RFI Request for Interest

SALT RIVER PIMA-MARICOPA INDIAN COMMUNITY

DOBSON SITE REDEVELOPMENT

Prime ±270-Acre Commercial Development Opportunity Along the Salt River in Arizona's Scottsdale South Submarket

November 2025

Questions regarding the RFI process should be sent to:

Ben Shepherd
Purchasing Supervisor
Salt River Pima-Maricopa Indian Community (SRPMIC)
purchasing-bids@srpmic-nsn.gov

RFI Release Date
November 3, 2025

RFI Due Date
January 30, 2026

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Introduction

1.1

Overview

The Salt River Pima-Maricopa Indian Community (SRPMIC or the Community) is issuing this Request for Interest (RFI) to collect feedback and invite creative proposals from experienced development teams for the redevelopment of up to approximately 270 acres of Community-owned land (the Dobson Site or Site) along the McKellips Road corridor within view of the Salt River.

The Site is one of the largest contiguous undeveloped properties in the Phoenix region in one of the fastest-growing counties in the United States. Once home to the Salt River Materials Group (SRMG), the Site's future is envisioned as a catalytic regional mixed-use destination that will establish a new submarket. The Community is working with the Maricopa County Department of Transportation (MCDOT) to extend Dobson Road north from Mesa across the Salt River, servicing the Site and accommodating high traffic volumes in anticipation of redevelopment.

The Site is roughly bisected by the planned Dobson Road extension. The western portion of the Site totals 147 acres available for commercial development. The eastern portion of the Site includes at least 38 acres available for commercial development, with the remaining 80 acres currently reserved for an adjacent gaming facility to be developed, owned, and operated by the Community. Master planning for the new gaming facility, including final location, size, and program, is expected to occur later this year and be informed by RFI responses. Developers may propose redeveloping one or both portions of the Site or specific areas thereof.

The site is located near major population centers, with Tempe to the southwest, Mesa to the south, and Scottsdale to the northwest. It borders major transportation routes, including the Loop 101 Pima Freeway and Loop 202 Red Mountain Freeway. Its proximity to Phoenix Sky Harbor International Airport and a wide range of nearby entertainment and hospitality amenities makes the Site an attractive opportunity for a diverse mix of potential users.

Responses to this RFI do not constitute a formal development offer and are not mandatory for eventual developer selection. However, submitted responses to the RFI will help shape one or more future Request for Proposals (RFPs) to solicit development concepts and financial offers. An RFP is expected to be issued as soon as early 2026. **Respondents to this RFI will receive additional consideration in the evaluation and/or solicitation of RFP responses.**

Table 1 Site Details

Topic	Detail
Site Area	± 270 Acres
Developable Area	To Be Determined
Owner, Municipality	Salt River Pima-Maricopa Indian Community
Address	Roughly bound by E McKellips Road to the north, State Route 101 to the west, Salt River to the south, and N Alma School Rd to the east
County	Maricopa County
Market	Phoenix - AZ
Submarket	Scottsdale South
Highway Access	State Routes 101 and 202
Current Uses	Unimproved
Prior Uses	Unimproved, Aggregate Plant
Current Zoning	LI – Light Industrial
Proposed Zoning	C3 – Commercial

Figure 1 Site Map

2

Solicitation Process

2.1

RFI Goals

The Community seeks respondents with the experience, financial resources, technical capacity, and vision required to partner effectively in realizing this generational project. This RFI is the first phase of a two-phase development solicitation process, and is used to accomplish several goals, listed on the right.

Through this RFI, The Community aims to better understand market interest in the Site, potential development programs and phasing, and qualified developer interest in realizing that vision all of which would be complementary to a potential new gaming facility. It is expected that feedback from the RFI will lead to separate development RFPs targeted at specific developer expertise, with an RFP specific to casino-adjacent uses once this facility is planned. However, the Community is open to feedback on solicitation structure, including identifying one master developer for both sites.

Though response is not mandatory, developers who respond to the RFI will receive additional consideration in the RFP evaluation process, as detailed in 6.3 Response Evaluation. After the RFI period ends and before the RFP is released, the Community may conduct discussions with qualified RFI respondents to validate proposed RFP terms and seek feedback on market conditions. This expected process is detailed in 6.4 Continued Participation.

The Community aims to better understand market interest in the Site, potential development programs and phasing, and qualified developer interest in realizing that vision all of which would be complementary to a potential new gaming facility.

- Collect vital feedback from the private sector that may shape the RFP structure and requirements
- Share information with the public and the development community on the future direction of the Site and invite participation
- Understand how development of this Site and the proposed gaming site can work together, including site design, circulation, mixture of uses, and phasing
- Understand to what extent the ideal mixture of uses west of the Dobson Road extension is dependent upon the gaming facility
- Determine the level of interest in master development of the full Site or individual parcels
- Identify a vision for the development of the full Site, including program and proposed phasing
- Determine challenges that limit the ability to provide highest and best use proposals
- Understand how much land value or financial opportunity is expected
- Clarify what progress on infrastructure development is required before issuing the RFP
- Clarify SRPMIC regulatory processes and identify other perceived risks the Community can address or resolve, including governance and stakeholder processes
- Identify qualified development teams to respond to the RFP
- Prioritize establishing a strong, trust-driven partnership between the Community and a future selected development team

2.2
Solicitation Schedule

The anticipated solicitation schedule for the RFI is listed below. The timing of the steps in this process is subject to change.

The RFP is expected to be issued as soon as early 2026. Further details on available development parcels, allowable uses, expected deal terms, and the developer selection and negotiation process will be included in the RFP and are previewed in concept in 05 Development Requirements.

Table 2 Solicitation Schedule

DATE	MILESTONE
November 3, 2025	RFI Issued
November 19, 2025	Pre-proposal conference
November 20, 2025	Site Walkthrough *Optional*
November 26, 2025	Written questions due from respondents
December 12, 2025	Answers provided in addendum
January 30, 2026	RFI responses due from respondents
March 2026	RFP release

2.3
Pre-Proposal Conference

Wednesday Nov. 19, 2025 10:00 a.m. MT

A virtual pre-proposal conference with interested RFI respondents will be held on **Wednesday**, **November 19, 2025**, from **10:00 – 11:30 a.m Mountain Time** (MT). Participation is optional. The Community and its advisors will present the development opportunity, review the RFI process and expectations for respondents, and provide time for questions.

To attend this teleconference, please register by emailing purchasing-bids@srpmic-nsn.gov. A calendar invitation will be sent to registered respondents.

2.4
Site Walkthrough

Thursday, Nov. 20, 2025
8:00 a.m. MT

For RFI respondents interested in viewing the Site, a brief site tour will be held on **Thursday**, **November 20, 2025**, from **8:00 – 10:00 a.m. MT**. As with the pre-preproposal conference, participation is optional. Representatives from the Community will highlight key areas within the site with relevant context, including existing conditions and planned infrastructure.

To attend this site walkthrough, please register by emailing purchasing-bids@srpmic-nsn.gov. A calendar invitation will be sent to registered respondents with further information on logistics to follow, including meeting location and transportation instructions.

2.5
Questions

All questions concerning this RFI should be submitted via email no later than Wednesday, November 26, 2025, at 5:00 p.m. MT. The Community will provide answers in an addendum to the RFI on srpmic-nsn.gov/dobsondevelopment no later than Friday, December 12, 2025.

Email your questions and RFI responses to:

Ben Shepherd
Purchasing Supervisor, SRPMIC
purchasing-bids@srpmic-nsn.gov

2.6
RFI Response

RFI responses are intended to gather feedback from prospective developers to inform the Community's development of an eventual RFP, including required conditions and timing. Detailed information on response requirements is included in 06 Submittal Instructions as well as Appendix A Requested Feedback.

RFI responses must be submitted via email no later than Friday, January 30, 2025, at 5:00 p.m. MT. Responses received after the deadline may not be accepted.

2.7
RFI Changes

Any changes or clarifications to this RFI will be distributed via addenda emailed to registered respondents and posted on srpmic-nsn.gov/dobsondevelopment.

The Community reserves the right to reject at any time any or all proposals, to waive minor irregularities in the RFI process, and to withdraw from discussions at the Community's sole choice. In addition, the Community's decision to pursue an RFP for this Site, the timing of RFP release, and/or criteria for RFP participation or evaluation are subject to change.

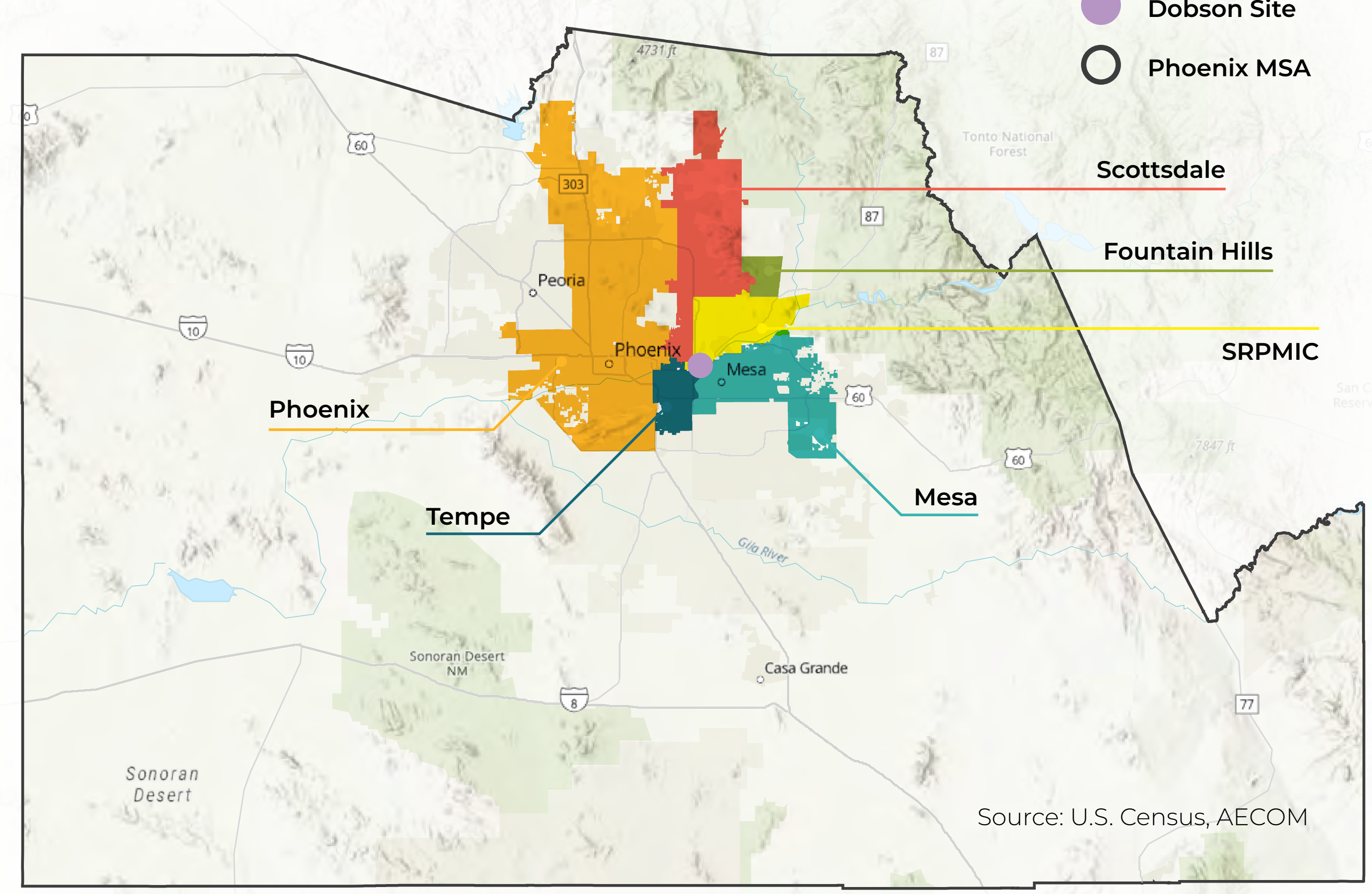
3

Market Overview

3.1

Phoenix Market

Figure 2 Phoenix Metropolitan Statistical Area (MSA)



Phoenix is a dynamic and rapidly growing metropolitan region of 4.86 million people. The Phoenix area is known for its year-round sunshine and an average annual temperature of 75 degrees Fahrenheit, providing an ideal climate for outdoor recreation, tourism, and quality-of-life amenities.

The Salt River Pima-Maricopa Indian Community is bordered by the cities of Scottsdale, Tempe, and Mesa, and the neighboring town of Fountain Hills. Scottsdale is a premier destination known for its upscale lifestyle, world-class resorts, and vibrant arts and culture scene. Tempe is a dynamic university city, anchored by Arizona State University (ASU), one of the largest research institutions in the country. Mesa is Arizona's third-largest city and a rapidly expanding hub for aerospace, healthcare, and advanced manufacturing. Just beyond is Phoenix, the state capital and fifth-largest city in the U.S., which serves as the region's economic and cultural powerhouse, offering a diverse mix of industries, a growing tech sector, and a vibrant downtown core. Fountain Hills is a scenic, primarily residential community known for its master-planned neighborhoods and resort-style amenities, offering a quieter pace compared to nearby urban centers.

There is an opportunity for a catalytic, mixed-use development at the site offering destination retail and entertainment and a sense of place to establish a new, thriving submarket within the Phoenix MSA.

As a major economic powerhouse with strong demographic trends, Phoenix has rewarded developers looking to capitalize on a thriving market with sustained demand across residential, commercial, and industrial sectors in recent years. Phoenix has cemented its status as a tech and innovation hub; major employers in the metro area include numerous healthcare, financial services, retail services, and technology and semiconductor companies, including Banner Health, Walmart, Intel, Wells Fargo, and PetSmart. Post-pandemic "reshoring" and governmental support is driving renewed interest in U.S.-based manufacturing in the Phoenix MSA.

3.2
Surrounding Area

The Site offers access to regional economic hubs in Phoenix, Scottsdale, and Tempe via major transportation routes, including State Routes 101 and 202. The corridor is directly adjacent to the rapidly growing towns of Scottsdale, Tempe, and Mesa, all strong economic drivers for the Phoenix MSA and home to multiple top employers and economic engines like ASU, State Farm Insurance, General Dynamics Mission Systems, the Mayo Clinic, and others.

