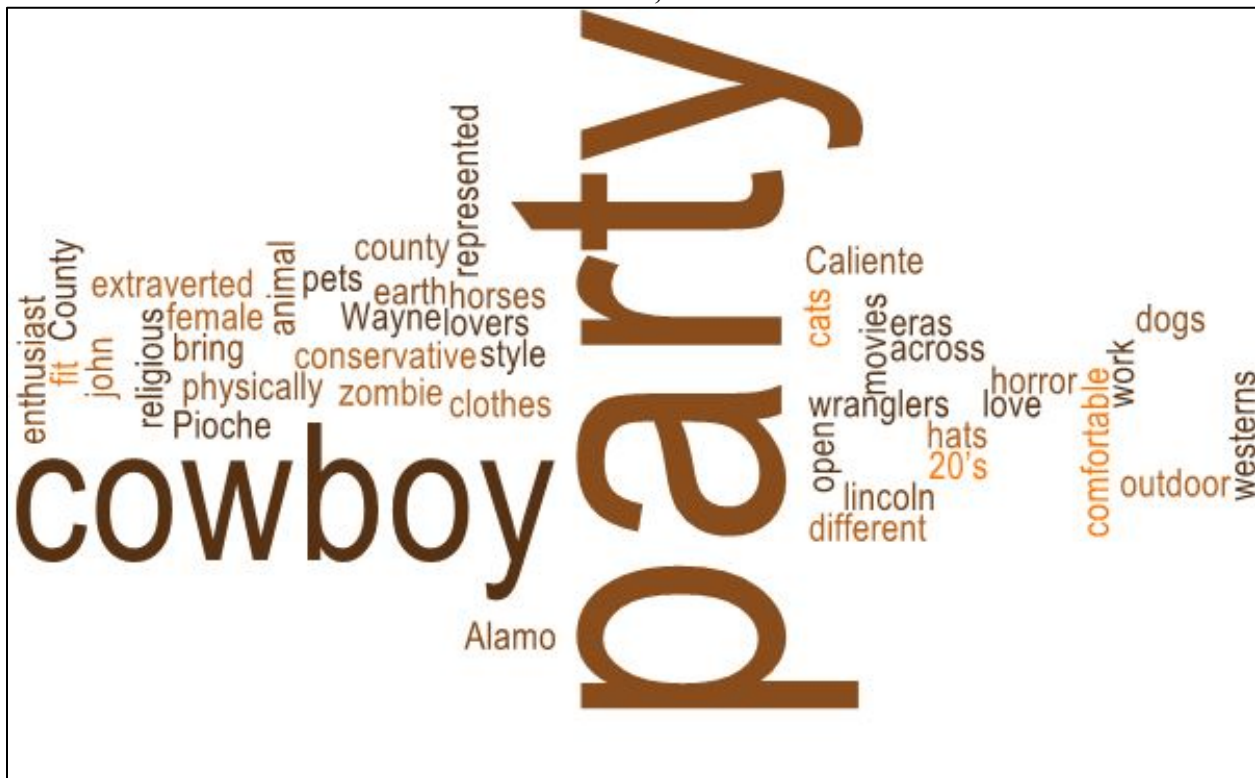
The purpose of exploring and identifying community culture and identity and different community positions regarding economic development provides a general set of guidelines for the types of economic development goals, projects, and strategies that are appropriate for a specific community. By pursuing the achievement of economic development goals and specific projects and strategies that are inconsistent with community culture and identity and disregard community positions regarding economic development ensures failure during implementation. As part of the effort to exploring and identify community culture and identity and different community positions regarding economic development for Lincoln County, workshop participants who participated in the two strategic economic development planning workshops were asked to complete three facilitated exercises. The first exercise asked workshop participants to describe Lincoln County as a person, as an automobile, and as a musical score. The second exercise asked workshop participants to list what they like and dislike about their community and about their region. The third and final exercise asked workshop participants to answer eight specific questions regarding different economic development approaches and positions.

5.4.a Identifying Specific Community Culture and Identity Characteristics

As part of the process of exploring and identifying community culture and identity characteristics specific to Lincoln County, workshop participants were asked to answer three specific questions: (1) If your community were a person, what would it be like and why?, (2) If your community were an automobile, what would it be like and why?, and (3) If we put a musical score to the daily activity of your community, what would it sound like and why?

Figure 5.1 presents a word cloud summarizing the responses of workshop participants who participated in the first strategic economic development planning workshop held on March 22, 2022 to the question “If your community were a person, what would it be like and why?”.

**Figure 5.1 – If your community were a person, what would it be like and why?
Lincoln County Strategic Economic Development Planning Workshop
March 22, 2022**



Workshop participants were generally mixed in determining the gender of Lincoln County if Lincoln County could be represented by a single theoretical individual, with some workshop participants stating that the county, as a community, would best be represented if it were classified as female while others agreed that certain male archetypes, such as John Wayne, would best represent the county as a community. Together, workshop participants agreed that the differing opinions regarding gender and appropriate archetypes would indicate a balanced community culture with individual communities, such as the City of Caliente, the town of

Pioche, and even the community of Alamo representing different ‘eras’ of time. Regardless of gender and possible archetype, workshop participants agreed that this theoretical individual would absolutely be conservative and have strong religious and moral beliefs. These conservative and strong religious and moral beliefs underscore the community’s general opinion that economic development policies and programs should focus on broad ways of benefiting the entire county and entire individual communities versus benefiting one or a handful of individual firms over others or at the expense of the county or of individual communities.

Workshop participants further agreed that this theoretical individual would be physically fit, would likely wear Wranglers and a cowboy hat, underscoring Lincoln County’s western rural tradition and heritage, would have extra pairs of work clothes, and would likely enjoy cowboy western and even zombie and horror movies. This theoretical individual would also likely be an outdoor enthusiast, a pet enthusiast, would be extraverted but ‘down to Earth’, and would be perfectly comfortable at a party or other social gathering. These constructed characteristics of a theoretical person representing Lincoln County are representative of the efforts that Lincoln County, the City of Caliente, and the people who live in Lincoln County have taken to protect the county’s valuable natural resources while using these natural resources to develop a robust and vibrant outdoor tourism and recreation economic base. Protecting these valuable natural resources and existing outdoor tourism and recreation assets must be part of the consideration that will be made for developing and implementing specific strategic economic development goals, priority projects, and specific strategies as part of the new five-year, 2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County and for the Lincoln County Regional Development Authority.

Figure 5.2 presents a word cloud summarizing the responses of workshop participants who participated in the first strategic economic development planning workshop held on March 22, 2022 to the question “If your community were an automobile, what would it be like and why?”.

As part of the effort to characterize Lincoln County as a theoretical automobile, workshop participants agreed that a fairly utilitarian but very well maintained pick-up truck or even a Sport Utility Vehicle (SUV) as a primary vehicle and a four-seat side-by-side All-Terrain Vehicle (ATV) as a secondary vehicle would both best represent the existing community culture and identity characteristics of Lincoln County. While the four-seat side-by-side ATV would be in excellent condition, the utilitarian pick-up truck or SUV, while well maintained and in good running condition, would likely have well over 100,000 total miles listed on the odometer. If a utilitarian pick-up truck, the vehicle would likely be around 20 years as old but, as an SUV, the vehicle would likely be less than ten years old. The utilitarian pick-up truck, as the primary vehicle, would also likely have hand crank as opposed to electronic windows, would have after-market air conditioning installed, would have at least a CB radio, and would absolutely be four-wheel drive. The much newer SUV, as the primary vehicle, would have electronic windows, air conditioning as standard, would have an integrated GPS and stereo system, and would also absolutely be four-wheel drive or have a four-wheel drive option.

The relatively large presence of rust on the primary pick-up truck, covering approximately 30 percent of the vehicle, is indicative of the amount of use that the pick-up truck receives on a

regular basis as well as the underlying need to address certain conditions that, while reliable today, may become a problem in the future. This condition, according to several workshop participants, is representative of some of the major public infrastructure assets and resources that Lincoln County and even the City of Caliente must address as part of the new five-year Comprehensive Economic Development Strategy in order to support long-term sustainable community and economic growth. Workshop participants did note that Lincoln County and the City of Caliente, as well as other public sector partners, have invested significant resources in improving several critical public infrastructure assets and resources throughout the county over the past five years. This ongoing public infrastructure asset and resource investment, which has included the development and further improvement of the county's outdoor tourism and recreation assets, has helped support a number of targeted community and economic development initiatives. However, moving forward, additional investment will be needed to sustainably but substantially support larger community and economic development initiatives needed to ensure the county's long-term economic viability.

**Figure 5.2 – If your community were an automobile, what would it be like and why?
Lincoln County Strategic Economic Development Planning Workshop
March 22, 2022**

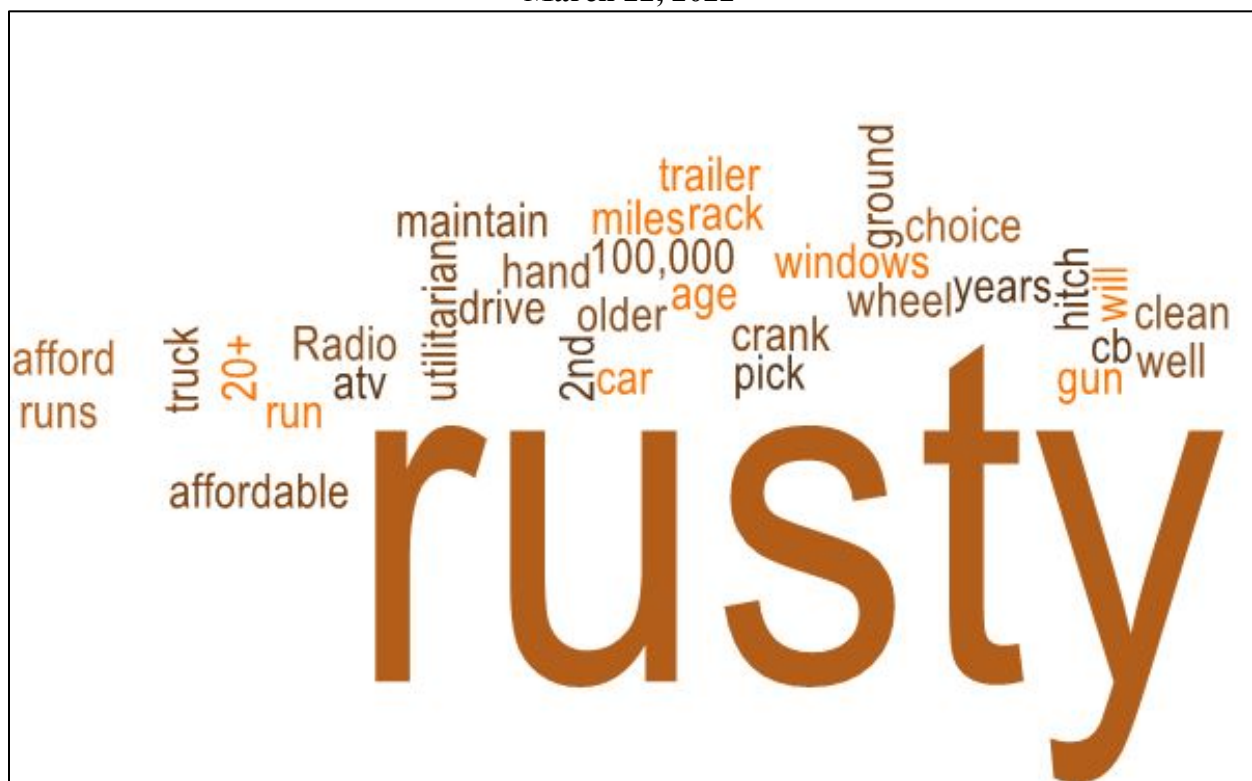


Figure 5.3 presents a word cloud summarizing the responses of workshop participants who participated in the first strategic economic development planning workshop held on March 22, 2022 to the question "If we put a musical score to the daily activity of your community, what would it sound like and why?".

Figure 5.3 – If we put a musical score to the daily activity of your community, what would it sound like and why?

Lincoln County Strategic Economic Development Planning Workshop

March 22, 2022



In evaluating the type of musical score that would accompany daily activity in Lincoln County, workshop participants provided a fairly diverse set of musical examples ranging from country western to classic rock and classic radio to more patriotic themed music such as songs written and performed by Lee Greenwood to even audio books across a wide variety of genres and topics. Workshop participants agreed that this diverse range of musical examples, types, and genres was representative of, what might appear to ‘outsiders’ who do not live in Lincoln County or regularly visit Lincoln County, a significant amount of diversity that already exists throughout the county and within each individual community. While workshop participants expressed some concern about the continued decline in the county’s total population and the continued aging of the existing population and civilian workforce, workshop participants noted that Lincoln County, because of its various community and economic development efforts over the past five years, has become an increasingly diverse county and supportive of an increasingly diverse business community. For example, the significant and multiple investments that Lincoln County and its strategic partners have made in various outdoor tourism and recreation assets, resources, and opportunities is starting to attract a demographic that is interested in living, working, and playing in a community and county that offers a legitimate rural and western experience and wide variety of outdoor recreation assets. Over the next several years, as remote work and e-commerce in general each continue to become permanent fixtures of the national workplace, workshop

participants agreed that Lincoln County will continue to become an attractive destination for people to live, work and play.

While Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will each continue to pursue strategic economic development goals, priority projects, and specific strategies that continue to build upon the success that has been achieved as part of the current and expiring five-year, 2017 to 2021, Comprehensive Economic Development Strategy, it is equally important that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, in partnership with identified public sector, private sector, and community-based non-profit stakeholders, work to also preserve the existing quality of life and those characteristics of the county's existing culture and identity that residents cherish. Several of the musical scores, including the country western and patriotic themed types and genres, identified by workshop participants underscore the value that existing residents and even existing businesses have for Lincoln County's rural and western heritage. Future community and economic development initiatives must sustainably pursue growth that is consistent with this existing identity and heritage while protecting those natural and built resources and characteristics that are part of Lincoln County's identity. Growth is essential to Lincoln County's economic future but unreasonable growth and growth that is inconsistent with the expectations of existing residents and businesses may have to be altered in order to mitigate potential negative impacts and to bring the outcomes of future growth in line with existing community expectations.

