

Battle Mountain Business Plan

Prepared For:
Lander County Commission
315 S. Humboldt Street
Battle Mountain, Nevada 89820

Prepared By:
Intertech Services Corporation
P.O. Box 2008
Carson City, Nevada 89702

June 30, 2004

Table of Contents

	<u>Page</u>
Why a Business Plan for Battle Mountain	1
Description of Business Districts	1
Products and Services Offered	2
Customer Base	3
Comparative Advantages/Disadvantages	7
Market Analysis	9
Goals and Strategies	12
Implementation and Monitoring	16
References	17

Why A Business Plan for Battle Mountain?

The quality of life for residents of the Town of Battle Mountain is in part dependent upon a vibrant local economy. Economic vitality affords employment and income as well as opportunities for shopping, entertainment, and access to services. A thriving economy is also necessary to derive the taxes and other revenues required by Lander County to provide the public facilities and services demanded by its residents. The Battle Mountain Business Plan is intended to guide expansion of the economy in and around the Town of Battle Mountain. Crafted in the form of a business plan, this document will support decisions about product enhancement, product marketing, financing, and monitoring results. The product, which is the focus of this business plan, is the Town of Battle Mountain.

Description of Business Districts

Three distinct, yet interrelated business districts characterize the Town of Battle Mountain. This plan addresses strategies for each district and weaves the individual actions into a vision of strategic initiative for the community of Battle Mountain as a whole.

The **Downtown District** extends along both sides of Front Street from its intersection with Eastgate Drive to its intersection with Forest Avenue (See Figure 1). In addition, the Downtown District includes properties located on the north side of Second Street between Mountain and Scott Streets. This area is recognized as the traditional commercial center for Battle Mountain. For many years, U.S. 40 (now known as Front Street and the predecessor to Interstate 80) carried all traffic traveling east and west through Battle Mountain. With the development of Interstate 80, east-west traffic through the Downtown District has declined significantly. As a result, the Downtown District is in a period of transition.

The Downtown District includes a variety of businesses catering to both the needs of area residents and visitors to the community. A recent inventory found there to be at least 8 vacant commercial buildings including a grocery, automotive services, minimart and a restaurant, among others. Collectively, these vacant buildings appear to encompass an estimated 30,000 square feet of unused commercial space. In addition, the Downtown District includes 18 vacant parcels of commercial land totaling an estimated 5.5 acres or 239,580 square feet. These vacant parcels range in size from 3,050 to 60,000 square feet, with most being in the 8,000 to 10,000 square feet range.

The **Front Street Commercial District** includes Front Street/Hwy 40 between Forest Street and the eastern Town Boundary and between Eastgate Drive and the western Town boundary. The district includes both sides of Front Street within these areas. Existing businesses located within the Front Street Commercial District include several that appear to have been developed to serve U.S. 40 traffic when said traffic was routed through Battle Mountain along Front Street (U.S. 40). There are several vacant parcels (with some appearing to exceed 2 acres) of commercial land within both the western and eastern portions of the Front Street Commercial District.

Opening of I-80 Exit 230, providing freeway access to Broad Street, has led to development of the **I-80 Traveler District**, Battle Mountain's newest commercial area. The I-80 Traveler

District includes both sides of Broad Street north of I-80 to Seventh Street, both sides of Broyles Ranch Road from Broad Street to Burns Street, and both sides of Sunset and Super 8 Drive. In addition, the I-80 Traveler District includes undeveloped land south of I-80 which is bordered on the west by State Route 305 and to the south by Old Highway 8A. Simultaneously, opening of Exit 230 has led to a decline in traffic and related commercial activity within both the Downtown and Front Street Commercial districts.

Much of the commercial development within the I-80 Traveler District has been focused at providing services and goods to those traveling east and west along I-80. Existing traveler related businesses in this district include a McDonald's Restaurant, a fireworks store, Super 8 Motel, a steakhouse, a service station and minimart, a souvenir shop and a Chamber of Commerce related visitor's center. There are also several non-traveler related establishments within this district including two automotive parts stores, pharmacy, bank, grocery store, post office, salon, Radio Shack, children's clothing store, pet grooming and supplies, and a health club (gym). A recent tour of the I-80 Traveler District did not identify any vacant commercial buildings located therein.

The I-80 Traveler District contains 7 vacant parcels of commercial land north of I-80 totaling an estimated 4.5 acres or 196,020 square feet. These vacant parcels range in size from 6,100 to 48,350 square feet, with most being in the 17,500 to 35,000 square feet range. South of I-80, the District includes 9 parcels ranging in size from 2 to 18 acres. In total the southern portion of the District contains undeveloped land totaling approximately 52 acres.

Products and Services Offered

Battle Mountain is home to a variety of business establishments representing many economic sectors. The Downtown District includes a mixture of gaming, lodging, eating and drinking, retail outlets including lumber and clothing, automotive services and resident services. The Downtown District appears to cater largely to residents and tourists visiting the area. Convenience establishments (i.e. drive-through) are not common in the Downtown District.

The Front Street Commercial District appears to cater to both residents and visitors to the Battle Mountain area. Within this area can be found commercial establishments offering lodging, eating and drinking, and groceries, among others. The Front Street Commercial District also contains Battle Mountain's only full-service truck stop. Many of the establishments located within this district were developed prior to the opening of the I-80 bypass and at a time when U.S. 40 brought all east-west traffic along Front Street through Battle Mountain.

