SOUTHERN NEVADA
Tourism Infrastructure Committee

MEETING AGENDA

July 14, 2015
1:30 p.m.

Main Location:
Grant Sawyer Building
555 E. Washington Ave., Room 4412
Las Vegas, NV 89101

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1. **Call to Order, Roll Call and Establish Quorum**
2. **Public Comments**
3. **Committee Introductions** (Chairman Hill)
4. **Overview of the Committee Charge and Proposed Process** (Chairman Hill)
5. **Overview of the Open Meeting Law** (Sophia Long, DAG)
6. **Southern Nevada's Economic Growth and the Importance of Tourism Infrastructure** (J. Aguero, Applied Analysis)
7. **Introduction of Agenda Items Scheduled for August Meeting**
8. **Committee Member Comments**
9. **Public Comments**

For Possible Action 10. **Adjournment**

NOTE (1) THIS AGENDA HAS BEEN POSTED NO LATER THAN THREE WORKING DAYS PRIOR TO THE MEETING AT THE FOLLOWING LOCATIONS:

a. GOED, 808 W. Nye Ln, Carson City, NV
b. Sawyer Building, 555 E. Washington Avenue, Las Vegas, NV
c. Nevada State Library, 100 N. Stewart St., Carson City, NV
d. Nevada State Capitol, 101 S. Carson Street, Carson City, NV
e. EDAWN, 5190 Neil Road, Suite 110, Reno, NV
f. NDA, 6700 Via Austi Parkway., Suite B, Las Vegas, NV
g. Elko County, 569 Court Street, Elko, NV
h. City of Fallon, 55 W. Williams Avenue, Fallon, NV
i. City of Las Vegas, City Hall, 400 East Stewart Avenue, Las Vegas, NV
j. City of North Las Vegas, City Hall, 2250 N. Las Vegas Boulevard, North Las Vegas, NV
k. Clark County Government Center, 500 S. Grand Central Parkway, Las Vegas, NV
l. City of Boulder, City Hall, 401 California Avenue, Boulder City, NV
m. City of Henderson, City Hall, 240 Water Street, Henderson, NV
n. City of Mesquite, City Hall, 10 E. Mesquite Boulevard, Mesquite, NV
o. NNRDA, 1500 College Parkway, McMullen Hall, Room 120, Elko, NV
p. Humboldt Development Authority, 90 W. Fourth Street, Winnemucca, NV
q. Lincoln County Regional Development Authority, P.O. Box 1006, Caliente, NV
r. Lander County Economic Development Authority, 315 S. Humboldt Street., Battle Mountain, NV
s. NNDA, 704 W. Nye Lane, Carson City, NV
t. Nye County Regional Economic Development Authority, P.O. Box 822, Pahrump, NV
u. White Pine County Economic Diversification Council, 957 Campton, Suite 11, Ely, NV
v. GOED website www.diversifynevada.com
w. Nevada Public Notice website http://notice.nv.gov

NOTE (2) Persons with disabilities who require special accommodations or assistance at the meeting should notify Lynne Taylor-Bullock, Governor's Office of Economic Development, 555 E. Washington Ave., Suite 5400, Las Vegas, Nevada 89101 or by calling 702-486-2700 on or before the close of business two business days prior to the meeting date.

NOTE (3) The Committee reserves the right to take items in a different order, combine items for consideration and/or pull or remove items from the agenda at any time to accomplish business in the most efficient manner.

NOTE (4) All comments will be limited to 3 minutes per speaker. Comment based on viewpoint may not be restricted. No action may be taken upon a matter raised under the public comment period unless the matter itself has been specifically included on an agenda as an action item. Prior to the commencement and conclusion of a contested case or quasi-judicial proceeding that may affect the due process of individuals, the Committee may refuse to consider public comment. See NRS 233b.126.

NOTE (5) For supporting material please contact Lynne Taylor-Bullock, 555 E. Washington Avenue, Suite 5400, Las Vegas, Nevada 89101, (702) 486-2700, ltaylor@diversifynevada.com. Materials may be obtained at the following public locations: Governor's Office of Economic Development, 555 E. Washington Avenue, Suite 5400, Las Vegas, Nevada 89101 or Governor's Office of Economic Development, 808 W. Nye Lane, Carson City, Nevada 89703.

PRELIMINARY MEETING SCHEDULE

Meeting Dates	July 14, 2015	August 27, 2015	September 24, 2015	October 22, 2015	December 3, 2015	January 28, 2016	February 25, 2016	March 24, 2016	April 28, 2016	May 26, 2016	June 23, 2016	July 28, 2016
Meeting Time	1:30pm – 4:30pm	9:00am – 4:30pm	9:00am – 4:30pm	9:00am – 4:30pm	9:00am – 4:30pm	9:00am – 4:30pm	9:00am – 4:30pm	9:00am – 4:30pm	9:00am – 4:30pm	9:00am – 4:30pm	9:00am – 4:30pm	9:00am – 12:00pm
Meeting Location	Grant Sawyer Building, Room 4412	UNLV Foundations Bldg. (FND) Blasco Event Room	UNLV Foundations Bldg. (FND) Blasco Event Room	UNLV Richard Tam Alumni Center (TAC)	UNLV Foundations Bldg. (FND) Blasco Event Room	UNLV Foundations Bldg. (FND) Blasco Event Room	UNLV Foundations Bldg. (FND) Blasco Event Room	UNLV Foundations Bldg. (FND) Blasco Event Room	UNLV Foundations Bldg. (FND) Blasco Event Room	UNLV Foundations Bldg. (FND) Blasco Event Room	UNLV Foundations Bldg. (FND) Blasco Event Room	UNLV Foundations Bldg. (FND) Blasco Event Room
Primary Objective of the Meeting	Committee introductions; administrative/ process items; open meeting law; and baseline economic assumptions	Issue #1: McCarran International Airport; the future of transportation in America	Issue #2: Stadiums, arenas and event centers	Issue #3: Convention centers	Issue #4: Roads, highways and mass transit	Issue #5: Pedestrian movement within the resort corridor	Work Session #1: Stadiums/event centers; airport; pedestrian movements	Work Session #2: convention centers; roads, highways and mass transit	Major infrastructure funding	Project prioritization, timing, need and legislative requirements	Conclusions and recommendations	Presentation of final report
Staff Recap/ Introduction	Defining the Tourism Corridor Data collection and reporting procedures	Recap of general committee charge and process; recap of baseline economic assumptions	Recap of airport findings; summary of future of transportation	Recap of stadiums, arenas and event center findings	Recap of convention center findings	Recap of roads, highways and mass transit findings	Recap of; stadium/event center findings; recap of airport findings; recap pedestrian movement findings	Recap of convention center findings; recap roads, highways and mass transit findings	Recap of action items identified during Work Sessions #1 and #2	Recap of funding strategies and alternatives	Recap of prioritization, timing, need and legislative requirements	Recap of the process; summary of final report
Agenda Items	General overview of interim committee charge (Chairman Hill) Introductions of committee members (Chairman Hill) Overview of the Nevada Open Meeting Law (Staff, to be determined)	General committee/ administrative business (Chairman Hill) Reports on McCarran International Airport • McCarran International Airport (R. Vassiliadis) • Passenger Carriers (Southwest Airlines; Allegiant Airlines) • Tour operators (Maverick, Papillion)	General committee/ administrative business (Chairman Hill) Reports on stadiums, arenas and event centers • MGM Grand Garden, Mandalay Events Center, and MGM/AEG Arena (M. Prows) • Boyd Gaming Orleans Events Center (Andre Filosi/Rex Berman) • Thomas and Mack Center, Cox Pavilion	General committee/ administrative business (Chairman Hill) Reports on Convention Centers • Las Vegas Convention and Visitors Authority (R. Ralenkotter) • Las Vegas Sands (TBD) • Mandalay Bay Convention Center (TBD)	General committee/ administrative business (Chairman Hill) Reports on Roads, Highways and Mass Transit • Regional Transportation Commission (T. Quigley) • Nevada Department of Transportation (R. Malfabon) • Las Vegas Monorail Corporation (C. Myles)	General committee/ administrative business (Chairman Hill) Reports on Pedestrian Movement • Clark County (D. Burnette) • City of Las Vegas (B. Fretwell) • Nevada Resort Association (V. Valentine)	General committee/ administrative business (Chairman Hill) Supplemental reports on stadiums/ event centers (TBD) Identification of key action items related to stadiums/events centers (Chairman Hill)	General committee/ administrative business (Chairman Hill) Supplemental reports on convention centers (TBD) Identification of key action items related to convention centers (Chairman Hill)	General committee/ administrative business (Chairman Hill) How major infrastructure projects are funded • Public finance and the funding of major infrastructure projects (Hobbs, Ong & Associates/PFM; Andy Artusa, Zions Public Finance; Wells Fargo, Bank of America)	General committee/ administrative business (Chairman Hill) Discussion of project prioritization and what is needed to ensure/facilitate the timely development of priority projects; shorter-term and longer-terms action items (Chairman Hill)	General committee/ administrative business (Chairman Hill) Discussion of conclusions and priority of recommendations to be included in the final report (Chairman Hill) Discussion of any required legislative action to be included in	Discussion and possible acceptance of final committee report[†]

PRELIMINARY MEETING SCHEDULE

Meeting Dates	July 14, 2015	August 27, 2015	September 24, 2015	October 22, 2015	December 3, 2015	January 28, 2016	February 25, 2016	March 24, 2016	April 28, 2016	May 26, 2016	June 23, 2016	July 28, 2016
	Southern Nevada baseline economic overview, the relative importance of the tourism sector and the growth assumptions (J. Aguero)	• Cargo carriers (UPS, FedEx) • Taxi, shuttle and limo service providers (Whittlesea Bell, Waxler, Nevada Transportation Authority) • Nevada Resort Association (V. Valentine) Report on the Future of Transportation • University of Michigan, Transportation Research Institute (Bruce M. Belzowski) • CityLab (E. Jaffe) • Representative from the US Department of Transportation, *Beyond Traffic* report	and Sam Boyd Stadium (UNLV) • Downtown Events Center (Cordish/ Findlay) • Event promotion (AEG) • Las Vegas events (P. Christensen) • Las Vegas Convention and Visitors Authority (R. Ralenkotter) • Industry expert (Bill Rhoda, CLS)	• Caesars Entertainment (TBD) • Wynn Resorts (TBD) • GES/Freeman (TBD) • Show promoters (CES, CONAG, MAGIC) • Future of Transportation (B. Belzowski)	• Southern Nevada Strong (L. Corrado/D. March) • Clark County Transportation Department (R. Tarr) • City of Las Vegas Transportation Department (J. Cervantes) • Traffic engineers panel (CH2M Hill, Atkins, Parsons)	• Las Vegas Metro Police Department (TBD) • Showcase Mall Representative (TBD) • Independent Tourism Corridor Restaurant Representative (TBD) • Fremont Street Experience/ Downtown Alliance (T. Murphy) • Representative (as available) of Handbill Distributors, Buskers, Street Performers (potentially ACLU)	Supplemental reports on the airport (TBD) Identification of key action items related the airport (Chairman Hill) Supplemental reports on pedestrian movements (TBD) Identification of key action items related to pedestrian movements (Chairman Hill)	Supplemental reports on roads, highways and mass transit centers (TBD) Identification of key action items related to roads, highways and mass transit (Chairman Hill)	• Legal Issues in funding major infrastructure projects (J. Swendseid, Swendseid & Stern) • State funding options and capacity (D. Schwartz) • Credit rating and considerations in bonding and issuance (Moody's/S&P)		the final report (Chairman Hill) Discussion of funding source recommendations to be included in the final report (Chairman Hill)	
Staff Next Meeting Overview	Overview of McCarran International Airport and airport issues to be addressed at the next meeting; introduction to future of transportation speakers	Overview of stadiums, arena and event centers discussion to be addressed at the next meeting	Overview of conventions facilities discussion to be addressed at the next meeting	Overview of roads/highways/ mass transit discussion to be addressed at the next meeting	Overview of pedestrian movement discussion to be addressed at the next meeting	Overview of Work Session #1 objectives; discussion of any supplemental testimony to be scheduled for February/March meetings	Overview of Work Session #2 objectives; discussion of any supplemental testimony to be scheduled for January/February meetings	Overview of infrastructure funding options to be addressed at the next meeting	Overview project prioritization, timing, need and legislative requirements discussion to be addressed at the next meeting	Overview of the recommendations discussion process and form of the final committee report	Overview of report development, submittal and review process	

†Denotes action items for the committee

McCarran International Airport

Throughout southern Nevada's history as a gaming and leisure destination, air travel has been a popular transportation option for visitors making their way to the region. The current airport site at the foot of the Las Vegas Strip was purchased by Clark County in 1948. Since then McCarran International Airport ("McCarran") has grown and evolved with the community it serves, making it one of the busiest airports in the world and a centerpiece of southern Nevada's tourism-based economy.

- In 2014 nearly 43 million passengers flew through McCarran, making it the 9th-busiest airport in the United States and the 25th-busiest in the world. If measured by total aircraft takeoffs and landings, McCarran ranks as the 8th-busiest airport in the world.

- With the opening of Terminal 3 in 2012, McCarran increased annual capacity to about 55 million passengers. Clark County commissioners approved the $2.4 billion project in the midst of recession in 2008 but just a year removed from the peak of nearly 48 million passengers that taxed existing facility capacity. Along with boosting overall throughput, Terminal 3 enhanced international passenger capacity. As a result, McCarran served 3.3 million international passengers in 2014, up 28.5 percent from the 2.6 million in 2011, the last year before Terminal 3 opened.

- The majority of McCarran's passenger base, 80 percent, consists of tourists and conventioneers. About 12 percent of passengers are local residents, while 8 percent are connecting to other flights. That equates to about 17 million Las Vegas visitors who arrived via McCarran last year. Put another way, air travelers make up about four in 10 visitors to southern Nevada.

- Air travelers typically come to southern Nevada from farther distances than ground travelers. As a result, they tend to stay longer and spend more while visiting. In 2014 air travelers stayed an average of 3.8 nights compared to 2.8 nights for ground travelers. During their trips, air travelers also spent more on transportation ($120.27 vs. $31.77), food and drink ($353.48 vs. $230.31), shopping ($178.16 vs. $129.31), shows and entertainment ($68.00 vs. $32.82), and other categories. Air travelers also gamble more and visit more casinos per trip than ground travelers.

- Over the next two decades, the Federal Aviation Administration projects the number of passengers served by U.S. airlines to grow by 2 percent annually. Using that figure as a baseline for both domestic and international airline traffic, yearly passenger demand in southern Nevada will reach 53 million in 2025 and 65 million in 2035.

- The most recent FAA airspace capacity report lists McCarran as one of nine U.S. airports that will need additional capacity by 2030, even after accounting for NextGen air traffic control enhancements.

SOUTHERN NEVADA
Tourism Infrastructure Committee

McCarran International Airport
Background Resources

Las Vegas Visitor Profile 2014 (Airline Visitor Version)
Las Vegas Convention and Visitors Authority
http://www.lvcva.com/includes/content/images/media/docs/2014-LV-VPS-Air-vs-Ground.pdf
The Las Vegas Convention and Visitors Authority annual survey of visitors to southern Nevada. The Airline Visitor Version compares the habits and experiences of air travelers to ground travelers.

Aerospace Forecast Fiscal Years 2015-2035
Federal Aviation Administration
https://www.faa.gov/about/office_org/headquarters_offices/apl/aviation_forecasts/aerospace_forecasts/2014-2035/media/2015_National_Forecast_Report.pdf
The Federal Aviation Administration's annual long-range forecast of air travel passenger and flight traffic for domestic airlines. The latest forecast projects 2.0 percent annual growth in passenger volume, down slightly from the 2.2 percent in the 2014 forecast.

Airport Capacity Needs in the National Airspace System
Federal Aviation Administration
http://www.faa.gov/airports/planning_capacity/media/FACT3-Airport-Capacity-Needs-in-the-NAS.pdf
The Federal Aviation Administration's semi-regular evaluation and projection of air traffic capacity at the nation's 30 largest airports.

The Economic Benefits of Commercial Airports in 2013
Airports Council International – North America
http://www.aci-na.org/sites/default/files/economic_impact_of_commercial_aviation-2013_update_final_v10.pdf
An airport trade group's study of the economic impact of 485 U.S. airports. In 2013, airports supported 9.6 million jobs, created $358 billion in payroll and produced an annual output of $1.1 trillion.

The Shape of Air Travel Markets Over the Next 20 Years
International Air Transport Association
http://www.iata.org/whatwedo/Documents/economics/20yearsForecast-GAD2014-Athens-Nov2014-BP.pdf
This international airlines trade group presentation projects key demographic and economic trends across the globe and their potential effect on world air travel.

National Travel and Tourism Strategy
Task Force On Travel and Competitiveness
http://travel.trade.gov/pdf/national-travel-and-tourism-strategy.pdf
The task force, created by President Barack Obama, lays out a framework for promoting America as an international tourism destination and implementing federal policies and procedures to facilitate increased visitation from abroad.

SOUTHERN NEVADA
Tourism Infrastructure Committee

Future of Transportation

In March 2015 the U.S. Department of Transportation released "Beyond Traffic: Trends and Choices 2045," an in-depth study of the nation's transportation network and how it might look in 30 years based on current trends. The report highlighted many concerns facing Americans and the roads, airways and railroads we use to move people and goods. Aging infrastructure, fast-growing communities, congested roads and dwindling transportation funding will all play integral roles in shaping the transportation network of America, and, to varying degrees, southern Nevada.

❖ America will add 70 million people by 2045, with the greatest increases in the South and West. Although population growth in Nevada slowed during the Great Recession and its aftermath, the economic recovery has once again moved it near the top of state population growth rankings. The Urban Institute projects that population within the southern Nevada-northwest Arizona commuter zone will grow to 3.3 million by 2030, an increase of more than 1 million people.

❖ Because of growing congestion, American commuters spend an average of 40 hours a year stuck in traffic. The annual cost of congestion is $121 billion. Increasing population will bring growing transportation demands, however, some trends could help slow the growth of congestion in the coming decades, including millennials' preference for public transit, more people telecommuting, and a falling share of workers among the aging population. Yet the U.S. Department of Transportation predicts that by 2040, 30,000 miles of America's busiest highways will be clogged on a daily basis.

❖ New technologies, such as autonomous vehicles and ride-sharing services, have the potential to dramatically change transportation supply and demand. Autonomous vehicles could greatly reduce congestion through technology that prevents crashes as well as enhancing capacity on existing infrastructure by synchronizing traffic flows. Ride-sharing services, such as Uber and Lyft, can supplement other urban transit services by providing flexible and efficient on-demand transportation.

❖ Growing demand for transporting goods across the country will also tax current infrastructure as U.S. freight volume is expected to grow by 45 percent by 2040. Shipping by air will expand by 250 percent, shipping by truck will rise by 43 percent, and shipping by rail will increase by 37 percent.

❖ Buses, light rail and other public transit systems have seen a resurgence, with ridership reaching its highest level in 50 years by growing 25 percent in the past two decades. Growing populations in metropolitan areas and changing attitudes will likely increase demand for public transit in coming decades.

❖ Paying for future transportation improvements and maintenance will be a challenge across America. The federal gas tax has remained unchanged since 1993, and inflation combined with less travel and greater fuel efficiency cut gas tax revenue by $15 billion (31 percent) from 2002 to 2012. State gas tax revenue fell by $10 billion (19 percent) during the same period. Alternative revenue sources, such as tolls, vehicle registration fees and taxes on vehicle miles traveled, will make up a larger share of transportation financing as fuel tax revenue declines.

Future of Transportation
Background Resources

Beyond Traffic: Trends and Choices 2045
U.S. Department of Transportation
http://www.transportation.gov/sites/dot.gov/files/docs/Draft_Beyond_Traffic_Framework.pdf
This wide-ranging report from the U.S. Department of Transportation examines current trends in transportation and predicts what the nation's transit network might look like in 30 years. The report, which covers the movement of people and goods in all transit modes, identifies many areas of concern that could negatively affect the future of travel in America, such as aging infrastructure, growing congestion and decreasing transportation funding.

Connecting and Transforming the Future of Transportation
Sustainable Mobility and Accessibility Research and Transformation (SMART) at University of Michigan
http://deepblue.lib.umich.edu/bitstream/handle/2027.42/85216/102756.pdf
A primer by the SMART project under the University of Michigan Transportation Research Institute that addresses livability, sustainability and economic vitality in communities and city regions of the world through systems-based transportation. It is meant to serve businesses, community leaders, transportation practitioners and policymakers who are interested in improving and transforming their transportation systems and related economies as whole systems

Foresight: Informing Transportation's Future
Transportation Research Board of the National Academies
http://www.trb.org/Resource.ashx?sn=n20-83B_IntroductiontotheReportsWEB2
A report by the National Academies that summarizes a series of reports on critical issues facing the future of transportation. The series examines population growth, alternative fuels, technology, climate and other issues that will shape travel decades from now.

The Future of Transportation
CityLab
http://www.citylab.com/special-report/future-of-transportation/
A collection of articles by *The Atlantic's CityLab* on a variety of transportation topics and issues facing American cities now and in the future.

Transportation in Transition
U.S. Public Interest Research Group
http://uspirg.org/sites/pirg/files/reports/US_Transp_trans_scrn.pdf
A report that details recent trends in travel in America's biggest cities. Specifically, it analyzes available data to show how Americans are driving less in metro areas while turning more to public transit and other non-driving alternatives.

Mapping America's Future
Urban Institute
http://datatools.urban.org/features/mapping-americas-futures/
An interactive web application by the Urban Institute that displays projected population growth across the United States commuting zones in 2030.

Southern Nevada Economic Baseline

Evaluating the sufficiency of southern Nevada's tourism-related infrastructure rightly begins with a set of baseline assumptions regarding how the region's economy will evolve into the foreseeable future. Respecting the inherent uncertainty in forward-looking estimates, the assumptions set forth below are intended to provide a general baseline of expected growth through 2050.

Population Growth. Southern Nevada's population base has expanded faster than any other U.S. region of its size during the past 45 years. Growing from 273,300 residents in 1970 to 2.07 million in 2014, Clark County reported a nation-leading annual growth rate of 4.7 percent. The region's growth is attributable to a number of factors, including robust job growth, population migration trends that favor the West/Southwest and higher rates of retirement. Looking forward, southern Nevada's population growth is expected to continue to outpace national averages, albeit at a slower annual growth rate. By 2050, Clark County's population will reach 3.25 million, an average annual growth rate of 1.3 percent.

Employment Growth and Diversification. Like population, southern Nevada has tended to outpace national averages in new job formation. Since 1980, the region's employment growth rate has averaged 4.2 percent; the national average during the same period was only 1.3 percent. Labor force employment in southern Nevada is currently 1.2 million and is dominated by the leisure and hospitality sector, which directly accounts for 303,924 positions, or 26 percent of all employment. Indirect and induced impacts of the primary tourism sector are also significant, rippling through every sector of the local economy. Looking forward, annual employment growth is expected to be slower than historical averages for the region but still outpace national averages. By 2050, southern Nevada's employment base will reach 1.63 million, growing at an average annual rate of just over 1 percent. Every sector of the southern Nevada economy is anticipated to add jobs during this period; however, the overall economy will reduce its relative dependence on the leisure and hospitality sector, with that segment falling to roughly 20.6 percent of the employment base by 2050.

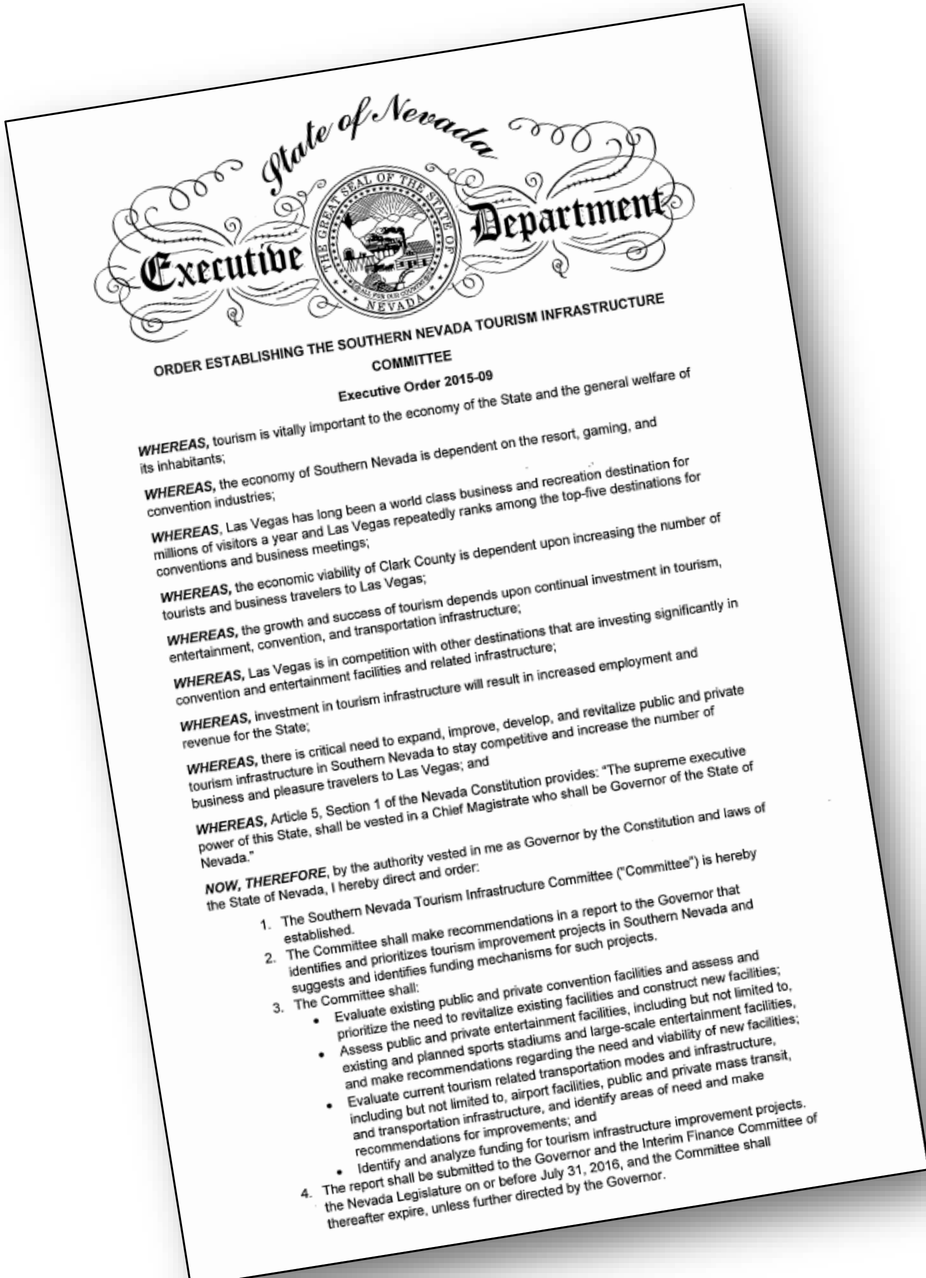
Tourism Growth. Southern Nevada welcomed 41 million visitors in 2014, a value that is expected to grow to 59.2 million by 2050. This translates into an average growth rate of just over 1 percent per year, significantly slower than the 3.7 percent average annual growth rate reported during the past 35 years. "Las Vegas" is expected to remain a premier resort destination globally, with maintained or enhanced competitive advantages in leisure travel, conventions, trade shows and special events. Diversification within the industry is also anticipated to continue. Visitor trends are forecast to shift during the projection period to reflect an increasingly diverse demographic profile and an increasing share of visitors from international points of origin. Investment will continue in tourism-related assets including resort-casinos; convention centers; special event venues; retail centers; bars, restaurants and night/day clubs; and other related assets.

Urban Form. Southern Nevada is anticipated to remain a dynamic and attractive urban area for residents, businesses and visitors alike. The resort corridor, broadly defined, will remain at the core of the region's economy as its largest source of employment, business activity, and state and local tax revenue. The industry will also face greater competition domestically and internationally. Growth, as well as land and resources limitations, will put increasing pressure on development densities. Existing infrastructure will be insufficient to meet the demands of future growth, and existing infrastructure will require higher operations and maintenance costs as it ages.

SOUTHERN NEVADA
Tourism Infrastructure Committee

Southern Nevada’s Economic Growth and the Importance of Tourism Infrastructure

THE SOUTHERN NEVADA TOURISM INFRASTRUCTURE COMMITTEE SHALL…



State of Nevada
Executive Department

ORDER ESTABLISHING THE SOUTHERN NEVADA TOURISM INFRASTRUCTURE COMMITTEE

Executive Order 2015-09

WHEREAS, tourism is vitally important to the economy of the State and the general welfare of its inhabitants;

WHEREAS, the economy of Southern Nevada is dependent on the resort, gaming, and convention industries;

WHEREAS, Las Vegas has long been a world class business and recreation destination for millions of visitors a year and Las Vegas repeatedly ranks among the top-five destinations for conventions and business meetings;

WHEREAS, the economic viability of Clark County is dependent upon increasing the number of tourists and business travelers to Las Vegas;

WHEREAS, the growth and success of tourism depends upon continual investment in tourism, entertainment, convention, and transportation infrastructure;

WHEREAS, Las Vegas is in competition with other destinations that are investing significantly in convention and entertainment facilities and related infrastructure;

WHEREAS, investment in tourism infrastructure will result in increased employment and revenue for the State;

WHEREAS, there is critical need to expand, improve, develop, and revitalize public and private tourism infrastructure in Southern Nevada to stay competitive and increase the number of business and pleasure travelers to Las Vegas; and

WHEREAS, Article 5, Section 1 of the Nevada Constitution provides: "The supreme executive power of this State, shall be vested in a Chief Magistrate who shall be Governor of the State of Nevada."

NOW, THEREFORE, by the authority vested in me as Governor by the Constitution and laws of the State of Nevada, I hereby direct and order:

1. The Southern Nevada Tourism Infrastructure Committee ("Committee") is hereby established.
2. The Committee shall make recommendations in a report to the Governor that identifies and prioritizes tourism improvement projects in Southern Nevada and suggests and identifies funding mechanisms for such projects.
3. The Committee shall:
   - Evaluate existing public and private convention facilities and assess and prioritize the need to revitalize existing facilities and construct new facilities;
   - Assess public and private entertainment facilities, including but not limited to, existing and planned sports stadiums and large-scale entertainment facilities, and make recommendations regarding the need and viability of new facilities;
   - Evaluate current tourism related transportation modes and infrastructure, including but not limited to, airport facilities, public and private mass transit, and transportation infrastructure, and identify areas of need and make recommendations for improvements; and
   - Identify and analyze funding for tourism infrastructure improvement projects.
4. The report shall be submitted to the Governor and the Interim Finance Committee of the Nevada Legislature on or before July 31, 2016, and the Committee shall thereafter expire, unless further directed by the Governor.

"…make recommendations in a report to the Governor that identifies and prioritizes tourism improvement projects in Southern Nevada and suggests and identifies funding mechanisms for such projects"

…evaluate and make recommendations for improvements to:

- Public and private convention facilities
- Public and private entertainment facilities
- Current tourism related transportation modes and infrastructure

…identify and analyze funding for tourism infrastructure improvement projects

SOUTHERN NEVADA ECONOMY
TRENDS AND PROJECTIONS

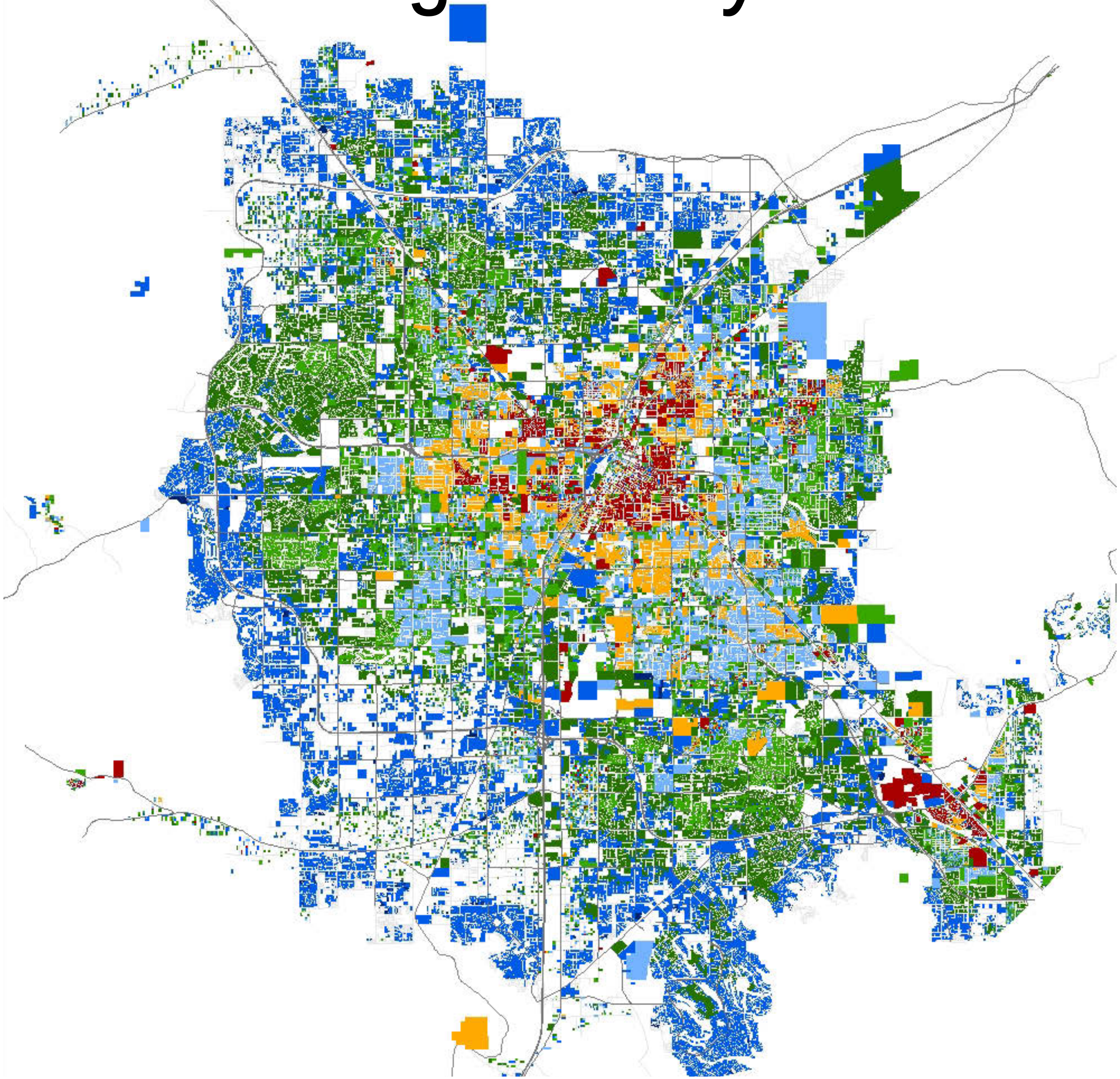
FUNDAMENTALS WILL DRIVE THE ECONOMY FORWARD

Population

Employment

Income

Las Vegas Valley Growth



2010’s

2000’s

1990’s

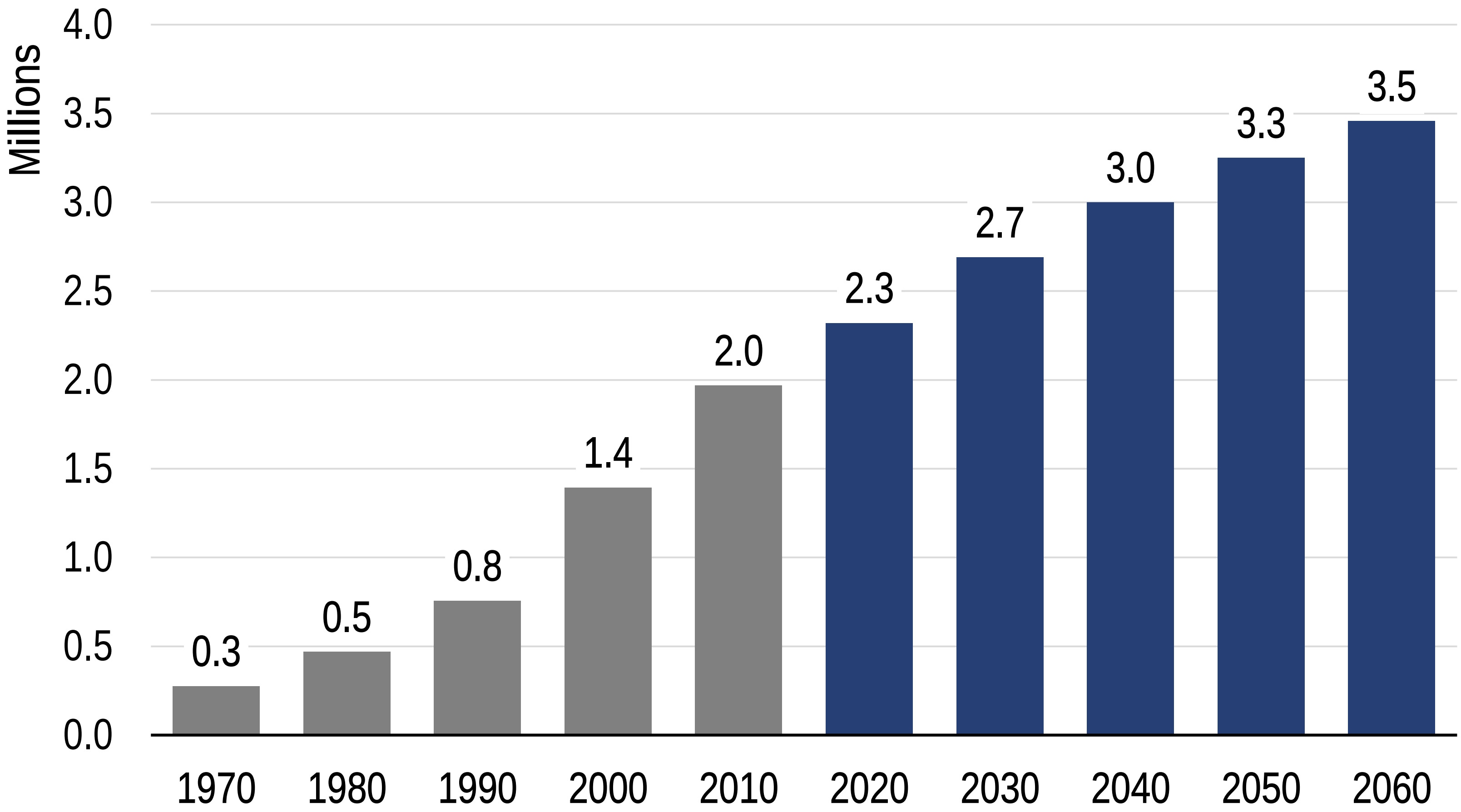
1980’s

1970’s

1960’s

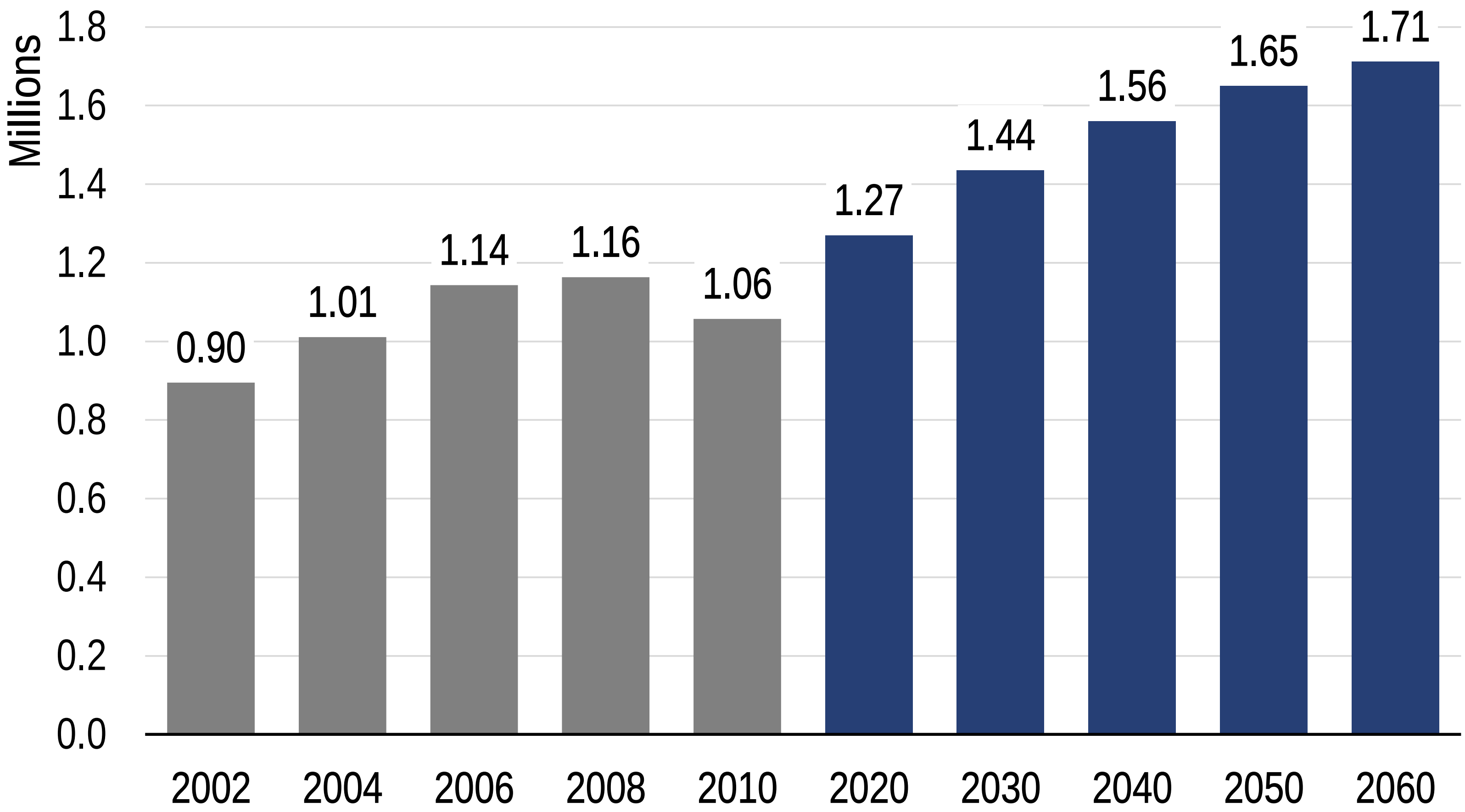
1950’s

Population
Historical and Projected Trend



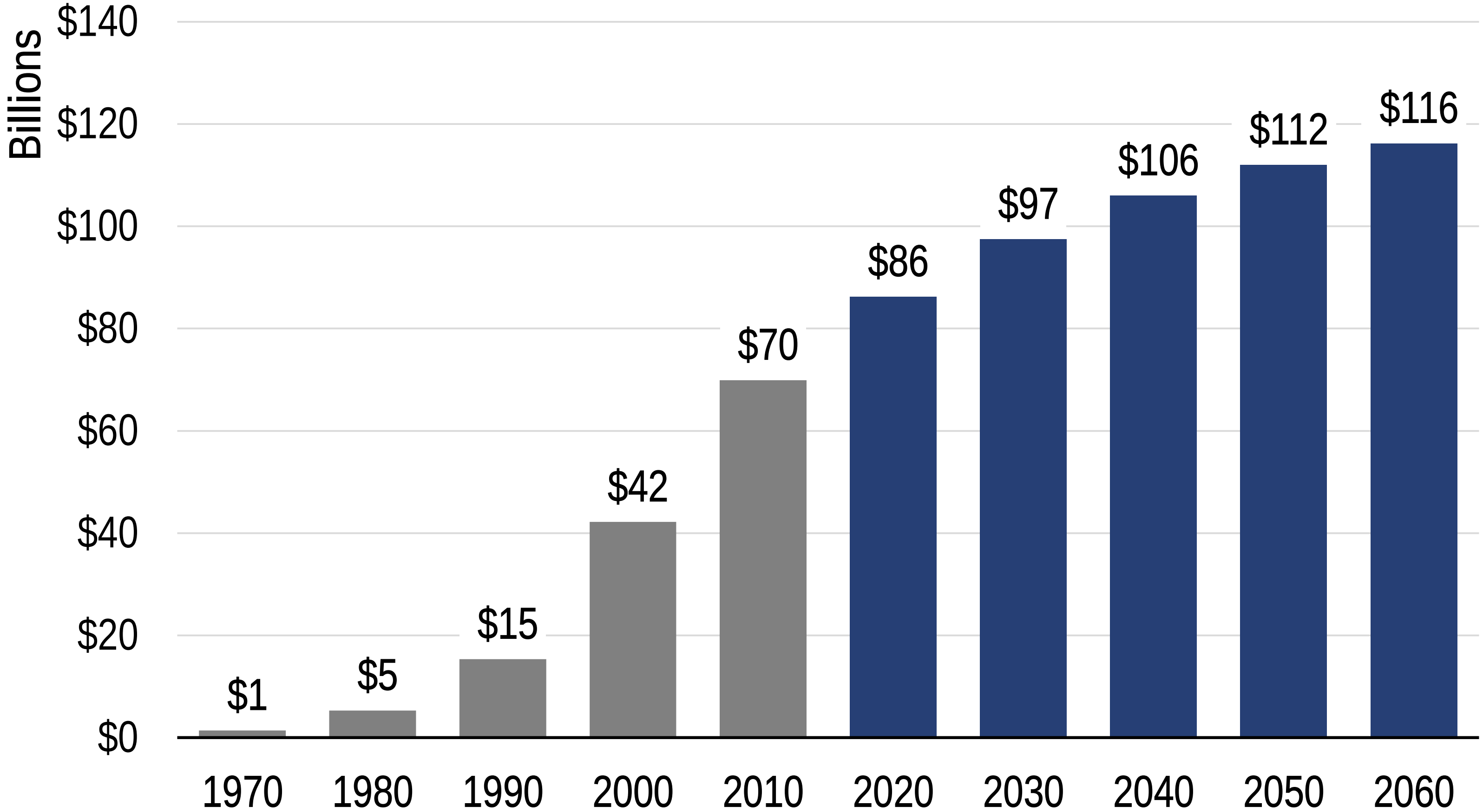
Source: US Census Bureau, Applied Analysis

Employment
Historical and Projected Trend



Source: US Bureau of Labor and Statistics, Applied Analysis

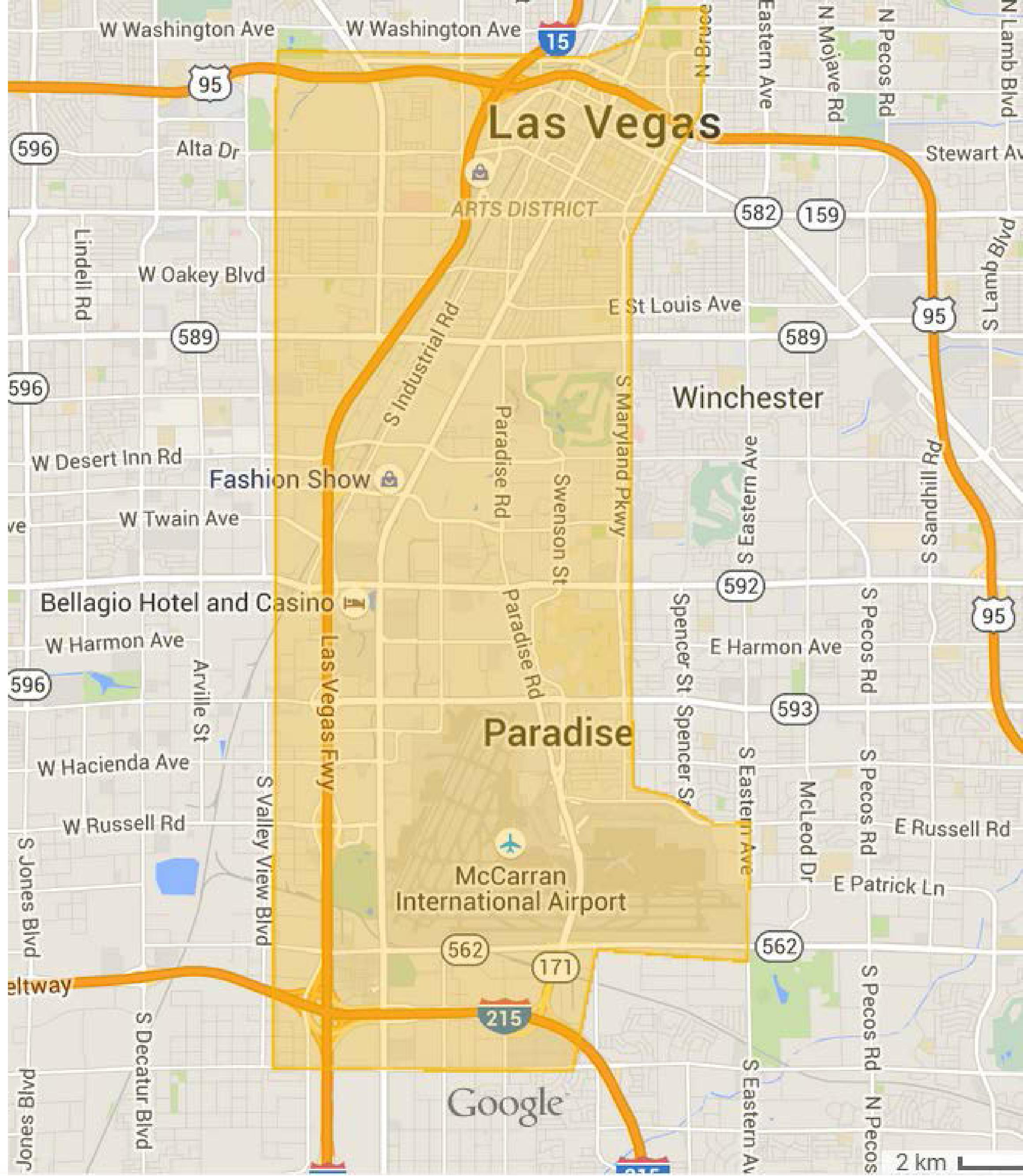
Personal Income
Historical and Projected Trend



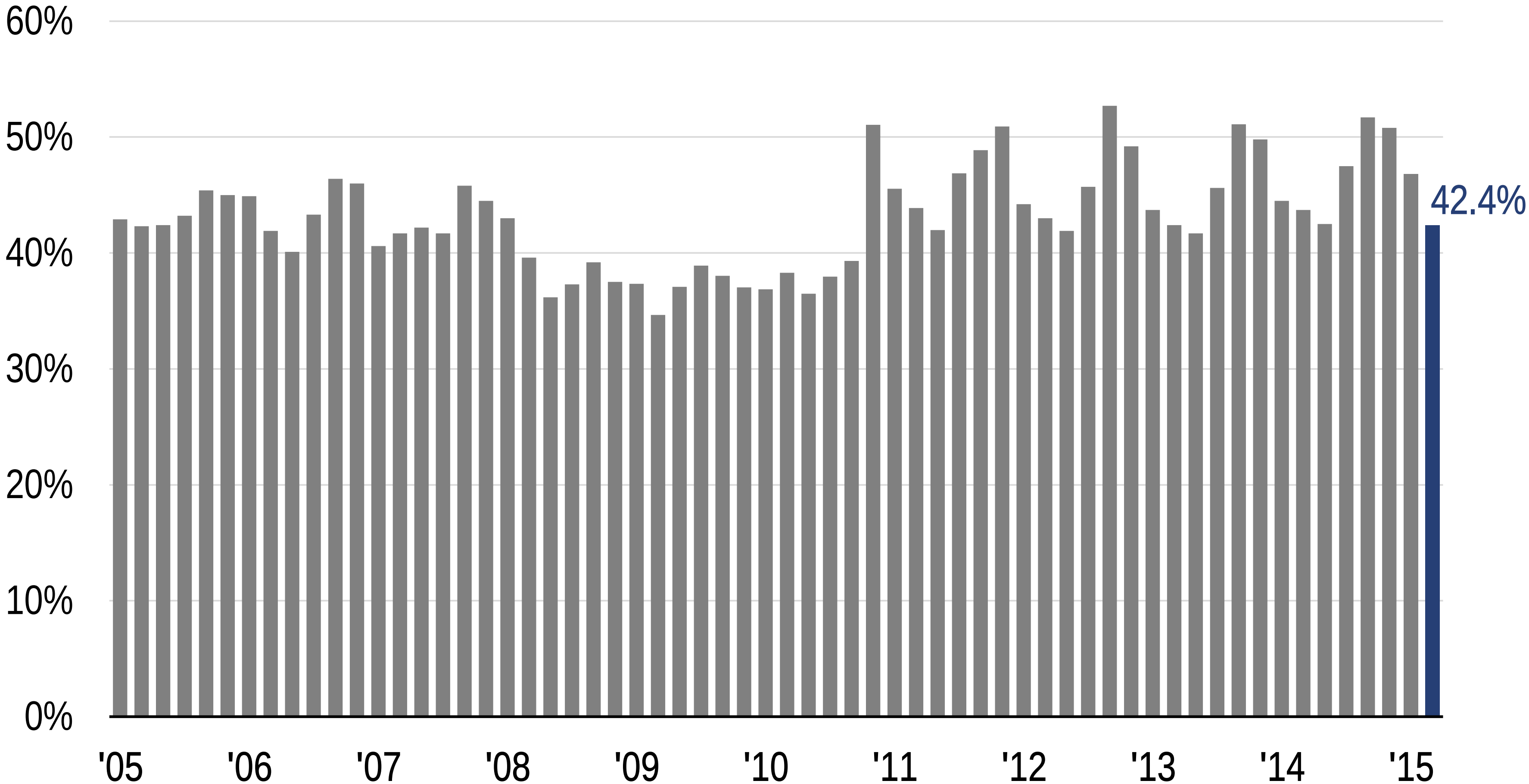
Source: Applied Analysis

SOUTHERN NEVADA TOURISM
TRENDS AND PROJECTIONS

Defining the Core Area

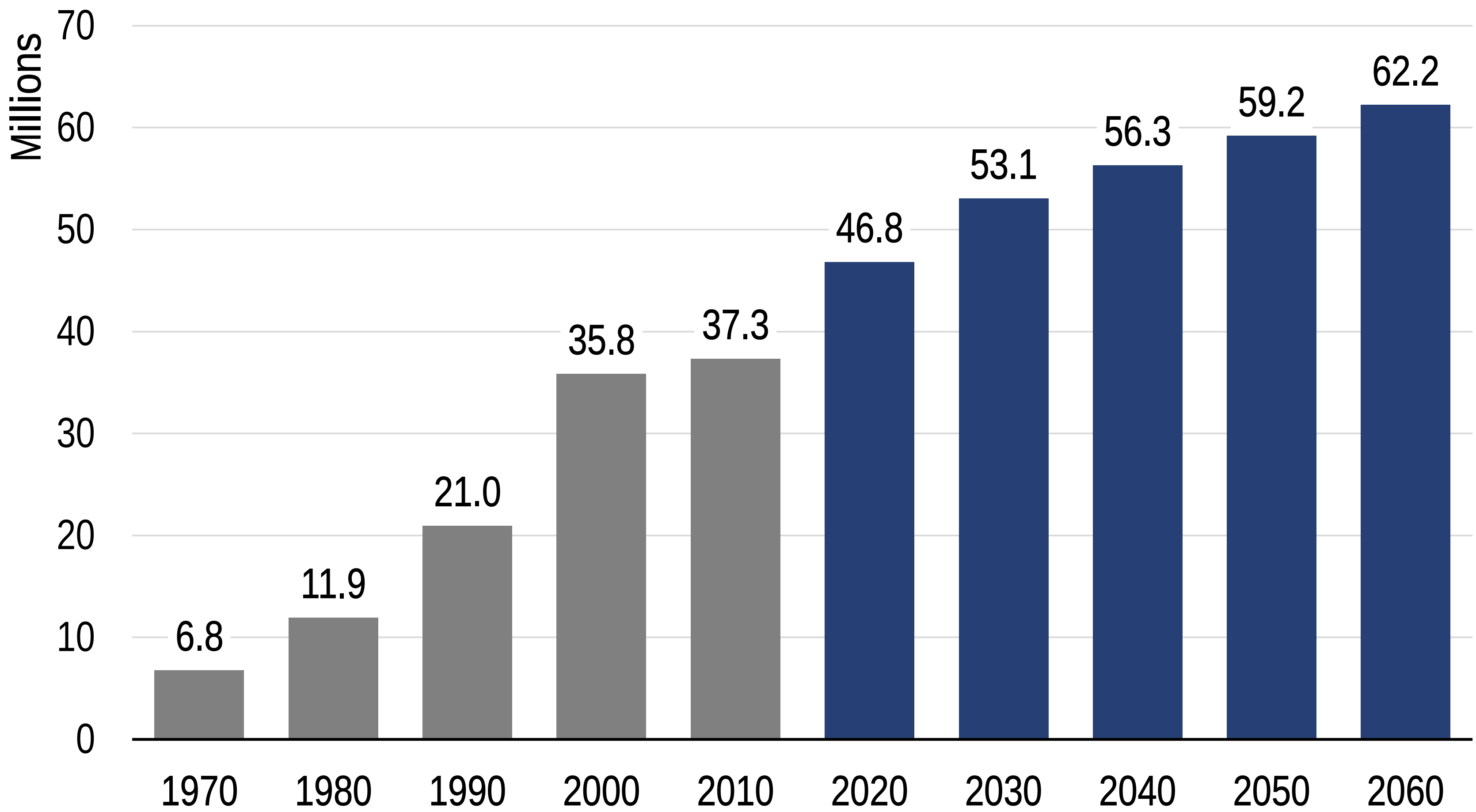


U.S. Intent to Vacation



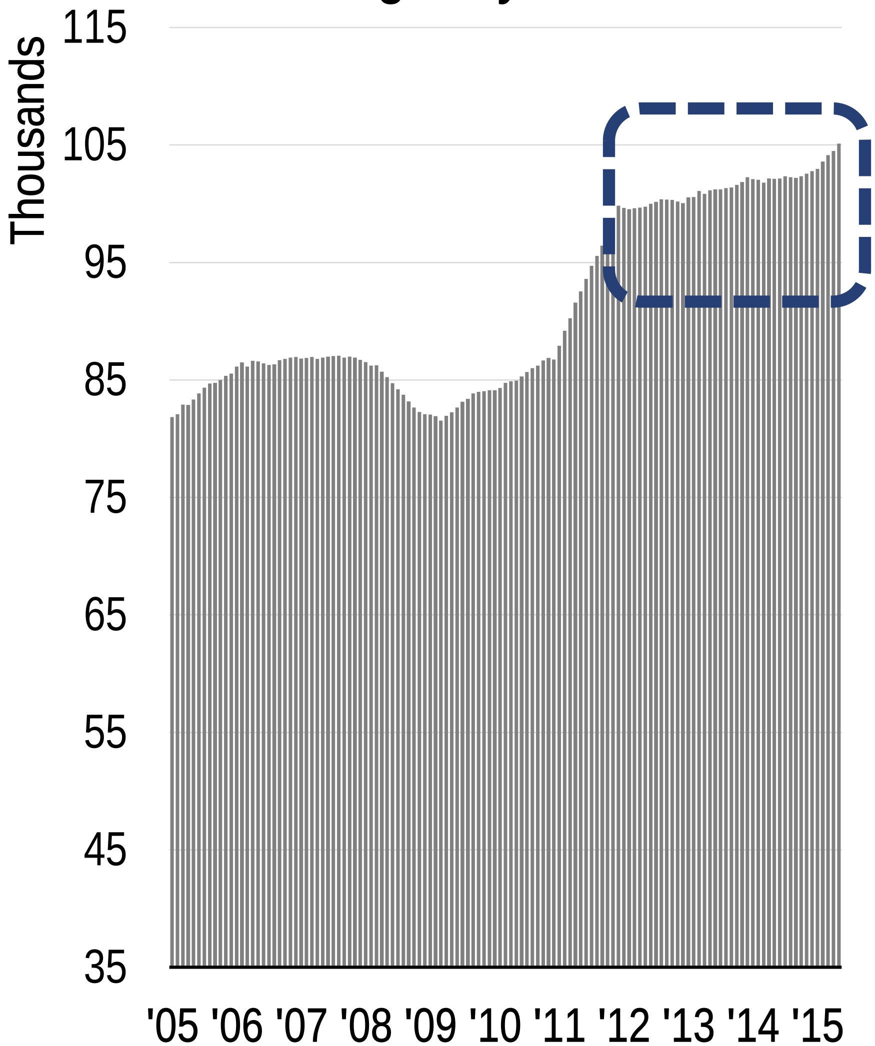
Source: The Conference Board

Visitor Volume
Historical and Projected Trend

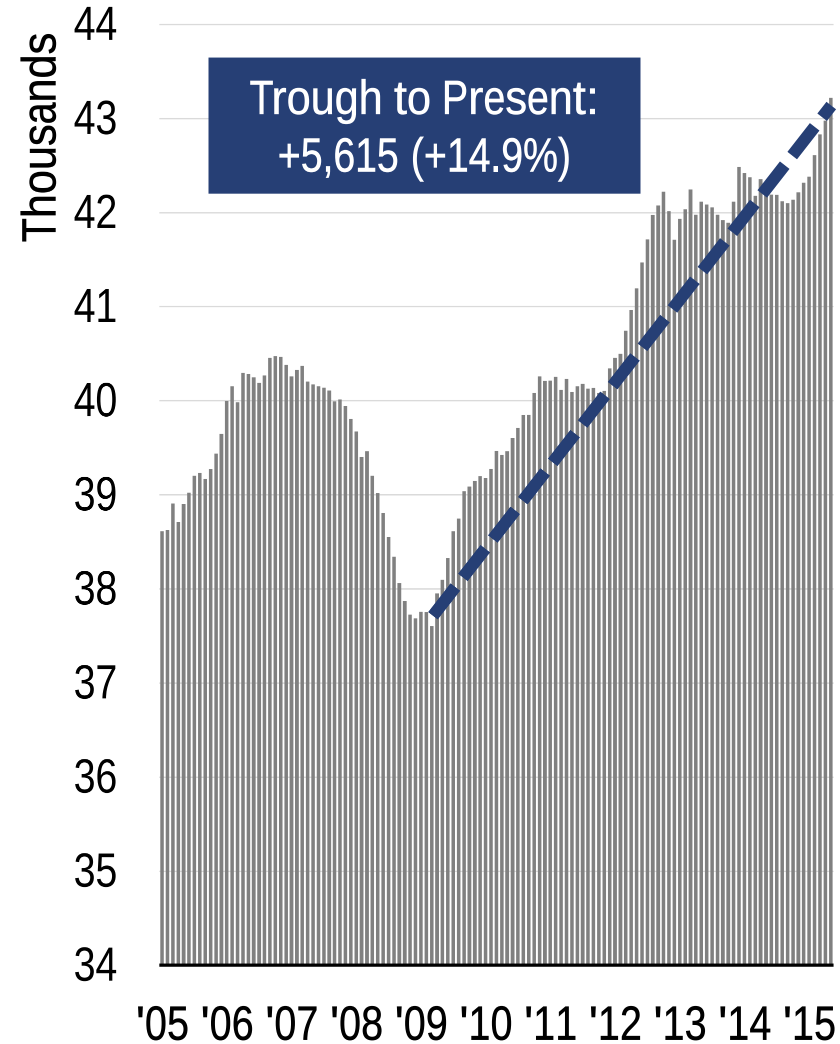


Source: Las Vegas Convention and Visitors Authority, Applied Analysis

Daily Auto Traffic - All Major Highways



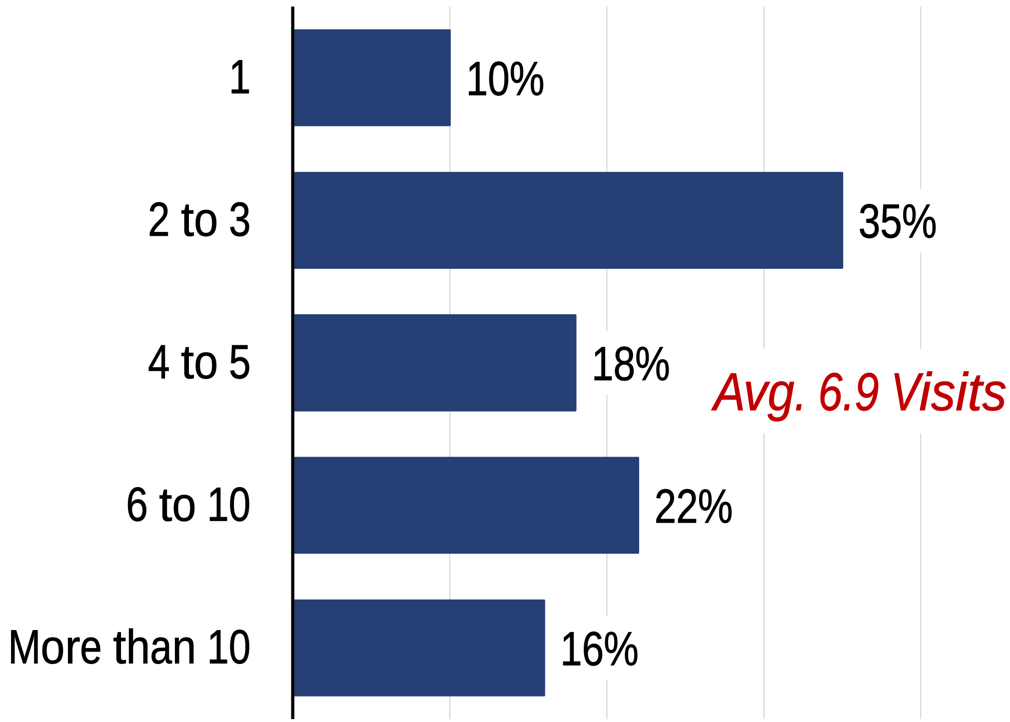
Daily Auto Traffic - I-15 at NV/CA Border

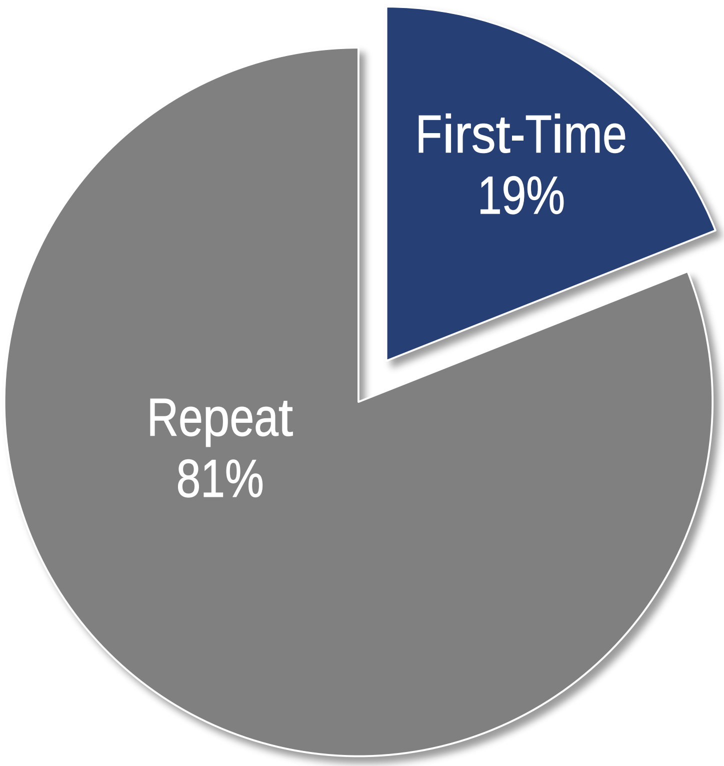


Source: Las Vegas Convention and Visitors Authority, Trailing 12-Month Averages

First-Time vs. Repeat Visitors

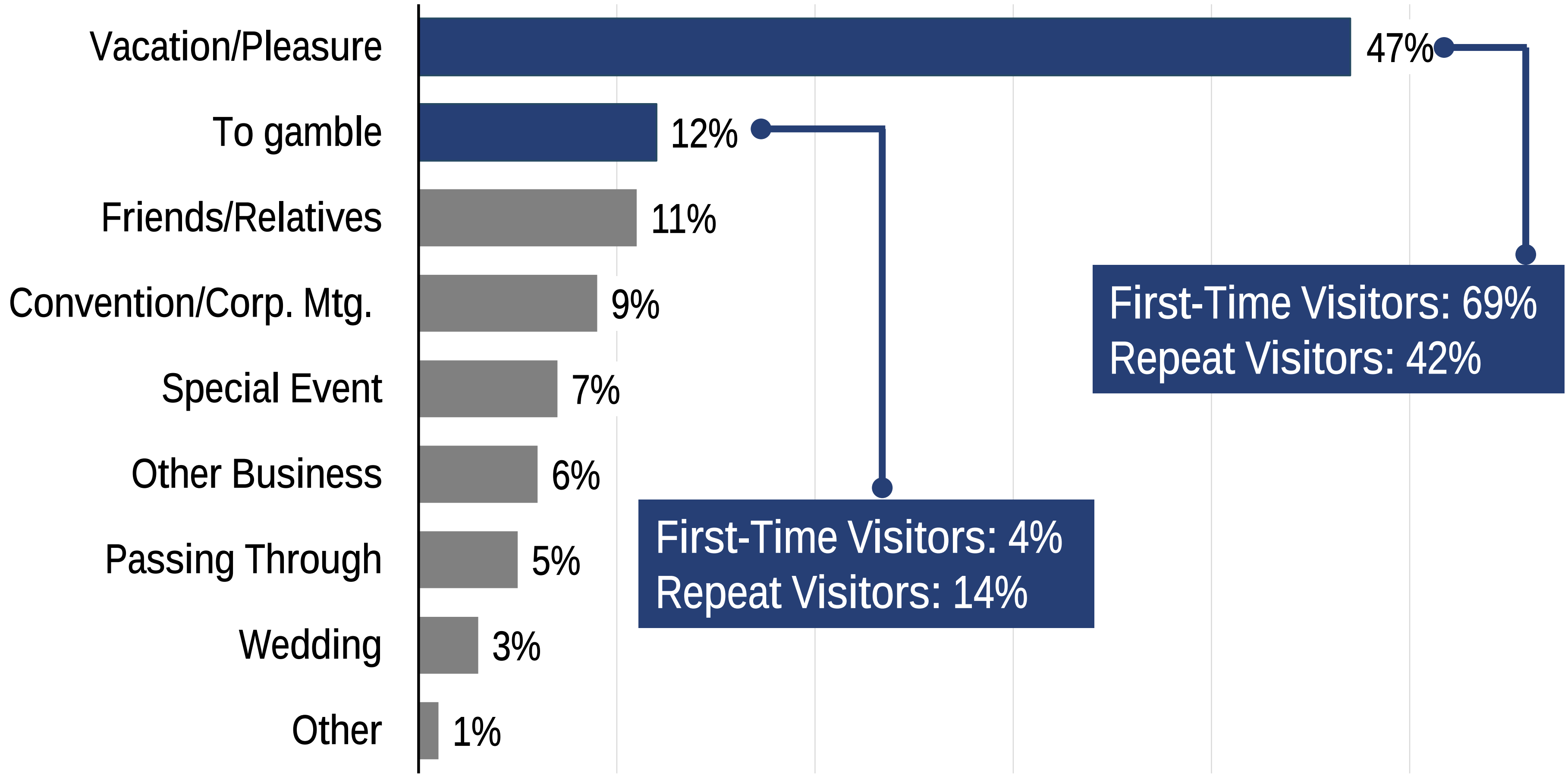
Frequency of Visits in Past 5 Years (Among Repeat Visitors)



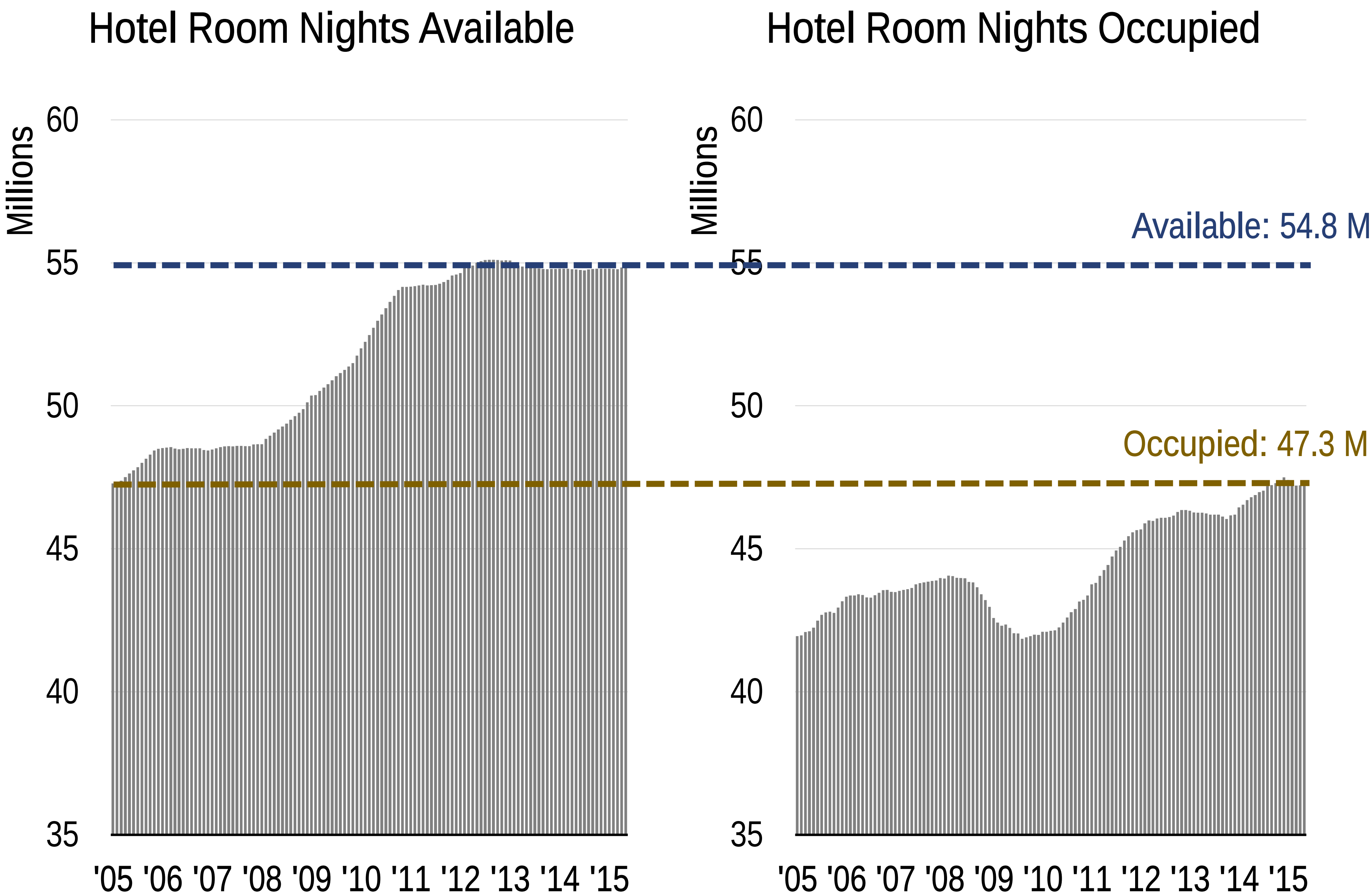


Source: Las Vegas Convention & Visitors Authority, Las Vegas Visitor Profile Study 2014

Primary Purpose of Visit

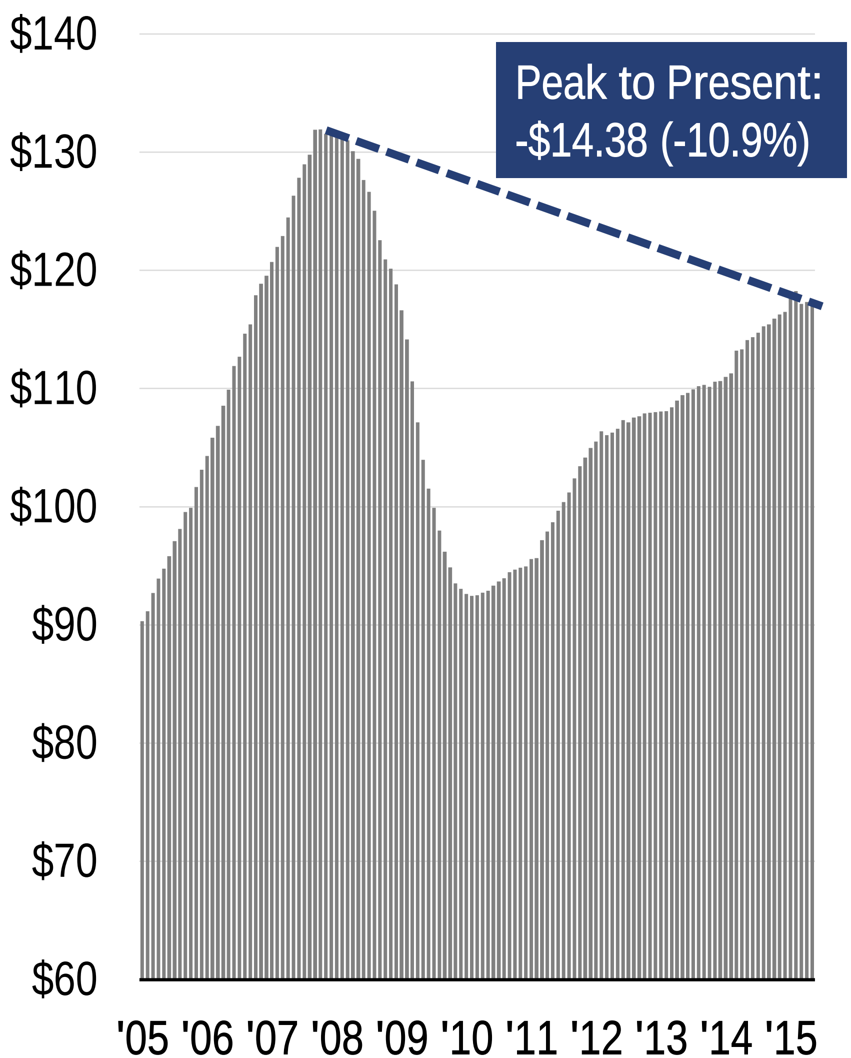


Source: Las Vegas Convention & Visitors Authority, Las Vegas Visitor Profile Study 2014

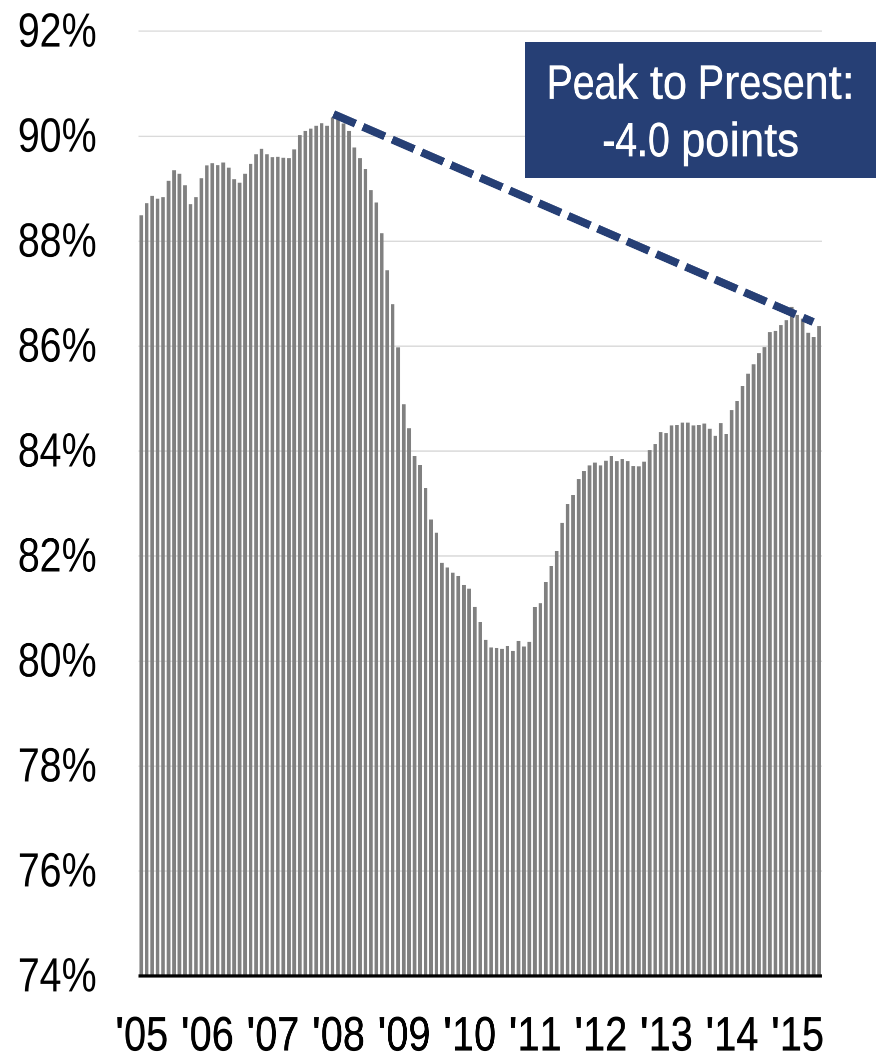


Source: Las Vegas Convention and Visitors Authority

Average Daily Room Rate



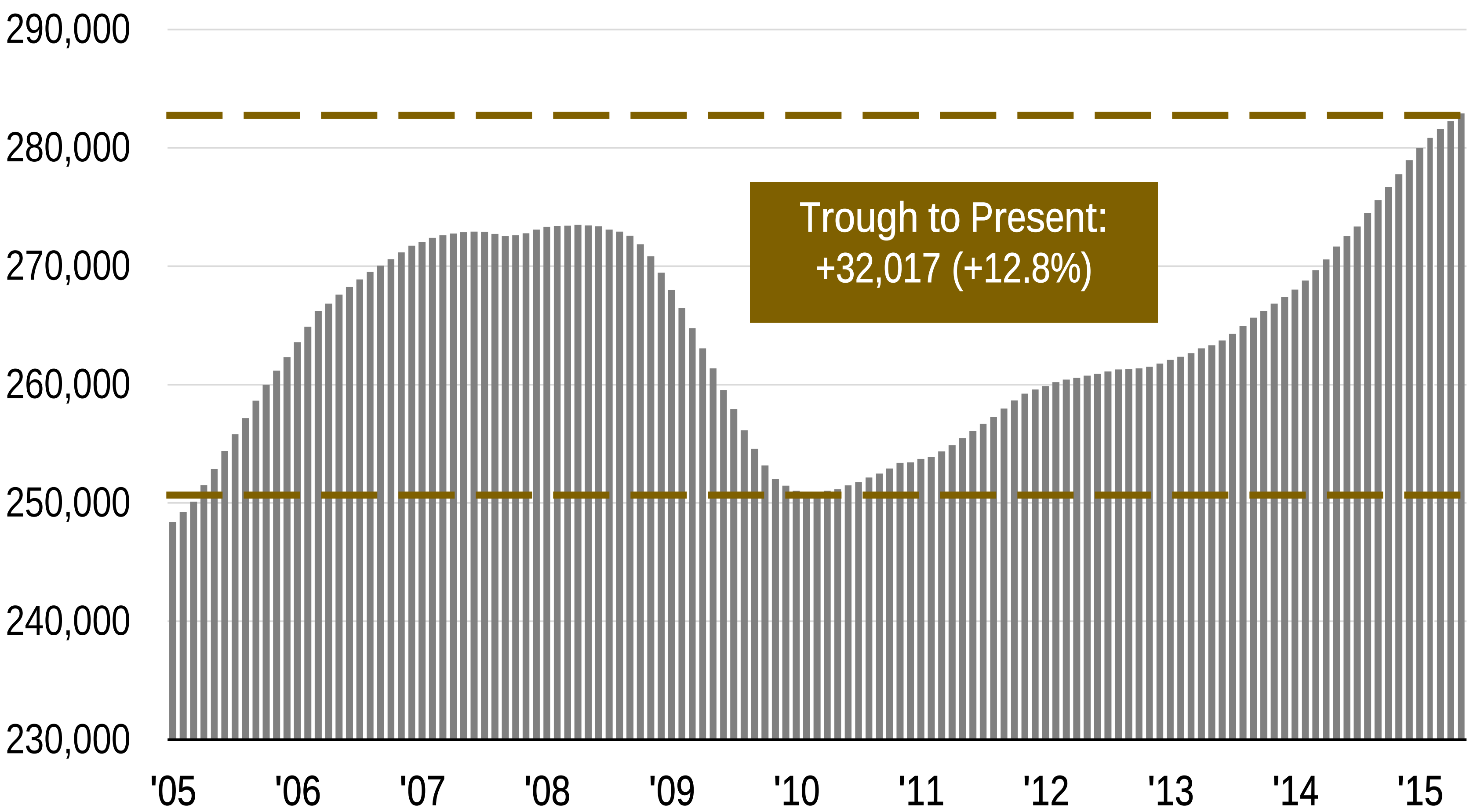
Hotel/Motel Occupancy Rate



Source: Las Vegas Convention and Visitors Authority

Leisure & Hospitality Employment

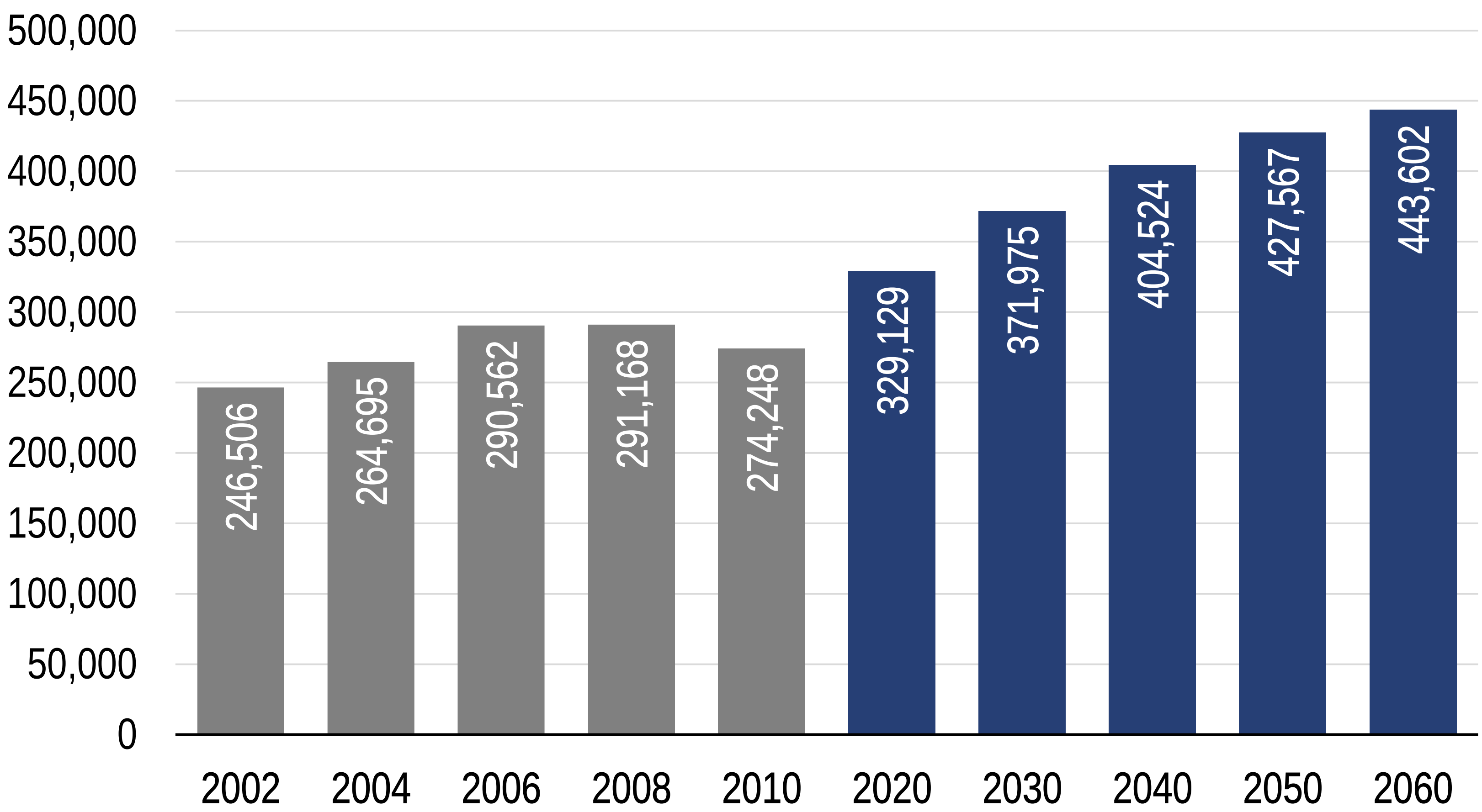
Trailing 12-Month Average



Source: Bureau of Labor Statistics - State and Area Employment, Hours and Earnings

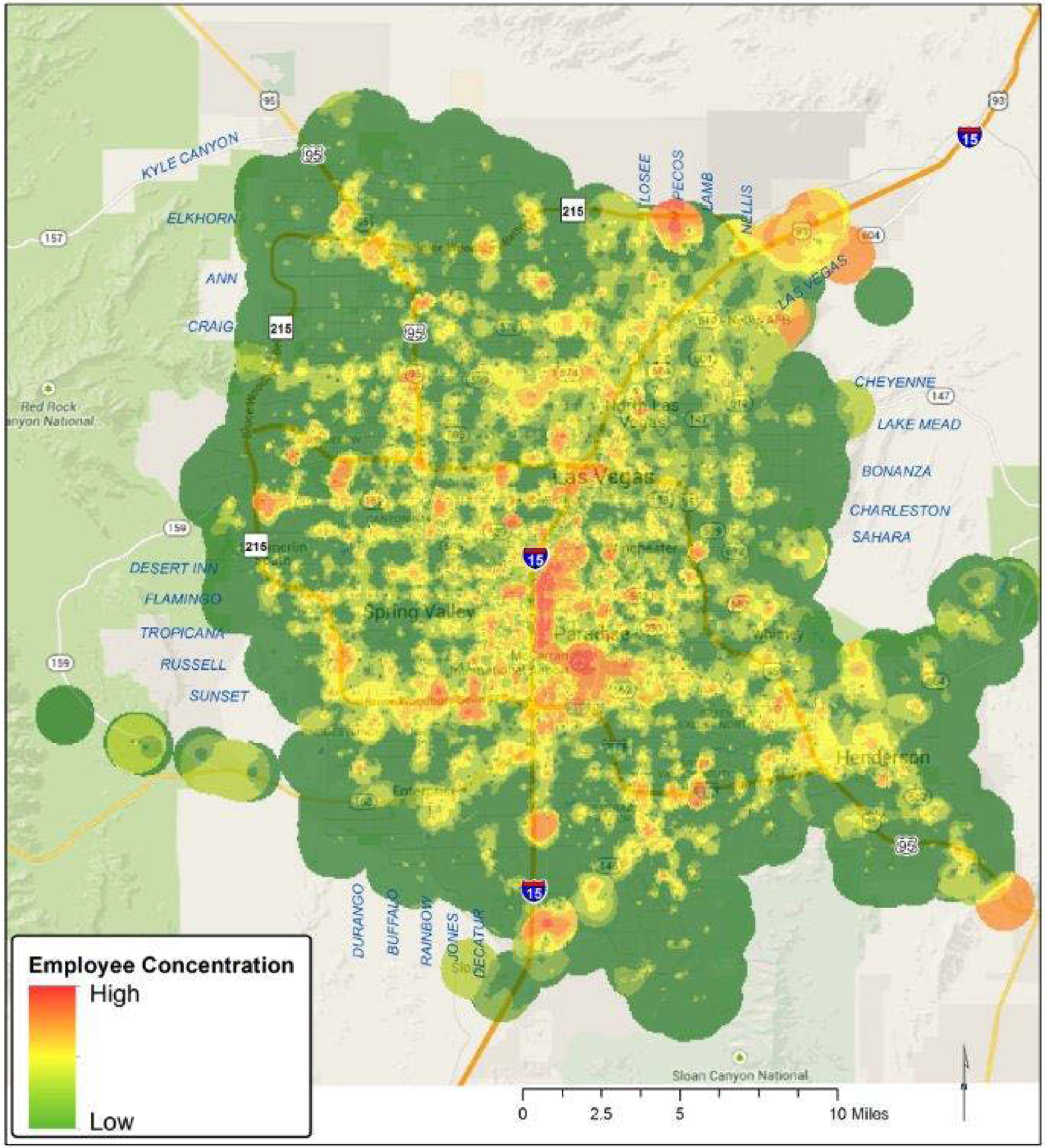
Leisure & Hospitality Employment

Historical and Projected Trend



Source: Bureau of Economic Analysis

Employment Concentration



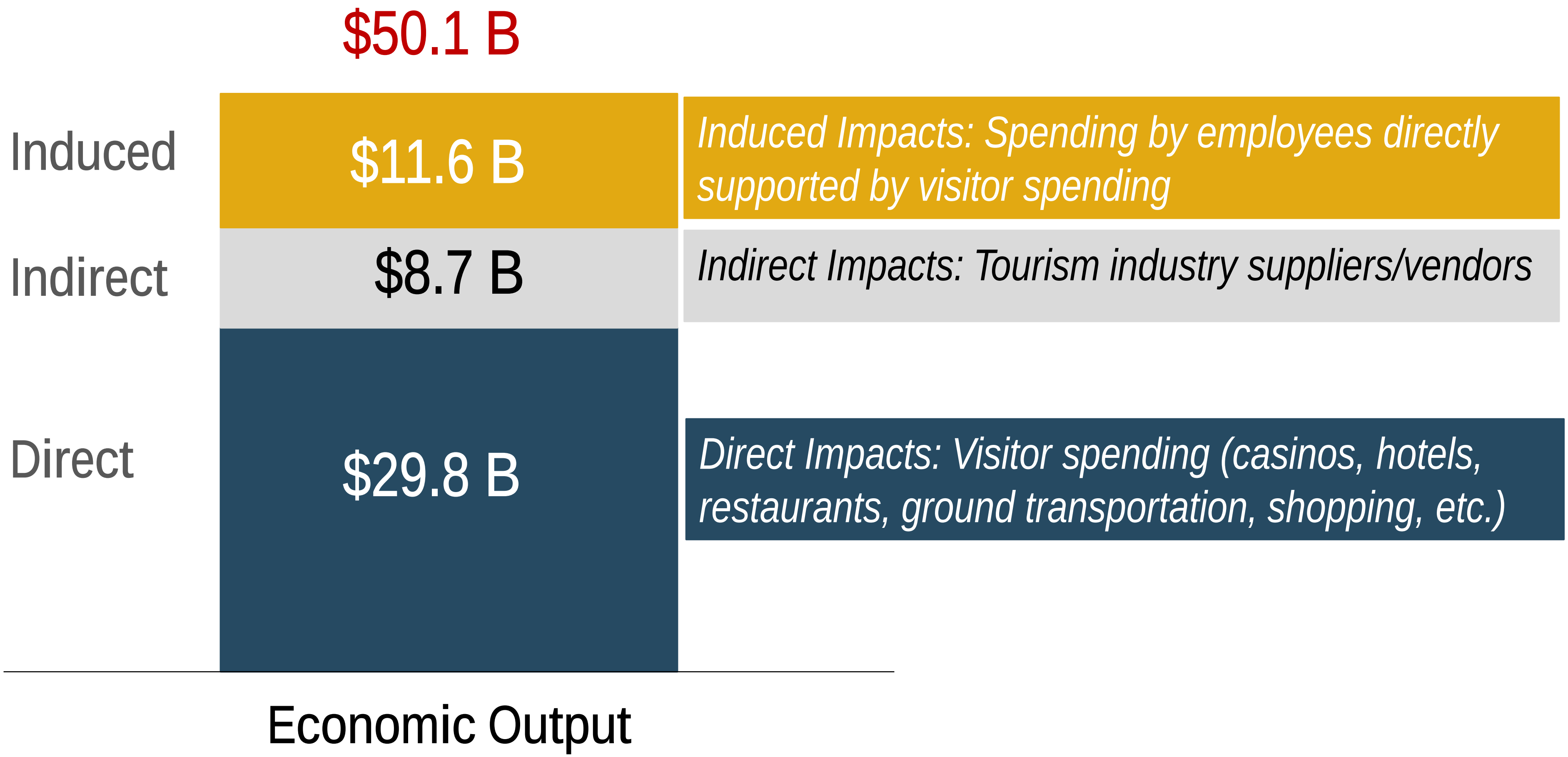
Employment Concentration

Las Vegas Top Employers
Clark County School District
Clark County Government
Wynn Resorts
Bellagio LLC
MGM Grand Hotel & Casino
Aria Resort & Casino
Mandalay Bay Resort & Casino
Caesars Palace
UNLV
Las Vegas Metropolitan Police

Las Vegas Top Taxpayers
MGM Resorts International
NV Energy
Caesars Entertainment Corp.
Las Vegas Sands
Wynn Resorts Limited
Stations Casinos Inc.
Boyd Gaming Corp.
Nevada Property 1 LLC
Eldorado Energy LLC
Howard Hughes Corp.

Southern Nevada Tourism Industry

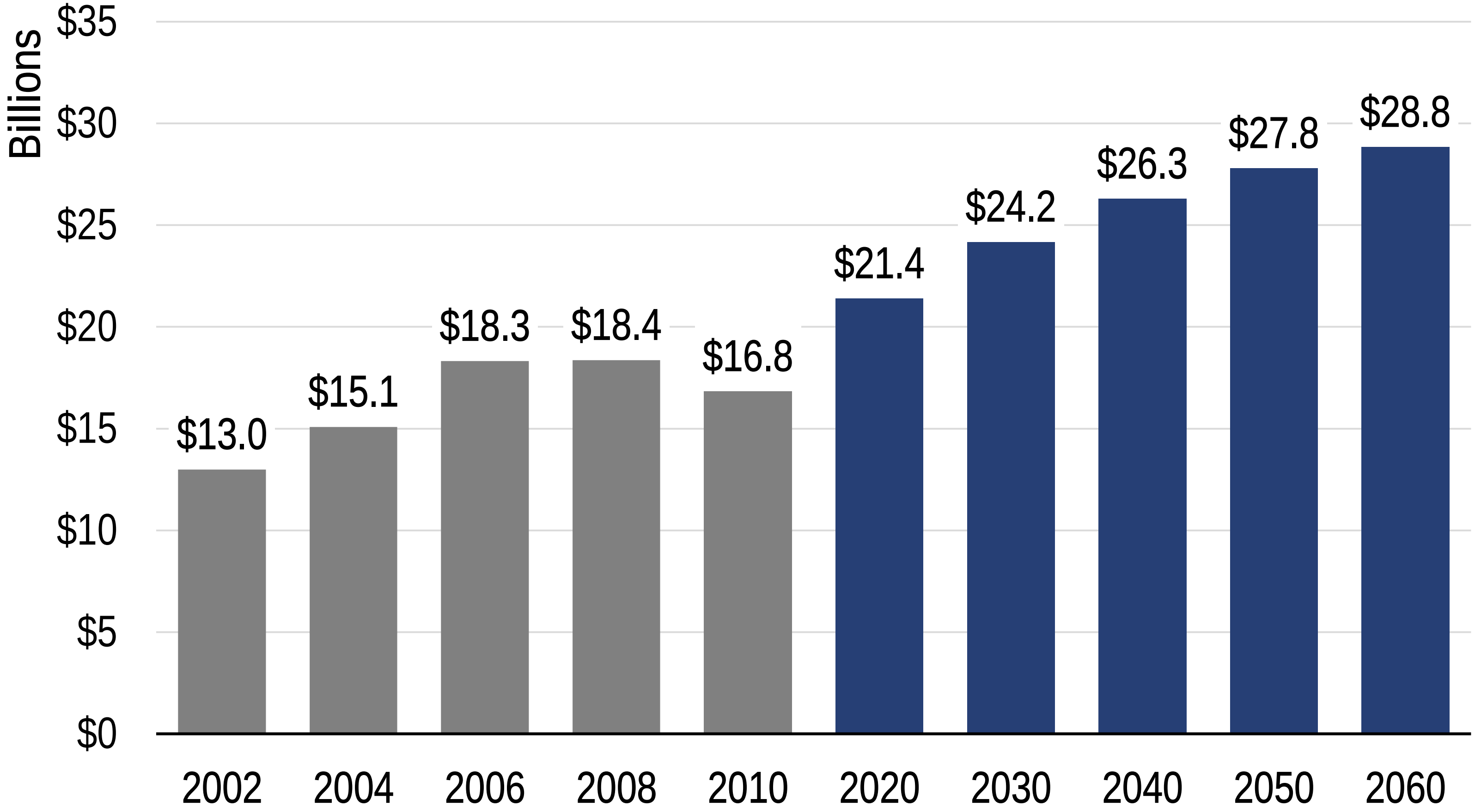
2014 Economic Impact



Source: Applied Analysis, LVCVA EIS Brief March 2015

Leisure & Hospitality Economic Output

Historical and Projected Trend in Direct Output

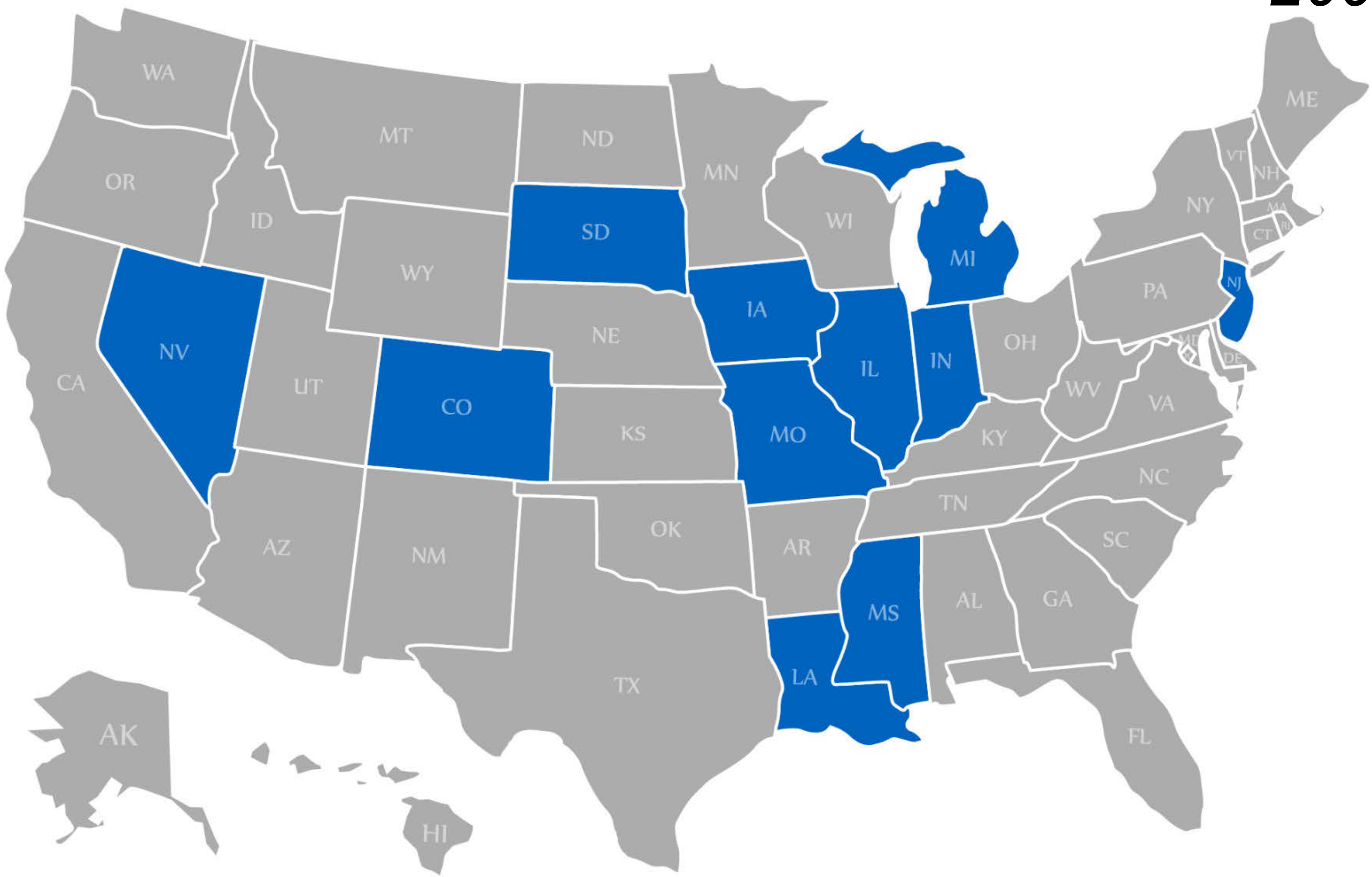


Source: Bureau of Economic Analysis, Applied Analysis

SOUTHERN NEVADA INVESTMENTS
A REVIEW AND OUTLOOK

The Global Gaming Landscape is Changing

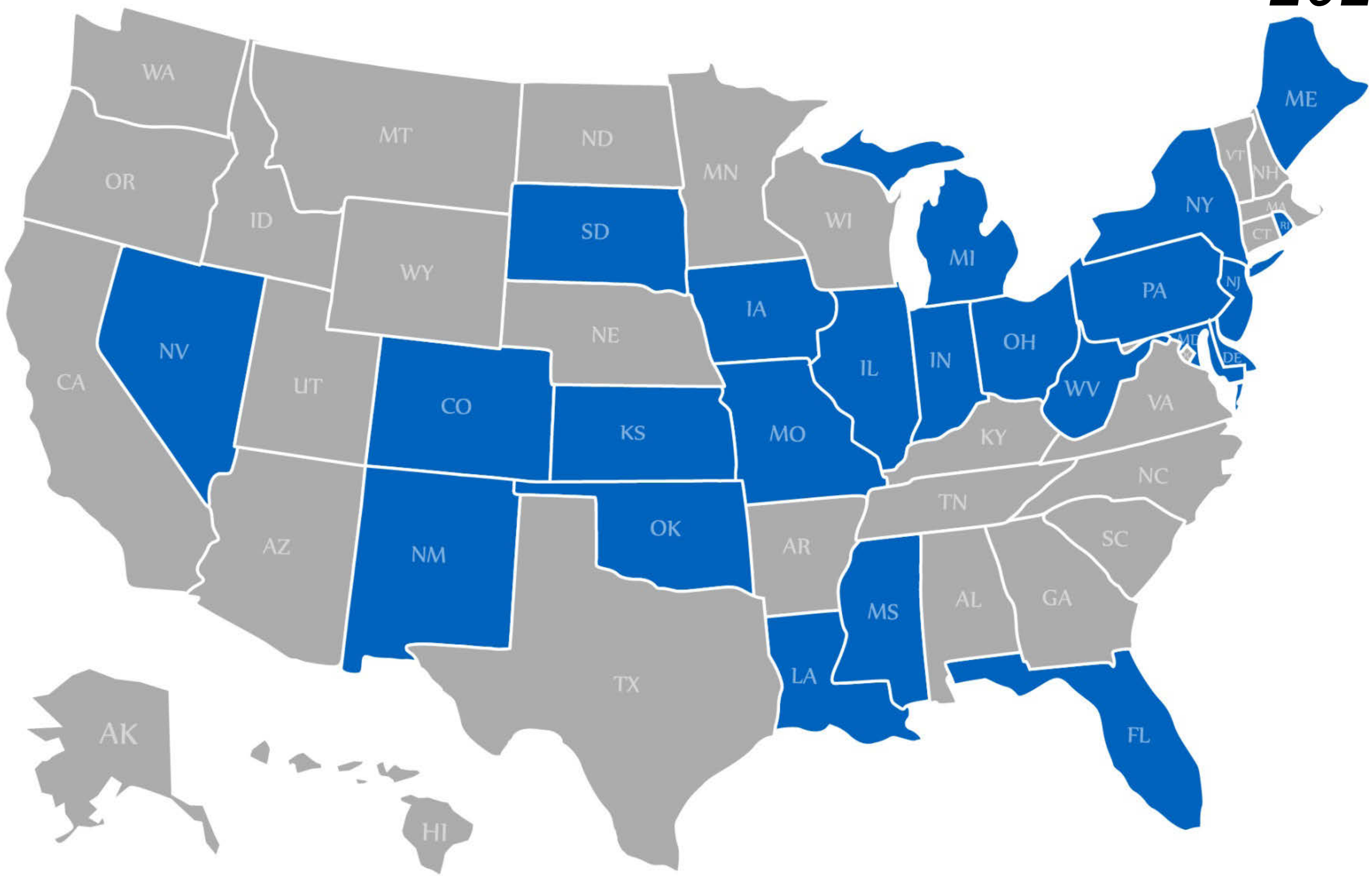
States with Commercial Casinos
2004



Source: American Gaming Association *State of the States: The AGA Survey of Casino Entertainment*

States with Commercial Casinos

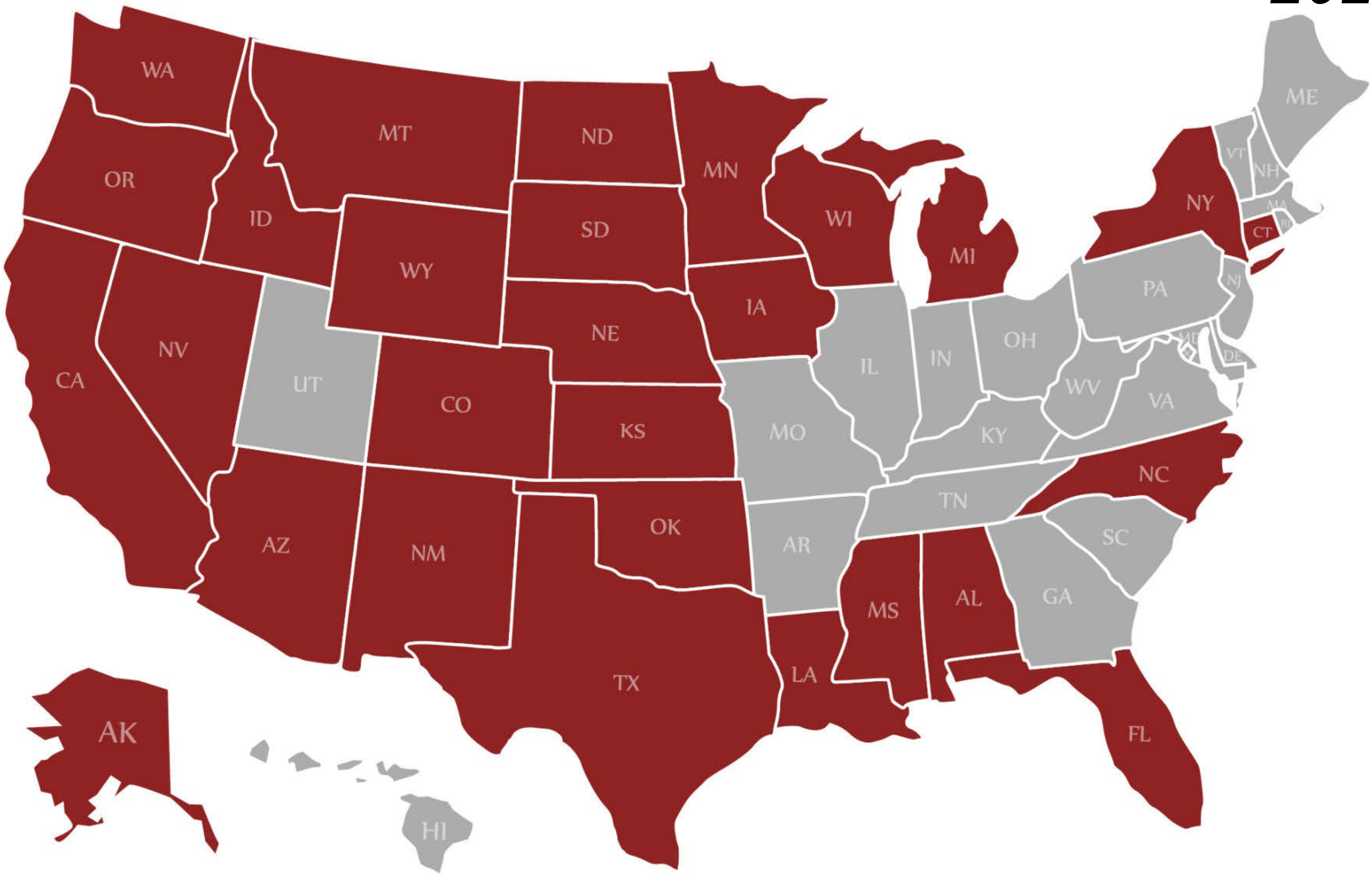
2014



Source: American Gaming Association *State of the States: The AGA Survey of Casino Entertainment*

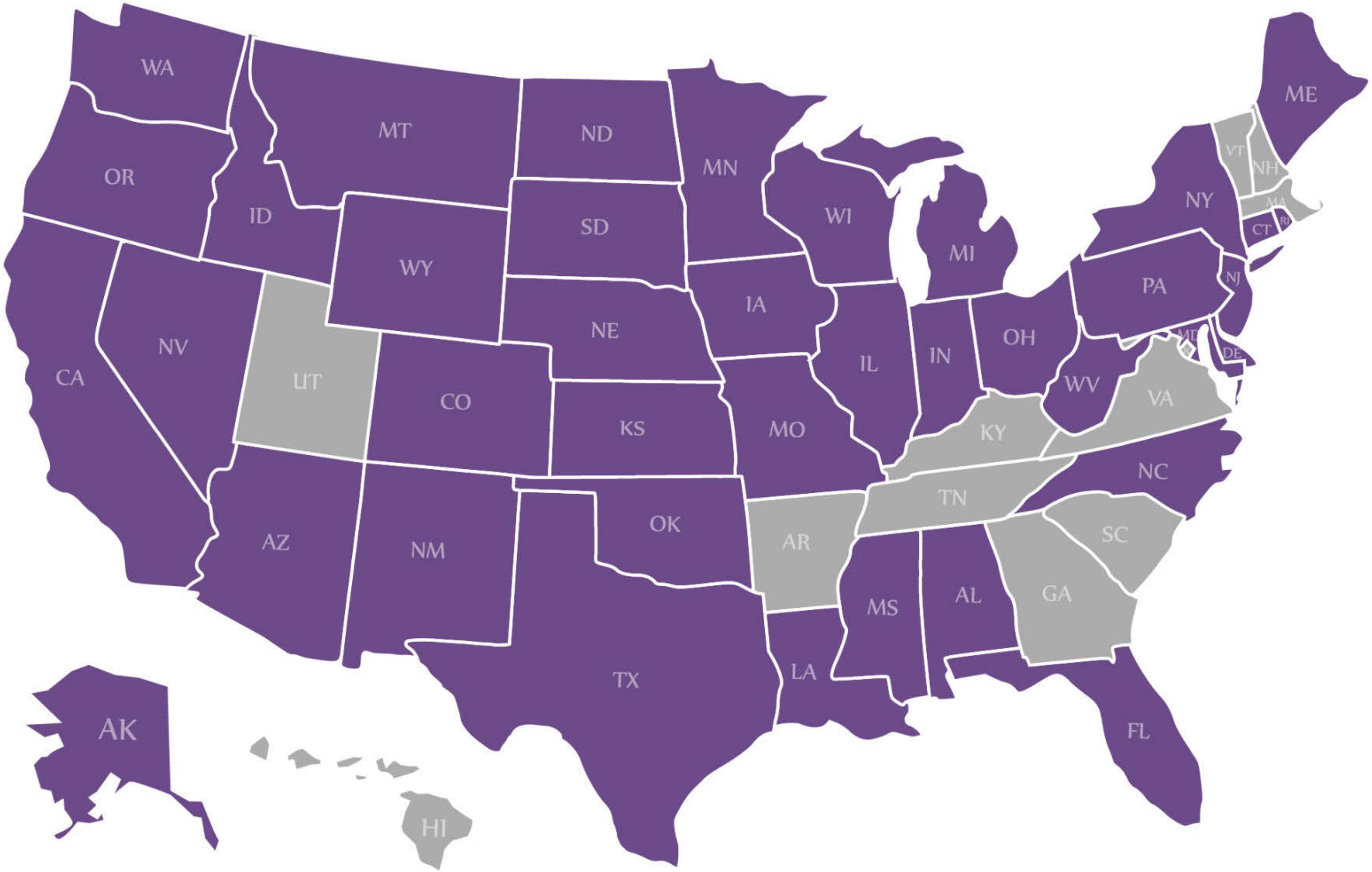
States with Native American Casinos

2014



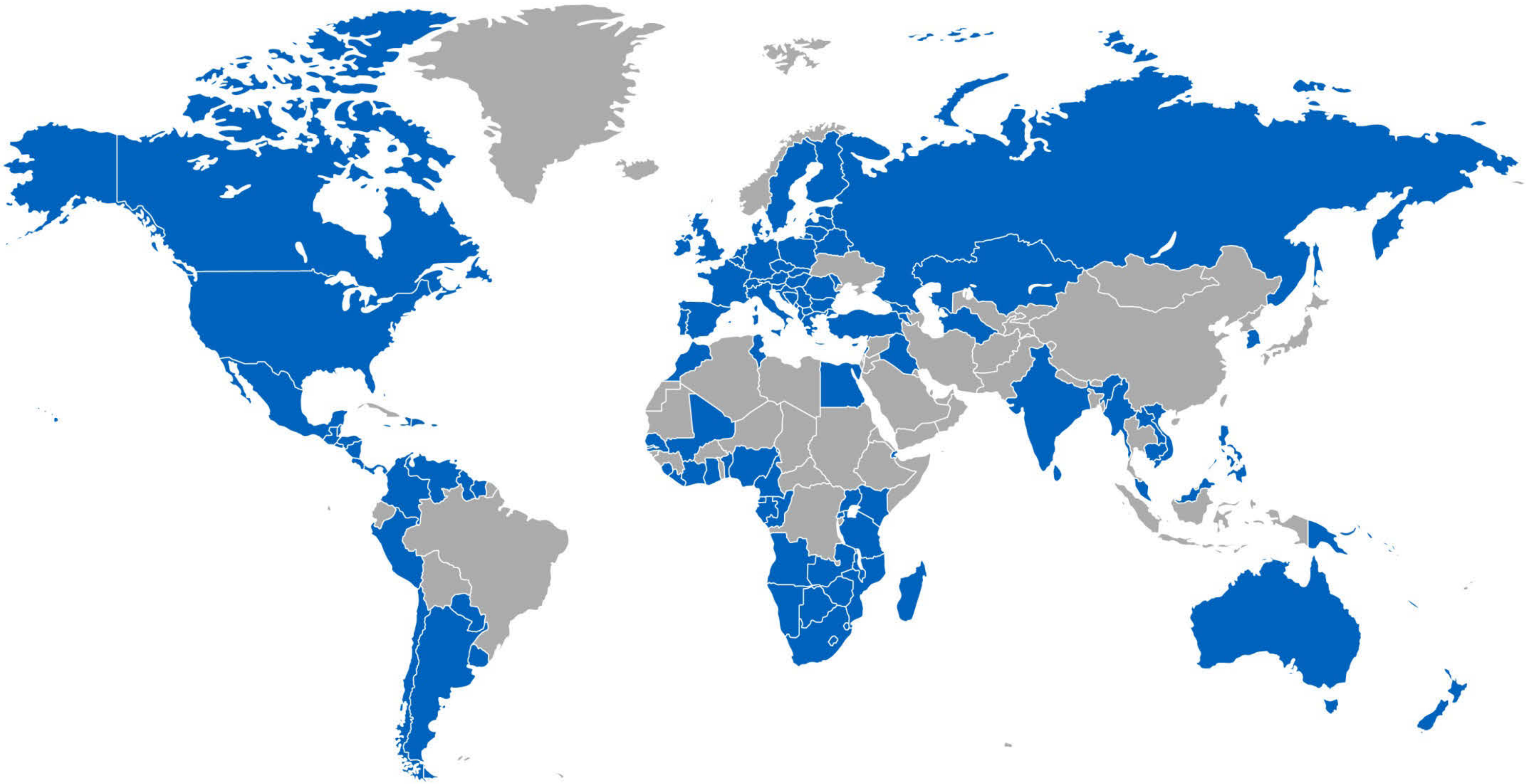
Source: American Gaming Association *State of the States: The AGA Survey of Casino Entertainment*

States with Commercial and/or Native American Casinos



Source: American Gaming Association *State of the States: The AGA Survey of Casino Entertainment*

Global Casino Presence



Source: Casino City, map represents countries with one casino or more

Past Investments Added Capacity…
Current Investments Provide Reasons to Fill Capacity

Las Vegas Investments

Project	Cost	Estimated Completion Date
Resorts World Las Vegas	$4,000,000,000	Spring 2018 (Phase I)
LVCVA Global Business District*	$2,300,000,000	8-10 years
All Net Resort/Arena (former Wet n' Wild)*	$1,400,000,000	Fall 2017
Union Village	$1,200,000,000	Late 2016 (Phase I)
Switch	$1,000,000,000	1-3 Years
MGM Resorts International/AEG Arena	$373,000,000	April 2016
Lucky Dragon Hotel & Casino	$100,000,000	2017
Westgate Las Vegas Renovation (former LVH)	$100,000,000	September 2015
Mandalay Bay Convention Center Expansion	$66,000,000	January 2016
Toshiba Plaza	$50,000,000	April 2016
TopGolf at MGM Grand	$50,000,000	Spring 2016
Thomas & Mack Center Renovation	$47,000,000	Spring 2016
Henderson Freeways Crossing	$40,000,000	Q4 2015
Federal Justice Tower	$35,000,000	Q4 2015
Republic Services Recycling Plant Expansion	$34,000,000	October 2015
Jones Corporate Park	$32,000,000	September 2015

*Planned

Las Vegas Investments *cont.*

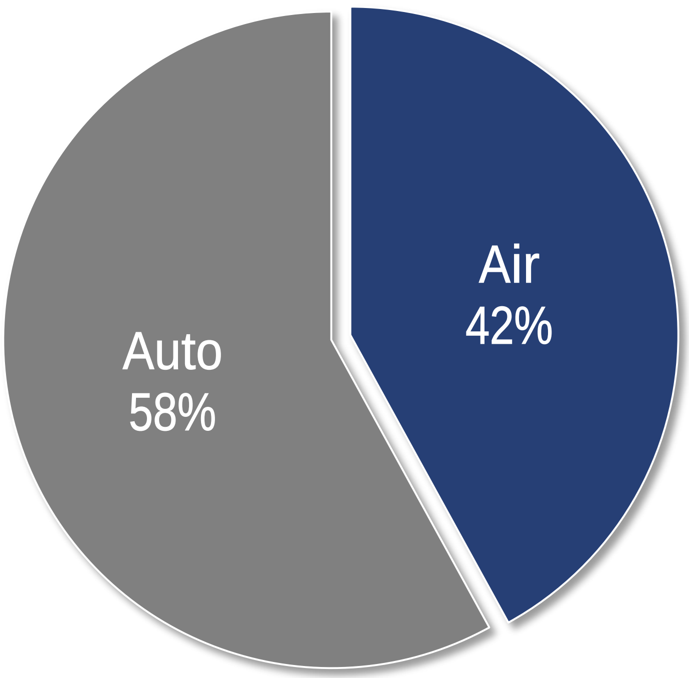
Project	Cost	Estimated Completion Date
Boulevard Mall Renovation	$25,000,000	Fall 2016
Tropicana Las Vegas Renovation	$20,000,000	Spring 2016
Green Valley Ranch Resort Remodel	$20,000,000	Summer 2015
Pawn Plaza	$2,000,000	Summer 2015
Konami Gaming Expansion	$N/A	Summer 2015
Hobby Lobby	$N/A	August 2015
Fashion Show Mall Expansion	$N/A	Fall 2015
Tivoli Village (Phase 2)	$N/A	October 2015
LogistiCenter Cheyenne	$N/A	October 2015
Prologis Las Vegas Corporate Center #20	$N/A	Q4 2015
Lone Mountain Corporate Center	$N/A	Q4 2015
Ainsworth Game Technology	$N/A	Early 2016
Silverton Casino Expansion	$N/A	Spring 2016
IKEA	$N/A	Summer 2016
Alon Las Vegas (former Frontier)*	$N/A	2018
Total	$11,195,000,000	

AREAS OF FOCUS
TOURISM INFRASTRUCTURE COMMITTEE

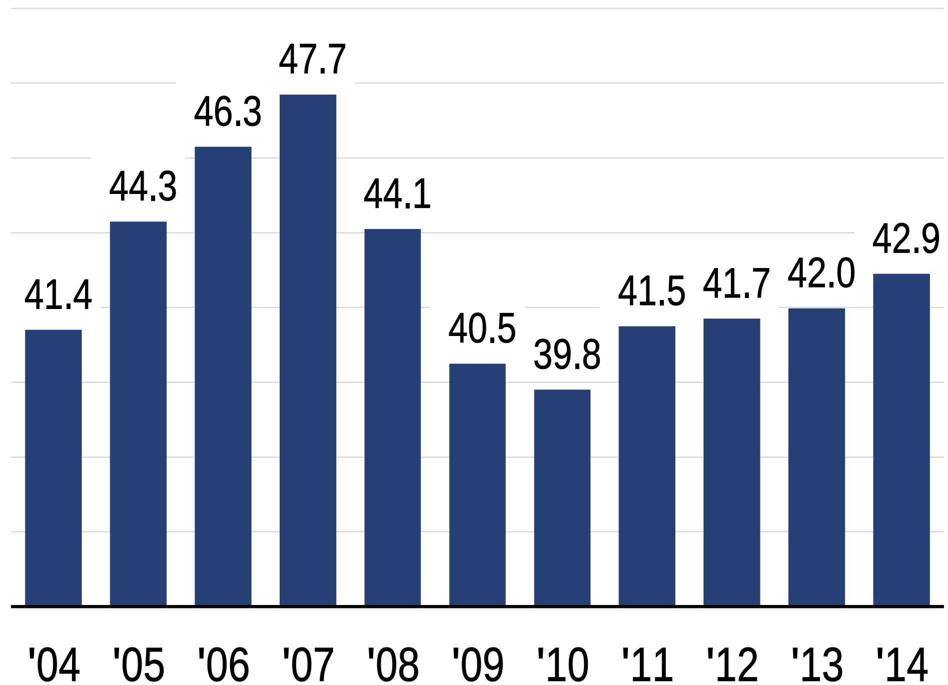
McCarran International Airport

McCarran International Airport
Key Contributor to the Tourism Economy

Transportation to Las Vegas

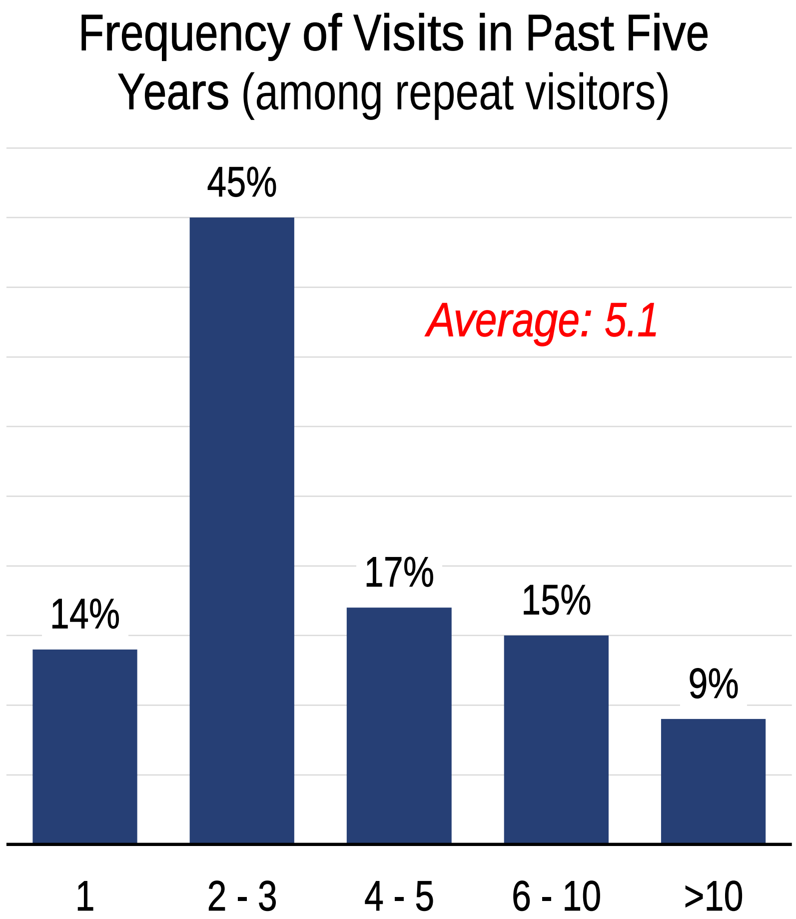


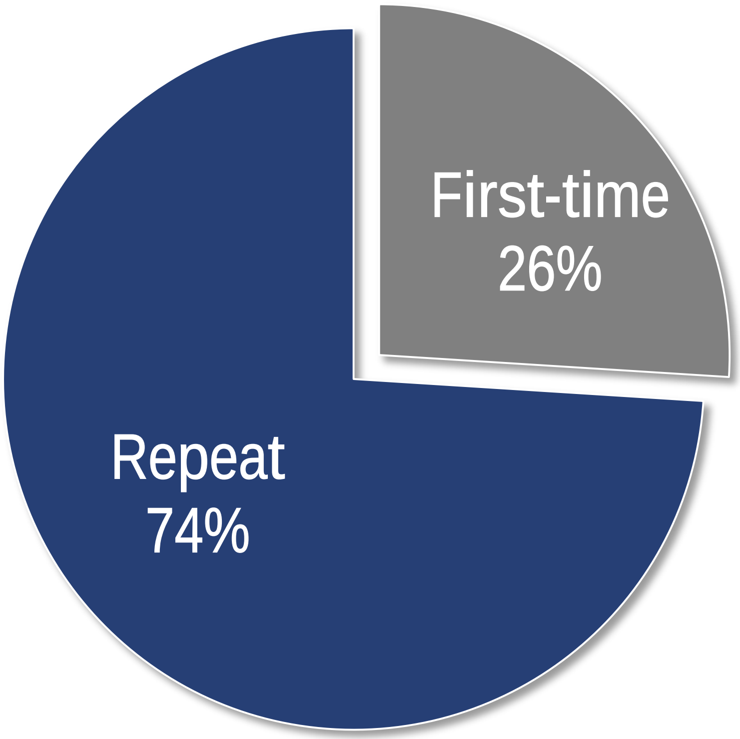
McCarran Airport Passenger Count (in millions)



Source: Las Vegas Convention & Visitors Authority, McCarran Int'l Airport

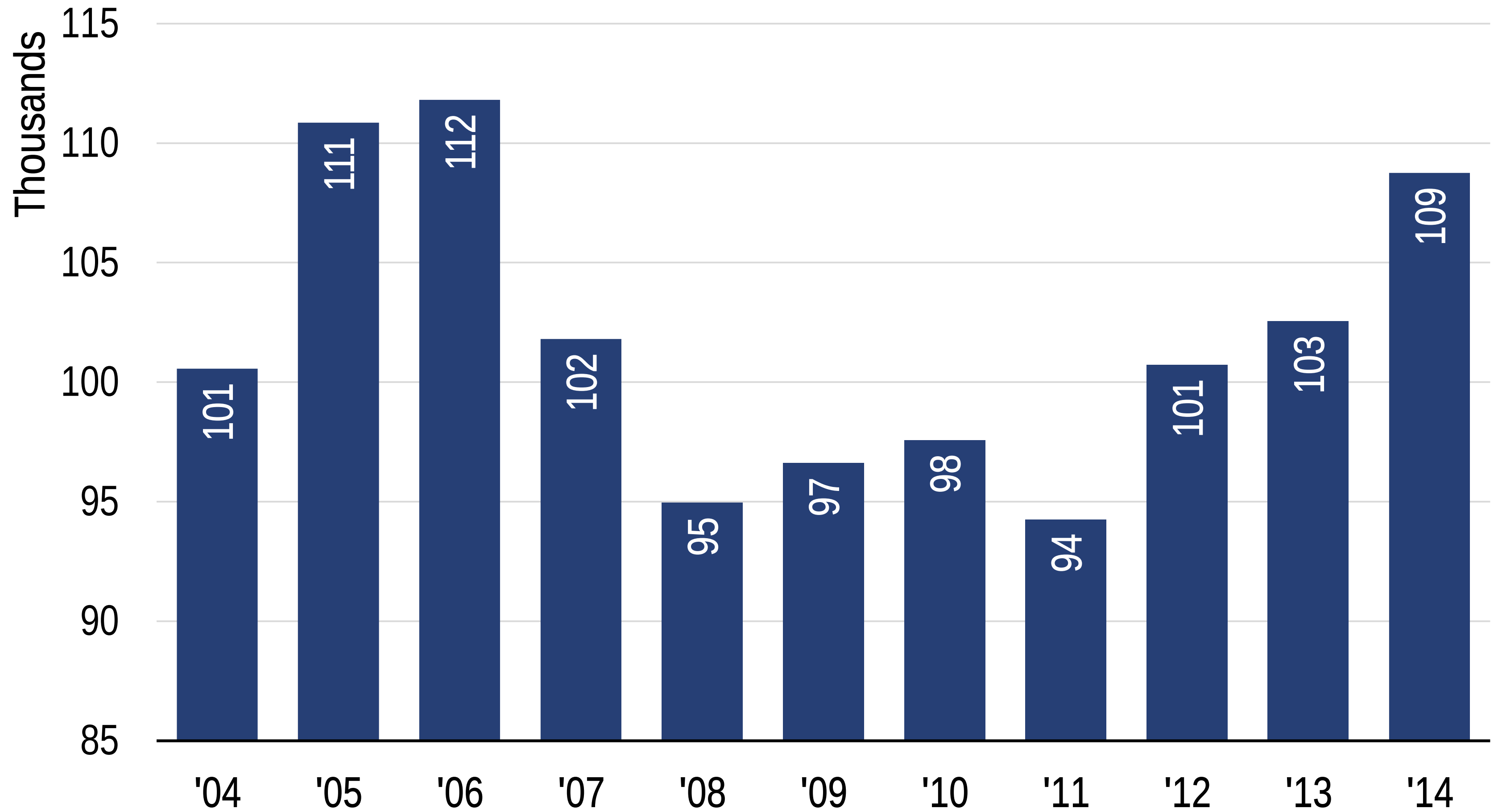
Travel Frequency Among Air Visitors





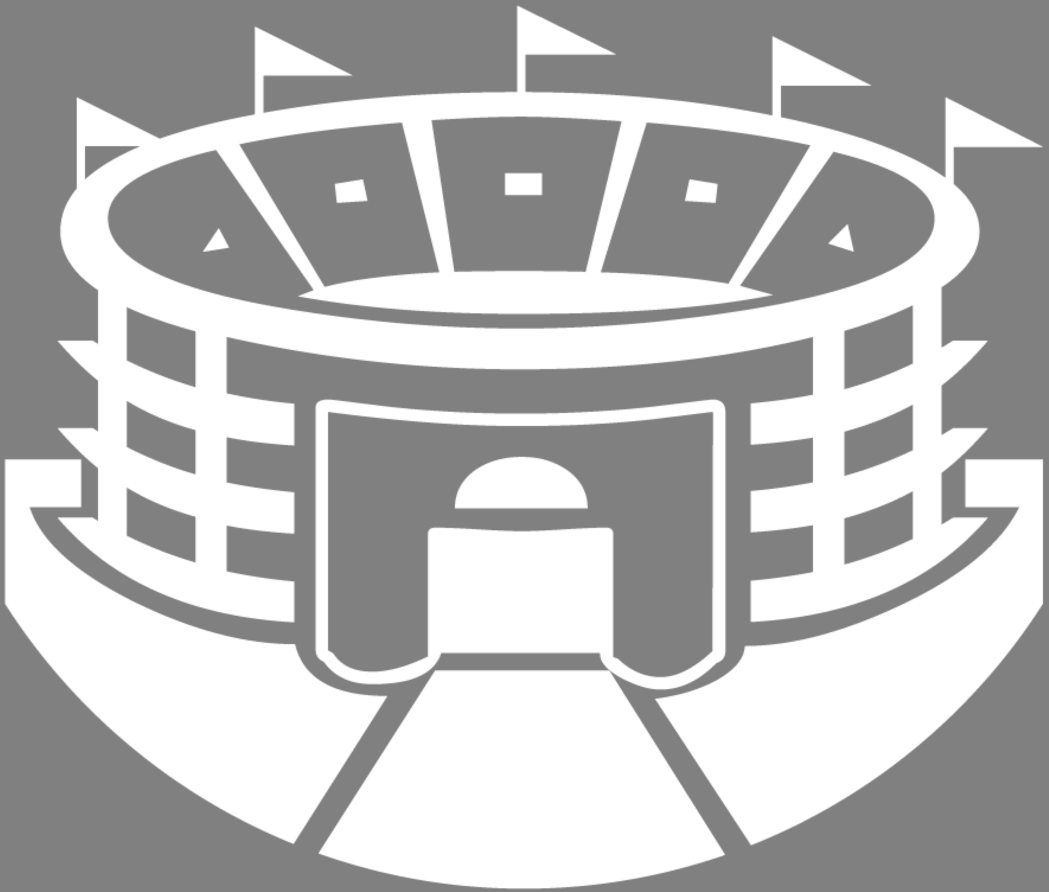
Source: Las Vegas Convention & Visitors Authority, Las Vegas Visitor Profile Study 2014

Air Cargo Activity Trends
(Tons)

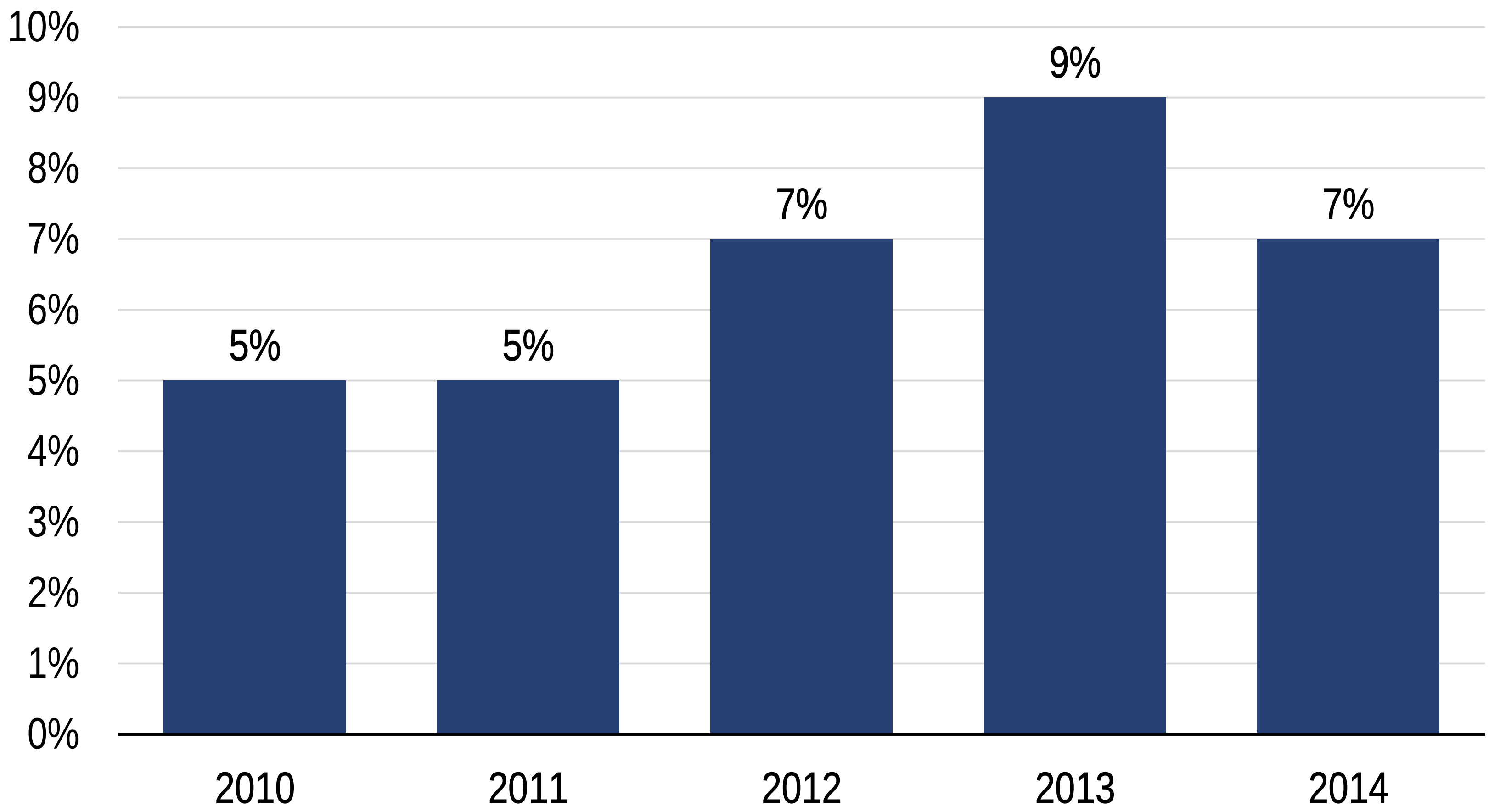


Source: Las Vegas Perspective/McCarran

Stadiums, Arenas and Event Centers



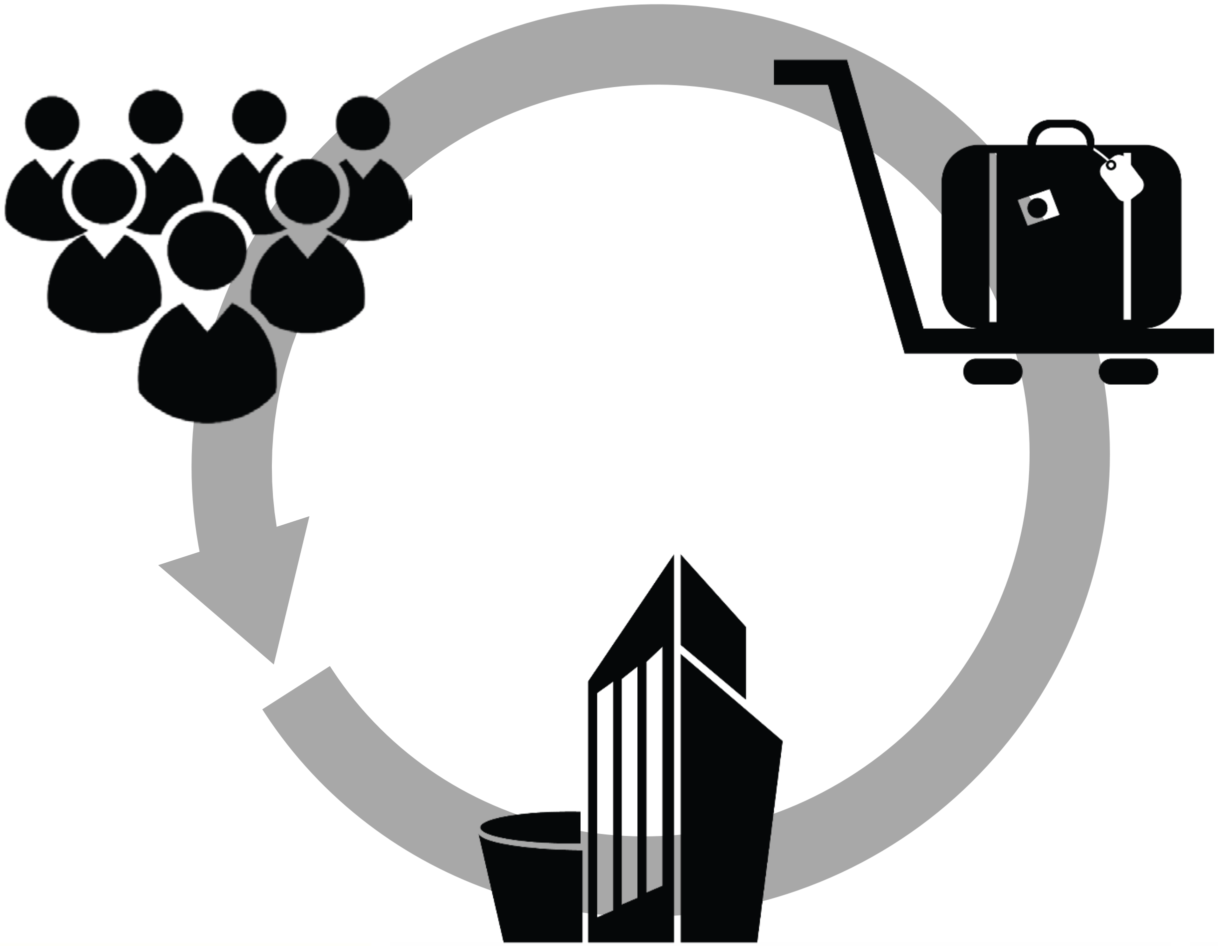
Special Events
Primary Purpose of Visit to Las Vegas



Source: Las Vegas Convention and Visitors Authority VPS

Convention Centers & Meeting Facilities

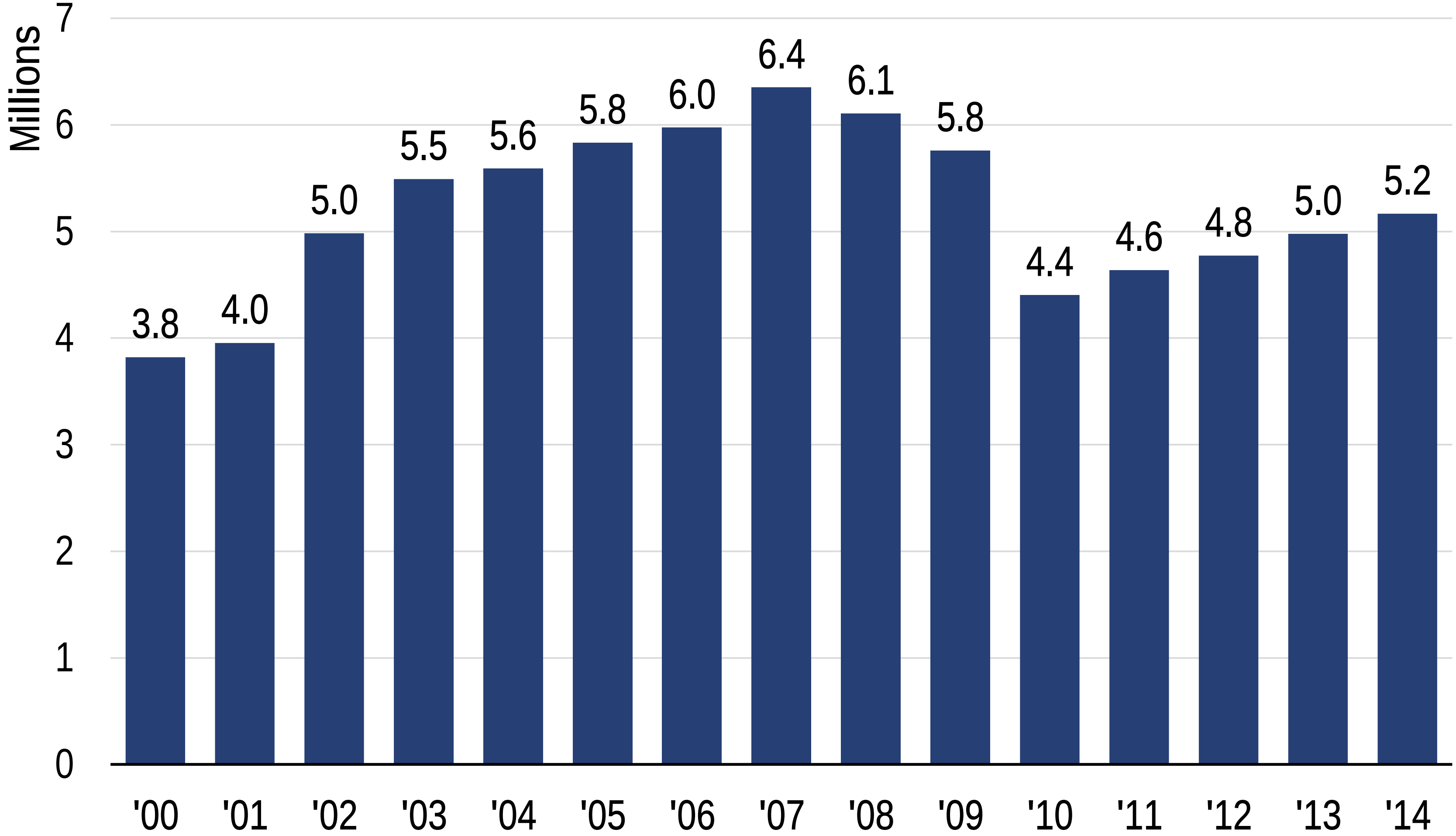
Conventions and the Southern Nevada Tourism Economy



TSNN Trade Show News Network

Las Vegas Hosted 60 out of the 250 Largest Trade Shows in 2014

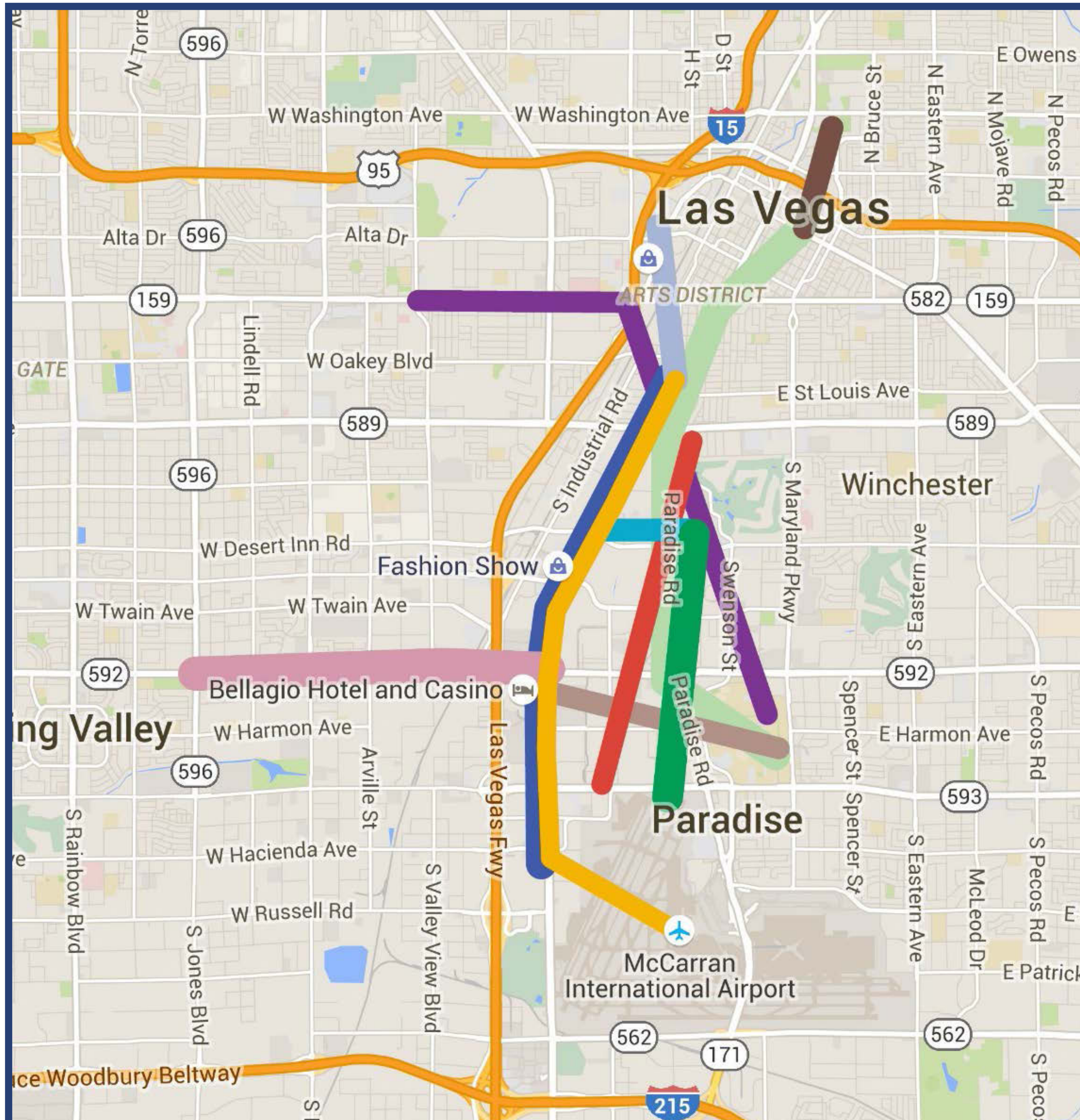
Convention Attendance



Source: LVCVA

Roads, Highways and Mass Transit

Core Area Connections

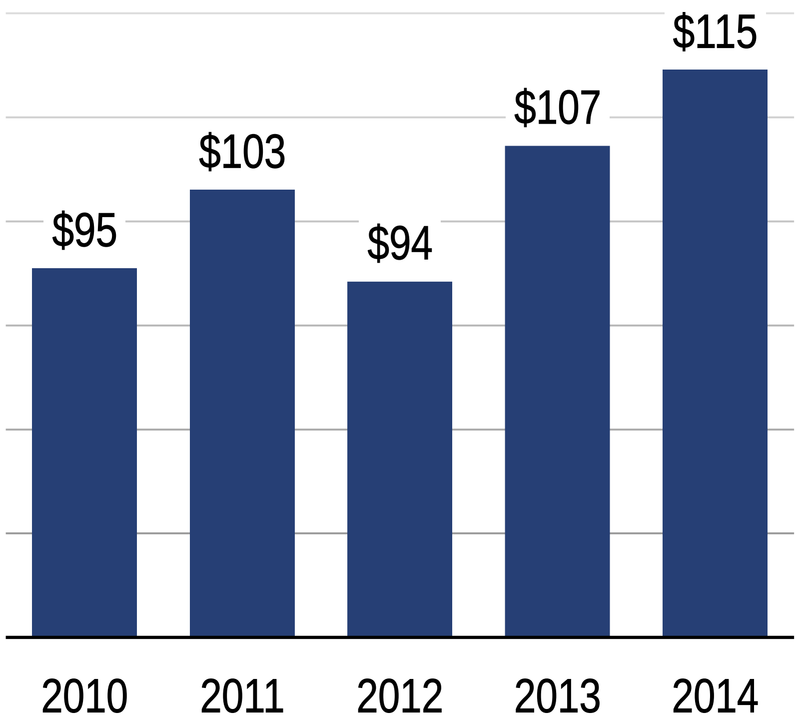


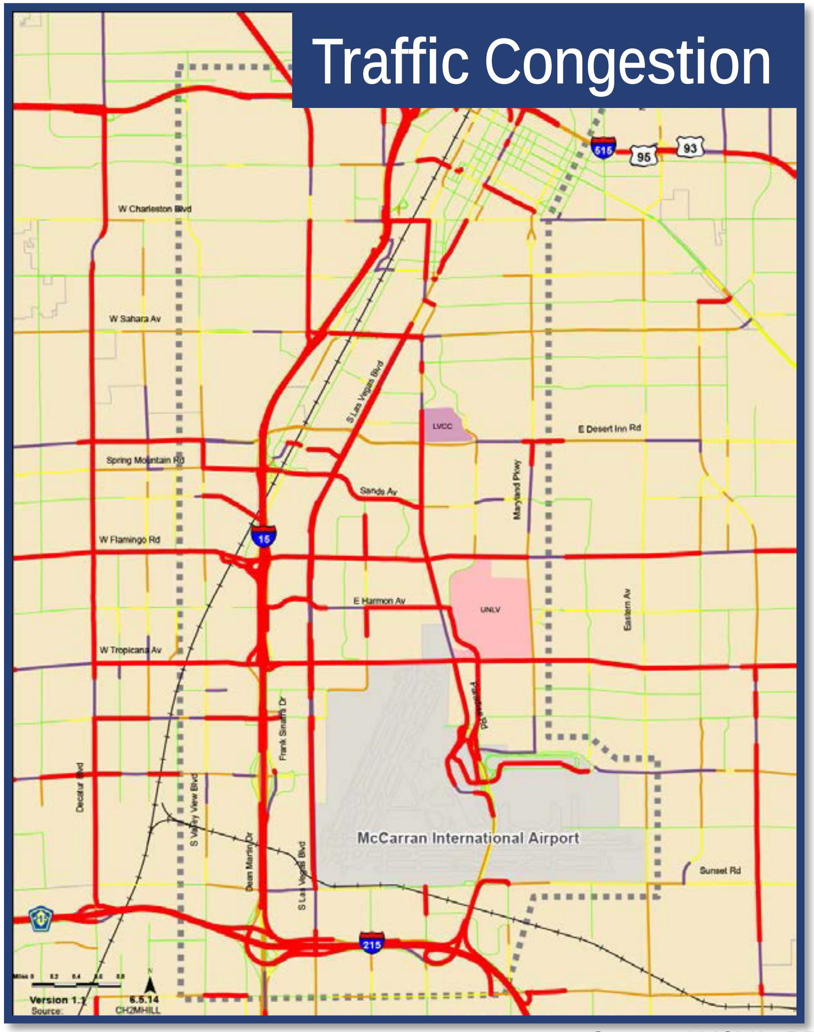
Source: RTC

Roads, Highways and Mass Transit

Local Transportation – Average Spent by Visitors

(Among those who spent money in that category)



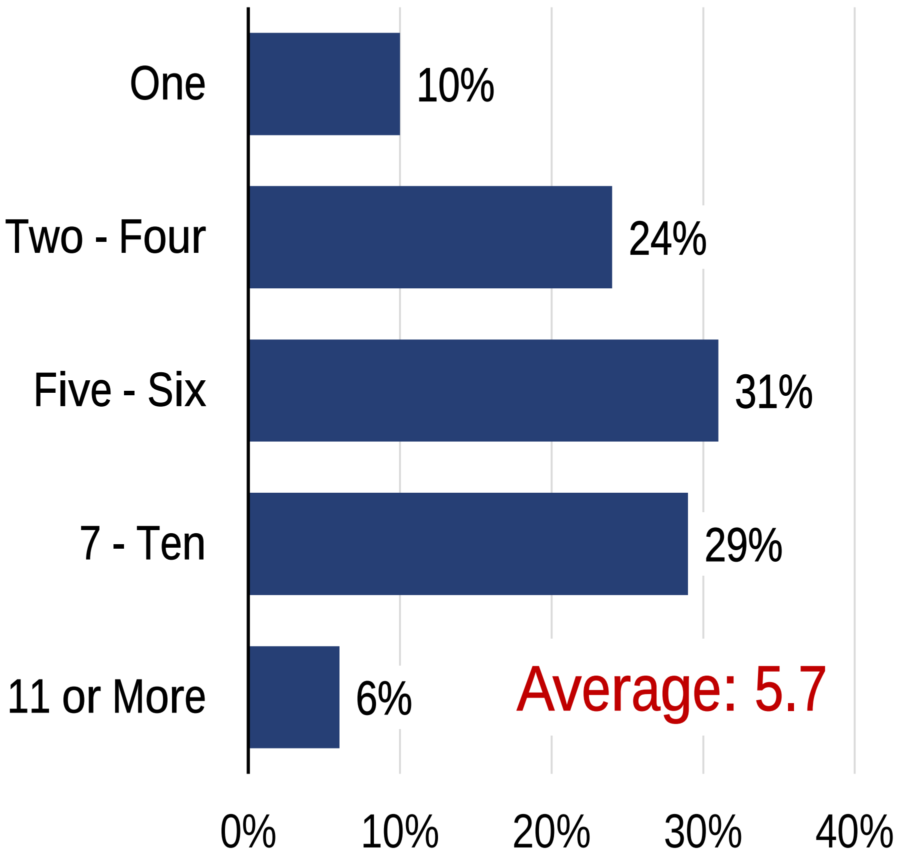


Source: LVCVA, RTC

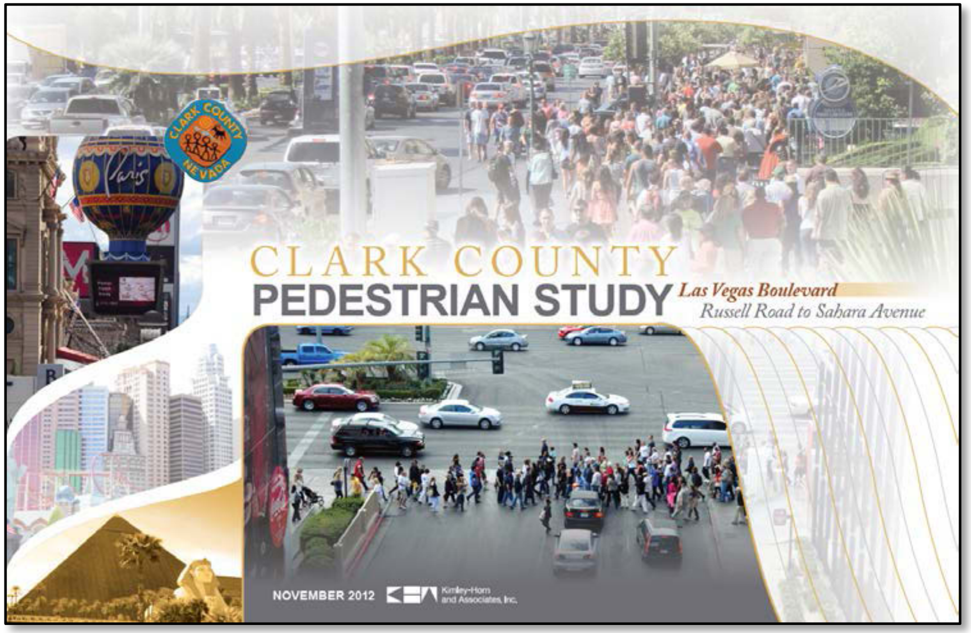
Pedestrian Movement

Pedestrian Movement

Number of Casinos Visited

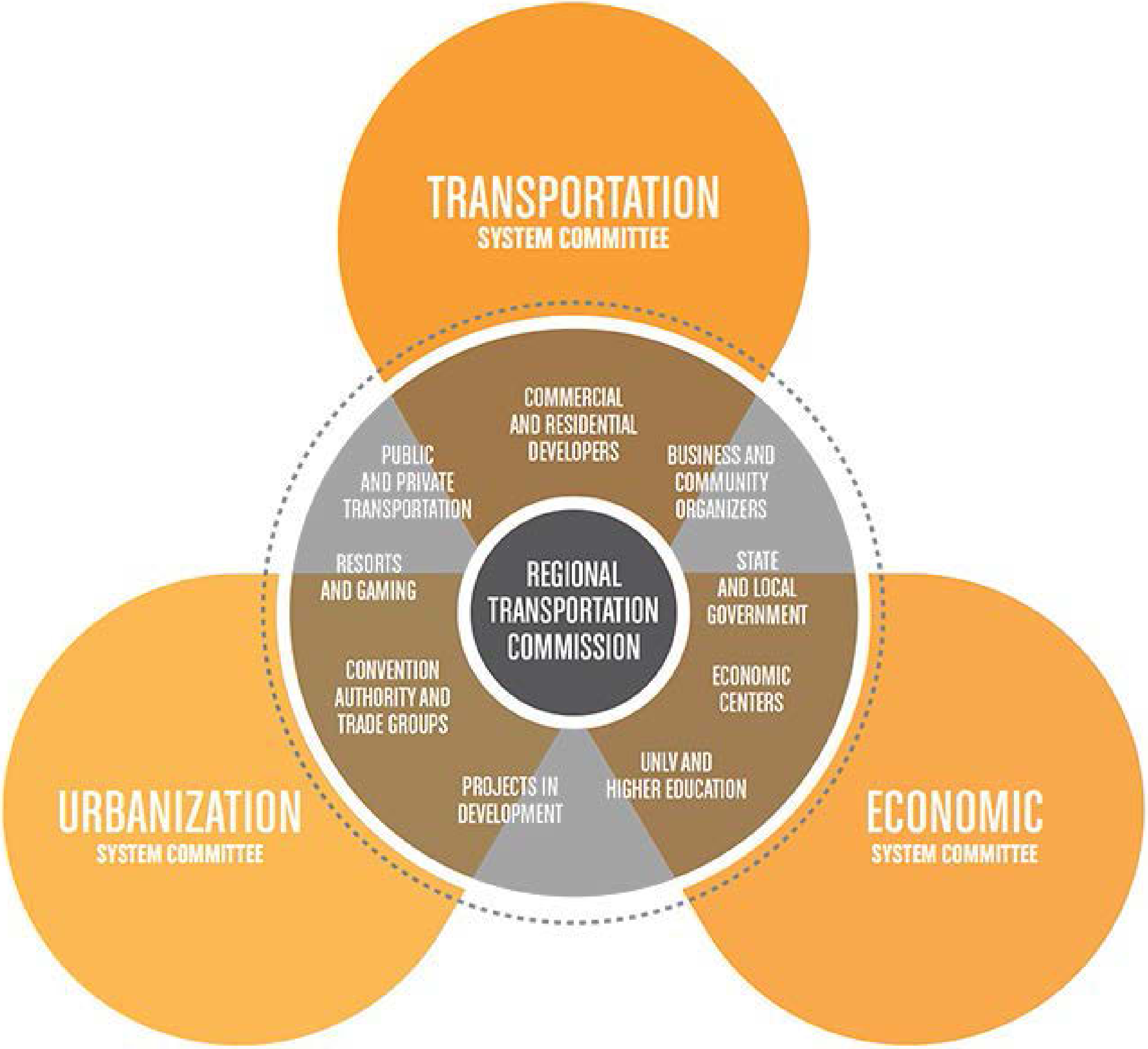


"Pedestrian Study for Las Vegas Strip Completed, Shows 'Unacceptable' Congestion in Places"



Source: LVCVA, Las Vegas Visitor Profile Study 2014; Kimley Horn

TRANSPORTATION INVESTMENT BUSINESS PLAN



Funding Infrastructure

Funding Infrastructure

SOUTHERN NEVADA
Tourism Infrastructure Committee

Southern Nevada's Economic Growth and the Importance of Tourism Infrastructure

SOUTHERN NEVADA
Tourism Infrastructure Committee

MEETING AGENDA

August 27, 2015
9:00 a.m.

Main Location:
UNLV Foundations Building
Blasco Event Wing
4505 S. Maryland Pkwy.
Las Vegas, NV 89154

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1. Call to Order, Roll Call and Establish Quorum

2. Public Comment

For Possible Action — **3. Acceptance of Minutes from July 14, 2015**

4. Research Staff Report

5. Committee Presentations

a. McCarran International Airport
- Rosemary Vassiliadis, Clark County Department of Aviation

b. Passenger Carriers and Tour Operators (Panel Discussion)
- Jana Leonard, Allegiant Airlines
- John Buch, Maverick Tours
- ***T.B.D., Southwest Airlines***

c. Air Cargo Carriers (Panel Discussion)
- Written submission by Trey Hettinger, UPS
- ***T.B.D., Federal Express***

d. Taxi and Shuttle Services (Panel Discussion)
- Ileana Drobkin, Nevada Taxicab Authority
- Alan Waxler, Waxler Charter Services
- Jim Gleich, Super Shuttle
- John Marushok, Frias Transportation

6. September Meeting Preview

7. Committee Member Comments

8. Public Comment

For Possible Action **9. Adjournment**

NOTE (1) THIS AGENDA HAS BEEN POSTED NO LATER THAN THREE WORKING DAYS PRIOR TO THE MEETING AT THE FOLLOWING LOCATIONS:

a. GOED, 808 W. Nye Ln, Carson City, NV
b. Sawyer Building, 555 E. Washington Avenue, Las Vegas, NV
c. Nevada State Library, 100 N. Stewart St., Carson City, NV
d. Nevada State Capitol, 101 S. Carson Street, Carson City, NV
e. LVGEA, 6720 Via Austi Parkway., Suite 130, Las Vegas, NV
f. City of Las Vegas, City Hall, 400 East Stewart Avenue, Las Vegas, NV
g. City of North Las Vegas, City Hall, 2250 N. Las Vegas Boulevard, North Las Vegas, NV
h. Clark County Government Center, 500 S. Grand Central Parkway, Las Vegas, NV
i. City of Boulder, City Hall, 401 California Avenue, Boulder City, NV
j. City of Henderson, City Hall, 240 Water Street, Henderson, NV
k. City of Mesquite, City Hall, 10 E. Mesquite Boulevard, Mesquite, NV
l. Lincoln County Regional Development Authority, P.O. Box 1006, Caliente, NV
m. Nye County Regional Economic Development Authority, P.O. Box 822, Pahrump, NV
n. GOED website www.diversifynevada.com
o. Nevada Public Notice website http://notice.nv.gov

NOTE (2) Persons with disabilities who require special accommodations or assistance at the meeting should notify Lynne Taylor-Bullock, Governor's Office of Economic Development, 555 E. Washington Ave., Suite 5400, Las Vegas, Nevada 89101 or by calling 702-486-2700 on or before the close of business two business days prior to the meeting date.

NOTE (3) The Committee reserves the right to take items in a different order, combine items for consideration and/or pull or remove items from the agenda at any time to accomplish business in the most efficient manner.

NOTE (4) All comments will be limited to 3 minutes per speaker. Comment based on viewpoint may not be restricted. No action may be taken upon a matter raised under the public comment period unless the matter itself has been specifically included on an agenda as an action item. Prior to the commencement and conclusion of a contested case or quasi-judicial proceeding that may affect the due process of individuals, the Committee may refuse to consider public comment. See NRS 233b.126.

NOTE (5) For supporting material please contact Lynne Taylor-Bullock, 555 E. Washington Avenue, Suite 5400, Las Vegas, Nevada 89101, (702) 486-2700, ltaylor@diversifynevada.com. Materials may be obtained at the following public locations: Governor's Office of Economic Development, 555 E. Washington Avenue, Suite 5400, Las Vegas, Nevada 89101 or Governor's Office of Economic Development, 808 W. Nye Lane, Carson City, Nevada 89703.

SOUTHERN NEVADA TOURISM INFRASTRUCTURE COMMITTEE MEETING
July 14, 2015

The meeting of the Southern Nevada Tourism Infrastructure Committee was called to order by Chairman Hill at 1:30 p.m. in the Grant Sawyer Building, Room 4412, 555 E. Washington Ave, Suite 2450, Las Vegas, Nevada, 89101.

1. **ROLL CALL/CALL TO ORDER/ESTABLISH QUOROM**

APPOINTED COMMITTEE MEMBERS PRESENT

Mr. Steven Hill, Chairman
Dr. Len Jessup, Vice Chairman
Mayor Carolyn Goodman, City of Las Vegas
Mr. Steve Sisolak, Chairman of the Clark County Commission
Ms. Kristin McMillan, President and CEO of the Las Vegas Metro Chamber of Commerce
Dr. Bill Noonan, Senior Vice President of Boyd Gaming
Mr. William Hornbuckle, President of MGM Grand Resorts
Mr. George Markantonis, Las Vegas Sands Corporation
Mr. Mike Sloan, Vice President of Stations Casinos

ADVISORY COMMITTEE MEMBERS PRESENT

Ms. Elizabeth Fretwell, City Manager of the City of Las Vegas
Mr. Donald Burnette, County Manager, Clark County
Ms. Rosemary Vassiliadis, Director of Department of Aviation, Clark County
Mr. Rossi Ralenkotter, President and CEO of Las Vegas Convention and Visitors Authority

APPOINTED COMMITTEE MEMBERS ABSENT

Mr. Tom Jenkin, Caesars Entertainment
Ms. Kim Sinatra, Wynn Resorts

ADVISORY COMMITTEE MEMBERS ABSENT

Ms. Tina Quigley, General Manager of Regional Transportation Commission of Southern Nevada
Mr. Guy Hobbs, Hobbs Ong & Associates

2. **PUBLIC COMMENTS: 1:32 p.m.**

Mr. Ed Uehling comments on his hope that this committee will not become one where it is difficult to get information. Uehling experienced a hard time getting information for the meeting prior to today. Uehling comments on the low projections for tourism and states that tourism is the largest, fasting growing and most dynamic industry in the world and the committee is projecting growth rate of 1%. He remarks that the LVCVA goal is very low at 30%; he believes this means a disaster for the southern Nevada. Uehling points out that McCarran International Airport is the 9th largest airport in the nation when it used to be the 5th.

Chairman Hill thanks Mr. Uehling for his comments and says the committee will take them into consideration. There are no more public comments.

3. COMMITTEE INTRODUCTIONS: 1:40 p.m.

Chairman Steve Hill introduces himself as the Director of the Governor's Office of Economic Development. He attributes part of his original company's success to Nevada's tourism and hospitality industry and expresses his gratitude to that industry for helping to drive the economy in southern Nevada for so long.

