
**TECHNICAL REPORT
UCED 2013/14-06**

**A 2014 COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY FOR LANDER COUNTY**



UNIVERSITY OF NEVADA, RENO

**A 2014 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY
FOR LANDER COUNTY**

**SUBMITTED TO THE U.S. ECONOMIC DEVELOPMENT
ADMINISTRATION ON BEHALF OF LANDER COUNTY AND THE
LANDER ECONOMIC DEVELOPMENT AUTHORITY**

Frederick A. Steinmann
Rodney Davis
and
Thomas R. Harris

Frederick Steinmann is an Extension Educator and Assistant Professor with the University of Nevada Cooperative Extension at the University of Nevada, Reno

Rodney Davis is an Extension Educator and Associate Professor with the University of Nevada Cooperative Extension at the University of Nevada, Reno

Thomas R. Harris is a Professor in the Department of Economics and Director of the University Center for Economic Development at the University of Nevada, Reno.

PHOTO COURTESY OF THE UNCE LANDER COUNTY OFFICE AND RODNEY DAVIS
PHOTO COURTESY OF LANDER COUNTY

January 2014

This publication, *A Comprehensive Economic Development Strategy for Lander County* was published by the University Center for Economic Development in the College of Business Administration at the University of Nevada, Reno. Funds for this publication were provided by Lander Economic Development Authority and Lander County. This publication's statements, findings, conclusions, recommendations, and/or data represent solely the findings and views of the authors and do not necessarily represent the views of the Lander County Commissioners, the Lander Economic Development Authority, Lander County, the University of Nevada, Reno, or any reference sources used or quoted by this study. Reference to research projects, programs, books, magazines, or newspaper articles does not imply an endorsement or recommendation by the authors unless otherwise stated. Correspondence regarding this document should be sent to:

Frederick A. Steinmann, DPPD
University of Nevada Cooperative Extension
University of Nevada, Reno
UNCE Eureka County
PO Box 613
Eureka, NV 89316
Phone: 775.237.5326



UCED
University of Nevada, Reno
University Center for Economic Development
College of Business Administration

TABLE OF CONTENTS

Table of Contents	iv
List of Tables	vii
List of Figures	x
1.0 Executive Summary	1
2.0 Introduction	8
3.0 State Law and Federal Considerations	9
4.0 Overview of Current Economic Development Efforts	11
4.1 The Lander County Sustainable Development Committee	11
4.2 The Lander Economic Development Authority	12
4.3 The Great Basin Regional Development Authority	13
4.4 2012 Economic Diversification, Community Business Enhancement and Marketing Plan	14
4.5 2009 Lander County Comprehensive Economic Development Strategy	18
5.0 Analysis: Background and Existing Conditions	22
5.1 Geographic and Historical Profile	22
5.2 Demographic and Socio-Economic Conditions	25
5.2.1 Population	25
5.2.2 Race and Ethnicity	26
5.2.3 Age	27
5.2.4 Housing	29
5.2.5 Economic Profile	32
5.2.6 Education	34
5.2.7 Labor Force and Employment	35
5.2.8 Business Profile	39
5.3 Wider Economic Conditions	41
5.3.1 The National Economy	41
5.3.2 The Nevada Economy	45
5.3.3 Regional Comparison	48
5.3.4 Location Quotient Analysis	51
5.3.5 Shift-Share Analysis	52
5.3.6 Identification of Regional Economic and Industry Clusters	54

5.4	U.S. Economic Development Administration (EDA) Eligibility	56
5.4.1	Comprehensive Economic Development Strategy (CEDS) Criteria	56
5.4.2	Per Capita Income Eligibility	57
5.4.3	Unemployment Eligibility	57
5.5	Land Use, Existing Uses, and Existing Conditions	59
5.5.1	General Land Use	74
5.5.2	Commercial and Tourism	75
5.5.3	Industrial	75
5.5.4	Residential/Housing	76
5.5.5	Parks, Open Space, and Civic and Institutional Facilities	76
5.5.6	Schools	79
5.6	Infrastructure	81
5.6.1	Water	82
5.6.2	Sewer	85
5.6.3	Transportation	86
5.6.4	Solid Waste Disposal	90
6.0	Current Economic Development Initiatives	91
6.1	Future Industrial Needs Discovery (FIND) Project	91
6.2	Lander County Housing Gap Analysis	96
6.3	Battle Mountain Business Enhancements Program	97
6.4	Renewable Energy Development Feasibility Study	99
7.0	Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis	101
7.1	Strengths	101
7.2	Weaknesses	104
7.3	Opportunities	106
7.4	Threats	107
7.5	Development Opportunities	109
8.0	Mission, Goals, and Objectives	112
8.1	Economic Development Mission and Vision	112
8.2	Economic Development Objectives and Goals	114
9.0	Issues, Strategies, and Plan of Action	117
9.1	Issue No. 1: Redevelopment and Enhancement of Property in Need of Revitalization	117
9.2	Issue No. 2: Enhance Appearance of Gateways, Main Streets, and Business Corridors	118
9.3	Issue No. 3: Participate in Land Use Planning for Future Development	120
9.4	Issue No. 4: Development of a Lander County Capital Improvement and Infrastructure Plan for Economic Development Purposes	121

9.5	Issue No. 5: Development and Business Incentives for Existing and New Businesses	122
9.6	Issue No. 6: Employment Opportunities and Development of the Labor Force	124
9.7	Issue No. 7: Capture of Local Residential Market Demand within the County	125
9.8	Issue No. 8: Continued Implementation of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan	130
10.0 Evaluation and Performance Measures		135
10.1	Issue No. 1: Redevelopment and Enhancement of Property in Need of Revitalization	136
10.2	Issue No. 2: Enhance Appearance of Gateways, Main Streets, and Business Corridors	137
10.3	Issue No. 3: Participate in Land Use Planning for Future Development	138
10.4	Issue No. 4: Development of a Lander County Capital Improvement and Infrastructure Plan for Economic Development Purposes	138
10.5	Issue No. 5: Development and Business Incentives for Existing and New Businesses	139
10.6	Issue No. 6: Employment Opportunities and Development of the Labor Force	140
10.7	Issue No. 7: Capture of Local Residential Market Demand within the County	140
10.8	Issue No. 8: Continued Implementation of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan	141

LIST OF TABLES

5.1	Total Population; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	25
5.2	Total Number of Households; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	25
5.3	Total Population by Race and Ethnicity; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	26
5.4	Percentage of Total Population by Race and Ethnicity; Austin, Battle Mountain, Lander County, State of Nevada; 2010	27
5.5	Total Population by Age; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	28
5.6	Percentage of Total Population by Age; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	29
5.7	Total Number of Housing Units by Type; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	30
5.8	Percentage of Total Number of Housing Units by Type; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	30
5.9	Average Household Size by Type; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	31
5.10	Total Civilian Labor Force; Total Employed and Unemployed; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	32
5.11	Per Capita Income and Median Household Income; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	33
5.12	Percentage of Families and All Individuals Below the Poverty Level; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	34
5.13	Number of Individuals by Educational Attainment Levels; Austin, Battle Mountain, Lander County, State of Nevada; 2007 to 2011 Annual Average	34
5.14	Educational Attainment by Percent of Total Population; Austin, Battle Mountain, Lander County, State of Nevada; 2007 to 2011 Annual Average	35

5.15	Employment by Major Industry Category; Battle Mountain, Lander County, State of Nevada; 2010	36
5.16	Employment by Major Occupation Category; Battle Mountain, Lander County, State of Nevada; 2010	37
5.17	Labor Participation Rates; Austin, Battle Mountain, Lander County, State of Nevada; 2000 to 2010	38
5.18	Lander County Not Seasonally Adjusted Civilian Unemployment Rate; January 1, 2002 to January 1, 2013	39
5.19	Total Number of Employees per Firm Size; Lander County; 2010	40
5.20	U.S. Real Gross Domestic Product (GDP); January 1, 2002 to January 1, 2013	42
5.21	U.S. Consumer Price Index (CPI) for All Urban Consumers; January 1, 2002 to January 1, 2013	43
5.22	U.S. National Civilian Unemployment Rate; January 1, 2002 to January 1, 2013	44
5.23	Total U.S. Federal Debt; January 1, 2002 to January 1, 2012	45
5.24	State of Nevada Real Gross Domestic Product (GDP); January 1, 2001 to January 1, 2011	46
5.25	State of Nevada Civilian Unemployment Rate; January 1, 2002 to January 1, 2013	47
5.26	Total State of Nevada Debt Issued (Bonds and Notes); 2002 to 2012	48
5.27	Establishments by Industry; Great Basin Regional Development Authority (Lander County, Eureka County, White Pine County); 2010	50
5.28	Location Quotients; Other Nevada Nonmetropolitan Area Relative to the State of Nevada (Elko, Esmeralda, Eureka, Humboldt, Lander, Lincoln, Pershing, White Pine Counties); 2011 and 2012	52
5.29	Differential Shift; Other Nevada Nonmetropolitan Area Relative to the State of Nevada (Elko, Esmeralda, Eureka, Humboldt, Lander, Lincoln, Pershing, White Pine Counties); 2011 and 2012	53
5.30	Regional Industry Clusters; Other Nevada Nonmetropolitan Area Relative to the State of Nevada (Elko, Esmeralda, Eureka, Humboldt, Lander, Lincoln, Pershing, White Pine Counties); 2012	55

5.31	Per Capita Income; Austin, Battle Mountain, Lander County, State of Nevada, United States; 2007-2011 5-Year Average	57
5.32	Civilian Labor Force, 16 Years and Over; Austin, Battle Mountain, Lander County, State of Nevada, United States; 2007-2011 5-Year Average	58
5.33	Civilian Unemployed, 16 Years and Over; Austin, Battle Mountain, Lander County, State of Nevada, United States; 2007-2011 5-Year Average	58
5.34	Unemployment Rate for Civilian Labor Force, 16 Years and Over; Austin, Battle Mountain, Lander County, State of Nevada, United States; 2007-2011 5-Year Average	59
7.1	Strengths; Battle Mountain; Identified in June 2013	102
7.2	Strengths; Austin/Kingston; Identified in June 2013	103
7.3	Weaknesses; Battle Mountain; Identified in June 2013	104
7.4	Weaknesses; Austin/Kingston; Identified in June 2013	105
7.5	Opportunities; Battle Mountain; Identified in June 2013	106
7.6	Opportunities; Austin/Kingston; Identified in June 2013	107
7.7	Threats; Battle Mountain; Identified in June 2013	108
7.8	Threats; Austin/Kingston; Identified in June 2013	109
7.9	Development Opportunities; Battle Mountain; Identified in June 2013	110
7.10	Development Opportunities; Austin/Kingston; Identified in June 2013	111

LIST OF FIGURES

5.1	Geographic Location of Lander County	24
5.2	Level of Local Concentration and Degree of Economic Competitiveness; Location Quotient and Shift-Share (Differential Shift) Analysis	54
5.3	Lander County Land Status (2010 Master Plan)	61
5.4	Recreation Sites, Lander County (2010 Master Plan)	62
5.5	Surface Water Features, Lander County (2010 Master Plan)	63
5.6	Groundwater Basin and Surface Flows, Lander County (2010 Master Plan)	64
5.7	Flood Prone Areas, Lander County (2010 Master Plan)	65
5.8	Existing Zoning, Battle Mountain (2010 Master Plan)	66
5.9	Existing Land Use, Battle Mountain (2010 Master Plan)	67
5.10	Existing Zoning, Battle Mountain Area (2010 Master Plan)	68
5.11	Land Use Plan, Battle Mountain Area (2010 Master Plan)	69
5.12	Public Facilities and Services Plan, Battle Mountain Area (2010 Master Plan)	70
5.13	Transportation Plan, Battle Mountain Area (2010 Master Plan)	71
5.14	Land Use Plan, Austin (2010 Master Plan)	72
5.15	Land Use Plan, Kingston Area (2010 Master Plan)	73

Lander County Board of County Commissioners

Brian Garner, Lander County Commission District #1

Dean Bullock, Lander County Commission District #2

Patsy A. Waits, Lander County Commission District #3

Steven Steinmetz, Lander County Commission District #4

Dave Mason, Lander County Commission District #5

This Comprehensive Economic Development Strategy was received by the Lander County Board of County Commissioners on **Thursday, March 13, 2014**

Lander County Planning Commission

John Williams, Chair

Louis Lani, Vice-Chair

Kimberly Buffington, Member

Joy Brandt, Member

Monte Price, Member

Rodney Davis, Alternate

This Comprehensive Economic Development Strategy was received by the Lander County Planning Commission on **Wednesday, March 12, 2014**

Lander Economic Development Authority/Comprehensive Economic Development Strategy Committee

Jon Sherve, Chair

Shar Peterson, Vice-Chair

George Fennemore, Board Member

Sarah Edgar, Board Member

Paula Tomera, Board Member

Dee Helming, Board Member

Dean Bullock, Lander County Commissioner

Gina Little, Lander County Community Planning
Donald Vetter, Vetter PR

This Comprehensive Economic Development Strategy was received by the Lander Economic Development Authority, serving as the Comprehensive Economic Development Strategy Committee, on **Wednesday, February 05, 2014**

Comprehensive Economic Development Strategy Public Workshop Location and Dates

Battle Mountain, NV; June 19, 2013

Battle Mountain, NV; July 23, 2013

Battle Mountain, NV; January 22, 2013

1.0 Executive Summary

Analysis and Results

The analysis presented in this Comprehensive Economic Development Strategy (CEDS) provides a detailed profile of Lander County, including the two primary urban areas of Battle Mountain and the Austin/Kingston area, in the current time frame, primarily from 2000 and 2010 U.S. Census Bureau data, as background to the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. In addition to U.S. Census Bureau data, data from various state and other federal sources were used and incorporated into the demographic and economic analysis of Lander County.

Relative to the State of Nevada and based upon the demographic and economic analysis presented in this Comprehensive Economic Development Strategy, Lander County continues relative strong and has experienced significant positive growth in several key indicators. For example, over the 2007 to 2011 five-year period, annual per capita income in Austin was \$37,603 (136.1 percent of state-wide annual per capita income), \$25,517 in Battle Mountain (92.4 percent of state-wide annual per capita income), and \$28,459 throughout Lander County (103.0 percent of state-wide annual per capita income). The estimated annual Civilian Unemployment Rate, for individuals 16 years old and over, in Lander County was 10.7 percent over the 2007 to 2011 five-year period. Comparatively, the estimated annual Civilian Unemployment Rate state-wide in Nevada was 10.4 percent and 8.7 percent nationally over the same 2007 to 2011 five-year period.

Geographic and Socio-Economic Profile

Lander County is strategically located in then north-central part of the State of Nevada along the U.S. Interstate 80 corridor and the Union Pacific rail road corridor in the northern part of the county and U.S. Highway 50 in the southern part of the county. Because several of Nevada's largest mineral extraction sites are located in Lander County, and because of the county's unique geographic location along major transportation corridors, Lander County is strategically located to take advantage of continued investment in the mining and natural resource extraction industry sector by providing connection to wider regional, national, and international markets. Given the importance of diversifying Lander County's economy, the county is also exploring more sustainable forms of economic development including increased reliance on tourism and recreation-based economic development, the development of the county's abundant natural resource and renewable energy potential, and the reuse of mining infrastructure to support alternative economic development strategies.

In 2010, the average household size for Austin was 1.88 persons per household, 2.65 persons per household in Battle Mountain, and 2.60 persons per household in Lander County, generally comparable to the average household size for the State of Nevada (2.65 persons per household). Approximately 74.5 percent of Austin's existing housing stock was owner-occupied and approximately 25.5 percent was renter-occupied in 2010. Approximately 65.5 percent of Battle Mountain's existing housing stock was owner-occupied and approximately 34.5 percent was renter-occupied in 2010. Throughout Lander County, approximately 71.9 percent of the county's total housing stock was owner-occupied and approximately 28.1 percent was renter-occupied in 2010. Comparatively, just 58.8 percent of the State of Nevada's total housing stock was owner-occupied in 2010 and 41.2 percent total housing stock was renter-occupied.

Industrial and Employment Profile

The largest industries and employment sectors in Lander County (by resident employed) in 2010 were Agriculture, Forestry, Fishing and Hunting, and Mining (969 total employees, 38.3 percent of all residents employed county-wide), Retail Trade (266 total employees, 10.5 percent), Construction (247 total employees, 9.8 percent), and Educational Services, and Health Care and Social Assistance (241 total employees, 9.5 percent). The Retail Trade industry and employment sector had the highest number of business establishments (20 total establishments, 24.1 percent of all establishments county-wide) in Lander County in 2010, followed by Accommodation and Food Services (13 total establishments, 15.7 percent), Health Care and Social Assistance (8 total establishments, 9.6 percent), and Other Services, Except Public Administration (8 total establishments, 9.6 percent).

Infrastructure

Existing water, sewer, electricity, and gas systems throughout Lander County are adequate to support and maintain current usage and to support future residential, industrial, commercial-retail, and professional office development throughout the county. However, the 2010 Lander County Master Plan does identify several needs for improved infrastructure in the Battle Mountain area and the Austin/Kingston area. Lander county staff and community leaders during the 2013 Comprehensive Economic Development Strategy public planning workshops did express a strong desire to develop a comprehensive infrastructure and capital improvement plan for both Battle Mountain and the Austin/Kingston area that would support specific types of future economic development and growth.

Lander County, especially the town of Battle Mountain, has excellent and convenient access to multiple forms of transportation for personal and commercial use including one major federal interstate (U.S. Interstate 80) and one major state highway (State Highway 305). Battle Mountain is also adjacent to a major Union Pacific rail road corridor with both eastbound and westbound rail road lines. The Battle Mountain Airport contains approximately 1,066 total acres. The primary runway at the Battle Mountain Airport is approximately 7,299 feet in length and 150 feet wide and is located approximately four miles southeast of the town of Battle Mountain. The Austin/Kingston area has excellent and convenient access to one major federal

highway (U.S. Highway 50) and one major state highway (State Highway 305). The Austin Airport contains approximately 1,205 total acres. The primary runway of the Austin Airport is approximately 6,000 feet long and 75 feet wide and is located approximately nine miles west of the town of Austin in the Reese River Valley. The Kingston Airport contains approximately 144 total acres. The primary runway is a dirt/gravel runway and is approximately 3,700 feet long and 80 feet wide.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

An analysis was done of the strengths, weaknesses, opportunities, and threats to economic health and development of Lander County. A series of strengths, weaknesses, opportunities, and threats were developed for Battle Mountain and the Austin/Kingston area. County staff and community leaders identified several important strengths in Battle Mountain ranging from the town's current proximity to large scale mining operations currently located within Lander County. Other important Battle Mountain strengths include the area's diverse offering of outdoor recreation opportunities and the town's physical location along the U.S. Interstate 80 corridor and the Union Pacific rail road corridor. Key community strengths in the Austin/Kingston area include the area's high quality of life, the availability of several recreation sites, and the area's overall attractiveness to outdoor enthusiasts.

Weaknesses in the Battle Mountain area include a general lack in the availability and quantity of quality housing, the community's overall physical appearance, a highly transient residential population, and that many people who are employed and work in Battle Mountain live in communities outside Lander County. Weaknesses in the Austin/Kingston area include a general lack of public sector and private sector services including few commercial and supportive retail services, a general sense of business apathy, and the overall appearance of the community.

Renewed state and federal support for small business development, including support for cottage and home-based industries, increased focus on e-commerce, and increased state, federal, and international interest in renewable energy and resource development are opportunities that Battle Mountain could take advantage of given additional strategic investment. Increased national and international demand for outdoor recreation opportunities and the development of a new dry milk dairy plant in neighboring Churchill County are some of the opportunities that the Austin/Kingston area could take advantage of as well given additional strategic investment and program development.

Threats to economic growth in Battle Mountain include increased economic competitiveness from neighboring urban centers in adjacent counties, continued shift in political power at the state level in favor of Nevada's more urban counties, and a continued decline in the price of gold and other precious metals. Threats to economic growth in the Austin/Kingston area largely stem from ongoing issues with the U.S. federal government and the management of public lands in the Austin/Kingston area such as the potential listing of the Sage Grouse on the list of endangered species by the U.S. Environmental Protection Agency.

Mission, Goals, and Objectives

As part of the Comprehensive Economic Development Strategy planning process, community leaders participated in a public planning process and developed a comprehensive economic development mission for Lander County and ten separate economic development goals. The economic development mission developed for the 2014 Lander County Comprehensive Economic Development Strategy is:

“To enhance the quality of life throughout Lander County by employing sustainable methods in order to create business opportunities and economic prosperity through a diversified economy and tax base while respecting individual freedoms and independence.”

The ten economic development goals developed by community leaders during the public planning process for the 2014 Lander County Comprehensive Economic Development Strategy

- Goal Number 1:** Identify properties in both Battle Mountain and the Austin/Kingston area most in need of revitalization and pursue appropriate redevelopment efforts in partnership with private property owners.
- Goal Number 2:** Update and implement a Gateway Master Plan for key gateways, main streets, and business corridors in Battle Mountain and the Austin/Kingston area.
- Goal Number 3:** Update and implement the Lander County Master Plan as needed in Battle Mountain and the Austin/Kingston area.
- Goal Number 4:** Complete a five-year Economic Development Capital Improvement and Infrastructure Plan consistent with the state goals of the Future Industrial Needs Discovery (FIND) Project.
- Goal Number 5:** Promote, assist, and provide incentives for the growth and vitality of existing businesses.
- Goal Number 6:** Attract new wealth and job-creating businesses to Lander County.
- Goal Number 7:** Creation of employment opportunities and career advancement.
- Goal Number 8:** Encourage a variety of commercial activities to enhance and retain shopping opportunities to serve the population and increase sales tax revenues.
- Goal Number 9:** Maximize the county’s market potential, in order to enhance and retain retail opportunities to serve the population, increase county revenues, as well as provide new employment opportunities.

Goal Number 10: Continue to implement the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan in order to achieve the plan's stated goals.

Issues, Strategies, and Plan of Action

As part of the Comprehensive Economic Development Strategy planning process, community leaders participated in a public planning process and developed a set of eight primary economic development issues that the Lander County will focus on addressing over the next five years.

Issue Number 1: Redevelopment and enhancement of property in need of revitalization.

Related to this issue, the county and community leaders developed the goal of identifying properties in both Battle Mountain and the Austin/Kingston area most in need of revitalization and to pursue appropriate redevelopment efforts in partnership with private property owners.

Issue Number 2: Enhance appearance of gateways, main streets, and business corridors.

The only goal pertaining to the issue of enhancing the appearance of Lander County's key gateways, main streets, and business corridors is the goal of updating and implementing a Gateway Master Plan for key gateways, main streets, and business corridors in Battle Mountain and the Austin/Kingston area.

Issue Number 3: Participate in land use planning for future development.

The only goal pertaining to the issue of participating in land use planning for future development is the goal of updating and implementing the Lander County Master Plan as needed in Battle Mountain and the Austin/Kingston area. The Lander County Planning Department and the Lander Economic Development Authority will be responsible for annually monitoring implementation of Lander County's Master Plan and suggesting possible revisions when and where necessary.

Issue Number 4: Development of a Lander County Capital Improvement and Infrastructure Plan specifically for economic development purposes.

The only goal pertaining to the issue of developing a Lander County Capital Improvement and Infrastructure Plan for economic development purposes in Lander County is the goal of completing a five-year Economic Development Capital Improvement and Infrastructure Plan consistent with the stated goals of the Future Industrial Needs Discovery (FIND) Project.

The Lander County Planning Department, the Lander County Engineer, and the Lander Economic Development Authority will be responsible for developing this plan and its initial evaluation.

Issue Number 5: Development and Business Incentives for Existing and New Businesses.

Related to this issue, the county and community leaders developed two separate goals, including: (1) promote, assist, and provide incentives for the growth and vitality of existing businesses, and (2) attract new wealth and job-creating businesses to Lander County.

Issue Number 6: Employment opportunities and development of the labor force.

The only goal pertaining to this issue is the creation of employment opportunities and career advancement. Lander County and the Lander Economic Development Authority will continue to update and modify existing employment resource programs offered within Lander County and continue to request industries and businesses to contact Lander County when recruiting employees.

Issue Number 7: Capture of local residential market demand within the county.

Related to this issue, the county and community leaders developed two separate goals, including: (1) encourage a variety of commercial activities to enhance and retain shopping opportunities to serve the population and increase sales tax revenues, and (2) maximize the county's market potential, in order to enhance and retain retail opportunities to serve the population, increase county revenues, as well as provide new employment opportunities.

Issue Number 8: Continued implementation of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan.

The 2012 Economic Diversification, Community Business Enhancement and Marketing Plan is the framework and focus that Lander County identified as necessary to move forward with a wide variety of outreach and marketing, infrastructure capacity building and community enhancements. It is Lander County's road map to a sustainable future and continued implementation of the plan is a vital component of this Comprehensive Economic Development Strategy. The only goal pertaining to this issue is to continue to implement the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan in order to achieve the plan's stated goals.

Evaluation and Performance Measures

The evaluation plan allows Lander County, the Lander Economic Development Authority, the public and other stakeholders to monitor the progress being made in attaining the implementation of the various strategies laid out in this Comprehensive Economic Development Strategy. The evaluation plan is an annual survey of county staff, members of the Lander Economic Development Authority, and community leaders.

2.0 Introduction

Lander County is committed to pursuing, retaining, and promoting quality and sustainable economic development and jobs, at both the local and regional level, through the utilization of the county's many natural resources which include the county's strategic location in the north-central part of Nevada. Since 2003, Lander County has engaged in a multi-year strategic economic development planning process through the Lander County Sustainable Development Committee. The efforts of the Lander County Sustainable Development Committee and the Lander Economic Development Authority have resulted in major strategic economic development plans including the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan which established a number of economic development goals, objectives, and policies for Lander County and the Lander Economic Development Authority.

Known as Nevada's "Lander of Opportunity", Lander County is named after Frederick W. Lander, builder of a wagon road across the State of Nevada for the federal government. The county was formed December 19, 1862 and originally encompassed the eastern third of the State of Nevada. It was called "The Mother Counties" after it was divided into the counties of Lander, Eureka, White Pine, and Elko. The first county seat was Jacobsville, located six miles west of Austin. Voters mandated its move to Austin in September 1863. In May 1979 the voters approved moving the county seat to Battle Mountain, its current location. Lander County currently has a total area of approximately 5,519 square miles and situated in the north-central portion of the State of Nevada. Approximately 5,493 square miles is land and an approximately 26 square miles is water.

Lander County is located in the north-central part of the State of Nevada. Although Lander County's residential population has declined slightly between 2000 and 2010, declining from a county-wide residential population of 5,794 individuals in 2000 to 5,775 individuals in 2010, Lander County's largest urban center, Battle Mountain, has seen significant population growth over the same ten-year period growing from a total residential population of 2,871 individuals in 2000 to 3,635 individuals in 2010. As a result, Lander County's total residential population has become increasingly concentrated in the town of Battle Mountain with just 49.6 percent of the county's total residential population living in Battle Mountain in 2000 to 62.9 percent of the county's total residential population living in Battle Mountain in 2010.

Although Lander County has changed and grown since its original formation in 1862, the county has remained committed to stable and sustainable economic development growth through continued investment in business development and job creation. Since 2003, Lander County, through the Lander County Sustainable Development Committee and the Lander Economic Development, has committed itself to breaking the boom-bust cycle of economic growth often associated with communities like Lander County that have historically been economically dependent on mining and natural resource extraction.

3.0 State Law and Federal 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, Lander County has prepared one in order to consolidate and codify a growing body of policy concerning the economic and fiscal viability of Lander County.

This Comprehensive Economic Development Strategy 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.

4.0 Overview of Current Economic Development Efforts

Since 2003, Lander County has committed itself to long-term strategic economic development planning. A summary of these efforts, including a summary of the Lander County Sustainable Development Committee, the Lander Economic Development Authority, the Great Basin Regional Development Authority, the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, and the 2009 Lander County Comprehensive Economic Development Strategy, is provided in this section.

4.1 The Lander County Sustainable Development Committee

In 2003, the Northern Nevada Stewardship Group hosted a two-day workshop titled “Mining and the Community – A Partnership”. Attendees of this two-day workshop included area mining companies, representatives from the U.S. Bureau of Land Management and the U.S. Forestry Service, faculty and staff from the University of Nevada, Reno and Great Basin College, Elko County, and various community leaders, organizers, and representatives of different environmental and conservation groups. Two additional workshops, one held in Lander County in 2005 and one held for Pershing and Humboldt counties in 2007, led to the formation of the Gold Belt Coalition, a partnership between three interdependent regional public service provider networks. The Gold Belt Coalition consisted of the Northern Nevada Partnership (formed in 2003), the Lander County Sustainable Development Committee (formed in 2005), and the Humboldt-Pershing Sustainable Development Partnership (formed in 2007).

The GBC, with a focus on sustainable development across the four member counties, was designed to support four primary efforts, including: (1) the development of collaborative associations for educational and informational exchange, (2) to coordinate local partnership to explore post-mine use of facilities, (3) to promote community capacity for engaging with public land agencies in Resource Management Planning (RPM) processes as they relate to community sustainability, and (4) advance synergies for community sustainability through activities such as recycling, developing healthy rangeland ecosystems, alternative energy projects, and others.

According to the Lander County Sustainable Development Committee’s website (2013), “Sustaining the long-term economic health of Lander County is the goal of the multi-faceted Lander County Sustainable Development Committee. In simple terms, the goal is to end the boom and bust cycle that is typical of Nevada’s rural communities which have been tied to extraction of natural resources and those commodity prices since turning from territory to state. By reaching out to all walks of life in Lander County, the Sustainable Development Committee is helping shape a new future vision with the region’s residents.” In order to achieve its goal of diversifying the economy of Lander County using sustainable economic development approaches, the Lander County Sustainable Development Committee sought to create a cross-

sectoral regional public service provider network involving public sector organizations and agencies at the local, federal, and state level and various non-profit and for-profit private sector organizations.

The core of the Lander County Sustainable Development Committee has been seven organizations, including (1) the University of Nevada Cooperative Extension, (2) the Lander County Board of County Commissioners, (3) the Lander Economic Development Authority, (4) the U.S. Bureau of Land Management, (5) Goldcorp Inc., (6) Newmont Mining Corporation, and (7) Barrick Gold Corporation. Developing trust and reciprocity, and a focus on shared goals and desired outcomes become central to the organization and early development of the Lander County Sustainable Development Committee. Much of this shared mission has been achieved through a shared focus on four primary goals, including: (1) maintaining communication within the Gold Belt Coalition of Humboldt, Pershing, Lander, and Elko counties, (2) develop additional common goals for sustainable development within the Gold Belt Coalition, (3) maintain healthy collaboration with public and private agencies and organizations sharing similar missions, goals, and objectives, and (4) develop a regional marketing strategy for post mining site infrastructure.

Since its initial development in 2005, the Lander County Sustainable Development Committee has been responsible for four principal projects including: (1) the FIND Project, (2) the Renewable Energy Development Feasibility Study, (3) the Battle Mountain Business Enhancements Program, and (4) the Lander Housing Gap Analysis. The Lander County Sustainable Development Committee is set to retire in early 2014. Further implementation of the policy goals and economic development objectives of each of these four projects will be transferred to the Lander Economic Development Authority.

4.2 The Lander Economic Development Authority

The Lander Economic Development Authority currently serves as the primary advisory board to Lander County and the Lander County Board of County Commissioners regarding economic development initiatives undertaken by the county. The Lander County Economic Development Authority also serves as the Comprehensive Economic Development Strategy Committee for Lander County. As the Lander County Sustainable Development Committee begins to sunset its efforts, the Lander Economic Development Authority will be responsible for further implementation of the policy goals and economic development objectives developed by the Lander County Sustainable Development Committee in the FIND Project, the Renewable Energy Development Feasibility Study, the Battle Mountain Business Enhancements Program, and the Lander Housing Gap Analysis.

Independently from the Lander County Sustainable Development Committee, the Lander Economic Development Authority has been responsible for the development and implementation of the 2009 Lander County Comprehensive Economic Development Strategy and the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan. The 2009 Lander County Comprehensive Economic Development Strategy and the 2012 Economic

Diversification, Community Business Enhancement and Marketing Plan still serve as Lander County's primary strategic economic development plans.

4.3 The Great Basin Regional Development Authority

During the Nevada State Legislature's 2011 legislative session, the Nevada State Legislature passed and the Governor signed into law Nevada Assembly Bill (AB) 449. Nevada AB 449 reorganized state-wide economic development efforts. In addition to creating a state-wide Governor's Office of Economic Development, AB 449 also established a state-wide economic development plan and authorized local governments in Nevada to form regional development authorities.

The state plan for economic development, created after passage of AB 449 in 2011, established five primary economic development objectives, including:

- Establish a cohesive economic development operating system.
- Advance target sectors and opportunities in the region.
- Expand global engagement.
- Catalyze innovation in core and emerging industries.
- Increase opportunity through education and workforce development.

In addition to these five objectives, the state plan for economic development identified nine target sectors and opportunities, including:

- Aerospace and Defense
- Agriculture
- Information Technologies (IT)
- Energy
- Health Care
- Logistics and Operations
- Manufacturing
- Mining

- Tourism and Gaming

As part of its efforts to implement AB 449 and the state plan for economic development, Lander County is currently working with neighboring Eureka and White Pine counties to form the Great Basin Redevelopment Authority. According to the Great Basin Regional Development Authority, the three counties combined have a current 2012 population of approximately 18,177 people, a 2012 Gross Domestic Product of approximately \$2.9 billion, 2012 total exports of approximately \$4.2 billion, and 2012 total imports of approximately \$2.6 billion. Average individual annual earnings in the Great Basin Regional Development Authority geographic area in 2012 were an estimated \$72,000 per individual. Of the 16,098 reported jobs within the Great Basin Regional Development Authority's geographic area in 2012, 8,437 total jobs were located in the Mining, Quarrying, and Oil and Gas Extraction industry sector, 2,259 in Government, 876 in Accommodation and Food Services, 808 in Retail Trade, 557 in Construction, 514 in Real Estate Rental and Leasing, 397 in Agriculture, Forestry, Fishing and Hunting, and 159 in the Utilities industry sector.

Opportunities for economic development within the Great Basin Regional Development Authority include Mining Supply Chain, Agriculture, Renewable Energy, and Biomass and Oil and Gas Development. The Lander Economic Development Authority continues to work closely with its counterparts in Eureka and White Pine counties, the Eureka County Economic Development Authority and the White Pine Economic Development Authority, to pursue these opportunities at the local and regional level as part of the Governor's Office of Economic Development's efforts to regionalize economic development throughout the State of Nevada.

4.4 The 2012 Economic Diversification, Community Business Enhancement and Marketing Plan

The 2012 Economic Diversification, Community Business Enhancement and Marketing Plan currently provides the framework and focus that the Lander Economic Development Authority and Lander County are currently using to move forward with a variety of different outreach and marketing efforts, infrastructure capacity building, and community enhancements. The 2012 Economic Diversification, Community Business Enhancement and Marketing Plan grew directly from the Lander County Sustainable Development Committee's early efforts to diversify the Lander County economy and the Lander Economic Development Authority's current commitment to implementing the policies and projects the Lander County Sustainable Development Committee initially developed through outputs such as the FIND Project. The Community Business Matching (CBM) model, developed by faculty at the University of Nevada Cooperative Extension, the (former) Department of Resource Economics, and the University Center for Economic Development, used baseline infrastructure, demographic, community opinion, and business trend data to create a desirability index which identified the feasibility of recruiting businesses and industry to Lander County and their potential success rate based on existing and expected trends.

According to the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, "The results from the CBM model were used to identify potential development

opportunities with the highest potential to be realized. It also identified ‘opportunity gaps’ in the local retail landscape which is being used to help build local businesses organically as well as attract new retailers and other vendor services.”

