

# Lincoln County, Nevada

## DESTINATION DEVELOPMENT PLAN

2031



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T A B L E O F  
**Contents**

Introduction . . . . . **04**

Destination Vision: Lincoln County in 2031 . . . . . **06**

Competitive Position . . . . . **08**

Destination Imperatives . . . . . **10**

Phase One: Catalyze Visitation Through  
Primary Offerings . . . . . **12**

Phase Two: Leverage Growth to Create Secondary  
Experiences and Infrastructure . . . . . **18**

Phase Three: Expand and Support the Destination **24**

Implementation: Collective Impact Model . . . . . **28**

Acknowledgments . . . . . **30**



# Introduction

In Winter of 2021, a Destination Development planning group was convened by Lincoln County Authority of Tourism and the Nevada Division of Tourism. This group met over the course of four sessions to identify Lincoln County’s visitors, describe the current visitor experience, identify Lincoln County’s competitive position and envision the future of Lincoln County as a destination. This group then worked to identify the key strategies necessary to bring this envisioned future to life over three phases, while agreeing on a system for ongoing plan management. The contents of this document are rooted in the idea expressed by the following graphic, namely, that a deliberate shaping of the Lincoln County visitor experience will result in a better quality of life for its residents.



## How to Use This Plan

This plan contemplates a ten-year timeframe, ending in 2031. It begins with a Vision of what will be different in Lincoln County if we are successful in shaping a compelling destination and a thriving visitor economy. It also includes a Competitive Position, a statement of differentiation that defines what Lincoln County—uniquely—has to share with potential visitors (page 8).

This work is centered around 8 “Destination Imperatives”—areas of focus that must be accomplished over the plan horizon if the plan is to be successful. Each of these Imperatives is supported by a set of Destination Strategies that are distributed across three phases. There are 64 Destination Strategies overall. Phase 1 Catalyze Visitation Through Primary Offerings (page 12), covers the first three years of the plan and includes 29 strategies. Phase 2 Leverage Growth to Create Secondary Experiences And Infrastructure (page 18), covers years 4-6 and includes 21 strategies. Phase 3 Expand and Support the Destination (page 24) covers years 7-10 and includes the final 14 strategies. While Lincoln County may work on several strategies at a time, each is denoted by a number that indicates the order in which they should be generally phased. The timeframes for the three phases are approximate but should serve as a guide to the major divisions of work.

In order to ensure Lincoln County’s Destination Imperatives and Strategies track toward success, a Destination Development Committee dedicated to the implementation of this plan should be formed. The membership of this group will need to be inclusive of a selection of stakeholders (see “Collective Impact Model, page 28).

Regular meetings of the Destination Development Committee will track progress and—more importantly—identify opportunities for course correction. Small teams should be identified to undertake each of the strategies underway at a given time. These teams should identify the action steps necessary, know when the strategy has been successful, and regularly report their progress to the Destination Development Committee.

This plan is not meant to be an inflexible to-do list. Rather, it should be thought of as the “best guess” for the work to be done over the coming ten years. These assumptions should be tested regularly by the Destination Development Committee. At the five-year mark, a major re-alignment meeting should be held to consider whether course corrections are necessary, either due to unforeseen setbacks or a speedier accomplishment of the plan’s goals.





## DESTINATION VISION:

# Lincoln County in 2031

In 2031, Lincoln County will be among Nevada’s up-and-coming destinations, enticing visitors with a blend of world-class outdoor recreation, rural charm, and offbeat adventure. Some visitors will come and stay for several nights to soak up the natural beauty and engage in recreation, while others will encounter Lincoln County on their way to somewhere else. But no matter how long a visitor stays, what they experience here will stay with them forever.

Six state parks and ample outdoor recreation will continue to be a main draw for visitors to Lincoln County, with bucket-list mountain biking and OHV trails that are known throughout the West. Strong partnerships between land management agencies and tourism promotion will lead to expanded, well-protected, and well-curated trail systems that move people throughout the county, highlighting points of interest and connecting downtowns. Meanwhile, mountain bike shuttles will enable trail access and minimize traffic. Races and events will bring outdoor recreation enthusiasts to the county, creating opportunities for local entrepreneurship and increased tax revenues.

Outdoor accommodations will be expanded and upgraded throughout the county, from RV parks to established campgrounds, while the county’s plentiful dispersed camping will still offer choices for more rugged campers. In town, classic lodging options such as motels and inns will have received facelifts and offer new and right-sized conference and event spaces. These accommodation offerings will all be integrated into their communities in ways that preserve Lincoln County’s unique community culture.

Because more visitors are coming through Lincoln County, 2031 will see expanded dining options—from fine dining, to food trucks, to outstanding coffee and pastries. With more convenient locations, outdoor dining, and expanded hours, these establishments will activate downtown areas into the evening hours. The beverage scene will have grown as well, with new wineries and brew pubs catering to outdoor recreation enthusiasts and passers-through alike. Historic properties such as the Depot and the Gem Theater—icons of eastern Nevada heritage—will offer space for retail, events, live music, and visitor information.

Farmers markets will offer a selection of local produce and prepared foods, as well as more unusual offerings such as “alien jerky.” Retail shops will have expanded hours, and many businesses will cater to the outdoor rec crowd by offering guides and gear.

Southeastern Nevada was made for road trips, and Lincoln County won’t disappoint, with visitors coming for scenic highways and the Extraterrestrial Highway alike. Driving itineraries will be well-curated, and highways will offer thoughtful signage that easily draws people off the road and into Lincoln County towns to discover the unknown. The combination of stunning natural beauty, UFO culture, and renowned dark skies will draw people who are attracted by all things mysterious, rural, and unknown.

Because residents will see the positive effects that tourism has on their communities, they will be welcoming to visitors and supportive of the tourism industry. Amenities like expanded cell phone coverage and broadband, greater restaurant selection, plentiful events and activities, and well-kept parks and public areas will only be possible because of the volume of visitors coming to Lincoln County. Residents and elected officials will recognize and appreciate this. Greater tourism dollars will also increase opportunities for local grant and technical assistance programs that help local businesses make the most of their efforts—a positive feedback loop that truly helps the community.

Just far enough from the bustle and bright lights, the Lincoln County of 2031 will offer visitors a taste of the “other” Nevada—where you can stretch your arms, get off the beaten path, immerse yourself in history, work up a sweat, and take a load off at the end of the day.





# Competitive Position



- Lincoln County is Nevada’s uncrowded, Western outdoor and road trip experience, offering a unique blend of:**
- A wide variety of undiscovered mountain bike experiences
  - Best in class OHV trails, including the Silver State Trail
  - The largest concentration of state parks and wilderness areas in Nevada
  - The Extraterrestrial Highway, dark skies, and all things out of this world
  - The less traveled Great Basin scenic highway
  - Rural towns and original Western heritage sites and experiences
  - Extensive RV and dispersed camping opportunities





# Destination Imperatives



## Enhance and Promote Lincoln County's Mountain Bike and OHV Experience

- 1.1 Create and promote mountain biking experience brand assets and value proposition
- 1.2 Evaluate OHV marketing materials and campaigns to clearly promote the Silver Trails experience
- 1.3 Build, convene and activate mountain biking and OHV support groups and task force
- 1.4 Convene race and event organizers to partner on event development and promotion
- 1.5 Partner with BLM and Nevada State Parks on the expansion and connectivity of the county's trail systems— Phase 1
- 1.6 Partner with business owners to expand access to outdoor recreation outfitters, supplies, and guides
- 1.7 Pursue opportunities to create shuttle services
- 1.8 Fund and improve prioritized trail signage and wayfinding
- 1.9 Partner with BLM and state parks on the expansion and connectivity of the county's trail systems— Phase 2



