



Development Team

Request for Proposals
Regarding:

Development of a
State-of-the Art Event Center
for the City of Las Vegas

April 20, 2007



CONTENTS

I. RFP SUBMISSION REQUIREMENTS AND PROCEDURES SUMMARY	1
II. BACKGROUND	2
A. Introduction	2
B. General Requirements and Conditions	2
C. Downtown Las Vegas	6
D. Las Vegas Events Center Task Force	15
E. Potential Development Sites	16
F. Project Incentives and Development Tools	22
G. Evaluation Clauses	24
III. GOALS OF THE RFP PROCESS	28
IV. PROPOSAL SUBMISSION REQUIREMENTS	29
A. Intent to Submit Proposal	29
B. Organization of Proposal	29
V. SELECTION CRITERIA	35
VII. ATTACHMENTS	
A. Intent to Submit Proposal (Required Attachment A)	36
B. References (Required Attachment B)	37

I. RFP SUBMISSION REQUIREMENTS AND PROCEDURES SUMMARY

Regarding: **DEVELOPMENT OF THE LAS VEGAS EVENTS CENTER (EVENTS CENTER)**

Release Date: April 20, 2007

Questions Due: 4:00 p.m., May 4, 2007

Pre-Proposal Conference: 9:00 a.m., May 14, 2007

Letter of Intent Due: 4:00 p.m., May 31, 2007

Proposals Due: 4:00 p.m., June 28, 2007

Please note that Conventions Sports and Leisure (“CSL”) and/or the City of Las Vegas (“the City”), at their sole discretion, may elect to extend these deadlines as deemed appropriate. Proposers that do not expect to request any additional assistance from the City beyond that which is traditionally provided in the Redevelopment Area may submit their information at any time.

Submittal Requirements: Ten (10) hard copies along with an electronic version on CD-ROM of your proposal shall be delivered to the office of CSL International, at the address noted below. The proposal should be placed in a sealed envelope identified as **“REQUEST FOR PROPOSALS: LAS VEGAS EVENTS CENTER.”**

Contact the City through: Mr. Bill Rhoda
Conventions, Sports & Leisure (CSL) International
2121 W. Spring Creek Parkway, Suite 108
Plano, TX 75023

Phone: (972) 491-6900
E-mail: brhoda@cslintl.com

II. BACKGROUND

A. Introduction

The City of Las Vegas (“the City”) has engaged Conventions Sports and Leisure (“CSL”) to oversee a process that will lead to the eventual selection of a development team capable of financing and constructing a state of the art multi-purpose arena in Downtown Las Vegas.

It is the intent of the City of Las Vegas to negotiate with one or more entities (each, a “Proposer”) capable of designing, constructing and operating a multi-purpose event center in accordance with the requirements of this RFP and any subsequent contractual agreement negotiated between the City and the successful Proposer. Proposers are encouraged to incorporate additional real estate components as part of the project, including but not limited to, retail, hotel, residential, commercial and/or other developments. The successful Proposer will be required to construct the development based on specifications provided by the successful Proposer or the City and in compliance with applicable City of Las Vegas Codes and all other local, state and federal laws, rules and regulations. The City of Las Vegas will approve the actual design of the development as part of a design-build-operate agreement or other negotiated agreement and may choose to obtain design feedback through a public hearing or public input process. The selected Proposer will be expected to develop a comprehensive proposal that will minimize the City’s development and financing risk, and mitigate or eliminate the City’s operating responsibility and risk.

The successful Proposer must satisfy the City of Las Vegas that it has the technical knowledge and expertise, licenses, and the financial and management capability to design, develop, construct, operate and manage the development proposed and in accordance with the specifications provided. In addition, as it is the desire of the City to attract an NBA or NHL franchise to the proposed facility, the selected Proposer must provide information on its ability to acquire or otherwise attract such a franchise to Las Vegas.

The Selected Proposer must satisfy the City of Las Vegas that it has and will continue to have the financial and management capability to complete and manage/operate the development over the duration of the development and operation agreement. The competence and the qualifications of the Proposer shall be demonstrated on the basis of information provided in response to this RFP.

This RFP is designed to solicit responses from the sports/real estate marketplace to identify development alternatives for the future Las Vegas Events Center

which are credible and timely. As a result of and subject to the provisions of this RFP, the City may enter into an agreement with one or more selected proposers (each, a “Selected Proposer”). The City routinely enters into discussions with developers regarding major projects to be constructed within the Redevelopment Area. This process is not intended to replace or terminate any ongoing discussions the City may have with developers regarding plans that incorporate event centers.

B. General Requirements and Conditions

1. If you/your team elects to respond to this RFP, submission of your proposal assumes your acceptance of the following understandings:
 - a. All communications with respect to this RFP shall be directed to either Bill Rhoda by means of email at brhoda@cslintl.com or Scott Adams of the City of Las Vegas at sadams@LasVegasNevada.gov. No other persons are authorized to provide information with respect to this RFP. Questions and requests for clarification with respect to this RFP must be submitted, in writing in accordance with the communications protocol set forth above on or before 4:00 p.m., May 4, 2007.
 - b. Proposals must be signed by an authorized officer of the Proposer’s entity. Proposals must also provide name, title, address and telephone number for (i) individuals with authority to negotiate and contractually bind the entity, and (ii) those who may be contacted for the purpose of clarifying or supporting the information provided in the proposal.
 - c. This RFP is not an offer, and neither this RFP nor any subsequent discussion shall give rise to any commitment on the part of the City or confer any rights on any Proposer unless and until a binding written agreement is executed by the City and the Proposer.
 - d. The City reserves the right to cancel the procurement, reject any or all of the proposals received in response to the RFP, to waive defects or irregularities in any Proposal or to cancel or modify the RFP in any way, and at any time the City chooses, in its sole discretion, if it is determined that is it in the best interest of the City.
 - e. The City further reserves the right to negotiate terms and fees with one or more Proposers without notice to other Proposers and to make awards under this RFP without discussion of the proposals received. Proposals should be submitted on the most favorable terms from a technical, qualifications and price standpoint. The City will select the proposal that best meets its needs. While cost will be a factor to be

considered, the City is not required and reserves the right not to accept the lowest priced proposal.

- f. The RFP is non-exclusive and the City reserves the right to select more than one Proposer, to divide the work between one or more Proposers, or to retain other firms for any of the work.
- g. The City will not be responsible for any expenses incurred by any Proposer in conjunction with the preparation or presentation of any proposal with respect to this RFP.
- h. In general, documents that are submitted as part of the RFP will become public records, and will be subject to public disclosure. Nevada Statutes provide a method for protecting some documents from public disclosure. If the Proposer follows the procedures prescribed by those statutes and designates a document “confidential” or “trade secret”, the City will withhold the document from public disclosure to the extent that it is entitled or required to do so by applicable law.

If the City determines that a document that a Proposer has designated “confidential” or “trade secret” is not entitled to protection from public disclosure, the City will provide notice of that determination to the contact person designated by the Proposer, in any reasonable manner that the City can provide such notice, at least five business days prior to its public disclosure of the document. If the developer does not designate anyone to receive such notice, the City will not have any obligation to provide any notice of a determination of non-confidentiality. If the Proposer does not designate anyone to receive such notice or if, within five business days after the designated person receives such notice, the Proposer does not initiate judicial proceedings to protect the confidentiality of the document, the City will not have any obligation to withhold the document from public disclosure.

By submitting to the City a document that the Proposer designates as “confidential” or “trade secret”, the Proposer agrees that in the event a third party brings any action against the City or any of its officials or employees to obtain disclosure of the document, the Proposer will indemnify and hold harmless the City and each organization’s affected officials and employees for all costs, including attorneys fees incurred by or assessed against any defendant, of defending against such action. The Proposer also agrees that at the City’s request, the Proposer will intervene in any such action and assume all responsibility for defending against it, and that the Proposer’s failure to do so will relieve the City of all further obligations to protect the confidentiality of the document.

