
**TECHNICAL REPORT
UCED 2021/22-17**

**A REVISED COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY FOR NYE COUNTY, PART OF THE SOUTHWEST
CENTRAL REGIONAL ECONOMIC DEVELOPMENT
AUTHORITY, 2023 THROUGH 2028**



UNIVERSITY OF NEVADA, RENO

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AUTHORITY, 2023 THROUGH 2028**

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A REVISED COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY FOR NYE COUNTY, PART OF THE SOUTHWEST CENTRAL REGIONAL ECONOMIC DEVELOPMENT AUTHORITY, 2023 THROUGH 2028

Received by the Nye County Board of County Commissioners on xxxx xx, xxxx

Members of the Nye County Board of County Commissioners:

Commissioner Bruce Jabbour, District 1
Commissioner (Chair) Frank Carbone, District 2
Commissioner Donna Cox, District 3
Commissioner (Vice Chair) Leo Blundo, District 4
Commissioner Debra Strickland, District 5

Timothy Sutton, Nye County Manager
Lorina Dellinger, Assistant County Manager

*Received by the Southwest Central Regional Economic Development Authority Board on xxxx
xx, xxxx*

Members of the Southwest Central Regional Economic Development Board:

Roy Mankins, President
Joni Eastley, Vice President
Beth Lee, Secretary and Treasurer
Samantha Faga, Director
Salli Kerr, Director
Tammi Odegard, Director
Brett Waggonor, Director

Paul Miller, Executive Director
Donna Corey, Executive Director

Revised Comprehensive Economic Development Strategy for Nye County, 2023 through 2028

Economic Development Vision

Nye County will continue to support the development of a resilient, thriving, and vibrant economy that benefits residents and businesses living and operating throughout the county and within each individual community. By pursuing existing and emerging opportunities in existing and new industry sectors and by engaging in meaningful strategic partnerships among public sector, private sector, and non-profit agencies, firms, and organizations, Nye County and the Southwest Central Regional Economic Development Authority will continue to support sustainable and meaningful community and economic growth.

Revised Comprehensive Economic Development Strategy for Nye County, 2023 through 2028

Priority Goals for 2023 through 2028

Priority Goal No. 1(1a): (Goal No. 2 from 2017 through 2021) Attract new business and industry.

Priority Goal No. 2(1b): (Goal No. 1 from 2017 through 2021) Restructure economic development activities and initiatives.

Priority Goal No. 3: (Goal No. 3 from 2017 through 2021) Expand business development, retention, and growth.

Priority Goal No. 4: (Goal No. 5 from 2017 through 2021) Connect workforce to jobs.

Priority Goal No. 5: (Goal No. 4 from 2017 through 2021) Align industrial sector development with state initiatives.

Priority Goal No. 6: (Goal No. 6 from 2017 through 2021) Understand and expand international opportunities.

Priority Goal No. 7: (Goal No. 8 from 2017 through 2021) Use redevelopment programs to promote sustainable economic growth.

Priority Goal No. 8: (Goal No. 9 from 2017 through 2021) Increase opportunities for locally managed economic incentives.

Priority Goal No. 9: (Goal No. 7 from 2017 through 2021) Promote regional collaboration and other partnerships.

1.0 Executive Summary

In 2020, the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, received a U.S. Economic Development Administration Coronavirus Air, Relief, and Economic Security (CARES) Act grant. The purpose of this grant was to assist regional economic development authorities and local county and municipal governments in Nevada to revise their existing five-year Comprehensive Economic Development Strategy (CEDS) and to add various economic recovery and contingency planning elements. This University Center for Economic Development technical report will serve as the revised five-year Comprehensive Economic Development Strategy for Nye County, part of the Southwest Central Regional Economic Development Authority, for 2023 through 2027.

In addition to assisting Nye County and the Southwest Central Regional Economic Development Authority in updating and revising the existing Comprehensive Economic Development Strategy for Nye County, faculty and staff from the University Center for Economic Development completed a comprehensive socio-demographic and economic assessment of Nye County and the southwest central Nevada region in order to assess Nye County's level of economic distress as defined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C:

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

Table ES.1 presents a comparison of the most recent twenty-four (24) month period for which unemployment data is available for both Nye County and for the United States as well as per capita income for both Nye County and the United States for 2018 and 2019.

Estimated monthly unemployment rate data for Nye County was not available but estimated annual unemployment rates for Nye County for both 2018 and 2019 were available. In order to estimate the twenty-four (24) month unemployment rate, the unemployment rates for both Nye County and for the United States for both 2018 and 2019 were averaged and compared. U.S. Census Bureau data for the 2020 Decennial Census was not available at the time of publication of this University Center for Economic Development technical report.

Over the 2018 and 2019 period, the estimated average civilian unemployment rate for Nye County was an estimated 9.5 percent. Nationally, the estimated average civilian unemployment

rate for the entire United States was an estimated 5.6 percent. Over the past twenty-four (24) months of available data, the estimated civilian unemployment rate for Nye County was an estimated **3.9 percent greater than the national estimated average**. Based upon this estimate, Nye County **qualifies** as an economically distressed community under the unemployment rate definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C.

Table ES.1 – Comparison of Unemployment and Per Capita Income Nye County and United States 2018 and 2019			
	2018	2019	2014 and 2019 Average
Civilian Unemployment Rate			
Nye County	9.4%	9.5%	9.5%
Difference Between Nye County and National Estimates	3.5%	4.2%	3.9%
United States National	5.9%	5.3%	5.6%
Per Capita Income			
Nye County	\$25,092	\$25,558	\$25,325
Percentage of U.S. National Estimate	76.9%	74.9%	75.9%
United States National	\$32,621	\$34,103	\$33,362
Percentage of U.S. National Estimate	100.0%	100.0%	100.0%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2018 and 2019

Over the two-year 2018 and 2019 period, the estimated average per capita income for Nye County was an estimated \$25,325. Nationally, the estimated average per capita income for the entire United States was an estimated \$33,362. Over the past twenty-four (24) months of available data, the estimated per capita income for Nye County was an estimated **75.9 percent of the national average**. In 2018 alone, per capita income for Nye County was an estimated 76.9 percent of the national estimate (\$25,092 for all of Nye County compared to \$32,621 for the United States) and was an estimated 74.9 percent of the national estimate in 2019 (\$25,558 for

all of Nye County compared to \$34,103 for the United States). Based upon this estimate, Nye County **qualifies** as an economically distressed community under the per capita income definition outlined in Title 13 of the U.S. Code of Federal Regulations, Section 301.3 Part 301 Subpart C.

In addition to these unemployment rate and per capita income estimates, representatives from Nye County, several individual communities from across the county, various private sector and industry representatives, and representatives from the Southwest Central Regional Economic Development Authority, during a series of facilitated strategic economic development planning workshops held between March 2021 and May 2021, identified a number of additional special needs. These additional special needs include a growing need to address ongoing population and civilian workforce decline in several of Nye County's population centers and individual communities, the significant aging of the county's total residential population, and the need to better diversify the county's underlying economic base. These and other special needs are detailed throughout this University Center for Economic Development technical report.

2.0 Introduction

2.1 Overview

What is strategy? According to John E. Gamble, Margaret A. Peteraf, and Arthur A. Thompson, in their 2015 book, *Essentials of Strategic Management: The Quest for Competitive Advantage*, “A strategy is a way of describing **how** you are going to get things done. It is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, ‘How do we get there from here?’ Do we want to take the train? Fly? Walk?” In short, a strategic plan provides an organization with a fundamental affirmation of the organization’s core values, strategic mission, and strategic vision while outlining the goals, objectives, and implementation measures the organization will attempt to achieve and implement over the strategic planning horizon.

Typically, a strategic plan includes three basic elements. First, the strategic plan is a recognition of the existing barriers an organization faces and the resources the organization has at its disposal to achieve strategic objectives. Second, the strategic plan is generally tied to an overall vision, mission, and a set of clearly defined objectives. And, third, the strategic plan provides direction to the organization for the organization’s future planned initiatives focusing on providing information, enhancing support, removing barriers, and providing resources to different parts of the organization and key stakeholders who have an interest in the achievement of the strategic plan.

When evaluating and developing a strategic plan, five basic questions must be answered, including:

- Does the strategic plan give overall direction to the organization? The strategic plan should point out the overall path without dictating a particular narrow approach.
- Does the strategic plan realistically fit available resources with identified opportunities? The strategic plan should take advantage of current resources and assets while embracing new opportunities for growth and success.
- Does the strategic plan minimize existing and future resistance and barriers the organization currently confronts and may have to address in the future? The strategic plan should keep in mind that opposition and resistance to implementation of the strategic plan is inevitable. Good strategic plans should attract allies and deter opponents.
- Does the strategic plan reach those that may be affected, positively and negatively, by implementing the strategic plan? The strategic plan should connect the intervention with those who it should benefit while minimizing potential negative impacts to those impacted by the plan.

- Does the strategic plan advance the strategic mission of the organization? The strategy should make a difference on the mission of the organization while enabling the organization to achieve stated goals and objectives.

Unlike strategic plans for private sector firms, a Comprehensive Economic Development Strategy, as outlined in Title 13 Part 303 of the U.S. Code of Federal Regulations, must focus on how a public sector economic development organization and authority will bring together the public and private sectors through the creation of an economic roadmap designed to diversify and strengthen regional and local economies. The inherent public sector nature of the Comprehensive Economic Development Strategy requires consideration of both economic and community development goals and objectives in order to support and facilitate an environment of growth, investment, and job creation.

This revised and effectively new Comprehensive Economic Development Strategy for Nye County, covering the five years between 2023 and 2028, was developed as part of a larger initiative to revise the existing five-year Comprehensive Economic Development Strategy documents for the Southwest Central Regional Economic Development Authority, including the existing Comprehensive Economic Development Strategy documents for both Esmeralda County and Nye County. Faculty from the University Center for Economic Development, part of the College of Business at the University of Nevada, Reno, in partnership with representatives from the Southwest Central Regional Economic Development Authority, Esmeralda County, and Nye County, facilitated a series of county-level strategic planning workshops, including:

- Esmeralda County Strategic Economic Development Planning Workshops:
 - Tuesday, March 30, 2021
 - Friday, July 23, 2021
- ***Nye County Strategic Economic Development Planning Workshops:***
 - Thursday, March 18, 2021
 - Thursday, May 13, 2021

Each of these individual strategic economic development planning workshops were facilitated by faculty from the College of Business, part of the University of Nevada, Reno. Approximately 50 community and organizational representatives, including elected and appointed officials, government executive staff, representatives from the Southwest Central Regional Economic Development Authority, and various private sector and industry representatives, attended and participated in these various local community workshops. For the two workshops held for Nye County, on Thursday, March 18, 2021 and on Thursday, May 13, 2021, the primary location of the workshop was in Pahrump, Nevada with simultaneous live video participation with participants located in Beatty, Nevada and Tonopah, Nevada. During 2022, subsequent revisions to the draft version of the revised and new five-year Comprehensive Economic Development Strategy for Nye County, including the various strategic economic development goals and priority projects and actionable items, were made by community stakeholders. The resulting year of subsequent revisions and various individual stakeholder meetings have resulted in a

series of new strategic economic development goals and priority projects and actionable items for the 2023 through 2028 five-year strategic planning horizon. For the two workshops held for Esmeralda County, on Tuesday, March 30, 2021 and on Friday, July 23, 2021, the primary location of the workshop was in Goldfield, Nevada with some participants attending via live audio.

Faculty from the University Center for Economic Development employed the use of the Stronger Economies Together (SET) curriculum developed by the U.S. Department of Agriculture Rural Development, Purdue University Center for Regional Development, and the Southern Regional Development Center to structure each individual strategic economic development planning workshop held for Esmeralda County and for Nye County. The Stronger Economies Together strategic economic development planning curriculum is designed to enable communities and counties in, primarily rural, America to work together in developing and implementing an economic development blueprint for their community and region that strategically builds on the current and emerging economic strengths of that region. The Stronger Economies Together strategic economic development planning curriculum is divided into eight separate modules:

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

This University Center for Economic Development technical report presents the results from the individual strategic economic development planning workshops for Nye County held on Thursday, March 18, 2021 and on Thursday, May 13, 2021. Each of these strategic economic development planning workshops held for Nye County covered the development of several individual parts of this revised five-year Comprehensive Economic Development Strategy for Nye County. Unless otherwise indicated, the Southwest Central Regional Economic Development Authority, in partnership with the Nye County Board of County Commissioners and the government of Nye County, will serve as the Comprehensive Economic Development Strategy Committee for the purposes of implementation and annual evaluation of this revised 2023 through 2028 Comprehensive Economic Development Strategy for Nye County.

2.2 Elements of Nye County's Existing Comprehensive Economic Development Strategy

The existing Comprehensive Economic Development Strategy for Nye County was initially received and approved by the Nye County Board of County Commissioners on December 19, 2017. As part of the existing Nye County Comprehensive Economic Development Strategy, the following strategic economic development vision statement was developed and approved as part of the final Comprehensive Economic Development Strategy:

A vibrant, innovative, and sustainable economy.

In addition to this strategic economic development vision statement, an accompanying strategic economic development mission statement was also developed and approved as part of the existing five-year Comprehensive Economic Development Strategy for Nye County:

High Quality Jobs for Nevadans

A set of nine strategic economic development goals, with several accompanying objectives for each individual goal, were also developed during the development of the existing five-year Comprehensive Economic Development Strategy developed for Nye County and approved on December 17, 2017:

- ***Goal No. 1: Restructure economic development activities and initiatives.***
 - Objective: Develop an opportunity for Stakeholders from all sectors of the County's socio-economy to develop a better understanding of local and regional economic development processes.
- ***Goal No. 2: Attract new businesses and industry.***
 - Objective: Increase number of prospective businesses attracted to the Nye County Regional Economic Development Authority (now the Southwest Central Regional Economic Development Authority) region.
 - Objective: Increase number of businesses from targeted industries/sectors moving into the region from other states or countries.
 - Objective: Increase employment of Nye County workers in the targeted industries/sectors moving into the region.
 - Objective: Work cooperatively with the (Nevada) Governor's Office of Economic Development (GOED) to obtain leads and manage state sponsored location incentives of Nye County.
- ***Goal No. 3: Expand business development, retention, and growth.***

- Objective: Improve coordination between local businesses and economic development support resources.
- Objective: Expand business opportunities through access to a revolving loan program.
- Objective: Encourage new business start-ups within Nye County.
- Objective: Provide loans to new business start-ups or existing small businesses within the Nye County Regional Economic Development Authority (now the Southwest Central Regional Economic Development Authority) region.
- Objective: Expand fiber optic and other broadband capacity throughout Nye County.

- ***Goal No. 4: Align industrial Sector development with state initiatives.***
 - Objective: Focus marketing efforts coordinated through GOED to attract business development and recruitment from seven key target sectors (clean energy; aerospace and defense; mining, materials and manufacturing; and tourism, gaming, and entertainment).
 - Objective: Understand the supply chain necessary to support each target sector and recruit/develop business and industry to fill gaps in the local supply chain.
 - Objective: Develop new infrastructure projects to support target sector business and industry.
 - Objective: Increase number of prospective businesses attracted to the Nye County Regional Economic Development Authority (now the Southwest Central Regional Economic Development Authority) region.
 - Objective: Attract existing businesses from key Target Sectors recruited to Nye County.
 - Objective: Establish new businesses in Nye County related to the seven key targeted sectors identified above.
 - Objective: Work collaboratively with the region's energy providers to encourage their diversification of their energy sources.
 - Objective: Work collaboratively with the DOE (Department of Energy) to provide contracts to regional providers with cutting edge energy technology to begin to site wind, solar, and geothermal power generating stations.

- Objective: Work with private industry to attract investment in Nye County to promote renewable energy projects.
- Objective: Build relationships with green energy installation providers to recruit and provide necessary skills training through GBC (Great Basin College) to local workforce.
- Objective: Support community goals to promote tourism in their communities.

- ***Goal No. 5: Connect workforce to jobs.***
 - Objective: Improve coordination and communication among local businesses, educational institutions, and workforce development representatives.
 - Objective: Increase locally available job training programs that are better-aligned with the skill sets needed by local employers and in-coming key target sector businesses.
 - Objective: Reduce unemployment rate in Nye County.
 - Objective: Increase high school graduation rates.
 - Objective: Improve tracking of the number of locally-trained students hired by businesses within Nye County.
- ***Goal No. 6: Understand and expand international opportunities.***
 - Objective: Improve understanding of what goods and services produced within Nye County are exported to foreign markets.
 - Objective: Improve understanding of the skills and training needs of incoming international firms to better-prepare local residents to fill future job openings.
 - Objective: Identity countries in which Nye County business and industry currently maintains business relationships for purposes of developing future, targeted marketing campaigns in those countries (with assistance from and in coordination with GOED and the U.S. Department of Commerce).
- ***Goal No. 7: Promote regional collaboration and other partnerships.***
 - Objective: Improve coordination and communication among Nye County Regional Economic Development Authority (now the Southwest Central Regional Economic Development Authority) and its counterparts in surrounding regions, including those currently formed in Clark and Lincoln Counties, and in eastern, wester, and northern Nevada.

- Objective: Improve understanding of the goals, objectives, and marketing focus in other RDAs as they relate to Nye County Regional Economic Development Authority (now the Southwest Central Regional Economic Development Authority).
- Objective: Work cooperatively with Lincoln County to expand potential missions and markets through the Department of Energy and the Department of Defense to expand opportunities for local labor and businesses.
- ***Goal No. 8: Use redevelopment programs to promote sustainable economic growth.***
 - Objective: Increase property values/lease rates at properties participating in the Nye County Regional Economic Development Authority (now the Southwest Central Regional Economic Development Authority) and Nye County redevelopment initiatives.
 - Objective: Increase tax revenues associated with Nye County Regional Economic Development Authority (now the Southwest Central Regional Economic Development Authority) and Nye County redevelopment initiatives.
- ***Goal No. 9: Increase opportunities for locally managed economic development incentives.***
 - Objective: Evaluate opportunities for local economic development incentives, including tax abatement, waiver of development fees, etc.

In addition to a set of individual objectives for each individual goal, a set of actionable items for each of the nine strategic economic development goals were also developed as part of the original Comprehensive Economic Development Strategy received and approved by the Nye County Board of County Commissioners on December 19, 2017. As part of the evaluation and revision of this current five-year Comprehensive Economic Development Strategy for Nye County completed by University Center for Economic Development faculty and staff in March 2021 and in May 2021, the original and existing strategic economic development vision statement and each of the nine individual strategic economic development goals and the accompanying objectives and actionable items were evaluated.

Participants in the two strategic economic development planning workshops held for Nye County in March 2021 and in May 2021 were asked to revise and update the strategic economic development vision statement and each of the nine strategic economic development goals. The results of this evaluation and revision are presented in the subsequent sections of this University Center for Economic Development technical report and serve as the basis of a revised five-year Comprehensive Economic Development Strategy for Nye County for the period between 2021 and 2026.

3.0 State Law and Federal Considerations

This section presents a general overview of relevant state law and federal considerations as it pertains to the development, implementation and administration of a revised five-year Comprehensive Economic Development Strategy for Nye County, part of the Southwest Central Regional Economic Development Authority.

3.1 Local and Regional Considerations

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

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

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

Although no economic development element is required as part of NRS 278.160, paragraph two in NRS 278.160 states, “The commission may prepare and adopt, as part of the master plan, other and additional plans and reports dealing with such other elements as may in its judgment relate to the physical development of the city, county or region, and nothing contained in NRS 278.010 to 278.630, inclusive, prohibits the preparation and adoption of any such element as part of the master plan.” Although this Comprehensive Economic Development Strategy is not a required element of the master plan, Nye County, through the Southwest Central Regional Economic Development Authority, has prepared one in order to consolidate and codify a growing body of policy concerning the economic and fiscal viability of Nye County and for the various individual communities located throughout the county.

The Nevada Governor's Office of Economic Development was created during the 2011 Legislative Session of the Nevada State Legislature and is codified in Nevada Revised Statute Chapter 231 *Economic Development, Tourism and Cultural Affairs*. The Governor's Office of Economic Development was created in response to the Great Recession and the need to consolidate, coordinate and reorganize the various statewide economic development efforts and initiatives in Nevada. The mission of the Governor's Office of Economic Development is to create high-quality jobs in Nevada and its vision is to create a vibrant, innovative, and sustainable economy with high-paying jobs for Nevadans. The objectives of the Governor's Office of Economic Development, established in the state's first statewide economic development plan created in 2012, *Moving Nevada Forward: A Plan for Excellence in Economic Development 2012-2014*, are to establish a cohesive economic development operating system in the state, to increase opportunity through local education and workforce development, to catalyze innovation in core and emerging industries, to advance targeted sectors and opportunities, and to expand global engagement.

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

The Southwest Central Regional Economic Development Authority (SWCREDA), formally known as the Nye County Regional Economic Development Authority (NCREDA), is a 501(c)(3) non-profit organized solely for the promotion and advancement of economic development in Esmeralda County and Nye County. The Southwest Central Regional Economic Development Authority collects, organizes, reproduces and disseminates information for the purposes of improving economic and business conditions throughout the region. The Southwest Central Regional Economic Development Authority further engages, inspires and helps individual entrepreneurs and business owners in order for them to be successful. As a Regional Development Authority (RDA), designed by the Nevada Governor's Office of Economic

Development, the Southwest Central Regional Economic Development was first established in 2013 to serve the southwest central Nevada region, Esmeralda County and Nye County, and individual communities throughout the region.

Nye County is Nevada's largest county in-terms of total square miles, covering an estimated 18,159 square miles in the southwestern and central part of the state of Nevada. The county abuts several other counties including Esmeralda County and Mineral County to the east, Churchill County, Lander County, and Eureka County to the north, and White Pine County, Lincoln County, and Clark County to the east. Nye County's southern border includes a portion of the Nevada-California state border. While the town of Tonopah serves as Nye County's county seat, the majority of Nye County's population resides in the town of Pahrump, Nye County's single largest population center. In 2019, the estimated total population of the town of Pahrump was an estimated 37,298 total individuals, accounting for an estimated 84.0 percent of Nye County's total population of an estimated 44,380 total individuals. The town of Pahrump is approximately 65 miles east of the City of Las Vegas, located in neighboring Clark County, along Nevada State Highway 160.

3.2 Federal Considerations

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

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

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

- (a) Analyzing local economies;
- (b) Defining economic development goals;

(c) Determining Project opportunities; and

(d) Formulating and implementing an economic development program that includes systemic efforts to reduce unemployment and increase incomes.”

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

“CEDS are designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources.”

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

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

The remaining sections of this University Center for Economic Development technical report provides the content for each of these ten technical requirements and comprise the revised and updated Comprehensive Economic Development Strategy for Nye County for 2023 through 2028 and several economic recovery and contingency elements designed to address specific community-level and countywide socio-demographic and economic COVID-19 global pandemic impacts.

4.0 Overview of Current Economic Development Efforts and Positions

This section presents an overview of the results from Stronger Economies Together Module 1, *Launching Stronger Economies Together and Building a Strong Regional Team*, and parts of Module 2, *Exploring Your Region's Economic and Demographic Foundation*, for Nye County and for several individual communities located throughout the county based upon the work completed by workshop participants who participated in the strategic economic development planning workshops held in March and June of 2021 for Nye County.

4.1 Identifying Existing Creation, Attraction, Retention, and Expansion Economic Development Efforts in Nye County

Economic development efforts can be organized into four general areas, including: (1) creation activities, (2) attraction activities, (3) retention activities, and (4) expansion activities. Creation economic development activities include the strategies and initiatives designed to encourage the formation of new private sector firms within a community and throughout a region. Attraction economic development activities include the efforts to recruit existing business and industry to a specific community or region. Retention economic development activities include the strategies for maintaining and strengthening the community's and region's existing firms and expansion economic development activities include the various initiatives to encourage the growth of existing firms already operating within a community and region. Workshop participants who participated in the first strategic economic development planning workshop for Nye County were asked to identify existing creation, attraction, retention, and expansion strategies and initiatives already being led by various individuals, organizations, and private sector firms at the community level, the county level, and at the regional level.

4.1.a Existing Creation Economic Development Initiatives

For the community of Beatty, existing new business creation economic development efforts have focused primarily on building upon the community's existing outdoor tourism and recreation assets, updating existing physical infrastructure assets to accommodate future growth, and targeted efforts to expand mining and natural resource extraction activities. The development of new broadband and telecommunication infrastructure, including the development of fiber and other related assets, is currently being pursued to support existing and future residential and commercial development throughout the community. The community of Pahrump continues to develop various off-highway vehicle (OHV) services and routes and the community is also exploring opportunities to support future hemp and marijuana cultivation, production, and distribution.

Central to new business creation economic development initiatives for the community of Tonopah is the Tonopah Main Street Program. The Tonopah Main Street Program operates

under the Tonopah Development Corporation that was established in 2001 as a community-based and volunteer-driven organization. The Tonopah Main Street Program is dedicated to improving the quality of life and revitalizing the business climate while preserving the community's unique and historic past. Economic vitality, design, promotion, and organization are the four essential cornerstones of the Tonopah Main Street Program's effort to support new business creation economic development initiatives throughout the community. Continued growth and development of the community's and area's mining and natural resource extraction industry sector is another primary focus of community and area new business creation economic development efforts. Primary partners include Round Mountain Gold Corporation and the community of Tonopah continues to engage with various federal, state, and local government partners and regional economic development authorities to support ongoing growth and development of the mining and natural resource extraction industry through new business creation efforts.

As Nye County's single largest population center and the largest population center within the southwest central Nevada region, a number of new business creation economic development efforts have recently been developed and implemented by a variety of organizations for the town of Pahrump. These efforts have been developed by different organizations including the Southwest Central Regional Economic Development Authority and the Nevada Governor's Office of Economic Development, the Nevada Department of Business and Industry, and various other state government agencies. Specific efforts to support new business creation activities have been made in a variety of specific industry and occupation sectors ranging from the community's existing retail sector to tourism and hospitality to mining and natural resource extraction to agricultural production and additional value-added production. Ongoing new business creation economic development efforts have also focused on developing the community's existing physical infrastructure assets including improvements to the community's power and electricity infrastructure, surface roadway network including improvements to Nevada State Highway 160 and Nevada State Highway 372, further capacity improvement of the community's municipal sewer and water infrastructure, and targeted beautification and revitalization efforts. Other new business creation economic development initiatives have also included engagement with the Nevada Small Business Development Center, the University of Nevada, Las Vegas, and Great Basin College to support new small business and entrepreneurial-based development efforts.

4.1.b Existing Attraction Economic Development Initiatives

Existing new business attraction economic development initiatives for the community of Beatty have largely included a variety of economic development and marketing attraction efforts that have been developed and are currently being implemented by the Beatty Chamber of Commerce and the Beatty Town Advisory Board. The community of Beatty is also currently pursuing a number of new business attraction efforts designed to support future growth in the mining and natural resource extraction industry sector and future growth of the community's outdoor recreation, tourism, and hospitality industry sector. Expansion of these two industry sectors will support further new business attraction economic development initiatives in a number of supporting industry and occupation sectors.

Major existing new business attraction economic development initiatives throughout the community of Tonopah include the waiving of business license fees for new businesses, providing a favorable regulatory environment, and working with key state and local government partners, including the Nevada Department of Tourism and Cultural Affairs and Travel Nevada, to promote Tonopah as a destination for new businesses. The community is also working to include Tonopah as part of the “Nevada Electric Highway”, a partnership between the Nevada Governor’s Office of Energy, NV Energy, and Valley Electric Association. The Nevada Electric Highway is an effort to expand the state’s electric vehicle charging infrastructure by placing charging stations at cost-effective and strategic locations, initially along U.S. Highway 95 between Reno, Nevada in Washoe County and Las Vegas, Nevada in Clark County. Tonopah’s strategic geographic location along the Nevada Electric Highway, being almost equidistance between Reno, Nevada and Las Vegas along U.S. Highway 95 makes Tonopah an ideal location for new businesses that can take advantage of this program and effort.

Many of Pahrump’s current mix of new business attraction economic development initiatives are industry and occupation sector focused, involving promotion and marketing of the community’s strategic geographic location. The town of Pahrump is just approximately 65 miles for the City of Las Vegas and the community provides direct access to major regional and national outdoor recreation, and tourism related assets including Death Valley National Park and the Nopah Range Wilderness Area. Again, organizations such as the Southwest Regional Economic Development Authority, the Nevada Governor’s Office of Economic Development, and the Nevada Department of Business and Industry, in partnership with local organizations such as the Pahrump Valley Chamber of Commerce and Nye County, continue to market Pahrump as an obvious destination for new businesses in select industry and occupation sectors. Additional efforts include targeted revitalization and rehabilitation of key parts of the community in order to support new businesses in a variety of industry and occupation sectors ranging from commercial retail to tourism, hospitality, and gaming, to even manufacturing and light industrial uses. Agritourism is a specific tourism related sector that has become an increasingly important part of the community’s broader new business attraction economic development efforts. Nye County, in partnerships with various service providers and by gaining access to several state and federal government programs, also continues to modernize and improve the overall capacity of the community’s existing physical infrastructure assets in order to meet the needs of new businesses in targeted industry and occupation sectors that might be interested in basing an operation within Pahrump.

4.1.c Existing Retention Economic Development Initiatives

Ongoing existing business retention economic development initiatives in the community of Beatty have largely focused on further development of the community’s existing stock of available physical infrastructure and continued sustainable development and use of existing area natural resources. The Beatty Water & Sanitation District and the Beatty General Improvement District continue to invest in the further development of the community’s existing stock of physical infrastructure assets and the community continues to engage with the U.S. Bureau of Land Management to further support existing mining and natural resource extraction activities.

The waiving of business license fees and the continued development of a favorable regulatory environment are key ways in which the community of Tonopah continues to engage in a number of ongoing existing business retention economic development efforts. Other existing business retention economic development efforts include the development of additional job training and job placement programs. A primary concern for existing businesses throughout the community has been access to adequately trained workers and ongoing job training and job placement programs are helping to match prospective employers with prospective employees.

As part of Nye County's and the community's response to the impacts that the COVID-19 global pandemic has had on the community and the existing business community, Nye County, in partnership with a variety of organizations including, but not limited to, the Southwest Central Regional Economic Development Authority, the Nevada Small Business Development Center, University of Nevada Cooperative Extension, and Great Basin College, has used U.S. Coronavirus Aid, Relief, and Economic Security (CARES) Act funds to help retain existing businesses throughout the community. Organizations such as the Nye County Communities Coalition, the Pahrump Valley Chamber of Commerce, and other community-based organizations located throughout Pahrump continue to engage the existing business community in order to identify potential obstacles and roadblocks that existing businesses may face and then work proactively with other organizations to address and resolve those obstacles and roadblocks. Nye County, again, in partnership with a variety of state and federal government agencies and with various service providers, continues to make significant investments into the improvement and modernization of the community's existing stock of physical infrastructure assets. Improvements to the community's existing surface roadway network, improvements to existing municipal water and sewer services, improvements to electricity production and distribution, and targeted revitalization and rehabilitation efforts have each been made in order to further improve the community's existing business environment.

4.1.d Existing Expansion Economic Development Initiatives

Similar to the current and ongoing set of existing business retention efforts, a number of ongoing existing business expansion economic development initiatives have been developed and implemented to support further development and improvement of the community's existing stock of available physical infrastructure assets. This includes the continued improvement and growth of the community's and area's existing network of off-highway vehicle services and trails. Other ongoing existing business expansion economic development initiatives in Beatty include continued support of expanded mining and natural resource extraction activities and further diversification of the community's and area's existing agricultural sector through the support of increased hemp and marijuana cultivation, production, and distribution.

Similar to ongoing new business creation economic development initiatives, existing business expansion economic development efforts in the community of Tonopah are largely administered by the Tonopah Main Street Program. The Tonopah Main Street Program, largely focused on the revitalization and rehabilitation of the main stretch of U.S Highway 95 that bisects Tonopah and on developing, promoting, and hosting several events, is focused on creating an environment of growth where existing businesses can continue to flourish and even expand their existing operations. Continued growth of the community's and area's mining and natural resource

extraction industry sector is also being pursued as part of the community's larger set of existing business expansion efforts and the community of Tonopah, in partnership with Nye County, is working closely with the Nevada Department of Transportation to rehabilitate major physical infrastructure that supports the existing business community.

Similar to the existing set of existing business retention economic development initiatives currently employed throughout the community of Pahrump, Pahrump's current mix of existing business expansion economic development initiatives have largely focused on the need to first identify potential obstacles and roadblocks to existing business expansion efforts. Again, organizations such as the Nye County Community Coalition and the Pahrump Valley Chamber of Commerce, in partnership with organizations such as the Southwest Central Regional Economic Development Authority, continue to engage individual existing businesses and industry representatives to identify potential obstacles and roadblocks to further business expansion efforts and then develop steps to resolve or overcome them. These efforts have included, but are not necessarily limited to, the provision of technical and, in some cases, financial support, educational services including job training and job placement efforts, and increased marketing efforts. Continued improvement of the community's existing stock of available physical assets, including the further improvement of the community's surface roadway network, improved municipal sewer and water services, and improved electricity production and distribution infrastructure, are helping existing businesses expand their current operations and to better connect with wider regional, statewide, national, and even international markets.

Emerging existing business expansion efforts have largely focused on developing the overall access to financial resources needed to expand current operations. Improving overall access to needed financial resources is a primary way in which future business expansion economic development initiatives could be greatly improved for both the town of Pahrump and for all of Nye County.

4.2 Results of a Community Position and Resources Survey for Nye County

A community-wide survey of area residents and business owners throughout Nye County and a series of in-person small group activities completed by workshop participants who attended the first strategic economic development planning workshop for Nye County held in March 2021 were used to complete a community position and resources assessment for Nye County. The Nye County community-wide survey of area residents and businesses owners was opened on February 5, 2021 and closed on February 24, 2021 and was distributed through the Southwest Central Regional Economic Development Authority. A total of 38 survey respondents completed the survey.

The assessment, developed by Steven G. Koven and Thomas S. Lyons for the International City-County Manager's Association, asks individuals to rank ten different environmental factors using a scale of one (low), two (medium), and three (high). A score of low (1) indicates a priority area that should be immediately addressed by policy makers as soon as possible and likely poses a significant competitive disadvantage for the community. A score of medium (2) indicates an area that the locality may have a competitive advantage in but should consider further investment in in-order to prevent the factor from becoming a competitive disadvantage. A score of high (3)

indicates an area of relative competitive strength that could be leveraged in order to support economic development within the community.

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

Together, the average scores of each of the ten environmental factors and the various sub-factors presented in this sub-section provide decision makers and community leaders with a general understanding of how well or how poorly Nye County, in partnership with the general public and wider business community, is positioned to support and manage future growth and development. These factors can be used as benchmarks to measure future success in achievement of this revised five-year Comprehensive Economic Development Strategy's strategic economic development vision and the various strategic economic development goals. In addition to presenting the results of this community position and resource assessment for community survey respondents and for workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021, the specific results of the assessment for the community of Beatty, the town of Pahrump, and the community of Tonopah are also presented.

4.2.a Economic Base

Table 4.1 presents the results of the environmental factors assessment for economic base for Nye County based upon the completed responses collected from respondents of the community survey. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Survey respondents generally ranked Nye County's overall economic base, assessed in-terms of the overall degree of economic diversification, the county's capacity to diversify, and the overall willingness to diversify, as generally low with a primary factor average score of 1.75. The degree of diversification of Nye County economic base was ranked generally low, with a weighted average score of 1.51. The overall capacity to diversify the county's economic base and the overall willingness to diversify the county's economic base were also ranked generally low, with a weighted average score of 1.84 and a weighted average score of 1.89 respectively. However, will a majority of community survey respondents, 21 total survey respondents or 56.8 percent, ranked the degree of diversification of the county's economic base as low, a majority of survey respondents, 21 total survey respondents or 56.8 percent, ranked the county's overall ability to diversify as medium. Survey respondents were more evenly split in their assessment of the county's overall willingness to diversify with 14 total survey respondents, or 37.8 percent, ranking this sub-factor as low, an additional 13 total survey respondents, or 35.1 percent, ranking this sub-factor as medium, and an additional ten total survey respondents, or 27.0 percent, ranking this sub-factor as high. Based upon the results of the Nye County community survey,

further economic diversification of the county's economic base should be made a priority as part of this revised five-year Comprehensive Economic Development Strategy for Nye County.

Table 4.1 – Question 1: For <u>Economic Base</u>, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High Results from the Nye County Community Survey				
Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Well Diversified Economic Base (many different firms in different industry sectors)	21 (56.8%)	13 (35.1%)	3 (8.1%)	1.51
Capacity to Diversify	11 (29.7%)	21 (56.8%)	5 (13.5%)	1.84
Willingness to Diversify	14 (37.8%)	13 (35.1%)	10 (27.0%)	1.89
Primary Factor Average	-	-	-	1.75

Table 4.2 presents the results of the environmental factors assessment for economic base for all of Nye County based upon the completed responses collected from workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021. This evaluation was completed in several small groups, including small groups located in Beatty, Pahrump, and Tonopah. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.2 – Question 1: For <u>Economic Base</u>, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High Results from the Nye County Strategic Planning Workshop				
Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Well Diversified Economic Base (many different firms in different industry sectors)	4 (66.7%)	2 (33.3%)	0 (0.0%)	1.33
Capacity to Diversify	3 (50.0%)	3 (50.0%)	0 (0.0%)	1.50
Willingness to Diversify	3 (50.0%)	1 (16.7%)	2 (33.3%)	1.83
Primary Factor Average	-	-	-	1.56

Participants of the first strategic economic development planning workshop held for Nye County in March 2021 provided a similar assessment of Nye County's economic base, with a primary factor average score of 1.56, indicating that workshop participants generally agreed that the county's economic base, assessed in-terms of the overall degree of diversification, capacity to diversify, and willingness to diversify, is generally low. The degree of overall economic diversification of Nye County's economic base was generally ranked low with a weighted average score of 1.33. The capacity to diversify Nye County's economic base was also generally ranked low with a weighted average score of 1.50 and the willingness to diversify the county's economic base was generally ranked low with a weighted average score of 1.83.

Workshop participants representing the community of Beatty ranked the primary factor of economic base as generally low with a primary factor average score of 1.67. For the community of Beatty, the sub-factor of overall degree of diversification was ranked low, with a weighted average score of 1.00 and the sub-factor of capacity to diversify was also ranked low, with a weighted average score of 1.00. However, the sub-factor of willingness to diversify was ranked high, with a weighted average score of 3.00 suggesting that the community as a whole has become increasingly supportive of efforts to diversify the economic base of the community of Beatty.

For the town of Pahrump, workshop participants ranked the primary factor of economic base for the town of Pahrump as generally low with a primary factor average score of 1.56. Workshop participants representing and evaluating the town of Pahrump ranked the sub-factor of overall degree of diversification and the sub-factor of capacity to diversify as each being relatively low, with a weighted average score of 1.33 and 1.33 each respectively. The sub-factor of willingness to diversify was ranked medium with a weighted average score of 2.00, suggesting that community members and representatives of the business community throughout Pahrump are at least willing to pursue new economic diversification efforts in and around the community of Pahrump.

The results community position and resource assessment for the primary factor of economic base for the community of Tonopah mirrored the results of the community survey, workshop participant results for all of Nye County, and the results for both the community of Beatty and for the town of Pahrump. Workshop participants representing the community of Beatty ranked the primary factor of economic base for Beatty as generally low with a primary factor average score of 1.50. Workshop participants ranked the overall degree of diversification of the community's economic base as generally low with a weighted average score of 1.50 although workshop participants were evenly mixed with one group ranking the overall degree of diversification of Beatty's economic base as low and one group ranking the overall degree of diversification of Beatty's economic base as medium. Workshop participants agreed in their ranking of the community's overall capacity to diversify as medium, with a weighted average score of 2.00, and agreed in their ranking of the community's overall willingness to diversify as low, with a weighted average score of 1.00.

The overall results of the community position and resource assessment for the primary factor of economic base for all of Nye County and for the individual communities of Beatty, Pahrump, and Tonopah suggest that further economic development diversification efforts will be needed as

part of this revised five-year Comprehensive Economic Development Strategy. Building additional capacity to support future economic development diversification efforts and building additional community support of future economic development diversification efforts will each be needed as well.