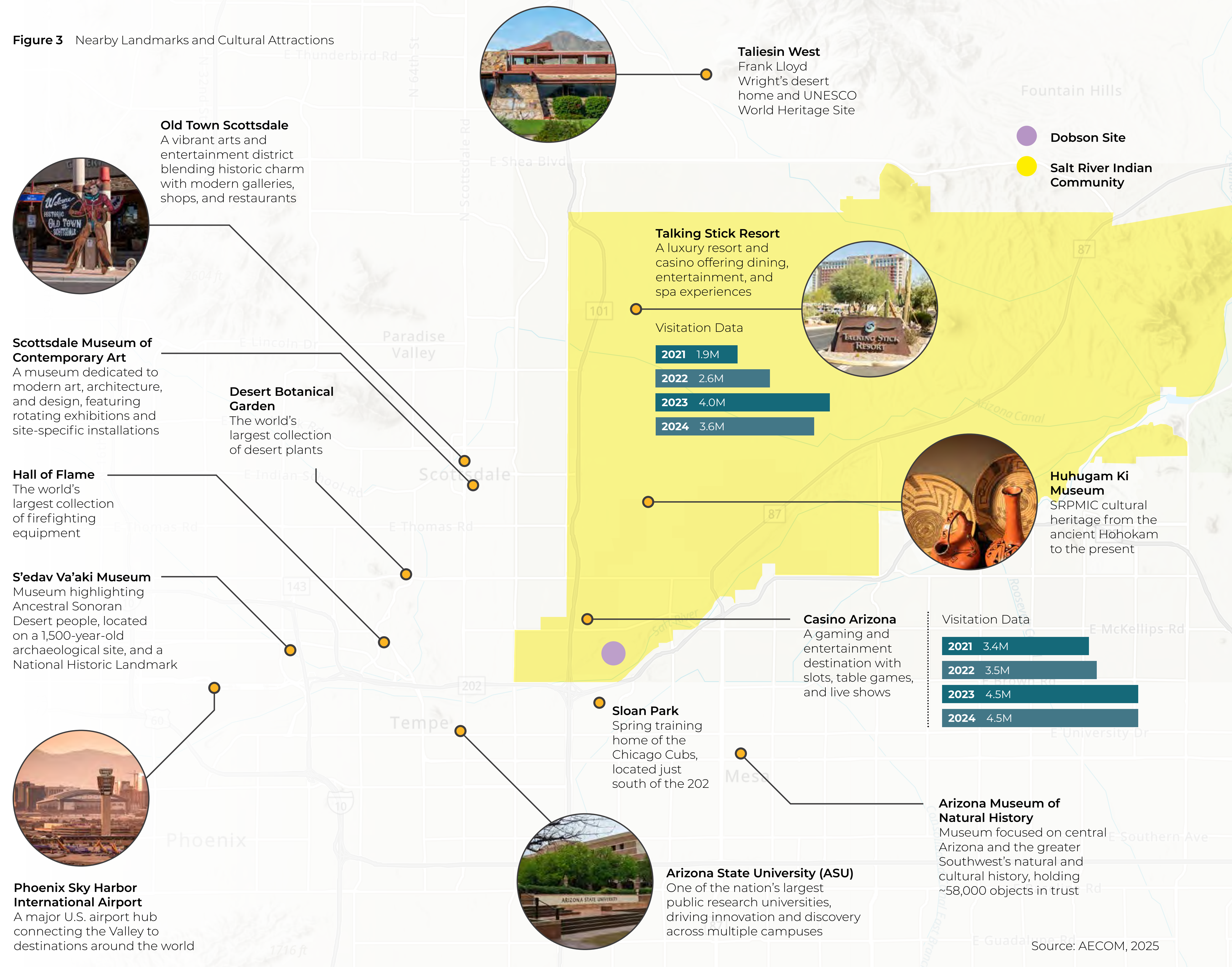
Situated north of Mesa with access to key hubs of economic activity, the McKellips Corridor, which constitutes the northern border of the Site, remained largely undeveloped until recently and is among the most conveniently located and attractive infill development sites in the greater Phoenix MSA.

The Phoenix area is widely recognized as a major sports and events destination. Salt River Fields at Talking Stick serves as the Spring Training home for both the Arizona Diamondbacks and Colorado Rockies. The WM Phoenix Open, held annually at TPC Scottsdale, is one of the region's most well-attended golf events. WestWorld of Scottsdale is Arizona's premier equine venue and hosts large scale attractions such as the Barrett-Jackson Collector Car Auction. The area is also known for its nationally acclaimed restaurants, including Christopher's, Vincent on Camelback, and Pizzeria Bianco. Convenient access to the regional freeway network makes these destinations easily accessible from the site.

3.3
Existing Salt River Development

The northern portion of SRPMIC is a vibrant and active area anchored by a variety of high-traffic destinations that draw visitors to the area year-round. The Talking Stick Entertainment District offers a dynamic mix of dining, entertainment, and cultural experiences. It is home to signature attractions like the Talking Stick Golf Club, which boasts the largest public practice facility in the Valley, and Butterfly Wonderland, the largest indoor butterfly conservatory in the United States. The USS Arizona Memorial Gardens provides a space to honor the lives lost aboard the USS Arizona during the attack on Pearl Harbor.

Figure 3 Nearby Landmarks and Cultural Attractions



Source: AECOM, 2025

3.4

Supporting Population

The Phoenix MSA is rapidly growing, with the metro area's population growth outpacing that of the nation since 1980. With a median age of 37.6, the metro area is home to 68% of the state's population. The primary market, defined as a 10-minute drive from the Site, is home to 286,000 people, an 11.7% increase from the decade prior. While the population is growing, families are having fewer children – the average household size across the MSA is 2.63 and shrinking. In 2022, the median annual household income was $79,935, higher than the national median income of $75,149.

Figure 4 Primary Market

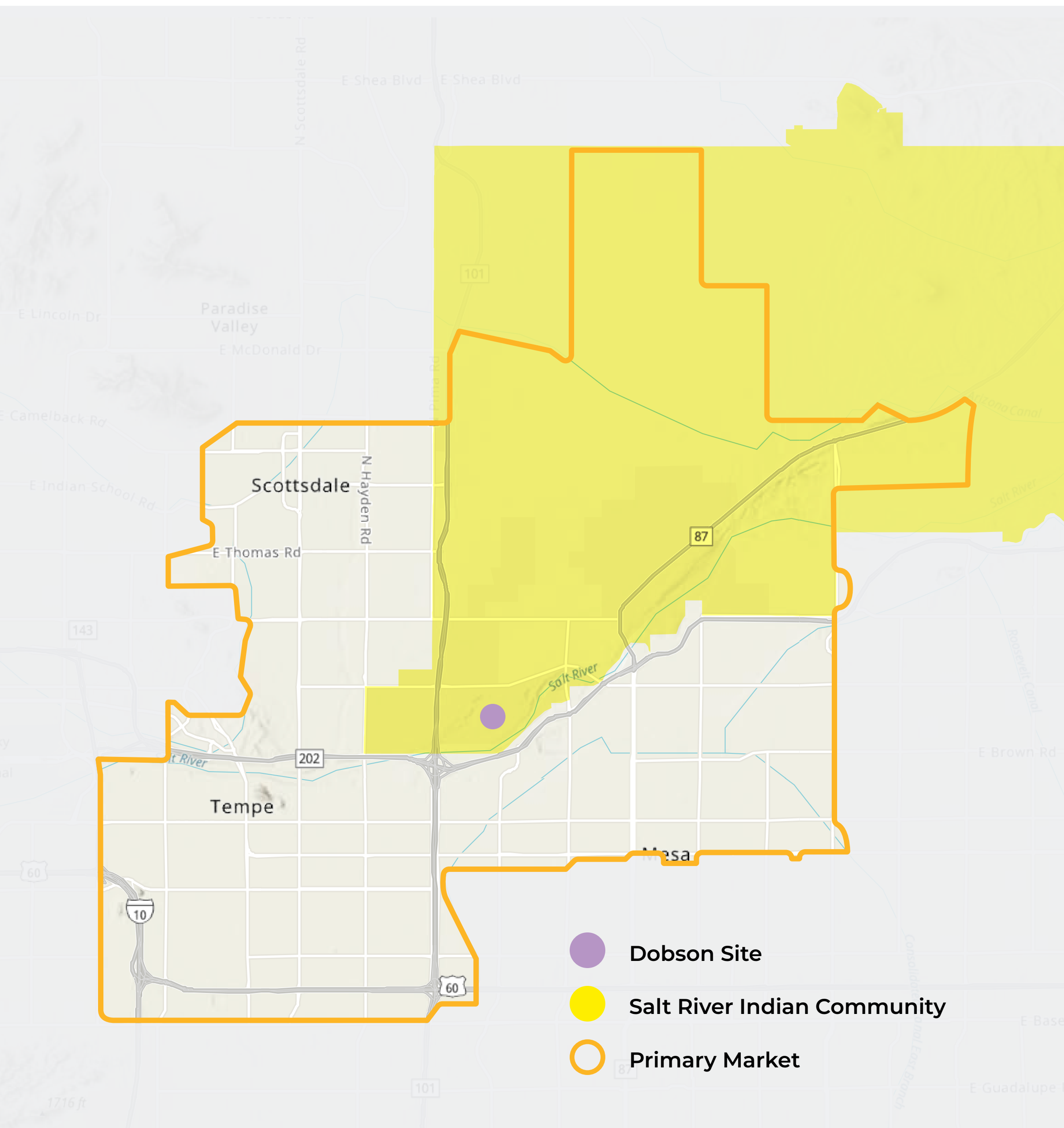


Table 3 Key Population Statistics

286,000
People living within a 10-minute drive of the Site, by zip code

11.7%
Population growth within primary market over last decade, by zip code

37.6 y/o
Average age within the Phoenix MSA

$79,935
2022 MSA Median Income

Source: U.S. Census, SRPMIC, AECOM

3.5

Sector Performance

The corridor's development potential, access, and the strength of the regional market, combined with key demographic indicators of growing demand (including job and household growth), make this Site well-positioned for a wide variety of possible uses.

The MSA labor force totals approximately 2.6 million. Top industries in the Phoenix region include Healthcare, Retail Trade, Government, Accommodation & Food Services, and Administrative & Waste Management & Remediation. The primary market has a higher labor participation rate at 69.6% than the MSA at 63.8%.

A significant portion of Community members are employed in key sectors such as Public Administration (22.8%), Arts, Entertainment, Recreation, Accommodation, and Food Services (22.6%), Educational Services, Health Care, and Social Assistance (12.5%), and Transportation, Warehousing, and Utilities (6.9%). This local and regional workforce represents a valuable labor pool for future development on the Site, particularly if supported by targeted training, upskilling, or reskilling opportunities. There is strong potential to align on-site employment with current SRPMIC workforce development initiatives, including the Workforce Innovation and Opportunity Act (WIOA) Adult and Youth Programs, the IT Apprenticeship Training Program, and the Underfill Program.

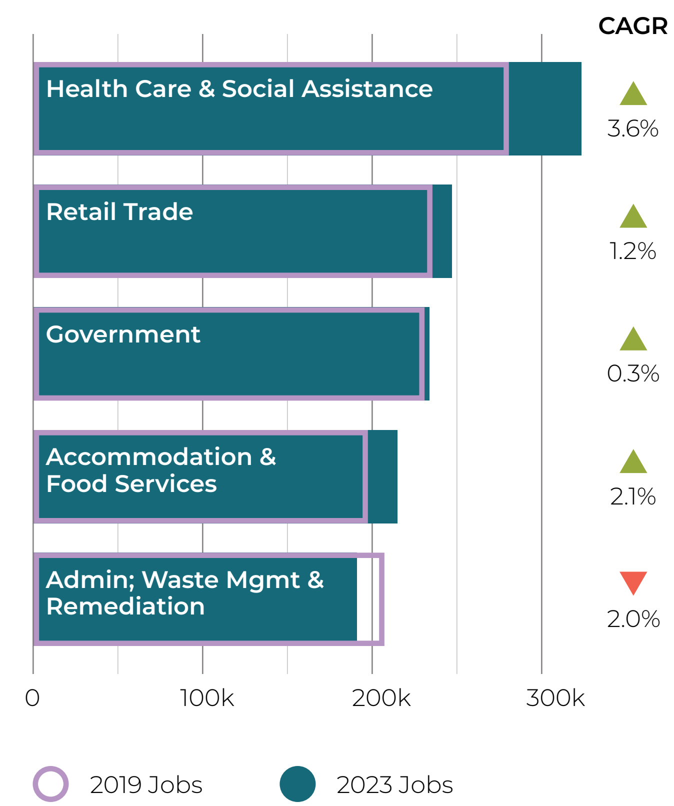
The corridor's development potential, access, and the strength of the regional market, make this Site well-positioned for a wide variety of possible uses.

Office

Office markets throughout the country are experiencing high vacancy rates and falling achievable rents. However, demand for Class A office has been surprisingly resilient in the Phoenix metro; based on recent analysis, bespoke Class A office/headquarters, along with medical office and lab space, are expected to perform well and are both potential opportunity uses for the Site. Nearby Tempe/ASU, Chandler, and Gilbert are part of a growing high-tech Class A cluster.

Real Estate, IT, Technical Consulting Services are all industries that are concentrated in the Phoenix metro. Phoenix is also home to the headquarters of electronics corporation Avnet, mining company Freeport-McMoRan, and waste management firm Republic Services. Financial services are bolstered by the regional presence of companies like Wells Fargo, which employs around 13,000 people across the State of Arizona. This leads to steady demand for bespoke, amenity-rich office spaces, tailored to the specific needs and workforce for these types of firms.

Table 3 Top 5 MSA Industries (2023)



Source: Lightcast, AECOM

Healthcare

Phoenix hosts a diverse array of major employers across various sectors. Leading the healthcare industry, Banner Health is the state's largest private employer, with over 50,000 employees statewide. SRPMIC recently opened a state-of-the-art health facility, the River People Health Center, on McDowell Road, less than two miles from the Site. Healthcare uses on the Site would build on the synergies there and allow community members to access care closer to home.

Retail, Dining, and Entertainment

Major big-box retailers are top employers in the state and the Phoenix Metro region. Walmart employs approximately 37,648 individuals in Arizona; Amazon.com has a workforce of around 36,000. This has generated pressure on communities to build warehouses and logistics and fulfillment centers; however, the highest and best use of the Site will need to be carefully considered, as the single-story, sprawling nature of these centers can create conflicts with the walkable, active, vibrant development that may be more complementary to Gaming uses. Phoenix is also home to Fortune 500 retailer PetSmart.

SRPMIC recently amended Chapter 14 of the SRPMIC Code of Ordinances that allows for the sale of packaged liquor by off-sale retailers. Notably, residents in this primary market spent $1.6 million on bars and drinking establishments outside their immediate area in 2024, highlighting a demand for enhanced nightlife options near the Salt River Pima-Maricopa Indian Community.

Tempe Marketplace
Source: tempetourism.com

Table 4
Key Market Statistics

103,176
High-tech workers in Phoenix[1]

46.7M
Visitors to Phoenix in 2023

15%
Annual increase in average daily hotel room rates since 2020

Senior Living

Arizona's senior population is growing rapidly, with residents aged 65 and older projected to surpass 2 million by 2030. The 85+ age group is expected to grow by more than 50% between 2025 and 2035, driving significant demand for specialized senior care. This demographic shift is fueling growth across a range of senior housing types. Active adult communities continue to expand in key markets such as Phoenix, Scottsdale, and Tucson, while demand for assisted living and memory care facilities rises in line with the projected increase in the 85+ population. Continuing care retirement communities (CCRCs), which offer multiple levels of care on a single campus, are popular with investors for their long-term stability and consistent occupancy rates. At the same time, there is an increasing need for affordable senior housing options. Developments like Sierra Bloom in SRPMIC, Omni in Scottsdale, and Mirabella at ASU illustrate a trend toward senior living in walkable, mixed-age urban environments.

Industrial & Flex

Phoenix's industrial real estate market has maintained robust growth, delivering approximately 6 million square feet of industrial space in the fourth quarter of 2024 alone, leading the nation in industrial deliveries. New leasing activity exceeded 18 million square feet in 2024, a 10% increase over the previous year. The expansion of key industries such as third-party logistics, retail, construction, and advanced manufacturing continues to drive healthy demand for industrial space.[2]

Advanced Manufacturing & Warehousing

In the technology and semiconductor industry, Intel's presence in the region (12,000 employees) makes the Phoenix metro one of the largest concentrations of Intel workers in the U.S. Aerospace and Defense, Electronics Manufacturing, HVAC Manufacturing, and Retail are also highly concentrated industries in the region, with much larger shares of jobs compared to the U.S. overall. Energy and Warehousing industry clusters are also concentrated in the Phoenix metro, illustrating how much the region's top employers are driving the supply chain. Although the Site may not be appropriate for a large manufacturing facility, office space and flex or light industrial uses that could house smaller suppliers, tech start-ups, and spinoffs from these industries should be considered.

