A 2015 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR THE WALKER BASIN RESTORATION PROJECT AREA
A 2015 COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR THE WALKER BASIN RESTORATION PROJECT AREA

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1.0 Executive Summary

Analysis and Results

The analysis presented in this Comprehensive Economic Development Strategy (CEDS) primer provides a detailed geographic and socio-economic profile, industrial and employment profile, and infrastructure profile of Lyon and Mineral counties, including a specific focus on the urban areas of Yerington and Smith Valley in Lyon County and Hawthorne in Mineral County. A summary of current economic development efforts and current economic development initiatives in the study area of Yerington, Smith Valley, Hawthorne, Lyon County, and Mineral County is also provided. In addition to U.S. Census Bureau data, data from various local, state, and federal sources were used and incorporated into the demographic and economic analysis of the study area.

As a CEDS primer, the analysis in this document does not provide a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the study area. The results of the analysis presented in this primer are designed to satisfy the requirements of ongoing work associated with the Walker Basin Restoration Project. In order to complete a fully approved U.S. Economic Development Administration CEDS, as defined in Title 13 of the Code of Federal Regulations, the completion of a comprehensive SWOT analysis, the development of an economic development mission, vision, and set of objectives, the development of specific economic development issues, strategies, and a plan of action, and the development of appropriate evaluation and performance measures would need to be completed.

Relative to the State of Nevada and based upon the demographic and economic analysis presented in this Comprehensive Economic Development Strategy primer, the study area in both Lyon and Mineral counties has experienced significant positive growth in several key indicators. Between 2000 and 2010, the estimated annual per capita income in Yerington grew by 16.0 percent, by 32.4 percent in Smith Valley, by 31.5 percent in Hawthorne, by 13.5 percent county-wide in Lyon County, and by 37.0 percent county-wide in Mineral County. Comparatively, per capita income state-wide in Nevada grew by just 25.6 percent between 2000 and 2010. Median household income in Yerington, Smith Valley, Hawthorne, Lyon County, and Mineral County increased between 2000 and 2010, growing by 8.9 percent, 9.1 percent, 19.4 percent, 37.9 percent, and 7.8 percent respectively.

In other areas, the study area in both Lyon and Mineral counties has experienced relatively poor economic performance relative to the State of Nevada. For example, over the 2008 to 2012 five-year period, annual per capita income in Yerington was $19,212 (just 68.5 percent of national annual per capita income), $25,925 in Smith Valley (just 92.4 percent of national annual per capita income), $23,991 in Hawthorne (just 85.5 percent of national annual per capita income), $21,003 in Lyon County (just 74.9 percent of national annual per capita income), and $22,257...
The estimated Civilian Unemployment Rate in Yerington was 17.0 percent, 8.7 percent in Smith Valley, 8.1 percent in Hawthorne, 18.0 percent county-wide in Lyon County, and 12.9 percent county-wide in Mineral County over the 2008 to 2012 five-year period. Comparatively, the estimated annual Civilian Unemployment Rate state-wide in Nevada was 11.9 percent and 9.3 percent nationally over the same 2008 to 2012 five-year period.


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

Based on the analysis presented regarding annual per capita income and civilian unemployment rates in the study area, Yerington (with a per capita income within 68.5 percent of national per capita income and a civilian unemployment rate 7.7 percent greater than the national civilian unemployment rate), Lyon County (with a per capita income within 74.9 percent of national per capita income and a civilian unemployment rate 8.7 percent greater than the national civilian unemployment rate), and Mineral County (with a per capita income within 79.3 percent of national per capita income and a civilian unemployment rate 3.6 percent greater than the national civilian unemployment rate) all meet the first two economic distress criteria as defined by Part 301 Subpart C of Title 13 of the Code of Federal Regulations.

**Geographic and Socio-Economic Profile**

Both Lyon County and Mineral County are strategically located in the west-central portion of the State of Nevada. The southern borders of each county are shared with the State of California and each county’s well developed network of federal (including U.S. Interstate 80 at the northern part of Lyon County, U.S. Highway 95, U.S. Highway 95 Alternate, and U.S. Highway 50) and state highways (including Nevada State Route 208, Nevada State Route 338, Nevada State Route 339, and Nevada State Route 359) provides Yerington, Smith Valley, and Hawthorne exceptional access to major population and tourism-destination centers in neighboring Washoe County to the west and major agricultural and natural resource extraction markets in neighboring Churchill County, Lander County, and Nye County to the east.

In 2010, the average household size for Yerington was 2.39 persons per household, 2.30 persons per household in Smith Valley, 2.09 persons per household in Hawthorne, 2.61 persons per household county-wide in Lyon County, and 2.11 persons per household county-wide in Mineral
County, generally comparable to the average household size for the State of Nevada (2.65 persons per household). However, while the average household size for the State of Nevada grew between 2000 and 2010, increasing by 1.1 percent, the average household size for Yerington, Smith Valley, Hawthorne, and for all of Mineral County declined between 2000 and 2011, declining by 2.4 percent, 9.1 percent, 6.7 percent, and 6.6 percent respectively. In Lyon County, the average household size remained unchanged between 2000 and 2011, remaining at 2.11 persons per year.

In 2010, approximately 67.6 percent of Yerington’s housing stock was owner-occupied and 32.4 percent was renter-occupied. In Smith Valley, 79.4 percent of the area’s housing stock was owner-occupied and 20.6 percent was renter-occupied. In Hawthorne, 66.3 percent of the town’s housing stock was owner-occupied and 33.7 percent was renter-occupied. County-wide in Lyon County, 72.6 percent of the county’s housing stock was owner-occupied and 27.4 percent was renter-occupied while 67.9 percent of Mineral County’s housing stock was owner-occupied and 32.1 percent was renter-occupied. Comparatively, 58.8 percent of Nevada’s state-wide housing stock was owner-occupied and 41.2 percent was renter-occupied in 2010.

**Industrial and Employment Profile**

The largest industries and employment sectors in Yerington (by resident employed) in 2010 were Educational Services, and Health Care and Social Assistance (650 total employees, 22.8 percent of all residents employed in Yerington), Public Administration (464 total employees, 16.3 percent), Arts, Entertainment, and Recreation, and Accommodation, and Food Services (325 total employees, 11.4 percent), and Retail Trade (391 total employees, 13.7 percent).

In Smith Valley, the largest industries and employment sectors in 2010 were Other Services, Except Public Administration (166 total employees, 22.9 percent of all residents employed area-wide), Construction (136 total employees, 18.8 percent), Educational Services, and Health Care and Social Assistance (94 total employees, 13.0 percent), and Public Administration (88 total employees, 12.2 percent).

In Hawthorne, the largest industries and employment sectors in 2010 were Educational Services, and Health Care and Social Assistance (371 total employees, 20.5 percent of all residents employed in Hawthorne), Public Administration (305 total employees, 16.9 percent), Professional, Scientific, and Management and Administrative and Waste Management Services (241 total employees, 13.3 percent), and Arts, Entertainment, and Recreation, and Accommodation, and Food Services (219 total employees, 12.1 percent).

The largest industries and employment sectors county-wide in Lyon County (by resident employed) in 2010 were Educational Services, and Health Care and Social Assistance (3,220 total employees, 15.9 percent of all residents employed county-wide), Retail Trade (2,862 total employees, 14.1 percent), Manufacturing (2,609 total employees, 12.9 percent), and Arts, Entertainment, and Recreation, and Accommodation, and Food Services (2,270 total employees, 11.2 percent).
In Mineral County, the largest industries and employment sectors in 2010 were Educational Services, and Health Care and Social Assistance (402 total employees, 20.4 percent of all residents employees county-wide), Public Administration (338 total employees, 17.2 percent), Professional, Scientific, and Management and Administrative and Waste Management Services (265 total employees, 13.5 percent), and Arts, Entertainment, and Recreation, and Accommodation, and Food Services (219 total employees, 11.1 percent).

In Nevada, the largest industries and employment sectors in 2010 were Arts, Entertainment, and Recreation, and Accommodation, and Food Services (312,936 total employees, 25.1 percent of all residents employed state-wide), Educational Services, and Health Care and Social Assistance (185,240 total employees, 14.9 percent), Retail Trade (144,831 total employees, 11.6 percent), and Professional, Scientific, and Management and Administrative and Waste Management Services (127,789 total employees, 10.3 percent).

**Infrastructure**

Existing water, sewer, electricity, and gas systems throughout Lyon County, including in the Smith Valley area and in the city of Yerington, are adequate to support and maintain current usage and to support immediate future residential, industrial, commercial-retail, and professional office development throughout the county. Both the 2010 Lyon County master plan and the revised 2007 city of Yerington master plan identify several needs, goals, targets, objectives, and strategies for improving basic infrastructure needs in each of the county’s diverse communities.

Lyon County has excellent and convenient access to multiple forms of transportation for personal and commercial use including one major federal interstate (U.S. Interstate 80), three major federal highways (U.S. Highway 50, U.S. Highway 95, and U.S. Highway 95 Alternate), and several major state highways (Nevada State Highway 208, Nevada State Highway 338, Nevada State Highway 339, and Nevada State Highway 829). The city of Fernley, located in the northern part of Lyon County, is located adjacent to a major Union Pacific railroad corridor with both eastbound and westbound railroad lines.

There are four major airfields or airports located throughout Lyon County including the Dayton Airport, the Mason Valley (city of Yerington Municipal) Airport, the Silver Springs Airport, and the Smith Valley Airport. Both Lyon County and the city of Yerington view each airport as a major economic development asset for the county and for each individual community.
2.0 Introduction

As part of the Walker Basin Restoration Program, Lyon County and Mineral County, in partnership with many different public-sector and private-sector agencies and organizations, are currently pursuing a variety of strategic economic development policies, programs, and projects designed to create mid to high-skill level jobs that pay mid to high-level wages, offer individuals meaningful opportunity for general upward mobility while improving the overall quality of life in both communities. Several different economic agencies and organizations, including the Governor’s Office of Economic Development, the Western Nevada Development District, the Highway 95 Rural Development Authority, the Northern Nevada Development Authority, the Lyon County Economic Development Division, and the Mineral County Economic Development Authority, continue to work together in collaborative and productive ways designed to diversify Lyon County’s and Mineral County’s economic base.

Several University of Nevada, Reno centers and entities, including the University Center for Economic Development, the Center for Regional Studies, University of Nevada Cooperative Extension, and the Nevada Small Business Development Center, continue to provide technical assistance in the development of alternative agricultural practices in the agricultural communities of Yerington and Smith Valley in Lyon County and business development assistance in Hawthorne in Mineral County. These efforts are designed to conserve water usage throughout the Walker Basin Restoration Project area as a way of restoring Walker Lake, to create a sustainable agricultural landscape throughout the basin, and increase per capita incomes while reducing unemployment in the economically distressed basin.

Lyon County and Mineral County are adjacent counties located in the west-central part of the State of Nevada. The City of Yerington, the current county seat, is located in the central part of Lyon County, and the census designated place of Smith Valley, including the two village centers of Smith and Wellington, is located in the south-central part of Lyon County. The town of Hawthorne, the current county seat, is generally located in the central part of Mineral County.

Overall population change throughout the region between 2000 and 2010 has been varied. The total population in Yerington declined by just 1.0 percent, declining from 7,968 total individuals in 2000 to 7,886 individuals in 2010. However, the total population in Smith Valley increased by 6.8 percent, increasing from 1,564 individuals in 2000 to 1,670 individuals in 2010. Overall, Lyon County’s total residential population increased significantly between 2000 and 2010, increasing from 34,501 individuals in 2000 to 51,980 individuals in 2010, an increase of 50.7 percent. The total population in Hawthorne decreased from 3,928 individuals in 2000 to 3,789 individuals in 2010, a decrease of 3.5 percent while Mineral County’s total residential population decreased from 5,071 individuals in 2000 to 4,772 individuals in 2010, a decrease of 5.9 percent.
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 primer 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 primer is not a required element of the master plan, Lyon County and Mineral County may pursue the development of a Comprehensive Economic Development Strategy, for each jurisdiction separately, jointly, or for a geographic region determined to share regional economic development interests.

This Comprehensive Economic Development Strategy primer is also designed to partially 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
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.

Title 13 of the Code of Federal Regulations also requires that any approved Comprehensive Economic Development Strategy at the town, municipal, or county level be consistent with any strategic economic development plan or approved Comprehensive Economic Development Strategy developed and currently being implemented at the appropriate regional or state level. For Lyon and Mineral counties, this will require the incorporation of any local-level (town, municipal, or county) economic development strategies, goals, and objectives that may have been developed prior to the development of this CEDS primer. Lyon and Mineral counties will also have to incorporate the goals, strategies, and objectives developed in the Nevada state plan for economic development, adopted February 2012, the Western Nevada Development District’s Stronger Economies Together Blueprint, adopted November 2012, and the Western Nevada Development District’s Comprehensive Economic Development Strategy, completed in September 2013.
4.0 Overview of Current Economic Development Efforts

This section explores ongoing current economic development efforts in the study area of Yerington and Smith Valley in Lyon County and Hawthorne in Mineral County. Several programs and organizations are responsible for developing, implementing, and administering economic development policies, programs, and projects within the study area. A brief summary of the Walker River Basin Restoration Program, the Northern Nevada Development Authority, the Highway 95 Rural Development Authority, the Western Nevada Development District, Lyon County Economic Development, and the Mineral County Economic Development Authority is provided in this section.

4.1 The Walker Basin Restoration Program (http://www.walkerbasin.org/)

The city of Yerington and the area of Smith Valley in Lyon County and the town of Hawthorne in Mineral County are located within the geographically designated Walker Basin Restoration Program area. The Walker River Basin Restoration Program was started in 2009. The purpose of the project is to restore and maintain Walker Lake, and to protect agricultural, environmental, and habitat interests in the Walker Basin. The National Fish and Wildlife Foundation, a federally chartered non-profit organization created in 1984 to further the conservation and management of the nation’s fish, wildlife, plant, and habitat resources, is currently responsible for the administration of the Walker Basin Restoration Program.

The Walker River Basin Restoration Program works in partnership with local communities, private landowners, water managers, tribes, and a variety of public agencies. Local partners include the city of Yerington, Lyon County, the Mason and Smith Valley conservation districts, Mineral County, Mono County, the Nature Conservancy, Trout Unlimited, the Walker River Irrigation District, and the Walker Lake Working Group. State partners include the Walker River Paiute Tribe, the Yerington Paiute Tribe, the Desert Research Institute, the Nevada Division of Water Resources, and the University of Nevada, Reno. Federal partners include the U.S. Bureau of Indian Affairs, the U.S. Bureau of Reclamation, the U.S. Board of Water Commissioners, the U.S. Fish and Wildlife Service, and the U.S. Geological Survey.

The program supports the voluntary sale and lease of water and related interests, as well as associate conservation, stewardship, and research activities. The program is designed to reverse ongoing declines in the overall water level of Water Lake by finding a balance between the interests of landowners, water-use organizations, Indian Tribes, local, state, and federal governments, and various non-profit organizations through a series of individual implementation strategies, including:

- A voluntary water rights acquisition program with willing sellers.
• Three year water leasing demonstration program developed and administered by the Walker River Irrigation District.
• Ongoing research, evaluation, modeling, and decision support activities conducted by the University of Nevada, Reno and the Desert Research Institute.
• A conservation and stewardship program focused on land stewardship, water conservation, alternative agriculture, watershed improvement and establishment of a local non-profit organization to hold and exercise acquired water rights.

The current status of the Walker Basin Restoration Program includes several ongoing efforts, including:

• Continued purchase negotiations with several interested sellers.
• Ongoing valuation and criteria designed to optimize ongoing efforts and assets.
• Development of a storage water leasing program.
• Ongoing re-vegetation efforts on approximately 780 acres.
• Building relationships with stakeholders working within the system.
• Change applications ongoing with the Nevada State Engineer in the Nevada Division of Water Resources.

Ongoing improvement efforts in the Walker Basin area include:

• Removal of the abandoned McLeod diversion structure.
• Replacement of the Goldfield Avenue diversion structure.
• Replacement of the Mason Road diversion structure.
• Replacement of the main diversion weir.
• Ditch consolidation design and planning, implementation, and administration.
• A study to determine the feasibility of incorporating a regulating reservoir within Mason Valley in order to aid in water management efforts.

Further development of a strategic economic development plan for the Walker Basin region will have to incorporate the overall goal, implementation strategies, and efforts of the Walker Basin Restoration Program.

4.2 The Northern Nevada Development Authority (https://nnda.org/)

The Northern Nevada Development Authority is the recognized regional economic development authority for the Sierra Region of Nevada, comprising Carson City, Churchill County, Douglas County, Storey County, and Lyon County. The Northern Nevada Development Authority is a non-profit organization funded by the State of Nevada, the member counties and cities within the region, and through donations from different investor partners. The authority is responsible for administering a broad economic development program and is very active in most areas of economic development including education, workforce development, capital acquisition, infrastructure development, code and policy improvement, business development and expansion, health care, and technology with the goal of supporting and enhancing the best possible climate for business success.
The Northern Nevada Development Authority has developed several programs that it is currently implementing throughout the Sierra Region of Nevada, including:

- **Branding:** The Northern Nevada Development Authority has branded its territory the Sierra Region. This branding effort includes staff outreach to the member counties and municipalities in order to promote inter-county planning and collaboration on related economic development initiatives. The Northern Nevada Development Authority produces regular editorials designed to educate the public within the Sierra Region on ongoing economic development efforts and strives to encourage networking between public-sector and private-sector interests within the region. The Northern Nevada Development Authority also administers 12 action and advisory committees populated with approximately 300 community business leaders located throughout the Sierra Region.

- **Regional Industry and Targets:** Different industries depend on controlling their environment within their manufacturing facilities, including pharmaceuticals, medical device manufacturers, computer disc manufacturing and assembly, nutraceutical, aerospace, electronics, and biotech. The climate of the Sierra Region supports a lower operational cost to companies within these targeted industries due to a combination of low humidity, lack of high temperature spikes, and an altitude that discourages biotic breakouts in the plant. The Sierra Region also boasts several key assets that support each of these target industries including the University of Nevada, Reno’s School of Medicine and School of Pharmacy and several technical education programs offered through Western Nevada College and Truckee Meadows Community College.

- **Local Brand Targets:** The Northern Nevada Development Authority has developed a series of local brand targets for each major local jurisdiction within the Sierra Region. These local brand targets take into account the special circumstances of each ‘micro-brand’ including certain special development opportunities and the collective desire of that locales leadership and citizens. These local brand targets within the Sierra Region include:
  - Carson City: Digital High Tech, Food and Dairy Processing
  - Douglas County: Outdoor Lifestyle Manufacturing, Science and Engineering Manufacturing
  - Lyon County (Mound House and Dayton): Aerospace
  - Lyon County (Silver Springs): Defense Contracting and Manufacturing
  - Lyon County (Fernley): (Strategic Planning for Fernley Currently Underway)
  - Lyon County (Mason Valley and Smith Valley): Advanced Agriculture
  - Storey County (Tahoe-Reno Industrial Center): Logistics
  - Storey County (Virginia City): Tourism
  - Churchill County: Advanced Agriculture, Geothermal Energy, and Defense

- **Provide Information:** The Northern Nevada Development Authority is committed to marketing the Sierra Region by providing businesses the following types of information:
  - Available buildings and sites for business and industry.
Industrial parks and their amenities.
Detailed demographic information.
Detailed area maps.
Labor market data.
Transportation and market access.
Comprehensive calendar of regional events and activities.

4.3 The Highway 95 Rural Development Authority (http://hwy95rda.com/)

The Highway 95 Rural Development Authority is a private non-profit economic development organization formed to steer and encourage new private sector investment in the communities located along U.S. Highway 95. As a joint economic development organization, comprised of the City of Fallon Economic Development, the Mineral County Economic Development Authority, and the Pershing County Economic Development Authority, and in partnership with the Nevada Small Business Development Center, the Highway 95 Rural Development Authority provides technical assistance to new and existing businesses along the U.S. Highway 95 corridor between Lovelock in Pershing County and Hawthorne in Mineral County.

The Highway 95 Rural Development Authority provides assistance in three general resource categories, including business resources, entrepreneurial resources, and infrastructure resources. As part of its business resource offerings, the Highway 95 Rural Development Authority provides access and links to the U.S. Department of Agriculture’s Rural Development office, HUBZone certification in Mineral County, the Small Business Administration, the Nevada Microenterprise Initiative, the Rural Nevada Development Corporation, the Nevada State Development Corporation, and the Nevada Catalyst Fund.

Entrepreneurial resources include access and links to the Nevada Small Business Development Center, the Nevada Governor’s Office of Economic Development, Nevada Job Connect, and the Nevada Department of Employment, Training, and Rehabilitation. Infrastructure resources are focused on marketing business parks within each county. Pershing County, the city of Fallon, and Mineral County have each built separate business parks with modern infrastructure including broadband Internet connectivity, sewer, water, electricity, and roads. In Hawthorne, the Hawthorne Business Park consists of two acres of land located adjacent to U.S. Highway 95. The Hawthorne Business Park is equipped with electricity and sewer.

In addition to providing demographic data on Pershing County, the city of Fallon, and Mineral County, the Highway 95 Rural Development Authority also supports two ongoing workforce development programs, including the Train Employees Now program and Silver State Works. The Train Employees Now program provides short-term skills-based intensive job training designed to assist new and expanding businesses located within the region to reach peak productivity levels as quickly as possible. Major elements of the Train Employees Now program include the development of a job applicant list, programming, materials, and classroom training. The Silver State Works initiative was designed to create opportunities for prospective employers to help strengthen Nevada’s economy while receiving incentives for hiring pre-screened
qualified employees. Prospective employers can receive up to $2,000.00 for each pre-screened and qualified employee the firm hires.

The Highway 95 Rural Development Authority has identified six key target industries, including:

- Agribusiness
- Mining
- Clean Energy
- Defense
- Retail
- Tourism

Central Nevada’s climate makes for long growing seasons. Alfalfa, produce, wine grapes, and ranching are key agricultural outputs within the Highway 95 Rural Development Authority region. The Goal of the Highway 95 Rural Development Authority is to increase the producing, processing, local consumption, and export of food products such as produce, fish, and milk and dairy products, from farming and value-added incentives within the region. Mining is a widespread and profitable portion of central Nevada’s economy. Gold, silver, diatomite, and gypsum are actively mined within the Highway 95 Rural Development Authority region and mining activity remains a primary employment base throughout the area. Geothermal, wind, and solar power production and generation have each been identified as potential opportunities for central Nevada. The Highway 95 Rural Development Authority is currently working with several private developers, energy producers, utility companies, and various local, state, and federal government agencies to explore the potential for expanded renewable and clean energy development and production throughout the area.

The U.S. Naval Air Station Fallon in the city of Fallon and the Hawthorne U.S. Army Ammunition Depot are two assets that are central to the region’s and state’s defense industry. In Mineral County, the Hawthorne U.S. Army Ammunition Depot is the largest facility of its kind in the world and covers approximately 226 square miles and is located adjacent to the town of Hawthorne. Central Nevada’s retail sector is supported primarily by the main industries located throughout the Highway 95 Rural Development Authority region. Farming equipment retailers support the region’s ongoing agricultural sector. The area’s mining companies and active mineral extraction operation centers support different firms across the mining supply chain. Active military personnel, their families, and supporting on-base civilian personnel support locally owned and operated businesses in both the city of Fallon and the town of Hawthorne.

4.4 The Western Nevada Development District (http://wndd.org/)

The Western Nevada Development District, first created in 1983, in a voluntary non-profit organization consisting of the independent municipality of Carson City and the eight counties of Churchill County, Douglas County, Humboldt County, Lyon County, Mineral County, Pershing County, Storey County, and Washoe County. The Western Nevada Development District is:
• A forum for the nine participating jurisdictions to discuss and address common concerns and opportunities of regional importance.
• An economic development district designated by the U.S. Economic Development Administration and the U.S. Department of Commerce.
• A 501(c)(4) U.S. Internal Revenue Service designated private sector non-profit organization.
• A tax exempt organization as designed by the State of Nevada Department of Taxation.
• A Census Data Center affiliate.
• A provider of shared professional staff for its members.
• A promoter of fiscal efficiency and working for opportunities through joint activities.

In addition to several strategic economic development planning initiatives, including completion of the Stronger Economies Together program in 2012 and publication of a U.S. Economic Development Administration approved Comprehensive Economic Development Strategy in 2014, the Western Nevada Development District continues to develop project applications, secure funding, and implement several projects throughout the district, including:

• Infrastructure improvements at the Carson City Airport Industrial Park.
• Development and improvement of the Carson Valley Industrial Park, including improvements in drainage.
• Infrastructure improvements at the Douglas County Meridian Industrial Park.
• An economic feasibility study of the reconstruction of the Virginia and Truckee (V&T) Railroad spanning Carson City, Douglas County, Lyon County, and Storey County.
• Infrastructure improvements at the New River Business Park in the city of Fallon.
• Expansion of the city of Fernley Wastewater Treatment Facility.
• Flood mapping for disaster mitigation management in Carson City, Douglas County, Lyon County, and Storey County.
• Information kiosk in Lovelock.
• The Lovelock Wastewater Treatment Facility.
• Improvement of the Santa Maria Trail in Dayton, Lyon County.
• Improvement of the Wilson Canyon Trail in Lyon County.
• Planning assistance for a Rural Business Opportunity Grant for Mineral County.
• Infrastructure improvements for an industrial park in Mineral County adjacent to the town of Hawthorne.
• Store front improvements for businesses located in Hawthorne, Mineral County.
• Provision of a $15,000 matching grant and collaboration with Northern Nevada Development Authority, NorthernNVision economic development strategic planning initiative for the Western Nevada Development District nine jurisdiction region.
• Infrastructure improvements at the Pershing County Industrial Park.
• General infrastructure improvements at the Silver Springs Airport in Lyon County.
• Completion of a preliminary engineering report for Silver Springs in Lyon County.
• Development and improvement of the Silver Springs Wastewater Treatment facility.
• Land acquisition assistance for a recreational park in Smith Valley in Lyon County.
• Various recreational park improvements in the city of Yerington.
• Extension of the city of Yerington’s waterline.
The Western Nevada Development District continues its efforts in each of the nine member jurisdictions, including Lyon County and Mineral County, by responding to the needs and requests of its members and working with a variety of public-sector and private-sector partners to development, implement, and administer ongoing economic development projects.

The Western Nevada Development District also currently administers a Business Microloan Program. The goal of this program is to provide capital needed in order to encourage economic growth and support the establishment of new businesses and expansion of existing businesses to create jobs in northern Nevada and throughout the Western Nevada Development District. Eligible loan recipients, typically small businesses operating in rural communities throughout the district, can use the funds for equipment purchase, leasehold agreements, machinery and supplies, business enlargement, repair, modernization, or development, purchasing and development of land, easements, rights-of-way, buildings, facilities, leases or materials, start-up operating costs, and working capital. The Western Nevada Development District requires that all loans be secured with some form of collateral, including real property, purchased equipment, machinery, fixtures, and other business or personal assets.

4.5 Lyon County Economic Development

The Lyon County Economic Development division is part of the Lyon County Office of the County Manager. In Lyon County, the County Manager serves as the Chief Administrative Officer for several county functions and departments, including:

- Department of Administration
- Department of Community Development (including Building & Planning)
- Department of Human Services
- Department of Public Works
- Public Guardian
- Emergency Management
- Code Enforcement

The functions of the County Manager include:

- Support and administer the policy initiatives and procedures of the Lyon County Board of County Commissioners.
- Represent the Lyon County Board of County Commissioners and Lyon County in legislative activities at the state and federal level.
- Work with local, state, and federal governments.
- Develop, propose, and implement the county’s annual budget in cooperation with the Comptroller.
- Negotiate contracts, agreements, loans, and other items in cooperation with elected and appointed officials and department heads.
- Seek public input and provide for a public information system.
As a government, Lyon County has partnered with several local governments, state government agencies, and the private sector to build an economic development process designed to retain businesses in Lyon County and attract new businesses to the region. Lyon County is partnered with the Northern Nevada Development Authority and the Western Nevada Development District to bring together the tools and processes designed to enhance the Lyon County Economic Development’s abilities.

### 4.6 The Mineral County Economic Development Authority


The Mineral County Economic Development Authority is a private non-profit agency that coordinate’s with local, state, and federal agencies to further the economic and social condition of all Mineral County residents, through effective communication, public education, and all means available. As a 501(c)(3) private non-profit agency, the Mineral County Economic Development Authority is organized for the purpose of industry attraction, job creation, and community development and education. The Mineral County Economic Development Authority is the recognized economic development organization for Mineral County and can provide assistance with community and economic development, site-selection, local representation, temporary office space, workforce development, applications, job fairs, recruitment, education, business consulting, business plan development, micro-loans, and any reasonable service designed to help create new jobs in Mineral County.

The services offered by the Mineral County Economic Development Authority include:

- Assistance with Nevada licensing requirements
- Assistance with Mineral County licensing requirements
- Workforce development
- A mini business incubator
- Technology Resource Center
- Small business development assistance
- Business training seminars, including NxLevel, Quickbooks, How to Sell on Ebay
- Employment applications
- Unemployment assistance applications
- Tourism event development
- Community coordination and collaboration
- Regional coordination and collaboration
- Art as an economic engine
- Redevelopment opportunities

Local businesses in the town of Hawthorne and throughout Mineral County are welcome to post job openings on the Mineral County Economic Development Authority’s job board, use the authority’s training room for job fairs and training events, use the authority’s computer facilities to conduct skills tests, and develop business plans.
The Mineral County Economic Development Authority’s mini business incubator can house up to four small businesses in the Mineral County Economic Development Authority’s office located in the town of Hawthorne. The mini business incubator provides up to one year of temporary and very limited office space, assistance with business development administration in order to help the small business grow into a self-sustaining enterprise. Participating businesses are required to provide their own printer, printer ink and paper, phone, and phone line. To qualify, the participating business must be active or have an approved business idea, a local and state business license, a business plan, and the desire to grow the business into a permanent privately owned location. Participating businesses are also given assistance in applying for loans from the Nevada Microenterprise Initiative, the Rural Nevada Development Corporation, the U.S. Small Business Administration, and the Veteran’s Administration, as well as other funding sources.
5.0 Analysis: Background and Existing Conditions

This section identifies the study area’s current geographic profile, existing demographic and socio-economic conditions, broader economic conditions including national, state, and county-wide economic characteristics, required by the 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

Lyon County consists of approximately 2,016 total square miles, and consists of approximately 30,000 separate parcels of land. Approximately 1,994 total square miles is land and approximately 23 square miles is water. The city of Fernley in the northern portion of the county and the city of Yerington in the central portion of the county are the county’s two incorporated cities. Lyon County is immediately adjacent to Storey County and Washoe County to the north, Churchill County and Mineral County to the east, Mineral County and Mono County (California) to the south, and Douglas County and Carson City to the west.

Approximately 73.0 percent of Lyon County’s land mass is owned and managed by the U.S. federal government, split between the U.S. Bureau of Land Management (approximately 44.0 percent) and the U.S. Forest Service (approximately 21.0 percent). Designated tribal and reservation lands consists of approximately 4.0 percent of all land within Lyon County. Lyon County was one of the original nine Nevada counties created during statehood in 1861. The county is named after Nathaniel Lyon, the first Union General to be killed during the American Civil War. The city of Yerington is the current county seat. Prior to 1911, the current census designated place of Dayton served as the county seat from 1861.

The city of Yerington, situated in the central portion of Lyon County, is the current county seat of Lyon County. It is located at the general intersection of U.S. Highway 95 Alternate, Nevada State Route 339, and Nevada State Route 208 and is generally situated in the Mason Valley area. Yerington is located approximately 47 miles south of the city of Fernley along U.S. Highway 95 Alternate; approximately 63 miles south-west of the city of Fallon along U.S. Highway 95 Alternate; approximately 58 miles north-west of the town of Hawthorne along U.S. Highway 95 Alternate; and approximately 65 miles east by south-east of Carson City along U.S. Highway 95 Alternate and U.S. Highway 50.

Historically, Yerington has also been known as Pizen Switch and Greenfield. Mason Valley, the general area in which Yerington is located, is widely known for its agricultural production. In 1854, it is believed that N. H. A. Mason, a cattle rancher, was driving his cattle from California...
into Nevada and happened to pass through what is now known as Mason Valley. Five years later, N. H. A. Mason returned to the area and settled the town of Pizen Switch which would later be named Greenfield and then Yerington. Eventually, the entire area was named Mason Valley in honor of N. H. A. Mason. As early as 1873, it was agreed that the town of Pizen Switch and the Mason Valley area had grown significantly enough to merit a name change. In 1879, the town of Pizen Switch was renamed Greenfield.

The name of Greenfield was changed in 1894 to Yerington in honor of Henry Marvin Yerington. H. M. Yerington had significant influence during the formative decades of Nevada’s history as the then General Manager of the Virginia & Truckee Railroad. The residents of Greenfield-Yerington had hoped that by renaming Greenfield for H. M. Yerington that Yerington would use his influence to build a rail line along the western side of Walker River that would connect the town by rail to other communities. Although Yerington did not build a railroad line on the western side of the Walker River, the town retained its name as Yerington. The town of Yerington was incorporated as a municipality under Nevada state law in 1907 and became the current county seat of Lyon County in 1911.

Smith Valley is generally situated in the south-central portion of Lyon County. The two village centers of Smith and Wellington are generally located approximately 26 miles south-west of the city of Yerington along Nevada State Route 208 and approximately 31 miles south-east of Minden along Nevada State Route 208 and U.S. Highway 395. According to the December 2010 Lyon County Comprehensive Master Plan, the two village centers of Smith and Wellington, located on the southern end of Smith Valley along Nevada State Route 208, include several non-agricultural businesses including auto-repair, dental and legal services, restaurants, bars, beauty salons, and mini-markets. Smith Valley is a large agricultural production center and current farming activities include the production of pasture grasses, grains, grass hay, and alfalfa hay. Cattle and sheep grazing in the valley and surrounding mountain ranges also comprise a large portion of overall agricultural production in Smith Valley.

Mineral County consists of approximately 3,813 total square miles. Approximately 3,756 square miles is land and approximately 57 square miles is water. There are no incorporated cities in Mineral County. The town of Hawthorne is the current county seat and other notable population centers include the unincorporated towns of Luning and Walker Lake and the census designated places of Mina and Shurz. Mineral County is immediately adjacent to Churchill County to the north, Nye County to the east, Esmeralda County to the south-east, Mono County (California) to the south-west, and Lyon County to the west. Mineral County was constituted as an independent county in 1911. Prior to becoming an independent county, the land within Mineral County was once part of Esmeralda County and the county seat then was situated in, the now ghost town, of Aurora. After the creation of Mineral County, Hawthorne was named the county seat of Mineral County and Esmeralda County’s seat was moved to Goldfield.

The town of Hawthorne, generally situated in the central portion of Mineral County and immediately south of Walker Lake, is the current county seat of Mineral County. It is located at the general intersection of U.S. Highway 95 and Nevada State Route 359. Hawthorne is located approximately 72 miles south of the city of Fallon along U.S. Highway 95; approximately 103 miles to the west by north-west of Tonopah along U.S. Highway 95; approximately 119 miles
north of Bishop (California) along U.S. Highway 95, Nevada State Route 360, and U.S. Highway 6; and approximately 113 miles east by south-east of Minden along U.S. Highway 95, U.S. Highway 95 Alternate, Nevada State Route 339 and 208, and U.S. Highway 395.