Mayor Carolyn Goodman introduces herself. She cites convention business and general tourism as the two most critical sectors. Mayor Goodman notes that after just recently coming out of a recession they have had the best year ever at 41 million visitors.

Steve Sisolak introduces himself as a member of the Clark County Commission representing district A. He states it is not just the tourism money that is valued but the jobs being created which keep residents employed and their families supported.

Rosemary Vassiliadis introduces herself as the Director of Aviation for Clark County. The Department of Aviation is made up of five airports with McCarran International Airport being the largest commercial airport, with smaller operations in North Las Vegas, Henderson, etc. She has been with the airport since 1997 and the county since 1995.

Don Burnette has been the county manager for about 4.5 years. Burnette is a 25-year resident of southern Nevada and employee of Clark County having spent all 25 years in the County Manager's office.

Len Jessup introduces himself as the President of UNLV. He has been at UNLV for six months and states he came to Las Vegas because he wanted to be part of the change and is happy to be here and participate.

Kristin McMillan introduces herself as the President and CEO of the Las Vegas Metro Chamber and has been in that position for just over four years. McMillan expresses she has a passion for business and likes not only representing business, and building a better climate for business; but also wants to work in a community which is really focused on creating jobs and improving the health of its economy.

Elizabeth "Betsy" Fretwell is the City Manager of the City of Las Vegas and has been the City Manager for about 6.5 years. Fretwell has been with the City of Las Vegas for 15 years and has worked with the City of Henderson before that. She offers a city perspective, a local government administration perspective and hopefully a local government financing perspective for all the things that need to be done in this community to keep it and the recovery strong.

William “Bill” Hornbuckle introduces himself as the President of MGM Resorts. Hornbuckle has been with a handful of Las Vegas properties, namely MGM, Caesar’s, Treasure Island and Mandalay Bay. He has also had the pleasure to serve on many of these boards for the better part of 5-6 years.

Bill Noonan has had 18 years in the public sector, 3 of those in Las Vegas. Noonan moved over to the private sector and has 21 years of experience, the last 14 of which have been in the position of Senior Vice President for Boyd Gaming.

Rossi Ralenkotter introduces himself as the President and CEO of the Las Vegas Convention and Visitors Authority. Rossi went to work at the convention center in 1973 and has been there for 42 years, where he has been the president for ten years. Rossi feels the only way for a city to be successful is by moving people from point A to point B. Thus, the infrastructure needs to be going forward with mid-term, long-term and some short-term changes to that.

George Markantonis introduces himself as the new President and Chief Operating Officer of Venetian, Palazzo and Sands Expo Center. Markantonis first came to Las Vegas in 1995 where he was at Caesar’s Palace, leaving as a Senior VP of Offices in 2004. Markantonis returned four months ago, but during his time away he considered himself a tourist which gives him a dual perspective on the industry.

Mike Sloan introduces himself as the Vice President in charge of government affairs for Station Casinos. Mr. Sloan moved to Las Vegas in 1959. In 1985, he joined Circus Circus as general counsel and stayed with that company for about 20 years and after MGM bought it he semi-retired until 4 years ago.

4. **OVERVIEW OF THE OPEN MEETING LAW: 2:03 p.m.**

Sophia Long, Deputy Attorney at the Attorney General’s Office, introduced herself. She states the open meeting law is to make sure that, boards, commissions and other public bodies are transparent so the public is aware of decisions made. She notes a meeting cannot take place unless there is a quorum. Since there are eleven members in this committee, quorum would be at least seven members being present physically, via video conference or via telephone conference. She addresses agenda item 8, committee member comments, and states this should not be used for topics not on the agenda. Another thing that gets board members in trouble is trying to discuss meeting items outside of a meeting when there is a quorum. Meeting topics should only be discussed during meetings to maintain transparency with the public. Another violation of open meeting law would be participating in a serial quorum or a walking quorum. Also, the chairman dictates how the meeting is run based on the agenda and also when a vote can be called or when to move on. The last point she makes is that if there is an open meeting law violation, Chapter 241 outlines how the committee can cure the violation and outlines how it should be put on the agenda.

5. OVERVIEW OF THE COMMITTEE CHARGE AND PROPOSED PROCESS: 2:12 p.m.

Chairman Hill opens up discussion on the proposed process for the committee. In June, Governor Sandoval issued an executive order forming this committee. He asked that the committee meet before July 15, 2015 and that in approximately 1 year they submit recommendations from the committee both to the governor and potentially for legislative action if that is part of the recommendations that the committee makes. Mr. Hill explains that the committee does not have authority but the ability to help implementation and produce results. Attempts to diversify the economy in the region need to begin with an understanding that the tourism and hospitality industry is the engine that has driven southern Nevada and that it will continue to do so into the foreseeable future. Las Vegas is the global leader in the tourism industry and the purpose of this committee is to help in any way they can to make sure that it not only stays that way but continues to grow. The specific job of this committee is to hear and study the input from a broad cross section of stakeholders in 5 areas: airport and aviation; convention centers and event meeting spaces; stadiums and event centers; roads, highways and mass transit; and pedestrian movements. There is to be an initial meeting once a month on each of those topics and the committee will invite stakeholders to make presentations in those areas. There will be major projects and it is the role of this committee to make sure that all of those plans tie together. The technical advisory committee members will take a lead role in each one of those topics according to area of expertise and to help coordinate other stakeholders to come and make presentations.

There has been an outline made of people to come present who would be appropriate to do so but it is certainly open to suggestions for people to add to the schedule. The project will be prioritized both in terms of importance and time. The committee will look at funding mechanisms and cost-benefit analyses throughout the process. This will be an inclusive and open process, and the committee will work towards making information available prior to meetings.

The 4th Thursday of each month has been proposed for meeting other than in November and December 2015 where it has been proposed to put those two meetings together on December 3rd. The August through December meetings will be at UNLV. In January the committee will meet in 4401 in the Grant Sawyer State Building. For the August 27th meeting, a report on the future of transportation has been recommended, respecting this may need to be altered based on the availability of participants.

Constraints will not be placed on what the presenters want to present. What the committee would like to understand is how these presenters look at success in their particular field, what the critical topics are and recommendations on what this committee could recommend in order to help improve on whatever topic may come before the committee, any action needed by the legislation in order to do so.

Mr. Markantonis brings up September 24th may be a conflict in schedule for some board members due to the G2E conference.

Mr. Aguero states the intent is to have pre-interviews with everyone on the list to go through specifically what the charge of the committee is, to outline specifically what the questions are and to follow up with a letter outlining the time that they will have during each meeting to ensure it is as structured as possible.

Chairman Hill closes agenda item 5.

6. SOUTHERN NEVADA'S ECONOMIC GROWTH AND THE IMPORTANCE OF TOURISM INFRASTRUCTURE 2:37 p.m.

Chairman Hill states he and Mr. Aguero have discussed providing those who would be giving testimony a baseline economic projection so that the committee has a standardized baseline for projections.

Mr. Aguero's objective is to deliver this information to those that would be testifying to provide a uniform baseline, respecting the fact that they may have different opinion which may be equally important to what they offer as an expected condition and the challenges they face. The idea is to come out with actionable goals relative to infrastructure in southern Nevada that relate towards tourism and to come up with financing mechanisms or funding mechanisms for that particular infrastructure. Also, the committee will need to evaluate testimony and make recommendations for improvements to public and private convention facilities, public and private entertainment facilities, current tourism-related transportation modes and other related infrastructure.

Mr. Aguero notes that the projections that are offered here are Applied Analysis's projections. He points out that they have intentionally offered relatively conservative projections because if the committee is considering periods going out to 2050 or 2060, it was felt that it was probably a good idea to be on the lower, achievable end of the spectrum.

The population in southern Nevada has doubled during every decade and there is no other economy of this size that can say the same thing. The economy in southern Nevada is largely focused on tourism, and job-related motivations remain the single-largest motivating factor for population migration into the southern Nevada area today. Las Vegas now ranks as the 7th fastest growing metropolitan area over 1 million people in the United States. The population projection from 1970 to 2050 is just over about 1% relative to population through 2060. The question becomes if we fail to make changes to our infrastructure, people are likely coming anyway. This will put strain on key assets and may ultimately be a limiter relative to that growth.

There are two general categories of employment discussed in terms of southern Nevada, establishment-based and labor force employment. These figures focus on establishment-based employment. Comparing population and employment figures, employment is expected to grow a little less than population. The reason for that is southern Nevada has an aging population that is exiting the workforce. The second most common motivation for population migration in to southern Nevada is retirement. We are substituting capital for labor and that essentially means we are using more technology in order to do business as we do it. This ratio has been declining now for 10 years.

Generally speaking, growth in terms of personal income is a metric that we will always keep in close mind because having consumers that are better off, that means working 40 hours instead of 30 hours, having a job that they like, fulltime employment versus part-time, etc.

The intent to vacation numbers have escalated. Southern Nevada has also seen increases in visitor volume. The region set a record for the most people who decided to get in a car or in a plane and visit the region. We have demographically shifted to become younger, more international. We have more vacant hotel rooms on any given night than most communities have hotel rooms. We have spent the last 20 years building bigger hotels with many, shifting during the last 7-8 years to building more reasons to fill them, which is reflected in the diversity of the spending profile by visitors and residents alike in that area.

The visitor volume is expected to increase by roughly 1% per year. That will take southern Nevada to 60 million visitors by the time the region gets to 2050. We are seeing 1 in every 3 visitors to Las Vegas sourced to California, mainly southern California. This puts strains on I-15 as 81% of visitation is repeat visitation. On average, those repeat visitors have come 6.9 times. Forty-seven percent of visitors report pleasure or leisure as the primary motivation of their visit; to gamble is only 12% of the total. Adding up all the first-time visitors, 69% fall into that vacation and pleasure category. Only 4% fall into gambling, which underscores just how important the diversity within the industry has ultimately become and our ability to deliver and providing those assets to various locations.

Leisure and hospitality created more jobs over the last 12 months than any other sector of our economy. Our employment growth in leisure and hospitality has outpaced overall employment growth in southern Nevada. It is up 12.8% or 32,000 jobs from where it was at the low point. We will strive to try and capture and broadly define what our tourism economy is and what that tourism sector means to us today and going forward.

Southern Nevada has a tremendous share of the total employment located essentially between McCarran International Airport and Cashman Field or downtown. A very large share of our economy is sourced to a very small area of land. Maximizing it, determining how we can preserve our competitive advantages, will be incredibly important.

The Clark County School District is the single largest employer in southern Nevada. Clark County Government is number two, and the majority of other major employers ones are hotels and hotel resorts.

The tourism industry generates about $1.5 billion worth of revenue. Our principle business tax is the payroll tax generating about half a billion dollars a year. Gaming revenue tax alone is about $700 million dollars a year. There is almost nothing that a visitor does that is not subject to tax.

The southern Nevada economy is just slightly less than $100 billion dollars in size. That includes the direct, indirect induced impacts. Gaming is a much less competitive advantage than it once was due to gaming spread across the US and globally, including Native American casinos. The idea that Las Vegas has anything approaching a competitive advantage relative to casino gaming is not true, but Las Vegas does have a competitive advantage relative to entertainment and tourism, certainly. If we look at the projects that are currently in the development pipeline, that adds up to roughly $11.2 billion dollars. The amount of investment and continued commitment to our community relative to infrastructure and public and private sector exists and is robust.

Floor opens up to questions at 3:11 p.m. from committee members regarding concerns over being able to accurately project figures for 2050-2060 as well as the concerns regarding the school system, water source, flooding, inability for infrastructure to handle population growth via hotel room numbers, etc. The age breakdown is also brought up and question about those figures.

Mr. Aguero references the Las Vegas Convention and Visitors Authority profile that breaks down visitor volume by generation. He then references McCarran International Airport as one of the busiest airports in the United States and in the world and as a critical link between Las Vegas and the rest of the world. Its growth has been somewhat modest during the economic recovery. In addition, Terminal 3 has greatly helped facilitate tourism growth, particularly international travel.

The next area of concentration is stadiums, arenas and events centers. Mr. Aguero notes that special events have become increasingly important to the local tourism economy. Southern Nevada is number one in the trade show 250 and has been for 21 consecutive years. Convention centers are a lucrative market and are critically important to southern Nevada, particularly in regards to periods where visitor volume is slow.

Mr. Aguero comments on roads, highways and mass transit-transportation infrastructure. There are a number of transportation recommendations, which include employee movements, transferring people to the airport and people’s ability to get from one resort property to another or one convention center to another easily as the average visitor today visits 5.7 properties during their stay. By some estimates, the number of people walking on the Las Vegas Strip will triple over the next 20-30 years creating, again, essentially a parking lot of humanity along the Las Vegas Strip. The Regional Transportation Commission’s Transportation Investment Business Plan also considers urbanization and what happens as the urban form changes, as the economy changes and its transportation changes. This system-based approach is worthy of consideration as these elements are inextricably interlinked.

Mr. Aguero notes that the final area is one of funding infrastructure. The charge of the committee is to come up with recommendations that are financially responsible, economically sound, and sustainable. That means considering that which is legally possible, that which the market can accept that is viable and that is ultimately fiscally responsible. The idea of getting the most out of every dollar that we spend, commonly referred to as return on investment, is critically important.

Chairman Hill opens the floor to any further questions.

Mr. Hornbuckle states it would be interesting to understand the tax pool that is dedicated to tourism. He indicates that we would like to understand how that is accessed and what it can be used for. He thinks that maximizing the utility of the capital, broadly defined, and may ultimately have the best results for the industry.

Chairman Hill leaves agenda item 6 open and opens agenda item 7.

7. INTRODUCTION OF AGENDA ITEMS SCHEDULED FOR AUGUST MEETING 3:30 p.m.

Jeremy Aguero continues and notes Chairman Hill requested that in advance of every upcoming meeting, Applied Analysis will provide a preliminary briefing in terms of what the committee can expect to see in the next meeting. Scheduled for August are two elements. One is McCarran International Airport. The second is the future of transportation. Mr. Aguero indicated that his team is working on booking people and getting them in for transportation.

With McCarran International Airport being the 9th busiest airport in the United States and the 25th busiest airport in the world, it is critically important to southern Nevada's overall economy. Terminal 3 was a $2.4 billion project that increased the practical capacity of the airport and allowed southern Nevada to bring in international flights that may not have come otherwise. The majority of its passenger base, about 80%, consists of tourists and convention visitors. Air travellers are very important to the region's tourism economy as they spend more, stay longer and are simply a more valuable consumer and also a much larger consumer pool.

Over the next two decades, the Federal Aviation Administration projects the number of passengers served by US airports will grow by about 2% annually. The most recent FAA airspace capacity report lists McCarran International Airport as one of nine US airports that will need added capacity by 2030 even after accounting for NexGen air traffic control enhancements.

Mr. Aguero notes that three people have been targeted to speak to the committee about the future of transportation. One has already agreed, Dr. Beslowski from Michigan's Center for Transportation Research, a foremost expert on what the automotive industry is doing and what they are likely to do in the future. Mr. Aguero indicated that his staff is trying to get representatives from the department to come in and talk to the committee about the in-depth study of the nation's transportation network, including airports, highways, roads, waterways and the like.

As the infrastructure ages, it will become more expensive. America will add 70 million people by 2045 with the greatest increase in the south and west. One of the things we want to explore is which one of those critical infrastructure points collapses first and what does that mean for the region's economy. We are essentially planning for an uncertain future with autonomous cars, modern mass transportation, etc.

Furthermore, southern Nevada is anticipated to remain an attractive urban area for residents, visitors and businesses. The resort corridor broadly defined will remain at the core of the region's economy as its largest source of employment, business activity and state and local revenue. The industry will also face greater competition internationally and domestically. Growth, land and resource limitations will put increasing pressure on developing densities. Existing infrastructure will be insufficient to meet the demands of future growth and existing infrastructure will require higher operations and maintenance costs as it ages.

Chairman Hill closes agenda item 6 and opens agenda item 8.

8. COMMITTEE MEMBER COMMENTS: 3:58 p.m.

Ms. McMillan asks whether recommendations will be made at each meeting and how the committee will distill so much information to recommendations for the governor. Chairman Hill remarks that the committee will first receive information from experts in each of the identified subject areas, determine if additional information is required and then prioritize its recommendation in report format.

Mayor Goodman notes that is important to get a sense of what other areas, including other countries and other tourism markets, are doing relative to transportation infrastructure.

Chairman Hill closes agenda items 7 and 8.

9. PUBLIC COMMENTS: 4:07 p.m.

Ed Uehling states the committee is not substituting capital for labor but substituting comfort, tradition, status quo and political power for labor. He says the committee is afraid of growth yet supported an 18% increase in taxes. Uehling remarks that education is critical, lacking infrastructure. He says Las Vegas students will not be qualified to work in this industry and will not know how to deal with different cultures.

Chairman Hill thanks Uehling for his comments but his time has expired. There are no other public comments.

Chairman Hill closes agenda item 9.

10. ADJOURNMENT: 4:10 p.m.

Chairman Hill closes the meeting by thanking everyone for coming and is looking forward to the next meeting.

Chairman Hill entertains the motion for adjournment. Mike Sloan makes the motion, Steve Sisolak seconds the motion and the motion passes unanimously at 4:12 p.m.

SOUTHERN NEVADA
Tourism Infrastructure Committee

Staff Report

August 27, 2015

Review of Previous Meeting

The Southern Nevada Tourism Infrastructure Committee held its first meeting on July 14, 2015, at the Grant Sawyer State Office Building in Las Vegas.

The meeting included:

- An overview of Governor Brian Sandoval's executive order and a review of the committee's duties and general process for studying the issue and creating a final report.
- An overview of the Open Meeting Law by the Nevada Attorney General's Office. The overview included guidance on Open Meeting Law requirements for public boards to remain in compliance with the statute.
- A presentation by Jeremy Aguero, principal analyst at Applied Analysis, regarding the significant role tourism plays in the southern Nevada economy.
- A review of baseline growth projections, summarized below:

Population Projection
(1.10% annual growth)

2030	2040	2050
2.69 million	3.00 million	3.25 million

Visitor Projection
(0.90% annual growth)

2030	2040	2050
53.1 million	56.0 million	59.2 million

- Previews of meeting topics for the next meeting (McCarran International Airport and the Future of Transportation). The Future of Transportation topic has been rescheduled to a later meeting date to accommodate speaker availability.

New Items

- The official website for the Southern Nevada Tourism Infrastructure Committee is active. The site contains information about the committee and its mission, meeting information, and committee documents and presentations. The website address is www.sntic.org.

- Committee staff continues to contact and coordinate with potential speakers for all future meeting dates. Staff has compiled a list of applicable stakeholders and experts to testify before the committee in order to provide a comprehensive overview of current and future infrastructure needs in southern Nevada. Those efforts involve a combination of phone calls, emails and an official request letter that outlines the key areas of inquiry regarding operational capacity and infrastructure. The areas of inquiry incorporated suggestions from committee members, including Mr. Hornbuckle. A sampling of request letters is included in the information packet.

Southern Nevada Tourism Infrastructure Committee Official Website

www.sntic.org

Find Meeting Details, Background Documents And
Other Information About The Committee And Its Mission

August 5, 2015

Rosemary Vassiliadis
Director of Aviation
Clark County Department of Aviation
5757 Wayne Newton Blvd.
Las Vegas, NV 89119

Sent via email to rosemary@mccarran.com

RE: Southern Nevada Tourism Infrastructure Committee | Testimony Request

Dear Ms. Vassiliadis:

On July 6, 2015, Governor Brian Sandoval issued Executive Order 2015-09 creating the Southern Nevada Tourism Infrastructure Committee (the "SNTIC" or the "Committee"). The Governor and the Nevada Legislature recognize a critical need to expand, improve, develop and revitalize southern Nevada's public and private infrastructure to remain globally competitive. The SNTIC has been asked to hold a series of public meetings through July 2016; the Committee must then submit its recommendations to Governor Sandoval and the Nevada Legislature by July 31, 2016.

You are invited to provide testimony on August 27, 2015, when the committee will be hearing the issue of McCarran International Airport. Your testimony has been tentatively scheduled for 9:15 a.m.; 30 minutes will be allocated for your presentation and 30 minutes will be allocated for questions from members of the committee.

The meeting will be held at:
University of Nevada, Las Vegas
Foundations Building, Blasco Event Wing
4505 S. Maryland Parkway
Las Vegas, NV 89154

Please note that the principal question before the committee is what tourism-related infrastructure is needed to ensure the region's competitiveness through 2050. Attached to this letter are two documents. The first is a map depicting the tourism corridor as defined by the Committee; it includes the Las Vegas Strip, Downtown Las Vegas, McCarran International Airport, the Las Vegas Convention Center and other tourism-related uses.

Also attached is a baseline set of projections for population, employment, visitor volume and urbanization. We ask that your analysis consider the sufficiency of existing infrastructure and the need for new infrastructure under these assumptions. We do this so the committee has a uniform basis for the needs assessment. Should you feel that these projections are either too aggressive or too conservative, we welcome any additional information to this end.

The SNTIC is required to evaluate tourism-related infrastructure needs and prioritize those needs in its final report. The Committee is specifically seeking written responses and supporting documentation to the following key questions.

1. **Organizational Overview**
    a. Please provide a brief history of your organization and its importance to the region's tourism-based economy.
    b. Please provide an overview of the current status of your organization, including competitive positioning.
    c. Please provide a general overview of the role your organization plays in southern Nevada's tourism economy.
    d. Please provide a look forward for your organization, including any relevant plans demand or performance metrics and any plans for future expansion.
    e. What is your organization's view of growth generally? Do you agree or disagree with the baseline projections set forth by the Committee?

2. **Current Infrastructure Capacity**
    a. Please provide an overview of the current capacity and utilization of your organization's tourism-related infrastructure.
    b. In what year to do you anticipate that you will be at full capacity?
    c. What is the current program to maintain and/or replace existing infrastructure? Please include a summary of both timing and funding sources.
    d. Are there challenges created external to your organization, outside of your direct control, that are causing bottlenecks or other inefficiencies for your organization and limiting your ability to provide service as efficiently as possible?

3. **Future Infrastructure Needs**
    a. What incremental infrastructure will be required to meet the demand projected through 2050?
    b. What is the current plan to develop this infrastructure? Please include a summary of timing and funding sources.
    c. Are there challenges created external to your organization, outside of your direct control, that might limit your ability to undertake or fully realize the potential benefits of these projects?

4. **Needs Assessment**
    a. How are infrastructure projects currently prioritized by your organization? Please provide a prioritized list if one is available.
    b. What are the biggest risks to your organization's ability to meet the anticipated service demands?
    c. What is your current infrastructure funding gap, if any?
    d. What is your plan to address your current funding gap, should one exist?
    e. What is needed in terms of legislation or other state government support to ensure tourism-related infrastructure is both reliable and sufficient through 2050?

The Committee is requesting presentation materials and written submissions 10 days prior to the scheduled meeting date so Committee members have the opportunity to review those materials and they can be publicly posted along with the meeting agenda.

Should you have any questions or require any additional information relative to this request, please do not hesitate to contact me directly at (702) 967-3333.

Respectfully yours,

Jeremy A. Aguero
Principal Analyst with Applied Analysis
Supporting the Southern Nevada Tourism Infrastructure Committee

August 5, 2015

Ms. Cheryl Black
Southwest Airlines
5757 Wayne Newton Blvd.
Las Vegas, NV 89119

Sent via email to cheryl.black@wnco.com

RE: Southern Nevada Tourism Infrastructure Committee | Testimony Request

Dear Ms. Black:

On July 6, 2015, Governor Brian Sandoval issued Executive Order 2015-09 creating the Southern Nevada Tourism Infrastructure Committee (the "SNTIC" or the "Committee"). The Governor and the Nevada Legislature recognize a critical need to expand, improve, develop and revitalize southern Nevada's public and private infrastructure to remain globally competitive. The SNTIC has been asked to hold a series of public meetings through July 2016; the Committee must then submit its recommendations to Governor Sandoval and the Nevada Legislature by July 31, 2016.

You are invited to provide testimony on August 27, 2015, when the committee will be hearing the issue of McCarran International Airport. Your testimony has been tentatively scheduled for 10:30 a.m.; 15 minutes will be allocated for your presentation and 30 minutes will be allocated for questions from members of the committee.

The meeting will be held at:
University of Nevada, Las Vegas
Foundations Building, Blasco Event Wing
4505 S. Maryland Parkway
Las Vegas, NV 89154

Please note that the principal question before the committee is what tourism-related infrastructure is needed to ensure the region's competitiveness through 2050. Attached to this letter are two documents. The first is a map depicting the tourism corridor as defined by the Committee; it includes the Las Vegas Strip, Downtown Las Vegas, McCarran International Airport, the Las Vegas Convention Center and other tourism-related uses.

Also attached is a baseline set of projections for population, employment, visitor volume and urbanization. We ask that your analysis consider the sufficiency of existing infrastructure and the need for new infrastructure under these assumptions. We do this so the committee has a uniform basis for the needs assessment. Should you feel that these projections are either too aggressive or too conservative, we welcome any additional information to this end.

The SNTIC is required to evaluate tourism-related infrastructure needs and prioritize those needs in its final report. The Committee is specifically seeking written responses and supporting documentation to the following key questions.

1. **Organizational Overview**
   a. Please provide a brief history of your organization and its importance to the region's tourism-based economy.
   b. Please provide an overview of the current status of your organization, including competitive positioning.
   c. Please provide a general overview of the role your organization plays in southern Nevada's tourism economy.
   d. Please provide a look forward for your organization, including any relevant plans demand or performance metrics and any plans for future expansion.
   e. What is your organization's view of growth generally? Do you agree or disagree with the baseline projections set forth by the Committee?

2. **Current and Future Infrastructure Needs**
   a. Please provide an overview of the current capacity of your organization's operations given today's tourism-related infrastructure.
   b. Are there challenges created external to your organization, outside of your direct control, that are causing bottlenecks or other inefficiencies for your organization and limiting your ability to provide service as efficiently as possible?
   c. What incremental infrastructure will be required to meet the demand projected through 2050?
   d. What are the biggest risks to your organization's ability to meet the anticipated service demands?
   e. What is needed in terms of legislation or other state government support to ensure tourism-related infrastructure is both reliable and sufficient through 2050?
   f. Are there any challenges or opportunities for the passenger airline industry that can be impacted by either limitations or improvements of current infrastructure in southern Nevada?

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Should you have any questions or require any additional information relative to this request, please do not hesitate to contact me directly at (702) 967-3333.

Respectfully yours,

Jeremy A. Aguero
Principal Analyst with Applied Analysis
Supporting the Southern Nevada Tourism Infrastructure Committee

555 E. Washington Ave., Suite 5400
Las Vegas, NV 89101
702-486-2700 • DIVERSIFYNEVADA.COM

August 11, 2015

Jana Leonard
Airport Planning and Government Affairs
Allegiant Travel Company
1201 N. Town Center Drive
Las Vegas NV, 89144

Sent via email to jana.leonard@allegiantair.com

RE: Southern Nevada Tourism Infrastructure Committee | Testimony Request

Dear Ms. Leonard:

On July 6, 2015, Governor Brian Sandoval issued Executive Order 2015-09 creating the Southern Nevada Tourism Infrastructure Committee (the "SNTIC" or the "Committee"). The Governor and the Nevada Legislature recognize a critical need to expand, improve, develop and revitalize southern Nevada's public and private infrastructure to remain globally competitive. The SNTIC has been asked to hold a series of public meetings through July 2016; the Committee must then submit its recommendations to Governor Sandoval and the Nevada Legislature by July 31, 2016.

You are invited to provide testimony on August 27, 2015, when the committee will be hearing the issue of McCarran International Airport. Your testimony has been tentatively scheduled for 10:30 a.m.; 15 minutes will be allocated for your presentation and 30 minutes will be allocated for questions from members of the committee.

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University of Nevada, Las Vegas
Foundations Building, Blasco Event Wing
4505 S. Maryland Parkway
Las Vegas, NV 89154

Please note that the principal question before the committee is what tourism-related infrastructure is needed to ensure the region's competitiveness through 2050. Attached to this letter are two documents. The first is a map depicting the tourism corridor as defined by the Committee; it includes the Las Vegas Strip, Downtown Las Vegas, McCarran International Airport, the Las Vegas Convention Center and other tourism-related uses.

Also attached is a baseline set of projections for population, employment, visitor volume and urbanization. We ask that your analysis consider the sufficiency of existing infrastructure and the need for new infrastructure under these assumptions. We do this so the committee has a uniform basis for the needs assessment. Should you feel that these projections are either too aggressive or too conservative, we welcome any additional information to this end.

The SNTIC is required to evaluate tourism-related infrastructure needs and prioritize those needs in its final report. The Committee is specifically seeking written responses and supporting documentation to the following key questions.

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   e. What is your organization's view of growth generally? Do you agree or disagree with the baseline projections set forth by the Committee?

2. **Current and Future Infrastructure Needs**
   a. Please provide an overview of the current capacity of your organization's operations given today's tourism-related infrastructure.
   b. Are there challenges created external to your organization, outside of your direct control, that are causing bottlenecks or other inefficiencies for your organization and limiting your ability to provide service as efficiently as possible?
   c. What incremental infrastructure will be required to meet the demand projected through 2050?
   d. What are the biggest risks to your organization's ability to meet the anticipated service demands?
   e. What is needed in terms of legislation or other state government support to ensure tourism-related infrastructure is both reliable and sufficient through 2050?
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Respectfully yours,

Jeremy A. Aguero
Principal Analyst with Applied Analysis
Supporting the Southern Nevada Tourism Infrastructure Committee

SOUTHERN NEVADA
Tourism Infrastructure Committee

555 E. Washington Ave., Suite 5400
Las Vegas, NV 89101
702-486-2700 • DIVERSIFYNEVADA.COM

August 5, 2015

Mr. Greg Rochna
Owner
Maverick Tours
6075 Las Vegas Blvd. S.
Las Vegas, NV 89119

Sent via email to grochna@flymaverick.com

RE: Southern Nevada Tourism Infrastructure Committee | Testimony Request

Dear Mr. Rochna:

On July 6, 2015, Governor Brian Sandoval issued Executive Order 2015-09 creating the Southern Nevada Tourism Infrastructure Committee (the "SNTIC" or the "Committee"). The Governor and the Nevada Legislature recognize a critical need to expand, improve, develop and revitalize southern Nevada's public and private infrastructure to remain globally competitive. The SNTIC has been asked to hold a series of public meetings through July 2016; the Committee must then submit its recommendations to Governor Sandoval and the Nevada Legislature by July 31, 2016.

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   d. Please provide a look forward for your organization, including any relevant plans demand or performance metrics and any plans for future expansion.
   e. What is your organization's view of growth generally? Do you agree or disagree with the baseline projections set forth by the Committee?

2. **Current and Future Infrastructure Needs**
   a. Please provide an overview of the current capacity of your organization's operations given today's tourism-related infrastructure.
   b. Are there challenges created external to your organization, outside of your direct control, that are causing bottlenecks or other inefficiencies for your organization and limiting your ability to provide service as efficiently as possible?
   c. What incremental infrastructure will be required to meet the demand projected through 2050?
   d. What are the biggest risks to your organization's ability to meet the anticipated service demands?
   e. What is needed in terms of legislation or other state government support to ensure tourism-related infrastructure is both reliable and sufficient through 2050?
   f. Are there any challenges or opportunities for the air tour industry that can be impacted by either limitations or improvements of current infrastructure in southern Nevada?

The Committee is requesting presentation materials and written submissions 10 days prior to the scheduled meeting date so Committee members have the opportunity to review those materials and they can be publicly posted along with the meeting agenda.

Should you have any questions or require any additional information relative to this request, please do not hesitate to contact me directly at (702) 967-3333.

Respectfully yours,

Jeremy A. Aguero
Principal Analyst with Applied Analysis
Supporting the Southern Nevada Tourism Infrastructure Committee

SOUTHERN NEVADA
Tourism Infrastructure Committee

555 E. Washington Ave., Suite 5400
Las Vegas, NV 89101
702-486-2700 • DIVERSIFYNEVADA.COM

August 6, 2015

Ms. Ileana Drobkin
Chairman
Nevada Taxicab Authority Board
2090 E. Flamingo Road, Suite 200
Las Vegas, NV 89119

Sent via email to idrobkin@hotmail.com

RE: Southern Nevada Tourism Infrastructure Committee | Testimony Request

Dear Ms. Drobkin:

On July 6, 2015, Governor Brian Sandoval issued Executive Order 2015-09 creating the Southern Nevada Tourism Infrastructure Committee (the "SNTIC" or the "Committee"). The Governor and the Nevada Legislature recognize a critical need to expand, improve, develop and revitalize southern Nevada's public and private infrastructure to remain globally competitive. The SNTIC has been asked to hold a series of public meetings through July 2016; the Committee must then submit its recommendations to Governor Sandoval and the Nevada Legislature by July 31, 2016.

You are invited to provide testimony on August 27, 2015, when the committee will be hearing the issue of McCarran International Airport. Your testimony has been tentatively scheduled for 1:45 p.m.; 15 minutes will be allocated for your presentation and 30 minutes will be allocated for questions from members of the committee.

The meeting will be held at:
University of Nevada, Las Vegas
Foundations Building, Blasco Event Wing
4505 S. Maryland Parkway
Las Vegas, NV 89154

Please note that the principal question before the committee is what tourism-related infrastructure is needed to ensure the region's competitiveness through 2050. Attached to this letter are two documents. The first is a map depicting the tourism corridor as defined by the Committee; it includes the Las Vegas Strip, Downtown Las Vegas, McCarran International Airport, the Las Vegas Convention Center and other tourism-related uses.

Also attached is a baseline set of projections for population, employment, visitor volume and urbanization. We ask that your analysis consider the sufficiency of existing infrastructure and the need for new infrastructure under these assumptions. We do this so the committee has a uniform basis for the needs assessment. Should you feel that these projections are either too aggressive or too conservative, we welcome any additional information to this end.

The SNTIC is required to evaluate tourism-related infrastructure needs and prioritize those needs in its final report. The Committee is specifically seeking written responses and supporting documentation to the following key questions.

1. **Organizational Overview**
   a. Please provide a brief history of your organization and its importance to the region's tourism-based economy.
   b. Please provide an overview of the current status of your organization.
   c. Please provide a general overview of the role your organization plays in southern Nevada's tourism economy.
   d. Please provide a look forward for your organization, including any relevant plans demand or performance metrics and any plans for future expansion.
   e. What is your organization's view of growth generally? Do you agree or disagree with the baseline projections set forth by the Committee?

2. **Current and Future Infrastructure Needs**
   a. Please provide an overview of the current capacity of taxicab operations given today's tourism-related infrastructure.
   b. Are there challenges created external to your organization, outside of your direct control, that are causing bottlenecks or other inefficiencies for your organization and/or limiting the taxicab industry's ability to provide service as efficiently as possible?
   c. What incremental infrastructure will be required to meet the demand projected through 2050?
   d. What are the biggest risks to your industry's ability to meet the anticipated service demands?
   e. What is needed in terms of legislation or other state government support to ensure tourism-related infrastructure is both reliable and sufficient through 2050?
   f. Are there any challenges or opportunities for the taxicab industry that can be impacted by either limitations or improvements of current infrastructure in southern Nevada?

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Jeremy A. Aguero
Principal Analyst with Applied Analysis
Supporting the Southern Nevada Tourism Infrastructure Committee

SOUTHERN NEVADA
Tourism Infrastructure Committee

555 E. Washington Ave., Suite 5400
Las Vegas, NV 89101
702-486-2700 • DIVERSIFYNEVADA.COM

August 5, 2015

Mr. Alan Waxler
Owner
Alan Waxler Group Charter Services
4760 S. Valley View Blvd.
Las Vegas, NV 89103

Sent via email to awaxler@awgambassador.com

RE: Southern Nevada Tourism Infrastructure Committee | Testimony Request

Dear Mr. Waxler:

On July 6, 2015, Governor Brian Sandoval issued Executive Order 2015-09 creating the Southern Nevada Tourism Infrastructure Committee (the "SNTIC" or the "Committee"). The Governor and the Nevada Legislature recognize a critical need to expand, improve, develop and revitalize southern Nevada's public and private infrastructure to remain globally competitive. The SNTIC has been asked to hold a series of public meetings through July 2016; the Committee must then submit its recommendations to Governor Sandoval and the Nevada Legislature by July 31, 2016.

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Jeremy A. Aguero
Principal Analyst with Applied Analysis
Supporting the Southern Nevada Tourism Infrastructure Committee

SOUTHERN NEVADA
Tourism Infrastructure Committee

555 E. Washington Ave., Suite 5400
Las Vegas, NV 89101
702-486-2700 • DIVERSIFYNEVADA.COM

August 5, 2015

Mr. Jim Gleich
Senior Vice President
Transdev on Demand
3564 W. Naples Drive
Las Vegas, NV 89103

Sent via email to jgleich@supershuttle.com

RE: Southern Nevada Tourism Infrastructure Committee | Testimony Request

Dear Mr. Gleich:

On July 6, 2015, Governor Brian Sandoval issued Executive Order 2015-09 creating the Southern Nevada Tourism Infrastructure Committee (the "SNTIC" or the "Committee"). The Governor and the Nevada Legislature recognize a critical need to expand, improve, develop and revitalize southern Nevada's public and private infrastructure to remain globally competitive. The SNTIC has been asked to hold a series of public meetings through July 2016; the Committee must then submit its recommendations to Governor Sandoval and the Nevada Legislature by July 31, 2016.

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Respectfully yours,

Jeremy A. Aguero
Principal Analyst with Applied Analysis
Supporting the Southern Nevada Tourism Infrastructure Committee

Stadiums, Arenas and Events Centers

As legalized gaming has spread throughout the United States and the around the world, Las Vegas has diversified its non-gaming offerings to continue to attract visitors as a world-class tourist destination. Special events, such as concerts and sporting events, play an increasingly larger role in the diversity of the visitor experience, and those events are frequently hosted by a handful of high-capacity venues such as stadiums, arenas and events centers. After building 60,000 rooms during the past two decades, Las Vegas is now building reasons to fill them – stadiums, arenas and events centers are key element of that shift.

Large-Capacity Multi-Purpose Venues in Southern Nevada

Venue	Maximum Capacity	Year Built
Sam Boyd Stadium	40,000*	1971
Thomas & Mack Center	18,500	1983
MGM Grand Garden Arena	16,800	1993
Mandalay Bay Events Center	12,000	1999
Orleans Arena	9,000	2003
Las Vegas Arena (MGM-AEG)	20,000	2016

* Sam Boyd Stadium capacity ranges from 36,000 to 40,000 depending on seating arrangement

- Today, special events play a larger role in attracting visitors to Las Vegas than just a decade ago. In 2004, 4 percent of visitors cited a special event as the primary reason for their visit, a number that had been relatively unchanged for years before and after, according the annual visitor profile survey by the Las Vegas Convention and Visitors Authority ("LVCVA"). That figure has climbed higher in recent years, reaching 9 percent in 2013 before settling at 7 percent in 2014.

- Venues in Las Vegas regularly rank among the highest-grossing in the country and world. In the Top Stops of the Decade list released in 2012 by industry publication *Venues Today*, Sam Boyd Stadium (5th), Thomas & Mack Center (12th), Mandalay Bay Events Center (12th) and Orleans Arena (13th) each ranked among the top 15 highest-grossing venues in the world within their respective size categories.

- For more than 30 years, Las Vegas Events ("LVE") has served as southern Nevada's key organization in attracting and promoting major special events. Working alongside the LVCVA, LVE sponsors and promotes some of the region's most recognizable events, including the National Finals Rodeo, NASCAR Sprint Cup, the Las Vegas Bowl, NBA Summer League, USA Basketball, multiple college conference basketball tournaments and other signature events.

- Events sponsored by LVCVA-LVE create significant economic impact. A 2008 survey of 36 sponsored events (out of 51 total) estimated a total economic impact of $459.5 million. Of that, $341.1 million was generated by out-of-town visitors who visited Las Vegas specifically to attend an event. The actual economic impact of special events is much higher, as this figure accounts for only a portion of LVCVA-LVE sponsored events and does not include unsponsored events.

- In fiscal year 2015, the live entertainment tax generated $126.6 million from concerts and events held at casino properties in Clark County. This revenue does not include many events held at venues such as Thomas & Mack Center and Sam Boyd Stadium.

SOUTHERN NEVADA
Tourism Infrastructure Committee

Stadiums, Arenas and Event Centers
Background Resources

Study of the Need for & Feasibility of a New Multi-Purpose On-Campus Stadium
UNLV Campus Improvement Authority Board
https://www.unlv.edu/assets/unlvnow/pdf/VegasStadiumReport-Sept2014.pdf
Report by UNLV stadium board on need and feasibility of a high-capacity campus stadium to serve the college football team as well as large-scale special events.

UNLVNow Economic Impact Report (Executive Summary)
University of Michigan's Center for Sports Management
http://www.unlv.edu/sites/default/files/19/UNLVMegaEventsCenterEIRExecutiveSummary.pdf
An economic impact study of a previous effort to build a mega-event stadium at University of Nevada, Las Vegas.

The Impact of LVCVA/LVE Sponsored Special Events on the Southern Nevada Economy
Applied Analysis
http://www.appliedanalysis.com/projects/lvcvaeis/EIS%201.7%20The%20Impact%20of%20LVCVA_LVE-Sponsored%20Special%20Events.pdf
A report on the economic impact of events sponsored by the Las Vegas Convention and Visitors Authority and Las Vegas Events.

The Economic Impact of University of Nevada, Las Vegas
UNLV Center for Business and Economic Research
http://cber.unlv.edu/publications/UNLV_Economic_Impact.pdf
A report on the economic impact of the University of Nevada, Las Vegas. The report estimates impact for the entire university, including a breakdown of economic impacts from only events venues such as Thomas & Mack Center.

Top Stops of the Decade
Venues Today
http://venuestoday.s3.amazonaws.com/doc/TopStops_of_The_Decade_-_2002-2012.pdf
Venues Today's list of top-grossing venues worldwide from 2002 through 2012.

McCarran
INTERNATIONAL AIRPORT

SOUTHERN NEVADA TOURISM INFRASTRUCTURE COMMITTEE

McCarran International Airport Update

Rosemary A. Vassiliadis
Chris Jones
Clark County Department of Aviation

August 27, 2015

EXECUTIVE ORDER:

"The Southern Nevada Tourism Infrastructure Committee shall …

Evaluate current tourism-related transportation modes and infrastructure, including but not limited to, airport facilities, public and private mass transit, and transportation infrastructure, and identify areas of need and make recommendations for improvements"

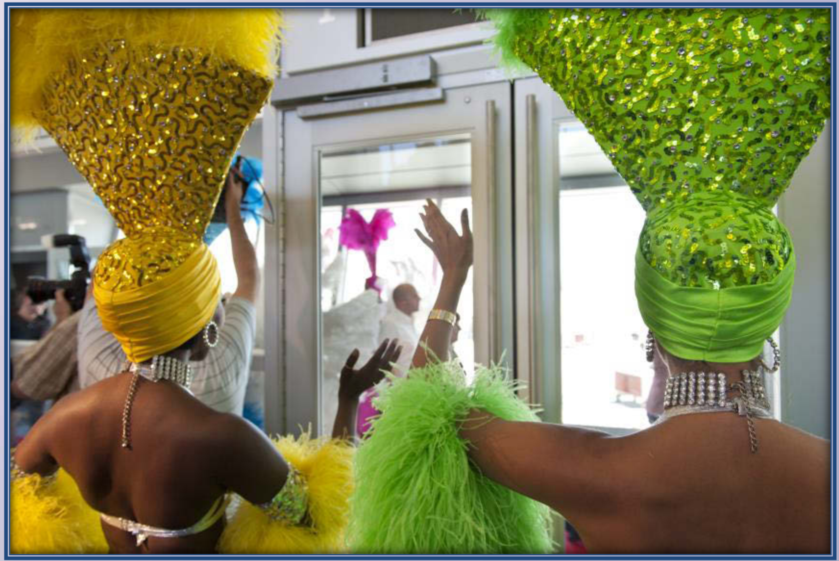
- Governor Brian Sandoval

McCarran
INTERNATIONAL AIRPORT

We Welcome the World

McCarran INTERNATIONAL AIRPORT

We Welcome the World



McCarran Field

McCarran
INTERNATIONAL AIRPORT

A History of Forward Thinking

McCarran 2000 expansion, opened 1985

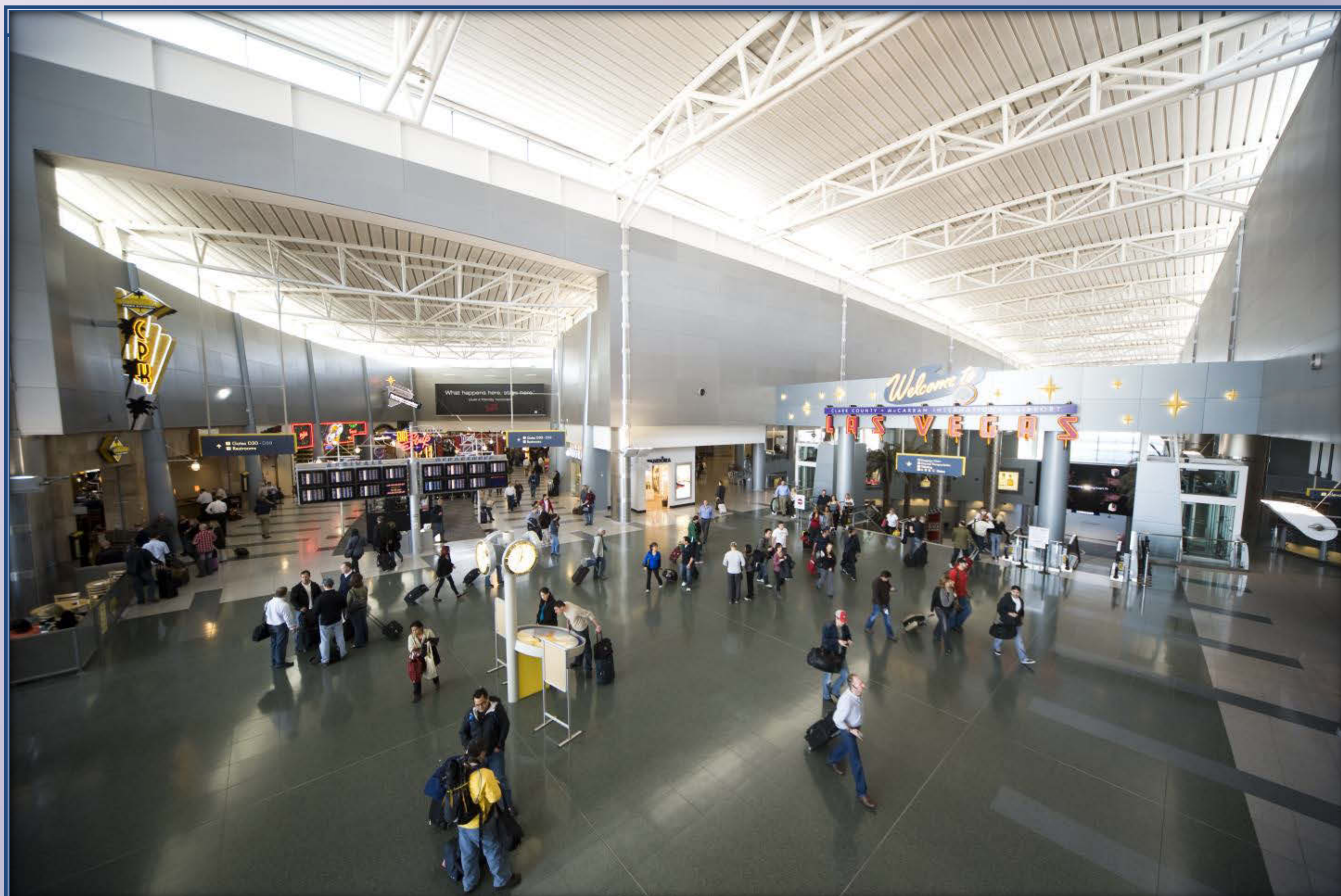
D Concourse, opened 1998

Terminal 3: A Worthwhile Investment

- **14 additional gates, including seven international**
- **Expanded U.S. Customs facility**
- **Tunnel link supports expanded use of D Concourse**
- **State-of-the-art technologies**
- **Increased operational flexibility**

McCarran
INTERNATIONAL AIRPORT

McCarran International Airport today



The Clark County Department of Aviation

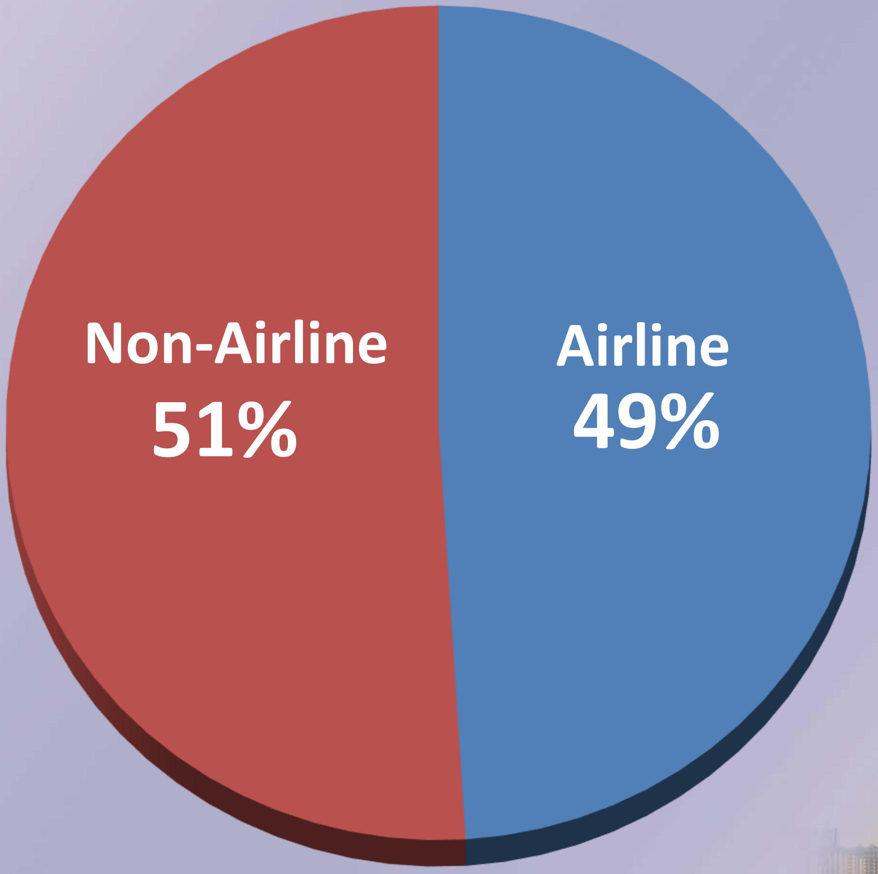
- **Business Enterprise Fund**

- **Does not receive any tax revenue from the County or State.**

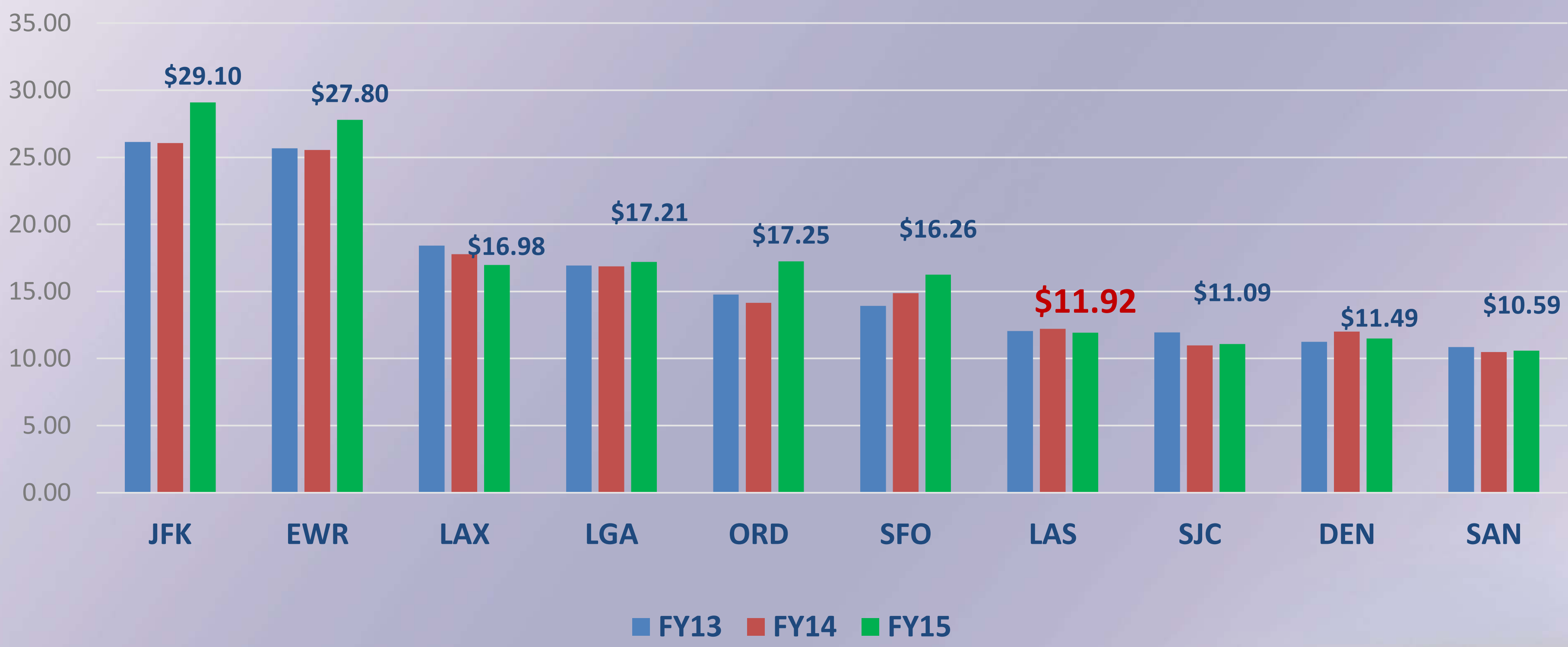
- **Generates an annual economic impact of close to $30 billion for Southern Nevada.**

Sources of Revenue:

$599.5 million for Fiscal Year 2014



Competitive costs vs. industry



McCarran's cost per enplaned passenger (CPE) has been reduced for three consecutive years, to an estimated $11.66 for FY16.

McCarran
INTERNATIONAL AIRPORT

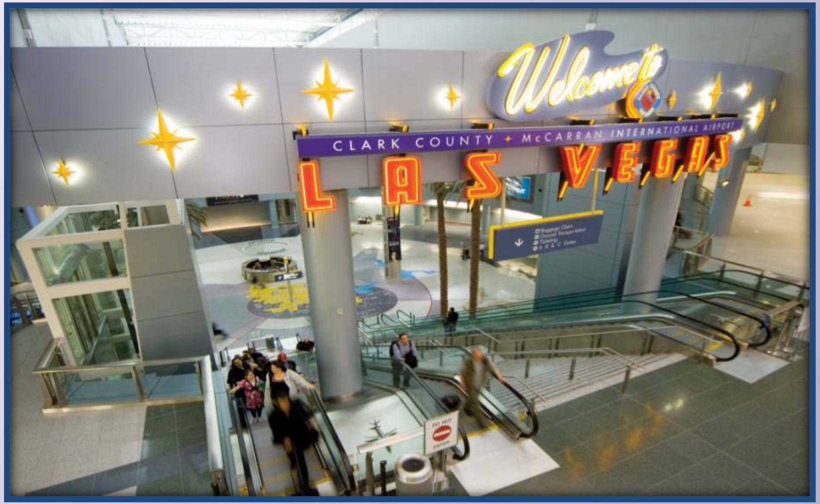
An Integrated Aviation System

Clark County operates a system of five airports:

- McCarran International
- North Las Vegas
- Henderson Executive
- Jean Sport Aviation Center
- Overton/Perkins Field

Key Goal:
To preserve the limited commercial airspace that is only available at McCarran.

McCarran
INTERNATIONAL AIRPORT



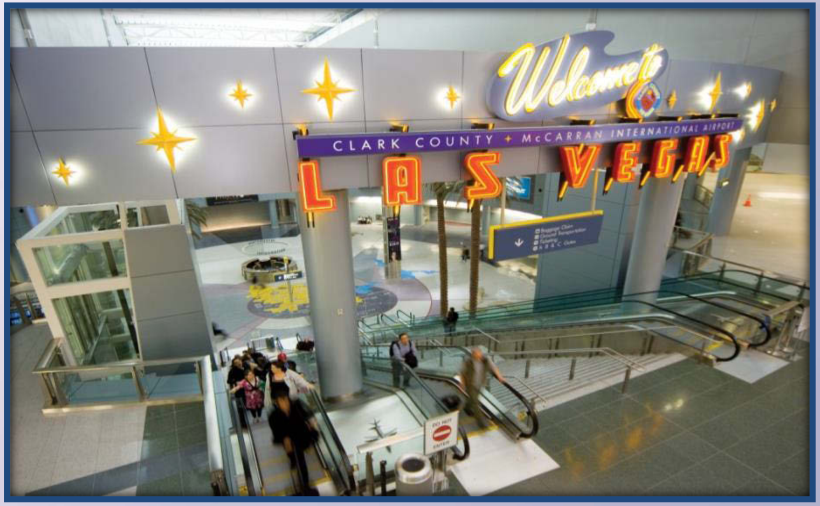
- **More than 1,400 employees work for the Department of Aviation and another 14,500 work for airlines, tenants and concessions.**

- **Last year, McCarran hosted nearly 42.9 million passengers, a 2.4 percent increase compared to 2013. McCarran now handles more than 120,000 passengers per day.**

- **In 2014, McCarran was the nation's ninth-busiest airport, and ranked as the 25^{th}-busiest airport worldwide based on total passengers.**

- **Last year, McCarran was the eighth-busiest airport in the world based on total operations.**

McCarran
INTERNATIONAL AIRPORT



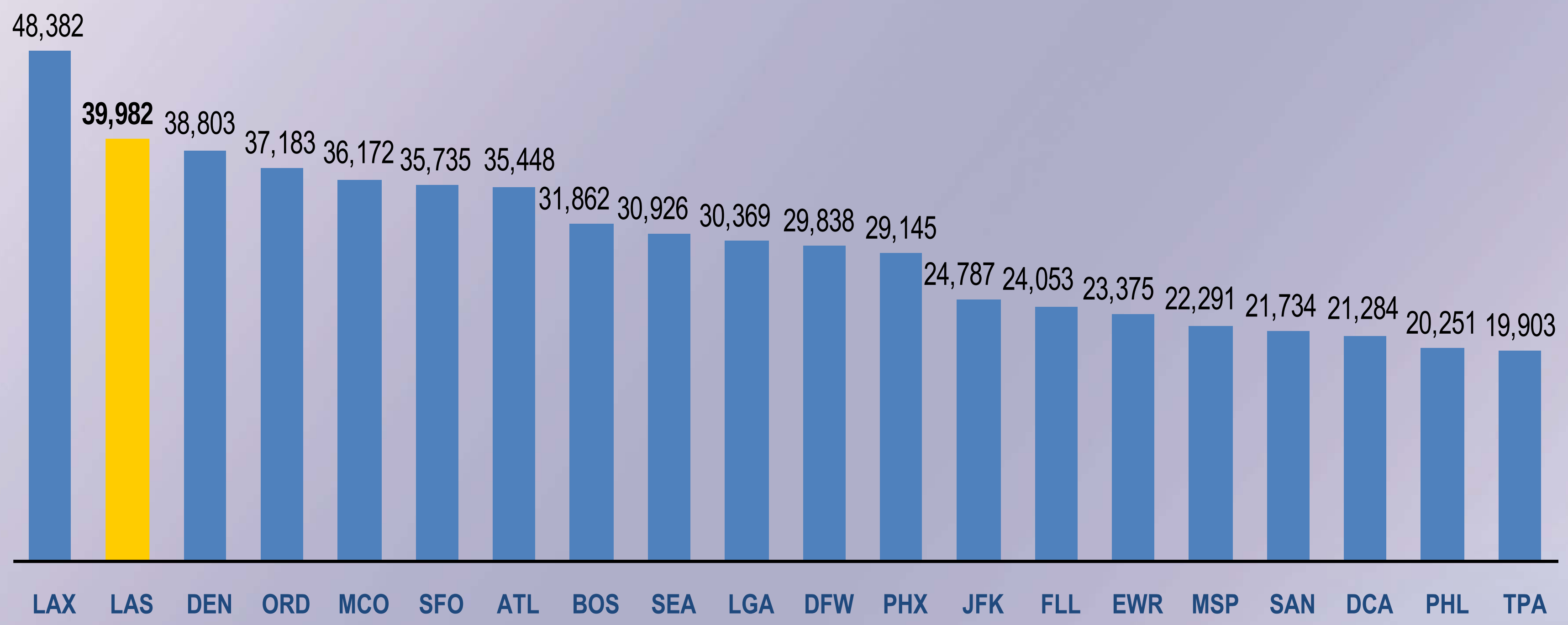
Key Fact:

McCarran is the second-busiest Origin and Destination (O & D) airport in the United States.

This means nearly 90 percent of McCarran's passengers utilize all aspects of the operation: roadways, check-in lobby, security checkpoints, baggage claim, etc.

McCarran
INTERNATIONAL AIRPORT

LAS is the Second Largest O&D Airport in the U.S.



Source: U.S. DoT DB1b database, via Diio Mi

Daily Passengers Each Way – Year-Ending 2014Q4

Air Carriers at McCarran

- Alaska
- Allegiant
- American/US Airways
- Delta Air Lines
- Frontier
- Hawaiian
- jetBlue
- Omni
- Southwest
- Spirit
- Sun Country
- United
- Virgin America

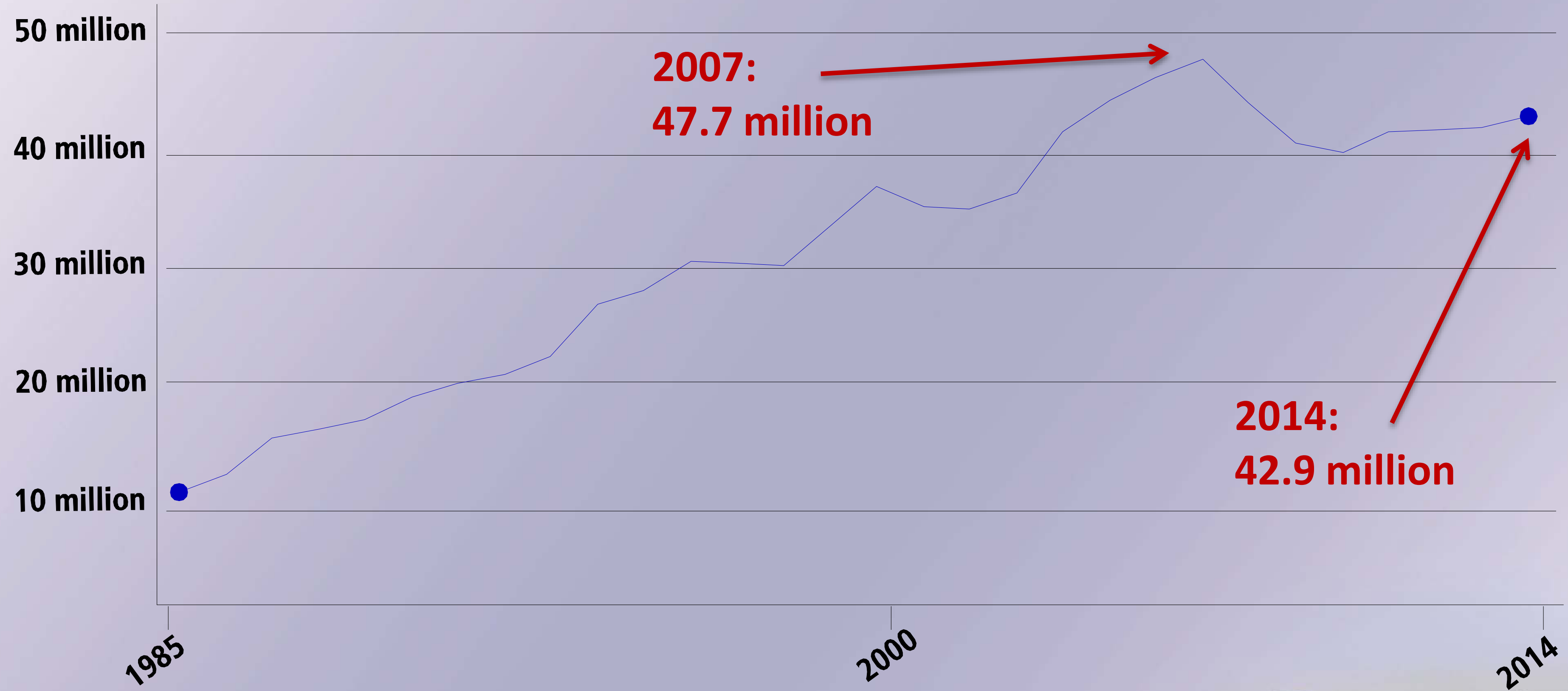
- AeroMexico
- Air Canada
- British Airways
- Condor
- Copa
- Edelweiss
- Interjet
- Magnicharters
- Norwegian Air
- Korean Air
- Sunwing
- Thomas Cook
- Virgin Atlantic Airways
- VivaAerobus
- Volaris
- WestJet

As of August 2014:

Nonstop service was available to more than 140 cities, including two dozen international destinations.

McCarran INTERNATIONAL AIRPORT

Passenger activity: 1985 through 2014



Air Service Development

- From 2009 through 2014, McCarran's domestic passenger totals increased by 1.2 million, or approximately 3 percent.

- McCarran is served by every major U.S. air carrier, from legacy to ultra-low-cost airlines.

- The United States air service market is mature, with McCarran already enjoying nonstop service from nearly every major airport in the country.

- Increased market share will come from additional frequencies and added seat counts on flights serving existing markets.

Casting a wide net

- *Foreign flag carrier passenger numbers at McCarran increased 60 percent from 2009-2014 – also a 1.2 million net annual gain.*
- *Canada (1.7 million passengers last year) and Mexico (586,000) remain top non-U.S. feeder markets.*
- *Trans-Pacific service is primary emphasis.*
- *Currency valuations and government-imposed hurdles are concerns.*
- *We enjoy a strong & unique partnership with the Las Vegas Convention and Visitors Authority.*

Critical Partnerships

- Airlines and tenants
- Federal agencies
  - Federal Aviation Administration
  - Transportation Security Administration
  - U.S. Customs and Border Protection
- Resort operators
- Local government agencies
- Law enforcement
- Elected officials
- Las Vegas Convention and Visitors Authority
- Industry trade groups

Looking ahead:
The next 25 years

The sky is the limit

Maximum Capacity

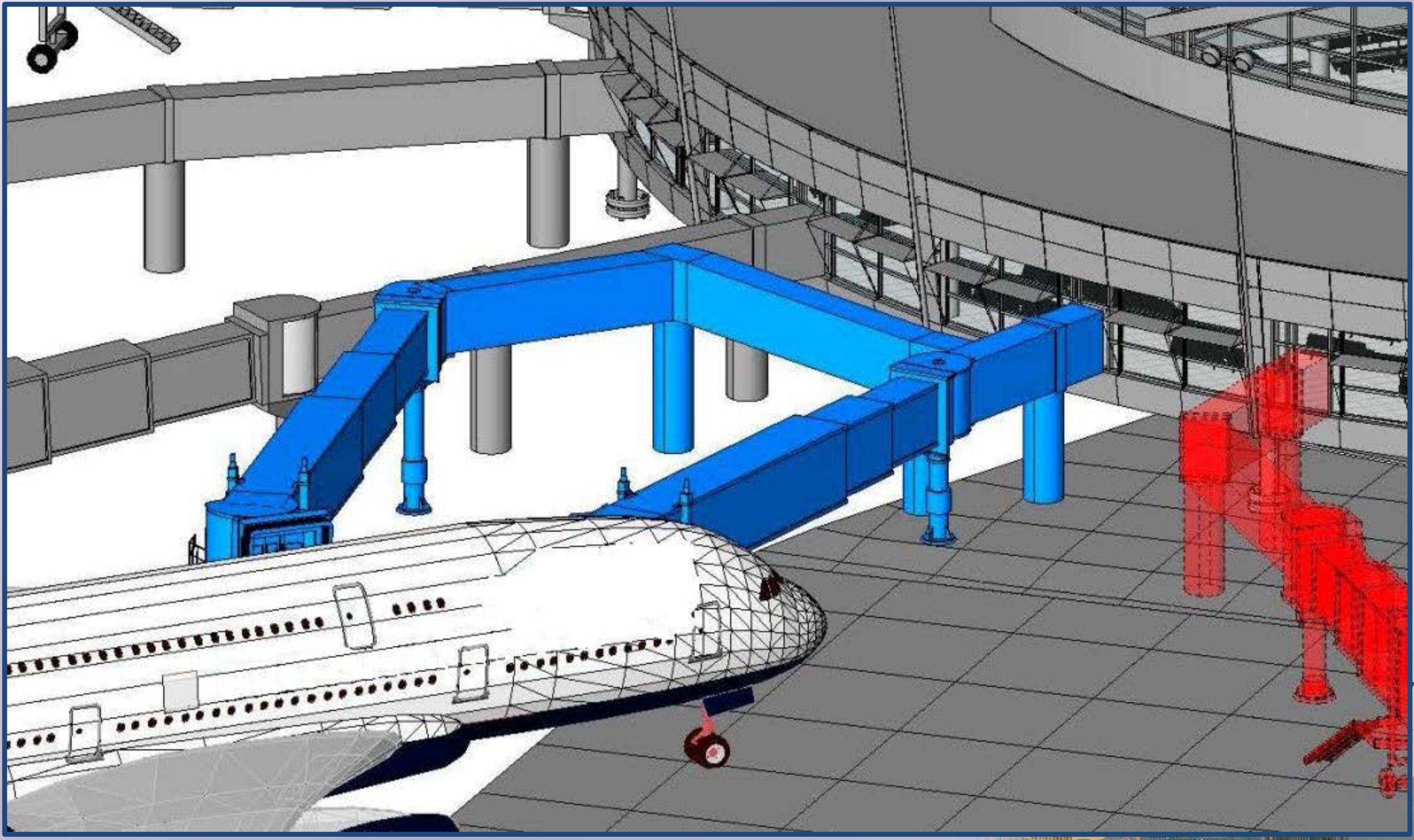
- **McCarran's annual passenger limit is approximately 55 million.**

- **Clark County strongly supports the "Next Gen" program.**

- **The Federal Aviation Administration has started a 3-year-long "Metroplex" study to determine the safest and most efficient means of managing local commercial airspace within the confines of a national system, and in close proximity to Nellis Air Force Base.**

- **The FAA's findings may result in changes to the local flight patterns of commercial aircraft.**

More International Gates



McCarran INTERNATIONAL AIRPORT

Ivanpah… The $10 billion question

McCarran has set the stage

- Terminal 3 is a tangible investment in Clark County's future.
- With 110 gates and two stand-alone terminals, McCarran is poised to handle approximately 55 million passengers per year.
- Recent visitation trends suggest a need for 120 deplaned air passengers per year, per room, to maintain local occupancy rates in the mid-80 percent range. At this rate, McCarran can support the development of at least 30,000 additional guest rooms.
- Management is now focused on the further development of an airportwide culture to improve McCarran's customer service and hospitality standards.
- The Ivanpah site will be held in reserve for future development of the Southern Nevada Supplemental Airport when passenger demand warrants.

Infrastructure Needs

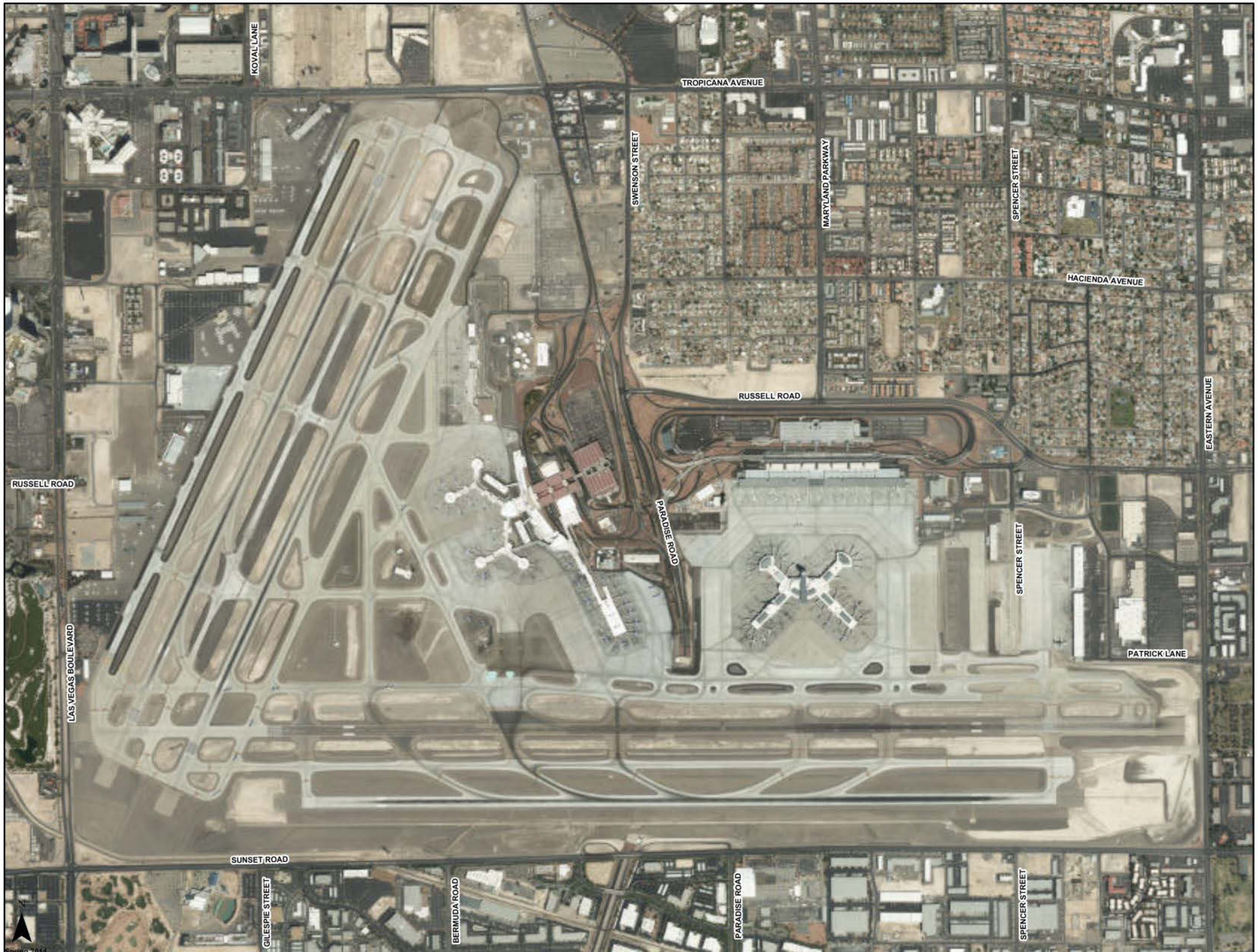
- **Address long-term fuel redundancy for aviation**
- **Address surface movement challenges between the Airport-Strip-Convention Corridor**

Questions & Answers

Thank You

McCarran

INTE



Management Presentation

August 2015

Forward looking statements

This presentation as well as oral statements made by officers or directors of Allegiant Travel Company, its advisors and affiliates (collectively or separately, the "Company“) will contain forward-looking statements that are only predictions and involve risks and uncertainties. Forward-looking statements may include, among others, references to future performance and any comments about our strategic plans. There are many risk factors that could prevent us from achieving our goals and cause the underlying assumptions of these forward-looking statements, and our actual results, to differ materially from those expressed in, or implied by, our forward-looking statements. These risk factors and others are more fully discussed in our filings with the Securities and Exchange Commission. Any forward-looking statements are based on information available to us today and we undertake no obligation to update publicly any forward-looking statements, whether as a result of future events, new information or otherwise. The Company cautions users of this presentation not to place undue reliance on forward looking statements, which may be based on assumptions and anticipated events that do not materialize.

allegiant™ Travel is our deal.

Unique business model and results

- Highly resilient and profitable
  - Profitable last 50 quarters [(1)]
  - LTM 2Q15 Adjusted EBITDA $385mm [(2)]
  - LTM 2Q15 Return on Capital 17.4%[(2)]
- Strong balance sheet
  - Rated BB and Ba3[(3)]
  - Debt/adjusted EBITDAR 1.7x[(2)]
  - $148mm in share repurchases LTM 2Q15
    - $100 mm in share repurchase authority as of 7/29/15
  - Recurring quarterly cash dividend of $0.30 per share
- Management owns >20%

(1) Excluding non-cash mark to market hedge adjustments prior to 2008 and 4Q06 one time tax adjustment
(2) See GAAP reconciliation and other calculations in Appendix
(3) Corporate rating of Ba3 by Moody's and BB by Standard & Poor's

allegiant™ Travel is our deal.

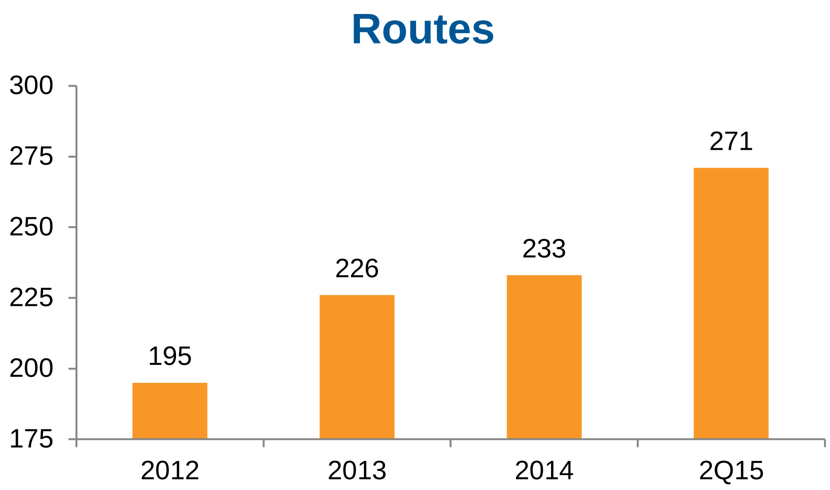
Advantages over the typical carrier

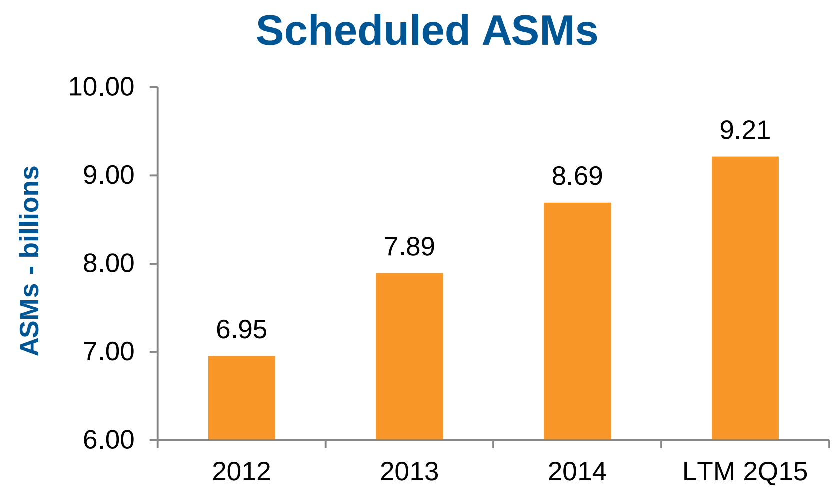
- Leisure customer
  - Will travel in all economic conditions
  - Vacations are valued – price dependent
- Small/medium cities
  - Filling a large void
  - Increasing opportunity - industry restructuring
  - Diversity of network - minimizes competition
- Flexibility
  - Adjust rapidly to changing macro (fuel/economy)
  - Changes in supply - immediate impact on price
  - Minimize threat of irrational behavior from others
- Low cost fleet
  - Match capacity to demand, highly variable
  - Low capital needs, higher free cash flow
  - Can grow and return cash to shareholders

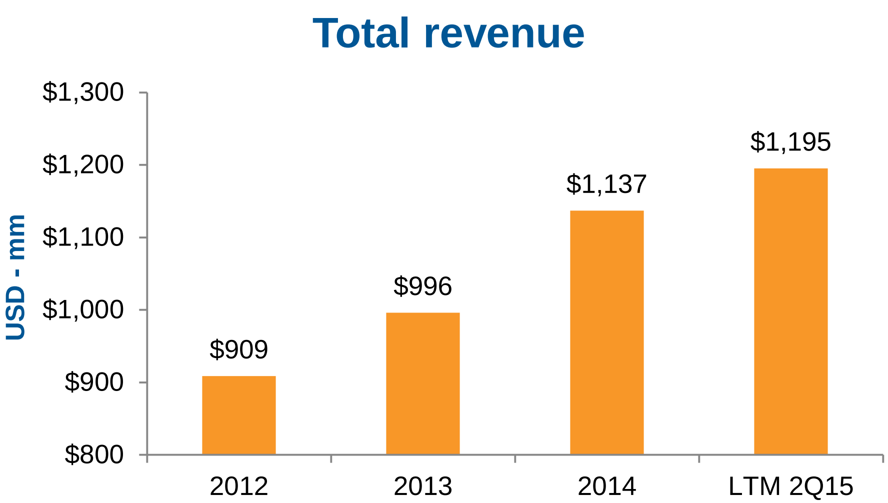
Built to be different
Leisure customer
Underserved markets
Little competition
Low cost aircraft
Low frequency/variable capacity
Unbundled pricing
Closed distribution
Bundled packages
Highly profitable

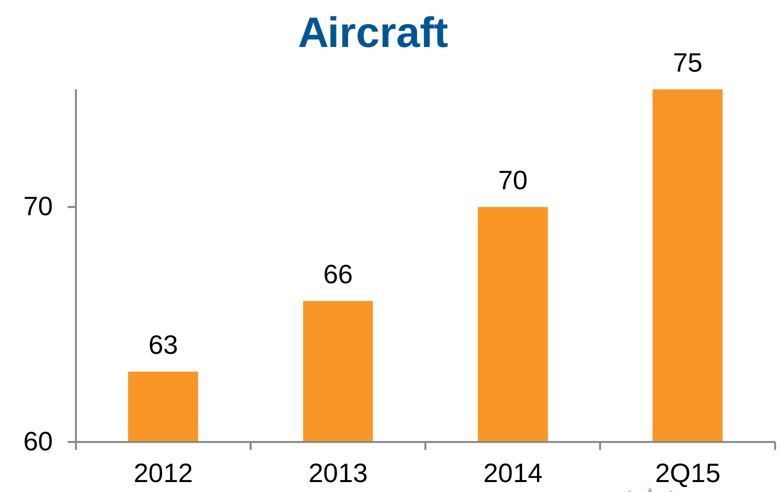
allegiant™ Travel is our deal.

Measured, profitable growth









Aircraft number and routes are end of period

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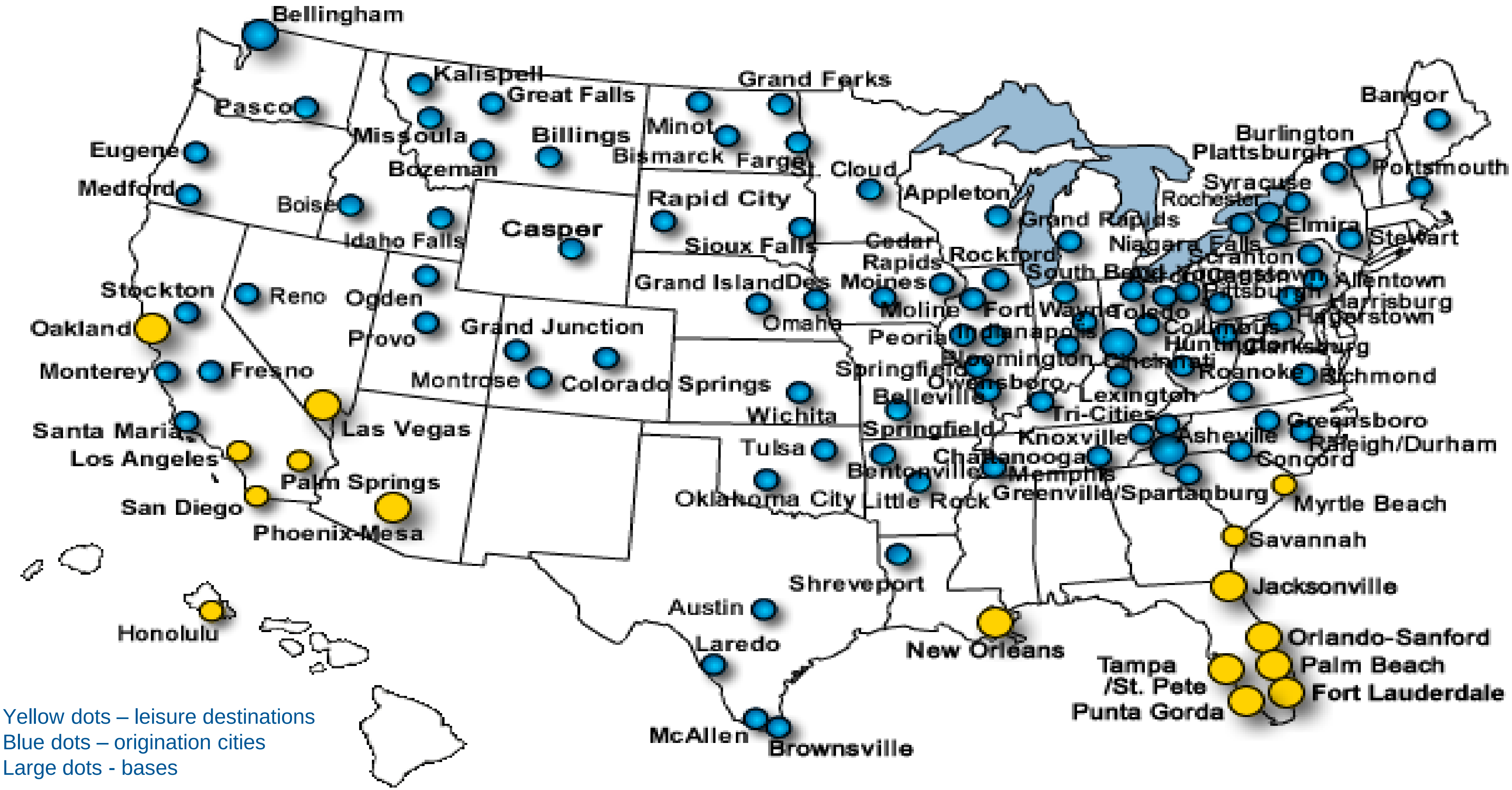
A very large niche



Based on current published schedule through February 16, 2016

277 routes, 82 operating aircraft

89 small cities, 16 leisure destinations

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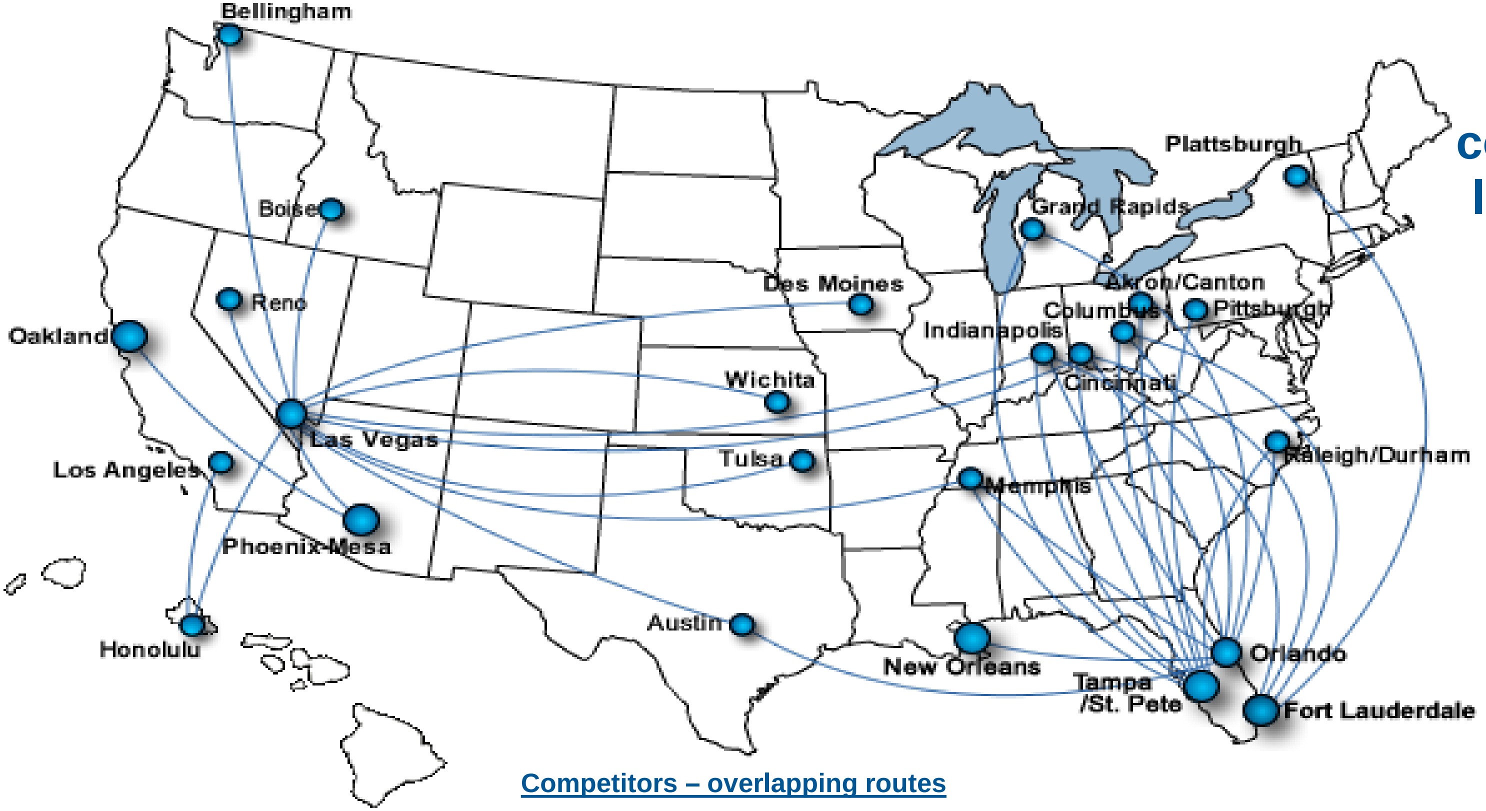
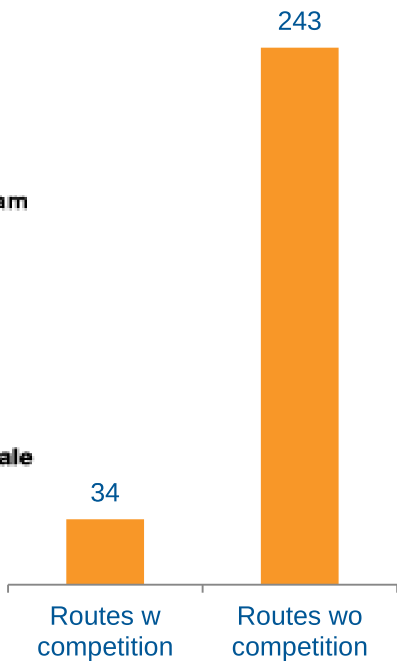
Little competition

Uniquely built to profitably operate in underserved markets



Current competitive landscape



<u>**Competitors – overlapping routes**</u>

Legacy carriers	37
Brand / lower cost carriers	4
ULCC carriers	6

Based on current published schedule through Feb 16, 2016, announcements and cancellations as of July 24, 2015
Legacy carriers – American, Delta, Southwest, United. Brand / lower cost carriers – Alaska, Hawaiian, JetBlue
ULCC carriers – Frontier, Spirit

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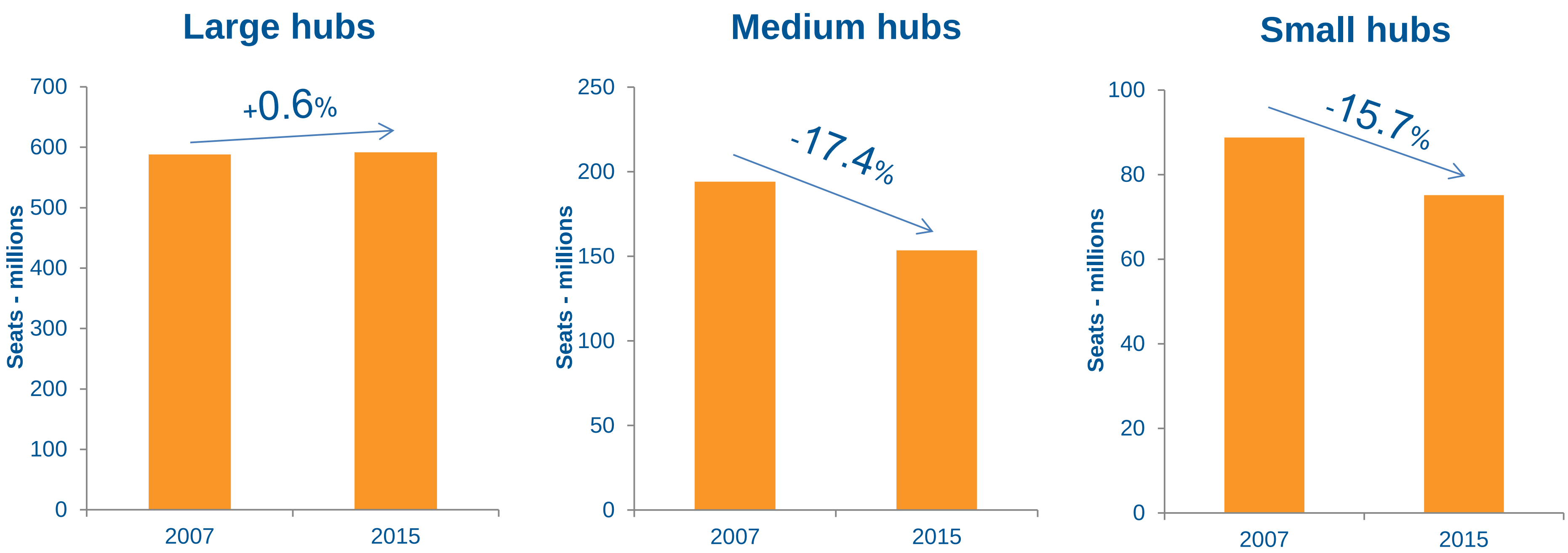
Consolidation a catalyst

US domestic seats 2007 vs 2015 by airport size



Hub classification by 2014 enplanements
Large = Over 1.0%
Medium = Between 0.25% and 1.0%
Small = Between 0.05% and 0.25%
2007 seats - DOT T100 data for CY2007 (Diio T100 Summary by Originating Airport)
2015 seats - Diio Scheduled Level of Ops Report- 1/1/15-12/31/15

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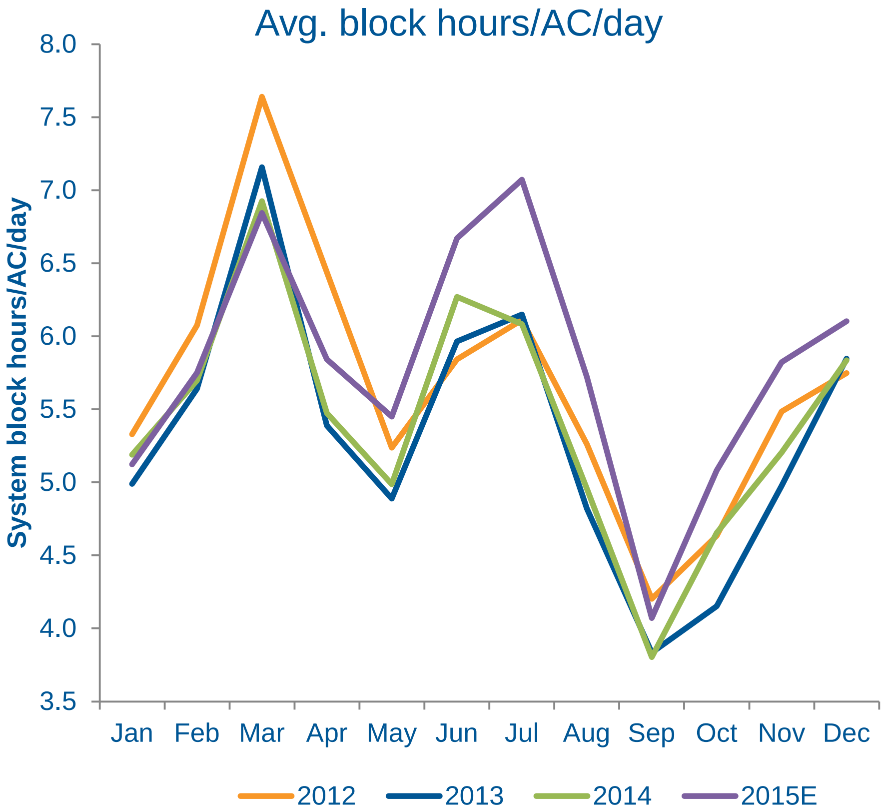
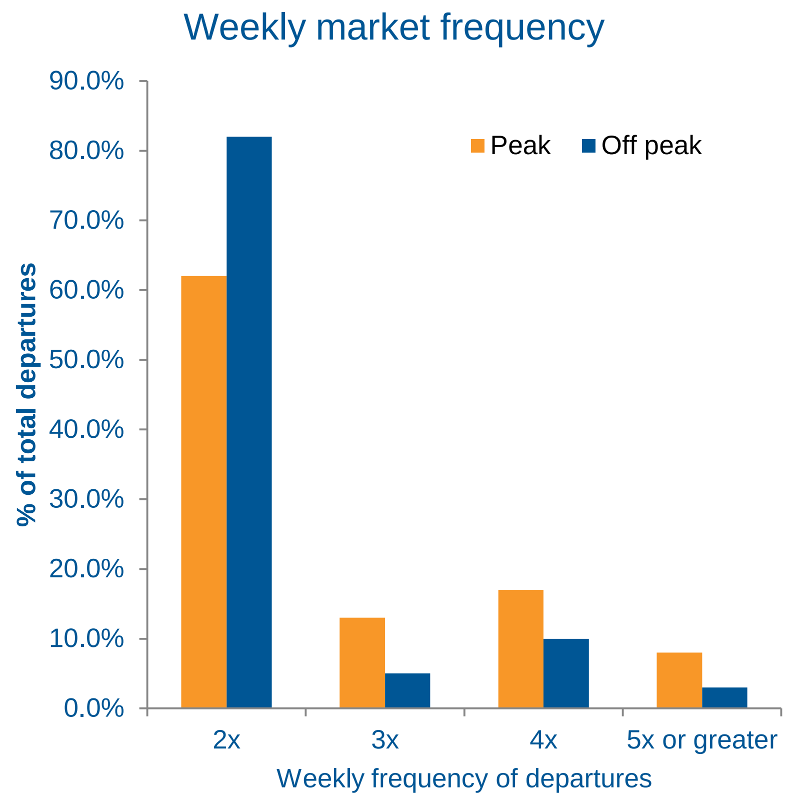
Low frequency model

Leisure = seasonality



Small cities = low frequency(1)



	2012	2013	2014	2015E
Sched AC [2]	58	65	70	82

1 - Peak = peak is defined as 2/13-4/9, 6/5-8/13, 11/20-12/3, 12/18-12/31. Remaining is off peak
2 – Scheduled aircraft are end of year

Aircraft utilization

- Airbus aircraft allows previously marginal flying to be profitable
  - Longer routes (Bismarck, ND to Orlando)
  - Off-peak day flying (Columbus, OH to St. Pete Wed/Sat 2x weekly)
  - Off-peak season flying (Syracuse, NY to St. Pete in September)
  - Previously canceled markets (Ft. Wayne, IN to Phoenix)

LTM 2Q15 Utilization by A/C type

	Peak	Off-Peak	Average
Airbus	11.6	7.0	9.6
Non-Airbus	7.2	2.0	5.0
All Aircraft	7.9	2.8	5.7

Utilization is block hours per aircraft per day

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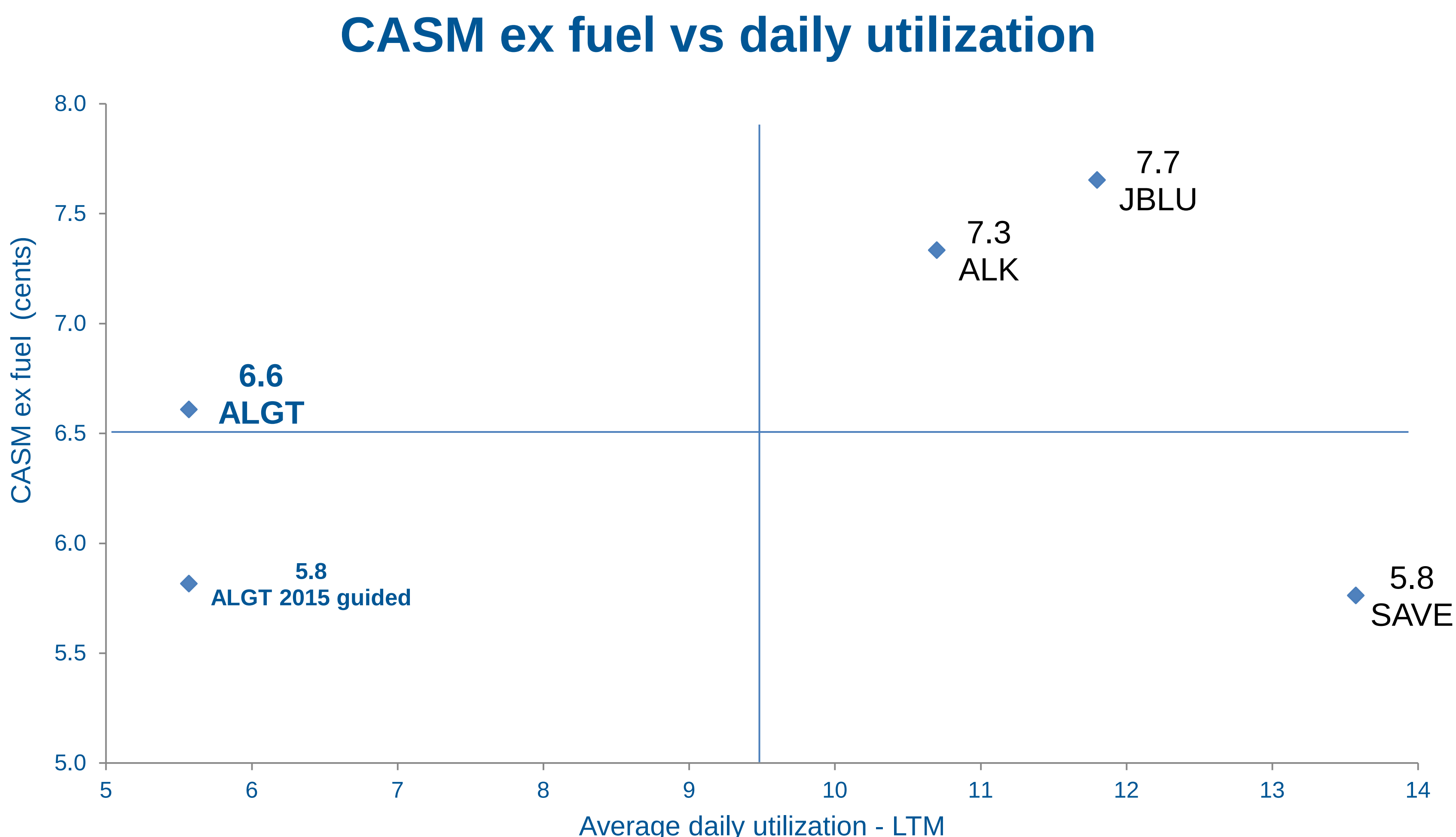
Low costs even with low utilization

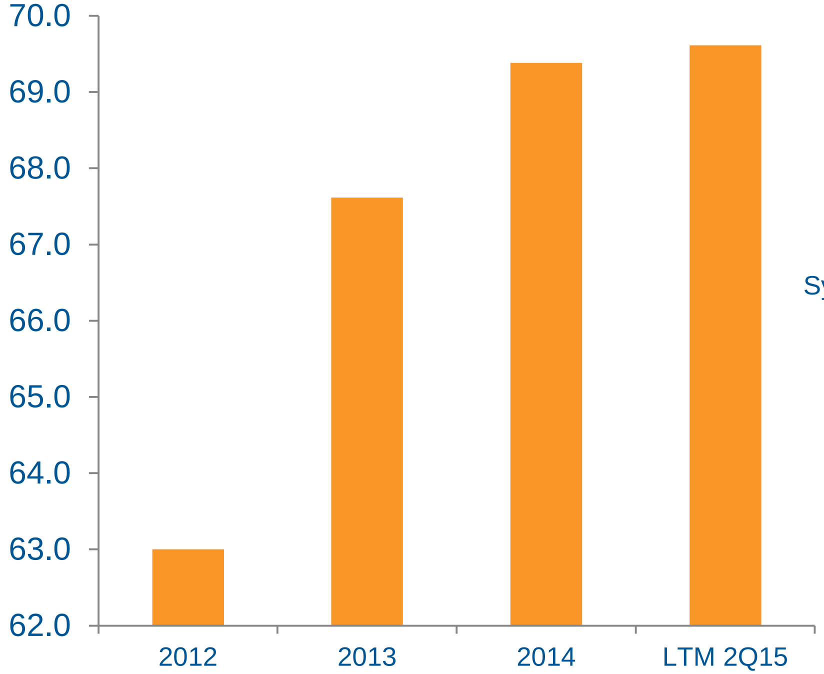


As of LTM 2Q15, ALGT – Allegiant, JBLU – JetBlue, ALK – Alaska mainline, SAVE – Spirit
ALGT 2015 – midpoint of 2015 guided range for CASM ex fuel of (13) to (11)%

Airbus growth will help improve fuel burn

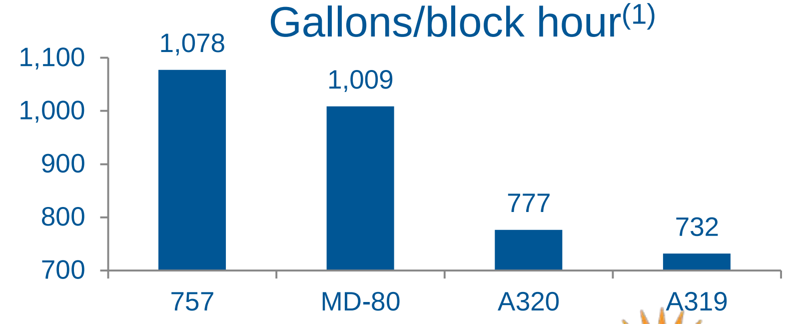
- Fuel has greatest leverage to earnings
  - Fuel ~ 34% of total operating expense(1)
  - Airbus aircraft flew 26% of LTM 2Q15 scheduled block hours

Historical ASMs/gallon



Fuel expense/total revenue

Gallons/block hour(1)



1 - As of LTM 2Q15

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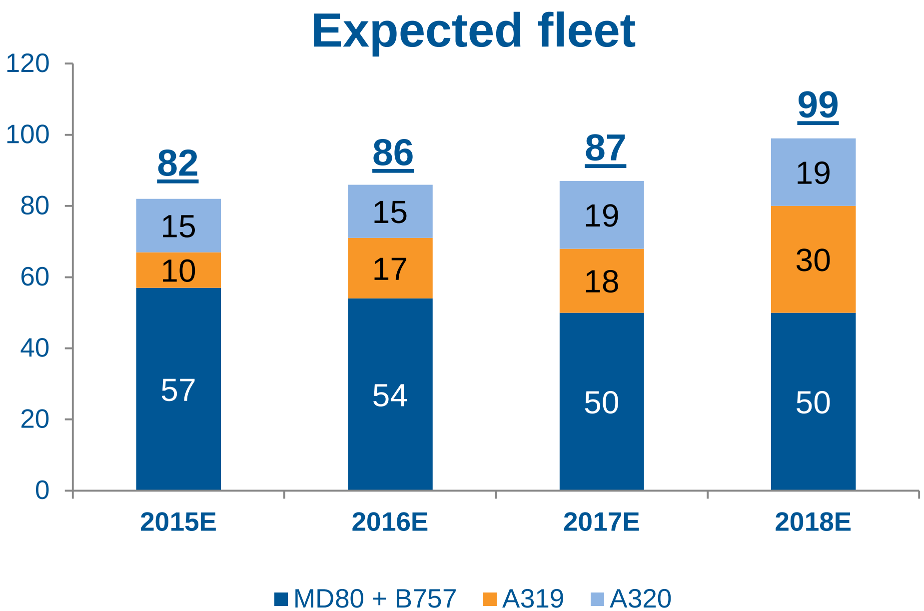
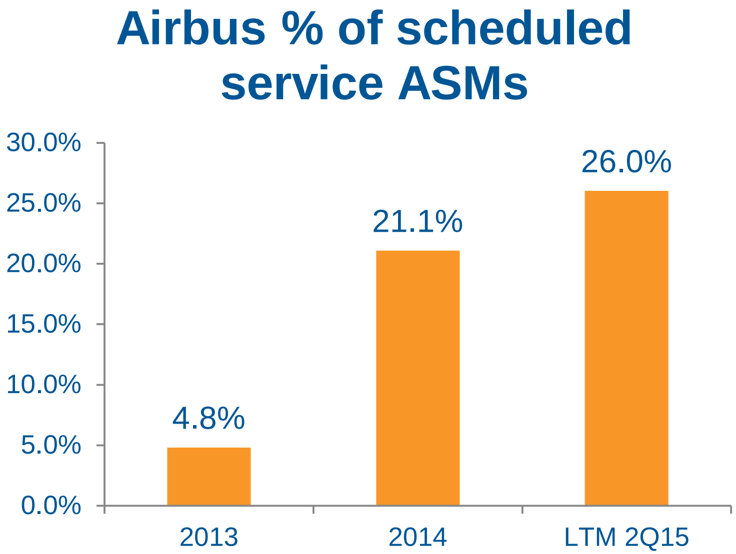
Airbus

- Incremental growth aircraft
- Continuously evaluate potential aircraft transactions and seek to acquire additional aircraft opportunistically





Actual and projected fleet count of in service aircraft (based on signed contracts only) – end of period
Total fleet includes A320, A319, MD-80 and Boeing 757
Total fleet count reflects assumptions of current market expectations, aircraft retirements, and is subject to change

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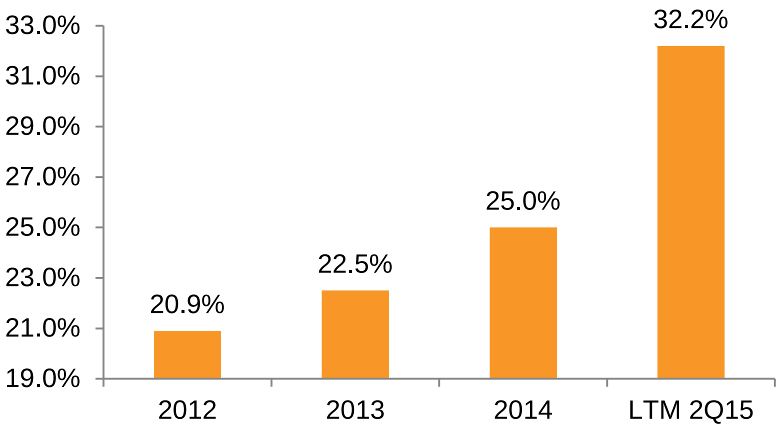
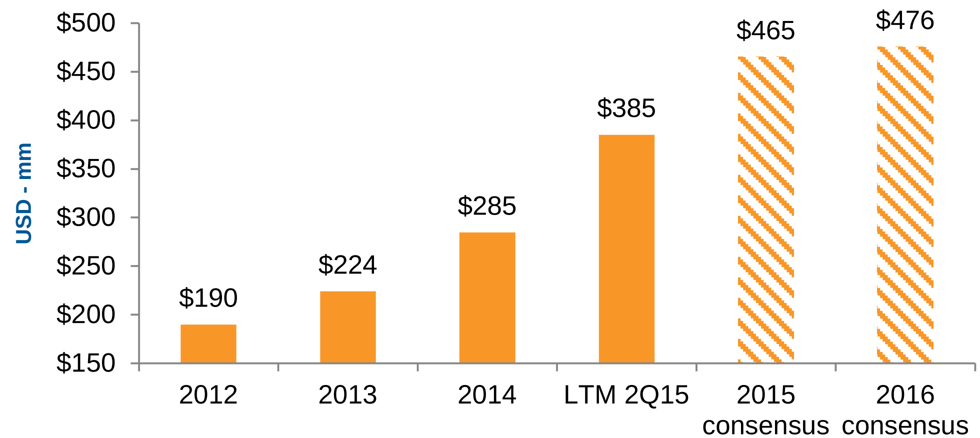
Financial growth without sacrificing margin

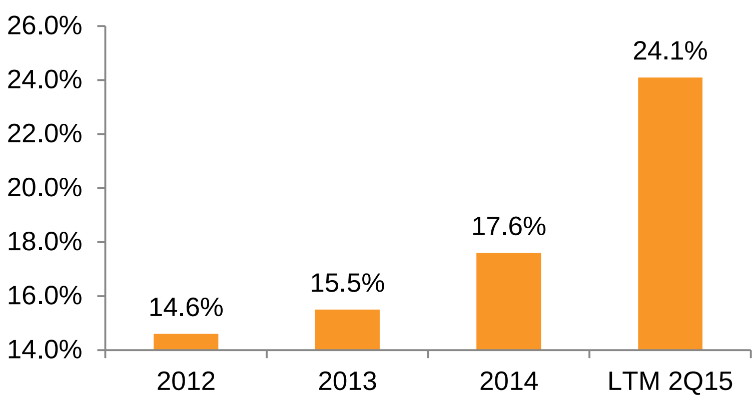
Adjusted EBITDA margin



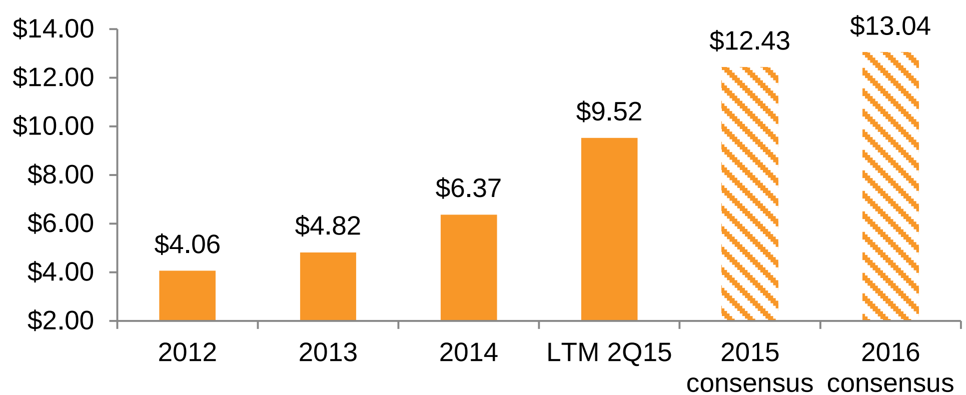
Adjusted EBITDA



Adjusted Operating margin



Adjusted EPS



Consensus - as of 8/6/15, First Call. EPS consensus reflects 12 analysts, EBITDA consensus reflects 9 analysts
Adjusted amounts - see GAAP reconciliation and other calculations in Appendix

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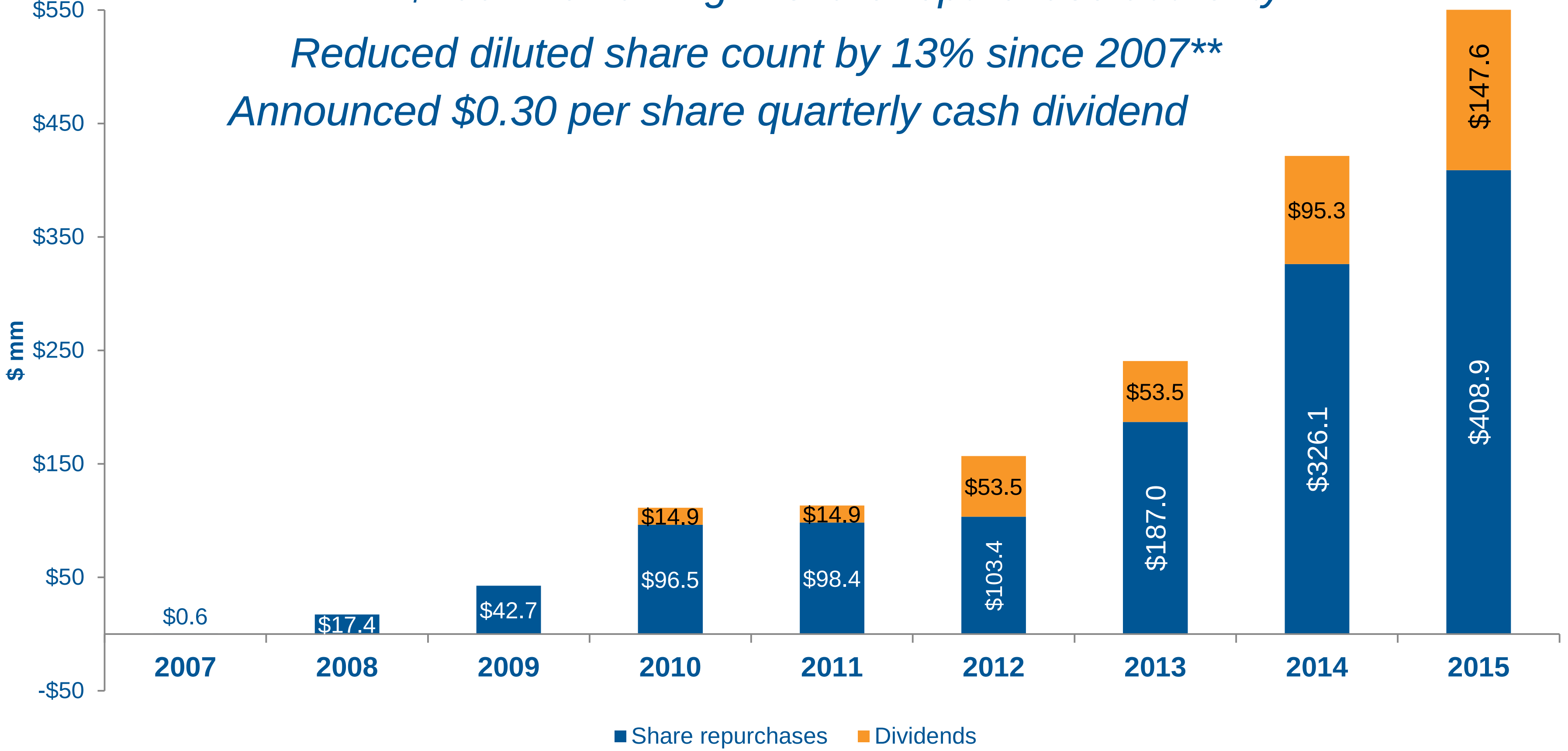
Cumulative return to shareholders

$557m returned to shareholders since 2007

*$100m remaining in share repurchase authority**

*Reduced diluted share count by 13% since 2007***

Announced $0.30 per share quarterly cash dividend



*- As per announcement on July 29, 2015

**-Diluted share count in 2007 20.5m, share count 2014 17.8 m

2015 includes $44m returned through a special dividend declared in 2014 and paid in January 2015

2014 includes $42m returned through a special dividend declared in 2013 and paid in January 2014

Existing guidance

- 3Q15 TRASM (9) to (7)%
- 3Q15 CASM ex fuel (10) to (8)%
- FY15 CASM ex fuel (13) to (11)%
- 3Q15 Fixed fee + other revenue $11mm to $13mm
- FY15 CAPEX ~$290mm

	3rd Quarter 2015	4th Quarter 2015	Full year 2015
System departures	23 to 27%	21 to 26%	
System ASMs	21 to 25%	21 to 26%	15 to 18%
Scheduled departures	23 to 27%	21 to 26%	
Scheduled ASMs	21 to 25%	21 to 26%	15 to 18%

Guidance subject to change

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Appendix

GAAP reconciliation

Adjustment for special item

$mm – except per share amounts	LTM 2Q15	2014
Net income as reported	138.2	86.7
+ Add provision for income taxes, as reported	79.3	50.8
Income before income taxes as reported	217.5	137.1
+ Other expense	27.2	20.2
Operating income	244.7	157.3
+ Boeing 757 fleet write down	43.3	43.3
Adjusted operating income	288	200.6
- Other expense	27.2	20.2
Adjusted pre-tax income	260.8	180.4
- Provision for income tax	95.1	66.8
Adjusted net income	165.7	113.6
+ Net loss attributable to noncontrolling interest	(0.1)	(0.4)
Adjusted net income attributable to Allegiant Travel Co	165.6	113.2
Diluted shares (millions)	17.4	17.8
Earnings per share as adjusted for special item	**$9.52**	**$6.37**
Total revenue	1,195.3	1,137.0
Adjusted operating margin	24.1%	17.6%
Adjusted EBITDA margin	32.2%	25.2%

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GAAP reconciliation

EBITDA calculations				
$mm	**LTM 2Q15**	**2014**	**2013**	**2012**
Net Income	138.2	86.7	92.3	78.6
+Total comprehensive income (loss)	2.6	2.3	.6	(.4)
+Provision for Income Taxes	79.3	50.8	54.9	46.2
+Other Expenses [1]	27.3	20.4	8.5	7.8
+Depreciation and Amortization	94.5	83.4	69.3	57.5
=EBITDA	**341.9**	**243.6**	**225.6**	**189.7**
+ Write down of Boeing 757 fleet	**43.3**	**43.3**		
=Adjusted EBITDA	**385.2**	**286.9**		
+ Aircraft lease rental	6.0	15.9	9.2	0
=Adjusted EBITDAR	**391.2**	**302.8**	**234.8**	**189.7**
Total debt	627.6	593.1	234.3	150.9
+7 x annual rent	42	111.3	64.6	0
Adjusted total debt	669.6	704.4	298.9	150.9
=Adjusted Debt to Adjusted EBITDAR	**1.7x**	**2.3x**	**1.3x**	**0.8x**
Average # of in service aircraft in period	71	69	63	60
=Adjusted EBITDA per aircraft	**5.4**	**4.2**	**3.6**	**3.2**
Interest expense	28.3	21.2	9.5	8.7
= Adjusted interest coverage	**13.8x**	**14.3x**	**24.7x**	**21.8x**

1- Ex unconsolidated affiliate earnings

GAAP reconciliation

Return on equity

$mm	LTM 2Q15		2014	2013	2012	2011
Adjusted net Income	165.6		113.6	92.3	78.6	49.4

	Jun 2015	Jun 2014	Dec 2014	Dec 2013	Dec 2012	Dec 2011
Total shareholders equity	326.2	378.0	294.1	377.3	401.7	351.5
Return on equity	**47%**		**34%**	**24%**	**21%**	**15%**

ROE = Net income / Avg shareholders equity
Adjusted net income calculation found on Adjustment for special item GAAP reconciliation table

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GAAP reconciliation

Return on capital employed calculation

$mm	LTM 2Q15	2014	2013	2012	2011
+ Adjusted net income	165.6	113.6	92.3	78.6	49.4
+ Income tax	95.1	66.8	54.9	46.2	30.1
+ Interest expense	28.3	21.2	9.5	8.7	7.2
- Interest income	1.0	0.8	1.0	1.0	1.2
	288.0	200.4	155.7	132.5	85.5
+ Interest income	1.0	0.8	1.0	1.0	1.2
Tax rate	36.4%	37.1%	37.4%	37.1%	37.9%
Numerator	**183.5**	**126.6**	**98.1**	**84.0**	**53.9**
Total assets prior year	1,317.3	926.9	798.2	706.7	501.3
- Current liabilities prior year	315.4	287.5	210.7	177.6	166.6
+ ST debt of prior year	51.5	20.2	11.6	8.0	16.5
Denominator	**1,053.4**	**659.6**	**599.3**	**537.1**	**351.2**
= Return on capital employed	**17.4%**	**19.2%**	**16.4%**	**15.6%**	**15.3%**

Adjusted net income calculation found on Adjustment for special item GAAP reconciliation table

GAAP reconciliation

Free cash flow calculations

$mm	LTM 2Q15	2014	2013	2012	2011
Cash from operations	356.3	269.8	196.9	176.8	129.9
- Cash CAPEX	296.9	279.4	177.5	105.1	88.0
= Free cash flow	**59.4**	**(9.6)**	**19.4**	**71.7**	**41.9**

2014 CAPEX is cash CAPEX and does not include $142m in assumed debt included in the $236.1m SPC Aircraft Acquisitions closed in June 2014

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GAAP reconciliation

Net debt

$mm	Jun 2015	Dec 2014	Dec 2013	Dec 2012	Dec 2011
Current maturities of long term debt	65.2	53.8	20.2	11.6	7.9
Long term debt, net of current maturities	562.4	539.3	214.1	139.2	138.2
Total debt	627.6	593.1	234.3	150.8	146.1
Cash and cash equivalents	93.5	89.6	97.7	89.6	150.7
Short term investments	286.9	269.8	253.4	239.1	154.8
Long term investments	34.6	57.4	36.0	24.0	14.0
Total cash	415.0	416.8	387.1	352.7	319.5
= Net debt	**$212.6**	**$176.3**	**($152.8)**	**($201.9)**	**($173.4)**

End of period

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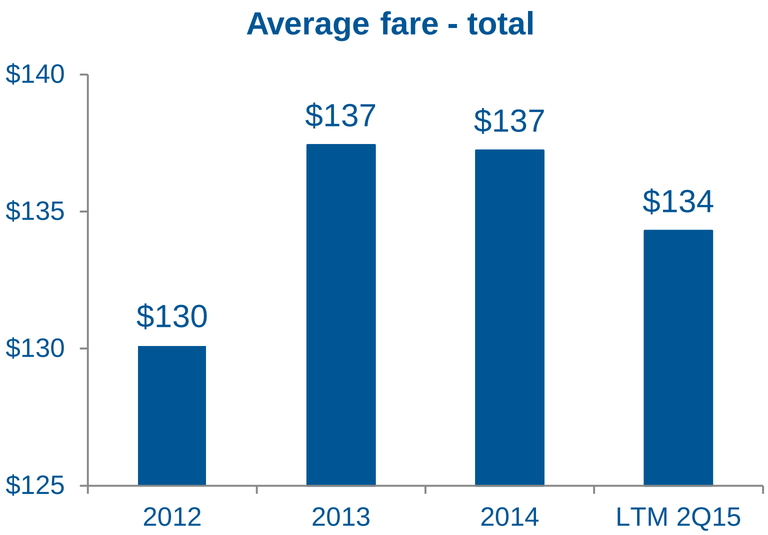
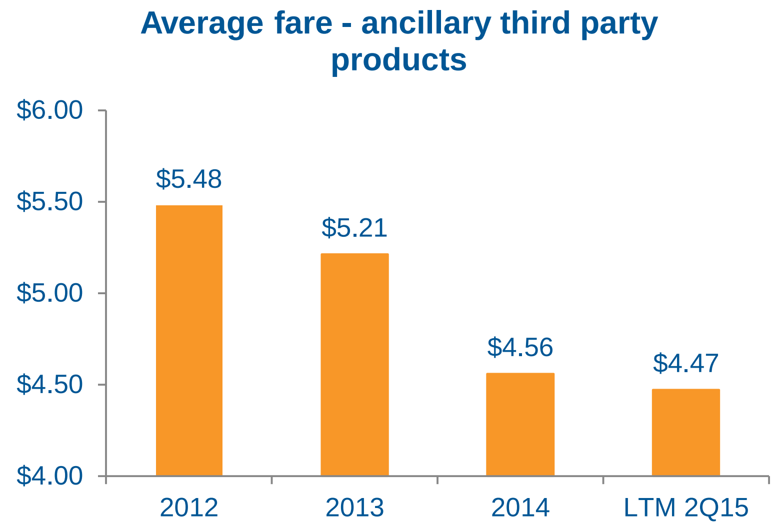
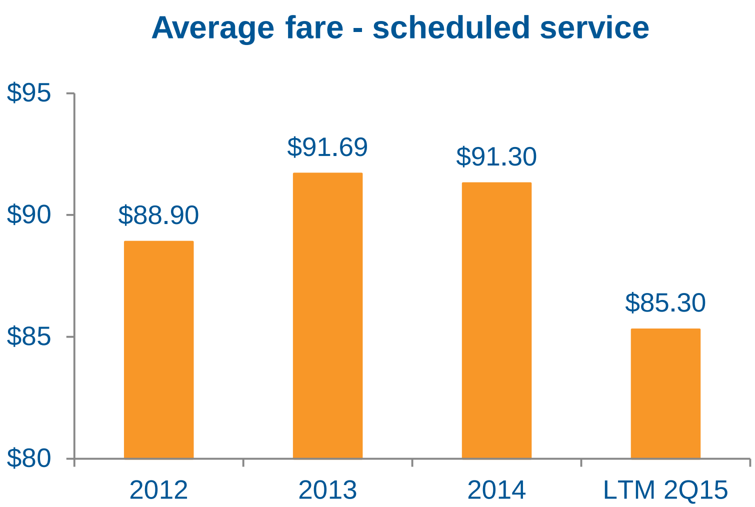
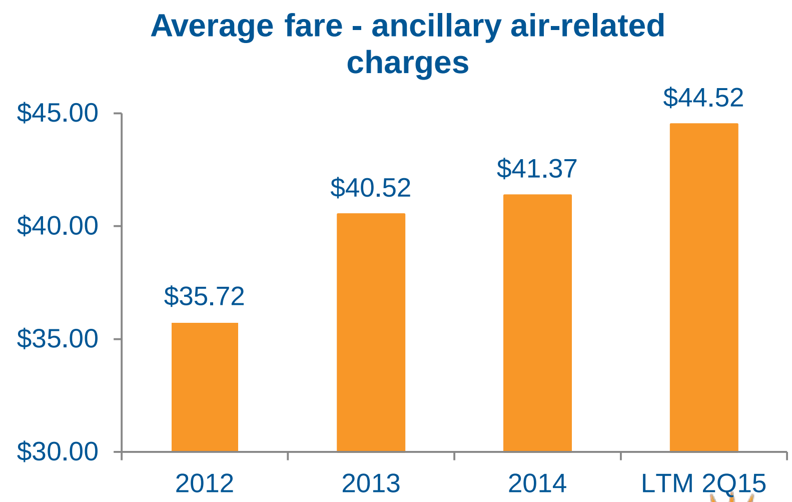
Revenue components





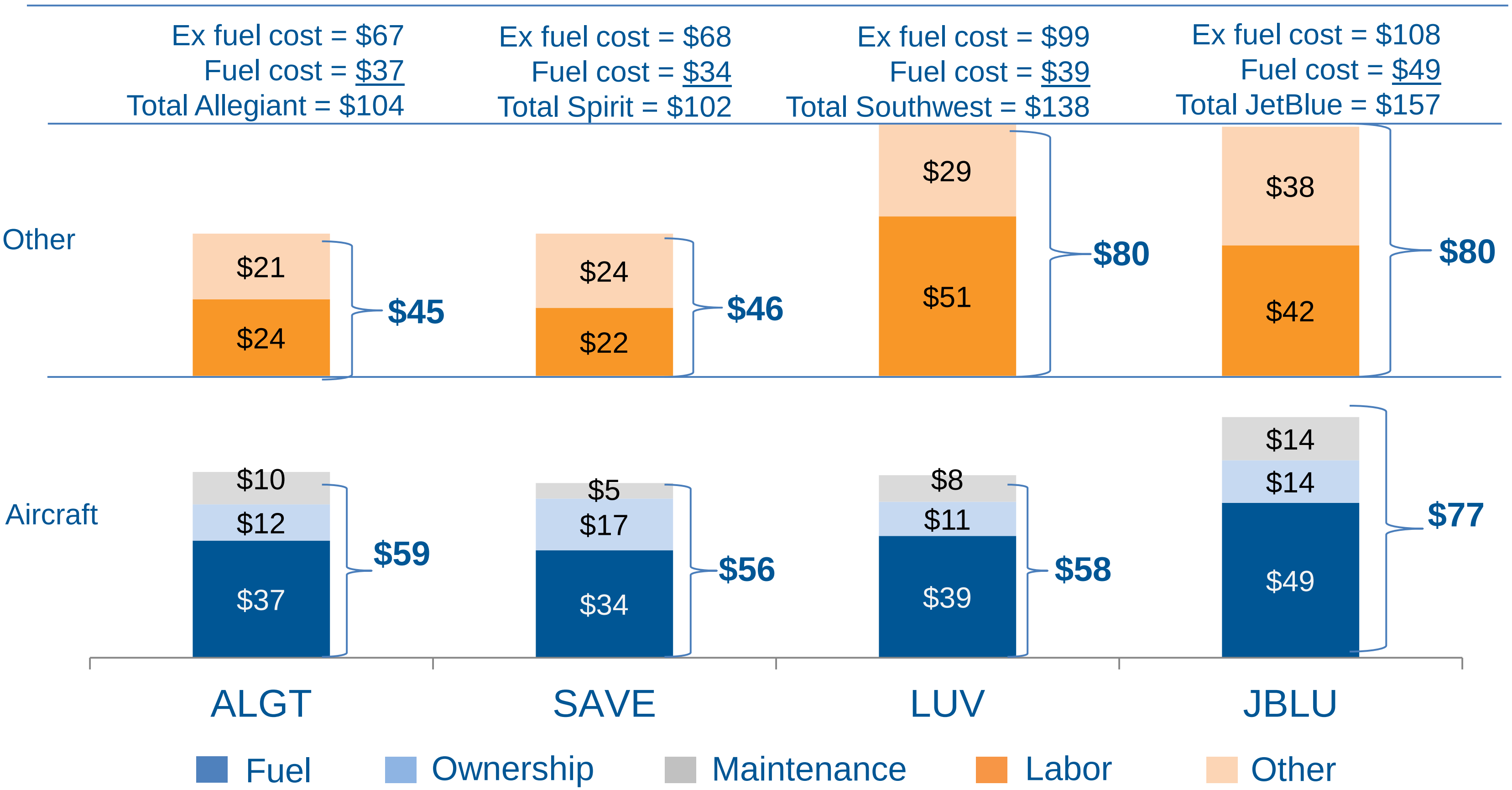




All revenue is revenue per scheduled passenger

Low cost drivers

LTM 2Q15 cost per passenger



Source: Company filings
Ownership includes depreciation & amortization + aircraft rent
Other excludes special items and one-time charges for other carriers
ALGT other excludes $43m Boeing 757 fleet write down

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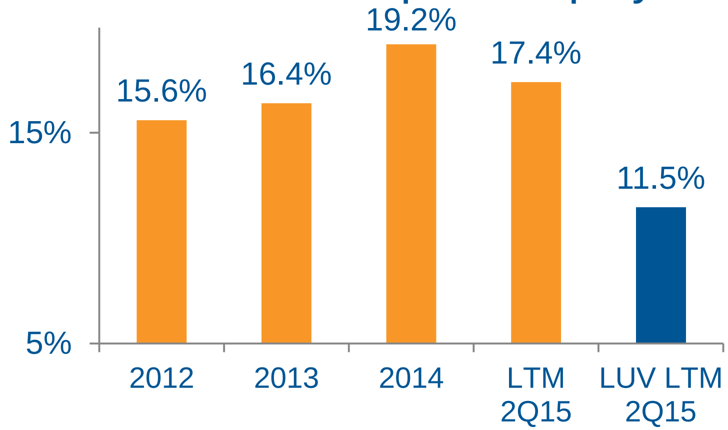
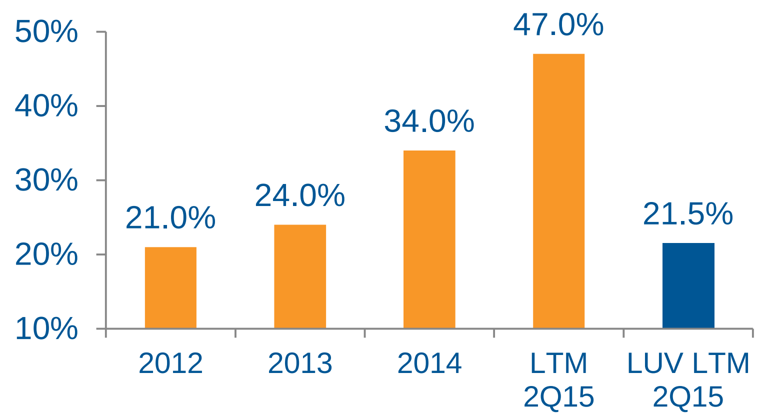
Credit metrics

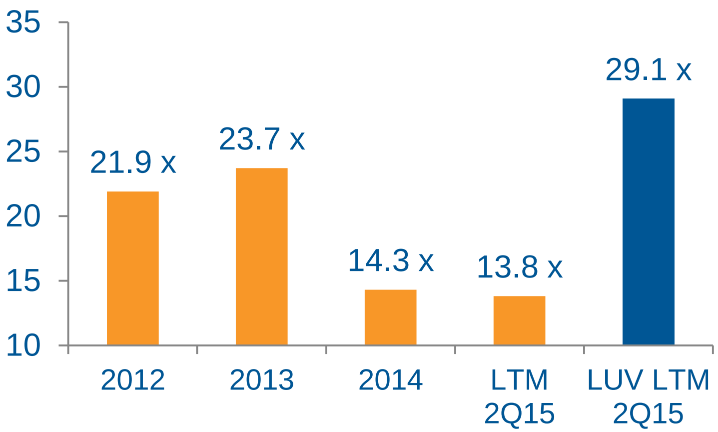
Return on capital employed



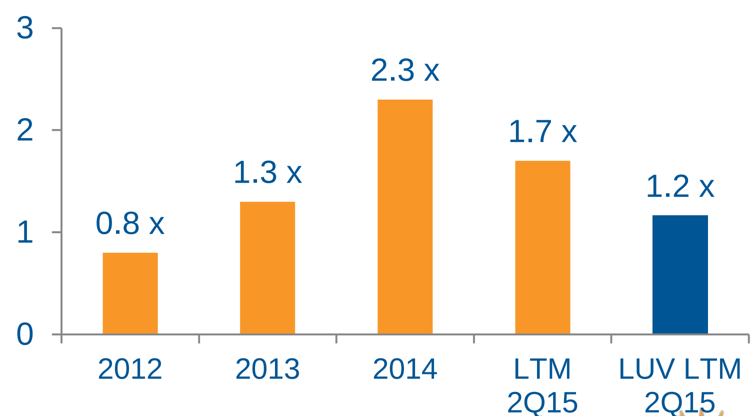
Return on equity



Interest coverage

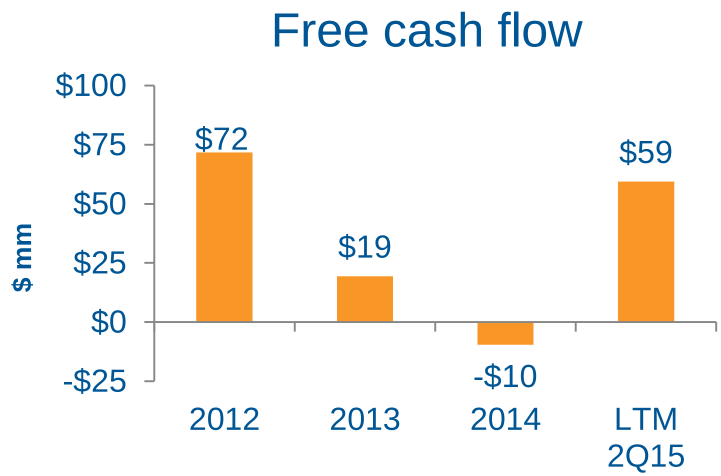


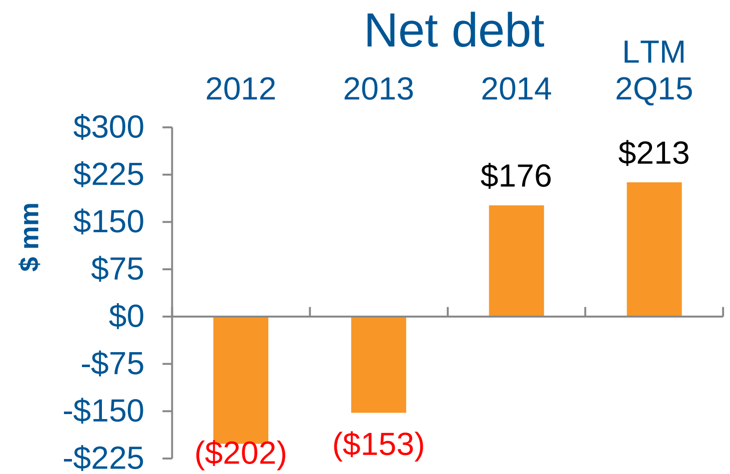
Debt / Adjusted EBITDAR

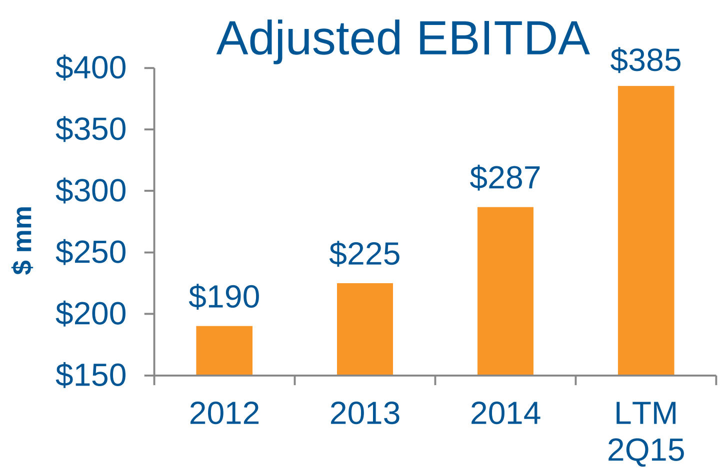


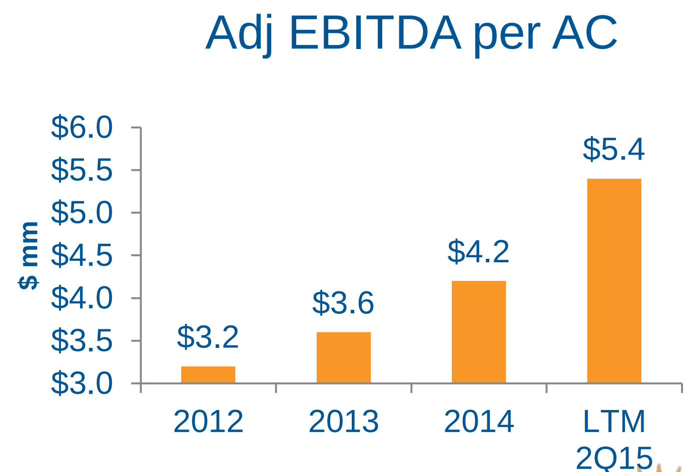
LUV = Southwest Airlines, based on published information
Please see GAAP reconciliation table in appendix for calculation

Strong cash generation









See reconciliation tables
Net debt is end of period
EBITDA per AC is referring to average number of aircraft in service

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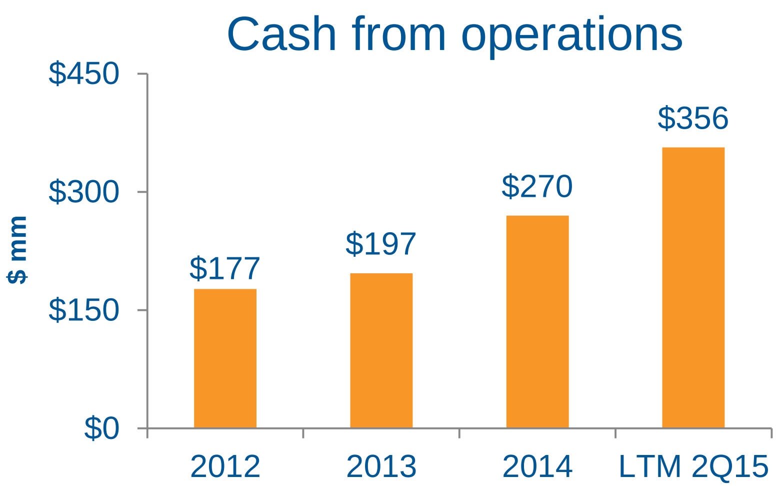
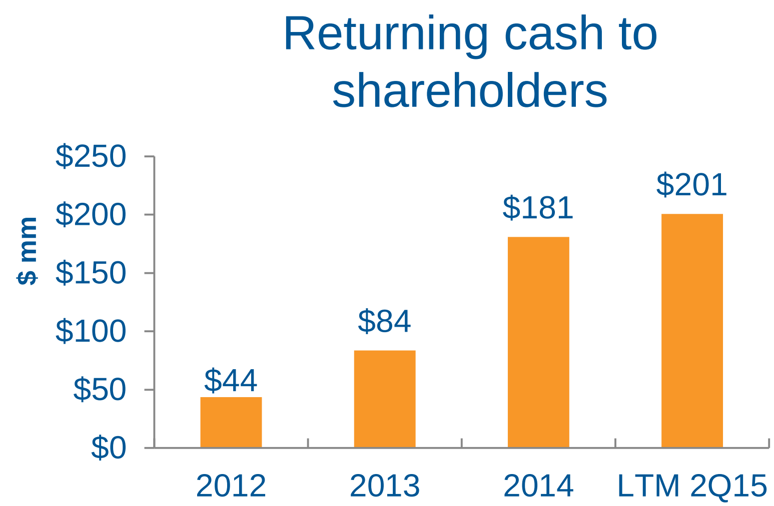
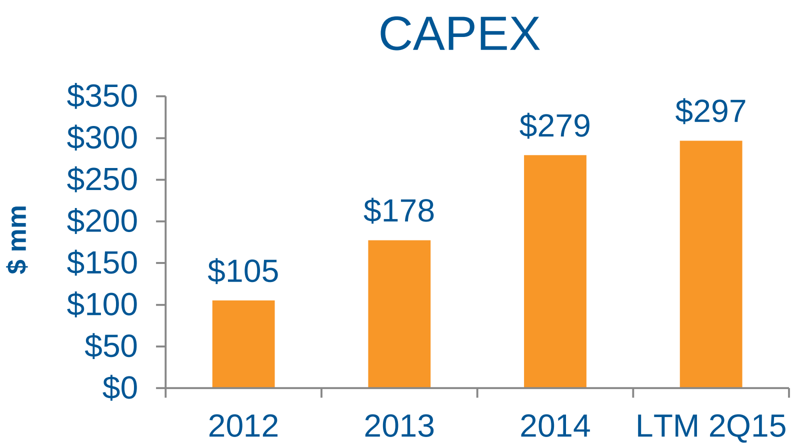
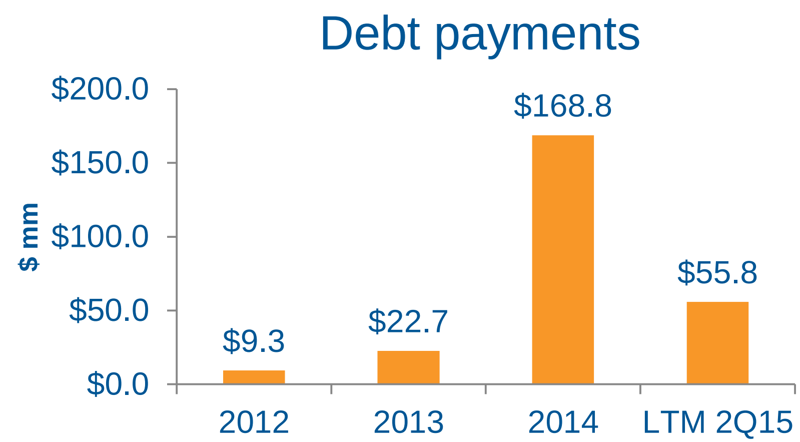
Sources/uses of cash









2014 CAPEX is cash CAPEX and does not include $142m in assumed debt included in the $236.1m SPC Aircraft Acquisition closed in June 2014

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Capitalization structure

	Actual 6/30/15 (MM USD)	Debt to LTM Adj EBITDAR	Rate	Maturity
Unrestricted cash	415.0			
LTM Adjusted EBITDAR	391.2			
Secured by AC	32.1		L + 2.95%	Apr 2018
Secured by AC	122.2		L + 3.08%	May 2018
Secured by AC	30.5		L + 2.95%	May 2018
Secured by AC	32.2		3.99%	Oct 2018
Secured by real estate	9.5		2.86%	Oct 2018
Secured by AC	38.5		L + 2.46%	Nov 2019
Secured by real estate	7.5		2.86%	Mar 2020
Secured by AC	28.6		L + 1.70%	Mar 2020
Secured by AC	26.5		L + 1.70%	Jun 2020
Total secured debt	**327.6**	**0.8x**		
Senior notes	300		5.5%	Jul 2019
Total debt	**627.6**	**1.6x**		
7x LTM aircraft rent	42.1			
Adjusted debt	**669.7**	**1.7x**		

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Maverick Helicopters Organizational Overview

a. Maverick was started in 1996 to provide Las Vegas with a VIP Helicopter Experience over the Las Vegas Strip and to surrounding destinations like the Grand Canyon, Valley of Fire, Red Rock or any destination of a guest's choice. Maverick has always been the leader in acquiring the newest quiet technology helicopters to help reduce noise in the valley. Currently Maverick is still the only Helicopter Company flying 100% quiet technology and has been since 2006. Maverick partners with the hospitality industry constantly to help show off what Vegas has to offer as a city.
b. Maverick has maintained a steady growth for the past few years and continues to hold a preferred position throughout the local hospitality industry. Maverick currently is the only approved Helicopter and Airplane operator for sightseeing tours that can be sold throughout the MGM Resorts International Hotels. Maverick also remains the exclusive Helicopter provider to the Las Vegas Motor Speedway and supports events like EDC and NASCAR annually to move the drivers, guests and invited guests with VIP expedited transportation. When it comes to competition in the Helicopter market, Maverick has to understand there is some business we can compete with based on location and age of a helicopter and type of helicopters other companies offer. Maverick just continues to focus on providing that once in a lifetime experience with the newest and youngest fleet of Helicopters to compliment the hotels and hospitality industry as they are always reinvesting, we believe in the same.
c. Maverick supports the Tourism industry in several ways. For example showing off properties in the air with a message to their client as they fly over the strip. The LVCVA offers sales missions and reverse sales missions and Maverick attends as many of these as possible and extends our support to help make the missions the over the top experience people expect with Vegas. Some would say that Vegas is the gateway to the Grand Canyon. We have guests that come to Vegas just to fly to the Grand Canyon and mark it off the bucket list.
d. Maverick is completing a $5mm remodel of an old hangar building into a state of the art lobby with a small café, gift shops and a floor to ceiling view of McCarran International Airport with VIP lounge to raise the level of service. Maverick also just spent two years upgrading its transportation fleet so we can continue to offer complimentary transportation, but in limo coaches.
e. I believe the projections are fair. Even with the world currency constantly changing against the dollar, people love to come to Vegas and the more we can provide the guest with other options and activities the more people will continue to come to Vegas.

2. Current and Future Infrastructure Needs

a. We are just finishing our remodel and then we will upgrade the old lobby we had and offer this as event space for incoming meetings, groups, weddings, etc. In addition to the McCarran expansion, we just started the expansion of our Henderson facility where we operate additional helicopters and airplanes.

b. Not only for Safety reason but there needs to be a stop light installed at Signature Flight Support on the LV Strip in our opinion. The city did a Great Job of developing a safe place for people to take a photo by the Vegas sign. However it also creates a problem throughout the day with people running across the streets because there isn't enough parking.   By the time you drive from Sunset Road to the Welcome to Las Vegas Sign, you have built up some speed and can't always see the people.   The U Turns heading from southbound to northbound on the Strip have also increased, so pulling out of Signature southbound is getting extremely challenging.

c. Stop light by Signature and more parking at the Vegas Sign.

d. The biggest challenge to Maverick is the lead time to acquire new Helicopters.   On average you wait 18 to 24 months for New Helicopters so keeping up with what the industry is predicting is key for us to keep up with the demand so we can continue to have the largest all quiet technology helicopter fleet in Las Vegas.

e. Provide some tax incentives for tourism based companies, vs increasing our taxes or give time to implement the tax changes.   The hospitality industry has to issue rates to companies 12 to 18 months in advance. Several of these international contracts are not easy to change if you can even change, so when new legislation is passed and effective immediately the small business can't absorb some of the fees in the competitive markets we are all in.

f. Maverick believes Southern Nevada does a good job in keeping up with planning its infrastructure for our needs.   The McCarran team has a tracking system so they can help assist the operators with our routes to identify if we are flying outside the "stay quiet routes." I am not sure where funding is at for this software, but this is hugely helpful for the operators and if we can earmark any funds to ensure this system is funded that would be helpful to maintain all operators staying compliant and safe.

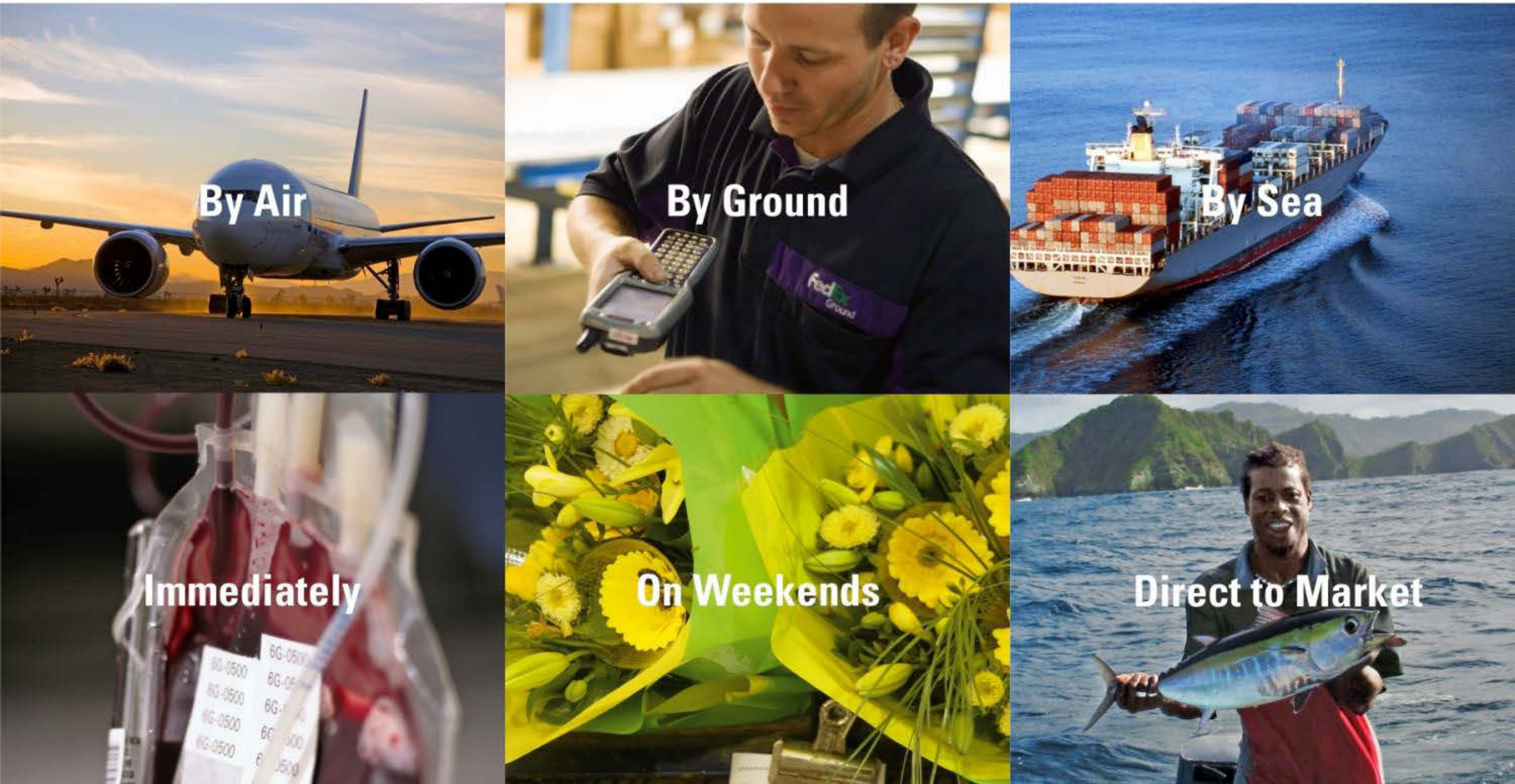
FedEx Express Overview

What Does FedEx Deliver?

OPPORTUNITIES.

Our solutions link 99 percent
of the world's GDP.

FedEx connects the global economy.



FedEx provides access.

We deliver solutions that matter to you and your business, turning global challenges into opportunities. When we connect people and possibilities, businesses prosper, communities flourish, and lives are improved — everyone benefits.

FedEx Express — The largest express transportation company in the world.

FedEx Ground — Cost-effective, small-package shipping.

FedEx Freight — Priority and economical less-than-truckload freight.

FedEx Services — Technology and services customized for your business needs.

- ***Compete collectively*** by standing as one brand worldwide and speaking with one voice.
- ***Operate independently*** by focusing on our independent networks to meet distinct customer needs.
- ***Manage collaboratively*** by working together to sustain loyal relationships with our workforce, customers and investors.

FedEx Express

The largest express transportation
company in the world.

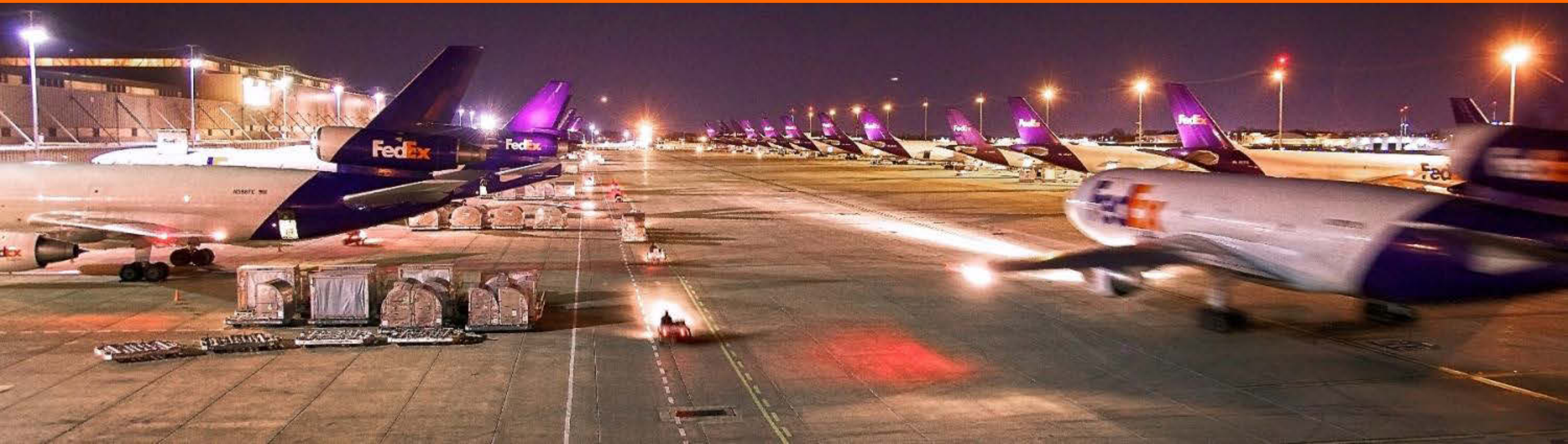
FedEx Trade Networks

FedEx SupplyChain

*Graphic reflects financial
reporting segments.

FedEx Express

FedEx Express covers every U.S. address and more than 220 countries and territories. Our global network provides time-sensitive, air-ground express service through 375 airports worldwide.



FedEx Express

>160,000
team members

MOVE

>3.9 million
packages
(avg. daily volume)

>10.5 million
pounds of freight
(avg. daily volume)

VIA

>47,500
surface vehicles

>38,000
drop boxes

375
airports

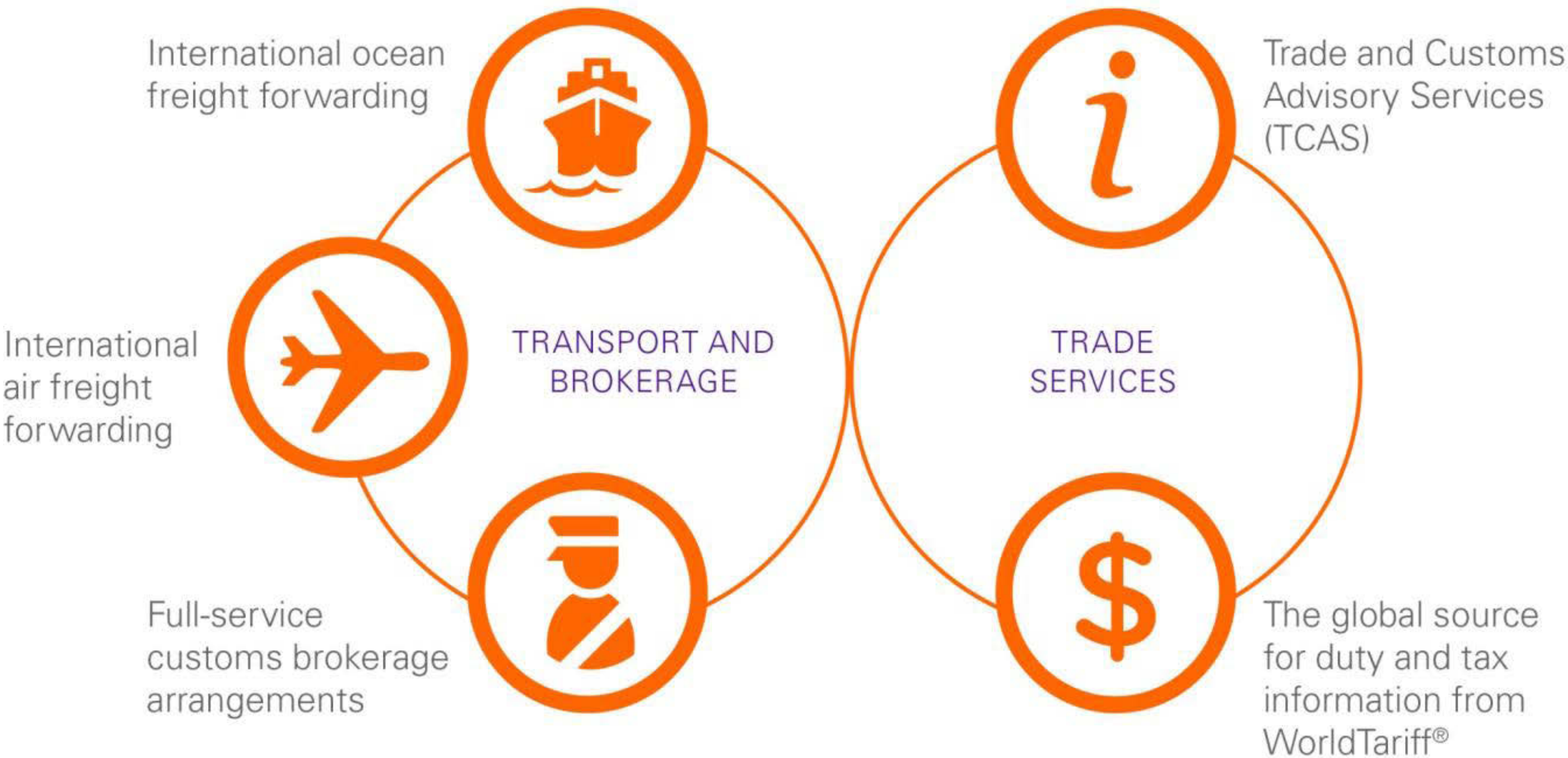
>656
aircraft

SERVING

>220
countries
and territories

FedEx Trade Networks

Provides a full suite of integrated air and ocean freight forwarding solutions tailored to your exact needs.



Executes FedEx® integrated solutions to help supply chain management become a competitive advantage for you.

FedEx Express Facilities at McCarran International Airport

FedEx Express / LASR	
Building Square Footage	79,000
Number of Employees	130
Number of RTD Assets	18
Ramp Side Motorized Ground Support Equipment	23
Ramp-Side Garage Doors	11
Street-Side Garage Doors	28

- FedEx Express LASR utilizes 3 Gates at McCarran International Airport with one of the Gates primarily used for 3 Caravan A/C.
- FedEx Express LASR services Southern Nevada as well as Southern Utah (St. George and Cedar City via trucks) and Northwest Arizona (Bullhead City and Kingman via trucks).

FedEx®

FedEx Express Flight Operations at McCarran International Airport

- Two Inbound Wide-body flights and two Outbound Wide-body flights during AM hours of operation with two outbound Caravan launches.

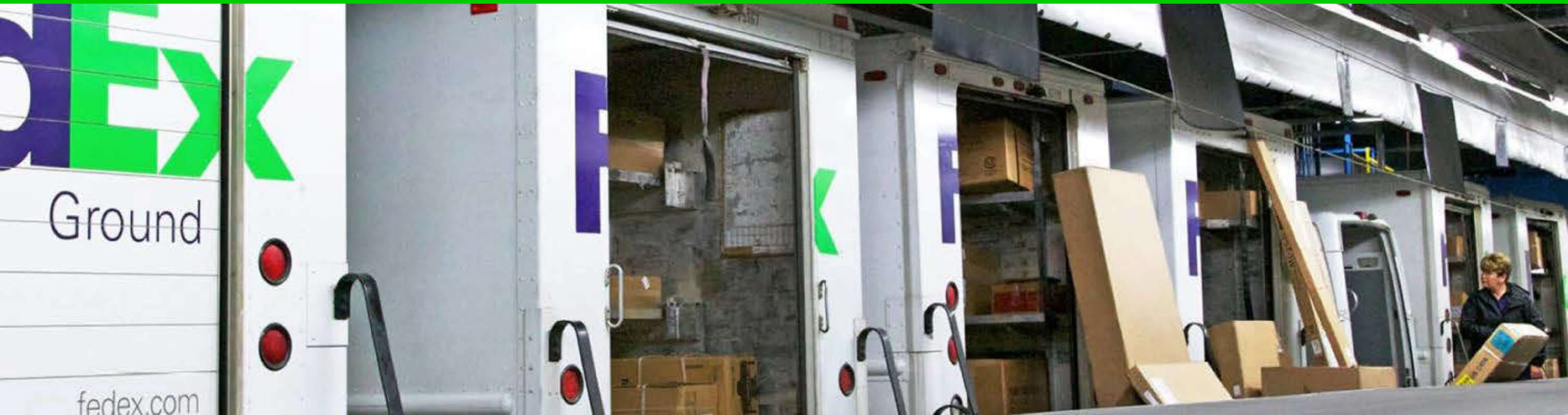
- One Inbound Wide-body flight and one Outbound Wide-body flight during PM hours of operation with two Inbound Caravan arrivals.

Flight Nbr	Orig Ramp	Dest Ramp	Dep Time	Arr Time
525	MEM	LAS	16:10	17:36
526	MEM	LAS	15:10	16:36
626	LAS	MEM	6:00	11:14
627	LAS	MEM	6:43	11:57
627	LAS	MEM	6:49	12:03
1240	LAS	MEM	19:20	0:37
1240	LAS	MEM	19:20	0:37
1240	LAS	MEM	19:20	0:37
1440	MEM	LAS	3:48	5:13
1440	MEM	LAS	3:54	5:19
1874	OAK	LAS	2:10	3:26
1874	OAK	LAS	2:30	3:46
1874	LAS	RNO	4:10	5:16
1874	LAS	RNO	4:30	5:36
7706	CDC	LAS	18:13	18:20
7794	SGU	LAS	17:16	17:09
7798	SGU	LAS	18:32	18:25
8705	LAS	CDC	6:45	8:55
8706	LAS	CDC	7:22	9:32
8798	LAS	SGU	7:01	8:56
8798	LAS	SGU	7:37	9:32

FedEx®

FedEx
Ground

FedEx Ground gives you dependable business-to-business delivery — or convenient residential service.



FedEx Ground

>53,000

team members

DELIVER

>4 million

commercial and residential packages
(avg. daily volume)

>2 million

FedEx SmartPost packages
(avg. daily volume)

VIA

33

ground hubs

32,000

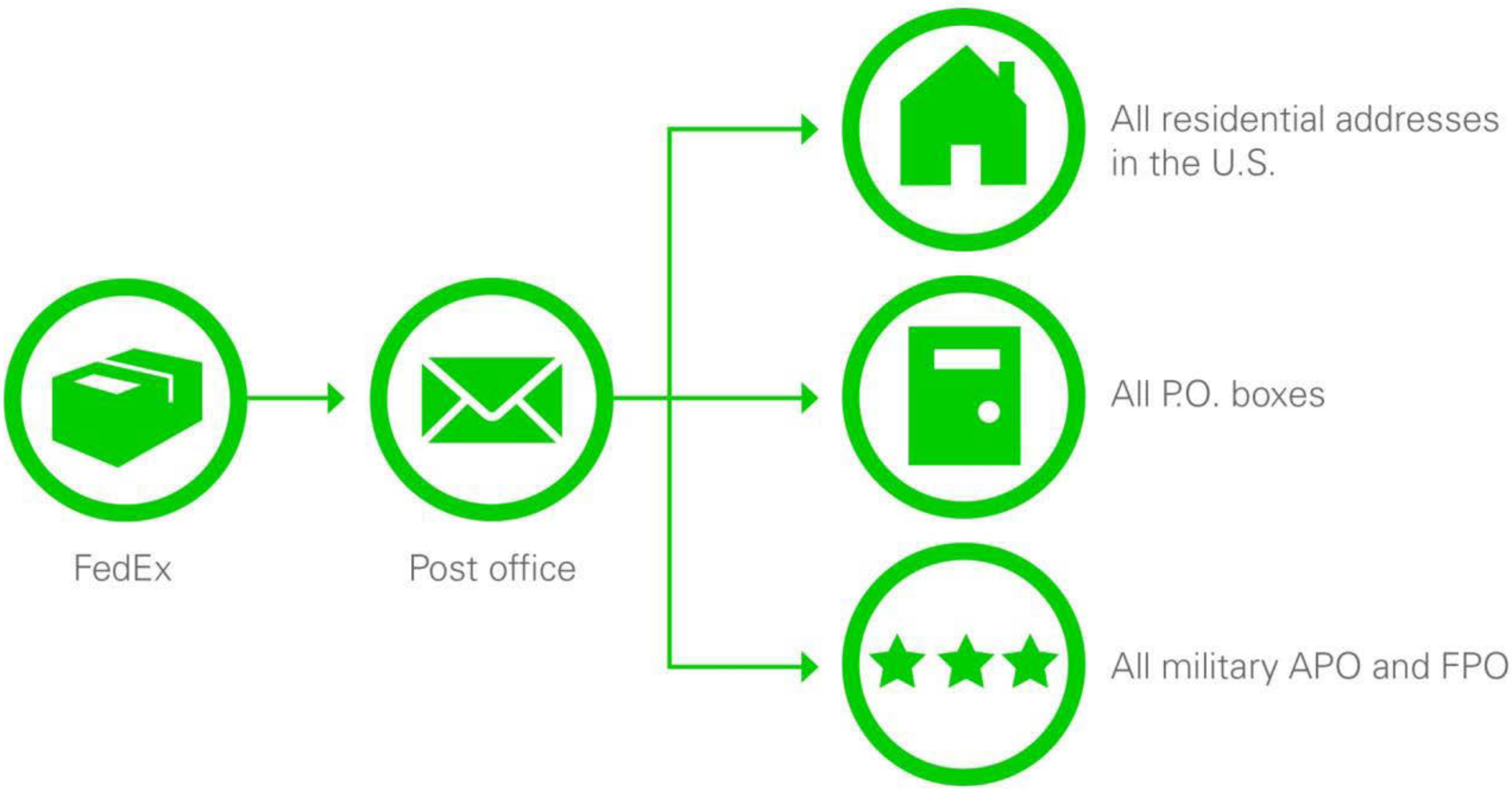
ground vehicles

SERVING

more locations faster

than our primary competitor

Gives you low-weight, cost-effective shipping to every residence in the U.S., using the United States Postal Service® for final delivery.



FedEx Freight

With extensive coverage throughout the U.S. (including Alaska and Hawaii), Canada, Mexico, and Puerto Rico as well as service to the U.S. Virgin Islands, FedEx Freight provides less-than-truckload (LTL) choices based on your shipping needs. And FedEx Freight® Priority has the fastest published transit times of any nationwide LTL service.