The I-80 Traveler District is the newest business district in the Battle Mountain area and has developed largely as a result of the opening of Exit 230 from I-80. Vehicles exiting I-80 eastbound at Exit 230 immediately enter the I-80 Traveler District. Vehicles exiting I-80 westbound at Exit 230 enter the district immediately upon crossing the overpass. As a consequence, many of the establishments located in the district provide convenience services to travelers along I-80. Examples include a fast-food restaurant, service station and mini-mart and lodging.

Collectively, the community of Battle Mountain hosts a wide variety of commercial enterprises. Table 1 shows the total estimated level of commercial activity demanded by households in 2001 by Battle Mountain businesses (Total Industry Output). Among the largest sources of economic output within the community was wholesale trade. In addition to households, this sector is a supplier to various mining operations located in the region. Table 1 demonstrates a significant level of local business activity in 2001 totaling nearly \$33 million.

Still, the community's relatively small size and geographic remoteness have traditionally resulted in unmet local demands for goods and services. Table 1 also illustrates the extent to which goods and services were purchased by Battle Mountain households from outside the community in 2001 (Level of Competitive Import). During that year, Battle Mountain households purchased nearly \$15 million worth of goods and services outside of Battle Mountain. For every dollar spent by Battle Mountain residents locally, an estimated 50 cents is spent of goods and services outside the local area. As a consequence, capturing economic leakage represents an immediate and significant opportunity for creating new employment, income and local tax revenues in the Battle Mountain area.

Customer Base

Existing customers for products and services available in the Town of Battle Mountain can be divided into six distinct groups including: residents, businesses, tourists, I-80 travelers, E-Shoppers and government. A brief overview of each market segment follows.

Residents – Those living in the Battle Mountain area, represent a primary market for businesses in the community of Battle Mountain. In addition, residents of outlying communities such as Beowawe, Crescent Valley and Valmy are likely to travel to Battle Mountain on occasion to make purchases or acquire services. The resident customer base for the Battle Mountain area is forecast to remain virtually unchanged through the year 2022. As shown in Table 2, the population of Battle Mountain is forecast to increase by just 100 persons between 2005 and 2022. The data in Table 2 suggests that the rate of population growth in the community of Battle Mountain and Lander County will be less than growth within other counties along the I-80 corridor and in Nevada generally. Unforeseen increases in mining employment in the County could result in an increased rate of population growth.

Battle Mountain residents tend to be younger than those living in Nevada as a whole and across the United States. As shown in Figure 2, 40.4 percent of Battle Mountain residents were 24 years and younger. This compares to Nevada and the United States as a whole wherein 34.6 percent and 35.4 percent of the population were less than 24 years of age. Figure 2 also suggests a smaller percentage of Battle Mountain residents are 65 years and older than is true for Nevada and the United States as a whole.

Table 1. Competitive Imports for Battle Mountain Households

Importing Commodity	Level of Competitive	Total Industry
----------------------------	-----------------------------	-----------------------

	Import	Output
Accounting, Auditing and Bookkeeping	\$ 69,200	\$ 1,509,461
Advertising	\$ 970,775	\$ 0
Apparel & Accessory Stores	\$ 20,095	\$ 73,612
Automobile Parking and Car Wash	\$ 11,497	\$ 0
Automobile Rental and Leasing	\$ 988,909	\$ 0
Automobile Repair and Services	\$ 37,289	\$ 1,610,100
Automotive Dealers & Service Stations	\$ 5,896	\$ 3,468,332
Banking	\$ 906,514	\$ 2,612,643
Beauty and Barber Shops	\$ 4,521	\$ 46,261
Colleges, Universities, Schools	\$ 37,918	\$ 13,477
Commercial Printing	\$ 95,955	\$ 0
Computer and Data Processing Services	\$ 1,274,597	\$ 0
Eating & Drinking	\$ 273,908	\$ 2,581,172
Engineering, Architectural Services	\$ 1,088,065	\$ 383,490
Food Stores	\$ 5,447	\$ 1,877,400
Furniture & Home Furnishings Stores	\$ 27,462	\$ 99,496
General Merchandise Stores	\$ 48,306	\$ 230,033
Hotels and Lodging Places	\$ 149,937	\$ 3,852,311
Insurance Agents and Brokers	\$ 104,401	\$ 380,839
Insurance Carriers	\$ 322,902	\$ 392,410
Laundry, Cleaning and Shoe Repair	\$ 117,374	\$ 0
Legal Services	\$ 657,830	\$ 63,203
Management and Consulting Services	\$ 736,025	\$ 0
Membership Sports and Recreation Clubs	\$ 16,181	\$ 0
Miscellaneous Repair Shops	\$ 106,509	\$ 259,255
Miscellaneous Retail	\$ 42,069	\$ 2,252,482
Other Business Services	\$ 886,446	\$ 0
Other Educational Services	\$ 1,420	\$ 42,729
Other Medical and Health Services	\$ 3,931	\$ 1,547,765
Other Nonprofit Organizations	\$ 2,443	\$ 0
Photofinishing, Commercial Photography	\$ 36,391	\$ 0
Real Estate	\$ 1,431,361	\$ 4,519,557
Research, Development & Testing Services	\$ 54,501	\$ 86,461
Services To Buildings	\$ 892,619	\$ 125,393
Watch, Clock, Jewelry and Furniture Repair	\$ 573	\$ 0
Wholesale Trade	\$ 3,452,581	\$ 4,814,010

Source: Harris, Tom, Jered MacDonald, Tim Darden and Donald W. Macke. Targeted Economic Development For Lander County and Battle Mountain, Part III: Gaps and Disconnects, University of Nevada, Reno, Center for Economic Development, Technical Report UCED 2001/02-29.