5.4.b Community and Regional Likes and Dislikes

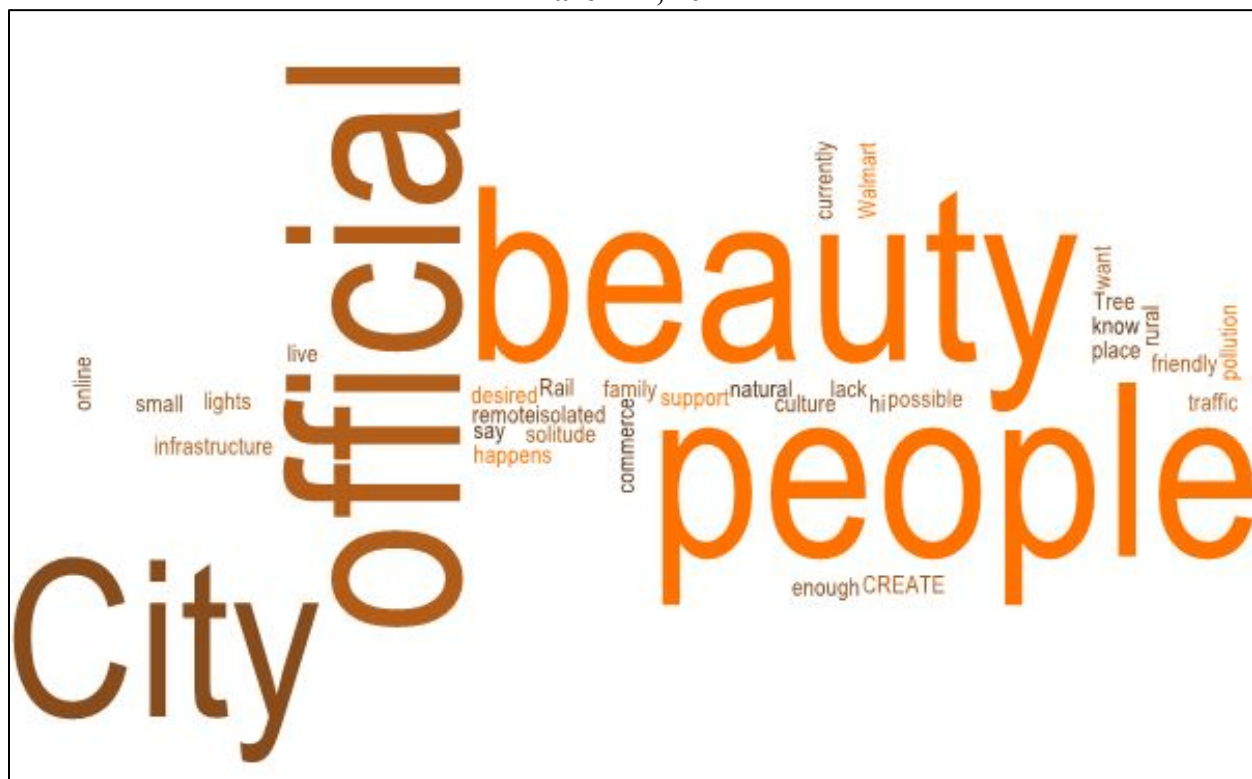
As part of the first strategic economic development planning workshop held on March 22, 2022 and as part of the larger effort to identify specific community culture and identity characteristics and community positions regarding economic development, workshop participants were asked to answer four specific questions, including: (1) What do you like about your community?, (2) What do you dislike about your community?, (3) What do you like about the larger region?, and (4) What do you dislike about the larger region? While the answers to these questions were initially used to further identify specific community culture and identity characteristics of Lincoln County and to better define specific community positions regarding economic development, the answers to these four questions were also used to help develop the new five-year strategic economic development vision for Lincoln County outlined in this new five-year Comprehensive Economic Development Strategy.

Figure 5.4 presents a word cloud summarizing the responses of workshop participants who participated in the first strategic economic development planning workshop held on March 22, 2022 to the question "What do you like about your community?".

The most common answers to the question, *What do you like about your community?*, provided by workshop participants focused on the people who live in and even visit Lincoln County, the natural beauty of the county's natural environment and the beauty of each individual community's built environment, and the designation of Caliente as an official 'Rail City' and official 'Tree City' and the status that these designations provide. Workshop participants noted

that the people who live in Lincoln County are generally friendly, know each other and their neighbor, and work together to solve common and shared problems while also always being ‘willing and able’ to help a friend or neighbor in need. Lincoln County as a whole and each individual community located throughout the county is built around a ‘family culture’ where individuals are willing and able but also socially and culturally expected to help each other during times of need. In this way, each individual community has become a desirable place to live and, while this is advantageous to attracting new businesses, new residents, and even additional tourists, outdoor recreation enthusiasts, and visitors, workshop participants noted that this overall characteristics, of being a desirable place to live built around a ‘family culture’, must be protected and preserved.

Figure 5.4 – What do you like about your community?
Lincoln County Strategic Economic Development Planning Workshop
March 22, 2022



The natural and even built environmental beauty of Lincoln County and present within each individual community is largely because Lincoln County is remote, to a degree isolated, and provides just enough solitude without people feeling detached from friends, family, and neighbors. Numerous outdoor recreation assets and resources, historical buildings that have been preserved and put into productive use through creative adaptive reuse, ongoing investment in historical landmarks and iconic structures, and further development in critical public infrastructure assets and resources have each built upon this natural and built environmental beauty while also being support of general community and economic growth through a variety of new business creation and attraction and existing business retention and expansion efforts.

Lincoln County, the City of Caliente, each individual town advisory board, and other stakeholders and partners have worked collaboratively to both preserve this natural and built environmental beauty and improve access to and usage of various natural and built assets in order to sustainably and purposefully build a growing and generally vibrant economic base.

Workshop participants also noted that the fairly recent designation of the City of Caliente as an official Rail City and as an official Tree City, as well as Lincoln County's and the City of Caliente's efforts to establish an officially recognized Main Street America program and Nevada Main Street program main street program in Caliente, are proof of the recognition that Lincoln County and the City of Caliente are each now receiving by outside organizations and groups. While this increased attention could potentially disrupt and harm the characteristics of the county and of individual communities located throughout the county, workshop participants strongly believed that a reasonable balance between increased economic activity and general community growth and reasonable preservation and conservation can be struck as the county and each individual community continues to receive increased attention from outside organizations and groups. This increased attention is both needed to support future sustainable community and economic development and representative of the success that various community and economic development partners and stakeholders have had in further developing and improving opportunities for continued sustainable growth in the future. While workshop participants agreed that 'no one wants a Wal-Mart' or other types of development representative of suburban sprawl, this balance also requires an ongoing assessment of the appropriate level of support that should be provided to existing local businesses versus the level of support and attention that should be given to creating and attracting larger businesses that significantly increase employment opportunities across individual communities located throughout the county.

Figure 5.5 presents a word cloud summarizing the responses of workshop participants who participated in the first strategic economic development planning workshop held on March 22, 2022 to the question "What do you dislike about your community?". Characteristics of individual communities that are disliked can also be thought of as characteristics of individual communities that require attention and improvement in order to support broader sustainable community and economic development efforts.

The phrase 'not enough of' was used by workshop participants to describe several specific characteristics at the community level that they either disliked or noted require significant improvement in order to further improve the overall level of economic vitality across Lincoln County. Not enough retail and service options and opportunities, not enough housing, not enough healthcare services, and not enough public services to support the county's existing population were a few of the specific areas that, as part of this new five-year Comprehensive Economic Development Strategy, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority and its various stakeholders and partners will have to address. Like many rural and non-metropolitan communities located throughout the state of Nevada and in other parts of the United States, these 'not enough of' concerns represent important barriers to longer-term sustainable community and economic growth.

Figure 5.5 – What do you dislike about your community?
Lincoln County Strategic Economic Development Planning Workshop
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As has already been illustrated, workshop participants further noted that an area of primary economic development is to continue to diversify the economic base of each individual community located throughout the county by focusing on new business creation and attraction and existing business retention and expansion efforts that tend to pay higher than minimum wage and higher than area median average wages. Compared to neighboring counties in Utah and Arizona and to Clark County and compared to both statewide and national measures of median household income, median family income, and per capita income, these measures of income are considerably lower in Lincoln County and among the individual communities throughout the county. Focusing on job creation efforts that result in higher than minimum wage and higher than area median average wages through future new business creation and attraction and existing business retention and expansion efforts is a critical step in strengthening the economic base of each individual community located throughout the county and will result in longer-term positive opportunities for existing businesses that depend on local consumption and household expenditures.

Figure 5.6 presents a word cloud summarizing the responses of workshop participants who participated in the first strategic economic development planning workshop held on March 22, 2022 to the question “What do you like about the region?”. In this case, the ‘region’ is defined as all of Lincoln County combined as well as the larger region encompassing other neighboring counties in Nevada and neighboring counties in both Utah and Arizona.

Figure 5.6 – What do you like about the region?
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Regionally, workshop participants noted a number of specific characteristics for Lincoln County and for the broader geographic region. Most notably, workshop participants pointed to the significant improvements in several different rankings that Lincoln County now enjoys as a result of continued investment through a variety of community and economic development initiatives. Lincoln County, relative to other counties in Nevada, has one of the highest ranked public school districts in Nevada and the county, as a whole, has consistently been ranked as one of the healthiest counties in Nevada in-terms of lifestyle. These rankings are a direct result of the investment that Lincoln County, the Lincoln County School District, the City of Caliente, and other local and regional partners have made over the past several years in improving the overall quality of life that residents and visitors now broadly enjoy. These rankings and the improved external reputation that Lincoln County now enjoys have now begun to generate tangible economic benefits as the county's outdoor tourism and recreation sector continues to grow, as inquiries by new businesses about the possibility of relocation and opening new locations in Lincoln County have increased, and as existing businesses look to expand their operations in anticipation of continued sustainable positive community and economic growth.

The existence and access to pristine wide-open spaces, 'clean air' and 'dark skies', and a relatively safe low-crime environment throughout Lincoln County are additional environmental characteristics that workshop participants highlighted as part of the various characteristics of

Lincoln County and the wider region that they liked and noted must be protected and preserved as Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority each continues to pursue sustainable community and economic development strategies as part of this new five-year Comprehensive Economic Development Strategy. These various environmental and natural resource characteristics of Lincoln County and of the broader region are also resulting in the emergence of new economic development opportunities, opportunities that will enable Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority to further diversify the regional economic base. The possibility of new mining opportunities throughout the broader region, the harvesting and utilization of pinyon and juniper in value added production, the development of new solar and other renewable energy production, and even additional outdoor tourism and recreation opportunities, including hunting and trapping, each present the county, the city, and the Lincoln County Regional Development Authority with opportunities to further diversify the county's and broader region's economic base in a sustainable manner.

Even organizations such as University of Nevada Cooperative Extension have explored the possibility of developing new facilities, including a new 4-H Camp, in Lincoln County that would serve the entire state but would build upon the many natural resource and environmental assets that the county and the wider region have to offer. Over the past year, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority have made significant progress working collaboratively with University of Nevada Cooperative Extension to complete the new 4-H Camp. Over the past year, the property that will house the eventual 4-H Camp has been purchased and the county, city, and the Lincoln County Regional Development Authority continue to work with University of Nevada Cooperative Extension to develop and complete a comprehensive economic development plan for the new 4-H Camp that will direct a broad range of community, economic, and educational efforts associated with the 4-H Camp. Continued pursuit and eventual implementation of a Main Street America and Nevada Main Street program recognized main street in the City of Caliente is yet another example of how community and economic development strategies are being pursued in ways that build on the uniqueness of Lincoln County and upon the county's and broader region's rich cultural identity and heritage.

Figure 5.7 presents a word cloud summarizing the responses of workshop participants who participated in the first strategic economic development planning workshop held on March 22, 2022 to the question "What do you dislike about the region?". In this case, the 'region' is defined as all of Lincoln County combined as well as the larger region encompassing other neighboring counties in Nevada and neighboring counties in both Utah and Arizona. Again, characteristics of Lincoln County as a whole and for the entire broader region that are disliked can also be thought of as characteristics and conditions that require attention and improvement in order to support broader sustainable community and economic development efforts.

Like the specific dislikes at the community level identified by workshop participants, the phrase 'not enough of' and the phrase 'lack of' something, be it a type of business, a specific public service or facility, or a specific type of public infrastructure asset or resource, were used by workshop participants to identify specific countywide and broader regional dislikes. Outside of

the one regionally located urban and metropolitan area, the Las Vegas metropolitan statistical area located in neighboring Clark County, Lincoln County and even other neighboring counties in Nevada including Nye County and in Utah and Arizona generally suffer from a lack of basic and expanded physical and mental healthcare services, a lack of public transportation alternatives for individuals who do not have their own reliable source of personal transportation or who are no longer able to drive themselves, a lack of housing alternatives, and even a lack of expanded public facilities including parks, gymnasiums, community and senior centers, public gathering facilities, and even roadside facilities such as rest stops and developed ‘points of interest’ that would encourage travelers to stop as opposed to simply ‘driving through’ individual communities.

Figure 5.7 – What do you dislike about the region?
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Another critical deficiency in Lincoln County and throughout the broader region is the growing unavailability of a trained and experienced workforce across a variety of occupation sectors. In general, the civilian workforce for all of Lincoln County between 2013 and 2019 declined from an estimated 2,042 total individuals in 2013 to an estimated 1,951 total individuals in 2019, a net decrease of 91 total individual workers or by -4.5 percent. Comparatively, 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 approximately 94,248 total individual workers or by 6.7 percent. Regionally, the size of the entire civilian workforce in 2019 alone, including Lincoln County, Beaver, Iron, and Washington counties in Utah, and

Mohave County in Arizona, totaled just 179,172 total individuals compared to an estimated 1.10 million total individuals in just Clark County. Relatively low and continually declining civilian unemployment rates across the entire broader region further indicates a further shrinking of the available workforce across a wide variety of critically needed industry and occupation sectors in both the public sector and the private sector.

While this relatively small regional civilian workforce that has become increasingly ‘tight’ over the past several years has made new business creation and attraction efforts increasingly difficult and has made it difficult for existing businesses to expand their existing operations, this overall ‘tightness’ of the regional civilian workforce has been especially felt in different construction and trades related industry and occupation sectors. There is a desperate and growing need throughout Lincoln County and throughout the broader region to significantly expand and grow the civilian workforce within the construction and trades related industry and occupation sectors. Mechanics, builders and contractors, electricians, welders, plumbers, HVAC installers, machinists, and other similar types of construction and trades related occupations are a few examples of the many types of construction and trades positions that are grossly undersupplied throughout the broader region. The impacts of this growing labor shortage is being felt acutely in communities like Pioche in Lincoln County that has experienced significant growth over the past several years. Between 2013 and 2019, the residential population of Pioche has increased from an estimated 884 total individuals in 2013 to an estimated 1,354 total individuals in 2019, a net increase of 470 total individuals or by 53.2 percent. At the same time, however, the median age of Pioche has also increased, increasing from an estimated 39.7 years of age in 2013 to an estimated 45.1 years of age, an increase of 5.4 years or by 13.6 percent. This level and type of growth is placing significant pressures on the ability of public agencies to provide needed services and facilities, to provide additional basic and expanded healthcare services, and on the general need for new businesses and for existing businesses in the retail and service sector. Attracting and growing a needed workforce to address these growing needs is and must be considered a critical community and economic development need for the entire county and for the broader region.

5.4.c Specific Positions Regarding Economic Development

The final exercise as part of the broader effort to examine and identify community culture and identity and community positions regarding economic development, workshop participants who participated in the first strategic economic development planning workshop held on March 22, 2022 were asked to answer eight specific questions related to specific community positions regarding economic development. Each question and the resulting answers from this facilitated exercise are presented here.

- *Question No. 1:* Is the community generally supportive or antagonistic toward business interests and growth?

Workshop participants generally agreed that, while there are noticeable parts of the community that are either supportive of business interests and growth, and other parts that are antagonistic and even hostile toward business interests and growth, the majority

of existing residents in Lincoln County are fairly apathetic in their level of support toward business interest and growth. Historically, however, a much larger portion of the population where antagonistic and even hostile toward the interests of the private sector and the efforts of some to sustainably grow Lincoln County's economic base. Several workshop participants noted that even past representatives of the Lincoln County Regional Development Authority exhibited a somewhat antigrowth position. However, this shift from antagonism and even hostility to more apathy and, in some cases, support is largely due to the successful achievement of several of the specific strategy areas outlined in the current and expiring five-year, 2017 through 2021, Comprehensive Economic Development Strategy. Continued achievement of Strategy Area No. 1 (Leadership), Strategy Area No. 3 (Community Capacity Building), and Strategy Area No. 8 (Program Management and Administration) in ways that are sustainable and consistent with Lincoln County's cultural identity and historical heritage and the expectations of community residents and even existing businesses has lessened the overall degree of hostility historically aimed at business interests and at growth in general. Addressing misinformation or a general lack of information about proposed community and economic development efforts will remain a central part of Lincoln County's, the City of Caliente's, and the Lincoln County Regional Development Authority's efforts to implement elements of the new five-year, 2023 through 2028, Comprehensive Economic Development Strategy.