## Double Down On and Curate County Outdoor Recreation Assets

- 2.1 Partner with BLM to create, communicate, and streamline access to information on campgrounds, RV parks, & dispersed camping.
- 2.2 Elevate state park and wilderness-specific promotions into the marketing mix and across brand assets
- 2.3 Identify opportunities for county outdoor assets to be included in trail guides and apps
- 2.4 Create state park and outdoor recreation travel itineraries
- 2.5 Partner and coordinate with Discover Your Nevada Campaign
- 2.6 Explore opportunities to communicate safe travel protocols to visitors in remote areas
- 2.7 Develop multimedia map assets to enhance digital communication capabilities
- 2.8 Evaluate opportunities to partner with public and private landowners to develop land for county use



## Expand and Improve Brand Assets for Increased Awareness of Lincoln County as a Travel Destination

- 3.1 Renew brand permission with Pahrnagat tribe for use of logo or re-imagine the brand
- 3.2 Refresh website to increase opportunities for enhanced interaction and SEO

3.3

- Leverage outdoor recreation influencers on social media to build brand ambassadorship
- 3.4 Create and deploy interactive video/VR tours of key attractions and experiences on LCAT websites and social platforms
- 3.5 Establish targeted remarketing campaigns
- 3.6 Leverage geocaching as a tool to help visitors learn about county assets
- 3.7 Pursue FAM tours with key media to grow earned media on key assets



## Explore Opportunities for Increased Tourism Support, Funding and Technical Assistance

4.1

- Identify local public and private champions of tourism
- 4.2 Evaluate and benchmark tourism funding models across the state and comparative markets
- 4.3 Advocate for and propose a stable tourism funding model
- 4.4 Inventory and identify grant opportunities for county-specific tourism assets (natural resource and historic/cultural site preservation)
- 4.5 Create tourism-oriented marketing and promotion educational workshops
- 4.6 Launch a resident engagement series on destination development and management
- 4.7 Create a locally-oriented storytelling series communicating the positive impact of tourism
- 4.8 Provide technical assistance programs in the creation of additional lodging opportunities
- 4.9 Revisit tourism funding model
- 4.10 Work with County and State Economic Development organizations to identify opportunities for small business support and development



## Activate and Enhance County Mainstreet Experiences

5.1

- Audit and update local business information on owned platforms and assets
- 5.2 Convene and coordinate with county lodging operators and organizations to provide local information on tourism options
- 5.3 Create technical assistance programs for customer service education and management
- 5.4 Advocate for and partner with state and local economic development agencies on main street development plans and programs
- 5.5 Inventory, identify, and advocate for main street revitalization grants and funding

5.6

- Apply for main street revitalization grants and/or build grant writing capabilities
- 5.7 Advocate and coordinate for the effective use of empty lease spaces
- 5.8 Partner with county and state organizations to create business incubation programs and/or incentives



## Expand and Update County Wayfinding and Tourism Infrastructure

6.1

- Conduct an inventory of existing wayfinding assets, gaps and responsible parties
- 6.2 Advocate for proactive and sustainable home-sharing regulations
- 6.3 Advocate for the improvement of key tourism infrastructure (cell service, broadband, public restrooms)— Phase 1
- 6.4 Develop branded wayfinding standards to curate a countywide wayfinding system
- 6.5 Update wayfinding and interpretive signage for Tier 1 attractions and points of interest— Phase 1
- 6.6 Finalize wayfinding for Tier 2 attractions and points of interest— Phase 2



## Leverage Extraterrestrial and Scenic Highways and Byways

7.1

- Up-level inclusion of the Great Basin and Mt. Wilson Backcountry Byways into marketing mix
- 7.2 Evaluate and update marketing mix to increase the awareness of the Extraterrestrial Highway as a Lincoln County asset
- 7.3 Secure International & State Dark-Sky Association designation
- 7.4 Engage Extraterrestrial Highway stakeholders and the community of Rachel in opportunities to expand ET visitation
- 7.5 Work with partners to develop and promote scenic byway and Extraterrestrial Highway itineraries and branded assets
- 7.6 Establish and build partnerships to curate scenic highway designation and infrastructure signage
- 7.7 Advocate for the creation of an extraterrestrial & dark skies state park
- 7.8 Evaluate and create interpretive tools for road trip curation (podcasts, apps, etc.)
- 7.9 Leverage brand ambassadors and influencers to promote scenic byways
- 7.10 Foster entrepreneurial local business development to add compatible services to highways and byways



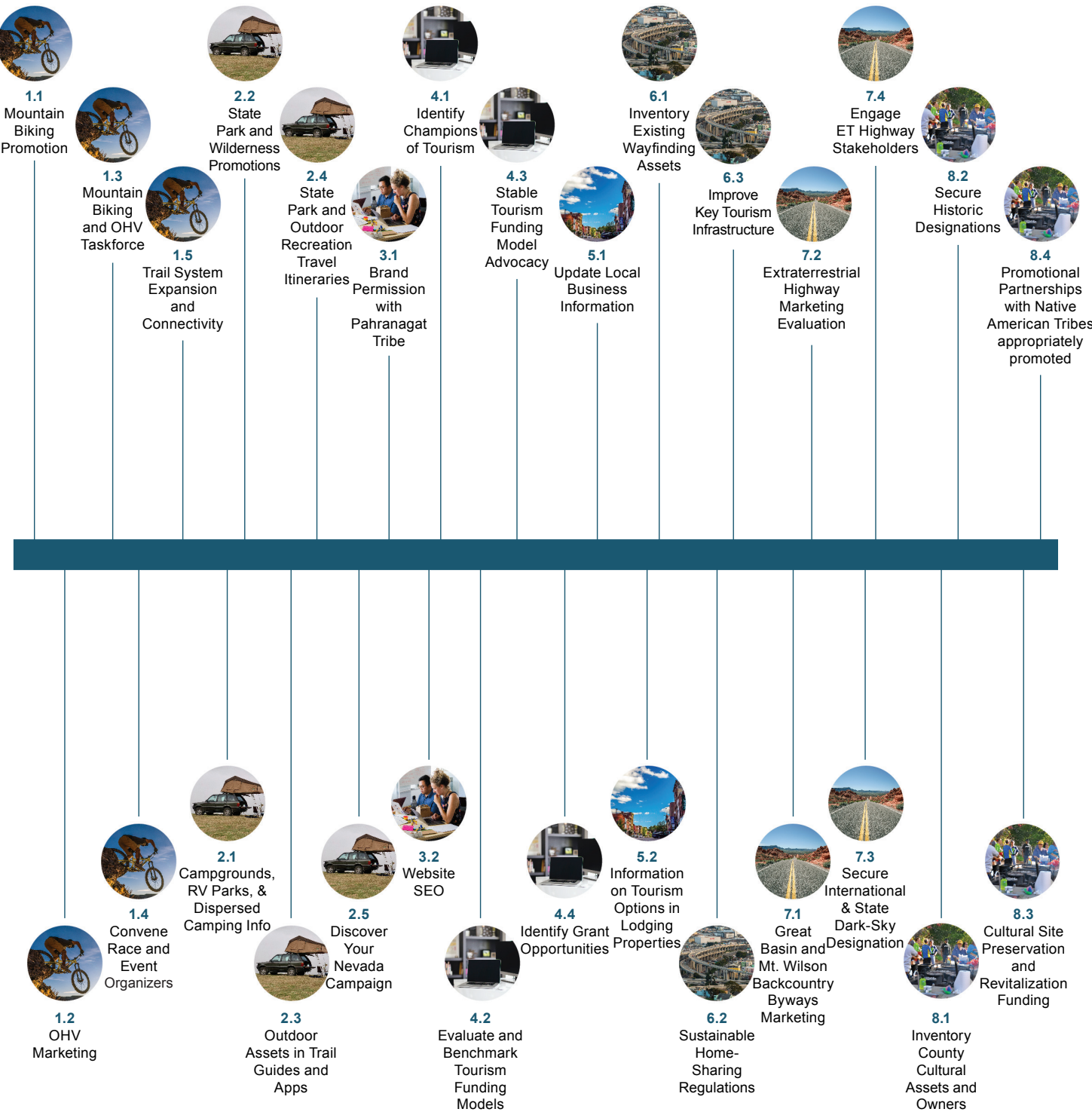
## Activate Key County Cultural and Heritage Assets

