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Destination Background: 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 an actual city, incorporated within Clark County. Initially, 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 — prohibiting 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 and proximity to Las Vegas's robust visitor economy and population have 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), partly funded by 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 open one of two prototype Nevada Adventure Centers next to the Boulder City Welcome Center. 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, its 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.

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Organizations and Communities Involved in the Project:

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 Rail road 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 LMNRAs. "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.

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Organizations and Communities Involved in the Project (continued):

The Boulder City Chamber of Commerce will be taking on the lead in commitment and responsibility to overseeing the fantastic success this 10-year Destination Plan will have for Boulder City, Southern Nevada, and the State of Nevada. With so many strong players involved and a solid plan to work from, its success is inevitable.

In the months leading up to the Steering Committee's first meeting and throughout the focus groups with the public, we had the opportunity to discuss and uncover many of the goals and aspirations of each federal agency, governmental bodies, and local organizations. All had one thing in common: to ensure we met the needs of all interested in coming to Boulder City and engaging in adventure, cultural, and heritage tourism.

With the addition of the Boulder City Accessibility Ad hoc Committee to the Steering Committee in the last 30 days, we now have a very well-rounded team that can assist us with their expertise in the physical elements of the Boulder City Adventure Center as well as all over the community and will better aid those with physical disabilities as they navigate our community. Also, among the critical components in adding to the visitor experience is the assurance that all staff, consultants, and volunteers at the Nevada State Welcome Center are currently certified by the IBCCES (International Board of Credentialing and Continuing Education Standards) as Certified Autism Travel Professionals.

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Project Activities and Descriptions: This comprehensive tourism development plan has four key elements. 1) The improved LED display at the Boulder City Welcome Corner. 2) The creation and purchase of the Best Dam 411 Infomobile. 3) Contracting with experts in the areas of current capacity needs. 4) The creation of the Boulder City Express delivering guests to the heart of Boulder City.

- 1) The BC Welcome Sign is a vital source of detailed information for Boulder City guests and residents. It provides updates on special events, emergency communications, informational resources, and tourism directional signage. Its role in communication and community engagement cannot be overstated. It was erected in 2009 and has been a reliable and trusted tool. It is currently in disrepair and has been carefully band-aided to the point of no return. We are grateful for the assistance of a sign technician coming out from Las Vegas to volunteer his time and hand-me-down components needed to keep the message moving. This grant opportunity will allow us to replace the current unit with a more efficient, visible combination of units that will be a clearer provider of the trusted information it has become known for. This upgrade to the latest technology is also easier to service, has currently available components if the hardware is needed, and would come with a warranty that would carry its maintenance past the 10-year Destination Plan's life. Communicating quicker, more efficiently, and sustainably seems to be the biggest win for this investment.
- 2) Best Dam 411 Infomobile: This component of this significant grant ask has generated the most enthusiasm among the Steering Committee and the public, who have discussed its possibility. The Committee had several locals submit their research, cost analysis, and feedback gathered when sharing the concept with their business associates and organizations. The straightforward idea of having an iconic feature that shares how unique Boulder City is to all our neighboring communities and special event attendees has generated a lot of energy and ideas of best practices for its placement. Several companies have been identified as potential providers of this vehicle. They can customize the interior and exterior to create a road-worthy car that draws attention to its messaging by its very presence. The most crucial factor for this infomobile was its electrification and nod to sustainability. This investment in visitor education speaks volumes about the importance of this 10-year plan for Boulder City's core competencies by being a demonstration of clean energy usage. This fun and informative vehicle, the Best Dam 411 Infomobile, will be strategically placed in locations that draw the most attention to our destination. We firmly believe it will be a game-changer for us, serving as a tool to increase visitor spending simply by providing guests with the Best Dam 411.
- 3) Building capacity for the Boulder City Chamber of Commerce and by extension the entire business community of Boulder City was noted on almost every page of the 10-year Destination Plan. We are pleased to see all that has been accomplished with the modest budget and limited staffing. With so many exciting opportunities

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right around the corner, it is time to prepare for those added experiences and soon-to-be-created experiences. Although these will be contractors and consultants, we view this as job creation and economic development in the overall picture of the building of the Boulder City Experience tour package, the Boulder City Express transportation package, and the effective use of the Best Dam 411 Infomobile.

