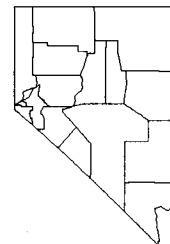


**WHITE PINE COUNTY  
COMPREHENSIVE TOURISM  
MASTER PLAN**

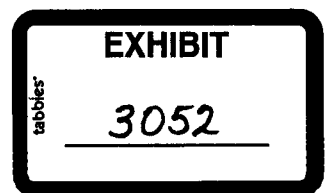


---

UNIVERSITY OF NEVADA, RENO

---

WHITE PINE COUNTY



# COMPREHENSIVE TOURISM MASTER PLAN

Study Conducted by:

Thomas R. Harris, Jeffrey E. Englin

Gary M. Vesperat, Manuel Lopez

George Ebai, Shawn W. Stoddard

Kevin House, Mike Sibley

and White Pine High School Sociology Class

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

Jeffrey E. Englin is an Associate Professor in the Department of Agricultural Economics at the University of Nevada, Reno.

Gary M. Vesperat is an Extension Education, White Pine County Cooperative Extension.

Manuel Lopez, George Ebai and Kevin House are Graduate Research Assistants in the Department of Economics and Department of Agricultural Economics at the University of Nevada, Reno.

Shawn W. Stoddard is a Research Associate in the Department of Agricultural Economics at the University of Nevada, Reno.

Mike Sibley is an Instructor at White Pine High School.

June 1994

UNIVERSITY  
OF NEVADA  
RENO

The University of Nevada, Reno is an Equal Opportunity/Affirmative Action employer and does not discriminate on the basis of race color religion sex age creed national origin veteran status physical or mental disability and in accordance with university policy sexual orientation in any program or activity it operates. The University of Nevada employs only United States citizens and aliens lawfully authorized to work in the United States.

This publication, *White Pine County Comprehensive Tourism Master Plan* was published by the University of Nevada Economic Development Center. Funds for the publication were provided by the United States Department of Commerce Economic Development Administration under University Centers Program contract #07-06-03262-93. Also funds for research for this project were provided by the U.S. Forest Service and White Pine County Chamber of Commerce. This publication's statements, findings, conclusions, recommendations, and/or data represent solely the findings and views of the authors and do not necessarily represent the views of the United States Department of Commerce, the Economic Development Administration, U.S. Forest Service, White Pine County Commissioners, White Pine County Chamber of Commerce, University of Nevada, or any reference sources used or quoted by this study. Reference to research projects, programs, books, magazines, or newspaper articles does not imply an endorsement or recommendation by the authors unless otherwise stated. Correspondence regarding this document should be sent to:

Thomas R. Harris, Director  
University Center for Economic Development  
University of Nevada, Reno  
Department of Agricultural Economics  
Mail Stop 204  
Reno, Nevada 89557-0105



UCED  
University of Nevada, Reno  
Nevada Cooperative Extension  
Department of Agricultural Economics

## **Introduction**

Communities are searching for new sources of jobs and income as they experience difficult economic times. One potential source of economic activity is the tourism industry. United States Travel and Tourism Administration (USTTA) figures reveal why tourism development is an economic development strategy many rural communities are considering these days. In 1992, global expenditures on tourism totaled \$3.5 trillion, making it the largest industry in the world. The World Travel and Tourism Council predicts it will account for 13% of the world's consumer spending in 1993. Tourism is the fastest growing industry of the U.S. economy. Between 1985 and 1990, tourism expenditures increased by 43%. It is currently the industry with the largest U.S. trade surplus. (Western Rural Development Center, 1994)

Community leaders are asking if capturing some of these expenditures represents a potential strategy for economic development. Potential benefits include new job creation, the capture of outside income for the local economy, and growth in local tax revenue. Potential drawbacks cited include the concern that tourism can bring "strangers" to town and possibly impact the current social structure. Also tourism can sometimes be seasonal with slow periods for local businesses. Finally, the threat of environmental deterioration sometimes concerns local residents. Most of these concerns can be addressed with local sound planning. Ultimately a community will have to decide if tourism is a viable option. Experts do note that one cannot "play" with a tourism strategy. The market is highly competitive and communities must have a commitment to a sound product development and marketing plan.

The first steps for a community interested in tourism and travel industry is to establish clearly defined goals the entire community can support. Common goals include attracting and stopping visitors in your area; extending their stay to maximize expenditures; and finally, extending your tourism season so a steady flow of tourists exists. Wide involvement and community awareness are critical. For White Pine County, groups involved were city and county officials, U.S. Forest Service officials, civic organizations, business people, educational institutions and the White Pine Chamber of Commerce.

The White Pine Chamber of Commerce Tourism Committee requested assistance of the University Center for Economic Development in analyzing the tourism potential in White Pine County. The general purpose of this report is to provide an overview of tourism development efforts and opportunities in White Pine County. Specifically, the report will:

- a. Produce an overview of socio-economic data in White Pine County and how tourism may play in the local economy.
- b. Develop a set of tourism development goals for White Pine County.
- c. Present an inventory or attractions in White Pine County.
- d. Estimate economic impacts of special events in White Pine County.
- e. Investigate potential economic impacts through gravity model and input-output analysis of outdoor recreation based activities in the White Pine County economy.
- f. Discuss potential activities both short-run and long-run which may strengthen tourism opportunities in White Pine County.

## **Baseline Socio-Economic Data for White Pine County**

Socio-economic data for White Pine County are presented in Tables 1 through 6. This information will help decision makers as they attempt to evaluate impacts of current future tourism activities in White Pine County. White Pine County population increased from 8,167 in 1980 to 9,264 in 1990 or a 13.43 percent increase over the ten year period (Table 1). However, for the community of Ely, population declined from 4,882 in 1980 to 4,756 in 1990. Population by age and sex are shown in Table 2. From Table 2, approximately 55 percent of total White Pine County population is male and approximately 12 percent of total county population is 65 years of age and older. It should be noted that the inmate population at the state prison in White Pine County may skew the population-age distribution of White Pine County. The unemployment rate over the last eight years peaked at 18.2 percent in January 1985; since then it has fluctuated between 13.5 percent and 4.9 percent (Table 3). Taxable sales, which reflect retail trade activity, have both increased and decreased between 1983 and 1992. (Table 4).

Income and employment data from 1986 to 1991 are shown in Tables 5 and 6. Employment has grown from 3,678 in 1986, reached a maximum employment level of 4,805 in 1990 and decreased in 1991 to 4,385. Table 6 shows a similar trend as with employment. However, per capita income has risen each year to the highest recorded level of 16,378 in 1991. Even though per capita income for White Pine County has increased from 1986 to 1991, these values still lag per capita income levels for the state of Nevada and the United States.

In 1991, per capita income for White Pine County was approximately 83 percent of state of Nevada per capita income and approximately 86 percent of national per capita income.

Table 7 shows sectoral employment and sectoral employment proportional shares for the nation, state of Nevada and White Pine County for 1991. As can be seen from Table 7, the make-up of the economies for the United States, Nevada and White Pine County are different. The proportion of total employment in mining for White Pine County differs greatly from the United States and Nevada. Mining is an important export-base sector for White Pine County but is characterized as cyclical.

Table 8 shows sectoral personal income and sectoral proportionate shares of personal income for the nation, state of Nevada and White Pine County. Again, the mining sector is indicated as a primary export sector. Also the economic sectors of Dividends, Interests and Rents and Transfer Payments are often the incomes of retired persons. For the U.S., retired incomes are approximately 31 percent of total personal income, for the state of Nevada approximately 29 percent while retired incomes are approximately 32 percent of total personal income for White Pine County. This indicates another economic development priority, that of meeting the demands of the elderly populace in White Pine County.

As seen from Tables 5 through 8, a tourism sector is not indicated. Tourism activities are embedded in other sectors such as trade, service and real estate. Some tourism researchers are attempting to develop a tourism sector however given the various and different types of tourism activities, development of a single tourism sector may prove impossible. Table 9 shows 1990 Census data pertaining to population and housing for White Pine County.

White Pine County has 5,047 males and 4,217 females. The median age in White Pine County is 33.8 years. White Pine County has 27.7 percent of their total population under 18 years of age and 11.8 percent is 65 years of age and older. There are a total of 3,296 households. Of these 2,287 are family households and 1,934 households are married couples.

One hundred and twenty-two (122) households are male only and 231 are female only. White Pine County has 1,009 households that are non-family and 877 households that are living alone. The average persons per household is 2.59.

The data shows there are: 8,454 Whites; 188 African-Americans; 294 American Indians, Eskimo or Aleut; 35 Asians and 852 Hispanics. Whites make up 91.3 percent of total population; African American make up 2.0 percent; American Indian, Eskimo or Aleut make up 3.2 percent; Asian make up 0.4 percent and Hispanics make up 9.2 percent of total White Pine County Population.

White Pine County has 3,982 total housing units 2,392 units are owner occupied, 905 rent occupied, 682 vacant units and 126 units for seasonal, recreational and occasional use. Homeowner vacancy rate is 3.9 percent and rental vacancy rate is 11.6 percent.

Of the owner occupied units, 751 are valued at less than \$5,000; 784 are valued at \$50,000 to \$99,000; 91 are valued at \$100,000 to \$149,000; 12 are valued at \$150,000 to \$199,000; 11 are valued at \$200,000 or more.

The median value for owner occupied units is \$53,000. Rental data shows that: 289 persons pay less than \$250 for rent, 425 pay \$250 to \$499; 47 are paying \$500 to \$999 for rental housing. The median rent is \$285 per month.

Out of 3,296 occupied housing units 3,091 are White; 5 are African American; 92 are American Indian, Eskimo or Aleut; 10 are Asian and 287 are Hispanic. Whites occupy 94 percent of total housing units; African American occupy 0.2 percent; American Indian, Eskimo or Aleut occupy 2.8 percent; Asians occupy 0.3 percent and Hispanics occupy 7.8 percent of occupied housing units.



For more detailed socio-economic data and analysis, a study prepared by the White Pine High School Sociology class was completed under this study (1994). The study provides information as to perceptions of the tourism related industries in White Pine County and available tourism attractions.

Given the “boom-bust” cycles that have existed with White Pine County’s mineral industry, the economic development objective of tourism enhancement may be a priority target. Given the relatively new Great Basin National Park, tourism and spin-off industries from tourism could establish a rather stable economic sector given the variability of the mineral industry. However, before formulating tourism development objectives, the economic impacts of current special events activities may give insights as to potential impacts of enhanced tourism development in White Pine County.

