

A 10YR DESTINATION PLAN FOR BOULDER CITY



TRAVEL NEVADA - BOULDER CITY - BETTER DESTINATIONS - NICHOLS TOURISM GROUP - SMG CONSULTING

CREATED THROUGH THE TRAVEL NEVADA DESTINATION DEVELOPMENT DEMONSTRATION (3D) PROJECT MAY 2024



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Boulder City

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BOULDER CITY INTRODUCTION



ABOUT BOULDER CITY

Just 26 miles from the heart of Las Vegas and in stark contrast to much of the metropolitan area, Boulder City is focused on preserving the character of its family-oriented community and its legacy as the place founded to build the Hoover Dam. With less than 15,000 of the booming metro area's 2.9 million residents, Boulder City covers almost as much acreage as the nearby Lake Mead National Recreation Area, which contains the third-largest artificial lake in the U.S. and is one of the most popular recreational destinations in the southwest.

Boulder City was created in 1931 by the U.S. Bureau of Reclamation to house the workers who, in 1933, would start building an American icon, Boulder Dam, later renamed Hoover Dam. The Bureau relinquished control in 1959, and Boulder City became a real city, incorporated within Clark County. From the start, city founders embraced limitations to protect the community's small-town feel, making Boulder City one of just two Nevada cities — Panaca is the other — that prohibit gambling. In the 1980s, the Council passed the Growth Ordinance, limiting annual construction to a maximum of 120 new homes and 35 hotel rooms. Then in the 1990s, the city bought 200 square miles of land known as Eldorado Valley to control future development. Under the Growth Ordinance, the sale of more than an acre of city land must be put to a ballot.

Boulder City's compelling attractions, along with its close proximity to Las Vegas's powerful visitor economy and population, has made tourism a significant part of the local economy. In 2023, Lake Mead drew an estimated 5.8 million visitors and Hoover Dam attracted 7 million. With just 341 hotel rooms in town and another 536 on its outskirts, most visitors are day tripping from vacations or homes in the Las Vegas metro area. While many make the 30-minute drive along U.S. Interstate 11, hundreds arrive almost daily on privately operated tour buses from Las Vegas

to enjoy Boulder City's historic charm, take helicopter rides, tour the dam, and recreate on the lake.

The Boulder City Chamber of Commerce is the local organization representing the interests of the community's visitor industry. It operates from the Boulder City Welcome Center, next to the vast parking lot where the tour buses drop off and pick up their passengers. The local tourism economy also gets significant support from the Las Vegas Convention and Visitors Authority (LVCVA), which is funded in part by proceeds of Clark County's lodging taxes, including those collected in Boulder City. Clark County has been rebating about \$500,000 of those collections annually to Boulder City in recent years, but the Chamber receives no city funding.

Brand-new opportunities to build Boulder City's tourism economy are set to unfold. In early 2025, Travel Nevada will be opening one of two prototype Nevada Adventure Centers right next to the Boulder City Welcome Center. For now, the Adventure Center is set to house up to nine outfitters and operators offering readymade adventures for Boulder City visitors.

Also unfolding is "More to Mead," a planning process initiated by the Lake Mead National Recreation Area in 2023 to explore ways of developing more non-water-based recreational activities in the 248-square-mile park. Although Lake Mead has been shrinking since the early 2000s, the lake's drop to just 27% of its capacity in summer 2022 has added urgency to the discussion. This 3D project plan is shaped to address these current market realities and future opportunities and chart a course for Boulder City to maximize the power of its visitor economy.



THE PURPOSE OF THE PLAN

Travel Nevada created the 3D Project, its statewide destination development initiative, in spring of 2022 to reimagine rural Nevada’s attraction for travelers in new and exciting ways and lay a foundation for incorporating destination development into its mission.

This 10-Year Destination Plan is intended to guide Boulder City and the Chamber — as well as its industry, community, civic, and public land partners — in shaping their tourism and recreation economy to yield even stronger returns for the city and the State of Nevada. The plan’s economic goal is for Boulder City to double its average visitor credit card transaction amount by 2034, as measured by Travel Nevada’s geolocation insight provider, Zartico. While tracking this outcome will require custom Zartico reports, no other reliable economic data is available for this small municipality in Clark County. Travel Nevada’s other economic impact data is calculated by county or region, and the Chamber has no access to either lodging tax or hotel occupancy data. Over the years, generating a higher rate of visitor spending will create more business earnings, jobs, and tax revenues along with new amenities and experiences, improving the Boulder City quality of life while respecting limitations on growth.

ABOUT THE 3D PROJECT

The Boulder City proposal was among six selected by Travel Nevada and approved by the Nevada Commission on Tourism (NCOT) in December 2022 to show the potential of a state-funded destination development program through a two-year demonstration project. Each of the six 3D participants was given access to a team of tourism planning professionals to guide the creation of 10-year destination plans. The plans identify strategies for creating new travel-worthy experiences and products, developing desirable visitor infrastructure, and advancing organizational and promotional strength.

In January 2024, NCOT approved plans and grants for the first three 3D projects — the Friends of Black Rock-High Rock, Lincoln County, and White Pine County. The Boulder City plan was among the second cohort, which also includes the Cultural Corridor. Planning for the sixth participant, for Nevada’s Indian Territory, was halted upon agreement of all parties. A final step of the project will include a report of findings and recommendations for Travel Nevada.

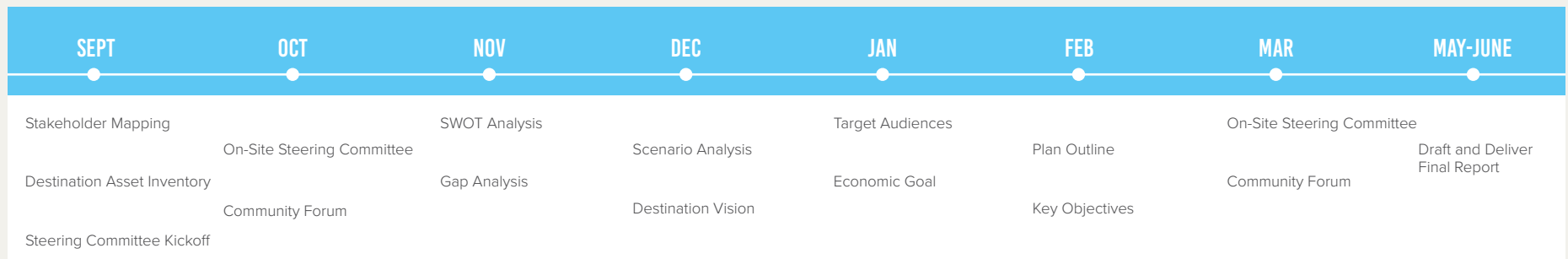
The 3D Project allows participants to apply for a share of a one-time \$2 million grant from the U.S. Economic Development Administration, secured by Travel Nevada in 2022 to bring the 3D plans to life. 3D participants may apply when their 10-year destination plan is complete. Travel Nevada also structured the demonstration project to include oversight and participation from a multidisciplinary 3D Working Group, including several state and federal agencies that share Travel Nevada’s mission of building rural economies.

THREE GOALS

In its October 2022 application, the Chamber proposed three main goals for its 3D Project:

- Ensure the success of the Adventure Center benefits local tourism businesses and the wider Boulder City economy.
- Change Boulder City’s identity from the “World Away for a Day” to Destination Boulder City that makes this community home base for tourists to recreate, stay, and play.
- Utilize advanced technology for marketing, tracking, and attracting the next generation that believes in and supports ecotourism, planet support, and service to the communities they visit.

3D PROJECT TIMELINE



HOW THE PLAN WAS BUILT

Boulder City's 3D Project Consulting Team — led by Nichols Tourism Group, with Better Destinations as co-lead — worked closely with Chamber CEO Jill Lagan and Travel Nevada Destination Development Manager Cortney Bloomer to manage the planning process.