4.2.b Workforce Characteristics

Table 4.3 presents the results of the environmental factors assessment for workforce characteristics for Nye County based upon the completed responses collected from respondents of the community survey. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.3 – Question 2: For <u>Workforce Characteristics</u>, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High Results from the Nye County Community Survey				
Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Workforce Size	15 (42.9%)	17 (48.6%)	3 (8.6%)	1.66
Total Employment (If Unemployment Rate is high, Mark "Low")	18 (48.7%)	12 (32.4%)	7 (18.9%)	1.70
Proportion of Existing Workers in Low Wage Positions (If Proportion is high, Mark "Low")	20 (54.1%)	8 (21.6%)	9 (24.3%)	1.70
Primary Factor Average	-	-	-	1.69

Respondents of the community survey completed in February 2021 for Nye County generally ranked the county's overall workforce characteristics as generally low with a primary factor average score of 1.69. For workforce size, or the total number of available workers needed to support existing and expanded business operations and development, survey respondents generally ranked this sub-factor as low with a weighted average score of 1.66. However, 17 survey respondents, or 48.6 percent, did rank this sub-factor as medium. An additional 15 survey respondents, or 42.9 percent, ranked this sub-factor as low and an additional three survey respondents, or 8.6 percent, ranked this sub-factor as high.

For the sub-factor of total employment, survey respondents generally ranked this sub-factor of workforce characteristics as generally low with a weighted average score of 1.70. A total of 18 survey respondents, or 48.7 percent, ranked this sub-factor as low, an additional 12 survey respondents, or 32.4 percent, ranked this sub-factor as medium, and an additional seven survey respondents, or 18.9 percent, ranked this sub-factor as high. For the final sub-factor of workforce characteristics, the proportion of existing workers in low wage positions, survey

respondents generally ranked this sub-factor as low with a weighted average score of 1.70. A total of 20 survey respondents, or 54.1 percent, ranked this sub-factor as low, an additional nine survey respondents, or 24.3 percent, ranked this sub-factor as high, and an additional eight survey respondents, or 21.6 percent, ranked this sub-factor as medium.

Table 4.4 presents the results of the environmental factors assessment for workforce characteristics for all of Nye County based upon the completed responses collected from workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021. This evaluation was completed in several small groups, including small groups located in Beatty, Pahrump, and Tonopah. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.4 – Question 2: For <u>Workforce Characteristics</u>, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High Results from the Nye County Strategic Planning Workshop				
Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Workforce Size	4 (66.7%)	1 (16.7%)	1 (16.7%)	1.50
Total Employment (If Unemployment Rate is high, Mark "Low")	3 (50.0%)	1 (16.7%)	2 (33.3%)	1.83
Proportion of Existing Workers in Low Wage Positions (If Proportion is high, Mark "Low")	3 (50.0%)	1 (16.7%)	2 (33.3%)	1.83
Primary Factor Average	-	-	-	1.72

The results for workforce characteristics as provided by workshop participants was similar to the results for this primary factor provided by survey respondents as workshop participants generally ranked this primary factor as low with a primary factor average score of 1.72. For the sub-factor of workforce size, workshop participants generally ranked this sub-factor as low with a weighted average score of 1.50 and a majority of workshop participants, four total responses or 66.7 percent, ranking the sub-factor as low. Workshop participants ranked the sub-factor of total employment as generally low with a weighted average score of 1.83 and with a majority of workshop participants, three total responses or 50.0 percent, ranking this sub-factor as low. Workshop participants also ranked the sub-factor of the proportion of existing workers in low wage positions as generally low with a weighted average score of 1.83 and with a majority of workshop participants, three total responses or 50.0 percent, ranking this sub-factor as low.

For just the community of Beatty, workshop participants ranked the primary factor of just the community's workforce characteristics as medium with a primary factor average score of 2.33. Workforce size for the community of Beatty was ranked low with a weighted average score of

1.00 but the sub-factors of total employment and the proportion of existing workers in low wage positions were each ranked high, each with a weighted average score of 3.00. While workshop participants representing Beatty generally agreed that total employment is generally strong and that individuals working throughout the community typically earn relatively high wages and incomes, workshop participants did note that continued growth of the community's workforce is critically needed in order to support future economic development and diversification efforts.

For just the town of Pahrump, workshop participants representing the community generally agreed that the community's overall workforce characteristics were low with a primary factor average score of 1.44. For workforce size, workshop participants representing the town of Pahrump ranked this sub-factor as generally low with a weighted average score of 1.33. The sub-factor of total employment was also ranked generally low with a weighted average score of 1.33 and the sub-factor of the proportion of existing workers in low wage positions was also ranked generally low with a weighted average score of 1.67. Continued improvement in the community's overall workforce characteristics, including improving the community's overall availability of workers, reducing overall unemployment, and improving the percentage of individuals in higher wage and income paying positions, should be a primary focus for the town of Pahrump as part of Nye County's revised five-year Comprehensive Economic Development Strategy.

Workshop participants representing the community of Tonopah generally ranked the community's overall workforce characteristics as slightly higher than the ranking of overall workforce characteristics for all of Nye County and for other individual communities located throughout Nye County. While the primary factor of workforce characteristics was still ranked as generally low by workshop participants representing the community of Tonopah, the primary factor average score of 1.83 for the community of Tonopah was one of the highest rankings relative to the rest of Nye County and to the other individual communities located throughout the county. For workforce size, workshop participants representing the community of Tonopah ranked this sub-factor as medium with a weighted average score of 2.00 and ranked total employment as medium with a weighted average score of 2.00. Only the proportion of existing workers in low wage positions sub-factor was ranked low by workshop participants representing the community of Tonopah, with a weighted average score of 1.50.

4.2.c Skill of Workforce

Table 4.5 presents the results of the environmental factors assessment for skill of the workforce for Nye County based upon the completed responses collected from respondents of the community survey. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Survey respondents ranked the primary factor of skill of the existing workforce as relatively low with a primary factor average of 1.28. The sub-factor of the percent of existing workforce in technology-oriented firms was ranked generally low by survey respondents. This first sub-factor had a weighted average score of 1.18 and a majority of survey respondents, 31 total survey respondents or 81.6 percent, ranking this sub-factor as low. The sub-factor of the percent of

existing workforce in professional-oriented firms was also ranked generally low by survey respondents. This second sub-factor had a weighted average score of 1.37 and a major of survey respondents, 25 total survey respondents or 65.8 percent, ranking this sub-factor as low.

Table 4.5 – Question 3: For <u>Skill of Workforce</u>, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High Results from the Nye County Community Survey				
Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Percent of Existing Workforce in Technology-Oriented Firms	31 (81.6%)	7 (18.4%)	0 (0.0%)	1.18
Percent of Existing Workforce in Professional-Oriented Firms	25 (65.8%)	12 (31.6%)	1 (2.6%)	1.37
Primary Factor Average	-	-	-	1.28

Table 4.6 presents the results of the environmental factors assessment for skill of the existing workforce for all of Nye County based upon the completed responses collected from workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021. This evaluation was completed in several small groups, including small groups located in Beatty, Pahrump, and Tonopah. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.6 – Question 3: For <u>Skill of Workforce</u>, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High Results from the Nye County Strategic Planning Workshop				
Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Percent of Existing Workforce in Technology-Oriented Firms	5 (83.3%)	1 (16.7%)	0 (0.0%)	1.17
Percent of Existing Workforce in Professional-Oriented Firms	4 (66.7%)	2 (33.3%)	0 (0.0%)	1.33
Primary Factor Average	-	-	-	1.25

Similar to the results of the community survey, workshop participants ranked the primary factor of skill of the existing workforce for all of Nye County as generally low with a primary factor average score of 1.23. The first sub-factor, the percent of existing workforce in technology-oriented firms, was ranked low by workshop participants with a weighted average score of 1.17

and with a majority of workshop participants, five total responses or 83.3 percent, ranking this sub-factor as low. The second sub-factor, the percent of existing workforce in professional-oriented firms, was also ranked low by workshop participants with a weighted average score of 1.33 and with a majority of workshop participants, four total responses or 66.7 percent, ranking this sub-factor as low.

For just the community of Beatty, workshop participants were in agreement that the skill of the community's existing workforce was low, with a primary factor average score of 1.00.

Workshop participants further agreed that the first sub-factor, the percent of existing workforce in technology-oriented firms, was low with a weighted average score of 1.00 and that the second sub-factor, the percent of existing workforce in professional-oriented firms, was low with a weighted average score of 1.00. Additional workforce development and job training programs was a specific strategy that workforce participants representing the community of Beatty felt could improve the overall skill set of the community's existing workforce. By improving the community's existing workforce skill level, individuals could potentially begin to secure jobs that pay significantly higher wages and income and contribute to overall economic development and diversification efforts for the community.

Workshop participants representing the town of Pahrump ranked the overall skill of the community's existing workforce as generally low with a primary factor average score of 1.17. Workshop participants further ranked the first sub-factor, the percent of existing workforce in technology-oriented firms, as low with a weighted average score of 1.00 and all three responses selecting low for this sub-factor. The second sub-factor, the percent of existing workforce in professional-oriented firms, was also ranked low by workshop participants with a weighted average score of 1.33 and with a majority of respondents, two total responses or 66.7 percent, selecting low for this sub-factor.

For the community of Tonopah, the primary factor of skill of the existing workforce was ranked generally low with a primary factor average score of 1.50. However, workshop participants representing the community of Tonopah were mixed in their individual evaluations of the two sub-factors, the percent of the existing workforce in technology-oriented firms and the percent of the existing workforce in professional-oriented firms. For the first sub-factor, the percent of existing workforce in technology-oriented firms, one respondent ranked the sub-factor as low and one respondent ranked the sub-factor as medium resulting in a weighted average score of 1.50. For the second sub-factor, the percent of existing workforce in professional-oriented firms, one respondent ranked the sub-factor as low and one respondent ranked the sub-factor as medium resulting in a weighted average score of 1.50.

4.2.d Land and Physical Capital

Table 4.7 presents the results of the environmental factors assessment for land and physical capital for Nye County based upon the completed responses collected from respondents of the community survey. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.7 – Question 4: For Land and Physical Capital, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High
Results from the Nye County Community Survey

Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Availability of Vacant Land	4 (10.5%)	8 (21.1%)	26 (68.4%)	2.58
Availability of Underused Land	4 (10.5%)	13 (34.2%)	21 (55.3%)	2.45
Access to Utilities (including communication)	16 (42.1%)	17 (44.7%)	5 (13.2%)	1.71
Access to Transportation (highways, airports, etc.)	20 (52.6%)	12 (31.6%)	6 (15.8%)	1.63
Primary Factor Average	-	-	-	2.09

Survey respondents ranked this primary factor, land and physical capital, as medium with a primary factor average score of 2.09. The availability of vacant land to support economic development efforts was ranked medium to high with a weighted average score of 2.58 and with a majority of survey respondents, 26 total survey respondents or 68.4 percent, ranking this sub-factor as high. The availability of underused land to support economic development efforts was also ranked medium to high with a weighted average score of 2.45 and with a majority of survey respondents, 21 total survey respondents or 55.3 percent, ranking this sub-factor as high. Overall access to utilities sub-factor was ranked as low to medium with a weighted average score of 1.71 and with 17 total survey respondents, or 44.7 percent, ranking this sub-factor as medium and with an additional 16 total survey respondents, or 42.1 percent, ranking this sub-factor as low. Overall access to transportation was ranked low to medium by survey respondent with a weighted average score of 1.63 and with 20 total survey respondents, or 52.6 percent, ranking this sub-factor as low and an additional 12 total survey respondents, or 31.6 percent, ranking this sub-factor as medium.

Table 4.8 presents the results of the environmental factors assessment for land and physical capital for all of Nye County based upon the completed responses collected from workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021. This evaluation was completed in several small groups, including small groups located in Beatty, Pahrump, and Tonopah. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Results for the first strategic economic development planning workshop held for Nye County in March 2021 for land and physical capital were very similar to the results collected from the community survey. For all of Nye County, workshop participants generally ranked this primary

factor as medium with a primary factor average score of 2.08. For the availability of vacant land needed to support economic development efforts, this sub-factor was ranked medium with a weighted average score of 2.17. The availability of underused land needed to support economic development efforts was ranked medium to high with a weighted average score of 2.50 and with four total responses, or 66.7 percent, ranking this sub-factor as low. Overall access to utilities was ranked as low to medium by workshop participants with a weighted average score of 1.83 and with three total responses, or 50.0 percent, ranking this sub-factor as low. Overall access to transportation for all of Nye County was also ranked low to medium with a weighted average score of 1.83 and with three total responses, or 50.0 percent, ranking this sub-factor as medium.

Table 4.8 – Question 4: For Land and Physical Capital, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High
Results from the Nye County Strategic Planning Workshop

Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Availability of Vacant Land	2 (33.3%)	1 (16.7%)	3 (50.0%)	2.17
Availability of Underused Land	1 (16.7%)	1 (16.7%)	4 (66.7%)	2.50
Access to Utilities (including communication)	3 (50.0%)	1 (16.7%)	2 (33.3%)	1.83
Access to Transportation (highways, airports, etc.)	2 (33.3%)	3 (50.0%)	1 (16.7%)	1.83
Primary Factor Average	-	-	-	2.08

For the community of Beatty, workshop participants generally ranked the community's overall stock of available land and physical capital as medium to high with a primary factor average score of 2.75. The availability of vacant land to support economic development in Beatty was ranked medium with a weighted average score of 2.00. The availability of underused land to support economic development, the overall access to utilities, and the overall access to transportation for the community of Beatty were each ranked high, each with a weighted average score of 3.00.

For the town of Pahrump, workshop participants generally ranked the community's overall stock of available land and physical capita as medium with a primary factor average score of 2.17. The availability of vacant land and the availability of underused land for the town of Pahrump were each ranked high by workshop participants representing the town of Pahrump, with each sub-factor having a weighted average score of 3.00. Overall access to utilities, including communication services, was ranked low by workshop participants for the town of Pahrump with a weighted average score of 1.00. Overall access to transportation, including access to major

highways, airports, and other transportation assets, was ranked medium for the town of Pahrump with a weighted average score of 1.67.

The overall availability of land and physical capital for the community of Tonopah was ranked as low to medium with a primary factor average of 1.63. The availability of vacant land and the availability of underused land to support economic development for the community of Tonopah was ranked by workshop participants as low with a weighted average score of 1.00 and a weighted average score of 1.50 respectively. Overall access to utilities, including critical communication services, was ranked medium to high with a weighted average score of 2.50 and the overall access to transportation, including major highways, airports, and other critical transportation assets, was ranked low to medium with a weighted average score of 1.50.

4.2.e Energy

Table 4.9 presents the results of the environmental factors assessment for energy for Nye County based upon the completed responses collected from respondents of the community survey. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.9 – Question 5: For <u>Energy</u>, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High				
Results from the Nye County Community Survey				
Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Reliability	3 (7.9%)	16 (42.1%)	19 (50.0%)	2.42
Access	3 (7.9%)	19 (50.0%)	16 (42.1%)	2.34
Price	3 (7.9%)	22 (57.9%)	13 (34.2%)	2.26
Primary Factor Average	-	-	-	2.34

For the primary factor of energy, including survey responses collected for reliability, access, and price, survey respondents generally ranked this environmental factor as medium with a primary factor average score of 2.34. Reliability was ranked by survey respondents as medium to high with a weighted average score of 2.42 and with 19 total survey respondents, or 50.0 percent, ranking this sub-factor as high and an additional 16 total survey respondents, or 42.1 percent, ranking this sub-factor as medium. Access was ranked by survey respondents as generally medium with a weighted average score of 2.42 and with 19 total survey respondents, or 50.0 percent, ranking access to energy as medium and an additional 16 total survey respondents, or 42.1 percent, ranking this sub-factor as high. Overall price of energy was ranked by survey

respondents as medium with a weighted average score of 2.26 and with 22 total survey respondents, or 57.9 percent, ranking this sub-factor as medium.

Table 4.10 presents the results of the environmental factors assessment for energy for all of Nye County based upon the completed responses collected from workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021. This evaluation was completed in several small groups, including small groups located in Beatty, Pahrump, and Tonopah. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.10 – Question 5: For <u>Energy</u>, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High				
Results from the Nye County Strategic Planning Workshop				
Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Reliability	0 (0.0%)	2 (33.3%)	4 (66.7%)	2.67
Access	1 (16.7%)	3 (50.0%)	2 (33.3%)	2.17
Price	3 (50.0%)	1 (16.7%)	2 (33.3%)	1.83
Primary Factor Average	-	-	-	2.22

Workshop participants ranked the primary factor of energy and the individual sub-factors of reliability, access, and price generally lower but still generally medium when compared to the results of the community survey. For the primary factor of energy, workshop participants ranked energy as generally medium for all of Nye County with a primary factor average score of 2.22. For the sub-factor reliability of energy for all of Nye County, workshop participants generally ranked this sub-factor as medium to high with a weighted average score of 2.67 and with four total responses, or 66.7 percent, being high. For the sub-factor access to energy, workshop participants ranked this sub-factor as generally medium with a weighted average score of 2.17 and with three total responses, or 50.0 percent, being medium. For the final sub-factor of price of electricity across all of Nye County, workshop participants ranked this sub-factor as low to medium with a weighted average score of 1.83 and with three total responses, or 50.0 percent, being low.

For just the community of Beatty, workshop participants ranked the primary factor of energy as generally medium with a primary factor average score of 2.00. Workshop participants ranked the reliability of energy sub-factor for the community of Beatty as high with a weighted average score of 3.00 but ranked the access to energy sub-factor for the community of Beatty as medium

with a weighted average score of 2.00. The overall price of electricity sub-factor was ranked by workshop participants as low with a weighted average score of 1.00.

Workshop participants representing the town of Pahrump ranked the energy primary factor for just the town of Pahrump as medium with a primary factor average score of 2.33. Workshop participants further ranked the reliability of energy sub-factor as medium to high with a weighted average score of 2.67 with two total responses, or 66.7 percent, selecting high for this sub-factor. For the access to energy sub-factor, workshop participants were evenly split in their selection of low (one response or 33.3 percent), medium (one response or 33.3 percent), and high (one response or 33.3 percent), resulting in a weighted average score of 2.00. For the price of electricity sub-factor for the town of Pahrump, workshop participants ranked this sub-factor as medium to high with a weighted average score of 2.33 and with two total responses, or 66.7 percent, selecting low for this sub-factor.

For the community of Tonopah, workshop participants ranked the energy primary factor as medium with a primary factor average score of 2.17. Overall reliability of energy in the community of Tonopah and the community's overall access to energy were both ranked as medium to high, each with a weighted average score of 2.50. For the overall price of electricity sub-factor, workshop participants representing the community of Tonopah ranked this sub-factor as generally low to medium with a weighted average score of 1.50.

4.2.f Financial Capital

Table 4.11 presents the results of the environmental factors assessment for financial capital for Nye County based upon the completed responses collected from respondents of the community survey. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Financial capital represents another critical area that both survey respondents and workshop participants identified as a needed primary area of focus for Nye County and the Southwest Central Regional Economic Development Authority to focus on as part of the implementation of this revised five-year Comprehensive Economic Development Strategy for Nye County. Survey respondents generally ranked the financial capital primary factor as low with a primary factor average score of 1.45. Survey respondents ranked the predisposition of local banks to lend to new and existing businesses as low to medium with a weighted average score of 1.59 and with 20 total survey respondents, or 54.1 percent, selecting medium for this sub-factor. For the ability of new and existing businesses to secure gap financing sub-factor, survey respondents ranked this sub-factor as low to medium with a weighted average score of 1.54 and with 19 total survey respondents, or 51.4 percent, selecting low for this sub-factor. For the ability to secure venture capital sub-factor, survey respondents firmly ranked this sub-factor as low with a weighted average score of 1.22 and with 29 total survey respondents, or 78.4 percent, selecting low. For the fourth and final sub-factor, the ability of new and existing businesses to secure angel capital, survey respondents again definitively ranked this sub-factor as low with a weighted average score of 1.19 and with 30 total survey respondents, or 81.1 percent, selecting low for this sub-factor.

Table 4.11 – Question 6: For Financial Capital, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High
Results from the Nye County Community Survey

Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Predisposition of Local Banks to Lend	16 (43.2%)	20 (54.1%)	1 (2.7%)	1.59
Ability to Secure Gap Financing (typically small, short-term loans)	19 (51.4%)	16 (43.2%)	2 (5.4%)	1.54
Ability to Secure Venture Capital (financing that includes partial ownership in a company)	29 (78.4%)	8 (21.6%)	0 (0.0%)	1.22
Ability to Secure Angel Capital (financing that is either a grant or at very low interest)	30 (81.1%)	7 (18.9%)	0 (0.0%)	1.19
Primary Factor Average	-	-	-	1.39

Table 4.12 presents the results of the environmental factors assessment for financial capital for all of Nye County based upon the completed responses collected from workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021. This evaluation was completed in several small groups, including small groups located in Beatty, Pahrump, and Tonopah. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021 generally ranked the overall availability of financial capital to support new and existing business start-ups and expansion efforts as generally low with a primary factor average score of 1.45. For all of Nye County, workshop participants ranked the predisposition of local banks to lend to new and existing businesses as low to medium with a weighted average score of 1.60 and three total responses, or 60.0 percent, selecting medium for this sub-factor. For the ability of new and existing businesses to secure gap financing, workshop participants generally ranked this sub-factor as low to medium as well, with a similar weighted average score of 1.60 and three total responses, or 60.0 percent, selecting medium for this sub-factor. Workshop participants ranked the ability of new and existing businesses to secure venture capital as low with a weighted average score of 1.40 and ranked the ability of new and existing businesses to secure angel capital as low with a weighted average score of 1.20.

Based upon the results of the community survey and on the results provided by workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021, overall improvement in the availability of financial capital assets should be a primary focus of this revised five-year Comprehensive Economic

Development Strategy for Nye County. Improvements to the overall availability of venture capital resources and angel capital resources are most critical in order to support new business start-ups and entrepreneurial-based development throughout the county.

Table 4.12 – Question 6: For Financial Capital, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High Results from the Nye County Strategic Planning Workshop				
Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Predisposition of Local Banks to Lend	2 (40.0%)	3 (60.0%)	0 (0.0%)	1.60
Ability to Secure Gap Financing (typically small, short-term loans)	2 (40.0%)	3 (60.0%)	0 (0.0%)	1.60
Ability to Secure Venture Capital (financing that includes partial ownership in a company)	3 (60.0%)	2 (40.0%)	0 (0.0%)	1.40
Ability to Secure Angel Capital (financing that is either a grant or at very low interest)	4 (80.0%)	1 (20.0%)	0 (0.0%)	1.20
Primary Factor Average	-	-	-	1.45

For just the community of Beatty, workshop participants ranked the financial capital primary factor as low with a primary factor average of 1.00. Each of the four sub-factors, the predisposition of local banks to lend, the ability of new and existing businesses to secure gap financing, the ability to secure venture capital, and the ability to secure angel capital, were each ranked low with each sub-factor having a weighted average score of 1.00. Workshop participants representing the community of Beatty noted that the general lack of available financial capital for new and existing businesses and entrepreneurial-based start-ups is a key limiting factor on current and future economic development and diversification efforts.

Workshop participants representing the town of Pahrump ranked the financial capital primary factor for the community as generally low with a primary factor average score of 1.58. While the last three sub-factors were ranked low to medium, the predisposition of local banks in and around the town of Pahrump was ranked as medium by workshop participants, with a weighted average score of 2.00 and all three responses, or 100.0 percent, selecting medium for this sub-factor. The ability to secure gap financing was ranked low to medium by workshop participants representing the town of Pahrump, with a weighted average score of 1.67 and two total responses, or 66.7 percent, selecting medium for this sub-factor. The ability to secure venture capital and the ability to secure angel capital were each ranked low by workshop participants, with each sub-factor having a weighted average score of 1.33 respectively.

For the community of Tonopah, workshop participants ranked the financial capital primary factor for the community as generally low with a primary factor average score of 1.50. Workshop

participants representing the community of Tonopah ranked the predisposition of local banks to lend to new and existing businesses as low with a weighted average score of 1.00. The ability of new and existing business to secure gap financing sub-factor and the ability of new and existing businesses to secure venture capital sub-factor for the community of Tonopah were each ranked medium by workshop participants, with each sub-factor having a weighted average score of 2.00 respectively. The final sub-factor, the ability of new and existing businesses to secure angel capital, was definitively ranked low by workshop participants, with a weighted average score of 1.00.

4.2.g Tax Structure

Table 4.13 presents the results of the environmental factors assessment for tax structure for Nye County based upon the completed responses collected from respondents of the community survey. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.13 – Question 7: For Tax Structure, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High
Results from the Nye County Community Survey

Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Favorability to Business	13 (35.1%)	16 (43.2%)	8 (21.6%)	1.86
Favorability to Retirees	11 (29.7%)	10 (27.0%)	16 (43.2%)	2.14
Favorability to Residents	10 (27.0%)	18 (48.7%)	9 (24.3%)	1.97
Primary Factor Average	-	-	-	1.99

Survey respondents ranked the primary factor of tax structure for Nye County, in-terms of the ability of the tax structure to support economic development and diversification efforts, as medium with a primary factor average score of 1.99. Favorability to business was ranked as low to medium with a weighted average score of 1.86 and with 16 total survey respondents, or 43.2 percent, answering medium and an additional 13 total survey respondents, or 35.1 percent, answering low. Favorability to retirees was ranked as medium by survey respondents with a weighted average score of 2.14 with 16 total survey respondents, or 43.2 percent, answering high and an additional 11 total survey respondents, or 29.7 percent, answering low. Favorability to residents was generally ranked as medium with a weighted averages score of 1.97 with 18 total survey respondents, or 48.7 percent, answering medium and ten additional total survey respondents, or 27.0 percent, answering low.

Table 4.14 presents the results of the environmental factors assessment for tax structure for all of Nye County based upon the completed responses collected from workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021. This evaluation was completed in several small groups, including small groups located in Beatty, Pahrump, and Tonopah. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.14 – Question 7: For Tax Structure, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High
Results from the Nye County Strategic Planning Workshop

Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Favorability to Business	1 (16.7%)	2 (33.3%)	3 (50.0%)	2.33
Favorability to Retirees	1 (16.7%)	0 (0.0%)	5 (83.3%)	2.67
Favorability to Residents	1 (16.7%)	1 (16.7%)	4 (66.7%)	2.50
Primary Factor Average	-	-	-	2.50

The ability of the local tax structure in Nye County to support economic development and diversification efforts was ranked considerably higher than the rankings provided by survey respondents. Workshop participants ranked the primary factor of tax structure as medium to high with a primary factor average score of 2.50. Workshop participants ranked the favorability of the tax structure to business as medium with a weighted average score of 2.33 and with three total responses, or 50.0 percent, selecting high. For overall favorability to retirees, workshop participants ranked this sub-factor as medium to high with a weighted average score of 2.67 and with five total responses, or 83.3 percent, selecting high. Favorability to residents of Nye County's tax structure was ranked medium to high with a weighted average score of 2.50 and with four total responses, or 66.7 percent, selecting high.

Workshop participants representing the community of Beatty ranked the primary factor of tax structure as high with a primary factor average score of 3.00. Each of the three sub-factors, favorability to business, favorability to retirees, and favorability to residents, were each ranked high by workshop participants representing the community of Beatty with a weighted average score of 3.00 for each sub-factor.

The overall favorability of the local tax structure to support economic development and diversification efforts, as evaluated by workshop participants representing the town of Pahrump, was ranked medium with a primary factor average score of 2.11. For favorability of the local tax

structure to business, workshop participants representing the town of Pahrump ranked this sub-fact as medium with a weighted average score of 2.00. Favorability to retirees was ranked as medium with a weighted average score of 2.33 and with two responses, or 66.7 percent, selecting high. The favorability of the local tax structure to residents sub-factor was ranked medium with a weighted average score of 2.00.

For the community of Tonopah, workshop participants ranked the primary factor of tax structure and each of the individual sub-factors as generally high, with the primary factor of tax structure having a primary factor average score of 2.83. The favorability to business sub-factor for the community of Tonopah was ranked medium to high with a weighted average score of 2.50. Both of the final two sub-factors, favorability of the tax structure to retirees and favorability of the tax structure to residents, were both ranked high by workshop participants representing the community of Tonopah, with each sub-factor having a weighted average score of 3.00.

4.2.h Community Culture

Table 4.15 presents the results of the environmental factors assessment for community culture for Nye County based upon the completed responses collected from respondents of the community survey. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

**Table 4.15 – Question 8: For Community Culture, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High
Results from the Nye County Community Survey**

Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Support for Business	11 (29.0%)	13 (34.2%)	14 (36.8%)	2.08
Willingness of Individuals to Risk Personal Capital (business start-up)	18 (48.7%)	16 (43.2%)	3 (8.1%)	1.59
Willingness to Accept Possible Externalities (possibility that the start-up business might fail)	13 (35.1%)	19 (51.4%)	5 (13.5%)	1.78
Willingness to Alter the "Status Quo" (existing community culture)	22 (59.5%)	9 (24.3%)	6 (16.2%)	1.57
Primary Factor Average	-	-	-	1.76

Community survey respondents ranked community culture, in-terms of the willingness of individuals to engage in new small business and entrepreneurial-based start-up activities and the overall level of support that is provided to the business community, has low to moderate with a primary factor average score of 1.76. Support for business was ranked medium by survey

respondents with a weighted average score of 2.08 and with 14 total survey respondents, or 36.8 percent, answering high and an additional 13 total survey respondents, or 34.2 percent, answering medium. The overall willingness of individuals to risk their own personal capital to start a new business was ranked low to medium with a weighted average score of 1.59 and with 18 total survey respondents, or 48.7 percent, answering low and an additional 16 total survey respondents, or 43.2 percent, answering medium. The overall willingness of individuals to accept the possibility that their business start-up might fail (associated externalities) was ranked as low to medium with a weighted average score of 1.78 and with 19 total survey respondents, or 51.4 percent, answering medium and an additional 13 total survey respondents, or 35.1 percent, answering low. The overall willingness of individuals to alter the status quo and change the existing community culture was ranked as generally low with a weighted average score of 1.57 with 22 total survey respondents, or 59.5 percent, answering low and just nine additional survey respondents, or 24.3 percent, answering medium.

Table 4.16 presents the results of the environmental factors assessment for community culture for all of Nye County based upon the completed responses collected from workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021. This evaluation was completed in several small groups, including small groups located in Beatty, Pahrump, and Tonopah. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.16 – Question 8: For Community Culture, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High
Results from the Nye County Strategic Planning Workshop

Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Support for Business	0 (0.0%)	3 (50.0%)	3 (50.0%)	2.50
Willingness of Individuals to Risk Personal Capital (business start-up)	2 (33.3%)	1 (16.7%)	3 (50.0%)	2.17
Willingness to Accept Possible Externalities (possibility that the start-up business might fail)	2 (33.3%)	3 (50.0%)	1 (16.7%)	1.83
Willingness to Alter the "Status Quo" (existing community culture)	2 (33.3%)	2 (33.3%)	2 (33.3%)	2.00
Primary Factor Average	-	-	-	2.13

Like tax structure, workshop participants who participated in the first strategic economic development planning workshop for Nye County in March 2021 noticeably ranked community culture and each of the four sub-factors considerably higher than survey respondents. Workshop participants ranked the overall community culture of Nye County, in-terms of general support for

economic development and new business creation efforts, as medium with a primary factor average score of 2.13. The level of support for business in general was ranked as medium to high by workshop participants with a weighted average score of 2.50 and with three responses, or 50.0 percent, selecting medium and three additional responses, or 50.0 percent, selecting high. For the overall willingness of individuals to risk their own personal capital to support new business creation efforts, workshop participants ranked this sub-factor as medium with a weighted average score of 2.17 and three total responses, or 50.0 percent, selecting high. The willingness of individual to accept the possibility that their new business start-up might fail was ranked as low to medium by workshop participants with a weighted average score of 1.83. The final sub-factor, the general willingness of individuals to alter the existing community culture, was ranked as medium by workshop participants with a weighted average score of 2.00.

Workshop participants representing the community of Beatty ranked the overall community culture of Beatty, in-terms of overall community support for economic development and new business creation efforts, as medium to high with a primary factor average score of 2.50. Both support for business and the willingness of individuals to risk their own personal capital to support new business start-up efforts were ranked as high by workshop participants, with each sub-factor having a weighted average score of 3.00. Workshop participants representing the community of Beatty ranked the overall willingness of individuals to accept the possibility that their new business start-up might fail as low with a weighted average score of 1.00. The final sub-factor, the general willingness of individuals to alter the exiting community culture, was ranked as high by workshop participants with a weighted average score of 3.00.

For the town of Pahrump, workshop participants ranked the overall community culture as low to medium with a primary factor average score of 1.83. Workshop participants representing the town of Pahrump ranked the community's overall support of business as medium with a weighted average score of 2.00. The overall willingness of individuals in and around the community of Pahrump to risk their own personal capital to support their own new business start-up and the overall willingness of individuals in and around the community of Pahrump to accept the possibility that their new business start-up might fail were both ranked as low to medium by workshop participants, with each sub-factor having a weighted average score of 1.67. Workshop participants representing the town of Pahrump ranked the final sub-factor, the general willingness of the community to change the community's existing culture, as medium with a weighted average score of 2.00.

Workshop participants representing the community of Tonopah ranked the overall community culture of Tonopah, in-terms of overall community support for economic development and new business creation efforts, as medium to high with a primary factor average score of 2.38. The overall level of support for business sub-factor was ranked as high by workshop participants, with a weighted average score of 3.00. Both sub-factors, the willingness of individuals to risk their personal capital to support their own new business start-up efforts and the willingness of individuals to accept the possibility that their new business start-up might fail, were ranked as medium to high by workshop participants representing to the community of Tonopah, with each sub-factor having a weighted average score of 2.50. The final sub-factor, the general willingness of the community to change the community's existing culture, was ranked as low to medium by

workshop participants, with a weighted average score of 1.50 and with one response ranking this sub-factor as low and with one additional response ranking this sub-factor as medium.

4.2.i Geography

Table 4.17 presents the results of the environmental factors assessment for geography for Nye County based upon the completed responses collected from respondents of the community survey. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.17 – Question 9: For Geography, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High Results from the Nye County Community Survey				
Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Desirability of Climate	5 (13.2%)	11 (29.0%)	22 (57.9%)	2.45
Desirability of Topography	6 (15.8%)	17 (44.7%)	15 (39.5%)	2.24
Proximity to Key Economic and Population Centers	11 (29.0%)	14 (36.8%)	13 (34.2%)	2.05
Access to National and International Markets (major transportation networks like highways, freeways, airports, etc.)	20 (52.6%)	12 (31.6%)	6 (15.8%)	1.63
Primary Factor Average	-	-	-	2.09

Survey respondents ranked the geography of Nye County, as it pertains to supporting economic development, as medium with a primary factor average score of 2.09. For desirability of the climate, survey respondents ranked this sub-factor as medium to high with a weighted average score of 2.45 and with 22 total survey respondents, or 57.9 percent, ranking this sub-factor as high and 11 total survey respondents, or 29.0 percent, ranking this sub-factor as medium. For desirability of topography, survey respondents ranked this sub-factor as medium with a weighted average score of 2.24 and with 17 total survey respondents, or 44.7 percent, ranking this sub-factor as medium and an additional 15 total survey respondents, or 39.5 percent, ranking this sub-factor as high. Survey respondents ranked Nye County's overall proximity to key economic and population centers as medium with a weighted average score of 2.05 with 14 total survey respondents, or 36.8 percent, ranking this sub-factor as medium and an additional 13 total survey respondents, or 34.2 percent, ranking Nye County's proximity to key economic and population centers as high. For the overall access to national and international markets, survey respondents ranked this sub-factor as low to medium with a weighted average score of 1.63 and with 20 total

survey respondents, or 52.6 percent, ranking this sub-factor as low and 12 additional total survey respondents ranking this sub-factor as medium.

Table 4.18 presents the results of the environmental factors assessment for geography for all of Nye County based upon the completed responses collected from workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021. This evaluation was completed in several small groups, including small groups located in Beatty, Pahrump, and Tonopah. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Table 4.18 – Question 9: For Geography, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High
Results from the Nye County Strategic Planning Workshop

Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Desirability of Climate	0 (0.0%)	3 (50.0%)	3 (50.0%)	2.50
Desirability of Topography	0 (0.0%)	1 (16.7%)	5 (83.3%)	2.83
Proximity to Key Economic and Population Centers	4 (66.7%)	1 (16.7%)	1 (16.7%)	1.50
Access to National and International Markets (major transportation networks like highways, freeways, airports, etc.)	3 (50.0%)	2 (33.3%)	1 (16.7%)	1.67
Primary Factor Average	-	-	-	2.13

The results for the primary factor of geography for Nye County provided by workshop participants who participated in the first strategic economic development planning workshop for Nye County in March 2021 were similar to the community survey results. Workshop participants ranked the primary factor of Nye County's geography, as it pertains to supporting economic development efforts, as medium with a primary factor average score of 2.13. Desirability of climate was ranked medium by workshop participants with a weighted average score of 2.50 and desirability of topography was ranked medium to high by workshop participants with a weighted average score of 2.83. Workshop participants ranked Nye County's overall proximity to key economic and population centers as low to medium with a weighted average score of 1.50 and ranked Nye County's overall access to national and international markets as low to medium with a weighted average score of 1.67.

Workshop participants representing the community of Beatty ranked the community's geography as medium with a primary factor average score of 2.00. The desirability of Beatty's climate and

the overall desirability of Beatty's topography, in-terms of supporting local community and economic development efforts, were each ranked high by workshop participants, with each sub-factor having a weighted average score of 3.00. The proximity of Beatty to key economic and population centers and Beatty's overall access to national and international markets were each ranked low by workshop participants, with each sub-factor having a weighted average score of 1.00.

For the town of Pahrump, workshop participants ranked Pahrump's overall geography as medium to high with a primary factor average score of 2.42. The desirability of Pahrump's climate and the overall desirability of Pahrump's topography, in-terms of supporting local community and economic development efforts, were each ranked medium to high by workshop participants, with each sub-factor having a weighted average score of 2.67. Pahrump's overall proximity to key economic and population centers was ranked medium by workshop participants, with a weighted average score of 2.00. Workshop participants ranked Pahrump's overall access to national and international markets as medium with a weighted average score of 2.33.

Workshop participants representing the community of Tonopah ranked the community's overall geography as low to medium with a primary factor average score of 1.75. Workshop participants further ranked the overall desirability of Tonopah's climate as medium with a weighted average score of 2.00. The desirability of Tonopah's topography was ranked as high by workshop participants, with a weighted average score of 3.00. The overall proximity of Tonopah to key economic and population centers and Tonopah's overall access to national and international markets were each ranked low by workshop participants, with each sub-factor having a weighted average score of 1.00.

While survey respondents and workshop participants generally agreed that the overall climate and topography of Nye County and of Nye County's individual communities represent a strategic economic development advantage, workshop participants and survey respondents generally agreed that Nye County and the county's individual communities of Beatty, Pahrump, and Tonopah suffer from their geographic distance from key economic centers and major population centers. Workshop participants and survey respondents also agreed that new business creation and attraction efforts and existing business retention and expansion efforts are limited due to a lack of access to national and international markets.

4.2.j Research Environment

Table 4.19 presents the results of the environmental factors assessment for Nye County's research environment based upon the completed responses collected from respondents of the community survey. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Survey respondents ranked Nye County's existing research environment as generally low with a primary factor average score of 1.44. Nye County's overall linkage to research universities and community colleges was also ranked relatively low by survey respondents, with a weighted

average score of 1.30 and with 26 total survey respondents, or 70.3 percent, ranking this sub-factor as low. Overall access to Internet and to broadband connectivity throughout all of Nye County was ranked as generally medium with a weighted average score of 1.94 and with 20 total survey respondents, or 55.6 percent, ranking this sub-factor as medium. The final sub-factor for research environment, Nye County's overall access to private laboratories, was ranked extremely low with a weighted average score of 1.08 and with 35 total survey respondents, or 94.6 percent, ranking this sub-factor as low.

Table 4.19 – Question 10: For Research Environment, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High Results from the Nye County Community Survey				
Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Linkage to Research University(ies), Community Colleges	26 (70.3%)	11 (29.7%)	0 (0.0%)	1.30
Access to Internet and Broadband Connectivity	9 (25.0%)	20 (55.6%)	7 (19.4%)	1.94
Access to Private Laboratories	35 (94.6%)	1 (2.7%)	1 (2.7%)	1.08
Primary Factor Average	-	-	-	1.44

Table 4.20 presents the results of the environmental factors assessment for Nye County's overall research environment based upon the completed responses collected from workshop participants who participated in the first strategic economic development planning workshop held for Nye County in March 2021. This evaluation was completed in several small groups, including small groups located in Beatty, Pahrump, and Tonopah. The average score for each individual sub-factor and for the primary environmental factor based on the average individual score and the overall group score is presented.