Hospitality & Tourism

The Phoenix MSA saw 46.7 million visitors in 2023, driving a strong hospitality and tourism market. The existing hotel market is primarily composed of luxury, upper upscale, and upscale hotels, which together account for 51% of the MSA's room supply, while upper midscale, midscale, and economy hotels make up 36% of the total. Hotel occupancy is at 69.1% and growing, up from the 2020 occupancy rate of 50.5%. Hotels within a 10-minute drive time of the Site have an Average Daily Rate (ADR) of $198.03, higher than the MSA's ADR of $187.87. The primary market's ADR is boosted largely by the upscale lifestyle, world-class resorts, and vibrant arts and culture scene in Scottsdale.

Visitors to Phoenix come to shop, sightsee, attend events, drink and dance, and swim. The average visitor is 47 years old with a household income of $83,000. In 2023, visitors spent $12.9 billion in the metro area.

1 https://www.cbre.com/press-releases/phoenixs-tech-job-growth-puts-citys-office-market-among-the-hottest-of-north-americas-30-leading

2 https://www.us.jll.com/en/trends-and-insights/research/industrial-market-statistics-trends/phoenix

3.6

Recent Development

According to CoStar, 6,800 housing units, 319,000 square feet of retail, 1.87 million square feet of office, and 980 hotel rooms have been added to the primary market inventory since 2020. Office occupancy is estimated at 77%, approximately on par with the metro area. Despite high vacancy rates, office rents have increased by 1.5% annually since 2020. Residential occupancy is estimated at 92%, indicating continued strong demand for residential supply, particularly for affordable and attainable/workforce housing. The strength of the hospitality and tourism market across the region indicates continued demand for new hotel rooms at different price points.

Primary Market Inventory
Increase since 2020

▲ **6,800**
Housing Units

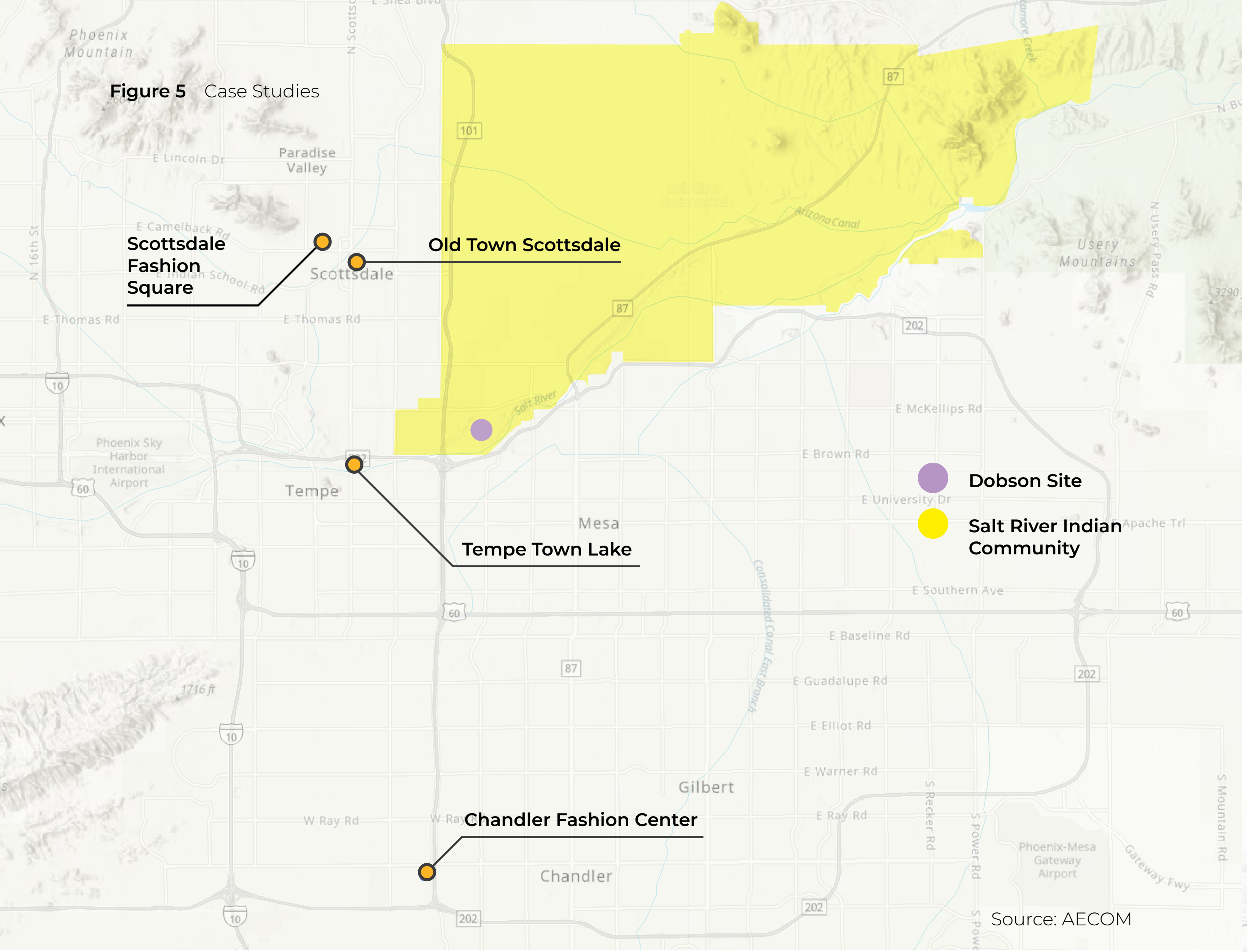
▲ **319,000**
Square Feet of Retail

▲ **1.87M**
Square Feet of Office

▲ **980**
Hotel Rooms

Source: CoStar

Figure 5 Case Studies



Source: AECOM

CASE STUDY

Old Town Scottsdale

Old Town Scottsdale is Scottsdale's pedestrian-friendly cultural and entertainment core, known for its art galleries, dining, nightlife, and historic character. The City recently launched a $40 million revitalization plan, including a $15.2 million extension of the Brown Avenue garage, a new Entertainment District garage, and $7.9 million in Main Street refurbishments, alongside new events to attract residents and visitors. Private development activity is robust, including mixed-use projects such as the 232-unit 5th & Goldwater and upscale Goldwater Residences, as well as AC Hotel + Apartments and Osborn Luxury Senior Living. This coordinated public-private investment is enhancing Old Town's appeal while preserving its distinctive identity as a vibrant, walkable destination.

CASE STUDY

Scottsdale Fashion Square

Scottsdale Fashion Square is a 1.9-million-square-foot luxury shopping and lifestyle destination featuring more than 200 shops and restaurants, including brands such as Gucci, Prada, and Cartier. Operated by Macerich, the center has undergone multiple redevelopment phases to elevate its luxury positioning, adding high- end dining like Nobu and Ocean 44, renovating its South Wing, and upgrading interiors with modern storefronts, lighting, and finishes. Even after losing 42 retailers during the pandemic, the mall quickly rebounded by reinvesting in luxury positioning through strategic redevelopment and by leaning into high-end retailers and branding.

CASE STUDY

Tempe Town Lake

As a highly successful nearby multi-phase waterfront development located less than 2.5 miles from the site, Tempe Town Lake is a $1.8 billion mixed-use development located within an Opportunity Zone to leverage investment incentives and long-term economic growth. Designed as a seven-phase project to be constructed over 15 years, the development aims to create a dynamic urban district integrating residential, commercial, hospitality, and entertainment uses. Upon full buildout, it will feature 2,500 residential units—including apartments, condominiums, and senior living—alongside 109,000 square feet of retail and restaurant space, 610,000 square feet of commercial office, and 520 hotel rooms. One of its signature attractions is a 95-meter Observation Wheel, establishing the development as a regional destination.

The first phase, scheduled for completion in 2026, has secured $233 million in construction financing and will introduce 312 multifamily units, over 339,000 square feet of office space, and a mix of retail, restaurant, and outdoor dining options. The phased approach allows for financial flexibility and adaptation, ensuring the project aligns with evolving market demands. The development is oriented to take full advantage of lakefront views and shoreline amenities.

CASE STUDY

Chandler Fashion Center

Figure 6 Chandler Fashion Center
Source: Visit Phoenix

Chandler Fashion Center, a 1.3 million-square-foot regional mall in the East Valley, has demonstrated the success of destination retail in the metro area. Opened in 2001, the center integrates traditional closed mall features with an outdoor lifestyle wing that includes restaurants and boutique retailers. Anchored by national tenants including Macy's, Dillard's, and Harkins Theatres, the center continues to perform well more than two decades after opening. Recent renovations have modernized interior spaces and incorporated chef-driven restaurants, local boutiques, and specialty retailers, demonstrating the region's appetite for curated, experiential retail and dining.

Figure 7 Tempe Town Lake
Source: AZ Central

3.7

Planned Development

The primary market surrounding SRPMIC is experiencing significant development to accommodate its rapidly growing population. Planned or ongoing nearby development by use is summarized in the table below.

Table 5 Primary Market Development Pipeline

Asset Class	Baseline (Approximate)	Pipeline	% Change
Multifamily Units	60,600	2,600	▲ 4.2%
Retail SF	20,695,900	280,800	▲ 1.4%
Industrial SF	7,829,900	102,300	▲ 1.3%
Flex SF	3,419,700	-	-
Warehouse SF	14,480,900	88,700	▲ 0.6%
Office SF	27,282,700	-	-
Hospitality Rooms	12,400	300	▲ 2.7%
Student Units	10,000	465	▲ 4.6%

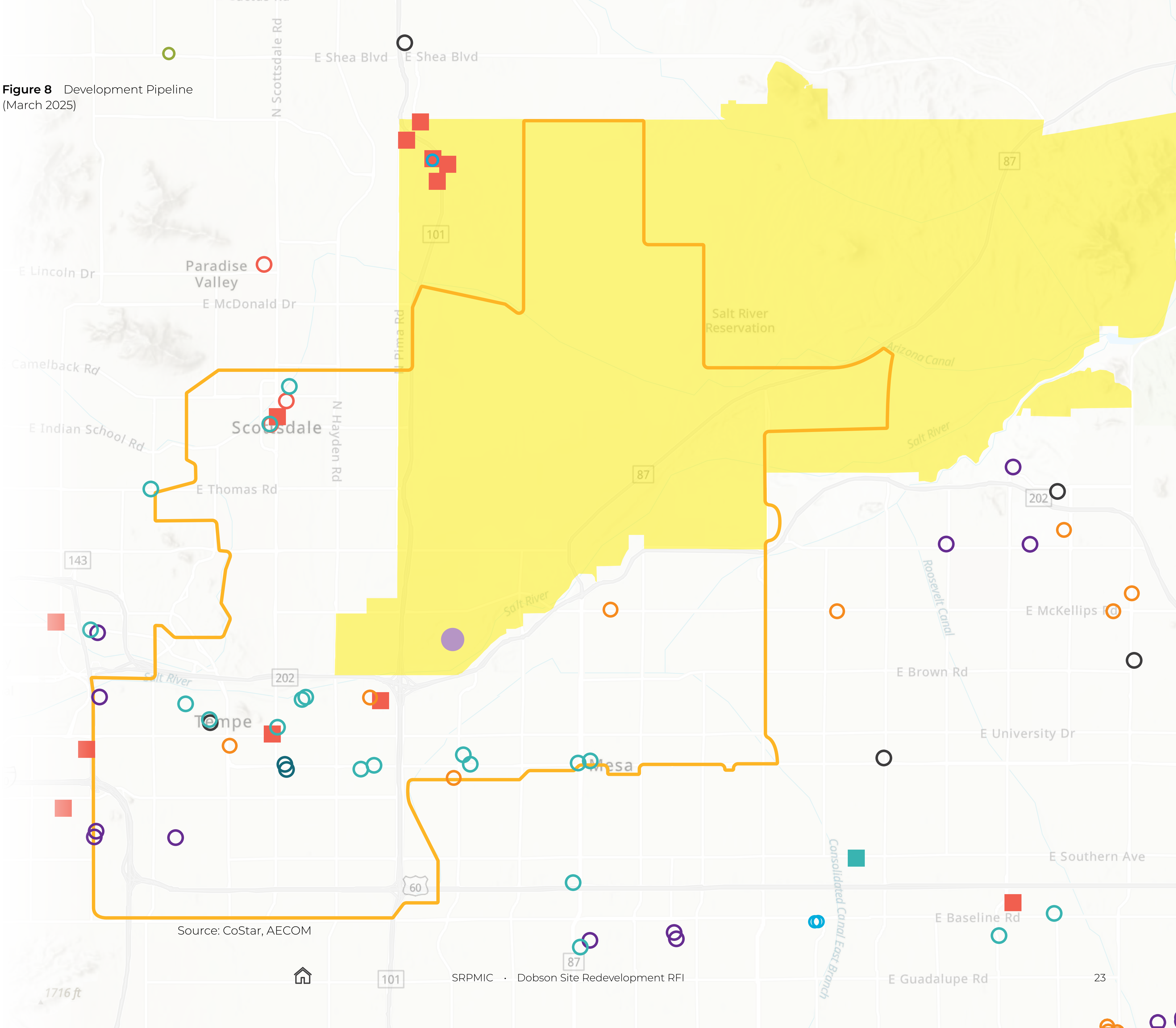
Source: Costar (March 2025), AECOM

Under Construction
Planned

Multifamily
Office
Specialty
Retail
Hospitality
Industrial
Industrial
Student

Dobson Site
Primary Market
Salt River Indian Community

Figure 8 Development Pipeline (March 2025)



Source: CoStar, AECOM

Retail Pipeline

Tempe Marketplace, a vibrant 1.3 million-square-foot open-air shopping and entertainment center in Tempe, Arizona, is set to enhance its diverse offerings with several planned expansions. A 154,669-square-foot Sam's Club warehouse store is under construction on a 14-acre parcel at the southeast corner of the marketplace. This development, which will occupy one of the last remaining empty parcels within Tempe Marketplace, is anticipated to open in early 2025. Complementing this, new tenants such as Nothing Bundt Cakes, Happy Beauty Co., and Enclave Salon Suites are slated to join the center by the end of 2025, further diversifying the retail and service mix. These additions will occupy approximately 150,000 square feet, bringing Tempe Marketplace to nearly full occupancy and signaling a thriving retail market within the primary market.

While nearby retail development may influence broader market dynamics, the Site offers a distinct opportunity to create destination retail that draws its own customer base. As demonstrated by the success of Phoenix's Desert Ridge Marketplace, there is strong regional demand for experiential and curated retail and dining experiences. These types of offerings not only resonate with current consumer preferences but also align with demonstrated complementary uses near casino developments across Arizona and the U.S., underscoring potential for a similar approach at the Site.

Hospitality Pipeline

While the Phoenix MSA's hotel market is largely characterized by luxury, upper-upscale, and upscale properties, the development pipeline shows a greater number of projects in the upper-midscale, midscale, and economy chain scales.

The Ritz-Carlton Paradise Valley is a 225-key luxury hotel development set to deliver in December 2025, featuring a 168,750 SF facility on a 20-acre lot. Designed to accommodate high-end travelers and corporate events, the property will include 17,713 SF of meeting space and the longest pool in North America, reinforcing its status as a premier destination in the Paradise Valley hospitality market, just north of Scottsdale. The Remi Scottsdale, an Autograph Collection hotel, is slated to open in 2025, adding 161 upper-upscale rooms to the Scottsdale market. The Autograph Collection is a group of independently operated hotels, each designed to offer distinctive amenities and reflect the local character and culture of their respective locations around the world.