- *Question No. 2:* Is the community generally supportive or antagonistic toward government programs and initiatives?

Determining whether or not the community is generally supportive or antagonistic toward government programs and initiatives is largely based upon the specific type of government program or initiative being evaluated and whether or not an individual will benefit from the results of a specific program or initiative. While workshop participants generally agreed that individuals and that even individual businesses will be supportive of a government program or initiative if it directly benefits them, the 'default' position is one of general distrust. Owing in part to the overall conservative, and in some cases fairly libertarian, political, social, and even cultural position of residents and individual business owners, it is incumbent on the government agency to demonstrate the importance and relevance of the program or initiative being proposed. The level of general support or antagonism that a public sector agency will receive for a new program or initiative is also contingent on the level of government that will develop and implement the program or initiative and the specific government agency at either the local, state, or federal level.

Generally speaking, workshop participants agreed that community residents and even existing business owners will likely be more supportive of a program or initiative that is developed and implemented by a local government entity, by either Lincoln County, by the City of Caliente, or other local government body. Existing community residents and even existing business owners will grow less supportive and potentially antagonistic toward programs and initiatives spearheaded by state agencies or federal government

agencies. Similar to the responses from workshop participants to the first question regarding the level of support or antagonism toward business interests and growth, increased communication and engagement with the public and existing business owners is critical in building support for new or expanded existing community and economic development related government programs and initiatives. It is incumbent on the public sector entity, including Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, to demonstrate the importance and positive impacts of new programs and initiatives, ensuring that these programs and initiatives are consistent with community expectations, and demonstrating how perceived negative impacts will be addressed and mitigated.

- *Question No. 3:* What types of programs do residents generally support – redistributive programs or developmental programs?

In community and economic development terms, redistributive programs are often defined as programs that provide public resources directly to individual private interests. Providing a tax break or direct public financing to support a new private development, like a new hotel, is an example of a redistributive community and economic development program. Developmental programs, in the context of community and economic development, are typically defined as programs that support broad development of a large population and the benefits are not solely directed toward a single individual or entity. Investing in an expanded Career Technical Education (CTE) curriculum and certificate program at a local high school is an example of a developmental program as the results of the CTE curriculum and certificate, while it would benefit individuals, is available to a much larger population and results in benefits that multiple firms in multiple industry and occupation sectors can benefit from.

Workshop participants generally agreed that existing residents and existing businesses throughout Lincoln County are, approximately, equal in their level of support for both redistributive or developmental community and economic development programs. Even with more redistributive oriented programs, it is incumbent of the agency or organization that is developing and providing the redistributive or developmental program to emphasize and honestly communicate the potential costs and the potential benefits of the specific program being proposed and developed. Even redistributive programs, such as direct public support for a new hotel or a new industry park or a new piece of infrastructure that will primarily benefit a single or small number of private interests can have community-wide benefits in the form of new property and sales tax revenues, new employment opportunities, and filling key ‘gaps’ in existing supply chains and value networks that residents and existing businesses are currently forced to fill by purchasing goods and services from firms located outside the community. Demonstrating and quantifying these benefits, coupled with a plan to mitigate potential negative impacts, is critical in building support for different redistributive and developmental programs that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority might pursue as part of this new five-year Comprehensive Economic Development Strategy.

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- *Question No. 4:* Does the community have a history of public-private collaboration? Recent examples?

While Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority each do not necessarily have a history of public-private collaboration, workshop participants agreed that the community would be generally supportive of efforts to develop productive and community-benefiting public-private collaborations that build upon existing community and economic strengths, that are consistent with the expectations of the community to preserve and protect its existing cultural identity and heritage, protects and conserves critical natural resources and desired natural amenities, and sustainably and appropriately diversifies the existing economic base. Recently, a number of new public-private collaborations have been pursued and are currently in the developmental phase. Local public sector entities are working with private sector interests to revitalize and improve area recreational facilities including the existing horse stables and rodeo grounds and Lincoln County, the Lincoln County Regional Development Authority, and University of Nevada Cooperative Extension 4-H are working together and with certain private sector interests to further develop a new regional 4-H Camp in Lincoln County that will serve local, regional, and even statewide needs.

The successful progress that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority have each made in each of the eight strategic areas from the current and expiring five-year Comprehensive Economic Development Strategy has laid the foundation upon which the county, the city, and the Lincoln County Regional Development Authority can now pursue a wider array of public-private partnerships as part of the broader community and economic development strategy. Improvements in overall leadership development (Strategy Area No. 1), community capacity building (Strategy Area No. 3), recruiting (Strategy Area No. 5), in the development and use of regional development initiatives (Strategy Area No. 6), and overall program management and administration (Strategy Area No. 8) have each increased the overall ability of Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority to now pursue larger, more complex, and even more impactful public-private partnerships that will sustainably and appropriately grow and diversify the local and regional economic base. However, additional improvements in each of these specific strategy areas over the next five years will be necessary in order to ensure that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority are capable of successfully developing and implementing these new public-private partnerships.

- *Question No. 5:* Is the community willing to sacrifice some of its quality of life to either promote or curtail growth?

The decision to either promote additional growth or to curtail growth each has a direct impact on quality of life. These impacts, in economic terms, are defined as ‘externalities’

and a single decision to either promote growth or curtail growth can result in both positive externalities, such as new jobs, increased wages, and expanded retail and service consumption opportunities, and negative externalities, such as increased traffic, increased demand for new public services as population grows, and even increased degradation of a natural resource such as the availability of water, loss of night skies due to increased light pollution, and reduced air quality. As has already been illustrated as part of this new five-year Comprehensive Economic Development Strategy, existing residents and even existing businesses in Lincoln County highly value their quality of life, the cultural identity and heritage of the county and of each individual community, and the high quality natural environment and natural amenities, conditions, and characteristics that already exist. People living and working already in Caliente and throughout Lincoln County value the community's and county's 'small town' and 'rural' history and existing characteristics even though many residents are increasingly frustrated by not having enough retail and service consumption and expenditure choices, not being able to have direct and local access to expanded basic and more advanced healthcare services, and not having access to expanded public sector services and facilities.

For Lincoln County, for the City of Caliente, and for the Lincoln County Regional Economic Development Authority, successful implementation of the various elements outlined in this new five-year, 2023 through 2028, Comprehensive Economic Development Strategy will be conditioned on the county's, city's, and the Lincoln County Regional Development Authority's ability to maximize the potential positive externalities on quality of life that new development and overall growth will have while minimizing and mitigating the potential negative externalities on quality of life that new development and overall growth might have. This effort will also require Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, and their various stakeholders and partners in the public sector, the private sector, and in the community-based and non-profit area, to also demonstrate how curtailing and possibly opposing growth will negatively impact overall quality of life. Continued declines in overall population levels, a continued aging of the existing population coupled with continued 'tightening' of the existing civilian workforce, and continued dependency of relatively low-wage and low-income jobs as major parts of the existing economic base must be addressed through targeted yet sustainable and appropriate community and economic growth. It is important that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, by working with their various stakeholders and partners, communicate and engage with the public and existing businesses to identify and address the concerns that the community might have about how new growth and development would impact quality of life, either in a positive or negative manner.

- *Question No. 6:* Are the elite members of the community willing to share power with others?

The 'small town' and 'rural' nature of Lincoln County and of each of the individual communities located within the county has in the past and today ensures that decisions

regarding the development, implementation, and even administration of new community and economic development programs, policies, and initiatives are completed in a collaborative way in which individual concerns are heard and addressed. While it is practically impossible to ensure that every single individual interest and concern is directly addressed, the way in which programs, policies, and initiatives are developed and pursued in either the City of Caliente or throughout Lincoln County by the Lincoln County Regional Development Authority ensures a sense of ‘reciprocity’ and general mutual trust that these individual interests and concerns will be addressed and taken into consideration. Power in determining how resources are allocated, how different redistributive and developmental community and economic development programs are developed and implemented, and which projects and initiatives are prioritized is shared among various public sector agencies, private sector firms, and community-based non-profit organizations and by individuals and individual business owners who are actively engaged in the community and economic development process.

This shared investment in the overall development and growth of Lincoln County has been further built upon through the progress in achieving several of the specific objectives outlined in each of the eight strategy areas outlined in the current and expiring Comprehensive Economic Development Strategy for Lincoln County and for the Lincoln County Regional Development Authority. Workshop participant noted that is essential, as part of this new five-year Comprehensive Economic Development Strategy, that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, working collaboratively with its various other public sector, private sector, and community-based non-profit stakeholders and partners, continue to pursue achievement of these eight existing strategic areas in order to maintain and further enhance the collaborative decision making nature of community and economic development found today in Lincoln County.

- *Question No. 7: Are the citizens generally accepting of change, or do they resist it? Examples of both?*

While there has been a measurable shift among existing community residents and even existing businesses away from resistance to change to being more accepting of change as a result of community and economic development efforts, workshop participants agreed that there is still a general resistance to change that is driven by growth and efforts to diversify the existing economic base. For example, a recent effort to open a new bed and breakfast, which would have resulted in an increase in the number of available hotel rooms for visitors and a new dining establishment that is desperately needed to support the existing outdoor recreation and tourism sector was largely opposed by community residents. Another recent example, which involved some relatively small but vocal opposition to opening a meat processing plant in Lincoln County, demonstrated the level and type of resistance to change that community residents still have. In both cases, however, workshop participants noted that increased communication and general community engagement would have likely mitigated the degree of resistance both projects faced as much of the resistance was likely due to misinformation about the

project. Cases and examples such as the opposition the new bed and breakfast and the new meat processing plant faced demonstrate the need to further pursue completion and implementation of the eight existing strategic areas outlined in the current and expiring five-year, 2017 through 2021, Comprehensive Economic Development Strategy. Clear demonstration on the positive impacts of change and clear demonstration on how negative impacts of change will be addressed, managed, and mitigated is necessary, as part of the new five-year Comprehensive Economic Development Strategy, to build the necessary level of acceptance for change that additional community and economic development efforts will ultimately create.

- *Question No. 8:* Where do residents and businesspeople stand on issues of environmental sustainability?

As has already been outlined and identified, existing residents and existing business owners in Lincoln County highly value the various natural resources and amenities that are found throughout and located within and across the county. Clean air and clean water, unobstructed view sheds, unpolluted night skies, direct access to outdoor recreation resources, and opportunities for fishing, hunting, and trapping are a few of the many natural amenities that Lincoln County boasts and that residents, business owners, and even visitors and outdoor enthusiasts highly value and desire to protect and preserve. The shared nature of power and decision making in Lincoln County, due in large part of the county's 'small town' and 'rural' characteristics and heritage, means that individuals and existing businesses are very informed as to how new community and economic development programs, projects, and initiatives could potentially harm these natural resources, assets, and amenities but are also very informed as to how new community and economic development programs, projects, and initiatives could benefit the entire county and individual communities. Internally, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, and its various stakeholders and partners, must continue to communicate and engage publicly with residents and business owners to evaluate the potential impacts that any new program, project, or initiative might have on the environment. Externally, the county, the city, and the Lincoln County Regional Development Authority, and its various stakeholders and partners, may also have to contend with individual and activist groups from outside Lincoln County that are advancing a specific agenda that does not necessarily align with the interests and desires of local residents and existing businesses.

Success in implementing the various elements outlined in this new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority will continue to be conditioned on the ability and the efforts of the county, of the city, and of the Lincoln County Regional Development Authority to actively communicate and engage with the public. Pursuing new community and economic development programs, projects, and initiatives that are inconsistent with the expectations for sustainable and reasonable growth and diversification coupled with the protection and preservation of existing community cultural identity and historical heritage will likely be met with strong resistance from existing residents and existing businesses. Lincoln

County, the City of Caliente, and the Lincoln County Regional Development Authority, working collaboratively with their various public sector, private sector, and community-based non-profit stakeholders and partners, should each continue to purposefully engage the public and existing businesses in order to ensure that new community and economic development programs, projects, and initiatives pursued as part of the new five-year Comprehensive Economic Development Strategy remain consistent with resident and existing business owner expectations.

Focusing specific community and economic development efforts over the next five years between 2023 and 2028 that address identified needs and deficiencies in the local area and regional economic base will be met with significant levels of support and enthusiasm, enabling Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, and their various public sector, private sector, and community-based non-profit stakeholders and partners, to leverage existing resources. Over the next five years, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority should pursue ‘quality’ growth and development over ‘quantity’, in ways that are both sustainable and reasonable given community expectations.

5.5 A Revised Strengths, Weaknesses, Opportunities, and Threats Analysis for Lincoln County, Nevada

Participants who participated in the first strategic economic development planning workshop held on March 22, 2022 were asked to complete a revised Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for Lincoln County and for the Lincoln County Regional Development Authority. The results of this SWOT analysis are presented in this sub-section. **Strengths** are defined as characteristics of Lincoln County and individual communities located within the county that gives the county and individual communities an economic development advantage over others and **weaknesses** are defined as characteristics that places the county and individual communities at an economic development competitive disadvantage relative to other communities. **Opportunities** are elements within the external environment that Lincoln County and the Lincoln County Regional Development Authority, and their various public sector, private sector, and community-based non-profit stakeholders and partners, could potentially take advantage of and **threats** are elements within the external environment that may derail the economic development efforts of Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority over the next five years.

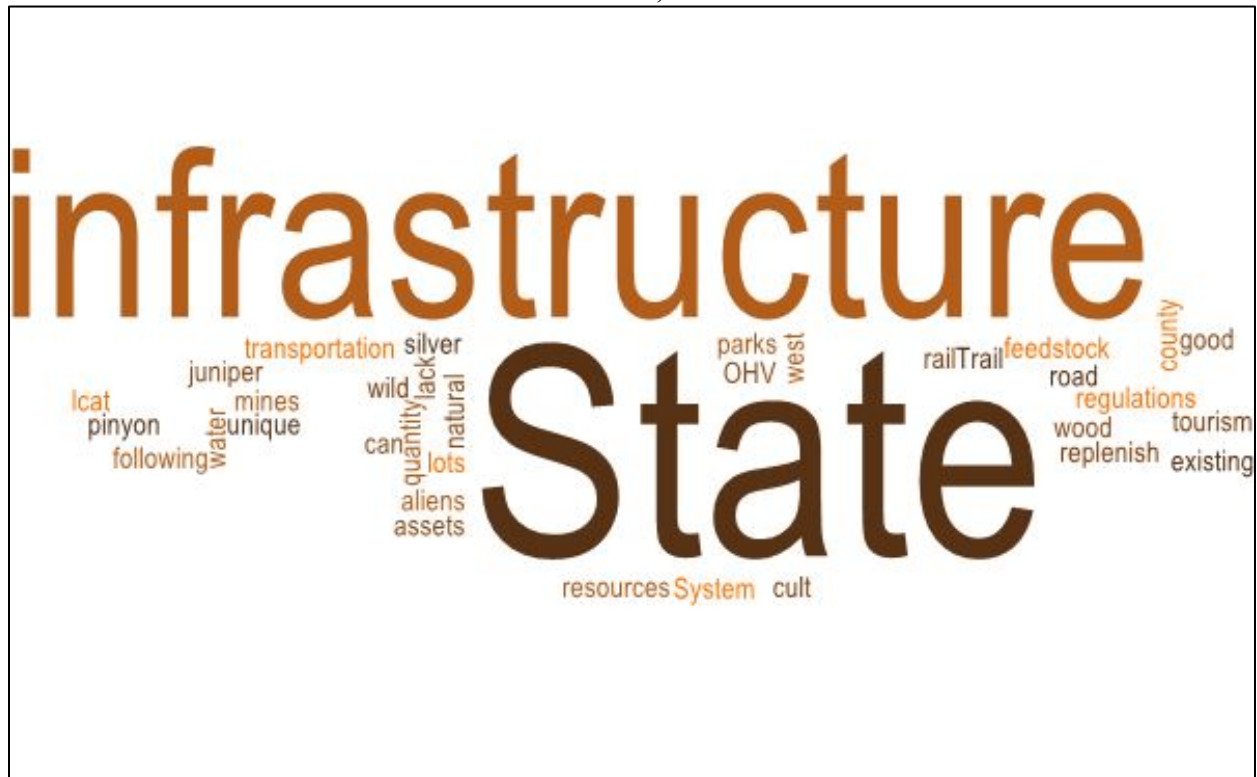
5.5.a Strengths

Figure 5.8 presents a word cloud summarizing the various economic development strengths of Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority identified by workshop participants during the first strategic economic development planning workshop held on March 22, 2022.