- i. Except as otherwise expressly provided in an agreement with the City, all work product developed under a contract awarded as a result of this RFP shall be the sole property of the City of Las Vegas.
2. If your entity elects to respond to this RFP, you will be deemed to have certified the accuracy and completeness of the following representations and warranties:
 - a. Neither Proposer nor any of its principals has received or paid, or agreed to receive or pay, any finders' fee or other compensation or benefit from or to any third party in connection with this solicitation, procurement or award of a contract with the City pursuant to this RFP.
 - b. Neither Proposer nor any of its principals has provided anything of value to any office or City employee who may be involved with this process.
 - c. The proposal is not made in connection with any competing Proposer submitting a separate response to this RFP and is in all respects fair and without collusion or fraud.
 - d. The Proposer did not participate in the RFP development process and had no knowledge of the specific contents of the RFP prior to its issuance.
 - e. No officer or employee of the City participated directly or indirectly in the Proposer's proposal preparation.
 - f. The information contained in the proposal is true, accurate and complete and includes all information necessary to insure that the statements therein are not misleading.

Notwithstanding anything contained herein to the contrary, this RFP is not an offer susceptible to acceptance, but merely a request for proposals. Neither CSL nor the City of Las Vegas shall have any liability or obligation of any sort hereunder, including without limitation, for any reason or no reason, a binding agreement is not entered into with any Proposer. In making its selection of a successful bidder, the City may consider any and all factors and considerations which the City, in its sole discretion deems relevant, the relative importance of which shall be in the sole discretion of the City of Las Vegas.

C. Downtown Las Vegas Background

City of Las Vegas Government

The City of Las Vegas was founded in 1905 and incorporated in 1911 and remains among the nation's leading communities in population growth, economic development, and business expansion. Continued development, in conjunction with an increasing population base, has stimulated expansion in jobs, housing, and commercial development. The City currently occupies a land area of 131.3 square miles and serves a population of approximately 590,000. Within statutory limits the City is empowered to levy a property tax on both real and personal properties located within its boundaries. It is also empowered by state statute to extend its corporate limits by annexation, which occurs periodically when deemed appropriate by the City Council.

The City has operated under the council-manager form of government since January 1, 1944. According to the City Charter, adopted by the State Legislature and in force during the fiscal year, the citizens elect six City Council members and a Mayor who comprise the "Council." The Council is elected on a non-partisan basis. Council members serve four-year staggered terms, with three members elected every two years. All voters of the City elect the Mayor "at large," and each Council member is elected from one of six wards in the City.

Policymaking and legislative authority are vested in the Council. The Council is responsible for, among other things, passing ordinances, adopting the budget, appointing committees and hiring the City Manager, City Attorney, and City Auditor. The City Manager is responsible for carrying out the policies of the Council, and along with three Deputy City Managers, oversees the day-to-day operations of the City, including twelve major departments and four support offices. Departments are further divided into divisions to perform their respective functions. The City provides a full range of services, including police and fire protection; the construction and maintenance of highways, streets, and other infrastructure; and recreational activities and cultural events.

Local Economy

The City enjoys a favorable economic environment, and local indicators point to continued stability. The Las Vegas Metropolitan Service Area (MSA) is an international destination. Las Vegas MSA offers more hotel/motel rooms than any other U.S. city, with a current room count of just over 133,000 and available convention space in excess of 9.5 million square feet in calendar year 2006. Hotel/casino developers have proposed an additional 3,300 rooms. In 2005, 38.6 million visitors generated \$36.7 billion in tourism revenues. The Las Vegas MSA continued to attract about 5,700 new residents each month during 2005, substantiating Las Vegas as a safe, vibrant, livable community. Unemployment in the MSA is 4.6 percent, compared with 4.5% for the state of Nevada and a national average of 4.8 percent. The scarcity of land and the increased cost of construction, labor and materials are shifting housing design from urban to suburban development in order to continue to meet the housing needs of valley residents. New resorts, new attractions, new freeway expansions, new jobs and new neighborhoods all combine to create a healthy and stable local economy with a high quality of life.

The City's current Standard & Poor's bond rating is AA, which reflects an expectation that the city will continue to prudently manage its significant capital needs and development plans, while maintaining good financial reserves. Fitch Ratings affirmed the AA rating, and Moody's Investors Service added a "positive" outlook to the city's AA- rating. Moody's changed the city's outlook to positive from stable, based on robust tax base growth citywide including significant development within the 3,200-acre redevelopment area of downtown Las Vegas and an ongoing trend of healthy financial reserves.

Population

The table below summarizes the Clark County population and growth between 2004 and 2005.

Clark County Population					
Entity	July 1st, 2004	July 1st, 2005	Percentage Change	Population Growth	Percentage Share of Growth
Boulder City	15,058	15,203	1.0%	145	0.2%
Henderson	229,984	241,134	4.8%	11,150	13.8%
Las Vegas	549,571	569,838	3.7%	20,267	25.0%
Mesquite	15,881	16,423	3.4%	542	0.7%
North Las Vegas	164,971	180,219	9.2%	15,248	18.8%
Unincorporated Clark County	739,872	773,563	4.6%	33,691	41.6%
TOTAL CLARK COUNTY	1,715,337	1,796,380	4.7%	81,043	n/a

The current residential population in the downtown redevelopment area is 33,407. Downtown employment estimates for 2005 were 60,652; state, county and city governments employ more than 18,500 downtown employees.

Vision for Downtown

On May 15, 2005, Las Vegas celebrated the 100th anniversary of its founding. The Las Vegas Downtown Centennial Plan (“the Plan”) establishes fundamental planning, development, and land use concepts, and especially urban design standards to guide the redevelopment of the original core of the burgeoning Las Vegas Valley beyond its centennial. This plan is a component of the City’s 2020 Master Plan, and therefore, shares a 20-year horizon for full implementation. Several major projects are currently in development that will begin to change the face, and the public’s impressions of downtown. These projects will greatly improve the tax base for the City, which will in turn enhance future redevelopment opportunities. Jobs will be created in construction, as well as professional and service employment. This critical mass of thousands of new workers will foster additional housing development from apartments to lofts to high rise condominiums. With the increase in population downtown, new cafes, restaurants, and supporting commercial uses will emerge.

The Plan sets forth a long-term strategy to re-establish Downtown Las Vegas as the region’s premier artistic, cultural, civic, financial and urban residential center of the valley. Downtown is becoming a destination that tourists, residents, and business people seek out for its employment and residential opportunities, ease of access, and unique cultural opportunities. It will have a high quality of office space, restaurants catering to both daytime and evening patrons, parks, plazas, streets lined with trees and arcades, hotels, the historic casinos, artist galleries, theaters, shopping, museums, and perhaps most importantly, new residential communities and neighborhoods. Downtown remains the home to Las Vegas City Hall, the Clark County Government Center, regional courts, federal and civic uses, the new Chelsea Premium Outlet Mall, World Market Center.. The resurgence of activity has generated economic vitality and helps make Downtown Las Vegas a safe, pleasant place to live, work and play.

Between 1995 and 2005, the City of Las Vegas invested some 83 million dollars on downtown public infrastructure projects.

