

PROVINCE OF THE NORTHERN CAPE

PROFENSI YA KAPA-BOKONE



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IPHONDO LOMNTLA-KAPA

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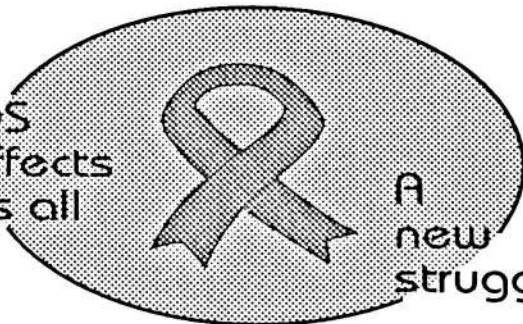
Vol. 8

**KIMBERLEY, 28 MARCH
MAART 2001**

No. 603

We all have the power to prevent AIDS

AIDS
affects
us all



A
new
struggle

Prevention is the cure

**AIDS
HELPUNE**

0800 012 322

DEPARTMENT OF HEALTH

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PREMIER'S NOTICE

No. 2

28 March 2001

THE PROVINCE OF THE NORTHERN CAPE
MINISTRY OF FINANCE ECONOMIC AFFAIRS AND TOURISM
NORTHERN CAPE GAMBLING AND RACING BOARD
REQUEST FOR PROPOSAL

Public notice is hereby given that the Request For Proposals (RFP) for the Colesberg Casino Project is hereby published for general information.

E. M. DIPICO
Premier

PROVINCE OF THE NORTHERN CAPE

NORTHERN CAPE GAMBLING AND RACING BOARD

REQUEST FOR PROPOSALS COLESBERG CASINO PROJECT

NORTHERN CAPE CASINO PROJECT

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INVITATION

1. COLESBERG, INCLUDING A SURROUNDING 100 KM ZONE

Despite all its attraction, the Northern Cape Province is still an underdeveloped tourist market. It requires a developer/ operator to create unique, prestigious and first-class year-round alterations that will showcase, stimulate and improve existing and future tourism and entertainment facilities that will offer new experiences, expand knowledge and meet changing consumer preferences, that will make the Northern Cape Province a tourism destination of first choice for the twenty-first century.

We invite you to accept the challenge, to grasp the opportunity of creating the vision. Join us in realizing the dream of Northern Cape as a unique, prestigious, first-class, year-round tourist destination.

INTRODUCTION

1. The project

This Request of Proposal (RFP) is being issued to solicit the highest-quality proposal for a Northern Cape Casino Project.

The project will make a significant and lasting contribution to the Northern Cape Province by increasing the sustainable economic benefits from tourism.

It will also act as catalyst for economic development in the Province by creating jobs and providing revenues for the province.

The successful project will be one that best fulfils these core objectives. In its design and operation it will both complement existing tourism structures and also challenge them to achieve their full potential. The project will include a Casino Complex and one or more Tourist Attractions. The world- class Complex, offering a range of amenities in addition to gambling activities, must be situated within a 100 km zone of Colesberg. The development of the project components may be phased in. The project may comprise of a multi-faceted facility including accommodation facilities on a single site, or one or more Tourist Attractions on different sites

2. The Proponent

This RFP will be of interest to developers, gambling companies and entertainment companies, among others.

They may wish to submit proposals individually or to form creative partnerships. The successful Proponent will meet the Project objectives through the development and operation of the Casino Complex and Tourist Attractions. The Proponent will have the demonstrated ability to finance, design, construct and operate the Casino Complex and other Tourist Attractions. The Proponent will set the highest standards for product quality and service excellence. In

keeping up with the need to complement and enhance the Region's tourism attractions, the Proponent will showcase the best that the Region has to offer.

3. The Request for Proposals

This RFP is divided into three parts.

Part One outlines the purpose and core objectives of the Project, relevant background information, and the selection process by which the successful Proponent will be chosen.

Part Two deals with the basic structure of the Project, explains the roles and relationships among relevant parties, and details key business issues.

Part Three outlines what Proponents must endeavour in their proposals to demonstrate that they can best meet the Project objectives, **including:**

- What Will Make People Come, Stay, Return (Proponent's concept, design);
- Why You Can Do It Better Than Anyone Else (Proponent's management expertise, financial strength, excellence of products and services already in place elsewhere, relationships with partners and communities);

How You Will Make It Succeed (business plans, economic and tourism projections, revenues, employment).

Definitions and Terms

Board: The Northern Cape Gambling and Racing Board established in terms of section 2 of the Northern Cape Gambling and Racing Act.

Casino: Means the business premises upon which gambling is conducted under a casino licence, and in the event of more than one area on a business premises being utilised for gambling, "casino" shall mean such areas.

Casino Complex: The Casino as well as the balance of the facilities, which include such amenities as would normally accompany a casino e.g. Hotel, dining facilities, bars and lounges, entertainment, recreation, retail.

Developer: In respect of a proponent, the entity or entities that would be responsible for the development of all or any part of the project.

Local Resident: A South African citizen ordinarily resident in the Northern Cape

Ministry: Northern Cape Ministry of Economic Affairs and Tourism

Northern Cape Casino Project:	An overall project that incorporates a Casino Complex and other Tourist Attractions, in Colesberg.
Operator:	In respect of a proponent, the entity or entities that would be responsible for the ongoing operation of the Casino Complex and possibly other parts of the project.
Participant:	In respect of a proponent, each joint-venture participant in, partner of, consortium member of, material shareholder of, parent of, and other controlling entity of, a proponent.
Project:	The Northern Cape Casino Project, which will include a world-class complex and one or more prestigious, first-class, year-round Tourist Attractions and accommodation facilities.
Proponent:	A person or company submitting a particular response to this Request for proposals.
Province:	Northern Cape as referred to in section 103 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)
Resident:	A citizen ordinarily resident in South Africa.
Tourist Attractions:	One or more developments or undertakings in addition to the Casino Complex, that will meet the economic and tourism objectives identified in Part One I (Purpose, Objectives) in terms of the policy directives and related matters in the Northern Cape Province.