Hawthorne, as a settlement, was founded in 1881 as a division point on the Carson & Colorado Railroad. In 1911, Nevada State Senator Fred Balazar of Hawthorne succeeded in persuading the Nevada State Legislature to create Mineral County from part of Esmeralda County and name Hawthorne the county seat. During World War II, Hawthorne was chosen to serve as U.S. Department of Defense’s central ammunition depot. First established in 1930 as the Naval Ammunition Depot Hawthorne, it was transferred to the U.S. Army in 1977 and renamed the Hawthorne Army Ammunition Depot. Located immediately adjacent to the town of Hawthorne, the Hawthorne Army Ammunition Depot covers approximately 226 square miles and contains approximately 600,000 square feet of storage space spread across approximately 2,500 bunkers.

Walker Lake, located completely in Mineral County and approximately five miles north of Hawthorne, has a maximum length of approximately 18 miles, a maximum width of seven miles, an estimated surface area of approximately 50 square miles, and a maximum estimated depth of approximately 500 feet. Walker Lake is a natural lake that is fed from the north by the Walker River and has no natural outlet except for absorption and evaporation. The Walker River itself is formed in southern Lyon County by the confluence of the East Walker and West Walker rivers. The East Walker River is regulated by the Bridgeport Reservoir and the West Walker River is formed directly from snowmelt produced in the Sierra Nevada Mountains. The terminus of the Walker River is Walker Lake.

Figure 5.1 maps the location of the Nevada portion of the Walker River Basin, the city of Yerington and the Smith Valley area in Lyon County, and the town of Hawthorne in Mineral County. Lyon County and Mineral County are both highlighted.
Figure 5.1 – Geographic Location of Study Area
Walker River Basin, Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County
5.2 Demographic and Socio-Economic Conditions

When possible, comparison between the three urban areas of Yerington, Smith Valley, and Hawthorne, Lyon County and Mineral County and the State of Nevada are made in the population, race and ethnicity, age, housing, economic profile, labor force and employment, and business profiles provided in this section.

5.2.1 Population

Table 5.1 presents changes in total residential population between 2000 and 2010 for the urban areas of Yerington, Smith Valley, and Hawthorne, Lyon County and Mineral County, and the State of Nevada. Yerington, Hawthorne, and Mineral County as a whole each experienced population decline between 2000 and 2010 while Smith Valley, whose residential population grew at a rate less than the state’s residential population, and Lyon County as a whole, whose residential population grew at a rate significantly greater than the state’s residential population, experienced residential population growth between 2000 and 2010.

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>2000</th>
<th>2010</th>
<th>Actual Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yerington</td>
<td>7,968</td>
<td>7,866</td>
<td>-82</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Smith Valley</td>
<td>1,564</td>
<td>1,670</td>
<td>106</td>
<td>6.8%</td>
</tr>
<tr>
<td>Hawthorne</td>
<td>3,928</td>
<td>3,789</td>
<td>-139</td>
<td>-3.5%</td>
</tr>
<tr>
<td>Lyon County</td>
<td>34,501</td>
<td>51,980</td>
<td>17,479</td>
<td>50.7%</td>
</tr>
<tr>
<td>Mineral County</td>
<td>5,071</td>
<td>4,772</td>
<td>-299</td>
<td>-5.9%</td>
</tr>
<tr>
<td>State of Nevada</td>
<td>1,998,257</td>
<td>2,700,551</td>
<td>702,294</td>
<td>35.1%</td>
</tr>
</tbody>
</table>


Between 2000 and 2010, Lyon County’s total residential population increased by 17,479 total residents, a percentage increase of 50.7 percent, while Mineral County’s total residential population decreased by 299 total residents, a percentage decrease of 5.9 percent. Yerington’s total residential population decreased by 82 total residents (a 1.0 percent decline); Smith Valley’s total residential population increased by 106 total residents (a 6.8 percent increase); and Hawthorne’s total residential population decreased by 139 total residents (a 3.5 percent decline). Comparatively, the State of Nevada’s total residential population grew by 702,294 total residents (a 35.1 percent increase) between 2000 and 2010.

Table 5.2 presents changes in the total number of households residing within each jurisdiction between 2000 and 2010 for the urban areas of Yerington, Smith Valley, and Hawthorne, Lyon County and Mineral County, and the State of Nevada.
Between 2000 and 2010, the total number of households residing throughout Lyon County grew by 6,801 total households, a percentage increase of 52.3 percent, and the total number of households residing throughout Mineral County grew by 43 total households, a percentage increase of 2.0 percent. The growth rate in Lyon County is significantly larger than the growth rate in the total number of households residing throughout the State of Nevada (34.0 percent growth between 2000 and 2010) while Mineral County’s growth rate in the total number of households is significantly less than the state-wide growth rate. The total number of households residing in Yerington grew by 77 total households (a 2.5 percent increase) and the total number of households residing in Smith Valley grew by 111 total households (an 18.1 percent increase) between 2000 and 2010. Between 2000 and 2010, the total number of households residing in Hawthorne grew by 56 total households (a 3.2 percent increase).

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>2000</th>
<th>2010</th>
<th>Actual Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yerington</td>
<td>3,102</td>
<td>3,179</td>
<td>77</td>
<td>2.5%</td>
</tr>
<tr>
<td>Smith Valley</td>
<td>614</td>
<td>725</td>
<td>111</td>
<td>18.1%</td>
</tr>
<tr>
<td>Hawthorne</td>
<td>1,732</td>
<td>1,788</td>
<td>56</td>
<td>3.2%</td>
</tr>
<tr>
<td>Lyon County</td>
<td>13,007</td>
<td>19,808</td>
<td>6,801</td>
<td>52.3%</td>
</tr>
<tr>
<td>Mineral County</td>
<td>2,197</td>
<td>2,240</td>
<td>43</td>
<td>2.0%</td>
</tr>
<tr>
<td>State of Nevada</td>
<td>751,165</td>
<td>1,006,250</td>
<td>255,085</td>
<td>34.0%</td>
</tr>
</tbody>
</table>


5.2.2 Race and Ethnicity

Table 5.3 presents the total residential populations of Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada divided by race and ethnicity for 2010.

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Yerington</th>
<th>Smith Valley</th>
<th>Hawthorne</th>
<th>Lyon County</th>
<th>Mineral County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic/Latino</td>
<td>1,613</td>
<td>206</td>
<td>360</td>
<td>7,674</td>
<td>436</td>
<td>716,501</td>
</tr>
<tr>
<td>Non-Hispanic, White</td>
<td>5,550</td>
<td>1,392</td>
<td>2,968</td>
<td>40,634</td>
<td>3,271</td>
<td>1,462,081</td>
</tr>
<tr>
<td>Black or African American</td>
<td>84</td>
<td>7</td>
<td>179</td>
<td>363</td>
<td>182</td>
<td>208,058</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>442</td>
<td>23</td>
<td>98</td>
<td>1,061</td>
<td>666</td>
<td>23,536</td>
</tr>
<tr>
<td>Asian</td>
<td>48</td>
<td>6</td>
<td>49</td>
<td>701</td>
<td>49</td>
<td>191,047</td>
</tr>
<tr>
<td>Nat. Hawaiian/Other Pacific Islander</td>
<td>10</td>
<td>0</td>
<td>6</td>
<td>124</td>
<td>6</td>
<td>15,456</td>
</tr>
<tr>
<td>Some Other Race (Alone)</td>
<td>139</td>
<td>36</td>
<td>129</td>
<td>1,423</td>
<td>162</td>
<td>83,872</td>
</tr>
<tr>
<td>Total</td>
<td>7,886</td>
<td>1,670</td>
<td>3,789</td>
<td>51,980</td>
<td>4,772</td>
<td>2,700,551</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, 2010 US Census
In 2010, the largest population category, as defined by race and ethnicity, in Yerington was Non-Hispanic, White with 5,550 total residents. Hispanic/Latino was the second largest population category with 1,613 total residents, and American Indian/Alaskan Native was the third largest population category with 442 total residents. In 2010, the largest population category in Smith Valley was Non-Hispanic, White with 1,392 total residents. Hispanic/Latino was the second largest population category with 206 total residents. Some Other Race (Alone) was the third largest population category with 36 total residents. In 2010, the largest population category in Hawthorne was Non-Hispanic, White with 2,968 total residents. Hispanic/Latino was the second largest population category with 360 total residents, and Black or African American was the third largest population category with 179 total residents.

In Lyon County, the largest population category, as defined by race and ethnicity, in 2010 was Non-Hispanic, White with 40,634 total residents. Hispanic/Latino was the second largest population category with 7,674 total residents, and Some Other Race (Alone) was the third largest population category with 1,423 total residents. In Mineral County, the largest population category in 2010 was Non-Hispanic, White with 3,271 total residents. American Indian/Native Alaskan was the second largest population category with 666 total residents. Hispanic/Latino was the third largest population category with 436 total residents. 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 Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada divided by race and ethnicity between 2000 and 2010.

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Yerington</th>
<th>Smith Valley</th>
<th>Hawthorne</th>
<th>Lyon County</th>
<th>Mineral County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic/Latino</td>
<td>20.5%</td>
<td>12.3%</td>
<td>9.5%</td>
<td>14.8%</td>
<td>9.1%</td>
<td>26.5%</td>
</tr>
<tr>
<td>Non-Hispanic, White</td>
<td>70.4%</td>
<td>83.4%</td>
<td>78.3%</td>
<td>78.2%</td>
<td>68.5%</td>
<td>54.1%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>1.1%</td>
<td>0.4%</td>
<td>4.7%</td>
<td>0.7%</td>
<td>3.8%</td>
<td>7.7%</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>5.6%</td>
<td>1.4%</td>
<td>2.6%</td>
<td>2.0%</td>
<td>14.0%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Asian</td>
<td>0.6%</td>
<td>0.4%</td>
<td>1.3%</td>
<td>1.3%</td>
<td>1.0%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Nat. Hawaiian/Other Pacific Islander</td>
<td>0.1%</td>
<td>0.0%</td>
<td>0.2%</td>
<td>0.2%</td>
<td>0.1%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Some Other Race (Alone)</td>
<td>1.8%</td>
<td>2.2%</td>
<td>3.4%</td>
<td>2.7%</td>
<td>3.4%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, 2010 US Census

In 2010, the Non-Hispanic, White population, expressed as a percentage of total population, residing in Yerington, Smith Valley, Hawthorne, Lyon County, and Mineral County were all
significantly greater than the Non-Hispanic, White population, expressed as a percentage of total population residing state-wide in Nevada accounting for 70.4 percent, 83.4 percent, 78.3 percent, 78.2 percent, and 68.5 percent respectively versus 54.1 percent state-wide. Except for Yerington, the Hispanic/Latino population, expressed as a percentage of total population, residing in Smith Valley, Hawthorne, Lyon County, and Mineral County was significantly less than the Hispanic/Latino population residing state-wide throughout Nevada accounting for 12.3 percent in Smith Valley, 9.5 percent in Hawthorne, 14.8 percent in Lyon County, and 9.1 percent in Mineral County versus 26.5 percent state-wide.

In Yerington, Smith Valley, Hawthorne, Lyon County, and Mineral County, the American Indian/Alaskan Native population, expressed 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 5.6 percent, 1.4 percent, 2.6 percent, 2.0 percent, and 14.0 percent respectively versus just 0.9 percent state-wide.

5.2.3 Age

Table 5.5 presents changes in the total residential populations of Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada divided by age group between 2000 and 2010.

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</tr>
</thead>
<tbody>
<tr>
<td>Under 18 Years</td>
<td>2,129</td>
<td>1,880</td>
<td>-11.7%</td>
<td>372</td>
<td>284</td>
<td>-23.7%</td>
<td>878</td>
<td>669</td>
<td>-23.8%</td>
</tr>
<tr>
<td>18 to 24 Years</td>
<td>615</td>
<td>493</td>
<td>-19.8%</td>
<td>66</td>
<td>61</td>
<td>-7.6%</td>
<td>238</td>
<td>273</td>
<td>14.7%</td>
</tr>
<tr>
<td>25 to 34 Years</td>
<td>740</td>
<td>717</td>
<td>-3.1%</td>
<td>127</td>
<td>101</td>
<td>-20.5%</td>
<td>366</td>
<td>332</td>
<td>-9.3%</td>
</tr>
<tr>
<td>35 to 44 Years</td>
<td>1,019</td>
<td>744</td>
<td>-27.0%</td>
<td>260</td>
<td>153</td>
<td>-41.2%</td>
<td>513</td>
<td>339</td>
<td>-33.9%</td>
</tr>
<tr>
<td>45 to 54 Years</td>
<td>895</td>
<td>1,095</td>
<td>22.3%</td>
<td>274</td>
<td>278</td>
<td>1.5%</td>
<td>616</td>
<td>618</td>
<td>0.3%</td>
</tr>
<tr>
<td>55 to 64 Years</td>
<td>920</td>
<td>1,074</td>
<td>16.7%</td>
<td>227</td>
<td>386</td>
<td>70.0%</td>
<td>498</td>
<td>689</td>
<td>38.4%</td>
</tr>
<tr>
<td>65 or Older</td>
<td>1,650</td>
<td>1,883</td>
<td>14.1%</td>
<td>238</td>
<td>407</td>
<td>71.0%</td>
<td>819</td>
<td>869</td>
<td>6.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,968</td>
<td>7,886</td>
<td>-1.0%</td>
<td>1,564</td>
<td>1,670</td>
<td>6.8%</td>
<td>3,928</td>
<td>3,789</td>
<td>-3.5%</td>
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</tr>
</thead>
<tbody>
<tr>
<td>Under 18 Years</td>
<td>9,345</td>
<td>12,928</td>
<td>38.3%</td>
<td>1,237</td>
<td>874</td>
<td>-29.3%</td>
<td>561,501</td>
<td>736,328</td>
<td>31.1%</td>
</tr>
<tr>
<td>18 to 24 Years</td>
<td>2,282</td>
<td>3,532</td>
<td>54.8%</td>
<td>314</td>
<td>362</td>
<td>15.3%</td>
<td>130,006</td>
<td>177,509</td>
<td>36.5%</td>
</tr>
<tr>
<td>25 to 34 Years</td>
<td>3,900</td>
<td>5,728</td>
<td>46.9%</td>
<td>468</td>
<td>410</td>
<td>-12.4%</td>
<td>306,611</td>
<td>387,286</td>
<td>26.3%</td>
</tr>
<tr>
<td>35 to 44 Years</td>
<td>5,526</td>
<td>6,477</td>
<td>17.2%</td>
<td>671</td>
<td>447</td>
<td>-33.4%</td>
<td>321,961</td>
<td>383,043</td>
<td>19.0%</td>
</tr>
<tr>
<td>45 to 54 Years</td>
<td>4,830</td>
<td>7,716</td>
<td>59.8%</td>
<td>757</td>
<td>778</td>
<td>2.8%</td>
<td>269,050</td>
<td>376,527</td>
<td>39.9%</td>
</tr>
<tr>
<td>55 to 64 Years</td>
<td>3,875</td>
<td>7,384</td>
<td>90.6%</td>
<td>619</td>
<td>825</td>
<td>33.3%</td>
<td>190,199</td>
<td>315,499</td>
<td>65.9%</td>
</tr>
<tr>
<td>65 or Older</td>
<td>4,743</td>
<td>8,215</td>
<td>73.2%</td>
<td>1,005</td>
<td>1,076</td>
<td>7.1%</td>
<td>218,929</td>
<td>324,359</td>
<td>48.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>34,501</td>
<td>51,980</td>
<td>50.7%</td>
<td>5,071</td>
<td>4,772</td>
<td>-5.9%</td>
<td>1,998,257</td>
<td>2,700,551</td>
<td>35.1%</td>
</tr>
</tbody>
</table>

Between 2000 and 2010, Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada each saw a significant aging of their respective residential populations. In Yerington, the population aged 45 to 54 Years grew by 22.3 percent, the population aged 55 to 64 Years grew by 16.7 percent, and the population aged 65 or Older grew by 14.1 percent. In Smith Valley, the population aged 65 or Older grew by 71.0 percent, the population aged 55 to 64 Years grew by 70.0 percent, and the population aged 45 to 54 Years grew by 1.5 percent. In Hawthorne, the population aged 55 to 64 Years grew by 38.4 percent, the population aged 18 to 24 Years grew by 14.7 percent, and the population aged 65 or Older grew by 14.7 percent, and the population aged 65 or Older grew by 6.1 percent.

In Lyon County, the population aged 55 to 64 Years grew by 90.6 percent, the population aged 65 or Older grew by 73.2 percent, and the population aged 45 to 54 Years grew by 59.8 percent between 2000 and 2010. In Mineral County, the population aged 55 to 64 Years grew by 33.3 percent, the population aged 18 to 24 Years grew by 15.3 percent, and the population aged 65 or Older grew by 7.1 percent. Between 2000 and 2010, 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 5.6 presents changes in the percentage of total residential populations of Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada divided by age group between 2000 and 2010.

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Yerington</th>
<th>Smith Valley</th>
<th>Hawthorne</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18 Years</td>
<td>26.7%</td>
<td>23.8%</td>
<td>-2.9%</td>
</tr>
<tr>
<td>18 to 24 Years</td>
<td>7.7%</td>
<td>6.3%</td>
<td>-1.5%</td>
</tr>
<tr>
<td>25 to 34 Years</td>
<td>9.3%</td>
<td>9.1%</td>
<td>-0.2%</td>
</tr>
<tr>
<td>35 to 44 Years</td>
<td>12.8%</td>
<td>9.4%</td>
<td>-3.4%</td>
</tr>
<tr>
<td>45 to 54 Years</td>
<td>11.2%</td>
<td>13.9%</td>
<td>2.7%</td>
</tr>
<tr>
<td>55 to 64 Years</td>
<td>11.5%</td>
<td>13.6%</td>
<td>2.1%</td>
</tr>
<tr>
<td>65 or Older</td>
<td>20.7%</td>
<td>23.9%</td>
<td>3.2%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>100.0%</td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age Category</th>
<th>Lyon County</th>
<th>Mineral County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 18 Years</td>
<td>27.1%</td>
<td>24.9%</td>
<td>-2.2%</td>
</tr>
<tr>
<td>18 to 24 Years</td>
<td>6.6%</td>
<td>6.8%</td>
<td>0.2%</td>
</tr>
<tr>
<td>25 to 34 Years</td>
<td>11.3%</td>
<td>11.0%</td>
<td>-0.3%</td>
</tr>
<tr>
<td>35 to 44 Years</td>
<td>16.0%</td>
<td>12.5%</td>
<td>-3.6%</td>
</tr>
<tr>
<td>45 to 54 Years</td>
<td>14.0%</td>
<td>14.8%</td>
<td>0.8%</td>
</tr>
<tr>
<td>55 to 64 Years</td>
<td>11.2%</td>
<td>14.2%</td>
<td>3.0%</td>
</tr>
<tr>
<td>65 or Older</td>
<td>13.7%</td>
<td>15.8%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>100.0%</td>
<td>-</td>
</tr>
</tbody>
</table>

Between 2000 and 2010, the 45 to 54 Years, 55 to 64 Years, and the 65 or Older age groups experienced significant growth in Yerington, Smith Valley, Hawthorne, Lyon County, Mineral 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, city’s, county’s, and state’s residential populations.

In Yerington, between 2000 and 2010, the city’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 43.5 percent of the city’s total residential population in 2000 and for 51.4 percent of the city’s total residential population in 2010, a net increase of 7.9 percent. In Smith Valley, the area’s total residential population of individuals aged 45 and Older accounted for 47.3 percent of the area’s total residential population in 2000 and for 64.1 percent of the area’s total residential population in 2010, a net increase of 16.9 percent. In Hawthorne, the town’s total residential population of individuals aged 45 and Older accounted for 49.2 percent of the town’s total residential population in 2000 and for 57.4 percent of the town’s total residential population in 2010, a net increase of 8.2 percent.

In Lyon 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 39.0 percent of the county’s total residential population in 2000 and for 44.9 percent of the county’s total residential population in 2010, a net increase of 5.9 percent. In Mineral County, the county’s total residential population of individuals aged 45 and Older accounted for 47.0 percent of the county’s total residential population in 2000 and for 56.1 percent of the county’s total residential population in 2010, a net increase of 9.2 percent.

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 Yerington, Smith Valley, Hawthorne, Lyon County, and Mineral 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 Yerington, Smith Valley, Hawthorne, Lyon County, and Mineral County, and the State of Nevada grew, growing by 2.5 percent, 4.0 percent, 3.2 percent, 52.3 percent, 2.0 percent, and 34.0 percent respectively. Except for Lyon County, where the total housing stock grew at a rate significantly greater than that of the entire state, the housing stock in Yerington, Smith Valley, Hawthorne, and Mineral County all grew at rates significantly less than the rate of growth state-wide between 2000 and 2010.

In Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and state-wide throughout Nevada, the total number of renter-occupied housing units, as a percentage of total,
grew the fastest, growing by 8.4 percent, 79.5 percent, 22.6 percent, 72.3 percent, 19.2 percent, and 41.1 percent respectively. The total number of owner-occupied housing units in Yerington, Smith Valley, Hawthorne, and Mineral County actually declined, as a percentage of total occupied housing units, between 2000 and 2010, declining by 0.1 percent, 6.2 percent, 4.4 percent, and 4.6 percent respectively. The total number of owner-occupied housing units in Lyon County and state-wide throughout Nevada grew between 2000 and 2010, growing by 45.9 percent and 29.4 percent respectively.

Table 5.7 – Total Number of Housing Units by Type
Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, State of Nevada
2000 to 2010

<table>
<thead>
<tr>
<th>Housing Category</th>
<th>Yerington</th>
<th>Smith Valley</th>
<th>Hawthorne</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner-Occupied</td>
<td>2,153</td>
<td>2,150</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Renter-Occupied</td>
<td>949</td>
<td>1,029</td>
<td>8.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,102</td>
<td>3,179</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Housing Category</th>
<th>Lyon County</th>
<th>Mineral County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner-Occupied</td>
<td>9,857</td>
<td>14,379</td>
<td>45.9%</td>
</tr>
<tr>
<td>Renter-Occupied</td>
<td>3,150</td>
<td>5,429</td>
<td>72.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>13,007</td>
<td>19,808</td>
<td>52.3%</td>
</tr>
</tbody>
</table>


Table 5.8 presents the total number of owner-occupied and renter-occupied housing units, as a percentage of the total housing stock, in Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada in 2000 and 2010.

Between 2000 and 2010, owner-occupied housing units in Yerington accounted for 69.4 percent of the city’s total housing stock in 2000 and for 67.6 percent of the city’s total housing stock in 2010, a net decline of 1.8 percent. Renter-occupied housing units in Yerington accounted for 30.6 percent of the city’s total housing stock in 2000 and for 32.4 percent of the city’s total housing stock in 2010, a net increase of 1.8. In Smith Valley, owner-occupied housing units accounted for 88.1 percent of the area’s total housing stock in 2000 and for 79.4 percent of the area’s total housing stock in 2010, a net decline of 8.6 percent. Renter-occupied housing units in Smith Valley accounted for 11.9 percent of the area’s total housing stock in 2000 and for 20.6 percent of the area’s total housing stock in 2010, a net increase of 8.6 percent. Owner-occupied housing units accounted for 71.6 percent of Hawthorne’s total housing stock in 2000 and for 66.3 percent of the town’s total housing stock in 2010, a net decrease of 5.3 percent. Renter-occupied housing units accounted for 28.4 percent of Hawthorne’s total housing stock in 2000 and for 33.7 percent of the town’s total housing in 2010, a net increase of 5.3 percent.
Owner-occupied housing units in Lyon County accounted for 75.8 percent of the county’s total housing stock in 2000 and for 72.6 percent of the county’s total housing stock in 2010, a net decrease of 3.2 percent. Renter-occupied housing units in Lyon County accounted for 24.2 percent of the county’s total housing stock in 2000 and for 27.4 percent of the county’s total housing stock in 2010, a net increase of 3.2 percent. In Mineral County, owner-occupied housing units accounted for 72.5 percent of the county’s total housing stock in 2000 and for 67.9 percent of the county’s total housing stock in 2010, a net decrease of 4.7 percent. Renter-occupied housing units in Mineral County accounted for 27.5 percent of the county’s total housing stock in 2000 and for 32.1 percent of the county’s total housing stock in 2010, a net increase of 4.7 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.

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</tr>
</thead>
<tbody>
<tr>
<td>Owner-Occupied</td>
<td>69.4%</td>
<td>67.6%</td>
<td>-1.8%</td>
<td>88.1%</td>
<td>79.4%</td>
<td>-8.6%</td>
<td>71.6%</td>
<td>66.3%</td>
<td>-5.3%</td>
</tr>
<tr>
<td>Renter-Occupied</td>
<td>30.6%</td>
<td>32.4%</td>
<td>1.8%</td>
<td>11.9%</td>
<td>20.6%</td>
<td>8.6%</td>
<td>28.4%</td>
<td>33.7%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>100.0%</td>
<td>-</td>
<td>100.0%</td>
<td>100.0%</td>
<td>-</td>
<td>100.0%</td>
<td>100.0%</td>
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</tr>
</thead>
<tbody>
<tr>
<td>Owner-Occupied</td>
<td>75.8%</td>
<td>72.6%</td>
<td>-3.2%</td>
<td>72.5%</td>
<td>67.9%</td>
<td>-4.7%</td>
<td>60.9%</td>
<td>58.8%</td>
<td>-2.1%</td>
</tr>
<tr>
<td>Renter-Occupied</td>
<td>24.2%</td>
<td>27.4%</td>
<td>3.2%</td>
<td>27.5%</td>
<td>32.1%</td>
<td>4.7%</td>
<td>39.1%</td>
<td>41.2%</td>
<td>2.1%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>100.0%</td>
<td>-</td>
<td>100.0%</td>
<td>100.0%</td>
<td>-</td>
<td>100.0%</td>
<td>100.0%</td>
<td>-</td>
</tr>
</tbody>
</table>


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 Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada in 2000 and 2010.

Between 2000 and 2010, the average household size for all household types in Yerington, Smith Valley, Hawthorne, and Mineral County declined by 2.4 percent, 9.1 percent, 6.7 percent, and
6.6 respectively. The average household size for all household types in Lyon County remained unchanged between 2000 and 2010 and increased slightly state-wide in Nevada by 1.1 percent between 2000 and 2010. For owner-occupied households, the average household size for Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada each declined by 6.3 percent, 10.5 percent, 9.5 percent, 2.7 percent, 9.7 percent, and 1.8 percent respectively. For renter-occupied households, the average household size for Yerington, Smith Valley, Lyon County, and the State of Nevada each increased by 3.9 percent, 0.4 percent, 5.5 percent, and 6.5 percent. The average household size for renter-occupied households in Mineral County remained unchanged between 2000 and 2010 and increased significantly state-wide in Nevada by 6.5 percent between 2000 and 2010.

Table 5.9 – Average Household Size by Type

<table>
<thead>
<tr>
<th>Category/Jurisdiction</th>
<th>2000</th>
<th>2010</th>
<th>Actual Change</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>All Household Types</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yerington</td>
<td>2.45</td>
<td>2.39</td>
<td>-0.06</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Smith Valley</td>
<td>2.53</td>
<td>2.30</td>
<td>-0.23</td>
<td>-9.1%</td>
</tr>
<tr>
<td>Hawthorne</td>
<td>2.24</td>
<td>2.09</td>
<td>-0.15</td>
<td>-6.7%</td>
</tr>
<tr>
<td>Lyon County</td>
<td>2.61</td>
<td>2.61</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>Mineral County</td>
<td>2.26</td>
<td>2.11</td>
<td>-0.15</td>
<td>-6.6%</td>
</tr>
<tr>
<td>State of Nevada</td>
<td>2.62</td>
<td>2.65</td>
<td>0.03</td>
<td>1.1%</td>
</tr>
<tr>
<td>Owner-Occupied Households</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yerington</td>
<td>2.40</td>
<td>2.25</td>
<td>-0.15</td>
<td>-6.3%</td>
</tr>
<tr>
<td>Smith Valley</td>
<td>2.47</td>
<td>2.21</td>
<td>-0.26</td>
<td>-10.5%</td>
</tr>
<tr>
<td>Hawthorne</td>
<td>2.23</td>
<td>2.02</td>
<td>-0.21</td>
<td>-9.4%</td>
</tr>
<tr>
<td>Lyon County</td>
<td>2.58</td>
<td>2.51</td>
<td>-0.07</td>
<td>-2.7%</td>
</tr>
<tr>
<td>Mineral County</td>
<td>2.26</td>
<td>2.04</td>
<td>-0.22</td>
<td>-9.7</td>
</tr>
<tr>
<td>State of Nevada</td>
<td>2.71</td>
<td>2.66</td>
<td>-0.05</td>
<td>-1.8%</td>
</tr>
<tr>
<td>Renter-Occupied Households</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yerington</td>
<td>2.58</td>
<td>2.68</td>
<td>0.10</td>
<td>3.9%</td>
</tr>
<tr>
<td>Smith Valley</td>
<td>2.65</td>
<td>2.66</td>
<td>0.01</td>
<td>0.4%</td>
</tr>
<tr>
<td>Hawthorne</td>
<td>2.26</td>
<td>2.23</td>
<td>-0.03</td>
<td>-1.3%</td>
</tr>
<tr>
<td>Lyon County</td>
<td>2.71</td>
<td>2.86</td>
<td>0.15</td>
<td>5.5%</td>
</tr>
<tr>
<td>Mineral County</td>
<td>2.26</td>
<td>2.26</td>
<td>0.00</td>
<td>0.0%</td>
</tr>
<tr>
<td>State of Nevada</td>
<td>2.47</td>
<td>2.63</td>
<td>0.16</td>
<td>6.5%</td>
</tr>
</tbody>
</table>


5.2.5 Economic Profile

Table 5.10 presents the size of the total, employed, and unemployed civilian labor force in Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada for 2000 and 2010.
Between 2000 and 2010, the total civilian labor force in Yerington and Lyon County grew by 9.2 percent and 41.5 percent respectively. In Smith Valley, Hawthorne, and Mineral County, the total civilian labor force declined between 2000 and 2010, by 8.3 percent, 1.4 percent, and 11.9 percent respectively. Comparatively, the total civilian labor force for the entire State of Nevada grew by 39.8 percent between 2000 and 2010, a rate significantly larger than the rate of growth in Yerington but slightly slower than the rate of growth in Lyon County.

### Table 5.10 – Total Civilian Labor Force; Total Employed and Unemployed
Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, State of Nevada
2000 to 2010

<table>
<thead>
<tr>
<th>Category</th>
<th>Yerington</th>
<th>Smith Valley</th>
<th>Hawthorne</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Civilian Labor Force</td>
<td>2,990</td>
<td>3,264</td>
<td>836</td>
</tr>
<tr>
<td>Total Employed</td>
<td>2,765</td>
<td>2,850</td>
<td>818</td>
</tr>
<tr>
<td>Total Unemployed</td>
<td>225</td>
<td>414</td>
<td>18</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>Lyon County</th>
<th>Mineral County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Civilian Labor Force</td>
<td>16,536</td>
<td>23,400</td>
<td>2,367</td>
</tr>
<tr>
<td>Total Employed</td>
<td>15,399</td>
<td>20,271</td>
<td>2,061</td>
</tr>
<tr>
<td>Total Unemployed</td>
<td>1,137</td>
<td>3,129</td>
<td>306</td>
</tr>
</tbody>
</table>


The total number of employed individuals within the total civilian labor force grew by 3.1 percent in Yerington, 8.1 percent in Hawthorne, and by 31.6 percent in Lyon County. The total number of employed individuals within the total civilian labor force declined by 11.5 percent in Smith Valley and by 4.5 percent in Mineral County. Comparatively, the total number of employed individuals within the total civilian labor force grew by 33.5 percent state-wide throughout Nevada between 2000 and 2010.

The total number of unemployed individuals within the total civilian labor force grew by 84.0 percent in Yerington, by 138.9 percent in Smith Valley, and by 175.2 percent in Lyon County between 2000 and 2010. The total number of unemployed individuals within the total civilian labor force declined by 73.2 percent in Hawthorne and by 61.8 percent in Mineral County between 2000 and 2010. Comparatively, the total number of unemployed individuals living throughout the State of Nevada increased by 33.5 percent state-wide between 2000 and 2010.

Table 5.11 presents Per Capita Income and Median Household Income for Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada for 2000 and 2010.

Between 2000 and 2010, per capita income in Yerington, Smith Valley, Hawthorne, Lyon County, and Mineral County each grew, increasing by 16.0 percent, 32.4 percent, 31.5 percent, 13.5 percent, and 37.0 percent respectively. State-wide, per capita income increased from an
estimated $21,989 in 2000 to an estimated $27,625 in 2010, a net increase of $5,636 or 25.6 percent. Median household in Yerington, Smith Valley, Hawthorne, Lyon County, and Mineral County also grew between 2000 and 2010, increasing by 8.9 percent, 9.1 percent, 19.4 percent, 37.9 percent, and 7.8 percent respectively. State-wide, median household income increased from an estimated $44,581 in 2000 to an estimated $72,457 in 2010, a net increase of $27,876 or 62.5 percent.

Table 5.11 – Per Capita Income and Median Household Income
Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, State of Nevada
2000 to 2010

<table>
<thead>
<tr>
<th>Category</th>
<th>Yerington</th>
<th>Smith Valley</th>
<th>Hawthorne</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per Capita Income</td>
<td>$18,333</td>
<td>$21,260</td>
<td>$21,865</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$33,355</td>
<td>$36,311</td>
<td>$46,326</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Lyon County
<table>
<thead>
<tr>
<th>Category</th>
<th>Lyon County</th>
<th>Mineral County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per Capita Income</td>
<td>$18,543</td>
<td>$21,041</td>
<td>$16,952</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$40,699</td>
<td>$56,106</td>
<td>$32,891</td>
</tr>
</tbody>
</table>


Table 5.12 presents the total percentage of all families and individuals (people) with incomes below the poverty level for Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada for 2000 and 2010.

Table 5.12 – Percentage of Families and All Individuals Below the Poverty Level
Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, State of Nevada
2000 to 2010

<table>
<thead>
<tr>
<th>Category</th>
<th>Yerington</th>
<th>Smith Valley</th>
<th>Hawthorne</th>
</tr>
</thead>
<tbody>
<tr>
<td>Families</td>
<td>9.0%</td>
<td>6.5%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Individuals (People)</td>
<td>14.8%</td>
<td>12.2%</td>
<td>12.0%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Lyon County
<table>
<thead>
<tr>
<th>Category</th>
<th>Lyon County</th>
<th>Mineral County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Families</td>
<td>7.2%</td>
<td>8.7%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Individuals (People)</td>
<td>10.4%</td>
<td>12.8%</td>
<td>15.2%</td>
</tr>
</tbody>
</table>


Between 2000 and 2010, both the percentage of all families and individuals living below the poverty level in Yerington declined, declining by 27.8 percent and 17.6 percent respectively. In Smith Valley, the percentage of all families living below the poverty level declined by 33.8 percent.
between 2000 and 2010 while the percentage of all individuals living below the poverty level increased by 8.3 percent between 2000 and 2010. In Hawthorne, both the percentage of all families and individuals living below the poverty level increased between 2000 and 2010, increasing by 14.6 percent and 36.6 percent respectively.

County-wide, both the percentage of all families and individuals living below the poverty level in Lyon County increased between 2000 and 2010, increasing by 20.8 percent and 23.1 percent respectively. Between 2000 and 2010, both the percentage of all families and individuals living below the poverty level increased throughout Mineral County, increasing by 3.6 percent and 25.7 percent respectively. Similarly, both the percentage of all families and individuals living below the poverty level state-wide in Nevada increased over the same ten-year period, increasing by 14.1 percent and 15.6 percent respectively.