Operations Management Contractor: Oversee the daily operations of the Boulder City Adventure Center, including facility management, customer relations, vendor relations, and all other duties of site management that are not necessarily listed. This contractor will have the extraordinary role of ensuring all areas of the property are accessible to all and safe for all to experience and will work with the Boulder City Accessibility Ad hoc Committee to ensure we meet and surpass all requirements and suggestions. ADA is the baseline for our standards. We will surpass that with the addition of certifications and site improvements to also accommodate those with social and emotional disabilities as well.

Tourism Development Contractor: To oversee the stabilization, sustainability, and success of the Boulder City Chamber of Commerce's 10-year Destination Plan, emphasizing the design and development of the new Boulder City Experience in partnership with the Boulder City Express. Also included in the scope of work will be the oversight of all digital messaging to ensure accurate and timely information for the tourism industry partners and the general public. This facet also includes data collection, statistical reporting, and the interpretation of success via trackable and measurable goals and objectives. This position will also require delivering public announcements and occasional public appearances.

Tourism Development Coordination Consultant: Will assist in tourism development in coordination with the contractor authoring the Boulder City Experience. This position will also manage the LED messaging board at the Boulder City Welcome Center, ensuring its accuracy and timely message development. This position will also assist the facilities management contractor with guest relations at the Boulder City Adventure Center.

Community Relations Consultant: Community relations are essential to the success of all the objectives of the Boulder City Chamber of Commerce and the Boulder City Adventure Center. Being the face of these organizations and the first person many guests to the area will engage with is an extraordinary role. Still, they must be knowledgeable, helpful, gracious, and motivated. The Best Dam 411 Infomobile will be the fundamental responsibility of the Community Relations Consultant and will require them to maintain the vehicle, book its appearances, and keep it stocked with all the information applicable to the location it serves. Added responsibilities may include assisting with any Main Street Boulder City programs or events and coordinating the volunteers at the Nevada Welcome Center lobby. Another objective is to design and develop a digital art walk map that leads the guests to an educational and artistic interpretation of the history of Boulder City. The current assets are in place; they need someone to help write and tell their story.

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- 4) Boulder City Express has a history in Boulder City...a 4-week history! It offered its first run in Boulder City just four weeks before the COVID shutdown. The Chamber and National Park Express developed and test-ran the idea of delivering guests from the Las Vegas Strip to Boulder City. This pilot program proved effective and directly provided the missing transportation link to the Historic District of Boulder City. By making it easy and inexpensive for tourists to visit Boulder City, we eliminated the most significant deterrent and increased visitation. How Do We Feed It?!? We posed This question to the Steering Committee over ten months ago as we began assessing what Boulder City had to offer through activities and how we could "feed" those activities to visitors. The hand that feeds this market will be a bus driving 50+ passengers a day into the heart of Boulder City. This will be the beginning of their future tour options once the Boulder City Adventure Center opens and will lay the groundwork for what will be even more robust and fruitful once the one-stop shop is built and the ribbon is cut.

Project Goals and Outcomes: By implementing the 3D plan, Boulder City will double its average visitor credit card spending from \$75 per trip in 2024 to \$150 by 2034. Granted, we need to find the best way to truly measure this calculated dollar amount, but the main idea is there, and our sights are set on surpassing that average daily spend.

Each element of the project will have its own measurables and key indicators built into the contract, and for the individual contractors and consultants, monthly checkpoints will ensure we are always on track. By reviewing all progress monthly and reporting it quarterly, we have the opportunity to course correct if need be and pivot to the point of success.