8.1

- Inventory County cultural assets and owners and identify current state and future plans for prioritized cultural assets
- 8.2 Work to secure historic designations of key assets
- 8.3 Advocate for funding to support the preservation and revitalization of prioritized culture and heritage sites
- 8.4 Partner with Native American tribes to identify cultural assets that can be appropriately promoted
- 8.5 Identify potential private investors and apply to public grants to fund the restoration of historic sites
- 8.6 Develop programs and policies to enable pop-up shops, events, and/or other activations of specific assets (Gem, The Depot, etc.)



# Catalyze Visitation Through Primary Offerings





# Catalyze Visitation Through Primary Offerings

The first stage of Lincoln County’s Destination Development plan is primarily focused on driving increased demand for the destination by building awareness of its outdoor recreation assets. Initial efforts will be directed at increasing the quality and accessibility of information related to these outdoor experiences with hopes to increase discovery, influence visitation, and drive incremental increases to County tax revenues. Secondary focus will then be centered on leveraging increases in tourism revenues to begin laying the foundations for the development of other County destination experiences while building Lincoln County’s tourism stakeholder base and generating buy-in for tourism as an industry.

### 4.1 Identify local public and private champions of tourism

Due to LCAT’s limited capacity, champions of tourism are going to be required to activate this plan. Many of these champions exist and were part of the development of this plan; others may be key in implementing this plan given their own local expertise and capability to impact the action items of this plan. Identifying and onboarding these champions will be a necessary first step to plan success.

*Partners: Pioche CofC, Fair & Rodeo Board, State Parks, BLM-Outdoor Rec, Caliente Beautification Committee*

### 3.1 Renew brand permission with Pahrnagat tribe for use of logo or re-imagine the brand

LCAT has done a great job in branding Lincoln County as a destination and is in a better position than many destinations of its size and maturity. A key part of this brand—its logo—is rooted in local Pahrnagat tribal heritage and permissions should be renewed for its continued use. Should renewal not be possible, a new logo complimentary to the branding the county has built over the years should be created.

*Partners: Local Tribal Authorities or Councils*

### 1.1 Create and promote mountain biking experience brand assets and value proposition

A core asset of the Lincoln County experience is its undiscovered mountain biking experience. As the U.S. experiences growth in outdoor recreation, unknown, less-traveled options are diamonds in the rough, ripe with opportunity. Creating and promoting brand assets centered on a clear value proposition for the County’s mountain biking experience is key to garnering attention from the mountain biking community and ensuring Lincoln County is a “must-do” for any enthusiast.

*Partners: CAMBA, Local Mountain Biking Groups, Travel Nevada, IMBA*

### 1.2 Evaluate OHV marketing materials and campaigns to clearly promote the Silver Trails experience

Similarly to mountain biking, off-road recreational vehicles are a bright spot for outdoor recreation in the Western U.S. With the well-known Silver Trails OHV system running through Lincoln County, opportunities exist to draw greater attention to this asset, as well as other County OHV trails. Evaluating existing marketing materials and campaigns to ensure this key activity is easily found and well-promoted should help to drive visitation to the County.

*Partners: Local OHV Groups, State Parks and Public Lands, Travel Nevada, NV Silver Trails*

### 2.1 Partner with BLM to create, communicate, and streamline access to information on campgrounds, RV parks, & dispersed camping

Camping and RV parks are almost synonymous with outdoor recreation. With Lincoln County having a plethora of outdoor activities, taking the time to create and communicate information about the large availability of county campgrounds and RV options should help convert outdoor recreation visitors into overnight stays. This keeps visitors in-county longer, increases spend, and drives tax revenues. This information should be streamlined and easily accessible to potential visitors both in-market and online.

*Partners: State Parks, Public Lands, NDOR*

### 2.2 Elevate state park and wilderness-specific promotions into the marketing mix and across brand assets

Again, like mountain biking, OHV, and camping, Lincoln County has assets to draw in visitors who seek unique off-the-beaten path experiences. With the largest concentration of state parks and wilderness areas in Nevada, the county offers room

to wander, a valuable trait in a post COVID recovery. Efforts should be made to include these named state parks and wilderness areas into the county’s marketing mix. They should be front and center and easy to find.

*Partners: State Parks , Public Lands, NDOR, Travel Nevada*

### 7.1 Up-level inclusion of the Great Basin and Mt. Wilson Backcountry Byways into marketing mix

Lincoln County has all the characteristics of a road trip destination. It’s on the way to somewhere and nowhere all at the same time. Scenic byways have a strange power of increasing road trip visitation as enthusiasts look for a view, an uncrowded road, or a change of scenery on their trek to somewhere else. Lincoln County has two such byways. Naming these and including them in specific marketing materials should help build awareness and drive another visitor segment to the county. Even if they are just passing by, hopefully they will stop to spend time and take a look around.

*Partners: NDOT, Travel Nevada*

### 7.2 Evaluate and update marketing mix to increase the awareness of the Extraterrestrial Highway as a Lincoln County asset

Continuing to build on its potential as a road trip destination, the County’s sights turns toward the Extraterrestrial Highway. This stretch of road has garnered interest from enthusiasts from around the world who flock to Nevada to get a glimpse of all things out of this world. The Black Mailbox, the Little Ale ‘Inn, and other sci-fi attractions have global appeal and local potential to bring in tourism. As with other assets, evaluating and updating the destination’s marketing mix to ensure that this little treasure is more front and center should help to attract a niche market of visitors looking for a close encounter.

*Partners: The Town of Rachael*

### 5.1 Audit and update local business information on owned platforms and assets

The updating of information continues. This time the County’s sights turn toward local business. An increase in tourism to Lincoln County does little good for locals if it doesn’t turn into tax revenues. As visitors begin to come to Lincoln County more consistently, making sure local lodging, dining, and retail options are clearly communicated in easily and commonly trafficked sites, both digital and analog, will be important to help drive this traffic to local spending opportunities.

*Partners: Travel Nevada, NVCMedia*

### 5.2 Convene and coordinate with county lodging operators and organizations to provide local information on tourism options

Local lodging businesses are great locations for brand and destination ambassadorship. Operators of these overnight options have multiple touchpoints with Lincoln County visitors that can be leveraged to educate tourists on local attractions and experiences. Brochures, maps, and/or itineraries should be made available at these locations and operators should be ready and equipped to inform the guests who come through their doors.

*Partners: Room Tax Boards*

### 3.2 Refresh website to increase opportunities for enhanced interaction and SEO

Having updated assets and experiences across Lincoln County’s marketing mix—much of it located on digital assets—these assets and websites should be optimized for search engines to ensure that the Lincoln County experience is easily found. This also means that planned updates to the county’s visitor website should consider site architecture and content mix through the lens of SEO.