Table 2. Lander County and Nevada Population Forecasts

	2001	2005	2010	2015	2020	2022
--	-------------	-------------	-------------	-------------	-------------	-------------

Area						
Battle Mountain*	3,056	2,964*	2,875*	2,888*	3,004*	3,064*
Lander Co.	5,761	5,596	5,403	5,428	5,646	5,751
Elko Co.	46,668	47,997	48,621	50,141	52,956	54,275
Washoe Co.	353,271	372,504	398,003	419,765	493,284	547,794
Nevada	2,132,498	2,442,116	2,690,078	2,837,522	2,910,959	2,930,691

Source: Nevada State Demographer, April 2002.

* Projections made using State Demographer's % change for all of Lander County

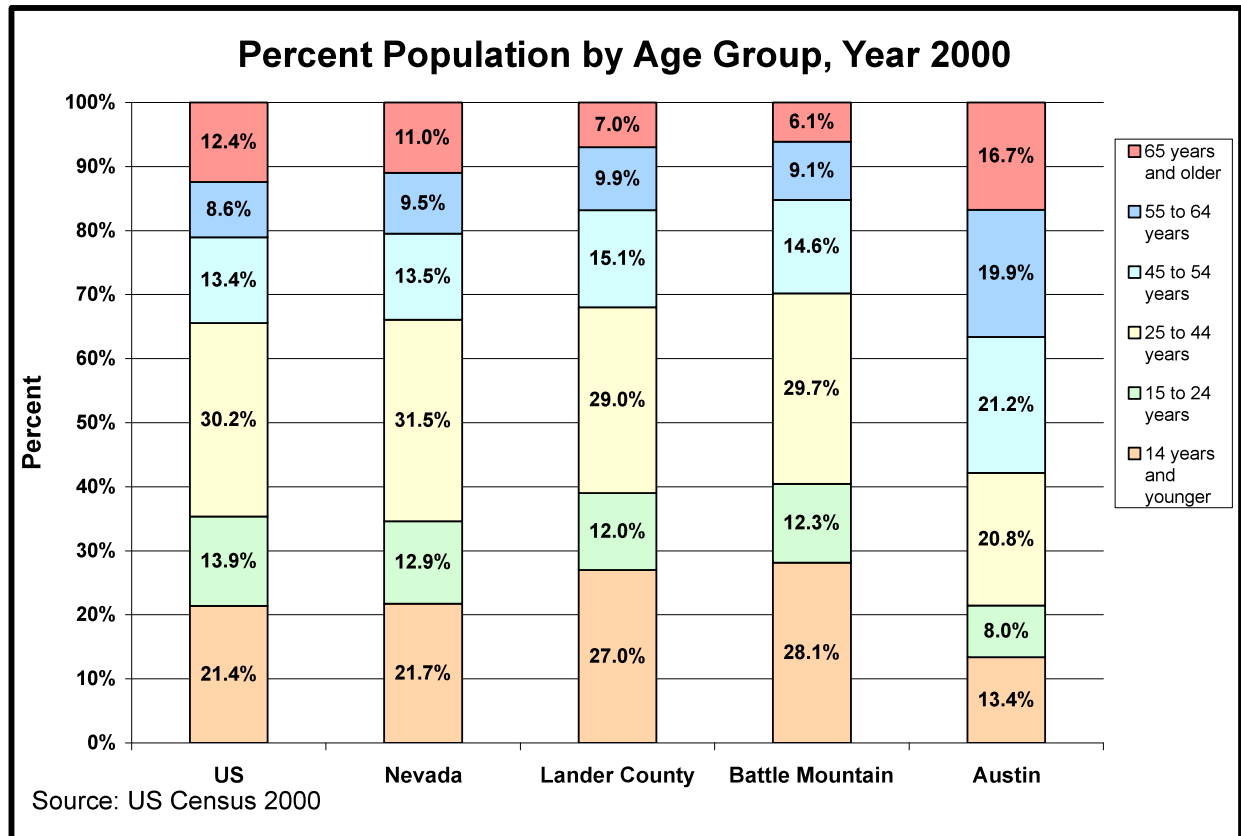
Information compiled by the University of Nevada Reno, Center for Economic Development (Wright and Harris, 2004) indicates the percentage of Battle Mountain residents who have completed a college degree (Associate or higher) is less (16 percent) than for residents of Nevada and the United States as a whole (24.4 percent and 30.7 percent, respectively). Despite fewer residents having received college degrees, a greater percentage of Battle Mountain households have incomes in excess of \$50,000 (46.3 percent) than do the percentage of households for Nevada and the United States as a whole (44.1 percent and 40 percent, respectively).

Businesses – Business and industry operating in and around Battle Mountain constitute a market for the goods and services available in the community. Other businesses operating in outlying areas (i.e. Beowawe, Crescent Valley, Valmy) may also purchase goods and services from Battle Mountain establishments. Particularly important to this market segment is the mining industry and the purchases by mines from Battle Mountain businesses.