5.2.6 Education

Table 5.13 presents annual educational attainment levels for the residential populations of Yerington, Smith Valley, Hawthorne, Lyon County, and Mineral County, and the State of Nevada over the 2007 to 2011 period.

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Yerington</th>
<th>Smith Valley</th>
<th>Hawthorne</th>
<th>Lyon County</th>
<th>Mineral County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 9th Grade</td>
<td>409</td>
<td>0</td>
<td>138</td>
<td>1,512</td>
<td>170</td>
<td>112,095</td>
</tr>
<tr>
<td>9th to 12th Grade, No Diploma</td>
<td>635</td>
<td>19</td>
<td>266</td>
<td>3,663</td>
<td>324</td>
<td>166,217</td>
</tr>
<tr>
<td>High School Diploma (Equivalent)</td>
<td>2,377</td>
<td>387</td>
<td>1,420</td>
<td>11,627</td>
<td>1,660</td>
<td>514,935</td>
</tr>
<tr>
<td>Some College, No Degree</td>
<td>1,553</td>
<td>292</td>
<td>719</td>
<td>10,268</td>
<td>845</td>
<td>452,677</td>
</tr>
<tr>
<td>Associate’s Degree</td>
<td>228</td>
<td>42</td>
<td>259</td>
<td>2,972</td>
<td>262</td>
<td>127,739</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>501</td>
<td>84</td>
<td>213</td>
<td>3,121</td>
<td>232</td>
<td>259,287</td>
</tr>
<tr>
<td>Graduate/Professional Degree</td>
<td>143</td>
<td>88</td>
<td>39</td>
<td>1,704</td>
<td>42</td>
<td>131,911</td>
</tr>
</tbody>
</table>


In Yerington, between 2007 and 2011, 2,377 individuals had a High School Diploma or Equivalent, 1,533 individuals had Some College but No Degree, and 635 individuals had an education between 9th and 12th Grade with No Diploma. In Smith Valley, 387 individuals had a High School Diploma or Equivalent, 292 individuals had Some College but No Degree, and 88 individuals had a Graduate or Professional Degree. In Hawthorne, 1,420 individuals had a High School Diploma or Equivalent, 719 individuals had Some College but No Degree, and 266 individuals had an education between 9th and 12th Grade with No Diploma.

Between 2007 and 2011, 11,627 individuals had a High School Diploma or Equivalent, 10,268 had Some College but No Degree, and 3,663 individuals had an education between 9th and 12th Grade with No Diploma in Lyon County. In Mineral County, 1,660 individuals had a High School Diploma or Equivalent, 845 individuals had Some College but No Degree, and 324 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 Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada over the 2007 to 2011 period.

The total percentage of individuals with a high school degree or higher in Smith Valley (97.9 percent), Hawthorne (86.8 percent), Lyon County (85.2 percent), and Mineral County (86.0 percent) were each higher than the total percentage of individuals with a high school degree or higher state-wide throughout Nevada (84.2 percent) over the 2007 to 2011 five-year period. The total percentage of individuals with a high school degree or higher in Yerington (82.1 percent) was only just slightly lower than the total percentage of individuals with a high school degree or higher state-wide throughout Nevada over the same five-year period.

<table>
<thead>
<tr>
<th>Educational Attainment</th>
<th>Yerington</th>
<th>Smith Valley</th>
<th>Hawthorne</th>
<th>Lyon County</th>
<th>Mineral County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent High School Graduate or Higher</td>
<td>82.1%</td>
<td>97.9%</td>
<td>86.8%</td>
<td>85.2%</td>
<td>86.0%</td>
<td>84.2%</td>
</tr>
<tr>
<td>Percent Bachelor’s Degree or Higher</td>
<td>11.0%</td>
<td>18.9%</td>
<td>8.3%</td>
<td>13.8%</td>
<td>7.8%</td>
<td>22.2%</td>
</tr>
</tbody>
</table>


The total percentage of individuals with a Bachelor’s degree or higher in Yerington (11.0 percent), Smith Valley (18.9 percent), Hawthorne (8.3 percent), Lyon County (13.8 percent), and Mineral County (7.8 percent) were all less than the total percentage of individuals with a Bachelor’s degree or higher state-wide throughout Nevada (22.2 percent) over the 2007 to 2011 five-year period.

5.2.7 Labor Force and Employment

Table 5.15 presents total employment by industry for Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada for 2010.

In 2010, according to the U.S. Census Bureau, Educational Services, and Health Care and Social Assistance accounted for 22.8 percent of total employment in Yerington, with 650 total individuals employed. Public Administration was the second largest employment sector in Yerington in 2010, employing 464 total individuals or 16.3 percent of total. Retail Trade was the third largest employment sector, employing 391 total individuals or 13.7 percent of total, and Arts, Entertainment, and Recreation, and Accommodation, and Food Services was the fourth largest employment sector, employing 325 total individuals or 11.4 percent of total.

In Smith Valley, Other Services, Except Public Administration was the single largest employment sector, employing 166 individuals or 22.9 percent of total. Construction, employing 136 individuals or 18.8 percent of total, Educational Services, employing 94 individuals or 13.0
percent of total, and Public Administration, employing 88 individuals or 12.2 percent of total, were the next largest employment industries in Smith Valley.

In Hawthorne, Educational Services, and Health Care and Social Assistance was the single largest employment sector, employing 371 individuals or 20.5 percent of total. Public Administration, employing 305 individuals or 16.9 percent of total, Professional, Scientific, and Management and Administrative and Waste Management Services, employing 241 individuals or 13.3 percent, and Arts, Entertainment, and Recreation, and Accommodation, and Food Services, employing 219 individuals or 12.1 percent of total, were the next largest employment industries in Hawthorne.
Table 5.15 – Employment by Major Industry Category
Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, State of Nevada
2010

<table>
<thead>
<tr>
<th>Major Industry Category</th>
<th>Yerington</th>
<th>Smith Valley</th>
<th>Hawthorne</th>
<th>Lyon County</th>
<th>Mineral County</th>
<th>State of Nevada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Fishing, Hunting, Mining</td>
<td>160</td>
<td>64</td>
<td>0</td>
<td>286</td>
<td>13</td>
<td>18,960</td>
</tr>
<tr>
<td>Construction</td>
<td>132</td>
<td>136</td>
<td>132</td>
<td>1,667</td>
<td>144</td>
<td>102,463</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>112</td>
<td>0</td>
<td>95</td>
<td>2,609</td>
<td>95</td>
<td>52,734</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>12</td>
<td>35</td>
<td>28</td>
<td>515</td>
<td>28</td>
<td>28,311</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>391</td>
<td>56</td>
<td>162</td>
<td>2,862</td>
<td>171</td>
<td>144,831</td>
</tr>
<tr>
<td>Transportation and Warehousing, Utilities</td>
<td>175</td>
<td>12</td>
<td>155</td>
<td>1,422</td>
<td>160</td>
<td>62,473</td>
</tr>
<tr>
<td>Information</td>
<td>22</td>
<td>0</td>
<td>68</td>
<td>271</td>
<td>68</td>
<td>20,756</td>
</tr>
<tr>
<td>Finance and Insurance, Real Estate and Rental and Leasing</td>
<td>99</td>
<td>24</td>
<td>18</td>
<td>854</td>
<td>42</td>
<td>78,171</td>
</tr>
<tr>
<td>Professional, Scientific, Management and Admin. and Waste Mgt. Services</td>
<td>125</td>
<td>49</td>
<td>241</td>
<td>1,316</td>
<td>265</td>
<td>127,789</td>
</tr>
<tr>
<td>Educational Services, Health Care and Social Assistance</td>
<td>650</td>
<td>94</td>
<td>371</td>
<td>3,220</td>
<td>402</td>
<td>185,240</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation, and Accommodation, Food Service</td>
<td>325</td>
<td>0</td>
<td>219</td>
<td>2,270</td>
<td>219</td>
<td>312,936</td>
</tr>
<tr>
<td>Other Services, Except Public Administration</td>
<td>183</td>
<td>166</td>
<td>13</td>
<td>1,093</td>
<td>23</td>
<td>52,542</td>
</tr>
<tr>
<td>Public Administration</td>
<td>464</td>
<td>88</td>
<td>305</td>
<td>1,886</td>
<td>338</td>
<td>59,161</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,850</strong></td>
<td><strong>724</strong></td>
<td><strong>1,807</strong></td>
<td><strong>20,271</strong></td>
<td><strong>1,968</strong></td>
<td><strong>1,246,387</strong></td>
</tr>
</tbody>
</table>

Source: US Census Bureau, 2010 US Census
In Lyon County, Educational Services, and Health Care and Social Assistance, employing 3,220 individuals or 15.9 percent of total, was the single largest employment industry in 2010. Retail Trade, employing 2,862 individuals or 14.1 percent of total, was the second largest employment industry in Lyon County and Manufacturing, employing 2,609 individuals or 12.9 percent of total, was the third largest employment industry in Lyon County. Arts, Entertainment, and Recreation, and Accommodation, and Food Services was the fourth largest employment industry in Lyon County in 2010, employing 2,270 total individuals or 11.2 percent of total.

In Mineral County, Educational Services, and Health Care and Social Assistance, employing 402 individuals or 20.4 percent of total, was the single largest employment industry in 2010. Public Administration, employing 338 individuals or 17.2 percent of total, was the second largest employment industry in Mineral County. Professional, Scientific, and Management and Administrative and Waste Management Services, employing 265 individuals or 13.5 percent of total, was the third largest employment industry in Mineral County and Arts, Entertainment, and Recreation, and Accommodation, and Food Services, employing 219 individuals or 11.1 percent, was the fourth largest employment industry in Mineral County in 2010.

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 Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and the State of Nevada for 2010.

In 2010, according to the U.S. Census Bureau, Management, Business, Science and Arts Occupations was the largest employment occupation category in Yerington, employing 851 total individuals or 29.9 percent of total employment. In Smith Valley, Service Occupations was the single largest employment occupation category in 2010, employing 240 total individuals or 33.1 percent of total employment. In Hawthorne, Management, Business, Science and Arts Occupations was the single largest employment occupation category in 2010, employing 463 total individuals or 25.6 percent of total employment.

In 2010, Sales and Office Occupations was the single largest employment occupation in Lyon County, employing 5,291 total individuals or 26.1 percent of total employment, and Management, Business, Science and Arts Occupations was the single largest employment occupation in Mineral County, employing 519 total individuals or 26.4 percent of total employment. State-wide, Management, Business, Science and Arts Occupations was the single largest employment occupation in Nevada in 2010, employing 343,669 total individuals or 27.6 percent of total state-wide employment.
### Table 5.1

<table>
<thead>
<tr>
<th>Major Occupation Category</th>
<th>Yerington</th>
<th>Smith Valley</th>
<th>Hawthorne</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total 2010</td>
<td>Percent of Total</td>
<td>Total 2010</td>
</tr>
<tr>
<td>Management, Business, Science and Arts Occupations</td>
<td>851</td>
<td>29.9%</td>
<td>174</td>
</tr>
<tr>
<td>Service Occupations</td>
<td>591</td>
<td>20.7%</td>
<td>240</td>
</tr>
<tr>
<td>Sales and Office Occupations</td>
<td>762</td>
<td>26.7%</td>
<td>120</td>
</tr>
<tr>
<td>Natural Resources, Construction, and Maintenance Occupations</td>
<td>375</td>
<td>13.2%</td>
<td>129</td>
</tr>
<tr>
<td>Production, Transportation, and Material Moving Occupations</td>
<td>271</td>
<td>9.5%</td>
<td>61</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,850</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>724</strong></td>
</tr>
</tbody>
</table>

**Major Occupation Category**

<table>
<thead>
<tr>
<th><strong>Lyon County</strong></th>
<th><strong>Total 2010</strong></th>
<th><strong>Percent of Total</strong></th>
<th><strong>Mineral County</strong></th>
<th><strong>Total 2010</strong></th>
<th><strong>Percent of Total</strong></th>
<th><strong>State of Nevada</strong></th>
<th><strong>Total 2010</strong></th>
<th><strong>Percent of Total</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Management, Business, Science and Arts Occupations</td>
<td>4,720</td>
<td>23.3%</td>
<td>519</td>
<td>26.4%</td>
<td>3,435,669</td>
<td>27.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Occupations</td>
<td>4,000</td>
<td>26.1%</td>
<td>411</td>
<td>24.2%</td>
<td>3,308,373</td>
<td>26.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales and Office Occupations</td>
<td>5,291</td>
<td>26.1%</td>
<td>461</td>
<td>23.4%</td>
<td>3,256,767</td>
<td>26.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Natural Resources, Construction, and Maintenance Occupations</td>
<td>2,219</td>
<td>19.9%</td>
<td>208</td>
<td>10.6%</td>
<td>1,255,999</td>
<td>10.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Production, Transportation, and Material Moving Occupations</td>
<td>4,041</td>
<td>19.9%</td>
<td>303</td>
<td>15.4%</td>
<td>1,206,006</td>
<td>9.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>20,271</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>1,968</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>1,246,387</strong></td>
<td><strong>100.0%</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source:** US Census Bureau, 2010 US Census

Table 5.17 presents labor participation rates for Yerington, Smith Valley, Hawthorne, Lyon County, Mineral 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. Between 2000 and 2010, the labor participation rate declined in Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, and throughout the State of Nevada despite a general increase in both the total population aged 16 years or older and the total population that was employed.

In Yerington, the labor participation rate declined from 44.1 percent in 2000 to 42.3 percent in 2010, a percentage decrease of 4.3 percent, despite a percentage increase of 7.7 percent in the total population aged 16 years or older and a percentage increase of 3.1 percent in the total number of individuals aged 16 years or older who were employed between 2000 and 2010. In Smith Valley, the labor participation rate declined from 64.4 percent in 2000 to 58.7 percent in 2010, a percentage decrease of 8.8 percent. Both the total population aged 16 years or older and
the number of individuals aged 16 years or older who were employed declined between 2000 and 2010 in Smith Valley, declining by 2.9 percent and 11.5 percent respectively. In Hawthorne, the labor participation rate declined from 52.0 percent in 2000 to 49.5 percent in 2010, a percentage decrease of 4.8 percent, despite a percentage increase of 13.5 percent in the total population aged 16 years or older and a percentage increase of 8.1 percent in the total number of individuals aged 16 years or older who were employed between 2000 and 2010.

Throughout Lyon County, the labor participation rate declined from 58.3 percent in 2000 to 50.6 percent in 2010, a percentage decline of 13.2 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 51.7 percent and 31.6 percent respectively. Throughout Mineral County, the labor participation rate declined from 51.2 percent in 2000 to 47.0 percent in 2010, a percentage decline of 8.3 percent despite growth in the total number of individuals aged 16 years or older, which grew by 4.1 percent between 2000 and 2010. State-wide, the labor participation rate declined slightly from 60.7 percent in 2000 to 59.7 percent in 2010 throughout Nevada, 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 Lyon County for each year beginning January 1st between 2003 and 2014.

Like the U.S. National Civilian Unemployment Rate and the State of Nevada Civilian Unemployment Rate, the Lyon County Not Seasonally Adjusted Civilian Unemployment Rate has experienced significant swings over the entire January 1st, 2003 to January 1st, 2014 eleven-year period experiencing a low of 6.7 percent county-wide in 2003 and a high of 19.7 percent in 2008.
both 2010 and 2011. Between January 1st, 2003 and January 1st, 2014, the Not Seasonally Adjusted Civilian Unemployment Rate has grown, increasing from an estimated 6.7 percent in 2003 to an estimated 12.9 percent in 2014, an actual increase of 6.2 percentage points or a percentage increase of 92.5 percent. Despite this increase between 2000 and 2014, the Not Seasonally Adjusted Civilian Unemployment Rate in Lyon County has actually declined over the past four years, falling from 19.7 percent in 2011 to 17.5 percent in 2012 to 16.1 percent in 2013 to 12.9 percent in 2014. Although the decline in the unemployment rate county-wide in Lyon County is a sign of possible positive economic growth and recovery, the decline in unemployment between 2011 and 2014 might be due to unemployed individuals choosing to leave the county.

Table 5.18
Lyon County
January 1, 2003 to January 1, 2014

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>Lyon County Civilian Unemployment Rate</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003-01-01</td>
<td>6.7%</td>
<td></td>
</tr>
<tr>
<td>2004-01-01</td>
<td>7.5%</td>
<td>11.9%</td>
</tr>
<tr>
<td>2005-01-01</td>
<td>8.2%</td>
<td>9.3%</td>
</tr>
<tr>
<td>2006-01-01</td>
<td>7.8%</td>
<td>-4.9%</td>
</tr>
<tr>
<td>2007-01-01</td>
<td>7.7%</td>
<td>-1.3%</td>
</tr>
<tr>
<td>2008-01-01</td>
<td>10.0%</td>
<td>29.9%</td>
</tr>
<tr>
<td>2009-01-01</td>
<td>15.2%</td>
<td>52.0%</td>
</tr>
<tr>
<td>2010-01-01</td>
<td>19.7%</td>
<td>29.6%</td>
</tr>
<tr>
<td>2011-01-01</td>
<td>19.7%</td>
<td>0.0%</td>
</tr>
<tr>
<td>2012-01-01</td>
<td>17.5%</td>
<td>-11.2%</td>
</tr>
<tr>
<td>2013-01-01</td>
<td>16.1%</td>
<td>-8.0%</td>
</tr>
<tr>
<td>2014-01-01</td>
<td>12.9%</td>
<td>-19.9%</td>
</tr>
<tr>
<td>2003-2014 Average</td>
<td>12.4%</td>
<td>8.0%</td>
</tr>
<tr>
<td>2003-2014 Actual Change</td>
<td>6.2%</td>
<td>-</td>
</tr>
<tr>
<td>2003-2014 Percent Change</td>
<td>92.5%</td>
<td>-</td>
</tr>
</tbody>
</table>


Table 5.19 presents the Not Seasonally Adjusted Civilian Unemployment Rate for Mineral County for each year beginning January 1st between 2003 and 2014.

Like the U.S. National Civilian Unemployment Rate and the State of Nevada Civilian Unemployment Rate, the Mineral County Not Seasonally Adjusted Civilian Unemployment Rate has experienced significant swings over the entire January 1st, 2003 to January 1st, 2014 eleven-year period experiencing a low of 6.0 percent county-wide in 2004 and a high of 14.9 percent in
Between January 1st, 2003 and January 1st, 2014, the Not Seasonally Adjusted Civilian Unemployment Rate has grown, increasing from an estimated 6.5 percent in 2003 to an estimated 11.9 percent in 2014, an actual increase of 10.1 percentage points or a percentage increase of 83.1 percent. Despite this increase between 2000 and 2014, the Not Seasonally Adjusted Civilian Unemployment Rate in Mineral County has actually declined over the past four years, falling from 14.9 percent in 2011 to 13.8 percent in 2012 to 13.3 percent in 2013 to 11.9 percent in 2014. Although the decline in the unemployment rate county-wide in Mineral County is a sign of possible positive economic growth and recovery, the decline in unemployment between 2011 and 2014 might be due to unemployed individuals choosing to leave the county.

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>Mineral County Civilian Unemployment Rate</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2003-01-01</td>
<td>6.5%</td>
<td></td>
</tr>
<tr>
<td>2004-01-01</td>
<td>6.0%</td>
<td>-7.7%</td>
</tr>
<tr>
<td>2005-01-01</td>
<td>7.4%</td>
<td>23.3%</td>
</tr>
<tr>
<td>2006-01-01</td>
<td>8.9%</td>
<td>20.3%</td>
</tr>
<tr>
<td>2007-01-01</td>
<td>7.4%</td>
<td>-16.9%</td>
</tr>
<tr>
<td>2008-01-01</td>
<td>8.8%</td>
<td>18.9%</td>
</tr>
<tr>
<td>2009-01-01</td>
<td>8.2%</td>
<td>-6.8%</td>
</tr>
<tr>
<td>2010-01-01</td>
<td>13.5%</td>
<td>64.6%</td>
</tr>
<tr>
<td>2011-01-01</td>
<td>14.9%</td>
<td>10.4%</td>
</tr>
<tr>
<td>2012-01-01</td>
<td>13.8%</td>
<td>-7.4%</td>
</tr>
<tr>
<td>2013-01-01</td>
<td>13.3%</td>
<td>-3.6%</td>
</tr>
<tr>
<td>2014-01-01</td>
<td>11.9%</td>
<td>-10.5%</td>
</tr>
<tr>
<td>2003-2014 Average</td>
<td>10.1%</td>
<td>7.7%</td>
</tr>
<tr>
<td>2003-2014 Actual Change</td>
<td>5.4%</td>
<td>-</td>
</tr>
<tr>
<td>2003-2014 Percent Change</td>
<td>83.1%</td>
<td>-</td>
</tr>
</tbody>
</table>


5.2.8 Business Profile

Table 5.20 presents total employment by industry in Lyon County by firm size (i.e. a firm with “1-4” employees) for 2011.
<table>
<thead>
<tr>
<th>Industry Category</th>
<th>1-4</th>
<th>5-9</th>
<th>10-19</th>
<th>20-49</th>
<th>50-99</th>
<th>100-249</th>
<th>250-499</th>
<th>500-999</th>
<th>1,000 or More</th>
<th>Total</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0.3%</td>
</tr>
<tr>
<td>Mining, Quarrying, Oil and Gas Extraction</td>
<td>4</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>7</td>
<td>0.9%</td>
</tr>
<tr>
<td>Utilities</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>0.8%</td>
</tr>
<tr>
<td>Construction</td>
<td>58</td>
<td>19</td>
<td>6</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>90</td>
<td>12.1%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>27</td>
<td>13</td>
<td>12</td>
<td>17</td>
<td>6</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>79</td>
<td>10.6%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>27</td>
<td>7</td>
<td>9</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>46</td>
<td>6.2%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>51</td>
<td>21</td>
<td>17</td>
<td>3</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>97</td>
<td>13.0%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>16</td>
<td>6</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>28</td>
<td>3.8%</td>
</tr>
<tr>
<td>Information</td>
<td>7</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>1.2%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>28</td>
<td>6</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>39</td>
<td>5.2%</td>
</tr>
<tr>
<td>Real Estate and Rental Leasing</td>
<td>25</td>
<td>4</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>31</td>
<td>4.2%</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>53</td>
<td>8</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>66</td>
<td>8.9%</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0.1%</td>
</tr>
<tr>
<td>Administrative and Support and Waste</td>
<td>34</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>44</td>
<td>5.9%</td>
</tr>
<tr>
<td>Management and Remediation Services</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0.4%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>14</td>
<td>14</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>38</td>
<td>5.1%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>14</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>31</td>
<td>4.2%</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>30</td>
<td>13</td>
<td>14</td>
<td>9</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>67</td>
<td>9.0%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>45</td>
<td>6</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>58</td>
<td>7.8%</td>
</tr>
<tr>
<td>Other Services (Except Public Administration)</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0.3%</td>
</tr>
<tr>
<td>Total</td>
<td>443</td>
<td>129</td>
<td>89</td>
<td>52</td>
<td>19</td>
<td>8</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>744</td>
<td>100.0%</td>
</tr>
<tr>
<td>Percent of Total</td>
<td>59.5%</td>
<td>17.3%</td>
<td>12.0%</td>
<td>7.0%</td>
<td>2.6%</td>
<td>1.1%</td>
<td>0.3%</td>
<td>0.3%</td>
<td>0.0%</td>
<td>100.0%</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: US Census Bureau, “2012 County Business Patterns (NAICS)”
In 2011, Retail Trade, Construction, and Manufacturing employed the largest number of people in Lyon County, employing 97 individuals (13.0 percent), 90 individuals (12.1 percent) and 79 individuals (10.6 percent) respectively. Small firms in each of the 20 industry categories listed in Table 5.20 were the primary employers in Lyon County in 2011. Small firms with a total of “1-4” employees per firm employed 443 total individuals (59.5 percent), firms with a total of “5-9” employees per firm employed 129 total individuals (17.3 percent), firms with a total of “10-19” employees per firm employed 89 total individuals (12.0 percent), and firms with a total of “20-49” employees per firm employed 19 total individuals (2.6 percent) in 2011.

Small businesses, and especially those small businesses with “1-4” employees per firm in the Construction, Professional, Scientific, and Technical Services, Retail Trade, Other Services (Except Public Administration), and the Administrative and Support and Waste Management and Remediation Services industries, were particularly important sources of employment for Lyon County’s workforce. Small businesses with “5-9” employees per firm in the Retail Trade, Construction, Health Care and Social Assistance, Manufacturing, and Accommodation and Food Services industries were also important sources of employment in Lyon County in 2011.

Table 5.21 presents total employment by industry in Mineral County by firm size (i.e. a firm with “1-4” employees) for 2011.

In 2011, Mining, Quarrying, Oil and Gas Extraction, Retail Trade, and Accommodation and Food Services employed the largest number of people in Mineral County, employing 64 individuals (50.4 percent), 15 individuals (11.8 percent), and 10 individuals (7.9 percent) respectively. Small firms in each of the 20 industry categories listed in Table 5.21 were the primary employers in Mineral County in 2011. Small firms with a total of “1-4” employees per firm employed 80 total individuals (63.0 percent), firms with a total of “5-9” employees per firm employed 29 total individuals (22.8 percent), firms with a total of “10-19” employees per firm employed eight total individuals (6.3 percent) and firms with a total of “20-49” employees per firm employed four total individuals (3.1 percent).

Small businesses, and especially those small businesses with “1-4” employees per firm in the Mining, Quarrying, Oil and Gas Extraction, Retail Trade, Accommodation and Food Services, and Other Services (Except Public Administration) industries, were particularly important sources of employment for Mineral County’s workforce. Small businesses with “5-9” employees per firm in the Mining, Quarrying, Oil and Gas Extraction, Retail Trade, and Professional, Scientific, and Technical Services industries were also important sources of employment in Mineral County in 2011.
<table>
<thead>
<tr>
<th>Industry Category</th>
<th>1-4</th>
<th>5-9</th>
<th>10-19</th>
<th>20-49</th>
<th>50-99</th>
<th>100-249</th>
<th>250-499</th>
<th>500-999</th>
<th>1,000 or More</th>
<th>Total</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Mining, Quarrying, Oil and Gas Extraction</td>
<td>40</td>
<td>15</td>
<td>4</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>64</td>
<td>50.4%</td>
</tr>
<tr>
<td>Utilities</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>3.1%</td>
</tr>
<tr>
<td>Construction</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>3.9%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>1.6%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>1.6%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>10</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>15</td>
<td>11.8%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>1.6%</td>
</tr>
<tr>
<td>Information</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0.8%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>1.6%</td>
</tr>
<tr>
<td>Real Estate and Rental Leasing</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>2</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>3.9%</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Administrative and Support and Waste Management and Remediation Services</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0.8%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0.8%</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>4.7%</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0.8%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>7</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>7.9%</td>
</tr>
<tr>
<td>Other Services (Except Public Administration)</td>
<td>5</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>4.7%</td>
</tr>
<tr>
<td>Industries Not Classified</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>80</strong></td>
<td><strong>29</strong></td>
<td><strong>8</strong></td>
<td><strong>4</strong></td>
<td><strong>2</strong></td>
<td><strong>2</strong></td>
<td><strong>0</strong></td>
<td><strong>2</strong></td>
<td><strong>0</strong></td>
<td><strong>127</strong></td>
<td><strong>100.0%</strong></td>
</tr>
<tr>
<td><strong>Percent of Total</strong></td>
<td><strong>63.0%</strong></td>
<td><strong>22.8%</strong></td>
<td><strong>6.3%</strong></td>
<td><strong>3.1%</strong></td>
<td><strong>1.6%</strong></td>
<td><strong>1.6%</strong></td>
<td><strong>0.0%</strong></td>
<td><strong>1.6%</strong></td>
<td><strong>0.0%</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

Source: US Census Bureau, “2012 County Business Patterns (NAICS)”
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 Yerington, Smith Valley, Hawthorne, Lyon County, and Mineral 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 study area 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 5.22 presents U.S. Real Gross Domestic Product (GDP) for the month on January 1st in each year between 2002 and 2013.

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>US Gross Domestic Product in Millions of US Dollars</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-01-01</td>
<td>$11,467.1</td>
<td></td>
</tr>
<tr>
<td>2003-01-01</td>
<td>$11,638.9</td>
<td>1.5%</td>
</tr>
<tr>
<td>2004-01-01</td>
<td>$12,117.9</td>
<td>4.1%</td>
</tr>
<tr>
<td>2005-01-01</td>
<td>$12,515.0</td>
<td>3.3%</td>
</tr>
<tr>
<td>2006-01-01</td>
<td>$12,896.4</td>
<td>3.0%</td>
</tr>
<tr>
<td>2007-01-01</td>
<td>$13,056.1</td>
<td>1.2%</td>
</tr>
<tr>
<td>2008-01-01</td>
<td>$13,266.8</td>
<td>1.6%</td>
</tr>
<tr>
<td>2009-01-01</td>
<td>$12,663.2</td>
<td>-4.5%</td>
</tr>
<tr>
<td>2010-01-01</td>
<td>$12,937.7</td>
<td>2.2%</td>
</tr>
<tr>
<td>2011-01-01</td>
<td>$13,227.9</td>
<td>2.2%</td>
</tr>
<tr>
<td>2012-01-01</td>
<td>$13,491.4</td>
<td>2.0%</td>
</tr>
<tr>
<td>2013-01-01</td>
<td>$13,746.2</td>
<td>1.9%</td>
</tr>
<tr>
<td><strong>2002-2013 Average</strong></td>
<td><strong>$12,752.1</strong></td>
<td><strong>1.7%</strong></td>
</tr>
<tr>
<td><strong>2002-2013 Actual Change</strong></td>
<td><strong>$2,279.1</strong></td>
<td></td>
</tr>
<tr>
<td><strong>2002-2013 Percent Change</strong></td>
<td><strong>19.9%</strong></td>
<td></td>
</tr>
</tbody>
</table>


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 5.23 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.

![Table 5.23](#)

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>US Consumer Price Index All Urban Consumers</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-01-01</td>
<td>177.7</td>
<td></td>
</tr>
<tr>
<td>2003-01-01</td>
<td>182.6</td>
<td>2.8%</td>
</tr>
<tr>
<td>2004-01-01</td>
<td>186.3</td>
<td>2.0%</td>
</tr>
<tr>
<td>2005-01-01</td>
<td>191.6</td>
<td>2.8%</td>
</tr>
<tr>
<td>2006-01-01</td>
<td>199.3</td>
<td>4.0%</td>
</tr>
<tr>
<td>2007-01-01</td>
<td>203.4</td>
<td>2.1%</td>
</tr>
<tr>
<td>2008-01-01</td>
<td>212.2</td>
<td>4.3%</td>
</tr>
<tr>
<td>2009-01-01</td>
<td>212.0</td>
<td>-0.1%</td>
</tr>
<tr>
<td>2010-01-01</td>
<td>217.5</td>
<td>2.6%</td>
</tr>
<tr>
<td>2011-01-01</td>
<td>221.0</td>
<td>1.6%</td>
</tr>
<tr>
<td>2012-01-01</td>
<td>227.5</td>
<td>2.9%</td>
</tr>
<tr>
<td>2013-01-01</td>
<td>231.5</td>
<td>1.7%</td>
</tr>
<tr>
<td><strong>2002-2013 Average</strong></td>
<td><strong>205.2</strong></td>
<td><strong>2.4%</strong></td>
</tr>
<tr>
<td><strong>2002-2013 Actual Change</strong></td>
<td><strong>53.8</strong></td>
<td><strong>-</strong></td>
</tr>
<tr>
<td><strong>2002-2013 Percent Change</strong></td>
<td><strong>30.3%</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

Source: US Federal Reserve Economic Data, Federal Reserve Bank of St. Louis, [http://research.stlouisfed.org/fred2](http://research.stlouisfed.org/fred2)
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.

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

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>US National Civilian Unemployment Rate</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-01-01</td>
<td>5.7%</td>
<td></td>
</tr>
<tr>
<td>2003-01-01</td>
<td>5.8%</td>
<td>1.8%</td>
</tr>
<tr>
<td>2004-01-01</td>
<td>5.7%</td>
<td>-1.7%</td>
</tr>
<tr>
<td>2005-01-01</td>
<td>5.3%</td>
<td>-7.0%</td>
</tr>
<tr>
<td>2006-01-01</td>
<td>4.7%</td>
<td>-11.3%</td>
</tr>
<tr>
<td>2007-01-01</td>
<td>4.6%</td>
<td>-2.1%</td>
</tr>
<tr>
<td>2008-01-01</td>
<td>5.0%</td>
<td>8.7%</td>
</tr>
<tr>
<td>2009-01-01</td>
<td>7.8%</td>
<td>56.0%</td>
</tr>
<tr>
<td>2010-01-01</td>
<td>9.7%</td>
<td>24.4%</td>
</tr>
<tr>
<td>2011-01-01</td>
<td>9.1%</td>
<td>-6.2%</td>
</tr>
<tr>
<td>2012-01-01</td>
<td>8.3%</td>
<td>-8.8%</td>
</tr>
<tr>
<td>2013-01-01</td>
<td>7.9%</td>
<td>-4.8%</td>
</tr>
<tr>
<td>2002-2013 Average</td>
<td>6.6%</td>
<td>4.4%</td>
</tr>
<tr>
<td>2002-2013 Actual Change</td>
<td>2.2%</td>
<td>-</td>
</tr>
<tr>
<td>2002-2013 Percent Change</td>
<td>38.6%</td>
<td>-</td>
</tr>
</tbody>
</table>

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.

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

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>Thousands of US Dollars</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-01-01</td>
<td>$6,006,032</td>
<td></td>
</tr>
<tr>
<td>2003-01-01</td>
<td>$6,460,776</td>
<td>7.6%</td>
</tr>
<tr>
<td>2004-01-01</td>
<td>$7,131,068</td>
<td>10.4%</td>
</tr>
<tr>
<td>2005-01-01</td>
<td>$7,776,939</td>
<td>9.1%</td>
</tr>
<tr>
<td>2006-01-01</td>
<td>$8,371,156</td>
<td>7.6%</td>
</tr>
<tr>
<td>2007-01-01</td>
<td>$8,849,665</td>
<td>5.7%</td>
</tr>
<tr>
<td>2008-01-01</td>
<td>$9,437,594</td>
<td>6.6%</td>
</tr>
<tr>
<td>2009-01-01</td>
<td>$11,126,941</td>
<td>17.9%</td>
</tr>
<tr>
<td>2010-01-01</td>
<td>$12,773,123</td>
<td>14.8%</td>
</tr>
<tr>
<td>2011-01-01</td>
<td>$14,270,114</td>
<td>11.7%</td>
</tr>
<tr>
<td>2012-01-01</td>
<td>$15,582,079</td>
<td>9.2%</td>
</tr>
</tbody>
</table>

2002-2012 Average $9,798,681 10.1%

2002-2012 Actual Change $9,576,047 -

2002-2012 Percent Change 159.4% -


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.