Industrial Pipeline

The industrial pipeline is expected to decelerate, with a significant slowdown in groundbreakings, and most speculative projects expected to deliver by mid-2025. Approximately 102,000 square feet of industrial space and 89,000 square feet of warehouse space are currently under construction in the primary market. Despite this slowdown, the continued expansion of third-party logistics, retail, construction, and advanced manufacturing space is expected to maintain a healthy demand for industrial space.

An example of recently completed development is the warehouse facility at 2836 N Greenfield Rd in Mesa, AZ. Completed in April 2025, this 78,449-square-foot single-story building sits within Mesa's Falcon District, a hub for advanced manufacturing companies. Estimated rents range from $14 to $17 per SF. This addition to Mesa's industrial pipeline reinforces the area's strong positioning for advanced manufacturing and logistics.

Broader Phoenix metro area industrial development activity includes Halo Vista, a $7 billion master-planned development designed to support the renaissance of the semiconductor industry, anchored by a state-of-the-art manufacturing complex developed by Taiwan Semiconductor Manufacturing Company (TSMC). Spanning 30 million square feet, the project will integrate a mix of hotels, residential living, and educational facilities, creating a fully integrated ecosystem that supports workforce development, innovation, and economic growth.

The development is structured around two key districts. The Forge will serve as the primary manufacturing zone, housing cutting-edge semiconductor production facilities. The Sonora Oasis Research and Technology Park will function as a science and technology hub, focusing on research, development, and engineering to drive industry advancements. As one of the largest semiconductor-focused projects in the region, Halo Vista is set to position the Phoenix metro area as a global leader in advanced manufacturing and technology-driven economic development.

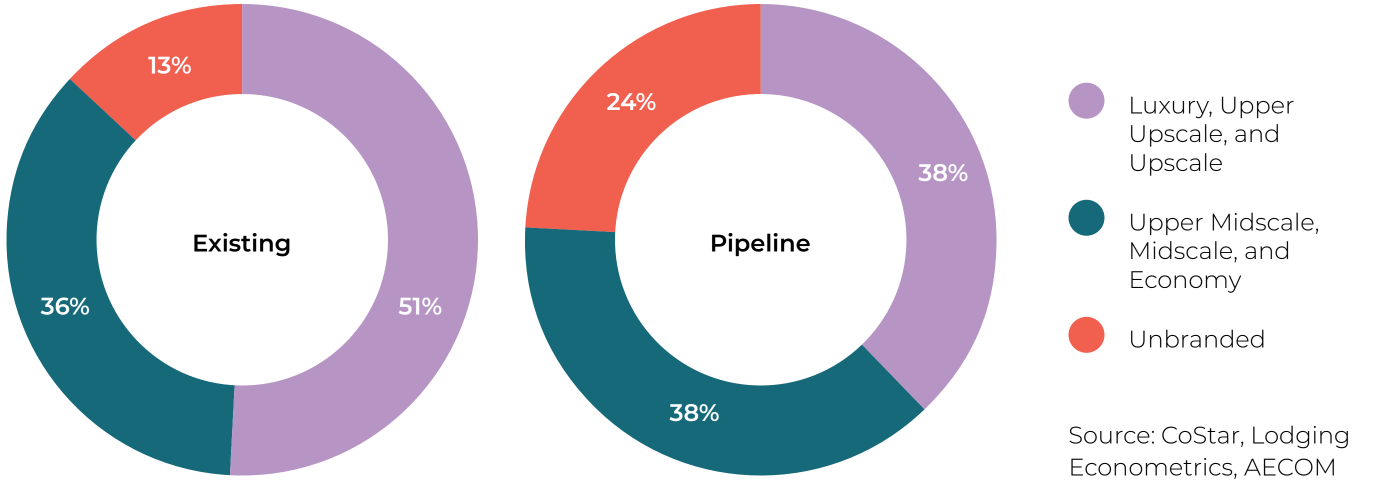
Counterclockwise

Figure 9 Ritz-Carlton Paradise Valley, Paradise Valley, AZ
Source: Ritz-Carlton Residences, rcpvluxury.com

Figure 10 2836 N Greenfield Rd, Mesa, AZ
Source: Costar

Figure 11 Halo Vista, Phoenix, AZ
Source: Costar

Figure 12 Phoenix MSA Hospitality Market Metrics



Source: CoStar, Lodging Econometrics, AECOM

4

Site Overview

4.1

Development Site

The proposed development opportunity includes up to approximately 190 acres of development area within the McKellips Corridor. The Site is bound by McKellips Road to the north and the Salt River to the south. The east and west boundaries are based on site conditions, but are generally located between the Loop 101 Pima Freeway and Alma School Road with the future Dobson Road extension bisecting the Site. The western portion of the site spans 148 acres along the McKellips Road corridor and offers views of the Salt River to the south. The eastern portion comprises 42 acres located adjacent to a future casino, up to 80 acres in size, that will be developed, owned, and operated by the Community. Appendix B1 contains geotechnical reports that provide additional information about the Site's physical and subsurface conditions.

Table 6 Site Portions

Topic	Detail
Total Site Area	± 270 acres
Available	± 190 acres
Reserved	± 80 acres dedicated to future Gaming facility (separate solicitation process)
Western Portion	± 148 acres west of planned Dobson Road extension
Available	± 148 acres
Reserved	n/a
Eastern Portion	± 122 acres east of planned Dobson Road extension and surrounding to planned gaming facility of up to 80 acres
Available	± 42 acres
Reserved	± 80 acres dedicated to future Gaming Facility (separate solicitation process)

As outlined in 6.2 Response Requirements and Appendix A Requested Feedback, respondents should indicate whether they prefer to develop all or a portion of the Site, and which potential parcels in Figure 13 are most suitable for near-term development.

Platting of legal parcels for development will be conducted by the Community before RFP release or before transaction close, depending on feedback collected in the RFI. See Appendix B2: Site Map with Planned Routing for a higher resolution image of expected future parcels and Appendix B3: Aerial Survey for the most recent boundary survey.

4.2

Site History

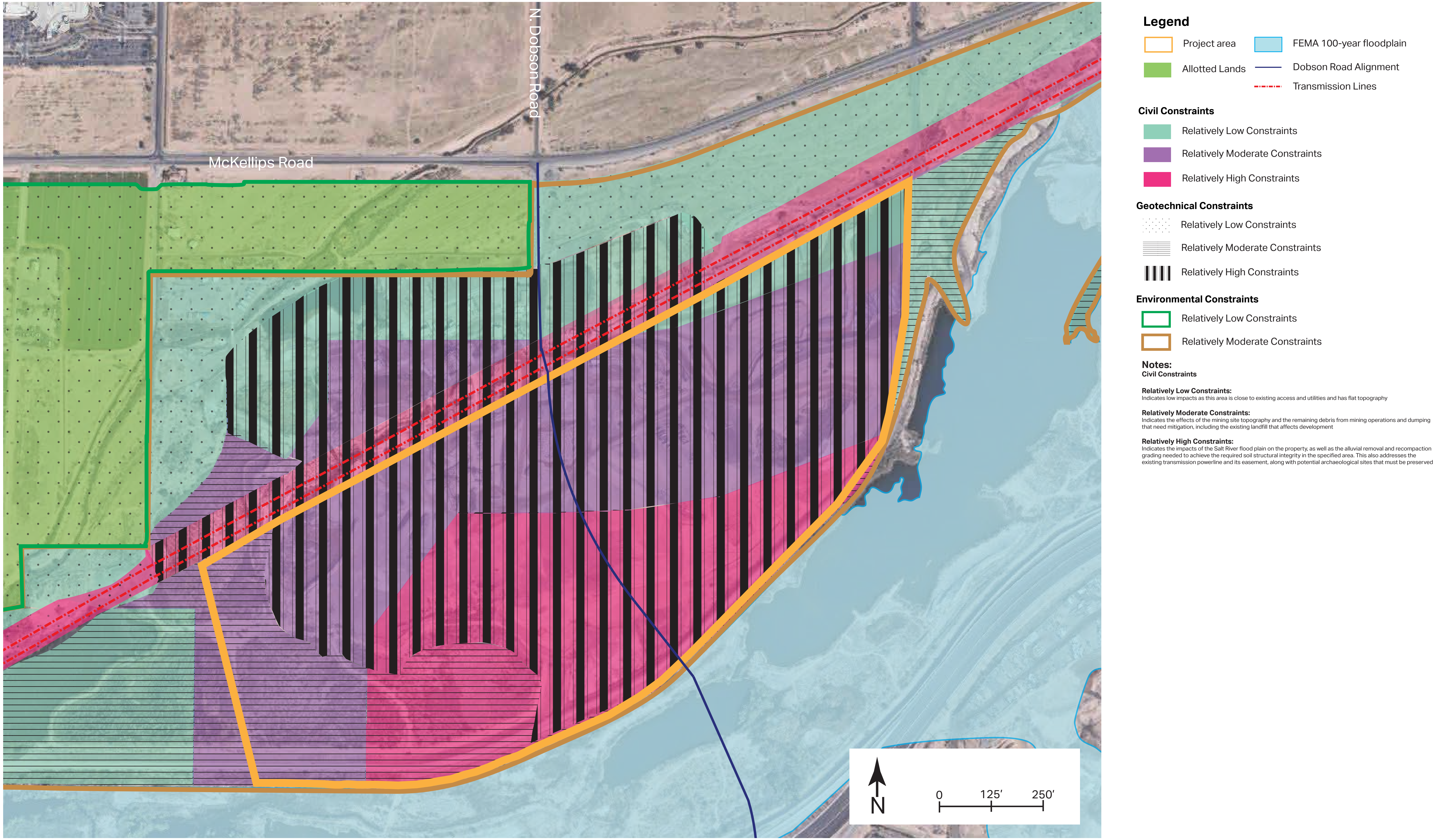
Since its inception in 1981, Salt River Sand and Rock has exemplified a commitment to sustainable mining and environmental stewardship at the Dobson site. In a region rich in natural resources, the company recognized the potential of the land for extracting valuable minerals.

Initially, the mining operations focused on high-quality sand and rock, with careful planning and execution to minimize environmental impact. The team implemented extraction techniques that ensured efficiency while preserving the integrity of the surrounding landscape. As the years progressed, Salt River Sand and Rock developed a robust operational framework that prioritized safety, compliance with regulations, and community engagement. In the early 2000s Salt River Sand and Rock merged with Phoenix Cement to be known as SRMG.

Over the decades, the company methodically mined the site, gradually expanding its footprint while implementing a comprehensive reclamation strategy. This involved restoring the mined areas to their natural grade with inert material. By the time the final mining areas were exhausted, the entire site had been reclaimed with the exception of the area housing the office and shop buildings.

The SRMG Dobson site was strategically utilized by Salt River Sand and Rock to produce high-quality aggregates, which are essential for ready mix concrete production. By collaborating closely with SRMG's other business unit, Phoenix Cement, the two companies created a synergistic relationship that enhanced the sales of cement. The aggregates provided a reliable and superior raw material source, ultimately benefiting both business units of SRMG and their customers.

Figure 13 Developable Land



Source: AECOM

4.3

Planned Gaming Facility

Up to 80 acres within the site is being explored for a potential future casino that would be developed, owned and operated by the SRPMIC gaming enterprise. The casino acreage could include direct Dobson Road frontage with an exact location being determined as part of the overall master planning efforts following the completion of the RFI and RFP process. The Gaming Facility will replace Casino Arizona, located just north of McKellips, which currently features 1,442 slots machines & 31 table games (amenities that are expected to expand every two years), keno, bingo, a sports book, and five restaurants. The Casino employs over 1,200 employees.

The proposed large-scale gaming facility presents multiple opportunities for establishing complementary uses, including hospitality, food and beverage, entertainment venues, and retail establishments, among others. Wellness services like spas or salons and experience-based offerings can also thrive. There is also an opportunity to establish a distinct market identity beyond the casino by integrating uses that appeal to a broader local and regional audience. Developers may consider a mix of use types that maximizes the synergies between uses and provides co-benefits for the developer and the broader SRPMIC community.

4.4

Jurisdiction

This RFI is issued pursuant to any and all applicable SRPMIC laws governing development on SRPMIC-owned lands, including entitling all development. Established by Executive Order on June 14, 1879, the Community operates as a full-service government and oversees departments, programs, projects, and facilities. The Community is governed by a legislative body of nine members, comprised of a President, a Vice-President, and seven council members representing the Salt River and Lehi districts.

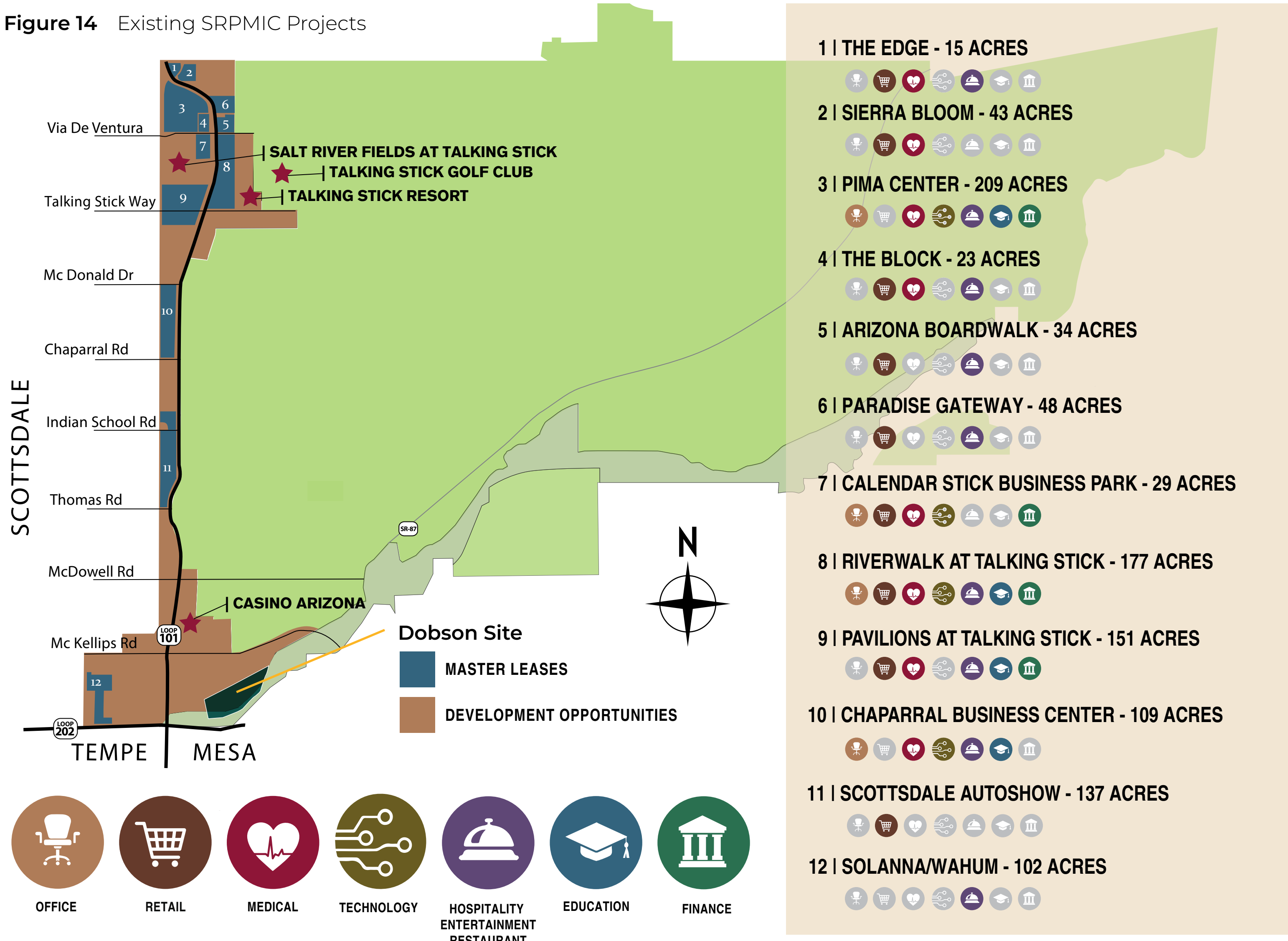
The Site is located within the sovereign territory of SRPMIC and is governed primarily by SRPMIC's legal and regulatory framework. SRPMIC is a federally recognized tribe and retains sovereign immunity from lawsuits and legal action unless explicitly waived in writing. Although the Site is located within the geographical boundary of Maricopa County, state and county jurisdiction does not supersede SRPMIC authority. No Arizona or other state law shall apply to SRPMIC's activities, authority, or obligations unless agreed to in writing by SRPMIC. All real estate, land use, and business operations are governed solely by SRPMIC unless otherwise specified by SRPMIC. Lessees and all occupants must adhere to the statutes, ordinances, and sovereign rights of SPRMIC, while also recognizing intersecting responsibilities at the state and federal levels.