City of Las Vegas Redevelopment Agency

Redevelopment is a planned, concerted effort by local government, the private sector, and the community to encourage new investment in older areas of the city through large-scale, infill development and incentives to enhance older business districts and neighborhoods. In 1985, the Nevada Legislature allowed for the establishment of the Redevelopment Agency, empowering it to carry out the redevelopment objectives as outlined in the Agency's Redevelopment Plan. In 1999, a change in Nevada law allowed for the extension of the Las Vegas Redevelopment Agency through 2031. The Redevelopment Area currently encompasses 3,079 acres, but plans are underway to expand the boundaries to allow assistance in other areas in need of revitalization. The current boundaries consists of the Downtown Las Vegas Centennial Plan area and other commercial districts including Owens Avenue, Martin Luther King Boulevard, and portions of North Decatur Boulevard and Eastern Avenue corridors. The Redevelopment Area was last expanded in August 2006 by 750 acres. The Redevelopment Agency is comprised of several key participants including:

- The mayor and the six members of the Las Vegas City Council form the Redevelopment Agency's Board. They have the responsibility for setting and implementing downtown redevelopment strategy.
- The city manager serves as the executive director and provides policy direction, recommends specific projects to the board for its consideration, and provides general oversight of all agency activities.
- The director of the office of business development is responsible for carrying out the day-today tasks of the agency and ensures the policy directives of the agency board and executive director are executed.

The agency's future development efforts will focus on aggressive and upbeat marketing of downtown Las Vegas, maintaining a proactive posture of seeking redevelopment opportunities, providing heightened customer service to developers and owners, and investigating new forms of economic stimuli, such as tax increment financing. This effort will greatly enhance the economic vitality of the expanded redevelopment plan area through new construction and substantial new private reinvestment over the remaining life of the agency.

Participation in the downtown redevelopment process requires interested parties to demonstrate the following:

- How their project complements the redevelopment strategy.
- Possession of both the financial resources and management experience to construct, rehabilitate, or reconstruct a project and ensure its successful operation after completion.
- Explain the need for the agency's assistance, and show the benefit of the completed project to downtown Las Vegas. An application is available upon request from the Redevelopment Agency's Office specifying those items, which must be provided before a project is formally reviewed.

Regarding funding, while the agency has participated financially on certain projects, it is not designed to function as a primary source of funds or as a management consultant. When a financing gap occurs and the developer can demonstrate that no other means of financing the project is available, the agency may participate financially. Tax Increment Financing funds, as authorized by this Plan, are intended as the primary source of financing (in combination with other sources of financing that may be available) for specific activities in the Redevelopment Area. The Agency is also authorized to finance activities in the Redevelopment Area with other sources of funding which may include interest income; Agency bonds, donations; loans from private financial institutions; the lease or sale of Agency owned property; the City, State of Nevada, the federal government, or any other available source, public or private.

The agency has the discretion regarding how funds will be used. Eligible public improvement activities include sidewalks, streets, streetlights, signage, landscaping and underground utilities. Some redevelopment projects require the assimilation of land. The agency has the ability to acquire property through purchase or eminent domain, a last resort when all other efforts to negotiate a reasonable settlement have been exhausted. The agency will only become involved in acquiring property after the developer has certified that they have made a good faith effort to purchase the property.

The Redevelopment Area

Initiatives

The City of Las Vegas continues to make leisure and recreation projects a high priority, consistent with the City's Strategic Plan. For 2007, the City budgeted to spend \$184 million on parks projects and \$57 million on recreation projects, including a 98,000 square foot multi-purpose community and leisure center in Centennial Hills, a 47-acre ball field complex adjacent to the Lone Mountain Detention Basin, and a public-private 30-acre sports park complex planned as the next phase of the redevelopment of Freedom Park in the eastern area of the City. Also, the City has budgeted to spend \$199 million for roadway improvements and \$47 million for storm and flood drainage systems in FY 2007. The vast majority of these projects were master planned and funded through our regional planning agencies, the Regional Transportation Commission and the Clark County Regional Flood Control District, and will allow the City to stay ahead of the development growth curve. Significant activity continues to occur in the Downtown core of the City. The City is committed to revitalizing the Downtown area by transforming it into an urban mix of office, residential, commercial, and entertainment. For example, over the last several years, 526 new residential units have been built in the Downtown area, and there are another 1,674 that are under construction. Additionally, 14,435 residential units have been approved spanning 28 projects, and that does not include the approved master plan for Union Park, a 61-acre site.

Additional City initiatives developed to enhance the redevelopment of the Downtown area include but are not limited to the following:

Tax Increment Financing (TIF)

Tax Increment Financing is defined as the increased property taxes generated due to new development on a site. The TIF program uses tax money from the difference in the originally assessed property value and the new, enhanced property value to pay for eligible qualified expenditures. Up to 41 percent of the tax increment can be rebated annually to a property developer for eligible qualified expenditures to a construction project. Eligible projects must be located within the Redevelopment Plan Area.

- *The Redevelopment Agency's Fast Track Program* is designed to provide clients with a seamless and uninterrupted process for project approval and initiation. Over 30 mixed-use and commercial developments are currently being assisted.

- *The city of Las Vegas Redevelopment Agency's Commercial and Entertainment Visual Improvement Programs* encourage rehabilitating downtown commercial buildings, enhancing the physical appearance of the area, and improving the overall economic viability of downtown. Since the programs' inception, the Redevelopment Agency has approved improvements for thirteen businesses, leveraging more than \$2 million dollars in private investment.
- *Valet Parking Zones* are being established downtown for the convenience of visitors and locals.

Recent and Ongoing Developments

Outlined below are some of the recent and future developments that will aid in the revitalization of Las Vegas and the Downtown area.

Residential

- Over 1,950 residential units are completed or under construction downtown.
- Approximately 16,000 units are planned for development over the next several years.
- A total of 54 condo projects are proposed, approved or under construction in the downtown redevelopment area.

Retail

- Seventy percent of the street-level development in new, mixed-use buildings planned within the Downtown Centennial Plan boundary is required to be oriented toward retail, entertainment or commercial activities.
- The Las Vegas Premium Outlets mall offers 435,000 square feet of shopping with more than 120 outlet stores; a 104,000 square-foot expansion is underway. The Outlet also includes two parking garages offering 1,615 spaces.

- Plans are to create 500,000 square-feet of walkable, urban storefront retail as part of a 61-acre, mixed-use downtown development called Union Park Office.

Hotels

- A number of new casino operators have entered the downtown market through acquisitions. They include the Henry Brent Company, MTR Gaming, Majestic Star, Landry's and Tamares Group.
- Hotel/casino owners/operators are breathing new life into the downtown casino district with remodeling and expansion projects. These include the \$300 million Golden Nugget expansion, the Lady Luck Casino and Hotel renovation, the Fitzgerald's headquarters development, the Plaza expansion and the Western Hotel Casino redevelopment.

Tourism/Gaming

- Fremont Street Experience has drawn, on average, 21 million visitors annually to downtown since it opened in 1995. The five-block Viva Vision lightshow canopy underwent a \$17 million upgrade to LED technology in 2004, creating television-quality viewing.
- The city of Las Vegas, joining with the property owners association, is developing the Fremont East District, an eclectic mix of entertainment, dining and drinking establishments in downtown Las Vegas targeted at a wide range of age groups and demographics. In the past 12 months, 15 new venues have been recruited and opened in and around the district area.
- Downtown gaming revenues for 2006 were \$630 million.