Workshop participants who participated in the first strategic economic development planning workshop for Nye County held in March 2021 ranked the county's overall research environment as relatively low with a primary factor average score of 1.39, similar as to how survey respondents evaluated Nye County's overall research environment. Workshop participants ranked the county's overall linkage to research universities and community colleges as generally low with a weighted average score of 1.33. Access to Internet and broadband connectivity was ranked as relatively medium with a weighted average score of 1.83 although three total responses, or 50.0 percent, did rank overall access to Internet and broadband connectivity for all of Nye County as low. General access to private laboratories was definitively ranked as low by workshop participants with a weighted average score of 1.00 and with all six workshop participant responses, or 100.0 percent, selecting low for this sub-factor.

Table 4.20 – Question 10: For Research Environment, please rank each individual sub-factor as either (1) Low, (2) Medium, or (3) High
Results from the Nye County Strategic Planning Workshop

Sub-Factor	Number of LOW Responses	Number of MEDIUM Responses	Number of HIGH Responses	Weighted Average Score
Linkage to Research University(ies), Community Colleges	4 (66.7%)	2 (33.3%)	0 (0.0%)	1.33
Access to Internet and Broadband Connectivity	3 (50.0%)	1 (16.7%)	2 (33.3%)	1.83
Access to Private Laboratories	6 (100.0%)	0 (0.0%)	0 (0.0%)	1.00
Primary Factor Average	-	-	-	1.39

Workshop participants representing the community of Beatty ranked their community's overall research environment as generally low to medium with a primary factor average of 1.67. Beatty's overall linkage to research universities and community colleges was ranked as low by workshop participants, with a weighted average score of 1.00. Workshop participants ranked the overall level of access to Internet and broadband connectivity as high with a weighted average score of 3.00, reflecting recent major investments made into the community's broadband and telecommunication infrastructure. The community's overall access to private laboratories was ranked low by workshop participants representing the community of Beatty, with a weighted average score of 1.00.

Despite the town of Pahrump being Nye County's single largest population center, workshop participants ranked Pahrump's overall research environment as generally low with a primary factor average score of 1.44. Each of the three individual sub-factors for the town of Pahrump, including linkage to research universities and community colleges, overall access to Internet and broadband connectivity, and access to private laboratories, were each ranked as low to medium, with each sub-factor having a weighted average score of 1.67. Despite recently completed broadband and telecommunication infrastructure projects in and around the town of Pahrump, workshop participants noted that additional improvements to Pahrump's existing stock of broadband and telecommunication infrastructure assets is needed.

The overall research environment for the community of Tonopah, with a primary factor average score of 1.17, was ranked as generally low by workshop participants representing the community of Tonopah. Workshop participants representing the community of Tonopah ranked the first sub-factor, the community's overall linkage to research universities and community colleges, as definitively low with a weighted average score of 1.00. The second sub-factor, overall access to Internet and broadband connectivity, was ranked as low to medium by workshop participants, with a weighted average score of 1.50. Workshop participants also ranked the third and final

sub-factor, the community's general level of access to private laboratories, as definitively low with a weighted average score of 1.00.

Improvements in Nye County's overall research environment and the in the overall research environment for the individual communities of Beatty, Pahrump, and Tonopah were additional economic environmental factors, as identified by workshop participants and survey respondents, that will require additional attention as part of the further implementation of this revised five-year Comprehensive Economic Development Strategy for Nye County. While Nye County has completed a number of recent broadband and telecommunication infrastructure improvement projects, further improvement in the county's overall stock of broadband and telecommunication infrastructure will be needed to support future community and economic development efforts. Improved linkages with research universities and community colleges operating throughout the state of Nevada and improving access to private laboratories could help support future economic development and diversification strategies and should be pursued as part of this revised five-year Comprehensive Economic Development Strategy for Nye County.

4.3 Results of a Community and Economic Development Readiness Assessment for Nye County

As part of the broader community and economic development assessment of Nye County, workshop participants and participating community and economic development partners representing specific communities within the county were asked to complete a comprehensive community and economic development readiness assessment. This comprehensive community and economic development readiness assessment was divided into four parts, with workshop participants evaluating a series of statements across four different capacity areas including Baseline Capacity, Civic Capacity, Economic Development Capacity, and Community Development Capacity.

4.3.a Baseline Capacity Statements

Table 4.21 presents the aggregated results of workshop participants answers to the 18 individual statements for Baseline Capacity for all of Nye County combined. The individual response for each Baseline Capacity statement with the highest number of responses is highlighted.

In general, workshop participants noted a number of critical successes that Nye County and each individual community, including the community of Amargosa Valley, the town of Beatty, the town of Tonopah, and the town of Pahrump, have made in improving the overall degree of baseline community and economic development readiness. Workshop participants highlighted a number of recently completed or ongoing infrastructure programs and projects that have significantly improved the water systems of individual communities located throughout Nye County. Workshop participants also noted that the county government and each individual community has worked with key state and federal partners to improve existing surface roadway and major state and federal highway infrastructure assets and to improve existing local fire services and police and law enforcement services. While the southern part of Nye County has benefited from improvements in the community's existing health care infrastructure, workshop

participants did note that additional improvement and capacity in the health care infrastructure for the town of Beatty and the town of Tonopah is needed in order to support future community and economic growth.

Table 4.21 – Results of a Community and Economic Development Readiness Assessment Baseline Capacity Statements, All of Nye County Combined

Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	N/A	Don't Know
The community has a water system that meets or exceeds state/federal standards.	5	0	0	2	0	0
The community has a water system that has capacity for growth.	3	0	2	1	0	1
The community has water meters.	4	0	2	1	0	0
The community's waste water system meets or exceeds state/federal standards.	4	1	0	1	1	0
The community has a waste water system that has capacity for growth.	4	0	0	2	0	1
The community has storm water drainage and flood retention systems.	0	2	2	3	0	0
There are local business providing goods and services to residents.	6	0	1	0	0	0
Community and businesses are served with an adequate road and street system.	3	3	1	0	0	0
There are local fire services available.	6	0	1	0	0	0
There are police/law enforcement services available.	6	0	1	0	0	0
There are local clinic or primary care services available in the community.	5	1	1	0	0	0
There is a hospital within a 60-minute drive.	3	1	0	2	1	0
There are local immunization services available for children and adults.	5	2	0	0	0	0
There is an assisted living facility in the community.	3	0	0	2	2	0
There are single/multi-family rental housing for low/moderate-income levels.	4	0	2	0	1	0
The community has phone services available.	7	0	0	0	0	0
The community has local Internet access.	7	0	0	0	0	0

For certain parts of Nye County, especially for the town of Beatty and the town of Tonopah, workshop participants noted a growing need for improvements in each community's existing housing stock. Improving the availability of market-rate housing, including both owner-occupied and renter-occupied housing, and the availability of assisted living facilities and specialty housing is needed in order to support sustainable population growth, additional economic growth, and to provide needed services to growing parts of each community's population including each community's senior populations. A number of workshop participants and community and economic development representatives noted the growing need to develop a

comprehensive strategy designed to support the development of new housing that is needed to support sustainable community development and targeted economic development efforts.

4.3.b Civic Capacity Statements

Table 4.22 presents the aggregated results of workshop participants answers to the 22 individual statements for Civic Capacity for all of Nye County combined. The individual response for each Civic Capacity statement with the highest number of responses is highlighted.

Table 4.22 – Results of a Community and Economic Development Readiness Assessment Civic Capacity Statements, All of Nye County Combined						
Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	N/A	Don't Know
The community has a clear vision for the present and future.	0	4	1	2	0	0
The community has considered its strengths, weaknesses, opportunities and threats and developed a strategic community/economic development plan.	4	2	0	1	0	0
The strategic plan considers regional and statewide strategies and opportunities.	2	1	2	2	0	0
Citizens are well informed about economic development activities.	0	2	2	2	0	1
Citizens are given the opportunity to engage in community/economic development efforts.	3	1	0	2	0	1
There is a track record of positive community activity.	3	3	0	1	0	0
There is a system to measure progress and to learn from results of action.	0	0	3	3	0	1
The community celebrates successes.	3	1	1	1	0	1
There is a recognized community and economic development group with structures/procedures that sustain positive action in the community.	0	3	2	2	0	0
The community/economic development group process is open and participatory.	2	0	3	0	0	1
The community/economic development group is successfully building partnerships with groups within/beyond the community.	2	2	0	1	0	1
The community has considered its strengths, weaknesses, opportunities and threats and developed a strategic community/economic development plan.	3	2	0	1	0	0
The community/economic development group is successful in obtaining external assistance and resources necessary to carry out its project goals.	1	3	0	1	0	1
The community/economic development group has active participation by the diverse segments of the community.	1	1	2	1	0	1
Leadership of the community and economic development group reflects the diverse segments of the community.	1	1	2	1	0	1
The community/economic development group seeks out training/assistance to improve members' skills/ knowledge base to carry out action plans/accomplish goals.	1	3	1	1	0	0

Table 4.22 Cont'd – Results of a Community and Economic Development Readiness Assessment
Civic Capacity Statements, All of Nye County Combined

Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	N/A	Don't Know
The leadership shares responsibility for carrying out the work of the community and economic development group rather than trying to do it all themselves.	0	3	2	1	0	0
Leaders have skills and technical knowledge to work effectively in our community.	1	3	0	2	0	1
Over time, the elected body and community groups have been able to draw new people into leadership positions (appointed boards/commissions, task force chairs, project leaders, etc.).	3	2	0	2	0	0
A culture of entrepreneurship exists that recognizes and rewards new ideas, innovation, partnerships, and collaboration.	0	1	2	2	1	1
There is public and private sector participation and cooperation in local and regional efforts.	2	3	1	1	0	0
The community boards, organizations and councils have no open positions and there is a pool of volunteers to fill vacancies if they arise.	0	2	2	2	0	1

Historically, workshop participants noted that Nye County's economic development efforts had lacked a true regional perspective while also not addressing local community and economic development needs. While workshop participants also noted that the existing strategic economic development for Nye County failed to consider regional and statewide economic development strategies and opportunities, that individual citizens were not necessarily well informed about different economic development activities, and that there was not a comprehensive system in place to measure progress and learn from the results of past economic development efforts, many of these concerns have been addressed in the development of this revised and new five-year Comprehensive Economic Development Strategy. This revised and new five-year Comprehensive Economic Development Strategy for Nye County and for the Southwest Central Regional Economic Development Authority has been developed to incorporate community-level input from various community and economic development representatives and the development of specific economic development goals and actions have been created to address community-level needs while taking advantage of emerging regional and statewide opportunities.

Moving forward, and as part of the eventual implementation of this revised and new Comprehensive Economic Development Strategy over the next five years, workshop participants noted the need to support the eventual creation of a entrepreneurship oriented culture at the community level that recognizes and rewards new ideas, innovation, partnerships, and collaboration. Workshop participants further noted that the successful implementation of the goals, objectives and actionable items outlined in this five-year Comprehensive Economic Development Strategy for Nye County and for the Southwest Central Regional Economic Development Authority will require the engaged commitment of local town and community boards, organizations, and councils and, in-turn, active recruitment and filling of positions on these various boards, organizations, and councils will be needed in order to build the sufficient

civic capacity needed at the community level to support program and project development, implementation, and administration.

4.3.c Economic Development Capacity Statements

Table 4.23 presents the aggregated results of workshop participants answers to the 30 individual statements for Economic Development Capacity for all of Nye County combined. The individual response for each Economic Development Capacity statement with the highest number of responses is highlighted.

Table 4.23 – Results of a Community and Economic Development Readiness Assessment Economic Development Capacity Statements, All of Nye County Combined

Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	N/A	Don't Know
There is a community and economic development group that is proactive rather than reactive.	2	3	0	1	0	1
There is a committee or group that provides or brokers assistance to startup businesses or entrepreneurs.	2	1	0	3	1	0
There is a committee/group that provides/brokers assistance to help retain/expand local businesses and industry.	2	1	0	3	1	0
There is a committee/group that is involved with targeted recruitment of new retail, service and industrial businesses.	3	0	0	2	1	1
The community has industrially zoned land that is ready to build or occupy at a reasonable market rate.	1	1	2	1	2	0
The community has industrially zoned buildings that are ready to build or occupy at a reasonable market rate.	0	0	2	3	2	0
The community has commercially zoned land that is ready to build or occupy at a reasonable market rate.	1	1	2	2	1	0
The community has commercially zoned buildings that are ready to occupy at a reasonable market rate.	0	1	1	2	2	1
The community has financial resources available for businesses and industrial development (revolving loan funds, venture capital, lending institutions, etc.).	2	1	0	2	2	0
There is a focused business development organization that coordinates local efforts, market assets, develops leads, negotiates and closes deals.	3	0	0	2	2	0
There is local ownership of many businesses.	6	0	1	0	0	0
Local owners of business and industry are committed to work with the community on improvements.	2	2	0	3	0	0
There is economic diversity (diversified industries and many smaller businesses providing jobs in the community).	3	1	1	2	0	0
There is a capable and productive workforce available.	1	2	4	0	0	0
There is at least one organization providing or able to provide workforce education and training.	5	0	0	2	0	0

Table 4.23 Cont'd – Results of a Community and Economic Development Readiness Assessment
Economic Development Capacity Statements, All of Nye County Combined

There are training and educational opportunities for citizens of all ages.	4	1	0	2	0	0
There are school-to-work, job shadow and intern programs available.	4	0	0	1	1	1
Community and businesses are within close proximity (3 to 5 miles) to interstate or major highway.	5	0	0	1	1	0
The community and industry have access to rail service.	0	0	0	3	3	1
The community and industry have access to barge or river transport.	0	0	0	2	4	1
The community has access to commercial air service within 60 minutes.	2	0	0	3	2	0
The community has competitively priced natural gas available.	0	0	0	2	5	0
The community has competitively priced electricity available.	6	0	0	1	0	0
There is access for citizens and business to high speed, broadband, interactive telecomputing technologies that support electronic exchange of data and information.	5	2	0	0	0	0
There are wireless communication services available.	6	1	0	0	0	0
There is a local or regional information technology forum or equivalent organization that is capable of providing planning, marketing, training, and coordination in the use of telecomputing technologies.	1	0	0	1	2	3
The community has access to passenger air service within 60 minutes.	2	0	1	2	2	0
There are adequate facilities for conducting job-training (suitable for the local commerce and industries) in my community.	3	2	0	2	0	0
There is a facility that can serve as a "business incubator" that has broadband access to help local entrepreneurs establish and grow businesses.	3	0	0	2	1	1
There is sufficient access to community services and available capacity from community staff to address local business needs (licensing, permitting, inspections, and related needs) in a timely manner.	3	1	1	2	0	0

Of the various economic development capacity issues identified by workshop participants, workshop participants identified three specific areas that will need to be addressed within the next five years and may require additional attention over a longer period of time extending beyond the 2023 through 2028 five-year planning horizon outlined in this revised and new Comprehensive Economic Development Strategy for Nye County and for the Southwest Central Regional Economic Development Authority. First, for Nye County and for much of the southwest central Nevada region, workshop participants agreed that there is not a sufficient amount of land or existing buildings that are ready to build or occupy at a reasonable market rate in order to support additional industrial or commercial activity. Over the next five years, workshop participants agreed to collaboratively engage with community-level, countywide, and

regional stakeholders in order to sustainably increase the amount of available land and buildings needed to support new industrial and commercial activity that is appropriate for each individual community located within Nye County.

Second, workshop participants agreed that local community representatives, county officials and representatives, and regional economic development partners will work with state and federal government agencies to address specific infrastructure needs needed to support community and economic development projects and activities at the local community level. Developing and providing access to competitively priced natural gas, continuing to develop and provide competitive electricity through the development of new renewable energy sources, and continuing to expand and improve broadband, telecommunication and wireless communication services will be pursued as needed at the local community level as well as identifying changing regional, statewide, and national needs for these infrastructure assets across the private sector. Related to the second specific economic development capacity area is the continued development of critical transportation infrastructure assets, especially the continued development of needed rail service and improved air travel service. This third specific area is needed to further support the growth and diversification of existing industry sectors, especially the Agriculture, Forestry, Fishing and Hunting industry sector, the Manufacturing industry sector, the Mining, Quarrying, and Oil and Gas Extraction industry sector, and the Transportation and Warehousing industry sector, and to support the growth of other critical sectors including the county's outdoor tourism and recreation sector. Additional transportation infrastructure assets are also needed to better connect the individual communities within Nye County, to better connect the entire southwest central Nevada region, and to connect the region with other parts of the state of Nevada and to wider markets located throughout the western and intermountain western United States.

4.3.d Community Development Capacity Statements

Table 4.24 presents the aggregated results of workshop participants answers to the 19 individual statements for Community Development Capacity for all of Nye County combined. The individual response for each Community Development Capacity statement with the highest number of responses is highlighted.

Workshop participants concluded that the development of adequate public transportation services has become an increasingly important community development capacity area especially for the town of Pahrump and other parts of southern Nye County. Between 2013 and 2019, the total population of Nye County has increased from an estimated 43,368 total individuals in 2013 to an estimated 44,380 total individuals in 2019, a net increase of 1,012 total individuals or by 2.3 percent. The total population of the town of Pahrump, Nye County's largest population center, has increased from an estimated 35,314 total individuals in 2013 to an estimated 37,298 total individuals in 2019, a net increase of 1,984 total individuals or by 5.6 percent. Despite the continued growth of Nye County's total population and the continued growth of the town of Pahrump, individual county and community residents are largely dependent upon the use of their own vehicle as their primary source of transportation. Improving inter-community public transportation, as well as developing intra-community public transportation within Nye County and between Nye County's individual communities and communities in neighboring Clark

County, is a primary community development capacity area needed to support sustainable population and economic growth.

**Table 4.24 – Results of a Community and Economic Development Readiness Assessment
Community Development Capacity Statements, All of Nye County Combined**

Statement	Yes	Actively Making Progress	Little Progress to Date	No Action Yet	N/A	Don't Know
The community has public transportation available (bus or taxi) within the community.	2	0	1	2	2	0
Community members feel a sense of pride and attachment to the community and are optimistic about their future.	4	0	1	1	0	1
The community has clean-up and beautification as an ongoing priority.	3	0	4	0	0	0
The community has a spirit of people helping each other.	6	0	1	0	0	0
The community has library services available to citizens.	6	0	1	0	0	0
The community has an adequately funded K-12 school system.	1	0	3	2	0	1
The community has at least one public park.	6	0	1	0	0	0
The community has recreation facilities available for residents of all ages.	4	0	1	2	0	0
There is a community center.	4	1	1	1	0	0
The community has a senior center and services.	6	0	1	0	0	0
The community has a youth center and services.	2	0	0	5	0	0
The community has childcare centers or services available sufficient to meet local needs.	1	0	3	3	0	0
There is open or green space in and around the community.	6	1	0	0	0	0
The community has positive working relationships with the public and private sector.	4	0	0	3	0	0
The environmentally sensitive resources of the community are being adequately protected.	3	2	1	1	0	0
The community approaches community and economic development in a sustainable way.	0	2	1	1	0	3
There are uniform building codes, subdivision ordinances and architectural standards.	5	0	1	1	0	0
There is a utility operation and maintenance ordinance including rates and connection fees.	4	0	0	1	2	0
There is a systems development charge ordinance.	0	0	0	1	2	4

In addition to supporting new public transportation infrastructure and services, workshop participants also noted that developing additional youth and child services is needed to improve the overall attractiveness of Nye County and individual communities located within the county to a younger demographic. Between 2013 and 2019, the median age for all of Nye County increased from an estimated 49.7 years of age in 2013 to an estimated 53.1 years of age in 2019, a net increase of 3.4 years of age or by 6.8 percent. In 2019, the estimated median age of the town of Beatty was 55.4 years of age, was an estimated 57.4 years of age for the community of

Gabbs, was an estimated 54.8 years of age for the town of Pahrump, and was an estimated 46.2 years of age for the town of Tonopah. While the estimated median age for all Nye County has increased over the 2013 to 2019 period, the county's existing civilian workforce has also decreased between 2013 and 2019, decreasing from an estimated 16,742 total individuals in 2013 to an estimated 16,151 total individuals in 2019, a net decrease of 591 total individuals or by a percentage decrease of -3.5 percent. Developing new youth and child care services and facilities will be part of Nye County's and the Southwest Central Regional Economic Development Authority's efforts to attract a younger population to the county that can help reverse the ongoing decline in the county's existing civilian workforce.

Finally, in-terms of Nye County's overall community development capacity, workshop participants agreed that Nye County, that the county's individual community's, and the Southwest Central Regional Economic Development Authority need to incorporate more sustainable approaches to existing and future community and economic development activities. Preservation and protection of the county's existing natural resources and cultural identity and the preservation and protection of the each individual community's own natural resources and cultural identity should be and are incorporated into the new community and economic development goals outlined throughout this revised and new five-year Comprehensive Economic Development Strategy. While workshop participants noted the need for a broader approach to new business creation and attraction and existing business retention and expansion efforts in order to grow and diversify Nye County's existing economic base, workshop participants also expressed their concern that previous economic development efforts have sacrificed parts of each community's own unique cultural identity and heritage for only short-term benefits. A longer-term perspective, in balancing the needs for new economic growth and diversification with the protection and preservation of specific natural resources and each community's own unique cultural identity and heritage is part of the larger vision to create a resilient, thriving, and vibrant economy for all of Nye County.

4.4 Community Assessment: Identifying Community Culture and Identity

The identification of specific community culture and identity is part of the process of developing new economic development goals, objectives, and strategies that are consistent with the expectations that community residents and existing businesses have as new community and economic development programs, projects, and activities are developed, implemented, and administered. Workshop participants who participated in the first strategic economic development planning workshop for Nye County held on March 18, 2021 were asked to answer three questions regarding the existing community culture and identity of Nye County, including:

- If your community were a person, what would it be like and why?
- If your community were an automobile, what would it be like and why?
- If we put a music score to the daily activity of your community, what would it sound like and why?

Figure 4.1 presents a word cloud summary of the answers to the question, *If your community were a person, what would it be like and why?*, provided by workshop participants for all of Nye County combined.

Figure 4.1 – If your community were a person, what would it be like and why?



In describing each individual community and Nye County as a whole, if Nye County and each individual community could be represented by a theoretically constructed person, workshop participants generally agreed that a male who is generally out of shape would best represent the county's own unique characteristic. Needed infrastructure improvements, additional investment in key community facilities and assets, and the need for additional housing and healthcare services were a few of the specific ways in which Nye County and the county's individual communities need to improve in as part of this revised and new five-year Comprehensive Economic Development Strategy.

Workshop participants representing Nye County and the individual communities of Beatty, Tonopah, and Pahrump specifically noted that certain individual archetypes, including characters and people such as Forest Gump and John Wayne, best represent the unique cultural and community identity of Nye County and each of these individual communities. Both archetypes effectively, according to workshop participants, represent different parts of Nye County's unique cultural identity. A character such as Forest Gump illustrates how Nye County is often underappreciated and underestimated by others and a character such as John Wayne illustrates the independent and, to a degree, rugged and western heritage of Nye County. In developing new strategic economic development goals and accompanying actionable items for Nye County and for each of the county's individual communities, workshop participants noted that it will be

important to preserve and protect these rugged and western heritage while also addressing specific community-level challenges.

Figure 4.2 presents a word cloud summary of the answers to the question, *If your community were an automobile, what would it be like and why?*, provided by workshop participants for all of Nye County combined.

Figure 4.2 – If your community were an automobile, what would it be like and why?



In describing Nye County and each individual community as a particular automobile, workshop participants agreed that a relatively older model pick-up truck with at least 100,000 or more miles would best describe the characteristics of the county and each of the county's individual communities. Similar to the description of what type of person would best describe Nye County as a whole and each individual community, workshop participants noted the need to address specific issues such as aging infrastructure, the need for new community facilities and services, and the need for new housing and additional basic and more advanced physical and mental health care services.

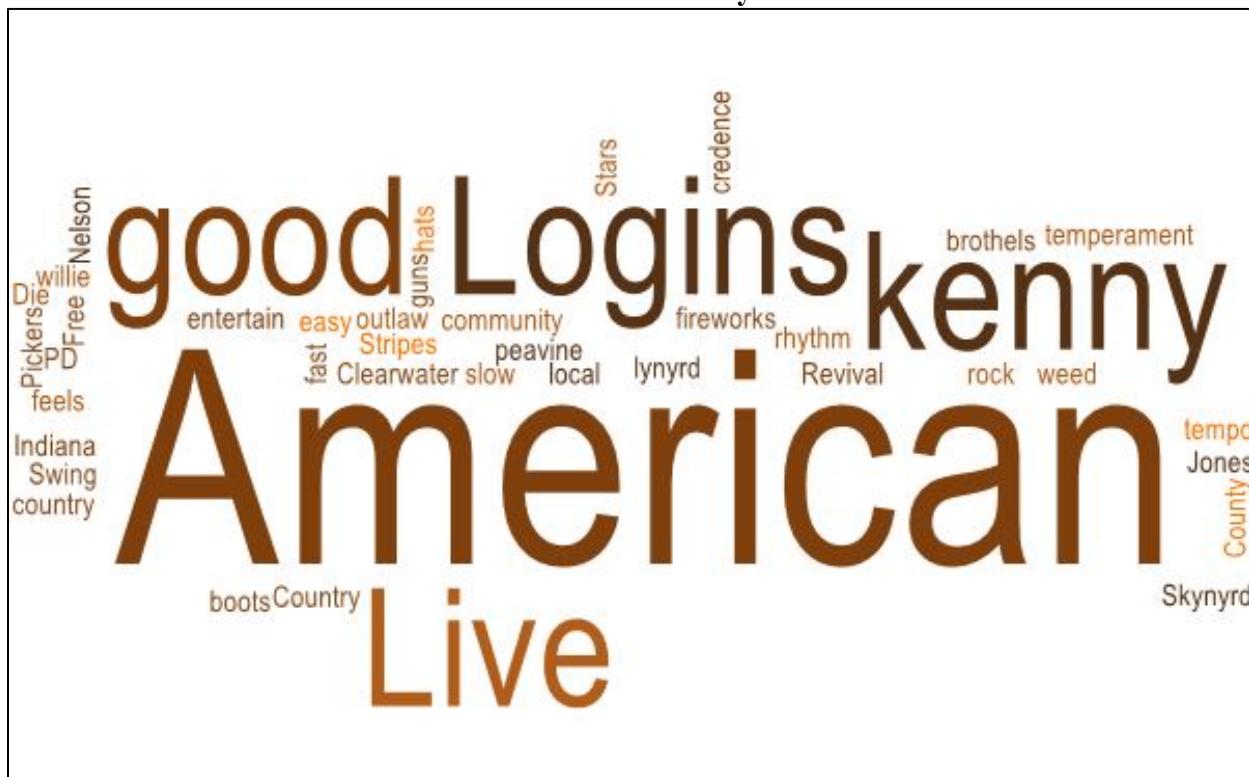
The relatively high number of miles on this relatively older model pick-up truck is representative of the need that county and individual community residents have to travel relatively long distances in order to access various commercial retail services and health care services as well as the amount of driving that individuals complete daily in order to go to and from their place of employment. Improving the self-sustainability of each community, but developing additional commercial retail services, additional basic and more advanced health care services, and

additional employment opportunities where people live were each identified by workshop participants as important areas of focus for this revised and new five-year Comprehensive Economic Development Strategy for Nye County and for the Southwest Central Regional Economic Development Authority.

While critically evaluating the current community and economic development conditions of Nye County and of each individual community, workshop participants agreed that there is a tremendous amount of pride that community residents have for their community. This pride is reflected in the care and attention paid in maintaining this theoretically constructed automobile for Nye County and the upgrades and additional features that have been added to it over time. While this theoretically constructed older model pick-up truck does have some rust and is always dusty, the rust and dust is reflective of the use of the vehicle. For Nye County residents, the automobile is a critical tool to connect community residents to needed services and employment opportunities, representing a crucial community of daily community and economic life in Nye County. Given the importance of this automobile in the lives of individual community residents, people take pride in and highly value this important community and economic asset and, as an extension, take pride in and highly value the unique cultural identity and heritage of their community.

Figure 4.3 presents a word cloud summary of the answers to the question, *If we put a music score to the daily activity of your community, what would it sound like and why?*, provided by workshop participants for all of Nye County combined.

Figure 4.3 – If we put a music score to the daily activity of your community, what would it sound like and why?



American country and/or American rock was the most common type of music selected by workshop participants that best represents the unique cultural identity and heritage of Nye County and each of the county's individual communities. Specific examples, including music by Kenny Logins, Credence Clearwater Revival, Lynyrd Skynyrd, Willie Nelson and even the Indian Jones theme, were also identified by workshop participants as representative of the county's overall cultural identity and heritage. Workshop participants and community and economic development representatives representing the town of Beatty, the town of Tonopah, and the town of Pahrump, generally agreed that these types of music each represent the independent, frontier, and rural western heritage of Nye County and the value that each community places on being able to independently pursue community and economic development efforts and strategies that are consistent with each community's unique cultural identity and heritage. Workshop participants further noted that future community and economic development strategies, developed and implemented as part of this revised and new five-year Comprehensive Economic Development Strategy, must take into account the unique needs of each community and respect the independence and heritage of each community. Working collaboratively across the various communities on new initiatives, programs, and projects that address shared interests, concerns, and needs should also be pursued.

4.5 Assessing Community and Regional Likes and Dislikes

Workshop participants and community and economic development representatives representing the individual communities of Beatty, Tonopah, and Pahrump identified specific likes and dislikes about their community and about the southwest central Nevada region in order to identify specific parts of the community and region that will need to be protected and preserved. Workshop participants further identified key community and regional assets that could be used to support future community and economic development efforts, and aspects of each individual community and of the region as a whole that will need to be addressed as part of this new five-year Comprehensive Economic Development Strategy.

4.5.a What do you like about your community?

For the town of Beatty specifically, workshop participants highlighted the fact that people living in Beatty are generally friendly and helpful, come together in order to address community concerns but also value their individuality and independence, and place a high value on the ability to self-govern. Workshop participants highlighted Beatty's 'small town feeling', the community's open spaces and natural resource assets, as well as the community's unique geographic location within Nye County and within the southwest central Nevada region. Preserving and protecting the community's open spaces, while supporting new business development, existing business expansion, and additional outdoor recreation and tourism opportunities was identified by workshop participants as key priority for the town of Beatty as part of this revised and new five-year Comprehensive Economic Development Strategy. Targeted new business creation and attraction strategies and additional existing business retention and expansion efforts must preserve and protect the community's existing natural

resource assets while also creating new employment opportunities for existing and future community residents.

The community's many outdoor recreation and tourism activities and assets, having clear air and the existence of undisturbed night skies, and community's existing rural, frontier, and western heritage were a few of the many specific community likes that workshop participants and community and economic development representatives representing the town of Tonopah identified. Workshop participants also noted the general affordability of living in Tonopah and the general friendliness and supportiveness of community residents and existing businesses as other like characteristics of the community that future community and economic development strategies should actively build upon. Preserving, protecting, and further developing Tonopah's existing 'sense of community' should be incorporated into the underlying vision of future community and economic development strategies developed for Tonopah. Future community and economic development strategies for Tonopah should also build upon the community's and area's significant pool of various outdoor recreation and tourism assets and opportunities and on the community's reach history of mining and agricultural production as well as on the importance that the mining and natural resource extraction and agricultural production sectors have for Tonopah's existing economic base.

Similar to the specific aspects liked by workshop participants and community and economic development representatives representing Beatty and Tonopah, workshop participants representing the town of Pahrump noted that the community's existing 'small town feel', despite significant population growth over the last decade, and the community's existing rural and western heritage as community characteristics in need of preserving and protection and that should be incorporated into future community and economic development strategies. The existing of wide open spaces, Pahrump's existing pool of various outdoor recreation and tourism assets, the community's clean air and undisturbed night skies, and even the community's climate were a few of the specific environmental characteristics of the community that workshop participants liked and valued. Being geographically close to a major population center in southern Nevada, namely the City of Las Vegas and the wider Las Vegas metropolitan statistical area, while also being a 'gateway' to major outdoor recreation and tourism assets, including Death Valley National Park in California, enables residents and visitors alike to take advantage of having direct access to the shopping, health care, and employment opportunities present in a major metropolitan region while also being able to easily access and take advantage of a number of unique outdoor recreation activities.

4.5.b What do you dislike about your community?

Workshop participants and community and economic development representatives representing the town of Beatty, the town of Tonopah, and the town of Pahrump each agreed that each community desperately needs improved educational services and opportunities and improved access to additional basic and more advanced physical and mental health care services. As the county's overall population continues to grow and continues to age, the demand for additional educational services and improved access to various health care services has increased dramatically and each condition remains a major barrier to future sustainable community and economic growth. As part of this revised and new five-year Comprehensive Economic

Development Strategy, addressing the need for additional educational services and opportunities and addressing the need for additional basic and more advanced physical and mental health care services must be a top priority.

Other shared community dislikes between the town of Beatty, the town of Tonopah, and the town of Pahrump and for all of Nye County was a general agreement that each community must take seriously the growing demand for additional market-rate and specialty housing in order to support the sustainable development of the county's residential population and the sustainable growth of each community's civilian workforce. Between 2015 and 2019, the civilian workforce for all of Nye County has declined from an estimated 16,742 total individuals in 2015 to an estimated 16,151 total individuals in 2019, a net decrease of 591 total individuals or by -3.5 percent. The civilian workforce for the town of Beatty declined by -14.1 percent between 2015 and 2019, declined by an estimated -3.2 percent for the town of Pahrump, and declined by an estimated -31.5 percent for the town of Tonopah. The continued decline in the countywide and community-level civilian workforce has become a primary barrier to the successful implementation and achievement of new business creation and attraction efforts and the efforts to retain and expand existing businesses within each individual community. While additional market-rate and specialty housing is needed, workshop participants also noted that aging infrastructure, additional educational services, additional community facilities and services, and additional health care services will also be needed in order to sustainably grow existing residential population and existing civilian workforce levels.

For the town of Pahrump specifically, workshop participants and community and economic development representatives expressed concern regarding a number of growing social issues including a rise in observable homelessness, stubbornly high poverty rates, and levels of median household income, median family income, and per capita income that lag behind statewide and national benchmarks. While the percentage of total population living below the poverty line for the town of Pahrump has declined between 2015 and 2019, the poverty rate for the town of Pahrump in 2019 was an estimated 16.3 percent, noticeably greater than the poverty rate for the entire state of Nevada, an estimated 13.1 percent, and noticeably greater than the poverty rate for the entire United States, an estimated 13.4 percent. Moreover, while median household income, median family income, and per capita income have each increased between 2015 and 2019 for the town of Pahrump, by 20.4 percent, 26.8 percent, and by 14.2 percent respectively, each measure of income still lags behind statewide and nationwide income levels. In 2019, median household income for the town of Pahrump was an estimated \$47,300, median family income was an estimated \$56,306, and per capita income was an estimated \$24,882. Comparatively, median household income for the state of Nevada and for the entire United States was an estimated \$60,365 and \$62,843 respectively in 2019, median family income was an estimated \$71,916 and \$77,263 respectively, and per capita income was an estimated \$31,557 and \$34,103 respectively. Addressing these poverty and income concerns for the town of Tonopah, as well as for other parts of Nye County, will be a central goal of this revised and new five-year Comprehensive Economic Development Strategy for both Nye County and for the Southwest Central Regional Economic Development Authority. Development of new workforce development, job training, and job placement programs and services and the active creation of new employment opportunities that pay higher-than-area wages and incomes, will be part of the

specific activities designed to address ongoing community concerns of poverty and lagging income levels.

4.5.c What do you like about the region (southwestern Nevada)?

Workshop participants and community and economic development representatives representing the individual communities of Beatty, Pahrump, and Tonopah generally agreed that many of the individual community characteristics that they liked about their own community are similar to the specific characteristics of the entire southwest central Nevada region that they liked and want protected and preserved. Despite the geographic size of the southwest central Nevada region, that includes all of Nye County and Esmeralda County, workshop participants noted that the region still has a strong ‘small town rural feel’ and identity. This ‘small town rural feel’, that also includes a strong frontier and western heritage, is likely due to the independence that each individual community within the region enjoys. While addressing countywide and regional community and economic development issues that are shared across each individual community will be a central part of this revised and new five-year Comprehensive Economic Development Strategy, workshop participants noted the importance of preserving local autonomy and independence in developing and administering community-specific community and economic development activities, programs, and projects.

The region’s vast array of various natural resources, that continue to support the ongoing development and growth of the region’s mining and natural resource extraction sector and agricultural production sector, and the region’s many opportunities for outdoor recreation and tourism related activities including the region’s proximity to major outdoor recreation and tourism assets in neighboring communities and states outside the region, were each identified by workshop participants as major regional assets. Supporting additional development and growth of these sectors, including the mining and natural resource extraction sector, the agricultural production sector, and the outdoor recreation and tourism sector, will need to be balanced with preserving and protecting existing natural resources, open spaces, and the region’s rich history and heritage. Workshop participants noted a number of emerging economic development opportunities to further diversify and grow the region’s existing economic base by closing key ‘gaps’ in the existing value and supply chain networks of the mining and natural resource extraction sector, the agricultural production sector, and the of the outdoor recreation and tourism sector through additional new business creation and attraction strategies and efforts to retain and grow existing businesses already operating throughout the region.

4.5.d What do you dislike about the region (southwestern Nevada)?

Similar to regional likes, workshop participants noted a number of regional dislikes for the southwest central Nevada region that were similar to the local community and countywide dislikes identified by workshop participants. The general lack of but increasing level of demand for various educational services and additional basic and more advanced physical and mental health care services were each identified as primary dislikes of the southwest central Nevada region. In addition to a lack of new market-rate and specialty housing and an aging pool of existing infrastructure assets, the regions total population and civilian workforce has generally stagnated over the past several years resulting in increased difficulty in creating and attracting

new businesses and in retaining and expanding existing businesses. Between 2015 and 2019, the total population of the entire southwest central Nevada region, including both Esmeralda County and Nye County combined, grew only slightly from an estimated 44,347 total individuals in 2015 to an estimated 45,349 total individuals in 2019, a net increase of just 1,002 total individuals or by 2.3 percent. Comparatively, the total residential population of all of Clark County increased by an estimated 10.4 percent between 2015 and 2019, increased by an estimated 8.9 percent for the entire state of Nevada, and increased by an estimated 4.2 percent for the entire United States. Like Nye County, the civilian workforce for the entire southwest central Nevada region declined between 2015 and 2019, declining from an estimated 17,169 total individuals in 2015 to an estimated 16,561 total individuals in 2019, a net decrease of 608 total individuals or by -3.5 percent. Over the same 2015 to 2019 period, the civilian workforce for all Clark County increased by an estimated 7.6 percent, increased by an estimated 6.7 percent for the entire state of Nevada, and increased by an estimated 4.1 percent for the entire United States.

Continued general stagnation in the region's existing population level and continued decline in the region's existing civilian workforce have each disrupted the successful development and implementation of new regional and community-level new business creation and attraction and existing business retention and expansion efforts. Because of this, the region's existing businesses have become increasingly dependent on the populations of communities located outside southwest central Nevada to fill vacant and open positions and the region's existing residential population have become increasingly dependent on the commercial retail opportunities and various services provided in larger neighboring metropolitan areas. This continued and growing dependence on other communities located outside the region has contributed to an ongoing exportation of dollars and incomes generated within the southwest central Nevada region. Addressing this level of dependence between the region's existing population and business community and on retailers, service providers, and workers operating and located outside the region is a primary regional issue to be addressed as part of this revised and new five-year Comprehensive Economic Development Strategy.

5.0 Analysis: Existing Community and Regional Conditions

This section presents a comprehensive overview of the results from Stronger Economies Together Module 2, *Exploring Your Region's Demographics*, Stronger Economies Together Module 3, *Identifying the Region's Comparative Advantage*, and Stronger Economies Together Module 4, *Exploring Potential Regional Strategies*, completed by workshop participants who participated in the strategic economic development planning workshops held in March and June of 2021 for Nye County.

5.1 Socio-Demographic and Economic Trends for the Southwest Central Nevada Region

Eleven separate socio-demographic and economic categories are presented in this sub-section. These categories include total population, median age, total number of households, average household size, median household income, median family income, per capita (mean) income, the percent of total population living below the poverty line, civilian workforce, the civilian unemployment rate, and inter and intra-county commuting patterns. Whenever possible, comparison of the change in the individual socio-demographic and economic category presented for both Esmeralda County and Nye County and for individual communities within each county to changes at the state and national level are presented.

5.1.a Total Population

Table 5.1 presents the change in total population for Esmeralda County and Nye County, for the individual communities of Goldfield, Beatty, Gabbs, Pahrump, and Tonopah, for the southwest central Nevada region as a whole, for Clark County and the City of Las Vegas, and for the state of Nevada and the United States between 2013 and 2019.

