

Destination Development

Nevada Silver Trails Territory

Lincoln County

Town of Caliente

Travel Nevada

Coraggio Group

First official destination development meeting was held on 10/26 with the Coraggio Group and representative from Lincoln County, Town of Caliente, BLM and State Parks. It was introductory meeting about the goal of this development, process and tentative timeline.

Coraggio group presented full 3 phases of the process:

Phase One: Get Clear

The Get Clear phase sets the stage for a successful planning process by aligning on project goals, identifying planning inputs, and developing a clear picture of the current tourism landscape and its opportunities and challenges for the county.

As we begin our work with Caliente/Lincoln County, we will ask them to form a Planning Team of 8-12 members that we will work with throughout the process. This may include representatives of Destination Marketing Organizations in the county, county or municipal economic development personnel, and other tourism industry stakeholders as appropriate. This team will begin their work in the next phase of our process.

Document Request and Review

We like to begin our planning projects with a document request and review, which enables us to get grounded in your world. We want to understand any regional data and research you have on the tourism economy in Lincoln County, and we want to understand the planning and implementation work you have already done so that we can leverage and build on those efforts in this process. These documents, other state-level documents, and any county-specific work that has been done will provide us with a baseline of information to begin to shape an understanding of the county's tourism industry and will serve as inputs to our planning work.

Tourism Industry Survey

As we review your documentation and data, we will also create an online survey to be shared widely with the county's tourism industry and stakeholders. This survey will help us build a

shared understanding of the county's offerings and opportunities as well as the constraints facing Lincoln County's tourism economy.

Assessment & Insight Report

Based on what we learn from the Document Request and Review and Tourism Industry Survey, we will assess Lincoln County's travel and tourism industry. The topic areas we address generally include the following topic areas:

- Visitor profiles and trends
- Regional and local tourism offerings and assets
- Tourism infrastructure and support systems
- DMO organizational capacity (as appropriate)

The Insight Report deliverable will conclude the Get Clear phase. This report will synthesize everything we learned through our engagement activities into a series of actionable themes that will set the stage for strategic decision-making. Each theme will be supported by data and/or quotes, and strategic implications for each theme will be identified.

Phase Two: Get Focused

The Get Focused phase is where we will roll up our sleeves and get to the work at hand—making strategic decisions for Lincoln County's tourism economy. We will do this work over a series of work sessions with the Planning Team. We will plan for a series of four 3-4 hour work sessions with the Planning Team. Our work sessions for this phase will be as follows:

Work Session 1 (3-4 hours)

The initial work session will help the Planning Team get clear on the background information and build an understanding of the destination through the visitor's eyes that will lay a foundation for effective strategy development.

- Insight Report Share-Out: What did we learn from our document review, survey, and Immersion Session? What are the strategic implications for our county?
- Visitor Profiles: Based on the data, who is visiting our county, and why? How do these data-driven visitor profiles match up to our lived experiences of our visitors?
- Visitor Experience Mapping: Based on the Visitor Profile, what would a typical visitor experience when they come to Lincoln County? What are the ups and downs of their experience?

Work Session 2 (3-4 hours)

This work session will help us get clear on what we have to sell and the future we're trying to create.

- Competitive Position: What unique & sustainable tourism value do we deliver, and for which visitors? What unique bundle of experiences and assets can we sell?
- Hard Truths: What are the “hard truths” about tourism in our county? What obstacles do we need to confront head-on or find creative solutions to?
- Vision: What is the end state we want to create for the visitor economy in our county?

Work Session 3 (3-4 hours)

In this work session, we will form strategies and cluster them into a group of “Destination Imperatives”—those things that must be accomplished over the planning horizon. For each strategy identified, we will note why to employ that strategy, who will collaborate/partner for its success, and what resources may be necessary to support it.

Work Session 4 (3-4 hours)

In the last work session, we will finalize our strategies and develop our approach to plan implementation. We recommend the use of a model called Collective Impact that identifies a “backbone organization” to bring the necessary stakeholder organizations together to work toward a common goal—in this case, the betterment of the visitor economy and positive impacts to Lincoln County’s quality of life.

