

TRANSPORTATION INVESTMENT **BUSINESS PLAN** 2.0

BUILDING ON A DECADE OF PROGRESS, AND CONFRONTING THE NEXT DECADE OF DEMAND AND INNOVATION

In April 2016, the Regional Transportation Commission of Southern Nevada (RTC) published the Transportation Investment Business Plan (TIBP 1.0), a first-of-its-kind blueprint that approached mobility not as a public-works checklist but as a business case for the future of Southern Nevada's economy. The plan tied transportation investment directly to the visitor experience, the resort industry, and the region's capacity to compete globally.

Nearly a decade later, the case for that approach is stronger than ever.

THE CASE FOR A SUCCESSOR PLAN IS JUST AS STRONG.

WHAT TIBP 1.0 DID

TIBP 1.0 framed mobility as the precondition for economic growth in a region where roughly one in three jobs depends on a leisure and hospitality industry that, at the time of publication, drew more than 41 million visitors and generated over $30 billion in annual spending. Centered on the Core Area, i.e., the Resort Corridor, Downtown, the Medical District, UNLV, and McCarran (now Harry Reid) International Airport, the plan delivered four products of lasting value:

(i) a defensible business case projecting a 2:1 to 4:1 benefit-cost ratio, $55.7 billion to $178 billion in additional economic output, and $4.9 billion to $13.1 billion in avoided congestion costs;

(ii) seven actionable project and policy suites spanning airport-to-Strip connections, Las Vegas Boulevard pedestrian safety, convention-center linkages, workforce connectivity, I-15 access, downtown circulation and a Resort Corridor Mobility Association to coordinate public and private decision-making;

(iii) a shared evidentiary foundation produced through the Economic, Urbanization and Transportation systems committees that elected officials, resort operators and agency staff did not previously have in common; and

(iv) a funding framework cataloging the federal, state, local and private financing tools available to deliver the work.

WHAT HAS BEEN ACCOMPLISHED SINCE

TIBP 1.0 did what a good plan should do: it produced follow-on work, not shelfware. Tangible progress can be traced across nearly every project suite.



PROJECT SUITE 1

Airport, Strip, and Downtown mobility

TIBP's airport-to-Strip light-rail concept was carried forward through On Board (2020) as a long-term Resort Corridor rail-based transit corridor. In parallel, the Las Vegas Convention Center Loop — a Boring Company tunnel not contemplated by TIBP — opened in 2021 and continues to expand as the Vegas Loop today. The Harry Reid multimodal transportation center has advanced since publication: the Department of Aviation (DOA) is actively advancing both the north and south multimodal transportation centers, and Clark County has progressed design and stakeholder coordination for the Tropicana Avenue and University Center Drive project, a key component of the Express Airport Connector Elevated Couplet identified in Suite 1.

PROJECT SUITE 2

Pedestrian safety on Las Vegas Boulevard

Clark County and resort partners advanced sidewalk widenings, safety bollards, pedestrian bridges and intersection upgrades along the Strip. The iconic circular pedestrian bridge at Las Vegas Boulevard and Sahara Avenue is fully designed, locally funded, and now seeking federal matching funds. Through RTC's *Lights, Camera, Action* program, more than 1,100 bus shelters were relocated from fast-moving traffic, roughly 900 new shelters were installed, and real-time surveillance was deployed across the fleet.

PROJECT SUITE 3

Convention and event connectivity

The LVCVA Global Business District expansion was delivered, the Las Vegas Monorail was acquired by LVCVA in 2020 and the Convention Center Loop now moves passengers between the West, Central and South Halls of the Las Vegas Convention Center. Coordinated traffic event management has matured into the work documented in the *Perfect Storm Special Events Management Study,* and the Game Day Express moves local sports fans to and from major events in the Resort Corridor.

PROJECT SUITE 4

Workforce-to-workplace connectivity

Maryland Parkway high-capacity transit, TIBP's lead corridor connecting Downtown, UNLV and the airport, advanced through federal project-development review, secured a Locally Preferred Alternative and is currently under construction. Combined with Boulder Highway in Henderson, both key corridors represent Southern Nevada's first true Bus Rapid Transit routes. On Board (2020) extended TIBP's workforce-connectivity logic valley-wide through eight "Big Moves" and 64 projects, including a roughly 200-mile high-capacity transit network.

PROJECT SUITE 5

Core Area access from I-15

NDOT's Project NEON, the largest public-works project in Nevada history, was completed in 2019, restructuring the I-15/US 95 interchange identified in TIBP as a primary access bottleneck. The I-15/Tropicana Avenue interchange and the I-215/Airport Connector improvements, both flagged in TIBP, were restructured to provide increasing connectivity to major events and other adjacent redevelopment.

PROJECT SUITE 6

Downtown circulation and access

The Grand Central Parkway–Industrial Road connector, HOV Direct Connection at NEON Gateway, and the Martin Luther King Boulevard extension, all Suite 6 elements, were delivered as components of Project NEON. Downtown revitalization continues through the Main/Commerce one-way couplet in the Arts District and broader downtown complete-streets improvements. The Downtown circulator trolley now operates as the Downtown Loop, seven days per week.

POLICY SUITE 7

Coordinated implementation

The cooperative architecture TIBP proposed has matured into ongoing coordination among RTC, LVCVA, Clark County, NDOT, the cities and resort operators on areas such as shared event calendars, refined traffic event management plans, and employee mobility. Clark County has also adopted dedicated special-event ordinances and established a Special Events department to coordinate and streamline event management.