Between 2013 and 2019, the total population of Esmeralda County decreased from an estimated 979 total individuals in 2013 to an estimated 969 total individuals in 2019, a net decrease of ten total individuals or by -1.0 percent. For the community of Goldfield, total population decreased from an estimated 396 total individuals in 2013 to an estimated 298 total individuals in 2019, a net decrease of 98 total individuals or by -24.7 percent. Between 2013 and 2019, the total population of Nye County increased from an estimated 43,368 total individuals in 2013 to an estimated 44,380 total individuals in 2019, a net increase of 1,012 total individuals or by 2.3 percent. For the community of Beatty, total population decreased by an estimated 96 total individuals or by -10.7 percent between 2013 and 2019, declined by a total of 23 total individuals or by -18.0 percent for the community of Gabbs, increased by an estimated 1,984 total individuals or by 5.6 percent for the community of Pahrump, and decreased by a total of 808 total individuals or by -28.7 percent for the community of Tonopah between 2013 and 2019. Between 2013 and 2019, the town of Pahrump was the only community in the southwest central

Nevada region that experienced population increase, increasing from an estimated 35,314 total individuals in 2013 to an estimated 37,298 total individuals in 2019.

Table 5.1 – Total Population Communities within the Southwest Central Regional Economic Development Authority Territory 2013 and 2019				
Community	2013	2019	2013 to 2019 Actual Change	2013 to 2019 Percent Change
Esmeralda County	979	969	-10	-1.0%
Goldfield	396	298	-98	-24.7%
Nye County	43,368	44,380	1,012	2.3%
Beatty	900	804	-96	-10.7%
Gabbs	128	105	-23	-18.0%
Pahrump	35,314	37,298	1,984	5.6%
Tonopah	2,817	2,009	-808	-28.7%
Clark County	1,976,925	2,182,004	205,079	10.4%
Las Vegas	591,496	634,773	43,277	7.3%
Esmeralda and Nye County Combined	44,347	45,349	1,002	2.3%
State of Nevada	2,730,066	2,972,382	242,316	8.9%
United States	311,536,594	324,697,795	13,161,201	4.2%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

** Data for Amargosa Valley, Belmont, Duckwater, and Round Mountain in Nye County*

Unavailable

For the entire southwest central Nevada region, the total population of the region increased from an estimated 44,347 total individuals in 2013 to an estimated 45,349 total individuals in 2019, a net increase of 1,002 total individuals or by an estimated 2.3 percent. Almost all of the population growth throughout the entire southwest central Nevada region between 2013 and 2019 is attributable to the population growth experienced between 2013 and 2019 in the town of Pahrump. In both 2013 and 2019, the town of Pahrump was the single largest population center in the southwest central Nevada region, accounting for an estimated 97.8 percent of the region's total population in 2013 and for an estimated 97.9 percent of the region's total population in 2019.

Comparatively, the total population for all of Clark County increased from an estimated 1.98 million total individuals in 2013 to an estimated 2.18 million total individuals in 2019, a net increase of 205,079 total individuals or by 10.4 percent. Between 2013 and 2019, the total population of the City of Las Vegas increased from an estimated 591,496 total individuals in

2013 to an estimated 634,773 total individuals in 2019, a net increase of 43,277 total individuals or by 7.3 percent. Statewide, the total population of the entire state of Nevada increased from an estimated 2.73 million total individuals in 2013 to an estimated 2.97 million total individuals in 2019, a net increase of 242,316 total individuals or by 8.9 percent. Nationwide, the total population of the entire United States increased from an estimated 311.54 million total individuals in 2013 to an estimated 324.70 million total individuals in 2019, a net increase of 13.16 million total individuals or by 4.2 percent.

5.1.b Median Age

Table 5.2 presents the change in median age of the residential population for Esmeralda County and Nye County, for the individual communities of Goldfield, Beatty, Gabbs, Pahrump, and Tonopah, for the southwest central Nevada region as a whole, for Clark County and the City of Las Vegas, and for the state of Nevada and the United States between 2013 and 2019.

Table 5.2 – Median Age Communities within the Southwest Central Regional Economic Development Authority Territory 2013 and 2019				
Community	2013	2019	2013 to 2019 Actual Change	2013 to 2019 Percent Change
Esmeralda County	47.9	55.4	7.5	15.7%
Goldfield	49.8	56.1	6.3	12.7%
Nye County	49.7	53.1	3.4	6.8%
Beatty	57.7	55.4	-2.3	-4.0%
Gabbs	60.5	57.4	-3.1	-5.1%
Pahrump	51.3	54.8	3.5	6.8%
Tonopah	44.8	46.2	1.4	3.1%
Clark County	35.8	37.3	1.5	4.2%
Las Vegas	36.3	37.8	1.5	4.1%
Esmeralda and Nye County Combined	48.8	54.3	5.5	11.2%
State of Nevada	36.6	38.0	1.4	3.8%
United States	37.3	38.1	0.8	2.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

** Data for Amargosa Valley, Belmont, Duckwater, and Round Mountain in Nye County
Unavailable*

Between 2013 and 2019, the median age of the residential population in Esmeralda County increased from an estimated 47.9 years of age in 2013 to an estimated 55.4 years of age in 2019,

a net increase of 7.5 years or by 15.7 percent and the median age of the residential population of the community of Goldfield increased from an estimated 49.8 years of age in 2013 to an estimated 56.1 years of age in 2019, a net increase of 6.3 years or by 12.7 percent. For all of Nye County, the median age of the county's residential population increased from an estimated 49.7 years of age in 2013 to an estimated 53.1 years of age in 2019, a net increase of 3.4 years of age or by 6.8 percent. For the community of Beatty, the median age of the community's residential population decreased by an estimated 2.3 years of age or by -4.0 percent, decreased by an estimated 3.1 years of age or by -5.1 years of age for the community of Gabbs, increased by an estimated 3.5 years of age or by 6.8 percent, and increased by an estimated 1.4 years of age or by 3.1 percent for the community of Tonopah between 2013 and 2019. For Esmeralda County and Nye County, and for the individual communities of Goldfield, Beatty, Gabbs, Pahrump, and Tonopah, the median age of each community in both 2013 and 2019 was significantly greater than the median age of the entire state of Nevada and was significantly greater than the median age for the entire United States in both years.

Region-wide, the median age of the entire southwest central Nevada region increased from an estimated 48.8 years of age in 2013 to an estimated 54.3 years of age in 2019, a net increase of 5.5 years of age or by 11.2 percent. Comparatively, the median age for all of Clark County increased only slightly, increasing from an estimated 35.8 years of age in 2013 to an estimated 37.3 years of age in 2019, a net increase of 1.5 years of age or by 4.2 percent and, for the City of Las Vegas, the median age of the residential population increased from an estimated 36.3 years of age in 2013 to an estimated 37.8 years of age in 2019, a slight increase of 1.5 years of age or by 4.1 percent. Statewide, the median age for the entire state of Nevada increased from an estimated 36.6 years of age in 2013 to an estimated 38.0 years of age in 2019, a net increase of 1.4 years of age or by 3.8 percent. Nationwide, the median age for the entire United States increased from an estimated 37.3 years of age in 2013 to an estimated 38.1 years of age in 2019, a net increase of 0.8 years or by 2.1 percent.

5.1.c Total Number of Households

Table 5.3 presents the change in the total number of households for Esmeralda County and Nye County, for the individual communities of Goldfield, Beatty, Gabbs, Pahrump, and Tonopah, for the southwest central Nevada region as a whole, for Clark County and the City of Las Vegas, and for the state of Nevada and the United States between 2013 and 2019.

Between 2013 and 2019, the total number of households in Esmeralda County increased from an estimated 479 total households in 2013 to an estimated 491 total households in 2019, a net increase of 12 total households or by 2.5 percent while the total number of households for the community of Goldfield decreased from an estimated 176 total households in 2013 to an estimated 146 total households in 2019, a net decrease of 30 total households or by a percentage decrease of -17.0 percent. The total number of households for all of Nye County increased from an estimated 18,046 total households in 2013 to an estimated 19,088 total households in 2019, a net increase of 1,042 total households or by 5.8 percent. For the community of Beatty, the total number of households increased by an estimated 51 total households or by 12.6 percent between 2013 and 2019, decreased by a total of ten households or by -13.9 percent for the community of Gabbs, increased by an estimated 910 total households or by 6.1 percent for the town of

Pahrump, and decreased by a total of 127 total households or by -10.5 percent for the community of Tonopah between 2013 and 2019.

Table 5.3 – Total Number of Households Communities within the Southwest Central Regional Economic Development Authority Territory 2013 and 2019				
Community	2013	2019	2013 to 2019 Actual Change	2013 to 2019 Percent Change
Esmeralda County	479	491	12	2.5%
Goldfield	176	146	-30	-17.0%
Nye County	18,046	19,088	1,042	5.8%
Beatty	404	455	51	12.6%
Gabbs	72	62	-10	-13.9%
Pahrump	14,894	15,804	910	6.1%
Tonopah	1,213	1,086	-127	-10.5%
Clark County	710,058	783,524	73,466	10.3%
Las Vegas	212,735	231,915	19,180	9.0%
Esmeralda and Nye County Combined	18,525	19,579	1,054	5.7%
State of Nevada	999,016	1,098,602	99,586	10.0%
United States	115,610,216	120,756,048	5,145,832	4.5%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

** Data for Amargosa Valley, Belmont, Duckwater, and Round Mountain in Nye County*

Unavailable

For the entire southwest central Nevada region, the total number of households increased from an estimated 18,525 total households in 2013 to an estimated 19,579 total households in 2019, a net increase of 1,054 total households or by 5.7 percent. The town of Pahrump accounted for the largest number of households in the southwest central Nevada region in both 2013 and 2019, accounting for an estimated 80.4 percent of region-wide households in 2013 and accounting for an estimated 80.7 percent of region-wide households in 2019.

Comparatively, the total number of households in Clark County increased from an estimated 710,058 total households in 2013 to an estimated 783,524 total households in 2019, a net increase of 73,466 total households or by 10.3 percent and, for the City of Las Vegas, the total number of households increased from an estimated 212,735 total households in 2013 to an estimated 231,915 total households in 2019, a net increase of 19,180 total households or by 9.0 percent. Statewide, the total number of households for the entire state of Nevada increased from an estimated 999,016 total households in 2013 to an estimated 1.1 million total households in

2019, a net increase of 99,586 total households or by 10.0 percent. Nationwide, the total number of households for the entire United States increased from an estimated 115.6 million total households in 2013 to an estimated 120.8 million total households in 2019, a net increase of approximately 5.2 million total households or by 4.5 percent.

5.1.d Average Household Size

Table 5.4 presents the change in the average household size for Esmeralda County and Nye County, for the individual communities of Goldfield, Beatty, Gabbs, Pahrump, and Tonopah, for the southwest central Nevada region as a whole, for Clark County and the City of Las Vegas, and for the state of Nevada and the United States between 2013 and 2019.

Table 5.4 – Average Household Size Communities within the Southwest Central Regional Economic Development Authority Territory 2013 and 2019				
Community	2013	2019	2013 to 2019 Actual Change	2013 to 2019 Percent Change
Esmeralda County	2.00	1.96	-0.04	-2.0%
Goldfield	2.14	2.00	-0.14	-6.5%
Nye County	2.38	2.30	-0.08	-3.4%
Beatty	2.23	1.77	-0.46	-20.6%
Gabbs	1.78	1.69	-0.09	-5.1%
Pahrump	2.36	2.34	-0.02	-0.8%
Tonopah	2.21	1.66	-0.55	-24.9%
Clark County	2.75	2.76	0.01	0.4%
Las Vegas	2.74	2.70	-0.04	-1.5%
Esmeralda and Nye County Combined	2.19	2.13	-0.06	-2.7%
State of Nevada	2.70	2.67	-0.03	-1.1%
United States	2.63	2.62	-0.01	-0.4%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

** Data for Amargosa Valley, Belmont, Duckwater, and Round Mountain in Nye County
Unavailable*

Between 2013 and 2019, the average household size for all of Esmeralda County decreased from an estimated 2.00 people per household in 2013 to an estimated 1.96 people per household in 2019, a net decrease of 0.04 people per household or by -2.0 percent while, for the community of Goldfield, the average household size decreased from an estimated 2.14 people per household in 2013 to an estimated 2.00 people per household in 2019, a net decrease of 0.14 people per

household or by -6.5 percent. For all Nye County, the average household size decreased from an estimated 2.38 people per household in 2013 to an estimated 2.30 people per household in 2019, a net decrease of 0.08 people per household or by -3.4 percent. For the community of Beatty, the average household size decreased by an estimated 0.46 people per household or by -20.6 percent between 2013 and 2019, decreased by an estimated 0.09 people per household or by -5.1 percent for the community of Gabbs, decreased by an estimated 0.02 people per household or by -0.8 percent for the town of Pahrump, and decreased by an estimated 0.55 people per household or by a percentage decrease of -24.9 percent for the community of Tonopah between 2013 and 2019.

For the entire southwest central Nevada region, the average household size decreased from an estimated 2.19 people per household in 2013 to an estimated 2.13 people per household in 2019, a net decrease of 0.06 people per household or by -2.7 percent. For all of Clark County, the average household size increased from an estimated 2.75 people per household in 2013 to an estimated 2.76 people per household in 2019, a net increase of 0.01 people per household or by 0.4 percent while the average household size for the City of Las Vegas decreased from an estimated 2.74 people per household in 2013 to an estimated 2.70 people per household in 2019, a net decrease of 0.04 people per household or by -1.5 percent. Statewide, the average household size for the entire state of Nevada decreased from an estimated 2.70 people per household in 2013 to an estimated 2.67 people per household in 2019, a net decrease of 0.03 people per household or by -1.1 percent. Nationwide, the average household size for the entire United States decreased from an estimated 2.63 people per household in 2013 to an estimated 2.62 people per household in 2019, a net decrease of 0.01 people per household or by -0.4 percent.

5.1.e Median Household Income

Table 5.5 presents the change in median household income for Esmeralda County and Nye County, for the individual communities of Goldfield, Beatty, Gabbs, Pahrump, and Tonopah, for the southwest central Nevada region as a whole, for Clark County and the City of Las Vegas, and for the state of Nevada and the United States between 2013 and 2019.

Between 2013 and 2019, median household income for all of Esmeralda County increased significantly from an estimated \$30,284 in 2013 to an estimated \$37,375 in 2019, a net increase of \$7,091 or by 23.4 percent while median household income for the community of Goldfield decreased significantly from an estimated \$43,409 in 2013 to an estimated \$36,250 in 2019, a net decrease of \$7,159 or by -16.5 percent. Between 2013 and 2019, median household income for all of Nye County increased significantly from an estimated \$39,876 in 2013 to an estimated \$47,300 in 2019, a net increase of \$7,424 or by 18.6 percent. For the community of Beatty, median family income increased by an estimated \$606 or by 2.0 percent between 2013 and 2019, increased significantly by an estimated \$31,873 or by 125.3 percent for the community of Gabbs, increased by an estimated \$8,047 or by 20.4 percent for the town of Pahrump, and increased by an estimated \$1,407 or by 3.4 percent for the community of Tonopah between 2013 and 2019.

Region-wide, median household income for the entire southwest central Nevada region increased significantly between 2013 and 2019, increasing from an estimated \$35,080 in 2013 to an estimated \$42,338 in 2019, a net increase of \$7,258 or by 20.7 percent. In both 2013 and 2019, median household income in Esmeralda County was less than median household income in both

years for the entire southwest central Nevada region and less than median household income for both the entire state of Nevada and for the entire United States in both 2013 and 2019. In both 2013 and 2019, median household income in Nye County was greater than median household income in both years for the entire southwest central Nevada region but less than median household income for both the entire state of Nevada and for the entire United States in both 2013 and 2019.

Table 5.5 – Median Household Income (2019 Inflation-Adjusted Dollars) Communities within the Southwest Central Regional Economic Development Authority Territory 2013 and 2019				
Community	2013	2019	2013 to 2019 Actual Change	2013 to 2019 Percent Change
Esmeralda County	\$30,284	\$37,375	\$7,091	23.4%
Goldfield	\$43,409	\$36,250	-\$7,159	-16.5%
Nye County	\$39,876	\$47,300	\$7,424	18.6%
Beatty	\$30,056	\$30,662	\$606	2.0%
Gabbs	\$25,435	\$57,308	\$31,873	125.3%
Pahrump	\$39,488	\$47,535	\$8,047	20.4%
Tonopah	\$41,688	\$43,095	\$1,407	3.4%
Clark County	\$52,873	\$59,340	\$6,467	12.2%
Las Vegas	\$51,143	\$56,354	\$5,211	10.2%
Esmeralda and Nye County Combined	\$35,080	\$42,338	\$7,258	20.7%
State of Nevada	\$52,800	\$60,365	\$7,565	14.3%
United States	\$53,046	\$62,843	\$9,797	18.5%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

**Data for Amargosa Valley, Belmont, Duckwater, and Round Mountain in Nye County*

Unavailable

Between 2013 and 2019, median household income for all of Clark County increased from an estimated \$52,873 in 2013 to an estimated \$59,340 in 2019, a net increase of \$6,467 or by 12.2 percent and increased between 2013 and 2019 for the City of Las Vegas, which increased from an estimated \$51,143 in 2013 to an estimated \$56,354 in 2019, a net increase of \$5,211 or by 10.2 percent. For the entire state of Nevada, statewide median household income increased from an estimated \$52,800 in 2013 to an estimated \$60,365 in 2019, a net increase of \$7,565 or by 14.3 percent. Nationwide, median household income for the entire United States increased from an estimated \$53,046 in 2013 to an estimated \$62,843 in 2019, a net increase of \$9,797 or by 18.5 percent.

5.1.f Median Family Income

Table 5.6 presents the change in median family income for Esmeralda County and Nye County, for the individual communities of Goldfield, Beatty, Gabbs, Pahrump, and Tonopah, for the southwest central Nevada region as a whole, for Clark County and the City of Las Vegas, and for the state of Nevada and the United States between 2013 and 2019.

Table 5.6 – Median Family Income (2019 Inflation-Adjusted Dollars) Communities within the Southwest Central Regional Economic Development Authority Territory 2013 and 2019				
Community	2013	2019	2013 to 2019 Actual Change	2013 to 2019 Percent Change
Esmeralda County	\$51,500	\$61,944	\$10,444	20.3%
Goldfield	\$65,833	\$44,167	-\$21,666	-32.9%
Nye County	\$45,798	\$56,667	\$10,869	23.7%
Beatty	\$48,083	\$55,152	\$7,069	14.7%
Gabbs	\$26,304	-	-	-
Pahrump	\$44,414	\$56,306	\$11,892	26.8%
Tonopah	\$59,238	\$38,750	-\$20,488	-34.6%
Clark County	\$60,666	\$70,114	\$9,448	15.6%
Las Vegas	\$59,052	\$69,563	\$10,511	17.8%
Esmeralda and Nye County Combined	\$48,649	\$59,306	\$10,657	21.9%
State of Nevada	\$61,359	\$71,916	\$10,557	17.2%
United States	\$64,719	\$77,263	\$12,544	19.4%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

*Data for Amargosa Valley, Belmont, Duckwater, and Round Mountain in Nye County

Unavailable

For all of Esmeralda County, median family income increased significantly between 2013 and 2019, increasing from an estimated \$51,500 in 2013 to an estimated \$61,944 in 2019, a net increase of \$10,444 or by 20.3 percent while median family income for the community of Goldfield decreased significantly between 2013 and 2019, decreasing from an estimated \$65,833 in 2013 to an estimated \$44,167 in 2019, a net decrease of \$21,666 or by a percentage decrease of -32.9 percent. For all of Nye County, median family income increased significantly between 2013 and 2019, increasing from an estimated \$45,798 in 2013 to an estimated \$56,667 in 2019, a net increase of \$10,869 or by 23.7 percent. For the community of Beatty, median family income increased by an estimated \$7,069 or by 14.7 percent between 2013 and 2019, was an estimated \$26,304 in 2013 for the community of Gabbs (Note: median family income for the community of

Gabbs was not available for 2019 at the time of publication of this University Center for Economic Development technical report), increased by an estimated \$11,892 or by 26.8 percent for the town of Pahrump, and decreased by an estimated \$20,488 or by -34.6 percent for the community of Tonopah between 2013 and 2019.

For the entire southwest central Nevada region, region-wide median family income increased significantly between 2013 and 2019, increasing from an estimated \$48,649 in 2013 to an estimated \$59,306 in 2019, a net increase of \$10,657 or by 21.9 percent. In both 2013 and 2019, median family income for all of Esmeralda County was greater than median family income in both 2013 and 2019 for the entire southwest central Nevada region but was less than median family income statewide for the entire state of Nevada and for the entire United States in both 2013 and 2019. In both 2013 and 2019, median family income for all of Nye County was less than median family income in both 2013 and 2019 for the entire southwest central Nevada region and was less than median family income statewide for the entire state of Nevada and for the entire United States in both 2013 and 2019.

Between 2013 and 2019, median family income for all of Clark County increased from an estimated \$60,666 in 2013 to an estimated \$70,114 in 2019, a net increase of \$9,448 or by 15.6 percent and increased between 2013 and 2019 for the City of Las Vegas, increasing from an estimated \$59,052 in 2013 to an estimated \$69,563 in 2019, a net increase of \$10,511 or by 17.8 percent. Statewide, median family income for the entire state of Nevada increased from an estimated \$61,359 in 2013 to an estimated \$71,916 in 2019, a net increase of \$10,557 or by 17.2 percent. Nationwide, median family income for the entire United States increased from an estimated \$64,719 in 2013 to an estimated \$77,263 in 2019, a net increase of \$12,544 or by 19.4 percent.

5.1.g Per Capita (Mean) Income

Table 5.7 presents the change in per capita (or mean) for Esmeralda County and Nye County, for the individual communities of Goldfield, Beatty, Gabbs, Pahrump, and Tonopah, for the southwest central Nevada region as a whole, for Clark County and the City of Las Vegas, and for the state of Nevada and the United States between 2013 and 2019.

Between 2013 and 2019, per capita income for all of Esmeralda County increased from an estimated \$20,862 in 2013 to an estimated \$25,849 in 2019, a net increase of \$4,987 or by 23.9 percent while per capita income for the community of Goldfield increased from an estimated \$21,890 in 2013 to an estimated \$23,514 in 2019, a net increase of \$1,624 or by 7.4 percent. Between 2013 and 2019, per capita income for all of Nye County increased from an estimated \$21,838 in 2013 to an estimated \$25,558 in 2019, a net increase of \$3,720 or by 17.0 percent. For the community of Beatty, per capita income increased significantly by an estimated \$10,277 or by 54.7 percent between 2013 and 2019, increased significantly for the community of Gabbs by an estimated \$84,041 or by 455.5 percent, increased by an estimated \$3,088 or by 14.2 percent for the town of Pahrump, and increased by an estimated \$3,560 or by 16.0 percent for the community of Tonopah between 2013 and 2019.

For the entire southwest central Nevada region, region-wide per capita income increased from an estimated \$42,700 in 2013 to an estimated \$51,407 in 2019, a net increase of \$8,707 or by 20.4 percent. Per capita income for all of Esmeralda County in both 2013 and 2019 was less than per capita income in both 2013 and 2019 for the entire southwest central Nevada region and less than per capita income for both the entire state of Nevada and for the entire United States in both 2013 and 2019. Per capita income for all of Nye County in both 2013 and 2019 was less than per capita income in both 2013 and 2019 for the entire southwest central Nevada region and less than per capita income for both the entire state of Nevada and for the entire United States in both 2013 and 2019.

**Table 5.7 – Per Capita (Mean) Income (2019 Inflation-Adjusted Dollars)
Communities within the Southwest Central Regional Economic Development Authority
Territory
2013 and 2019**

Community	2013	2019	2013 to 2019 Actual Change	2013 to 2019 Percent Change
Esmeralda County	\$20,862	\$25,849	\$4,987	23.9%
Goldfield	\$21,890	\$23,514	\$1,624	7.4%
Nye County	\$21,838	\$25,558	\$3,720	17.0%
Beatty	\$18,779	\$29,056	\$10,277	54.7%
Gabbs	\$18,449	\$102,490	\$84,041	455.5%
Pahrump	\$21,794	\$24,882	\$3,088	14.2%
Tonopah	\$22,250	\$25,810	\$3,560	16.0%
Clark County	\$26,217	\$30,704	\$4,487	17.1%
Las Vegas	\$25,607	\$30,761	\$5,154	20.1%
Esmeralda and Nye County Combined	\$42,700	\$51,407	\$8,707	20.4%
State of Nevada	\$26,589	\$31,557	\$4,968	18.7%
United States	\$28,155	\$34,103	\$5,948	21.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

*Data for Amargosa Valley, Belmont, Duckwater, and Round Mountain in Nye County
Unavailable

Comparatively, per capita income for all of Clark County increased from an estimated \$26,217 in 2013 to an estimated \$30,704 in 2019, a net increase of \$4,487 or by 17.1 percent while, for the City of Las Vegas, per capita income increased from an estimated \$25,607 in 2013 to an estimated \$30,761 in 2019, a net increase of \$5,154 or by 20.1 percent. Statewide, per capita income for the entire state of Nevada increased from an estimated \$26,589 in 2013 to an estimated \$31,557 in 2019, a net increase of \$4,968 or by 18.7 percent. Nationwide, per capita

income for the entire United States increased from an estimated \$28,155 in 2013 to an estimated \$34,103 in 2019, a net increase of \$5,948 or by 21.1 percent.

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

Table 5.8 presents the change in the estimated percent of total population living below the poverty level (or poverty rate), aged 18 years of age or older, for Esmeralda County and Nye County, for the individual communities of Goldfield, Beatty, Gabbs, Pahrump, and Tonopah, for the southwest central Nevada region as a whole, for Clark County and the City of Las Vegas, and for the state of Nevada and the United States between 2013 and 2019.

Table 5.8 – Percent of Total Population Living Below the Poverty Line Communities within the Southwest Central Regional Economic Development Authority Territory 2013 and 2019				
Community	2013	2019	2013 to 2019 Actual Change	2013 to 2019 Percent Change
Esmeralda County	22.3%	8.9%	-13.4%	-60.1%
Goldfield	9.6%	15.8%	6.2%	64.6%
Nye County	18.9%	16.4%	-2.5%	-13.2%
Beatty	27.3%	20.3%	-7.0%	-25.6%
Gabbs	15.6%	0.0%	-15.6%	-100.0%
Pahrump	18.8%	16.3%	-2.5%	-13.3%
Tonopah	16.0%	16.9%	0.9%	5.6%
Clark County	15.1%	13.7%	-1.4%	-9.3%
Las Vegas	17.1%	15.3%	-1.8%	-10.5%
Esmeralda and Nye County Combined	20.6%	12.7%	-8.0%	-38.6%
State of Nevada	15.0%	13.1%	-1.9%	-12.7%
United States	15.4%	13.4%	-2.0%	-13.0%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

** Data for Amargosa Valley, Belmont, Duckwater, and Round Mountain in Nye County*

Unavailable

Between 2013 and 2019, the percentage of total population aged 18 years of age or older living below the poverty line in Esmeralda County decreased significantly, declining from an estimated 22.3 percent in 2013 to an estimated 8.9 percent in 2019, a net decrease of 13.4 percent or by a percentage decrease of -60.1 percent. However, the poverty rate for the community of Goldfield increased significantly between 2013 and 2019, increasing from an estimated 9.6 percent in 2013 to an estimated 15.8 percent in 2019, a net increase of 6.2 percent or by a percentage increase of

64.6 percent. Between 2013 and 2019, the poverty rate for all of Nye County decreased from an estimated 18.9 percent in 2013 to an estimated 16.4 percent in 2019, a net decrease of 2.5 percent or by a percentage decrease of -13.2 percent. For both the communities of Beatty and Gabbs, the poverty rate decreased significantly between 2013 and 2019, decreasing by an estimated 7.0 percent or by a percentage decrease of -25.6 percent and by an estimated 15.6 percent or by a percentage decrease of -100.0 percent for both communities respectively. For the town of Pahrump, the poverty rate decreased by an estimated 2.5 percent or by a percentage decrease of -13.3 percent and, for the community of Tonopah, increased by an estimated 0.9 percent or by a percentage increase of 5.6 percent between 2013 and 2019.

For the entire southwest central Nevada region, the percentage of total population aged 18 years of age or older living below the poverty line decreased significantly between 2013 and 2019, declining from an estimated 20.6 percent in 2013 to an estimated 12.7 percent in 2019, a net decrease of 8.0 percent or by a percentage decrease of -38.6 percent. The estimated poverty rate for all of Esmeralda County was greater than the estimated poverty rate for the entire southwest central Nevada region, greater than the estimated poverty rate for the entire state of Nevada, and greater than the estimated poverty rate for the entire United States in 2013 but was less than the estimated poverty rate for the entire region, the entire state, and for the entire United States in 2019. The estimated poverty rate for all of Nye County was less than the estimated poverty rate for the entire southwest central Nevada region but was greater than the estimated poverty rate for the entire state of Nevada and for the entire United States in 2013. For Nye County, the estimated poverty rate in 2019 was greater than the estimated poverty rate for the entire southwest central Nevada region, greater than the estimated poverty rate for the entire state of Nevada, and greater than the estimated poverty rate for the entire United States in 2019.

In Clark County, the estimated poverty rate decreased from an estimated 15.1 percent in 2013 to an estimated 13.7 percent in 2019, a net decrease of 1.4 percent or by a -9.3 percentage decrease and, for the City of Las Vegas, the estimated poverty rate decreased from an estimated 17.1 percent in 2013 to an estimated 15.3 percent in 2019, a net decrease of 1.8 percent or by a -10.5 percentage decrease. Statewide, the percentage of total population aged 18 years of age or older living below the poverty line decreased from an estimated 15.0 percent in 2013 to an estimated 13.1 percent in 2019, a net decrease of 1.9 percent or by a percentage decrease of -12.7 percent. Nationwide, the percentage of total population aged 18 years of age or older living below the poverty line decrease from an estimated 15.4 percent in 2013 to an estimated 13.4 percent in 2019, a net decrease of 2.0 percent or by a percentage decrease of -13.0 percent.

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

Table 5.9 presents the change in the civilian workforce for Esmeralda County and Nye County, for the individual communities of Goldfield, Beatty, Gabbs, Pahrump, and Tonopah, for the southwest central Nevada region as a whole, for Clark County and the City of Las Vegas, and for the state of Nevada and the United States between 2013 and 2019.

Between 2013 and 2019, the civilian workforce for all of Esmeralda County decreased from an estimated 427 total individuals in 2013 to an estimated 410 total individuals in 2019, a net decrease of 17 total individuals or by -4.0 percent while the civilian workforce for just the

community of Goldfield decrease significantly between 2013 and 2019, declining from an estimated 144 total individuals in 2013 to an estimated 85 total individuals in 2019, a net decrease of 59 total individuals or by -41.0 percent. For all of Nye County, the civilian workforce decreased from an estimated 16,742 total individuals in 2013 to an estimated 16,151 total individuals in 2019, a net decrease of 591 total individuals or by -3.5 percent. For the community of Beatty, the civilian workforce declined by an estimated 66 total individuals or by a percentage decrease of -14.1 percent between 2013 and 2019, increased significantly by an estimated 21 total individuals or by 91.3 percent for the community of Gabbs, decreased by an estimated 416 total individuals or by -3.2 percent for the town of Pahrump, and decreased by an estimated 450 total individuals or by -31.5 percent for the community of Tonopah.

Table 5.9 – Civilian Workforce (Individuals 16 Years or Older) Communities within the Southwest Central Regional Economic Development Authority Territory 2013 and 2019				
Community	2013	2019	2013 to 2019 Actual Change	2013 to 2019 Percent Change
Esmeralda County	427	410	-17	-4.0%
Goldfield	144	85	-59	-41.0%
Nye County	16,742	16,151	-591	-3.5%
Beatty	468	402	-66	-14.1%
Gabbs	23	44	21	91.3%
Pahrump	12,950	12,534	-416	-3.2%
Tonopah	1,429	979	-450	-31.5%
Clark County	1,024,824	1,102,465	77,641	7.6%
Las Vegas	299,318	311,650	12,332	4.1%
Esmeralda and Nye County Combined	17,169	16,561	-608	-3.5%
State of Nevada	1,404,746	1,498,994	94,248	6.7%
United States	157,113,886	163,555,585	6,441,699	4.1%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

** Data for Amargosa Valley, Belmont, Duckwater, and Round Mountain in Nye County*

Unavailable

Region-wide, the civilian workforce for the entire southwest central Nevada region decreased from an estimated 17,169 total individuals in 2013 to an estimated 16,561 total individuals in 2019, a net decrease of 608 total individuals or by -3.5 percent. In both 2013 and 2019, the town of Pahrump had the largest concentration of civilian workers for all of Nye County and for the entire southwest central Nevada region. In 2013 and 2019, the town of Pahrump accounted for an estimated 77.4 percent and for an estimated 77.6 percent of the total civilian workforce in all

of Nye County in each year respectively. In 2013 and 2019, the town of Pahrump accounted for an estimated 75.4 percent and for an estimated 75.7 percent of the total civilian workforce located throughout the entire southwest central Nevada region.

Between 2013 and 2019, the civilian workforce for all of Clark County increased from an estimated 1.02 million total individuals in 2013 to an estimated 1.10 million total individuals in 2019, a net increase of approximately 77,641 total individuals or by 7.6 percent while the civilian workforce for the City of Las Vegas increased from an estimated 299,318 total individuals in 2013 to an estimated 311,650 total individuals in 2019, a net increase of 12,332 total individuals or by 4.1 percent. Statewide, the civilian workforce for the entire state of Nevada increased from an estimated 1.4 million total individuals in 2013 to an estimated 1.5 total individuals in 2019, a net increase of approximately 94,248 or by 6.7 percent. Nationwide, the civilian workforce for the entire United States increased from an estimated 157.1 million total individuals in 2013 to an estimated 163.6 million total individuals in 2019, a net increase of approximately 6.4 million total individuals or by 4.1 percent.

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

Table 5.10 presents the change in the civilian unemployment rate for individuals aged 16 years of age or older for Esmeralda County and Nye County, for the individual communities of Goldfield, Beatty, Gabbs, Pahrump, and Tonopah, for the southwest central Nevada region as a whole, for Clark County and the City of Las Vegas, and for the state of Nevada and the United States between 2013 and 2019.

Between 2013 and 2019, the civilian unemployment rate of individuals aged 16 years of age or older decreased significantly for all of Esmeralda County, declining from an estimated 7.3 percent in 2013 to an estimated 1.5 percent in 2019, a net decrease of 5.8 percent or by a percentage decrease of -79.5 percent. The civilian unemployment rate of the community of Goldfield declined from an estimated 5.9 percent in 2013 to an estimated 2.0 percent in 2019, a net decrease of 3.9 percent or by a percentage decrease of -66.1 percent. For all of Nye County, the civilian unemployment rate decreased significantly between 2013 and 2019, declining from an estimated 8.1 percent in 2013 to an estimated 4.1 percent in 2019, a net decrease of 4.0 percent or by a percentage decrease of -49.41 percent. For the community of Beatty, the civilian unemployment rate increased by an estimated 1.1 percent or by a percentage increase of 36.7 percent between 2013 and 2019, remained unchanged at an estimated 0.0 percent for the community of Gabbs, decreased by an estimated 4.8 percent or by a percentage decrease of -53.9 percent for the town of Pahrump, and increased significantly by an estimated 3.6 percent or by a percentage increase of 90.0 percent for the community of Tonopah between 2013 and 2019.

For the entire southwest central Nevada region, the civilian unemployment rate decreased significantly between 2013 and 2019, decreasing from an estimated 7.7 percent in 2013 to an estimated 2.8 percent in 2019, a net decrease of 4.9 percent or by a percentage decrease of -63.6 percent. The civilian unemployment rate in both 2013 and 2019 for all of Esmeralda County was less than the civilian unemployment rate in both years for the entire southwest central Nevada region and less than the statewide and nationwide civilian unemployment rates for the entire state of Nevada and for the entire United States in 2013 and 2019. The civilian unemployment rate in

Nye County was greater than the civilian unemployment for the entire southwest central Nevada region and greater than the civilian unemployment rate for the entire United States but less than the statewide civilian unemployment rate for the entire state of Nevada in 2013. In 2019, the civilian unemployment rate for all of Nye County was greater than the civilian unemployment rate for the entire southwest central Nevada region, greater than the civilian unemployment rate for the entire state of Nevada, and was greater than the civilian unemployment rate for the entire United States.

**Table 5.10 – Civilian Unemployment Rate (Individuals 16 Years or Older)
Communities within the Southwest Central Regional Economic Development Authority
Territory
2013 and 2019**

Community	2013	2019	2013 to 2019 Actual Change	2013 to 2019 Percent Change
Esmeralda County	7.3%	1.5%	-5.8%	-79.5%
Goldfield	5.9%	2.0%	-3.9%	-66.1%
Nye County	8.1%	4.1%	-4.0%	-49.4%
Beatty	3.0%	4.1%	1.1%	36.7%
Gabbs	0.0%	0.0%	0.0%	-
Pahrump	8.9%	4.1%	-4.8%	-53.9%
Tonopah	4.0%	7.6%	3.6%	90.0%
Clark County	8.4%	4.1%	-4.3%	-51.2%
Las Vegas	9.0%	4.1%	-4.9%	-54.4%
Esmeralda and Nye County Combined	7.7%	2.8%	-4.9%	-63.6%
State of Nevada	8.2%	3.9%	-4.3%	-52.4%
United States	6.2%	3.4%	-2.8%	-45.2%

Source: U.S. Census Bureau; American Community Survey, 5-Year Estimates; 2013 and 2019

** Data for Amargosa Valley, Belmont, Duckwater, and Round Mountain in Nye County
Unavailable*

Comparatively, the civilian unemployment rate for all of Clark County declined from an estimated 8.4 percent in 2013 to an estimated 4.1 percent in 2019, a net decrease of 4.3 percent or by a percentage decrease of -51.2 percent and declined from an estimated 9.0 percent in 2013 to an estimated 4.1 percent in 2019 for the City of Las Vegas, a net decline of 4.9 percent or by a percentage decrease of -54.4 percent. Statewide, the civilian unemployment rate of the entire state of Nevada declined from an estimated 8.2 percent in 2013 to an estimated 3.9 percent in 2019, a net decrease of 4.3 percent or by a percentage decrease of -52.4 percent. Nationwide, the civilian unemployment rate for the entire United States decreased from an estimated 6.2 percent

in 2013 to an estimated 3.4 percent in 2019, a net decrease of 2.8 percent or by a percentage decrease of -45.2 percent.

5.1.k Inter and Intra-County Commuting Patterns

Table 5.11 presents an estimate of where residents who live in Esmeralda County work by geographic location and an estimate of where people working in Esmeralda County live for 2020.

Table 5.11 – Where Residents Work and Where Workers Live Esmeralda County 2020		
Where Residents in Esmeralda County Work		
Community of Employment	Number of Esmeralda County Residents	Percent of Total
Esmeralda County	313	82.2%
Mineral County	4	0.9%
Nye County	64	16.9%
Total	381	100.0%
Where Workers in Esmeralda County Live		
Community of Residence	Number of Workers in Esmeralda County	Percent of Total
Esmeralda County	330	85.0%
Churchill County	2	0.5%
Elko County	16	4.1%
Mineral County	16	4.1%
Nye County	11	2.9%
Washoe County	13	3.4%
Total	388	100.0%

Source: University Center for Economic Development, UCED Technical Report 2020/21-06, Nevada Commuting Patterns, August 2020

In 2020, of the 381 working aged residents living in Esmeralda County, an estimated 313 total individuals, or 82.2 percent, lived and worked within the geographic boundaries of Esmeralda County. An additional four total residents living in Esmeralda County, or 0.9 percent, commuted to and worked in Mineral County and an additional 64 total residents living in Esmeralda County, or 16.9 percent, commuted to and worked in Nye County. Of the 388 total individuals whose primary employment or job was located within the geographic boundaries of Esmeralda County in 2020, an estimated 330 total workers, or 85.0 percent, lived and worked within the

geographic boundaries of Esmeralda County. An additional two total individuals whose primary employment or job was located within the geographic boundaries, or 0.5 percent, lived in Churchill County. An additional 16 total workers, or 4.1 percent, whose primary employment or job was located within the geographic boundaries of Esmeralda County lived in Elko County and an additional 16 total workers lived in Mineral County and commuted to Esmeralda County for work. An estimated 11 total workers, or 2.9 percent, lived in Nye County and commuted to Esmeralda County for work in 2020 and an estimated 13 total workers, or 3.4 percent, lived in Washoe County and commuted to Esmeralda County for work in 2020.

Table 5.12 presents an estimate of where residents who live in Nye County work by geographic location and an estimate of where people working in Nye County live for 2020.