Tourists – The availability of a variety of outdoor recreation, gaming, and cultural events in the Battle Mountain area supports a growing tourism component to the local economy. Including auto racing at Battle Mountain Raceway, the months of May through December find events of interest to tourists underway in Battle Mountain on virtually any weekend. Within Nevada, Battle Mountain has the potential to draw tourists from the Reno/Sparks and Carson City areas, among other origins in the Northern Nevada. As shown in Table 2, the current estimated population of Washoe County is nearly 375,000 persons and is expected to grow to almost 550,000 residents by 2025. Persons living in Washoe County represent a significant potential tourist-base for the Battle Mountain area. Beyond Nevada, the Census Bureau forecasts growth in the five surrounding states to increase by an estimated 13 million persons (see Table 3).

I-80 Travelers – The forecasted growth (see Table 3) within the five-state region which surrounds Nevada will result in increased traffic along I-80. This is particularly true for growth in northern California and northern Utah. Increased traffic along I-80 will contribute to growing demand for traveler services within the community of Battle Mountain.

Figure 2



**Table 3. Regional Population Forecasts
(thousands)**

State	7/1/2000	7/1/2005	7/1/2015	7/1/2025
Nevada	1,863	2,130	2,547	2,854
California	32,423	33,511	36,838	41,480
Arizona	4,838	5,432	6,620	7,729
Idaho	1,332	1,489	1,775	2,008
Utah	2,216	2,477	2,995	3,487
Oregon	3,397	3,625	4,036	4,361
Regional Total	46,069	48,664	54,811	61,919

Source: Census Bureau, Series B Forecasts, www.census.gov/population/projections/state/stpjp0

As shown in Table 4, the Nevada Department of Transportation reported that nearly 7,000 vehicles per day passed through Battle Mountain on I-80 during 2002. Each of these vehicles contains at least one potential customer for Battle Mountain businesses. I-80 travelers may

require a variety of goods and services including fuel, automotive repair, food and beverages, and lodging among other possibilities.

E-Shoppers - The Internet opens the potential for businesses in Battle Mountain to sell directly on-line to persons and/or businesses located around the world. These electronic shoppers need only to have access to the Internet.

Government - Agencies of local, state and federal government operating in and around the Town of Battle Mountain represent a component of the market for goods and services available through Battle Mountain businesses. At the local level, Lander County, Lander County School District, and local water and sewer utility districts are elements of the market. State agencies including the Nevada Department of Transportation purchase goods and services locally. Agencies of the federal government including the Forest Service and Bureau of Land Management are among entities purchasing goods and services in the Battle Mountain area.

Comparative Advantages/Disadvantages

The extent to which the community of Battle Mountain can compete within the markets it serves depends in part upon the comparative advantages and disadvantages of the community as a place to visit and as a source of goods and services. Table 5 suggests that Battle Mountain is approximately 3-4 hours driving time from 20 Nevada communities with a combined population approaching 500,000 persons. From these communities, Battle Mountain represents a possible weekend destination. Alternatively, for persons traveling farther, lack of air service into Battle Mountain makes travel to the area very difficult unless several days can be taken.

Battle Mountain is also approximately halfway between Sacramento and Salt Lake City along the I-80 corridor (Sacramento-Battle Mountain (351 miles) and Salt Lake City to Battle Mountain (301 miles). This strategic location may suggest a growing demand for highway commercial services in the Battle Mountain area. Already, the truckstop in Battle Mountain, although not strategically located proximate to I-80, provides services and fuel to a growing number of truckers.

While Battle Mountain is emerging as a full-service highway commercial location, the community generally lacks many of the amenities associated with tourist destination communities. While the number of motel/hotel rooms has grown in recent years, the availability of lodging is a constraint to events, which might draw more than a few hundred persons to the community for an overnight stay. Developed recreation facilities such as championship golf or reservoirs suitable for active water-based recreation (i.e. water skiing) are not currently available in the area.

Table 4. Battle Mountain Average Annual Daily Traffic (AADT)

<u>Location</u>	<u>1993</u>	<u>2002</u>
-----------------	-------------	-------------

I-80 eastbound, west of Exit 229	2788	3325
I-80 eastbound off ramp Exit 229	1115	480
I-80 eastbound, between Exits 229 and 230	2005	3160
I-80 eastbound off ramp Exit 230	-0-	500
I-80 eastbound, between Exits 230 and 233	-0-	3240
I-80 eastbound off ramp Exit 233	100	230
I-80 westbound, east of Exit 233	2643	3300
I-80 westbound off ramp Exit 233	715	320
I-80 westbound, between Exits 233 and 230	-0-	3240
I-80 westbound off ramp Exit 230	-0-	580
I-80 westbound, between Exits 230 and 229	2005	3160
I-80 westbound off ramp Exit 229	300	290
SR 304, .1 mi. east of Exit 229	2700	3295
Front Street, 75' east of SR 806	6190	4700
Reese Street, 50' north of SR 304	3200	2350
Broad Street, 100' south of SR 304	4655	3700
SR 305, (Broad St., .2 mi. south of Carson St.	2040	2100