### 2.3 Identify opportunities for county outdoor assets to be included in trail guides and apps

Outdoor recreation enthusiasts often turn to apps and trail guides to find experiences, especially in destinations where the outdoor recreation experience isn’t easily navigated or curated. Working to get a more complete inventory of Lincoln County outdoor assets into trail guides and apps will help to drive awareness of local hiking, biking, and OHV trails.

*Partners: NDOR, Local State Parks, Public Lands 3rd Party online apps i.e.: Trailforks*

### 2.4 Create state park and outdoor recreation travel itineraries

Lincoln County is the seventh largest county in the United States, larger than some states. Visitor experiences and opportunities across such a large space can be hard to connect, take time to get to, and potentially create barriers to visitors experiencing everything the county has to offer. Creating state park and outdoor recreation itineraries that easily connect and curate Lincoln County experiences should help convert potential visitors, as well as drive business to local retail and dining options. Why make the visitor do the leg work, when you can offer up the Lincoln County experience for them through thorough, segmented, and easily navigable trip itineraries?

*Partners: NDOR, Local State Parks, Public Lands, Travel Nevada*



**2.5 Partner and coordinate with Discover Your Nevada Campaign**

With all the brand building and asset awareness LCAT has been working on to date, the time is ripe to go bigger. With new marketing assets and information in place, partnering with Travel Nevada on their Discover Your Nevada campaign will be better than ever, placing the destination LCAT has been working to curate at a higher level and promoting it to a broader audience.

*Partners: Travel Nevada*

**8.1 Inventory County cultural assets and owners and identify current state and future plans for prioritized cultural assets**

Lincoln County has much more to offer than outdoor recreation. There is a long list of cultural assets that can complement Lincoln County’s outdoor offering. Places like The Depot, The Gem, and untouched western sites have the potential to pull in culture and heritage visitors. Looking through the lens of opportunity, LCAT will work to prioritize what cultural assets Lincoln County has to offer, their state of repair, and their potential to drive visitor traffic. This effort will start by engaging assets owners and representatives to understand the current state of repair, align on funding needs, and set a vision for the future inclusion in the County’s tourism product.

**1.3 Build, convene and activate mountain biking and OHV support groups and task force**

With momentum underway and increased visitation funneling to Lincoln County’s mountain biking and OHV experiences, it’s time to turn attention towards the stewardship and management of these natural assets. Convening a group of local mountain bike and OHV enthusiasts will help marshal the resources necessary to maintain and steward Lincoln County’s trail infrastructure, while supporting its development into the future.

*Partners: CAMBA, Local Biking Clubs, OHV Clubs*

**8.2 Work to secure historic designations of key assets**

As previously mentioned, Lincoln County has a number of historic sites. Working to secure historic designations for these sites will help pave the way for future grant funding, rehabilitation, and preservation. This is a key step toward realizing the tourism potential of these American secrets.

**1.4 Convene race and event organizers to partner on event development and promotion**

By now awareness of Lincoln County’s mountain biking and OHV experiences have grown, and the time has come to activate this on a broader scale.

Convening race and event organizers to collectively up-level and coordinate these events will drive further awareness of trail infrastructure and the towns that support and complement it.

*Partners: CAMBA, Local Biking Clubs, OHV Clubs, Off-Road Racers*

**1.5 Partner with BLM and Nevada State Parks on the expansion and connectivity of the county’s trail systems— Phase 1**

Eventually, as awareness for the county’s trail systems continues to grow, the time will come to expand trails and connectivity. As these things take time, this process is broken up into two phases. The first phase is laying the groundwork for trail development such as partnering with local partners and public land authorities, conducting environmental impact assessments, and identifying funding.

*Partners: State Parks, Public Lands*

**7.3 Secure International & State Dark-Sky Association designation**

What is a little UFO and ET tourism without the allure of space? With Nevada and Lincoln County boasting some of the darkest skies in the country, working to secure a dark skies designation helps to promote and preserve this unique aspect of the destination, while complimenting the promotion and product of the Extraterrestrial Highway.

*Partners: NDOR, Local Towns and Councils*

**4.2 Evaluate and benchmark tourism funding models across the state and comparative markets**

LCAT is a mighty band of volunteers, championing tourism throughout Lincoln County. However, no destination can ever reach its full potential without stable resources. With visitation hopefully growing, and tax revenues on the rise, the time has come to think about a more stable LCAT funding source. The first step is to understand what possible options exist for destinations similar to Lincoln County and what the County might have an appetite for. Working with partners, LCAT will gain an understanding of such options.

*Partners: Travel Nevada, GOED, Peer County DMOs (LC Fair Board, etc.)*

**4.3 Advocate for and propose a stable tourism funding model**

Having completed the previous step and with a firm understanding of a funding option that works for Lincoln County and its stakeholders, LCAT will begin to advocate for a more stable tourism funding model.

*Partners: County Commission City Council and town boards, Travel Nevada, GOED, Local Businesses*

**4.4 Inventory and identify grant opportunities for county-specific tourism assets (natural resource and historic/cultural site preservation)**

Grants are a great way to help build a destination. Numerous grants exists for things like natural resource preservation, historic site rehabilitation, and main street place-making—all areas of the Lincoln County tourism experience that could use some attention and funding. Getting clear on what grants might be available to LCAT and or other local groups will help the destination begin to understand what resources might be available and will help identify internal resource needs for grant-writing.

*Partners: NDOR, GOED, Travel Nevada (NCOT), USDA, OHV Commission*

**8.3 Advocate for funding to support the preservation and revitalization of prioritized culture and heritage sites**

While grant efforts are underway for the preservation and revitalization of key county historical assets, further steps should be taken to help preserve these important historical and tourism-oriented assets. Advocating for federal, state, county, and local funds to assist in this effort will help these sites achieve their tourism potential.

**6.1 Conduct an inventory of existing wayfinding assets, gaps and responsible parties**

Wayfinding is a great way to shape visitation at the County level—it helps people who chose to come to the county get around and encourages those who just might be passing through to maybe linger a little longer. To better understand the potential impact of wayfinding at the county level, LCAT will work with partners to inventory what wayfinding assets exist and where gaps are in the curated county experience. Additionally, in those areas where wayfinding gaps exist, identifying who the responsible parties would be in helping to close those gaps is an important effort.

*Partners: NDOT, County Commission, State Parks, Public Lands*

**8.4 Partner with Native American tribes to identify cultural assets that can be appropriately promoted**

Native American points of interest (petroglyphs, “rock art”, etc.) are sometimes promoted without the collaboration or approval of the cultures or peoples those artifacts are tied to. Partnering with regional tribes to appropriately curate these important assets is necessary, should they be included in LCAT’s marketing mix or identified as destination assets.

*Partners: Local Tribal Authorities*

**7.4 Engage Extraterrestrial Highway stakeholders and the community of Rachel in opportunities to expand ET visitation**

Steps have been made to drive a little more attention to the Extraterrestrial Highway. Before sending more people towards this asset, the county should engage with business and stakeholders along its routes to ensure they are ready and willing to handle any increased tourist traffic that might come with further promotion.

*Partners: County Commission, Town of Rachel, Local Businesses, Sheriff, Search & Rescue*

**6.2 Advocate for proactive and sustainable home-sharing regulations**

The emergence of home-sharing has introduced a unique element into community growth and development. With COVID influencing demand in remote work, and companies like AIRBNB going public, steps should be taken to ensure sustainable home-sharing regulations are considered in the county. This is an effort to preserve the community and ensure its residents are not unnecessarily exposed to rising housing costs and decreasing rental availability.

