

2023 Las Vegas Grand Prix Debriefing Report

PREPARED BY THE CLARK COUNTY MANAGER'S OFFICE
PRESENTED TO THE CLARK COUNTY COMMISSIONERS ON MARCH 19, 2024

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Executive Summary

In November 2023, the first Formula 1 (F1) race in the Las Vegas Metropolitan Area since 1982 occurred. Clark County and other regional partners collaboratively worked to host and welcome the Las Vegas Grand Prix (LVGP). The event was significant for the region, as it emerged from the COVID-19 pandemic and aimed to reinvigorate the tourism industry. However, with the demand to repave roadways, build a new 300,000-square-foot building, prepare for potential emergencies, and license temporary businesses, there were daily challenges. Clark County and its regional partners embraced the uncertainty with energy and dedication to host a successful LVGP.

Preparation for the LVGP was rigorous and required a lot of effort. LVGP was a high-impact special event that was successful due to the work of Clark County departments and regional partners. Staff's unwavering commitment to ensuring that the 2023 LVGP occurred is commendable. From media accounts and feedback from LVGP, the event was a resounding success and laid the foundation for future events. Overall event attendance during the 2023 LVP reached 316,000, inclusive of spectators, team personnel, media, and other supporting staff. Additionally, overall visitor spending plus the spending on infrastructure to support the 2023 LVGP, the total economic impacts on the Southern Nevada Region reached nearly \$1.5 billion.¹

Following the 2023 LVGP, the County Manager committed to the Clark County Board of County Commissioners (County Commission) to thoroughly review the work completed by Clark County and its partners to identify lessons learned. As debriefing meetings were conducted, special events continued in unincorporated Clark County. Moreover, preparation for the Las Vegas Super Bowl LVIII was underway, so some recommendations from the debriefings were implemented immediately.

This report is primarily focused on the Clark County efforts, although there are parts of the report that summarize the efforts of some of its regional partners. This report seeks to dissect the event to summarize what worked well, what the challenges were, and what lessons were learned. In short, this report provides necessary recommendations to ensure the success of the 2024 LVGP.

This report's main finding is for the County Commission to create a high-impact special events process to meet the increasing demands for such events in unincorporated Clark County. These high-impact special events will be singular special events that attract a large number of domestic and international visitors, generate a substantial economic impact on the Southern Nevada Region, and provide a high global media profile. Along with the creation of the high-impact special events process, this report recommends the exploration of a high-impact special events working group and a technical advisory committee. The first would meet regularly to review upcoming high-impact special events and the nature and scope of the governmental services necessary for the high-impact special events. The second would provide technical assistance regarding high-impact sports and entertainment.

As with any event, there were instances where operations either did not work or were identified as needing improvement. This was true for the 2023 LVGP. For example, there were issues with pedestrian ingress and egress on the Las Vegas Strip, lack of complete information regarding the

¹ Event attendance and economic impact information provided by Applied Analysis in March 2024.

general aviation arrivals, and information asymmetry during the race evenings. All of these are summarized throughout this report and have clear methods of improvement.

Throughout the entire period leading up to the 2023 LVGP, there were issues with LVGP meeting deadlines and providing the required information to Clark County and its regional partners. This caused an increase in overtime for staff, and it also caused a delay in communicating information to the public. One of this report's findings is the need for LVGP to create a program management system to keep track of deadlines and requirements.

As a new partner in the community, LVGP worked closely with Clark County to host community watch parties and allow foster children to be Grid Kids. This report recommends that LVGP engage the County Commissioners to explore other opportunities for the public to participate in activities and events surrounding future races.

This report is a testament to the commitment that Clark County departments and regional partners displayed in advance and during the 2023 LVGP. The recommendations are actionable and will allow continued success on and off the racetrack.

Trademark Information

The F1 logo, FORMULA 1, F1, FIA FORMULA ONE WORLD CHAMPIONSHIP, GRAND PRIX, PADDOCK CLUB, FORMULA 1 LAS VEGAS GRAND PRIX, LAS VEGAS STRIP CIRCUIT and related marks are trademarks of Formula One Licensing BV, a Formula 1 company.

Acknowledgements

The 2023 LVGP simply would not have been possible without the dedicated commitment and hard work displayed by Clark County employees and regional partners. An event of this size required tedious attention to detail, the ability to solve for a variety of unknown variables, and the foresight to not only set the tone of engagement for year one, but also to establish the template for success for the years to follow. The workload was significant, and the timeline was short. The race came to fruition because the employees of Clark County, Clark County Fire Department, the Las Vegas Metropolitan Police Department, Regional Transportation Commission of Southern Nevada, Las Vegas Valley Water Authority, the Clark County Water Reclamation District, and the Southern Nevada Health District excel at what they do in serving our public. Special acknowledgement is owed to the County departments that dedicated countless hours to the permitting, licensing, and operations of the race: Department of Aviation, Public Works, Business License, Building, Emergency Management, Fire, and Fire Prevention.

All information contained herein are those of Clark County and not of LVGP, F1, or FIA.
This includes any inaccuracies, errors, or omissions.

Acronyms

ATC:	Air Traffic Controller
BCC:	Clark County Board of County Commissioners
CBP:	United States Customs and Border Patrol
CC:	Clark County
CCC:	Clark County Code
CCFD:	Clark County Fire Department
CCSD:	Clark County School District
CCWRD:	Clark County Water Reclamation District
DOA:	Clark County Department of Aviation
F1:	Formula One
FAA:	Federal Aviation Administration
FIA:	Fédération Internationale de l'Automobile
FIV:	Faster Intervention Vehicle
FOM:	Formula One Management
GA:	General Aviation
HND:	Henderson Executive Airport
IAFF:	International Association of Fire Fighters
LAS:	Harry Reid International Airport
LET:	Live Entertainment Tax
LVCVA:	Las Vegas Convention and Visitors Authority
LVGP:	Las Vegas Grand Prix
LVMPD:	Las Vegas Metropolitan Police Department
LVVWD:	Las Vegas Valley Water District
MACC:	Multi-Agency Coordination Committee
MIV:	Medical Intervention Vehicle
MPM:	Miller Project Management, LLC
NCR:	Non-Compliance Report
NDOT:	Nevada Department of Transportation
NRA:	Nevada Resort Association
NRS:	Nevada Revised Statutes
OEM:	Clark County Office of Emergency Management
PPR:	Prior Permission Required
PSA:	Public Service Announcement
RTC:	Regional Transportation Commission of Southern Nevada
SNHD:	Southern Nevada Health District
TCO:	Temporary Certificate of Occupancy
TFE:	Temporary Food Establishment
UCC:	Uniform Commercial Code
UMC:	University Medical Center of Southern Nevada
VGT:	North Las Vegas Airport

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Introduction

This report aims to provide the reader with three (3) main contributions. First, it summarizes the planning efforts coordinated by Clark County and its regional partners leading up to the 2023 LVGP. Second, it provides debriefing summaries from Clark County departments and its regional partners on what worked well, what the challenges were, and what the lessons were regarding the 2023 LVGP. Each report was prepared following internal debriefing meetings held by the Clark County Manager's Office (Manager's Office). Finally, this report makes recommendations regarding high-impact special events in Clark County and what accountability mechanisms could be implemented to allow for future LVGP races and other high-impact special events to succeed.

History: Formula 1 Returns to Clark County

Considered the most prestigious motor-racing competition on the planet, F1 is the “highest class of international racing for single-seater formula racing cars.”² Formula 1 is a team sport: while each driver is competing for the F1 Drivers’ Championship, teams are competing for the F1 Constructors’ Championship based on their position at the end of each season.

Each race event is known as a Grand Prix, and in total, 21 countries host Grand Prix events. Places such as Qatar, Miami, Austin, and Monaco are synonymous with F1 races. The Grand Prix events bring significant boosts to the host jurisdictions. For those that do not attend in person, there are often millions of F1 fans watching from afar.

In 1981 and 1982, the Caesars Grand Prix occurred – largely confined to the parking lot of the Caesars Resort. (The original intent of the Caesars Grand Prix was to take place on the iconic Las Vegas Strip.) Before 1981, there were only two F1 races in the United States: Long Beach, California, and Watkins Glen, New York. The 1981 Caesars Grand Prix replaced the previous Watkins Glen Grand Prix.³ Both years, the races were host to the season finales. After 1982, F1 departed Clark County, and the Caesars Grand Prix ran for the final time in 1984 as an IndyCar race.⁴

In March 2022, the Las Vegas Convention and Visitors Authority (LVCVA) and F1 announced that a Grand Prix would take place in Clark County in 2023. During the announcement, LVCVA and F1 confirmed that the race would occur on the iconic Las Vegas Strip. In November 2022, there was a groundbreaking ceremony.

In February 2023, the County Commission approved a resolution recognizing the LVGP as an annual event for at least 10 years the week before Thanksgiving. The resolution granted LVGP a waiver of Section 16.06.040 (pursuant to Section 16.06.150) of the Clark County Code for the 120-day time limitation for filing applications and also granted a waiver of Section 16.06.040 – Restriction on streets and times for the event.

In March 2023, LVGP announced the dates for repaving roads that would be utilized at the inaugural race. The work began in April 2023, and it was a stated goal by Miller Project Management (MPM) and LVGP to avoid shutting down the Las Vegas Strip fully during construction.

² Refer to: [Everything you need to know about F1- Drivers, teams, cars, circuits, and more.](#)

³ Refer to: [Formula One raced in Las Vegas four decades ago. It was a bumpy ride.](#)

⁴ Refer to: [Remembering the Caesars Palace Grand Prix as F1 returns to Las Vegas.](#)

Clark County Project Management

In September 2024, County Manager Kevin Schiller established a regional working group to create a joint planning apparatus. This decision was made in response to concerns about LVGP meeting established deadlines and requirements in the Clark County Code (CCC).

Due to the limited timeline leading up to the 2023 LVGP and the concerns raised by the media and the public, meetings were held by the Manager's Office to provide timely updates to the County Commission. Special events often require years of planning and are grown over time. Preparations for the 2023 LVGP were happening on a shortened timeline, so these meetings were utilized to ensure its success.

Before each weekly meeting, departments and partner agencies submitted reports to the Manager's Office, including a list of outstanding requirements, questions, and concerns. At each weekly meeting, the reports were reviewed, and additional updates were provided. Collaboration ensued. Information collected at these meetings was used to inform the public and the Commissioners of the progress.

At the same time, representatives from the Manager's Office were meeting with the Las Vegas Super Bowl LVIII Host Committee (Host Committee). Host Committee representatives had done outreach with jurisdictions with prior experience in high-impact special events and were able to provide such information to the Manager's Office. This information helped the Manager's Office understand potential organizational structures for handling high-impact special events in the future.

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Clark County Department Debriefings

With the amount of time and energy that Clark County departments put into preparing for the LVGP, it is no surprise that each department's debriefing could be 100+ pages. In an effort to consolidate the amount of information into a user-friendly, actionable format, the Manager's Office implemented a retrospective technique that focused on highlights, challenges, productivity, and recommendations. Such a strategy allowed the Clark County departments to highlight the positives and understand the challenges which in turn allowed them to think factually versus emotionally when making recommendations.

Each internal Clark County department debriefing summary follows on the subsequent pages.

Department of Aviation

The Clark County Department of Aviation (DOA) is made up of the Harry Reid International Airport (LAS) and four (4) general aviation (GA) facilities across Clark County. There were unique challenges of the 2023 LVGP that DOA successfully met. This included an increase in GA arrivals, both domestically and internationally, and extensive cargo operations before and immediately after the 2023 LVGP.

The following page summarizes what went well, the challenges faced, and DOA's recommendations.

Department of Aviation (DOA)

HIGHLIGHTS

What were the major accomplishments?
What worked well?

- On Sunday, November 19, 2023, Harry Reid International Airport (LAS) was the second busiest airport in the National Airspace System with 2,197 operations, behind Atlanta Hartsfield-Jackson International Airport by only 28 operations.
- Between November 12, 2023, and November 20, 2023, there were 1,214 general aviation (GA) arrivals and 898 GA departures.
- GA aircraft arrived at LAS from multiple states, Canada, Mexico, the United Kingdom, Ireland, Guatemala, and Liberia. There were 73 International GA arrivals at LAS and for the first time, nine (9) international arrivals at the Henderson Executive Airport (HND). The establishment of temporary U.S. Customs and Border Patrol (CBP) operations at HND allowed the airport system to accommodate additional international arrivals for the 2023 LVGP and will be deployed for future 'Mega' events.
- Netjets executed 442 operations for F1; 283 (64%) operated at HND instead of LAS. DOA entered into a lease agreement with Netjets to relocate operations for the 2023 LVGP and Super Bowl LVIII to reduce the GA traffic at LAS.
- For the first time in Las Vegas history, a Boeing 747-800 operated at LAS to support the 2023 LVGP Cargo Operation.

PRODUCTIVITY

Were meetings valuable?
What processes worked well?

- Airport-specific meetings with LVGP, MPM, and the LVCVA were very effective in preparing and understanding DOA requirements.

CHALLENGES

Detail challenges and weaknesses.
Where were the key problem areas?

- Lack of advance information regarding GA traffic. This lack of information led to operational efficiency issues, including the implementation of "Drop and Go's" at LAS, HND, and North Las Vegas (VGT). "Drop and Go's" were required to enable additional GA arrivals and departures due to limited overnight GA parking capacity. 54% of all GA arrivals and 49% of GA departures were "Drop and Go's."
- One of the challenges identified was the need for improved collaboration and communication with the Federal Aviation Administration (FAA) Air Traffic Controller (ATC) regional management during the event. With bad weather on November 16, 2023, the arrival rates into our airports were reduced, causing delays at all our airports, but most significantly at HND. Improved, direct, and more timely communication was needed with FAA regional decision-makers to ensure that all DOA airports were operating as efficiently as possible.
- Last-minute decisions/changes by LVGP on firewalls and drone plans created challenges in gaining final approvals.

LOOKING AHEAD

List any recommendations or concerns for future races.

- What will change in 2024? More or less international arrivals? More domestic traffic in the commercial terminals?
- Advanced data on projected GA traffic must be provided to DOA. Advance information will allow better coordination and planning to accommodate additional GA arrivals while avoiding operational impacts.
- Continue to implement temporary CBP operations at HND for 'Mega' events to process GA international arrivals to help relocate additional GA traffic from LAS.
- Coordinate with FAA ATC regional management to provide local representatives onsite during future 'Mega' events to ensure direct and timely collaboration and communication. (This was done during Super Bowl LVIII, and it was extremely effective.)
- Earlier finalization of the plan regarding firewalls and drones.
- Implementation of automation to help manage the Prior Permission Required (PPR) reservations system for VGT and HND.

Figure 1: Department of Aviation (DOA) Debriefing Summary

Clark County Building Department

Construction of a four-story, 300,000-square-foot building in 18 months is no easy feat. The Pit Building is the length of three (3) football fields and has garages on the ground level for F1's 10 teams. The venue sits on 39 acres near Koval Lane near the Las Vegas Strip. Completing the Pit Building in the short period of time would not have been possible without the extensive time commitment of the Clark County Building Department (Building Department).

The following page summarizes what went well, the challenges faced, and the Building Department's recommendations.

<h1>Building Department</h1>	
<p>HIGHLIGHTS</p> <p>What were the major accomplishments? What worked well?</p> <ul style="list-style-type: none"> • 300,000 SF, 3-story building was designed, reviewed, permitted, and inspected in 18 months. • The Building Department decided on specific staff for inspections to maintain consistency and provide fast response times throughout the construction process. • The Temporary Certificate of Occupancy (TCO) for the race was issued on time. 	<p>CHALLENGES</p> <p>Detail challenges and weaknesses. Where the key problem areas?</p> <ul style="list-style-type: none"> • Construction on every phase started before the necessary permits were issued. This has created unrealistic expectations for plan review timelines and feedback from other developers in unincorporated Clark County. • A TCO was issued for the 2023 Race Weekend, but the construction of the building and the site were not complete. Incomplete areas included roof sprinklers, roof pavers, column repairs, accessible parking, and permanent egress. Ideally, the building should have been complete and under a full Certificate of Occupancy before the race. • The Building Department received last-minute design changes for rooftop "suites." Additionally, there was a request for Gordon Ramsey to have a cooking area in an unused garage. However, no permit applications or schematic plans were submitted. The cooking area did not proceed. • During every phase of construction, the Building Department made exceptional efforts to ensure that there were no delays to other customers. This led to staff burnout from pushing the team to keep up with other projects.
<p>PRODUCTIVITY</p> <p>Were meetings valuable? What processes worked well?</p> <ul style="list-style-type: none"> • Communication with PENTA was excellent. There were monthly project meetings and an open dialogue to address concerns. Additionally, the inspections went smoothly, and there were quick responses to Non-Compliance Reports (NRCs). • The County Manager's weekly meetings were productive and provided a global outlook on the event. 	<p>LOOKING AHEAD</p> <p>List any recommendations or concerns for future races.</p> <ul style="list-style-type: none"> • The Building Department will have minimal involvement in future races once the Certificate of Occupancy is issued. • As of Tuesday, March 5, 2024, the Certificate of Occupancy has not been issued. The TCO has been issued for full use of the Pit Building. PENTA is addressing the remaining issues that must be resolved before the full Certificate of Occupancy can be issued.

Figure 2: Building Department Debriefing Summary

Business License Department

Clark County is known for special events and the Clark County Business License Department (Business License) issues various licenses for such events. Permitting for a special event is a multi-step process and can involve multiple departments or other agencies. Primarily, business license permits are cooperative permits in conjunction with also obtaining permission to operate at the indoor venue, outdoor event space, convention center, etc.

The following page summarizes what went well, the challenges faced, and Business License's recommendations.

Business License Department

HIGHLIGHTS

What were the major accomplishments?
What worked well?