Infrastructure

- *Project Neon* addresses the short-term and long-term transportation needs for the I-15 corridor from Sahara Avenue to the I-515/U.S. 95 interchange commonly known as the "Las Vegas Spaghetti Bowl." The estimated completion date for the city of Las Vegas components is 2015. Project Neon will consist of:
 - I-15 freeway improvements and widening

- Local access improvements to the Las Vegas downtown redevelopment area.
 - Operational improvements for the I-15 Charleston Interchange.
 - Industrial Road/Martin Luther King Boulevard connection.
 - A grade separation of the Union Pacific Railroad tracks and Oakey Boulevard/Wyoming Avenue, so that vehicle traffic and rail commerce do not impede one another.
- *World Market Center:* The 1.3 million-square-foot first phase of the World Market Center was completed in 2005 in the heart of downtown Las Vegas. The center's second phase, comprised of 1.6 million square feet, will be open for the semiannual home furnishing marketplace in January 2007. Groundbreaking for the third phase, which will provide over 2 million square feet of showroom space, was held September 2006. When fully built in 2012, the home furnishing and design center will include 12 million square feet in eight buildings; it will be the largest trade show facility in the world and create an estimated 35,000 direct and indirect jobs.
 - *Las Vegas Premium Outlets:* A 104,000-square-foot expansion and two multi-story parking structures are scheduled for 2007.
 - *Union Park:* The city of Las Vegas is developing 61 acres of prime downtown real estate called Union Park. This development will include the Smith Performing Arts Center, the "Keep Memory Alive" Lou Ruvo Alzheimer's Institute, 2.2 million square feet of Class A office space, 469,000 square feet of ground-floor retail space, 3,600 high-rise residential units, 15,800 parking spaces contained within vertical structures, 1,750 hotel rooms and a new city hall.
 - *Smith Performing Arts Center:* The center will have three performance spaces including a state-of-the-art, 2,200-seat, multi-purpose hall. The theater will be appropriate for first-run Broadway shows and other major touring attractions as well as orchestra, opera and dance performances.
 - *"Keep Memory Alive" Lou Ruvo Alzheimer's Institute:* The institute will be dedicated to the fight against Alzheimer's, Parkinson's and Huntington's diseases as well as other related disorders associated with the aging of the brain. It is being designed by world-famous architect Frank Gehry. The 50,000-square-foot institute will include offices for health care practitioners and researchers, a "Museum of the Mind" and a community auditorium.

- *World Jewelry Center:* The center will combine corporate offices for international gem and jewelry companies with a gallery of retail shops offering broad public appeal. The project calls for 100,000+ square feet of retail space, 800,000 square feet of office space and 175,000 square feet of residential construction. In addition, the center will offer on-site parking and may incorporate food and museum components.
- *Fremont East District:* The city of Las Vegas is developing this entertainment district, an eclectic mix of entertainment, dining and drinking establishments in downtown Las Vegas targeted at a wide range of age groups and demographics. The city and property owners have committed \$5.75 million through a public-private partnership toward a major streetscape installation for the district. The streetscape will include pedestrian-friendly street redesign, landscaping and retro neon signage. This installation is scheduled for 2007.
- *FBI Regional Office Building:* This 107,000-square-foot, Class A office building in the Las Vegas Enterprise Park will house approximately 230 fulltime employees.

D. Las Vegas Events Center Task Force

In order to ensure that the Las Vegas market is able to meet the demands of its growing population and tourism base from a sports and entertainment standpoint, the Las Vegas Events Center Task Force was formed to evaluate the current and potential future facility needs of the market. The University of Nevada-Las Vegas's ("UNLV") Thomas and Mack Center ("TMC") and Sam Boyd Stadium ("SBS") represent the largest indoor and outdoor sports and entertainment venues in the market, respectively. The TMC, which opened in 1983, accommodates a variety of major events, but lacks many of the amenities associated with more modern arenas. SBS opened in 1971 and was extensively renovated in 1998. Both facilities host UNLV athletic events and are owned and operated by UNLV.

In 2006, the Task Force evaluated a variety of potential facility development options to address the Las Vegas market's sports and entertainment needs. The Task Force retained the team of Conventions, Sports & Leisure International ("CSL"), HOK Sport + Venue + Event ("HOK"), Hobbs, Ong & Associates ("Hobbs Ong") and International Facilities Group ("IFG"), collectively, the "Task Force Team" to conduct a variety of research and analyses related to these potential facility developments. In addition to the above listed firms, representatives of UNLV provided services related to the development of an

economic impact analysis of the potential developments. The key conclusions of the Task Force Team analyses are outlined below.

- The TMC has generally accommodated the market's needs, but the design, condition and location of the venue will not enable it to continue to accommodate the potential event markets (major impact events, concerts, family shows, sporting events).
- The Las Vegas market is a growing market that is comparable to other markets in the country that currently host an NBA or NHL franchise.
- The Las Vegas market is potentially capable of supporting a new arena and a major league professional sports team (such as an NBA or NHL franchise).
- The proposed Events Center could generate a significant positive cash flow, before debt service, in both scenarios (professional sports tenant/no professional sports tenant).
- The economic impact of a new Events Center is significant, with or without a major league sports franchise tenant.
- Public participation will be an important component of the financing structure for the Events Center development program.

E. Potential Development Sites

Site Criteria

During the Task Force's previous analysis, a Request for Information was issued to obtain information on potential sites that could be used for the development of an arena. As part of that analysis, the following specific criteria were established. These criteria will continue to be applicable to any potential site offered as part of your entity's proposal for the development of a new Events Center.

Capacity for Arena Development

The size, configuration and topography of the site must be appropriate for an events center and related support system, including the following specific criteria:

- Minimum layout of approximately 500 feet by 530 feet for an Events Center is required.

- Minimum Events Center site acreage of 6.5 acres.
- Adjacent surface parking or parking garage for approximately 1,500 VIP (suite and club seat holders) will be required (approximately three acres).
- Minimum parking for approximately 6,000 additional cars within close proximity. These spaces may be dedicated or shared with over 98 percent availability on weekends or after 5:00 pm on weekdays.
- Adequate on-site utilities with no interruption of existing utilities.
- Suite must enable construction crews to effectively and efficiently stage construction of a new Events Center.

Access and Egress

The site's access and egress must be anticipated to be acceptable given the programming of the Events Center including the following criteria:

- Access from Interstate within two miles of site.
- Multi-lane access to site from four directions with direct freeway access.
- Moderate traffic in commercial areas.
- Bus and/or other mass transit routes to the site.
- Pedestrian route on major streets with ground floor uses.

Site Development and Acquisition

The site must be able to be delivered in a cost effective manner to the project including the following criteria:

- Minimal or no business or residential relocation required.
- Efficient land assembly (number of property owners involved in assembling site).
- Acquisition costs not prohibitive for Events Center usage.
- Land can be assembled and acquired within a reasonable timeframe.

- Site will require reasonable environmental remediation, demolition and site preparation.
- Site does not require construction of new roadways.
- No unusual development restrictions (i.e. noise ordinances, land-use restrictions, etc.) or assessments that would affect development.
- No unusual site characteristics (i.e. high water table, rocky soil, etc.) that would result in a site preparation cost premium.

Site Context and Community Revitalization

The Events Center development at the given site must match the intent and goals of the community's planning objectives including the following criteria:

- Site is in an area that does not present any unusual safety issues.
- Site is not zoned in a manner inconsistent with the use of the site for a large, spectator-related facility.
- Site must be accessible to all the major casinos and hotels.
- Site must be convenient to the airport.
- Events Center would complement existing area and would further enhance or stabilize the surrounding area.
- Adjacent land uses are complimentary to an Events Center.
- Site is adjacent or in near proximity to a thriving mix of restaurant, retail, hotel and similar uses.
- Site offers good visibility and direct sight lines on important street.
- Variety of other uses could be developed close to the site.
- Support from adjacent businesses or land owners for Events Center development.
- Site would fit in with other area planning objectives and initiatives.
- Site would maximize impact for the primary stakeholders in terms of event

usage, room nights and tax revenues.

- Site would accelerate ancillary development opportunities.
- Land available for ancillary development by the funding entity to offset costs of Events Center development.