Economic development strengths for Lincoln County, as identified by workshop participants primarily focused on the amount and type of public infrastructure and assets that the county, the

City of Caliente, and other stakeholders and partners have invested in over the past several years, the county’s various natural and built amenities and resources, and the improvements that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority have each made over the past several years to improve the local business environment. Over the past several years, Lincoln County, the City of Caliente, and other stakeholders and partners have invested in several new public infrastructure improvement projects. These efforts have included improved water management systems, increased sewage treatment capacity, improved electricity and power distribution, new rail infrastructure, and investment into existing highways, surface streets, and other transportation assets. These efforts have significantly increased the county’s and the City of Caliente’s ability to successfully recruit new businesses and support the expansion and further growth of existing businesses. Workshop participants noted that Lincoln County and the City of Caliente anticipate that additional public infrastructure and facility investments will be made over the next several years, especially as the state government and federal government partners begin working with both Lincoln County and the City of Caliente to implement elements of the State of Nevada’s new State Rail Plan, developed in 2021. Workshop participants anticipate that the new State Rail Plan will support Lincoln County’s and the City of Caliente’s efforts to connect parts of Lincoln County with larger and more urban metropolitan population centers in both southern Nevada and Utah with new freight and passenger rail service.

Figure 5.8 – Economic Development Strengths
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A considerable amount of new infrastructure has been developed to further support growth and diversification of Lincoln County's outdoor recreation and tourism sector. Capitalizing on the many natural resources and amenities that exist throughout the county, there are currently five Nevada state parks located within the county, including Beaver Dam State Park, Spring Valley State Park, Cathedral Gorge State Park, Echo State Park, and Kershaw-Ryan State Park as well as the Elgin Schoolhouse State Historic Site. In addition to the county's existing collection of natural resources and amenities that support increased outdoor recreation and tourism activity, Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and individual private sector interests continue to explore the potential of utilizing existing pinyon and juniper stocks throughout the county for additional value added production. In addition to supporting the development of a new industry sector, the effort to utilize existing pinyon and juniper stocks throughout the county is part of a public-private partnership to protect critical habitat and at-risk ecosystems that are threatened by encroaching pinyon and juniper. Over the next five years and as part of this new five-year Comprehensive Economic Development Strategy, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will continue to work with representatives from the United States Bureau of Land Management and individual private sector interests to treat and utilize the county's existing pinyon and juniper stock. Successful collaboration among these various public sector and private sector interests could also result in the development of a new model for effective conservation and natural resource development that could be replicated in other parts of the state of Nevada and throughout other parts of the United States that face similar concerns regarding encroaching pinyon and juniper stock.

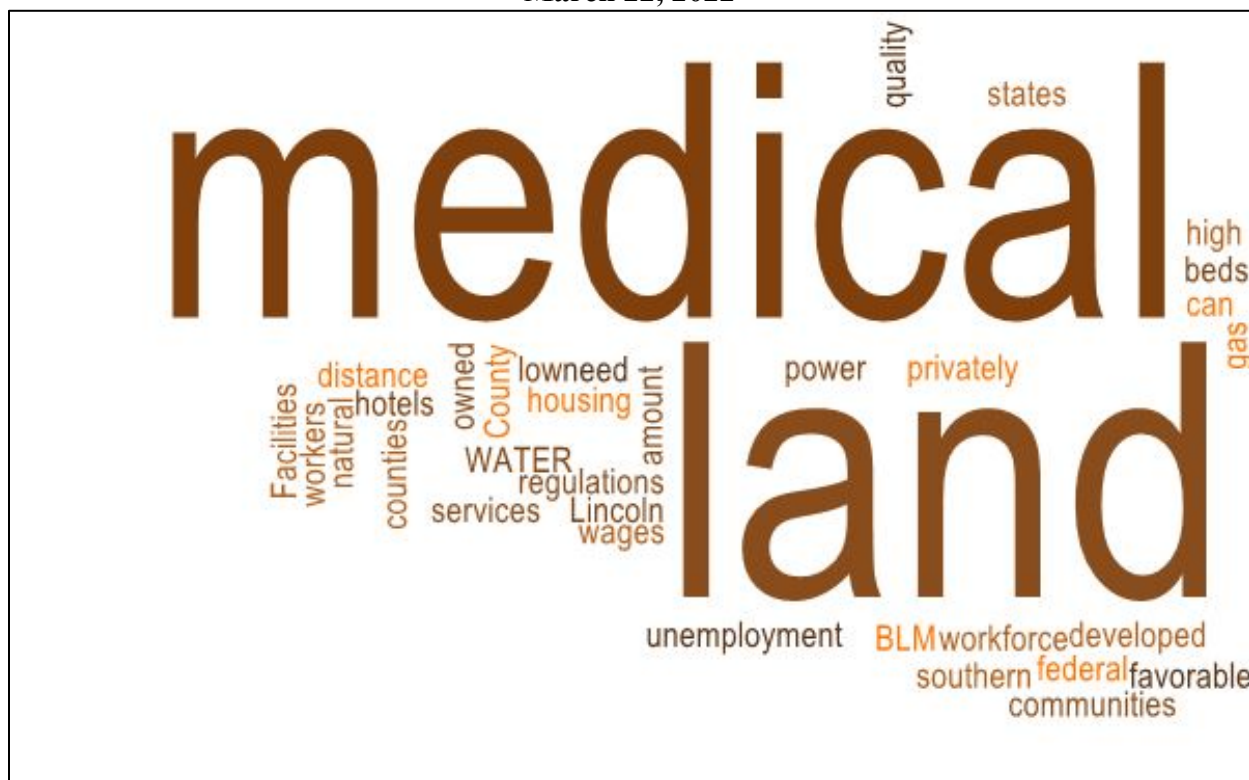
As part of the current and expiring five-year, 2017 to 2021, Comprehensive Economic Development Strategy, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority have methodically and significantly improved the county's and city's business licensing and regulatory framework. While still ensuring that public health and safety is protected and that critical natural resources and assets are maintained, these efforts have led to a more streamlined business licensing and regulatory framework that reduces the overall costs that individual businesses face. This effort continues to improve the overall attractiveness of Lincoln County to new prospective businesses and has aided in the successful retention and expansion of existing businesses. The overall effort to improve the general business climate of Lincoln County has not been limited to just Lincoln County, the City of Caliente, or the Lincoln County Regional Development Authority. Organizations such as the Lincoln County Authority of Tourism have also significantly invested in new marketing efforts and the Lincoln County Authority of Tourism specifically works closely with local public sector, private sector, and community-based and non-profit organizations to expand new business creation and attraction and existing business retention and expansion opportunities through aggressive development of Lincoln County's tourism and hospitality sector.

5.5.b Weaknesses

Figure 5.9 presents a word cloud summarizing the various economic development weaknesses of Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority

identified by workshop participants during the first strategic economic development planning workshop held on March 22, 2022.

Figure 5.9 – Economic Development Weaknesses
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Two of the most limiting economic development weaknesses facing Lincoln County, as identified by workshop participants, include a general lack of in-county expanded basic and more advanced physical and mental healthcare services and a general lack of available land to support sustainable long-term residential, commercial, and industrial development. Workshop participants noted that county residents are often forced to travel to larger more urban metropolitan areas in southern Nevada or in Utah to receive any type of expanded basic or more advanced physical or mental healthcare services. Over the past several years, there has been a noticeable increase in the overall demand for both more expanded basic physical and mental healthcare services as well as more advanced care options. This increase in demand has occurred as the county's overall median age has increased and as the population of individual communities, such as the town of Pioche, has grown. The lack of more expanded basic and more advanced physical and mental healthcare services has also become a limiting factor in attracting a younger demographic to Lincoln County, especially individuals of working age that could support growth of the county's civilian workforce that might have a family with children. In addition to the lack of various healthcare services, a lack of housing options and a lack of childcare services further serves to deter individuals of working age to relocate to Lincoln County. To serve the existing population and to sustainably grow the population with a younger

demographic in order to improve the existing civilian workforce, significant investment in the county's healthcare sector, along with improved housing options and improved childcare services, is needed.

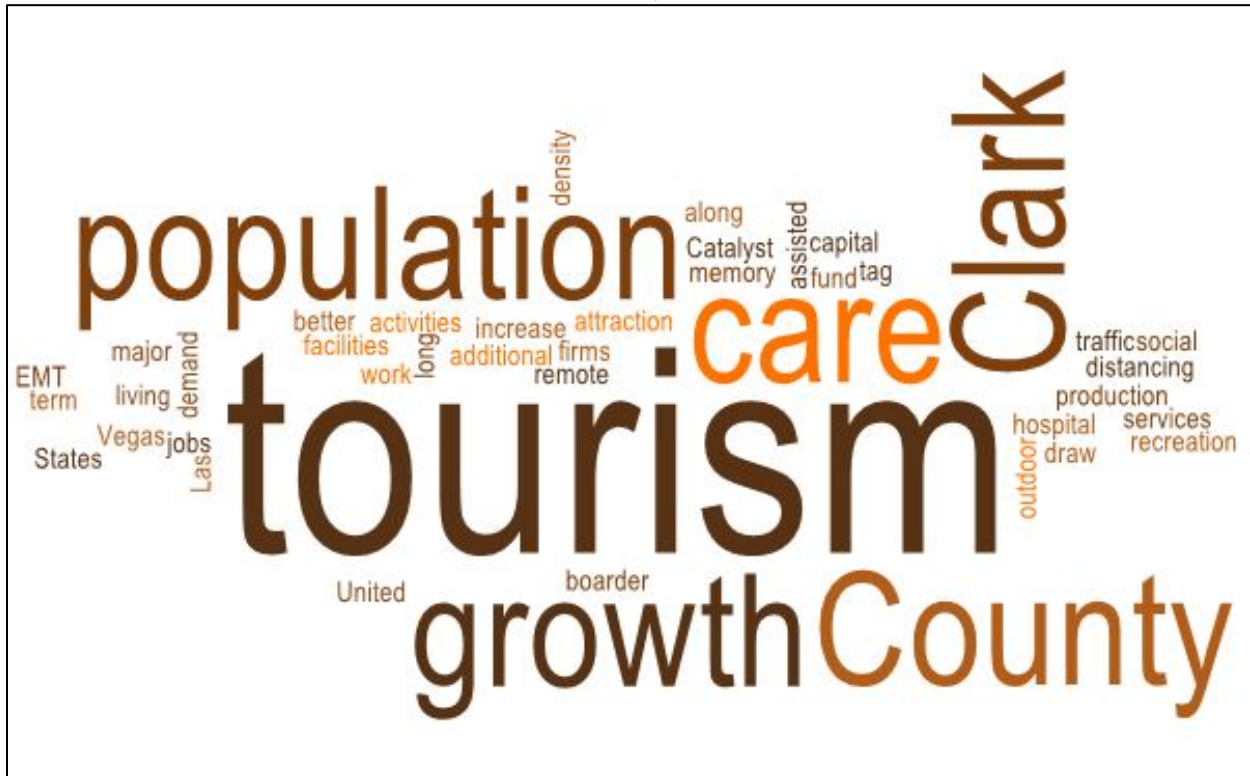
As has already been discussed as part of this new five-year Comprehensive Economic Development Strategy, approximately 97.8 percent of all land located within Lincoln County is currently owned and administered by the United States federal government. In Nevada, Lincoln County has the highest percentage of total land that is owned and administered by various federal agencies and, unlike other counties in Nevada, this high percentage of land owned by the United States federal government is a significant barrier to new housing development, commercial development, and even industrial development efforts and to new business creation and attraction efforts. While workshop participants noted that it is not the intent of this new five-year Comprehensive Economic Development Strategy to transfer all of the federally owned land to Lincoln County, workshop participants did note that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, working with its other public sector, private sector, and community-based non-profit stakeholders and partners, will need to work with state government agencies and federal government agencies to identify pieces of land that are currently federally owned for disposal and conveyance to Lincoln County or the City of Caliente in order to support critically needed new housing development, commercial development, and industrial development efforts. As additional federally owned land is disposed of and conveyed, additional public infrastructure will be needed to support future development efforts on these newly acquired lands and a priority for future development should be given to those businesses that will fill critical 'gaps' in existing supply chains and value networks in already critical industry and occupation sectors.

5.5.c Opportunities

Figure 5.10 presents a word cloud summarizing the various economic development opportunities for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority identified by workshop participants during the first strategic economic development planning workshop held on March 22, 2022.

Many of the specific economic development opportunities that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, as part of this new five-year Comprehensive Economic Development Strategy, could potentially pursue focus on the changing macroeconomic conditions of the United States and, more broadly, across the entire world. Even though individual firms, entire industry and occupation sectors, and even individual workers continue to deal with the immediate impacts and aftermath of the COVID-19 global pandemic, there are signs that the 'nature of work' is, at least partially, shifting away from in-person work to remote work. For a county like Lincoln County, which has an abundance of natural resources and amenities to offer and offers a more traditional 'small town' and 'rural' atmosphere, there are opportunities to attract remote workers that already earn sizable incomes. By positioning Lincoln County as a destination for remote workers, existing and future businesses across a wide variety of industry sectors could potentially benefit from having remote workers live in Lincoln County and import their income dollars.

Figure 5.10 – Economic Development Opportunities
Lincoln County Strategic Economic Development Planning Workshop
March 22, 2022



While attracting a larger number of remote workers to Lincoln County is a sizable economic development opportunity, workshop participants did note that an increase in the number of remote workers living throughout and within Lincoln County could also be a possible threat in that non-sustainable and sudden population growth could overwhelm county and city public infrastructure and services and irreversibly change the county's existing cultural identity and heritage. However, the opportunity to attract a larger number of remote workers as permanent residents is possible given the relatively close proximity of Caliente, Lincoln County's largest population center, to the City of Las Vegas and the larger Las Vegas metropolitan statistical area. Caliente, Nevada is approximately 150 miles from Las Vegas, Nevada along U.S. Highway 93 and U.S. Interstate 80. As a city with an estimated total population of approximately 650,000 in 2021, the City of Las Vegas alone provides remote workers living in Lincoln County with easy access to major healthcare services, broad educational opportunities, and major transportation infrastructure including a major international airport.