**Table 1. Population Estimates by Community for White Pine County, Nevada, 1980 and 1990**

---

	1980	1990	Percentage Change
Ely	4,882	4,756	-2.58%
Rest of County	3,285	4,508	37.23%
Total for White Pine	8,167	9,264	13.43%

---

Source: 1980 and 1990 Census

**Table 2. Population Estimates by Age and Sex for White Pine County, Nevada, 1990**

Age in Years	Male	Female	Total
0-4	380	327	707
5-9	414	352	766
10-14	372	344	716
15-19	288	284	572
20-24	308	220	528
25-29	475	295	770
30-34	424	337	761
35-39	470	327	797
40-44	380	262	642
45-49	327	222	549
50-54	271	213	484
55-59	245	220	465
60-64	214	203	417
65-69	189	181	370
70-74	131	175	306
75-79	90	125	215
80-84	49	72	121
85+	20	58	78
Total	5,047	4,217	9,264

Source: 1990 Census

**Table 3. Labor Force Data for White Pine County, 1985-1992.**

	Employment	Unemployment	Labor Force	Unemployment Rate
January 1985	3,380	750	4,130	18.2%
June 1985	3,650	570	4,220	13.5%
January 1986	3,380	390	3,770	10.3%
June 1986	3,890	300	4,190	7.2%
January 1987	3,360	420	3,780	11.1%
June 1987	3,690	300	3,990	7.5%
January 1988	3,270	410	3,680	11.1%
June 1988	4,040	210	4,250	4.9%
January 1989	3,690	290	3,980	7.3%
June 1989	4,350	230	4,580	5.0%
January 1990	4,220	240	4,460	5.4%
June 1990	4,440	300	4,740	6.3%
January 1991	4,000	370	4,370	8.5%
June 1991	4,200	390	4,590	8.5%
January 1992	3,750	400	4,150	9.6%
June 1992	4,120	390	4,150	8.6%

Source: Nevada Employment Security Department, Carson City, Nevada

**Table 4. Taxable Sales for White Pine County, 1983-1992.**

---

<u>Year</u>	<u>Taxable Sales</u>
1983	\$38,097,423
1984	43,688,519
1985	45,785,513
1986	43,889,425
1987	50,265,751
1988	65,053,343
1989	84,937,678
1990	72,543,881
1991	60,078,639
1992	56,446,778

---

Source: Annual Sales Tax Reports. Nevada Tax Commission, Various Issues

**Table 5. Employment by Major Sector for White Pine County, 1986-1991.**

	1986	1987	1988	1989	1990	1991
Total Employment	3,678	3,732	4,062	4,603	4,805	4,385
BY TYPE:						
Wage and Salary	3,108	3,191	3,481	4,031	4,227	3,796
Proprietors	579	541	581	572	578	589
Farm	118	109	108	105	104	105
Nonfarm	461	432	473	467	474	484
BY INDUSTRY						
Farm	228	219	226	219	217	190
Nonfarm	3,459	3,513	3,836	4,384	4,588	4,195
Private	2,758	2,785	3,064	3,485	3,457	2,954
Ag Service, Forestry Fisheries and Other	14	14	15	16	16	15
Mining	503	467	653	979	882	516
Construction	202	214	266	271	256	205
Manufacturing	48	87	81	47	38	36
Transportation & Public Utilities	188	210	221	139	150	129
Wholesale Trade	124	136	141	169	190	203
Retail Trade	756	760	748	843	874	827
Finance, Insurance & Real Estate	124	121	143	144	149	160
Services	799	776	796	877	902	863
Government & Gov't Enterprises	701	728	772	899	1,131	1,241
Federal Civilian	136	138	150	155	160	163
Military	30	33	28	27	29	28
State and Local	535	557	594	717	942	1,050

Source: Regional Economic Information System, Bureau of Economic Analysis, April, 1993.

**Table 6. Personal Income by Major Source for White Pine County, 1986-1991.**

Thousands of Dollars

	1986	1987	1988	1989	1990	1991
Total Personal Income	99,042	101,003	114,789	138,010	148,578	148,483
Selected Categories						
Net Industry Earnings	63,325	65,304	76,731	96,383	104,904	100,388
Dividends, Interest & Rent	17,523	17,182	17,270	18,539	19,152	19,432
Transfer Payments	18,194	18,517	20,788	23,088	25,332	28,663
Per Capita Personal Income (Dollars)	12,190	12,151	13,340	15,502	15,842	16,378
State Per Capita Personal Income (Dollars)	15,692	16,426	17,407	18,810	19,680	19,812
National Per Capita Personal Income (Dollars)	14,907	15,638	16,615	17,696	18,635	19,091

Source: Regional Economics Information System, Bureau of Economic Analysis, April, 1993.

**Table 7. Employment by Sector for the United States, Nevada and White Pine County for 1991.**

Sector	Employment			Percentage Employment		
	U.S. # of Jobs	Nevada # of Jobs	White Pine # of Jobs	U.S. %	Nevada %	White Pine %
Farm	3,056,000	4,887	190	2.23	0.65	4.33
Ag Services, Forestry, Fisheries	1,449,400	6,504	15	1.06	0.86	0.34
Mining	967,200	13,716	516	0.71	1.81	11.77
Construction	6,739,100	47,446	205	4.92	6.27	4.68
Manufacturing	19,003,900	27,527	36	13.87	3.64	0.82
T.C. & P.U. <sup>a</sup>	6,506,300	35,419	129	4.75	4.68	2.94
Wholesale Trade	6,580,300	25,589	203	4.80	3.38	4.63
Retail Trade	22,669,600	116,730	827	16.54	15.43	18.86
F.I.R.E. <sup>b</sup>	10,822,800	54,811	160	7.90	7.24	3.65
Services	38,036,800	328,087	863	27.76	43.37	19.68
Federal Gov't	5,771,000	26,345	191	4.21	3.48	4.36
State & Local Gov't	15,441,00	69,508	1,050	11.27	9.19	23.95
<b>TOTAL</b>	<b>137,043,400</b>	<b>756,569</b>	<b>4,385</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>

Source: Regional Economic Information System, Bureau of Economic Analysis, April 1993.

<sup>a</sup> Transportation, Communication and Public Utilities

<sup>b</sup> Finance, Insurance and Real Estate Sector



**Table 8. Personal Income by Sector for United States, Nevada and White Pine County for 1991.**

Sector	United States (\$Millions)	Nevada (\$Millions)	White Pine County (\$Millions)	United States (%)	Nevada (%)	White Pine County (%)
Farm	44,790	92.9	3.1	0.89	0.35	2.08
Ag Services, Forestry, Fisheries	20,726.0	93.8	0.3	0.41	0.35	0.20
Mining	32,188.0	595.7	22.2	0.64	2.22	14.90
Construction	187,752.0	1,453.4	4.4	3.72	5.43	2.95
Manufacturing	657,058.0	816.7	1.1	13.01	3.05	0.74
T.C. & P.U. <sup>a</sup>	230,594.0	1,218.5	4.1	4.56	4.55	2.75
Wholesale Trade	220,952.0	796.7	5.3	4.37	2.97	3.56
Retail Trade	334,464.0	1,914.0	12.8	6.62	7.15	8.59
F.I.R.E. <sup>b</sup>	230,041.0	817.5	1.7	4.55	3.05	1.14
Services	920,318.0	8,258.4	13.9	18.22	30.83	9.33
Federal Gov't	163,536.0	745.7	5.1	3.24	2.78	3.42
State & Local Gov't	410,077.0	2,050.0	26.9	8.12	7.65	18.05
D.I. & R. <sup>c</sup>	827,168.0	4,372.4	19.4	16.37	16.32	13.02
Transfer Payments	772,668.0	3,560.5	28.7	15.29	13.29	19.26
TOTAL	5,052,332.0	26,786.2	149.0	100.00	100.00	100.00

Source: Regional Economic Information System, Bureau of Economic Analysis, April 1993.

<sup>a</sup> Transportation, Communication and Public Utilities

<sup>b</sup> Finance, Insurance and Real Estate Sector

<sup>c</sup> Dividends, Interest and Rents

**Table 9. Selected Population and Housing Characteristics - 1990,  
White Pine County, Nevada**

Total Population	9,264	Total Housing Units	3,982
SEX		OCCUPANCY & TENURE	
Male	5,047	Occupied Housing Units	3,296
Female	4,217	Owner occupied	2,392
		Percent owner occupied	72.6
AGE		Renter occupied	904
Under 5 years	707	Vacant housing units	686
5 to 17 years	1,858	For seasonal, recreational or occasional use	126
18 to 20 years	292		
21 to 24 years	432	Homeowner vacancy (%)	3.9%
25 to 44 years	2,970	Rental vacancy rate (%)	11.6
45 to 54 years	1033		
55 to 59 years	465	Persons per owner- occupied unit	2.61
60 to 64 years	417	Persons per renter- occupied unit	2.55
65 to 74 years	676	Units with over 1 person per room	138
75 to 84 years	336		
85 years and over	78	UNITS IN STRUCTURE	
Median age	33.8	1-unit, detached	2,719
		1-unit, attached	33
Under 18 years	2,565	2 to 4 units	284
Percent of Total Population	27.7	5 to 9 units	36
65 years and over	1,090	10 or more units	3
Percent of total population	11.8	Mobile home, trailer or other	907
HOUSEHOLDS BY TYPE		VALUE	
Total households	3,296	Specified owner-occupied units	1,649
Family households (families)	2,287	Less than \$50,000	751
Married-couple families	1,934	\$\$50,000 to \$99,999	784

Percent of total households	59.758.7	\$100,000 to \$149,999	91
Other family, male household	122	\$150,000 to \$199,999	12
Other family, female household	231	\$200,000 or more	11
Nonfamily households	1,009		
Percent of total households	30.6	Median (dollars)	53,000
Householder living alone	877		
Householder 65 years and over	355	CONTRACT RENT	
Persons living in households	8,537	Renter-occupied units paying cash rent	761
Persons per household	2.59	Less than \$250	289
		\$250 to \$499	425
<b>GROUP QUARTERS</b>		\$500 to \$999	47
Persons living in group quarters	727		
Institutionalized persons	671	\$1,000 or more	0
Other persons in group quarters	56	Median (dollars)	285
<b>RACE &amp; HISPANIC ORIGIN</b>		<b>RACE &amp; HISPANIC ORIGIN OF HOUSEHOLDER</b>	
White	8,454	Occupied housing units	3,296
Black	188	White	3,091
Percent of total population	2.0	Black	5
American Indian, Eskimo or Aleut	294	Percent of occupied units	0.2
Percent of total population	3.2	American Indian, Eskimo or Aleut	92
Asian or Pacific Islander	35	Percent of occupied units	2.8
Percent of total population	0.4	Asian or Pacific Islander	10
Other race	293	Percent of occupied units	0.3
Hispanic origin (of any race)	852	Other race	98
Percent of total population	9.2	Hispanic origin (of any race)	257
		Percent of occupied units	7.8

## **SPECIAL EVENTS IMPACTS**

Attendance by county, regional, state, national and foreign groups to special events in White Pine County provides impetus for further economic development in White Pine County. Table 10 shows the reported attendance of both local and out of town for 1992-93 events. From Table 10 a total of 38,582 visitors attended special events with 32,803 or approximately 85 percent of total special events visitors from out of town. (Appendix C lists special events attendance and ridership on Nevada Northern Railroad.)

Special events bring visitors to White Pine County and have a tremendous economic development potential. Also special events give an area tourist information to help formulate future tourism activities.

Direct effects are the dollars that visitors spend at special events and local businesses in White Pine County. The amount spent at local businesses will be extremely large if events bring people in from out of town and lodging is required. Assumptions relative to the composition of visitors and spending patterns must be made. It was assumed that out of town visitors for special events would stay in White Pine County overnight while local attendees were classified as day visitors. Three daily spending rates were derived for both overnight and local visitors. Daily overnight and local tourist spending levels were estimated from conversations with personnel at the Nevada Commission on Tourism. Thus, spending estimates for various visitor levels and spending patterns are presented in Table 11. For example with special events attendance of 38,582 with 5,779 local or non-overnight visitors spending \$50 per day and 32,803 overnight visitors spending \$125 per day, then \$4,389,325 would be spent directly by visitors in White Pine

County. [(5,779 X \$50) + (32,803 X \$125) = \$4,389,325]. Before the secondary impacts are derived, basic concepts of community economics will be discussed.

**Table 10. White Pine County Special Events Attendance for 1992-93 Year Events.**

Month	Event	Local	Out of Town	Total
June	Desert Motorcycle Race		420	420
June	Bow Hunter Championship	100	700	800
June	Convention-Horse Show	50		50
July	White Pine Paint Horse Show	127	32	159
July	Monster Truck & Tractor Pulls	384	3,016	3,400
July	Ladies Golf Tournament	22	42	64
July	White Pine Picnic	275		275
July	Softball Tournaments	113	887	1000
July	Major Men's Amateur Golf	457	969	1,426
August	Bristlecone "Arts in the Park"	407	3,193	3,600
August	Nevada Rally		500	500
August	White Pine Horse Racing	678	5,322	6,000
September	Ultralights	31	239	270
September	Open Road Racing Series		885	885
December	Lion's Wrestling Match	150	203	353
6 month	318 Roping Series	800	2,400	3,200
Annual	"The Ghost Train of Old Ely"	751	5,895	6,646
Annual	Museum Support Funding	1,434	8,100	9,534
Total		5,779	32,803	38,582

Figures derived from aid to organizations with grant applications.