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 5.26 presents State of Nevada Real Gross Domestic Product (GDP) for the month on January 1st in each year between 2001 and 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%                                   | -              |                |                |

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

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>State of Nevada Civilian Unemployment Rate</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002-01-01</td>
<td>6.5%</td>
<td></td>
</tr>
<tr>
<td>2003-01-01</td>
<td>5.9%</td>
<td>-9.2%</td>
</tr>
<tr>
<td>2004-01-01</td>
<td>5.5%</td>
<td>-6.8%</td>
</tr>
<tr>
<td>2005-01-01</td>
<td>5.0%</td>
<td>-9.1%</td>
</tr>
<tr>
<td>2006-01-01</td>
<td>4.6%</td>
<td>-8.0%</td>
</tr>
<tr>
<td>2007-01-01</td>
<td>4.7%</td>
<td>2.2%</td>
</tr>
<tr>
<td>2008-01-01</td>
<td>5.8%</td>
<td>23.4%</td>
</tr>
<tr>
<td>2009-01-01</td>
<td>10.1%</td>
<td>74.1%</td>
</tr>
<tr>
<td>2010-01-01</td>
<td>14.0%</td>
<td>38.6%</td>
</tr>
<tr>
<td>2011-01-01</td>
<td>14.2%</td>
<td>1.4%</td>
</tr>
<tr>
<td>2012-01-01</td>
<td>12.4%</td>
<td>-12.7%</td>
</tr>
<tr>
<td>2013-01-01</td>
<td>10.2%</td>
<td>-17.7%</td>
</tr>
<tr>
<td>2002-2013 Average</td>
<td>8.2%</td>
<td>6.9%</td>
</tr>
<tr>
<td>2002-2013 Actual Change</td>
<td>3.7%</td>
<td>-</td>
</tr>
<tr>
<td>2002-2013 Percent Change</td>
<td>56.9%</td>
<td>-</td>
</tr>
</tbody>
</table>


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.
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 5.28 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.

<table>
<thead>
<tr>
<th>Year</th>
<th>Thousands of US Dollars</th>
<th>Percent Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>$3,465,168</td>
<td></td>
</tr>
<tr>
<td>2003</td>
<td>$3,323,108</td>
<td>-4.1%</td>
</tr>
<tr>
<td>2004</td>
<td>$3,279,365</td>
<td>-1.3%</td>
</tr>
<tr>
<td>2005</td>
<td>$3,179,162</td>
<td>-3.1%</td>
</tr>
<tr>
<td>2006</td>
<td>$2,828,131</td>
<td>-11.0%</td>
</tr>
<tr>
<td>2007</td>
<td>$2,746,131</td>
<td>-2.9%</td>
</tr>
<tr>
<td>2008</td>
<td>$2,780,052</td>
<td>1.2%</td>
</tr>
<tr>
<td>2009</td>
<td>$2,965,918</td>
<td>6.7%</td>
</tr>
<tr>
<td>2010</td>
<td>$3,039,806</td>
<td>2.5%</td>
</tr>
<tr>
<td>2011</td>
<td>$2,841,694</td>
<td>-6.5%</td>
</tr>
<tr>
<td>2002-2011 Average</td>
<td>$3,044,854</td>
<td>-2.1%</td>
</tr>
<tr>
<td>2002-2011 Actual Change</td>
<td>-$623,474</td>
<td>-</td>
</tr>
<tr>
<td>2002-2011 Percent Change</td>
<td>-18.0%</td>
<td>-</td>
</tr>
</tbody>
</table>


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.
5.3.3 Regional Comparison

Table 5.29 presents the total number of establishments (businesses) by industry for the entire Western Nevada Development District (comprised of Carson City, and Churchill, Douglas, Humboldt, Lyon, Mineral, Pershing, Storey, and Washoe counties), Lyon County, and Mineral County as defined by the U.S. Census Bureau for 2011. Lyon County, including Yerington and Smith Valley, and Mineral County, including Hawthorne, are part of the Western Nevada Development District. The Western Nevada Development District is a regional economic development authority formed as a non-profit, non-partisan organization that was initially formed in 1983.

In Lyon County, the four largest industries, as defined by the total number of establishments per industry, in 2011 included Retail Trade (97 establishments, or 13.0 percent of all establishments in Lyon County), Construction (90 establishments, 12.1 percent), Manufacturing (79 establishments, 10.6 percent), and Accommodation and Food Services (67 establishments, 9.0 percent).

In Mineral County, the four largest industries in 2011 included Retail Trade (15 establishments, 23.4 percent), Accommodation and Food Services (10 establishments, 15.6 percent), Health Care and Social Assistance and Other Services, Except Public Administration (each with six establishments, 9.4 percent), and Construction and Professional, Scientific, and Technical Services (each with five establishments, 7.8 percent).

In the Western Nevada Development District, the four largest industries in 2011 included Professional, Scientific, and Technical Services (2,298 establishments, 13.7 percent), Retail Trade (2,069 establishments, 12.3 percent), Health Care and Social Assistance (1,662 establishments, 9.9 percent), and Construction (1,528 establishments, 9.1 percent).

In 2011, according to the U.S. Census Bureau, there were a total of 744 establishments located and operating in Lyon County and a total of 64 establishments located and operating in Mineral County. Comparatively, there were a total of 16,828 establishments located and operating throughout the entire Western Nevada Development District. Lyon County accounted for only 4.4 percent of all establishments located and operating throughout the entire Western Nevada Development District and Mineral County accounted for only 0.4 percent of all establishments located and operating throughout the entire Western Nevada Development District in 2011.
<table>
<thead>
<tr>
<th>Industry Description</th>
<th>Entire WNDD Total Number of Establishments</th>
<th>Percent of Total</th>
<th>Lyon County Total Number of Establishments</th>
<th>Percent of Total</th>
<th>Mineral County Total Number of Establishments</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Fishing and Hunting</td>
<td>30</td>
<td>0.2%</td>
<td>2</td>
<td>0.3%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Mining, Quarrying, and Oil and Gas Extraction</td>
<td>118</td>
<td>0.7%</td>
<td>7</td>
<td>0.9%</td>
<td>4</td>
<td>6.3%</td>
</tr>
<tr>
<td>Utilities</td>
<td>49</td>
<td>0.3%</td>
<td>6</td>
<td>0.8%</td>
<td>1</td>
<td>1.6%</td>
</tr>
<tr>
<td>Construction</td>
<td>1,528</td>
<td>9.1%</td>
<td>90</td>
<td>12.1%</td>
<td>5</td>
<td>7.8%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>756</td>
<td>4.5%</td>
<td>79</td>
<td>10.6%</td>
<td>2</td>
<td>3.1%</td>
</tr>
<tr>
<td>Wholesale Trade</td>
<td>909</td>
<td>5.4%</td>
<td>46</td>
<td>6.2%</td>
<td>2</td>
<td>3.1%</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>2,069</td>
<td>12.3%</td>
<td>97</td>
<td>13.0%</td>
<td>15</td>
<td>23.4%</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>510</td>
<td>3.0%</td>
<td>28</td>
<td>3.8%</td>
<td>2</td>
<td>3.1%</td>
</tr>
<tr>
<td>Information</td>
<td>349</td>
<td>2.1%</td>
<td>9</td>
<td>1.2%</td>
<td>1</td>
<td>1.6%</td>
</tr>
<tr>
<td>Finance and Insurance</td>
<td>1,046</td>
<td>6.2%</td>
<td>39</td>
<td>5.2%</td>
<td>2</td>
<td>3.1%</td>
</tr>
<tr>
<td>Real Estate and Rental and Leasing</td>
<td>971</td>
<td>5.8%</td>
<td>31</td>
<td>4.2%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>2,298</td>
<td>13.7%</td>
<td>66</td>
<td>8.9%</td>
<td>5</td>
<td>7.8%</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>111</td>
<td>0.7%</td>
<td>1</td>
<td>0.1%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Administrative and Support and Waste Management and Remediation Services</td>
<td>1,096</td>
<td>6.5%</td>
<td>44</td>
<td>5.9%</td>
<td>1</td>
<td>1.6%</td>
</tr>
<tr>
<td>Educational Services</td>
<td>181</td>
<td>1.1%</td>
<td>3</td>
<td>0.4%</td>
<td>1</td>
<td>1.6%</td>
</tr>
<tr>
<td>Health Care and Social Services</td>
<td>1,662</td>
<td>9.9%</td>
<td>38</td>
<td>5.1%</td>
<td>6</td>
<td>9.4%</td>
</tr>
<tr>
<td>Arts, Entertainment, and Recreation</td>
<td>361</td>
<td>2.1%</td>
<td>31</td>
<td>4.2%</td>
<td>1</td>
<td>1.6%</td>
</tr>
<tr>
<td>Accommodation and Food Services</td>
<td>1,480</td>
<td>8.8%</td>
<td>67</td>
<td>9.0%</td>
<td>10</td>
<td>15.6%</td>
</tr>
<tr>
<td>Other Services (Except Public Administration)</td>
<td>1,286</td>
<td>7.6%</td>
<td>58</td>
<td>7.8%</td>
<td>6</td>
<td>9.4%</td>
</tr>
<tr>
<td>Industries Not Classified</td>
<td>18</td>
<td>0.1%</td>
<td>2</td>
<td>0.3%</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>16,828</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>744</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>64</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

*Source: US Census Bureau, “2012 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 Lyon and Mineral counties) 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 5.30 presents Location Quotients for the Western Central 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 2012 and 2013. The Western Central Nevada Nonmetropolitan Area consists of Churchill, Douglas, Lyon, and Mineral counties. Those LQ’s marked with an “x” indicate that there was not enough data to estimate the Location Quotient in that year.

In just 2012, the Western Central Nevada Nonmetropolitan Area had an LQ greater than 1.00 (was a net exporter) in the Management Occupations, Life, Physical, and Social Science Occupations, Community and Social Services Occupations, Education, Training, and Library Occupations, Building and Grounds Cleaning and Maintenance Occupations, Farming, Fishing, and Forestry Occupations, Construction and Extraction Occupations, Installation, Maintenance, and Repair Operations, Production Occupations, and Transportation and Material Moving Occupations relative to the State of Nevada.

In just 2013, the Western Central Nevada Nonmetropolitan Area had an LQ greater than 1.00 (was a net exporter) in the Management Occupations, Architecture and Engineering Occupations, Community and Social Services Occupations, Education, Training, and Library Occupations, Office and Administrative Support Occupations, Installation, Maintenance, and Repair Operations, Production Occupations, and Transportation and Material Moving Occupations relative to the State of Nevada.

These results suggest that, between 2012 and 2013, the Western Central Nevada Nonmetropolitan Area had a strong competitive advantage in the Management Occupations, Community and Social Service Occupations, Education, Training, and Library Occupations, Installation, Maintenance, and Repair Occupations, Production Occupations, and Transportation and Material Moving Occupations.
### Table 5.30 – Location Quotients

**Western Central Nevada Nonmetropolitan Area Relative to the State of Nevada**

*(Churchill, Douglas, Lyon, Mineral Counties)*

**2012 and 2013**

<table>
<thead>
<tr>
<th>Industry Category (NAICS)</th>
<th>Location Quotient 2012</th>
<th>Importer or Exporter</th>
<th>Location Quotient 2013</th>
<th>Importer or Exporter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Occupations</td>
<td>1.02</td>
<td>Net Exporter</td>
<td>1.09</td>
<td>Net Exporter</td>
</tr>
<tr>
<td>Business and Financial Operations Occupations</td>
<td>0.77</td>
<td>0.83</td>
<td>0.76</td>
<td></td>
</tr>
<tr>
<td>Computer and Mathematical Occupations</td>
<td>0.72</td>
<td>0.76</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Architecture and Engineering Occupations</td>
<td>0.97</td>
<td>1.02</td>
<td>Net Exporter</td>
<td></td>
</tr>
<tr>
<td>Life, Physical, and Social Science Occupations</td>
<td>1.06</td>
<td>Net Exporter</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Community and Social Service Occupations</td>
<td>1.38</td>
<td>Net Exporter</td>
<td>1.14</td>
<td>Net Exporter</td>
</tr>
<tr>
<td>Legal Occupations</td>
<td>0.61</td>
<td></td>
<td>0.52</td>
<td></td>
</tr>
<tr>
<td>Education, Training, and Library Occupations</td>
<td>1.40</td>
<td>Net Exporter</td>
<td>1.33</td>
<td>Net Exporter</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports, and Media Occupations</td>
<td>0.53</td>
<td>0.43</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical Occupations</td>
<td>0.85</td>
<td>0.79</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Healthcare Support Occupations</td>
<td>0.77</td>
<td>0.74</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Protective Service Occupations</td>
<td>0.82</td>
<td>0.85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food Preparation and Serving Related Occupations</td>
<td>0.82</td>
<td>0.85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance Occupations</td>
<td>1.07</td>
<td>Net Exporter</td>
<td>0.90</td>
<td></td>
</tr>
<tr>
<td>Personal Care and Service Occupations</td>
<td>0.88</td>
<td>0.85</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales and Related Occupations</td>
<td>0.92</td>
<td>0.97</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office and Administrative Support Occupations</td>
<td>0.98</td>
<td>1.13</td>
<td>Net Exporter</td>
<td></td>
</tr>
<tr>
<td>Farming, Fishing, and Forestry Occupations</td>
<td>7.25</td>
<td>Net Exporter</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>Construction and Extraction Occupations</td>
<td>1.01</td>
<td>Net Exporter</td>
<td>0.99</td>
<td></td>
</tr>
<tr>
<td>Installation, Maintenance, and Repair Occupations</td>
<td>1.20</td>
<td>Net Exporter</td>
<td>1.07</td>
<td>Net Exporter</td>
</tr>
<tr>
<td>Production Occupations</td>
<td>2.21</td>
<td>Net Exporter</td>
<td>1.95</td>
<td>Net Exporter</td>
</tr>
<tr>
<td>Transportation and Material Moving Occupations</td>
<td>1.08</td>
<td>Net Exporter</td>
<td>1.05</td>
<td>Net Exporter</td>
</tr>
</tbody>
</table>


#### 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 economy. 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 5.31 presents the Differential Shift for the Western Central Nevada Nonmetropolitan Area between 2012 and 2013 relative to the State of Nevada using the same total employment by industry data used to estimate Location Quotients for the Western Central Nevada.
Nonmetropolitan Area in 2012 and 2013. Those DS’s marked with an “x” indicate that there was not enough data to estimate the Differential Shift in that year.

Table 5.31 – Differential Shift Western Central Nevada Nonmetropolitan Area Relative to the State of Nevada (Churchill, Douglas, Lyon, Mineral Counties) 2012 and 2013

<table>
<thead>
<tr>
<th>Industry Category (NAICS)</th>
<th>Differential Shift 2012-2013</th>
<th>Competitive or Not Competitive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management Occupations</td>
<td>0.0429</td>
<td>Competitive</td>
</tr>
<tr>
<td>Business and Financial Operations Occupations</td>
<td>0.0576</td>
<td>Competitive</td>
</tr>
<tr>
<td>Computer and Mathematical Occupations</td>
<td>0.0350</td>
<td>Competitive</td>
</tr>
<tr>
<td>Architecture and Engineering Occupations</td>
<td>0.0245</td>
<td>Competitive</td>
</tr>
<tr>
<td>Life, Physical, and Social Science Occupations</td>
<td>-0.1950</td>
<td>Not Competitive</td>
</tr>
<tr>
<td>Management Occupations</td>
<td>-0.1755</td>
<td>Not Competitive</td>
</tr>
<tr>
<td>Education, Training, and Library Occupations</td>
<td>-0.0708</td>
<td>Not Competitive</td>
</tr>
<tr>
<td>Arts, Design, Entertainment, Sports, and Media Occupations</td>
<td>-0.2305</td>
<td>Not Competitive</td>
</tr>
<tr>
<td>Healthcare Practitioners and Technical Occupations</td>
<td>-0.0944</td>
<td>Not Competitive</td>
</tr>
<tr>
<td>Healthcare Support Occupations</td>
<td>-0.0647</td>
<td>Not Competitive</td>
</tr>
<tr>
<td>Protective Service Occupations</td>
<td>0.0204</td>
<td>Competitive</td>
</tr>
<tr>
<td>Food Preparation and Serving Related Occupations</td>
<td>0.0178</td>
<td>Competitive</td>
</tr>
<tr>
<td>Building and Grounds Cleaning and Maintenance Occupations</td>
<td>-0.1720</td>
<td>Not Competitive</td>
</tr>
<tr>
<td>Personal Care and Service Occupations</td>
<td>-0.0544</td>
<td>Not Competitive</td>
</tr>
<tr>
<td>Sales and Related Occupations</td>
<td>0.0359</td>
<td>Competitive</td>
</tr>
<tr>
<td>Office and Administrative Support Occupations</td>
<td>0.1212</td>
<td>Competitive</td>
</tr>
<tr>
<td>Farming, Fishing, and Forestry Occupations</td>
<td>x</td>
<td></td>
</tr>
<tr>
<td>Construction and Extraction Occupations</td>
<td>-0.0357</td>
<td>Not Competitive</td>
</tr>
<tr>
<td>Installation, Maintenance, and Repair Occupations</td>
<td>-0.1358</td>
<td>Not Competitive</td>
</tr>
<tr>
<td>Production Occupations</td>
<td>-0.1415</td>
<td>Not Competitive</td>
</tr>
<tr>
<td>Transportation and Material Moving Occupations</td>
<td>-0.0564</td>
<td>Not Competitive</td>
</tr>
</tbody>
</table>


Between 2012 and 2013, the Western Central Nonmetropolitan Area, relative to the State of Nevada, had a competitive advantage in eight separate occupations, including Management Occupations (DS of 0.0429), Business and Financial Operations Occupations (DS of 0.0576), Computer and Mathematical Occupations (DS of 0.0350), Architecture and Engineering (DS of 0.0245), Protective Service Occupations (DS of 0.0204), Food Preparation and Serving Related Occupations (DS of 0.0204), Sales and Related Occupations (DS of 0.0359), and Office and Administrative Support Occupations (DS of 0.1212).

The results of the Shift-Share Analysis, using the Differential Shift, suggests that the Western Central Nevada Nonmetropolitan Area, between 2012 and 2013, was competitive, relative to the State of Nevada, in the Management Occupations, Business and Financial Operations Occupations, Computer and Mathematical Occupations, Architecture and Engineering, Protective Service Occupations, Food Preparation and Serving Related Occupations, Sales and Related Occupations, and Office and Administrative Support 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](image_url)

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

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 5.32 identifies the Growing Base, Transforming, Emerging, and Declining industries in the Western Central Nevada Nonmetropolitan Area relative to the State of Nevada for 2013 using the results presented in section 5.3.4 (Location Quotient Analysis) and section 5.3.5 (Shift-Share Analysis).

<table>
<thead>
<tr>
<th>Table 5.32 – Regional Industry Clusters</th>
<th>Western Central Nevada Nonmetropolitan Area Relative to the State of Nevada (Churchill, Douglas, Lyon, Mineral Counties)</th>
<th>2012 and 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transforming Industries</strong></td>
<td><strong>Growing Base Industries</strong></td>
<td></td>
</tr>
<tr>
<td>Industry Category (NAICS)</td>
<td>2013</td>
<td>2012-2013 DS</td>
</tr>
<tr>
<td>Community and Social Services</td>
<td>1.14</td>
<td>-0.1950</td>
</tr>
<tr>
<td>Education, Training, and Library</td>
<td>1.33</td>
<td>-0.0708</td>
</tr>
<tr>
<td>Installation, Maintenance, Repair</td>
<td>1.07</td>
<td>-0.1358</td>
</tr>
<tr>
<td>Production</td>
<td>1.95</td>
<td>-0.1415</td>
</tr>
<tr>
<td>Transportation and Material Moving</td>
<td>1.05</td>
<td>-0.0564</td>
</tr>
<tr>
<td><strong>Declining Industries</strong></td>
<td><strong>Emerging Industries</strong></td>
<td></td>
</tr>
<tr>
<td>Industry Category (NAICS)</td>
<td>2013</td>
<td>2012-2013 DS</td>
</tr>
<tr>
<td>Legal Occupations</td>
<td>0.52</td>
<td>-0.1755</td>
</tr>
<tr>
<td>Arts, Design, Ent., Sports, Media</td>
<td>0.43</td>
<td>-0.2305</td>
</tr>
<tr>
<td>Healthcare Practitioner and Tech.</td>
<td>0.79</td>
<td>-0.0944</td>
</tr>
<tr>
<td>Healthcare Support</td>
<td>0.74</td>
<td>-0.0647</td>
</tr>
<tr>
<td>Building and Grounds Cleaning</td>
<td>0.90</td>
<td>-0.1720</td>
</tr>
<tr>
<td>Personal Care and Service</td>
<td>0.85</td>
<td>-0.0544</td>
</tr>
<tr>
<td>Construction and Extraction</td>
<td>0.99</td>
<td>-0.0357</td>
</tr>
<tr>
<td>Business and Financial Operations</td>
<td>0.83</td>
<td>0.0576</td>
</tr>
<tr>
<td>Computer and Mathematical</td>
<td>0.76</td>
<td>0.0350</td>
</tr>
<tr>
<td>Protective Service</td>
<td>0.85</td>
<td>0.0204</td>
</tr>
<tr>
<td>Food Preparation and Serving Related</td>
<td>0.85</td>
<td>0.0178</td>
</tr>
<tr>
<td>Sales and Related</td>
<td>0.97</td>
<td>0.0359</td>
</tr>
</tbody>
</table>


Between 2012 and 2013, the Western Central Nevada Nonmetropolitan Area had three Growing Base Industries, including Management Occupations, Architecture and Engineering Occupations, and Office and Administrative Support Occupations, relative to the State of Nevada. The Western Central Nevada Nonmetropolitan Area, relative to the State of Nevada, also had five
Transforming Industries, including Community and Social Services Occupations, Education, Training, and Library Occupations, Installation, Maintenance, and Repair Occupations, Production Occupations, and Transportation and Material Moving Occupations. Relative to the State of Nevada, the Western Central Nevada Nonmetropolitan Area also had five Emerging Industries between 2012 and 2013, including Business and Financial Operations, Computer and Mathematical Occupations, Protective Service Occupations, Food Preparation and Serving Related Occupations, and Sales and Related Occupations.

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

This document also serves the purpose of meeting a portion of the Comprehensive Economic Development Strategy (CEDS) document requirements 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 Yerington, Smith Valley, Hawthorne, Lyon County, Mineral 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 5.33 presents Per Capita Income for Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, the State of Nevada, and the United States for the 2008 to 2012 period using U.S. Census Bureau, 2012 American Community Survey 5-Year estimates.

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Per Capita Income 2008-2012 5-Year Average</th>
<th>Percentage within U.S. National</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yerington</td>
<td>$19,212</td>
<td>68.5%</td>
</tr>
<tr>
<td>Smith Valley</td>
<td>$25,925</td>
<td>92.4%</td>
</tr>
<tr>
<td>Hawthorne</td>
<td>$23,991</td>
<td>85.5%</td>
</tr>
<tr>
<td>Lyon County</td>
<td>$21,003</td>
<td>74.9%</td>
</tr>
<tr>
<td>Mineral County</td>
<td>$22,257</td>
<td>79.3%</td>
</tr>
<tr>
<td>State of Nevada</td>
<td>$27,003</td>
<td>96.3%</td>
</tr>
<tr>
<td>United States</td>
<td>$28,051</td>
<td>100.0%</td>
</tr>
</tbody>
</table>


Between 2008 and 2012, Per Capita Income in Yerington was significantly less than Per Capita Income county-wide in Lyon County, state-wide in the State of Nevada, and nation-wide. Over the five-year period, estimated Per Capita Income in Yerington was $19,212 compared to the five-year estimated annual Per Capita Income for Lyon County ($21,003), the State of Nevada ($27,003), and the United States ($28,051). Between 2008 and 2012, Per Capita Income in Smith Valley was greater than Per Capita Income county-wide in Lyon County but less than Per Capita Income state-wide and nation-wide. Over the five-year period, estimated Per Capita income in Smith Valley was $25,925 compared to the five-year estimated annual Per Capita Income in Lyon County ($21,003), the State of Nevada ($27,003), and the United States ($28,051).

Between 2008 and 2012, Per Capita Income in Hawthorne was greater than Per Capita Income county-wide in Mineral County but less than Per Capita Income state-wide and nation-wide. Over the five-year period, estimated Per Capita Income in Hawthorne was $23,991 compared to the five-year estimated annual Per Capita Income in Mineral County ($22,257), the State of Nevada ($27,003), and the United States ($28,051).

Between 2008 and 2012, Per Capita Income in Lyon County was less than Per Capita Income state-wide in the State of Nevada and nation-wide. Over the five-year period, estimated Per Capita Income in Lyon County was $21,003 compared to the five-year estimated annual Per Capita Income in Nevada ($27,003) and the United States ($28,051). Lyon County’s Per Capita Income between 2008 and 2012 was only 77.8 percent of state-wide Per Capita Income and was only 74.9 percent of nation-wide Per Capita Income.
Between 2008 and 2012, Per Capita Income in Mineral County was less than Per Capita Income state-wide in the State of Nevada and nation-wide. Over the five-year period, estimated Per Capita Income in Mineral County was $22,257 compared to the five-year estimated annual Per Capita Income in Nevada ($27,003) and the United States ($28,051). Mineral County’s Per Capita Income between 2008 and 2012 was only 82.4 percent of state-wide Per Capita Income and was only 79.3 percent of nation-wide Per Capita Income.

5.4.3 Unemployment Eligibility

Table 5.34 presents the Civilian Labor Force, 16 Years and Over for Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, the State of Nevada, and the United States for the 2008 to 2012 period using U.S. Census Bureau, 2012 American Community Survey 5-Year estimates.

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Civilian Labor Force 2008-2012 5-Year Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yerington</td>
<td>3,355</td>
</tr>
<tr>
<td>Smith Valley</td>
<td>750</td>
</tr>
<tr>
<td>Hawthorne</td>
<td>1,772</td>
</tr>
<tr>
<td>Lyon County</td>
<td>23,056</td>
</tr>
<tr>
<td>Mineral County</td>
<td>2,007</td>
</tr>
<tr>
<td>State of Nevada</td>
<td>1,404,075</td>
</tr>
<tr>
<td>United States</td>
<td>156,533,205</td>
</tr>
</tbody>
</table>


Over the 2008 to 2012 five-year period, the Civilian Labor Force in Yerington was 3,355 total individuals; the Civilian Labor Force in Smith Valley was 750 total individuals; the Civilian Labor Force in Hawthorne was 1,772 total individuals; and the Civilian Labor Force in Lyon County was 23,056 total individuals and 2,007 total individuals in Mineral County. State-wide, Nevada’s Civilian Labor Force was approximately 1.4 million total individuals. Nation-wide, the Civilian Labor Force in the United States was approximately 156.5 million total individuals.

Over the 2008 to 2012 five-year period, Yerington accounted for just 14.6 percent of Lyon County’s total Civilian Labor Force and for just 0.2 percent of the State of Nevada’s total Civilian Labor Force. Over the same five-year period, Smith Valley accounted for just 3.3 percent of Lyon County’s total Civilian Labor Force and for just 0.1 percent of the State of Nevada’s total Civilian Labor Force. At the county level, Lyon County accounted for just 1.6 percent of the State of Nevada’s total Civilian Labor Force over the 2008 to 2012 five-year period.
Over the 2008 to 2012 five-year period, Hawthorne accounted for 88.3 percent of Mineral County’s total Civilian Labor Force but for just 0.1 percent of the State of Nevada’s total Civilian Labor Force. At the county level, Mineral County accounted for just 0.1% of the State of Nevada’s total Civilian Labor Force over the 2008 to 2012 five-year period.

Table 5.35 presents the total number of Civilian Unemployed individuals, 16 Years and Over for Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, the State of Nevada, and the United States for the 2008 to 2012 five-year period using U.S. Census Bureau, 2012 American Community Survey 5-Year estimates.

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Civilian Unemployed 2008-2012 5-Year Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yerington</td>
<td>571</td>
</tr>
<tr>
<td>Smith Valley</td>
<td>65</td>
</tr>
<tr>
<td>Hawthorne</td>
<td>144</td>
</tr>
<tr>
<td>Lyon County</td>
<td>4,140</td>
</tr>
<tr>
<td>Mineral County</td>
<td>258</td>
</tr>
<tr>
<td>State of Nevada</td>
<td>166,416</td>
</tr>
<tr>
<td>United States</td>
<td>14,536,657</td>
</tr>
</tbody>
</table>


Over the 2008 to 2012 five-year period, the total number of Civilian Unemployed individuals in Yerington was 571 total individuals; the number of Civilian Unemployed individuals in Smith Valley was 65 total individuals; the number of Civilian Unemployed individuals in Hawthorne was 144 total individuals; and the number of Civilian Unemployed individuals throughout all of Lyon County was 4,140 total individuals and 258 total individuals throughout all of Mineral County. State-wide, the total number of Civilian Unemployed individuals was an estimated 166,416 total individuals. Nation-wide, the total number of Civilian Unemployed individuals in the United States was approximately 14.5 million total individuals.

Over the 2008 to 2012 five-year period, Yerington accounted for just 13.8 percent of Lyon County’s total number of Civilian Unemployed individuals and for just 0.3 percent of the State of Nevada’s total number of Civilian Unemployed individuals. Smith Valley accounted for just 1.6 percent of Lyon County’s total number of Civilian Unemployed individuals for less than 0.1 percent of the State of Nevada’s total number of Civilian Unemployed individuals. Hawthorne accounted for 55.8 percent of Mineral County’s total number of Civilian Unemployed individuals and for just 0.1 percent of the State of Nevada’s total number of Civilian Unemployed individuals.

Over the 2008 to 2012 five-year period, Lyon County’s Civilian Unemployed population accounted for just 2.5 percent of the State of Nevada’s total Civilian Unemployed population.
Mineral County’s Civilian Unemployed population accounted for just 0.2 percent of the State of Nevada’s total Civilian Unemployed population between 2008 and 2012.

Table 5.36 presents the Unemployment Rate for the Civilian Labor Force, 16 Years and Over for Yerington, Smith Valley, Hawthorne, Lyon County, Mineral County, the State of Nevada, and the United States for the 2008 to 2012 five-year period using U.S. Census Bureau, 2012 American Community Survey 5-Year estimates.

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Unemployment Rate 2008-2012 5-Year Average</th>
<th>Total Difference between US National</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yerington</td>
<td>17.0%</td>
<td>7.7%</td>
</tr>
<tr>
<td>Smith Valley</td>
<td>8.7%</td>
<td>-0.6%</td>
</tr>
<tr>
<td>Hawthorne</td>
<td>8.1%</td>
<td>-1.2%</td>
</tr>
<tr>
<td>Lyon County</td>
<td>18.0%</td>
<td>8.7%</td>
</tr>
<tr>
<td>Mineral County</td>
<td>12.9%</td>
<td>3.6%</td>
</tr>
<tr>
<td>State of Nevada</td>
<td>11.9%</td>
<td>2.6%</td>
</tr>
<tr>
<td>United States</td>
<td>9.3%</td>
<td>0.0%</td>
</tr>
</tbody>
</table>


Over the 2008 to 2012 five-year period, the Unemployment Rate of the Civilian Labor Force, 16 Years and Over in Yerington was greater than the county-wide, state-wide, and nation-wide unemployment rate. Yerington’s unemployment rate was 17.0 percent, a difference between Lyon County’s unemployment rate (18.0 percent) of 0.9 percent, a difference between the State of Nevada’s unemployment rate (11.9 percent) of 5.2 percent, and a difference between the national unemployment rate (9.3 percent) of 7.7 percent.

Between 2008 and 2012, Smith Valley’s unemployment rate was less than the county-wide, state-wide, and nation-wide unemployment rate. Smith Valley’s unemployment rate was 8.7 percent, a difference between Lyon County’s unemployment rate of 9.3 percent, a difference between the state’s unemployment of 3.2 percent, and a difference between the national unemployment rate of 0.6 percent.

Over the 2008 to 2012 five-year period, the Unemployment Rate of the Civilian Labor Force, 16 Years and Over in Hawthorne was less than the county-wide, state-wide, and nation-wide unemployment rate. Hawthorne’s unemployment rate was 8.1 percent, a difference between Mineral County’s unemployment rate of 4.7 percent, a difference between the state’s unemployment rate of 3.7 percent, and a difference between the national unemployment rate of 1.2 percent.

Both Lyon County’s and Mineral County’s Unemployment Rate of the Civilian Labor Force, 16 Years and Over were greater than state-wide and nation-wide unemployment rates between 2008 and 2012. Lyon County’s unemployment rate was 18.0 percent, a difference between the state’s
unemployment rate of 6.1 percent and a difference between the nation’s unemployment rate of 8.7 percent. Mineral County’s unemployment rate was 12.9 percent, a difference between the state’s unemployment rate of 1.0 percent and a difference between the nation’s unemployment rate of 3.6 percent.

5.5 Land Use, Existing Uses, and Existing Conditions

This section examines land uses, existing uses, and existing conditions in Lyon County, including the unincorporated area of Smith Valley, and in the city of Yerington including the county’s and city’s ongoing efforts to encourage commercial/retail development, industrial development, and residential development throughout the county and municipality. Additional background on the county’s and city’s parks, open spaces, civic and institutional land uses and schools is also provided. When possible, community-level data is provided for Smith Valley and Yerington. At the time of this report, a master plan or general land use plan for either Mineral County nor the town of Hawthorne were available.

The Lyon County Planning Department has developed a series of land use maps that have been made available, online at http://www.lyon-county.org/index.aspx?NID=773, 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 county services. A selection of these maps, as well as additional maps taken from the Lyon County Comprehensive Master Plan, adopted December 23, 2010, is presented in this section. The city of Yerington’s Planning and Zoning Division has also made its current master plan available to the public, available online at http://www.yerington.net/index.aspx?NID=479. The city of Yerington’s current master plan was first adopted by the Yerington City Council on July 25, 2001 and updated in February 2007.

Land use and transportation maps for Lyon County and the Smith Valley area were replicated in this report in order to ensure consistency between this Comprehensive Economic Development Strategy primer and existing land use plans in Lyon County.

Figure 5.3 presents the general land use patterns for all of Lyon County and Figure 5.4 presents the general land use patterns for just the Smith Valley area.

Figure 5.5 presents the integrated roadway network of all of Lyon County. Figure 5.6 presents the integrated roadway network for the U.S. Highway 50 area along the western portion of Lyon County and Figure 5.7 presents the integrated roadway network for just the Smith Valley area.

Figure 5.8 presents the airport influence overlay for the Smith Valley area.

Figure 5.9 presents the character district designations for several communities located throughout Lyon County including the city of Yerington and the census designated place Smith Valley.
Figure 5.3 – Lyon County General Land Use (2010 Master Plan)
Figure 5.4 – Smith Valley General Land Use (2010 Master Plan)
Figure 5.5 – Lyon County Integrated Roadway Network (2010 Master Plan)
Figure 5.6 – U.S. Highway 50 Integrated Roadway Network (2010 Master Plan)
Figure 5.8 – Smith Valley Airport Influence Overlay (2010 Master Plan)
Figure 5.9 – County-Wide Character District Map, Lyon County (2010 Master Plan)
5.51 General Land Use

The policies and action plans established in both the 2010 Lyon County master plan and the revised 2007 city of Yerington master plan are intended to address broad county and specific community land use and development needs for the next several years. To ensure consistency between this Comprehensive Economic Development Strategy primer and both master plans, sections of the 2010 Lyon County master plan and the revised 2007 city of Yerington master plan are reproduced in the following sections. The policies and action plans established in the land use plan section of the county-wide component of the 2010 Lyon County master plan and the land use goals of the goals and objectives section of the revised 2007 city of Yerington master plan are used as a guide for the public, decision makers, and staff in shaping the ultimate pattern of development throughout Lyon County.