In 2020, of the 14,613 total working age individuals living in Nye County, an estimated 11,287 total individuals, or 77.2 percent of all working age individuals living throughout the county, also worked somewhere within the geographic boundaries of Nye County. An estimated 2,325 total working age individuals living in Nye County, or an estimated 15.9 percent, also worked in Clark County and an additional 44 total individuals living in Nye County, or an estimated 0.3 percent, worked in Elko County. An estimated 13 total individuals living in Nye County, or an estimated 0.1 percent, worked in Esmeralda County, an estimated 32 total individuals living in Nye County, or an estimated 0.2 percent, worked in Eureka County, and an additional six total individuals living in Nye County, or an estimated 0.0 percent, worked in Lander County in 2020. Of the 14,613 total working age individuals living in Nye County, an estimated 85 total individuals, or 0.6 percent, worked in Washoe County and an estimated 42 total individuals, or 0.3 percent, worked in White Pine County in 2020. An estimated 642 total individuals, or 4.7 percent, of the 14,613 total working age individuals living in Nye County in 2020 worked in another county outside the state of Nevada but within the United States and an estimated 91 total individuals, or 0.6 percent of all working age individuals living in Nye County in 2020 worked outside the United States.

Of the 14,762 total individuals whose primary employment or job was located within the geographic boundaries of Nye County in 2020, an estimated 11,963 total workers or 81.0 percent lived and worked within the geographic boundaries of Nye County. An additional four total workers working in Nye County, or 0.0 percent, lived in Churchill County and an additional 2,074 total workers working in Nye County, or 14.0 percent, lived in Clark County. An additional 18 total workers, or 0.1 percent, lived in Douglas County, an additional 59 total workers, or 0.4 percent, lived in Elko County, an additional 83 total workers, or 0.6 percent, lived in Esmeralda County, and an additional 30 total workers, or 0.2 percent, lived in Humboldt County. In 2020, an estimated 44 total workers working in Nye County, or 0.3 percent, lived in Lander County, an estimated 31 total workers, or 0.2 percent, lived in Lincoln County, an estimated 63 total workers, or 0.4 percent, lived in Lyon County, and an estimated four total workers, or 0.0 percent, lived in Mineral County. An additional 34 total workers working within Nye County in 2020, or 0.2 percent, lived in Washoe County, and an additional 49 total workers working within Nye County, or 0.3 percent, lived in White Pine County. Of the 14,762 total individuals whose primary employment or job was located within the geographic boundaries of Nye County in 2020, an estimated 306 total workers, or 2.1 percent, lived in some other county outside the state of Nevada but within the United States.

Table 5.12 – Where Residents Work and Where Workers Live
Nye County
2020

Where Residents in Nye County Work		
Community of Employment	Number of Nye County Residents	Percent of Total
Nye County	11,287	77.2%
Clark County	2,325	15.9%
Elko County	44	0.3%
Esmeralda County	13	0.1%
Eureka County	32	0.2%
Lander County	6	0.0%
Washoe County	85	0.6%
White Pine County	42	0.3%
Other Counties in USA	624	4.7%
Outside USA	91	0.6%
Total	14,613	100.0%
Where Workers in Nye County Live		
Community of Residence	Number of Workers in Nye County	Percent of Total
Nye County	11,963	81.0%
Churchill County	4	0.0%
Clark County	2,074	14.0%
Douglas County	18	0.1%
Elko County	59	0.4%
Esmeralda County	83	0.6%
Humboldt County	30	0.2%
Lander County	44	0.3%
Lincoln County	31	0.2%
Lyon County	63	0.4%
Mineral County	4	0.0%
Washoe County	34	0.2%
White Pine County	49	0.3%
Other Counties in USA	306	2.1%
Total	14,762	100.0%

Source: University Center for Economic Development, UCED Technical Report 2020/21-06, Nevada Commuting Patterns, August 2020

While a significantly larger percentage of residents living in Esmeralda County work within the county and while a significantly larger percentage of people working in Esmeralda County also

live within the county as compared to similar inter and intra-county commuting patterns for Nye County in 2020, both Esmeralda County and Nye County were economically linked to other counties throughout the southern part of the state and to other counties throughout the entire United States. Table 5.12 specifically illustrates the degree of economic linkage between Nye County and the southwest central Nevada region to workers living in Clark County and to employment opportunities based in Clark County. In 2020, approximately 15.9 percent of Nye County's working aged residential population worked in Clark County and approximately 14.0 percent of people whose primary employment or job is located in Nye County live in Clark County.

5.2 Identifying Key Trends in the Existing Socio-Demographic and Economic Data

During the second strategic economic development planning workshop held on May 13, 2021, workshop participants were asked to review and evaluate the existing socio-demographic and economic trends presented in the above section of this revised five-year Comprehensive Economic Development Strategy and identify specific trends of concern or opportunity for Nye County and for individual communities located throughout the county. The resulting analysis is divided into specific socio-demographic and economic trends for the communities of Beatty, Nevada and Pahrump, Nevada.

5.2.a Key Trends in the Existing Socio-Demographic and Economic Data for Beatty, Nevada

Workshop participants identified three specific trends that may hinder future community and economic development efforts over the next five years in the community of Beatty, Nevada including (1) an aging population, (2) an increase in the number of retired individuals moving into the community, and (3) a general decline in the number of households within the community. Each of the various revised strategic economic development goals and actionable items outlined in this revised five-year Comprehensive Economic Development Strategy specifically for Beatty, Nevada have been designed to address and reverse these trends in order to support more sustainable long-term community and economic growth.

For the community of Beatty, workshop participants identified the community's relatively older population as the first primary concern. While the median age for the town of Beatty has declined between 2013 and 2019, declining from an estimated 57.7 years of age in 2013 to an estimated 55.4 years of age in 2019, a net decline of 2.3 years of age or by -4.0 percent, the median age for Beatty in 2019 was measurably older than all of Nye County, at 53.1 years of age in 2019, and was one of the oldest median ages among other communities throughout the county. Workshop participants noted that the relatively older population currently living in Beatty has contributed to the stagnation of new business creation and attraction efforts and, additionally, presents a challenge in retaining and expanding existing businesses as there is a very limited workforce in Beatty that can be used to help support future community and economic development efforts. Between 2013 and 2019, the civilian workforce of the town of Beatty declined significantly, declining from an estimated 468 total workers in 2013 to an estimated 402

total workers in 2019, a net decrease of 66 total workers or by a percentage decrease of -14.1 percent.

Secondly, workshop participants noted that the relatively older population in Beatty has been driven by an increase in the number of people approaching or in retirement age moving into the community despite a continued decline in the community's overall total population. Between 2013 and 2019, the total population of the town of Beatty has declined from an estimated 900 total individuals in 2013 to an estimated 804 total individuals in 2019, a net decrease of 96 total individuals or by -10.7 percent. As the community of Beatty continues to become more of a retirement community, the community will be forced to develop more senior oriented services including expanded healthcare services designed to support an aging population.

Simultaneously, the community continues to lose workers that could support increased new business creation and attraction strategies and existing business retention and expansion efforts.

While the continued loss of a younger working-age population is a growing concern for the community of Beatty, workshop participants did note that median household income, median family income, and per capita income have each increased community-wide over the 2013 to 2019 period and that poverty rates for the town of Beatty have decreased. Between 2013 and 2019, median household income increased by 2.0 percent, median family income increased by 14.7 percent, and per capita income increased by 54.7 percent while the percentage of total population living below the poverty level for the town of Beatty decreased from an estimated 27.3 percent in 2013 to an estimated 20.3 percent in 2019, a net decrease of 7.0 percent or by a percentage decrease of -25.6 percent. Despite the significant increases in median household income, median family income, and per capita income and despite the significant decrease in the community's poverty rate, workshop participants noted that poverty rates in Beatty in 2019 remained significantly higher than countywide poverty rates and significantly greater than poverty rates for the entire state of Nevada and for the entire United States.

Third, and finally, workshop participants noted that despite an increase in the number of total households for the community of Beatty between 2013 and 2019, the average household size for households in Beatty declined significantly between 2013 and 2019. Between 2013 and 2019, the total number of households for the community of Beatty increased from an estimated 404 total households in 2013 to an estimated 455 total households in 2019, a net increase of 51 total households or by 12.6 percent. Despite the increase in the total number of households, the average household size for households in Beatty decreased from an estimated 2.23 people per household in 2013 to an estimated 1.77 people per household in 2019, a net decrease of 0.46 people per household or by -20.6 percent. Workshop participants noted that the continued decrease in average household size is yet another sign that the community's overall workforce continues to shrink as the workforce becomes increasingly older and less youthful. As a community that is becoming more of a retirement community, new businesses that may choose to open in Beatty or relocate an existing business to the community may find it increasingly difficult to secure the necessary workforce needed to support new operations. Existing businesses may also find it increasingly difficult to expand their workforce and existing businesses may eventually choose to leave the community altogether as becomes increasingly difficult to find qualified workers.

5.2.b Key Trends in the Existing Socio-Demographic and Economic Data for Pahrump, Nevada

For the community of Pahrump specifically, workshop participants identified three specific socio-demographic and economic trends that were very similar to the three specific socio-demographic and economic trends identified for the community of Beatty. The three specific socio-demographic and economic trends identified by workshops participants for the community of Pahrump included (1) an aging of the community's overall population and overall decline of the community's civilian workforce despite overall population growth, (2) stubbornly high poverty rates despite overall decline, and (3) notable increases in median household income, median family income, and per capita income.

Between 2013 and 2019, the total population of the town of Pahrump increased from an estimated 35,314 total individuals in 2013 to an estimated 37,298 total individuals in 2019, a net increase of 1,984 total individuals or by 5.6 percent. Countywide, the total population of all of Nye County increased from an estimated 43,368 total individuals in 2013 to an estimated 44,380 total individuals in 2019, a net increase of 1,012 total individuals or by 2.3 percent. Despite this population growth, the median age for both the town of Pahrump and for all of Nye County increased between 2013 and 2019, increasing from an estimated 51.3 years of age in 2013 to an estimated 54.8 years of age in 2019, a net increase of 3.5 years of age or by 6.8 percent for the town of Pahrump. Countywide, the median age for all of Nye County increased from an estimated 49.7 years of age in 2013 to an estimated 53.1 years of age in 2019, a net increase of 3.4 years of age or by 6.8 percent. Based on these observations, workshop participants noted that the continued population growth of both the town of Pahrump and for all of Nye County was largely driven by growth in the community's and county's older population groups. As a result of the continued aging of the community's and county's overall population, the civilian workforce for Pahrump and for all Nye County has declined. Between 2013 and 2019, the civilian workforce for the town of Pahrump declined from an estimated 12,950 total individuals in 2013 to an estimated 12,534 total individuals in 2019, a net decrease of 416 total workers or by -3.2 percent. Countywide, the civilian workforce for all of Nye County declined from an estimated 16,742 total individuals in 2013 to an estimated 16,151 total individuals in 2019, a net decrease of 66 total workers or by -3.5 percent. Comparatively, the civilian workforce for the entire state of Nevada increased by an estimated 6.7 percent between 2013 and 2019 and increased by an estimated 4.1 percent between 2013 and 2019 for the entire United States.

Workshop participants noted that the continued aging of the community's total population and the continued aging of the county's total population has resulted in a significant reduction in the overall availability of individual workers. This trend has resulted in increased difficulty in creating and attracting new businesses to Pahrump and to Nye County that require a growing workforce and inhibits existing business retention and expansion efforts as additional labor is often needed by existing businesses to grow existing operations. As part of this revised five-year Comprehensive Economic Development Strategy for Nye County, workshop participants noted that successfully retaining and recruiting a younger demographic is a vital part of the county's ongoing and future new business creation and attraction strategies and existing business retention and expansion efforts. Further growth and diversification of the existing housing stock in Pahrump and throughout Nye County, coupled with needed improvements to existing community education assets and targeted investment in new services, programs, and projects

designed to attract and support a younger demographic, are critical first steps that both Nye County and the Southwest Central Regional Economic Development Authority should support in order to reverse the aging trend of the community's and county's population and reverse the continued decline in the community's and county's civilian workforce.

Secondly, workshop participants noted that continued improvement in median household income, median family income, and per capita income levels throughout the town of Pahrump and for all of Nye County should be better utilized in creating and attracting new businesses and in helping retain and expand existing businesses. For the town of Pahrump, median household income increased by an estimated \$8,047 or by 20.4 percent between 2013 and 2019, median family income increased by an estimated \$11,892 or by 26.8 percent, and per capita income increased by an estimated \$3,088 or by 14.2 percent. Countywide, median household income increased by an estimated \$7,424 or by 18.6 percent between 2013 and 2019 for all of Nye County, median family income increased by an estimated \$10,869 or by 23.7 percent, and per capita income increased by an estimated \$3,720 or by 17.0 percent. Continued growth in median household income, median family income, and per capita income levels for the town of Pahrump and for all of Nye County continue to make both Pahrump and Nye County increasing attractive to new businesses that depend on growing levels of disposable income among prospective customers and existing businesses could potentially benefit through increased expansion efforts as a way of increasing market share in a market where disposable income levels have increased over the past several years.

Third, and finally, for both the town of Pahrump and for all of Nye County, the estimated percentage of total population living below the poverty line declined significantly between 2013 and 2019. Between 2013 and 2019, the percentage of total population living below the poverty line for just the town of Pahrump decreased from an estimated 18.8 percent in 2013 to an estimated 16.3 percent in 2019, a net decrease of 2.5 percent or by a percentage decrease of -13.3 percent. Countywide, the percentage of the total population living below the poverty line for all of Nye County decreased from an estimated 18.9 percent in 2013 to an estimated 16.4 percent in 2019, a net decrease of 2.5 percent or by a percentage decrease of -13.2 percent. Despite the significant improvements made in reducing overall poverty levels for both the town of Pahrump and for all Nye County, poverty levels for both Pahrump and for all of Nye County remained relatively high when compared to poverty levels for the entire state of Nevada and for the entire United States. In 2019, the estimated percentage of total population living below the poverty line for Pahrump was an estimated 16.3 percent and was an estimated 16.4 percent for all Nye County. Comparatively, the percentage of total population living below the poverty line for the entire state of Nevada in 2019 was an estimated 13.1 percent and was an estimated 13.4 percent for the entire United States. Continual reduction in community-wide and countywide poverty rates must remain, according to workshop participants, a primary focus as part of this revised five-year Comprehensive Economic Development Strategy for Nye County.

5.3 Community Assessment: Completion of a Strengths, Weaknesses, Opportunities and Threats Analysis

Participants who participated in the strategic economic development planning workshops for Nye County in March and May of 2021 were asked to complete a Strengths, Weaknesses,

Opportunities, and Threats (SWOT) analysis for Nye County and for several individual communities located throughout the county. The results of this SWOT analysis are presented in this sub-section. **Strengths** are defined as characteristics of Nye County and individual communities that gives the county and these communities an economic development advantage over others and **weaknesses** are defined as characteristics of the county and the community that place it at an economic development competitive disadvantage relative to other counties and communities both within and outside the southeastern central Nevada region. **Opportunities** are elements within the external environment that Nye County, individual communities within the county, and the Southwest Central Regional Economic Development Authority could potentially take advantage of and **threats** are elements within the external environment that may derail the economic development efforts of the county, of individual communities, or of the Southwest Central Regional Economic Development Authority over the next five years. Strengths, weaknesses, opportunities and threats for the individual communities of Beatty, Pahrump, and Tonopah are presented in this sub-section.

5.3.a Strengths

Figure 5.1 presents a word cloud summarizing the individual strengths identified by workshop participants for the community of Beatty, Nevada.

Figure 5.1 – Economic Development Strengths for the Community of Beatty Nye County Comprehensive Economic Development Strategy

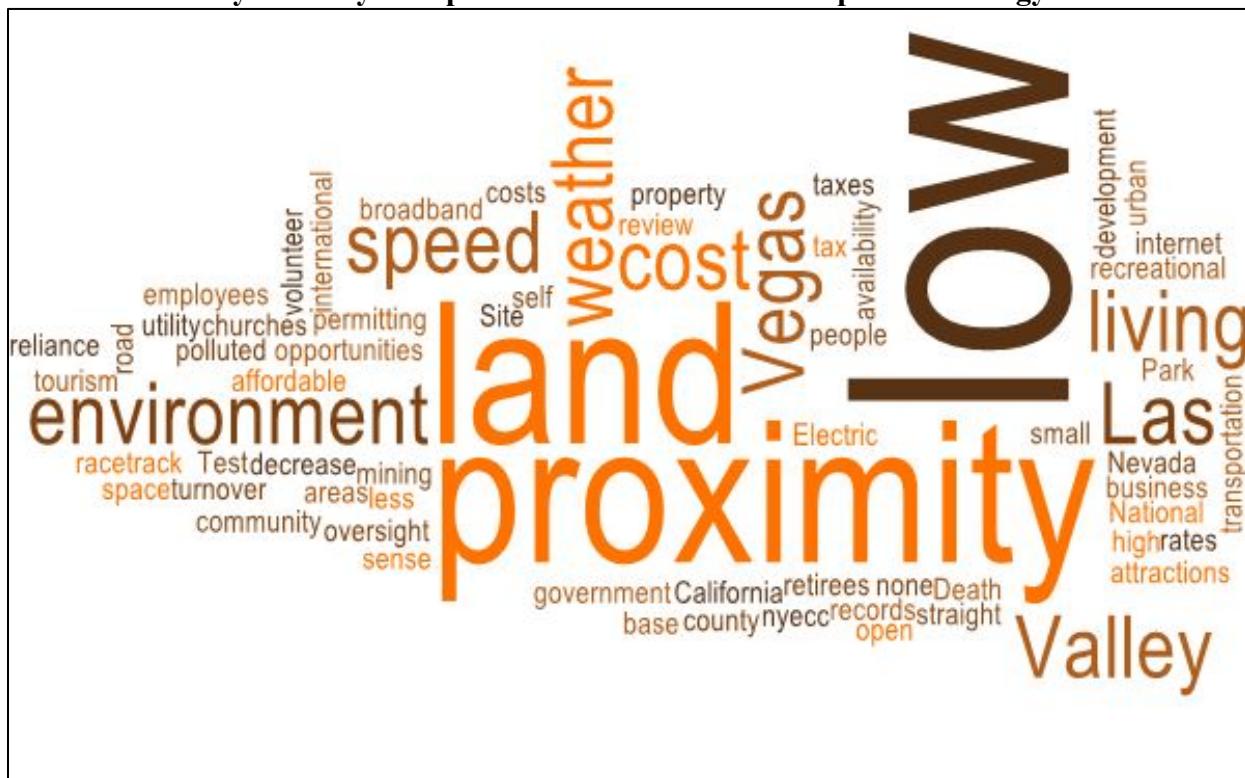


Many of the specific community economic development strengths identified by workshop participants for the community of Beatty specifically focused on the various community assets

and facilities that have been developed in order to support longer-term community and economic development efforts. A Community Center, a Fire Station, Library, Senior Center, community skate park and swimming pool, and planned improvements to the community's existing airport were all identified as major economic development strengths for the community of Beatty. Workshop participants further highlighted the community's many infrastructure assets including recent improvements to the community's fiber, telecommunication, and broadband infrastructure, improved municipal water and sewer services, and reliable power as major infrastructure assets that continue to support existing community and economic development efforts and that can be used to support future efforts designed to create and attract new businesses and help retain and expand existing businesses. The community's direct access to a wide variety of outdoor recreation and tourism-based assets, including direct access to Death Valley National Park, combined with Beatty's central geographic location in Nye County and along U.S. Highway 95, makes Beatty an ideal center for additional outdoor recreation and tourism-based activities.

Figure 5.2 presents a word cloud summarizing the individual strengths identified by workshop participants for the community of Pahrump, Nevada.

Figure 5.2 – Economic Development Strengths for the Community of Pahrump Nye County Comprehensive Economic Development Strategy



For the town of Pahrump specifically, workshop participants identified a number of major economic strengths that the community, Nye County, and the Southwest Central Regional Economic Development Authority could potentially continue to build upon and use to support future community and economic development efforts. Workshop participants highlighted

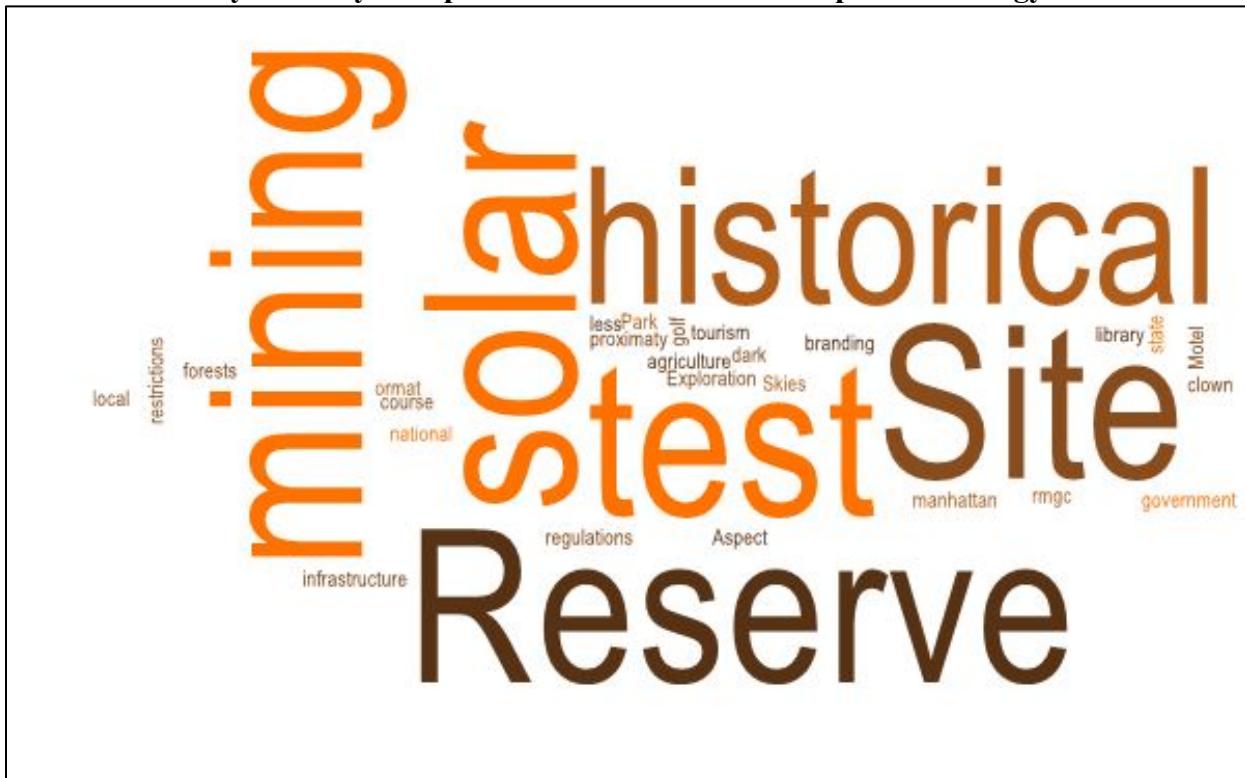
Pahrump's strategic proximity to the City of Las Vegas in neighboring Clark County, located approximately 60 miles east of Pahrump along Nevada State Highway 160. Given the relatively low cost of living, low tax structure, and low cost of utilities in Pahrump, Pahrump is an ideal location for businesses that require direct access to a large metropolitan urban center but can benefit from a relatively lower cost of living, a lower tax structure, and relatively low cost of utilities. This relationship also makes Pahrump ideal for younger population groups that may work within the Las Vegas metropolitan area. By recruiting additional people that might work within the Las Vegas metropolitan area but live in Pahrump, the community and existing businesses could potentially benefit from importing additional income earned in Las Vegas but capture and spent in Pahrump.

Other major economic development strengths for the community of Pahrump as identified by workshop participants include the community's existing pool of major infrastructure assets including major transportation and surface road assets, improved water and sewer services, expanded telecommunication and broadband communication assets, and continued improvement in the community's overall power and electricity network. The availability of land for mid-sized and large-sized commercial, industrial, and residential development, direct access to major outdoor recreation and tourism-based assets, favorable year-round weather conditions, and generally high quality environmental conditions make Pahrump an ideal location for new business creation and attraction efforts in a variety of targeted industry and occupation sectors and will continue to support future existing business retention and expansion strategies. While Pahrump is the single largest population center in Nye County, with an estimated 37,298 total individuals living in Pahrump in 2019, the community has retained much of its 'small-town' and 'rural' identity and tradition resulting in a strong sense of community and volunteerism despite continued population growth. As the county's single largest population center, accounting for an estimated 84.0 percent of Nye County's total population in 2019, Pahrump is also the single largest source of employees for new businesses and for existing businesses operating within Nye County.

Figure 5.3 presents a word cloud summarizing the individual strengths identified by workshop participants for the community of Tonopah, Nevada.

Workshop participants noted that, despite several new community and economic development efforts designed to create and attract new businesses and help existing business expand their existing operations, the town of Tonopah has been able to retain its historical community and cultural identity. The community's 'historical branding' as a western frontier and mining community, coupled with immediate and direct access to a number of critical outdoor recreation and tourism-based assets, makes Tonopah an ideal community for future tourism and outdoor enthusiast based development. Workshop participants further noted that recent community and economic development efforts, including the opening of the Belvada Hotel and continued main street improvements to Tonopah's downtown corridor along U.S. Highway 95, have successfully positioned Tonopah as a community with modern amenities where visitors can experience an authentic western frontier heritage. Maintaining and building upon this historical branding is a primary economic development strength that workshop participants expressed support for further building upon as part of Nye County's revised five-year Comprehensive Economic Development Strategy.

**Figure 5.3 – Economic Development Strengths for the Community of Tonopah
Nye County Comprehensive Economic Development Strategy**



Workshop participants also highlighted the community's and surrounding area's potential for additional mining and natural resource-based economic development. Notably, Tonopah's strategic geographic location and surrounding area topography and climate makes the community and surrounding area ideal for increased renewable energy development and production. Tonopah's existing proximity to surrounding area agricultural activities, most notably along U.S. Highway 6 and along Nevada State Highway 376 through Round Mountain, could also be better utilized to support new economic development opportunities in the agricultural industry sector. Furthermore, existing mining and natural resource extraction activities and planned future mining and natural resource extraction exploration efforts located throughout the surrounding area are major economic development strengths that could support a more diverse set of community and economic development efforts.

5.3.b Weaknesses

Figure 5.4 presents a word cloud summarizing the individual economic development weaknesses identified by workshop participants for the community of Beatty, Nevada.

Chief among the various economic development weaknesses identified for the community of Beatty by workshop participants was the general and continued inability to attract a younger demographic to the community. Improved employment opportunities with longer-term and higher paying jobs, improved educational and workforce development programs, improved

commercial retail shopping and service opportunities, and expanded basic and more advanced healthcare services, are each needed to help encourage additional population growth among a younger demographic in order to reverse the continued decline in the community's existing civilian workforce.

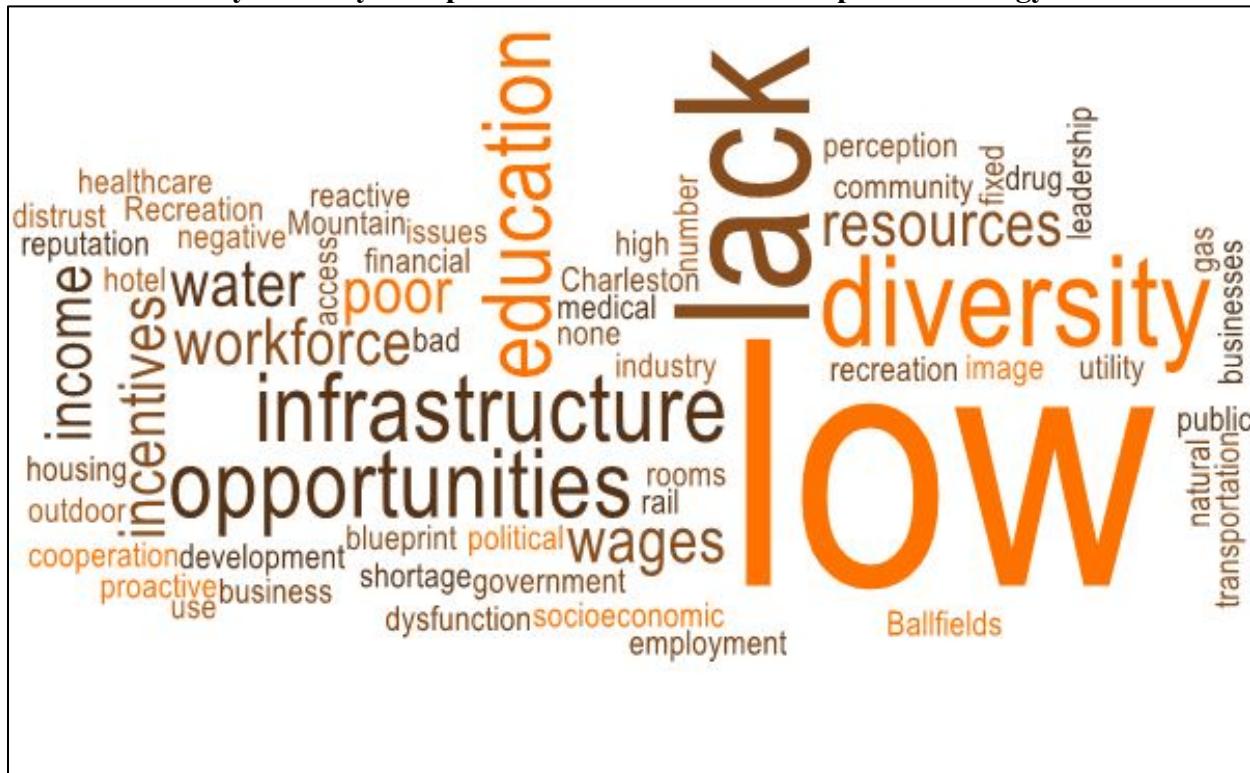
**Figure 5.4 – Economic Development Weaknesses for the Community of Beatty
Nye County Comprehensive Economic Development Strategy**



While workshop participants noted that, for a community of its size, has generally high quality infrastructure assets, the community's existing pool of available infrastructure is likely insufficient to support the type of population growth needed in order to grow the community's civilian workforce. Additional improvements in the community's surface roadway network, including increased safety elements to U.S. Highway 95, improved access to water, and continued improvement in existing telecommunication and broadband infrastructure will each be needed in order to attract and support a growing population. These specific infrastructure improvements will also be needed in order to successfully implement future new business creation and attraction strategies and to support future existing business retention and expansion efforts. Given that Beatty is generally landlocked with only one major transportation connector, namely U.S. Highway 95 that only provides north-south connection to other communities and to larger markets, these various infrastructure improvements will be needed in order to overcome this land locked disadvantage and to better connect Beatty to larger markets and to encourage additional tourism-based development strategies.

Figure 5.5 presents a word cloud summarizing the individual economic development weaknesses identified by workshop participants for the community of Pahrump, Nevada.

**Figure 5.5 – Economic Development Weaknesses for the Community of Pahrump
Nye County Comprehensive Economic Development Strategy**



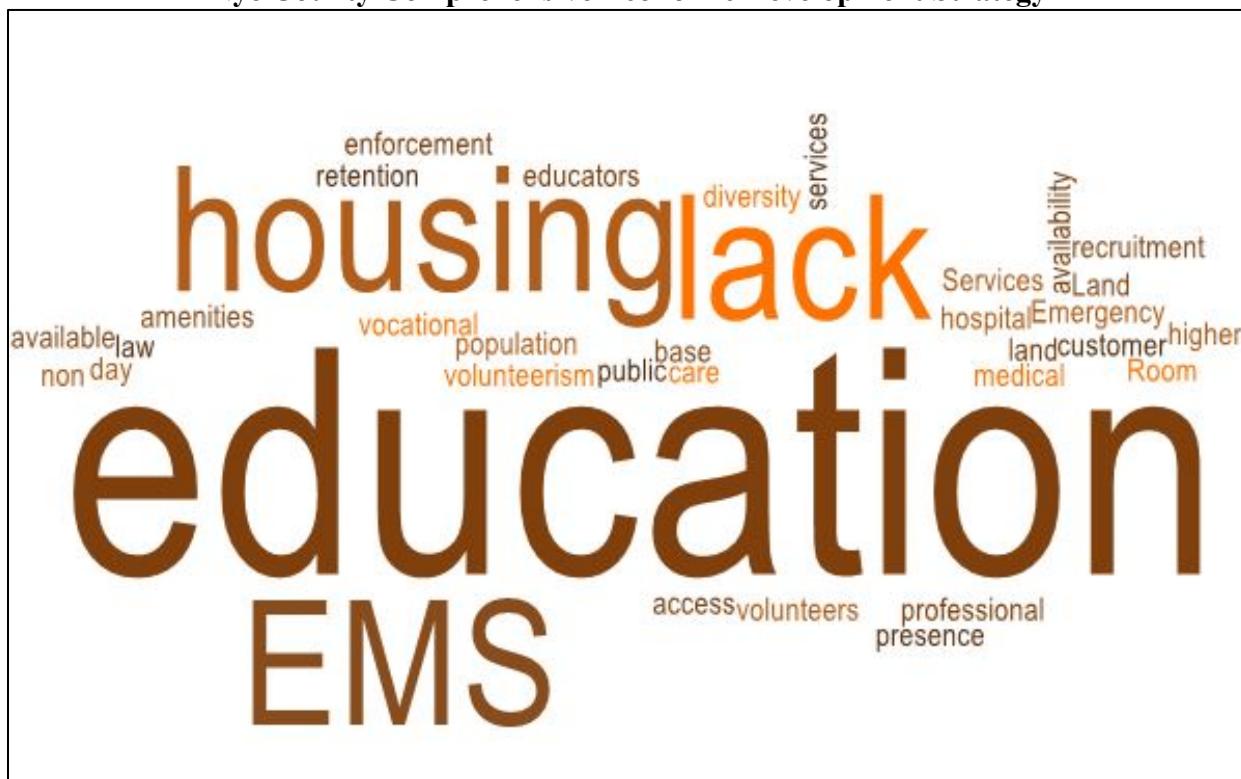
A general ‘lack of’ or ‘low amount of’ needed resources, services and assets were among the various economic development weaknesses identified for the town of Pahrump by workshop participants. The general lack of and decline in the community’s available civilian workforce, education and workforce development services, housing options needed to support a growing and younger population demographic, and a general lack of basic and more advanced healthcare services were specific community and economic development weaknesses that currently inhibit future new business creation and attraction efforts and inhibit ongoing existing business retention and expansion strategies. Workshop participants also identified a lack of public transportation options, needed improvements in major infrastructure areas, and needed improvements to major community-based and tourism-oriented outdoor recreation assets as additional economic development weaknesses that must be addressed as part of Nye County’s revised five-year Comprehensive Economic Development Strategy.

Workshop participants further noted that the community specifically and Nye County in general could benefit from the development of a series of targeted economic development incentives designed to support new business creation and attraction efforts in specifically targeted industry and occupation sectors. While Nye County and the Southwest Central Regional Economic Development Authority have benefited from the use and implementation of various state government economic development incentives, largely administered through the Nevada Governor's Office of Economic Development, both the town of Pahrump and Nye County should, as part of this revised five-year Comprehensive Economic Development Strategy, begin

to develop a set of targeted economic development incentives designed to support local community and economic development efforts. The effort to create a set of local and county level economic development incentives should also be combined with an effort to further develop a clear and explicit blueprint for growth for Pahrump and for all of Nye County and each of its individual communities. Workshop participants expressed their hope that the development of targeted local and county level economic development incentives, combined with the further development of a clear and explicit blueprint for growth, will help Pahrump and all of Nye County overcome a negative perception and reputation that Pahrump and Nye County has in-terms of the community's and county's overall level of business attractiveness.

Figure 5.6 presents a word cloud summarizing the individual economic development weaknesses identified by workshop participants for the community of Tonopah, Nevada.

**Figure 5.6 – Economic Development Weaknesses for the Community of Tonopah
Nye County Comprehensive Economic Development Strategy**



Workshop participants noted that a lack of diversity in quality housing, a general lack in expanded education and workforce development efforts, and a general lack in basic community development assets including emergency, basic, and more advanced medical and healthcare services are key economic weaknesses that continue to contribute to the community's continued decline in total population and continued decline in the community's existing civilian workforce. Workshop participants further noted that the total population of the town of Tonopah has declined from an estimated 2,817 total individuals in 2013 to an estimated 2,009 total individuals in 2019, a net decrease of 808 total individuals or by -28.7 percent. The civilian workforce for the town of Tonopah has also declined between 2013 and 2019, declining from an estimated

1,429 total workers in 2013 to an estimated 979 total workers in 2019, a net decline of 450 total individuals or by -31.5 percent. By diversifying, expanding, and improving upon the community's existing housing stock, existing educational and workforce development efforts, and the community's existing emergency, basic, and healthcare medical and healthcare services, workshop participants believe that the population and civilian workforce declines in Tonopah over the past several years can be arrested. As total population levels and civilian workforce levels stabilize and begin to grow, new business creation and attraction efforts and existing business retention and expansion strategies will have a greater chance of succeeding.

5.3.c Opportunities

Figure 5.7 presents a word cloud summarizing the individual economic development opportunities identified by workshop participants for the community of Beatty, Nevada.

**Figure 5.7 – Economic Development Opportunities for the Community of Beatty
Nye County Comprehensive Economic Development Strategy**

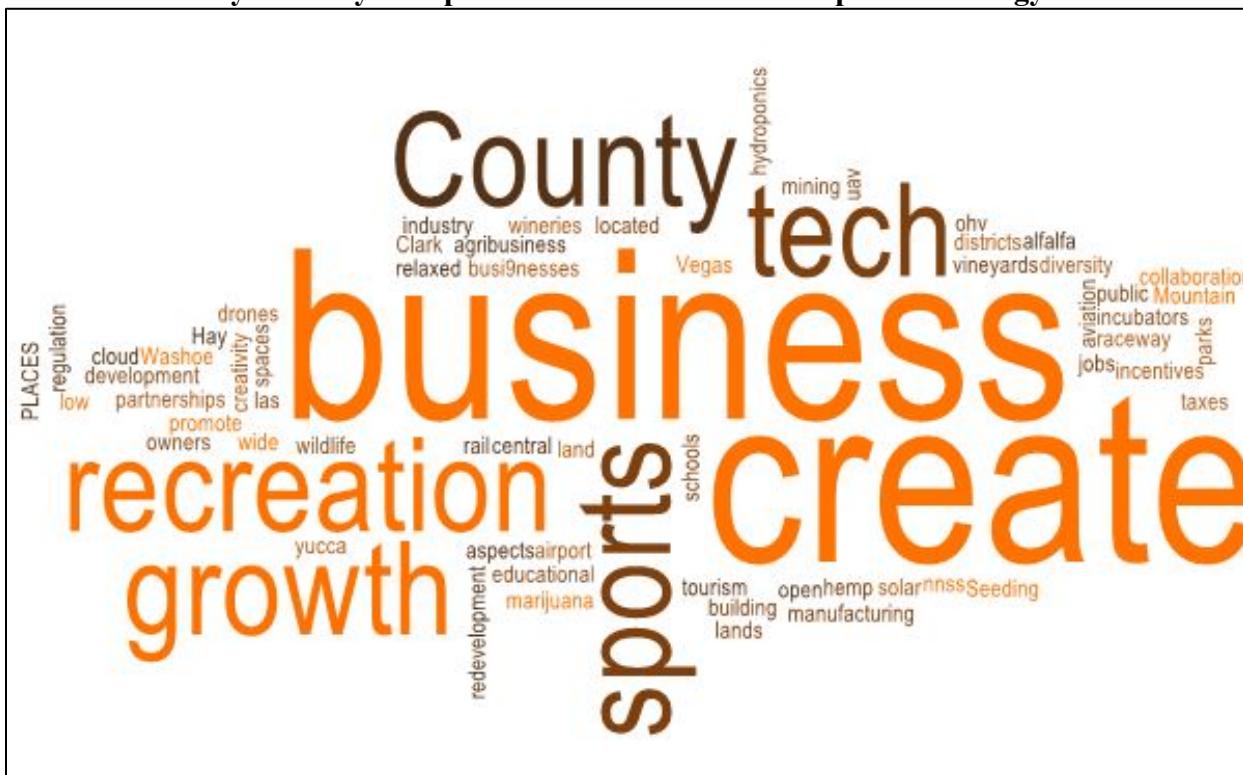


For future economic development opportunities for the town of Beatty, workshop participants noted that there are a number of opportunities in regard to capitalizing on Beatty's strategic geographic location and access to major outdoor recreation and tourism-based assets including the community's direct access to Death Valley National Park. In order to capitalize on these opportunities, workshop participants noted that additional transportation assets, including needed improvements to Beatty's existing airport, will be needed in order to overcome Beatty's lack of east-west connectivity to other communities and regions. Related economic development opportunities for the town of Beatty include capitalizing on the community's continued

investment into other major infrastructure assets, namely improved municipal water and sewer assets and improved telecommunication and broadband assets. Combined with a relatively large amount of available and currently unused land, Beatty is an ideal location for new mid-sized businesses that need relatively large amounts of land to develop but also require direct access to various infrastructure assets that have existing excess capacity.