Source: Nevada Department of Transportation (NDOT) – 2002 Annual Traffic Report

Table 5. Communities Within Three-Hour Drive to Battle Mountain

<u>One Hour</u>	<u>Two Hours</u>	<u>Three to Four Hours</u>
Winnemucca	Austin	Ely
Carlin	Denio	Fallon
Elko	Eureka	Fernley

Lovelock
McDermitt
Wells

Jackpot
Reno
Sparks
Tonopah
W. Wendover
Carson City
Yerington
Hawthorne

Recent efforts to establish a system of mountain bike trails and ongoing efforts to establish a comprehensive off-highway vehicle trail system are important additions to the potential outdoor recreation base. Pending transfer of land bordering the Humboldt River near Battle Mountain from the Bureau of Reclamation to Lander County may afford opportunities to develop enhanced river-based recreation amenities. Such amenities would be somewhat unique within the I-80 corridor.

Among the business districts which characterize Battle Mountain, the I-80 Traveler District has the advantage of the vehicular traffic passing through the community. Conversely, the Downtown and Front Street Commercial areas receive significantly less traveler/visitor traffic and are not easily noticed by those traveling along the I-80 corridor. Hours of operation for business establishments in the I-80 District (with the exception of gaming/drinking establishments) tend to be longer and extend into the evening hours more so than those in the Downtown and Front Street Commercial districts.

With regard to infrastructure, Battle Mountain has the advantage of modern water and wastewater treatment facilities with available capacity to serve new or expanding businesses. In addition, the community is located proximate to key high-speed telecommunications networks. There is available and affordable housing in the Battle Mountain area, although the condition of much of the housing stock is in decline. While approved subdivisions exist in the vicinity of Battle Mountain, there are few new homes being built.

Market Analysis

Understanding the current and potential demand for goods and services provided within the community of Battle Mountain is essential to establishing the justification for continued product (community) development and in effectively directing marketing efforts. This section describes existing and forecasted demand for products and services available in Battle Mountain. To the extent possible, market conditions are related to geographic locations serving as markets for Battle Mountain area business. Where possible, market demand is also described for individual business districts within the community.

Local Demand – Battle Mountain serves as a principal source for goods and services to residents of northern Lander County. In addition, persons residing in the Valmy (Humboldt County) and Crescent Valley (Eureka County) areas may elect to procure goods and services

from business establishments in Battle Mountain. Area ranches and industries also purchase significant quantities of goods and services from Battle Mountain businesses. Because of its size, the community of Battle Mountain does face competition from larger urban areas such as Elko, Winnemucca and Reno for resident/industry spending. Reasons for outshopping by Battle Mountain residents may include desired access to greater product diversity, price competition, and the coupling of shopping with travel for other reasons to locations other than Battle Mountain. Loss of dollars to locations outside of Lander County and the community of Battle Mountain is commonly referred to as economic leakage.

As was shown in Table 1, Battle Mountain is characterized by significant economic leakage as area residents elect to procure goods and services in other communities. For many commercial sectors, a significant local capability and related sales exist, yet a significant level of economic leakage still occurs within said sectors. Table 1 list commercial sectors within Battle Mountain for which a strong local capability is evident yet significant non-local spending is occurring. Many of the commercial sectors included in Table 1 may offer immediate opportunities for working to capture economic leakage. For example, the Insurance Agents and Brokers/Insurance Carriers sectors had combined total industry output of nearly \$800,000 yet Battle Mountain households still spent an estimated \$400,000 on insurance services from sources outside the community. Similarly, the Banking sector had total industry output of \$2.6 million yet Battle Mountain households contributed an estimated \$900,000 in banking services outside of Battle Mountain. A significant gap between local spending on legal services (\$63,203) and spending by Battle Mountain households on non-local sources of legal services (\$657,830) is also noted.

In addition to non-local spending by Battle Mountain households, business and industry located in and near Battle Mountain chooses in many cases to purchase goods and services from non-local sources. In fact, non-local spending by business and industry far exceed that of households in Battle Mountain. Table 6 lists local sales and non-local purchases for various industrial sectors in the Battle Mountain area. As shown in Table 6, although Battle Mountain has a significant local Wholesale Trade sector, which captured local purchases of nearly \$5 million, non-local purchases in this sector approached \$3.5 million. Capturing a greater share of Wholesale Trade would provide immediate economic and fiscal benefits to the Battle Mountain area. A similar conclusion can be reached for the other industrial sectors included in Table 6.

Table 6. Local Sales Vs. Non-local Purchases by Industrial Sector

Sector	Local Sales (\$)	Non-local Purchases (\$)
Wholesale Trade	4,814,000	3,452,581
Real Estate Services	3,381,000	1,555,323
Computer and Data Processing	11,000	1,274,597
Engineering and Architectural Services	402,000	1,088,065
Automobile Rental and Leasing	3,000	988,909

Advertising	163,000	970,775
Banking	2,565,000	906,514
Services to Buildings	124,000	892,619

Source: Harris, Tom, Jered MacDonald, Tim Darden and Donald W. Macke. Targeted Economic Development For Lander County and Battle Mountain, Part III: Gaps and Disconnects, University of Nevada, Reno, Center for Economic Development, Technical Report UCED 2001/02-29.