A first step for Jill Lagan was to use the 3D stakeholder mapping tool to identify various stakeholders' potential level of engagement in the planning process, based on their ability to influence and implement the plan. Several key players identified as "Activators" — with a high ability to both influence and act on planning outcomes — were recruited to serve on Boulder City's 10-member 3D Steering Committee to share oversight and input for the plan. Jill also led the use of another planning tool created for the project — the 3D Destination Asset Inventory — to identify the county's existing tourism resources.

Through two on-site steering committee meetings and four held virtually, the consulting team guided members through a SWOT analysis, a gap analysis, and scenario testing to develop insights for the plan. Site visits in October 2023 and March 2024 also included community forums, generating further ideas and feedback.

Travel Nevada's research program provided rich insights into the economic impacts of tourism in Boulder City. The office also supplied a custom Zartico report analyzing the behaviors and spending of Boulder City travelers. Further insights stem from the consultants' June 2023 3D Tourism Development Study, analyzing responses of more than 5,700 travelers who had requested Travel Nevada trip information. The 3D Study findings identified key traveler personas and other insights that point to effective targeting, communications, and development strategies. Travel Nevada and a 3D Working Group of state and federal leaders provided ongoing oversight and input.

3D STEERING COMMITTEE

Our Team

MEMBERS

Michael Mays, *Director of Community Development, Boulder City*

David Lusvardi, *Vice President, National Park Express*

Lindsay Stevens, *Incoming Chamber Chair; Owner, The Coffee Cup*

Sarah Iwinski, *Owner, Serenity Salon and Spa*

Monica Preston, *Chamber Communications Director; The Espresso Explorer*

Taryn Troll, *Chamber Chair: Member Services, Boulder Dam Credit Union*

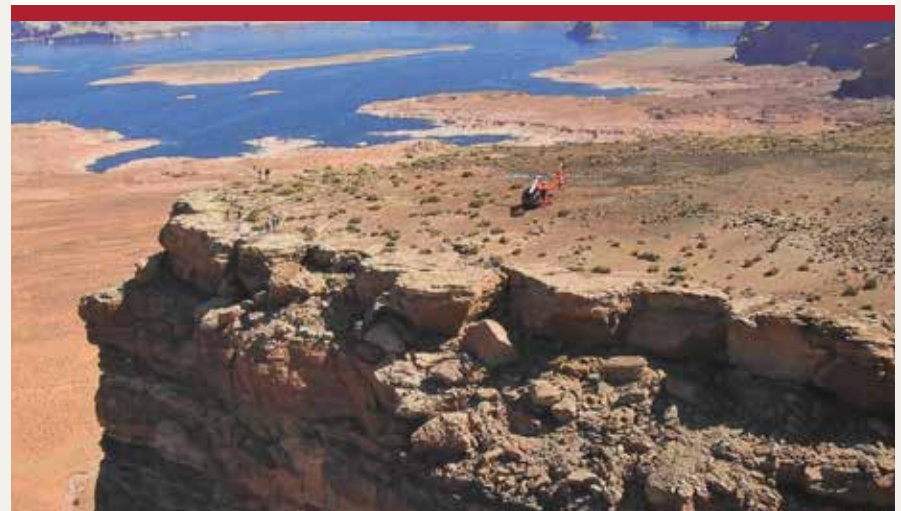
Pamela Hyde, *Chamber Treasurer; Owner/Photographer, 28 Sunflowers*

Dixie Valdez, *Proprietor, Rubens Wood Craft & Toys*

Barbara Agostini, *Registrar, Boulder City High School*

3D PROJECT LEAD

Jill Lagan, *CEO, Boulder City Chamber of Commerce*



BOULDER CITY

KEY FINDINGS & INSIGHTS



KEY FINDINGS AND INSIGHTS

BOULDER CITY

- While Boulder City currently has no system for measuring visitation, Hoover Dam reported 7 million visitors in 2023. The National Park Service (NPS) estimates Lake Mead National Recreation Area attracted 5.8 million visitors in 2023.
- Though Lake Mead has been shrinking from reduced Colorado River flows since the early 2000s, its water levels dropped to 27% of capacity in July 2022. With the lake at its lowest recorded level since it began filling, powerful images of exposed lakebed and marooned marinas made headlines around the world.
- While NPS reported Lake Mead visitation falling from 7.6 million in 2021 to 5.58 million in 2022, a change in the federal counting methodology seems to account for much of the 28% decline.
- The Bureau of Reclamation reports 465,367 ticket sales for Hoover Dam tours for the fiscal year ending in September 2023. Sales were up significantly from 376,739 sold the previous fiscal year but were still well below the 601,911 sold in the 2019 fiscal year. The dam was closed to tours during much of the pandemic.
- Boulder City has a total of 341 hotel rooms, and its largest hotel has 99 rooms. Remaining rooms are divided among seven other properties, including older roadside motels. Just beyond the city limits are another 536 rooms, with most located in two casino hotels.
- The Growth Ordinance limits hotel construction to 35 new units per year.
- Plans are underway to develop two brand-new hotels in Railroad Pass, adding 220 more rooms to the local inventory. While Boulder City lodgers will face new competition, the new properties will be able to accommodate more overnight visitors for Boulder City attractions, shops, and restaurants.
- According to geolocation insights provider Zartico, Las Vegas residents represented 61% of Lake Mead’s visitors in 2023. Of all Nevada residents who visited, 98% were from Clark County. Remaining visitors were from out of state, with Phoenix, Los Angeles, Salt Lake City, and Dallas rounding out the lake’s top five geographic markets. Zartico’s comparison of 2022 and 2023 data indicated that visitation patterns did not change significantly from historically low water levels.
- Boulder City’s proximity to the Las Vegas metro area makes it far more of a local destination than other Nevada places. Zartico finds that just 34% of visitors come from out of state, compared with 75% on average for the state’s non-urban counties.
- Because most are day trippers who buy meals and shop, Boulder City visitors charge \$75 on average to a credit card, just 29% of the \$256 spent on average in non-urban counties of Nevada. NOTE: Zartico captures only credit card transactions made in market, thus these numbers do not reflect bookings made in advance of a Boulder City trip.

KEY FINDINGS & INSIGHTS



KEY FINDINGS

3D TOURISM DEVELOPMENT STUDY

Travel Nevada fielded a survey created by the 3D consulting team to a first-party database of about 75,000 emails from people requesting Nevada trip information. The office also stimulated response through organic and paid social and digital messaging. With 5,739 responses, the findings have a confidence level of 95% at +/- 2.5%.

- About 75% of respondents reported traveling in Nevada since 2020, with Las Vegas, Reno, and Lake Tahoe the most frequently mentioned destinations. About 35% said they had visited a lesser-known destination.
- Respondents expressed significant interest in visiting all six 3D destinations. When presented with a description of the Boulder City concept, 61% said they would be likely to visit.
- The study showed that about 75% of respondents were interested in overnighing in places other than Las Vegas or Reno-Tahoe if the destination offered activities or experiences they enjoyed.
- Respondents were most motivated to choose a destination because “It’s a beautiful place” (77.3%), “It offers a unique experience I’ve never had before” (64.4%), and “I like to travel to smaller, more remote places” (54.5%).

- Large numbers of respondents described themselves as Road Trippers (72%), Nature Lovers (64%), or Cultural Travelers (54%). Boulder City has potential to attract all three segments.

- Traveler personas reporting the highest spending per trip were Nightlife Seekers (\$1,296), Motorsports Enthusiasts (\$1,151), Family Fun Seekers (\$1,049), and Hook-and-Bullet Enthusiasts (\$1,005).