*Partners: GOED, County & City Planning Commissions*

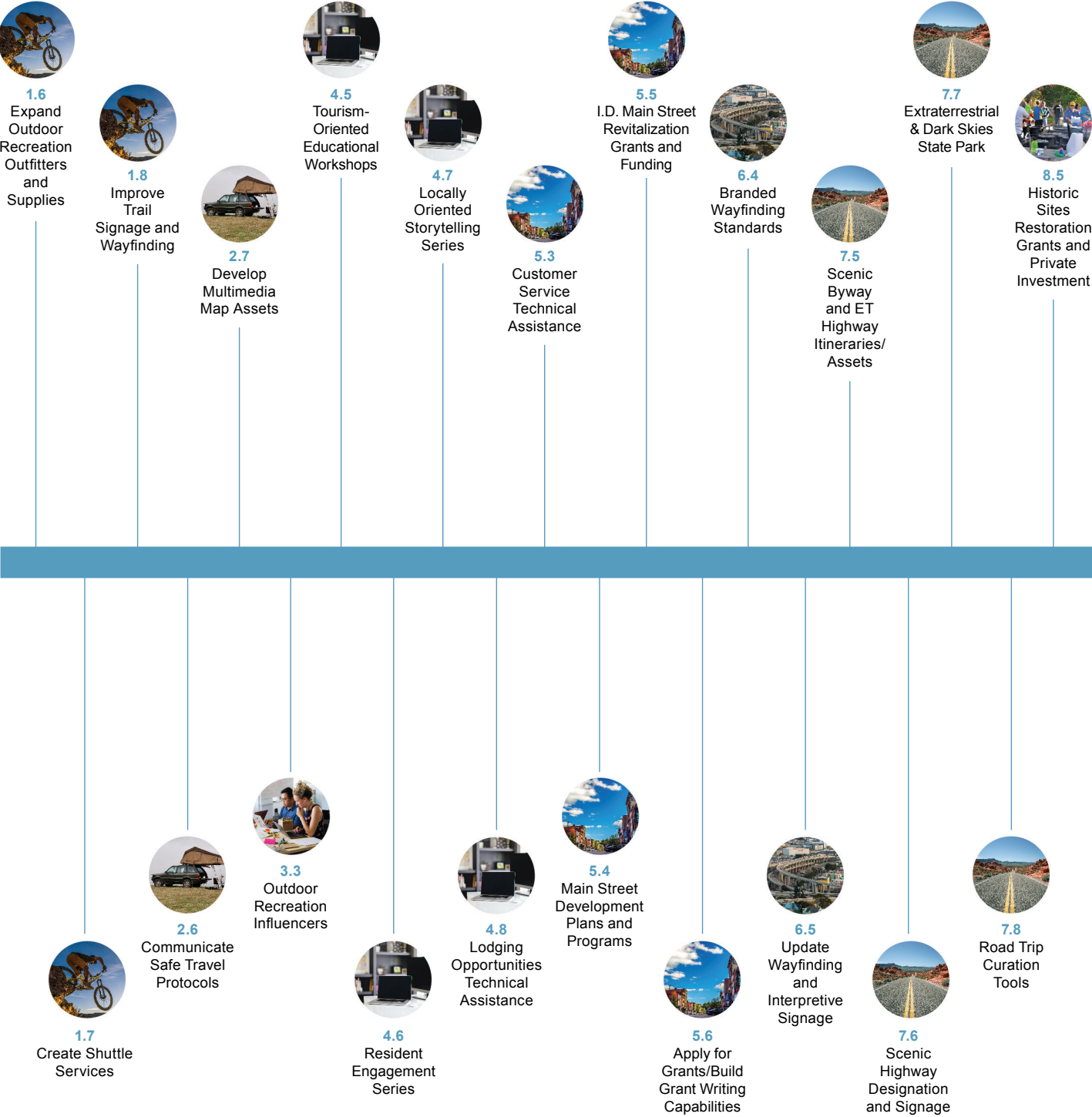
**6.3 Advocate for the improvement of key tourism infrastructure (cell service, broadband, public restrooms)— Phase 1**

Public infrastructure is important as tourism demand grows in any location. Amenities like broadband and public restrooms help inform and support a growing tourism segment without placing undue strain on local infrastructure. Steps should be taken to advocate for the infrastructure required to promote and support a growing tourism economy in Lincoln County.

*Partners: GOED, NDOT*



# Leverage Growth to Create Secondary Experiences and Infrastructure





# Leverage Growth to Create Secondary Experiences and Infrastructure

Phase 2 of Lincoln County’s Destination Development shifts focus toward the development of secondary assets and supporting infrastructure, as well as advocating for the support and development of local businesses. Phase 1 should have driven increases to county tax revenues and tourism funding. In Phase 2, Lincoln County puts these dollars to work by expanding wayfinding, restoring historic sites, and supporting local businesses through expanded programming, and advocating for the development of the county’s main streets.

### 8.5 Identify potential private investors and apply to public grants to fund the restoration of historic sites

Phase 2 begins with funding the renovation and preservation of key historical assets. Applying for the grants identified in Phase 1 will kick off development of this secondary tourism experience important to the growth of the county’s tourism industry. Identifying potential private investors is another way to opportunistically drive potential investment in the renovation and development of county culture and heritage sites.

### 4.5 Create tourism-oriented marketing and promotion educational workshops

Growing destinations require increasing support for local businesses. Workshops should be convened to help businesses understand how to better market and promote their offerings. This will help expand not only their individual revenues, but county tax revenues as well. This is particularly important in destinations dependent on outdoor recreation, as monetizing this tourism segment can prove to be difficult in less-urbanized areas.

Partners: Travel Nevada, UNR, CSN

### 5.3 Create technical assistance programs for customer service education and management

Technical assistance and programming continues, this time with a focus on customer service education and management. If tourism is growing, so should your local hospitality capabilities. Providing educational workshops on customer service management will help to ensure the county’s tourism experience is a positive one.

Partners: Travel Nevada, UNR, USDA, CSN

### 2.6 Explore opportunities to communicate safe travel protocols to visitors in remote areas

In any remote area with increasing visitation, safety communications are important. Educating visitors on how to safely travel in Lincoln County’s vast terrain will be important to ensure everyone’s safety and will also minimize unnecessary demands on local public safety resources.

Partners: Travel Nevada, NDOR, NDOT, Sheriff, Search & Rescue

### 4.6 Launch a resident engagement series on destination development and management

People choose to live in remote small towns for a reason. At times, growth in tourism can challenge some of those attributes. With tourism on the rise, launching a resident engagement series should be considered. This will ensure community awareness of LCAT’s intentions around sustainable tourism growth and the benefits tourism can bring to the County’s communities, while heading off any potential for the development of anti-tourism sentiment in Lincoln County’s resident population.

Partners: GOED, County Commission, Local City/Town Government

### 1.6 Partner with business owners to expand access to outdoor recreation outfitters, supplies, and guides

Outdoor recreation supplies are limited in Lincoln County, yet are a product category that holds potential for increased tax revenues. By now, growth in outdoor recreation should be high enough to produce the demand required to incentivize local businesses to expand their product lines with outdoor recreation gear and guided activities. Partnering with these businesses to help them understand the benefits of this expansion and the ideal timing of it will be a valuable next step in monetizing this valuable market segment.

Partners: CSN, Mountain Mercantile, Local Outfitters

### 1.7 Pursue opportunities to create shuttle services

As the growth of outdoor recreation visitation incentivizes the need for outdoor supplies, it also presents an opportunity to provide shuttle services to mountain biking and hiking trailheads. Shuttle services help connect remote trailheads to downtown retail corridors, expanding spending opportunities for this travel segment.