Local demand is forecast to grow at least commensurate with the growth in area population. Based upon Nevada State Demographer forecasts the Lander County population growth, as was shown in Table 2 Battle Mountain's population is expected to increase from a 2005 estimated population of 2,964 to 3,064 persons in 2022. Alternatively, the Lander County Water Resources Plan (November 2001), includes consultant forecasts of population growth for Battle Mountain that suggest the area could grow to nearly 8,000 persons by the year 2020. Any significant industrial development near the community (ie. large mine) could result in population growth at rates beyond those forecast by the Nevada State Demographer.

Battle Mountain residents tend to be younger and not as frequently having education beyond high school, but with relatively high household incomes (which can be attributed to mining and mining related employment). Given the area's relatively lower cost of living, residents of Battle Mountain would appear to have discretionary income available to them for purchases of a variety of goods and services.

In addition to demand by Battle Mountain area residents and industry, traffic along I-80 provides an additional source of business activity for Battle Mountain. Analysis of data included in Table 4 suggests that an estimated 1,210 eastbound vehicles and 1,190 westbound vehicles (on an average annual daily basis) exit I-80 on one of three off ramps providing access to Battle Mountain. Analysis of the data in Table 4 further reveals that Exit 230 sees the most exiting traffic from I-80 with an estimated 500 westbound and 580 eastbound vehicles leaving the freeway each day. While an unknown percentage of these vehicles represent area residents (for example, a portion of the difference between eastbound and westbound exiting vehicles may be attributable to Battle Mountain residents commuting to mining jobs in the Valmy area), many of these exiting vehicles are travelers passing through the community. In general, the data in Table 4 suggests that Battle Mountain captures between 9 and 18 percent of the Average Annual Daily Traffic along I-80.

Regional Demand - The demand for goods and services in the Battle Mountain area can also be expected to grow as a result of population growth in the region encompassing California, Oregon, Idaho, Utah, Arizona, and Nevada (see Table 3). Within Nevada, April 2002 forecasts by the Nevada State Demographer show statewide population increasing from 2.4 million in the year 2005 to 2.9 million in the year 2022. (See Table 2). It is important to note that State Demographer projections are greater than those from the Census Bureau, suggesting that the Bureau projections may be conservative. In the next 17 years, an estimated 500,000 more people will be within a 5 to 6 hour drive from Battle Mountain.

Examples of how local and regional population growth may influence demand for area goods and services can be easily imagined. If the Battle Mountain area captures the same ratio of overnight visitors to regional population in the year 2022 as it does now, the number of room

nights sold could increase by 30% (the expected rate of population growth in the six-state region).

Regional demand can be further illustrated from analysis of data collected by the Battle Mountain Chamber of Commerce. The Chamber maintains logs regarding distribution of general and relocation information packets. From the information in the logs it is possible to derive an allocation of the distribution of the packets among geographic locations. Nevada was the primary source (28%) of requests for general information/relocation packets from the Chamber on Battle Mountain. Twenty-six percent of all information packets sent out by the Chamber in 2003 went to California locations.

The information compiled by the Battle Mountain Chamber of Commerce suggests that Nevada and California represent primary markets for relocation from and visitation to the Battle Mountain area. Within Nevada, communities along the I-80 corridor is the likely major source of demand for visitation to the Battle Mountain area. Similarly, residents of northern California communities planning to travel the I-80 corridor are a likely origin of persons seeking information about Battle Mountain.

Goals and Strategies

Based upon the information presented in previous sections to this business plan, goals and strategies for enhancing the economic vitality of Battle Mountain collectively, and the individual business districts, have been formulated. While each district has unique needs and opportunities, improvement in one area is clearly linked to improvement in others. In other words, while the business districts in Battle Mountain can be seen as competitive, in many ways they can be complimentary. The goals and strategies outlined in this section are focused upon those initiatives that both aide individual business districts and enhance community-wide economic and fiscal benefits. District-level initiatives are discussed first, followed by community-wide goals and strategies.

1.0 Downtown District

Goal 1.1 - Increase Investment in and Around the Downtown District

Strategy 1.1.1 - Encourage residential development in and near the Downtown District (more rooftops equals more demand for downtown services). Residential development above existing businesses and on selected vacant lots should be encouraged.

Strategy 1.1.2 - Creation of a Downtown Improvement District with revenues and grants used to enhance public infrastructure in the area.

Strategy 1.1.3 - Encourage organization of a community development corporation to acquire, develop and place businesses within Downtown properties.

Strategy 1.1.4 - Ensure Federal government compliance by the General Services Administration (GSA) with Executive Order (12702) that directs Federal employers to locate facilities in central business district of communities.

Goal 1.2 - Increase Vehicular and Pedestrian Traffic in Downtown District

Strategy 1.2.1 - Organize events and activities to help people re-learn to experience Downtown (Taste of Downtown, concerts, street fairs).

Strategy 1.2.2 - Connect cultural activity to economic activity (a mining festival connects people to an industry which supports the City).

Strategy 1.2.3 - Locate Downtown information kiosks at intersection of Front and Broad Streets.

Strategy 1.2.4 - Develop Downtown informational brochures and make available to residents and visitors at locations throughout Battle Mountain.

Strategy 1.2.5 - Provide bike lanes into and throughout Downtown, including provision of bicycle parking facilities and linkage to Humboldt River corridor trail.

Strategy 1.2.6 - Develop and promote driving tour of the Downtown District and adjacent residential areas.