According to the 2010 Lyon County master plan, during the early stages of developing the land use plan and based on input from the community and county leadership, an overall approach for future growth and development in the county was identified and is referred to the “Community Core Concept”. This approach emphasizes more growth and development occurring in and around existing community cores, including towns and established settlement areas, with more focus on balancing residential, employment, and retail land uses. This approach encourages less growth in the remote unincorporated areas. The agricultural areas around Smith Valley and Mason Valley (where the city of Yerington is located) would primarily continue for agricultural production but would allow residential development in alternative rural patterns, including clustering, through such mechanisms as development transfer rights and non-continuous density transfers. The Community Core Concept further promotes alternative development and conservation approaches for areas of environmental significance or hazardous features, such as steep slopes, wetlands, or floodplains.

The 2010 Lyon County master plan, in addition to establishing land use categories for agriculture and resource lands, residential, commercial and mixed-use, employment, public and community facilities and other lands, and overall designations (airport influence, cooperative planning area, state-designated historic area, future plan areas, and planning incentive areas), established five character districts, including:

- **Rural Districts**: these districts include those areas that are predominately low density residential development with limited neighborhood commercial use.

- **Suburbanizing Districts**: these districts include those areas that are predominately medium to high density residential development with regional and community commercial, neighborhood, industrial, and employment uses.

- **Historic Districts**: these districts include those areas in and around lands included in the Comstock Historic District and Silver City and other future historic designations in order to preserve existing historic character or to promote historic architectural design elements.
• General County: these lands are rural or resource lands or public lands and are intended to remain largely undeveloped or with very low intensity development within the planning horizon of the county’s current master plan.

• Future Plan Areas: areas in which land use plans have not yet been identified or prepared for.

A map of these character districts for all of Lyon County, including the city of Yerington and the Smith Valley area, is presented above in Figure 5.9.

The goals and objectives section of the revised 2007 city of Yerington master plan contains four general land use plan goals for the city of Yerington, including:

• Goal: Develop lower density zoning districts that help prevent overcrowding and help to maintain current quality of life. The four objectives of this goal are:
  o R-4 Single Family Residence District: 10,000 square foot minimum.
  o R-5 Single Family Residence District: 16,000 square foot minimum.
  o R-6 Single Family Residence District: 21,780 square foot minimum.
  o R-7 Single Family Residence District: 43,560 square foot minimum; note that the R-7 district needs to allow barnyard animals the same as the current agricultural zoning district.

• Goal: Regulate development in environmentally sensitive areas in order to mitigate drainage, erosion, and situation problems. The 10 objectives of this goal are:
  o Integration of development with the existing topography, soils and vegetation to the degree possible.
  o Minimization of soil exposure during the heavier runoff period by proper timing of grading and construction.
  o Retention of natural vegetation whenever feasible.
  o Vegetation of and mulching of denuded areas to protect them from winter precipitation and erosion caused by wind and water.
  o Diversion of runoff away from steep denuded slopes or other critical areas with barriers or ditches.
  o Preparation of drainage ways to handle concentrated or increased runoff from disturbed areas by using riprap or other lining materials.
  o Tapping of sediment-laden runoff in basins to allow soil particles to settle out before flows are released to receiving waters.
  o Inspection of sites to ensure control measures are working properly, and correction of problems as needed.
  o Development of appropriate guidelines on the size of areas to be graded or used for building.
  o Development of guidelines for prevention of wind erosion.

• Goal: Regulated development in order to protect the vegetation associated with the Walker River. The three objectives of this goal are:
When necessary to protect vegetation along the river, require the following during development review: (1) adoption of setbacks from the top of the riverbank, and (2) regulation of the removal of trees and other vegetation.

When roads must be constructed parallel to the river, they should be built with a wide separation of the road from the river and no home sites placed between the road and the river. The land between the road and the river should remain as open space and could include planned trails, bridal and or bicycle paths.

Free movement and access to the river and to vegetation areas should be permitted.

**Goal:** Require that extraction of earth products be performed in a way that is compatible with surrounding land uses and minimizes adverse effects on the environment. The five objectives of this goal are:

- As appropriate, require extraction operations to meet the following conditions prior to development approval: (1) preservation of topsoil, (2) protection of surface and subsurface water, (3) preservation of natural vegetation, wildlife habitats, and fisheries, (4) control of erosion, (5) control drainage and sedimentation, (6) provision of visual and noise buffering, (7) accommodation of heavy traffic on roadways, (8) provision of restoration and reuse of the site, (9) provision of a phased bonding program and liability commensurate with total costs of requirements imposed, and (10) preservation of the recreation opportunities, air quality, archaeological resources, character of the area, and other conditions necessary.

- Develop guidelines to provide adequate fencing and landscaping for extraction sites that are visible from non-compatible land use areas.

- Prohibit or regulate extraction whenever it is determined that there may be significant, unavoidable adverse effects on ground water quality.

### 5.5.2 Commercial and Tourism

As mentioned in the previous section, the 2010 Lyon County master plan establishes six land use categories of which commercial and mixed-use is one. The commercial and mixed-use land use category includes commercial lands, commercial mixed-use lands, and highway corridor mixed-use lands.

- Commercial lands can include neighborhood commercial uses, commercial and regional uses, and tourist-oriented commercial uses. These various uses provide a range of services, varying from small-call neighborhood-serving commercial activities to large-format retail centers. Lyon County, as stated in the 2010 Lyon County master plan, discourages continued expansion of highway-oriented commercial activities. Examples of uses permitted on commercial lands include smaller specialty retail shops, retail and health services, professional offices, and larger retailers such as supermarkets, hotels, and resorts.

- The commercial and mixed-use land category is designed to encourage a more cohesive mix of commercial uses than exist today, including residential, designed in centers.
Examples of uses permitted on commercial mixed-use lands include any mix of commercial services with some residential lands depending on the character of the district.

- The highway corridor mixed-use land category is designed to discourage continued development of highway-oriented commercial uses. Examples of uses permitted on highway corridor mixed-use lands include any mix of commercial services and uses. Mix and scale varies depending on the location of the character district but the intent is to encourage more residential and office uses.

The economic development section of the revised 2007 city of Yerington master plan provides general guidance regarding the city’s overall approach to supporting commercial and tourism development in the city. The master plan states that in the past 15 years, economic development has become a critical function of local government in every region of the country and in every phase of development. In supporting commercial and tourism development within the city of Yerington, the 2007 master plan focus on both small business development and new industrial development.

The goals and objectives section of the revised 2007 city of Yerington master plan contains five economic development goals for the city of Yerington. These goals cover the specific regulatory and administrative efforts the city of Yerington has developed and is currently implementing and administering to support and regulate commercial and tourism development within the city. These five goals include:

- Goal: To encourage the use of the city’s natural, recreational, and special facility resources for increased tourist activity.

- Goal: To provide for the orderly development of industrial, retail service, mining, and agricultural activities with emphasis to expand business and industry now in place.

- Goal: To sustain and expand programs with federal, state, and regional economic development groups.

- Goal: Continue to support the efforts of the Mason Valley Economic Development Group.

5.5.3 Industrial

As mentioned previously, the 2010 Lyon County master plan establishes six land use categories of which one is employment. The employment land use category includes industrial development guidelines. The industrial land use category typically includes intensive work processes and may involve manufacturing or resource handling. Examples include light and heavy manufacturing, warehousing and distribution, and a variety of other industrial services and operations. Accessory and complementary commercial uses oriented to the provision of services for the industrial uses may be incorporated into a master planned industrial park or through existing county design and development strategies.
The economic development section of the revised 2007 city of Yerington master plan provides a new industry impact parameter checklist designed to assist the city in fostering new business and industrial development. The checklist includes economic impact elements and infrastructure impact elements. The economic impact elements include: (1) capital expenditures, (2) tax revenue, (3) wage profile, (4) susceptibility to economic cycles, (5) reasons for relocation, (6) annual payroll, (7) potential local supply purchase, and (8) career occupational opportunities. The infrastructure impact elements include: (1) sewer requirements, (2) water demand relative to supply, and (3) energy demand relative to supply.

5.5.4 Residential/Housing

As mentioned in the previous section, the 2010 Lyon County master plan establishes six land use categories of which residential is one. The residential land use category includes rural residential lands, low density residential lands, and suburban residential.

- Rural residential lands include general rural and rural residential uses. Typically in rural districts and on the edge of suburbanizing areas, the lot sizes of rural residential lands may vary. Rural residential lands are generally not served by municipal utilities. Examples of this land type include “farnettes”, single-family residences, and ranches.

- Low density residential lands are typically located at the very edge of suburbanizing districts and in rural districts. Lot sizes and lot layout vary considerably. Like rural residential lands, low density residential lands are generally not served by municipal utilities and typical examples include single-family residences.

- Suburban residential lands include medium density residential uses, high density residential uses, and residential-mixed use uses. The medium density uses and high density uses are typically located in suburbanizing areas. Neighborhoods should contain a mix of housing types and lot sizes in a neighborhood setting (typically with a park, school, or other public use or facility) and connected to useable open space within the neighborhood. Medium density and high density residential uses are served by municipal utilities. High density residential uses must be located near major roads and near commercial centers. Typical examples of either medium density residential uses or high density residential uses include single-family residences, duplex, and attached multi-family housing units. The residential mixed-use use is designed to create opportunities for higher density neighborhoods in a suburban setting in order to promote neighborhoods with a mix of types and intensities in close proximity to commercial and commercial mixed-use districts. Examples of residential mixed-use uses include a range of medium to high density residential housing types with open space, parks, schools, and other public uses.

The housing section of the revised 2007 city of Yerington master plan explores those actionable steps that the city of Yerington and the private sector can do, singularly and in concert, to provide quality affordable housing for all sectors of the municipality’s residential population. The 2007 city of Yerington mast plan identifies three primary housing types, including:
• Single Family: the traditional single-family home generally involves an individual family holding title to an individual house on a separate parcel of land. As stated in the master plan, this type of housing is the most common and most desirable form of home ownership. Changing lifestyles have created other forms of housing with the mobile unit which, in many neighborhoods, have nearly matched the number of stick-built units.

• Condominiums and Planned Unit Developments: A condominium is similar to the single-family home in that the family holds title to a defined living unit. However, the owner of the unit has an undivided interest in common with a number of other owners in both land and related amenities. This is generally a type of housing that has been untried in the city of Yerington. The city has generally taken a cautious approach in approving multiple housing type subdivisions allowing for individual ownership.

• Cooperatives: Similar to condominiums, cooperatives is a group form of ownership of a single residential structure, along with its amenities, with each member having a share in the costs and benefits, depending upon the size of the individually owned unit. Cooperatives typically require disposal or resale of units to the cooperative association, thereby restricting the ability of the cooperative owner to share in the appreciated value of the unit.

The goals and objectives section of the revised 2007 city of Yerington master plan contains three housing goals for the city of Yerington, including:

• Goal: Encourage housing that meets the needs of all sectors of the city’s population. The one objective of this goal is to review land usage and zoning in the light of the impact on the kinds and numbers of living units that can be constructed.

• Goal: That mobile homes continue to be utilized as a viable living unit, within organized and planned mobile home parks. The two objectives of this goal are:
  o That mobile home regulations be reviewed and designated to ensure a positive role for mobile homes in the city.
  o The establishment of new modern mobile home parks should be encouraged.

• Goal: Equalize the tax burden and building code standards between standard and manufactured home owners. The objective of this goal is to continue to require the same building code safety standards on modular housing as are imposed on conventional housing types.

5.5.5 Parks, Open Space, and Civic and Institutional Facilities

Chapter 7 of the 2010 Lyon County master plan outlines the county’s long-term commitment to the development and management of parks, recreational facilities, and open space. Lyon County will ensure that the county not only retains existing parks and open space, but also that these assets remain accessible to all users for their scenic, recreational, ecological, and educational values. Chapter 7 of the 2010 Lyon County master plan outlines four general county-wide goals, policies, and actions.
• Goal: Recreation in communities. Parks, sports fields, and playgrounds will be available for recreation in communities and areas of higher density development. Individual targets for this goal include:
  o Recreation facilities in communities. Lyon County will provide park and recreation facilities and services based on sound financial and management planning.
  o Recreation facilities in suburbanizing communities and community core areas. Lyon County will provide for park and recreation opportunities such as sports fields and playgrounds within suburbanizing communities and community core areas, and as new development occurs.
  o Recreation facilities in rural communities. Lyon County will provide for park and recreation opportunities such as sports fields and playgrounds for rural communities and as new development occurs.
  o Planning and guidance for parks and recreation facilities. Lyon County will provide further guidance on park and recreation facility development through community plans and the development of standards.

• Goal: Recreation in rural areas. Residents will have access to a variety of recreation opportunities on public lands. The one individual target for this goal is:
  o Recreation on public land. In semi-rural and rural areas, Lyon County recreation opportunities will be on public lands, including federal and state-owned and managed lands and privately held lands with easements or other agreements that ensure public access.

• Goal: Trails. Lyon County will have trails for recreation and alternative transportation. Individual targets for this goal include:
  o Trails. Trails in Lyon County will be designed to accommodate a variety of desirable uses, tailored to the preference of the community(ies) in which they are located.
  o Trails implementation and management. Lyon County will provide further guidance on the development and management of trails through community plans and the development of standards.

• Goal: Capital Improvement Plan. Lyon County will fund the acquisition and maintenance of public park and recreation facilities based on an adopted capital improvement plan and based on sound financial and management planning. The one individual target for this goal is:
  o Identification, acquisition, and development. Identification, acquisition, and development of parks and recreation facilities will be based on adopted standards and criteria.

The public works section of the revised 2007 city of Yerington master plan outlines the city’s commitment to parks, open space, and recreational development opportunities. According to the revised 2007 master plan, the city of Yerington believes that a balance of recreational sites should be provided so that an array of activities can be available to the city’s citizens at all age
levels. A total of eight major recreation activities are outlined in the revised 2007 master plan, including:

- Overnight camping is available at a rest stop immediately outside the city of Yerington on U.S. Highway 95 Alternate and overnight recreation vehicle spaces are available on Bridge Street and at the Greenfield Mobile Home Park.

- An 18-hole golf course, with complete clubhouse and restaurant facilities, is easily accessible.

- There are three parks, one in town with a public swimming pool, Mountain View Park located on the west side, and Veterans Memorial Park located next to the softball park. Included in the park system are horseshoe pits, volleyball courts, basketball courts, kiddy play area, and a fishing pond.

- Three tennis courts are available.

- Archery and trap shooting activities are in place with complete facilities for competitive meets for both sports.

- A large softball complex is located within the city. The complex can accommodate an array of softball and baseball activities. It is designed to host district, state, and national tournaments. A new Little League field was approved for construction in 2005 due to the increased number of kids in the program.

- The Lyon County Museum offers a diverse and historic look at the city of Yerington’s past. A blacksmith shop, a general store, and two school facilities from the past have been moved to the museum site to provide authentic views of the years before. A new addition to the facility is the restored switch engine that used to run on the Nevada Copper Belt Railroad from the Ludwig mine to Wabuska, Nevada.

- A 12-lane bowling alley is located in central Yerington.

As indicated in the revised 2007 city of Yerington master plan, the city currently administers four major parks and recreational facilities, including:

- Mountain View Park. Mountain View Park is located on Mountain View Street and park Street. The park has a pond for fishing, a play area, horseshoe pits, and a volleyball court. Set up throughout the park are gazebo covered picnic areas with tables and BBQ’s. There is also a large gazebo area with tables that can seat up to 100 people.

- Veterans Park. Veterans Park is located at Oregon State and Nevin Way. This park a play area, a basketball court, and tennis courts. The park has both open and covered gazebo covered picnic and BBQ areas. Veterans Park is home to the Historic Fire Station No. 3, which houses The Federal, a restored 1926 Federal Fire Engine and is the second motorized piece of apparatus ever in the history of the city of Yerington.
• Soroptimist Park. Soroptimist Park is located on the corner of U.S. Highway 95 Alternate and Nevin Way. The park has two covered picnic areas.

• The Joe Parr Sports Complex. The Joe Parr Sports Complex consists of the Booth Parr Baseball Field, the Pat Peeples Softball Field, the Neil Herrin Field, and the Buck Aiazzi Little League Field, the Reviglio Little League Field, and lit tennis courts.

The goals and objectives section of the revised 2007 city of Yerington master plan contains four public services recreation goals for the city of Yerington, including:

• Goal: To plan and encourage the development and utilization of the varied recreational resources and facilities of the Yerington area. The five objectives of this goal are:
  o Expand Mountain View Park facilities.
  o Develop park system master plan.
  o Consider additional parks as the City grows.
  o Expand the Desert Park amenities as required through volunteer participation.
  o Provide facilities for skate boarders, skaters and bicycles in the ball field area or adjacent areas.

• Goal: To create and reserve areas along waterways which can be used parks, walkways, and river success. The one of objective of this goal is to encourage developers, when developments occur along waterways, to provide open space for parks, walks, and river access as part of the development plans. The city of Yerington will continue to develop a walkway and trail system around recreational facilities at the north end of the city.

• Goal: Encourage the entire city to participate in recreational activities which indicate city and county cooperation. The one of objective of this goal is to ensure that these activities be constantly brought to the attention of advisory boards and residents of the city of Yerington and Lyon County.

• Goal: That the city will continue to develop and expand community and neighborhood recreational facilities adequate to serve present and future needs. The seven objectives of this goal are:
  o That a parks and recreation master plan be developed.
  o That private enterprise in the field of tourist recreation is encouraged.
  o That all recreation sites and development projects be submitted to and coordinated with the Planning Commission.
  o That optimum use of federal and state land programs be encouraged to help fill the recreation needs of the City.
  o That diversified recreation facilities are provided for groups of all ages, both resident and tourist, oriented to the needs of the City.
  o That specialized recreation programs be considered to serve the interest of house owners, art groups, rock hounds and bottle collectors, swimming clubs, and sportsmen of varying interests.
  o That proper recreational facilities be developed both indoors and outdoors for all.
Chapter 8 of the 2010 Lyon County master plan outlines the county’s long-term commitment to the development and management of public facilities and services. According to the 2010 Lyon County master plan, public facilities generally include land, buildings, equipment, and whole systems of activity provided and maintained by the county on behalf of the public. Chapter 8 of the 2010 Lyon County master plan addresses public facilities and services related to water and sewer systems, public safety and facilities, either during land development process or through appropriate government. Two of the four goals listed in this chapter most related to public and institutional facilities include:

- **Goal: Schools.** Lyon County will support efforts by the Lyon County School District to provide adequate school facilities and quality education for all children. Individual targets for this goal include:
  - Coordinate development review with the Lyon County School District and actively seek the school district’s comments and requirements.
  - Cooperate with the Lyon County School District in facilities planning.

- **Goal: Libraries.** Lyon County will support efforts of the Lyon County Library System to provide library services that meet county-wide and local community needs.

5.5.6 Schools

Both Lyon County and the City of Yerington understand that the future success of businesses located throughout Lyon County and in Yerington depend upon the quality of education tomorrow’s workforce receives today. That is why the county and city has worked with and supports the efforts of the schools and educational institutions located throughout the county and city of Yerington that significantly contribute to the county’s overall quality of life.

As already indicated, one of the four goals listed in Chapter 8 of the 2010 Lyon County master plan specifically addresses the county’s efforts to continue to support the efforts of the Lyon County School District. The revised 2007 city of Yerington master plan contains a separate section on schools. According to the revised 2007 master plan, the city strongly believes that education produces human capital which, in-turn, contributes significantly to the economic progress of individuals, communities, and the nation. The city further believes that human resource development, as the foundation for rural development, needs a higher priority than it has received.

The goals and objectives section of the revised 2007 city of Yerington master plan contains one goal for the city of Yerington regarding schools. That goal is:

- **Goal:** That the city of Yerington encourage unified school and community planning.
  The three objectives of this goal are:
  - That provision is made for the proper location of schools sites.
  - That provision is made for future school plant needs.
  - That continued coordination between the city of Yerington and the Lyon County School District is encouraged.
Lyon County School District

The mission of the Lyon County School District is to, “Provide relevant learning opportunities that develop adaptable, persistent, and self-directed learners capable of creativity, collaboration, communication, and critical thinking necessary to solve complex challenges.” The vision of the Lyon County School District is to, “Graduate all students to be successful in college and career.” The Lyon County School District currently operates six schools (three elementary schools, one intermediate school, one middle school, and one high school) in the city of Fernley, five schools (three elementary schools, one intermediate school, and one high school) in the Dayton and Silver City area, two schools (one elementary school and one high school) in the Silver Springs and Stage Coach area, one school in the Smith Valley area, and three schools in the city of Yerington.

The Smith Valley School is a kindergarten through grade 12 school. Smith Valley School has a strong Career Technical Education program that offers welding, animal production, horticulture, agricultural business, website design, computer graphics, sports physiology, and Geographic Information Systems classes. Each Career Technical Education program offering is articulated for students to earn college credit.

The three schools in the city of Yerington include:

- Yerington Elementary School. The mission statement for Yerington Elementary School is “The staff of Yerington Elementary School believes the primary purpose of our school is student learning. We believe that all students can learn and achieve basic grade level skills, regardless of their previous academic performance, family background, disability, socioeconomic status, ethnicity, and/or gender. The staff, working as a team, in partnership with families and the community, will provide students fundamental information and the skills necessary to achieve academic success in a safe, caring environment. We accept the responsibility to use effective strategies so all students can become successful in our school and productive citizens in our society.”

- Yerington Intermediate School.

- Yerington High School. Yerington High School opened in the fall of 1909 and, as the area’s residential population has increased, so had the attendance at the school and the need for additional space. In 1951, construction of a new high school began and the new high school was opened in the fall of 1952. Since 1952, the current facility has been refurbished, renovated, and expanded in order to serve the needs of a growing and changing population. It is the mission of Yerington High School to instill in the students a sense of pride so that someday they will look back on their experiences at Yerington High School and find a need to share them with their own children.

Although the Lyon County School District has experienced significant periods of student enrollment over the past decade, overall student enrollment over the past few years have declined. Between 2006 and 2012, total student enrollment throughout the Lyon County School District has declined from an estimated 9,175 total students enrolled in 2006 and 2007 to an estimated 8,252 total students enrolled in 2011 and 2012, a net decline of 923 total students or
10.1 percent. Despite this decline, largely due to ongoing economic distress related to the U.S. national recession of 2007 and 2008, the Lyon County School District is still the fourth-largest school district in the State of Nevada.

**Western Nevada College**

Since 1971, Western Nevada College has helped students prepare for careers, earn a college degree, and get started on the road to success. Western Nevada College offers high quality and affordable college education in a caring environment that respects the individual. Many Western Nevada college graduates become leaders in their communities and excel in their professions. Western Nevada College reaches out to everyone with multiple campuses, learning centers, and online classes. Western Nevada College offers various career and technical education opportunities across 44 different academic divisions ranging from applied industry technology and business to graphic communications and surveying and 46 additional academic divisions in the liberal arts ranging from atmospheric sciences and computer science to natural resources and social work. Students can also choose to pursue one of five nursing and allied health academic divisions including community health sciences, emergency medical services, health information technology, laboratory technician, and nursing.

Western Nevada College Yerington has served area residents with high quality college education for more than 20 years. Western Nevada College offers students college courses that lead to associate degrees and certificates, as well as career preparation classes. Many Western Nevada College students are adults seeking job skills or an upgrade in their careers. Others are high school students who take advantage of dual-credit college classes offered at Yerington High School each school year. Craft classes are quite popular with the Mason Valley senior citizen population. As Yerington is the county seat of Lyon County, Western Nevada College Yerington also provides periodic classes to county employees. The Western Nevada College Yerington Center is located at 120 N California Street in the Jeanne Dini Cultural Center.

**University of Nevada, Reno; University of Nevada Cooperative Extension**

According to the University of Nevada Cooperative Extension’s website, “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.

University of Nevada Cooperative Extension offers educational programs to residents of Lyon County from the Yerington office. The University of Nevada Cooperative Extension Lyon County office is located at 504 S Main Street. Some of the many programs offered by the University of Nevada Cooperative Extension Lyon County office include Calming the Waters:
Infrastructure

According to the 2010 Lyon County master plan, it is the purpose of Lyon County to not restrict future growth in a way that minimizes potential negative impacts associated with growth while offering residents a range of choices and promoting job creation. Lyon County seeks to successfully accommodate growth and consciously decide how development should occur to achieve a more efficient pattern for future development. The county further intends to ensure the county’s long-term viability by using methods to guide new development to locations where adequate public infrastructure such as roads, water, sewer, schools, and related facilities, is available or can be provided most efficiently and cost effectively, promoting infill development, and providing incentives for quality development.

5.6.1 Water

Chapter 6 of the 2010 Lyon County master plan outlines the county’s long-term commitment to the protection of the county’s natural resources and the environment. According to the 2010 Lyon County master plan, the proximity of the natural environment will continue to be an important part of life in Lyon County, where residents will enjoy sustainable supplies of clean water for drinking and agriculture; clean air; wildlife; access to rivers, lakes, and public lands; scenic views, and dark night skies. Lyon County, according to the 2010 Lyon County master plan, will work to reduce or mitigate natural hazards such as wildlife, flooding, earthquakes, and dust. One of the four goals listed in this chapter most related to water include:

- Goal: Adequate, clean water. Adequate water supply will be available for current and future needs in Lyon County, including safe, healthy drinking water for all Lyon County residents. The individual target for this goal includes recognizing that clean water is a precious resource necessary to maintain the health of Lyon County residents, the county’s economy, and the overall quality of life, Lyon County will protect the water supply and encourage efficient use of the county’s water resources. Individual strategies associated with this goal and target include:
  - Maintain and expand the piped municipal water and sewer systems within community core and urbanizing areas of the County as designated on the Future Land Use map.
  - Control development density in semi-rural and rural areas to avoid contamination of wells by septic systems through adoption of density standards based on factors such as hydrology, soil structure, and other scientifically recognized parameters.
  - Encourage a nitrate reduction program(s) to protect groundwater and public drinking water supplies.
  - Encourage conservation and efficient use of water, through utility rate structure, landscaping standards, education, and other programs.
o Encourage each incorporated city to provide water and sewer to all new development within its area of influence.

o Require that new development install stormwater control features to offset increase in flood hazard created by development and facilitate groundwater recharge.

o Adopt low-impact development standards to reduce runoff and improve water quality.

o Enforce federal, state, and local regulations.

Chapter 8 of the 2010 Lyon County master plan outlines the county’s long-term commitment to the development and management of public facilities and services. According to the 2010 Lyon County master plan, public facilities generally include land, buildings, equipment, and whole systems of activity provided and maintained by the county on behalf of the public. Chapter 8 of the 2010 Lyon County master plan addresses public facilities and services related to water and sewer systems, public safety and facilities, either during land development process or through appropriate government. One of the four goals listed in this chapter most related to water include:

- **Goal: Provision of Services.** Municipal water and sewer systems will be expanded only in areas where they are cost effective. The individual target for this goal includes assuring that new development occurs in areas that are served by, or are adjacent to, areas with existing utility systems to avoid distant and costly expansion. Individual strategies associated with this goal and target include:
  
  o Develop a Capital Improvements Plan and budget for Lyon County utility system expansion that is consistent with the Land Use Map in this Plan.
  
  o Revise the County’s development regulations in order to create incentives to build according to the Land Use map in this Plan.
  
  o Require the developer to pay the full cost of utility system extension, in order to discourage inefficient utility system development, and provide for reimbursement mechanisms where appropriate.
  
  o Explore development impact fees, ensuring that they are structured to accurately address the cost of providing utility services based on distance from the existing utility services.
  
  o Develop criteria defining prerequisites for utility expansion, including maximum capacity levels, delivery cost factors, etc.

The conservation section of the revised 2007 city of Yerington master plan contains a substantial discussion on managing the city’s primary source of drinking water. According to the revised 2007 city of Yerington master plan, the city recognizes that there are limitations on the water supply for Yerington and the surrounding area. The Walker River relies on the Sierra Nevada snow pack as its primary source of water and year-to-year flows can vary greatly because of drought years and the lack of reservoir capacity in those years. Only dams, underground aquifer storage of seasonal surface water, and dual utilization of the surface and underground supplies can provide a dependable perennial supply of water for the basin utilized by the city of Yerington. The city recognizes that the use of ground water cannot be expanded indefinitely without causing the water table to decline.
The goals and objectives section of the revised 2007 city of Yerington master plan contains six conservation element goals for the city of Yerington that each pertain to the city’s management of water, including:

- **Goal:** To protect and enhance water quality throughout the city. The one objective of this goal is to require users of toxic or hazardous materials to provide monitoring capabilities to assure protection from ground water contamination.

- **Goal:** Minimize possible flooding and resultant damage. The five objectives of this goal are:
  - In areas where this condition is a possibility, consideration must be given to such things as retention ponds and properly engineered drainage courses in accordance with good engineering practices.
  - Restrict development in areas where flood plain conditions exist and require design of proposed developments at elevations above established flood plain.
  - While not totally disallowed, future growth such as subdivisions and housing areas should be encouraged to connect to the city’s wastewater treatment facility. Additional individual sewage disposal system locations should be discouraged when possible. Water-well locations should also be selected with nearby individual sewage disposal systems in mind to help protect Yerington’s drinking water.
  - Continue to work with other entities and agencies toward a long-term flood control program.
  - Enhance and protect the natural integrity of the Walker river, river sides (riparian zones), and wetlands. Regulate development of riparian zones. Monitor water quality. Provide and improve public access. Develop interagency drainage management agreements.

- **Goal:** Regulate and control surface drainage in the city of Yerington. The one objective of this goal is to continue to implement the city’s current surface drainage plan.

- **Goal:** To foster growth of the community in line with recognized physical constraints of the land, air, and water of the area. The three objectives of this goal are:
  - Review the annual population impact on land and water.
  - Encourage business and industry development that does not require extensive land and water usage.
  - Encourage residential zero-scaping or other low water usage landscaping.

- **Goal:** Retain existing water resources for the benefit of the city’s use, including agricultural, residential, and industrial uses. The one objective of this goal is to request the Nevada State Engineer to continue its hydrologic study of water basins in the area in order to determine both quality and quantity of existing aquifers to assure that these aquifers are not being depleted beyond their recharging capabilities.
• Goal: That the city of Yerington protect its environment. The two objectives of this goal include:
  o That pollution of the air and water of the city be minimized.
  o That potential problems of air and water pollution are examined and proper controls are established.

The goals and objectives section of the revised 2007 city of Yerington master plan contains one public services water resources goal for the city of Yerington that pertain to the city’s management of water, including:

• Goal: Provide long-range planning, financing, construction, and coordination of water facilities. The four objectives of this goal include:
  o Regional cooperation for water supply systems.
  o Provide for an expansion of the water system that will utilize the Mason Water Company.
  o Annex the entire Mason Water Company service area.
  o Continue to monitor funding that finances the water needs of the city.

5.6.2 Sewer

Management of the county’s sewer system in the 2010 Lyon County master plan is incorporated into the county’s management of water and related resources. Chapter 8 of the 2010 Lyon County master plan outlines the county’s long-term commitment to the development and management of public facilities and services including its sewage system. According to the 2010 Lyon County master plan, public facilities generally include land, buildings, equipment, and whole systems of activity provided and maintained by the county on behalf of the public. Chapter 8 of the 2010 Lyon County master plan addresses public facilities and services related to water and sewer systems, public safety and facilities, either during land development process or through appropriate government. One of the four goals listed in this chapter most related to sewage management include:

• Goal: Provision of Services. Municipal water and sewer systems will be expanded only in areas where they are cost effective. The individual target for this goal includes assuring that new development occurs in areas that are served by, or are adjacent to, areas with existing utility systems to avoid distant and costly expansion. Individual strategies associated with this goal and target include:
  o Develop a Capital Improvements Plan and budget for Lyon County utility system expansion that is consistent with the Land Use Map in this Plan.
  o Revise the County’s development regulations in order to create incentives to build according to the Land Use map in this Plan.
  o Require the developer to pay the full cost of utility system extension, in order to discourage inefficient utility system development, and provide for reimbursement mechanisms where appropriate.
Explore development impact fees, ensuring that they are structured to accurately address the cost of providing utility services based on distance from the existing utility services.

Develop criteria defining prerequisites for utility expansion, including maximum capacity levels, delivery cost factors, etc.

The public works section of the revised 2007 city of Yerington master plan contains a discussion of the city of Yerington’s sewer system as well as a discussion on the city’s extended short-term and future long-term sewer system plans. According to the revised 2007 master plan, the city’s sewage facility consists of a lagoon system with four ponds including two lift stations which pump approximately 250,000 gallons per day. The existing treatment system is at currently (as of 2007) at approximately 35 percent of capacity and should serve municipal needs for approximately 10 additional years.

Extended short-term plans for the municipal sewer system includes development of a comprehensive capital improvement plan in order to effectively plan repair and replacement of manholes throughout the city thought to be a target for exfiltration and infiltration. The entire collection system should also be videoed and a plan developed to slip-line and replace older sewer main lines that add to the infiltration and inflow.

Future long-term plans should include moving the sewer plant away from the general proximity of the municipal airport and converting the operation from the current lagoon system to a mechanical package plant. Moving the lagoons will also bring the municipal airport into compliance with U.S. Federal Aviation Administration regulations and help prevent against bird-strikes at the airport.

The goals and objectives section of the revised 2007 city of Yerington master plan contains one public services sewer system goal for the city of Yerington that pertain to the city’s management of water, including:

- Goal: Maintain and expand wastewater facilities to assure service to new construction, residential, commercial, and industrial, in reliance to build out projections of this master plan. The seven objectives of this goal include:
  - Purchase land whereon sewer facilities may be expanded.
  - Consider alternative uses of sewer effluent water for irrigation of city facilities and other reuse possibilities.
  - Design systems to accommodate future city service expansion.
  - Consider changing from a lagoon system to a package plant.
  - Maintain state compliance standard for collection and treatment of city wastewater.
  - Ensure connection fees are adequate to ensure growth of the wastewater system will pay for future expansions.
  - Require developers of subdivisions with 20 or greater living units to connect to the wastewater system or build an engineered package plant that will provide adequate treatment of the wastewater including any future needs of the city.
5.6.3 Transportation

Chapter 4 of the 2010 Lyon County master plan outlines the county’s long-term commitment to the development and management of its transportation network. Lyon County has a transportation network that is similar to other predominately rural communities that have begun to rapidly suburbanize as urban centers both within and adjacent to the county continue to grow and expand. Lyon County’s transportation system depends heavily on automobile use but does have extensive railroad and air traffic components. According to the 2010 Lyon County master plan, the county will strive to provide a cohesive circulation system for a range of transportation choices that are safe, reliable, and offer sufficient capacity. Lyon County’s transportation system will meet the current and future needs of residents and businesses and will be an asset for attracting and retaining various employment opportunities in the county.

Transportation facilities and services are vital to Lyon County. Lyon County is primarily served by U.S. Interstate 80 and by U.S. Highway 50 in the northern portion of the county. Both U.S. Highway 95 and U.S. Highway 95 Alternate provide vital connectivity between the northern part of Lyon County and its central interior. Other critical roadways include Nevada State Route 208, Nevada State Route 338, Nevada State Route 339, and Nevada State Route 829, each of which provides vital connectivity in the southern part of the county. The Union Pacific maintains mainline passes through the city of Fernley area in the northern portion of the county. Additionally, northern and central Lyon County is served by municipal airports. The city of Fernley, in northern Lyon County, is approximately 36 miles from the Reno Tahoe International Airport along U.S. Interstate 80 and U.S. Highway 395. The city of Yerington, in central Lyon County, is approximately 82 miles from the Reno Tahoe International Airport along U.S. Highway 95 Alternate, U.S. Interstate 80, and U.S. Highway 395.