- For the 2023 Race Weekend, over 56 licenses were issued. This included 20 food caterer licenses, eight (8) film permits, eight (8) off-premise liquor permits, and 16 temporary store permits.
- Enforcement actions during the 2023 Race Weekend: 80 verbal warnings were issued; 29 Notices of Violation were issued; four (4) civil penalties; one license denial for a pedal cab business; and two (2) show causes for pedal cab businesses.

PRODUCTIVITY

Were meetings valuable?
What processes worked well?

- Leading up to the 2023 Race, there was one central point of contact for Business License to work with. This central point of contact was familiar with UCC processes for all liquor issues and other business license types. With the central point of contact, the processes ran smoothly and efficiently.
- The weekly organizational meetings established by the Manager's Office allowed all agencies to communicate and identify issues, including clarifying what events needed business licenses.

CHALLENGES

Detail challenges and weaknesses.
Where the key problem areas?

- Many business license applications were submitted past established deadlines in the CCC, or incomplete applications were submitted. This caused delays and required staff to work overtime to ensure the licenses were processed. Several applications were approved during the 2023 Race Weekend.
- Several liquor licensees had not completed the entire special event process. These licensees had received approval from the Clark County Comprehensive Planning Department; however, no applications were submitted to Business License. These issues were identified in the field.
- Credentialing for inspections by Business License was issued too late. Late credentialing led to special event access issues during the 2023 Race Weekend.
- Pedal Cabs used the 2023 Race Weekend to operate in violation of the CCC, which was not something that Business License anticipated.

LOOKING AHEAD

List any recommendations or concerns for future races.

- As noted, several liquor licensees only received approval from the Comprehensive Planning Department but did not receive approval from Business License. The central point of contact working with the licensees should ensure all processes are completed.
- The 2023 LVGP highlighted the need for a centralized/specialized working group that helps guide events under County Commission direction. Such a working group could allow each event to be reviewed by all applicable departments and provide a tailored list of requirements.
- Due to the lack of information received from the hotels within the Resort Corridor, the creation of a new line of communication is necessary with the Nevada Resort Association.
- Business License should send reminder letters to pedicabs before special events regarding the restrictions outlined in CCC.
- Business License, in consultation with the Clark County District Attorney's Office, should work with LVGP to determine the most appropriate, permanent business license for the Pit Building.

Figure 3: Business License Debriefing Summary

Clark County Fire Department: Office of Emergency Management

During high-impact special events, the Clark County Fire Department (CCFD) may choose to activate the Multi-Agency Coordination Center (MACC).⁵ Managed by the CCFD's Office of Emergency Management, the MACC is comprised of representatives from numerous agencies that are working together for coordinated responses as incidents arise. The MAAC supports incident activities, including tracking, management, and allocation of appropriate resources and personnel.

During the 2023 LVGP, the MAAC was activated for three (3) nights. On all three (3) nights, over 90 representatives were involved (in-person or virtually). The 90 representatives were from County departments, local agencies, the private sector, and federal agencies.

The following page summarizes what went well, the challenges faced, and OEM's recommendations.

⁵ For more information, refer to the [Clark County Emergency Operations Plan](#).

Clark County Office of Emergency Management	
<p>HIGHLIGHTS</p> <p>What were the major accomplishments? What worked well?</p> <ul style="list-style-type: none"> • Collaboration among regional agencies at the MACC allowed for the 2023 Race Weekend to be a success. Agencies were able to collaborate and respond to situations as they arose. • LVGP was receptive and attentive to questions preceding and during the 2023 Race. 	<p>CHALLENGES</p> <p>Detail challenges and weaknesses. Where the key problem areas?</p> <ul style="list-style-type: none"> • There were no consistent representatives from LVGP, F1, or FIA in the MACC. This led to a delay in responding to mission-critical issues. • LVGP, F1, and FIA need to define what entity is in charge of what aspects of race weekend. • The hours of the 2023 LVGP were difficult to manage for County employees and regional partners.
<p>PRODUCTIVITY</p> <p>Were meetings valuable? What processes worked well?</p> <ul style="list-style-type: none"> • There was a large number of meetings that could have been restructured to be more efficient. 	<p>LOOKING AHEAD</p> <p>List any recommendations or concerns for future races.</p> <ul style="list-style-type: none"> • Requiring a representative from LVGP Race Operations in the MACC to coordinate and respond to mission-critical issues during the race weekend. • LVGP should create a new project management system to track deadlines and improve meeting efficiency.

Figure 4: Clark County Office of Emergency Management Debriefing Summary

Fire Department: Prevention

The Fire Prevention Division (Fire Prevention) of CCFD is responsible for conducting field inspections and plan review for new construction, tenant improvements, additions, other building modifications, and all other operations as required by the International Fire Code, the Nevada Revised Statutes (NRS), and the CCC. Personnel conduct inspections and plan reviews to ensure compliance with the provisions of all adopted fire codes in order to safeguard the life, property, and public welfare of residents and visitors of Clark County.

The following pages summarize what went well, the challenges faced, and Fire Prevention's recommendations.

Clark County Fire Department: Prevention

HIGHLIGHTS

What were the major accomplishments?
What worked well?

- 58 Permits were submitted for the entire LVGP event.
- 18 Permits submitted for LVGP events at various properties within the Resort Corridor.
- In the weeks leading up to the event, Inspectors inspected numerous temporary event structures and locations throughout the footprint of the event, as well as the resorts. Fire Plans Check worked with numerous event organizers providing guidance for proper permit submittals.
- Fire Inspectors and Fire Plans Check worked together daily to assist with the completion of the Pit Building.

CHALLENGES

Detail challenges and weaknesses.
Where the key problem areas?

- Due to the same team managing the construction of the Pit Building and the 2023 LVGP setup, they were unable to keep up with the rapid progress of construction and event preparation. This resulted in conflicting information and delays.
- Delays and issues with plan reviews were caused by a lack of prompt communication of changes to event plans.
- There was a lack of information about which properties and temporary structures fell under the purview of LVGP or were authorized by LVGP. This resulted in Fire Prevention staff trying to ascertain the event submittal information during the last few days before the 2023 Race Weekend.
- Some temporary structures were built without approved plans leading to confusion and a rush to find emergency solutions for the 2023 Race. The delay in submitting plans and requests contributed to this.
- Credentialing occurred last minute, and in turn, it prevented inspectors from moving from area to area. Additionally, inspectors had issues with obtaining parking permits to be on-site to complete the inspections.
- Fire lanes need to be better identified, marked, and maintained.
- There were numerous instances of improper storage and egress obstructions. For example, scanners/access control and storage were in stairwells. Such obstructions could cause delays in evacuating the building in an emergency.
- Generators, propane tanks, and temporary heaters were used in various areas throughout the event. There was little advance notice about these and there was little time to work on permitting all of them.
- Racks, tires, propane tanks, fencing, and lifts blocked CCFD access, ingress, and egress paths. Improper storage could cause delays in evacuating the building due to an emergency.
- Businesses operating at the event were difficult to locate. Many were using the same address but were not at the address provided. The same issue occurred with temporary event structures.
- Fireworks: The use of pyrotechnics was not coordinated. There were conflicting reports of the intended use of pyrotechnics for the week between the event team and the pyrotechnic team. The event team and the pyrotechnic team had different estimates of the size and timing of the pyro displays.
- The LED F1 sign on the roof of the Pit Building required fire sprinkler coverage below the sign. The sprinklers were not completed before the 2023 LVGP, and therefore, additional CCFD resources became necessary to support the 2023 LVGP as there was planned use of the roof. Additionally, temporary structures built on the roof would have blocked the fire sprinklers from the areas they were designed to protect.

Figure 5: Clark County Fire Department: Prevention Debriefing Summary Part One

<p>PRODUCTIVITY</p> <p>Were meetings valuable? What processes worked well?</p> <ul style="list-style-type: none"> • Weekly project meetings and communication with other government entities allowed tasks to be discussed and accomplished. 	<p>LOOKING AHEAD</p> <p>List any recommendations or concerns for future races.</p> <ul style="list-style-type: none"> • A liaison should be designated by LVGP to coordinate inspections of the pits and the Pit Building before and during the event. The liaison needs to have the appropriate decision-making authority. • All event staff need to be educated regarding ingress and egress requirements despite their role. • Fire Prevention will proactively reach out to properties within the Resort Corridor regarding their planned events. Collaboration with the Nevada Resort Association is vital to this outreach. • All temporary structure, pyrotechnics, heaters, propane, event, etc. plans must be submitted earlier and adhere to established timelines. • On-site contacts should be established for business licenses and permits. This will allow for inspections to go smoothly. • Inspectors need to receive materials that outline the businesses and temporary structures. • For fireworks, it is best to submit plans detailing the largest anticipated fireworks/pyrotechnics planned shows as early as possible rather than submitting incomplete files or revisions. This is important for resource planning purposes and is easier to scale down than up. • Credentialing procedures need to be modified to allow Inspectors full access before and during the race. • A centralized document should be created to allow government agencies to access information regarding LVGP plans and events.
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Figure 6: Clark County Fire Department: Prevention Debriefing Summary Part Two

Fire Department: Suppression

Each year, the Suppression Division (Suppression) of the CCFD responds to more than 156,000 calls and had 32 full time stations in the Las Vegas Valley. At its core, CCFD is focused on protecting lives, property, and the environment by providing the highest levels of comprehensive fire suppression, emergency medical service, hazardous material response, and safety education to the Southern Nevada communities and visitors of Clark County.

The following page summarizes what went well, the challenges faced, and Suppression's recommendations.

Clark County Fire Department: Suppression

HIGHLIGHTS

What were the major accomplishments?
What worked well?

- The 2023 Race Weekend was the largest deployment of CCFD Resources. The 2023 Race Weekend prompted three (3) operational periods and consisted of four (4) operational branches: race operations, event operations, and two (2) Las Vegas Strip operations. 64 CCFD resources were deployed throughout the event.
- With an event, this large, eight (8) agencies coordinated to ensure driver safety. The eight (8) agencies were the Fire Department, University Medical Center (UMC), the Southern Nevada Health District, Elite Medical, Mercy Air, LVGP, FIA, and FI.
- The Fire Department worked with three (3) doctors from UMC and two (2) doctors from Sunrise Medical Center for race operations. Together, the doctors and personnel from the Fire Department prepared for a Level 3 MCI (50 patients).
- During the race "hot track," CCFD was able to move resources from Elite Medical to UMC to support the treatment of a driver involved in an accident in less than 10 minutes.
- CCFD received on-the-job training from national instructors. There 96 hours of training on driver extrication and hybrid vehicles. The technical rescue skills and experience that were obtained were not all specific to racing. As a result, CCFD gained valuable knowledge to assist the residents and visitors of Clark County.
- The CCFD and LVMPD were invited to participate in the planning of the traffic plan to decrease the impact on emergency response operations. The event ingress and egress were well organized, and emergency access was maintained.

PRODUCTIVITY

Were meetings valuable?
What processes worked well?

- Project meetings allowed CCFD to establish relationships early, influence planning, and understand forthcoming challenges.
- LVGP Race Operations established the majority of the staffing expectations for CCFD (64 personnel).

CHALLENGES

Detail challenges and weaknesses.
Where the key problem areas?

- Credentialing was a huge challenge for CCFD. In short, it was not dynamic enough for uniformed public safety personnel.
- The expectation for credentialing lead time was not in line with CCFD/Labor Management established agreements.
- There was a lack of information regarding the 2023 Race Day Points of Contact.
- The lack of resiliency in staffing created no opportunities to immediately address mission-critical issues.

LOOKING AHEAD

List any recommendations or concerns for future races.

- Due to the complexity and size of the event, CCFD will never be done critiquing the past to improve the future success of race weekends.
- Moving forward, a representative from LVGP should be involved in meetings regarding race operations.
- Ensure compliance with CCFD Labor Management Agreements.
- Credentialing/Access for Public Safety Personnel.

Figure 7: Clark County Fire Department: Suppression Debriefing Summary

Clark County Public Works Department

The Clark County Public Works Department (Public Works) delivers a wide range of services to the community, including the design, construction, inspection, and maintenance of public infrastructure consisting of roadways, bridges, traffic control devices, flood control facilities, trails, the Clark County Bruce Woodbury Beltway, curb medians, and sidewalks in the public rights-of-way.

The following pages summarize what went well, the challenges faced, and Public Work's recommendations.

Clark County Public Works

HIGHLIGHTS

What were the major accomplishments?
What worked well?

- The construction of the roadway surface was beneficial for LVGP and the public.
- Through the construction of the temporary pedestrian and vehicular bridges, pedestrians, visitors, and emergency response personnel could move during the 2023 Race Weekend.
- Coordination with the RTC on traffic signal timing changes and roadway traffic control changes provided drivers with alternative routes to their destinations.
- Public Works coordinated the construction of the County's Capital Improvement Project on the Las Vegas Strip during the 2023 LVGP.

CHALLENGES

Detail challenges and weaknesses.
Where the key problem areas?

- Pre-Event Challenges: Leading up to the event, Public Works balanced a myriad of tasks and challenges:
 - There were issues regarding maintaining travel lane capacity to meet the traveling public needs (e.g., employees going to work in the Resort Corridor).
 - Adjustment of traffic signal systems timing to reduce travel time in the Resort Corridor.
 - Coordination with stakeholders within the Resort Corridor to incorporate feedback in an attempt to reduce traffic impacts.
 - Timely review and processing of traffic control plans and encroachment permits to not delay LVGP construction.
- 2023 Race Challenges:
 - Contractors installed barricades on pedestrian bridges at the last minute, which trapped pedestrians on escalators. Additionally, pedestrian escalators were overwhelmed and had to be closed.
 - Stairs leading to the pedestrian bridge at Las Vegas Boulevard and Harmon were blocked due to pedestrians filming. This created bottlenecks throughout the pedestrian zones and created issues for first responders.
 - The pedestrian egress on the final night of the 2023 Race was overwhelmed beyond capacity.
 - The transition from the cold track to the hot track did not start well:
 - The K-Rail was improperly or untimely deployed, which led to delays.
 - Traffic control plans were improperly or untimely deployed, which led to delays.
 - D/W closures at Resort properties were not coordinated efficiently.
 - Traffic signal bagging of heads took too long:
 - Bags were not removed after the 2023 Race at all locations. This caused Public Works Signal Technicians to notify the LVGP contractor to remedy the issue.
 - A contractor lift truck damaged a traffic signal head during the bagging process. This caused the removal of the signal head assembly by Public Works.
- Post-Event Challenges:
 - There were delays in dismantling the race course.
 - There were delays associated with the traffic signal adjustments.
 - There were delays associated with roadway line striping.
 - As of Thursday, February 29, 2024, pavement patch details remain outstanding. This could cause further utility/development delays.

Figure 8: Public Works: Debriefing Summary Part One

PRODUCTIVITY

Were meetings valuable?
What processes worked well?

- Weekly meetings were productive. During the weekly meetings, the following items were discussed:
 - Signal plan modification, including timing with the RTC.
 - Traffic control plan set-up and street closures for the temporary bridge construction and other LVGP construction.
- Additional meetings were held with the Resort Corridor, the Nevada Department of Transportation, LVMPD, and the Clark County Office of Communications & Strategy.

LOOKING AHEAD

List any recommendations or concerns for future races.

- Starting in early Spring 2024, meetings need to be held regularly to understand the goals and objectives of the 2024 Race. Requests to change procedures and plans for the 2024 Race should be presented at these meetings.
- LVGP should create opportunities to allow stakeholders in the Resort Corridor to provide input. This could include collaboration with the Nevada Resort Association.
- LVGP needs to create a new plan to prevent pedestrians from using the stairs to view the races and create situations where the stairs become blocked. In creating such plans, collaboration between Public Works, LVMPD, and CCFD is required.
- LVGP needs to create a new pedestrian egress plan.
- Implementation of traffic signal head cover protocol.
- Create marked lanes on the pedestrian bridges to provide better direction of flow for pedestrian traffic.
- While an app is effective for pedestrians, it is also recommended that signage and hard copy maps be made available to allow for easier movement around the race track.
- LVGP needs to implement a better procedure to keep track of required deadlines to ensure compliance and timely approvals.
- During road construction, LVGP and Public Works should coordinate trying to keep at least one adjacent northbound/southbound street open, if there are road closures on the Las Vegas Strip. This will work to meet the needs of the traveling public (e.g., employees going to work in the Resort Corridor).

Figure 9: Public Works Debriefing Summary Part Two

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Feedback from Regional Partners

In addition to the time and energy that Clark County departments put into preparing for the LVGP, regional partners also contributed to the preparation of the 2023 LVGP. Similar to Clark County departments, each regional partner's debriefing could be 100+ pages. In an effort to consolidate the amount of information into a user-friendly actionable format, the Manager's Office implemented a retrospective technique that is focused on highlights, challenges, productivity, and recommendations. Such a strategy allowed the regional partners to highlight the positives and understand the challenges which in turn allowed them to think factually versus emotionally when making recommendations.

In the pages that follow, each regional partner's debriefing summary is presented.

Las Vegas Metropolitan Police Department

The Las Vegas Metropolitan Police Department (LVMPD) conducted their own review of their role in the 2023 LVGP. The LVMPD After-Action Report will be presented by LVMPD in Spring 2024.

Las Vegas Valley Water District

The Las Vegas Water District (LVVWD) is a non-profit utility providing reliable water to more than 1.5 million people. In addition to a service area that includes metropolitan Las Vegas and areas of unincorporated Clark County, the LVVWD also serves the communities of Blue Diamond, Coyote Springs, Jean, Kyle Canyon, Laughlin (Big Bend Water District), and Searchlight.

Before the start of the inaugural race in 2023, as part of the road work to pave the track, LVVWD valve covers were replaced by LVGP with covers specific to the requirements of the track and race officials. The temporary valve covers were due to be removed and the standard LVVWD covers were put back in place following the race. During the first practice run of the race, one of the temporary valve covers came loose, damaging a race vehicle. Race operators repaired this issue by sealing the valve covers in place and no other incidents occurred in the following days.