SRPMIC holds exclusive zoning, land use, and permitting authority over the site. Community-owned land within SRPMIC cannot be sold but is leased. All construction plans and building permits must be submitted to and approved by SRPMIC. The Lessee is responsible for all utility charges incurred on the premises. Occupants must utilize SRPMIC's designated solid waste disposal provider. The Lessee may not permit any lien related to any work performed, materials furnished, or obligations incurred by the Lessee to be imposed on the Site.

SRPMIC may levy taxes (excluding income taxes) on lessees, sublessees, their business activities, and property on the premises). Excise, transaction, sales, or privilege taxes attributed to rent or charges must be paid by the Lessee. The Lessee and any sublessees must obtain an SRPMIC Business License and Tax Permit under Chapter 15 of the Code of Ordinances.

The Lessee must independently assess any potential tax implications before entering into the Lease. All taxes, assessments, licenses, fees, and charges due on the Site during the Lease Term must be timely paid by the Lessee. Upon request, the Lessee must provide certified evidence of such payments to SRPMIC. The Lessee has the right to contest taxes and claims, provided that appropriate bonds are posted to prevent enforcement.

Figure 14 Existing SRPMIC Projects



Source: SRPMIC

The Community proudly owns and operates several successful enterprises, including Talking Stick Golf Club, Talking Stick Resort, Salt River Fields, Salt River Devco, Casino Arizona, Salt River Sand and Rock, Phoenix Cement, Saddleback Communications, Salt River Financial Services, and Salt River Landfill. A map of existing projects on SRPMIC land is included in Figure 14. Further details on specific enterprises can be found on the SRPMIC website.

4.5

Current Use

The Site is currently unimproved. A portion of the Site was formerly occupied by the SRMG. The remainder of the subject property consists of vacant and undeveloped land. By the end of 2026, SRMG will have ceased operations on the site in preparation for redevelopment. This creates an opportunity to introduce a more dynamic mix of uses aligned with market demand and community needs.

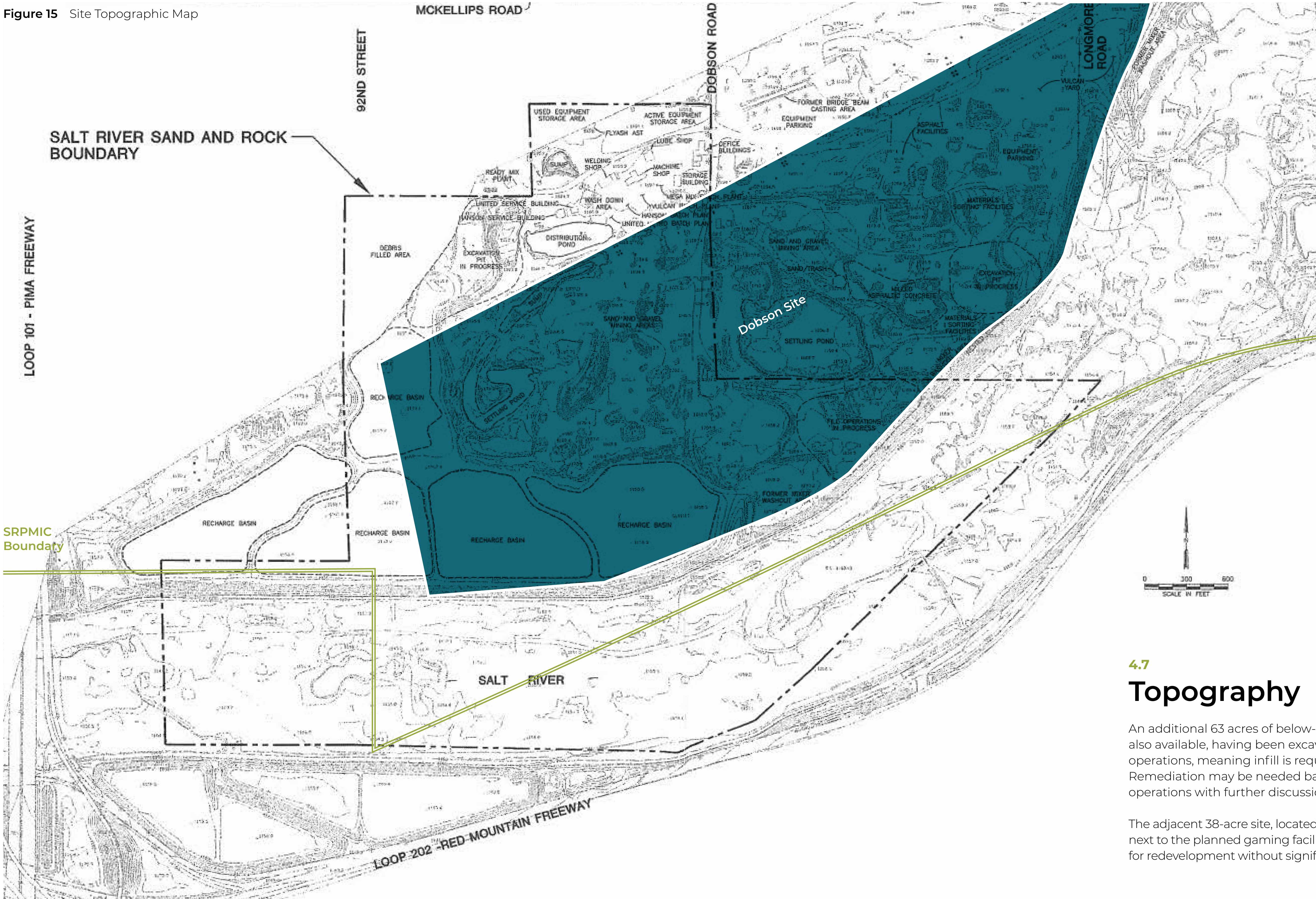
4.6

Transportation

The Site offers access to regional economic hubs in Phoenix, Scottsdale, and Tempe via major transportation routes, including State Routes 101 and 202. Daily vehicle counts at intersections along Routes 101 and 202 fall between 150,000 and 200,000, placing the Site on the edge of one of the most-traveled corridors in the MSA.

The Site's proximity to Phoenix Sky Harbor International Airport within a 15-minute drive from the Site enhances its accessibility for business and leisure visitors alike. Valley Metro bus routes, which serve surrounding areas, do not currently serve the Site, with limited exceptions for express buses along State Routes 101 and 202. The Site is located within Waymo's designated service area, providing access to autonomous ride-hailing services for residents, employees, and visitors.

Figure 15 Site Topographic Map



4.7

Topography

An additional 63 acres of below-grade recharge basins are also available, having been excavated in prior materials operations, meaning infill is required prior to construction. Remediation may be needed based upon prior mining operations with further discussion in 1.5: Environmental.

The adjacent 38-acre site, located east of Dobson Road and next to the planned gaming facility, is at-grade and suitable for redevelopment without significant infill.

Source: Geotechnical Information Review Memorandum, AECOM

4.8

Utilities

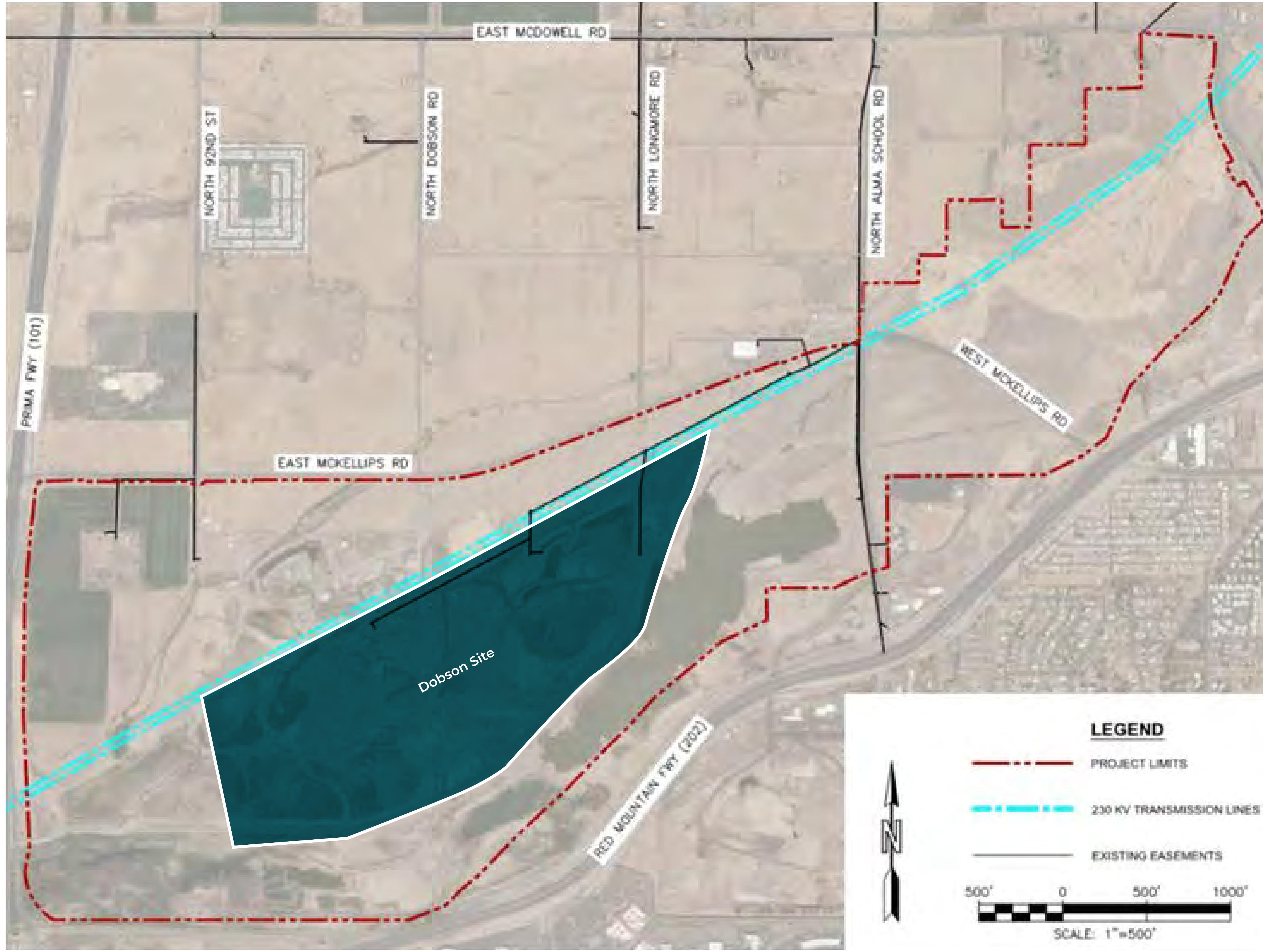
Preparing the site for vertical development will require extending public infrastructure to the Site, which is expected to be the responsibility of the Community, and to each development pad, which will be the responsibility of the developer. Utilities are planned to be provided within the Dobson Road extension.

Current utility providers are listed in Table 7. Any development on the Site will connect to the SRPMIC sanitary sewer system. New sewer and water mains are located on McKellips Road to the north of the site. Water, sewer, and electric connections and total capacities will be studied in greater detail before initiating the development process. The map in Figure 16 shows the electrical infrastructure within the Site. The corridor is also bisected by overhead power lines that run though the center of the corridor.

Table 7 Utility Providers

Electric **Salt River Project** srpnet.com	**Water** **SRPMIC** srpmic-nsn.gov
Telephone & Internet **Saddleback Communication** saddlebackcomm.com	**Gas** **Southwest Gas Corporation** swgas.com
Solid Waste and Recycling **SRPMIC Public Works** srpnmic-nsn.gov	**Sanitary Sewer** **SRPMIC Public Works** srpnmic-nsn.gov

Figure 16 Electrical Infrastructure



Source: SRPMIC

4.9

Environmental

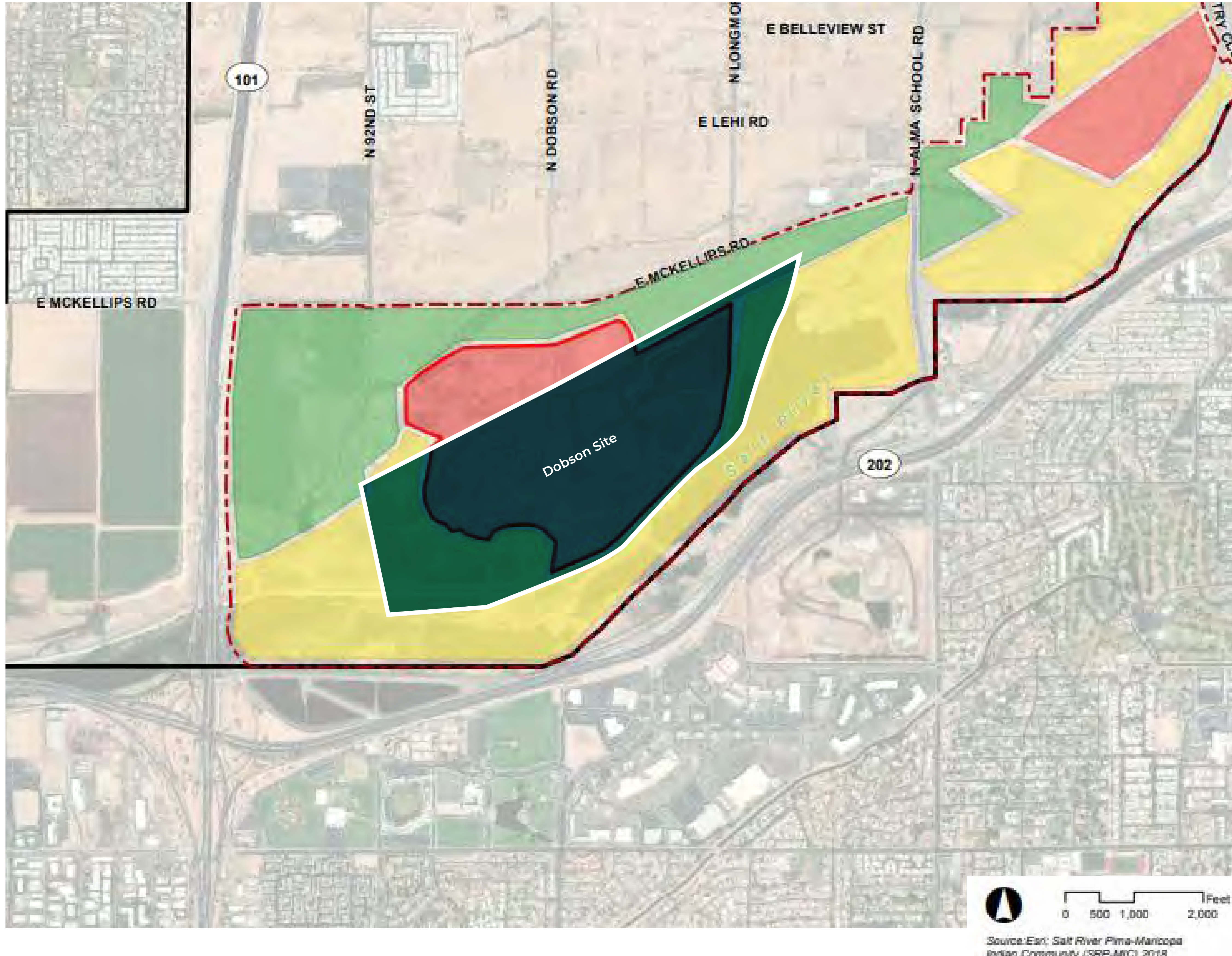
There are several known environmental constraints to development, including a portion of the corridor that is in the Salt River Floodway that must remain unimpeded, as well as portions of the site that are currently mapped within the 100-year floodplain (see Figure 13). A levee was constructed on the north side of the Salt River south of the site, which is currently not certified by FEMA. SRPMIC is actively working on certifying the levee and will be submitting mapping revisions to FEMA to show that the levee provides flood risk reduction, including at the site.