The objectives of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, which were purposefully designed to mirror the goals identified in the 2009 Lander County Comprehensive Economic Development Strategy and the 2004 Battle Mountain Business Plan, include:

- Ensure orderly planning of future development.
- Create growth patterns consistent with cost effective delivery of public services.
- Utilize lands not currently in use.
- Encourage growth in a manner compatible with the surrounding area.
- Preserve existing agricultural use.
- Attract additional businesses that diversify the mining economy.
- Provide employment opportunities.
- Promote local businesses.
- Improve housing options.
- Improve educational opportunities.

The 2012 Economic Diversification, Community Business Enhancement and Marketing Plan focused on two primary areas of activity including: (1) promotion of existing businesses through customer attraction and downtown revitalization, and to expand services per the outcome of community surveys and previous retail leakage studies, and (2) recruitment of new businesses and job centers, especially to diversify away from the mining economy. Each of these two primary areas of activity were tied to the initial findings in the FIND Project. According to the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, both of the two primary activities are designed to address, “...an initial sequence of activities that are either necessary for subsequent activities, or common activities identified in multiple components of the FIND Project which fit within the current budget allowance.” The Lander Economic Development Authority, as the primary responsible organization for implementation and administration of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, will continue to identify and pursue other activities in subsequent phases of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan.

Critical to current and future efforts of the Lander Economic Development Authority, as a successor agency to the Lander County Sustainable Development Committee, is the industry sectors identified in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan that the Lander Economic Development Authority, through a range of new economic development policies, programs, and projects, will pursue. This industry sector list was divided into three categories, including:

1. Expansion of Existing Sectors: Other Financial Investment Activities, Other Telecommunications, Individual and Family Services, General Freight Trucking, Residential Building Construction, and Electrical Power Generation, Transmission, and Distribution.
2. New Sectors for Potential Business Recruitment, Local Demand: Basic Chemical Manufacturing with local demand from mining, agriculture, fire-fighting, and road construction/maintenance activities, Scenic and Sightseeing Transportation, Other with local demand from tourists and visiting gamesmen.
3. New Sectors for Potential Business Recruitment, Export Dependent: Petroleum and Coals Product Manufacturing, Textile and Fabric Finishing and Fabric Coating Mills, Animal Slaughtering and Processing, Metal and Mineral Merchant Wholesalers, and Leather and Hide Tanning and Finishing.

The 2012 Economic Diversification, Community Business Enhancement and Marketing Plan also contained a specific community plan for Battle Mountain. The Business Attraction and Downtown Revitalization part of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan is an extension of the 2005 Master Plan for Battle Mountain. Specific enhancement and attraction elements for Battle Mountain included decorative elements, lighting, landscaping, signage, awnings, entrances, rear facades, traffic and parking, design, and streetscape treatment. In addition to specific enhancements of the physical built environment in Battle Mountain, the Business Attraction and Downtown Revitalization part of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan identified a series of community development initiatives and education enhancement policies, programs, and projects that the Lander Economic Development Authority, Lander County, and other partner organizations will be responsible for implementing long-term. The incorporation of both community development initiatives and education enhancement policies, programs, and projects are vital to the Lander Economic Development Authority's effort to further diversify Lander County's and Battle Mountain's economy away from a historical dependency on mining and natural resource extraction by incorporating both property-based and non-property based strategies into the Lander Economic Development Authority's overall efforts.

Finally, the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan developed four specific action steps, including: (1) relocation specialists, (2) branding, (3) advertising, and (4) internal marketing. Each of these four action steps is tied to a series of specific actions that the Lander Economic Development Authority and other partner organizations will be responsible for implementing. Each action step is also tied to the overall goal of diversifying Lander County's economy.

For relocation specialists, the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan states, “There are companies that specialize in facilitating the transfer of information between communities and prospective business partners...the retention of relocation specialists could be an efficient means of focusing the advertising efforts, if specialists experienced with rural western communities were identified and managed.” Four specific activities were identified as part of the relocation specialist action step, including:

- A scope of work for a relocation specialist will be developed that includes duties and input relating to portions of the other advertising tasks described below.
- Requests for qualifications (RFQ) and billing rates responding to the scope of work will be transmitted to three or more companies that offer relocation specialist services.
- The RFQ’s will be reviewed, and a preferred supplier will be recommended for retention if an acceptable response is received.
- Pending the Lander Economic Development Authority’s approval, the selected relocation specialist will be retained to execute the scope of work.

For branding, the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan states, “...branding requires continuity amongst community characteristics and marketing efforts so that the essence of a community is effectively reflected.” Three specific activities were identified as part of the branding action step, including:

- Continuation of branding activities for Lander County and its economic sphere.
- Continuation of branding activities for individual communities (i.e. Austin and Battle Mountain).
- Launch of additional branding efforts for communities or for specific-industry sectors.

For advertising, the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan states, “Advertising would be focused on primary opportunities identified in the retail business sector analysis and CBM model, and would follow techniques tailored for attracting identified target industries. Three specific activities were identified as part of the advertising action step, including:

- Use of print and on-line advertisement.
- Sales piece development.
- Use of cold calls to businesses in target industries.

For internal marketing, the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan identified several key goals including education of local residents and

businesses with regard to the results of the FIND project and their meaning for economic development in Lander County, promotion of local businesses by encouraging residents to spend at local stores on local goods, encourage improvement in local customer service in order to retain local customers, and promotion of public-private partnerships for economic development in Lander County. Eight specific activities were identified as part of the internal marketing action step, including:

- The Lander Economic Development Authority and the Lander County Sustainable Development Committee will host public events to present the results of the FIND Project.
- The Lander Economic Development Authority will work with the Chamber of Commerce to distribute FIND Project results to chamber members and to assist interested local businesses in starting or expanding ventures upon request.
- Print advertisements for a “Buy Local” campaign will be developed and placed in the Battle Mountain Bugle.
- Radio advertisements for a “Buy Local” campaign will be developed and placed on local radio.
- Signs, posters, and buttons promoting “Buy Local” campaign will be developed and distributed to interested local businesses.
- A “Buy Local” webpage will be added to local economic development websites.
- E-blasts of the advertisements will be sent to Chamber of Commerce distribution lists.
- The Lander Economic Development Authority and the Lander County Sustainable Development Committee will coordinate with the Chamber of Commerce to form public-private working groups to work on business attraction and community development initiatives.

4.5 2009 Lander County Comprehensive Economic Development Strategy

The development strategy outlined in the 2009 Lander County Comprehensive Economic Development Strategy contained eight key steps, including:

- Lander County should work cooperatively with Nevada’s Congressional delegation and the U.S. Bureau of Land Management to secure timely disposal of public land identified in U.S. Bureau of Land Management land use plans as suitable for disposal.
- Lander County’s economic development strategy must include forging relationships with executive and legislative branches of the State of Nevada and the U.S. government which results in political support for local investment.

-
- Lander County will encourage the creation of venture capital funds by area mining companies for investment in non-mining businesses in the area.
 - Lander County must initiate efforts to seek a more equitable local distribution of the national benefits which result from transportation and utility infrastructure and federal land uses in the area.
 - Concurrent with the initiation of significant targeted marketing or industrial prospecting activities, Lander County will focus upon enhancement of its communities as products to be marketed. This will include development of one or more industrial parks including rail served industrial sites and industrial development adjacent to local airports. The County will develop and offer an incentive package for businesses relocating to the Battle Mountain area.
 - Lander County will encourage organization and capitalization by residents and exiting businesses and industry of one or more community development corporations to enable proactive local investments which produce local employment and income benefits.
 - Lander County will seek to establish a sustained commitment to funding and enhanced integration of local economic development initiatives.
 - All entities within the County which regularly pursue economic development activities must come together in an organized fashion for the purpose of ensuring the effective use of limited public and private resources and to convey a consistent approach to development efforts within the County. The focused development effort which emerges from such organizing must initially strive to enhance its level of preparedness to conduct a professional economic development program. An important element of the development strategy is to ensure continuity is maintained for major community initiatives.

The implementation plan for this development strategy was divided into six elements including: (1) organizational development, (2) intergovernmental relations, (3) access to public/private capital, (4) community infrastructure development, (5) community infrastructure development, and (6) targeted marketing and project development/management. Each of these six elements contained a series of action steps. A total of 14 individual action steps were developed for the 2009 Lander County Comprehensive Economic Development Strategy, including:

1. Organizational Development:

- Coordinate Local Economic and Community Development Initiatives.
- Obtain Sustainable Funding for Economic and Community Development Programs.

2. Intergovernmental Relations:

- Document Inter-jurisdictional Dependencies.

-
- Communicate Dependencies and Inequitable Distributions of Benefits to Nevada and Federal Political Representatives.
 - Identify Appropriate Benefit Sharing Strategies.
 - Redesign of State Route 305/376 as State Route 8A.
3. Access to Public and Private Capital:
- Grantsmanship: Lander County will seek to leverage available General Fund monies with grants from state, federal and non-governmental organizations.
 - Private Capitalization: The Lander Economic Development Authority will take the lead in working to establish and capitalize a community development corporation (CDC). The CDC would be chartered and capitalized through a public offering focused at, but not limited to, individual and institutional and corporate investors located within the community.
4. Community Infrastructure Development:
- Capital Improvement Programming: focused on positioning the County as a competitive location for business and industry to expand or relocate to.
 - Project Implementation and Management: projects identified in the capital improvement planning process will be implemented according to the priority assigned to each. Where necessary, grant funds will be secured to enable planning, design and/or construction of priority projects.
5. Targeted Marketing:
- Target Market Analysis: under the direction of the Lander Economic Development Authority, a target industry analysis will be obtained for Lander County. The analysis will seek to identify industry types of which Lander County locations might compete favorably with other locales for expansion or relocation of firms.
 - Development and Implementation of a Marketing Plan: a strategy for marketing Lander County communities as locations for business and industry will be formulated, with particular attention on reaching targeted industries.
6. Project Development and Management:
- Technical Assistance: a total of 37 individual technical assistance projects were identified for implementation within other parts of the 2009 Lander County Comprehensive Economic Development Strategy.

-
- Capital Improvements: a total of 22 individual capital improvement projects were identified for implementation within other parts of the 2009 Lander County Comprehensive Economic Development Strategy.

The Lander Economic Development Authority was the primary agency responsible for the implementation of this action plan, the six individual elements, and each of these 14 individual action steps. The 2009 Lander County Comprehensive Economic Development Strategy signaled the first primary policy attempt of Lander County to move the primary responsibility of diversifying Lander County's economy away from its historical primary dependence on mining and natural resource extraction away from the Lander County Sustainable Development Committee to the Lander Economic Development Authority. Although the Lander Economic Development Authority is still a member organization within the Lander County Sustainable Development Committee network, the Lander Economic Development Authority has emerged as an interdependent network of private and public organizations (many of which are still members of the Lander County Sustainable Development Committee but also currently serve as members of the Lander Economic Development Authority Board) and has assumed many of the functional activities, including economic development policy, program and project development, implementation and administration, that were once the primary responsibility of the Lander County Sustainable Development Committee.

Moving forward in implementation and administration of the 2009 Lander County Comprehensive Economic Development Strategy, the Lander Economic Development Authority will continue to serve as the primary responsible agency within Lander County. As of publication of this case study, the Lander Economic Development Authority was currently in the process of updating and revising 2009 Lander County Comprehensive Economic Development Strategy with the assistance of the University of Nevada Cooperative Extension.

5.0 Analysis: Background and Existing Conditions

This section identifies the county's current geographic profile, existing demographic and socio-economic conditions, broader economic conditions including national, state, and county-wide economic characteristics, Comprehensive Economic Development (CED) criteria as defined by the U.S. Department of Commerce and the U.S. Economic Development Administration, existing land uses and conditions, and current infrastructure conditions in the county.

5.1 Geographic and Historical Profile

Lander County is named after Frederick W. Lander, builder of a wagon road across the State of Nevada for the federal government. The county was formed December 19, 1862 and originally encompassed the eastern third of the State of Nevada. It was called "The Mother Counties" after it was divided into the counties of Lander, Eureka, White Pine, and Elko. The first county seat was Jacobsville, located six miles west of Austin. Voters mandated its move to Austin in September 1863. In May 1979 the voters approved moving the county seat to Battle Mountain, its current location.

Lander County currently has a total area of approximately 5,519 square miles and situated in the north-central portion of the State of Nevada. Approximately 5,493 square miles is land and an approximately 26 square miles is water.

Battle Mountain was home to the Northern Paiute and Shoshone Indian tribes. A fur trader for the Hudson Bay Company, Peter Skeen Ogden, was one of the first to see the junction of the Humboldt and Reese rivers in November of 1829. Beginning in 1833 with the Walker Expedition, the Humboldt River was used by trappers and explorers as a pathway to the west. By 1845 the emigrant trail along the Humboldt River was well established. Beginning in 1851, the overland mail was carried by pack mules along the Humboldt Trail. A stone cabin was built for the mule skinnners at Stonehouse, one of the first built buildings in the region. Sometime during 1850 to 1860, there was a conflict between white settlers and local Native Americans, and Battle Mountain was born. In 1860, a shorter route was found through Austin and travel shifted south. In 1866 gold and silver was discovered in the hills southwest of Battle Mountain in Licking Canyon. Two years later, the Central Pacific Railroad built its line along the Humboldt River and the town of Battle Mountain. Mining and ranching have been the backbone of Battle Mountain's economy. At one time, Battle Mountain was considered the barite capital of the world. By 1880, Battle Mountain had become a regional freight and trade center. In 1917, the Battle Mountain Indian Colony was established on 688 acres of land west of Battle Mountain. The year of 1930 saw the start of the paving of the major highways and the advent of tourism in the region.

Battle Mountain is located in the northern part of Lander County at the junction of U.S. Interstate 80 and State Highway 305. Battle Mountain is located approximately 218 miles east of Reno, NV along U.S. Interstate 80; approximately 70 miles west of Elko, NV along U.S. Interstate 80; and approximately 420 north of Las Vegas, NV along State Highway 305 and 376 and U.S. Highway 95.

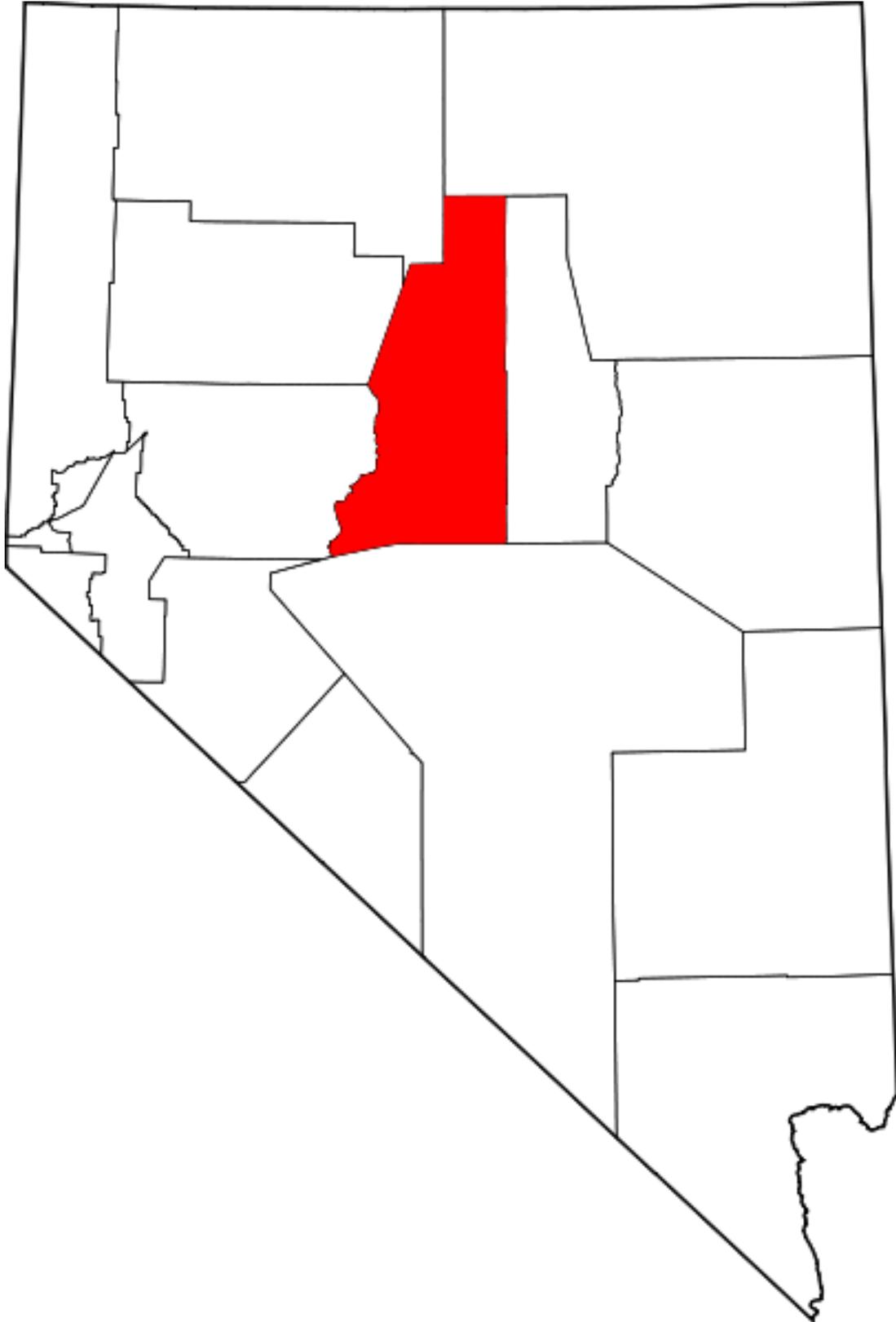
Austin is located almost in the geographic center of the State of Nevada on U.S. Highway 50. Austin was founded in 1862 when a Pony Express pony kicked over a rock west of the present town and started a rush for the area's rich silver ore. By the summer of 1863, Austin and the Reese River Mining District had a population of approximately 10,000 persons. In that year, Austin was made the county seat of Lander County, which at the time included Eureka, White Pine, and Elko counties. The Nevada Central Railroad was built in 1880 and aided in mining developments and enhanced Austin's position as a commercial center. When silver production declined, the area switched to uranium mining and Apex Minerals Corporation Rundberg Mine was the largest uranium mines in Nevada. Later, Austin became the center of the turquoise mining industry. Austin today is the center of a vast cattle and sheep ranching area and offers some of the finest fishing and deer hunting areas in the west. Austin's population has diminished and many of the old buildings have been removed, but the 'spirit' of Austin is much the same today as it was in the 1860's.

Austin is located in the southern part of Lander County at the junction of U.S. Highway 50 and State Highway 305. Austin is located approximately 173 miles east of Reno, NV along U.S. Highway 50 and U.S. Interstate 80; approximately 160 miles south-west of Elko, NV along State Highway 305 and U.S. Interstate 80; and approximately 331 north of Las Vegas, NV along State Highway 376 and U.S. Highway 95.

Kingston Canyon, a historic mining district, is located approximately 30 miles south of Austin. It is named after the Kingston Mine discovered in 1863 and was the location of a number of silver mines in the 1860's. Remnants of these mines are scattered throughout the canyon and one large stone mill can be seen across from the Kingston Lodge. The Kingston area hosts some of the best varied trout fishing in the State of Nevada. Some of the most beautiful scenery in Lander County can be seen in the Kingston Canyon area, from the Kingston Canyon Creek campgrounds to Groves Lake.

The Kingston area is located in the southern part of Lander County south of the junction of U.S. Highway 50 and State Highway 376. The Kingston area is located approximately 206 miles east of Reno, NV along State Highway 376, U.S. Highway 50, and U.S. Interstate 80; approximately 186 miles south-west of Elko, NV along State Highway 376, U.S. Highway 50, and State Highway 278; and approximately 318 miles north of Las Vegas, NV along State Highway 376 and U.S. Highway 95.

Figure 5.1 – Geographic Location of Lander County



5.2 Demographic and Socio-Economic Conditions

When possible, comparison between the two urban areas of Battle Mountain and Austin, Lander County, and the State of Nevada are made in the population, race and ethnicity, age, housing, economic profile, labor force and employment, and business profile.

5.2.1 Population

Table 5.1 presents changes in total residential population between 2000 and 2010 for the urban areas of Battle Mountain and Austin, Lander County, and the State of Nevada.

Table 5.1 – Total Population Austin, Battle Mountain, Lander County, State of Nevada 2000 to 2010				
Jurisdiction	2000	2010	Actual Change	Percent Change
Austin	-	192	-	-
Battle Mountain	2,871	3,635	764	26.6%
Lander County	5,794	5,775	-19	-0.3%
State of Nevada	1,998,257	2,700,551	702,294	35.1%

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

Between 2000 and 2010, Lander County's total residential population declined by 19 total residents, a percentage decrease of just 0.3 percent. Comparatively, Battle Mountain's total residential population grew by 764 total residents (26.6 percent increase) and the State of Nevada's total residential population grew by 702,294 total residents (35.1 percent) between 2000 and 2010. Overall, Battle Mountain's total residential population grew at a rate less than the state's total residential population growth while the county's total residential population actually declined.

Table 5.2 presents changes in the total number of households between 2000 and 2010 for the urban areas of Battle Mountain and Austin, Lander County, and the State of Nevada.

Table 5.2 – Total Number of Households Austin, Battle Mountain, Lander County, State of Nevada 2000 to 2010				
Jurisdiction	2000	2010	Actual Change	Percent Change
Austin	-	102	-	-
Battle Mountain	1,053	1,364	311	29.5%
Lander County	2,093	2,213	120	5.7%
State of Nevada	751,165	1,006,250	255,085	34.0%

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

Between 2000 and 2010, the total number of households residing throughout Lander County grew by 311 total households, a percentage increase of 5.7 percent. This growth in the total number of households in Lander County is significantly less than the growth in the total number of households residing throughout the State of Nevada (34.0 percent growth between 2000 and 2010) and significantly less than the growth in the total number of households residing in Battle Mountain (29.5 percent growth between 2000 and 2010).

5.2.2 Race and Ethnicity

Table 5.3 presents the total residential populations of Austin, Battle Mountain, Lander County, and the State of Nevada divided by race and ethnicity for 2010.

Table 5.3 – Total Population by Race and Ethnicity Austin, Battle Mountain, Lander County, State of Nevada 2010				
Population Category	Austin	Battle Mountain	Lander County	State of Nevada
Hispanic/Latino	18	892	1,219	716,501
Non-Hispanic, White	171	2,550	4,259	1,462,081
Black or African American	0	14	17	208,058
American Indian/Alaskan Native	1	125	197	23,536
Asian	1	13	20	191,047
Native Hawaiian/Other Pacific Islander	0	1	1	15,456
Some Other Race (Alone)	1	40	62	83,872
Total	192	3,635	5,775	2,700,551

Source: US Census Bureau, 2010 US Census

In 2010, the largest population category, as defined by race and ethnicity, in Austin was Non-Hispanic, White with 171 total residents. Hispanic/Latino was the second largest population category with 18 total residents, and Black or African American, American Indian/Alaskan Native, and Some Other Race (Alone) each had one resident in 2010.

In 2010, the largest population category, as defined by race and ethnicity, in Battle Mountain was Non-Hispanic, White with 2,550 total residents. Hispanic/Latino was the second largest population category with 892 total residents. American Indian/Alaskan Native was the third largest category with 125 total residents in 2010.

In 2010, the largest population category, as defined by race and ethnicity, in Lander County was Non-Hispanic, White with 4,259 total residents. Hispanic/Latino was the second largest population category with 1,219 total residents. American Indian/Alaskan Native was the third largest category with 197 total residents in 2010.

Comparatively, the largest population category, as defined by race and ethnicity, in the State of Nevada was Non-Hispanic, White with 1,462,081 total residents. Hispanic/Latino was the second largest population category with 716,501 total residents. Black or African American was the third largest category with 208,058 total residents in 2010. In 2010, American

Indian/Alaskan Native was just the sixth largest population category with just 23,536 total American Indian/Alaskan Native residents living in Nevada state-wide.

Table 5.4 presents changes in the percentage of total residential populations in Austin, Battle Mountain, Lander County, and the State of Nevada divided by race and ethnicity between 2000 and 2010.

Table 5.4 – Percentage of Total Population by Race and Ethnicity Austin, Battle Mountain, Lander County, State of Nevada 2010				
Population Category	Austin	Battle Mountain	Lander County	State of Nevada
Hispanic/Latino	9.4%	24.5%	21.1%	26.5%
Non-Hispanic, White	89.1%	70.2%	73.7%	54.1%
Black or African American	0.0%	0.4%	0.3%	7.7%
American Indian/Alaskan Native	0.5%	3.4%	3.4%	0.9%
Asian	0.5%	0.4%	0.3%	7.1%
Native Hawaiian/Other Pacific Islander	0.0%	0.0%	0.0%	0.6%
Some Other Race (Alone)	0.5%	1.1%	1.1%	3.1%
Total	100.0%	100.0%	100.0%	100.0%

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

In 2010, the Non-Hispanic, White population residing in Austin, Battle Mountain, and Lander County, as a percentage of total population, was significantly greater than the Non-Hispanic, White population residing state-wide in Nevada accounting for 89.1 percent, 70.2 percent, and 73.7 percent respectively versus 54.1 percent state-wide. Except for Austin, the Hispanic/Latino population residing in Battle Mountain and throughout Lander County, as a percentage of total population, generally reflected a similar population trend state-wide throughout Nevada accounting for 24.5 percent and 21.1 percent respectively versus 26.5 percent state-wide. The Hispanic/Latino population residing in Austin in 2010 accounted for just 9.4 of Austin’s total residential population. Except for Austin, the American Indian/Alaskan Native population residing in Battle Mountain and throughout Lander County, as a percentage of total population, was significantly greater than the American Indian/Alaskan Native population living in Nevada state-wide in 2010 accounting for 3.4 percent of total population in Battle Mountain and 3.4 percent of total population throughout Lander County versus just 0.9 percent state-wide.

5.2.3 Age

Table 5.5 presents changes in the total residential populations of Austin, Battle Mountain, Lander County, and the State of Nevada divided by age group between 2000 and 2010.

Between 2000 and 2010, Battle Mountain, Lander County, and the State of Nevada each saw a significant aging of their respective residential populations. In Battle Mountain, the population aged 65 or Older grew by 90.2 percent, the population aged 55 to 64 Years grew by 59.8 percent, and the population aged 45 to 54 Years grew by 23.9 percent. Throughout Lander County, the population aged 65 or Older grew by 69.0 percent, the population aged 55 to 64 Years grew by 29.1 percent, but the population aged 45 to 54 Years declined by 1.4 percent. State-wide in

Nevada, the population aged 65 or Older grew by 48.2 percent, the population aged 55 to 64 Years grew by 65.9 percent, and the population aged 45 to 54 Years grew by 39.9 percent.

**Table 5.5 – Total Population by Age
Austin, Battle Mountain, Lander County, State of Nevada
2000 to 2010**

Age Category	Austin			Battle Mountain		
	2000	2010	Percent Change	2000	2010	Percent Change
Under 18 Years	-	28	-	1,041	1,181	13.4%
18 to 24 Years	-	6	-	162	243	50.0%
25 to 34 Years	-	10	-	375	475	26.7%
35 to 44 Years	-	17	-	457	483	5.7%
45 to 54 Years	-	34	-	394	488	23.9%
55 to 64 Years	-	42	-	249	398	59.8%
65 or Older	-	55	-	193	367	90.2%
Total	-	192	-	2,871	3,635	26.6%
Age Category	Lander County			State of Nevada		
	2000	2010	Percent Change	2000	2010	Percent Change
Under 18 Years	2,006	1,753	-12.6%	561,501	736,328	31.1%
18 to 24 Years	253	336	32.8%	130,006	177,509	36.5%
25 to 34 Years	714	673	-5.7%	306,611	387,286	26.3%
35 to 44 Years	969	728	-24.9%	321,961	383,043	19.0%
45 to 54 Years	876	864	-1.4%	269,050	376,527	39.9%
55 to 64 Years	573	740	29.1%	190,199	315,499	65.9%
65 or Older	403	681	69.0%	218,929	324,359	48.2%
Total	5,794	5,775	-0.3%	1,998,257	2,700,551	35.1%

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

Table 5.6 presents changes in the percentage of total residential populations of Austin, Battle Mountain, Lander County, and the State of Nevada divided by age group between 2000 and 2010.

Between 2000 and 2010, the 55 to 64 Years, and the 65 or Older age groups experienced significant growth in Battle Mountain, Lander County, and throughout the State of Nevada in relation to their overall percentage of the jurisdictions total residential population. This trend suggests a continued “graying” of the town’s, county’s, and state’s residential populations.

In Battle Mountain, between 2000 and 2010, the town’s total residential population of individuals either approaching retirement, beginning to retire, or likely already retired, aged 45 and Older (combining the 45 to 54 Years, 55 to 65 Years, and 65 or Older age groups), accounted for 29.1 percent of the town’s total residential population in 2000 and 34.5 percent of the town’s total residential population in 2010, a net increase of 5.4 percent.

In Lander County, between 2000 and 2010, the county’s total residential population of individuals either approaching retirement, beginning to retire, or likely already retired, aged 45

and Older, accounted for 32.0 percent of the county’s total residential population in 2000 and 39.6 percent of the county’s total residential population in 2010, a net increase of 7.6 percent.

**Table 5.6 – Percentage of Total Population by Age
Austin, Battle Mountain, Lander County, State of Nevada
2000 to 2010**

Age Category	Austin			Battle Mountain		
	2000	2010	Percent Change	2000	2010	Percent Change
Under 18 Years	-	14.6%	-	36.3%	32.5%	-3.8%
18 to 24 Years	-	3.1%	-	5.6%	6.7%	1.0%
25 to 34 Years	-	5.2%	-	13.1%	13.1%	0.0%
35 to 44 Years	-	8.9%	-	15.9%	13.3%	-2.6%
45 to 54 Years	-	17.7%	-	13.7%	13.4%	-0.3%
55 to 64 Years	-	21.9%	-	8.7%	10.9%	2.3%
65 or Older	-	28.6%	-	6.7%	10.1%	3.4%
Total	-	100.00%	-	100.0%	100.0%	-
Age Category	Lander County			State of Nevada		
	2000	2010	Percent Change	2000	2010	Percent Change
Under 18 Years	34.6%	30.4%	-4.3%	28.1%	27.3%	-0.8%
18 to 24 Years	4.4%	5.8%	1.5%	6.5%	6.6%	0.1%
25 to 34 Years	12.3%	11.7%	-0.7%	15.3%	14.3%	-1.0%
35 to 44 Years	16.7%	12.6%	-4.1%	16.1%	14.2%	-1.9%
45 to 54 Years	15.1%	15.0%	-0.2%	13.5%	13.9%	0.5%
55 to 64 Years	9.9%	12.8%	2.9%	9.5%	11.7%	2.2%
65 or Older	7.0%	11.8%	4.8%	11.0%	12.0%	1.1%
Total	100.0%	100.0%	-	100.0%	100.0%	-

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

State-wide in Nevada, between 2000 and 2010, the state’s total residential population of people aged 45 or Older accounted for 33.9 percent of the state’s total residential population in 2000 and 37.6 percent of the state’s total residential population in 2010, a net increase of 3.7 percent.

5.2.4 Housing

Table 5.7 presents the total number of owner-occupied and renter-occupied housing units in Austin, Battle Mountain, Lander County, and the State of Nevada in 2000 and 2010.

Between 2000 and 2010, the total housing stock, owner-occupied and renter-occupied combined, in Battle Mountain, Lander County, and the State of Nevada grew, growing by 29.5 percent, 5.7 percent, and 34.0 percent respectively. In Battle Mountain, Lander County, and state-wide throughout Nevada, the total number of renter-occupied housing units, as a percentage of total, grew the fastest, growing by 45.5 percent, 30.1 percent, and 41.1 percent respectively. The total number of owner-occupied housing units in Battle Mountain and state-wide throughout Nevada grew between 2000 and 2010, growing by 22.5 percent and 29.4 percent respectively. Comparatively, the total number of owner-occupied housing located throughout Lander County declined by 1.5 percent between 2000 and 2010.

Table 5.7 – Total Number of Housing Units by Type Austin, Battle Mountain, Lander County, State of Nevada 2000 to 2010						
Housing Category	Austin			Battle Mountain		
	2000	2010	Percent Change	2000	2010	Percent Change
Owner-Occupied	-	76	-	730	894	22.5%
Renter-Occupied	-	26	-	323	470	45.5%
Total	-	102	-	1,053	1,364	29.5%
Housing Category	Lander County			State of Nevada		
	2000	2010	Percent Change	2000	2010	Percent Change
Owner-Occupied	1,615	1,591	-1.5%	457,247	591,480	29.4%
Renter-Occupied	478	622	30.1%	293,918	414,770	41.1%
Total	2,093	2,213	5.7%	751,165	1,006,250	34.0%

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

Table 5.8 presents the total number of owner-occupied and renter-occupied housing units, as a percentage of the total housing stock, in Austin, Battle Mountain, Lander County, and the State of Nevada in 2000 and 2010.

Table 5.8 – Percentage of Total Number of Housing Units by Type Austin, Battle Mountain, Lander County, State of Nevada 2000 to 2010						
Housing Category	Austin			Battle Mountain		
	2000	2010	Percent Change	2000	2010	Percent Change
Owner-Occupied	-	74.5%	-	69.3%	65.5%	-3.8%
Renter-Occupied	-	25.5%	-	30.7%	34.5%	3.8%
Total	-	100.0%	-	100.0%	100.0%	-
Housing Category	Lander County			State of Nevada		
	2000	2010	Percent Change	2000	2010	Percent Change
Owner-Occupied	77.2%	71.9%	-5.3%	60.9%	58.8%	-2.1%
Renter-Occupied	22.8%	28.1%	5.3%	39.1%	41.2%	2.1%
Total	100.0%	100.0%	-	100.0%	100.0%	-

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

Between 2000 and 2010, owner-occupied housing units in Battle Mountain accounted for 69.3 percent of the town's total housing stock in 2000 and 65.5 percent of the town's total housing stock in 2010, a net decline of 3.8 percent. Renter-occupied housing units in Battle Mountain accounted for 30.7 percent of the town's total housing stock in 2000 and 34.5 percent of the town's total housing stock in 2010, a net increase of 3.8 percent. County-wide, owner-occupied housing units in Lander County accounted for 77.2 percent of the county's total housing stock in 2000 and 71.9 percent of the county's total housing stock in 2010, a net decrease of 5.3 percent. In Lander County, renter-occupied housing units accounted for 22.8 percent of the county's total housing stock in 2000 and 28.1 percent of the county's total housing stock in 2010, a net increase of 5.3 percent.

Between 2000 and 2010, owner-occupied housing units across the State of Nevada accounted for 60.9 percent of the state's total housing stock in 2000 and 58.8 percent of the state's total housing stock in 2010, a net decrease of 2.1 percent. Renter-occupied housing units in the State of Nevada accounted for 39.1 percent of the state's total housing stock in 2000 and 41.2 percent of the state's total housing stock in 2010, a net increase of 2.1 percent.

Table 5.9 presents total household size (the estimated total number of individuals living in a single unit) for all household types combined, for owner-occupied housing units, and for renter-occupied housing units in Austin, Battle Mountain, Lander County, and the State of Nevada in 2000 and 2010.

Table 5.9 – Average Household Size by Type Austin, Battle Mountain, Lander County, State of Nevada 2000 to 2010				
Category/Jurisdiction	2000	2010	Actual Change	Percent Change
All Household Types				
Austin	-	1.88	-	-
Battle Mountain	2.71	2.65	-0.06	-2.2%
Lander County	2.73	2.60	-0.13	-4.8%
State of Nevada	2.62	2.65	0.03	1.1%
Owner-Occupied Households				
Austin	-	1.91	-	-
Battle Mountain	2.85	2.74	-0.11	-3.9%
Lander County	2.81	2.64	-0.17	-6.0%
State of Nevada	2.71	2.66	-0.05	-1.8%
Renter-Occupied Households				
Austin	-	1.81	-	-
Battle Mountain	2.40	2.49	0.09	3.8%
Lander County	2.44	2.52	0.08	3.3%
State of Nevada	2.47	2.63	0.16	6.5%

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

Between 2000 and 2010, the average household size for all household types in Battle Mountain and Lander County declined by 2.2 percent and 4.8 percent respectively. The average household size for all household types state-wide in Nevada increased slightly by 1.1 percent between 2000 and 2010. For owner-occupied households, the average household size for Battle Mountain, Lander County, and the State of Nevada each declined by 3.9 percent, 6.0 percent, and 1.8 percent respectively. For renter-occupied households, the average household size for Battle Mountain, Lander County, and the State of Nevada each increased by 3.8 percent, 3.3 percent, and 6.5 percent respectively.

