



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

Southern Nevada Tourism Infrastructure Committee

HOME MEMBERS MEETINGS



 SOUTHERN NEVADA
Tourism Infrastructure Committee

Created by Nevada Governor Brian Sandoval in July 2015, the Southern Nevada Tourism Infrastructure Committee brings key community leaders and stakeholders together to identify and prioritize tourism improvement projects in southern Nevada, explore potential funding mechanisms to support new tourism-related initiatives, and submit a report to the Governor by July 31, 2016 outlining the Committee's recommendations.

[VIEW EXECUTIVE ORDER](#)

NEXT MEETING

Thursday
August 27, 2015
9:00 AM – 4:30 PM

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

Topics:

- McCarran International Airport

[MEETING PAGE](#)



Steve Hill

COMMITTEE CHAIRMAN

Executive Director

Governor's Office of Economic Development

Len Jessup

COMMITTEE VICE CHAIRMAN

President

University of Nevada, Las Vegas

Carolyn Goodman

Mayor

City of Las Vegas

Bill Hornbuckle

President

MGM Resorts International

Tom Jenkin

Global President

Caesars Entertainment

George Markantonis

President and COO

The Venetian and The Palazzo

Kristin McMillan

President and CEO

Las Vegas Chamber of Commerce

Bill Noonan

Senior Vice President

Boyd Gaming

Kim Sinatra

Executive Vice President

Wynn Resorts

Steve Sisolak

Chairman

Clark County Commission

Mike Sloan

Senior Vice President

Station Casinos

TECHNICAL ADVISORY COMMITTEE

Don Burnette

County Manager

Clark County

Betsy Fretwell

City Manager

City of Las Vegas

Guy Hobbs

Managing Director

Hobbs, Ong & Associates

Tina Quigley

General Manager

Regional Transportation Commission
of Southern Nevada

Rossi Ralenkotter

President and CEO

Las Vegas Convention and Visitors Authority

Rosemary Vassiliadis

Director of Aviation

McCarran International Airport

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.

Ms. Rosemary Vassiliadis
August 5, 2015

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 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



Steve Hill

COMMITTEE CHAIRMAN

Executive Director

Governor's Office of Economic Development

Len Jessup

COMMITTEE VICE CHAIRMAN

President

University of Nevada, Las Vegas

Carolyn Goodman

Mayor

City of Las Vegas

Bill Hornbuckle

President

MGM Resorts International

Tom Jenkin

Global President

Caesars Entertainment

George Markantonis

President and COO

The Venetian and The Palazzo

Kristin McMillan

President and CEO

Las Vegas Chamber of Commerce

Bill Noonan

Senior Vice President

Boyd Gaming

Kim Sinatra

Executive Vice President

Wynn Resorts

Steve Sisolak

Chairman

Clark County Commission

Mike Sloan

Senior Vice President

Station Casinos

TECHNICAL ADVISORY COMMITTEE

Don Burnette

County Manager

Clark County

Betsy Fretwell

City Manager

City of Las Vegas

Guy Hobbs

Managing Director

Hobbs, Ong & Associates

Tina Quigley

General Manager

Regional Transportation Commission
of Southern Nevada

Rossi Ralenkotter

President and CEO

Las Vegas Convention and Visitors Authority

Rosemary Vassiliadis

Director of Aviation

McCarran International Airport

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.

Ms. Cheryl Black
August 5, 2015

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?

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



Steve Hill

COMMITTEE CHAIRMAN

Executive Director

Governor's Office of Economic Development

Len Jessup

COMMITTEE VICE CHAIRMAN

President

University of Nevada, Las Vegas

Carolyn Goodman

Mayor

City of Las Vegas

Bill Hornbuckle

President

MGM Resorts International

Tom Jenkin

Global President

Caesars Entertainment

George Markantonis

President and COO

The Venetian and The Palazzo

Kristin McMillan

President and CEO

Las Vegas Chamber of Commerce

Bill Noonan

Senior Vice President

Boyd Gaming

Kim Sinatra

Executive Vice President

Wynn Resorts

Steve Sisolak

Chairman

Clark County Commission

Mike Sloan

Senior Vice President

Station Casinos

TECHNICAL ADVISORY COMMITTEE

Don Burnette

County Manager

Clark County

Betsy Fretwell

City Manager

City of Las Vegas

Guy Hobbs

Managing Director

Hobbs, Ong & Associates

Tina Quigley

General Manager

Regional Transportation Commission
 of Southern Nevada

Rossi Ralenkotter

President and CEO

Las Vegas Convention and Visitors Authority

Rosemary Vassiliadis

Director of Aviation

McCarran International Airport

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.

**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.

Ms. Jana Leonard
August 11, 2015

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?