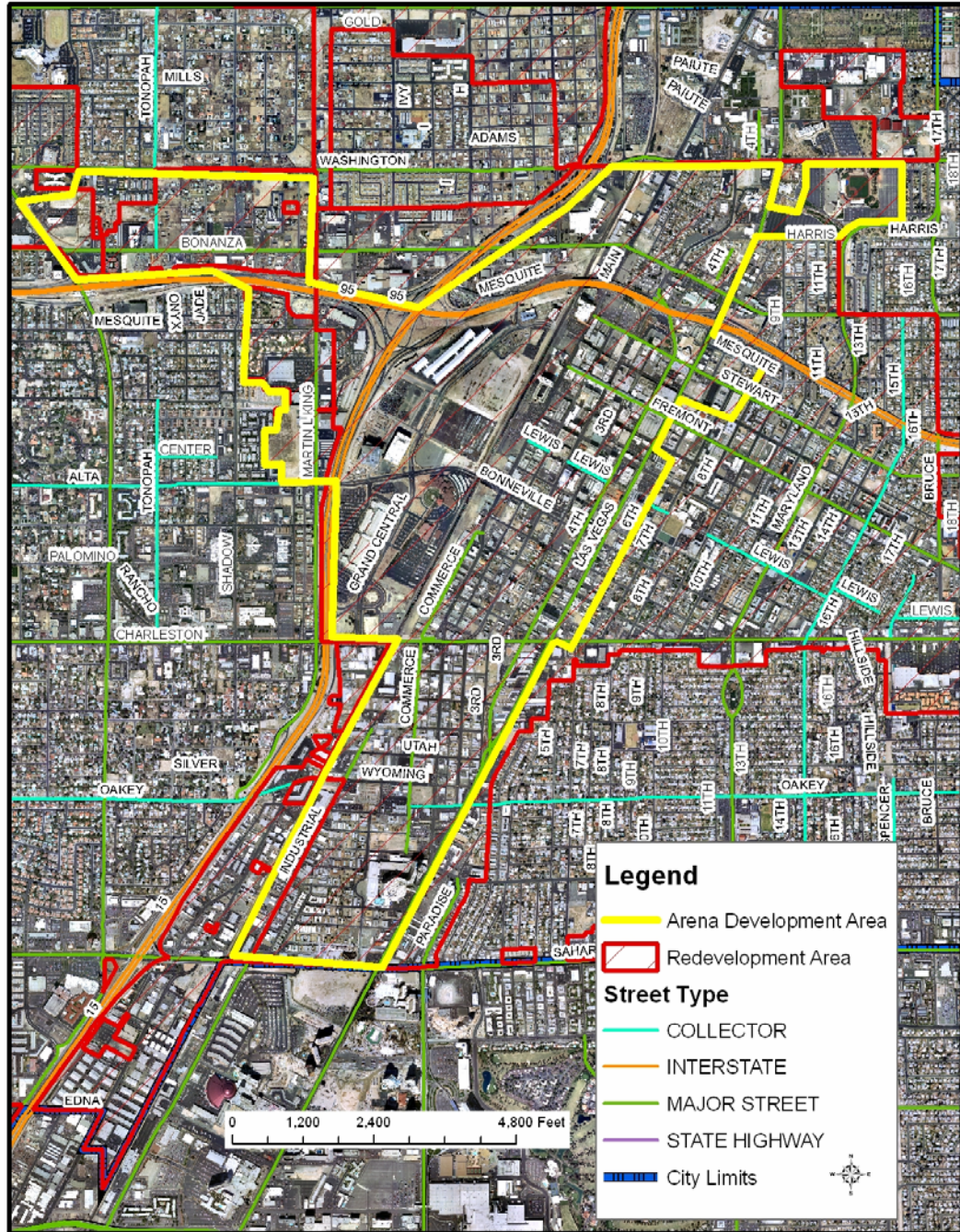
Ability to Maximize Revenues

The site must enable the Events Center development to maximize the opportunity for facility revenues, such as premium seating, corporate sponsorship and event-related parking revenues, including the following criteria:

- Site would be an advantage in hosting events and increasing attendance (relative to the existing TMC site)
- Site must offer a convenient location with good image and visibility.
- Events Center would be a key element of increasing the economics of the area and/or property, sales and other tax revenues for the assessing entity from on-site or surrounding area activities.
- Location would allow the Events Center and other developments to maximize full revenue potential.
- Site is compatible with the corporate community of the immediate vicinity and Southern Nevada as a whole.

Arena Development Area

Based on the City's stated development initiatives and future growth planning, the City has identified an Arena Development Area. Proposers may submit any potential Events Center site, provided that the site is wholly located within the Arena Development Area, as outlined in the following map:

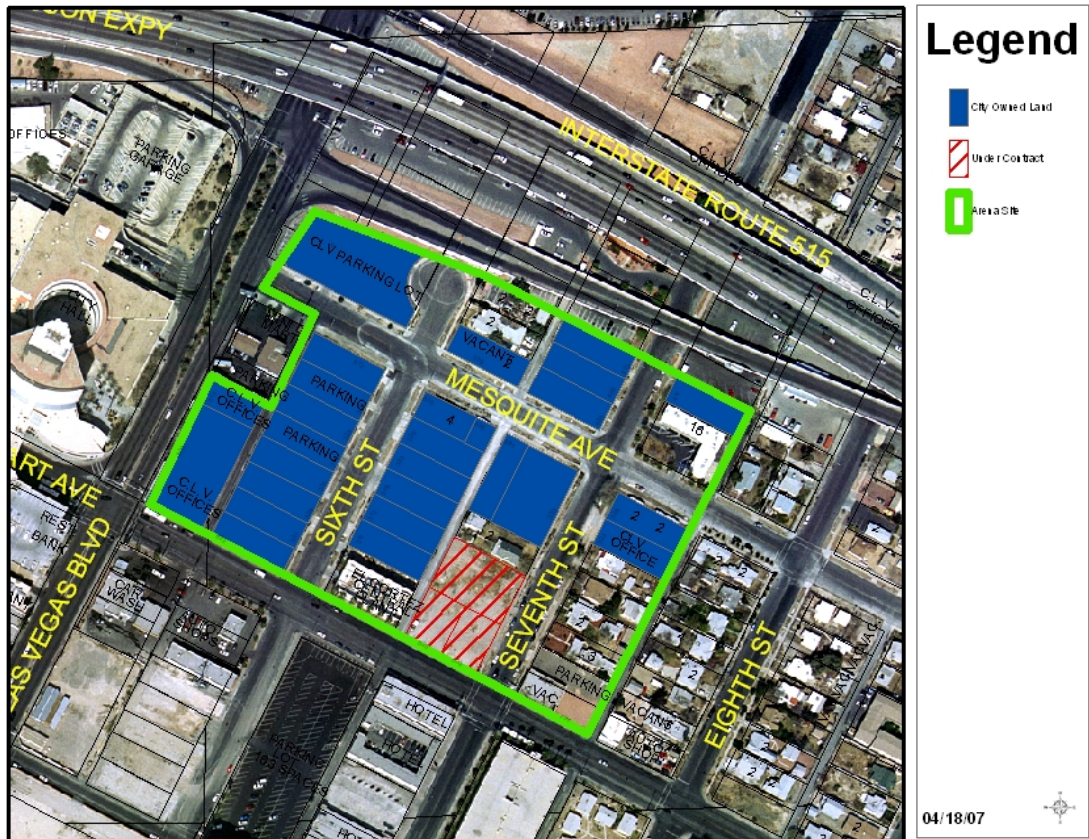


Potential Sites

Proposers are free to submit an Events Center development plan that includes any site located wholly within the Redevelopment Area provided that all criteria noted above are adequately addressed. However, the City’s preferred Event Location would be located within the designated Arena Development Area. It is important to note that, as a first step in the City’s overall development initiatives, the City has begun

acquiring land that could potentially be made available for the development of a new Events Center.

This site was previously submitted by the City in response to the Request for Information that was issued as part of the Task Force’s previous analysis as Downtown Las Vegas Site 1. The following is a summary of key information related to this site. As stated previously, Proposers may elect to submit an Events Center development plan that includes this site, or any other site located wholly within the Arena Development Area.