5.2.5 Economic Profile

Table 5.10 presents the total size of the total, employed, and unemployed civilian labor force in Austin, Battle Mountain, Lander County, and the State of Nevada for 2000 and 2010.

Table 5.10 – Total Civilian Labor Force; Total Employed and Unemployed Austin, Battle Mountain, Lander County, State of Nevada 2000 to 2010						
Category	Austin			Battle Mountain		
	2000	2010	Percent Change	2000	2010	Percent Change
Total Civilian Labor Force	-	21	-	1,473	1,774	20.4%
Total Employed	-	7	-	1,323	1,577	19.2%
Total Unemployed	-	14	-	150	197	31.3%
Category	Lander County			State of Nevada		
	2000	2010	Percent Change	2000	2010	Percent Change
Total Civilian Labor Force	2,741	2,833	3.4%	995,200	1,391,681	39.8%
Total Employed	2,528	2,530	0.1%	933,280	1,246,387	33.5%
Total Unemployed	213	303	42.3%	61,920	145,293	134.6%

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

Between 2000 and 2010, the total civilian labor force in Battle Mountain and Lander County grew by 20.4 percent and 3.5 percent respectively. Despite the positive growth, the total civilian labor force in both Battle Mountain and Lander County grew at a rate less than the growth in the total civilian labor force for the entire State of Nevada which grew by 39.8 percent between 2000 and 2010.

The total number of employed individuals within the total civilian labor force grew by 19.2 percent in Battle Mountain and by 0.1 percent throughout all of Lander County between 2000 and 2010. Despite the positive growth, the growth in the total number of employed individuals in Battle Mountain and Lander County was significantly less than the growth in the total number of employed individuals throughout the entire State of Nevada which grew by 39.8 percent between 2000 and 2010.

The total number of unemployed individuals within the total civilian labor force grew by 31.3 percent in Battle Mountain and by 42.3 percent throughout all of Lander County between 2000 and 2010. Despite the large percentage growth in the total number of unemployed individuals in Battle Mountain and Lander County, the total number unemployed individuals living throughout the State of Nevada increased even more, increasing by 134.6 percent state-wide between 2000 and 2010.

Table 5.11 presents Per Capita Income and Median Household Income for Austin, Battle Mountain, Lander County, and the State of Nevada for 2000 and 2010.

Table 5.11 – Per Capita Income and Median Household Income Austin, Battle Mountain, Lander County, State of Nevada 2000 to 2010						
Category	Austin			Battle Mountain		
	2000	2010	Percent Change	2000	2010	Percent Change
Per Capita Income	-	\$37,603	-	\$16,975	\$25,517	50.3%
Median Household Income	-	-	-	\$42,981	\$71,012	65.2%
Category	Lander County			State of Nevada		
	2000	2010	Percent Change	2000	2010	Percent Change
Per Capita Income	\$16,998	\$28,459	67.4%	\$21,989	\$27,625	25.6%
Median Household Income	\$46,067	\$78,318	70.0%	\$44,581	\$72,457	62.5%

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

Between 2000 and 2010, Per Capita Income and Median Household Income in Battle Mountain grew by 50.3 percent and 65.2 percent respectively. Per Capita Income and Median Household Income in Lander County grew by 67.4 percent and 70.0 percent respectively between 2000 and 2010. Per Capita Income and Median Household Income between 2000 and 2010 in both Battle Mountain and Lander County grew at rates greater than Per Capita Income and Median Household Income state-wide throughout the State of Nevada which grew by 25.6 percent and 62.5 percent respectively between 2000 and 2010.

Table 5.12 presents the total percentage of all families and individuals (people) with incomes below the poverty level for Austin, Battle Mountain, Lander County, and the State of Nevada for 2000 and 2010.

Data on the percentage of families living in poverty and the total number of all individuals for Austin, Battle Mountain, Lander County, and the State of Nevada was not available for 2010. However, in 2000, the total number of families living in poverty as a percentage of total population in Battle Mountain was 7.8 percent, 8.6 percent in Lander County, and 7.5 percent state-wide throughout Nevada. In 2000, the total number of all individuals living in poverty as a percentage of total population in Battle Mountain was 12.1 percent, 12.4 percent in Lander County, and 10.3 percent state-wide throughout Nevada.

Table 5.12 – Percentage of Families and All Individuals Below the Poverty Level Austin, Battle Mountain, Lander County, State of Nevada 2000 to 2010						
Category	Austin			Battle Mountain		
	2000	2010	Actual Change	2000	2010	Actual Change
Families	-	-	-	7.8%	-	-
Individuals (People)	-	-	-	12.1%	-	-
Category	Lander County			State of Nevada		
	2000	2010	Actual Change	2000	2010	Actual Change
Families	8.6%	-	-	7.5%	-	-
Individuals (People)	12.4%	-	-	10.3%	-	-

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

5.2.6 Education

Table 5.13 presents annual educational attainment levels for the residential populations of Austin, Battle Mountain, Lander County, and the State of Nevada over the 2007 to 2011 period.

Table 5.13 – Number of Individuals by Educational Attainment Levels Austin, Battle Mountain, Lander County, State of Nevada 2007 to 2011 Annual Average				
Educational Attainment	Austin 2007-2011 Annual Average	Battle Mountain 2007-2011 Annual Average	Lander County 2007-2011 Annual Average	State of Nevada 2007-2011 Annual Average
Less than 9 th Grade	0	238	359	112,095
9 th to 12 th Grade, No Diploma	7	290	449	166,217
High School Diploma (Equivalent)	6	775	1,207	514,935
Some College, No Degree	7	564	937	452,677
Associate's Degree	0	127	189	127,739
Bachelor's Degree	0	267	390	259,287
Graduate/Professional Degree	0	30	78	131,911

Source: US Census Bureau, 2011 ACS 2007-2011 5-Year Estimates

Between 2007 and 2011, seven individuals each had an education between 9th and 12th Grade with No Diploma and six individuals had a High School Diploma or Equivalent in Austin. In Battle Mountain, 775 individuals had a High School Diploma or Equivalent, 564 individuals had Some College but No Degree, and 290 individuals had an education between 9th and 12th Grade with No Diploma. Across Lander County, 1,207 individuals had a High School Diploma or Equivalent, 937 individuals had Some College but No Degree, and 449 individuals had an education between 9th and 12th Grade with No Diploma. Across the State of Nevada, 514,935 individuals had a High School Diploma or Equivalent, 452,677 individuals had Some College but No Degree, and 259,287 individuals had a Bachelor's Degree.

Table 5.14 presents, as a percentage of total population, the annual number of individuals who are high school graduates or higher and the number of individuals who are Bachelor's Degree or

higher graduates in Austin, Battle Mountain, Lander County, and the State of Nevada over the 2007 to 2011 period.

Both the total percentage of individuals with a high school degree or higher and the total percentage of individuals with a Bachelor’s degree or higher living in Austin, Battle Mountain and Lander County were significantly less than the annual percentage of individuals with a high school degree or higher and the annual percentage of individuals with a Bachelor’s degree or higher living the State of Nevada over the 2007 to 2011 period.

Table 5.14 – Educational Attainment by Percent of Total Population Austin, Battle Mountain, Lander County, State of Nevada 2007 to 2011 Annual Average				
Educational Attainment	Austin 2007-2011 Annual Average	Battle Mountain 2007-2011 Annual Average	Lander County 2007-2011 Annual Average	State of Nevada 2007-2011 Annual Average
Percent High School Graduate or Higher	65.0%	77.0%	77.6%	84.2%
Percent Bachelor’s Degree or Higher	0.0%	13.0%	13.0%	22.2%

Source: US Census Bureau, 2011 ACS 2007-2011 5-Year Estimates

Over the 2007 to 2011 period, the annual percent of individuals who are a high school graduate or higher was 65.0 percent in Austin, 77.0 percent in Battle Mountain, 77.6 percent in Lander County, and 84.2 percent throughout the State of Nevada. Overt the 2007 to 2011 period, the annual percent of individuals who hold a Bachelor’s Degree or higher was 0.0 percent in Austin, 13.0 percent in Battle Mountain, 13.0 percent in Lander County, and 22.2 percent throughout the State of Nevada.

5.2.7 Labor Force and Employment

Table 5.15 presents total employment by industry for Battle Mountain, Lander County, and the State of Nevada for 2010.

In 2010, according to the U.S. Census Bureau, Agriculture, Forestry, Fishing and Hunting, Mining accounted 100.0 percent of total employment in Austin, with seven total individuals employed. In Battle Mountain, Agriculture, Forestry, Fishing and Hunting, Mining was the single largest employment sector, employing 604 total individuals or approximately 38.3 of the town’s 1,577 total workers. The Retail Trade industry sector was the second largest employment industry sector in Battle Mountain, employing 207 total individuals (or 13.1 percent of the town’s total workforce), and the Construction industry sector was the third largest employment industry sector, employing 181 total individuals (or 11.5 percent of the town’s total workforce).

County-wide, Agriculture, Forestry, Fishing and Hunting, Mining was the single largest employment sector, employing 969 total individuals or approximately 38.3 percent of the county’s 2,530 total workers. The Retail Trade industry sector was the second largest employment sector in Lander County, employing 266 total individuals (or 10.5 percent of the

county's total workforce), and the Construction industry sector was the third largest employment industry sector, employing 247 total individuals (or 9.8 percent of the county's total workforce).

**Table 5.15 – Employment by Major Industry Category
Battle Mountain, Lander County, State of Nevada
2010**

Major Industry Category	Battle Mountain		Lander County		State of Nevada	
	Total 2010	Percent of Total	Total 2010	Percent of Total	Total 2010	Percent of Total
Agriculture, Forestry, Fishing and Hunting, Mining	604	38.3%	969	38.3%	18,980	1.5%
Construction	181	11.5%	247	9.8%	102,463	8.2%
Manufacturing	15	1.0%	45	1.8%	52,734	4.2%
Wholesale Trade	0	0.0%	58	2.3%	28,311	2.3%
Retail Trade	207	13.1%	266	10.5%	144,831	11.6%
Transportation and Warehousing, Utilities	132	8.4%	183	7.2%	62,473	5.0%
Information	16	1.0%	16	0.6%	20,756	1.7%
Finance and Insurance, Real Estate and Rental and Leasing	52	3.3%	52	2.1%	78,171	6.3%
Professional, Scientific, Management and Admin. and Waste Mgt. Services	6	0.4%	113	4.5%	127,789	10.3%
Educational Services, Health Care and Social Assistance	156	9.9%	241	9.5%	185,240	14.9%
Arts, Entertainment, and Recreation, and Accommodation, Food Service	129	8.2%	191	7.5%	312,936	25.1%
Other Services, Except Public Administration	12	0.8%	25	1.0%	52,542	4.2%
Public Administration	67	4.2%	124	4.9%	59,161	4.7%
Total	1,577	100.0%	2,530	100.0%	1,246,387	100.0%

Source: US Census Bureau, 2010 US Census

State-wide, the Arts, Entertainment, and Recreation, and Accommodation, Food Service industry was the single largest employment industry throughout the State of Nevada in 2010, employing 312,936 total individuals or 25.1 percent of the state's 1,246,387 total workers. The Educational Services, and Health Care and Social Assistance industry sector was the second largest employment industry sector throughout the State of Nevada, employing 185,240 total individuals (or 14.9 percent of the state's total workforce). The Retail Trade industry sector was the third largest employment industry sector throughout the State of Nevada, employing 144,831 total individuals (or 11.6 percent of the state's total workforce).

Table 5.16 presents total employment by occupation for Battle Mountain, Lander County, and the State of Nevada for 2010.

**Table 5.16 – Employment by Major Occupation Category
Battle Mountain, Lander County, State of Nevada
2010**

Major Occupation Category	Battle Mountain		Lander County		State of Nevada	
	Total 2010	Percent of Total	Total 2010	Percent of Total	Total 2010	Percent of Total
Management, Business, Science and Arts Occupations	253	16.0%	468	18.5%	343,669	27.6%
Service Occupations	287	18.2%	429	17.0%	330,837	26.5%
Sales and Office Occupations	255	16.2%	464	18.3%	325,676	26.1%
Natural Resources, Construction, and Maintenance Occupations	533	33.8%	821	32.5%	125,599	10.1%
Production, Transportation, and Material Moving Occupations	249	15.8%	348	13.8%	120,606	9.7%
Total	1,577	100.0%	2,530	100.0%	1,246,387	100.0%

Source: US Census Bureau, 2010 US Census

In 2010, according to the U.S. Census Bureau, Natural Resources, Construction, and Maintenance Operations accounted 100.0 percent of total employment in Austin by major occupation category, with seven total individuals employed. In Battle Mountain, Natural Resources, Construction, and Maintenance Operations was the single largest occupation sector, employing 533 total individuals or approximately 33.8 percent of the town’s 1,577 total workers. The Sales and Office Occupations occupation sector was the second largest occupation sector in Battle Mountain, employing 255 total individuals (or 16.2 percent of the town’s total workforce), and the Management, Business, Science and Arts Occupations occupation sector was the third largest occupation sector in Battle Mountain, employing 253 total individuals (or 16.0 percent of the town’s total workforce).

County-wide, Natural Resources, Construction, and Maintenance Operations was the single largest occupation sector, employing 821 total individuals or approximately 32.5 percent of the county’s 2,530 total workers. In Lander County, the Management, Business, Science, and Arts Occupations occupation sector was the second largest occupation sector, employing 468 total individuals (or 18.5 percent of the county’s total workforce), and the Sales and Office Occupations occupation sector was the third largest occupation sector in Lander County, employing 464 total individuals (or 18.3 percent of the county’s total workforce).

Table 5.17 presents labor participation rates for Austin, Battle Mountain, Lander County, and the State of Nevada for 2010.

The Labor Participation Rate is defined as the percentage of individuals aged 16 Years or Older who are actively employed. In 2010, the labor participation rate was 25.9 percent with just seven of the town’s total population aged 16 years or older were employed. Between 2000 and 2010, the labor participation rate in Battle Mountain declined from 62.5 percent in 2000 to 56.4 percent in 2010, a net decline of 9.7 percent despite the observation that both the total number of

individuals aged 16 years or older and the total number of individuals aged 16 years or older current employed increased by 32.0 percent and 19.2 percent respectively.

Table 5.17 – Labor Participation Rates Austin, Battle Mountain, Lander County, State of Nevada 2000 to 2010						
Labor Participation	Austin			Battle Mountain		
	2000	2010	Percent Change	2000	2010	Percent Change
Total Population 16 Years or Older	-	27	-	2,117	2,795	32.0%
Total Population Employed	-	7	-	1,323	1,577	19.2%
Participation Rate	-	25.9%	-	62.5%	56.4%	-9.7%
Category	Lander County			State of Nevada		
	2000	2010	Percent Change	2000	2010	Percent Change
Total Population 16 Years or Older	4,129	4,331	4.9%	1,538,516	2,086,005	35.6%
Total Population Employed	2,528	2,530	0.1%	933,280	1,246,387	33.5%
Participation Rate	61.2%	58.4%	-4.6%	60.7%	59.7%	-1.5%

Source: US Census Bureau, 2000 US Census; US Census Bureau, 2010 US Census

Throughout Lander County, the labor participation rate declined from 61.2 percent in 2000 to 58.4 percent in 2010, a net decline of 4.6 percent despite the observation that both the total number of individuals aged 16 years or older and the total number of individuals aged 16 years or older currently employed increased by 4.9 percent and 0.1 percent respectively. Throughout the State of Nevada, the labor participation rate declined slightly from 60.7 percent in 2000 to 59.7 percent in 2010, a net decline of just 1.5 percent despite the observation that both the total number of individuals aged 16 years or older and the total number of individuals aged 16 years or older currently employed increased significantly by 35.6 percent and 33.5 percent respectively.

Table 5.18 presents the Not Seasonally Adjusted Civilian Unemployment Rate for Lander County for each year beginning January 1st between 2002 and 2013.

Like the U.S. National Civilian Unemployment Rate and the State of Nevada Civilian Unemployment Rate, the Lander County Not Seasonally Adjusted Civilian Unemployment Rate has experienced significant swings over the entire January 1st, 2002 to January 1st, 2013 eleven-year period experiencing a low of 4.1 percent county-wide in 2007 and a high of 7.9 percent in 2010. Unlike the U.S. National Civilian Unemployment Rate and the State of Nevada Civilian Unemployment Rate, the Lander County Not Seasonally Adjusted Civilian Unemployment Rate has actually decreased between 2002 and 2013, decreasing from an estimated 6.4 percent in 2002 to an estimated 5.6 percent in 2013, a net decrease of 0.8 percent. Although the decline in unemployment county-wide is a sign of possible positive economic growth, the decline in the unemployment rate in Lander County between 2002 and 2013 might be due to unemployed individuals choosing to leave the county. Between 2000 and 2010, Lander County's total

residential population declined from an estimated 5,794 individuals in 2000 to an estimated 5,775 individuals in 2010. People who find themselves unemployed in Lander County may simply be choosing to move out of the county. This possibility would artificially decrease the county's unemployment rate.

Table 5.18		
Lander County Not Seasonally Adjusted Civilian Unemployment Rate		
January 1, 2002 to January 1, 2013		
Year/Quarter	Lander County Civilian Unemployment Rate	Percent Change
2002-01-01	6.4%	
2003-01-01	6.9%	7.8%
2004-01-01	5.7%	-17.4%
2005-01-01	5.3%	-7.0%
2006-01-01	4.4%	-17.0%
2007-01-01	4.1%	-6.8%
2008-01-01	4.8%	17.1%
2009-01-01	6.0%	25.0%
2010-01-01	7.9%	31.7%
2011-01-01	7.7%	-2.5%
2012-01-01	6.2%	-19.5%
2013-01-01	5.6%	-9.7%
2002-2013 Average	5.9%	0.2%
2002-2013 Actual Change	-0.8%	-
2002-2013 Percent Change	-12.5%	-

Source: US Federal Reserve Economic Data, Federal Reserve Bank of St. Louis, <http://research.stlouisfed.org/fred2>

5.2.8 Business Profile

Table 5.19 presents total employment by industry in Lander County by firm size (i.e. a firm with “1-4” employees) for 2010.

**Table 5.19 – Total Number of Employees per Firm Size
Lander County
2010**

Industry Category	Number of Employees per Firm										Total	Percent Change
	1-4	5-9	10-19	20-49	50-99	100-249	250-499	500-999	1,000 or More			
Mining, Quarrying, Oil and Gas Extraction	1	0	0	1	0	0	1	0	0	0	3	3.6%
Utilities	1	1	0	0	0	0	0	0	0	0	2	2.4%
Construction	6	1	0	0	0	0	0	0	0	0	7	8.4%
Manufacturing	0	0	0	1	0	0	0	0	0	0	1	1.2%
Wholesale Trade	3	1	0	0	0	0	0	0	0	0	4	4.8%
Retail Trade	8	5	5	2	0	0	0	0	0	0	20	24.1%
Transportation and Warehousing	0	2	1	0	0	1	0	0	0	0	4	4.8%
Finance and Insurance	0	0	1	0	0	0	0	0	0	0	1	1.2%
Real Estate and Rental Leasing	3	0	0	0	0	0	0	0	0	0	3	3.6%
Professional, Scientific, and Technical Services	1	0	0	0	0	0	0	0	0	0	1	1.2%
Administrative and Support and Waste Management and Remediation Services	5	0	0	0	0	0	0	0	0	0	5	6.0%
Health Care and Social Assistance	3	4	0	0	1	0	0	0	0	0	8	9.6%
Arts, Entertainment, and Recreation	0	0	1	0	1	0	0	0	0	0	2	2.4%
Accommodation and Food Services	7	4	2	0	0	0	0	0	0	0	13	15.7%
Other Services (Except Public Administration)	6	1	1	0	0	0	0	0	0	0	8	9.6%
Industries Not Classified	1	0	0	0	0	0	0	0	0	0	1	1.2%
Total	45	19	11	4	2	1	1	1	0	0	83	100.0%
Percent of Total	54.2%	22.9%	13.3%	4.8%	2.4%	1.2%	1.2%	0.0%	0.0%	0.0%	100.0%	-

Source: US Census Bureau, "2011 County Business Patterns (NAICS)"

In 2010, Retail Trade, Accommodation and Food Services, Health Care and Social Assistance, and Other Services (Except Public Administration) employed the largest number of people in Lander County, employing 20 individuals (24.1 percent), 13 individuals (15.7 percent) and eight individuals (9.6 percent for both Health Care and Social Assistance and Other Services) respectively.

Smaller firms in each of the 16 industry categories listed in Table 5-19 were the primary employers in Lander County in 2010. Smaller firms with a total of “1-4” employees per firm employed 45 total individuals (54.2 percent), firms with a total of “5-9” employees per firm employed 19 total individuals (22.9 percent), and firms with a total of “10-19” employees per firm employed 11 individuals (13.3 percent) in 2010. Small businesses, and especially those small businesses in the Retail Trade, Accommodation and Food Services, Construction, and Other Services industries, remain important to Lander County’s long-term economic prosperity.

5.3 Wider Economic Conditions

This section provides insight into some of the wider, national, state, and county, economic conditions that have the possibility of affecting economic development efforts in Lander County. For the wider national economy and State of Nevada economy, Gross Domestic Product, the Consumer Price Index, the Civilian Unemployment Rate, and Total Public Debt, are used as standard measures of economic performance. Using Location Quotient Analysis and Shift-Share Analysis, an identification of several existing regional industry clusters, which the county and its economic region has an existing economic comparative advantage, is presented.

5.3.1 The National Economy

Data on the U.S. Real Gross Domestic Product (GDP), the U.S. Consumer Price Index (CPI) for All Urban Consumers, the U.S. National Civilian Unemployment Rate, and Total U.S. Federal Debt is presented in this section. These four measures of economic performance are typically used to measure macro-economic performance.

Table 5.20 presents U.S. Real Gross Domestic Product (GDP) for the month on January 1st in each year between 2002 and 2013.

Between January 1st, 2002 and January 1st, 2013, U.S. Real Gross Domestic Product has increased by 1.7 percent per year, growing from an estimated \$11.5 trillion in 2002 to an estimated \$13.8 trillion in 2013, a net increase of approximately \$2.3 trillion or 19.9 percent. During the recession of 2008, U.S. Real GDP declined significantly, declining by 4.5 percent between 2007 and 2008. Despite relatively low annual percentage growth in U.S. Real GDP between 2008 and 2009, 2009 and 2010, 2010 and 2011, 2011 and 2012, and 2012 and 2013, U.S. Real GDP is now above its pre-recession levels of \$13.1 trillion in 2008, reaching a peak of approximately \$13.8 trillion in 2013.

Table 5.20 U.S. Real Gross Domestic Product (GDP) January 1, 2002 to January 1, 2013		
Year/Quarter	US Gross Domestic Product in Millions of US Dollars	Percent Change
2002-01-01	\$11,467.1	
2003-01-01	\$11,638.9	1.5%
2004-01-01	\$12,117.9	4.1%
2005-01-01	\$12,515.0	3.3%
2006-01-01	\$12,896.4	3.0%
2007-01-01	\$13,056.1	1.2%
2008-01-01	\$13,266.8	1.6%
2009-01-01	\$12,663.2	-4.5%
2010-01-01	\$12,937.7	2.2%
2011-01-01	\$13,227.9	2.2%
2012-01-01	\$13,491.4	2.0%
2013-01-01	\$13,746.2	1.9%
2002-2013 Average	\$12,752.1	1.7%
2002-2013 Actual Change	\$2,279.1	-
2002-2013 Percent Change	19.9%	-

Source: US Federal Reserve Economic Data, Federal Reserve Bank of St. Louis, <http://research.stlouisfed.org/fred2>

Although the U.S. national economy is no longer in recession, annual percentage growth in U.S. GDP did slow between 2012 and 2013, declining from an annual growth of 2.0 percent between 2011 and 2012 to an annual growth of just 1.9 percent between 2012 and 2013. This trend might signal the possibility that the U.S. national economy may be slowing and the possibility of a second, double-dip recession.

Table 5.21 presents the U.S. Consumer Price Index (CPI) for All Urban Consumers for the month on January 1st in each year between 2002 and 2013.

The U.S. CPI is often used as a measure of inflation and deflation. Positive growth in the CPI indicates growth in the price for various goods and services as a result of either positive economic growth or inflation (depending on the magnitude of the increase). Decline in the CPI indicates decline in the price for various goods and services as a result of either recession and/or deflation. Between January 1st, 2002 and January 1st, 2013, the U.S. CPI for All Urban Consumers grew at an annual rate of 2.4 percent, growing a total of 53.8 points or 30.3 percent.

Table 5.21 U.S. Consumer Price Index (CPI) for All Urban Consumers January 1, 2002 to January 1, 2013		
Year/Quarter	US Consumer Price Index All Urban Consumers	Percent Change
2002-01-01	177.7	
2003-01-01	182.6	2.8%
2004-01-01	186.3	2.0%
2005-01-01	191.6	2.8%
2006-01-01	199.3	4.0%
2007-01-01	203.4	2.1%
2008-01-01	212.2	4.3%
2009-01-01	212.0	-0.1%
2010-01-01	217.5	2.6%
2011-01-01	221.0	1.6%
2012-01-01	227.5	2.9%
2013-01-01	231.5	1.7%
2002-2013 Average	205.2	2.4%
2002-2013 Actual Change	53.8	-
2002-2013 Percent Change	30.3%	-

Source: US Federal Reserve Economic Data, Federal Reserve Bank of St. Louis,
<http://research.stlouisfed.org/fred2>

During the recession of 2008 and 2009, the U.S. CPI for All Urban Consumers declined by 0.1 percent, falling from 212.2 points to 212.0 points. Since the recession, the U.S. CPI for All Urban Consumers has increased in each year between 2009 and 2013, growing by 2.6 percent between 2009 and 2010, 1.6 percent between 2010 and 2011, 2.9 percent between 2011 and 2012, and 1.7 percent between 2012 and 2013 indicating that prices nation-wide have recovered since the 2008 and 2009 recession. The relatively low percent increases in the U.S. CPI between 2009 and 2013 further indicates that little to no inflation is present in the national economy and that price increases between 2009 and 2013 nation-wide may be due to increased demand and not inflation.

Table 5.22 presents the U.S. National Civilian Unemployment Rate for the month on January 1st in each year between 2002 and 2013.

The U.S. National Civilian Unemployment Rate has experienced significant swings over the entire January 1st, 2002 to January 1st, 2013 eleven-year period experiencing a low of 4.6 percent nation-wide in 2007 and a high of 9.7 percent in 2010. Overall, the U.S. National Civilian Unemployment Rate increased between 2002 and 2013, increasing from an estimated 5.7 percent in 2002 to an estimated 7.9 percent in 2013, a net increase of 2.2 percent.

Table 5.22 U.S. National Civilian Unemployment Rate January 1, 2002 to January 1, 2013		
Year/Quarter	US National Civilian Unemployment Rate	Percent Change
2002-01-01	5.7%	
2003-01-01	5.8%	1.8%
2004-01-01	5.7%	-1.7%
2005-01-01	5.3%	-7.0%
2006-01-01	4.7%	-11.3%
2007-01-01	4.6%	-2.1%
2008-01-01	5.0%	8.7%
2009-01-01	7.8%	56.0%
2010-01-01	9.7%	24.4%
2011-01-01	9.1%	-6.2%
2012-01-01	8.3%	-8.8%
2013-01-01	7.9%	-4.8%
2002-2013 Average	6.6%	4.4%
2002-2013 Actual Change	2.2%	-
2002-2013 Percent Change	38.6%	-

Source: US Federal Reserve Economic Data, Federal Reserve Bank of St. Louis,
<http://research.stlouisfed.org/fred2>

Since the recession of 2008 and the peak of 9.7 percent nation-wide unemployment in 2010, the U.S. National Civilian Unemployment Rate has declined, falling to 9.1 percent in 2011 (a net decline of 0.6 percent), to 8.3 percent in 2012 (a net decline of 1.4 percent), and to 7.9 percent in 2013 (a net decline of 1.8 percent). Despite this improvement in the nation-wide unemployment rate, the current unemployment rate of 7.9 percent in 2013 is still significantly higher than the pre-recession unemployment levels of 4.7 percent in 2006 and 4.6 percent in 2007. Without further improvement in the nation-wide unemployment rate, overall national economic improvement will remain difficult and relatively elusive.

Table 5.23 presents Total U.S. Federal Debt for the month on January 1st in each year between 2002 and 2012.

Total U.S. Federal Debt, or the total amount of money that the U.S. federal government has borrowed and owes to various creditors, has increased in every single year between January 1st, 2002 and January 1st, 2012, growing at an average annual rate of 10.1 percent per year. Between 2002 and 2012, Total U.S. Federal Debt has increased from an estimated \$6.0 trillion in 2002 to an estimated total of \$15.6 trillion in 2012, a net increase of \$9.6 trillion or 159.4 percent.

Table 5.23 Total U.S. Federal Debt January 1, 2002 to January 1, 2012		
Year/Quarter	Thousands of US Dollars	Percent Change
2002-01-01	\$6,006,032	
2003-01-01	\$6,460,776	7.6%
2004-01-01	\$7,131,068	10.4%
2005-01-01	\$7,776,939	9.1%
2006-01-01	\$8,371,156	7.6%
2007-01-01	\$8,849,665	5.7%
2008-01-01	\$9,437,594	6.6%
2009-01-01	\$11,126,941	17.9%
2010-01-01	\$12,773,123	14.8%
2011-01-01	\$14,270,114	11.7%
2012-01-01	\$15,582,079	9.2%
2002-2012 Average	\$9,798,681	10.1%
2002-2012 Actual Change	\$9,576,047	-
2002-2012 Percent Change	159.4%	-

Source: US Federal Reserve Economic Data, Federal Reserve Bank of St. Louis, <http://research.stlouisfed.org/fred2>

Total U.S. Federal Debt has grown significantly over the past four years since the recession of 2008, increasing by 17.9 percent between 2008 and 2009, 14.8 percent between 2009 and 2010, 11.7 percent between 2010 and 2011, and by 9.2 percent between 2011 and 2012. This continued growth in Total U.S. Federal Debt, especially relative to overall weak growth in U.S. Real GDP over the past few years, is partially credited to the loss of the U.S.'s top-tier AAA credit rating by Standard & Poor's in August 2011.

Although the impacts have yet to be felt, the loss of this top-tier AAA credit rating may lead to higher borrowing costs for the U.S. federal government in the years to come. Increased borrowing costs may impact the federal government's long-term ability to invest in different national economic development projects such as major infrastructure projects and workforce development programs.

5.3.2 The Nevada Economy

Data on the State of Nevada Real Gross Domestic Product (GDP), the State of Nevada Civilian Unemployment Rate, and Total State of Nevada Debt Issued (Bonds and Notes) is presented in this section.

Table 5.24 presents State of Nevada Real Gross Domestic Product (GDP) for the month on January 1st in each year between 2001 and 2011.

Table 5.24 State of Nevada Real Gross Domestic Product (GDP) January 1, 2001 to January 1, 2011		
Year/Quarter	Nevada State GDP in Thousands of US Dollars	Percent Change
2001-01-01	\$88,919	
2002-01-01	\$91,013	2.4%
2003-01-01	\$95,930	5.4%
2004-01-01	\$104,852	9.3%
2005-01-01	\$114,478	9.2%
2006-01-01	\$119,150	4.1%
2007-01-01	\$123,179	3.8%
2008-01-01	\$119,826	-3.1%
2009-01-01	\$110,779	-7.6%
2010-01-01	\$111,161	0.3%
2011-01-01	\$112,503	1.2%
2001-2011 Average	\$108,394	2.5%
2001-2011 Actual Change	\$23,584	-
2001-2011 Percent Change	26.5%	-

Source: US Federal Reserve Economic Data, Federal Reserve Bank of St. Louis, <http://research.stlouisfed.org/fred2>

Overall, state-wide GDP in Nevada has increased between January 1st, 2001 and January 1st, 2011, increasing from an estimated \$88.9 billion in 2001 to an estimated \$112 billion in 2011, a net increase of \$23.6 billion or 26.5 percent and growing at an average annual rate of 2.5 percent over the entire ten-year period. However, state-wide GDP declined significantly during the nation-wide recession of 2008 and 2009, declining by 3.1 percent between 2007 and 2008 and declining by an additional 7.6 percent between 2008 and 2009. Although state-wide GDP has increased over the past two years, growing by 0.3 percent between 2009 and 2010 and by 1.2 percent between 2010 and 2011, Total State of Nevada Gross Domestic Product remains well below its pre-recession peak of \$123.2 billion in 2007, growing to just \$112.5 billion in 2011.

Table 5.25 presents the State of Nevada Civilian Unemployment Rate for the month on January 1st in each year between 2002 and 2013.

Like the U.S. National Civilian Unemployment Rate, the State of Nevada Civilian Unemployment Rate has experienced significant swings over the entire January 1st, 2002 to January 1st, 2013 eleven-year period experiencing a low of 4.6 percent state-wide in 2006 and a

high of 14.2 percent in 2011. Overall, the State of Nevada Civilian Unemployment Rate increased between 2002 and 2013, increasing from an estimated 6.5 percent in 2002 to an estimated 10.2 percent in 2012, a net increase of 3.7 percent.

Table 5.25 State of Nevada Civilian Unemployment Rate January 1, 2002 to January 1, 2013		
Year/Quarter	State of Nevada Civilian Unemployment Rate	Percent Change
2002-01-01	6.5%	
2003-01-01	5.9%	-9.2%
2004-01-01	5.5%	-6.8%
2005-01-01	5.0%	-9.1%
2006-01-01	4.6%	-8.0%
2007-01-01	4.7%	2.2%
2008-01-01	5.8%	23.4%
2009-01-01	10.1%	74.1%
2010-01-01	14.0%	38.6%
2011-01-01	14.2%	1.4%
2012-01-01	12.4%	-12.7%
2013-01-01	10.2%	-17.7%
2002-2013 Average	8.2%	6.9%
2002-2013 Actual Change	3.7%	-
2002-2013 Percent Change	56.9%	-

Source: US Federal Reserve Economic Data, Federal Reserve Bank of St. Louis, <http://research.stlouisfed.org/fred2>

Despite some improvement in the state-wide unemployment rate, the State of Nevada Civilian Unemployment Rate has yet to fall back to pre-recession 2008 levels of 4.7 percent in 2007 and 5.8 percent in 2008. The state-wide unemployment rate in Nevada was 10.1 percent in 2009, 14.0 percent in 2010, 14.2 percent in 2011, falling slightly to 12.4 percent in 2012 and then to 10.2 percent in 2013. Without further improvement in the state-wide unemployment rate, overall state-wide economic improvement in Nevada will remain difficult and relatively elusive.

Table 5.26 presents the Total State of Nevada Debt Issued (Bonds and Notes) for the entire year in each year between 2002 and 2011. This is not the total amount of money the State of Nevada owes as the state routinely retires a significant amount of debt (Bonds and Notes) each year in the year that it is issued as revenues are collected from various sources.

The State of Nevada's borrowing pattern is fairly stable with a low of approximately \$2.75 billion borrowed (Bonds and Notes) in 2007 to a high of approximately \$3.47 billion borrowed

(Bonds and Notes) in 2002. Overall, the Total State of Nevada Debt Issued (Bonds and Notes) on an annual basis decreased from an estimated \$3.5 billion in 2002 to an estimated \$2.8 billion in 2011, a net decrease of approximately \$623.5 million or 18.0 percent. Between 2001 and 2011, the Total State of Nevada Debt Issued (Bonds and Notes) decreased at an annual average rate of 2.1 percent per year.