Strategy 1.2.7 - Develop and promote walking tour of the Downtown District and adjacent residential areas.

Strategy 1.2.8 - Encourage RV parking in the Downtown District.

2.0 Front Street Commercial District

Goal 2.1 - Enhance Awareness of Available Commercial Enterprises within the Front Street Commercial District

Strategy 2.1.1 – Encourage signage listing Front Street businesses along I-80 at Exit 229 and Exit 233.

Strategy 2.1.2 - Encourage absorption/buildout of vacant buildings/lots within the District as priority over new commercial development south of I-80.

Strategy 2.1.3 - Encourage the location of tourist manufacturing businesses in the Front Street Commercial District.

Goal 2.2 - Increase Traveler/Tourist Awareness of Front Street Services

Strategy 2.2.1 – Develop and implement marketing campaign regarding truck-stop and lodging establishments with the District. Undertake in conjunction with marketing of establishments in other districts.

Goal 2.3 - Increase Investment in the Front Street Commercial Business District

Strategy 2.3.1 - Creation of a Front Street Commercial Improvement District with revenues and grants used to enhance public infrastructure in the area.

Strategy 2.3.2 - Encourage organization of a community development corporation to acquire, develop and place businesses within Front Street Commercial District properties.

Strategy 2.3.3 - Encourage development of a “made in Battle Mountain” business incubator.

3.0 I-80 Traveler District

Goal 3.1 - Limit Uses of Developable Land to those Which Ensure Return on Investment in Public Infrastructure and Maximize Tax Revenues

Strategy 3.1.1 – Preserve community’s tax base by prohibiting further development of non-essential (ie. public safety) public uses on land having prime commercial potential.

Strategy 3.1.2 - Develop fiscal benefit performance standards as a means to evaluate land use proposals and maximize tax revenues.

Goal 3.2 - Facilitate Ease of Access to District by Truck and RV Traffic

Strategy 3.2.1 - Maintain adequate truck and RV parking areas.

Goal 3.3 - Increase Capture of Vehicles Passing through the District

Strategy 3.3.1 - Design and implement a cooperative billboard advertising campaign at strategic locations east and west of Battle Mountain.

Strategy 3.3.2 – Encourage development of a major truck service center, hotel, and casino within the portion of the I-80 Traveler District located south of I-80.

Strategy 3.3.3 – Ensure adequate water and sewer infrastructure is available within the portion of the I-80 Traveler District located south of I-80 to enable build-out as major mixed-use commercial center.

4.0 Community-Wide

Goal 4.1 – Creation of New Businesses

Strategy 4.1.1 - Promote investments that compliment existing business rather than replace businesses in other districts.

Strategy 4.1.2 - Identify unmet demands for goods and services and encourage new businesses startups or expansions that meet these needs.

Strategy 4.1.3 - Encourage investment in districts, which is consistent with district characteristics (ie. Downtown: local shopping, dining, and services, tourist lodging; Front Street Commercial: local shopping, traveler/tourist services; I-80 Traveler: highway commercial)

Strategy 4.1.4 – Establish one-stop center for local government related business permitting.

Strategy 4.1.5 – Organize community development corporation for financing of startups and purchase and relocation of businesses to Battle Mountain.

Strategy 4.1.6 – Coordinate with the University of Nevada Reno to establish a Small Business Development Center in Battle Mountain.

Strategy 4.1.7 – Establish a small-business incubator in Battle Mountain.

Goal 4.2 - Expand Market Demand for Battle Mountain Goods and Services

Strategy 4.2.1 - Rethink area-marketing initiatives to refocus upon the Northern Nevada, Northern California and Northern Utah markets.

Strategy 4.2.2 - Enhance Battle Mountain website by including “made in Battle Mountain virtual store” and links for other businesses in Battle Mountain for e-commerce. Include on-line reservation and information services. Include links to State of Nevada, and other I-80 corridor tourism sites.

Strategy 4.2.3 - Promote the Battle Mountain area as a location for semi-retired and retired persons.

Strategy 4.2.4 – Design and implement marketing initiatives focused at snowbirds destined for and returning from southwestern U.S. communities.

Strategy 4.2.5 - Encourage cooperation and willingness to combine vision and efforts between the three business districts.

Strategy 4.2.6 - Encourage area business and government to increase use of local vendors.

Strategy 4.2.7 - Provide information on estimated local economic leakage to lenders as a means to stimulate business expansion loans.

Strategy 4.2.8 - Create additional demand (design and implementation of special events) for underutilized hotel/motel capacity in the Battle Mountain area.

Strategy 4.2.9 - Encourage proprietors of lodging facilities to consider the pitfalls of discounting room rates from the perspective of impacting room tax financed area marketing initiatives.

Strategy 4.2.10 – Develop and implement marketing cooperatives.

Strategy 4.2.11 – Investigate the feasibility of placing state back-office operational units and other state agency functions with the community of Battle Mountain.

Strategy 4.2.12 – Complete Battle Mountain flood control project to remove property from flood hazard areas, reduce local costs for flood insurance and shift flood insurance costs into local spending.

Goal 4.3 - Retain Existing Business

Strategy 4.3.1 – Meet with business owners/managers to identify existing threats to business viability/expansion.

Strategy 4.3.2 – Develop and implement strategies to alleviate threats to existing business viability/expansion.