Partners: County Commission, Local Businesses

### 5.4 Advocate for and partner with state and local economic development agencies on main street development plans and programs

As travelers begin to visit Lincoln County’s main streets, the opportunity becomes ripe to align main street development plans and programs. This should help provide the direction and incentive necessary to begin to shape Lincoln County downtowns into destinations themselves, while simultaneously improving the quality of life for local residents.

Partners: GOED, County Commission, City/Towns, LCRDA

### 7.5 Work with partners to develop and promote scenic byway and Extraterrestrial Highway itineraries and branded assets

Brand awareness of the Extraterrestrial Highway and other Lincoln County scenic byways has grown. Now these assets are ready to be promoted to the next level. Creating itineraries and branded assets that help curate these highway experiences are good first steps in helping communicate the appeal of Lincoln County as a road trip destination.

Partners: NDOR, NDOT, Travel Nevada, UNR/Don Deever

### 6.4 Develop branded wayfinding standards to curate a countywide wayfinding system

County wayfinding can be difficult, but it has potential to unify a visitation experience across a large area. Before getting too far into expanding Lincoln County’s tourism wayfinding system, efforts should be made to align on a brand for this system. A branded system can unite a large county and give it a unified sense of place.

Partners: NDOT, BLM, Parks, Silver State Trails, CAMBA

### 1.8 Fund and improve prioritized trail signage and wayfinding

Wayfinding can go beyond roads and highway signs. Trail signage can also help create a unified experience. With more travelers coming to Lincoln

County’s trails, wayfinding efforts should be expanded to these assets. Identifying funding is a first step, improving the most trafficked areas is the second.

Partners: NDOR, State Parks, Public Lands, Local Champions

### 7.6 Establish and build partnerships to curate scenic highway designation and infrastructure signage

As previously mentioned, scenic byways can draw road trip interest. Working with state partners to expand designation signage will help Lincoln County cement its Extraterrestrial Highway and Great Basin Highway experiences. Supplementing this designation signage with support information such as cell service areas and pullouts will help round out the road trip experience.

Partners: State Parks, Public Lands, NDOT

### 6.5 Update wayfinding and interpretive signage for Tier 1 attractions and points of interest— Phase 1

As LCAT works to develop the curation of its scenic highways, it is also looking to implement the first phase of its county wayfinding system. Phase 1 should focus on the county’s main assets such as its state parks, key trail systems and historical points of interests. Ideally, this effort is done in conjunction with efforts already underway around highway designation signage.

Partners: NDOT, State Parks, BLM

### 5.5 Inventory, identify, and advocate for main street revitalization grants and funding

Work continues on the planning and revitalizing of Lincoln County’s main street experiences. Now the time has come to fund some early efforts. Cross-walking main street enhancement priorities against the county’s and city’s strategic needs will help narrow down what grants are available for revitalization. Additionally, LCAT and its supporters should turn toward advocating for state resources to help in their efforts.

Partners: GOED, County, City & Towns

### 5.6 Apply for main street revitalization grants and/or build grant writing capabilities

With grants narrowed, it’s time to apply for funds. If possible, grant writing should be done immediately. If skills need to be built, seeking state and/or third party grant writing resources may be required. By now, tourism should be growing, and securing funds to increase the county’s sense of place through the enhancement of its main streets is imperative.

Partners: GOED, County, City & Towns



**7.7 Advocate for the creation of an extraterrestrial & dark skies state park**

Dark sky designations and the ET highway combine to create a unique opportunity, an extraterrestrial and dark skies state park with camping facilities. By now the infrastructure necessary to support such an attraction should be under development and beginning to advocate for the development of this state park could be timely. Its future completion will give LCAT a truly unique experience to draw in visitation.

*Partners: NDOR, State Parks*

**2.7 Develop multimedia map assets to enhance digital communication capabilities**

Toward the end of Phase 2, many key trails, parks, heritage sites, and other county tourism opportunities have been updated and activated. To support driving tourism more effectively to these sites, LCAT will develop a multimedia map to clearly curate all these experiences digitally, creating a seamless visitor discovery process that increases visitation.

*Partners: Parks, BLM, LCRDA*

**7.8 Evaluate and create interpretive tools for road trip curation (podcasts, apps, etc.)**

Supplementary road trip curation at this point could also help to round out the county's road trip experience. This includes apps and podcasts curating all there is to see and learn about the county's highways, byways, peaks, and valleys.

*Partners: NDOR*

**3.3 Leverage outdoor recreation influencers on social media to build brand ambassadorship**

The county's outdoor recreation product is at full steam. Now's the time for broader appeal. Leveraging social media influencers well known in the outdoor recreation market will take county awareness to the next level among this niche user group.

*Partners: NDOR, Travel Nevada*

**4.7 Create a locally-oriented storytelling series communicating the positive impact of tourism**

Hopefully by now the county has some great stories about the positive impact of tourism on its quality of life. Building on earlier resident engagement actions, LCAT should conduct another round of local engagement focused on the real life examples of positive impacts tourism has made to the county. This will help the County go beyond "tax relief" narratives and present a more unique, close-to-home story about the power of tourism.

**4.8 Provide technical assistance programs in the creation of additional lodging opportunities**

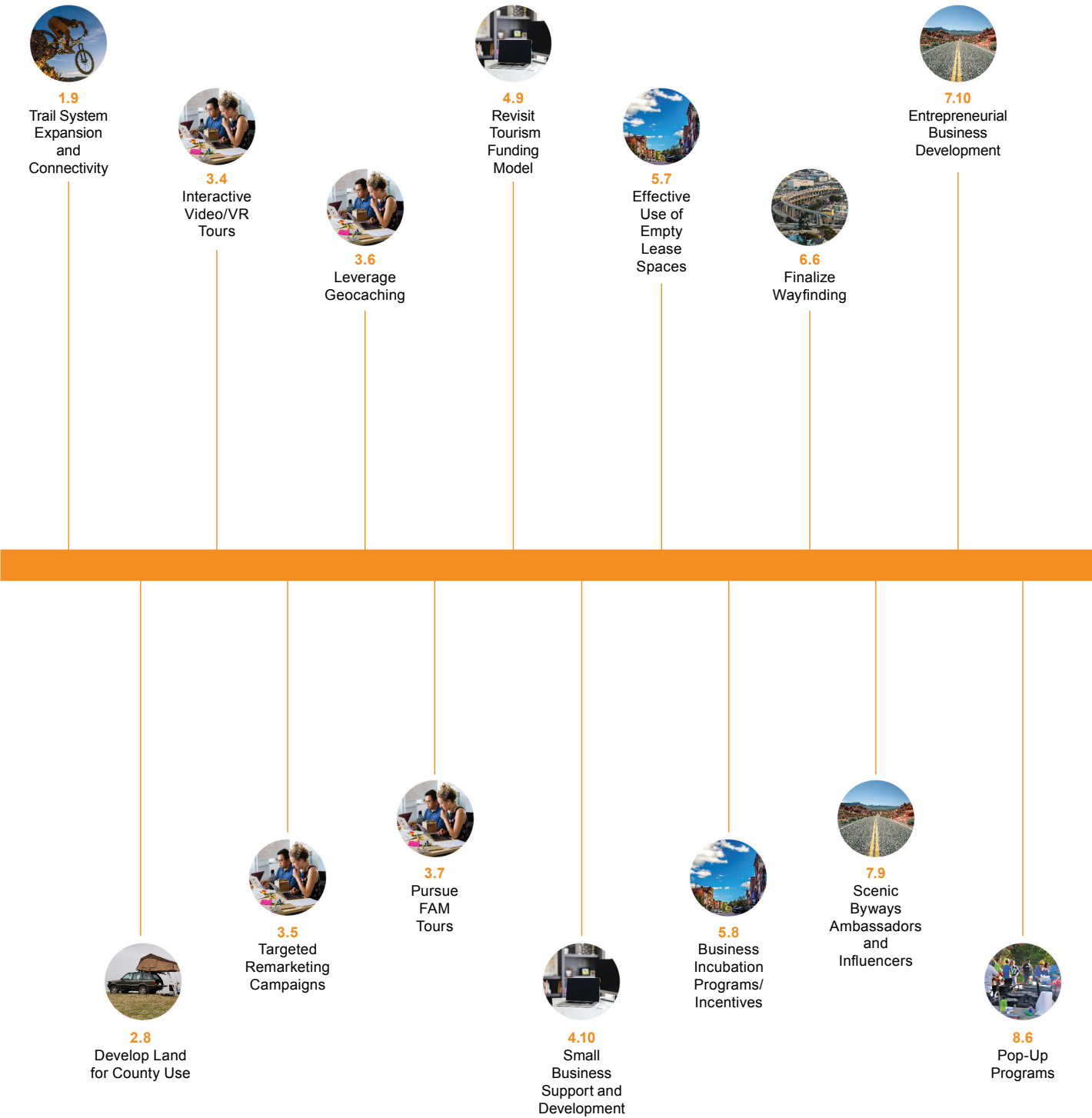
A critical mass should have arrived in the County at this point, resulting in consistent, favorable occupancy rates among existing lodging properties. Taking steps to expand the availability of lodging in the county will be important to driving increased tax revenues. Helping to incentivize and provide technical assistance relative to the development of new properties will be imperative to growing the county's tourism product.