Stakeholder Presentation (1 hour)

This final presentation to stakeholders will share the work done by the Planning Team and capture any recommendations for changes to be included in the final documentation.

Phase Three: Get Moving

The Get Moving Phase launches Lincoln County into implementation of its plan, including the finalization of the plan document and a series of telephone implementation coaching sessions.

Destination Development Plan

We will compile all the decisions made in our work sessions with you into a Destination Development Plan document. The final document has to speak to many audiences for many years to come. For this reason, it is important that a lot of care goes into the production and branding of the finished document, and our in-house visual communications specialist will take the lead on document production to ensure that the result is a polished document that will inspire confidence in its recommendations.

A table of contents for a prototypical Destination Development Plan is:

- Introduction
- The Vision for the Destination

- Competitive Position
- Visitor Profiles
- Destination Imperatives
 - Destination Development Strategies, partners, and resources
- Implementation Guidance

Implementation Coaching

The plans we help our clients create are designed to be easily implemented. We have found that personal coaching on how to operationalize the plan helps to ensure that the organization gets off on the right foot and establishes the processes and structures necessary to track plan progress and adjust course if necessary. We have scoped for three quarterly coaching sessions (videoconference) after the county has kicked off implementation of their Destination Development Plan.

Tentative timeline of the project is listed below:

Task	November				December					January				February			
	2-Nov	9-Nov	16-Nov	23-Nov	1-Dec	7-Dec	14-Dec	21-Dec	28-Dec	4-Jan	11-Jan	18-Jan	25-Jan	1-Feb	8-Feb	15-Feb	22-Feb
Planning Team Outreach	Orange																
Document Request	Orange	Orange															
Launch Survey		Orange	Orange														
Run Survey		Orange	Orange	Orange													
Survey Analysis				Orange	Orange												
Session 1						Green											
Session 2							Green										
Winter Break								Red	Red								
Session 3										Green	Green						
Session 4											Green	Green	Green				
Stakeholder Session													Green				
Document Creation														Blue	Blue	Blue	Blue

We are currently in Phase 1, Document Request and Review stage. Below is that list of data that is being collected:

Area of Investigation	Questions
Visitor statistics	<ul style="list-style-type: none"> • What historical data can you provide about the number and type of visitors that come to Caliente and the county?
Visitor segments	<ul style="list-style-type: none"> • What do you know about the preferences / spending behavior of those visitor segments?

Attractions, activities, and cultural assets	<ul style="list-style-type: none"> • What attractions, activities and cultural assets draw visitors to Caliente and the county? • What information do you have about the performance (number of visitors, revenues, conditions) of these attractions and cultural assets?
Entertainment and nightlife	<ul style="list-style-type: none"> • What programs and events draw residents to Caliente and the county? • What information do you have about the performance (number of visitors, revenues) of these programs and events?
Retail and food & beverage	<ul style="list-style-type: none"> • What information do you have about retail and food & beverage assets and trends in Caliente and the county?
Partnerships	<ul style="list-style-type: none"> • What organizations do you regularly partner with? • What information do you have about the efforts of your partners to improve the destination?
Economic Development	<ul style="list-style-type: none"> • What economic development efforts are underway in the county? • What information is available about the county's economy in general? • Do you have any county tax revenue data?
Land Use	<ul style="list-style-type: none"> • What information do you have about land use in your county? • What recreational or public land development/use plans are available?

Once all necessary data are collected, survey will be launched to identified survey respondents. Draft of the survey is attached separately.

Phase 2 work sessions are tentatively scheduled for following dates:

Thursday, December 10, 2020 8am – 12pm
Thursday, December 17, 2020 8am – 12pm
Thursday, January 7, 2021 8am – 12pm
Thursday, January 14, 2021 8am – 12pm

Progress of this development process will be presented at the next Recovery Committee meeting.