

**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. Agüero 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. Agüero 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.