As noted above, not every TIBP recommendation has been delivered. Core Area light rail, the Harry Reid Multimodal Transportation Centers and several Strip pedestrian-bridge locations remain unresolved. Those community needs and others remain significant factors driving the case for TIBP 2.0.

HOW THE COMMUNITY HAS CHANGED

When TIBP 1.0 was drafted, the venue map of the Resort Corridor was meaningfully different. T-Mobile Arena was a construction site referred to in planning materials as the "MGM Resorts International Arena." Allegiant Stadium, the Sphere, Resorts World and the future Las Vegas Athletics ballpark were not on any plan. The Boring Company did not yet operate in Nevada. Formula 1 had not raced down Las Vegas Boulevard since 1982. Las Vegas had not hosted a Super Bowl. In roughly ten years, the region added each of the following:



Allegiant Stadium (2020, 65,000 seats)

Home to the Raiders and UNLV football, has hosted Super Bowl LVIII, and is scheduled to host Super Bowl LXIII in 2029. It has become the highest-grossing stadium in the United States while fundamentally reshaping Resort Corridor traffic on event days.

Resorts World Las Vegas (2021, 3,500 rooms)

The first ground-up integrated resort on the Strip in more than a decade, adding rooms, an arena-scale theater and convention space at the corridor's north end.

Fontainebleau Las Vegas (2023, 3,644 rooms)

A $3.7 billion luxury resort and the tallest occupied building in Nevada, adding rooms, convention space and a 3,800-seat theater at the corridor's north end.

Hard Rock Las Vegas (Under construction on the former Mirage site, roughly 3,600 rooms)

A guitar-tower redevelopment of the former Mirage at the center of the Strip, scheduled to open in 2027 with expanded gaming, convention and entertainment space.

The Sphere (2023, 17,500 seats)

A new venue type whose programming, location east of the Strip and rideshare/transit demand profile were not contemplated in any 2016-era plan.

Formula 1 Las Vegas Grand Prix (Annual since 2023)

Brought the closure of Las Vegas Boulevard and adjacent streets for several days each November, and was a use case TIBP's scenarios did not address.

Las Vegas A's stadium (Under construction on the former Tropicana site, 33,000 seats)

Major League Baseball's arrival adds an 81-home-game venue adjacent to Allegiant Stadium and the I-15 corridor.

These are not stylistic additions. The most recent Resort Corridor Capacity Study's "Extra Large" concurrent-event scenario models traffic generated from Allegiant Stadium, the Sphere, the MGM Grand Garden Arena, Michelob Ultra Arena and the A's stadium operating on the same evening, a combination that could not have been modeled in 2016. TIBP's analytical universe contemplated roughly 67,000 peak daily pedestrians on Las Vegas Boulevard, which is now projected to double by 2035; the venue density now built or under construction will place upward pressure on that forecast.

WHY NOW IS THE RIGHT TIME FOR TIBP 2.0

Five conditions, taken together, make this the moment to refresh the plan.

1 Demand has outrun the 2016 forecast	The RTC's *2026 Resort Corridor Capacity Study* finds 26 percent of Resort Corridor roadways already operating over capacity, rising to 34 percent by 2030 and 41 percent by 2035 under baseline conditions. In modeled 2035 extra-large concurrent-event scenarios, travel time on Las Vegas Boulevard from Sahara Avenue to Russell Road stretches from 14 minutes in free flow to a range of 24 to 30 minutes for the roughly 4-mile distance. Left unaddressed, this congestion becomes an economic risk in its own right: constrained mobility limits visitor throughput, erodes the visitor experience and can stifle the continued economic growth on which Southern Nevada depends.
2 Southern Nevada has diversified, but remains uniquely dependent on the tourism sector	The region has added employers across logistics, healthcare, technology, sports and manufacturing. Even so, Southern Nevada hosted roughly 38.5 million visitors in 2025 against a metro population of approximately 2.3 million, resulting in a visitor-to-resident ratio of nearly 17 to 1. Additionally, the industry currently accounts for roughly 49 percent of the region's gross regional product and the preponderant share of jobs, wages and salaries and local tax collections. No peer metro carries comparable exposure to mobility outcomes.
3 The venue and event calendars have fundamentally changed	As detailed above, TIBP 1.0's scenarios did not, and could not, contemplate this density of new major venues. *The Resort Corridor Capacity Study* models them directly; the underlying business plan does not.
4 The mobility toolkit has changed	Autonomous vehicle deployment, the Boring Company's Vegas Loop, transit electrification, mobility-as-a-service and federal funding under the Infrastructure Investment and Jobs Act were either nascent or nonexistent when TIBP was originally drafted. Evaluating them on a consistent basis requires the same disciplined business-case framework TIBP pioneered.
5 A pipeline of transformative projects is already advancing	Brightline West high-speed rail, the Boring Company's Vegas Loop expansion, a planned Harry Reid International Airport expansion and a potential supplemental commercial airport will each reshape regional mobility within the plan horizon. None of these were contemplated in TIBP 1.0.

THE ASK

TIBP 2.0 should preserve what worked

It should deliver a rigorous, independently grounded business-case approach; broad stakeholder participation across public agencies, resort operators and community institutions; and a focus on the Resort Corridor and Core Area as the engines of the regional economy. It should expand where conditions demand, integrating the valley-wide perspective developed in On Board, incorporating the *Resort Corridor Capacity Study's* updated forecasts and venue-level modeling, and evaluating emerging mobility technologies on the same return-on-investment basis applied to traditional infrastructure, producing a refreshed, defensible foundation for the systems that need to be operating a decade from now.