The following page summarizes what worked well, what the challenges were, and the recommendations from the LVVWD.

Las Vegas Valley Water District (LVVWD)

HIGHLIGHTS

What were the major accomplishments?
What worked well?

- Leak detection equipment performed well, even when buried in sand.
- LVVWD was able to insert additional valves and repair parts of the system to reduce the risk of an outage in the Resort Corridor.
- The LVVWD system is sophisticated enough to alter the operation and reduce pressures in the Resort Corridor. This reduced the risk of a water main break.
- Contractors were proactive.
- LVGP staff were responsive and accommodating to last-minute changes.

CHALLENGES

Detail challenges and weaknesses.
Where the key problem areas?

- Utilities and their contractors designed and installed facilities up against existing infrastructure without the opportunity for review or inspection. There was no compensation for breaks.
- The lack of advanced planning meant contractors were on top of each other.
- Non-LVGP project reviews and inspections were negatively impacted due to the very aggressive schedule of LVGP.
- There were main breaks during construction.
- Valves: Locking Lids v. Permanent.
- There were issues involving credentialing, parking, and access to restrooms.
- There were unplanned cost impacts to LVVWD.

PRODUCTIVITY

Were meetings valuable?
What processes worked well?

- Weekly coordination meetings were productive.

LOOKING AHEAD

List any recommendations or concerns for future races.

- LVVWD will continue to monitor the water system for leaks. If a need arises to repair under the track, LVGP should cover the cost of the specialized pavement/limits, not the ratepayers.
- The location of the temporary bridges, including the design should be reviewed. It impacts valve access and existing infrastructure.
 - A leak was found on the 24" main under the temporary bridge footing. LVVWD will replace the main and relocate the valve to avoid the bridge next year.
- Pave over the valve lids immediately before future race weekends, and restore valve lids immediately after race weekends.
- Resolve issues with credentialing, parking, and restroom access.

Figure 10: LVVWD Debriefing Summary

Regional Transportation Commission of Southern Nevada

The Regional Transportation Commission of Southern Nevada (RTC) is a regional entity that oversees public transportation, traffic management, roadway design and construction funding, transportation planning, and regional planning efforts known as Southern Nevada Strong.

The RTC conducted its review of its role in the 2023 LVGP. The RTC F1/2023 LVGP Comprehensive Resource Summary is attached as [Appendix 1](#).

Southern Nevada Health District

The Southern Nevada Health District (SNHD) offers services and provides regulatory supervision that impacts the public every day- from the food they eat and the water they drink, to the public establishments they visit, the businesses they operate, and the requirements they must meet to work in certain industries such as food service and child care.

The following page summarizes what worked well, what the challenges were, and the recommendations from the SNHD.

Southern Nevada Health District (SNHD)

HIGHLIGHTS

What were the major accomplishments?
What worked well?

- The Pit Building was approved to operate in advance of the 2023 LVGP.
- 229 Temporary Food Establishments (TFEs) and 259 food sampling stations were approved.
- Solid waste sanitation surveillance resulted in four (4) orders. Zero Notices of Violation were issued.

CHALLENGES

Detail challenges and weaknesses.
Where the key problem areas?

- There were delays associated with parking passes. Parking passes were not provided until the week of the event, and many parking lots closed at 5 pm. Food inspectors needed parking passes after 5 pm to conduct required inspections.
- There were delays with receiving credentials in advance. Staff were unable to plan, and the credentials provided were inadequate for public health preparedness.
- There were insufficient handwashing sinks at the Pit Building:
 - Bars and roof-level food activations were set up without portable handwash sinks.
 - In a permanently plumbed kitchen, handwash sinks were blocked.
 - Additionally, the special event layout required additional portable handwash sinks.
- At the Pit Building, there were issues with the temperature control of food, missing signage and procedures for menu items, and sanitizer solutions. Moreover, food preparation was occurring in unapproved areas, such as the rooftop equipment/storage rooms and hallways.
- The food vendor that was selected by LVGP was not ready for inspections on multiple days. Additionally, there were special processes (e.g., cooling, non-continuous cooking) operating without prior approval.
- LVGP did not identify sanitary sewer connections on the event map.
- There were not enough dumpsters and/or there were issues with regular exchange schedules to prevent potential overflows.
- Staff were not trained to identify potential and actual wastewater overflows, and begin timely remediation.
- There were issues associated with the surveillance of above-ground wastewater containment areas.

PRODUCTIVITY

Were meetings valuable?
What processes worked well?

- Collaboration with local agencies via committee meetings and weekly check-in meetings by Clark County helped to ensure that pre-event planning went smoothly.
- During the 2023 Race Weekend, third-party consultants were available to accompany SNHD investigators and obtain corrective actions.

LOOKING AHEAD

List any recommendations or concerns for future races.

- LVGP should develop new procedures to ensure food inspectors can park and inspect the premises at the required times.
- Ensure timely delivery of credentials and the correct access for inspections to meet the demands of public health preparedness.
- LVGP needs to provide more dumpsters or increase the exchange schedule to prevent overflow.
- LVGP needs to establish larger wastewater holding tanks for handwashing sump buckets and temporary kitchens.
- Establishment of better procedures related to solid waste sanitation surveillance.
- Implement more handwashing sinks at the Pit Building.
- LVGP needs to come into compliance with the SNHD Food Regulations. To do so, LVGP will need to determine the necessary manpower for the food and beverage activations to be compliant. LVGP may choose to hire consultants familiar with the SNHD Food Regulations.
- LVGP needs to comply with the SNHD Food Regulations regarding special processes. Complex food processes like cooling, non-continuous cooking, and reduced oxygen packaging are not allowed under special event permitting without prior approval.

Figure 11: SNHD Debriefing Summary

Clark County Water Reclamation District

The Clark County Water Reclamation District (CCWRD) is responsible for collection, treatment, and reclamation of wastewater for more than 240,000 business and residential accounts in Southern Nevada.

The following page summarizes what worked well, what the challenges were, and the recommendations from the CCWRD.

Clark County Water Reclamation District (CCWRD)

HIGHLIGHTS

What were the major accomplishments?
What worked well?

- LVGRP provided an opportunity for CCWRD to learn about the sport, which allowed for a better understanding of the event's complexities, preparations, and expectations.
- Collaboration with Clark County departments and regional government entities was very effective.
- Centralizing communication with specific points of contact allowed tasks and requirements to be completed.

CHALLENGES

Detail challenges and weaknesses.
Where the key problem areas?

- LVGRP needs to provide utilities more time to complete tasks associated with Temporary Connection Agreements and on-site temporary plumbing plan review and approvals.
- There was a lack of understanding by LVGRP about the full magnitude of work going on in unincorporated Clark County. As a result, other customers saw a delay in the response to their submittals.
- There was a lack of accurate information and communication regarding the track incident on Friday, November 17, 2023. In turn, due to this, it confused the utilities wanting to respond and resolve the matter.
- Preventing access to sewer manholes is never a good practice, but it was inevitable over the race circuit distance.
- After the deconstruction of the portable restroom facilities, the Clark County Water Quality Division discovered sewage and grease spills on LVGP properties.
- There was a lack of communication with properties within the Resort Corridor when setting up their private events.

PRODUCTIVITY

Were meetings valuable?
What processes worked well?

- Weekly project management meetings coordinated by the Manager's Office allowed for collaboration and understanding of larger issues impacting the preparation of the event.

LOOKING AHEAD

List any recommendations or concerns for future races.

- As of Thursday, February 29, 2024, the following tasks are outstanding from the 2023 Race Weekend:
 - Twelve (12) remaining manholes need to be raised to grade.
 - Corrosion protection has not been applied to any of the manhole-grade rings.
 - Six (6) manholes need to be rehabilitated.
- It would be beneficial for the Nevada Resort Association to assist with properties in the Resort Corridor to ensure timely submittal of requirements needed for private events.
- LVGRP should establish a project management system to meet required and established deadlines.

Figure 12: CCWRD Debriefing Summary

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Economic Impact

The following economic impact information was prepared by Applied Analysis in March 2024. All information presented in this section has been reproduced with their permission.⁶

When overall visitor spending is combined with F1 spending on infrastructure (e.g., the Pit Building) and event operations, total economic impacts in the Southern Nevada community reached nearly \$1.5 billion.

Visitor Spending

The total economic impact of Las Vegas Grand Prix spending was \$884 million. The overall impacted is sourced to several components, including:

- A typical visitor to Las Vegas during the past year stayed 3.4 nights and spends nearly \$1,200 per trip. Visitors that traveled to Las Vegas and attended the 2023 LVGP stayed 4.1 nights and spent more than \$4,100 per trip, which translates into a 3.6x premium. This includes spending on hotel rooms, food and beverage, local transportation, shopping, gambling, and entertainment. To clarify, the \$4,100 per visitor does not include the ticket price to attend the LVGP; this is the direct benefit to Las Vegas of visitor spending outside the race itself.
- Net visitor spending reached \$501 million. Net spending contemplates losses associated with visitors that were priced out of the market, as well as displacement sourced to impacted local businesses. On the gross, incremental visitor spending reached \$613 million.
- The ripple effect of visitor spending reached \$884 million of impact. The indirect (vendor) and induced (employee spending) impacts sourced the direct spending by visitors supported another \$383 million in economic activity, and when combined with \$501 million in direct spending, the total economic impact sourced to visitors reached \$884 million. Stated otherwise, for every dollar spent with the local economy, roughly \$1.77 of economic activity was generated.

Infrastructure and Event Hosting

The direct economic impact within the local community, which excludes land acquisition costs and out-of-market purchases, totaled approximately \$329 million. The ripple effect of that spending (including indirect and induced spending) translated into \$587 million of local economic impact. Importantly, the LVGP spent nearly \$88 million on public infrastructure such as roadway improvements and energy infrastructure investments.

⁶ Original documents are located in Appendices 2 and 3.

Wages to Local Workers

For the first full year, wages to local workers reached \$452 million. This is inclusive of construction-related activity, event operations, and the labor to support overall visitor spending.

Job Impacts

The development of race-related infrastructure, including the Pit Building, supported nearly 2,200 jobs (or person-years of employment) when direct, indirect, and induced job counts are included. Additionally, event operations and visitor spending activity supported nearly 5,100 additional positions throughout the Southern Nevada community, bringing the first-year combined count to 7,255 jobs.

State and Local Taxes

The 2023 LVGP generated more state and local taxes than any event in Las Vegas history. The 2023 LVGP generated \$77 million in tax revenues for state and local governments during its first year, including the initial investment and operational activities of the race itself. Selected areas benefiting included the state general fund, Clark County's general fund, and the Clark County School District (CCSD). This includes a wide range of taxes, including live entertainment taxes (LET), room taxes, sales and use taxes, gaming-related taxes, and property taxes. For more information, review the fiscal impact summary from operations table on the next page.^{7,8,9}

⁷ Includes revenue sourced to LET, gaming percentage fees, transient lodging taxes, sales and use tax, and property tax.

⁸ Includes approximately \$9.1 million of taxes associated with infrastructure, including Las Vegas Boulevard paving, development of the Pit Building, and other activities (e.g., utility improvements.)

⁹ Property taxes reflect an interim period of construction-related activity of the Pit Building; full value should be realized in 2024 and beyond.

Las Vegas Grand Prix Fiscal Impact Summary from Operations for 2023		
Tax Beneficiary	Amount	Share
State Agencies	\$47,690,596	61.8%
Clark County	\$4,387,597	5.7%
Clark County - General Fund	\$3,250,426	
Clark County - Internal Special Revenue (e.g., Townships)	\$973,541	
Clark County - Special Revenue (e.g., Laughlin, Moapa Fire)	\$43,579	
Clark County - Capital Fund	\$14,861	
Clark County - Family Court	\$5,707	
Clark County - Assistance To Indigent Persons	\$29,723	
Clark County - Indigent Accident Fund	\$4,458	
Clark County - Fire Service District	\$65,301	
Local Agencies	\$25,089,645	32.5%
Local - Flood Control	\$594,725	
Local - Regional Transportation	\$2,415,854	
Local - School District Debt	\$164,486	
Local - School District Operating	\$8,400,964	
Local - Las Vegas/Clark County Library	\$27,999	
Local - LV Convention Center	\$613,202	
Local - LVCVA	\$6,132,023	
Local - LVMPD Emergency 911	\$1,486	
Local - LVMPD Manpower Supplement County	\$83,224	
Local - Other Local Jurisdictions (Cities)	\$4,076,766	
Local - Police Officers	\$237,890	
Local - Police Support	\$713,669	
Local - Stadium Authority	\$1,032,633	
Local - Water Authority	\$594,725	
GRAND TOTAL	\$77,167,839	100.0%

10,11,12

Figure 13: Fiscal Impact Summary from Operations for 2023

¹⁰ Includes revenue sourced to LET, gaming percentage fees, transient lodging taxes, sales and use tax, and property tax.

¹¹ Includes approximately \$9.1 million of taxes associated with infrastructure, including Las Vegas Boulevard paving, development of the Pit Building, and other activities (e.g., utility improvements.)

¹² Property taxes reflect an interim period of construction-related activity of the Pit Building; full value should be realized in 2024 and beyond.

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Expense Impact

Clark County is well-known for hosting special events. These events happen every week and often start small, gradually growing over time. However, the 2023 LVGP was different. It was the first of its kind for Clark County and its regional partners, and it was full of unknowns that had to be tackled in a short timeframe. The planning and coordination between Clark County and its regional partners were unprecedented. The 2023 LVGP was a high-impact event that required planning above and beyond traditional special event planning (e.g., a weekend concert).

Due to the urgency of requests, reviews, and inspections, Clark County resources were in high demand. As a result, staff had to put in overtime to ensure requirements were met, reviews were completed, and inspections were held. The health and safety of the public remained at the forefront while working to complete the immediate demands. Staff committed extra time and resources to work with affected members of the public in the Resort Corridor as they dealt with the disruption to their lives.

Emergency Services at the 2023 LVGP

At the October 17, 2023, County Commission meeting, the Commissioners authorized the County Manager to negotiate and execute a Letter of Agreement with the International Association of Fire Fighters (IAFF), Local 1908 to provide emergency services on the circuit during the 2023 LVGP. The additional services required an amendment to the collective bargaining agreement as the Fire Department employees were required to wear specific personal protective equipment required for the race, attend additional specialized training, and deviate from the established special event staffing process. CCFD personnel staffed five (5) Fast Intervention Vehicles (FIV), which were staffed with two (2) individuals hired by LVGP and two (2) CCFD paramedics. Moreover, CCFD personnel staffed four (4) Medical Intervention Vehicles (MIV), which were staffed with a physician and two (2) CCFD paramedics. Staff for both the FIV and MIV were required to be the same CCFD personnel each day of the 2023 LVGP.

At the November 21, 2023, County Commission meeting, the County Commission ratified the Letter of Agreement with IAFF Local 1908 regarding the fire and emergency services for the 2023 LVGP. Further, at the November 21, 2023, County Commission meeting, the Commissioners ratified the County Manager's execution of the Letter of Agreement with LVFP regarding the reimbursement for fire and emergency services to be provided on the circuit for the LVGP.

Staff Costs & Clark County Department Revenues

The first chart on the next page captures County costs for staff costs. These costs include the allocation of time staff spent working on the LVGP during their regular working hours and benefits, as well as overtime costs. The second table details the revenues of the various Clark County departments (licenses, fees, permits). The total net impact is \$462,865. 89% of staff costs were reimbursed through licenses, fees, and permits.

Department	Functions	Total Cost	Hours ¹³
Administrative Services	MACC Coverage	\$2,325	32.5
Aviation	Airside Operations, Landside Operations, and Security	\$2,535,464	--
Business License	Licensing, Enforcement	\$78,397	1,681.5
Building	Plans Exam, Application Processing	\$426,333	3,875.75
Comprehensive Planning	Plans Exam, Application Processing	\$43,489	500.5
Communications & Strategy	Video Production, MACC Coverage	\$145,554	1,718
County Manager's Office	Coordination with LVGP	\$25,895	170
District Attorney- Civil	Advertising Agreement, Coordination with LVGP	\$29,234	260
Family Services	Grid Kids Supervision, On-Call Response Related to Commercial Sexual Exploitation of Children	\$2,262	32
Fire	Inspections, MACC Activation	\$410,097	3,027.5
Human Resources	Negotiations with IAFF Local 1908	\$2,531	27.25
Information Technology	Event Support: Call Center, Network, and Security	\$34,989	907.75
Juvenile Justice Services	Additional Staff for Detention	\$8,649	92.25
Parks & Recreation	Government Center Watch Party	\$4,578	139.25
Public Works	Construction Management, Plans Review	\$544,168	4,378
Real Property Management	Custodial Employees at LAS	\$7,665	216.5
TOTAL:		\$4,301,630	17,059

Table 1: Staff Costs

Department	Revenues
Aviation ¹⁴	\$2,269,153
Building ¹⁵	\$705,832
Business License ¹⁶	\$123,463
Comprehensive Planning	\$16,200
Fire Prevention Construction and Event Permits	\$39,453
Fire Special Event	\$419,286
Public Works Fees and Permits	\$265,377
TOTAL:	\$3,838,764

Table 2: Revenues from Clark County Departments

NET IMPACT	\$462,865
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Table 3: Net Impact

¹³ The total number of hours worked is unavailable from Aviation.

¹⁴ Aviation charged special fees and charges at HND and VGT airports. These included ancillary and parking, CBP fees, special event fees charged by Aviation, and special event fees charged by NetJets.

¹⁵ This includes building permit fees, revision fees, and additional fees (e.g., Notice of Violation fees) for the Pit Building and ancillary permits. The Building Department normally charges revision fees based on an hourly rate of \$110 per hour; however, some of the revision fees provided by the Building Department were based on the contractor's stated valuation for additional scope of work that was included in some of the revisions.