Figure 5.8 presents a word cloud summarizing the individual economic development opportunities identified by workshop participants for the community of Pahrump, Nevada.

Figure 5.8 – Economic Development Opportunities for the Community of Pahrump Nye County Comprehensive Economic Development Strategy

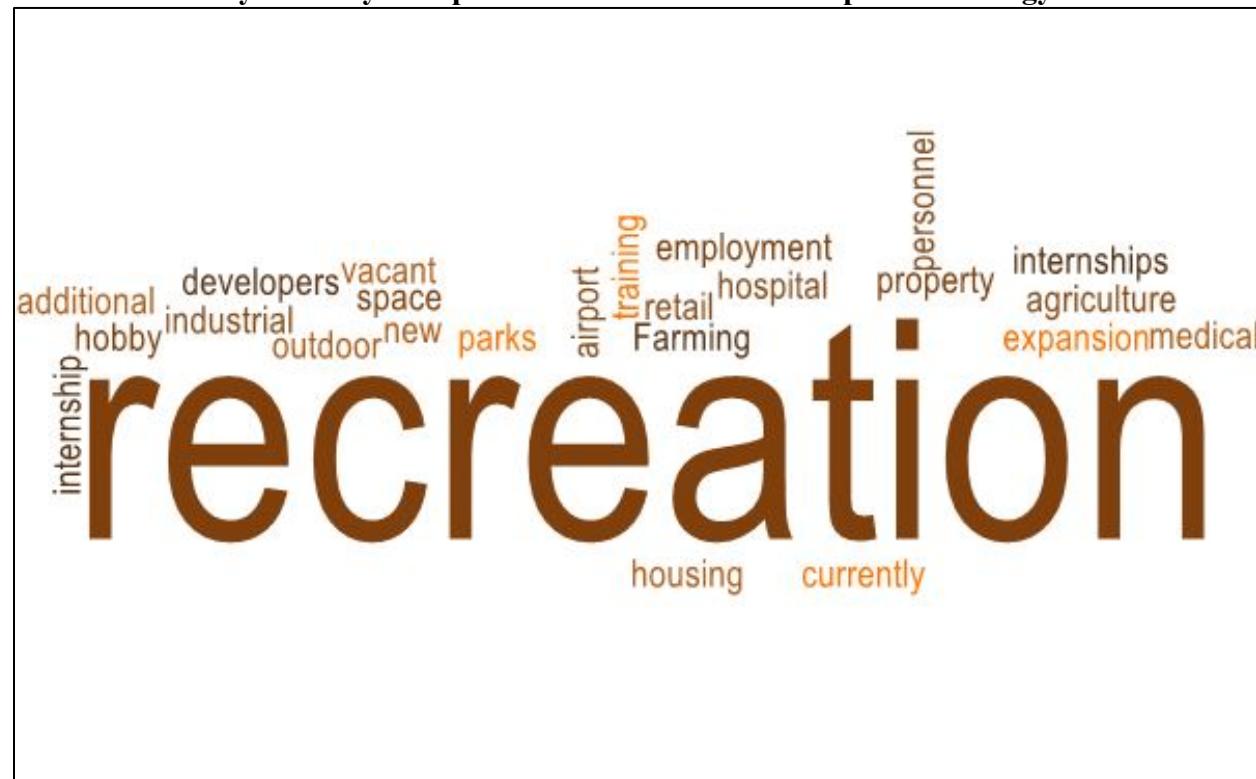


Many of the specific economic development opportunities, as identified by workshop participants, for the town of Pahrump focused on new business creation and attraction efforts in a variety of natural resource based industry and occupation sectors. Increased and diversified agricultural production, including value-added production, could further support new agribusiness opportunities throughout the town of Pahrump and throughout the existing area extending into the Amargosa Valley area. Increased renewable energy production and distribution, increased mining and natural resource extraction activities, improved access to the community's and area's various outdoor recreation and tourism-based assets, and even improvements to the community's existing athletic and sports facilities could each enable the community to take advantage of its existing economic development strengths by encouraging new business creation and attraction efforts in a variety of new industry and occupation sectors.

Workshop participants further noted that the town of Pahrump, and Nye County in general, could take better advantage of the community's close proximity to the Las Vegas Metropolitan Statistical Area located approximately 60 miles east of Pahrump along Nevada State Highway 160. As the cost of living continues to grow and the availability of relatively affordable housing continues to shrink throughout the Las Vegas Metropolitan Statistical Area, the relatively low cost of living in Pahrump and the opportunity to grow and diversify Pahrump's existing housing stock could result in opportunities to stabilize and sustainably grow Pahrump's existing residential population, resulting in more residential customers for new and existing businesses already operating throughout the community.

Figure 5.9 presents a word cloud summarizing the individual economic development opportunities identified by workshop participants for the community of Tonopah, Nevada.

**Figure 5.9 – Economic Development Opportunities for the Community of Tonopah
Nye County Comprehensive Economic Development Strategy**



Many of the specific emerging economic development opportunities for the community of Tonopah, as identified by workshop participants, focused on expanding the community's existing tourism and hospitality sector through increased access to and improvements in the community's and area's existing outdoor recreation and tourism-based assets. Expanding existing outdoor recreation assets, including the area's network of hiking, mountain biking, and off highway vehicle (OHV) trails, combined with improved camping and recreation vehicle (RV) sites and continued growth of the community's existing stock of hotel and motel rooms, could significantly improve overall outdoor recreation tourist and visitor counts. By increasing

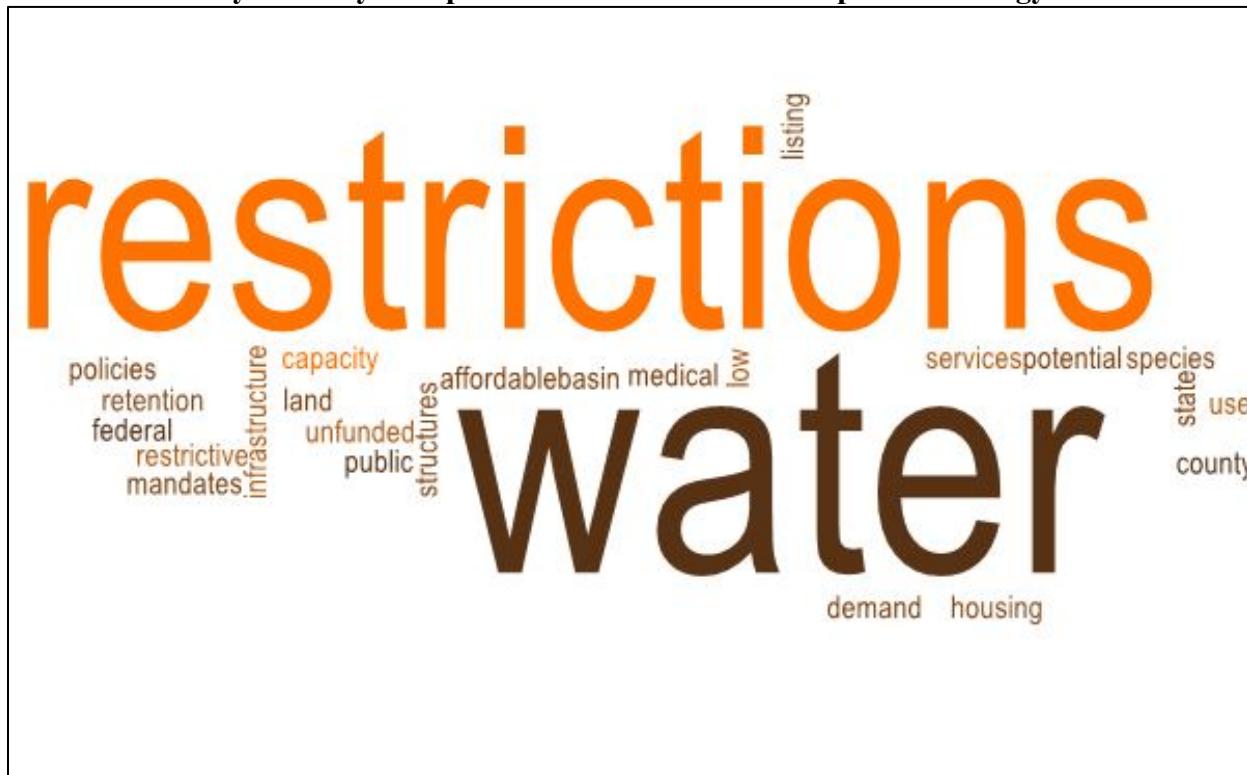
monthly and annual tourist and visitor counts, existing commercial retail businesses could potentially expand their existing operations.

Several workshop participants noted that there are a number of opportunities to expand upon and diversify the community's and area's existing agricultural sector. Developing additional value-added production activities, closing 'gaps' in the existing agricultural supply and value chains through targeted new business creation and attraction efforts, better integrating Tonopah's local economy with existing agricultural production activities in the surrounding area, and even by encouraging 'hobby farming', farm-to-fork efforts, and even cottage food industry activities, the community's and area's existing agricultural sector could be significantly expanded. Workshop participants further noted that there are emerging opportunities to better utilize the surrounding land around the community's existing airport in order to support new mid-sized industrial and manufacturing operations and improved housing and expanded emergency, basic, and more advanced healthcare services would support and encourage additional population and civilian workforce growth. Improved and expanded emergency, basic, and more advanced healthcare services would also create new employment opportunities with higher paying positions that could support additional and broader community and economic development efforts.

5.3.d Threats

Figure 5.10 presents a word cloud summarizing the individual economic development opportunities identified by workshop participants for the community of Beatty, Nevada.

**Figure 5.10 – Economic Development Threats for the Community of Beatty
Nye County Comprehensive Economic Development Strategy**



Major threats to future community and economic development efforts for the town of Beatty, as identified by workshop participants, largely focused on shifting federal and/or state restrictions on the development and use of natural resources including restrictions on the use of water and public lands. Workshop participants further noted that future unfunded mandates from the federal government to the state government to the county government may create additional and unanticipated funding responsibilities for the town of Beatty that would divert necessary financial resources away from the development of other critical community and economic development assets including additional infrastructure assets, additional housing options, and improved and expanded medical and healthcare services. Securing the necessary natural resources and financial resources to fund various community and economic development programs for the town of Beatty is a vital component of this revised five-year Comprehensive Economic Development Strategy for Nye County.

Figure 5.11 presents a word cloud summarizing the individual economic development opportunities identified by workshop participants for the community of Pahrump, Nevada.

**Figure 5.11 – Economic Development Threats for the Community of Pahrump
Nye County Comprehensive Economic Development Strategy**



For the town of Pahrump and the community's surrounding area, workshop participants identified a number of potential threats to the community's ongoing and future community and economic development efforts. Chief among the potential threats to these ongoing and future community and economic development threats is a resurgence in the current (at the time of publication of this University Center for Economic Development technical report) COVID-19

global pandemic and additional federal or state mandates ordering the temporary closure of businesses. Workshop participants noted that the area's existing commercial sector has yet to fully recover from the impacts of the first set of state closure orders implemented in the spring of 2020 and that a second round of closures would likely result in the permanent closure of several local area businesses. Workshop participants further noted that a significant resurgence in the current COVID-19 global pandemic could further suppress domestic and foreign travel to Nye County, negatively impacting the community's and county's existing outdoor tourism and recreation industry sector. Continued uncertainty in global economic markets may also negatively disrupt various national and global commodity prices including the prices for precious and industrial metals and minerals and various agricultural products, both of which drive a significant portion of overall economic activity for Pahrump, the surrounding area, and for all of Nye County.

Workshop participants further noted growing concern regarding shifting federal and state government policy and regulatory decisions that would have an adverse effect on local, countywide, and regional community and economic development efforts. The increased political influence of Clark County in the state of Nevada and a possible shift in regulatory standards administered by various federal agencies such as the U.S. Bureau of Land Management and by various state government agencies including the Nevada Department of Wildlife may further restrict Pahrump's and Nye County's ability to develop and utilize various natural resources and assets in order to support broader community and economic development efforts. Locally, the continued aging of Pahrump's and Nye County's existing population and the continued decline of the community's and county's existing civilian workforce will threaten various new business creation and attraction efforts and inhibit the successful development and implementation of existing business retention and expansion efforts.

Figure 5.12 presents a word cloud summarizing the individual economic development opportunities identified by workshop participants for the community of Tonopah, Nevada.

For the community of Tonopah, workshop participants identified a number of specific threats to continued and future community and economic development efforts that were similar to the threats developed by workshop participants for both the town of Beatty and for the town of Pahrump as well as for all of Nye County. Given the relative dependence on mining and natural resource extraction activities and various agricultural production activities in and around the town of Tonopah, a sudden and unpredictable decline in various national and international commodity prices, including the prices for various precious and industrial metals and minerals and for various agricultural products, could lead to a sudden and devastating decline in the overall level of activity and employment in the area's mining and natural resource extraction industry sector and in the area's agricultural sector. To guard against these specific threats to the area's mining and natural resource extraction industry sector and in the area's agricultural sector, workshop participants suggested that additional economic diversification efforts should be employed for the town of Tonopah as part of this revised five-year Comprehensive Economic Development Strategy for Nye County and that specific actionable items to strengthen the existing mining and natural resource extraction industry sector and in the area's agricultural sector should be further developed and implemented.

Figure 5.12 – Economic Development Threats for the Community of Tonopah
Nye County Comprehensive Economic Development Strategy



For the community of Tonopah, workshop participants also noted the potential threat to the community's existing and future community and economic development efforts posed by changes in federal and state policy and regulatory focus. Workshop participants expressed their concern that changing federal and state regulatory controls of various natural resources, including water and public lands, could significantly curtail local and larger area efforts to continue to grow and diversify key industry and occupation sectors including the area's mining and natural resource extraction industry sector and in the area's agricultural sector. A resurgence in the current COVID-19 global pandemic, followed by a renewed economic downturn, could also stunt and potentially derail the efforts of Tonopah to grow existing industry and occupation sectors and to diversify the community's and local area's overall economic base through new business creation and attraction efforts and existing business retention and expansion strategies.

5.4 Industry and Occupation Sector Trends for the Southwest Central Nevada Region

This subsection presents total employment by major industry sector and by major occupation sector for Esmeralda County, Nye County, and for the entire southwest central Nevada region including Esmeralda County and Nye County combined for both 2015 and 2020. Employment by major industry sector presents the total number of individuals currently employed by businesses operating with that major industry sector within the geographic area. Employment by

major occupation sector presents the total of individuals who live within a specific geographic area and work in a specific occupation sector.

5.4.a Industry Sector Trends for Esmeralda County, Nye County, and for the Southwest Central Nevada Region

Table 5.13 presents employment by major industry sector for Esmeralda County in both 2015 and 2020. The three major industry sectors with the largest total employment in 2020 are highlighted.

Table 5.13 – Employment by Major Industry Sector for Esmeralda County 2015 and 2020				
Industry Sector	2015	2020	2015 to 2020 Actual Change	2015 to 2020 Percent Change
Agriculture, Forestry, Fishing and Hunting	21	40	19	87.5%
Construction	22	39	17	77.7%
Government	71	113	41	58.4%
Manufacturing	13	23	10	75.7%
Mining, Quarrying, and Oil and Gas Extraction	216	87	-129	-59.9%
Other Services (except Public Administration)	20	37	17	85.8%
Retail Trade	15	11	-4	-28.2%
Total	378	348	-30	-7.9%

Source: Nevada Governor's Office of Economic Development; Esmeralda County Overview

Between 2015 and 2020, total employment by major industry sector for all of Esmeralda County decreased from an estimated 378 total individuals in 2015 to an estimated 348 total individuals in 2020, a net decrease of 30 total individuals or by -7.9 percent. In 2020, the Government industry sector was the largest in-terms of total employment, employing 113 total individuals. Total employment in the Government industry sector in Esmeralda County increased between 2015 and 2020, increasing from an estimated 71 total individuals employed in 2015 to an estimated 113 total individuals in 2020, a net increase of 41 total individuals or by 58.4 percent. Mining, Quarrying, and Oil and Gas Extraction was the second largest major industry sector in 2020, employing 87 total individuals in 2020. Total employment in the Mining, Quarrying, and Oil and Gas Extraction industry sector decreased from an estimated 216 total individuals in 2015 to an estimated 87 total individuals in 2020, a net decrease of 129 total individuals or by -59.9 percent. The Agriculture, Forestry, Fishing and Hunting industry sector was the third largest industry sector in Esmeralda County in 2020, employing an estimated 40 total individuals. Total employment in the Agriculture, Forestry, Fishing and Hunting increased between 2015 and 2020, increasing from an estimated 21 total individuals in 2015 to an estimated 40 total individuals in 2020, a net increase of 19 total individuals or by 87.5 percent.

Table 5.14 presents employment by major industry sector for Nye County in both 2015 and 2020. The five major industry sectors with the largest total employment in 2020 are highlighted.

Industry Sector	2015	2020	2015 to 2020 Actual Change	2015 to 2020 Percent Change
Accommodation and Food Services	1,505	1,604	99	6.6%
Administrative and Support and Waste Management and Remediation Services	786	972	187	23.8%
Agriculture, Forestry, Fishing and Hunting	300	531	231	77.0%
Arts, Entertainment, and Recreation	583	639	56	9.7%
Construction	651	921	269	41.3%
Educational Services	224	218	-6	-2.5%
Finance and Insurance	137	140	3	2.4%
Government	1,814	1,984	170	9.4%
Health Care and Social Assistance	853	949	96	11.3%
Information	100	133	33	32.7%
Management of Companies and Enterprises	11	13	2	22.8%
Manufacturing	186	253	67	36.2%
Mining, Quarrying, and Oil and Gas Extraction	1,130	1,155	26	2.3%
Other Services (except Public Administration)	555	625	70	12.7%
Professional, Scientific, and Technical Services	1,363	1,559	196	14.4%
Real Estate and Rental and Leasing	184	206	22	11.9%
Retail Trade	1,563	1,676	113	7.2%
Transportation and Warehousing	137	171	34	24.8%
Utilities	135	161	26	19.1%
Wholesale Trade	88	116	28	31.6%
Total	12,304	14,026	1,723	14.0%

Source: Nevada Governor's Office of Economic Development; Nye County Overview

Between 2015 and 2020, total employment by major industry sector for all industry sectors combined and for all of Nye County increased from an estimated 12,304 total individuals in 2015 to an estimated 14,026 total individuals in 2020, a net increase of 1,723 total individuals or by 14.0 percent. In 2020, Government was the single largest industry sector for all of Nye County, employing 1,984 total individuals, Retail Trade was the second largest industry sector, employing 1,676 total individuals, and the Accommodation and Food Services industry sector was the third largest industry sector, employing 1,604 total individuals. The Professional, Scientific, and Technical Services industry sector was the fourth largest industry sector in Nye County in 2020 in-terms of total employment, employing 1,559 total individuals, and the Mining, Quarrying, and Oil and Gas Extraction industry sector was the fifth largest industry sector, employing 1,155 total individuals countywide in 2020. In 2020 alone, total employment in these five industry sectors was an estimated 7,978 total individuals, accounting for approximately 56.9 percent of total employment by major industry sector countywide.

Total employment in the Government industry sector in Nye County increased from an estimated 1,814 total individuals in 2015 to an estimated 1,984 total individuals in 2020, a net increase of 170 total individuals or by 9.4 percent and total employment in the Retail Trade industry sector increased from an estimated 1,563 total individuals in 2015 to an estimated 1,676 total individuals in 2020, a net increase of 113 total individuals or by 7.2 percent. For the Accommodation and Food Services industry sector, total employment increased from an estimated 1,505 total individuals in 2015 to an estimated 1,604 total individuals in 2020, a net increase of 99 total individuals or by 6.6 percent. Total employment in the Professional, Scientific, and Technical Services industry sector increased from an estimated 1,363 total individuals in 2015 to an estimated 1,559 total individuals in 2020, a net increase of 196 total individuals or by 14.4 percent and total employment in the Mining, Quarrying, and Oil and Gas Extraction industry sector increased from an estimated 1,130 total individuals in 2015 to an estimated 1,155 total individuals in 2020, a net increase of 26 total individuals or by 2.3 percent.

Table 5.15 presents employment by major industry sector for the entire southwest central Nevada region, including all of Esmeralda County and Nye County combined, in both 2015 and 2020. The five major industry sectors with the largest total employment in 2020 are highlighted.

Between 2015 and 2020, total employment by major industry sector for all industry sectors combined and for the entire southwest central Nevada region increased from an estimated 12,701 total individuals in 2015 to an estimated 14,444 total individuals in 2020, a net increase of 1,743 total individuals or by 13.7 percent. In 2020, Government was the single largest industry sector in-terms of total employment for the entire southwest central Nevada region, employing 2,097 total individuals, Retail Trade was the second largest industry sector, employing 1,687 total individuals, and the Accommodation and Food Services industry sector was the third largest industry sector, employing 1,621 total individuals. The Professional, Scientific, and Technical Services industry sector was the fourth largest industry sector for the entire southwest central Nevada region in-terms of total employment in 2020, employing an estimated 1,587 total individuals and the Mining, Quarrying, and Oil and Gas Extraction industry sector was the fifth largest industry sector in-terms of total employment, employing an estimated 1,242 total individuals in 2020. In 2020 alone, total employment in these five industry sectors was an

estimated 8,233 total individuals, accounting for approximately 57.0 percent of total employment by major industry sector region wide.

Table 5.15 – Employment by Major Industry Sector for Southwest Central Nevada 2015 and 2020

Industry Sector	2015	2020	2015 to 2020 Actual Change	2015 to 2020 Percent Change
Accommodation and Food Services	1,511	1,621	110	7.3%
Administrative and Support and Waste Management and Remediation Services	789	987	198	25.0%
Agriculture, Forestry, Fishing and Hunting	321	570	249	77.7%
Arts, Entertainment, and Recreation	583	639	56	9.7%
Construction	673	960	286	42.5%
Educational Services	224	218	-6	-2.5%
Finance and Insurance	137	140	3	2.4%
Government	1,885	2,097	212	11.2%
Health Care and Social Assistance	853	949	96	11.3%
Information	100	133	33	32.7%
Management of Companies and Enterprises	11	13	2	22.8%
Manufacturing	199	276	77	38.8%
Mining, Quarrying, and Oil and Gas Extraction	1,346	1,242	-104	-7.7%
Other Services (except Public Administration)	575	662	87	15.2%
Professional, Scientific, and Technical Services	1,368	1,587	219	16.0%
Real Estate and Rental and Leasing	184	206	22	11.9%
Retail Trade	1,578	1,687	109	6.9%
Transportation and Warehousing	140	176	36	25.7%
Utilities	135	166	30	22.5%
Wholesale Trade	90	116	26	28.5%
Total	12,701	14,444	1,743	13.7%

Source: Nevada Governor's Office of Economic Development; Southwest Central Nevada Region Overview

Total employment in the Government industry sector for the entire southwest central Nevada region increased from an estimated 1,885 total individuals in 2015 to an estimated 2,097 total individuals in 2020, a net increase of 212 total individuals or by 11.2 percent and total employment in the Retail Trade industry sector increased from an estimated 1,578 total individuals in 2015 to an estimated 1,687 total individuals in 2020, a net increase of 109 total individuals or by 6.9 percent. For the Accommodation and Food Services industry sector, total employment increased from an estimated 1,511 total individuals in 2015 to an estimated 1,621 total individuals in 2020, a net increase of 110 total individuals or by 7.3 percent. Total employment in the Professional, Scientific, and Technical Services industry sector increased from an estimated 1,368 total individuals in 2015 to an estimated 1,587 total individuals in 2020, a net increase of 219 total individuals or by 16.0 percent. Total employment in the Mining, Quarrying, and Oil and Gas Extraction industry sector region wide, however, decreased between 2015 and 2020, decreasing from an estimated 1,346 total individuals in 2015 to an estimated 1,242 total individuals in 2020, a net decrease of 104 total individuals or by a percentage decrease of -7.7 percent.

5.4.b Occupation Sector Trends for Esmeralda County, Nye County, and for the Southwest Central Nevada Region

Table 5.16 presents employment by major occupation sector for Esmeralda County in both 2015 and 2020. The three major occupation sectors with the largest total employment in 2020 are highlighted.

Between 2015 and 2020, total employment by occupation sector for all major occupation sectors for all of Esmeralda County decreased from an estimated 350 total individuals in 2015 to an estimated 297 total individuals in 2020, a net decrease of 53 total individuals or by -15.1 percent. In 2020, the Construction and Extraction occupation sector was the largest occupation sector in Esmeralda County with an estimated 75 total individuals working in this sector. The Production occupation sector was the second largest occupation sector with an estimated 39 total individuals working in this sector and the Installation, Maintenance, and Repair occupation sector was the third largest occupation sector with an estimated 36 total individuals working in this sector and living in Esmeralda County in 2020.

Total employment in the Construction and Extraction occupation sector in Esmeralda County decreased between 2015 and 2020, decreasing from an estimated 110 total individuals in 2015 to an estimated 75 total individuals in 2020, a net decrease of 34 total individuals or by a percentage decrease of -31.3 percent. For the Production occupation sector, total employment in this sector by individuals living in Esmeralda County increased slightly from an estimated 35 total individuals in 2015 to an estimated 39 total individuals in 2020, a net increase of four total individuals or by a percentage increase of 11.7 percent. Total employment in the Installation, Maintenance, and Repair occupation sector decreased from an estimated 53 total individuals in 2015 to an estimated 36 total individuals in 2020, a net decrease of 17 total individuals or by a percentage decrease of -32.1 percent.

In addition to the Production occupation sector, four other occupation sectors experienced measurable growth in-terms of total population for Esmeralda County between 2015 and 2020.

Between 2015 and 2020, total employment in the Management occupation sector increased by three total individuals or by 10.8 percent and total employment in the Office and Management Support occupation sector increased by one individual or by 2.9 percent. Total employment in the Protective Service occupation sector increased by six total individuals or by 38.6 percent and total employment in the Sales and Related occupation sector increased by three total individuals or by 21.0 percent between 2015 and 2020 in Esmeralda County.

Table 5.16 – Employment by Major Occupation Sector for Esmeralda County 2015 and 2020				
Industry Sector	2015	2020	2015 to 2020 Actual Change	2015 to 2020 Percent Change
Architecture and Engineering	14	10	-4	-27.9%
Construction and Extraction	110	75	-34	-31.3%
Installation, Maintenance, and Repair	53	36	-17	-32.1%
Life, Physical, and Social Science	14	11	-3	-21.1%
Management	26	28	3	10.8%
Office and Administrative Support	32	33	1	2.9%
Production	35	39	4	11.7%
Protective Service	15	21	6	38.6%
Sales and Related	13	16	3	21.0%
Transportation and Material Moving	38	27	-11	-28.1%
Total	350	297	-53	-15.1%

Source: Nevada Governor's Office of Economic Development; Esmeralda County Overview

Table 5.17 presents employment by major occupation sector for Nye County in both 2015 and 2020. The five major occupation sectors with the largest total employment in 2020 are highlighted.

Between 2015 and 2020, total employment by major occupation sector for people living throughout Nye County increased from an estimated 12,306 total individuals in 2015 to an estimated 14,045 total individuals in 2020, a net increase of 1,739 total individuals or by 14.1 percent. In 2020, the Office and Administrative Support occupation sector was the largest occupation sector for all of Nye County in-terms of the total number of individuals living throughout the county and working in this occupation sector, employing an estimated 1,442 total individuals. The Sales and Related occupation sector was the second largest occupation sector in Nye County in 2020, with an estimated 1,374 total individuals working in this sector, and the Construction and Extraction occupation sector was the third largest occupation sector, with an estimated 1,323 total individuals working in this sector. The Food Preparation and Serving

Related occupation sector was the fourth largest occupation sector, with an estimated 1,260 total individuals working in this sector, and the Educational Instruction and Library occupation sector was the fifth largest occupation sector, with an estimated 1,018 total individuals working in this sector.

Table 5.17 – Employment by Major Occupation Sector for Nye County 2015 and 2020				
Industry Sector	2015	2020	2015 to 2020 Actual Change	2015 to 2020 Percent Change
Architecture and Engineering	290	331	41	14.1%
Arts, Design, Entertainment, Sports, and Media	135	162	26	19.5%
Building and Grounds Cleaning and Maintenance	590	619	29	5.0%
Business and Financial Operations	314	363	49	15.6%
Community and Social Service	142	180	38	26.9%
Computer and Mathematical	152	173	21	14.0%
Construction and Extraction	955	1,323	368	38.6%
Educational Instruction and Library	854	1,018	164	19.2%
Farming, Fishing, and Forestry	167	300	134	80.2%
Food Preparation and Serving Related	1,203	1,260	57	4.8%
Healthcare Practitioners and Technical	465	440	-25	-5.4%
Healthcare Support	237	306	68	28.8%
Installation, Maintenance, and Repair	858	908	50	5.8%
Legal	37	47	10	28.4%
Life, Physical, and Social Science	383	391	9	2.3%
Management	767	978	210	27.4%
Military-only	61	58	-3	-5.2%
Office and Administrative Support	1,375	1,442	67	4.9%
Personal Care and Service	511	551	40	7.8%
Production	406	444	37	9.2%
Protective Service	449	463	14	3.1%

Source: Nevada Governor's Office of Economic Development; Nye County Overview

Table 5.17 Cont'd – Employment by Major Occupation Sector for Nye County 2015 and 2020

Industry Sector	2015	2020	2015 to 2020 Actual Change	2015 to 2020 Percent Change
Sales and Related	1,198	1,374	176	14.7%
Transportation and Material Moving	758	916	158	20.8%
Total	12,306	14,045	1,739	14.1%

Source: Nevada Governor's Office of Economic Development; Nye County Overview

Total employment in the Office and Administrative Support occupation sector increased from an estimated 1,375 total individuals in 2015 to an estimated 1,442 total individuals in 2020, a net increase of 67 total individuals or by 4.9 percent, and total employment in the Sales and Related occupation sector increased from an estimated 1,198 total individuals in 2015 to an estimated 1,374 total individuals in 2020, a net increase of 176 total individuals or by 14.7 percent. For the Construction and Extraction occupation sector, total employment increased from an estimated 955 total individuals in 2015 to an estimated 1,323 total individuals in 2020, a net increase of 368 total individuals or by 38.6 percent. Total employment in the Food Preparation and Serving Related occupation sector increased from an estimated 1,203 total individuals in 2015 to an estimated 1,260 total individuals in 2020, a net increase of 57 total individuals or by 4.8 percent. Total employment in the Educational Instruction and Library occupation sector increased from an estimated 854 total individuals in 2015 to an estimated 1,018 total individuals in 2020, a net increase of 164 total individuals or by 19.2 percent.

Table 5.18 presents employment by major industry occupation for the entire southwest central Nevada region, including all of Esmeralda County and Nye County combined, in both 2015 and 2020. The five major occupation sectors with the largest total employment in 2020 are highlighted.

Between 2015 and 2020, total employment by major occupation sector for people living throughout the entire southwest central Nevada region increased from an estimated 12,704 total individuals in 2015 to an estimated 14,466 total individuals in 2020, a net increase of 1,763 total individuals or by 13.9 percent. In 2020, the Office and Administrative Support occupation sector was the largest occupation sector for the entire southwest central Nevada region in-terms of the total number of individuals living throughout the region and working in this occupation sector, employing an estimated 1,475 total individuals. The Construction and Extraction occupation sector was the second largest occupation sector in 2020, with an estimated 1,398 total individuals working in this sector, and the Sales and Related Occupation Sector was the third largest occupation sector, with an estimated 1,390 total individuals working in this sector. The Food Preparation and Serving Related occupation sector was the fourth largest occupation sector for the entire region, with an estimated 1,279 total individuals working in this sector, and the Educational Instruction and Library occupation sector was the fifth largest occupation sector, with an estimated 1,035 total individuals working in this sector.

Table 5.18 – Employment by Major Occupation Sector for Southwest Central Nevada 2015 and 2020

Industry Sector	2015	2020	2015 to 2020 Actual Change	2015 to 2020 Percent Change
Architecture and Engineering	304	341	37	12.2%
Arts, Design, Entertainment, Sports, and Media	136	165	29	21.0%
Building and Grounds Cleaning and Maintenance	596	636	41	6.8%
Business and Financial Operations	322	371	48	15.0%
Community and Social Service	144	186	42	29.0%
Computer and Mathematical	153	178	25	16.4%
Construction and Extraction	1,064	1,398	334	31.4%
Educational Instruction and Library	856	1,035	179	20.9%
Farming, Fishing, and Forestry	177	321	144	81.6%
Food Preparation and Serving Related	1,209	1,279	69	5.7%
Healthcare Practitioners and Technical	467	450	-17	-3.6%
Healthcare Support	238	308	70	29.2%
Installation, Maintenance, and Repair	911	944	33	3.6%
Legal	39	49	9	24.0%
Life, Physical, and Social Science	397	403	6	1.5%
Management	793	1,006	213	26.9%
Military-only	62	59	-3	-5.1%
Office and Administrative Support	1,407	1,475	68	4.8%
Personal Care and Service	515	565	50	9.6%
Architecture and Engineering	304	341	37	12.2%
Production	441	482	41	9.4%
Protective Service	464	484	20	4.3%
Sales and Related	1,212	1,390	179	14.8%

Source: Nevada Governor's Office of Economic Development; Southwest Central Nevada Region Overview

**Table 5.18 Cont'd – Employment by Major Occupation Sector for Southwest Central Nevada
2015 and 2020**

Industry Sector	2015	2020	2015 to 2020 Actual Change	2015 to 2020 Percent Change
Transportation and Material Moving	796	943	147	18.5%
Total	12,704	14,466	1,763	13.9%

Source: Nevada Governor's Office of Economic Development; Southwest Central Nevada Region Overview

Total employment in the Office and Administrative Support occupation sector for the entire southwest central Nevada region increased from an estimated 1,407 total individuals in 2015 to an estimated 1,475 total individuals in 2020, a net increase of 68 total individuals or by 4.8 percent, and total employment in the Construction and Extraction occupation sector increased from an estimated 1,064 total individuals in 2015 to an estimated 1,398 total individuals, a net increase of 334 total individuals or by 31.4 percent. For the Sales and Related occupation sector, total employment increased from an estimated 1,212 total individuals in 2015 to an estimated 1,390 total individuals in 2020, a net increase of 179 total individuals or by 14.8 percent. Total employment in the Food Preparation and Serving Related occupation sector increased from an estimated 1,209 total individuals in 2015 to an estimated 1,279 total individuals in 2020, a net increase of 69 total individuals or by 5.7 percent. Total employment in the Educational Instruction and Library occupation sector increased from an estimated 856 total individuals in 2015 to an estimated 1,035 total individuals in 2020, a net increase of 179 total individuals or by 20.9 percent.

5.5 Industry and Occupation Sector Targeting for Nye County

Workshop participants and participating community and economic development representatives were asked to identify specific industry and occupation sectors that Nye County, the Southwest Central Regional Economic Development Authority, and key community and economic development partners should either continue to explore, avoid, that may be viable future drivers of local community and regional economic growth, and industry and occupations sectors that have declined but could potentially be worth reviving. The results of this analysis will be used to guide the development of new business creation and attractions strategies and the efforts of Nye County, the Southwest Central Regional Economic Development Authority, and key community and economic development partners in retaining and expanding existing businesses at the community, county, and regional level.

5.5.a Industry and Occupation Sectors Worth Exploring

Community and economic development representatives representing the town of Beatty identified a number of specific industry and occupation sectors that are worth exploring as part of this revised and new five-year Comprehensive Economic Development Strategy for Nye County and for the Southwest Central Regional Economic Development Authority. Those

industry and occupation sectors worth exploring for the town of Beatty represent a combination of industry and occupation sectors that are already a key part of the community's existing economic base and are also emerging industry and occupation sectors that could further diversify the community's economy.

Workshop participants and community and economic development representatives representing the town of Beatty identified three specific industry sectors and two specific occupation sectors that should be explored and invested in over the next five years including the Arts, Entertainment, and Recreation industry sector, the Educational Services industry sector, the Professional, Scientific, and Technical Services industry sector, the Arts, Design, Entertainment, Sports, and Media occupation sector, and the Educational Instruction and Library occupation sector. For all of Nye County, total employment in the Arts, Entertainment, and recreation industry sector increased from 583 total individuals in 2015 to 639 total individuals in 2020, a net increase of 56 total individuals or by 9.7 percent. Total employment in the Arts, Design, Entertainment, Sports, and Media occupation sector increased from 135 total individuals in 2015 to 162 total individuals in 2020, a net increase of 26 total individuals or by 19.5 percent. Countywide, and throughout the entire southwest central Nevada region, outdoor recreation and tourism is a primary industry sector and additional new business creation and attraction efforts and additional existing business retention and expansion efforts will seek to further grow and diversify this existing primary industry sector.

Countywide and for all of Nye County, total employment in the Educational Services industry sector decreased from 224 total individuals in 2015 to 218 total individuals in 2020, a small decrease of six total individuals or by -2.5 percent but total employment in the Educational Instruction and Library occupation sector increased from 854 total individuals in 2015 to 1,018 total individuals in 2020, a net increase of 164 total individuals or by 19.2 percent. Additional investment in the community's educational infrastructure is, according to workshop participants and community and economic development representatives, a critical first step in further developing the existing civilian workforce for the town of Beatty. Further investment in and development of the town of Beatty's existing and future workforce will also support broader new business creation and attraction strategies and new existing business retention and expansion efforts in a wider array of existing and emerging industry and occupation sectors. Additional investment in improving community-level educational assets and resources is also needed to support and encourage longer-term and sustainable population growth by continuing to improve the community's overall attractiveness to new residents and new businesses.

Finally, workshop participants and community and economic development representatives representing the town of Beatty noted that the Professional, Scientific, and Technical Services industry sector should also be further explored as part of the community's effort to further diversify and grow the community's existing economic base. Between 2015 and 2020, total employment in the Professional, Scientific, and Technical Services industry sector increased from 1,563 total individuals in 2015 to 1,559 total individuals in 2020, a net increase of 196 total individuals or by 14.4 percent. In addition to actively supporting the creation and attraction of new businesses in this particular industry sector and further supporting the retention and expansion of existing businesses operating within this sector, workshop participants noted the need for additional workforce development and job training efforts in order to sustainably grow

the community's existing civilian workforce. By training a workforce with the necessary skills to support additional growth in the Professional, Scientific, and Technical Services industry sector, workshop participants agreed that additional diversification of the town of Beatty's existing economic base will be possible through the growth of other industry and occupation sectors that require a workforce with skills and training related to this particular industry sector.

For the town of Pahrump specifically but for all of Nye County in general, workshop participants and community and economic development representatives representing the town of Pahrump identified eight specific industry sectors that merit future exploration and investment over the next five-years as part of this revised and new Comprehensive Economic Development Strategy for Nye County and for the Southwest Central Regional Economic Development Authority. Like the town of Beatty, the eight specific industry sectors identified for the town of Pahrump and for all of Nye County in general represent a mixture of industry sectors that are already a significant part of the community's and county's existing economic base and are also emerging industry sectors that could support additional economic growth and diversification. Workshop participants identified both the Agriculture, Forestry, Fishing and Hunting industry sector and the Mining, Quarrying, and Oil and Gas Extraction industry sector as two sectors that Nye County, the Southwest Central Regional Economic Development, and various other community and economic development partners should continue to explore and support. Between 2015 and 2020, total employment in the Agriculture, Forestry, Fishing and Hunting industry sector grew by 231 total individuals or by 77.0 percent and total employment in the Mining, Quarrying, and Oil and Gas Extraction industry sector grew by 26 total individuals or by 2.3 percent. Both industry sectors are already key industry sectors in Nye County and further growth and diversification of both sectors should be pursued by identifying and closing 'key gaps' in the value and supply chain networks of both sectors through new business creation and attraction strategies and efforts to retain and expand existing businesses.

