

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 INFRASTRUCTURE 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.