PART ONE

The Project

I. Purpose, Objectives

This RFP is being issued to solicit the highest quality proposal for development of the Northern Cape Casino project.

The project will include a world-class Casino Complex and one or more prestigious, first-class, year-round Tourist Attractions. The Casino Complex must be situated within a 100 km zone of Colesberg. The development of the Project components may be phased in. The project may comprise of a multi-faceted facility on a single site, or may comprise of the Casino Complex, including accommodation facilities, and one or more Tourist Attractions on different sites. The Casino Complex may offer a full range of entertainment, shopping, dining and related amenities in addition to gambling activities. When completed, the Project will be a vital part of the community fabric. The successful Proponent will be the one whose proposal best fulfils the Project's core objectives in terms of policy directives.

In fulfilling these core objectives, the successful Proponent will design, develop and operate the Project in a manner that both complements and challenges the existing tourism infrastructure in the Province.

The Project will:

- comprise of a world-class Casino Complex, accommodation facilities and one or more prestigious, first-class, year-round Tourist Attractions;
- showcase, stimulate and improve the use of existing and future tourism facilities
- improve upon and increase the benefits of tourism, and in so doing, increase the average length of stay by visitors; increase the per-capita and total spending by visitors; maximise the regional economic impact of spending by visitors; and improve market cohesion and joint marketing among segments of the regional tourism market
- be economically viable, sustainable and renewable in the decades to come;
- provide new employment opportunities and generate jobs; and
- act as a catalyst for economic development in the towns and the regions.

III. Maximum Permissible number of casino licences to be issued in the province in terms of policy directives and other related matters in the Northern Cape Province

A maximum of 3 casino licences has been allocated to the Northern Cape. Section 13 (1)(j) of the National Gambling Act (Act no. 33 of 1996) (the National Act) provides that the Northern Cape may issue up to 3 casino licences.

The following location has been identified as suitable for casino development.

- (a) the town of Colesberg, including a surrounding 100 km zone.

III. Selection Process

A. Selection Criteria

The primary purpose of the RFP is to select the highest-quality proposal for the Northern Cape Casino Project.

The Northern Cape Gambling and Racing Board is committed to providing a fair, objective and comprehensive selection process. The selection criteria will recognise the potential for widely varying responses from Proponents, depending on their individual strengths, creativity, vision, past experience and capabilities. Proponents should note that the qualitative aspects of the proposal are as important as the quantitative aspects (such as projected gross revenues and size of development). An evaluation framework will be applied. The Northern Cape Gambling and Racing Board is giving the private sector the flexibility to define and develop the most appropriate Project proposal within the tourism context. Each proposal will be assessed individually as well as comparatively with the others. The proposals must contain complete

responses to the requirements set out in this RFP. A proposal that fails to comply with or respond to any part of the RFP may be rejected. **The proposal will be evaluated on how well it meet the assessment criteria, the broad headings of which follow (not necessarily in order of importance and not limited thereto,**

- Developmental benefits of the project;
- Job Creation;
- Black Economic Empowerment;
- Policy and development objectives;
- Environmental impact;
- Financial viability;
- Capital investment;
- Community participation and support; and
- Other issues

B. Selection Committee

Selection committees will be established to review the proposals and to select the one that best meets the Project's objectives. The Selection Committees will be assisted by experts in **casino and tourism design, operations and management. The Committee will be composed of:**

- Members of the Northern Cape Gambling and Racing Board;
- Designated Officer and staff of the Administration Gambling; and
- Any person the Board may view as appropriate to assist in the selection process.

C. Conditions of Licence Allocations

The following conditions shall apply for the allocation of gambling licences:

- The basis for the issuing of any gambling licence must comply with and will be evaluated by the assessment criteria in terms of the policy directives and other related matters in the Northern Cape Province;
- No licence will be issued in a specific location if it detrimentally affects the business of a current casino licence holder;

D. Selection Process

Depending on the number of proposals received, the selection process will be a one stage process. **The following activities could occur in the process:**

- Review and analysis of all aspects of the proposals;
- Evaluation of the Proponent's ability to finance, develop and successfully operate the Project, their management experience and depth, and related factors;
- Request for additional detailed information as required or appropriate;

- Live presentation of proposals by proponents;
- Interviews with senior executives of Proponents, and with key executives assigned by the Proponents to the Project;
- Visits to proposed sites of Proponents;
- Other steps that the Selection Committee considers to be appropriate.

E. Selection of preferred Proponent

At the conclusion of the selection process, the Board will refer their preferred proponent to the Executive Council of the Northern Cape, to ensure compliance with the Executive Council's provincial policy requirements.

F. Grounds for Disqualification

Disqualification may result from any attempt on the part of Proponents or any of their employees, agents, contractors or representatives to contact any of the following persons with respect to the RFP:

- Any member of the Selection Committee;
- Any experts or other advisers assisting the Selection Committee;
- Any member of the Provincial and National Cabinet or their staff;
- Any members of the Northern Cape Public Service working with the Casino Project;
- Any members of the Board or advisors to the Northern Cape Gambling and Racing Board.
- Any member of the Northern Cape Gambling and Racing Board, except as permitted by the Selection committee; or as provided by this RFP.