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



Steve Hill

COMMITTEE CHAIRMAN

Executive Director

Governor's Office of Economic Development

Len Jessup

COMMITTEE VICE CHAIRMAN

President

University of Nevada, Las Vegas

Carolyn Goodman

Mayor

City of Las Vegas

Bill Hornbuckle

President

MGM Resorts International

Tom Jenkin

Global President

Caesars Entertainment

George Markantonis

President and COO

The Venetian and The Palazzo

Kristin McMillan

President and CEO

Las Vegas Chamber of Commerce

Bill Noonan

Senior Vice President

Boyd Gaming

Kim Sinatra

Executive Vice President

Wynn Resorts

Steve Sisolak

Chairman

Clark County Commission

Mike Sloan

Senior Vice President

Station Casinos

TECHNICAL ADVISORY COMMITTEE

Don Burnette

County Manager

Clark County

Betsy Fretwell

City Manager

City of Las Vegas

Guy Hobbs

Managing Director

Hobbs, Ong & Associates

Tina Quigley

General Manager

Regional Transportation Commission
 of Southern Nevada

Rossi Ralenkotter

President and CEO

Las Vegas Convention and Visitors Authority

Rosemary Vassiliadis

Director of Aviation

McCarran International Airport

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.

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.

Mr. Greg Rochna
August 5, 2015

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 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



Steve Hill

COMMITTEE CHAIRMAN

Executive Director

Governor's Office of Economic Development

Len Jessup

COMMITTEE VICE CHAIRMAN

President

University of Nevada, Las Vegas

Carolyn Goodman

Mayor

City of Las Vegas

Bill Hornbuckle

President

MGM Resorts International

Tom Jenkin

Global President

Caesars Entertainment

George Markantonis

President and COO

The Venetian and The Palazzo

Kristin McMillan

President and CEO

Las Vegas Chamber of Commerce

Bill Noonan

Senior Vice President

Boyd Gaming

Kim Sinatra

Executive Vice President

Wynn Resorts

Steve Sisolak

Chairman

Clark County Commission

Mike Sloan

Senior Vice President

Station Casinos

TECHNICAL ADVISORY COMMITTEE

Don Burnette

County Manager

Clark County

Betsy Fretwell

City Manager

City of Las Vegas

Guy Hobbs

Managing Director

Hobbs, Ong & Associates

Tina Quigley

General Manager

Regional Transportation Commission
 of Southern Nevada

Rossi Ralenkotter

President and CEO

Las Vegas Convention and Visitors Authority

Rosemary Vassiliadis

Director of Aviation

McCarran International Airport

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.

Ms. Ileana Drobkin
August 6, 2015

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?

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



Steve Hill
COMMITTEE CHAIRMAN
Executive Director
Governor's Office of Economic Development

Len Jessup
COMMITTEE VICE CHAIRMAN
President
University of Nevada, Las Vegas

Carolyn Goodman
Mayor
City of Las Vegas

Bill Hornbuckle
President
MGM Resorts International

Tom Jenkin
Global President
Caesars Entertainment

George Markantonis
President and COO
The Venetian and The Palazzo

Kristin McMillan
President and CEO
Las Vegas Chamber of Commerce

Bill Noonan
Senior Vice President
Boyd Gaming

Kim Sinatra
Executive Vice President
Wynn Resorts

Steve Sisolak
Chairman
Clark County Commission

Mike Sloan
Senior Vice President
Station Casinos

TECHNICAL ADVISORY COMMITTEE

Don Burnette
County Manager
Clark County

Betsy Fretwell
City Manager
City of Las Vegas

Guy Hobbs
Managing Director
Hobbs, Ong & Associates

Tina Quigley
General Manager
Regional Transportation Commission
of Southern Nevada

Rossi Ralenkotter
President and CEO
Las Vegas Convention and Visitors Authority

Rosemary Vassiliadis
Director of Aviation
McCarran International Airport

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.

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.

Mr. Alan Waxler
August 5, 2015

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 ground transportation industry that can be impacted by either limitations or improvements of current infrastructure in southern Nevada, particularly in and around McCarran International Airport?

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



Steve Hill

COMMITTEE CHAIRMAN

Executive Director

Governor's Office of Economic Development

Len Jessup

COMMITTEE VICE CHAIRMAN

President

University of Nevada, Las Vegas

Carolyn Goodman

Mayor

City of Las Vegas

Bill Hornbuckle

President

MGM Resorts International

Tom Jenkin

Global President

Caesars Entertainment

George Markantonis

President and COO

The Venetian and The Palazzo

Kristin McMillan

President and CEO

Las Vegas Chamber of Commerce

Bill Noonan

Senior Vice President

Boyd Gaming

Kim Sinatra

Executive Vice President

Wynn Resorts

Steve Sisolak

Chairman

Clark County Commission

Mike Sloan

Senior Vice President

Station Casinos

TECHNICAL ADVISORY COMMITTEE

Don Burnette

County Manager

Clark County

Betsy Fretwell

City Manager

City of Las Vegas

Guy Hobbs

Managing Director

Hobbs, Ong & Associates

Tina Quigley

General Manager

Regional Transportation Commission
 of Southern Nevada

Rossi Ralenkotter

President and CEO

Las Vegas Convention and Visitors Authority

Rosemary Vassiliadis

Director of Aviation

McCarran International Airport

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.

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.

Mr. Jim Gleich
August 5, 2015

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 ground transportation industry that can be impacted by either limitations or improvements of current infrastructure in southern Nevada, particularly in and around McCarran International Airport?

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