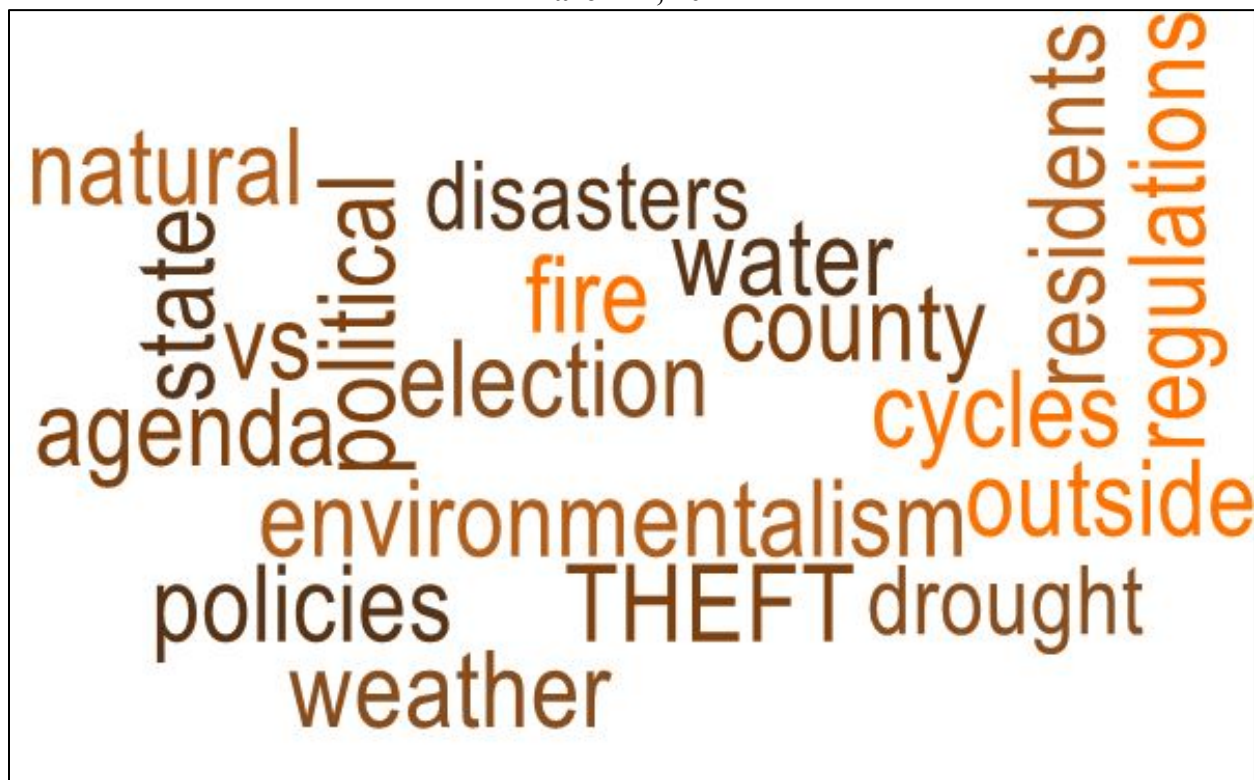
Lincoln County's, and especially the City of Caliente's, general proximity to the City of Las Vegas and to the Las Vegas metropolitan statistical area is also an opportunity for Lincoln County to significantly expand and further diversify its outdoor recreation and tourism sector. Over the past several decades, the nature of tourism and hospitality in Las Vegas and in Clark County has evolved with visitors demanding a more encompassing and comprehensive

experience beyond the simple opportunity to gamble. Visitors to Clark County, in addition to the gaming opportunities present throughout the county and along the ‘Las Vegas strip’, are interested in taking advantage of the outdoor recreation and tourism opportunities that Lincoln County has to offer. By further marketing these outdoor recreation and tourism opportunities in Lincoln County to Las Vegas and Clark County visitors and tourists, Lincoln County could further increase the amount of recreation users and visitors and further increase overall economic activity and consumption across a wide variety of other related industry and occupation sectors. Increased user and visitor counts to Lincoln County will result in additional demand for short-term lodging, restaurants and dining, and other travel-related expenditures. To take advantage of these opportunities, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will need to actively create and attract new businesses and facilitate the retention and expansion of existing businesses in order to fill critical ‘gaps’ in the supply chain and value network of Lincoln County’s existing outdoor recreation and tourism sector.

5.5.d Threats

Figure 5.11 presents a word cloud summarizing the various economic development threats that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will have to contend with and potentially mitigate as identified by workshop participants during the first strategic economic development planning workshop held on March 22, 2022.

**Figure 5.11 – Economic Development Threats
Lincoln County Strategic Economic Development Planning Workshop
March 22, 2022**



Many of the individual economic development threats that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority might face over the next five years, as identified by workshop participants, focus on the potential interference the county, the city, and the Lincoln County Regional Development Authority might encounter from state and even federal government agencies and regulators. As a relatively small county in-terms of total population and as Nevada's existing metropolitan and more urban population centers have continued to grow, the balance of political power in Nevada has firmly shifted to Clark County and, to a much lesser extent, to Carson City and Washoe County in the northern part of the state. In 2020 alone, the total estimated population of Clark County was approximately 2.23 million individuals. Clark County's total population in 2020 accounted for approximately 73.6 percent of the state of Nevada's total population, an estimated 3.03 million total individuals. Combined with Carson City and Washoe County, the total population of Carson City, Clark County, and Washoe County, each being home to Nevada's only three recognized metropolitan statistical areas, accounted for approximately 90.7 percent of Nevada's total population in 2020. Comparatively, Lincoln County's estimated total population in 2020 of just 5,177 total individuals accounted for just 0.002 percent of the state's total population. The continued growth of Nevada's urban population centers has shifted political power at the state level fully toward the urban population centers. This shift could, and in some cases already has, limited Lincoln County's and the City of Caliente's ability to secure the financial and non-financial resources from the state that are necessary to support long-term sustainable community and economic growth.

Facing increased regulatory oversight and interference from state agencies and federal agencies is also, partially, the result of the shift in political power that has occurred in Nevada as the more urban counties, such as Carson City, Clark County, and Washoe County, continue to grow while the state's more rural and non-metropolitan counties, such as Lincoln County, continue to experience either declining or stagnant population growth. This regulatory oversight and interference, which could potentially inhibit the efforts to sustainably and reasonably expand Lincoln County's outdoor recreation and tourism sector and other critical sectors that depend upon access to needed natural resources and assets, is also due to outside and external environmental activism. While Lincoln County and its various community and economic development partners face increasing pressures to only preserve, as opposed to conservation and responsible development of, natural resources, amenities, and assets from outside environmental activist groups, the county faces threats from external parties regarding the control of existing natural resources, amenities, and assets including the control over available water resources.

In addition to the threats that Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and its various other public sector, private sector, and community-based non-profit stakeholders and partners face from lost political influence, increased regulatory interference and lack of attention, and even from potential loss of control over existing natural resources, amenities, and assets, increased severity and frequency of various natural disasters also threaten long-term sustainable economic development efforts. As part of the Lincoln County Land Act of 2000 and the Lincoln County Public Lands Policy Plan developed and approved in 2010, the United States Bureau of Land Management must consult with Lincoln

County, the City of Caliente, and the Lincoln County Regional Development Authority in order to develop and implement policies and other plans aimed at managing public resources throughout and within the county. Over the past several years, Lincoln County has also seen a significant increase in the overall severity and frequency of extended droughts, fires, and other natural disasters. For a county that is dependent upon its natural resources, amenities, and assets to drive a large portion of local economic development activity, the continued threat from natural disasters is a direct threat to the long-term and sustainable vitality of the county's economic base. Further economic diversification and investment into other emerging industry sectors that are not as impacted by the increased severity and frequency of various natural disasters while improving public infrastructure and services to cope with the impacts of natural disasters will be part of the implementation efforts of this new five-year Comprehensive Economic Development Strategy.

6.0 Vision, Goals, Actionable Items, and Priority Projects

This section presents an overview of the results for Stronger Economies Together Module 5, *Defining Your Regional Vision and Goals*, and parts from Module 6, *Discovering Assets and Barriers*, Module 7, *Planning for Success*, and Module 8, *Measuring for Success*. During the second strategic economic development planning workshop held on July 11, 2022, workshop participants were asked to develop a series of new strategic economic development goals and objectives for the new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority. As part of the implementation plan of this new five-year Comprehensive Economic Development Strategy, workshop participants were also asked to develop a series of specific strategies, actionable items, and priority projects for each new strategic economic development goal and objective.

6.1 Development of New Strategic Economic Development Vision for Lincoln County

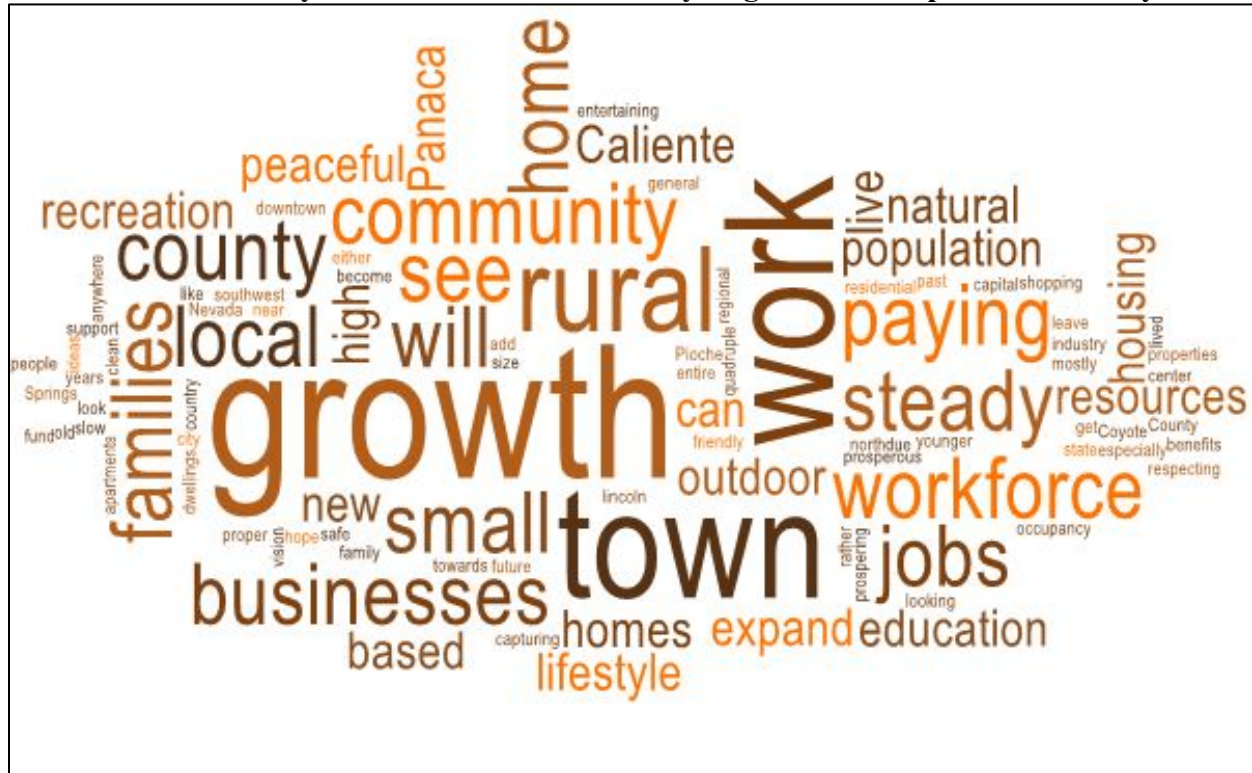
A strategic economic development vision statement should describe the general direction of where a community or region is headed and what the community and region aims to achieve by the end of the strategic plan's five-year planning horizon. While falling short of providing day-by-day instruction, the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

Participants who participated in the second strategic economic development planning workshop held on July 11, 2022 were asked to complete a number of individual, small group, and large group exercises designed to develop a new strategic economic development vision for Lincoln County's, for the City of Caliente's, and for the Lincoln County Regional Development Authority's new five-year, 2023 through 2028, Comprehensive Economic Development Strategy. As part of Stronger Economies Together Module 5, *Defining Your Regional Vision and Goals*, workshop participants were first asked to answer, first individually and then in small groups, three separate questions, including:

- What will your community and region look like in 20 to 30 years?

Figure 6.1 presents a word cloud that summarizes the answers for each of these three questions as provided by workshop participants for the both the individual and small group activities.

Figure 6.1 – Preliminary Development of a Strategic Economic Development Vision for Lincoln County and for the Lincoln County Regional Development Authority



After identifying what Lincoln County might look like in 20 to 30 years, identifying existing and projected live-work patterns of individuals who live and work in Lincoln County, and after identifying individual personal hopes and aspirations for the county and for the larger region, workshop participants were asked to select the most important themes in the answers provided to the three initial strategic visioning questions. A central theme agreed to by almost all workshop participants was the need to balance and manage the pressures of growth that Lincoln County and individual communities throughout the county have begun to experience and will likely continue to experience over the next several years with the desire of community residents and even existing business owners to maintain Lincoln County's existing identity and heritage as a 'small rural town', maintain the existing culture of Lincoln County and preserving existing natural resources, amenities, and assets, and encouraging higher density growth that will protect these various natural resources, amenities, and assets.

While increased yet sustainable growth is anticipated for both the City of Caliente and the town of Pioche, workshop participants also noted that future growth is project for both Coyote Springs and Toquop. The approaches that Lincoln County and its various community and economic development stakeholders have already employed for the master planned community of Coyote Springs and for the Toquop energy project, which each emphasizes higher density development and the inclusion of affordable housing, should be incorporated into how Lincoln County, the Lincoln County Regional Development Authority, and its various community and economic development stakeholders and partners pursue other developments and economic development initiatives as part of this new five-year Comprehensive Economic Development Strategy. Maintaining a safe, peaceful, and friendly community is a mandate from existing residents and existing business owners that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will have to consider and incorporate into the way in which both organizations pursue implementation of the various elements outlined in this new five-year Comprehensive Economic Development Strategy and how each organization engages its various strategic and economic development partners in pursuing various new business creation and attraction and existing business retention and expansion strategies.

Further increasing and diversifying the existing housing stock of Lincoln County to include affordable, attainable, and even workforce housing, continuing to support the improvement of local public educational services, improving access to expanded basic and more advanced physical and mental healthcare services, continuing to invest in the improvement and modernization of existing public infrastructure assets including broadband telecommunication services and additional freight and passenger rail services were each identified by workshop participants as larger targets that the county, the city, and the Lincoln County Regional Development Authority should focus on over the next five-years. These larger targets are not necessarily strategic economic development goals but represent a desired longer-term outcome that is achievable through implementation of the specific strategies, actionable items, and priority projects and overall achievement of the new strategic economic development goals and objectives outlined in this new five-year Comprehensive Economic Development Strategy.