Any exceptions to this requirement will be identified in writing to all registered Proponents by the Northern Cape Gambling and Racing Board. Requests for information or clarification of the RFP must be submitted in writing and delivered to:

The Northern Cape Gambling and Racing Board
18-22 Stockdale Street
Private Bag X6108
KIMBERLEY
8301
Fax (053) 8322564

Each request and the response will be forwarded to all registered Proponents, without identifying the proponent making the request.

Requests for information or clarification (RFC) will not be accepted after 25 May 2001.

G. Timetable

The tentative timetable for this Selection process in terms of chapter 4 of the Regulations is as follows:

Release RFP	25 March 2001
Closing date of Application (including submittal fee of R500 000)	25 May 2001
Objection to application	8 June 2001
Licensing hearings	11-15 June 2001

H. Submission of Proposals

Each proposal must be accompanied by a non refundable license application fee in the amount of R500 000 payable to the Northern Cape Provincial Administration. Proposals not accompanied by such submittal fee will not be accepted and will be returned. (A proponent may be responsible for any additional costs Beyond the submittal fee that are necessary for adequate investigations to be conducted by or on behalf of the Board. Proponents will be advised of the nature of any additional costs involved before they are incurred.)

Proponents shall submit proposals, bearing the title:

Response to a Request for Proposals for the Northern Cape Casino Project.

Closing Date/Time: 25 May 2001; 16:00

This title shall be clearly marked on the exterior of the material being delivered. Proposals shall be addressed to:

The Northern Cape Gambling and Racing Board

18-22 Stockdale Street

Private Bag X6108

KIMBERLEY

8300

Attention: Mr. Lulama Lobi

Each Proponent assumes full responsibility for the delivery and deposit of the complete proposal and supporting documentation on or prior to 16:00 of due date. The Northern Cape Gambling and Racing Board is not responsible for loss or delay with respect to the delivery of proposals. **Any proposals received after the date and time specified will be returned unopened.**

PART TWO

Business Terms, Conditions and Regulatory Framework

I. Permanent Casino Complex

A. Basic Structural Framework for the Project

The following structural framework will form the basis for the Project:

- There will be a high degree of private-sector involvement in the project; especially local private sector involvement.
- The Casino Complex, accommodation facilities and Tourist Attractions should complement each other rather than being competitive.

B. Casino Complex and Accommodation facilities

The Casino Complex component of the Project is expected to include appropriate facilities to make the complex viable in keeping up with industry practices.

These facilities may include:

- an equipped gambling area of appropriate size and mix of games for the market;
- restaurants;
- a hotel that is intended to ensure the viability of the complex as a world-class casino and at the same time complement existing hotel facilities in the city/town;
- lounges and/or bars;
- retail shops;
- parking facilities, tour bus drop-off facilities and other related infrastructure;
- landscaping;
- entertainment and/or recreation; and
- convention facilities.

Proponents are encouraged to suggest additional facilities in keeping with the theme of their proposal and the Project objectives.

- Conducting background checks on and registering those entities and their officers, directors, employees and shareholders who wish to be involved in the Casino Complex. This includes construction suppliers, subcontractors and consultants.

The Proponent will determine the management and operational policies with respect to gambling activities in the Casino Complex. **The following operational policies should be assumed for purposes of the proposal only:**

- Access to the gambling area of the casino will be restricted to persons of 18 years and older;
- Operation times for casinos will be issued with licensing;
- The family restaurant standard of dress in the community will be adopted as a minimum dress code;
- Smoking will be permitted in designated areas of the Casino Complex (smoking and non-smoking sections should be provided);
- Alcoholic beverages may be available for sale at competitive prices in licensed areas, including the gambling areas;
- The casino may offer pre-authorized credit to patrons but the amount and availability of such credit will be limited and tightly controlled by the Board;
- A problem-gambling prevention program that are agreed to Nationally and those determined by the Board provincially shall and carried out by the operator; and
- Notwithstanding the abovementioned assumptions, this RFP is not intended to be prescriptive in nature. Proponents are encouraged to use creativity and expertise with respect to the overall proposal including the design and distribution of the various elements within the Casino Complex (e.g. gambling space, hotel space, etc.).

C. Constructing and Financing the Casino Complex

The Casino Complex should be located within a 100 km radius around the identified town as stated in the policy directives. **The successful Proponent will enter into a development agreement with the Northern Cape Gambling and Racing Board pursuant to which it will agree to design and construct the Casino Complex to a finished state.** It is expected that the construction of, and the material for the Project will be of a high quality. The Proponent will be required to provide satisfactory guarantees, indemnities and/or security to ensure the payment of performance in full of all construction obligations. The Board requires guarantees from the Proponents and the Participants with respect to the cost and timely completion of the Casino Complex. The successful Proponent will be willing to, and have the demonstrated ability to, finance or secure financing for the permanent Casino Complex. Proponents will be requested to provide a summary of sources of financing for the Casino Complex and provide evidence of those financing sources for which the Proponent has financing commitments and the terms of those commitments.

D. Operating the Casino Complex

The Proponent will fully equip and furnish the entire Casino Complex and ensure that such equipment and furnishing are maintained in top condition. The proponent will also be responsible for securing all human resources for the operation of the Casino Complex, and all such personnel shall be employees of the Proponent.

E. Allocation of Revenues

Revenues to the Northern Cape Province will be allocated as set out in schedule 3 of the Gambling Regulations.