**Table 11 Estimated Dollars Spent in White Pine County Due to Special Events Attendance of 38,582.<sup>1</sup>**

---

Daily Spending of  
Non-overnight visitors

Daily Spending of Overnight Visitors

---

	\$100	\$125	\$150
\$25	3,424,775	4,244,850	5,064,925
\$50	3,569,250	4,389,325	5,209,400
\$75	3,713,725	4,533,800	5,353,875

<sup>1</sup> Number of non-overnight and overnight visitors derived from Table 10.

## Some Basic Concepts of Community Economics and Income and Employment Multipliers

Figure 1 illustrates the major flows of goods, services and dollars of any economy. The foundation of a community's economy are those businesses which sell some or all of their goods and services to buyers outside of the community. Such a business is a basic industry. The flow of products out of, and dollars into, a community are represented by the two arrows in the upper right portion of Figure 1. To produce these goods and services for "export" outside the community, the basic industry purchases inputs from outside of the community (upper left portion of Figure 1), labor from the residents or "households" of the community (left side of Figure 1), and inputs from service industries located within the community (right side of Figure 1). The flow of labor, goods and services in the community is completed by households using their earnings to purchase goods and services from the community's service industries (bottom of Figure 1). It is evident from the interrelationship illustrated in Figure 1 that a change in any one segment of a community's economy will have reverberations throughout the entire economic system of the community.

Consider for instance, special events and their impact on the economy. Special events activities can be considered a basic industry as it draws a large number of visitors from outside the area. The events may hire a few people from the household sector such as laborers to set up and maintain the facilities. However, most of the benefit is from visitors purchasing goods from the trade and service sectors. These include businesses such as restaurants, gas stations, hotels and other retail businesses. As earnings increase in these businesses, they will hire additional people and buy more inputs from other businesses. Thus the change in the economic base works its way throughout the entire local economy.

The total impact of a change in the economy consists of direct, indirect and induced impacts. Direct impacts are the changes in the activities of the impacting industry, such as the retail sector. The impacting business, such as the retail sector, changes its purchases of inputs as a result of the direct impact. This produces an indirect impact in the business sectors. Both the direct and indirect impacts change the flow of dollars to the community's households. The households alter their consumption accordingly. The effect of this change in household consumption upon businesses in a community is referred to as an induced impact.

A measure is needed that yields the effects created by an increase or decrease in economic activity. In economics, this measure is called the multiplier effect.

#### Secondary Impacts of Special Events Activities in White Pine County

Economic sector multipliers for White Pine County have been calculated by use of the IMPLAN model. IMPLAN was developed by the U.S. Forest Service (Palmer and Siverts, 1985; Siverts et al., 1983) and is a model which allows estimation of county multipliers. The multiplier for the Amusement and Recreation Sector for White Pine County is 1.5949 which indicates that for each dollar generated in that sector, 0.5949 dollars are generated throughout the rest of White Pine County due to indirect business expenditures.

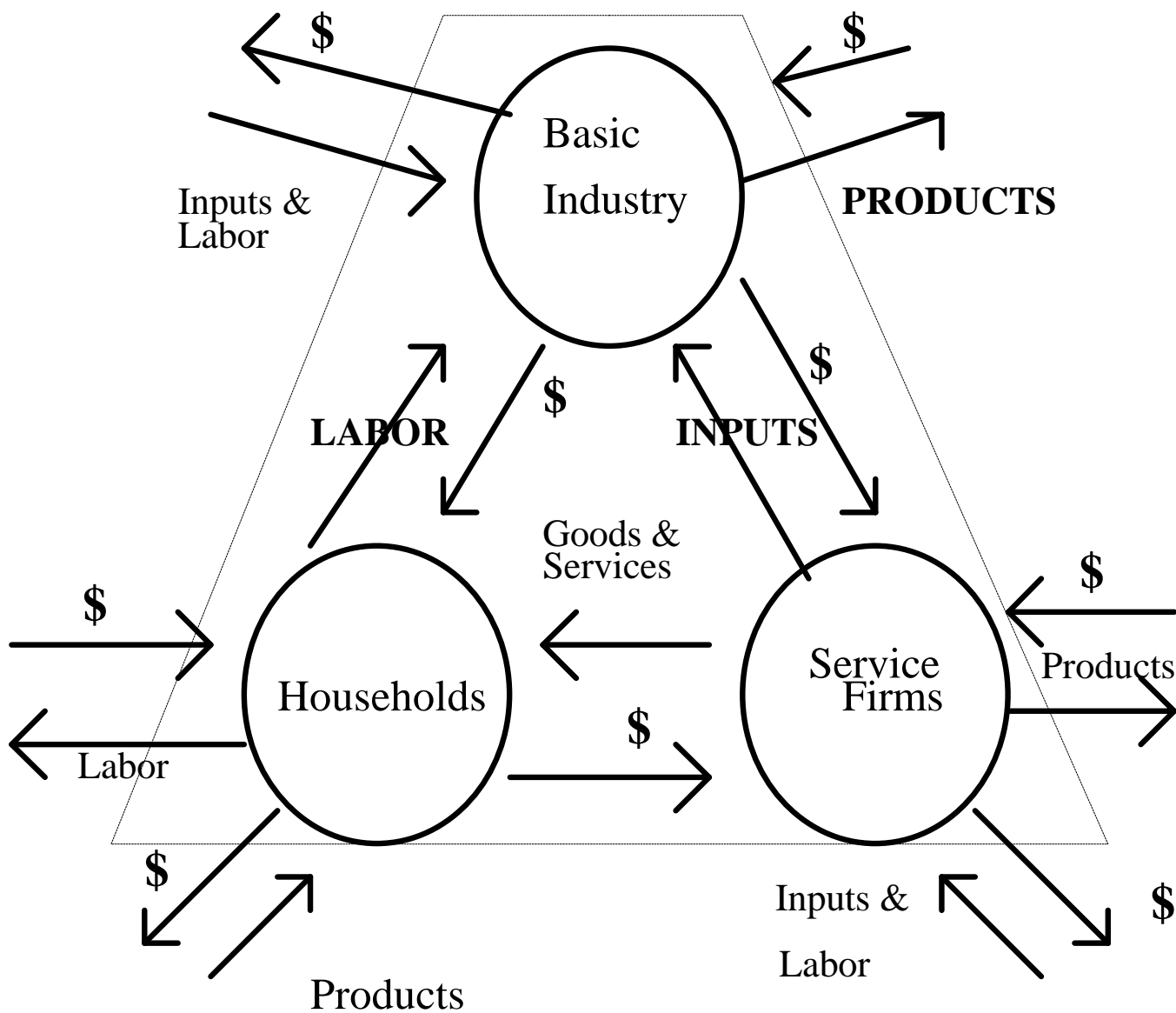
Applying the multiplier, estimated county economic activity from special events visitor spending is derived (Table 12). Again, given total attendance to special events being 38,582 with 5,779 local or non-overnight visitors spending \$50 per day and 32,803 overnight visitors spending \$125 per day, economic activity in White Pine County increased by \$7,000,534 ( $\$4,389,325 \times 1.5949 = \$7,000,534$ ).



Not only can input-output multipliers derive an increase in economic activities from increased visitor to special events in White Pine County, but household income and employment impacts are likewise estimated. Tables 13 and 14 show the household income and employment impacts, respectively, from various scenarios of special events visitorship in White Pine County. If it is assumed that total attendance to special events in White Pine County is 38,582 with 5,779 local or non-overnight visitors spending \$50 per day and 32,803 overnight visitors spending \$125 per day, the increase in household incomes and employment in White Pine County would be \$2,260,502 and 214 jobs respectively.

Increasing tourism through special events should be an economic development option to be weighed by White Pine County. Expanding tourism through special events has increased county economic activity, household incomes and employment. Not included with this study are any facility construction or operation activity impacts from special events. The fiscal impacts of special events were likewise not addressed in this analysis. After analysis of current impacts of special events in White Pine County, eliciting goals for tourism development in White Pine County is required.

**Figure 1: Overview of Community Economic System**



**Table 12. Total Direct and Secondary Economic Impacts of Special Events in White Pine County.<sup>1</sup>**

Daily Spending of Non-overnight visitors	Daily Spending of Overnight Visitors		
	\$100	\$125	\$150
\$25	5,462,174	6,770,111	8,078,049
\$50	5,692,597	7,000,534	8,308,472
\$75	5,923,020	7,230,958	8,538,895

<sup>1</sup> Number of non-overnight and overnight visitors derived from Table 10.

**Table 13. Total Direct and Secondary Household Income Impacts of Special Events in White Pine County.<sup>1</sup>**

Daily Spending of Non-overnight visitors	Daily Spending of Overnight Visitors		
	\$100	\$125	\$150
\$25	1,763,759	2,186,098	2,608,436
\$50	1,838,164	2,260,502	2,682,841
\$75	1,912,568	2,334,907	2,757,246

<sup>1</sup> Number of non-overnight and overnight visitors derived from Table 10.

**Table 14. Total Direct and Secondary Employment Impacts of Special Events in White Pine County.<sup>1</sup>**

Daily Spending of Non-overnight visitors	Daily Spending of Overnight Visitors		
	\$100	\$125	\$150
\$25	167	207	247
\$50	174	214	254
\$75	181	221	261

<sup>1</sup> Number of non-overnight and overnight visitors derived from Table 10.

## Goal Setting

Precisely defined goals mean deciding what White Pine County really wants out of tourism. For example:

- How many jobs, for whom, at what pay scale, for what reasons?
- What levels of income increase for community members?

Without a set of goals, White Pine County will not be able to monitor its efforts to see if they are actually succeeding. Nor will it know when to stop further efforts. And without clear goals it is difficult to select between alternate development projects.

Once goals have been agreed upon, White Pine County can develop the plans necessary to achieve them. Community members can decide what needs to be done to accomplish each goal, develop timelines and assign responsibilities to insure the goals are met.

In February, a general community meeting was held in Ely, Nevada to elicit goals for tourism development from citizens of White Pine County. The attendees to this meeting were divided into seven working groups to elicit goals for White Pine County Tourism. Appendix A shows a complete listing of tourism objectives developed by each group.

Table 15 condenses these elicited comments into 26 goals. Of the goals the highest response was for a map of White Pine County Tourism sites followed by capture of Las Vegas tourists. The next highest state goals were the following:

- Inventory of hotel and motel rooms
- Expand and promote air service
- Identification of historic sites
- Train local retail personnel as to White Pine County Tourism opportunities
- Educate new White Pine County residents as to White Pine County tourism opportunities
- Develop road signs to mark tourism sites.

These stated goals were used to later in the study to develop hospitality workshops and to formulate short-run and long-run activities. These goals and the meeting provided information in the development of this request.