Workshop participants identified both the Retail Trade industry sector and the Wholesale Trade industry sector as two additional industry sectors that merit future exploration for both the town of Pahrump and for all of Nye County. Between 2015 and 2020, total employment in the retail Trade industry sector for all of Nye County increased by 113 total individuals or by 7.2 percent and total employment in the wholesale trade industry sector for all of Nye County increased by 28 total individuals or by 31.6 percent. Additional growth and development of the town of Pahrump's and Nye County's overall retail trade industry sector is necessary to support additional but sustainable population growth and to capture additional retail dollars that 'leak' out of Nye County and into neighboring Clark County. Exploration of new business creation and attraction efforts and of efforts to retain and expand existing businesses in the Wholesale Trade industry sector will be part of Nye County's and the Southwest Central Regional Economic Development Authority's efforts to encourage additional business-to-business transactions within the town of Pahrump and across Nye County and to develop an export industry where goods and services produced in the Wholesale Trade industry sector in Pahrump and throughout Nye County can be exported to external markets both nationally and internationally. In conjunction with further supporting growth in the Retail Trade and Wholesale Trade industry sectors, workshop participants noted that further support of the Manufacturing industry sector is necessary to develop an exporting industry sector. Between 2015 and 2020, total employment in the Manufacturing industry sector increased by 67 total individuals or by 36.2 percent.

Workshop participants specifically noted a number of growing opportunities in the advanced manufacturing sector and the relatively large amount of available land in and around the town of Pahrump that could support the creation and attraction of new manufacturers in a number of related sectors.

Significant additional investment is needed in the Health Care and Social Assistance industry sector especially as the town of Pahrump's and Nye County's residential population continues to grow. Between 2015 and 2020, total employment in the Healthcare and Social Assistance industry sector for all of Nye County increased from 853 total individuals in 2015 to 949 total individuals in 2020, a net increase of 96 total individuals or by 11.3 percent reflecting the overall increase in demand for additional basic and more expanded physical and even mental health care services. Workshop participants also noted that new business creation and attraction strategies and efforts to retain and expand existing businesses within the Health Care and Social Assistance industry sector should be part of the county's and the Southwest Central Regional Economic Development Authority's ongoing and future efforts to raise community-level, countywide, and region wide median household income, median family income, and per capita income levels through the creation of new higher paying and high skill employment opportunities.

The final two industry sectors that workshop participants selected as part of ongoing and future efforts to create and attract new businesses and retain and expand existing businesses as part of this revised and new five-year Comprehensive Economic Development Strategy was the Professional, Scientific, and Technical Services industry sector and the Utilities industry sector. Additional efforts to create and attract new businesses and retain and expand existing businesses in these sectors, along with developing supportive workforce development, job training, and job placement programming services, will enable the town of Pahrump, Nye County, and the Southwest Central Regional Economic Development Authority to take advantage of new emerging economic opportunities and to further diversify the community's, county's, and region's existing economic base. With the continued growth in renewable energy development, both the town of Pahrump and all of Nye County have the existing natural resources to support further development of additional geothermal and solar renewable energy production. Not only could the further development of these renewable energy sources support additional new business creation and attraction and existing business retention and expansion efforts throughout the county, the production of surplus energy from these sources could also result in the development of a new sector that could support a wide variety of economic growth and diversification efforts. Between 2015 and 2020, total employment for all of Nye County in the Professional, Scientific, and Technical Services industry sector increased by 196 total individuals or by 2.3 percent and total employment in the Utilities industry sector increased by 26 total individuals or by 19.1 percent.

5.5.b Industry and Occupation Sectors that Should be Avoided

Specific industry and occupations sectors that should be avoided for the town of Beatty, as identified by workshop participants, included industry and occupation sectors related to government and public administration, the production, storage and transportation of chemicals and chemically-based products, and the Mining, Quarrying, and Oil and Gas Extraction industry sector. While the Mining, Quarrying, and Oil and Gas Extraction industry sector is a primary

industry sector for all of Nye County, workshop participants concluded that this sector, along with government and public administration related sectors and sectors and individual firms engaged in the production, storage and transportation of chemicals and chemically-based products, do not fit the town of Beatty's existing identity or desire to promote Beatty as a nationally and internationally known outdoor recreation and tourism based community.

Workshop participants concluded that new business creation and attraction efforts and strategies designed to retain and expand existing businesses should be focused on achieving this larger goal of promoting, growing, and diversifying Beatty's outdoor recreation and tourism sector.

For the town of Pahrump specifically, workshop participants and community and economic development representatives concluded that the town of Pahrump, Nye County, and the Southwest Central Regional Economic Development Authority should avoid, for at least the next five-years, direct investment in industry and occupation sectors related to government and public administration and in the specific Finance and Insurance industry sector, the Management of Companies and Enterprises industry sector, and the Transportation and Warehousing industry sector. Workshop participants concluded that each of these industry sectors each account for very small parts of the community's and county's existing economic base and additional investment in either of these sectors would likely not result in a favorable return on investment relative to the potential return on investment possible in other existing and emerging sectors. In 2020 alone, the Finance and Insurance industry sector employed just 140 total individuals countywide, accounting for less than 1.0 percent of total employment countywide. The Management of Companies and Enterprises industry sector employed just 13 total individuals countywide in 2020 and the Transportation and Warehousing industry sector employed approximately 171 total individuals countywide in 2020, accounting for just 1.2 percent of countywide total employment.

5.5.c Industry and Occupation Sectors that are Viable in the Future

For those industry and occupation sectors that are viable in the future for the town of Beatty, workshop participants identified two industry sectors and one occupation sector, including the Transportation and Warehousing industry sector, the Utilities industry sector, and the Transportation and Material Moving occupation sector. While workshop participants agreed that each of these industry and occupation sectors are viable sources of additional business, employment, and general economic growth for the town of Beatty in the future, workshop participants also agreed that additional investment in the community's existing infrastructure and in related workforce development, job training, and job placement programming will be needed in the short-term as part of this revised and new five-year Comprehensive Economic Development Strategy. In order to support future growth in the Transportation and Warehousing industry sector and in the Transportation and Material Moving occupation sector, workshop participants noted that needed improvements to the portion of U.S. Highway 95 that runs through Beatty will first need to be completed. Once completed, Beatty's unique geographic location in Nye County and within the southwest central Nevada region makes the community an ideal location for individual firms operating in the Transportation and Warehousing industry sector and in the Transportation and Material Moving occupation sector.

Workshop participants and community and economic development representatives representing the town of Pahrump and parts of southern Nye County identified five specific industry sectors that are viable for future investment and potential economic growth and diversification and two additional general areas that should be considered as part of this revised and new five-year Comprehensive Economic Development Strategy. The two additional general areas for future consideration include all industry and occupations sectors that are sustainable from a natural resource and natural environment perspective and industry and occupation sectors that can further expand and grow existing food services throughout the town of Pahrump and in other parts of southern Nye County. Both areas address the concern that community members may have regarding the preservation and protection of Nye County's various natural resources and existing community characteristics and culture and the need to expand food services for existing residents, for future residents, and for visitors to the community and to the county.

Specifically, workshop participants identified a number of opportunities in the Accommodation and Food Services industry sector, the Agriculture, Forestry, Fishing and Hunting industry sector, the Manufacturing industry sector, the Retail Trade industry sector, and the Utilities industry sector for future investment and possible targeted new business creation and attraction and existing business retention and expansion efforts. For the Agriculture, Forestry, Fishing and Hunting industry sector, workshop participants noted a number of emerging opportunities to further diversify and grow this sector through the production of alternative agricultural products, through the development of agricultural-based tourism, and by closing gaps in this sector's existing value and supply chain network with additional new business creation and attraction and existing business retention and expansion strategies. Targeted growth in the Accommodation and Food Services industry sector and Retail Trade sector serves the purpose of further supporting sustainable growth of the town of Pahrump's and southern Nye County's residential population and further growth of the community's and county's tourism sector. New business creation and attraction efforts, especially in the Manufacturing industry sector and in the Utilities industry sector, will enable the town of Pahrump and other parts of Nye County to create new exporting industry sectors while also supporting the development of new high-paying and high-skill employment opportunities.

5.5.d Industry and Occupation Sectors that are Declining but Worth Reviving

At the local community level, workshop participants and community and economic development representatives representing the town of Beatty noted that recent declines in the local community's Agriculture, Forestry, Fishing and Hunting industry sector and Retail Trade sector should be addressed by aggressively targeting new business creation and attraction and existing business retention and expansion efforts. Workshop participants noted that each of these industry sectors have been and remain critical parts of the community's existing economic base and continue to support the community's existing residential population. Workshop participants further noted that new and emerging opportunities in both sectors, along with the importance of both sectors in supporting other critical industry and occupation sectors, merit a revised and aggressive approach to supporting new business creation and attraction and existing business retention and expansion efforts for both the Agriculture, Forestry, Fishing and Hunting industry sector and for the Retail Trade industry sector.

For the town of Pahrump specifically and for other parts of Nye County, workshop participants identified six specific industry and occupation sectors that have, recently, begun to decline but are worth reviving including the Agriculture, Forestry, Fishing and Hunting industry sector, the Construction industry sector, the Health Care and Social Assistance industry sector, the Manufacturing industry sector, the Transportation and Warehousing industry sector, and the Arts, Entertainment, Sports, and Media occupation sector. While each of these industry and occupation sectors already represent a significant part of Pahrump's and Nye County's existing economic base, each has experienced either significant disruption to or reduction in demand for goods and services produced in their sector as a result of the ongoing COVID-19 global pandemic. Workshop participants and community and economic development representatives representing the town of Pahrump and other parts of southern Nye County also noted that certain sectors, especially the Health Care and Social Assistance industry sector, are needed to support sustainable population growth and to serve the changing physical and mental health care needs of the community and the county. Other sectors, especially the Manufacturing industry sector and the Transportation and Warehousing industry sector, could benefit from Pahrump's and Nye County's strategic geographic location to Nevada's largest metropolitan population center in neighboring Clark County and unique advantages that Pahrump and Nye County have to offer to new businesses and individual firms in each of these industry sectors.

6.0 Vision, Goals, and Objectives

This section presents an overview of the results for Stronger Economies Together Module 5, *Defining Your Regional Vision and Goals*, and Stronger Economies Together Module 6, *Discovering Assets and Barriers*, completed by workshop participants who participated in the strategic economic development planning workshops held in March and June of 2021 for Nye County.

6.1 Evaluation of the Existing Strategic Economic Development Vision

The existing strategic economic development vision, developed in 2017, for Nye County is:

A vibrant, innovative, and sustainable economy.

In evaluating the existing strategic economic development vision for Nye County, workshop participants were asked to define each term in the vision statement, including *vibrant*, *innovative*, and *sustainable* in-terms of overall community and economic growth and performance. Figure 6.1 presents a word cloud summarizing the definitions provided by workshop participants for *vibrant*.

Workshop participants representing different communities in Nye County, including representatives from the town of Beatty and the town of Pahrump, had very similar definitions regarding a vibrant economy for Nye County. The most common definitions, or characteristics, of a vibrant economy for Nye County were centered around three common themes, with the first focusing on improved measures of income for community residents living throughout the county. Improvements in median household income, median family income, and per capita income were specifically identified by workshop participants as a measure for the overall vibrancy of Nye County's economy. Several workshop participants noted that efforts to grow and diversify Nye County's economic base have largely been successful as median household income, median family income, and per capita income have each increased over the 2013 to 2019 period.

Between 2013 and 2019, median household income countywide has increased from an estimated \$39,876 in 2013 to an estimated \$47,300 in 2019, a net increase of \$7,424 or by 18.6 percent.

Median family income countywide has increased from an estimated \$45,798 in 2013 to an estimated \$56,667 in 2019, a net increase of \$10,869 or by 23.7 percent and per capita income countywide has increased from an estimated \$21,838 in 2013 to an estimated \$25,558 in 2019, a net increase of \$3,720 or by 17.0 percent.

Similar improvements in median household income, median family income, and per capita income between 2013 and 2019 were observed at the community level throughout Nye County. Between 2013 and 2019, median household income increased by 2.0 percent for Beatty, by 125.3 percent for Gabbs, by 20.4 percent for Pahrump, and by 3.4 percent for Tonopah. Median

household income for Beatty increased by 14.7 percent between 2013 and 2019, increased by 26.8 percent for Pahrump, but decreased by -34.6 percent for Tonopah. Per capita income for Beatty increased by 54.7 percent between 2013 and 2019, increased by 455.5 percent for Gabbs, increased by 14.2 percent for Pahrump, and increased by 16.0 percent for Tonopah. In general, workshop participants agreed that countywide and community-level growth in median household income, median family income, and per capita income have helped sustain new business creation and attraction and existing business retention and expansion efforts across Nye County resulting in a vibrant and growing economic base.

Figure 6.1 – What does a vibrant economy for Nye County mean and look like?



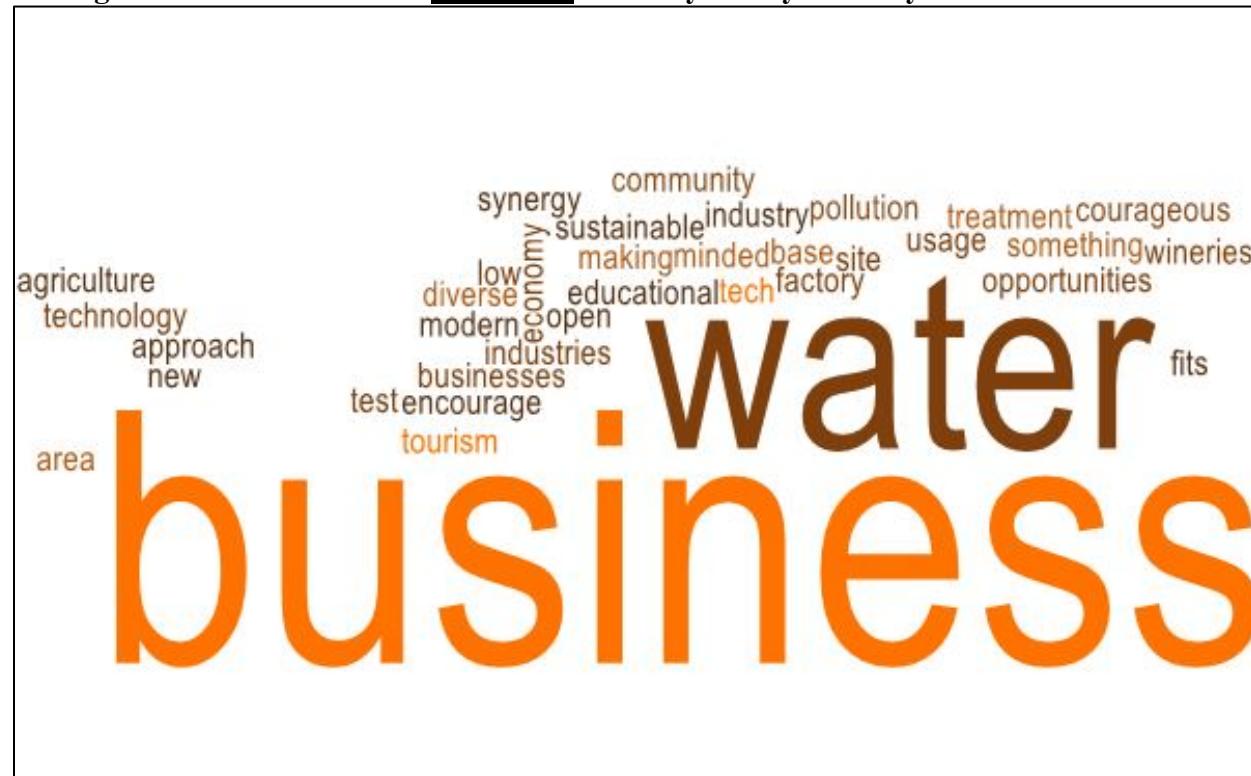
Improvements in median household income, median family income, and per capita income, according to workshop participants, is further evidence of continued diversification of the county's existing economic base and of the existing economic base of individual communities located throughout Nye County. Unlike other communities and counties throughout Nevada that were significantly impacted by the economic impacts of the ongoing COVID-19 global pandemic that began in the spring of 2020, workshop participants generally agreed that efforts to diversify Nye County's economy over the past five years, spanning the existing five-year strategic planning horizon of Nye County's existing Comprehensive Economic Development Strategy, has contributed to a vibrant economy and economic base. Continued growth in the county's commercial retail sector and outdoor tourism and hospitality sectors, including additional investment and growth in the county's mining and natural resource extraction sector and agricultural production sector, have each contributed to a more diverse economic base that is increasingly vibrant. Workshop participants further agreed that continued focus on economic diversification should remain a central focus of this revised Comprehensive Economic

Development Strategy for Nye County for the next five-year strategic economic development planning horizon.

The third and final major theme developed by workshop participants in defining a vibrant economy for Nye County focused on continued diversification of the county's existing economic base by capitalizing on existing and emerging renewable energy development opportunities. In addition to further developing the county's existing energy production and utilities industry sector as a future driver of economic activity, workshop participants agreed that capitalizing on existing and emerging renewable energy development opportunities could potentially support future growth in other critical and developing industry and occupation sectors, furthering enhancing the overall vibrancy of Nye County's economic base and the economic base of individual communities located throughout the county. Increased renewable energy development and production could potentially lead to the production of surplus energy that could be exported to neighboring Clark County in Nevada and to communities in neighboring California. Increased renewable energy development and production could also potentially be used as a way of providing less expensive and reliable energy to new businesses developed within and recruited to Nye County.

Figure 6.2 presents a word cloud summarizing the definitions provided by workshop participants for *innovative*.

Figure 6.2 – What does an innovative economy for Nye County mean and look like?



An innovative economy for Nye County and Nye County's various individual communities, as defined by workshop participants and community leaders, focuses on continued diversification of

the county's economic base and through the diversification of the economic base of individual communities located throughout Nye County. Given the continued scarcity of water throughout southern Nevada and much of the southwestern United States, workshop participants expressed growing support for future efforts that would create and attract businesses to Nye County that would use less water in their own operations. Workshop participants further emphasized the need to create and attract new businesses that 'fit in' with the existing culture and identity of Nye County and with the existing culture and identity of each individual community located throughout the county. Businesses that can support continued growth of the mining and natural resource extraction sector, the agricultural production sector, and tourism sector were each identified as potential targets for future new business creation and attraction efforts.

More broadly, an innovative economy for Nye County would continue to embrace new technology and would expand opportunities for improved workforce development and job creation opportunities. Building a 'twenty-first century' workforce for Nye County was identified by several workshop participants in defining and describing an innovative economy for Nye County. A number of workshop participants and community leaders noted that developing this 'twenty-first century' workforce should be a collaborative effort between Nye County, the Southwest Central Regional Economic Development Authority, representatives from each individual community located throughout the county, key private sector and business leaders, various non-profit and professional organizations, and existing educational institutions including the Nye County School District and Nevada System of Higher Education institutions and campuses. In general, workshop participants and community leaders agreed that having an 'open minded business approach' is an essential first step in building a truly innovative economy for Nye County.

Figure 6.3 presents a word cloud summarizing the definitions provided by workshop participants for *sustainable*.

The first step in building a truly sustainable economy for Nye County and for each individual community located throughout the county involves the active creation and attraction of new businesses in new and emerging industry sectors that are complementary to Nye County and to each individual community but can also further diversify the county's and each individual community's existing economic base. In addition to renewed focus on the existing and emerging opportunities to further develop the county's renewable energy and utilities industry sector and outdoor recreation and tourism sector, workshop participants and community leaders agreed that renewed focus on advanced manufacturing and wholesale trade should each be incorporated into future countywide and community-level economic diversification strategies. Further diversification of existing sectors, including the county's mining and natural resource extraction sector and agricultural production sector should also be pursued by identifying and attempting to close existing gaps in existing supply chains and value networks through both new business creation and attraction strategies and through existing business retention and expansion efforts.

Continued diversification of Nye County's economic base in order to further develop a sustainable economy will require additional workforce development and job training programming that, again, should be done collaboratively between various public sector, private sector, and non-profit agencies, firms, and organizations already operating throughout the

county. By sustainably improving and growing a local workforce, additional business creation, attraction, retention, and expansion efforts can be better and more sustainably supported without having to rely on the importation of workers from surrounding counties. These new workforce development and job training efforts should, however, focus on the future needs of new and existing businesses in order to ensure that the county and that individual communities located throughout Nye County are capable of taking advantage of new and emerging opportunities in a wide variety of new and emerging industry and occupation sectors.

Figure 6.3 – What does a sustainable economy for Nye County mean and look like?



The development and retention of a locally grown workforce, according to workshop participant and community leaders, remains a major deficiency in the efforts to build a truly sustainable economy and economic base in Nye County. Over the past several years, despite several notable successes in improving countywide and community-level measures of median household income, median family income, and per capita income and in successfully creating and attracting new businesses and retaining and expanding existing businesses, Nye County's civilian workforce has continued to contract. Between 2013 and 2019, the civilian workforce for all of Nye County decreased from an estimated 16,742 total individuals in 2013 to an estimated 16,151 total individuals in 2019, a net decrease of 591 total individuals or by -3.5 percent. These decreases in the civilian workforce have also occurred at the local community level, with the civilian workforce for Beatty declining by -14.1 percent between 2013 and 2019, the civilian workforce of Pahrump declining by -3.2 percent, and the civilian workforce of Tonopah declining by -31.5 percent. Only Gabbs saw a measurable increase in the size of the civilian workforce, increasing by an estimated 21 total individuals or by 91.3 percent between 2013 and 2019. Reversing this continued decline in the county's civilian workforce, according to

workshop participants and community representatives, should be a primary focus of this revised and new five-year Comprehensive Economic Development Strategy for Nye County.

6.2 Evaluation of the Existing Set of Strategic Economic Development Goals and Objectives

Nine separate strategic economic development goals were developed as part of the existing five-year Comprehensive Economic Development Strategy for Nye County in 2017, including:

- **Goal No. 1:** Restructure economic development activities and initiatives.
- **Goal No. 2:** Attract new business and industry.
- **Goal No. 3:** Expand business development, retention, and growth.
- **Goal No. 4:** Align industrial sector development with state initiatives.
- **Goal No. 5:** Connect workforce to jobs.
- **Goal No. 6:** Understand and expand international opportunities.
- **Goal No. 7:** Promote regional collaboration and other partnerships.
- **Goal No. 8:** Use redevelopment programs to promote sustainable economic growth.
- **Goal No. 9:** Increase opportunities for locally managed economic incentives.

Workshop participants and community representatives who participated in the evaluation of the existing five-year Comprehensive Economic Development Strategy for Nye County were asked to evaluate each individual goal by answering three separate questions, including: (1) has progress been made in achieving this goal?, (2) should the goal be kept moving forward?, and (3) how important is the goal moving forward for the Southwest Central Regional Economic Development Authority, for Nye County, and for each individual community? The results of this evaluation are presented in this sub-section

For *Goal No. 1: Restructure economic development activities and initiatives*, workshop participants representing Beatty, Tonopah, Pahrump, and Nye County in general generally agreed that some progress has been made over the past five years. Most notably, workshop participants highlighted the continued development of the Southwest Central Regional Economic Development Authority and improved focus on developing community-level economic development projects and initiatives designed to support local community and economic development efforts. While countywide economic development activities and initiatives have generally been successfully restructured, workshop participants and community representatives agreed that this goal still remains relevant and should remain a goal for the Southwest Central Regional Economic Development Authority, Nye County, and or other community and

economic development partners. Workshop participants and community representatives further agreed that this goal, the continued restructuring of economic development activities and initiatives, is still very important especially given the development of new federal community and economic development funding opportunities as part of the federal government's ongoing response to the existing COVID-19 global pandemic.

For *Goal No. 2: Attract new business and industry*, workshop participants and community representatives in Beatty, Tonopah, and Pahrump would more divided in regard to their evaluation of the progress that has been made in achieving this specific goal. For the town of Beatty, workshop participants and community representatives agreed that some measurable progress has been made as the community continues to pursue new business creation and attraction and existing business retention and expansion efforts in several key industry sectors. Continued development of the area's outdoor tourism and hospitality sector, combined with renewed interest in the area's mining and natural resource industry sector and further growth of the area's existing agricultural production sector, has led to the opening of several new businesses and the expansion of several existing businesses. Workshop participants representing the town of Beatty also noted a number of existing efforts to further develop several existing and emerging renewable energy production opportunities that could significantly diversify the community's existing economic base. For the town of Beatty, workshop participants and community representatives agreed that this goal is still very important and should remain a significant part of the community's own local-level community and economic development strategy for the next five-years.

For the town of Tonopah, workshop participants agreed that little to no progress has been made in attracting new business and industry over the past years despite some notable successes. The successful opening of several new commercial retail outlets and the opening of several new restaurants combined with the opening of new hotel and lodging facilities have positively contributed to the growth of the community's existing economic base. However, despite these recent successes and the possibility of several new mining and natural resource extraction operations beginning operation within the area, workshop participants agreed that much more focus on attracting new business and industry to Tonopah is needed. Moving forward, the continued attraction of new business and industry will remain a primary focus of local community and economic development efforts in Tonopah with the expectation that new businesses and industries will remain consistent with the community's existing culture and identity. Like other parts of Nye County, workshop participants noted that the continued decline in the community's population and civilian workforce over the past several years has impeded additional new business creation and attraction efforts and efforts to further grow and diversify the community's existing economic base. Improvements in critical infrastructure and new housing were each identified by workshop participants as critical 'first steps' in helping to sustainably grow a population and civilian workforce that will be needed to support additional new business creation and attraction efforts.

Workshop participants and community and economic development leaders representing Pahrump generally concluded that some measurable progress has been achieved in attracting new business and industry to the community but significant work in further diversifying the community's economic base through new business creation and attraction efforts is necessary. A number of

workshop participants noted that, despite continued population growth of the town of Pahrump, continued decline in the community's civilian workforce remains a key barrier to further diversifying Pahrump's existing economic base. Between 2013 and 2019, Pahrump's civilian workforce declined from an estimated 12,950 total individuals in 2013 to an estimated 12,534 total individuals in 2019, a net decline of 416 total individuals or by -3.2 percent. The need for new infrastructure and new housing and for additional improvement in various public services needed to support the sustainable growth of a civilian workforce must be addressed as part of this revised Comprehensive Economic Development Strategy for Nye County. The continued attraction of new businesses and new industry to Pahrump is still very important and should remain a critical part of Nye County's and the Southwest Central Regional Economic Development Authority's community and economic development strategy for the community.

As part of the evaluation for *Goal No. 3: Expand business development, retention, and growth*, workshop participants and community and economic development leaders representing individual communities in Nye County all generally agreed that some measurable progress has been made in achieving this specific goal over the past five years. Despite the impacts of the ongoing COVID-19 global pandemic on businesses located in other parts of the state of Nevada and across the United States, workshop participants representing Beatty, Tonopah, and Pahrump generally agreed that businesses in these communities have, for the most part, been able to maintain their operations and, in some cases, actually grow and expand despite the ongoing statewide, national, and even international economic uncertainty that exists as a result of the pandemic. While some measurable progress has been made in achieving this goal, workshop participants noted that there is considerable room for additional improvement in the development of programs, projects, and initiatives designed to support existing business retention and expansion efforts throughout the county. Continuing to retain and expand existing businesses operating throughout Nye County remains a very important part of the county's overall economic development strategy and should remain a central part of this revised and new five-year Comprehensive Economic Development Strategy for Nye County and for the Southwest Central Regional Economic Development Authority.

Workshop participant and community representative evaluation of *Goal No. 4: Align industrial sector development with state initiatives* was generally mixed based upon the evaluations provided by workshop participants in individual communities. Workshop participants and community and economic development leaders representing the town of Beatty agreed that some progress has been made in achieving this goal over the past five years, especially regarding the continued growth of the area's outdoor recreation and tourism sector, renewable energy and utilities sector, and agricultural production sector. For the town of Tonopah, workshop participants and community and economic development representatives were divided in their evaluation of this goal with several participants agreeing that little progress has been made while other participants agreeing that some progress has been made, especially in aligning industrial sector development in the area's mining and natural resource extraction sector with various state government initiatives. For the town of Pahrump, workshop participants and community and economic development representatives were also fairly divided in their evaluation of this goal. For the town of Pahrump, several workshop participants noted only limited progress while other workshop participants noted either some measurable progress or a lot of measurable progress being made in aligning industrial sector development with state government initiatives.

Despite this mix in determining the degree of success in achieving this specific goal, there was almost universal agreement among workshop participants that this goal is still very important and should remain part of Nye County's and the Southwest Central Regional Economic Development Authority's revised and new five-year Comprehensive Economic Development Strategy. A number of workshop participants even noted that the level of importance of this goal is likely to increase as both the federal government and state government continue to develop and implement existing and new COVID-19 related economic development and recovery funding programs that could be used to support a variety of community and economic development efforts at the county and individual community level. As the effort to further create and attract new businesses and to retain and expand existing businesses will require significant new investments in new infrastructure, new housing development, and additional workforce development and job training programs, aligning targeted industrial sector development with various state and even federal initiatives could result in securing the funding needed to support new infrastructure development, the improvement and revitalization of existing infrastructure, and even new housing development and additional workforce development and job training program development over the next five years.

For *Goal No. 5: Connect workforce to jobs*, workshop participants and community and economic development leaders representing Beatty, Tonopah, and Pahrump generally agreed that some progress has been made in achieving this specific goal but that significantly more progress in achieving this goal will be necessary in order to fully realize the development of a truly vibrant, innovative, and sustainable economy for Nye County and for the county's various individual communities. While some measurable progress has been made in achieving this goal over the past five years, workshop participants generally agreed that the majority of efforts to connect the workforce to existing and new jobs has been largely 'ad hoc' and that Nye County and the Southwest Central Regional Economic Development Authority should each take a more active role in supporting and developing existing and new workforce development, job training, and job placement efforts as part of this revised and new five-year Comprehensive Economic Development Strategy. This more coordinated workforce development, job training, and job placement effort should begin with focusing on sustainably growing the county's and each individual local community's civilian workforce, a workforce that has generally continued to decline. As has been previously mentioned, the civilian workforce for all of Nye County has declined by an estimated -3.5 percent between 2013 and 2019 despite a significant decline in the countywide civilian unemployment rate, which declined from an estimated 8.1 percent in 2013 to an estimated 4.1 percent in 2019, a net decline of 4.0 percent or by -49.4 percent. The growing lack of available and trained workers has become an increasingly important barrier to the successful creation and attraction of new businesses and to the retention and expansion of existing businesses and developing and connecting a workforce to existing and new jobs should remain a critical and very important part of the Southwest Central Regional Economic Development Authority's and Nye County's five-year Comprehensive Economic Development Strategy.

In evaluating *Goal No. 6: Understand and expand international opportunities*, workshop participants and community and economic development representatives generally agreed that little progress has been made in achieving this goal overall but that measurable progress has been

made in understanding and expanding international opportunities in key industry sectors. Most notably, workshop participants agreed that improved understanding and additional expansion of international opportunities in the county's mining and natural resource extraction industry sector has been achieved but that this effort has largely been achieved by the efforts of individual firms already operating within this specific industry sector. For other industry sectors, especially Nye County's existing agricultural production sector, outdoor recreation and tourism sector, and even for the existing renewable energy and utilities sector, workshop participants agreed that considerably more progress must be made in marketing Nye County and the county's individual communities as global destinations for new business and even new tourists and visitors.

Workshop participants also generally agreed that there are a number of opportunities to broaden the scope of potential markets for existing and future goods and services produced in Nye County. Historically, Nye County and the county's individual communities, outside the mining and natural resource extraction industry sector, have been net importers of goods and services meaning that goods and services are imported into the county and incomes earned within the county are exported. Reversing this trend, by further understanding and expanding international opportunities for new and existing businesses operating within Nye County, is still important and should remain a part of the county's overall community and economic development strategy.

For *Goal No. 7: Promote regional collaboration and other partnerships*, workshop participants and community and economic development leaders representing Nye County's individual communities generally agreed that measurable progress has been made in achieving this specific goal over the past five years. While there is still room for improving overall regional collaboration and collaboration among Nye County's individual communities, workshop participants generally agreed that there is now a considerably stronger, more identifiable, and more uniform approach being implemented in supporting new community and economic development strategies across the county. Even though each individual community in Nye County are unique communities, each with a unique set of economic development strengths, weaknesses, and opportunities, workshop participants generally agreed that improved collaboration at the county level and between public sector, private sector, and even non-profit sector agencies, firms, and organizations have led to several notable economic development successes over the past five years. Moving forward, and as a part of this revised and new five-year Comprehensive Economic Development Strategy for Nye County and for the Southwest Central Regional Economic Development Authority, workshop participants generally agreed that this goal should remain a part of the both Nye County's and the Southwest Central Regional Economic Development Authority's efforts to support further economic growth and diversification activities at the county level and at the community level.

Progress in achieving elements of *Goal No. 8: Use redevelopment programs to promote sustainable economic growth* has largely been mixed with little to no progress being made in some communities with significant progress being made in other communities throughout Nye County. For the town of Beatty, workshop participants generally agreed that little progress has been made in achieving this specific goal but that significant improvements are needed in redeveloping the town's main commercial corridor along U.S. Highway 95. Specifically, workshop participants representing the town of Beatty noted a number of pedestrian safety improvements are needed to the portion of U.S. Highway 95 that runs through the town of Beatty.

in order to encourage additional commercial retail and other industry sector development. Targeted development of underutilized and vacant lots along this portion of U.S. Highway 95 in tandem with needed façade improvements to existing structures and commercial buildings could significantly revitalize the town of Beatty over the next five-years.

For the town of Tonopah, workshop participants generally agreed that significant progress has been made, especially through the Tonopah Main Street Program, in redeveloping and revitalizing the town's commercial core along U.S. Highway 95. These improvements have led to the successful opening of several new businesses and workshop participants generally agreed that additional targeted redevelopment and revitalization is needed to support additional new business creation and attraction and existing business retention and expansion efforts throughout the community. For the town of Pahrump, workshop participants noted that while progress in redeveloping and revitalizing parts of the community have been largely 'ad hoc', there is still considerably more opportunities to redevelop and revitalize parts of the community in order to support and promote sustainable economic growth. Overall, workshop participants agreed that this specific goal should be incorporated into the revised and new five-year Comprehensive Economic Development Strategy for Nye County and is an important step in promoting and successfully creating a vibrant, innovative, and sustainable economy countywide and for each individual community located throughout the county.

In general, workshop participants agreed that little to no progress has been made in achieving *Goal No. 9: Increase opportunities for locally managed economic incentives* over the past five years. While the Southwest Central Regional Economic Development Authority and Nye County have successfully gained access to and utilized state government economic incentives and programs, very little effort has been made in developing and then utilizing locally managed economic incentives either at the county level or at the local community level. Workshop participants and various community and economic development representatives agreed that the Nye County, the Southwest Central Regional Economic Development Authority, and various local community partners should, as part of this revised and new five-year Comprehensive Economic Development Strategy, start by comprehensively exploring the possibility of developing and using locally developed and implemented economic incentives ranging from more formal incentives found in parts of Nevada state law to less formal more project or program specific incentives that are developed and used as needed. While directed support of individual private sector efforts may not necessarily fit community expectations, workshop participants did note that locally managed economic incentives designed to support and encourage the continued redevelopment and revitalization of key commercial corridors, the general development of additional housing, and the further growth and improvement of the county's existing workforce should each be explored and employed as necessary in order to support a broader community and economic development strategy.

7.0 Plan of Action and Evaluation and Performance Measures

This section presents additional results for Stronger Economies Together Module 5, *Defining Your Regional Vision and Goals*, and for Stronger Economies Together Module 6, *Discovering Assets and Barriers*, as well as an overview of the results for Stronger Economies Together Module 7, *Planning for Success*, and Stronger Economies Together Module 8, *Measuring for Success*, as completed by workshop participants who participated in the strategic economic development planning workshops held in March and June of 2021 for Nye County.

7.1 Development of a Revised Strategic Economic Development Vision for Nye County

Development of a revised and new strategic economic development vision statement for Nye County began with an identification of personal hopes and aspirations for Nye County and for individual communities located throughout the county along with an assessment of how and where people live and work within their community and throughout the southwest central Nevada region. Based on this assessment and on the assessment workshop participants completed for the existing strategic economic development vision, a revised and new strategic economic development vision statement for Nye County was developed.

7.1.a Identifying Existing Live-Work Patterns and Future Hopes and Aspirations

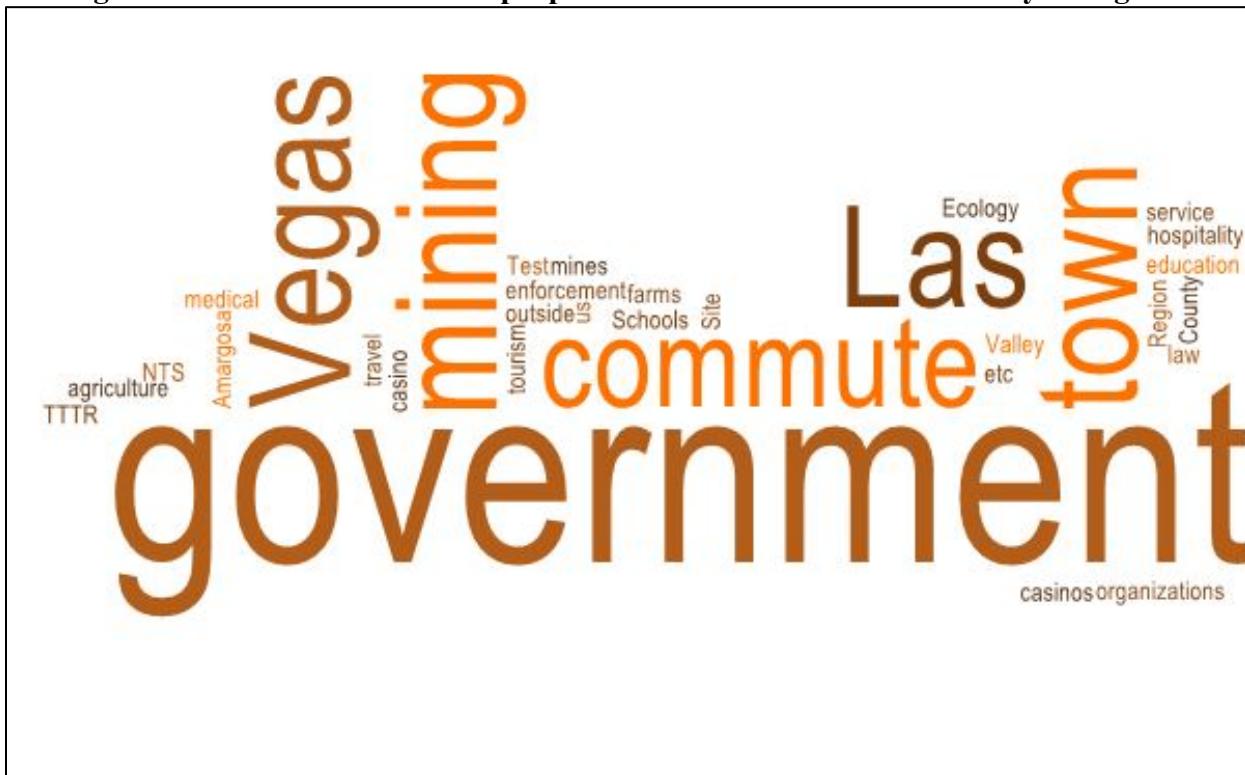
In order to develop a revised and new strategic economic development vision for Nye County that will guide future community and economic development efforts countywide and at the local community level over the next five years, workshop participants and community and economic development representatives were asked to answer three specific questions, including: (1) how and where do people live and work in this community or region?, (2) what are your personal hopes and aspirations for this community or region over the next five years?, and (3) what are your personal hopes and aspirations for this community or region over the next 20 to 30 years? The answers to each of these questions were then used to develop a new strategic economic development vision for Nye County, developed as part of this revised and new Comprehensive Economic Development Strategy.

Figure 7.1 presents a word cloud summarizing the answers provided to the question *How and where do people live and work in this community or region?* as provided by workshop participants.

While each individual community in Nye County has a unique live-work pattern, public administration (or government) remains a primary employment occupation sector for Nye County residents. Employment by different federal government agencies, state government agencies, and local county or community government agencies is a primary employment

occupation sector for Nye County residents. Other major occupation sectors identified by workshop participants including the mining and natural resource extraction sector, the agricultural production sector, and the tourism and hospitality sector. The changing socio-demographic profile of Nye County, including the continued aging of the county's residential population, has also led to continued growth in the county's healthcare sector and as the need for sustainably developing a civilian workforce has grown, employment in the education sector has also become increasingly important.

Figure 7.1 – How and where do people live and work in this community or region?