Workshop participants, while acknowledging the importance of supporting sustainable new development of residential, commercial, and industrial uses and facilities, also expressed strong support that Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and their various public sector, private sector, and community-based non-profit stakeholders and partners should incorporate historic preservation and adaptive reuse of existing residential, commercial, and industrial properties into the broader vision of supporting sustainable long-term growth and development throughout Lincoln County. Ensuring that ‘100% of vacant storefronts are filled’ was mentioned by several workshop participants as a visionary target for Lincoln County’s, for the City of Caliente’s, and for the Lincoln County Regional Development Authority’s new five-year Comprehensive Economic Development Strategy. While continued support, growth, and diversification of the existing outdoor recreation and tourism sector will remain a critical focal point of future community and economic development efforts for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority, workshop participants also noted that, as part of the new five-year strategic economic development vision, various community and economic development

partners should continue to focus on diversifying the existing economic base by supporting the sustainable growth of other existing and new emerging industry sectors. The mining and natural resource extraction sector, the renewable energy sector, the agricultural sector including alternative crop production and value-added meat processing, midsized advanced manufacturing, and logistics including transportation and warehousing were each identified by workshop participants as potential opportunities to further grow and diversify Lincoln County's and the City of Caliente's economic base while still supporting and growing existing industry sectors that already drive local and regional economic activity.

While efforts to create and attract new businesses and to retain and expand existing businesses in these targeted existing and emerging industry sectors will drive a number of the specific strategies, actionable items, and priority projects outlined as part of this new five-year Comprehensive Economic Development Strategy, workshop participants agreed that the long-term strategic economic development vision for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority should focus on continued improvement of the existing quality of life, the preservation of the county's natural resources, amenities, and assets, the need to support and, to a degree, even encourage sustainable and reasonable population growth and growth of the county's civilian workforce by attracting a younger demographic, and the need to enhance employment opportunities for existing and future residents as a way of increasing the opportunity for higher paying jobs and for opportunities of general upward mobility without undue interference into competitive economic and market operations.

Based on the various ideas and personal hopes and aspirations outlined by workshop participants as part of developing a new five-year strategic economic development vision for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority, workshop participants were asked to draft different strategic economic development vision statements. Three separate strategic economic development vision statements for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Economic Development Authority, that will guide all community and economic development goals and objectives and targeted specific strategies, actionable items, and priority projects as part of this new five-year, 2023 through 2028, Comprehensive Economic Development Strategy, were drafted, including:

- Over the next five years, Lincoln County will maintain its rural and historic character while developing a balance between natural resources, manufacturing, technology, and tourism.
- Lincoln County will retain the small town feel and values while looking and working towards technologies of the future, including connected communities, transportation, supporting existing businesses, embracing the natural environment and historic preservation, and encouraging the coming generations to stay through housing, education, and high-paying employment opportunities.

-
- Lincoln County will grow existing industries and promote its affordable and authentic quality-of-life to new employers to retain and attract families as the place to work, play and live.

Each of these draft strategic economic development vision statements touch upon the desire to support sustainable community and economic growth across a wide variety of existing and emerging industry sectors while maintaining and protecting both cultural and natural resources, amenities, and assets that existing residents, existing businesses, and even existing visitors to Lincoln County highly value and want to see maintained and protected. Enhancing the already high quality of life that exists throughout Lincoln County is part of this shared future economic development vision for Lincoln County and for each individual community located within the county. Workshop participants further noted the importance of investing in community development oriented initiatives, in order to support broader economic development strategies, including the continued investment that Lincoln County and its various stakeholders and partners have already made in public infrastructure and facilities, in diversifying the county's existing housing stock, improving public educational services, and in improving overall access to locally-based expanded basic and more advanced physical and mental healthcare services. Sustainably growing the county's residential population by attracting a younger demographic while still providing the needed services and resources to the existing older population, growing the overall size and improving the overall capabilities of the existing civilian workforce, and increasing the number of relatively high-paying employment opportunities were each touched upon in each of the three draft strategic economic development vision statements developed by workshop participants.

Based on the three draft strategic economic development vision statements developed by workshop participants, the new strategic economic development vision for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority, as part of this new five-year, 2023 through 2028 Comprehensive Economic Development Strategy, is:

By working collaboratively with our community and economic development stakeholders and partners, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will pursue new business creation and attraction and existing business retention and expansion strategies across a variety of existing and emerging industry sectors that contribute to positive economic growth and diversification while preserving and enhancing our quality of life, our rich culture and heritage, and our abundant natural resources, amenities, and assets.

The new strategic economic development vision as part of Lincoln County's, the City of Caliente's, and the Lincoln County Regional Development Authority's new five-year Comprehensive Economic Development Strategy is designed to support a broader array of collaborative efforts between Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and their various community and economic development partners. In some instances, certain strategic economic development goals and objectives and certain individual specific strategies, actionable items, and priority projects may not necessarily require the direct engagement of either Lincoln County, the City of Caliente, or the Lincoln County Regional Development Authority. For example, as a state recognized regional development

authority, the Lincoln County Regional Development Authority is not a public infrastructure provider but can and has provided direct support for certain public infrastructure and facility investment initiatives that can and have directly supported the various new business creation and attraction and existing business retention and expansion efforts that the Lincoln County Regional Development Authority pursues.

In other cases, Lincoln County, the City of Caliente, and each of the individual communities and towns located throughout the county are not directly engaged in new business creation and attraction efforts or in the efforts to retain and expand an existing business by providing financial assistance or even technical assistance. However, the public infrastructure and facility investments that the county, the city, and the individual towns might pursue do have a direct impact on the overall success of individual private sector efforts to open a new business, expand an existing business, or even attempt to access new markets. The new strategic economic development vision statement for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority acknowledges the role that various public sector, private sector, and community-based and non-profit agencies, firms, and organizations play in supporting a growing economy that supports quality of life. As Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and their various community and economic development stakeholders and partners pursue this vision collaboratively, the new strategic economic development vision also makes it clear that every attempt to balance the needs for new growth with the needs to protect and preserve existing community, cultural, and natural resource characteristics will be incorporated into how Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority pursues implementation of the various elements outlined as part of this new five-year Comprehensive Economic Development Strategy.

6.2 Development of New Strategic Economic Development Goals and Objectives for Lincoln County

The development of new strategic economic development goals and objectives for Lincoln County, the City of Caliente, and for the Lincoln County Regional Development Authority, as part of this new five-year Comprehensive Economic Development Strategy, involves extending elements of each of the eight existing strategy areas from the current and expiring 2017 through 2021 Comprehensive Economic Development Strategy and developing new strategic economic development goals that Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and their various community and economic development stakeholders and partners will pursue over the next five years between 2023 and 2028. These extended strategy areas from the 2017 through 2021 Lincoln County Comprehensive Economic Development Strategy are designed to further enhance the capability of Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority in order to successfully achieve and complete each of the new strategic economic development goals outlined as part of the new five-year, 2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority.

6.2.a Extending Elements of the Eight Strategy Areas from the 2017 through 2021 Lincoln County Comprehensive Economic Development Strategy

In evaluating the current and expiring five-year, 2017 through 2021, Lincoln County Comprehensive Economic Development Strategy, workshop participants agreed to extend each of the eight existing strategy areas as part of the new five-year, 2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority. Workshop participants generally agreed that further pursuit and achievement of each of these eight existing strategy areas will directly support the efforts of Lincoln County, of the City of Caliente, of the Lincoln County Regional Development Authority, and their various community and economic development stakeholders and partners to achieve the desired targets outlined in the new strategic economic development goals. The following lists each of the eight existing strategy areas and outlines additional specific actionable items that Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and their various community and economic development stakeholders and partners will pursue over the next five years between 2023 and 2028.

- ***Strategy Area No. 1: Leadership Development***

Specific Actionable Items for 2023 through 2028:

- Continue to enhance the overall credibility and effectiveness of Lincoln County Regional Development Authority economic development initiatives.
- Build a robust Corporate Partners network and program, including additional paid membership by private sector firms in the Corporate Partners program.
- Lincoln County Regional Development Authority community and economic development activities and priorities will be informed through engaged communication, cooperation, and partnership with various business and community leaders.
- Further align efforts of the Lincoln County Regional Development Authority with the efforts of the Nevada Governor's Office of Economic Development when these efforts support mutually beneficial outcomes.
- Further define and delineate the community and economic development roles of the Lincoln County Board of County Commissioners, the City of Caliente City Council, and each of the individual Town Advisory Boards in countywide and community-level community and economic development initiatives.
- Pursue the development and hiring of a Community Economic Development Manager position for the City of Caliente.
- Pursue and complete the establishment of a Main Street America and Nevada Main Street program main street for the City of Caliente.
- Further enhance the role that individual Chambers of Commerce have in developing and implementing various new business creation and attraction and existing business retention and expansion efforts.

- ***Strategy Area No. 2: Workforce Development***

Specific Actionable Items for 2023 through 2028:

- Continue to pursue the further development, completion, and ongoing implementation including program development of a new 4-H Camp in partnership with University of Nevada Cooperative Extension.
- Evaluate the feasibility of developing a new magnet school in partnership with the Lincoln County School District, focused on science, technology, engineering, and mathematics (STEM) programming.
- Develop new housing that diversifies the existing housing stock in Lincoln County with a focus on affordable housing, attainable housing, workforce housing, and housing that can sustainably support increased population and workforce growth.
- Develop additional new infrastructure and continue to pursue the modernization of existing public infrastructure and facilities that can support increased sustainable population and workforce growth.
- Pursue new business creation and attraction and existing business retention and expansion strategies that encourage new job creation with wages and incomes above the minimum wage and above average area median income.
- Work with the Governor's Workforce Development Board and the Nevada Department of Employment, Training and Rehabilitation to secure the resources needed to support broader workforce development efforts.

- ***Strategy Area No. 3: Community Capacity Building***

Specific Actionable Items for 2023 through 2028:

- Pursue the continued development and completion of the Meadow Valley Industrial Park including the development of a multimodal rail component.
- Explore and pursue the possibility of developing an inland port in Lincoln County, including rail siding and rail-to-truck trans-loading capabilities.
- Expand fire suppression services and additional improvements at the Alamo Airport.
- Pursue and complete the establishment of a Main Street America and Nevada Main Street program main street for the City of Caliente in order to target strategic adaptive reuses and revitalization projects.
- Develop additional new infrastructure and continue to pursue the modernization of existing public infrastructure and facilities that can support increased sustainable population and workforce growth.
- Explore and pursue the development of new freight and passenger rail service in Lincoln County in accordance with the state of Nevada's State Rail Plan in order to improve connectivity between Lincoln County and other parts of Nevada and parts of Utah.

- ***Strategy Area No. 4: Existing Business Development***

Specific Actionable Items for 2023 through 2028:

- Further target new business creation and attraction and existing business retention and expansion efforts designed to close key ‘gaps’ in the existing supply chain and value network of the outdoor recreation and tourism sector and in the broader regional tourism and hospitality sector with an emphasis on increased business-to-business transactions.
- Continue to explore the potential and pursue the completion of a new value-added meat processing facility and other agricultural production based value-added facilities in Lincoln County.
- Work with the Lincoln County School District to further develop existing Career Technical Education (CTE) programming, apprenticeship programs, and certificate programs including further development and implementation of the County Workforce Development Program in order to sustainably grow the existing workforce needed to fill the existing and future vacant positions that existing businesses have.
- Further improve critical public infrastructure including improved broadband and telecommunication services in order to support additional remote working along with the development of new housing across a variety of types and price points.

- ***Strategy Area No. 5: Recruiting***

Specific Actionable Items for 2023 through 2028:

- Aggressively pursue the disposal and transfer for targeted public land currently owned and managed by federal government agencies in order to support additional commercial and industrial development in targeted industry and occupation sectors.
- Assist new firms, either created in or recruited to Lincoln County, in identifying their workforce needs and provide assistance in addressing those needs through expanded existing or new job training, job placement, and general workforce development efforts.
- Assist new firms, either created in or recruited to Lincoln County, in identifying their specific public infrastructure and facility needs and, when appropriate, provide assistance in developing the needed public infrastructure and facilities.
- Increase the number of Nevada Governor’s Office of Economic Development generated and Lincoln County Regional Development Authority leads in recruiting new businesses in targeted industry and occupation sectors.

- ***Strategy Area No. 6: Regional Development Initiatives***

Specific Actionable Items for 2023 through 2028:

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- Further development of targeted regional development initiatives with other regional development authorities in Nevada, including the Northeastern Nevada Regional Development Authority and the Southwest Central Regional Economic Development Authority, and with economic development organizations in neighboring Utah and Arizona counties.
 - Work with regional, state, and federal partners to develop new freight and passenger rail services that would further connect various communities within Lincoln County and between Lincoln County and other parts of Nevada, Utah, and Arizona.
 - Work with regional, state, and federal partners to develop additional alternative agricultural production and additional value-added production capacity, including the incorporation of rail distribution of completed value-added products, within Lincoln County and across other parts of Nevada, Utah, and Arizona.

- ***Strategy Area No. 7: Infrastructure***

Specific Actionable Items for 2023 through 2028:

- Lincoln County, the City of Caliente, and each of the individual towns located within the county will aggressively pursue and secure one or more grant opportunities for public infrastructure and public facility funding.
- Explore the potential need and potential cost of developing additional public infrastructure and public facilities needed to support the specific actionable items outlined as part of the other strategy areas including a new convention center, additional broadband and telecommunication improvements, and additional surface roadway and transportation infrastructure improvements in partnership with various other regional, state, and federal stakeholders.
- Identify and pursue needed infrastructure and public safety improvements, including the development of additional broadband and telecommunication coverage, needed safety improvements as identified and needed including but not limited to the development of additional passing lanes, new public facilities, rest stops, and bathrooms along U.S. Highway 93.

- ***Strategy Area No. 8: Program Management and Administration***

Specific Actionable Items for 2023 through 2028:

- Continue to improve collaboration and coordination of various community and economic development efforts between the Lincoln County Regional Development Authority, Lincoln County, the City of Caliente, and the individual Town Advisory Boards.
- Work collaboratively to identify and pursue funding opportunities through various state and federal grant sources and even philanthropic sources.

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- Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will continue to increase and improve overall public community and engagement efforts, including broader marketing of various community and economic development success to a wider audience within and outside Lincoln County.

The continued inclusion of the eight existing strategy areas that were developed as part of the current and expiring five-year, 2017 through 2021, Comprehensive Economic Development Strategy into this new five-year, 2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority is designed to ensure that the progress made over the past five years continues throughout the next five years. The development of the various new specific actionable items for each strategy area reflects the changed economic development strengths and weaknesses of Lincoln County as well as developments in new opportunities and potential threats that Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority could potentially take advantage of and must guard against as part of this new five-year Comprehensive Economic Development Strategy. While specific actionable items have been developed for each of the new strategic economic development goals, the new specific actionable items developed for each of the eight existing strategy areas are designed to assist in the successful achievement of all the new strategic economic development goals by generally improving overall community and economic development conditions.

6.2.b New Strategic Economic Development Goals for Lincoln County for the 2023 through 2028 Comprehensive Economic Development Strategy

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

Using the definitions of a SMART goal provided above, workshop participants who participated in the second strategic economic development planning workshop held on July 11, 2022 were asked to develop a set of new strategic economic development goals for Lincoln County's, for the City of Caliente's, and for the Lincoln County Regional Development Authority's new five-year, 2023 through 2028, Comprehensive Economic Development Strategy. Working in small groups, workshop participants developed the following 13 new strategic economic development goals for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority. *NOTE:* the final three goals, Goal No. 11, Goal No. 12, and Goal No. 13, were developed after the July 11, 2022 strategic economic development planning workshop

and provided by representatives of the Pioche Chamber of Commerce and from the town of Pioche as well as from representatives from the Lincoln County Regional Development Authority for inclusion into this new five-year Comprehensive Economic Development Strategy.