Buried waste is present within the SRMG Dobson site boundaries, though it is unclear whether the inert landfill limits have been fully defined. The soil placed over the inert material likely underwent little to no compaction, and significant settling is anticipated due to the large size of the concrete and asphalt debris within the landfill. Prior to Site development, additional environmental studies may be required, such as biological resources assessments, cultural resources and archaeological surveys, and hazardous materials assessments. The specific requirements should be confirmed in advance of development. See Appendix B1 for geotechnical reports that provide additional information about the Site's physical and subsurface conditions.

Onsite septic systems service the following areas of the subject property; main office building, QA laboratory, training building and the SRMG mechanics and lube shops. A large water recharge pond is located in the northwest area of the SRMG property. Perched groundwater has been observed in some borings, likely influenced by nearby artificial lakes, which may be a factor in foundation design and construction planning. Sulfate and chloride testing indicate slight to moderate corrosion potential for concrete and steel materials. See Appendix B5: Phase 1 ESA and Appendix B1.1: Geotechnical Information Review Memorandum for further detail.

Project Limits
Community Boundary
Typical Soils (No Remediation)
Moderate Remediation Required
Significant Remediation Required

Figure 17 Remediation Effort



Source: AECOM

4.10

Zoning and Entitlements

The Community will secure necessary zoning approvals for the project, including rezoning as necessary, with future zoning expected to be C3 – Commercial or similar. The selected developer will be responsible for all other entitlements, such as permitting. The Zoning Ordinance is currently being amended to clarify, simplify, and improve formatting and to reflect current economic development trends, including land uses. Further details on planning processes and a map of anticipated future zoning designations can be found on the SRPMIC website.

To take full economic advantage of the site's access to the regional freeway system, this development is within the Pima Corridor Overlay District. See Article 5.4 of the SRPMIC Zoning Ordinance.

Instead of adhering to current zoning, which is expected to change prior to development of the Site, respondents may reference the following plans when considering the proposed development program.

Table 8 SRPMIC Plans

SRPMIC General Plan
SRPMIC, 2016

SRPMIC Zoning Ordinance
SRPMIC, 2015

McKellips Corridor Long-Range Plan
SRPMIC, 2020

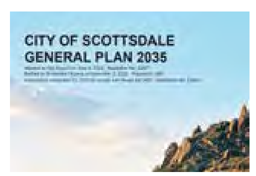
Rio Reimagined
ASU, 2012

Table 10 Neighboring Jurisdictions' Relevant Plans

McKellips Road Improvement Project
Maricopa County, 2023-26

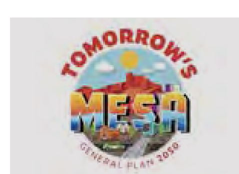
Vision 2030 Comprehensive Plan
Maricopa County, 2016

2040 Regional Transportation Plan Update
Maricopa Association of Governments, 2019



Scottsdale General Plan 2035
City of Scottsdale, 2021

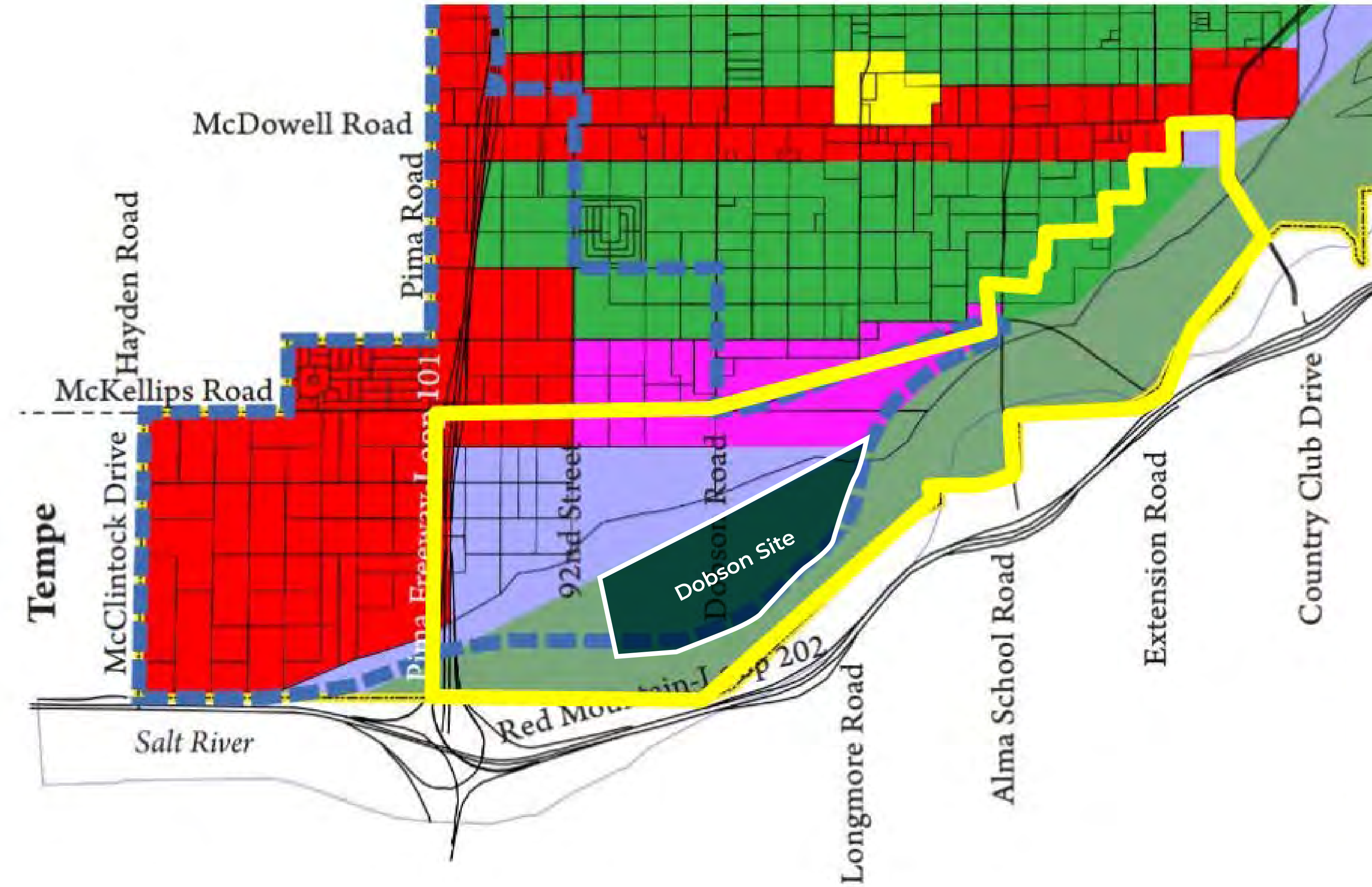
Tempe Tomorrow: General Plan 2050
City of Tempe, 2023

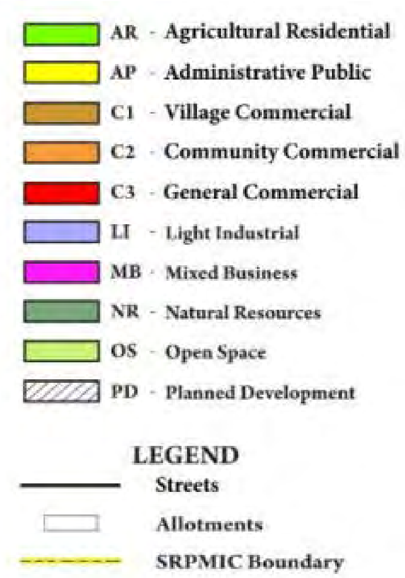


Mesa 2050 General Plan
City of Mesa, 2050

Phoenix General Plan 2025
City of Phoenix, 2025

Figure 18 Current Zoning





Source: SRPMIC, 2018

The Zoning Ordinance is currently being amended to clarify, simplify, and improve formatting and to reflect current economic development trends, including land uses.

5

Development Requirements

5.1

Development Goals

The Community seeks a vibrant commercial development on the Site that is aligned with Community goals and targeted outcomes for the McKellips Corridor. These include:

Creation of a Vibrant Destination

- Complement proposed gaming facility
- Prioritize walkability and low-impact design where possible
- Incorporate features, destinations, and amenities that welcome families and children such as parks, playgrounds, and recreation
- Promote a mix of uses that attract both visitors and residents, including retail, dining, and entertainment
- Support uses and businesses that contribute to long-term tax revenue for the Community

Development of Supportive Infrastructure

- Work closely with the Community to build supportive infrastructure to serve moderate-density development
- Complement previous and ongoing efforts by the Community to provide better site access and prepare the site for development
- Improve internal site circulation and multimodal connectivity to adjacent areas
- Plan for scalable infrastructure that can support phased growth and future utility needs

Celebration of SRPMIC Heritage

- Develop a distinct brand for the new development that reflects and celebrates SRPMIC heritage and creates a sense of place
- Commission local artists and craftspeople to create public art installations
- Integrate storytelling and signage that shares SRPMIC history and values

Generation of High-Quality Jobs for Community Members

- Support full-time, well-paying jobs aligned with resident workforce skills and abilities, which could include small-scale light industrial and makerspaces
- Explore opportunities to incorporate a small cultural center and gift shop for local craftspeople into broader visitor attractions
- Partner with educational institutions or training providers to develop on-site learning and job training hubs
- Support Community-owned enterprises and entrepreneurship

Connection to the River & Surrounding Area

- Orient buildings to take advantage of the Community and the surrounding area's natural beauty, including Salt River and mountain views
- Integrate sustainable design practices and respect for the natural landscape

In response to the eventual RFP, the Community will be principally interested in the direct financial return and benefits to the Community.

5.2

Development Team

The Community is seeking development proposals for this site from experienced, financially qualified development teams who can deliver a well-planned, vibrant, successful development. Respondents must have the ability, credentials, financial resources, and experience to execute a successful project. Teaming is accepted between local and national entities to offer both local knowledge and expertise with complex construction projects. The Community also encourages development teams that include Community members in their equity structure. This may involve partnerships with local contractors, service providers, outreach consultants, and other stakeholders. Previous developer experience with casinos is not required.

5.3

Development Program

The Community seeks feedback on what development programs will be feasible on the Site, including anchor uses, use mix, density, and phasing. The eventual RFP may include master development of the site, releasing individual parcels under separate RFPs, or an alternative approach suggested by offerors that provides best value to the Community while enabling development.

For the 147-acre western site, the ideal commercial development program is of at least moderate density and includes a mix of uses, including hospitality options, street-level retail, and office where feasible. It will also have a significant focus on placemaking, public space activation, walkability, and sustainability. Supported uses would likely include hospitality and retail, dining, and entertainment, at a minimum. Respondents are encouraged to propose creative phasing plans that align with market opportunities and deliver long-term value.

For the 38-acre eastern site, proposed uses ideally complement and support the proposed large-scale gaming facility. Potential complementary uses may include hospitality, food and beverage, entertainment venues, and retail establishments, among others.

5.4

Deal Structure

The Community expects to convey development parcels with a 99-year ground lease to maintain community ownership of land, with additional conditions included in a Joint Development Agreement. Respondents may propose alternative transaction structures they feel are best value for the Community. The eventual transaction will include required covenants and reasonable limits to subordination and sale, which will be previewed in the RFP.

The eventual RFP may include master development of the full site (or eastern or western portions separately), releasing individual parcels under separate RFPs, or a combination of approaches that reserves offeror interest through a Right of First Refusal or Right of First Offer on remaining parcels. The approach selected will balance market preferences while protecting Community interests, including land value and performance risks.

Respondents should propose their preferred deal structure in their response to the RFI. In addition to the general transaction structure, the Community is requesting feedback in the RFI on additional deal structure dimensions including but not limited to revenue sharing, tribal ownership of specific community improvements, and pricing approach.

The Community also encourages development teams that include Community members in their equity structure. This may involve partnerships with local contractors, service providers, outreach consultants, and other stakeholders.

5.5

Expected Responsibilities

The Community, in coordination with state and federal agencies, is pursuing major public infrastructure improvements to support development, as noted in Table 11 below. The Community may request that interested development teams propose ways to contribute to infrastructure improvements using impact fees, negotiated tax-sharing agreements with local municipalities to fund shared infrastructure, and other creative measures.

The selected developer of the eventual RFP will be responsible for the design, financing, and construction of vertical development, as well as interior roadways, utility connections, and stormwater management. Additional roles and responsibilities will be detailed in the RFP and negotiated with the selected developer. Casino master planning, funding, and financing are not the developer's responsibility.

The Site may be eligible for several federal incentives that provide access to gap financing. Indian Community Development Block Grants (ICDBG) provide funding for certain community development initiatives, while Low-Income Housing Tax Credits offer additional tax incentives for such projects. The site may be eligible for New Markets Tax Credits (NMTC), which attract private investment through tax incentives. The land also falls within an Opportunity Zone (OZ), allowing investors to benefit from capital gains tax deferrals and reductions. Other potential sources to facilitate feasibility include the Tribal Transportation Program (TTP) and EPA grants for water infrastructure.