F. Regulatory and Operational Framework for the Casino Complex and accommodation facilities

The Northern Cape Gambling Board regulates all aspects of gambling including rules of games, supplier registration, machinery certification and specifications. **It will maintain the integrity of the Casino Complex by, inter alia**

- Approving comprehensive accounting, security, surveillance reporting and other internal control systems;

II. Tourist Attractions

A. Principles that Guide the Business Arrangements for The Tourist Attractions

- The Tourist Attractions must be affordable and accessible to the general public;
- Any risks related to the Project (financial or otherwise) must be assumed by the Proponent and its Participants;
- No guarantees or other financial assistance in any form will be provided at any time by the Northern Cape Gambling and Racing Board or the Government to support or secure the financial obligations of the Proponent or the Tourist Attractions.

B. Business Arrangements: The Basic Framework

Proponents are encouraged to be innovative in their proposals with respect to achieving the Project's core objective and additional tourism objectives. To encourage Proponents to exercise the highest degree of creativity.

1. Construction and Financing the Tourist Attractions

Proponents may:

- Finance, construct and own the Tourist Attractions,
- Enter into joint ventures with other organizations, or
- Identify other models for construction and ownership.

However, whether or not the Proponents themselves ultimately are the entities that undertake the development or operation of the Tourist Attractions, they will continue to be obligated to ensure that the Tourist Attractions are

Financed and developed in the manner that is envisioned.

2. Management and Operation

The Proponent (or its designated officer or partner or joint venture Participant) will be responsible for the operation and maintenance of the Tourist Attractions and for the payment of all costs associated therewith. Each Proponent is required to provide a concept, theme development and business plan for keeping the Tourist Attractions current and relevant.

III. Additional Terms and Conditions Common to Both the Casino Complex and the Tourist Attractions

A. The Northern Cape Gambling and Racing Board has the right to:

- reject any or all the proposals;
- accept any proposal;
- if only one proposal is received, elect to reject it;
- elect not to proceed with the Project at all;
- after the schedule, proposed process or procedures or objectives of the Project or any other aspect of the RFP; in each case as it may determine in its sole and absolute discretion.

The Northern Cape Gambling and Racing Board does not bind itself to accept any proposal and may proceed as, in its sole discretion, to make a determination, following receipt and consideration of proposals. The Board reserves the right to accept proposals in whole or in part, or to discuss or negotiate different or additional terms to those outlined in the RFP or in a proposal, or to amend or modify any term of this RFP.

The Board may invalidate this RFP and may issue another RFP.

The Northern Cape Gambling and Racing Board reserves the right to waive deficiencies in a proposal. The decision as to whether a deficiency will be waived or will result in the rejection of a proposal will be solely within the Board's discretion.

B. If it becomes necessary to revise any part of this RFP, or if the Proponents require additional data to interpret any of its provisions, the revisions or additional data will be provided to all Registered Proponents. If revisions or additional data are necessary after the closing date for proposals, revisions or additional data will be provided only to those proponents who have submitted responses that met the basic requirements. Such proponents will then have the opportunity to modify their proposals on such items as the Northern Cape Gambling and Racing Board may specify.

C. All costs and expenses incurred by Proponents and their Participants relating to their proposals will be borne by the proponents. The Northern Cape Gambling and Racing Board is not liable to pay such costs and expenses or to reimburse or to compensate Proponents and their Participants under any circumstances, including for the rejection of any or all proposals or the cancellation of the RFP or the Project itself.

- D. The design, development, construction, financing and operation of the Project must comply with the legislation, regulations, by-laws and codes of all levels of government. The Proponents and/or any person acting under its direction must identify and comply with all regulations, by-laws and codes imposed by each level of government. This will include compliance with the applicable regulatory and approval requirements of the Government of South Africa.
- E. The Northern Cape Gambling and Racing Board will not accept responsibility for any delays or costs associated with any reviews or approval processes or with the implementation of any mitigating measures.
- F. Any written information received by the Northern Cape Gambling and Racing Board from a Proponent or a Participant pursuant to a request from the Board as part of the RFP process shall be considered as an integral part of the proposal.
- G. Any information received by the Proponent relating to the Project gained through the RFP process or otherwise, will be treated in the strictest confidence.
- H. Proponents and Participants must not disclose any details pertaining to their proposal and the selection process in whole or in part to anyone not specifically involved in their proposal, unless written consent is obtained from the Northern Cape Gambling and Racing Board prior to such disclosure.
- I. Proponents and Participants shall not issue a news release or make any other public announcement pertaining to details of their proposal or the selection process without the prior written approval of the Northern Cape Gambling and Racing Board.
- J. The Northern Cape Gambling and Racing Board reserves the right to publicly disseminate information contained in any proposal. All proposals shall become the property of the Board and shall not be returned.
Financial information submitted in accordance with the RFP will be treated by the Board as confidential.
- K. The Northern Cape Gambling and Racing Board has the right to use any ideas or adoptions of any ideas that are presented in the proposals. The Board also reserves the right to combine elements of two or more proposals with the concurrence of the parties.
- L. The Northern Cape Gambling and Racing Board reserves the right to approve changes in the management or ownership structure of a proponent after receipt of its proposal.
- M. The Northern Cape Gambling and Racing Board reserves the right to request new or Additional information regarding the Proponent and any Participants or other persons associated with its proposal.