*Partners: GOED, Local Champions, Local Lodging Associations*





# Expand and Support the Destination





# Expand and Support the Destination

Phase 3 is focused on taking Lincoln County tourism to the next level by leveraging the successes of Phases 1 and 2. This includes launching sophisticated marketing programs that elevate the destination through targeted campaigns and niche influencers, activating its cultural and heritage sites, and expanding trail and wayfinding assets. With demand at an all-time high, efforts will continue to focus on economic and business development, advocating for the establishment of new tourism support businesses that can drive county revenues. Overall, Phase 3 is about rounding out the destination and putting the final touches on ensuring Lincoln County is a must-see in the Mountain West.

### 3.4 Create and deploy interactive video/VR tours of key attractions and experiences on LCAT websites and social platforms

Phase 3 begins with the expansion of digital marketing assets for the county. LCAT will work to create and deploy a wide variety of videos and Virtual Reality media assets that clearly illustrate the county’s tourism experience. This sort of digital destination promotion helps drive conversion by showing the potential visitor exactly what they are going to experience and is likely to be competitively necessary by this point in the future.

Partners: NDOR, Travel Nevada

### 3.5 Establish targeted remarketing campaigns

By Phase 3, Lincoln County will be ready to deploy more sophisticated marketing campaigns, and can maximize the efficient use of funds by targeting that uses affinity mapping and other techniques to send marketing messages to those potential visitors who meet the demographic, psychographic, location, household income, and activity-based criteria the county seeks. Once potential visitors interact with Lincoln County content, remarketing to those individuals has a much higher chance of conversion.

### 3.6 Leverage geocaching as a tool to help visitors learn about county assets

The popularity of geocaching—an outdoor activity where participants hunt for hidden “caches” using GPS coordinates—can draw outdoor-oriented visitors to the area and provide Lincoln County with a ready tool to steer visitation to assets that are ripe for development.

### 8.6 Develop programs and policies to enable pop-up shops, events, and/or other activations of specific assets (Gem, The Depot, etc.)

Hopefully by now the county’s historical assets are ready for business. Developing programs and policies to help activate these areas by allowing pop-up shops, events, weddings, and the like will help put these assets to use for the community. This effort will be done through a stewardship and preservation lens and no asset will be subject to use that deteriorates or neglects its past.

Partners: County Commission, City & Towns

### 1.9 Partner with BLM and state parks on the expansion and connectivity of the county’s trail systems— Phase 2

Lincoln County’s trail systems are booming, and people are flocking from all over the Mountain West to experience their adventure. With that said, the time has come for trail expansion and increased connectivity. Working with BLM and state parks to add and expand trail infrastructure will be important to preserving the trails people have come to love and the uncrowded reputation Lincoln County’s trail systems have become known for.

Partners: State Parks, Public Lands

### 2.8 Evaluate opportunities to partner with public and private landowners to develop land for county use

Monetizing overnight stays on public lands has always been an issue for counties. Working with public and private landowners to develop county-owned lands will ensure that the growth of the outdoor recreation market drives revenue to the county, providing opportunities for the collection of overnight and day use fees.

Partners: State Parks, Public Lands, County Planning

### 4.9 Revisit tourism funding model

In Phase 1, LCAT evaluated and hopefully secured new funding for its tourism marketing and management efforts. With anticipated revenue growth driven by a thriving tourism industry, the time has come to revisit this funding model and ensure it still has the structure necessary to manage Lincoln County as a destination.

Partners: GOED, Travel Nevada

### 4.10 Work with County and State Economic Development organizations to identify opportunities for small business support and development

Taking business development to the next level, LCAT will work with state and county economic development organizations to identify opportunities for small business support and development. This effort will hopefully build a favorable business environment that incentivizes entrepreneurship to assist in the monetization of a growing tourism industry and job creation.

Partners: GOED, LCRDA

### 5.7 Advocate and coordinate for the effective use of empty lease spaces

Should commercial lease or other privately owned spaces still remain vacant, advocacy efforts should be undertaken to identify possible uses for these spaces. This includes start-up or pop-up opportunities that can be stood up quickly to add to the destination’s curb appeal.

Partners: GOED , County Commission, City/ Town Government, LCRDA

### 5.8 Partner with county and state organizations to advocate for business incubation programs and/or incentives

Like small business support, business incubation programs can help attract investment to the county that might otherwise go elsewhere. A good place to visit is a good place to work, and the destination LCAT has helped shape over the last several years should appeal to businesses looking for alternative options to open shop.

Partners: GOED , County Commission, City/Town Government, LCRDA

### 6.6 Finalize wayfinding for Tier 2 attractions and points of interest— Phase 2

With Tier 1 wayfinding development almost complete, it’s time to start Phase 2. Phase 2 focuses on secondary assets and points of interest that at the time of Phase 1 were not ready for the spotlight.

Partners: NDOT, NDOR, State Parks, BLM

### 3.7 Pursue FAM tours with key media to grow earned media on key assets

Lincoln County is rounding out as a destination and LCAT wants to share it with the world. Pursuing FAM tours with key media contacts should help build domestic awareness of Lincoln County, hopefully garnering some attention through earned media and increased exposure.

Partners: Travel Nevada

### 7.9 Leverage social influencers to promote scenic byways

Similarly to the timing on FAM tours, the destination is now ready to bring in influencers to drive social media awareness of the county’s scenic byways, including the Extraterrestrial Highway. Businesses and cities along these routes should now be ready for growth in visitation and will welcome the attention.

Partners: Travel Nevada, NDOR

### 7.10 Foster entrepreneurial local business development to add compatible services to highways and byways

As more people hit Lincoln County roads, efforts should be undertaken to foster growth in compatible highway services such as diners and gas stations. Why let people drive to the next county for gas and supplies when they are here to visit attractions in Lincoln County?