¹⁶ The Business License fees are preliminary as many licenses for this event have a license period ended or will be ending March 31, 2024. The \$123,463 total represents the fees collected from LVGP (Liberty Media Corporation). Several gross revenue licenses will soon renew that will have an immaterial impact on license fees collected. Most of those licenses are held by third party businesses. However, LVGP (Liberty Media Corporation) has at least one gross revenue license that will potentially have a material impact on license fees collected. The renewal is for the admission fees/ticket sales license and will be submitted soon. The prior renewal for this license was submitted in September 2023 and had renewal fees of more than \$80,000. The license renewal is due by March 15, 2024 for the revenue reporting period of September 2023 through February 2024, so it is likely that substantial ticket sales revenue was generated during that period.

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Advertising Agreement

In the 2023 Nevada Legislature, NRS 484B.313 was amended to allow for local governmental entities to enter into an agreement with the organizer of a special event to allow for advertising in the public right of way during a special event if the special event is certified by the county fair and recreation board of the county to have an anticipated economic impact of \$250,000,000 or more and issued a special event permit by the jurisdiction where the event will occur. On October 17, 2023, the County Commission approved an agreement with LVGP to allow for certain advertising within specific areas of public right of way that were within the race circuit. The County charged a fee of one million dollars for the 2023 race. The agreement requires a new fee to be negotiated each year by June 1st and approved by the County Commission. The agreement also provides the County with advertising in one location.

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Communications

Starting in the summer of 2023, without a strong, proactive communications structure in place at the LVGP, significant communications challenges began to present themselves stemming from the public impact of paving and traffic disruptions along Las Vegas Boulevard and surrounding streets.

The impact to the public was further challenged by additional road work projects affecting possible detour routes for those who work within and near the resort corridor or who ride area transit lines. At the direction of Clark County Commissioners and the County Manager, Clark County's Office of Communications & Strategy (Communications & Strategy) centralized communications and spearheaded a public information campaign to better inform the public of traffic disruptions.

To troubleshoot the number of traffic issues, Communications & Strategy launched an opt-in text messaging campaign to inform the public about traffic impacts for the week ahead (Sunday) and during the week (Wednesday), with messages sent on other days as needed.¹⁷ This helped to ensure the public was informed of the up-to-the-minute changes to commutes and transit routes. Over 16,000 people opted into these weekly alerts which were sent in English and Spanish, depending on the language selected by the recipient. The weekly closures were communicated to media via press release and shared on social media each Friday. Additionally, the LVGP website was required to be reflective of the updated maps and road impact content.

Communications & Strategy developed a number of public service announcements (PSAs) to help the public adapt to what was occurring, including informing first-time transit riders of how to ride an RTC^{18, 19} bus as a number of resort employees, as a result of the road closures, were faced with riding public transportation for the first time.

To inform this engagement, Communications & Strategy led weekly meetings with important stakeholders, including the RTC, Public Works, and the LVGP to troubleshoot road closure timing, permitted closures, and messaging. These meetings proved vital as much of what was being submitted to Public Works by the LVGP required almost immediate approval to ensure timelines were met, a complicating factor in the review and communications process.

Additionally, Communications & Strategy participated in the stakeholder meetings convened by the County Manager each week to navigate challenges and address issues and was also lead on reporting out to the resort partners on communications to help inform resort employees.

¹⁷ For more information, visit: <https://bit.ly/48VVGbu>.

¹⁸ [A step-by-step guide to using the RideRTC app for bus travel in Las Vegas.](#)

¹⁹ [Guía de paso a paso para utilizar la aplicación RideRTC para viajar en autobús en Las Vegas.](#)

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Community Impact

Watch Parties

In partnership with LVGP, Clark County hosted community watch parties for the last evening of the 2023 Race Weekend. Over 1,600 Clark County residents were able to participate in one of the watch parties hosted by Clark County and LVGP for the final night of the LVGP. Clark County hosted a watch party at the Clark County Government Center and partnered with the City of Henderson and Nellis Air Force Base for two (2) additional watch parties. Attendance was free, and LVGP provided a giveaway to the first 100 fans who arrived at each of the three (3) locations. The LVCVA donated the cost of food, beverages, and security for two (2) of the watch parties.

Table 4: Watch Party Attendance

Watch Party Location	Attendance
Clark County Government Center	514
Water Street Plaza, City of Henderson	902
Nellis Air Force Base	200
TOTAL:	1,616

Grid Kids

In 2018, the FIA announced the Grid Kids Initiative. Grid Kids is an initiative with LVGP and the FIA that provides a unique opportunity to children and their families to be part of one of the most exclusive and exciting moments of the whole race weekend. As the regional service provider for child welfare, Clark County identified the Grid Kids initiative as a wonderful way to highlight the role the community plays in foster care and adoption while drawing upon the heightened visibility an international audience provides to this important need.

For the 2023 LVGP, Clark County partnered with the LVGP to select 10 foster children and 10 children of Clark County employees. The 10 foster children were profiled on the Clark County website, and videos highlighting the children were shared with local media.²⁰

²⁰ For more information, visit: <https://bit.ly/49UzPmi>.

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Clark County Recommendations

The following recommendations should be considered by Clark County for LVGP events. This list is not inclusive of all tasks and recommendations outlined in each department and regional partner summary.

High-Impact Special Events

Unprecedented special events continue to occur in unincorporated Clark County. The sky is the limit when it comes to unique special events that attract people from around the globe. Each time Clark County hosts a special event, the County gains valuable experience in planning, operating, and managing such events. Moving forward, Clark County should ensure that there is a defined structure responsible for coordinating special events in unincorporated Clark County. The following are recommendations related to high-impact special events:

Creation of a High-Impact Special Events Process

Through the experiences with the 2023 LVGP and the 2024 Super Bowl, it has become apparent that Clark County needs to modify its current provisions related to special events and create a new process specifically focusing on high-impact special events.

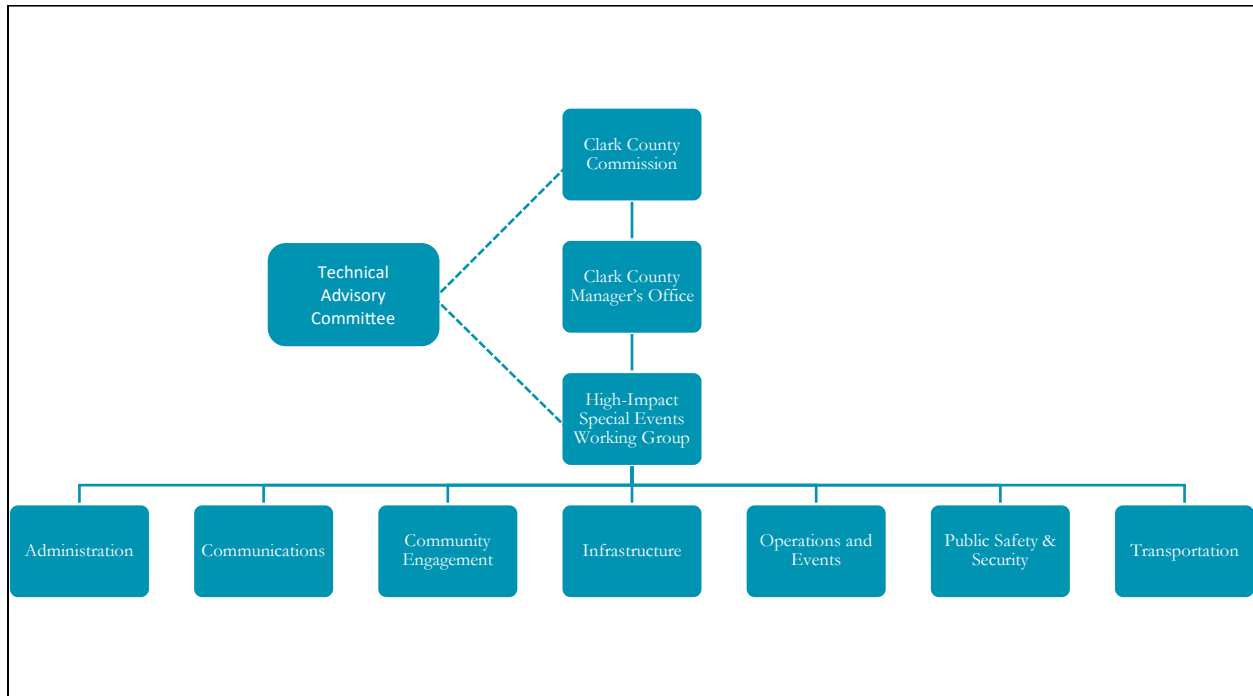
These high-impact special events will be defined as singular special events that attract a large number of domestic and international visitors, generate a substantial economic impact on the Southern Nevada Region, and provide a high global media profile. In defining what a high-impact special event is, Clark County should review other high-impact special event ordinances, including from the City of New Orleans, Louisiana, the City of Seattle, Washington, and Washington, D.C. The Manager's Office will provide recommendations for a process to the County Commission.

Explore the Creation of a High-Impact Special Events Working Group

In addition to the creation of a high-impact special events process, Clark County should explore the creation of a High-Impact Special Events Working Group (High-Impact Working Group) that will meet regularly to review upcoming high-impact special events and the nature and scope of the governmental services necessary for the high-impact special events. Moreover, the High-Impact Working Group will discuss improvements to processes. Process improvements recommended by this High-Impact Working Group will subsequently be presented to the County Commission for future updates to the high-impact special event process.

At a minimum, representatives on the High-Impact Working Group shall include the County Manager, the Chief Financial Officer, County Counsel, the Chief Communications & Strategy Officer, and other senior officials from the Manager's Office. Additionally, representatives from the following Clark County departments should be included: Aviation, Building, Business License, Comprehensive

Planning, Fire, and Public Works. Additional County department representatives and regional partners will be added as needed. Representatives will form various subcommittees.



21

Figure 14: Proposed Structure for High-Impact Special Events

The High-Impact Working Group will meet monthly to review near and long-term scheduled events, mitigate operational issues, provide counsel to event operators, and share specifics of the proposed events. High-Impact Special Events will be required, at a minimum, to present to the High-Impact Working Group. Certain high-impact special events may be required to make subsequent presentations. By hosting monthly meetings and requiring presentations from the organizers of high-impact special events, the public will receive timely and transparent information regarding the upcoming events after the monthly meetings at County Commission meetings.

At the minimum, every two (2) years, thereafter, the High-Impact Working Group will convene meetings with a diverse group of event organizers, promoters, and stakeholders to review the effects of the high-impact special events. During these meetings, members of the public, neighborhood organizations, and business organizations will be able to provide feedback. All information collected from these review meetings will be used to make recommendations to the County Commission for process improvements related to the high-impact special events ordinance.

As Clark County explores the creation of a High-Impact Special Events Working Group, Clark County could explore the creation of a Technical Advisory Committee with members from key industries and

²¹ In coordination with each Clark County department and regional partner, each subcommittee of the High-Impact Special Events Working Group will create 90-day plans with LVGP to meet all deadlines and requirements. The 90-day deadline begins from the date of the March 19, 2024, County Commission meeting.

agencies having expertise in sports and entertainment management.²² The Technical Advisory Committee could be made available to the High-Impact Working Group to review requests for high-impact special events and provide advice to the County. The Manager's Office would be responsible for appointments to the Technical Advisory Committee.

Creation of a New Business License Category for the Pit Building

Business License and the Clark County District Attorney's Office should work with LVGP to create a new business license category for the Pit Building before the close of Calendar Year 2024.

Manage Pedestrians on the Las Vegas Strip

Public Works will work with LVGP, CCFD, LVMPD, and the RTC to identify strategies to better coordinate the surge in the number of pedestrians around the racetrack. For future events, these strategies may include the closure of escalators and pedestrian bridges or one-way-only directions on pedestrian bridges.

Improve Processes for Gathering Information and Escalating Issues During Race Weekends

Numerous instances were presented in the debriefing exercises regarding the communication breakdown during the 2023 Race Weekend. This resulted in delays in responding to mission-critical issues in the field, as well as in the MACC. It is recommended that LVGP establish key points of contact for future race weekends. Moreover, at least one representative from LVGP shall be present in the MACC for the duration of the future race weekends.

Resort Corridor Participation

Numerous challenges presented in this report highlighted the need to have more representation from the Resort Corridor at the County's project management meetings. It is recommended that a representative from the Nevada Resort Association (NRA) be present at project management meetings. Moreover, when representatives from LVGP make public presentations to the County Commission, representatives from the NRA and properties in the Resort Corridor should be present.

CCFD: Labor Management Agreement

There should be continued compliance with the CCFD's Labor Management Agreement, if requests are made for CCFD personnel to support and respond to race operations.

DOA Recommendations

DOA should work to implement the recommendations identified in this report, including the establishment of CBP operations at HND for high-impact events, the implementation of PPR reservation systems at HND and VGT, and the coordination with the FAA ATC regional management.

²² The creation of this Technical Advisory Committee is based on what the City of Vancouver, British Columbia, Canada, created following the 2011 Stanley Cup Riot.

Public Works Recommendation

During road construction, LVGP and Public Works should coordinate trying to keep at least one adjacent northbound/southbound street open, if there are closures on the Las Vegas Strip.

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LVGP Recommendations

The following recommendations should be considered by LVGP for future races. This list is not inclusive of all tasks and recommendations outlined in each department and regional partner summary.

Community Engagement

As detailed in this report, for the 2023 LVGP, LVGP worked closely with Clark County to host community watch parties and allow foster children to be Grid Kids. Moving forward, it is highly encouraged that LVGP engage the County Commissioners to explore other opportunities for the public to be involved with activities and events surrounding future races. This could include connections with mechanic trade schools, CCSD, and non-profit organizations.

LVGP Program Management Improvements

Throughout the entire period leading up to the 2023 LVGP, it was apparent that LVGP was not meeting established deadlines in the CCC nor being responsive to follow-up requests from Clark County departments and regional partners. This caused an increase in overtime for staff to review submittals and conduct inspections. It also caused a delay in communicating information to the County Commissioners and the public. Understanding the importance of meeting deadlines and compliance with the CCC, it is recommended that LVGP establish a program management system to keep track of deadlines and requirements.

Improvements to Credentialing and Access Throughout Race Weekends

During the debriefing meetings and reviews, it became apparent that despite personnel information being submitted in advance at the request of LVGP, credentialing was not adequate. Credentials were issued too late or were incorrect. In turn, this resulted in a delay in required inspections by public agencies and services to be provided by public safety agencies. It is recommended that LVGP create a new process to handle credentialing to ensure timely and accurate delivery of badges and other access instructions, including a process to ensure public safety personnel have full access to promptly respond to emergencies.

Improve Processes for Gathering Information and Escalating Issues During Race Weekends

Numerous instances were presented in the debriefing exercises regarding the communication breakdown during the 2023 Race Weekend. This resulted in delays in responding to mission-critical issues in the field, as well as in the MACC. It is recommended that LVGP establish key points of contact for future race weekends. Moreover, at least one representative from LVGP shall be present in the MACC for the duration of the future race weekends.

Certificate of Occupancy for the Pit Building

At the time of this report, the Certificate of Occupancy has not been issued for the Pit Building. LVGP should coordinate with PENTA to resolve the remaining issues so that a full Certificate of Occupancy can be issued.

Compliance with SNHD Food Regulations

As presented in this report, there were numerous compliance issues with the health codes. LVGP needs to come into compliance with SNHD Food Regulations. LVGP will need to hire the necessary manpower for food and beverage activations to be compliant, as well as follow the procedures for special processes. Moreover, for future races, there needs to be enough dumpsters and handwashing sinks for food preparation.

Fireworks

Submission of plans detailing the largest anticipated fireworks/pyrotechnics shows planned as early as possible is recommended. This is important for resource planning purposes and is simpler to scale down than up. Plans regarding fireworks/pyrotechnics impact numerous Clark County departments and regional partners.

Public Works Recommendations

LVGP needs to: 1) create a new plan to prevent pedestrians from using the stairs to view the races and create situations where the stairs become blocked; 2) create a new pedestrian egress plan; and 3) create signage and wayfinding materials for pedestrians. When creating these plans and wayfinding materials, LVGP should work with Public Works, the RTC, and LVMPD.

In coordinating with Public Works, LVGP needs to implement a traffic signal head protocol and mark lanes on pedestrian bridges to provide better pedestrian flow.

During road construction, LVGP and Public Works should coordinate trying to keep at least one adjacent northbound/southbound street open, if there are closures on the Las Vegas Strip.

Communications

To help ensure future success with the communications needs of the public regarding this high-impact special event, Communications & Strategy would recommend LVGP adhere to the following: 1) Decision-making participation in regular meetings to align messaging and deliverables; 2) Continuation of weekly communications, including text messages, to the public about road and transit impacts; 3) Creation of and updates to a holistic map that better informs the public about all road work in the resort area; and 4) Proactive communication with the County about messaging impacting the public.

Advanced General Aviation Information

As presented in this report, there were some issues regarding GA traffic in and out of the three (3) Las Vegas Valley airports. It is imperative that LVGP work with DOA to provide advanced GA traffic to allow for better coordination and planning.

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Conclusion

The first F1 race in Clark County in more than 40 years brought unfamiliar challenges and a long list of “unknowns.” Throughout the months leading up to the 2023 LVGP and as presented in this report, Clark County departments and its regional partners extensively prepared and provided unwavering assistance to LVGP representatives to ensure success. With a short timeframe to ensure that all requirements were completed, staff overtime costs increased. It was apparent that County and regional agency staff were stretched thin to accommodate the event. Success was not only experienced on the race track but also across all departments and partner agencies.

The experiences gained by Clark County and its regional partners will assist in planning for future LVGP races. While some of the first-year tasks and requirements will not be necessary for the 2024 LVGP, other requirements and tasks remain. The knowledge gained will assist in developing the high-impact special events process and allow for more effective processes and policies.