- N. The Northern Cape Gambling and Racing Board may, at any time, make public the names of all registered Proponents.
- O. Proponents and their officers, directors and Participants may be subject to an initial security and background investigation. Proponents and any individuals or other persons associated with their proposals, including their officers, directors, shareholders, employees, agents, contractors or representatives or other Participants, may be subject to further security and background investigations and must consent to the release of all information required by the Board.
- P. This RFP and the proposal from the successful Proponent will not constitute a binding agreement and the selection of the successful Proponent does not mean that the Proponent's proposal is necessarily totally acceptable in the form submitted.

After the selection of the successful Proponent, if any, the Northern Cape Gambling and Racing Board has the right to negotiate with the Proponent and, as part of that process, to negotiate changes, amendments or modifications to the Proponent's Proposal without offering the other Proponents the right to amend their proposals

- Q. There shall be no binding contract for the development and operation of the Project until the agreement with and the operation of the successful Proponents have become effective.
- R. Proponents and their Participants must commit to negotiate in good faith with the Northern Cape Gambling and Racing Board. Proponents must include in their proposals a statement of willingness to negotiate and finalize agreements with the Board that will include the operation of the Temporary Casino and the development / operation of the permanent Casino Complex and the development of the Tourist Attractions.
- S. This RFP does not constitute an offer of any nature or kind whatsoever to the Proponents or their Participants.

PART THREE

Contents of Proposal

Part Three outlines the major components must be addressed in a proposal. A response to the RFP must contain all of the components or the proposal will not be considered complete. *Part Three* is divided into four sections:

Section I sets out requirements for the identification of Proponents.

Section II provides a narrative overview of the requirements for the Casino Complex.

Section III provides a narrative overview of the requirements for the Tourist Attractions.

Section IV outlines executive summary requirements.

The separation of the requirements for the Casino Complex from the requirements for the Tourist Attractions is intended to facilitate review of the proposals by the Selection Committee and should not be interpreted as a predisposition in favour of or against any type of concept. Depending on the proposal, the Proponents' responses to the requirements could be the same for both sections, e.g., if one parking scheme will serve all components of the proposed facilities. In that case, **Proponent may choose to either:**

- provide the required information twice (once each section) or
- provide the information once and, in response to the second identical requirement, identify where the first response can be found in the proposal.

To facilitate analysis of the proposals, please index your responses to identify the location of information in the proposal. All assumption used in a proposal must be fully documented. As a precondition for any Proponent to be considered, the Northern Cape Gambling and Racing Board reserves the right to verify any information regarding the Proponent, its directors, officers, shareholders/owners and any other individuals associated with a proposal as the Board may require and, in that regard, to receive such additional releases and consent forms as may be required for such information to be obtained.

I. Identification of Proponents

A casino operator licence shall only be issued to a company registered in terms of the Companies Act, 1973.

Such companies (Proponents) must provide the following information:

1. Provide the formal name, trading name, street address, mailing address, telephone and fax numbers of the Proponent.
2. Indicate the names and the respective positions of individuals who are authorized to represent the Proponent for purposes of this RFP.
3. **Indicate:**
 - (a) the date the Proponent was incorporated or created;
 - (b) the province, state or other jurisdiction of incorporation or creation;
 - (c) all names under which the Proponent is carrying on business in each jurisdiction.
4. Provide an ownership chart indicating the ownership structure of the Proponent. The chart should show the names of the individuals who have direct ownership interest in the Proponent.

5. Provide the full name and business and other residential address for each director and officer of the Proponent and each individual or other person indicated on the chart referred to above.
6. If the Proponent or any of its Directors has ever filed for bankruptcy, had projects foreclosed upon or repossessed or has sought the protection of any bankruptcy or insolvency laws, provide details.
7. If the Proponent is involved in any significant litigation or dispute, provide a description of the litigation and the maximum exposure to the proponent.
8. If the Proponent or any of its Directors has been convicted of an indictable offence within the last five years provide full details.
9. If the Proponent has had a claim made successfully against it in the last five years in any civil proceedings before a court or tribunal in any province, territory, state or country, which was based in whole or in part on fraud, theft, deceit, misrepresentation or similar conduct, provide details.
10. **Each director and officer of the Proponent must provide a signed Consent and Release Form to accompany the proposal, and must respond to the following:**
 - (a) describe the type of gambling licence and the jurisdictions in which he/she is (was) licensed and provide the date, type of application and jurisdiction of any gambling licence for which he/she has applied;
 - (b) if he/she has ever filed for bankruptcy, has projected foreclosed upon or repossessed or has sought the protection of any bankruptcy or insolvency law, provide details;
 - (c) if he/she had a claim made successfully against it in the last five years in any civil proceedings before a court or tribunal in any province, territory, state or country, which was based in whole or in part on fraud, theft, deceit, misrepresentation or similar conduct, provide details;
 - (d) if he/she has been suspended, disqualified, censured or had disciplinary action instituted against him/her as a member of any profession or organization, provide details;
 - (e) if he/she has been denied or had revoked any licence or permit, the procurement or maintenance of which required the proof of good moral character, provide detail.
 - (f) if he/she has been convicted of an indictable offence for which no pardon has been granted, provide details;
 - (g) if he/she has ever been denied a gambling licence or had a gambling licence suspended or revoked, provide details;

II. Casino Complex

A. Qualifications of Proponents for the Casino Complex

1. Describe the type of gambling licence and the jurisdictions (in and/or outside the Northern Cape Province) in which the Proponent is (was) licensed. Provide the date, type of application and jurisdiction of any gambling licence, for which the Proponent has applied for (in and/or outside the Northern Cape Province).
2. Fully describe the experience of the Proponent as it applies to all aspects of the proposal pertaining to the Casino Complex.