Chapter 8 of the 2010 Lyon County master plan identifies five goals related to the development and management of the county’s transportation networking, including:

- **Goal: Cohesive Transportation System.** Lyon County’s transportation system will provide transportation options where residents and goods can move safely and efficiently, including during peak travel times. Individual targets for this goal include:
  - Integrated roadway network. Lyon County and subdivision roadways shall be designed to provide efficient and practical connections to the regional and local road network.
  - Intersection safety. Lyon County will strive to ensure that roadways and intersections meet adopted design standards and provide safe travel routes for vehicles, bicycles, and pedestrians.
  - Alternative modes. Lyon County will encourage and enable the use of transportation alternatives to cars, such as bicycling, walking, or riding a bus.
  - Connectivity. The roadway system in Lyon County will be designed in a way that provides logical and efficient travel routes and minimizes unnecessary driving.

- **Goal: County Roads.** Local roads will offer alternatives to primary highways. In order to reduce and avoid highway congestion at peak time, Lyon County will work in
conjunction with other public agencies and private developers to build and maintain alternative routes designed for shorter trips and local travel within communities.

- **Goal: Public Transportation.** Lyon County will pursue cost-effective public transportation for travel within and between population centers. Individual targets for this goal include:
  - Identify public transportation options. Lyon County will identify potential public transportation options that may be feasible in the context of the county’s population demographics and distribution.
  - Land use and transportation. Lyon County will promote an efficient transportation system through land use patterns that promote compact development and a mix of land uses in community centers.

- **Goal: Distribution Centers.** Rail and highway routes will continue to be competitive as distribution routes for goods. Recognizing the importance of competitive distribution routes to the industrial sector of the county’s economy, Lyon County will continue to protect railway lines and highways from uses that could reduce their effectiveness.

- **Goal: Airports.** Public and private airports will be sustained and promoted as an important transportation asset in Lyon County. When making land use designations and decisions, Lyon County will consider protection of airspace and the ability of airports to meet current and future demand for air travel and transportation.

The goals and objectives section of the revised 2007 city of Yerington master plan contains three general goals associated with transportation development and management for the city of Yerington, including:

- **Goal: To provide an efficient and workable transportation system that will produce beneficial and not adverse effects on the city of Yerington.** The two objectives of this goal include:
  - Survey transportation requirements for senior citizens.
  - Survey the impact of truck travel through downtown Yerington.

- **Goal: Implementation of a street plan for the city of Yerington.** The city of Yerington will complete a comprehensive inventory of all streets and traffic data for the city in order to give a basis for spending street funds where they are most needed.

- **Goal: Improve residential road surfaces through paving and increased drainage engineering.** The four objectives of this goal include:
  - Those road systems connecting adjacent jurisdictions continue to be planned for and recognized.
  - That consideration is given to separation of pedestrian ways and vehicle traffic ways to ensure maximum protection and convenience.
  - That adequate air space for future airport needs be assured.
  - That the city provides the highest level of public safety possible in order to prevent traffic accidents.
A considerable portion of the revised 2007 city of Yerington master plan focuses specifically on development issues related to the city’s municipal airport. According to the public works section of the revised 2007 master plan, the Yerington Municipal Airport is located approximately 70 miles south-east of Carson City. The Yerington Municipal Airport serves the general aviation needs of southern Lyon County and has just one runway. The runway, Runway 01/19, is approximately 5,800 feet in length and 75 feet wide. In addition to serving the transportation needs of the area, the Yerington Municipal Airport serves as the base for the local civil air patrol (which performs search and rescue operations in the area), Continental Air Care (which provides fixed wing air ambulance services to the community and outlying areas, and Matthews Aviation (which provides aircraft painting services).

The goals and objectives section of the revised 2007 city of Yerington master plan contains three public services airport goals for the city of Yerington, including:

- Goal: Expand the airport through land acquisition and runway extension. The city of Yerington will seek to combine land acquisition with expansion efforts.

- Goal: Conduct an airport master plan for the Yerington Municipal Airport to sustain overall growth of the airport. The city’s objective is to enhance aviation use as a major consideration in community economic development in Yerington. Airport facilities are essential for expansion in populated and urbanizing areas and areas of high industrial activity.

- Goal: That the airport system be studied and related to an overall transportation plan. The city’s objectives are to ensure that adequate air space is secured for future airport needs and that a noise abatement plan be considered.

5.6.4 Solid Waste Disposal

According to the Nevada Division of Environmental Protection, three separate solid waste disposal companies are responsible for solid waste disposal in Lyon County. Capital Sanitation provides hauler services in Dayton and the immediate surrounding area; Fernley Disposal provides hauler services in the city of Fernley and the Silver Springs area; and D&S Waste Disposal provides hauler services in the city of Yerington and the immediate surrounding area. All haulers provide weekly collection services but no curbside recycling.

The goals and objectives section of the revised 2007 city of Yerington master plan contains two general goals associated with public services solid waste management for the city of Yerington, including:

- Goal: To maintain integrity and security of the Mason Valley (Yerington) solid waste transfer program. The two objectives of this goal include:
  - Ensure that cost and benefit is comparable with similar communities by evaluation financial affairs of the franchise holder annually.
• Create a plan for alternative solid waste disposal should costs exceed benefits or a less expensive means can be developed.

- Goal: Maintain the city of Yerington’s hazardous waste ordinance and incorporate, by amendment, changes that are necessary to conform to state and federal environmental protection rules. The city of Yerington’s emergency services manager will review the city’s hazardous waste ordinance at regular specified times.
6.0 Current Economic Development Initiatives

In order to develop a Comprehensive Economic Development Strategy for the Walker River Basin region, that would include the city of Yerington and the area of Smith Valley in Lyon County and the town of Hawthorne in Mineral County, ongoing strategic economic development initiatives currently being undertaken at the state and regional level must first be incorporated.

As part of the State of Nevada’s efforts to reorganize economic development efforts state-wide, the Governor’s Office of Economic Development completed a comprehensive state-wide strategic economic development plan in February 2012 that includes five key strategic economic development objectives. The Western Nevada Development District completed a Stronger Economies Together Blueprint in November 2012 and separate Comprehensive Economic Development Strategy in 2013. The Stronger Economies Together Blueprint contains four regional capacity goals and five regional economic sector goals. The Western Nevada Development District’s Comprehensive Economic Development Strategy, built partially with the results and goals of the Stronger Economies Together Blueprint, includes the four regional capacity goals and five regional economic sector goals from the Blueprint with one additional regional economic sector goal and a comprehensive plan of action containing projects, initiatives, and performance measures.

This section summarizes the initiatives, goals, objectives, and strategies of the Governor’s Office of Economic Development’s state-wide strategic economic development plan, the Western Nevada Development District’s Stronger Economies Together Blueprint, and the Western Nevada Development District’s Comprehensive Economic Development Strategy currently being implemented at the local and regional level within Lyon and Mineral counties.


As part of the State of Nevada’s efforts to reorganize state-wide economic development efforts in 2011, the newly established Governor’s Office of Economic Development developed and published a state-wide economic development plan in February 2012. The plan, *Moving Nevada Forward: A Plan for Excellence in Economic Development*, covers a three-year planning timeframe from 2012 to 2014. The state-wide economic development plan developed five key strategic economic development objectives, including:

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

Each of these five strategic economic development objectives established several key tactics that the Governor’s Office of Economic Development, through the creation of several regional development authorities, would be responsible for implementing and administering.

Objective No. 1: Establish a Cohesive Economic Development Operating System

Two primary goals were established for this objective including: (1) launch regional development authorities, and (2) develop data and metrics that matter.

For the first goal, launching regional development authorities (RDA), two key tactics were developed. First, to be designated as a RDA, an entity must be local government, private organization, or a combination of the two. If the proposed RDA is a local government, it must be an incorporated city, a county, or a local agency constituted for the purpose of economic development within the jurisdiction that the RDA will be responsible for. If the proposed RDA is a private organization, the private organization must be a nonprofit, located in Nevada, properly registered with the Nevada Secretary of State, and created specifically for the purpose of economic development. As defined by the state plan, a successful RDA will focus their efforts and activities on three key economic development objectives, including: (1) the creation and development of new businesses, (2) the retention and expansion of Nevada companies, and (3) the attraction and relocation of companies from outside the state. The RDA is expected to engage in the following projects and programs that will:

• Develop and execute an appropriate regional economic development plan aligned with the State Plan;
• Provide easily-accessible regional economic development information, including regional assets;
• Drive sector and cluster advancement that create jobs;
• Work with Nevada community colleges and state agencies to know and meet the region’s workforce development needs;
• Cooperate with research institutions to increase innovation commercialization and technology transfer;
• Increase exports and foreign direct investment;
• Foster regional incubation of start-ups;
• Effectively market the region and its pertinent sectors; and
• Advocate for necessary improvements to the region’s business environment.

The second tactic for the first goal is the development of a regional economic development plan for each RDA. The RDA and responsible planning authority must consider the prior planning efforts for that region and incorporate broad community and private-sector outreach and participation. A proper regional economic development plan, as defined by the state plan, should include:

• A clear vision for regional economic development tuned to the State’s objectives;
• Thorough assessments of regional conditions, assets, and obstacles;
• An action plan for the next three years to grow, expand, and attract businesses;
• Specific sector objectives and benchmarks, strategic initiatives, tactics, and performance measures;
• Strategic initiatives to strengthen the region’s entrepreneurship, technology commercialization enterprises, global engagement, and workforce training capabilities;
• Potential funding sources;
• A discussion of the regional plans intersections with the State Plan for Excellence in Economic Development;
• Development and maintenance of a regional information clearinghouse; and
• Benchmarks and performance measures that align with the State’s accountability system.

A regional economic development plan will also clearly demonstrate collaboration with the region’s business community, government agencies, education system, workforce training programs, and community development efforts.

For the second goal, developing data and metrics that matter, two key tactics were developed. First, the Governor’s Office of Economic Development data expert will be responsible for developing a useful matrix of regional and state metrics as the basis of a state economic development information clearinghouse. The Governor’s Office of Economic Development will be responsible for conducting and administering the following tasks:

• Evaluate data already being collected;
• Eliminate duplicative efforts;
• Identify gaps in the data;
• Ensure uniformity of data collection at both regional and state levels;
• Develop data-based analysis about clusters, sectors, regions, and the state;
• Share data with economic development partners and interested businesses; and
• Disseminate information in an easily understandable format and on a regular schedule.

Second, in addition to data collection and analysis, specific research in specific subject areas, including inland ports, energy exports, and tax incentives and abatements, will be undertaken. The research and data functions that will be completed by the Governor’s Office of Economic Development will be completed in such a way that the information collected can be used by the Governor’s Office of Economic Development and other interested parties in order to accomplish the following:

• Evaluate the performance of the Governor’s Office of Economic Development and its partners;
• Determine future designations of regional development authorities;
• Mutually define metrics and identify outcomes;
• Inform Catalyst Fund decisions;
• Reward results;
• Correct or eliminate ineffective programs; and
• Share best practices.
Objective No. 2: Advance Target Sectors and Opportunities in the Region

The state plan establishes eight sectors, including: (1) tourism, gaming, and entertainment, (2) clean energy, (3) health and medical services, (4) aerospace and defense, (5) mining, materials, and manufacturing, (6) business IT ecosystems, (7) logistics and operations, and (8) additional promising possibilities including agriculture, intangibles and financial enterprises, and water technology.

Three separate goals, with associated key tactics were developed for this objective. First, the Governor’s Office of Economic Development will develop strong working knowledge about targeted opportunities. This goal includes developing the necessary information about each of the eight target sectors identified in the state plan through stakeholder meetings, studying certain sectors in depth, and developing individual sector plans. The first key tactic associated with this goal is to meet with various stakeholders in each target sector for the purpose of reporting on the status of their targeted sector, identifying other possible targets of opportunity, and to collaborate on initiatives to enhance existing clusters and support the development of new ones.

The second key tactic associated with the goal of developing a strong working knowledge about each targeted opportunity and sector involves the development of industry specialists within the Governor’s Office of Economic Development. Each industry specialists will be responsible for the following tasks:

- Carrying out proactive in-state outreach and problem-solving;
- Strategic business recruitment;
- Identify a sector’s current dynamics, such as supply chain gaps, through dialogue with regional sector leaders, company officials, and local government representatives;
- Convene multi-departmental work groups or task forces to address internal state policy barriers;
- Work with state and local workforce training and educational staff to plan and execute a strategy to combat skill shortages;
- Participate as members of the appropriate Department of Employment, Training, and Rehabilitation Sector Councils, which provide a conduit of information about workforce development needs; and
- Mount a solid business case to targeted businesses in proactive outreach marketing.

The third key tactic associated with the goal of developing a strong working knowledge about each targeted opportunity and sector involves providing individual regions and RDA’s assistance in developing regionally-based action plans for each targeted sector and opportunity.

The second goal of this objective is to grow sectors through recruitment, retention, and expansion. Four key tactics were developed as part of this goal. The first tactic is to conduct and complete two pivotal studies on two separate target sectors. As part of these pivotal studies, a supply-chain mapping of the manufacturing sector and an opportunity analysis of the defense sector will be completed. The second tactic is to utilize the federal Procurement Outreach Program, housed within the Governor’s Office of Economic Development, in order to connect Nevada companies with government contract opportunities at the local, state, and federal levels.
The third tactic involves making up to $13.8 million in State Small Business Credit Initiative proceeds available to firms within each target sector in 2012 and 2013. The fourth tactic will require the Governor’s Office of Economic Development to ensure that its program objectives and offerings are aligned with industry cluster needs for each target industry. The Governor’s Office of Economic Development will use funds within the state Catalyst Fund and Private Equity Investment Fund to accelerate sector development.

The third goal of this objective is to support target sector enhancement in each of the regions established throughout the state. Two separate key tactics were developed as part of this goal. The first tactic is to embed a Governor’s Office of Economic Development industry specialist in each region as appropriate and assisting the regions in a number of critical ways including the communication of sector opportunities and assets designed to attract, expand, and retain businesses, organize incoming federal resources in order to coordinate local sector-building efforts, provide assistance with meetings and conferences involving sector development within the regions, and develop sector data. The second tactic requires the Governor’s office of Economic Development to conduct familiarization tours for site selectors who specialize in targeted industries. These tours will provide opportunities to display key assets to the professionals involved in business relocation and expansion decisions.

Objective No. 3: Expand Global Engagement

According to the state plan, the Governor’s Office of Economic Development will utilize state and federal programs to pursue global engagement in the targeted sectors. It is expected that the regions and the RDA’s will facilitate an increase in export activity and attract foreign investment by taking advantage of strategic international events. There are three goals associated with this objective.

The first goal is to facilitate export growth. Three key tactics are associated with the goal of facilitating export growth. The first tactic is the use of collaborative action among regional representatives, sector specialists, and the Governor’s Office of Economic Development’s global experts who will allow for a sharp focus on global opportunities within targeted sectors. Staff from the Governor’s Office of Economic Development will work closely with the RDA’s to develop and execute regional global engagement plans for each region and improved partnerships will allow for the eventual establishment of an Export Assistance Council. The second tactic will require the Governor’s office of Economic Development to aggressively assist local businesses to begin or expand their exports of goods and services using the Nevada Investment and Trade Revenue Opportunities program, expanded outreach marketing efforts, conduct an annual Governor’s Conference on Exporting and Manufacturing, and reinstate the Governor’s Exporter of the Year award program. The third tactic involves improving Nevada’s international representation and relationships by designating additional international representatives, establish an ongoing Governor’s Diplomatic Luncheon with Consuls general, and ensure a strong global presence by attending international trade shows and conduct additional international trade missions.

The second goal is to increase foreign direct investment in targeted sectors. There are two key tactics associated with this goal. The first tactic involves the continued effort to match Nevada
businesses with foreign investors through the Governor’s Office of Economic Development. The Governor’s Office of Economic Development will further ensure that Nevada’s international representatives are familiar with the state’s targeted sectors and cluster opportunities. The second tactic involves the staff from the Governor’s Office of Economic Development and the RDA’s, working through Team Nevada, showcasing investment opportunities to visiting international business representatives in order to increase foreign direct investment throughout the state. Additional activities may include staffing a booth at sector-specific trade shows, providing opportunities for international CEO’s to visit informally with Nevada CEO’s, and arranging for familiarization tours for targeted companies before or after pertinent trade shows.

The third goal is to enhance the global network that Nevada is already a part of. The Governor’s Office of Economic Development will support the growth in exports and increased foreign direct investment through the development of pertinent data and strategic information, a collaboration with higher education, and the establishment of international business councils. There are three key tactics associated with this goal. The first tactic will require the Governor’s Office of Economic Development to develop a more robust global information system that will provide policymakers, economic development professionals, and the public with pertinent international market data. This analysis will be developed in partnership with Nevada’s various research institutions and disseminated through the Governor’s Office of Economic Development’s website and through appropriate printed outlets. The second tactic involves the Governor’s office of Economic Development and appropriate faculty and staff from the various Nevada System of Higher Education institutions collaborating on developing and implementing mutually beneficial international outreach plans that promote Nevada’s business community and education opportunities. The third tactic involves efforts of the Governor’s Office of Economic Development to support current, and facilitate the establishment of additional, international business councils that will be designed to complete the following tasks:

- Provide Nevada business representatives opportunities to meet with international business leaders who are visiting Nevada for business or pleasure;
- Host foreign trade missions that come to Nevada; and
- Advise the Governor’s Office of Economic Development and the RDA’s on the development of country-specific strategies.

Objective No. 4: Catalyze Innovation in Core and Emerging Industries

The Governor’s Office of Economic Development believes that a significant factor in the success of Nevada’s new economy will be the development and introduction into the market of new products, services, and business models. In order to achieve this objective, the Governor’s Office of Economic Development will work with the various institutions within the Nevada System of Higher Education, entrepreneurs, investors, and companies to make technology-based economic development a priority in Nevada. Three goals are associated with this objective.

The first goal is to develop a state-wide innovation and commercialization structure. Two key tactics are associated with this goal. First, the Governor’s Office of Economic Development will hire a Technology Commercialization Director whose duty will be to connect with the Nevada System of Higher Education in order to identify existing research and development
opportunities. Second, a formal technology-based economic development plan in Nevada, will be developed by the institutions within the Nevada System of Higher Education and the Governor’s Office of Economic Development’s Technology Commercialization Director. The concept of a state-wide intermediary for technology commercialization will also be explored.

The second goal is to increase industry collaboration with the University of Nevada, Reno, the University of Nevada, Las Vegas, and the Desert Research Institute. The Governor’s Office of Economic Development will play an important in facilitating, through the use of grants, increased collaboration between the Nevada System of Higher Education and private industry. Two key tactics are associated with this goal. First, the Governor’s Office of Economic Development will manage a fund of $50,000 that will be made available for the purpose of providing matching funds for industry-sponsored research. The Governor’s Office of Economic Development’s Technology Commercialization Manager will oversee the effort of connecting industry research needs with the research capacities of the Nevada System of Higher Education. Second, the Governor’s office of Economic Development will assist small businesses in winning Small Business Innovation Research and Small Business Technology Transfer grants. The Governor’s Office of Economic Development will develop a Small Business Innovation Research and Small Business Technology Transfer resource center in partnership with the Nevada Small Business Development Center.

The third goal is to build an entrepreneur support structure. In order to jumpstart the process of building a support structure designed to help entrepreneurs in Nevada succeed, the Governor’s Office of Economic Development will provide $150,000 in matching funds in order to help the Nevada Institute for Renewable Energy Commercialization secure a grant from the U.S. Economic Development Administration. There is one key tactic associated with this goal. As part of this effort, the Governor’s Office of Economic Development will produce the following results:

- An Internet-based resource center that offers a self-guided tutorial focused on enabling ideas to get out of the lab and into the market faster;
- A central repository that will connect both university researchers and entrepreneurs;
- A program for ten high-potential start-ups to compete in a proof-of-concept opportunity;
- Mentoring for high-potential companies by experienced serial entrepreneurs; and
- A state-wide virtual business incubation process with access to the resources found in physical business incubators.

Objective No. 5: Increase Opportunity through Education and Workforce Development

The Governor’s Office of Economic Development will be a resource for, and a partner to, the relevant educational and training agencies as they advance workforce readiness, job training partnerships, and state goals through the development and implementation of their strategic plans. There are three goals associated with this objective.

The first goal is to align education, career training, and workforce development to target opportunities. The Governor’s Office of Economic Development will collaborate with the Nevada Department of Higher Education, the Nevada System of Higher Education, the Nevada
Department of Employment, Training, and Rehabilitation, and other interested agencies to develop the foundational coursework necessary to prepare students for the industry sectors that will form the foundation of Nevada’s economy of the future. There are three key tactics associated with this goal. First, the Governor’s Office of Economic Development will support the efforts of local schools districts to establish career and industry-based programs. Second, the Governor’s Office of Economic Development and its RDA partners will help advance knowledge-based industries through partnerships between higher education in Nevada and the targeted sectors, such as:

- Gaming and hospitality in partnership with Harrah’s Hotel College at the University of Nevada, Las Vegas;
- Mining in partnership with the Mackay School of Mines at the University of Nevada, Reno;
- Health Care in partnership with the Nevada School of Medicine and the Nevada System of Higher Education’s Health Sciences System;
- Geothermal energy in partnership with the Desert Research Institute;
- Water in arid climates in partnership with the Desert Research Institute, the University of Nevada, Las Vegas, and the Southern Nevada Water Authority;
- Cyber security in partnership with the University of Nevada, Las Vegas; and
- Innovation and technology commercialization in partnership with the Nevada System of Higher Education.

Third, the Governor’s Office of Economic Development will continue to work with the Nevada Department of Employment, Training, and Rehabilitation to make training funds, managed as part of the Training Employees Now program, to ensure that workforce training funds are made quickly available to companies who are either new to Nevada or expanding in Nevada.

The second goal is to reorganize the workforce investment system in Nevada in order to align with the targeted sectors. The Governor’s Office of Economic Development will collaborate with the Nevada Department of Employment, Training, and Rehabilitation to assure targeted industries and companies that a qualified workforce, suitable for their industries, is available in Nevada and that the workforce development system will be able to serve their needs for the long-term. There are three key tactics associated with this goal. First, existing and future initiatives of the Governor’s Workforce Investment Board will be aligned with the Governor’s Office of Economic Development and the state plan for economic development. Second, in order to ensure consistent ascertainment and flow of industry intelligence among the Governor’s Office of Economic Development, and the Governor’s Workforce Investment Board, the Nevada Department of Employment, Training, and Rehabilitation will convene individual sector councils that are aligned with the industry sectors targeted by the Governor’s Office of Economic Development. Third, the Governor’s Office of Economic Development will continue to support the development of community college workforce partnerships between Nevada’s four public community colleges and private business, industry advisory boards, and the Nevada Department of Employment, Training, and Rehabilitation.

The third goal is to improve educational achievement. There are three key tactics associated with this goal. First, the Governor’s Office of Economic Development will contract with
specialists to focus on one or two of Nevada’s targeted sectors to determine the workforce skills necessary for businesses within that sector to be successful. The expected outcomes of this effort will include the identification of education and training programs that will produce job candidates who will best fit available positions in Nevada’s manufacturing sector. Second, the Governor’s office of Economic Development will work closely with the Nevada State Department of Education and local school districts to focus policies and efforts for high-quality instruction and student achievement with the intent that all children in Nevada have the opportunity to be educated at the highest level of excellence. Third, the Governor’s Office of Economic Development will continue to support the Nevada System of Higher Education’s goal of significantly increasing certificate, associate degree, and baccalaureate degree achievement within Nevada’s colleges and universities.

6.2 Western Nevada Development District, Stronger Economies Together, An Economic Development Blueprint for Western Nevada (November 2012)

Stronger Economies Together is a nationally recognized program developed between the U.S. Department of Agriculture Rural Development and the four regional development centers in the United States. Stronger Economies Together is designed to help people in rural communities work as a regional team to develop and implement a strategic economic development plan designed to build upon the current and emerging economic strengths of their region.

The Western Nevada Development District was selected to be a Stronger Economies Together region and Stronger Economies Together meetings and workshops occurred over nine months in each of the Western Nevada Development District’s nine counties in 2012. The Stronger Economies Together regional team identified different target economic sectors for the Western Nevada Development District that were largely in line with the target sectors outlined in the Governor’s Office of Economic Development’s state-wide economic development plan, Moving Nevada Forward: A Plan for Excellence in Economic Development. Targeted sectors in the Western Nevada Development District, included in the Blueprint, included:

- Tourism, Gaming, and Entertainment
- Health and Medical Services
- Clean Energy
- Aerospace and Defense
- Mining and Materials
- Manufacturing
- Business IT Ecosystems
- Logistics and Operations
- Agriculture

The Stronger Economies Together regional team developed prioritized four capacity development issues and five economic sectors and established goals, strategies, and performance measures for each capacity development issues and economic sector. The four capacity development issues include:
The five economic sectors include:

- Agribusiness
- Energy
- Manufacturing
- Tourism
- Transportation and Logistics

Regional Capacity Issue No. 1: Access to Capital

The goal of the access to capital regional capacity issue is to, “Increase the access to financial capital that is available for the development and expansion of business throughout the region.” As part of this goal, four implementation strategies, four projects and initiatives, and four performance measures were developed by the Stronger Economies Together regional team for communities within the Western Nevada Development District.

The four implementation strategies for the access to capital regional capacity issue include:

- Match available sources of capital with needs for capital through connecting existing alternative loan funds and other sources of capital with businesses throughout the region.
- Develop and expand alternative loan funds throughout the region.
- Develop a web-based matrix of available business funding and capital opportunities.
- Examine capital access with the community matching model.

The four projects and initiatives developed by the Stronger Economies Together regional team for the access to capital regional capacity issue include:

- Continued development of public alternative lending sources within the region through assisting qualified, eligible entities in accessing programs such as the Small Business Administration, the U.S. Department of Agriculture, the U.S. Department of Housing and Urban Development’s Community Development Block Grant program, and the U.S. Economic Development Administration, that will capitalize alternative lending projects.
- Development of private alternative lending or equity sources within the region.
- Information gathering meetings with traditional lenders to ascertain, and then publicize, their criteria for business lending within the region (i.e. collateral requirements, pricing, and terms offered).
- Continue to conduct loan clinics co-sponsored by chambers of commerce with all financial partners throughout the region, to match capital availability with capital need.

The four performance measures associated with this regional capacity issue include:

- The number of businesses that have gone through business counseling or training programs and have developed a business plan being funded after five years.
• The amount of capital available to rural and urban areas for alternative lending through the Western Nevada Development District; by 2018 the percentage should be close to equal between rural and urban.
• The number of institutions, businesses, and individuals attending access to capital meetings in the first year.
• The documented financing gaps that remain in five years.

Regional Capacity Issue No. 2: Communication and Networking

The goal of the communication and networking regional capacity issue is to, “Improve communication between government, business, and the general community on what is needed to implement sustainable growth.” As part of this goal, six implementation strategies, five projects and initiatives, and three performance measures were developed by the Stronger Economies Together regional team for communities within the Western Nevada Development District.

The six implementation strategies for the communication and networking regional capacity issue include:

• Share information between and among jurisdictions on development actions occurring (what, when, where, who), at least quarterly.
• Understand differences between urban and rural needs.
• Simplify development processes:
  o Regulatory flexibility.
  o Cooperation and collaboration on planning and permitting processes between jurisdictions.
  o Transparency in communication.
  o Communication between management and front-line permitting staff in order to understand the impact of positive customer relations on overall economic development.
• Create one-stop business resource centers.
• Make development information readily available to businesses and stakeholders; for example, through the Internet.
• Demonstrate commitment to regional sustainable by governments, businesses, and individuals buying local and regionally.

The five projects and initiatives developed by the Stronger Economies Together regional team for the communication and networking regional capacity issue include:

• A regional review of local regulations to evaluate the impact of regulations on economic development, paralleling the regulatory process implemented at the state level by the Governor.
• Identify point persons to work on and communicate about specific regulatory issues at the local, state, and federal level to report back to and support goal champions.
• Continued use of the Western Nevada Development District Board of Directors meeting as a forum for the discussion of inter-jurisdiction issues.
• Identify professionals throughout the region with expertise in the goal areas as well as professionals in infrastructure, business financing, workforce development, human resources, health care, and economic development and reach out to engage them in implementation working groups.
• Investigate the possibility of a Buy Nevada website.

The three performance measures associated with this regional capacity issue include:

• The time it takes, on average, to go through the permitting and licensing process in the region in two years.
• The number of Washoe County residents who participate in Stronger Economies Together implementation.
• The number of locally owned businesses that expand as a result of buy local/regionally initiatives.

Regional Capacity Issue No. 3: Infrastructure Improvement

The goal of the infrastructure improvement regional capacity issue is to, “Increase improvements and investments in infrastructure, transportation, water, wastewater systems and broadband to make the region more business-ready and to attract, retain, and expand business.” As part of this goal, 13 implementation strategies, seven projects and initiatives, and eight performance measures were developed by the Stronger Economies Together regional team for communities within the Western Nevada Development District.

The 13 implementation strategies for the infrastructure improvement regional capacity issue include:

• Encourage local and regional collaboration in providing water and wastewater systems to meet community needs and enable business growth.
• Create common infrastructure funding applications to ease access to best cost funding package for infrastructure.
• Establish a Trans-Sierra Coalition to regionalize transportation assets to create interconnectivity for western Nevada to northern California for rail, water borne, airports, public transit and trails for safety and commerce (streamline permitting and regulatory processes for improvements to all public use related infrastructure including, but not limited to, water, transportation, and broadband).
• Increase direct flights into the Reno-Tahoe International Airport.
• Increase access to public transit to create more community (hubs, walk-able, bike-able areas to increase interaction).
• Increase access for connectivity of rail, road, air and public transit for commerce to maximize safety, efficiency, and environment.
• Improve road safety.
• Integrate broadband planning into infrastructure and development planning.
  • Increase access to broadband for residents and businesses.
• Increase speed in broadband for residents and businesses.
  • Ensure adequate broadband speeds for current use and for projected economic growth (10 years) around current and potential industrial and commercial centers.
In collaboration with local providers, map middle mile access of current and potential industrial and commercial centers.

Conduct a survey of local businesses to ensure access to broadband speeds, identify gaps in service, and work with providers to develop strategies to increase bandwidth.

Enable all ‘downtown’ businesses with hot spot capabilities for increased residential and visitor access to high speed broadband.

Host a business town hall to determine reasoning for secure networks. Additionally, address security concerns and create incentives for participation.

Increase mobile footprint to cover all major roads and tourism locations, along with increase economic presence through mobile devices.

Identify gaps in service areas, create business plans, collaborate with local providers, and build towers.

Host workshops for local businesses and tourism entities on ways to effectively use mobile platforms for marketing and engagement of clients. Also, connect regional app developers with potential clients.

Create opportunities for a technology ‘think tank’ to attract and retain tech entrepreneurs and professionals.

Create a technology based certification program with local educational entities, which aids in creating a technology niche (for example, more than just how to use software or create a website).

Encourage technology businesses to collaborate with each other via sponsored events and other initiatives (see the INEVation Center).

The seven projects and initiatives developed by the Stronger Economies Together regional team for the infrastructure improvement regional capacity issue include:

- Completion of the Infrastructure of Nevada Communities (INC) common project proposal for infrastructure funding.
- Completion of USA Parkway between the Tahoe-Reno Industrial Center (TRI) and Silver Springs, Nevada.
- Feasibility study on a Rural Regional Transportation Planning Organization being established within the region.
- Working with the Washoe County-based Regional Transportation Commission to institute rural-urban bus service on a scheduled basis, enabling people who, for example, want to live in Sparks and work in Fernley to commute at a lower cost and reduce the impact on the region’s roads and air quality.
- Continued development of airports in Hawthorne, Minden, Reno, Silver Springs, and Stead to support the transportation and logistics and defense sectors.
- Continued development of broadband connections to rural areas – including both wireless and fiber optic technologies per individual community’s discretion.
- Pursuing of federal grants to pay for high profile enforcement of Nevada’s no handheld cell phones while driving law to improve regional road safety.

The eight performance measures associated with this regional capacity issue include:
• The number of water and wastewater projects receiving funding through the INC
  common application over a period of five years.
• The amount of time it takes from application to start of construction in infrastructure
  projects.
• The amount of competitive grant dollars attached to infrastructure investments of all
  kinds.
• The number of direct flights into Reno-Tahoe International Airport each year over a
  period of five years.
• The amount of freight flown out of the region in the next five years.
• The percentage of regional citizens and businesses that have access to broadband in five
  years.
• Ridership numbers for mass transit in five years.
• The number of fatalities and minutes lost in traffic jams in five years.

Regional Capacity Issue No. 4: Workforce Development

The goal of the workforce development regional capacity issue is to, “Increase knowledge and
understanding of existing worker skills, knowledge and experience, and present and future
business workforce needs across the Western Nevada Development District region. Develop a
workforce that is well educated and with the appropriate skills to meet the demands of businesses
today and in the future, per the sectors identified as important to the region.” As part of this
goal, 11 implementation strategies, six projects and initiatives, and six performance measures
were developed by the Stronger Economies Together regional team for communities within the
Western Nevada Development District.

The 11 implementation strategies for the workforce development regional capacity issue include:

• Assure workforce development agencies and units throughout the region are
  collaborating on needs identification and services delivery.
• Assure workforce development and economic development networks are integrated
  throughout the region and that they collaborate effectively in creating workforce
development solutions that meet the needs of business within the region and of the
  targeted economic sectors.
• Assemble as needed and maintain current knowledge of occupations and associated skill
  sets within targeted economic sectors.
• Conduct analysis of gaps between available skills within the region and desired skills to
  support workforce needs of targeted sectors.
• Optimize use of technical training centers and technical training capability.
• Support linking workforce development and certification programs directly with
  internship placements in local firms.
• Implement the Career and Technical Education (CTE) 21 Job (Readiness) Skills
  throughout the K-12 curriculum for all students and create expectation that all students
  will sit for and pass the National Career Readiness Certification Exam.
• Reinstate Career Pathways program K-12 in a regionally integrated fashion.
• Create a regional Young Professionals Development Network.
• Accurately and positively depict K-12 data to aid in business attraction.
Focus on early identification of students at risk of requiring remediation upon entry to higher education; provide tutoring and other services to assure readiness for advanced education as well as employability upon high school graduation.

The six projects and initiatives developed by the Stronger Economies Together regional team for the workforce development regional capacity issue include:

- An asset map of the region’s workforce.
- Coordinate community college training techniques with major employer entry tests.
- Use existing Nevada Department of Employment, Training, and Rehabilitation, JOIN, JobConnect, and NevadaWorks offices to collaboratively plan for and deliver workforce development services in rural and urban locations.
- Work to create career entry points through Career Pathways, Dream It Do It, the Nevada Manufacturer’s Association, and other career pathway programs.
- Continue support for computer literacy training for existing and re-entering workforce members.
- Coordinate with the University of Nevada, Reno and the University of Nevada, Las Vegas to assure that Bachelor’s degree curriculum and recipients align with skills identified by target sectors as necessary for career success.

The six performance measures associated with this regional capacity issue include:

- The number of community college graduates passing entry level exams at major employers within the economic sectors identified in this plan.
- The number of individuals who are placed in jobs through workforce development and support programs.
- The number of career pathway programs that exist at the K-12 and community college levels.
- The number of individuals in the region who pass the National Career Readiness Certificate Exam.
- The number of four year degree recipients staying in the State of Nevada.
- The number of high school graduates that enter college and do not need remediation.