FedEx Freight

>33,000
team members

MOVE

>85,000
shipments
(avg. daily volume)

1,150
pounds *(avg. weight per shipment)*

USING

>14,500
trucks

>355
facilities

>64,000
tractors, trailers and forklifts

PROVIDING

priority service and

economy service

TO

U.S., Canada, Mexico, Puerto Rico, and the U.S. Virgin Islands

FedEx Custom Critical

Provides time-specific, door-to-door, same-day, and next-day delivery of critical shipments, including urgent freight, valuable items, and hazardous goods, via air and surface expedite services and truckload brokerage.

Exclusive use & FTL shipment

Temperature control

Secure

365	24	7
Days a year	Hours a day	Days a week

FedEx Services

FedEx Services integrates the technology and services you need, including solutions for global supply chains, e-commerce, or any of today's business challenges.

FedEx® Services

>12,000
team members

PROVIDE

data management

networking expertise

solutions design

customer support

sales and marketing

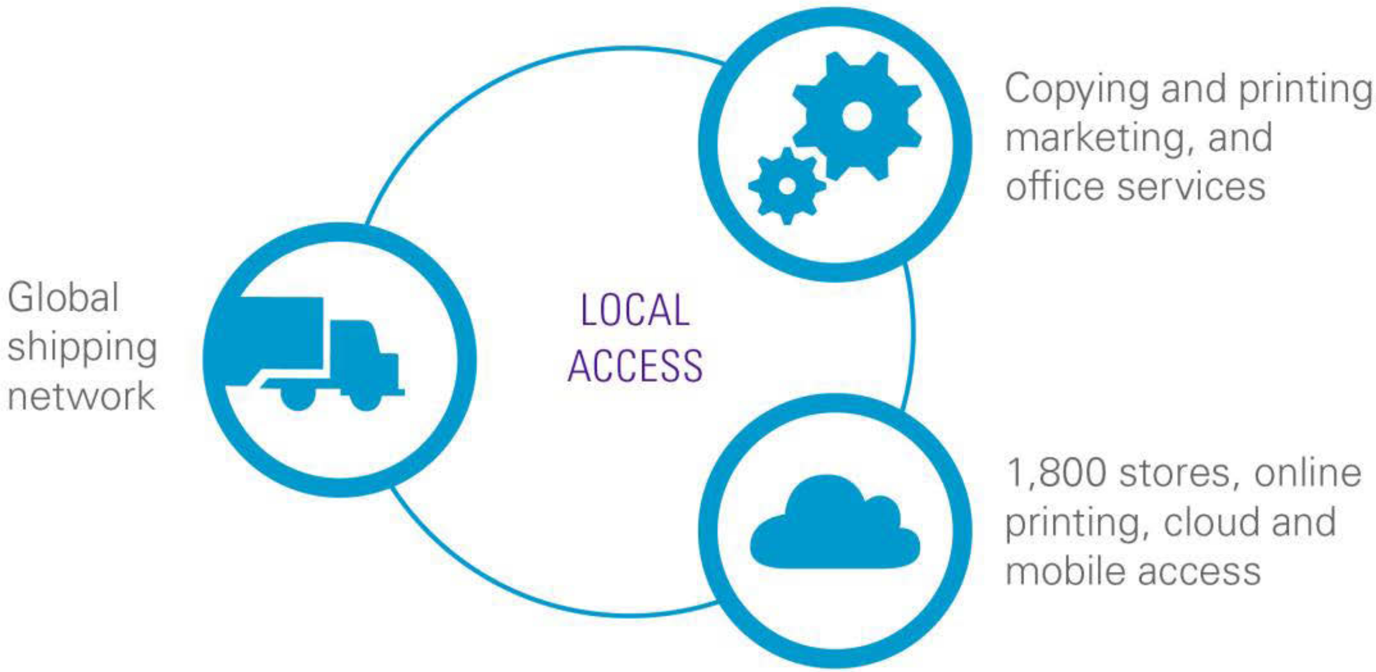
information technology

e-commerce services

SERVING

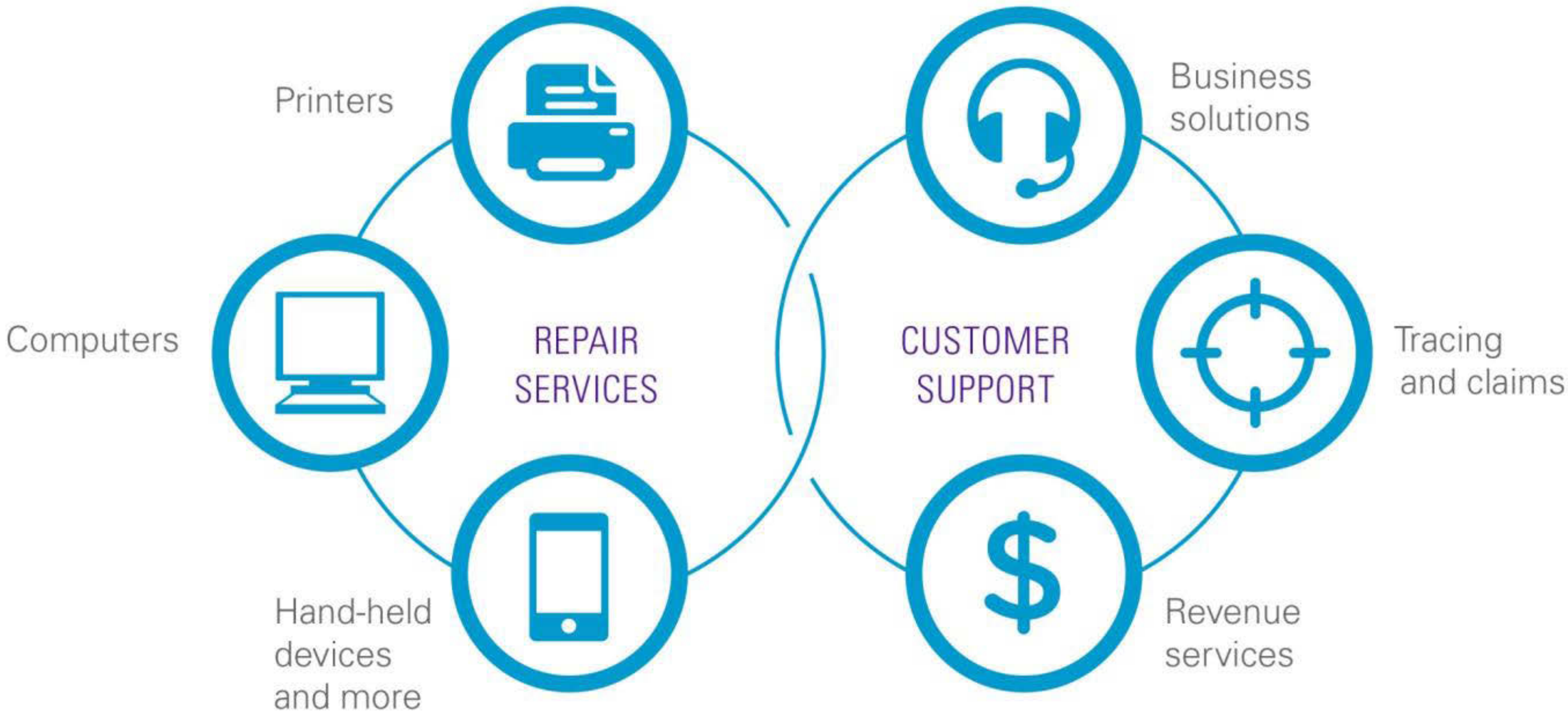
customers
from individuals to global businesses

Provides reliable service and access to printing and shipping. Services include copying and digital printing, professional finishing, signs, computer rental, and corporate print solutions. Offers FedEx Express® and FedEx Ground® shipping, Hold at FedEx Location, and packing services backed by the FedEx Office® Packing Pledge.



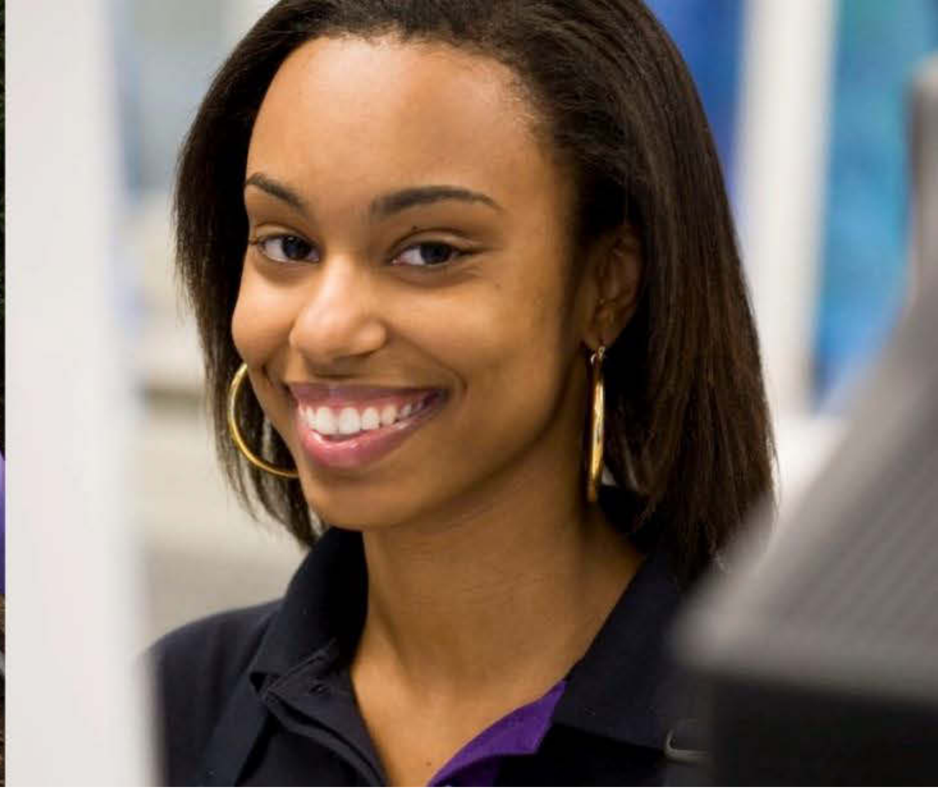
FedEx TechConnect

Combines the power of our technology with your systems to help provide seamless service to your customers and offers repair services for laptops, hand-held devices, high-end printers, and other electronics.



We connect the world
in responsible and
resourceful ways.

As global citizens,
we use our size, reach,
and expertise to solve
complex social,
environmental, and
economic issues.



We empower our people.

We create a great place to work for our team members and have won awards for doing so in dozens of countries.

In times of disaster.

We provide relief operations with a speed and efficiency relied on by national governments and global relief organizations.

SELECTED AWARDS AND RECOGNITIONS

2014 "Top 10 Most Admired Companies," FORTUNE Magazine

2014 "Top 20 (#18) Most Reputable U.S. Companies," Forbes

2014 "Top 10 Best Multinational Workplaces – FedEx Express," Great Place to Work Institute

2014 "Top 100 Best Corporate Citizens," Corporate Responsibility Magazine

FedEx
FedEx
FedEx

NEVADA TAXICAB AUTHORITY

STATE OF NEVADA

HISTORY

- Established by the Nevada Legislature in 1969.

~ To regulate the taxi industry in Clark County Nevada.

REASONS FOR CREATION

- Conflict & Dissarray
- Unregulated Industry
- Violence Among Taxi Drivers
- Poorly Maintained Vehicles
- Negative Media and Visitor Perceptions about coming to Las Vegas
- Need for Safe, Car Metered Transportation

CONFLICT

IN LAS VEGAS TAXI DISPUTE

BOUNTY OFFER MADE

Bounty Put On Taxicab Militants

Militants In Cab War Worth Cash

The Checker Cab Co. yesterday posted a $2,500 reward for information leading to the arrest of persons responsible for Thursday night's attack on company drivers and cabs at the Desert Inn and

NV TAXICAB AUTHORITY - *Then*

- Taxicab Authority began operations with just 8 employees
  - Regulating -
    - 8 Taxicab Companies
    - 275 Taxicabs and 600 Drivers

NV TAXICAB AUTHORITY - *Now*

- 63 Employees
- 16 Taxicab Companies – Consisting of 9 Operator Groups
- 3,050 Taxicabs (in Nov 2015)
- 11,000+ Permitted (Licensed) Taxicab Drivers

MISSION

The Mission of the Nevada Taxicab Authority is to provide for the safety, comfort and convenience of the taxicab riding pubic.

TA FUNCTIONS

- ✓ The regulation and enforcement of rules and regulations governing the taxicab industry
- ✓ The allocation of medallions (plates) representing the authority to operate a taxicab.

NV TAXICAB AUTHORITY - *Structure*

ADMINISTRATION

- Testing
- Criminal History
- Licensing
- Permitting
- Administrative Court

Taxicab Authority Board

COMPLIANCE/ENFORCEMENT

- Vehicle Inspection
- Public Safety Dispatch
- Enforcement
- Driver Training

TAXICAB AUTHORITY BOARD

Members:

Chairman – Ileana Drobkin
Dennis Nolen
Dean Collins
Bruce Aguilara
James Campos

Responsibilities:

1. Adopt regulations for the administration and regulation of the Agency.

2. Conduct hearings/decide:
   a. Rates, charges and fares,
   b. Applications to operate a taxi company,
   c. How many taxicabs can operate,
   d. Driver appeals.

CHALLENGES

- Infrastructure
- Transportation Network Companies (TNCs)
- Technological Revolution
- Unlicensed Vehicles & Drivers (Gypsy Cabs)
- Long Hauling
- Antiquated Regulations

CRITICAL COMPONENTS

[Components to Success]

Safety

- Licensed Drivers
- Inspected Vehicles
- Standards of Conduct
- Oversight/Accountability
- Safe Drop-Off & Pick-Up

Availability & Reliability

- Keep up with Growth
- Track Wait Times
- Central Comm. Hub
- Rate Transparency for the Public

Critical Components – Cont’d

Ability for Taxis to Move Freely

- Dedicated Lanes
- Light Synchronization
- Coordination with Construction and Maintenance Projects

Out-Of-The Box Thinking

- Transportation Plan for all New Construction
- Additional Staging Areas
- Loading Assistance
- Creation of Easements on the Strip

SHORT TERM SOLUTIONS

- ✓ Add additional staging areas
- ✓ Develop an Event/Traffic Coordinator Group
- ✓ Improve coordination of road work, maintenance and construction during large conventions
- ✓ Additional options for taxi drivers and routes

QUESTIONS

- Ileana Drobkin

  Nevada Taxicab Authority

  Board Chairman

  (702) 496-1134

- Charles D. Harvey

  Nevada Taxicab Authority

  Administrator *(2011 – 2014)*

  (702) 545-8931

Southern Nevada Tourism Infrastructure Committee
Presenter: Ileana Drobkin, Chairwoman of the Nevada Taxicab Authority

State of Nevada Taxicab Authority

History

The State of Nevada Taxicab Authority (TA) was established by the Nevada Legislature in 1969 to regulate Clark County's Taxicab Industry.

Reasons for the Creation of the TA:

- **Mostly Unregulated Industry**
- **Unavailability of Safe Private-Car Metered Transportation**
- **Rampant Violence Amongst Drivers**
- **Rampant Violence Amongst the Public**
- **Complete Disarray**

The infamous taxicab wars in the late 60's forced the State's leadership to act. In 1965, the news media throughout the country carried headlines reading, "When arriving in Las Vegas, be prepared to be met with violence, despicable service, rude conduct, money hustling tactics, and idiotic taxi driving."

With the formation of the TA came a complete rebirth of the private-metered car and has helped catapult Las Vegas' Taxi Industry to becoming the number one rated Taxi Industry in the World!

When the Taxicab Authority first began operations they had 8 employees and regulated 8 taxicab companies, a total of 275 taxicabs and oversaw approximately 600 drivers. In 2015 there are 16 companies with 9-operators and approximately 3,500 cabs with more then 10,000 permitted drivers. Currently there are approximately 63 TA employees.

With Las Vegas as an international tourist destination and the leading Convention Destination the Taxicab Industry has been and remains the most crucial supporting industry. There is NO mass transit and there can be NO amount of TNC's added on our roadways that will have the efficiency or effectiveness as the Taxi Industry does in moving our visitors around the city. For example the Airport loads up to approximately 40 vehicles at a time. In 2014 the Industry provided 27,614,166 trips.

The TA's function can be divided into two parts:

1) The regulation and enforcement of rules and regulations governing the Taxi Industry and
2) The allocation of medallions (plates representing authority to operate a taxicab)

TA Overview

The TA's mission is to provide for the safety, comfort and convenience of the taxicab riding public.

The Taxicab Authority is divided into two sections, administration and compliance/enforcement.

Under Administration is:

- Testing
- Criminal History
- Licensing
- Permitting
- Administrative Court

Under Compliance/Enforcement:

- Vehicle Inspectors
- Dispatch
- Enforcement
- Driver Training

There is a five member Board who's main responsibilities are to adopt regulations for the administration and regulation of the Agency and render decisions on rates, charges and fares, applications to operate as a company, number of taxicabs able to operate and hear driver appeals.

Industry Faces

Before mentioning the Infrastructure obstacles facing the Taxicab Industry I'd like to mention TNC's (Transportation Network Companies), who do not have the same or even similar regulations as the Taxicab Industry, are the largest threat. There is no way to know the exact impact they will have on the Industry or what the Industry will evolve to look like.

Infrastructure

The greatest need for Taxi's is found within the Golden Triangle, this encompasses the Airport, Convention Center and the Strip Corridor. Downtown Las Vegas has emerged as a big consumer of taxi's with it's booming business redevelopment efforts and this has changed Downtown's transportation dynamics. Currently we are operating within an incredibly taxed infrastructure making moving hundreds of thousands of visitors around within a relatively small area beyond challenging. The only way we are currently able to provide service is from the advanced knowledge of larger events occurring however there is no mechanism for the Industry to quickly and efficiently respond to customer staging at any particular location. At any point and time there are people cueing up following a show or smaller event and we have no way of adequately servicing them. We are looking forward to the help of technology to resolve this issue.

Future Outlook and Growth

The technological revolution of the transportation industry has given birth to new ways of servicing the riding public. As the Taxi Industry begins and continues to evolve it will continue to alter the course of its' own history.

As Las Vegas moves into new stages of it's own evolution, becoming the City we all envision it will become, the transportation infrastructure will conceivable look vastly different, developing light rail and other forms of desperately needed mass transit. As Dr. Robert Lang has said on numerous occasions light rail has shown to provide an even larger need for taxis.

Looking out over the next 10-years and then 20-years and ultimately 30-years some things steadily remain as critical components.

Safety

- Licensed Drivers
- Inspected Vehicles
- Standards of Conduct
- Over Site and Accountability
- Safe Place for Drop-Offs and Pick-Ups

Availability and Reliability

- Mechanism to keep up with Growth within the Riding Public
- Tracking of Wait Times
- Central Communication Hub
- Rate Transparency for the Riding Public

Infrastructure

Ability for Taxis to move freely and easily move throughout the City
IE: Dedicated Lanes
Light Synchronization
Coordination and Compliance with Construction and Maintenance
In the Golden Triangle
Planning and Coordination of New Construction Taking into Account the
Movement of the Riding Public
Out of the Box Thinking for all Transportation
Providing for Additional Staging
Providing for Additional Loading Assistance
Providing for Breaking up the Super Blocks
(Creation of Easements on the Strip)

Summary

Our current Taxi Industry was born out of controversy and violence and it is because of the actions of past leadership the Taxi Industry has been the most important supporting Industry to our life's blood, tourism. The nature of our City is vastly different then any other city as the majority of the rides are within a small area. It's one of the few destinations where one-hundred to two hundred-thousand people converge to or exit the same destination around the same times. Please also keep in mind we do not currently have any real form of public transit so the only way for people to move around is predominately via private cars.

Our current infrastructure is challenging for the Taxi Industry. The need for taxi service continues to increase as does the level of expectations for service from the riding public. We applaud the efforts of the Transportation Steering Committee, which I am apart of, and this Committee.

Until we are ready and able to invest great sums of money for the mid-range and long-term solutions there are some short-term solutions that can help the Taxi Industry

- Add Additional Staging
- Develop an Event/Traffic Coordinator Group
- Better Coordination of Road Work/Construction and Maintenance during large Conventions
- Open all Options for Drivers and Routes

As far as in the long-term we really don't know what the Taxi Industry will look like. There are some who feel this is an antiquated Industry and will cease to exist because the TNC's (Transportation Network Companies). **There are NO amount of TNC's we can add to our streets that can move around our population as efficiently and effectively as the Taxi Industry. The Industry is currently adapting to similar technology as used by the TNC's but still within a very regulated environment. This is for the safety and well being of the riding public.**

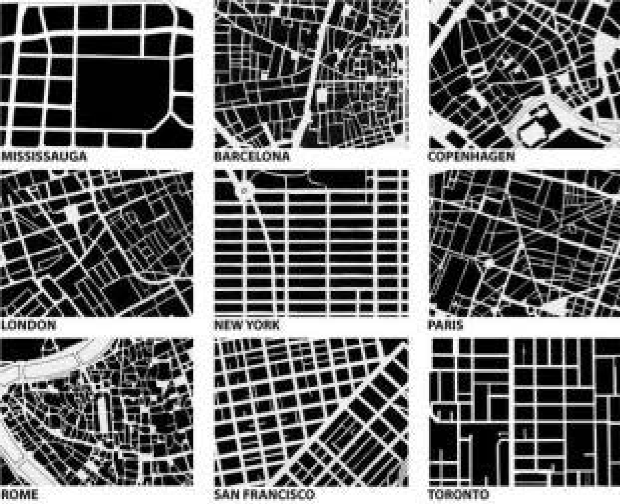
As I understand there have been times the Taxi Industry cleared up as many as 200 people waiting in-line at a strip hotel within 20-minutes. It's by the shear volume of people, all moving within a small crowded area, that make the Taxi Industry a necessity for our survival and ability to grow.

We know the Taxi Industry and have come to depend on it. They will not only modernize but they will continue to advance and push the technological envelope in order to discover better ways to service the riding public. Integrating the app is only the beginning…

The wholesale elimination of nearly forty years of history and what has been, for the past several years, described by several national tourist publications as "the number one taxi industry in the country," is not prudent.

Eliminating safety, adding to congestion, removing any meaningful over site is foolish. If and when an incident occurs it will be as a direct result of allowing the operation of a hybrid industry, without any real regulation and over site, and it can be laid at the steps of less then thoughtful lawmakers and bureaucrats.

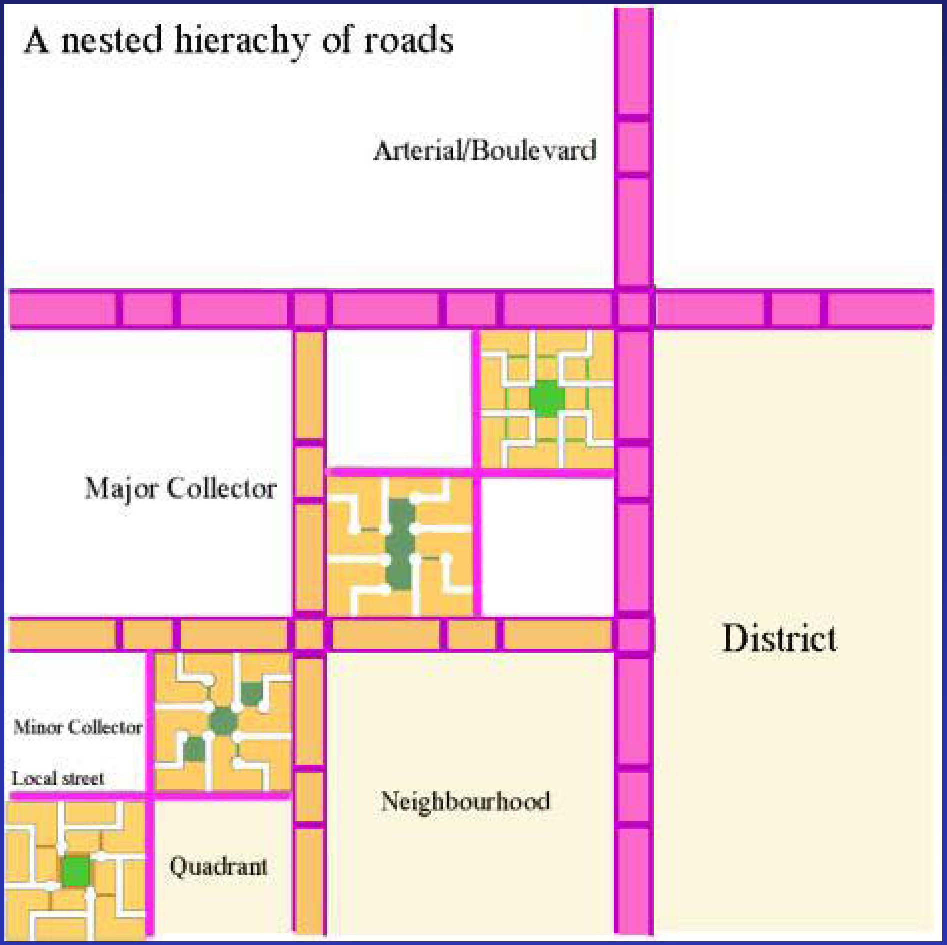
As regulators, as community leaders, and as citizens we have a symbiotic relationship with the Taxi Industry and if the Industry is healthy they will be able to properly service the riding public.



Improving Traffic Flow in The Las Vegas Tourist Zone

ROBERT LANG, PH.D. | PROFESSOR AND DIRECTOR
THE LINCY INSTITUTE | BROOKINGS MOUNTAIN WEST
UNIVERSITY OF NEVADA, LAS VEGAS

What's in This Talk?



Three Main Sections:

1) Defining the Surface Congestion Problem in the LV Tourist Zone

2) Using Case Analysis from Tysons Corner, VA for Comparison

3) Reviewing a Policy Matrix of Options

My Background

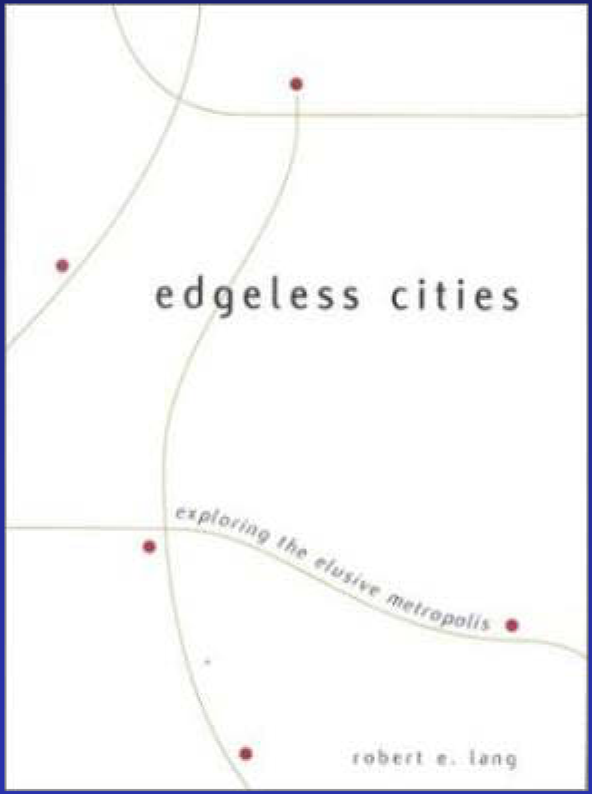
The Brookings Institution

Was an Urban Planning Professor at Virginia Tech in Alexandria, VA

Now a Public Affairs Professor at UNLV's Greenspun College

And a Resident Senior Fellow in DC at The Brookings Institution

I Link Urban Design and Traffic Flow



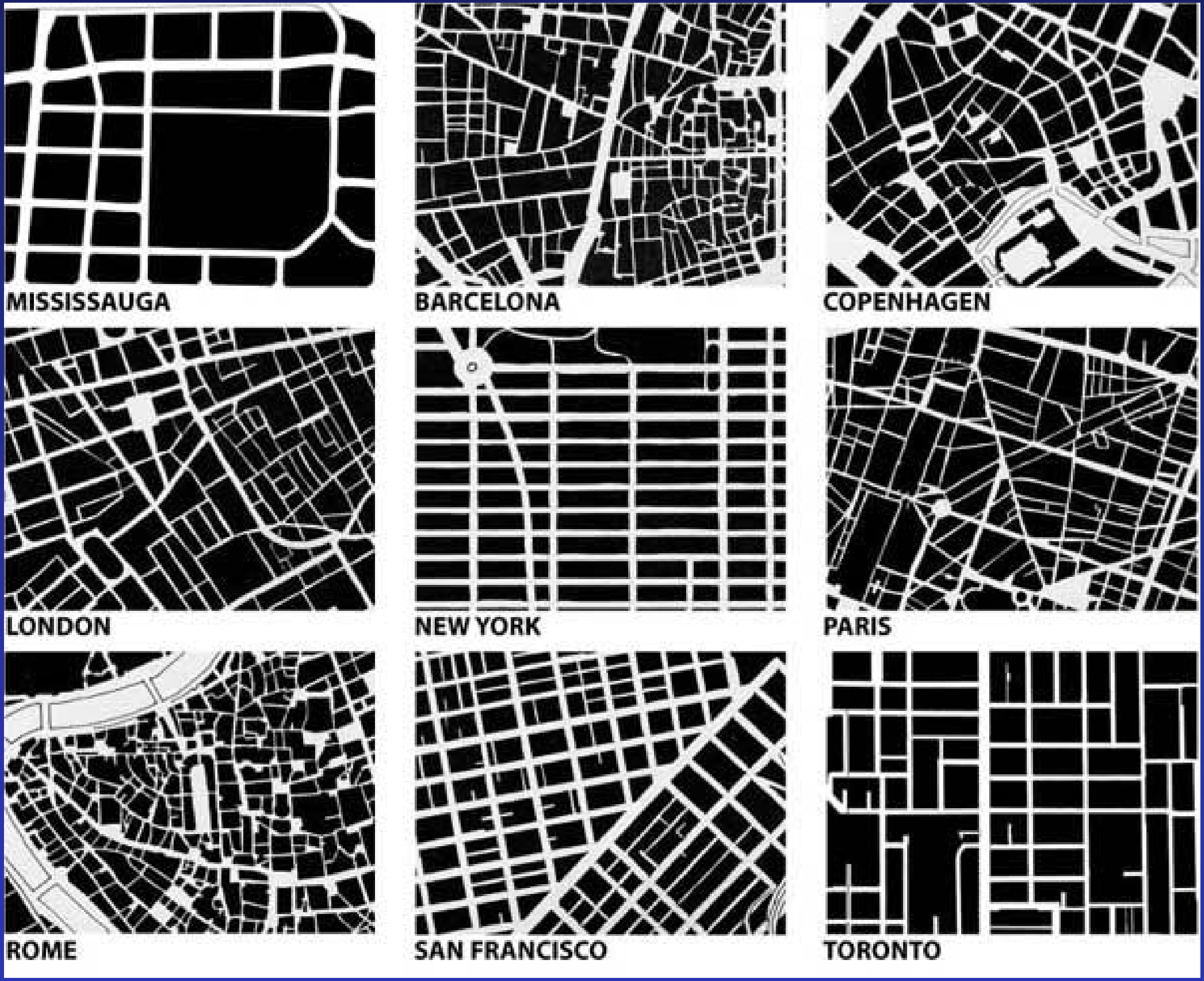
Defining the Problem: Limits on Las Vegas

What Force Most Limits Growth Capacity in the Las Vegas Tourist Economy?

Is it the Airport? The Convention Center? The No. of Rooms?

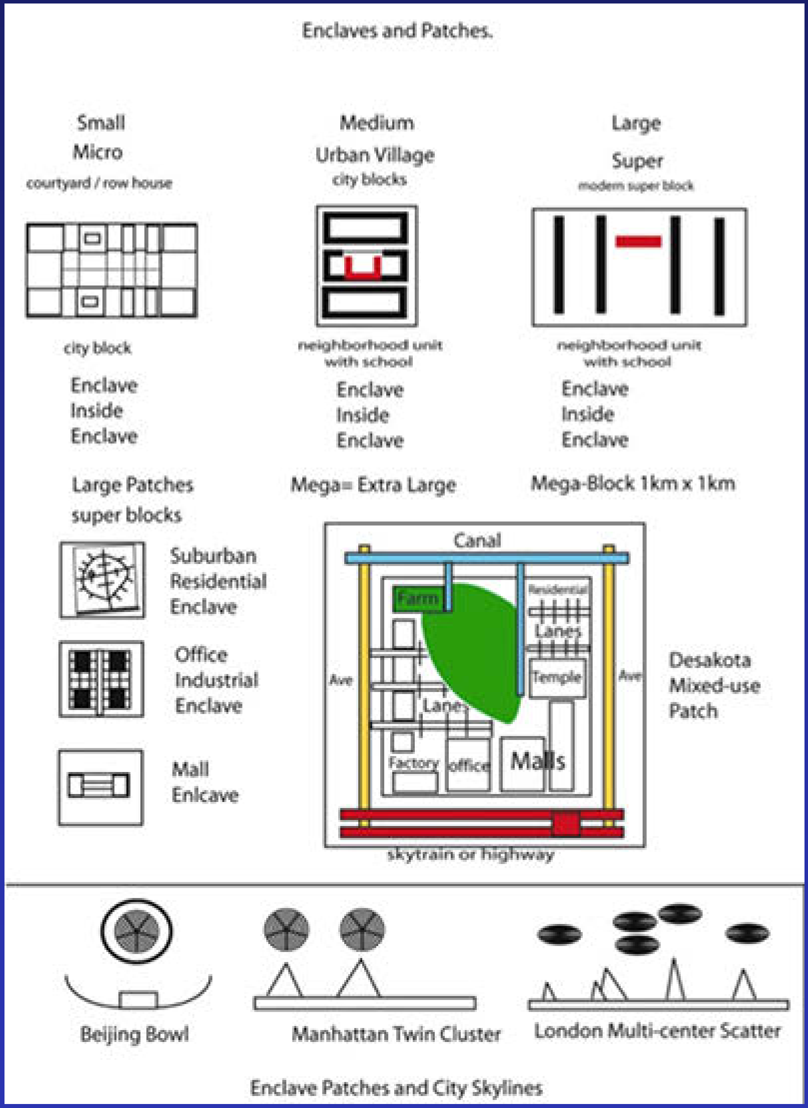
Or Could it be Surface Transportation Congestion?

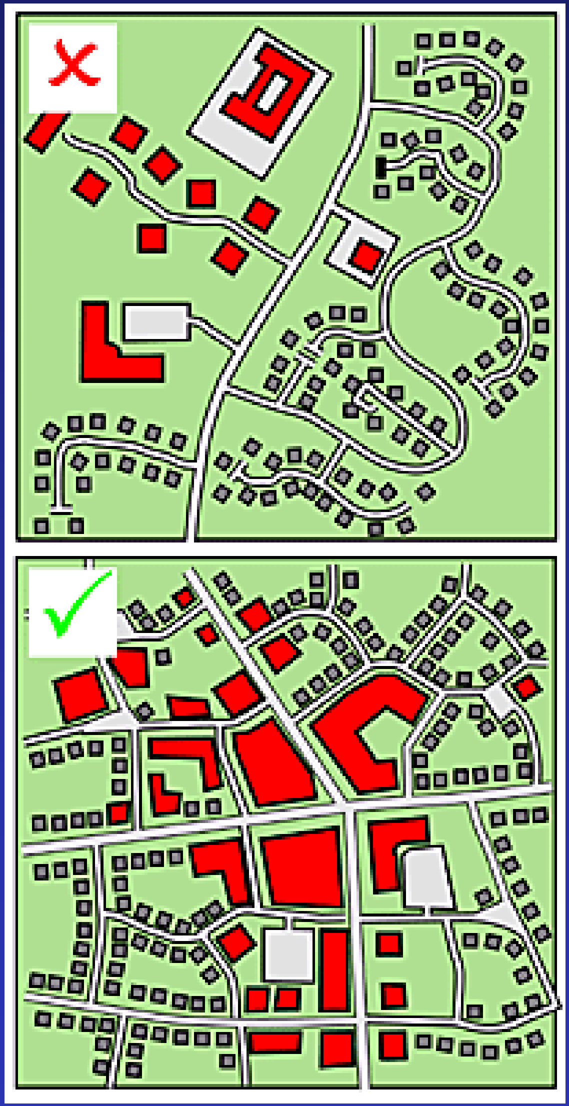
Basic Concepts: Street Forms



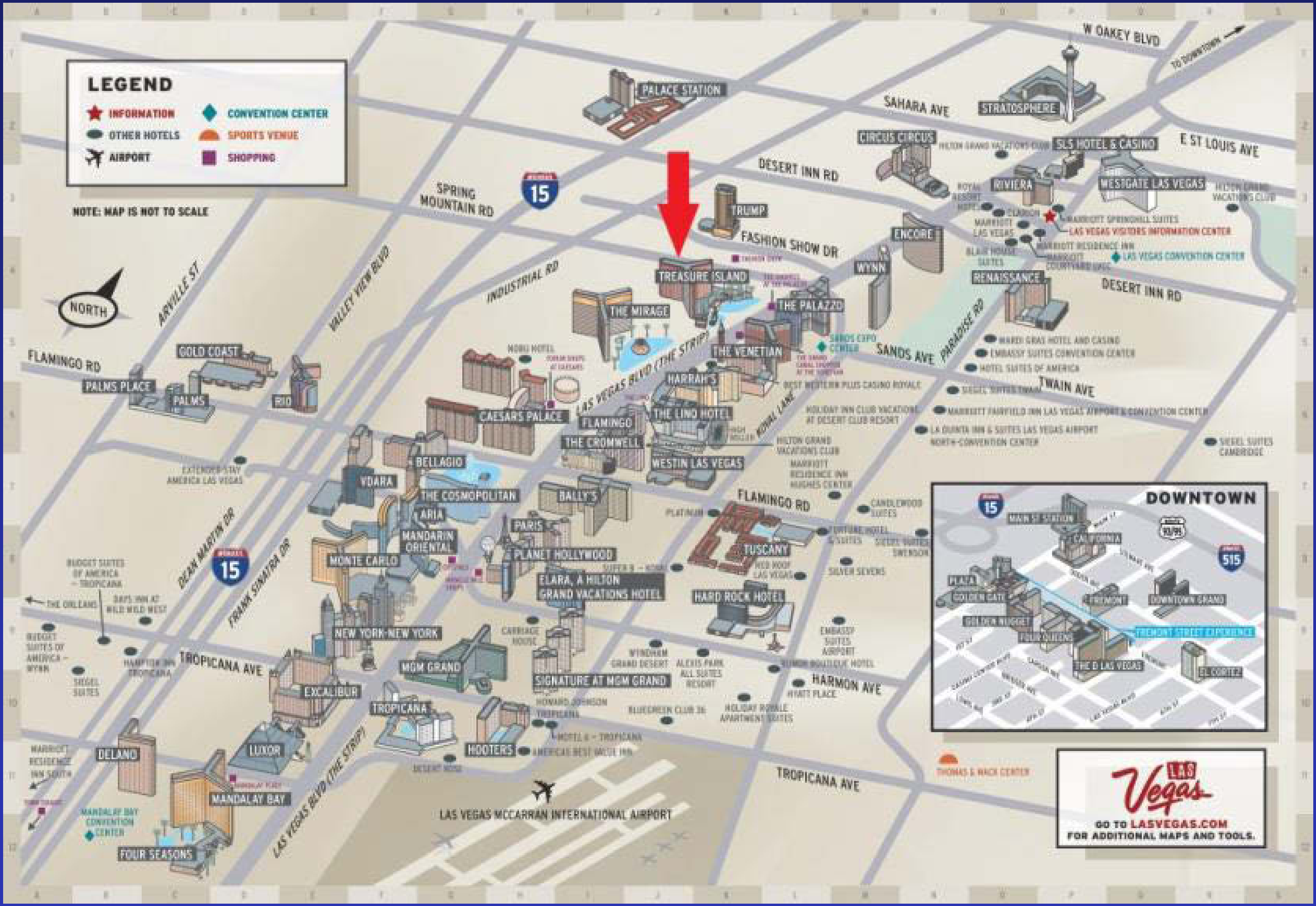
Basic Concepts: Car/Transit/Bike

Basic Concepts: Grid vs. Superblock





Superblock vs. Grid: Las Vegas



Street Form—Traffic Flow—Density

If the Street System is Not Designed to Carry “High Load” or Does NOT Contain Multiple Diffusion Points, Every Increment of New Built Density Will Add a Greater Increment in Traffic Congestion.

If the Street System in Urbanizing Space is NOT Supported by Rail-Based Transit, Every Increment of New Built Density Will Add a Greater Increment in Traffic Congestion.

Midtown Manhattan versus Las Vegas Strip: New York Can Manage Much Greater Crowd/Commuters/Tourists Per Square Mile Than Las Vegas Because it Has a Complete Grid and Rail-Based Transit.

Case Analysis from Tysons Corner, VA

But Why Tysons Corner?—Its Relevance for Las Vegas is Surprising. There are Plenty of Lessons for The Strip

Tysons Corner is Similar to The Strip

Quality	Similarity
Governance	They are the Two Largest U.S. Real Estates Assets in an Unincorporated Urban Space
Street System	Both Developed Street Networks Intended for Much Less Intense Urban Density
Growth Limits	Both Face Growth Limits Due to an Urban Design That Was Intended for Less Vehicles
Seasonal/Event Traffic	Both See Variation in Traffic and Use Based on Seasonal Patterns and Big Events

Tysons/The Strip: 75 Years Ago

The LV Strip was Literally a Strip

Tysons Corner was Literally a Corner

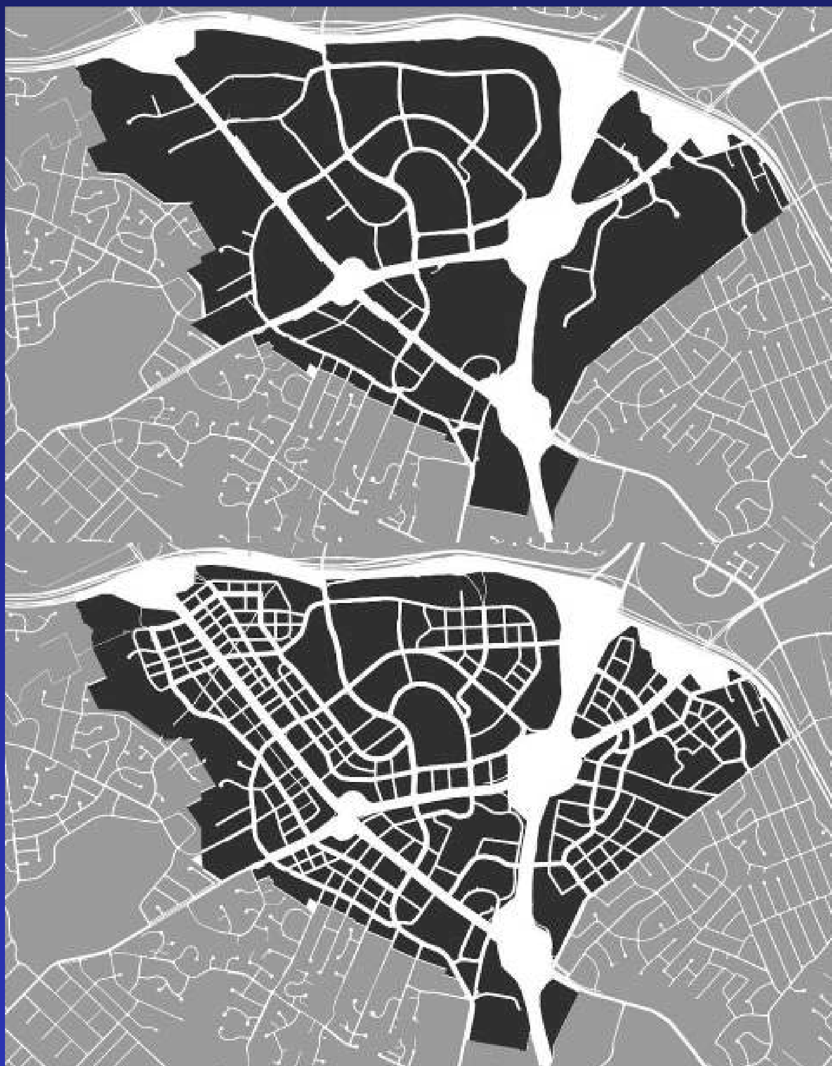
Difference: Tysons is Being Remade

Many Private and Public Interests Have Studied Tysons and Decided the Type and Level of Urban Redesign Needed and Secured the Funding to Execute the Plan.

Also, Virginia has Substantial Planning Expertise with Three Well-Regarded Urban Planning Programs and One of the Better State-Run Departments of Transportation in the U.S.

If You Doubt This, Simply Type “Tysons Corner Planning” into Google Images and See the Hundreds of Documents that Result—You Do Not See the Same Documents for the Las Vegas Strip.

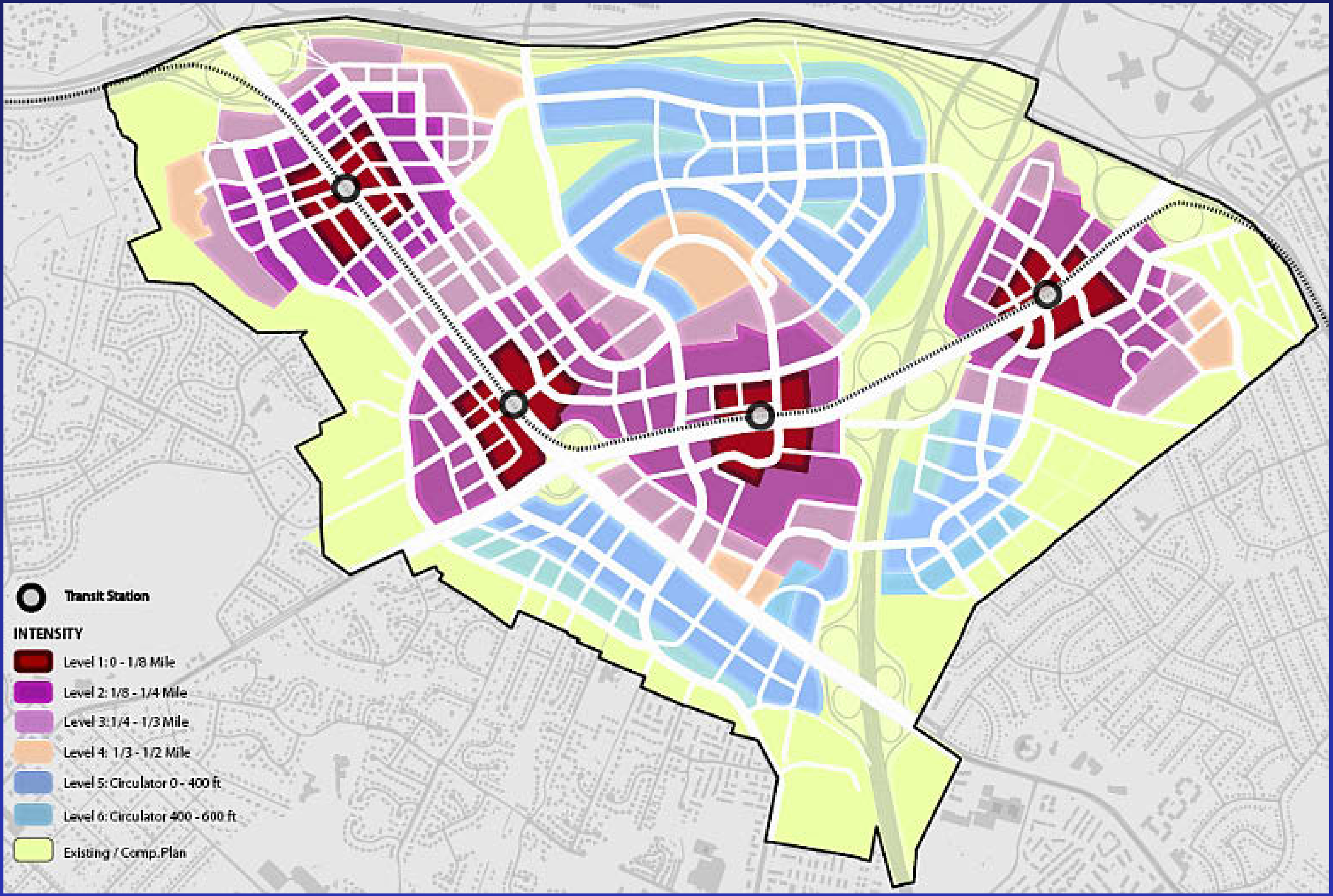
Remaking Tysons Corner: Street System



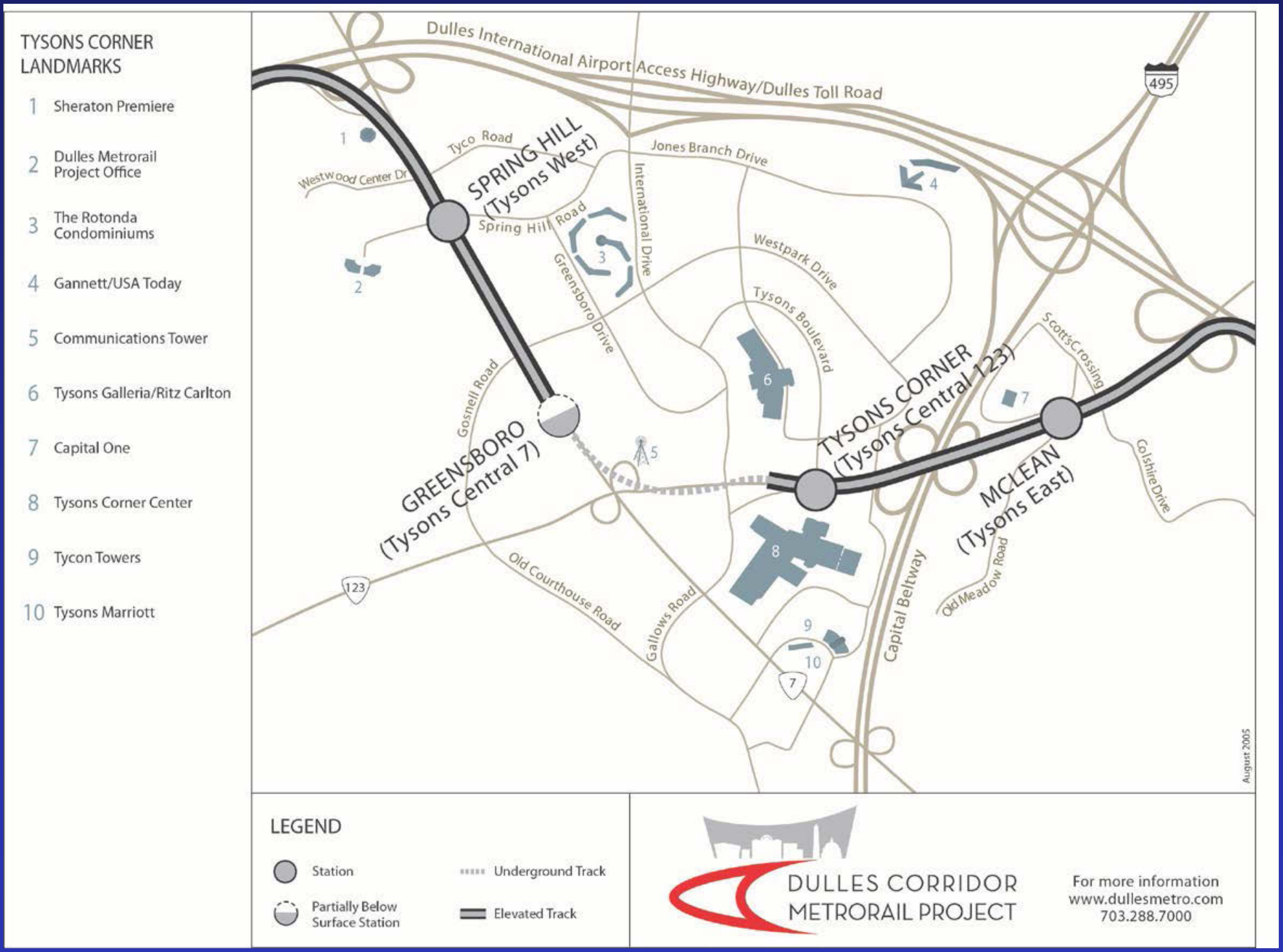
The Top Illustration Shows Tysons Street System at the Start of its Rebuilding—Note the Curvilinear Streets and Suburban Subdivision Urban Form—And Superblocks

The Bottom Illustration Shows Tysons at the Mid 21st Century After a Total Makeover as an Urban Center Complete with Four Washington Metro Stops

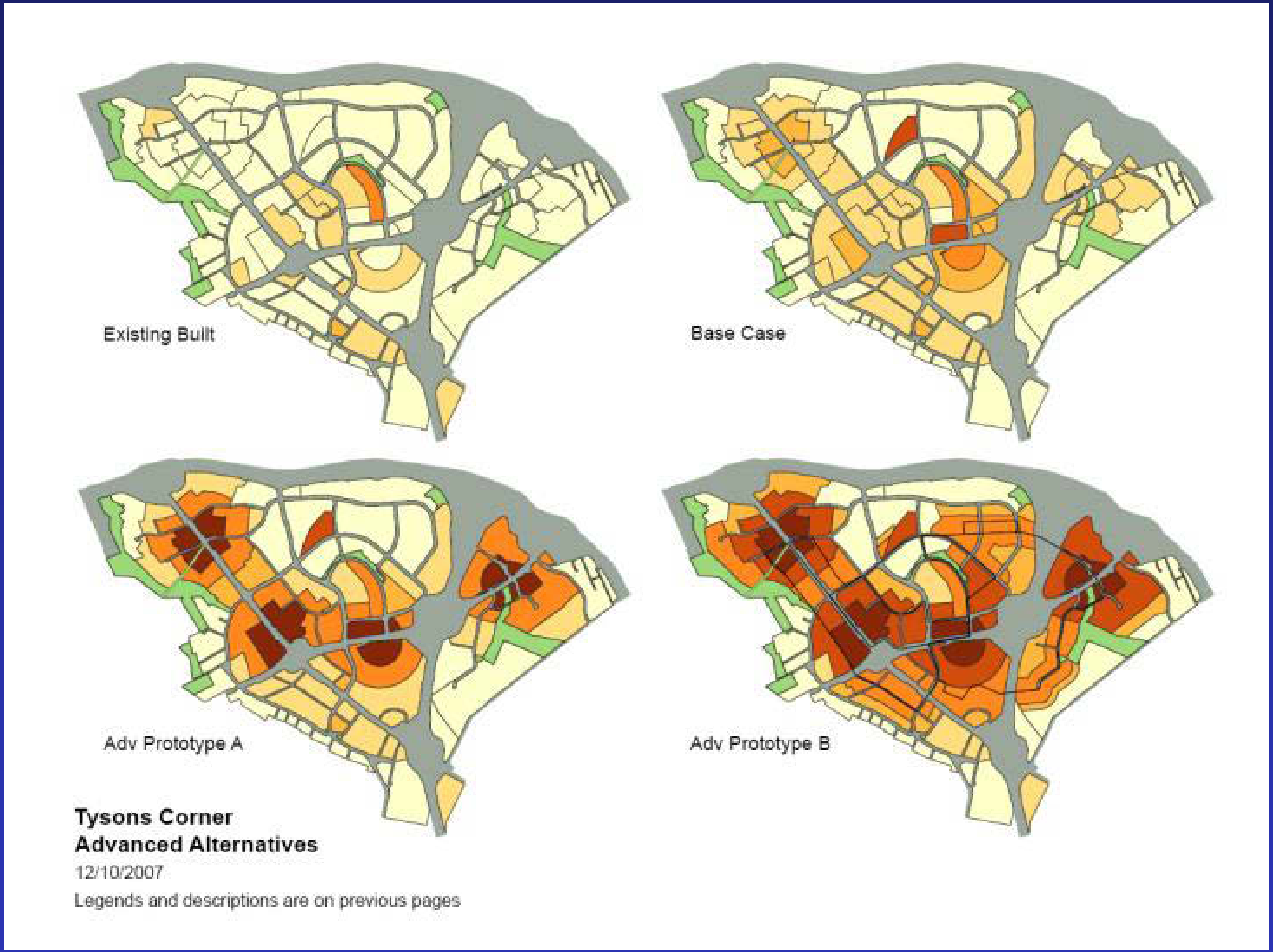
Remaking Tysons: Metro Stops/Street Grids



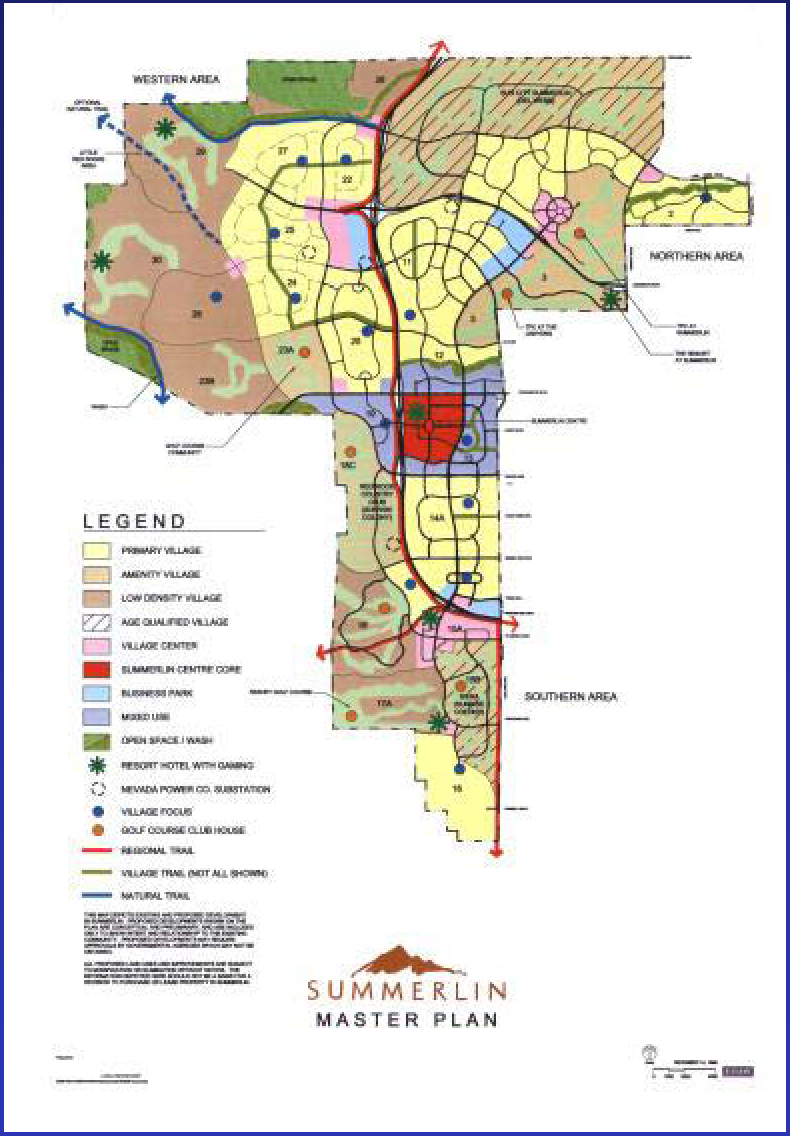
Remaking Tysons: Metro Stops/Tunnel



Remaking Tysons: Three Senarios



Now Consider Las Vegas Planning

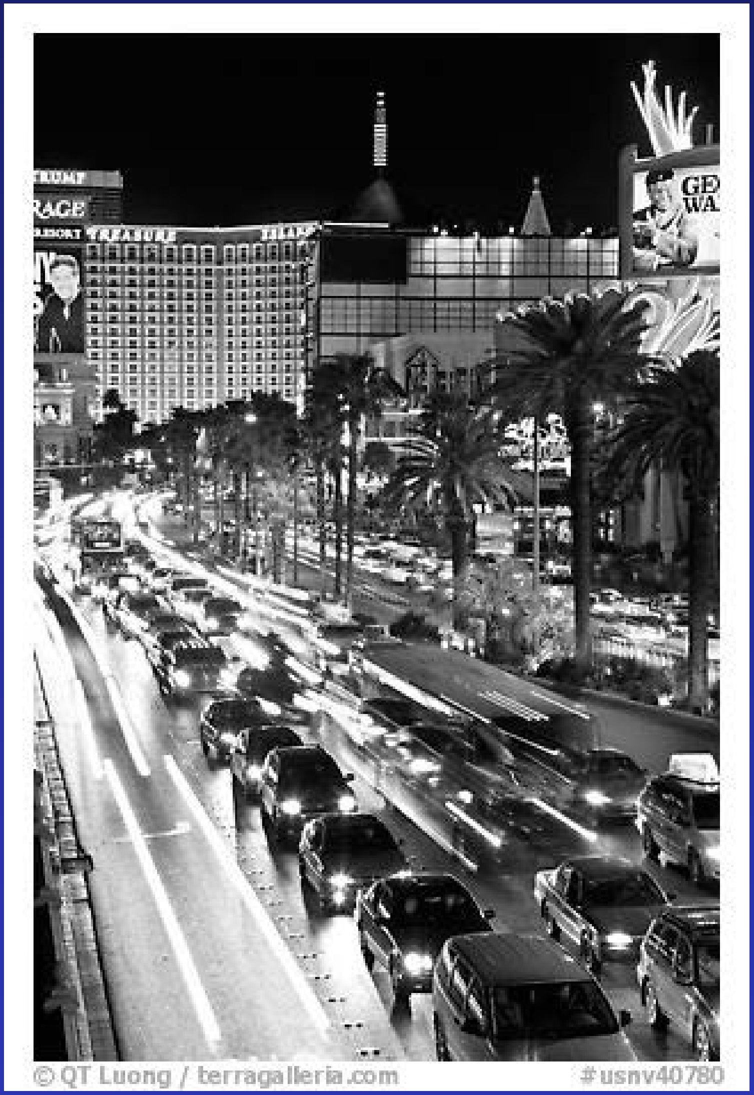


Las Vegas does Master Planning on a Grand Scale for Non-Tourist Sections of the Region

For Example, Summerlin Has Won all Kinds of Planning Awards from Groups Such as ULI—The Urban Land Institute

But Land Use Planning in the Tourist Zone is Less Comprehensive and More Fragmented

Lets Turn to the Specifics on Las Vegas

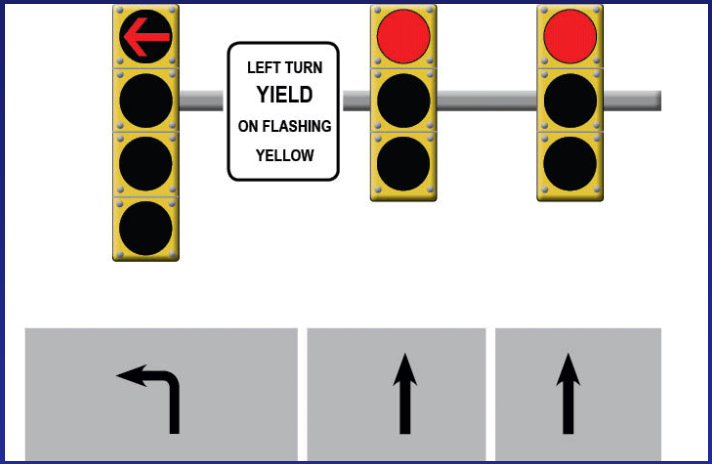


The Congestion Problem is Very Tysons Like—An Urban Design that Can't Handle More Dense Use

The Scale of Development Overshot the Original Urban System's Capacity to Handle Traffic Load

Let's Start a Discussion on a Set of Relief Strategies that Begin to Address Congestion

Options: Short, Mid, and Longer Range



Shorter Range: Invest in Traffic Flow Systems that Squeeze More Efficiency Out of Existing System

Middle Range: Start Street Widening and Realignment, Including New Turn Lanes at Key Traffic Bottlenecks

Longer Range: Break Up Superblocks with New Roads via Easements

Options: The Longest Range

Longest Range: Switch the Street Network to a Multi-Diffusing, High-Capacity System Via an Urban Grid

Longest Range: Integrate and Expand Elevated Rail-Based Transit Systems to Relieve Surface Congestion

Longest Range: Add Light Rail System at Street Grade for More Surface Transportation Efficiency

Congestion-Relief Cost/Impact Matrix

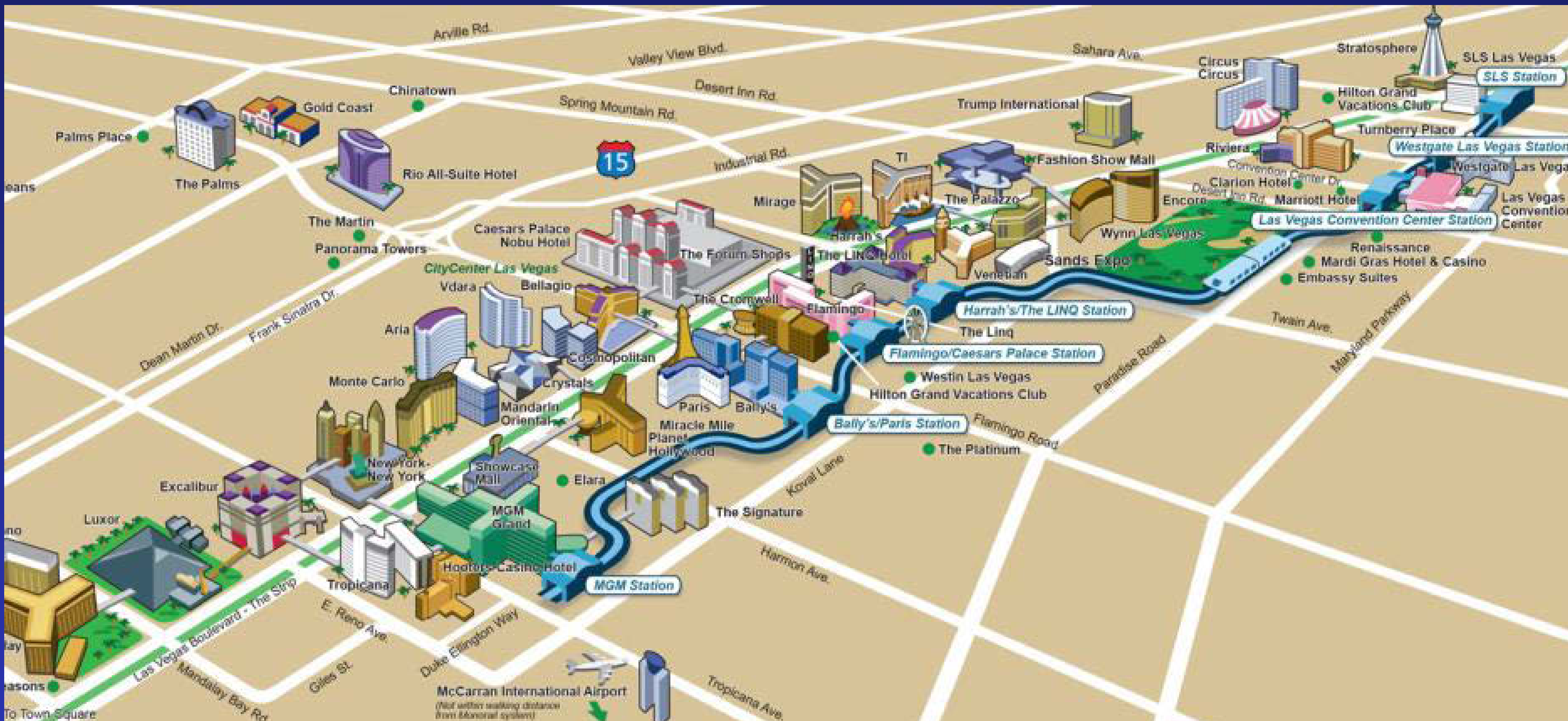
Enhancement Type	Infrastructure Change	Scale and Type of Impact	Estimated Cost Range
Reprogram Traffic Flows for Events	Redo Traffic Signals; Time Maintenance	Marginally Improves Traffic Flow	$ A Million or Less
Widen Key Intersections/ Roadways	Add More Turn Lane Capacity On Streets	Modestly Reduces Congestion	$$ Tens of Millions
Break Up Superblocks w/Street Grid	Cut Relief Streets Out East of Strip	Significantly Improves Traffic Flow	$$$ A Hundred Million or More
Construct Integrated Rail Transit	Link Key Assets by a Rail System	Expands Capacity for Moving People	$$$$ Hundreds of Millions

The Four Biggest Metros in the Mountain West

Phoenix, Denver, Las Vegas, and Salt Lake City: Three of Four Have Integrated Rail Systems that Go to the Airport

Every Big Metro in the West, But Las Vegas, is Actively Building Rail Between Key Assets Such as Convention Centers, Downtowns, Ball Parks and Airports

Las Vegas Monorail Map, 2015



Note the Limited Number of Stops and the Disconnect With Key Regional Assets Such as McCarran Airport

Las Vegas Strip—All Monorail Transit Map

Current Map of All Monorail Transit Along the Las Vegas Strip

There is a Single Fee-Based System East of The Strip and 3 Separate Free Systems West of The Strip Attached to MGM Properties

The 4 Systems are NOT Integrated and None Reach McCarran Airport

Recommendations

Do a Land Use/Surface Transportation Study as was Done at Tysons—We are *Not* Doing One Now

Go For Low-Hanging Fruit by Tweaking the Current Surface Transport System

Plan Larger Infrastructure Changes Such as Street Expansion, Rail Extension and a New Transit System

Thank You

Hotel and Taxi Infrastructure Summit
A Serious Look at Resort Transportation Needs & Expected Growth

On May 11, 2015 Executives from the Strip Casinos and Taxi Industries along with participants from the Gaming Control Board, Taxi Authority Board, RTC, LVCVA and other transportation specialists came together for a brain storming session.

Mayor Pro-Tem Steve Ross and the Operational Excellence Team from Venetian/Palazzo moderated and facilitated the brain storming session after Urban Planning and Policy Expert Robert Lang, Brookings Institute, gave a 45-minute presentation on our Strip's current infrastructure constraints and the changes required to expand our tourism growth.

Below are the groups recommended solutions and they are divided as Short Term, Medium Term and Long Term solutions.

Short Term
Casino Operators
- Add Relief (Pick-Up and Drop-Off Points)
- Multiple Cab Lines

Authority/Regulations
- Open All Options for Drivers and Routes (Tunnel)
- Educate Public on Use of Tunnel
- No Trolling Extended Limos
- Eliminate Rolling Billboards
- Develop an Event/Traffic Coordination Group
- Event Specific Extra Medallions
- Better Enforcement of Pedestrian Crossings (Bellagio/Paris, Mirage/Caesars, Monte Carlo)
- Get Pedestrians Off Of Walkway
- Reorganize Transportation Board

Roadways/Airport/Monorail
- Better Planning During Construction (No Lane Closures During CES (Paradise)
- Improve Pedestrian Realm Up/Down Strip
- Sky Bridges
- Temporary Dedicated Lanes for Buses/Taxis/Limos
- Airport Needs Two Dedicated Lanes for Pick-Up
- Luggage Carts for Monorail
- Railroad Right-Of-Ways (Make Road Easements)
- More Free-Right Turns (N. Bound I-15 to E. Bound Sahara) & (N. Bound Koval to E. Bound Tropicana)

- Need Resort Signs on I-15 Exists
- Make Some Roads One-Way (Per Event or Variable Direction Lanes-Paradise, Swenson, Convention Center Drive)

Medium Term Solutions

Roadways/Airport/Monorail
- Temporary One-Way Streets (Use Electric Signage To Notify)
- Street HOV Lanes (Strip, Convention Center Drive, Time/Demand Driven)
- Park and Rides for Locals (Event Related/Temporary, Free or Low Cost or Included with Transit Cost)
- Tropicana and Swenson-Capacity Consistent (Northbound) More Lanes, Better Design, Allow Cabs to Use Tunnel
- Enhance East Side Access Away From Strip (Frank Sinatra, Industrial)
- Eliminate HOV Lanes

Casino Operators
- More Drop Off Points
- Park-N-Rides/Commuters Pay
- Dedicated Shuttles to Airport

Long Term Solutions
- Westside of the Strip (Add Monorail)
- Train from L.A.
- Phased Approach to Monorail-Light Rail Solution
    - Connect to Airport, Connection to Convention Center
- Need Solution for Employee Parking
    - Off-Site Parking For Employees,
    - Light-Rail-Used by Employees
- Comprehensive Plan-Incentives for Resorts
- Point-To-Point Transportation
    - Convention Center-Overall Transportation System to Connect
    - Connect All Convention Centers
    - Monorail-Combination Above/Underground
    - Downtown Solution-Integrated within Plan
    - Walking Sky-Park Down the Strip
- Monorail
- Plans For Connecting Both Sides of the Strip
- Designated Lanes for Taxis and Transit
- Downtown-More Use For Bikes
- Better Long-Term Pedestrian Plan

- Better Structures for Parking (Allow For Resorts to Charge)
- Move Certain Relief Streets Underground at Points (Koval?)
- Utilize Current RR Right of Ways
- Goal Should Be to
  - Remove Workforce/Locals From Roads to Leave For Tourists
- Underground-Subways
- Expressways to Key Outer Super Arterials (Desert Inn)
- Relief Airport
  - Ensure Homeland Security Steps/Actions Taken Into Consideration for Mass Transit
- SkyPark-Building a Multi-Block Pedestrian Park Above Strip
  - All Pedestrians Connecting to All Casinos From There

NEVADA TAXICAB AUTHORITY

CHARLES D. HARVEY
ADMINISTRATOR

OUR MISSION

To provide for the safety, comfort and convenience of the taxi riding public, through the regulation of the taxicab industry

OUR VISION

To become a model agency that provides quality regulatory services for the State of Nevada

OUR VALUES

Trust:	We understand the importance of being trustworthy and credible, both as an agency and as individuals
Accountability:	We are reliable and dependable in carrying out our individual and collective responsibilities
e**X**cellence:	We do our work at a high level of quality
Integrity:	We honor our commitments and keep our word
Service:	We do what we do for others with a spirit of honor and humility

CONFLICT

CAB CRISIS

IN LAS VEGAS TAXI DISPUTE

BOUNTY OFFER MADE

Bounty Put On Taxicab Militants

Militants In Cab War Worth Cash

The Checker Cab Co. yesterday posted a $2,500 reward for information leading to the arrest of persons responsible for Thursday night's attack on company drivers and cabs at the Desert Inn and

NEVADA TAXICAB AUTHORITY

Created in 1969 to provide for the safety, comfort and convenience of the taxicab riding public.

NEVADA TAXICAB AUTHORITY

Began operation with 8 employees, regulating - -

- 8 Taxicab Companies
- 275 taxicabs and 600 drivers

CORE FUNCTIONS

ADMINISTRATION

- Testing
- Licensing
- Criminal History
- Permitting

Taxicab Authority Board

COMPLIANCE/ENFORCEMENT

- Vehicle Inspectors
- Dispatch
- Enforcement
- Driver Training

Administrative Court

Nevada Revised Statutes 706.881 to 706.885

TAXICAB AUTHORITY BOARD

5 – Member Board

Appointed by the Governor

Serve 3 Year Term

Responsibilities:

1. Adopt regulations for the administration and regulation of the Agency.

2. Conduct hearings/decide:
   a. Rates, charges and fares
   b. Applications to operate a taxi company.
   c. How many taxicab can operate.
   d. Driver appeals.

CHALLENGES

INFRASTRUCTURE

RIDE SHARING

HAIL

UBER

lyft

Side·car
a whole new way to get around

STAFFING

7- Administrative Assistants to license and permit 10,000 drivers.

Driver turnover = 60%

29- Police Officers to monitor compliance and enforce violations of the 27 million trips conducted each year.

9 - Vehicle Inspectors to ensure that each of the 3,000 taxicabs meet operating standards.

LONG HAULING

Taking a longer route to the passenger's destination than is necessary, unless requested by the passenger.
(NRS 706.8846)

PENALTIES

NRS – 706.8846 (3)

1st Offense	2nd Offense	3rd Offense	4th Offense	5th Offense
▪ $100 Fine	▪ Mandatory Court ▪ $200 Fine ▪ 3 Day Suspension	▪ Mandatory Court ▪ $300 Fine ▪ 6 Day Suspension	▪ Mandatory Court ▪ $350 Fine ▪ 10 Day Suspension	▪ Mandatory Court ▪ $500 Fine ▪ Revocation of Permit

CONTINUED GROWTH

QUESTIONS


Department of Business and Industry
Nevada Taxicab Authority
NV.gov
Agencies Jobs About Nevada
This Site Only State-Wide
ADMIN
COMPLIANCE
PASSENGERS
DRIVERS
COMPLAINTS
RESOURCES
TAXICAB COMPANIES
CONTACT
Administrator's Message
Welcome to our new website! We are committed to ensuring the well being and safe passage of the taxi riding public.
Please let me know if you have any questions or comments to help us better serve you.
Charles D. Harvey
Approximate Rate Information
Las Vegas Taxicab Companies
Lost & Found
Upcoming Events
Did you Know? - FAQs (pdf)
Taxicab Authority News
Honest Cabdriver Gets Big Tip
Cracking Down on Long Hauling
WELCOME TO THE NEVADA TAXICAB AUTHORITY
ADMINISTRATION
Letter from Administrator
Taxicab Authority Board
Administrative Court
Medallions
Taxi Wraps
Statistics
COMPLIANCE/ENFORCEMENT
Compliance Enforcement
Fines & Fees
Administrative Court
Citation Bail Schedule
Investigations
Letter from Chief Investigator
Vehicle Inspections
TAXI RIDER INFO PROGRAM (TRIP)
Fares & Fees
Senior Ride Program
Laws & Regulations
Taxi Companies
Did You Know?
DRIVER INFORMATION
Driver Permit Requirements
Driver Testing
Driver Training
Driver Permit Study Guide
Certification Application Process

Overview – Nevada Taxicab Authority

NV Taxicab Authority

Legislative Testimony of Administrator Charles D. Harvey

February 2013

Good afternoon. For the record my name is Charles D. Harvey, Administrator of the Nevada Taxicab Authority. I am here this afternoon to provide a brief overview of the State regulatory agency responsible for overseeing the taxicab industry in Southern Nevada.

A. Responsibility

The taxicab industry represents a critical component of the transportation and tourism industry in the State of Nevada. The Taxicab Authority (TA or Authority), was established by the Nevada Legislature in 1969. The TA is responsible for regulating the taxicab industry in counties with populations of 700,00 or more, which is currently Clark County. *(NRS 706.881)*.

B. Mission

The Mission of the TA is to provide for the safety, comfort, and convenience, of the taxi riding public.

C. Funding

The TA is a 100% fee-funded agency, receiving .20 cents for each taxicab trip. Approximately 85% of our fees are derived from this per trip charge. *(NRS 706.8826(3)*. The remainder of revenue comes from medallion and regulatory assessments, and driver fines.

All collected fees are deposited in a TA Fund to defray the cost of regulating the taxicab industry. Estimated operating revenues for the biennium exceed $10 million. Estimated reserves are projected at $4.9 million.

D. Taxicab Company Ownership (Certificate Holders)

The taxicab industry is comprised of nine owner groups operating 16 taxicab companies in Clark County. They employ approximately 10,000 cab drivers, and operate a fleet of approximately 3,200 taxicabs.
In 2012, more than 27 million passenger trips were provided to Clark County visitors and residents.

E. How is this industry regulated?

1. The Taxicab Authority:
   i. Issues licenses (called certificates of public convenience and necessity) to operate taxicab companies;
   ii. Determines the number of taxicabs authorized for use by each licensed company;
   iii. Issues permits to drivers, and provide each driver with safety training;
   iv. Establishes standards for the safe operation of taxicabs, and conduct regular inspections to ensure that each vehicle used to transport the public meets those standards;
   v. Audits certificate holders;
   vi. Establishes and monitor standards for drivers and the safety of passengers;

vii. Determines rates, charges and fares for taxicab service;

viii. Conduct compliance checks and investigate alleged violations;

ix. Impose penalties, which may include monetary sanctions, suspensions and revocation of driver permits

F. Taxicab Authority Structure

1. TA Board

i. The TA is governed by a five member Board, appointed by the Governor. *(Term 3 years, no more than 2 terms – NRS 706.8818(1))*.

    1. The Board is currently chaired by Ileana Drobkin. The four other members are:

        a. Dennis Nolan

        b. Josh Miller (Replaced by Bruce A. Aguliera, Esq. in 2014)

        c. Joe Hardy Jr. (Replaced by James Campos in 2015)

        d. Dean Collins

ii. Responsibilities include:

1. Conducting hearings and rendering decisions regarding new and amended applications for to operate taxicab companies (certificates of public convenience and necessity
2. Adopting and amending regulations
3. Granting temporary and permanent medallion allocations
4. Setting taxicab fares and rates,
5. Hearing certificate holder/driver appeals and complaints from the public and the industry.

b. TA Administrator

i. The Administrator is the executive responsible for the control and regulation of the taxicab industry, including oversight of the daily operations of the TA.

ii. Organization

1. The TA is comprised of two Divisions: Administration and Compliance/Enforcement.

iii. The TA's Administrative Division consists of 15 employees.

1. The Administrator's Office is responsible for the overall control and regulation of the taxicab industry.
2. The Licensing & Permitting Section is responsible for processing driver applications, conducting criminal history background inquiries, administering driver tests, and driver safety training. The five-member team assigned to this unit processes more than 3,000 drivers per month.
3. The Administrator conducts an in-house administrative court. Citations issued to taxicab drivers may be appealed to our administrative hearing officer under contract with the Taxicab Authority. If a taxicab driver disagrees with the hearing officer's decision, the driver may appeal the matter to the Taxicab Authority Board. *(NRS 706.8822)*
4. The Taxicab Authority also subsidizes the Taxi Assistance Program (formally known as Senior Ride).
   a. This program managed by the Division of Aging Services in the Department of Health & Human Services, provides discounted taxicab fares to qualified individuals, age 60 and older, and persons with disabilities through coupon booklets that are accepted by all taxicab companies in

Clark County. **(NRS 706.88182 Adoption of regulations establishing program for transportation of elderly persons and persons with permanent disabilities.) (Category 10 Seniorride (9041 Trans $594,616)**

iv. The Compliance/Enforcement Division consists of 41 employees.

1. The Vehicle Inspection Unit employs National Institute for Automotive Service Excellence – certified mechanics to perform quarterly inspections of all taxicabs in Clark County to ensure the safety, comfort, and convenience of the riding public. Taxicabs that fail inspection are taken out-of-service until repairs are made and the cab passes re-inspection. (7 employees)
   NRS 706.8833 Color scheme, insigne and design of cruising lights.
   NRS 706.8834 Maximum period of use of vehicle as taxicab; condition of vehicle acquired for use as taxicab; extension of period for hybrid electric vehicle.
   NRS 706.8837 Standards for taxicabs before operation. (lists 14 standards including: steering mechanism, brakes, exhaust system, windows, speedometer, headlights, taillights, stoplights)
   NRS 706.8838 Structural defects

2. The TA's Communication Center is the initial point of contact between the Taxicab Authority, the general public and local police agencies. Public Safety Dispatchers track and dispatch enforcement officers to various incidents involving taxicabs in Clark County.

3. The Compliance/Enforcement Unit employs category II - certified peace officers who respond to incidents and accidents involving taxicabs. Officers investigate complaints, initiate enforcement efforts targeted at recurring problems in the industry, and issue citations for violation of Taxicab Authority laws and regulations. (29 employees) **NRS 706.8845 Standards of conduct while on duty.**
NRS 706.8846 Prohibited acts concerning destination of passenger.
NRS 706.8847 Compliance with passenger's directions; exceptions.

G. Challenges

The Taxicab Authority faces challenges similar to many other State agencies. Staffing, outdated equipment, technology, facility and vehicle needs, infrastructure, changing needs of the riding public. However, there are significant challenges that the Taxicab Authority must address as a regulatory agency. These include: 1) How many taxicabs are needed to satisfy the needs of the riding public, and 2) What will the Las Vegas infrastructure support; 3) How will technological changes in the transportation industry impact the "traditional" regulated taxicab industry?

Over the last two years I have seen the effect of over & under allocation of taxicabs, and how this impacts the taxi operators, the taxicab companies, and the riding public. To help address this question, the

Taxicab Authority has created a dialog with community partners to discuss short & long-term goals for the taxicab industry in Nevada. Collaborative efforts with the Regional Transportation Committee, the Nevada Transportation Authority, the City Mayor's Office, the Hotel & Resort Industry, McCarran International Airport, Clark County, and the Las Vegas Metropolitan Police Department, have led to the inclusion of the Taxicab Authority on planning committees.

Internal Challenges:

1. Equipment & Technology: The Taxicab Authority must quickly evolve to keep pace with the technological and digital changes occurring in the transportation industry. Technology has changed the way that we live. This is also the case in the Taxicab Industry as we are experiencing a digital and technology revolution. From electronic meters to electronic trip sheets, radio frequency identification devices, GPS and credit card machines, the Taxicab Authority must plan, prepare, understand and adapt to the challenges of the next generation of "Smart Technology." A new generation of smart phone technology is being introduced into the marketplace – for taxicab operators, vehicles and regulators.

2. Staffing: The Taxicab Authority operates on a 24/7 basis. I have taken proactive steps during my administration to improve internal operations. However, the demand for taxi service, combined with the increased number, of taxicabs in operation, and the high level of cab driver turnover creates tremendous challenges for the Taxicab Authority, and the transportation industry. Additional staffing is necessary to meet our goal of providing for the safety, comfort and convenience of the riding public.

3. Vehicles: The Taxicab Authority relies heavily on its patrol and inspection vehicles to regulate the taxicab industry. The Agency has approximately 24 vehicles, which are utilized 24 hours per day by Investigators and Vehicle Inspectors. Prior Agency Administrations authorized the practice of assigning take home vehicles. In September 2011, I determined that the use of take-home vehicles placed unnecessary wear and tear on an already aged fleet. I therefore discontinued the allowance of take-home vehicles. With an outdated vehicle inventory, I have embraced a comprehensive approach that seeks the replacement of Agency vehicles through a partnership with State Motor Pool and/or directly through State purchasing. Of the 24 vehicles that were on hand in May 2011:

- 3 - sent to salvage;
- 80% - more than 5 years old
- 70% - more than 70k miles
- 10% - more than 100K miles

4. TA Facility: The Taxicab Authority facility is no longer suitable for our operations. It is my recommendation, (supported by the Industry) that the Taxicab Authority relocate to a larger, more modern facility. The lease of the current facility has been extended through September 2013, as the Agency seeks approval for funding to relocate the Agency. Shortly after my arrival at the Taxicab Authority, I began working with State Buildings and Grounds to address the building lease expiration (November 30, 2011), as well as ongoing building issues. Building issues notably began in July 2010, one month prior to the FY12-FY13 budget submission in August 2010, escalating from basic housekeeping to safety concerns, and have continued to date. The predominant reoccurring issues include 1) Gas leaks; 2) Climate control; and 3) Plumbing, all which have resulted in operation closure.

   This relocation project has been included in the Agency's FY14-15 budget. This matter was not proposed during the last session as the existing lease was current and the building condition was deemed satisfactory by the prior administration, supporting the request of maintaining a flat budget. Currently, with the recommendation of State Buildings and Grounds, consideration has been given to agency relocation, and it was determined in the best interest of the Authority to relocate to a more modern facility, which is centrally conducive to the constituents served by the TA. Enhancements

H. Budget Enhancements

The Governor's budget contains an enhancement request of $234 thousand dollars, to relocate the Taxicab Authority from our current facility, to a larger, more modern facility near McCarran Airport. This request is a result of an expired lease and ongoing maintenance issues at our current facility. The preferred new location will provide additional space to support industry growth, facilitate hearings and training with separate public access, and provide a secure environment for confidentiality and storage of driver and investigation files. Funding for this enhancement will come from Taxicab Authority Revenues.

I. Closing

The final three pages of my handout discuss the Taxicab Authority budget request for the biennium. On page 12 – you will see the budget request by activity. Page 13 list positions by activity, and page 14 provides the Governor recommended budget for FY14 and 15.

In my pursuit of a more effective, efficient and responsible regulatory agency, I've discovered that the Authority is faced with significant internal and external challenges. It is my goal to quickly move forward with process improvements and proposals for technological changes for taxicab operators, taxicabs, and taxi regulators.

Thank you for the opportunity to provide this overview. I would be happy to answer any questions that you may have.

Southern Nevada Tourism Infrastructure Committee
Presenter: Alan Waxler, Owner of AWG AMBASSADOR

ORGANIZATIONAL OVERVIEW

Please provide a brief history of your organization and its importance to the region's tourism-based economy.

I personally began providing destination services in 1990. AWG opened its doors in 1996 as a Destination Management Service provider. Having a history of event production and an operational skill set AWG became a go to company for corporate and group transportation management. Our most recognized accomplishment in the 90's was being hired by Maritz Travel Company for their Toyota Automotive client for their 1996 Dealers meeting. We were charged with moving 5,500 people at one time from the Thomas & Mack Arena to the Las Vegas Convention Center. We accomplished this task in just under 18 minutes. In 1998 we started AWG Charter Services with one limousine bus. Our focus was corporate and convention business with an emphasis on service levels. We soon became the single largest limousine bus operator in the country. In 2000 we attained our Certificate of Public Conveyance and Necessity to provide Limousine & Sedan service with 14 vehicles primarily for our group clients. That business grew to a 54 vehicle fleet, and in 2011 we merged with Ambassador Limousine and became AWG AMBASSADOR. Our current fleet size is a combined 172 vehicles.

Please provide an overview of the current status of your organization, including competitive positioning

AWG AMB has partnered with Super Shuttle at the airport to provide limousine and sedan services only. We maintain a preferred position with Super Shuttle's ExecuCar brand. AWG AMB is a preferred vendor for the Wynn/Encore, Red Rock, Mirage, Cosmopolitan, Vdara, Aria, Mandarin Oriental and Four Seasons hotels. We are backup to other MGM Resort properties. We have agreements to fulfill daily Time Share Tours for the Grandview and daily shuttle service to and from the Red Rock Hotel & Casino. AWG AMB is known for its out-of-the-box thinking. We were first transportation company to provide limousine bus service, S-Class Mercedes Benz, ESV Escalades, Mercedes Benz Sprinter Vans and Sprinter Van Limousines, LS Lexus, AUDI A8's, and RClass Mercedes Crossovers. We have always believed people want choices.

AWG Destination Services and the FAB LAB are a preferred vendor at most all the Strip, off-Strip and Lake Las Vegas hotels. We are able to provide the management component that sets us apart from all of our competition. Our direct marketing through hotel and convention sales, coupled with years of domestic and international travel representing Las Vegas alongside the LVCVA, has provided us a platform that keeps our transportation competitors inquisitive. Additionally while serving up these "bundled service opportunities" and having keen operation control gives our DMC competitors a difficult challenge in matching service levels that we are able to provide in conjunction with our sister transportation company.

I believe that with our focus on the corporate meeting, incentive and convention travel buyer, through their requirements and expectation have enabled us to establish a level of service to fulfill these demands unlike any other company. It is this laser focus that will help attract the domestic corporate and international buyer that utilizes our meeting spaces, restaurants, outdoor activities and attractions.

Please provide a general overview of the role your organization plays in southern Nevada's tourism economy

We believe AWG and all its entities are recognized as a global hospitality entity. Our posturing and reach through our DMC and affiliation with the DMC Network and partnership with Ovation is unlike any other company in Las Vegas. We serve Las Vegas on numerous levels. We serve its guests with transport, market its products on a global stage and we serve up clients that generate revenue to the local business community. We book hotel rooms, venues, transportation, tours, restaurants, golf and activities. AWG Destination Services has for the past five years provided an unparalleled shuttle service for the Electric Daisy Carnival. Our shuttle service successfully moved 42,000 fans in and out of the Las Vegas Speedway three night in row, earning the 2014 and 2015 Achievement Award for Best Transportation Logistics by (ADMEI) the Association of Destination Management Executives International. This shuttle service has assisted EDC is growing their festival to an attendance of 405,000 fans in 2015.

Please provide a look forward for your organization, including any relevant plans demand or performance metrics and any plans for future expansion.

AWG AMBASSADOR is in a wait-and-see position at the present moment. We agree with the technology play that exists and the need to provide the traveling public the convenience and immediacy they want and deserve. I personally am not so sure we are going down the right road when there are established processes in place with regards to labor, safety, insurance, and training. I believe Nevada has decided to go down a slippery slope and we will all have to wait and see how it all shakes out. The one thing I do know is nothing replaces service. People want choices and they deserve them. You can open all the Motel 6 hotels you want along the Las Vegas Boulevard. That doesn't mean people are not going to continue to stay at the Aria, Bellagio, Wynn, Caesars Palace or Venetian. We will stay our course and focus on our core corporate group business. Their spending profile is what fills the back of the hotels and they are the ones that come in on Sunday and leave on Thursday. That is the business we need to have now and in the future. We do not currently have plans for any significant growth unless we were to be awarded another hotel.

What is your organization's view of growth generally? Do you agree or disagree with the baseline projections set forth by the Committee?

I believe we can assume that numbers don't lie. Using the information that allowed the committee to arrive at these conclusions one could believe that as long as things like 9/11, the president saying to not bring your groups to Las Vegas and the recession of 2008 do not repeat themselves, then I believe the baseline projections are fairly accurate.

CURRENT AND FUTURE INFASTRUCTURE NEEDS

Please provide an overview of the current capacity of your organization's operations given today's tourism-related infrastructure

We experience a unique flow of business. While we are typically near capacity during the weekend and in particular at the dinner hour and from midnight until 5 a.m. due to the nightclub business, our door business is relatively slow. We enjoy a steady flow of business from our concierge business and website reservations. We have a nice flow of affiliate business and keep ourselves busy during the week by filling in with corporate, incentive meetings and convention business. We do have some daily business for time share, at the airport and hotel shuttles that provide a foundation of business.

Are there challenges created external to your organization, outside of your direct control, that are causing bottlenecks or other inefficiencies for your organization and limiting your ability to provide service as efficiently as possible?

On occasion (typically on weekends) or when there are citywide conventions in town we do have challenges at various chokepoints. Depending on what door of a Strip resort prefers to be dropped at depends on the efficiency of the service. If a guest says "whatever is easiest/quickest" and leaves it up to the chauffeur then we will navigate the best solution based on traffic conditions.

What incremental infrastructure will be required to meet the demand projected through 2050?

My guess would be to keep a close pulse on fuel costs, insurance with an emphasis on safety. Safety equates to insurance costs. As our fleet grows so does the mechanic infrastructure, parts inventory and space requirements. AWG Ambassador use a ratio of 1 mechanic per 15 vehicles.

What are the biggest risks to your organization's ability to meet the anticipated service demands?

The addition of 7,000-plus vehicles on the road waiting around for an opportunity. The difficulty to navigate the Strip as it exists today. The ingress/egress to some of the Strip hotels, convention centers and event centers.

What is needed in terms of legislation or other state government support to ensure tourism-related infrastructure is both reliable and sufficient through 2050?

I believe we desperately need to get a speed or bullet train here as quickly as possible. And I do not think it coming from Victorville is the answer. People want fast, efficient and effective means of transportation. All this nickel and diming being done by the airline with bags, pillow, blankets and food is limiting. We must keep a focus on public safety and not fall prey to political ambition or investments. It is all about access. We must establish Las Vegas as the leader in visitation. Recognize the short stay and make the best of it. The less the hassle the more frequency of visitation. At a restaurant no one wants to hear "It'll be an hour wait!" No one wants to hear "Your bus will be here shortly!" The infrastructure needed is a subway system connecting the Strip, the convention centers, the event centers with downtown. There also needs to be a residential component to serve our thousands of daily commuters that work at the Strip resorts.

The international community is used to more connectivity. If we want to attract this business we must engage rail, light rail and any mode of transportation that is cutting edge. As an example I couldn't wait to go to Shanghai to ride their Maglev train. That needs to be part of the Las Vegas experience. We must break through the red tape to lead the charge and not follow!

Are there any challenges for the ground transportation industry that can be impacted by either limitations or improvements of current infrastructure in southern Nevada, particularly in and around McCarran Int'l Airport?

Ground transportation is already difficult to navigate. Taxis and limousines are taking back routes through and around the resort corridor to speed up their trips. Our roads are too narrow to deal with the existing traffic conditions, especially the Strip, much less the increases projected in the baseline numbers. The airport's ingress is a chokepoint on heavy outbound days. Our crosswalks are outdated and cause additional delays. I believe it would be in our mutual interests to provide commercial-only throughways with separate drop offs just as we do for pickups at the zero level of McCarran.

Terminal 3's taxi/limo/bus area is a mess. It is not convenient for our guests, especially as it relates to having to walk around the taxi lines. These areas should be separated just as they are in Terminal 1. With that said we need to make our group arrival areas more convenient and accessible. The walking distances are terrible.

Transportation in Southern Nevada

Future problems and solutions

Residential and tourism

Jim Gleich
Senior Vice President
Transdev On Demand

August 27, 2015

transdev

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Passenger Transportation worldwide

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- Rail
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over 50 airports

8 million passengers per year

ExecuCar

Private sedan service

Taxi

over 20 locations, different brands

Corporate Bus

SuperShuttle Las Vegas

Started late 2013

$8m run rate

heavily invested in technology

600% growth in residential traffic

Innovation

Split

shared ride transit

Self check in

Mobile apps

mapping

ETA’s

Notifications

call out to customer

How it works

Residential and tourism

Door to door is essential

Minimize transfer of luggage as opposed to train, muni bus

Price versus convenience

Minimum number of stops

Put the right equipment on the right application

Peak and non peak times

Traffic and congestion

What is needed

Alternative to driving on Las Vegas Blvd

Access to hotels from the back of property

Dedicated lanes for non subsidized transit (shared ride)

Increase number of lanes on Frank Sinatra, Industrial and Koval

Decrease amount of single ride vehicles at McCarran

Provide incentives to shared ride operators

especially those using alt fuel

Thank You

SuperShuttle	www.supershuttle.com
Execucar	www.execucar.com
Mobile app	ztrip, split
Transdev North America	www.transdevna.com

Southern Nevada Tourism Infrastructure Committee Testimony Request

August 27, 2015

Presented by John Marushok
General Manager and Director of Taxi Operations
Frias Transportation Management

Organizational Overview

Brief History of Frias Transportation

In 1958, Charlie and Phyllis Frias were visiting Las Vegas from their home in Texas. During their stay, they fell in love with what would become their future home but not without some heart ache. The two of them could not decide whether to stay in Las Vegas or return to Texas so they did what may be the most historic, but yet unknown, coin toss in Las Vegas history. Phyllis called tails and tails it was. Las Vegas has benefitted from the decision ever since. Charlie, soon after moving, was looking for some extra work and started driving a Union Cab part-time. After a time, the then owner of Union Cab decided to sell the company. The owner had developed such a great respect for the Frias family that even though they did not have the resources, they helped Charlie find a way to buy Union Cab. Charlie took ownership of Union Cab in 1966 which at the time had only five medallions and cars and a dozen or so employees. Over the next 40 years, Charlie would build Frias Transportation into the largest transportation company in Nevada. Today, Phyllis is still involved with day-to-day operations of five taxicab companies, (Union Cab, Ace Cab, ANLV, Vegas Western and Virgin Valley), a limousine company (Las Vegas Limousines) and a shuttle bus company (Airline Shuttle).

The five cab companies now hold a total of 860 medallions - nearly 30% of the total amount of medallions in Clark County.

Las Vegas Limousines has a fleet of over 60 vehicles, is the number provider of limousine per capita services at McCarran International Airport and holds one of the state's only unlimited limousine licenses.

Airline Shuttle has a fleet of over 60 passenger vans and mini busses and is the largest provider of per capita passenger service at McCarran International Airport.

In addition, Mrs. Frias owns many other entities including shopping centers in Las Vegas, "A Cowboys Dream" bed and breakfast in Alamo and has most recently helped in the opening of Frias Park which is one of the city's largest community parks.

As Frias comes near its 50th anniversary of operation in Clark County, it has unfortunately become easy in today's fast paced, instant-gratification, and technology-based transportation environment for some to forget the contributions that pioneers in this community, such as Charlie Frias, who have been instrumental contributors in the growth of Southern Nevada's tourism industry.

Frias's importance to the region's tourism based economy

The infrastructure for tourism is critically important and wide-ranging. With a population of approximately two million people and an estimated 41+ million visitors in 2014 and 2015, the resource base in Las Vegas for tourism is phenomenal. The city's tourism attractiveness lies in its diversity and accessibility. Over the past 10 years, we have seen a dramatic shift in visitorship from the expected Las Vegas draw for its incredible hotels, casinos and night life venues, to the impact of more traditional tourist activities such as site seeing tours, hiking, biking, exploring national parks and golfing. The area's impressive scenery and activities attract diverse groups necessitating a need for a well-developed infrastructure to ensure unlimited opportunities for these non-traditional activities as well as the more traditional Las Vegas strip demands.

For nearly 50 years, Frias had, by all measurements, realized its full potential in tourism. Frias has long since been the number one provider of transportation for our visitors. In 2014, the Nevada Taxi Cab Authority reported the industry had provided nearly 28 million taxicab trips and the five Frias Taxi Cab Companies provided over 28% of that total, or nearly eight million trips. In addition, Las Vegas Limousines and Airline Shuttle transported over 500,000 guests to and from McCarran International. The transportation industry is key to the success of tourism in Las Vegas. The first and last person, a visitor to Las Vegas sees and speaks to may be a taxi, limo or shuttle bus driver.

In other large tourism and convention markets, there is often other forms of mass transportation available for both residents and visitors but this is not true in Las Vegas where the taxicab industry has historically been relied upon to be the city's main mass transportation system for its tourists throughout its history. This unique environment will require the taxi-cab industry to remain the most important mode of transportation in our infrastructure for the foreseeable future. Frias will continue to lead the way in this market and will provide the transportation necessary to fulfill the needs of Southern Nevada. The importance of Frias on the economy is not solely the transport of millions of guests and residents each year but also its large impact on local jobs. Frias is one of the largest non-hospitality employers in Nevada at just under 2,400 employees. The company has an annual payroll of over $57 million and pays modified business taxes in excess of $600,000 annually. The company offers full and affordable health care options and 401k retirement programs and with over 1,000 vehicles in its fleet, the benefits to the local economy are countless. Frias Transportation proudly takes its place alongside the resort industry as one of the most important economic sectors in Nevada.

Current status of Frias, and its competitive positioning

For the past decades, Frias has positioned itself as the largest taxicab business in Las Vegas and as the number one provider of airport to hotel transportation in Clark County. Today, Frias has nearly 900 cabs in its fleet with 860 medallions. In 2014 and 2015, Frias and the industry has experienced some of its best years as the economy has recovered from recession and visitors have returned at never before seen numbers. This year, more than 41 million people will visit Las Vegas and Frias will transport nearly 30% of those visitors who choose to use a taxi or per capita services from McCarran. Frias is in a position of strength as it braces for its new competitors entering the marketplace. During this year's session the Nevada Legislature approved a new competitor to enter the market for the first time in decades. In the near future, Frias will roll out its strategy to compete against the TNC's. The lack of any serious regulations being imposed on Technology Networking Companies (TNC's), who will begin operating in the near future, has caused some initial operating inequalities in the battle for market place. It is the belief of Frias that our transportation services are able to provide the tourism community with methods of mass transportation that TNC's cannot provide based on their current operating platforms. We will adapt our own business plans and strategies to meet the demands of the public, and those who govern them, or we will quickly find ourselves in a much more difficult competitive position.

Role Frias plays in Southern Nevada's tourism economy

In 2015, Las Vegas will host nearly 44 million visitors. Domestic tourism plays an especially important role in the Las Vegas tourism industry. This market will continue to expand as the economy grows and as more people return to being tourists and travelers. International tourism is also a vital element of the Las Vegas tourism industry. Regardless of where the tourism market is coming from, may it be the business travel market, convention market, leisure segments or incentive based, Frias and the taxicab industry play a critical role in the success of the Las Vegas tourism industry. The one thing all of our visitors have in common is the need to travel from place to place once they have arrived. Regardless of whether its CES, a Mayweather fight letting out or merely heavy daily arrival and departure traffic at the airport, per capita curb taxi service moves all of those people with very little incident. Southern Nevada is not without competition for our tourism market. A growing amount of major cities are improving or building infrastructure in order to put forward competitive bids for our small, medium and large conventions which have become the backbone of our economic success. There are many factors that convention and meeting planners choose the location for their events and efficient and affordable taxicab service is one of the biggest. We are very aware of our role as ambassadors of the city and do not take lightly the part we play in the city's tourism success. The more than 2,000 drivers employed by Frias, along with thousands more in the industry, work hard every day to move the city's most valuable commodity, our tourists. Our drivers must pass a pre-employment drug test and fingerprint back ground checks. Post-employment, our drivers are subject to random drug testing all to ensure the safety of the riding public. Frias will continue to be the leader in this market and will continue to carry out this valuable service to our economy.

A look ahead for Frias Transportation, performance metrics and plans for future expansion

While there is no doubt that population growth will continue in the coming years, there is no guarantee that this growth will be sustainable, nor that the tourism industry will be able to continue to support Southern Nevada's growth or achieve its economic objectives. Tourism however, perhaps more than any other sector, has the potential to achieve the objectives of the state.

Tourism created, and continues to create, opportunities for the small entrepreneurs like Charlie Frias. However, dramatic changes coming to our industry will vary those opportunities, create new ones and force forward thinking in an industry that has not been required to do so for much of its existence. Performance metrics such as blown shifts, convention sizes, holiday tourism expected visitor numbers and expected service times on phone call reservations are no longer the most important metrics for growth and expansion. These are being replaced by new metrics such as "time to accept" and "time to pick up" that consumers have dictated to be important as we move into an "e-hail request" world of transportation.

The Frias forward plan includes offering the local and visiting public an e-hailing application which will give an option of using a regulated carrier to provide similar services that the TNC's will bring to the community. This application and others that our competitors in the industry will be bringing to market, will allow guests who prefer to use new technology but would prefer to utilize safe, fully-regulated companies who conduct background and drug tests on all their drivers. There is little doubt that the industry will lose market share to TNC's entering Las Vegas. This would be no different than if 10,000 more regulated medallions were permitted to start operating. Our future lies in competing within the landscape, in which we have for decades by continuing to provide exceptional service to our tourism partners in the resort corridor while also looking forward to engaging in the new market made possible by technology.

Current capacity of the Frias Operations in today's tourism-related infrastructure

There are 16 regulated taxicab companies in Clark County with a total fleet size of over 3,000 vehicles. There are many regulated limousine and shuttle bus operators that comprise thousands of more vehicles throughout the valley.

Frias and the taxicab industry are burdened now, and will be in the future by a lack of dedicated taxi travel lanes, resort taxi stand space and the lack of alternative roads and streets to travel as the city's traffic builds. The crowded streets around the strip corridor mean longer arrival times for guests and a general frustration from drivers as they find it more and more difficult to make a living due to traffic. Recent changes by the Nevada Taxi Cab Authority and by Senate Bill 376 that allowed geographic restrictions to be removed from the industries medallions and increased the total number of medallions allowed to be on the road servicing the community have ensured the industry has the capacity to deliver the necessary services and service levels. Both the Authority and industry will have a very close eye on changes in necessary medallion allocations in order to meet demands as tourism numbers grow. The industry services the community on most days with little to no problems and moderate wait times. At our current capacity, tourism in general is being well served. The problems regarding infrastructure start to occur on those days in which there is extremely high visitor demand and there by more cars which means more traffic and thus the drivers increased inability to provide service. It is a vicious cycle. More visitors = equals the need for more taxis = more traffic = the need for more cars = more traffic.

The industry believes it can handle the current transportation needs of Southern Nevada tourism industry as well as its future needs, however infrastructure changes will be necessary to make this happen. As the city's tourism and visitorship grows over the next several decades, the glaring problem in transportation, of any type, is where to put all of the necessary vehicles while avoiding bottlenecks and inefficiencies, which limit all of our abilities to service our tourists and the local population.

A number of factors pose challenges to Frias outside of its direct control that could limit the effectiveness of industry.

- Road conditions
- Resort cab stand space
- Airport cab stand space
- Antiquated regulations within Nevada Statutes

Road Conditions

One of the problems facing the industry is the limited view of its value and contributions to the city's growth and its necessity for the city's continued success. As a result, marginal resources have been devoted to developing and promoting the sector. Tourism is at times narrowly viewed as only tourists and hotels but, is in fact, much more. Developments in and around the "Golden Triangle" have rarely weighed the effects on the taxi industry and how the state can help the industry get all of these people from point A to point B. The lack of foresight in this area over the past 40 years of growth has left the community with very limited options, overcrowded streets and many unhappy guests and drivers trying to maneuver their way around. There are many decisions that can still be made by regulatory bodies to assist taxis abilities to move around the city easier. All future road developments around the resort corridor for example need to consider taxi and other transportation traffic flow as a first priority. If we continue to grow our annual tourism numbers towards the 50 million mark without increasing the capacity of the transportation provider's ability to travel efficiently, I fear the opportunity to grow will ultimately fail as guests become less satisfied with their ability to move from place to place quickly and efficiently.

Resort Cab Stand Space

This is very simple. As hotel room space has increased, taxicab stand space has remained, in most cases, the same. In today's environment where hotels have expanded their room numbers and convention space, taxicabs are expected to deliver service to the increased number of guests with little to no increase in the number of areas in which to stage. The same is true at our major convention centers. In many cases where events have been underserved, it is not because there isn't enough cabs on the street but because there is major difficulty getting in and out of the venue. If a trip is too cumbersome or takes too much time out of a driver's shift, they often choose to provide service elsewhere. The need for these spaces has, for the most part, been undervalued and thus it has been a contributing factor to some of the service issues in the resort and convention corridor.

Airport Cab Stand Space

The same point can be made for McCarran International as was said for the convention corridor. In general, on a normal day there are more than enough taxis, black cars and shuttles available to clear the airport arrivals. The problems nearly always occur when there is not enough curb space for loading. As a guest waiting at one of our airport taxi-stands, it may appear there are not enough taxis, when in fact, there could be hundreds being held in the airport staging area just waiting to be released to the loading area. Regardless of more taxis, limos, shuttles or others operating and providing service to the growing passenger counts, the county and airport will need to redevelop these loading areas in order to more efficiently service the demand.

Antiquated regulations within NRS 706

The past and current policies, as well as current regulations contained in the Nevada Revised Statues which govern Taxicab operators in Southern Nevada, need to be re-examined. These policies and regulations have served the industry and the city well for decades, but times have changed and the regulations and industry have to adjust to the new era in transportation. Many of the current regulations are still relevant, are well written, protect the consumer and should be left intact for all providers of taxicab services, to ensure a safe and optimal experience for our guests. The Nevada Taxi Cab Authority has governed the industry, its drivers and served the community well for decades, however some of the current regulations were written in periods of time for conditions that no longer exist. One example is the existing definitions regarding “long hauling”. This is often the subject of large debate but was written when the population was less than 500,000, tourism was half of what it is today and the airport connector did not exist. Today, by the letter of the law, “the most direct route” would cause millions of trips to leave the airport by Swenson, turn left on Tropicana and right or left on Las Vegas Boulevard. It was never the intent to make Tropicana Boulevard a parking lot of cab traffic but there were few other options in the days of this regulation and it made sense at the time. The industry has and will continue to change. It is clear however, there will be some service entities who will not be burdened by many of the restrictions our industry currently has. We will need to work diligently with the Taxicab Authority and the state to make serious changes that will not only allow us to provide the vital services needed but to fairly compete on levels we may not even be aware of yet but may come to fruition quickly in this age of transportation technology.

Some important items which will help the industry flourish in the coming decades include:

- Appropriate supportive infrastructure to control traffic, increase staging areas, the addition of taxi only traveling lanes and well thought out street decisions
- Relief from some of the industry’s current regulations which will provide the framework in order for the industry to flourish
- Effective communication between all of the partners in tourism which form the basis of tourism growth
- Establishing an environment of cooperation and close partnerships among key stakeholders
- Better service in previously neglected neighborhoods
- Continued safe modes of transportation with reliability
- Continued competitive pricing
- Innovative answers to customer needs
- Focus on product enhancement
- Increase driver training and awareness on tourism
- Maintaining and upgrading the existing infrastructure

Conclusion

A lack of expanded and improved infrastructure necessary to meet the needs of the aggressive tourism projections is the biggest concern for the taxicab industry. However, the concern is not based on any belief that the industry can't continue to be the primary provider of transportation for tourism but because of a lack of improvement in the infrastructure within our resort corridor, most notably our taxi stand and curb staging space which allows more cars to more easily access and depart from the properties. The absence of adequate transportation services effectively prevents participation in the tourism industry and especially in our most important market of large conventions and events.

Our vision is to work with our partners in tourism to develop a sustainable infrastructure that will contribute significantly to the improvement of the quality of experience for everyone in Southern Nevada. As a major partner in Southern Nevada's economic success and tourism strategy, Frias and the Taxicab industry will be a major force in the development and delivery of the expectations laid out by this committee.

Tourism shares a relationship with the transportation industry that at first sight, seems to be ideal. In reality however, the two have not worked together closely. The lack of co-participation in planning as the city has grown is evident, but not unfixable. The Southern Nevada taxi cab industry would argue that we provide the best taxi service in the country. The small geographic area in which a large percentage of our services are performed are unique and nobody moves masses of people more efficiently and affordably than our industry in Las Vegas. We are also aware that change in the industry is inevitable and that in order to continue providing the highest level of service, we will need to change. The industry will need to better plan and implement new and innovative services in order to keep up with the demands of our tourism industry. We look forward to being an integral part of the long term growth and success of Southern Nevada's Infrastructure and Tourism.

About John Marushok

24 year resident of Las Vegas
Under-Graduate degree the University of Iowa
Graduate degree from The Ohio State University
24 years spent in guest services in the resort corridor
Former Nevada Taxi Cab Authority Board Member
General Manager Frias Transportation

SOUTHERN NEVADA
Tourism Infrastructure Committee

MEETING AGENDA

September 24, 2015
9:00 a.m.

Main Location:
UNLV Foundations Building
Blasco Event Wing
4505 S. Maryland Pkwy.
Las Vegas, NV 89154

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1. **Call to Order, Roll Call and Establish Quorum**

2. **Public Comment**

For Possible Action

3. **Acceptance of Minutes from August 27, 2015**

4. **Chairman/Committee Comments**

5. **Research Staff Report**

6. **Presentations**

   a. Importance of Major Events to Southern Nevada Tourism Economy
      - Las Vegas Convention and Visitors Authority

   b. The State of the Events Market
      - Las Vegas Events

   c. Major Operator Perspective
      - MGM Resorts International
      - University of Nevada, Las Vegas

   d. Competitive Landscape
      - CSL International

   e. Event Promoters (Panel Discussion)
      - ESPN
      - Feld Motorsports
      - USA Sevens-Rugby
      - Live Nation
      - AEG Live

f. Downtown Events Center/Stadium (Panel Discussion)
   - City of Las Vegas
   - Ader Group
   - The D Las Vegas

g. Small Event Venues (Panel Discussion)
   - Boyd Gaming Orleans Events Center
   - South Point Arena
   - Las Vegas Motor Speedway

7. October Meeting Preview

8. Committee Member Comments

9. Public Comment

For Possible Action **10. Adjournment**

NOTE (1) THIS AGENDA HAS BEEN POSTED NO LATER THAN THREE WORKING DAYS PRIOR TO THE MEETING AT THE FOLLOWING LOCATIONS:

a. GOED, 808 W. Nye Ln, Carson City, NV
b. Sawyer Building, 555 E. Washington Avenue, Las Vegas, NV
c. Nevada State Library, 100 N. Stewart St., Carson City, NV
d. Nevada State Capitol, 101 S. Carson Street, Carson City, NV
e. LVGEA, 6720 Via Austi Parkway., Suite 130, Las Vegas, NV
f. City of Las Vegas, City Hall, 400 East Stewart Avenue, Las Vegas, NV
g. City of North Las Vegas, City Hall, 2250 N. Las Vegas Boulevard, North Las Vegas, NV
h. Clark County Government Center, 500 S. Grand Central Parkway, Las Vegas, NV
i. City of Boulder, City Hall, 401 California Avenue, Boulder City, NV
j. City of Henderson, City Hall, 240 Water Street, Henderson, NV
k. City of Mesquite, City Hall, 10 E. Mesquite Boulevard, Mesquite, NV
l. Lincoln County Regional Development Authority, P.O. Box 1006, Caliente, NV
m. Nye County Regional Economic Development Authority, P.O. Box 822, Pahrump, NV
n. GOED website www.diversifynevada.com
o. Nevada Public Notice website http://notice.nv.gov

NOTE (2) Persons with disabilities who require special accommodations or assistance at the meeting should notify Lynne Taylor-Bullock, Governor’s Office of Economic Development, 555 E. Washington Ave., Suite 5400, Las Vegas, Nevada 89101 or by calling 702-486-2700 on or before the close of business two business days prior to the meeting date.

NOTE (3) The Committee reserves the right to take items in a different order, combine items for consideration and/or pull or remove items from the agenda at any time to accomplish business in the most efficient manner.

NOTE (4) All comments will be limited to 3 minutes per speaker. Comment based on viewpoint may not be restricted. No action may be taken upon a matter raised under the public comment period unless the matter itself has been specifically included on an agenda as an action item. Prior to the commencement and conclusion of a contested case or quasi-judicial proceeding that may affect the due process of individuals, the Committee may refuse to consider public comment. See NRS 233b.126.

NOTE (5) For supporting material please contact Lynne Taylor-Bullock, 555 E. Washington Avenue, Suite 5400, Las Vegas, Nevada 89101, (702) 486-2700, ltaylor@diversifynevada.com. Materials may be obtained at the following public locations: Governor's Office of Economic Development, 555 E. Washington Avenue, Suite 5400, Las Vegas, Nevada 89101 or Governor's Office of Economic Development, 808 W. Nye Lane, Carson City, Nevada 89703.

SOUTHERN NEVADA TOURISM INFRASTRUCTURE COMMITTEE MEETING
August 27, 2015

The meeting of the Southern Nevada Tourism Infrastructure Committee was called to order by Chairman Hill at 9:00 a.m. in the Blasco Event Wing at the UNLV Foundations Building.

1. **ROLL CALL/CALL TO ORDER/ESTABLISH QUOROM**

   BOARD MEMBERS PRESENT

   Mr. Steven Hill, Committee Chairman
   Dr. Len Jessup, Committee Vice Chairman
   Mayor Carolyn Goodman, City of Las Vegas
   Mr. Steve Sisolak, Chairman of the Clark County Commission
   Ms. Kristin McMillan, President and CEO of the Las Vegas Metro Chamber of Commerce
   Mr. William Hornbuckle, President of MGM Grand Resorts
   Ms. Kim Sinatra, Executive Vice President of Wynn Resorts
   Mr. George Markantonis, President and COO of The Venetian and The Palazzo
   Mr. Mike Sloan, Senior Vice President of Station Casinos

   APPOINTED COMMITTEE MEMBERS ABSENT

   Mr. Bill Noonan, Senior Vice President of Boyd Gaming
   Mr. Tom Jenkin, Global President of Caesars Entertainment

   ADVISORY COMMITTEE MEMBERS PRESENT

   Ms. Elizabeth Fretwell, City Manager of the City of Las Vegas
   Mr. Donald Burnette, County Manager of Clark County
   Ms. Rosemary Vassiliadis, Director of Aviation at McCarran International Airport
   Ms. Tina Quigley, General Manager of Regional Transportation Commission of Southern Nevada
   Mr. Rossi Ralenkotter, President and CEO of Las Vegas Convention and Visitors Authority
   Mr. Guy Hobbs, Managing Director of Hobbs Ong & Associates

2. **PUBLIC COMMENTS: 9:05 am**

   Mr. Ed Uehling has two points he wishes to discuss. He comments that the materials are not made available soon enough to be looked at ahead of time. His second point concerns a policy issue. He finds a flaw in the basic point of view that the tourism industry was responsible for the collapse in 2008-2009 in Las Vegas. He opines that it was not the tourist industry but the government that caused the collapse because Las

Vegas and the U.S. have not responded to the fact that 90 percent of the wealth of the world is outside the U.S. He states that the main problem is that the government is not giving enough visas. He goes on to say he is concerned that the committee is going to recommend borrowing money to build infrastructure. Mr. Uehling believes this is unnecessary and this money can be generated by bringing tourists to Las Vegas.

Ms. Vernisha Ward, a culinary union member who works at McCarran International Airport, notes convention business is a large piece of revenue for Las Vegas hotels and casinos. She is concerned, however, that convention-goers who have come to Vegas have not been warned about the Station Casinos labor dispute by either Station Casinos or the LVCVA and she finds this to be unfortunate. She feels that Las Vegas visitors have the right to know about labor disputes in order to avoid them and feels it is the LVCVA's responsibility to inform them. She urges the board to warn convention-goers about the labor dispute at Station Casinos on behalf of airport workers.

Chairman Hill thanks both Mr. Uehling and Ms. Ward for their comments. Chairman Hill closes Agenda Item 2.

3. ACCEPTANCE OF MINUTES FROM JULY 14TH 2015 MEETING: 9:11 am

Chairman Hill opens floor to accept any motion or changes that the committee would like to make with respect to the July minutes. A motion is made by Mr. Hornbuckle for the acceptance of the meeting minutes, and Mayor Goodman seconds the motion. Chairman Hill calls a vote and the motion passes unanimously.

4. **RESEARCH STAFF REPORT: 9:13 am**

Chairman Hill introduces Mr. Jeremy Aguero, who directs everyone to the staff report. He highlights the overview of the executive order, the charge of this organization, the open meeting law, baseline projections in terms of population growth and employment growth. Mr. Aguero notes they have provided a preview of today's topics, which are specific to McCarran International Airport and the transportation going in and out. In regard to new items, he notes the administrative items, including the new website address: www.sntic.org. All meeting materials from prior meetings and information on this meeting will be made available on this site. Letters, phone calls and follow-up interviews are being conducted with future speakers to try and ensure their testimonies are on point and to keep meetings running smoothly.

Chairman Hill thanks Mr. Aguero and opens the floor to any questions for Mr. Aguero. No questions at this time. Chairman Hill closes Agenda Item 4.

5. Committee Presentations: 9:19 am

a. MCCARRAN AIRPORT: 9:19 am

Ms. Rosemary Vassiliadis, Director of the Clark County Department of Aviation, introduces herself as well as Mr. Chris Jones, McCarran's Public Affair Manager.

Ms. Vassiliadis states McCarran's mission is to ensure the door is not only wide open but friendly and welcoming as McCarran is the first host to many visitors, and that the airport sets the tone for tourists' experiences and is critical to their perception of Las Vegas's quality services. McCarran has accomplished this with the belief that Las Vegas would grow and would always stay ahead. Air travel was believed to be critical to the economy even in the 1940s. McCarran now sits atop 2,800 acres, has four runways, five concourses and two unit terminals. While a Department of Clark County, McCarran operates as a self-sustaining enterprise fund which means they do not use any state or local tax dollars, and independent analysis determines that the Clark County Aviation System generates close to $30 billion annually of economic benefit for southern Nevada's economy. In fiscal year 2014, airline revenues accounted for 49 percent. Non-airline revenues such as concessions, advertising and parking make up the other 51 percent. This is critical because it helps reduce McCarran's costs to the airlines. Historically, their capital improvement projects have been funded through airport revenue bonds, airport facility revenues, passenger facility charges and airport improvement plan program grants from the federal government. Airports across the U.S. are set up very differently. Cost to the airlines by enplaned passenger (CPE) are a very vital and competitive factor to the airlines. McCarran is in the lower 50th percentile and strives to maintain a low CPE to maintain a competitive advantage. This is the third consecutive year that that number has decreased.

Although McCarran is the most recognizable airport in southern Nevada, it operates within an integrated system. There are two reliever airports, smaller airports to entice general aviation traffic off of McCarran. North Las Vegas is Nevada's second-busiest airport with nearly 127,000 operations last year. Henderson Executive offers a first-class alternative for business and corporate travelers. The current system allows for maximization of the airspace at McCarran, which is the only local airport equipped to handle commercial airline service.

McCarran does not view itself as just a tourism vehicle but as an economic engine for southern Nevada. There are 1,400 county employees and another 14,500 airport jobs due to McCarran. McCarran hosted almost 43 million passengers last year and ranks as the ninth-busiest airport in the nation, 25th-busiest in the world, and is the eighth-busiest in the world when it comes to operations, airplane movements both in and out. The most relevant fact is that McCarran is the second-busiest origin and destination (O&D) airport in the nation with 90 percent of passengers coming to Las Vegas also leaving from Las Vegas. Atlanta, the busiest airport in the world, has only 31 percent of their traffic as O&D. McCarran has more passengers utilizing all parts of the facilities and terminals, such as ticketing, roadway, checkpoints, and baggage claim than the world's busiest airport. Of the 522,399 operations, 72 percent were commercial airlines, 18 percent helicopters and 10 percent general aviation and military. McCarran has every major domestic carrier and 16 international carries, with airlines operating nonstop service to 142 different destinations around the world. The peak year for passenger traffic was 2007 at 48 million. This year, McCarran is on pace to exceed 43 million which would be McCarran's busiest year post-recession.

One of McCarran's priorities is to expand its air carrier list. Mr. Jones is part of the air service development team partnering with the LVCVA and the resorts that present to the potential carriers. Mr. Jones raises the question as to how they will continue to bring more travelers to Las Vegas. Working in tandem with the convention authority, they are constantly evaluating air service opportunities and they look at each market for their individual strengths and weaknesses and use that information to form a strategy. It is a very selective approach based on how many seats a carrier is flying into the market, what cities they are flying in from, how often they come and how competitors' moves might open opportunities for another carrier to seize previously nonexistent opportunities and fill that void. They believe growth domestically will come from a mix of expanded frequency from existing markets as well as airlines adding additional seats through larger aircrafts or placing more seats within the aircrafts that are already coming in. This has already been happening. This approach has been very successful, showing approximately 3 percent growth from 2009-2014. Through July, 2000 McCarran's year-over-year increase stands at 4.5 percent, which is little less than 1 million additional domestic passengers coming to Las Vegas.

Mr. Jones states that during the recession, international travel was the true bright spot with 60-percent growth that occurred over the past six years. Canada and Mexico remain the top markets. Mr. Jones mentions that they are constantly being asked about Japan and China. The demand exists from those markets and McCarran is engaged in regular dialogue with airlines from those nations. Each market is unique and must be approached in a unique manner. In 2013, Mr. Jones points out that Las Vegas hosted the World Routes Conference, the first U.S. market to play host to that event, which was very successful. Many international conventions and conferences are being held in order to bring in more international tourism. The close relationship between the airport and LVCVA has been very successful.

Ms. Vassiliadis states the FAA has projected McCarran to reach 70 million passengers by 2040. McCarran, however, takes in multiple factors and conditions unique to the airport, one being McCarran's most constraining factor which is their narrow highway in the sky being adjacent to the Department of Defense airspace with Nellis Air Force Base. McCarran estimates their capacity to be 55 million. Knowing the airspace is finite, McCarran is looking towards growth through other means. McCarran strongly supports the FAA's Next Gen program, the Next Generation Air Transportation System. This will convert the World War II-era radar technology with a satellite-based navigation system, which would greatly improve the safety and efficiency of the national aviation system. Some benefits already have already been realized. As part of Next Gen, FAA recently began a "Metroplex" study of Las Vegas's airspace. "Metroplex" is a three-year study that will determine the safest and most efficient means of managing local commercial airspace within the confines of a national system, and in close proximity to Nellis Air Force Base. The FAA's findings may result in changes to the local flight patterns of commercial aircraft.

While the FAA works on the airspace, McCarran is continuing to maximize their physical facilities. Later in 2015, McCarran hopes to transform the northeast wing of the D concourse into an area with seven more gates capable of hosting international arrivals. It would be able to handle up to six wide-bodied aircraft and will include a dual-level service for future A380 aircraft.

Eventually McCarran will reach its sustainable capacity. In October 2000, Clark County Department of Aviation acquired 6,500 acres of land between Jean and Primm as a second commercial airport - Ivanpah. Ms. Vassiliadis points out the plans are now 15 years old and need to be refreshed. The cost of building this second airport is estimated at $10 billion in today's dollars.

Looking forward, Ms. Vassiliadis explains there is one airport-specific tourism infrastructure issue that needs to be addressed and that is the pipeline for jet aviation fuel. There is currently only one line that provides fuel from California for Las Vegas airports and Nellis Air Force Base. Brownouts and mudslides in California have temporarily affected the flow of this pipeline to southern Nevada in the past. It is time to refocus on the critical issue of alternative sources of fuel. The long-term need of a second Jet A fuel pipeline and/or second source into southern Nevada is essential for the growth and stability of southern Nevada.

Chairman Hill opens the floor to any questions for Ms. Vassiliadis and Mr. Jones.

Mr. Hornbuckle asks what the restraint is, if any, today and where the focus should be. Ms. Vassiliadis cites road congestion transportation as a factor that delays tourists and can give them a negative experience. She goes into the peaks and valleys of the congestion. The whole experience needs to be seamless. McCarran has flexibility but you can't build or invest for a peak. It has to be managed.

Ms. McMillan has concern regarding the capacity issue. She asks Ms. Vassiliadis to clarify if Las Vegas has a decade until it needs to get serious or does it have a decade until it needs to start preparing for the future?

Ms. Vassiliadis does not want to give a year, but Mr. Aguero cited 55 million passengers by the year 2030. It is a very sensitive balance. McCarran needs to be very sure that new projects are going to be facilities that are going to be used and generate revenue on their own, such as Ivanpah. In the meantime, there are many things that can be done to maximize current facilities.

Ms. McMillan asks if there is a long-range plan in process and what the major capital investments are for the future. Ms. Vassiliadis notes that the long-range plan includes Ivanpah, but in the meantime, the tunnel between the D gates and Terminal 3 will give flexibility during the peak time. There is also the investment to upgrade Terminal 1.

Mr. Sisolak asks if there is anything that the committee can do working with the resort community to attract international travelers or any barriers that preclude any airlines from bringing more passengers to our facility.

Ms. Vassiliadis points out that McCarran is very low cost compared to other airports. A lot of the efforts are on the federal level to be more welcoming. Terminal 3 has all the latest technology. McCarran just needs to get the message out that international aircraft will make money here. So on a local level McCarran needs continued support and needs to address the pipeline issue.

Mr. Markantonis wonders what the timeline is for the environmental and safety studies that need to be revisited for Ivanpah. Ms. Vassiliadis says it will be anywhere from 12 to 15 years before that process will need to start, and she believes there may be some additional time due to the Next Gen project. What really drives McCarran's traffic more than anything is the additional hotel rooms.

Mayor Goodman asks if there is someone assigned to greeting international guests. Ms. Vassiliadis says that at the moment there is a two-person air service that does this, but this is something that they need to develop. Mayor Goodman then suggests surveying customers while they are sitting on the plane or waiting.

Mr. Hornbuckle points out that a large portion of gaming revenue comes from the top one percent of visitors and they experience a "trailer" environment from customs if they come in on a private jet. Mr. Hornbuckle asks if there is something that can be done about this? Ms. Vassiliadis is hoping the 559 program will allow McCarran to utilize Terminal 3 for private aircraft. A new facility would be something that McCarran would have to work with the private carriers on, but it is not a simple request.

Dr. Jessup brings up the peak times, specifically when people coming into town are trying to get to a mega-event at a stadium. He would like to know Ms. Vassiliadis's opinion of what would need to happen if many visitors are trying to get to one event at the same time to make it a seamless experience. She says that something needs to be done with the roadways. It is an entire experience and the committee needs to figure out what types of improvements need to be made.

Chairman Hill calls Mr. Aguero back up to answer questions regarding capacity in reaching the 48 million visitors such as in 2007. Mr. Aguero states that the economy does have increased slack where we would see increased demand for airport facilities without the added hotel rooms. Most of the slack has been taken up during the past three years. McCarran is still beneath its peak level relative to total passengers, but we are at the peak relative to visitors, which means more people are coming by car than by air. If that were to change, it could create increased demand for airport facilities faster than we have anticipated. Ms. Vassiliadis adds that airlines have completely changed since 2007, so you can't compare 2007 purely with today's numbers. You need to look at the behaviors and the trends to get a more accurate number. Ms. Vassiliadis reminds the committee that

McCarran has a long-range strategy. They are actively pursuing every cost-efficient strategy available.

Chairman Hill asks if an additional fuel pipeline is the only viable solution. Ms. Vassiliadis notes that trucking fuel is not economical and you cannot truck in enough for the weekly operations. Chairman Hill then asks if producing Jet A fuel from waste is something that is possible and/or something the airport would consider looking into. This is the first time Ms. Vassiliadis heard of this, but it is definitely something the airport would look into.

Chairman Hill calls for a break at 10:55 am and sets 11:10 am as the time to reconvene.

b. **ALLEGIANT AIR AND MAVERICK HELICOPTERS/AVIATION GROUP: 11:10 am**

Mr. Jude Bricker works for Allegiant Air in Las Vegas. Mr. John Buch is with Maverick Helicopters and Maverick Aviation Group.

Mr. Bricker provides a brief history of Allegiant Air. It has been in Las Vegas for 14 years, they have 75 aircraft, carry about 10.5 million passenger segments every year, do about $1.25 billion in revenue and will grow this year almost 20 percent relative to 2014. They currently employ about 2,900 employees, about 1,000 of which are employed in the Las Vegas Valley. They signed a contract with Harrah's back in 2002, which sustained the airline through their weary times. Growth has been exceptional and Allegiant serves about 49 nonstop markets from the Vegas community transporting all exclusively nonstop passengers, which Mr. Bricker would view as the most valuable passenger, particularly ones that are destined for the market into Vegas. They hope to grow that number. Allegiant passengers are leisure customers that are very inelastic to fares. The simplest way that they can stimulate traffic is by lowering the fare. The challenge Allegiant has faced in Las Vegas is their passengers depend on them for low fares, and airport fees have been hit harder than desired. Low-cost carriers can grow into bigger markets that have been deserted or ignored by traditional network carriers. When something changes like fuel prices or airport costs the only response Allegiant has is to change the capacity allocation into the marketplace. They do not increase fares; they cut the flights that have the lowest profits. The key to success at Allegiant is that they have the ability to change capacity allocation without changing their costs. Allegiant responds to cost increases by allocating seats somewhere else and they want those seats to be most effective here.

Looking forward, Allegiant spent about $260 million on new airplanes this year. Since most of their travelers are leisure customers who fly on weekends, they are fully allocated on Sundays and almost fully allocated on Thursdays, Fridays and Mondays. Also, currency fluctuations have adversely affected the international travel base for Allegiant. Mexican and Canadian travelers have significantly declined within the last 12 months. He cautions against pursuing foreign visitors understanding foreign visitors are very valuable, spend a lot of money, typically stay longer, but they are inconsistent in the sense that the currency changes have affected their desire and ability to travel.

Chairman Hill asks what percentage are the airport fees of Allegiant's cost. Mr. Bricker shows the costs in Vegas are running $2,200 to $2,500 a flight, and they carry about 150 passengers on every trip. In terms of passenger structure, this would be about $12. Allegiant determines the cost structure at other airports, but McCarran is much different and Allegiant is much smaller than other airline carriers at McCarran.

Ms. Quigley asks the committee what percent of the portfolio of the airspace capacity should go to low-cost carriers compared to higher-cost carriers. She wonders if the demographics of the passengers are different relating to such areas as spending. Mr. Bricker says one thing to look at is the capacity of the airplanes; you would like larger planes that could carry more people.

Ms. Vassialadis states that McCarran cannot pick and choose who comes to the airport. They cannot discriminate on low-cost versus the highest paid. It's all about demand.

Mr. Buch with Maverick Helicopters gives some background on the company. It started in 1995-1996 by Greg and Brenda Rochna. Greg was a Vietnam pilot, came to Vegas and saw an opportunity to provide the most current, safest aircraft and best product for the sightseeing industry. It started one at a time and grew. They have become one of the largest and currently they have 47 aircraft. Some of the challenges they have faced are the costs and desire to keep their aircraft quieter than most of the other helicopters. Since the recession, this company has grown over 200 percent by being proactive and always evolving. They have been located on the Las Vegas strip since 2001 and will open up a new terminal in two to three months. Maverick is a huge support system for the hotels and conventions by highlighting these places during helicopter tours. Big events for them include NASCAR and Electric Daisy Carnival ("EDC").

Mr. Buch suggests that a stoplight be placed in front of the Signature entrance due to the traffic challenge not having a light there has created. Many visitors who are looking at the Welcome to Las Vegas sign do not pay attention.

Mr. Sisolak tells Mr. Buch that there has been a problem with the speed on Las Vegas Boulevard, and looked into putting in a stoplight. They have analyzed it and worked with public works. Mr. Buch tells Mr. Sisolak that Maverick will support insinuation of a traffic light in any way that they can.

Mayor Goodman highlights how important the Las Vegas sign is to business. She then asks if there is a restricted airspace above the hotels and if there is a way to bring top guests from the airport to the hotels or vice versa. Mr. Buch notes that Maverick has a quiet route but the only hotel that has a helipad that Maverick knows of is the Excalibur. This helipad is not very conducive to get to and land guests. What does tend to happen on occasion is Maverick lands poolside, on golf courses, etc. Maverick looks to help hotels with whatever "wow-factor" they may need.

Chairman Hill asks if the speakers have any suggestions on something that can be changed or added in order to allow their businesses to grow and help the committee grow the tourism industry.

For Maverick, Mr. Buch highlight that the LVCVA has been the best thing that the tourism industry does because of their marketing and support of hotels. Mr. Buch notes that the airport holding quarterly meetings that review the tracking system that gives operators a sort of score card for how they are doing. This is very important to Maverick as a company and something that they feel is important to keep.

Mr. Bricker from Allegiant feels stabilizing the calendar would be helpful. Events like the National Finals Rodeo, EDC, etc. help with this. Also, they have a sales and use tax on aircraft parts which adversely effects the company.

Southwest Airlines was unable to testify for the committee but made it clear that they were confident McCarran would be consistent with what is in their best interest.

Chairman Hill closes Agenda Item 5b.

c. **SUMMARY OF AIR CARGO CARRIER'S WRITTEN SUBMISSIONS: 11:58 am**

FedEx and UPS submitted some information pertinent to this agenda item.

Mr. Brian Haynes presents information provided by FedEx. Some McCarran-specific information about their operations includes a 79,000-square foot facility that houses 130 employees at McCarran. They do serve the southern Nevada area, Utah, etc. They have provided a list of their daily flight schedule to and from Las Vegas to other hubs. There is also information regarding their FedEx ground operation in partnership with the U.S. Post Office. Federal projections estimate that 127.4 million tons of cargo will move in and out of McCarran in 2015. Imports make up 68 million of those tons versus exports of 59 million. Cargo collectively approximates $1.5 billion. Most air cargo going through McCarran is shipped in the bellies of passenger aircraft.

Chairman Hill asks Ms. Vassiliadis to give a summary of cargo at the airport and the importance of it to the tourism industry. Ms. Vassiliadis states that cargo carrier statistics are minor compared to everything else at McCarran. She would like to make clear that they are preserving the airspace for commercial aircraft and until southern Nevada has something that is manufactured, this will not be a major concern. Ms. Vassiliadis also points out that commercial airlines have begun filling the bellies of the aircrafts with cargo. McCarran looks at air cargo as a supplement to their operation.

Chairman Hill asks the properties if the majority of imports that they use on a daily basis is trucked in rather than flown. Mr. Hornbuckle responds that this is the case other than specialty items, such as fish.

Chairman Hill closes Agenda Item 5c. Since the meeting has been expedited, Chairman Hill opens Agenda Item 6 to let some of the presenters have more time to prepare.

6. **INTRODUCTION OF AGENDA ITEMS SCHEDULED FOR SEPTEMBER MEETING: 12:07 pm**

Mr. Aguero states one of the things they are trying to do is provide preliminary information on what is going to be discussed in the next meeting. This is intended to be a one-page overview specific to the next meeting's topic. The next meeting will be specific to stadiums, arenas and event centers. Mr. Aguero states that it has been brought to his attention how significant stadiums and event centers have become to southern Nevada. The community has spent the better part of the last 20 years building bigger, better hotels and has spent the last seven years developing reasons to fill those hotel rooms. In terms of the economic impact associated with major events, those have continued to grow over time. In recent years, 7 to 9 percent of visitors have been linked either directly or indirectly to events like EDC, Life is Beautiful, etc.

Chairman Hill closes Agenda Item 6. Chairman Hill opens Agenda Item 5d.

d. TAXI AND SHUTTLE SERVICES: 12:17 pm

Ms. Ileana Drobkin, the Chair of the Taxicab Authority Board, introduces herself. The mission of the Taxicab Authority is to provide for the safety, convenience and necessity of the riding public. The infrastructural constraints they face are many. Currently and moving forward, the most important industry that helps tourism is the taxi industry. Las Vegas is unlike other places in that it does not have public transportation. Private car is the main form of transportation for tourists in Las Vegas. Convention-goers prefer private cars and taxis over shuttles. Trying to accommodate large conventions is an issue. The taxis are quite efficient but the concern is that they can only handle so much at once. They need as much stationing as they can get in order to move people in and out. In November they will have 3,050 cabs on the road. A new hybrid industry is coming in and they will initially ask for 7,000 which could greatly impact the taxicab infrastructure. A healthy taxi authority is needed to maintain a healthy industry. The first priority is to ensure the taxi industry survives and they need additional staging and more communication.

Mr. Charles Harvey, former Taxicab Authority administrator, introduces himself. Mr. Harvey notes that in 2014 the taxi industry conducted 27 million trips in Las Vegas. Nearly 90 percent of those trips were conducted within an eight-mile radius from the airport. Approximately 3,000 cabs were staging in that eight-mile radius, which means there are already infrastructure issues. Introducing additional vehicles into that same piece of real estate poses certain problems. The important thing for the taxi industry is providing transportation services whenever and wherever the riding public needs. This means identifying large conferences that are coming to town to allocate enough transportation for their needs and even then it is difficult because taxis go where they see demand. Better communication and information is necessary to know where to dispatch those cabs. Making that infrastructure more efficient and letting the Taxicab Authority be a part of future discussions would help this issue.

Dr. Jessup asks how many staging areas there are and what does one look like, what kind of space do you need, etc. Ms. Drobkin says they are as small as providing spaces for one or two cars and as big as they are in resorts, which essentially is unlimited. All that there needs to be is essentially a sign that goes up and says “taxis here.”

Mr. Sisolak highlights that the most beneficial thing that the authority has done is work hand-in-glove with the resorts. There are a few more resorts coming on line, so Mr. Sisolak encourages that they work closely with these new properties and the county to integrate staging facilities. Mr. Sisolak notes that the resort industry was very accommodating with the authority regarding the staging. Ms. Drobkin agrees that having good relationships with resorts helps with staging areas ahead of time to keep things moving slowly. Ms. Drobkin states that she has met with Resorts World and Rock in Rio to help with staging issues. The Taxicab Authority is doing the best that they can with the restraints they are under.

Mayor Goodman notes that the perception with taxicabs is long waits, specifically at the airport. She asks who should be involved in the discussion and ownership of these perceptions to help that tourist feel better accommodated. Ms. Drobkin states that Mr. Harvey began to put together an ambassadorship for the visitors waiting in line to make them feel better accommodated. Ms. Drobkin says they need LVCVA to help get the message out for the transit options after visitors get off the plane.

Ms. Sinatra conveys the idea that entertaining people on the endless line means we gave up on the endless line. She wouldn’t give up on the endless line. From an infrastructure standpoint, this is an issue. It is the first guest experience and a solution needs to be found. The resort operators will be more than willing to be part of a solution.

Ms. Drobkin states that there are plenty of taxis cued up in the pit, averaging 10,000 a day. The problem is once they get out onto the street, there is gridlock which takes much longer to load. Ms. Drobkin suggests telling customers how long they will have to wait. She compares this to Disney’s line where guests line up but don’t have a problem with it. She suggests that there are things that can be done to make the experience more enjoyable.

Ms. Vassiliadis says there are times when there are more cabs than space in the cue because it is not a peak time. However, when peak times at the airport conflicts with peak times on the Strip it poses an issue. Ms. Vassiliadis highlights the major issue of the shift change, which is not an infrastructure issue but something that negatively effects the guest experience.

Chairman Hill asks if there are metrics on the wait time in the cue. Ms. Vassiliadis states that there is not a formal system but they do it on an annual basis. However, they communicate consistently with taxi companies. Chairman Hill would like to talk about how to measure this issue as it could be beneficial.

Mr. John Marushok, the General Manager and Director of Taxi Operations and Frias Transportation, comments on shift changes and the removal of geographic restrictions, which he believes will better serve the airport and resort corridor at times when it had usually been a struggle to serve. An infrastructure idea for the airport is letting visitors know how long until they get a cab so that they can make an option on what they want to do. The Terminal 1 staging issue involves the crosswalk, which delays the cabs from picking up people and getting them to their destination. There is no easy solution for this issue yet but moving that crosswalk would help eliminate this problem.

Mr. Markantonis asks if Uber and Lyft will be allowed to pick up passengers at the airport. Ms. Vassiliadis informs the committee that they will be allowed if approved by the County Commission. Mr. Sisolak points out concerns are raised regarding having 2,000 to 3,000 cars on the Strip on the weekends with some of these transportation companies moving in. Ms. Vassiliadis lets the committee know that Uber and Lyft will have their own pickup area and staging area at the airport if approved; not integrated into other modes of transportation.

Mr. Jim Gleich, Senior Vice President of Transdev on Demand, introduces himself. Transdev is the owner of Super Shuttle in Las Vegas. Super Shuttle is in over 40 airports internationally, carries over 800 million people per year and owns about 26 cab companies around the U.S. They have corporate busing mostly in San Francisco and Florida. This company is a mobility expert. In late 2013, Super Shuttle Las Vegas went from zero to an eight million dollar a year run rate and is heavily invested in technology. They measure everything, so when a person comes up and buys their transportation at the airport, they know what the average time is from the time they buy their ticket to the time they board their van. The driver boards them on a handheld device, and when the driver drops off that passenger he also deboards that passenger so they also know how long that ride is. There are different vehicles for different times of days. Buses are primarily going up and down the Strip, but do not want to take more than five stops per bus. A lot of the vans do the residential work in town, which takes a lot of vehicles off the roadway at the airport. That has grown 600 percent since they opened it last November, proving to be a great success. One technology utilized by this company is Split. Split is a mass transit technology where it is a ride share. Through their marketing and research, they have seen that mass transit works but a last-mile option is necessary.

Their relationship with the airport, while short-lived, has been a great one so far. One issue this company has faced is congestion of roadways extending to hotels. A solution, whether it be dedicated lanes or widening or commercial vehicles only, would help the tourist expectations. Las Vegas has the highest ratings system of any Super Shuttle. In Las Vegas at the airport, they offer shuttles and sedans. Most customers utilize the mobile app or website and receive a text or email when they arrive to check in and get to their ride.

Mr. Markantonis asks what proportion of the transportation that is offered to the airport is single-passenger or double-passenger private sedans versus the shuttles that can carry more people. Mr. Gleich states that out of the $8 million in revenue, about a half million is through private sedans. Vans are seven passenger vans, but it isn't capacity that is a concern as much as stops. Buses don't stop more than five places and vans don't stop more than three.

Mr. Hornbuckle highlights that his daughter cannot get a cab in a residential neighborhood from the Strip. He highlights another fact about Uber. Uber knows that they had demand for a market with the use of geo-verification. On fight-night, people pushed the button about 27,500 times trying to find a form of transportation. Mr. Hornbuckle notes that it will take a balance of everyone to help find a solution to the transportation issue.

Mr. Alan Waxler from AWG speaks to the limousine side of transportation and providing a different level of luxury transportation. They provide a luxury solution and it allows them to get more hotel business coming from a different angle that appeals to a certain type of client. AWG is a global brand. He states he has concern regarding whether new drivers are going to be out there soliciting. He also mentions road blockages and traffic on the Strip.

Mr. Sisolak highlights that some of these recommendations are really long-term and costly while others are really simple, such as the idea of putting up a sign for the wait time at the airport. However, some of the streets are just gridlocked and we have to do something quicker to address this issue. Mr. Sisolak asks for short-term and immediate suggestions to improve some of that gridlock.

Chairman Hill asks the committee if the congestion situation moved with the visitor volume; has congestion gotten worse enough though visitor volume has decreased? Mr. Hornbuckle states that it is worse today, but a lot of the properties have tried to highlight pedestrian movement. Mr. Sisolak concurs that it is definitely worse, but maybe there are some things that can be implemented quicker such as trying to keep the billboard trucks off the Strip.

Chairman Hill closes Agenda Item 5d.

7. COMMITTEE MEMBER COMMENTS: 1:27 pm

There are no comments from the committee. Chairman Hill closes Agenda Item 7.

8. PUBLIC COMMENTS: 1:28 pm

There are no comments from the public. Chairman Hill closes Agenda Item 8.

9. ADJOURNMENT: 1:29 pm

MR. HORNBUCKLE MAKES THE MOTION TO ADJOURN THE BOARD MEETING; MAYOR GOODMAN SECONDS THE MOTION. THE MOTION PASSED UNANIMOUSLY.

Convention Centers

- Southern Nevada is home to three of the 10 largest convention centers in the United States when ranked by prime exhibit space. Together, the Las Vegas Convention Center, the Sands Expo & Convention Center, and the Mandalay Bay Convention Center account for nearly 8 percent of all prime exhibit space in the nation.

Largest Convention Centers in Southern Nevada

Facility	Prime Exhibit Space (sf)	U.S. Rank
Las Vegas Convention Center	1,940,631	3rd
Sands Expo & Convention Center	1,305,052	5th
Mandalay Bay Convention Center	1,045,295	10th
World Market Center	350,000	40th
MGM Grand	152,000	93rd
Caesars Palace	102,000	131st
Cashman Convention Center	98,100	151st
Wynn/Encore	96,197	154th
The Mirage	90,000	162nd
Bally's	86,000	167th
Paris	85,000	169th
South Point	80,000	179th

Source: Trade Show Executive Magazine

- In 2014, Las Vegas hosted 60 of the 250 largest trade shows in the United States, ranked by Trade Show News Network using net square footage. Based on its rankings, the publication named Las Vegas the top trade show destination in the U.S. for the 21st consecutive year. The largest shows of the year included CONEXPO-CON/AGG (97,000 attendees), CES (160,000 attendees), SEMA Show (145,000 attendees) and MAGIC Market Week (80,000 attendees).

- Convention attendance in Las Vegas reached 5.2 million in July 2015 (trailing 12-month total), which was down 19 percent from the pre-recession peak of 6.4 million reported in May 2007. Convention attendance had dropped to 4.3 million in February 2010. The number of conventions held (trailing 12-month total) in Las Vegas followed a similar trend, peaking at 24,725 in March 2007, falling to 17,634 in March 2011, and rebounding to 21,312 in July 2015.

- Convention and meeting visitors to Las Vegas typically spend more per trip ($846) than leisure visitors ($707). In 2014, southern Nevada's convention and meeting industry directly supported an estimated $4.4 billion in economic activity, 34,300 jobs and $1.4 billion in wages and salaries. When including the ripple effects of indirect and induced impacts, the industry supported $7.4 billion in economic output, 53,823 jobs and $2.0 billion in wages and salaries. On a per-trip basis, convention and meeting visitors generated $1,423 in economic impacts compared to $1,188 by leisure visitors.

- Some have argued that the development of virtual meeting technologies such as video conferencing could make convention industry obsolete. To date, technology has yet to supplant the impact of conventions and trade shows as face-to-face meetings remain a preferred environment to conduct many key business activities.

SOUTHERN NEVADA
Tourism Infrastructure Committee

Convention Centers
Background Resources

The Economic Impact of Southern Nevada's Tourism Industry and Convention Sector
Las Vegas Convention and Visitors Authority
http://appliedanalysis.com/projects/lvcvaeis/LVCVA-EIS-0315.pdf
An analysis of the direct, indirect and induced impacts of the tourism industry on the regional economy. The report estimates the impacts of the industry as a whole as well as the convention sector by itself.

The Economic Significance of Meetings to the U.S. Economy
Convention Industry Council
http://www.conventionindustry.org/Files/2012%20ESS/CIC%20Meetings%20ESS%20Update%20EXECUTIVE%20SUMMARY-FINAL.pdf
An industry report conducted by PricewaterhouseCoopers that examined the impacts of conventions, trade shows and business meetings on the national economy. In 2012, the industry supported more than $770 billion in economic activity, more than 5 million jobs and $234 billion in labor income.

Trade Show Executive Magazine
Large Convention Centers (350,000 square feet and bigger)
http://www.tradeshowexecutive.com/pdf/convcenters/TSX-ConvCenters_2015-08.pdf
Mid-Sized Convention Centers (125,000 to 349,999 square feet)
http://www.tradeshowexecutive.com/pdf/convcenters/TSX-ConvCenters_2015-02.pdf
Smaller Convention Centers (50,000 to 124,999 square feet)
http://www.tradeshowexecutive.com/pdf/convcenters/TSX-ConvCenters_2014-11.pdf
Each edition explores current trends within that particular market segment and lists all North American convention centers based on their available square footage of prime exhibit space.

The Future of Meetings: The Case for Face-to-Face
Cornell University Center for Hospitality Research
http://scholarship.sha.cornell.edu/cgi/viewcontent.cgi?article=1005&context=chrindper
An academic publication that examines the growth of communication technologies and the comparative advantages of face-to-face business meetings versus virtual meetings.

Managing Across Distance in Today's Economic Climate: The Value of Face-to-Face Communication
Harvard Business Review
https://hbr.org/resources/pdfs/comm/british-airways/hbras_ba_report_web.pdf
In a survey of its subscribers on attitudes about face-to-face and virtual business meetings, the publication found that a vast majority preferred in-person meetings to conduct many key types of business activity, such as meeting new clients, negotiating contracts and understanding important customers.

Additional Rooms Required to Meet Growth Projections in 2020

Annual Growth Rate	-1.00%	-0.50%	0.00%	0.25%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	2.00%	2.25%	2.50%	2.75%	3.00%	3.50%
2020 Visitors	*38,719,795*	*39,908,037*	*41,126,512*	*41,747,278*	*42,375,833*	*43,012,254*	*43,656,621*	*44,309,012*	*44,969,508*	*45,638,187*	*46,315,132*	*47,000,424*	*47,694,145*	*48,396,378*	*49,107,206*	*50,554,984*
70.0%	25,206	30,600	36,131	38,948	41,801	44,690	47,615	50,576	53,574	56,609	59,682	62,792	65,941	69,129	72,355	78,927
71.0%	22,731	28,049	33,501	36,279	39,092	41,940	44,824	47,743	50,699	53,692	56,721	59,788	62,892	66,035	69,216	75,695
72.0%	20,324	25,568	30,945	33,685	36,458	39,267	42,110	44,989	47,904	50,855	53,842	56,866	59,928	63,027	66,164	72,553
73.0%	17,984	23,156	28,459	31,161	33,897	36,667	39,471	42,311	45,186	48,096	51,042	54,025	57,045	60,101	63,195	69,496
74.0%	15,706	20,808	26,040	28,705	31,404	34,137	36,904	39,705	42,541	45,412	48,318	51,261	54,239	57,255	60,307	66,523
75.0%	13,490	18,524	23,686	26,315	28,978	31,674	34,404	37,168	39,966	42,799	45,667	48,570	51,509	54,484	57,495	63,629
76.0%	11,331	16,299	21,393	23,988	26,616	29,277	31,971	34,698	37,459	40,255	43,085	45,950	48,850	51,786	54,758	60,811
77.0%	9,229	14,132	19,160	21,722	24,315	26,941	29,600	32,292	35,018	37,777	40,570	43,398	46,261	49,158	52,092	58,066
78.0%	7,181	12,021	16,984	19,513	22,074	24,666	27,291	29,948	32,639	35,363	38,120	40,912	43,738	46,598	49,494	55,391
79.0%	5,184	9,963	14,864	17,361	19,889	22,448	25,040	27,664	30,320	33,009	35,732	38,488	41,278	44,103	46,962	52,784
80.0%	3,238	7,957	12,796	15,262	17,758	20,286	22,845	25,436	28,059	30,715	33,404	36,125	38,881	41,670	44,493	50,243
81.0%	1,339	6,000	10,780	13,215	15,680	18,177	20,704	23,263	25,854	28,477	31,133	33,821	36,542	39,297	42,085	47,764
82.0%	(513)	4,091	8,812	11,218	13,653	16,119	18,616	21,144	23,703	26,294	28,917	31,572	34,260	36,981	39,736	45,346
83.0%	(2,321)	2,228	6,892	9,269	11,675	14,111	16,578	19,075	21,604	24,164	26,755	29,378	32,034	34,722	37,443	42,986
84.0%	(4,085)	409	5,018	7,366	9,744	12,151	14,588	17,056	19,554	22,084	24,644	27,236	29,860	32,517	35,205	40,682
85.0%	(5,808)	(1,367)	3,188	5,508	7,858	10,237	12,646	15,084	17,553	20,053	22,583	25,145	27,738	30,363	33,020	38,432
86.0%	(7,491)	(3,101)	1,400	3,694	6,016	8,367	10,748	13,158	15,599	18,069	20,570	23,102	25,665	28,259	30,886	36,234
87.0%	(9,136)	(4,796)	(346)	1,921	4,217	6,541	8,894	11,277	13,689	16,131	18,603	21,106	23,640	26,204	28,800	34,088
88.0%	(10,743)	(6,452)	(2,053)	188	2,458	4,756	7,082	9,438	11,823	14,237	16,681	19,155	21,660	24,196	26,762	31,990
89.0%	(12,313)	(8,071)	(3,721)	(1,505)	739	3,011	5,311	7,640	9,998	12,385	14,802	17,249	19,725	22,232	24,770	29,939
90.0%	(13,849)	(9,654)	(5,353)	(3,161)	(942)	1,305	3,580	5,883	8,214	10,575	12,965	15,384	17,833	20,313	22,822	27,933
91.0%	(15,351)	(11,203)	(6,948)	(4,781)	(2,586)	(364)	1,886	4,164	6,470	8,805	11,168	13,561	15,983	18,435	20,917	25,972
92.0%	(16,821)	(12,717)	(8,509)	(6,365)	(4,194)	(1,996)	229	2,482	4,763	7,073	9,410	11,777	14,173	16,598	19,053	24,053
93.0%	(18,259)	(14,199)	(10,036)	(7,915)	(5,768)	(3,594)	(1,392)	837	3,093	5,378	7,691	10,032	12,402	14,801	17,230	22,176
94.0%	(19,666)	(15,650)	(11,531)	(9,433)	(7,308)	(5,157)	(2,979)	(774)	1,459	3,719	6,007	8,324	10,668	13,042	15,445	20,338
95.0%	(21,044)	(17,070)	(12,994)	(10,918)	(8,816)	(6,687)	(4,532)	(2,350)	(141)	2,095	4,359	6,651	8,971	11,320	13,698	18,540
96.0%	(22,393)	(18,460)	(14,427)	(12,373)	(10,292)	(8,186)	(6,053)	(3,894)	(1,708)	505	2,746	5,014	7,310	9,634	11,987	16,778
97.0%	(23,714)	(19,822)	(15,830)	(13,797)	(11,738)	(9,653)	(7,543)	(5,406)	(3,242)	(1,052)	1,165	3,410	5,682	7,983	10,311	15,053
98.0%	(25,008)	(21,156)	(17,205)	(15,192)	(13,155)	(11,091)	(9,002)	(6,887)	(4,745)	(2,577)	(383)	1,839	4,088	6,365	8,670	13,364
99.0%	(26,276)	(22,462)	(18,552)	(16,560)	(14,542)	(12,500)	(10,432)	(8,338)	(6,218)	(4,072)	(1,899)	300	2,526	4,780	7,061	11,708
Occupancy Rate 100.0%	(27,519)	(23,743)	(19,872)	(17,899)	(15,902)	(13,880)	(11,833)	(9,760)	(7,661)	(5,537)	(3,386)	(1,208)	996	3,227	5,485	10,085

Assumptions & Statistics in Model:

	Visitors	Occupancy Rate (1990-2014)		Average Visitor/Occupied Room Nights (Projection for 2020)
2014 Base	41,126,512	MIN	80.3%	0.8623
Years to 2020	6	MEAN	82.9%	Average Visitor/Occupied Room Nights (1990-2014)
Per Room	2.1	MAX	90.4%	0.8920
2014 Rooms	150,544	2014	86.8%	*(Projections Do Not Account for increasing average length of stay)*

SOUTHERN NEVADA
Tourism Infrastructure Committee

APPLIED ANALYSIS

Additional Rooms Required to Meet Growth Projections in 2030

Annual Growth Rate	-1.00%	-0.50%	0.00%	0.25%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	2.00%	2.25%	2.50%	2.75%	3.00%	3.50%
2030 Visitors	*35,017,488*	*37,956,938*	*41,126,512*	*42,802,780*	*44,542,939*	*46,349,255*	*48,224,070*	*50,169,802*	*52,188,949*	*54,284,090*	*56,457,888*	*58,713,091*	*61,052,538*	*63,479,159*	*65,995,979*	*71,312,798*
70.0%	8,402	21,744	36,131	43,739	51,638	59,837	68,347	77,178	86,343	95,853	105,720	115,957	126,575	137,590	149,014	173,147
71.0%	6,163	19,317	33,501	41,003	48,790	56,874	65,264	73,971	83,007	92,383	102,111	112,203	122,672	133,532	144,795	168,588
72.0%	3,986	16,958	30,945	38,342	46,022	53,993	62,266	70,853	79,763	89,009	98,602	108,554	118,878	129,586	140,693	164,156
73.0%	1,869	14,663	28,459	35,755	43,329	51,191	59,351	67,820	76,608	85,727	95,189	105,005	115,187	125,749	136,703	159,845
74.0%	(190)	12,431	26,040	33,237	40,709	48,465	56,515	64,869	73,539	82,534	91,868	101,551	111,596	122,015	132,822	155,650
75.0%	(2,195)	10,258	23,686	30,787	38,159	45,811	53,754	61,997	70,551	79,427	88,636	98,190	108,101	118,381	129,043	151,568
76.0%	(4,147)	8,142	21,393	28,401	35,676	43,228	51,066	59,200	67,642	76,401	85,489	94,917	104,698	114,843	125,365	147,593
77.0%	(6,048)	6,081	19,160	26,077	33,258	40,711	48,447	56,476	64,808	73,453	82,423	91,729	101,383	111,396	121,781	143,721
78.0%	(7,901)	4,073	16,984	23,813	30,901	38,259	45,896	53,822	62,047	70,582	79,437	88,623	98,153	108,038	118,290	139,948
79.0%	(9,706)	2,116	14,864	21,606	28,604	35,869	43,410	51,235	59,356	67,783	76,526	85,596	95,005	104,765	114,887	136,271
80.0%	(11,467)	208	12,796	19,454	26,365	33,539	40,985	48,713	56,732	65,054	73,687	82,644	91,936	101,573	111,569	132,686
81.0%	(13,184)	(1,653)	10,780	17,355	24,181	31,267	38,621	46,253	54,173	62,392	70,919	79,765	88,942	98,461	108,333	129,189
82.0%	(14,859)	(3,469)	8,812	15,308	22,050	29,049	36,314	43,853	51,677	59,795	68,218	76,957	86,021	95,424	105,176	125,778
83.0%	(16,494)	(5,241)	6,892	13,309	19,971	26,886	34,063	41,511	49,240	57,261	65,582	74,216	83,171	92,461	102,095	122,448
84.0%	(18,089)	(6,971)	5,018	11,359	17,941	24,773	31,865	39,225	46,862	54,787	63,009	71,540	80,389	89,568	99,088	119,199
85.0%	(19,648)	(8,660)	3,188	9,454	15,959	22,711	29,719	36,992	44,540	52,371	60,497	68,927	77,672	86,743	96,151	116,025
86.0%	(21,170)	(10,310)	1,400	7,593	14,023	20,696	27,623	34,811	42,271	50,012	58,043	66,375	75,018	83,984	93,282	112,925
87.0%	(22,657)	(11,922)	(346)	5,776	12,131	18,728	25,575	32,681	40,055	47,707	55,646	63,882	72,426	81,288	90,480	109,897
88.0%	(24,110)	(13,497)	(2,053)	3,999	10,282	16,804	23,574	30,599	37,889	45,454	53,302	61,445	69,892	78,653	87,741	106,938
89.0%	(25,531)	(15,037)	(3,721)	2,263	8,475	14,924	21,617	28,563	35,772	43,252	51,012	59,063	67,415	76,078	85,063	104,044
90.0%	(26,920)	(16,542)	(5,353)	565	6,709	13,085	19,704	26,573	33,702	41,098	48,773	56,734	64,993	73,560	82,445	101,216
91.0%	(28,278)	(18,015)	(6,948)	(1,095)	4,980	11,287	17,833	24,627	31,677	38,992	46,582	54,456	62,625	71,097	79,885	98,449
92.0%	(29,607)	(19,455)	(8,509)	(2,720)	3,290	9,528	16,003	22,723	29,696	36,932	44,440	52,228	60,308	68,688	77,380	95,743
93.0%	(30,908)	(20,865)	(10,036)	(4,309)	1,636	7,807	14,212	20,860	27,758	34,916	42,343	50,048	58,041	66,331	74,930	93,094
94.0%	(32,180)	(22,245)	(11,531)	(5,865)	17	6,123	12,460	19,036	25,861	32,943	40,291	47,914	55,822	64,024	72,531	90,503
95.0%	(33,426)	(23,595)	(12,994)	(7,388)	(1,568)	4,473	10,744	17,251	24,005	31,012	38,282	45,825	53,649	61,765	70,183	87,965
96.0%	(34,646)	(24,918)	(14,427)	(8,879)	(3,120)	2,859	9,064	15,504	22,186	29,121	36,315	43,779	51,522	59,554	67,884	85,481
97.0%	(35,841)	(26,213)	(15,830)	(10,340)	(4,640)	1,277	7,418	13,792	20,406	27,268	34,389	41,776	49,439	57,388	65,632	83,048
98.0%	(37,011)	(27,481)	(17,205)	(11,770)	(6,128)	(272)	5,806	12,115	18,661	25,454	32,502	39,814	47,398	55,266	63,426	80,664
99.0%	(38,158)	(28,724)	(18,552)	(13,172)	(7,587)	(1,790)	4,227	10,472	16,952	23,676	30,653	37,891	45,399	53,187	61,265	78,328
100.0%	(39,282)	(29,943)	(19,872)	(14,546)	(9,017)	(3,277)	2,679	8,862	15,277	21,934	28,841	36,006	43,440	51,150	59,147	76,040

Occupancy Rate

Assumptions & Statistics in Model:

	Visitors
2014 Base	41,126,512
Years to 2030	16
Per Room	2.1
2014 Rooms	150,544

Occupancy Rate (1990-2014)	
MIN	80.3%
MEAN	82.9%
MAX	90.4%
2014	86.8%

Average Visitor/Occupied Room Nights (Projection for 2030)
0.8623
Average Visitor/Occupied Room Nights (1990-2014)
0.8920
(Projections Do Not Account for increasing average length of stay)

SOUTHERN NEVADA
Tourism Infrastructure Committee

APPLIED ANALYSIS

Additional Rooms Required to Meet Growth Projections in 2040

Annual Growth Rate	-1.00%	-0.50%	0.00%	0.25%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	2.00%	2.25%	2.50%	2.75%	3.00%	3.50%
2040 Visitors	*31,669,189*	*36,101,228*	*41,126,512*	*43,884,969*	*46,820,870*	*49,945,148*	*53,269,374*	*56,805,803*	*60,567,406*	*64,567,912*	*68,821,850*	*73,344,594*	*78,152,411*	*83,262,505*	*88,693,077*	*100,593,744*
Occupancy Rate																
70.0%	(6,797)	13,321	36,131	48,651	61,977	76,159	91,247	107,299	124,373	142,532	161,841	182,369	204,192	227,387	252,037	306,054
71.0%	(8,821)	11,013	33,501	45,846	58,984	72,966	87,842	103,668	120,501	138,404	157,441	177,681	199,196	222,064	246,367	299,623
72.0%	(10,790)	8,769	30,945	43,118	56,074	69,861	84,531	100,137	116,737	134,391	153,163	173,122	194,339	216,889	240,854	293,371
73.0%	(12,704)	6,586	28,459	40,465	53,244	66,842	81,311	96,703	113,075	130,488	149,003	168,688	189,614	211,856	235,492	287,290
74.0%	(14,567)	4,463	26,040	37,884	50,490	63,904	78,178	93,362	109,513	126,690	144,955	164,374	185,017	206,958	230,276	281,373
75.0%	(16,380)	2,396	23,686	35,372	47,809	61,045	75,128	90,110	106,046	122,993	141,015	160,175	180,543	202,192	225,198	275,614
76.0%	(18,145)	384	21,393	32,925	45,199	58,261	72,159	86,943	102,669	119,394	137,179	156,087	176,187	197,551	220,254	270,007
77.0%	(19,864)	(1,576)	19,160	30,543	42,657	55,549	69,266	83,859	99,381	115,889	133,442	152,105	171,944	193,030	215,438	264,545
78.0%	(21,540)	(3,486)	16,984	28,221	40,180	52,907	66,448	80,854	96,177	112,473	129,801	148,225	167,809	188,625	210,746	259,224
79.0%	(23,173)	(5,347)	14,864	25,958	37,766	50,332	63,702	77,925	93,054	109,143	126,252	144,443	163,779	184,332	206,173	254,037
80.0%	(24,765)	(7,162)	12,796	23,752	35,412	47,821	61,023	75,069	90,009	105,897	122,793	140,755	159,850	180,146	201,714	248,979
81.0%	(26,318)	(8,933)	10,780	21,600	33,117	45,372	58,412	72,284	87,039	102,731	119,418	137,159	156,018	176,063	197,365	244,047
82.0%	(27,833)	(10,660)	8,812	19,501	30,877	42,983	55,863	69,566	84,142	99,643	116,126	133,650	152,280	172,080	193,122	239,235
83.0%	(29,311)	(12,345)	6,892	17,452	28,691	40,651	53,376	66,914	81,314	96,628	112,913	130,226	148,631	168,193	188,982	234,539
84.0%	(30,754)	(13,990)	5,018	15,452	26,557	38,375	50,949	64,325	78,554	93,686	109,776	126,884	145,070	164,399	184,940	229,955
85.0%	(32,164)	(15,597)	3,188	13,499	24,474	36,152	48,578	61,798	75,859	90,813	106,714	123,620	141,592	160,693	180,993	225,478
86.0%	(33,540)	(17,166)	1,400	11,592	22,439	33,981	46,263	59,329	73,226	88,006	103,723	120,432	138,195	157,074	177,138	221,106
87.0%	(34,885)	(18,699)	(346)	9,728	20,450	31,860	44,001	56,916	70,654	85,264	100,800	117,317	134,876	153,539	173,372	216,834
88.0%	(36,199)	(20,197)	(2,053)	7,907	18,507	29,788	41,790	54,559	68,140	82,585	97,944	114,274	131,633	150,083	169,691	212,659
89.0%	(37,484)	(21,662)	(3,721)	6,126	16,608	27,761	39,629	52,254	65,683	79,965	95,152	111,298	128,462	146,705	166,093	208,578
90.0%	(38,740)	(23,094)	(5,353)	4,386	14,750	25,780	37,516	50,001	63,281	77,404	92,422	108,389	125,362	143,402	162,574	204,588
91.0%	(39,969)	(24,494)	(6,948)	2,683	12,934	23,843	35,449	47,797	60,931	74,899	89,752	105,543	122,330	140,172	159,133	200,685
92.0%	(41,171)	(25,864)	(8,509)	1,018	11,157	21,947	33,428	45,641	58,632	72,448	87,140	102,760	119,364	137,012	155,767	196,868
93.0%	(42,347)	(27,205)	(10,036)	(612)	9,418	20,092	31,450	43,532	56,383	70,051	84,584	100,036	116,462	133,920	152,474	193,132
94.0%	(43,498)	(28,517)	(11,531)	(2,207)	7,717	18,277	29,513	41,467	54,182	67,704	82,083	97,370	113,621	130,894	149,250	189,476
95.0%	(44,625)	(29,802)	(12,994)	(3,769)	6,051	16,500	27,618	39,446	52,027	65,407	79,634	94,761	110,841	127,932	146,094	185,897
96.0%	(45,728)	(31,059)	(14,427)	(5,297)	4,420	14,760	25,762	37,467	49,917	63,157	77,236	92,205	108,118	125,031	143,004	182,392
97.0%	(46,809)	(32,291)	(15,830)	(6,795)	2,822	13,056	23,945	35,529	47,850	60,954	74,888	89,703	105,451	122,190	139,978	178,960
98.0%	(47,867)	(33,498)	(17,205)	(8,262)	1,257	11,386	22,164	33,630	45,826	58,796	72,588	87,251	102,839	119,407	137,014	175,598
99.0%	(48,904)	(34,680)	(18,552)	(9,699)	(276)	9,751	20,420	31,769	43,842	56,681	70,334	84,849	100,280	116,680	134,109	172,303
100.0%	(49,921)	(35,839)	(19,872)	(11,107)	(1,779)	8,148	18,710	29,946	41,898	54,609	68,125	82,495	97,771	114,008	131,263	169,075

Assumptions & Statistics in Model:

	Visitors	Occupancy Rate (1990-2014)		Average Visitor/Occupied Room Nights (Projection for 2040)
2014 Base	41,126,512	MIN	80.3%	0.8623
Years to 2040	26	MEAN	82.9%	Average Visitor/Occupied Room Nights (1990-2014)
Per Room	2.1	MAX	90.4%	0.8920
2014 Rooms	150,544	2014	86.8%	*(Projections Do Not Account for increasing average length of stay)*

SOUTHERN NEVADA Tourism Infrastructure Committee

APPLIED ANALYSIS

Additional Rooms Required to Meet Growth Projections in 2050

Annual Growth Rate	-1.00%	-0.50%	0.00%	0.25%	0.50%	0.75%	1.00%	1.25%	1.50%	1.75%	2.00%	2.25%	2.50%	2.75%	3.00%	3.50%
2050 Visitors	*28,641,047*	*34,336,244*	*41,126,512*	*44,994,518*	*49,215,296*	*53,820,020*	*58,842,530*	*64,319,554*	*70,290,948*	*76,799,947*	*83,893,451*	*91,622,319*	*100,041,693*	*109,211,351*	*119,196,078*	*141,897,411*
70.0%	(20,541)	5,309	36,131	53,688	72,846	93,747	116,544	141,405	168,509	198,053	230,251	265,333	303,548	345,170	390,491	493,533
71.0%	(22,372)	3,114	33,501	50,811	69,699	90,306	112,782	137,293	164,015	193,144	224,888	259,475	297,153	338,188	382,871	484,461
72.0%	(24,153)	980	30,945	48,014	66,641	86,961	109,125	133,295	159,646	188,370	219,673	253,781	290,935	331,400	375,462	475,642
73.0%	(25,884)	(1,096)	28,459	45,294	63,665	83,707	105,568	129,407	155,397	183,728	214,602	248,242	284,887	324,798	368,257	467,064
74.0%	(27,569)	(3,115)	26,040	42,648	60,771	80,542	102,107	125,624	151,263	179,210	209,668	242,853	279,003	318,374	361,246	458,718
75.0%	(29,208)	(5,081)	23,686	40,072	57,953	77,461	98,738	121,941	147,239	174,814	204,865	237,608	273,276	312,122	354,422	450,594
76.0%	(30,805)	(6,995)	21,393	37,564	55,210	74,461	95,458	118,356	143,320	170,533	200,188	232,500	267,699	306,035	347,778	442,685
77.0%	(32,360)	(8,859)	19,160	35,121	52,538	71,539	92,263	114,864	139,504	166,363	195,633	227,526	262,267	300,105	341,306	434,980
78.0%	(33,875)	(10,676)	16,984	32,741	49,934	68,691	89,150	111,461	135,785	162,300	191,195	222,679	256,975	294,327	335,000	427,474
79.0%	(35,352)	(12,446)	14,864	30,421	47,396	65,916	86,116	108,145	132,161	158,340	186,869	217,954	251,816	288,696	328,854	420,157
80.0%	(36,792)	(14,172)	12,796	28,159	44,922	63,210	83,158	104,911	128,627	154,479	182,652	213,348	246,787	283,206	322,861	413,023
81.0%	(38,196)	(15,856)	10,780	25,952	42,509	60,572	80,273	101,757	125,181	150,713	178,538	208,856	241,882	277,851	317,017	406,066
82.0%	(39,566)	(17,498)	8,812	23,800	40,155	57,997	77,458	98,680	121,818	147,039	174,525	204,473	237,096	272,626	311,315	399,278
83.0%	(40,903)	(19,101)	6,892	21,699	37,857	55,484	74,711	95,678	118,537	143,454	170,608	200,195	232,426	267,528	305,750	392,653
84.0%	(42,208)	(20,666)	5,018	19,649	35,614	53,032	72,029	92,746	115,333	139,954	166,785	196,020	227,866	262,551	300,318	386,187
85.0%	(43,483)	(22,194)	3,188	17,647	33,424	50,637	69,411	89,884	112,205	136,536	163,052	191,943	223,414	257,691	295,014	379,872
86.0%	(44,728)	(23,687)	1,400	15,691	31,285	48,297	66,853	87,089	109,150	133,198	159,405	187,960	219,066	252,944	289,833	373,705
87.0%	(45,944)	(25,145)	(346)	13,780	29,195	46,012	64,354	84,357	106,165	129,937	155,843	184,069	214,818	248,306	284,771	367,679
88.0%	(47,133)	(26,570)	(2,053)	11,913	27,152	43,778	61,912	81,688	103,248	126,749	152,361	180,267	210,666	243,774	279,825	361,790
89.0%	(48,295)	(27,963)	(3,721)	10,088	25,156	41,595	59,525	79,078	100,396	123,634	148,958	176,550	206,607	239,343	274,989	356,033
90.0%	(49,431)	(29,325)	(5,353)	8,303	23,204	39,460	57,191	76,527	97,608	120,587	145,630	172,916	202,639	235,011	270,261	350,405
91.0%	(50,542)	(30,657)	(6,948)	6,557	21,294	37,372	54,908	74,032	94,881	117,608	142,375	169,361	198,758	230,774	265,637	344,900
92.0%	(51,629)	(31,960)	(8,509)	4,850	19,427	35,329	52,675	71,591	92,214	114,693	139,191	165,884	194,961	226,630	261,113	339,515
93.0%	(52,693)	(33,235)	(10,036)	3,179	17,599	33,331	50,490	69,202	89,603	111,841	136,076	162,481	191,246	222,574	256,687	334,245
94.0%	(53,734)	(34,483)	(11,531)	1,543	15,810	31,375	48,351	66,864	87,049	109,050	133,027	159,151	187,610	218,605	252,354	329,088
95.0%	(54,753)	(35,705)	(12,994)	(58)	14,059	29,460	46,258	64,576	84,548	106,317	130,042	155,891	184,050	214,719	248,113	324,039
96.0%	(55,750)	(36,901)	(14,427)	(1,625)	12,344	27,585	44,208	62,335	82,099	103,642	127,119	152,699	180,565	210,914	243,961	319,095
97.0%	(56,728)	(38,073)	(15,830)	(3,160)	10,665	25,748	42,200	60,141	79,700	101,021	124,257	149,573	177,152	207,188	239,894	314,254
98.0%	(57,685)	(39,220)	(17,205)	(4,664)	9,020	23,949	40,233	57,991	77,351	98,454	121,452	146,511	173,808	203,537	235,909	309,511
99.0%	(58,623)	(40,345)	(18,552)	(6,138)	7,408	22,187	38,306	55,884	75,049	95,939	118,705	143,510	170,531	199,961	232,006	304,864
Occupancy Rate 100.0%	(59,542)	(41,447)	(19,872)	(7,582)	5,829	20,460	36,418	53,820	72,793	93,474	116,013	140,570	167,321	196,456	228,180	300,310

Assumptions & Statistics in Model:

	Visitors
2014 Base	41,126,512
Years to 2050	36
Per Room	2.1
2014 Rooms	150,544

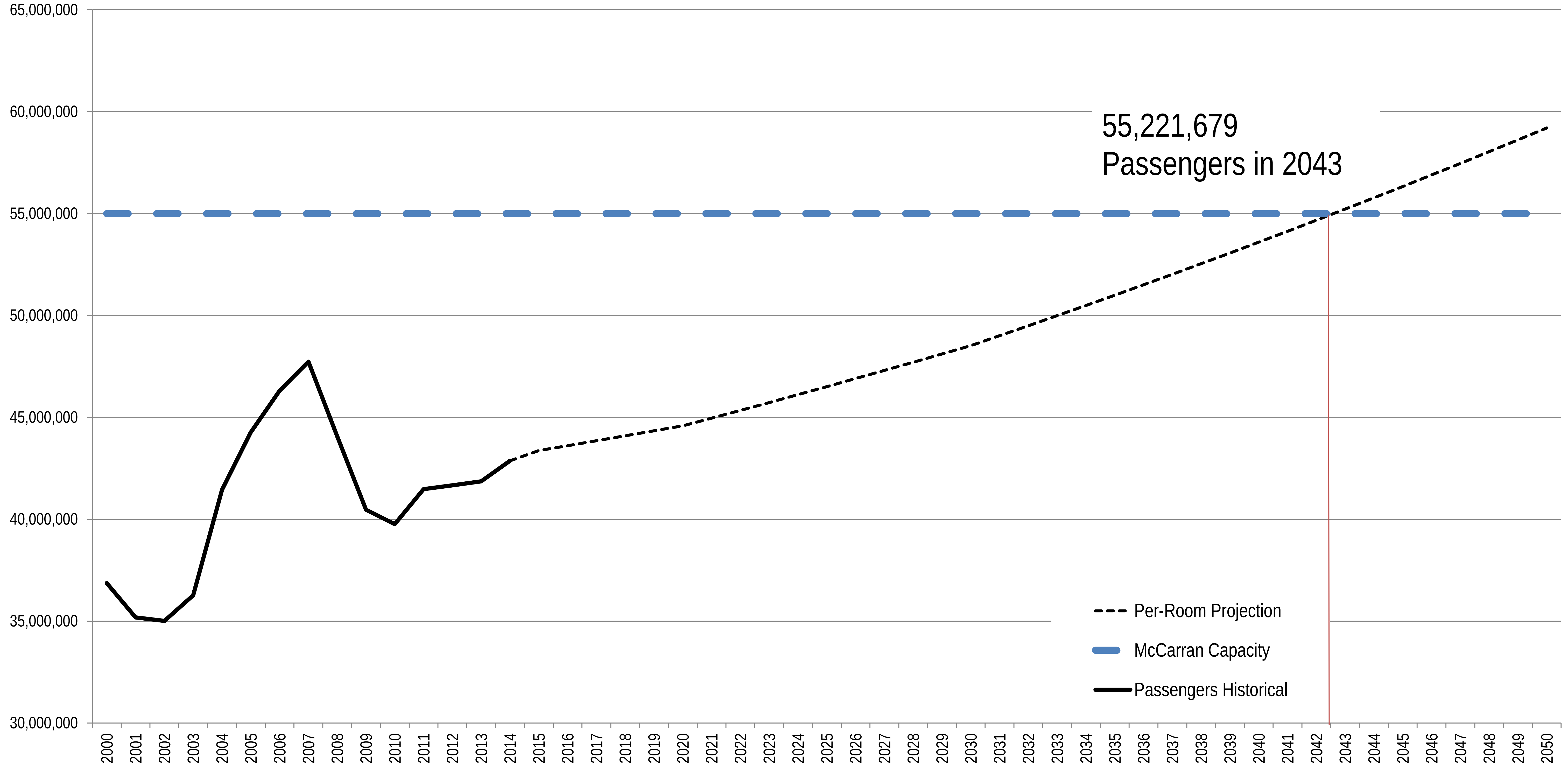
Occupancy Rate (1990-2014)	
MIN	80.3%
MEAN	82.9%
MAX	90.4%
2014	86.8%

Average Visitor/Occupied Room Nights (Projection for 2050)
0.8623
Average Visitor/Occupied Room Nights (1990-2014)
0.8920
(Projections Do Not Account for increasing average length of stay)

SOUTHERN NEVADA
Tourism Infrastructure Committee

APPLIED ANALYSIS

Airport Capacity & Passenger Count Projections (Based on Occupancy & Growth Model)



Assumptions & Statistics in Model:				
	Passengers Per Hotel Room	285	Hotel Rooms Required to Reach 55 Million Passengers	192,982
	Occupancy Rate	87.0%	*Difference from 2014*	42,438

SOUTHERN NEVADA Tourism Infrastructure Committee

APPLIED ANALYSIS

SOUTHERN NEVADA
Tourism Infrastructure Committee

Staff Report

September 24, 2015

Review of Previous Meeting

The Southern Nevada Tourism Infrastructure Committee held its second meeting on August 27, 2015, at the University of Nevada, Las Vegas, to hear testimony on the topic of McCarran International Airport.