**Table 15. Elicited White Pine County Tourism Goals by White Pine County Populace**

Goals	Rathburn	Goodard	Kirkeby	Pence	Miller	Veserat	Rajala
Inventory Hotel & Motel Room	X						X
Develop White Pine outdoor tourism	X			X	X		
Capture of seasonal and off-seasonal travelers	X						
Expand and promote Air Service	X			X			
Need off-season activities & attractions	X						
Map of White Pine County tourism sites	X	X	X	X	X		X
Identification of Historic Sites		X		X			
Train local rural personnel re: White Pine tourism		X	X				
Educate new White Pine residents re: tourism sites		X	X				
Develop Road signs to mark tourism sites		X	X				
Coordinate efforts for White Pine tourism		X					
Develop skiing opportunities for winter				X			

Goals	Rathburn	Goodard	Kirkeby	Pence	Miller	Veserat	Rajala
Promote Great Basin National Park as alternative				X			
Capture Las Vegas tourist	X			X	X		
Develop downtown Ely, Nevada				X			
Map of Great Basin National Park and trails				X			
Exchange Canadian money					X		
Collection of visitor records						X	
Inventory of White Pine Tourism by season						X	
Develop year round tourism activities						X	
Market natural resources of White Pine County						X	
Internal market development education							X
Develop information on current visitors							X
Develop tourism opportunity consistent with available loanable funds							X
Promotion of Special Events in White Pine County							X
Capitalize on current tourism activities							X



## **Attraction and Facility Inventory**

The first step in tourism development is to determine what White Pine County has to attract tourists. An attractions and facility inventory lists and assesses all actual and potential attractions. An attraction is anything which will entice people to stop and look. There are innumerable possibilities and it may be that White Pine County with a given amount of tourism may have missed some possibilities.

A tourism attractions inventory form (Appendix B) was used to assess tourism attractions in White Pine County. Attractions were broken down to cultural and historical attractions, nature-based attractions, recreation, special events and other attractions.

Facilities are roads, airports, railways, parking areas, water and power services, police and hospitals that serve visitors as well as community members. These public facilities and services are necessary to induce tourists to White Pine County. Another part of the facilities are the lodging, restaurants, service stations and other retail businesses that are required to satisfy tourism demands.

Table 16 shows tourism attractions that were judged by an Inventory task force which completed this analysis. A meeting was held in March to complete the inventory questionnaire. As seen from Table 16, numerous attractions are listed that may have been forgotten. White Pine County has numerous tourism attractions it can offer and from Table 16, many of these attractions could be combined with the Great Basin National Park.

Table 17 shows results of the inventory task force replies to facilities inventory. From Table 16, the local police and fire departments seem to have sufficient capacity to meet the

expanded demands of tourism. However, available parking for expanded tourism activities may be a problem for Ely.

The accessibility by highways to White Pine County was judged to be adequate, but highway signs directing visitors to communities and tourism attractions were judged inadequate. (Table 18). The community of Ely has air service with Reno by to keep air service has been a struggle. Given that a tourism goal was capture of Las Vegas tourists, the lack of air service with Las Vegas is a handicap.

In summation, White Pine County has several attractions which can capture tourists and has adequate facilities. However proper marketing of tourism is required if White Pine County is to expand and enhance tourism development opportunities.

**Table 16. Tourism Attractions Judged Good for Tourism Development  
in White Pine County**

---

**NATURE BASED:**

ARBORETUM  
BEACHES  
BIRD WATCHING  
FALL FOLIAGE  
ENVIRONMENTAL PROGRAMS  
NATIONAL PARK  
GEOLOGIC FORMATION  
LAKES  
NATURE TRAILS  
STATE PARKS  
WILDERNESS AREAS

**CULTURAL HERITAGE:**

ARCHAEOLOGICAL SITES, BUILDINGS OF ARCHITECTURAL INTEREST  
ETHNIC CELEBRATIONS  
EXHIBITS  
FOLKLORE PROGRAMS  
HISTORIC DISTRICT  
HISTORICAL TOURS  
INTERPRETIVE CENTERS  
LUMBER AND MINING CAMPS  
MUSEUMS  
RE-ENACTMENT OF EVENTS  
WALKING TOURS  
LINCOLN HIGHWAY

## **Table 16. Continued**

### **SPECIAL EVENTS:**

ULTRA-LIGHT FLYING  
ANTIQUÉ AUTO SHOW  
ANTIQUÉ AND COLLECTIBLES SHOW  
ARTS AND HOBBY FAIRS  
AUTO RACING  
BOY SCOUT JAMBOREES  
ETHNIC/MULTI-CULTURAL CELEBRATIONS  
FAIRS  
HORSE RACING  
HORSE SHOWS  
GOLF TOURNAMENTS  
MOTORCYCLE RACING  
PARADES  
SPORTS EVENTS  
PINE NUT COLLECTING  
TEAM ROPING  
MOUNTAIN BIKING

### **OTHER ATTRACTIONS:**

BED AND BREAKFAST  
INDUSTRIAL PLANT TOURS  
RAILROAD DEPOTS  
RAILWAY RIDES  
SCENIC HIGHWAYS - U.S. 93  
UNIVERSITIES, COLLEGES, OTHER SCHOOLS  
OLDEST BRISTLE-CONE PINE

**Table 16. Continued**

**RECREATION:**

BICYCLING  
CAMPING  
DUDE RANCHES  
FISH HATCHERIES  
FOSSIL HUNTING  
GAME RANCHES  
GOLF  
HEALTH RESORTS, BEAUTY SPAS  
HIKING, WALKING  
HORSEBACK RIDING  
MARATHONS AND TRIATHLONS  
SKEET/TRAP SHOOTING  
CROSS COUNTRY SKIING  
SNOWMOBILING  
SLEDDING  
SPELUNKING  
STATE PARKS  
SWIMMING  
SQUARE DANCING  
ARCHERY RANGE

**Table 17**

**OTHER PUBLIC SERVICES/FACILITIES INVENTORY**

			<u>COMMENTS</u>
Does your community have an adequate number of public restrooms for visitors?	Y	N	
Are the public restrooms well-maintained/clean?	Y	N	
Does your community have public water fountains?	Y	N	
Are the water fountains well-maintained and clean?	Y	N	
Is the local police force prepared to handle increased duties: crowd control, visitors assistance, an increase in crime?	Y	N	
Is the local fire protection service prepared to handle the increased potential for fires?	Y	N	
Can the local water supply for drinking and bathing handle increased use by visitors?	Y	N	
Is the local water supply of a quality acceptable to visitors (taste, smell, color)?	Y	N	
Does your community have public waste and recycling receptacles adequately placed to handle increased trash?	Y	N	
Are the trash and recycling receptacles well-maintained/emptied frequently?	Y	N	
Are streets & public areas kept clean?	Y	N	
Can local roads handle more use without becoming too congested?	Y	N	
Can local roads handle more traffic under the current maintenance budget and schedule;	Y	N	
Can local parking spaces meet the needs of residents and visitors? (all types of vehicles, including RV's)	Y	N	
Can visitors get emergency health care in your community	Y	N	
If not available locally, how far is it to the nearest hospital?	# of miles _____		
Is ambulance service available in the area?	Y	N	

**Table 18.**

## ACCESSIBILITY INVENTORY

### COMMENTS

What mode of transportation is used by most visitors to your town? (car, train, bus or plane)			
Do you have opportunities to develop other transportation modes to enhance your linkages with markets?	Y	N	
Are there major highways leading to your community?	Y	N	
Are the highway signs directing visitors to your community adequate?	Y	N	
Do these signs present a positive image?	Y	N	
Are local attractions well marked and easy to find?	Y	N	
Where is the nearest airport with regularly scheduled commercial service?			
What is the frequency of service?	# of days per week	# of times per day	
Can debarking passengers connect easily with other transportation? (taxis, rental cars, transit buses)	Y	N	
Are charter services available to your area?	Y	N	
Is regular bus service available?	Y	N	
What is the frequency of service?	# of days per week	# of time per day	
Can debarking passengers connect easily with other transportation?	Y	N	
Is regular train service available?	Y	N	
What is the frequency of the service?	# of days per week	# of times per day	
Can debarking passengers connect easily with other transportation?	Y	N	

**Table 18. (continued)**  
**Accessibility Inventory**

Is transportation to your community affected by seasonal factors:	Y	N	
Is emergency road service available?	Y	N	
Is information about your community available at the different transportation sites?	Y	N	
Is there a visitor's information center or place where information can be distributed?	Y	N	
Is the information center easily accessible for vehicles of all sizes?	Y	N	
Is parking available for RV's in your community?	Y	N	
Is there an RV dump station easily accessible?	Y	N	



## **Tourism Marketing and Opportunities**

In tourism markets the buyers are the tourist and the sellers are private businesses or government organizations. Marketing consists of activities that facilitate satisfying exchange relationships between buyer and seller. A product, service or experience has value when the benefits are greater than the costs.

Many communities are interested in tourism as an economic development tool. Local committees interested in tourism often start by looking solely at what the community currently has to offer. This supply driven approach adopts the following philosophy: “I have something to sell, and if I offer it, someone will want to buy it.” While this may be a useful initial exercise for getting the community thinking about tourism development, it can also lead the community in the wrong direction.

Lessons of marketing indicate that the most successful economic development activities will be consumer or demand driven and not attraction or supply driven. What a community tourism committee should focus on is what do tourists need and want in a vacation experience.

Tourism is perhaps one of the most discretionary and voluntary purchases a consumer makes. There are numerous choices available for the tourist to spend their discretionary income. White Pine County will only be successful in competing for the discretionary dollar by offering what the tourist wants and what is of value to them.

Successful tourism development hinges on fulfilling the interests of the tourist first. When considering tourism development, White Pine County must develop attractions that would be of interest to tourists.

Competition for the tourist dollar is strong. Other counties besides White Pine County are considering tourism as an economic development tool. White Pine County needs to be aware that competition for the larger tourist dollar and time is keen. White Pine County needs to offer something that is equal to or superior to entice sufficient numbers of tourists to White Pine County to make tourism a successful economic development strategy.

For the tourism marketing opportunities section, two activities were undertaken. First a series of hospitality training workshops were offered and second, gravity model analysis was employed to estimate tourism potentials for White Pine County.

### Hospitality Workshops

A consumer oriented tourism development program requires local populace to treat tourists in a courteous manner. Although this attribute seems devious, many persons in rural areas do not react courteously to visitors. A series of hospitality workshops were developed and presented to White Pine County populace. Dr. Marion Bentley from Utah State University presented a series of three hospitality workshops. Dr. Bentley's first workshop was opened to the public and was a success.

After the first meeting, a second set of hospitality workshops were offered by Dr. Bentley. The first meeting was designed for retail and service sector workers who are in contact with the tourist public. Through this workshop, it is hoped to instill in the retail and service sector workshop, the importance their hospitality means to the overall success of White Pine County's tourism development strategy.

After the workshop for retail and service sector employees, Dr. Bentley presented two hospitality workshops to teenage JOIN summer employees. Again these summer work students will be in personal contact with the tourist public. By instilling some hospitality attributes, the actions of these students employed during the summer will enhance White Pine County's tourism objectives.

### Potential Market Size

The size of the White Pine County market depends greatly on the flow of tourists in and around the county. For White Pine County, the existence of a major attraction, such as a National Park, greatly enhances the potential market size. Also if a community is near a large urban area or the interstate highway system, the potential tourist market may be larger. Efforts should be made to estimate the potential size of the tourism market for any development to establish its viability.

Due to a lack of primary tourist survey data for White Pine County, an analysis of the separate tourism markets for Clark County residents, southern Nevada pleasure travelers, western states pleasure travelers, Nevada and western states' convention trade and international trade for the Great Basin National Park, bus tours and business travelers was not attempted. A First Interstate Bank of Nevada research grant was awarded to the University Center to develop a tourism questionnaire and analytical procedure for this type of analysis.

For this analysis, gravity model procedures were employed to derive probabilities of a tourist visiting the Great Basin National Park for hiking. The major metropolitan communities used in this analysis to derive potential markets for the Great Basin National Park are Las Vegas,

Reno, Salt Lake City, Twin Falls, Phoenix, Tucson, Albuquerque and Boise. Since the Great Basin National Park in the future may prove to provide the major impetus for White Pine County tourism, the results of the gravity model analysis for hiking can focus on tourism markets currently not being addressed.