Regional Economic Sector No. 1: Agribusiness

The goal of the agribusiness regional economic sector is to, “Increase the production, processing, local consumption, and export of food products such as produce, fish, and milk and dairy products, from farming and value-added activities within the region.” As part of this goal, 11 implementation strategies, 12 projects and initiatives, and five performance measures were developed by the Stronger Economies Together regional team for communities within the Western Nevada Development District.

The 11 implementation strategies for the agribusiness regional economic sector include:

- Celebrate success of agriculture in Nevada; through education and support bring about culture change that values Nevada growers and Nevada grown food.
- Encourage producers to engage in collaborative networks and cooperatives.
• Accomplish more detailed mapping of production and agribusiness assets and gaps to enable partnerships and efficiencies that lead to import substitution and export enhancement.

• Assess where food consumed in Nevada comes from and gauge demand for agricultural products grown in Nevada (import substitution).

• Map marketing and distribution networks; create collaboration to increase efficiencies and lower costs.

• Support the streamlining of food sales, processing, and health regulations to lower cost of transactions for producers within the region and increase their potential markets.

• Increase markets for locally grown foods by linking Nevada institutions (schools, senior centers, and hospitals) to local producers.

• Increase income for local agricultural businesses.
  o Establish “Buy Nevadan Grown” initiative to increase demand for local and regionally grown products.
  o Encourage Nevada institutions (schools, hospitals, prisons) to purchase Nevadan grown foods.
  o Provide access to information and resources related to improved/alternative growing methods, short season crops, and low water usage crops.
  o Assist with diversification to higher value crops and value added processing.

• Given proper environmental protection, be open to providing locations for agribusiness being regulated out of California.

The 12 projects and initiatives developed by the Stronger Economies Together regional team for the agribusiness regional economic sector include:

• Strengthen and grow large and small agriculture related cooperatives throughout the region, including the Great Basin Food Cooperative, Fallon Cooperative, and Silver Stage Co-Op.

• Support the development of the dry milk plant to be located in Fallon, Nevada; build out the value chain in the region.

• Continue to support projects aimed at reducing transport-to-market costs and insulate farmers from rising fuel prices.

• Continue to increase the number of stores and restaurants that sell locally grown food in urban centers in the region.

• Support the diversification of the Nevada agriculture industry through research conducted by the Specialty Crop Institute in Fallon, the University of Nevada, Reno College of Agriculture, Biotechnology, and Natural Resources, and the University of Nevada Cooperative Extension.

• Coordinate activities with the regional Agricultural Committee started by the Northern Nevada Development Authority.

• Coordinate activities with the local plans of the Economic Development Authority of Western Nevada, the Highway 95 Regional Development Authority, the Pershing County Economic Diversification Authority, the Mineral County Economic Development Authority, and the Churchill Economic Development Authority.
• Support activities identified in the Agriculture Cluster Study produced by the Northern Nevada Development Authority that focuses on building a sustainable regional food system and/or have the most impact on jobs and incomes in the region.
• Engage collaboratively in pursuit of the GROW Nevada strategies in the Nevada Food Security Plan when finalized.
• Support infrastructure development for food processing plants, contingent upon water availability.
• Continue to support expansion of the growing season through hoop house installations in partnership with the USDA Natural Resources Conservation Service and the University of Nevada Cooperative Extension.
• A H group products and processing.
  o Look at cost-benefit ratio.
  o Encourage specialty and alternative crops (low water use crops).

The five performance measures associated with this regional economic sector include:

• The value of the crops produced in the region.
• The percentage of the crop that is consumed locally.
• The number of months that farmers can grow consumable products.
• The number of food processing facilities in the region.
• The number of respondents to demand surveys on the demand for locally grown products.

Regional Economic Sector No. 2: Energy

The goal of the energy regional economic sector is to, “Expand the production and use of alternative and clean energy within the region and increase the export of such energy outside the region and across state lines. Continue the development of the clean energy research, innovation, and consulting services and export such services.” As part of this goal, seven implementation strategies, six projects and initiatives, and four performance measures were developed by the Stronger Economies Together regional team for communities within the Western Nevada Development District.

The seven implementation strategies for the energy regional economic sector include:

• Create broad-based communication among the Nevada Institute for Renewable Energy Commercialization, the University of Nevada, Reno, the Desert Research Institute, and Stronger Economies Together to determine value-chain opportunities in the energy sector and within other business sectors for clean energy resource development, clean energy production, and clean energy specialized services.
• Improve regulatory processes that affect both producers and users.
• Educate and demonstrate the viability of clean energy through programs for residents and businesses.
• Investigate production component manufacturers (for example, solar thermal water heather manufactures) and their potential for Nevada (linkage to manufacturing); in addition, identify associated occupations and workforce skill needs, communicate them to workforce training providers.
Infrastructure enhancement for transmission of our clean energy resources to the marketplace (linkage to infrastructure investment).

Research innovative practices for development of region’s clean energy resources through incentives.

Leverage the University of Nevada, Reno and the Stronger Economies Together region as a geothermal hot bed.

The six projects and initiatives developed by the Stronger Economies Together regional team for the energy regional economic sector include:

- Continued support of technology commercialization through the efforts of the Desert Research Institute, the University of Nevada, Reno, the Nevada Institute for Renewable Energy Commercialization, NVEnergy, and other interested stakeholders.
- Conduct a study regarding the impact of energy regulations on development projects and present the findings to the Nevada Public Utilities Commission.
- Support for projects that will increase the number of miles of transmission lines in Nevada – including projects that transmit energy from Nevada to California.
- Support for clean energy technologies curriculum and certification programs at K-16 levels.
- Continued support for geothermal well development in the region.
- Encourage the use of alternative energy at the site where it is generated (distributed use, community and site scale).

The four performance measures associated with this regional economic sector include:

- The number of new patents with commercial application in Nevada.
- The number of regulations which can be streamlined to facilitate energy development projects in Nevada.
- The number of miles of transmission lines in Nevada.
- The number of geothermal plants in operation in five years.

Regional Economic Sector No. 3: Manufacturing

The goal of the manufacturing regional economic sector is to, “Increase manufacturing capacity and output across the Stronger Economies Together region.” As part of this goal, 11 implementation strategies, seven projects and initiatives, and four performance measures were developed by the Stronger Economies Together regional team for communities within the Western Nevada Development District.

The 11 implementation strategies for the manufacturing regional economic sector include:

- Support creation of an agile and collaborative linkage between K-12, higher education, workforce development professionals and services, and manufacturers that produces a readily accessible, skilled, and certified workforce.
- Provided information on capital availability to manufacturers throughout the region, emphasizing the Catalyst Fund.
• Support manufacturing networks, replacing fear of competition with culture of collaboration.
  o Manufacturing peer group.
  o Training and educational opportunities for professionals.
  o Workforce skill development and training collaborative such as Western Nevada College work with manufacturers.
  o Information sharing on new markets – local to global.
• Accomplish an infrastructure capacity analysis to determine locations within the region having adequate water, wastewater, transit, and broadband capacity for manufacturing growth.
• Continue to identify the manufacturing capabilities of the region and match them with the demand for those products within the supply chains of manufacturers and other economic sectors within the region; create supplier databases and distribute to manufacturers’ networks.
• Increase production of current manufacturers through developing new customers for firms’ products.
• Diversify product lines of current manufacturers through connecting their manufacturing capacity with new customers and markets.
• Attract new manufacturers to this high-functioning region.
• Grow new manufacturing entrepreneurs through providing access to incubation, technology, and capital.
• Create access to advancements in technology.
• Continue Nevada manufacturing support resources.

The seven projects and initiatives developed by the Stronger Economies Together regional team for the manufacturing regional economic sector include:

• The Business Science Park Feasibility Study.
• Regional adaptation of the Douglas County Business Park database funded by the Western Nevada Development District.
• Coordination with and among the Nevada Manufacturers Initiative, Dream It Do It, Western Nevada College, Great Basin College, and Truckee Meadows Community College to ensure the workforce has competitive skills.
• Use Regional Development Authorities – such as the Economic Development Authority of Western Nevada, Highway 95 Regional Development Authority, the Humboldt Development Authority, and the Northern Nevada Development Authority to create business to business relationships that reduce leakages of purchases of goods and services (important substitution).
• Target catalyst funding to expand the sector.
• To encourage Nevada business, industry, and consumers to ‘buy local’, conduct a public outreach campaign to create awareness of the wide range of products made by Nevada manufacturers and of manufacturers’ abilities to grow and diversify their product lines.
• Work with manufacturers on alternative financing to facilitate expansion to meet the demand of large customers within the region.

The four performance measures associated with this regional economic sector include:
The percentage of manufactured goods that are imported from out of the region.
The number of individuals leaving the educational system with workplace certificates empowering them to work within the manufacturing sector.
The number of manufacturers that supply other manufacturers or businesses within the region.
The number of manufacturers expanding with in the region.

Regional Economic Sector No. 4: Tourism

The goal of the tourism regional economic sector is to, “Create a world-class destination for state, national, and international visitors that highlights the cultural, recreational, and entertainment amenities of the region.” As part of this goal, nine implementation strategies, six projects and initiatives, and five performance measures were developed by the Stronger Economies Together regional team for communities within the Western Nevada Development District.

The nine implementation strategies for the tourism regional economic sector include:

- Integrate the Stronger Economies Together implementation working group with rural and urban tourism and visitor authority leaders throughout the region.
- Create and maintain an effective regional brand for tourism that integrates rural and urban tourism strategies.
- Enhance existing and create new regional special events.
- Promote cultural, recreational, and entertainment options within the region to lessen leakage of region’s residents leisure dollars.
- Develop additional recreation amenities including wildlife related activities, and trails of multiple forms (hiking, mountain bike, equestrian).
- Develop regional itineraries and packages.
- Create a mobile device app that is comprehensive of the cultural, recreation, and entertainment amenities of the region.
- Apply for state, local, federal tourism grants.
- Provide adequate transportation into and out of the region.

The six projects and initiatives developed by the Stronger Economies Together regional team for the tourism regional economic sector include:

- Support the continued expansion of the Reno-Sparks Convention and Visitors Authority special events programs.
- Work with rural and urban visitors authorities to create travel brochures that focus on the region, and sites that can be seen within a day’s drive to Reno.
- Develop an iPhone-type app to deliver content about the region’s tourist sites to a broader audience.
- Build upon the success of the Stronger Economies Together process in obtaining a National Endowments of the Arts grant for ‘Big Art in Small Towns’ by continuing to apply for federal, state, local, and private grants that will support the development of the tourism sector within the region.
• Work to continue to expand the number of flights into the Reno-Tahoe International Airport.
• Promote cultural, recreational, and entertainment options within the region to lessen leakage of region’s residents leisure dollars.

The five performance measures associated with this regional economic sector include:

• The number of room nights in the region.
• Number of tickets sold for cultural and entertainment (sports) events from inside and from outside the region.
• The percentage of sales tax revenue being generated by tourists.
• Casino winnings in the region.
• Number of visitors at region’s parks and campsites.

Regional Economic Sector No. 5: Transportation and Logistics

The goal of the transportation and logistics regional economic sector is to, “Increase the reputation and knowledge of the region as a location for logistical efficiency and as an effective transportation hub.” As part of this goal, eight implementation strategies, 10 projects and initiatives, and five performance measures were developed by the Stronger Economies Together regional team for communities within the Western Nevada Development District.

The eight implementation strategies for the transportation and logistics regional economic sector include:

• Recognize the region as a centralized transportation hub.
  o Advertise and promote the region as a logistics and transportation leader.
  o Make companies aware of the benefits of using this district as a transportation hub of the region, given assets such as capacity to host warehouses, traffic flow, time to destination efficiencies, and access to rail.
  o Increase the knowledge of elected officials at all levels on transportation and logistics issues and the importance of retaining competitive advantage in this sector.
• Address challenges the logistics and transportation sector face.
  o Examine price of fuel opportunities and challenges.
  o Improve Internet presence of resources (for example, Google location searches of addresses).
  o Examine California free port issue.
• Collaborate more with the Nevada Department of Transportation.
  o ConnectingNevada.org transportation visioning.
  o Participate in stakeholder meetings.
  o Use www.ConnectingNevada.org website to drill into transportation support for economic development.
• Improve access to and develop more rail resources.
• Continuously access new technology.
• Bring back the University of Nevada, Reno logistics program.
• Continue to work with the U.S. Federal Aviation Administration and other entities responsible for airports and make sure airport potential is protected.
• Plan for how the region can serve different transportation needs (in consideration of access to jobs).

The 10 projects and initiatives developed by the Stronger Economies Together regional team for the transportation and logistics regional economic sector include:

• The Western Nevada Development District will convene a half-day meeting with all stakeholders to enhance the understanding of the benefits and competitive advantages of the Western Nevada Development District region as a centralized transportation hub, and to further collaboration among stakeholders.
• Hold an information session for elected officials during the 2013 Nevada legislative session on transportation and logistics issues.
• Completion of the USA Parkway between the Tahoe-Reno Industrial Center and Silver Springs.
• Work with the Reno-Tahoe Airport Authority to continue expansion of freight flights into and out of the Reno-Tahoe International Airport and Stead Airport.
• Feasibility study on establishing a Rural Transportation Planning Organization within the region.
• Work with the Governor’s Office of Economic Development to support the testing and expansion of the drone industry within the State of Nevada.
• Work with the RDA’s, including the Economic Development Authority of Western Nevada, the Highway 95 Regional Development Authority, and the Northern Nevada Development Authority, to recruit new transportation and logistics businesses and expand existing businesses within the region.
• Work with the U.S. Federal Aviation Administration on regulatory issues related to airports located within the region (Reno-Tahoe International Airport and Stead Airport, Hawthorne, Minden, and Silver Springs).
• Protect and expand the region’s five airports with paved runways.
• Develop rural airports through locally identified projects in Hawthorne, Minden, and Silver Springs.

The five performance measures associated with this regional economic sector include:

• Number of transportation and logistics firms that locate or expand in the region.
• Number of road miles built in five years related to the transportation and logistics sector.
• Number of rail miles built or improved in five years.
• Number of yards of paved runway improved or added in five years.
• Number of flights or amount (in pounds) of air freight transported into or out of the region.

In order to implement the strategies and administer the performance measures for each regional capacity issue and regional economic sector listed in the Blueprint, the Western Nevada Development District has created a working group for each issue and sector. Each working
group is currently developing and implementing action steps designed to carry out a specific goal and set of strategies.


Using the *An Economic Blueprint for Western Nevada* (November 2012) developed by the Western Nevada Development District as part of the Stronger Economies Together strategic economic development planning initiative, the Western Nevada Development District completed and published a Comprehensive Economic Development Strategy in 2013. The 2013 Western Nevada Development District’s Comprehensive Economic Development Strategy includes the same four capacity development issues and five regional economic sectors originally identified in the 2012 Blueprint. The goals, implementation strategies, projects and initiatives, and performance measures associated with each goal in the Blueprint were also included in the 2013 Western Nevada Development District’s Comprehensive Economic Development Strategy.

The four capacity development issues include:

- Access to Capital
- Communication and Networking
- Infrastructure Improvement
- Workforce Development

The five regional economic sectors include:

- Agribusiness
- Energy
- Manufacturing
- Tourism
- Transportation and Logistics

Some minor alteration to each capacity development issue’s and regional economic sector’s goal, implementation strategies, projects and initiatives, and performance measures were made in the 2013 Western Nevada Development District’s Comprehensive Economic Development Strategy due to the practical nature of implementation of each strategy by the various capacity development issue and regional economic sector working group. For the most part, these changes were minor and mostly of a technical nature. However, some important alterations to the original capacity development issues and regional economic sectors were made for the 2013 Comprehensive Economic Development Strategy.

First, several of the implementation strategies and performance measures in the infrastructure improvement capacity development issue were divided between two major categories, including: (1) transportation, and (2) broadband. The implementation strategies specifically assigned to transportation included:
• Establish Trans-Sierra Coalition to regionalize transportation assets to create interconnectivity for western Nevada to northern California for rail, water borne, airports, public transit, and trails for safety and commerce. Streamline permitting and regulatory process for improvements to all public use related infrastructure (including, but not limited to, water, transportation, and broadband).
• Completion of the Infrastructure for Nevada Communities common project proposal for infrastructure funding.
• Completion of the USA Parkway between the Tahoe-Reno Industrial Center and Silver Springs, Nevada.
• Change US 395 to I-580 designation in Washoe County, Carson City, and Douglas County in order to enhance transportation for commerce.
• Muller Parkway extension to relieve truck traffic on the streets of Minden and Gardnerville (Douglas County) in order to enhance transportation for commerce.
• Re-routing traffic at Stateline (Douglas County) to South Lake Tahoe, south of existing entertainment and retail district, in conjunction with South Lake Tahoe (California).
• Intermodal transportation center – Fernley (Lyon County) and Hazen (Churchill County) area.
• Feasibility study on a Rural Regional Transportation Planning Organization being established within the region.
• Working with the Washoe County-based Regional Transportation Commission to institute rural-urban bus service on a scheduled basis, enabling people who, for example, want to live in Sparks and work in Fernley to commute at a lower cost and reduce the impact on the region’s roads and air quality.
• Continued development of airports in Hawthorne, Minden, Reno, Silver Springs, and Stead to support the transportation and logistics and defense sectors.
• Increase direct flights into the Reno-Tahoe International Airport.
• Increase access to public transit to create more community (hubs, walk-able, bike-able areas to increase interaction).
• Increase access for connectivity of rail, road, air and public transit for commerce to maximize safety, efficiency, and the environment.
• Improve road safety.

The implementation strategies specifically assigned to broadband included:

• Integrate broadband planning into infrastructure and development planning.
  o Increase access to broadband for residents and businesses.
  o Increase speed in broadband for residents and businesses.
  o Ensure adequate broadband speeds for current use and for projected economic growth (10 years) around current and potential industrial and commercial centers.
  o In collaboration with local providers, map middle mile access of current and potential industrial and commercial areas.
  o Conduct a survey of local businesses to ensure access to broadband speeds, identify gaps in service, and work with providers to develop strategies for increased bandwidth.
• Enable all ‘downtown’ businesses with hot spot capabilities for increased residential and visitor access to high speed broadband.
• Host a business town hall to determine reasoning for secure networks. In addition, address security concerns and create incentives for participation.
• Increase mobile footprint to cover all major roads and tourism locations, along with increased economic presence through mobile devices.
• Identify gaps in service areas, create business plans, collaborate with local providers, and build towers.
• Host workshops for local businesses and tourism entities on ways to effectively use mobile platforms for marketing and engagement of clients. Also, connect regional app developers with potential clients.
• Continued development of broadband connections to rural areas – including both wireless and fiber optic technologies per individual community’s discretion.
• Pursuing of federal grants to pay for high profile enforcement of Nevada’s no handheld cell phones while driving law to improve regional road safety.
• Create opportunities for a technology ‘think tank’ to attract and retain tech entrepreneurs and professionals.
• Create a technology based certification program with local educational entities, which aides in creating a technology niche (for example, more than just how to use software or create a website).
• Encourage technology businesses to collaborate with each other via sponsored events and other initiatives (see the INEVation Center).

An additional regional economic sector was added in the 2013 Western Nevada Development District’s Comprehensive Economic Development Strategy. Mining was added as a possible additional project and initiative for consideration.

The implementation strategies and specific projects included in the 2013 Comprehensive Economic Development Strategy for the mining regional economic sector include:

• Improvements of the Winnemucca sewer system in Humboldt County.
• Apartment construction projects in Lovelock in Pershing County and Winnemucca in Humboldt County.
• Encourage the use of housing in Empire for mine employees in the area.

The performance measures included in the 2013 Western Nevada Development District’s Comprehensive Economic Development for the mining regional economic sector include:

• The average rent for a two bedroom apartment in the four mining intensive counties in five years.
• The average rent for a three bedroom house in the four mining counties in five years.

An organizational plan of action for the entire Western Nevada Development District, including specific implementation strategies, was also included in the 2013 Comprehensive Economic Development Strategy. The goal of the Western Nevada Development District’s plan of action is, “To diversify the economic tax base and enhance the physical and human infrastructure of the
nine-county region through regional collaboration.” Twenty-one specific implementation strategies are associated with this goal, including:

- Prepare application for the U.S. Department of Agriculture and U.S. Department of Housing and Urban Development Promise Zone program and, if eligible, submit an application.
- Follow-up with the Truckee Meadows Regional Planning Agency regarding on-going maintenance of the Regional Economic Asset Mapping project.
- Implement the Western Nevada Development District revolving loan fund program with existing U.S. Department of Agriculture RBEG and CDBG funds.
- Continue to implement the Western Nevada Development District revolving loan fund program.
- Evaluate other funding sources and submit an application for additional capitalization of the Western Nevada Development District revolving loan fund program.
- Continue to work with the Stronger Economies Together working groups; continuation of work group meetings; evaluation of goals and strategies; and implementation of the Stronger Economies Together working group projects and initiatives.
- Convene an annual meeting of all Stronger Economies Together working groups with the purpose of updating, evaluation, and implementation, with the goal of one well developed project to emerge from each Stronger Economies Together working group.
- Convene meetings of the region’s economic development authorities/regional development authorities to discuss economic and community development issues and project identification and updating of the Western Nevada Development District’s Comprehensive Economic Development Strategy.
- Continue to develop other sources of funding for the Western Nevada Development District to provide long-term financial sustainability.
- Work with members to enhance diversity of the Western Nevada Development District Board of Directors.
- Research grant funding opportunities both of a regional nature and local jurisdiction nature to implement the overall goal of diversifying the region and local economies.
- Work with local jurisdictions to create a community foundation under the umbrella of the Western Nevada Community Foundation.
- Establish a social media identity and presence.
- Continue to work with others in order for the Western Nevada Development District to be a data resource center for the region and data to become a part of the Western Nevada Development District website.
- Establish a stronger relationship, with various partners, in the manufacturing sector.
- Explore transportation planning and implementation projects with the regions’ regional transportation commission.
- Work with Western Nevada Development District members to develop identified multi-jurisdictional projects.
- Update the Comprehensive Economic Development Strategy annually, with input from the Stronger Economies Together working groups.
- Update U.S. Economic Development Administration eligibility for the region and its members on a bi-monthly basis.
• Attend training programs that will enhance the Western Nevada Development District’s staff capacities.
• Evaluate progress regarding elements of the Western Nevada Development District’s strategic plan on a quarterly basis.

As part of the Western Nevada Development District’s organizational plan for action within the 2013 Comprehensive Economic Development Strategy, a series of specific projects and initiatives were developed for each of the nine counties within the Western Nevada Development District. The list of specific projects and initiatives for Lyon County include:

• City of Fernley
  o Nevada Pacific Parkway: 1.7 miles, four lane U.S. Interstate 80, exit 50 to U.S. Highway 50A
  o Railroad Underpass: off U.S. Interstate 80, exit 46, east Fernley
  o Flood Home Rehabilitation: from January 2008 TGID irrigation canal break and flood
  o City-wide Fiber Optic: installation and operation of city owned fiber optic network
  o Fernley Railroad Depot: sewer, water lines, restrooms, landscaping
  o Mainstreet Revitalization: U.S. Highway 95A downtown, energy efficient lighting, sidewalks, landscaping
  o Out of Town Park: new ball fields, lighting, parking, paving, rodeo grandstand canopy, skate park, solar lights
  o BOR Park #1 Development: develop federal surplus property into 160 acre urban recreation complex
  o Street Reconstruction: pavement resurfacing and sealing of city streets
  o Diamond F Ranch: land acquisition, animal shelter, renovate indoor arena, events center, 4H activity
  o Water Treatment Plant: 20 MGD water treatment plant, west terminus of Mesa Drive
  o Water Conveyance: transmission lines from wells to water treatment plant to provide drinking water
  o Fernley Transfer/Recycling: purchase existing water transfer center, powered by solar power
  o Fernley City Hall: covered parking area as platform for solar panels to power City Hall
  o Silverland Park Ball Fields: joint use fields with the school district, purchase surplus federal lands, technology and incubator campus
  o Acquisition of Municipal Golf Course: ensure open space and municipal aquifer recharge; golf course improvements
  o City-wide Planning: tree planting of 5,000 trees for soil conservation and aesthetics.

• Dayton Utilities
  o Replacement of Rose Peak Lift Station
  o New Cardelli Road Lift Station
o Rehabilitate 30 manholes
o Lining secondary ponds of the South Dayton Wastewater Treatment Plant
o PER septic tank to sewer collection in Mark Twain and Rose Peak areas
o Replace old, falling meter pits at Flowery, Grosh, and Old Dayton
o Install 15 mainline isolation valves at Flowery and Grosh
o Relocate existing storage tanks in Dayton and Moundhouse +40,000 Lower Booster
o Storage tank, Dayton

The list of specific projects and initiatives for Mineral County include:

- Babbit Area
  - Roads – light industrial, 12” base and 4” base asphalt, 978,600 square feet

- Hawthorne Utilities
  - Upgrade existing water lines, looping; prevent 20,000 GPD leakage PER
  - Upgrade existing water lines, looping; prevent 20,000 GPD leakage
  - Upgrade three wastewater treatment ponds
  - Upgrade and replace existing wastewater collection system

As part of the Western Nevada Development District’s 2013 Comprehensive Economic Development Strategy, the Western Nevada Development District will continue to work with local municipal and county governments, including Lyon County and Mineral County, to implement the goals, implementation strategies, and projects and initiatives developed for each jurisdiction within the region.
7.0 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

This section summarizes the primary findings of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis conducted primarily for Lyon County. On April 17, 2015, University Center for Economic Development faculty conducted a day-long Lyon County Local Government summit to develop a series of strategies designed to support and manage growth within Lyon County. As part of this workshop, workshop attendees completed a strengths, weaknesses, opportunities, and threats (SWOT) analysis.

7.1 Strengths

Participants of the April 17, 2015 Lyon County Local Government Summit identified a number of different strengths. Strengths related to governance, the establishment of public policy, and the administration of government services were the most common types of strengths identified by workshop participants. Examples of these types of strengths include a high degree of cooperation and communication between different jurisdictions both within Lyon County and between jurisdictions located within and outside the county. Limited regulation, progressive land use planning, dedicated public sector staff, and cooperation between service providers within the county are additional examples of this general strength.

A second general strength identified by workshop participants relates directly to the county’s natural resources and general location. Access to open space, climate, general location and proximity to major economic centers and connectivity to major infrastructure assets such as rail and major highways are examples of this general strength. Other examples of this general strength include the availability of outdoor recreation opportunities and the general ability to pursue and enjoy an outdoor lifestyle. The county’s rural culture but strong geographic proximity to major urban centers is another example of Lyon County’s geographic strength. A third general strength identified by workshop participants relates to the citizenship and current residents of Lyon County. Several workshop participants identified the community’s general orientation and diversity as key strengths relating to the county’s citizenry.

Related to government services is the general and overall strength of the county’s primary school system as indicated by several workshop participants. Workshop participants frequently noted the quality of K through 12 education provided by the Lyon County School District, the safe community and school environment found throughout Lyon County, and the relatively high graduation rates among graduating Lyon County students. Availability of land and a large amount of undeveloped but entitled land was another general strength identified by workshop participants. Workshop participants also identified access to renewable energy, including solar power, wind power, and geothermal power, as an additional general strength.
Table 7.1 lists the strengths identified during the April 17, 2015 workshop for Lyon County.

<table>
<thead>
<tr>
<th>Table 7.1</th>
<th>Strengths</th>
<th>Lyon County Identified on April 17, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Open Space</td>
<td>Available Land and Real Estate</td>
<td></td>
</tr>
<tr>
<td>Undeveloped Property (but Entitled)</td>
<td>Connectivity of Human Resources to Entities</td>
<td></td>
</tr>
<tr>
<td>Dedication of Staff (STP)</td>
<td>Emergency Services (Regionally)</td>
<td></td>
</tr>
<tr>
<td>Relationships across Jurisdictional Boundaries</td>
<td>Cooperative Among Service Providers</td>
<td></td>
</tr>
<tr>
<td>Infrastructure Capacity</td>
<td>Outdoor Recreation</td>
<td></td>
</tr>
<tr>
<td>Citizens</td>
<td>Solar, Wind and Geothermal Energy</td>
<td></td>
</tr>
<tr>
<td>Diversification of Communities</td>
<td>Community Oriented</td>
<td></td>
</tr>
<tr>
<td>The Lyon County Sheriff’s Office</td>
<td>Diversity</td>
<td></td>
</tr>
<tr>
<td>Natural Resources – Scenic</td>
<td>Education</td>
<td></td>
</tr>
<tr>
<td>Outdoor Lifestyle</td>
<td>Heart-Folk</td>
<td></td>
</tr>
<tr>
<td>Rural Culture within Close Proximity to Urban Centers</td>
<td>Location – Geography; Proximity to Tahoe-Reno Industrial Center; Tesla; Access to Rail and Highways</td>
<td></td>
</tr>
<tr>
<td>Quality K through 12 Education</td>
<td>Solid County Government</td>
<td></td>
</tr>
<tr>
<td>Committees/Loyal Civil Servants</td>
<td>Diversity of Local</td>
<td></td>
</tr>
<tr>
<td>Growth Potential</td>
<td>Climate</td>
<td></td>
</tr>
<tr>
<td>Progressive Land Use Planning</td>
<td>Open Space</td>
<td></td>
</tr>
<tr>
<td>School System and Graduation Rates</td>
<td>Renewable Energy</td>
<td></td>
</tr>
<tr>
<td>Safe Communities and Schools</td>
<td>Tax Structure (Business)</td>
<td></td>
</tr>
<tr>
<td>Citizens that Look After one Another</td>
<td>Services (Established)</td>
<td></td>
</tr>
<tr>
<td>Climate and Change of Seasons</td>
<td>Available Land and Real Estate</td>
<td></td>
</tr>
<tr>
<td>Limited Regulation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Each of the general strengths listed above can be utilized by policy makers, economic development professionals, and government administrators in Lyon County to further expand and grow the county’s existing economic base. Policy makers, economic development professionals, and government administrators will have to balance the need to encourage economic growth and the need to balance and mitigate the impacts of that growth in order to preserve existing strengths. Existing strengths, such as the county’s existing rural culture and ease of access to outdoor recreation opportunities could easily be lost to new development that is not properly managed. Other strengths, such as the general governing capacity of Lyon County and other local government entities and agencies, progressive land use planning efforts, and the existing cooperative relationships between existing jurisdictions located throughout the county, can be used to assist policy makers, economic development professionals, and government executives in balancing these forces.
7.2 Weaknesses

Table 7.2 lists the weaknesses identified during the April 17, 2015 Lyon County Local Government Summit for Lyon County as a whole. Weaknesses can be thought of as those characteristics of the county that create a strategic disadvantage for the county relative to other communities.

<table>
<thead>
<tr>
<th>Table 7.2 Weaknesses Lyon County Identified on April 17, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geography</td>
</tr>
<tr>
<td>Limited Resources for Expansion (Public Safety, Money, Water, Roads, Power, Sewer, Trash)</td>
</tr>
<tr>
<td>Stigma</td>
</tr>
<tr>
<td>Historical Lack of Planning</td>
</tr>
<tr>
<td>Change Resistant</td>
</tr>
<tr>
<td>Financial Resources due to Slow Recovery</td>
</tr>
<tr>
<td>Lack of Amenities</td>
</tr>
<tr>
<td>Staffing Levels</td>
</tr>
<tr>
<td>Limited Housing</td>
</tr>
<tr>
<td>Workforce</td>
</tr>
<tr>
<td>75% Owners of Lands by Public Agencies (Federal or State)</td>
</tr>
<tr>
<td>Training and Educated Workforce</td>
</tr>
<tr>
<td>Code Enforcement</td>
</tr>
<tr>
<td>Accurate Information Flow</td>
</tr>
<tr>
<td>Access to Health Care</td>
</tr>
<tr>
<td>The Unknown</td>
</tr>
<tr>
<td>Lack of say at Legislature/Lack of Consistency</td>
</tr>
<tr>
<td>Lack of Access to Retail to Make a Tax Base</td>
</tr>
<tr>
<td>Lack of Qualified Professionals</td>
</tr>
</tbody>
</table>

The most common weakness identified by workshop participants was a general lack of resources that could be used to assist in the management of new growth. Specific examples of this general weakness include the existing tax structure and other specific examples pertaining to financial resources, a lack of economic activity that would assist in the further development of the county’s tax base, and the overall capacity of existing infrastructure assets to accommodate future growth. Another general weakness identified by workshop participants included a general lack of key community-based assets such as the general lack of affordable and quality housing, poor access to quality health care, and certain parts of the socio-economic make-up of the...
county’s residential population in-terms of the size of the highly-skilled workforce necessary to support future growth.

A final critical weaknesses identified by several workshop participants relates directly to the ongoing drought and lack of water. Several workshop participants indicated that ongoing water shortages have already and will continue to stifle future growth. Other workshop participants further indicated that the new growth that the county is already experiencing is already placing a significant strain on scarce water resources and will further strain and inhibit the county’s ability to further diversify its economic base.

7.3 Opportunities

Table 7.3 lists the opportunities identified during the April 17, 2015 Lyon County Local Government Summit for Lyon County as a whole. Opportunities are external to an organization or community and can be thought of as those conditions that can be taken advantage of in order to give a community a strategic advantage over other communities.

<table>
<thead>
<tr>
<th>Table 7.3 Opportunities Lyon County Identified on April 17, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tahoe-Reno Industrial Center</td>
</tr>
<tr>
<td>Land for Growth</td>
</tr>
<tr>
<td>Ability to Zone and Meet Needs</td>
</tr>
<tr>
<td>County Owned Airport</td>
</tr>
<tr>
<td>Change to Land Use Policy for Consistent Approach</td>
</tr>
<tr>
<td>Management and Increase Public/Private Relationships</td>
</tr>
<tr>
<td>Visibility</td>
</tr>
<tr>
<td>Space, Affordable, Marketing, Resource, Advertising</td>
</tr>
<tr>
<td>Increase Education and Wages</td>
</tr>
<tr>
<td>Improve Technology</td>
</tr>
<tr>
<td>Increase Transparency and Communication to the Public</td>
</tr>
<tr>
<td>Resources within the County – Minerals, Agriculture, Technology, Solar</td>
</tr>
<tr>
<td>Regionalization of Services</td>
</tr>
</tbody>
</table>
The most frequently alluded to opportunity for Lyon County identified by workshop participants relates to several key transformative projects currently underway either within or adjacent to the county. The Tesla Gigafactory, currently being constructed in the Tahoe-Reno Industrial Center in Storey County located approximately 20 miles west of the City of Fernley, represents a significant opportunity for Lyon County and communities located in the north and central part of the county such as Silver Springs and Fernley. Workshop participants indicated that the availability of land to support growth, the ability to properly plan for this growth, and key infrastructure assets already located within the county, could potentially lead to the creation of new jobs, better access to regional, national, and global markets, increased median income, a reversal in the overall aging of the county’s population, and an increase in the overall attractiveness of Lyon County to new businesses and residents as a new high-tech hub.

7.4 Threats

Table 7.4 lists the threats identified during the April 17, 2015 Lyon County Local Government Summit for Lyon County as a whole. Threats are external to an organization or community and can be thought of as those conditions that a community needs to take proactive measures against.