Key facts about McCarran International Airport:

- The airport is the first stop in southern Nevada for 42 percent of visitors annually. Last year, roughly 17 million tourists and conventioneers arrived at McCarran, making it a significant component of the region's tourism-based economy. McCarran and its sister airports generate nearly $30 billion a year in economic impact for the region.

- In 2014, McCarran hosted 42.8 million passengers, making it the ninth-busiest airport in the United States and the 25th-busiest airport in the world. In terms of origin and destination passengers, however, McCarran is the second-busiest in the nation. This means about 90 percent of the airport's passengers are either coming to or flying out of Las Vegas, as opposed to connecting to another flight. McCarran was also the world's eighth-busiest airport in 2014 as measured by total operations (take offs and landings).

- McCarran's peak annual passenger capacity is estimated at 55 million. The historic annual passenger peak of 48 million came in 2007. Additional capacity could be realized through improvements under the Federal Aviation Administration's Next Generation Air Transportation System (NextGen), which will transition air traffic control from a radar-based system to a global-positioning system. Local airspace is also part of an ongoing FAA Metroplex air traffic study, which will increase efficiency of airplane movements between southern Nevada and neighboring regions.

Key findings regarding infrastructure:

- The region depends entirely upon a single pipeline system to import jet fuel from southern California refineries. This creates potential shortages should supply be interrupted on the current pipeline, which has happened in the past. Importing jet fuel by truck would be infeasible because costs and the inability to meet the airport's demand.

- Additional expansion of McCarran facilities is limited by the existing land footprint. To accommodate additional commercial airline service beyond McCarran's capacity, Clark County has preserved a site to build an additional commercial airport south of the Las Vegas Valley. Planning, studying, and building the Ivanpah airport would require 12 to 15 years to complete at an estimated cost of $10 billion in today's dollars.

- The visitor experience is frequently affected when using ground transportation between McCarran and destinations in the resort corridor. During peak periods, visitors can face long cab line waits, and the primary surface streets leading into and out of the airport are frequently congested, leading to delays and a degradation of the visitor experience.

- A large portion of gaming revenue is attributed to the top 1 percent of visitors, many of whom are international travelers flying to Las Vegas via private plane. Because private aircraft are generally not processed at Terminal 3, those arrivals typically do not access the regular U.S. Customs processing area. Instead, most international travelers on private aircraft are processed at a smaller Customs facility on the west side of the airfield. The airport has invested in upgrading this facility, and will continue to explore opportunities to develop a new west side Customs facility that would provide a better welcome experience to its users. In addition, the U.S. Customs and Border Protection's 559 program has already resulted in increased flexibility for private and commercial aircraft to arrive at any time of day, any day of the week.

Possible recommendations to address infrastructure needs:

- Secure an alternative jet fuel supply for southern Nevada. Potential alternatives include a second pipeline from California or from Fulcrum BioEnergy, which is planning to build a biofuel factory in northern Nevada that will process garbage into fuel for airplanes.

- Preserve site and explore new and different potential funding options for construction of Ivanpah airport.

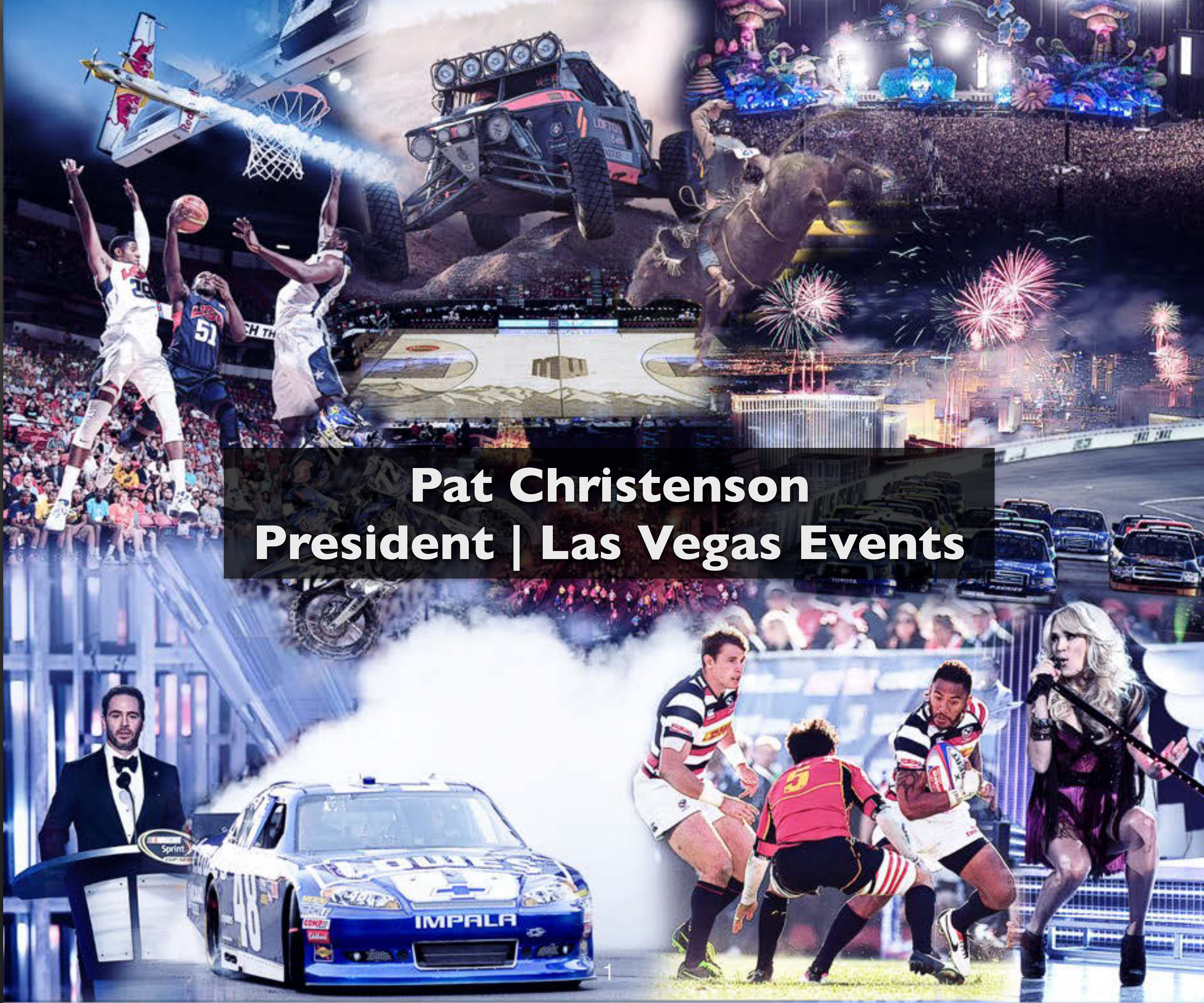
- Pilot a system to track and display estimated wait times at the taxi queing area using a Wi-Fi tracking system that is currently being tested for accuracy at McCarran.

- Address the existing conflict between the primary pedestrian crosswalk at Terminal 1 and the taxicab traffic entering the loading area.

- Address traffic congestion on streets and at intersections that serve airport traffic.

Preview of Next Meeting

At the October 22, 2015, meeting, the committee will hear testimony on the topic of Convention Centers.


Pat Christenson
President | Las Vegas Events

Las Vegas has a storied history of events…

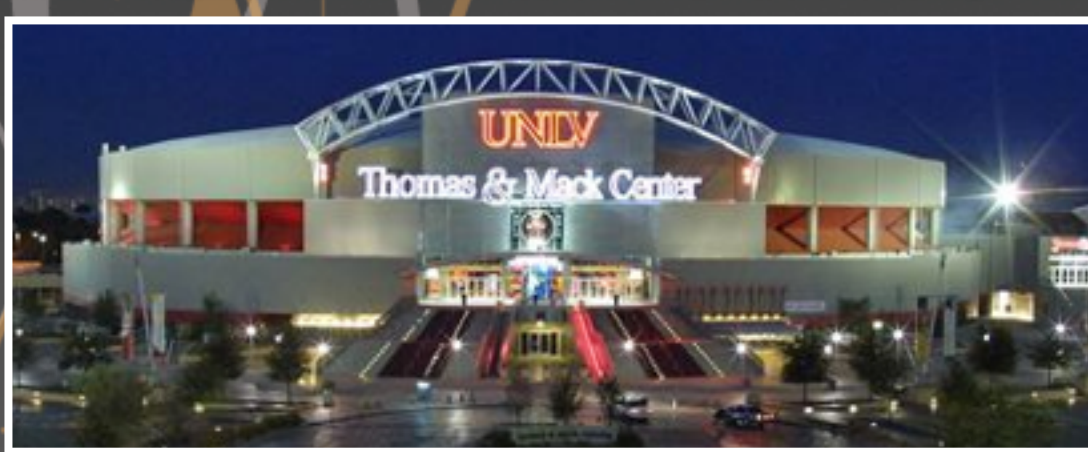
LAS VEGAS EVENTS
YOUR EVENT CONNECTION

When you produce an event in Las Vegas
You produce it for the world…
Not just the city!

No city in the world has this…

More than 150,000 hotel rooms

Airport within 2 mi. of The Strip



Multiple venues throughout the city

Endless dining options

Attractions

Nightclubs

Golf

Luxury shopping

Beautiful weather

This is where it all began…

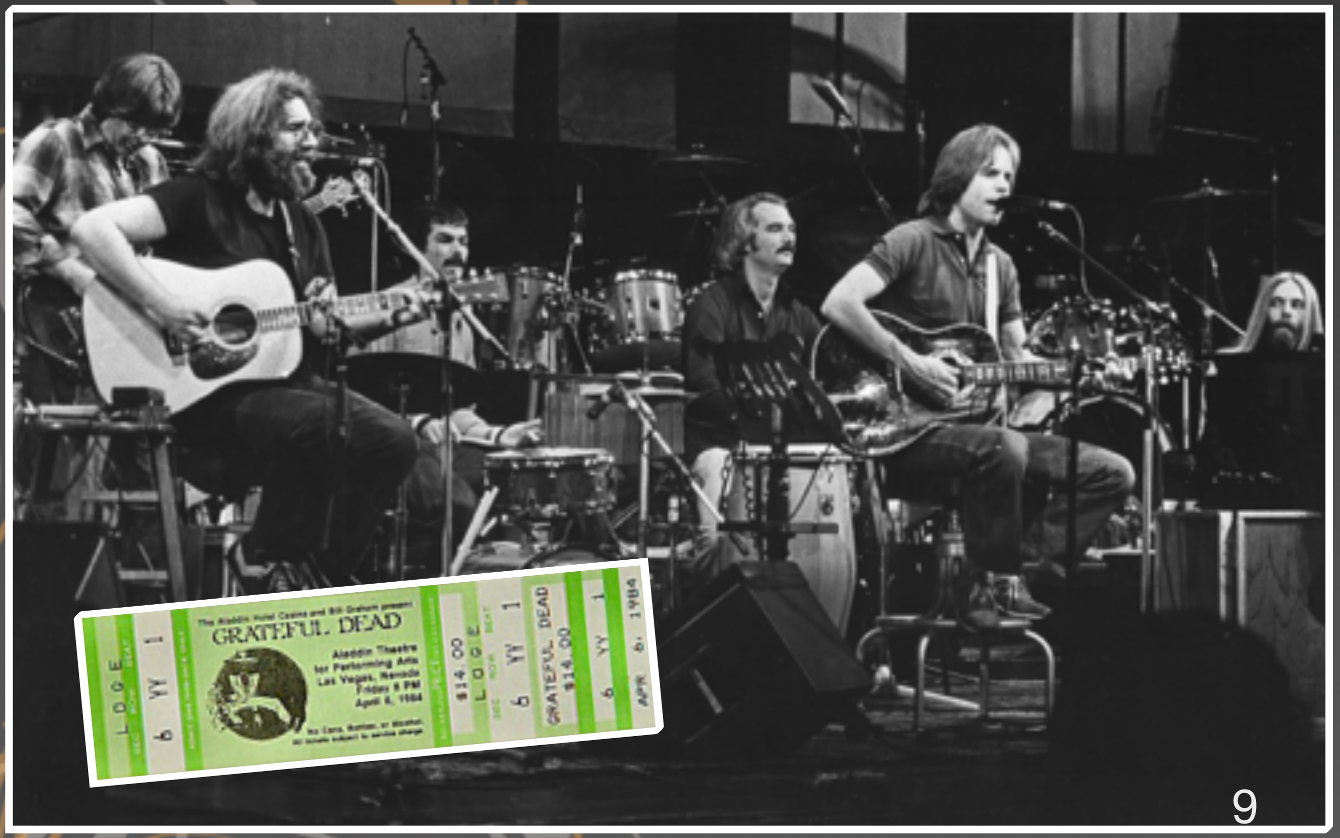
LAS VEGAS EVENTS
YOUR EVENT CONNECTION

Las Vegas Convention Center Rotunda

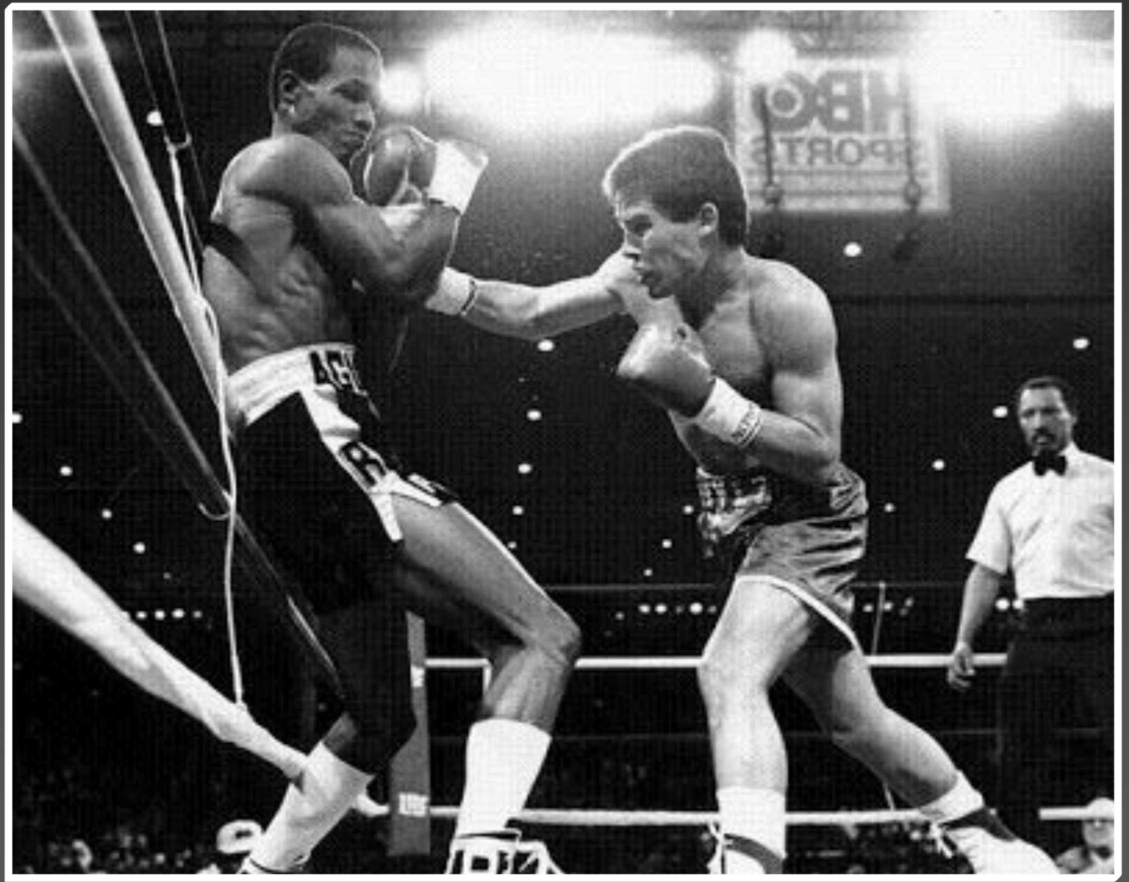
LAS VEGAS
EVENTS
YOUR EVENT CONNECTION

Caesars Palace

Aladdin Theater for the Performing Arts

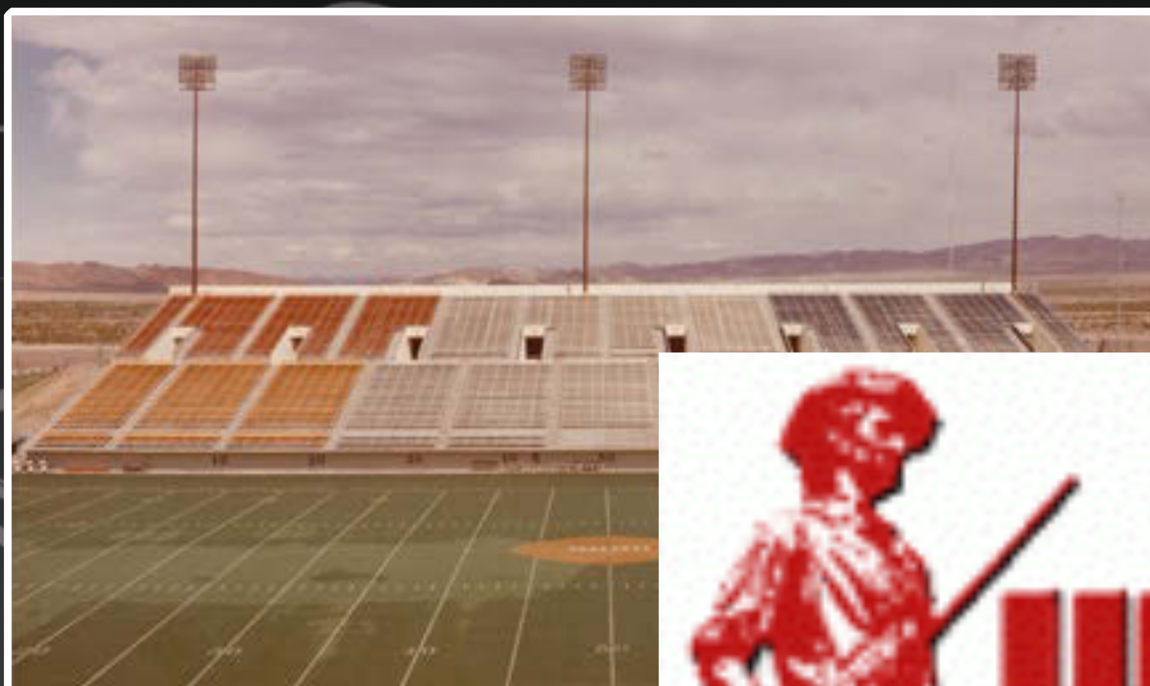


Las Vegas Hilton

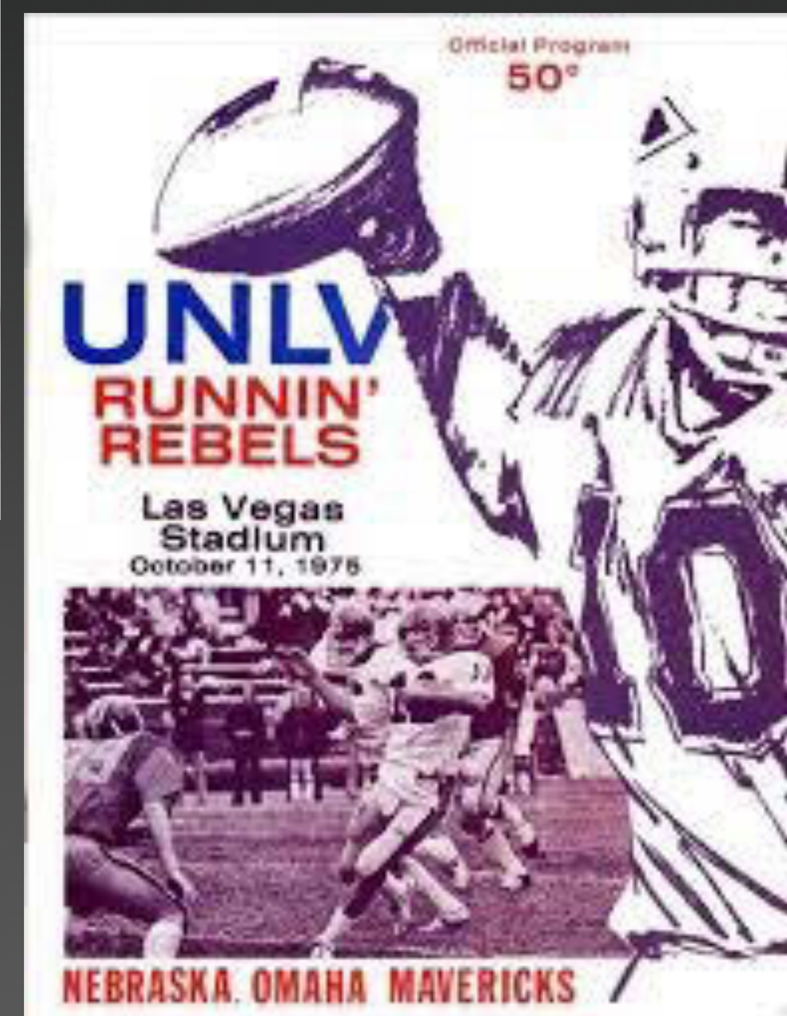


LAS VEGAS EVENTS
YOUR EVENT CONNECTION

Las Vegas Silver Bowl



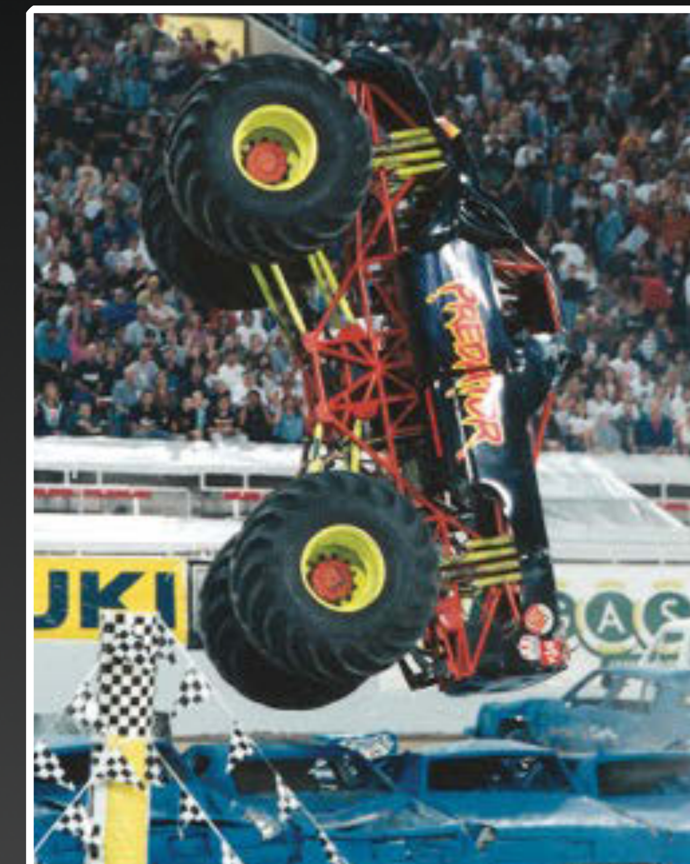
UNLV REBELS



LAS VEGAS
EVENTS
YOUR EVENT CONNECTION

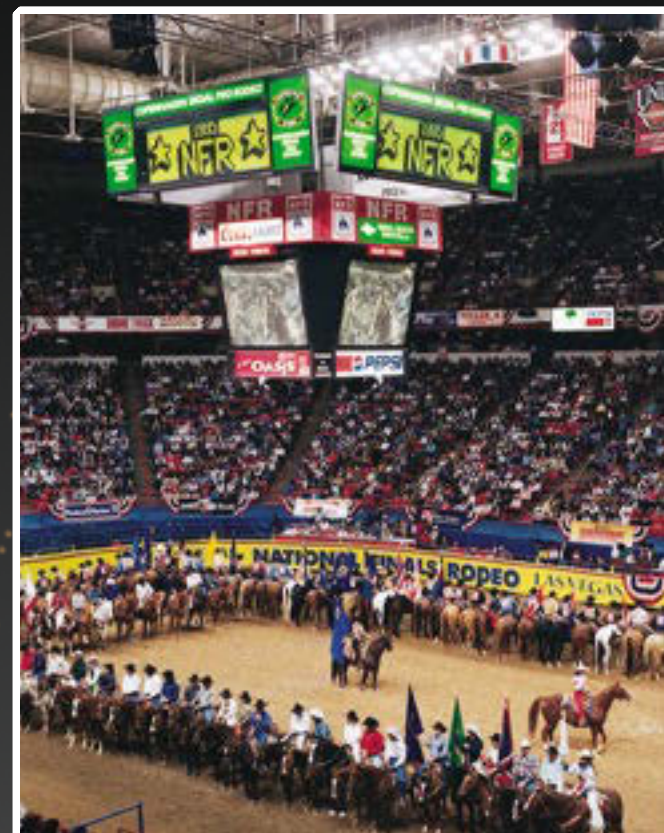
Thomas & Mack Center: Rebels Basketball

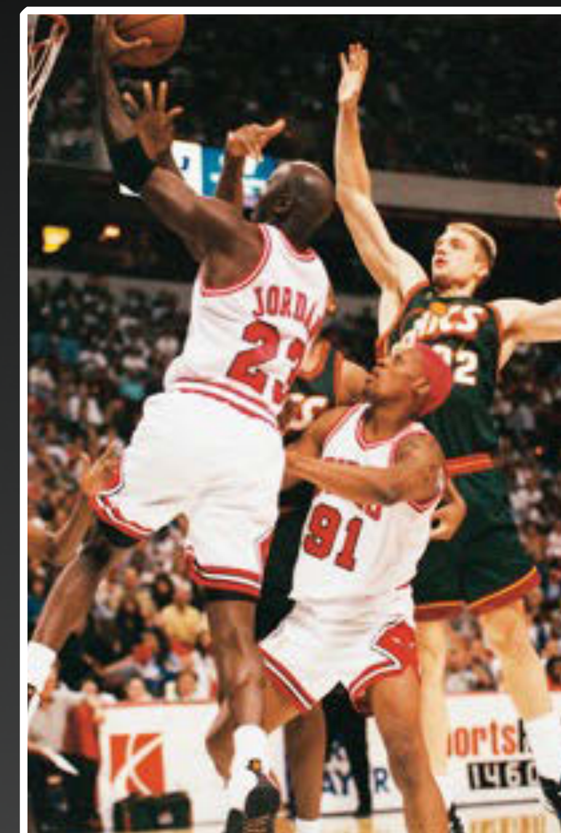
Thomas & Mack Center: Community Events



LAS VEGAS
EVENTS
YOUR EVENT CONNECTION

Thomas & Mack Center Events: Economic Engine





Sam Boyd Stadium

LAS VEGAS EVENTS
YOUR EVENT CONNECTION

Sam Boyd Stadium

LAS VEGAS
EVENTS
YOUR EVENT CONNECTION

Sam Boyd Stadium




FEY CONCERT CO. PRESENTS
METALLICA
"SUMMER SH*T TOUR '94"
SAM BOYD STADIUM
includes $2.00 parking
Sat. Jul 30, 1994 6:30 PM
MA02 GENERAL ADMISSION (H) $29.

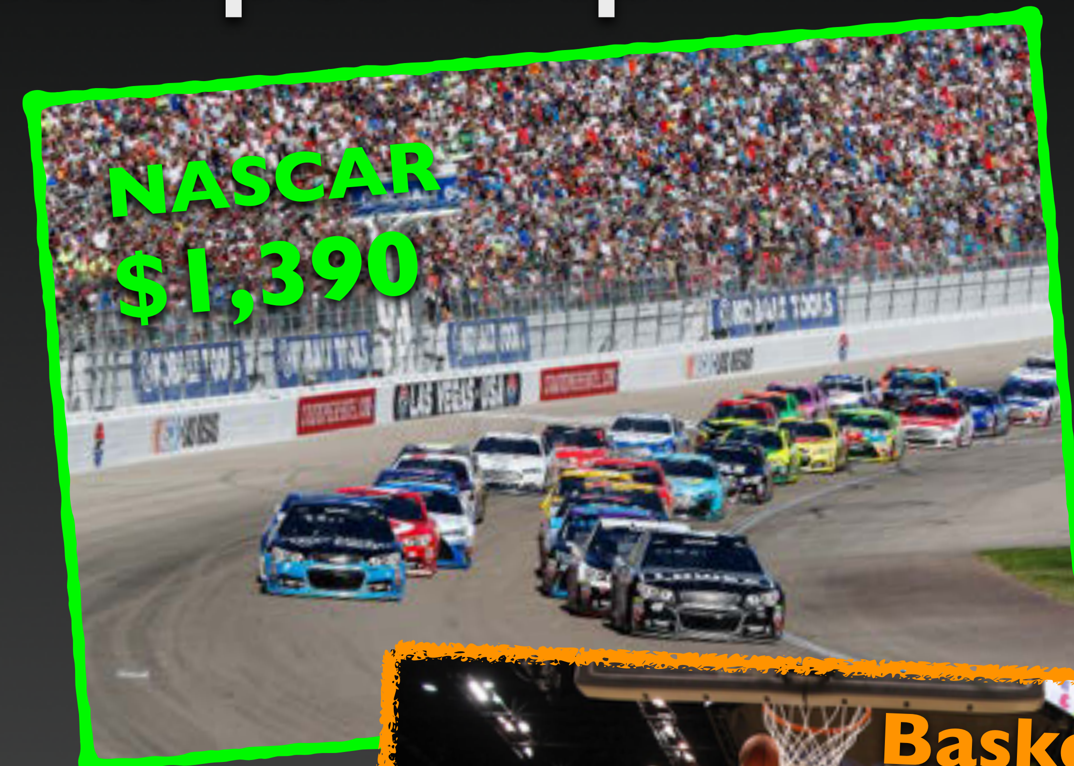


The economics of special events

Customer Spend Profile*

Ave. Las Vegas Visitor

$1,120 per trip



*Based on visitor surveys

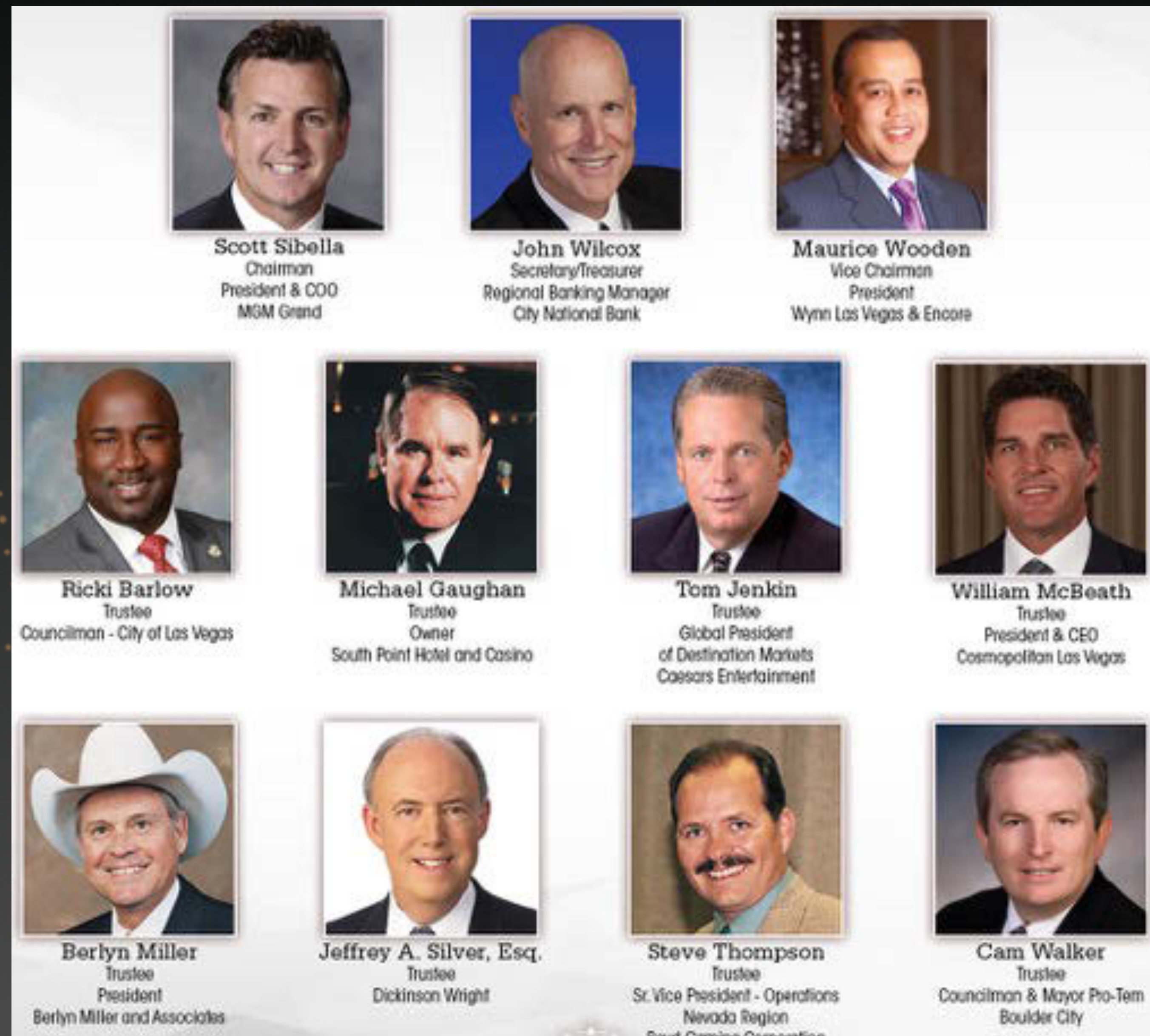
LAS VEGAS EVENTS
YOUR EVENT CONNECTION

Event Criteria

- Events that take place at a neutral site or multiple hotel properties.
- Established events with a strong brand following.
- Events with a series sponsorship component that culminates/ holds its championship in Las Vegas
- Events that generate 30,000 incremental room nights.
- Events that occur during off-peak weekends and mid-week periods.
- Events that have strong growth potential (visitors and hotel partners).


WELCOME
TO Fabulous
LAS VEGAS
NEVADA

Board of Trustees



MISSION STATEMENT

"We produce, support and assist in the growth of Signature events that drive tourism and increase awareness of Las Vegas as the premier event destination."

LAS VEGAS
EVENTS
YOUR EVENT CONNECTION

LAS VEGAS EVENTS
YOUR EVENT CONNECTION

Signature Event Process

Event Approval & Venue Selection

Destination Support LVCVA & LVE

Utilize LVE's expertise to establish the necessary connection to ensure the success of the event

HOTEL PROPERTIES

EVENT PROMOTERS

Additional Promotions

Customized Packages

Marketing Benefits of Custom Database

Create Customized Events (Spin-Offs)

IMPROVED FAN EXPERIENCE

Increased Room Occupancy for Hotels

Increased Ticket Sales and Promotional Opportunities

20 Wrangler 15 NFR
LAS VEGAS
POLARIS RANGER
prca PRORODEO


Daily Autograph Signings

Downtown Hoedown


Miss Rodeo America


* since 1986 *
COWBOY CHRISTMAS
IT'S ALL HERE


Biggest Names in Country Music Perform Around Town

Outside the Barrel
Flint Rasmussen

Signature Events

World Wrestling Championships
Orleans Arena
September 7-12

Lucas Oil Off Road Racing Series
Las Vegas Motor Speedway
September 18-19

Life is Beautiful Festival
Downtown Las Vegas
September 25-27

Signature Events

Monster Energy Cup
Sam Boyd Stadium
October 17

PBR Built Ford Tough World Finals
Thomas & Mack Center
October 21-25

Rock 'n' Roll Las Vegas Marathon & 1/2 Marathon
The Las Vegas Strip
November 12-15

Signature Events

Wrangler National Finals Rodeo
Thomas & Mack Center
December 3-12

World Series of Team Roping
South Point
December 6-12

America's Party
The Las Vegas Strip
December 31

LAS VEGAS EVENTS
YOUR EVENT CONNECTION

Signature Events

West Coast Conference
Orleans Arena
March 3-8

NASCAR Weekend
Las Vegas Motor Speedway
March 4-6

USA Sevens
Sam Boyd Stadium
March 4-6

LAS VEGAS EVENTS
YOUR EVENT CONNECTION

Signature Events

Mountain West Basketball Championships
Thomas & Mack Center
March 7-12

Pac-12 Men's Basketball Tournament
MGM Grand Garden Arena
March 9-12

ACM Party for a Cause Festival
Festival Grounds
April 1-3

Thomas & Mack Center

- **Year the venue was built:** 1983
- **Seating capacity:** 17,222
- **Annual events:**
  - National Finals Rodeo
  - Disney on Ice
  - Mountain West Conference Basketball Tournament & Championships
  - NBA Summer League
  - Ringling Bros. Circus
  - USA Basketball
  - UNLV Basketball
  - UNLV Commencement

YOUR EVENT CONNECTION

MGM Grand Garden Arena

- **Year the venue was built:** 1993
- **Seating capacity:** 17,000
- **Annual events:**
  - Pac-12 Men's Basketball Tournament
  - Frozen Fury Hockey
  - Pre-Season LAS Laker's NBA Game
  - Billboard Music Awards
  - Academy of Country Music Awards
  - Latin Grammy Awards
  - UFC and Boxing events
  - iHeart Radio Music Festival

LAS VEGAS
EVENTS
YOUR EVENT CONNECTION

Fremont Street Experience Events 1995

YOUR EVENT CONNECTION

Las Vegas Motor Speedway

- **Year the venue was built:** 1996
- **Seating capacity:**
  - Superspeedway holds 123,000
- **Annual events:**
  - Kobalt 400 NASCAR Sprint Cup Series
  - Boyd Gaming 300 NASCAR Xfinity Series
  - Rhino Linings 350 NASCAR Truck Series
  - Two NHRA national events
  - Electric Daisy Carnival
  - Red Bull Air Race World Championship

LAS VEGAS
EVENTS
YOUR EVENT CONNECTION

Sam Boyd Stadium

- **Year the venue was renovated:** 1999
- **Seating capacity:** 34,680
- **Annual events:**
  - AMA Supercross
  - Las Vegas Bowl Game
  - Monster Energy Cup Supercross
  - Monster Jam World Truck Finals
  - UNLV Football
  - USA Rugby Sevens

Mandalay Bay Events Center

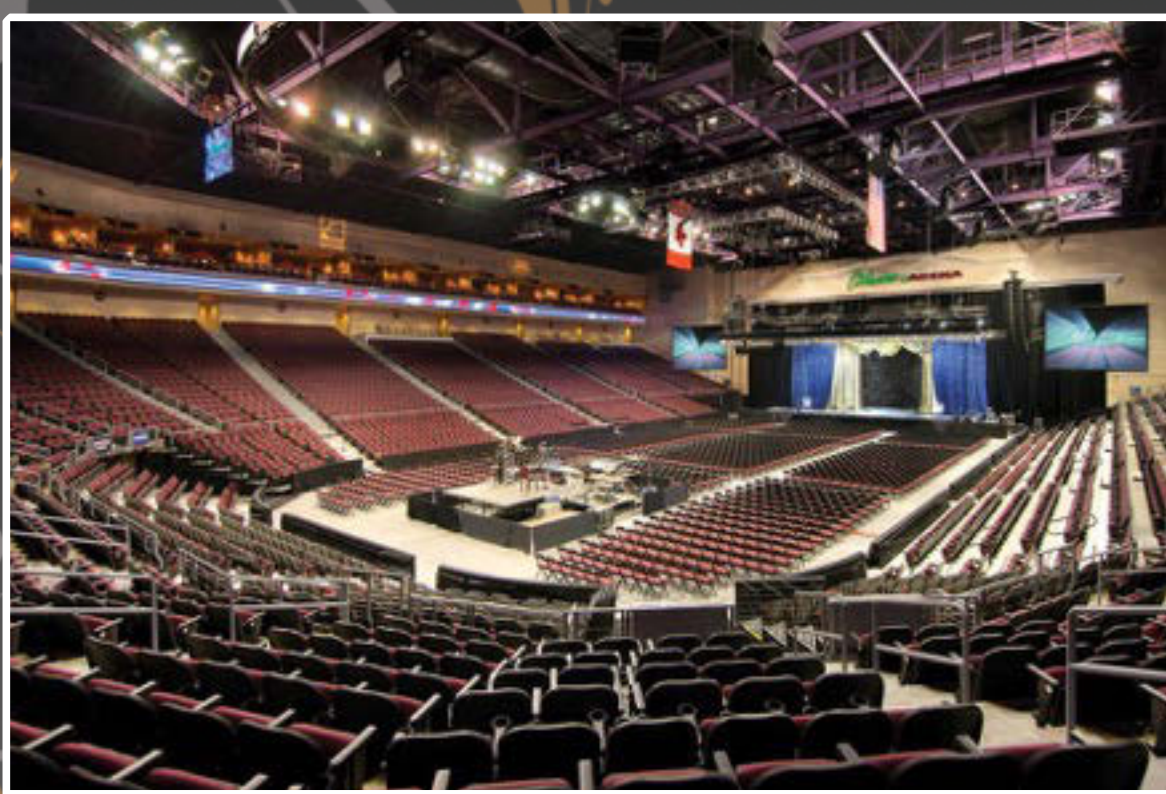
- **Year the venue was built:** 1999
- **Seating capacity:** 12,000
- **Annual events:**
  - UFC Fights
  - Major Concert Headliners (Pink, Katy Perry, Carrie Underwood, etc.)
  - TV Specials (Latin Grammy's)

The Colosseum at Caesars Palace

- **Year the venue was built:** 2003
- **Seating capacity:** 4,298
- **Annual events:**
  - Celine Dion
  - Rod Stewart
  - Elton John
  - Mariah Carey
  - Brooks & Dunn/Reba
  - Cinemacon
  - Additional private events and one-off concerts/shows

LAS VEGAS EVENTS
YOUR EVENT CONNECTION

Orleans Arena



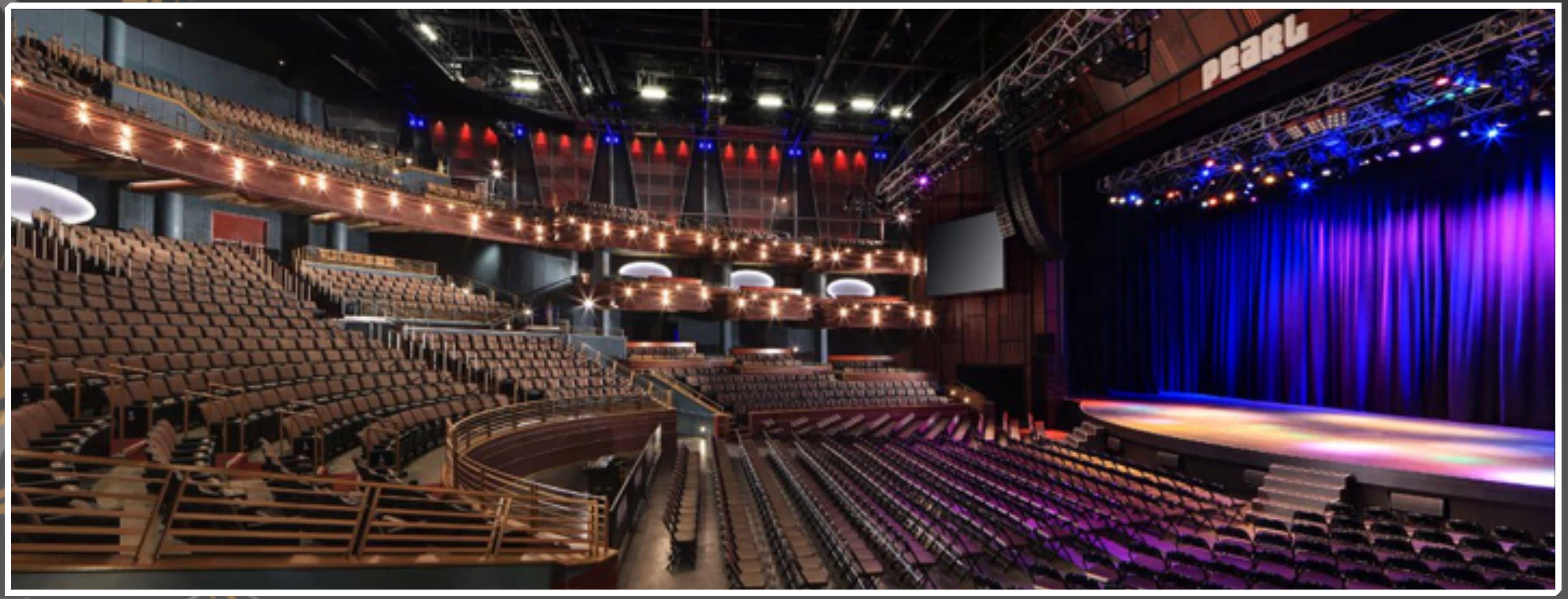
- **Year the venue was built:** 2003
- **Seating capacity:** 9,000 max.
- **Annual events:**
  - Las Vegas Circus Spectacular
  - Jamz Cheerleading
  - Love Affair Concert
  - West Coast Conference
  - Western Athletic Conference
  - Stellar Awards
  - EnduroCross Motorsports
  - Feld Motorsports' ArenaCross
  - CCSD High School Graduations
  - Southern Nevada Sports Hall of Fame Inductee Banquet
  - Coyote ContryFest Concert
  - World Wrestling Championships
  - Continental Cup of Curling
  - Disney Live
  - Soul Train Awards
  - World Series of Team Roping
  - CINCH Boyd Gaming Chute-Out
  - Las Vegas Invitational Basketball Tournament
  - Las Vegas Classic Basketball Tournament

South Point Arena

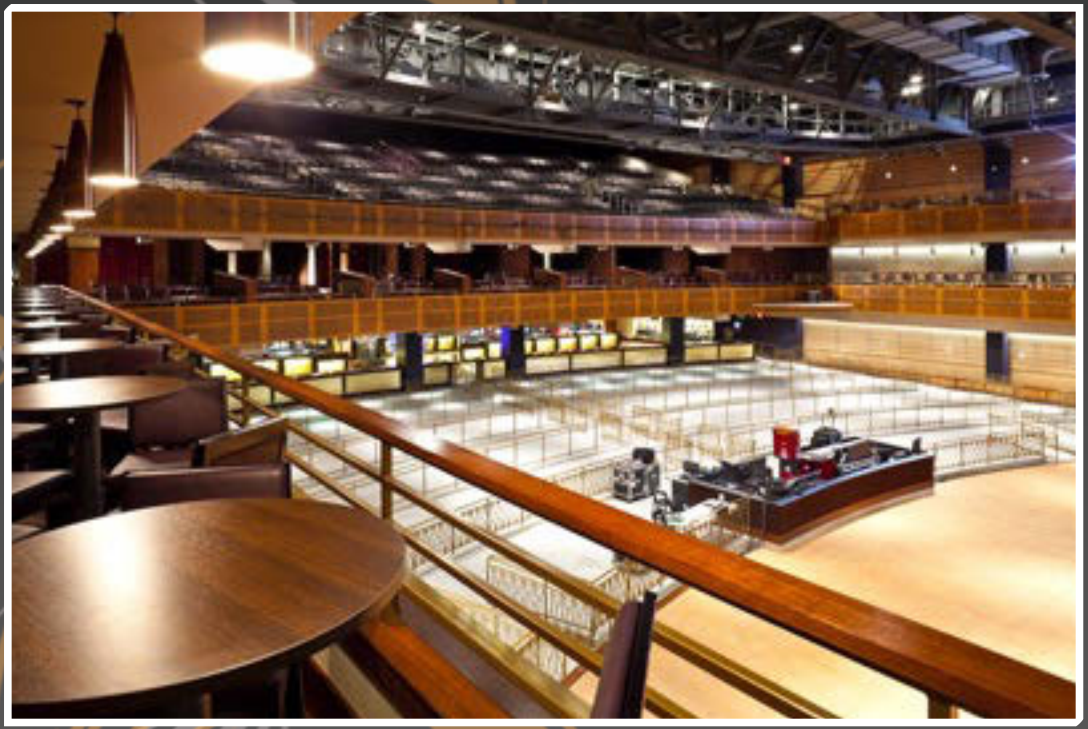
- **Year the venue was built:** 2006
- **Seating capacity:** 4,600
- **Annual events:**
  - Rocky Mountain Gun Show
  - Championship Bull Riding
  - West Coast Regional Finals Rodeo
  - World Series of Team Roping
  - Holiday Hoops Collegiate Basketball

The Pearl at The Palms

- **Year the venue was built:** 2007
- **Seating capacity:** 2,600
- **Upcoming events:**
  - Jackson Browne
  - Vince Gill
  - Russell Peters
  - Alejandra Guzman
  - Bill Maher
  - Godsmack
  - So You Think You Can Dance



The Joint at Hard Rock



- **Year the venue was built:** 2009
- **Seating capacity:**
  - Seated - 2,947
  - GA - 4,200
- **Recent events:**
  - Rascal Flatts
  - Kenny Chesney
  - Pat Benatar & Neil Giraldo
  - Journey
  - Whitesnake
  - Smashing Pumpkins & Marilyn Manson
  - Third Eye Blind & Dashboard Confessional
  - Steve Miller band
  - Incubus
  - UB40
  - Rick Springfield/Loverboy

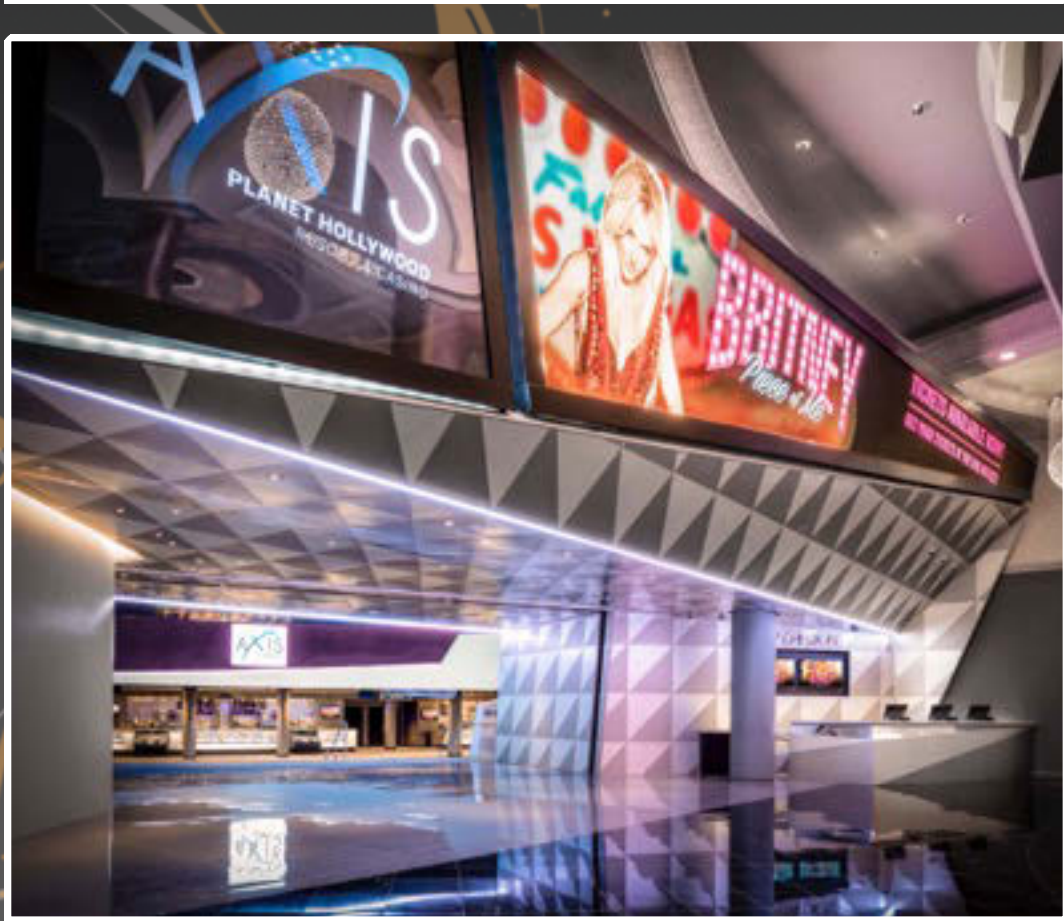
LAS VEGAS EVENTS
YOUR EVENT CONNECTION

The Chelsea

- **Year the venue was built:** 2013
- **Seating capacity:**
  - Permanent Installed seats - 801
  - Total seated show - 2,500
  - Total GA standing floor show - 3,000
- **Recent events:**
  - Eric Church
  - Billy Idol
  - Pentatonix
  - Jason Mraz
  - Hozier
  - Amy Schumer
  - Craig Ferguson
  - Willie Nelson
  - Lenny Kravitz
  - Sam Hunt

LAS VEGAS EVENTS
YOUR EVENT CONNECTION

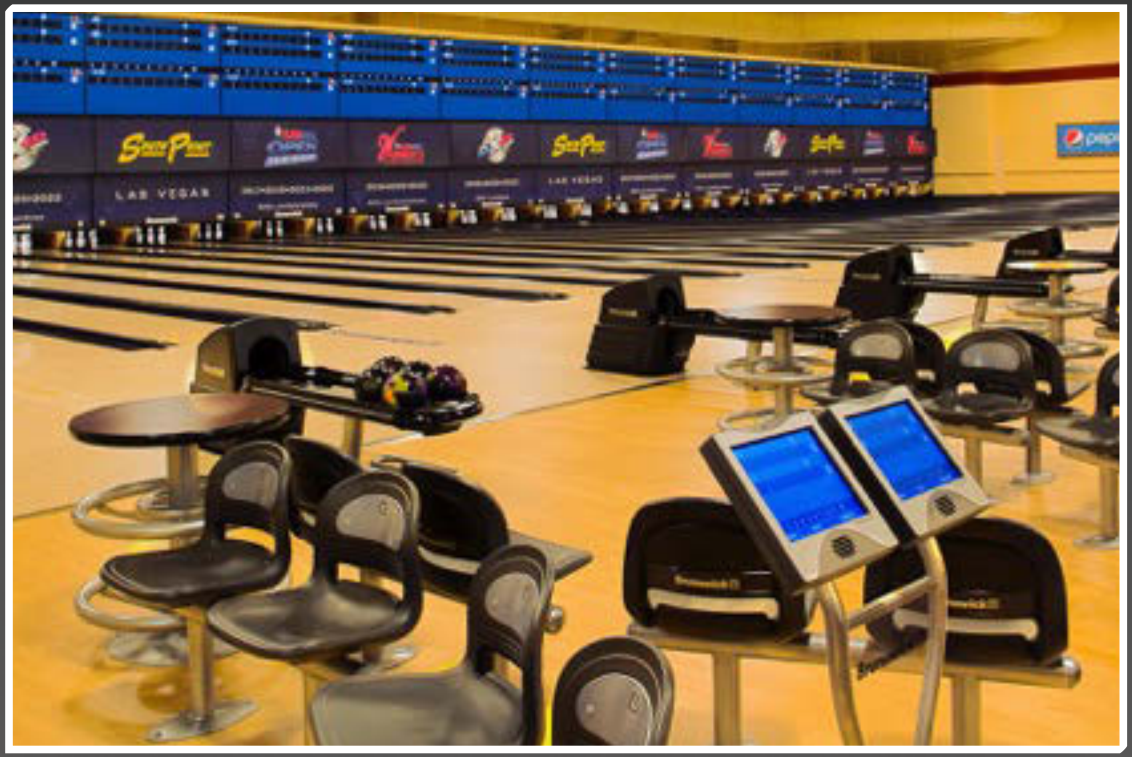
AXIS at Planet Hollywood



- **Year the venue was renovated:** 2013
- **Seating capacity:** 4,226-7,093
- **Annual events:**
  - Britney: Piece of Me residency (50 performances annually)
  - Jennifer Lopez residency (40 performances annually)
  - Approximately 20-30 additional mini-resident, routed touring and private events annually

South Point Bowling Plaza

- **Year the venue was built:** 2014
- **Seating capacity:** 360
- **Annual events:**
  - USBC Women's, Mixed and Open Championships



New Venues

Las Vegas Arena

Las Vegas Village

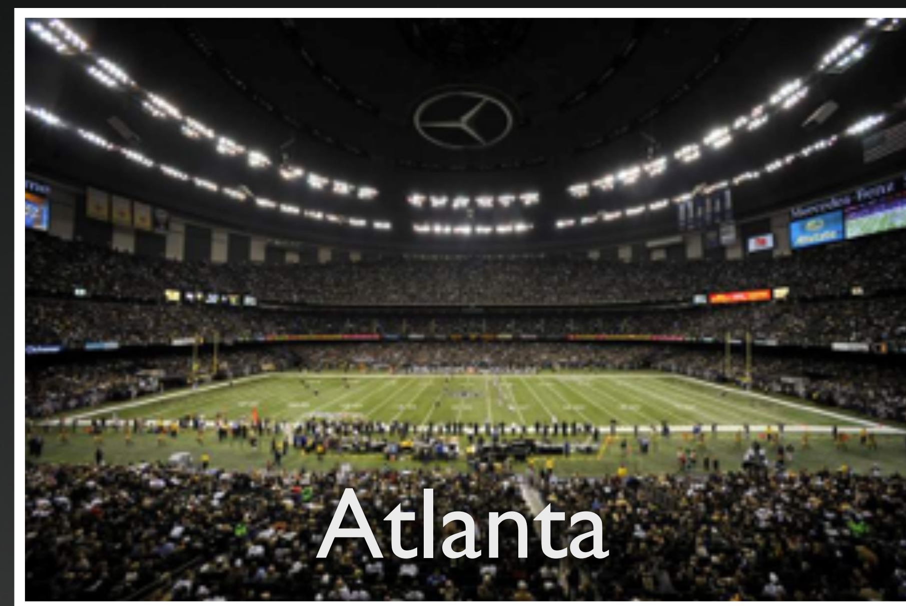
Las Vegas Festival Grounds

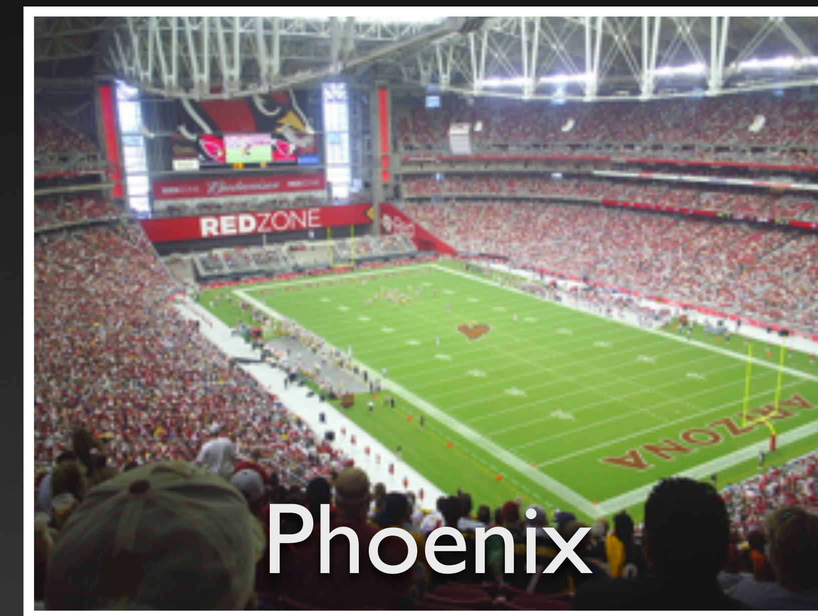
All of this done with private funding

So, what's missing?

LAS VEGAS EVENTS
YOUR EVENT CONNECTION

Stadium





Questions?????

Presentation to the Southern Nevada Tourism Infrastructure Committee

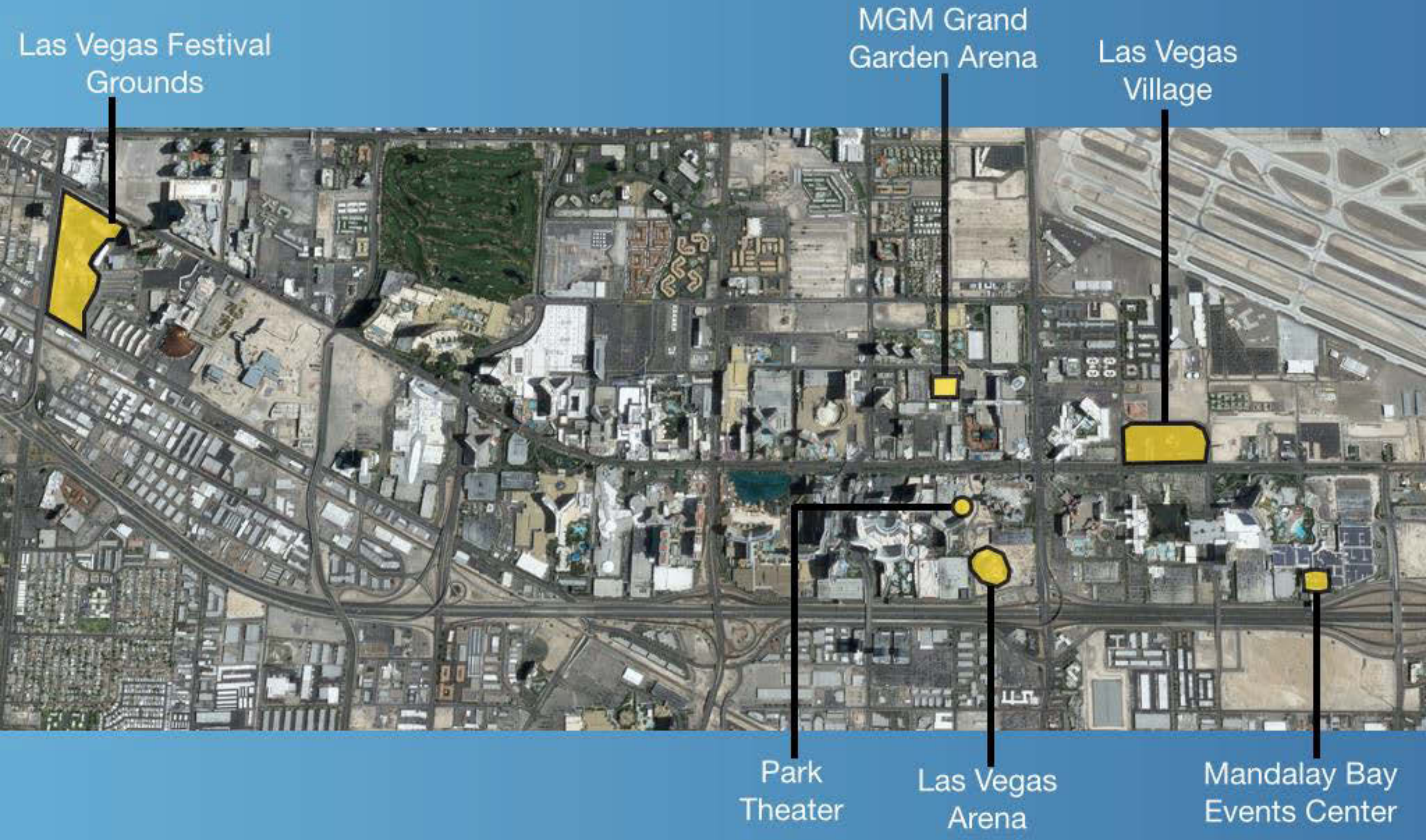
September 2015

Agenda

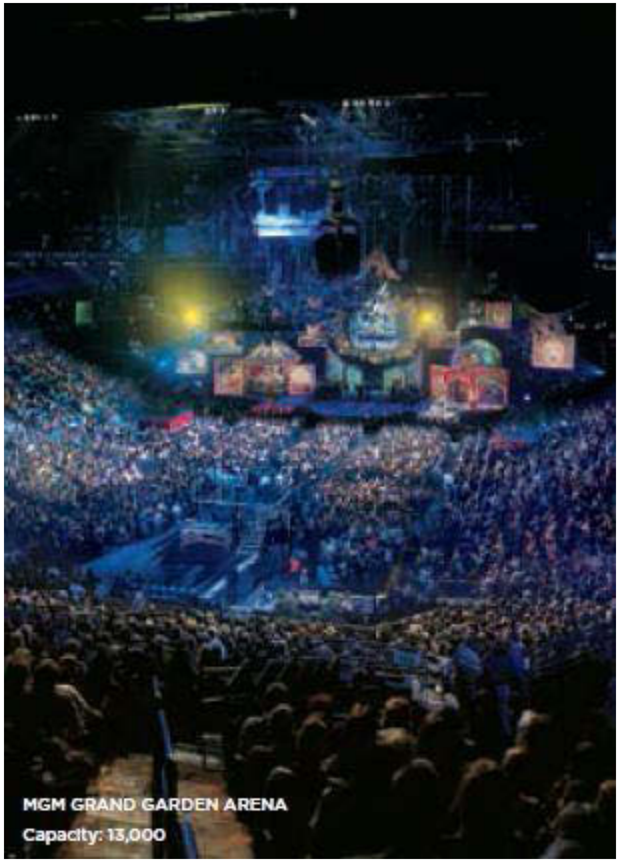
- MGM Resorts Entertainment Overview
- Festivals
- Existing Arenas
- New Venues
- Future Growth, Impact and Infrastructure Needs
- Q&A

MGM RESORTS INTERNATIONAL™

MGM Resorts Entertainment Overview


Las Vegas Festival Grounds
MGM Grand Garden Arena
Las Vegas Village
Park Theater
Las Vegas Arena
Mandalay Bay Events Center

Arena Overview



Festival and Theater Overview

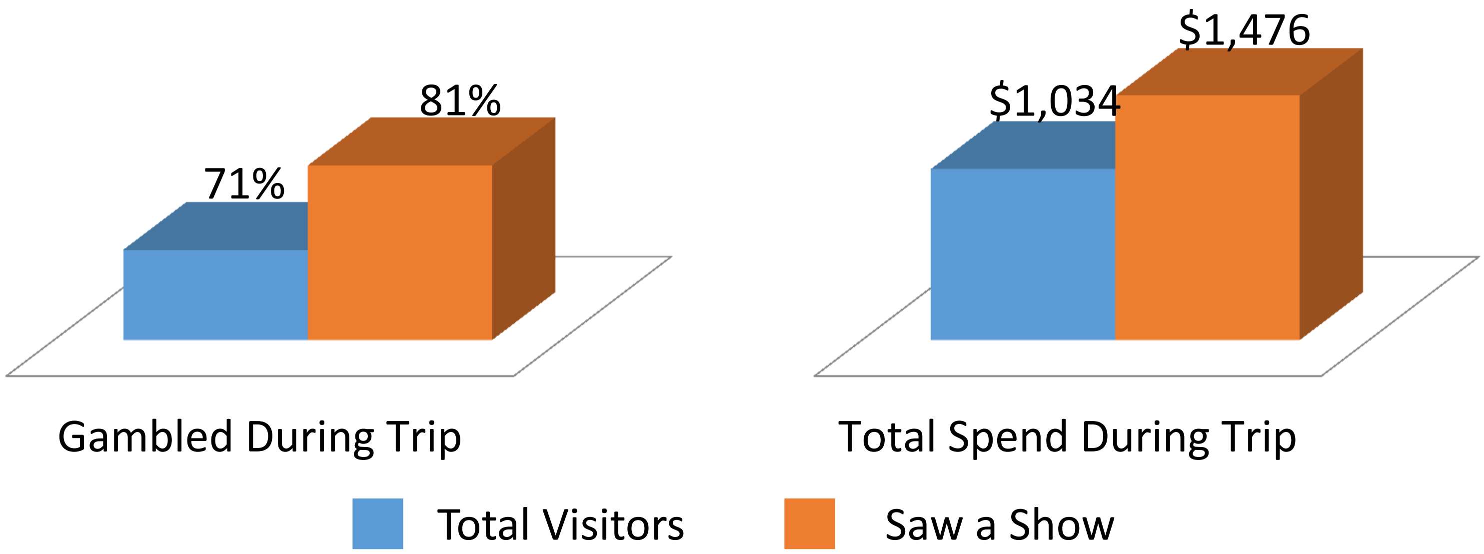
LAS VEGAS VILLAGE

THE PARK THEATER

LAS VEGAS FESTIVAL GROUNDS

MGM RESORTS INTERNATIONAL™

Visitation and Economic Impact



Las Vegas visitation has proven that as our entertainment breadth and depth has increased, from the first casino showrooms to the Thomas & Mack Center to festival venues, *people who see a show are more likely to gamble and spend more during their stay.*

Source: 2013 LVCVA Visitor Profile data

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Festivals

Village festivals see promise

Cowboy Spring Break Las Vegas

3,500 per day
(3 day event)

Route 91 Harvest Country Music Fest — Las Vegas 2015, Oct 2-3-4

25,000 per day
(3 day event)

11,000

Wine Amplified

7,500 per day
(2 day event)

iHeartRADIO MUSIC FESTIVAL VILLAGE

20,000

Rock 'n' Roll MARATHON SERIES

40,000

Source: MGM Resorts International 2014

MGM RESORTS INTERNATIONAL

Wine Amplified

Route 91

LAS VEGAS, NV ★ 2014 OCT 3-4-5
91
ROUTE 91
HARVEST
COUNTRY MUSIC FESTIVAL
MANDALAY BAY

Route 91

MGM RESORTS INTERNATIONAL™

Case Study: Route 91

- 2014: 12,000 ticket sold
- 2015: 25,000 tickets sold (projected)
- Growth of 108%
- 80% of attendees from out of town
- 35% of attendees from Los Angeles

LAS VEGAS
VILLAGE

Source: MGM Resorts International 2014

Rock in Rio

Rock in Rio

Case Study: Rock in Rio

- 172,000 Tickets scanned over 4 event days
- 74,675 Out-of-town attendees
- 91,650 Unique attendees (estimated)
- 92% Traveled to Las Vegas specifically for Rock in Rio
- 23% First trip to Las Vegas
- 19% of attendees were from foreign countries
- 74% Stayed in strip corridor
- Total economic impact: $107,886,000 (estimated)

LAS VEGAS
FESTIVAL GROUNDS

Source: R&R Research 2015

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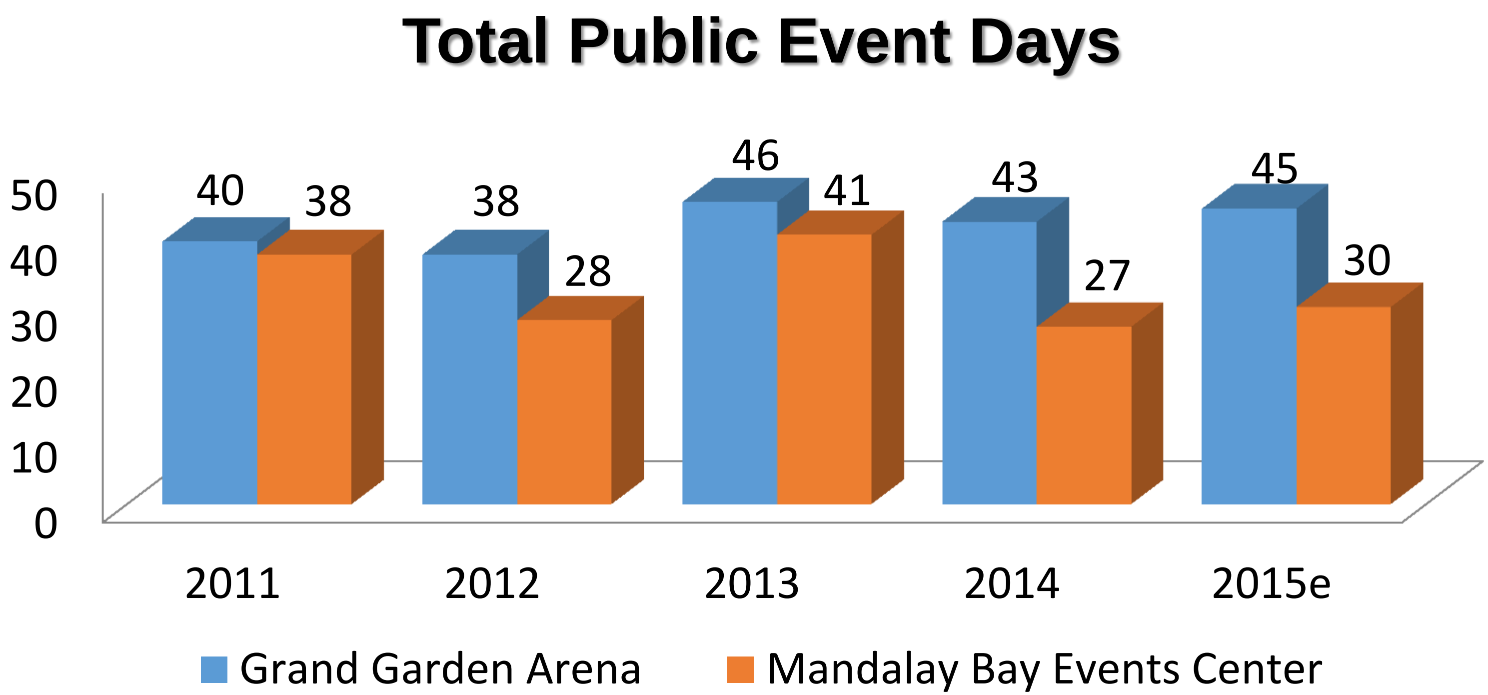
Existing Arenas

GGA and MBEC events have been consistent over time



2014 Attendance	*543,127*	*182,907*

- Attendance at these venues is largely driven by out of town visitors

Source: MGM Resorts International

Pros and Cons of Existing Arenas

PROS	CONS
• Flexible staging setups • Attached to an integrated resort • On the Las Vegas strip • Intimate venues	• Not perceived as neutral sites • Limited or no premium seating • Not NBA/NHL ready • Aging facilities

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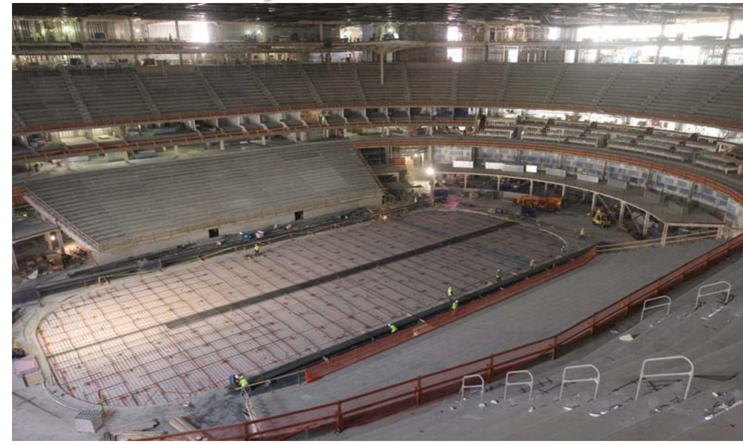
New Venues

Las Vegas Arena Summary

- Over 100 events annually including award shows, concerts, sports, boxing, UFC and conventions
- Pro-basketball and hockey ready



HOCKEY	17,500
BASKETBALL	18,750

END OF STAGE CONCERT	16,000-17,500
BOXING/ UFC/ CENTER STAGE CONCERT	19,500-20,000+

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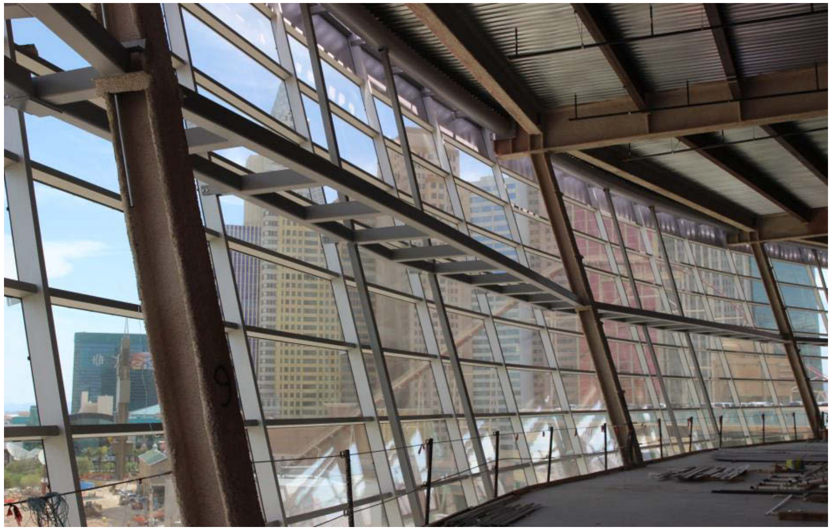
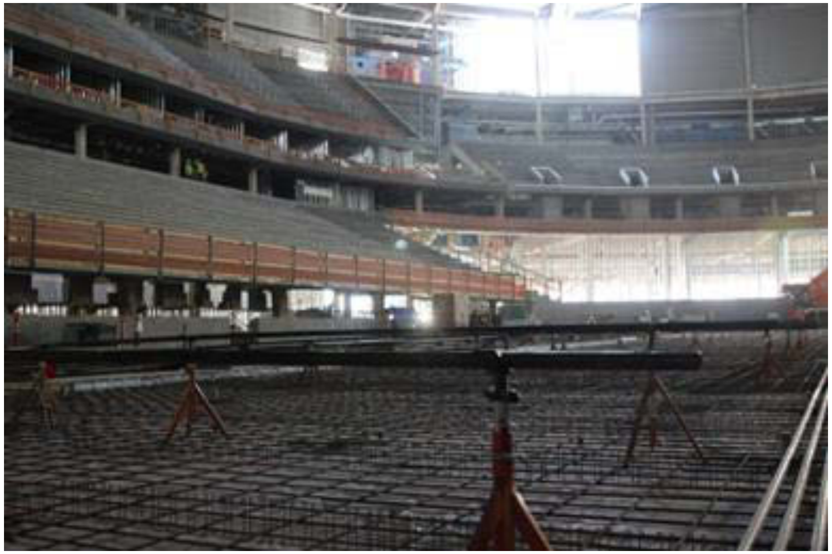
Las Vegas Arena is a neutral site

- JV has a long-term ground lease for the 14-acre site
- No gaming company sponsorships
- Equal access for those who buy premium products in the facility
- Work closely with LVCVA and LVE to procure events for Las Vegas that drive overall visitation to the city
- Work closely with hotels and resorts to create value for promoters and enhance the guest experience

Features of Las Vegas Arena

- Highly-flexible design, can handle any indoor event
- Extensive Premium and VIP seating
- Location to the LV Strip





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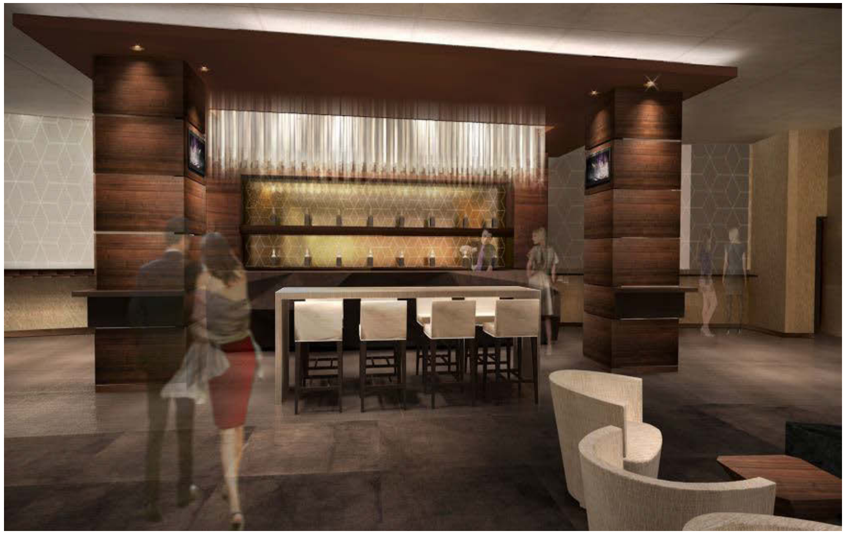
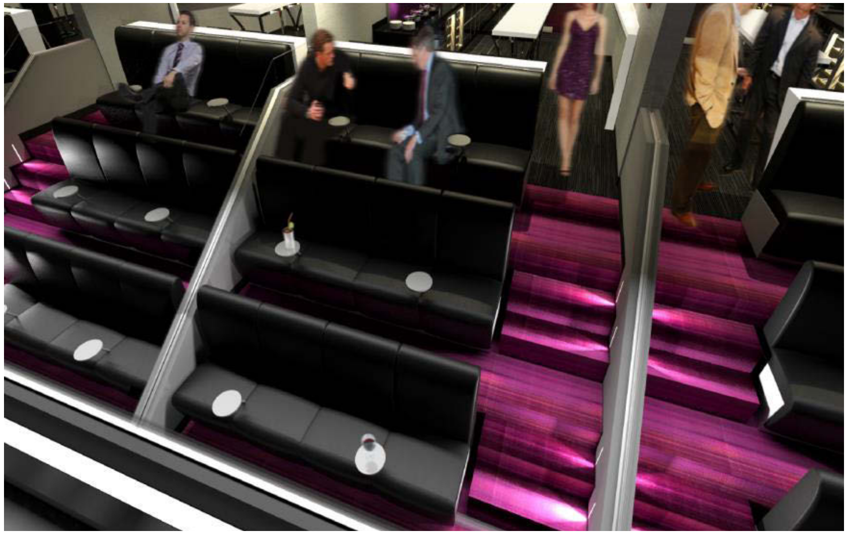
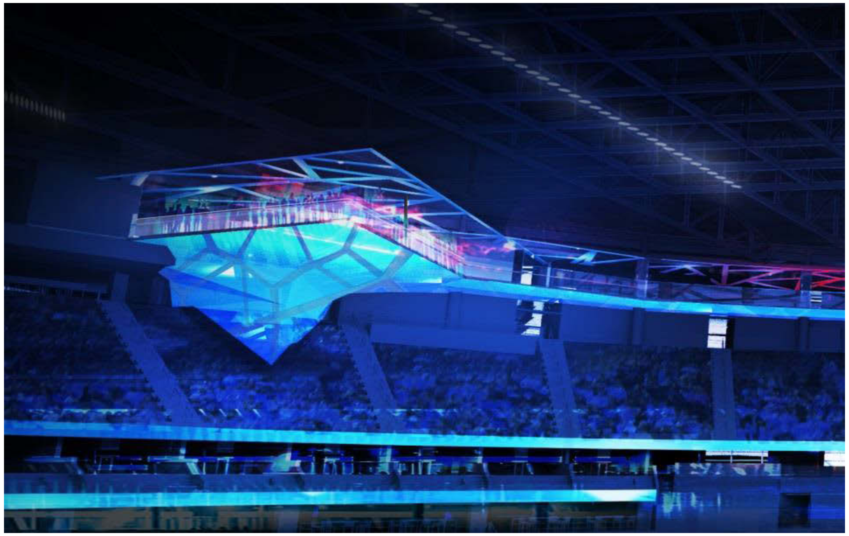
Event Level Bunker Suites



Club Lounges and Suites

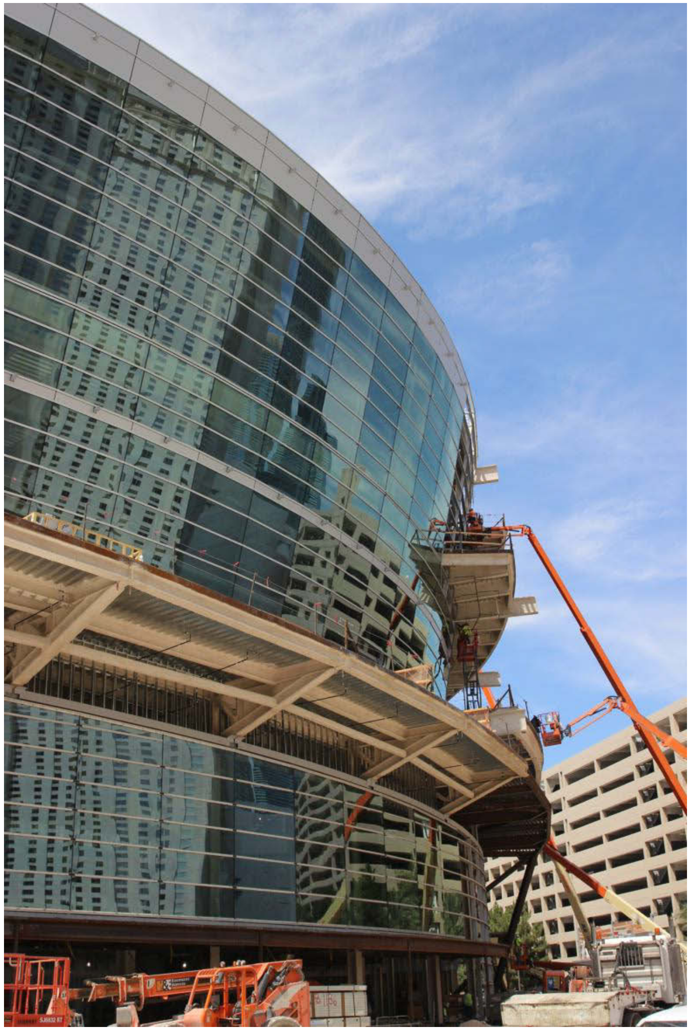


Outdoor Spaces and Tower Clubs



Unique Activation Opportunities

- Outdoor stages for Plaza concerts
- HD exterior video wall
- Largest marshaling yard in the U.S.
- 2-acre event plaza



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Impact of the Las Vegas Arena

- Creating temporary and permanent jobs
  - Over 1,500 direct construction jobs for two years generating over $502 million in direct and indirect wages
  - Over 647 direct arena jobs and 1,035 total jobs (direct and indirect) increasing personal incomes by $34.7 million
- Increasing economic impact
  - Over $600 million of recurring annual economic impact
  - Over $43 million[1] of annual public revenue impact (taxes)
  - Over 1,258,000 million visitors annually and an incremental increase of 313,879 visitors

Source: Applied Analysis Report for MGM Resorts International, 2013

[1] Adjusted and estimated for the increase in LET from 5% to 9%

MGM RESORTS INTERNATIONAL™

The Park Theater

- Flexible venue with up to 5,300 seats and a general admission capacity of 6,400

- Host award shows, concerts, UFC/MMA, boxing and corporate events

- VIP/Premium seating options

New Venue Overview

Future Growth and Infrastructure Needs

Future growth through events

- Events help drive increased visitors/business
- Venues on strip generate higher returns for acts/producers/promoters
- New venues create event opportunities that don't currently exist
- Focus on developmental events that can grow in capacity to larger arenas

Event and Attendance Forecast

- Grow major concerts across three arena venues by approximately 50%
- Grow number of sporting events by 60%

	2015*		Future*	
	Public Event Days	Attendees	Public Event Days	Attendees
LVA	N/A	N/A	100	1,258,000
GGA	45	562,500	34	425,000
MBEC	30	195,000	27	175,500
Festivals	16	190,000	38	300,000
Total	***91***	***947,500***	***199***	***2,158,500***

Source: MGM Resorts International
Note: Public Event Days do not include convention usage
*All figures are estimates.

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Partnership is key to cultivating and growing future events

- LVCVA/LVE partnership
  - Expand current events
  - Develop new events
  - Acquire events from other markets
- Neutral Sites
  - Welcome resort community at venues
  - Partner with resort community for event development
  - Use events to increase visitation

MGM RESORTS INTERNATIONAL™

More funding is needed for events

Others invest in multiple ways:

- Texas Events Trust Fund[1]
  - Invested over $59 million through August 2015
  - Fund contributes $6.25 for every $1 from local municipalities
- Orlando's Tourist Development Tax[2]
  - Over $350 million invested during the past two years
  - 100% of the bed tax is spent on tourism

"Two-thirds of our current bed taxes flow to uses other than building and promoting our tourist economy"

-Robert Lang, Las Vegas Sun[2]

Sources: [1]https://texaswideopenforbusiness.com/services/event-trust-funds
[2]*Las Vegas Taxes on Tourism while Orlando invests*, Las Vegas Sun, September 6, 2015

Infrastructure improvements are needed to keep pace with the growth

- Increase utilization of Las Vegas Blvd. for public transportation and pedestrian traffic

- Significant improvements and expansion to the I-15 corridor

- Development of the I-11 Project to attract other Southwestern markets

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Conclusion

- Agree with SN Economic Baseline
- Leader in the entertainment industry
- Committed to growing visitation through venues and events
- Support further targeted investments to enhance our community's ability to host events

MGM RESORTS INTERNATIONAL™

Q&A

SOUTHERN NEVADA TOURISM COMMITTEE

APPENDIX TO MGM RESORTS PRESENTATION

SEPTEMBER 24, 2015

1.Organizational Overview

a. Please provide a brief history of your organization and its importance to the region's tourism-based economy.

Our entertainment venues cover a wide spectrum of the market:

- from small venues for cabaret-type performances,
- to small and mid-sized theaters for resident shows, including Cirque du Soleil
- to arenas of varying capacities
- to festival venues for large, outdoor events

In each case, we host a variety of types of events – comedy, music, performance art, court sports, combat sports, ice sports, and so on.

Our venues are often used by conventions for specific needs such as general sessions, private concerts, and additional flat-floor trade space.

Our history has been one of an entertainment innovator, from the first large-scale arena on the Las Vegas Strip, to our partnership with Cirque du Soleil, to the introduction of purpose-built venues for large-scale festivals, to the new state-of-the-art Las Vegas Arena. Additionally, we have even been instrumental in creating and executing a vision for the day and night club industry in Las Vegas.

b. Please provide an overview of the current status of your organization, including competitive positioning.

MGM Resorts is the largest employer and taxpayer in the State of Nevada. We are also the largest generator of Live Entertainment Tax in the state. We feel responsible to continue to lead in that role and make responsible decisions both socially and economically.

We own several of the large arena venues and festival venues in the market, and utilize these assets to drive visitation to the market.

c. Please provide a general overview of the role your organization plays in southern Nevada's tourism economy.

The entertainment venues that we and others operate generate significant economic impact, and are one of the cornerstones of driving increased visitation to Southern Nevada.

We think the value of events to our tourism success will only grow in the future, given the lack of other historical catalysts, such as the large-scale construction of new resorts.

Entertainment-based tourism has additional benefits. Customers who come to see events in Las Vegas tend to be better customers. According to the Las Vegas Visitor Profile Study, customers who see shows spend more money on gaming and non-gaming activities and stay longer.

d. Please provide a look forward for your organization, including any relevant plans demand or performance metrics and any plans for future expansion.

Other than the Las Vegas Arena that we are building and the new Park Theater that we have announced, MGM Resorts is not planning to build any additional entertainment venues in Las Vegas in the near term. We will focus on increasing the number of events and number of visitors to the market by either attracting established events or by creating new events.

We will strive to enhance the experience for locals and hopefully bring a sense of community pride around professional sports franchises and other events.

Our goal is to increase the number of event days in our venues by 60%. We know we will not be able to do that alone, but with a unified effort as a city and we feel it is a feasible goal.

With our business and community partners, we feel we can craft a way for us to build strong incentive based programs that not only attract producers and promoters but also allow us to collectively grow the market.

We believe that the investments that we as a community make need to be targeted to achieve maximum impact. LVE has been doing this for years, trying to attract events that reach different demographics, fill periods of low demand, and gain exposure to new audiences.

We must continue those targeted efforts. We believe that the Las Vegas Arena will do that, as demonstrated by some of the events we have already announced. For example, we do not believe the George Strait exclusive 2016 North America engagement would have happened without this building. We do not believe Duke would come to Las Vegas to play UNLV next December if not for the new arena. And we do not believe we would be in the hunt for an NHL team if it were not for the new arena.

e. What is your organization's view of growth generally? Do you agree or disagree with the baseline projections set forth by the Committee?

We generally agree with the baseline projections provided to us. We are very optimistic about the future of Las Vegas and we know that visitors' expectations are changing and so are our business partners' expectations. We must change and grow with them. If we take an aggressive stance on entertainment, then it can be a driving force to increase visitation that will help exceed the baseline provided.

2.Current and Future Infrastructure Needs

a. Please provide an overview of the current capacity of your organization's operations given today's tourism-related infrastructure.

Our capacity to deliver on the expectations of our guests in terms of service levels, service quality and volume of events is largely met by the current tourism related infrastructure. Recent efforts to enhance our infrastructure have assisted in these efforts, such as the expansion of McCarran International Airport with Terminal 3.

Improvements to current infrastructure would assist in enhancing the flow of tourists to events, such as more pedestrian-friendly streets, better management of traffic flow (i.e. consider shutting down certain streets to vehicles, one-way streets, etc.), and other non-traditional modes of transportation (i.e. pedi-cabs).

More important than the current infrastructure is the need to maintain the significant competitive advantages that Southern Nevada has relative to other competitive markets like Dallas, Orlando, New York, Miami, Chicago and Los Angeles. This requires coordinated efforts to ensure we have appropriate air, auto and other traffic access, ability to educate tourists, and ensure our facilities are up to date.

b. Are there challenges created external to your organization, outside of your direct control, that are causing bottlenecks or other inefficiencies for your organization and limiting your ability to provide service as efficiently as possible?

Outside challenges are largely competitive in nature, resulting from other markets designing programs that attract events to their market, and in some cases away from Las Vegas. Within Las Vegas, competition is largely based on privately-funded competition which is healthy. Historically, the resort community, local governments and quasi-governmental organizations have not been funded properly or fundamentally aligned to maximize event growth and sustainability.

Specifically, we believe that the focus of the LVCVA and LVE should transition from general branding and advertising campaigns (which we acknowledge have been tremendously successful) to attracting, securing and retaining high-profile events which can increase visitation to Las Vegas through incentive based "earn as you perform" based models that are currently being used by other municipalities.

c. What incremental infrastructure will be required to meet the demand projected through 2050?

MGM Resorts and those testifying today are not experts in the area of infrastructure. However, we offer the following observations about infrastructure needed to meet projected demand to 2050:

- The I-15 corridor needs significant improvements and expansion to meet future needs. It is likely that California will be the largest market for tourists to Southern Nevada for the foreseeable future, and on many weekends this key roadway is at or near capacity.
- The I-11 project is a key project to ensure other southwestern markets have access to Southern Nevada.
- The Las Vegas Strip remains an underutilized asset as a primarily automobile pathway. Public transportation and pedestrian access are far greater uses of this corridor. Vehicular traffic is better served on access roads to the east and west.

d. What are the biggest risks to your organization's ability to meet the anticipated service demands?

The biggest risks to our organization's ability to meet demands are:

- The ability to secure local visitation to entertainment venues, to create a base of attendees that will assist in marketing the benefits of Las Vegas to promoters.
- Competition from other markets that are raising and spending more money to build and maintain facilities as well as secure events.
- The history of privately-funded venues creates a "catch-22" whereby governments and quasi-government organizations are hesitant to support such privately-funded venues, even though the very nature of private funding has eased a significant burden that, in most markets, sits mostly with the public.

e. What is needed in terms of legislation or other state government support to ensure tourism-related infrastructure is both reliable and sufficient through 2050?

Rules and regulations should be reviewed to see whether they serve a public good based on contemporary market conditions. For example, the ordinance prohibiting advertising on marquee signs (i.e. Title 30), or the current regulations that limit the ability to denote "private" names of sponsors as the official venue names on signs on Federal highways.

The LVE and LVCVA should rethink their distribution of funds between events and advertising. The legislature should consider simplifying and/or reducing or eliminating the Live Entertainment Tax and replacing it with facility usage fees.

Event Facilities


© ROSSETTI 2015

RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY

STUDENT ACHIEVEMENT

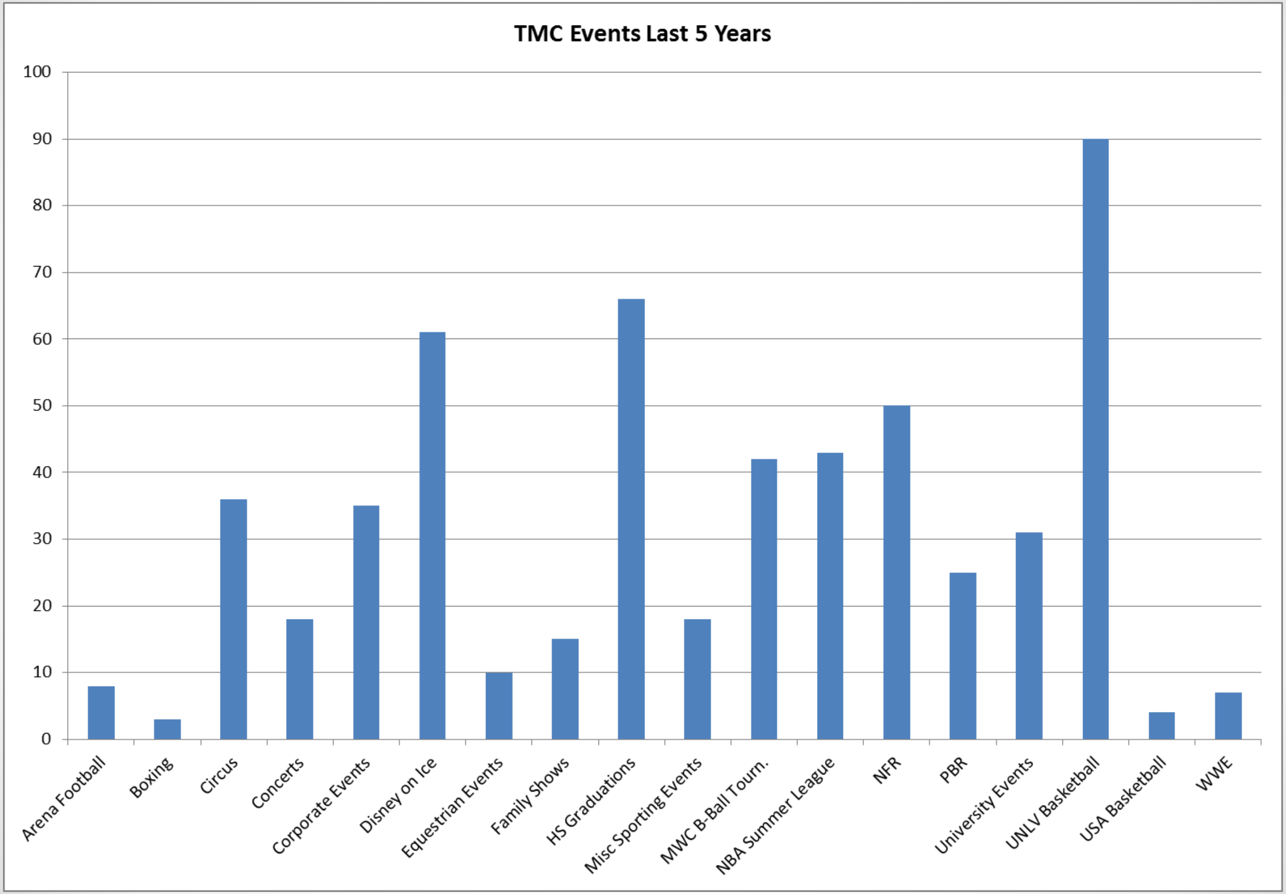
ACADEMIC HEALTH CENTER

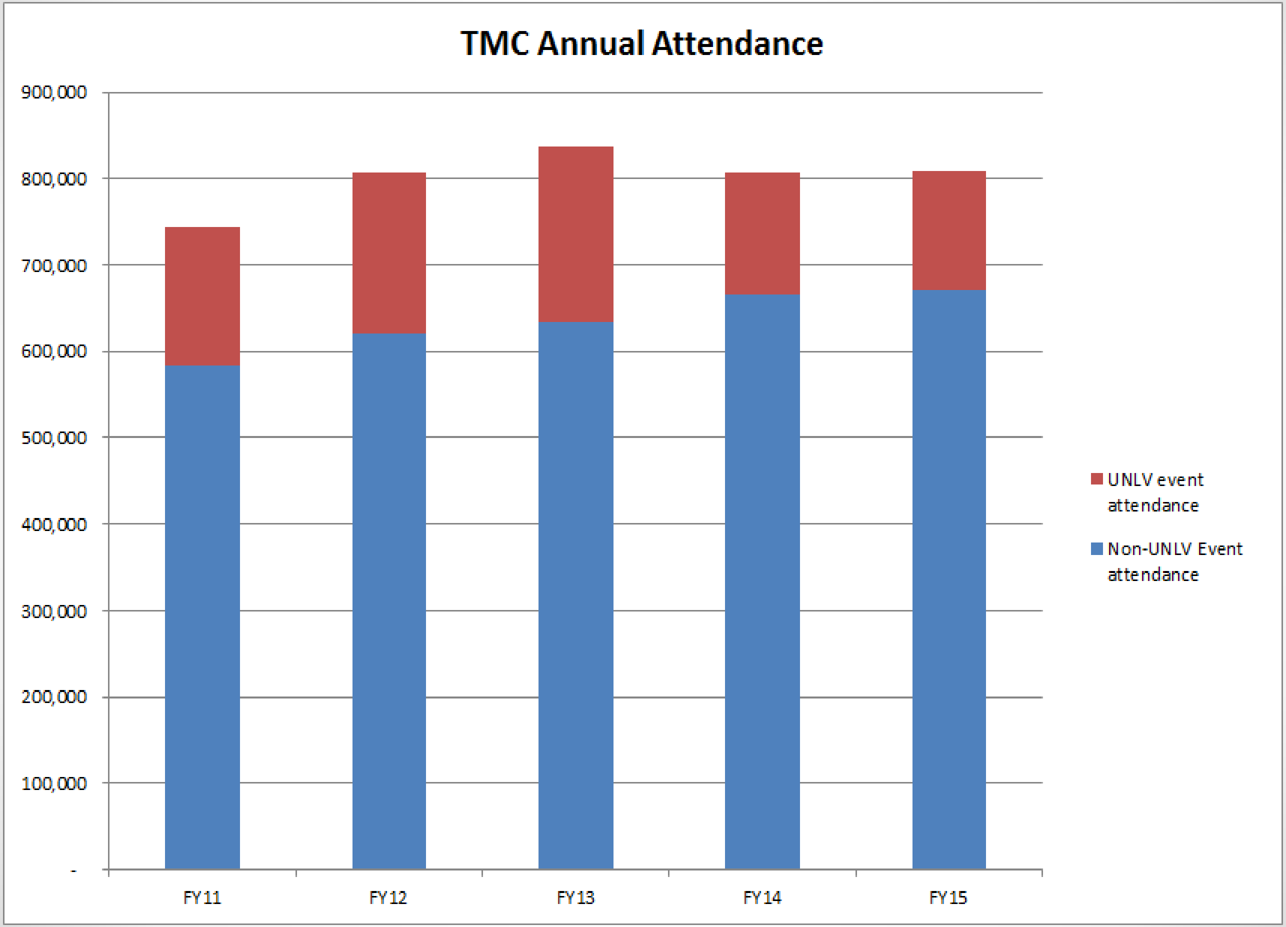
COMMUNITY PARTNERSHIPS

INFRASTRUCTURE AND SHARED GOVERNANCE

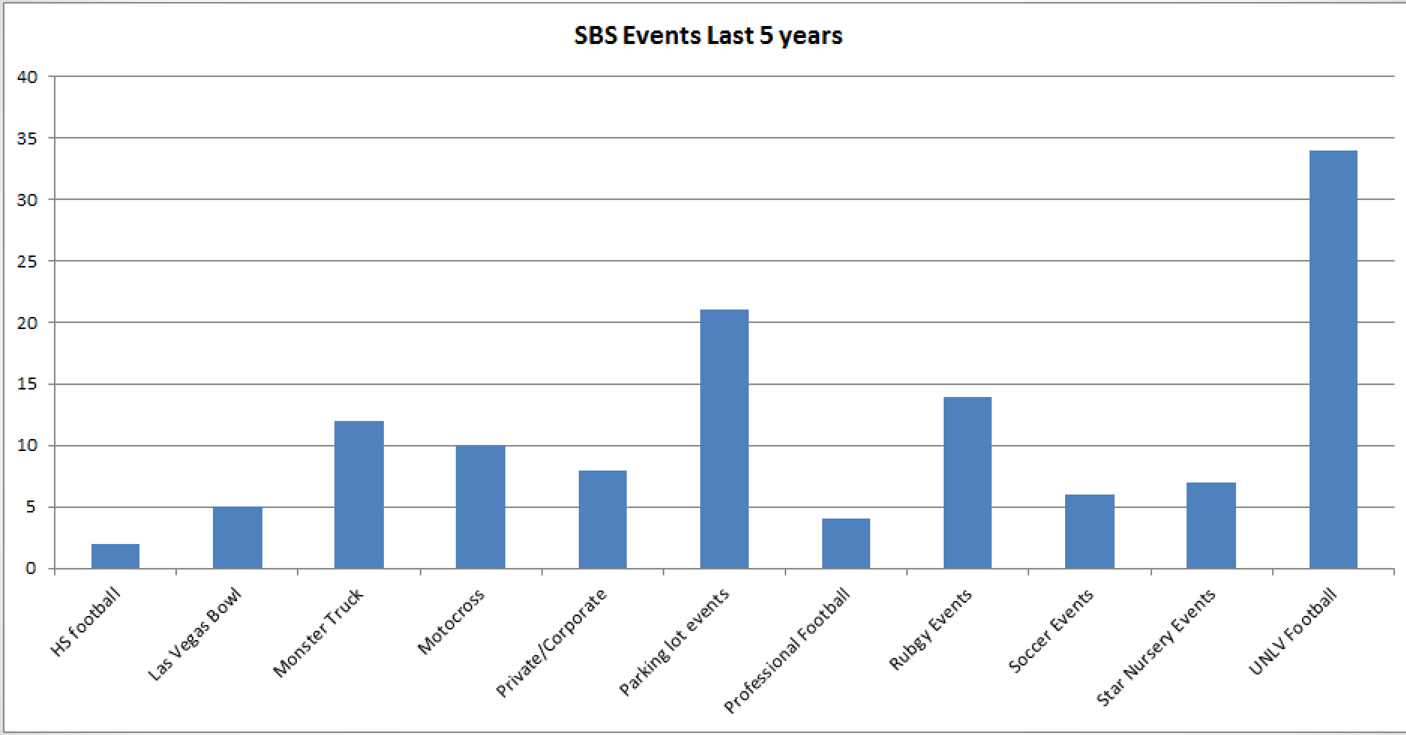
BECOMING A TOP TIER PUBLIC UNIVERSITY IN THE COUNTRY FOR RESEARCH, TEACHING AND COMMUNITY IMPACT

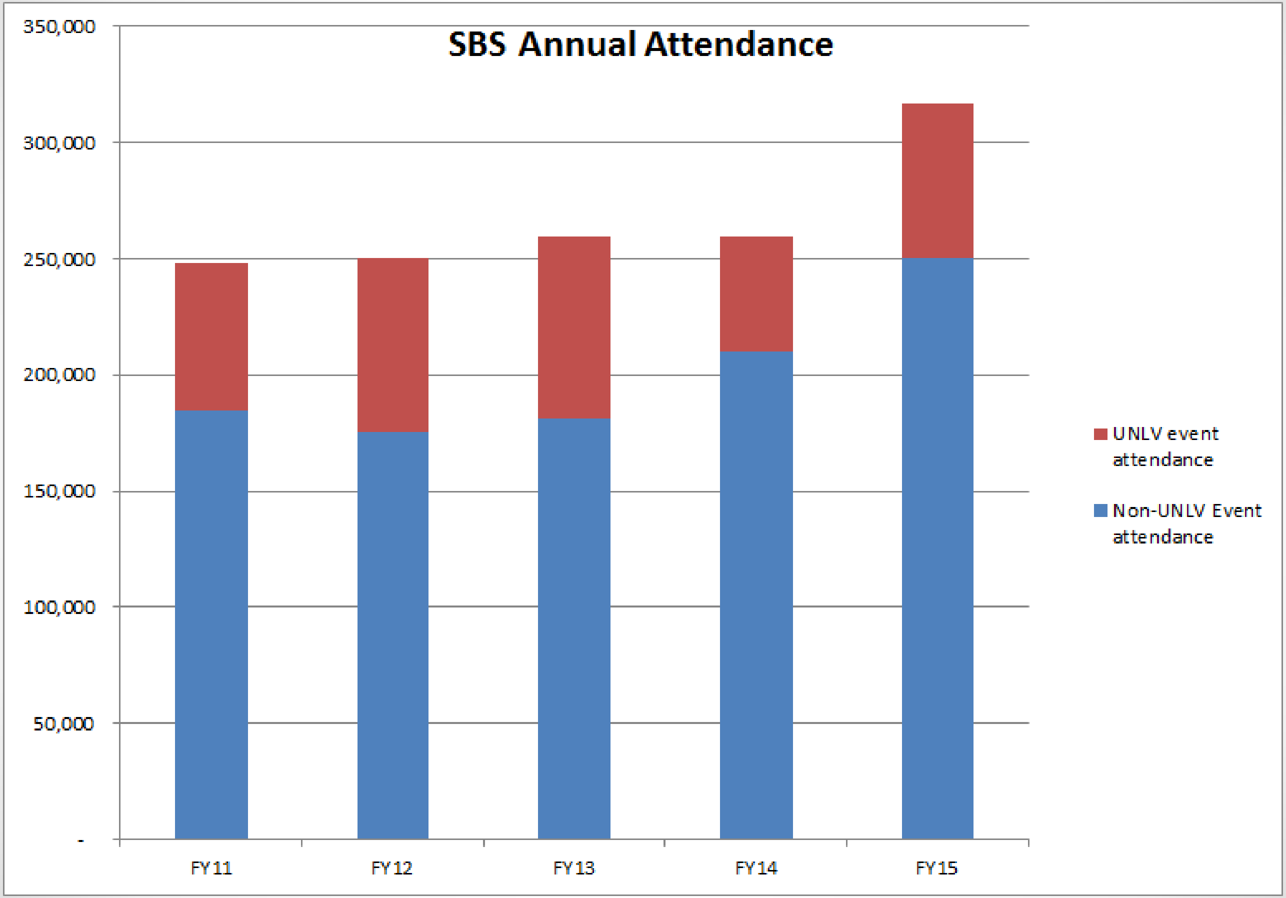
UNLV University of Nevada, Las Vegas

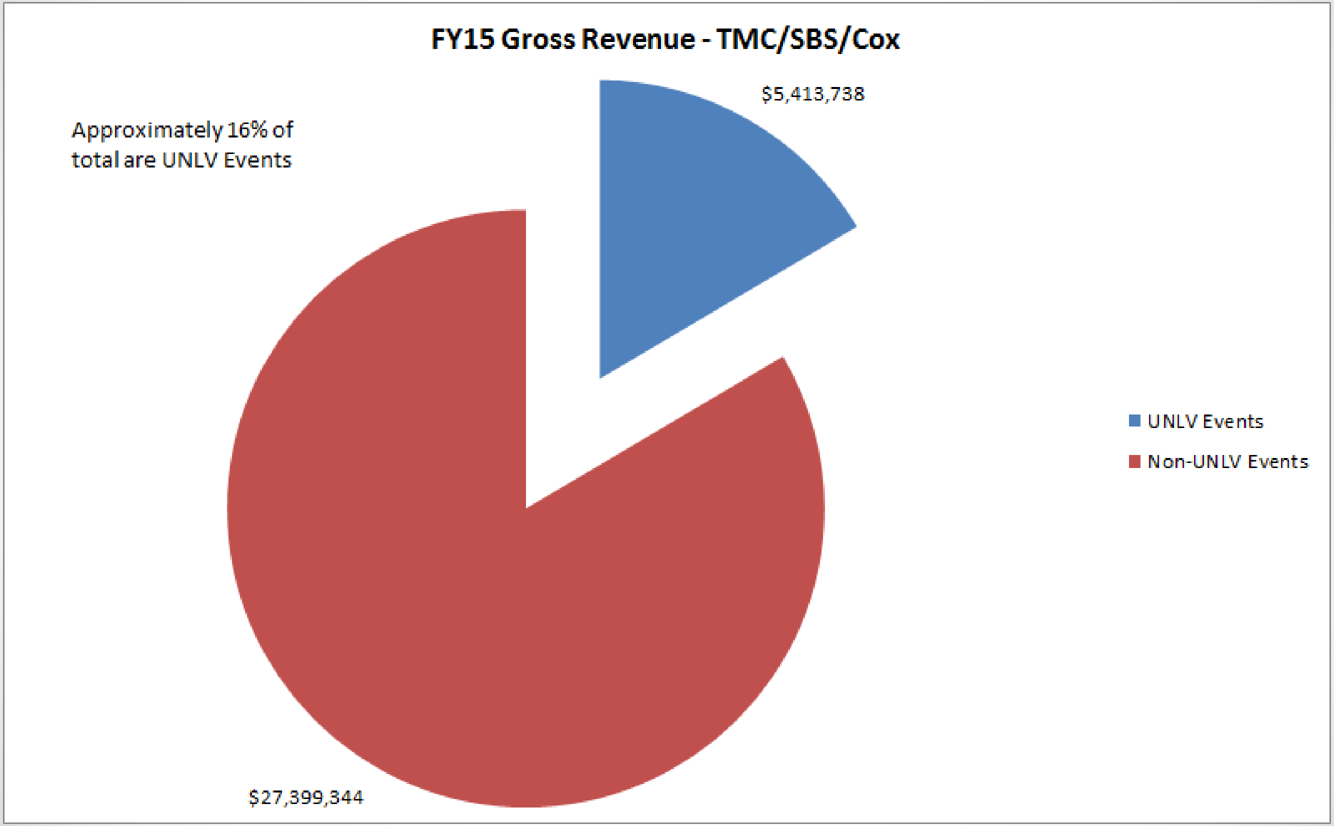



TMC Annual Attendance
900,000
800,000
700,000
600,000
500,000
400,000
300,000
200,000
100,000
-
FY11
FY12
FY13
FY14
FY15
UNLV event attendance
Non-UNLV Event attendance

UNLV University of Nevada, Las Vegas




SBS Annual Attendance
350,000
300,000
250,000
200,000
150,000
100,000
50,000
-
FY11
FY12
FY13
FY14
FY15
UNLV event attendance
Non-UNLV Event attendance


FY15 Gross Revenue - TMC/SBS/Cox
Approximately 16% of total are UNLV Events
$5,413,738
$27,399,344
UNLV Events
Non-UNLV Events

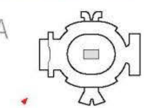
UNLV University of Nevada, Las Vegas

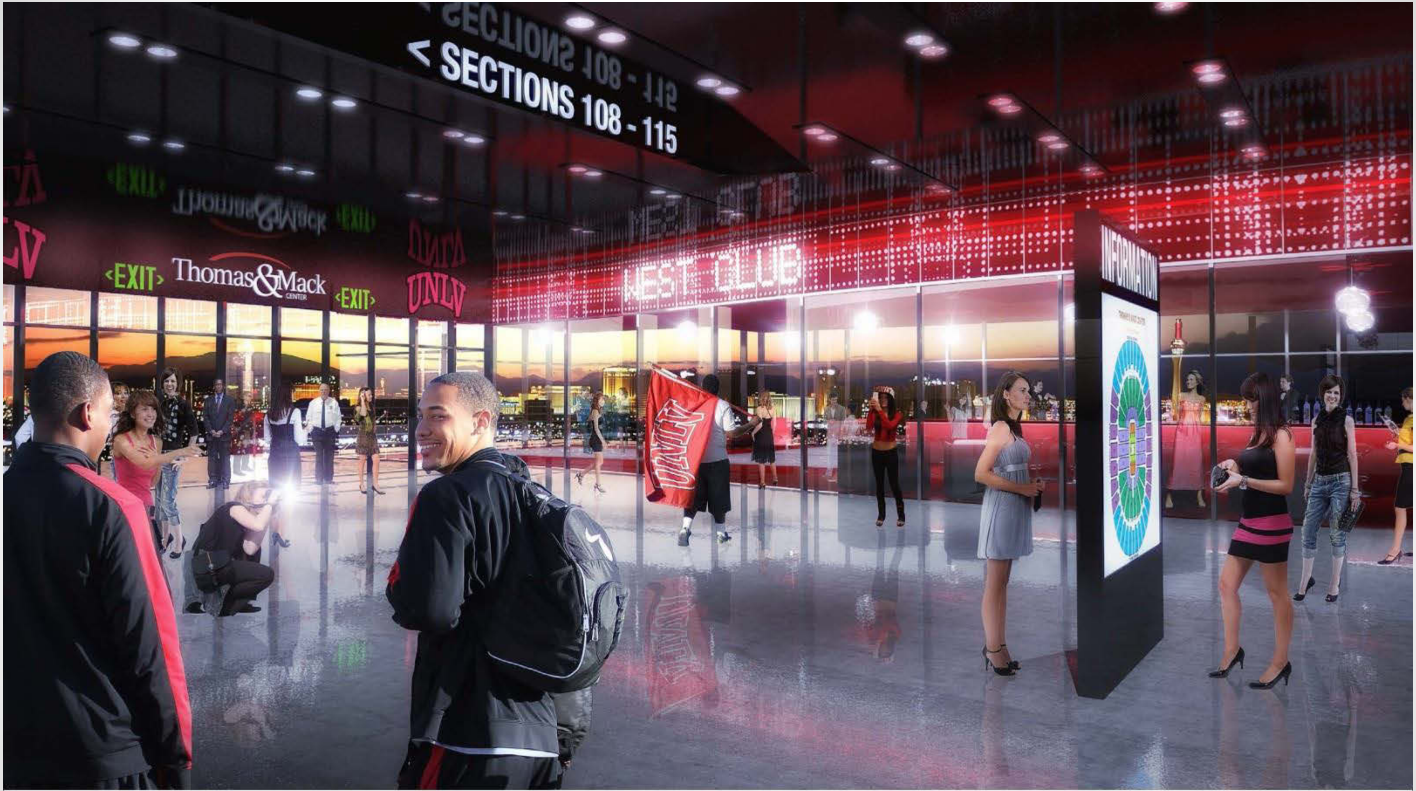
The UNLV Thomas and Mack Center Modernization and Improvements Include:

- Building Systems Upgrades
- ADA/accessibility improvements
- Replacement of existing escalators and addition of a new escalator
- Concourse Restroom Improvements – remodel and new capacity
- Concourse Movement Improvements
- Concourse Renovations (flooring, finishes, signage, etc…)
- Addition of 1 Portal to Improve Access
- Modernization of concessions, including adding almost 100 points of service
- 35,000 sq. ft. two story addition to the building, on the west side of the facility
- Improve capacity and quality of events rooms to support main arena and events
- New Arena Seating
- Sound System Enhancements
- Building sponsorship/benefactor enhancements
- A separate vendor agreement to add a Distributed Antenna System (DAS) to the Campus and TMC to significantly improve cell voice and data service at the facility.

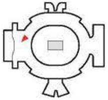
UNLV Thomas & Mack Center Modernization and Improvements

WEST CLUB EXTERIOR FACING SOUTHWEST PLAZA

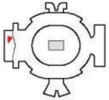




WEST CLUB ENTRANCE FACING LAS VEGAS STRIP



WEST CLUB INTERIOR FACING LAS VEGAS STRIP



- Construction will be complete on the base renovation in the Spring 2016, with the west addition complete during the Summer 2016.
- The facility is remaining open during the entire renovation, with the exception primarily of a 2 month period between August and September 2015, to limit disruptions to major events held at the Thomas and Mack Center (Graduations, Conventions, Gatherings, PBR, NFR, UNLV Basketball, other events).
- The prime Architect is Klai Juba Wald Architects, and the Construction Manager at Risk is Whiting Turner. We have put a significant emphasis on using local Nevada firms for this project, and we believe that a workforce of over 1,000 individuals have directly participated in this project.

UNLV Thomas & Mack Center Modernization and Improvements


UNLV
REBEL
FOOTBALL
Findlay
TOYOTA
U
N
L
V
WEST

Recent Sam Boyd Stadium Improvements:

- Widened field by approximately 12 feet to meet 68 meter field width requirement for International Rugby (IRB) use.
- Replaced existing 12 year old synthetic turf with a system that meets NCAA Football, IRB, FIFA Soccer requirements.
- Install base field with no sewn-in markings, to provide maximum flexibility for use.
- New field is the only synthetic turf field in US to meet IRB requirements. (The only other synthetic turf field in North America that meets these requirements is at BC Place in Vancouver, BC, which was completed in May 2015.)
- The design-builder for this project was J.A. Tiberti Construction, with Novus Architecture as the design consultant, both local Nevada firms.

UNLV Sam Boyd Stadium Field Widening and Replacement

NEW WIDENED SYNTHETIC TURF FIELD

BASE CONDITION – NO MARKINGS

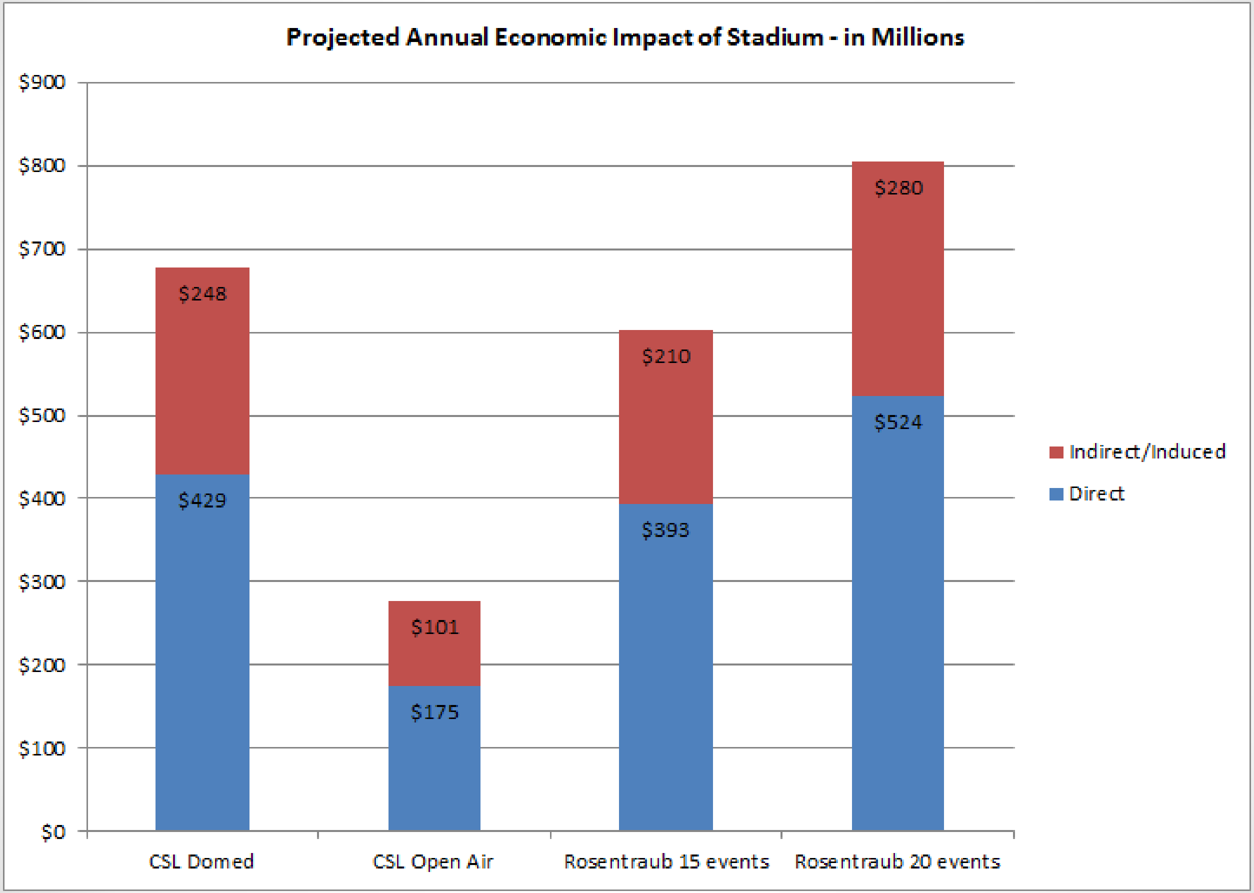
PAINTED (AND REMOVABLE) NCAA FOOTBALL MARKINGS

UNLV Sam Boyd Stadium Field Widening and Replacement

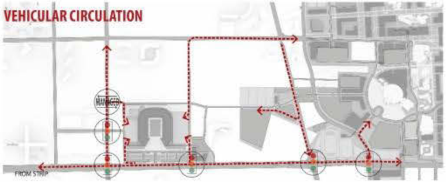

© ROSSETTI 2015

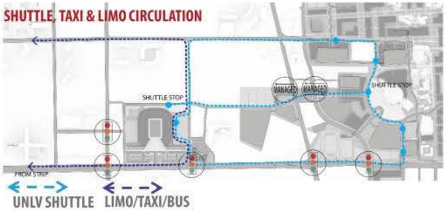
Summary Time-Line of UNLV Stadium/Events Center Activities

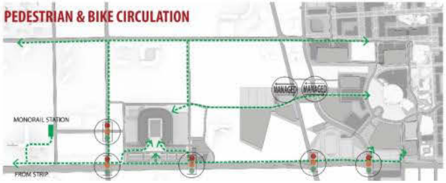
Fall 2010	2012	Spring 2013	Fall 2014	Spring/Summer 2015
Initial discussions with Majestic and early concepts of a new venue on campus along with a student district/village	"Mega-Events Center" concept is developed, for 55k+ seating in a domed stadium.	Agreement with Majestic is terminated	CIAB completes work, supported by CSL and their economic impact study of various stadium options. Report of CIAB submitted in advance of 2015 Legislative session. CIAB reviewed three major stadium options: State-of-the-Art Collegiate: 45k seating and open air. Open Air: 50-55k seating Domed: 50-55k seating	CIAB extended by the 2015 Legislative session to 2017.
	Student village concept more specifically developed	Campus Improvement Authority Board (CIAB) is created by the 2013 Legislature.		Governor creates the Southern Nevada Tourism Infrastructure Committee.
	Mark Rosentraub develops economic impact studies for the venue, with reviews by Guy Hobbs			UNLV negotiates an option to purchase 42 acres east of Koval and north of Tropicana.

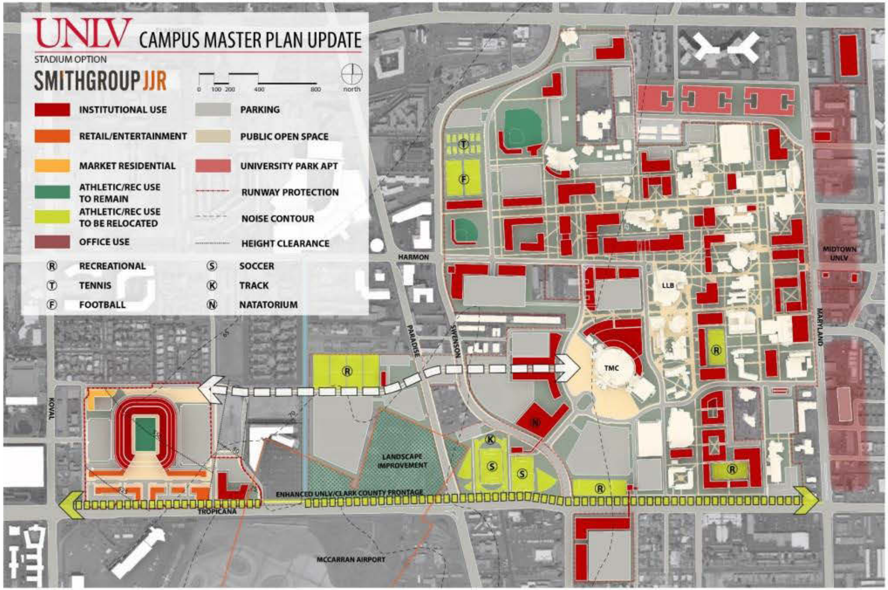

Projected Annual Economic Impact of Stadium - in Millions
$900
$800
$700
$600
$500
$400
$300
$200
$100
$0
$248
$429
$101
$175
$210
$393
$280
$524
Indirect/Induced
Direct
CSL Domed
CSL Open Air
Rosentraub 15 events
Rosentraub 20 events

FRAMEWORK PLAN: PHASE 2 [STADIUM OPTION]









Benefits of a New Stadium

- Stimulate Employment & Economic Impact
- Neutral 50,000 + plus seat venue
- Attract new special events, and accompanying visitors
- Generate media exposure for Las Vegas
- Proven business model (Thomas & Mack)
- Community/UNLV Partnership

"A new stadium creates the very real potential for new economic activity and therefore an increment to the regional economy. In almost every other region an additional venue could reposition economic activity but there is little potential that the venue adds to regional economic activity. At the current time we (our work and that of LVE) identified 13 to 15 events (each year) that could be hosted in Southern Nevada IF a modern stadium existed. If the existed stadium does not exist -- simply put -- there is a loss of regional economic activity (as those events are hosted elsewhere). Given the spending that could be attracted to the region (if those events took place on weekends of excess capacity in Southern Nevada) there would be real regional development."

Dr. Mark S. Rosentraub

Bruce and Joan Bickner Endowed Professor of Sport Management

School of Kinesiology, University of Michigan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Questions ?

Summary Packet of Information on Previous UNLV Related Reviews of Stadium Projects

September 24, 2015

Index

CIAB-Campus Improvement Authority Board
CSL- Conventions, Sports & Leisure

To: Southern Nevada Tourism Infrastructure Committee

From: Donald D. Snyder

Re: UNLV Stadium / Events Center -- Brief History and Chronology of the Past 5 Years

There has been extensive dialogue and efforts to advance the concept of a stadium / events center at UNLV in recent years. These discussions, while focused on a facility on the UNLV campus, all revolved around a project which would serve both UNLV and the broader community -- including the resort industry. This discussion used the Thomas and Mack center as the model -- serving UNLV, but where the vast majority of revenue comes from events hosted for the community.

Given the dialogue which began in 2010 and continued in one form, or another, until now, it may be helpful to have a brief recap of the history and chronology of this extensive dialogue:

Fall, 2010 through May, 2013: UNLVNow / Majestic Realty

Craig Cavileer, an executive with businesses (LV-based Silverton Casino and Southern California-based Majestic Realty) owned by Ed Roski, a major commercial real estate developer and community leader from Southern California, initiated conversations with UNLV and members of the UNLV Foundation about the concept of an on-campus stadium and related development. Several members of the UNLV Foundation with significant real estate development experience volunteered to serve on a Development Advisory Board ("DAB") providing advise and counsel to the UNLV President. The DAB provided strong support to UNLV throughout this phase.

Those initial conversations focused on a flexible seating capacity facility (5,000 to 35,000 seats) to accommodate different types of events, fashioned after a similar facility in Japan. Those early conversations also included the concept of a second, separate on-campus development of a "Student Village" with housing and retail.

The concept for the stadium evolved from the early flexible seating concept to the "Mega Events Center" -- a multi-purpose covered stadium which could accommodate 55,000 to 60,000 guests, with a full range of entertainment and hosting amenities. While smaller than Cowboy Stadium in Texas, it was, in concept and aspiration, to be a direct competitor for staging a full range of large events -- events which cannot be accommodated by existing facilities in Southern Nevada.

The relationship between UNLV and Majestic Realty was formalized initially in a Preliminary Assessment Agreement ("PAA") in February, 2011, followed by an Exclusive Negotiation Agreement ("ENA") executed in July 2012. That ENA and the relationship it created with Majestic was terminated by UNLV in May, 2013, following a Notice of Termination issued in March, 2013.

It was increasingly clear to UNLV officials in early 2013 that many elements of the Mega Events Center ("MEC") did not have the level of stakeholder support needed. There was not sufficient consensus concerning the scale, scope and some elements of the project; and total estimated costs had reached roughly $1 billion, a number which elevated concerns for some stakeholders. Following a report from the consultant "Sterling Project Development", UNLV made the decision to terminate the ENA after reviewing and evaluating the recommendations in the report, including specifically:

"…. the University should re-engage with the LVCVA, as well as the hotel industry, to gauge the nature and extent of their support for the Mega Events Center. Central to those discussions will be the establishment of a basic program outlining the size and scale of the project….."

More generally, there was also valuable information about the MEC produced by experts from the University of Michigan's Center for Sport Management (the "Rosentraub" report). Information from that report will be referenced during our UNLV presentation in the September 24th meeting. We are including in the material being provided in advance of the meeting, a report on the MEC which gives a very good overall summary of the project -- the Hobbs, Ong & Associates report entitled "Mega-Events Center at UNLV". This report summarizes relevant aspects of the Rosentraub report, and importantly, adds its own valuable analysis to substantiate and support the Rosentraub findings. We will, of course, provide full copies of all reports referenced if requested.

Following the termination of the ENA, it should be noted that Majestic continued, for a short period toward the end of the 2013 Legislative Session, to independently pursue their MEC concept. This included them taking a short term option on the 42 acre parcel on Tropicana which UNLV has subsequently optioned in 2015.

With the Campus Improvement Authority Board ("CIAB"), created by passage of Speaker Kirkpatrick's AB 335 at the end of the 2013 Legislative Session, the UNLVNow phase of this project ended and that legislation charted the path for the project to enter the next distinct phase.

June, 2013 through September, 2014: The Campus Improvement Authority Board.

With the approval of AB 335 by the Legislature in May, 2013, and the subsequent signing into law by Governor Sandoval, the CIAB was created, with the goal of bringing key stakeholders to the table and discuss this issue in a public forum. The mandate for the CIAB was to study the need for, the feasibility of, and the financing alternatives for a large events center (the multi-purpose stadium) and related infrastructure / supporting improvements. The legislation required the CIAB to submit a "Final Report", with recommendations, to the Legislative Counsel Bureau by September 30, 2014, to enable consideration in the 78th Session of the Nevada Legislature earlier this year.

An 11 member Board was seated and its schedule of meetings was initiated in October, 2013. The CIAB approved its Final Report in September, 2014, submitting it to the Legislative Counsel Bureau by the September 30, 2014 deadline.

An objective of AB 335 was to create, in the composition of the Board, a diverse group of members representing stakeholder of a stadium / events center project. That membership is detailed below:

Board of Regents appointments (4 members): Regents Cedric Crear, James Dean Leavitt, and Michael Wixom, as well as UNLV's Don Snyder (who was elected to serve as Chairman of the CIAB).

LVCVA appointments (3 members): Paul Chakmak (Boyd Gaming and who resigned from the CIAB in September, 2014), Rick Arpin (MGM Resorts) and Sean McBurney (Caesars Entertainment).

Governor appointment (1 member): Dallas Haun (Nevada State Bank).

Speaker of the Assembly appointment (1 member): Kim Sinatra (Wynn Resorts).

Senate Majority Leader appointment (1 member): Kirk Hendrick (UFC).

Clark County Commission (1 member): Commissioner Chris Giunchigliani.

The work of the CIAB was facilitated by Convention Sports & Leisure ("CSL"), a very highly regarded consultant, with extensive experience in this type of project. There were a series of 17 public meetings of the CIAB, beginning in October, 2013, and concluding in September, 2014, including two public workshops in which provided valuable input from multiple stakeholders who produce, host, and sponsor major events. Throughout this period, there were also many one-on-one meetings with stakeholders.

A copy of the summary of the final report facilitated for the CIAB by CSL is included with the material being provided to you for our presentation on September 24th. In short, that report indicated that the CIAB established a demonstrated need for a new stadium / large events center, but that it was not the right time to proceed. Instead, the CIAB recommended that the 78th Legislature approve legislation to continue the work of the CIAB for an additional two years. The legislation then approved and enacted into law was AB 451.

June, 2015 and beyond: AB 451 and the continuation of the CIAB.

AB 451 became the basis for the Legislature to act during the 2015 Legislative Session. It was approved and signed into law by Governor Sandoval at the end of the Session. In summary, AB 451 made a few key changes to what had been in 2013's AB 335, continuing its mandate for two years. A summary of those changes follows:

-- Enlarged the boundaries which the Authority may evaluate as potential sites for a large events center (multi-use stadium), to include land within 1 1/2 miles of current campus boundaries. This enables consideration of the 42 acres on Tropicana, behind the MGM property which extends east of the Strip to Koval Lane.

-- Extended the CIAB by two years, to October 1, 2017.

-- Extended the terms of CIAB members.

-- Requires a Final Report, with recommendations, to be submitted to the Legislature by September 30, 2016.

-- Enables the CIAB to hold its meeting off-campus, but in the County.

CIAB Members have been advised that no Board meetings are expected before 2016. The Southern Nevada Tourism Infrastructure Committee may find it appropriate to consider the CIAB and its mandate in the context of its own mandate.

UNLV

Benefits of a New Stadium

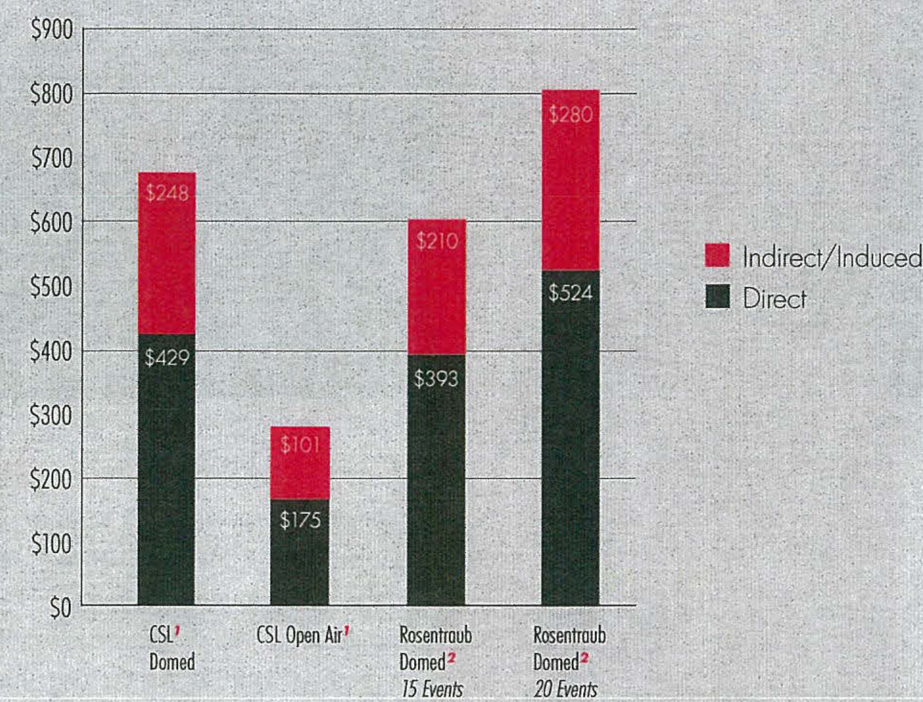
History

For many years UNLV's Runnin' Rebels played basketball at the Las Vegas Convention Center – a wonderful partner – before the community embraced the decision to build the Thomas & Mack Center. It changed the dynamics of the men's basketball program forever. The arena became part of the team's identity, a revenue enhancer for UNLV athletics, and part of the overall experience for the fans, the players, and the community. Today the Thomas & Mack Center has evolved into more than a basketball arena. Although a new concept 30 years ago when introduced, the Thomas & Mack has a history of success and is viewed as a neutral venue for special events that attract new business like the NBA Summer League in July, USA Basketball in August, the PBR World Finals in late fall, and the National Finals Rodeo in December. That same successful model can be utilized for a new stadium close to the Las Vegas Strip and as an extension of UNLV. In this case 1+1 equals more than 2. The benefits go far beyond the stadium itself, including construction jobs, service-industry jobs, new tax revenue, economic stimulus for the county and the state, and a facility the community and UNLV can use.

- Like the Thomas & Mack did for UNLV basketball, a new stadium will improve recruiting and enhance the competitiveness and financial performance of UNLV football and bring all of UNLV's athletic programs to campus.
- Besides energizing UNLV athletics and strengthening UNLV's connection with Las Vegas, the stadium will also create a true game-day experience for students, student athletes, alumni (many of whom live and work in Southern Nevada), and community.
- For a city that attracts visitors with a full range of activities and events, Las Vegas does not have a state-of-the-art venue to host events requiring more than 40,000 seats.
- The impact of a new stadium as an extension of the UNLV campus is projected to have significant economic benefit, even based on conservative financial models relative to the new events and visitors that Las Vegas will be able to attract (in addition to retaining existing activities).
- A UNLV stadium will boost employment and economic. *See the back of this sheet for projections.*

- Las Vegas has emerged as an international travel destination. A stadium just steps from the Las Vegas Strip will offer incredible opportunities to attract visitors, generate publicity for Las Vegas, and support UNLV and UNLV athletics.
- As the university matures, a stadium that is an extension of the campus will not only enhance the overall university experience, it will strengthen UNLV's role as the gathering place for education, arts, and athletics, providing another gateway to UNLV.
- UNLV's vision for the future is one with strong research and academic programs, a medical school that improves access to high quality health care, and a campus environment that enriches the student, alumni, and community experience. It's part of the overall strategy to become a Carnegie Tier One university.
- Tier One universities are research-focused, retain the brightest and best students, receive more federal grants and generate more economic development for the community. Most feature strong athletic programs that enhance the connection to the university.
- UNLV's goal as a university includes elevating our academic, research, and athletics programs. A stadium connected to the campus is consistent with this vision and master plan and necessary for the long-term success of UNLV athletics.
- The model for this strategy is evident in universities throughout the western part of the United States: Utah, Oregon, Arizona State, UCLA, Washington, and Colorado are examples.
- A great community needs a great university connected to that community and beyond. A new stadium associated with the campus will play a major role in that regard.

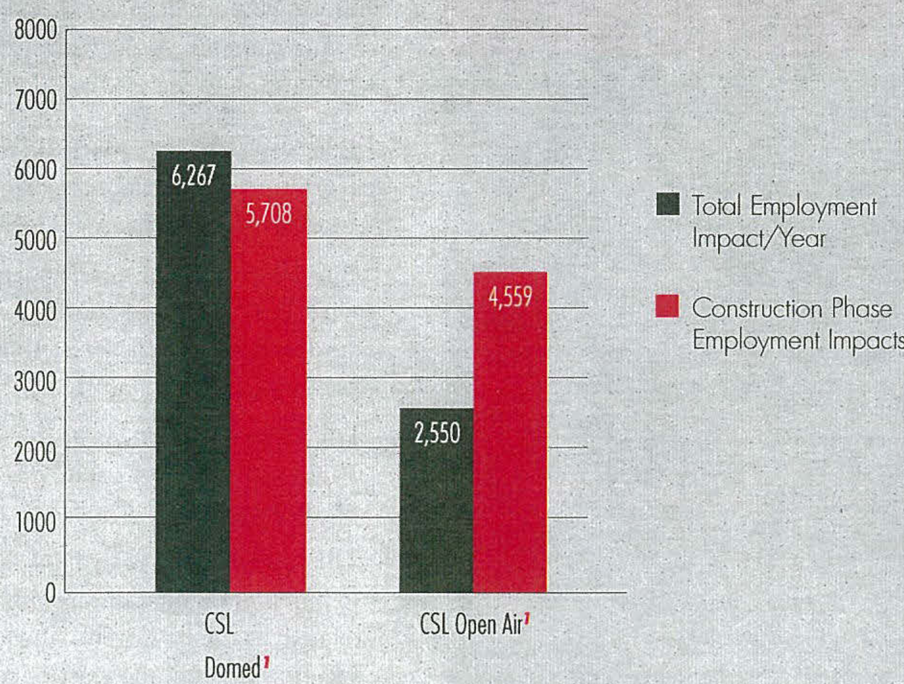
Projected Annual Economic Impact of Stadium – In Millions



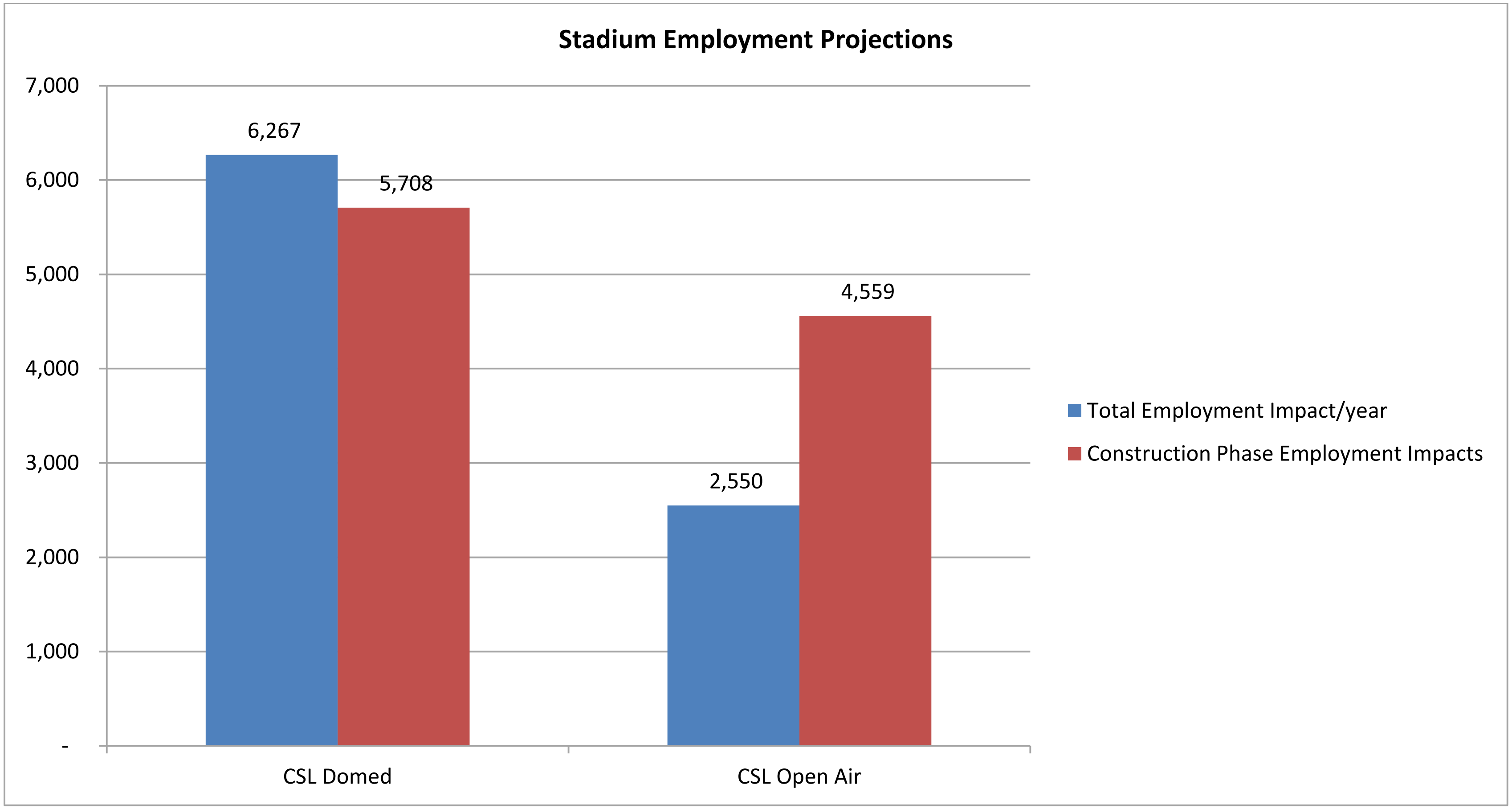
[1]CSL, 2014 report

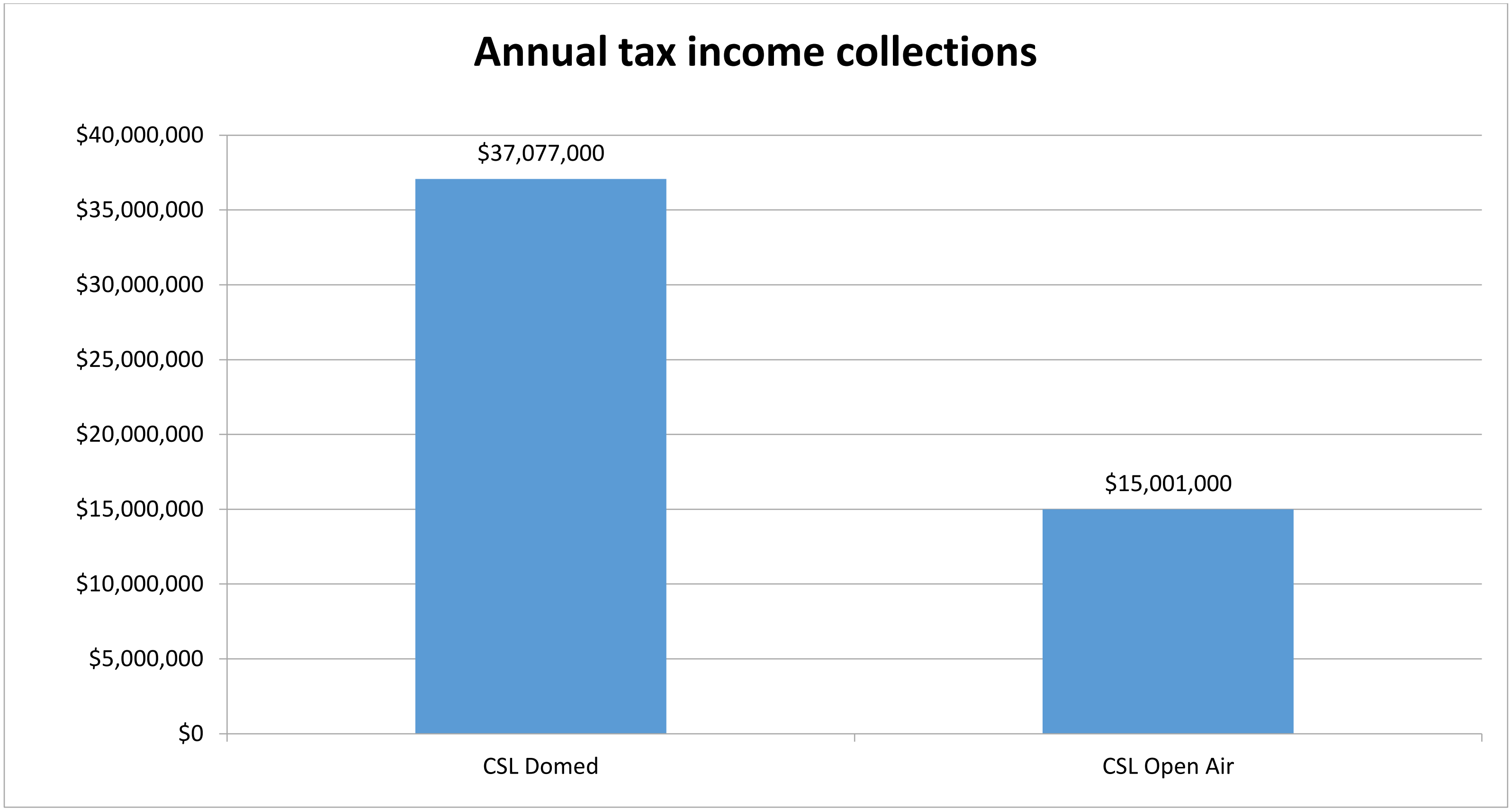
[2]Rosentraub Report, 2012

Stadium Employment Projections



[1]CSL, 2014 report


Stadium Employment Projections
7,000
6,000
5,000
4,000
3,000
2,000
1,000
-
6,267
5,708
4,559
2,550
CSL Domed
CSL Open Air
Total Employment Impact/year
Construction Phase Employment Impacts



Annual tax income collections
$40,000,000
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
$37,077,000
$15,001,000
CSL Domed
CSL Open Air

	In Rosentraub List * (Domed)	Current CSL List Domed	Open
New Events to Attract Incremental Visitors: Rosentraub/CSL			
PAC-12 FB Conference Championship Game (Dec)	X		
NFL Exhibition Game (August)	X		
New College Football Bowl Game (December)/New Bowl Game	X	1	0
Neutral Site College Football game (Fall)/Neutral Site College Football	X	2	1
Second Neutral Site College Football game (Fall)	X		
International Soccer Festival (Summer)/International Soccer	X	2	1
Electronic Music Festival (2-3 days, summer)	X		
Country Music Festival (either w/ACM weekend or another time) 2-3 days	X		
Combatives/UFC, boxing, etc.	X	2	0
Tour Conert (summer)/Major Concerts	X	2	1
Tour Concernt (second, summer)	X		
Winter Kick Soccer Festival (February)	X		
Rock Music Festival (summer)/Festivals	X		
X Games (summer)	X		
NFL Pro Bowl (January)	X		
MWC Football Championship Game (December)	X		
NFR Closing Event (December)	X		
Wrestlemania	X		
Republican or Democratic National Convention	X		
NCAA Final Four Basketball Championships	X		
Comic-Con	X		
Boxing/Boxing	X		
MLS All-Star Game	X		
Corporate Events	X		
/Signature Events			
/Major Non-Recuring			
OTHER		4	0
Existing Events at SBS:			
UNLV Football		6	6
Rugby		4	4
Las Vegas Bowl		1	1
Motorsports		3	3
Total (1)		27	17
(1) Does not include 75-100 "Cateered Events"			
New Events that may not attract incremental visitors:			
MLS		17	17
		44	34

*Note: Rosentraub list assumed a minimum of 15 of these events per year would occur, and they focused only on new events, not tranfer events from other venues (SBS, etc.) or new events for local consumption (MLS)

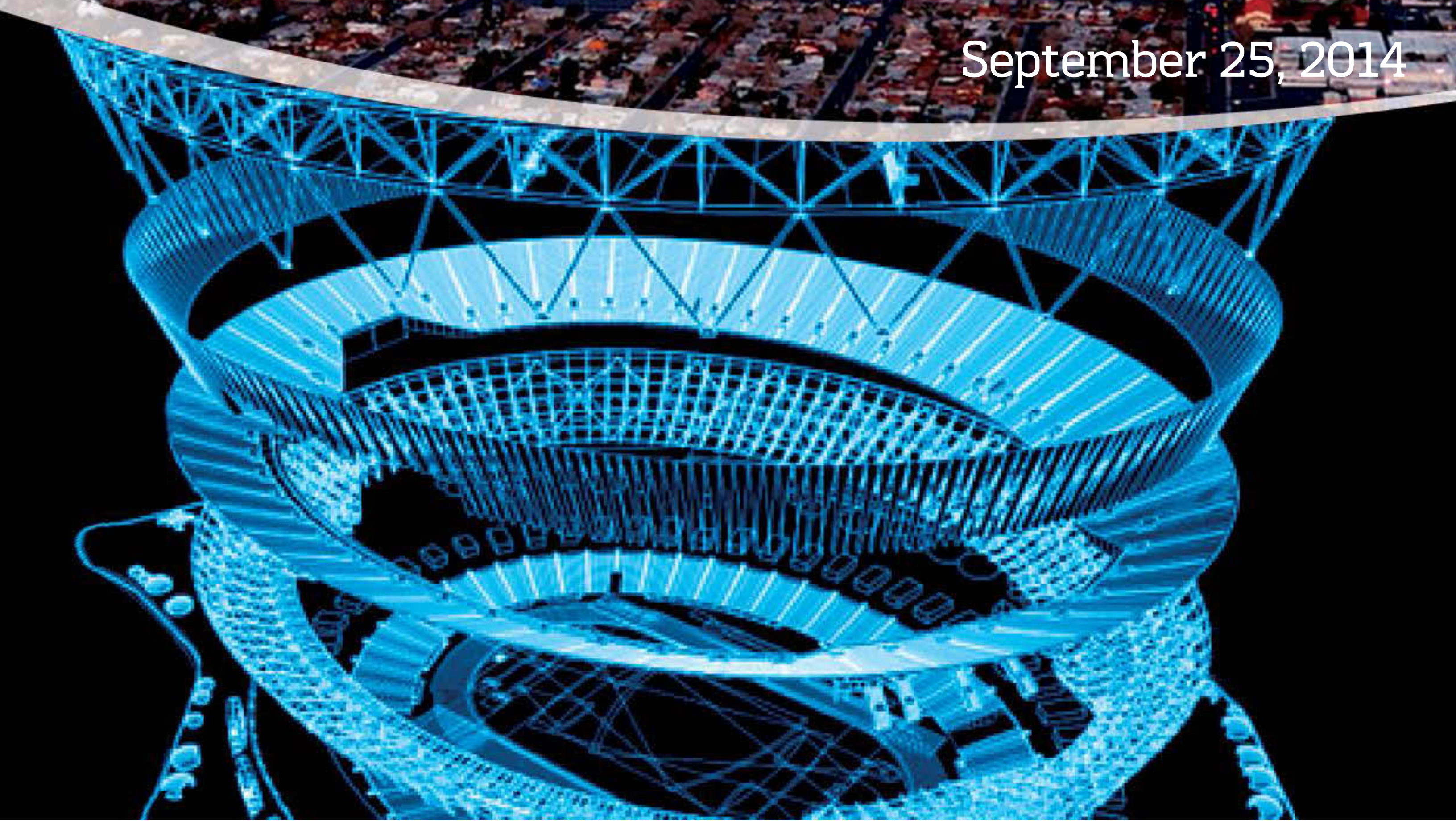
Note on Assumed Seating Capacity:

Rosentraub/Majestic Stadium	55,000+
CSL/CIAB State-of-the-Art Collegiate Stadium	45,000
CSL/CIAB Open-Air or Domed Stadium	50,000 - 55,000

UNLV Campus Improvement Authority Board

Study of the Need for & Feasibility of a New Multi-Purpose On-Campus Stadium

September 25, 2014



CSL Conventions Sports & Leisure · Legends · RCG Economics · tedferris consulting · Venue Solutions group

CITY OF LAS VEGAS

Las Vegas is one of the premier entertainment destinations in the world, serving as host to approximately 40 million visitors annually. As Las Vegas has continued to evolve as a major world entertainment and tourist destination, many of the City's resorts and casinos have begun to develop new and innovative ways of attracting visitors to their properties by building state-of-the-art, on-site entertainment venues capable of hosting a variety of concerts, shows and sporting events.

SITUATION

The vision of UNLV is to become a Tier One – Carnegie Research Very High – institution with athletic, academic and campus experience consistent with its aspirational peers. Tier One universities are research focused with overall academic excellence, attract the brightest and best students and faculty, are committed to student success, receive more federal grants and generate more economic development for the community and the state. UNLV's goals as a university include elevating its academic and student success, research, and athletics programs. A new stadium connected to the campus, or as an extension of the campus, could enhance the experience for students, faculty, and the University community as a whole, as well as enhance the visibility of UNLV and its recruiting of students and faculty.

In addition to the needs of UNLV, there are also needs for a new state-of-the-art facility. Although the City currently offers a number of entertainment venues, in addition to the 18,776-seat Thomas & Mack Center and 36,800-seat Sam Boyd Stadium, it lacks a state-of-the-art major sports and entertainment venue capable of accommodating crowds in excess of 40,000. As such, Las Vegas is currently at a disadvantage when compared to other major US markets, such as Dallas/Ft. Worth, Houston, New York, San Francisco, New Orleans, and Phoenix, in its ability to attract major domestic and international sports and entertainment events. Events such as international soccer, Republican/Democratic National Convention(s), X Games, and NFL Pro Bowl attract visitors from all over the world who serve as drivers of incremental spending and tax revenue generation to an area. As competition for the entertainment dollars of patrons and corporations increases, it is vital that markets develop new ways of attracting visitors to the area.

As an outgrowth of this need, the University of Nevada, Las Vegas ("UNLV") worked with the legislative leadership in the 2013 legislative session to develop and finalize AB335, which called for the creation of a Campus Improvement Authority Board ("CIAB") to study the need for, feasibility of and financing alternatives for a large events center ("Stadium") on the UNLV campus. The CIAB, which consists of 11 members representing UNLV/Board of Regents, Clark County, the hotel/resort industry, and other business interests, engaged the project team consisting of Conventions, Sports & Leisure International ("CSL"), Legends, RCG Economics ("RCG"), Venue Solutions Group ("VSG) and Ted Ferris Consulting ("TFC") in order to address their legislative mandate contained in AB335 and finalize their report to the 78th Session of the Nevada Legislature which commences in 2015.

In order to assess the overall viability of the Stadium project, CSL has developed an approach that will answer a multitude of critical questions related to the development of the proposed Stadium, including but not limited to the following:

- Is there a need for a new Stadium in Las Vegas located on the UNLV campus?
- What is the appropriate Stadium design?
- How large should the Stadium be?
- What number and types of events can be hosted?
- How many premium seats can be supported?
- Is the Stadium project feasible?
- How much will the Stadium project cost?
- What infrastructure improvements are necessary?
- How will the Stadium project be financed?
- What alternate funding sources are available?
- How should the Legislature carry out the Stadium project recommendations?

The remainder of this executive summary presents key findings related to the analysis. The full report should be read in its entirety to obtain the background, methods and assumptions underlying the findings.

HISTORICAL UNLV VENUE ANALYSIS

In order to assess the impacts of a new on-campus multi-purpose stadium at UNLV, it is important to evaluate the current operations of the multiple facilities at UNLV. The following is a summary of key take-aways from an analysis of the historical operations of UNLV venues:

- Approximately one-third of the overall event activity at Sam Boyd Stadium consists of UNLV home football games, with the remaining two-thirds consisting of a variety of concerts, sporting events, motorsports, festivals and other uses.
- UNLV-related events have historically accounted for approximately 27 percent of event activity, 20 percent of total attendance, and 16 percent of total operating income at the Thomas & Mack Center.
- Historically, the Thomas & Mack Center has served as a neutral-site venue that retained and attracted new business to the area, including the NBA Summer League, USA Basketball, the PBR World Finals and the National Finals Rodeo.
- UNLV average home football game attendance of approximately 17,200 per game ranks among the lowest when compared to other Mountain West Conference and Pac-12 Conference peers.