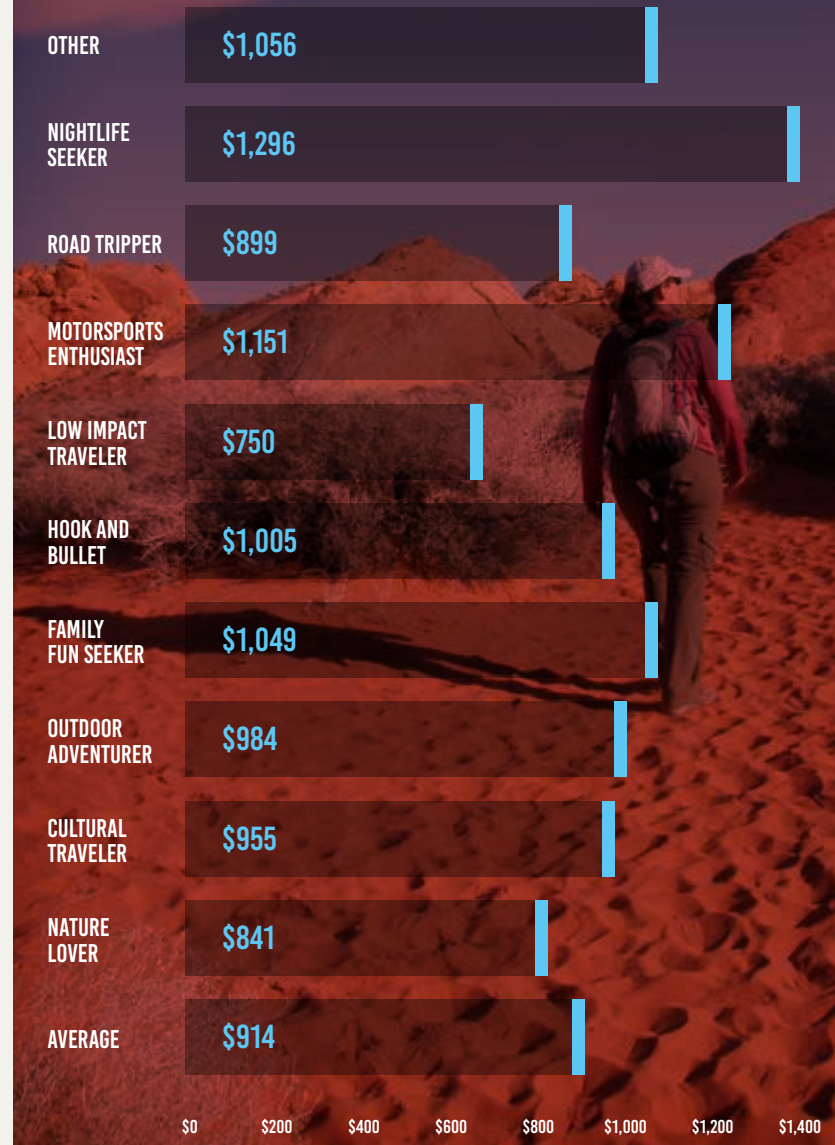
- Given a choice of lodging types, nearly half of respondents (48.8%) said the chance to stay in a historic lodging or resort would inspire them to travel. Nearly a quarter said they’d travel for a unique overnight experience like stargazing or a festival, and about the same share said they’d travel for unusual lodgings such as Airstream trailers, yurts, or A-frames. These findings help make the case for renovating Boulder City’s mid-century motels into unique new lodgings options.

- More than half of respondents — across all age and income categories — said a destination’s sustainability practices were at least somewhat important to their choice of destinations. This supports the Chamber’s interest in appealing to visitors interested in eco-tourism, reducing impacts, and giving back to the communities they visit.

The full 3D Tourism Development Study is available in the Appendices.

3D Tourism Development Study

Trip Spending by Persona



**A change in counting methodologies occurred beginning in 2022 which accounted for most of the annual variance*

INSIGHTS

PUBLIC FORUMS

Site visits in October 2023 and March 2024 included a public community forum. Each time, about 20 to 30 participants were offered dinner and a chance to weigh in. Attendees expressed the following views:

- When asked why a visitor should come to Boulder City, words like historic, charming, safe, fun, adventure, family friendly, walkable and quaint were most frequently noted.
- Participants value Boulder City's wholesome atmosphere and are committed to safeguarding it for the future.
- This was strongly reaffirmed by expressions of support for the city's Growth Ordinance and how it protects the community's small-town charm, described as the quality that most sets Boulder City apart. Other distinguishing characteristics include the community's safe, friendly downtown, access to outdoor recreation and adventure, and the attraction of Lake Mead and Hoover Dam.
- When asked to identify why Boulder City should have more tourism, the two most highly rated responses were to support a vibrant downtown and to build the local economy.
- While most participants generally supported the idea of more tourism, many noted it needed to occur in ways that did not negatively impact what makes the city special in the first place.
- Potential challenges for more tourism included:
 - The need for more family friendly, quality hotels. Boulder City's limited lodging supply and the age of many properties were noted as limiting factors.
 - The need to increase residents' understanding of how tourism benefits the community, not only by supporting local businesses and jobs, but restaurants, shops, and other amenities that residents also are able to enjoy.
- Opportunities included:
 - Establishing more consistent hours of operation for businesses.
 - A greater range of quality stores, especially outside of the downtown area, with operators who keep the customer in mind.
 - Addressing traffic and parking congestion, particularly downtown.

IF SOMEONE ASKED WHY THEY SHOULD VISIT BOULDER CITY WHAT WOULD THEY SAY?



SWOT ANALYSIS

A SWOT analysis identifies both internal factors — Strengths and Weaknesses — as well as external factors — Opportunities and Threats — that can either advance the work of Boulder City or hold it back. The SWOT Analysis for Boulder City was developed through primary and secondary research, input from the 3D Steering Committee, and the public forums.

STRENGTHS

- Strong attraction of Lake Mead National Recreation Area
- Fame of Hoover Dam
- Close proximity to Las Vegas
- Small town feel
- A feeling of safety and security
- Compelling place in American history and stories
- Diverse and exciting options for outdoor recreation
- Close access to wildlife
- Quaint, attractive downtown
- Range of parks and open spaces
- Access to flights over Grand Canyon
- Railroad history and train rides

THREATS

- Potential for drought and impacts to Lake Mead water levels
- Economic recession
- Lack of awareness of Boulder City offerings
- Environmental impacts to sensitive lands
- Relationship with LVCVA could change

WEAKNESSES

- Limited and aging lodging products inhibits overnight stays
- Much visitor spending limited to food and shopping
- Growth Ordinance limits ability to expand offerings
- Linear commercial district creates a lack of cohesion
- Lack of shuttles create issues for traffic and parking
- Concerns regarding inclusiveness
- Limited resident understanding of tourism
- Limited resources for Chamber to execute new ideas

OPPORTUNITIES

- Continued growth and expansion of Las Vegas tourism and population base
- Connecting with more Las Vegas visitors and residents
- New Travel Nevada Adventure Center
- Expanding interest in outdoor recreation
- Potential for “More to Mead” planning initiative to create additional nonwater-based recreational options



KEY FINDINGS AND INSIGHTS

SCENARIO ANALYSIS

A scenario testing exercise was shared with the 3D Steering Committee to generate discussion of possible ways Boulder City could shape its tourism economy and messaging.

Scenario 1 would continue to maintain Boulder City's identity as primarily a day destination and increase visitor spending by generating more interest in the area's compelling collection of experiences, especially through the new Travel Nevada Adventure Center. Growth also could come from expanding the array of experiences, especially through the "More to Mead" planning process.