Table 19 shows the probability of a tourist who enjoys hiking visiting the Great Basin National Park. From Table 19, the primary community for tourism is Las Vegas, followed by Salt Lake City and Phoenix. The Phoenix market may be somewhat of a surprise but may prove beneficial to White Pine County tourism development efforts. Not only does Phoenix have a large gravity probability value, it also has the largest population base of all communities in the mountain states.

Also communities with surprising high gravity values are Tucson and Denver. Therefore, White Pine County should be encouraged to maintain its tourism focus of attracting visitors from Las Vegas and expand efforts to capture tourists in Phoenix, Tucson and Denver.

**Table 19. Results of Gravity Model for Hikers in the Great Basin National Park**

Community	Population	Distance to Ely (miles)	Probability of Visit from Community (%)
Las Vegas	597,557	245	33.8
Reno	171,542	334	5.2
Salt Lake City	495,736	244	28.3
Phoenix	915,696	524	11.3
Tucson	624,567	640	5.2
Boise	171,419	371	4.2
Twin Falls	34,539	249	1.9
Albuquerque	495,522	746	3.0
Denver	924,439	670	7.0

## Great Basin Tourism Expansion Opportunities

The existence of a major attraction such as the Great Basin National Park can provide impetus for future tourism development opportunities for White Pine County. Studies have been completed by Dawson et al. (1993) and Taylor and Young (1993) which estimated the regional impacts of visitors to the Great Basin National Park. However studies have not been completed which estimate changes in tourist activities from:

- a) decreases in the unemployment rate of visitor market areas
- b) increased age of the park
- c) increase in number of available hiking trails in the park
- d) increase in the average price of gasoline in the area.

Since detailed knowledge about the characteristics and visitation to Great Basin National Park was unknown, available knowledge for several national parks and wilderness areas in the Sierra Nevada Range of California was used to specify a travel cost model and derive coefficients for the set of variables in that model. These coefficients were then transferred to a set of variables representing the Great Basin National Park and the resulting estimations of park visitation were made and used to represent a baseline level.

First existing data on visitation numbers, basic park (or wilderness area) characteristics, and the average demographic characteristics of visitors to those parks were used. Data for six existing areas (Lassen Volcanic National Park, Sequoia-Kings Canyon National Park, Ansel Adams Wilderness Area, Golden Trout Wilderness Area, Hoover Wilderness Area and John Muir Wilderness Area) were pooled and used to specify a travel cost model. Variables used in the travel cost model were travel cost (both the out of pocket cost and the value of time spent traveling cost), number of trails in the park, age of the park, and demographic characteristics of

the origins (cities) where visitors reside (average age, education level, income and unemployment level).

Second, the travel cost model for California was adjusted to derive a Great Basin National Park travel cost model. Coefficients from the California model were multiplied by values for the corresponding variables for each origin in the Great Basin model. The resulting multiplication derived a baseline value for visitation to the park from that origin. By summing the values for every origin (the origins used were all cities within a 300 mile radius of Great Basin National Park with a population of at least 1,000) a value is found to represent a baseline level for total visitation to the park from all of those origins within the 300 mile radius.

From the adjusted model and using actual visitation level of 93,500 at Great Basin National Park estimated tourism from changes in selected variables can be derived. Table 20 shows potential tourism visitation levels if there is a decrease in unemployment. For example, a 1% drop in unemployment rate would increase annual visitation from 93,500 to 100,333 or an increase in visitors of 6,833. From a previous study by Dawson et al. (1993), mean per person per trip expenditures were updated to 1993 values or the mean per person per trip expenditures made within White Pine County was \$18.50. Therefore the increase in direct expenditures in White Pine County from increased tourism from a 1% decrease in 1993 unemployment rate was \$126,410.

The total estimated economic effects of increased visitor spending on total economic activity, value added and employment were derived by employing multipliers from the IMPLAN microcomputer software (Palmer and Siverts, 1985; Siverts et al., 1983). Total economic activity is the overall measure of total industry output in a region. Value added is a measure of new income in the region from the intermediate production and sale of goods produced within the

region. Value added is the sum of employee compensation (wages, salaries and benefits), proprietary income (income from self-employment), property income (corporate, interest and rental incomes) and indirect business taxes (sales and excise taxes paid in the production process). Employment is the average annual number of jobs supported within the region as a result of visitor expenditures. These jobs are not necessarily full-time jobs, but can be seasonal. Therefore, with an increase in tourism expenditures of \$126,410 from a one percent decrease in unemployment rates, White Pine County total economic activity is projected to increase by \$221,320; value added increases by \$132,720; and employment gains 5 jobs.

As the Great Basin National Park ages, information about the park spreads throughout the tourism market. Also as the park ages, attractions and facilities are completed which can handle additional tourists. Table 21 shows the impact of the age of the park on total tourism. In 1993, the park was eight (8) years old. When the park's age increases by seven (7) years, or when the Great Basin National Park becomes fifteen (15) years old, tourism visitation is projected to be 710,947 or an increase in tourism visits of 617,447 in seven years.



**Table 20. Effects of Decrease in Unemployment Rate on Great Basin National Park Visitation**

Percentage Decrease in Unemployment Rate from Current Levels	Estimated Annual Park Tourists
Current Level	93,500
1%	100,333
2%	107,667
3%	115,536
4%	123,981
5%	133,042
6%	142,766

**Table 21. Effects of Age of Park on Increase in Tourism Visitation to Great Basin National Park**

Age of Park	Estimated Annual Park Tourists
Current age: 8 years	93,500
9 years	135,269
10 years	190,319
11 years	260,626
12 years	347,667
13 years	452,144
14 years	573,740
15 years	710,947
16 years	860,992
17 years	1,019,950
18 years	1,182,704

**Table 22. Effects of Number of Trails on Park Tourists in the Great Basin National Forests**

---

Number of Trails	Estimated Annual Park Tourists
Current Number : 17	93,500
18	101,048
19	109,205
20	118,020
22	137,844
24	160,997
26	188,039

---

**Table 23. Effects of Gasoline Price Increases on Park Tourism in the Great Basin National Park**

---

Average Price of Gasoline per Gallon in the West	Estimated Annual Park Tourism
Current average price: \$1.208	93,500
\$1.258	91,661
\$1.308	89,859
\$1.358	88,092
\$1.408	86,359

---

Given the increase in tourism visits of 617,447, this yield increased tourism expenditures within White Pine County of \$11,422,770. Total White Pine County total economic impacts are projected to be \$19,998,920; value added impacts are \$11,993,000; and employment impacts are 408 jobs from the aging of the park.

One of the major attractions to the Great Basin National Park is hiking. Currently seventeen (17) trails exist in the park. If the number of trails were increased from 17 to 26, annual tourism visits to the Great Basin National Park would increase from 93,500 to 188,039 or an increase of 94,539 tourists (Table 22). Given the increase in tourism visitation of 94,539, tourism expenditures within White Pine County would increase by \$1,748,970. Total White Pine County overall economic activity increase by \$3,062,080; total value added increases by \$1,836,280 and employment increases by 62 jobs for a nine (9) trail increase in the Great Basin National Park.

Given that tourism activities are primarily discretionary income expenditures, changes in gasoline prices can impact visitation to the Great Basin National Park. If the average price of gasoline per gallon in the West increases from \$1.258 to \$1.408, tourist visitation in the Great Basin National Park declines from 93,500 to 86,539 or a decrease in tourism visitation of 7,141 visitors. Given that tourism is projected to decrease by 7,141 from the \$.15 per gallon increase in price of gasoline, tourism expenditures with White Pine County would decrease by \$132,110. Total overall White Pine County economic activity is projected to decline by \$231,300; total value added declines by \$132,110 and employment declines by 5 jobs. (Table 23).

This analysis shows the potential impacts from Great Basin National Park tourism on the economy of White Pine County. The projected impacts imply no constraints as to supply of labor, availability of “lodging”, etc. in White Pine County. If White Pine County does not expand

capacities to accommodate additional visitors, these tourism expansion opportunities may be limited.

## **GOAL IDENTIFICATION**

In early May, the White Pine County Chamber of Commerce sub-committee on Tourism met to develop short-run and long-term project plans and goals. The results of the tourism attractions and facilities inventory along with citizen interaction in developing county-wide tourism goals provided impetus in the formulation of short-term and long-term tourism development goals for White Pine County.

Also for community presentations, state room tax and hotel occupancy data was collected and presented. From Figure 2, monthly state room tax collections are shown from 1981 to 1993. The trend for White Pine County state room tax is increasing however the variance between summer and winter are getting larger. From a sample of White Pine County hotels and motels, occupancy rates follow the trend shown from the state room tax figure (Table 24). Occupancy rates are highest during the summer at approximately 78 percent during the weekdays and 91 percent during the weekends. However, occupancy rates drop dramatically in the winter to 32 percent during the weekdays and 37 percent during the weekends. Also from the lodging survey (Appendix C), guests stayed an average 1.6 days . Approximately 40 percent of hotel and motel

**Table 24. Estimated Seasonal Occupancy Rates for Hotels and Motels, White Pine County.**

<u>SEASON</u>	<u>WEEKDAYS</u> Percent of Capacity	<u>WEEKENDS</u> Percent of Capacity
Spring	45	65
Summer	78	91
Fall	48	73
Winter	32	37

<sup>a</sup> Average of completed questionnaires by hotels and motels in White Pine County

guests came from the state of Nevada, 50 percent came from the United States but reside outside Nevada and 10 percent were foreign guests. On average, 45 percent were business guests while 55 percent were pleasure guests. Characteristics of hotel and motel guests may help target tourism development goals.

In developing the goals, a prioritized list of short-term and long-term tourism projects were developed. Each project's potential for meeting the overall goal of White Pine County's tourism development goals and ability to become a viable element of the White Pine County economy was derived. Realistically not all projects can be initiated or developed at the same time, therefore projects were prioritized for completion.

**Table 25. Short Term Goals for White Pine County Tourism Development**

- Develop Tourism Maps of White Pine County
  - Develop Tourism Survey Instrument
  - Development of Hospitality Program in Community College
  - Develop a Coordinated County Wide Promotion of Tourism Activities
  - Inventory Facilities which Support Tourism in White Pine County
  - Develop Signage of Tourism Spots in White Pine County
  - Develop Publication for Former White Pine County Residents
  - Investigate Purchase of Big Game Tags for Management Units in White Pine County
-

Table 25 shows the eight short-term tourism goals developed by the tourism sub-committee. These are goals whose attainment is targeted for the next two years. Of the eight goals, four are currently being acted upon by various members of the committee. The White Pine County Economic Diversification Council, U.S. Forest Service and University Center for Economic Development at the University of Nevada, Reno are developing a proposal to create tourism maps of White Pine County through use of the Geographical Information System. Also the White Pine County Economic Diversification Council and University Center for Economic Development were awarded a competitive grant from First Interstate Bank of Nevada to develop a tourism survey instrument and procedures which could be used in rural Nevada. Because of the ongoing tourism development work in White Pine County, the tourism questionnaire will be tested in White Pine County. The White Pine County Cooperative Extension Office has made initial contacts with the Nevada Department of Wildlife to procure big game tags for management units in White Pine County. This address list will provide the White Pine County tourism industry with potential tourists to target specific tourism promotion activities. Finally, a member of the committee is actively developing a list of former White Pine County residents that will be used to send a White Pine County publication. This publication will inform past White Pine County residents of future tourism programs in White Pine County and can act as a forum for tourism advertising.

The remaining four short-term goals will be addressed during the next two years. However the short-term goal of a hospitality program at the community college received impetus from the hospitality workshops organized by Marion Bentley. Development of signage of tourism sites in White Pine County will be aided by the GIS work to develop tourism maps of White Pine County. However, signage along highways will require governmental assistance at the county and



state level. Coordination of tourism activities will require open communication between all communities within White Pine County.