Table 5.26 Total State of Nevada Debt Issued (Bonds and Notes) 2002 to 2012		
Year	Thousands of US Dollars	Percent Change
2002	\$3,465,168	
2003	\$3,323,108	-4.1%
2004	\$3,279,365	-1.3%
2005	\$3,179,162	-3.1%
2006	\$2,828,131	-11.0%
2007	\$2,746,131	-2.9%
2008	\$2,780,052	1.2%
2009	\$2,965,918	6.7%
2010	\$3,039,806	2.5%
2011	\$2,841,694	-6.5%
2002-2011 Average	\$3,044,854	-2.1%
2002-2011 Actual Change	-\$623,474	-
2002-2011 Percent Change	-18.0%	-

Source: State of Nevada, Office of the Controller, CAFR FY 2011,
http://controller.nv.gov/FinancialReports/CAFR_pdf_files/FY11All.pdf

5.3.3 Regional Comparison

Table 5.27 presents the total number of establishments (businesses) by industry for the counties of Lander, Eureka, and White Pine as defined by the U.S. Census Bureau for 2010. Lander, Eureka, and White Pine counties are the three counties that form the newly created Great Basin Regional Development Authority. The Great Basin Regional Development Authority was formed in 2012 as part of the State of Nevada's effort to reorganize state-wide economic development efforts via Nevada Assembly Bill 449 passed by the Nevada State Legislature's 2011 legislative session.

In 2010, according to the U.S. Census Bureau, there were a total of 83 establishments located and operating in Lander County. For Lander County, the four largest industries, as defined by the total number of establishments, in 2010 included Retail Trade (20 establishments, or 24.1 percent of all establishments in Lander County), Accommodation and Food Services (13

establishments, 15.7 percent), Health Care and Social Assistance (eight establishments, 9.6 percent), and Other Services, Except Publication Administration (eight establishments, 9.6 percent).

In 2010, according to the U.S. Census Bureau, there were a total of 41 establishments located and operating in Eureka County. For Eureka County, the four largest industries, as defined by the total number of establishments in 2010 included Mining, Quarrying, and Oil and Gas Extraction (six establishments, or 14.6 percent of all establishments in Eureka County), Retail Trade (six establishments, 14.6 percent), Accommodation and Food Services (six establishments, 14.6 percent), and Transportation and Warehousing (four establishments, 9.8 percent).

In 2010, according to the U.S. Census Bureau, there were a total of 204 establishments located and operating in White Pine County. For White Pine County, the four largest industries, as defined by the total of establishments in 2010 included Accommodation and Food Services (36 establishments, or 17.6 percent of all establishments in White Pine County), Retail Trade (34 total establishments, 16.7 percent), Construction (28 establishments, 13.7 percent), and Other Services, Except Public Administration (17 establishments, 8.3 percent).

**Table 5.27 – Establishments by Industry
Great Basin Regional Development Authority (Lander County, Eureka County, White Pine County)
2010**

Industry Description	Lander County Total Number of Establishments	Percent of Total	Eureka County Total Number of Establishments	Percent of Total	White Pine County Total Number of Establishments	Percent of Total
Agriculture, Forestry, Fishing and Hunting	0	0.0%	0	0.0%	1	0.5%
Mining, Quarrying, and Oil and Gas Extraction	3	3.6%	6	14.6%	9	4.4%
Utilities	2	2.4%	2	4.9%	2	1.0%
Construction	7	8.4%	2	4.9%	28	13.7%
Manufacturing	1	1.2%	1	2.4%	6	2.9%
Wholesale Trade	4	4.8%	2	4.9%	8	3.9%
Retail Trade	20	24.1%	6	14.6%	34	16.7%
Transportation and Warehousing	4	4.8%	4	9.8%	4	2.0%
Information	0	0.0%	1	2.4%	5	2.5%
Finance and Insurance	1	1.2%	1	2.4%	10	4.9%
Real Estate and Rental and Leasing	3	3.6%	0	0.0%	7	3.4%
Professional, Scientific, and Technical Services	1	1.2%	3	7.3%	12	5.9%
Administrative and Support and Waste Management and Remediation Services	5	6.0%	2	4.9%	7	3.4%
Health Care and Social Services	8	9.6%	3	7.3%	15	7.4%
Arts, Entertainment, and Recreation	2	2.4%	0	0.0%	3	1.5%
Accommodation and Food Services	13	15.7%	6	14.6%	36	17.6%
Other Services (Except Public Administration)	8	9.6%	2	4.9%	17	8.3%
Industries Not Classified	1	1.2%	0	0.0%	0	0.0%
Total	83	100.0%	41	100.0%	204	100.0%

Source: US Census Bureau, "2011 County Business Patterns (NAICS)"

5.3.4 Location Quotient Analysis

The Location Quotient (LQ) is an economic development analytical tool used to identify the concentration of an industrial sector in a local economy (such as Lander County) relative to a larger reference economy (such as the State of Nevada). Using total employment by industry, an industry's share of the local economy is compared with the same share that industry has in the larger reference economy.

If the LQ is *greater than* 1.00, the industry is concentrated (overrepresented) in the local economy compared to the reference economy and is considered a *Net Exporter* in that industry (the local economy produces more than it needs and can export the surplus good or service to the larger reference economy thereby importing capital and creating local jobs). If the LQ is *less than* 1.00, the industry is underrepresented in the local economy compared to the reference economy and is considered a *Net Importer* in that industry (the local economy produces less than it needs and must import the good or service from the larger reference economy in order to satisfy local demand). If the LQ is *equal to* 1.00, the local economy and the reference economy are on par in that industry and no trade occurs.

Table 5.28 presents Location Quotients for the Other Nevada Nonmetropolitan Area in Nevada relative to the State of Nevada using Occupational and Employment Statistics data from the U.S. Bureau of Labor Statistics for 2011 and 2012. The Other Nevada Nonmetropolitan Area consists of Elko, Esmeralda, Eureka, Humboldt, Lander, Lincoln, Pershing, and White Pine counties. Those LQ's marked with an "x" indicate that there was not enough data to estimate the Location Quotient in that year.

In 2011 and 2012, the Other Nevada Nonmetropolitan Area had an LQ greater than 1.00 (was a net exporter) in the Management Occupations, Architecture and Engineering Occupations, Life, Physical, and Social Science Occupations, Community and Social Service Occupations, Education, Training, and Library Occupations, Construction and Extraction Occupations, Installation, Maintenance, and Repair Occupations, Production Occupations, and Transportation and Material Moving Occupations relative to the State of Nevada.

In just 2011, the Other Nevada Nonmetropolitan Area had an LQ greater than 1.00 (was a net exporter) in the Protective Service Occupations relative to the State of Nevada. In just 2012, the Other Nevada Nonmetropolitan Area had an LQ greater than 1.00 (was a net exporter) in the Farming, Fishing, and Forestry Occupations relative to the State of Nevada.

These results suggest that the Other Nevada Nonmetropolitan Area had a strong competitive advantage in the Management Occupations, Architecture and Engineering Occupations, Life, Physical, and Social Science Occupations, Community and Social Service Occupations, Education, Training, and Library Occupations, Construction and Extraction Occupations, Installation, Maintenance, and Repair Occupations, Production Occupations, Transportation and Material Moving Occupations, Protective Service Occupations, and the Farming, Fishing, and Forestry Occupations.

**Table 5.28 – Location Quotients
Other Nevada Nonmetropolitan Area Relative to the State of Nevada
(Elko, Esmeralda, Eureka, Humboldt, Lander, Lincoln, Pershing, White Pine Counties)
2011 and 2012**

Industry Category (NAICS)	Location Quotient 2011	Importer or Exporter	Location Quotient 2012	Importer or Exporter
Management Occupations	1.12	Net Exporter	1.08	Net Exporter
Business and Financial Operations Occupations	0.76	Net Importer	0.67	Net Importer
Computer and Mathematical Occupations	0.40	Net Importer	0.35	Net Importer
Architecture and Engineering Occupations	2.24	Net Exporter	2.48	Net Exporter
Life, Physical, and Social Science Occupations	4.35	Net Exporter	4.49	Net Exporter
Community and Social Service Occupations	1.70	Net Exporter	1.52	Net Exporter
Legal Occupations	x		0.44	Net Importer
Education, Training, and Library Occupations	1.25	Net Exporter	1.16	Net Exporter
Arts, Design, Entertainment, Sports, and Media Occupations	0.35	Net Importer	0.37	Net Importer
Healthcare Practitioners and Technical Occupations	0.75	Net Importer	0.73	Net Importer
Healthcare Support Occupations	0.58	Net Importer	0.60	Net Importer
Protective Service Occupations	1.06	Net Exporter	0.92	Net Importer
Food Preparation and Serving Related Occupations	0.67	Net Importer	0.69	Net Importer
Building and Grounds Cleaning and Maintenance Occupations	0.72	Net Importer	0.68	Net Importer
Personal Care and Service Occupations	0.59	Net Importer	0.54	Net Importer
Sales and Related Occupations	0.68	Net Importer	0.66	Net Importer
Office and Administrative Support Occupations	0.77	Net Importer	0.76	Net Importer
Farming, Fishing, and Forestry Occupations	x		4.69	Net Exporter
Construction and Extraction Occupations	2.72	Net Exporter	3.37	Net Exporter
Installation, Maintenance, and Repair Occupations	2.42	Net Exporter	2.55	Net Exporter
Production Occupations	1.19	Net Exporter	1.19	Net Exporter
Transportation and Material Moving Occupations	1.05	Net Exporter	1.01	Net Exporter

Source: U.S. Bureau of Labor and Statistics, Occupational and Employment Statistics, “May 2011 OES Estimates”, “May 2012 OES Estimates”, State of Nevada, Other Nevada Nonmetropolitan Area

5.3.5 Shift-Share Analysis

Similar to the Location Quotient (LQ), Shift-Share Analysis is an economic development analytical tool used to identify the overall direction of an industry (growth or contraction) and the competitive advantage of that industry in a local economy relative to a larger reference. As part of Shift-Share Analysis, the Differential Shift (DS) is the difference in the rate of growth or decline in a local economy’s industry relative to the rate of growth or decline in that same industry relative to a larger reference economy. Industries with a high DS (a DS *greater than* 0.00) are strong in the local economy relative to the reference economy and are growing, in terms of total employment, faster than the growth in the same industry in the reference economy. Industries with a low DS (a DS *less than* 0.00) are generally weak in the local economy and do not represent a competitive advantage for the local economy relative to the reference economy.

Table 5.29 presents the Differential Shift for the Other Nevada Nonmetropolitan Area between 2011 and 2012 relative to the State of Nevada using the same total employment by industry data used to estimate Location Quotients for the Other Nevada Nonmetropolitan Area in 2011 and 2012. Those DS’s marked with an “x” indicate that there was not enough data to estimate the Differential Shift in that year.

**Table 5.29 – Differential Shift
Other Nevada Nonmetropolitan Area Relative to the State of Nevada
(Elko, Esmeralda, Eureka, Humboldt, Lander, Lincoln, Pershing, White Pine Counties)
2011 to 2012**

Industry Category (NAICS)	Differential Shift 2011-2012	Competitive or Not Competitive
Management Occupations	-0.0106	Not Competitive
Business and Financial Operations Occupations	-0.0960	Not Competitive
Computer and Mathematical Occupations	-0.1081	Not Competitive
Architecture and Engineering Occupations	0.1338	Competitive
Life, Physical, and Social Science Occupations	0.0607	Competitive
Community and Social Service Occupations	-0.0842	Not Competitive
Legal Occupations	x	
Education, Training, and Library Occupations	-0.0437	Not Competitive
Arts, Design, Entertainment, Sports, and Media Occupations	0.0879	Competitive
Healthcare Practitioners and Technical Occupations	0.0054	Competitive
Healthcare Support Occupations	0.0534	Competitive
Protective Service Occupations	-0.1068	Not Competitive
Food Preparation and Serving Related Occupations	0.0535	Competitive
Building and Grounds Cleaning and Maintenance Occupations	-0.0272	Not Competitive
Personal Care and Service Occupations	-0.0631	Not Competitive
Sales and Related Occupations	-0.0110	Not Competitive
Office and Administrative Support Occupations	0.0084	Competitive
Farming, Fishing, and Forestry Occupations	x	
Construction and Extraction Occupations	0.2590	Competitive
Installation, Maintenance, and Repair Occupations	0.0826	Competitive
Production Occupations	0.0295	Competitive
Transportation and Material Moving Occupations	-0.0050	Not Competitive

Source: U.S. Bureau of Labor and Statistics, Occupational and Employment Statistics, “May 2011 OES Estimates”, “May 2012 OES Estimates”, State of Nevada, Other Nevada Nonmetropolitan Area

Between 2011 and 2012, the Other Nevada Nonmetropolitan Area, relative to the State of Nevada, had a competitive advantage in ten separate occupations, including Architecture and Engineering Occupations (DS of 0.1338), Life, Physical, and Social Science Occupations (DS of 0.0607), Arts, Design, Entertainment, Sports, and Media Occupations (DS of 0.0879), Healthcare Practitioners and Technical Occupations (DS of 0.0054), Healthcare Support Occupations (DS of 0.0534), Food Preparation and Serving Related Occupations (DS of 0.0535), Office and Administrative Support Occupations (DS of 0.0084), Construction and Extraction Occupations (DS of 0.2590), Installation, Maintenance, and Repair Occupations (DS of 0.0826), and Production Occupations (DS of 0.0295).

The Transportation and Material Moving Occupations sector had a DS of just -0.0050 between 2011 and 2012 relative to the State of Nevada. This relatively small negative DS between the Other Nevada Nonmetropolitan Area and the State of Nevada suggests that the Transportation and Material Moving Occupations sector might become competitive for the Other Nevada Nonmetropolitan Area if this sector continues to grow in-terms of its total employment.

The results of the Shift-Share Analysis, using the Differential Shift, suggests that the Other Nevada Nonmetropolitan Area, between 2011 and 2012, was competitive, relative to the State of

Nevada, in the Architecture and Engineering Occupations, Life, Physical, and Social Science Occupations, Arts, Design, Entertainment, Sports, and Media Occupations, Healthcare Practitioners and Technical Occupations, Healthcare Support Occupations, Food Preparation and Serving Related Occupations, Office and Administrative Support Occupations, Construction and Extraction Occupations, Installation, Maintenance, and Repair Occupations, and Production Occupations.

5.3.6 Identification of Regional Economic and Industry Clusters

As illustrated in Figure 5-2, it is possible to estimate which industries are Transforming Industries, Growing Base Industries, Declining Industries, or Emerging Industries in a local economy relative to a reference economy using the results of Location Quotient and Shift-Share (Differential Shift) Analysis.

Figure 5.2
Level of Local Concentration and Degree of Economic Competitiveness
Location Quotient and Shift-Share (Differential Shift) Analysis

Level of Local Concentration	High Local Concentration	Transforming Industries $DS < 0; LQ > 1$	Growing Base Industries $DS > 0; LQ > 1$
	Low Local Concentration	Declining Industries $DS < 0; LQ < 1$	Emerging Industries $DS > 0; LQ < 1$
		Not Competitive (Declining Industry)	Competitive (Growing Industry)
		Degree of Economic Competitiveness	

A Growing Base Industry (with a DS greater than 0.00 and a LQ greater than 1.00) in a local economy has a high local concentration (a net exporter) and has a competitive advantage relative

to the reference economy. A Transforming Industry (with a DS less than 0.00 and a LQ greater than 1.00) in a local economy has a high local concentration (a net exporter) but is not competitive relative to the reference economy. Firms and businesses in an industry that is either a Growing Base Industry or a Transforming Industry are generally believed to be part of an existing regional economic industry cluster.

An Emerging Industry (with a DS greater than 0.00 and a LQ less than 1.00) in a local economy has a low local concentration (a net importer) but has a competitive advantage relative to the reference economy. With proper investment and development, firms and businesses in this industry classification can potentially grow into a regional economic industry cluster.

A Declining Industry (with a DS less than 0.00 and a LQ less than 1.00) in a local economy has a low local concentration (a net importer) and does not have a competitive advantage relative to the reference economy. Firms and businesses in this industry classification do not have a high probability of growing into a regional economic industry cluster.

Table 5.30 identifies the Growing Base, Transforming, Emerging, and Declining industries in the Other Nevada Nonmetropolitan Area relative to the State of Nevada for 2012 using the results presented in section 5.3.4 (Location Quotient Analysis) and section 5.3.5 (Shift-Share Analysis).

Table 5.30 – Regional Industry Clusters					
Other Nevada Nonmetropolitan Area Relative to the State of Nevada					
(Elko, Esmeralda, Eureka, Humboldt, Lander, Lincoln, Pershing, White Pine Counties)					
2012					
Transforming Industries			Growing Base Industries		
Industry Category (NAICS)	2012 LQ	2011-2012 DS	Industry Category (NAICS)	2012 LQ	2011-2012 DS
Management	1.08	-0.0106	Architecture and Engineering	2.48	0.1338
Community and Social Service	1.52	-0.0842	Life, Physical, and Social Science	4.49	0.0607
Education, Training, and Library	1.16	-0.0437	Construction and Extraction	3.37	0.2590
Transportation and Material Moving	1.01	-0.0050	Installation, Maintenance, and Repair	2.55	0.0826
			Production	1.19	0.0295
Declining Industries			Emerging Industries		
Industry Category (NAICS)	2012 LQ	2011-2012 DS	Industry Category (NAICS)	2012 LQ	2011-2012 DS
Business and Financial	0.67	-0.0960	Arts, Design, Ent., Sports, and Media	0.37	0.0879
Computer and Mathematical	0.35	-0.1081	Healthcare Practitioner and Technical	0.73	0.0054
Protective Service	0.92	-0.1068	Healthcare Support	0.60	0.0534
Building and Grounds Cleaning	0.68	-0.0272	Food Preparation and Serving Related	0.69	0.0535
Personal Care and Service	0.54	-0.0631	Office and Administrative Support	0.76	0.0084
Sales and Related	0.66	-0.0110			

Source: U.S. Bureau of Labor and Statistics, Occupational and Employment Statistics, “May 2011 OES Estimates”, “May 2012 OES Estimates”, State of Nevada, Other Nevada Nonmetropolitan Area

Four identified regional industry clusters existed in the Other Nevada Nonmetropolitan Area, relative to State of Nevada, in 2012. The Other Nevada Nonmetropolitan Area had five Growing

Base Industry, Architecture and Engineering Occupations, Life, Physical, and Social Science Occupations, Construction and Extraction Occupations, Installation, Maintenance, and Repair Occupations, and Production Occupations, relative to the State of Nevada. The Other Nevada Nonmetropolitan Area, relative to the State of Nevada, also had four Transforming Industries, including Management Occupations, Community and Social Service Occupations, Education, Training, and Library Occupations, and Transportation and Material Moving Occupations.

5.4 U.S. Economic Development Administration (EDA) Eligibility

This document also serves the purpose of meeting the Comprehensive Economic Development Strategy (CEDS) document as outlined in the U.S. Economic Development Administration's Title 13 (Business Credit and Assistance) Part 303 (Planning Investments and Comprehensive Economic Development Strategies) criteria. Comparison data between Austin, Battle Mountain, Lander County, the State of Nevada and the United States for per capita income, civilian labor force participation, and unemployment is presented in this section.

5.4.1 Comprehensive Economic Development Strategies (CEDS) Criteria

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.”

5.4.2 Per Capita Income Eligibility

Table 5.31 presents Per Capita Income for Austin, Battle Mountain, Lander County, the State of Nevada, and the United States for 2007 to 2011 period using U.S. Census Bureau, 2011 American Community Survey 5-Year estimates.

Table 5.31 – Per Capita Income Austin, Battle Mountain, Lander County, State of Nevada, United States 2007-2011 5-Year Average		
Jurisdiction	Per Capita Income 2007-2011 5-Year Average	Percentage within U.S. National
Austin	\$37,603	134.7%
Battle Mountain	\$25,517	91.4%
Lander County	\$28,459	101.9%
State of Nevada	\$27,625	99.0%
United States	\$27,915	100.0%

Source: US Census Bureau, 2011 American Community Survey 5-Year Estimates, 2007-2011

Between 2007 and 2011, Per Capita Income in Austin was greater than Per Capita Income county-wide in Lander County, state-wide in the State of Nevada, and nation-wide. Over the five-year period, estimated annual Per Capita Income in Austin was \$37,603 compared to the five-year estimated annual Per Capita Income for Lander County (\$28,459), the State of Nevada (\$27,625), and the United States (\$27,915).

Between 2007 and 2011, Per Capita Income in Battle Mountain was less than Per Capita Income county-wide, state-wide, and nation-wide. Over the five year period, estimated annual Per Capita Income in Battle Mountain was \$25,517 compared to the five-year estimated annual Per Capita Income for Lander County (\$28,459), the State of Nevada (\$27,625), and the United States (\$27,915).

Between 2007 and 2011, Per Capita Income in Lander County was greater than Per Capita Income state-wide and nation-wide. Over the five-year period, estimated annual Per Capita Income in Lander County was \$28,459 compared to the five year estimated annual Per Capita Income for the State of Nevada (\$27,625) and the United States (\$27,915).

5.4.3 Unemployment Eligibility

Table 5.32 presents the Civilian Labor Force, 16 Years and Over for Austin, Battle Mountain, Lander County, the State of Nevada, and the United States for the 2007 to 2011 period using U.S. Census Bureau, 2011 American Community Survey 5-Year estimates.

Over the 2007 to 2011 five-year period, the Civilian Labor Force in Austin was 21 total individuals; the Civilian Labor Force in Battle Mountain was 1,774 total individuals; and the Civilian Labor Force throughout all of Lander County was 2,833 total individuals. Over the 2007 to 2011 five-year period, Austin accounted for just 0.74 percent of Lander County's total Civilian Labor Force and just 0.002 percent of the State of Nevada's total Civilian Labor Force.

Battle Mountain accounted for 62.62 percent of Lander County’s total Civilian Labor Force but just 0.13 percent of the State of Nevada’s total Civilian Labor Force. Over the 2007 to 2011 five-year period, Lander County accounted for just 0.20 percent of the State of Nevada’s total Civilian Labor Force.

Table 5.32 – Civilian Labor Force, 16 Years and Over Austin, Battle Mountain, Lander County, State of Nevada, United States 2007-2011 5-Year Average	
Jurisdiction	Per Capita Income 2007-2011 5-Year Average
Austin	21
Battle Mountain	1,774
Lander County	2,833
State of Nevada	1,391,680
United States	155,320,515

Source: US Census Bureau, 2011 American Community Survey 5-Year Estimates, 2007-2011

Table 5.33 presents the total number of Civilian Unemployed individuals, 16 Years and Over for Austin, Battle Mountain, Lander County, the State of Nevada, and the United States for the 2007 to 2011 five-year period using U.S. Census Bureau, 2011 American Community Survey 5-Year estimates.

Table 5.33 – Civilian Unemployed, 16 Years and Over Austin, Battle Mountain, Lander County, State of Nevada, United States 2007-2011 5-Year Average	
Jurisdiction	Civilian Unemployed 2007-2011 5-Year Average
Austin	14
Battle Mountain	197
Lander County	303
State of Nevada	145,293
United States	13,488,016

Source: US Census Bureau, 2011 American Community Survey 5-Year Estimates, 2007-2011

Over the 2007 to 2011 five-year period, the total number of Civilian Unemployed individuals in Austin was 14 total individuals; the number of Civilian Unemployed individuals in Battle Mountain was 197 total individuals; and the number of Civilian Unemployed individuals throughout all of Lander County was 303 total individuals.

Over the 2007 to 2011 five-year period, Austin accounted for just 4.62 percent of Lander County’s total number of Civilian Unemployed individuals and just 0.01 percent of the State of Nevada’s total number of Civilian Unemployed individuals. Battle Mountain accounted for 65.02 percent of Lander County’s total number of Civilian Unemployed individuals but just 0.14 percent of the State of Nevada’s total number of Civilian Unemployed individuals. Over the

2007 to 2011 five-year period, Lander County accounted for just 0.21 percent of the State of Nevada’s total number of Civilian Unemployed individuals.

Table 5.34 presents the Unemployment Rate for the Civilian Labor Force, 16 Years and Over for Austin, Battle Mountain, Lander County, the State of Nevada, and the United States for the 2007 to 2011 five-year period using U.S. Census Bureau, 2011 American Community Survey 5-Year estimates.

Table 5.34 – Unemployment Rate for Civilian Labor Force, 16 Years and Over Austin, Battle Mountain, Lander County, State of Nevada, United States 2007-2011 5-Year Average		
Jurisdiction	Unemployment Rate 2007-2011 5-Year Average	Total Difference between US National
Austin	66.7%	58.0%
Battle Mountain	11.1%	2.4%
Lander County	10.7%	2.0%
State of Nevada	10.4%	1.8%
United States	8.7%	0.0%

Source: US Census Bureau, 2011 American Community Survey 5-Year Estimates, 2007-2011

Over the 2007 to 2011 five-year period, the Unemployment Rate for the Civilian Labor Force, 16 Years and Over in Austin was 66.7 percent, a difference between Lander County’s unemployment rate (10.7 percent) of 56.0 percent, a difference between the State of Nevada’s unemployment rate (10.4 percent) of 56.2 percent, and a difference between the national unemployment rate (8.7 percent) of 58.0 percent.

The Unemployment Rate for the Civilian Labor Force, 16 Years and Over in Battle Mountain over the 2007 to 2011 five-year period was 11.1 percent, a difference between Lander County’s unemployment rate of 0.4 percent, a difference between the State of Nevada’s unemployment rate of 0.70 percent, and a difference between the national unemployment rate of 2.4 percent.

Over the 2007 to 2011 five-year period, the Unemployment Rate for the Civilian Labor Force, 16 Years and Over in Lander County was 10.7 percent, a difference between the State of Nevada’s unemployment rate of 0.3 percent and a difference between the national unemployment rate of 2.0 percent.

5.5 Land Use, Existing Uses, and Existing Conditions

This section examines land uses, existing uses, and existing conditions in Lander County including the county’s ongoing efforts to encourage commercial/retail development, industrial development, and residential development in the city. Additional background on the county’s parks, open spaces, civic and institutional land uses and schools is also provided. When possible, community-level data is provided for Battle Mountain and the Austin/Kingston area.

The Lander County Planning Department has developed a series of land use maps that have been made available, online at <http://landercountynv.org/lander-county-elected-officials/planning-and-zoning>, for the public. The purpose of these maps is to identify current and existing land uses, conditions, and to provide the public with relevant information pertaining to different city services. A selection of these maps, as well as additional maps taken from the 2010 Lander County Master Plan, is presented in this section.

Figure 5.3 presents land ownership patterns for Lander County. According to the 2010 Lander County Master Plan, approximately 93.0 percent of all land within Lander County is owned by the U.S. federal government and managed by the U.S. Bureau of Land Management.

Figure 5.4 presents a map of different recreation sites located throughout Lander County including bike trails, campgrounds, hot springs, fishing areas, locales, and trail heads.

Figure 5.5 presents a map of key surface water features in Lander County including different bodies of water, canals, perennial streams, intermittent streams, and flood prone perennial streams. Figure 5.6 presents a map of different groundwater basins and subsurface flows in Lander County including perennial and intermittent streams and hydrologically closed basins. Figure 5.7 presents a map of flood prone areas located throughout Lander County.

Figure 5.8 presents a map of current and existing zoning in the town of Battle Mountain according to the 2010 Lander County Master Plan. Figure 5.9 presents a map of proposed and planned zoning for the town of Battle Mountain according to the 2010 Lander County Master Plan. Twelve different zoning codes are included in both maps.

Figure 5.10 presents a map of current and existing zoning in the town of Battle Mountain and the surrounding area located to the north, east, south, and west of Battle Mountain. Twelve different zoning codes are included in this map. Figure 5.11 presents a map of proposed and planned zoning for the town of Battle Mountain and the surrounding area located to the north, east, south, and west of Battle Mountain. Fifteen different zoning codes are included in both maps.

Figure 5.12 presents the public facilities and service plan for the Battle Mountain area according to the 2010 Lander County Master Plan. Proposed sewer and water lines, the location of existing and proposed new or upgraded lift stations, existing and new tanks, and new wells is included.

Figure 5.13 present the transportation plan for the Battle Mountain area including the location of proposed streetscape enhancements.

Figure 5.14 presents the land use plan for the town of Austin according to the 2010 Lander County Master Plan. Figure 5.15 presents the land use plan for the Kingston area according to the 2010 Lander County Master Plan.

Figure 5.3 – Lander County Land Status (2010 Master Plan)

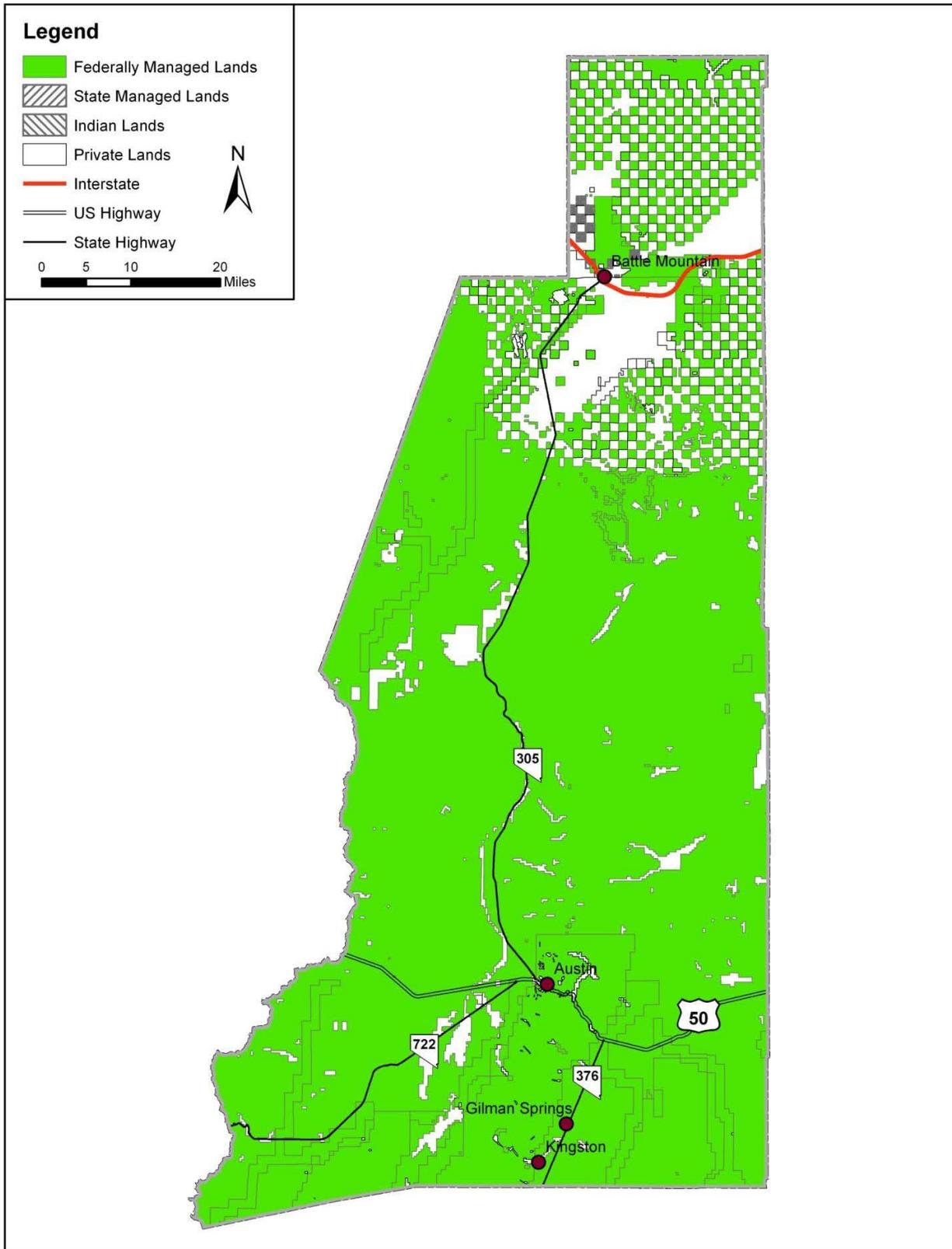


Figure 5.4 – Recreation Sites, Lander County (2010 Master Plan)

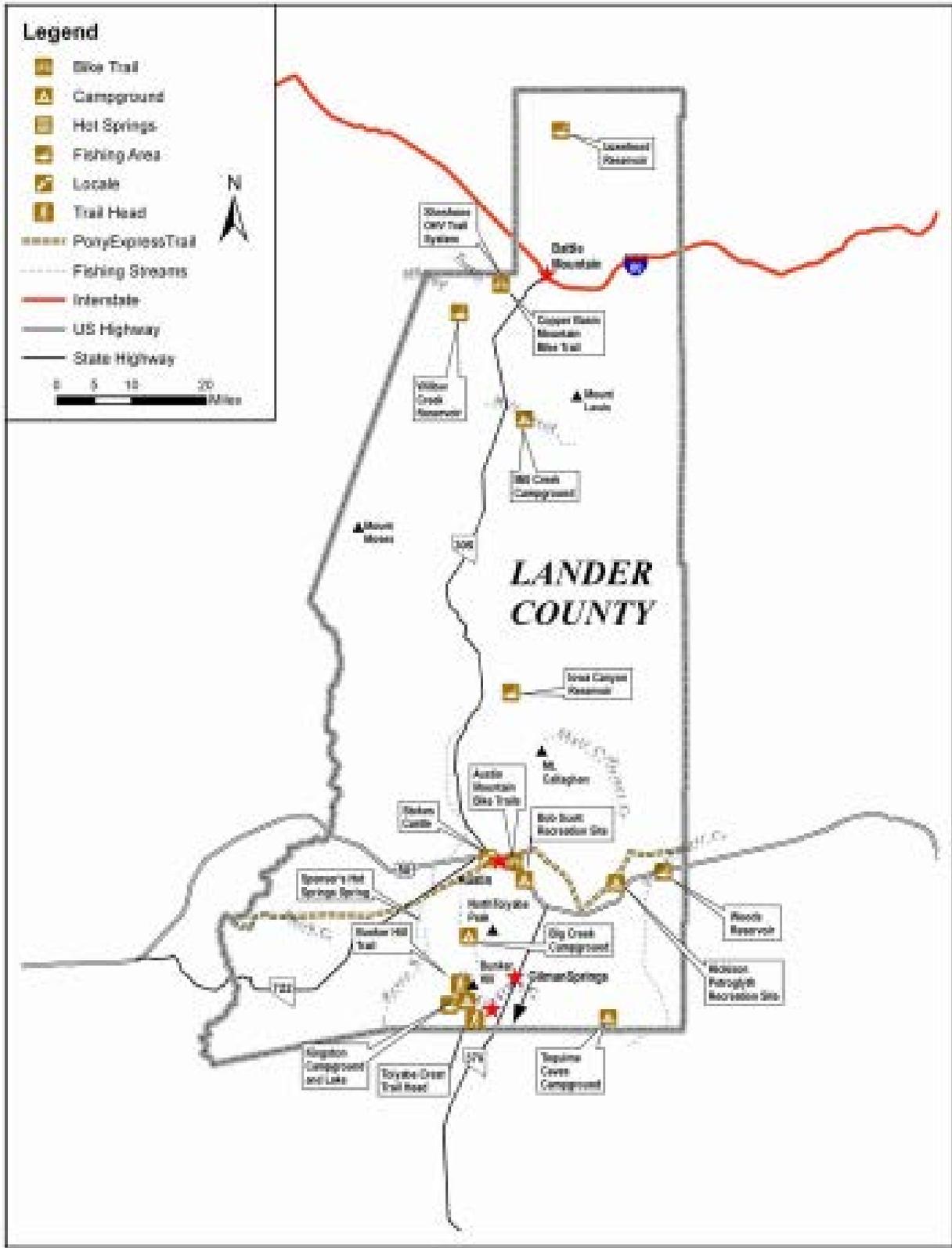


Figure 5.7 – Flood Prone Areas, Lander County (2010 Master Plan)