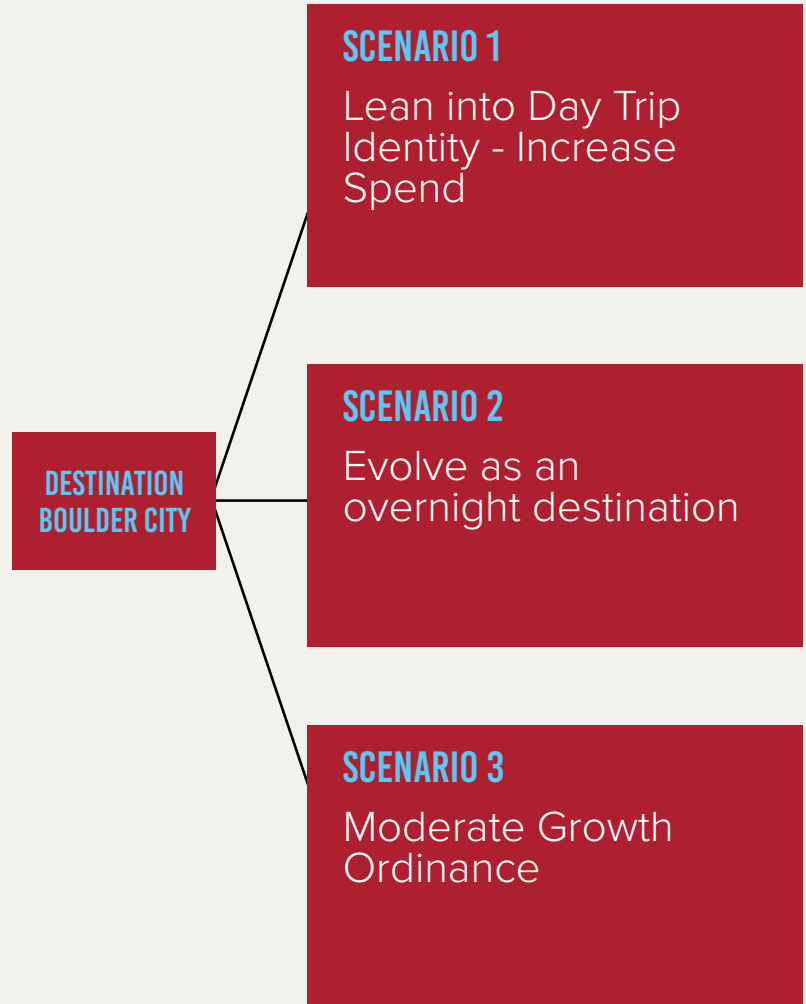
Scenario 2 would focus on generating more visitor spending by attracting more overnight visitors. Promotions would encourage visitors to enjoy multiple days of fun experiences while overnighing in Boulder City or the Railroad Pass area. This approach would increase overnight visitation with little or no hotel development in Boulder City to maintain the community's character.

Scenario 3 would seek moderate revisions of the Growth Ordinance to allow more development of lodging, meeting spaces, and visitor attractions to expand the community's ability to welcome increased numbers of visitors.

There was strong opposition to Scenario 3. While most acknowledged the Growth Ordinance limits opportunities to expand the visitor economy, most believe it has been instrumental in maintaining the small-town charm and character that residents value so highly. While interest was expressed in Scenario 2, many noted that the limited availability of lodging in and near Boulder City would make it difficult to accommodate large increases in overnight stays. The market realities of being so close to Las Vegas' vast array of lodging, dining, and attractions were seen as limiting the potential of this scenario.

The first scenario was noted as holding the greatest potential. It recognizes the reality of Boulder City as a day destination, while also leveraging the potential to engage more visitors in experiencing its attractions, exploring the city's history and culture, and spending more money in its shops, restaurants and other offerings. Many saw potential for advancing this scenario through the new Adventure Center and construction of the new state Railroad Museum Visitor Center in Boulder City.

What kinds of tourism opportunities/travelers do you think would be the best fit for Boulder City?



BOULDER CITY

THE DESTINATION PLAN



10YR VISION

FOR BOULDER CITY TOURISM

Boulder City, the place that built Hoover Dam and Lake Mead, now creates experiences for visitors seeking one day or many days of exhilarating outdoor fun with a taste of small-town charm and famous U.S. history.



10-YEAR VISION

HOW THIS VISION ALIGNS WITH THE TRAVEL NEVADA BRAND

Travel Nevada’s new theme line, “Get a Little Out There,” speaks to the state’s breathtaking natural beauty, thrilling adventures, and uncommon ways to experience the best life has to offer. This exciting positioning is a strong platform for promoting Boulder City’s unique status as a place where visitors can experience marvels of U.S. engineering and play on or near them while enjoying outdoor fun, natural beauty, unique art and architecture, and small-town charm in a place that is filled with American history. The dry landscapes surrounding the dazzling blues of Lake Mead and the peaks of Red Mountain and Black Mountain provide a magnificent and inspiring backdrop for a full range of pursuits, whether for visitors who stay the night or come for a day of fun.

Outdoor fun: Visitors can find many ways to “Get A Little Out There” through a full range of adventures that exemplify Travel Nevada’s unique take on outdoor recreation. Setting itself apart from all the other western states that tout outdoor recreation, Travel Nevada has coined the phrase Outdoor Recreation+ to describe the uncommon ways to recreate in Nevada. In Boulder City, visitors can enjoy thrills and fun among world-famous U.S. icons, including helicopter rides, jet skiing, and off-roading. Quieter pursuits include kayaking, biking, hiking, camping, boat rides on the third-largest engineered lake in the U.S., and wildlife viewing.



Heritage: Few places in the U.S. are so closely connected to such famous examples of American ingenuity as Boulder City. The community’s existence is intertwined with construction of Hoover Dam and formation of Lake Mead, and the fame of these icons draws visitors from across the globe. Through the city’s long-time efforts, visitors can find stories everywhere of how the dam and lake were built and of the people who built them. This fascinating history is celebrated in museums, walking tours, public art, and historic photos on walls throughout the city.

Art and Architecture: For a town of just 15,000 people, Boulder City has an uncommonly large collection of public art. In part because of the Growth Ordinance, visitors can almost step into a time capsule of 1930s and 1940s architecture. Streets and thoroughfares are lined with sculptures and murals

sharing the stories of this historic city. Lovers of architecture will find much to appreciate, from the Art Deco splendor of Boulder Dam to the city’s collection of well-kept neighborhoods and commercial buildings showcasing design aesthetics emerging from the Great Depression.

Small Town Charm: Many Nevada visitors enjoy stepping back in time, and Boulder City offers a rare taste of small-town Americana. Whether enjoying a meal at a local cafe’ filled with regulars or finding a friendly hello at one of Boulder City’s unique retail shops, visitors can experience what life can be like in a genuine U.S. small town.

GOAL OF THIS PLAN

By implementing this 3D plan, Boulder City will double its average visitor credit card spend from \$75 per trip in 2024 to \$150* by 2034.