Downtown Las Vegas Site 1 is centrally located in the Las Vegas Valley, directly east of City Hall, and consists of 11.5 acres. This site is currently owned by six entities; however, the City of Las Vegas is currently assembling the site for potential development and is the largest property owner of the site. The City as shown below now currently owns 80% of the site and anticipates completing acquisition of the remaining parcels within 180 days. The site is bordered by Las Vegas Boulevard on the east, 7th Street on the west, Stewart Street on the south and US Highway 95 on the north. The site is located one block from the Fremont Street Entertainment District (“Entertainment District”).

The City's downtown site is centrally located in Las Vegas, one block from the Entertainment District. The site has direct freeway access to US Highway 95 and could be accessed via Las Vegas Boulevard. There are at least half a dozen other major interstate or regional entry points to downtown which could also serve the site. As with most communities around the country, the development of the Events Center in the downtown core could help revitalize the downtown area.

The acquisition of the site would be a significant advantage of constructing an Events Center on this site, as it is primarily (or will be) publicly owned and will not increase the cost of the project if the City were to contribute the property. This site is adjacent to the current City Hall, which is planned to be replaced in the near future. The existing City Hall site would be available for further development, making this site an attractive arena/mixed-use redevelopment opportunity. Combining the area site which the City is currently acquiring along with the existing City Hall site, which is 6.4 acres, would create an 18 acre development site (including the arena).

F. Project Incentives and Development Tools

The Proposer may benefit from the following incentive programs and development tolls at the discretion of the City.

Infrastructure

Significant existing utility and roadway infrastructure is available.

Project Manager Assigned by the City of Las Vegas

The City will assign a special "ambassador" for the development. This person will provide a single point of contact to shepherd the project through the development review process. Additionally, the "ambassador" will act as a facilitator to monitor the review process and endeavor to address issues in an expeditious manner and endeavor to assist with the resolution of any issues. It is envisioned that by having a dedicated staff person to monitor this development application, the overall processing time will be reduced from the standard review time.

Third Party Plan Review

The City will contract for the services of companies to perform third-party building code reviews, at the expense of the Developer. In addition to this, a third-party land use code review is available.

Tourism Improvement Districts

Nevada state legislation approved in 2005 (NRS 271A) allows the establishment of Tourism Improvement Districts (“TID”). The statute authorizes municipalities to create sales tax increment areas where a portion (up to 75%) of the sales tax increment received in a TID can be applied to the costs of certain infrastructure, tourism/entertainment, land and land improvement related projects that benefit the area, either on a reimbursement basis or by paying the principal and interest on STAR bonds issued to acquire and construct these projects. (The Sales Tax Revenue Bonds – STAR Bonds – is a state financing program that allows municipalities to issue bonds that are repaid over a 20-year period.) The remaining sales taxes collected (25% or greater) is returned to the state for standard redistribution.

Additional information:

- Bonds and other security instruments are secured by sales tax increment only.
- May be created only in areas in which there are no fixed location retail businesses operating on or within 120 days immediately preceding the date the TID is created.
- Projects may be either privately or publicly owned. Private projects continue to produce property tax revenues.
- Sales tax increment can be used as direct reimbursements for project costs incurred by a private party or a public agency without issuing bonds/securities.
- Eligible projects include infrastructure-type projects, art, tourism and entertainment projects, sports stadiums and the acquisition or improvement of real or personal property suitable for these projects.
- A TID cannot be created in a redevelopment area after October 1, 2009.

Requirements/Steps:

- Independent Fiscal/Economic Impact Analyses showing:
 - A positive fiscal effect on the provision of local governmental services
 - A substantial increase in the proceeds from sales and use taxes

- A preponderance (50%+) of the increase in the proceeds from sales and use taxes will be attributable to transactions with tourists who are not residents of Nevada. (This requires specific details – not merely a concept.)
- Authorizing resolution by the municipality (City Council)
- Public hearings by the county and the school district within 45 days of issuance of resolution.
- Hearing and findings before municipality (City Council) after expiration of 45 day period
- Approval by the municipality (City Council)
- Presentation to the Nevada Commission on Tourism for approval of the sales tax preponderance issue
- Review and approval by the Governor

Tax Increment Financing (TIF)

Tax Increment Financing is defined as the increased property taxes generated due to new development on a site. The TIF program uses tax money from the difference in the originally assessed property value and the new, enhanced property value to pay for eligible qualified expenditures. Up to 41 percent of the tax increment can be rebated annually to a property developer for eligible qualified expenditures to a construction project. Eligible projects must be located within the Redevelopment Plan Area.

Special Consideration Regarding Project Incentives

Proposers are reminded that some of the previously noted incentives are subject to possible future amendments to, or even cancellation or expiration of, the applicable local, state and federal laws, regulations and policies that govern those incentive programs.

G. Evaluation Clauses

(a) This Request for Proposals (RFP) is subject to the restrictions set forth in NRS 332, which address the conduct of evaluators and bidders (“Offerors”), as well as the protection of information associated with the RFP process. Offerors may review the pertinent statutes (NRS 332.025, NRS 332.061, NRS 332.800, NRS 332.810) at: <http://www.leg.state.nv.us/NRS/NRS-332>.

(b) The NRS definition of “evaluator” extends beyond individuals actually reviewing Proposals. NRS 332.025 provides the following definition: “Evaluator” means an authorized representative, officer, employee, representative, agent,

consultant or member of a governing body who has participated in (i) the evaluation of bids [Proposals], (ii) negotiations concerning purchasing by a local government, or (iii) the review or approval of the award, modification, or extension of a contract

(c) A committee will conduct an evaluation of proposals timely received. Each proposal evaluator must certify that they have read NRS Chapter 332 restrictions on “evaluators” and “bidders” (“Offerors”), that they will abide by the restrictions during and after the evaluation, and that they have no direct or indirect personal interest in the award of any potential contract. Violation of certain of these restrictions is a misdemeanor.

(d) NRS 332.810 prohibits bidders (“Offerors”) from: (i) making certain offers of employment or business opportunities to an “evaluator” or member of the governing body, (ii) offering money, a gratuity, or other thing of value to an “evaluator” or member of the governing body, and (iii) soliciting or obtaining any proprietary information regarding the contract from an officer, employee, or member of the governing body. Violation of these restrictions is a gross misdemeanor.

(e) Advance disclosure of any information to any particular Offeror that would give that particular Offeror any advantage over any other potential Offeror would operate to void all proposals received in response to the Request for Proposals (RFP).

(f) Offerors are reminded that the RFP has established a representative from CSL and the City as the contact point during the solicitation, evaluation, and award processes.

Amendments

Should CSL decide to make any changes to this RFP, such changes will be made by written RFP Amendment. An Offeror must acknowledge receipt of all Amendments in Section 2 of the proposal.

Protest

(a) Any person who submits a proposal in response to this advertised Request for Proposals may, after proposals are received, evaluated, and a Contract is recommended for award, file a notice of protest (hereinafter, “Protest”) with the City regarding the awarding of the resulting contract; provided, the person (hereinafter, “Protester”) complies, as a condition precedent to consideration of such Protest, with the procedures set forth herein.

(b) Any person who submits a proposal in response to this advertised Request for Proposals, who has received notice of elimination from further consideration for

award, may file a Protest prior to the time a Contract is recommended for award, provided resolution of the protest may be accomplished without disclosure of other proposals. Consideration of any such Protest will be limited to a discussion of the Protestor's proposal, including strengths and weaknesses, and the actual terms and conditions of the Request for Proposals. The Protester agrees to provide any additional information requested by the City that is deemed pertinent to consideration of the Protest. Any consideration of the Protest by the City shall be limited only to the issues and arguments set forth in the Protest.

(c) The Protest must be submitted in writing to the Bill Rhoda of CSL International, within five (5) business days after the Protester knows or should have known of the recommended award of a Contract resulting from this Request for Proposal, or within five (5) business days after receiving notice of elimination from further consideration for award.