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Appendix 1: RTC Comprehensive Resource Summary: Formula One Las Vegas Grand Prix 2023

RTC FORMULA ONE DEBRIEF EXECUTIVE SUMMARY

KEY HIGHLIGHTS

- » The RTC FAST and Transit teams managed the continuous changes to roadway configurations with little to no advance notice.
- » The FAST team specifically reviewed more than 100 sets of plans to extract traffic control information with quick turnarounds.
- » More than a half-dozen routes were detoured beginning in October 2023, including the Deuce on the Strip, Route 119 – Simmons/Koval, 202 – Flamingo, 203 – Spring Mountain/Desert Inn/Lamb, Centennial Express (CX), with additional detours at Harry Reid International Airport for Routes 108 – Paradise and 109 – Maryland Parkway. These detours impacted more than 25,000 customers daily with delays as long as 60 minutes.
- » More than 50 RTC staff and 830 transit contractors were stationed in the field 24/7 during race week at various pain points to provide customer service to transit passengers.
- » The RTC added additional staff to ensure the Traffic Management Center had 24-hour support, in addition to NDOT and Department of Public Safety personnel, from Tuesday, November 14, at the start of the track test set-up through Sunday, November 19.

RTC COSTS:

- » Extensive Staff Hours (FAST, Transit Planning, Transit Operations, Quality Assurance)
- » Transit Amenities & Technical Equipment
- » Transit Extra Service (Oct 2023 – Feb 2024)
- » Media & Marketing
- » LVMPD Emergency Vehicle Support (Race Week)
- » Call Center Operations & Extended Hours (Race Week)

Staff overtime does not include "exempt" staff who assisted and dedicated many hours to event setup, event days, and the dismantle of the event.

FAST Fiber Repair (2 locations)	\$239,907
Transit Oct-Nov Extra Service	\$66,476
Paratransit & Call Center Operations	\$16,623
Staff Overtime	\$30,497
Amenities Field Signage	\$25,590
Bus Shelter Removals/Replacements	\$15,140
Media/Marketing Printing	\$5,200
TOTAL	\$399,433

LESSONS LEARNED

- » A complete and comprehensive schedule of activities provided to all supporting partners is critical, including set-up, event days, and dismantle, prior to the work ever beginning.
- » A comprehensive F1 event Traffic Management Plan or traffic study would provide a holistic picture of the event and associated traffic/transit impacts, as well as allow supporting partners to provide early input.
- » Recurring traffic-focused meetings are a necessity, with a pre-determined cadence to ensure continuity of information before, during, and after the F1 event.
- » Streamlining communications and increasing frequency to the public regarding transportation-related impacts should be improved.
- » Coordination with resort properties regarding impacts to both fixed route transit and paratransit services should be communicated earlier in the process to address transportation challenges for both resort employees and tourists.
- » Evaluation (and possible suspension) of concurrent construction by Clark County, utilities, private development, and NDOT is imperative to address negative impacts.
- » From a customer communication survey:
 - Bus stop signage is still very important for customers, especially tourists who are not familiar with the system.
 - A large majority of English and Spanish-speaking customers would prefer to receive information directly to their cell phones.
 - When possible, RTC needs to provide customers with a suggested time frame of how much longer their wait time and/or trip time will be.
 - Additional operator training is required, so they can assist customers that have questions about detours and F1 service.
 - We need to improve outreach and communication with non-resort properties on the Strip to prepare their employees for anticipated detours and delays.





Formula One Las Vegas Grand Prix 2023

RTC Comprehensive Resource
Summary



Event Overview

- Nov. 16-18, 2023
- 3.8-mile circuit
- 315,000 attendees
- 1.3 million viewers
- Estimated \$1.2 billion



RTC Event Summary



Regional Events Traffic Management Process

- As the “Entertainment Capital of the World”, RTC already has an established, highly coordinated special events process
- This expedited the ability to stand up working groups and collaborate on planning and permit reviews.



75+ Planning Meetings

- Internal Stakeholders
- External Stakeholders
- Transit Service
- Traffic Management
- Airport Specific

Key Highlights

- The RTC FAST and Transit teams managed the continuous changes to roadway configurations with little to no advance notice.
- The FAST team specifically reviewed more than 100 sets of plans to extract traffic control information, often with quick turnarounds.
- More than a half-dozen routes were detoured beginning in October 2023:
 - the Deuce on the Strip
 - Route 119 – Simmons/Koval
 - 202 – Flamingo
 - 203 – Spring Mountain/Desert Inn/Lamb
 - Centennial Express (CX)
 - additional detours at Harry Reid International Airport for Routes 108 – Paradise and 109 – Maryland Parkway

Transit Detours

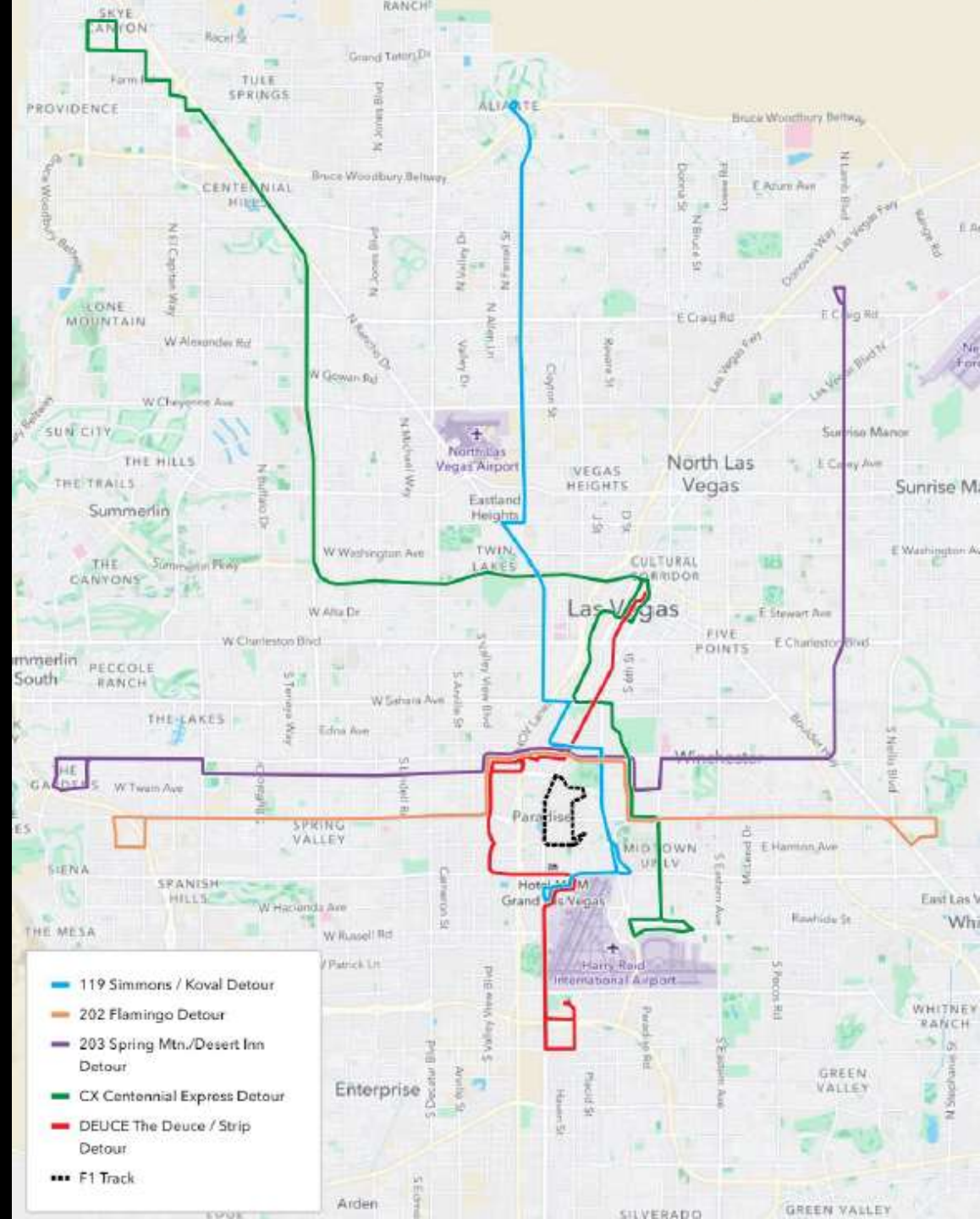
Timeline of Impacts:

- RTC began detouring routes October 2023
- Some routes were detoured up to 4 times
- Final detours ran through February 2023

Race Week Impacted Routes & # of Stops:

- Route 119 (Simmons/Koval) = 19 Stops
- Route 202 (Flamingo) = 16 Stops
- Route 203 (Spring Mountain/Desert Inn/Lamb) = 10 Stops
- CX (Centennial Express) = 6 Stops
- Deuce on the Strip = 14 Stops
- Avg weekday ridership of total impacted stops = 25,438

Note: Impacts extended beyond the 5 routes serving the Resort Corridor because of interlined routes and transfer impacts.



Key Highlights

- More than 50 RTC and 830 contractor staff were stationed in the field 24/7 during race week at various pain points to provide customer service to transit passengers.
- The RTC added additional staff to ensure the Traffic Management Center had 24-hour support, in addition to NDOT and Department of Public Safety personnel, from Tuesday, November 14, 2023, at the start of the track test set-up through Sunday, November 19.



Cost Impacts to be Considered

- Extensive Staff Hours:
 - Internal and external meetings (avg 4 per week)
 - Traffic Control and Event Plan reviews
 - Transit route detour development and implementation
 - Signal retiming and management
 - In-field traffic and transit monitoring
 - Paratransit rerouting
- Transit Amenities & Technical Equipment
 - Notification signage
 - Stop closures and temporary stop sign installations
 - Bus shelter removals and reinstallations
 - Transit ticketing machine closures and advertising updates
- Transit Extra Service, in response to interruptions from event setup and teardown (Oct 2023 – Feb 2024)
- Media & Marketing
 - Communications and collateral development
 - Printed materials
 - Bus and shelter advertising additions and revisions
- LVMPD Emergency Vehicle Support (*Race Week*)
- Call Center Operations & Extended Hours (*Race Week*)

Estimated Agency Cost Breakdown

Item	Amount
FAST Fiber Repair (2 locations)	\$239,907
Transit - Oct & Nov Extra Service	\$66,476
Paratransit & Call Center Operations	\$16,623
Staff Overtime	\$30,497
Amenities Field Signage	\$25,590
Bus Shelter Removals/Replacements	\$15,140
Media/Marketing Printing	\$5,200
TOTAL	\$399,433

NOTE: These costs do not reflect the extensive hours staff worked to support meeting attendance, planning efforts, field staffing, etc.

2023 Lessons Learned & 2024 Next Steps

- Increased advance communication with LVGP on planned setups and disruptions
- Better coordination with partner agencies
- Frequent update meetings or daily briefings
- Advance notification to the general public
- Staffing at emergency management locations
- Coordinated effort to track all staff hours
- Integrate RTC Transit service with LV Monorail for workforce mobility in advance of race week

Monorail Partnership



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[Buy Tickets](#)



F1 GRAND PRIX LAS VEGAS 2023

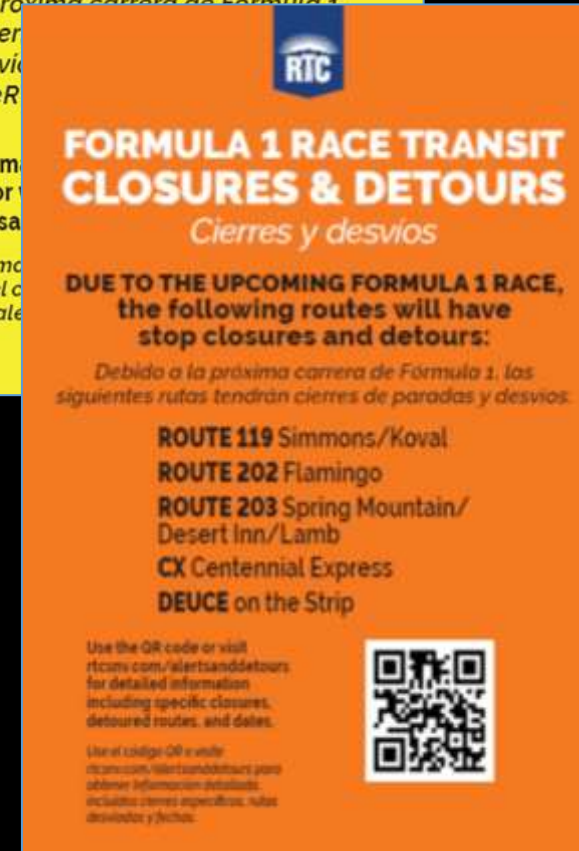
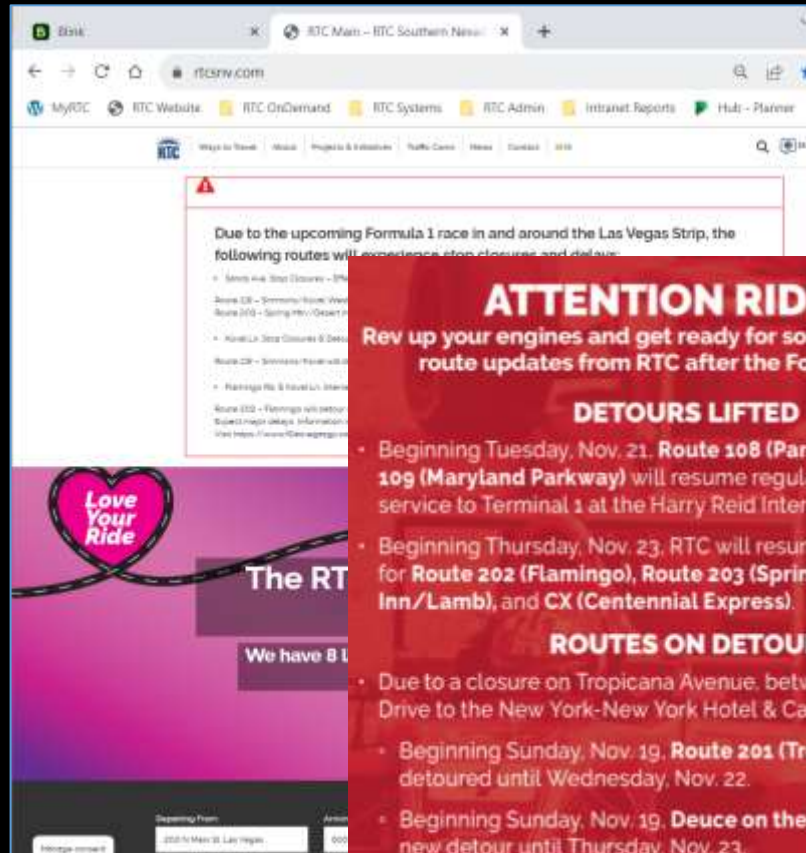
NOVEMBER 16 - 18, 2023

[Buy Monorail
Tickets >>](#)

- ✓ Trains Arrive Every 5-11 Minutes
- ✓ Fast & Convenient Travel Along the Strip
- ✓ Affordable Transportation Options
- ✓ Avoid traffic, Congestion and Road Closures

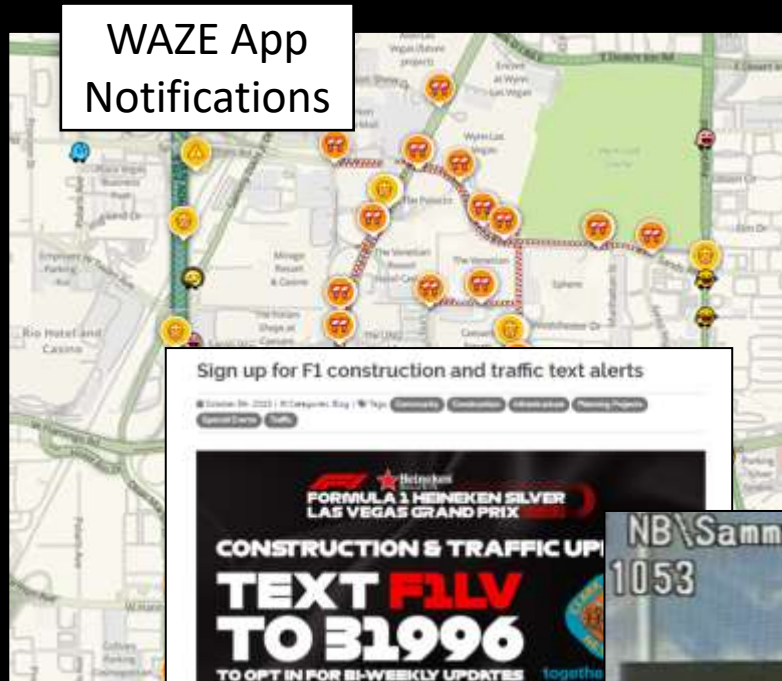
Transit Customer Communication

- Field signage
- Bus Wi-Fi
- Bus interior signs
- Transit shelters
- Transit centers
- Website, texts, emails, etc.



Traffic Management Communication

- Google
- WAZE App
- Email Blasts
- Social Media
- Text Messaging
- DMS Signs





RTIC



Proposal #: 004-2024

Wednesday, January 31, 2024

NV Lic. #70822 C-2 70823 A DBE Certification # NV20286953NUCP

ATTN: Lonnie Brown, Art Stutzman

ATTN: FAST

RE: Fiber Optic Cable Repair LVB - Flamingo to Seigfried And Roy

We propose to furnish all necessary labor, equipment, and materials required to construct the following project per the most current civil plans available on the date of this proposal.

Exact location of buried pull box to be provided by owner. Permanent pavement patch to be provided by others.

Permanent paving will be cost plus 15%

Price quoted is valid for 30 days from date of this proposal.