Another critical live-work pattern that has developed throughout Nye County is the dependency that existing businesses operating throughout the county have on workers living outside the county in neighboring communities and there are also a significant number of individuals who live in Nye County but commute outside the county for work. These live-work commuting patterns between Nye County and neighboring communities located outside the county is largely due to the uneven growth of population in Nye County and the continued decline of the county's own civilian workforce. Even the total population of all of Nye County increased between 2013 and 2019, increasing from an estimated 43,368 total individuals in 2013 to an estimated 44,380 total individuals in 2019, almost all of that population growth was centered in Pahrump. Between 2013 and 2019, the total population of the town of Pahrump increased by an estimated 1,984 total individuals or by 5.6 percent while the total population of the town of Beatty declined by 96 total individuals or by -10.7 percent, declined by a total of 23 total individuals or by -18.0 percent for the town of Gabbs, and declined by a total of 808 total individuals or by -28.7 percent for the town of Tonopah. Over the same 2013 to 2019 period, the civilian workforce for all of Nye County declined by an estimated -3.5 percent, declined by an estimated -3.2 percent for the

town of Beatty, declined by an estimated -3.2 percent for the town of Pahrump, and declined by an estimated -31.5 percent for the town of Tonopah.

Figure 7.2 presents a word cloud summarizing the answers provided to the question *What are your personal hopes and aspirations for this community or region over the next five years?* as provided by workshop participants.

Figure 7.2 – What are your personal hopes and aspirations for this community or region over the next five years?

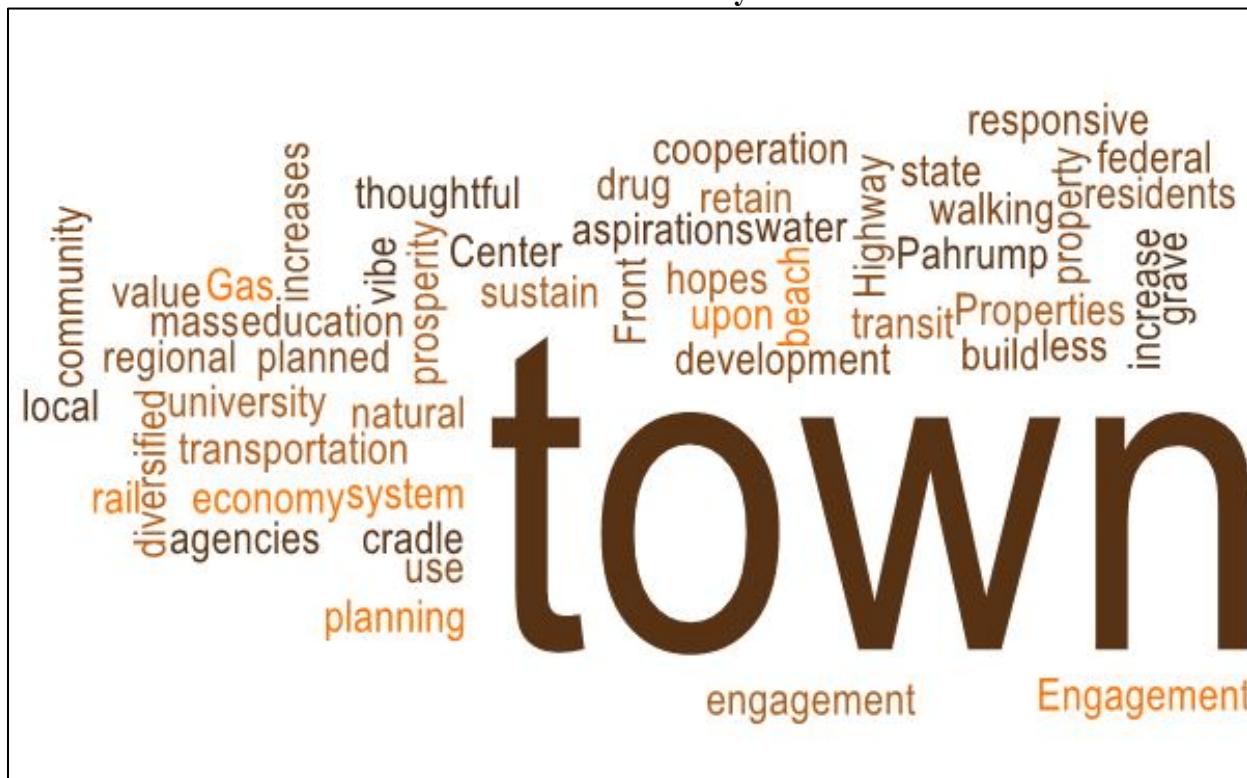


For the town of Beatty specifically, workshop participants and community and economic development representatives noted a number of specific personal hopes and aspirations for the community for the next five years ranging from creation of new jobs that pay relatively high wages to improved community engagement and partnership with various federal government, state government, and other local government agencies and organizations. Renewed focus on improving and revitalizing the town of Beatty's main commercial corridor along U.S. Highway 95, completing necessary infrastructure improvement projects, and mitigating existing physical blighting conditions were other specific personal hopes and aspirations that workshop participants expressed for the town of Beatty. Additionally, workshop participants and community and economic development representatives noted the growing need for additional basic and more advanced healthcare facilities and more quality and attainable housing in order to support the community's existing population and to support future sustainable population growth.

For the town of Pahrump, workshop participants and community and economic development representatives noted the growing need to significantly modernize and revitalize the community's existing stock of existing infrastructure including the need for improved municipal sewer and water services, improved electricity service, expanded broadband and telecommunication coverage across the community, and a variety of public facility improvements including needed community center facilities, improved recreation and athletic facilities, and new trailheads to support expanding outdoor recreation and tourism activities. Improved housing and additional commercial retail opportunities and services along with higher paying employment opportunities and a more diversified local economic base that offers existing residents a broader set of employment opportunities were other personal hopes and aspirations that workshop participants expressed for the next five years. Workshop participants and community and economic development representatives also noted the importance of improving the community's existing public education assets at both the kindergarten through 12th grade levels and at the college and level as well as improving opportunities for Career and Technical Education and vocational educational programming.

Figure 7.3 presents a word cloud summarizing the answers provided to the question *What are your personal hopes and aspirations for this community or region over the next 20 to 30 years?* as provided by workshop participants.

Figure 7.3 – What are your personal hopes and aspirations for this community or region over the next 20 to 30 years?



A shared longer-term hope and aspiration expressed by workshop participants for all of Nye County and for each of the county's individual communities was the desire to preserve and grow

the rich cultural heritage and identity of each individual community through strategic community and economic development investments. Among the specific community development investments that each community expressed long-term support for was the eventual and successful development of needed community facilities and identifiable town centers that can serve as social and economic gathering spaces. Specific to the town of Beatty was a shared personal hope and aspiration for more thoughtful and cooperative planning among community residents, existing and future businesses, and key federal, state, and local government agencies. Long-term and sustainable growth in property values, improved infrastructure, and additional new business creation were each identified as personal hopes and aspirations shared by workshop participants for the town of Beatty.

For the town of Pahrump, more thoughtful and cooperative planning among community residents, existing and future business, and key federal, state, and local government agencies was also identified as a longer-term personal hope and aspiration for the community. Improved kindergarten through 12th grade and even college and university level education opportunities, new regional public transportation that would better link Pahrump to other communities throughout southwest central Nevada including communities in neighboring Clark County, and a more diversified economy were other specific longer-term personal hopes and aspirations identified by workshop participants. More broadly, workshop participants expressed the shared hope and aspiration that Nye County generally and Pahrump specifically would become more self-sustainable and less dependent on workers living in neighboring Clark County and less dependent on employment opportunities located outside Pahrump and outside Clark County. Again, improved economic diversification through targeted new business creation and attraction strategies and expanded existing business retention and expansion efforts were each part of this longer-term hope and aspiration to create a more self-sustaining and independent local community and countywide economy that would provide for the needs of existing and future residents.

7.1.b Developing a New Strategic Economic Vision for Nye County

Workshop participants and community and economic development representatives were asked to develop a new strategic economic vision statement for Nye County as part of this revised and new five-year Comprehensive Economic Development Strategy. Development of a new strategic economic vision for Nye County and for the Southwest Central Regional Economic Development Authority included consideration of existing socio-demographic, economic, and industry and occupation sector trends, the evaluation of the existing strategic economic development vision, and the existing live-work patterns and immediate and longer-term personal hopes and aspirations identified by workshop participants. Based on this analysis, five separate draft strategic economic development vision statements were developed, including:

- An independent, diverse, welcoming, resilient economy.
- An encouraging, resourceful and thriving economy.
- A vibrant community supporting a robust, innovative, and sustainable economy.

- A dynamic, innovative industry, tourism, and commerce environment focused on sustainable use of natural resources.
- Align Nye County to develop its economy to be diversified, innovative, and sustainable to create and retain a viable workforce and livable community.

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

Based on the five draft strategic economic development vision statements developed by workshop participants and community and economic development representatives, a shared vision for developing a resilient, thriving, and vibrant economy for Nye County was identified. By encouraging and supporting new business creation and attraction strategies, existing business retention and expansion efforts, by developing a sustainably growing and skilled 'locally grown' workforce, and by engaging in mutually beneficial strategic partnerships, a resilient, thriving, and vibrant economy for the county and for the county's individual local communities will develop. Based on these shared themes, the following revised and new strategic economic development vision for a revised and new five-year Comprehensive Economic Development Strategy for Nye County was developed:

Nye County will continue to support the development of a resilient, thriving, and vibrant economy that benefits residents and businesses living and operating throughout the county and within each individual community. By pursuing existing and emerging opportunities in existing and new industry sectors and by engaging in meaningful strategic partnerships among public sector, private sector, and non-profit agencies, firms, and organizations, Nye County and the Southwest Central Regional Economic Development Authority will continue to support sustainable and meaningful community and economic growth.

Workshop participants and community and economic development representatives noted the importance of developing and implementing future economic development strategies, programs, and projects at a local community level that are consistent and compatible with each individual community's existing culture and identity. While new economic development strategies, programs, and projects will be developed and implemented with a local community perspective, workshop participants noted the growing importance of ensuring that these new strategies, programs, and projects contribute to the overall growth and diversification of the county's existing economic base and to the overall growth and diversification of the region's economic base. Ensuring that these new strategies, programs, and projects ultimately contribute to the

overall growth and diversification of the county's and region's existing economic base with also require the continued development of existing partnerships and the development of new partnerships among public sector, private sector, and non-profit agencies, firms, and organizations as well as continued collaboration between the public sector and private sector.

Realization of the successful development a resilient, thriving, and vibrant economy that benefits residents and businesses living and operating throughout the county and within each individual community will also require regional and local efforts to grow existing industry and occupation sectors while taking advantage of opportunities that emerge in new sectors. For the Southwest Central Regional Economic Development Authority, this effort will require continued engagement with local community partners and with industry and occupation sector leaders as well as targeted investment by Nye County and Nye County's various partners in selected infrastructure projects, community facilities, and policies and initiatives that supports the sustainable growth and diversification of the county's existing housing stock and educational facilities.

7.2 Revising and Updating the Strategic Economic Development Goals and Objectives for Nye County

Given the remaining relevance and importance of the existing nine strategic economic development goals developed as part of the existing five-year Comprehensive Economic Development Strategy for Nye County for 2017 through 2021, workshop participants agreed to extend each of the existing nine strategic economic development goals into this revised and new Comprehensive Economic Development Strategy for Nye County for 2023 through 2028. As part of this effort, workshop participants and community and economic development representatives were asked to evaluate each existing goal and prioritize them in order of importance for the next five-year strategic planning horizon. The results of this assessment are presented here.

- ***Priority Goal No. 1(1a) for 2023 through 2028:*** (Goal No. 2 from 2017 through 2021)
Attract new business and industry.
- ***Priority Goal No. 2(1b) for 2023 through 2028:*** (Goal No. 1 from 2017 through 2021)
Restructure economic development activities and initiatives.
- ***Priority Goal No. 3 for 2023 through 2028:*** (Goal No. 3 from 2017 through 2021)
Expand business development, retention, and growth.
- ***Priority Goal No. 4 for 2023 through 2028:*** (Goal No. 5 from 2017 through 2021)
Connect workforce to jobs.
- ***Priority Goal No. 5 for 2023 through 2028:*** (Goal No. 4 from 2017 through 2021) Align industrial sector development with state initiatives.

- ***Priority Goal No. 6 for 2023 through 2028:*** (Goal No. 6 from 2017 through 2021) Understand and expand international opportunities.
- ***Priority Goal No. 7 for 2023 through 2028:*** (Goal No. 8 from 2017 through 2021) Use redevelopment programs to promote sustainable economic growth.
- ***Priority Goal No. 8 for 2023 through 2028:*** (Goal No. 9 from 2017 through 2021) Increase opportunities for locally managed economic incentives.
- ***Priority Goal No. 9 for 2023 through 2028:*** (Goal No. 7 from 2017 through 2021) Promote regional collaboration and other partnerships.

For the immediate short-term, both Nye County and the Southwest Central Regional Economic Development Authority will focus on the first five priority goals listed above. *Priority Goal No. 1(1a): Attract new business and industry* and *Priority Goal No. 3: Expand business development, retention, and growth* reflects the general desire by workshop participants and community and economic development representatives to further diversify the county's economic base and the economic base of each individual community through the combination of new business creation and attraction strategies and existing business retention and expansion efforts. The importance of attracting new businesses and industries is a reflection of the understanding that new and emerging industry and occupation sectors happening now at the state and national level presents Nye County with a unique opportunity to truly diversify its existing economic base. Further expansion, retention and growth of existing businesses is a reflection of the important role that existing businesses and industries already play in growing the economic base of Nye County and diversification of these existing industry and occupation sectors can be pursued by closing 'key gaps' that have formed within these existing sectors.

Priority Goal No. 4: Connect workforce to jobs is a recognition by workshop participants and community and economic development representatives that Nye County, the Southwest Central Regional Economic Development Authority, and various strategic community and economic development partners throughout the county and the region must immediately begin to address the continued decline in the county's existing civilian workforce. The continued decline in the county's existing civilian workforce has become an increasingly important barrier to successfully creating and attracting new businesses and to successfully retaining and expanding existing businesses and individual businesses have found it increasingly difficult to fill vacant and open positions. In order to fill vacant and open positions, individual businesses have turned to importing labor from communities located outside of Nye County, further eroding the overall economic self-sufficiency of Nye County and of the county's individual communities. Sustainably growing a local civilian workforce and developing new job training and job placement programs will be a priority focus for both Nye County and the Southwest Central Regional Economic Development Authority in the short-term and for the entire 2023 through 2028 period.

The importance of *Priority Goal No. 2(1b): Restructure economic development activities and initiatives* and *Priority Goal No. 5: Align industrial sector development with state initiatives* in both short-term for the first two years of this new five-year strategic planning horizon and for the

entire 2023 through 2028 period is an understanding of how statewide and regional economic development efforts continue to be restructured as a result of the ongoing COVID-19 global pandemic. This two priority goals is also a reflection of the emerging opportunity that Nye County and the Southwest Central Regional Economic Development Authority has to take advantage of new COVID-19 related economic recovery funding packages that have been and continue to be developed and administered by both the U.S. federal government and by the state of Nevada. While workshop participants and community and economic development representatives acknowledged the importance of retaining independence in the development, implementation, and administration of existing and new community and economic development initiatives, programs, and projects at the county and local community level, it is also important to take advantage of new funding opportunities that could jumpstart a variety of new community and economic development initiatives, programs, and projects. This effort will require a continued restructuring of ongoing economic development activities and initiatives and further alignment of local industry sector development with emerging state and even federal government initiatives.

In addition to prioritizing each of the nine existing strategic economic development goals developed as part of the current five-year Comprehensive Economic Development Strategy for Nye County for 2017 through 2021, workshop participants were asked to develop new actionable items and objectives for each individual goal. When possible, workshop participants were asked to provide a specific actionable item that could be implemented in order to achieve each specific goal, identify a person or organization that will be primarily responsible for implementing the actionable item, a realistic timetable for completing the actionable item, and a checkpoint(s) in order to measure progress in completing the actionable item. These new strategies and actionable items for each individual, reordered, and prioritized strategic economic development for this revised and new Comprehensive Economic Development Strategy for Nye County for 2023 through 2028 are presented here.

- ***Priority Goal No. 1(1a) for 2023 through 2028:*** (Goal No. 2 from 2017 through 2021)
Attract new business and industry.
 - Strategy/Actionable Item No. 1 (specific for Beatty): Develop a program to identify and attract additional agricultural production and development and develop and administer at least one new festival and event in Beatty that promotes and supports the area's agricultural sector. The town of Beatty, the Beatty Chamber of Commerce, the Beatty General Improvement District, and local area farmers will share responsibility for implementing this actionable item with the objective of completing it within 24 months (by the end of 2024). Responsible parties will develop a way of recording the number of festival and event participants.
 - Strategy/Actionable Item No. 2 (specific for Pahrump): Develop additional opportunities for education and training. Great Basin College, the Nye County School District, and the Nye Communities Coalition will work collaboratively to further development and complete this actionable item within three years (by the

end of the 2025). Graduate rates will be used to measure overall success of achieving this specific actionable item.

- Strategy/Actionable Item No. 3 (specific for Pahrump): Creation and promotion of a ‘wine tourism’ sector for Pahrump and for other parts of Nye County. New and existing agribusiness industry organizations and firms will spearhead this effort. The use of new marketing efforts including the utilization of tradeshows will be used to promote ‘wine tourism’ in Pahrump and for other parts of Nye County.
- Strategy/Actionable Item No. 4 (specific for Pahrump): Increased promotion and marketing of Pahrump and other parts of Nye County as part of a broader new business creation and attraction strategy. Joint effort between the government of Nye County (Tourism Advisory Committee), the Southwest Central Regional Economic Development Authority, and other strategic economic development partners. This effort will be employed over the entire five-year 2023 through 2028 period and the number of new inquiries and successful business relocations to Pahrump and to other parts of Nye County will be measured.
- ***Priority Goal No. 2(1b) for 2023 through 2028:*** (Goal No. 1 from 2017 through 2021) Restructure economic development activities and initiatives.
 - Strategy/Actionable Item No. 1 (specific for Beatty): Improve and encourage communication among and between public sector, private sector, and non-profit sector agencies, firms, and organizations.
 - Strategy/Actionable Item No. 2 (specific for Beatty): Secure and leverage additional resources in order to support expanded workforce development, job training, and general education programming.
 - Strategy/Actionable Item No. 3 (specific for Pahrump): Develop an ongoing system to collect and process input from various stakeholders responsible for community and economic development activities and initiatives in Nye County. This system will be developed within the first year (by the end of 2023) of this new five-year 2023 to 2028 strategic planning horizon by the Southwest Central Regional Economic Development Authority and the Southwest Central Regional Economic Development Authority will develop and host monthly or quarterly meetings in order to collect and process input from various stakeholders.
 - Strategy/Actionable Item No. 4 (specific for Pahrump): Recruit new businesses that are compatible with the community’s existing culture and identity and can be supported by existing infrastructure and community services while developing new workforce development, job training, and job placement services to support these new businesses. The Southwest Central Regional Economic Development Authority will be responsible for the recruiting of new businesses while Great Basin College and the Nye Communities Coalition will work together on

developing and implementing needed new workforce development, job training, and job placement services within the next three years. The number of new businesses successfully recruited and the number of successful new hires placed through direct job placement services will be used to measure overall success.

- ***Priority Goal No. 3 for 2023 through 2028:*** (Goal No. 3 from 2017 through 2021)
Expand business development, retention, and growth.
 - Strategy/Actionable Item No. 1 (specific for Beatty): Aggressive pursuit of expanding existing retail services in Beatty along with targeted new business creation and attraction efforts in selected areas. Selected areas included expanded grocery services, mountain biking, outdoor recreation, and sporting goods services, antique and souvenir retailers, feed supply and hardware and home supply stores, technology and phone support services, and even expanded airport and flight school services. The town of Beatty, the Beatty General Improvement District, and the Beatty Chamber of Commerce will work collaboratively on these targeted business expansion and business creation efforts.
 - Strategy/Actionable Item No. 2 (specific for Pahrump): Develop and offer a ‘one stop shop’ for business licensing and for technical assistance with permitting and operations. The Nye County government will work to develop and open this ‘one stop shop’ for businesses within one year (by the end of 2023).
 - Strategy/Actionable Item No. 3 (specific for Pahrump): Identify and promote individual communities and the opportunities for each communities to new and existing businesses, increase the availability of properties for business and industry use, and create new promotional and tradeshow brochures and marketing materials. This effort will be developed and implemented collaboratively among various public sector and private sector agencies and firms operating within Nye County.
 - Strategy/Actionable Item No. 4 (specific for Pahrump): Continue to identify specific business needs and under-provided services. This effort will extend across the new five-year 2023 through 2028 strategic planning horizon with regular six month evaluations which will include an estimation of the number of businesses participating in this program. The Nye Communities Coalition, Great Basin College, Nye County, the Southwest Central Regional Economic Development Authority, the Nye County Regional Economic Development Authority and other community and economic development groups will work collaboratively to implement this actionable item.
- ***Priority Goal No. 4 for 2023 through 2028:*** (Goal No. 5 from 2017 through 2021)
Connect workforce to jobs.
 - Strategy/Actionable Item No. 1 (specific to Beatty): Pursue the development of a vocational school as well as explore opportunities for internship programs that

can support local businesses in key industry and occupation sectors. Local area schools part of the Nye County School District, the town of Beatty, and local businesses and key industry and occupation sector representatives will work collaboratively to implement this actionable item over the course of the next five years.

- Strategy/Actionable Item No. 2 (specific to Pahrump): Increase the amount of unrestricted funding for workforce development efforts and increase the overall awareness of Nye Communities Coalition programs focused on workforce development, job training, and job placement. The Nye Communities Coalition will seek to complete this actionable item within the next two years (by the end of 2024) and the number of individuals served throughout Nye Communities Coalition workforce development programs will be used to evaluate overall effectiveness of this actionable item.
- Strategy/Actionable Item No. 3 (specific to Pahrump): Develop and promote new community-wide internship programs in selected industry and occupation sectors. Local area schools, including Pahrump Valley High School, Great Basin College, Nye Communities Coalition, and representatives from the Nevada Department of Employment, Training and Rehabilitation will have successfully developed and launched the first internship programs within three years (by the end of 2025). Annual reports identifying the number of individuals participating in these programs will be developed and published.
- ***Priority Goal No. 5 for 2023 through 2028:*** (Goal No. 4 from 2017 through 2021) Align industrial sector development with state initiatives.
 - Strategy/Actionable Item No. 1 (specific to Beatty): Develop broad renewable energy production capacity (solar and geothermal) for use in industry and for residential homes within and around the community. This effort will include exploring the use of Special Economic Zones (SEZ) as part of the development of a larger ‘energy corridor’ connecting Beatty with other communities in Nevada. Responsible actors include area utility companies, the town of Beatty and Beatty Town Advisory Board, the Beatty Chamber of Commerce, the Beatty General Improvement District, and key industry and occupation sector representatives. Completion of this effort is expected to take five years and the number of individual residential homes and individual businesses utilizing locally produced renewable energy will be measured each year.
 - Strategy/Actionable Item No. 2 (specific to Pahrump): Continue broad renewable energy production capacity (solar and geothermal) for use by residential homes within and around the community. Nye County and area utility companies will be primarily responsible for completing this actionable item within five years and the number of individual residential homes utilizing locally produced renewable energy will be measured each year.

- Strategy/Actionable Item No. 3 (specific to Pahrump): Continue diversification of the local area economic base by pursuing new and emerging opportunities in sports tourism including the development of related technology.
- Strategy/Actionable Item No. 4 (specific to Pahrump): Increase local and regional funding resources and opportunities to support the creation and attraction of new businesses in the technology sector. Nye County, the Southwest Central Regional Economic Development Authority, the Nevada Governor's Office of Economic Development, and key state of Nevada government representatives will work to develop these targeted funding resources and opportunities over the next three years and individual annual reports outlining the number of new firms utilizing these funding resources and opportunities will be produced and published.
- ***Priority Goal No. 6 for 2023 through 2028:*** (Goal No. 6 from 2017 through 2021)
Understand and expand international opportunities.
 - Strategy/Actionable Item No. 1 (specific to Beatty): Develop a "Sister Cities" program through the Nevada Governor's Office of Economic Development with communities located outside the United States that share similar economic characteristics with the town of Beatty for the purposes of establishing student exchange programs and collaboratively marketing efforts focused on outdoor tourism and recreation. The town of Beatty will work collaboratively with the International Mountain Biking Association to identify possible "Sister Cities" partners.
 - Strategy/Actionable Item No. 2 (specific to Pahrump): Increase the available civilian workforce focused on the mining and natural resource extraction industry sector. Private investors and individual firms within the mining and natural resource extraction industry sector, the Nye County School District, and the Southwest Central Regional Economic Development Authority will work collaboratively with industry sector representatives to identify existing civilian workforce needs in the mining and natural resource extraction industry sector and develop and implement new workforce development and job placement programs within the next two years.
 - Strategy/Actionable Item No. 3 (specific to Pahrump and all of Nye County): Continue to market Nye County as to new international and national mining interests as a way of expanding mining operations and overall yield from mines operating within Nye County over the next five years.
 - Strategy/Actionable Item No. 4 (specific to Pahrump and all of Nye County): Develop community-specific community and economic development marketing materials and promote Nye County's various business resources to individual firms in targeted industry and occupation sectors. This material will be developed and distributed by Nye County, the Southwest Central Regional Economic Development Authority, and the Nevada Governor's Office of Economic

Development with the goal of having a new comprehensive community and economic development strategy for Nye County completed and implemented within two years. Annual reviews and assessments of the marketing campaign will be completed once the comprehensive marketing campaign is implemented.

- ***Priority Goal No. 7 for 2023 through 2028:*** (Goal No. 8 from 2017 through 2021) Use redevelopment programs to promote sustainable economic growth.
 - Strategy/Actionable Item No. 1 (specific to Beatty): Review the existing riverbed walking path and identity properties along this corridor for possible revitalization potential and identity and completed needed physical infrastructure improvements (including, but not limited to, new sidewalks and trail paths). This effort will also include the development of a new comprehensive multiuse trail map for the entire community.
 - Strategy/Actionable Item No. 2 (specific to Pahrump): Complete a comprehensive inventory of existing Nye County and town of Pahrump assets throughout the community for possible redevelopment. This inventory and a general redevelopment and revitalization strategy will be developed and completed by Nye County within the next two years with the goal of developing a comprehensive list of existing assets that could be redeveloped and what general possible uses these assets could be revitalized to serve.
 - Strategy/Actionable Item No. 3 (specific to Pahrump): Identify and complete needed targeted physical infrastructure related to street beautification efforts in key commercial corridors including new sidewalks, additional street-side parking, landscaping, street furniture, and other street beautification improvements.
 - Strategy/Actionable Item No. 4 (specific to Pahrump): Create a new Mainstreet Program for the town of Pahrump focused on key commercial corridors and a broader community-wide community clean-up program administered by Nye County and the Pahrump Advisory Town Board. This effort will be launched within three years and may include the development of a new development group similar to other groups established in other parts of the state of Nevada focused on Mainstreet Program development and implementation. Annual reviews and evaluations will be completed.
- ***Priority Goal No. 8 for 2023 through 2028:*** (Goal No. 9 from 2017 through 2021) Increase opportunities for locally managed economic incentives.
 - Strategy/Actionable Item No. 1 (specific to Beatty): Develop and begin implementation of a comprehensive frontage improvement program for the portion of U.S. Highway 95 that runs through the town of Beatty. This frontage improvement program will also incorporate an internship program designed to place existing and graduating students with existing and future businesses. The town of Beatty will work with the U.S. Small Business Administration, the

Governor's Office of Economic Development, and the Nevada Department of Transportation to develop and implement this program. Annual reviews and possible updates to existing local ordinances will be completed to facilitate implementation of the new comprehensive frontage improvement program.

- Strategy/Actionable Item No. 2 (specific to Pahrump): Nye County and the Southwest Central Regional Economic Development Authority will continue to promote and distribute funds received by Nye County as part of the 2021 American Rescue Plan and any future COVID-19 related federal stimulus and recovery funds. This effort will continue for at least the first year of this revised and new five-year Comprehensive Economic Development Strategy for Nye County.
- Strategy/Actionable Item No. 3 (specific to Pahrump): Nye County and the Southwest Central Regional Economic Development Authority will work to develop new local tax incentive programs designed to support the creation and attraction of new businesses and the retention and expansion of existing businesses in targeted industry and occupation sectors over the next two years (by the end of 2024). Annual reviews and evaluations will be completed and published. The number of new businesses successfully using local tax incentives will be used to gauge overall program success.
- ***Priority Goal No. 9 for 2023 through 2028:*** (Goal No. 7 from 2017 through 2021)
Promote regional collaboration and other partnerships.
 - Strategy/Actionable Item No. 1 (specific to Beatty): Continue to develop and promote a comprehensive trail system for the town of Beatty and the surrounding area in order to promote expanded outdoor recreation activities and ecotourism opportunities throughout the area. The town of Beatty will work collaboratively with the National Park Service, the U.S. Bureau of Land Management, Ash Meadows Wildlife Reserve, Spicer Ranch, the Nature Conservancy, and the Artesian Business Cooperative to further develop the area's outdoor tourism and recreation assets including the identification and completion of needed improvements including increased access and capacity.
 - Strategy/Actionable Item No. 2 (specific to Pahrump): Continue to bring together and promote collaboration between various local and regional organizations in order to promote overall regional and local community and economic growth. The Southwest Central Regional Economic Development Authority will be responsible for this activity including engagement with the Regional Development Southwest Brownfields Coalition.
 - Strategy/Actionable Item No. 3 (specific to Pahrump): Promote and encourage increased collaboration among the area's existing educational providers including Nevada System of Higher Education institutions and the Nye County School District with the goal of building additional vocational and trades programs and

developing broader Science, Technology, Engineering, and Mathematics (STEM) programs for area students.

While the specific strategies and actionable items outlined for each of the nine priority goal areas provide a general guide as to how community and economic development resources will be utilized over the next five years as part of this revised and new five-year Comprehensive Economic Development Strategy for Nye County and for the Southwest Central Regional Economic Development Authority, it is understood that both the priority goals and the individual strategies and actionable items may change over the course of the next five years. New opportunities that emerge and changes in the availability of financial and non-financial resources may require modification of the existing priority goal areas and the individual strategies and actionable items from year-to-year and year-to-year annual evaluations and updates of this revised and new five-year Comprehensive Economic Development Strategy will be completed in order to reprioritize the existing goals and/or strategies and actionable items as needed.

7.3 Developing Community and Economic Development Resiliency and Contingency Elements for Nye County

Economic recovery and resiliency efforts can be divided into two general categories, including *responsive initiatives* and *steady-state initiatives*. A community's responsive initiatives typically include the establishment of capabilities for an economic development organization to be responsive to the community's or region's recovery needs following an incident or 'shock'. Steady-state initiatives, however, tend to be the longer-term efforts that an economic development organization or community will seek to implement in order to bolster the community's or region's ability to withstand or avoid future shocks. As part of this comprehensive evaluation and assessment of the existing five-year Comprehensive Economic Development Strategy for Nye County developed in 2017, workshop participants and community and economic development representatives were asked to develop a series of responsive initiatives and steady-state initiatives that will be incorporated into this revised and new five-year Comprehensive Economic Development Strategy for Nye County and for the Southwest Central Regional Economic Development Authority.

7.3.a Responsive Initiatives

In developing a set of responsive initiatives for Nye County and for the county's individual communities, workshop participants identified a number of specific economic impacts that have emerged because of the ongoing COVID-19 global pandemic. Five specific main impacts were developed by workshop participants and specific responsive initiatives were developed for each main impact, including:

- ***Main Impact and Responsive Initiative Area No. 1:*** Reduced Tourism and Visitor Counts; the Need to Continue to Diversify the County's Economic Base

While Nye County's tourism, visitor and hospitality sector was generally less impacted than the tourism, visitor and hospitality sectors of other communities and counties located

throughout Nevada, the COVID-19 global pandemic did have a negative impact, resulting in reduced tourism and visitor counts throughout the county. While outdoor recreation and tourism activities were able to remain open during the beginning of the pandemic in the spring of 2020, domestic national and even international travel to Nye County was initially disrupted. For the town of Beatty specifically, this reduction in tourism and visitor counts was particularly impactful as the community's existing economic base is heavily dependent upon growth in the tourism, visitor and hospitality sector. Continued diversification of the community's economic base and the economic base of all of Nye County will be necessary to ensure that future disruptive events have less of a direct impact on local and countywide economic activity levels.

- ***Main Impact and Responsive Initiative Area No. 2:*** Business Closures and Rising Unemployment Rates; the Need to Support Existing Businesses through Improved Business Retention and Expansion Efforts and New Small Business Entrepreneurial-Based Economic Development Strategies

Individual businesses subject to state issued closure mandates resulted in a number of individual business failures and permanent closures and the loss of individual employment opportunities. This impact was acutely felt among existing small businesses operating throughout Nye County as many small businesses do not have the capital reserves to survive prolonged disruptions to their operations. Throughout Nye County, individual small businesses across a variety of industry and occupation sectors have had to permanently terminate their operations resulting in increased job loss. In order to better support the county's small business community, workshop participants suggested that Nye County and the Southwest Central Regional Economic Development Authority begin to work with each local community, local Chambers of Commerce, and various state agencies to develop a comprehensive small business and entrepreneurial-based economic development strategy designed to support, retain, and grow existing small businesses and to support the development of new businesses. In addition to providing technical assistance, workshop participants supported the development of additional financial assistance programs at the county and community level in order to support new small business creation efforts and to support longer-term expansion and growth of existing small businesses.

- ***Main Impact and Responsive Initiative Area No. 3:*** Significant Increase in Healthcare Services; the Need to Expand and Growth Basic and More Advanced Physical and Mental Healthcare Services

The lack of needed physical and mental healthcare services had already become a major community and economic development concern for Nye County and for many of the county's individual communities. Continued growth of Pahrump's residential population and the continued aging of the county's existing population has significantly increased the demand for both basic and more advanced physical mental healthcare services. During the beginning of the pandemic in the spring of 2020, it became clear that each individual community's existing healthcare infrastructure was insufficient to provide the needed level of care during the pandemic. Longer-term, growing concerns regarding

mental and behavioral health have forced community residents across Nye County to seek out more advanced physical and mental healthcare services provided in communities located outside Nye County. Expanding and sustainably growing the county's existing basic and more advanced physical and mental healthcare infrastructure is needed to meet growing healthcare service demand levels and to support sustainable population, community, and economic growth.

- **Main Impact and Responsive Initiative Area No. 4:** Increase Use of Technology including Remote Work and Virtually-Based Communication Technology; Need to Improve Broadband and Telecommunication Infrastructure

Given existing broadband and telecommunication infrastructure capacity across Nye County, many of Nye County's individual communities were not prepared for the sudden and significant increase in the use of remote working and virtually-based communication technology that has occurred since the beginning of the COVID-19 global pandemic in the spring of 2020. Workshop participants generally agreed that remote working and virtually-based communication technology has now become a permanent fixture of the work and business environment and additional investment in the capacity of Nye County's broadband and telecommunication infrastructure capacity is needed to support additional community and economic growth. Nye County and several of the county's individual communities could potentially market themselves as destination communities for remote working as a way of sustainably growing declining populations (especially in Beatty, Gabbs, and Tonopah where each community's residential population has declined since 2013). Sustainable growth of the county's residential population and the residential populations of each individual community is also needed to support long-term growth of the existing civilian workforce that has declined countywide since 2013 and to support continued growth and diversification of the county's economic base and the economic base of each individual community.

- **Main Impact and Responsive Initiative Area No. 5:** Continued Need to Diversify the Economic Base at the County and Local Community Level

While Nye County's primary industry sectors were largely spared the major economic impacts experienced in other parts of the state of Nevada, the ongoing COVID-19 global pandemic has accelerated the need to broadly diversify Nye County's existing economic base and the economic base of local communities located throughout the county. Mining and natural resource extraction, agricultural production, and outdoor tourism and recreation have and will likely remain the county's primary industry and occupation sectors for the next five years but there are opportunities to diversify each of these industry sectors by closing key 'gaps' in each sector's existing value and supply chain network throughout targeted new business creation and attraction strategies. Additional investment in new and emerging industry and occupation sectors, namely the renewable energy production and utilities sector, could also add additional capacity to the county's economic base. As part of this revised and new five-year Comprehensive Economic Development Strategy for Nye County and for the Southwest Central Regional Economic Development Authority, additional workforce development, job training, and job

placement programs along with targeted new business creation and attraction and existing business retention and expansion efforts will be developed and implemented in order to close identified key ‘gaps’ in existing value and supply chain networks and to support business development in new and emerging industry and occupation sectors.

As Nye County and the Southwest Central Regional Economic Development Authority each continues to implement various elements of this revised and new five-year Comprehensive Economic Development Strategy for the 2023 through 2028 period over the next year, these five responsive initiative areas will help guide the county’s and each individual community’s efforts to implement and achieve each of the nine strategic economic development goals first developed in 2017. Continued development and diversification of the existing tourism, visitor, and hospitality sector, new small business and entrepreneurial-based development strategies, continuing to expand and grow existing basic and more advanced physical and mental healthcare services, additional investment in targeted infrastructure assets, and more broad economic diversification efforts will each enable the county and each individual community to begin addressing the ongoing and longer-term impacts of the ongoing COVID-19 global pandemic.

7.3.b Steady-State Initiatives

As part of the steady-state recovery and resiliency initiatives workshop participants and community and economic development representatives developed for Nye County as part of this revised and new five-year Comprehensive Economic Development Strategy, workshop participants were asked to identify specific community and economic development weaknesses the ongoing COVID-19 global pandemic has exposed in the local and regional economic base. Workshop participants were asked to develop specific actionable items that Nye County, the county’s individual communities, and the Southwest Central Regional Economic Development Authority could implement in order to address these specific community and economic development weaknesses. Workshop participants developed two specific community and economic development weaknesses and accompanying actionable items.

- ***Steady-State Initiative Area No. 1:*** Lack of Economic Diversity and Lack of Capacity to Support Economic Diversification Efforts

Renewed and targeted focus on diversifying Nye County’s larger economic base and the economic base of each individual community located throughout the county is needed in order to prevent future economic disruptions and shocks from negatively impacting ongoing community and economic growth. While significant improvements have been made over the past five years in diversifying Nye County’s existing economic base, the county and each individual county located within the county remain largely dependent on a few critical industry and occupation sectors to drive employment and overall growth. While mining and natural resource extraction and agricultural production remained relatively insulated from the initial impacts of the COVID-19 global pandemic, developing national and international supply chain disruptions have begun to negatively impact these sectors and the county’s tourism, visitor and hospitality sector is only now beginning to recover from the impacts of reduced domestic national and international tourism. Continued diversification of the county’s economic base will include targeted

new business creation and attraction efforts in selected industry and occupation sectors as well as ongoing existing business retention and expansion efforts. New opportunities to close key ‘gaps’ in the value and supply chains of existing sectors, including the mining and natural resource sector and the agricultural production sector, could also facilitate further diversification and growth of the county’s economic base and the economic base of individual communities such as Beatty, Gabbs, Tonopah, and Pahrump.

- ***Steady-State Initiative Area No. 2:*** Lack of Internal Community and Economic Self-Sufficiency

The lack of a broader commercial retail and service base and the lack of an internal and robust business-to-business network within Nye County has left much of the county’s existing economic base largely dependent on commercial retail services and various value and supply chain networks components located outside the county. Despite the need for additional workers to support existing business retention and expansion efforts and the opening of new businesses, the lack of a ‘home grown’ civilian workforce also means that businesses across a variety of industry and occupation sectors rely on the civilian workforce located in neighboring communities outside Nye County to fill existing and new positions. Long-term, continued efforts to implement parts of this revised and new five-year Comprehensive Economic Development Strategy for Nye County will focus on building improved internal community and economic self-sufficiency throughout the county. Supporting sustainable and reasonable population and civilian workforce growth through targeted infrastructure development, continued improvement of the county’s existing educational infrastructure assets and services, the development of new community facilities, and additional housing will be needed. Over the long-term, Nye County, the Southwest Central Regional Economic Development Authority, and various other community and economic development stakeholders will continue to develop the capacity needed to further develop Nye County’s own internal community and economic self-sufficiency.

Ultimately, both of these steady-state initiative areas are designed to bolster Nye County’s overall ability to withstand future incidents or shocks and the accompanying economic impacts that might derail the community’s efforts to implement the specific elements of this revised and new five-year Comprehensive Economic Development Strategy for 2023 through 2028. Increased diversification of the county’s existing economic base and increased local capacity and community and economic self-sufficiency are equal parts of this effort to ‘harden’ identified community and economic weaknesses. Efforts in the short-term to begin achievement of each of these steady-state initiatives will ultimately enable Nye County, the Southwest Central Regional Economic Development Authority, and various other community and economic development stakeholders to better achieve the stated economic development goals and objectives outlined in this revised and new five-year Comprehensive Economic Development Strategy for Nye County.