Provide information on projects completed or under development, including information on partnerships, joint ventures and other corporate structures, project location, concept and expectations, size, construction time and costs, project value, role of the Proponent when built, consultants employed, current relationship to project, co-operative work with local government regional interests and general tourism industry interests. Include reasonable illustrative material where relevant.

3. Provide the name and address of each gambling establishment and/or Casino Complex owned and/or operated by the Proponent or with which the Proponent is otherwise involved. Identify Proponent's role with the establishment.
4. If the Proponent has ever been denied a gambling licence or had a gambling licence suspended or revoked, provide details.
5. **If the Proponent is currently engaged in or proposing to construct a new project or to expand an exiting project, indicate for each:**
 - (a) a brief description (location, concept, size);
 - (b) the estimated cost of the project;
 - (c) the scheduled date of construction and completion;
 - (d) the current status of the project development, including completion date;
 - (e) financing, arrangements for the project and financing commitments made;
 - (f) role of Proponent, identification of partners and their roles;
6. Provide current detailed financial statements for each gambling establishment and Casino Complex currently owned or operated by the Proponent. Provide revenues and operating income for the hotel, casino, food and beverage and other departments. Also provide slot and table mix square footage information, development schedule, capital invested, financing details and other relevant data for each establishment.

7. Outline the organizational characteristics, objectives or management approach when appropriate or relevant to the Casino Complex portion of the Project.

B. Project Site Development for the Casino Complex and Accommodation facilities

Set out a detailed description of the development concept - in narrative and graphic description - including the proposed architectural, interior and exterior design, landscape and structural design approach to the Casino Complex. **Include:**

- 1 How the design concept satisfies the objectives stated in this RFP;
- 2 A description of each component included in the Casino Complex (e.g. restaurants, hotel, entertainment, lounges, bars, retail, parking).
- 3 A site plan illustrating the proposed location, design and layout of each component, including vehicular circulation (patron and service vehicles) and access/ exit points.
- 4 A building design concept, illustrating:
 - the floor plans (including space allocations and major functions, e.g. gambling floor and back-of-house, circulation, accessibility and exiting);
 - building sections;
 - building elevations (showing heights, relative scale and compatibility with adjacent components); and
 - design theme.

These should be completed to a level to allow full understanding of the concept and proposal. Include major materials proposed for use.

5. A logo concept and an on-site and off-site signage concept.
6. Estimated total project value, showing both hard costs (e.g. construction, site improvements) and soft costs (e.g. legal consulting fees).
7. **Information regarding the specifications for each component including:**
 - 7.1 A statement confirming that the Casino Complex will comply with all applicable requirements of any relevant authority.
 - 7.2 The total gross floor area and usable area for each component.

7.3 The number, location and accessibility of parking and service facilities, and maximum slopes, including barrier-free requirements.

7.4 Proposed landscape and hardscape treatments.

7.5 Renderings completed to a level to allow a full understanding of the Casino Complex, including theme and concept.

7.6 A site plan indicating adjacent properties and buildings, streets, site calculation, parking building footprints, service areas/ treatment, vegetation, and access to and egress from all major traffic arteries.

7.7 All full-scale drawings must be final approved and are to be submitted on standard A0 or A1 drawing sheets. Copies of all graphic materials, including schematic design drawings, are to be reduced to standard A4 format Description. Drawings are to be bound into complete sets showing all aspects of the concept.

C. Business Operations and Marketing Plan for the Casino Complex and Accommodation Facilities

1. Describe the number and mix of table games and slot machines to be offered.
2. Provide a description of the key management staff required to operate each department of the Casino Complex and their main areas of responsibility. For each department, indicate the number of staff required and break down the positions by number into full-time and part-time equivalents), general classifications and total estimated salaries and benefits.
3. Outline the Proponent's principles with respect to staff training and development and staff relations. If the Proponent has casino operations in other jurisdictions, specifics of staff development and training programs implemented in those jurisdictions should be included.
4. Describe the Proponent's general policies and programs respecting recruitment and employment of local residents. Emphasis should be placed on the Proponent's plan for the training and integration of local persons into management positions at the commencement, during the term of, and at the conclusion of the Operating Agreement.
5. Indicate which (if any) positions will be filled by non-residents and provide a plan showing how residents will be integrated into senior operational and management positions for the Casino Complex.
6. Describe in detail the proposed theme and market positioning of the Casino Complex.
7. Describe the operating and marketing plan for the Casino Complex. Include the amounts, kinds and types of general promotion and advertising campaigns that will likely be undertaken, and the proposed market to be reached. Include the Proponent's plans for joint

marketing initiatives to promote the Northern Cape Province as a destination, and examples of joint marketing ventures, if any, undertaken by the Proponents in other jurisdictions.

8. Specify whether the Proponent's existing customer database(s) will be available for the Casino Complex.

Describe in detail:

- how the Casino Complex will benefit from the Proponent's existing customer database(s);
 - any restrictions that may be placed on the use of the database(s);
 - how the database(s) will be made available for the Casino Complex.
9. State how a separate customer database will be developed for the Casino Complex (the new database will be property of the Northern Cape Gambling and Racing Board.)
10. Discuss the relationship of the Casino Complex to the proponent's other properties and projects, if relevant.
11. Discuss the strategies to be used by the Proponent to deal with the cyclical nature of tourist demand and ensure maximum use of the Casino Complex throughout the entire calendar year.
12. Outline the types of public education and problem-gambling prevention strategies, including prevention and education strategies for employees, that would be implemented as part of the operation of the Casino complex. If the Proponent has casino operations in other jurisdictions, include specifics of such programs implemented in those jurisdictions.
13. Discuss how the Proponent will ensure that minors will be identified and prohibited from gambling. If the proponent has casino operations in other jurisdictions, include specifics of such programs implemented in those jurisdictions.
14. Describe the Proponents operating policies programs and procedures for dealing with security inside and surrounding the Casino Complex.