LOCAL & REGIONAL MARKET CHARACTERISTICS / COMPETITIVE FACILITIES

An important component in assessing the potential success of a new stadium at UNLV is the demographic and socioeconomic profile of the local market. The strength of a market in terms of its ability to attract events, attract patrons and generate revenues is measured, to some extent, by the size of the regional market area population, its income characteristics and other demographic and socioeconomic factors. The following is a summary of key characteristics of the local and regional market:

- The Las Vegas CBSA is home to approximately two million residents with median income levels that are comparable to the U.S. as a whole. Although Las Vegas has a slightly higher unemployment rate than the nation as a whole, its cost of living is slightly lower than the national average, and the percentage of households with a median income in excess of $100,000 is nearly double the national average.

- In general, Las Vegas' population, corporate base and income characteristics rank average or above-average when compared to other Mountain West Conference and Pac-12 Conference markets.

- Known as the "Entertainment Capital of the World", Las Vegas attracts approximately 40 million visitors annually, including 5.1 million convention attendees. Gaming revenue in Clark County totaled approximately $9.7 billion in 2013.

- There are approximately 151,000 hotel rooms in Las Vegas, which are occupied approximately 84 percent of the time.

- Although there are currently a number of entertainment venues in Las Vegas, the market currently lacks a state-of-the-art venue capable of hosting large-scale events that attract crowds in excess of 40,000.

- It is envisioned that a new stadium would complement the portfolio of existing venues in the Las Vegas area, as there will be minimal competition to host the same type of events.

COMPARABLE FACILITY ANALYSIS

An assessment of the physical, operational and financial characteristics of newly constructed/renovated NFL and collegiate stadiums were reviewed to provide a benchmark from which to assess the market potential for the proposed stadium in Las Vegas. Key characteristics of newly constructed/renovated NFL and collegiate stadiums include the following:

- On average, comparable NFL stadiums opened in 2008, while the average collegiate stadium opened in 2011.
- Overall, the NFL stadiums have a larger average seating capacity (70,017) and total square footage (1.8 million) than collegiate stadiums, which have an average seating capacity and total square footage of 47,353 and 678,000, respectively.
- Given their larger size, generally higher level of finish and larger number that are enclosed/retractable, the cost to construct an NFL stadium can be as much as four-times higher than the average cost to construct a collegiate stadium. It should be noted that the cost to construct new state-of-the-art collegiate stadiums can approximate $300 million to $450 million (ie TCF Bank Stadium at the University of Minnesota and a major renovation to Kyle Field at Texas A&M University) excluding site and infrastructure cost.
- On average, NFL stadiums receive a significantly higher level of funding from the public sector (ie tax revenues) than collegiate stadiums, which are generally funded via major fundraising campaigns and other philanthropic endeavors. It should be noted that recent new, state-of-the-art collegiate stadiums have received increasing levels of public participation, including 45 percent ($136 million) of the funding of TCF Bank Stadium in Minneapolis.
- NFL stadiums have an average of 169 luxury suites that cost approximately $202,000 annually and approximately 9,800 club seats that cost approximately $2,700 per year. Collegiate stadiums have an average suite inventory of 40 ($44,000 annual cost) and club seat inventory of approximately 2,100 ($1,500 annual cost). Given their large suite inventories, comparable NFL stadiums do not have loge boxes, while collegiate stadiums have an average loge box inventory of approximately 55, four-seat boxes ($10,200 annual cost). Based on past collegiate stadium experience, loge boxes are the first premium products to sell out, and many universities have indicated that they wish they had built more loge boxes as part of their building programs.
- Although a limited number of NFL stadiums host a significant number of third party events (i.e. AT&T Stadium), the majority host a limited number of major events annually, and are mainly built to accommodate 10 home football games per year. In general, comparable collegiate stadiums also host a very limited number of third party events annually and are generally configured to accommodate between six and seven home football games per year.

MARKET SURVEYS

A total of approximately 2,100 email surveys were completed with UNLV Athletic and University constituents, and Chamber members to determine opinions and potential interest in attending events and purchasing tickets in a new stadium. In addition, approximately 350 email surveys were completed with members of the student body in order to understand how a new stadium could impact their attendance at UNLV home football games. Key findings include:

- Overall, UNLV constituents and Chamber members attend approximately 1.8 home football games each year. The average UNLV student attends approximately three games per year.
- The most commonly cited reason for not attending more UNLV home games by UNLV constituents and Chamber members was an inconvenient stadium location, followed by team performance, living too far away, traffic congestion, and time conflicts. Students most commonly cited an inconvenient stadium location, followed by time/school conflicts, team performance, no interest in football, and traffic congestion.
- Overall, approximately 83 percent of UNLV constituents and Chamber members and 66 percent of students have a positive attitude towards the development of a new stadium.
- Approximately 63 percent of UNLV constituents and Chamber members and 66 percent of students indicated they would attend more UNLV home football games in a new multi-purpose on-campus football stadium.
- Nearly all survey respondents indicated an interest in attending other events at a new stadium. Respondents were most interested in attending concerts, NFL football games, other college football games, and family shows.
- In general, respondents preferred an enclosed stadium (retractable roof or domed) over an open-air stadium.
- Overall, approximately 38 percent of survey respondents indicated an initial interest in premium seating options in a new stadium.
- It is estimated that a new stadium could potentially support 1,500 to 3,000 club seats, 20 to 30 loge boxes, and 50 to 60 luxury suites.

ESTIMATED DEMAND

In order to determine demand for new events that will draw incremental visitors to the area, as well as meeting the needs of existing user groups, an extensive number of interviews were conducted with a variety of external groups representing a wide-variety of events and activities, as well as internal university constituent groups. Based on the analysis conducted, there is a need in the local marketplace for a new state-of-the-art stadium capable of hosting large-scale events in Las Vegas. The following table presents a summary of the potential of three stadium development scenarios (a state-of-the-art collegiate stadium, open-air stadium and enclosed stadium) to host events that draw incremental visitors to the area:

Estimated New Stadium Utilization

YEAR ONE EVENTS

	Domed Stadium			Open Air Stadium			State-of-the-Art Collegiate Option		
Event Type	Total # of Events	Average Attendance	Total Attendance	Total # of Events	Average Attendance	Total Attendance	Total # of Events	Average Attendance	Total Attendance
International Soccer	2	40,000	80,000	1	40,000	40,000	1	40,000	40,000
Concerts	2	40,000	80,000	1	35,000	35,000	1	30,000	30,000
Rugby	4	23,000	92,000	4	23,000	92,000	4	23,000	92,000
Las Vegas Bowl	1	50,000	50,000	1	50,000	50,000	1	45,000	45,000
New Bowl Game	1	50,000	50,000	0	--	--	0	--	--
Neutral Site CFB Game	2	50,000	100,000	1	50,000	50,000	1	45,000	45,000
Catered Events	100	500	50,000	75	500	37,500	75	500	37,500
Motorsports	3	45,000	135,000	3	45,000	135,000	3	40,000	120,000
Combatives (i.e. Boxing, UFC)	2	42,000	84,000	0	--	--	0	--	--
Other	4	45,000	180,000	0	--	--	0	--	--
UNLV Football	6	38,000	228,000	6	38,000	228,000	6	38,000	228,000
TOTAL	127		1,123,000	92		669,000	92		637,500
TOTAL (Excluding catered events/UNLV football)	21		845,000	11		404,000	11		372,000

- It is estimated that a new enclosed stadium could host approximately 127 events drawing 1.1 million attendees for UNLV football, international soccer, concerts, collegiate bowl games, neutral site college football games, motorsports, combative sporting events, and catered events. Excluding catered events and UNLV football, the facility would host 21 events annually, drawing approximately 845,000 attendees.
- A new open-air stadium could host approximately 92 events drawing 669,000 attendees for UNLV football, international soccer, concerts, the Las Vegas Bowl, neutral site college football games, motorsports, combative sporting events, and catered events. Excluding catered events and UNLV football, the facility is projected to host 11 events annually, drawing approximately 404,000 attendees.
- It is estimated that a new state-of-the-art collegiate stadium could host approximately 92 events drawing 638,000 attendees. Excluding catered events and UNLV football, the facility is projected to host 11 events annually, drawing approximately 372,000 attendees.
- It should be noted that the development of a proposed soccer-specific stadium is currently being considered in downtown Las Vegas. A new stadium's ability to host soccer matches and other related events could be negatively impacted should plans to construct the soccer-specific stadium move forward.

BUILDING PROGRAM & COST

Based on the need for a new state-of-the-art stadium in Las Vegas to host large-scale events and the resulting estimated utilization, the following table presents a summary of the total project costs of each potential stadium type:

	State-of-the-Art Collegiate Option	Las Vegas Open-Air	Las Vegas Domed
Total Square Footage	860,000	900,000	900,000
Total Seating Capacity	45,000	50,000 - 55,000	50,000 - 55,000
TOTAL PROJECT COSTS ($MM)			
Hard Construction Costs	$342.0	$449.0	$592.5
Soft Costs	$80.9	$106.2	$140.1
Site & Infrastructure	$100.0	$100.0	$100.0
Total Stadium Project Costs	$522.9	$655.2	$832.6

Note: Total costs presented herein include land and parking costs.

Overall, it is estimated that project costs could total approximately $522.9 million to construct a state-of-the-art collegiate stadium, approximately $655.2 million to construct an open-air stadium and approximately $832.6 million to construct a domed stadium in Las Vegas. Based on additional analyses conducted by the project team it is estimated that upwards of $50 million in additional costs would need to be added to a new state-of-the-art collegiate stadium, and between $25 and $35 million to an open air stadium, to make it efficiently and expeditiously modified at a future date with a fixed roof.

FINANCIAL PROJECTIONS

The following table presents a summary of the estimated operating revenues and expenses associated with the various potential stadium development scenarios in Las Vegas.

Estimated Financial Operations
Proposed New Stadium Scenarios

	State-of-the-Art Collegiate Stadium		Open-Air Stadium		Enclosed Stadium	
	Year 1	**Year 5**	**Year 1**	**Year 5**	**Year 1**	**Year 5**
Revenues						
Rentals / Ticket Sales	$1,813,000	$2,040,000	$1,813,000	$2,040,000	$3,617,000	$4,071,000
Naming Rights	2,550,000	3,100,000	3,000,000	3,647,000	3,450,000	4,035,000
Sponsorship	2,550,000	2,983,000	3,000,000	3,509,000	3,450,000	3,883,000
Luxury Suites	2,126,000	2,387,000	2,126,000	2,387,000	5,523,000	6,068,000
Loge Boxes	245,000	318,000	245,000	318,000	524,000	635,000
Club Seats	2,921,000	3,288,000	2,921,000	3,288,000	2,921,000	3,288,000
Food & Beverage	1,214,000	1,366,000	1,272,000	1,375,000	2,459,000	2,698,000
Merchandise	344,000	387,000	362,000	407,000	842,000	948,000
Ticket Fees	1,246,000	1,583,000	1,318,000	1,977,000	3,292,000	4,938,000
Total Revenues	**$15,009,000**	**$17,452,000**	**$16,057,000**	**$18,948,000**	**$26,078,000**	**$30,564,000**
Expenses						
Labor	$2,028,000	$2,239,000	$2,253,000	$2,487,000	$2,253,000	$2,487,000
General & Administrative	407,000	448,000	452,000	498,000	452,000	498,000
Operations	2,709,000	2,984,000	3,010,000	3,316,000	3,285,000	3,619,000
Utilities	1,152,000	1,346,000	1,280,000	1,495,000	3,030,000	3,543,000
Insurance	201,000	213,000	231,000	245,000	384,000	407,000
Total Expenses	**$6,497,000**	**$7,230,000**	**$7,226,000**	**$8,041,000**	**$9,404,000**	**$10,554,000**
NET INCOME / (LOSS)	**$8,512,000**	**$10,222,000**	**$8,831,000**	**$10,907,000**	**$16,674,000**	**$20,010,000**

State-of-the-Art Collegiate Stadium

It is estimated that the proposed state-of-the-art collegiate stadium in Las Vegas could generate revenues of approximately $15.0 million and incur approximately $6.5 million in expenses, resulting in net income of approximately $8.5 million before debt in the first year of operations. In the fifth year of operations, it is estimated that a new state-of-the-art collegiate stadium in Las Vegas could generate revenues of approximately $17.5 million and incur approximately $7.2 million in expenses, resulting in net income of approximately $10.2 million before debt.

Open-Air Stadium

It is estimated that a new open-air stadium, larger and more elaborate than the state-of-the-art collegiate stadium, in Las Vegas could generate revenues of approximately $16.1 million and incur approximately $7.2 million in expenses, resulting in net income of approximately $8.8 million before debt in the first year of operations. In the fifth year of operations, it is estimated that a new open-air stadium in Las Vegas could generate revenues of approximately $18.9 million and incur approximately $8.0 million in expenses, resulting in net income of approximately $10.9 million before debt.

Enclosed Stadium

It is estimated that a new enclosed stadium in Las Vegas could generate revenues of approximately $26.1 million and incur approximately $9.4 million in expenses, resulting in net income of approximately $16.7 million before debt in the first year of operations. In the fifth year of operations, it is estimated that a new enclosed stadium in Las Vegas could generate revenues of approximately $30.6 million and incur approximately $10.6 million in expenses, resulting in net income of approximately $20.0 million before debt.

ECONOMIC & FISCAL IMPACTS

The construction and annual operations of the proposed stadium in Las Vegas can provide quantifiable benefits to an area.

Construction Period Impacts

The table below summarizes the net new economic impacts anticipated to be generated to Clark County by the construction of an open-air and enclosed stadium.

Construction Period Impacts Stadium Development Scenarios		
Net New Impact	**Open-Air Stadium**	**Enclosed Stadium**
Direct Spending	$341,674,000	$431,567,000
Total Output	$587,764,000	$739,065,000
Employment (FTEs)	4,559	5,708
Income	$290,046,000	$366,265,000

The one-time net new economic impacts estimated to be associated with the construction of an open-air stadium in Las Vegas include approximately $342 million in direct spending, $588 million in total output and 4,559 full and part-time jobs and $290 million in personal earnings. Net new impacts associated with the development of an enclosed stadium in Las Vegas include approximately $432 million in direct spending, $739 million in total output, 5,708 full and part-time jobs and $366 million in personal earnings.

Annual Operations Impacts

The table below summarizes the net new combined on-site and off-site economic impacts anticipated to be generated to Clark County by the annual operations of an open-air and enclosed stadium (net of existing Sam Boyd Stadium impacts).

Annual Operations Impacts
Stadium Development Scenarios

Net New Impact	Open-Air Stadium	Enclosed Stadium
Direct Spending	$174,464,000	$428,359,000
Total Output	$275,632,000	$676,748,000
Employment (FTEs)	2,550	6,267
Income	$110,075,000	$270,427,000

Net new impacts from annual operations of an open-air stadium are estimated to generate $174 million in net new direct spending, $276 million in total output, 2,550 full and part-time jobs and $110 million in personal earnings.

Net new impacts from annual operations of an enclosed stadium are estimated to generate $428 million in net new direct spending, $677 million in total output, 6,267 full and part-time jobs and $270 million in personal earnings.

Fiscal Impacts

In addition to the direct spending, total output, employment and income impacts discussed herein, the construction and annual operations of a new stadium in Las Vegas could generate additional benefits to the local area in the form of increased tax revenues. Overall, it is estimated that annual net new fiscal benefits associated with the development of an enclosed and open-air stadium in Las Vegas could total approximately $37.1 million and $15.0 million, respectively. The following table provides a detailed summary of the net new fiscal impacts estimated to be generated to the local and regional area on an annual basis by type.

Annual Fiscal Benefits Analysis
Stadium Comparison (net of SBS)

Type of Tax	Open-Air Stadium	Domed Stadium
State Sales Tax	$1,651,000	$4,079,000
County Sales Tax	$5,037,000	$12,441,000
Proposed CFD Sales Tax	$743,000	$1,836,000
Live Entertainment Tax	$648,000	$1,629,000
Modified Business Tax	$4,700	$4,700
Hotel Tax	$2,012,000	$4,971,000
NV General Fund Gaming Tax	$4,820,000	$11,906,000
Car Rental Taxes & Fees	$85,000	$210,000
TOTAL	**$15,001,000**	**$37,077,000**

FUNDING ANALYSIS

Based on the analyses conducted herein, the following graphic presents a summary of the annual debt service required to fund construction of each stadium type, as well as the minimum sales tax rate necessary to generate sufficient revenues to cover debt service.

	State-of-the-Art Collegiate Option	Las Vegas Open-Air	Las Vegas Domed
TOTAL PROJECT COSTS ($MM)			
Construction Costs	$342.0	$449.0	$592.5
Soft Costs	$80.9	$106.2	$140.1
Site & Infrastructure	$100.0	$100.0	$100.0
Total Stadium Project Costs	$522.9	$655.2	$832.6
ANNUAL DEBT SERVICE			
Maximum Annual Debt Service for G.O. Bonds	$33,400,000	$41,450,000	$52,600,000
Maximum Annual Debt Service for Revenue Bonds	$52,200,000	$67,900,000	$86,250,000
G.O. BONDS 1.00 COVERAGE			
Minimum Sales Tax Rate if CFD	8.461%	8.552%	8.674%
Minimum Sales Tax Rate if Clark County wide	8.204%	8.230%	8.264%
REVENUE BONDS 1.50 COVERAGE			
Minimum Sales Tax Rate if CFD	8.691%	8.840%	9.041%
Minimum Sales Tax Rate if Clark County wide	8.269%	8.312%	8.370%

Note: Total costs presented herein include land costs as well as on site parking costs.

It is estimated that the maximum annual debt service for general obligation bonds could range between $33.4 million and $52.6 million, depending on stadium type. In addition, the maximum annual debt service for revenue bonds could range between $52.2 million and $86.3 million, depending on stadium type.

General obligation bonds could require a minimum sales tax rate of between 8.204% and 8.674%, depending on whether the tax applies within the community facilities district or within Clark County. Revenue bonds could require a minimum sales tax rate of between 8.269% and 9.041%, depending on whether the tax applies within the community facilities district or within Clark County.

STUDY CONCLUSION

Based on the extensive research and analyses conducted herein, there is a demonstrated need for a new 45,000-seat, state-of-the-art collegiate stadium in Las Vegas on the campus of UNLV to host large-scale events that would draw incremental visitors to the local area, as well as contribute to the overall mission of UNLV. Given the recommended size and scope of the project, it is estimated that the stadium development could cost approximately $523 million, and it is envisioned that as much as 80 percent is to be funded with incremental sales tax revenues.

Although the research and analyses has resulted in a demonstrated need for a new stadium in Las Vegas, members of the CIAB recognize the multitude of other needs that currently exist in Las Vegas that also require significant investment from the community and/or state, including:

- Increased public safety, education, healthcare and transportation services and infrastructure;
- UNLV Hospitality Hall;
- Tier One including UNLV Medical School;
- LVCVA Master Plan renovation and expansion of the Las Vegas Convention Center, Las Vegas Global Business District; and,
- Other civic and higher education needs.

Given the existing need in Las Vegas for a multitude of community, state and university resources, the CIAB has adopted the following resolutions:

Resolution A

1.0 WHEREAS, in 2013 the Nevada State Legislature adopted Assembly Bill 335 (AB 335) sponsored by the Speaker of the Assembly and approved by the Governor thus creating enabling legislation for the formation of the Campus Improvement Authority Board (CIAB) as a public body to study the need for, feasibility of and financing alternatives for a large events center (stadium) and other required infrastructure and supporting improvements in the Authority area; and

2.0 WHEREAS, the Board of Regents of the Nevada System of Higher Education (Board of Regents) appointed its members before the designated deadline, thus creating the CIAB; and

3.0 WHEREAS, the CIAB has been meeting as a public body since October of 2013, complying with Nevada's Open Meeting Law requirements, and analyzing the need for, feasibility of and financing alternatives for a stadium and other required infrastructure and supporting improvements.

4.0 **NOW, THEREFORE, BE IT RESOLVED,** that the CIAB has approved its final report, complete with specific recommendations and supporting materials, and will submit this report to the Director of the Legislative Counsel Bureau by Sept. 30, 2014, all as required by AB 335.

Resolution B

1.0 WHEREAS, the vision of UNLV is to become a Tier One – Carnegie Research Very High – institution with athletic, academic and campus experience consistent with its aspirational peers; and

2.0 WHEREAS, Tier One universities are research focused with overall academic excellence, attract the brightest and best students and faculty, are committed to student success, receive more federal grants and generate more economic development for the community and the state; and

3.0 WHEREAS, UNLV's goals as a university include elevating our academic and student success, research, and athletics programs. A large events center (stadium) connected to the campus, or as an extension of the campus, is consistent with this vision and master plan and necessary for the long-term success of UNLV athletics; and

4.0 WHEREAS, Sam Boyd Stadium (formerly known as the Silver Bowl) has been an excellent facility to serve the needs of UNLV and Southern Nevada for more than four decades, but is limited by its location and capabilities to fully support the future needs of UNLV, the community and the growth of special events that attract incremental tourists; and

5.0 WHEREAS, like the Thomas & Mack Center (T&M) did for UNLV basketball, a new stadium will improve the recruiting and enhance the competitiveness and financial performance of UNLV football and bring all of UNLV's athletics programs on campus or an extension of campus; and

6.0 WHEREAS, the T&M provides a good example of how a neutral site facility for special events benefits both the university and community as a whole; and

7.0 WHEREAS, as a stadium is an integral part of the campus and it will enhance the experience for students, faculty, visitors and community as a whole, and

8.0 WHEREAS, a sound financial operating model can provide net operating revenue from the stadium to support the academic mission of the university much as the T&M has for the athletic mission of the university; and

9.0 WHEREAS, a stadium close to the world famous resort corridor (The Strip) will enhance the visibility of UNLV and its recruiting of students and faculty and will also enhance the community as a whole; and

10.0 WHEREAS, Las Vegas attracts 40 million visitors annually with a full range of activities and events; but does not have a state-of-the-art venue to host events requiring more than 40,000 seats.

11.0 **NOW, THEREFORE, BE IT RESOLVED,** that there is a clearly established need for a new stadium on the UNLV campus, or as an extension of the campus, and close to The Strip; and

12.0 **FURTHER RESOLVED,** that a new stadium will host football games, special events and other activities that benefit UNLV, and the community as a whole.

Resolution C

1.0 WHEREAS, a new large events center (stadium) must be a public private partnership that includes UNLV and the community as a whole; and

2.0 WHEREAS, the CIAB received input from the tourism industry, the live entertainment industry, and the broader community to understand the potential need for and benefits of a stadium; and

3.0 WHEREAS, economic models developed for the stadium take into account any substitution of visitors, as the focus of the facility must be on meeting the needs of UNLV and increasing the number of special events and/or visitors to Las Vegas and Southern Nevada as a whole, as well as retaining any financially beneficial events that may otherwise leave; and

4.0 WHEREAS, a new stadium located on the UNLV campus, or as an extension of the UNLV campus, and located in proximity to The Strip capitalizes on the Las Vegas brand and uniqueness of the market; and

5.0 WHEREAS, a new stadium will complement the portfolio of existing venues, including privately funded venues, in the Las Vegas area; and

6.0 WHEREAS, a new stadium shall be utilized as a neutral site venue to retain and attract special events much the same way the T&M has attracted new business such as the NBA Summer League, USA Basketball, the PBR World Finals and the National Finals Rodeo; and

7.0 WHEREAS, a new stadium will provide employment and generate a significant economic benefit for Clark County and the state.

8.0 **NOW, THEREFORE, BE IT RESOLVED,** that for a new stadium to be feasible it must bring together the university and community as a whole in the form of a public-private partnership that most effectively serves the needs of all stakeholders.

Resolution D

1.0 WHEREAS, the CIAB has the authority to develop recommendations for a large events center (stadium) including without limitation, the type and general design of the center and the approximate number of seats to be included in the center; and

2.0 WHEREAS, the CIAB also has authority to calculate a preliminary cost for construction of such a stadium and other required land and infrastructure (including, without limitation, parking and traffic mitigation) and supporting improvements to the extent money is available for this purpose; and

3.0 WHEREAS, the CIAB has considered all types of facilities ranging from basic open air stadiums to elaborate, fully enclosed stadiums and stadiums with retractable roofs; and

4.0 WHEREAS, members of the CIAB analyzed stadiums that host college and professional football teams and other special events, and

5.0 WHEREAS, select members of the CIAB toured recently constructed facilities in Texas to get firsthand experience of the various designs and accompanying features associated with state-of-the art modern stadiums; and

6.0 WHEREAS, the CIAB ultimately focused its efforts on a more narrow range of options from a state-of-the-art collegiate stadium, to a larger and more extensive open-air model to a domed or enclosed stadium (even giving some consideration to an open air structure to accommodate a dome at a later date); and

7.0 WHEREAS, to meet the current and aspirational needs at UNLV and the needs of the community to host large events at a neutral site, at a minimum, the facility should be a state-of-the-art open air collegiate stadium on campus or an extension of campus and have approximately 45,000 seats, and include a shading system that enhances the fan experience in summer months; and

8.0 WHEREAS, the CIAB was provided analysis as to the approximate cost of such a facility and related infrastructure of $523 million, of which the all-in cost of the stadium is $423 million and $100 million is related to the site and infrastructure costs; and

9.0 WHEREAS, some members expressed a desire for an enclosed/domed facility; and

10.0 WHEREAS, the CIAB was provided analysis of a larger, more extensive open air state-of-the-art collegiate stadium along with a domed or enclosed stadium but both models were deemed to not be feasible at this time.

11.0 **NOW, THEREFORE, BE IT RESOLVED,** based on existing conditions that the stadium could be a state-of-the-art, open air collegiate stadium which includes a shading system and has approximately 45,000 seats.

Resolution E

1.0 WHEREAS, the CIAB analyzed financing alternatives for a large events center (stadium) and other required infrastructure and supporting improvements; and

2.0 WHEREAS, that a state-of-the-art collegiate stadium can be financially viable with a model that includes public financing; and

3.0 WHEREAS, private funding, including philanthropy, will be required for the stadium to be financially viable and integrated into the UNLV campus masterplan; and

4.0 WHEREAS, UNLV has several significant initiatives and needs as part of its vision to become a Tier One - Carnegie Research Very High - university; and

5.0 WHEREAS, the proposed stadium is among those significant initiatives, along with a proposed public medical school, a new academic building for its Hotel College, and other needs being defined under its "Path to Tier One" planning process; and

6.0 WHEREAS, the CIAB members clearly recognize that there are many other public needs in Las Vegas and the broader Southern Nevada community; and

7.0 WHEREAS, both UNLV's and the community's initiatives and needs will require public and private funding and non-financial resources to properly address them; and

8.0 WHEREAS, the region's economy continues to improve from the "great recession," but it remains challenged; and

9.0 WHEREAS, public revenue streams have not fully recovered and there is uncertainty regarding the local and state tax structure; and

10.0 WHEREAS, multiple proposals for new sports facilities, with consideration of public funding, add uncertainty to the dialogue concerning these facilities.

11.0 **NOW,THEREFORE, BE IT RESOLVED,** that development and funding of a new stadium is not feasible at this time.

Resolution F

1.0 WHEREAS, AB 335 restricts the CIAB to study the need for, feasibility of and financing alternatives for a large events center (stadium) within the Authority area with the boundaries defined as Maryland Parkway, Tropicana Avenue, Swenson street and Flamingo Avenue; and

2.0 WHEREAS, UNLV officials have determined the original site on the northeast corner of Harmon Avenue and Swenson Avenue is not feasible due to flight operational issues associated with the Federal Aviation Administration and McCarran International Airport; and

3.0 WHEREAS, UNLV officials have identified alternative sites with one location on campus and an additional location near the university that could be an extension of the campus; and

4.0 WHEREAS, AB 335 provides the CIAB to recommend legislative action that may be required further for the development of a stadium.

5.0 **NOW, THEREFORE, BE IT RESOLVED,** the CIAB recommends that the Legislature allow consideration of alternative sites that can be considered an extension to the current UNLV campus.

Resolution G

1.0 WHEREAS, the CIAB recognizes that pursuant to AB 335 that the operating authority of the Board expires on or before Sept. 30, 2015; and

2.0 WHEREAS, the CIAB recognizes that pursuant to AB 335, the Legislature limited the scope of the CIAB; and

3.0 WHEREAS, the CIAB recognizes the need to continue the CIAB with a longer timeline and broader scope to continue work on a new stadium if authorized by the relevant public entities; and

4.0 WHEREAS, the work performed by the CIAB provides a strong foundation for consideration of a stadium to be pursued at a later date.

5.0 **NOW, THEREFORE, BE IT RESOLVED,** that the CIAB requests the Legislature to enact legislation to continue the CIAB through the 2017 Legislative Session by extending the authorization of the CIAB from the current September 30, 2015 to September 30, 2017; and

6.0 **FURTHER RESOLVED,** that the CIAB requests the Legislature to include in the legislation the appointment/re-appointment of members, a mandate for the CIAB's continued work, and a timeline for that work to be completed.

10 FINANCIAL PROJECTIONS

The purpose of this section is to present estimated operating revenues and expenses for a new stadium. Since facility design and configuration have not yet been completed, the assumptions used in this analysis are based on the results of the market analysis, industry trends, knowledge of the marketplace and financial results from comparable facilities. Additional physical development planning must be completed before more precise estimations of the proposed stadium's operating costs can be made. Also, upon completion of preliminary planning, revenue and expense assumptions should be updated to reflect changes to the assumptions made herein. These changes could significantly influence the analysis of future operating results.

This presentation is designed to assist project representatives in estimating the financial attributes of a new stadium in Las Vegas and cannot be considered to be a presentation of expected future results. Accordingly, this analysis may not be useful for any other purpose. There will be differences between estimated and actual results that may be material.

Key assumptions used to estimate the potential financial operations of a new stadium in Las Vegas include, but are not limited to the following. The assumptions disclosed herein are not all-inclusive, but are those deemed to be significant.

- The domed stadium scenario will contain approximately 50,000 to 55,000 total seats, including five founder's suites (120 seats), 45 luxury suites (720 seats), and 2,500 club and loge seats;
- The open-air stadium scenario will contain approximately 50,000 to 55,000 total seats, including 50 luxury suites (800 seats), and 2,500 club and loge seats;
- The state-of-the-art collegiate stadium scenario will contain approximately 45,000 total seats, including 50 luxury suites (800 seats), and 2,500 club and loge seats;
- Net rental income is based upon industry standards, project team experience in similar markets/ facilities, and market research;
- Merchandise is assumed to be handled in-house, with net profit margin assumed to be 10 to 15 percent (based upon industry averages);
- No parking assumptions have been included in this financial analysis;
- Facility fees are assumed to be $2.00 per ticket for all events;
- Revenues are grown at three percent annually;
- All operating expenses are based upon project team experience in similar facilities, and assume most services handled on an in-house basis or sub-contracted;

- Insurance expenses are based on project team's industry clout and leverages policy rates, and are grown at three percent annually;
- Utilities are assumed to grow at four percent annually;
- Expenses are grown at 2.5 percent annually;
- Payroll burden is assumed to represent 30 percent of all expenses and is grown at 2.5 percent annually;
- The stadium would be owned by a public entity, such as UNLV or the LVCVA, and would be exempt from property taxes;
- The stadium will be managed by a competent, professional management team;
- The stadium will be aggressively marketed, providing competitive guarantees and, where applicable, rental rates;
- The market will generate spending on tickets, concessions, merchandise, advertising, sponsorships and premium seating that is consistent with the recent history of other comparable new stadiums;
- No assumptions have been made regarding revenues that could be generated should the stadium host any events outside of those presented herein;
- There are no significant or material changes in the supply or quality of existing venues in the marketplace; and,
- The revenues and expenses presented herein are inclusive of revenues generated by the stadium, tenant events and other events as previously outlined.

It should be noted that the revenue and expense estimates presented herein are presented in 2014 dollars.

SUMMARY OF OPERATING REVENUES AND EXPENSES

The following table presents a summary of the projected events and attendance for a new stadium in Las Vegas. These projections are based upon analyses of the local market in Las Vegas and the operations of other recently built stadiums. It should be noted that the estimated utilization for the state-of-the-art collegiate, open-air and closed roof scenarios have been presented herein.

Estimated New Stadium Utilization

YEAR ONE EVENTS

	Domed Stadium			Open Air Stadium			State-of-the-Art Collegiate Option		
Event Type	Total # of Events	Average Attendance	Total Attendance	Total # of Events	Average Attendance	Total Attendance	Total # of Events	Average Attendance	Total Attendance
International Soccer	2	40,000	80,000	1	40,000	40,000	1	40,000	40,000
Concerts	2	40,000	80,000	1	35,000	35,000	1	30,000	30,000
Rugby	4	23,000	92,000	4	23,000	92,000	4	23,000	92,000
Las Vegas Bowl	1	50,000	50,000	1	50,000	50,000	1	45,000	45,000
New Bowl Game	1	50,000	50,000	0	--	--	0	--	--
Neutral Site CFB Game	2	50,000	100,000	1	50,000	50,000	1	45,000	45,000
Catered Events	100	500	50,000	75	500	37,500	75	500	37,500
Motorsports	3	45,000	135,000	3	45,000	135,000	3	40,000	120,000
Combatives (i.e. Boxing, UFC)	2	42,000	84,000	0	--	--	0	--	--
Other	4	45,000	180,000	0	--	--	0	--	--
UNLV Football	6	38,000	228,000	6	38,000	228,000	6	38,000	228,000
TOTAL	**127**		**1,123,000**	**92**		**669,000**	**92**		**637,500**
TOTAL (Excluding catered events/UNLV football)	**21**		**845,000**	**11**		**404,000**	**11**		**372,000**

As shown above, it is estimated that a new domed stadium could host approximately 127 events drawing 1.1 million attendees for UNLV football, international soccer, concerts, collegiate bowl games, neutral site college football games, motorsports, combative sporting events, and catered events. Excluding catered events and UNLV football, the facility would host 21 major events annually, drawing approximately 845,000 attendees. Other event attendance is estimated to total approximately 68,000 per year. It is estimated that a new open-air stadium could host approximately 92 events drawing 669,000 annually. Excluding catered events and UNLV football, the facility is projected to host 11 major events annually, drawing approximately 404,000 attendees. Additionally, a state-of-the-art collegiate stadium is expected to be smaller in capacity the open-air stadium scenario, and thus attract fewer annual visitors than the proposed open-air stadium. It is estimated that a new state-of-the-art collegiate stadium could host approximately 92 events drawing 638,000 attendees. Excluding catered events and UNLV football, the facility is projected to host 11 major events annually, drawing approximately 372,000 attendees.

Based upon the estimated events and attendance, and revenue/expense assumptions discussed previously, the following table summarizes the estimated operating revenues and expenses associated with the various potential stadium development scenarios in Las Vegas.

Estimated Financial Operations
Proposed Multi-Purpose On-Campus Stadium Scenarios

	State-of-The-Art Collegiate Stadium		Open-Air Stadium		Enclosed Stadium	
	Year 1	**Year 5**	**Year 1**	**Year 5**	**Year 1**	**Year 5**
Revenues						
Rentals / Ticket Sales	$1,813,000	$2,040,000	$1,813,000	$2,040,000	$3,617,000	$4,071,000
Naming Rights	2,550,000	3,100,000	3,000,000	3,647,000	3,450,000	4,035,000
Sponsorship	2,550,000	2,983,000	3,000,000	3,509,000	3,450,000	3,883,000
Luxury Suites	2,126,000	2,387,000	2,126,000	2,387,000	5,523,000	6,068,000
Loge Boxes	245,000	318,000	245,000	318,000	524,000	635,000
Club Seats	2,921,000	3,288,000	2,921,000	3,288,000	2,921,000	3,288,000
Food & Beverage	1,214,000	1,366,000	1,272,000	1,375,000	2,459,000	2,698,000
Merchandise	344,000	387,000	362,000	407,000	842,000	948,000
Ticket Fees	1,246,000	1,583,000	1,318,000	1,977,000	3,292,000	4,938,000
Total Revenues	**$15,009,000**	**$17,452,000**	**$16,057,000**	**$18,948,000**	**$26,078,000**	**$30,564,000**
Expenses						
Labor	$2,028,000	$2,239,000	$2,253,000	$2,487,000	$2,253,000	$2,487,000
General & Administrative	407,000	448,000	452,000	498,000	452,000	498,000
Operations	2,709,000	2,984,000	3,010,000	3,316,000	3,285,000	3,619,000
Utilities	1,152,000	1,346,000	1,280,000	1,495,000	3,030,000	3,543,000
Insurance	201,000	213,000	231,000	245,000	384,000	407,000
Total Expenses	**$6,497,000**	**$7,230,000**	**$7,226,000**	**$8,041,000**	**$9,404,000**	**$10,554,000**
NET INCOME / (LOSS)	**$8,512,000**	**$10,222,000**	**$8,831,000**	**$10,907,000**	**$16,674,000**	**$20,010,000**

State-of-the-Art Collegiate Stadium

It is estimated that the proposed state-of-the-art collegiate stadium in Las Vegas could generate revenues of approximately $15.0 million and incur approximately $6.5 million in expenses, resulting in net income of approximately $8.5 million before debt in the first year of operations. In the fifth year of operations, it is estimated that a new state-of-the-art collegiate stadium in Las Vegas could generate revenues of approximately $17.5 million and incur approximately $7.2 million in expenses, resulting in net income of approximately $10.2 million before debt.

Open-Air Stadium

It is estimated that a new open-air stadium in Las Vegas could generate revenues of approximately $16.1 million and incur approximately $7.2 million in expenses, resulting in net income of approximately $8.8 million before debt in the first year of operations. In the fifth year of operations, it is estimated that a new open-air stadium in Las Vegas could generate revenues of approximately $18.9 million and incur approximately $8.0 million in expenses, resulting in net income of approximately $10.9 million before debt.

Enclosed Stadium

It is estimated that a new enclosed stadium in Las Vegas could generate revenues of approximately $26.1 million and incur approximately $9.4 million in expenses, resulting in net income of approximately $16.7 million before debt in the first year of operations. In the fifth year of operations, it is estimated that a new enclosed stadium in Las Vegas could generate revenues of approximately $30.6 million and incur approximately $10.6 million in expenses, resulting in net income of approximately $20.0 million before debt.

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ECONOMIC & FISCAL IMPACT ANALYSIS

While many of the perceived benefits of the proposed stadium in Las Vegas are intangible including providing UNLV student-athletes an enhanced competition experience and UNLV coaches a unique tool from which to recruit top talent to the football program, as well as stimulating community pride among other qualitative benefits, the construction and annual operations of the proposed stadium in Las Vegas can provide quantifiable benefits to an area.

Typically, quantifiable effects are characterized in terms of economic impacts and fiscal impacts. Economic impacts are conveyed through measures of direct spending, total output, personal earnings, and employment. Fiscal impacts denote changes in tax revenues.

The focus of this analysis is to estimate the potential net new impacts generated from the construction and operation of the proposed stadium in Las Vegas. The following key issues have been addressed in this section:

- Overview of Economic Impacts;
- Construction Period Impacts;
- Annual Operations Impacts;
- Fiscal Impacts; and,
- Non-Quantifiable Benefits.

The assumptions underlying the estimates of economic and fiscal impacts are based on the results of a market and financial analysis presented previously in this report. The results presented are for the construction period and cumulative 30-year operations impacts.

OVERVIEW OF ECONOMIC IMPACTS

Economic impacts are typically conveyed through measures of direct spending, total output, personal earnings and employment. Each of the measures of economic impact is defined below:

- **Direct spending** represents spending generated by the proposed stadium in Las Vegas including construction-related spending on labor and materials as well as spending during annual operations consisting of in-facility expenditures on tickets and rentals, premium seating, concessions, sponsorships, etc.; out-of-facility spending on hotels, food and beverages, retail, transportation, entertainment and other expenditures.

- **Total output** represents the total direct, indirect and induced spending effects generated by the proposed stadium in Las Vegas.

- **Personal earnings** represent the wages and salaries earned by employees of businesses involved with the proposed stadium in Las Vegas.

- **Employment** is expressed in terms of person years of employment and is based on project spending. Person years are defined as one year of employment, or 2,080 annual hours, and may be full- or part-time.

DIRECT SPENDING

The operation of a multi-purpose stadium can impact the local economy in a variety of ways. As outlined in the exhibit below, initial direct spending is generated during construction on materials and labor and during operations at events on tickets and rentals, premium seating, concessions, sponsorships, etc., as well as before and after events throughout local hotel, restaurant, retail and other establishments.

In order to estimate the incremental economic and fiscal impact benefits generated to the local economy, certain adjustments must be made to initial direct spending to reflect the fact that all spending is not likely to impact the local economy. The following exhibit summarizes the adjustments made to initial direct spending in order to determine net new direct spending impacting the local economy.

DIRECT SPENDING - ADJUSTMENTS

As illustrated in the exhibit, adjustments must be made to account for the fact that a certain amount of spending associated with the proposed stadium in Las Vegas will be made by local residents and, therefore, likely represents money already spent in the economy in another form. This is called displacement and reduces the overall net new impacts. This type of spending is not considered net new to the local economy. Additionally, not all spending associated with the proposed stadium in Las Vegas will take place in the local economy. A portion of this spending is likely to occur outside the immediate area. This is called leakage and reduces the overall impact. The economic and fiscal impacts presented in this section represent the estimated net new impacts associated with the proposed stadium in Las Vegas.

MULTIPLIER EFFECTS

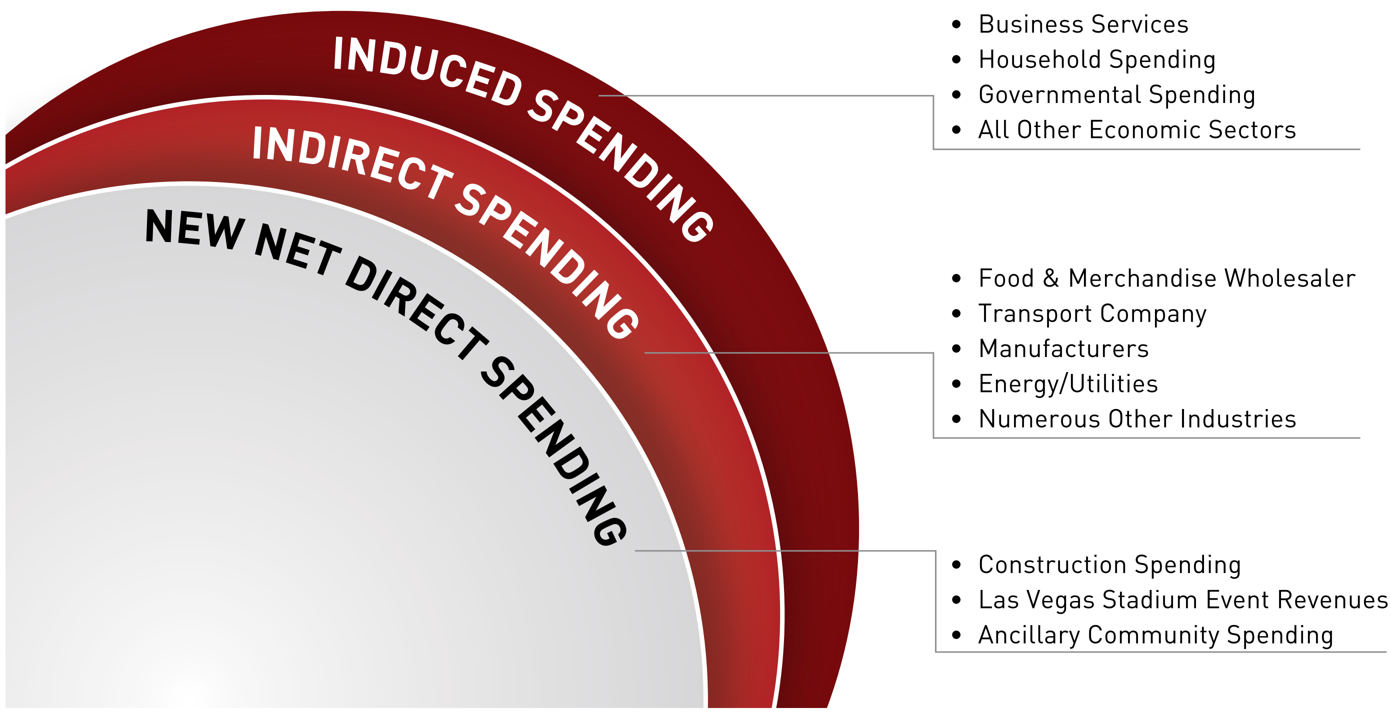
Economic impacts associated with the proposed stadium in Las Vegas will likely be further increased through re-spending of the net new direct spending. The total impact is estimated by applying an economic multiplier to initial direct spending to account for the total economic impact. The total output multiplier is used to estimate the aggregate total spending that takes place beginning with the direct spending and continuing through each successive round of re-spending.

Successive rounds of re-spending are generally discussed in terms of their indirect and induced effects on the area economy. Each is discussed in more detail as follows:

- Indirect effects consist of the re-spending of the initial or direct expenditures. These indirect impacts extend further as the dollars constituting the direct expenditures continue to change hands. This process, in principle, could continue indefinitely. However, recipients of these expenditures may spend all or part of it on goods and services outside the market area, put part of these earnings into savings, or pay taxes. This spending halts the process of subsequent expenditure flows and does not generate additional spending or impact within the community after a period of time. This progression is termed leakage and reduces the overall economic impact. Indirect impacts occur in a number of areas including the following:
  - wholesale industry as purchases of food and merchandise products are made;
  - transportation industry as the products are shipped from purchaser to buyer;
  - manufacturing industry as products used to service the sports complex, vendors and others are produced;
  - utility industry as the power to produce goods and services is consumed; and,
  - other such industries.
- Induced effects consist of the positive changes in spending, employment, earnings and tax collections generated by personal income associated with the operations of a sports complex. Specifically, as the economic impact process continues, wages and salaries are earned, increased employment and population are generated, and spending occurs in virtually all business, household and governmental sectors. This represents the induced spending impacts generated by direct expenditures.

The concept of direct, indirect and induced spending is further illustrated below.

THE MULTIPLIER EFFECT



The appropriate multipliers to be used are dependent upon certain regional characteristics and also the nature of the expenditure. An area which is capable of producing a wide range of goods and services within its border will have high multipliers, a positive correlation existing between the self-sufficiency of an area's economy and the higher probability of re-spending occurring within the region. If a high proportion of the expenditures must be imported from another geographical region, lower multipliers will result.

The multiplier estimates used in this analysis are based on the IMPLAN system. IMPLAN, which stands for Impact Analyses and Planning, is a computer software package that consists of procedures for estimating local input-output models and associated databases. Input-output models are a technique for quantifying interactions between firms, industries and social institutions within a local economy.

IMPLAN was originally developed by the U.S. Forest Service in cooperation with the Federal Emergency Management Agency and the U.S. Department of the Interior's Bureau of Land Management to assist in land and resource management planning. Since 1993, the IMPLAN system has been developed under exclusive rights by the Minnesota Implan Group, Inc. which licenses and distributes the software to users. Currently, there are hundreds of licensed users in the United States including universities, government agencies, and private companies.

The economic data for IMPLAN comes from the system of national accounts for the United States based on data collected by the U. S. Department of Commerce, the U.S. Bureau of Labor Statistics, and other federal and state government agencies. Data are collected for 440 distinct producing industry sectors of the national economy corresponding to the Standard Industrial Categories (SICs).

FISCAL IMPACTS

In addition to the economic impacts generated by the proposed stadium in Las Vegas throughout the market area, the public sector also benefits from increased tax revenues. In preparing estimates of fiscal impacts, total tax revenues attributable to the direct spending generated by the development were estimated. In addition, estimates of the effect of total output and earnings on the tax collections have been estimated. Tax revenues are based on the current applicable tax rates. Future changes in these rates would have an impact on the resulting tax collections. The sources of tax revenue focused on in this report are outlined below:

- State of Nevada Sales Tax;
- Clark County Sales Tax;
- Proposed Community Facilities District Sales Tax;
- Live Entertainment Tax;
- Modified Business Tax;
- Hotel Tax;
- Nevada General Fund Gaming Tax; and,
- Car Rental Taxes & Fees.

CONSTRUCTION PERIOD IMPACTS

The table below summarizes the net new economic impacts anticipated to be generated to Clark County by the construction of an open-air and enclosed stadium.

Construction Period Impacts Stadium Development Scenarios		
Net New Impact	**Open-Air Stadium**	**Enclosed Stadium**
Direct Spending	$341,674,000	$431,567,000
Total Output	$587,764,000	$739,065,000
Employment (FTEs)	4,559	5,708
Income	$290,046,000	$366,265,000

Project costs associated with the development of an open-air stadium in Las Vegas are estimated to total $655.2 million, while project costs associated with the development of an enclosed stadium are estimated to total $832.6 million. It is estimated that these costs will consist of roughly 60 percent materials and 40 percent labor. Further, it is estimated that 60 percent of materials spending and 80 percent of labor spending would occur in Clark County.

As a result, the one-time net new economic impacts estimated to be associated with the construction of an open-air stadium in Las Vegas include approximately $342 million in direct spending, $588 million in total output and 4,559 full and part-time jobs and $290 million in personal earnings. Net new impacts associated with the development of an enclosed stadium in Las Vegas include approximately $432 million in direct spending, $739 million in total output, 5,708 full and part-time jobs and $366 million in personal earnings.

In his study titled "The Economic Value and Importance of a Stadium with Seating for 55,000 or more Spectators for Nevada, Clark County, the Las Vegas Region's Resorts, and UNLV", Dr. Mark Rosentraub estimated that construction of an $800 million enclosed stadium would result in approximately $425 million in direct spending, $729 million in total output and 5,058 full and part-time jobs and $308 million in personal earnings.

ANNUAL OPERATIONS IMPACTS

The table below summarizes the net new combined on-site and off-site economic impacts anticipated to be generated to Clark County by the annual operations of an open-air and enclosed stadium (net of existing Sam Boyd Stadium impacts).

Annual Operations Impacts Stadium Development Scenarios		
Net New Impact	**Open-Air Stadium**	**Enclosed Stadium**
Direct Spending	$174,464,000	$428,359,000
Total Output	$275,632,000	$676,748,000
Employment (FTEs)	2,550	6,267
Income	$110,075,000	$270,427,000

Net new impacts from annual operations of an open-air stadium are estimated to generate $174 million in net new direct spending, $276 million in total output, 2,550 full and part-time jobs and $110 million in personal earnings. Net new impacts from annual operations of an enclosed stadium are estimated to generate $428 million in net new direct spending, $677 million in total output, 6,267 full and part-time jobs and $270 million in personal earnings. Dr. Mark Rosentraub estimated that the net new impacts from annual operations of a 55,000-seat enclosed stadium included $393 million in direct spending and $603 million in total output.

FISCAL IMPACTS

In addition to the direct spending, total output, employment and income impacts discussed herein, the construction and annual operations of a new stadium in Las Vegas could generate additional benefits to the local area in the form of increased tax revenues. Overall, it is estimated that annual net new fiscal benefits associated with the development of an enclosed and open-air stadium in Las Vegas could total approximately $37.1 million and $15.0 million, respectively. The following table provides a detailed summary of the net new fiscal impacts estimated to be generated to the local and regional area on an annual basis by type.

Annual Fiscal Benefits Analysis
Stadium Comparison (net of SBS)

Type of Tax	Open-Air Stadium	Domed Stadium
State Sales Tax	$1,651,000	$4,079,000
County Sales Tax	$5,037,000	$12,441,000
Proposed CFD Sales Tax	$743,000	$1,836,000
Live Entertainment Tax	$648,000	$1,629,000
Modified Business Tax	$4,700	$4,700
Hotel Tax	$2,012,000	$4,971,000
NV General Fund Gaming Tax	$4,820,000	$11,906,000
Car Rental Taxes & Fees	$85,000	$210,000
TOTAL	**$15,001,000**	**$37,077,000**

TABLE 3: OFF-SITE SPENDING ESTIMATES			
	Domed Stadium	Open-Air Stadium	Future Sam Boyd Events
Number of Events[1]	27	17	8
Total Annual Attendance[1]	1,047,399	623,122	129,000
Total Overnight Attendees	596,508	266,721	42,825
Total Incremental Visitors[2]	505,518	226,321	36,401
Estimated Trip Spending[3]			
Average/Trip for Lodging (per night)	$83.62	$83.62	$83.62
Average/Trip for F&B	$278.95	$278.95	$278.95
Average/Trip for Local Transport	$59.68	$59.68	$59.68
Average/Trip for Shopping	$140.90	$140.90	$140.90
Average/Trip for Shows	$38.45	$38.45	$38.45
Average/Trip for Sightseeing	$9.29	$9.29	$9.29
Average/Trip Gambling Budget	$529.57	$529.57	$529.57
Total Average Trip Spending	$1,140.46	$1,140.46	$1,140.46
Estimated Total Spending[4]			
Room Nights	$44,638,629	$19,984,783	$3,214,329
F&B	$141,014,291	$63,132,315	$10,154,129
Local Transport	$30,169,324	$13,506,853	$2,172,427
Shopping	$71,227,509	$31,888,665	$5,128,936
Shows	$19,437,173	$8,702,052	$1,399,628
Sightseeing	$4,696,264	$2,102,524	$338,168
Gaming	$190,072,150	$85,095,593	$13,686,677
Total Expenditures	$501,255,340	$224,412,785	$36,094,294
Minus On-Site Spending- All Incremental Visitors[1]			
Total Ticket Revenue	$15,210,941	$6,801,386	$1,092,038
Food & Beverage	$1,211,323	$521,708	$190,670
Novelty Income	$535,930	$230,606	$153,446
Total On-Site Expenditures	$16,958,194	$7,553,700	$1,436,154
Estimated Off-Site Spending- All Incremental Visitors[5]			
Room Night	$44,638,629	$19,984,783	$3,214,329
F&B	$139,802,969	$62,610,607	$9,963,459
Local Transport	$30,169,324	$13,506,853	$2,172,427
Shopping	$70,691,579	$31,658,059	$4,975,490
Shows	$4,226,232	$1,900,667	$307,591
Sightseeing	$4,696,264	$2,102,524	$338,168
Gaming	$190,072,150	$85,095,593	$13,686,677
Total Incremental Visitor Spending	$484,297,146	$216,859,085	$34,658,140

1 Number of events, total visitors and on-site spending provided by CSL.

2 Total incremental visitors equates to net new visitors. 3 The estimated trip expenditures figures are from the LVCVA 2013 Visitors Profile.

4 The estimated total expenditures are computed by multiplying Total Incremental Visitors by Total Estimated Trip Expenditures.

5 The estimated total off-site expenditures are computed by subtracting On-Site Spending from the Estimated Total Expenditures.

TABLE 4: TOTAL INCREMENTAL TOURIST SPENDING: IMPLAN INPUTS USED TO ESTIMATE OUTPUT, WAGES AND LABOR INCOME: CLARK COUNTY			
IMPLAN Model Inputs	Domed Stadium	Open-Air Stadium	Future Sam Boyd Events
		Spending	
320 Motor Vehicle and Parts Dealers	$732,915	$328,224	$51,585
321 Furniture and Home Furnishings Stores	$673,001	$301,392	$47,368
322 Electronics and Appliance Stores	$4,808,696	$2,153,495	$338,451
323 Building Material & Garden Supply Stores	$906,173	$405,815	$63,779
324 Food and Beverage Stores	$1,186,674	$531,432	$83,522
325 Health and Personal Care Stores	$2,707,004	$1,212,287	$190,527
326 Gasoline Stations	$345,845	$154,881	$24,342
327 Clothing and Clothing Accessories Stores	$47,926,549	$21,463,115	$3,373,217
328 Sporting Goods/Hobby/Book/Music Stores	$1,556,020	$696,838	$109,517
329 General Merchandise Stores	$6,770,098	$3,031,877	$476,500
330 Miscellaneous Store Retailers	$3,078,605	$1,378,702	$216,682
336 Transit and Ground Passenger Transportation	$30,169,324	$13,506,853	$2,172,427
338 Scenic and sightseeing transportation	$4,696,264	$2,102,524	$338,168
402 Performing Arts Companies	$4,226,232	$1,900,667	$307,591
409 Amusement parks, arcades, and gambling industries	$190,072,150	$85,095,593	$13,686,677
411 Hotels and motels, including casino hotels	$44,638,629	$19,984,783	$3,214,329
413 Food services and drinking places	$139,802,969	$62,610,607	$9,963,459
TOTAL INCREMENTAL TOURIST SPENDING	**$484,297,146**	**$216,859,085**	**$34,658,140**

Source: RCG Economics.

Note: In order to determine the IMPLAN model inputs, the total incremental visitor spending calculated in Table 3 was allocated to the appropriate IMPLAN industry codes. For example, the LVCVA Room Night, Food & Beverage, Local Transportation, Sightseeing, and Gaming Trip expenditures/ spending, each, had a corresponding IMPLAN industry code as shown in Table 4 above. For example, the LVCVA's Food & Beverage trip expenditures were completely allocated to the IMPLAN code 413, "Food services and drinking places".

Table 4 shows the estimated spending levels RCG used in the IMPLAN model for the Domed, Open-Air and Sam Boyd stadiums. Retail/shopping has multiple IMPLAN industry codes. The total incremental visitor spending was allocated into the different industry codes, based on the actual spending that was occurring in the proposed Las Vegas Strip and Downtown Community Facilities District ("CFD"), requested by UNLV. For example, of the total retail spending occurring in the CFD, 67.8% of it was for clothing and clothing accessories. Therefore, the IMPLAN industry code 327, "Clothing and Clothing Accessory Stores", received 67.8% of the total incremental visitor spending on retail shopping.

While we understand the resort corridor/downtown CFD is no longer being considered by the CIAD (instead a County-wide CFD is preferred), it is our opinion that the former CFD's spending allocation is a more reasonable portrayal of what visitors purchase when shopping in Las Vegas. That's why the Off-Site spending estimates used herein and generated by the two stadium options still remain valid. For example, on a County-wide basis, IMPLAN code 320, "Motor Vehicle and Parts Dealers" accounts for approximately 21% of all retail spending. In the CFD this type of spending only accounts for approximately 1% of all retail spending. This is because visitors are not as likely as locals to purchase car parts from a retail store.

TABLE 5A: IMPLAN OUTPUTS: INITIAL OFFSITE BENEFITS			
Domed Off-Site			
Impact Type	**Spending/Output**	**Employment**	**Labor Income**
Direct Benefit	$454,006,000	4,667	$194,016,000
Indirect Benefit	$105,178,000	775	$39,802,000
Induced Benefit	$157,839,000	1,178	$52,852,000
Total Benefits	**$717,023,000**	**6,620**	**$286,670,000**
Multipliers	1.58	1.42	1.48

TABLE 5B: IMPLAN OUTPUTS: INITIAL OFFSITE BENEFITS			
Open-Air Off-Site			
Impact Type	**Spending/Output**	**Employment**	**Labor Income**
Direct Benefit	$203,307,000	2,090	$86,876,000
Indirect Benefit	$47,101,000	347	$17,823,000
Induced Benefit	$70,678,000	528	$23,666,000
Total Benefits	**$321,086,000**	**2,964**	**$128,365,000**
Multipliers	1.58	1.42	1.48

Sam Boyd Off-Site			
Impact Type	**Spending/Output**	**Employment**	**Labor Income**
Direct Benefit	$32,544,000	334	$13,904,000
Indirect Benefit	$7,537,000	56	$2,854,000
Induced Benefit	$11,312,000	84	$3,788,000
Total Benefits	**$51,393,000**	**474**	**$20,546,000**
Multipliers	1.58	1.42	1.48

It should be noted that the direct spending in Tables 5B and 5B do not match the total incremental visitor spending shown in Table 4. For example, in Table 4, the Dome stadium is projected to have a total incremental visitor spending of $484.3M (gross), while IMPLAN is reporting a direct benefit of only $454M. The difference between the two estimates of approximately $30M is the result of "leakage", and represents the amount of money that does not stay within the Clark County local economy.

After calculating the benefits of the Domed, Open-Air and Sam Boyd Stadium options, at the request of UNLV, RCG then removed the Sam Boyd stadium's economic benefits from the Domed and Open-Air options. This was done to ensure that only the net new economic activity resulting from a new stadium was reported. These results are shown in Tables 6A and 6B below:

TABLE 6A: IMPLAN OUTPUTS: FINAL OFFSITE BENEFITS

Domed Off-Site net Sam Boyd

Impact Type	Spending/Output	Employment	Labor Income
Direct Benefit	$421,461,000	4,333	$180,112,000
Indirect Benefit	$97,641,000	719	$36,948,000
Induced Benefit	$146,527,000	1,094	$49,064,000
Total Benefits	**$665,629,000**	**6,146**	**$266,124,000**
Multipliers	**1.58**	**1.42**	**1.48**

TABLE 6B: IMPLAN OUTPUTS: FINAL OFFSITE BENEFITS

Open-Air Off-Site net Sam Boyd

Impact Type	Spending/Output	Employment	Labor Income
Direct Benefit	$170,763,000	1,756	$72,972,000
Indirect Benefit	$39,564,000	291	$14,970,000
Induced Benefit	$59,365,000	443	$19,878,000
Total Benefits	**$269,692,000**	**2,490**	**$107,820,000**
Multipliers	**1.58**	**1.42**	**1.48**

Source: IMPLAN.

Note: It is these numbers in Tables 6A and 6B that were ultimately used to represent the "net" Off-site economic benefits for the two facility options. And these are the amounts used in the most recent CSL presentation before the CIAB.

Mega-Events Center at UNLV

Purpose

This report has been prepared by Hobbs, Ong & Associates, Inc. in response to a request from UNLV and Majestic Realty, potential partners in the development of a 55,000+ seat mega-events center and other amenities on the UNLV campus. The purpose of this report is to explore and evaluate the need for, and economic benefits associated with, a covered mega-events center on the UNLV campus. In part, this report draws upon the work of the University of Michigan's Center for Sports Management, led by Professor Mark S. Rosentraub, and their report entitled, "An All-Weather, Covered Mega-Events Stadium on UNLV's Campus: The Economic Value and Importance of a Stadium with Seating for 55,000 or More Spectators for Nevada, Clark County, the Las Vegas Region's Resorts, and UNLV".

Introduction

Las Vegas, despite its successes in diversifying its economy over the past several years, remains firmly rooted and invested in entertainment. In fact, attracting visitors to partake in a wide variety of entertainment alternatives is what Las Vegas has been designed to do and is, as history has shown, what it does best. It has continued to display its resiliency over the years as it has shifted from being gaming-centric to being a global destination for those who seek the best shopping, dining, room quality and value, and overall entertainment experience available. All of this said, there is one glaring void in the Las Vegas entertainment arsenal; the absence of a state-of-the-art, multi-purpose event center.

It is indeed ironic that Las Vegas, the "Entertainment Capital of the World", is one of the only major tourist destinations and metropolitan areas in the country that lacks such a state-of-the-art special event facility.

The lack of a mega-events center in Las Vegas is even more glaring when one considers that the primary mission of the Las Vegas economy is to attract visitors, and that the offering of special events is one of the primary means of attracting them to the market. Without such a facility Las Vegas, as a destination, lacks the ability to attract and offer special events that cannot be accommodated by its existing inventory of venues. In other words, the absence of such a facility is tantamount to a loss of potential visitors and the retention of existing customers and is contrary to the primary mission of the core Las Vegas economy.

The current inventory of event venues in Las Vegas includes a variety of specialized showrooms with comparatively small seating capacities and four "arena" venues with seating capacity ranging from just over 7,000 to less than 20,000. These venues are each very efficiently used, but are limited by size to events that fit an arena configuration. This inventory also includes the aging, open-air and non-centrally located Sam Boyd Stadium, which can seat 36,800 in its most common configuration for football.

To address this facility deficit, it has been proposed that a covered mega-events center with seating for 55,000 or more spectators be constructed on the western side of the UNLV main campus. A facility of this type and size, located in close proximity to both the Las Vegas Strip and McCarran International

Airport, would address the void described above while also providing a community asset that would serve not only the UNLV campus, but Las Vegas as a whole.

The benefits of adding a 55,000+ seat covered mega-events center on the UNLV campus include:

- The filling of a void in the current inventory of event facilities, which would improve the Las Vegas market's ability to attract events that are currently unattainable and to retain events that have grown beyond the capacity of their current venues.
- The availability of a neutral site venue close to the Las Vegas Strip that could be used for events that augment visitation to the resort corridor.
- The revitalization of the west end of the UNLV campus.
- With the movement of UNLV football to the campus, more of a campus community will result, benefiting students, faculty, staff and alumni.
- Enhanced quality of life for residents through the attraction of events beyond those specifically designed to attract new visitors. In this regard, the facility would serve as a highly desirable bridge between the university and the community as a whole.
- Economic revitalization of the areas immediately surrounding the UNLV campus.
- The new mega-events center will provide for significant branding opportunities for both UNLV and for Las Vegas.
- With the attraction of 15 new events to the community, it is estimated that **$393.2 million in total <u>direct</u> annual economic benefit will inure to the Las Vegas economy.** Indirect benefits of $95.4 million and induced benefits of $114.8 million will also result. **The total direct, indirect and induced economic benefit arising from 15 new events is estimated to be $603.4 million.** If 20 new events were held, this number would be expected to rise to $804.6 million.
- With the attraction of 15 new events, it is estimated that nearly **$36.8 million in new annual tax revenue** will be generated for state and local governments; and,
- Economic benefits associated with the construction of the new mega-events center includes the **generation of more than 5,000 direct, indirect and induced person years of employment**, generating more than **$197 million in direct wages** for local working families. The building of the mega-events center alone would generate nearly $30 million in tax revenue for state and local governments.

The economic and fiscal benefits noted above focus upon the attraction of <u>new</u> events and <u>new</u> visitors to the Las Vegas market, and do not include the value associated with events currently held in any existing venue in Las Vegas. All substitution effects were eliminated in the estimation of economic benefits.

The prudent and conservative assumptions used to produce the economic benefit estimates noted herein allow the conclusion to be drawn that considerable economic benefits to the hospitality industry and the community as a whole will be realized if a new mega-events center is added to the mix. Conversely, without a new mega-events center, there are numerous athletic and entertainment events that cannot take place in the Las Vegas market. There is even the possibility that some events that have traditionally been held in Las Vegas area will choose to relocate to other tourist destinations that have state-of-the-art mega-events facilities. The failure to attract new events and retain existing events has the potential to cost Las Vegas jobs, income, tax revenue and economic benefits that could otherwise inure to the community.

Summary of Projected Economic Benefits

Discussions with representatives of the Las Vegas Convention and Visitors Authority and Las Vegas Events have indicated that the assumed attraction of 15 or more new events to the Las Vegas market is both reasonable and achievable. Included among the type of new events that could be readily attracted to the market are; three neutral-site collegiate football games, an additional college bowl game, an NFL exhibition game, two additional NCAA football games and/or basketball conference championship tournaments, multiple major music events, international soccer exhibitions, and unarmed combat (e.g., boxing, UFC, WWE) mega-events.

The identification of a reasonable and achievable number of new events is central to determining the economic impact arising from them.

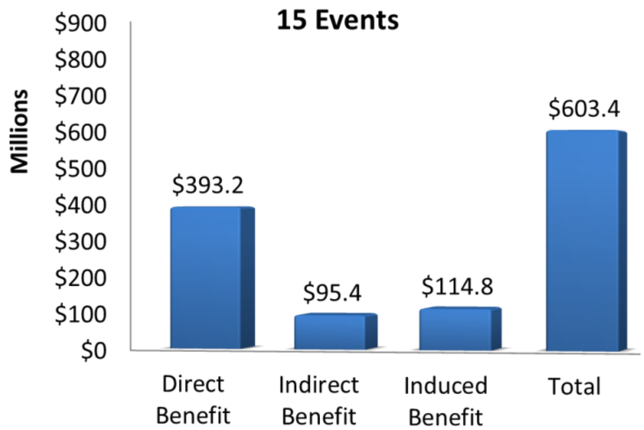
According to the estimates included in the report prepared by the University of Michigan's Center for Sports Management, the attraction of 15 new events (housed in a new 55,000 seat mega-events center) would produce 472,500 ticket sales to visitors. This would amount to 31,500 tickets sold to new visitors per event. Assuming an average ticket price of $100, the University of Michigan estimates that visitors will spend $47.2 million to attend events each year. They further estimate that, if each attendee were to spend $40 on food, beverage and merchandise at each event, an additional $18.9 million in consumption-related revenue would be generated each year. Total receipts for 15 events at the new mega-events center, including tickets, food and beverage, and merchandise are estimated to be $66.1 million annually.

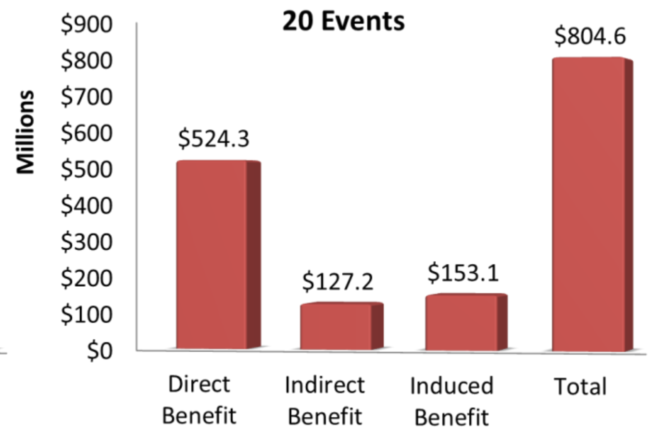
The University of Michigan report estimates that 15 new events at the mega-events center would produce a total of $393.2 million in total annual benefit for the Las Vegas economy. The indirect benefits would approximate $95.4 million, while the induced benefits would add $114.8 million. Removing the new spending associated with tickets and other direct event-related revenue, and assuming that consumption at other places in Las Vegas would occur, the 15 events are still projected to produce nearly $327.1 million in new annual spending within the resort corridor and among retail destinations with the Las Vegas market.

If, in a given year, Las Vegas were to attract 20 new events to the new mega-events center, the estimated economic benefit would rise to $524.3 million annually. Including indirect and induced benefits, the total would rise to $804.6 million at 20 events.

The 15 new events would also produce new tax revenues for the state and local governments within Clark County. The University of Michigan also estimates that $37 million in new tax and fee revenue could be generated annually. Revenue sources include room tax, sales tax, live entertainment tax, gross gaming tax and car rental tax. Construction of the facility would generate an estimated $26 million in sales tax and $3.5 million in modified business (payroll) tax revenue.

For a more detailed view of the University of Michigan's economic and fiscal benefit estimates, please see the attached summary table (Attachment A).





UNLV Benefits

A covered mega-events center on its campus will permit UNLV to integrate all of its sports programs with the academic life of students, faculty, and staff. UNLV will also be able to welcome its alumni and the entire community to its campus for sports and entertainment events throughout the year. The facility would also become a focal point for community and university interaction, serving as a bridge between the campus and residential population.

Beyond increasing the presence of UNLV in the community, the new mega-events center will offer an opportunity to create a springboard for further development of campus facilities and will reinvigorate interest in adjoining retail and commercial property. By way of example, the presence of a new mega-events center on the UNLV campus will also allow for the development of other facilities (e.g., a student residential village, including retail and other amenities) which will advance the university toward the desired goal of becoming a residential campus and community destination. This would, in turn, help to elevate the attractiveness and energy level of the campus on local, national and international levels. The impacts upon the areas bordering the western part of the campus, while not included in this report, are expected to be positive.

The development of a covered mega-events center on the UNLV campus would serve as the anchor for a master plan that would transform the campus into both a community gathering place and a vibrant residential campus, while also providing a needed asset for the hospitality industry.

Summary and Conclusion

Las Vegas, while it is billed as the "Entertainment Capital of the World" and with an economy that is predominantly dependent upon attracting visitors to the Las Vegas market, has a deficiency in its inventory of facilities that can be used to attract net new visitors to the market. Las Vegas has a number of facilities that are capable of hosting special events, from very small and intimate events up to just under 20,000 attendees (e.g., UNLV Thomas and Mack Center). The deficiency is in the area of a state-of-the-art, mega-events center capable of hosting 55,000 or more attendees. The lack of such a facility can lead to the loss of events currently hosted in Las Vegas as well as the inability to compete for new events that require such a facility. In either case, this is tantamount to a loss of business for the Las Vegas market.

If 15 mega-events were held at such a facility, $393.2 million in new annual direct spending is projected to take place in the market. If the mega-events center is not built, this spending will not occur and the foregone income would be an annual economic drain on economic development.

To build a covered mega-events center on its campus, UNLV will need to form a partnership with the market's resorts and hospitality industry, and will require the cooperation and involvement of the State and local entities. Such a partnership is not unprecedented; UNLV, the State of Nevada and the local community have worked together in the past to build a needed venue for events, the Thomas & Mack Center, which has produced substantial economic development gains for the region. In fact, the Thomas & Mack Center is among the nation's most successful arenas without an anchor professional sports team. By way of evidence, the Thomas & Mack Center has welcomed more than 21.7 million attendees to events over its life, and has averaged roughly 700,000 attendees per year over the past several years. Of the 700,000 attendees per year, approximately 300,000 are visitors to southern Nevada. The University of Michigan report estimates that more than $200 million per year is spent in Las Vegas hotels and retail centers by visitors attending events at the Thomas & Mack Center. The Thomas & Mack Center has proven to be a key economic contributor to both the university and the hospitality sector.

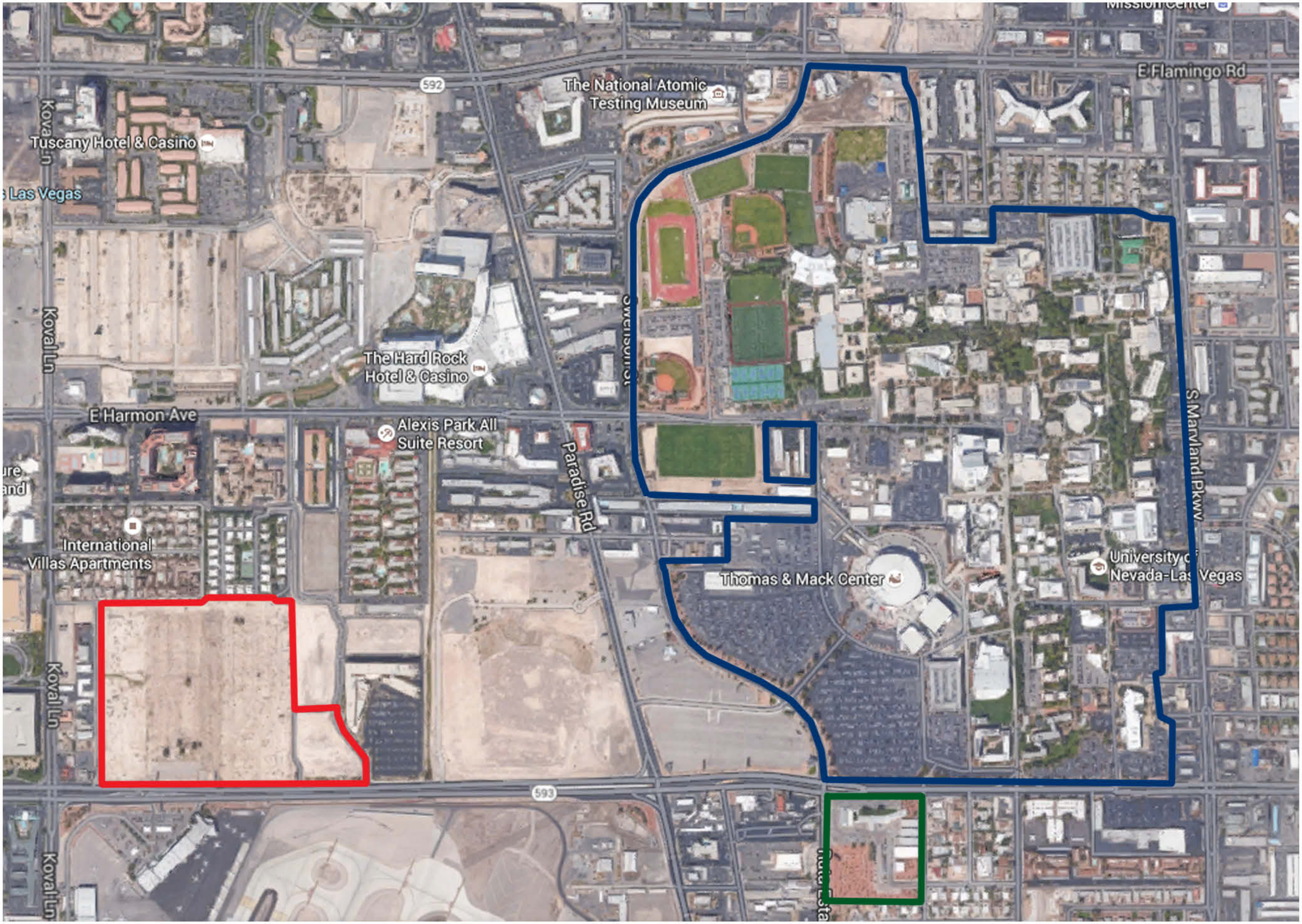
Another partnership between the State of Nevada, UNLV and the Las Vegas hospitality sector to build a new mega-events center will generate new levels of spending at Las Vegas' resorts. The result will be increased visitation, more jobs, more wages and salaries, and more economic activity within the region's core tourism economy. It will result in a better UNLV, engaging the community and anchoring a new wave of campus investment. It will also mean increased state and local tax collections, not only for the local university, but for state and local programs such as education, public safety, roads and healthcare. Failing to act will inevitably have the opposite effect, all but insuring that large-scale events will be hosted in other parts of the country that want nothing more than to capture an increasing share of Las Vegas' tourism and events spending. A mega-events center is conspicuously absent in southern Nevada, and there is compelling evidence that its construction and its operation would not only preserve, but would enhance the competitiveness of its core economy.

ATTACHMENT A

New Annual Spending and Taxes Attributable to New Events in the Proposed UNLV Mega-Events Center

NUMBER OF *EXPORT* EVENTS	*15 Events*	*20 Events*
NEW VISITOR EXPENDITURES:		
Lodging	$84,030,469	$112,040,625
Food and Beverage	$110,322,371	$147,096,495
Retail Spending	$51,946,178	$69,261,570
Entertainment (Shows)	$19,792,080	$26,389,440
Gaming	$97,193,250	$129,591,000
Local Transport	$25,804,406	$34,405,875
Sightseeing	$4,112,640	$5,483,520
TOTAL ANNUAL Benefit For The Las Vegas Regional Economy	**$393,201,394**	**$524,268,525**
Consumption on UNLV Campus	$66,150,000	$88,200,000
TOTAL ANNUAL Direct Economic Benefit for Resorts, Retail Centers in Metropolitan LV	**$327,051,394**	**$436,068,525**
ANNUAL TAX REVENUES:		
State of Nevada Sales Tax	$13,037,862	$17,383,816
Clark County Sales Tax	$2,414,419	$3,219,225
Live Entertainment Tax	$4,329,863	$5,454,863
Hotel Taxes	$10,083,656	$13,444,875
NV General Fund Gaming Tax Revenue	$6,560,544	$8,747,393
Car Rental Taxes and Fees	$362,688	$483,584
Total Tax Revenues Generated From New Visitors	**$36,789,032**	**$48,733,756**

Source: University of Michigan's Center for Sports Management



= Main UNLV Campus
= Paradise Campus
= 42 Acre Parcel

LAS VEGAS SUN

Where I Stand:

Las Vegas taxes on tourism while rival Orlando invests

By Robert Lang

Sunday, Sept. 6, 2015 | 2 a.m.

Brian Greenspun is taking some time off and is turning over his Where I Stand column to others. Today's guest columnist is Robert Lang, director of the think tank Brookings Mountain West at UNLV, an outreach of the Brookings Institution.

The 2015 Legislature again revised the state's Live Entertainment Tax. Recent debates centered on the definition of "live entertainment," how to collect the tax and exemptions to the tax. But once again Nevada failed to address the most critical issue surrounding this tax.

Unlike other major entertainment destinations, such as our prime competitor, Orlando, Fla., Southern Nevada does not retain a "carve-out" — a portion of the revenues generated by these location-specific events — to reinvest in tourist infrastructure so we can continue to build on Southern Nevada's No. 1 industry.

Orlando economic development staffers contacted Brookings Mountain West following the close of the 2015 Nevada Legislature to confirm that the state increased and broadened its live entertainment tax yet failed to secure a single new penny for investment in tourism assets. In addition, two-thirds of our current bed taxes flow to uses other than building and promoting our tourist economy. By contrast, Orlando maintains by law a 100 percent capture of its bed tax for tourism.

Our conversation with officials in Orlando concluded with one basic request from them: Please tell us the same legislators who failed to secure new funding streams for Las Vegas tourist investments will be in office next session.

Not to be polite, Orlando sees us as sitting ducks.

Consider that Orlando's locally generated entertainment funds (or the "tourist development tax") pay for improvements in major venues that strengthen and expand the region's booming tourist economy. For instance, over the past two years, Orlando plowed tourist-generated taxes into more than $200 million in upgrades at the 60,000-plus-seat Citrus Bowl and constructing Orlando City Stadium for more than $150 million.

Orlando City Stadium is an especially key contrast with Las Vegas. The venue soon will house a Major League Soccer expansion franchise and will play host to the 2016 and 2017 NCAA Women's College Cup championship. City Stadium sits smack downtown and is part of a broader urban-redevelopment effort. Yes, Orlando did exactly what Las Vegas failed to do: build a soccer stadium downtown. One key reason for success: locally generated tourist taxes help build entertainment infrastructure. Orlando has this tax stream; Las Vegas does not.

Why a soccer stadium? Orlando is targeting tourists from Latin America and sees soccer as a major draw. Note that Las Vegas also is booming with visitors from Latin America, especially Brazil. A downtown Las Vegas soccer-led stadium would appeal to many foreign tourists and provide a much-needed venue for multi-use live entertainment.

You also may recall Orlando's recent efforts to secure the National Finals Rodeo (NFR) from Las Vegas. While the effort was unsuccessful, it was not due to a lack of local resources or facilities. Orlando planned to pay for a new NFR arena in part by taxing tickets to that very event.

And Orlando is not alone in securing stadium resources from public sources while Las Vegas fails. Consider that Arlington, Texas, a city of nearly 400,000 residents, has attached a portion of locally generated retail sales taxes to build a massive live-entertainment complex that includes baseball and football stadiums. In fact, the 85,000-seat AT&T Stadium (home to the Dallas Cowboys) — one of the largest and most sophisticated entertainment venues in the world — is owned by Arlington. To think, Arlington does all this on a small portion of retail sales that are dwarfed by those in Southern Nevada.

Given local taxes generated in the retail and entertainment sector from tourist dollars alone, Las Vegas could have the most spectacular stadium in the U.S. If Southern Nevada had the same revenue streams available to Orlando or Arlington but enhanced by the region's hyper rate of tourist consumption and taxation, Las Vegas could build a must-see, envied-worldwide mega-entertainment complex, no problem.

Finally, Las Vegas has one quality that Dallas and all other major tourist markets (except Orlando) lack: Most seats in Las Vegas venues are filled by out-of-towners. When Glendale, Ariz., stole the Arizona Cardinals from Tempe, it did little to alter the fact that metro Phoenix residents fill seats in either site. Yet any new stadium in Las Vegas will grow our entertainment tourist infrastructure and add to regional export wealth in a way Phoenix and Dallas cannot match.

Southern Nevada's leading competitive economic advantage is tourism, and it will remain that way even if we succeed in much-needed industry diversification efforts. Expanding the core economy with new entertainment capacity is a certain winner. Orlando — to use Vegas parlance — is doubling down on its tourist expansion bet via multiple tax streams generated by lodging, entertainment and retail sales.

For now, Las Vegas is floundering on the sideline, but it is not too late to get in the game. Las Vegas has a potent tourist sector. If even a small share of taxes from its many tourist-led revenue streams were applied to building out events and entertainment infrastructure, then look out Orlando!

PRELIMINARY TRAFFIC EVALUATION

UNLV MASTER PLAN UPDATE

CLARK COUNTY, NEVADA

Prepared for:
Majestic Realty Company
c/o Mr. Craig D. Cavileer
President-Silverton Casino
3333 Blue Diamond Road
Las Vegas, Nevada 89139

Prepared by:

Kimley-Horn and Associates, Inc.

November 2012
092285032

Kimley-Horn
and Associates, Inc.

PRELIMINARY TRAFFIC EVALUATION

FOR

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PROFESSIONAL ENGINEER - STATE OF NEVADA
Kenneth W. Ackeret
Exp: 12/31/12
CIVIL
No. 6227
11/19/12

Prepared by:

Kimley-Horn and Associates, Inc.
6671 Las Vegas Boulevard South
Suite 320
Las Vegas, Nevada 89119
702-862-3600

092285032

1. INTRODUCTION

Kimley-Horn and Associates, Inc. has been retained by Majestic Realty to assist UNLV Planning and Construction and the project team in the development of the UNLV Master Plan update with respect to transportation planning issues. The purpose of this evaluation is to identify traffic generation characteristics of the proposed master plan, identify potential traffic related impacts on the local onsite and offsite street system to support the master plan, and develop preliminary mitigation measures as may be required for the transportation elements of the plan.

The existing UNLV campus is generally located south of Flamingo Road, north of Tropicana Avenue, west of Maryland Parkway and east of Swenson Street in Clark County, Nevada.

The master plan includes the growth in academic facilities from 26,000 students to 35,000. The plan also includes an on campus UNLV football stadium and event center of 60,000 seats, as well as a student village that will provide 500,000 square feet of restaurant and retail area.

The UNLV Master Plan update transportation evaluation was based on the following future build-out conditions for the campus:

- 35,000 students (headcount)
- 4,000 faculty/staff
- 18,800 seats – Thomas and Mack Capacity (basketball event)
- 500,000 SF – Retail (Student Village)
- 60,000 seats – Stadium/Event Center Capacity
- 750 rooms – Hotel

The location of the UNLV campus with respect to the Las Vegas Valley is shown on **Figure 1**.

UNLV MASTER PLAN UPDATE
VICINITY MAP

FIGURE 1

Kimley-Horn and Associates, Inc. © 2012

2. METHODOLOGY

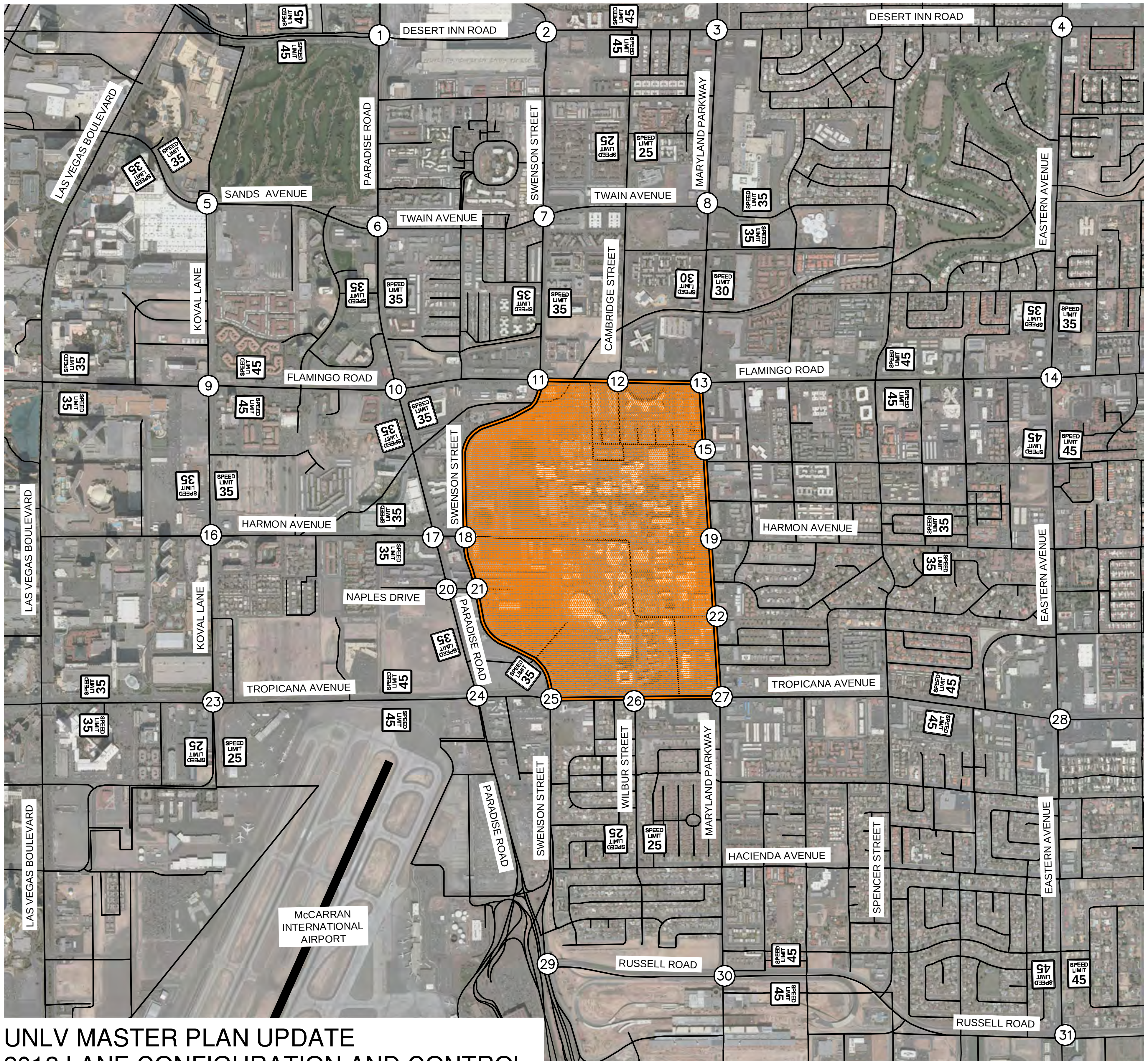
This section will describe the methodology and assumptions used to determine the traffic impacts of the proposed UNLV Master Plan buildout upon the surrounding street network.

2.1 Background Traffic and Trip Generation

To establish the anticipated background traffic and trip generation, the following components were identified and evaluated:

- Existing traffic volume counts from 2006-2011 were gathered for time periods when UNLV was in session. **Figures 2**, **2A**, and **2B** show the location of key intersections, the existing lane configuration and traffic volumes respectively. **Figure 3** shows the existing level of service (LOS) at the key intersections.
- Historical traffic volumes were used to estimate existing UNLV campus generated traffic. Volumes to and from the UNLV campus during peak hours were found to range on the order of 3,500 – 4,100 vehicles per hour in the AM peak hour and 3,700 – 4,300 vehicles per hour during the PM peak hour. These values are generally consistent with the ITE Land Use 550 (University/College) based on a student attendance of approximately 26,000.
- The University's academic growth from a total population (students, faculty, and staff) of 29,000 to 39,000 students, faculty and staff was determined by growing the existing university traffic by 34%.
- For purposes of estimating the number of new trips that are anticipated to be generated by 500,000 square feet of retail of the proposed student village, the Institute of Transportation Engineers (ITE) Trip Generation, 8th Edition was used. The ITE Trip Generation informational report is a standard reference used by jurisdictions throughout the country and is based on actual trip generation studies performed at numerous locations in areas of various populations.
- The buildout traffic volumes of the McCarran International Airport with the completion of Terminal 3 (T3) provided in the March 2003 environmental assessment were added to the existing background traffic for future conditions.
- The special event traffic volumes for the stadium/event center were developed based on the following key assumptions:

  - **Event Attendees** – Based on economic studies of the existing off campus Sam Boyd Stadium and other national stadia an average attendance for major events is reported to be 87% of seating capacity. It is understood that sell-out events would not be planned for the same date and start time at both the proposed stadium and the existing Thomas and Mack Center. For the special event evaluation, an event attendance scenario based on a total attendance of 52,200 people at the stadium or in combination between the Thomas and Mack arena and the stadium was evaluated. Attendance of 52,200 is equal to 87% of the stadium capacity. A campus event attendance of 52,200 people would also relate to a National Finals Rodeo (NFR) event at Thomas and Mack with an attendance of 16,500 (about 87% of the seating capacity of 18,800 seats) in combination with a 35,700 attendee event at the stadium. A stadium event of 35,700 attendees would be consistent with a major concert at or about a 60% stadium capacity.



NORTH
NTS

STUDY INTERSECTIONS

1. PARADISE ROAD/DESERT INN ROAD
2. SWENSON STREET/DESERT INN ROAD
3. MARYLAND PARKWAY/DESERT INN ROAD
4. EASTERN AVENUE/DESERT INN ROAD
5. KOVAL LANE/SANDS AVENUE
6. PARADISE ROAD/TWAIN AVENUE
7. SWENSON STREET/TWAIN AVENUE
8. MARYLAND PARKWAY/TWAIN AVENUE
9. KOVAL LANE/FLAMINGO ROAD
10. PARADISE ROAD FLAMINGO ROAD
11. SWENSON STREET/FLAMINGO ROAD
12. CAMBRIDGE STREET/FLAMINGO ROAD
13. MARYLAND PARKWAY/FLAMINGO ROAD
14. EASTERN AVENUE/FLAMINGO ROAD
15. MARYLAND PARKWAY/COTTAGE GROVE AVENUE
16. KOVAL LANE/HARMON AVENUE
17. PARADISE ROAD/HARMON AVENUE
18. SWENSON STREET/HARMON AVENUE
19. MARYLAND PARKWAY/HARMON AVENUE
20. PARADISE ROAD/NAPLES DRIVE
21. SWENSON STREET/NAPLES DRIVE
22. MARYLAND PARKWAY/UNIVERSITY ROAD
23. KOVAL LANE/TROPICANA AVENUE
24. PARADISE ROAD/TROPICANA AVENUE
25. SWENESON STREET/TROPICANA AVENUE
26. WILBUR STREET/TROPICANA AVENUE
27. MARYLAND PARKWAY/TROPICANA AVENUE
28. EASTERN AVENUE/TROPICANA AVENUE
29. PARADISE ROAD/RUSSELL ROAD
30. MARYLAND PARKWAY/RUSSELL ROAD
31. EASTERN AVENUE/RUSSELL ROAD

LEGEND

PROJECT SITE

1 INTERSECTION IDENTIFICATION

SPEED LIMIT 00 ROADWAY SPEED LIMIT

UNLV MASTER PLAN UPDATE
2012 LANE CONFIGURATION AND CONTROL

FIGURE 2

Kimley-Horn and Associates, Inc. ©2012

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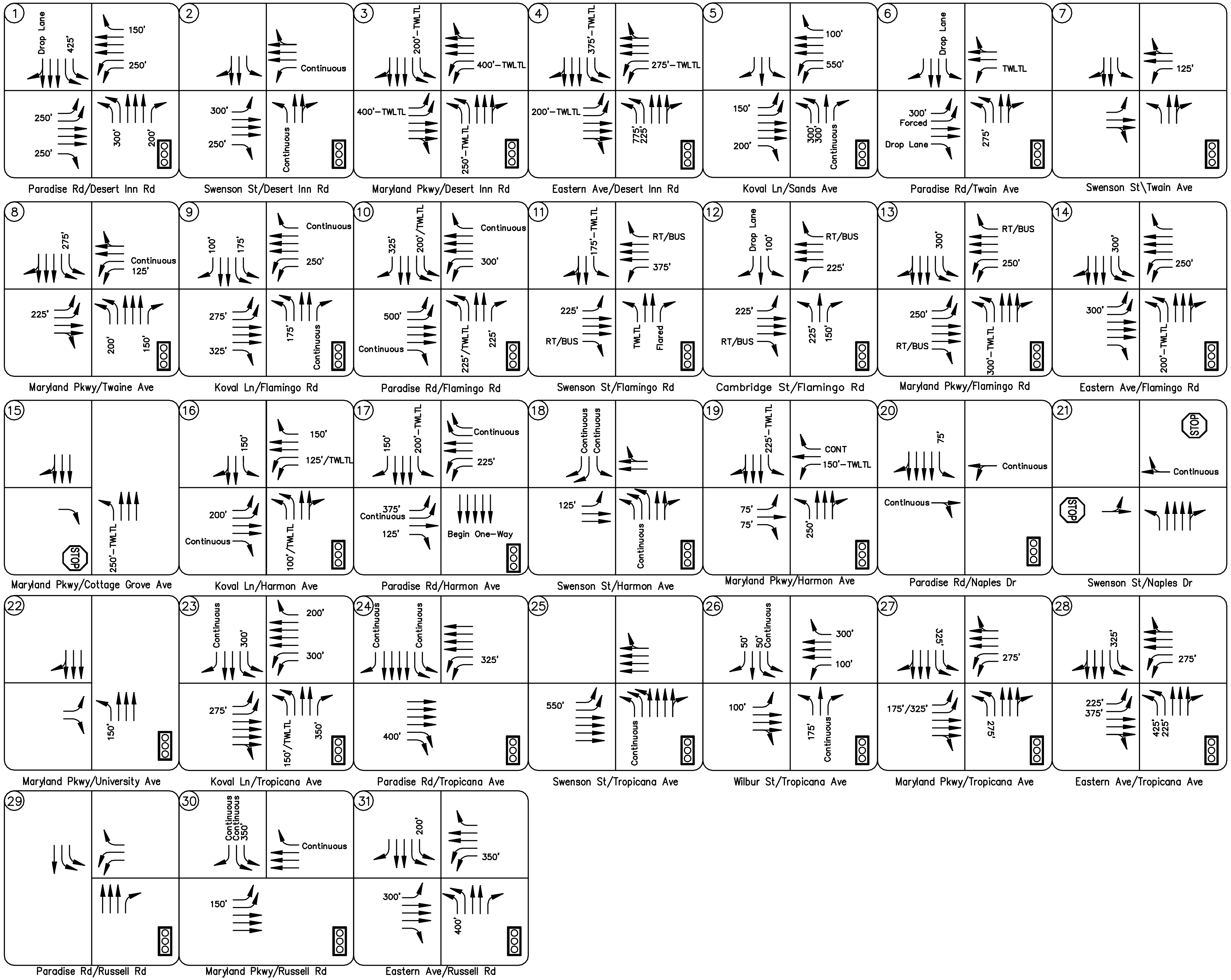

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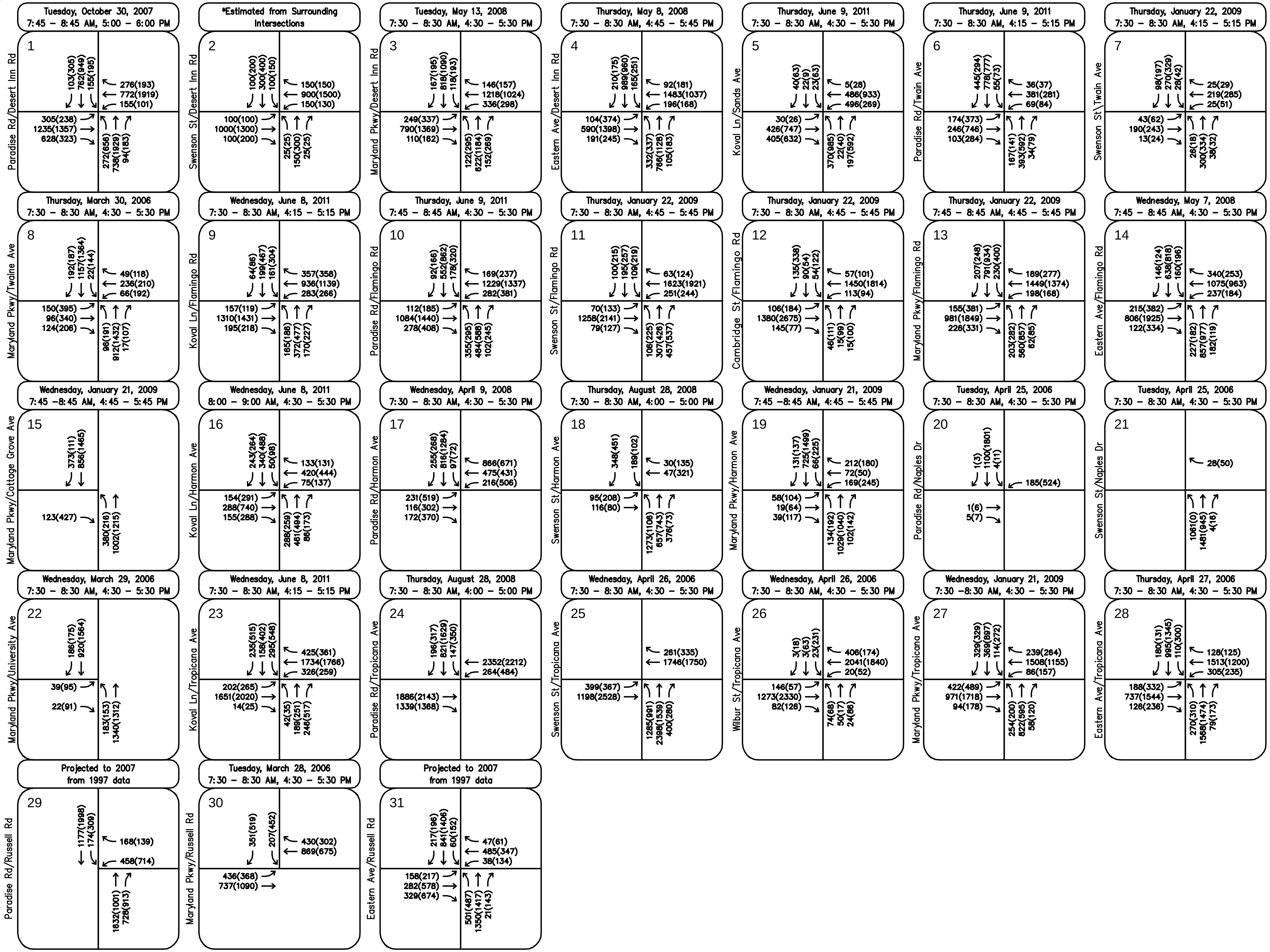
UNLV MASTER PLAN UPDATE
2012 LANE CONFIGURATION AND CONTROL

FIGURE 2A



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18. SWENSON STREET/HARMON AVENUE
19. MARYLAND PARKWAY/HARMON AVENUE
20. PARADISE ROAD/NAPLES DRIVE
21. SWENSON STREET/NAPLES DRIVE
22. MARYLAND PARKWAY/UNIVERSITY ROAD
23. KOVAL LANE/TROPICANA AVENUE
24. PARADISE ROAD/TROPICANA AVENUE
25. SWENESON STREET/TROPICANA AVENUE
26. WILBUR STREET/TROPICANA AVENUE
27. MARYLAND PARKWAY/TROPICANA AVENUE
28. EASTERN AVENUE/TROPICANA AVENUE
29. PARADISE ROAD/RUSSELL ROAD
30. MARYLAND PARKWAY/RUSSELL ROAD
31. EASTERN AVENUE/RUSSELL ROAD

UNLV MASTER PLAN UPDATE - BACKGROUND VOLUMES

FIGURE 2B

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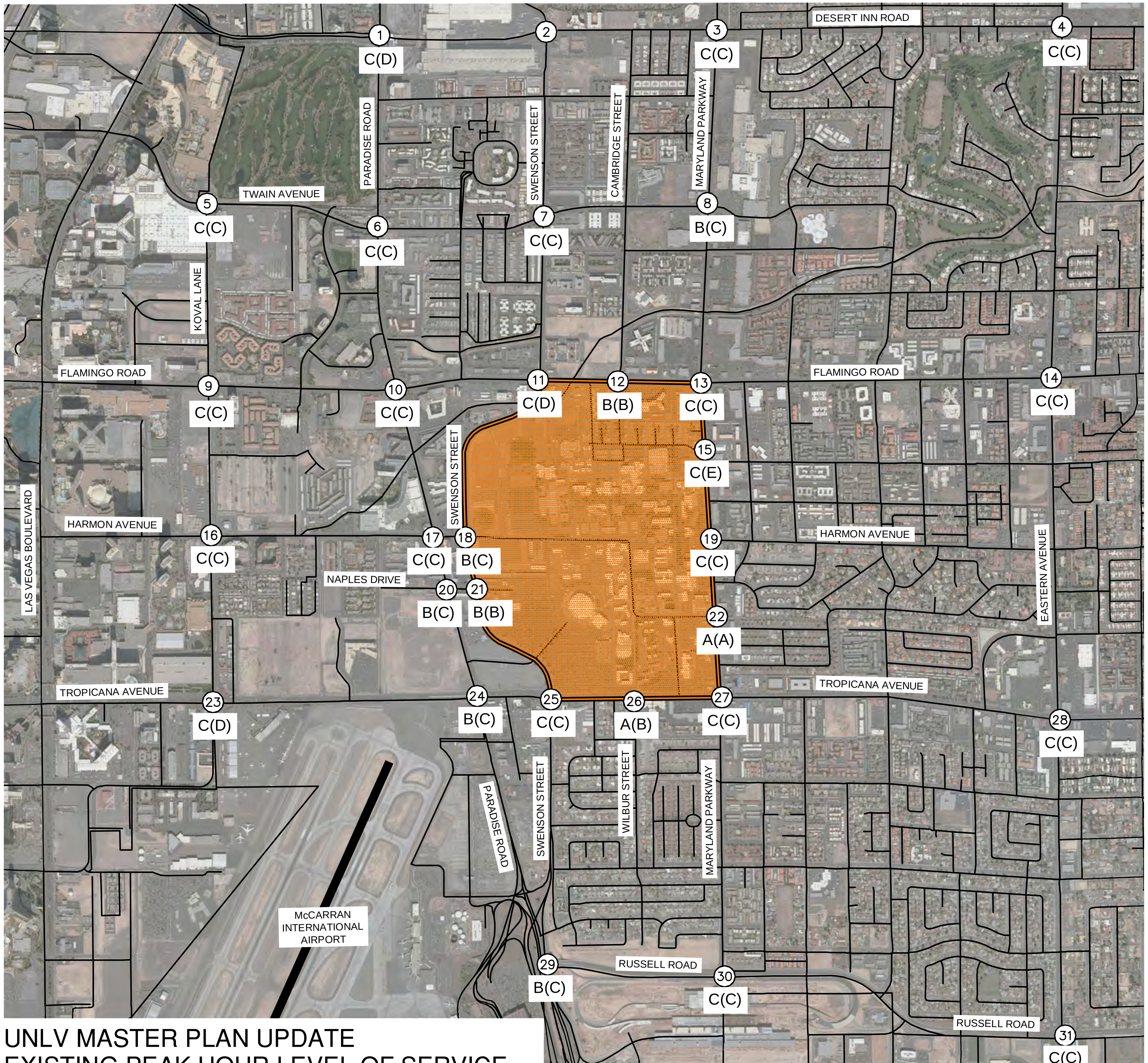

STUDY INTERSECTIONS

1. PARADISE ROAD/DESERT INN ROAD
2. SWENSON STREET/DESERT INN ROAD
3. MARYLAND PARKWAY/DESERT INN ROAD
4. EASTERN AVENUE/DESERT INN ROAD
5. KOVAL LANE/SANDS AVENUE
6. PARADISE ROAD/TWAIN AVENUE
7. SWENSON STREET/TWAIN AVENUE
8. MARYLAND PARKWAY/TWAIN AVENUE
9. KOVAL LANE/FLAMINGO ROAD
10. PARADISE ROAD FLAMINGO ROAD
11. SWENSON STREET/FLAMINGO ROAD
12. CAMBRIDGE STREET/FLAMINGO ROAD
13. MARYLAND PARKWAY/FLAMINGO ROAD
14. EASTERN AVENUE/FLAMINGO ROAD
15. MARYLAND PARKWAY/COTTAGE GROVE AVENUE
16. KOVAL LANE/HARMON AVENUE
17. PARADISE ROAD/HARMON AVENUE
18. SWENSON STREET/HARMON AVENUE
19. MARYLAND PARKWAY/HARMON AVENUE
20. PARADISE ROAD/NAPLES DRIVE
21. SWENSON STREET/NAPLES DRIVE
22. MARYLAND PARKWAY/UNIVERSITY ROAD
23. KOVAL LANE/TROPICANA AVENUE
24. PARADISE ROAD/TROPICANA AVENUE
25. SWENESON STREET/TROPICANA AVENUE
26. WILBUR STREET/TROPICANA AVENUE
27. MARYLAND PARKWAY/TROPICANA AVENUE
28. EASTERN AVENUE/TROPICANA AVENUE
29. PARADISE ROAD/RUSSELL ROAD
30. MARYLAND PARKWAY/RUSSELL ROAD
31. EASTERN AVENUE/RUSSELL ROAD

LEGEND

PROJECT SITE

(1) INTERSECTION IDENTIFICATION

X(X) AM(PM) PEAK HOUR LEVEL OF SERVICE

UNLV MASTER PLAN UPDATE
EXISTING PEAK HOUR LEVEL OF SERVICE

FIGURE 3

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- **Attendee Characteristics** – The Las Vegas Convention and Visitor Authority (LVCVA) has conducted surveys that have documented the characteristics of Las Vegas tourists and potential event attendees. This information helped to establish the following (see **Figure 4**):
  - 70% of people attending national and international events at existing venues in Las Vegas are non-residents to the region. Therefore 70% of event attendees would be expected to travel to Las Vegas to attend a major event at the proposed stadium (LVCVA).
  - 44% of Las Vegas visitors travel by plane while 56% drive a personal vehicle (LVCVA).
  - 31% of the people who fly to Las Vegas rent a car (LVCVA).
  - 87% of the people who drive to Las Vegas use their own vehicle to travel around Las Vegas (LVCVA).
  - 2.1 people/hotel room – Average hotel occupancy (LVCVA).
  - 1,850 hotel/motel rooms within 10-15 minutes walking distance (0.5 miles). 70% of the rooms are anticipated to be filled with event patrons that are expected to walk to the event (1,850*.7 = 1,295 rooms, 2.1 people/room*1,295 ≈ 2,700 patrons). The 2,700 individuals are assumed to be non-residents who would have driven their own car to Las Vegas or have a rental car.
  - 97% of Las Vegas Valley residents are expected to drive their own vehicle, 2% use transit and 1% walk/bike.
  - 40 persons/vehicle – Average event bus/shuttle occupancy.
  - 3.25 persons/vehicle – Average auto occupancy (personal and taxi) (based on UNLV Thomas and Mack data 2001).
- **Event/Traffic Characteristics** – the following assumptions were made in regards to the major events:
  - 15 major events of 87% occupancy are expected to occur annually.
  - To evaluate the event traffic impacts with the largest expected background traffic volumes, a Thursday evening event, 7:00 PM start time, was chosen. This is at a time when UNLV night classes and campus activity still occur, unlike a Friday evening.
  - Surrounding street network background traffic is reduced to 70% of the PM peak hour for the 6:00 PM – 7:00 PM event ingress (based on Regional Transportation Commission (RTC) time-of-day traffic distribution data – See **Figure 5**).
  - Surrounding street network background traffic is reduced to 38% of the PM peak hour for the 11:00 PM – 12:00 AM event egress (based on Regional Transportation Commission (RTC) time-of-day traffic distribution data – See **Figure 5**).

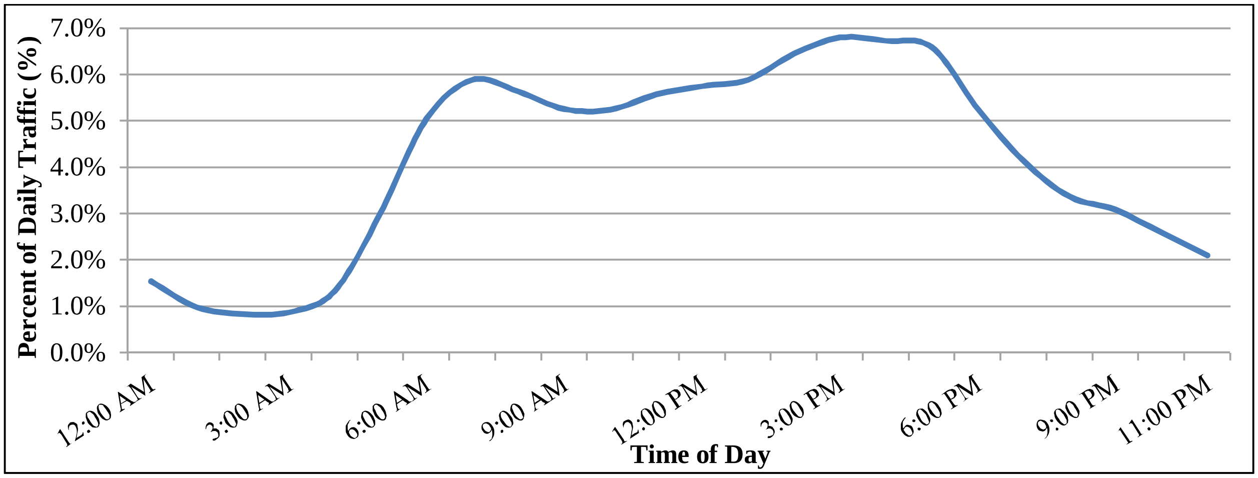
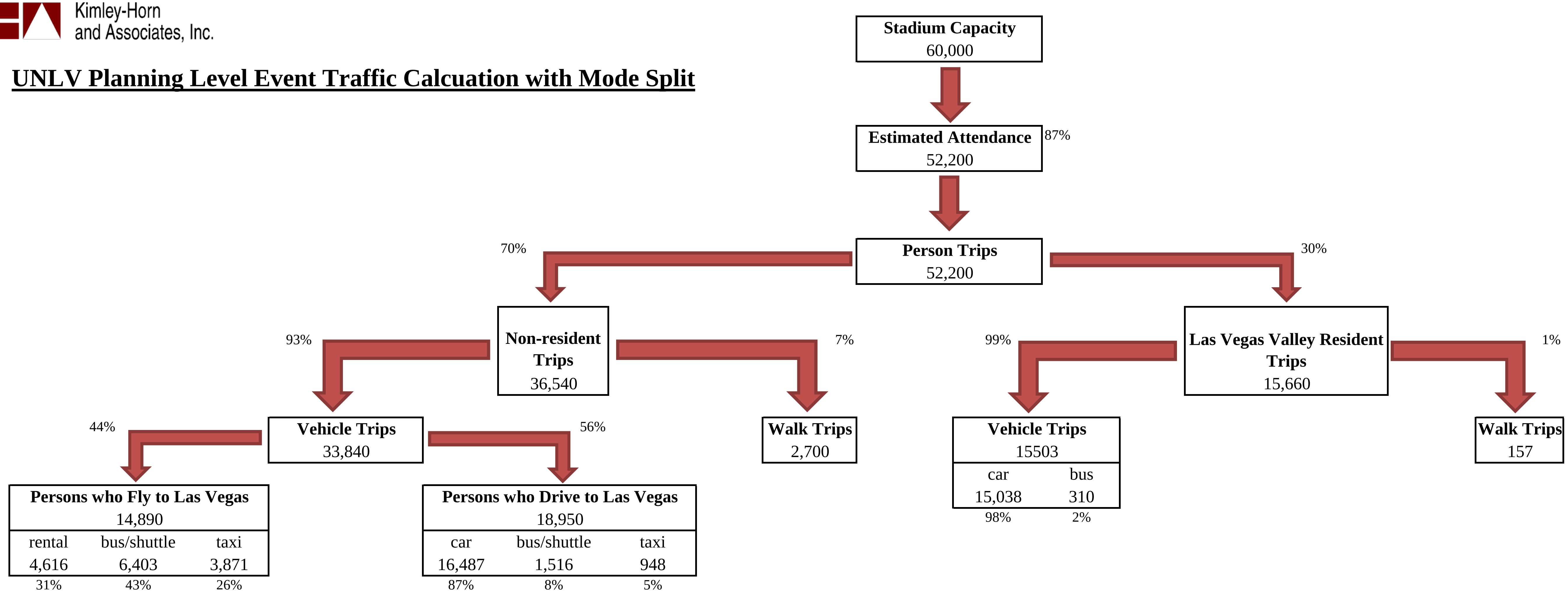


Figure 5 – Temporal Traffic Distribution – Las Vegas Metropolitan Area 2000 Average Daily Traffic (RTC)

Kimley-Horn and Associates, Inc.

UNLV Planning Level Event Traffic Calcuation with Mode Split



Non-Resident Trip Total

	Car	Bus/Shuttle	Taxi	Walk/Bike
Number of Persons:	21,103	7,919	4,819	2,700
Number of Vehicles:	**6,493**	**198**	**1483**	

Las Vegas Valley Resident Trip Total

	Car	Bus/Shuttle	Taxi	Walk/Bike
Number of Persons:	15,038	310	0	157
Number of Vehicles:	**4,627**	**8**	**0**	

Event Trip Total

	Car	Bus/Shuttle	Taxi	**Total Vehicles**
Number of Vehicles:	**11,120**	**206**	**1483**	**12,809**

Number of Walk/Bike: **2,857**

Job No. 92285032
October 2012

FIGURE 4

- Event ingress peak hour volumes are assumed to be 67% of the total entering volume (based on 2001 Thomas and Mack observations – See **Figure 6**).
- Event egress peak hour volumes are assumed to be 86% of the total exiting volumes (based on 2001 Thomas and Mack observations – See **Figure 6**).

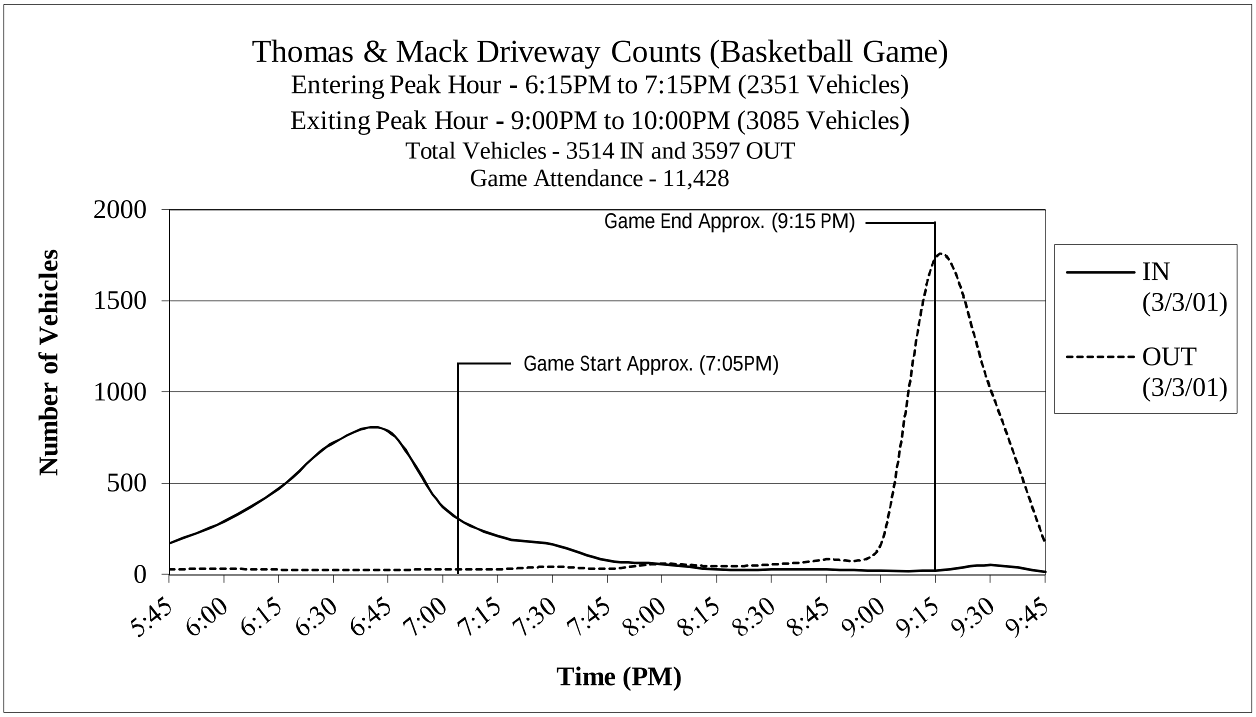


Figure 6 – Thomas and Mack Arrival/Departure Distribution

2.2 Trip Distribution

Distribution of traffic was determined based on existing event traffic patterns for Thomas and Mack events and modified for the master plan distributed campus parking model.

The master plan update is developed around a distributed structured parking concept that moves away from large surface parking fields. Placing parking structures generally on the periphery of the campus allows vehicles to approach from all directions and disperse the campus traffic for normal day conditions as well as for special events. For example, the parking structures on Tropicana Avenue and Maryland Parkway and Tropicana Avenue and Bock Street can serve UNLV academic classes, UNLV athletics and event patrons approaching the UNLV campus from the east on Tropicana Avenue while the parking structure at Cottage Grove Avenue and Maryland Parkway serves students, performing arts patrons, and special event patrons traveling both south on Maryland Parkway and west on Flamingo Road. This dispersed parking concept allows for efficient access and egress from the UNLV campus on typical weekdays when class is in session as well as before and after events at the Thomas and Mack arena and proposed stadium.

2.3 Trip Assignment

Figure 7 shows trips assigned to parking structures as proposed in the master plan update for special event traffic. The distributed parking concept can be seen in **Figure 7** as event attendees are assigned to the parking structure corresponding to their directional approach to the campus. The colored arrows show the direction from which travel occurs and the colored boxes within the campus represent where the corresponding traffic could be assigned for event parking.

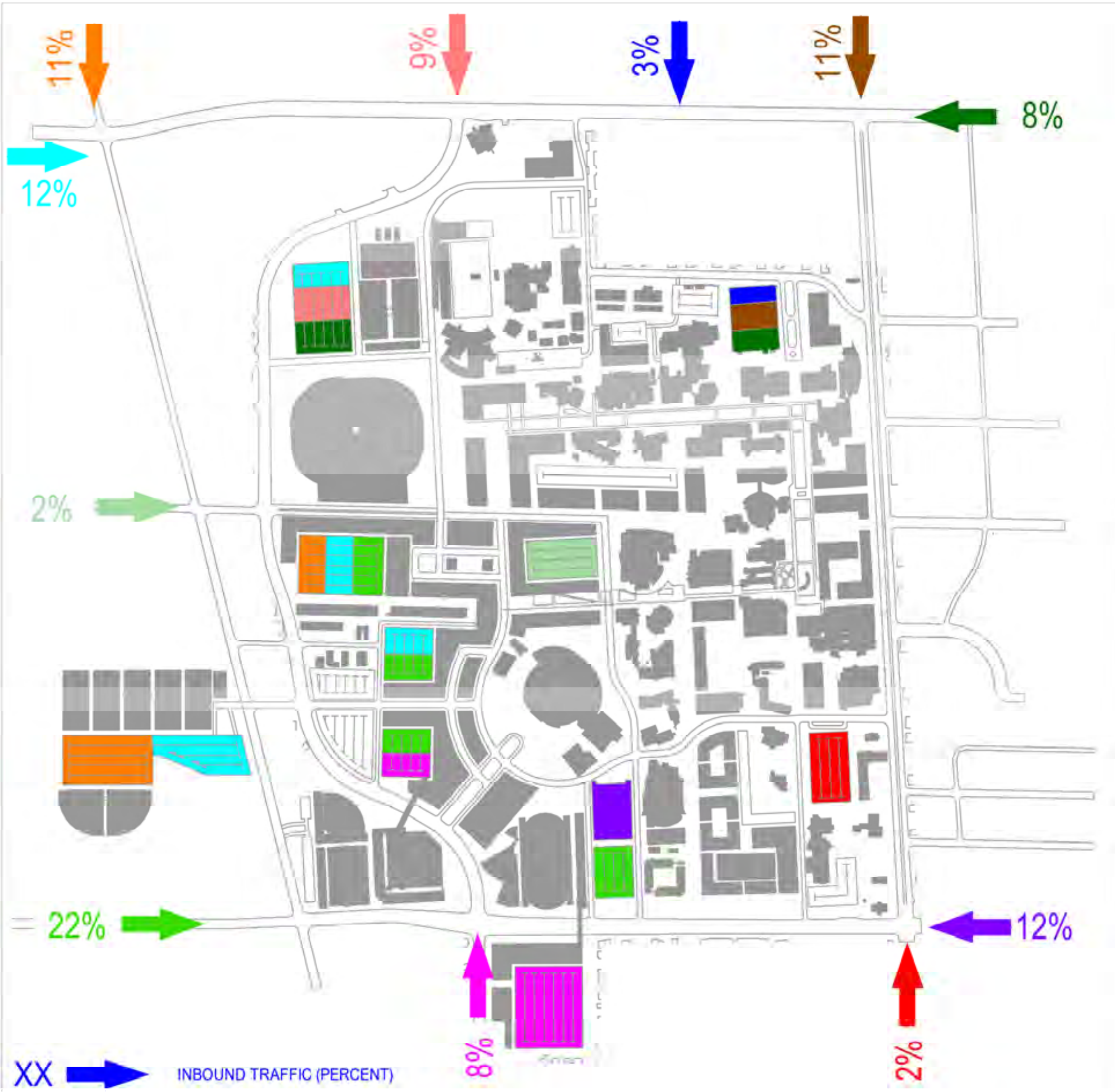


Figure 7 – Traffic assignment to parking structures based on directional approach

3. FUTURE CONDITIONS

This section describes the applications of the assumptions listed in the methodology section and the steps taken to determine the condition of the roadways surrounding to the buildout of the UNLV Master Plan.

3.1 Buildout Background Traffic

The UNLV Master Plan is based upon a 20 year buildout. To determine future background traffic the following steps were taken:

- Established existing traffic volumes from historic intersection counts (**Figure 2B**).
- Added traffic for increase in UNLV campus traffic demands by 34% to account for a growth in campus population (students, faculty and staff) from approximately 29,000 to 39,000.
- Added traffic volumes associated with the completion of Terminal 3 at McCarran International Airport and the associated airport passenger growth (per the Louis Berger Environmental Assessment for the Proposed McCarran Airport Terminal 3 Access Roadway System Impact & Mitigation dated March 2003).

To account for the time of day of the special event start and end times, the background volumes of the surrounding street network were adjusted from the PM peak hour volumes as follows:

- 70% of the PM peak hour volume was assigned to the street network during the event entering scenario (6:00 – 7:00 PM)
- 38% of the PM peak hour volume was assigned to the street network during the event exiting scenario (10:00 – 11:00 PM).

3.2 Event Traffic

The determined vehicle volume from **Figure 4** of 11,120 vehicles requiring parking for a major event was distributed throughout the street network following the distributions developed from the dispersed parking concept shown in **Figure 7**. For event ingress 67% of the total entering vehicles are expected within the peak ingress hour or 7,450 vehicles. For event egress 86% of all exiting vehicles are expected to enter the surrounding street network within the peak egress hour, or 9,563 vehicles.

3.3 Total Traffic - Background plus Event

The event traffic from 6:00 – 7:00 PM was added to the surrounding street network background traffic at the 6:00 – 7:00 PM hour to determine turning movements at each of the intersections surrounding the UNLV campus.

4. ANALYSIS

A Synchro traffic simulation model was developed to review and test possible mitigation measures and the offsite and onsite master plan impacts associated with special event traffic entering and exiting on the surrounding street network. **Figure 8** shows the Synchro model of the evaluated street network.

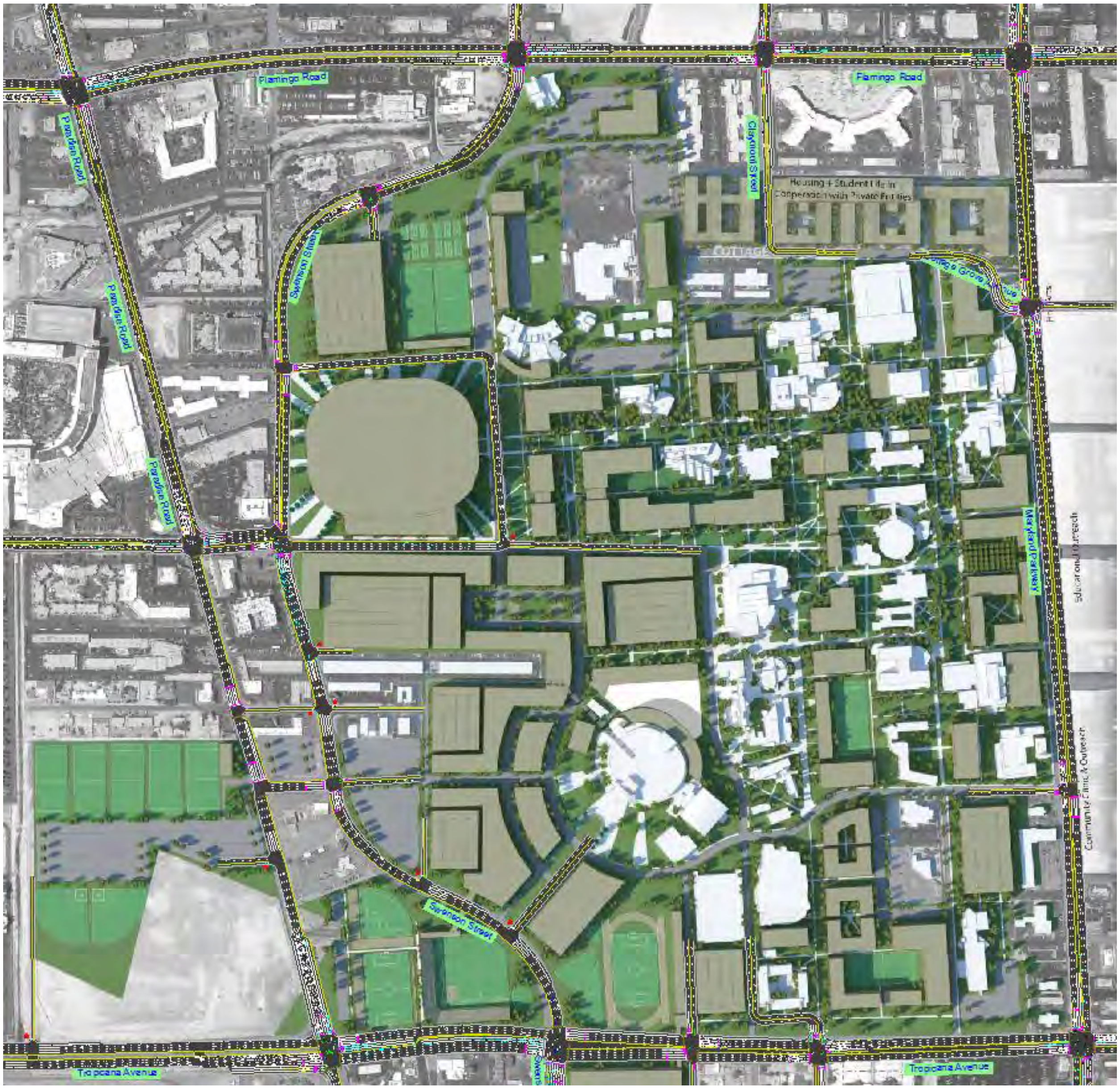


Figure 8 – Synchro Model of Buildout UNLV Master Plan

4.1 Mitigation Measures

The developed simulation model tested and incorporated the following mitigation measures to maintain uninterrupted access to the airport from Tropicana Avenue and Paradise Road and to minimize impacts to the surrounding street network background traffic (see **Figure 9** for mitigation measures map):

- Triple left-turns at Tropicana Avenue and Paradise Road (westbound left) and Tropicana Avenue and Swenson Street (eastbound left)
- Extend one eastbound left turn lane on Tropicana Avenue for 650-feet west of Paradise Road
- Dual right turn lanes at Tropicana Avenue and Paradise Road (southbound right)
- Addition of one lane on the eastside of Swenson Street between Harmon Avenue and Flamingo Road
- Addition of one exclusive right turn lane at Flamingo Road and Swenson Street (eastbound right)
- Dual left turn lanes Flamingo Road and Swenson Street (eastbound left and westbound left)
- Additional crossover four-lane street between Paradise Road and Swenson Street south of Naples Street
- Addition of signalized intersection at Tropicana Avenue and Bock Street
- Realignment of Cottage Gove Avenue to connect at a signalized intersection with Maryland Parkway and Rochelle Avenue
- Addition of right turn lane at Tropicana Avenue and Swenson Street (northbound right)

Traffic management measures were also implemented within the simulation model such as reversible lanes, temporary one-way streets, police directing traffic, etc. For major events a traffic management program is expected to be provided and implemented to assure safe ingress and egress from the UNLV campus before and after an event.

4.2 Event Entering

Network analysis of the event entering peak hour showed two intersections which experienced a level of service (LOS) F due to high volumes – See **Figure 10**:

- Flamingo Road and Paradise Road
- Flamingo Road and Swenson Street

In general the traffic queuing developed at these intersections would require a vehicle to take an average of two signal cycles to progress through the intersection.

Three intersections are expected to experience LOS E:

- Flamingo Road and Maryland Parkway
- Tropicana Avenue and Maryland Parkway
- Harmon Avenue and Paradise Road

The remaining intersections are expected to experience a LOS of D or better for the duration of the event entering peak hour.

4.3 Event Exiting

The analysis of the event exiting peak hour determined LOS of D or better at all intersections except for Flamingo Road and Cambridge Street which experienced a LOS E – See **Figure 10**.

**GENERAL IMPROVEMENTS INCLUDE: IMPROVED PEDESTRIAN AND BIKE ROUTES ON CAMPUS, PEDESTRIAN BRIDGES ACROSS PARADISE AND TROPICANA, DISPERSED UNLV PARKING, INCREASED USE OF ALTERNATE TRANSPORTATION MODES.

UNLV CAMPUS MASTER PLAN UPDATE **Traffic Mitigation**

FIGURE 9

SMITHGROUPJJR


Faculty, Staff & Student Family Housing
F(D)
F(D)
C(E)
E(D)
SWENSON ST
Housing + Student Life In Cooperation with Private Entities
COTTAGE GROVE AVE
C(C)
E(D)
C(D)
Educational Outreach
A(A)
A(D)
B(B)
C(D)
Community & Outreach
S. MARYLAND PKWY
PARADISE RD
C(D)
D(C)
B(B)
C(C)
E(D)
SWENSON ST
WILBUR ST
LEGEND:
X(X) - Entering (Exiting) Level of Service (Future Event Traffic)

FIGURE 10

5. FINDINGS

The event traffic from the UNLV Master Plan with the identified roadway improvements was found to be at a level that an event management plan could be created and implemented to address the traffic impacts to the surrounding street network. During normal campus operations, the surrounding street network will provide an acceptable LOS taking advantage of the event traffic roadway improvements. Formal traffic impact studies are expected to be completed as the final planning and construction of individual components of the UNLV Master Plan are implemented.

PRELIMINARY UTILITY AND ACCESS EVALUATION

UNLV EVENT STADIUM PLANNING UPDATE

CLARK COUNTY, NEVADA
A.P.N. 162-21-802-001, 162-21-802-002, 162-21-802-003, 162-21-802-004, 162-21-802-005, 162-21-810-008, 162-21-810-009

Prepared for:
University of Nevada Las Vegas
c/o Mr. David Frommer
4505 S. Maryland Parkway
Box 451027
Las Vegas, Nevada 89154

Prepared by:

Kimley»Horn

July 2014
09751003

1. Utility Review

Kimley-Horn conducted a preliminary review of the existing utility infrastructure for a proposed 60,000 seat stadium generally located at the northeast corner of Koval Lane and Tropicana Avenue. **Figure 1** summarizes the utility infrastructure surrounding the site.

1.1 Potable Water System

Kimley-Horn met with Las Vegas Valley Water District (LVVWD) to obtain record drawings, and to identify any constraints in the existing potable water system or potential conflicts with the proposed development. The existing offsite potable water system in Tropicana Avenue consists of 12", 60", and 90" diameter pipelines running along the southernmost side of Tropicana Avenue. The major lines for connection to the site are the 12" and 60" pipelines from LVVWD system at South Las Vegas Boulevard and East Tropicana Avenue, to Paradise Road and East Tropicana Avenue. Service to the site of interest includes a 2" service lateral to parcel 162-21-802-001, a 12" ACP service lateral to parcel 162-21-802-005, and two (2) 8" service laterals to parcel 162-21-810-005.

The existing offsite potable water system in Deckow Lane includes a 10" diameter pipeline with service potential. Private road, Kelch Drive, contains a 16" PVC pipeline (public) with two (2) 8" service laterals to parcel 162-21-810-005, two (2) 8" service laterals and fire access (hydrant) to parcel 162-21-810-009, and two (2) 8" service laterals to parcel 162-21-810-008. The 16" main line connects to the 12" system in Tropicana Avenue via 16"x12" reducer.

Although LVVWD staff was unaware of any major issues in the existing system, under existing demands, they did indicate that a comprehensive water network analysis would be required for the project. The previous site system was serviced from the 12" ACP lateral to parcel 162-21-802-005, and fed from an existing 6'x3' FMCT combination fire and domestic meters on Tropicana Avenue. Later development removed the existing vault and installed a meter vault per UDACS DWG C-475. It appears the remaining laterals are stubbed and do not currently have meters or backflow devices installed. Further coordination with LVVWD and an in-field analysis should be conducted to confirm the status of these existing utilities. Knowing that FMCT's are no longer manufactured, one consideration is that any outdated meters and backflow devices may have to be replaced with new equipment.

Kimley-Horn recommends that if the proposed site plan advances, Kimley-Horn will complete a comprehensive water network analysis for the proposed utility layout. Data from this analysis, along with meetings and coordination with the LVVWD will define what improvements will be required to the water system in accordance with the site plan. Please refer to the attached existing utilities exhibit for preliminary reference.

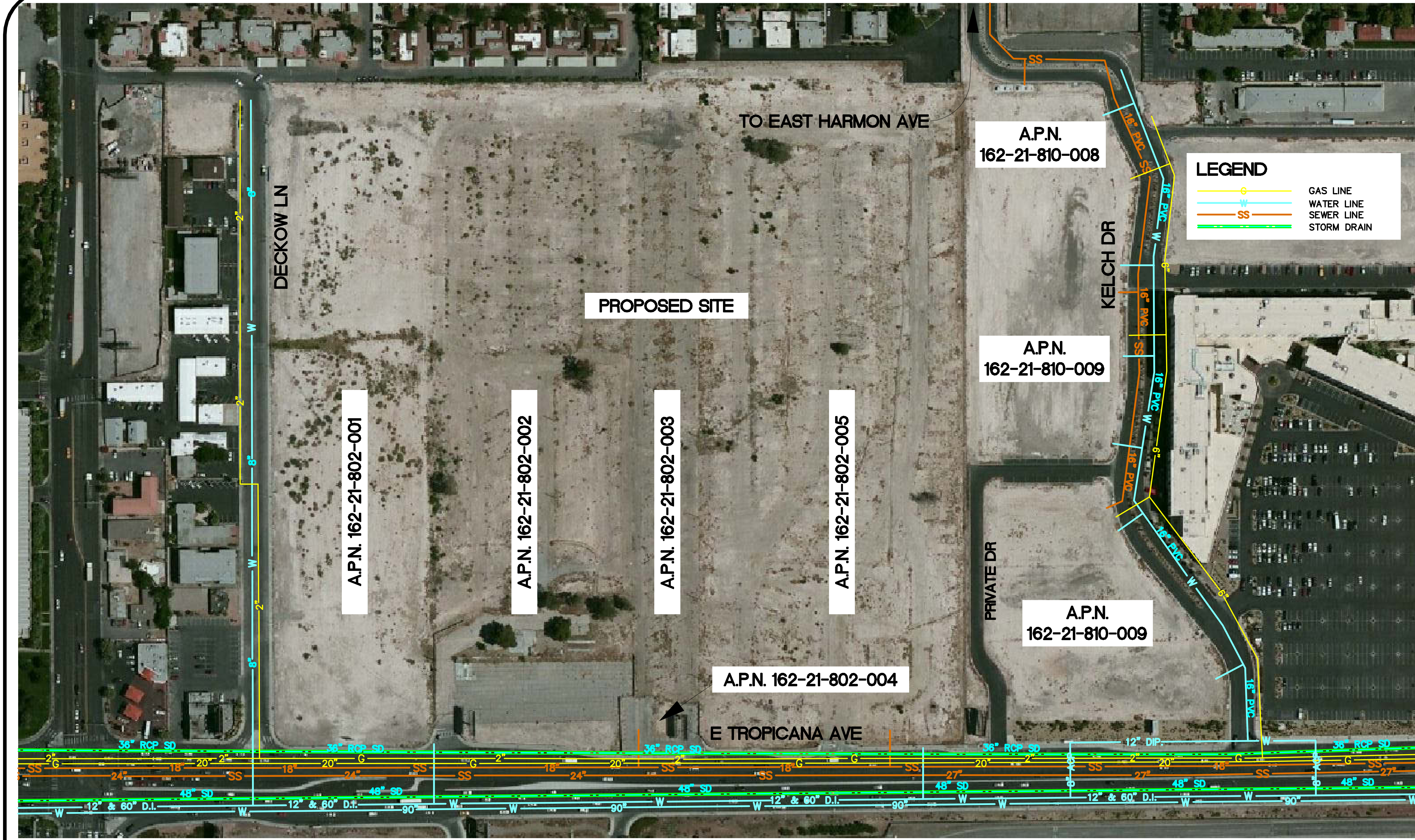


FIGURE 1. PRELIMINARY EXISTING UTILITY LAYOUT

Kimley»Horn

1.2 Sanitary Sewer System

The existing offsite sanitary sewer system in Tropicana Avenue consists of an 18" and 24" (upsized to 27" at parcel 162-21-802-005) diameter pipelines running along the northern side of Tropicana Avenue. The major line for existing points of connection to the site is the 18" sewer line from the Clark County Water Reclamation District (CCWRD) system at South Las Vegas Boulevard and East Tropicana Avenue, to Paradise Road and East Tropicana Avenue. Service to the site of interest includes an 8" stub to parcel 162-21-802-004, and an 8" stub to parcel 162-21-810-005. The existing offsite sanitary sewer system in private road, Kelch Drive, contains an 8" PVC pipeline (public) with single, 8" service laterals stubbed to parcels 162-21-810-005, 162-21-810-009, and 162-21-810-008. Currently there is no sanitary sewer system access in Deckow Lane.

Kimley-Horn estimated a peak daily flow of approximately 500,000 GPD for a 60,000 seat stadium (based on previous Stadium Master Plan size). With this estimate, Kimley-Horn met with the Clark County Water Reclamation District (CCWRD) to address any capacity issues, and to identify any major conflict with regards to potentially tapping into the existing system. CCWRD indicated that the existing system in East Tropicana Avenue and Kelch Drive does NOT have the available capacity to support the proposed development. The nearest point of connection for the proposed development is at CCWRD manhole TRU1 located at the Harmon Avenue 60" crosstown interceptor, located approximately 1,600 feet north of the proposed site. Since the existing 12" sewer line in Kelch Drive and LaMar Circle does not have the available capacity to accommodate the estimated demand, this connection would require the installation of a separate sewer line in Kelch Drive and LaMar Circle to E Harmon Avenue in accordance with CCWRD design standards. The estimated cost of the sewer system installation is on the order of $450,000 - $500,000.

Further sewer analysis will be required to determine a feasible solution for necessary improvements. Please refer to the attached existing utilities exhibit for preliminary reference.

1.3 Storm Drain System

The existing offsite storm drain system in Tropicana Avenue consists of a 48" diameter pipeline along the southern side of Tropicana Avenue, and a 36" diameter pipeline along the northern side of Tropicana Avenue. The 36" pipeline serves a series of catch basins intercepting street flow and site runoff. There are no existing storm drain systems in Deckow Lane or Kelch Drive. There are no existing on-site storm drain systems.

Upon further design development, Kimley-Horn recommends a thorough Technical Drainage Study be completed to analyze the upstream and downstream flows, the existing storm drain pipe and inlet system, the impact the proposed project will have on the existing system, and any recommendations (if any) related to the replacement of existing pipes and construction of new pipes and inlets.

In addition, it should be noted that the Regional Flood Control District Master Plan has identified a proposed detention basin (TRMC 0033) located near the northwest corner of Tropicana Avenue and Paradise Road. Attached, Figure F-37 (**Appendix A**) and the following data in Table 1 regarding the proposed detention basin have been provided by Clark County Regional Flood Control District (CCRFCD).

Table 1 – Detention Basin Data (CCRFCD Provided)

CCRFCD ID	**TRMC0033**
Status	Proposed
Name	Tropicana Wash – McCarran Airport Detention Basin
Description	120 ac-ft offline detention basin; peak discharge at approx. 109 ac-ft
Depth	13 ft, peak flow discharge occurs at approx. 11.5, so 1.5 ft freeboard
Tributary Area	4.32 sq. miles
HEC-1 Flow	2075 CFS
Design Cost	$97,000
ROW Cost	$77,000
Construction Cost	$607,000
Total Cost	$782,000
Design Year	Not Given
Construction Year	Not Given

Additional drainage Future analysis will be required to determine the mitigation improvements required for development within this area. Please refer to the attached existing utilities exhibit for preliminary reference.

1.4 Natural Gas System

The prospective stadium location and size was presented to Southwest Gas (SWG) for preliminary availability and capacity assessment. SWG provided as-builts delineating the size and location of off-site gas utilities. Existing utilities include a 2" PE and 20" high-pressure STL line residing along the northern side of Tropicana Avenue, a 2-inch PE in Koval Lane, and a 2"- 6" main in Kelch Drive. Based on conservative load estimates from similar-sized stadium projects, SWG advised that the available system would be able to handle the additional load requirements at this time; however, noted the caveat that MGM Grand Hotel and Casino was also considering upgrades which would require significant demand from the existing system. Additionally, SWG emphasized that any potential connection or crossing to the high-pressure gas line in Tropicana Avenue would require potholing prior to construction.

SWG advised further coordination throughout the design phase to verify the available capacity of the system in coordination with MGM Grand Hotel and Casino, and to ensure all service requirements are met appropriately. Please refer to the attached existing utilities exhibit for preliminary reference.

1.5 Electrical System

According to as-builts we have received from the County, underground telecommunication lines exist along the northern side of Tropicana Avenue. At this time, as-built and record drawing requests have been submitted to NV Energy, and requests to engage in a preliminary study of the existing dry utility system have been made.

2. TRANSPORTATION ACCESS

The proposed stadium location north of Tropicana Avenue as shown in **Figure 2** has vehicle access from three existing driveways on Tropicana Avenue. Deckow Lane borders the property on the west side and Lamar Court borders the property on the east side. Access to both Deckow Lane and LaMar Circle/Kelch Drive are recommended to be provided to the proposed site. It is also recommended that access to Tompkins Avenue (northwest of the site) be provided to provide access to Koval Lane. For improved site access and circulation, consideration should be given to developing a roadway connection between Deckow Lane and Koval Lane to the existing traffic signal on Koval Lane at the MGM Grand exit/entrance.

The major access to the site is from Tropicana Avenue, an eight-lane arterial roadway that currently carries approximately 90,000 vpd (NDOT 2012 counts). This roadway serves as a major access to McCarran Airport from the Las Vegas Strip. The transportation element of the Clark County Master Plan includes the future designated roadway from Tropicana Avenue to Flamingo Road. LaMar Circle/Kelch Drive is a part of this alignment (see **Appendix B** - Page 32 of the Clark County Transportation Element).

It should also be noted that a signalized intersection has been approved by NDOT at Tropicana Avenue and Kelch Drive for the proposed County Roadway Master Plan; although to date, the signal has not been constructed. **Figure 2** also illustrates possible roadway improvements and street connections.

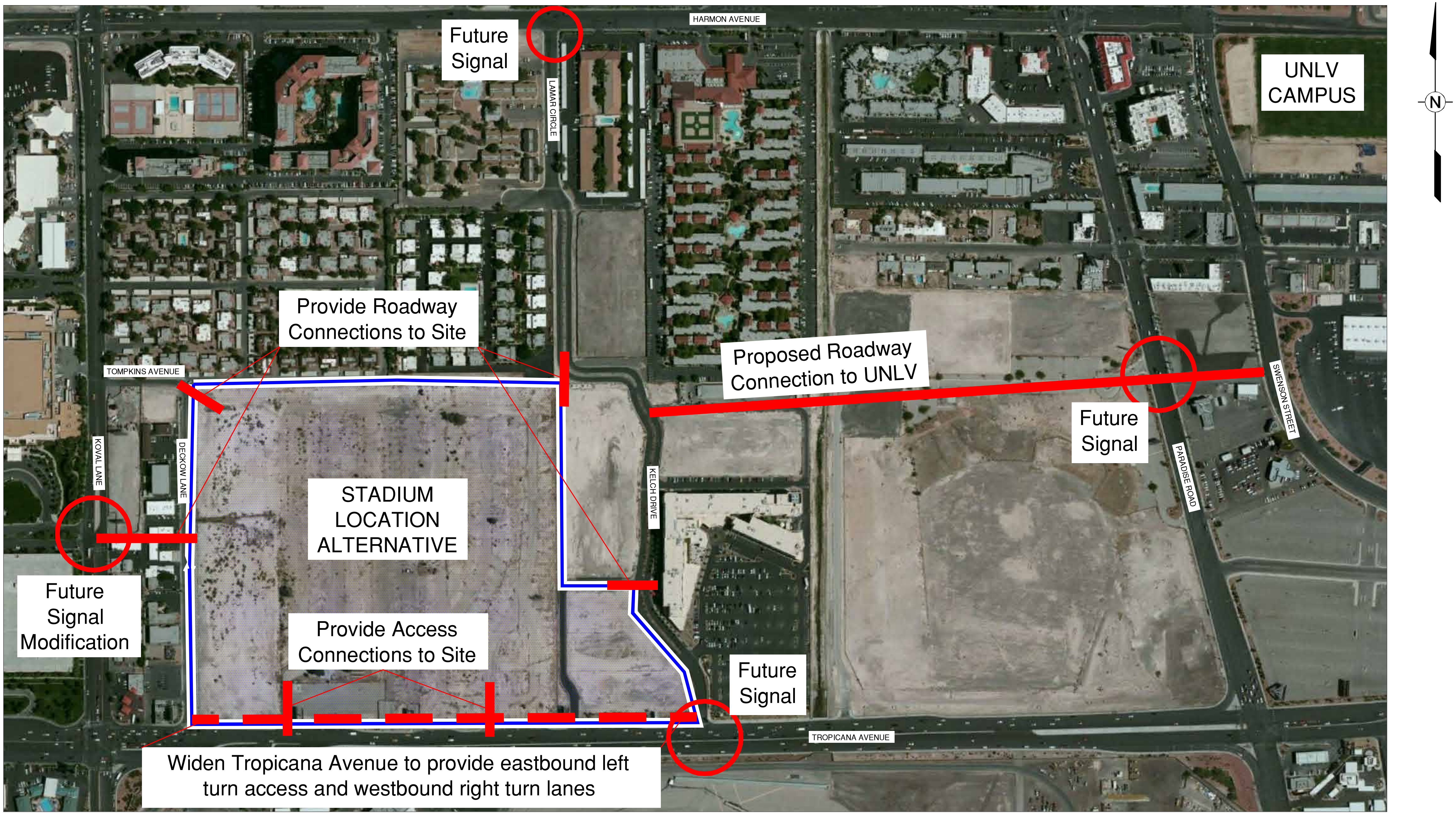


FIGURE 2. SITE ACCESS OPTIONS

Kimley»Horn

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APPENDIX A

Facility Inventory from 2013 Las Vegas Valley Flood Control Master Plan Update (Figure F-37)

ID / River Mile	Status	Facility Description	Length (ft.)	Flow (cfs)	HEC-1 Node	HEC-1 Model	Tributary Area (sq.mi.)	Channel Slope (%) **
BDMO		**BLUE DIAMOND CHANNEL MOHAWK**						
0000	E	Conc Chnl 10'W 6'D 0:1 SS	570	460	USACE	USACE	0.37	0.70
FLFA		**FLAMINGO - FASHION**						
0000	E	12' X 5' RCB	2050	747	CFW17N	FLAM3A	0.72	0.28
0037	E	8' X 5' RCB	3060	526	FW14	FLAM3A	0.44	0.45
FLFL		**FLAMINGO WASH - FLAMINGO STORM DRAIN**						
0000	E	54" RCP	1370	681	CFW4	FLAM3A	0.68	1.70
0026	E	57" RCP	1370	681	CFW4	FLAM3A	0.68	1.14
0051	E	51" RCP	1390	375	FW3	FLAM3A	0.37	0.96
0077	E	42" RCP	1160	375	FW3	FLAM3A	0.37	1.68
0101	E	45" RCP	1250					3.54
0123	E	39" RCP	790					0.83
0139	E	33" RCP	430					0.83
0147	E	27" RCP	1260					1.19
FLJO		**FLAMINGO DIVERSION - JONES BRANCH**						
0000	E	12' X 6' RCB	3310	1100	USACE	USACE	1.46	1.00
0076	E	96" RCP	2640	780	CTD9	FLAM3A	0.79	1.00
FLLA		**FLAMINGO WASH - LATERAL (FLAMINGO/RAINBOW)**						
0000	E	Conc Chnl 20'W 6'D 0:1 SS	2180	1141	CLF32	FLAM3B	2.44	0.75
0041	E	2: 14' X 8' RCB	626	1141	CLF32	FLAM3B	2.44	0.06
0053	E	Conc Chnl 20'W 6'D 0:1 SS	1130	1141	CLF32	FLAM3B	2.44	0.75
0074	E	24' X 10' RCBC @ Private Street	40	996	CLF31	FLAM3B	2.21	0.55
0075	E	Earth Chnl 20'W 6'D 0:1 SS	160	996	CLF31	FLAM3B	2.21	0.75
0076	E	114" RCP	1490	996	CLF31	FLAM3B	2.21	0.89
0104	E	114" RCP	5340	797	CLF29	FLAM3B	1.31	0.89
FLRO		**FLAMINGO WASH - ROCHELLE**						
0000	E	60" CMP	4350	294	FW1	FLAM3A	0.29	1.30
FLTR		**FLAMINGO - TROPICANA DIVERSION CHANNEL**						
0000	E	Conc Chnl 26'W 19.5'D 0:1 SS	1480	3400	USACE	USACE	4.86	0.11
0014	E	26' X 18' RCBC @ Decatur Blvd	580	3400	USACE	USACE	4.86	0.11
0015	E	Conc Chnl 26'W 18'D 0:1 SS	205	3400	USACE	USACE	4.43	0.11
0020	E	Conc Chnl 13'W 18'D 2:1 SS	610	3400	USACE	USACE	4.43	0.11
0025	E	Conc Chnl 26'W 16.5'D 0:1 SS	500	3400	USACE	USACE	4.43	0.11
0044	E	26' X 16.5' RCBC @ Russell	160	3400	USACE	USACE	4.43	0.11
0046	E	Conc Chnl 13'W 16.5'D 2:1 SS	920	3400	USACE	USACE	4.43	0.11
0065	E	Conc Chnl 19.5'W 18'D 0:1 SS	740	3400	USACE	USACE	4.43	0.11
0076	E	19.5' X 18' RCBC @ Lindell	120	3300	USACE	USACE	4.06	0.11
0078	E	Conc Chnl 13'W 11.5'D 2:1 SS	2410	3300	USACE	USACE	4.06	1.25
0125	E	19.5' X 16.5' RCBC @ Snake	150	3150	USACE	USACE	4.06	1.25
0127	E	Conc Chnl 19.5'W 11.5'D 0:1 SS	2770	3150	USACE	USACE	2.61	1.25
0180	E	19.5 X 15' RCBC @ Torrey Pines Drive	120	2850	USACE	USACE	2.61	0.96
0181	E	Conc Chnl 13'W 11.5'D 2:1 SS	2530	2850	USACE	USACE	2.61	0.96
FLVV		**FLAMINGO - VALLEY VIEW**						
0000	E	10' X 5' RCB	290	577^	CFW6^	FLAM3A	2.14	0.37
0001	P0	Add 1: 90" RCP	290	354^	CFW6^	FLAM3A	2.14	0.37
0006	E	54" & 60" RCP	1200	374^	CFW6^	FLAM3A	2.14	0.67
0007	P0	Add 1: 96" RCP	1200	557^	CFW6^	FLAM3A	2.14	0.67
FLWA		**FLAMINGO WASH**						
0672	E	Earth Chnl 25'W 4'D 2.5:1 SS (Replace w/ FLWA0673)	1230	3925	CFW18W	FLAM3B	5.82	0.80
0673	P1	Conc Chnl 25'W 7.5'D 2:1 SS (Replaces FLA0672)	1230	3925	CFW18W	FLAM3B	5.82	0.80
0695	E	5: 12' X 8' RCB	70	3925	CFW18W	FLAM3B	5.82	0.35
0696	E	5:12' X 8' RCB	200	3925	CFW18W	FLAM3B	5.82	0.30
0699	E	2:12' X 9' RCB	936	3925	CFW18W	FLAM3B	5.82	0.82
0719	E	2: 15' X 10' RCB	1440	3560	CFW17	FLAM3B	5.29	0.53
0748	E	Conc Chnl 30'W 10'D 0:1 SS	1220	2690	CFW17W	FLAM3B	4.35	0.64
0768	E	Conc Chnl 50'W 6'D 4:1 SS	150	2690	CFW17W	FLAM3B	4.35	0.64
0772	E	4: 11' X 7' RCB	164	2690	CFW17W	FLAM3B	4.35	0.50
0773	E	2: 11' X 7' RCB	1530	2690	CFW17W	FLAM3B	4.35	0.91
0798	E	4: 10' X 10' RCB (Imperial Palace Facility)	680	2690	CFW17W	FLAM3B	4.35	0.40
0810	E	4: 10' X 10' RCB	640	2690	CFW17W	FLAM3B	4.35	0.38
0820	E	8: 10' X 8' RCB	100	2589	CFW13	FLAM3B	4.19	0.38

ID / River Mile	Status	Facility Description	Length (ft.)	Flow (cfs)	HEC-1 Node	HEC-1 Model	Tributary Area (sq.mi.)	Channel Slope (%) **
FLWA		**FLAMINGO WASH**						
0823	E	2: 16' X 10' RCB	2610	2589	CFW13	FLAM3B	4.19	0.83
0874	E	6: 10' X 8' RCB	560	2185	CFW12	FLAM3B	3.67	0.82
0884	E	Gabion Chnl 100'W 3.5'D 3:1 SS	320	1763	CFW11	FLAM3B	3.12	0.60
0891	E	7 Span Bridge 84'W 5.5'D @ UPRR	90	1763	CFW11	FLAM3B	3.12	1.30
0892	E	Earth Chnl 60'W 10'D 3:1 SS (Replace w/ FLWA0893)	140	1763	CFW11	FLAM3B	3.12	0.84
0893	P1	Gabion Chnl 20'W 7'D 2:1 SS (Replaces FLWA0892)	140	1763	CFW11	FLAM3B	3.12	0.84
0895	E	Earth Chnl 60'W 10'D 3:1 SS (Replace w/ FLWA0896)	560	1121	CFW11S	FLAM5A	13.54	0.84
0896	P1	Gabion Chnl 20'W 6'D 3:1 SS (Replaces FLWA0895)	560	1121	CFW11S	FLAM5A	13.54	0.84
0901	E	4: 12' X 10' RCBC @ Flamingo/Industrial Connector	180	1121	CFW11S	FLAM5A	13.54	0.60
0902	E	Earth/Conc Chnl 30'W 15'D 1:1 SS (Replace w/ FLWA0903)	1000	1121	CFW11S	FLAM5A	13.54	0.72
0903	P1	Conc Chnl 30'W 4'D 1:1 SS (Replaces FLWA0902)	1000	1121	CFW11S	FLAM5A	13.54	0.72
0923	E	3: 20' X 5' RCAC @ Valley	80	1121	CFW11S	FLAM5A	13.54	1.10
0924	E	Earth Chnl 60'W 14'D 1:1 SS (Replace w/ FLWA0925)	1600	1121	CFW11S	FLAM5A	13.54	1.00
0925	P1	Gabion Chnl 20'W 6'D 2:1 SS (Replaces FLWA0924)	1600	1121	CFW11S	FLAM5A	13.54	1.00
0940	E	Earth Chnl 60'W 14'D 1:1 SS (Replace w/ FLWA0941)	1900	938	CFW2	FLAM5A	12.91	1.00
0941	P1	Gabion Chnl 20'W 5'D 2:1 SS (Replaces FLWA0940)	1900	938	CFW2	FLAM5A	12.91	1.00
0990	E	7: 12' X 5' RCB	130	898	LWFLDB	FLAM4B	8.91	1.50
0991	E	3: 10' X 8' RCB	1970	898	LWFLDB	FLAM4B	8.91	1.00
1025	E	7: 10' X 5' RCB	100	898	LWFLDB	FLAM4B	8.91	1.10
1026	E	2: 24' X 9' RCAP	450	898	LWFLDB	FLAM4B	8.91	0.43
1033	E	3: 12' X 10' RCAP	680	898	LWFLDB	FLAM4B	8.91	0.43
1039	E	3: 12' X 10' RCBC @ Decatur	90	898	LWFLDB	FLAM4B	8.91	1.60
1048	E	28,950 cfs PMF Spillway		28950	CLF33	FLAM4B	8.91	
1049	E	2: 72" RCP Outlet	90	898	LWFLDB	FLAM4B	8.91	
1050	E	222 ac-ft Lower Flamingo Detention Basin		2984	CLF33	FLAM4B	8.91	
1111	E	Riprap Chnl 40'W 5'D 2:1 SS	2470	1909	CLF20A	FLAM3A	7.86	1.35
1149	E	Conc Chnl 50'W 8'D 2:1 SS	150	1885	CLF20	FLAM3B	5.06	1.00
1151	E	4: 10' X 8' RCBC @ Jones	100	1885	CLF20	FLAM3B	5.06	1.70
1152	E	Earth Chnl 50'W 8'D 3:1 SS (Replace w/ FLWA1153)	2600	1885	CLF20	FLAM3B	5.06	0.44
1153	P1	Gabion Chnl 50'W 6'D 2:1 SS (Replaces FLWA1152)	2600	1885	CLF20	FLAM3B	5.06	0.44
1202	E	4: 10' X 8' RCBC @ Torrey Pines	90	1885	CLF20	FLAM3B	5.06	1.00
1203	E	Earth/Conc Chnl 40'W 10'D 2:1 SS (Replace w/ FLWA1204)	1640	1885	CLF20	FLAM3B	5.06	1.40
1204	P1	Conc Chnl 40'W 4'D 2:1 SS (Replaces FLWA1203)	1640	1885	CLF20	FLAM3B	5.06	1.40
FWVV		**VALLEY VIEW DRAIN**						
0025	P1	10' X 10' RCB	2665	1006	CR4C1	SW3	1.74	0.30
0050	P1	8' X 6' RCB	7785	712	DFW5	SW3	1.34	1.50
NBSC		**TROPICANA WASH - NORTH BRANCH SCHIRLLS**						
0000	E	60" RCP	1350	477	TW6	FLAM3A	0.43	0.80
TRBD		**BLUE DIAMOND CHANNEL**						
0000	E	Conc Chnl 10'W 10'D 2:1 SS	1700	4850	USACE	USACE	8.62	0.70
0014	E	23' X 10' RCBC @ Decatur	130	4850	USACE	USACE	8.62	0.70
0015	E	Conc Chnl 10'W 10'D 2:1 SS	3070	4750	USACE	USACE	8.37	0.90
0075	E	Conc Chnl 19.5'W 12'D 0:1 SS	400	4750	USACE	USACE	8.37	0.48
0083	E	2: 14' X 11' RCBC @ Sunset	120	4750	USACE	USACE	8.06	0.48
0084	E	Conc Chnl 19.5'W 12'D 0:1 SS	550	4750	USACE	USACE	8.06	0.48
0096	E	Conc Chnl 28'W 9'D 0:1 SS	760	4750	USACE	USACE	7.70	1.00
TRMC		**TROPICANA WASH - MCCARRAN AIRPORT**						
0001	E	19.75' X 4' RCB	450	1222	CTW10S	FLAM3A	4.82	0.30
0011	E	2: 16' X 4' RCBC @ Harmon	80	1222	CTW10S	FLAM3A	4.82	0.26
0012	E	Earth Chnl 18'W 5'D 2:1 SS (Replace w/ TRMC0013)	925	800	DTRMC	FLAM3A	4.32	0.45
0013	P1	Conc Chnl 20'W 6'D 0:1 SS (Replaces TRMC0012)	925	800	DTRMC	FLAM3A	4.32	0.45
0030	E	Earth Chnl 18'W 5'D 2:1 SS (Replace w/ TRMC0031)	1575	800	DTRMC	FLAM3A	4.32	0.45
0031	P1	Conc Chnl 20'W 6'D 0:1 SS (Replaces TRMC0030)	1575	800	DTRMC	FLAM3A	4.32	0.45
~~0033~~	~~P1~~	~~120 ac-ft Tropicana Wash - McCarran Airport Offline DB~~		~~2075~~	~~DTRSW~~	~~FLAM3A~~	~~4.32~~	
0060	E	5: 10' X 4' RCBC @ Tropicana Ave	120	2875	CMC11	FLAM3A	4.32	0.70
0062	P0	Add 1: 14' X 6' RCB	7100	932^	CMC9^	FLAM3A	3.24	0.50
0063	E	2: 8' X 6' RCB	7100	1205^	CMC9^	FLAM3A	3.24	0.50
0195	E	Conc Chnl 12'W 5'D 1.5:1 SS (Replace w/ TRMC0196)	1350	2137	CMC9	FLAM3A	3.24	0.60
0196	P0	Conc Chnl 12'W 8'D 1.5:1 SS (Replaces TRMC0195)	1350	2137	CMC9	FLAM3A	3.24	0.60
0215	E	Single Span Bridge 40'W 7'D @ Four Seasons	40	2137	CMC9	FLAM3A	3.24	0.90

ID / River Mile	Status	Facility Description	Length (ft.)	Flow (cfs)	HEC-1 Node	HEC-1 Model	Tributary Area (sq.mi.)	Channel Slope (%) **
TRMC		**TROPICANA WASH - MCCARRAN AIRPORT**						
0216	E	Conc Chnl 12'W 5'D 1.5:1 SS	930	2137	CMC9	FLAM3A	3.24	1.42
0233	E	2: 8' X 6' RCBC @ Dewey	40	1705^	CMC9^	FLAM3A	3.24	1.00
0234	P0	Add 2: 8' X 6' RCBC @ Dewey	40	432^	CMC9^	FLAM3A	3.24	1.00
0235	E	Conc Chnl 12'W 5'D 1.5:1 SS	1170	2137	CMC9	FLAM3A	3.24	0.80
0263	E	2: 10' X 6' RCB	1500	1793	CMC8	FLAM3A	2.72	1.28
0290	E	Riprap Chnl 30'W 2'D 4:1 SS	2440	283	MC8	FLAM3A	0.51	0.79
TRNB		**TROPICANA WASH - NORTH BRANCH**						
0000	E	Conc Chnl 17'W 5'D 0:1 SS	110	748	CTW8W	FLAM3A	1.78	1.19
0015	E	2: 15' X 4' RCBC @ Industrial	180	748	CTW8W	FLAM3A	1.78	0.20
0020	E	Conc Chnl 30'W 5'D 0:1 SS	170	748	CTW8W	FLAM3A	1.78	4.22
0030	E	Earth/Conc Chnl 15'W 8'D 2:1 SS (Replace w/ TRNB0031)	1190	748	CTW8W	FLAM3A	1.78	1.10
0031	P1	Conc Chnl 12'W 6'D 0:1 SS (Replaces TRNB0030)	1190	748	CTW8W	FLAM3A	1.78	1.10
0040	E	20' X 4.5' RCAP	1041	748	CTW8W	FLAM3A	1.78	1.00
0060	E	3: 9' X 5' RCB	115	673	TNDB	FLAM3A	1.50	1.00
0062	E	20' X Varies 5' - 9' RCAP	284	673	TNDB	FLAM3A	1.50	0.77
0067	P1	Gabion Chnl 12'W 5.5'D 2:1 SS	1180	673	TNDB	FLAM3A	1.50	1.32
0089	E	10' X 7' RCB	89	673	TNDB	FLAM3A	1.50	0.55
0090	E	104" RCP (Hobas)	93	673	TNDB	FLAM3A	1.50	0.55
0092	E	10' X 5' RCB Outlet	389	673	TNDB	FLAM3A	1.50	0.25
0093	E	14,000 cfs PMF Spillway		14000	CTW6	FLAM3A	1.50	
0094	E	56 ac-ft Tropicana North Branch Detention Basin		1305	CTW6	FLAM3A	1.50	
0105	E	Conc Chnl 30'W 5'D 0:1 SS	55	1305	CTW6	FLAM3A	1.50	1.18
0106	E	2: 14' X 6' RCBC @ Schirls	50	878	CTW7	FLAM3A	1.07	1.00
0107	E	Conc Chnl 30'W 5'D 0:1 SS	220	878	CTW7	FLAM3A	1.07	1.18
0113	E	Conc Chnl 26.5'W 7'D 0:1 SS	259	878	CTW7	FLAM3A	1.07	1.18
TRSW		**TROPICANA WASH - SWENSEN AVENUE**						
0000	P1	72" RCP	1925	222	TRMCDB	FLAM3A	4.32	0.50
0036	P1	72" RCP	2380	222	TRMCDB	FLAM3A	4.32	0.40
TRWA		**TROPICANA WASH**						
0034	E	Conc Chnl 80'W 8.5'D 0:1 SS	264	3208	CTW11	FLAM3B	6.93	0.93
0039	E	6: 12' X 8' RCBC	40	3208	CTW11	FLAM3B	6.93	1.20
0041	E	Conc Chnl 80'W 5.5'D 0:1 SS	842	3208	CTW11	FLAM3B	6.93	0.93
0056	E	6: 12' X 4' RCB	900	2891	CTW10	FLAM3B	6.51	1.21
0074	E	10: 10' X 4' RCBC @ Paradise	120	2891	CTW10	FLAM3B	6.51	1.10
0075	E	3: 21' X 6' RCB	820	2891	CTW10	FLAM3B	6.51	0.70
0092	E	Grass Chnl 30'W 5'D 4:1 SS	210	2891	CTW10	FLAM3B	6.51	0.90
0096	E	2: 25' X 10' RCAC	30	2891	CTW10	FLAM3B	6.51	0.90
0097	E	Grass Chnl 30'W 5'D 4:1 SS	300	2891	CTW10	FLAM3B	6.51	0.90
0103	E	3: 16' X 7' RCAP	808	2891	CTW10	FLAM3B	6.51	0.44
0121	E	3: 10' X 6' RCB	1760	2891	CTW10	FLAM3B	6.51	1.27
0150	E	21' X 7' RCB	120	1796	CTW9	FLAM3B	1.69	1.27
0151	E	3: 8' X 7' RCB	100	1796	CTW9	FLAM3B	1.69	1.50
0152	E	2: 12' X 7' RCB	2714	1796	CTW9	FLAM3B	1.69	0.92
0192	E	2: 12' X 8' RCB	381	1796	CTW9	FLAM3B	1.69	1.23
0210	E	4: 10' X 6' RCB	200	1796	CTW9	FLAM3B	1.69	0.50
0218	E	3: 9.5' X 5.5' & 1: 10' X 5.5' RCB	1100	1796	CTW9	FLAM3B	1.69	0.45
0234	E	4: 8' X 7' RCB	1920	1796	CTW9	FLAM3B	1.69	0.86
0278	E	Conc Chnl 17'W 7'D 0:1 SS	310	1248	CTW3	FLAM3B	1.17	1.23
0284	E	19.5' X 7' RCB	1700	1248	CTW3	FLAM3B	1.17	0.79
0310	E	15' X 6.5' RCB	137	955	CTW2	FLAM3B	0.87	1.39
0314	E	15' X 6.5' RCB	3580	955	CTW2	FLAM3B	0.87	1.05
0382	E	10' X 6' RCB	400	557	CTW1	FLAM5A	175.32	1.02
0395	E	10' X 6' RCB	720	557	CTW1	FLAM5A	175.32	1.02
0404	E	Conc Chnl 10'W 6'D 0:1 SS	860	557	CTW1	FLAM5A	175.32	0.88
0422	E	10' X 6' RCB	1040	557	CTW1	FLAM5A	175.32	1.13
0433	E	Conc Chnl 10'W 6'D 0:1 SS	270	557	CTW1	FLAM5A	175.32	2.85
0439	E	10' X 7' RCBC @ UPRR	90	495	TRDB	FLAM5A	174.91	0.25
0440	E	Conc Chnl 10'W 6'D 0:1 SS	60	495	TRDB	FLAM5A	174.91	0.25
0441	E	10' X 7' RCB	650	495	TRDB	FLAM5A	174.91	0.26
0452	E	13,000 cfs PMF Spillway		13000	USACE	USACE	13.92	

ID / River Mile	Status	Facility Description	Length (ft.)	Flow (cfs)	HEC-1 Node	HEC-1 Model	Tributary Area (sq.mi.)	Channel Slope (%) **
TRWA		**TROPICANA WASH**						
0453	E	10' X 8.5' RCB Outlet	200	495	USACE	USACE	174.91	0.26
0454	E	825 ac-ft Tropicana Detention Basin		6700	USACE	USACE	174.91	
WGTR		**WAGON TRAIL CHANNEL**						
0000	E	Grass Chnl 20'W 10'D 4:1 SS	2500	1540	CMC7B	FLAM3A	2.21	0.40
0050	E	2: 12' X 5' RCBC @ I-15	446	1540	CMC7B	FLAM3A	2.21	0.80
0058	E	Conc Chnl 9'W 4.25'D 2:1 SS	266	1540	CMC7B	FLAM3A	2.21	6.07
0063	P1	Conc Chnl 9'W 6'D 2:1 SS	120	1540	CMC7B	FLAM3A	2.21	6.07
0064	E	3: 96" CMPC	50	1540	CMC7B	FLAM3A	2.21	1.00
0065	E	Riprap Chnl 35'W 4'D 2:1 SS	850	1540	CMC7B	FLAM3A	2.21	1.05
0080	E	Riprap Chnl 20'W 6'D 2:1 SS	350	987	CMC7AS	FLAM3A	1.60	0.36
0088	E	20' X 5' RCAC @ Bircher Dr	70	987	CMC7AS	FLAM3A	1.60	1.00
0089	E	Riprap Chnl 10'W 6.5'D 2:1 SS	470	987	CMC7AS	FLAM3A	1.60	1.00
0097	E	20' X 7' RCAP	30	987	CMC7AS	FLAM3A	1.60	1.00
0098	E	12' X 5' RCAP	869	987	CMC7AS	FLAM3A	1.60	0.50
0111	P1	10' X 6' RCB	980	987	CMC7AS	FLAM3A	1.60	1.17
0134	E	11' X 4' RCB	100	829	CMC6B	FLAM3A	1.42	0.72
0136	E	11' X 4' RCB	968	829	CMC6B	FLAM3A	1.42	0.72
0156	E	2: 12' X 4' RCB	690	829	CMC6B	FLAM3A	1.42	0.37
0157	E	2: 12' X 4' RCBC @ Schuster	100	829	CMC6B	FLAM3A	1.42	0.57
0158	E	Conc Chnl 12'W 4'D 2:1 SS	560	829	CMC6B	FLAM3A	1.42	2.58
0169	E	2: 12' X 4' RCB	90	695	CMC5	FLAM3A	1.23	0.20
0171	E	Conc Chnl 15'W 4'D 2:1 SS	480	695	CMC5	FLAM3A	1.23	0.20

** The HEC-1 node shown identifies the controlling concentration point for the associated facility and is located upstream of this facility due to decreasing peak flow with increasing tributary area caused by storm distribution transitions, depth area reduction factors, or attenuation of flow from routing.*

*** As-built or design slopes were used when available. All other slopes are based on existing topography. The user should verify the facility slope listed prior to performing any facility specific analysis.*

^ For parallel facilities, the existing facility flow equals its normal depth capacity, and the proposed parallel facility flow equals the remaining flow (i.e., HEC-1 Node flow = existing facility normal depth capacity + proposed parallel facility flow).