Table 26 lists the nine long-term tourism goals for White Pine County as development by the tourism sub-committee. Long-term goals are goals whose attainment are projected between two and ten years. These goals require substantial and constant time requirements for fulfillment. One of the major long-term goals for White Pine County is the maintenance of flight services by SkyWest. Residents of White Pine County have seen flight service decline to a flight per day from Reno and Salt Lake City. Also, given the tourism potential from Las Vegas, a flight whose route is Las Vegas to St. George, Utah to Ely would give White Pine County tourism market penetration to Southern Utah and Nevada.

Development of the Great Basin Center is an ongoing project and could provide numerous beneficial tourism opportunities. Given the success of the Ghost Train of Ely, the maintenance of the railroad buildings, complex and rolling stock would enhance this tourism attraction. Also the railroad buildings, if properly maintained would become retail opportunities in White Pine County. The tourism sub-committee supports continued and expanded airline service with Reno, Nevada. The tourism sub-committee also supported development of airline service with St. George, Utah and Las Vegas, Nevada. Another long-term goal would be renovation of the White Pine County Convention Center. Given the increase in lodging facilities, a renovated convention center is needed to keep the convention center modern and competitive. Currently the convention center does not have adequate meeting room space, kitchen facilities and parking facilities.

**Table 26. Long-Term Goals for White Pine County Tourism Development**

---

- Development of a Great Basin Center

- Preservation of Railroad Buildings, Complex and Rolling Stock
  - Maintain and Expand Airline Service
  - Renovate White Pine County Convention Center
  - Construction and Operation of an Indoor Horse Arena
  - Promote Christmas Fair for Southern Nevada Residents
  - Construction of Year Round Facilities for Residents Outside of White Pine County
  - Create Tourism Opportunities with the Future Construction Great Basin Pool
  - Establish cooperative mission between federal land agencies and county and local governments in the establishment of new recreational facilities.
-

Given the ranges in temperature, especially during the winter months, an indoor facility which could house events, such as a horse arena, would be beneficial for White Pine County. Through such an indoor arena, White Pine County could provide entertainment to the rural populace of Northern and Eastern Nevada as well as Western Utah. Before building such a facility, the White Pine County Chamber of Commerce Tourism Committee should conduct a feasibility study as to the potential financial viability of such a structure. Also the tourism sub-committee suggested that a Christmas fair be considered for White Pine County. Such a fair could attract visitors from Southern Nevada and Salt Lake City and would provide a tourism promotion attraction in White Pine County during the winter months. Development of tourism activities for White Pine County during the winter months is a necessity for White Pine County to reduce its seasonal tourism instability.

Mentioned often by members of the tourism sub-committee was the desire by many tourists of cabins or other facilities which could be rented. Construction of tourism rental facilities could expand White Pine County's winter tourism as well as expand business related tourism activities. The future construction of the Great Basin Pool may yield tourism opportunities for White Pine County. If the pool is enclosed for winter swimming activities, this would yield potential tourism activities in the winter months for the rural populace in Northern and Eastern Nevada as well as Western Utah. It is conceivable that an enclosed Great Basin Pool could be a center for winter aquatic high school competition and training for this area of Nevada and Utah.

Given the vast quantities of public lands in White Pine County and potentials for new tourism activities utilizing these public land, cooperation between federal land agencies and White Pine County local government is essential for establishment of new tourism sites. Through

cooperative efforts efficient use of time and resources can be achieved for local tourism development.

The listing of short-term and long-term tourism objectives for White Pine County will help the White Pine Chamber of Commerce Tourism Sub-Committee to focus its objectives for the next ten years. However, for each objective, the subcommittee should complete a cost benefit analysis to determine feasibility of each tourism objective.

## CONCLUSIONS

### A. Major Findings:

- ⇒ Nationally, tourism has become a leading economic activity to bring export dollars to the nation.
- ⇒ The World Travel and Tourism Council predicts that tourism will account for 13% of the world's consumer spending.
- ⇒ Between 1985 and 1990, tourism expenditures increased by 43%.
- ⇒ Given these national tourism impacts, many rural communities have investigated the potential of tourism development as a goal for overall community economic development.
- ⇒ Population in White Pine County increased from 8,167 in 1980 to 9,264 in 1990 or an increase of 13.43 percent during the decade.
- ⇒ Retail sales in White Pine County have increased from approximately \$38 million in 1983, peaked at \$85 million in 1989 and have decreased to \$56 million in 1992.
- ⇒ Approximately 12 percent of total White Pine County employment are employed in the Mining Sector. The Mining Sector is an important export-base sector for White Pine County, but is characterized as cyclical.
- ⇒ Given the cyclical nature of the Mining Sector, decision makers in White Pine County have decided to investigate the potentials of tourism development. Specific short-run and long-run goals were developed from this research effort.
- ⇒ Special events bring visitors to White Pine County and have economic potential. Also special events give an area tourist information to help formulate future tourism development plans.
- ⇒ From direct expenditures of \$4,389,325 at White Pine County, total county-wide economic impacts were calculated to be \$7,000,534, household income impacts were estimated to be \$2,260,502, and employment impacts of 214 jobs. This analysis provides information that tourism is a major economic segment in White Pine County.
- ⇒ Tourism goals were developed from a county-wide meeting in February, 1994.

- ⇒ Goal with highest response was development of maps to highlight tourism opportunities in White Pine County followed by capture of Las Vegas tourists. Six goals tied for third highest elicitation.
- ⇒ Formulation of tourism development objectives requires an inventory of White Pine County attractions and facilities.
- ⇒ White Pine County has numerous cultural and historical attractions, nature-based attractions, recreation, special events and other attractions.
- ⇒ Many of these attractions are complementary to the Great Basin National Park.
- ⇒ The committee expressed support for continued and if possible expansion of air service with Reno, Nevada.
- ⇒ The committee encouraged development of air service between St. George, Utah and Las Vegas, Nevada
- ⇒ A series of hospitality training workshops were held in Ely, Nevada. These workshops directed by Marion Bentley from Utah State were intended to increase tourism marketing skills of personnel in the retail and service industry of White Pine County.
- ⇒ A gravity model analysis was completed to investigate potential visitors from nine western metropolitan communities to White Pine County.
- ⇒ From the gravity model analysis, the primary communities for tourism development for White Pine County are Las Vegas, Salt Lake City and Phoenix.
- ⇒ Changes in tourism visitation to the Great Basin National Park were derived for (i.) decreases in unemployment rate for visitor market areas, (ii.) increased age of the park, (iii.) increased number of available hiking trails and (iv.) increase in average price of gasoline in the western United States.
- ⇒ If the Great Basin National Park number of hiking trails were increased from the current number of 17 to 26, annual visitation would increase by 94,539 visitors. From increased tourism expenditures of \$1,748,970, total economic activity in White Pine County is projected to increase by \$3,062,080; total value added to increase by \$1,836,280; and employment to increase by 62 jobs.
- ⇒ A survey of White Pine County hotels and motels found that the summer season had the highest occupancy rates. Summer weekday occupancy rate was 78 percent while the summer weekend occupancy rate was 91 percent.

⇒ Occupancy rates for the winter season were the lowest for White Pine County hotels and motels. Winter weekday occupancy rate was 32 percent while the winter weekend occupancy rate was 37 percent.

⇒ In early May and June of 1994, the White Pine County Chamber of Commerce sub-committee on Tourism met to develop eight short-run and nine long-run goals.

## **B. Short-run Goals and Actions**

⇒ Eight short-run goals were developed. These goals are to be completed during the next two years. These short-term goals are:

### **1. Develop tourism map of White Pine County.**

⇒ The White Pine County Economic Diversification Council, U.S. Forest Service and University Center for Economic Development at the University of Nevada, Reno are developing a proposal to create tourism maps of White Pine County through Geographical Information System.

### **2. Develop Tourism Survey Instrument**

⇒ The White Pine County Economic Diversification Council and University Center for Economic Development were awarded a competitive grant from First Interstate Bank to develop a tourism survey instrument and statistical procedures.

### **3. Development of Hospitality Program in Community College**

⇒ This goal was provided impetus through a series of workshops presented by Marion Bentley at Utah State. Hopefully an integrated program will be developed at the Community College.

### **4. Develop a Coordinated County Wide Promotion of Tourism Activities**

⇒ Develop a coordinated effort to gather and disseminate tourism and special events information pertaining to White Pine County.

### **5. Inventory Facilities Which Support Tourism in White Pine County**

⇒ Through data generated by this study and the publication by the White Pine High School tourism study, facilities which support tourism in White Pine County are defined.

6. Develop Signage of Tourism Spots in White Pine County

⇒ This will require cooperative efforts between county, state and national officials.

7. Develop Publication for Former White Pine County Residents.

⇒ A member of the tourism committee is actively collecting names and addresses of former White Pine County residents to develop this publication. The publication will highlight future White Pine County tourism events.

8. Investigate Purchase of Big Game Tags for management units in White Pine County.

⇒ White Pine County Cooperative Extension Education, Mr. Gary Vesperat, has already made initial contacts with the Nevada Department of Wildlife. These tags will furnish White Pine County with information to target market tourism activities to potential tourists outside of White Pine County.

**C. Long-Run Goals and Actions**

Nine long-run goals were developed. These goals are targeted for completion between two and ten year years. These long-run goals are:

1. Development of a Great Basin Center

⇒ This is an ongoing project and could provide numerous beneficial tourism opportunities.

2. Preservation of Railroad Buildings, Complex and Rolling Stock.

⇒ Given the success of the Ghost Train of Ely, the preservation of railroad buildings, complex and rolling stock would enhance tourism attractions.

3. Maintain and Expand Airline Service

⇒The tourism sub-committee supports continued and expanded airline service with Reno, Nevada.

⇒ The tourism sub-committee also supported development of airline service with St. George, Utah and Las Vegas, Nevada.

4. Renovate White Pine County Convention Center

⇒ The purpose of renovating the convention center is to keep it modern and competitive with private facilities currently being planned. Currently the convention center does not have adequate meeting room space, kitchen facilities or parking areas.



5. Construction and Operation of an Indoor Horse Arena

⇒ Given the severe ranges in winter temperatures, an indoor facility such as an indoor horse arena could provide expanded winter tourism activities. This facility could attract visitors from eastern rural Nevada and western rural Nevada.

6. Promote Christmas Fair for Southern Nevada Residents

⇒ A Christmas fair was suggested to provide potential winter tourism opportunities for Southern Nevada residents.

7. Construction of Year Round Facilities for Residents Outside of White Pine County

⇒ Construction of vacation cabins or other rental facilities would provide opportunities for expanded winter vacation tourism. These cabins could be used by business and professional organizations.

8. Create Tourism Opportunities with the Future Construction of the Great Basin Pool.

⇒ Construction and possible enclosure of a Great Basin Pool will offer recreational and competitive opportunities for rural residents in Eastern Nevada and Western Utah.

9. Establish Cooperative Mission Between Federal Land Agencies and County and Local Governments in the Establishment of New Recreational Facilities.

⇒ Through cooperative efforts between federal land agencies and county and local governments efficient time and resource use can be achieved in the formulation and development of new tourism facilities on public lands.

⇒ All short-run and long-run goals may require benefit-cost analysis to determine feasibility of each tourism objective.

## References

- Palmer, C. and E. Siverts. IMPLAN ANALYSIS GUIDE. U.S. Department of Agriculture, Forest Service Land Management Planning Systems Section, Rocky Mountain Forest and Range Experiment Station, Fort Collins, Colorado, 1985.
- Siverts, E., C. Palmer, K. Walters and G. Alward. IMPLAN USER'S GUIDE. U.S. Department of Agriculture, Forest Service, Systems Application Unit, Land Management Planning, Fort Collins, Colorado, 1983.
- White Pine High School Sociology Class. Community/Tourism Baseline Information, Ely, Nevada, 1994.
- Dawson, S., D. Blahna and J. Keith. The Regional Economic Impacts of Visitors to Great Basin National Park. Selected Paper for Annual Western Regional Science Association Meetings, Maui, Hawaii, 1993.
- Taylor, D. and C. Phillips. The Economic Impact from Development of a National Park on a Rural Economy: A Case Study of the Great Basin National Park. Selected Paper for Annual Western Regional Science Association Meetings, Maui, Hawaii, 1993.
- Western Rural Development Center. Community Tourism Assessment Handbook. Corvallis, Oregon, Oregon State University, 1994.