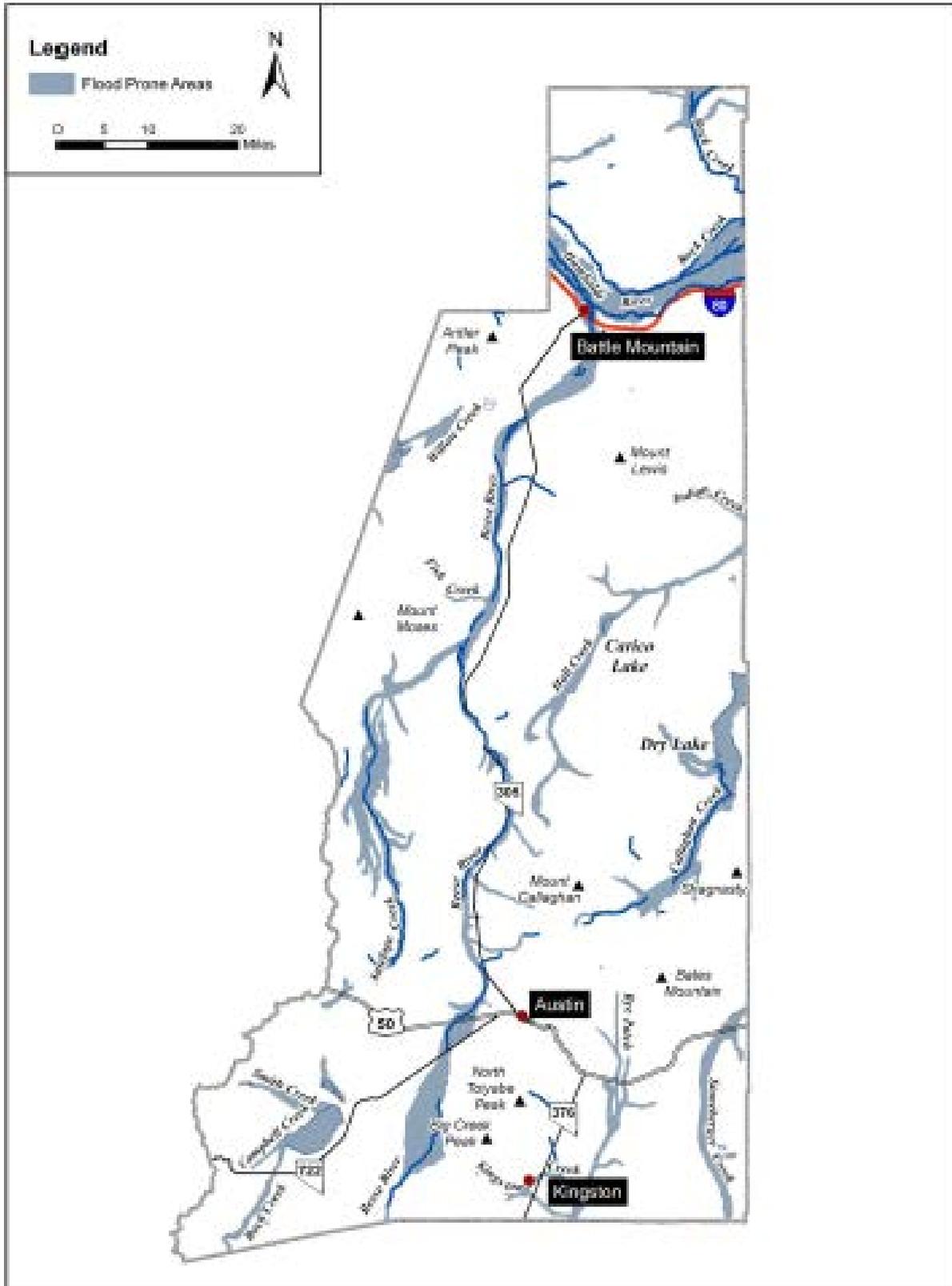


Figure 5.9 – Existing Land Use, Battle Mountain (2010 Master Plan)

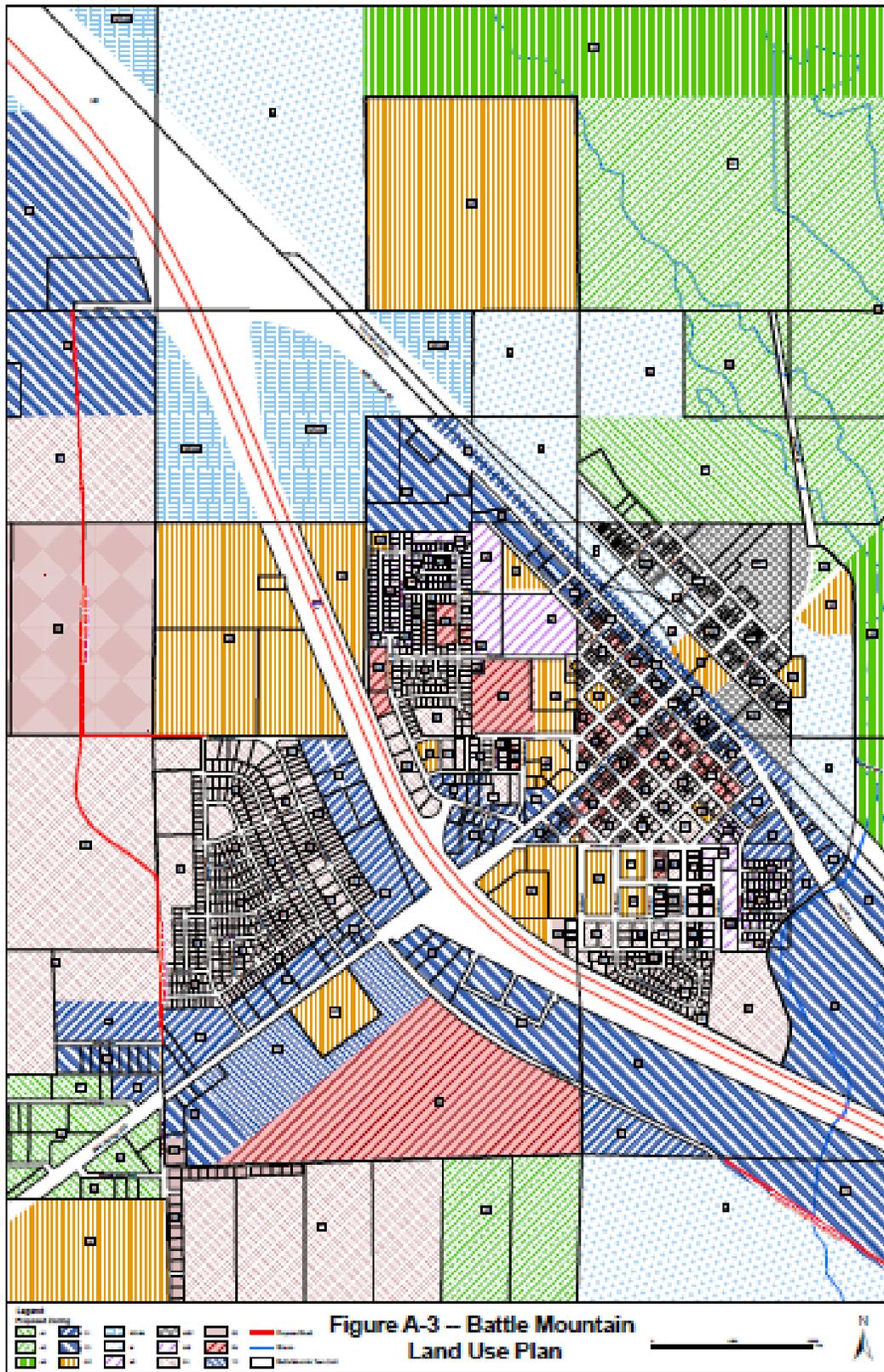


Figure 5.10 – Existing Zoning, Battle Mountain Area (2010 Master Plan)

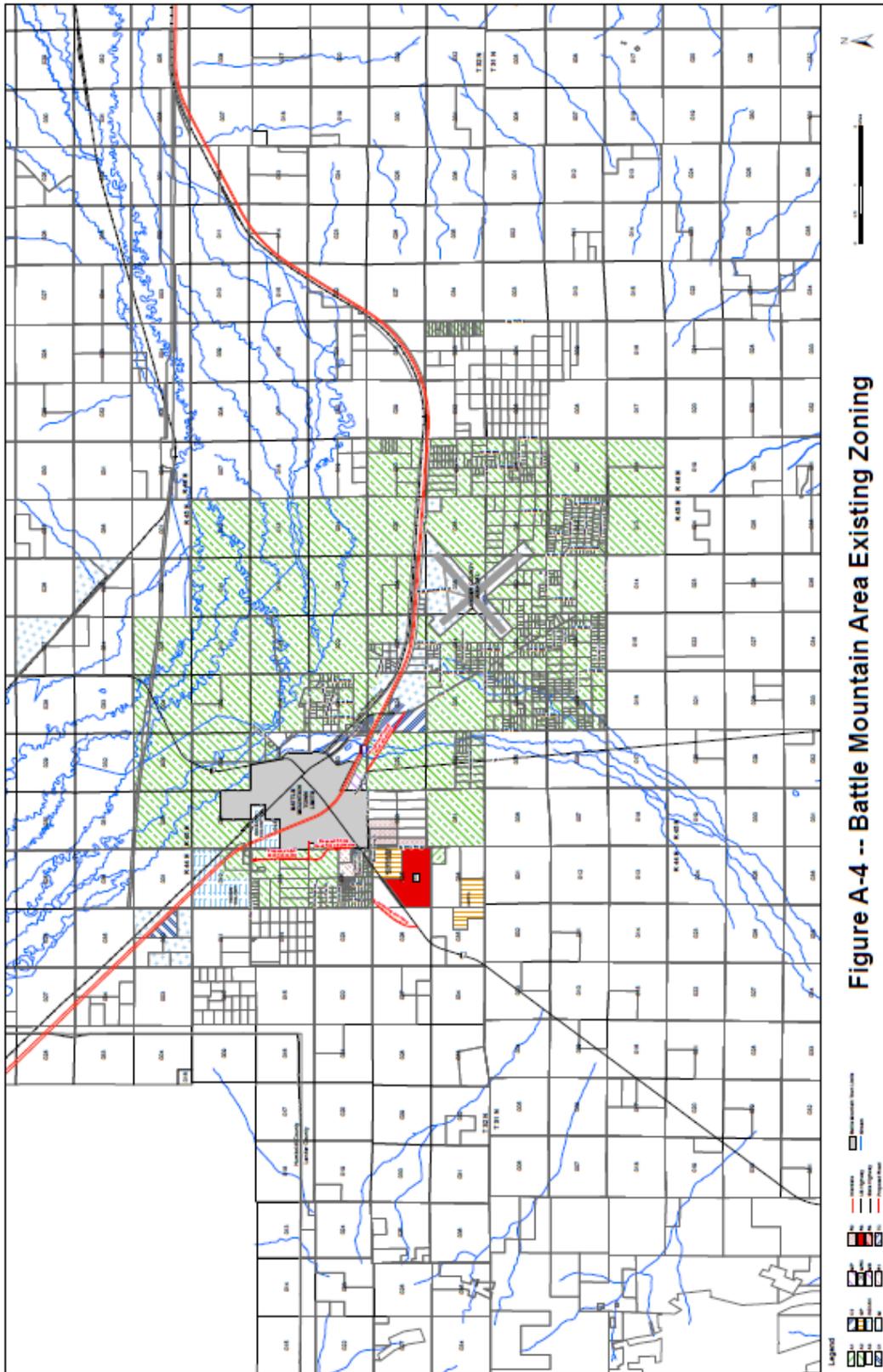


Figure A-4 -- Battle Mountain Area Existing Zoning

Figure 5.11 – Land Use Plan, Battle Mountain Area (2010 Master Plan)

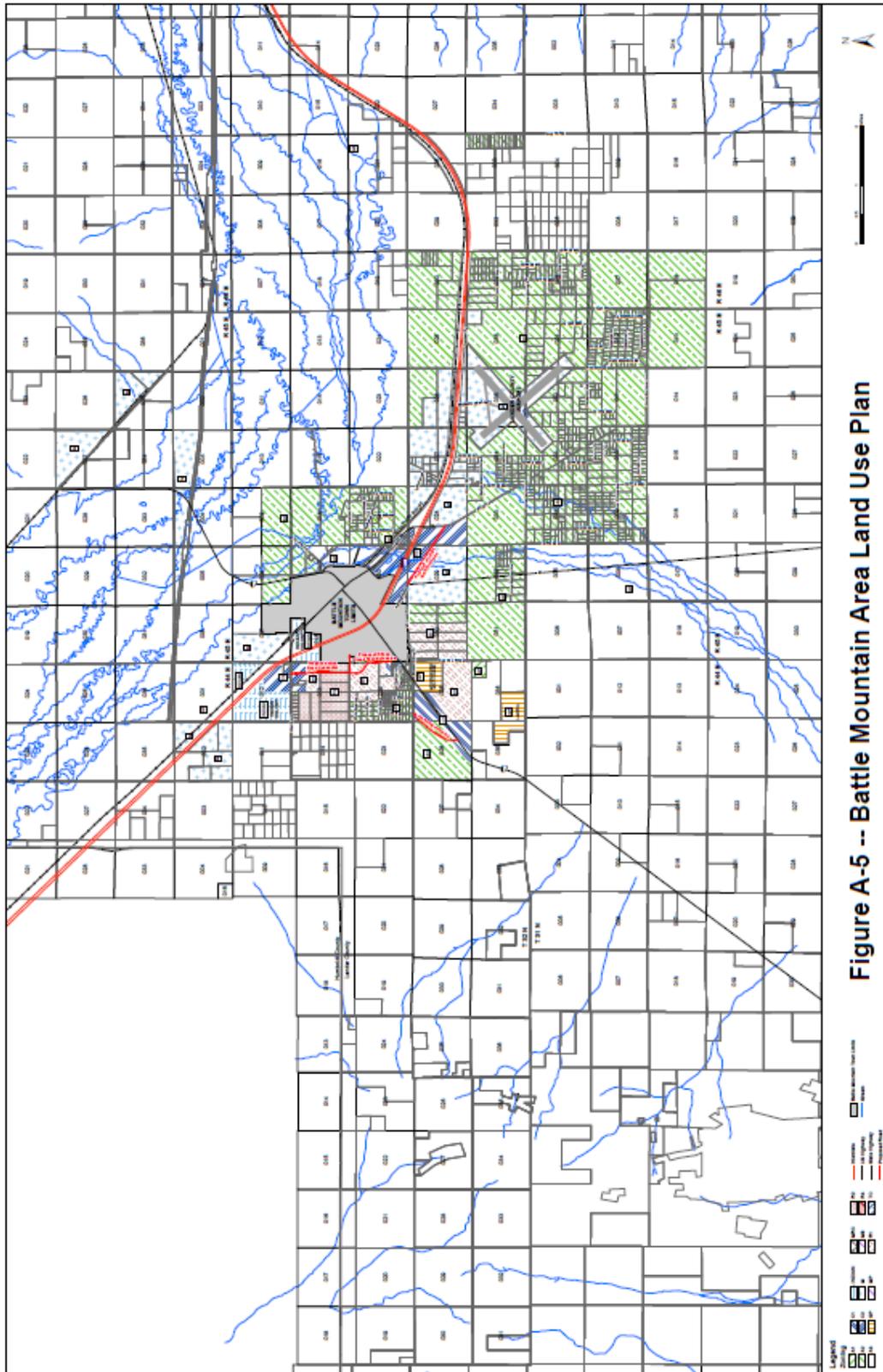


Figure 5.12 – Public Facilities and Services Plan, Battle Mountain Area (2010 Master Plan)

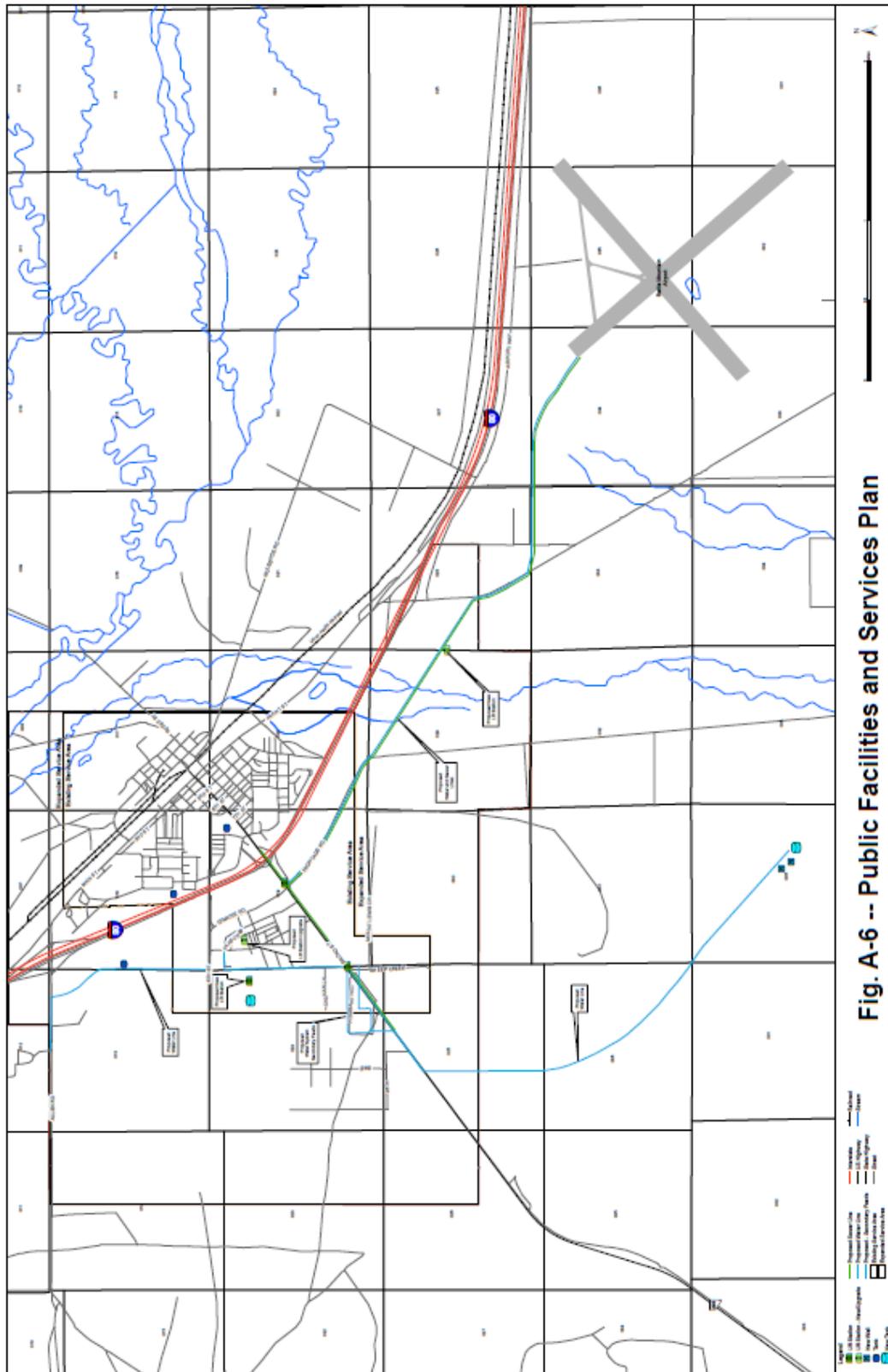


Figure 5.13 – Transportation Plan, Battle Mountain Area (2010 Master Plan)

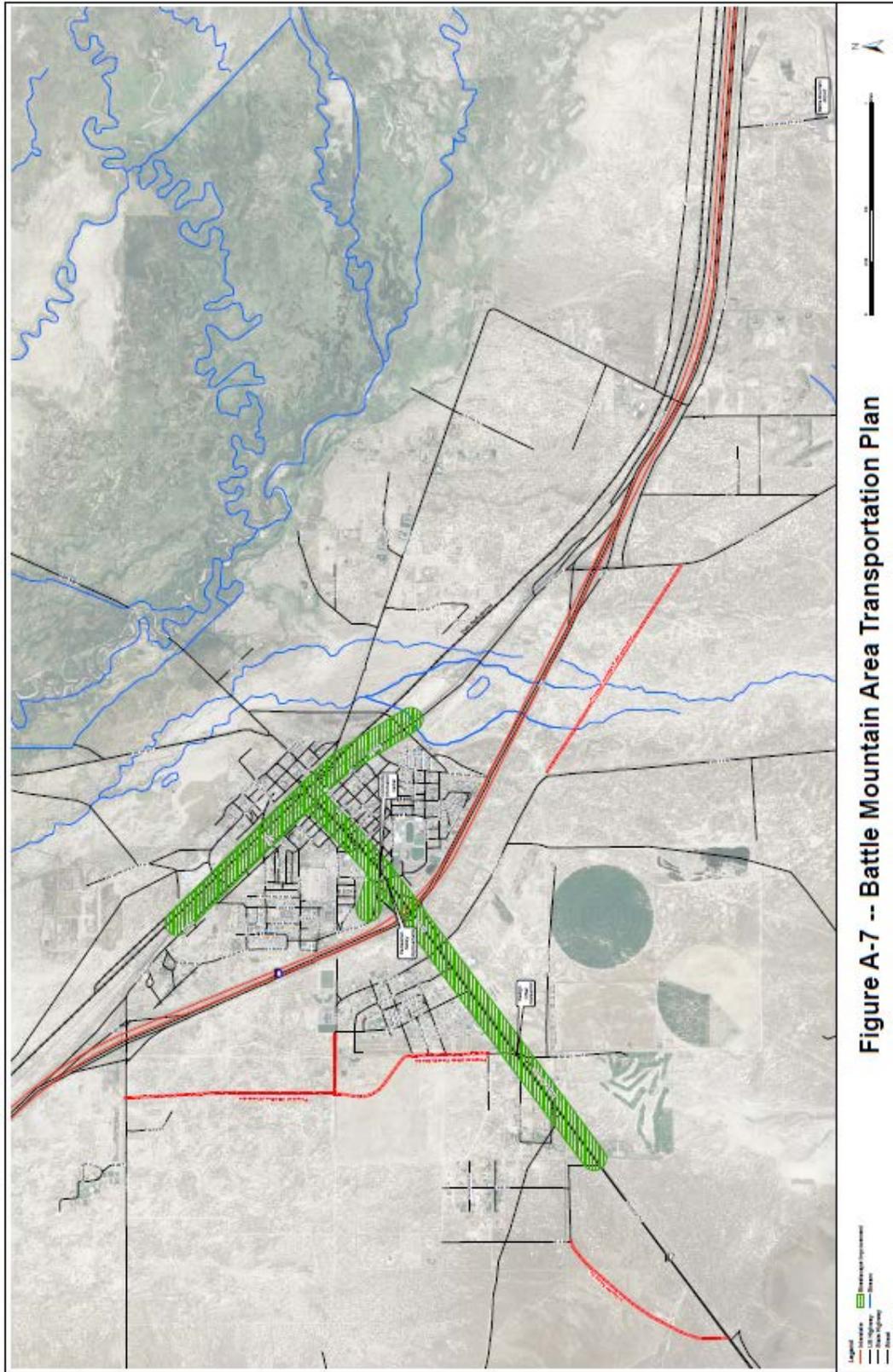


Figure 5.14 – Land Use Plan, Austin (2010 Master Plan)

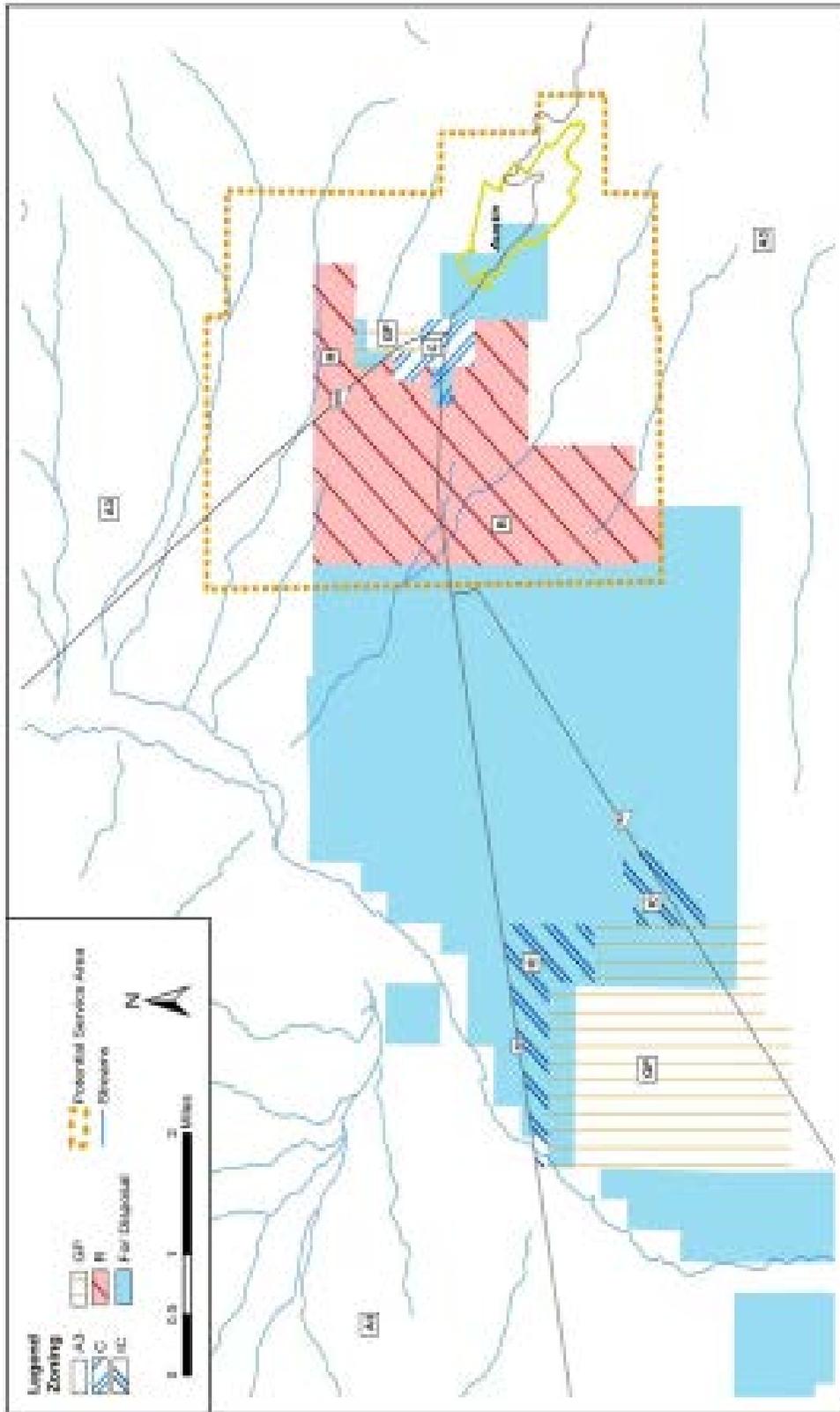
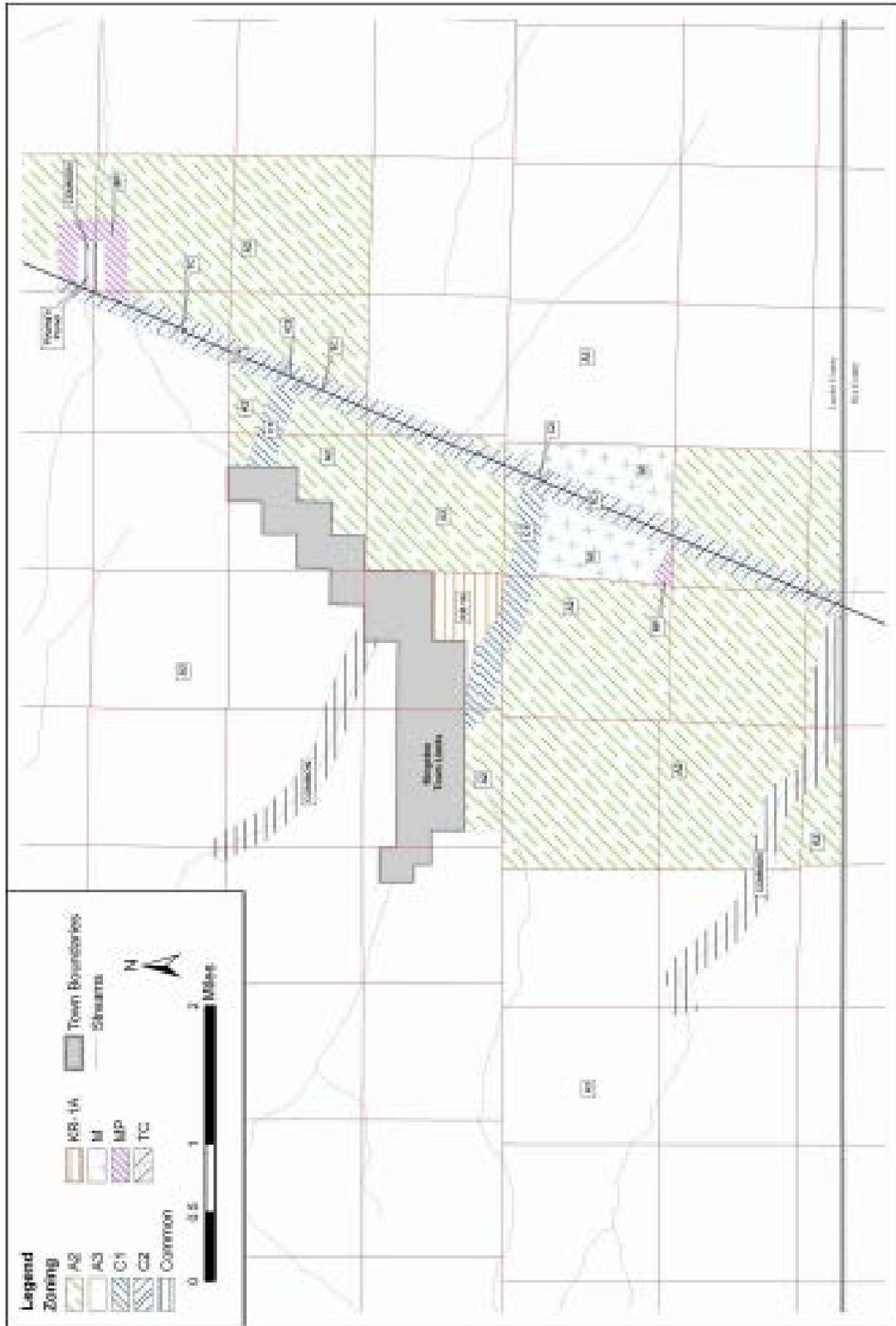


Figure 5.15 – Land Use Plan, Kingston Area (2010 Master Plan)



5.51 General Land Use

The policies and action plans established in the Land Use Element of the 2010 Lander County Master Plan are intended to address broad county needs up to the year 2020. To ensure consistency between the 2014 Lander County Comprehensive Economic Development Strategy and the 2010 Lander County Master Plan, sections of the 2010 Lander County Master Plan are reproduced in the following sections. The policies and action plans established in the Land Use Element of the 2010 Lander County Master Plan are to be used as a guide for the public, decision makers, and staff as to the ultimate pattern of development in Lander County. The goals and policies section and the land use plans in the 2010 Lander County Master Plan set forth the primary focus of the element and describe the priority activities needed to meet the vision. The land use section of the 2010 Lander County Master Plan addresses conditions and trends that influence growth in Lander County, analyzes the distribution and interrelationships of the various land use types, and contains policies and action plans which establish a development pattern for the year 2020.

Almost 93 percent of the land in Lander County is public land managed by the U.S. Bureau of Land Management. This land is primarily used for livestock grazing, mining, geothermal energy production, and outdoor recreation. The single greatest land use within Lander County is open space agriculture comprised of a series of grazing allotments. Also interspersed throughout the county are 24 separate mining districts. Active mining operations can be found primarily in the northern portion of the county near Battle Mountain.

Private lands are generally found in and around the communities of Battle Mountain, Austin, and Kingston. Otherwise private lands are scattered throughout Lander County and are associated with agricultural operations. In the northern portion of the county along the U.S. Interstate 80 corridor, there is a checkerboard pattern of private and public land ownership which creates a number of possible constraints and conflicts. Much of the checkerboarded private lands along U.S. Interstate 80 once formerly owned by the Union Pacific Railroad are now being sold off. In some instances owners of former railroad lands are seeking to subdivide or parcel lands. Additionally, over the last ten to 15 years a relatively large number of new parcels have been created or developed to the south of Battle Mountain. Higher density residential and commercial development is now extending into areas south of U.S. Interstate 80. The town of Battle Mountain is in the process of developing new municipal wells in an effort to achieve compliance with drinking water standards. The new water source has the potential to provide water service into areas that have historically developed at lower densities.

The community of Battle Mountain has also seen a significant shift away from its original commercial core along Front Street to State Route 305 between Front Street and U.S. Interstate 80 which has a north-south orientation. This occurred largely due to the development of a new off-ramp near the center of town. Another major concern for this area is that a portion of Battle Mountain remains in a designated flood zone. Much of the existing town of Battle Mountain north of U.S. Interstate 80 remains with a Federal Emergency Management Agency flood Zone A. The combination of the existing flood zone, new freeway interchange, and development to the south have left a large number of infill parcels within Battle Mountain and in some cases abandoned residential and commercial buildings and sites.

In southern Lander County near Austin, there is a potential for a significant amount of land to become available through the U.S. Bureau of Land Management land disposal process. These lands are located to the west of Austin and extend to the Austin Airport. The 2008 Austin Master Plan discusses the types of land uses that would be appropriate for future development. Future planning for development in this area must take into account its overall impact to the Austin area, extension of public services and facilities, and unique natural and scenic qualities of the Reese River Valley. Increasing employment and business activity remains a high priority for the community of Austin.

Throughout the Master Plan and specifically in the Land Use Element, reference is made to land use districts A-2(RR-5) and A-1(RR-1). In the future, Lander County may elect to change the labeling of the current land use districts of A-2 to RR-5 and A-1 to RR-1. Typically, A-2 and A-1 have limited agricultural uses. A more appropriate designation would be rural residential-five acre (RR-5) and rural residential-one acre (RR-1).

5.5.2 Commercial and Tourism

The intent of the Commercial Lands Group in the 2010 Lander County Master Plan is to create and preserve areas for businesses that provide a variety of wholesale and retail goods and services, which serve a neighborhood or community market and are created in conjunction with residential uses and tourist commercial activity with travelers on major transportation routes through Lander County. Accommodating tourist and visitors is best suited for areas adjacent to major highway and interstates. Broad Street, Front Street, Mulshoe Road, and areas adjacent to U.S. Interstate 80 as well as U.S. Highway 50 and State Route 305 support tourist commercial activity.

Commercial uses may include wholesale and retail stores, shopping centers, specialty shops, personal services, and automobile services. Tourist commercial uses such as motels, fueling stations, RV parks, and other traveler related services should not conflict with existing residential neighborhoods. Other uses include offices, restaurants, theaters, and other compatible activities that serve the area. Business parks containing professional, medical, educational, financial, and insurance services and supportive commercial activities and also appropriate under this classification. Lands in this group are zoned C-1, C-2, and TC. Commercial and tourist commercial activity proposing 24 hour operations should not encroach upon established residential areas.

5.5.3 Industrial

The intent of the industrial group in the 2010 Lander County Master Plan is to provide for activities such as manufacturing, warehousing, mining, and construction. The industrial designation is intended to create an environment in which industrial operations may be conducted with minimal impact on the surrounding land uses. Employment and job creation are the priority for the industrial group.