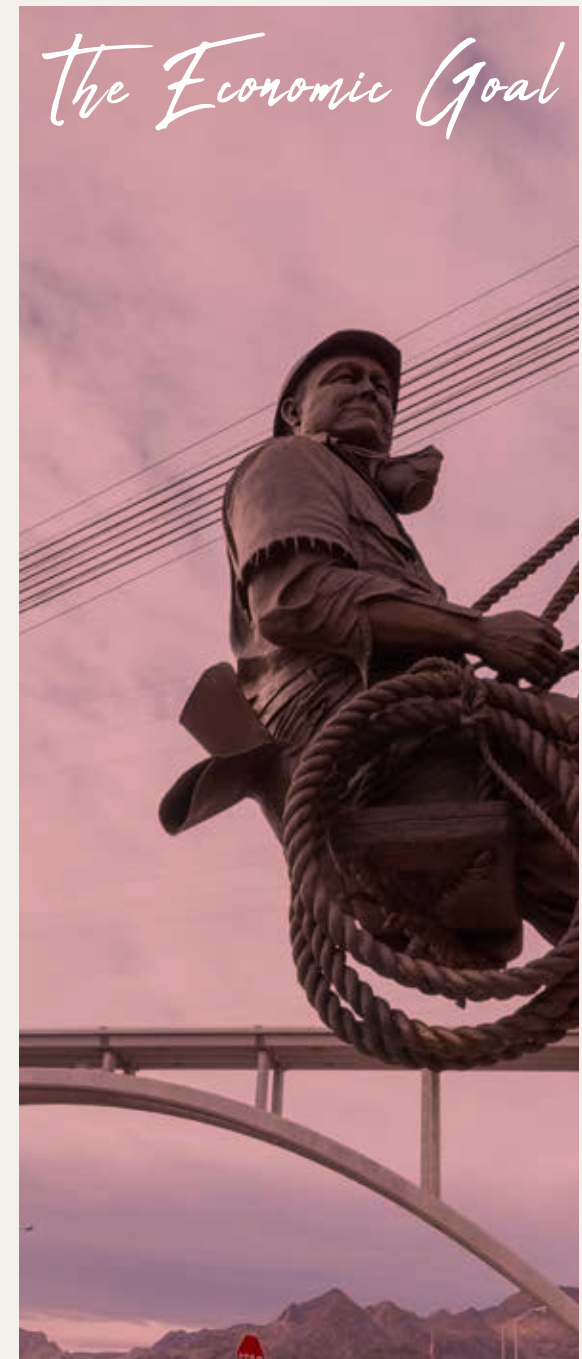
HOW THIS GOAL WILL BE ACHIEVED

- Diversify and elevate product offerings. While Lake Mead and Hoover Dam will continue to be the city’s “Destination Drivers,” the Chamber and its partners will generate more visitor spending — and potentially longer stays — developing and sharing even more experiences for visitors to enjoy. The opening of the Travel Nevada Adventure Center in 2025 will be a key to this strategy, showcasing the offerings of up to 10 local operators and making it extremely easy for visitors to get connected with fun experiences. More new experiences could stem from the “More to Mead” planning process, as the Lake Mead National Recreation Area strategizes to diversify the region’s recreational appeal.
- **Expand and improve lodging options.** The Growth Ordinance has limited the availability of lodging options within Boulder City but new properties just outside city limits are creating opportunities to attract more higher-spending overnight visitors to Boulder City attractions. Although Boulder City does not retain lodging taxes from its eight lodging properties, the city could generate more sales tax from higher hotel rates by supporting renovations — and potentially, small expansions — at those properties. Many of the city’s historic roadside motels are ripe for reinvention into charming lodging options offering a taste of Americana along with well-equipped rooms and common spaces with fire pits, beverage bars, and even games. These types of accommodations already are winning favor among cultural and outdoor recreation travelers across the U.S., such as Amigo Motor Lodge in Salida CO, the [Spoke and Vine Motel](#) in Palisade CO, or [The Field Station](#) (a former Super 8) in Moab. The 3D Tourism Development Study affirms that significant numbers of Nevada travelers

are willing to pick a destination specifically to stay in a historic or unusual overnight accommodation.

- **Cross-sell to connect visitors with more of what Boulder City offers.** Boulder City can generate more spending from every visitor by inspiring them to do more. With an integrated strategy to cross-sell experiences throughout the area, Boulder City can inspire visitors to add one or two more experiences to their day or even to stay the night. Displays, wayfinding, and even technology-based solutions can lead visitors from one attraction to another whether they begin their journey at the Adventure Center, the Nevada State Railroad Museum, a downtown kiosk, or even at Hoover Dam, if federal partners are willing.
- **Build the Chamber’s capacity to market and manage the destination.** As the lead organization for implementing the 3D Plan, the Chamber will require additional resources — both human and financial — to fully capitalize on new opportunities. This could be achieved through deployment of a portion of the City’s bed tax collections or the implementation of a new Business Improvement District. See page 28 for other potential strategies.
- **Direct 3D grant funding toward early-stage initiatives that will drive future returns.** By prioritizing grant funding to implement foundational near-term strategies, Boulder City can lay the groundwork for energizing progress on the plan’s longer-term components.

** This assumes a 4% annual growth rate on top of 3% annual inflation, with growth measured periodically by Travel Nevada’s geolocation insight provider, Zartico. Tracking this outcome will require custom Zartico reports as no other reliable economic data is available for this small municipality in Clark County. Travel Nevada’s other economic impact data is calculated by county or region, and the Chamber has no access to either lodging tax or hotel occupancy data.*



THE TARGET VISITOR

Visitors seeking one day or many days of exhilarating outdoor fun with a taste of small-town charm and famous U.S. history.

This plan highly recommends that Boulder City align its marketing and communications with the visitor described in the Vision for this 10-year Destination Plan. Travel Nevada research, including insights from the custom Zartico report, points to a three-part strategy for attracting these travelers:

- Inspire Las Vegas vacationers to enhance their stay with a day visit full of thrills and fun amidst American icons and the small-town charm of historic Boulder City.
- Target residents of the booming Las Vegas metro area as visitors and inspire them to bring their visiting friends and family members.
- Portray Boulder City to select markets as a vacation spot rich with fascinating experiences, where visitors can find three solid days of wholesome fun.

WHY THIS VISITOR IS RIGHT FOR BOULDER CITY

Boulder City's close proximity to the Las Vegas metro area's 2.9 million residents and its 40 million-plus visitors per year makes this powerful origin market impossible to ignore. Because what Boulder City offers is so different from Las Vegas' attractions, Boulder City has a prime opportunity to capitalize on Las Vegas visitors who are looking for something different to do.

The Las Vegas Convention and Visitors Authority (LVCVA) recognizes this, too. The advertising structure LVCVA has created and funds for partner DMOs like Boulder City connects Las Vegas hotel guests with a larger world of entertainment, primarily through day trips to nearby places. Boulder City should maximize this powerful partner's investment by engaging these visitors in-market — whether at the Adventure Center, through cross-selling tactics, or local transit strategies — to do more during their stay, and then come back to Boulder City another time to do even more.

Boulder City must take a more active approach to targeting the metro area's rapidly growing population, which includes many new arrivals from other places, especially California. Zartico indicates that Las Vegas metro area residents already make up 61% of the city's current visitor base. By targeting the region's newest arrivals with opportunities to enjoy amazing experiences, charming small-town life, and important U.S. history in their own backyards, Boulder City can generate more visitor spending, especially during slower seasons. A companion message can encourage locals to bring their visiting family and friends.

The strategy's third prong is to entice overnight visitors by portraying Boulder City as a vacation spot offering three days of thrilling, unique adventures amidst must-see U.S. icons and a wholesome small-town setting.

Audiences to keep in mind:

HIGH-POTENTIAL PERSONAS IDENTIFIED IN THE 3D STUDY

- The Road Tripper
- The Cultural Traveler
- The Outdoor Adventurer
- The Nature Lover

GEOGRAPHIC SEGMENTS

- Visitors to the Las Vegas metro area
- Residents of the Las Vegas metro area
- Select out-of-state markets*

THEMATIC VISITOR SEGMENTS

- Road Trippers
- History, heritage and culture
- Outdoor Adventure
- Nature



Target Visitor

* Phoenix and Salt Lake City recommended due to cost efficiencies

BOULDER CITY

OBJECTIVES AND ACTION STEPS



OBJECTIVE 1: DEVELOP COMPELLING PRODUCTS AND EXPERIENCES

INITIAL ACTION STEPS: YEAR 1-2

A. Maximize the potential of the Travel Nevada Adventure Center.

- i. In collaboration with Travel Nevada, theme the Adventure Center as the jumping off point for all that the Boulder City area offers.
- ii. In collaboration with Travel Nevada, select a mix of outfitters and operators providing visitors with a full range of Boulder City experiences. One possibility: Invite operators to apply for designated experience categories, and use a lottery to select from multiple applicants.
- iii. Ensure that Adventure Center operators and messaging connect visitors with ways to explore Boulder City's downtown, restaurants, shops, and other attractions.
- iv. Collaborate with partners to develop and promote multi-day tour packages that include experiences beyond Lake Mead and Hoover Dam.

B. Where appropriate, back "More to Mead" planning enhancements that are most likely to position Lake Mead for future success and win support from the Boulder City community.

- i. In collaboration with the Lake Mead National Recreation Area, identify optimal opportunities for attracting and serving future visitors while addressing residents' priorities.
- ii. Advocate for implementation of "More to Mead" priority projects that support the long-term viability of the recreation area, especially those that generate local visitation or can be cross-promoted with Boulder City experiences.

C. Enliven experiences of Boulder City's compelling culture and history through technology.

- i. Seek 3D funding to engage historians or other expert resources to curate Boulder City's extensive collection of historical documents, oral histories, photography, and artwork into content that can be used for videos, signage, audio tours, and other ways to engage visitors in the community's history and stories.
- ii. Seek 3D funding to rename and reposition the Chamber's app as the go-to for downloadable tours and other experiences and enliven it with audio and video content to share more stories. Recommendation: Rename the app and visitor website "Experience Boulder City."
- iii. Consider designing new tours to move visitors past shops and restaurants, such as an Art Deco tour sharing Boulder City's charming collection of 1930s and 1940s commercial buildings, as well as residential architecture.
- iv. Incorporate QR codes for the app in walking tour locations and cross-selling strategies, ensuring that QR codes take users directly to relevant content addressing their interests.
- v. Develop multilingual versions of the app, particularly to attract and serve international visitors.
- vi. Consider working with business partners to integrate financial transactions into the app, especially to generate more spending from visitors in-market.