Table 9 Expected Predevelopment Activities

Activity	Lead	Support
Rezoning and entitlements	SRPMIC	Developer
Community outreach	SRPMIC	Developer
Major utility expansions and extensions	SRPMIC	Developer
New Dobson Road bridge	MCDOT	SRPMIC
Major roadway infrastructure	MCDOT	SRPMIC
Remediation of SRMG site	TBD	TBD
Internal roadways and parking lots	Developer	Not Applicable
On-site utility distribution and tie-ins	Developer	Not Applicable
Stormwater management	Developer	Not Applicable
Gaming Facility Master Planning	SRPMIC	Not Applicable

SRPMIC
MCDOT
Developer
Not Applicable
TBD To Be Determined

5.6

Design

The Community places a high value on quality design that reflects the Community's Sonoran Desert environment. Development should respect and enhance the unique climate, topography, vegetation, and historical context of the Community's Sonoran Desert environment, all of which are considered preferred aesthetics and amenities that help sustain the Community and its quality of life.

To allow flexibility and the best mixture uses for this development, a Planned Development Overlay District will likely be utilized pursuant to Article 5.2. of the SRPMIC Zoning Ordinance. As part of the Planned Development Overlay District project, development design standards will be created to illustrate adherence with Community's goals.

Development within the SRPMIC requires Design Review to make sure projects built within the Community are consistent with the Community's land use planning policies and development regulations. Development and design standards set the developmental guidelines, and the Design Review committee ensures that development plans meet the requirements. The Community Development Department, Planning Services has a Design Standard and Policies document that applies to all development in the Community. Further information on the Design Review process can be found on the SRPMIC website.

Individual building and hardscape structures within the development should harmonize with the surrounding desert environment and present a natural, yet modern style. Design elements should also express some of the traditions and cultural preferences of the Akimel O'odham (Pima) and Xalychidom Piipaash (Maricopa) people of the SRPMIC.

Scan to watch on vimeo

Learn more about the Site's redevelopment

Below are some examples of preferred design elements:

- Use of construction materials that are contextually sensitive to the surrounding national environment
- Integration of textured building materials
- Where opportunities exist, building architecture is to emphasize solar response through deeply recessed windows, shade structures, extended rooflines, etc.
- Provide landscaping, eye-level design details, seating, and other features to create pedestrian-oriented spaces at building entrances
- When available, incorporation of the following Pima-Maricopa cultural and historic design motifs as a subtle delineation element is encouraged.
- Use of natural, desert-hued colors is encouraged.

Detailed information on Design Standards and Policies can be found on the SRPMIC website.

5.7

Community Feedback

Open Houses were held in late 2019 to discuss the Community's vision for the broader McKellips Corridor. See Appendix B7: Open Houses Executive Summary Report for further details. Members emphasized the importance of community-serving developments and expressed interest in preserving Tribal identity and heritage in development projects. They expressed a desire for outdoor recreational infrastructure such as parks, walking and biking trails, and outdoor entertainment venues. In addition, the Community wishes that buildings reflect SRPMIC culture through design, colors, and materials.

SRPMIC has produced a video to present information on the Site's redevelopment to the Community.

5.8

Related Policies

See Appendix B6: Community Procurement Policy for further information on Community procurement rules and goals. Additional information regarding Federal Leasing Regulations can be found on the Code of Federal Regulations website.

6 Submittal Instructions

6.1

Technical Response

Respondents are asked to provide a narrative in PDF format that includes the following information. ***Financial offers and design images are not requested or preferred as part of the RFI response but will be requested in the eventual RFP.*** Please note that a respondent's proposed development and team structure may change between RFI and eventual RFP responses.

Cover Letter
+ Signature of Authorized Representative

Firm Overview
+ Development Team and Areas of Specialty

Project Examples
+ Up to Five (5) Similar Projects

Development Vision
+ Potential Program(s) and Phasing

RFP Feedback
+ Responses to Appendix A Requested Feedback

The preparation of a response shall be at the expense of the respondent; the Community will not reimburse respondents for any costs associated with the preparation or submittal of a response. In addition, by submitting a proposal, respondents certify that to the best of their knowledge, all responses are true, correct, and complete.

The confidentiality of the proposal will be maintained until the date established for final submission of all RFP proposals or two years from RFI submission, whichever is sooner. Thereafter, no information contained therein shall be treated by the Community as confidential, proprietary, or trade secret information, and proposals shall be considered public records of the Community.

6.2

Response Requirements

Detailed response requirements for the Technical Response are included below.

There is no official page limit. However, based upon the RFI response instructions, SRPMIC expects that most responses will be under 50 pages. Offerors are encouraged to provide concise answers but may provide supplemental information as helpful to illustrate their points.

Table 10 Technical Response Format

Topic	Detail
Cover Letter	
Response Overview	Summary of technical response, including development vision, team composition, and key considerations for the SRPMIC to consider when drafting RFP
Primary Contact	Primary point of contact for future correspondence on the project, with contact information including email and company address, and signature of authorized representative
Firm Overview	
Team Structure	Expected organizational structure (non-binding), including lead developer, any sub-developers, and any identified financial partners
Firm Description	Description(s) for developer, including company location, areas of specialty, and other key information demonstrating capacity and expertise
Local Experience	Summary of local or regional experience or understanding, including example projects, key team members, and any experience with the SRPMIC
P3 Experience	Experience with development on publicly owned land, ground leases, or other forms of public-private partnerships (P3)

Table 10 (cont.) Technical Response Format

Topic	Detail
Project Examples	
Project Details	Table or similar concise summaries of up to five similar projects that incorporate the following information: Project name and location, development program, total development cost, start and completion date, completed or design image(s)
Project Description	Narrative for the up to five similar projects that includes development vision, financing structure and approach to funding gaps, and key challenges and how they were addressed
Development Vision	
Preferred Parcels	Description of which portions of the site the offeror is interested in pursuing in subsequent RFP(s), including the eastern portion of the site, western portion of the site, or both, and specific areas within.
Preferred Program	Potential program envisioned for the site with reference to market-supportable conditions, described in narrative form and in a table that includes at minimum use, square footage, parcel or location
Alternative Programs	Other development concepts and mixtures of uses that may be feasible for the Site, briefly described including anchor uses or users and required conditions to make feasible
Deal Structure	Preferred deal structure, including key terms such as rent structure, parcel control, and performance requirements
Key Feasibility Factors	Key risks and feasibility factors impacting feasibility, including how the Community may address these prior to RFP release
RFP Feedback	
Responses	Table of responses to Appendix A. Requested Feedback, including market perspective that will help shape the eventual RFP
Additional Information	Any additional information or file attachments that the respondent feels may inform RFP development; not required

6.3

Response Evaluation

There will be no formal evaluation of proposals in the RFI. Responses to the questions posed in the RFI will be summarized for Community leadership and help shape the eventual RFP(s), which request development concepts and financial offers.

However, responses to the RFI are expected to contribute approximately 10% of the overall evaluation criteria for the eventual RFP. In addition, the Community reserves the right to issue the future RFP(s) directly to qualified respondents to the RFI or identified specific respondents thereof.

In the eventual RFP, proposals will be reviewed by an Evaluation Committee subject to the following criteria. Final evaluation criteria will be communicated in the RFP.

1. **Short- and long-term contributions to the immediate area.**
   Preference will be given to proposals demonstrating potential to influence beyond the Community's site (e.g. by drawing visitors and employment to increase retail demand, etc.).
2. **Direct fiscal benefit and total cost to the Community.**
   Preference will be given to proposals that minimize the Community's ongoing and upfront costs and produce significant fiscal benefits (e.g. payment for Community land and increases in sales, property or bed taxes).
3. **How quickly the full impact of the project will be achieved.**
   Consideration of expected schedule, phasing, and related performance risks.
4. **Economic feasibility of the proposal and the depth of experience of the respondent with similar projects.**
   Preference will be given to proposal teams demonstrating market feasibility analysis and/or track records of success with similar ventures.
5. **Respondent's ability to complete the project as evidenced by financial, managerial, and other resources.**
   Consideration of firm qualifications, including personnel, financial capacity, development approach, and risk management.
6. **Quality of the project design, and the nature and extent of public amenities provided.**
   Preference will be given to proposals with high levels of quality in design and showing sensitivity to the Community's objectives for creating a lively mixed-use environment while accommodating the needs of established residential neighborhoods
7. **Support of the Offeror in providing valuable feedback for the RFP process.**
   Consideration of whether the Offeror provided feedback in the RFI process.

6.4

Continued Participation

After the close of the RFI period, the Community may conduct follow-up discussion with qualified RFI respondents to validate proposed RFP conditions before RFP release. This may take place in one or more virtual workshops, via email to qualified respondents, or in individual meetings with qualified respondents.

This follow-up discussion may include the Community seeking further feedback on development parcels offered in the RFP; pre-development activities including community outreach, zoning, infrastructure construction, and site remediation; RFP requirements including deal structure, allowable uses, and performance requirements; timing of RFP release including related market conditions; and coordinating Site development with development of the gaming facility.

Participation in these post-RFI discussions is optional and will not impact eventual RFP evaluation. In addition, the Community reserves the right to expand participation to other prospective offerors who did not respond to the RFI.

6.5

Disclaimers

The information provided in the RFI or other statements or materials provided by the Community are for convenience only and to provide respondents with information that the Community has assembled as of this stage in the process. The Community makes no representation or warranties with respect to these matters. Each party proceeds at its own risk as to any expenditure, commitments, forbearances, or other actions in anticipation of a possible transaction involving any property

Nothing in the RFI and no actions taken by the SRPMIC in connection with the proposal process shall limit, qualify, diminish, waive, impair or otherwise adversely affect the sovereignty, adjudicatory and regulatory jurisdiction, or sovereign immunity of the SRPMIC.

By submitting its proposal in response to this RFI, respondents acknowledge that the process followed may change at the discretion of SRPMIC and that the eventual evaluation of RFP responses will require subjective judgments by SRPMIC. The respondent, by submitting a response to the RFI, waives all rights to protest or seek any legal remedies whatsoever regarding any aspect of this RFI.

The Community will not be bound by any agreement or other duty relating to this proposed transaction or any related negotiations unless and until formal contracts, leases or other legally binding agreements are approved in writing by the Elected Council and become effective according to the terms of the approval.

A

Appendix A **Requested Feedback**

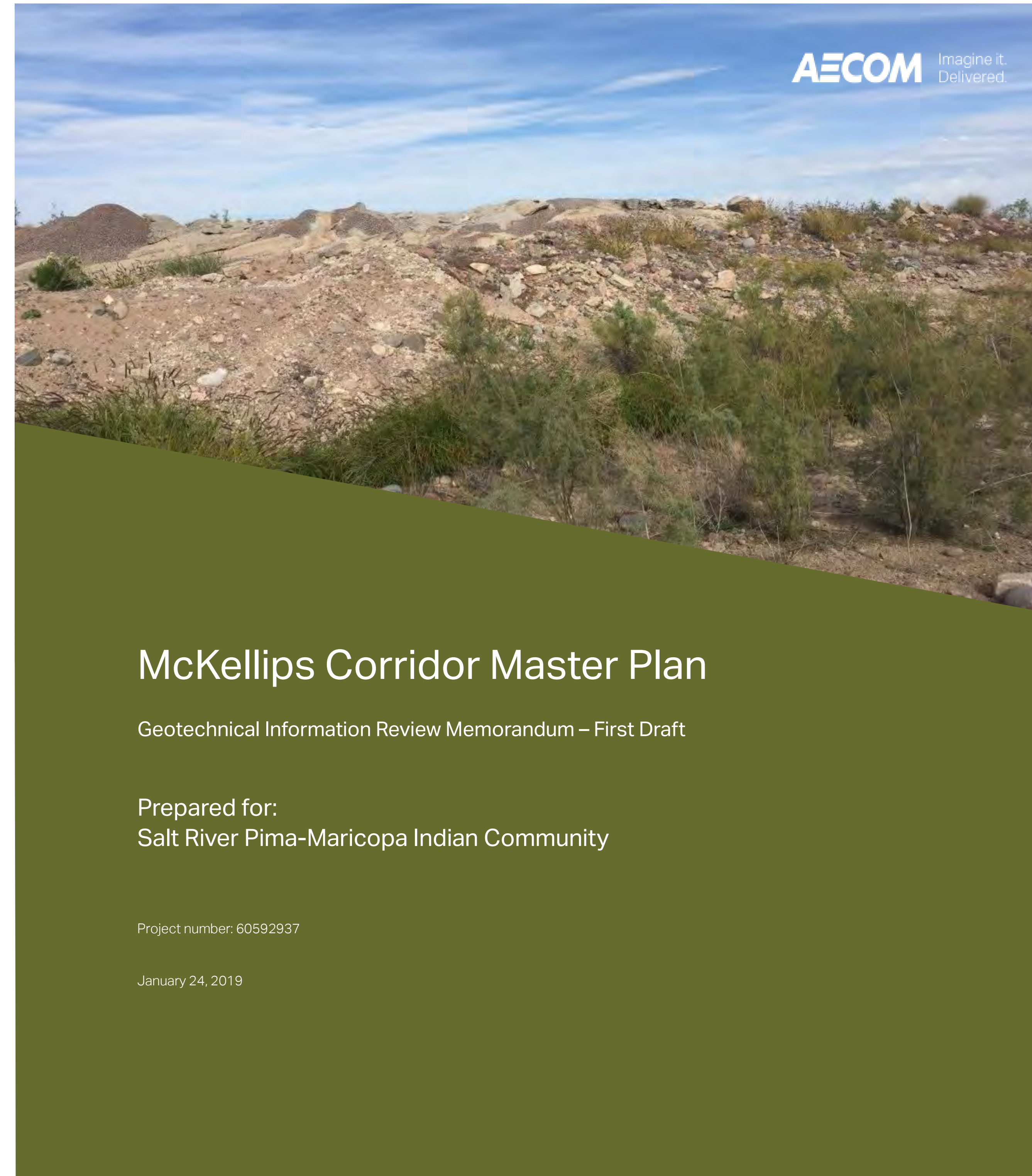
The Community seeks feedback on the following additional questions to inform the development of an eventual RFP or RFPs. Please include these responses in table form within your written response for ease of review. Respondents are also welcome to include any additional information or file attachments that they feel may inform the Community's approach to RFP development.

Topic	Question
Solicitation Structure	Do you recommend the eastern and western portions of the site be released together or under separate RFPs and why?
Gaming Facility	To what extent is the feasibility of Site development and your expected program dependent upon the final program and/or successful delivery proposed Gaming Facility? What level of commitment or progress (such as selected developer or secured funding) is required to respond to an RFP that includes the western portion of the site?
Master Development	Do you prefer to develop all or a portion of the Site? If full Site, or the full eastern or western portion thereof, under what arrangement, such as master lease, Right of First Offer, or Right of First Refusal?
Development Readiness	Which portions of the site are most suitable for near-term development and why?
Project Schedule	Based on current site and market conditions, how would you see this development being phased? Which uses are expected to come first and when might they be delivered at the earliest?
Project Feasibility	Do you expect your envisioned program to be feasible without support from one or more public entities? What type of support?
Funding Sources	What funding sources do you expect to include in your capital stack and what key conditions are required for your envisioned project to be financially feasible?
Land Value	What range of potential land value do you expect for the Site and/or individual parcels on a per acre, per FAR SF, and/or per room basis?
Similar Deals	What similar deals serve as a benchmark for your assessment of potential land value? What would lead to discounts or premiums for this specific Site by comparison?
Major Roadway	What level of commitment or progress in the Dobson Road extension and bridge (such as MOU or secured funding) is required for confidence responding the RFP?
Infrastructure Contribution	What specific infrastructure is expected to be provided by the Developer? What other means of contribution to required site work is possible, such as impact fees?
Site Remediation	What additional information do you need on site conditions? What level of commitment or progress in site remediation of former SRMG activities is required for confidence responding the RFP?
Performance Requirements	What types of other potential Community requirements (such as Community participation targets, public space provision, revenue participation, etc.) are feasible and infeasible for a project of this size and type? What concessions or amenities do you anticipate as part of development scope?
Regulatory Process	What specific clarity is needed in the RFP regarding regulatory approval processes for the future development, including the relationship between the SRPMIC, County, State, and federal entities?
Procurement Process	What specific clarity is needed in the RFP regarding how the selected developer will negotiate towards financial close?