<table>
<thead>
<tr>
<th>Table 7.4 Threats Lyon County Identified on April 17, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hanging “Our Hat” on One or Two Big Companies (Uncontrolled Population Swings)</td>
</tr>
<tr>
<td>Lack of Water and Natural Resources – May Limit Growth</td>
</tr>
<tr>
<td>Lack of a Skilled Workforce</td>
</tr>
<tr>
<td>Diminished Resources (Water)</td>
</tr>
<tr>
<td>State Politics – Loss of Local Control</td>
</tr>
<tr>
<td>Uncontrolled Growth (High Poverty, Empty Houses, High Unemployment)</td>
</tr>
<tr>
<td>Legislative Action</td>
</tr>
<tr>
<td>Unmanaged Growth (Sprawl, Wrong Type of Builders, No Plan, Damaged Public Safety/Health)</td>
</tr>
<tr>
<td>Increased Federal Regulations (EPA, Less Local Control)</td>
</tr>
<tr>
<td>Drought (Lack of Municipal Water, Loss of Agricultural Production, Loss of Population)</td>
</tr>
<tr>
<td>Surrounding Counties (Tahoe-Reno Industrial Center – Other Counties get the Businesses, Lyon County gets the Population)</td>
</tr>
</tbody>
</table>
While the completion of several current transformative projects located within the county and within close proximity to the county, such as the Tesla Gigafactory in Storey County and the opening of Nevada Copper in southern Lyon County, represent opportunities for Lyon County, workshop participants generally identified the same potential growth as an emerging threat. Workshop participants indicated that this new growth could stress the ability of the county and the county’s local jurisdictions to manage the growth and provide new public services that could potentially be demanded by a growing population.

Unmanaged growth could potentially lead to increased sprawl in communities such as Yerington, Fernley, and Dayton and could also threaten the public’s general safety and health as new societal problems, such as increased crime and the increased frequency of mental health concerns, could exceed the ability of each community to provide related public services. This new growth also has the potential to threaten the county’s existing community and cultural identity and lead to a general loss in the ability of the public and public officials to control and manage the growth.

Dependence and overreliance on these current transformative economic development projects to stimulate economic activity within the county may also lead to new potential negative consequences. In the first few years of the 21st Century, Lyon County’s real estate market experienced a significant spike in growth resulting in a real estate bubble. As this real estate bubble burst in 2008 and 2009, Lyon County, and specifically Fernley and Dayton, experienced a severe increase in their respective unemployment rates and a disproportional shift of the workforce to a high concentration of unskilled workers resulting in increased poverty rates throughout the county. If the county becomes over reliant on one or two major firms as its primary source of economic growth, a new bubble within the county’s economy may form and ultimately lead to a recurrence of the demographic swings experienced by the county in 2008 and 2009.

While major projects like the Tesla Gigafactory and Nevada Copper could potentially reinvent and grow the county’s economic base, policy makers, economic development professionals, and government executives may have to pursue unrelated economic development efforts as a way to ensure that Lyon County’s overall economic base remains diversified. Support and investment in small business development and entrepreneurial development, the continued development of supportive infrastructure, and the continued development of critical public services could assist the county and individual local communities in their attempt to maintain a properly diversified economic base.
8.0 Mission, Goals, and Objectives

The multi-jurisdictional nature of the Walker Basin Restoration Project area presents a unique challenge to developing a comprehensive mission, a series of goals, and a series of community and economic development specific objectives for the project area. As previously noted, the Western Nevada Development District completed a Comprehensive Economic Development Strategy for the entire district, a nine-county economic development district that includes both Lyon and Mineral counties and the Nevada portion of the Walker Basin Restoration Project area. This section presents the mission, vision, goals, and objectives previously developed by the Western Nevada Development District’s 2014 Comprehensive Economic Development Strategy and for Lyon and Mineral counties.

8.1 Economic Development Mission and Vision

Due to the geographic diversity of the Walker Basin Restoration Project area, a consolidated economic development mission and vision were not developed for this comprehensive economic development strategy. Instead, this strategy relies on the use of the mission and vision of the Western Nevada Development District, Lyon County, and Mineral County in order to guide the implementation of this strategy.

In 2012, the Western Nevada Development District spearheaded the Stronger Economies Together (SET) program through the U.S. Department of Agriculture Rural Development. SET is a strategic planning program designed to help communities in rural America work together on a regional basis to create economic development plans based upon current and emerging economic strengths. SET was initially launched in 2010 by the U.S. Department of Agriculture Rural Development in conjunction with the nation’s Rural Development Centers and their land-grant university partners. In Nevada and for the Western Nevada Development District, the SET planning program and process in 2012 culminated in the development and adoption of the Western Nevada Development District’s 2014 Comprehensive Economic Development Strategy. As part of the Western Nevada Development District, elected and appointed officials and government executives responsible for economic development within Lyon and Mineral counties were actively engaged during the entire 2012 SET planning process. According to the 2014 Western Nevada Development District Comprehensive Economic Development Strategy, the vision statement for the district and implementation of its strategic economic development plan is:

“Western Nevada is an innovative, regional economy, rooted in sustainable development and enriched by the area’s abundant natural resources and the collaboration of its independent unique communities. Region-wide, these
prosperous communities demonstrate a forward-moving commitment to quality of life and to opportunity for all residents.”

According to the December 2010 Lyon County Comprehensive Master Plan, the vision for Lyon County and the county’s management of future growth is:

“Lyon County will guide growth and change to meet the needs of current and future residents, building on its heritage, and exploring new and innovative techniques to address challenges. The diverse communities within Lyon County will work together to meet shared goals while respecting and promoting the individual character of each community. Residents will enjoy an excellent quality of life characterized by: diverse lifestyle opportunities, quality housing choices, plenty of clean air and water, access to open lands, recreation and wildlife, outstanding public schools, an efficient transportation network, a safe community, and a range of employment and occupational choices. Our rural character, and agricultural and mining heritage, will continue to be a strong part of Lyon County’s identity.”

As of the time of the development of this comprehensive economic development strategy, no such comprehensive mission or vision statement exists for Mineral County or for the Walker Basin Restoration Program. However, the Walker Basin Restoration Program has developed the following description of the program’s overall purpose:

“The Walker Basin Restoration Program works in partnership with local communities, private landowners, water managers, tribes, and a variety of public agencies. It supports voluntary sale and lease of water and related interests, as well as associated conservation, stewardship and research activities. Many decades of reduced freshwater inflows have resulted in declines of the [Walker] lake level and increases in lake salinity, which today threaten to cause its complete ecological collapse. The health of Walker Lake is critical to recovery of the threatened Lahotan cutthroat trout, and the lake has long been an important stopover for common loons and other migratory waterfowl.”

8.2 Economic Development Objectives and Goals

The Western Nevada Development District’s 2014 Comprehensive Economic Development Strategy identified four regional capacity building goals and five regional economic sector goals. One additional goal for consideration was added to the Western Nevada Development District’s Comprehensive Economic Development Strategy that was not part of the original SET planning process completed in 2012.

The goals of the Western Nevada Development District’s 2014 Comprehensive Economic Development Strategy are used as the goals of this strategy developed for the Walker Basin Restoration Project Area and are listed here in this section.
8.2.1 Access to Capital (Regional Capacity Building Goal No. 1)

“Increase the access to financial capital that is available for the development and expansion of business throughout the region.”

8.2.2 Communication and Networking (Regional Capacity Building Goal No. 2)

“Improve communication between government, business, and the general community on what is needed to implement sustainable growth.”

8.2.3 Infrastructure Improvement (Regional Capacity Building Goal No. 3)

“Increase improvements and investments in infrastructure, transportation, water, wastewater systems and broadband to make the region more business-ready and to attract, retain, and expand business.”

8.2.4 Workforce Development (Regional Capacity Building Goal No. 4)

“Increase knowledge and understanding of worker skills, knowledge and experience, and present and future business workforce needs across the WNDD region. Develop a workforce that is well educated and with the appropriate skills to meet the demands of businesses today and in the future, per the sectors identified as important to the region.”

8.2.5 Agribusiness (Regional Economic Sector Goal No. 1)

“Increase the production, processing, local consumption, and export of food products such as produce, fish, and milk and dairy products, from farming and value-added activities within the region as a way of increasing income for agricultural producers and related businesses and as a way of increasing food security for residents of the Stronger Economies Together [WNDD] region.”

8.2.6 Energy (Regional Economic Sector Goal No. 2)

“Expand the production and use of alternative/clean energy use within the region and increase the export of such energy outside the immediate region and across state lines in the form of products and services that create jobs.”

8.2.7 Manufacturing (Regional Economic Sector Goal No. 3)

“Increase manufacturing capacity and output across the Region.”

8.2.8 Tourism (Regional Economic Sector Goal No. 4)

“Create a world-class destination for state, national, and international visitors that highlights the cultural, recreational, and entertainment amenities of the region.”
8.2.9 Transportation and Logistics (Regional Economic Sector Goal No. 5)

“Increase reputation and knowledge of the region as a location for logistical efficiency and as an effective transportation hub.”

8.2.10 Mining (Additional Goal for Consideration No. 1)

“To help mining-intensive counties (i.e. Churchill, Humboldt, Mineral, Pershing) to cope with increased demands on infrastructure that come with new mines opening.”
9.0 Issues, Strategies, and Plan of Action

This section outlines the resulting issues identified by workshop participants of the April 17, 2015 Lyon County Local Government Summit and the strategies outlined in the Western Nevada Development District’s 2014 Comprehensive Economic Development Strategy.

9.1 Assessment of Issues and Environmental Factors for Lyon County

During the April 17, 2015 Lyon County Local Government Summit, workshop attendees completed an environmental factors community assessment. The assessment, developed by Steven G. Koven and Thomas S. Lyons for the International City/County Management Association, asks participants to rank ten different environmental factors using a scale of one (low), two (medium), and three (high). In general, a score of low indicates a priority area that should be immediately addressed by policy makers as soon as possible and likely poses a significant competitive disadvantage for the community. A score of medium indicates an area that the locality may have a competitive advantage in but should consider further investment in order to prevent the factor from becoming a competitive disadvantage. A score of high indicates an area of relative competitive strength that could be leveraged in order to support economic development within the community.

By assessing and defining the community’s current environment, policy decisions can be developed using an objective assessment of current conditions. The ten environmental factors included in this assessment include the economic base, workforce characteristics, skill, availability of land and physical capital, energy, financial capital, tax structure, community culture, geography, and the localities research environment. Each environmental factor has a series of individual sub-factors that can be used to assess the overall relative competitive strength for a locality.

During the April 17, 2015 Lyon County Local Government Summit, workshop participants were asked to rank each of the ten environmental factors provided in the environmental factors community assessment by assessing the overall weakness or strength for their particular community. Workshop participants were allowed to complete the assessment by either considering the weakness or strength for the environmental factor for the entire county or for their particular community within Lyon County. Due to planning limitations, it was not possible to complete a similar community assessment for Mineral County.

9.1.1 Economic Base

Table 9.1 presents the results of the environmental factors community assessment for the April 17, 2015 Lyon County Local Government Summit for economic base.
Table 9.1 – Economic Base
Lyon County Local Government Summit
April 17, 2015

<table>
<thead>
<tr>
<th>Sub-Factor</th>
<th>1 (Low)</th>
<th>2 (Medium)</th>
<th>3 (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of Dependency on a Single Firm of Industry</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Capacity to Diversify</td>
<td>1</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Willingness to Diversify</td>
<td>1</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td><strong>2</strong></td>
<td><strong>8</strong></td>
<td><strong>2</strong></td>
</tr>
</tbody>
</table>

Economic base consists of three separate components, including lack of dependency on a single firm or industry, the capacity to diversify, and the willingness to diversify. In general, based upon the results of the April 17, 2015, participants generally ranked Lyon County’s economic base as medium. While three respondents ranked capacity to diversify as medium and three respondents ranked willingness to diversify as medium, no respondent ranked either factor as high. However, two respondents did rank lack of dependency on a single firm or industry as medium and two respondents did rank lack of dependency on a single firm or industry as high. This suggests that a lack of diversification is not a primary need in Lyon County.

9.1.2 Workforce Characteristics

Table 9.2 presents the results of the environmental factors community assessment for the April 17, 2015 Lyon County Local Government Summit for workforce characteristics.

Table 9.2 – Workforce Characteristics
Lyon County Local Government Summit
April 17, 2015

<table>
<thead>
<tr>
<th>Sub-Factor</th>
<th>1 (Low)</th>
<th>2 (Medium)</th>
<th>3 (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Size</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Unemployment Rate</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Proportion in Low Wage Positions</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td><strong>6</strong></td>
<td><strong>6</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

Overall, participants ranked the overall workforce characteristics of Lyon County as either low or medium while also ranking the sub-factors of workforce size, the unemployment rate, and
proportion in low wage positions as either low or medium. These results suggest that policymakers and administrators should focus on developing and implementing additional workforce development strategies.

9.1.3 Skill

Table 9.3 presents the results of the environmental factors community assessment for the April 17, 2015 Lyon County Local Government Summit for skill. Skill refers to the overall percentage of the locality’s workforce that is either moderately-skilled or highly-skilled.

<table>
<thead>
<tr>
<th>Sub-Factor</th>
<th>1 (Low)</th>
<th>2 (Medium)</th>
<th>3 (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percent Competent in Technology-Oriented Firms</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Percent Competent in Professional-Oriented Firms</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td><strong>8</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

All responding participants ranked skill as low with four respondents ranking percent of the workforce competent in technology-oriented firms as low and four respondents ranking percent of workforce competent in professional-oriented firms as low. These results suggest that future workforce development strategies focus on developing individuals with moderate to high skills levels that would allow individual residents throughout Lyon County to secure employment in firms located in either the technology-oriented industry sector or the professional-oriented industry sector.

9.1.4 Land and Physical Capital

The availability of land and physical capital is vital to the expansion of the private sector. New businesses that might choose to relocate to a locality will likely need access to relatively affordable undeveloped land or land that is generally underutilized but could be further developed. Access to affordable yet reliable utilities, including various municipal and county services such as sewer, electricity, water, and telecommunications, is also vital to the recruitment of new firms to a locality as well as to the expansion and retention of existing firms that are eager to expand their current operations.

Table 9.4 presents the results of the environmental factors community assessment for the April 17, 2015 Lyon County Local Government Summit for land and physical capital. The land and physical capital environmental factor consists of four separate sub-factors including availability of vacant land, availability of underused land, access to utilities (including communication utilities) and access to transportation (including highways, airports and other related transportation infrastructure assets).
Table 9.4 – Land and Physical Capital
Lyon County Local Government Summit
April 17, 2015

<table>
<thead>
<tr>
<th>Sub-Factor</th>
<th>1 (Low)</th>
<th>2 (Medium)</th>
<th>3 (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Availability of Vacant Land</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Availability of Underused Land</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>Access to Utilities</td>
<td>0</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Access to Transportation</td>
<td>0</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Total Score</td>
<td>0</td>
<td>8</td>
<td>8</td>
</tr>
</tbody>
</table>

In general, responding participants of the April 17, 2015 Lyon County Local Government Summit ranked land and physical capital between medium and high. Four respondents ranked availability of vacant land as high and four respondents ranked availability of underutilized land as high. These results suggest that there is sufficient land to support the recruitment of new firms to Lyon County while also supporting the further expansion and retention of existing firms already operating within the county. Four respondents ranked access to utilities as medium and four respondents ranked access to transportation as medium. These results suggest that future growth-management and economic development policy in Lyon County should include further development of better access to utilities and transportation.

9.1.5 Energy

Table 9.5 presents the results of the environmental factors community assessment for the April 17, 2015 Lyon County Local Government Summit for energy.

Table 9.5 – Energy
Lyon County Local Government Summit
April 17, 2015

<table>
<thead>
<tr>
<th>Sub-Factor</th>
<th>1 (Low)</th>
<th>2 (Medium)</th>
<th>3 (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability</td>
<td>0</td>
<td>1.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Access</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Price</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Total Score</td>
<td>1</td>
<td>4.5</td>
<td>6.5</td>
</tr>
</tbody>
</table>
Overall, responding participants generally ranked energy as high in Lyon County. Two and one-half respondents ranked reliability as high and one and one-half respondents ranked reliability as medium. Three respondents ranked access as high and one respondent ranked access as medium. One respondent ranked price as high, indicating that the price is not a concern, two respondents ranked price as medium, and one respondent ranked price as low, indicating that price is a concern.

9.1.6 Financial Capital

Table 9.6 presents the results of the environmental factors community assessment for the April 17, 2015 Lyon County Local Government Summit for the availability of financial capital.

<table>
<thead>
<tr>
<th>Sub-Factor</th>
<th>1 (Low)</th>
<th>2 (Medium)</th>
<th>3 (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predisposition of Local Banks to Lend</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Ability to Secure Gap Financing</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Ability to Secure Venture Capital</td>
<td>1</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Ability to Secure Angel Capital</td>
<td>3</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td><strong>9</strong></td>
<td><strong>6</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

Participants of the April 17, 2015 Lyon County Local Government Summit generally ranked financial capital as low to medium indicating that access to financial capital for new or existing businesses is a significant competitive weakness for Lyon County. Three participant respondents ranked predisposition of local banks to lend as low. Three participant respondents ranked ability to secure gap financing as low. One respondent ranked ability to secure venture capital as low while three respondents ranked ability to secure venture capital as medium. Finally, three respondents ranked ability to secure angel capital as low.

Gap financing, venture capital, and angel capital are each critical and common sources of funding for new and existing businesses and essential to support small business and entrepreneurial start-up efforts. For policy makers, economic development professionals, and government administrators in Lyon County, the results for the financial capital environmental factor suggests that additional focus and strategy development should be applied to developing the pool of capital available to new and existing businesses within Lyon County. Without additional financial capital support, it may become increasingly difficult for the county to attract new businesses while assisting existing businesses in their expansion efforts.
9.1.7 Tax Structure

Table 9.7 presents the results of the environmental factors community assessment for the April 17, 2015 Lyon County Local Government Summit for the tax structure of Lyon County.

<table>
<thead>
<tr>
<th>Sub-Factor</th>
<th>1 (Low)</th>
<th>2 (Medium)</th>
<th>3 (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Favorability to Business</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Favorability to Retirees</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Favorability to Residents</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td><strong>0</strong></td>
<td><strong>3</strong></td>
<td><strong>9</strong></td>
</tr>
</tbody>
</table>

Participants generally ranked tax structure as high during the April 17, 2015 Lyon County Local Government Summit indicating that the county’s tax structure is generally favorable. As a competitive strength, different economic development marketing and attraction strategies could potentially be developed that emphasize this desirability.

9.1.8 Community Culture

Overall, participants of the April 17, 2015 Lyon County Local Government Summit generally indicated that the current community culture in Lyon County is not generally supportive for economic development and future growth of the county’s business sector. All responding participants generally ranked community culture in Lyon County as either low or medium. Three respondents ranked support of business as medium. Two and one-half respondents ranked the willingness of existing individuals and individual business owners to risk personal capital as low. Two respondents ranked the willingness of existing individuals and individual business owners to accept possible externalities, such as higher costs for energy and public services, taxes, and other related costs of business, as both low and medium. Two respondents ranked the willingness of existing residents located throughout Lyon County to alter the status quo, for example adopting new policies and strategies that would encourage economic development, business relocation to Lyon County, or expansion of existing businesses within Lyon County, as both low and medium. These results suggest that it may be difficult for policy makers, economic development professionals and government executives within the county to develop, adopt, and implement new policies that would encourage new growth and development.

Table 9.8 presents the results of the environmental factors community assessment for the April 17, 2015 Lyon County Local Government Summit for community culture as it pertains to supporting economic development and future growth of the locality’s business sector.
Table 9.8 – Community Culture  
Lyon County Local Government Summit  
April 17, 2015

<table>
<thead>
<tr>
<th>Sub-Factor</th>
<th>1 (Low)</th>
<th>2 (Medium)</th>
<th>3 (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support of Business</td>
<td>1</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Willingness to Risk Personal Capital</td>
<td>2.5</td>
<td>1.5</td>
<td>0</td>
</tr>
<tr>
<td>Willingness to Accept Possible Externalities</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Willingness to Alter the Status Quo</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td><strong>7.5</strong></td>
<td><strong>8.5</strong></td>
<td><strong>0</strong></td>
</tr>
</tbody>
</table>

9.1.9 Geography

Table 9.9 presents the results of the environmental factors community assessment for the April 17, 2015 Lyon County Local Government Summit for the locality’s geography.

Table 9.9 – Geography  
Lyon County Local Government Summit  
April 17, 2015

<table>
<thead>
<tr>
<th>Sub-Factor</th>
<th>1 (Low)</th>
<th>2 (Medium)</th>
<th>3 (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desirability of Climate</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Desirability of Topography</td>
<td>0</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Proximity to Key Economic Centers</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Access to National and International Markets</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td><strong>3</strong></td>
<td><strong>6</strong></td>
<td><strong>7</strong></td>
</tr>
</tbody>
</table>

Participants of the April 17, 2015 Lyon County Local Government Summit generally ranked the geography of Lyon County, especially its climate and topography, as medium to high. This result suggests that policy makers, economic development professionals and government executives should emphasize the climate and topography of Lyon County, including the county’s overall proximity to key economic centers within the region, to new businesses interested in relocating to northern Nevada. Two respondents indicated that the county’s access to national
and international markets as either low or medium. This result suggests that county and municipal policy makers, economic development professionals, and government executives focus on improving the county’s overall interconnectedness to markets outside of Lyon County, northern Nevada, and the state of Nevada in general.

9.1.10 Research Environment

Table 9.10 presents the results of the environmental factors community assessment for the April 17, 2015 Lyon County Local Government Summit for the locality’s research environment.

<table>
<thead>
<tr>
<th>Sub-Factor</th>
<th>1 (Low)</th>
<th>2 (Medium)</th>
<th>3 (High)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linkage to Research University(ies)</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Access to Internet and Broadband Connectivity</td>
<td>1</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Access to Private Laboratories</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Score</strong></td>
<td>7</td>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

In general, participants ranked Lyon County’s research environment as low. Three respondents ranked the county’s linkage to area research universities, notably the University of Nevada, Reno and the Desert Research Institute, as low. Three respondents ranked access to Internet and broadband connectivity throughout Lyon County as medium. Four respondents ranked the overall access to private laboratories as low. These results suggest that a stronger relationship between the University of Nevada, Reno, the Desert Research Institute, Great Basin College, Western Nevada College, and Truckee Meadows Community College, and various public sector agencies located throughout and within Lyon County could significantly improve the overall research environment within the county.

9.2 Implementation Strategies

The Western Nevada Development District’s 2014 Comprehensive Economic Development Strategy outlines several strategies for each of the four regional capacity building goals, for each of the five regional economic sector goals, and for the one additional goal for consideration. The strategies for the Western Nevada Development District’s 2014 Comprehensive Economic Development Strategy are listed here as strategies for the implementation of this comprehensive economic development strategy. Ultimately, the Western Nevada Development District, through its series of collaborative partnerships with other regional economic development organizations, the State of
Nevada’s Governor’s Office of Economic Development, various county and local governments and government entities, and other public-sector and private-sector entities, is responsible for the implementation of these strategies.

9.2.1 Access to Capital

- Match available sources of capital with needs for capital through connecting existing alternative loan funds and other sources of capital with businesses throughout the region.
- Develop and expand alternative loan funds throughout the region.
- Develop a web-based matrix of available business funding/capital opportunities.
- Examine capital access with community matching model.

9.2.2 Communication and Networking

- Share information between and among jurisdictions on development actions occurring (what, when, where, who), at least quarterly.
- Understand differences between urban and rural needs.
- Simplify development process: regulatory flexibility, cooperation and collaboration on planning and permitting processes between jurisdictions, transparency in communication, and communication between management and front-line permitting staff to understand the impact of positive customer relations on overall economic development.
- Create one-stop business resource centers.
- Make development information readily available to businesses and stakeholders, e.g. through the Internet.
- Demonstrate commitment to regional sustainability by governments, businesses and individuals buying locally and regionally.

9.2.3 Infrastructure Improvement

- Encourage local and regional collaboration in providing water and wastewater systems to meet community needs and enable business growth.
- Create common infrastructure funding application to ease access to best cost funding packages for infrastructure.
- Explore construction and financing options regarding extension of natural gas lines to those communities currently without natural gas service.
• Establish Trans-Sierra Coalition to regionalize transportation assets to create interconnectivity for western Nevada to Northern California for rail, water borne, airports, public transit and trails for the safety and commerce (Streamline permitting and regulatory processes for improvements to all public use related infrastructure (including but not limited to water, transportation and broadband).

• Increase direct flights into Reno-Tahoe International Airport.

• Increase access to public transit to create more community (hubs, walk-able, bike-able areas to increase interaction).

• Increase access for connectivity of rail, road, air and public transit for commerce to maximize safety, efficiency and environment.

• Improve road safety.

• Integrate broadband planning into infrastructure and development planning.

• Increase access to broadband for residents and businesses.

• Increase speed in broadband for residents and businesses.

• Ensure adequate broadband speeds for current use and for projected economic growth (10 years) around current and potential industrial/commercial centers.

• In collaboration with local providers, map middle mile access of current and potential industrial/commercial areas.

• Conduct a survey of local businesses to ensure access to broadband speeds, identify gaps in service, and work with providers to develop strategies for increased band-width.

• Enable all “downtown” businesses with hot spot capabilities for increased residential and visitor access to high speed broadband.

• Host a business town hall to determine reasoning for secure networks. Additionally, address security concerns and create incentives for participation.

• Increase mobile footprint to cover all major roads and tourism locations, along with increased economic presence through mobile devices.

• Identify gaps in service areas, create business plans, collaborate with local providers, and build towers.
• Host workshops for local businesses and tourism entities on ways to effectively use mobile platforms for marketing and engagement of clients. Also, connect regional app developers with potential clients.

• Create opportunities for a technology “think tank” to attract and retain tech entrepreneurs and professionals.

• Create a technology based certification program with local educational entities, which aides in creating a technology niche (i.e. more than just how to use software or create a website).

• Encourage technology businesses to collaborate with each other via sponsored events and other initiatives (see the INEVation Center).

9.2.4 Workforce Development

• Assure workforce development agencies and units throughout the region are collaborating on needs identification and services delivery.

• Assure workforce development and economic development networks are integrated throughout the region and that they collaborate effectively in creating workforce development solutions that meet the needs of business within the region and of the targeted economic sectors.

• Assemble as needed and maintain current knowledge of occupations and associated skill sets within target economic sectors.

• Conduct analysis of gap between available skills within the region and desired skills to support workforce needs of targeted sectors.

• Optimize use of technical training centers and technical training capability.

• Support linking workforce development and certification programs directly with internship placements in local firms.

• Implement the Career and Technical Education (CTE) 21 Job (Readiness) Skills throughout the K-12 curriculum for all students and create expectation that all students will sit for and pass the National Career Readiness Certification Exam.

• Reinstate Career Pathways program K-12 in a regionally integrated fashion.

• Create a regional Young Professionals Development Network.

• Accurately and positively depict K-12 data to aid in business attraction.
• Focus on early identification of students at risk of requiring remediation upon entry to higher education; provide tutoring and other services to assure readiness for advanced education as well as employability upon high school graduation.

9.2.5 Agribusiness

• Celebrate success of agriculture in Nevada; through education and support bring about culture change that values Nevada growers and Nevada grown food, while establishing a “Buy Nevada Grown” initiative to increase demand for locally and regionally grown products.

• Encourage producers to engage in collaborative networks and cooperatives.

• Accomplish more detailed mapping of production and agribusiness assets and gaps to enable partnerships and efficiencies that lead to import substitution and export enhancement.

• Assess where food consumed in Nevada comes from and gauge demand for agricultural produces grown in Nevada (import substitution).

• Map marketing and distribution networks; create collaboration to increase efficiencies and lower costs.

• Support, using legislation (local, state, and federal), technology, and new processes, the streamlining of food sales, processing, and health regulations to lower cost of transactions for producers within the region and increase their potential markets.

• Increase markets for locally grown foods by linking Nevada institutions (e.g. schools, senior centers, hospitals) to local producers.

• Educate producers on the availability of various support programs, the availability of capital, and provide access to information and resources related to improved/alternative growing methods, short season crops, and low water use crops.

• Increase use of technology and alternative growing techniques to produce a reliable supply of agricultural products year round, and assist with diversification of higher value crops and value-added processing.

• In order to recruit businesses from California, given proper environmental protection, be open to providing locations for agribusiness being regulated out of California.
9.2.6 Energy

- Create broad-based communication among NIREC, UNR, DRI, and SET to determine value chain opportunities in the energy sector and within other business sectors for clean energy resource development, clean energy production, and clean energy specialized services.

- Improve regulatory processes that affect both producers and users.

- Educate and demonstrate the viability of clean energy through programs for residents and businesses.

- Investigate production component manufacturers (e.g. solar thermal water heater manufacturers) and their potential for Nevada (linkage to manufacturing); in addition, identify associated occupations and workforce skill needs, communicate them to workforce training providers.

- Promote / educate use of clean energy resources developed in the region to be used in the region, thus reducing the need for additional transmission lines.

- Infrastructure enhancement for transmission of our clean energy resources to the marketplace (linkage to infrastructure investment).

- Research innovative practices for development of region’s clean energy resources through incentives.

- Leverage UNR and the region as a geothermal hot bed.

9.2.7 Manufacturing

- Support creation of an agile and collaborative linkage between K-12, higher education, workforce development professionals and services and manufacturers that produces a readily accessible, skilled, certificated workforce.

- Provide information on capital availability to manufacturers throughout the region, emphasizing the Catalyst Fund.

- Support manufacturing networks, replacing fear of competition with culture of collaboration: manufacturing peer group, training and educational opportunities for professionals, workforce skill development and training collaborative such as Western Nevada College work with manufacturers, and information sharing on new markets – local to global.
• Accomplish an infrastructure capacity analysis to determine locations within the region having adequate water, wastewater, transit, and broadband capacity for manufacturing growth.

• Continue to identify the manufacturing capabilities of the region and match them with demand for those products within the supply chains of manufacturers and other economic sectors within the region; create supplier databases and distribute to manufacturers’ networks.

• Increase production of current manufacturers through developing new customers for firms’ products.

• Diversify product lines of current manufacturers through connecting their manufacturing capacity with new customers and markets.

• Attract new manufacturers to this high-functioning region.

• Grow new manufacturing entrepreneurs through providing access to incubation, technology, and capital.

• Create access to advancements in technology.

• Continue Nevada manufacturing support resources.

9.2.8 Tourism

• Integrate SET implementation work group with rural and urban tourism and visitor authority leaders throughout the region.

• Create and maintain an effective regional brand for tourism that integrates rural and urban tourism strategies.

• Enhance existing and create new regional special events.

• Promote cultural, recreational, and entertainment options within the region to lessen leakage of region’s residents leisure dollars.

• Develop additional recreation amenities including wildlife related activities, and trails of multiple forms (hiking, mountain bike, equestrian).

• Develop regional itineraries and packages.

• Create a mobile device app that is comprehensive of the cultural, recreation, and entertainment amenities of the region.
• Apply for state, local, federal tourism grants.

• Provide adequate transportation into and out of the region.

9.2.9 Transportation and Logistics

• Recognize the region as a centralized transportation hub.

• Advertise and promote the region as a logistics and transportation leader.

• Make companies aware of the benefits of using this district as a transportation hub of the region, given assets such as capacity to host warehouses, traffic flow, time to destination efficiencies, access to rail.

• Increase the knowledge of elected officials at all levels on transportation and logistics issues and the importance of retaining competitive advantage in this sector.

• Address challenges logistics and transportation sector face.

• Examine price of fuel opportunities and challenges.

• Improve internet presence of resources (e.g. Google location searches of addresses).

• Examine California port fees issue.

• Collaborate more with Nevada Department of Transportation.

• Participate in stakeholder meetings.

• Use www.connectingnevada.org website to drill into transportation support for economic development.

• Improve, improve access to, and develop more rail resources.

• Continuously access new technology.

• Bring back the University of Nevada, Reno’s logistics program.

• Continue to work with FAA and other entities responsible for airports and make sure airport potential is protected.

• Plan for how can to serve people and their transportation needs (in consideration of access to jobs).
9.2.10 Mining

- Restoration of the Western Nevada Home Consortium to meet workforce housing demands.

- Continued work with the Nevada Rural Housing Authority to meet workforce housing demands.

- Assessment of the infrastructure in mining-intensive counties and upgrades of water, sewer, roads, rail where needed.
10.0 Evaluation and Performance Measures

The evaluation plan and the use of performance measures will enable the Western Nevada Development District and participating government agencies and other public-sector and private-sector entities to monitor the progress being made in the implementation of the various strategies listed in Section 9.0, Issues, Strategies, and Plan of Action.

10.1 Implementation Measures

As part of the Western Nevada Development District’s 2014 Comprehensive Economic Development Strategy, a series of performance measures for each of the four regional capacity goals, for each of the five regional economic sector goals, and for the one additional goal for consideration were developed. Those performance measures are presented in this section.

10.1.1 Access to Capital

- The number of businesses that have gone through business counseling or training programs and have developed a business plan being funded after five years.

- The amount of capital available to rural and urban areas for alternative lending through WNDD; by 2018 the percentage should be close to equal between urban and rural.

- The number of institutions, businesses, and individuals attending Access to Capital meetings in the first year.

- The documented financing gaps that remain in five years.

10.1.2 Communication and Networking

- The time it takes, on average, to go through the permitting and licensing process in the region in two years.

- The number of locally owned businesses that expand as a result of buy local/regional initiatives.

10.1.3 Infrastructure Improvement

- The number of water and wastewater projects receiving funding through the INC common application over a period of five years.
• The amount of time it takes from application to start of construction in infrastructure projects.

• The amount of competitive grant dollars attracted to infrastructure investments of all kinds.

• The number of direct flights into Reno-Tahoe International Airport over a year period in five years.

• The amount of freight flown out of the region in five years.

• The percentage of regional citizens and businesses that have access to broadband in five years.

• Ridership numbers for mass transit in five years.

• The number of fatalities and minutes lost in traffic jams in five years.

10.1.4 Workforce Development

• The number of community college graduates passing entry level exams at major employers within the economic sectors identified in this plan.

• The number of individuals who are placed in jobs through workforce development and support programs.

• The number of career pathway programs that exist at the K-12 and Community College level.

• The number of individuals in the region who pass the National Career Readiness Certificate Exam.

• The number of four year degree recipients staying in the state of Nevada.

• The number of high school graduates that enter college and do not need remediation.

10.1.5 Agribusiness

• The value of the crops produced in the region.

• The percentage of the crop that is consumed locally.

• The number of months that farmers can grow consumable products.
- The number of food processing facilities in the region.
- The number of respondents to Demand Surveys on the demand for locally grown products.

**10.1.6 Energy**
- The number of new patents with commercial application in Nevada.
- The number of regulations which can be streamlined to facilitate energy development projects in Nevada.
- The number of miles of transmission lines in Nevada.
- The number of geothermal plants in operation in five years.

**10.1.7 Manufacturing**
- The percentage of manufactured goods that are imported from out of the region.
- The number of individuals leaving the educational system with workplace certificates empowering them to work within the manufacturing sector.
- The number of manufacturers that supply other manufacturers or businesses within the region.
- The number of manufacturers expanding within the region.

**10.1.8 Tourism**
- The number of room nights in the region.
- Number of tickets sold for cultural and entertainment (sports) events from inside and from outside the region.
- The percentage of sales tax being generated by tourists.
- Casino winnings in the region.
- Number of visitors at region’s parks and campsites.

**10.1.9 Transportation and Logistics**
- Number of transportation and logistics firm that locate or expand in the region.
• Number of road miles built in five years related to sector.

• Number of rail miles built or improved in five years.

• Number of yards of paved runway improved or added in five years.

• Number of flights or amount (lbs.) of air freight transported into or out of region.

10.1.10 Mining

• The average rent for a two bedroom apartment in the four mining intensive counties in five years.

• The average rent for a three bedroom house in the four mining counties in five years.