OBJECTIVE 1: DEVELOP COMPELLING PRODUCTS AND EXPERIENCES

ACTION STEP: YEAR 3-5

D. Build Boulder City's historical appeal by integrating its rail experiences and positioning the community's rail history as a new destination driver.

- i. Seek ways for visitors to enjoy the complete Boulder City train experience by linking the new Railroad Museum Visitor Center with downtown experiences.
- ii. Incorporate the new Visitor Center into the Chamber's cross-selling strategy. (See Strategy 2B.)

ACTION STEP: YEAR 5-10

E. Develop a History and Heritage Trail that strings together Boulder City's many cultural gems into a cohesive, high-impact experience.

- i. Establish a trail that tells the story of how Boulder City built the dam — and how the dam built Boulder City.
- ii. Incorporate the trail into the "Experience Boulder City" app to guide visitors through museums, past early worker housing, significant buildings, works of art celebrating the feat, and ultimately Hoover Dam and Lake Mead.
- iii. Incorporate multi-lingual interpretation in the app and throughout the trail to engage visitors from around the world.



The rugged desert lands surrounding Boulder City and Lake Mead are typically regarded as outstanding places for outdoor recreation but they are also home to a diverse array of wildlife . Visitors laud Boulder City's Hemenway Park, especially on social media, for its abundant population of majestic bighorn sheep. This species is so prevalent that the city operates a "Ram Cam" allowing wildlife lovers to watch virtually.

OBJECTIVE 2: DEVELOP VISITOR INFRASTRUCTURE

INITIAL ACTION STEPS: YEAR 1-2

A. Build on recent wayfinding efforts to guide visitors.

- i. Seek city support or other funding to implement recommendations of the LGA Wayfinding and Signage Study.
- ii. Seek 3D funding to incorporate wayfinding guidance into the Chamber website, as recommended by the LGA study.

B. Cross-sell Boulder City attractions at key visitor sites.

- i. Seek 3D grant funding to develop a strategy for developing displays at Boulder City's top attractions to prompt interest in other Boulder City experiences and facilitate linkages between different attractions.
- ii. Seek 3D grant funding to execute on the cross-selling strategy, whether through kiosks, videos, maps, or other inspirational guidance.

ACTION STEPS: ONGOING

C. Develop transit options to transport visitors without cars.

- i. Seek an Adventure Center partner or partners who can provide street-legal rental transit options, such as e-bikes or potentially OHVs, that visitors could rent to explore Boulder City without a car.
- ii. Evaluate the potential of using the Visitor Center's vast parking lot as a staging area for transporting visitors into Boulder City via a circulating shuttle or trolley.
- iii. Support development of a trail linking the Adventure Center to Boulder City commercial areas and other key sites.

D. Consider smaller, unique lodging options adding to diversity of overnight accommodations.

- i. Build a case for how transforming Boulder City's roadside motels into stylish lodging options can generate higher overnight rates and yield more sales taxes revenues.

- ii. Seek interest in establishing a business improvement district or other mechanism that could incentivize investment into existing lodging properties.
- iii. Recruit development of small, unique lodging options of 35 rooms or less. Options could include repurposing existing buildings or a glamping resort offering RV trailers, yurts, or cabins.

Visitors are often delighted by the quality and number of Boulder City's public art installations. The Chamber's Boulder City Mural and Sculpture Walking Guide provides a mile-long, step-by-step tour along city streets past nearly 60 murals and sculptures. The Chamber's downloadable app offers an in-depth look at each work of art.



OBJECTIVE 3: DEVELOP ORGANIZATIONAL STRENGTH

INITIAL ACTION STEPS: YEAR 1-2

A. Build the Chamber's capacity to implement the 3D plan.

- i. Seek a 3D grant for contractual expertise to oversee and implement high-priority, early-stage 3D initiatives.
- ii. Structure 3D-funded projects to be as turnkey as feasible by contracted resources.
- iii. Lead advocacy for the city to allocate either a share of its Clark County lodging tax rebate or a share of the yearly increase in city sales tax revenues to help fund the Chamber's leadership of 3D initiatives.
- iv. Explore development of a Business Improvement District to generate independent resources funded by business partners to advance shared economic development goals.

(See Funding Opportunities, p. 28, for more details.)

B. Make the success of the Travel Nevada Adventure Center a top priority for the Boulder City community.

- i. Closely monitor outcomes of Adventure Center operations to assess and communicate the new concept's impact and value for the local economy.
- ii. Identify and seek support for addressing emerging issues that could impede success.
- iii. Develop a strategy to survey Adventure Center guests to determine levels of satisfaction and identify potential improvements during startup years. Surveys could be conducted via follow-up questionnaires, quarterly

intercept studies, or through providers of on-site, online surveys.

- iv. Encourage the local business community to honor regular hours of business to create a consistent experience for visitors.

C. Establish a Chamber messaging campaign to encourage responsible travel.

- i. Establish a working group to identify and prioritize key messages and practices for advancing responsible and welcoming behaviors and reducing environmental impacts.
- ii. Seek 3D funding to develop a community-wide strategy for encouraging positive interactions with the community, its historic sites, and with public lands.

ACTION STEPS: ONGOING

E. Continue building perceptions of the Chamber as a key advocate for the Boulder City community.

- i. Systematically measure outcomes and share regular updates of 3D initiatives and other Chamber projects to underscore the value of tourism for Boulder City.
- ii. Continue supporting partnerships to advance the community's long-term interests, such as the "More to Mead" initiative.
- iii. Provide guidance for Chamber members to embrace best practices for reducing environmental impacts and other impacts of visitation.

The Chamber's dynamic CEO Jill Lagan keeps the Boulder City community engaged – and on podcasts – with regular editions of *The Best Dam News and Podcast*. She lifts up accomplishments and shares insights into local businesses, adventure tourism, and life in Boulder City in general. Recent segments have included lively interviews with a local photographer, young anglers from the Boulder City Bass Club, and skincare tips from a local esthetician. Lagan invites the local community to listen in and share the podcasts with others.



OBJECTIVE 4: DEVELOP PROMOTIONAL STRENGTH

INITIAL ACTION STEPS: YEAR 1-2

A. Deepen collaborations with the Las Vegas Convention and Visitors Authority (LVCVA) to attract visitors to Boulder City.

i. Collaborate with LVCVA to ensure that its Boulder City website — VisitBoulderCity.com — guides visitors to the new Adventure Center and reflects new offerings and enhancements to existing ones.

B. Make the success of the Travel Nevada Adventure Center a top priority for the Boulder City community.

- i. Identify a separate, visitor-focused URL, such as ExperienceBoulderCity.com, to share tourism-related website content with visitors.
- ii. Seek grant funding to reimagine the Chamber’s website content, especially to inspire visitors to begin their trip at the new Adventure Center and to showcase experiences.
- iii. Seek support for funding to optimize the Chamber’s visitor website so that visitors are more likely to find it.
- iv. Shape website content to speak to the Target Visitors described in this plan.

ACTION STEPS: ONGOING

C. Inspire key audiences with Boulder City’s compelling collection of visitor experiences.

- i. Package three days of thrilling and fun Boulder City adventures with an overnight stay to create a compelling message — and an easy vacation plan for travelers to make Boulder City their destination for an overnight trip.
- ii. Offer the “Three Days to Play” message to Las Vegas metro area residents seeking a quick getaway or “staycation,” especially during slower times of the year.
- iii. Consider working with local operators to offer special promotions for Las Vegas metro area residents during slower times of year.
- iv. Develop an experience package aimed at sustainable travelers interested in exploring culture and history, supporting local businesses, and lower-impact forms of recreation.