- **Goal No. 1** (11 votes): Increase total employment countywide by 300 total individuals in six new agricultural food processing and/or biofuel production firms located in Lincoln County within the next five years or by the end of 2028.
- **Goal No. 2** (9 votes): Lincoln County will acquire an additional 20,000 acres of publicly owned land from the United States Bureau of Land Management or other appropriate federal agencies as outlined in the Lincoln County Land Act of 2000 in order to support new residential, commercial, or industrial development by the beginning of 2030.
- **Goal No. 3** (7 votes): Reduce the amount of overall annual retail and trade service industry sector ‘leakage’ in Lincoln County by 10.0 percent by the end of 2027.
- **Goal No. 4** (6 votes): Develop 500 new residential housing units, across a variety of housing types and price points, within and throughout Lincoln County within the next five years or by the end of 2028.
- **Goal No. 5** (6 votes): In order to sustainably grow Lincoln County’s workforce, double the number of families with working age adults and children living in Lincoln County and retain, and/or have return to the community after completing different educational and workforce development training, at least twice the number of young adults between the ages of 18 and 25 years of age who grow up in Lincoln County by the end of 2028.
- **Goal No. 6** (5 votes): Increase overall access to more reliable broadband and telecommunication services at the same rate at which access to additional broadband and telecommunication services has been increased over the past five years by the end of 2025.
- **Goal No. 7** (4 votes): Increase the year-over-year number of issued housing development construction permits in Lincoln County by 20.0 percent per year by the end of 2025.
- **Goal No. 8** (4 votes): In order to support new business creation and attraction and existing business retention and expansion efforts, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will work to complete the refurbishment, revitalization, and adaptive re-use of the Caliente Railroad Depot project by the end of 2027.
- **Goal No. 9** (3 votes): Increase the total annual number of visitors, outdoor recreation enthusiasts, and tourists to Lincoln County by a factor of four and double the average per visitor, outdoor recreation enthusiast, and tourist spending among businesses located in Lincoln County by the beginning of 2030.

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- **Goal No. 10** (2 votes): Increase the overall number of private sector firms in the construction and trade service industry sectors operating throughout Lincoln County by at least 10.0 percent by the end of 2025.
 - **Goal No. 11** (Developed post-July 11, 2022 Planning Workshop): Complete a comprehensive refurbishment, revitalization, and adaptive re-use effort of the Gem Theater located in Pioche, Nevada by the end of 2028.
 - **Goal No. 12** (Developed post-July 11, 2022 Planning Workshop): Increase the overall number of businesses operating within the existing commercial district in Pioche, Nevada by 50.0 percent by the end of 2025.
 - **Goal No. 13** (Developed post-July 11, 2022 Planning Workshop): In order to support further improvement in measures of median household, median family, and per capita income, continue to support the growth of public sector employment opportunities in Lincoln County as needed.

Each individual goal, except for Goal No. 11, Goal No. 12, and Goal No. 13 that were developed after the second strategic economic development planning workshop held on July 11, 2022, are rank ordered based upon the overall importance that workshop participants placed on each individual goal. This rank ordering of each individual goal will inform Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority, and their various community and economic development stakeholders and partners, as to how limited resources are employed each year over the next five years between 2023 and 2028. In general, those individual strategic economic development goals with a larger number of individual votes will receive more attention than lower ranked goals.

On annual basis, faculty from the University Center for Economic Development will facilitate an annual assessment and evaluation of each of the new 13 strategic economic development goals for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority in order to determine the overall progress that Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and the various community and economic development stakeholders and partners have achieved in completing each new strategic economic development goal. This annual assessment and evaluation process may result in a reprioritization of the new 13 strategic economic development goals as individual goals are completed, changes in the internal and external environment merit a reprioritizing of the individual goals, and as resources to pursue achievement of each individual goal are available on an annual basis. In addition to evaluating the overall progress that Lincoln County, the City of Caliente, the Lincoln County Regional Development Authority, and the various community and economic development stakeholders and partners have made in achieving each individual strategic economic development goal, new specific strategies, actionable items, and priority projects may also be developed as needed to support further implementation of this new five-year Comprehensive Economic Development Strategy.

6.3 Development of Specific Strategies, Actionable Items, and Priority Projects for the New Strategic Economic Development Goals

The final element of this new five-year, 2023 through 2028, Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority is the development of a comprehensive implementation plan including the development of specific strategies, actionable items, and priority projects for each new strategic economic development goal. The first step in developing this comprehensive implementation plan asked workshop participants to identify the *resources* needed to ensure achievement of each specific goal, existing tangible and intangible *capital* that could be redeployed to achieve each individual specific economic development goal, and a possible *barrier* that could derail or inhibit achievement of each individual specific economic development and identify a possible way in which the barrier could be overcome or mitigated. The second step in developing this comprehensive implementation plan asked workshop participants to develop a *specific actionable item* for each individual specific economic development goal in order to jumpstart achievement of the goal. Workshop participants were further asked to identify an individual or organization that will be responsible for implementing the specific actionable item, a realistic timetable for completing the specific actionable item, and a set of regular checkpoints to ensure that progress is being made on implementing the specific actionable item. The following details the implementation plan for each of the 13 new strategic economic development goals and the identified resource needs, capital needs, possible barriers, and specific actionable item for each strategic economic development goal.

- **Goal No. 1:** Increase total employment countywide by 300 total individuals in six new agricultural food processing and/or biofuel production firms located in Lincoln County within the next five years or by the end of 2028.

Needed Resources: In order to fully realize achievement of this specific economic development goal, workshop participants noted that Lincoln County, the Lincoln County Regional Development Authority, and their various community and economic development stakeholders and partners will need to continue to build a ‘business friendly environment’ in Lincoln County. Past opposition to additional value-added agricultural food processing projects indicate that there might still be lingering opposition to this type of targeted economic development project. Additional community engagement and communication is central to the efforts of both Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority to continue to build a business friendly environment that also respects and takes into account community needs and wants. Increasing overall total employment in new agricultural food processing and/or biofuel production firms will also require further growth of the existing civilian workforce which, in-turn, will require additional infrastructure, additional housing, and additional healthcare services.

Existing Capital: Lincoln County already benefits from its existing reputation as a business friendly county. Favorable yet firm regulatory standards designed to protect the county’s identity and heritage and the area’s natural resources, accessible public sector

and community leaders, a very high quality of life, and Lincoln County's strategic geographic location relative to larger metropolitan areas and markets, makes Lincoln County an attractive destination for new firms in a variety of industry sectors. Existing available land to support new commercial and industrial development, adequate natural resources including access to water, and existing access to investment and financing opportunities are additional capital resources that, if targeted toward supporting new business development in the agricultural food processing and biofuel production sectors, could support achievement of this specific goal.

Possible Barrier: Access to and transportation of needed building materials to support construction in the agricultural food processing and biofuel production sectors may, as well as building materials needed to support other residential, commercial, and industrial development, could delay and possibly derail achievement of this specific goal. More focus on internal job creation and pivoting toward existing business retention and expansion efforts may be required in order to meet the stated target of 300 new jobs created by the end of 2028. The current prohibition of biomass feedstock from federal lands in the production of renewable transportation fuels negatively impacts forest and rangeland health and increases wildfire risk.

Specific Actionable Item: The Lincoln County Regional Development Authority will work with the Nevada Governor's Office of Economic Development and with representatives from Nevada's federal Congressional delegation to proceed with the United States Department of Agriculture's approval process for new agricultural food processing firms to be opened in Lincoln County. The Lincoln County Regional Development Authority will also work with individual private sector representatives from SixCo Nevada, in support of its Joint Development Agreement with Lincoln County, and the United States Bureau of Land Management to complete the preparation of land to begin pinyon and juniper treatment efforts on identified and targeted land.

- **Goal No. 2:** Lincoln County will acquire an additional 20,000 acres of publicly owned land from the United States Bureau of Land Management or other appropriate federal agencies as outlined in the Lincoln County Land Act of 2000 in order to support new residential, commercial, or industrial development by the beginning of 2030.

Needed Resources: Achievement of successfully acquiring an additional 20,000 acres of publicly owned land from the United States Bureau of Land Management or other appropriate federal agency to Lincoln County will require significantly more engagement and collaboration with federal regulators and state and federal policy makers. Currently, this proposed level of federally owned land has not a priority for state and federal policymakers and federal regulators despite the approval for such a transfer already being outlined in the Lincoln County Land Act of 2000 passed by Congress and signed into law in October 2000.

Existing Capital: Significant existing demand for additional acres of land to be transferred to Lincoln County already exists in order to support new yet sustainable

residential, commercial, and industrial development. Lincoln County and its various public sector partners have already invested considerable financial resources in significantly improving, expanding, and modernizing existing public infrastructure assets in order to support the eventual development of any federally owned land that is transferred to Lincoln County and, subsequently, to private sector interests.

Possible Barrier: In addition to the possible resistance that Lincoln County may face from state and federal policymakers and federal government regulators, achievement of this specific goal may also be hampered by potential third-party lawsuits filed by various non-governmental organizations and activist groups that seek to delay or derail these federally owned land disposal and transfer efforts. If this occurs, Lincoln County and the Lincoln County Regional Development Authority may have to focus on more targeted in-fill development on land that is already controlled by Lincoln County, the City of Caliente, or other local interests. Local policy makers and industry leaders may also have to work closer with state and federal policymakers to ensure that these proposed land transfers occur and a scaling back of the amount of land eventually transferred to Lincoln County may have to be considered and pursued.

Specific Actionable Item: Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will work with representatives from Nevada's federal Congressional delegation to encourage the United States Bureau of Land Management to follow through on the transfer of existing federally owned land that has already been identified for possible transfer to the county as outlined in the Lincoln County Land Act of 2000.

- **Goal No. 3:** Reduce the amount of overall annual retail and trade service industry sector 'leakage' in Lincoln County by 10.0 percent by the end of 2027.

Needed Resources: Currently, there is a sizable expenditure and economic 'leakage' in Lincoln County across the retail and trade service sectors. There are simply not enough existing firms in these sectors, including hardware stores, furniture stores, specialty grocery stores, and even clothing stores that price goods and services at a reasonable price, in Lincoln County to capture existing demand and consumption levels. New business creation and attraction and existing business retention and expansion efforts targeted to the retail and trade service sectors are needed to support an overall reduction, by at least 10.0 percent by the end of 2027, in this overall existing level of expenditure and economic 'leakage'.

Existing Capital: Major existing capital resources include existing unfilled demand for various retail and trade area services among the existing residential population and among visitors, outdoor recreation enthusiasts, and tourists that visit Lincoln County on an annual basis. There are also a number of existing retail and trade service sector firms with existing operations within Lincoln County. New and more visible 'buy local' campaigns, improved business-to-business consumption activity, and targeted existing business retention and expansion efforts in the retail and trade service sectors can

facilitate achievement of this specific economic development goal as part of the new five-year Comprehensive Economic Development Strategy for Lincoln County and for the Lincoln County Regional Development Authority.

Possible Barrier: Possible barriers that might arise as Lincoln County and the Lincoln County Regional Development Authority attempt to achieve this specific economic development goal include a failure of existing retail and trade service sector firms to obtain the necessary financing to support their own expansion efforts, the failure of existing retail and trade service sector firms to retain existing and recruit new workers, and a general resistance from existing and future residents to ‘buy local’ from existing retailers and trade service providers. Lincoln County, the Lincoln County Regional Development Authority, and its various community and economic development stakeholders and partners should work collaboratively to provide existing retailers and trade service providers with the necessary financing to support future expansion, provide additional job training and job placement services to the existing civilian workforce, and develop and aggressively implement ‘buy local’ campaigns and increased local business-to-business consumption.

Specific Actionable Item: Within six months, the Lincoln County Regional Development Authority will work with faculty and staff from the University of Nevada, Reno (possibly University of Nevada Cooperative Extension and the University Center for Economic Development) to establish a baseline of existing retail and trade area service ‘leakage’. This effort will be updated annually as part of the annual assessment and evaluation of the new five-year Comprehensive Economic Development Strategy for Lincoln County and for the Lincoln County Regional Development Authority. The initial results and subsequent annual updates will be used to focus new business creation and attraction and existing business retention and expansion efforts on an annual basis and will be used to communicate the importance of ‘buy local’ efforts and increased business-to-business activity to local residents and local businesses.

- **Goal No. 4:** Develop 500 new residential housing units, across a variety of housing types and price points, within and throughout Lincoln County within the next five years or by the end of 2028.

Needed Resources: In order to support the development of 500 new residential housing units, Lincoln County and the City of Caliente will have to acquire additional land currently owned by various federal agencies and regulators through a public lands disposal and transfer process. Similar to the identified needed resources for Goal No. 2, this will require state and federal policymakers and federal regulators to follow through on the existing priority list of identified federal land that Lincoln County would prefer is disposed of and transferred to the county. Outside the existing population centers in Lincoln County, such as Caliente and Pioche, additional new public infrastructure in, for example, Alamo and Toquop will need to be developed and ultimately provided. This will require additional financial resources, including financial support from state government sources and through federal grant programs.

Existing Capital: A major existing capital resource that can support the successful development of 500 new residential housing units throughout Lincoln County over the next five years is the availability of water in the county to support increased residential development. Additional existing capital resources that can support future residential development and the achievement of this specific economic development goal include the increased demand for additional housing that has already materialized throughout the county, the increased demand from existing local businesses for additional workers that will further support an increase in the demand for new housing, and the amount of public infrastructure that Lincoln County, the City of Caliente, and other public sector agencies and organizations have invested in and completed over the past several year.

Possible Barrier: No barriers were identified for this specific goal.

Specific Actionable Item: To protect existing water resources needed to support future residential development, Lincoln County will assist the Coyote Springs Improvement District (a General Improvement District created under the authority of Nevada Revised Statute Chapter 318) in efforts to preserve local ownership and control of local water resources.

- **Goal No. 5:** In order to sustainably grow Lincoln County’s workforce, double the number of families with working age adults and children living in Lincoln County and retain, and/or have return to the community after completing different educational and workforce development training, at least twice the number of young adults between the ages of 18 and 25 years of age who grow up in Lincoln County by the end of 2028.

Needed Resources: The creation of new jobs that pay above minimum wage and above area median income levels is needed to retain young adults and to attract the number of families living in Lincoln County. Additional housing across a variety of housing types, additional basic and more advanced physical and mental healthcare services, and continued investment in and improvement of different childcare and educational services are also needed to support the eventual achievement of this specific economic development goal.

Existing Capital: The existing demand for additional workers among existing businesses in Lincoln County is a primary existing capital resource that will support achievement of this specific economic development goal. The existing high quality of life in Lincoln County, coupled with the county’s existing cultural identity and rural heritage, geographic proximity to larger metropolitan and urban population centers in both Nevada and Utah, and the county’s many natural resources, amenities, and assets are potential existing reasons why youth, young adults, and families would choose to stay in Lincoln County or relocate to the county.

Possible Barrier: No barriers were identified for this specific goal.

Specific Actionable Item: Specific actionable items to support achievement of this specific strategic economic development goal include achievement of the various other strategic economic development goals focused on supporting additional housing development, specifically Goal No. 2 and Goal No. 4. Additional specific actionable items as part of this specific strategic economic development goal also include updating the Lincoln County School District's Technology Plan in order to meet existing community and workforce development needs and providing assistance in securing necessary financial and technical assistance. The specific goals and actionable items outlined in the Lincoln County School District's current Technology Plan include: (1) integrate technology across the curriculum to prepare students for a changing technological world, (2) ensure adequate professional growth opportunities for staff to foster meaningful technology integration in classrooms, (3) maintain and expand, as necessary, sufficient infrastructure and connectivity to enable meaningful, reliable technology integration and professional growth opportunities, and (4) foster visionary and enabled leadership at the district, school, and classroom levels to encourage innovation in technology integration and student-centered learning.