Item Number	Item Description	Approx. Quantity	Unit		
1	Pre-Test Fiber Before Pulling	1	ea	\$ 2,032.00	\$ 2,032.00
2	Post-Test Fiber After Pulling	1	ea	\$ 2,032.00	\$ 2,032.00
3	Pre-Pull Cable Path	2200	lft	\$ 2.95	\$ 6,490.00
4	Pull Fiber Optic Cable	3000	lft	\$ 12.30	\$ 36,900.00
5	Splice Fiber Optic Cable	1	ls	\$ 25,442.00	\$ 25,442.00
6	Post-Test Fiber After Splice	1	ea	\$ 1,830.00	\$ 1,830.00
7	Expose Buried Pull Box	1	ls	\$ 13,962.00	\$ 13,962.00
8	Mobilization	1	ls	\$ 2,500.00	\$ 2,500.00
9	Barricades	1	ls	\$ 18,000.00	\$ 18,000.00
Total					\$ 109,188.00

This proposal excludes; Conduit Repair, Traffic Signal Equipment, Construction Water, QCQA, Utility Fees, Water Meters, Replacement of Asphalt, R & R Concrete, Dewatering, Permits, and any engineering costs related to changes and/or revisions to the current set of plan drawings.

Only the quantities and items shown in the proposal are to be considered as inclusive.

If you have any questions or concerns regarding the enclosed proposal, please contact me at 702-413-3867

Sincerely,

Mc4 Construction

Allen Kerr

Allen Kerr

5950 Emerald Ave., Las Vegas, NV, 89122

Office 702-478-6000 Fax 702-233-9060



Proposal #: 008-2024

Thursday, February 1, 2024

NV Lic. #70822 C-2 70823 A DBE Certification # NV20286953NUCP

ATTN: Lonnie Brown, Art Stutzman

ATTN: FAST

RE: Fiber Optic Cable Repair Sands Ave. - Howard Hughes to Las Vegas Blvd.

We propose to furnish all necessary labor, equipment, and materials required to construct the following project per the most current civil plans available on the date of this proposal.

Exact location of buried pull box to be provided by owner. Permanent pavement patch to be provided by others.

Permanent paving will be cost plus 15%

Price quoted is valid for 30 days from date of this proposal.

Item Number	Item Description	Approx. Quantity	Unit		
1	Pre-Test Fiber Before Pulling	1	ea	\$ 2,032.00	\$ 2,032.00
2	Post-Test Fiber After Pulling	1	ea	\$ 2,032.00	\$ 2,032.00
3	Pre-Pull Cable Path	4700	lft	\$ 2.95	\$ 13,865.00
4	Pull Fiber Optic Cable	6600	lft	\$ 9.00	\$ 59,400.00
5	Splice Fiber Optic Cable	1	ls	\$ 30,959.00	\$ 30,959.00
6	Post-Test Fiber After Splice	1	ea	\$ 1,831.00	\$ 1,831.00
7	Mobilization	1	ls	\$ 3,100.00	\$ 3,100.00
8	Barricades	1	ls	\$ 17,500.00	\$ 17,500.00
Total					\$ 130,719.00

This proposal excludes; Conduit Repair, Traffic Signal Equipment, Construction Water, QCQA, Utility Fees, Water Meters, Replacement of Asphalt, R & R Concrete, Dewatering, Permits, and any engineering costs related to changes and/or revisions to the current set of plan drawings.

Only the quantities and items shown in the proposal are to be considered as inclusive.

If you have any questions or concerns regarding the enclosed proposal, please contact me at 702-413-3867

Sincerely,

Mc4 Construction

Allen Kerr

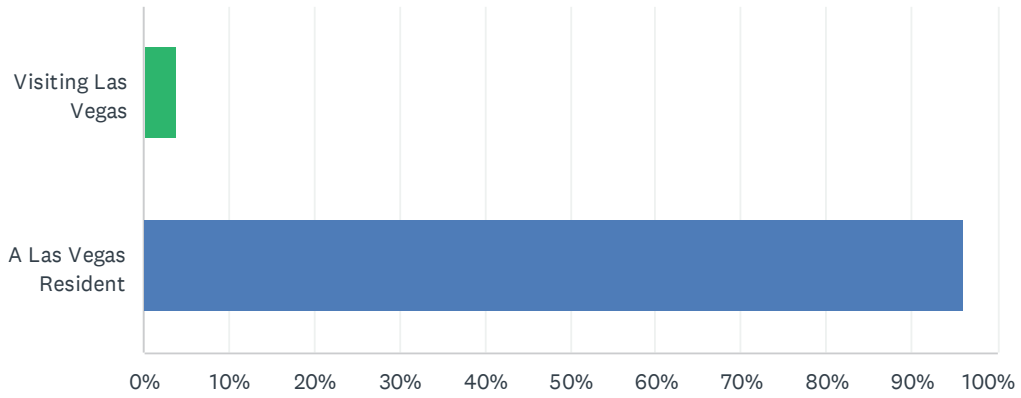
Allen Kerr

5950 Emerald Ave., Las Vegas, NV, 89122

Office 702-478-6000 Fax 702-233-9060

Q1 Are you:

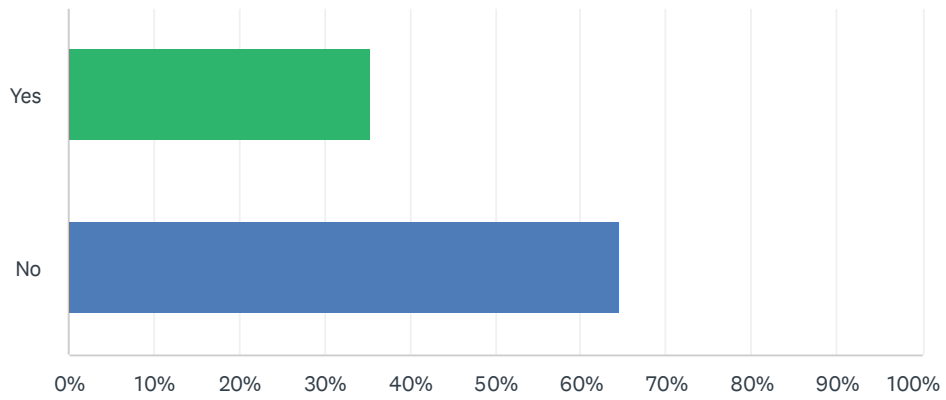
Answered: 1,823 Skipped: 0



ANSWER CHOICES	RESPONSES	
Visiting Las Vegas	3.89%	71
A Las Vegas Resident	96.11%	1,752
TOTAL		1,823

Q2 Are you visiting for the Formula 1 race?

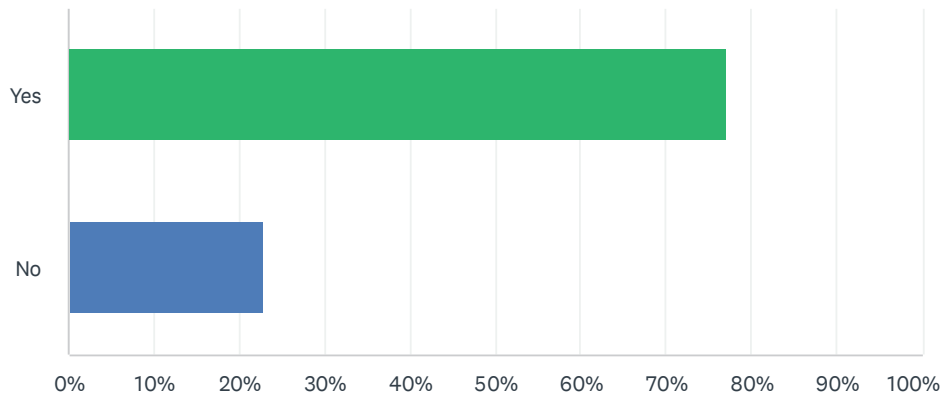
Answered: 68 Skipped: 1,755



ANSWER CHOICES	RESPONSES	
Yes	35.29%	24
No	64.71%	44
TOTAL		68

Q3 During your visit, have you ridden the Deuce on the Strip?

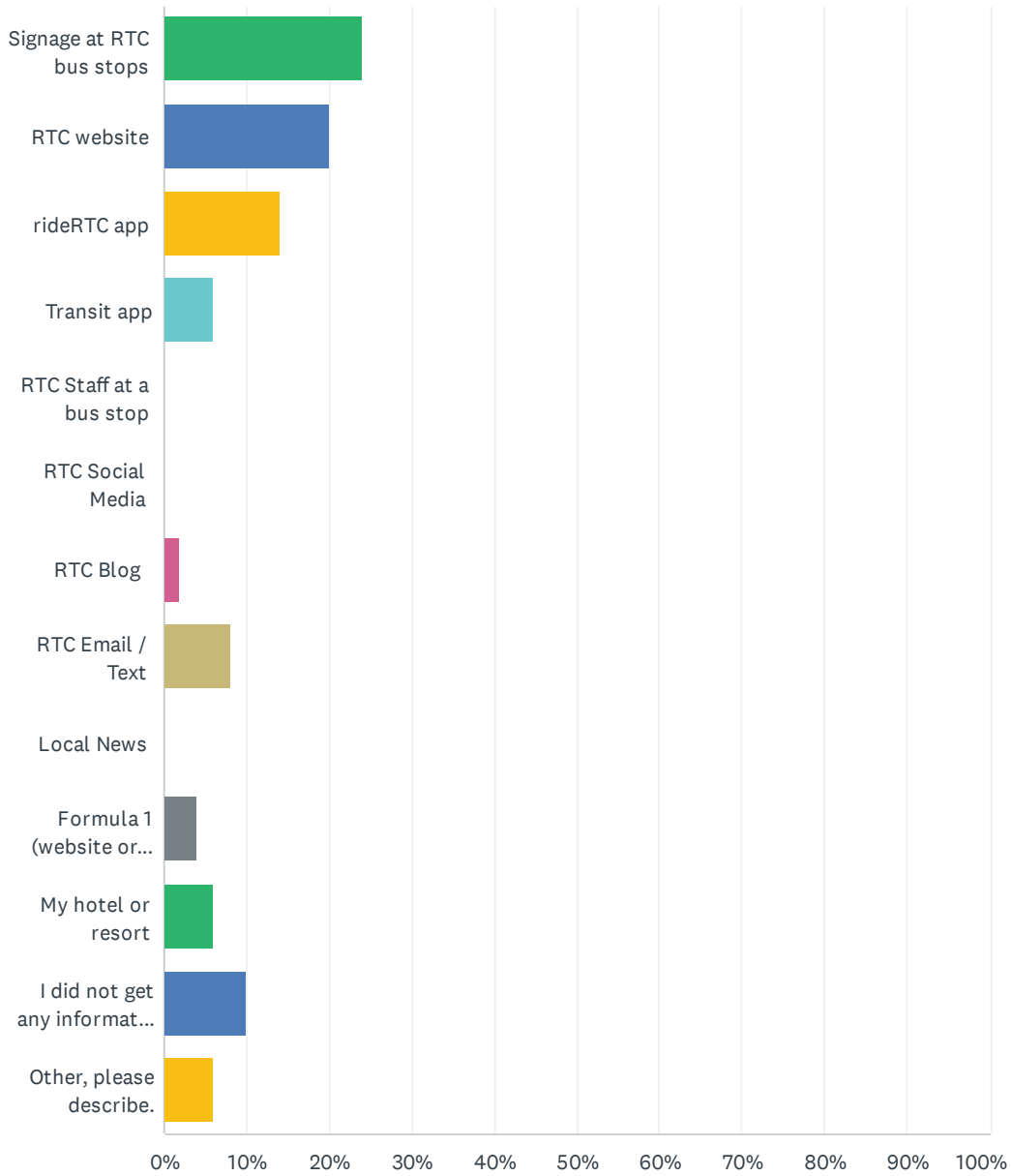
Answered: 66 Skipped: 1,757



ANSWER CHOICES	RESPONSES	
Yes	77.27%	51
No	22.73%	15
TOTAL		66

Q4 How did you find out about the Deuce bus detours during the Formula 1 Race?

Answered: 50 Skipped: 1,773

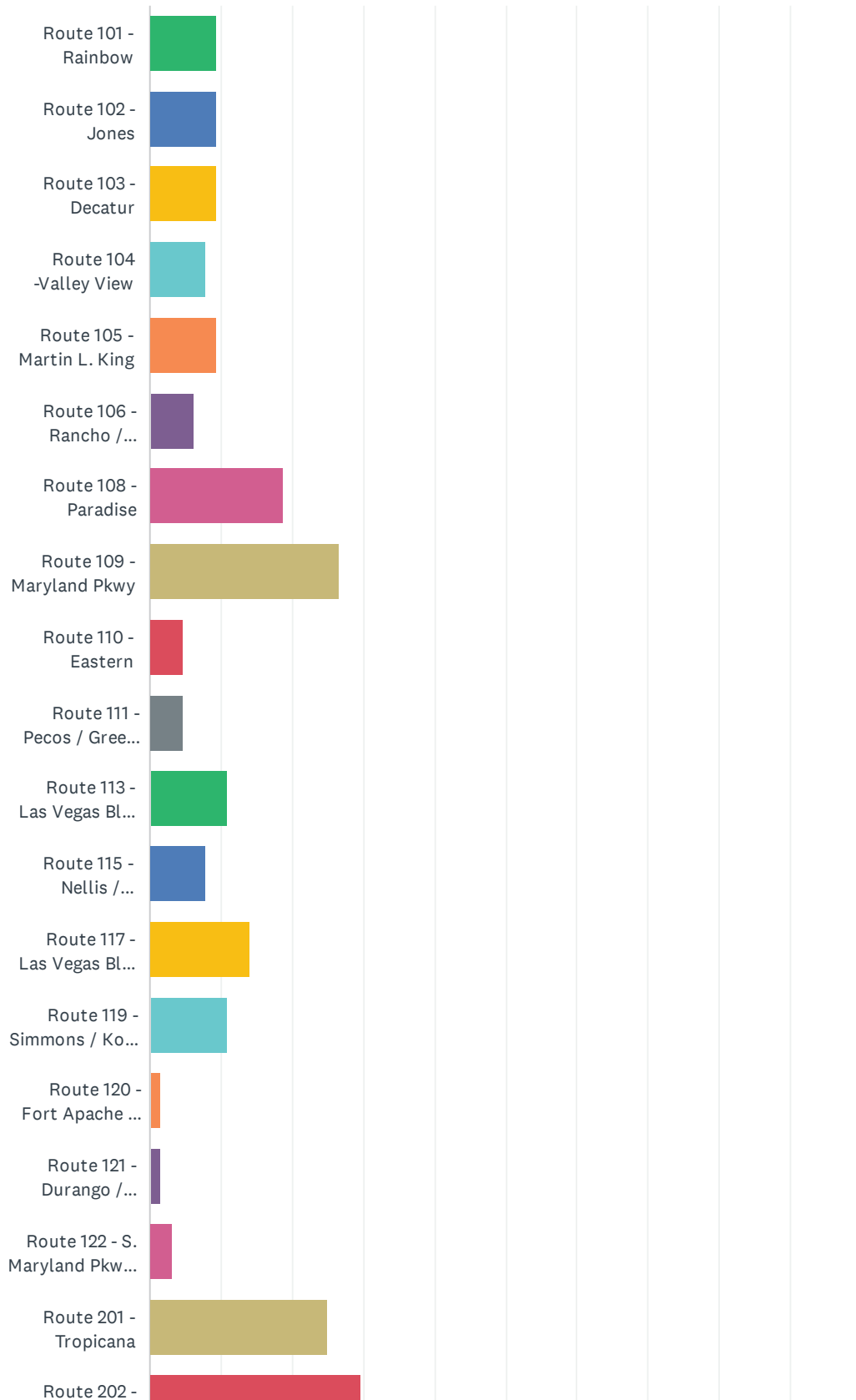


F1 Transit Survey

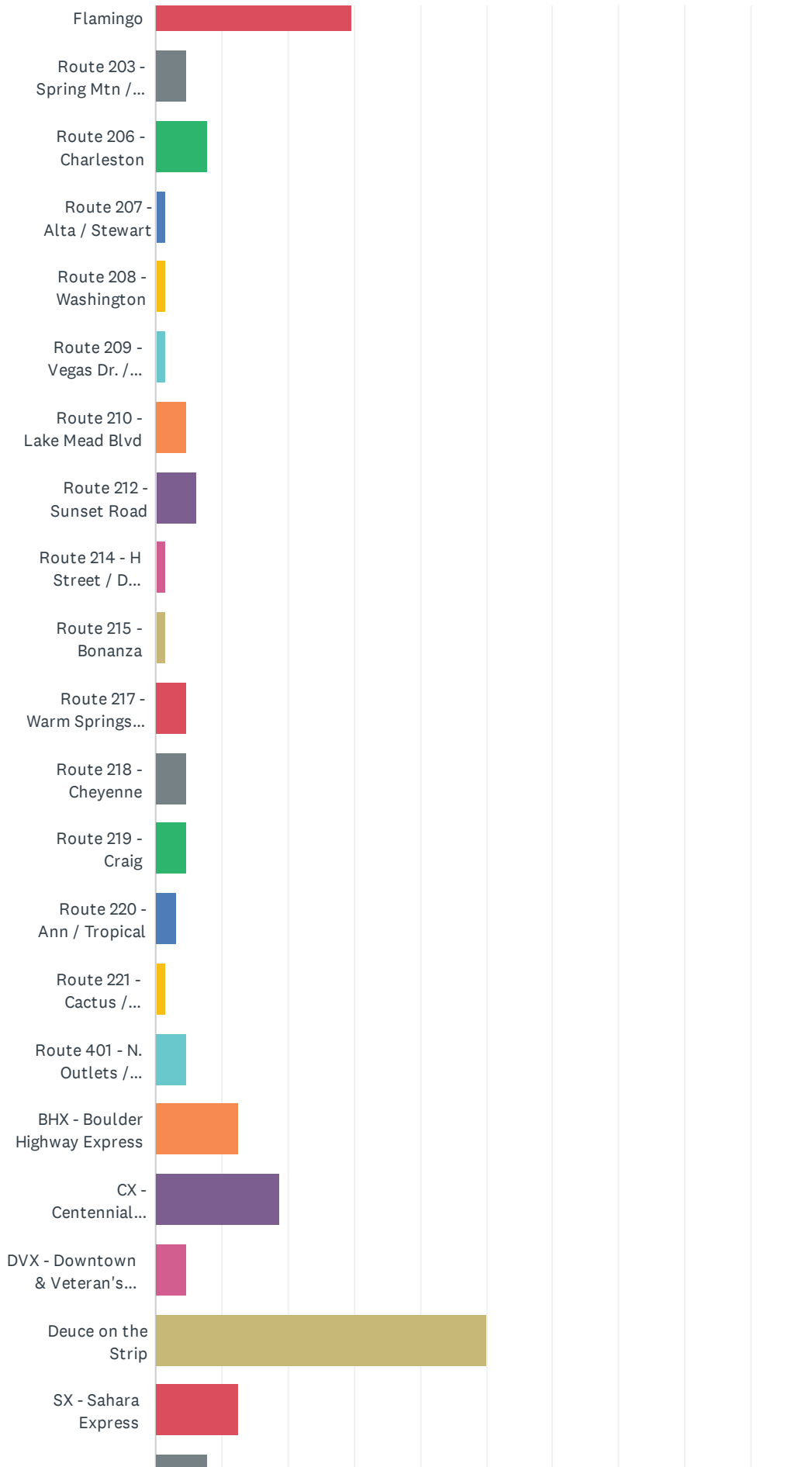
ANSWER CHOICES	RESPONSES	
Signage at RTC bus stops	24.00%	12
RTC website	20.00%	10
rideRTC app	14.00%	7
Transit app	6.00%	3
RTC Staff at a bus stop	0.00%	0
RTC Social Media	0.00%	0
RTC Blog	2.00%	1
RTC Email / Text	8.00%	4
Local News	0.00%	0
Formula 1 (website or app)	4.00%	2
My hotel or resort	6.00%	3
I did not get any information on the detours.	10.00%	5
Other, please describe.	6.00%	3
TOTAL		50

Q7 What bus routes have you ridden during your visit to Las Vegas?