D. Projections for the Casino Complex and Accommodation Facilities

Note: *All projections must be in South African Rands.*

1. Provide a detailed projected budget as to costs for the financing, design, construction, furnishing and equipping of the Casino Complex. Include costs of projected infrastructure improvements.
2. Explain all material assumptions on which the projected budget is based.

3. Provide projected balance sheets, income statements (detailed on a departmental basis) and budgeted cash-flow analysis for the first 10 years of operation of the Casino Complex using South African Rands and generally accepted accounting principles. The first-year statements should be broken down on a monthly basis.
4. Explain all material assumptions upon which the financial projections are based, including detailed assumptions regarding operating performance (i.e. dates of opening of the Casino Complex; slot and table drop, handle, win; number and types of table games and slots; number of employees by department; patrons; countries; win per patron; etc.)

E. Financing for the Casino Complex

1. Provide a summary of anticipated sources of financing for the Casino Complex. Provide evidence of the availability of financing and pertinent details (i.e., terms, rate, security convenance, etc.)
2. Provide information about the Proponent's financing commitments in other participants and the terms of these actual and contingent commitments.
3. Acknowledge that neither the Northern Cape Gambling and Racing Board nor the Province will be responsible for funding losses associated with the Tourist Attractions, and that no guarantees or any other financial assistance will be provided by the Board or the Province to support or secure financing.

F. List of Consultants and Advisors

Provide a list of firms and/or individuals that have been retained to assist the Proponent (consultants, developers, lawyers, architects, advisors, accountants, architectural design firms, construction firms, investment banks, and other representatives, etc.) in the planning or implementation or operation of the Casino Complex or in the preparation of the proposal. List and summarize previously completed projects by the consultant and advisors referred to above that are similar in concept, size and nature to the Casino Complex. Provide a client contact for each project.

III. Tourist Attractions

A. Qualifications of the Proponent for the Tourist Attractions

Proponent shall include all of the foregoing.

1. Fully describe the experience of the Proponent as it pertains to all tourism-related aspects of the proposal. Provide information on projects completed or under development, including information on partnership, joint ventures and other corporate structures, projected location, concept and expectations, size, construction time and costs, projected value, current relationship to project, cooperative work with local government, regional interests and general tourism industry interests. Include reasonable illustrative material where relevant.

2. Provide the name and address of each Tourist Attractions or related facility owned and/or operated by the Proponent or with which the Proponent is otherwise involved. Identify the Proponent's role with the establishment.
3. If the Proponent is currently engaged in or proposing to construct a new project or expand an existing project, indicate for each:
 - (a) a brief description (location, concept, size);
 - (b) the estimated cost of the project;
 - (c) the scheduled date of construction and completion;
 - (d) the current status of the project development, including completion date;
 - (e) financing arrangements of the project and financing commitments made;
 - (f) the role of the Proponent, identification of partners and their roles;
 - (g) how the existing or proposed project might benefit or affect the Northern Cape Casino Project.
4. Provide current detailed income statements for each Tourist Attractions or related facility currently owned or operated by the Proponent. Provide revenues and operating income for each component of the Tourist Attractions(s).
5. Outline the organizational characteristics, objectives or management approach seen as appropriate or relevant to the Tourist Attractions.

B. Project Site Development for the Tourist Attraction

Set out a detailed description of the development concept - in narrative and graphic description - including the proposed architectural, interior and exterior design, landscape and structural design approach to the Tourist Attractions.

1. How the design concept satisfies the objectives stated in this RFP.
2. A description of each component of the Tourist Attractions, including design rationale theme and Tourist Attractions function.
3. A site plan illustrating the proposed location, design and layout of each component, including vehicular circulation (patron and service vehicles) and access/ exit points.
4. A building design concept, illustrating:

- the floor plans (include space allocations and major functions, e.g., gambling floor and back-of-house circulation, accessibility and exiting);
- building sections;
- building elevations (showing heights, relative scale and compatibility with adjacent components); and
- design theme.

These should be completed to a level to allow full understanding of the concept and proposal. Include major materials proposed for use.

5. A logo concept and an on-site signage concept. Include major sign types, locations and descriptions.
6. If phased, construction phasing plans to ensure the smooth operation and occupancy of the Tourist Attractions.
7. Indicate approximate total project value, showing both hard costs (e.g., construction, site improvements) and soft-costs (e.g. legal, consulting fees).
8. **Information regarding the specifications for each component including:**
 - 8.1 A statement that the Tourist Attractions will comply with all applicable requirements of any relevant authority.
 - 8.2 The total gross floor area and usable area for each component.
 - 8.3 The number, location and accessibility of parking and service facilities, and maximum slopes, including barrier-free requirements.
 - 8.4 Proposed landscape treatment.
 - 8.5 Renderings completed to a level to allow a full understanding of the Tourist Attractions, including theme and concept.
 - 8.6 A site plan indicating adjacent properties and buildings, streets, site circulation, parking building footprints, service areas/ treatments, vegetation's and access to and egress from all major traffic arteries.
 - 8.7 All full-scale drawings must be finally approved and are to be submitted on standard A0 or A1 drawing sheets. Copies of all graphic materials, including schematic design drawings, are to be reduced standard A4 format and included with the written description. Drawings are to be bound into complete sets showing all aspects of the concept.