APPENDIX A:  
LIST OF TOURISM GOALS ELICITED  
BY WHITE PINE COUNTY POPULACE

## GROUP LEADERS:

Floyd Rathburn  
Virginia Goodard  
Kevin Kirkeby  
Jay Pence  
Gerry Miller  
Gary Veserat  
Karen Rajala

TOPICS FROM GROUP MEETINGS.

Floyd Rathburn's group

(H) How to attract investors for capital improvements?

(H) People passing through

(H) Ely/W.P. as destination

(H) Advertise

(H) Adequate # of rooms

(H) Outdoor Activities

hunting	skiing
fishing	hiking
golf	camping
softball	

develop fishing contest and other tournaments

(L) Start with small developments  
allow plan for expansion

(H) Seasonal travelers - off season - main problem

(L) Bus tours Rooms and food specific for participants  
especially downtown

(L) Expand airport - like Elko

(H) Improve appearance of town

(H) Use what we have  
old photos ranching/cowboys  
history mining  
ghost towns convention center

(H) Don't advertise things that aren't available

(H) Coupons - booklet

Three motels being developed

Floyd Rathburn's group

(H) Need off-season activities and attractions

music	truck pulls, mud bogs
race track (cars)	BMX
dog racing	

Target or advertisements

(H) Kids have \$\$ too - Las Vegas is becoming family oriented.

(H) Advertise total and diverse recreation package

skiing (cross country and downhill)  
small camp areas/cabins and lodge  
ski from one to another  
snowmobile trails  
shuttle service

(L) Special water or other product

(H) Pit as tourist stop

Things we have

(H) Cave Lake - scenic/well stocked  
(H) Lehman Caves  
(L) Hiking Trails  
(L) horse drawn wagons/carts, value similar to train ride

Virginia Goodard's group

INVENTORY

train

Year-round

animals (elk)

Great Basin Park

Garnett Hill

Cave Lake

Bassett Lake

High altitude training

Trails (outback, horse, bike, hiking, brochure, cross country ski, mountain bike, success loop)

Historic interest

Coke ovens

ghost town

Baker

volunteer digs

B. Wickup

Transportation

Guides, professional

markings

maps

Markings - road

Facilities - "rain or shine"

Training Marking

White Pine Reunion

Pony Express trail

Publicity

Walking tour (historic)

Park Avenue home

Museums

Magma overlook

Kennecott

Wildlife

Cummins Lake

Virginia Goodard's group

Life Style

Branding  
sheep  
ranching  
mining  
ethnic celebrations  
arts in parks  
reunions (family and class)  
S. Colony

PRIORITY

1. Trains and Historic
2. Wilderness and wildlife
3. Special events and lifestyle

Participation and cooperation

BLM  
Forest Services  
Wildlife

Local Youth

Mining experience  
Cultural Heritage Center  
"Western Village" and "Mining Village"  
Plays  
Melodrama  
Crowd participation  
Package tie-in with Austin and Eureka  
"Sell second night"

Wilderness  
Outdoor  
Historic  
Lifestyle (red light district)  
Special Events

Wildlife



Virginia Goodard's group

LOCAL CONTROL

1. Train & Historic

- a. train and educate employees
- b. educate local students
- c. expand volunteer hours
- d. expand days of train operation
- e. reception for "train buffs" by locals (need for announcement and awareness)  
    share the value and excitement
  
- f. brochures and markings  
    walking and driving tours  
    guided tours
  
- g. signs and advertisements  
    markings  
    street names
  
- h. coordination of efforts  
    calendar of events  
    communications
  
- i. travel fairs (calendar & publications)
  
- j. "operation facelift" (beautification committee)
  
- k. slide show - training - start of tourism season  
    (waitress - service)

Kevin Kirkeby's group

FOCUS

- Train - expand
- Signs - more and better
- Road improvements
- Hamilton - advertise & road improvements
- Kalamazoo - advertise and road improvements
- Clean up and beautify the town
- Outside gaming investment and promotion
- \*\* Gaming on train - highrollers special
- shooting and sporting events
  - incorporate in "Wild West" theme and train
- increase "what's here"
  - literature and circulation
- hotel/motel association
- business should stay open longer
- change W.P.Co. negative attitude including private industry
- Ghost towns - signs, historical markers, literature, history and adventure
- Garnet Hill
- increase knowledge of service personnel (motel clerks, food servers, gas attendants, grocery clerks) Work as a team!
  
- Scenic routes
- wildlife
  
- What can W.P. Co. do to make this happen?
  
- classroom education in schools to educate next generation
  - encourage tourists to stay the night
  - hostage geography
  - \*some included previously

Jay Pence's group

\* indicates importance to group (may have been named on more than one list)

\*\*\*Archaeology - historic (mining, etc.)  
prehistoric (site seeing opportunity)

Promote wildlife (fairly important)

\* Improve town's presentation ("look")

skiing opportunity (resort and Cross country)

historic aspect - old shops - cowboys- pseudo western theme

raptor watching opportunities

traditional foods from area

more trees and grass (green) in town

traditional music from area

make the town more appealing to new business. this will bring more variety/competition.

build Great Basin National Park as alternative for tourists in Las Vegas to Grand Canyon/Zion/Death Valley

build a large resort that could bring in entertainers like Jackpot/Wendover

make the area a destination for educational training/field schools, college, university  
make classroom setting for universities

promote airport to help services in community

develop physiographic identity for the area,.....something like High Desert/Heart of the Great Basin,.....Best of the Basin

film festival - like Utah's Sundance

promote quality of lifestyle,..... open spaces/air

more chain restaurants/stores

promote non-gambling things for non-gamblers - hiking/trail rides

Jay Pence's group

make this the backyard for Las Vegas

develop green belt - a paved marked trail for biking/skating etc.

develop more recreational opportunities in the Great Basin National Park

need to develop hiking trails - more trails - easy to identify so people can find and use them

develop a things to do booklet

Ruby Marshes - promote wildlife and fishing

mountain biking opportunities

rock climbing/rappelling

hunting/fishing opportunities

promote local creeks for recreation (fishing, hiking, camping)

Duckwater (etc.) Hotsprings  
swimming, soaking, etc.

promote conservation/educational bus tours (Smithsonian and National Geographic)

cultural heritage museum

highway recreation corridors

walking tour of Ely

multi use fun park - mini golf, batting cages

Rent-A Horse

Horse Head Hotel

more back country travel routes

Gerry Miller's group

1. Developing resources that are here for tourism

mining

ghost towns

\*\* railroad - steam up - railfair BIG

ski resort

walking tour map of Ely, markers on homes

Customer relations

MARKET  
TOURISM

"Ask Me" campaign

events: cultural/cowboy poets

mountains - hunting, fishing, recreation

Cave Lake - big draw

Festival - ethnic food

one big event

GB

NP Trails which do not locate things which makes one feel safe while in the backcountry.

Maps which are detailed; water, ski trails, campgrounds, scenic views

ETHNIC FESTIVAL

start a group to start working

Publicize - lots of publicity, start locally, then expand.

get your locals excited about it

Pictures - ethnic costumes, everybody should dress up

Need a slogan - need a theme

folk dancing, good, music, art, crafts, sporting events

Money

community reinvestment

keep money in the community we get the money (Nevada tourism council)

advertise in magazines, newspapers, Las Vegas paper

Gary Veserat's group

Need visitation records

Inventory - publicize at kiosk or local businesses, airport

Publicize good points

Inventory by season

hunting, hiking, fishing, biking (list trails), historic (roads, mines, towns)  
softball, Success Loop (winter)  
car and motocross races  
train - expand  
arts and crafts (senior citizens) Get Basin topics  
artists - relocate here  
tours  
game farms and outfitters, release hunting

Change image \$\$ expensive

Develop year round program

youth (winter) dance club, arcade, movies,  
movie hours and concerts - high school gym

Marketing and sales - natural resources

specific or details (what and where) of events or locations  
by season

Audiences

local

out of town (Highway 50), Las Vegas, San Francisco, Denver, Reno, Elko

Brochures and booklets - tell all good aspects

change image - repeat customers

\$\$ - fair prices for services and supply

beautification - mural , Murray Creek

community pride - "Banner"

Karen Rajala's group

Great Basin National Park  
ice skating  
train  
Cave Lake State Park  
Garnet Hill - rock hounding  
trails  
golf course  
indoor arena  
mountain biking, bikes, cross country skiing, hiking  
Mine overlook  
ghost towns/mining/historical  
dude ranch  
prehistoric/Baker dig  
horse racing  
wilderness  
ski lift  
heli ski  
wildlife to watch  
success loop  
Heritage Center /interpreters/ research repository/visitor  
competitive events  
indoor/winter activities  
road rally - races college  
horseback riding  
walking tours  
casinos  
places to stay and eat in Baker  
quality rooms  
Canadian currency  
swimming pool  
unique, small town - quality image - spruce it up  
Ward Willow state park  
hostage tourism  
museums  
festivals/ethnic  
reservoir developments  
bus tours  
retirees-snowbirds  
foreign markets  
regional markets  
Las Vegas  
Salt Lake City - Wasatch  
Conventions

Karen Rajala's group

off road vehicles  
rentals  
RV markets  
shuttle service

1. Internal marketing (has to be first)
  - coordinated education campaign among tourism personnel/community at large
  - positive attitude/awareness of what is available
  - local p.r.
  
2. External market
  - advertising budgets
  - information on visitorship
  - room rentals - from where, why are they here - survey
  - tourist information - 7 day a week - signage
  
3. Financing - limiting factor
  - resources
  - development need to be realistic based on money available
  - concentrate on special events instead of building
  - volunteer/human resources
  
  - Activities
  - Special Events
  - New Capital projects
  - expansion/improvement of existing facilities (vegetarian menus)
  - water based recreation areas
  - additional services
  - promotion
  
4. Capitalize on existing / do a consistent and quality job at what we have.



APPENDIX B:

TOURISM ATTRACTIONS

INVENTORY FORM

## OTHER PUBLIC SERVICES/FACILITIES INVENTORY

COMMENTS

Does your community have an adequate number of public restrooms for visitors?	Y	N	
Are the public restrooms well-maintained/clean?	Y	N	
Does your community have public water fountains?	Y	N	
Are the water fountains well-maintained and clean?	Y	N	
Is the local police force prepared to handle increased duties: crowd control, visitors assistance, an increase in crime?	Y	N	
Is the local fire protection service prepared to handle the increased potential for fires?	Y	N	
Can the local water supply for drinking and bathing handle increased use by visitors?	Y	N	
Is the local water supply of a quality acceptable to visitors (taste, smell, color)?	Y	N	
Does your community have public waste and recycling receptacles adequately placed to handle increased trash?	Y	N	
Are the trash and recycling receptacles well-maintained/emptied frequently?	Y	N	
Are streets & public areas kept clean?	Y	N	
Can local roads handle more use without becoming too congested?	Y	N	
Can local roads handle more traffic under the current maintenance budget and schedule;	Y	N	
Can local parking spaces meet the needs of residents and visitors? (all types of vehicles, including RV's)	Y	N	
Can visitors get emergency health care in your community	Y	N	
If not available locally, how far is it to the nearest hospital?	# of miles _____		
Is ambulance service available in the area?	Y	N	