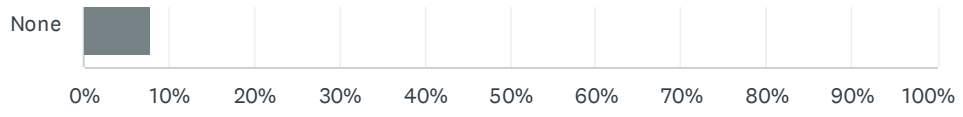
Answered: 64 Skipped: 1,759



F1 Transit Survey



F1 Transit Survey



F1 Transit Survey

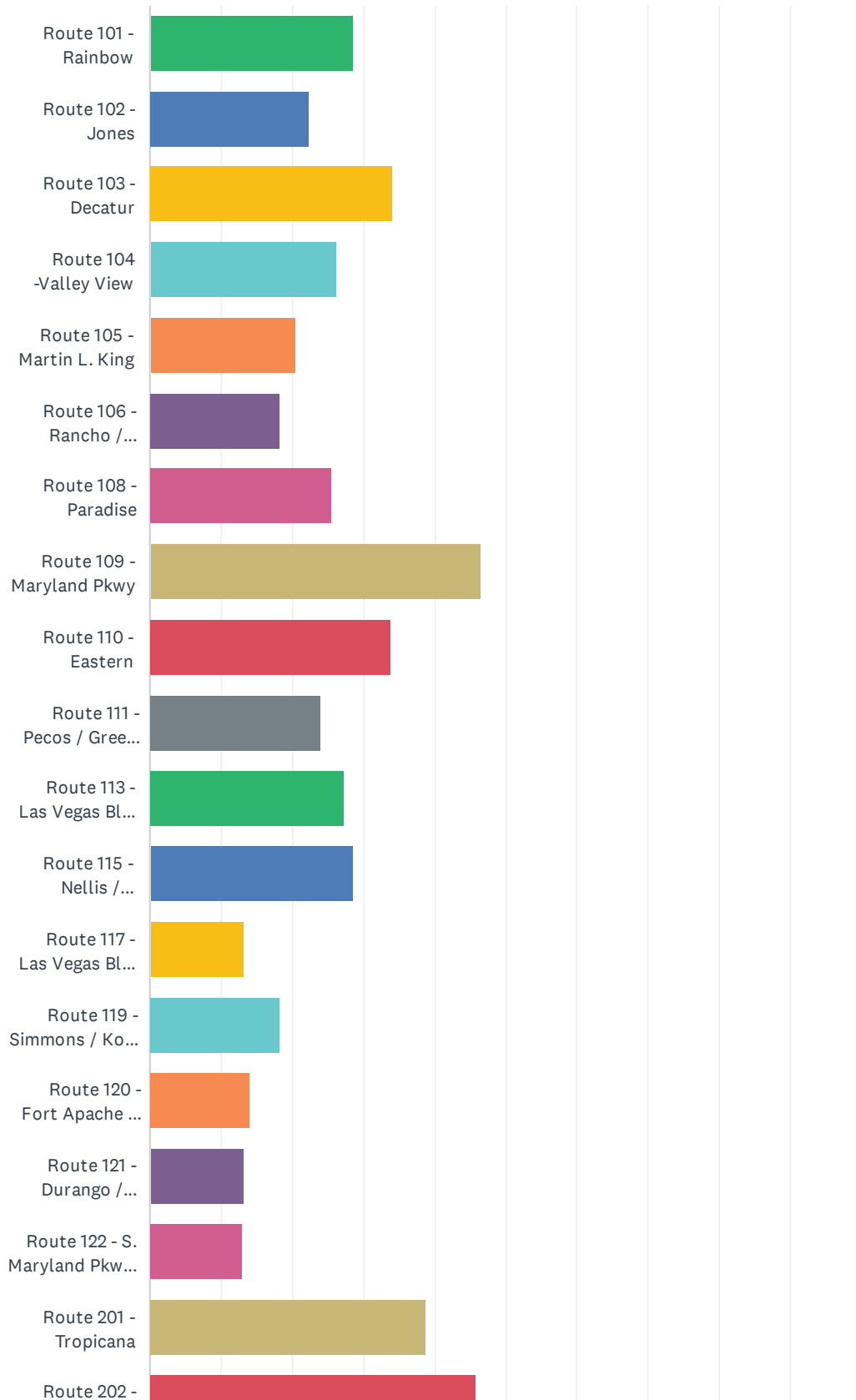
ANSWER CHOICES	RESPONSES	
Route 101 - Rainbow	9.38%	6
Route 102 - Jones	9.38%	6
Route 103 - Decatur	9.38%	6
Route 104 -Valley View	7.81%	5
Route 105 - Martin L. King	9.38%	6
Route 106 - Rancho / Centennial Hills	6.25%	4
Route 108 - Paradise	18.75%	12
Route 109 - Maryland Pkwy	26.56%	17
Route 110 - Eastern	4.69%	3
Route 111 - Pecos / Green Valley Pkwy	4.69%	3
Route 113 - Las Vegas Blvd. North	10.94%	7
Route 115 - Nellis / Stephanie	7.81%	5
Route 117 - Las Vegas Blvd. South / Silverado Ranch	14.06%	9
Route 119 - Simmons / Koval	10.94%	7
Route 120 - Fort Apache / Rampart	1.56%	1
Route 121 - Durango / Buffalo	1.56%	1
Route 122 - S. Maryland Pkwy / West Henderson	3.13%	2
Route 201 - Tropicana	25.00%	16
Route 202 - Flamingo	29.69%	19
Route 203 - Spring Mtn / Desert Inn / Lamb	4.69%	3
Route 206 - Charleston	7.81%	5
Route 207 - Alta / Stewart	1.56%	1
Route 208 - Washington	1.56%	1
Route 209 - Vegas Dr. / Owens	1.56%	1
Route 210 - Lake Mead Blvd	4.69%	3
Route 212 - Sunset Road	6.25%	4
Route 214 - H Street / D Street	1.56%	1
Route 215 - Bonanza	1.56%	1
Route 217 - Warm Springs / Lake Mead Pkwy	4.69%	3
Route 218 - Cheyenne	4.69%	3
Route 219 - Craig	4.69%	3
Route 220 - Ann / Tropical	3.13%	2

F1 Transit Survey

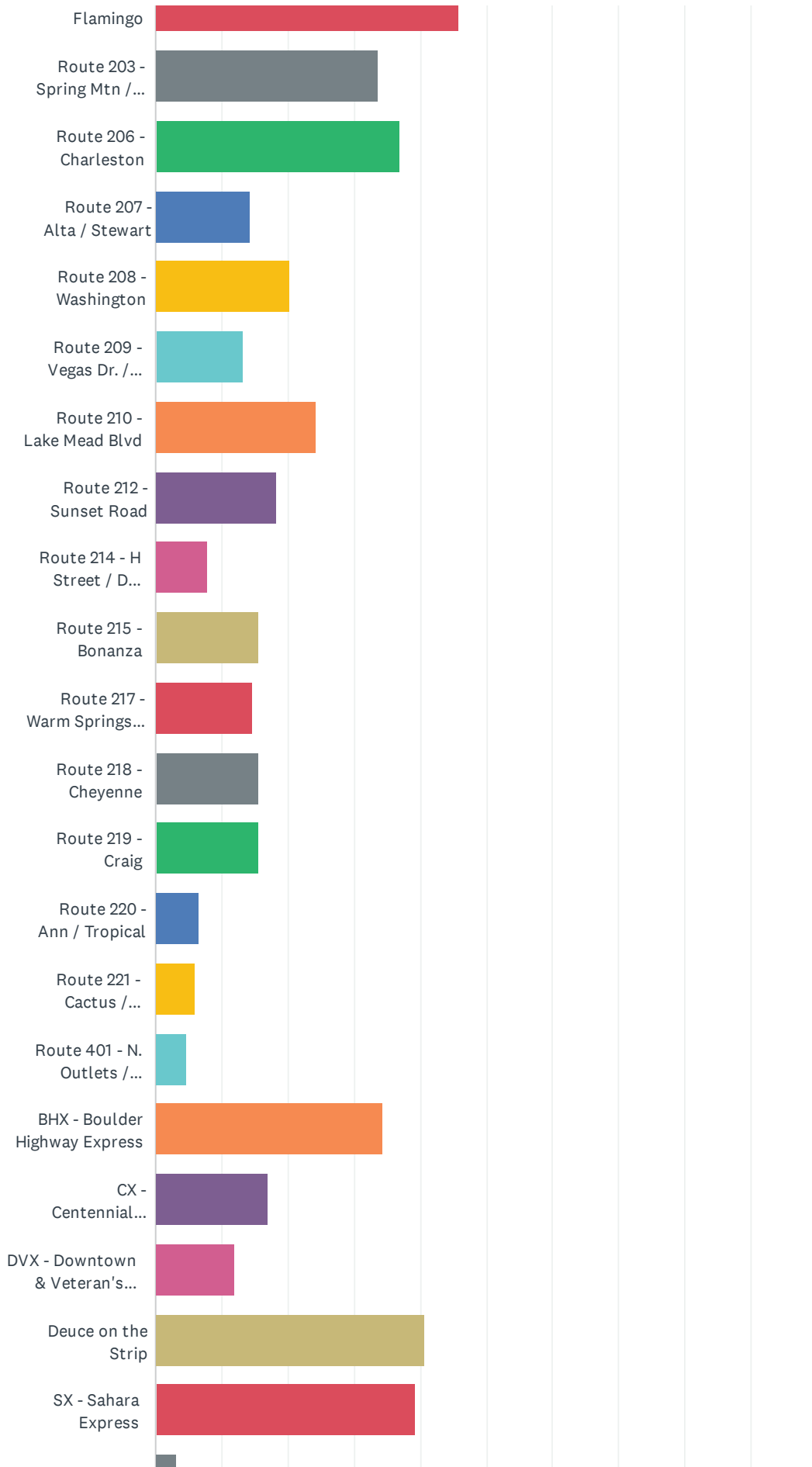
Route 221 - Cactus / Horizon Ridge / Boulder City	1.56%	1
Route 401 - N. Outlets / Symphony Park	4.69%	3
BHX - Boulder Highway Express	12.50%	8
CX - Centennial Express	18.75%	12
DVX - Downtown & Veteran's Med. Ctr. Express	4.69%	3
Deuce on the Strip	50.00%	32
SX - Sahara Express	12.50%	8
None	7.81%	5
Total Respondents: 64		

Q8 What bus routes have you ridden?

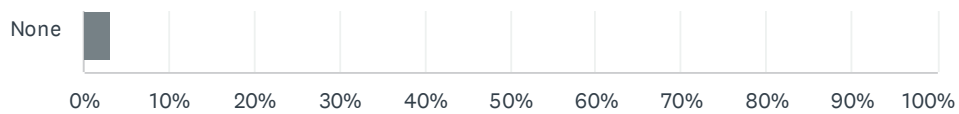
Answered: 1,725 Skipped: 98



F1 Transit Survey



F1 Transit Survey



F1 Transit Survey

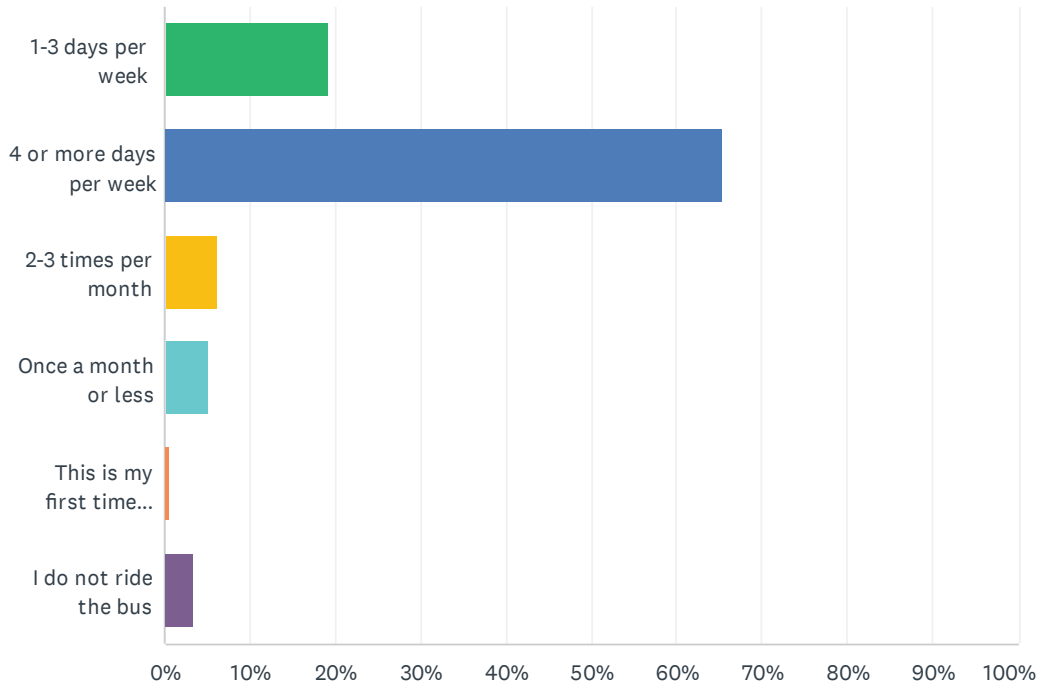
ANSWER CHOICES	RESPONSES	
Route 101 - Rainbow	28.64%	494
Route 102 - Jones	22.43%	387
Route 103 - Decatur	34.14%	589
Route 104 -Valley View	26.20%	452
Route 105 - Martin L. King	20.46%	353
Route 106 - Rancho / Centennial Hills	18.38%	317
Route 108 - Paradise	25.57%	441
Route 109 - Maryland Pkwy	46.38%	800
Route 110 - Eastern	33.80%	583
Route 111 - Pecos / Green Valley Pkwy	24.12%	416
Route 113 - Las Vegas Blvd. North	27.36%	472
Route 115 - Nellis / Stephanie	28.64%	494
Route 117 - Las Vegas Blvd. South / Silverado Ranch	13.28%	229
Route 119 - Simmons / Koval	18.43%	318
Route 120 - Fort Apache / Rampart	14.14%	244
Route 121 - Durango / Buffalo	13.28%	229
Route 122 - S. Maryland Pkwy / West Henderson	12.93%	223
Route 201 - Tropicana	38.72%	668
Route 202 - Flamingo	45.86%	791
Route 203 - Spring Mtn / Desert Inn / Lamb	33.62%	580
Route 206 - Charleston	36.81%	635
Route 207 - Alta / Stewart	14.32%	247
Route 208 - Washington	20.17%	348
Route 209 - Vegas Dr. / Owens	13.28%	229
Route 210 - Lake Mead Blvd	24.29%	419
Route 212 - Sunset Road	18.43%	318
Route 214 - H Street / D Street	7.94%	137
Route 215 - Bonanza	15.54%	268
Route 217 - Warm Springs / Lake Mead Pkwy	14.72%	254
Route 218 - Cheyenne	15.54%	268
Route 219 - Craig	15.65%	270
Route 220 - Ann / Tropical	6.67%	115

F1 Transit Survey

Route 221 - Cactus / Horizon Ridge / Boulder City	5.91%	102
Route 401 - N. Outlets / Symphony Park	4.64%	80
BHX - Boulder Highway Express	34.38%	593
CX - Centennial Express	17.10%	295
DVX - Downtown & Veteran's Med. Ctr. Express	12.00%	207
Deuce on the Strip	40.64%	701
SX - Sahara Express	39.13%	675
None	3.25%	56
Total Respondents: 1,725		

Q9 How frequently do you ride the bus?