C. Business Operations and Marketing Plan for the Tourist Attractions

1. Provide a description of the key management staff required to operate each department of each Tourist attractor and their main areas of responsibility. For each department, indicate the number of staff required and break down the positions by number into full-time and part-time positions (identify; part-time and full-time equivalents), general classifications and total estimated salaries and benefit. If more than one Tourist Attraction is proposed, provide a total for all equipping Tourist Attractions.
2. Outline the Proponent's principles costs with respect to staff training and development and staff relations. If the proponent has Tourist Attractions in other jurisdictions, specifics of programs implemented in those jurisdictions should be included
3. Describe the Proponent's general policies and programs respecting recruitment and employment of local residents. If the Tourist Attractions require specific expertise that is not available locally, identify the Proponent's plan for the training and integration of local persons into management positions.
4. Indicate which (if any) positions will be filled by non-residents because specific expertise is not available and provide a plan showing how residents will be integrated into those positions.
5. Describe in detail the theme(s) and market positioning of the Tourist Attractions.
6. Describe the operating plan for the Tourist Attractions.
7. Describe the marketing plan for the Tourist Attractions. Include the amounts, kinds and types of general promotion and advertising campaigns that will likely be undertaken and the proposed market to be reached. Include the Proponent's plans for joint marketing initiative to promote the Northern Cape Province as a destination, and examples of joint marketing ventures undertaken by the Proponent in other jurisdictions.
8. Describe what, if any relationship will exist between the Tourist Attractions, the Casino Complex and other tourism attractions in the Northern Cape Province.
9. Discuss the relationship of the Tourist Attractions to the Proponent's other properties and projects if relevant.
10. Discuss the strategies to be used by the Proponents to deal with the cyclical nature of tourist demand and ensure maximum use of the Tourist Attractions throughout the calendar year.

D. Projections for the Tourist Attractions

Note: All projections must be in South African Rands.

1. Provide a detailed projected budget as to costs for the financing, design, construction, furnishing, and infrastructure improvements.
2. Explain all material assumptions on which the projected Budget is based.
3. Provide projected balance sheets, income statements (detailed on a departmental basis) and budgeted cash-flow analysis for the first 10 years of operation of the Tourist Attractions using generally accepted accounting principles. The first year statements should be broken down on a monthly basis.
4. Explain all material assumptions on which the projected budget is based, including detailed assumptions regarding operating performance (i.e., dates of opening of the Tourist Attractions; operations-specific issues, numbers of employees by department, patrons counts, admission pricing etc.).

E. Financing for the Tourist Attractions

1. Provide a summary of anticipated sources of financing for the Casino Complex. Provide evidence of the availability of financing and pertinent details (i.e., terms, rate, security guarantees, etc.)
2. Provide information about the Proponent's financing commitments and other participants and the terms of these actual and contingent commitments.
3. Acknowledge that neither the Northern Cape Gambling and Racing Board nor the Province will be responsible for funding losses associated with the Tourist Attractions, and that no guarantees or any other financial assistance will be provided by the Board or the Province to support or secure financing.

F. Principal Agreements for the Tourist Attractions

Proponents and their Participants must commit to negotiate in good faith with the Northern Cape Gambling and Racing Board. Proponents must include in their proposals a statement of willingness to negotiate and finalize agreements with the Board, which will include the development and operation of the Tourist Attractions. The Proponents should suggest the principal terms of the development agreement and any other necessary agreements to be entered into between the Proponents and the Northern Cape Gambling and Racing Board, regarding the Proponent's responsibility to finance, construct and operate the Tourist Attractions.

G. List of Consultants and Advisors

Provide a list of firms and/or individuals that have been retained to assist the Proponent (consultants, developers, lawyers, architects, advisors, accountants, architectural design firms, construction firms, investment banks, and other representatives, etc.) in the

planning or implementation or operation of the Casino Complex or in the preparation of the proposal. List and summarize previously completed projects by the consultant and advisors referred to above that are similar in concept, size and nature to the Casino Complex. Provide a client contact for each project.

IV. Executive Summary

Introduction

The Executive Summary, as part of the Proposal, should summarise the key aspects (including benefits) of the applicant's proposed casino project. Ideally this part, excluding the required pro-forma schedules, ought not to exceed twenty pages.

The key benefits of the proposed project should be described taking into account, inter alia, the assessment criteria set out in the policy directives for gambling and related matters in Northern Cape Province.

The Executive Summary must at least include the following information:

A. Applicant and project team

- (i) Identity of the applicant and key parties (developer(s), operator(s), financier(s), consultant(s), etc.) in the applicant's project team.

B. Summary of project concept

- (i) Exact proposed location of the project
- (ii) Outline of the design concept and project schedule
- (iii) Highlights of the key features of the project.

C. Project viability

- (i) Summary of the sourcing, level and nature of financing and the ability to meeting financial obligations
- (ii) Summary of the estimated financial returns to the applicant from the project over a ten year period.
- (iii) Summary of the key market demand assumptions (size, frequency of use, etc.) used in the financial projections.

D. Gambling levies

- (i) Summary of the estimated revenue to the Provincial Government in respect of gambling levies.

E. Development and operating experience

- (i) A summary of the qualifications, experience and ability of the applicant to successfully manage a project of this nature.

F. Temporary Casino

- (i) An outline of the plans for a temporary casino, if applicable, and for the transition from a temporary to a permanent casino.
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