USACE - Refer to "Las Vegas Wash & Tributaries (Tropicana and Flamingo Washes) Hydrologic Basis for Design" prepared by U.S. Army Corps of Engineers, Los Angeles District, June 1993. See Figure S-6 for USACE Boundary.

REGIONAL FLOOD CONTROL DISTRICT

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FACILITY INVENTORY
FIGURE F - 37

LEGEND

ID (Facility Identifier) AABB
Parent Stream Name
Stream Name
River Mile 0000
Distance Above Confluence with Parent Stream (Miles)
Miles in Hundredths

Existing Facility.......................... E
Proposed or Modified Facility.......... P
Contingency Level
Category B.......................... P0
Master Plan.......................... P1
Preliminary Design.................. P2
Design.................................. P3

Bottom Width.......... W
Depth..................... D
Side Slope, H:V....... SS

Construction Features
Cast in Place Concrete Pipe.......................... CIPCP
Corrugated Metal Arch Pipe Culvert.................. CMAP
Corrugated Metal Pipe Culvert........................ CMPC
High Density Polyethylene.............................. HDPE
Horizontal Elliptical Reinforced Concrete Pipe..... HERCP
Reinforced Concrete Arch Pipe......................... RCAP
Reinforced Concrete Arch Culvert....... RCAC
Reinforced Concrete Box................. RCB
Reinforced Concrete Box Culvert........ RCBC
Reinforced Concrete Pipe................ RCP
Reinforced Concrete Pipe Culvert....... RCPC
Storm Sewer Pipe.......................... SSP

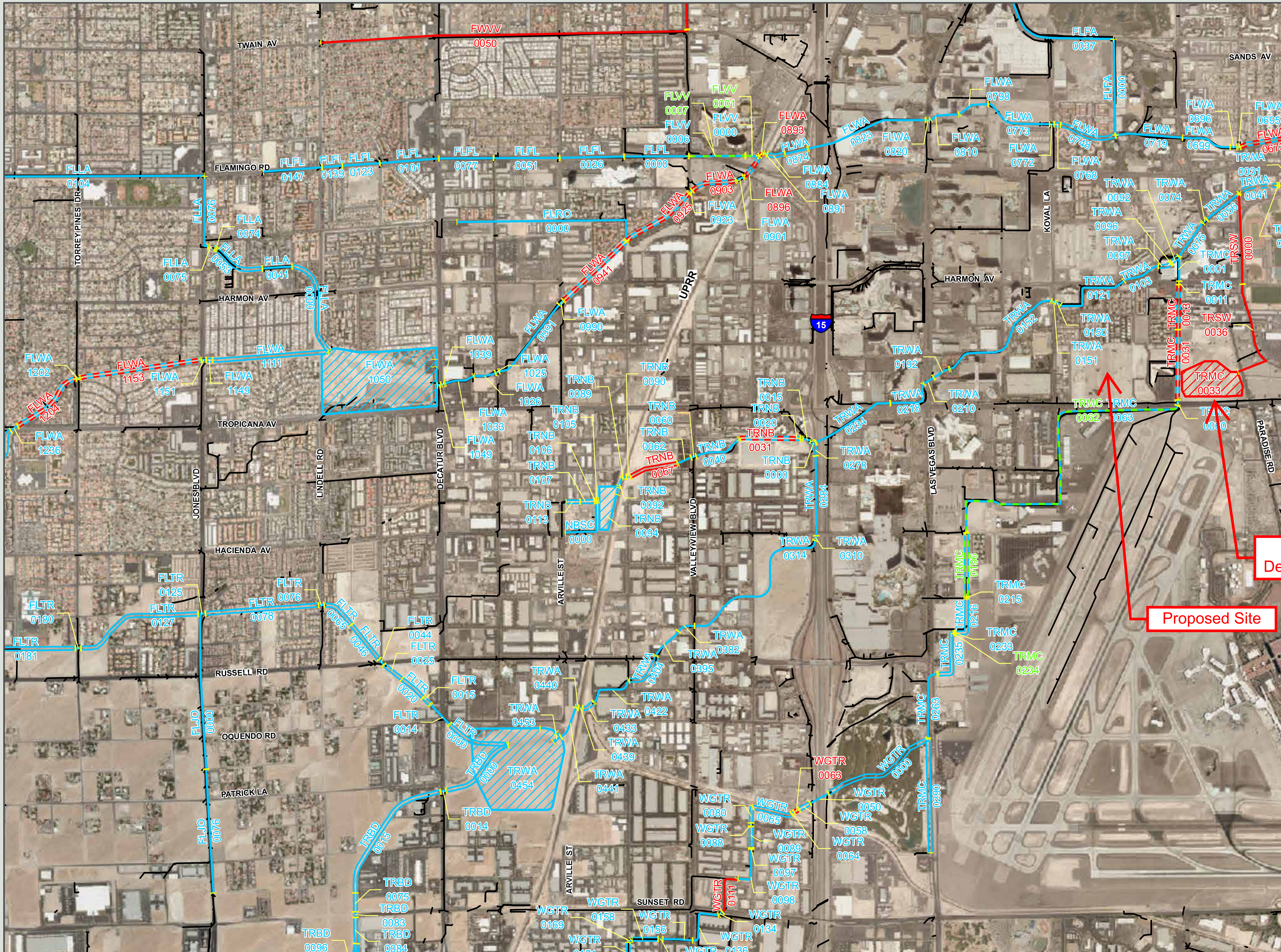

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FIGURE F- 37

FLOOD CONTROL FACILITIES

LEGEND

- Ultimate Development Boundary
- Existing Facilities
- Category A Proposed Facilities
- Category B Proposed Facilities
- Local Existing Facilities
- Local Proposed Facilities
- Detention Basin
- Stormdrain
- Lined Channel
- Unlined Channel
- Levee/Dike
- Natural Wash/Floodway
- ID-Mile Separator

Remove & Replace/Parallel Facilities

Category A	**Category B**
Channel	Channel
Stormdrain	Stormdrain

N

0 500 1,000 2,000 3,000
Feet
Scale: 1 inch = 2,000 feet

Refer to Figure G-2 for Aerial Source(s)

ID / River Mile	Status	Facility Description	Length (ft.)	Flow (cfs)	HEC-1 Node	HEC-1 Model	Tributary Area (sq.mi.)	Channel Slope (%) **
DC95		DUCK CREEK - US 95 BRANCH						
0000	E	72" RCP	103	487	CDCC420	DUCK3A	0.79	3.41
0002	E	72" RCP	787	487	CDCC420	DUCK3A	0.79	0.92
0017	E	84" RCP	800	487	CDCC420	DUCK3A	0.79	0.59
0032	E	72" RCP	717	487	CDCC420	DUCK3A	0.79	1.13
0038	E	84" RCP	58	487	CDCC420	DUCK3A	0.79	0.53
DCPA		DUCK CREEK - PATRICK COLLECTOR						
0000	E	Parallel 78" & 66" RCP	450	1053^	CDCC340W^	DUCK3A	1.57	1.50
0001	P0	Add 1: 60" RCP	450	231^	CDCC340W^	DUCK3A	1.57	1.50
0008	P0	12' X 7' RCB (Replaces DCPA0009)	2210	1284	CDCC340W	DUCK3A	1.57	1.00
0009	E	Parallel 54" & 66" RCP (Replace w/ DCPA0008)	2210	1284	CDCC340W	DUCK3A	1.57	1.00
0050	P0	10' X 6' RCB (Replaces DCPA0051)	2860	771	CDCC370	DUCK3A	1.04	0.80
0051	E	66" RCP (Replace w/ DCPA0050)	2860	771	CDCC370	DUCK3A	1.04	0.80
0104	P0	8' X 6' RCB (Replaces DCPA0105)	2650	406	DCC370	DUCK3A	0.53	0.40
0105	E	60" RCP (Replace w/ DCPA0104)	2650	406	DCC370	DUCK3A	0.53	0.40
0106	E	48" RCP (Replace w/ DCPA0107)	1360	406	DCC330	DUCK3A	0.51	0.50
0107	P0	8' X 6' RCB (Replaces DCPA0106)	1360	406	DCC330	DUCK3A	0.51	0.50
DCRH		DUCK CREEK - RAWHIDE CHANNEL						
0000	E	Gabion Chnl 20'W 10'D 2:1 SS	610	1419	CDCC400W	DUCK3A	3.94	1.80
0010	E	Conc Chnl 15'W 6'D 1.5:1 SS	930	1419	CDCC400W	DUCK3A	3.94	2.30
0027	E	2: 9' X 5' RCBC @ Mountain Vista	80	1419	CDCC400W	DUCK3A	3.94	1.40
0028	E	Conc Chnl 15'W 6'D 1.5:1 SS	1260	1419	CDCC400W	DUCK3A	3.94	1.80
0052	E	2: 9' X 5' RCBC @ Palm Ave	80	1419	CDCC400W	DUCK3A	3.94	1.50
0053	E	Conc Chnl 10'W 6'D 1.5:1 SS	1320	1419	CDCC400W	DUCK3A	3.94	1.60
0074	E	2: 9' X 5' RCBC @ Lamb Blvd	50	1108	CDCC390	DUCK3B	1.56	1.30
0076	E	Conc Chnl 10'W 6'D 1.5:1 SS	1320	1108	CDCC390	DUCK3B	1.56	2.40
0101	E	Grass Overflow Chnl 0'W 3.0'D 10:1 SS	730	1108	CDCC390	DUCK3B	1.56	0.70
0102	E	2: 8' X 5' RCBC @ Annie Oakley	740	1108	CDCC390	DUCK3B	1.56	0.85
0116	E	Conc Chnl 15'W 5'D 1.5:1 SS	720	1108	CDCC390	DUCK3B	1.56	0.90
0130	E	2: 12' X 4' RCBC @ Sandhill Rd	80	1108	CDCC390	DUCK3B	1.56	0.50
0131	E	Conc Chnl 11'W 3.5'D 1.5:1 SS	1410	1108	CDCC390	DUCK3B	1.56	1.60
0161	E	2: 12' X 4' RCBC @ Pearl Ave	60	773	CDCC380	DUCK3B	1.03	1.30
0162	E	Conc Chnl 11'W 3.5'D 1.5:1 SS	1300	773	CDCC380	DUCK3B	1.03	1.60
0188	E	2: 12' X 4' RCBC @ Pecos Rd	200	773	CDCC380	DUCK3B	1.03	0.90
0189	E	Conc Chnl 17'W 5.3'D 1.5:1 SS	650	773	CDCC380	DUCK3B	1.03	1.80
0200	E	2: 8' X 4' RCBC @ Sagebrush Rd	240	773	CDCC380	DUCK3B	1.03	1.20
0205	E	Conc Chnl 12'W 5'D 1:1 SS	370	773	CDCC380	DUCK3B	1.03	1.30
0212	E	Conc Chnl 11'W 5'D 1.5:1 SS	340	773	CDCC380	DUCK3B	1.03	0.70
0218	E	2: 8' X 4' RCBC @ Mojave Rd	80	553	CDMC060S*	DUCK3A	0.59	1.00
0219	E	Conc Chnl 11'W 5'D 1.5:1 SS	1220	553	CDMC060S*	DUCK3A	0.59	1.30
0243	E	2: 8' X 4' CIP RCBC @ McLeod Dr	120	553	CDMC060S*	DUCK3A	0.59	2.10
0244	E	Conc Chnl 11'W 4'D 1.5:1 SS	1570	553	CDMC060S*	DUCK3A	0.59	1.20
0271	E	2: 12' X 4' RCBC @ Topaz St	480	553	CDMC060S*	DUCK3A	0.59	0.60
0280	E	Conc Chnl 10'W 5'D 2:1 SS	510	553	CDMC060S*	DUCK3A	0.59	0.70
0289	E	15' X 5' RCB	710	553	CDMC060S*	DUCK3A	0.59	0.70
0302	E	Transition Structure	50	553	CDMC060S*	DUCK3A	0.59	1.00
0305	E	3: 8' X 4' RCB	125	553	CDMC060S	DUCK3A	0.59	0.60
0306	E	10' X 5' RCB	1471	553	CDMC060S	DUCK3A	0.59	0.40
0334	E	7' X 4' RCB	277	553	CDMC060S	DUCK3A	0.59	1.00
DCWA		DUCK CREEK WASH						
0430	E	Earth Chnl 20'W 10'D 2:1 SS (Replace w/ DCWA0431)	1340	6530	CDCC430W	DUCK5B	24.59	0.43
0431	P1	Conc Chnl 60'W 7.5'D 2:1 SS (Replaces DCWA0430)	1340	6530	CDCC430W	DUCK5B	24.59	0.43
0443	E	Free Span Bridge 110'W @ Nellis Blvd	150	6513	CDCDC95	DUCK5B	24.25	0.44
0444	E	Earth Chnl 20'W 15'D 2:1 SS (Replace w/ DCWA0445)	530	6513	CDCDC95	DUCK5B	24.25	0.44
0445	P1	Conc Chnl 60'W 7.5'D 2:1 SS (Replaces DCWA0444)	530	6513	CDCDC95	DUCK5B	24.25	0.44
0453	E	Conc Chnl 80'W 17.8'D 0:1 SS with Drop Structures	330	6513	CDCDC95	DUCK5B	24.25	0.45
0458	E	Gabion Chnl 60'W 12'D 2:1 SS	180	6325	CDCC400	DUCK5B	23.46	0.46
0465	E	Free Span Bridge 50'W 18.5'D @ US 95	220	6325	CDCC400	DUCK5B	23.46	0.47
0466	E	Gabion Chnl 70'W 10'D 2:1 SS	110	5756	CDCC360*	DUCK5B	21.17	0.47
0469	E	Gabion Chnl 75'W 12'D 2:1 SS with Drop Structures	220	5756	CDCC360*	DUCK5B	21.17	0.47
0471	E	Gabion Chnl 75'W 12'D 2:1 SS with Drop Structures	1120	5756	CDCC360*	DUCK5B	21.17	0.47

ID / River Mile	Status	Facility Description	Length (ft.)	Flow (cfs)	HEC-1 Node	HEC-1 Model	Tributary Area (sq.mi.)	Channel Slope (%) **
DCWA		DUCK CREEK WASH						
0508	E	Free Span Bridge 140'W 15'D @ Russell	100	5756	CDCC360	DUCK5B	21.17	0.51
0509	E	Gabion Chnl 75'W 12'D 2:1 SS	670	5756	CDCC360	DUCK5B	21.17	0.51
0519	E	2 Span Bridge 50'W 15' - 18'D @ Mtn Vista	100	5756	CDCC360	DUCK5B	21.17	0.52
0521	E	Conc Chnl 60'W 7.5' - 16'D 0:1 SS	3718	5756	CDCC360	DUCK5B	21.17	1.78
0580	E	Conc Chnl 71' - 79'W 8'D 0:1 SS	200	5661	CDCC190	DUCK5B	18.85	2.01
0594	E	2 Span Bridge 130'W 15'D @ GVP/Patrick	70	5661	CDCC190	DUCK5B	18.85	0.59
0596	E	38' X 13.5' RCA	1170	5661	CDCC190	DUCK5B	18.85	0.93
0597	E	Natural/Gabion Wash w/ Drop Struct. (Repl w/ DCWA0598)	1300	5661	CDCC190	DUCK5B	18.85	1.60
0598	P1	Gabion Chnl 65'W 6'D 2:1 SS (Replaces DCWA0597)	1300	5661	CDCC190	DUCK5B	18.85	1.60
0646	E	3 Span Bridge 45'W 15'D @ Sunset	100	5661	CDCC190	DUCK5B	18.85	1.70
0648	E	Conc Chnl 35'W 9'D 2:1 SS	587	5661	CDCC190	DUCK5B	18.85	0.50
0654	E	Free Span Bridge 40'W 15'D 3:1 SS	50	5661	CDCC190	DUCK5B	18.85	1.00
0655	E	Earth Chnl 50'W 15'D 2:1 SS (Replace w/ DCWA0656)	790	5661	CDCC190	DUCK5B	18.85	0.60
0656	P1	Conc Chnl 50'W 7.5'D 2:1 SS (Replaces DCWA0655)	790	5661	CDCC190	DUCK5B	18.85	0.60
0668	E	Free Span Bridge 40'W 15'D 3:1 SS @ Sunfire	40	5385	CDCC270*	DUCK4C	11.95	1.00
0669	E	Natural Wash (Replace w/ DCWA0670)	1120	5385	CDCC270*	DUCK4C	11.95	1.29
0670	P1	Conc Chnl 28'W 8'D 2:1 SS (Replaces DCWA0669)	1120	5385	CDCC270*	DUCK4C	11.95	1.29
FLAG		FLAMINGO WASH - ALGONQUIN						
0000	E	72" RCP	1080	513	FW21	FLAM3A	0.47	0.50
0020	E	66" RCP	460	513	FW21	FLAM3A	0.47	1.00
FLBS		FLAMINGO - BOULDER HIGHWAY SOUTH						
0000	E	Unlined Median Chnl 0'W 6.5'D 4.5:1 SS	4060	945	CB4	FLAM3A	1.38	1.30
0167	E	Unlined Median Chnl 0'W 3.5'D 9:1 SS	8850	452	CB4N	FLAM3A	0.63	0.90
FLMR		FLAMINGO MARYLAND PARKWAY						
0000	P1	90" RCP	5250	395	FW19	FLAM3A	0.45	0.50
FLSP		FLAMINGO WASH - SPENCER						
0000	E	48" RCP	420	513	FW21	FLAM3A	0.47	1.10
FLWA		FLAMINGO WASH						
0423	E	Conc Chnl 50'W 9.8'D 0:1 SS	1686	6964	CFW23	FLAM5B	19.36	0.76
0455	E	Conc Chnl 50'-75'W 9.8'D 0:1 SS	169	6964	CFW23	FLAM5B	19.36	1.83
0458	E	Conc Chnl 75'-80'W 9.8'D 0:1 SS	347	6964	CFW23	FLAM5B	19.36	1.50
0471	E	5: 10' X 8' RCBC @ Eastern	110	5781	CFW22W	FLAM5B	14.95	1.30
0472	P1	Add 1: 22' X 8' RCBC @ Eastern	110	5781	CFW22W	FLAM5B	14.95	0.50
0473	E	Grass Chnl 60'W 15'D 2:1 SS	100	5781	CFW22W	FLAM5B	14.95	0.47
0477	E	3 Span Bridge 47'W 15'D	10	5781	CFW22W	FLAM5B	14.95	0.80
0478	E	Grass Chnl 60'W 15'D 2:1 SS	520	5781	CFW22W	FLAM5B	14.95	0.47
0481	E	3: 90" CMAP @ Tioga (Replace w/ FLWA0482)	60	5781	CFW22W	FLAM5B	14.95	0.87
0482	P1	5: 14' X 7' RCBC @ Tioga (Replaces FLWA0481)	60	5781	CFW22W	FLAM5B	14.95	0.87
0483	E	Grass Chnl 60'W 15'D 2:1 SS	300	5781	CFW22W	FLAM5B	14.95	0.63
0492	E	3 Span Bridge 47'W 15'D	10	5781	CFW22W	FLAM5B	14.95	0.50
0493	E	Grass Chnl 60'W 15'D 2:1 SS	1520	5781	CFW22W	FLAM5B	14.95	0.46
0555	E	3 Span Bridge 47'W 15'D	10	5701	CFW21	FLAM5B	14.55	0.50
0556	E	Earth Chnl 60'W 15'D 2:1 SS (Replace w/ FLWA0557)	520	5701	CFW21	FLAM5B	14.55	0.54
0557	P1	Gabion Chnl 30'W 10.5'D 2:1 SS (Replaces FLWA0556)	520	5701	CFW21	FLAM5B	14.55	0.54
0563	E	Free Span Bridge 35'W 10'D @ Spencer	100	5701	CFW21	FLAM5B	14.55	0.87
0564	E	Conc Chnl 35'W 9'D 0:1 SS	800	5701	CFW21	FLAM5B	14.55	1.43
0578	E	Conc Chnl 50'W 20'D 1:1 SS with Drop Structures	440	5701	CFW21	FLAM5B	14.55	0.56
0588	E	Free Span Bridge 50'W 20'D @ Tamarus	120	5701	CFW21	FLAM5B	14.55	1.20
0589	E	Conc Chnl 50'W 20'D 1:1 SS with Drop Structures	280	5701	CFW21	FLAM5B	14.55	0.47
0593	E	Conc Chnl 40'W Varies 9'D to 12'D 0:1 SS	1390	5338	CFW19	FLAM5B	13.71	0.60
0619	E	3: 12' X 10' RCBC @ Maryland	110	5161	CFW18	FLAM4C1	11.69	1.10
0620	E	Earth Chnl 50'W 20'D 1:1 SS (Replace w/ FLWA0621)	1300	5161	CFW18	FLAM4C1	11.69	0.42
0621	P1	Conc Chnl 50'W 7.5'D 1:1 SS (Replaces FLWA0620)	1300	5161	CFW18	FLAM4C1	11.69	0.42
0647	E	4: 10' X 8' RCB	80	5161	CFW18	FLAM4C1	11.69	1.20
0648	E	36' X 12.5' RCAP	300	5161	CFW18	FLAM4C1	11.69	0.50
0652	E	2: 12' X 8' RCAP	940	3925	CFW18W	FLAM3B	5.82	0.75
0671	E	3: 10' X 8' RCBC @ Swenson	120	3925	CFW18W	FLAM3B	5.82	1.40
0672	E	Earth Chnl 25'W 4'D 2.5:1 SS (Replace w/ FLWA0673)	1230	3925	CFW18W	FLAM3B	5.82	0.80
0673	P1	Conc Chnl 25'W 7.5'D 2:1 SS (Replaces FLA0672)	1230	3925	CFW18W	FLAM3B	5.82	0.80
0695	E	5: 12' X 8' RCB	70	3925	CFW18W	FLAM3B	5.82	0.35

ID / River Mile	Status	Facility Description	Length (ft.)	Flow (cfs)	HEC-1 Node	HEC-1 Model	Tributary Area (sq.mi.)	Channel Slope (%) **
FLWA		FLAMINGO WASH						
0696	E	5:12' X 8' RCB	200	3925	CFW18W	FLAM3B	5.82	0.30
0699	E	2:12' X 9' RCB	936	3925	CFW18W	FLAM3B	5.82	0.82
LV01		LAS VEGAS WASH - BRANCH 1 (TROPICANA CHANNEL)						
0151	P1	84" RCP	4046	539	CB12	FLAM3A	0.62	1.30
LV02		LAS VEGAS WASH - BRANCH 2 (MONSON CHANNEL)						
0274	E	Conc Chnl 20'W 6'D 2:1 SS	540	2314	CM4	FLAM3A	3.74	0.71
0281	E	3: 6' X 4' RCBC @ Perry St (Replace w/ LV020282)	90	2314	CM4	FLAM3A	3.74	0.90
0282	P1	Free Span Bridge 44'W 6'D @ Perry (Replaces LV020281)	90	2314	CM4	FLAM3A	3.74	0.90
0283	E	Conc Chnl 20'W 6'D 2:1 SS	430	2314	CM4	FLAM3A	3.74	0.57
0293	E	3: 6' X 3' RCB	710	784^	CB6^	FLAM3A	2.18	1.25
0294	P1	Add 2: 6' X 5' RCB	710	664^	CB6^	FLAM3A	2.18	1.25
0303	E	48" RCP	10010	364	B5	FLAM3A	0.45	1.90
LVBH		LAS VEGAS WASH - BOULDER HIGHWAY						
0000	P1	12' X 8' RCB	5300	1358	CB11	FLAM3A	1.89	0.60
MCE2		MCCARRAN - EAST BRANCH 2						
0000	E	48" RCP Outlet	3560	74	CDMCDB	DUCK3A	1.78	0.70
0056	E	100 ac-ft McCarran Detention Basin		1179	CDMC050	DUCK3A	1.78	
NLFL		NELLIS FLAMINGO STORM DRAIN						
0000	E	83" & 53" RCP	110	569^	CM4N^	FLAM3A	1.56	0.50
0001	P0	Add 1: 7' X 6' RCB	110	384^	CM4N^	FLAM3A	1.56	0.50
0005	E	66" RCP	1340	210^	CM4N^	FLAM3A	1.56	0.39
0006	P0	Add 1: 14' X 6' RCB	1340	743^	CM4N^	FLAM3A	1.56	0.39
0028	P0	Add 1: 7' X 6' RCB	1530	338^	CM3^	FLAM3A	1.27	0.39
0029	E	76" & 48" RCP	1530	391^	CM3^	FLAM3A	1.27	0.39
0059	E	60" RCP	1370	143^	CM3^	FLAM3A	1.27	0.30
0060	P0	Add 1: 12' X 6' RCB	1370	586^	CM3^	FLAM3A	1.27	0.34
RHC1		DUCK CREEK - RAWHIDE - TRIBUTARY 1						
0000	E	7' X 4' RCB	111	332	DMC060	DUCK3A	0.31	3.03
0002	E	Bank-Stabilized Chnl 119'W 5'D 3:1 SS	779	332	DMC060	DUCK3A	0.31	0.40
0020	E	8' X 4' RCB	703	332	DMC060	DUCK3A	0.31	0.74
TRMC		TROPICANA WASH - MCCARRAN AIRPORT						
0033	P1	120 ac-ft Tropicana Wash - McCarran Airport Offline DB		2075	DTRSW	FLAM3A	4.32	
TRSW		TROPICANA WASH - SWENSEN AVENUE						
0000	P1	72" RCP	1925	222	TRMCDB	FLAM3A	4.32	0.50
0036	P1	72" RCP	2380	222	TRMCDB	FLAM3A	4.32	0.40
TRWA		TROPICANA WASH						
0000	E	2: 20'W X 7.5'D RCAP	640	3208	CTW11	FLAM3B	6.93	0.20
0012	E	ConcChnl 46'W to 72'W 8'D to 9.5'D	175	3208	CTW11	FLAM3B	6.93	1.00
0016	E	3: 12' X 5' RCBC @ Flamingo	205	1925	CTW11	FLAM3B	6.93	1.05
0017	E	2: 16.5' X 5' RCBC @ Flamingo	205	1283	CTW11	FLAM3B	6.93	1.05
0019	E	5: 14' X 5' RCB	560	3208	CTW11	FLAM3B	6.93	1.40
0031	E	6: 12' X 4' RCBC @ Swenson	122	3208	CTW11	FLAM3B	6.93	0.25
0034	E	Conc Chnl 80'W 8.5'D 0:1 SS	264	3208	CTW11	FLAM3B	6.93	0.93
0039	E	6: 12' X 8' RCBC @ Access Road	40	3208	CTW11	FLAM3B	6.93	0.33
0041	E	Conc Chnl 80'W 5.5'D 0:1 SS	842	3208	CTW11	FLAM3B	6.93	0.93
0056	E	6: 12' X 4' RCB	900	2891	CTW10	FLAM3B	6.51	1.21
VBCH		VAN BUSKIRK CHANNEL						
0008	E	8' X 5' RCB	5490	888	CVB16	FLAM3A	1.16	1.00
0111	E	6' X 3' RCB	630	888	CVB16	FLAM3A	1.16	1.00
0126	E	10' X 4' RCB	550	539	CVB15	FLAM3A	0.65	1.00
0137	E	10' X 3' RCB	160	539	CVB15	FLAM3A	0.65	1.50
0138	E	9' X 4' RCB	2300	539	CVB15	FLAM3A	0.65	1.00
VBEA		VAN BUSKIRK - EASTERN AVE						
0000	P1	14' X 6' RCB	3020	1561	CVB11	FLAM3A	3.35	1.30
0058	P1	14' X 6' RCB	5370	1561	CVB11	FLAM3A	3.35	0.50

ID / River Mile	Status	Facility Description	Length (ft.)	Flow (cfs)	HEC-1 Node	HEC-1 Model	Tributary Area (sq.mi.)	Channel Slope (%) **
VBMC		VAN BUSKIRK - McLEOD DRIVE						
0000	E	2: 8' X 8' RCB	3850	997	CVB13	FLAM3A	3.43	0.50
0072	E	2: 6' X 3' RCB	100	871	CVB12	FLAM3A	3.25	2.18
0074	E	10' X 5' RCB	1950	871	CVB12	FLAM3A	3.25	0.56
0110	E	10' X 4.5' RCBC @ Hildebrand Avenue/Rochelle	80	657	FROM-C	FLAM3A	2.95	0.70
0112	E	Conc Chnl 10'W 6'D 1:1 SS	1200	657	FROM-C	FLAM3A	2.95	0.95
0137	E	2: 9' X 5' RCBC @ University Avenue	110	657	FROM-C	FLAM3A	2.95	0.50
0139	E	Conc Chnl 12'W 5'D 0:1 SS	550	657	FROM-C	FLAM3A	2.95	0.90
0150	E	Conc Chnl 8'W 10'D 0:1 SS	220	657	FROM-C	FLAM3A	2.95	0.90
0157	E	Conc Chnl 12'W 6'D 0:1 SS	270	918	CVB9	FLAM3A	2.95	1.50
0161	E	16 ac-ft Offline Van Buskirk "C" Detention Basin		266	C-SPLT	FLAM3A	2.95	
0163	E	12' X 6' RCBC @ Harrison	120	918	CVB9	FLAM3A	2.95	0.90
0165	E	Conc Chnl 10'W 7'D 0:1 SS	570	918	CVB9	FLAM3A	2.95	0.50
0175	E	Conc Chnl 12'W 7'D 0:1 SS	1250	918	CVB9	FLAM3A	2.95	0.40
0200	E	12' X 5' RCBC @ Topaz	150	918	CVB9	FLAM3A	2.95	0.70
0202	E	Conc Chnl 12'W 7'D 0:1 SS	600	918	CVB9	FLAM3A	2.95	0.75
0211	E	Conc Chnl 40'W 6'D 1:1 SS	1310	260	VBMC0236	FLAM3A	2.62	0.75
0236	E	2: 7' X 2' RCB	670	260	VBMC0236	FLAM3A	2.62	0.50
0249	E	66" RCP	1240	764	CVB8S	FLAM3A	2.62	1.00
VBTM		VAN BUSKIRK - TOMPKINS AVENUE						
0000	E	8' X 6' RCB	650	191	SITE_A	FLAM3A	0.18	0.75
0014	E	2: 5' X 3' RCBC @ Eastern	120	191	SITE_A	FLAM3A	0.18	0.80
0015	E	Conc Chnl 10'W 9'D 0:1 SS	770	191	SITE_A	FLAM3A	0.18	0.70
0026	E	12" RCP Outlet	30	191	SITE_A	FLAM3A	0.18	
0027	E	12 ac-ft Offline Van Buskirk "A" Detention Basin		660	CVB5	FLAM3A	1.49	
0038	E	Conc Chnl 10'W 6.5'D 0:1 SS	2580	660	CVB5	FLAM3A	1.49	0.55
0076	E	2: 6' X 6' RCB	400	596	SPENCER	FLAM3A	1.42	0.50
0083	E	39" RCP	1360	205	VB4	FLAM3A	0.25	1.00
0084	E	10' X 5' RCB	2640	1188	CVB4	FLAM3A	1.42	1.00
0137	E	54" RCP	1330	328	VB3	FLAM3A	0.42	1.00
0138	E	7' X 4' RCB	420	727	CVB2	FLAM3A	0.75	1.19
0146	E	72" RCP	250	727	CVB2	FLAM3A	0.75	1.49
0151	E	60" RCP	660	727	CVB2	FLAM3A	0.75	0.88
0163	E	48" RCP	610	727	CVB2	FLAM3A	0.75	0.89
0174	E	2: 30" RCP	680	727	CVB2	FLAM3A	0.75	1.29
VBTW		VAN BUSKIRK - TWAIN						
0000	E	18" RCP	6640	541	CB2	FLAM3A	0.74	0.70
VBVR		VAN BUSKIRK - VIKING ROAD						
0000	E	54" RCP	1985					0.85

** The HEC-1 node shown identifies the controlling concentration point for the associated facility and is located upstream of this facility due to decreasing peak flow with increasing tributary area caused by storm distribution transitions, depth area reduction factors, or attenuation of flow from routing.*

*** As-built or design slopes were used when available. All other slopes are based on existing topography. The user should verify the facility slope listed prior to performing any facility specific analysis.*

^ For parallel facilities, the existing facility flow equals its normal depth capacity, and the proposed parallel facility flow equals the remaining flow (i.e., HEC-1 Node flow = existing facility normal depth capacity + proposed parallel facility flow).

REGIONAL FLOOD CONTROL DISTRICT

2013 LAS VEGAS VALLEY
FLOOD CONTROL
MASTER PLAN UPDATE

FACILITY INVENTORY
FIGURE F - 38

LEGEND

ID (Facility Identifier) AABB
Parent Stream Name
Stream Name
River Mile 0000
Distance Above Confluence with Parent Stream (Miles)
Miles in Hundredths

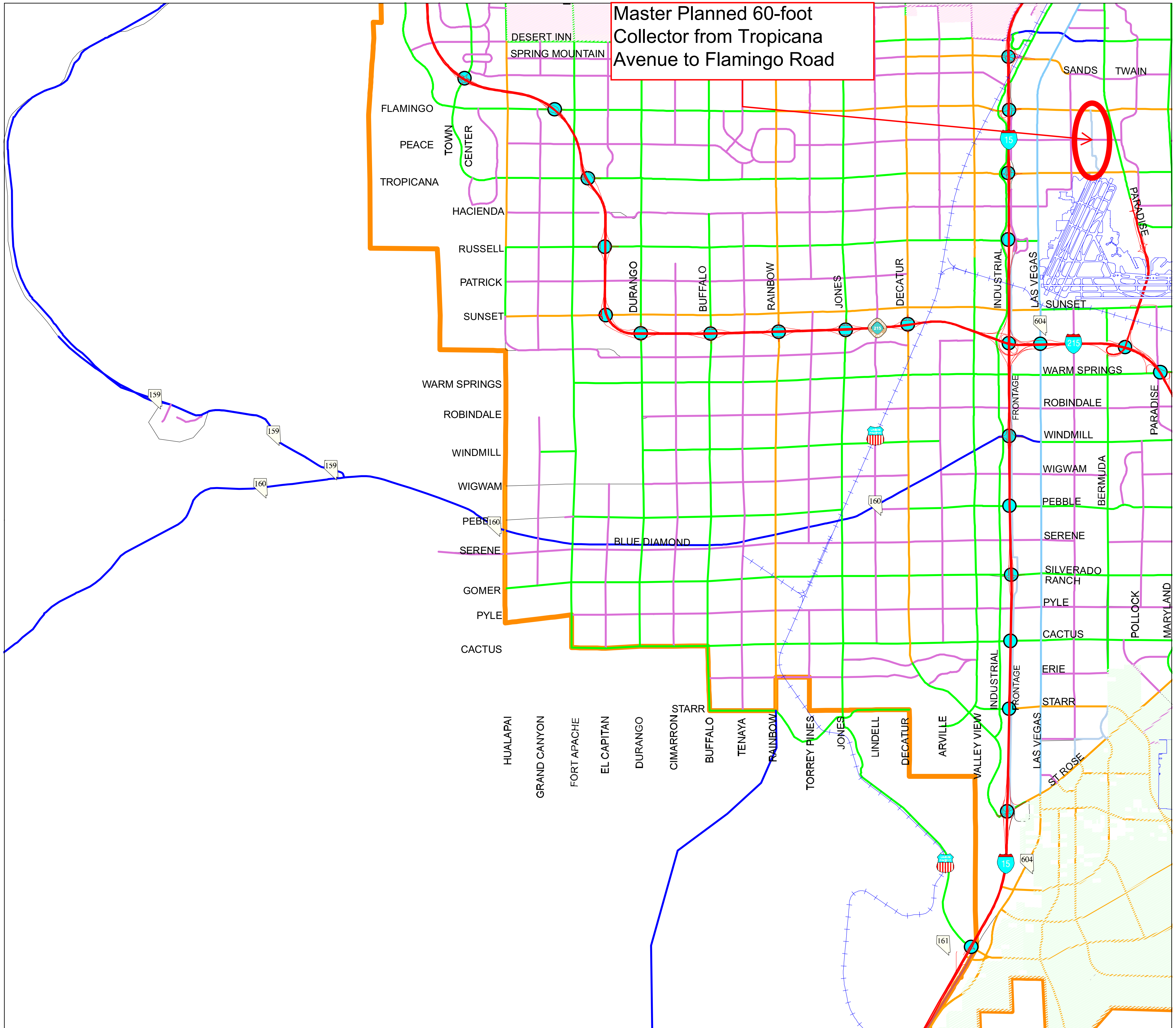
Existing Facility....E
Proposed or Modified Facility....P
Contingency Level
Category B....P0
Master Plan....P1
Preliminary Design....P2
Design....P3

Bottom Width....W
Depth....D
Side Slope, H:V....SS

Construction Features
Cast in Place Concrete Pipe....CIPCP
Corrugated Metal Arch Pipe Culvert....CMAP
Corrugated Metal Pipe Culvert....CMPC
High Density Polyethylene....HDPE
Horizontal Elliptical Reinforced Concrete Pipe....HERCP
Reinforced Concrete Arch Pipe....RCAP
Reinforced Concrete Arch Culvert....RCAC
Reinforced Concrete Box....RCB
Reinforced Concrete Box Culvert....RCBC
Reinforced Concrete Pipe....RCP
Reinforced Concrete Pipe Culvert....RCPC
Storm Sewer Pipe....SSP

APPENDIX B

Clark County Transportation Element – Page 32 from Appendix 1 Maps



Transportation Element

Map 1.3
Las Vegas Valley (SW)
Clark County, Nevada

- Las Vegas Blvd (300+ ft R-O-W)
- Las Vegas Blvd (200+ ft R-O-W)
- Interstates/State Hwys (200+ ft R-O-W)
- Arterials (120+ ft R-O-W)
- Arterials (100+ ft R-O-W)
- Collectors (80+ ft R-O-W)
- Collectors (60+ ft R-O-W)
- Local Streets (R-O-W Varies)
- Railroads
- Interchanges
- Disposal Boundary
- Boulder City
- Las Vegas
- Henderson
- North Las Vegas

NOTES:

1. Routes as Planned by Incorporated Cities. (To be determined)
2. For detailed right-of-way information see: "Uniform Standard Drawings for Public Works Construction of Offsite Improvements, Clark County Area, Nevada."
3. The following minimum right-of-way widths shall be required on all grid line streets:

Township and Range Lines	120 foot right-of-way width
Section Lines	100 foot right-of-way width
Quarter Section Lines	80 foot right-of-way width

In addition to these requirements, minimum right-of-way requirements for new development shall be required as shown on the Standard Drawings for the various functionally classified streets shown on this map and shall apply to non-grid line streets and highways, cuvilinear alignments, tangential alignments, special design configurations and off-grid jogs and segments of grid line streets and highways.

4. Right-of-way widths may be wider at intersections than as shown on map.
5. Classification of proposed strets as collector or arterial roadways shall be determined by the County Engineer and amy have greater or less right-of-way widths than shown.
6. Right-of-way in incorporated cities is general and for informational use only. Consult the individual plans of each city for specific right-of-way requirements

0 3,800 7,600 11,400 15,200

SCALE IN FEET

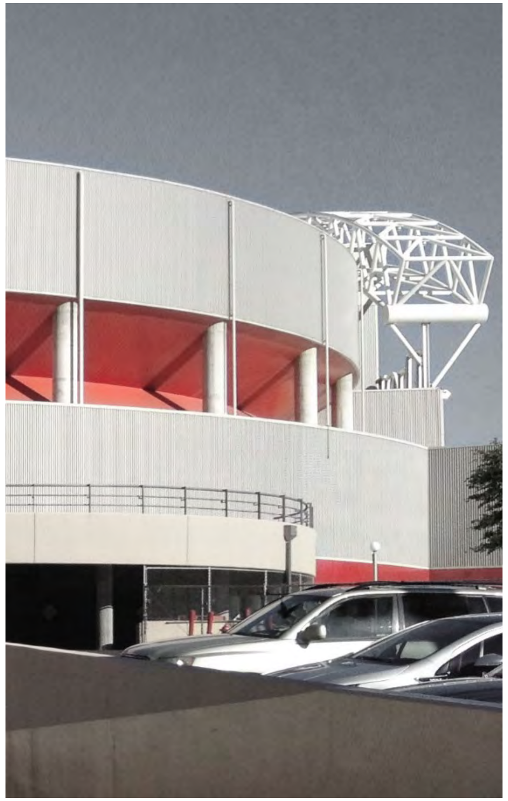
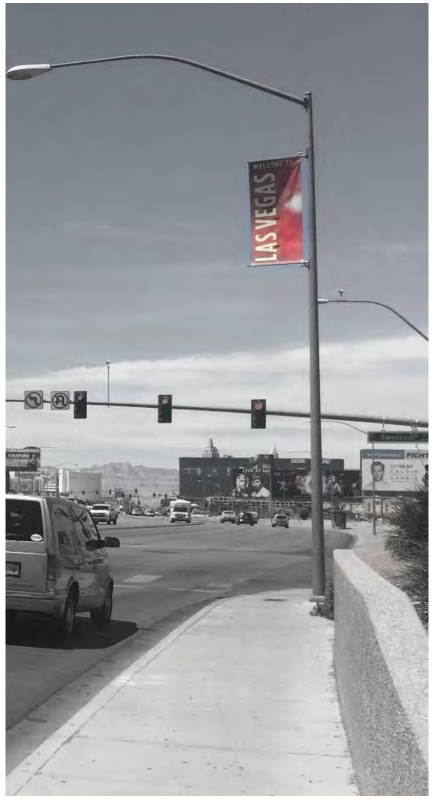
Map Created On: February 23, 2009

This information is for display purposes only. No liability is assumed as to the accuracy of the data delineated hereon.

Comprehensive Planning

REGIONAL PLANNING

\\ccgis1\gisdata\prcomp\projects\rt\TransportationElement\transportation-01.3.mxd

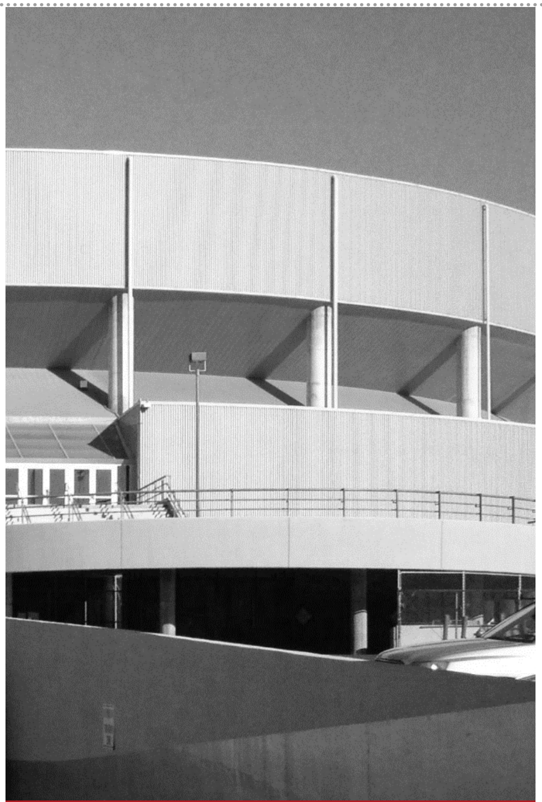
UNLV

2015 Limited Campus Master Plan Update

NSHE Board of Regents Informational Update
October 23, 2015

SMITHGROUPJJR

TABLE OF CONTENTS



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DUE DILIGENCE ITEMS AND UPDATE

- Status of Appraisal - COMPLETED
- ALTA Survey - COMPLETED
- Phase 1 Environmental Report - COMPLETED
- Title Commitment - COMPLETED
- FAA/Airport Coordination - ON-GOING
- MOU with Clark County - ON-GOING
- Campus Open Houses

KEY COMPONENTS

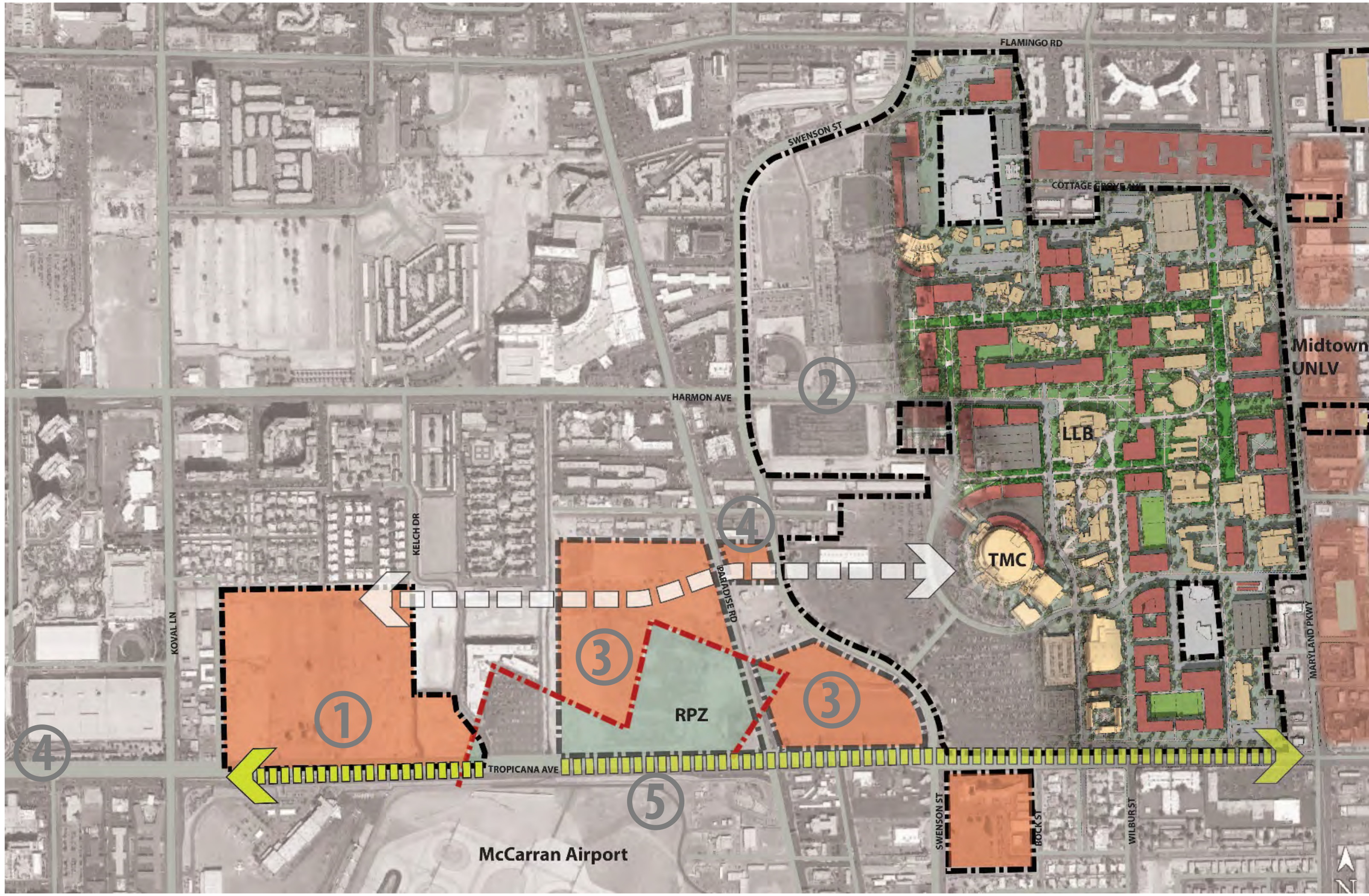
1. Evaluate a Unique Opportunity to Acquire **42 Acres** Close to Campus with the Potential for a Direct Connection, for the **Long Term Strategic Needs of UNLV**.

2. Limited Update to 2012 Board Approved Master Plan - Focused on West Portion of **Existing Campus** and **Potential Addition** of Up to 80 Acres of Land.
   - Allows Reprogramming of 15-20 Acres of Existing Land for up to 1M GSF of New Campus Development on Existing Land.

3. Development Site 42 Acres + Clark County Land 38 Acres = **80 Acres**
   - Consider Development Options with and without a Stadium as There is a Long Term Need by UNLV to Expand the Campus

4. Proximity and Connectivity to **Las Vegas Strip**, **UNLV Campus** and Transit/Transportation
   - Connection to Campus and the 0.6 Miles of the TMC Area

5. 2-mile Enhanced UNLV/Clark County **Frontage**
   - RPZ and other Area Improvements to Create a Pleasing Visual Entrance/Exit from the Airport and Enhance the Presence and Markets of UNLV at this Strategic Location



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PROGRAM OVERVIEW

80 Acres of Land

SHORT TERM USES

- Recreation 5 Acres
- Short Term Uses, such as Event Staging or Other Items
- Use of 2 Existing Billboards and Potential Conversion to Digital
- Determine Details Related to Clark County 38 Acres – Campus Development, Landscaping, etc.…

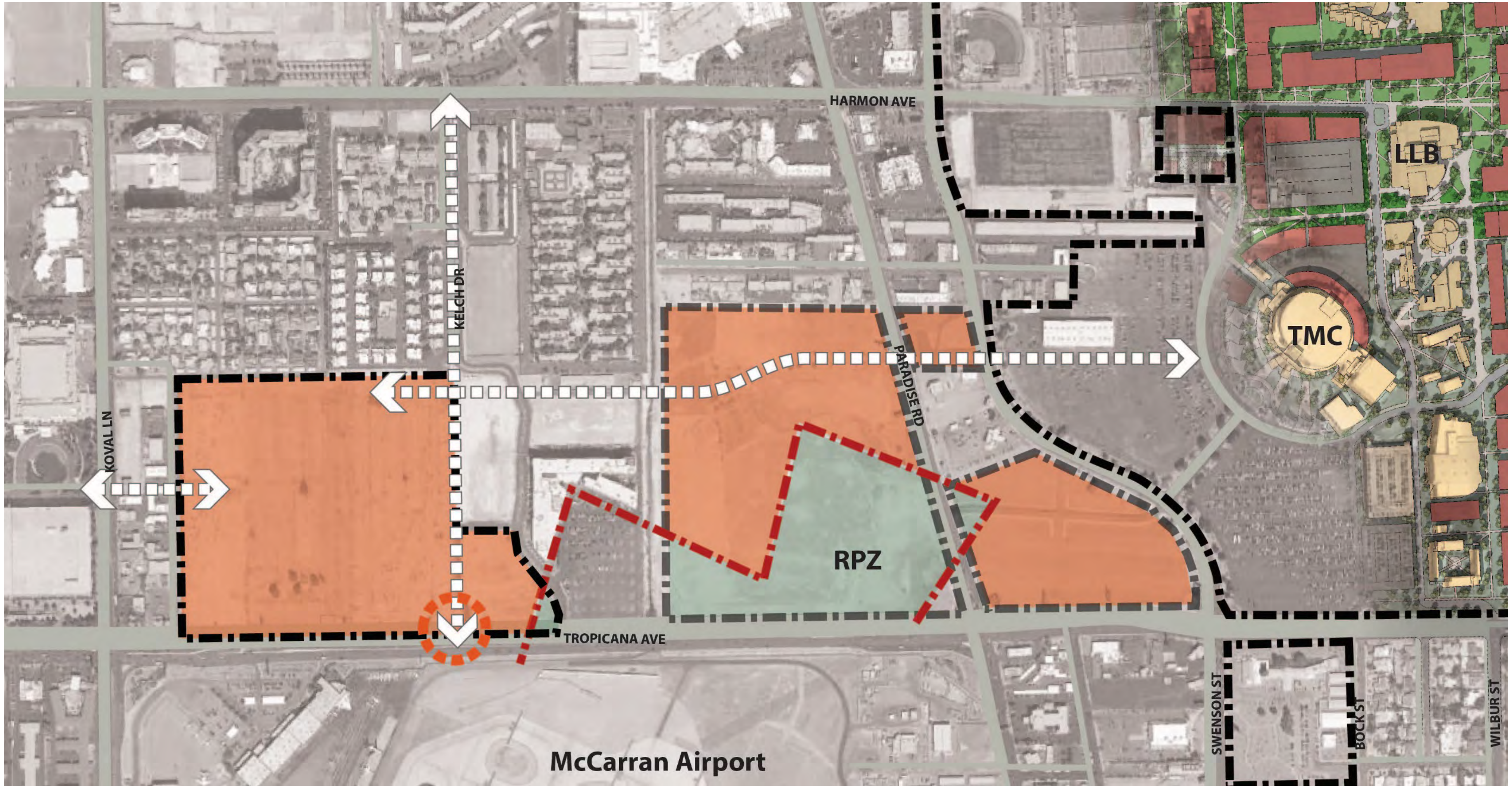
PHASE 2: CAMPUS VILLAGE OPTION

- UNLV / Office 600,000 SF
- Public-Private Partnership Development 120,000 SF
- Market Residential 500,000 SF (550 Units)
- Athletic 8 Acres
- Parking 3,400 Spaces On-Site

PHASE 2: STADIUM OPTION

- UNLV 200,000 SF
- Public-Private Partnership Development 120,000 SF
- Market Residential 240,000 SF (280 Units)
- Athletic 8 Acres
- Stadium 10 Acres (55,000 Seats)
- Parking 3,100 Spaces On-Site

TRANSPORTATION



PROPOSED CONNECTION

PROPOSED SIGNAL

UNLV

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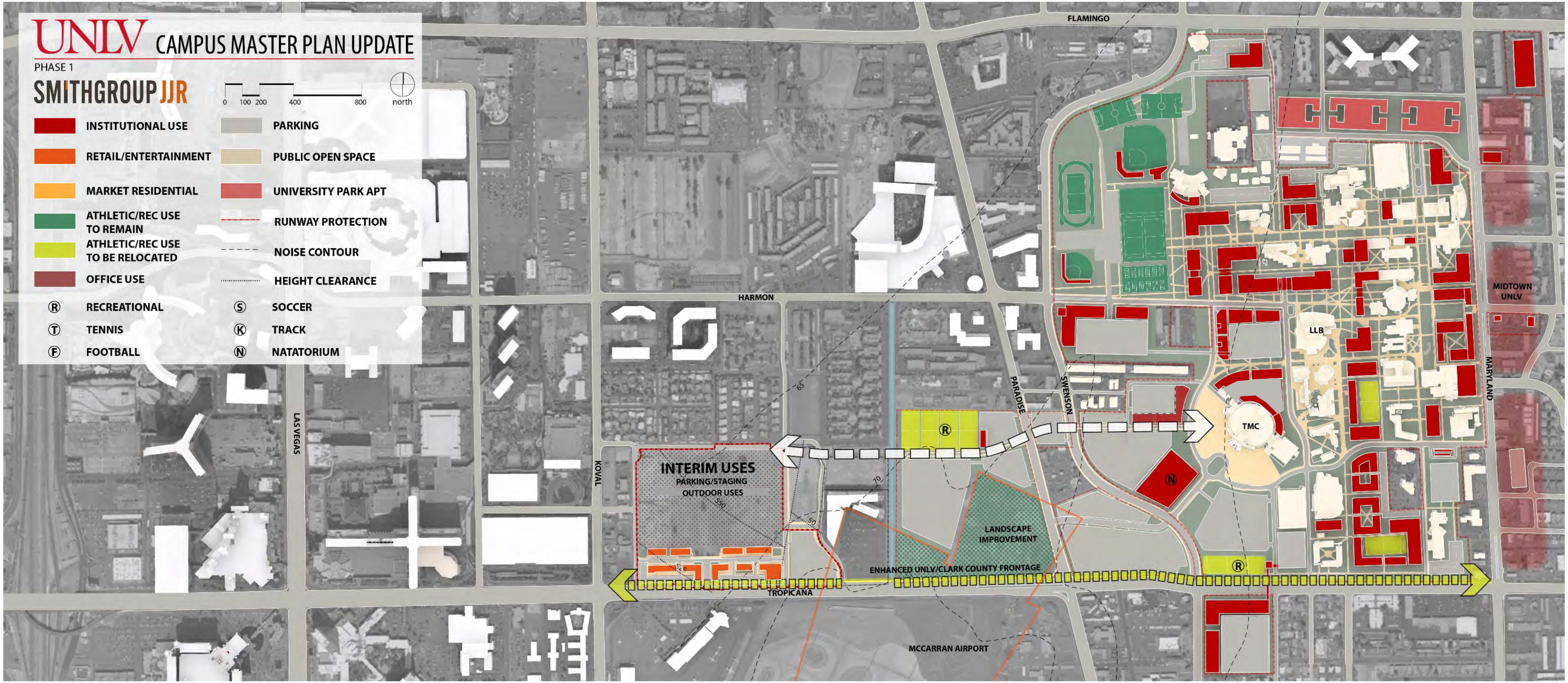
FRAMEWORK PLAN: PHASE 1



UNLV

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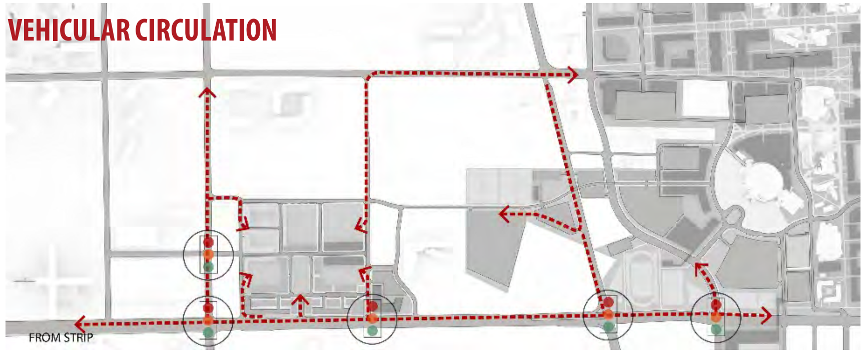
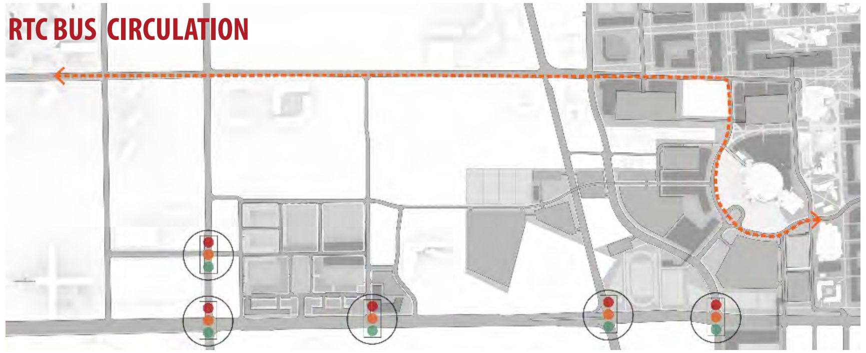
FRAMEWORK PLAN: PHASE 2 [CAMPUS VILLAGE OPTION]

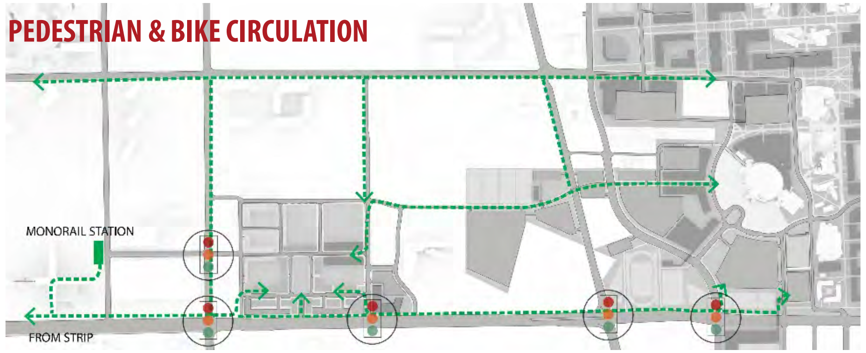
VEHICULAR CIRCULATION

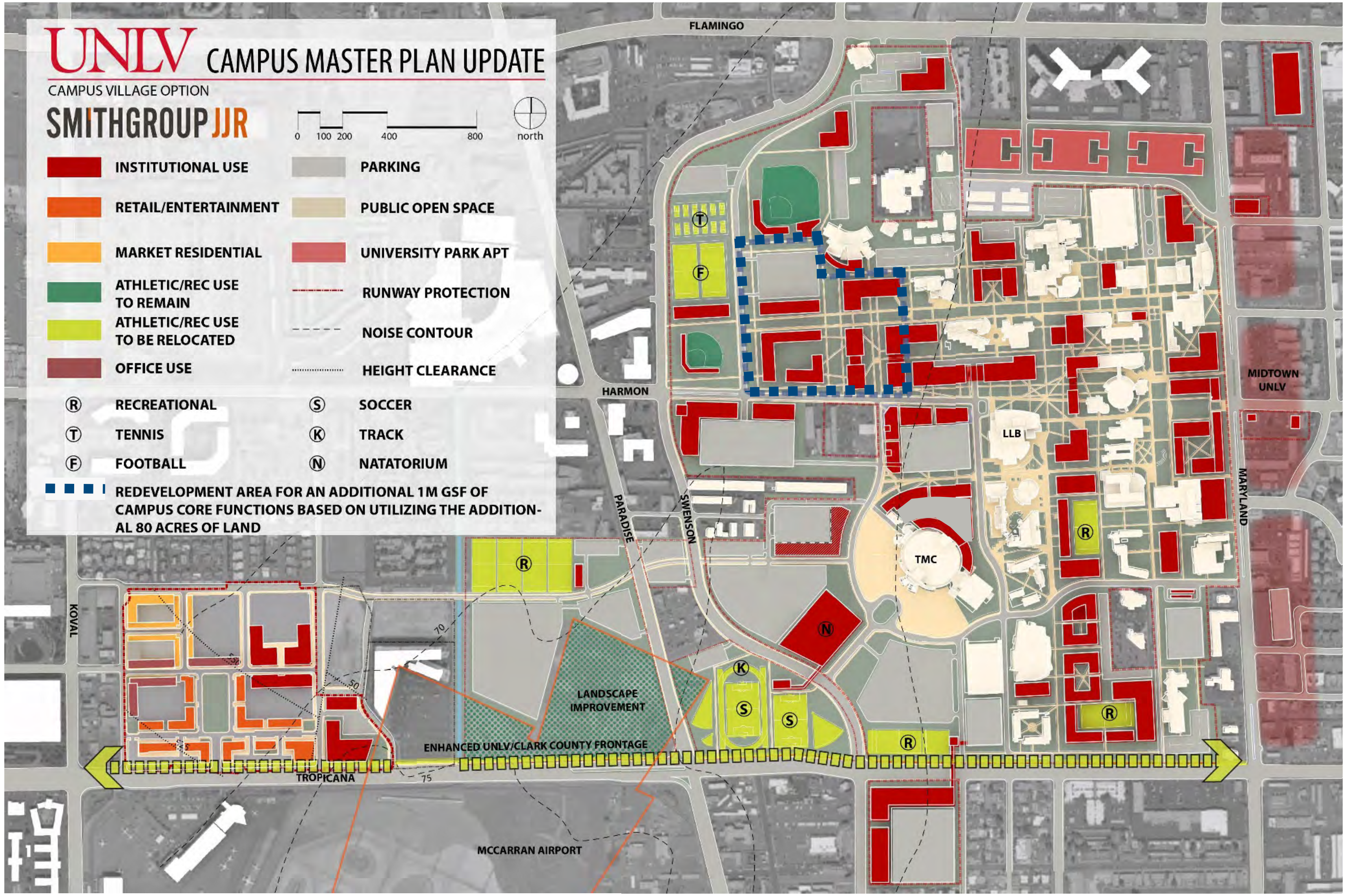


RTC BUS CIRCULATION

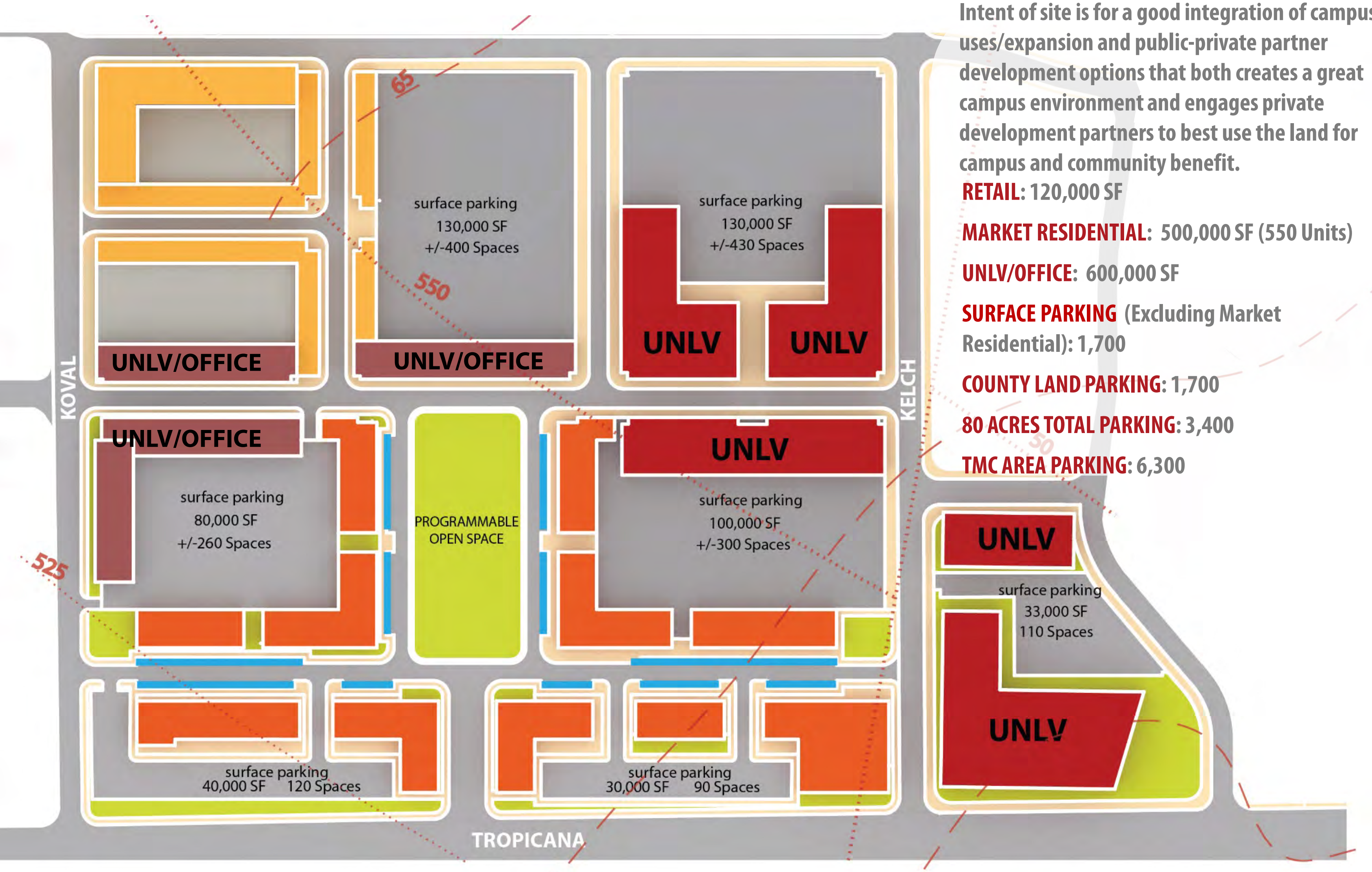


PEDESTRIAN & BIKE CIRCULATION





SITE CONCEPT: PHASE 2 [CAMPUS VILLAGE OPTION]



Intent of site is for a good integration of campus uses/expansion and public-private partner development options that both creates a great campus environment and engages private development partners to best use the land for campus and community benefit.

RETAIL: 120,000 SF

MARKET RESIDENTIAL: 500,000 SF (550 Units)

UNLV/OFFICE: 600,000 SF

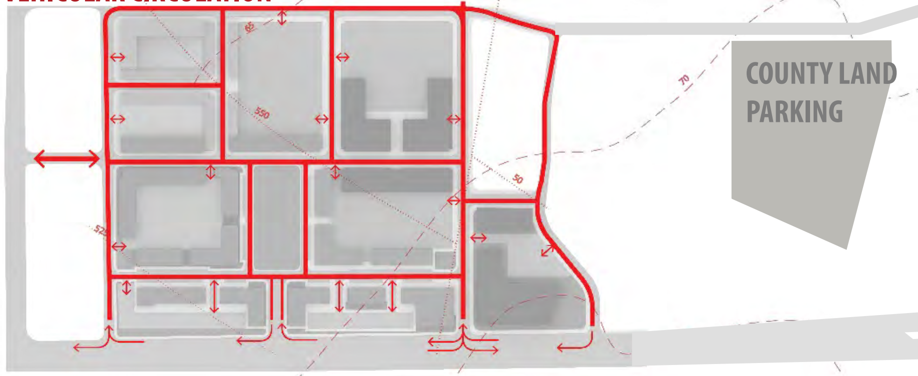
SURFACE PARKING (Excluding Market Residential): 1,700

COUNTY LAND PARKING: 1,700

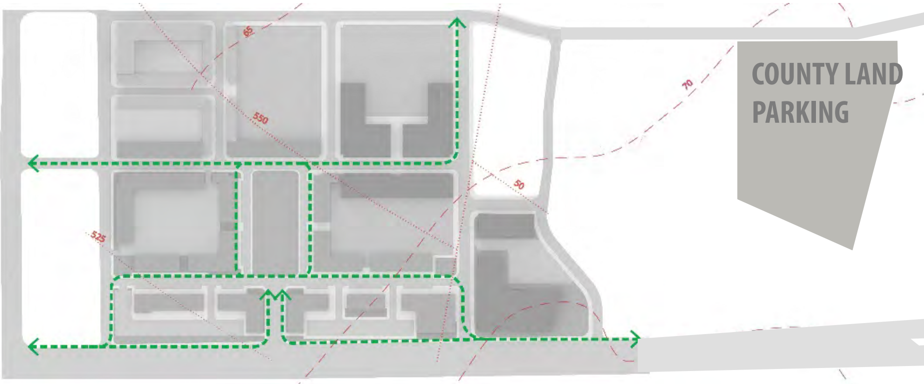
80 ACRES TOTAL PARKING: 3,400

TMC AREA PARKING: 6,300

VEHICULAR CIRCULATION



PEDESTRIAN CIRCULATION



On Street Parking — Noise Contour — Height Clearance

RETAIL — MARKET RESIDENTIAL (i.e. Community Members, Alumni, Faculty, Staff, etc.…) — UNLV — UNLV/OFFICE

POTENTIAL USERS

1. Executive Education and Education Outreach Programs (Hotel College, Law, Business. Medicine, General Programs)
2. Expansion and/or potential relocation of the International Gaming Institute
3. Clinical activities (general or specialized) for the Medical and Dental Schools
4. Online Education offices/facilities
5. Research, academic, service and other activities (i.e. Hospitality and Gaming Innovation, Personalized Medicine, Kinesiology and Entertainment Engineering, and other items)

north 0 100 200 400

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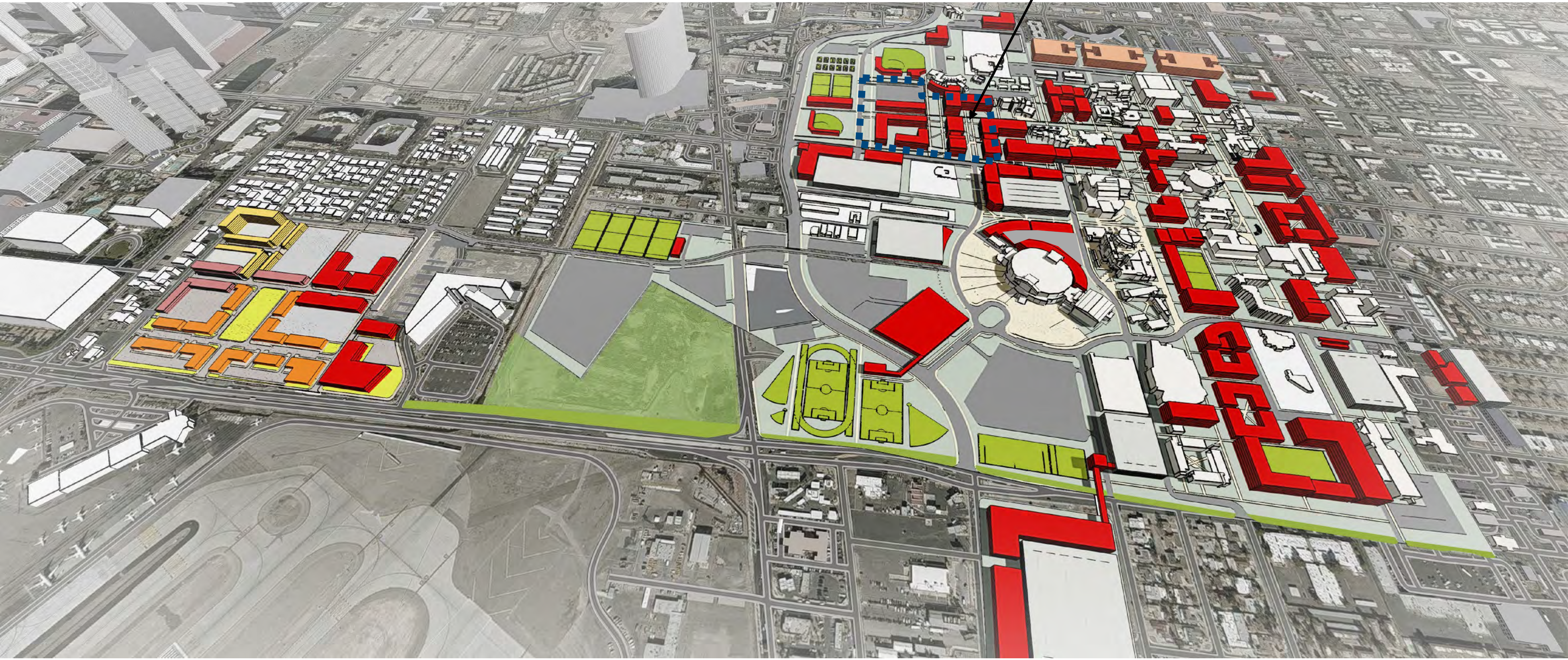
CAMPUS VILLAGE OPTION OVERALL VIEW



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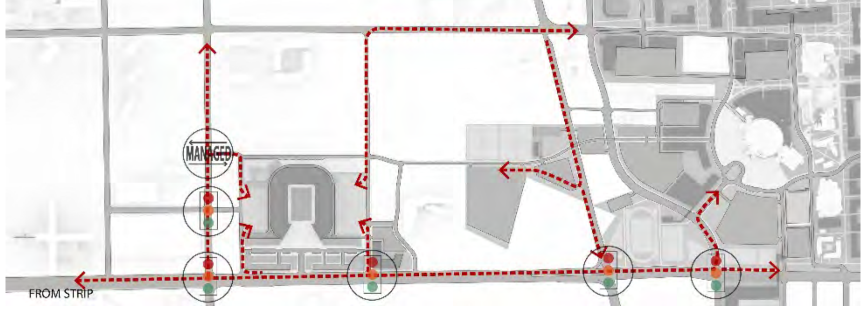
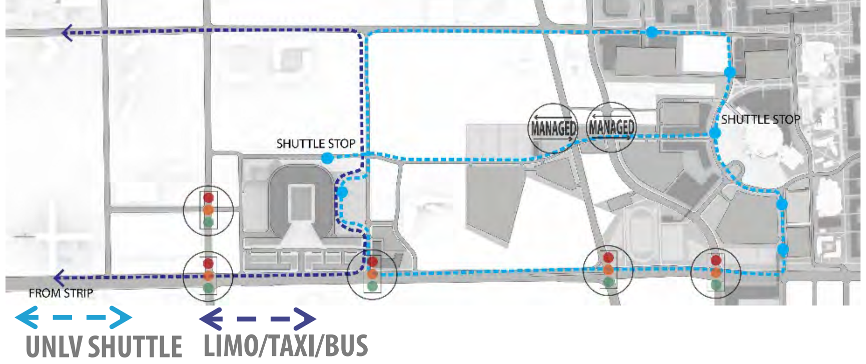
FRAMEWORK PLAN: PHASE 2 [STADIUM OPTION]

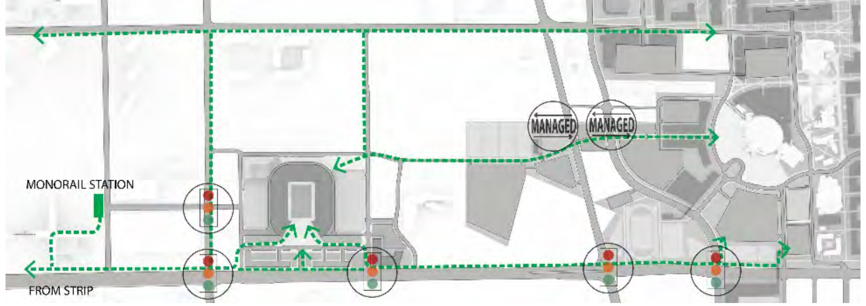
VEHICULAR CIRCULATION

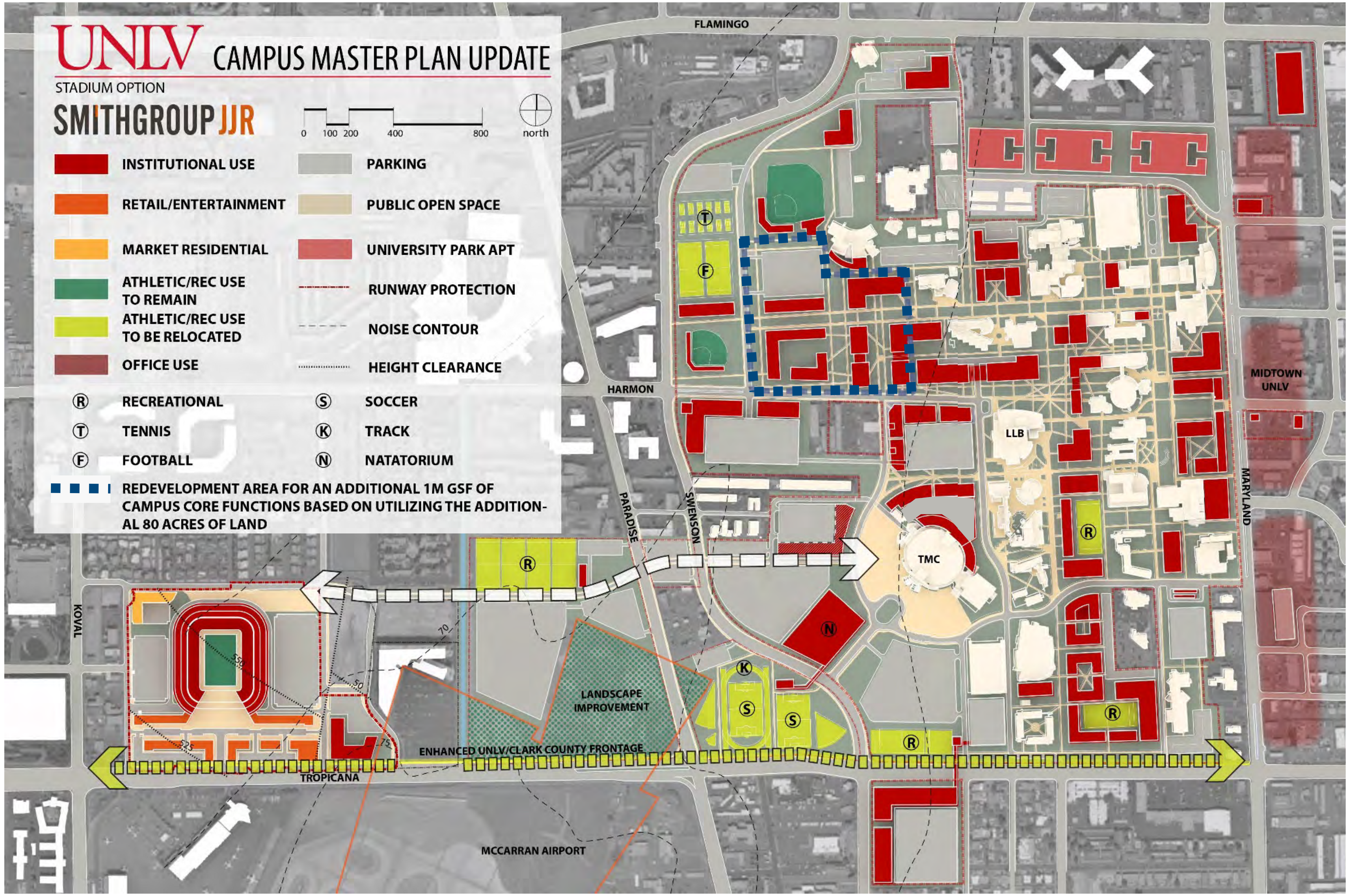


SHUTTLE, TAXI & LIMO CIRCULATION



PEDESTRIAN & BIKE CIRCULATION





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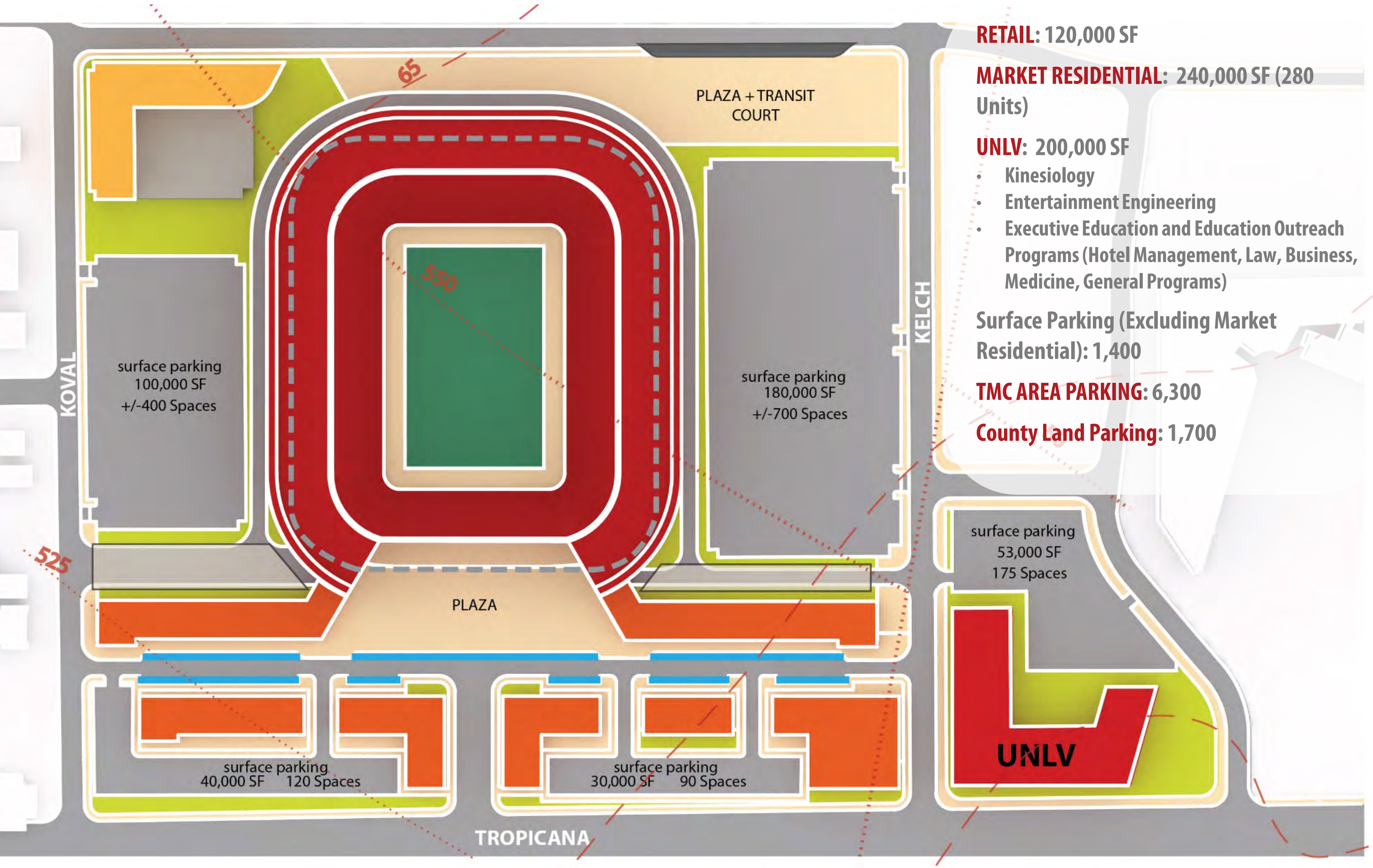
SITE CONCEPT: PHASE 2 [STADIUM OPTION]



RETAIL: 120,000 SF

MARKET RESIDENTIAL: 240,000 SF (280 Units)

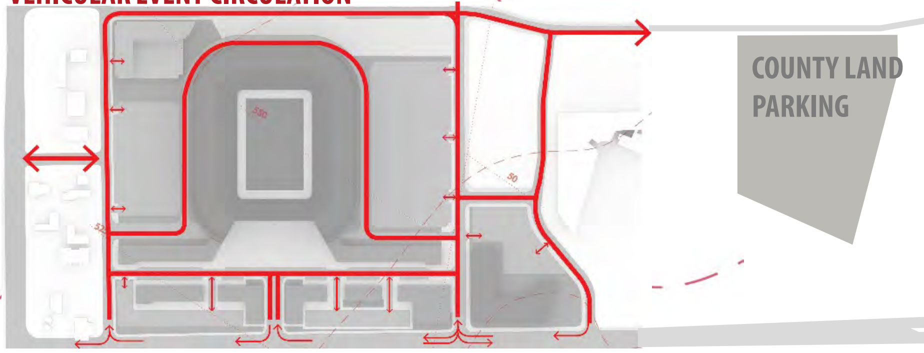
UNLV: 200,000 SF
- Kinesiology
- Entertainment Engineering
- Executive Education and Education Outreach Programs (Hotel Management, Law, Business, Medicine, General Programs)

Surface Parking (Excluding Market Residential): 1,400

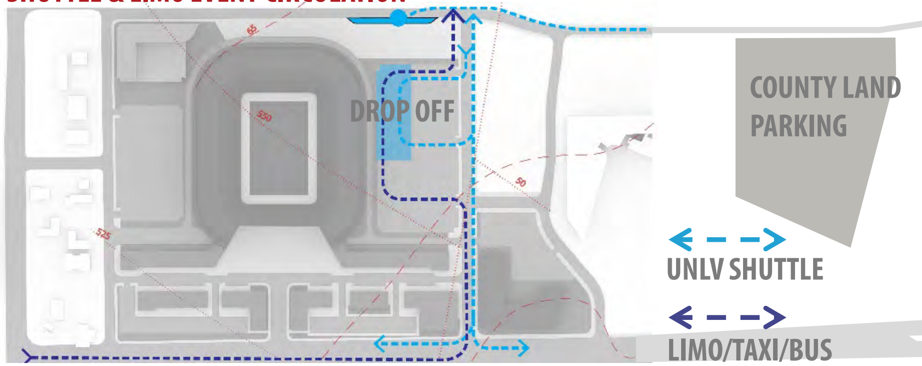
TMC AREA PARKING: 6,300

County Land Parking: 1,700

VEHICULAR EVENT CIRCULATION



SHUTTLE & LIMO EVENT CIRCULATION



PEDESTRIAN EVENT CIRCULATION

Covered Stadium Footprint | On Street Parking | Service Area | Shuttle Stop | Noise Contour | Height Clearance

RETAIL | MARKET RESIDENTIAL (i.e. Community Members, Alumni, Faculty, Staff, etc.…) | UNLV

UNLV

north 0 100 200 400

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PLAZA EXPERIENCE

UNLV

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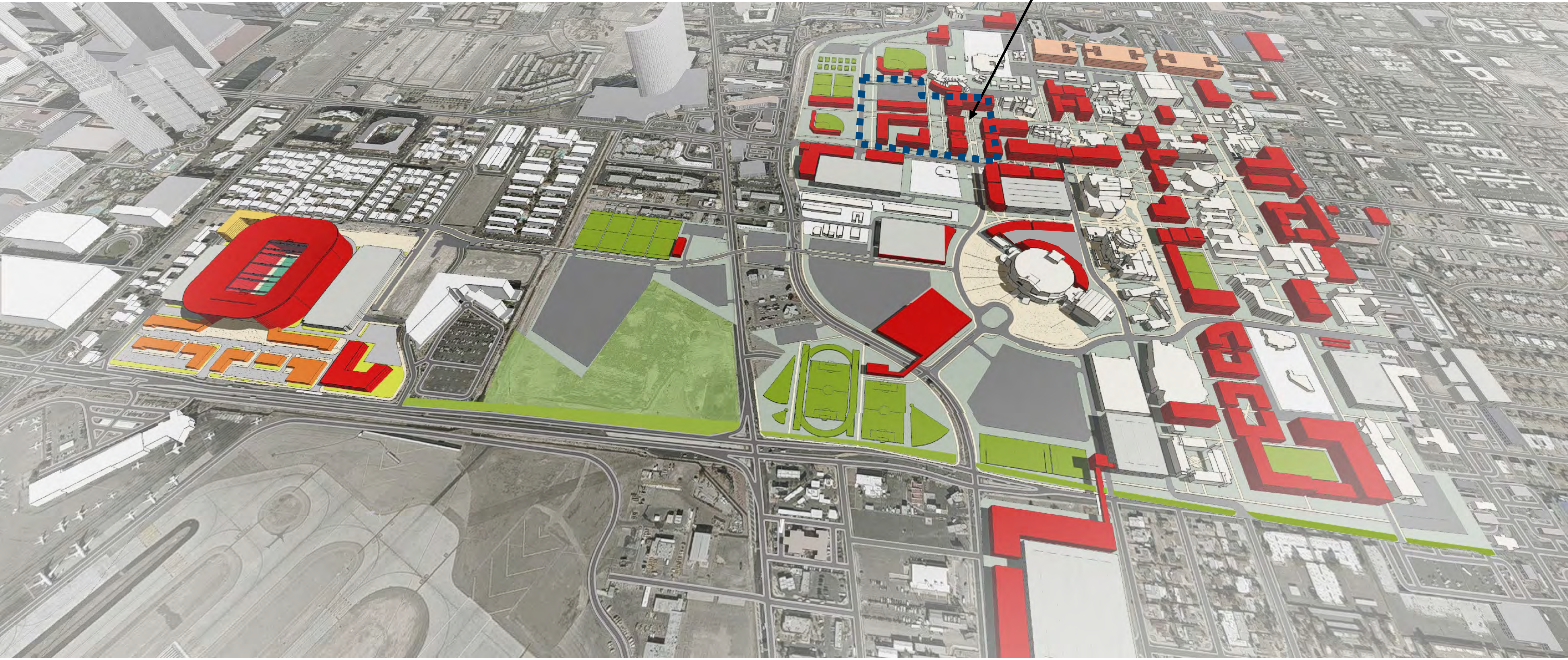
STADIUM OPTION OVERALL VIEW

REDEVELOPMENT AREA FOR AN ADDITIONAL 1M GSF OF CAMPUS CORE FUNCTIONS BASED ON UTILIZING THE ADDITIONAL 80 ACRES OF LAND



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DEVELOPMENT OPPORTUNITIES

- Market Demands for Food, Beverage, Retail and Other Items are growing
- No Increasing Supply near UNLV Campus

UNLV Development
300,000 - 500,000 SF

Entertainment Building
30,000 SF

UNLV Themed Restaurant/Bar
6,000 - 8,000 SF

Sit-Down Restaurants (4-5)
6,000 - 8,000 SF each

Quick Serve Restaurants (4-5)
2,500 - 3,000SF each

Ancillary Retail
10,000 – 12,000 SF

Total: 200,000 - 400,000 SF

ENHANCED FRONTAGE

At Tropicana & Swenson Looking West

At Tropicana & Swenson Looking North

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DISTRICT EXPERIENCE

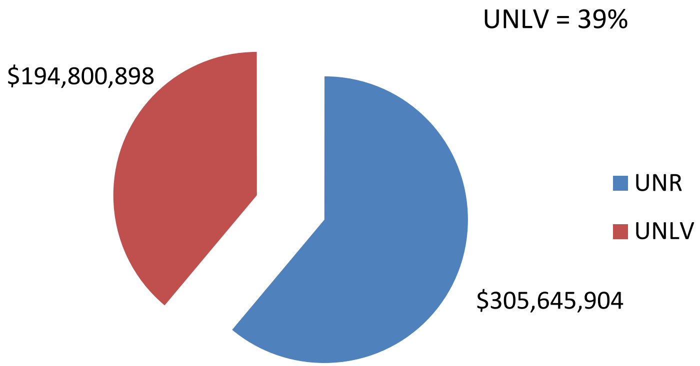
Mixed Use Street (Campus Village Option)

Retail Street (Stadium Option)

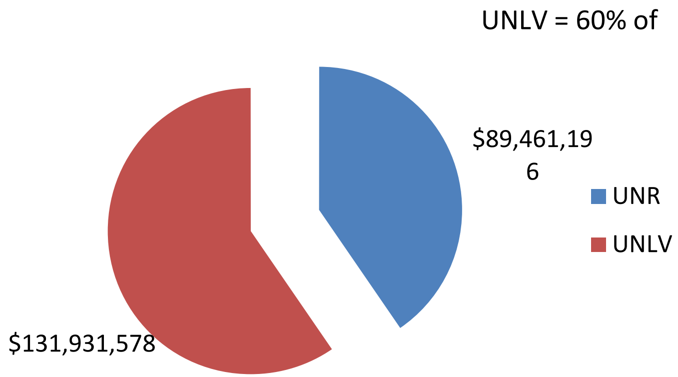
FINANCING

Current Debt Use

Outstanding Debt (6/30/15)



Net Pledged Revenues (FY15)



Project Sources to Purchase Property

42 acre financing options:	Near term per year funding	
Billboards - as is	$144,000	
Billboards - upgraded to digital	$144,000	Estimate
Storage/Staging	$480,000	Requires special County approval after we own it
Investment Income allocation	$600,000	
Existing CIF	$750,000	
Existing GIF	$750,000	
Existing internal campus O/H	$500,000	
Development on Trop		Monetize the land along Trop w/some private partner (a longer term future option)
TOTAL	$3,368,000	Estimated at 30 year payments - high end

Note: Assume would need to hold land for at least 5 years before any development.
Note: May have some "taxable" financing requirements.
Note: Staging income would not be immediate but would take some months after owned by UNLV

Recent Ratings of Debt

Moody's: January 2015 – Aa2
Standard and Poor's: January 2015 – AA-/stable
Fitch: July 2014 – AA

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FINANCING

Long-term Financing Options

TAX STATUS

- The current range of contemplated uses of the 42 acre site likely requires issuance of taxable bonds
  - Taxable bonds give UNLV maximum flexibility in how it uses the property. Tax-exempt bonds, while less expensive, restrict site use.
    - Tax-exempt bonds may force UNLV to refinance in the future, which may cause an increase in debt service.
  - The estimated cost of taxable bonds is not expected to exceed the identified repayment sources.
  - UNLV retains the ability to refinance with tax-exempt bonds in the future, if advantageous.

FINANCING PLAN

- UNLV is considering a two-step financing of the purchase
  - An interim "bank loan" will close prior to the deadline with Wells Fargo. (Dec 18, 2015)
    - The bank loan is expected to be outstanding for approximately 3-6 months while the long-term financing plan is executed.
    - An extension of the closing date to March 24, 2016 or later, will allow UNLV to finance the purchase without utilizing an interim bank loan.
    - <u>The interim financing RFP will be distributed and results received prior to the December Board meeting. The financing will be conditioned on Board approval at the December meeting</u>.
  - Long-term COPs will be issued to repay the interim note and lock-in interest rates over a 30-year period.
  - Both long-term and interim financings will proceed concurrently along parallel paths.

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FINANCING

Financing Schedule to Meet Wells Fargo Dec 18 Purchase Deadline

Date	Action
Today	• Board hears project status update
Nov 2015	• Interim financing RFP released and responses due prior to December Board meeting. • The RFP will state that the financing is subject to approval by the Board and the Board retains authority over the transaction.
Dec 3-4	• Board hears project update, including interim financing RFP results; Resolution for interim financing to be considered for approval by the Board • First step for long-term financing (underwriting services RFP) to be considered for approval by the Board
December 2015	• Interim loan closing • Underwriting RFP released
January 2016	• Underwriting RFP responses due
Mar 2016	• Long-term financing resolution brought to Board for approval, including recommended underwriting syndicate • Long-term bonds priced • Long-term bond closing/interim financing repaid

UNLV

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08-24571
TTA

TRAFFIC SIGNAL REPORT

TROPICANA AND HOWARD HUGHES EXTENSION

CLARK COUNTY, NEVADA
APN: 162-21-802-001
162-21-802-002
162-21-802-003
162-21-802-004
162-21-802-005
162-21-810-005
162-21-703-001
162-21-703-002

Prepared for:
SHOMA Development Group
5835 Blue Lagoon Drive
SHOMA Plaza
Penthouse
Miami, Florida 33126

RECEIVED
SEP - 4 2008
BY:

Prepared by:

Kimley-Horn
and Associates, Inc.

August 2008
092562000

TRAFFIC SIGNAL REPORT

FOR

TROPICANA AND HOWARD HUGHES EXTENSION

Prepared for:

SHOMA Development Group
5835 Blue Lagoon Drive
SHOMA Plaza
Penthouse
Miami, Florida 33126

Prepared by:

Kimley-Horn and Associates, Inc.
2080 East Flamingo Road
Suite 210
Las Vegas, Nevada 89119
(702) 734-5666

PROFESSIONAL ENGINEER STATE OF NEVADA
KENNETH W. ACKERET
Exp 12/31/08
CIVIL
8/4/08

092562000

Appendices

Figures

SECTION 1 INTRODUCTION

Kimley-Horn and Associates, Inc. has been retained by SHOMA Development Group to address the proposed signalization of the extension of Howard Hughes Parkway on Tropicana Avenue to serve the SHOMA mixed-use development (formerly referred to as the NEC Tropicana and Koval mixed-use development). The extension of Howard Hughes Parkway is anticipated to generally run between the SHOMA mixed-use development and the Trop 29 Timeshare and Business Park. Ultimately, the Howard Hughes Parkway extension is expected to connect to Flamingo Road.

Upon completion, the SHOMA mixed-use development is anticipated to include 5,000 high-rise residential condominium units, 2,400 resort hotel rooms, 500,000 square feet of specialty retail, and ancillary land uses. The proposed development is generally located north of Tropicana Avenue and east of Koval Lane on approximately 42.07 acres within APN 162-21-802-001, 002, 003, 004, 005, 162-21-810-005, 162-21-703-001, and 002 in unincorporated Clark County, Nevada.

The Trop 29 Timeshare and Business Park is generally located north of Tropicana Avenue and west of Paradise Road on approximately 15.14 acres in unincorporated Clark County, Nevada. Upon completion, it is expected to consist of approximately 296,958 square feet of office park land use and 297 timeshare units.

SECTION 2 BACKGROUND

The area bounded by Flamingo Road to the north, Tropicana Avenue to the south, Koval Lane to the west, and Paradise Road to the east is in a transitional state. Many of the parcels within this area are planned as high density mixed-use developments and a rapid growth in pedestrian and vehicular traffic is anticipated in this area.

The proposed north-south roadway along the Howard Hughes Parkway/Lamar Circle/Kelch Drive alignment is anticipated to aid in mitigating the increase in traffic in this area. In the January 23, 2006 Clark County Comment Letter for the SHOMA (formerly referred to as the NEC Tropicana and Koval) Traffic Impact Study for Project Entitlements (HTE 05-51569) provided in **Appendix A**, the developer was required to coordinate with the surrounding owners to determine the possible dedication of a north-south roadway located halfway between Koval Lane and Paradise Road. As such, the developer for the SHOMA development has proposed to relocate the signalized main access drive on Tropicana Avenue to the eastern limit of the project site. The new proposed location of the signalized access drive on Tropicana Avenue is anticipated to be the extension of Howard Hughes Parkway. The new Howard Hughes Parkway extension will also provide access for the neighboring development to the east, the Trop 29 Timeshare and Business Park (HTE 05-7024) as shown in **Figure 1**. The proposed traffic signal is located on Tropicana Avenue, approximately 2,100 feet east of Koval Lane and 2,000 feet west of Paradise Road.

In the SHOMA Traffic Impact Study for Project Entitlements (HTE 05-51569), the intersection of Tropicana Avenue with Drive B was analyzed for signalized access. The intersection of Tropicana Avenue with Drive C was analyzed as right-in/right-out only access. Relevant excerpts from HTE 05-51569 are provided in **Appendix B**.

Since the traffic study was submitted, the developer for the SHOMA development acquired additional land along Tropicana Avenue (APN 162-21-810-005). As such, the developer proposes to maintain the locations of Drive B and Drive C on Tropicana Avenue with both operating as right-in/right-out only access drives. In addition, access to the SHOMA mixed-use development is expected from the future Howard Hughes Parkway extension along the eastern limit of the project site.

A letter from the Nevada Department of Transportation (NDOT) supporting the installation of a traffic signal on Tropicana Avenue between Koval Lane and Paradise Road is located in **Appendix C**.

* Exact location of the Howard Hughes Parkway Extension to be determined

TROPICANA AND HOWARD HUGHES EXTENSION
PROPOSED SIGNAL LOCATION

FIGURE 1

Kimley-Horn and Associates, Inc.

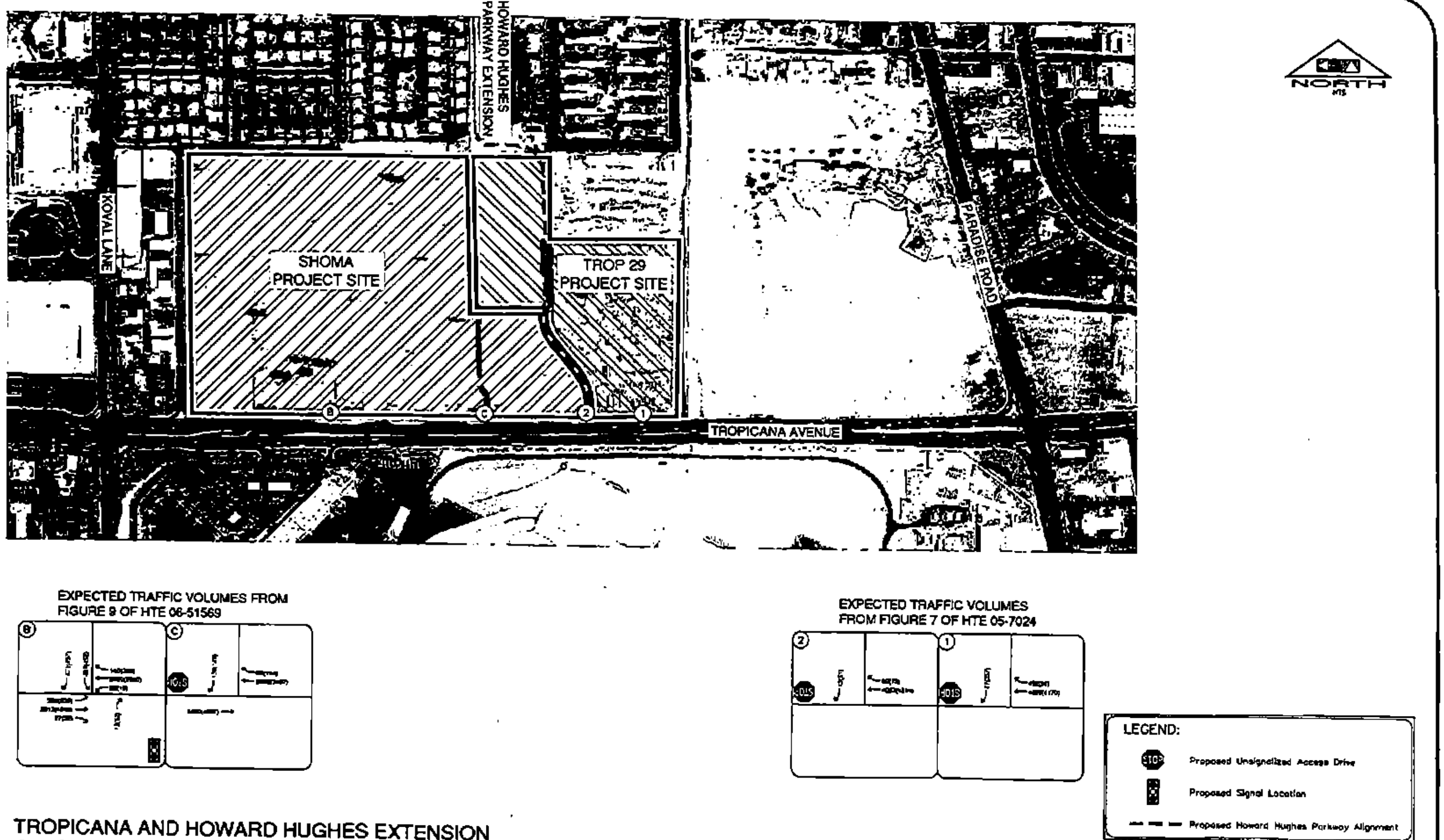
SECTION 3 ANALYSIS

The following sections of this report analyze the traffic volumes expected to exist in the vicinity of the proposed traffic signal location.

3.1 EXPECTED TRAFFIC VOLUMES

3.1.1 Unadjusted Driveway Volumes along Tropicana Avenue

The expected traffic volumes from the traffic study upon full buildout of the SHOMA (formerly referred to as the NEC Tropicana and Koval) mixed-use development at the intersections of Tropicana Avenue with Drive B and Drive C are shown on **Figure 3.** In addition, the expected traffic volumes from the Trop 29 Timeshare and Business Park traffic study (HTE 05-7024), dated January 2005, by Lochsa Engineering at the intersections of Tropicana Avenue with DWY #1 and DWY #2 are also shown on **Figure 2.** It is important to note that both DWY #1 and DWY #2 were expected to have right-in/right-out only access on Tropicana Avenue. Relevant excerpts from HTE 05-51569 and HTE 05-7024 are provided in **Appendix B.**



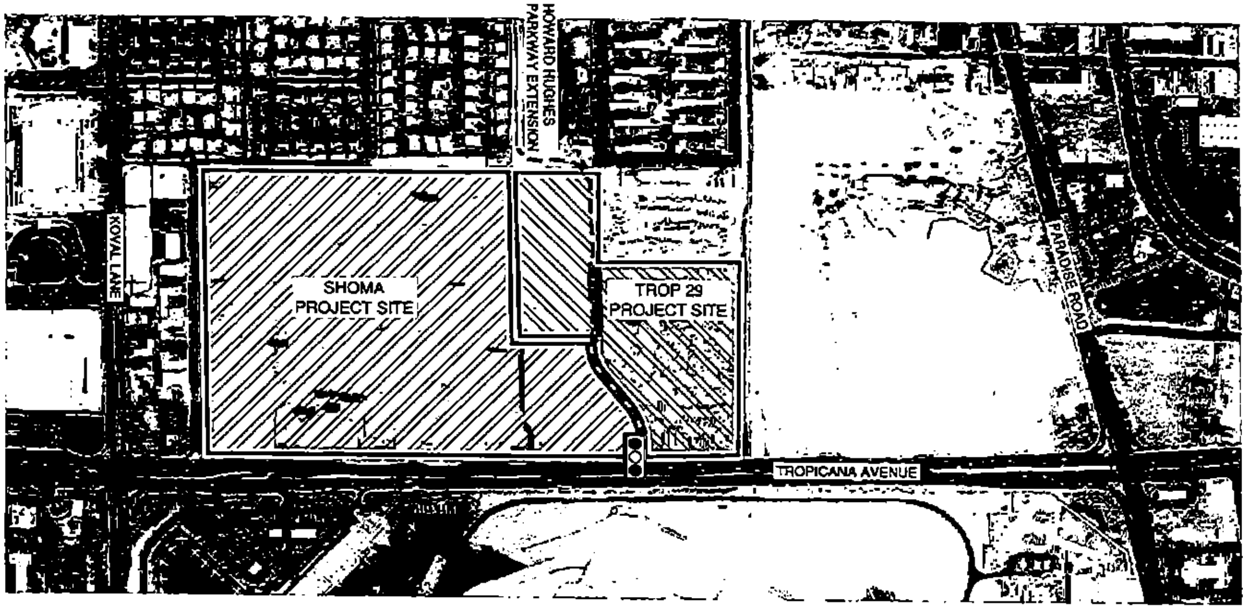
TROPICANA AND HOWARD HUGHES EXTENSION
EXPECTED TRAFFIC VOLUMES FROM HTE 06-51569 AND HTE 05-7024

FIGURE 2

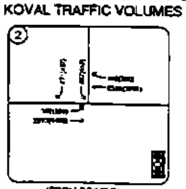
Kimley-Horn and Associates, Inc.

3.1.2 Relocated Driveway Volumes along Tropicana Avenue

Expected traffic volumes from the traffic study upon full buildout of the SHOMA mixed-use development were then adjusted at the intersections of Tropicana Avenue with Drive B and Drive C to reflect the proposed Howard Hughes Parkway extension signalized access conditions. Expected traffic volumes from the Trop 29 Timeshare and Business Park traffic study were also relocated to reflect the proposed signalized Howard Hughes Parkway extension. The relocated traffic volumes for the proposed Howard Hughes Parkway signalized access are shown on **Figure 3**.

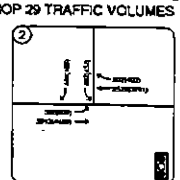


RELOCATED BACKGROUND PLUS NEC TROPICANA AND KOVAL TRAFFIC VOLUMES



(FROM DRIVE B)

RELOCATED BACKGROUND PLUS NEC TROPICANA AND KOVAL AND TROP 29 TRAFFIC VOLUMES



(FROM DRIVE B AND DWY #2)

LEGEND:

- STOP Proposed Unsignalized Access Drive
- Proposed Signal Location
- — — Proposed Howard Hughes Parkway Alignment

TROPICANA AND HOWARD HUGHES EXTENSION
RELOCATED TRAFFIC VOLUMES AT THE PROPOSED SIGNALIZED HOWARD HUGHES PARKWAY EXTENSION

FIGURE 3

Kimley-Horn and Associates, Inc.

Date: July 29, 2008 – 8:05am / User: michael.morrison

3.2 TRAFFIC SIGNAL WARRANT ANALYSIS

A traffic signal warrant analysis was conducted for the proposed Howard Hughes Parkway extension on Tropicana Avenue using the relocated peak hour traffic volumes as discussed with Clark County Development Services at the meeting on April 8, 2008. This effort utilized the 2003 Manual of Uniform Traffic Control Devices and PC-Warrants computer software. The intersection was analyzed in two (2) scenarios. The first scenario includes only the expected background plus project traffic volumes from the SHOMA mixed-use development. The second scenario analyzed the expected background plus project traffic from the SHOMA mixed-use development and the Trop 29 Timeshare and Business Park traffic. It is important to note that as the Howard Hughes Parkway extension is completed to Flamingo Road, the traffic volumes are anticipated to substantially increase along this new roadway connection.

The MUTCD has eight (8) different warrants that are analyzed in traffic signals warrants. A traffic signal is warranted at a given intersection if the conditions at the intersection meet at least one (1) of the MUTCD's warrants. For this signal warrant analysis, only the peak hour volume warrant (Warrant 3) was analyzed.

The relocated peak hour traffic volumes at the proposed signalized intersection of Tropicana Avenue with the Howard Hughes Parkway extension were used in this traffic signal warrant analysis. Based on MUTCD Warrant 3 for this analysis, a traffic signal is warranted at this intersection in both of the scenarios that were analyzed. Results from the traffic signal analyses with full volumes are located in **Appendix D.**

SECTION 4 CONCLUSION

Based on the findings of this report the installation of a traffic signal on Tropicana Avenue between the SHOMA mixed-use development and the Trop 29 Timeshare and Business Park to serve as the Howard Hughes Parkway extension is warranted using the relocated projected peak hour traffic volumes.

APPENDIX A

HTE 06-51569 CLARK COUNTY COMMENT LETTER

Department of Development Services
Civil Engineering Division

500 S Grand Central Pky 1st Fl • PO Box 551799 • Las Vegas NV 89155-1799
(702) 455-4600 • Fax (702) 388-2550

Phil Rosenquist, Director

January 23, 2006

KIMLEY-HORN & ASSOC.
JAN 2 6 2006
RECEIVED

COMMENT LETTER

Kenneth W. Ackeret, P.E.
Kimley-Horn and Associates, Inc.
1050 E. Flamingo Road, Suite S-210
Las Vegas, Nevada 89119

TRAFFIC STUDY FOR THE TROPICANA KOVAL (HOTEL 2,400 ROOMS, CASINO 80,000 SQUARE FEET, RESIDENTIAL CONDOMINIUM 5,000 DWELLING UNITS, SHOPPING CENTER 500,000 SQUARE FEET) LOCATED NORTHEAST OF THE TROPICANA AVENUE AND KOVAL LANE INTERSECTION (ZC 1742-05, HTE 05-51569)

Mr. Ackeret:

The traffic study captioned above has been reviewed by the Clark County Civil Engineering Division (CCCED). The study must also be reviewed and accepted by the Nevada Department of Transportation (NDOT). NDOT's comments will be forwarded upon receipt.

CCCED has the following comments:

1. Please note, there is no zoning currently in place for this project. The traffic study is to address conditions placed on the development determined by the Planning Commission or County Commission actions.

2. Please furnish a site plan drawn to an engineering scale. This will facilitate the review process. Additional comments may be made after review of the site plan. The site plan should provide at a minimum; land use, square footage of the building(s), all existing and/or proposed streets and driveways adjacent and across from the site.

3. The area bounded by Flamingo Road to the north, Tropicana Avenue to the south, Koval Lane to the west and Paradise Road to the east is in a transitional state. The majority of the parcels within this area are planned as high density mixed use developments. The County anticipates a rapid growth in pedestrian and vehicular traffic in this area.

   In order to mitigate the increase in traffic in this area, Clark County Public Works is in the planning process of a possible north south roadway along the Lamar Circle/Kishner Drive/Howard Hughes Parkway alignment between Tropicana Avenue and Flamingo Road. The developer is to coordinate with the surrounding owners to determine the possible dedication of a north-south roadway located halfway between Koval Lane and Paradise Road connecting Flamingo Road and Tropicana Avenue. Please contact Ken Lambert, Clark County Public Works, at 455-6066 for additional information.

4. The developer proposes a full signal at the Main Driveway on Tropicana Avenue. The location of the proposed signal is in close proximity to the existing signalized intersection of Tropicana Avenue at Koval Lane, and the possible Lamar Circle Drive at Tropicana Avenue signal. Please analyze the traffic signal progression/level of service on Tropicana Avenue between Las Vegas Boulevard and Swenson Street; including signal spacing, left turn storage and potential coordination problems. Please provide a copy of the study and addendum to FAST for review and comment. Please note, signal location must be accepted by NDOT, Clark County Traffic Management Division, and FAST.

5. Please note, if the Main Driveway is signalized on Tropicana Avenue, based upon Traffic Engineering Policy No. 6 as described in "Clark County Supplement to the Uniform Standard Drawings and Specifications", the developer will be responsible for the entire cost of the possible future traffic signal.

6. The center parcel (Parcel 5) shows two-way directional traffic. To limit conflicts, it is recommended the on-site circulation for the center parcel to be one way with vehicles entering at the easterly driveway and egressing at the westerly driveway.

7. The adequacy of the public access walkway along the project's Tropicana Avenue frontage to accommodate the anticipated pedestrian volumes at project build out must be determined. The walkway width must accommodate expected peak period pedestrian flows at a level of service (LOS) "C" or better. Please provide a pedestrian walkway width analysis for Tropicana Avenue along the projects frontage. Please note, the minimum acceptable effective walkway width along Tropicana Avenue shall be 10 feet.

8. The developer shall dedicate and construct a bus stop within an exclusive right turn lane, including passenger loading and shelter areas at the main entrance on Tropicana Avenue. The bus turnout shall be constructed in accordance with the Regional Transportation Commission (RTC) guidelines and Clark County Area Uniform Standard Drawings Nos. 234.3.

9. As stated above, the developer will be required to provide a pedestrian queuing/shelter area for the bus stop along the project's Tropicana Avenue frontage. The queuing area shall be constructed to accommodate both peak period pedestrian flow and bus patron volumes with a minimum Level of Service "C". Please furnish calculations to recommend an adequate pedestrian queuing area.

10. Please provide a porte-cochere queuing analyses during the peak hours of operation. The analysis needs to estimate the volume of each type of user vehicle (taxis, valet parking drop off/pick up, and registering guests) and the on-site storage needed for each. Please recommend the minimum storages required for the valet drop off, valet pick up, taxi, and registration lanes. Mitigation measures are to be proposed if any storage areas are projected to be deficient.

11. The development will generate traffic that will have an incremental impact on the intersections shown below. Due to this impact, the developer will be required to participate in the cost of possible future left turn lane improvements. The development's contributory share shall be calculated by comparing the number of project generated left turn movements to 300 for both the A.M. and P.M. peak hour. The higher number will be used. Please provide these calculations:

a.	Las Vegas Boulevard at Reno Avenue	East Leg
b.	Valley View Boulevard at Tropicana Avenue	East Leg
c.	Dean Martin Drive at Tropicana Avenue	North Leg
d.	Dean Martin Drive at Tropicana Avenue	East Leg
e.	Koval Lane at Tropicana Avenue	North Leg
f.	Koval Lane at Tropicana Avenue	East Leg
g.	Maryland Parkway at Tropicana Avenue	South Leg

12. An exclusive right turn lane is to be built on the east leg of Tropicana Avenue and Deckow Lane intersection and at the main entrance on Tropicana Avenue. This lane is necessitated by the large number of right turns into this driveway. This lane shall have full width section and150 feet in length with transition.

13. The driveways on Tropicana Avenue and Deckow Lane are to be constructed in accordance with Clark County Area Uniform Standard Drawings No. 222A and 225 with minimum widths of 32 feet measured from lip to lip.

14. The frontages of the project along Tropicana Avenue shall be posted with R7-1APR (18" x 24") "No Parking" signs to prohibit on-street parking.

15. The developer shall install communications infrastructure for the Freeway and Arterial System of Transportation (FAST). The developer shall install along the entire length of the County Tropicana Avenue frontage a 4 inch diameter PVC conduit with a No. 8 bare tracer wire. The County will determine the locations of the conduits, and associated pull boxes, during the review and acceptance of the developments off-site improvement plans.

16. The developer will be obligated to participate in the cost of possible future improvements identified in this letter and subsequent addenda to mitigate the impacts of the project generated traffic. The basis of this payment will be a construction cost estimate that is submitted by the developer and accepted by CCCED. The contributory check is to be made payable to the "Clark County Treasurer".

    As an alternative, the developer may enter into a cost participation agreement with the County. This agreement will be recorded against the developer's property and will have no termination date. It will be prepared by County staff and sent to the developer under separate cover.

    Please contact Jake Mizrahi at 455-0581 to inform the County of the selected alternative upon acceptance of the calculations. The expedient satisfaction of the cost participation obligation will avoid unnecessary delays in the issuance of permits for this project.

The information that is needed before the study can be accepted may be provided in a letter as an addendum to the study. It is anticipated that the recommendations of the study, when accepted, will be incorporated in the off-site improvement plans.

If you have any questions, please contact me at 455-4790.

Thank you for your cooperation.

DEPARTMENT OF DEVELOPMENT SERVICES

Peter T. Se

PETER T. SEKIOKA, P.E.
Senior Civil Engineer
Civil Engineering Division

cc: Tom Wolch, FAST
Kent Sears, NDOT
Scott Thorson, NDOT
Dante Bongolan, RTC
John Toth, Public Works
Denis Cederburg, Public Works
Denise Lemoine, Engineering Services
David Smith, Engineering Services
Jake Mizrahi, Engineering Services
Dante Corso, Land Use Applications
Shoma Development Corporation

APPENDIX B

RELEVANT EXCERPTS FROM HTE 06-51569 AND HTE 05-7024

Traffic Impact Study
For Project Entitlements

NEC Tropicana and Koval

Prepared for:
Shoma Development Corporation

092562.000

TRAFFIC IMPACT STUDY FOR PROJECT ENTITLEMENTS

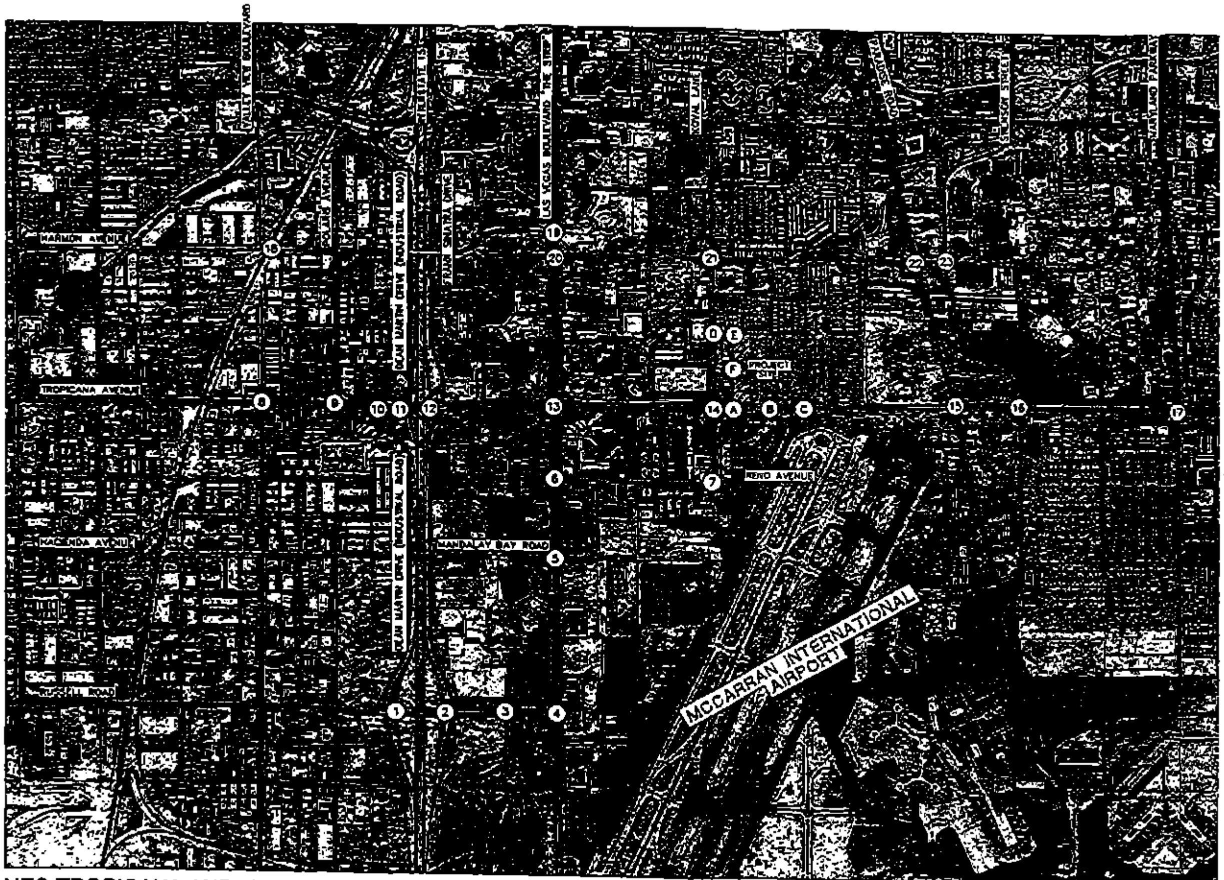
FOR

NEC TROPICANA AND KOVAL

Prepared for:
Shoma Development Corporation
5835 Blue Lagoon Drive
Shoma Plaza
Penthouse
Miami, FL 33126

Prepared by:
Kimley-Horn and Associates, Inc.
1050 E. Flamingo Road
Suite S-210
Las Vegas, Nevada 89119
(702) 734-5666

092562000

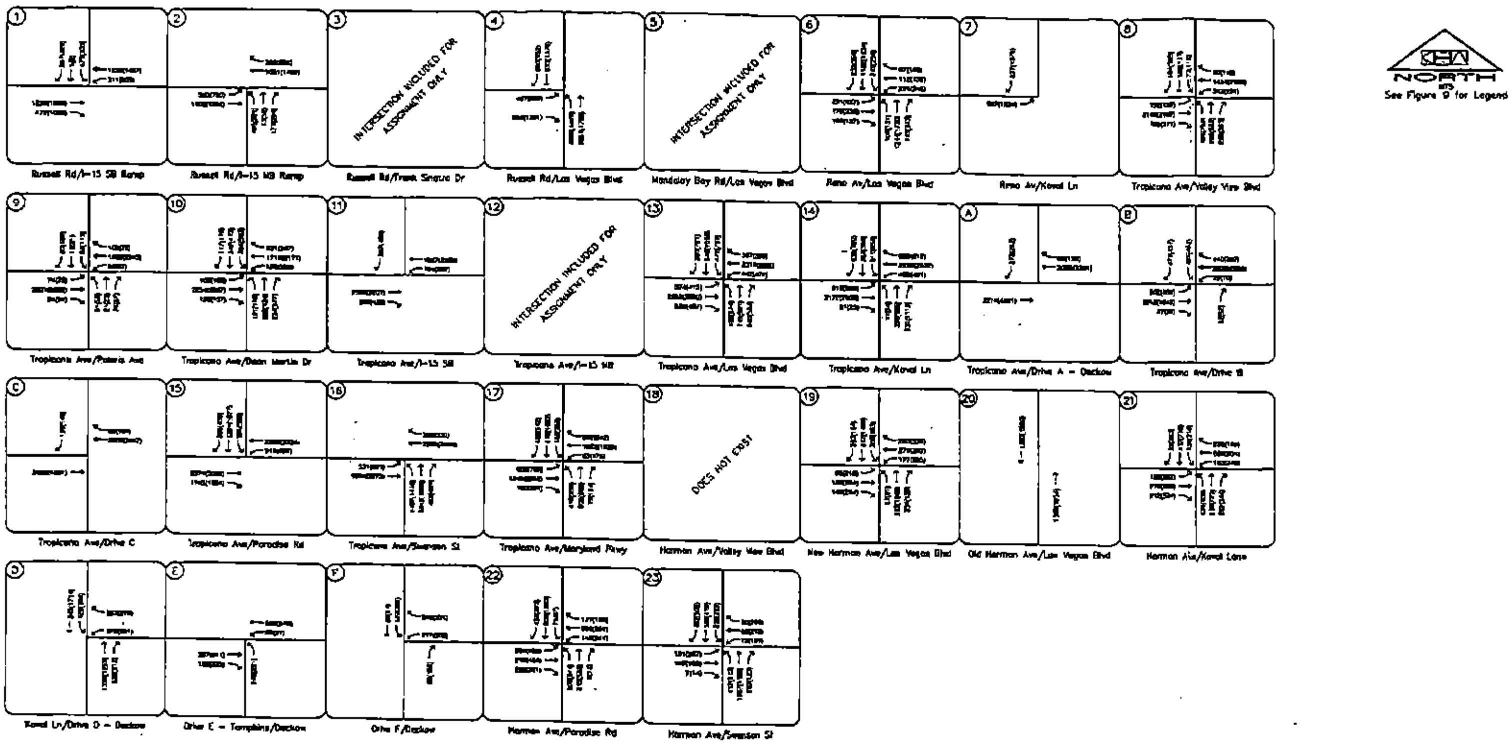


NEC TROPICANA AND KOVAL
2010 BACKGROUND PLUS PROJECT TRAFFIC

FIGURE 9

Kimley-Horn and Associates, Inc.

Date: October 21, 2005 – 3:28pm / User: Molly.Obrien



NEC TROPICANA AND KOVAL
2010 BACKGROUND PLUS PROJECT TRAFFIC

FIGURE 9A

Kimley-Horn and Associates, Inc.

Date: October 21, 2008 – 2:43pm / User: MollyObrien

W 107

LOCHSA ENGINEERING
JESS S. HALDEMAN, S.E.
MARK L. HEDGE, P.E.
KENNETH W. KARREN, JR., S.E.
DAVID S. PETERSON, S.E.
TED T. EGERTON, P.E.

2-17-05

TIA

TRAFFIC STUDY

FOR

TROP. 29

TIMESHARE AND BUSINESS PARK

JANUARY 2005

Prepared For:
Bekam Development, LLC
2920 N. Green Valley Parkway, Ste. 114
Henderson, NV 89014

LOCHSA ENGINEERING
JESS S. HALDEMAN, S.E.
MARK L. HEDGE, P.E.
KENNETH W. KARREN, JR., S.E.
DAVID S. PETERSON, S.E.
TED T. EGERTON, P.E.

TRAFFIC STUDY

FOR

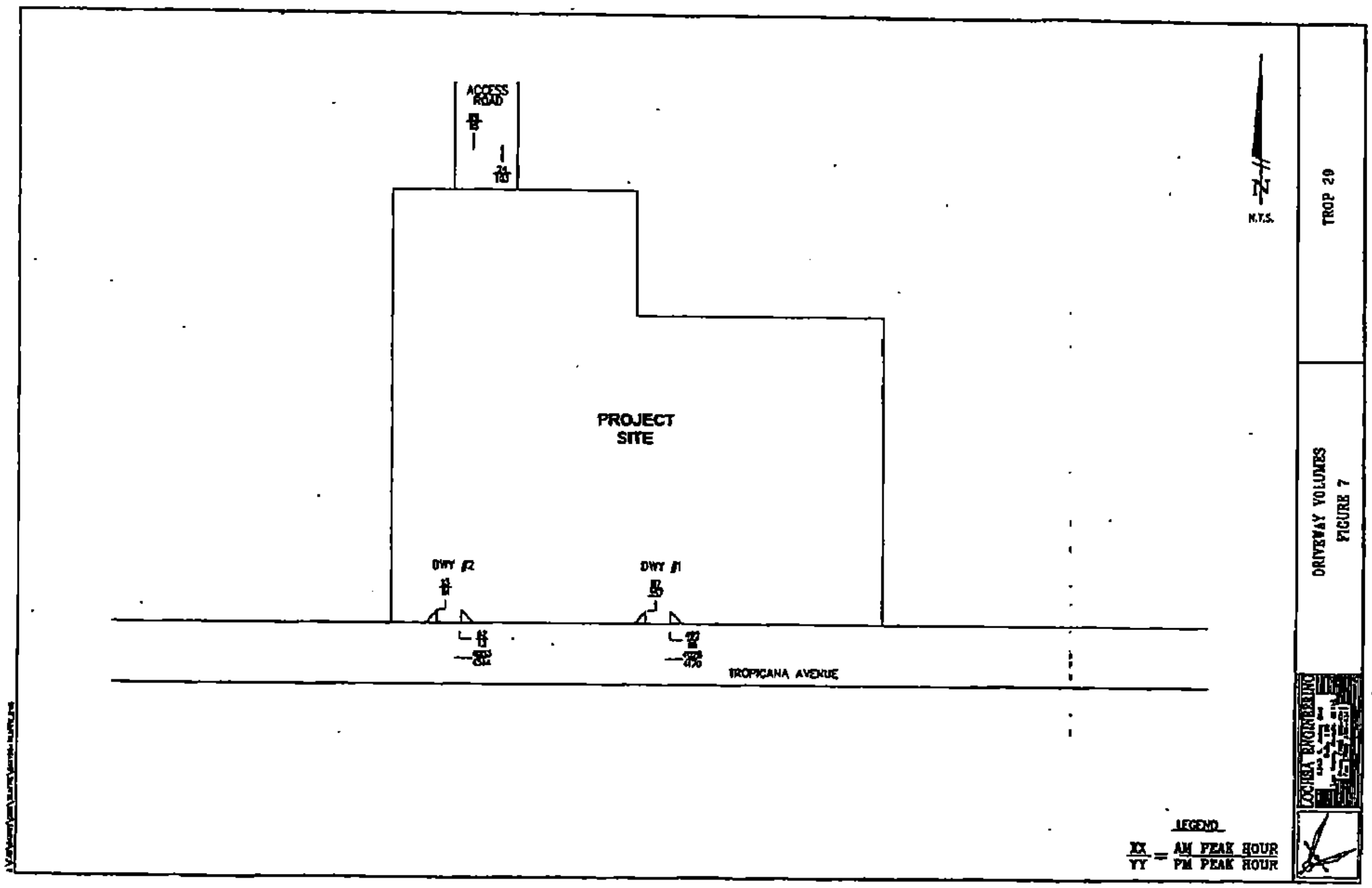
TROP. 29

TIMESHARE AND BUSINESS PARK

JANUARY 2005

PROFESSIONAL ENGINEER - STATE OF NEVADA
COPY
CIVIL
No. 11286
1/18/05

Prepared For:
Bekam Development, LLC
2920 N. Green Valley Parkway, Ste. 114
Henderson, NV 89014


ACCESS ROAD
PROJECT SITE
DWY #2
DWY #1
TROPICANA AVENUE
N.T.S.
LEGEND
XX = AM PEAK HOUR
YY = PM PEAK HOUR
TROP 29
DRIVEWAY VOLUMES
FIGURE 7
LOCHSA ENGINEERING

APPENDIX C

NOVEMBER 8, 2006 NDOT TRAFFIC SIGNAL LETTER

STATE OF NEVADA
DEPARTMENT OF TRANSPORTATION

KENNY C. GUINN, Governor

DISTRICT I
123 E. Washington Avenue
P.O. Box 170
Las Vegas, Nevada 89125-0170
(702) 385-6500 (702) 385-6511 Fax

JEFFREY FONTAINE, P.E., Director

November 8, 2006

Mr. Flavio Ostolaza
Prudential
8337 W. Sunset Rd., Ste. 150
Las Vegas, NV 89113

Re: Traffic Signal - Tropicana between Paradise and Koval

Dear Mr. Ostolaza,

This letter is to clarify the position taken by NDOT regarding the installation of a traffic signal on Tropicana between Koval and Paradise. NDOT supports Clark County's efforts to establish a north/south roadway from Tropicana to Flamingo. NDOT agrees that for this corridor to be viable in the future, a signal, at its terminus at Tropicana, is important, and we expect that a signal will be constructed.

Given the difficulties the County will encounter negotiating with individual property owners for the necessary alignment of the roadway, it is accepted that engineering considerations may not govern the location of the terminus of the road at Tropicana. Therefor, the location identified in our meeting today will be acceptable, regardless of the results of the coordination analysis.

It is probable that the developer of the Shoma property will be required to construct all offsite improvements necessary to accommodate the traffic signal. It is unknown at this time whether the signal can be approved for the Shoma project without the completed connection to Flamingo. This decision will be made after review of the traffic study.

Sincerely,

Kent Sears

Kent Sears
District I Traffic Engineer

APPENDIX D

PC-WARRANTS RESULTS FOR SIGNAL WARRANT ANALYSES

Kimley-Horn and Associates

Tropicana Avenue / Proposed Howard Hughes Parkway Extension

Total Expected Traffic Volumes from HTE 05-51569

Study Name : Tropicana-NEC Trop and Koval Only

Traffic

Signal Warrants - Summary

Study Date : 05/30/08
Page No. : 1

Major Street Approaches

Eastbound: Tropicana Avenue
Number of Lanes: 2
Approach Speed: 45
Total Approach Volume: 8,463

Westbound: Tropicana Avenue
Number of Lanes: 2
Approach Speed: 45
Total Approach Volume: 6,319

Minor Street Approaches

Southbound: Shared Access Drive
Number of Lanes: 2

Total Approach Volume: 1,647

Warrant Summary (Rural values apply.)

Warrant 1 - Eight Hour Vehicular Volumes .... Not Evaluated

Warrant 1A - Minimum Vehicular Volume .... Not Evaluated

Warrant 1B - Interruption of Continuous Traffic .... Not Evaluated

Warrant 1 A&B - Combination of Warrants .... Not Evaluated

Warrant 2 - Four Hour Volumes .... Not Evaluated

Warrant 3 - Peak Hour .... Satisfied

Warrant 3A - Peak Hour Delay .... Satisfied
Number of hours (8) volumes exceed minimum >= required (1). Delay data not evaluated.

Warrant 3B - Peak Hour Volumes .... Satisfied
Volumes exceed minimums for at least one hour.

Warrant 4 - Pedestrian Volumes .... Not Evaluated

Warrant 5 - School Crossing .... Not Evaluated

Warrant 6 - Coordinated Signal System .... Not Evaluated

Warrant 7 - Crash Experience .... Not Evaluated

Warrant 8 - Roadway Network .... Not Evaluated

Kimley-Horn and Associates

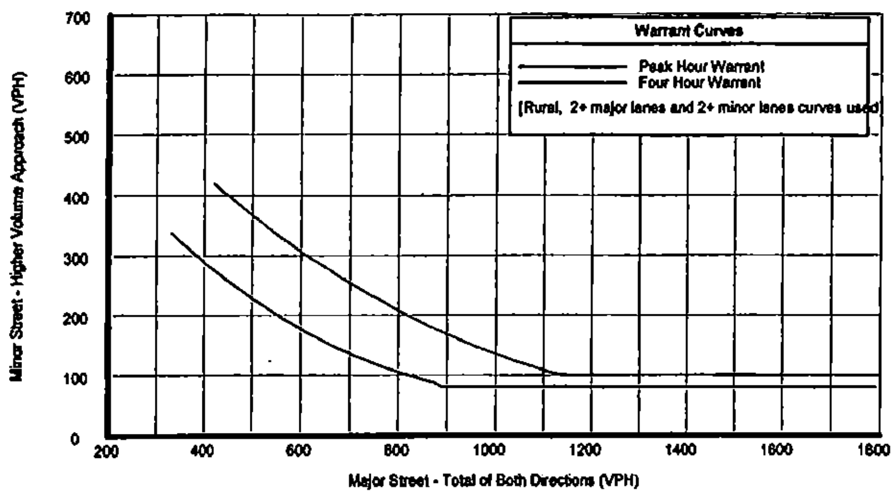
Tropicana Avenue / Proposed Howard Hughes Parkway Extension
Total Expected Traffic Volumes from HTE 05-51569

Study Name : Tropicana-NEC Trop and Koval Only

Traffic

Signal Warrants - Summary

Study Date : 05/30/08
Page No. : 2



Analysis of 8-Hour Volume Warrants:

Hour	Major	Higher Minor		War-1A			War-1B			War-1A&B		
Begin	Total	Vol	Dir	Major Crit	Minor Crit	Meets?	Major Crit	Minor Crit	Meets?	Major Crit	Minor Crit	Meets?
00:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
01:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
02:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
03:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
04:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
05:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
06:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
07:00	6,883	958	SB	420-Yes	140-Yes	Both	630-Yes	70-Yes	Both	504-Yes	112-Yes	Both
08:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
09:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
10:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
11:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
12:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
13:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
14:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
15:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
16:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
17:00	6,899	889	SB	420-Yes	140-Yes	Both	630-Yes	70-Yes	Both	504-Yes	112-Yes	Both
18:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
19:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
20:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
21:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
22:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
23:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—

Kimley-Horn and Associates

Tropicana Avenue / Proposed Howard Hughes Parkway Extension

Total Expected Traffic Volumes from HTE 05-51569 and HTE 05-7024

Study Name : Tropicana-NEC Trop and Koval Plus Trop 29

Traffic

Signal Warrants - Summary

Study Date : 06/02/08
Page No. : 1

Major Street Approaches

Eastbound: Tropicana Avenue
Number of Lanes: 2
Approach Speed: 45
Total Approach Volume: 8,463

Westbound: Tropicana Avenue
Number of Lanes: 2
Approach Speed: 45
Total Approach Volume: 6,394

Minor Street Approaches

Southbound: Shared Access Drive
Number of Lanes: 2

Total Approach Volume: 1,911

Warrant Summary (Rural values apply.)

Warrant 1 - Eight Hour Vehicular Volumes .... Not Evaluated

Warrant 1A - Minimum Vehicular Volume .... Not Evaluated

Warrant 1B - Interruption of Continuous Traffic .... Not Evaluated

Warrant 1 A&B - Combination of Warrants .... Not Evaluated

Warrant 2 - Four Hour Volumes .... Not Evaluated

Warrant 3 - Peak Hour .... Satisfied

Warrant 3A - Peak Hour Delay .... Satisfied
Number of hours (8) volumes exceed minimum >= required (1). Delay data not evaluated.

Warrant 3B - Peak Hour Volumes .... Satisfied
Volumes exceed minimums for at least one hour.

Warrant 4 - Pedestrian Volumes .... Not Evaluated

Warrant 5 - School Crossing .... Not Evaluated

Warrant 6 - Coordinated Signal System .... Not Evaluated

Warrant 7 - Crash Experience .... Not Evaluated

Warrant 8 - Roadway Network .... Not Evaluated

Kimley-Horn and Associates

Tropicana Avenue / Proposed Howard Hughes Parkway Extension

Total Expected Traffic Volumes from HTE 05-51569 and HTE 05-7024

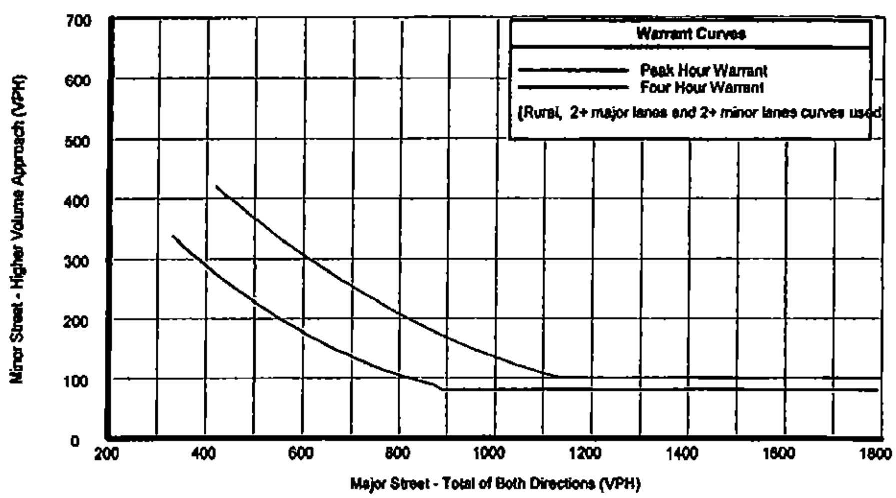
7
17

Study Name : Tropicana-NEC Trop and Koval Plus Trop 29

Traffic

Signal Warrants - Summary

Study Date : 06/02/08
Page No. : 2



Analysis of 8-Hour Volume Warrants:

Hour	Major	Higher Minor		War-1A			War-1B			War-1A&B		
Begin	Total	Vol	Dir	Major Crit	Minor Crit	Meets?	Major Crit	Minor Crit	Meets?	Major Crit	Minor Crit	Meets?
00:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
01:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
02:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
03:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
04:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
05:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
06:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
07:00	5,945	971	SB	420-Yes	140-Yes	Both	630-Yes	70-Yes	Both	504-Yes	112-Yes	Both
08:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
09:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
10:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
11:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
12:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
13:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
14:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
15:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
16:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
17:00	5,912	940	SB	420-Yes	140-Yes	Both	630-Yes	70-Yes	Both	504-Yes	112-Yes	Both
18:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
19:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
20:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
21:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
22:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—
23:00	0	0	NB	420-No	140-No	—	630-No	70-No	—	504-No	112-No	—

Department of Development Services

500 S Grand Central Pky 1st Fl • Box 551799 • Las Vegas NV 89155-1799
(702) 455-4600 • Fax (702) 380-2550
Ronald L. Lynn, Director/Building Official

Deon Friedli, Assistant Director, Administrative Division
Greg Franklin, Assistant Director, Building Division
Robert Thompson, Assistant Director, Civil Engineering Division

October 8, 2008

RECEIVED

OCT 14 2008

KIMLEY-HORN & ASSOC.

Ken Ackeret, P.E., P.T.O.E.
Kimley-Horn and Associates, Inc.
2080 E Flamingo Rd, Ste 210
Las Vegas, Nevada 89119

ACCEPTANCE LETTER

TRAFFIC STUDY REVIEW FOR THE PROPOSED SIGNAL LOCATION ON TROPICANA AND THE HOWARD HUGHES EXTENTION (HTE 08-24571)

Mr. Ackeret:

The traffic signal location captioned above has been reviewed and accepted by the Clark County Civil Engineering Division (CCCED). The location of proposed traffic signal is accepted with the following comments.

1. The developer may install traffic signal undergrounds per Clark County Area Uniform Standard Drawings No. 404.1306, consisting of conduits and pull boxes and may include a signal pole with 400-watt high-pressure sodium streetlights for the proposed Howard Hughes Extension at Tropicana Avenue intersection. These improvements shall be included in the off-site improvements. The mast arms and signal heads shall not be installed until such time a signal warrant analysis is prepared and accepted to meet the following conditions in the comment below.

2. While the location of the proposed signal is accepted, the traffic signal installation will be considered only if the following parameters are met:

   a. A progression analysis along the Tropicana Avenue corridor shall be prepared as part of a signal warrant analysis and demonstrate that a signal at the approved location will not adversely impact the signal coordination along the corridor.
   b. The intersection shall satisfy at least one (1) traffic signal warrant as described in the Manual of Uniform Traffic Control Devices (MUTCD).
   c. The level-of-service of the proposed signalized intersection is acceptable.
   d. The developer shall be 100% responsible for the design and construction of the signal.
   e. Be integrated into the FAST system via interconnect with the existing signals on Tropicana Avenue.
   f. The traffic signal warrant analysis is accepted by Clark County Traffic Management Division (CCTMD).
   g. The access at Tropicana Avenue shall have at least two (2) ingressing and two (2) egressing lanes.

It is anticipated that the recommendations of the study will be incorporated in the off-site improvement plans.

If you have any questions, please call me at 455-6181. Thank you for your cooperation.

DEPARTMENT OF DEVELOPMENT SERVICES
Civil Engineering Division

BY ______________________
David R. Smith
Associate Engineer

cc: SHOMA Development Group
Kent Sears, NDOT
Shital Patel, FAST
Denis Cederburg, Public Works
Herb Arnold, Public Works
Denise Lemoine, Engineering Services
Michael Houghtaling, Engineering Services
Peter Sekioka, Engineering Services
Rose Berkihiser, Engineering Services
Mel Brown, Engineering Services
Deb Kazlo, Engineering Services
Denise Richards, Land Use Applications

STATE OF NEVADA
DEPARTMENT OF TRANSPORTATION

KENNY C. GUINN, *Governor*

DISTRICT I
123 E. Washington Avenue
P.O. Box 170
Las Vegas, Nevada 89125-0170
(702) 385-6500 (702) 385-6511 Fax

JEFFREY FONTAINE, P.E., *Director*

November 8, 2006

Mr. Flavio Ostolaza
Prudential
8337 W. Sunset Rd., Ste. 150
Las Vegas, NV 89113

Re: Traffic Signal - Tropicana between Paradise and Koval

Dear Mr. Ostolaza,

This letter is to clarify the position taken by NDOT regarding the installation of a traffic signal on Tropicana between Koval and Paradise. NDOT supports Clark County's efforts to establish a north/south roadway from Tropicana to Flamingo. NDOT agrees that for this corridor to be viable in the future, a signal, at its terminus at Tropicana, is important, and we expect that a signal will be constructed.

Given the difficulties the County will encounter negotiating with individual property owners for the necessary alignment of the roadway, it is accepted that engineering considerations may not govern the location of the terminus of the road at Tropicana. Therefor, the location identified in our meeting today will be acceptable, regardless of the results of the coordination analysis.

It is probable that the developer of the Shoma property will be required to construct all offsite improvements necessary to accommodate the traffic signal. It is unknown at this time whether the signal can be approved for the Shoma project without the completed connection to Flamingo. This decision will be made after review of the traffic study.

Sincerely,

Kent Sears
District I Traffic Engineer

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Sent
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Contacts
Calendar

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Follow up to phone conversation

From: camille montgomery <camille1416@yahoo.com>
To: barry <barrymaken@aol.com>
Cc: Vince Paglia <vpaglia@aol.com>; Lou Simkins <divetludie@aol.com>
Date: Mon, Nov 22, 2010 11:38 am

Barry:
Just as a follow up to our phone conversation of this morning:

1. You will send a signed restated operating agreement
2. Contact counsel regarding Lou's signature of guaranty for M & K' lease agreement
3. Forward us a copy of the recorded Co-Operative CCR showing 1.6 parking spaces alloted for M & K Enterprises, LLC
4. Email Vince and I the Management Agreement.

Thank you and please call me if you have any questions.

Camille

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ALTA Commitment Form

1ST Amendment
COMMITMENT FOR TITLE INSURANCE
Issued by

stewart
title guaranty company

STEWART TITLE GUARANTY COMPANY, A Texas Corporation ("Company"), for a valuable consideration, commits to issue its policy or policies of title insurance, as identified in Schedule A, in favor of the Proposed Insured named in Schedule A, as owner or mortgagee of the estate or interest in the land described or referred to in Schedule A, upon payment of the premiums and charges and compliance with the Requirements; all subject to the provisions of Schedules A and B and to the Conditions of this Commitment.

This Commitment shall be effective only when the identity of the Proposed Insured and the amount of the policy or policies committed for have been inserted in Schedule A by the Company.

All liability and obligation under this Commitment shall cease and terminate six months after the Effective Date or when the policy or policies committed for shall issue, whichever first occurs, provided that the failure to issue the policy or policies is not the fault of the Company.

The Company will provide a sample of the policy form upon request.

This commitment shall not be valid or binding until countersigned by a validating officer or authorized signatory.

IN WITNESS WHEREOF, Stewart Title Guaranty Company has caused its corporate name and seal to be hereunto affixed by its duly authorized officers on the date shown on Schedule A.

stewart
title guaranty company

STEWART TITLE GUARANTY CO. INCORPORATED 1908 TEXAS

Senior Chairman of the Board

Countersigned by:

Authorized Countersignature

Stewart Title of Nevada Holdings, Inc.-Las Vegas Division

Chairman of the Board

President

File No. 1034463

CONDITIONS

Order Number: 1034463

1. The term mortgage, when used herein, shall include deed of trust, trust deed, or other security instrument.

2. If the proposed Insured has or acquires actual knowledge of any defect, lien, encumbrance, adverse claim or other matter affecting the estate or interest or mortgage thereon covered by this Commitment other than those shown in Schedule B hereof, and shall fail to disclose such knowledge to the Company in writing, the Company shall be relieved from liability for any loss or damage resulting from any act of reliance hereon to the extent the Company is prejudiced by failure to so disclose such knowledge. If the proposed Insured shall disclose such knowledge to the Company, or if the Company otherwise acquires actual knowledge of any such defect, lien, encumbrance, adverse claim or other matter, the Company at its option may amend Schedule B of this Commitment accordingly, but such amendment shall not relieve the Company from liability previously incurred pursuant to paragraph 3 of these Conditions and Stipulations.

3. Liability of the Company under this Commitment shall be only to the named proposed Insured and such parties included under the definition of Insured in the form of policy or policies committed for any only for actual loss incurred in reliance hereon in undertaking in good faith (a) to comply with the requirements hereof, or (b) to eliminate exceptions shown in Schedule B, or (c) to acquire or create the estate or interest or mortgage thereon covered by this Commitment. In no event shall such liability exceed the amount stated in Schedule A for the policy or policies committed for and such liability is subject to the insuring provisions, the Conditions and Stipulations, and the Exclusions from Coverage of the form of policy or policies committed for in favor of the proposed Insured which are hereby incorporated by reference and are made a part of this Commitment except as expressly modified herein.

4. This Commitment is a contract to issue one or more title insurance policies and is not an abstract of title or a report of the condition of title. Any action or actions or rights of action that the proposed Insured may have or may bring against the Company arising out of the status of the title to the estate or interest or the status of the mortgage thereon covered by this Commitment must be based on and are subject to the provisions of this Commitment.

5. The policy to be issued contains an arbitration clause. All arbitrable matters when the Amount of Insurance is $2,000,000 or less shall be arbitrated at the option of either the Company or the Insured as the exclusive remedy of the parties. You may review a copy of the arbitration rules at www.alta.org

stewart®
title guaranty company

All notices required to be given the Company and any statement in writing required to be furnished the Company shall be addressed to it at P.O. Box 2029, Houston, Texas 77252.

COMMITMENT FOR TITLE INSURANCE
SCHEDULE A

File No.: 1034463

1. **Effective Date:** October 25, 2010 at 7:30 a.m.

2. **Policy or Policies To Be Issued:** **Amount of Insurance**

   (a) A.L.T.A. Owner's

   (b) A.L.T.A. Loan (Extended) $ TBD

   Proposed Insured:

   To be determined

3. **The estate or interest in the land described or referred to in this Commitment and covered herein is:**

   A Fee, as to Parcel I
   Easements, as to Parcels II and III

4. **Title to said land is at the effective date hereof vested in:**

   IP Partners LLC, a Nevada Limited Liability Company

5. **The land referred to in this Commitment is described as follows:**

   See Attached Legal Description

   Type of Dwelling: Commercial Retail Stores and Shops

   Purported Address: 3791 S. Las Vegas Blvd.
   Las Vegas, Nevada

Exhibit A
LEGAL DESCRIPTION

File Number: 1034463

Parcel I:

That portion of the Southwest Quarter (SW ¼) of the Southwest Quarter (SW ¼) of Section 21, Township 21 South, Range 61 East, M.D.M., described as follows:

Commencing at the Southwest corner of said Section 21; thence South 87°32'31" East along the South line of the Southwest Quarter (SW ¼) of said Section 21, a distance of 50.06 feet to a point on the East line of U.S. Highway Nos. 91 and 466; thence North 00°17'00" West along said East line, a distance of 101.64 feet to an angle point therein; thence North 00°02'00" West, along said East line, a distance of 348.36 feet to the Northwest corner of that parcel of land conveyed to Eugene Jaffe et al, by deed recorded June 28, 1961 as Document No. 246814, of Official Records, Clark County, Nevada; said Northwest corner being the true point of beginning; thence continuing North 00°02'00" West along said East line, a distance of 192.02 feet, more or less, to the Southwest corner of that parcel of land conveyed to the County of Clark, State of Nevada, by deed recorded March 23, 1965, as Document No. 493780; thence South 88°42'28" East along the South line of the land described in the last mentioned deed, a distance of 150.00 feet to the Southwest corner of said land; thence South 00°02'00" East along a line parallel with the aforesaid East line of U.S. Highway Nos. 91 and 466, a distance of 188.14 feet, more or less, to a point on the North line of that said parcel of land conveyed by deed recorded as Document No. 246814 of Official Records, Clark County, Nevada; thence South 89°48'31" West along the North line of said parcel a distance of 149.96 feet, more or less, to the true point of beginning.

Parcel II:

Non-exclusive easements and equitable servitude appurtenant to, for the benefit of and over, across, in, under and through the Parking Garage, Strip Access Drive and Private Road, for the uses and purposes as set forth in the certain "Grant of Reciprocal Easements and Declaration of Covenants", recorded March 7, 1995 in Book 950307 as Document No. 00092 and re-recorded May 17, 1995 in Book 950517 as Document No. 00988, Official Records.

Parcel III:

Non-exclusive easements as set forth in that certain "Reciprocal Easements and Operation Agreement", recorded September 30, 1999 in Book 990930 as Document No. 03566, Official Records.

SCHEDULE B
PART I

Order Number: 1034463

Schedule B of this policy or policies to be issued will contain exceptions to the following matters unless the same are disposed of to the satisfaction of the Company:

1. Defects, liens, encumbrances, adverse claims or other matters, if any, created, first appearing in the public records or attaching subsequent to the Effective Date but prior to the date the proposed Insured acquires for value of record the estate or interest or mortgage thereon covered by this Commitment.

2. Taxes for the current year.

3. Any discrepancies, conflicts, or shortages in area or boundary lines, or any encroachments or any overlapping of improvements or other boundary or location disputes (can be eliminated or amended in mortgagee's policy upon proper evidence being furnished).

4. Restrictive covenants affecting the property described in Schedule A.

5. Rights or claims of parties in possession, and not of record in the public records; liens, for labor, services or material or claims to same which are not of record in said records.

6. Any roadway or easement, similar or dissimilar, on, under, over or across said property, or any part thereof and not of record in said records.

7. Any titles or rights asserted by anyone, including but not limited to persons, corporations, governments, or other entities, to tidelands, or lands comprising the shores or bottoms of navigable rivers, lakes, bays, ocean or gulf, or lands beyond the line of the harbor or bulkhead lines as established or changed by the United States Government or riparian rights, if any.

8. (a) Unpatented mining claims, (b) reservations or exceptions in patents or in Acts authorizing the issuance thereof; (c) water rights, claims or title to water; whether or not the matters excepted under (a), (b) or (c) are shown by the public records, (d) Indian tribal codes or regulations, Indian Treaty or Aboriginal Rights, including easements or equitable servitudes.

9. State, County and City Taxes for the fiscal period 2010 to 2011, a lien now due and payable in the total amount of $167,735.55
   PARCEL NO.: *162-21-401-007** TAX DISTRICT: 470 LOCATION: Las Vegas
   1st installment of $41,933.88 PAID.
   2nd installment of $41,933.89 PAID.
   3rd installment of $41,933.89 unpaid, delinquent 1st Monday in January.
   4th installment of $41,933.89 unpaid, delinquent 1st Monday in March.

10. SPECIAL ASSESSMENT for CLARK COUNTY IMPROVEMENT DISTRICT #97A/7505
    Installment Due : 3/1 and 9/1
    Initial Principal : $86,385.47
    Current Principal Amount : $26,713.04

11. The lien of supplemental taxes, if any, assessed pursuant to the provisions of Chapter 361.260 of the NEVADA REVISED STATUTES.

12. The herein described property lies within the boundaries of the Clark County Water Reclamation District and is subject to any and all fees that may be due said District.

13. Any Special Assessments which may be due and payable that are not assessed through the Clark County Treasurers Office and are being billed by the entity where the parcel is located.

14. PATENT: Mineral rights, reservations, easements and exclusions in the patent from the United States of America recorded July 1, 1931, in Book 18 of Deeds, Pages 272-273 as Document No. 41003, of Official Records.

15. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Access to Equipment Agreement", recorded May 16, 1988 in Book 880516 as Document No. 00603 of Official Records.

16. EASEMENT: An easement affecting the portion of said land, and for the purposes stated herein, and incidental purposes.

In Favor Of	: Nevada Power Company
For	: power lines and related facilities
Recorded	: May 16, 1988
Book No.	: 880516
Document No.	: 00605, of Official Records.

17. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Grant of Reciprocal Easements and Declaration of Covenants", recorded May 7, 1995 in Book 950307 as Document No. 00092 and re-recorded May 17, 1995 in Book 950517 as Document No. 00988, of Official Records.

18. DECLARATION OF RESTRICTIONS: Covenants, Conditions and Restrictions (but deleting restrictions, if any, based upon race, color, religion, sex, handicap, familial status, or national origin) unless and only to the extent that said covenant (a) is exempt under Chapter 42, Section 3607 of the United States Code or (b) relates to handicap but does not discriminate against handicapped persons as contained in a Declaration of Restrictions recorded May 15, 1995, in Book 950515, as Document No. 00388, of Official Records.

19. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Declaration of Covenants, Conditions, Restrictions and Grant of Right of First Offer", recorded May 15, 1996 in Book 950515 as Document No. 00389 of Official Records.

    MODIFICATION: Said covenants, conditions and restrictions were modified by an instrument recorded November 8, 1995, in Book 951108, as Document No. 00720, of Official Records.

20. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Agreement" by and between, Showcase Mall Joint Venture; Island Plaza Partners III; LH&R Las Vegas Investors; and State of Nevada, Department of Transportation, recorded May 17, 1996 in Book 960517 as Document No. 01153 of Official Records.

21. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Reciprocal Easement and Operation Agreement", recorded September 30, 1999 in Book 990930 as Document No. 03566 of Official Records.

    And as modified by the terms, covenants, conditions and provisions as contained in an instrument entitled "REA Estoppel Certificate and Agreement" recorded April 30, 2004 in Book 20040430 as Document No. 02904, Official Records.

22. EASEMENT: An easement affecting the portion of said land, and for the purposes stated herein, and incidental purposes.
In Favor Of : County of Clark
For : underground drainage, right-of-way for roadway maintenance, public utility, and associated public uses
Recorded : October 26, 1999
Book No. : 991026
Document No. : 01070, of Official Records.

23. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Consent and Indemnification", recorded June 23, 2000 in Book 20000623 as Document No. 00915 of Official Records.

24. INTENTIONALLY OMITTED

25. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "REA Estoppel Certificate and Agreement" executed by and between IP Partners, LLC; Showcase Mall Joint Venture; and John Hancock Life Insurance Company, recorded April 30, 2004 in Book 20040430 as Document No. 02904 of Official Records.

26. LEASE: An unrecorded lease affecting the premises therein stated, executed by and between the parties named herein, for the terms and upon and subject to all of the terms, covenants, and provisions contained therein;
Dated : September 26, 2003
Lessor : IP Partners, LLC, a Nevada limited liability company
Lessee : Adidas Promotional Retail Operations, Inc., an Oregon corporation
Term : Not disclosed
Disclosed By : Subordination, Non-Disturbance and Attornment Agreement
Recorded : May 7, 2004
Book : 20040507
Document No. : 01423, of Official Records.

Matters affecting Lessee's interest not shown.

27. SURVEY: The effect of the following Record of Survey
File : 169, of Surveys
Page No. : 21
Recorded : October 25, 2007
Book No. : 20071025
Document No. : 0001344, of Official Records

28. LEASE: An unrecorded lease affecting the premises therein stated, executed by and between the parties named herein, for the terms and upon and subject to all of the terms, covenants, and provisions contained therein;
Dated : Not Disclosed
Lessor : IP Partners LLC
Lessee : M&K enterprises, LLC
Term : Not Disclosed
Disclosed By : Right of First Option/Refusal
Recorded : August 17, 2009
Book : 20090817

Document No. : 000, of Official Records.

Matters affecting Lessee's interest not shown.

29. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Right of First Option/Refusal" executed by and between IP Partners LLC, a Nevada limited liability company and M&K Enterprises, L.L.C., a Nevada limited liability company, recorded August 17, 2009 in Book 20090817 as Document No. 0004386 of Official Records.

30. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Declaration of Restrictions", recorded September 3, 2009 in Book 20090903 as Document No. 0004083 of Official Records.

31. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Declaration of Restrictions", recorded September 3, 2009 in Book 20090903 as Document No. 0004084 of Official Records.

32. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Grant of Bus Stop Amenities & Power Use License Agreement", recorded October 1, 2009 in Book 20091001 as Document No. 0002210 of Official Records.

33. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Revocable License and Maintenance Agreement", recorded December 31, 2009 in Book 20091231 as Document No. 0004940 of Official Records.

34. EASEMENT: An easement affecting the portion of said land, and for the purposes stated herein, and incidental purposes.

In Favor Of	: Nevada Powers Company, d/b/a NV Energy
For	: communication facilities and electric line systems
Recorded	: March 19, 2010
Book No.	: 20100319
Document No.	: 0003307, of Official Records.

35. Terms, Covenants, Conditions and Provisions in that certain instrument entitled "Transmission Use Agreement" by and between IP Partners, LLC and Nevada Power Company, d/b/a NV Entergy, recorded April 9, 2010 in Book 20100409 as Document No. 0002689 of Official Records.

36. EASEMENTS: Any easements not disclosed by those public records which impart constructive notice and which are not visible and apparent from an inspection of the surface of said land.

37. Discrepancies, conflicts in boundary lines, shortage in area, encroachments, or any other facts which a correct survey would disclose, and which are not shown by the public records.

38. The rights and interest of parties in possession of the premises described herein under any unrecorded leases and/or agreements, the terms and conditions of which are unknown.

SCHEDULE B

PART II

Order Number: 1034463

Requirements:

1. Show that restrictions or restrictive covenants have not been violated.

2. Payment to or for the account of the grantors or mortgagors of the full consideration for the estate or interest, mortgage or lien to be issued.

3. Furnish proof of payment of all bills for labor and material furnished or to be furnished in connection with improvements erected or to be erected.

4. Pay all general and special taxes now due and payable.

5. **The requirement that any endorsement requests to the title policy be provided to title company for review and consideration three business days prior to closing.**

6. Pay current the following:

   SPECIAL ASSESSMENT for CLARK COUNTY IMPROVEMENT DISTRICT #97A/7505
   Installment Due : 3/1 and 9/1
   Initial Principal : $86,385.47
   Current Principal Amount : $26,713.04

   The lien of supplemental taxes, if any, assessed pursuant to the provisions of Chapter 361.260 of the NEVADA REVISED STATUTES.

   The herein described property lies within the boundaries of the Clark County Water Reclamation District and is subject to any and all fees that may be due said District.

   Any Special Assessments which may be due and payable that are not assessed through the Clark County Treasurers Office and are being billed by the entity where the parcel is located.

7. Pay any unpaid Home Owners Association fees and dues, if applicable.

8. A full release/reconveyance must be recorded with Clark County Recorder for the following:

   DEED OF TRUST: A Deed of Trust to secure an indebtedness of the amount stated herein, and any other amounts payable under the terms thereof.
   Dated : February 12, 1999
   Amount : $750,000.00
   Trustor : Island Plaza, a Nevada general partnership
   Trustee : United Title of Nevada, Inc., a Nevada corporation
   Beneficiary : Simkins Real Estate Partners, Ltd., a Nevada limited partnership
   Recorded : February 12, 1999
   Book : 990212
   Document No.: 01686, of Official Records.

9. A full release/reconveyance must be recorded with Clark County Recorder for the following:

DEED OF TRUST: A Deed of Trust to secure an indebtedness of the amount stated herein, and any other amounts payable under the terms thereof.

Dated : September 28, 1999
Amount : $1,125,000.00
Trustor : IP Partners, LLC, a Nevada limited liability company
Trustee : United Title of Nevada, Inc., a Nevada corporation
Beneficiary : Simkins Real Estate Partners, Ltd., a Nevada limited partnership
Recorded : September 30, 1999
Book : 990930
Document No. : 03570, of Official Records.

A partial assignment of the beneficial interest under said Deed of Trust
To : Allen W. Averbook, TTEE UDT DTD 1102-098 FBO Allen W. Averbook Trust; et al
From : Simkins Real Estate Partners, Ltd.
Recorded : November 2, 1999
Book : 991102
Document No. : 01080, of Official Records.

10. A full release/reconveyance must be recorded with Clark County Recorder for the following:

DEED OF TRUST: A Deed of Trust to secure an indebtedness of the amount stated herein, and any other amounts payable under the terms thereof.

Dated : April 30, 2004
Amount : $20,500,000.00
Trustor : IP Partners LLC, a Nevada Limited Liability Co.
Trustee : United Title of Nevada, Inc.
Beneficiary : John Hancock Life Insurance Company, its successors and/or assigns
Recorded : April 30, 2004
Book : 20040430
Document No. : 02902, of Official Records.

ASSIGNMENT OF LEASES AND RENTS: Assignment of leases and rents, as additional security for the payment of the indebtedness secured by above mentioned Deed of Trust, which assignment was executed by IP Partners, LLC to John Hancock Life Insurance Company, dated April 30, 2004 and recorded April 30, 2004, in Book 20040430 as Document No. 02903 of Official Records.

11. REQUIREMENT: This Company will require the following to insure a loan by or conveyance from the entity named below:

IP Partners, LLC, a Nevada limited liability company
(A) A copy of the Articles of Organization; and

(B) A copy of the Operating Agreement, together with all supplements or amendments thereto; and

(C) Evidence of valid formation on the date when the documents in this transaction are to be signed; and

(D) Evidence that the entity is in good standing in the State where it was formed

12. Prior to the issuance of an ALTA form policy of Title Insurance, it shall be required that this Company be furnished with an ALTA/ACSM LAND TITLE SURVEY conforming to the minimum standard requirements as revised in 1992. Said Survey, in addition to those requirements imposed by the ALTA/ACSM minimum standards, must also include Items 1, 2, 6, 7, 8, 9, 10 and 11 of Table A (Optional Survey Responsibilities and Specifications.)

13. REQUIREMENT - LEASE: It shall be a requirement that a complete copy of any and all lease(s) presently affecting the herein described property, together with all supplements, amendments, etc thereto be furnished to Stewart Title of Nevada prior to the issuance of a policy of title insurance.

14. It will be required that Stewart Title of Nevada Holdings, Inc. be provided with an "Owner's Affidavit" from the Owner of said land.

15. Record instrument(s) conveying or encumbering the estate or interest to be insured, briefly described:

    Documents necessary to close the within transaction

    After the review of all the required documents, the Company reserves the right to add additional items and/or make additional requirements prior to the issuances of any policy of title insurance.

16. REQUIREMENT - POLICY APPROVAL: The willingness of this Company to issue its Policy of Title Insurance in an amount exceeding $1,000,000.00 must be submitted to an Officer of Stewart Title Guaranty for approval.

17. Stewart Title reserves the right to make additional requirements based on a review of the documentation required to be submitted in connection herewith, or to include additional exceptions for matters appearing of public record subsequent to the issuance of the herein Proforma and the actual date and time of the recordation of the documents contemplated to be recorded herein.

Based on the above, an ALTA 9 (Restrictions, Encroachments, Minerals Endorsement), ALTA 22 (Location Endorsement) will be issued with any ALTA Title Policy issued out of said Commitment for Title Insurance.

ESCROW/TITLE OFFICERS AND LOCATION

Escrow Officer: Mary Hunt
Las Vegas Division

376 E. Warm Springs Road, Suite 190
Las Vegas, NV 89119
Phone (702) 791-7000 • Fax (866-523-9406
Title Officer: Denise Bray
Las Vegas Division

376 E. Warm Springs Road, Suite 190
Las Vegas, NV 89119
Phone (702) 791-7000 • Fax (866) 704-6329

IMPORTANT NOTICE:

STATUTORY REGULATION FOR RECORDED DOCUMENTS

Effective July 1, 2003 a document submitted for recording, except maps, **MUST:**

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STG Privacy Notice (Rev 01/26/09) Stewart Title Companies

WHAT DO THE STEWART TITLE COMPANIES DO WITH YOUR PERSONAL INFORMATION?