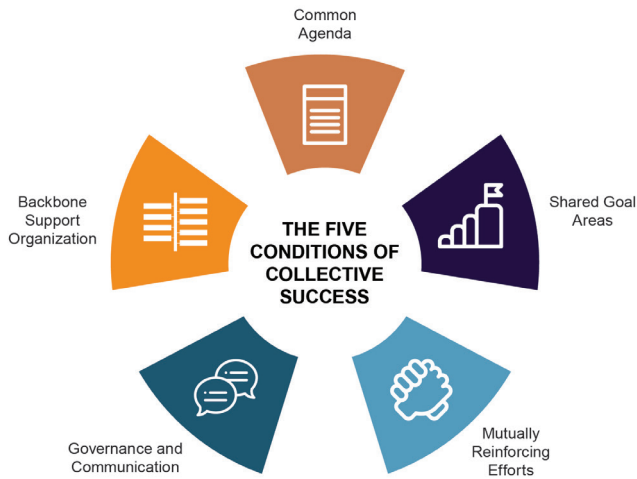


IMPLEMENTATION:

# Collective Impact Model

Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. The concept of collective impact hinges on the idea that in order for organizations to create lasting solutions to social problems on a large scale, they need to coordinate their efforts and work together around a clearly defined goal vs. each approaching the problem individually and in isolation.

The Collective Impact Model will form the basis for ongoing management of the Plan. The convening (or “backbone”) organization— Lincoln County Authority on Tourism (LCAT)—will form a Destination Development Committee and ensure that all of the necessary representatives come together on a regular basis to share progress, course-correct, and strategize next steps. It is important to note that the role of the backbone organization, LCAT, is limited to that of a convener—they are not the primary decision-maker and have no higher standing than other participants in the process.

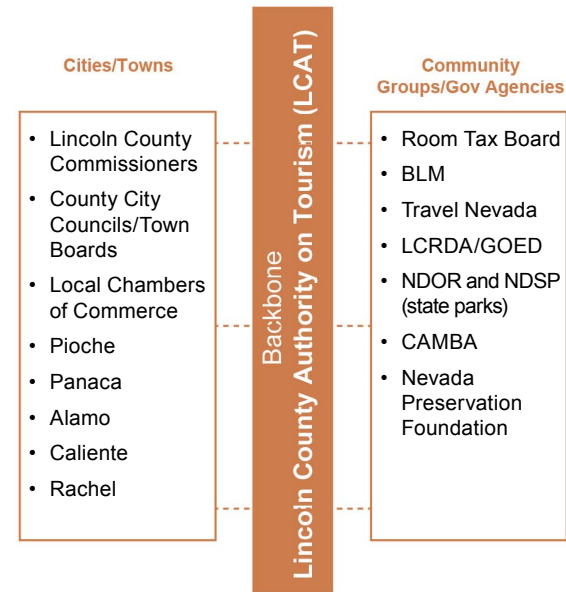


Shared Goal Areas

The Shared Goals for the Lincoln County Destination Development Plan are the eight Strategic Imperatives:

1. Enhance and Promote Lincoln County’s Mountain Bike and OHV Experience
2. Double Down On and Curate County Outdoor Recreation Assets
3. Expand and Improve Brand Assets for Increased Awareness of Lincoln County as a Travel Destination
4. Explore Opportunities for Increased Tourism Support, Funding and Technical Assistance
5. Activate and Enhance County Mainstreet Experiences
6. Expand and Update County Wayfinding and Tourism Infrastructure
7. Leverage Extraterrestrial and Scenic Highways and Byways
8. Activate Key County Cultural and Heritage Assets

Backbone Support Organization



Year One Meeting Cadence

The backbone organization, LCAT, will form a Destination Development Committee, consisting of LCAT representatives and key stakeholders. This group will meet quarterly. During these times they will discuss the progress of this plan, as progress updates are required, as well as business as usual activities.

In support of this backbone organization and its efforts, the broader collective impact stakeholder group identified above will come together bi-annually to discuss plan progress in more detail, identify course corrections, and discuss next steps, owners and target dates.

Strategy-level task forces or teams may need to convene when necessary and at a more frequent cadence as dictated by the needs of the strategy and destination.



# Acknowledgments



**Destination Development Planning Team:**

**Local LCAT Team:**

- Sherry Pattinson
- Keith Larson
- Sheryl Johnson
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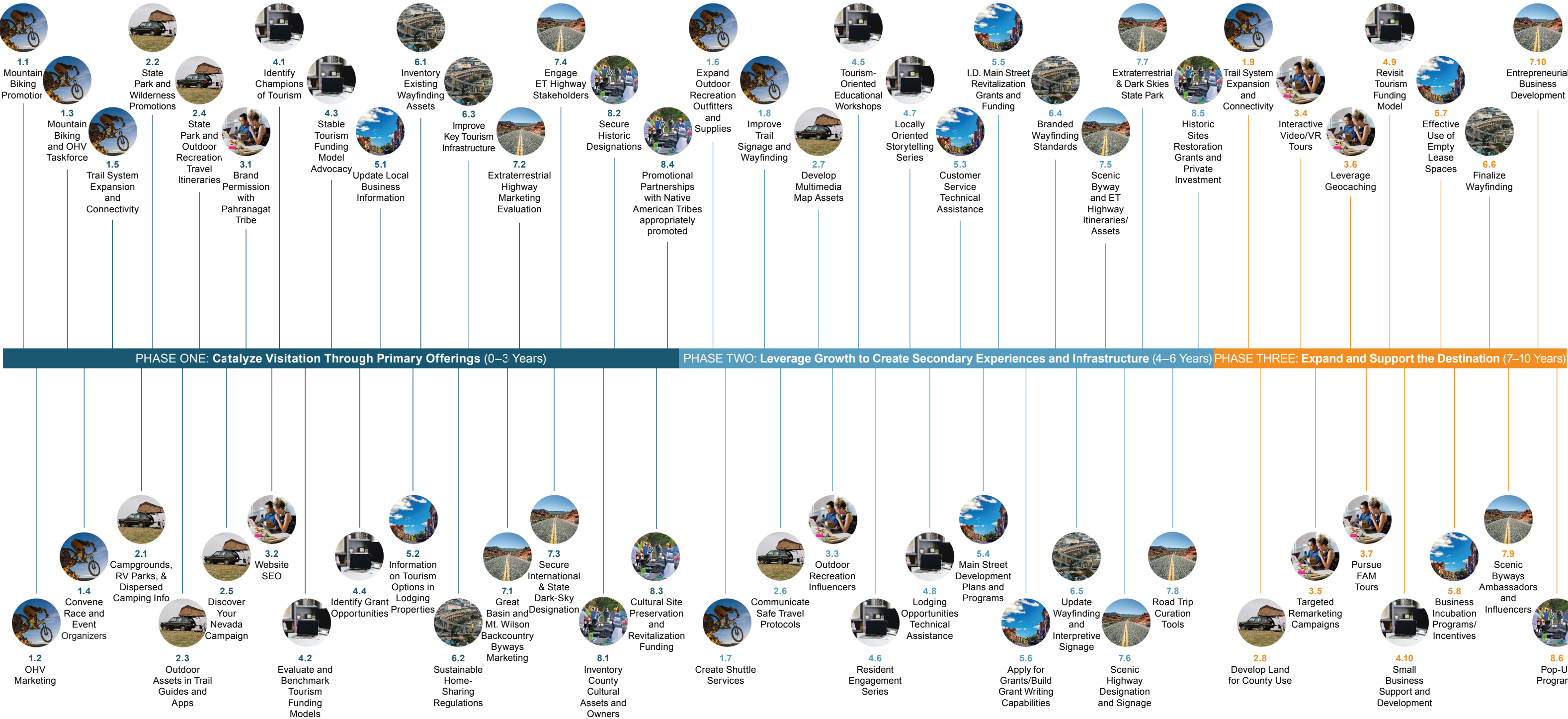




# Lincoln County, Nevada

## DESTINATION DEVELOPMENT PLAN

2031











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