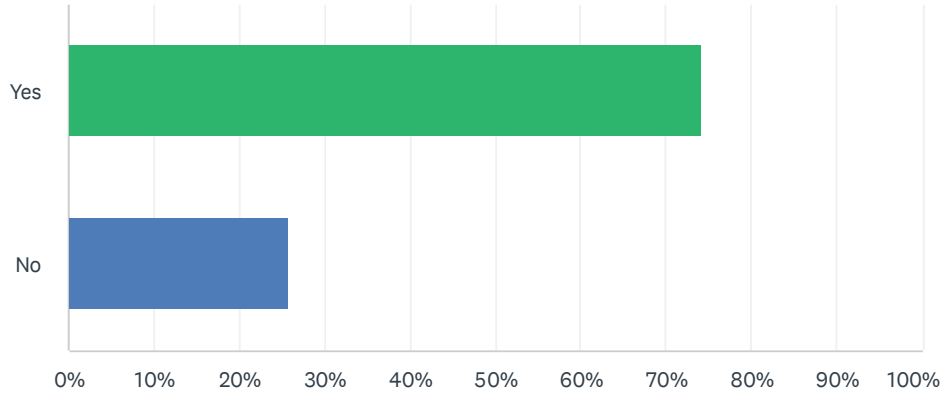
Answered: 1,716 Skipped: 107



ANSWER CHOICES	RESPONSES	
1-3 days per week	19.11%	328
4 or more days per week	65.56%	1,125
2-3 times per month	6.18%	106
Once a month or less	5.01%	86
This is my first time riding the bus.	0.70%	12
I do not ride the bus	3.44%	59
TOTAL		1,716

Q10 Since October, have you ridden the 109 (Simmons/Koval), 202 (Flamingo), 203 (Spring Mountain/Desert Inn/Lamb), CX (Centennial Express), or Deuce on the Strip?

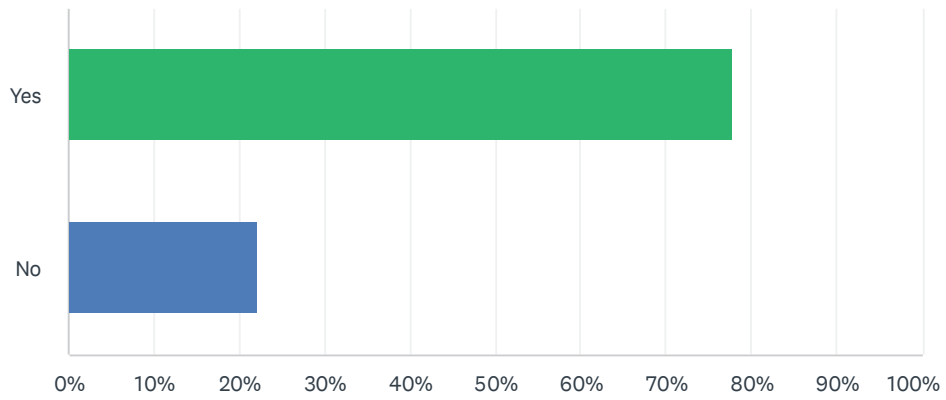
Answered: 1,714 Skipped: 109



ANSWER CHOICES	RESPONSES	
Yes	74.10%	1,270
No	25.90%	444
TOTAL		1,714

Q11 Do you ride the bus to get to work?

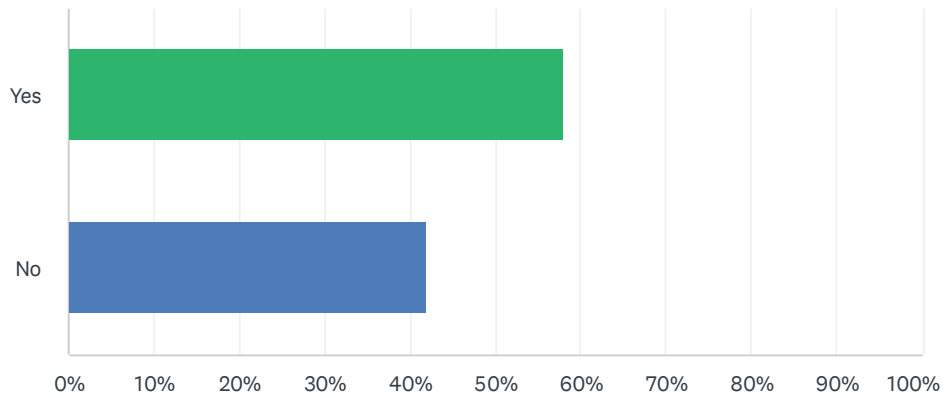
Answered: 1,710 Skipped: 113



ANSWER CHOICES	RESPONSES	
Yes	77.72%	1,329
No	22.28%	381
TOTAL		1,710

Q12 Do you work on or around the Las Vegas Strip?

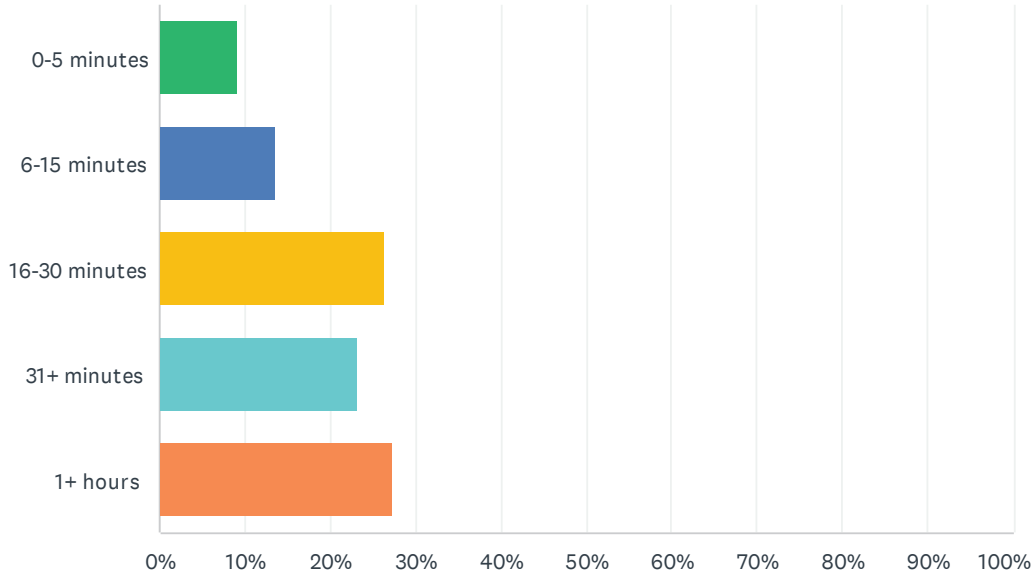
Answered: 1,342 Skipped: 481



ANSWER CHOICES	RESPONSES	
Yes	57.97%	778
No	42.03%	564
TOTAL		1,342

Q14 Since F1, on average how much additional time has your bus ride taken?

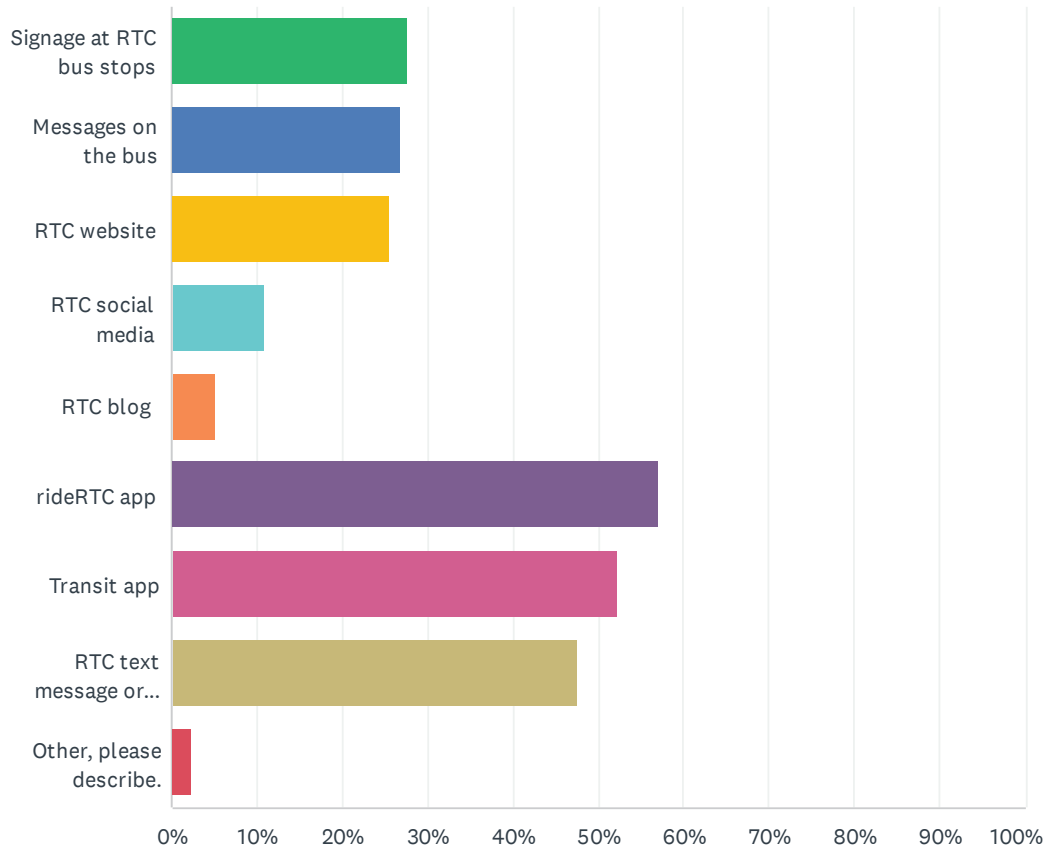
Answered: 1,685 Skipped: 138



ANSWER CHOICES	RESPONSES	
0-5 minutes	9.26%	156
6-15 minutes	13.71%	231
16-30 minutes	26.47%	446
31+ minutes	23.32%	393
1+ hours	27.24%	459
TOTAL		1,685

Q15 How do you prefer to get information about RTC bus services?

Answered: 1,743 Skipped: 80



ANSWER CHOICES	RESPONSES	
Signage at RTC bus stops	27.71%	483
Messages on the bus	26.79%	467
RTC website	25.59%	446
RTC social media	10.84%	189
RTC blog	5.05%	88
rideRTC app	57.20%	997
Transit app	52.21%	910
RTC text message or email	47.62%	830
Other, please describe.	2.35%	41
Total Respondents: 1,743		

Appendix 2: Applied Analysis: Las Vegas Grand Prix: Fiscal Impact Summary from Operations for 2023

**Las Vegas Grand Prix
Fiscal Impact Summary from Operations for 2023**

Tax Beneficiary	Amount	Share
State Agencies	\$47,690,596	61.8%
Clark County	\$4,387,597	5.7%
Clark County - General Fund	\$3,250,426	
Clark County - Internal Special Revenue (e.g., Townships)	\$973,541	
Clark County - Special Revenue (e.g., Laughlin, Moapa Fire)	\$43,579	
Clark County - Capital Fund	\$14,861	
Clark County - Family Court	\$5,707	
Clark County - Assistance To Indigent Persons	\$29,723	
Clark County - Indigent Accident Fund	\$4,458	
Clark County - Fire Service District	\$65,301	
Local Agencies	\$25,089,645	32.5%
Local - Flood Control	\$594,725	
Local - Regional Transportation	\$2,415,854	
Local - School District Debt	\$164,486	
Local - School District Operating	\$8,400,964	
Local - Las Vegas/Clark County Library	\$27,999	
Local - LV Convention Center	\$613,202	
Local - LVCVA	\$6,132,023	
Local - LVMPD Emergency 911	\$1,486	
Local - LVMPD Manpower Supplement County	\$83,224	
Local - Other Local Jurisdictions (Cities)	\$4,076,766	
Local - Police Officers	\$237,890	
Local - Police Support	\$713,669	
Local - Stadium Authority	\$1,032,633	
Local - Water Authority	\$594,725	
GRAND TOTAL	\$77,167,839	100.0%

Notes:

1. Includes revenue sourced to Live Entertainment Tax, Gaming Percentage Fees, Transient Lodging Tax, Sales and Use Tax and Property Tax.
2. Includes appoximately \$9.1 million of taxes associated with infrastructure, including Las Vegas Boulevard paving, development of the pit building and other activities (e.g., utilities improvements).
3. Property taxes reflect an interim period of construction-related activity of the pit building; full value should be realized in 2024 and beyond.

Appendix 3: Applied Analysis: 2023 Formula 1 Las Vegas Grand Prix Post-Event Summary

2023 Formula 1 Las Vegas Grand Prix Post-Event Summary

The Southern Nevada community debuted the Las Vegas Grand Prix on Saturday, November 18, on a 3.8-mile track that included a 1.1-mile straightway along the iconic Las Vegas Strip. The Las Vegas Grand Prix is one of 22 races during 2023 that were hosted by Formula 1, the highest level of single-seat, open-wheel and open-cockpit professional motor racing in the world. Major events, such as the Las Vegas Grand Prix, have a significant impact on Southern Nevada's tourism industry and the broader economy. The highlights below provide key facts, figures and considerations about the impact within Southern Nevada.

- **Las Vegas Grand Prix Largest Sporting Event, with Largest Global Audience, in Las Vegas History.** Overall event attendance during race week reached 316,000, inclusive of spectators, team personnel, media and other supporting staff. When converting event attendance into visitation to Southern Nevada, a total of 145,000 unique travelers from around the world descended upon the Las Vegas area for the Las Vegas Grand Prix.
- **Economic Impacts Sourced to F1 and Las Vegas Grand Prix Approached \$1.5 Billion During Year 1.** When overall visitor spending is combined with F1 spending on infrastructure (e.g., the pit building) and event operations, total economic impacts in the Southern Nevada community reached nearly \$1.5 billion. See below.
- **The Total Economic Impact of Las Vegas Grand Prix Visitor Spending Was \$884 Million.** The overall impact is sourced to several components, including the following:
 - *Grand Prix Visitors Spent 3.6 Times the Typical Traveler.* A typical visitor to Las Vegas during the past year stayed 3.4 nights and spends nearly \$1,200 per trip. Visitors that traveled to Las Vegas and attended the inaugural event stayed 4.1 nights and spent more than \$4,100 per trip, which translates into a 3.6x premium. This includes spending on hotel rooms, food and beverage, local transportation, shopping, gambling and entertainment. To be clear, the \$4,100 per visitor does not include the ticket price to attend the Las Vegas Grand Prix; this is the direct benefit to Las Vegas of visitor spending outside the race itself.
 - *Net Visitor Spending Reached \$501 Million.* Net spending contemplates losses associated with visitors that were priced out of the market as well as displacement sourced to impacted local businesses. On the gross, incremental visitor spending reached \$613 million.
 - *The Ripple Effect of Visitor Spending Reached \$884 Million of Impact.* The indirect (vendor) and induced (employee spending) impacts sourced the direct spending by visitors supported another \$383 million in economic activity, and when combined with \$501 million in direct spending, the total economic impact sourced to visitors reached \$884 million. Stated otherwise, for every dollar spent with the local economy, roughly \$1.77 of economic activity was generated.
- **F1 and Las Vegas Grand Prix Also Invested Hundreds of Millions of Dollars in Infrastructure and Event Hosting.** The direct economic impact within the local community, which excludes land acquisition costs and out-of-market purchases, totaled approximately \$329 million. The ripple effect of that spending (including indirect and induced spending) translated into \$587 million of local economic impact. Importantly, the Las Vegas Grand Prix spent nearly \$88 million on public infrastructure such roadway improvements and energy infrastructure investments.

2023 Formula 1 Las Vegas Grand Prix Post-Event Summary

- **Wages to Local Workers Reached \$452 Million in the First Full Year.** Inclusive of construction-related activity, event operations and the labor to support overall visitor spending, approximately \$452 million in local salaries and wages were incurred to host the first-year event.
- **Job Impacts for Local Workers Were Significant.** The development of race-related infrastructure, including the pit building, supported nearly 2,200 jobs (or person-years of employment) when direct, indirect and induced job counts are included. Additionally, event operations and visitor spending activity supported nearly 5,100 additional positions throughout the Southern Nevada community, bringing the first-year combined count to 7,255 jobs.
- **Las Vegas Grand Prix Generated More State and Local Taxes than Any Event in Las Vegas History.** The Las Vegas Grand Prix generated \$77 million in tax revenues for state and local governments during its first year, including the initial investment and operational activities of the race itself. Selected areas benefiting included the state general fund, Clark County's general fund, and the Clark County School District. This includes a wide range of taxes, including live entertainment taxes, room taxes, sales and use taxes, gaming-related taxes and property taxes.
- **Media Exposure for Las Vegas Spanned a Global Audience as a Result of the Las Vegas Grand Prix.** During race week (the period from Thursday, November 16 to Monday, November 20) the media reach was 2.7 billion and reflected the most successful exposure across all platforms for an inaugural event in the United States for Formula 1. Coverage included more than 1.1 million media mentions by 310,000 unique authors covering the event and Las Vegas. Importantly, the global television audience was 59.1 million, and social media impressions totaled 1.25 billion with nearly 55 million engagements and 300 million video views.
- **Formula 1 is Community Building.** The Las Vegas Grand Prix is not a one-and-done event. Formula 1 is committed to the Southern Nevada community. In addition to the full-time personnel and permanent pit building facility, the organization is investing in community needs. The Las Vegas Grand Prix has made nearly \$1.0 million in cash contributions to local non-profits. They have also donated nearly 150,000 pounds of unused food to local food bank partners and developed innovative water conservation initiatives with local partners.