5.5.4 Residential/Housing

In Lander County, manufactured housing has become the dominant structure used for relatively short-term housing option for workers. Much of the existing stick-built residential structures are older, although some new construction of conventional housing has occurred. Manufactured housing and mobile homes not converted to real property create significant strains on local government financing in that the amount of property tax derived from such structures contributes little to meeting the expenditures of providing service.

The southern portion of Lander County has not seen the type of mineral development activity as experienced in the northern portion of the county. The communities of Austin and Kingston have relied more on tourism and outdoor recreation to fuel new growth. There is some interest for second home development which has driven growth in the Kingston area. The limited availability of private lands makes it difficult for large scale development to occur in southern Lander County. There is a sizeable inventory of vacant undeveloped lots in the Kingston area. Additionally, large tracts of public lands are designated for disposal west of Austin.

Only 30 percent of the housing units in Lander County are single-family detached structures. The majority of housing (62.5 percent) are mobile homes. Only Nye County in south-central Nevada has a higher percentage of its housing stock comprised of mobile homes.

Most conventional housing structures in Lander County sell for less than \$200,000. There were only 31 reported sales of stick built and real property mobile homes over the last year. The median sales price was \$104,000 in 2009, increasing from \$60,000 in 2004 and from \$75,000 in 2005. Sales in 2009 generally ranged from \$75,000 to \$250,000. The average price of a single family home or real property mobile home was \$112,700.

The availability of rental housing is also limited. The Nevada State Demographer only identified 129 multi-family units. There are two small apartment complexes in Battle Mountain. Both are subsidized family apartments. Recently, the Rural Nevada Development Corporation completed a 16 unit elderly housing project in Battle Mountain.

Mobile homes and single family structures provide other types of rental opportunities. In 2000, rental vacancy rates were relatively high. At that time most rental units had a gross rent of less than \$750 per month.

Affordability measures for single-family home prices suggest that Lander County remains very affordable, particularly compared to other western Nevada communities. Affordability is not the problem in Lander County but more the availability of adequate housing. The ratio of median home values to median household income in 2005 was 1.23 as compared to 1.55 in 2009. This ratio makes Lander County one of the most affordable communities in rural Nevada.

5.5.5 Parks, Open Space, and Civic and Institutional Facilities

Providing adequate and ample parks and recreation opportunities to Lander County is challenging given the dispersed population base that is spread throughout northern and southern

Lander County. These amenities are an invaluable part of the county's lifestyle and significantly contribute to the quality of life in Lander County. Lander County offers numerous unstructured recreational opportunities for citizens available through surrounding public and forest service lands.

There are a variety of recreational opportunities available in Lander County and its communities. The primary recreation use outside Austin, Kingston, and Battle Mountain is dispersed recreational activity including hunting, hiking, fishing, camping, and off-road vehicle use. Lander County also has excellent big game hunting and abundant water recreational resources. There are 31 rivers and streams totaling 390 miles in length.

The southern portion of the county and the Toiyabe Range offer some of the most scenic mountainous areas in Nevada. Efforts are underway to develop hiking, mountain bike, and OHV trails. Developed campsites in Lander County are limited. The U.S. Forest Service maintains a seasonable campsite in Kingston Canyon and Bob Scott Summit, and the U.S. Bureau of Land Management has campsites at Mill Creek and Hickison Summit. The Hickison Petroglyph Recreation area recently underwent major improvements.

Increasingly, Lander County is experiencing greater demands for off-road recreational vehicle use, particularly in southern Lander County where increasingly Sand Mountain visitors are moving further east. Although the increase in recreational use brings more visitors to the area and tourism supported economic activity, conflicts can occur with other public land users. Additionally, the increased vehicle use on public lands brings the potential for stronger management initiatives and increased regulation by land management agencies.

Communities in Lander County offer a variety of locally supported structured recreational facilities, sites, and services. Because the demands for recreational facilities and services are often driven by population, careful consideration must be made as to the ability to maintain the improvements. The success with which Lander County balances the demand for parks, recreation areas, and open space with the fiscal constraints of acquiring and maintaining these facilities will have a significant effect on the county's quality of life.

The Lander County Recreation Plan in the 2010 Lander County Master Plan addresses a number of specific issues including but not limited to community-based parks, other recreational facilities, and unstructured outdoor recreational opportunities on public lands. With respect to public and U.S. Forest Service lands, the Lander County Recreation Plan in the 2010 Lander County Master Plan sets forth general policies for future development and needs related to recreation. Additionally, it incorporates citizen's views and the needs for future recreational amenities. The specific goals of the recreation element of the 2010 Lander County Master Plan include:

- Develop recreation facilities and sites which improve the quality and variety of recreation available to Lander County and its residents.
- Establish recreation needs and standards based upon those commonly used for rural and small towns.

-
- Support development of recreation facilities and sites in Lander County consistent with the goals of the Lander County Plan for the Management of Public Lands.
 - Identify future demands for recreational facilities in Lander County.
 - Hunting, fishing, OHV use, horseback riding, camping, and shooting sports are important recreational uses for Lander County residents. Enhancing and maintaining such opportunities are critical elements of recreation in Lander County.

Existing Recreation Sites and Facilities in the Battle Mountain Area:

- Nine hole golf course with driving range
- Race track and motocross course
- Shooting range
- Rodeo arena and grounds
- Elquist Park, high school ball-fields, and swimming pool
- Adult ball-fields
- Sport complex at LeMaire School (ball-fields, soccer field, skate park, two tennis courts)
- Neighborhood Parks Lion Park, Bryson Park, Echo Park

Existing Recreation Sites and Facilities in the Austin Area:

- Roping arena
- Swimming pool
- Community park (ball-fields, picnic area, playground)
- Tennis courts
- Outside exercise circuit
- Youth center

Existing Recreation Sites and Facilities in the Kingston Area:

-
- Park and ball-field
 - Restoration of fishing pond

Outdoor Recreation Sites and Facilities on Public and Forest Service Lands:

There are a number of recreation sites and facilities on public and U.S. Forest Service lands in Lander County. The county has many outstanding recreation opportunities which meet the demands of local residents and that can draw visitors to the area.

Major recreation improvements desired by Lander County include, but are not limited to, winter sports activities and sites, increasing overnight campsites and day use, southern Lander County OHV trails and trail connections, improvements to the Kingston Canyon Recreation Area including the U.S. Forest Service Administration Site, and improvements to Spencer's Hot Springs.

5.5.6 Schools

Lander County understands that the future success of businesses located in the county will depend upon the quality of education tomorrow's workforce receives today. That is why the county has worked with and supports the efforts of the schools located throughout the county that significantly contribute to the county's overall quality of life.

Lander County School District

The Lander County School District is currently operates and administers five primary schools including Battle Mountain Elementary School, Eleanor Lemaire Elementary, Battle Mountain Junior High School, Battle Mountain High School, and the Austin K-12 School.

- Battle Mountain Elementary School consists of two separate buildings, the Eliza Pierce Elementary Building and Mary S. Black Elementary Building, both of which are located in Battle Mountain. The philosophy statement of Battle Mountain Elementary School is, "All students can learn given appropriate instruction and enough practice at home and at school. All staff believe that positive and open communication with parents and the community about school functions, policies, procedures and involvement in the education process is meaningful and rewarding and needs to be maintained. Students and staff will achieve their highest potential academically, physically and mentally without undue stress. There will be cooperation among all school employees founded upon respect for each other's point of view and recognition of the common goal of educating children." The mission statement of Battle Mountain Elementary School is, "Battle Mountain Elementary School is committed to using effective strategies that achieve maximum student academic growth."
- Eleanor Lemaire Elementary School is located in Battle Mountain.

-
- Battle Mountain Junior High School is located in Battle Mountain. The philosophy statement of Battle Mountain Junior High School is, “We believe in developing an atmosphere of academic and social success through cooperation and respect. We also believe in the pursuit of lifelong goals that encourage students to achieve academic and personal satisfaction.” The mission statement of Battle Mountain Junior High School is, “School, families, and community will prepare all students to be academically proficient and to conduct themselves as responsible members of our school and community.”
 - Battle Mountain High School is located in Battle Mountain. The philosophy statement of Battle Mountain High School is, “It is our belief that each student attending Battle Mountain High School should be given the best opportunity to prepare for his/her future. In order to produce students who are college and career ready, students will experience curriculum and instruction that is both rigorous and relevant.”
 - The Austin K-12 School is located in Austin. The philosophy statement of the Austin K-12 School is, “We believe in developing an atmosphere of academic and social success through cooperation and respect. We also believe in the pursuit of lifelong goals that encourage students to achieve academic and personal satisfaction.” The mission statement of the Austin K-12 School is, “The Austin School staff is committed to guiding students in meaningful curricular experiences that are engaging and promote critical thinking skills.”

Great Basin College Center in Battle Mountain

Two generations of students – many of them now citizens and community leaders – studied at Great Basin College since it opened in 1967. Students of the new millennium, like those who studied at GBC before them, have access to contemporary knowledge in classes and the benefit of instructors who truly cherish the learning process. They will also benefit from an excellent library, the most current computing facilities, and well-equipped laboratories. They participate in a time-honored schedule of traditional classes and in a rich array of short courses presented by active scholars from Nevada and the West.

GBC students choose their courses from mathematics, science, business, and computing; humanities and social sciences; fine arts; career and technical education; health science; and community education. Full-time faculty members, part-time instructors, and support personnel are mentors, friends, and advisors of the 4,700 students who study throughout the academic year at GBC.

The GBC Battle Mountain Center, located in Battle Mountain, has six classrooms, one of which is equipped as a computer lab. Offered at the Center are classes conducted in synchrony with other GBC locations via Interactive Video (IV). Students in the Battle Mountain area may also wish to take classes online via WebCampus using lab computers at the center or an internet-connected computer at home. GBC Battle Mountain offers academic advisement, and tutoring in English and math as well as placement and proctored testing to GBC students.

The University of Nevada Cooperative Extension is the college of the University of Nevada, Reno that puts university research to work – in your home, workplace or community. We’re in every corner of Nevada, helping you learn parenting skills, conserve water in your garden and thrive economically. The mission statement of the University of Nevada Cooperative Extension is, “To discover, develop, disseminate, preserve and use knowledge to strengthen the social, economic and environmental well-being of people.” The values of the University of Nevada Cooperative Extension are responsive to needs of a diverse society, quality community education, honest and open communication, innovative thinking, flexibility, integrity and dedication, teamwork and collaboration, and accountability and ethics.

Lander County is located in northeast Nevada. Both Battle Mountain and Austin are boom-bust communities that economically dependent upon the mining industry, which creates some of the economic and social pressures these communities face. In addition, agriculture and natural resources are important issues in this mostly rural county. The University of Nevada Cooperative Extension Lander County office, located in Battle Mountain, offers children, youth and families and community development educational programs to its Lander County citizens. Some of the many programs offered by the University of Nevada Cooperative Extension Lander County office include Bootstraps, Ecology Day, Integrated Pest Management, Noxious Weed Control and Awareness Education, Project MAGIC, Risk Management, Small business development in rural Nevada, and Sustainable Agricultural Practices.

5.6 Infrastructure

As growth continues to occur, the demand for public services and facilities will increase. The intent of the Public Facilities and Services section of the 2010 Lander County Master Plan is to provide a guide for orderly and planned extension of the public services and facilities needed for the present and future residents of Lander County.

The Public Facilities and Services section includes information on water services, sanitary services, other utilities, and fire and police protection. Other public facilities such as recreation and transportation are contained in separate sections of the 2010 Lander County Master Plan. Existing and proposed land uses, existing services and facilities, and service standards are used to determine future services and facilities needs in Lander County.

Public services and facilities policies and action programs are presented within the Public Facilities and Services section of the 2010 Lander County Master Plan. These policies and action programs along with those contained in other parts of the 2010 Lander County Master Plan serve as a guideline for providing public services and facilities necessary for growth to occur as anticipated in the Land Use Plan. The 2010 Lander County Master Plan also seeks to reinforce specific goals for current and future public service needs, including:

- Provide adequate public services and facilities commensurate with future needs in Lander County in a manner that is cost effective and efficient to construct and operate.

-
- Provide adequate public services and facilities that support development and improve the overall quality of life in Lander County.
 - Identify future major public facility and service improvements required in Lander County.
 - Minimize the creation of new domestic wells and septic systems with urbanizing areas where groundwater recharge occurs and where the existing density of individual well and septic systems at or nearing state recommended standards.

5.6.1 Water

According to the 2010 Lander County Master Plan, Lander County's water delivery system is divided into three districts including the Battle Mountain Water System-Lander County Sewer and Water District No. 1, the Austin Water System-Lander County Sewer and Water District No. 2, and the Kingston Water System.

Battle Mountain Water System-Lander County Sewer and Water District No. 1:

The service area for Water District No. 1 (Battle Mountain) has a population of about 2,967 not including the Battle Mountain Indian Colony, which serves approximately 200 residents and a few small commercial customers. The Battle Mountain system operates three main groundwater wells that produce approximately 1,000,000 gallons of water per day. The current service area could build-out to a population of 5,000 to 6,000 people based upon existing available lands within the existing service boundary. Water District No. 1 is organized as an enterprise operation of Lander County.

Of the three ground water wells in Battle Mountain, producing 1 million gallons per day, the largest and main production well is capable of producing 2,000 gallons per minute. The other two wells are older and produce about 1,000 gallons per minute. There are odor problems associated with Well No. 3. The town has a fourth well, but it has not been operable for at least ten years. Battle Mountain also maintains two storage tanks, the largest holding 2 million gallons of water. The other is an elevated tank that has a capacity of about 300,000 gallons.

Beginning in 2010, Water District No. 1 will develop new water sources south of Battle Mountain in an effort to comply with drinking water standards, most notably arsenic. As part of this project, Water District No. 1 will develop additional storage with pump station and extend its main service line. With the development of a new water source and tank storage, the water system will be better able to serve new development to the south of Battle Mountain. The project will also replace the existing Battle Mountain wells and tank storage. The existing storage tanks will be abandoned and or possibly moved to a new location for reuse. Battle Mountain will construct two new 1 million gallon storage tanks. The new wells are expected to have a maximum capacity of 2,200 gallons per minute per well. Secondary feeds are also needed

in the 26th and 22nd street area. The secondary feeds are needed to add redundancy in the event of line breaks or maintenance requirements.

With the new water system, Battle Mountain will have the capability to extend service to new areas, particularly areas where water systems are not currently in compliance for arsenic. Lander County operates a small water system at the Battle Mountain Airport and the golf course. The Battle Mountain Indian Colony maintains a water system which is not in compliance for arsenic. It is possible that Water District No. 1 could wholesale water to the Battle Mountain Indian Colony in the near future. Water District No. 1 will also consider alternatives to providing more than one main service line connection between areas south and north of U.S. Interstate 80 in the event of a line break and to equalize pressure to areas north of the interstate.

As of the 2010 Lander County Master Plan, there were 1,183 residential customers in Water District No. 1. There have been several instances where more than one residential unit has been connected to a single meter. The 1,016 residential customers represent approximately 1,216 residential housing units. Water District No. 1 currently holds about 2,895 acre-feet of underground water rights. Over the next five year period, Water District No. 1 will see an increase in water demand. To meet increased demands, a third well south of Battle Mountain and additional storage may be needed depending upon the capacity and output of the two proposed wells.

Austin Water System-Lander County Sewer and Water District No. 2:

According to the 2010 Lander County Master Plan, the Austin Water System (Lander County Sewer and Water District No. 2) currently serves approximately 126 residential and 40 commercial customers within the 560 acre area of the town of Austin. The total population of Austin was approximately 304 in 2009. In addition to the 166 active services, there are approximately 93 interactive services and 20 system obligation fees. Based upon the total amount of available land, the existing service area could accommodate perhaps as many of 600 individual users at full build-out, assuming residential development occurs at about one home per acre. Presently there are nearly 340 parcels in Austin not including patented mining claims. Parcels in Austin are generally small, ranging in size from about 5,000 square feet to several acres in some cases.

The current capacity of Water District No. 2 including two underground water wells and springs is up to 700 gallons per minute. Under permit number 52440, Water District No. 2 is allowed 2.0 cubic feet per second and 102.492 million gallons of water annually (314.5 acre feet), which was the amount of water permitted for Water District No. 2's first well. Water District No. 2 filed an application for permission to change the point of diversion (Partial) for 1.44 acre feet 79.794 million gallons. The water is to be used for a second underground water well to supply the town of Austin and surrounding areas. Water District No. 2 is undertaking efforts to comply with the arsenic rule.

In addition to ground water wells, Water District No. 2 holds water rights at several surrounding springs located in Marshall and upper Pony Springs Canyon under permits 20156 and 20158 for

a total of 338 million gallons annually. Total available water from the springs is approximately 1,040 acre feet annually.

The Austin treatment, storage and distribution systems are mostly new with the majority of it being replaced in the last couple of years. In 1998, a new well and tank were put into service. The total water storage capacity includes three above ground storage tanks and two underground tanks with a total capacity of 500,000 gallons.

Austin water is generally high quality with limited treatment requirements. However, the arsenic levels exceeded minimum containment levels. Water District No. 2 will consider drilling a new well west of Austin. The development of a new water source west of town will improve the ability of Water District No. 2 to serve new and higher density development along U.S. Highway 50. Depending upon the location of new wells, Water District No. 2 could extend municipal water service to the Austin Airport. Additional storage maybe required for system expansion west of Austin.

Kingston Water System:

According to the 2010 Lander County Master Plan, the town of Kingston is served by its own community water system. The service area had a population of approximately 331 people in 2009. There are another 214 property owners in the area paying a standby fee for undeveloped parcels that could connect to the system in the future. The system's two main groundwater wells produce approximately 350 gallons per minute. As a result, the current per capita daily demand ranges from 150 to 200 gallons of water. However, per capita usage is probably somewhat less due to the amount of leakage from the system. Total water delivered to customers could be as little as one-third of the total amount pumped each year.

In a five year period, the town of Kingston nearly doubled in size based upon utility hook-ups. In 1995 there were approximately 66 users compared to 115 users in December of 2000 and 144 users in 2010. The level of growth between 1995 and 2010 has been substantial. Commercial development in the Kingston area is somewhat limited. There are several parcels in the town's service area that are currently used for tourist commercial and general commercial related activities such as a store, restaurant, lodging, real estate office, and a church. The total number of active (144) and inactive (115) water customers would utilize approximately 68 percent of the water currently under permit for two groundwater wells.

The Kingston water storage system has one new 225,000 gallon storage tank. The distribution system is currently in good condition with some leakage among old meters. In the past, breaks in the distribution system accounted for the relatively high pumping rates. The main line in the core community area was replaced in 2001. In the past several years approximately 50,000 feet of water distribution lines has been replaced and new fire hydrants installed.

There are no treatment requirements for the Kingston Water System at the time of the 2010 Lander County Master Plan. The town's water quality is generally characterized as good and meets primary and secondary drinking water standards. It is important to note that the town of Kingston operates an induction well that receives infiltration from Kingston Creek. The current

permit allows for diversion of 1.35 cubic feet per second or 605 gallons per minute and a total withdrawal of 231.8 acre feet per year. The town is currently permitted to pump 2,500 gallons per minute for a total of 268.2 acre feet annually from a second groundwater well. Both wells are located at a depth of approximately 80 feet. The town has rights to two springs that have a total diversion rate of 0.0259 cfs or 11.6 gallons per minute. The town's two wells are capable of pumping approximately 350 gallons per minute. A new water source may be needed in the future.

5.6.2 Sewer

The 2010 Lander County Master Plan details two separate sewer systems in Lander County including the Battle Mountain Sewer System and the Austin Sewer System.

Battle Mountain Sewer System:

According to the Battle Mountain Water and Sewer Master Plan, existing water and sewer systems in Battle Mountain are identified as a major constraint to development. Conclusions of the Battle Mountain Water and Sewer Master Plan indicate Battle Mountain has sufficient sewer capacity but the collection systems are aged, deteriorated and in need of replacement. The sewer collection system currently contains 19,500 linear feet (LF) of vitrified clay pipe and 5,500 LF of asbestos cement pipe. After video inspection of approximately 1,600 LF of pipe with 16 separate camera runs attempted, 15 cameras were abandoned due to blockage. Proposed improvements to sewer infrastructure include replacement of aged and deteriorated piping, and the elimination of lift stations.

The current treatment capacity of the sewer plant is rated at 0.8 million gallons per day with the capability of expanding the plan to 1.2 million gallons per day. There is sufficient capacity to manage treated effluent. In 2010, the plant treated approximately 290,000 to 300,000 gallons of wastewater per day utilizing about 35 to 40 percent of the plant's treatment capacity. Expanding the capacity to 1.2 million gallons would allow the service area to more than triple its current population of 3,000.

With the development of areas to the south of U.S. Interstate 80, the Battle Mountain Sewer System district will need to expand its collection system including the possibility of adding an additional lift station and collection lines. The expansion of the sewer collection system will likely coincide with planned land uses associated with higher density residential development, commercial and industrial activity. Depending upon the increased demands from areas south of Battle Mountain, the Lander County Sewer and Water District No. 1 may need to utilize a second U.S. Interstate 80 which is located east of State Route 305.

Future capital improvements for the sewer system south of Battle Mountain include the following:

- Upgrades to the existing Echo Bay lift station to increase flow and standardize pumps and controls.

-
- New lift stations will be needed to accommodate future growth. Proposed lift station locations include south of State Route 305 near Sheep Creek Road and a location north of the existing Echo Bay Subdivision.
 - Expansion of sewer collection system to the Battle Mountain Airport. Alternatively, Lander County should evaluate the potential to establish a package plant system.
 - Developing an additional undercrossing to provide increased flow capacity from areas to the south of U.S. Interstate 80.

The last facilities plan was completed in 2002. The Lander County Sewer and Water District No. 1 needs to prepare a new facilities plan and complete mapping of all facilities.

Austin Sewer System:

According to the 2010 Lander County Master Plan, the Austin Sewer District (Lander County Sewer and Water District No. 2) serves approximately 166 customers (commercial and residential) with a build-out capacity of 800, which leaves the community with ample room to expand services. Recently, the Lander County Sewer and Water District No. 2 relocated existing settling ponds approximately two miles further to the west to accommodate further anticipated growth in the area west of the town of Austin. The current system is capable of treating approximately 240,000 gallons per day. Effluent management occurs through the use of evaporation ponds. With the relocation of the sewer ponds, additional areas west of Austin can be developed utilizing municipal wastewater collection and treatment. Expansion of the system to the west of the treatment ponds will likely require construction of new collection facilities including pumping facilities. Development in the area down gradient requires close coordination with the Lander County Sewer and Water District No. 2 in order to plan and finance required improvements.

5.6.3 Transportation

According to the 2010 Lander County Master Plan, Lander County believes that a safe and efficient transportation system is an important indicator of the vitality and health of an area. Transportation needs are directly related to land use choices. Issues such as the growth, distribution and timing of land development determine the effectiveness of the transportation network. The transportation plan identifies issues that affect policies that, along with other elements of the Lander County Master Plan, further define the county's vision for physical development.

Transportation facilities and services are vital to Lander County. The area is served by U.S. Highway 50 to the south and U.S. Interstate in the north. State Highway 305 and 376 traverse the county from north to south. The Union Pacific maintains mainline passes through the Battle Mountain area. Additionally, northern and southern Lander County is served by municipal airports.

As growth continues to occur in and around Lander County communities, the investment of limited local funding will be critical to a safe and efficient transportation network. Because a number of roads in Lander County are and will likely remain unpaved, future development standards are important to limit the costs of maintenance and upgrades. Additionally, significant upgrades and improvements will be necessary in areas of increasing residential and commercial development. Developing access to the rail network for economic development and limiting encroachment upon local airports are also important transportation issues considered in this element.

The transportation section of the 2010 Lander County Master Plan includes information on highways, local streets and roadway network, and rail and airport service. Additionally, the transportation section gives consideration to future land use decisions and their impacts on transportation needs, and roadway enhancements to improve safety and the aesthetic associated with critical commercial and tourism access in Battle Mountain.

The specific goals for transportation in the 2010 Lander County Master Plan include:

- Establish and enforce county street and road standards for future development.
- Maintain a transportation network which supports economic development and growth in Lander County.
- Coordinate transportation facility needs with planned future growth in Lander County. Such facilities need to be developed in a manner that minimizes the fiscal impact to Lander County for future maintenance and required improvements.
- Identify transportation system facility needs which serves to improve traffic flow, pedestrian safety and community aesthetics.

Access Management – State Route 305:

Access management strives to ensure mobility of traffic in a safe and efficient manner while allowing access to surrounding developments. This is accomplished by controlling the amount of traffic interruptions caused by vehicles entering or existing the roadway. The type of land use and volume of traffic are the key components in determining how the access will be managed. Although vehicles need access to the roadway, they do interrupt the flow of traffic. The greater the number of these interruptions, the more impact they have to flow. Access management controls the amount of these interruptions and is a tradeoff between the need for access and the maintenance of traffic flow. Improved coordination of traffic light signals can diminish the interruptions of automobiles entering and exiting the road network. The need for access management in Lander County is limited to State Route 305 in Battle Mountain. Other streets and roads in Lander County do not have enough traffic to warrant management initiatives.

State Route 305 should be managed for moderate access near Battle Mountain. Moderate access control is characterized by less than three signals or controlled intersections per mile. Medians may be appropriate with raised or painted turn pockets. Medians can be designed to provide

additional pedestrian safety features which are warranted on sections of State Route 305 due to children accessing local schools. As traffic increases, the use of right deceleration lanes may be necessary for new access. Under moderate access management, driveway spacing should be a minimum of 200 to 300 feet and left turns will continue to be allowed. There are a number of offset intersections along State Route 305 that should be corrected overtime.

Streetscape:

Streets serve a number of functions, including providing the primary means of surface transportation routes for pedestrians, bicyclists, transit, automobiles and emergency providers; connecting the neighborhood and community; providing access to destinations; and uniting people through the common public space.

Front Street and State Route 305 are two important streets in Battle Mountain. They encompass the commercial core of Battle Mountain. Streetscape improvements have occurred in recent years improving both the aesthetics and pedestrian access along Broad Street/State Route 305. There are several problems, however, with the current street configuration in the Front Street/State Route 305 area. The current street pattern tends to concentrate pedestrians and traffic both north and south of U.S. Interstate 80. Although portions of the street accommodate pedestrians, school age children must cross State Route 305 in order to walk to and from school. This is particularly evident in the morning hours prior to the start of school when a large number of children use the U.S. Interstate 80 overpass to walk to the high school and middle school. In terms of overall use, the downtown Battle Mountain off-ramp handles two to three times the amount of daily traffic as compared to the east and west ramps at Battle Mountain. Streetscape improvements in Battle Mountain along Broad Street/State Route 305 can unify the commercial areas, improve safety for pedestrians and enhance the aesthetics of the community.

Streets and Road System Plan:

Lander County maintains an extensive street and roadway network including paved streets serving the communities of Battle Mountain, Austin and Kingston. In areas south and east of Battle Mountain, a paved roadway network serves relatively low density neighborhoods (less than one home per ten acres). An extensive system of unpaved rural roads also exists. Resources to maintain this system are extremely limited. Lander County uses a majority of its Regional Transportation Commission (RTC) funds for maintenance projects. Expansion of the current street and roadway system will become an increasing financial burden as the level of gasoline tax revenues does not keep pace with needs. Managing the street and roadway network will require additional measures to address:

- Stormwater drainage requirements for new and existing streets and roads.
- Requirements for paved streets and roads for new lower density development.
- Maintaining or increasing standards for new rural roads.

-
- A land use pattern that creates a compact form minimizing the amount of new streets and roads to serve new development.
 - Carefully planned and programmed improvements.
 - Financing major improvements and providing on-going maintenance.

Rail Operations:

There are two Union Pacific rail road lines traversing northern Lander County. The westbound track, referred to as Track No. 1, is generally parallel to U.S. Interstate 80 and goes through Battle Mountain bisecting the town. Track No. 2 is located north of Track No. 1 and carries eastbound trains.

Both rail lines have a Federal Railroad Administration classification of Class 4 which allows for heavy haul trains with speeds over 50 miles per hour (mph). Typical speeds on the westbound track are 49 mph for freight and 59 mph for passenger trains, both are supposed to be slowed to 45 mph through Battle Mountain. Speeds on the eastbound track are 70 mph for freight and 79 mph for passenger trains. There are approximately 15 eastbound and westbound freight trains per day. There is also a limited amount of local service, typically five trains per day. Under normal operating conditions all eastbound trains use Track No. 2 and all westbound trains use Track No. 1. However, due to local traffic serving industrial uses in the area, trains could occasionally travel in either direction on either track.

Union Pacific Rail Road Track No. 2 Eastward:

The Union Pacific rail road track charts for Track No. 2 identify five sidings and spur tracks. The heavily used industrial areas in north Battle Mountain generate substantial local freight activities. These spurs are located such that each turnout is in the trailing movement. Inventories in this area include the following:

- Russell's siding.
- FMC Distribution industrial spur. This spur has a turnout at approximately Mile Post (MP) 477.4.
- Rennox is just east of FMC Distribution with a turnout at MP 478.3. This spur branches to another track with both tracks stub ending at approximately MP 477.5.
- Jenkins is a two track siding. The main branch track has a turnout at MP 478.8 and again branches to another track. Both tracks end at approximately MP 478.4. This siding is used extensively by Dyno Nobel.
- Kampos is a two-track siding with turnout at MP 491.2. The main branches split into another track and both stub end at approximately MP 490.6.

Union Pacific Rail Road Track No. 1 Westward

The Union Pacific rail road for Track No. 1 within Lander County identify sidings and spur tracks occurring around Battle Mountain. Except for double ended siding at MI Battle Mountain facility, all of the turnouts are in the trailing movement. Inventories in this area, using mile post references per the Union Pacific rail road track charts, include the following:

- Piute siding.
- MI Battle Mountain Plant industrial spur. This spur has a No. 14 turnout at approximately MP 474.46. This is a multiple track siding with industrial spur accessible from both ends with No. 14 turnouts. MI Battle Mountain ships barite by rail on a daily basis.
- Chevron Oil Products industrial spur, which handles ethanol and diesel fuel.
- East of Reese Street is a two mile siding with a No. 10 turnout at MP 475.95.
- A spur with a turnout at Muleshoe Road.
- Rosny siding.
- Baker Hughes INTEQ with a turnout at MP 498.2. This siding serves the Argenta Mine and handles barite and drilling fluids.
- Mosel Siding with a No. 10 turnout at MP 491.9.

5.6.4 Solid Waste Disposal

The Lander County landfill is classified as Expansion Class II with five tons per day allowed. It is located south of Battle Mountain on a 260 acre site. The disposal area is approximately 83 acres. Total disposal capacity is 251,562 yards. The Lander County landfill facility accepts waste from all portions of Lander County as well as Crescent Valley in Eureka County. The disposal rate is estimated to be a maximum of 16 tons per day on an annual average. Including Crescent Valley, the current population base is 6,200. Both Austin and Kingston are served by transfer bins. The remaining useful site of the landfill is approximately 50 years.

6.0 Current Economic Development Initiatives

Since 2003, Lander County has committed to a long-term strategic economic development planning process through the Lander County Sustainable Development Committee and the Lander Economic Development Authority. Between 2008 and 2012, Lander County completed four strategic economic development projects and plans including the Future Industrial Needs Discovery (FIND) Project in 2008, the Lander County Housing Gap Analysis in 2008, the Battle Mountain Business Enhancements Program in 2011, and the Renewable Energy Development Feasibility Study in 2012. Each of these four projects and plans created a number of assets and economic development policies that continue to guide economic development efforts throughout Lander County. This section outlines each of these projects and plans.

6.1 Future Industrial Needs Discovery (FIND) Project

The Future Industrial Needs Discovery (FIND) Project, begun in 2008, has been the central output of the Lander County Sustainable Development Committee and its efforts to achieve its stated goal of ending the boom-bust cycle of mining and natural resource extraction economic dependency. A collaborative effort between local, county, regional, state, and federal government agencies and various non-governmental for-profit and non-profit private sector organizations, the FIND Project has developed and implemented a methodology that has directly supported the completion of the following five tasks:

1. Recognition of the development potential within and throughout Lander County.
2. Identification of feasible economic development opportunities within and throughout Lander County as part of the Lander County Sustainable Development Committee's long-term goal of diversifying the county's economy beyond principal economic dependence on mining and natural resource extraction.
3. Incorporation of a community vision developed by the Lander County Sustainable Development Committee and its many partner organizations, members, and individual public citizens into local and county-wide development efforts.
4. Development, implementation, and administration of a comprehensive business marketing effort designed to attract and recruit new industry partners to Lander County.
5. Development and publication on of a case study outlining the major accomplishments of the FIND Project and the Lander County Sustainable Development Committee.

The initial Scope of Work for the FIND Project was drafted in 2008 and consisted of two interdependent phases, both of which have been supported by the Lander County Sustainable Development Committee and facilitated through the Lander Economic Development Authority. Since 2008, the Lander Economic Development Authority has been responsible for approving and hiring any contractors for work on FIND Project tasks and has also been responsible for receiving, managing, and dispersing any funds associated with executing the original Scope of Work drafted in 2008. A collaborative approach was initially built into the FIND project. According to the original 2008 Scope of Work for the FIND Project, “To execute the statement of work in a way that respects the collaborative vision but allows individual subtasks to proceed efficiently, project tasks and subtasks will be performed on a community-by-community basis, rather than attempting to complete the task for the entirety of northern Nevada simultaneously.”

Task 1, Recognition of Development Potential, was an initial step focused on evaluating economic development potential by determining what resources and industrial needs were located in the area. Eight separate resource categories (transportation, utilities, facilities, ancillary facilities, communications, ownership, permits, and workshop) were initially identified. Five subtasks for compiling data related to each of these eight resource categories were developed and implemented:

1. Compilation of a GBC target area map illustrating the mining districts for Twin Creeks, Mule Canyon, Midas, Marigold, Echo Bay, Trenton Canyon, Pinson, Turquoise Ridge, Getchell, and the Argenta, Greystone and Mountain Springs Barite Mines, which shows existing municipalities, transportation routes, power lines, gas pipelines, municipal water supplies, cellular towers, and fiber-optic lines so that the location of utilities and transportation infrastructure is readily available.
2. Addition of active and interactive developed areas to the utilities and transportation map.
3. Compilation of detailed data on the facilities, ancillary facilities, resource ownership, and permits for the active and inactive industrial facilities.
4. Compilation of data on workforce size and skills for the active facilities.
5. Compilation of site liabilities, title, zoning, and other applicable development laws and codes.

Task 2, Identification of Feasible Economic Development Opportunities, provided a useful understanding of what economic development opportunities in Lander County were feasible and not feasible within several general categories including agriculture, forestry and finishing, mining, construction, manufacturing, transportation, communication, electric, gas and sanitary services, wholesale trade, retail trade, finance, insurance and real estate, services, and public administration. Five subtasks for identifying feasible economic development opportunities were developed and implemented:

-
1. Review community development plans such as the Shoshone-Eureka Resource Management Plan, municipality master plans and design guidelines, municipality business plans, and county economic development strategies.
 2. Completion of a screening-level assessment to determine which of the different industries tracked by the Department of Commerce are feasible in the northern Nevada area.
 3. Assess impediments to development by reviewing the leakage assessments and documents such as the Central Nevada Region Target Industry Analysis.
 4. Development of an Opportunity Ranking System to assess which of the feasible industries' development needs are best met by the existing local infrastructure and facilities (as identified in Task 1).
 5. Identification of the most promising economic opportunities by using the Opportunity Ranking System to evaluate the compatibility of active and inactive developed areas with feasible industries.