Implementation and Monitoring

Without implementation, the Battle Mountain Business Plan can not serve to effectively guide expansion of the economy in and around the Town of Battle Mountain. Initially, the Lander Economic Development Authority and/or the Lander County Commission, in consultation with local business owners and residents, must prioritize the various goals and strategies for immediate, short term and long term implementation. In determining appropriate priorities for implementation, it will be necessary to determine whether various elements necessary to implement each strategy are available in the community. In particular, each strategy should be evaluated to determine whether adequate resources including manpower (paid and/or volunteer), materials, markets, management and funding are available to carry out implementation. Materials include existing physical resources, including natural resources (i.e. land, water, etc.) and human-made facilities or infrastructure such as roads, electric power systems and buildings.

It is imperative in setting priorities that a determination be made as to the likelihood that a strategy selected for implementation will be allocated sufficient resources and will garner sufficient community support to succeed. It is suggested that a task force be established to spearhead each strategy selected for immediate implementation. Task force members can be drawn from LEDA, and other community or business organizations. Representation by an elected official on each task force may provide a critical link to the local governing body which may be called upon to lend financial or other support to strategy implementation. An action plan comprised of activities, tasks, a schedule and identification of responsible parties should be developed for each strategy selected for immediate implementation. In addition, a set of performance standards against which success can be measured might be established by each task force.

Reevaluation of priorities should occur on at least an annual basis. Monitoring of progress in completing various activities and tasks in accordance with a prescribed schedule should occur on a frequent (i.e. monthly) basis. Regular (at least bi-monthly) reporting to the LEDA Board of Directors and the Lander County Commission regarding progress in completing action plan elements for highly prioritized strategies should occur.

Economic, fiscal, demographic and other related characteristics of the Battle Mountain area should also be monitored to determine when significant changes (from the time this plan was

completed) occur. In the event of significant change in local conditions, consideration should be given to the continuing relevance of all goals and strategies identified within this plan and the related priority which has been assigned to each. Some may be dropped and others added to reflect changed circumstances. In addition, validation of the continuing relevance of strategies identified for immediate implementation should occur.

References

Battle Mountain Chamber of Commerce, Battle Mountain: Base Camp to Nevada's Outback, Visitors Guide 2003, Battle Mountain, Nevada, n.d.

Blakely, Edward J., Planning Local Economic Development: Theory and Practice, Volume 168, Sage Library of Social Research, Sage Publications, Newbury Park, 1989.

Harris, Thomas R., Economic Trends and Development Strategies for Lander County, University Center for Economic Development, University of Nevada, Reno, Technical Report UCED 99/2000-19, January 2000.

Harris, Thomas R., Tim Darden, Jered MacDonald, Kevin Verre and Ryan Blood, Targeted Economic Development for Lander County and Battle Mountain, Part I: Analysis of Socio-Economic Data and Trends, University Center for Economic Development, University of Nevada, Reno, Technical Report UCED 2001/02-17, October 2001.

Harris, Thomas R., Tim Darden, Jered MacDonald, Kevin Verre, Ryan Blood, Rod Davis and Donald W. Macke, Targeted Economic Development for Lander County Part II: Screening of Economic Indicators, University Center for Economic Development, University of Nevada, Reno, Technical Report UCED 2001/02-14, October 2001.

Harris, Thomas R., Jered MacDonald, Tim Darden and Donald W. Macke, Targeted Economic Development for Lander County and Battle Mountain, Part III: Gaps and Disconnects, University Center for Economic Development, University of Nevada, Reno, Technical Report UCED 2001/02-29, February 2002.

Harris, Thomas R., Analysis of Socio-Economic Data and Trends for Lander County: Part I, University Center for Economic Development, University of Nevada, Reno, Technical Report UCED 2003/04-31, February 2004

Lander County, Lander County Water Resources Plan, November 2001.

MacDonald, Jered M. and Thomas R. Harris, Lander County Economy: Dimensions of Growth, Structure and Change, 1969 to 1998, University Center for Economic Development, University of Nevada, Reno, Technical Report UCED 2001/02-03, April 2001.

Nevada Association of Counties, Reviving Nevada's Rural Economies, Carson City, Nevada, April 1999.

Nevers, Gaylene, Thomas R. Harris and Elizabeth Fadali, Analysis of Socio-Economic Data and Trends for Lander County, Part III: Economic Base and Change, University Center for Economic Development, University of Nevada, Reno, Technical Report UCED 2003/04-37, March 2004.

Oleson, Ted E. Jr., Manuel N. Lopez, Thomas R. Harris and Glenn W. Atkinson, Taxable Sales Analysis for the Tri-County Development Authority Area, University Center for Economic Development, University of Nevada, Reno, Technical Report UCED 94-03, October 1994.

State of Nevada, Building Prosperity: An Action Plan for Rural Nevada, Commission On Economic Development, Carson City, Nevada, November 2000.

Stoddard, Shawn W., Sean Feeney, Kevin Verre, Linda Wong and Thomas R. Harris, Lander County Economic and Demographic Profile, 1999, University Center for Economic Development, University of Nevada, Reno, Technical Report UCED 99/2000-12, December 1999.

Wright, Joan and Tom Harris, Socioeconomic Profile For The Battle Mountain and Austin Study Areas, University Center for Economic Development, University of Nevada, Reno, Technical Report UCED 2003/04-34, March 2004.