OBJECTIVE 4: DEVELOP PROMOTIONAL STRENGTH

D. Collaborate with Las Vegas tour operators to share Boulder City experiences in the best light.

- i. Seek opportunities to hop-on tour buses and share feedback on ways to make trips more fun or compelling.
- ii. Meet regularly with key Las Vegas tour operators to share Boulder City updates and secure input on ways to improve tour experiences for all.
- iii. Encourage tour operators to give visitors time to experience downtown Boulder City's charming shops, restaurants, and attractions.

E. Align marketing strategies with Travel Nevada's brand, priorities, and initiatives to maximize the benefit of the state's national tourism campaign.

- i. Identify "Get A Little Out There"-worthy experiences to align with Travel Nevada initiatives and improve chances of being showcased in the state's promotional marketing and PR initiatives.
- ii. Maximize opportunities to advance Boulder City's brand and strategies through state marketing grants.

F. Focus on high-impact, cost-effective marketing tactics to amplify Boulder City's messages.

- i. Address rising interest in short-form video by sharing unique Boulder City experiences through digital storytelling and other digital and social communications.
- ii. Enliven the Chamber website with videos, digital storytelling, and a clear appeal to both Las Vegas visitors and residents.
- iii. Consider intercepting the millions of road trippers on U.S. 93 with a billboard inviting them to plan a day of fun at the Adventure Center.



The Las Vegas Convention and Visitors Authority's status as Clark County's tourism marketing organization fosters an unusual alliance between LVCVA and the Boulder City Chamber of Commerce. As a recipient of countywide lodging taxes, LVCVA brands and markets Boulder City, primarily as a day trip destination for Las Vegas hotel guests, through VisitBoulderCity.com and a downloadable brochure filled with exciting experiences. Although the Chamber receives no lodging taxes, it operates a separate website, BoulderCityChamber.com, and distributes brochures under its own logo, with support from Travel Nevada grants.

BOULDER CITY

HOW TO IMPLEMENT THIS PLAN



ROLES AND RESPONSIBILITIES

This plan’s success will depend upon strong partnerships among many organizations. It will also require these organizations and operators to take the lead on initiatives related to their work or interests.

Lead Organization	Boulder City Chamber of Commerce	The Chamber is the lead organization overseeing and directing implementation of the 3D plan.
Lead Marketing Partner	Las Vegas Convention and Visitors Authority	The LVCVA will play a key role in marketing Boulder City to prospective visitors. Close alignment will be required to ensure evolving offerings — including the Travel Nevada Adventure Center and the new Railroad Museum Visitor Center — are promoted.
Local Government	Boulder City	The City has been an important partner throughout the 3D planning process. Its support will be critical to advancing strategies for wayfinding, transit, improvement of visitor infrastructure, and potential future funding.
Federal Partners	Lake Mead National Recreation Area; Bureau of Reclamation	As stewards of the area’s most significant destination drivers, Boulder City’s federal partners will continue to play a key role in the attraction and management of visitors as well as development of visitor experiences, especially through LMNRA’s “More to Mead” initiatives. These partners can play an important role in Boulder City’s cross-selling strategy.
Tour Operators /Outfitters	National Park Express, Hoover Dam Rafting Company, Others	The array of experiences offered by tour operators and adventure outfitters are among Boulder City’s main attractions, especially for day visitors from Las Vegas. Showcasing and expanding these experiences, especially at the Adventure Center, is a critical part of the 3D plan’s strategy for generating more economic impact.
Local experts	Historic Preservation, Boulder Dam Museum, Others	Local experts with a deep understanding of Boulder City’s history, heritage, and public arts collection will be key contributors for curation of historic and cultural content and development of new technology-based strategies for engaging visitors.
Retail, Lodging, and Food & Beverage Operators	Private sector operators	Businesses supporting essential needs for visitors can play important roles in increasing visitor satisfaction, referring visitors to less-visited attractions, and reinforcing the character and feel of the community, whether through hanging local artwork or photography on their walls or naming items on their menus.

FUNDING OPPORTUNITIES

Current Chamber Funding

The Chamber is designated as the lead agency for implementing the 3D Plan. The organization currently operates with an annual budget of approximately \$250,000 and has two full-time employees, including the Chamber CEO and an office manager. About 60% of the Chamber's activities are funded from membership dues, while 30% comes from fund-raising and 10% from grants.

For the Chamber to maximize the 3D plan's potential to generate increased visitor spending, business earnings, and local sales tax revenues, additional resources very likely will be required.

Prospective Funding Sources

The 11% lodging tax on Boulder City accommodations is distributed along with other Clark County lodging taxes via a formula among school and stadium districts, the State of Nevada, and the LVCVA, the region's entity for marketing tourism. Approximately \$500,000 a year is rebated to Boulder City. Although lodging taxes typically are a prime source of funding for chambers and DMOs, especially in cities with economies that rely on tourism, Boulder City currently does not share its lodging tax rebate with the Chamber.

To fund ongoing implementation of strategies in this plan, three alternatives are recommended for consideration:

- As a 3D Project participant, the Chamber can apply for a significant share of a one-time \$2 million fund created with federal pandemic recovery money to implement initiatives in this plan. Potentially, the Chamber's 3D grant can support Year 1-2 strategies.

- The City could contract part of its annual lodging tax rebate to the Chamber to implement strategies important to the city. Alternatively, the city could fund a contract with the Chamber by allocating a portion of the annual increase in the city's sales tax collections. Either funding mechanism recognizes and supports the Chamber's role in increasing the city's economic health. Support for a strong Chamber will be especially critical to build the resilience of the local tourism economy against future falling lake levels.
- Under Nevada law, the Chamber could pursue creation of a Business Improvement District (BID), generating revenues to promote and enhance Boulder City tourism. BIDs are organized by a vote of businesses — often hotels, but also attractions or other tourism operators — to impose voluntary fees on their own revenues, with proceeds going into a fund overseen by a board representing the participating businesses. It is advised that the Chamber explore this option with a professional resource experienced in developing BIDs for tourism organizations.

Other funding opportunities

- The membership of the 3D Working Group includes many state and federal agencies with resources that could advance initiatives described in this plan.
- The Governor's Office of Economic Development and its partners offer many options to connect rural entrepreneurs with capital, business resources, and learning networks.
- Travel Nevada maintains an extensive list of funding opportunities for rural tourism development at <https://travelnevada.biz/travel-nevada-partner-resources/>



OVERCOMING BARRIERS TO IMPLEMENTATION

The success of the Boulder City 10-year Destination Plan will hinge on the community’s ability to address and overcome a mix of challenges.

Barrier	Challenges	Solutions
Sustainable funding	The Chamber CEO and staff already are operating well over capacity on very limited resources. Without additional resources, the Chamber will be challenged to implement 3D initiatives that could generate significant benefits for the Boulder City economy.	Consider new funding opportunities (identified on p. 28). Providing additional funding for the Chamber can be considered as an “investment” that has strong potential for ROI. Likewise, leaving this economic development engine underfunded can be considered an “opportunity cost.”
Need for aligned action among a wide variety of Chamber partners, the City, tourism organizations, state and federal agencies, and other entities	This plan’s implementation will require a steady focus, support, commitment, and consensus among a wide group of interests and many may have varying goals.	Many key players have taken an active role in the 3D planning process. It will be vital to convert this interest and commitment into a 10-year initiative. A continual focus on educating and engaging key stakeholders and reporting outcomes will be essential for progress.
Limited overnight accommodations in Boulder City/Aging lodging infrastructure	Boulder City’s limited room base and outdated lodging properties significantly limit the potential economic contribution from tourism. New lodgings on the city’s outskirts are likely to accommodate visitors who patronize Boulder City businesses, but these properties also pose strong competition for the city’s operators.	Many of the city’s mid-century roadside motels hold strong potential for renovation into charming lodging options. Taking steps to foster reinvestment is a path to generating higher rates, more sales tax revenues, and higher-spending visitors. New lodging concepts could allow development of interesting new properties with 35 rooms or less.
Limited visitor awareness of Boulder City experiences	Many visitors come to recreate at Lake Mead or see Hoover Dam and leave without much contribution to the Boulder City economy.	More promotional resources are key to stimulating interest. Many 3D Plan strategies aim at educating visitors, including the Adventure Center, cross-selling opportunities at areas of visitor concentration, and technology-based strategies for engaging visitors.
Community resistance to tourism	Residents may be concerned about potential negative impacts of more tourism development. Gaining local support is crucial to developing a more robust visitor economy.	Engage local Boulder City residents by continually showcasing examples of how building the tourism economy supports local businesses and enhances local quality of life.