Federal and applicable state law and regulations give consumers the right to limit some but not all sharing. Federal and applicable state law regulations also require us to tell you how we collect, share, and protect your personal information. Please read this notice carefully to understand how we use your personal information. This privacy notice is distributed on behalf of the Stewart Title Guaranty Company and its affiliates (the Stewart Title Companies), pursuant to Title V of the Gramm-Leach-Bliley Act (GLBA).

The types of personal information we collect and share depend on the product or service that you have sought through us. This information can include social security numbers and driver's license number.

All financial companies, such as the Stewart Title Companies, need to share customers' personal information to run their everyday business--to process transactions and maintain customer accounts. In the section below, we list the reasons that we can share customers' personal information; the reasons that we choose to share; and whether you can limit this sharing.

Reasons we can share your personal information	Do we share?	Can you limit this sharing
For our everyday business purposes- to process your transactions and maintain your account. This may include running the business and managing customer accounts, such as processing transactions, mailing, and auditing services, and responding to court orders and legal investigations.	Yes	No
For our marketing purposes- to offer our products and services to you.	Yes	No
For joint marketing with other financial companies	No	We don't share
For our affiliates' everyday business purposes- information about your transactions and experiences. Affiliates are companies related by common ownership or control. They can be financial and nonfinancial companies. *Our affiliates may include companies with the Stewart name; financial companies, such as Stewart Title Company*	Yes	No
For our affiliates' everyday business purposes- information about your creditworthiness	No	We don't share
For our affiliates to market you	Yes	No
For nonaffiliates to market to you- Nonaffiliates are companies not related by common ownership or control. They can be financial and nonfinancial companies.	No	We don't share

We may disclose your personal information to our affiliates or to nonaffiliates as permitted by law. If you request a transaction with a nonaffiliate, such as a third party insurance company, we will disclose your personal information to that nonaffiliate. [We do not control their subsequent use of information, and suggest you refer to their privacy notices.]

Sharing practices	
How often do the Stewart Title Companies notify me about their practices?	We must notify you about our sharing practices when you request a transaction.
How do the Stewart Title Companies protect my personal information?	To protect your personal information from unauthorized access and use, we use security measures that comply with federal and state law. These measures include computer, file, and building safeguards.
How do the Stewart Title Companies collect my personal information?	We collect your personal information, for example, when • request insurance-related services • provide such information to us We also collect your personal information from others, such as the real estate agent or lender involved in your transaction, credit reporting agencies, affiliates or other companies.
What sharing can I limit?	Although federal and state law give you the right to limit sharing (e.g., opt out) in certain instances, we do not share your personal information in those instances.

Contact Us	If you have any questions about this privacy notice, please contact us at: Stewart Title Guaranty, 1980 Post Oak Blvd., Privacy Officer, Houston, Texas 77056.

EXHIBIT "A"

Parcel I:

That portion of the Southwest Quarter (SW ¼) of the Southwest Quarter (SW ¼) of Section 21, Township 21 South, Range 61 East, M.D.M., described as follows:

Commencing at the Southwest corner of said Section 21; thence South 87°32'31" East along the South line of the Southwest Quarter (SW ¼) of said Section 21, a distance of 50.06 feet to a point on the East line of U.S. Highway Nos. 91 and 466; thence North 00°17'00" West along said East line, a distance of 101.64 feet to an angle point therein; thence North 00°02'00" West, along said East line, a distance of 348.36 feet to the Northwest corner of that parcel of land conveyed to Eugene Jaffe et al, by deed recorded June 28, 1961 as Document No. 246814, of Official Records, Clark County, Nevada; said Northwest corner being the true point of beginning; thence continuing North 00°02'00" West along said East line, a distance of 192.02 feet, more or less, to the Southwest corner of that parcel of land conveyed to the County of Clark, State of Nevada, by deed recorded March 23, 1965, as Document No. 493780; thence South 88°42'28" East along the South line of the land described in the last mentioned deed, a distance of 150.00 feet to the Southwest corner of said land; thence South 00°02'00" East along a line parallel with the aforesaid East line of U.S. Highway Nos. 91 and 466, a distance of 188.14 feet, more or less, to a point on the North line of that said parcel of land conveyed by deed recorded as Document No. 246814 of Official Records, Clark County, Nevada; thence South 89°48'31" West along the North line of said parcel a distance of 149.96 feet, more or less, to the true point of beginning.

Parcel II:

Non-exclusive easements and equitable servitude appurtenant to, for the benefit of and over, across, in, under and through the Parking Garage, Strip Access Drive and Private Road, for the uses and purposes as set forth in the certain "Grant of Reciprocal Easements and Declaration of Covenants", recorded March 7, 1995 in Book 950307 as Document No. 00092 and re-recorded May 17, 1995 in Book 950517 as Document No. 00988, Official Records.

Parcel III:

Non-exclusive easements as set forth in that certain "Reciprocal Easements and Operation Agreement", recorded September 30, 1999 in Book 990930 as Document No. 03566, Official Records.

UNIVERSITY OF MICHIGAN
SPORT MANAGEMENT

The University of Michigan's Center for Sport Management
School of Kinesiology
1402 Washington Heights
Ann Arbor, MI 48109
(734) 647 1309

An All-Weather, Covered Mega-Event Stadium On UNLV's Campus:

The Economic Value and Importance of A Stadium With Seating For 55,000 or More Spectators for Nevada, Clark County, the Las Vegas Region's Resorts, and UNLV

Dr. Mark S. Rosentraub
Bruce and Joan Bickner Endowed Professor of Sport Management

Michael B. Cantor
Research Associate

Alison Wasserman
Research Assistant

And

Hobbs, Ong and Associates
Las Vegas, Nevada

Public Financial Management
Seattle, Washington

RCG Economics LLC
Las Vegas, Nevada

1 Introduction

The Las Vegas metropolitan area (Las Vegas MSA) is one of the three major urban centers in the United States that is not home to a large-scale (55,000 or more seat) mega-events center. In Southern Nevada a state-of-the-art facility to adequately serve the community must also be covered so spectators can comfortably attend mega-events in every season.

The absence of a covered mega-events center in the Las Vegas region is even more surprising when one considers the vital role of special events (e.g., conventions, sporting events, and live shows) in advancing Southern Nevada's internationally dominant hospitality and tourism industry. Las Vegas has the infrastructure required to host the two largest conventions held each year in the United States simultaneously but lacks a world-class and covered mega-events center.[1] An all-weather (air conditioned and heated) covered mega-events center located close to the region's concentration of hotels and gaming venues will bring new events to Las Vegas that create real (or new) economic development.

> If a covered mega-events center with seating for at least 55,000 people is built, resorts in the Las Vegas region and the local economy will benefit from hundreds of millions of dollars in new revenues. That new spending will occur from out-of-town visitors who would visit (or extend a visit to) the area to attend events held at a new mega-events center. The mega-events that are hosted at a new covered mega-events center could not be held at any of the facilities that currently exist in Las Vegas.

Just as Southern Nevada will benefit from a new covered all-weather mega-events center,[2] so too would UNLV. UNLV's benefits, while important and valuable, are more intangible than the direct economic returns for the region's hospitality sector, resorts, and the overall economy. Those intangible benefits, however, are very valuable to UNLV and its strategic goal of assisting in the development and diversification of the region's economy.

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[1] While there are numerous entertainment venues in Los Angeles and it is likely that Dodger Stadium will be renovated and a facility will be built for an NFL team, there is no state-of-the-art covered stadium in the Los Angeles region. Readers are reminded the Rose Bowl and the Coliseum are both being renovated and that does give the region venues for large-scale entertainment events, but neither stadium is covered. Some also note that the Orlando, Florida also lacks a large stadium. The Florida Citrus Bowl, however, is undergoing a major renovation that will increase seating to 70,000. The entire lower bowl of the facility will be renovated and new luxury seating will be added. Expanded concourses will support newer amenities. The facility, however, will remain open to the elements. The University of Central Florida has a smaller football stadium on its campus that recently opened. Neither facility would be similar to what is anticipated for Las Vegas nor classified in the same category as facilities in almost every other larger metropolitan area.

[2] Identifying a facility as "all weather" means that it offers visitors a temperature-controlled environment (air conditioned and heated). The term "covered facility" is used in this report to describe a mega-events center with a fixed, in-place roof that cannot be opened. The facility being planned for the UNLV campus is "an all-weather covered mega-events center."

UNLV is Nevada's largest comprehensive university offering undergraduate, graduate, and doctoral level education. Total enrollment was 26,410 (undergraduate and graduate students) in 2011. Its enrollment levels were similar to those at the University of New Mexico and the University of Utah. To continue its development it is necessary to enhance the residential experience provided to students, and to offer faculty and staff the campus amenities usually part of the infrastructure of leading universities. UNLV will use the new mega-events center as a leverage point to build a new university village on its campus. Any revenues UNLV enjoys from the mega-events center's operations will also enhance the campus' academic programs and environment.

> UNLV will use the new covered mega-events center as an anchor for the building and financial success of a new University Village. This village will create the residential campus atmosphere that is a part of major universities across the country. The University Village will offer faculty and staff an amenity that is a staple of working environment at leading universities. That enhancement has the potential to make substantial contributions to the region's economic advancement and diversification as more faculty, staff, and students make UNLV an educational institution of choice attracting and retaining more of the human capital the region needs to prosper.

The revitalization of this section of the campus will advance UNLV's image by providing a residential atmosphere that attracts undergraduate and graduate students from across the West and then the entire country. The additional campus-based amenities will also offer faculty and staff a better physical environment in which to work. UNLV can position itself to attract and retain faculty who will advance its stature with a cluster of amenities that matches those found on or near the campuses of Arizona State University, the University of Arizona, and other leading institutions across the west. Enhancing its identity and academic prominence is part of the University's commitment to Southern Nevada's plans and programs to diversify and advance the region's economy. That commitment will help generate more jobs for Southern Nevada residents and more tax revenues for the State of Nevada and local governments.

> A unique public/private partnership is required to build a mega-events center and University Village on UNLV's campus.

In numerous cities across North America public/private partnerships have made it possible for new arenas, ballparks, and stadia to be built. A professional sports team is usually the private sector partner; a city or county (or both) is the usual public sector partner. In some instances, a state has also joined as a public sector partner to ensure that a facility is built. One of the public sector partners for the proposed mega-events center will be UNLV, and its contribution will be in the form of a substantial commitment of a large portion of its campus to the project.[3] One of the private sector partners for the proposed mega-events center is Majestic Realty Co. of Los Angeles. This company has already invested a substantial amount of resources in the planning for the project. Other private sector partners, however, will be needed. Without those partners, the much needed mega-events center for Southern Nevada cannot be built. As will be discussed in this study, the economic returns from a covered mega-events center with seating for 55,000 or more will produce robust returns for these other partners as a result of the hotel nights generated by visitors and their spending at retail centers, in restaurants, and at casinos. The estimates of those returns for the hospitality sector and Southern Nevada's numerous world-class resorts were developed with the advice and insights of the leadership of Las Vegas Events (LVE) and the Las Vegas Convention and Visitors Authority (LVCVA).

Those returns establish a logical basis underlying the call for the participation of other private sector partners in what will be a legacy project for Nevada. A world-class mega-events center will produce substantial benefits for Southern Nevada's resorts. A covered mega-events center will also insure that events, concerts, and sporting events that are held in other parts of the country and in other tourist centers can be hosted in Las Vegas. Those events will bring additional visitors and overnight stays at resorts in Southern Nevada and new spending levels that will also generate new tax revenues for the State of Nevada and local governments and school districts across the greater Las Vegas metropolitan area. A unique partnership involving UNLV, Majestic, and the Southern Nevada hospitality sector is required to produce the substantial benefits identified in the latter sections of this report.

> The partnership needed for this mega-events center is only unique when compared to those created to build other sports facilities. Those partnerships have involved a few universities and cities and counties. Several state and local governments have also forged partnerships with professional sports teams. What is needed to build a new covered mega-events center in Las Vegas is a partnership between UNLV and the hospitality sector that also includes Majestic. Such a partnership is not unprecedented.

[3] There are universities that have partnered with local governments and professional sports teams to build arenas similar to the Thomas & Mack Center. Some professional football teams have played their home games at facilities owned by universities. There are also partnerships between universities and local governments that have been created to build 20,000 seat arenas. No partnership that is being proposed between UNLV and the number of private sector partners needed for a covered mega-events center with seating for at least 50,000 people currently exists.

Thirty years ago the Thomas & Mack Center was built, and today it succeeds in hosting numerous entertainment events unrelated to UNLV but very important for the Las Vegas hospitality industry and the region's economy and the work by LVE to attract events to the region. The building of a new mega-events center will serve the community, UNLV, and the hospitality sector. The quality of life in the region will also be improved and the new mega-events center will produce new regional economic development and tax revenues. These benefits make the effort required to create a new partnership between the leadership from UNLV, Nevada, Clark County, Southern Nevada's hospitality sector, and the community's leaders.

Across three decades the Thomas & Mack Center has become a vital component of the community's infrastructure by creating jobs for numerous families and ensuring that numerous events are part of the region's annual calendar of activities. A new partnership to ensure that a covered mega-events center with seating for at least 55,000 spectators is built will be an extension of the relationship that has made the Thomas & Mack Center an important part of Clark County's hospitality sector and the region's infrastructure for entertainment and community events while also serving students and faculty.

This report is designed to illustrate the benefits that a new covered mega-events center with seating for at least 55,000 spectators will produce for Southern Nevada's hospitality sector. The inability to host large-scale events in a 55,000+-seat facility places the Southern Nevada hospitality sector at a competitive disadvantage when it is compared to some other areas including the Dallas/Fort Worth, New Orleans, Phoenix, and Houston regions. Despite having the largest mix and concentration of world-class resorts, the Las Vegas region lacks the type of facility that is available in each of those other regions.

Simply put, certain major entertainment and sporting events cannot be held in Southern Nevada despite its resort and retail amenities.[4] Without a covered mega-events center with seating for at least 55,000 spectators some concerts and sporting events cannot be held in the region given Southern Nevada's long and very warm summer months. Other tourist destinations benefit as Southern Nevada cannot compete to host these events despite the presence of numerous world-class resorts and one of the world's most convenient international airports. Currently, no venue in the Las Vegas region can compete with those available in several other major tourist destinations when it comes to hosting mega-event events.

[4] Additional information regarding events that have not been held in Southern Nevada because of the lack of a state-of-the-art mega-events center that is covered is available from LVE.

It is not uncommon for economic impact studies to overestimate the number of events that will be hosted and the amount of new spending brought to an area. Overestimations of the number of events or meetings that a facility will attract produce exaggerated projections of the real or new economic returns for a region and its hospitality sector. In this report, prudent care was employed to offer a conservative and realistic projection of the anticipated economic benefits.

Organization of the Report

Following this Introduction, Section 2 of the report discusses the methodology used to produce the projections of the economic value of a covered, all-weather mega-events center for Nevada and the Greater Las Vegas region's resorts and hospitality sector. The third section of the report provides a brief history of the Thomas & Mack Center and the extraordinary success of the partnership it represents between UNLV and the Southern Nevada hospitality sector for the economic advancement of the region and the state.

Section 4 focuses on the anticipated economic value of a mega-events center built on the UNLV campus for the hotel and gaming industry. Section 5 examines the potential economic benefits generated by construction and the operation of the facility and importance of the new mega-events center on its campus for UNLV. The events that will move from Sam Boyd Stadium to the new mega-events center and the new events that will enhance the package of amenities available to residents of the area are described in the sixth section of the report. The report's conclusions and recommendations are contained in Section 7.

Two appendices provide additional insight into several different issues. The first looks at the indirect and induced economic returns for Southern Nevada. Appendix II summarizes the spending that is projected to take place from the operation of the new mega-events center.

2 Methodology and Research Methods

The substantial investments required by UNLV and other partners to build a covered mega-events center requires a careful measurement of the returns likely to result for the University, the hospitality sector, the State of Nevada, and for local governments and school districts across the metropolitan Las Vegas region. In addition, it is important to recognize the contribution a covered mega-events center will make to the quality of life in Southern Nevada.

> There is an important set of entertainment and sporting events that require a mega-events center with seating for at least 55,000 spectators. If such a facility does not exist those events will not take place in the region. Creating more entertainment options for families will help some companies attract some people that they need for their development, and will also create some additional benefits. While none of the quality of life elements are quantified in the sections that follow, readers are reminded that some events that are now part of the annual calendar in other regions could or would become part of life in Southern Nevada. The value of that for each person varies, but it does exist.

Measuring the Economic Value of Facilities: Economic Impact, Economic Development, and Economic Value

> An estimate of future economic development or new economic activity for a region is what is anticipated when a report like this is produced. There is a range of events that cannot be held in Las Vegas unless a large-scale (55,000 seats or more) covered mega-events center exists. In the absence of this facility, those events will take place in competing regions. Economic gains and new tax revenues that could accrue to businesses, families, school districts, and cities across Southern Nevada would be lost if these events were not held in the region. The direct spending that these events generate for Las Vegas represents <u>real (new or additional) economic development</u> or positive economic impacts. Those gains are not substitutions of one form of consumption for another. In illustrating the value of a new mega-events center, attention must be focused on events that bring new spending into the regional economy. The real value or economic development produced by a new mega-events center is from the events that research indicates would never be held in Las Vegas without the facility's existence.

A mini-industry of sorts comprised of consultants and university faculty who produce studies of the economic value of different infrastructure elements has been created from the need to explain or describe to various audiences (elected officials, community leaders, business leaders, and residents of an area) the value of mega-events facilities, convention centers, performing arts centers, roadways, airports, etc. While the models used can produce the exact sort of information required to make astute decisions, there has also been a level of abuse with the use of studies of economic effects. Some of the most common errors can be avoided through a careful understanding of the terms used to describe the results of different studies.

Any review of a sample of reports illustrates one of the most critical issues. Different terms are used to describe economic effects, and they actually describe very different phenomenon: economic impact, economic development (or positive economic effects), and economic value. A clear understanding of each type of study is needed to interpret the effects of any project on a region. The application of these terms to an estimate of the benefits from a new mega-events center is also required.

An economic impact is created each time there is a change in spending patterns within a region. Those changes, however, might not elevate the total amount of economic activity in an area or its regional gross income. Consider, for example, the building of a new ballpark for a major league team (from Major League Baseball, the National Football League, the National Basketball Association, or from the National Hockey League). The vast majority of people who attend games already live in the region (see, for example, Rosentraub, 1997; 2010; Winfree & Rosentraub, 2012). Prior to the team's arrival these people are spending money on other forms of consumption. When a team begins playing games, fans shift their spending from one form of consumption (going to the movies, attending a concert, etc.) to another (attending games). This is referred to a "substitution effect" as one form of consumption is substituted for another. At the regional level there is no change in aggregate or gross economic wealth or activity, just a shift in the ways residents spend their discretionary income. Anytime a report references economic impact the question that has to follow is, "Does this impact create any new wealth in the region?" If the answer is no, then the building of a facility and the hosting of a team has no real or net (incremental) economic effect on wealth or economic development at the regional level.

If a mega-events center with seating for at least 55,000 spectators were built on the campus of UNLV and hosted events that are currently part of the entertainment options available to visitors and residents, no new economic benefit would be created. The events transferred from existing facilities to the facility would create no economic impact, as there would be no new development or an expansion of the region's economy.

Suppose a concert is held at the new mega-events center and attendance at the event is less than 15,000 people. This event could have been held at the Thomas & Mack Center or at several other existing venues in Las Vegas. As a result there would, again, be no economic development but there would be a level of economic impact related to the movement of activity between the new facility and the existing facilities. Some studies justifying the building of a new mega-events center sometimes include transfers of activities between facilities as part of the benefit of the new facility <u>without</u> indicating that the shifting of consumption activity between two facilities does not generate any new wealth. Similarly, if the event held in a new mega-events center is one that mainly serves the needs and interests of local residents that too is only a substitution of one form of consumption for another by local residents. Substitution spending does generate an economic impact but it does not create new wealth for the hospitality sector or for the regional economy.

Our report is careful to avoid any inclusion of economic impacts resulting from substitution effects.

In avoiding the enumeration of substitution effects as new economic gains for a region or community it is important to note that there is sometimes value in ***moving*** or ***relocating*** regional economic activity within a region. Consider, for example, the importance to Cleveland of having the region's major league teams play their games within the corporate boundaries of the city. If each of the region's three major league professional sports teams had moved to the suburbs, important tax revenues and jobs would have moved with them and further weakened the city's economy. At the same time, insuring that the teams played their games in Cleveland had no effect on regional levels of economic activity. Residents of the county, however, voted to provide support to insure that the teams played their games in the downtown area and that has generated important financial benefits for Cleveland even as the region's economy and regional economic activity remained unchanged (Rosentraub, 2010). In terms of Southern Nevada and the large concentration of resorts in Las Vegas itself, the city's central role in the region has been sustained. Indeed, the concentration of the resorts in the City of Las Vegas and in Southern Nevada creates an extraordinary opportunity that other tourist destinations cannot replicate. This concentration will create a strategic advantage for the region in its efforts to attract mega-events to a new mega-events center.

> This economic analysis focuses on those events that (1) bring new visits to the Las Vegas metropolitan area and (2) can only be held at a covered mega-events center with seating for at least 55,000 spectators. The focus on these factors for the region's direct or immediate economic development does not mean that other benefits do not also exist. UNLV's aspirations will be enhanced, as will be the quality of life for Southern Nevada's residents. Those benefits will also be described, but the direct economic returns for the partners must be initially understood and must be seen to be sufficient to sustain the required investments.

The Economic Effects of Construction Expenses for Regional Development

There is one other form of substitution that is essential to understand each time the development of a stadium or arena is considered. If a region or city relies on taxes to build a facility, there is no new economic activity related to construction jobs (simply a substitution of one use for tax dollars for another or a transfer within sectors of the regional economy) and therefore <u>no change in regional economic levels</u>. Suppose a region institutes a new sales tax (as has been done in many areas) to help pay for a new arena, ballpark, or stadium. The payments to construction workers or construction supply firms is often described as economic impact leaving the impression that new jobs had been created as a result of the expenditure of the tax money. Had the tax not been collected, however, consumers would have bought other things and the consumption of those items creates wages for other workers. It is appropriate to note that the jobs created by other forms of consumption might not be local (if what is purchased is imported from other regions), but the notion that all construction jobs for a facility are increments to the local economy is not valid. When investments are made by businesses that could build facilities in other regions, the construction jobs that are created result in new economic development.

There are three instances when expenditures for construction generate real new levels of income from construction increasing wealth in a region.

First, if visitors to the area pay the tax and do not reduce their spending for other goods and services, then the tax itself leads to higher levels of aggregate spending and the resulting construction jobs are an increment in wealth. *Second*, if the money spent for construction is paid with revenues that could have been invested elsewhere, then there is real economic development. Otherwise, estimates of construction expenditures are merely a substitution of one form of spending for another. *Third*, if in the absence of a tax, a resident of an area would spend their money on forms of consumption that involve goods or services produced in other regional economies, then dollars channeled into local construction produce new wealth for an area.

It is important to remember these issues as this report emphasizes only the new economic activity or "real development" produced by the hosting of events that could not be hosted by any existing venue.

The construction effects from building a new mega-events center were tabulated and are presented, but the justification for the new facility should be sustained by the new levels of spending by tourists and the building of a new University Village that advances UNLV's image as a residential campus that also provides students, faculty, and staff with the amenities associated with a leading university.

A separation is also made between those events that could be held in a mega-events center that would represent new and valuable entertainment options for the region's residents. These events are important to enhance the quality of life <u>but are not likely to produce large increments in new spending for the hospitality sector</u> or new levels of economic development for the region. Those events are important substitutes for other forms of consumption, but represent only a shift in consumption and not new economic activity of development for the region.

The term economic value is used to denote both the tangible and intangible benefits that an asset or amenity can produce. Some cities have invested more in facilities in an effort to design and change the image of a downtown area of a city itself. UNLV is seeking partners for a mega-events center that will create substantial intangible benefits for the campus and its design. There are intangible gains for a university from a new facility and when that economic value exists partners who enjoy direct economic development are needed to ensure a project's financial viability.

Direct Economic Benefits, Indirect and Induced Economic Effects, and The Southern Nevada Hospitality Sector

It is appropriate and accurate for any study of economic development effects of a proposed project to include the indirect and induced effects or benefits that result from the new spending created by a new mega-events center. Direct economic benefits are generated from the new spending that takes place because of the existence of the new facility. In other words, **what is considered as the direct economic benefits is spending by visitors who would likely come to Southern Nevada or extend their stay because of a special event that would be held at the new mega-events center**. What is critical is that the special events held at the mega-events center would not have been held at another venue in Southern Nevada. If an event could have been held at an existing facility, then the spending at that event is **<u>not</u>** a result of the building of the new facility. If those attending events at the new mega-events center are residents of the region, then the spending that takes place at the facility is a form of substitution for another form of consumption that would have likely have occurred somewhere else in the region.

All of the events included in the tabulation of direct economic benefits in Section 4 could not be held in any facility that currently exists in Southern Nevada.[5] Accordingly, all of the spending estimated for those events is projected to be from visitors to the region.

[5] In the summer of 2012 an international soccer "friendly" game will be held at the Sam Boyd Stadium. A game of this magnitude played in a covered mega-events center would attract more fans from outside of the region and generate more revenue for the hospitality sector and the region's resorts.

Each time there is new spending in a regional economy there are indirect and induced effects. These result from the spending of the new dollars in the local economy. For example, some of the projected spending would create higher or new salaries for some workers. Some businesses would enjoy new orders for the products or services they produce. It is appropriate in a study of economic effects of a new project to include this spending as new development for a region.

In preparing this report the indirect and induced effects were not included in Section 4 as primary benefits for resorts or the hospitality sector. Why? As explained in the paragraphs that follow, the indirect or induced secondary economic effects will likely generate little if any additional financial returns for the hospitality sector. The indirect and induced spending effects, however, will enhance the regional economy and produce more tax revenues for the State of Nevada and local governments throughout the Southern Nevada region.

The vast majority of the new direct spending or real (incremental) economic development effects that will be produced by the new mega-events center will occur at (or for) the region's resorts. The focus on those benefits provides a conservative perspective on the returns from the new mega-events center and the benefits of the project for the region and the State of Nevada. And, as discussed at a later point in this study, the mega-events center will permit large-scale special events to be held in the region during the summer months. This is a period of the year when some visitors might prefer not to visit Las Vegas leaving resorts with the ability to capitalize on higher levels of tourism.

The new spending by visitors will produce new jobs for Southern Nevada residents and additional hours of work for other residents that are already employed. Numerous local businesses will also enjoy higher levels of demand for their products and services. The higher salaries and the demand for services and products from local businesses will produce important indirect and induced benefits for residents and local businesses. The induced and indirect benefits, however, will most likely not accrue to the region's resorts or businesses that dominate the region's hospitality sector.[6] While not included in the direct estimate of benefits from the new mega-events center, community leaders and elected officials should recognize that new jobs and new levels of spending will result as a result of the indirect and induced spending effects.

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[6] The calculation of induced and indirect economic effects was done using models using software known as IMPLAN. Developed and sold by MIG, Incorporated, these models and statistics are those used by numerous economists to "investigate the consequences of projected economic transactions" (MIG website, http://implan.com/V4/index.php?option=com_content&view=article&id=282:what-is-implan&catid=152:implan-appliance-&Itemid=2) on local areas. These models are the ones used by Guy Hobbs (Hobbs, Ong, and Associates) and John Restrepo (RCG Economics). Guy Hobbs and John Restrepo endorsed the use of the IMPLAN models for this report and the decision to focus on direct spending relative to the benefits expected for the resorts.

There is, then, a separation of the sectors of the economy impacted by the direct and the induced and indirect benefits. As this report is focused on the returns to the primary partners — UNLV and the resorts in the Las Vegas metropolitan area – care was taken to present the most appropriate and conservative measure of the expected returns to those who must make the financial investment to insure that the mega-events center is built. Those benefits are produced by the direct spending by new visitors and not the indirect and induced effects resulting from that spending as it reverberates through the regional economy. This does not mean that the new spending that results from the building of a mega-events center is any less substantial. It only means this report provides a very conservative estimate of the real gains for the resorts in the metropolitan area, UNLV, Clark County, and the State of Nevada. As detailed in latter sections of this report, if the indirect and induced effects were included, the annual aggregate economic value to Clark County and Nevada from the new visitors would be $603.4 million.

Most economic impact studies routinely report the total value of a project as the total of the direct, indirect, and induced effects. That would almost double some of the increments noted in Table 4-2. Again, while those would occur throughout the regional economy and most likely bypass the resorts, the indirect and induced effects are included in Appendix II. Readers are reminded, however, that the induced and indirect effects from the direct spending will produce new tax revenues that will benefit Nevada, local governments and school districts even if the benefits are not realized by the region's resorts.

3 Thomas & Mack Center: A University's Partnership with Its Region for Economic Development

The partnership planned for the new mega-events center is based on the success that the Thomas & Mack Center has achieved for Las Vegas, its hospitality industry, and Southern Nevada. Built for a cost of $30 million in 1983 (approximately $70 million in 2012 dollars), the facility underwent a major renovation in 1992 costing $7.5 million (approximately $12.4 million in 2012 dollars). Then, in 1997 another extensive renovation was completed and involved an investment of $11.5 million by the State of Nevada ($16.5 million in 2012 dollars). The Thomas & Mack Center has held more than 100 events every year attracting 1 million visitors.

> Since opening in 1983 the Thomas & Mack Center has welcomed more than 21.7 million attendees (through Fiscal Year 2012). Average annual attendance is approximately 700,000 but in fiscal year 2010, 788,654 visitors attended events at the Thomas & Mack Center. The arena is a valued community resource that serves the residents of Southern Nevada, the region's hospitality sector, and the University.
>
> The success of the partnership between UNLV and the Las Vegas hospitality sector has made the Thomas & Mack Center the 9th busiest arena in the world. *Venues Today* in June 2012 indicated that the Thomas & Mack Center was not only the 9th busiest in the United States but it had welcomed more spectators than facilities in Miami, Philadelphia, and Orlando. The only facilities in North America more successful were those with at least one National Hockey League or National Basketball Association franchise (and some had teams from each league).
>
> ***No university or public/private partnership to build an arena matches the success achieved by UNLV and the hospitality sector through the Thomas & Mack Center*.**

While this section of the report focuses on the contribution of the arena to the region, it is important to remember that the Cox Pavilion has also hosted 576,189 guests since opening in 2001. Together, then, the Thomas & Mack Center and the Cox Pavilion have welcomed more than 22 million attendees to events. Readers are also reminded that while Sam Boyd Stadium is certainly a facility that has important limitations it too has made a major contribution to the region's hospitality sector. Through fiscal year 2012 a total of 6,133,916 people have attended events at the stadium.

No other university can point to a more successful partnership with its regional hospitality industry. UNLV has established a unique and extraordinary relationship with the region that creates numerous jobs and business opportunities for residents and the region's resorts. In addition the success of the Thomas & Mack Center has generated new tax revenues for the State of Nevada, local governments throughout Southern Nevada, and to McCarran International Airport.

There are, of course, football programs at some universities that annually attract more than 700,000 fans to games. Even if those institutions (the University of Michigan, The Ohio State University, and Penn State University, etc.) are included in the analysis, UNLV already exceeds their contribution to their respective local hospitality industries by the longer visits associated with attendance at events at the Thomas & Mack Center and the Cox Pavilion.

Rather than focusing on all of the events held at the facility since it has opened, Tables 3-1 through 3-4 include only those likely to attract visitors from outside the region. Removed from this analysis are all UNLV basketball games and other entertainment events that largely serve residents of the region.

To illustrate the partnership between the University and the hospitality community the focus is on events that produced new business for the hotels, casinos, and retail outlets throughout Las Vegas and Clark County. This directs the focus to the ways in which a facility built for a university, and similar to those found on other campuses, has become an important piece of the infrastructure enhancing the region's hospitality sector.

From the arena's opening it has served the greater Las Vegas region and the hospitality sector. The second event held in 1983 involved two NBA teams and the grand opening a few weeks later included performances by Frank Sinatra, Dean Martin, and Diana Ross. Two days after that event the arena hosted its first concert.

Rather than listing all of the events held across three decades that were expected to attract tourists to the region, the analysis in this section of the report focuses on export-based tourist events that were held in each of the last four fiscal years. Readers are reminded these are only those events that are designed to bring visitors or tourists to the region (export-based tourism as opposed to entertainment that serves residents of the region) and creating new economic development for the region. All of those events (including UNLV basketball) that provide substantial entertainment value and benefits for the region – but which largely serve residents of the metropolitan area – **are not included in this tabulation**.

In summary, before turning attention to the economic development benefits produced by the Thomas & Mack Center, export-based tourism events at the facility are enjoyed by **more than 300,000 attendees** each year who are visitors to Southern Nevada and its resorts. This is not to suggest that some residents of Southern Nevada do not also attend these events. Great care was taken to focus the analysis on those events where it is highly likely that most of the attendees are also people who stayed in area hotels and who also spent money in the region's casinos, restaurants, and shopping centers.[7]

[7] Readers are reminded that intercept surveys commissioned by the Las Vegas Convention and Visitors Authority (LVCVA) were used to identify which events are most likely to attract visitors to the region. At those events approximately 70 percent of those surveyed were visitors.

Table 3-1. Export-Based Events at Thomas & Mack Center, 2008-2009

Event	Date	Attendance
PopTart Presents AMERICAN IDOLS TOUR 2008	7/5/08	6,162
ST. FARM USA BASKETBALL CHALLENGE 2008	7/25/08	16,296
DEEPER STILL WOMENS CONFERENCE 2008	9/5/08	5,800
DEEPER STILL WOMENS CONFERENCE 2008	9/6/08	5,800
A NIGHT OF COMBAT II - MMA EVENT 2008	10/11/08	1,523
PROFESSIONAL BULL RIDERS 2008	10/31/08	6,498
PROFESSIONAL BULL RIDERS 2008	11/1/08	10,373
PROFESSIONAL BULL RIDERS 2008	11/2/08	8,574
ABBI Events (with PBR 2008)	11/3/08	500
ABBI Events (with PBR 2008)	11/4/08	500
ABBI Events (with PBR 2008)	11/5/08	500
PROFESSIONAL BULL RIDERS 2008	11/6/08	12,307
PROFESSIONAL BULL RIDERS 2008	11/7/08	13,119
PROFESSIONAL BULL RIDERS 2008	11/8/08	14,782
PROFESSIONAL BULL RIDERS 2008	11/9/08	13,973
WRANGLER NATIONAL FINALS RODEO 2008	12/4/08	14,915
WRANGLER NATIONAL FINALS RODEO 2008	12/5/08	15,962
WRANGLER NATIONAL FINALS RODEO 2008	12/6/08	16,061
WRANGLER NATIONAL FINALS RODEO 2008	12/7/08	15,510
WRANGLER NATIONAL FINALS RODEO 2008	12/8/08	15,397
WRANGLER NATIONAL FINALS RODEO 2008	12/9/08	15,264
WRANGLER NATIONAL FINALS RODEO 2008	12/10/08	15,782
WRANGLER NATIONAL FINALS RODEO 2008	12/11/08	16,197
WRANGLER NATIONAL FINALS RODEO 2008	12/12/08	16,919
WRANGLER NATIONAL FINALS RODEO 2008	12/13/08	16,906
MWC BASKETBALL TOURNAMENT 2009	3/10/09	2,113
MWC BASKETBALL TOURNAMENT 2009	3/11/09	2,809
MWC BASKETBALL TOURNAMENT 2009	3/12/09	7,269
MWC BASKETBALL TOURNAMENT 2009	3/12/09	8,075
MWC BASKETBALL TOURNAMENT 2009	3/13/09	3,200
MWC BASKETBALL TOURNAMENT 2009	3/13/09	8,829
MWC BASKETBALL TOURNAMENT 2009	3/14/09	6,307
ROLEX F.E.I. WORLD CUP FINALS LAS VEGAS 2009	4/15/09	1,047
ROLEX F.E.I. WORLD CUP FINALS LAS VEGAS 2009	4/15/09	1,932
ROLEX F.E.I. WORLD CUP FINALS LAS VEGAS 2009	4/16/09	3,832
ROLEX F.E.I. WORLD CUP FINALS LAS VEGAS 2009	4/16/09	3,749

ROLEX F.E.I. WORLD CUP FINALS LAS VEGAS 2009	4/17/09	4,294
ROLEX F.E.I. WORLD CUP FINALS LAS VEGAS 2009	4/17/09	4,756
ROLEX F.E.I. WORLD CUP FINALS LAS VEGAS 2009	4/18/09	4,548
ROLEX F.E.I. WORLD CUP FINALS LAS VEGAS 2009	4/18/09	5,799
ROLEX F.E.I. WORLD CUP FINALS LAS VEGAS 2009	4/19/09	5,070
Total Attendance		**349,249**

Source: University of Nevada Las Vegas

Table 3-2. Export-Based Events at Thomas & Mack Center, 2009-2010

Event Name	*Event Date*	*Attendance*
MILEY CYRUS CONCERT w/ Metro Station 2009	9/26/09	12,805
PROFESSIONAL BULL RIDERS 2009	10/30/09	6,539
PROFESSIONAL BULL RIDERS 2009	10/31/09	6,292
PROFESSIONAL BULL RIDERS 2009	11/1/09	6,276
PROFESSIONAL BULL RIDERS 2009 World Finals	11/5/09	9,633
PROFESSIONAL BULL RIDERS 2009World Finals	11/6/09	12,139
PROFESSIONAL BULL RIDERS 2009 World Finals	11/7/09	14,375
PROFESSIONAL BULL RIDERS 2009 World Finals	11/8/09	13,701
WRANGLER NATIONAL FINALS RODEO 2009	12/3/09	14,032
WRANGLER NATIONAL FINALS RODEO 2009	12/4/09	15,783
WRANGLER NATIONAL FINALS RODEO 2009	12/5/09	15,927
WRANGLER NATIONAL FINALS RODEO 2009	12/6/09	14,965
WRANGLER NATIONAL FINALS RODEO 2009	12/7/09	15,015
WRANGLER NATIONAL FINALS RODEO 2009	12/8/09	14,850
WRANGLER NATIONAL FINALS RODEO 2009	12/9/09	15,259
WRANGLER NATIONAL FINALS RODEO 2009	12/10/09	16,050
WRANGLER NATIONAL FINALS RODEO 2009	12/11/09	16,331
WRANGLER NATIONAL FINALS RODEO 2009	12/12/09	16,375
MWC BASKETBALL TOURNAMENT 2010	3/9/10	2,114
MWC BASKETBALL TOURNAMENT 2010	3/10/10	3,347
MWC BASKETBALL TOURNAMENT 2010	3/11/10	8,519
MWC BASKETBALL TOURNAMENT 2010	3/11/10	9,905
MWC BASKETBALL TOURNAMENT 2010	3/12/10	1,852
MWC BASKETBALL TOURNAMENT 2010	3/12/10	16,458
MWC BASKETBALL TOURNAMENT 2010	3/13/10	9,995
PBR WORLD CUP 2010 (Apr.)	4/16/10	4,666
PBR WORLD CUP 2010 (Apr.)	4/17/10	5,862
PBR WORLD CUP 2010 (Apr.)	4/18/10	4,622
Total Attendance		**303,687**

Source: University of Nevada Las Vegas

Table 3-3. Export-Based Events at Thomas & Mack Center, 2010-2011

Event Name	*Event Date*	*Sold*
PBR WORLD CHAMPIONSHIP FINALS 2010	10/20/10	7,589
PBR WORLD CHAMPIONSHIP FINALS 2010	10/21/10	10,276
PBR WORLD CHAMPIONSHIP FINALS 2010	10/22/10	11,236
PBR WORLD CHAMPIONSHIP FINALS 2010	10/23/10	13,653
PBR WORLD CHAMPIONSHIP FINALS 2010	10/24/10	13,039
WRANGLER NATIONAL FINALS RODEO 2010	12/2/10	16,106
WRANGLER NATIONAL FINALS RODEO 2010	12/3/10	16,287
WRANGLER NATIONAL FINALS RODEO 2010	12/4/10	16,305
WRANGLER NATIONAL FINALS RODEO 2010	12/5/10	16,171
WRANGLER NATIONAL FINALS RODEO 2010	12/6/10	16,107
WRANGLER NATIONAL FINALS RODEO 2010	12/7/10	16,158
WRANGLER NATIONAL FINALS RODEO 2010	12/8/10	16,235
WRANGLER NATIONAL FINALS RODEO 2010	12/9/10	16,530
WRANGLER NATIONAL FINALS RODEO 2010	12/10/10	16,861
WRANGLER NATIONAL FINALS RODEO 2010	12/11/10	16,755
MWC BASKETBALL TOURNAMENT 2011	3/8/11	10,179
MWC BASKETBALL TOURNAMENT 2011	3/9/11	10,573
MWC BASKETBALL TOURNAMENT 2011	3/10/11	12,956
MWC BASKETBALL TOURNAMENT 2011	3/10/11	14,250
MWC BASKETBALL TOURNAMENT 2011	3/11/11	10,479
MWC BASKETBALL TOURNAMENT 2011	3/11/11	17,025
MWC BASKETBALL TOURNAMENT 2011	3/12/11	17,006
Total Attendance		**311,776**

Source: University of Nevada Las Vegas

Table 3-4. Export-Based Events at Thomas & Mack Center, 2011-2012
(Partial year; University of Nevada Las Vegas)

Event Name	*Event Date*	*Tickets Sold*
STATE FARM INSURANCE CONVENTION 2011	9/29/11	10,000
STATE FARM INSURANCE CONVENTION 2011	9/27/11	10,000
STATE FARM INSURANCE CONVENTION 2011	10/3/11	10,000
STATE FARM INSURANCE CONVENTION 2011	10/4/11	10,000
CHAMPIONS SERIES TENNIS 2011	10/15/11	4,296
PBR WORLD CHAMPIONSHIP FINALS 2011	10/26/11	8,165
PBR WORLD CHAMPIONSHIP FINALS 2011	10/27/11	9,240
PBR WORLD CHAMPIONSHIP FINALS 2011	10/28/11	10,661
PBR WORLD CHAMPIONSHIP FINALS 2011	10/29/11	12,940
PBR WORLD CHAMPIONSHIP FINALS 2011	10/30/11	12,188
WRANGLER NATIONAL FINALS RODEO 2011	12/1/11	16,078
WRANGLER NATIONAL FINALS RODEO 2011	12/2/11	16,479
WRANGLER NATIONAL FINALS RODEO 2011	12/3/11	16,461
WRANGLER NATIONAL FINALS RODEO 2011	12/4/11	16,162
WRANGLER NATIONAL FINALS RODEO 2011	12/5/11	16,312
WRANGLER NATIONAL FINALS RODEO 2011	12/5/11	0
WRANGLER NATIONAL FINALS RODEO 2011	12/6/11	16,296
WRANGLER NATIONAL FINALS RODEO 2011	12/7/11	16,251
WRANGLER NATIONAL FINALS RODEO 2011	12/8/11	16,630
WRANGLER NATIONAL FINALS RODEO 2011	12/9/11	16,886
WRANGLER NATIONAL FINALS RODEO 2011	12/10/11	16,796
MWC BASKETBALL CLASSIC	3/7/12	3,110
MWC BASKETBALL CLASSIC	3/7/12	4,195
MWC BASKETBALL CLASSIC	3/8/12	8,160
MWC BASKETBALL CLASSIC	3/8/12	13,772
MWC BASKETBALL CLASSIC	3/9/12	5,276
MWC BASKETBALL CLASSIC	3/9/12	16,399
MWC BASKETBALL CLASSIC	3/10/12	12,168
Total Attendance		**324,921**

To estimate the direct spending benefit for the hospitality sector from out-of-town attendees, data from surveys of visitors conducted for LVCVA were used. Intercept surveys are conducted after numerous events providing the Las Vegas community with a precise estimate of the spending that takes place when different events are held throughout the community. The figures in Table 3-5 represent a conservative estimate. The taxes projected were based on rates in effect in each year. No multiplier effects were calculated. The data in Table 3-5 are in absolute dollars (unadjusted for inflation) and focus only on spending that likely took place at hotels and casinos throughout Las Vegas.

Direct spending in the hospitality sector was $216.4 million in FY 2009. The worsening national recession reduced spending in FY 2010 to $188.2 million and there was a 2.7 percent increase in spending from FY 2010 to FY 2011 ($188.2 million to $193.2 million). Another increment is likely in FY 2012 (partial year results are only available at this time) but there is every reason to be optimistic that a slight rebound will be achieved.

In FY 2009 the visitors' spending produced $18.1 million in tax revenues for Nevada and Clark County governments. In the following years (through FY 2012), no less than $15.7 million in taxes was produced for Nevada and Clark Count y governments. The FY 2011 estimate of tax revenues has already been exceeded in FY 2012 with several months still left in the fiscal year (see Table 3-5).

Table 3-5. The Direct Economic Impact of Spending by Visitors To Events at the Thomas & Mack Center and the Taxes Generated, Fiscal Year 2009 – Fiscal Year 2012 (absolute dollars; FY 2012 partial year results)

	Fiscal Year			
Category	*2008/2009*	*2009/2010*	*2010/2011*	*2011/2012**
Lodging	$39,087,773	$33,988,497	$34,893,814	$36,364,996
Food and Beverage	53,368,006	46,405,773	47,641,836	49,650,495
Shopping (Retail)	25,518,227	22,189,194	22,780,225	23,740,677
Shows Expenditure	10,240,539	8,904,589	9,141,771	9,527,203
Gaming	73,627,151	64,021,969	65,727,257	68,498,428
Local Transport	13,064,584	11,360,217	11,662,807	12,154,531
Sightseeing	1,498,261	1,302,802	1,337,503	1,393,894
Total Direct Spending Hospitality	***216,404,543***	***188,173,041***	***193,185,214***	***201,320,227***
Tax Revenues				
State of Nevada Sales	7,102,739	6,176,136	6,340,644	6,607,976
Clark County Sales	1,296,120	1,127,032	1,157,052	1,205,835
State Gaming Tax	4,969,833	4,321,483	4,436,590	4,623,643
Hotel Taxes	4,690,533	4,078,620	4,187,258	4,363,643
Total Tax Revenues Generated	***18,059,225***	***15,703,271***	***16,121,543***	***16,801,254***
Distribution of Hotel Tax				
LVCVA	1,954,389	1,699,425	1,744,691	1,818,249
Jurisdiction	781,755	679,770	697,876	727,299
Clark County Transportation	390,878	339,885	348,938	363,649
Clark County School District	635,176	552,313	567,024	590,931
State of Nevada Schools	1,172,633	1,019,655	1,046,814	1,090,949
State of Nevada Tourism	146,579	127,457	130,852	136,368

* Partial Year

> The Thomas & Mack Center is an example of an extraordinary partnership where a facility built for and managed by a university has become an important asset for the region's hospitality sector. Each year, events at the facility generate a large number of hotel room nights and increase the gross level of spending at resorts and retail outlets across Southern Nevada. At the same time, the facility is producing approximately $16 million in new tax revenues for Nevada and local governments each year even in the midst of the deep recession.

4 New Covered Mega-Events Center for Southern Nevada

The Thomas & Mack Center, as well as venues at some of Las Vegas' largest hotels, annually host entertainment events that bring hundreds of thousands of visitors to the region. For the analysis of the value of the mega-events center for the hospitality sector, these events, even if they were moved to the new mega-events center, were not included in the projection of the economic gains produced by the new facility for the region's economy. Even though it is possible that relocating an event from an existing facility to the new mega-events center would lead to more visitors, that possibility is not included in the projection of the value of the mega-events center to the hospitality sector, to the Las Vegas region, Clark County, or the State of Nevada.

> The analysis in this section of the report **focuses only on new events** that cannot be hosted in any existing facility in Southern Nevada – excluding both existing events and the possible growth of existing events due to the new mega-events center.

In addition, readers are reminded that some events currently held in Las Vegas are considering other destinations because of the availability of a covered mega-events center. Larger venues that can host mega-events now exist in many other favored tourist destinations. Feld Motor Sports, for example, recently asked for proposals from other tourist destinations with covered mega-events stadia. While no effort was made in this report to determine the economic value of events that might be lost, it is important to note that there are many tourist destinations across North America that have covered stadia or very modern mega-event stadia that could attract some events that have, in the past, been held in the Las Vegas metropolitan area.[8]

Which events would represent new economic development if held at a mega-events center with at least 55,000 seats that is covered? Those events that are classified as export-based events – those events that bring new visitors to the region – and cannot be held in an arena are the ones used to project the new mega-events center's benefit to the region.

Export events – as opposed to those that primarily offer entertainment options to a region's residents – are those that produce real (or incremental) economic growth for the metropolitan Las Vegas economy through the attraction of visitors. Section 6 of this report focuses on events that would create new entertainment options for residents of the region, and the important benefits those activities and benefits produce for the region.

[8] In June 2012 Feld Motor Sports released a report indicating its event generated $86.9 million for the Las Vegas economy (Anderson, 2012). While no effort was made to validate that estimation, it is sufficient to note the presence of more modern facilities in other regions could lead to the loss of events. If that were to occur because Las Vegas did not have a covered mega-events center, then the economic returns from building the facility would be larger than what is projected in this study.

Events that enhance the quality of life for residents and offer more and varied entertainment options that are currently not available are classified as import-based activities. Those events are important and might help attract companies and people to the region.

Our focus in this section of the report, however, is on the mega-events that cannot be hosted in Southern Nevada because the needed facility does not exist. These events, if hosted in Las Vegas, would bring new wealth and new economic development to Nevada and the region.

The focus in this section is on export-based events. Those are the events that bring new dollars, spending, and wealth to the Las Vegas region's resorts. Export-based events generate new income and wealth. It is that income which defines the value of a new mega-events center. Creating new entertainment options for residents can mean there is less leakage of income from the regional economy, but that spending does not create new income for the hotels and casinos in the area.

Professionals in the convention, hospitality, and tourist industry have identified the tourist destinations that have the infrastructure to host mega-events at all-weather or modern stadia and ballparks. Southern Nevada does not have a facility to compete with those found in these markets.

- Dallas – With the development of Cowboys Stadium and the use of the Special Events Trust Fund, Dallas is positioned to more aggressively bid on a number of major special events. The Dallas City Council is also considering a massive renovation to the Cotton Bowl. If that project is approved, the region will have three state-of-the-art facilities to host mega-events. One of these, Cowboys' Stadium, is the largest all-weather, domed facility in the United States.

- Los Angeles – Two proposals exist for the development of a stadium if the National Football League decides to create or relocate a football team to the area. In addition, the University of Southern California is in the midst an extensive renovation of the Los Angeles Memorial Coliseum. In Pasadena, the Rose Bowl is also being renovated. The existence of LA LIVE, the Nokia Theatre, the Staples Center, and several other venues could establish Los Angeles as a competitor for events that could be hosted in Las Vegas.

- New Orleans – The State of Louisiana has recently finished renovating the Superdome for the second time this decade, spending $250 million in 2006 fixing damages from Hurricane

Katrina, and $85 million this past year on new enhancements. The Superdome is quickly becoming one of the most modernized mega-events facilities in the country. Modernization of the facility has helped re-secure New Orleans' position as home to an NFL franchise and has solidified its place as a host city for major neutral-site sporting events. The Superdome recently won a bid for the 2013 Super Bowl, will continue to host the Allstate Sugar Bowl, was host to the 2012 Men's Final Four (basketball), and will host the 2013 Women's Final Four (basketball). Since the Superdome's reopening in 2006, events held at the facility have had a total fiscal benefit of $4.1 billion for the Louisiana economy. It is estimated that by 2025, the Superdome will have a total fiscal annual economic benefit of $19.9 billion on the Louisiana economy. Also in the area is the New Orleans Arena (adjacent to the Superdome and home to the New Orleans Hornets), and in 2014 Tulane University's new 30,000-seat football stadium will be completed.

- Orlando – In 2011 construction was completed on a new arena for the Orlando Magic, the Amway Center in downtown Orlando. With a construction cost of more than $487 million, the Amway Center is one of the most technologically advanced sports arenas in the country, winning the "Facility of the Year" award at the Sports Business Awards in 2012. At seven stories tall, the new arena is more than double the size of the previous Amway Arena, and includes high end restaurants and bars, outdoor patios, an LEED Gold design, views of downtown Orlando, digital signage on 1,100 HD screens, and hundreds of works of art. The Arena is just one part of the City's master plan to revamp Downtown Orlando. The Master Plan includes improvements to the Citrus Bowl,[9] a new performing arts center, a "Creative Village," and a new residential and business district downtown. Orlando is one of several cities using sports and entertainment to attract visitors and residents to its downtown area. A renovated downtown with an exciting entertainment district and Creative Village will make Orlando an increasingly more attractive city to most mega-events. Orlando is also enhancing its convention center an effort to bring more meetings to the area.
- San Diego – Two major projects are in early planning stages for San Diego that will add to its entertainment and

[9] Budgeted at $175 million, the financing required for the renovations for the Citrus Bowl is still not finalized. A new plan announced at the end of June 2012, however, appears to have received the needed support that could lead to the initiation of the proposed work.

meeting/convention infrastructure. A new facility will be built for the San Diego Chargers within 5-6 years and that will give the city a new state-of-the-art stadium with seating for at least 70,000 spectators. Petco Park is a "crown jewel" among ballparks and it offers seating for more than 40,000 spectators for entertainment events. The San Diego Convention Center is also planning for a major renovation and expansion.

- Indianapolis – At a very different level, but a city that has built an extraordinary set of facilities that has also successfully hosted a Super Bowl and numerous NCAA championships, Indianapolis has domed stadium connected to a large convention center. Nearby is also a state-of-the-art arena.

- Charlotte – Similar in some ways to Indianapolis, the city will host the Democratic National Convention and has a new, modern downtown arena. It has a relatively new football stadium too and also hosts NASCAR's largest race. It has the potential to emerge as a major tourist destination and the North Carolina legislature is considering legislation that would expand casino gaming opportunities.

- New York City Metropolitan Area – While there is no covered stadium in the region, the New York City metropolitan area is home to three new mega-events stadia (Citi Field, MetLife Stadium, and Yankee Stadium). One new arena will open in Brooklyn in 2012 and Madison Square Garden is undergoing a $1 billion renovation. It is anticipated that a new arena for the New York Islanders (National Hockey League) will be built within five years and Newark, New Jersey recently opened an arena for the New Jersey Devils.

Each of these destinations for tourists, conventions, and sports events has a state-of-the-art facility to host mega-events. The Las Vegas metropolitan region, with the largest concentration of resort locations and one of the world's most convenient airports, does not have a facility to compete with what exists in these other areas. As a result, some events will not appear in the Las Vegas metropolitan region. Some events that currently occur in Southern Nevada may well decide to move to other metropolitan areas. The growth opportunities afforded by better facilities in these other areas might offset the advantages created by the range of resorts in the metropolitan Las Vegas area and the amenities they offer to visitors.

The most important element in the measurement of the economic benefits from the building of an all-weather mega-events center with seating for at least 55,000 spectators is the projection of the number of new events that would be held each year. In addition, evidence must be presented that these events could not be held in existing venues. The research team performed several tasks to insure that the projected number of events was realistic and that the economic returns that would be realized was reasonable.

If a covered, mega-events center were built, what events could the Las Vegas region expect to host?

Interviews with leadership from the LVCVA, LVE, and consultants involved with the local hospitality sector were conducted to understand the contributions a state-of-the-art, covered, and air-conditioned mega-events center could make to the region's strategy of attracting major events to the region.

Each of the events discussed would require a venue with seating for 55,000 or more people. None of the events discussed could be held any of the facilities that currently exist in the metropolitan Las Vegas region.

Those interviewed were convinced that a state-of-the-art facility that could be positioned to attract events to the region (especially in the spring, summer, and early fall months) would include:

1. PAC-12 Football Conference Championship Game (December)
2. NFL Exhibition game (August)
3. New College Football Bowl Game (December)
4. Neutral Site College Football Game (Fall)
5. Second Neutral Site College Football Game (Fall)
6. International Soccer Festival (Summer)
7. Electronic Music Festival (2 to 3 days, Summer)
8. Country Music Festival (either with ACM weekend or another time) 2-3 days
9. UFC International Fight Week (Summer)
10. Tour Concert (Summer)
11. Tour Concert (second, Summer)
12. Winter Kick Soccer Festival (February)
13. Rock Music Festival (Summer)
14. X Games (Summer)
15. NFL Pro Bowl (January)
16. MWC Football Championship Game (December)
17. NFR Closing Event (December)

In addition, LVE's leadership has indicated that these other events would be potential new opportunities for Southern Nevada if the new covered mega-events center existed.

18. Wrestlemania
19. Republican or Democratic National Convention
20. NCAA Final Four Basketball Championships
21. Comic-Con
22. Boxing
23. MLS All-Star Game
24. Corporate Events

*Regional experts including leadership from LVE and LVCVA anticipate 17 or more events each year although some might be infrequent. Based on their expectation and to provide a conservative assessment, for this analysis it is initially anticipated that **only 15 new mega-events will take place at the new mega-events center on an annual basis***.

Several facilities have initiated the hosting of collegiate football games between teams from other regions creating a bowl-like atmosphere for these games that are played in major tourist destinations or at world-class mega-events centers. For example, Cowboys Stadium will host a game in 2012 between the University of Michigan and the University of Alabama. A new mega-events center in Las Vegas will offer the opportunity to host a new set of NCAA football games that will attract the loyal alumni of universities that would also enjoy a weekend vacation in Southern Nevada.[10]

This list of possible events that could be part of the annual calendar (with several taking place in warm-weather months) sustains the projection that 15 mega-events could make a substantial contribution of the region's economy.

Have stadia and ballparks made a similar contribution to other regions through the hosting of mega-events? Is there a sufficient supply of events each year to insure that at least 15 events could be held each year in a new mega-events center? To understand if the optimism of local leadership could be sustained by the experience of other areas the research team performed two other tasks.

First, the project team analyzed all of the events held at ballparks and stadia across North America for the past several years. This was done to measure the supply of events produced by the sports and entertainment industries.

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[10] Readers are also reminded that the expansion of McCarran International Airport (Terminal 3) will support non-stop service to Central and South America. Soccer fans from countries in Central and South American will help make international soccer games more popular and financially successful. The expansion of direct air service to countries where soccer is the most popular pastime further underscores the likelihood of attracting more visitors to Las Vegas as a result of the new mega-events center and the events that it will support. Copa Airlines has already announced that it will begin service to Las Vegas from Central America with the opening of Terminal 3.

Second, through the enumeration of events held at ballparks and stadia, it was also found that there are a few regions across the country that host 4 to 5 large-scale entertainment and special sports events every year. That level of success for areas that lack the tourist infrastructure that exists in metropolitan Las Vegas provides important evidence that a covered mega-events center in the region could indeed attract at least 15 events each year. The annual supply of events that are held in venues with at least 50,000 seats each year and the number held in different regions are summarized in Table 4-1 for the past six years.

Table 4-1. A Selected List of Concerts Held At Ballparks and Stadia, 2006-2011

Date	Event	Venue	Shows	Tickets Sold	Total Capacity	Sold (%)	Region	Population (in millions)
7/2009	Chesney, Brooks & Dunn, Sammy Hagar, LeAnn Rimes, Gary Allan	Turner Field	1	42,832	46,128	92.9	Atlanta	5.4
10/2009	U2, Muse	Georgia Dome	1	61,419	61,419	100	Atlanta	5.4
5/2008	Chesney, Brooks & Dunn, Big & Rich, LeAnn Rimes, Gary Allan	M&T Bank Stadium	1	42,316	45,359	93.3	Baltimore	2.7
7/2006	Chesney, Gretchen Wilson, Big & Rich, Dierks Bentley, Carrie Underwood	Gillette Stadium	1	55,124	55,124	100	Boston	4.5
7/2006	Dave Matthews Band, Sheryl Crow	Fenway Park	2	68,118	68,118	100	Boston	4.5
9/2006	Bon Jovi, Nickelback	Gillette Stadium	1	45,874	45,874	100	Boston	4.5
7/2007	Chesney, Brooks & Dunn, Sugarland, Sara Evans, Pat Green	Gillette Stadium	1	56,296	56,296	100	Boston	4.5
7/2008	Chesney, Urban, Sammy Hagar, LeAnn Rimes, Gary Allan	Gillette Stadium	1	57,394	57,394	100	Boston	4.5
7/2008	Police, Fiction Plane	Fenway Park	2	67,154	67,154	100	Boston	4.5
8/2008	Neil Diamond	Fenway Park	1	35,748	35,748	100	Boston	4.5
9/09	Phish	Fenway Park	1	34,906	34,906	100	Boston	4.6
9/09	Dave Matthews Band, Willie Nelson	Fenway Park	2	62,215	66,015	94.2	Boston	4.6
7/09	Elton John, Billy Joel	Gillette Stadium	1	52,007	52,007	100	Boston	4.6
8/09	Chesney, Sugarland, Montgomery Gentry, Lambert, Lady Antebellum	Gillette Stadium	1	57,890	57,890	100	Boston	4.6
9/09	U2, Snow Patrol	Gillette Stadium	2	138,805	138,805	100	Boston	4.6
6/10	Eagles, Dixie Chicks, Keith Urban	Gillette Stadium	1	26,433	41,582	63.6	Boston	4.6
6/10	Taylor Swift, Justin Beiber, Kellie Pickler, Gloriana	Gillette Stadium	1	56,868	56,868	100	Boston	4.6
7/10	Bon Jovi, Kid Rock	Gillette Stadium	1	51138	51138	100	Boston	4.6

8/10	Paisley, Aldean, Ruckers, Evans, Easton Corbin	Gillette Stadium	1	51,107	51,107	100	Boston	4.6
7/06	Bon Jovi, Nickelback	Soldier Field	1	52,612	52,612	100	Chicago	9.4
7/07	Police, Fiction Plane	Wrigley Field	2	79,458	79,458	100	Chicago	9.5
6/08	Chesney, Urban, LeAnn Rimes, Gary Allan, Luke Bryan	Soldier Field	1	46,463	48,585	95.6	Chicago	9.5
6/09	Chesney, Sugarland, Montgomery Gentry, Lambert, Lady Antebellum	Soldier Field	1	48,763	50,109	97.3	Chicago	9.6
7/09	Rascall Flatts, Dierks Bentley, Darius Rucker	Wrigley Field	1	36,500	36,500	100	Chicago	9.6
7/09	Elton John, Billy Joel	Wrigley Field	2	77,520	77,520	100	Chicago	9.6
9/09	U2, Snow Patrol	Soldier Field	2	135,872	135,872	100	Chicago	9.6
6/10	Eagles, Dixie Chicks, Keith Urban	Soldier Field	1	29,233	32,420	90.2	Chicago	9.6
7/10	Bon Jovi, Kid Rock	Soldier Field	2	95,959	95,959	100	Chicago	9.6
7/10	Deadmau5, Willy Joy, Designer Drugs, Brazillian Girls, Ghetto Division	Soldier Field	1	85,000	85,000	100	Chicago	9.6
9/10	Dave Matthews Band, Jason Mraz	Wrigley Field	2	78,302	78,302	100	Chicago	9.6
7/07	Vans Warped Tour	Invesco Field	1	21,495	25,000	86.0	Denver	2.4
6/08	Vans Warped Tour	Invesco Field	1	18,894	20,000	94.5	Denver	2.5
5/11	U2, The Fray	Invesco Field	1	77,918	77,918	100	Denver	2.5
7/06	Vans Warped Tour	Comerica Park	1	19,743	20,008	98.7	Detroit	4.5
8/06	Chesney, Gretch Wilson, Dierks Bentley, Carrie Underwood, Blain Larsen	Ford Field	1	44,836	44,836	100	Detroit	4.5
7/07	Vans Warped Tour	Comerica Park	1	21,297	22,500	94.7	Detroit	4.5
8/07	Chesney, Brooks & Dunn, Sugarland, Sara Evans, Pat Green	Ford Field	1	47,470	47,470	100	Detroit	4.5
8/08	Chesney, Urban, LeAnn Rimes, Gary Allan, Luke Bryan	Ford Field	1	46,871	48,194	97.3	Detroit	4.3
11/08	Madonna	Ford Field	1	30,119	30,119	100	Detroit	4.3
9/09	Chesney, Sugarland, Montgomery Gentry, Lambert, Lady Antebellum	Ford Field	1	49,215	49,215	100	Detroit	4.4
9/10	Eminem, Jay-Z	Comerica	2	86,264	86,264	100	Detroit	4.3

		Park						
11/08	Madonna	Minute Maid Park	1	41,498	41,498	100	Houston	5.9
9/08	Chesney, Urban, LeAnn Rimes, Gary Allan, Luke Bryan	Lucas Oil Stadium	1	50,528	50,528	100	Indianapolis	1.7
9/09	Chesney, Sugarland, Montgomery Gentry, Lambert, Zac Brown Band	Lucas Oil Stadium	1	45,178	45,178	100	Indianapolis	1.7
6/07	Police, Foo Fighters, Fiction Plane	Dodger Stadium	1	55,623	55,623	100	Los Angeles	12.7
11/08	Madonna, Paul Oakenfold	Dodger Stadium	1	43,919	43,919	100	Los Angeles	12.8
7/07	Police, Maroon5, Fiction Plane	Sun Life Stadium	1	46,105	46,105	100	Miami	5.6
11/08	Madonna, Paul Oakenfold	Sun Life Stadium	1	47,998	47,998	100	Miami	5.5
5/10	Paul McCartney	Sun Life Stadium	1	35,784	35,784	100	Miami	5.5
7/06	Chesney, Gretchen Wilson, Big & Rich, Dierks Bently, Little Big Town	LP Field	1	47,699	47,699	100	Nashville	1.5
7/08	Chesney, Urban, Sammy Hagar, LeAnn Rimes, Gary Allan	LP Field	1	50,422	50,422	100	Nashville	1.6
5/06	Bamboozle Festival: Fallout Boy, AFI, All American Rejects, others	Giants Stadium	2	61,117	61,117	100	New York	18.8
6/06	Hot 97 Summer Jam: Sean Paul, T.I. Chris Brown, others	Giants Stadium	1	52,916	52,916	100	New York	18.8
7/06	Bon Jovi, Nickelback	Giants Stadium	3	164,975	164,975	100	New York	18.8
7/07	Hot 97 Summer Jam: P. Diddy, Ludacris, Chris Brown, others	Giants Stadium	1	47,029	47,029	100	New York	18.9
7/07	LIVE EARTH: The Police, Bon Jovi, Kanye West, Dave Matthews Band etc.	Giants Stadium	1	46,160	50,011	92.3	New York	18.9
8/07	Police, The Fratellis, Fiction Plane	Giants Stadium	1	55,247	55,247	100.0	New York	18.9
7/09	AC/DC, The Answer, Anvil	Giants Stadium	1	46,673	53,567	87.1	New York	19.1
9/09	U2, Muse	Giants Stadium	2	161,810	161,810	100	New York	19.1
7/10	Dave Matthews Band, Zac Brown Band	Citi Field	2	70,716	70,716	100	New York	19.1
7/09	Paul McCartney	Citi Field	3	109,541	109,541	100	New York	19.1
6/07	Police, Fratellis, Fiction Plane	McAfee Coliseum	1	47,202	47,202	100	Oakland	4.2

7/06	Bon Jovi, Nickelback	Citizens Bank Park	2	39,409	39,409	100	Philadelphia	5.9
6/07	Chesney, Brooks & Dunn, Sugarland, Sara Evans, Pat Green	Lincoln Financial Field	1	51,737	51,737	100	Philadelphia	5.9
7/07	Police, Fratellis, Fiction Plane	Citizens Bank Park	1	42,599	42,599	100	Philadelphia	5.9
7/08	Chesney, Urban, Sammy Hagar, LeAnn Rimes, Gary Allan	Lincoln Financial Field	1	49,169	50,017	98.3	Philadelphia	5.9
7/09	Chesney, Sugarland, Montgomery Gentry, Lambert, Lady Antebellum	Lincoln Financial Field	1	52,343	52,343	100	Philadelphia	6.0
7/09	Billy Joel, Elton John	Citizens Bank Park	2	89,690	89,690	100	Philadelphia	6.0
5/08	Chesney, Urban, Sammy Hagar, Gary Allan	University of Phoenix Stadium	1	40,098	47,132	85.1	Phoenix	4.3
10/09	U2, Black Eyed Peas	University of Phoenix Stadium	1	50,775	50,775	100	Phoenix	4.4
6/07	Chesney, Brooks & Dunn, Sugarland, Sara Evans, Pat Green	Heinz Field	1	54,372	54,372	100	Pittsburgh	2.4
6/08	Chesney, Urban, LeAnn Rimes, Gary Allan, Luke Bryan	Heinz Field	1	45,770	50,136	91.3	Pittsburgh	2.4
6/09	Chesney, Sugarland, Montgomery Gentry, Lambert, Lady Antebellum	Heinz Field	1	47,510	49,103	96.8	Pittsburgh	2.4
7/10	Dave Matthews Band, Zac Brown Band	PNC Park	1	30,964	38,365	80.7	Pittsburgh	2.4
11/08	Madonna, Paul Oakenfold	PETCO Park	1	35,743	35,743	100.0	San Diego	3.0
8/07	Rock The Bells: Nas, Mos Def, Rage Against The Machine, The Roots, etc.	AT&T Park	1	47,053	47,053	100	San Francisco	4.2
7/08	Chesney, Brooks & Dunn, LeAnn Rimes, Gary Allan, Luke Bryan	AT&T Park	1	34,328	37,033	92.7	San Francisco	4.3
7/09	Chesney, Mirana Lambert, Lady Antebellum	AT&T Park	1	36,258	37,411	96.9	San Francisco	4.3
7/10	Paul McCartney	AT&T Park	1	40,512	40,512	100	San Francisco	4.3
6/06	Chesney, Gretchen Wilson, Big & Rich, Dierks Bentley,	Qwest Field	1	44,582	44,582	100	Seattle	3.3

	Blaine Larsen							
7/07	Chesney, Brooks & Dunn, Sugarland, Sara Evans, Pat Green	Qwest Field	1	45,939	45,939	100	Seattle	3.3
8/09	Chesney, Sugarland, Montgomery Gentry, Lambert, Lady Antebellum	Qwest Field	1	42,092	45,064	93.4	Seattle	3.4
6/10	Eagles, Dixie Chicks	Busch Memorial Stadium	1	25,904	35,318	73.3	St. Louis	2.8
7/06	Chesney, Gretchen Wilson, Big & Rich, Dierks Bentley, Carrie Underwood	Raymond James Stadium	1	45,002	45,002	100	Tampa Bay	2.7
10/09	U2, Muse	Raymond James Stadium	1	72,688	72,688	100	Tampa Bay	2.8
3/11	Chesney, Zac Brown Band, Billy Currington, Uncle Kraker	Raymond James Stadium	1	50,548	50,548	100	Tampa Bay	2.8
1/09	AC/DC, The Answer	Rogers Centre	1	45,350	45,350	100	Toronto	5.6
7/09	Coldplay, Elbow, Kitty Daisy & Lewis	Rogers Centre	1	45,116	45,116	100	Toronto	5.6
8/09	Jonas Brothers, Jordin Sparks, Honor Society	Rogers Centre	1	55,156	55,156	100	Toronto	5.6
6/09	U2, Snow Patrol	Rogers Centre	2	115,411	115,411	100	Toronto	5.6
6/10	Eagles & Dixie Chicks	Rogers Centre	1	35,681	36,000	99.1	Toronto	5.6
7/10	Bon Jovi, Kid Rock	Rogers Centre	2	85,494	85,494	100	Toronto	5.6
9/09	U2, Muse	FedEx Field	1	84,754	84,754	100	Washington, DC	5.5
7/10	Dave Matthews Band, Zac Brown Band	Nationals Park	1	36,772	36,772	100	Washington, DC	5.6
7/09	Elton John, Billy Joel	Nationals Park	1	38,617	38,617	100	Washington, DC	5.5

Source: Authors' research

A new covered mega-events center with seating for at least 55,000 spectators combined with (1) the experience of organizations in the region that seek to attract events and (2) the current resources of the hospitality industry that currently exist (hotels, shows, retail centers, etc.) suggests that with a pronounced marketing effort hosting a total of 15 new mega-events is a realistic estimate and expectation.[11]

Some might think that a total of 15 export-based events is a conservative projection of the number of events new to the region that would be held at a state-of-the-art facility. Given that so many studies of new facilities overestimate the number of events that can be hosted, a conservative approach was favored. Before focusing on the insights that can be used to sustain this estimated the number of events that would potentially be held at a new mega-events center, it is useful to consider what the new economic development effects of 15 export-based events each attracting approximately 55,000 fans would mean for Las Vegas.

In reviewing these data readers are also reminded that events that would most likely attract residents of the region are not included in this section of the report. There are numerous events that will improve the quality of life in the region, but which will not bring new spending to the region's economy. In addition, those events that primarily attract residents of the region do not produce new room nights for the region's resorts. For that reason none of those events are included in this section of the analysis.

To estimate the number of out-of-town visitors who would likely attend the new 15 anticipated events surveys conducted for LVCVA were used. These intercept interviews with people attending concerts and special athletic events. Their work indicates that approximately 70 percent of the spectators to these special events are not residents of the Southern Nevada. While it is likely the special events at the new mega-events center might attract more non-residents, for this study, patterns found in surveys performed for LVCVA were used.

[11] While beyond the scope of this report it is likely that a new management team to market the facility working directly with LVE will be needed to reach the projected total of 15 annual events.

It is also important to note that the events that would take place in the new mega-events center because of its all-weather ability could also occur at times that have traditionally attracted fewer visitors to the region. In this regard then, there is an additional benefit since there is likely to be more excess capacity at resorts to accommodate additional visitors. This increases the value of the new mega-events center to the regional economy and to the region's resorts.

Table 4-2 provides an assessment of direct spending by new visitors for 15 events, and then also includes calculations for far more robust returns based on 20, 25, and 30 events. Those projections for a larger set of events are provided for illustrative purposes only, as the real issue is whether or not 15 events (a more conservative number of new export-based events) would generate enough economic gains to warrant building a facility. The potential returns from a larger number of events have to be tempered by the ability of the local market to actually absorb as many as 2 large export-based tourism large events each month. It is reasonable to expect, however, that in months with fewer conventions the mega-events center would attract activities (international soccer competitions, for example) that could have a positive effect on the demand for hotel rooms. Sustaining an activity level of two events per month across a calendar year that attract large numbers of visitors would require an unlikely shift in demand given the current state of the economy and the competition from other regions.

There is a great deal of information in Table 4-2. What is critical to appreciate is that the projections regarding visitor spending are based on surveys of people who came to Las Vegas to attend other special events. Those surveys were commissioned by LVCVA. During most special events, professional research firms are retained to interview visitors. As a result, the estimates in Table 4-2 regarding gaming levels, expenditures for food and entertainment, the number of hotel rooms rented, retail spending, and other expenditures are based on the responses of visitors to special events held in Las Vegas.

There is no reason to expect that the patterns observed from respondents would be different since the firms retained by LVCVA and LVE adhered to state-of-the-art practices for these types of surveys (intercept studies). It is anticipated, however, that there would be a concentration of events at the mega-events center during periods that the total number of visitors to Las Vegas is smaller than what occurs at other times. For example, international soccer games are likely to be held in July and August. A special collegiate football game at the start of the college year would likely also be held in late August or early September. Concerts could be held in June and July too. National Football League exhibition games would be held in August. These events are in addition to those already held at Sam Boyd Stadium that are detailed in a latter section of this report.

Applying the appropriate tax rates to estimates of expenditures produced the projection of tax revenues that would potentially accrue to all levels of government and the LVCVA. No adjustment was made for a special tax district that might be created; its establishment by the legislature would not change the total amount of new taxes produced, only the units of government that would receive the funds. It is also important to note that the new tax revenues reported for governments do not account for any costs associated with the provision of services to the new visitors. As a result, the new tax revenues are fiscal benefits but are not a representative of net new revenue (that accounts for additional costs of service provision).

A notation is made for consumption that might occur at other locations in Southern Nevada but away from the hotels, casinos, and restaurants throughout Las Vegas. That adjustment was made to also account for the purchase of tickets to special events at the new facility. While it is likely that the purchase of tickets to events would not affect other forms of consumption by visitors, a more conservative approach was taken to insure that the projected benefits are robust even when the possibility of reduced consumption because of ticket prices (and spending away from venues throughout Las Vegas) is considered. In this regard readers are assured that a very conservative approach was taken in the production of estimates of new spending at the region's resorts. A high level of consumption inside of the mega-events center was also anticipated to insure that the projected spending at resorts throughout Southern Nevada is appropriately conservative.

As previously noted, the projections were made anticipating a seating capacity of 55,000 (the design of the mega-events center has not yet been finalized) and that an average of 45,000 seats would be sold to mega-events. The spending levels were not based on the possibility that any of the new events would involve the selling of every seat. The projected new economic activity was calculated by estimating the number of attendees that would be visitors to the region. The proportion used for that projection came from LVCVA surveys of the people who attended events held at national and international events at existing entertainment venues. That share (70 percent of attendees) was further reduced as it was anticipated that some visitors would have decided to visit Southern Nevada even if the mega-event was not being held at the new facility (see Table 4-2). All of these adjustments are noted in the first column of Table 4-2.

Table 4-2. The Annual *Direct* Economic Value of Export-Based Events To The Las Vegas Regional Economy and the Region's Resorts

Categories	*Number of Export "Mega-Events" At Mega-Events Center*			
	15	***20***	***25***	***30***
Mega-Events Center Capacity	55,000	55,000	55,000	55,000
Estimated Event Attendance	45,000	45,000	45,000	45,000
Tickets Purchased by Visitors (70 Percent)	472,500	630,000	787,500	945,000
Tickets Purchased By Visitors Who Came Only for Event (85 Percent)	401,625	535,500	669,375	803,250
Incremental Visitors To Las Vegas	401,625	535,500	669,375	803,250
Visitors Lodged in Hotel/Motel (95 Percent of Incremental Visitors)	381,544	508,725	635,906	763,088
Length of Stay (Average Number of Nights)	3.7	3.7	3.7	3.7
Average Number of People Per Room	2.1	2.1	2.1	2.1
Total Number of Room Nights	672,244	896,325	1,120,406	1,344,488
Average Lodging Expenditures Per Night	$125.00	$125.00	$125.00	$125.00
Average Food & Beverage Expenditure	$274.69	$274.69	$274.69	$274.69
Average Local Transport	$64.25	$64.25	$64.25	$64.25
Average Retail Expenditures	$129.34	$129.34	$129.34	$129.34
Average Expenditures for Entertainment	$49.28	$49.28	$49.28	$49.28
Average Gaming	$242.00	$242.00	$242.00	$242.00
No. Gaming (77 Percent of Incremental Visitors)	309,251	412,335	515,419	618,503
Average Sightseeing Expenditures	$10.24	$10.24	$10.24	$10.24
Annual Incremental Visitor Expenditures				
Lodging	$84,030,469	$112,040,625	$140,050,781	$168,060,938
Food and Beverage	$110,322,371	$147,096,495	$183,870,619	$220,644,743
Retail Spending	$51,946,178	$69,261,570	$86,576,963	$103,892,355
Entertainment (Shows)	$19,792,080	$26,389,440	$32,986,800	$39,584,160
Gaming	$97,193,250	$129,591,000	$161,988,750	$194,386,500
Local Transport	$25,804,406	$34,405,875	$43,007,344	$51,608,813
Sightseeing	$4,112,640	$5,483,520	$6,854,400	$8,225,280
TOTAL ANNUAL Benefit for the Las Vegas Regional Economy	**$393,201,394**	**$524,268,525**	**$655,335,656**	**$786,402,788**
Consumption on UNLV Campus	$66,150,000	$88,200,000	$110,250,000	$132,300,000
TOTAL ANNUAL Direct Economic Benefit for Resorts, Retail Centers in Metropolitan LV	$327,051,394	$436,068,525	$545,085,656	$654,102,788
Annual Incremental or New Tax Revenues				
State of Nevada Sales Tax	$13,037,862	$17,383,816	$21,729,770	$26,075,724
Clark County Sales Tax	$2,414,419	$3,219,225	$4,024,031	$4,828,838
Live Entertainment Tax	$4,329,863	$5,454,863	$6,579,863	$7,704,863
Hotel Taxes	$10,083,656	$13,444,875	$16,806,094	$20,167,313
NV General Fund Gaming Tax Revenue	$6,560,544	$8,747,393	$10,934,241	$13,121,089
Car Rental Taxes and Fees	$362,688	$483,584	$604,480	$725,376
Total Tax Revenues Generated	$36,789,032	$48,733,756	$60,678,479	$73,623,203
LVCVA Share of Hotel Taxes	$4,201,523	$5,602,031	$7,002,539	$8,403,047

If 15 events were held a total of 472,500 seats would be sold **to visitors**. With an average ticket price of $100,[12] visitors would spend $47.2 million to attend events. If $1.26 million were also spent on food, beverages, and souvenirs at each event ($40 per person), total consumption at the mega-events center for each of 15 events would be $66.1 million ($47.2 million for tickets and $18.9 million for food, beverages, and souvenirs).[13] A total of 15 events hosted at a new mega-events center would produce a total of $393.2 million in new direct spending for metropolitan region's hospitality sector.

If additional mega-events events beyond the 15 anticipated are held at the new mega-events center, its economic value for Southern Nevada increases. For example, if 20 new mega-events were held at the new facility, more than $500 million in new business for the hospitality sector in Southern Nevada would result, and more than $400 million in new would be created each year for the region's resorts and retail outlets. If as many as 30 new export-based events were held at the new mega-events center, Southern Nevada's resorts and retail venues would enjoy more than $650 million in new spending (see Table 4-2).

The new mega-events center would also produce new tax revenues for Nevada and Clark County local governments. With 15 new mega-events each year the State of Nevada, local governments throughout Southern Nevada, and the Clark County Department of Aviation would receive $32.5 million in new tax revenues and fees. If the live entertainment tax were included, 15 mega- events would potentially generate $36.8 million each year for the public sector.

In projecting the benefit from 15 export-based events it is critical to note that no value has been included to account for the benefit of having a mega-events center that helps to ensure that the Las Vegas metropolitan area has a facility that helps insure that no major event currently taking place in Southern Nevada is attracted to another area.

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[12] The figure of $100 for a ticket is used for illustrative purposes and is based on average ticket prices for events similar to those that would be held at the new mega-events center. For example, ticket prices for the football game at Cowboys Stadium between the Alabama and Michigan exceed $100. Tickets to Madonna's concerts at Yankee Stadium and the Rogers Centre (Toronto) exceed the average price of $100. Kenny Chesney's concert scheduled for Ford Field (Detroit) for August 2012 also has an average ticket price exceeding $100. These are similar to the events that are anticipated for the new facility.

[13] It is possible that tickets would be provided by third parties or sold as part of a package by the hotels or casinos. If paid for by third parties the net spending at the hotels and casinos would still likely be less and similar to the cost of the ticket. If tickets were included in packages there would still be a cost to the hotels. The net figures in Table 4-2 report the spending that would take place at the hotels and casinos. The taxes received by governments would be identical regardless of the location of the spending pending the creation of any special preference provided by the state. Such a preference would move some of the tax revenue to UNLV but the aggregate level would remain the same.

Cowboys Stadium in Arlington, Texas can be an attractive option as it can be configured to seat as many as 100,000 people in air-conditioned comfort. A new mega-events center in Las Vegas will give LVE and LVCVA an asset or amenity that can be made available to ensure that events that have found Southern Nevada to be a preferred location now have an additional reason to continue their association with the region. The new mega-events center will permit events that have grown or events that need the space that a large facility offers to focus their attention on Las Vegas.

While this value cannot be calculated, it is something that readers should consider as they weigh the returns from a new partnership with UNLV that leads to the building of a mega-events center on campus.

The key element in estimating the value of a new mega-events center for the hotels and casinos in Las Vegas is the number of new events that actually take place. The expectation of at least 15 new events was aided by the insights provided by leadership of LVE and LVCVA. Can other data be used to substantiate or support the expectation that 15 events are indeed possible?

Two (lengthy) tables are included to provide data to support the reasonable nature of the estimates of the value of 15 events from the spending by the additional visitors attracted to the region. Table 4-1 provides a list of concerts that have taken place at numerous ballparks and facilities where football is played across the United States between 2006 and 2010. The list is not exhaustive, as some event data for some facilities is not made available in summary form. It is possible that there were some concerts and shows that did take place that are not in this summary. That could mean that there were more events in a particular region. It is also important to note that LVE has the professional infrastructure in-place to capitalize on the availability of a state-of-the-art mega-events center with seating for at least 55,000 people. The stature of the organization and its success provides ample evidence that 15 events that are export-based in nature would be held at the new facility.

There are several important observations that would tend to sustain the estimate that the Las Vegas region should expect to host three to four concerts each year in addition to separately organized music festivals. It was found that three cities (Boston, Chicago, and Toronto) were successful in hosting three concerts in ballparks and stadia with large seating capacities in some years. Several other cities have hosted two concerts, and annual concerts at outdoor facilities take place elsewhere. While these other areas have larger residential population bases, Las Vegas' annual tourist traffic gives it a population base to serve that very attractive market. In addition, while Dodger Stadium and the Los Angeles Memorial Coliseum have hosted some events in the past, there have been years when neither facility hosted any concerts. The Hollywood Bowl's seating capacity is more similar to that of an arena.

A Las Vegas mega-events center would clearly be able to compete for events that could attract additional visitors from Southern California. There is, as of this writing, no firm plan for the building of new state-of-the-art stadium in the Los Angeles region. That area does have several facilities without a roof in which events can be held. As a result, what is envisioned for Las Vegas would be unique. When combined with Southern Nevada's hotels and the numerous other amenities in Southern Nevada, the new covered mega-events center will be a very attractive and competitive venue for mega-events. This facility combined with the region's amenities creates an opportunity to attract many people to events from the Southern California region.

The listing of concerts that take place at ballparks and stadia across North America also illustrates that there is an annual supply sufficient to anticipate that two to three events that could be hosted in Las Vegas. It is reasonable to anticipate that other entertainers could also be interested in playing a venue in Las Vegas. The data in Table 4-1 combined with the potential interest of other entertainers in performing in Las Vegas suggests an expectation of two to three concerts each year in an all-weather mega-events center is reasonable (see Table 4-1).

> It can be expected that LVE and its leadership will work diligently to attract events once a state-of-the art mega-events center is available. LVE's existing work and the insights of its leadership are also central to the estimate that 15 events could be scheduled at a new covered mega-events center and that these events cannot be held in Las Vegas at this time. The validity of the insights from leadership of the hospitality sector is underscored by their success in bringing events to Las Vegas and in maintaining the relationships required to encourage promoters and entertainers to focus on Las Vegas. A new mega-events center would increase the success that LVE and LVCVA have had to attracting events to the region.

LVE and LVCVA's contributions to the establishment of the Las Vegas region as the event entertainment center of North America is detailed in Table 4-3.

This table highlights entertainment events that staff from either organization have helped secure for Las Vegas. The number and scale of events attracted provide clear evidence of sensitivity to both the supply of events and the demand relative to groups and individuals that can continue to be attracted to Las Vegas. Their estimate of 15 events as a reasonable number that could be attracted to the region because of a new mega-events center is based on their past success and should provide confidence that the projected new spending at the region's resorts and in the regional economy is reasonable.

Table 4-3. LVE and LVCVA: A Record of Success In Attracting Major Special Events to Las Vegas, 1983 to 2010

Date	*Event*	*Out of Town Visitors*	*Non-Gaming Impact ($ unadjusted)*
1/83 to 6/90	ESPN Box Pro	833	300,000
	BMX Races	750	270,000
	Las Vegas Mini Marathon	444	160,000
	Nevada Highland Games	464	170,000
	Descente Star Test	126	46,000
	Great American Race	158	58,000
	Men's International Volleyball	301	110,000
	Tropicana/Las Vegas Easter Run	328	120,000
	World's Indoor Horseshoe	3,279	1,200,000
	Las Vegas Square-dance	437	160 000
	International Miniature Horses	77	28,000
	Men's International Volleyball	241	85,000
	Las Vegas Square-dance	130	46,000
	Las Vegas Silver Cup Hydroplane	19,718	7,000,000
	NFR	N/A	14,300,000
	Semi-Pro AFL	44	16,000
7/90 to 6/91	Hydroplane	16,194	8,000,000
	Cutting Horse Futurity	1,579	780,000
	U.S. Triathlon	1,619	800,000
	NFR	37,725	23,800,000
	Las Vegas Prep Classic	1,822	900,000
	NCAA Women’s Basketball	96	46,000
	Miss Universe	8,955	4,200,000
7/91 to 6/92	Nike Prep Classic	3,145	1,475,000
	Triathlon	2,345	1,100,000
	Las Vegas Cutting Futurity	2,047	960,000
	NFR	37,725	24,000,000
	Las Vegas Prep Classic	1,450	68,000
	Las Vegas Int'l Marathon	1,552	710,655
	Helicopter Championship	1,238	567,210
	Firefighter Games	18,341	8,400,000
7/92 to 6/93	World Aerobic Championship	1,622	742,994
	Nike Basketball Championship	733	335,720
	American Western Baseball	219	100,151
	Triathlon	1,092	500,000
	U.S. Western Team Roping	289	132,486

	Fairshow	668	306,016
	Las Vegas Rugby Challenge	487	223,088
	NFR	37,725	23,900,000
	U.S. Doubles Championship	939	430,260
	Las Vegas Bowl I	8,436	3,900,000
	Las Vegas Holiday Prep Classic	222	101,500
	Las Vegas International Marathon	2,913	1,200,000
	USA Wrestling	1,087	444,678
	US Western Team Roping	500	205,900
	Firefighter Games	945	389,382
7/93 to 6/94	Nike Basketball Championship	630	259,700
	Western Basketball Tournament	205	84,520
	Las Vegas Invitational Softball	682	281,160
	Men's Fast Pitch Tournament	785	323,244
	Class C Slow Pitch Softball	450	185,274
	Over-the-Line Tournament	287	118,260
	Las Vegas Blues Festival	443	182,500
	Fairshow	652	268,640
	LAS VEGAS Rugby Challenge	624	257,106
	NFR	37,725	24,300,000
	U.S. Table Tennis	850	350,400
	Las Vegas Bowl II	11,231	4,600,000
	Las Vegas Mini-Marathon	614	253,614
	Las Vegas Holiday Prep Classic	198	81,667
	Las Vegas Int'l Marathon	3,409	1,500,000
	Big League Weekend	3,864	1,700,000
	USA Wrestling	2,210	972,360
	Nevada Team Roping	834	367,044
	Helicopter Championship	1,136	499,977
	Senior Softball	971	427,050
	Las Vegas City of Lights	23	10,220
	World Aerobic Championship	1,655	728,394
	Nat'l Bocce Championship	629	276,816
	Las Vegas Midnights Seven	206	90,520
7/94 to 6/95	Nike Prep Classic	1,015	446,760
	Men's Slowpitch Softball	1,636	719,780
	Senior Baseball	1,399	615,536
	Winston Las Vegas	348	153,300
	Senior Olympics	143	63,072
	Las Vegas Blues Festival	400	175,784
	Las Vegas Balloon Classic	628	276,378
	NFR	37,725	23,391,000
	Las Vegas Bowl III	7,702	3,400,000

	Rugby Challenge	1,288	566,918
	U.S. Table Tennis	1,030	453,330
	Las Vegas Mini-Marathon	575	252,945
	Las Vegas Prep Classic	1,977	869,908
	Las Vegas Int'l Marathon	2,366	1,100,000
	Triple Crown Sports Softball	660	307,000
	Nevada Team Roping	3,215	1,495,000
	USSSA Softball Tournament	9,530	4,431,000
	USA Wrestling	2,500	1,163,000
	Las Vegas Int'l Rugby Festival	750	349,000
7/95 to	Nike Prep Classic	7,332	3,409,000
6/96	American Legion Baseball	130	60,000
	Rocktoberfest	300	140,000
	Reebok Holiday Prep Classic	1,500	698,000
	USA Table Tennis	1,700	791,000
	Las Vegas Rugby Challenge	2,000	930,000
	NFR	37,725	24,013,000
	Las Vegas International Marathon	4,000	2,020,000
	Sahara Last Call 3 Player	190	96,000
	USTRC	540	273,000
	Clark County Fair	2,000	1,010,000
	Miss Universe	3,569	1,802,000
	Las Vegas Helldorado Days	1,233	623,000
7/96 to	Nike Prep Basketball	3,597	1,817,000
6/97	American Legion Baseball	506	256,000
	Rocktoberfest	63	31,815
	Japan-American Festival	2,000	1,010,000
	Rugby Challenge	3,213	1,082,781
	USA Table Tennis	837	422,685
	Reebok Holiday Prep Classic	3,760	1,899,000
	WAC Football Championships	38,086	12,625,000
	NFR	37,725	24,400,000
	FSE Holiday Festival	107,000	3,782,450
	WAC Basketball Championship	12,453	5,784,044
	Vocal Extravaganza	2,600	1,313,000
	Las Vegas Busch Grand Nat'l	88,000	12,443,200
	Vintage Military Aircraft	71,750	18,152,750
	Wrangler Bull Riders Only	15,326	7,739,630
	US Team Roping Championship	2,000	341,250
	Las Vegas Show Jumping Invitational	696	351,480
	FSE Mardi Gras Weekend	2,692	1,414,000
	FSE Cinco De Mayo	13,603	1,279,670
	International Firefighters Games	2,016	1,018,080

	All American Football Foundation	350	50,500
7/97 to 6/98	Adidas Big Time Tournament	7,500	1,850,000
	FSE Hawaiian Luau	4,448	2,246,240
	Nevada State Rally	316	7,857,800
	NASCAR Truck	15,560	7,857,800
	Japan-American Festival	2,000	1,212,000
	Reebok Holiday Prep Classic	3,764	1,900,000
	FSE Country Holiday Festival	7,800	3,939,000
	USA Table Tennis	883	445,915
	WAC Football Championships	8,304	2,447,604
	NFR	37,725	27,620,889
	WAC Basketball Championship	11,500	8,922,045
	Int'l Festival & Events Association	192	96,960
	FSE Mardi Gras Weekend	5,600	2,828,000
	US Team Roping Championship	1,650	833,250
	Grand Canyon Regional Rodeo	700	353,500
	Clark County Fair	2,500	1,262,500
	EAT'M	1,515	765,075
	All American Football Foundation	85	42,925
	FSE Summer in the City	1,650	833,250
	Soapfest	100	50,500
	American Legion Baseball	1,140	575,700
7/98 to 6/99	FSE Island Beach Bash	1,950	984,750
	FSE Bandstand Experience	4,551	2,298,255
	Harley-Davidson Mile & Half	459	231,795
	Searchlight Centennial Celebration	1,500	757,500
	ASA Pro Tour Championships	5,192	2,621,960
	Japan Festival in LV	350	176,750
	NASCAR Truck	33,093	17,121,015
	World of Outlaws	13,838	6,988,190
	FSE Country Holiday Festival	16,746	8,456,730
	Cinevegas Int'l Film Festival	4,110	2,075,550
	USA Table Tennis	682	344,410
	NFR	37,725	36,492,900
	GFI Super X Invitational Motorcross	5,395	2,724,475
	FSE Mardi Gras Weekend	4,000	2,020,000
	U.S. Team Roping Championships	3,370	1,701,850
	Dodge Viper	2,895	1,461,975
	Grand Canyon Regional Rodeo	700	353,500
	EAT'M	5,230	2,641,150
	FSE Summer in the City	2,230	1,126,150
7/99 to 6/00	World Aerobic Championship	2,825	1,779,750

	FSE/Island Beach Bash	598	376,740
	Pentathlon World Tour Event	815	513,450
	CONCACAF Sky Champions Cup	2,520	2,142,000
	FSEI 60's Flashback	3,244	2,043,720
	FSEI Oktoberfest	652	410,760
	NFR	35,675	26,885,000
	CineVegas International Film Festival	4,250	4,250,000
	FSE Country Holiday Festival	12,720	8,013,600
	NHRA	31,959	21,140,879
	FSEI Mardi Gras	6,765	4,261,950
	U.S. Team Roping Championships	3,295	2,075,850
	Clark County Fair & Rodeo	3,144	1,980,720
	Budweiser World Cup 2000	12,580	10,850,800
	EAT'M	5,762	3,630,060
	FSE Fabulous 50's	2,856	2,713,200
	FSE Twisting Weekend	3,807	2,398,410
7/00 to	Cinevegas Int'l Film Festival	9,000	6,557,900
6/01	Las Vegas International Air Show	20,450	1,473,200
	Las Vegas International Bike Festival	10,000	6,300,000
	FSE Downtown Hoedown	2,225	1,672,600
	NFR	41,800	38,657,100
	NFR Gift Show	3,135	1,967,490
	FSE Country Holiday Festival	1,950	1,191,600
	FSE Mardi Gras Weekend	275	185,700
	NHRA	44,050	27,642,700
	SFX - George Strait	13,725	5,699,000
	Clark County Fair & Rodeo	3,037	1,913,310
	U.S. Slow Pitch Softball Tournament	14,962	10,323,780
	FSE Talent Showcase	2,025	1,518,750
	FSE Las Vegas Jazz Festival	12,125	6,600,400
	FSE Vegas Cruise	1,000	630,000
7/01 thru	Senior Softball	14,465	18,616,455
6/02	The Southwest Open	240	30,175
	NFR	38,675	34,285,400
	Nevada Open (Mesquite)	344	43,470
	Cliff Keen Wrestling	1,580	1,071,000
	FSE Downtown Hoedown	1,800	1,379,900
	FSE Holiday Festival	5,350	3,437,100
	FSE Mardi Gras Weekend	775	532,200
	NHRA		
	April	19,775	15,060,400
	October	21,750	16,609,800

	Dragon Boat Race	3,750	972,300
	Cinevegas Int'l Film Festival	575	469,900
	FSE Jazz Festival	5,100	3,213,000
	FSE Vegas Cruise	4,725	1,250,000
	Primm 300 LVCVA	5,800	1,691,300
	Senior Softball	825	332,275
	Copa Coors Light, Road to Las Vegas	225	170,400
	USSSA Softball Tournament	19,058	19,006,540
	FSE War and the Ohio Players	6,312	4,487,832
	Las Vegas Stampede	675	497,300
	Silver Dollar Classic	12,150	7,336,900
	Las Vegas Primm 300	6,500	1,914,300
	Las Vegas Bikefest	7,500	989,900
	NASCAR Truck	7,175	4,472,200
	Southwest Golf Open (Mesquite)	345	43,470
	Las Vegas Senior Softball	1,950	4,725,000
	NFR	44,025	38,692,700
	Nevada Open (Mesquite)	345	43,470
	Cliff Keen Wrestling	1,275	746,500
	FSE Holiday Festival	4,850	3,702,878
	FSE Downtown Hoedown	1,650	1,491,452
	City of Lights Jazz Festival	1,500	1,066,500
	NHRA	41,975	31,311,400
	FSE Mardi Gras Weekend	10,900	411,100
	LPGA Takefuji Classic	3,275	2,763,700
	Budweiser World Cup	6,125	6,653,500
	Cinevegas	3,050	2,355,600
	USSSA Softball Tournament	21,745	15,460,695
	FSE Jazz Festival	1,175	744,500
	FSE Vegas Cruise	1,525	1,135,100
	Dragon Boat Race	4,625	983,500
	Mesquite Amateur	720	90,525
7/03 to 6/04	NASCAR Truck	8,200	4,494,800
	Las Vegas Football Classic	11,675	9,282,600
	Las Vegas Bikefest	5,600	4,161,700
	Senior Softball	N/A	3,910,500
	Las Vegas Primm 300	5,575	2,037,900
	CarnaVe	675	519,700
	Remax Long Drive	1,300	596,300
	Aviation Nation	13,800	9,365,600
	Senior Softball	N/A	1,777,500
	FSE Downtown Hoedown	1,500	1,681,200
	FSE Holiday Festival	8,500	8,862,600
	NFR	38,825	49,954,600

	Cliff Keen Wrestling	1,525	1,115,500
	Cloud's Jamboree	2,175	1,618,200
	Las Vegas All American Bowl	2,150	1,437,300
	Nevada Open (Mesquite)	N/A	117,300
	Go For It Classic	N/A	1,990,800
	Monster Jam	2,700	2,505,800
	USSSA Softball Tournament	21,200	15,087,420
	City of Lights Jazz Festival	3,045	2,164,995
	LPGA Takefuji Classic	1,875	1,553,900
	NHRA	17,725	16,023,400
	FSE Mardi Gras Weekend	2,775	2,335,300
	Supercross	23,550	18,592,500
	Mesquite Amateur	875	128,873
	FSE Vegas Cruise	3,050	2,601,200
7/04 to 6/05	NFR	37,375	39,334,900
	NFR Gift Show	59,350	10,176,700
	NHRA Drag Races		
	October Race	21,250	20,909,400
	April Race	23,825	24,823,500
	Fremont Street Experience		
	Downtown Hoedown	2,050	2,417,900
	Holiday Festival	11,525	10,209,300
	Vegas Cruise	2,075	1,736,000
	Mardi Gras	2,775	2,335,300
	Arena Bowl Fan Fest	4,700	2,650,800
	Senior Softball World Masters	2,700	1,701,000
	Senior Softball World Championships	16,000	20,592,000
	U.S. Slow Pitch Softball Tournament	25,800	11,068,200
	Senior Softball Winter Worlds	4,250	3,021,750
	Doubledown in the Desert	11,550	7,542,200
	Las Vegas Bikefest	9,900	8,399,000
	Aviation Nation	14,250	9,930,300
	Cliff Keen Wrestling	1,825	1,428,400
	City of Lights Jazz Festival	2,800	3,690,400
	LPGA Takifuji Tournament	2,925	2,605,400
	Supercross	25,875	21,083,000
	Monster Jam	4,250	3,906,900
	World Cup Horse Jumping	8,850	15,091,100
	World Cup Dressage	9,250	13,995,500
	NBA Summer League	6,500	2,788,500
	Las Vegas Celtic Highland Games	3,000	2,727,000
	Arena Bowl - AFL Championship	8,950	7,810,100
	Pinnacle Exceptional Driver Chmpshp	825	519,600

	National Long Drive Championship	1,400	964,600
	Nevada Open	363	346,810
	Mesquite Amateur Golf Tournament	803	276,184
	Mesquite Team Roping	1,950	1,055,900
	Primm 300	6,900	2,351,200
	Primm Valley Resorts Winter Int'l	2,350	985,300
7/05 to	NFR	43,325	48,473,300
6/06	NFR Gift Show	67,225	8,169,700
	NHRA Drag Races		
	October Race	21,850	24,229,200
	April Race	25,400	26,280,100
	Fremont Street Experience		
	Downtown Hoedown	2,450	2,791,300
	Holiday Festival	5,850	4,540,800
	Vegas Cruise	4,675	2,915,800
	Mardi Gras	3,125	2,739,700
	Las Vegas Sr. Softball World Masters	4,516	N/A
	Las Vegas Sr. Softball World Chpshps	11,250	N/A
	U.S. Slow Pitch Softball Tournament		14,876,589
	Senior Softball Winter Worlds		3,210,876
	Doubledown in the Desert	11,250	8,668,700
	NASCAR Craftsman Truck Race		
	Champ Car World Series		
	Vegas Music Experience	36,825	30,410,500
	Las Vegas Bikefest	11,350	9,586,700
	Aviation Nation	14,650	9,557,800
	Helldorado Days	2,000	N/A
	Cliff Keen Wrestling	1,875	1,302,700
	City of Lights Jazz Festival	3,300	5,423,719
	ATP Tennis Channel Open	2,550	2,614,300
	Las Vegas World Invitational	1,425	2,148,100
	LPGA Takifuji Tournament	3,975	4,406,000
	Supercross	27,025	26,057,000
	Monster Jam	5,075	5,086,800
	Las Vegas SCORE Off Road Race	3,150	2,125,500
	NBA Summer League	9,500	3,923,496
	Arena Bowl - AFL Championship		8,726,369
	High School Basketball Finals		2,158,875
	High School Easter Classic	7,000	2,380,534
	Las Vegas Holiday Classic Invitational	5,525	N/A
	MWC Championships	4,325	N/A
	Pinnacle Exceptional Driver	825	519,600
	REMAX National Long Drive	1,775	1,221,200

	Nevada Open (Mesquite)	500	155,000
	Mesquite Amateur Golf Tournament	7,650	321,303
	Mesquite Team Roping	1,400	876,700
	Mesquite Couples	N/A	61,392
	SCORE Primm 300	7,650	3,507,000
	Primm Valley Resorts	975	764,600
7/06 to 6/07	NFR	41,975	52,787,800
	NFR Gift Show	70,675	5,699,400
	NHRA Drag Races		
	October Race	24,375	27,852,300
	April Race	26,050	26,604,300
	Fremont Street Experience		
	Downtown Hoedown	1,950	1,924,600
	Holiday Festival	8,350	6,635,100
	Vegas Cruise	2,100	2,417,000
	ACM Harley Ride	2,650	2,558,100
	U.S. Slow Pitch Softball Tournament	26,439	5,610,884
	Senior Softball Winter Worlds	5,110	2,783,142
	NASCAR Craftsman Truck Race	11,100	6,660,700
	Vegas Music Experience	38,400	34,331,900
	Las Vegas Bikefest	11,950	11,908,800
	Aviation Nation	20,825	12,235,300
	Cliff Keen Wrestling	2,075	857,800
	City of Lights Jazz Festival	3,345	2,129,627
	ATP Tennis Channel Open	5,875	5,757,300
	Supercross/Monster Jam		
	Supercross	28,475	29,350,300
	Monster Jam	5,725	5,378,100
	Las Vegas SCORE Off Road Race	3,200	2,218,600
	World Cup Horse Jumping	13,775	23,421,800
	NBA Summer League	4,280	2,054,400
	Prep High School Basketball Finals	10,450	2,374,763
	Pinnacle Exceptional Driver	575	356,900
	National Long Drive Championship	1,675	1,109,400
	Mesquite Amateur Golf Tournament	2,025	1,111,800
	Mesquite Couples	180	61,392
	Primm 300	7,350	2,970,300
	Primm Valley Resorts	2,675	1,598,400
	Mountain West Basketball	6,050	5,064,300
	USA Wrestling Olympic Trials	2,150	1,653,900
	USA Basketball	6,325	6,049,400
	Las Vegas Marathon	39,425	31,709,100
	Nevada Senior Games	1,000	568,770

	Far West Regional Soccer	10,500	7,875,000
	Nevada Silverman Triathalon	3,044	1,834,344
	Clark County Fair & Rodeo	13,654	116,467
	National Senior Pro Rodeo	305	173,474
	Lucky 777 Team Roping	1,151	654,654
7/07 to	NFR	43,325	60,638,500
6/08	NFR Gift Show	79,225	22,811,000
	NHRA Drag Races		
	October Race	25,875	27,346,500
	April Race	26,925	25,556,900
	Fremont Street Experience		
	Downtown Hoedown	2,450	2,723,500
	Holiday Festival	3,850	3,093,200
	Vegas Cruise	2,950	2,888,800
	ACM Harley Ride	3,375	3,452,300
	U.S. Slow Pitch Softball Tournament	20,105	4,266,482
	Senior Softball Winter Worlds	5,050	2,477,500
	NASCAR Craftsman Truck Race	11,175	6,084,900
	Vegas Music Experience	23,975	6,084,900
	Las Vegas Bikefest	11,075	8,809,600
	Aviation Nation	19,075	14,590,500
	Helldorado Days	19,075	14,590,500
	Cliff Keen Wrestling	2,250	1,418,100
	City of Lights Jazz Festival	3,272	1,952,402
	ATP Tennis Channel Open	9,850	11,267,100
	Supercross	28,275	28,277,500
	Monster Jam	6,050	6,185,900
	Las Vegas SCORE Off Road Race	4,375	3,220,900
	NBA Summer League	3,506	1,682,880
	Prep High School Basketball Finals	9,500	1,018,875
	Las Vegas Holiday Wrestling	1,785	1,136,438
	Mesquite Exceptional Driver	300	218,200
	National Long Drive Championship	1,975	1,269,600
	Mesquite Amateur Golf Tournament	2,025	1,111,800
	Mesquite Couples	180	61,392
	Mesquite Team Roping	98	389,736
	Primm 300	6,650	2,602,700
	Mountain West Basketball	5,550	4,581,200
	USA Wrestling Judo Olympic Trials	9,900	8,295,000
	USA Basketball	3,625	3,606,400
	Las Vegas Marathon	43,875	35,308,800
	Nevada Senior Games	1,300	1,655,564
	Nevada Silverman Triathalon	3,504	3,652,849

	Clark County Fair & Rodeo	13,654	116,467
	US Nat'l Wrestling Championships	8,994	3,501,630
	Mesquite Native American Festival	25,000	9,942,250
	National Senior Pro Rodeo	485	292,266
7/08 to	NFR	34,775	49,757,100
6/09	NFR Gift Show	53,475	11,404,200
	NHRA Drag Races		
	October Race	27,225	27,990,000
	April Race	24,700	19,768,200
	Fremont Street Experience		
	Downtown Hoedown	2,450	2,552,900
	Holiday Festival	4,300	3,759,800
	Vegas Cruise	3,125	2,555,100
	ACM Concert	7,000	6,201,500
	U.S. Slow Pitch Softball Tournament	20,105	3,427,701
	Senior Softball Winter Worlds	5,265	3,141,625
	NASCAR Craftsman Truck Race	11,250	8,210,500
	Las Vegas Bikefest	11,050	11,002,200
	Aviation Nation	20,650	15,828,400
	Cliff Keen Wrestling	2,000	1,150,700
	City of Lights Jazz Festival	2,495	1,952,402
	Supercross/Monster Jam		
	Supercross	29,475	25,256,800
	Monster Jam	7,100	5,887,700
	FEI World Cup	12,250	20,554,300
	NBA Summer League	4,280	2,054,400
	Las Vegas Holiday Classic Invitational	2,015	1,282,869
	Pirates of the Colorado	500	134,540
	Wings & Wildlife Festival	250	18,101
	Mesquite Spring World Series	3,468	410,541
	National Long Drive Championship	2,375	1,576,100
	Mesquite Amateur Golf Tournament	1,475	709,500
	Primm 300	6,100	3,004,600
	Helldorado	1,450	1,153,642
	Mountain West Basketball	6,600	4,931,100
	USA Basketball	4,925	4,639,700
	USBC Championships	247,975	165,798,600
	Las Vegas Marathon	33,900	25,703,300
	Nevada Senior Games	1,479	1,817,600
	Nevada Silverman Triathalon	3,580	3,732,078
	Clark County Fair & Rodeo	6,850	559,645
	US National Wrestling	9,050	3,523,436
	Mesquite Classic Car Show	1,925	581,900

	Mesquite Teacher Games	250	79,538
	National Senior Pro Rodeo	238	142,014
7/09 to 6/10	NFR	37,650	51,606,100
	NFR Gift Show	8,700	12,026,300
	NHRA Drag Races		
	October Race	27,025	27,514,200
	April Race	27,175	23,525,100
	Fremont Street Experience		
	Downtown Hoedown	2,400	3,465,100
	Vegas Cruise	3,500	2,468,300
	ACM Concert	7,975	9,827,300
	U.S. Slow Pitch Softball Tournament	16,330	2,784,102
	Senior Softball Winter Worlds	6,255	3,846,762
	NASCAR Craftsman Truck Race	7,400	4,273,200
	Cliff Keen Wrestling	1,800	948,636
	City of Lights Jazz Festival	2,612	1,376,576
	USA Sevens	12,325	9,150,000
	NBA Summer League	5,000	2,400,000
	NASCAR Banquet	2,500	1,537,475
	Pirates of the Colorado	500	134,540
	National Long Drive Championship	2,375	1,576,100
	Mesquite Amateur Golf Tournament	588	324,476
	Primm 300	3,850	1,228,700
	Helldorado	2,156	1,715,335
	Mountain West Basketball	7,350	5,042,400
	USA Basketball	5,500	5,181,385
	Las Vegas Marathon	37,856	25,865,214
	Clark County Fair & Rodeo	6,205	507,197
	Mesquite Classic Car Show	2,175	512,700
	Mesquite Teacher Games	80	23,888
	Mesquite Smokin' on the Virgin BBQ	500	149,300
	Mesquite Branson Fest Out West	650	139,800
	National Senior Pro Rodeo	243	128,065
7/10 to 6/11	NFR	37,975	52,025,400
	NFR Gift Show	9,012*	12,457,557
	NHRA Drag Races	27,300	29,725,100
	Fremont Street Experience		
	Downtown Hoedown	3,750	5,561,800
	Holiday Festival	4,300	2,266,186
	Vegas Cruise	3,500	2,468,300
	ACM Concert	7,975	9,827,300
	Ultimate Elvis Tribute	3,000	1,581,060
	Las Vegas Academy of Country Music	2,250	1,185,795

U.S. Slow Pitch Softball Tournament	18,330	3,116,100
Senior Softball Winter Worlds	5,160	2,719,423
NASCAR Craftsman Truck Race	8,575	4,871,900
Cliff Keen Wrestling	1,800	948,636
Dew Vegas	31,350	4,241,200
USA Sevens	12,325	9,150,000
NBA Summer League	7,500	3,600,000
NASCAR Banquet	2,500	1,537,475
Bullhead City River Regatta	6,000	1,614,000
National Long Drive Championship	2,290	1,519,689
Mesquite Amateur Golf Tournament	650	358,689
Primm 300	5,850	1,940,400
Primm Winterbreak	381	126,373
Helldorado	3,000	1,571,060
Mountain West Basketball	7,350	5,042,400
USA Basketball	3,025	1,594,235
Las Vegas Marathon	44,313	44,200,000
Clark County Fair & Rodeo	7,000	572,250
Mesquite Classic Car Show	2,100	433,900
Mesquite Teacher Games	45	13,437
Mesquite Smokin' on the Virgin BBQ	925	207,200
Mesquite Branson Fest Out West	775	166,703
National Senior Pro Rodeo	250	128,065

Source: Las Vegas Events
N/A Not Available

The Value of a Covered Mega-Events Center on Its Campus For UNLV

A new mega-events center will support UNLV's academic mission by converting an important part of its campus into a catalyst that energizes a dynamic revitalization plan that will help transform the university. A mega-events center will permit UNLV to host all of its sports programs on campus and make it possible to invite students, families, faculty, staff, alumni and the entire community to year-round events. The new facility will serve as the front porch for UNLV welcoming the community to its campus. The mega-events center will also help UNLV retain the current portfolio of special events essential for the success of all of its collegiate sports activities and enhance revenue streams that will advance its academic programs. In addition, this project will transform the brand and culture of UNLV and elevate its prominence.

The University Village component of the project will offer housing, dining and shopping, as well as campus-appropriate retail and service activities that are found adjacent to or as part of every major residential campus. The University Village will be an integral part of the project and will provide additional space for educational, cultural and civic activities, offering an enhanced experience for everyone visiting UNLV, attending classes, working at the campus, or coming to a concert, show, or athletic event. Ultimately these new options will create an atmosphere that encourages UNLV students to live on campus. A University Village atmosphere will add to a richer, more dynamic campus experience and a greater sense of community life, which will contribute to the evolution of a more residential campus environment, a feature that has been linked to student performance and satisfaction. It also will help to recruit students from around the world, as well as compliment our Midtown vision.

5 The Economic Impact of Construction

The construction of the facility will create valuable and important economic impacts for Southern Nevada. As discussed earlier, the extent to which construction expenditures increase wealth in the region (real economic development or positive increments) depends on the source of the funds used to repay the bonds and the expectations regarding spending and the elasticity of demand relative to taxes on visitors. Construction activities can represent substitution effects within a regional economy if tax money merely shifts aggregate consumption within a region's economy.

> The construction of a new mega-events center will result in new jobs in the construction industry. At a time when there is substantial unemployment in this sector, these jobs will result in new levels of spending by those who will be employed as a result of the building of the facility and result in real economic gains for the regional economy.[14]

For example, if the total project cost was approximately $800 million (including all costs for infrastructure and the relocation of activities on the UNLV campus, traffic/transportation and utilities, and parking improvements), the new mega-events center project would generate more than 5,000 direct, indirect and induced person years of employment (one person employed full-time for one year). The application of appropriate multiplier effects would mean that approximately 46 percent of the construction cost would be for direct labor income producing $308 million in wages for construction workers. Another $197 million of labor income would be generated from indirect and induced effects.

[14] An issue for some analysts when looking at construction jobs for sports facilities is the source of the funds. Consider the example of a local government that collects a tax on hotel rooms to help pay for a mega-events center's construction. In the absence of building of the facility, if the tax is not collected, consumers would spend the money for goods and services and that spending also creates jobs (jobs in the retail sector, for example, or construction jobs to provide new venues where the spending takes place). As a result there is no new spending or net income produced by collecting tax money from residents of a region and then using the revenue received for construction jobs. The tax money collected simply **transfers jobs and spending from one sector of the economy to another**. This is materially different from the benefits produced when new events are held in the area and those events attract new visitors or visitors who decide to stay in the region for extra days to enjoy the event. New visitors or visitors spending more days represent real growth or benefits and that is why those returns for the hospitality sector or benefits for the region (including higher tax revenues) were summarized in an earlier section of the report. Real economic gains or increments must be considered separately from the construction effects reviewed in this section that frequently involves nothing more than a transfer of regional economic activity within sectors of the local economy. It should be noted that if there is a substantial improvement in the national and regional economies when the new mega-events center is built, some of the anticipated gains from new construction jobs would be lost as labor costs could reduce the viability of other projects.

The total economic output from the construction of the mega-events center itself is estimated to be $729.5 (see Table 5-1). This is provided as the total costs for all infrastructure and related expenses have yet to be fully estimated.

Table 5-1. The Economic Effects from the Building of A New Mega-Events Center (IMPLAN Model)

EMPLOYMENT	Direct	Indirect	Induced	Total
Events Center	2,678	935	1,445	5,058
Total Employment	**2,678**	**935**	**1,445**	**5,058**

LABOR INCOME	Direct	Indirect	Induced	Total
Events Center	$ 196,669,600	$ 50,082,850	$ 61,528,100	$ 308,280,550
Total Labor Income	**$ 196,669,600**	**$ 50,082,850**	**$ 61,528,100**	**$ 308,280,550**

ECONOMIC OUTPUT	Direct	Indirect	Induced	Total
Events Center	$ 425,000,000	$ 125,695,875	$ 178,815,775	$ 729,511,650
Total Economic Output	**$ 425,000,000**	**$ 125,695,875**	**$ 178,815,775**	**$ 729,511,650**

Fiscal Impact of the Construction Phase

The collection of sales and use taxes, property taxes, and any other taxes as a result of construction have to be evaluated in the same way as the anticipated effects from the wages paid to construction workers. If the funds are from taxes collected in the regional economy the expectation is those revenues will be spent in the regional economy and produce new tax revenues.

During the construction phase, however, the estimated effect on sales and use tax revenues and revenues from the modified business tax were estimated. Furthermore, the fiscal impact estimated in this report does not include fiscal costs associated with the collection of these tax revenues, which are modest under current law. Therefore fiscal impact does not reflect net fiscal impact.

Assuming 80 percent of the non-labor cost of construction is subject to the sales and use tax, the building of the mega-events center would generate approximately $26 million. Additionally, the Modified Business Tax revenue generated during the construction phase is estimated at $3.5 million based on 85 percent of the direct labor income.[15]

[15] The following assumptions guided the projections. First, 80 percent of the construction costs net of direct labor income is subject to Nevada's retail sales and use tax. Second, the Modified Business Tax is collected on approximately 85 percent of the direct labor income with the remaining 15 percent of direct labor income being exempt (e.g. health care benefits/deductions) from the Modified Business Tax.

6 Existing Events and Increments to the Quality of Life for Southern Nevada Residents

In measuring new economic development from a mega-events center the proper focus should be on events that would not be part of Las Vegas' event calendar if the facility did not exist. As noted there are a number of events that cannot be held in Las Vegas as the region lacks a covered 55,000-seat (or more) facility.

As noted earlier, if this type of facility is built, there will be approximately 15 events that will be potentially held in it each year that cannot now be held in Las Vegas. A number of events that currently use Sam Boyd Stadium would relocate to the new mega-events center that will have new amenities for fans and which will be located closer to the center of the hospitality industry. The relocation of these events would not bring substantial levels of new economic development to Las Vegas even though the movement of economic activity to the center of the hospitality industry would have clear benefits for businesses located throughout the metropolitan Las Vegas area.

It is also possible that a few of the events that move from Sam Boyd Stadium to the proposed mega-events center on UNLV's campus would bring more visitors to Las Vegas. For example, the Las Vegas Bowl would likely attract more fans. The benefit of larger crowds was not included in the estimate of new economic development in keeping with the production of a conservative measure of the potential benefits from the new facility. In evaluating the use of the new mega-events center, however, it is important to include all of the events that would be held at the facility.

This analysis further assumes that the current 1.17 percent tax rate is applicable during the construction period, as there are strong indications that this tax (that is scheduled to be reduced June 30, 2013, will be continued at the current level).

Modified Business Tax: Effective 10/01/03, every employer who is subject to Nevada Unemployment Compensation Law (NRS 612) is also subject to the Modified Business Tax on total gross wages less employee health care benefits paid by the employer. Total gross wages are the total amount of all gross wages and reported tips paid for a calendar quarter (same amount as reported on Line 3 of ESD Form NUCS 4072.) Exceptions to this are employers of exempt organizations and employers with household employees only.

General Business - Effective July 1, 2011 AB561 eliminated the Modified Business Tax on any General Business employer with $62,500 or less in taxable wages per calendar quarter, after health care deductions. The rate for any taxable wages for any General Business employer above the $62,500 per calendar quarter remains at **1.17 percent**, after health care deductions. Prior to July 1, 2011 and after July 1, 2009 SB 429 changed the tax rate for General Business employers and created the tiered system. The sum of all taxable wages, after health care deduction, paid by the employer not exceeding $62,500 for the calendar quarter was calculated at 0.5 percent. If the sum of all the wages paid by the employer exceeds $62,500 for the calendar quarter, the tax is $312.50 plus 1.17 percent of the amount the wage exceeds $62,500. The rate for general business prior to July 1, 2009 was 0.63 percent.

Table 6-1 identifies 37 events that are projected to take place at the new mega-events center on UNLV's campus. The Major League Soccer (MLS) team that is anticipated will likely bring few new tourists and very little new economic activity to the region. The presence of a MLS team, however, will offer people who live in the Las Vegas region another valuable amenity and that is what makes the team playing in a covered facility a tool in the effort to attract more people and businesses to the area. It is very important that the Las Vegas region add amenities that appeal to residents and which can be profitably operated without a public subsidy.

It is reasonable to expect given the region's current demography that a MLS team would be a very popular attraction. A MLS soccer franchise would be an important benefit for the quality of life in Southern Nevada and a covered mega-events center makes it more likely that the league would be interested in expanding to include a Las Vegas-based team.

There is no additional economic benefit anticipated from UNLV football, but the facility's presence on campus is expected to lead to slowly improving attendance levels. The University will be able to plan events and host the community and its alumni in a very different fashion and manner to what currently exists at Sam Boyd Stadium. The ways in which UNLV can use an on-campus facility to advance its image, programs, and the quality of campus-life for students will produce important benefits for the region's long-term development. It is important that people be aware of those returns even if they are not included in the direct financial benefits that the new mega-events center will produce.

Table 6-1. Events from Sam Boyd Stadium and Events Likely To Continue In Las Vegas If A New Mega-Events Center Is Built (*United Football League)

Other Mega-Events Center Events			*Venue Capacity*	*Expected Occupancy*	*Seats Sold*	*Free Seats*	*Total Attendees*
1	UNLV Football	Game #1	55,000	50%	30,250	2,625	32,875
2	UNLV Football	Game #2	55,000	50%	30,250	2,625	32,875
3	UNLV Football	Game #3	55,000	50%	30,250	2,625	32,875
4	UNLV Football	Game #4	55,000	50%	30,250	2,625	32,875
5	UNLV Football	Game #5	55,000	50%	30,250	2,625	32,875
6	UNLV Football	Game #6	55,000	50%	30,250	2,625	32,875
7	MLS Soccer	Game #1	55,000	25%	13,750	1,313	15,063
8	MLS Soccer	Game #2	55,000	25%	13,750	1,313	15,063
9	MLS Soccer	Game #3	55,000	25%	13,750	1,313	15,063
10	MLS Soccer	Game #4	55,000	25%	13,750	1,313	15,063
11	MLS Soccer	Game #5	55,000	25%	13,750	1,313	15,063
12	MLS Soccer	Game #6	55,000	25%	13,750	1,313	15,063
13	MLS Soccer	Game #7	55,000	25%	13,750	1,313	15,063
14	MLS Soccer	Game #8	55,000	25%	13,750	1,313	15,063
15	MLS Soccer	Game #9	55,000	25%	13,750	1,313	15,063
16	MLS Soccer	Game #10	55,000	25%	13,750	1,313	15,063
17	MLS Soccer	Game #11	55,000	25%	13,750	1,313	15,063
18	MLS Soccer	Game #12	55,000	25%	13,750	1,313	15,063
19	MLS Soccer	Game #13	55,000	25%	13,750	1,313	15,063
20	MLS Soccer	Game #14	55,000	25%	13,750	1,313	15,063
21	MLS Soccer	Game #15	55,000	25%	13,750	1,313	15,063
22	MLS Soccer	Game #16	55,000	25%	13,750	1,313	15,063
23	MLS Soccer	Game #17	55,000	25%	13,750	1,313	15,063
24	UFL*	Game #1	55,000	15%	5,500	9,188	14,688
25	UFL	Game #2	55,000	15%	5,500	9,188	14,688
26	UFL	Game #3	55,000	15%	5,500	9,188	14,688
27	UFL	Game #4	55,000	15%	5,500	9,188	14,688
28	Motor Events	Event #1	55,000	75%	41,250	3,938	45,188
29	Motor Events	Event #2	55,000	75%	41,250	3,938	45,188
30	Motor Events	Event #3	55,000	75%	41,250	3,938	45,188
31	Motor Events	Event #4	55,000	75%	41,250	3,938	45,188
32	Rugby	Event #1	55,000	20%	11,000	1,100	12,100
33	Rugby	Event #2	55,000	20%	11,000	1,100	12,100
34	Rugby	Event #3	55,000	20%	11,000	1,100	12,100
35	Rugby	Event #4	55,000		11,000	1,100	12,100
36	Las Vegas Bowl		55,000	100%	55,000		55,000
37	NFL Exhibition		52,500	80%	44,000		44,000
	TOTALS				745,250	94,975	840,225

An earlier section of this report focusing on the events that would bring new economic activity to Las Vegas did not include two sets of events. There are some events that are currently held at Sam Boyd Stadium that would move to the new mega-events center and that relocation would lead to higher attendance levels and more benefits for the hospitality sector. The Las Vegas Bowl would probably attract more fans. More fans might also attend the international rugby tournament and several motor cross events. In keeping with the presentation of a conservative assessment of the economic benefits for the hospitality sector and the regional economy from the new mega-events center, the extra spending by fans on events that would move to the new facility was not included in the projection of new economic activity. New economic gains for the hospitality sector and the Las Vegas region's resorts were defined to be only spending associated with activities that are currently not a part of the events calendar were included.

> The new mega-events center will help insure that events currently held at Sam Boyd Stadium will continue to be held in Las Vegas even when other communities offer other venues. The 37 events are expected to attract more than 745,000 people to the new facility. When added to those attending events considered export-based it is reasonable to anticipate that more than 1.4 million spectators will be at events at the new mega-events center. This attendance level will make the anticipated facility the most successful in the United States without a team from Major League Baseball and perhaps as successful as Cowboys Stadium and MetLife Stadium (New York Giants and New York Jets).

Included in the 37 events listed in Table 6-1 is one NFL exhibition game. Another NFL exhibition game was included as one of the 15 export-based events. It is likely that fans from the home cities of the teams as well as residents of Las Vegas will attend both games. In order to not "double count" the value of the games, one was included in of the two sets of activities (export-based and those serving the region) that will be held at the new mega-events center.

Limiting the anticipated events to 37 is again a conservative estimate. There have been other prudent projections that anticipate a larger number of events. Those included in Table 6-1 include those are currently held at Sam Boyd Stadium and those associated with the presence of a MLS franchise. The region's leaders in the hospitality sector believe it reasonable to expect that NFL teams would be interested in playing an exhibition (pre-season) game at the new mega-events center. This produces a realistic expectation of 37 events. If more events are held – as with the larger estimates of returns in Table 4-1 from more than 15 events that attract new visitors to the region – the value of the new facility will be more than what is suggested. The more conservative estimates were offered to provide confidence in what are the realistic returns from a mega-events center. This is appropriate since too many economic impact studies for mega-events centers performed for numerous other cities and regions have a long-history of projections that were never realized (Maennig & Zimbalist, 2012; Sanders, 2005; Rosentraub, 1997).

7 Summary and Conclusions

State and local governments have been repeatedly warned to be cautious with regard to the economic and fiscal benefits produced by mega-events centers and sports facilities. That advice is appropriate. Studies and reports in support of new facilities have forecasted unrealized outcomes as a result of unrealistic expectations, inappropriate projections of what sports and entertainment can produce for a regional economy, and the failure to account for substitution effects (Rosentraub, 1997; Sanders, 2005). There are also instances when inappropriate definitions of economic impact have been used resulting in an obfuscation of what are and what are not changes in regional wealth (Maennig & Zimbalist, 2012; Rosentraub and Swindell, 2009).

There are also numerous examples when prudent public investments in facilities have produced important economic, financial, and social benefits. These benefits have included direct financial returns (Los Angeles), the building of new neighborhoods (Columbus, Indianapolis, Los Angeles, and San Diego), and the movement of economic activity to enhance downtown areas and central cities (Cleveland and Indianapolis). The lessons learned from these more successful uses of sports facilities for real economic development have been documented in several studies (Rosentraub, 2010; Feng & Humphreys, 2008; Foster, 2008; Erie, Kogan, & MacKenzie, 2010; Cantor & Rosentraub, 2012).

This report has benefitted from the insights from those who have studied the effects of facilities on regional economies and concentrated its enumeration of benefits to anticipated gains in wealth or real economic development. Attention was also directed to the enhancements to the quality of life that would result from transferring events from Sam Boyd Stadium to a state-of-the-art mega-events center located near the center of Las Vegas' hospitality industry. The possibility that a MLS team may be part of the amenity package available to residents is also an important benefit even if it leads to little change in regional economic activity.

Several observations, however, do lead to an optimistic projection of the proposed mega-events center's impact on the hospitality sector and the regional economy.

1. As noted by numerous leaders in the events and hospitality industry, there is an important set of events that cannot be held in Las Vegas at this time because the region lacks the required infrastructure. Specifically, the region lacks a covered mega-events center with seating for at least 55,000 people. Without such a venue there are international competitions, concerts, and other events that will be held in other cities, but not in Las Vegas.

2. It is very likely that a new mega-events center built on UNLV's campus will be able to host 15 mega-events each year. Those events cannot be held in any venue that currently exists in Las Vegas, as each of these events needs seating for at least 40,000 people and will likely attract a large enough crowd to fill all of the expected 55,000 seats.

3. Using spending data produced by LVCVA, 15 events at the mega-events center would potentially produce $393.2 million in direct spending for Southern Nevada's regional hospitality industry.

4. The new facility would also produce new tax revenues for Nevada and Clark County local governments. With 15 new mega-events each year, the State of Nevada and local governments will potentially receive $32.5 million in new tax revenues and fees each year. If the live entertainment tax were included, the 15 new mega-events would generate $36.8 million each year for the public sector.

5. UNLV is investing staff time, a substantial amount of land, its name and reputation in athletics and event management, and tax status to the project. Majestic Realty has also made an important investment through the development of the concept, plans, and studies required for this project. **The University, however, will not invest any money in the new mega-events center. There will be no money invested in the new mega-events center by Nevada's Board of Regents**.

6. Neither UNLV nor Majestic Realty can recapture a sufficient portion of the spending by visitors to events at the new mega-events center to pay for the cost of construction the facility.

7. Investments are needed from those entities in the region that will benefit from the mega-events center's existence to insure it is built. Without those commitments it is neither financially feasible nor practical for UNLV to build a covered mega-events center for 55,000 or more spectators on its campus.

Appendix I

The Direct, Indirect, and Induced Economic Effect of Visitor Spending at the New Mega-Events Center and Its Construction

The direct spending by the anticipated new visitors to Las Vegas discussed in the report was used to estimate the indirect and induced economic effects. These are detailed in Table II-1. Total economic impact of the dollars invested in the building of the new mega-events center is also enumerated. To illustrate the total effect of construction spending for the region's economy, the direct, indirect, and induced spending totals for projects that cost $450, $500, and $550 million are illustrated in table I-1. (As noted, with plans still being finalized, the total project cost including needed infrastructure would be substantially larger). The indirect and induced estimates were produced using multipliers produced by MIG (IMPLAN). IMPLAN is a widely accepted and used software system that models the effects of spending within a region from the building (and operating) of a new facility (or any form of construction) or from the expenditures of consumers or tourists. Developed by social scientists from the University of Minnesota, it is one of the two most relied-upon systems for understanding the economic impacts of spending and construction activities.

The data produced relies on the direct expenditures for spending and construction.

Direct spending refers to the incremental expenditures made by visitors for hotel rooms, food and beverages, entertainment, retail purchases, and gaming activities at any of a region's casinos, as a result of this new venue.

Indirect spending refers to the jobs, salaries, and sales (output) of the firms or businesses that provide goods and services essential to the spending by visitors or the building of the mega-events center. For example, to serve people who stay at a resort, the property might purchase goods or services from another local company. Those expenditures create income and the proportion of that income that remains in the region is referred to as "indirect spending" or indirect economic activity.

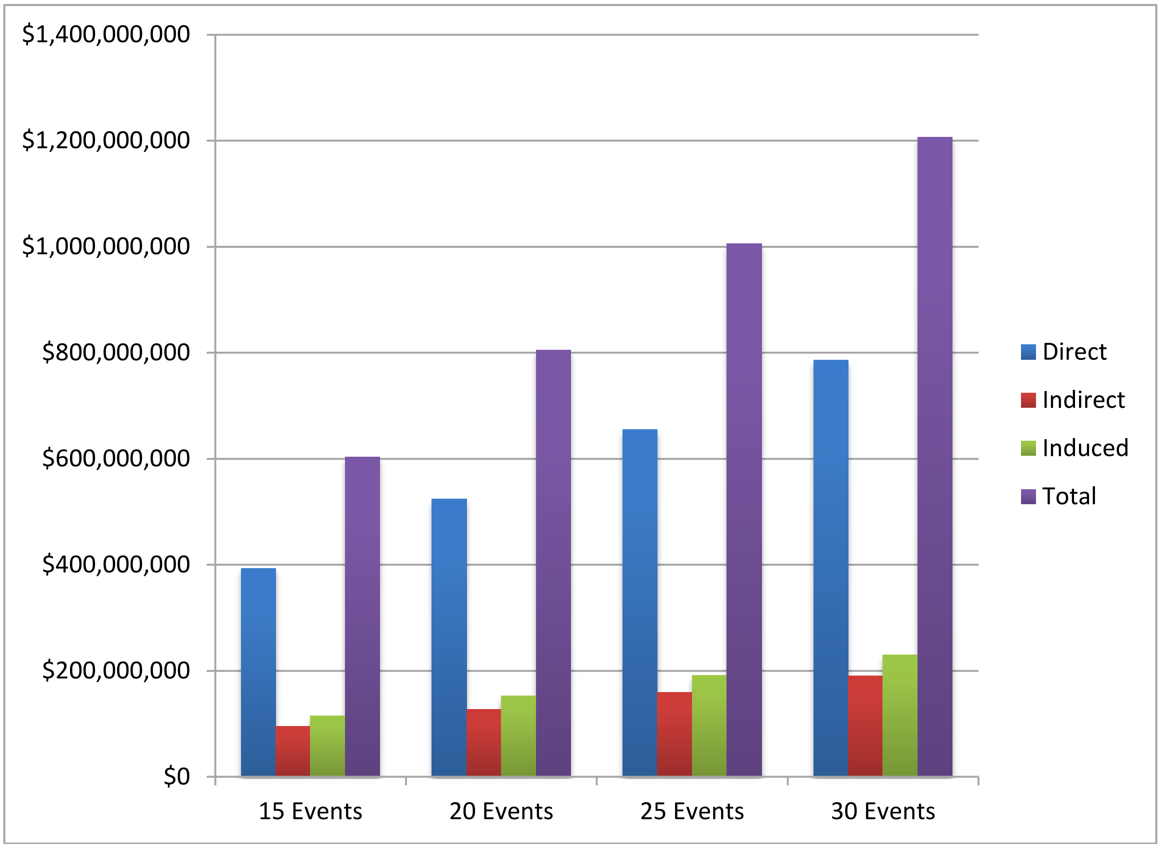
Induced economic impacts are those produced by the wages earned by employees that are spent in the local economy.

Readers are reminded that the visitor spending figures used in this report were those made by people attracted to Southern Nevada by an event hosted at the new mega-events center. The estimated number of visitors was based on average attendance of 45,000 people at the events. It was expected that only 70 percent of the spectators were visitors (based on surveys commissioned by LVCVA). That estimate was further reduced by the expectation that 15 percent of the non-residents would have visited Las Vegas even if a special event were not being held at the new facility. **The annual total increment to the regional economy from hosting 15 events that attract new visitors to Las Vegas is $603.4 million**. If a larger number of events were held there would a more robust total economic impact. The possible larger increments are also described in Table I-1 and illustrated in Figure I-1.

Table I-1. The Total Economic Impact of Spending by New Visitors Attending Events at the New Mega-Events Center and from The Building of the Facility

	Spending Category			*Total Economic Impact*
	Direct	***Indirect***	***Induced***	
Visitor Spending				
15 Events	393,201,394	95,434,752	114,803,884	$603,440,029
20 Events	524,268,525	127,246,336	153,071,845	$804,586,706
25 Events	655,335,656	159,057,920	191,339,806	$1,005,733,382
30 Events	786,402,788	190,869,503	229,607,768	$1,206,880,059
Construction				
	450,000,000	148,101,884	231,791,227	$829,893,111
	500,000,000	164,557,649	257,545,808	$922,103,457
	550,000,000	181,013,414	283,300,389	$1,014,313,803

Figure I-1. Total Economic Benefits (Spending) By Number of Events



Some might prefer to relax the conservative estimates put forward in establishing the number of new visitors. For example if all of the out-of-town attendees were included in the calculations, the total economic impact of 15 events would be $694 million.

Appendix II

Operational Expenses for the New Covered, All-Weather Mega-Events Center

A conservative estimate of the operational expenses associated with a new covered, all-weather mega-events center located on UNLV's campus was projected based on costs associated with the operation of the Thomas & Mack Center and the Cox Pavilion. For the most recent fiscal year, labor costs expended by UNLV for both facilities totaled $12.7 million. Non-personnel costs were $9 million. Total direct expenses at both facilities, then, were $21.7 million.

The new mega-events center will be larger than the Center and Pavilion but it is anticipated that the total number of annual events would be similar to those hosted by the Thomas & Mack Center and the Cox Pavilion. It should be expected that some additional personnel and operational costs would be anticipated. There could also be efficiencies realized as a result of the joint operation of the three facilities.

To estimate the increment for the regional economy, however, the same level of expenses associated with the operation of the Thomas & Mack Center and the Cox Pavilion were assumed to be the increment for the regional economy from the operation of the new facility.

With a direct annual budget of $21.7 million for operations, the new mega-events center would produce a *yearly* economic increment of $34.3 million for the regional economy. The $34.3 million increment is the sum of the direct, indirect, and induced economic effects from the annual operation of the facility.

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PRESENTATION TO THE

SOUTHERN NEVADA TOURISM INFRASTRUCTURE COMMITTEE

AS IT RELATES TO

PUBLIC ASSEMBLY INDUSTRY

SEPTEMBER 24, 2015

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LEGENDS ORGANIZATION

CONVENTIONS SPORTS & LEISURE

LEGENDS

BILL RHODA

PRESIDENT OF CSL INTERNATIONAL & LEGENDS GLOBAL PLANNING

- 22 years sports facility feasibility experience
- Completed over 500 consulting engagements
- Led consulting and advisory studies for projects including:

STADIUMS:
- AT&T Stadium
- MetLife Stadium
- Levi’s Stadium
- Bank of America Stadium
- New Falcons Stadium
- NRG Stadium

ARENAS:
- Barclays Center
- Golden 1 Center
- New Bucks Arena
- Amway Center
- American Airlines Center
- Madison Square Garden

- Formerly with Pricewaterhouse Coopers
- *Sports Business Journal’s* “40 under 40” award

ABOUT GLOBAL PLANNING

- Industry-leading sports & entertainment facility development advisor
- Based in Dallas, TX
- Over 200 years of collective experience
- Proven track record with credibility in the marketplace
- Unparalleled process led by experienced industry executives

3 PRIMARY BUSINESS UNITS

Financial Market Analysis	Project Development	Analytics
		

Global Planning has worked on $30 Billion of Project Development

STADIUM EXPERIENCE

CSL HAS ADVISED 31 OF 32 NFL TEAMS, AND HAVE ADVISED OVER 75 COLLEGIATE ATHLETIC DEPARTMENTS

ARENA EXPERIENCE

CSL HAS ADVISED ON 70% OF NEW NBA/NHL ARENAS

CONVENTION CENTER EXPERIENCE

CSL HAS ADVISED ON OVER 250 CONVENTION AND HOSPITALITY FACILITIES

2 LOCAL MARKET ANALYSIS

DEMOGRAPHIC & SOCIOECONOMIC CHARACTERISTICS

POPULATION

- 2014 population Las Vegas CBSA - 2,034,918
- 2014 population 150 miles - 2,526,751

AGE

- Median age Las Vegas CBSA - 36.4
- Median Age 150 miles – 37.0

INCOME

- Median household income Las Vegas CBSA - $46,704
- 6% of households greater than $150,000
- Median household income 150 miles - $45,461
- 5% of households greater than $150,000

CORPORATE BASE

- Las Vegas CBSA – 911 companies

Demographic & Socioeconomic Characteristics
Local and Regional Market Areas

Demographic Variable	Las Vegas CBSA	150 Mile Radius	US
2014 Population	2,034,918	2,526,751	317,199,353
# of Households	742,698	923,582	120,163,305
Median Age	36.4	37.0	37.7
Median Household Income	$46,704	$45,461	$51,579
Percent of HH >$100k Annual Income	15.9%	14.9%	9.0%
Median Household EBI	$41,576	$40,353	$43,715
Sports Admission Spending per HH	$151	$144	$150
Entertainment Admission Speding per HH	$56	$54	$61
Cost of Living Index	98.8	N/A	100.0
Unemployment Rate	8.6	N/A	6.5
Corporate Inventory (1)	911	2,115	31,865

Notes:

Claritas data provided uses 2014 projections from the 2010 Census

(1) Includes corporate headquarters with at least 25 employees and $5 million in sales

COMPARISON TO MARKETS SUPPORTING SIMILAR STADIUM DEVELOPMENTS

Population In Metro Area

Rank	Team	CBSA Population
1	New York Giants/Jets	19,985,109
2	Dallas Cowboys	6,887,537
3	Houston Texans	6,352,744
4	San Francisco 49ers	4,527,850
5	Arizona Cardinals	4,430,607
6	Detroit Lions	4,291,337
7	Minnesota Vikings	3,459,074
8	Las Vegas	2,034,918
9	Indianapolis Colts	1,955,766
10	New Orleans Saints	1,248,999
Average		3,909,870

Rank	University	CBSA Population
1	North Texas	6,887,537
2	Florida Atlantic	5,860,668
3	Minnesota	3,459,074
4	Central Florida	2,277,414
5	Akron	2,054,146
6	UNLV	2,034,918
7	Baylor	257,847
8	Texas A&M	238,590
Average		2,311,808

Corporate Base in Metro Area

Rank	Team	Corporate Base
1	New York Giants/Jets	14,252
2	Dallas Cowboys	4,266
3	Houston Texans	4,250
4	San Francisco 49ers	3,201
5	Detroit Lions	3,198
6	Minnesota Vikings	3,063
7	Arizona Cardinals	2,288
8	Indianapolis Colts	1,322
9	Las Vegas	911
10	New Orleans Saints	719
Average		2,580

Rank	University	Corporate Base
1	North Texas	4,266
2	Florida Atlantic	3,494
3	Minnesota	3,051
4	Akron	1,699
5	Central Florida	1,205
6	UNLV	911
7	Baylor	298
8	Texas A&M	197
Average		1,551

Median HH Income in Metro Area

Rank	Team	Median HH Income
1	San Francisco 49ers	$73,821
2	New York Giants/Jets	$64,538
3	Minnesota Vikings	$64,304
4	Dallas Cowboys	$56,739
5	Houston Texans	$56,545
6	Indianapolis Colts	$49,577
7	Arizona Cardinals	$48,884
8	Detroit Lions	$48,514
9	Las Vegas	$46,704
10	New Orleans Saints	$44,615
Average		53,380

Rank	University	Median HH Income
1	Minnesota	$64,304
2	North Texas	$56,739
3	UNLV	$46,704
4	Akron	$46,431
5	Central Florida	$45,240
6	Florida Atlantic	$44,967
7	Baylor	$42,541
8	Texas A&M	$36,476
Average		45,585

CORPORATE BASE

- 9th among comparable NFL markets, 1,700 less than average
- 6th among comparable NCAA markets, 640 less than average.

MEDIAN HOUSEHOLD INCOME

- 9th among comparable NFL markets, $6,700 less than average
- 3rd among comparable NCAA markets, $1,100 more than average.

POPULATION

- 8th among comparable NFL Markets, 1.9 million less than average
- 6th among comparable NCAA Markets, 300k less than average.

COMPARISON OF TOP INDUSTRIES IN OTHER MARKETS

Industry Jobs

Major Market Area	Population	Mining Logging and Construction	Manufacturing	Trade Transportation and Utilities	Information	Financial Activities	Professional and Business Services	Education and Health Services	Leisure and Hospitality	Other Services	Government
Atlanta	5,574,225	1.8%	2.7%	9.8%	1.5%	2.8%	7.9%	5.4%	4.4%	1.7%	5.7%
Boston	4,694,099	2.1%	4.1%	8.8%	1.7%	3.7%	9.3%	11.5%	5.2%	2.1%	6.6%
Chicago	9,557,430	1.6%	4.3%	9.4%	0.9%	3.0%	8.2%	7.1%	4.5%	2.0%	5.8%
Detroit	4,291,337	1.4%	5.3%	8.1%	0.6%	2.3%	8.4%	7.0%	4.1%	1.7%	4.6%
Dallas/Forth Worth	6,887,537	2.7%	3.8%	9.4%	1.1%	3.7%	7.4%	5.7%	4.6%	1.6%	5.7%
Houston	6,352,744	4.7%	4.0%	9.0%	0.5%	2.2%	6.7%	5.4%	4.2%	1.5%	6.0%
Las Vegas	**2,034,918**	**1.8%**	**1.0%**	**8.3%**	**0.4%**	**22.2%**	**5.5%**	**3.9%**	**13.1%**	**1.2%**	**4.9%**
Los Angeles	13,204,080	1.6%	3.9%	7.7%	1.7%	2.5%	6.5%	5.6%	4.8%	1.4%	5.3%
Miami	5,860,668	1.5%	1.3%	9.5%	0.8%	2.9%	6.1%	5.9%	4.8%	1.8%	5.1%
New York	19,985,109	1.6%	1.8%	8.1%	1.4%	3.7%	6.9%	8.4%	3.9%	1.9%	6.2%
Philadelphia	6,049,157	1.7%	3.0%	8.4%	0.8%	3.4%	7.3%	9.9%	4.0%	2.0%	5.5%
San Francisco	4,527,850	2.1%	2.6%	7.5%	1.5%	2.8%	9.1%	5.7%	5.3%	1.7%	6.6%
Washington DC	5,978,220	2.4%	0.8%	6.6%	1.3%	2.6%	11.8%	6.5%	4.9%	3.1%	11.6%
Average	**7,746,871**	**2.1%**	**3.1%**	**8.5%**	**1.2%**	**3.0%**	**8.0%**	**7.0%**	**4.6%**	**1.9%**	**6.2%**

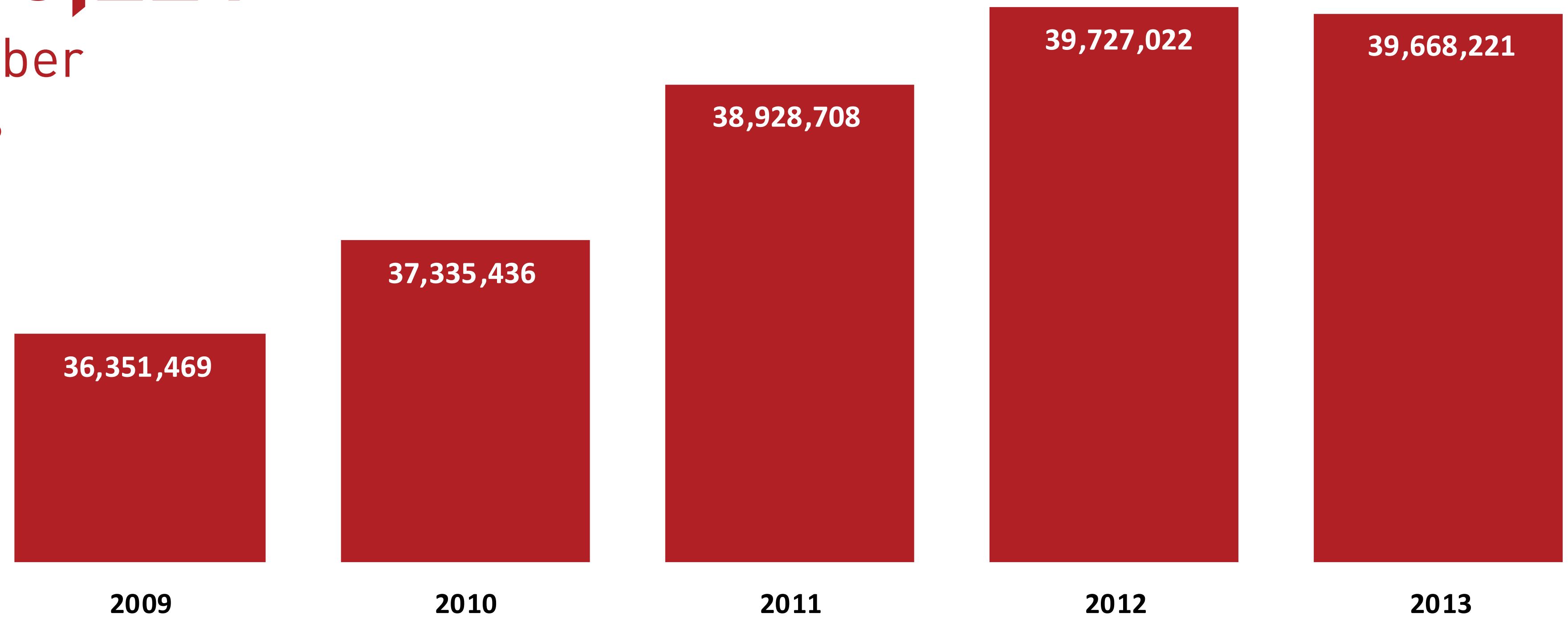
Source: Bureau of Labor Statistics 2014

- Las Vegas top ranks:
  - Financial Activities – 22.2%
  - Leisure and Hospitality – 13.1%
- Las Vegas ranks bottom ranks:
  - Information – 0.4%
  - Manufacturing – 1.0%
  - Professional and Business Services – 5.5%
  - Education and Health Services – 3.9%
  - Other Services – 1.2%
  - Government – 4.9%
- Las Vegas is considered a three-shift town, making it unique relative to other major U.S. markets

VISITOR VOLUME

39,668,221

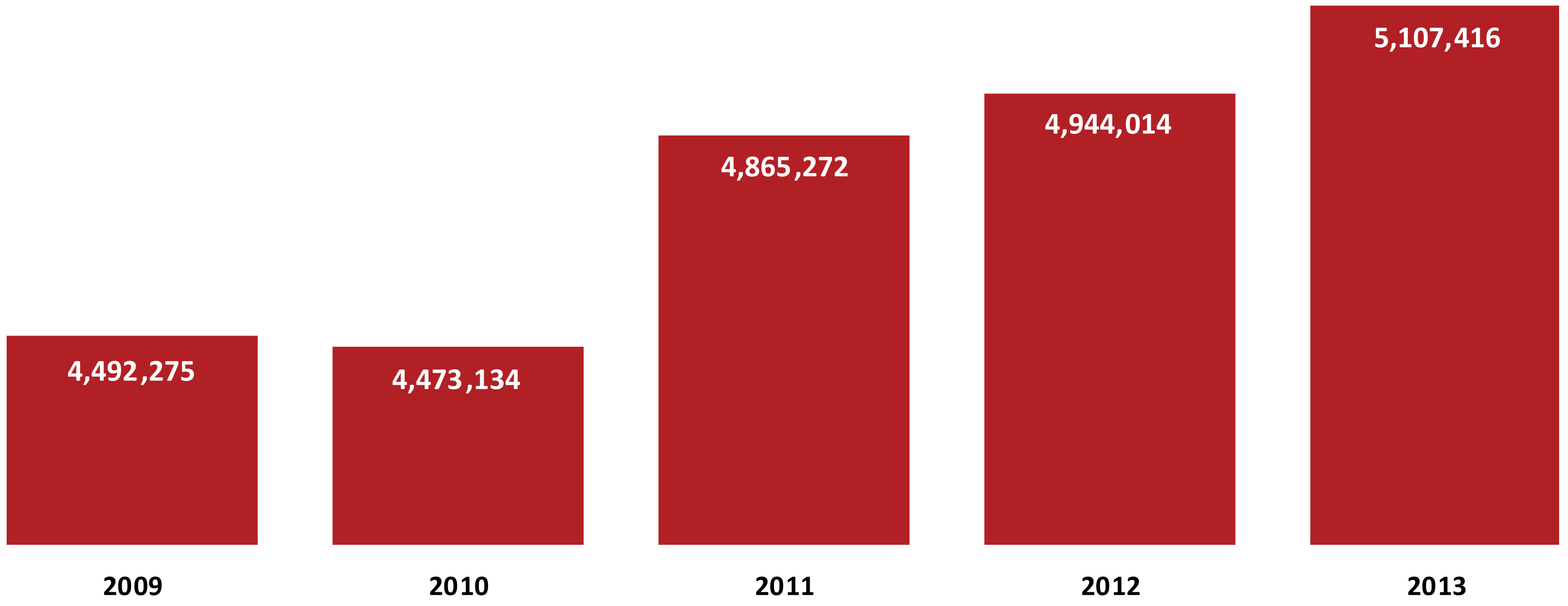
total number
of visitors



Source: LVCVA

- Visitor volume has risen 9.1 percent since 2009
- Total number of visitors of 39,668,221 in 2013.
- With an unparalleled gaming and entertainment infrastructure, Las Vegas continues to attract high numbers of visitors since the 2009 recession.

CONVENTION ATTENDANCE



Source: LVCVA

13.7%
rise in attendance

- Attendance at conventions has risen 13.7 percent since 2009.
- 5,107,416 convention attendees in 2013.

HOTEL INFRASTRUCTURE

Las Vegas Hotel Information		
Rank	**Hotel**	**Rooms**
1	MGM Grand	6,852
2	Luxor	4,407
3	The Venetian	4,049
4	Excalibur	4,032
5	Aria	4,004
6	Bellagio	3,950
7	Circus Circus	3,770
8	Mandalay Bay	3,700
9	Flamingo	3,642
10	Caesars Palace	3,348

150,593

Vegas hotel rooms

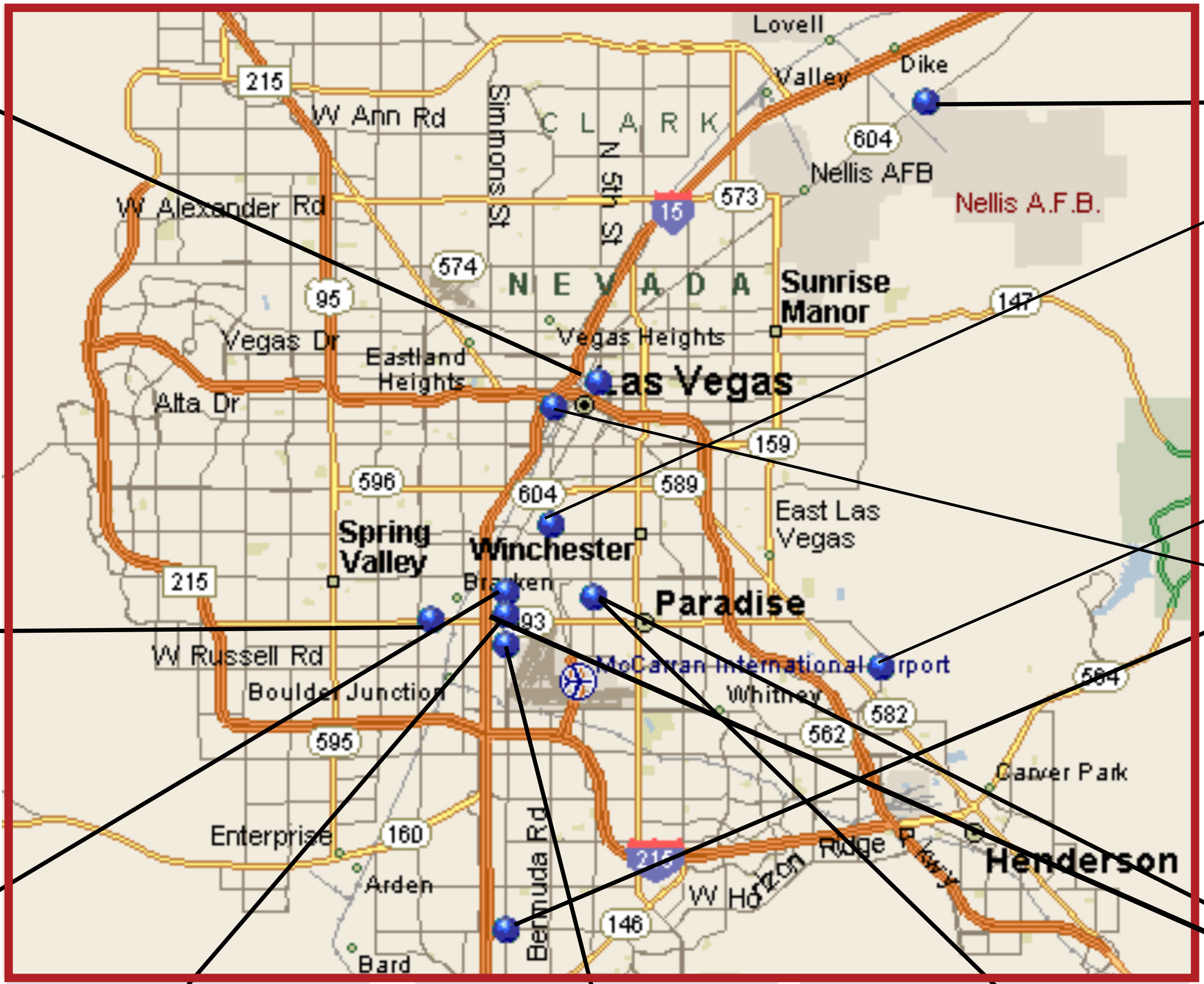
- One of the main attractions in Las Vegas are its hotels and resorts.
- 150,593 rooms in Las Vegas as of December 2013.

3 LOCAL MARKET VENUES

LAS VEGAS AREA VENUES

Cashman Field
Capacity: 9,334
Opened: 1983
Owner: Las Vegas Convention and Visitors Authority
Operator: Las Vegas Convention and Visitors Authority

Orleans Arena
Capacity: 9,000
Opened: 2003
Owner: Coast Casinos
Operator: Coast Casinos



Las Vegas Motor Speedway
Capacity: 123,000
Opened: 1996
Owner: Speedway Motorsports, Inc.
Operator: Speedway Motorsports, Inc.

Las Vegas Convention Center
Capacity: 2,000 (Theatre-Style)
Opened: 1959
Owner: City of Las Vegas
Operator: City of Las Vegas

Sam Boyd Stadium
Capacity: 34,680
Opened: 1971
Owner: UNLV
Operator: UNLV

South Point Arena & Equestrian Center
Capacity: 4,600
Opened: 2006
Owner: South Point Casino
Operator: South Point Casino

The Smith Center
Capacity: 2,550
Opened: 2012
Owner: City of Las Vegas
Operator: Smith Center

The AXIS at Planet Hollywood
Capacity: 4,226-7,093
Opened: 1976
(2000, 2013 Renovations)
Owner: Caesars Ent. Corp.
Operator: Live Nation

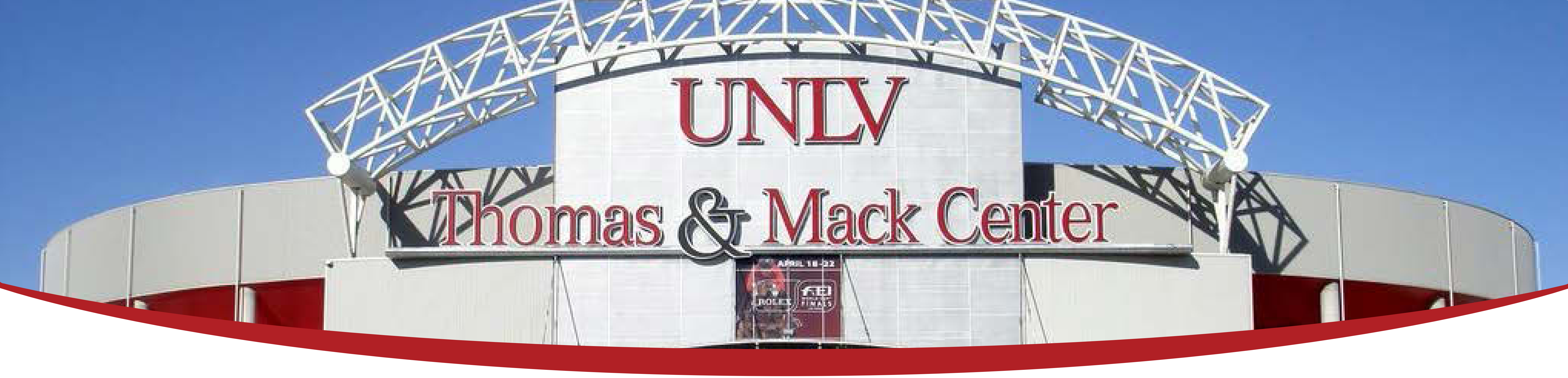
MGM Grand Garden Arena
Capacity: 17,000
Opened: 1993
Owner: MGM Resorts Int'l
Operator: MGM Resorts Int'l

Mandalay Bay Events Center
Capacity: 12,000
Opened: 1999
Owner: MGM Resorts Int'l
Operator: MGM Resorts Int'l

Thomas & Mack Center
Capacity: 17,222
Opened: 1983
(1999 Renovation)
Owner: UNLV
Operator: UNLV

Cox Pavilion
Capacity: 2,500
Opened: 2001
Owner: UNLV
Operator: UNLV

New MGM Arena
Capacity: 19,000
Open Date: 2016
Owner: LV Arena Co.
Operator: MGM Resorts



THOMAS AND MACK CENTER

UNLV BASKETBALL, NATIONAL FINALS RODEO

YEAR OPENED	1983
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	17,222
TENANTS:	UNLV BASKETBALL, NATIONAL FINALS RODEO
OWNER	UNLV
OPERATOR	UNLV
PROJECT COST	$30 MILLION

- Capacity of 17,222 for basketball.
- 19,400 for boxing events and center stage concerts.
- 30 suites - 10 to 20 guests.
- No club seating.
- 6,300 parking spaces.
- Average of approximately 125 events per year over.
- Average annual attendance - 640,000.
- UNLV accounts for 27% of event activity and 20% of total attendance.
- Plans for a $72 million renovation.
- State appropriated funds.
- Widening of the concourse, additional escalators.
- Mechanical/electrical work.
- New arena seating and locker room and restroom upgrades.

COX PAVILION

UNLV WOMEN'S BASKETBALL & VOLLEYBALL

YEAR OPENED	2001
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	2,500
TENANTS:	UNLV WOMEN'S BASKETBALL & VOLLEYBALL
OWNER	UNLV
OPERATOR	UNLV
PROJECT COST	$16.8 MILLION

- Opened in 2001 at a capacity of 2,500.
- Naming rights.
- $5 million deal with Cox Communications
- Host an average of 45 events per year.
- Basketball, volleyball, boxing, concerts and family shows.
- Non-University event levels have increased.
- NBA Summer League games.
- Total attendance at Pavilion events 37,000 per year.
- 31% UNLV related events.

SAM BOYD STADIUM

UNLV FOOTBALL, USA SEVENS RUGBY, LAS VEGAS BOWL

YEAR OPENED	1971
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	34,680
TENANTS:	UNLV FOOTBALL, USA SEVENS RUGBY, LAS VEGAS BOWL
OWNER	UNLV
OPERATOR	UNLV
PROJECT COST	$3.5 MILLION

- Opened in 1971 at a cost of $3.5 million
- Current capacity of 34,680
- Renovated in 1999
  - 9,000 seats
  - New concourse
  - Upgraded restrooms, concession stand and a new playing surface.
  - 16 suites
  - 488 club seats
- 13,800 parking spaces
- Average of 18 events per year
- UNLV Football, Las Vegas Sevens, the Las Vegas All-American Classic, the AMA Supercross Series Finals, the Monster Jam World Finals.
- 212,000 in total attendance per year
- Utilizes 90 acres of leased county land for parking

ORLEANS ARENA

YEAR OPENED	2003
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	9,000
TENANTS:	LAS VEGAS WRANGLERS (ECHL), WAC BASKETBALL TOURNAMENT, LAS VEGAS SIN (LFL), LAS VEGAS LEGENDS (PASL-PRO)
OWNER	COAST CASINOS
OPERATOR	COAST CASINOS
PROJECT COST	$85 MILLION

- Opened in 2003 at a cost of $85 million
- Adjacent to the Orleans Hotel, one mile from the Las Vegas Strip.
- Construction privately funded.
- 22 suites, 220 clubs seats.
- 10,800 square feet of meeting space.
- Hosts more than 200 events each year.
- WCC Men's Basketball Tournament, WAC Basketball Tournament.
- Concerts, family shows, motorsports, boxing, mixed martial arts, other sports and entertainment.
- 10 major concert events per year.
- Approximately 5,000 attendees per event.
- Musical artists include Carrie Underwood, Blake Shelton, Billy Joel and Van Halen.

AXIS AT PLANET HOLLYWOOD

YEAR OPENED	1976
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	4,226-7,093
TENANTS:	N/A
OWNER	CAESARS ENT. CORP.
OPERATOR	LIVE NATION
PROJECT COST	$4 MILLION

- Opened in 1976 at a cost of $4 million: renovated in 2013.
- Formerly known as the Aladdin Theatre and PH Live.
- $45 million worth of privately funded renovations since 2000.
- Dance floor and VIP table seating.
- 60 ultra-high-definition projectors, 2,220 square feet of Panasonic high-definition 10 millimeter LED walls.
- Events
- Charity benefits, award shows.
- Miss Universe, Miss America and Miss USA pageants.
- Major concerts.
- 4,350 tickets per concert.
- Average concert gross of $271,455 per concert.
- Past performers have included Britney Spears, Journey, Justin Bieber, Dave Matthews and Bob Dylan.

MANDALAY BAY EVENTS CENTER

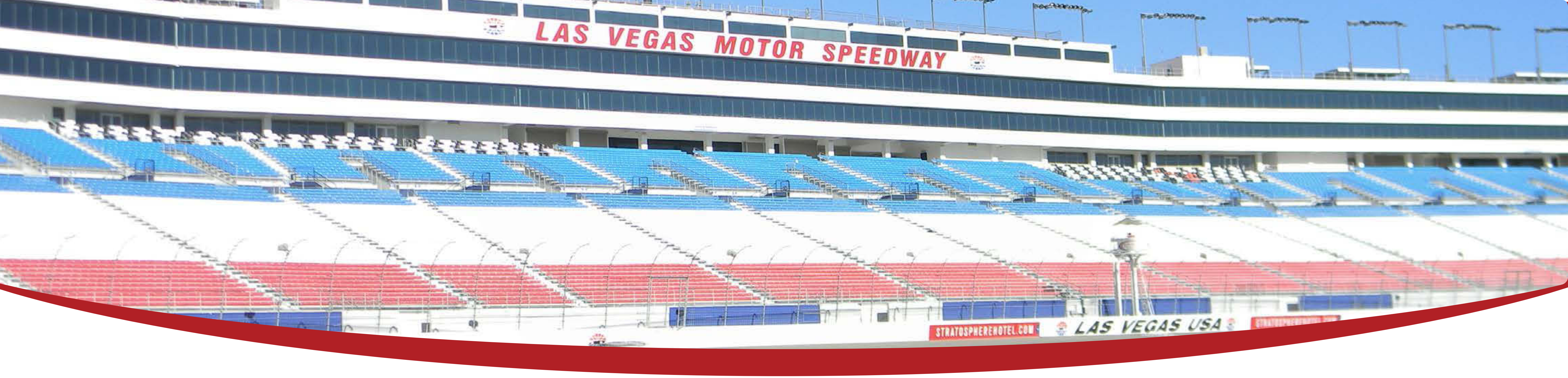
YEAR OPENED	1999
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	12,000
TENANTS:	N/A
OWNER	MGM RESORTS INT'L
OPERATOR	MGM RESORTS INT'L
PROJECT COST	$950 MILLION (cost of hotel, casino and arena)

- Part of the $950 million construction of Mandalay Bay Hotel & Casino.
- Opened in 1999.
- MGM Mirage acquired the Mandalay Resort Group in April 2005.
- $7.9 billion, including $2.5 billion in outstanding debt.
- The arena regularly hosts events.
- Awards shows, boxing, wrestling, mixed martial arts, basketball, and family shows.
- 30 UFC events, 6 Latin Grammy Awards Shows.
- Hosts an average of 15 concerts per year.
- Average of 7,000 tickets per concert.
- Average ticket gross of $572,362.
- Concerts have included Taylor Swift, Pink, Katy Perry and Brad Paisley.

MGM GRAND GARDEN ARENA

YEAR OPENED	1993
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	17,000
TENANTS:	PAC 12 BASKETBALL TOURNAMENT
OWNER	MGM RESORTS INT'L
OPERATOR	MGM RESORTS INT'L
PROJECT COST	$1.1 BILLION (cost of hotel, casino and arena)

- Opened in 1993.
- $1.1 billion cost includes hotel, casino and arena.
- Located inside of the 112-acre MGM Grand Hotel & Casino.
- Events
  - Boxing, mixed martial arts, concerts family shows, volleyball, indoor soccer, hockey.
  - Pac 12 Men's Basketball Tournament through 2015.
- Billboard Music Awards.
- Hosts an average of 10 concerts per year.
- Average of 13,200 tickets per concert.
- Average ticket gross of $1,712,971 per concert.
- Artists include Beyoncé, Bon Jovi, Bruno Mars and The Rolling Stones.



LAS VEGAS MOTOR SPEEDWAY

YEAR OPENED	1996
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	123,000
TENANTS:	NASCAR, NHRA
OWNER	SPEEDWAY MOTORSPORTS, INC.
OPERATOR	SPEEDWAY MOTORSPORTS, INC.
PROJECT COST	$350 MILLION

- Located approximately 15 miles from the Las Vegas Strip.
- $72 million renovation in 1995.
- Significant refurbishment to tracks
- Addition of the superspeedway that opened in 1996.
- Sold for $215 million to Speedway Motorsports, Inc., ("SMI") in 1998.
- Hosts several major motorsports annually.
  - Kobalt Tools 400, Boyd Gaming 300, Smith's 350, NHRA Mellow Yello Drag Racing Series, Global RallyCross Championship, SummitRacing.com NHRA Nationals, TOYOTA NHRA Nationals.
  - 2013 RE/MAX World Long Drive Championship.
  - Electric Daisy Carnival
    - Three-day electronic dance music festival.
    - 300,000 annual attendees.