## ACCESSIBILITY INVENTORY

### COMMENTS

What mode of transportation is used by most visitors to your town? (car, train, bus or plane)			
Do you have opportunities to develop other transportation modes to enhance your linkages with markets?	Y	N	
Are there major highways leading to your community?	Y	N	
Are the highway signs directing visitors to your community adequate?	Y	N	
Do these signs present a positive image?	Y	N	
Are local attractions well marked and easy to find?	Y	N	
Where is the nearest airport with regularly scheduled commercial service?			
What is the frequency of service?	# of days per week	# of times per day	
Can debarking passengers connect easily with other transportation? (taxis, rental cars, transit buses)	Y	N	
Are charter services available to your area?	Y	N	
Is regular bus service available?	Y	N	
What is the frequency of service?	# of days per week	# of time per day	
Can debarking passengers connect easily with other transportation?	Y	N	
Is regular train service available?	Y	N	
What is the frequency of the service?	# of days per week	# of times per day	
Can debarking passengers connect easily with other transportation?	Y	N	

## Accessibility Inventory

Is transportation to your community affected by seasonal factors:	Y	N	
Is emergency road service available?	Y	N	
Is information about your community available at the different transportation sites?	Y	N	
Is there a visitor's information center or place where information can be distributed?	Y	N	
Is the information center easily accessible for vehicles of all sizes?	Y	N	
Is parking available for RV's in your community?	Y	N	
Is there an RV dump station easily accessible?	Y	N	

APPENDIX C:

TOURISM STATISTICS FOR

WHITE PINE COUNTY

## TOURISM STATISTICS FOR WHITE PINE COUNTY

### AUTO COUNTS AND PARK VISITOR COUNTS

#### COMMENTS

1. Annual traffic counts were derived by using the ADT (average daily traffic) at the permanent counting stations in White Pine County reported in the "Annual Traffic Report" produced by the Nevada Department of Transportation. The ADT's were multiplied by 365 to arrive at an annual figure. Currently there are only two permanent traffic counting stations in White Pine County; Station 33-21109 and Station 33-21209. Traffic counts were reported for Station 33-21309 for only four complete years; 1988 to 1991.
2. Great Basin National Park has recently changed the system used to count visitors to the park. The system used by the park until September 1993 was to count only those people visiting Lehman Caves and the nearby visitor's center. These numbers ranged from the 30,000's in the early 1980's to the high 60,000's and low 70,000's in the late 1980's and early 1990's. Using this old system, visitation to the park for 1993 was reported at 66,728. A new system that started 1993 counts people entering the park by any entry point. For 1993, using the new system, the total reported visitation to the park was approximately 93,500. The new system should account for other users of the park previously missed using the old system, especially back-country users.
3. Attendance for special events in White Pine County from 1992-93 was derived from aid to organizations with grant applicants. Total attendance was estimated to be 38,582 with 5,779 from White Pine County and 32,803 outside of White Pine County.
4. Ridership on the Nevada Northern Railway increased from 4,684 in 1987 to 6,646 in 1993. People residing in Clark County (Las Vegas) Nevada accounted for approximately 24% of Northern Nevada Railway Museum ridership.
5. A lodging questionnaire was mailed to all hotels and motels listed for White Pine County. A copy of the lodging facilities questionnaire is in this appendix. From the completed questionnaires, the average occupancy rates for different seasons, weekdays and weekends are presented. Also guest statistics are compiled and shown in a table. From the questionnaire, guests stay 1.6 days in a hotel or casino. On average, 40 percent of total hotel and motel guests reside in the state of Nevada, 50 percent reside in the U.S. but not in Nevada and 10 percent were foreign guests. Approximately 45 percent of total guests were on business trips and 55 percent were on pleasure trips.

WHITE PINE COUNTY SPECIAL EVENTS ATTENDANCE FOR 1992-93 EVENTS.

<u>MONTH</u>	<u>EVENT</u>	<u>LOCAL</u>	<u>OUT OF TOWN</u>	<u>TOTAL</u>
June	Desert Motorcycle Race		420	420
June	Bow Hunter Championship	100	700	800
June	Convention-Horse Show	50		50
July	White Pine Paint Horse Show	127	32	159
July	Monster Truck and Tractor Pull	384	3,016	3,400
July	Women's Golf Tournament	22	42	64
July	White Pine Picnic	275		275
July	Softball Tournament	113	887	1,000
July	Major Men's Amateur Golf	457	969	1,426
August	Bristlecone "Arts in the Park"	407	3,193	3,600
August	Nevada Rally		500	500
August	White Pine Horse Racing	678	5,322	6,000
September	Ultralights	31	239	270
September	Open Road Racing Series		885	885
December	Lion's Wrestling Match	150	203	353
6 month	318 Roping Series	800	2,400	3,200
Annual	"The Ghost Train of Old Ely"	751	5,895	6,646
Annual	Museum Support Funding	<u>1,434</u>	<u>8,100</u>	<u>9,534</u>
TOTAL		5,779	32,803	38,582

Figures derived from aid to organizations with grant applications.

NEVADA NORTHERN RAILWAY MUSEUM, RIDERSHIP TOTALS

<u>YEAR</u>	<u>RIDERSHIP</u>
1987	4,684 <sup>a</sup>
1988	3,256
1989	3,743
1990	4,548
1991	4,675
1992	6,193
1993	6,646 <sup>b</sup>

---

<sup>a</sup> Centennial Celebration

<sup>b</sup> Visitors who toured the museum were close to 3,000 for 1993. These visitors were not included in ridership totals.



NORTHERN NEVADA RAILWAY MUSEUM RIDERSHIP  
 BY PLACE OF ORIGIN FOR 1993.

---

PLACE OF ORIGIN	PROPORTIONATE SHARE (%)
White Pine County, Nevada	5.1
Clark County, Nevada	24.1
Washoe County, Nevada	6.6
Elko County, Nevada	3.8
Carson City, Nevada	2.4
Lincoln County, Nevada	<u>2.4</u>
<u>TOTAL NEVADA</u>	44.4
California	22.3
Utah	10.5
Arizona	3.5
Washington	2.7
Idaho	1.7
Texas	1.4
Rest of U.S.	<u>12.</u>
<u>TOTAL U.S. EXCEPT NEVADA</u>	54.5
Foreign Travelers	1.1
<u>TOTAL</u>	100.00

MONTHLY VISITATION DATA FOR EAST ELY RAILROAD DEPOT MUSEUM  
JULY 1992 - JUNE 1994

---

MONTH	VALUE
July 1992	174
August 1992	169
September 1992	211
October 1992	263
November 1992	95
December 1992	37
January 1993	206
February 1993	35
March 1993	222
April 1993	238
May 1993	145
June 1993	213
July 1993	248
August 1993	274
September 1993	116
October 1993	114
November 1993	168
December 1993	87

MONTHLY VISITATION DATA FOR EAST ELY RAILROAD DEPOT MUSEUM  
JULY 1992 - JUNE 1994

---

MONTH	VALUE
January 1994	94
February 1994	72
March 1994	162
April 1994	291
May 1994	387
June 1994	445

---

Note: To form an accurate picture of visitation, one must examine two different figures. The first is the total number of visitors to the site who purchase a ticket for a historic train ride. These figures are estimates based upon the White Pine Historical Railroad Foundation's ticket sales. These figures were 6,700 in 1992 and 7,000 in 1993.

The visitation figures in the above table represent actual count of visitors to the museum who have taken a tour from the museum's staff. Most tours are given on Monday-Friday from 7:00 a.m. until 5:00 p.m.

SOURCE: Sean Pitts, Curator, East Ely Railroad Depot Museum

HOTELS AND MOTELS IN WHITE PINE COUNTY

HOTEL/MOTEL	RATES	ROOMS	FEATURES
Best Western Main Motel 1101 Aultman Street Ely (800) 528-1234 or (702) 289-4529	\$36-72	19	phone, queen beds, cable, senior discount
Best Western Park Vue 930 Aultman Street Ely (800) 528-1234 or (702) 289-4497	\$36-55	21	phone, queen beds, cable, senior discount
Bristlecone Motel Highway 93 & Avenue I Ely (702) 289-8838	\$32-40	31	phone, queen beds, cable
Copper Queen Hotel Highway 93 & Avenue I Ely (800) 851-9526 or (702) 289-4884	\$43-57	64	phone, queen beds, cable, restaurant, pool, spa, gaming, senior discount
Deserest Motel 1425 Aultman Street Ely (702) 289-4321	\$27-45	18	phone, queen beds, cable senior discount
El Rancho 1400 Aultman Street Ely (702) 289-3644	\$25-35	12	phone, queen beds, cable senior discount, kitchenettes
Ely and Plaza Hotel 765 Aultman Street Ely (702) 289-9900 or 289-8446	\$18-25	25	senior discount
Fireside Inn Motel Highway 93, 3 miles north of Ely (800) 732-8288 or (702) 289-3765	\$34-41	15	phone, queen beds, cable, restaurant, gaming, senior discount

Four Sevens 500 High Street Ely (702) 289-4747	\$37-47	40	phone, queen beds, cable, senior discount
Grand Central Motel 1498 Lyons Avenue Ely (702) 289-6868	\$30-32	13	phone, queen beds, cable, senior discount
Great Basin Inn 701 Avenue F Ely (702) 289-4468	\$40-55	21	phone, queen beds, cable, pool, spa, gaming
Hotel Nevada 501 Aultman Street Ely (702) 289-6665	\$23-30	57	phone, queen beds, cable, restaurant, gaming, senior discount
Idle Inn Motel 150 4th Street Ely (702) 289-4411	\$24-36	26	phone, queen beds, senior discount
Jailhouse Motel 5th & High Street Ely (800) 841-5430 or (702) 289-3033	\$40-51	47	phone, queen beds, cable, restaurant, gaming, senior discount
Lane's Ranch Motel Highway 318 at Preston 24 miles south of Ely (702) 238-5246	\$27-43	15	phone, queen beds, restaurant, gaming
Motel 6 Highway 93 & Avenue O Ely (702) 289-6671	\$25-31	122	phone, queen beds, cable, pool, gaming
Rustic Inn 1555 Aultman Street Ely (702) 289-4404	\$25-35	12	queen beds, cable, senior discount

Schellbourne Service U S 93, 40 miles north of Ely (702) 591-9901	\$20-30	5	restaurant
Silver Jack Motel Main Street Baker (702) 234-7323	\$28-34	7	
Steptoe Valley Inn B & B 220 E 11th Street East Ely (702) 289-8687	\$58-80	5	phone, queen beds, restaurant (breakfast)
Sure Rest Motel 1550 High Street Ely (702) 289-2512	\$28-32	12	phone, gaming, cable, senior discount
Town and Country Motel 710 Avenue G Ely (702) 289-8224	\$26-35	8	queen beds, kitchenettes
Trailside Motel 1040 Avenue F Ely (702) 289-3038	\$22.50	7	kitchenettes
Whispering Elms Motel Baker (702) 234-7343	\$35	6	
White Pine Motel 1301 Aultman Street Ely (702) 289-3800	\$33-45	29	phone, queen beds, cable, senior discount

SEASONAL OCCUPANCY RATES FOR HOTELS AND MOTELS,  
WHITE PINE COUNTY <sup>a</sup>

---

SEASON	WEEKDAYS PERCENTAGE	WEEKENDS PERCENTAGE
Spring	45	65
Summer	78	91
Fall	48	73
Winter	32	37

---

<sup>a</sup> Average of completed questionnaires by hotel and motel establishments in White Pine County.

SUMMARY STATISTICS FOR HOTEL AND MOTEL GUESTS,  
WHITE PINE COUNTY <sup>a</sup>

---

<u>CATEGORY</u>	<u>VALUE</u>
Average Guest Stay	1.6 days
Guests from State of Nevada	40%
Guests from U.S. outside of Nevada	50%
Foreign Guests	10%
Guests on Business Trip	45%
Guests on Pleasure Trip	55%

---

<sup>a</sup> Average values from completed White Pine County hotel and motel surveys.