(d) At the time of the filing of the Protest, the Protester must provide to the City a cashier's check, certified check or money order (the "Protest Security") made payable to the City in the amount of equal to \$250,000.00. The Protest Security will be deposited into an account of the City and held until a final decision is made by the City on the Protest. If the Protest is upheld, or a decision is made to reject all of the proposals received in response to the Request for Proposals, the Protest Security will be returned to the Protester. If an unfavorable final decision (at any level) is rendered on the Protest, the City will return the balance of the Protest Security to the Protester within thirty (30) calendar days of the decision after deducting therefrom the expenses incurred by the City in processing the appeal provided no further relief is sought by the Protestor.

(e) Provided the Protestor has met all of the requirements set forth in this Protest Paragraph, the Purchasing and Contracts Manager will review the Protest and, if the Protest is not resolved by mutual agreement between the parties, render a written decision within ten (10) calendar days of receipt of the Protest unless the nature and complexity of the Protest requires additional time. In lieu of deciding the Protest, the Purchasing and Contracts Manager may elect to forward the Protest directly to the Director of the Department of Finance and Business Services (the "Director") for decision, in which case a decision will be rendered within twelve (12) calendar days of receipt of the Protest, or refer the matter directly to the City Council for their consideration and decision.

(f) Any decision rendered by the Manager or the Director, whichever is applicable, may be appealed to the City Council provided the Protester delivers written notice thereof to the Manager within three (3) business days of receipt of the decision concerning the Protest. The appeal to the City Council will be placed on their meeting agenda as soon as possible after taking into account the administrative deadlines in effect within the City. The City Council consideration of the appeal shall be limited solely to the issues and arguments set forth in the Protest, shall not include any new or additional issues or arguments which the

Protestor failed to raise or assert in the Protest considered by the Manager or the Director, whichever is applicable. The City Council will not consider any appeal unless the Protestor has complied with the procedures set forth this Protest Paragraph. The decision of the City Council is final and dispositive of the Protest

(g) If the Protester seeks judicial relief from the decision of the City Council, the City will retain the Protest Security until a determination is made by the court. If the court upholds the decision of the City Council, the City may deduct the expenses incurred by the City in connection with the appeal including, but not limited to, court costs, attorney fees (including those in retaining private council to defend the decision of the City Council), costs of staff time expended in processing the appeal, costs to retain any needed consultants or experts or any other costs incurred by the City resulting from the appeal. If the Protestor prevails in court, the full amount of the Protest Security will be returned to the Protester.

(h) Neither the City, nor its officers, employees or authorized representatives, are liable for any costs, expenses, attorney's fees, loss of income or any other damages sustained by a person who submits a proposal, whether or not the person files a Protest.

(i) No contract will be awarded while a protest or appeal is pending before the City. A person who submits an unsuccessful proposal may not seek any type of judicial intervention until the City Council has made a final determination on the Protest.

III. GOALS OF THE RFP PROCESS

Goals of the RFP Process

The key goals for the proposed Las Vegas Events Center are to design, build and operate a contemporary multi-purpose event center that will:

- Include a basketball capacity of at least 20,000 seats or hockey capacity of 19,000 seats. A larger facility may be proposed, but the site and financial constraints must be considered and accounted for as part of any such response;
- Accommodate current uses and users of existing venues in the marketplace;
- Attract attendees to events due to heightened aesthetics, service, quality and comfort levels;
- Generate stream of revenue to include luxury suites, club seats, club areas, meeting areas, high technology sponsorship and advertising equipment, and first-class concession facilities;
- Integrate with, and compliment other existing and proposed features and attractions in the Downtown.
- Identify and accommodate desirable long-term clients/tenants to be solicited for the Events Center;
- Include a financing package that will, to the maximum extent feasible minimize costs, obligations and exposure of the City for both construction and operation of the Events Center; and,
- Maximize the economic impact of the Las Vegas Events Center and any other related development to the greater Las Vegas area.

IV. PROPOSAL SUBMISSION REQUIREMENTS

A. Intent to Submit Proposal

The Proposer will complete Attachment A, Intent to Submit Proposal, and return to Bill Rhoda of at CSL by 4:00 p.m. on June 2, 2007.

B. Organization of Proposal

Proposals should include, but should not be limited to, the following sections. Depending on the scope of each proposal, certain topics or sections may not need to be addressed. Proposer should include all relevant information to enable the City to make an informed decision.

1. General Information

- a. Include name of Proposer's firm/entity, address, telephone number, name of contact person(s), and the title of the RFP.
- b. Provide a table of contents that includes a clear identification of the written material by section and page number.
- c. Provide a transmittal letter that specifically states the Proposer's understanding of the work to be accomplished and briefly outlines the Proposer's strengths in providing the required services.
- d. Provide a diagram of the proposed team structure, clearly describing who the primary responsible firms and individuals are (if applicable), as well as the roles and responsible individuals of any planned subcontractors. Include: the architect; engineer; engineering sub-consultants (structural, mechanical, electrical and civil); specialty subcontractors (landscape, urban design, interiors, communications, cost estimating, scheduling, etc.); construction general contractor and significant known subcontractors.

2. Firm Background and Qualifications

- a. Provide a profile of your organization and describe its legal structure, principal officers and organizational structure. The Proposer must identify and distinguish between its own experience and qualifications and that of any parent entity, predecessor and/or wholly- or partially-owned subsidiary of the Proposer.
- b. Provide a copy of any organization profile, sales brochure or other documentary information pertaining to your organization.

- c. Provide resumes of key personnel and principals of the organization. Identify the extent to which each principal executive or staff member will be involved in the Proposed plan and whether such involvement will be on a fully informed, daily basis or in an advisory capacity.
- d. Provide audited and certified financial statements for your organization's last three years of operation. If the Proposer is a joint venture, a copy of the Joint Venture agreement must be submitted for each party.
- e. Provide a complete and detailed history of your organization's facility management and/or development history for the last five years. Information provided should include a description of services provided and examples of successful operational and development strategies, as well as other pertinent information you feel will provide the City with additional insight as to the qualifications of your organization.
- f. Provide a description of the status and resolution of any pending or prior litigation (within the past five (5) years) involving the activities of any of the Proposer's staff, team members, or team members' staff, to the extent that the subject matter of the litigation is material to the evaluation of the submittal. Examples of litigation issues material in this instance include, but are not limited to, fraud and breach of contract.
- g. Provide a summary of your entity's experience in working with public entities and other entities that market facilities for a public entity, including cooperative efforts, philosophy and results.
- h. Provide detailed information on experience in developing and/or operating projects of similar size and scope. The proposer shall detail the firm's experience on at least three projects of similar nature. This detail shall include a description of the project, dates of the project, as well as the name, title, address and telephone number of three professional references from the projects detailed.
- i. Provide examples of your entity's ability to obtain, structure and implement financing for a successful multi-purpose event center.
- j. Provide examples of your organization's ability to successfully overcome project development barriers/problems including schedule maintenance.

3. Proposed Development. The intent of this RFP is to encourage creativity in the development of proposals for the creation of a new Events Center, ensuring that Las Vegas develops a quality venue for sports and entertainment.