CONVENTIONS SPORTS & LEISURE

SOUTHPOINT ARENA AND EQUESTRIAN CENTER

YEAR OPENED	2006
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	4,600
TENANTS:	N/A
OWNER	SOUTH POINT CASINO
OPERATOR	SOUTH POINT CASINO
PROJECT COST	$30 MILLION (RENOVATION)

- Opened in 2006
- Arena, indoor practice area, covered outdoor practice area.
- Rodeos, equestrian shows and horse cutting championships.
- Other events
  - Motocross and BMX races, Monster Truck Nationals, Sin City Mixed MMA, the World Salsa Championships, boxing matches and women's college basketball's Holiday Hoops Classic.
- Can also be converted to a concert venue.
- $30 million renovation in 2014.
- Name will change to Priefert Pavilion.
- Additional 100,000 square feet of space to the arena and seating areas.
- Second floor will house a sixty-lane tournament bowling facility.
- Secured a 12 year agreement with the United States Bowling.
- Open Championships
- TEAM USA Trials

THE SMITH CENTER FOR THE PERFORMING ARTS

YEAR OPENED	2012
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	2,550
TENANTS:	NEVADA BALLET THEATRE, LAS VEGAS PHILHARMONIC
OWNER	CITY OF LAS VEGAS
OPERATOR	THE SMITH CENTER
PROJECT COST	$320 MILLION

- Opened in 2012
  - 2050-seat multipurpose main hall
  - 300-seat cabaret theater
  - 200-seat flexible studio theater
- Project cost of $320 million
  - 53% public, 47% private funds
    - City/County/State Rental Car Tax - $105 million
    - City Land, Infrastructure and Environmental Cleanup - $65 million
    - Donald W. Reynolds Foundation Lead Gift - $50 million
    - Donald W. Reynolds Foundation Grant - $100 million
- Events
  - Nevada Ballet Theatre
  - Las Vegas Philharmonic
  - Broadway shows
    - Les Misérables, The Wizard of Oz, Mamma Mia!, Disney's Beauty and the Beast

MGM NEW ARENA

YEAR OPENED	2016 (EST.)
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	20,000
TENANTS:	N/A
OWNER	MGM RESORTS INT'L / AEG
OPERATOR	MGM RESORTS INT'L / AEG
PROJECT COST	$350 MILLION

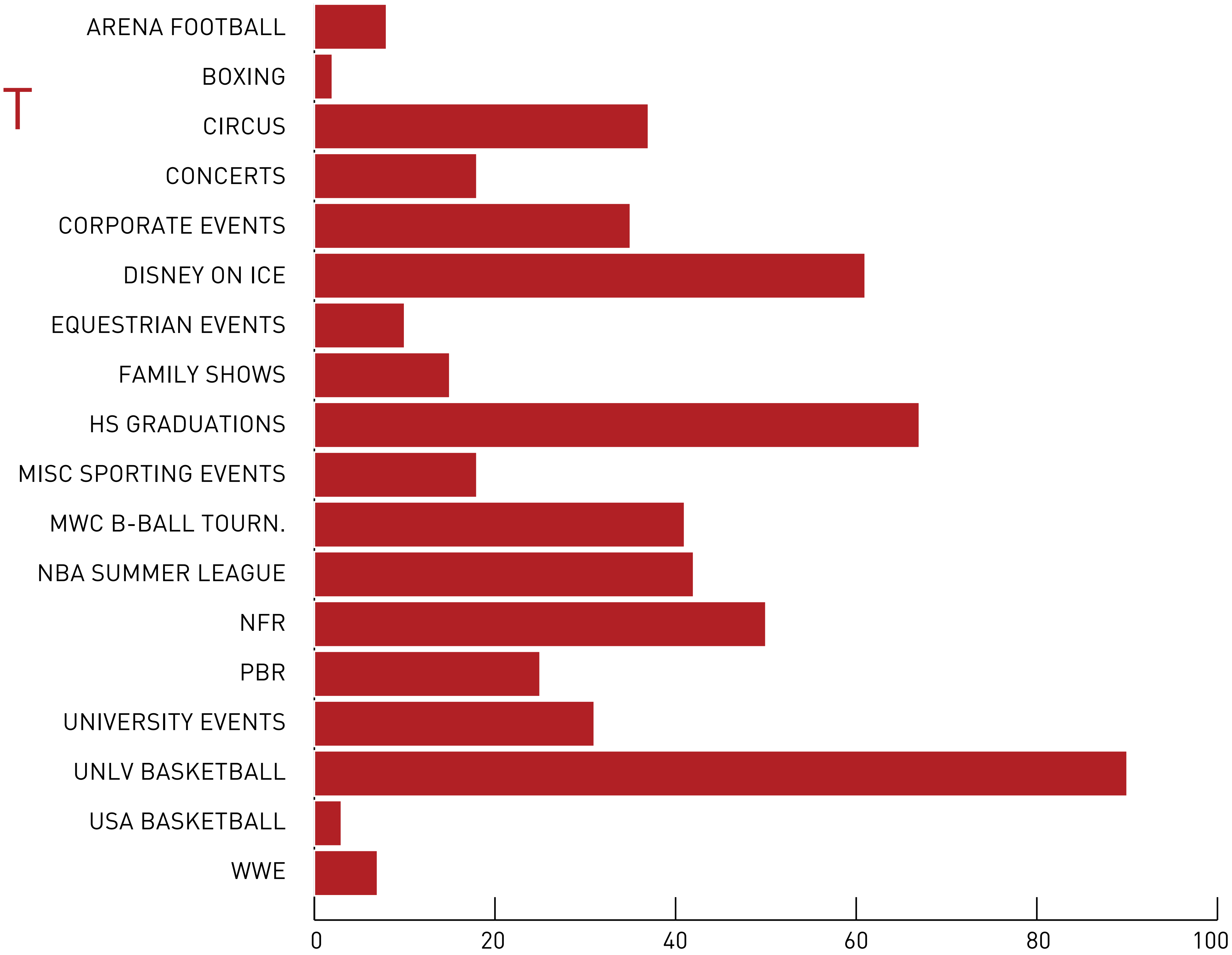
- New 20,000 seat arena at MGM.
- Estimated to open 2016 at a cost of $350 million.
- AEG and MGM are privately funding the arena.
- Additional private third-party debt financing.
- Amenities
  - High end premium seating
  - Bunker clubs and suites, in-bowl sponsor zones, VIP drop-off areas, private lobbies.
  - Seven-story atrium with an array of balconies.
- Designed to accommodate NBA and NHL games.
- Will open without a professional basketball or hockey club as a tenant.
- Most comparable to the Sprint Center in Kansas City, Mo.
- Hosts an average of 120 events per year.
- No NBA or NHL tenant.
- Will attempt to host 100 events per year.
- Concerts, boxing, mixed martial arts, sports, awards shows and other event.

LAS VEGAS CONVENTION CENTER

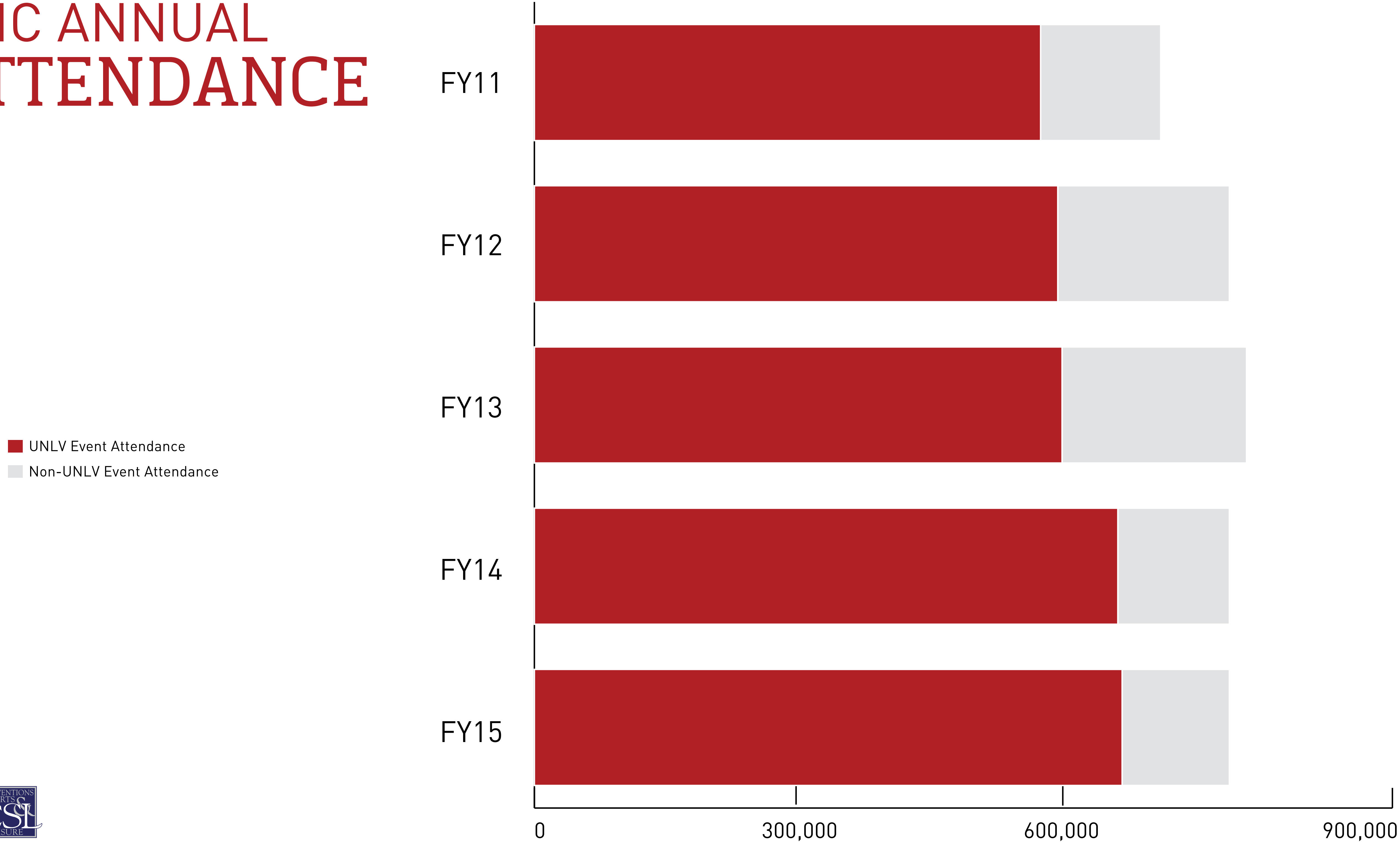
YEAR OPENED	1959
LOCATION	LAS VEGAS, NV
SEATING CAPACITY	2,000 (THEATER STYLE CAPACITY)
Total Cost:	$2.5 billion (renovation)
TENANTS:	LAS VEGAS CONVENTION CENTER AUTHORITY
OWNER	CITY OF LAS VEGAS
OPERATOR	CITY OF LAS VEGAS
PROJECT COST	$2.5B (RENOVATION)

- Opened in 1959
  - 3.2 million square feet of convention space
  - 2,000 seat theater style capacity
  - 900 seat banquet style capacity
  - 5,000 parking spaces
- Events
  - Largest single convention center in the world
  - 2013 total attendance was 1.6 million
  - 613 total event days
- $2.5 billion renovation scheduled to be completed 2016-2018
  - Will include, but not limited to
    - Meeting room addition spanning the full length of the South Hall
    - Grand concourse linking all three halls
    - Signature facade in front
    - Enclosed pedestrian access for the Las Vegas Monorail
    - Police and fire facilities on property

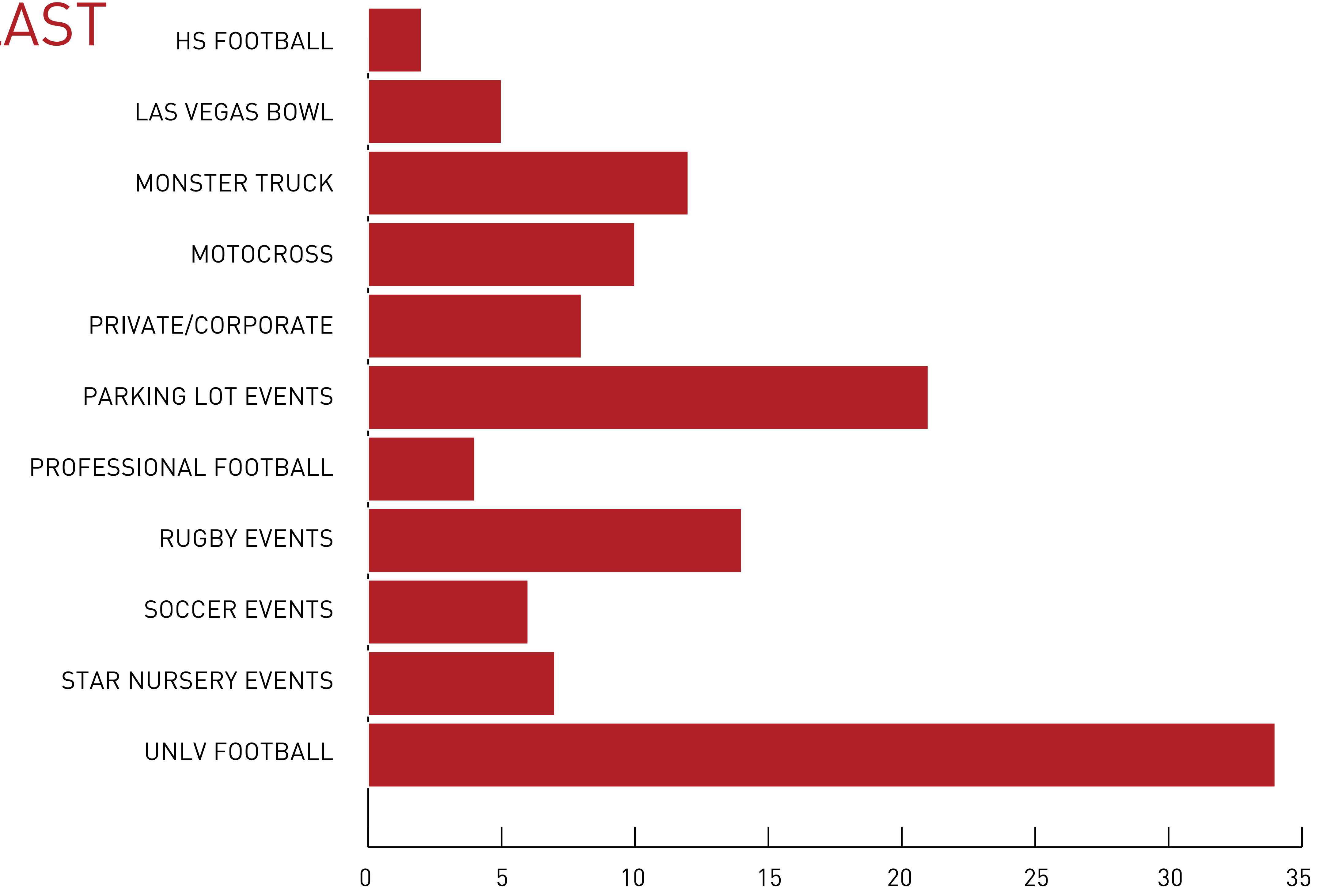
TMC EVENTS LAST 5 YEARS



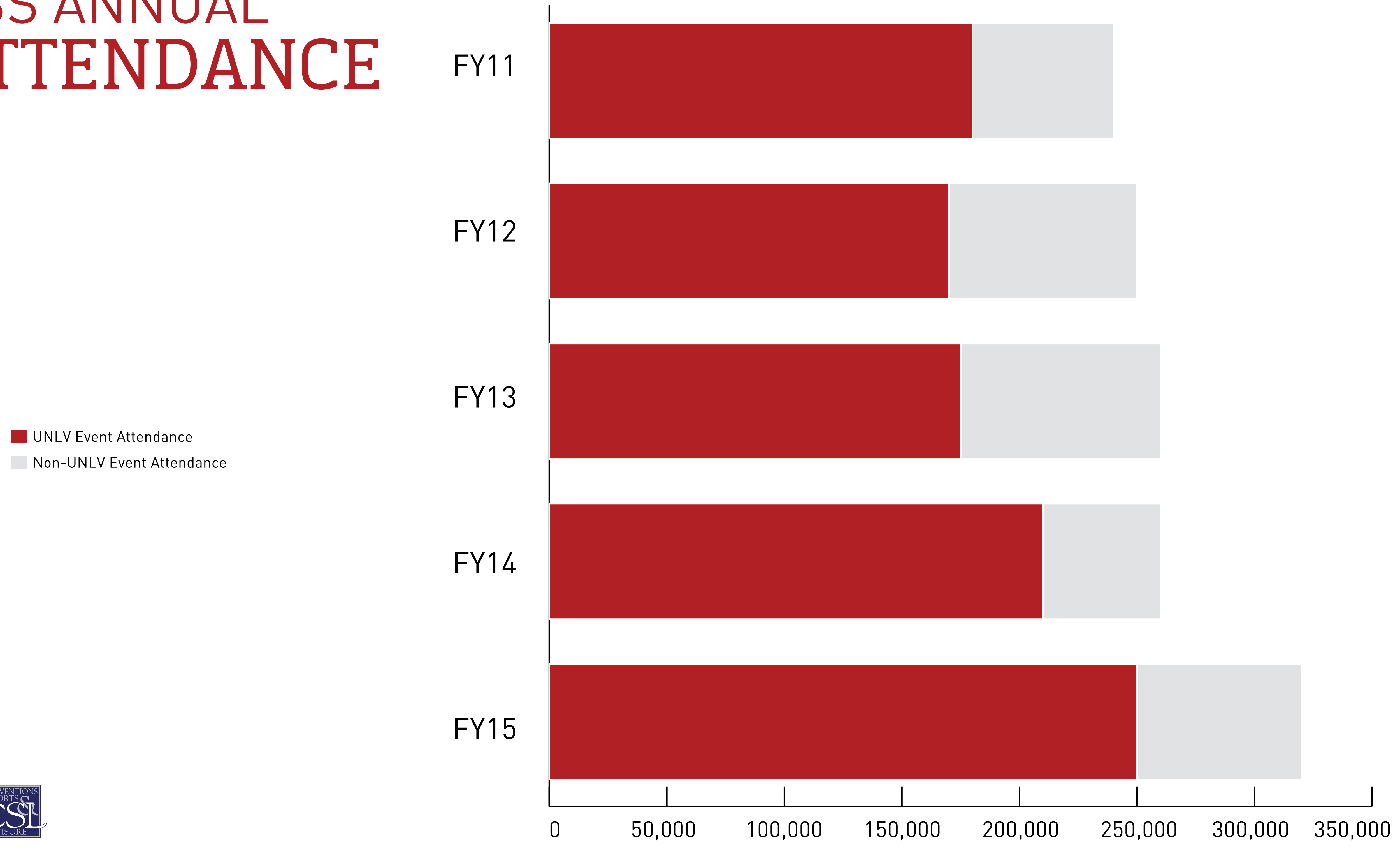
TMC ANNUAL ATTENDANCE



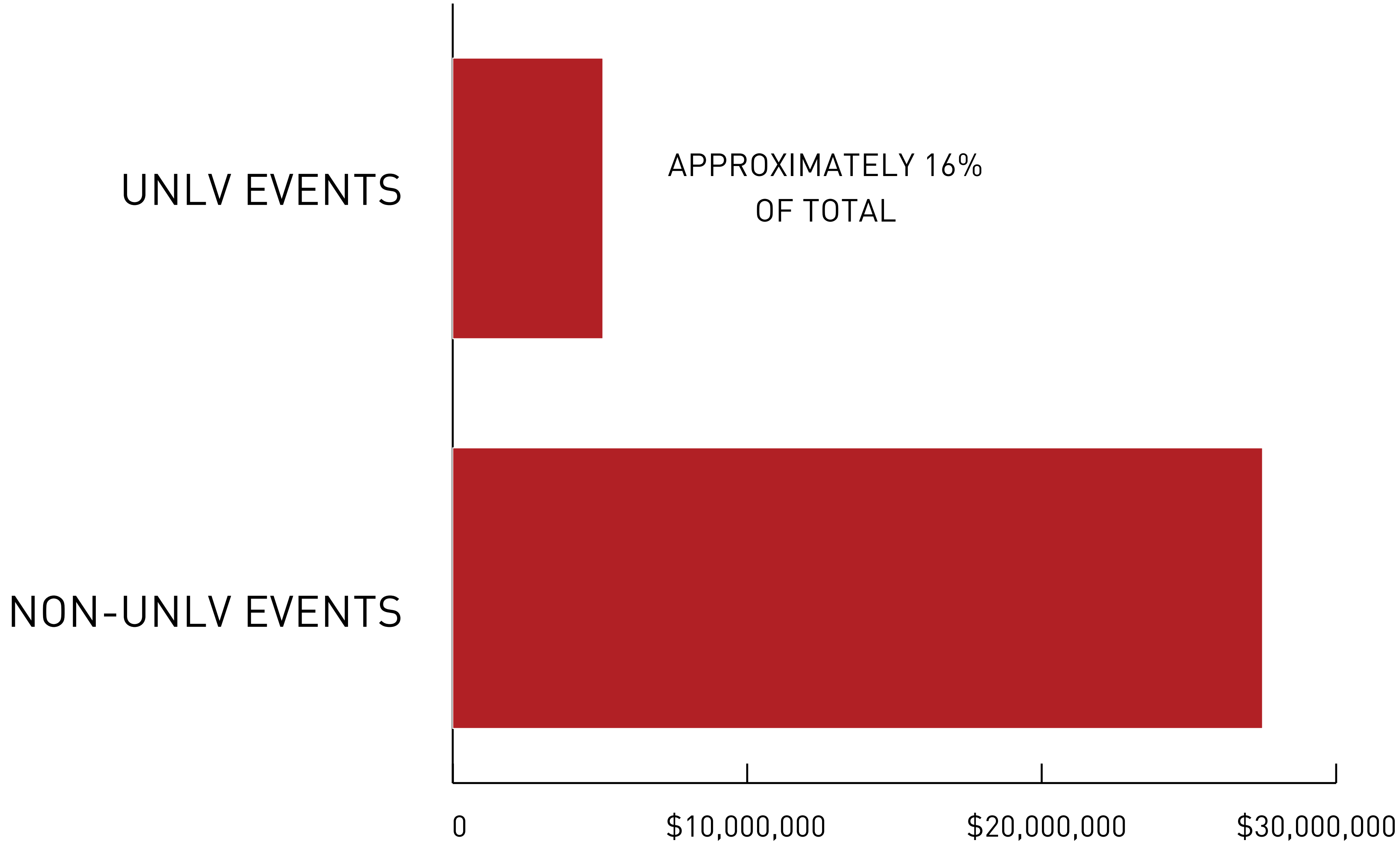
SBS EVENTS LAST
5 YEARS



SBS ANNUAL ATTENDANCE



FY15 GROSS REVENUE
TMC/SBS/COX



LAS VEGAS EVENT SPACE

Facility	Exhibit Space	Meeting Space	Multipurpose/ Ballroom Space	Sellable Space	Largest Contiguous Space	Number of Meeting Rooms	Rooms at HQ Hotel
Sands Expo and Conv. Ctr./Venetian Congress Ctr.	1,035,600	56,100	329,700	1,421,400	655,600	92	4,027
Las Vegas Convention Center	1,940,600	235,800	0	2,176,400	623,100	138	2,955
Mandalay Bay Resort and Casino	936,300	56,600	272,900	1,265,800	577,200	48	3,211
Cashman Center	98,100	15,400	0	113,500	98,100	14	0
MGM Grand Hotel and Casino	48,600	40,300	208,500	297,400	92,400	35	4,996
Mirage Casino-Hotel	0	31,400	140,000	171,400	89,400	21	3,044
Paris Las Vegas	0	4,900	110,200	115,100	85,204	4	3,211
South Point Hotel, Casino and Spa	80,000	17,700	43,200	140,900	80,000	15	1,356
LVH - Las Vegas Hotel and Casino	0	8,800	148,100	156,900	70,000	16	2,950
Rio All-Suite Hotel and Casino	0	21,700	125,100	146,800	54,900	37	2,522
ARIA Resort and Casino	0	147,200	39,300	186,500	51,200	36	4,004
Caesars Palace	0	27,200	220,400	247,600	50,900	27	3,772
Wynn Las Vegas	0	46,400	75,500	121,900	50,200	20	2,716
Riviera Hotel and Casino	0	40,800	90,700	131,500	46,100	35	2,072
Bellagio	0	41,200	98,300	139,500	45,500	27	3,933
Bally's Las Vegas	0	27,300	104,800	132,100	40,000	14	2,814
The Cosmopolitan of Las Vegas	0	24,900	106,700	131,600	37,100	19	2,995
Planet Hollywood Resort and Casino	0	15,700	36,900	52,600	36,900	18	2,496
Hard Rock Hotel and Casino	0	10,300	59,700	70,000	33,800	8	1,505
Tropicana Las Vegas	0	8,400	48,500	56,900	24,500	8	1,375
Flamingo Las Vegas	0	43,300	28,400	71,700	20,900	32	3,460
Encore at Wynn Las Vegas	0	27,400	20,700	48,100	20,700	20	2,034
Plaza Hotel and Casino	0	2,000	19,000	21,000	19,000	2	1,003
Orleans Hotel and Casino	0	25,700	16,000	41,700	17,200	12	1,885
Palace Station Hotel Casino	0	2,000	17,000	19,000	17,000	4	1,011
Luxor Hotel and Casino	0	4,200	15,700	19,900	15,700	3	4,400
Monte Carlo Resort and Casino	0	23,200	6,500	29,700	15,000	10	2,992
Excalibur Hotel and Casino	0	0	12,200	12,200	12,200	n/a	3,991
Harrah's Las Vegas Hotel and Casino	0	11,200	12,000	23,200	12,000	14	2,526
Treasure Island - TI Hotel and Casino	0	3,700	11,800	15,500	11,800	5	2,884
Golden Nugget	0	20,000	11,000	31,000	11,000	11	2,340
The Quad Resort and Casino	0	19,000	19,300	38,300	11,000	16	2,545
Total	**4,139,200**	**1,059,800**	**2,448,100**	**7,647,100**		**761**	**87,025**
Average	**129,400**	**33,100**	**76,500**	**239,000**	**94,600**	**25**	**2,720**
World Market Center (1)	300,000	0	0	300,000			

(1) Represents only temporary trade space. The World Market Center offers 4 million square feet of permanent trade space. Non-traditional space not included in this comparison. Data available on sub-tab, if requested.

CONVENTIONS SPORTS & LEISURE

4 COMPARABLE FACILITIES

SPORTS FRANCHISES PER MARKET

LAS VEGAS IS THE **ONLY MARKET** AMONG THE TOP 31 MARKETS IN THE U.S. **WITHOUT** A **MAJOR PROFESSIONAL SPORTS FRANCHISE**

Rank	Market	Total Franchises
1	New York	11
2	Los Angeles	8
3	Chicago	6
4	Dallas - Fort Worth	5
5	Houston	4
6	Philadelphia	5
7	Washington D.C.	5
8	Miami	4
9	Atlanta	4
10	Boston	5
11	San Francisco - Oakland	2
12	Phoenix	4
13	Detroit	4
14	Seattle	3
15	Minneapolis - St. Paul	4
16	San Diego	2
17	Tampa	3
18	St. Louis	3
19	Baltimore	2
20	Denver	5
21	Pittsburgh	3
22	Charlotte	3
23	Portland	2
24	San Antonio	1
25	Orlando	2
26	Sacramento	1
27	Cincinnati	2
28	Cleveland	3
29	Kansas City	3
30	Columbus	2
31	**Las Vegas**	**0**
AVERAGE (excluding Las Vegas)		4

CORPORATE SUITE PENETRATIONS

		Most Populated U.S. CBSAs						
		Suites						
Rank	Market	NBA/NHL	MLB	NFL	MLS	Total Suites	Total Corporations[1]	Corporations per Suite
1	Los Angeles	158	68	0	82	308	11,017	35.8
2	San Francisco	0	68	165	0	233	6,740	28.9
3	San Antonio	53	0	0	0	53	1,215	22.9
4	Orlando	64	0	0	0	64	1,456	22.8
5	Columbus	54	0	0	0	54	1,221	22.6
6	Las Vegas	50	0	0	0	50	1,098	22.0
7	Portland	68	0	0	23	91	1,869	20.5
8	Chicago	167	156	133	42	498	9,610	19.3
9	Boston	89	45	80	80	294	5,540	18.8
10	New York	192	121	213	151	677	12,120	17.9
11	Sacramento	64	0	0	0	64	1,143	17.9
12	San Diego	0	62	113	0	175	2,940	16.8
13	Washington D.C.	108	69	208	31	416	6,200	14.9
14	Houston	97	63	185	33	378	5,320	14.1
15	Baltimore	0	72	122	0	194	2,650	13.7
16	Philadelphia	126	71	171	30	398	5,110	12.8
17	Seattle	0	61	112	112	285	3,590	12.6
18	Cincinnati	0	50	132	0	182	2,230	12.3
19	Denver	95	45	115	15	270	3,200	11.9
20	Minneapolis	127	72	125	0	324	3,820	11.8
21	Detroit	233	93	127	0	453	4,970	11.0
22	St. Louis	91	64	114	0	269	2,830	10.5
23	Phoenix	176	70	108	0	354	3,450	9.7
24	Dallas	130	123	380	26	659	6,340	9.6
25	Pittsburgh	66	65	129	0	260	2,490	9.6
26	Kansas City	0	96	111	36	243	2,250	9.3
27	Atlanta	194	54	171	171	590	5,190	8.8
28	Cleveland	92	132	145	0	369	3,050	8.3
29	Tampa	69	65	197	0	331	2,530	7.6
30	Miami	105	190	195	0	490	3,740	7.6
31	Charlotte	126	0	157	0	283	2,110	7.5
AVERAGE (excluding Las Vegas)						309	4,198	14.9

(1) Includes corporate headquarters with at least 25 employees and $5 million in annual sales and branches with at least 25 employees

Note: Excludes industries typically not targeted for premium seating: non-profits, educational, governmental institutions, etc.

* Comparable markets are defined as having a qualified corporate inventory of more than 4,000 companies.

Source: ESRI, team premium seating representatives, industry periodicals

HIGH INCOME HOUSEHOLD CLUB SEAT PENETRATIONS

Most Populated U.S. CBSAs

Rank	Market	Club Seats NBA/NHL	Club Seats MLB	Club Seats NFL	Club Seats MLS	Total Club Seats	Total High Income Households[1]	High Income Households per Club Seat
1	Sacramento	825	0	0	0	825	217,405	263.5
2	San Antonio	1,700	0	0	0	1,700	185,756	109.3
3	Columbus	1,695	0	0	0	1,695	182,705	107.8
4	Los Angeles	6,716	2,098	0	3,266	12,080	1,258,499	104.2
5	Orlando	1,856	0	0	0	1,856	156,086	84.1
6	Las Vegas	2,000	0	0	0	2,000	153,302	76.7
7	San Francisco	0	5,200	9,000	0	14,200	844,796	59.5
8	Portland	2,504	0	0	1,624	4,128	239,504	58.0
9	Boston	2,998	688	5,700	2,695	12,081	541,352	44.8
10	New York	14,204	11,000	10,211	12,022	47,437	1,997,162	42.1
11	Chicago	6,000	5,443	8,651	210	20,304	843,302	41.5
12	Washington D.C.	4,600	1,999	14,058	1,830	22,487	803,433	35.7
13	Detroit	1,500	1,039	7,312	0	9,851	337,326	34.2
14	Philadelphia	3,620	3,571	8,447	1,000	16,638	559,081	33.6
15	Houston	2,700	4,776	9,436	1,092	18,004	457,248	25.4
16	Baltimore	0	3,800	8,108	0	11,908	284,763	23.9
17	Dallas	3,680	5,500	14,177	200	23,557	511,836	21.7
18	Minneapolis	4,436	3,400	7,500	0	15,336	322,928	21.1
19	San Diego	0	6,760	7,668	0	14,428	289,845	20.1
20	Miami	0	10,209	10,470	0	20,679	409,233	19.8
21	Phoenix	4,645	4,400	7,357	0	16,402	323,613	19.7
22	Atlanta	1,970	5,400	8,108	8,108	23,586	444,716	18.9
23	St. Louis	1,726	3,707	6,596	0	12,029	207,328	17.2
24	Seattle	0	5,059	7,833	7,833	20,725	348,459	16.8
25	Kansas City	0	2,575	6,912	850	10,337	152,962	14.8
26	Cincinnati	0	3,380	7,793	0	11,173	163,311	14.6
27	Denver	3,700	4,526	8,155	150	16,531	232,919	14.1
28	Charlotte	4,420	0	11,303	0	15,723	203,752	13.0
29	Pittsburgh	1,950	2,975	8,033	0	12,958	150,491	11.6
30	Cleveland	1,847	2,063	8,345	0	12,255	141,545	11.5
31	Tampa	2,600	3,000	12,218	0	17,818	181,838	10.2
AVERAGE (excluding Las Vegas)						14,624	433,106	43.8

(1) Includes households with annual incomes greater than $100,000

Source: ESRI, team premium seating representatives, industry periodicals

NBA & NHL ARENA FUNDING

Arena	Total Cost ($MM)	Amount		Percent	
		Public	Private	Public	Private
Madison Square Garden	$1,200.0	$0.0	$1,200.0	0%	100%
Barclays Center	$1,030.0	$131.0	$903.3	12%	88%
American Airlines Center	$412.0	$125.0	$287.0	30%	70%
STAPLES Center	$376.6	$71.1	$305.5	19%	81%
Verizon Center	$350.0	$130.0	$220.0	37%	63%
Wells Fargo Center	$227.1	$25.5	$201.6	11%	89%
United Center	$187.5	$12.5	$175.0	7%	93%
Air Canada Centre	$179.7	$0.0	$179.7	0%	100%
Pepsi Center	$164.5	$4.5	$160.0	3%	97%
TD Garden	$160.0	$0.0	$160.0	0%	100%

Amway Center	$480.0	$418.0	$62.0	87%	13%
Golden 1 Center	$477.0	$254.0	$223.0	53%	47%
Toyota Center	$308.0	$261.6	$46.4	85%	15%
American Airlines Arena	$283.4	$143.9	$139.5	51%	49%
FedEx Forum	$269.9	$253.7	$16.2	94%	6%
Time Warner Cable Arena	$265.0	$231.8	$33.2	87%	13%
Moda Center	$261.8	$34.4	$227.3	13%	87%
Philips Arena	$240.6	$72.6	$168.0	30%	70%
Bankers Life Fieldhouse	$236.0	$205.0	$31.0	87%	13%
AT&T Center	$195.0	$132.5	$62.5	68%	32%
Chesapeake Engergy Arena	$192.7	$192.7	$0.0	100%	0%
Quicken Loans Arena	$160.0	$123.0	$37.0	77%	23%
Smoothie King Center	$112.0	$101.5	$10.5	91%	9%
Target Center	$103.0	$20.0	$83.0	19%	81%
Oracle Arena	$102.5	$77.0	$25.5	75%	25%
Talking Stick Resort Arena	$99.8	$47.3	$52.5	47%	53%
EnergySolutions Arena	$94.0	$20.0	$74.0	21%	79%
BMO Harris Bradley Center	$90.0	$0.0	$90.0	0%	100%
Palace of Auburn Hills	$70.0	$0.0	$70.0	0%	100%

Arena	Total Cost ($MM)	Amount		Percent	
		Public	Private	Public	Private
New Red Wings Arena	$650.0	$286.0	$364.0	44%	56%
Rogers Place	$507.1	$268.8	$238.3	53%	47%
Consol Energy Center	$321.0	$305.0	$16.1	95%	5%
Gila River Arena	$220.0	$180.4	$39.6	82%	18%
BB&T Center	$217.7	$172.0	$45.7	79%	21%
Bell Centre	$205.4	$0.0	$205.4	0%	100%
PNC Arena	$174.3	$118.5	$55.8	68%	32%
Xcel Energy Center	$170.0	$129.2	$40.8	76%	24%
Nationwide Arena	$166.0	$16.6	$149.4	10%	90%
Bridgestone Arena	$157.6	$157.6	$0.0	100%	0%
Amalie Arena	$153.0	$87.2	$65.8	57%	43%
Scottrade Center	$134.8	$0.0	$134.8	0%	100%
First Niagara Center	$127.5	$54.8	$72.7	43%	57%
Honda Center	$126.5	$0.0	$126.5	0%	100%
Rogers Arena	$116.6	$0.0	$116.6	0%	100%
Scotiabank Saddledome	$81.1	$81.1	$0.0	100%	0%

Average - ALL	$263.5	$109.9	$153.7	44.7%	55.3%
Median - ALL	$192.7	$87.2	$83.0	44.0%	56.0%
Average - NBA/NHL	$428.7	$50.0	$379.2	11.9%	88.1%
Average - NBA Only	$212.7	$136.3	$76.4	57.1%	42.9%
Average - NHL Only	$220.5	$116.1	$104.5	50.4%	49.6%

NHL & NBA ARENA SQUARE FOOTAGE

NHL Arenas Square Footage

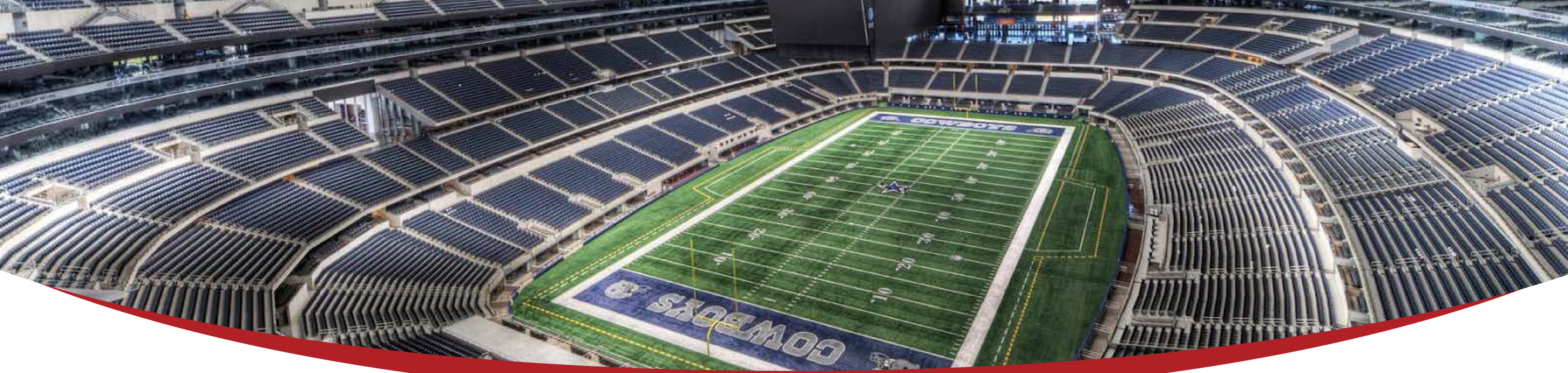
Team	Arena	Building Square Footage
Washington Capitals*	Verizon Center	1,020,000
Chicago Blackhawks*	United Center	960,000
Los Angeles Kings*	Staples Center	950,000
Florida Panthers	BB&T Center	872,000
Dallas Stars*	American Airlines Center	840,000
New York Rangers*	Madison Square Garden	820,000
Columbus Blue Jackets	Nationwide Arena	800,000
Montreal Canadiens	Bell Centre	780,000
Edmonton Oilers	Rogers Place	775,000
Boston Bruins*	TD Garden	755,000
Nashville Predators	Bridgestone Arena	750,000
Pittsburgh Penguins	Consol Energy Center	720,000
Buffalo Sabres	First Niagara Center	700,000
Carolina Hurricanes	PNC Arena	700,000
Philadelphia Flyers*	Wells Fargo Center	700,000
New Jersey Devils	Prudential Center	700,000
Colorado Avalanche*	Pepsi Center	675,000
New York Islanders*	Barclays Center	675,000
Tampa Bay Lightning	Amalie Arena	670,000
St. Louis Blues	Scottrade Center	665,000
Toronto Maple Leafs	Air Canada Centre	665,000
Detroit Red Wings	New Red Wings Arena	650,000
Minnesota Wild	Xcel Energy Center	650,000
Anaheim Ducks	Honda Center	650,000
Phoenix Coyotes	Gila River Arena	600,000
Ottawa Senators	Canadian Tire Centre	600,000
San Jose Sharks	SAP Center	500,000
Vancouver Canucks	Rogers Arena	475,000
Calgary Flames	Scotiabank Saddledome	474,000
Winnipeg Jets	MTS Centre	450,000
AVERAGE		708,000

*NBA/NHL facility

NBA Arenas Square Footage

Team	Arena	Building Square Footage
Washington Wizards*	Verizon Center	1,020,000
Chicago Bulls*	United Center	960,000
Los Angeles Lakers/Los Angeles Clippers*	Staples Center	950,000
Orlando Magic	Amway Center	875,000
Sacramento Kings	Golden 1 Center	875,000
Dallas Mavericks*	American Airlines Center	840,000
Minnesota Timberwolves	Target Center	832,000
Portland Trailblazers	Moda Center	820,000
New York Knicks*	Madison Square Garden	820,000
Memphis Grizzlies	FedEx Forum	783,500
Charlotte Hornets	Time Warner Cable Arena	780,000
Boston Celtics*	TD Garden	755,000
Cleveland Cavaliers	Quicken Loans Arena	750,000
Utah Jazz	EnergySolutions Arena	750,000
San Antonio Spurs	AT&T Center	750,000
Indiana Pacers	Bankers Life Fieldhouse	750,000
Houston Rockets	Toyota Center	750,000
Philadelphia 76ers*	Wells Fargo Center	700,000
Milwaukee Bucks	New Bucks Arena	700,000
Miami Heat	American Airlines Arena	680,000
Atlanta Hawks	Philips Arena	680,000
Brooklyn Nets	Barclays Center	675,000
Denver Nuggets*	Pepsi Center	675,000
Toronto Raptors*	Air Canada Centre	665,000
New Orleans Pelicans*	Smoothie King Center	650,000
Phoenix Suns	Talking Stick Resort Arena	600,000
Oklahoma City Thunder	Chesapeake Energy Arena	581,000
Detroit Pistons	Palace at Auburn Hills	570,000
Golden State Warriors	Oracle Arena	500,000
AVERAGE		750,000

*NBA/NHL facility



AT&T STADIUM

YEAR OPENED	2009
CAPACITY	80,000
SQ. FOOTAGE	3.0M sq. ft.
PROJECT COST	$1,214M
% PRIVATE	64%
% PUBLIC	36%

FUNDING SUMMARY:

- The City of Arlington provided $325 million in voter-approved City bonds
    - Bonds backed by 0.5% sales tax increase, 2% hotel tax and 5% car rental tax
- The City issued $115 million in revenue bonds
    - Bonds backed by 10% admission tax, $3 parking surcharge
- County contributed $25 million in cash for roads/parking lots
- Cowboys equity and revenues from PSL & suite sales generated approximately $557.5 million in project funding
- The Cowboys funded $175.0 of their contribution via private debt financing
- NFL G-3 funding accounted for $76.5 million
- Cost overruns were the responsibility of the Cowboys

Funding Sources	
Sources	
Cowboys Equity & Seat Revenues (PSL, Suite Sales)	$557.5
City-Wide Sales Tax	325.0
Debt Financed by Cowboys	175.0
City Admission Tax	115.0
NFL G-3 Financing	76.5
County Cash Appropriation	25.0
Total Sources ($M)	$1,274.0

CONVENTIONS SPORTS & LEISURE CSL

AT&T STADIUM OTHER EVENT SUMMARY

- Average 15 major 3rd party events annually since opening
- Average 5 NCAA football games
  - Includes neutral site regular season games and Cotton Bowl
- Average slightly over 2 large-scale concerts annually
- Monster Jam and Super Cross have hosted one event annually since 2010
- PBR has hosted one event annually since 2010
- At least one international soccer event has been held annually since stadium opened

3RD PARTY STADIUM EVENTS
TICKETS SOLD FY2009-FY2013

Event Type	FY2013	FY2012	FY2011	FY2010	FY2009	AVERAGE
NUMBER OF EVENTS						
NCAA Football	3	2	7	5	4	4
NCAA Basketball	3	1	1	1	1	1
Cotton Bowl	1	1	1	1	0	1
Concerts	2	2	2	1	5	2
Soccer	1	1	2	1	2	1
Boxing	0	0	0	2	0	0
PBR	1	1	1	1	0	1
Motorsports	2	2	2	2	0	2
HS Sports	0	7	1	3	0	2
Other	0	0	0	3	0	1
Total	13	17	17	20	12	16
TOTAL ATTENDANCE	596,107	574,237	766,302	676,741	539,924	629,000

METLIFE STADIUM

YEAR OPENED	2010
CAPACITY	82,566
SQ. FOOTAGE	2.1M sq. ft.
PROJECT COST	$1,850M
% PRIVATE	86%
% PUBLIC	14%* (excluding public land donation)

Funding Sources	
Sources	
Giants Portion of Bonds	$650.0
Jets Portion of Bonds	650.0
NFL G-3 Financing	300.0
Public infrastructure	250.0
Total Sources ($M)	$1,850.0

FUNDING SUMMARY:

- The New Meadowlands Stadium Corporation issued $1.3 billion in taxable bonds
- Bonds backed by stadium revenues including seat licenses, premium seating, advertising/ sponsorships, naming rights, etc.
- $300 million grant from the NFL's G-3 stadium funds program
- The State of New Jersey donated land for the project
- Pubic infrastructure costs of $250 million were considered outside of stadium costs

LEVI'S STADIUM

YEAR OPENED	2014
CAPACITY	68,500
SQ. FOOTAGE	1.9M sq. ft.
PROJECT COST	$1,251M
% PRIVATE	32%
% PUBLIC	68%

FUNDING SUMMARY:

- Santa Clara Stadium Authority secured $850.0 million in loan
  - Goldman Sachs, along with 17 lenders, provided the loan
- The largest loan ever extended to a finance a stadium
- $201.4 million from revenues during construction
- NFL G-4 loan program accounted for $200.0 million in funding

Funding Sources

Sources	
Initial Loan	$850.0
NFL G-4 Financing	200.0
Stadium Construction Revenues	201.4
Total Sources ($M)	$1,251.4

Uses	
Stadium Construction under	
GMP	$878.6
Other Construction Costs	280.2
Financing Costs	92.6
Parking	0.0
Land	0.0
Total Uses	$1,251.4

CONVENTIONS SPORTS & LEISURE CSL

BANK OF AMERICA STADIUM

YEAR OPENING	2016
CAPACITY	68,500
PROJECT COST	$975M
% PRIVATE	49%
% PUBLIC	51%

Funding Sources

Sources	
State of Minnesota	$348.0
City of Minneapolis	150.0
NFL G-4 Financing	200.0
Vikings Loan	125.0
Sale of Stadium Builders Licenses	100.0
Other Vikings Contribution	52.0
Total Sources ($M)	$975.0

FUNDING SUMMARY:

- Public contribution of $498 million (51 percent)
  - $348 million from the State of Minnesota
    - State issued $462 million in appropriation bonds
  - $150 million from the City of Minneapolis

- Private funds will contribute approximately $477 million of funding (49 percent).
  - $200 million from the NFL in G-4 funding
  - Estimated $100 million in net revenues generated by the sale of Stadium Builder Licenses
  - Approximately $177 million from other sources
    - $125 million of the $177 million will be in the form of bank loans financed by Vikings

- Vikings have provided a Letter of Credit ("LOC") for an additional $26.5 million for stadium add-ons
  - Team will fund if $30 million in budgeted contingency funds is unable to cover add-ons
  - If the contingency funds are spent on other construction issues, Vikings contribution will total $503.5 million ($477 million initial funding plus the $26.5 million LOC).

LUCAS OIL STADIUM

YEAR OPENED	2008
CAPACITY	62,421
SQ. FOOTAGE	1.8M sq. ft.
PROJECT COST	$883.1M
% PRIVATE	11%
% PUBLIC	89%

FUNDING SUMMARY:

- The Indiana Finance Authority issued revenue bonds in the amount of $611.5 million backed by:
  - Increase in Marion County excise taxes (including 3% hotel/motel, 1% food/beverage, 1% admissions and 2% auto rental tax increases)
  - 1% tax on food/beverage in six surrounding counties
  - Sale of special Colts vanity license plates
- $100.0 million from other sources of public sector funding
- Colts contributed $100.0 million towards stadium construction, secured by team/stadium revenues

Funding Sources & Uses	
Sources	
2005A Bonds	$400.0
2007A Bonds	211.5
Colts Contribution	100.0
Other Sources	100.0
Total Sources ($M)	$811.5
Uses	
Construction Costs of Stadium Project	$661.4
Other Project Costs	60.3
Capitalized Interest	83.0
Costs of Issuance	6.8
Parking	0.0
Land	0.0
Total Uses ($M)	$811.5

CONVENTIONS SPORTS & LEISURE

UNIVERSITY OF PHOENIX STADIUM

YEAR OPENED	2006
CAPACITY	62,400
SQ. FOOTAGE	1.7M sq. ft.
PROJECT COST	$434M
% PRIVATE	37%
% PUBLIC	63%

FUNDING SUMMARY:

- Public funding included the Arizona Tourism and Sports Authority contributing:
  - $265.9 million for stadium costs
  - $10.3 million for site improvement
- The City of Glendale/ADOT provided $23.8 million for site improvements
- Cardinals contribution consisted of:
  - $113.6 million for stadium construction costs
  - $26.3 million for site improvement

Funding Sources & Uses	
Sources	
Stadium Sources	
Senior Bonds, Series 2003A	$220.7
AZ Cardinals Contribution	103.0
Senior Bonds, Series 2005A	12.8
Prior Funding Sources	12.5
Sales Tax Recapture	12.4
Investment Earning	5.1
AZ Cardinals -- additional scope	3.8
AZ Cardinals -- increased Owner direct costs	2.9
AX Cardinals Contribution (to cover AZSTA shortfall)	2.8
AZSTA -- additional scope	2.1
Contingency Funding	1.2
Site Improvement Sources	
Series 2005A Bonds	32.3
City of Glendale/ADOT	23.8
AZ Cardinals	4.2
Total Sources ($M)	$439.7
Uses	
Stadium Uses	
Stadium GMP	$367
Other Fees	12.6
Stadium Improvement	
Site Improvements	41.0
Glendale Roadway Improvements	19.3
Total Uses ($M)	$439.7

FORD FIELD

YEAR OPENED	2002
CAPACITY	65,000
SQ. FOOTAGE	1.9M sq. ft.
PROJECT COST	$440M
% PRIVATE	76%
% PUBLIC	24%

FUNDING SUMMARY:

- Downtown Development Authority (DDA) contributed $70.0 million comprised of:
  - $40.0 million from County purchase of Detroit Tigers facility rights
  - $30.0 million in interest installment payments made by the DDA
- County funded $20.0 million
- Sports Authority funded $20.0 million for parking rights
- Lions contributed $157.0 million for the stadium
- Corporate contribution of $70.0 million comprised of:
  - $60.0 million sale of facility naming right
  - $10.0 million from sponsorship revenue
- NFL G-3 loan funded $103.0 million

Funding Sources	
Sources	
Detroit Lions Contribution	$157.0
NFL G-3 Financing	103.0
Detroit Downtown Development Authority	70.0
Naming Rights Revenue	60.0
Sports Authority	20.0
Wayne County	20.0
Stadium Sponsors	10.0
Total Sources ($M)	$440.0

MERCEDES-BENZ SUPERDOME

YEAR OPENED	1975
CAPACITY	73,208
SQ. FOOTAGE	1.9M sq. ft.
PROJECT COST	$336M
% PRIVATE	4%
% PUBLIC	96%

Funding Sources	
Sources	
FEMA	$156.0
State of Louisiana	121.0
Louisiana Stadium & Exposition District	44.0
NFL Non-Reimbursable Funding Grant	15.0
Total Sources ($M)	$336.0

FUNDING SUMMARY:

- FEMA provided $156.0 million for eligible repairs including roof and aluminum siding
- State of Louisiana provided $121.0 million
- Louisiana Stadium and Exposition District ("LSED") provided $44.0 million
    - From refinanced LSED bonds post Katrina
- NFL provided $15.0 million from a non-reimbursable funding grant

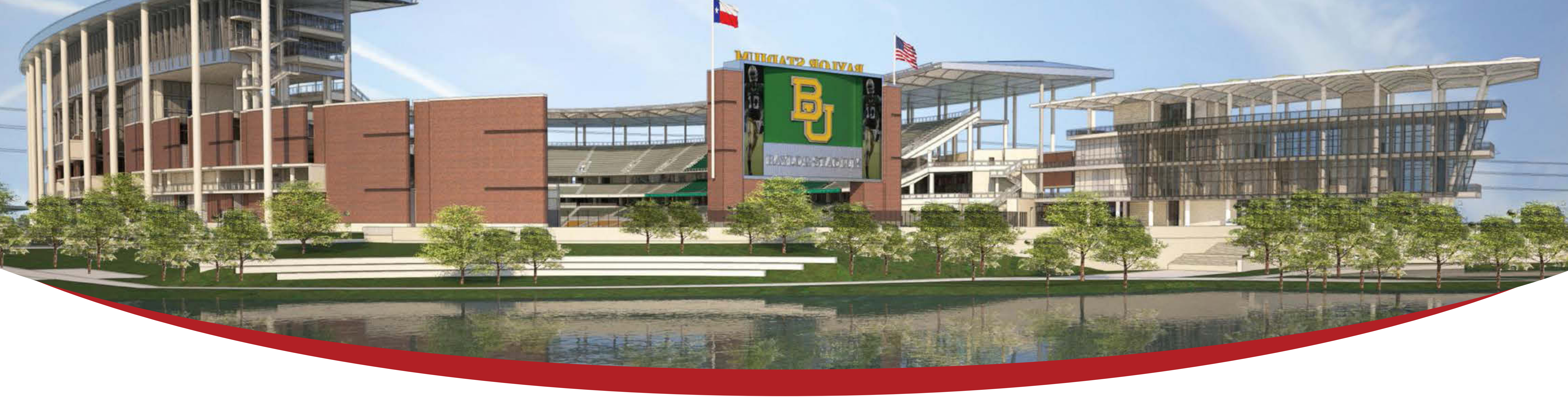
NRG STADIUM

YEAR OPENED	2002
CAPACITY	65,000
SQ. FOOTAGE	1.9M sq. ft.
PROJECT COST	$449M
% PRIVATE	57%
% PUBLIC	43%

FUNDING SUMMARY:

- Harris County Sports Authority contributed $194 million secured by:
  - County hotel/motel tax revenue
  - Short-term car rental taxes.
- User fees accounted for $140 million in project funding including:
  - 10% ticket tax
  - $1.00 parking surcharge
  - Sales tax rebates on in-stadium spending
- Texans contributed $50 million from the sale of personal seat licenses (PSLs)
- Texans provided an additional $40 million that is secured from an annual rent payment of $3.0 million to the Sports Authority
- The Houston Livestock Show and Rodeo provided $25 million secured by annual rent payments of $1.5 million to the Sports Authority.

Funding Sources	
Sources	
Harris County Sports Authority	$194.0
User Taxes	140.0
Texans PSL Revenue	50.0
Texans Rent	40.0
Houston Livestock Show & Rodeo Rent	25.0
Total Sources ($M)	$449.0



MCLANE STADIUM

YEAR OPENED	2014
CAPACITY	45,000
SQ. FOOTAGE	860,000 sq. ft.
PROJECT COST	$260M
% PRIVATE	87%
% PUBLIC	13%

FUNDING SUMMARY:

- Baylor took on a multi-initiative fundraising campaign to develop the $260 million McLean Stadium along with other facilities on campus.
- City of Waco provided $35 million in TIFF funds
- Baylor athletics are paying $100 million over 20 years to fund the new stadium
- Approximately $82.5 million capital gift donations required for the purchase of club seats, loge boxes and luxury suites in the new stadium.
- Stadium naming rights provided $25.0 million in funding
- Field naming rights accounted for $17.5 million

Funding Sources	
Sources	
Baylor Athletics	$100.0
Baylor Campaign Gifts	82.5
City of Waco TIFF Funds	35.0
Stadium Naming Rights	25.0
Field Naming Rights	17.5
Total Sources ($M)	$260.0

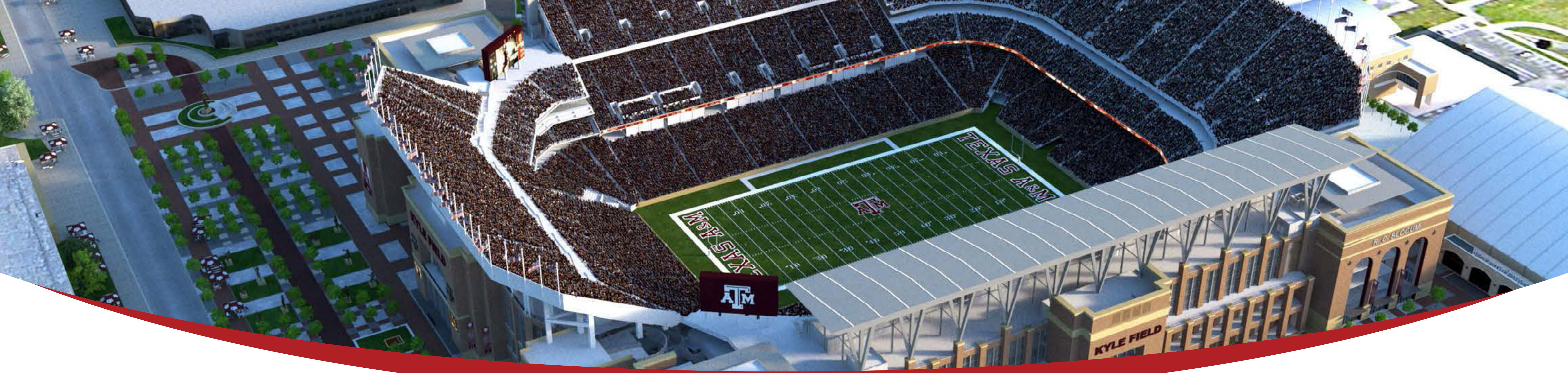
TCF BANK STADIUM

YEAR OPENED	2009
CAPACITY	50,805
SQ. FOOTAGE	900,000 sq. ft.
PROJECT COST	$303M
% PRIVATE	55%
% PUBLIC	45%

FUNDING SUMMARY:

- The state issued approximately $137.0 million in bonds
- The university's share of approximately $166.0 million was comprised of multiple sources including:
  - $50.0 million in bonds secured with premium seating and annual fund revenues
  - $13.0 million in bond funding was secured with parking revenues
  - $13.0 million in bonds were funded with student fees
  - Naming rights sold to TCF Financial Corporation for $35.0 million
  - $10.0 million from Native American tribal gift
  - Other sources include a corporate donations and other sponsorship and fundraising

Funding Sources	
Sources	
25-Year Bonds Secured with State Funds	$137.0
Bonds funded with Premium Seating/Annual Fund Revenues	50.0
Other Sponsorhip and Fundraising	37.5
Stadium Naming Rights	35.0
Bonds Secured with Student Fees	13.0
Bonds Secured with Parking Revenues	13.0
Stadium Club Naming Rights	2.5
Native American Tribal Gift	10.0
Best Buy Contribution	3.0
Target Contribution	2.0
Total Sources ($M)	$303.0



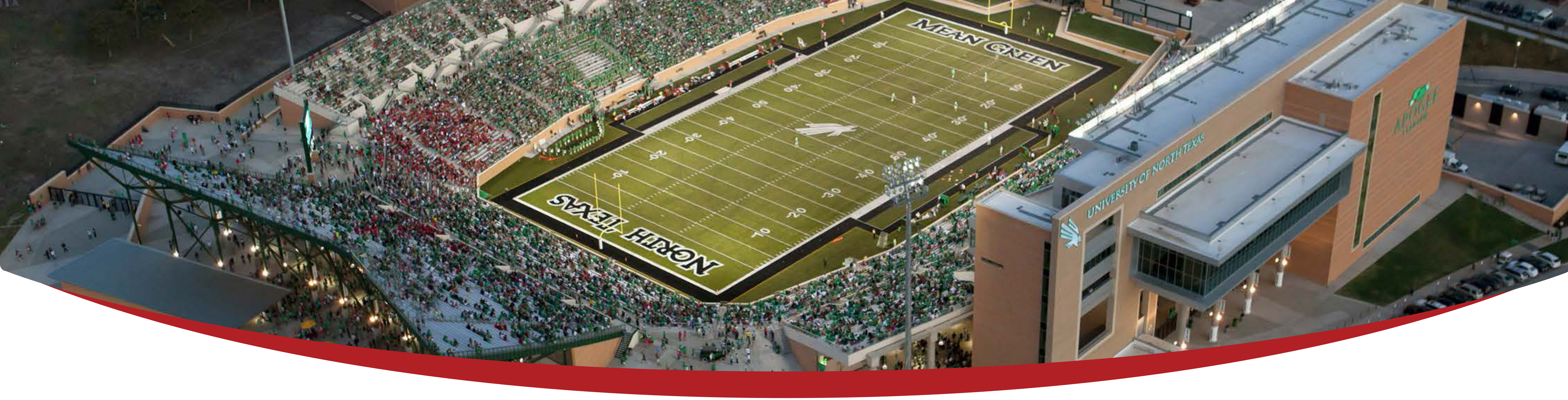
KYLE FIELD

YEAR OPENED	2014
CAPACITY	82,589
SQ. FOOTAGE	n/a
PROJECT COST	$450M
% PRIVATE	95%
% PUBLIC	5%

Funding Sources	
Sources	
Annual Seat Licenses	$229.5
TAMU Campaign Gifts	121.5
TAMU Student Fund	76.5
Local Government Agencies	22.5
Total Sources ($M)	$450.0

FUNDING SUMMARY:

- Annual seat licenses accounted for approximately $229.5 million
- Kyle Field Campaign gifts provided $121.5 million
- Texas A&M students funded $76.5 million through the following fee increases:
    - $11.48 per home game increase in sports passes
    - $2.42 per semester credit hour increase in student fees
- Local government agencies provided $22.5 million in funding



APOGEE STADIUM

YEAR OPENED	2011
CAPACITY	30,850
SQ. FOOTAGE	426,300 sq. ft.
PROJECT COST	$80M
% PRIVATE	100%
% PUBLIC	0%

Funding Sources	
Sources	
Bonds by Stadium-Related Revenues	$40.0
Bonds by Student Fees	40.0
Total Sources ($M)	$80.0

FUNDING SUMMARY:

- Stadium funded as part of a $175.1 million Revenue Financing Bond issued by the University in 2009
  - Bond proceeds used to fund stadium, other academic buildings and infrastructure
- Construction of the stadium utilized private funds:
  - $40 million in revenues from student fees
  - $40 million in stadium-related revenue
- Stadium-related revenue is mainly comprised of:
  - $20 million, 20-year naming rights deal with Apogee Electronics, second-largest naming rights deal in terms of annual value in Division I college football
  - Revenues generated premium seating

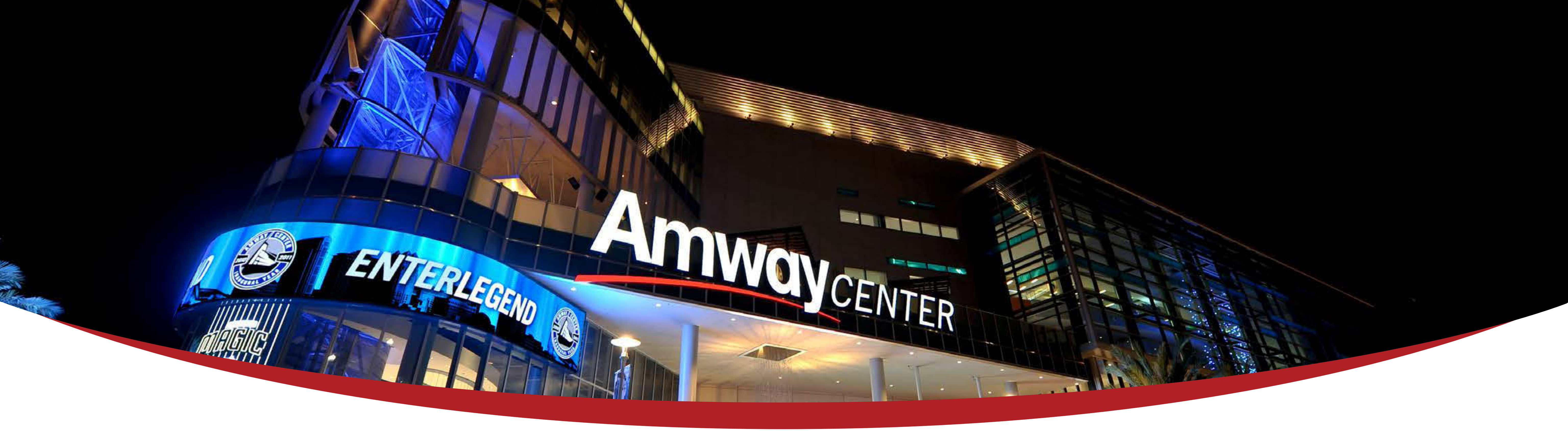
AMERICAN AIRLINES ARENA

YEAR OPENED	1999
CAPACITY	19,600
SQ. FOOTAGE	680k sq. ft.
PROJECT COST	$283.4M
% PRIVATE	49%
% PUBLIC	51%

FUNDING SUMMARY:

- Dade County contributed an annual arena operating subsidy up to $6.5 million
  - Present value of subsidy is approximately $80.5 million
  - In addition, approximately $2.0 million per annum in State sales tax revenue is rebated and used to fund approximately $25.4 million of total project costs
- Dade County provided the necessary land, appraised at $38.0 million
- The County purchased naming rights for approximately $2.0 million per annum
- The Heat issued $183 million in debt and provided $67 million from seating deposits, sponsorship rights, interest income and team equity. Present value of debt is $102.5 million
- Miami-Dade County currently pays $6.4 million in hotel taxes to the team each year until 2030
- Annual operating subsidy would increase to $8.5 million per year during five-year lease extension

Funding Sources	
Sources	
Dade County Land	$38.0
County Operating Subsidy	80.5
State Sales Tax Rebate	25.4
Other Heat Sources	37.0
Miami Heat Debt	102.5
Total Sources ($M)	$283.4



AMWAY CENTER

YEAR OPENED	2010
CAPACITY	18,846
SQ. FOOTAGE	875k sq. ft.
PROJECT COST	$480M
% PRIVATE	13%
% PUBLIC	87%

FUNDING SUMMARY:

- The project funding was negotiated by the City of Orlando and the Orlando Magic
  - $270M from County hotel/campground taxes
  - $62M from the City's sale of land
  - $50M in cash from the Orlando Magic
  - $37M from city parking revenues
  - $30M from State Sales tax rebate
  - $19M from interest earnings
  - $12M from team lease payments
- The Orlando Magic now pay rent of $2.8M per year

Funding Sources	
Sources	
County hotel/campground taxes	$270.0
City's sale of land	62.0
Cash from the Orlando Magic	50.0
City Parking Revenues	37.0
State Sales tax rebate	30.0
Interest Earnings	19.0
Team Lease Payments	12.0
Total Sources ($M)	$480.0

TOYOTA CENTER

YEAR OPENED	2003
CAPACITY	18,023
SQ. FOOTAGE	750k sq. ft.
PROJECT COST	$308.0M
% PRIVATE	17%
% PUBLIC	83%

FUNDING SUMMARY:

- The Harris County/Houston Sports Authority (HCHSA) issued $256.0M in bonds to finance construction
    - Backed by revenues from a local auto rental tax 5%
    - Backed by revenues from a hotel/motel tax 2%
- HCHSA obtained a commercial loan of $30.4M secure by the Rockets' rent payments to construct a new 2,500 space parking garage
- HCHSA contributed $5.6M in surplus proceeds for garage
- The Rockets contributed $16.0M towards concession equipment and arena change orders

Funding Sources	
Sources	
HCHSA Bonds	$256.0
HCHSA Commercial Loan	30.4
HCHSA Proceeds for Garage	5.6
Rockets Contribution	16.0
Total Sources ($M)	$308.0

CONVENTIONS SPORTS & LEISURE

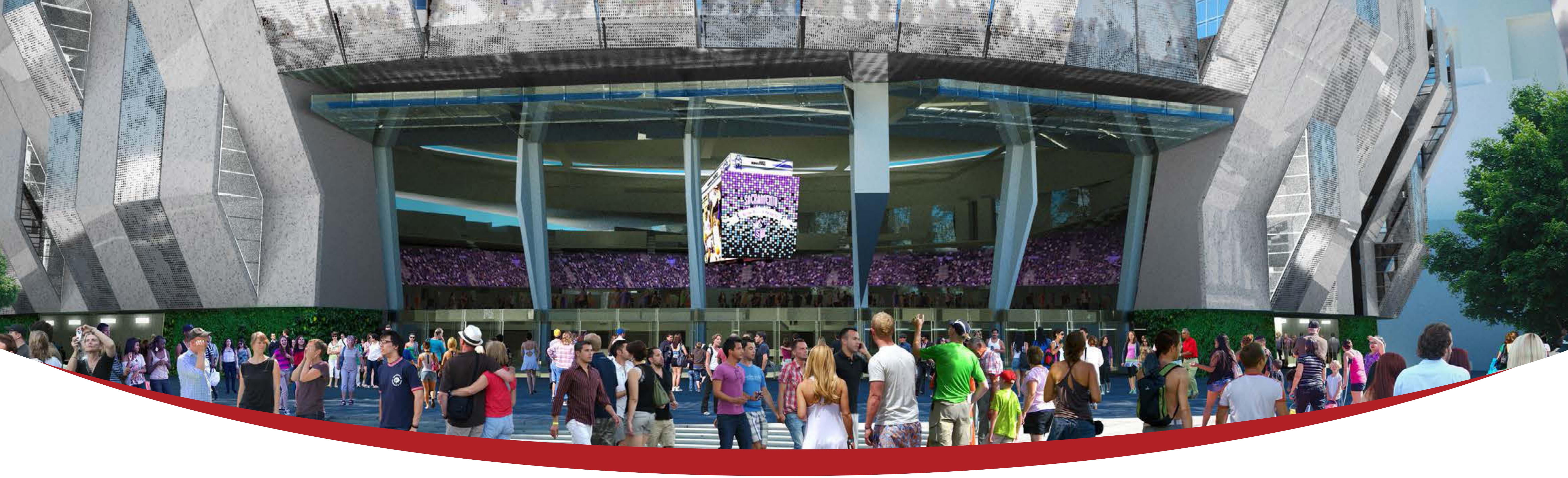
BARCLAYS CENTER

YEAR OPENED	2012
CAPACITY	17,732
SQ. FOOTAGE	675k sq. ft.
PROJECT COST	$1.0B
% PRIVATE	87%
% PUBLIC	13%

FUNDING SUMMARY:

- Payments in lieu of taxes (PILOT) bonds funded $507 million and were backed by various team and arena revenues such as premium seating, naming rights, sponsorships, and ticket sales
- An additional $369.3 million was funded through team rental payments and other owner equity
- The remaining $131 million was funded by the City of New York

Funding Sources	
Sources	
PILOT Bonds	$507.0
Team Rent/Equity	369.3
City Contribution	131.0
Total Sources ($M)	$1,000



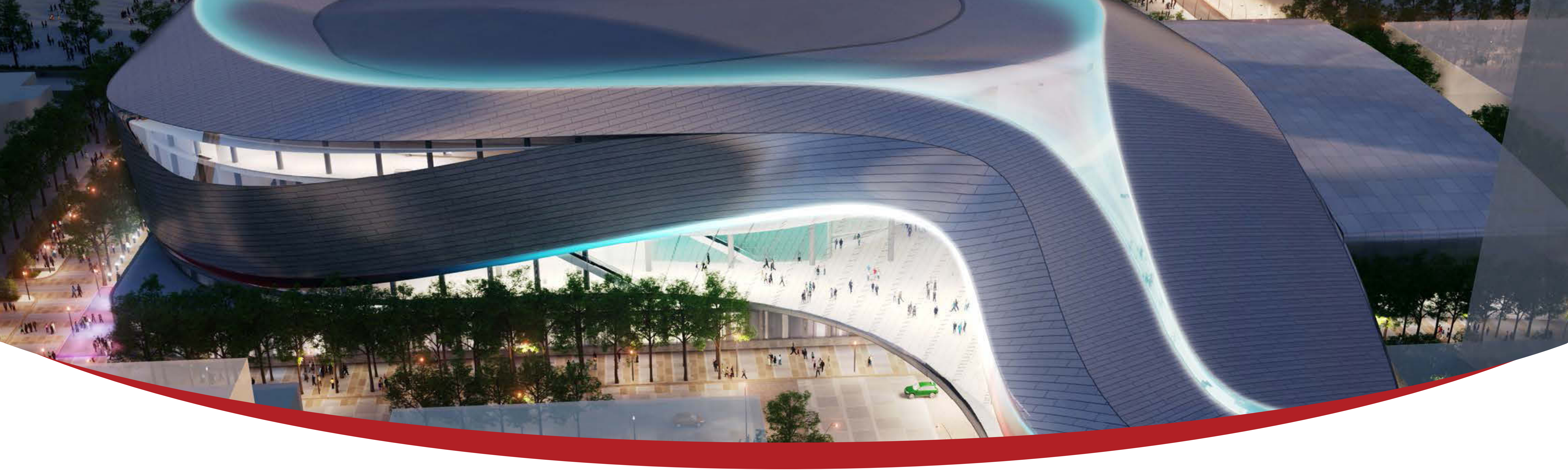
GOLDEN 1 CENTER

YEAR OPENED	2016
CAPACITY	17,500
SQ. FOOTAGE	875k sq. ft.
PROJECT COST	$477M
% PRIVATE	53%
% PUBLIC	47%

FUNDING SUMMARY:

- The Sacramento Kings will fund $254 million in construction costs from premium seating, naming rights, sponsorship, ticket sales, and other such sources
- The City of Sacramento will finance $223.1 million with various City tax revenues and other economic funds

Funding Sources	
Sources	
Sale of Bonds	$212.5
Team Contribution	254.0
Economic Development Funds	10.6
Total Sources ($M)	$477.0



ROGERS PLACE

YEAR OPENED	2016
CAPACITY	18,641
SQ. FOOTAGE	775k sq. ft.
PROJECT COST	$507.1M
% PRIVATE	47%
% PUBLIC	53%

FUNDING SUMMARY:

- $166.9 million funded from a community revitalization levy and other incremental city revenues
- Revenue from arena lease with team will fund $115.6 million
- Ticket surcharge on all events hosted at arena will fund $104.9 million
- The city will fund an additional $67.1 million with general revenues
- $32.7 million will be funded from other governmental sources, including regional, provincial, and federal contributions
- The team will contribute $19.9 million in cash

Funding Sources	
Sources	
Community Revitalization Levy	$166.9
Arena Lease Revenue	115.6
Ticket Surcharge	104.9
Other City Funds	67.1
Other Government Sources	32.7
Team Contribution	19.9
Total Sources ($M)	$507.1

AMERICAN AIRLINES CENTER

YEAR OPENED	2001
CAPACITY	19,200
SQ. FOOTAGE	840k sq. ft.
PROJECT COST	$412M
% PRIVATE	70%
% PUBLIC	30%

FUNDING SUMMARY:

- City funds totaled $125 million and included revenue generated from a voter-approved 2% increase in hotel/motel taxes and a new 5% auto rental tax
- The City also contributed portions of the annual COC rental payments
- $220 million dollars was funded via private debt incurred by COC
- Owner equity contributed the remained $67 million

Funding Sources	
Sources	
Private COC Debt	$220.0
Owner Equity	67.0
City of Dallas	125.0
Total Sources ($M)	$412.0

5 OVERVIEW OF MAJOR COMPETITION

COMPARABLE CONVENTION CENTERS

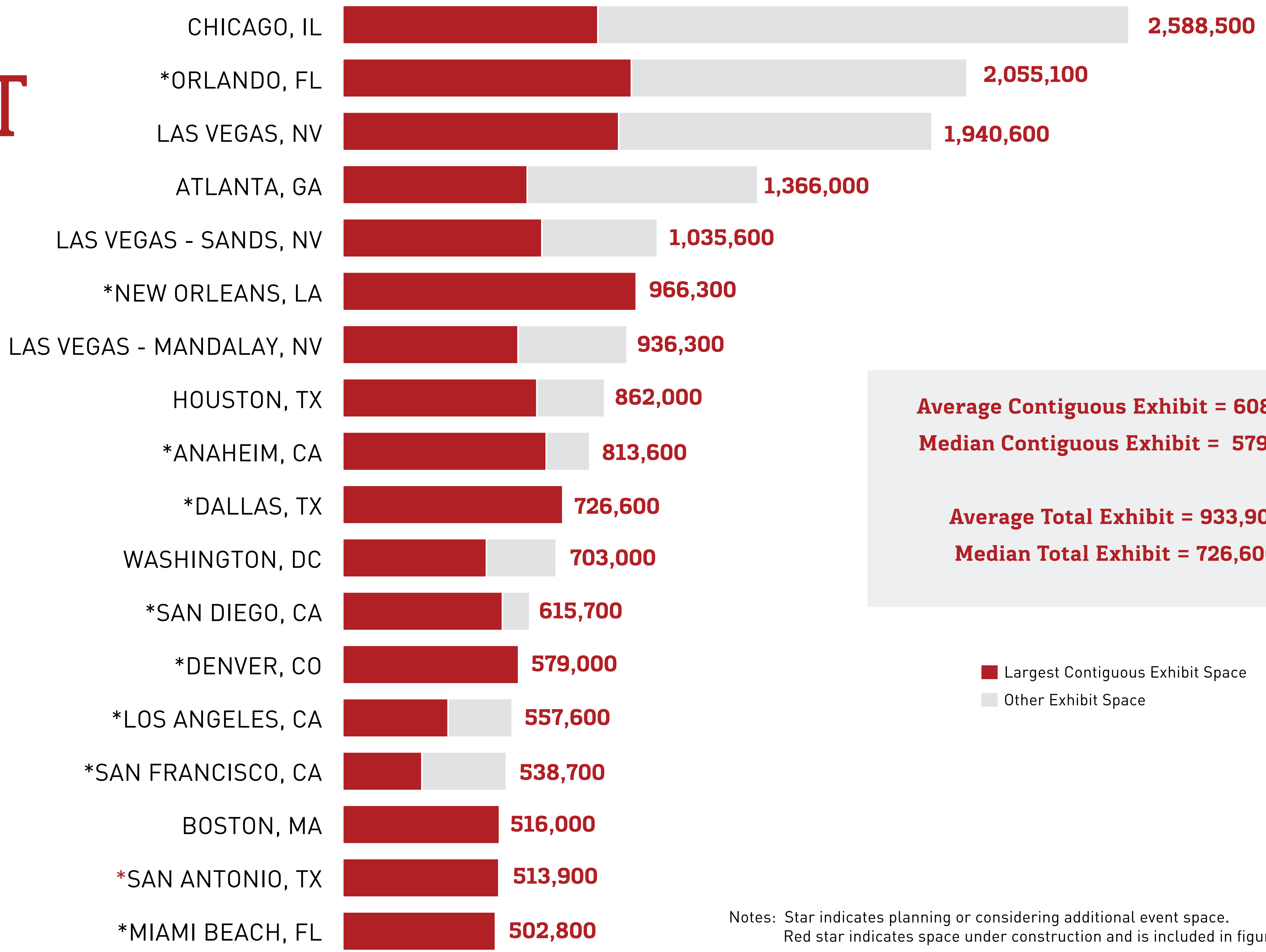
FACILITY	CITY, STATE
Anaheim Convention Center (1)	Anaheim, CA
Georgia World Congress Center (3)	Atlanta, GA
Boston Convention & Exhibition Center (1,3)	Boston, MA
McCormick Place (3)	Chicago, IL
Dallas Convention Center (1)	Dallas, TX
Colorado Convention Center (1)	Denver, CO
George R. Brown Convention Center (3)	Houston, TX
Mandalay Bay Convention Center (1)	Las Vegas, NV
Sands Expo Convention Center	Las Vegas, NV
Los Angeles Convention Center (1)	Los Angeles, CA
Miami Beach Convention Center (3)	Miami, FL
New Orleans Morial Convention Center (1,3)	New Orleans, LA
Orange County Convention Center (1)	Orlando, FL
Henry B. Gonzalez Convention Center (2)	San Antonio, TX
San Diego Convention Center (1,3)	San Diego, CA
Moscone Center (1)	San Francisco, CA
Walter E. Washington Convention Center	Washington, DC

(1) Planning or considering the addition of event space at the Center

(2) Includes space that is either planned or currently under construction.

(3) Planning or considering headquarter hotel development

PRIME EXHIBIT SPACE

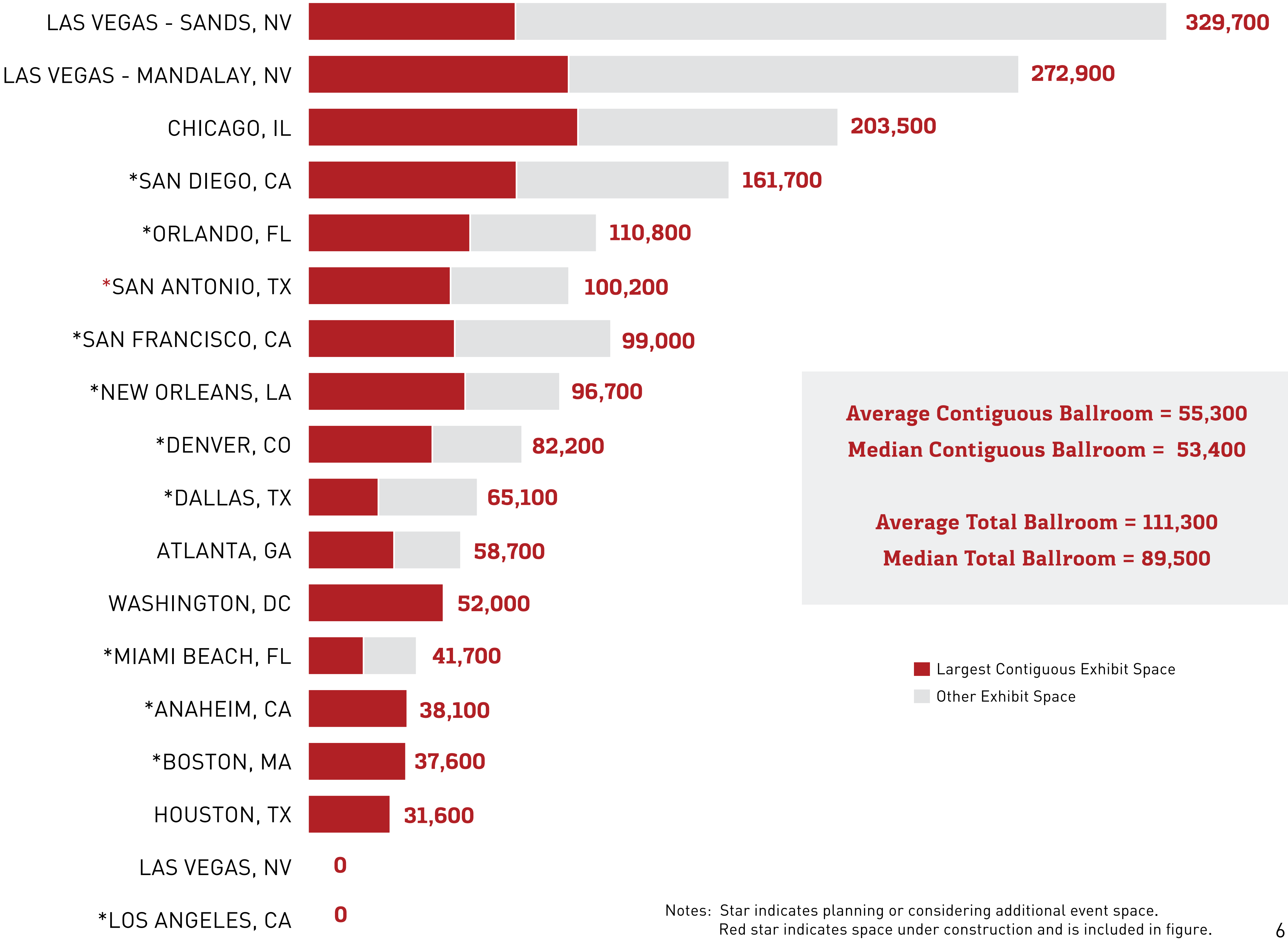


Average Contiguous Exhibit = 608,700
Median Contiguous Exhibit = 579,000

Average Total Exhibit = 933,900
Median Total Exhibit = 726,600

Notes: Star indicates planning or considering additional event space.
Red star indicates space under construction and is included in figure.

BALLROOM SPACE

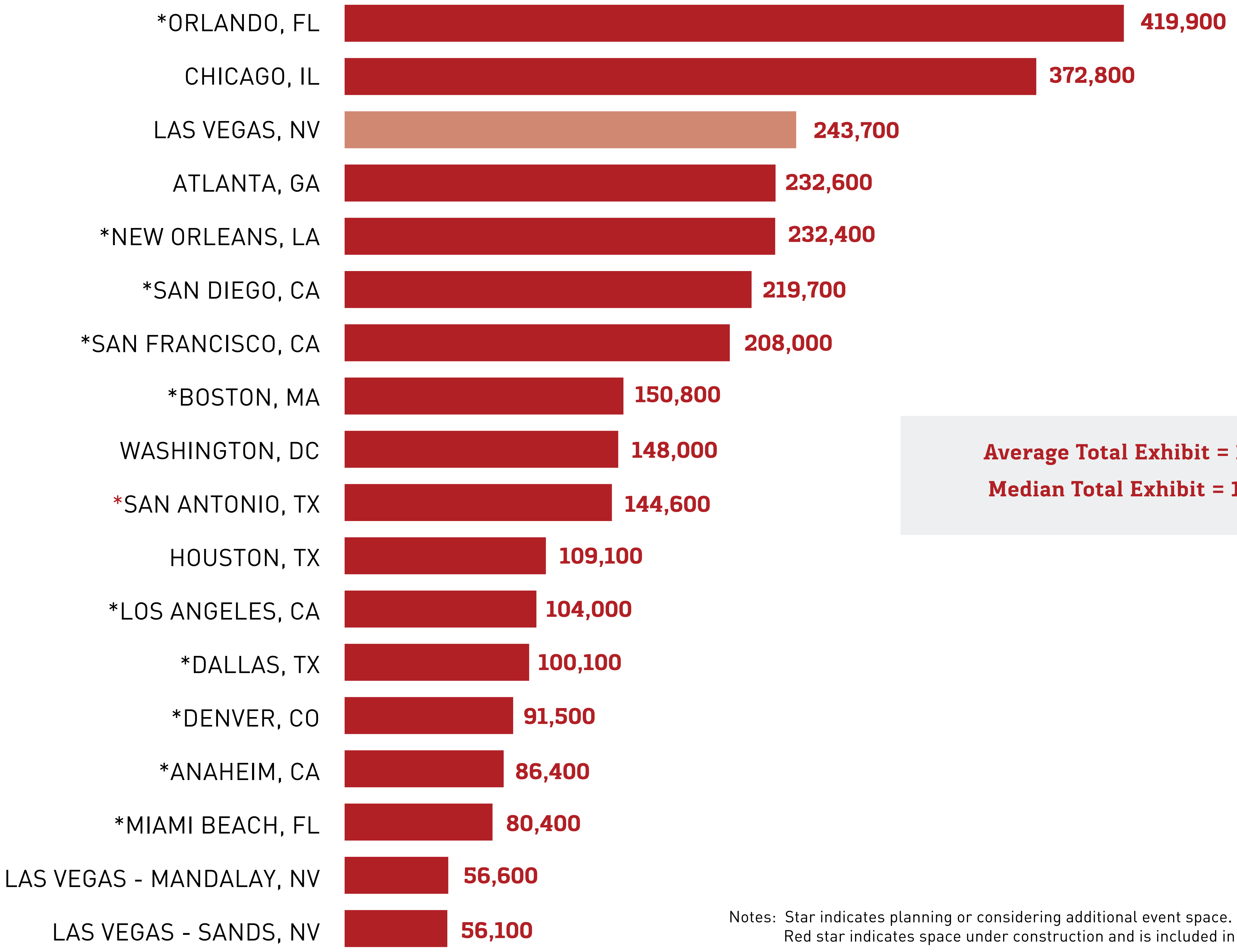


Average Contiguous Ballroom = 55,300
Median Contiguous Ballroom = 53,400

Average Total Ballroom = 111,300
Median Total Ballroom = 89,500

Notes: Star indicates planning or considering additional event space.
Red star indicates space under construction and is included in figure.

MEETING SPACE

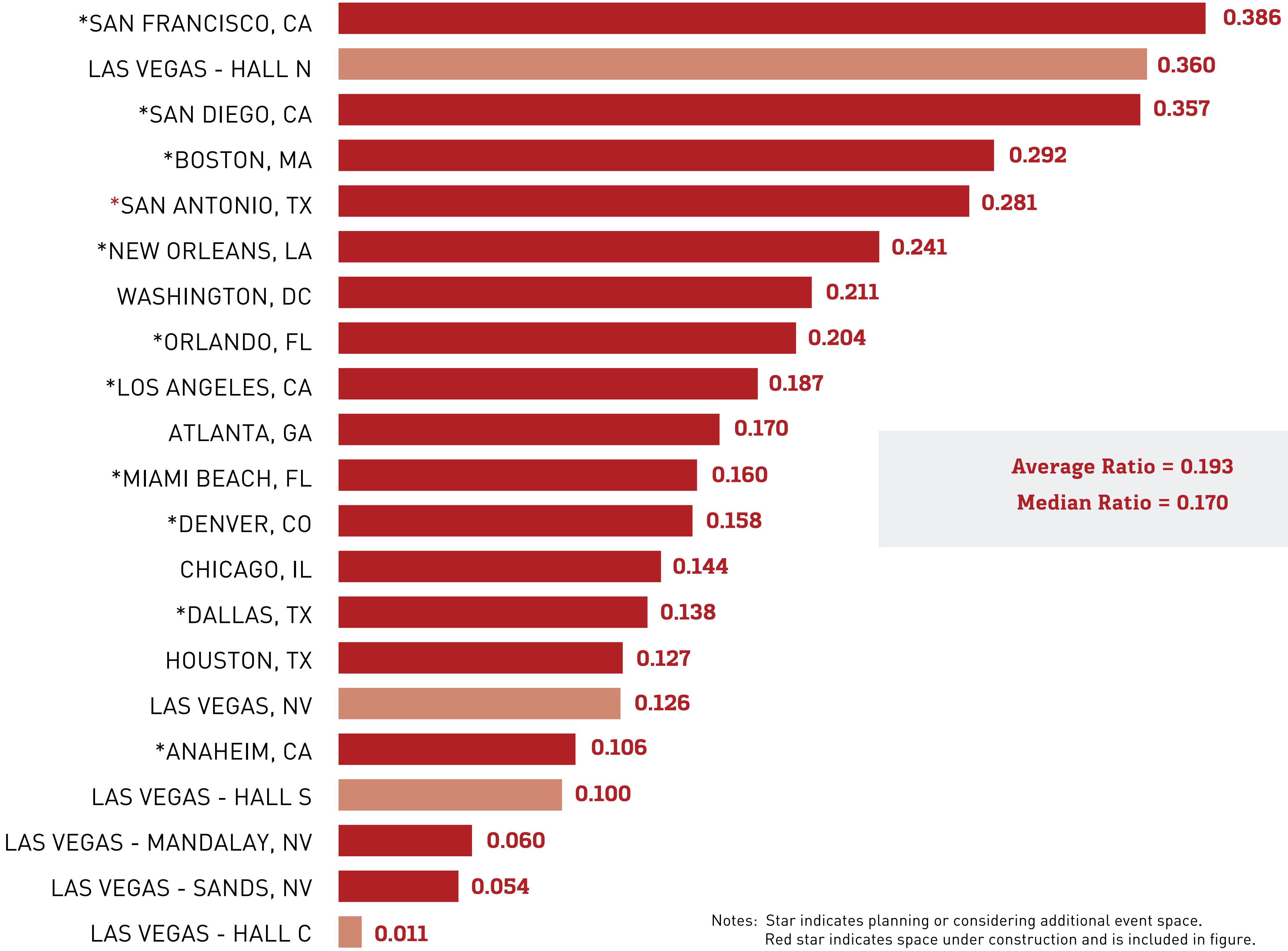


Average Total Exhibit = 165,400

Median Total Exhibit = 144,600

Notes: Star indicates planning or considering additional event space.
Red star indicates space under construction and is included in figure.

RATIO OF MEETING SPACE TO EXHIBIT SPACE

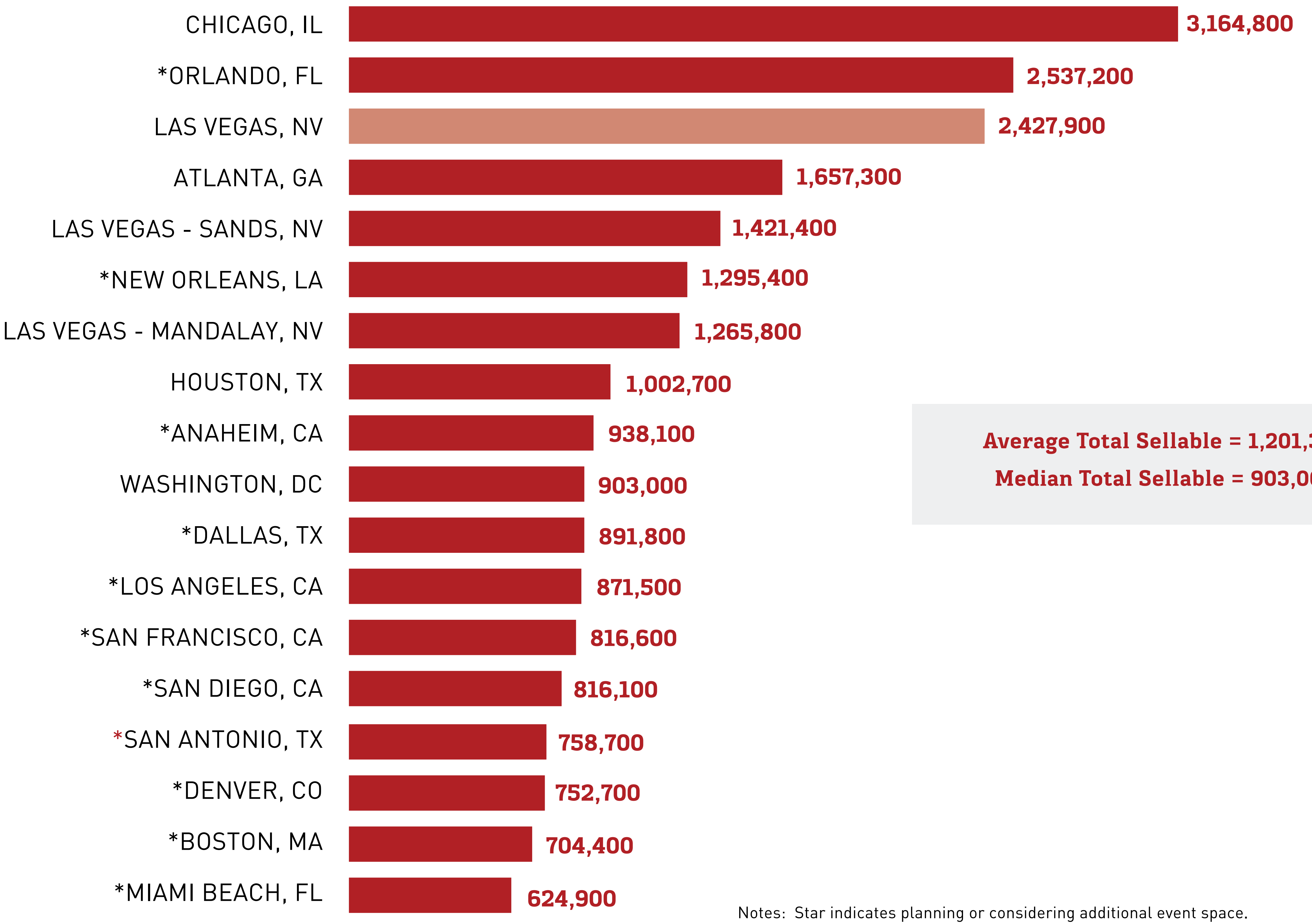


Average Ratio = 0.193

Median Ratio = 0.170

Notes: Star indicates planning or considering additional event space.
Red star indicates space under construction and is included in figure.

TOTAL SELLABLE SPACE

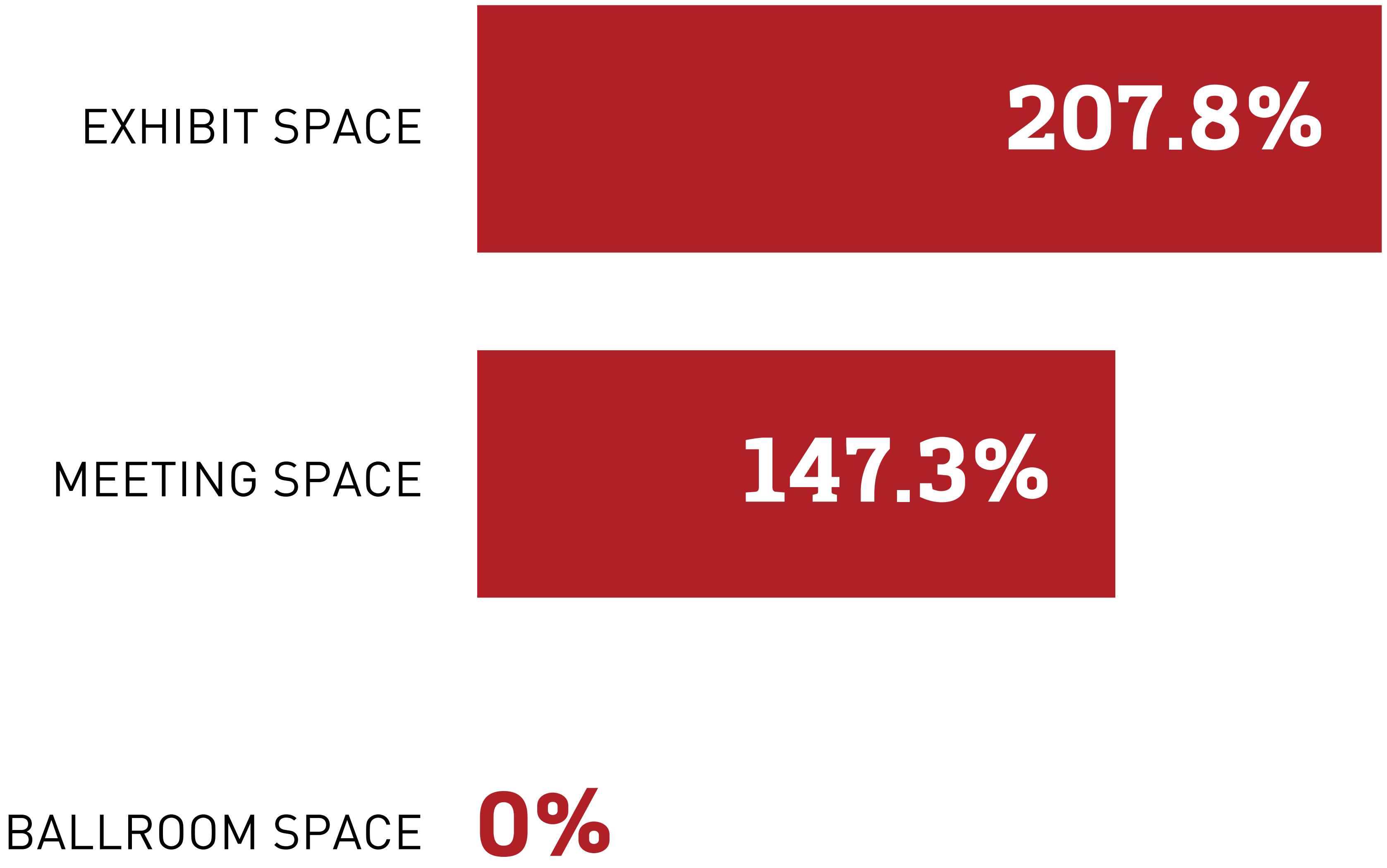


Average Total Sellable = 1,201,300

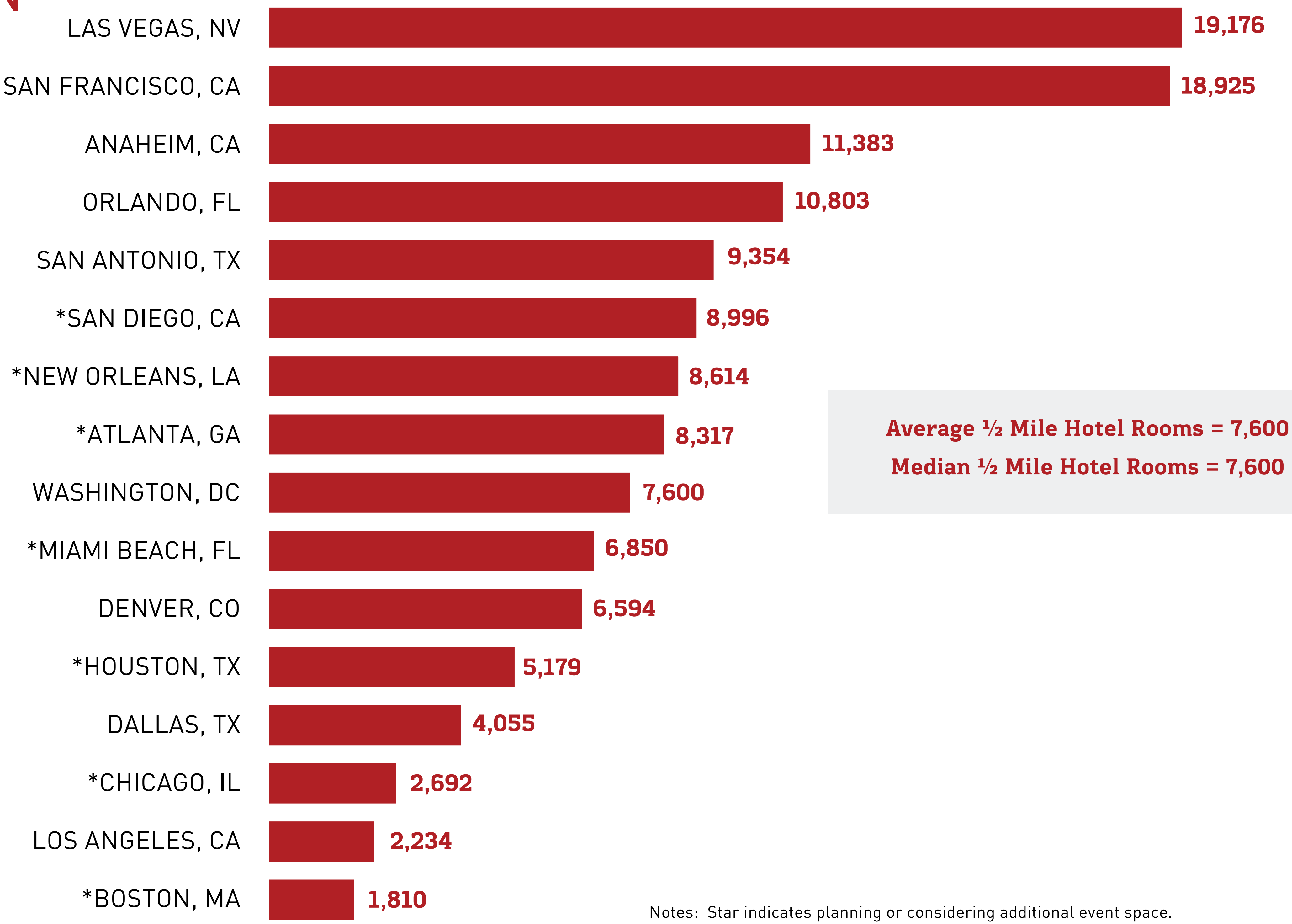
Median Total Sellable = 903,000

Notes: Star indicates planning or considering additional event space.
Red star indicates space under construction and is included in figure.

COMPARISON OF LVCC SELLABLE SPACES - PERCENTAGE OF AVERAGE AMONG COMPARABLE FACILITY SET



HOTELS WITHIN 1/2 MILE OF CENTER

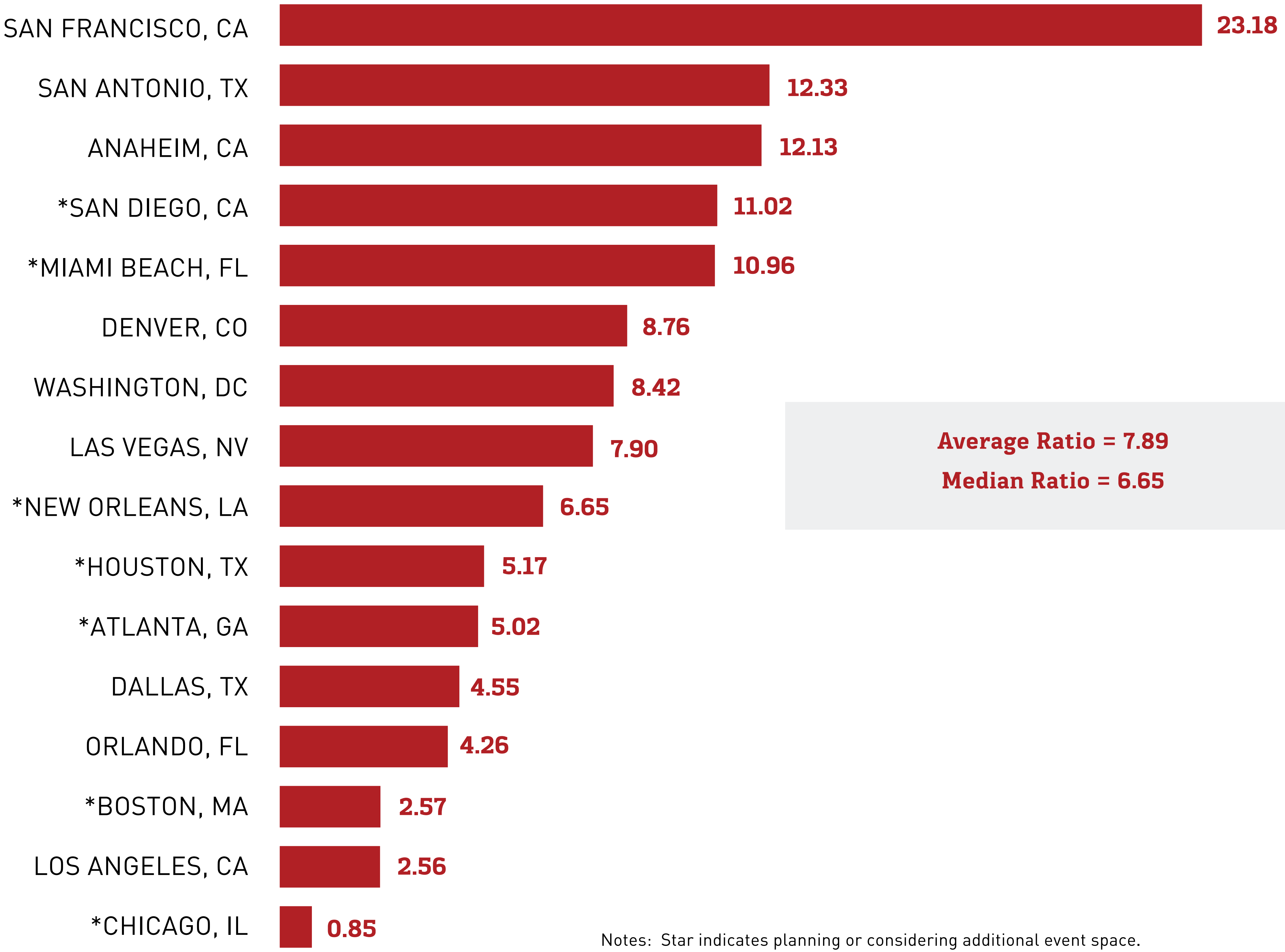


Average ½ Mile Hotel Rooms = 7,600

Median ½ Mile Hotel Rooms = 7,600

Notes: Star indicates planning or considering additional event space.
Red star indicates space under construction and is included in figure.

HOTELS WITHIN 1/2 MILE PER 1,000 SF OF SELLABLE **SPACE**



Average Ratio = 7.89

Median Ratio = 6.65

Notes: Star indicates planning or considering additional event space.
Red star indicates space under construction and is included in figure.

6 ECONOMIC IMPACTS

IMPACT OF THE NEW MGM ARENA

EMPLOYMENT IMPACTS

- Over 1,500 direct construction jobs for two years generating over $502 million in direct and indirect wages.
- Over 647 direct arena jobs and 1,035 total jobs (direct and indirect) increasing personal incomes by $34.7 million

ECONOMIC & FISCAL IMPACTS

- Over $600 million of recurring annual economic impact
- Over $43 million of annual public revenue impact (taxes)
- Over 1,258,000 million visitors annually and an incremental increase of 313,879 visitors

IMPACT OF THE
CONVENTION CENTER EXPANSION

EMPLOYMENT IMPACTS

- 6,000 high paying construction period jobs
- Nearly 6,000 full-time permanent jobs

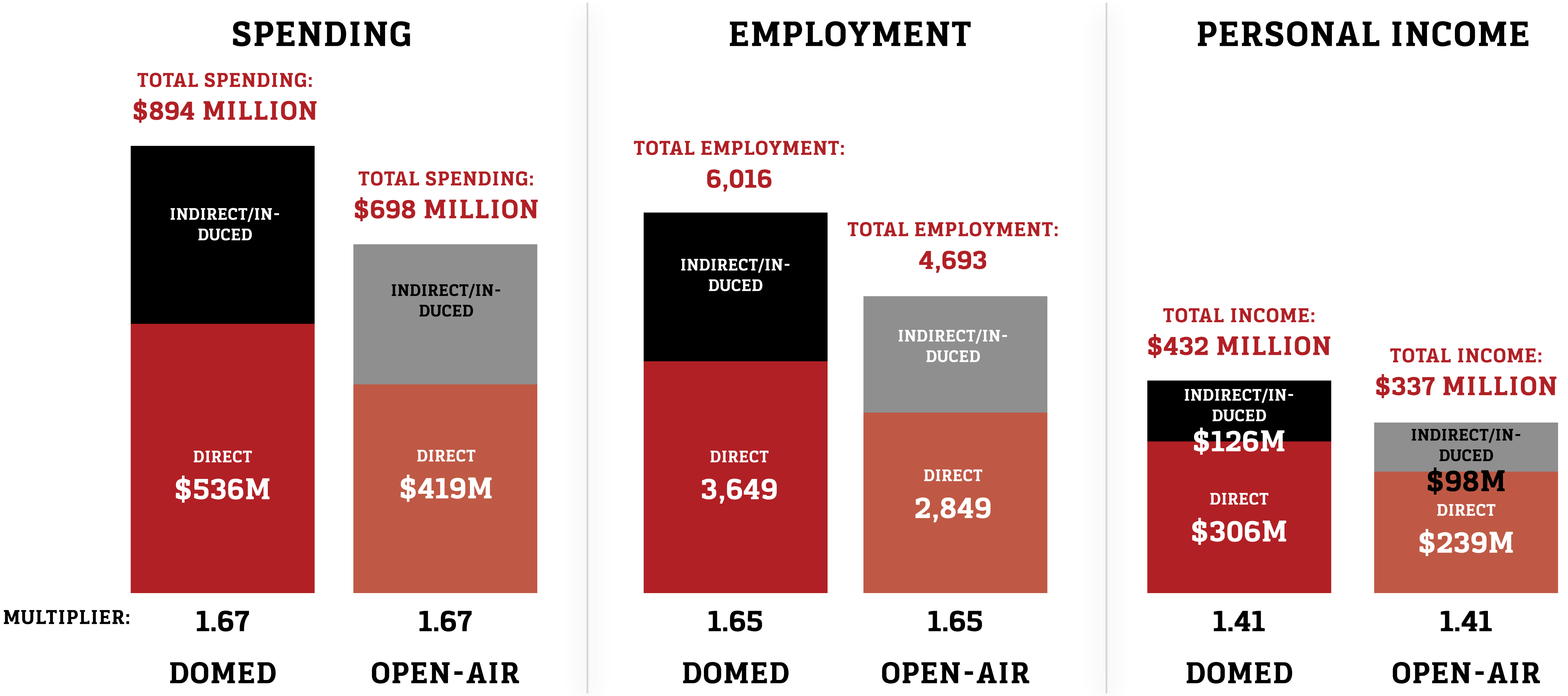
ECONOMIC & FISCAL IMPACTS

- Create an incremental economic impact of nearly $700 million
- The loss of one midsize tradeshow would be $72 million in local economic impact

CURRENTLY, TOTAL ANNUAL ECONOMIC IMPACT OF THE LVCC IS ESTIMATED AT $1.6 BILLION

NEW STADIUM ECONOMIC BENEFITS

STADIUM CONSTRUCTION PHASE



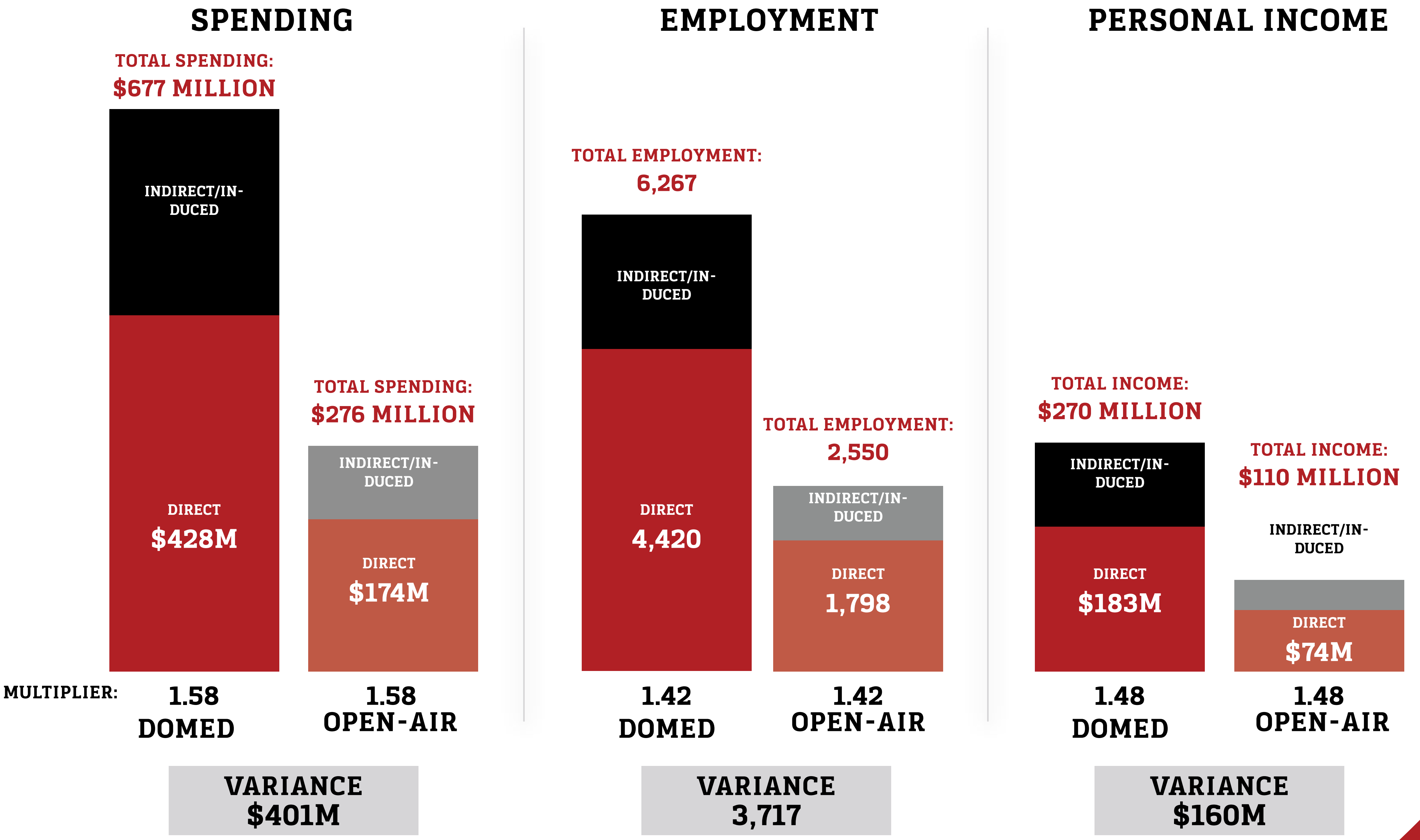
VARIANCE $196M

VARIANCE 5,323

VARIANCE $95M

Note: Personal income includes wages and benefits of the direct and indirect employees supporting the construction phase.

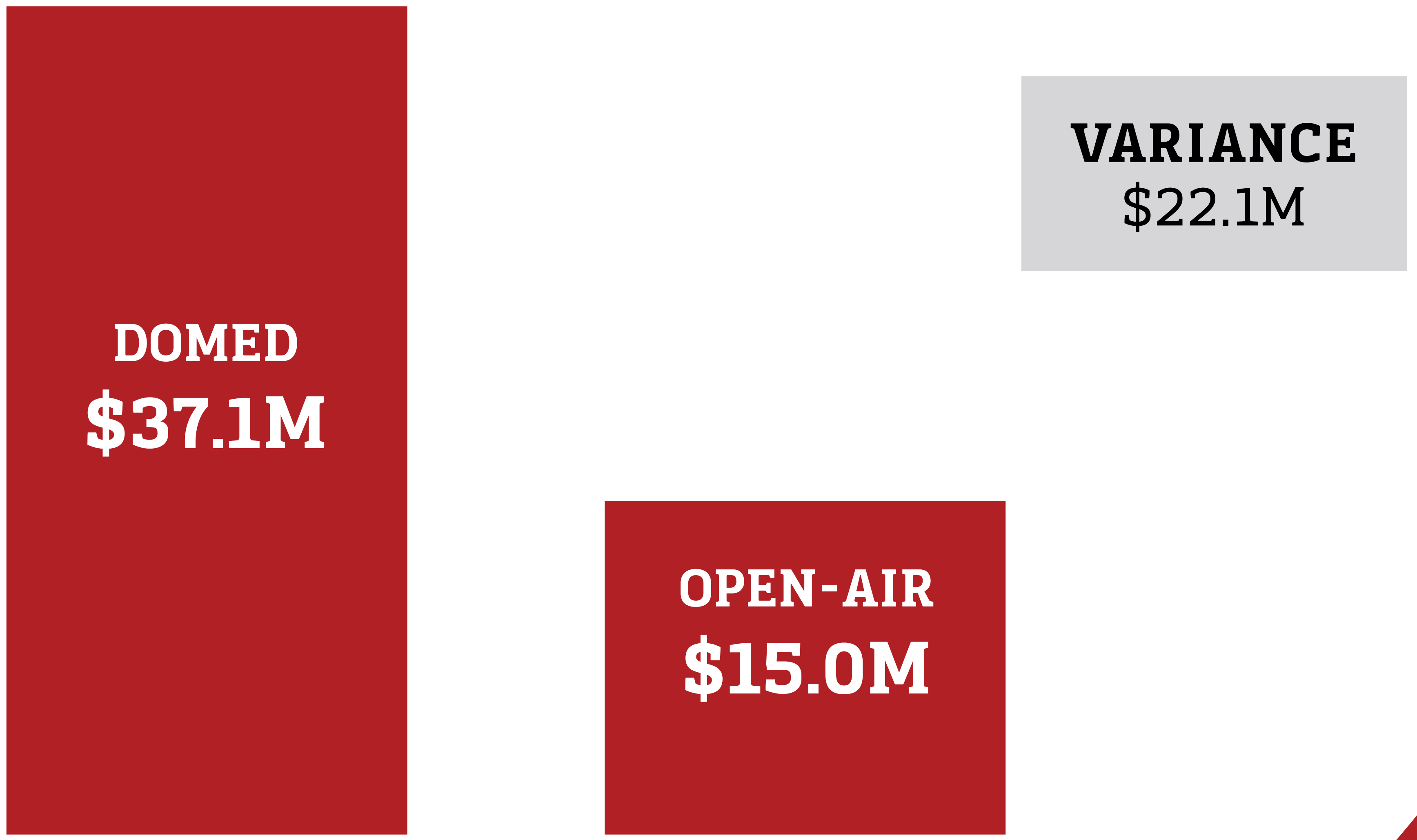
NEW STADIUM OPERATIONS BENEFITS



Note: Personal income includes wages and benefits of the direct and indirect employees supporting the operations of the stadium.

NEW STADIUM FISCAL BENEFITS

TOTAL ANNUAL INCREMENTAL TAX INCOME
NET EXISTING SAM BOYD STADIUM



*Total annual incremental tax income is in addition to other economic benefits such as spending, employment and labor income.

Thank You

LEGENDS

CITY OF LAS VEGAS

Southern Nevada Tourism Infrastructure Committee

September 24, 2015

Organizational Overview

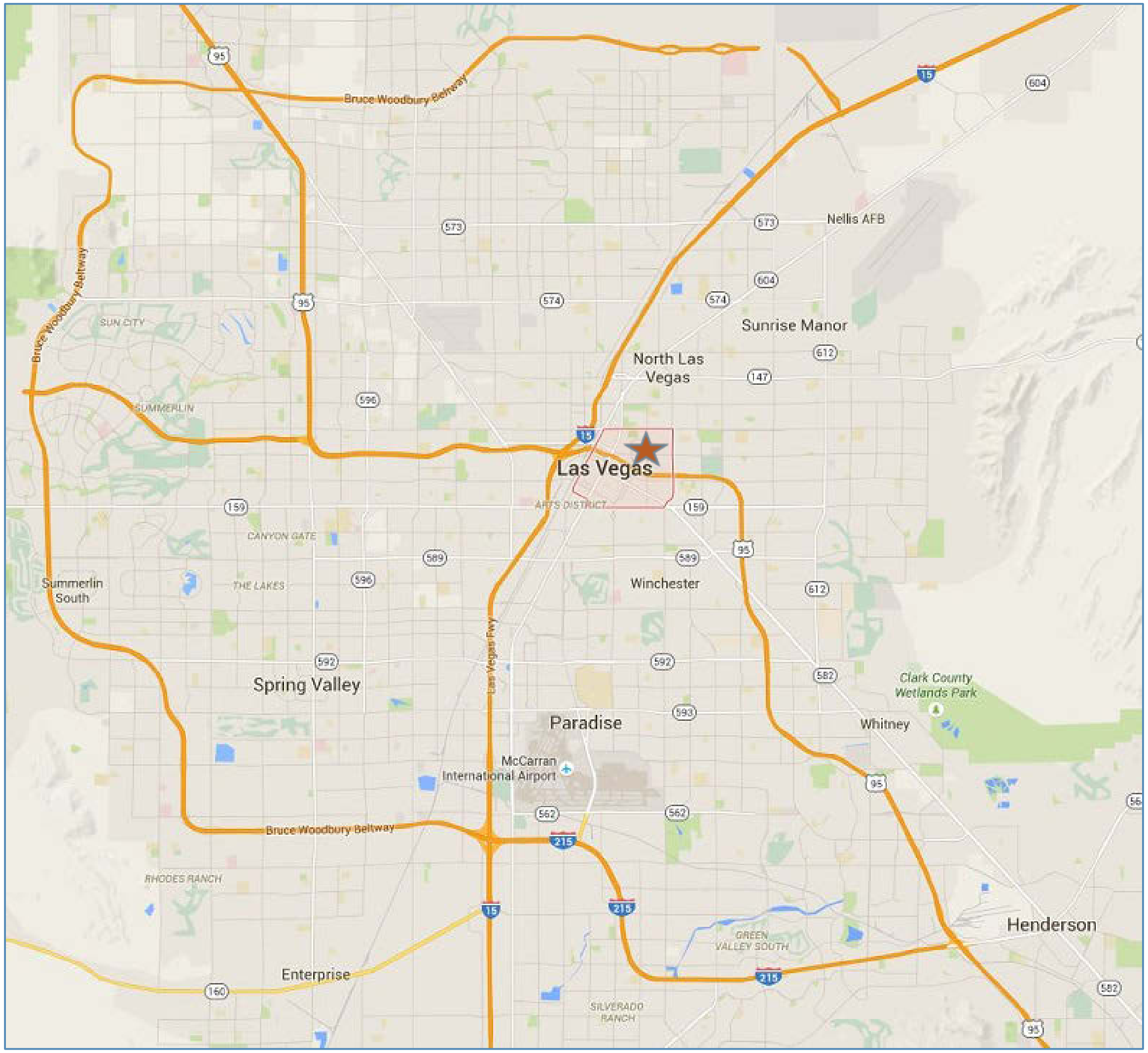
Bill Arent, Director

Economic and Urban Development

City of Las Vegas

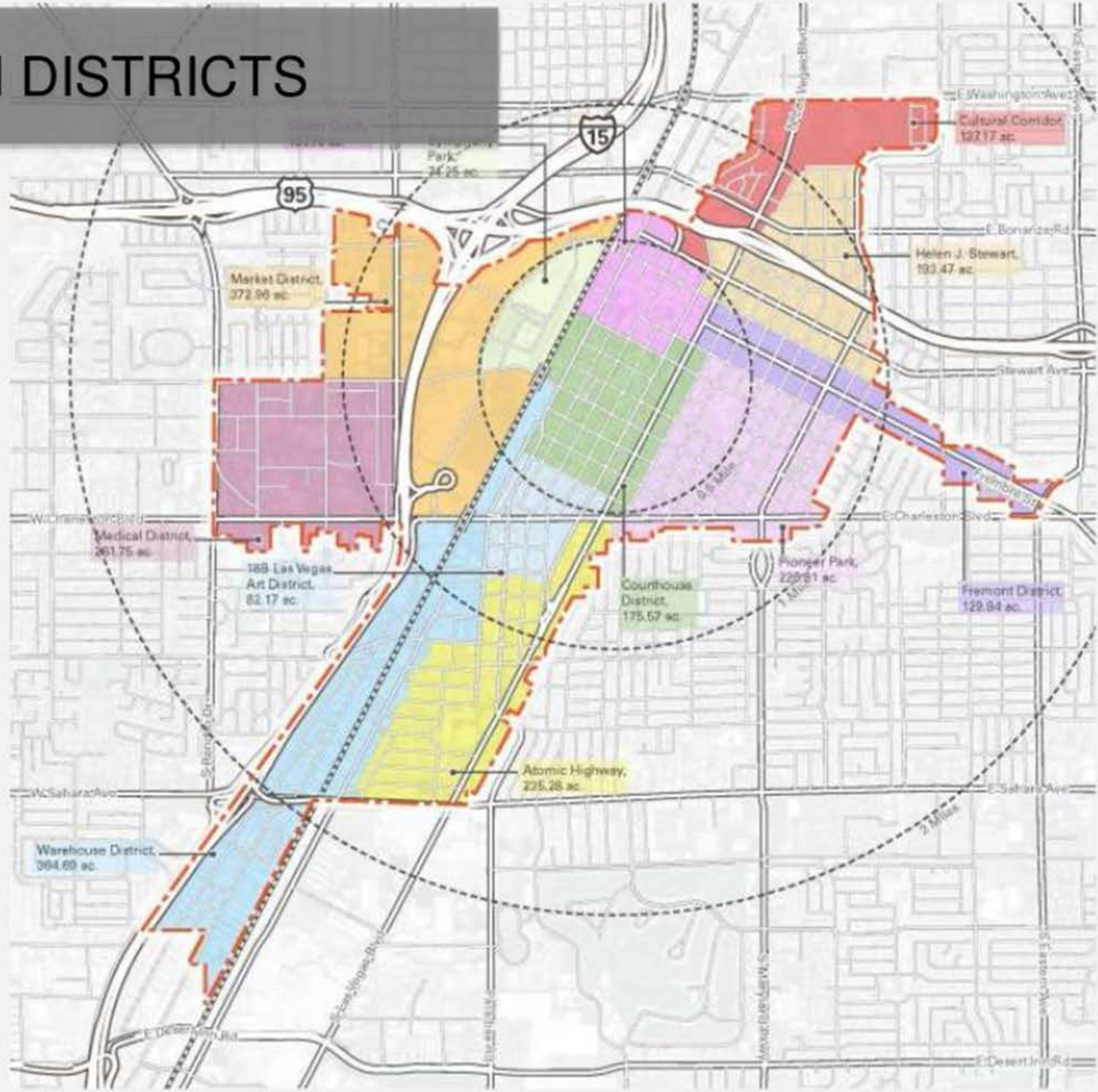
Central Location

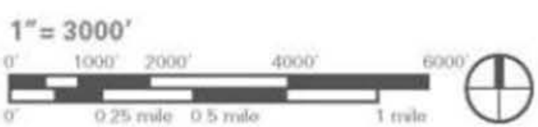
Downtown Las Vegas provides excellent proximity & access to all parts of the region.



DOWNTOWN DISTRICTS

- FSE
- Fremont East
- 18B
- Cultural Corridor, Cashman Center
- Symphony Park





Fremont Street Experience

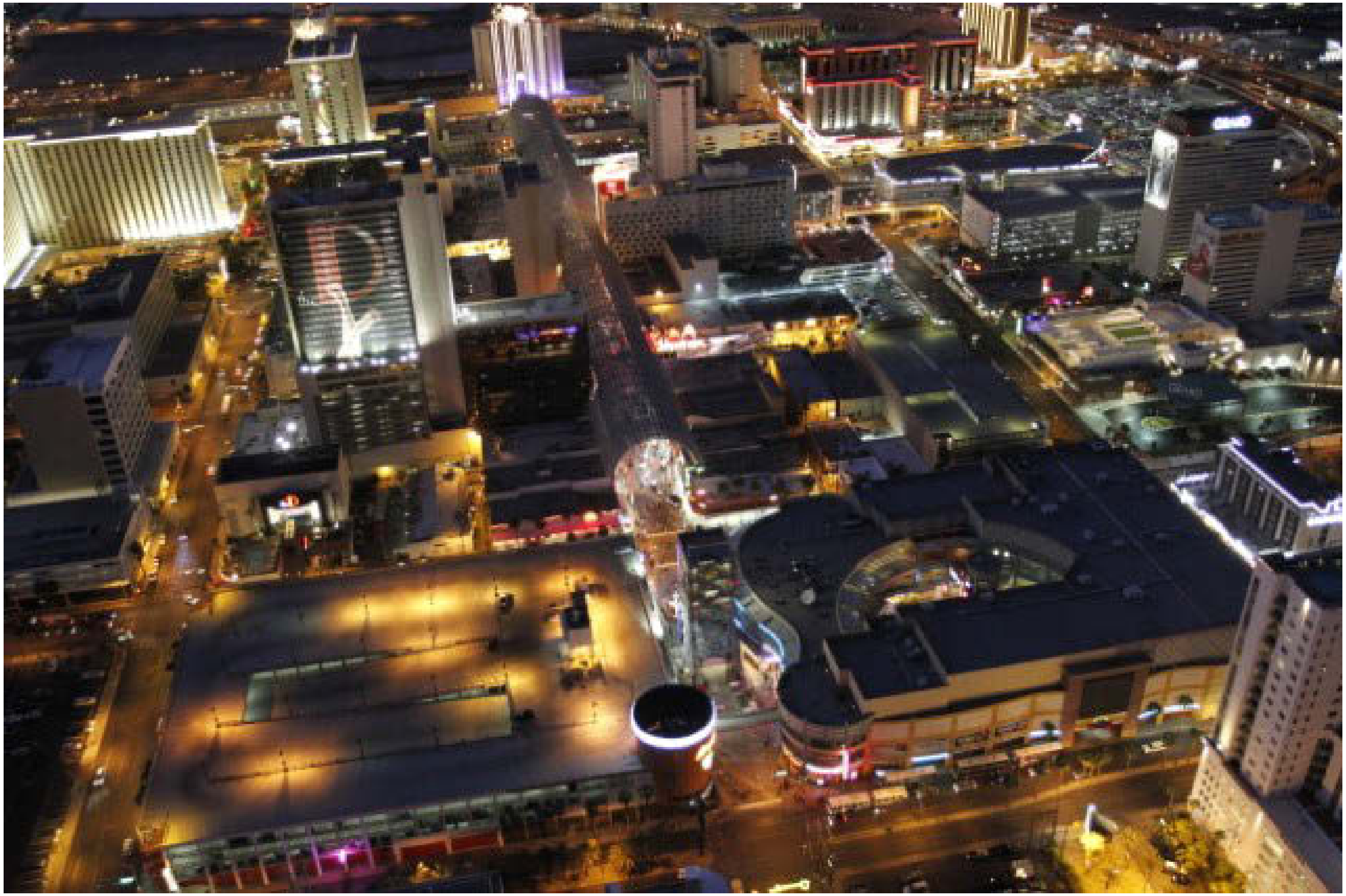


Photo by Erin O'Boyle Photographics, used with permission.

- **THE HISTORY OF FREMONT EAST**
  In 2002, the city of Las Vegas created an entertainment district in the heart of downtown Las Vegas: Fremont East. The Fremont East Entertainment District (FEED) sits adjacent to the popular tourist attraction, the Fremont Street Experience.

- In 2007, the Las Vegas Redevelopment Agency and Fremont East property and business owners committed $5.5 million through a public-private partnership for a major streetscape improvement for the Fremont East Entertainment District. This three-block renovation included pedestrian-friendly street redesign, landscaping and retro-looking neon signage.

- **CURRENT BUSINESS DIRECTORY**

  Includes over 70+ businesses covering hospitality, arts, fashion, dining, and entertainment.

- **THE VISION**
  Fremont East is a pedestrian friendly community that combines diverse street-life, local businesses, eateries, side-walk cafes, bars and cocktail lounges, lively entertainment, retail, and residential living while preserving a historic gambling house.

- **FREMONT EAST BOUNDARIES**
  Currently, The Fremont East Entertainment District is comprised of a total of 6 blocks. The boundaries are from Las Vegas Boulevard East to 8th Street and then from Ogden Street South to Carson.

A Leader in supporting Special Events – helping drive room nights and consumer spending

Since the lineup announcement in May 2015, Life is Beautiful has generated over **400 million** media impressions with some of the most influential media outlets in the U.S. talking about Downtown Las Vegas

MTV Music Television · Rolling Stone · SPIN · Yahoo! Music · Billboard · msn · The Huffington Post · CoS Consequence of Sound · Pitchfork · Complex · Fader · BuzzFeed

FEEDER MARKETS
Las Vegas, Los Angeles, New York, San Francisco, San Diego, Phoenix, Chicago, Salt Lake City, Seattle, Denver

ECONOMIC IMPACT*
- ROOM NIGHTS OCCUPIED - 30,175
- NUMBER OF NIGHTS IN LAS VEGAS - 3.7

Downtown Events 2014-2015

- Helldorado Parade & Rodeo
- Vegas Valley Book Festival
- Life is Beautiful Festival
- Punk Rock Bowling
- Pride Parade
- Halloween Parade
- Veterans Parade
- MLK Parade
- Latino Parade
- Nevada Day Parade
- Sprinkler Sprint Light the Night
- Viva Bike Vegas
- Big Game 5K & 10K
- Glow Run
- The Dance Mile
- US Heart Assoc Walk
- MS Bike Challenge
- Ultiman UFC 5K
- Rock'N'Roll Marathon
- Santa Run
- Ugly Sweater Run
- Superhero Dash Color Run
- Chinese New Year Parade
- Moustache Dash
- Cube Burn
- Corporate Challenge
- Bubble Run
- Race for the Cure
- Great Beer festival of Vegas

Cultural Tourism – Increasingly Big Numbers

Neon Museum:

- 85,163 visitors annually (FY15), with 89% coming from out-of-state

Mob Museum:

- 270,659 visitors annually, calendar 2014, with the majority (80%+) coming from out-of-state

Smith Center for the Performing Arts:

- 434,522 visitors in FY15
- majority are locals, but attraction helps increase length of stay for visitors

City Cultural drove **1.7 million visitors** (in-market and out-of-market) in FY15

City is Actively Promoting Amateur Sports

- City has proven track record of supporting youth sports and amateur sports
  - Mayor’s Cup Soccer Tournament
  - Big League Dreams
  - Darling Tennis Center
- Other communities around the country are capitalizing more heavily on youth and amateur sports
  - Orlando, FL
  - Blaine, MN
  - Indianapolis, IN
  - Frisco, TX

City's View on Growth and Market Opportunities

City by Design

- City-wide Strategic Plan
  - Economic Development Investment Strategy Update
  - Mobility Plan
- Downtown Master Plan
- LV Medical District Plan
- Cashman Center Reuse
- Strong Cities, Strong Communities (SC2) Competition

CITY BY DESIGN

Cashman Center – Downtown Las Vegas

Cashman Center: An Incredible Reuse Opportunity

- Size: 50.25 acres
- Facilities: 483,000 square foot multi-use (existing)
  - 98,100 square feet of exhibit space;
  - 14 meetings rooms totaling 14,000 square feet on two levels
  - 1,922 seat theater
  - 10,000 seat baseball stadium
  - Over 2,500 parking spaces
- MOU City-LVCVA (21 May 2014)
  - Authorizes City to enter into an ENA with a qualified developer
  - Proposals must address accommodation of AAA baseball club - either maintain existing stadium or team relocation plan (51s Lease runs through 2022)
- Additional land assembly potential could help reposition Cashman Center

City's View of Baseline Projections

- AA's Growth forecasts are conservative yet reasonable in areas listed – population, employment, tourism, and urban form
- Committee also should consider factors such as **competitor markets** and **a changing visitor demographic** when evaluating infrastructure needs through 2050
  - Orlando already has more than 60 million visitors
  - Consumer demographic profile of a younger visitor population must be taken into account

Las Vegas Visitors are trending younger – what amenities **should we have** to appeal to this demographic?

SUMMARY TABLE OF NOTABLE VISITOR DEMOGRAPHICS

	2010	2011	2012	2013	2014
Proportion of visitors who were married	79%	77%	75%	79%	80%
Proportion of visitors with a household income of $40,000 or more	81%	87%	84%	88%	85%
Proportion of visitors who were employed	66%	66%	69%	67%	64%
Proportion of visitors who were retired	27%	25%	19%	20%	20%
Proportion of visitors who were 40 years old or older	71%	70%	58%	58%	57%
Average age	49.2	49.0	44.8	45.8	45.2
Proportion of visitors with a college diploma	48%	50%	52%	51%	48%
Proportion of visitors from the West	54%	55%	54%	52%	53%
Proportion of visitors from California	30%	31%	33%	33%	33%
Proportion of visitors from a foreign country	18%	16%	17%	20%	19%

Source: GLS Research, Calendar Year 2014, LVCVA Las Vegas Visitor Profile

Why professional sports? Why soccer?

- Professional sports attract visitors
- Professional sports seen as an amenity to the corporate sector (helps grow a corporate base)
- Soccer has international appeal; opportunity to grow events and expand visitation, particularly from Mexico, Latin America, South America, and Europe
- Soccer attracts the most Millennial interest of any sport

Competitive Positioning

David Abrams, Principal

Strategic Advisory Group

Strategic Advisory Group Overview

Strategic Advisory Group. Mr. Abrams offers a complete range of sports-related financing and advisory services and has served as lead banker and advisor to several sports facility clients.

Key Points

Public Stadium Financing Experience

- Raised over $2 billion for sports facilities
- Led 2 public financings for the new MLB Marlins stadium
- $176 million Broward County Professional Sports Facilities Revenue Refunding Bonds (Florida Panthers Hockey Club)

Private Stadium / Franchise Financing Experience

- Executed many innovative financings, including project financings, taxable securitizations, hybrid private/public and high yield offerings
- Asset Securitizations (e.g. TV contracts, ticket sales, advertising, suite revenues)
- Combined $240 million Miami-Dade County Industrial Development Authority (Dolphin Stadium)

Sports Franchise Advisory Experience

- Sports franchise mergers (e.g. Madison Square Garden Co.)
- Valuation of sports franchise and facility assets
- Facility lease negotiations (Tampa Bay Buccaneers)
- New/renovated facility evaluation (Houston Texans)

Experience

NFL and MLB	NBA, NHL, College and Other Sports Facilities
Atlanta Falcons new stadium project (ongoing)	Florida Panthers Arena Improvements - Team Advisor (2002 – 2009)
 $65MM City of Cleveland Stadium Refinancing - Senior Manager	$177MM Broward County Civic Arena Refunding - Senior Manager (2006)
$250MM Miami-Dade County IDA/Dolphin Stadium Project - Senior Mgr. Remarketing Agent & LOC Substitution (1996-2007)	Florida Panthers New Civic Arena - Team Advisor (1996)
 Houston Texans Domed Stadium Project Team Advisor (2000-2003)	Madison Square - Purchase Advisor (1996)
Tampa Bay Buccaneers Stadium Project - Team Advisor (1996-1997)	Miami-Dade County International Tennis Center - Senior Manager (1993)
City of Jacksonville NFL Stadium Project - City Advisor (1994-1995)	Homestead Sports Complex - Senior Manager (1993)
$101MM City of Miami (Marlins Stadium Parking Garage) - Senior Manager (2009)	$139MM Denver Arena Trust - Pepsi Center Project (1997-1998)
$319MM Miami-Dade County Baseball Stadium Project – Senior Manager (2009)	Portland Trailblazers (Oregon Arena Co Debt & Bankruptcy Advisor)(2003)
Florida Marlins Stadium Project - Team Advisor (1997-2002)	University of Central Florida Football Stadium - Senior Manager (2005)

Venue	Facility Type	Capacity	Event Focus
Las Vegas Motor Speedway	Speedway	156,000	Motorsports
Sam Boyd Stadium	Stadium	40,000	Football, Motorsports
AEG & MGM Resorts International	Arena (construction)	20,000	Sports, Concerts, TBD
Thomas and Mack Center	Arena	19,354	Sports, Concerts, Family Shows
MGM Grand Garden Arena	Arena	15,520	Concerts, boxing
Mandalay Bay Events Center	Arena	12,200	Concerts, boxing
Cashman Field	Stadium	9,300	Minor League Baseball
Orleans Arena	Arena	9,000	ML Hockey, Concerts, Shows
Aladdin Theatre Performing Arts	Theater	7,019	Concerts

Major Las Vegas Sports & Entertainment Venues

Note: Includes venues with at least 5,000 seats

Competing in the National Sports Market - Sustainability Depends On:

- Viability of the Local Economy, Willingness to Identify Needs and Take Action
- Defining the purpose
  - Supporting and Maintaining the needs of the Community
  - Anticipating Growth and Demographic Movements
  - Investments which are Attractive to Tourists and Full-time residents
- How to invest in **Las Vegas - #27 Combined Statistical Area** (2.3 million people)
  - Positioning Downtown as a Market to Host Sports Events
  - Complimentary, not in Competition
  - Revitalization
  - Evaluate other Key Markets in Professional, Amateur and Youth Sports
  - Identify Strengths, Weaknesses, Opportunities and Threats to the Growth of Downtown Sports Events
- Identify Projects
  - Type and Size of Projects
  - Assess Market, Existing Assets, Potential Investments and Participants
  - Identify Infrastructure Needs
  - Evaluate State, Local and Private Funding

Minneapolis-St. Paul

- 3.5 million people in the Combined Statistical Area, **Ranked #14**
- Professional Sports and Facilities
  - New US Bank Stadium, NFL Vikings, 2016, $975mm
  - Target Field, MLB Twins, 2010, $555mm
  - Xcel Energy Center, NHL Wild, 2000, $130mm
  - Target Center, NBA Timberwolves, WNBA Lynx, 1990, $104mm
  - National Sports Center, NASL Minnesota United FC, 1990, $15mm
- Significant Collegiate Sports Facilities
  - TCF Bank Stadium, Minnesota Golden Gophers, 2009, $303mm
- On the Horizon
  - New MLS Stadium, Awarded Franchise, 2018, $150mm
- Diversified Youth Sports
  - Minnesota Amateur Sports Commission - $70mm economic impact in 2012
  - Minnesota Youth Soccer, Minnesota Youth Baseball, Parks & Rec

Portland

- 3 million people in the Combined Statistical Area, **Ranked #17**
- Professional Sports and Facilities
  - Moda Center, NBA Trail Blazers, WHL Winterhawks, AFL Thunder, 1995, $262mm
  - Providence Park, MLS Timbers, USL U23s, NWSL Thorns, 2001,11 Renovations, $38mm
- Other Significant Venues, Events
  - Auto Racing
  - Alpine Sports
  - Track and Field
  - Cricket
  - Amateur Cycling

Orlando

- 3 million people in the Combined Statistical Area, **Ranked #18**
- Professional Sports and Facilities
  - Amway Center, NBA Magic, AFL Predators, 2010, $480mm
  - Citrus Bowl, MLS Orlando City S.C, 2010 Renovation, $175mm
- Significant Collegiate Sports Facilities
  - Bright House Networks Stadium, UCF Football, 2007, $60mm
  - CFE Federal Credit Union Arena, UCF Basketball, 2007 $107mm
- On the Horizon
  - Orlando City Stadium, MLS Orlando City S.C., 2016, $150mm
- Amateur and Youth Sports
  - ESPN Wide World of Sports, 1997, $200mm
  - Numerous City and County leagues supported
  - AAU Headquarters
  - PGA Tour Event

Charlotte

- 2.5 million people in the Combined Statistical Area, **Ranked #21**
- Professional Sports and Facilities
  - Bank of America Stadium, NFL Panthers, Renovations 2013, $200mm
  - Time Warner Arena, NBA Hornets, 2005, $260mm
  - BB&T Ballpark, Ind. League Knights, 2014, $54mm
  - Ramblewood Soccer Complex, USL Independence, 2014
  - NASCAR Hall of Fame, 2010, $160mm
  - Charlotte Motor Speedway, 1960, Numerous renovations
- On the Horizon
  - MLS Expansion and Potential Stadium Expansion
- Amateur and Youth Sports
  - Numerous Division 1 Athletics – UNC Charlotte, Davidson College
  - PGA Tour Event
  - National Whitewater Center
  - Bowl Games

Sacramento

- 2.5 million people in the Combined Statistical Area, **Ranked #22**
- Professional Sports and Facilities
  - Sleep Train Arena, NBA Kings, 1988, $40mm
  - Raley Field, PCL River Cats, 2000, $46.5mm
  - Bonney Field, USL Sacramento Republic FC, 2014, $3mm
- Significant Other Sports Initiatives
  - Minor League sports
  - Olympic and NCAA Track and Field
  - Sacramento State and UC Davis
- On the Horizon
  - MLS Stadium, MLS Expansion, 2018/19, $125mm est.
  - Golden 1 Credit Union Arena, NBA Kings, 2016, $477mm

Kansas City

- 2.4 million people in the Combined Statistical Area, **Ranked #23**
- Professional Sports and Facilities
  - Arrowhead Stadium, NFL Chiefs, 2010 Renovation, $375mm
  - Kauffman Stadium, MLB Royals, 2009 Renovation, $250mm
  - Sporting Park, MLS Sporting KC, 2011, $200mm
- Significant Sports Facilities
  - Sprint Center, Varied Events, 2007, $276mm
  - Swope Soccer Village, NWSL FC Kansas City
- Amateur and Youth Sports
  - National Association of Basketball Coaches headquarters
  - NAIA headquarters

Indianapolis

- 2.3 million people in the Combined Statistical Area, **Ranked #26**
- Professional Sports and Facilities
  - Lucas Oil Stadium, NFL Colts, 2008, $720mm
  - Bankers Life Fieldhouse, NBA Pacers, WNBA Fever, 1999, $183mm
  - Carroll Stadium, NASL Indy 11, WPSL FC Indiana, 1982, $7mm
  - Victory Field, Int'l Indians, 1996, $20mm
  - Indianapolis Motor Speedway
- On the Horizon
  - MLS Expansion and Potential Stadium Expansion
- Amateur and Youth Sports
  - NCAA Headquarters
  - Numerous men's and women's teams
  - Little League Baseball Central Region Headquarters
  - Indiana Sports Corp – over 118,000 participants in 2014

A Look Forward – New Investments

New Proposal to bring professional soccer to downtown Las Vegas

Laus Abdo, AGP Capital

Bob Schulman, Watt Companies

Jason Ader, The Ader Group

The Ader Group Proposal

- The Ader Group proposes to develop a soccer-specific stadium in downtown Las Vegas and further develop the surrounding area into a mixed-use village. Cashman Field has been identified as a prospective site.
- The Ader Group is positioning to bring professional soccer to Las Vegas, a city that is deeply immersed in sports culture and has long-desired a professional team to support.
- The key elements required to accomplish this are:
  - Downtown Stadium Venue
  - Stadium financing plan – our plan is to fund privately
  - Financially qualified ownership
  - Local ownership – our plan is to offer a community-wide ownership opportunity
  - Citywide support
- We fulfill the requirements above and believe Major League Soccer will be enthusiastically supported by locals and visitors alike.
- Additionally, we believe Las Vegas has the ability to attract internationally recognized soccer teams to participate in exhibition matches which will further enhance the overall tourism experience.

Economic Benefits

There are several positive effects on the regional economy that The Ader Group expects to deliver:

- Las Vegas offers an energetic community of soccer fans and participants. The Ader Group will provide a new and exciting stadium situated to capitalize on the growing popularity and demand for soccer locally, nationally and internationally.

- A Major League Soccer team will create opportunities for corporate Las Vegas to extend their reach via sponsorship and affiliations targeted to millennials and the international tourist.

- We believe that our effort will be comparable to the recent Major League Soccer successes whose metrics predict and provide a positive economic impact on the region.

The Request from The Ader Group

We are requesting that the SNTIC consider the following infrastructure improvements:

- Mass Transit Connector adjacent or conveniently located near the stadium. This connector may also include UNLV, McCarran Airport, and the Resort Corridor.

- Additional roadway capacity including On/Off Ramps from surrounding freeways improving the ingress and egress and the accessibility to the site and events.

In Closing

- There is no other city that better embodies diverse, world-class entertainment like Las Vegas. In that tradition, The Ader Group will use their resources to provide a team that will compete at a high level in a quality venue.
- We propose to build a soccer-specific stadium which will enhance the overall amenity offering of Las Vegas.
- The popularity of soccer, it's attractiveness to millennials and international tourists will prove to be beneficial to the regional economy.
- We believe over time that Major League Soccer, which is a rapidly emerging league, will rival all major sports.
- Thank you for the opportunity to present to the SNTIC.

Infrastructure Needs in Resort Corridor

Jorge Cervantes, Executive Director
Community Development
City of Las Vegas



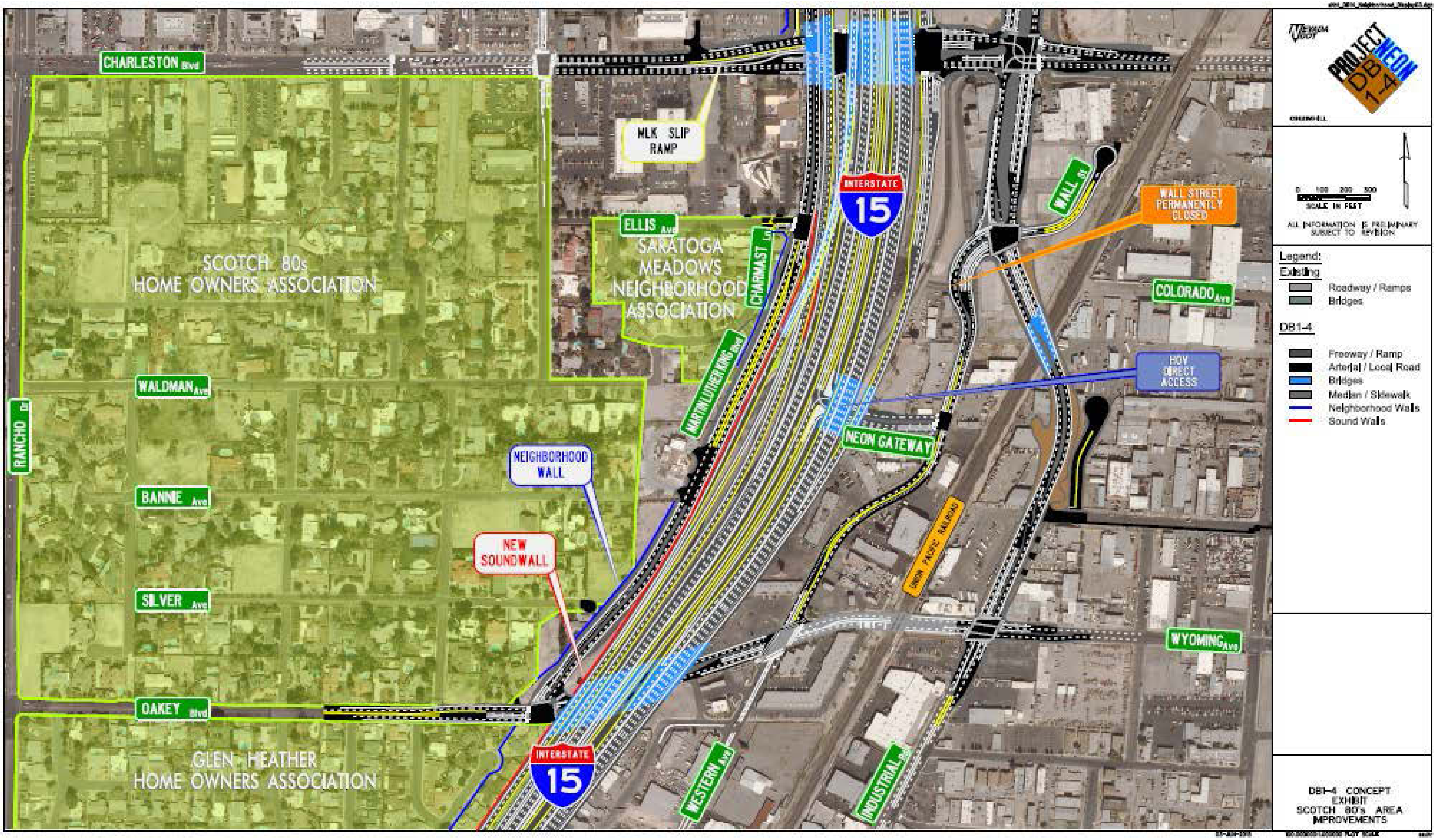
CITY BY DESIGN

LAS VEGAS MOBILITY MASTER PLAN

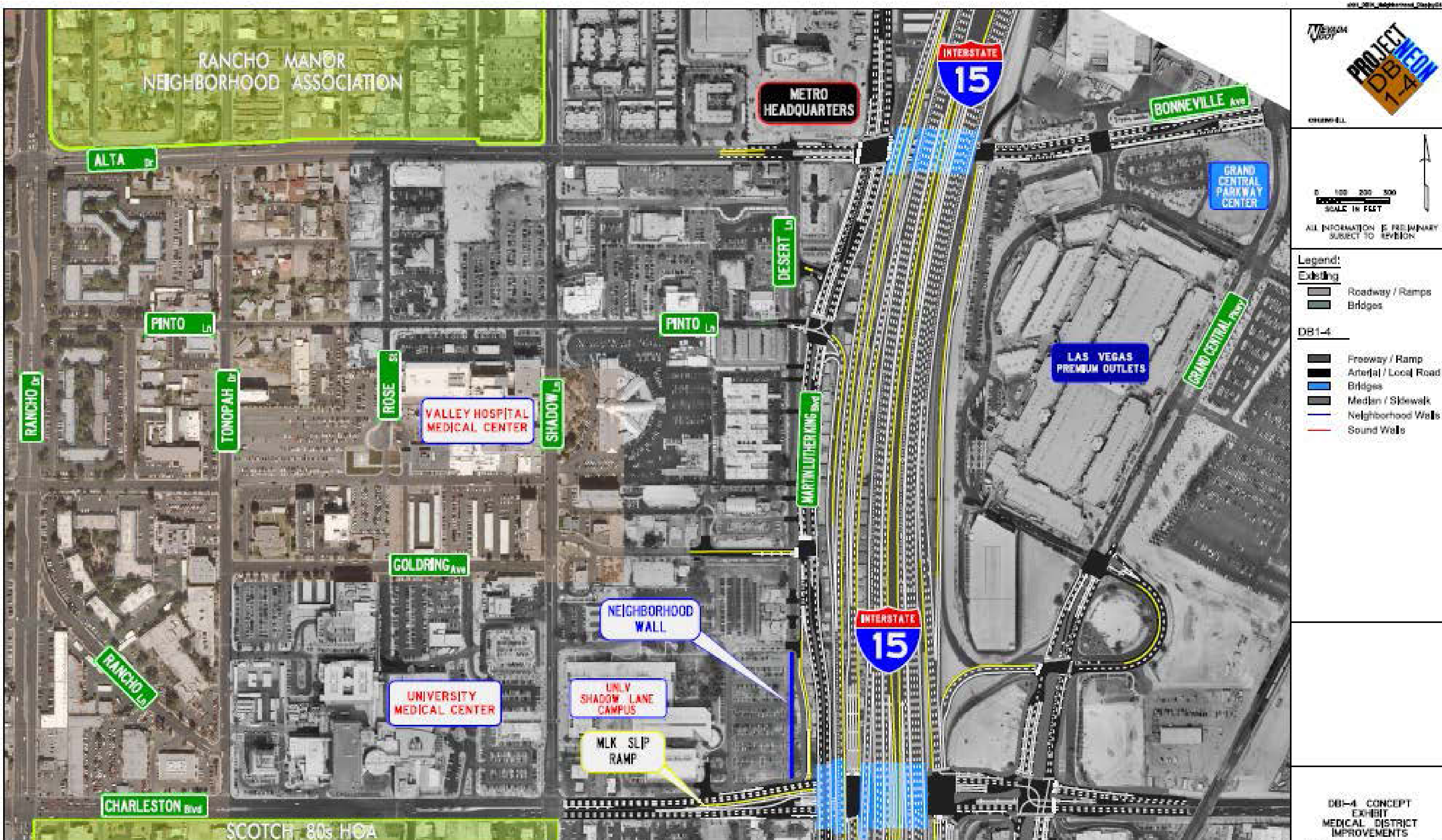
FREEWAY DESIGN & CONSTRUCTION

- Currently planned freeway and local street access improvements would result in **$2.9 billion transportation investment** within City boundaries:
  - Freeway interchanges and overpasses
  - Corridor improvements
  - Direct HOV ramps
  - Pedestrian/bike bridges over freeways

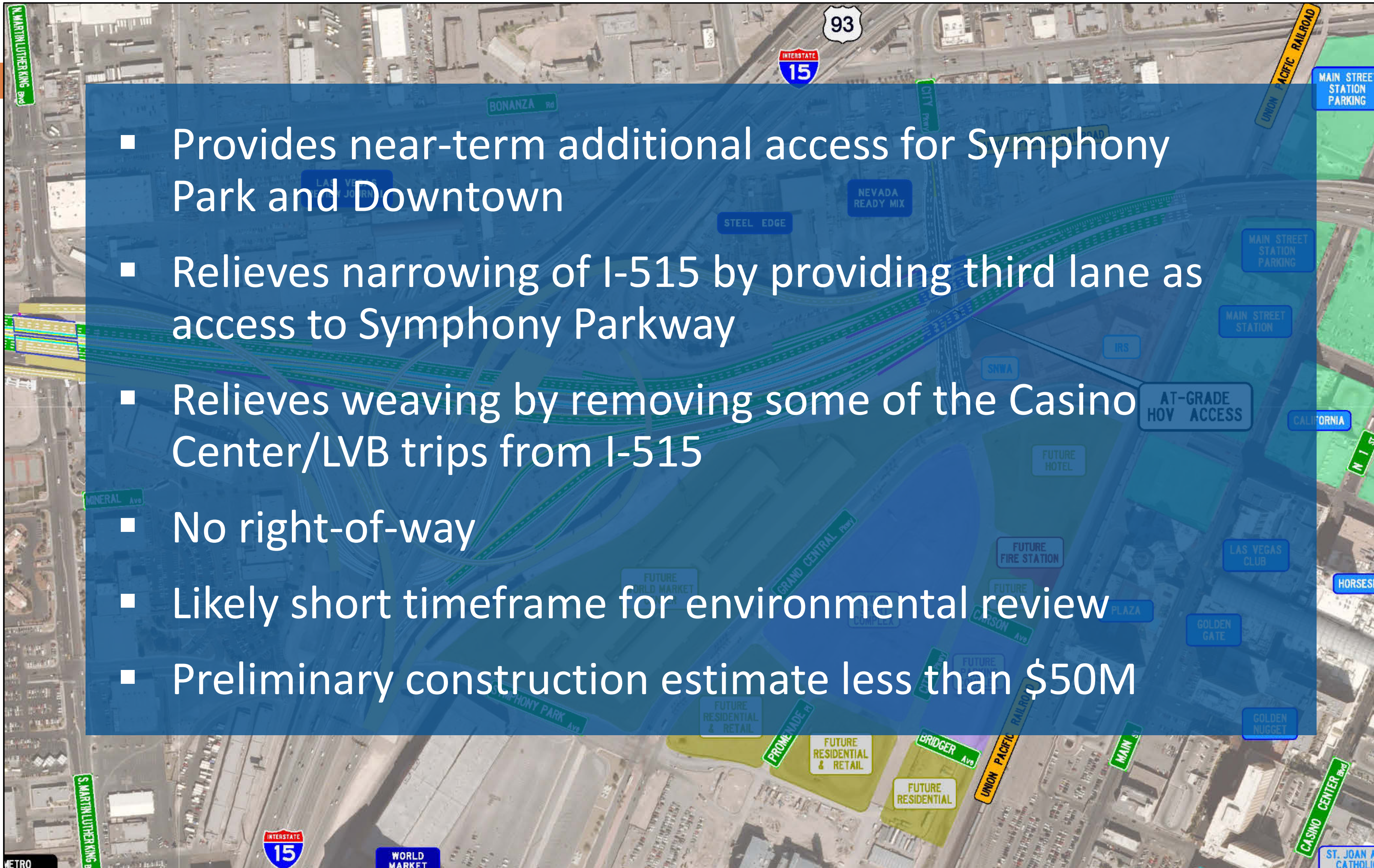
Project NEON – Improved Access at Charleston



Project NEON – Improved Access at Alta/Bonneville

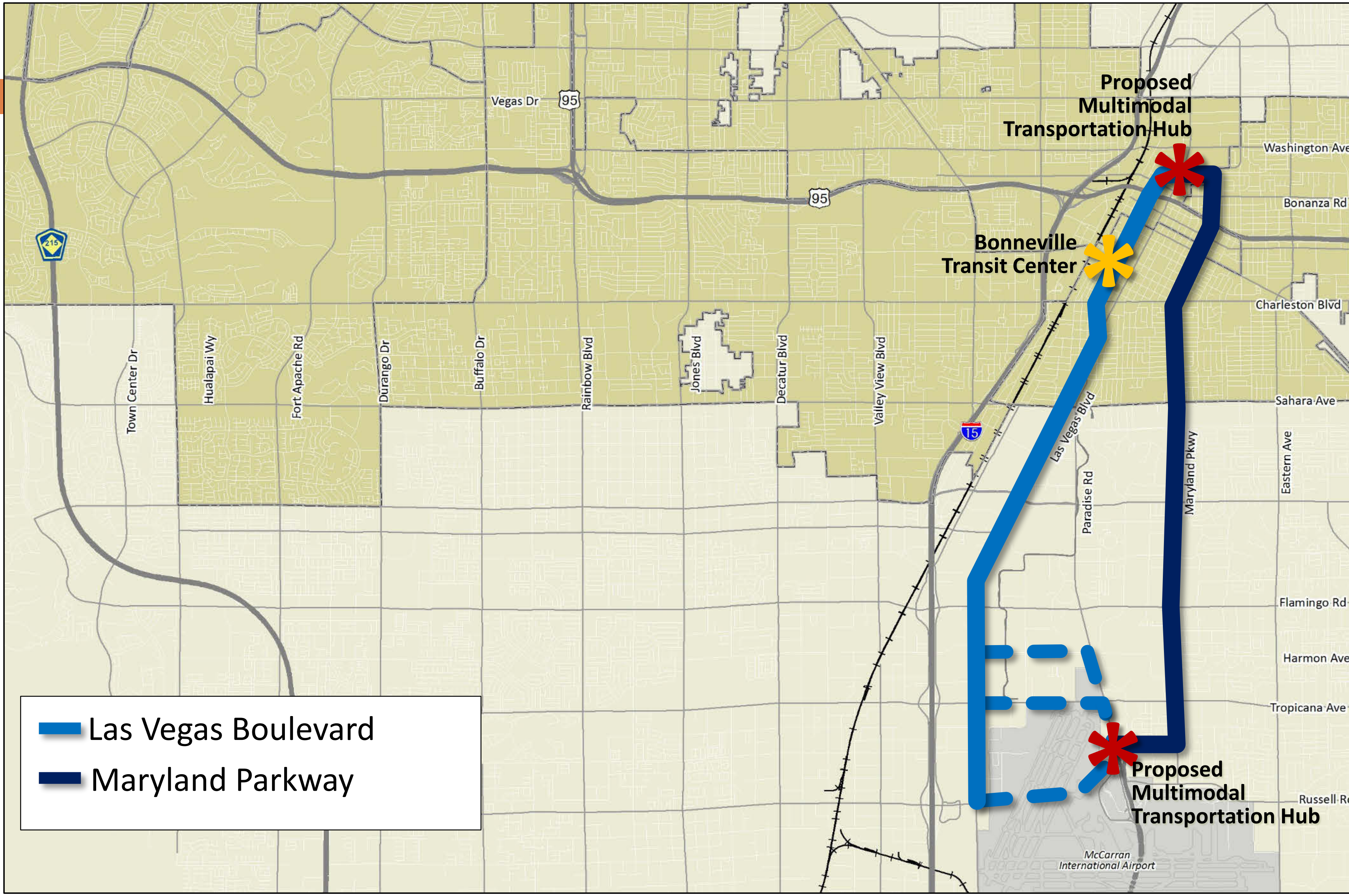


CITY PARKWAY INTERCHANGE CONCEPT

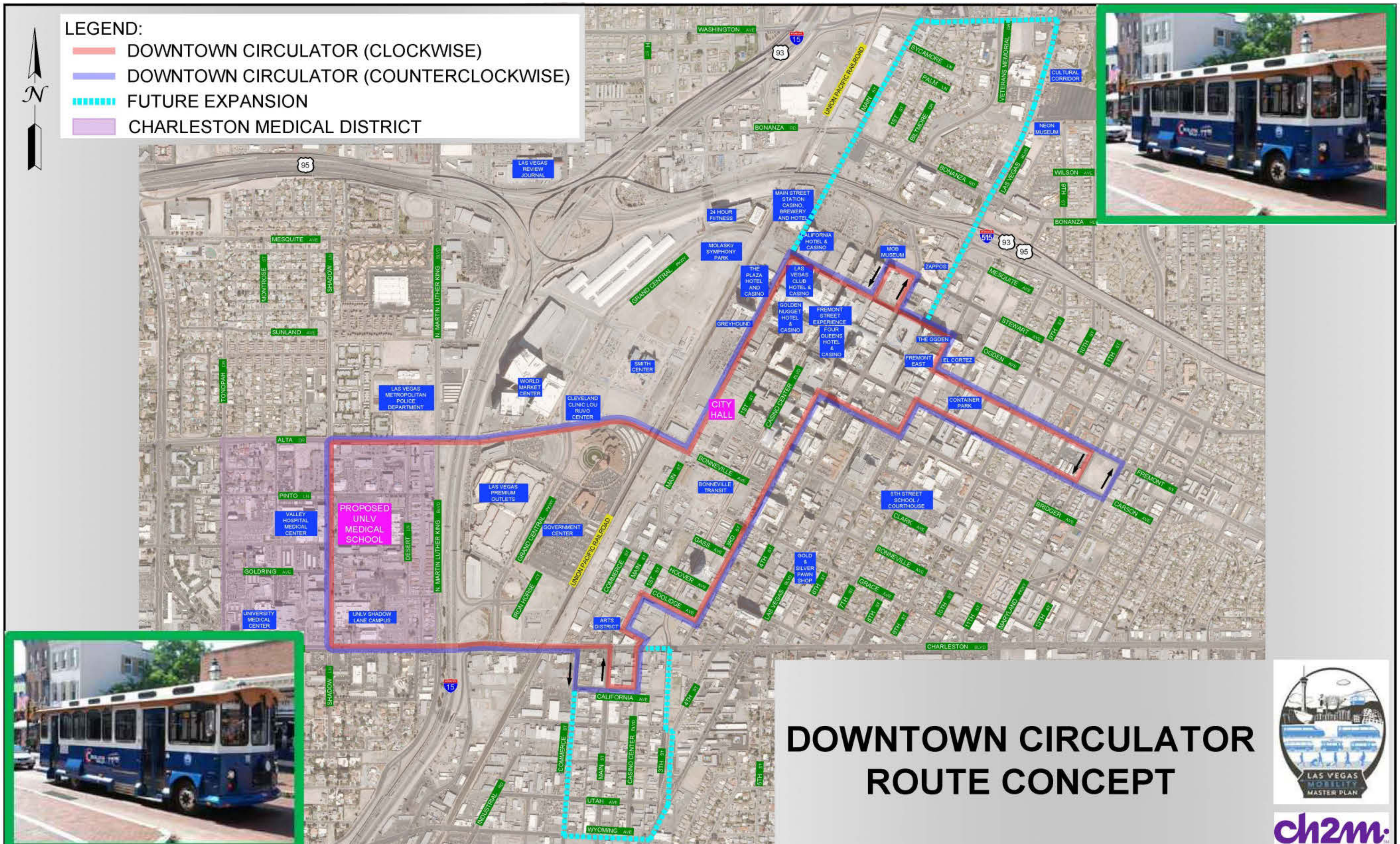


- Provides near-term additional access for Symphony Park and Downtown
- Relieves narrowing of I-515 by providing third lane as access to Symphony Parkway
- Relieves weaving by removing some of the Casino Center/LVB trips from I-515
- No right-of-way
- Likely short timeframe for environmental review
- Preliminary construction estimate less than $50M

CLV SOUTHERN NEVADA LIGHT RAIL VISION



DOWNTOWN CIRCULATOR: 6 Mile Loop



City-Recommended Tourism Infrastructure

1. Support Light Rail Transit System connecting assets at McCarran, UNLV, the Resort Corridor and Downtown
   a. Maryland Parkway Corridor
   b. LV Boulevard/ Resort Corridor
   c. Hub opportunity at Cashman Center
2. Funding support for efficient connectivity options and the City Parkway Interchange

CITY OF LAS VEGAS

Southern Nevada Tourism Infrastructure Committee

September 24, 2015

SOUTHERN NEVADA

Tourism Infrastructure Committee

Presentation by:

BOYD GAMING

Orleans ARENA

LAS VEGAS

Andre Filosi, Vice President & Assistant General Manager
30 Years – Boyd Gaming

Rex Berman, Director of Operations
12 Years – Orleans Arena

Celebrating 40th Anniversary

22 Properties Nationwide

9 Casinos in Southern Nevada

1 Arena at Orleans Hotel & Casino

Core Strengths
Community Reputation

- Leader in Sporting Events, Family Shows and Motorsports
- Locals friendly venue
  - ✓ 60% Local Customer Base
- Niche in Mid-Size Arena capacity
- Value, Convenience, Customer Service

TODAY
14 Entertainment Venues
(2,000 – 80,000 capacity)

6 – Arenas
5 – Theaters
3 – Festivals Lots

Impact on Southern Nevada's Entertainment & Tourism Industry

- Home to local, national and international sporting events
  - ✓ West Coast Conference Basketball Championships
  - ✓ Western Athletic Conference Basketball Championships
  - ✓ Continental Cup of Curling
  - ✓ World Wrestling Championship
  - ✓ Jamz Cheerleading
  - ✓ NIAA State High School Basketball Championships

- Various Public and Private Events
  - ✓ Driving thousands of room nights annually to So. Nevada
  - ✓ Clark County High School Graduation Ceremonies

Impact on the Las Vegas Community and local Economy

- Major employer of hospitality and live event professionals
  - ✓ Over 300 team members employed by the venue

- Primary source of "Family Friendly" entertainment
  - ✓ Host various touring events designed for children
  - ✓ Book numerous family style shows annually

- Valuable resource for the community
  - ✓ Home to multiple charity events and fundraisers each year
  - ✓ Outlet for business to promote their product - sponsorships

Importance of our Relationship with Las Vegas Convention Center and Las Vegas Convention & Visitors Authority

- Hosting events that utilize both LVCC and Orleans Arena
  - ✓ Mr. Olympia – convention space and arena use
  - ✓ Soles4Souls – both exhibit space and concert use
  - ✓ National Association of Home Builders – both locations
  - ✓ Global Gaming Expo (G2E) – Reception at our facility

- Overflow location to the Resort Corridor properties
  - ✓ Our property is the alternative to the strip location's availability

- Work closely with LVCVA on securing various events
  - ✓ NCAA Basketball, Curling and World Wrestling

Orleans ARENA

Challenges to Growth

- Increased Competition and Number of Venues
  - ✓ Multiple venues of same type in close proximity
  - ✓ Overabundance of music bookings

- Proliferation of Festivals and Residency Shows
  - ✓ Talent availability due to clearance windows
  - ✓ Limits return visits to the market same year

- State and Municipal Taxes and Fees
  - ✓ New LET laws impacting our 501c3 clients
  - ✓ Changes and revisions to County/City permits & licensing

Opportunities for Growth

- Continued partnership with LVCC and LVCVA
  - ✓ Use of multiple venues
  - ✓ Driving hotel room nights
  - ✓ Expansion of LVCC facilities – residual effect to Orleans Arena

- Improved infrastructure for transportation
  - ✓ Interstate 11 project
  - ✓ High speed rail system
  - ✓ Airport improvements

The Future of the Orleans Arena

- ➢ Continued Focus on Core Competencies
  - ✓ Sporting Events
  - ✓ Family Shows
  - ✓ Motorsports

- ➢ Booking more General Sessions / Convention Style Events
  - ✓ Tradeshows
  - ✓ Consumer Shows
  - ✓ Spin-off Events with LVCC

- ➢ Collegiate / NCAA Events
  - ✓ Volleyball Championships
  - ✓ College Hockey Tournaments
  - ✓ Indoor Lacrosse Exhibition Games