- **Goal No. 6:** Increase overall access to more reliable broadband and telecommunication services at the same rate at which access to additional broadband and telecommunication services has been increased over the past five years by the end of 2025.

Needed Resources: The most important and critically needed resource to support achievement of this specific economic development include the necessary financial resources and investments into Lincoln County's existing broadband and telecommunication infrastructure. Additional technical, planning, and financial assistance from state agencies, such as the Nevada Governor's Office of Science, Innovation & Technology and the Nevada Department of Business & Industry, along with financial assistance provided through federal grant programs, will also be needed. Continued support and engagement by Lincoln County, the City of Caliente, the various Town Advisory Boards, and by Lincoln County Telephone System, Inc. will be needed to support overall achievement of increasing overall access to more reliable broadband and telecommunication services throughout the county.

Existing Capital: Existing access to fiber lines located throughout Lincoln County and other additional supporting infrastructure will support broad achievement of this specific economic development goal. There is also significant existing and increasing demand among the existing residential population and business community within Lincoln County and demand for improved broadband and telecommunication services is likely to increase as the population of Lincoln County grows and as more visitors, outdoor recreation enthusiasts, and tourists continue to recreate and visit the county.

Possible Barrier: The way in which statewide, larger regional, and even national investments in broadband and telecommunication services and infrastructure are decided is a possible barrier that might inhibit achievement of this specific economic development goal. Lincoln County, the Lincoln County Regional Development Authority, and their

various stakeholders and partners will need to work with state and federal regulators and policymakers to ensure that improved broadband and telecommunication service and infrastructure investments are prioritized. Working with other neighboring rural and nonmetropolitan communities and counties in Nevada and in Utah and Arizona could significantly improve Lincoln County's ability to increase the priority in planning, technical, and financial support that the county and individual communities within the county receive.

Specific Actionable Item: Over the next 18 months and by mid-2024, the Lincoln County Regional Development Authority will work with the Lincoln County Telephone System, Inc. and with Lincoln County to identify, apply for, and secure the necessary grant funding to finance the development of additional and needed broadband and telecommunication infrastructure.

- **Goal No. 7:** Increase the year-over-year number of issued housing development construction permits in Lincoln County by 20.0 percent per year by the end of 2025.

Needed Resources: Resources that do not currently exist and are critically needed to support achievement of this specific economic development goal include additional land that can support increased residential development throughout Lincoln County, direct access to reasonably priced capital needed to support construction of new residential units, and bringing in qualified developers and the required workforce with the necessary skills to complete development and construction. In the short-term, Lincoln County, the Lincoln County Regional Development Authority, and other community and economic development stakeholders and partners may have to 'import' developers and the required workforce to support development and construction of new housing units until a sufficient residential population and civilian workforce exists within Lincoln County.

Existing Capital: Even though additional land that is currently owned by various federal agencies will have to be disposed of and properly transferred to Lincoln County and/or the City of Caliente to support achievement of this specific economic development goal, there are a number of available lots that are already prepped to support new residential development. Lincoln County, the City of Caliente, and other public entities have also completed a number of new public infrastructure improvement, expansion, and modernization projects that can support significant yet sustainable new residential development to meet the goal of increasing the year-over-year number of issued housing development construction permits in Lincoln County by 20.0 percent per year by the end of 2025.

Possible Barrier: New job creation, resulting in new jobs that pay above minimum wage and above area median income levels, is critically needed to support achievement of this specific economic development goal. If these new jobs cannot be created through broader new business creation and attraction efforts, Lincoln County, the Lincoln County Regional Development Authority, and their various community and economic development partners should focus on creating new jobs that pay above minimum wage

and above area median income levels through targeted existing business retention and expansion efforts.

Specific Actionable Item: Over the next year, Lincoln County and the Lincoln County Regional Development Authority will pursue a number of specific actionable items to ensure progress in achieving this specific strategic economic development goal including working with local and regional realtors and developers to advertise and market opportunities in Lincoln County, to increase the efforts of the Lincoln County Assessor's Office to track permits, identify and secure funding to support broader advertising and marketing efforts, and to assist prospective buyers with potential builders.

- **Goal No. 8:** In order to support new business creation and attraction and existing business retention and expansion efforts, Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will work to complete the refurbishment, revitalization, and adaptive re-use of the Caliente Railroad Depot project by the end of 2027.

Needed Resources: Eventual completion of the Caliente Railroad Depot project by the end of 2027 will require significantly more financial resources, a qualified developer with the workforce needed to complete the refurbishment and revitalization of the existing building, and businesses willing to lease the completed space as part of the overall adaptive re-use of the Caliente Railroad Depot. Perhaps most importantly to the overall success of this strategic economic development goal is a dedicated 'champion' with the needed political capital and community support to spearhead completion of the project.

Existing Capital: Despite the need for additional financial resources, a significant amount of financial resources have already been invested in the refurbishment, revitalization, and adaptive re-use of the Caliente Railroad Depot and additional financial resources are available to support the continued effort to complete this project. There are local contractors and workers capable of completing the work and a management company has been selected and hired to manage the project and the eventual leasing of newly created commercial space.

Possible Barrier: Continued increases in the overall cost of building materials, other needed supplies, and labor could potentially decrease the probability of completing the Caliente Railroad Depot project by the targeted end of 2027. There is also a potential threat that new historical preservation standards and other new regulatory requirements could derail the successful completion of the project by further driving up total project costs. Lincoln County, the Lincoln County Regional Development Authority, and various other involved community and economic development stakeholders and partners should work collaboratively to identify and secure additional external funding sources in order to combat rising project costs and should continue to work with possible regulators to ensure that existing historical preservation standards are kept in place.

Specific Actionable Item: The City of Caliente, supported by Lincoln County, the Lincoln County Regional Development Authority, and other stakeholders and partners, will work with Nevada State Historic Preservation Office and the existing contractor over the next year to finalize the rehabilitation, revitalization, and adaptive re-use plans for the Caliente Railroad Depot project over the next year and by the end of 2023. Over the next year, the City of Caliente and its various stakeholders and partners will seek out, identify, and apply for various additional financing resources, including through the Nevada State Historic Preservation Office and through the state’s Community Development Block Grant program administered by the Nevada Governor’s Office of Economic Development, to implement and fund completion of the project. Over the next year, the City of Caliente, working with local relators, will seek out and secure at least one anchor tenant for the eventually completed Caliente Railroad Depot. It should be noted that previous Community Development Block Grant funds have been used to complete past work on rehabilitating and revitalizing the Caliente Railroad Depot. Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will continue to explore additional future Community Development Block Grant funding and other potential state and federal government sources as part of this new five-year Comprehensive Economic Development Strategy.

- **Goal No. 9:** Increase the total annual number of visitors, outdoor recreation enthusiasts, and tourists to Lincoln County by a factor of four and double the average per visitor, outdoor recreation enthusiast, and tourist spending among businesses located in Lincoln County by the beginning of 2030.

Needed Resources: Significant improvement in the total number of visitors, outdoor recreation enthusiasts, and tourists that visit Lincoln County on an annual basis is limited based upon the number of existing lodging establishments and other supportive retailers and service providers needed to accommodate increased visitation rates. As part of this specific economic development goal, Lincoln County, the Lincoln County Regional Development Authority, and its various stakeholders and partners will need to pursue new business creation and attraction and existing business retention and expansion strategies designed to close critical ‘gaps’ in the supply chain and value network of the broader tourism and hospitality sector and the specific outdoor recreation and tourism sector.

Existing Capital: The volume and quality of tourism and hospitality and specific outdoor recreation and tourism related resources, amenities, and assets throughout Lincoln County are well documented. Lincoln County’s existing cultural identity and rural heritage, including existing historical structures in communities such as Caliente and Pioche, add to the resources, amenities, and assets that are natural draws for visitors, outdoor recreation enthusiasts, and tourists who visit Lincoln County. Expanded marketing of these assets to larger markets in targeted parts of the western and intermountain western United States is needed to ensure achievement of this specific strategic economic development goal.

Possible Barrier: Potential barriers to the achievement of this specific goal, as identified by workshop participants, include the threats posed by continued rising gasoline and related travel prices and the distance between Lincoln County and larger more urban metropolitan population centers. Continued inflationary pressures may discourage future visitors, outdoor recreation enthusiasts, and tourists from visiting Lincoln County if they have to drive long distances from their point of origin. These potential barriers may require Lincoln County, the Lincoln County Regional Development Authority, and their various stakeholders and partners to focus more on targeted economic development diversification efforts that are less impacted by macroeconomic inflationary pressures.

Specific Actionable Item: The Lincoln County Authority of Tourism, with other stakeholders and partners, will develop and implement a comprehensive marketing strategy designed to draft visitors, outdoor recreation enthusiasts, and tourists from neighboring Clark County. This comprehensive marketing strategy will focus on Lincoln County's various natural resources, amenities, and assets and existing outdoor recreation and tourism attributes as a 'destination location'. Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will also work with the Lincoln County Authority of Tourism to secure additional state government funding through appropriate grant programs including, but not limited to, the Nevada Department of Tourism and Cultural Affairs' 3D Destination Development Program.

- **Goal No. 10:** Increase the overall number of private sector firms in the construction and trade service industry sectors operating throughout Lincoln County by at least 10.0 percent by the end of 2025.

Needed Resources: Increasing the overall number of private sector firms in the construction and trade service industry sectors is primarily blocked by a lack of available financial capital that new businesses in these sectors need to start new operations and that existing businesses in these sectors need to expand their existing operations. Another significant needed resource deficiency is the availability of workers that can fill new positions created by firms in the construction and trade service industry sectors. Sustainably growing Lincoln County's civilian workforce and improving the overall skill of the existing workforce through increased job training and job placement services are needed to support long-term achievement of this specific economic development goal.

Existing Capital: Existing capital resources that can support the long-term achievement of this specific economic development goal include an existing strong and growing demand throughout Lincoln County for the services that construction and trade service industry sector firms provide. In parts of Lincoln County that have experienced measurable population growth over the past several years, this demand is likely to increase will continue to support new business creation and attraction and existing business retention and expansion efforts in these sectors. There are already a number of firms in the construction and trade service industry sectors that operate throughout Lincoln County. Existing business retention and expansion efforts should be focused on

these existing firms in order to support achievement of the goal of increasing the overall number of private sector firms in these sectors by 10.0 percent by the end of 2025.

Possible Barrier: Further competition with and pressure from existing firms in the construction and trade services sectors operating in larger metropolitan and more urban population centers in southern Nevada and in Utah and Arizona. These firms operating in larger metropolitan and more urban population centers can take advantage of various economies of scale that reduce their overall costs and benefit from having direct access to a much larger civilian workforce. Local community and economic development stakeholders and partners in Lincoln County may have to work collaboratively with these existing firms as part of an effort to relocate and attract firms in the construction and trade service industry sectors to Lincoln County.

Specific Actionable Item: Lincoln County, the City of Caliente, and the Lincoln County Board of County Commissioners will work with representatives from Nevada federal Congressional delegation and with various state of Nevada policy makers and administrators to ensure that the United States Bureau of Land Management begins and completes the disposal and transfer process of existing federally owned land to Lincoln County over the next 12 months or by the end of 2023. Individual lots from this newly acquired land will be identified and Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority will work with area realtors to begin the subdivision and sale process of these lots to private sector firms in the construction and trade service industry sectors to support new business creation and existing business expansion efforts.

For the two new strategic economic development goals developed after the July 11, 2022 strategic economic development planning workshop, specifically for Goal No. 11 and Goal No. 12, identified needed resources, existing capital, possible barriers, and specific actionable items were identified for each of these two new strategic economic development goals together.

- **Goal No. 11** (Developed post-July 11, 2022 Planning Workshop): Complete a comprehensive refurbishment, revitalization, and adaptive re-use effort of the Gem Theater located in Pioche, Nevada by the end of 2028.
- **Goal No. 12** (Developed post-July 11, 2022 Planning Workshop): Increase the overall number of businesses operating within the existing commercial district in Pioche, Nevada by 50.0 percent by the end of 2025.

Needed Resources for Goal No. 11 and Goal No. 12: To support the eventual achievement of each of these two new strategic economic development goals, additional local infrastructure planning collaboration between the local towns, including the town of Pioche, and Lincoln County is needed. Additional administrative support, including grant writers and administrators to seek out and secure additional external funding is needed and additional state government support for building a network of construction and information technology industry professionals is also needed to support broad achievement of each individual strategic economic development goal. Specific expertise

among construction professionals in historic preservation and the adaptive re-use and revitalization of historic structure will need to be developed and a proper sourcing of needed construction materials at reasonable prices will have to be identified and secured.

Existing Capital for Goal No. 11 and Goal No. 12: There is significant political capital in Lincoln County, including among the elected and appointed officials at the county level and among the Town Advisory Boards and individual communities to support achievement of each of these new strategic economic development goals. Achievement of each of these new strategic economic development goals will also depend upon existing local community support and ‘institutional knowledge’, existing industry professionals to complete the planning, design, and construction phases, philanthropic support from existing faith-based community institutions, and the existing strong partnerships between elected and appointed officials in Lincoln County and elected and appointed officials in Clark County and at the state government level.

Possible Barrier for Goal No. 11 and Goal No. 12: No barriers were identified for Goal No. 11 or for Goal No. 12.

Specific Actionable Item for Goal No. 11 and Goal No. 12: To ensure that progress is made on achieving each of these two new strategic economic development goals, existing elected and appointed officials at the community and county level will serve as ‘economic development resources’, with individual elected and appointed officials focusing on specific economic development ‘themes’ ranging from property-based economic development efforts to workforce development to community development. These ‘economic development resource’ responsible individuals and parties will work with the Lincoln County Regional Development Authority and other stakeholders and partners to recruit new businesses and assist in the retention and expansion of existing businesses in targeted industry sectors. Lincoln County, the Lincoln County Regional Development Authority, the Lincoln County Authority of Tourism, and individual Chambers of Commerce will also work closely with the Nevada Department of Tourism and Cultural Affairs to seek out, apply for, and secure additional federal grant sources to finance achievement of the specific elements outlined in each of these two new strategic economic development goals.

For Goal No. 13, developed after the July 11, 2022 strategic economic development planning workshop, identified needed resources, existing capital, possible barriers, and specific actionable items will be identified as Lincoln County, the City of Caliente, and the Lincoln County Regional Development Authority begin implementation of this new five-year, 2023 through 2028, Comprehensive Economic Development Strategy. In addition to filling existing yet vacant public sector positions at the local government level, efforts to fill existing yet vacant state government and federal government positions located in Lincoln County will also be pursued as part of this new five-year Comprehensive Economic Development Strategy for Lincoln County, for the City of Caliente, and for the Lincoln County Regional Development Authority. It should be noted that the Public Administration sector is an important and critical part of Lincoln

County's overall economic base as the sector tends to pay wages that are typically above minimum wage and above the existing area median income level.

Like each individual strategic economic development goal, the needed resource and capital requirements and possible barrier(s) for each individual goal, along with the identified specific actionable item, will be assessed and evaluated on an annual basis. As changes occur in the internal and external environment, as new opportunities and new threats develop, and as the availability of resources needed to ensure achievement of each individual strategic economic development goal changes, the needed resource and capital requirements, possible barriers, and specific actionable items for each strategic economic development goal may be changed. It is also possible that new specific actionable items, including new priority projects, will be developed and incorporated into this new five-year, 2023 through 2028, Comprehensive Economic Development Strategy as existing specific actionable items are completed or become no longer relevant for achievement of the larger strategic economic development goal.