COMMUNICATIONS STRATEGIES AND THEMES

Given the Chamber's limited funding, developing a cohesive communication strategy is essential for building Boulder City's identity as a destination that offers more than a trip to Lake Mead and the Hoover Dam.

COMMUNICATIONS STRATEGIES

- **Continue partnering with the LVCVA.** The unique collaboration between the Chamber and the LVCVA will become even more critical as the 3D Plan is implemented, the Adventure Center opens, and new recreational opportunities are created from "More to Mead." LVCVA support will be especially critical for building the resilience of Boulder City's economy should Lake Mead levels continue to fall. While LVCVA is interested primarily in promoting the Boulder City area as a fun day trip for guests staying in Las Vegas hotels, its massive marketing budget wields powerful influence. It will be vital for LVCVA promotions to reference the Adventure Center and encourage day trippers to soak in Boulder City's compelling history and small-town appeal, walking tours showcasing art and Art Deco architecture, and the fun of exploring the new Railroad Museum Visitor Center.
- **Improve performance of the Chamber's visitor website.** Today, a Google search for "Boulder City tourism information" directs potential visitors first to VisitBoulderCity.com, created and maintained by LVCVA. Then, users must navigate past sites for the Boulder Dam Hotel, Boulder City, Boulder CO, and TripAdvisor to get to BoulderCityChamber.com. In part, this reflects the Chamber's limited resources to optimize its website for visitor searches. To engage visitors in staying overnight or lure them downtown, it is essential to resource the Chamber to maintain and optimize an effective, attractive website presence. A high-performance website is considered table stakes for any destination organization to engage with key audiences.

- **Position the Adventure Center as a visitor's first stop.** Once the Adventure Center opens, use "Start your trip at the Adventure Center" as the call to action for communications relating to all Boulder City trip planning. Used consistently, this message can create an easy path for visitors to plan a full day or many days of fun experiences in and around Boulder City. The call to action can lead to a landing page or a microsite guiding visitors not only to Adventure Center offerings but other Boulder City attractions as well. This will be a key strategy for influencing visitors early in their trip planning journey, especially if they can complete transactions for tickets online.
- **Intercept Road Trippers.** Develop strategies specifically aimed at intercepting the millions of road trippers stopping to see Hoover Dam and Lake Mead on their travels. One simple tactic could be a billboard directing passing travelers to stop at the Travel Nevada Adventure Center to sign up for adventure and fun.
- **Use locals as referrers.** With the Las Vegas metro area's population at 2.9 million and rising, primarily from people relocating from other states, a ready-made opportunity awaits to target locals. The Chamber may consider working with operators to provide a special rate for locals who bring friends and family members, especially during slower times of year.
- **Share digital stories.** Use rising interest in digital storytelling to share brief, inspiring Boulder City experiences, even without paid media. Idea: Create Instagram Reels capturing creation of Boulder City art installations, nostalgia trips through Americana, interactions with quirky heritage experiences, Art Deco architecture, or fun rail rides.
- **Promote stewardship.** With so many Boulder City experiences touching sensitive natural environments or cultural assets, it is key to develop consistent messaging about experiencing these treasures in a responsible way.

COMMUNICATIONS THEMES

The following themes were identified.

- **Small-town Americana.** A visit to Boulder City is a chance to slow down and step back to a simpler time by experiencing a walkable community steeped in American history. This chance to experience small-town Americana is a particularly compelling proposition for international visitors as well as for Americans feeling nostalgic for less-complicated times and places.
- **Too much to experience in just a day.** Reinforce the wide range of experiences Boulder City has to offer and what a traveler risks missing if they visit for only a day.
- **"Three days and many ways to play."** Package up three days of thrilling and fun Boulder City adventures to create a compelling message — and an easy vacation plan — for travelers to make Boulder City their destination for an overnight trip.
- **Invite Las Vegas metro residents to "Staycation."** A "Three Days to Play" message can be an especially compelling offer for locals seeking a quick getaway. Because locals can get to Boulder City at the drop of a hat, this can be a particularly effective strategy for stimulating visitation and bookings during slower times of the year — even if locals choose a day trip rather than a three-day stay.
- **Gain a deeper understanding of Nevada's history, heritage and art.** As Las Vegas' population booms with transplants from other parts of the U.S., serve up a Boulder City experience as a key opportunity to learn more about their new state's heritage and history, while experiencing important U.S. icons as well.
- **Preserve an American treasure.** Touch visitors' interest in safeguarding what is most special about Boulder City — its iconic place in U.S. history — and extend that to sharing care for the city and others, cultural artifacts, the quality of the lake, and the lands surrounding it.

MEASURES OF SUCCESS

ECONOMIC GOAL*

By implementing this 3D plan, Boulder City will double its average visitor credit card spend from \$75 per trip in 2024 to \$150* by 2034.

INDICATORS**

Objective 1: Develop Compelling Visitor Experiences

- Travel Nevada’s Zartico credit card spending trends among Boulder City visitors
- Boulder City sales tax collections

Objective 2: Develop Visitor Infrastructure

- Vehicle volumes at the Adventure Center/Visitor Center parking lot.
- Adventure Center transactions
- Welcome Center visitors
- Trolley/Shuttle service passenger numbers
- Trail counters on developed trail between Adventure Center and downtown

Objective 3: Develop Organizational Strength

- Chamber revenues
- Brief annual survey of business attitudes toward 3D initiatives

Objective 4: Develop Promotional Strength

- Website traffic (both LVCVA and Chamber)
- Downloads of new apps and content

** This assumes a 4% annual growth rate on top of 3% annual inflation, with progress to be measured periodically through Travel Nevada’s Zartico custom reports.*



RESOURCES

The following are resources that may be helpful in implementing the Boulder City 10-year destination plan.

Public Lands

- Lake Mead Superintendent’s Compendium
- “More to Mead” Planning Initiative

Arts and Culture

- Nevada Arts Council
- National Endowment for the Arts
- Nevada Humanities

Transportation

- Nevada Department of Transportation

Rural Economic and Community Development

- Governor’s Office of Economic Development
- The Nevada Main Street program and Community Development Block Grants

Housing, Infrastructure, Broadband, and Other Rural Services

- USDA Rural Development Programs and Services

Historic Preservation

- Nevada Trust for Historic Preservation
- Nevada State Historic Preservation Office
- National Park Service Historic Preservation Fund

Environmental Quality

- The Environmental Protection Agency

Federal Arts and Culture

- National Endowment for the Arts (NEA)
- National Endowment for the Humanities (NEH)
- Institute of Museum and Library Services (IMLS)
- Department of Education - Office of Innovation and Improvement
- Department of Housing and Urban Development (HUD) - Office of Community Planning and Development

Academic

- University of Nevada - Reno - Economic data and planning



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Boulder City

3D Steering Committee

Taryn Troll	Boulder Dam Credit Union	Chamber Chair
Lindsay Stevens	Owner, The Coffee Cup	Incoming Chamber Chair
Pamela Hyde	Owner/Photographer, 28 Sunflowers	Chamber Treasurer
Monica Preston	The Espresso Explorer	Chamber Communications Director
Barbara Agostini	Registrar, Boulder City High School	
Sarah Iwinski	Owner, Serenity Salon and Spa	
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** Project Co-Lead

APPENDICES

- Application for 3D Project
- [Boulder City 3D Stakeholder Map](#)
- [Boulder City Destination Asset Inventory](#)
- 3D Tourism Development Study
- Custom Zartico Report for Boulder City.

A 10YR DESTINATION PLAN

FOR BOULDER CITY