Task 3, Incorporation of Community Vision into Local Development, involved the development and execution of a community survey from which a community vision for economic growth and development was characterized, communicated, and understood. Four subtasks for developing and incorporating a community vision into local economic development efforts in Lander County were developed and implemented:

1. Review community demographics utilizing the 2000 census information.
2. Review the results of past community development surveys (Lander County, University of Nevada, Reno, etc.).
3. Conduct periodic contemporary community development surveys to supplement and update past surveys with current information and community views.
4. Compile and review past and contemporary survey results, and compare survey results to potential opportunities developed in Task 2, Identification of Feasible Economic Development Opportunities.

Task 4, Execution of a Marketing Effort to Attract Industry Partners, is currently, as of June 2013, being implemented by the Lander Economic Development Authority and was initially designed to help focus the county's economic development marketing and attraction efforts. Five subtasks for developing and executing a focused marketing effort to attract industry partners were developed and implemented:

1. Identification of specific companies comprising the target industries.
2. Identification of specific decision-making positions within companies working on development projects.

-
3. Development of a means to deliver the opportunities data and community vision to decision-makers (e.g., website, baseline data report, fact sheets, etc.).
 4. Development of a follow-up strategy for businesses that express an interest in development opportunities following the initial contact and opportunity data delivery.
 5. Plan business incentive options in conjunction with the local governments.

Task 5, Development of a FIND Case History Summary Publication, required that upon final completion of all the tasks and subtasks associated with Phase 1 and Phase 2, the Lander Economic Development Authority through Lander County would issue a solicitation for the University of Nevada, Reno and the University of Nevada Cooperative Extension to compile and publish a case history summary of the FIND Project. This task has been amended to include a case history of the Lander County Sustainable Development Committee and subsequent outputs, outcomes, and impacts.

Although the FIND Project is just now reaching the stage of its final completion, a 2010 submittal to the U.S. BLM as part of its 2010 Reclamation and Sustainable Mineral Development Awards Program, identified seven specific areas of success created as a direct result of the FIND Project's efforts, including:

1. The baseline data gathering of the FIND Project has served as the impetus for removing economic growth barriers in Lander County.
 - As the FIND Project was initiated, specific to mining projects, the Lander Economic Development Authority immediately realized that Lander County could benefit from the same baseline data collection on infrastructure beyond the mines' project boundaries. The regional scope of the FIND Project was coupled with a focused effort on the County. The Lander Economic Development Authority was awarded a grant from its parent agency, the Nevada Commission on Economic Development (NCED, renamed and repurposed as the Governor's Office of Economic Development in 2011), to catalog the County's infrastructure and industrial assets throughout the County using the same approach being undertaken in the FIND Project.
 - Once the baseline data gathering was underway, it became clear that there were some long-standing inequities that existed in the County. The towns of Austin and Battle Mountain had designated floodplains that relied on outdated watershed analyses and outdated infrastructure information. With an updated analysis of Austin's floodplain designation it is expected that FEMA will essentially eliminate the flood zone for the town of Austin. Previously, the entire commercial district was within the floodplain.
 - Battle Mountain is currently going (in 2010) through a similar floodplain designation analysis and preliminary data suggest that nearly the entire town of Battle Mountain (all of the commercial district) should be out of the flood zone designation.

-
- The baseline data gathering also provided an avenue for Lander County to incorporate state-of-the-art GIS technology for current and future use of their road inventories. By having comprehensive and accurate information on the road system the County has been able to provide better information to the State, thus receiving funding for road construction and maintenance.
2. The value of the partnerships with the Lander County Sustainable Development Committee and the Lander Economic Development Authority is illustrated by the number of different contributors to the project.
 - The partnership was vital for the Lander Economic Development Authority receiving a \$30,000 grant from NCED to fund the County's cataloging effort.
 - The partnership enabled the Lander Economic Development Authority to commit, along with Lander County, \$35,000 for the FIND Project.
 - The partnership has allowed additional funding the U.S. Bureau of Land Management above the original grant award.
 - The partnership was vital for Newmont Mining Corporation and Barrick Gold of North America, Inc. to make contributions of \$30,000 each.
 3. A website has been established for the long-term use by the public to access relevant information through the FIND Project (<http://findproject.org/index.html>).
 4. A high school leadership curriculum has been developed based on upon the results of the FIND Project.
 5. Publicity of the FIND Project has been seen in local and state wide media and through highly visible national conferences.
 6. Other rural counties are beginning to duplicate this process or are trying to partner with Lander County as the FIND Project continues the inventory efforts and baseline data gathering efforts.
 7. The U.S. Bureau of Land Management awarded a related grant that will be used to study the feasibility of renewable energy projects for post-mining land use administered in the same manner as the FIND Project.

The FIND Project remains the primary output of the Lander County Sustainable Development Committee's and the Lander Economic Development Authority's efforts. The results of the FIND Project, including the data collected during development of the project and currently accessible through the completed project, has served as the primary starting part for the remaining five outputs listed in this section.

6.2 Lander County Housing Gap Analysis

Published in July 2008 as a University Center for Economic Development Technical Report, the Lander County Housing Gap Analysis examined population trends, labor trends, housing supply characteristics, housing demand characteristics, and housing affordability characteristics in Lander County. A gap analysis, showing the separation between housing supply and housing demand in Lander County, was also produced.

As part of the gap analysis, four individual housing scenarios were constructed:

- Scenario 1: Full Capture-Aggregate Housing
- Scenario 2: Partial Employment Capture, No Employment Vacancy, and Additional Uninhabited Units
- Scenario 3: Full Capture – Disaggregated Housing
- Scenario 4: Partial Employment Capture, No Employment Vacancy, Additional Uninhabited Units, and Disaggregated Housing.

Each one of these scenarios has provided critical quantitative guidance for policy makers in Battle Mountain, Lander County, the State of Nevada, and in key federal agencies when it comes to pursuing policies, projects, and programs designed to enhance the supply of quality affordable housing throughout Lander County as the county’s population, workforce, and economic profile continues to evolve and change as a result of regional, national, and international fluctuations in the markets for precious metals and minerals that are currently mined in Lander County.

According to 2008 Lander County Housing Gap Analysis, “Without sufficient housing stock, rural counties in Nevada may find it difficult to compete for economic development. However, for many rural Nevada counties like Lander County, the variability of population and employment makes development of new housing stock difficult.” This output, the Lander County Housing Gap Analysis, currently provides important policy direction from an economic development perspective by comprehensively evaluating housing needs in Lander County. The Lander County Sustainable Development Committee, through its network-based organizational approach, has helped provide that guidance to the Lander Economic Development Authority and other executive, administrative, and legislative bodies in Lander County.

Regarding the importance of quality affordable housing in Lander County, the 2008 Lander County Housing Gap Analysis concludes, “A housing gap analysis provides Lander County decision makers with information as to possible housing shortages for economic development. Also affordable housing may be an issue for Lander County in its economic development efforts. The lack of affordable and adequate housing impacts the ability of Lander County as to why they can recruit and the number of workers that may live in the county.”

6.3 Battle Mountain Business Enhancements Program

Published in January 2011 as a University Center for Economic Development Technical Report, the Battle Mountain Retail Sector Analysis has formed the basis of the Battle Mountain Business Enhancement Program (BEP) that the Lander Economic Development Authority and other local, county, regional, state, and federal policy makers in Lander County are currently developing and implementing in partnership with various public-sector and private-sector agencies and organizations. The Battle Mountain BEP, and specifically the Battle Mountain Retail Sector Analysis, is another direct output of the Lander County Sustainable Development Committee's early efforts and goal to pursue policies, programs, and projects that would assist Lander County in diversifying its economy away from a principal dependence on the mining and natural resource extraction industry using existing infrastructure already developed by the county's principal mining operations. The Battle Mountain Retail Sector Analysis and the subsequent Battle Mountain BEP that is currently being implemented in Lander County was built upon the primary results of and data collection in the FIND Project.

According to the 2011 Battle Mountain BEP, "During 2010, the University Center for Economic Development conducted an analysis of the retail sector in Lander County and Battle Mountain. An analysis of current retail sector trends and potential retail sectors was supported by the Lander County Economic Development Authority under the Future Industrial Needs Discovery (FIND) Project." The results of this study has been the development and implementation of a comprehensive Battle Mountain BEP designed to attract needed retail to the Battle Mountain area as a way of supporting future economic development and diversification away from a principal dependency on mining and natural resource extraction.

The Battle Mountain Retail Sector Analysis was divided into six individual sections: (1) an overview of county-level, state, and national retail sector trends, (2) an analysis of the needs and perspectives of the Battle Mountain business operators and owners, (3) an analysis of the needs and perspectives of Battle Mountain consumers, (4) a trade area analysis of downtown Battle Mountain, (5) an analysis of retail surpluses and leakages in downtown Battle Mountain, and (6) the development and suggesting of several different strategies for policy makers and economic developers in Battle Mountain and Lander County designed to capture retail sales in Battle Mountain.

Sales leakages, according to the 2011 Battle Mountain BEP, "...are normally viewed as an opportunity for unmet demand in the study area. This unmet study area demand could yield a potential to recapture lost retail dollars through creation of new local businesses." Sales leakage can also be defined as, according to the 2011 Battle Mountain BEP, "...the demand for goods and services that is not met locally..." It occurs because consumers within a local or regional area, such as the Battle Mountain study area identified in the Battle Mountain Retail Sector Analysis, either choose or are forced by a lack of local or regional options to make purchases at establishments located outside the immediate local or regional area. Based upon the analysis of the Battle Mountain study area, Battle Mountain residents had annual retail trade expenditures of approximately \$42.2 million but that only \$12.6 million in annual retail trade expenditures, or approximately 29.8 percent of total annual retail expenditures made by Battle Mountain

residents, are captured by Battle Mountain retailers. This means that Battle Mountain residents spent approximately \$29.7 million in annual retail trade expenditures, or approximately 70.2 percent of total annual retail expenditures, outside the Battle Mountain study area with retailers located in communities like Elko, NV, Winnemucca, NV, Reno, NV and others.

Seven specific retail sector development strategies were developed, including:

1. Analyze the local business sector to identify the needs and opportunities to be pursued by the program.
2. Provide management assistance and counseling to improve the efficiency and profitability of local businesses.
3. Assist new business start-ups and entrepreneurial activity by analyzing potential markets and local skills and matching entrepreneurs with technical and financial resources.
4. Provide assistance in identifying and obtaining financing as well as provide possible assistance in undertaking joint projects for Battle Mountain including improving street appearance, improving management of the retail area, building renovations, preparation and implementation of design standards, joint promotions and marketing, organizing independent merchants, special activities and events, fund raising, improving customer relations, and developing uniform hours of operation.
5. Develop a one-stop permit designed to assist new retailers and businesses deal with name registering, choosing of a legal form, and determining and obtaining the licenses, permits, or bonds that might be needed. Other concerns include Internal Revenue Service (IRS) requirements, unemployment insurance, sales tax permits, and workman's compensation insurance.
6. Involve active local organizations and the media to support small businesses and aid in developing awareness of the importance of local businesses.
7. Promote the development of home based enterprises that can include a variety of full or part-time occupations such as consulting, tele-commuting, food processing, quilting, weaving, crafts, clothing assembly, mail order processing, or assembling of various goods.

The Battle Mountain Retail Sector Analysis also identified a five step strategic planning process for further development of the retail sector in Battle Mountain, including:

1. Develop a Retail Sector Targeting Committee: This committee should include retail sector and decision makers, i.e. members of the Lander County Board of County Commissioners and other Lander County government employees.
2. Complete a Visioning and Goal Setting Exercise: Battle Mountain may want to complete a more thorough visioning and goal setting exercise that would better define the types of retailers most desired by Battle Mountain consumers.

-
3. Continued and Routine Data Gathering and Analysis of the Local Retail Sector: The primary objective of this step is to provide the basis for potential impacts in Battle Mountain from targeted retail sector development. This step would provide historic data over time and would assist in further focusing retail sector goals and targets for Battle Mountain.
 4. Potential Project Identification: This step leads the targeting committee through a structured criteria-based process to assist in objectively choosing projects for retail sector targeting. Priorities, both short-term and long-term, for the Battle Mountain retail sector would be developed during this step.
 5. Review and Update of Targets: Long-term in nature, this step would provide an annual review of targeting goals and regular revision of those targeting goals as changes occur in the Battle Mountain study area, retail sector, and other parts of the local and regional economy.

Three primary advantages are associated with these steps:

1. Targeting permits clearer identification of specific retail industry requirements and needs.
2. Targeting enables the community to provide (for a given budget expenditure) fewer but more highly valued programs.
3. Targeting reduces the amount of financial incentives (e.g., tax rebates for labor training programs) needed to encourage the retail industry to locate in the region.

The 2011 Battle Mountain BEP was developed using the results of the Battle Mountain Retail Sector Analysis. The Lander County Sustainable Development Committee, in partnership with other organizations such as the Lander Economic Development Authority, is now turning the analysis and information from the Battle Mountain Retail Sector Analysis into different sustainable growth strategies and strategies that will encourage the recruitment of new businesses and the retention and expansion of existing businesses.

6.4 Renewable Energy Development Feasibility Study

Funded by the U.S. BLM for \$100,000 and published in February 2012 by Telesto Nevada, Inc., the Renewable Energy Development Feasibility Study was designed and developed to ascertain the feasibility of possible renewable energy facilities in Lander County. Specifically, according to the 2012 Renewable Energy Development Feasibility Study, “Lander County Economic Development Authority contracted with Telesto Nevada, Inc. to provide a report detailing the feasibility of renewable energy development in Lander County and a design outline to install renewable energy facilities on existing and/or reclaimed mine sites.” Although completed in 2012 and originally contracted by the Lander Economic Development Authority, the Lander County Sustainable Development Committee’s earlier work with the FIND Project was critical in support of the work of Telesto in the development of this primary output. By itself, the 2012 Renewable Energy Development Feasibility Study continues to assist local, county, state, and

federal policies, as well as key leaders within the Lander County and regional business community, in the development of policies, programs, and projects that support renewable energy development as a primary economic development strategy.

As part of this study, three broad categories of renewable energy development were examined, including:

- Geothermal Power
- Solar Power
- Wind Power

According to the 2012 Renewable Energy Development Feasibility Study, “Of these, geothermal is the most cost effective and reliable, but can only be developed on a mine site if a geothermal source is adjacent to the site. Solar energy can be easily adapted to a mine facility, but only produces energy during daylight hours. Wind energy has potential at mine sites because the turbines can be sited up to a few miles from the mine site to take advantage of localized wind speed variations, but wind farms produce power intermediately.”

The focus of the 2012 Renewable Energy Development Feasibility Study, primarily on the potential for development of geothermal, solar, and wind power was the direct result, or output, of the Lander County Sustainable Development Committee’s goal of diversifying Lander County’s economy away from principal dependence on the mining and natural resource extraction industry using existing infrastructure already developed by the county’s principal mining operations. The 2012 Renewable Energy Development Feasibility Study concluded that, “Renewable energy development has potential in Lander County and provides opportunity for sustainable development on existing and reclaimed mine sites. In addition to the reclamation of mines into sustainable energy sites, these projects could provide high paying jobs for the citizens of Lander County.”

Using the framework initially developed by the Lander County Sustainable Development Committee and the data and inventory produced by the FIND Project, the Lander Economic Development Authority and other local, county, regional, state, and federal policies, in collaboration with various private sector and business leaders within the county and throughout the region, are now beginning to implement the recommendations of the 2012 Renewable Energy Development Feasibility Study through a variety of new policies, programs, and projects including the development of a comprehensive business recruitment plan.

7.0 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

This section summarizes the primary findings of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis that Lander County conducted internally and with members of the public. During a June 2013 community workshop, community leaders were provided a copy of a previous SWOT Analysis and given the opportunity to discuss each existing strength, weakness, opportunity, and threat and asked to update each list for both the town of Battle Mountain and the Austin/Kingston area.

7.1 Strengths

Table 7.1 lists the strengths identified during the June 2013 workshop for the town of Battle Mountain. Strengths can be thought of as those characteristics of the town of Battle Mountain that give the town and the surrounding area a particular strategic advantage over other areas.

Battle Mountain has many strengths that provide the town and the surrounding area with a unique competitive advantage. The many infrastructure and locational strengths (the existence of Interstate 80 and interchanges, the Union Pacific Rail Road, availability of natural gas, the airport, proximity to existing mines, water resources, fiber optics, waste water treatment capacity, proximity to the Valmy power plant and transmission grid, and existing developed industrial sites) are strengths that enable many different commercial and industrial businesses located throughout the area to reduce their costs and connect with wider regional, national, and international markets.

One of Battle Mountain's primary strengths is its current proximity to large scale mining operations located within Lander County. This proximity has, as the price of gold, other precious metals, and industrial-use metals increased, afforded the Battle Mountain area and its residents employment and wage growth opportunities associated with the current boom in mining. The location of several federal agencies, including the United States Bureau of Land Management, in Battle Mountain also affords area residents with federal employment opportunities.

Major community assets and strengths, such as the town's golf course, proximity to the Humboldt River, a diverse offering of outdoor recreation opportunities (open space, bike trails, ATV trails, and OHV trails), Great Basin College, the Community and Civic Center, the museum, the Senior Center, the community pool, and strong volunteer involvement, have each helped support and grow the area's overall economy by generally improving the community's overall quality of life. A strong community appetite for economic development and a strong sense of support for policies, projects, and programs that support growth throughout the Battle Mountain area, combined with available land for new agricultural, commercial, and industrial

activities, position Battle Mountain to take advantage of new economic development opportunities. Quality schools, the hospital and clinic, and continued development of the town's commercial sector will continue to support future economic development and growth as Lander County continues to diversify its economic base.

Table 7.1 Strengths Battle Mountain Identified in June 2013
Interstate 80 and Interchanges (General Location)
Union Pacific Rail Road
Natural Gas
Airport
Humboldt River
Golf Course
BLM Office/Federal Employment and Purchases
Mining Support Industries
Proximity to Mines
Mining Employment and Wages
Hospital/Clinic
Water Resources
Fiber Optics
Outdoor Recreation/Open Space/Bike Trail/ATV Trail/OHV Trail
Waste Water Treatment Capacity
Quality Lodging
Proximity to Valmy Power Plant and Transmission Grid
Land Available for Agriculture
Great Basin College
Renewable Resource Development
Community Center/Civic Center
Schools
Organized Administration of Local Government
Emergency Services
Museum
Senior Center
Pool
Strong Volunteer Involvement
Appetite/Supportive of Economic Development
Developed Industrial Sites
Assisted Living Facilities

Table 7.2 lists the strengths identified during the June 2013 workshop for Austin/Kingston area. Strengths can be thought of as those characteristics of the Austin/Kingston area that give the area a particular strategic advantage over other areas.

Table 7.2 Strengths Austin/Kingston Identified in June 2013
Location (Highway 50/Lincoln Highway/State Highway 305)
Climate
Available Land (Urban and Rural)
Water (Urban and Rural – Quality/Quantity)
Airport
History (Culture)
Old School – Elementary
Available Recreation Sites (Proximity to Town)
Biking/Camping and Camp Grounds/ATV/Hunting/Fishing/Rock Collecting/In-place Events
Health Clinic
Supportive Community for Development
User Friendly Bureaucracy
Renewable Resource Development
Increased Community Capacity (Infrastructure, Sewer Ponds, Wells, etc.)
School/Education (K-12)
Senior Center
Green/Renewable Energy
Legal Title to Real Property/Surveying and Mapping
Pool
U.S. Forestry Service Office

Like Battle Mountain, the Austin/Kingston area has several locational advantages that provide the area with unique strengths that favorably position the area to take advantage of new economic development opportunities. Austin is located on U.S. Highway 50 (Lincoln Highway) that runs east and west across Nevada. State Highway 305 runs north and south between Battle Mountain and Austin and provides Austin with access to the Interstate 80 corridor.

The Austin/Kingston area also has several key strengths which afford the area with a high quality of life including a favorable climate that supports a wide range of outdoor recreation activities. The availability of several recreation sites adjacent to Austin, along with many biking trails, camping and camp grounds, ATV trails, hunting and fishing opportunities, and several in-place special events, add to the area’s overall attractiveness to outdoor enthusiasts as well as new businesses designed to serve the outdoor recreationist industry.

Lander County has also invested in important institutional and infrastructure improvements including infrastructure to support green and renewable energy development, a clinic, improvements to the primary school, a senior center, and community pool. Combined with a supportive culture that supports new development and growth while preserving and celebrating the area’s unique rural tradition and history, these strengths have significantly improved the area’s overall quality of life and have positioned the Austin/Kingston area favorably to take advantage of new and emerging economic development opportunities.

For Lander County as a whole, the many strengths that exist throughout the county in both the Battle Mountain and Austin/Kingston areas are key assets that the county has used and will continue to use to help grow the county's county-wide economy, helping create high pay and high skills jobs that offer residents meaningful opportunities for general upward mobility, that continue to improve the county's overall quality of life, and continue to help stabilize local government revenues so that additional long-term investment can be made in growing the county's county-wide economy.

7.2 Weaknesses

Table 7.3 summarizes the various weaknesses identified by county staff and members of the community in Lander County for the Battle Mountain area during the June 2013 workshop. In this case, weaknesses can be thought of as those characteristics of Lander County, in both the town of Battle Mountain and within the Austin/Kingston area, that place the county at a disadvantage relative to other areas.

Table 7.3 Weaknesses Battle Mountain Identified in June 2013
Quality of Housing (Especially Quantity of Quality Housing)
Community Appearance
Retail/Service Availability
Checkerboard Land Ownership Pattern
Natural Resources Dependency
Workers Live Elsewhere
Capital Flow and Profits Leave Area (Economic Leakage)
Lodging Availability
Availability of Skilled Workforce
Lack of Developed Recreational Opportunities and Facilities
Requirement for Flood Insurance
Business Apathy/Lack of Entrepreneurialism
Community Apathy
Loss of Railhead
Transient Residential Population
Crime

Several weaknesses were identified in Battle Mountain including the availability and quantity of quality housing, the community's overall appearance, the observation that many employed and working in the Battle Mountain area live outside Lander County, and that Battle Mountain has a highly transient residential population. These weaknesses stem largely from the town's and county's overall dependency on mining and natural resource extraction. Without enough quality housing, and because of a highly transient residential population, it is difficult for the Battle

Mountain area to attract and retain a skilled workforce which leads to further capital and income loss (economic leakage) to surrounding jurisdictions as the Battle Mountain area has been unable to develop a more comprehensive retail sector.

Table 7.4 summarizes the various weaknesses identified by county staff and members of the community in Lander County for the Austin/Kingston area during the June 2013 workshop.

Table 7.4 Weaknesses Austin/Kingston Identified in June 2013
Lack of Political Capital (State and Federal)
Aging Population
No Grocery Store/Banking
Limited Marketing Capacity
Available Investment Capacity
Available Housing/Lots
Lack of Home Health and Assisted Living Services
Location
Diversity of Jobs
Limited Numbers of Active Community Members
Clear Title
Community Appearance
Lack of Hotel/Motel Rooms for Visitors
No/Limited Emergency Services
Historical Issues/Historical District
Parking
No Public Transportation
Boom and Bust Economy
Business Apathy
Cost of Utilities (Electricity, Water, etc.)

The Austin/Kingston area’s primary weaknesses stem from a general lack of public sector and private sector services. No grocery store or banking services, limited marketing and investment capacity, a lack of home health and assisted living services, a lack of hotel and motel rooms for visitors, very limited emergency services, lack of available parking, and no public transportation were all identified as major weaknesses within the Austin/Kingston area. Other major weaknesses include the community’s overall appearance and general sense of business apathy.

Like the Battle Mountain area and like Lander County in general, the Austin/Kingston area experiences significant economic swings due to the boom-bust nature of the area’s economy. This in-turn has translated into a lack of diversity in the number of employment opportunities available in the Austin/Kingston area.

7.3 Opportunities

Table 7.5 summarizes the various opportunities identified by county staff and members of the community in Lander County for the Battle Mountain area during the June 2013 workshop. In this case, opportunities can be thought of as those characteristics that are external to the Battle Mountain area that exist that the area might be able to take advantage of.

Table 7.5 Opportunities Battle Mountain Identified in June 2013
Capture Economic Leakage
Mining Support Industries
Employee Residence/Housing Developments
I-80 Traveler Services
Rock Creek Water Rights
Export of Commercial Products and Services
Airport Development
Deferred Flood Insurance Costs Invested in Local Economy
E-Commerce
Small Business Development
Cottage/Home Based Industry
Outdoor Recreation, Tourism, Open Space, Special Events, Local Guides
Community Beautification/Gateway
Renewable Resource Development
Rail Service and Rail Served Industrial Sites
Locally Produced/Locally Consumed Foods, Farmer's Markets
Recreation Center
Reuse of Mine Sites and Supporting Infrastructure

Lander County's current economic development efforts continue to focus on diversification of the Battle Mountain area's economy. Several external advantages, including renewed state and federal support for small business development and the development of legislation during the 2013 Nevada State Legislature's session designed to support the development of cottage and home-based industries. Increased focus on e-commerce and renewable energy and resource development are additional opportunities that the Battle Mountain area could potentially take advantage of given local and regional strengths. Continued emphasis on unmanned autonomous systems (UAS or drones) at the state-level has also created potential economic development opportunities for the local area airport.

Battle Mountain's location, located on U.S. Interstate 80, also provides the Battle Mountain area with unique economic development opportunities for new growth and expansion. Battle Mountain is central to many of the mining and natural resource extraction operations located in the northern, central, and northeastern parts of the State of Nevada. In addition to providing

traveler services to automobile traffic along Interstate 80, Battle Mountain is also an ideal area to locate different mining support industry operations and rail-served industry operations.

Table 7.6 summarizes the various opportunities identified by county staff and members of the community in Lander County for the Austin/Kingston area during the June 2013 workshop.

Table 7.6 Opportunities Austin/Kingston Identified in June 2013
Local Demand for Groceries
Demand for Natural Resource Based Recreation
Demand for Land
Quality of Life
Demand for Safe Living
Airport
Outdoor Recreation
Cottage Industries
Highway 50 Traveler Services/Lincoln Highway
Renewable Energy Development
Gateway Development
Pony Express
Hay Farms and Dairy Production (Tie to Dry Milk Dairy Plant in Churchill County)
Climate
E-Commerce

Many of the external opportunities that the Austin/Kingston area could potentially take advantage of are largely tied to the area’s location in the central and southern part of Lander County. Increased national and international demand for outdoor recreation, combined with the Austin/Kingston’s strategic location located on U.S. Highway 50, makes the area an ideal location to center various types of natural resource based and outdoor recreation activities.

In neighboring Churchill County, located west of the Austin/Kingston area, a new dry milk dairy plant is scheduled to open in late 2013/early 2014. The new dry milk dairy plant is expected to double the current dairy herd located throughout the State of Nevada. The Austin/Kingston area’s relative proximity to Churchill County, combined with its relative proximity to agricultural activities (largely ranching and the growing of different grains, hays, and grasses) provides the Austin/Kingston area with the opportunity to expand current agricultural activities to service the new dairy plant.

7.4 Threats

Table 7.7 summarizes the various threats identified by county staff and members of the community in Lander County for the Battle Mountain area during the June 2013 workshop. In

this case, threats can be thought of as those characteristics that are external to the Battle Mountain area that could potentially cause trouble for the area in either the short, mid, or long-term.

Table 7.7 Threats Battle Mountain Identified in June 2013
Out-Migration
Perceived Quality of Life
Increased Productivity leads to Fewer Jobs
Loss of Political Power
Land, Water, Sewer Issues
Flood Hazard/Natural Disasters
Lack of Financing and Capital Availability
Availability of Quality Housing
Streets and Roads
Lack of Community Structured Recreation and Youth Activities
Loss of Net Proceeds
Sage Grouse Habitat Issues/EPA and the Endangered Species List
Internet Sales and E-Commerce
Expansion of Neighboring Communities (Winnemucca, Elko, etc.)
Rising Costs of Utilities (Water, Power, etc.)
Competitiveness of Wages
General Lack of Public Services

Although Battle Mountain’s strategic location, being located on U.S. Interstate 80, is considered to be one of Battle Mountain’s greatest strengths and will likely help Battle Mountain and Lander County take advantage of different location-oriented opportunities for new economic growth and development, the area’s proximity to other growing urban areas, especially Winnemucca, NV in neighboring Humboldt County (located approximately 50 miles west of Battle Mountain) and Elko, NV in neighboring Elko County (located approximately 70 miles east of Battle Mountain) has historically contributed to the continuing economic leakage of service and commercial retail activity out of the Battle Mountain area and Lander County in general.

State-wide, continued shifts in the distribution of political power in favor of the Las Vegas area and Clark County, has eroded Lander County’s overall political power at the regional and state level. During the 2013 Nevada State Legislature’s legislative session, legislation was considered that would redistribute tax revenue collected from mining operations within Lander County and throughout rural Nevada. The potential loss of mining-related tax revenue could significantly reduce the amount of resources available to Lander County to invest in the Battle Mountain area’s economy.

Table 7.8 summarizes the various threats identified by county staff and members of the community in Lander County for the Austin/Kingston area during the June 2013 workshop.

Table 7.8 Threats Austin/Kingston Identified in June 2013
Gas Prices
Potential School Closure
Federal Control of Large Segment of the Resource Base
State/Federal Acquisition of Private Lands
Future Listing of Sage Grouse as Threatened (Endangered Species List)
Fire, Wildfire, and Other Natural Disasters
Mining/Grazing Regulations on Public Lands
Out-Migration
Expansion of Neighboring Communities
Loss of Historic Structures
Flood Zone
Lack of Services
State/Federal Regulations
Lack of Quality Housing
Rising Costs of Utilities (Water, Power, etc.)

Many of the threats that the Austin/Kingston area faces stem from continued issues with the U.S. federal government and the management of public lands. The U.S. federal government controls a large amount of the surrounding resource base and the potential future listing of the Sage Grouse on the list of endangered species by the U.S. Environmental Protection Agency could significantly stifle future economic development of the Austin/Kingston area.

7.5 Development Opportunities

Based upon the strengths, weaknesses, opportunities, and threats developed during the June 2013 workshop for both the Battle Mountain and Austin/Kingston areas, a series of development opportunities for both areas were developed. These development opportunities are designed to take advantage of existing strengths and minimize existing weaknesses so that both the Battle Mountain and Austin/Kingston areas can take advantage of emerging economic development opportunities while minimizing their exposure to different external threats.

Both lists of development opportunities provide further guidance in the development of an economic development mission and accompanying goals and objectives (Section 8), the identification of issues and strategies and a plan of action (Section 9), and the development of individual evaluation and performance measures (Section 10). For both the Battle Mountain and Austin/Kingston areas, each list of development opportunities is designed to guide economic development efforts over the next five years.

Table 7.9 summarizes different development opportunities for the Battle Mountain area developed during the June 2013 workshop.

Table 7.9 Development Opportunities Battle Mountain Identified in June 2013
Dairy Farming
Feedlots
Vegetable Farming, Greenhousing (Flowers), Farmer’s Market, Ornamental Floriculture and Nursery Plants, Aquaculture
Hay Cubing and Pellet Milling
Greenhousing (Flowers)
Dude Ranching
Recreational Vehicle Park/Campground
Bedroom Community for Elko
Gravel, Top Soil
Hotels, Motels, 24-Hour Service Stations
Renewable Energy Development
Industrial Sites – Airport and Rail
Redevelopment and In-Fill Sites
Mining Related Industries
Bio-Fuels
Restaurants
Warehouses and Trucking
Tourism/Old-West Themes
Bed and Breakfast Inns
Specialty Grains and Native Seeds
Commercial Printing
Plastic Foam Products
Sheet Metal Fabrication
Communications Equipment
Document and Record Storage Services
Computer Related Services
Outdoor Recreational Opportunities such as Mountain Biking/HOV
Expanded Entertainment-Oriented Retail
Tourism-Based Shopping Opportunities
Rental Car Company

Table 7.10 summarizes different development opportunities for the Austin/Kingston area developed during the June 2013 workshop.

**Table 7.10
Development Opportunities
Austin/Kingston
Identified in June 2013**

Aquaculture – Recycling
Expansion of Tourism
Historical District Attractions
Recreational Vehicle Facilities
Renovate Historical Buildings to include Rooms, Steak House, Bed and Breakfast, Museums, Chinese influence.
Apartments and/or Single Family Housing
Family Recreation Facilities: Health Space, Bowling Alley, Arcade
Upgrading of Medical Facilities, perhaps in conjunction with State Conservation Camp
Casino, Restaurants
Warehouse/Storage Units
Additional Developed Recreation Sites
Public (BLM Lands), Private (Dude Ranches and Campgrounds)
Agribusiness
Wildhorse Feedlot
Renewable Energy Development
Spencer Hot Springs Recreation Area
Greenhouses
Outdoor Recreational Opportunities such as Mountain Biking/HOV
Supportive Retail – Grocery Store, Salon, Barbershop, Hardware Store, etc.
Spencer Hot Springs
Development/Update of a Land Use Plan
Home Health Services
Ambulance Services
Federal Government Land Management and Acquisitions

8.0 Mission, Goals, and Objectives

This section contains an overview of Lander County’s existing economic development mission, key goals, and key objectives that the county, through the Lander Economic Development Authority, has developed in the past as part of prior comprehensive and strategic economic development planning efforts. These past efforts still serve as the basis for economic development policies, programs, and projects developed, implemented, and administered by Lander County and the Lander Economic Development Authority today.

8.1 Economic Development Mission and Vision

As part of its 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, Lander County and the Lander Economic Development Authority identified two primary areas of activity: (1) promotion of existing businesses through customer attraction and downtown revitalization, and to expand services per the outcome of community surveys and leakage study, and (2) recruitment of new business and job centers, especially to diversify from the mining economy. The 2012 Economic Diversification, Community Business Enhancement and Marketing Plan identified several key economic development goals and objectives but no economic development mission or vision was clearly developed.

In addition to the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, Lander County and the Lander Economic Development Authority completed a Comprehensive Economic Development Strategy in 2009. Although it was not fully submitted to the U.S. Economic Development Administration, the 2009 Lander County Comprehensive Economic Development Strategy also listed a series of economic development goals and objectives but no economic development mission or vision was clearly developed as well. However, a series of statements listed in the 2009 Lander County Comprehensive Economic Development Strategy development strategy suggest a particular economic development mission and vision for Lander County:

- Lander County should work cooperatively with Nevada’s Congressional delegation and BLM (U.S. Bureau of Land Management) to secure timely disposal of public land identified in BLM land use plans as suitable for disposal.
- Lander County’s economic development strategy must include forging relationships with executive and legislative branches of the State of Nevada and the U.S. government which results in political support for local investment.
- Lander County will encourage creation of venture capital funds by area mining companies for investment in non-mining business in the area.

-
- Lander County must initiate efforts to seek a more equitable local distribution of the national benefits which result from transportation and utility infrastructure and federal land uses in the area.
 - Concurrent with the initiation of significant targeted marketing or industrial prospecting activities, Lander County will focus upon enhancement of its communities as products to be marketed. This will include development of one or more industrial parks including rail served industrial sites and industrial development adjacent to local airports. The county will develop and offer an incentive package for businesses to the Battle Mountain area.
 - Lander County will encourage organization and capitalization by residents and existing businesses and industry of one or more community development corporations to enable proactive local investments which produce local employment and income benefits.
 - Lander County will seek to establish a sustainable commitment to funding and enhanced integration of local economic development initiatives.
 - All entities within the county which regularly pursue economic development activities must come together in an organized fashion for the purpose of ensuring the effective use of limited public and private resources and to convey a consistent approach to development efforts within the county. The focused development effort which emerges from such organizing must initially strive to enhance its level of preparedness to conduct a professional economic development program. An important element of the development strategy is to ensure continuity is maintained for major community initiatives.

Each of these statements, and the goals and objectives from the 2009 Lander County Comprehensive Economic Development Strategy and the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, were presented to the participants of the July 2013 Lander County Comprehensive Economic Development Strategy workshop. Workshop participants were then given the opportunity to develop an economic development mission and economic development vision for the 2013 Lander County Comprehensive Economic Development Strategy.