However, it is important to note that all proposals will be subject to appropriate approvals from the City. Your submission should include the following key components:

- a. Proposed Events Center development, including a detailed project description as well as the terms of development. The proposal must detail the estimated development cost/budget and time lines for each component of the proposed Events Center and related development (if any). The Proposer is encouraged to provide as much detail as possible regarding the development project including:

- i. **Arena**

- o Capacity
 - Maximum
 - Concerts
 - Basketball
 - Hockey
 - Other
 - o Luxury Suites
 - o Club Seats
 - o Parking
 - On-Site
 - Off-Site
 - o Anchor Tenant(s)

- ii. **Hotel (if any)**

- o Target Market/Segment
 - o Number of Rooms
 - o Estimated Average Daily Rate
 - o Estimated Occupancy

- iii. **Residential (if any)**

- o Number of Units for Sale or Rent
 - o Market
 - o Estimated Price

- iv. **Retail (if any)**

- o Type
 - o Square feet
 - o Estimated Average Rental Rate

- v. **Commercial (if any)**

- o Type
 - o Square feet
 - o Estimated Average Rental Rate

- vi. **Convention/Conference (if any)**

- o Type
 - o Square feet

- o Estimated Usage

vii. Gaming (if any)

- o Type
- o Square feet
- o Estimated Attendance and Revenues

- b. A statement of the proposed financial investment that the Proposer is willing to make in the development of the Events Center.
- c. Proposed property management, with particular reference to management of the Events Center to ensure that the facility is operated in a first-class manner.
- d. Architectural features that illustrate the development program. A responsive proposal will include a detailed breakdown of costs associated with the development.

4. Proposed Deal Structure. Each Proposer shall include a comprehensive proposed deal structure for the project. The Proposer is encouraged to address, in as much detail as possible, key deal terms related to the development and operations of the proposed development and its major components. Of particular importance to the City will be the Proposer's ability to acquire or otherwise attract an NBA or NHL franchise. Areas to be addressed should include, but are not limited to:

General

- i. Land Lease/Rent
- ii. Pre-Development Cost Responsibility
- iii. Development Assurances/Guarantees
- iv. Design Process
- v. Budget Approval Process
- vi. Cost Overrun Responsibility
- vii. Audit Rights

NBA/NHL Franchise Information

- i. Ability to acquire or otherwise attract NBA or NHL franchise
- ii. Proposal for franchise participation in Events Center development
- iii. Proposal for revenue sharing/lease arrangement between the Arena and NBA or NHL franchise.

Events Center

- i. Revenue Sharing
- ii. Operating Expense Responsibility
- iii. Capital Repairs and Maintenance Responsibility
- iv. Operating Profits/(Losses)
- v. Other

Proposed City Involvement (if applicable)

- i. Project Finance
- ii. Land Acquisition
- iii. Infrastructure (on-site and/or off-site)
- iv. Subsidies/Incentives
- v. Other

5. Management Plan. All proposals must include, at a minimum, an outline of a plan for the effective management of the Events Center upon completion of construction, including the following information:

- a. Provide an explanation of the overall philosophy on how the Events Center will be managed.
- b. Provide information on employee/employer relationships and the proposed management structure for the Events Center; suggested organizational chart; how the management team will report to your organization's corporate offices and to the City and other stakeholders; and the departmental functions, including executive, administration, marketing, public relations, operations, event services, finance and MIS.
- c. Describe the resident management personnel that are anticipated to be assigned to the Events Center.
- d. Provide actual examples of management/financial reports used by your organization to advise governmental entities of performance.

6. Marketing Plan

- a. Describe proposed marketing and promotional concepts that will ensure the success of the Events Center while also maximizing the benefits to the greater Las Vegas area. This should include your approach promoting, co-promoting and/or attracting events to the Events Center.
- b. Describe proposed approach to booking/scheduling, promoting, advertising and marketing events at the Events Center. Include procedures and policies for scheduling events with outside promoters, event coordinators and others. Also describe your approach for booking/scheduling local events. Include specific examples of your ability to attract and successfully service and implement the proposed events. In addition, Proposer shall include any available evidence and examples of networking among the Proposer's clients or other means used to enhance programming and describe the extent to which such means would be available at the Events Center.

- c. List event scheduling goals for the first three years of operations of the Events Center, including number and type of events.
- d. Describe past experience working with collegiate tenants and/or professional sports tenants in a publicly owned facility.
- e. Describe the organization of the proposed marketing staff for the Events Center. Provide an organizational chart listing positions, functions and responsibilities.
- f. Discuss any competing facilities managed by the Proposer. Include any facilities in the State of Nevada regardless of size, and any facilities anywhere in the U.S. that are of such a size or in such a market as to compete with the Events Center for booking events. Present a plan for preventing any conflict of interest in managing competing facilities.

7. Financial Plan

- a. Provide a proposed summary of revenue and expense sharing between the Events Center and the resident NBA or NHL franchise.
- b. Provide a strategy for minimizing the annual operating expenses and maximizing the annual operating revenues of the Events Center.
- c. Develop a budget for the first three years of operations. Include a detailed description of all expenses and revenues by line item and provide an explanation of how each line item was developed and the assumptions used. The management fee, if any, paid to your entity should be included as a separate line item expense.

VI. SELECTION CRITERIA

A. Selection Criteria

In evaluating the proposals for the City, the selection committee will consider such criteria (all criteria considered by the City being hereinafter referred to as the “Selection Criteria”) that, in its sole and absolute discretion, are in the best interest of the City. The criteria listed below are of significant concern to the City:

1. Quantity and certainty of the financial return to the City;
2. Financial viability of the proposal;
3. Overall economic development benefit of the proposal;
4. Proposer’s experience in the development, management, marketing and design of projects of a scale, complexity and quality similar to that identified in this RFP, and its ability to implement its proposal;
5. Proposed timeframe for commencement and completion of the development of the Events Center;
7. Proposer’s financial qualifications, including its proven ability to obtain financing for projects of similar size, experience with institutional lenders, and evidence of the willingness of such lenders to finance the proposed development, and the amount of equity or personal risk the Proposer proposes for the proposal;
8. Quality of the management plan and/or development concepts, including the proposed uses and design;
9. The level of creativity and planning shown in the development proposal that may help the final product generate year-round activity for the City of Las Vegas.
10. Ability of Proposer to acquire or otherwise attract an NBA or NHL franchise to the Events Center.
11. Proposers previous record of performance in business dealings with any municipal, state or federal agencies, including the City of Las Vegas; and
12. Other factors deemed important to the Mayor, City Manager, City Council or other relevant stakeholders.

Attachment A
City of Las Vegas
Intent to Submit Proposal

The following is an expression of your intent to submit a proposal. It is to be completed and received by the CSL International by May 31, 2007. The intent to submit a proposal needs to be completed in its entirety in order to be considered. Please mail this form back to:

Bill Rhoda
2121 West Spring Creek Parkway
Suite 108
Plano, TX 75023

NAME OF COMPANY: _____

CONTACT PERSON: _____

CONTACT TITLE: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP CODE: _____

CONTACT PHONE #: _____

CONTACT FAX #: _____

CONTACT E-MAIL ADDRESS: _____

SIGNATURE: _____

DATE: _____

Attachment B

City of Las Vegas

References

Please provide a minimum of three (3) recent client references for projects similar in nature to the work being requested in the RFP. If necessary, please feel free to include additional client references in the format below:

CLIENT REFERENCE #1

PROJECT TITLE: _____

CONTACT & TITLE: _____

ORGANIZATION:

ADDRESS: _____

CITY: _____ STATE: _____ ZIP CODE: _____

CONTACT PHONE #: _____ BEST TIME TO CONTACT: _____

E-MAIL ADDRESS: _____

CLIENT REFERENCE #2

PROJECT TITLE: _____

CONTACT & TITLE: _____

ORGANIZATION: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP CODE: _____

CONTACT PHONE #: _____ BEST TIME TO CONTACT: _____

E-MAIL ADDRESS: _____

Attachment B

References Continued

CLIENT REFERENCE #3

PROJECT TITLE: _____

CONTACT & TITLE: _____

ORGANIZATION: _____

ADDRESS: _____

CITY: _____ STATE: _____ ZIP CODE: _____

CONTACT PHONE #: _____ BEST TIME TO CONTACT: _____

E-MAIL ADDRESS: _____