Workshop participants developed the following mission statement for the county's continuing economic development efforts:

“To enhance the quality of life throughout Lander County by employing sustainable methods in order to create business opportunities and economic prosperity through a diversified economy and tax base while respecting individual freedoms and independence.”

Workshop participants developed the following vision for the county’s continuing economic development efforts:

“Leverage through community and grass roots efforts our natural resource base including land, minerals, abundant renewable energy along with existing infrastructure and transportation systems and future redevelopment of mine sites to sustain, expand, and attract new and existing business that generates jobs and shares prosperity.”

8.2 Economic Development Objectives and Goals

The 2012 Economic Diversification, Community Business Enhancement and Marketing Plan developed and listed several key objectives and goals.

The objectives listed in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan mirrored those initially established by the 2005 and 2009 Lander County Comprehensive Economic Development Strategy and the 2004 Battle Mountain Business Plan. Those objectives, listed here and still directing Lander County and Lander Economic Development Authority efforts, include:

1. Ensure orderly planning for future development.
2. Create growth patterns consistent with cost effective delivery of public services.
3. Utilize lands not currently in use.
4. Attract additional business that diversify the mining economy.
5. Provide employment opportunities.
6. Promote local business.
7. Improve housing options.
8. Improve educational opportunities.

The goals listed in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan mirrored those initially established by the 2005 and 2009 Lander County Comprehensive Economic Development Strategy and the 2004 Battle Mountain Business Plan. Those goals, listed here and still directing Lander County and Lander Economic Development Authority efforts, include:

-
1. Create growth patterns within Battle Mountain consistent with designated types, amounts and intensities of land uses coordinated with cost effective delivery of public services.
 2. Ensure that future development is planned in areas where there exists the capacity to provide adequate public services and infrastructure.
 3. Preserve agriculture and ranching lands surrounding Battle Mountain and their associated uses; invest in/promote agricultural use.
 4. Identify desired land uses, appropriate growth patterns and suitable lands available for expansion unhindered by development constraints such as floodplains, ownership or jurisdictional issues, etc.
 5. Improve economic conditions in order to:
 - Overcome and detach from “Boom/Bust” economic cycle tied to mining and resource based industries.
 - Attract a variety of additional commercial services.
 - Attract new and keep existing residents.
 - Provide for employment opportunities and services for the community.
 - Promote and support local business and entrepreneurial enterprise.
 - Increase availability, variety and quality of housing options.
 - Improve school facilities and attract dynamic educators.
 - Improve and provide for adequate public transportation options.
 6. Identify and implement measures to attract travelers off of I-80 and into town.
 7. Provide opportunities for special events and publicity to help stimulate interest in Battle Mountain as a unique place to visit and explore.
 8. Develop and adopt community design standards for site development, architecture and landscaping within Battle Mountain to improve appearance and guide beautification programs.

-
9. Conduct enforcement of applicable codes and regulations to address violations that detract from community appearance and health, safety and welfare.

In addition to objectives and goals, the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan established a series of policies that Lander County, through the Lander Economic Development Authority, would be responsible for implementing and administering. Those policies, listed here and still directing Lander County and Lander Economic Development Authority efforts, include:

1. Commercial and tourist uses should be encouraged in and around the new U.S Interstate 80 and State Highway 305 interchange.
2. A specific plan area should be developed for areas affected by the new on and off-ramps in Battle Mountain.
3. Residential land uses should not be allowed to develop in commercial or industrial designated areas.
4. Design standards for commercial and industrial landscaping and architecture should be developed and adopted.
5. Improve the appearance of commercial and industrial areas through building rehabilitation and removal, street beautification programs, and improved development requirements utilizing sign controls and landscaping.
6. Limit or mitigate land use and zoning conflicts through enforcement of the master plan and zoning ordinances.
7. Advocate land use patterns that foster vitality, diversity and compatibility.
8. Promote redevelopment programs to improve the quality of some deteriorated areas.
9. Support infill development in vacant or underutilized lots.
10. Create a mixture of quality housing stock to assist in the diversity of the community.
11. Encourage development in areas that have existing infrastructure.

9.0 Issues, Strategies, and Plan of Action

The 2012 Economic Diversification, Community Business Enhancement and Marketing Plan established a series of economic development goals, objectives, and policies for Lander County and the Lander Economic Development Authority. During the June 2013 and July 2013 public workshops in Battle Mountain, these goals, objectives, and policies were presented to workshop participants along with the demographic and economic housing data presented in Section 5. Workshop participants were asked to develop a series of priority economic development issues that the county should focus on addressing over the next five years. This section summarizes those issues and the accompanying strategies and plan of action.

The acronyms listed below are used for the implementation measures:

RA/D:	Responsible Agency/Division
FS:	Funding Source
TF:	Time Frame

9.1 Issue No. 1: Redevelopment and Enhancement of Property in Need of Revitalization

Lander County residents indicated that the redevelopment and enhancement of property in need of revitalization in both Battle Mountain and in the Austin/Kingston area should be a top priority for Lander County. This issue is consistent with the issues developed in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, the 2005 and 2009 Lander County Comprehensive Economic Development Strategy, and the 2004 Battle Mountain Business Plan.

Goal:

ED-1:	Identify properties in both Battle Mountain and the Austin/Kingston area most in need of revitalization and pursue appropriate redevelopment efforts in partnership with private property owners.
-------	---

Policies:

ED-1.1:	Conduct a physical survey of properties in Battle Mountain and the Austin/Kingston area to identify properties in both areas in need of revitalization using Nevada Revised Statute, Chapter 279 “Redevelopment of Communities”, Section 388 “Blighted Area
---------	---

defined”, as the standard in determining which properties are in need of revitalization.

- ED-1.2: Explore the use of different revitalization techniques as allowed under Nevada State Law including the use of redevelopment, tax increment areas, special assessment districts (specifically, commercial area vitalization project areas), general improvement districts, and tourism improvement districts.
- ED-1.3: Strengthen the physical image of both Battle Mountain and the Austin/Kingston area through visual enhancement along freeway corridors, major traffic routes, and areas adjoining residential neighborhoods. To this end:
- Aggressively pursue code enforcement activities.
 - Develop good design standards.
- ED-1.4: Provide appropriate infrastructure to support economic development.

Implementation Measures:

- ED-IM-1.1: Explore the possibility of using different revitalization techniques as allowed under Nevada State Law, ensuring that they are permissible and in-line with stated land use management goals.

RA/D: All Lander County Agencies and Divisions
FS: General Fund; Funding as Identified
TF: 2014-2015

- ED-IM-1.2: Develop and update design standards and guidelines and special plans for target areas, such as Battle Mountain’s historic downtown, the I-80 and State Highway 305 interchange in Battle Mountain, U.S. Highway 50 in Austin, and others as needed.

RA/D: Lander County Planning Department, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: 2014-2015

9.2 Issue No. 2: Enhance Appearance of Gateways, Main Streets, and Business Corridors

Lander County residents indicated that in addition to the redevelopment and enhancement of properties in need of revitalization, a comprehensive revitalization of key gateways, main streets,

and business corridors in both Battle Mountain and the Austin/Kingston area was needed in order to support increased economic development in both communities. This issue is consistent with the issues developed in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, the 2005 and 2009 Lander County Comprehensive Economic Development Strategy, and the 2004 Battle Mountain Business Plan.

Goal:

ED-2: Update and implement a Gateway Master Plan for key gateways, main streets, and business corridors in Battle Mountain and the Austin/Kingston area.

Policies:

ED-2.1: Develop a comprehensive Gateway Master Plan for Lander County.

ED-2.2: Once developed, implement the Gateway Master Plan for Lander County by prioritizing critical public improvements.

Implementation Measures:

ED-IM-2.1: Completion of a Gateway Master Plan for Lander County including sub-plans for each gateway, main street, and business corridor identified in the Gateway Master Plan.

RA/D: Lander County Planning Department, Lander Economic Development Authority

FS: General Fund; County Maintenance Fund; Funding as Identified

TF: 2014-2015

ED-IM-2.2: Begin implementation of a Gateway Master Plan for Lander County including implementation of the sub-plans for each gateway, main street, and business corridor identified in the Gateway Master Plan.

RA/D: Lander County, Lander Economic Development Authority

FS: General Fund; County Maintenance Fund; Funding as Identified

TF: 2015-2019

9.3 Issue No. 3: Participate in Land Use Planning for Future Development

Lander County residents indicated that routine evaluation of Lander County’s Master Plan and all plans developed by Lander County related to economic development is a critical step need to create an environment that supports future development and growth. This issue is consistent with the issues developed in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, the 2005 and 2009 Lander County Comprehensive Economic Development Strategy, and the 2004 Battle Mountain Business Plan.

Goal:

ED-3: Update and implement the Lander County Master Plan as needed in Battle Mountain and the Austin/Kingston area.

Policies:

ED-3.1: An Annual Report of the Master Plan should be presented to the Lander Economic Development Authority.

ED-3.2: Identify all lands within Lander County to be listed for disposal. Lander County should identify and request lands for community development and public purposes.

Implementation Measures:

ED-IM-3.1: Annually monitor, in the Annual Report on the Master Plan, the extent and location of development and changes occurring within the county, in order to measure the degree to which needed balance between land uses allocated in the Master Plan is maintained.

RA/D: Lander County Planning Commission, Lander County Planning Department, Lander Economic Development Authority

FS: General Fund; Funding as Identified

TF: Annually

ED-IM-3.2: Revise the Lander County Master Plan as needed to support and take advantage of emerging economic development opportunities and the acquisition of new lands for community development and public purposes.

RA/D: Lander County Planning Commission, Lander County Planning Department, Lander Economic Development Authority

FS: General Fund; Funding as Identified

TF: 2019

9.4 Issue No. 4: Development of a Lander County Capital Improvement and Infrastructure Plan specifically for Economic Development Purposes

Lander County residents indicated a specific need for a capital improvement and infrastructure plan specifically focused on economic development concerns. The Future Industrial Needs Discovery (FIND) project, spearheaded by the Lander County Sustainable Development Committee, identified key infrastructure assets in Lander County that could be used to support economic diversification and growth throughout Lander County. Lander County residents, during the 2013 CEDS planning process, indicated a strong desire to develop a series of land and infrastructure reuse plans for these identified assets. This issue is consistent with the issues developed in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, the 2005 and 2009 Lander County Comprehensive Economic Development Strategy, and the 2004 Battle Mountain Business Plan.

Goal:

ED-4: Complete a five-year Economic Development Capital Improvement and Infrastructure Plan consistent with the stated goals of the Future Industrial Needs Discovery (FIND) project.

Policies:

ED-4.1: Conduct an assessment of available infrastructure in Lander County that could be used or reused to support new economic development opportunities.

ED-4.2: Finish an assessment for economic development community capacity for Lander County with particular focus on the Battle Mountain and Austin/Kingston areas.

ED-4.3: Conduct annual reviews on the progress of implementation of the Economic Development Capital Improvement and Infrastructure Plan.

Implementation Measures:

ED-IM-4.1: Completion of an Economic Development Capital Improvement and Infrastructure Plan.

RA/D: Lander County, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: 2015

ED-IM-4.1: Conduct Annual Assessments of the Economic Development Capital Improvement Plan.

RA/D: Lander County, Lander Economic Development Authority

FS: General Fund; Funding as Identified

TF: Annually

9.5 Issue No. 5: Development and Business Incentives for Existing and New Businesses

Lander County should not only continue to promote the advantages of businesses in Lander County, but should also examine the potential to provide financial assistance, expedited permit processing, as well as incentives for new businesses to move into the county with particular attention paid to the Battle Mountain and Austin/Kingston areas.

Goal:

ED-5: Promote, assist, and provide incentives for the growth and vitality of existing businesses.

Policies:

ED-5.1: Assess the needs, limitations, and concerns of existing businesses and develop or enhance programs to increase their competitiveness.

ED-5.2: Educate both the residential and business communities in the advantages of shopping within the county and supporting local businesses.

ED-5.3: Continue to facilitate the process of operating a business within Lander County through a business database and further streamlining and expediting of the permit process where possible.

ED-5.4: Monitor the conditions and status of aging commercial retail areas and smaller, underutilized commercially-zoned parcels.

ED-5.5: Provide assistance to local businesses with building improvement programs and enhance and expand these programs.

ED-5.6: Provide technical assistance to small businesses and coordinate with outside business organizations to support specific needs of small businesses.

Implementation Measures:

ED-IM-5.1: Develop a program to increase competitiveness which includes:

- “Buy in Lander County” business-to-business directory;
- Links from the county’s website (Lander Economic Development Authority) to Lander County business websites;
- Business Visitation Program;
- Annual Business Awards Program;
- Technical Assistance Program; and
- Building Rehabilitation Program

RA/D: Lander County, Lander Economic Development Authority

FS: General Fund; Funding as Identified

TF: 2014-2015

ED-IM-5.2: Continue to promote and enhance a “Buy in Lander County” program.

RA/D: Lander County, Lander Economic Development Authority

FS: General Fund; Funding as Identified

TF: Ongoing

ED-IM-5.3: Address the concerns of existing businesses by:

- Providing a welcome packet to new businesses;
- Promoting marketing workshops;
- Developing marketing letters;
- Promoting small business assistance programs; and
- Improving communication lines between business and county officials on issues of concern.

RA/D: Lander County, Lander Economic Development Authority

FS: General Fund; Funding as Identified

TF: 2014-2015

Goal:

ED-6: Attract new wealth and job-creating businesses to Lander County.

Policies:

ED-6.1: Encourage the diversification of land uses, while not alienating

existing businesses or industries requiring space in Lander County.

ED-6.2: Improve the actual and perceived image of the county, with specific focus on the Battle Mountain and Austin/Kingston areas, through improved design standards, amenities, security, continuing public improvements and positive advertising campaigns.

Implementation Measures:

ED-IM-6.1: Develop improved amenities and standards, including improved parking where necessary and appropriate, encourage the development of services to support the industrial and commercial base, and create specialized districts and nodes as necessary and appropriate.

RA/D: Lander County, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: 2014-2015

9.6 Issue No. 6: Employment Opportunities and Development of the Labor Force

There is a need to create more skilled jobs for Lander County residents in both the Battle Mountain and Austin/Kingston areas and abate the impact of lost jobs related to the amortization of non-conforming uses. In addition, the labor force in Lander County should be appropriately developed through job training programs and business schools.

Goal:

ED-7: Creation of employment opportunities and career advancement.

Policies:

ED-7.1: Understand employment trends and needs of local businesses by linking residents and businesses together through an employment resources program.

ED-7.2: Support a local labor force with training programs to provide skill requirements for current and prospective employers. Cooperate with area university, community colleges, and other educational organizations within and around the county to develop job training programs and training for Lander County's residential population.

ED-7.3: Encourage local industries and businesses to hire local people.

Implementation Measures:

ED-IM-7.1: Continue to update and modify existing employment resource programs.

RA/D: Lander County, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: Ongoing

ED-IM-7.2: Request industries and businesses to contact Lander County when recruiting for employees.

RA/D: Lander County, Lander Economic Development Authority
FS: General Fund; Funding as Identified; Application Fees
TF: Ongoing

9.7 Issue No. 7: Capture of Local Residential Market Demand within the County

Lander County residents have expressed a desire to have a greater variety of commercial uses in the county, especially within the Battle Mountain and Austin/Kingston areas, including quality retail, restaurants, and commercial recreation uses. Enhancing the physical image and services offered within the county, as well as encouraging job and housing opportunities, can lead to an improvement in the quality of life. This issue is consistent with the issues developed in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, the 2005 and 2009 Lander County Comprehensive Economic Development Strategy, and the 2004 Battle Mountain Business Plan.

Goal:

ED-8: Encourage a variety of commercial activities to enhance and retain shopping opportunities to serve the population and increase sales tax revenues.

Policies:

ED-8.1: Pursue categories of resident retail demand which are not being met within the county. To this end, initiate strategies to market, attract, and retain targeted types of retail commercial uses, including expanded use of the county's website.

-
- ED-8.2: Continue to enhance the county’s public relations/marketing program to improve communications through the business community and the county.
- ED-8.3: Provide rehabilitation assistance in targeted commercial districts to enable the upgrade of commercial properties.

Implementation Measures:

ED-IM-8.1: Annually evaluate and target underutilized and/or older centers and develop strategies with the owners and tenants to revitalize these areas.

RA/D: Lander County, Lander Economic Development Authority
 FS: General Fund; Funding as Identified
 TF: Annually

ED-IM-8.2: Focus on upgrading older commercial retail areas in order to encourage new or expanding businesses to relocate to these areas.

RA/D: Lander County, Lander Economic Development Authority
 FS: General Fund; Funding as Identified
 TF: 2014-2015

ED-IM-8.3: Encourage the concentration of commercial clusters which can create “agglomeration economies” and encourage new and/or expanding businesses into existing vacant space.

RA/D: Lander County, Lander Economic Development Authority
 FS: General Fund; Funding as Identified
 TF: 2014-2015

ED-IM-8.4: Develop a program to increase competitiveness which includes:

- “Buy in Lander County” business-to-business directory;
- Links from the county’s website (Lander Economic Development Authority) to Lander County business websites;
- Business Visitation Program;
- Annual Business Awards Program;
- Technical Assistance Program; and
- Building Rehabilitation Program

RA/D: Lander County, Lander Economic Development

Authority
FS: General Fund; Funding as Identified
TF: 2014-2015

Goal:

ED-9: Maximize the county’s market potential, in order to enhance and retain retail opportunities to serve the population, increase county revenues, as well as provide new employment opportunities.

Policies:

ED-9.1: Continue to implement, and expand when necessary, strategies to market, attract, and/or retain retail commercial areas. These strategies should, at a minimum, address target areas and the tools necessary to implement such strategies.

ED-9.2: Identify and pursue areas of retail demand leakage.

ED-9.3: Develop a comprehensive economic development program and initiate strategies to retain existing businesses, as well as markets, and attract new office, commercial, and industrial activity.

ED-9.4: Continue to maintain, and expand as necessary, the county’s marketing and business retention/attraction efforts to effectively compete with neighboring jurisdictions in attracting and retaining regional businesses. Said efforts to include business outreach programs, business assistance programs, business incentives, use of public/private partnerships to promote business relations, and other programs and/or incentives.

ED-9.5: Identify unique economic opportunities, such as niche markets, that will allow the county to capitalize on the county’s location in central Nevada, the community’s cultural diversity, and the tourism industry in the region.

ED-9.6: Capitalize on potential physical and market linkages among land uses.

ED-9.7: Continue to enhance the county’s public relations program in order to improve communications through the business community and the county.

ED-9.8: Maximize secondary industrial activity providing services to existing industrial and commercial establishments in Lander County.

-
- ED-9.9: Leverage public improvements to facilitate economic development.
- ED-9.10: Provide rehabilitation assistance in targeted commercial districts to enable the upgrade of commercial properties.

Implementation Measures:

- ED-IM-9.1: Examine the potential to rezone land to accommodate projected market demand for all types of economic activity.
- RA/D: Lander County Planning Department, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: Ongoing
- ED-IM-9.2: Develop strategies to focus development in targeted areas.
- RA/D: Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: 2014-2015
- ED-IM-9.3: Actively market large vacant parcels.
- RA/D: Lander County, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: 2014-2015
- ED-IM-9.4: Use various tools to assemble land, assist development and provide for on-going area improvement.
- RA/D: Lander County, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: Ongoing
- ED-IM-9.5: Encourage specialty retail development to concentrate in targeted areas of the county to enable “critical mass” thresholds of such uses to be established.
- RA/D: Lander County, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: Ongoing

ED-IM-9.6: Periodically evaluate which retail categories are experiencing leakage and approach existing retailers within these categories and encourage their relocation to Lander County.

RA/D: Lander County, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: Ongoing

ED-IM-9.7: As needed, continue to enhance a streamlined permit process.

RA/D: Lander County Planning Department, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: Ongoing

ED-IM-9.8: Encourage support services as part of industrial/commercial development, e.g. senior and child care, convenience shopping, personal services, and restaurants.

RA/D: Lander County, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: Ongoing

ED-IM-9.9: Continue to cooperate with the Chamber of Commerce, regional economic development groups, and other business associations to retain and attract businesses.

RA/D: Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: Ongoing

ED-IM-9.10: Monitor market information in nearby communities where businesses have relocated, in order to more effectively compete with these communities and retain the current retail, office, and industrial firms located in the county.

RA/D: Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: Ongoing

ED-IM-9.11: Monitor and respond to inquiries received by the Chamber of Commerce, other business associations, and various county departments.

RA/D: Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: Ongoing

ED-IM-9.12: Continue to provide information material to the owners of potential rehabilitation properties identifying the types of assistance available and work with them in the upgrading of their properties.

RA/D: Lander County Planning Department, Lander Economic Development Authority
FS: General Fund; Funding as Identified
TF: Ongoing

9.8 Issue No. 8: Continued Implementation of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan

The 2012 Economic Diversification, Community Business Enhancement and Marketing Plan is the framework and focus that Lander County identified as necessary to move forward with a wide variety of outreach and marketing, infrastructure capacity building and community enhancements. It is Lander County's road map to a sustainable future and continued implementation of the plan is a vital component of this Comprehensive Economic Development Strategy.

Goal:

ED-10: Continue to implement the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan in order to achieve the plan's stated goals, including:

- Create growth patterns within Battle Mountain consistent with designated types, amounts, and intensities of land uses coordinated with cost effective delivery of public services.
- Ensure that future development is planned in areas where there exists the capacity to provide adequate public services and infrastructure.
- Preserve agriculture and ranching lands surrounding Battle Mountain and their associated uses; invest in/promote agricultural use.
- Identify desired land uses, appropriate growth patterns and suitable lands available for expansion unhindered by development constraints such as floodplains, ownership or jurisdictional issues, etc.
- Improve economic conditions in order to:

-
- Overcome and detach from the “Boom/Bust” economic cycle tied to mining and resource based industries.
 - Attract a variety of additional commercial services.
 - Attract new and keep existing residents.
 - Provide for employment opportunities and services for the community.
 - Promote and support local business and entrepreneurial enterprise.
 - Increase availability, variety and quality of housing options.
 - Improve school facilities and attract dynamic educators.
 - Improve and provide for adequate public transportation options.
 - Identify and implement measures to attract travelers off of I-80 and into town.
 - Provide opportunities for special events and publicity to help stimulate interest in Battle Mountain as a unique place to visit and explore.
 - Develop and adopt community design standards for site development, architecture and landscaping within Battle Mountain to improve appearance and guide beautification programs.
 - Conduct enforcement of applicable codes and regulations to address violations that detract from community appearance and health, safety and welfare.

Policies:

ED-10: Continue to implement the policies of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, including:

- Commercial and tourist uses should be encouraged in and around the new U.S Interstate 80 and State Highway 305 interchange.
- A specific plan area should be developed for areas affected by the new on and off-ramps in Battle Mountain.
- Residential land uses should not be allowed to develop in commercial or industrial designated areas.
- Design standards for commercial and industrial landscaping and architecture should be developed and adopted.
- Improve the appearance of commercial and industrial areas through building rehabilitation and removal, street beautification programs, and improved development requirements utilizing sign controls and landscaping.

-
- Limit or mitigate land use and zoning conflicts through enforcement of the master plan and zoning ordinances.
 - Advocate land use patterns that foster vitality, diversity and compatibility.
 - Promote redevelopment programs to improve the quality of some deteriorated areas.
 - Support infill development in vacant or underutilized lots.
 - Create a mixture of quality housing stock to assist in the diversity of the community.
 - Encourage development in areas that have existing infrastructure.

Implementation Measures:

ED-IM-10.1: Continue to implement the policies of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan and measure their effectiveness using existing milestones and measurables in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan, including:

- (Branding) Development and Publication of Logos
 - RA/D: Lander Economic Development Authority
 - FS: Funding as Identified
 - TF: Ongoing
- (Branding) Publication of Logos in Print Media and Advertisements
 - RA/D: Lander Economic Development Authority
 - FS: Funding as Identified
 - TF: Ongoing
- (Branding) Presentation of Logos on Billboards and Signage
 - RA/D: Lander Economic Development Authority
 - FS: Funding as Identified
 - TF: Ongoing
- (Advertising) Develop Scope of Work for Relocation Specialists
 - RA/D: Lander County Sustainable Development Committee
 - FS: Funding as Identified
 - TF: Ongoing

-
- (Advertising) Solicit and Review Responses to RFQ for Relocation Specialists
 - RA/D: Lander County Sustainable Development Committee
 - FS: Funding as Identified
 - TF: Ongoing

 - (Advertising) Select and Contract with a Relocation Specialist
 - RA/D: Lander Economic Development Authority
 - FS: Funding as Identified
 - TF: Ongoing

 - (Advertising) Prepare Advertisements for the 14 Identified Target Sectors
 - RA/D: Lander County Sustainable Development Committee
 - FS: Funding as Identified
 - TF: Ongoing

 - (Advertising) Place Advertisements
 - RA/D: Lander Economic Development Authority
 - FS: Funding as Identified
 - TF: Ongoing

 - (Advertising) Cold-Call Deliver Advertisements to Target Industries
 - RA/D: Lander Economic Development Authority
 - FS: Funding as Identified
 - TF: Ongoing

 - (Advertising) Identify Follow-Up Point of Contact
 - RA/D: Lander Economic Development Authority
 - FS: Funding as Identified
 - TF: Ongoing

 - (Internal Marketing) Public Information Events
 - RA/D: Lander County Sustainable Development Committee
 - FS: Funding as Identified
 - TF: Ongoing

-
- (Internal Marketing) Distribute Information through Chamber of Commerce

RA/D: Lander Economic Development Authority

FS: Funding as Identified

TF: Ongoing

- (Internal Marketing) Implement “Buy Local” Campaign

RA/D: Lander Economic Development Authority

FS: Funding as Identified

TF: Ongoing

- (Internal Marketing) Form Public-Private ad hoc Partnerships

RA/D: Lander Economic Development Authority, Lander County Sustainable Development Committee

FS: Funding as Identified

TF: Ongoing

10.0 Evaluation and Performance Measures

The evaluation plan allows Lander County, its staff, members of the Lander Economic Development Authority, the public, and other key stakeholders to monitor the progress being made in the implementation of the various strategies listed in Section 9.0, Issues, Strategies, and Plan of Action. The evaluation plan is an annual informal survey of county staff and members of the Lander Economic Development Authority.

The survey is organized around the ten goals and eight issues identified in Section 9.0, including:

- Issue No. 1: Redevelopment and Enhancement of Property in need of Revitalization
 - Goal ED-1: Identify properties in both Battle Mountain and the Austin/Kingston area most in need of revitalization and pursue appropriate redevelopment efforts in partnership with private property owners.

- Issue No. 2: Enhance Appearance of Gateways, Main Streets, and Business Corridors
 - Goal ED-2: Update and implement a Gateway Master Plan for key gateways, main streets, and business corridors in Battle Mountain and the Austin/Kingston area.

- Issue No. 3: Participate in Land Use Planning for Future Development
 - Goal ED-3: Update and implement the Lander County Master Plan as needed in Battle Mountain and the Austin/Kingston area.

- Issue No. 4: Development of a Lander County Capital Improvements and Infrastructure Plan specifically for Economic Development Purposes
 - Goal ED-4: Complete a five-year Economic Development Capital Improvement and Infrastructure Plan consistent with the stated goals of the Future Industrial Needs Discovery (FIND) Project.

-
- Issue No. 5: Development and Business Incentives for Existing and New Businesses
 - Goal ED-5: Promote, assist, and provide incentives for the growth and vitality of existing businesses.
 - Goal ED-6: Attract new wealth and job-creating businesses to Lander County.

 - Issue No. 6: Employment Opportunities and Development of the Labor Force
 - Goal ED-7: Creation of employment opportunities and career advancement.

 - Issue No. 7: Capture of Local Residential Market Demand within the County
 - Goal ED-8: Encourage a variety of commercial activities to enhance and retain shopping opportunities to serve the population and increase sales tax revenues.
 - Goal ED-9: Maximize the county's market potential, in order to enhance and retain retail opportunities to serve the population, increase county revenues, as well as provide new employment opportunities.

 - Issue No. 8: Continued Implementation of the 2012 Economic Development Diversification, Community Business Enhancement and Marketing Plan
 - Goal ED-10: Continue to implement the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan in order to achieve the plan's stated goals.

Each issue below is followed by a set of sample survey questions. Detailed responses to each of these questions in this informal survey will allow the county, the Lander Economic Development Authority, the public, and other key stakeholders to discuss the progress made and to determine what barriers to economic development continue to exist, what responses have proven successful, not successful, or have met with limited success, and which policies, programs, and projects are continuing and being considered.

10.1 Issue No. 1: Redevelopment and Enhancement of Property in Need of Revitalization

- What existing county policies and programs encourage property owners to revitalize and invest in their properties?

- List the target areas that the county is currently targeting for revitalization.

-
- List new projects that the county has started in order to redevelopment and enhance areas in need of revitalization.
 - Provide a list showing changes in property tax revenue collected by the county for areas targeted for revitalization.
 - What revitalization techniques, as allowed under Nevada State Law, did the county use in order to redevelopment and enhance areas in need of revitalization?
 - Do you feel that residents in Battle Mountain and the Austin/Kingston area have a more favorable opinion about the general physical appearance of both areas and the county in general? Why or why not?
 - Is Lander County doing enough to redevelopment and enhance areas throughout the county in need of revitalization? Why or why not?

10.2 Issue No. 2: Enhance Appearance of Gateways, Main Streets, and Business Corridors

- Did Lander County complete a Gateway Master Plan?
- If completed, did Lander County provide an Annual Update of the Gateway Master Plan to the Lander Economic Development Authority?
- List the key elements, including any relevant goals, objectives, and strategies in the Gateway Master Plan (if applicable).
- What existing county policies, programs, and/or projects have enhanced the general appearance of gateways, main streets, and business corridors in Battle Mountain and in the Austin/Kingston area?
- List the major projects that the county has accomplished this year that are designed to enhance the appearance of gateways, main streets, and business corridors with project costs.
- List possible projects that the county could or should pursue in the next year that are designed to enhance the appearance of gateways, main streets, and business corridors with estimated project costs.
- Is Lander County doing enough to enhance the appearance of gateways, main streets, and business corridors located throughout the county in need of improvement? Why or why not?

-
- What more could Lander County do to improve the appearance of gateways, main streets, and business corridors in both Battle Mountain and the Austin/Kingston area?

10.3 Issue No. 3: Participate in Land Use Planning for Future Development

- Did Lander County provide an Annual Update of the Lander County Master Plan to the Lander Economic Development Authority?
- What were the main points in the Annual Update of the Lander County Master Plan as they pertain to economic development for both Battle Mountain and the Austin/Kingston area?
- What lands within Lander County were acquired by the county for community development and public purposes?
- What lands within Lander County could be potentially acquired by the county for community development and public purposes in the next year?
- What major development changes occurred within the county over the past year?
- What revisions to the Lander County Master Plan were made in the previous year that were needed to support and take advantage of emerging economic development opportunities?
- What revisions to the Lander County Master Plan might be needed in the coming year to support and take advantage of emerging economic development opportunities?

10.4 Issue No. 4: Development of a Lander County Capital Improvement and Infrastructure Plan specifically for Economic Development Purposes

- Did Lander County complete a Capital Improvement and Infrastructure Plan specifically for Economic Development purposes?
- If completed, did Lander County provide an Annual Update of the Capital Improvement and Infrastructure Plan specifically for Economic Development Purposes to the Lander Economic Development Authority?
- List the key elements, including any relevant goals, objectives, and strategies in the Capital Improvement and Infrastructure plan (if applicable).

-
- What existing county policies, programs, and/or projects have enhanced infrastructure in Battle Mountain and in the Austin/Kingston area designed to support economic development?
 - List the major projects that the county has accomplished this year that are designed to enhance infrastructure for economic development purposes with project costs.
 - List possible projects that the county could or should pursue in the next year that are designed to enhance infrastructure for economic development purposes with estimated project costs.
 - Is Lander County doing enough to enhance infrastructure throughout the county in need of improvement for economic development purposes? Why or why not?
 - What more could Lander County do to improve infrastructure in both Battle Mountain and the Austin/Kingston area for economic development purposes?

10.5 Issue No. 5: Development and Business Incentives for Existing and New Businesses

- What are the primary needs, limitations, and concerns of existing businesses within Lander County, including the Battle Mountain and Austin/Kingston areas, when it comes to expanding and growing their business?
- How can Lander County help businesses meet these needs, overcome these limitations, and help solve these concerns?
- Provide a summary of the total number of (1) new and (2) renewing business licenses for the past and current year.
- Did Lander County provide any small business revolving loan funds or façade improvement funds to any businesses within Lander County over the past year? If yes, provide details.
- Did Lander County provide any other incentives (waived or reduced business license fees, technical assistance, site selection assistance, etc.) to a business over the past year? If yes, provide details.
- What kinds of incentives can the county provide that it doesn't already to encourage new business relocation to the county, in either Battle Mountain or the Austin/Kingston area, and retention and expansion of existing businesses already located within the county?
- Is Lander County a business friendly county? Why or why not?

-
- How can Lander County improve its relationship with the business community?
 - How does the business community and Lander County's residents perceive the county's image? Consider existing design standards, amenities, safety and security, public improvements and infrastructure, etc. Specify for Battle Mountain, the Austin/Kingston area, and Lander County in general.

10.6 Issue No. 6: Employment Opportunities and Development of the Labor Force

- Provide a summary of different employment trends in Lander County over the past year including changes in the unemployment rate and year-over-year changes in the total number of individuals employed by major industry sector and in average annual and/or monthly incomes for the Austin/Kingston area, Battle Mountain, Lander County, and the State of Nevada.
- How many people approached Lander County for job training and job placement assistance?
- How many companies approached Lander County for job placement and employee recruitment assistance?
- Provide a detailed assessment (i.e. number of individuals assisted, etc.) of any employment and labor force development program created, operated, and administered by Lander County for the past year.
- Is Lander County doing enough to help employ area residents? Why or why not?
- Is Lander County doing enough to help businesses in the county find qualified workers? Why or why not?
- Is Lander County doing enough to work with area primary schools, community colleges, trade schools, universities and other centers of education to develop the area's workforce? Why or why not?

10.7 Issue No. 7: Capture of Local Residential Market Demand within the County

- What existing county policies and programs encourage residents and visitors to shop within Lander County in either Battle Mountain or the Austin/Kingston area?

-
- List the target areas that the county is currently targeting new retail development.
 - List new retail developments within the county, for both Battle Mountain and the Austin/Kingston area, over the past year and by the major retail category that they fit within.
 - What new or existing marketing materials has the county developed to support retail shopping within the county by county residents?
 - What new or existing marketing efforts has the county developed and implemented to encourage retail shopping within the county by county residents?
 - Provide a list showing changes in taxable retail sales and sales tax revenue collected by Lander County by major retail sector for the past year.
 - What areas of retail consumption does the county, in both Battle Mountain and the Austin/Kingston area, still lack?
 - What areas of retail consumption has the county done an effective job at satisfying local market demand?
 - Provide an estimate of the total number of individuals employed by major retail sector in the county for the past year.
 - Do you feel that Lander County residents have a wide selection of retail choices in both Battle Mountain and the Austin/Kingston area? Why or why not?

10.8 Issue No. 8: Continued Implementation of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan

- Should Lander County continue to implement the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan?
- Should Lander County update and revise the goals stated in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan? If so, which goals should be eliminated or changed? What new goals should be added?
- What goals within the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan were achieved in the previous year?
- What goals within the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan should be focused on the most for the coming year?

-
- Should Lander County update and revise the policies listed in the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan? If so, which policies should be eliminated or changed? What new policies should be added?
 - What policies within the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan did Lander County implement in the previous year? Where they successful? Why or why not? If not, what changes could be made to make them a success?
 - Is Lander County and/or the Lander Economic Development Authority doing enough to implement the goals, objectives, and policies of the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan? If 'yes', why? If 'no', why and how could Lander County and/or the Lander Economic Development Authority do a better job in implementing the 2012 Economic Diversification, Community Business Enhancement and Marketing Plan?