Appendix B
Additional Site Information

APPENDIX B1.1
Geotechnical Information Review Memorandum, January 2019

Click on the image below to view or download the full 169-page document in your browser.



McKellips Corridor Master Plan

Geotechnical Information Review Memorandum – First Draft

Prepared for:
Salt River Pima-Maricopa Indian Community

Project number: 60592937

January 24, 2019

APPENDIX B1.2

Phase I Geotechnical Exploration Letter, May 2025

Click on the image below to view or download the full 50-page document in your browser.

ATEK ENGINEERING CONSULTANTS

ATEK Engineering Consultants, LLC is pleased to submit the attached Phase 1 Geotechnical Exploration Letter.

The primary objective of this Phase 1 study was to investigate and evaluate the preliminary subsurface conditions at the proposed site. The findings are intended to provide an initial understanding of the existing site conditions, which may support engagement with a ground improvement contractor and guide the planning and execution of the upcoming Phase 2 Geotechnical Exploration.

1.0 **INTRODUCTION**

This letter presents the results of our phase 1 geotechnical exploration. A Site Location Map is presented in **Appendix A** of this report. The following sections of this report describe our understanding of the project and our scope of services.

1.1 Project Description

The proposed project is future development located in Scottsdale, Arizona, within the Salt River Pima-Maricopa Indian Community (SRP-MIC).

APPENDIX B1.3

Draft Geotechnical Exploration Report, September 2025

Click on the image below to view or download the full 152-page document in your browser.

ATEK ENGINEERING CONSULTANTS

Prepared by:
ATEK Engineering Consultants, LLC
111 South Weber Drive, Suite 1
Chandler, Arizona 85226

ATEK Project # 240390

September 21, 2025

www.ATEKEC.com
111 South Weber Drive, Chandler, Arizona 85226 – Office 480-659-8065
2015 North Forbes Boulevard, Suite 103, Tucson, Arizona 85745 – Office 520-638-8142

APPENDIX B2

Site Map with Planned Dobson Road Routing

APPENDIX B3

Aerial Survey

Flight Year 2019

APPENDIX B4

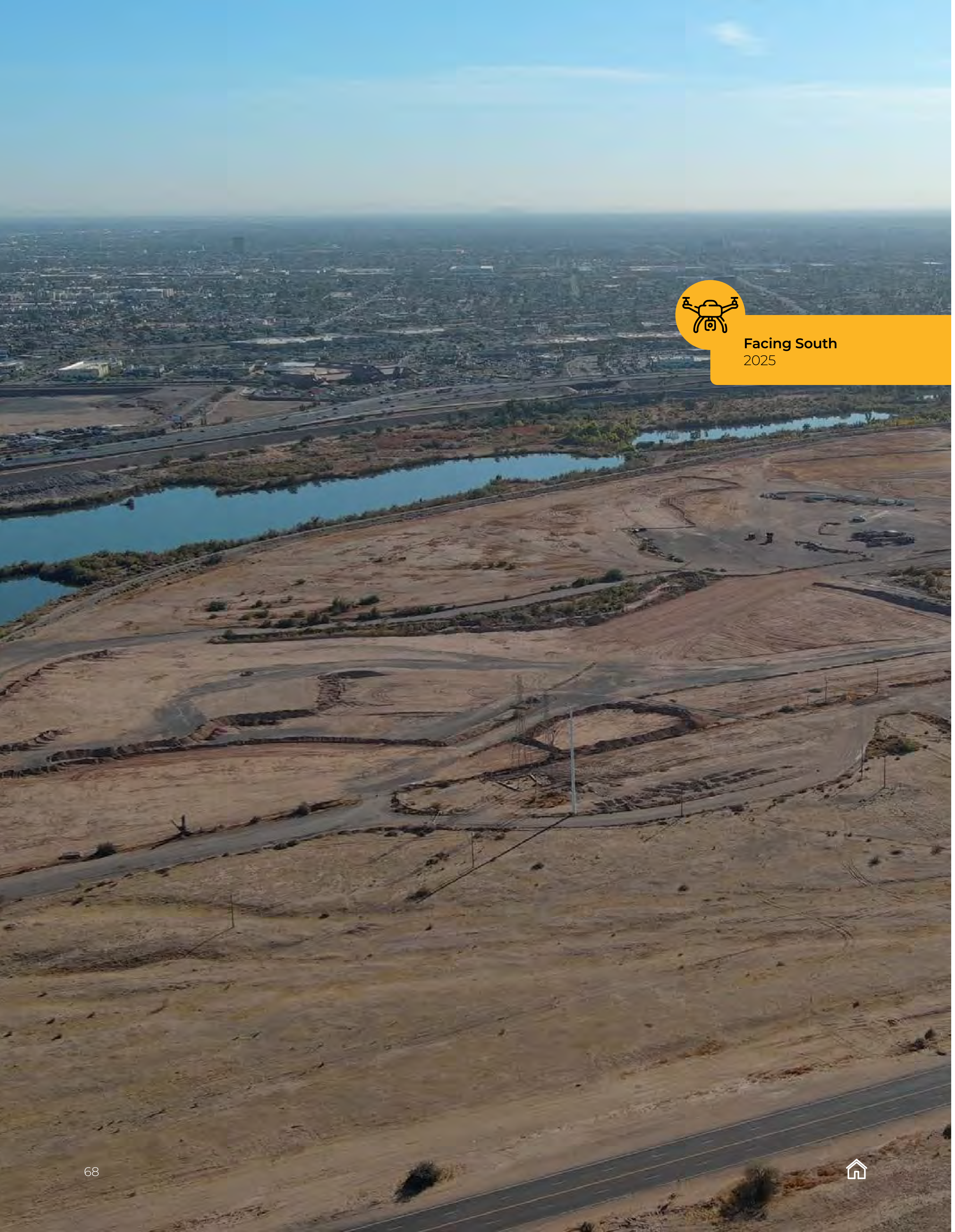
Flyover Photos

Facing Southeast
2025

Facing West
2025

Facing Southwest
2025

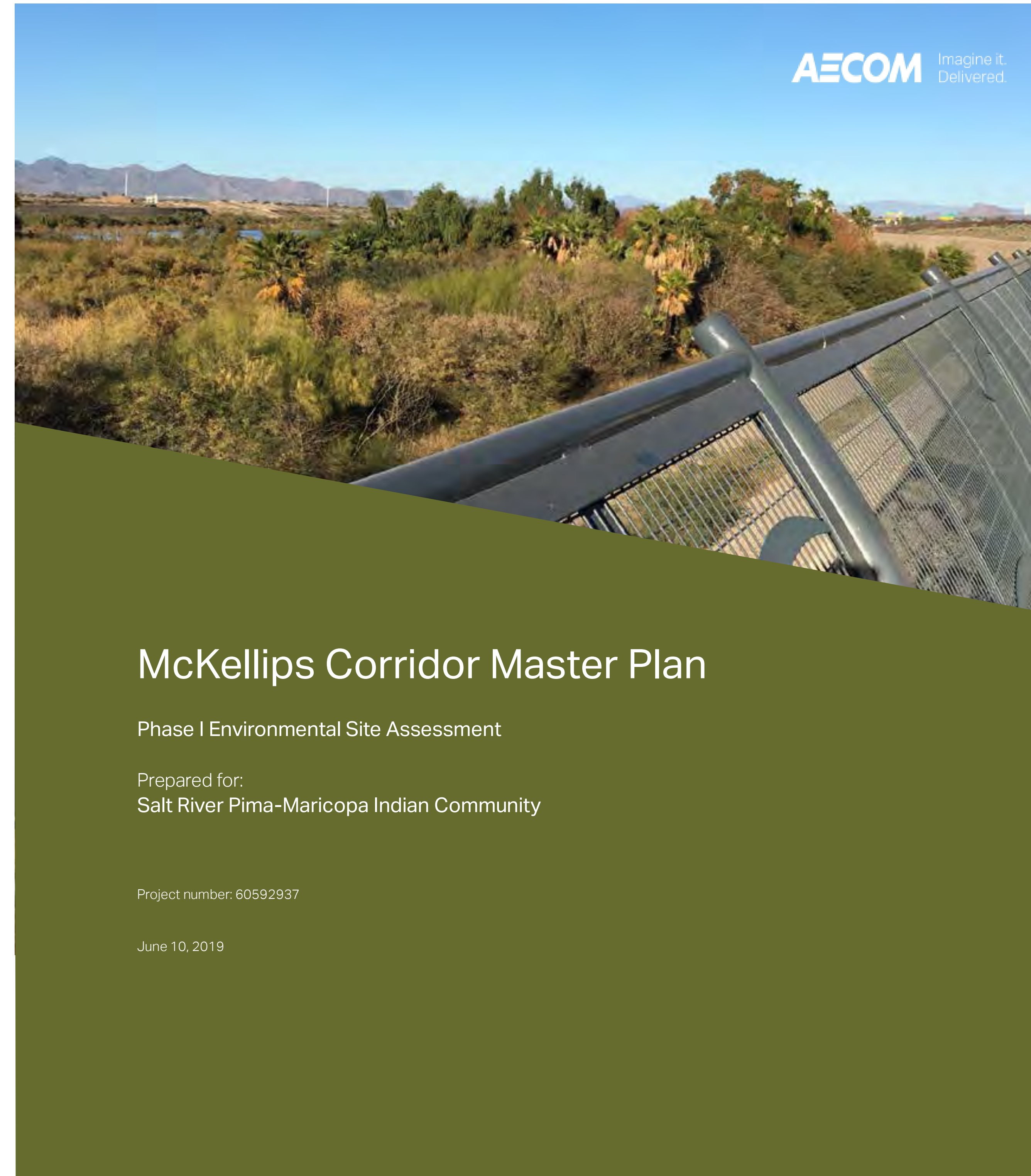
Facing Southwest
2025



APPENDIX B5

Phase I Environmental Site Assessment

Click on the image below to view or download the full 640-page document in your browser.



AECOM Imagine it. Delivered.

McKellips Corridor Master Plan

Phase I Environmental Site Assessment

Prepared for:
Salt River Pima-Maricopa Indian Community

Project number: 60592937

June 10, 2019

APPENDIX B6

Community Procurement Policy

Click on the image below to view or download the full 35-page document in your browser.

Salt River
PIMA-MARICOPA INDIAN COMMUNITY
10005 E. OSBORN RD. / SCOTTSDALE, ARIZONA 85256-9722 / PHONE (480) 362-7400

ADMINISTRATIVE POLICIES

CHAPTER: 3 FINANCE

POLICY: 3-5 PROCUREMENT POLICY

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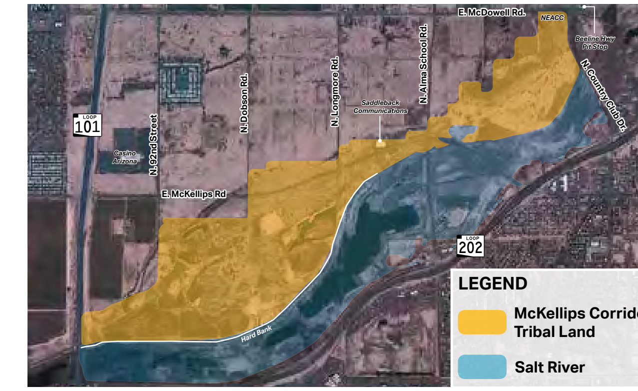
APPENDIX B7

Open Houses Report Executive Summary

The McKellips Corridor is approximately 600 acres of Tribal Land located between the 101/202 and Country Club Road on McKellips Road. As the Salt River Materials Group will vacate the Dobson plant in 2020, the Salt River Pima-Maricopa Indian Community (SRPMIC) has an opportunity to consider new Community-serving developments and land uses within the McKellips Corridor. At this time, no specific developments are being proposed; the purpose of the Lehi (November 12, 2019) and Salt River (November 21, 2019) Open Houses was to gain Community Member input on development interest along the McKellips Corridor.



Each of the 2019 Open Houses were held from 4:00 pm to 8:00 pm and allowed for attendees to move about the stations at their own pace. The Open House format was chosen in lieu of a formal presentation to create a more interactive atmosphere. The Open Houses featured 5 interactive stations, with opportunities to provide comments at every station. In addition to voting and the interactive map activity, attendees were given a page of comment stickers to place on any station specific comment board throughout the Open House. A separate sheet was also provided for visioning to write general comments and draw on an aerial map of the McKellips Corridor.

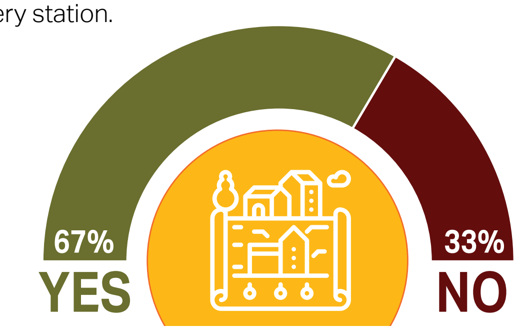
Prior to leaving, attendees were given the opportunity to vote for the main question of "*Do you support development in the McKellips Corridor?*". The Open Houses were staffed by employees of SRPMIC Public Works, Engineering and Construction Services, all Divisions within the Community Development Department, and consultant team members from AECOM.


Salt River Open House - Interactive Map Station

At Council's direction, the Open Houses were modeled similar to the listening sessions that took place in June and July of 1991. The six 1991 sessions were held by Charles Schiffner to gather Community Member input for the 101 Freeway project and commercial corridor.

For the 2019 Open Houses, of 172 total attendees, 45 attended the Lehi Open House (November 12, 2019) and 127 attended the Salt River Open House (November 21, 2019). The 172 Open House attendees comprised 1.59% of SRPMIC's 10,777 enrolled members (2019). A majority of the attendees stayed for over 90 Minutes. In comparison, the 101 Freeway/Schiffner Listening Sessions were attended by a total of 76 (1.47%) of SRPMIC's 5,173 enrolled members (1991).

Of attendees who voted on the main question, "*Do you support development in the McKellips Corridor?*," 62 voted in favor (67%), and 31 voted against (33%). Altogether, 478 comments, ideas, and opinions were received at the two Open Houses either on the boards or in notebooks from every station.



"Do you support development in the McKellips Corridor?"

SRPMIC Employment Regulations

SRPMIC EMPLOYMENT REGULATIONS

(adopted under authority of Ordinance No. SRO-93-85)

1. Responsibilities of the Human Resources Department.

(a) The Human Resources Department ("Department") shall negotiate and administer all Employment Agreements entered into pursuant to sections 17-5.1 and 15-38 of the Salt River Pima-Maricopa Indian Community ("Community") Code of Ordinances.

(b) The Department shall be the 'first source' for referral of all new hires for work on the Community, including all new employment opportunities identified in Employment Agreements.

(c) The Department shall maintain an up-to-date job data bank, listing the names, job qualifications and other pertinent information of persons to be referred for job openings.

(d) The Department shall coordinate all on-the-job training programs made available by the Department to employers.

(e) The Department shall ensure that all Employment Agreements include a statement describing the extent of the employer's duty to extend preference in employment to members of the Community and qualified Native Americans ("Preferred Status Applicants"), in accordance with applicable law. The Department may also refer household providers.

(f) Within seventy-two hours (not counting weekends and holidays recognized by the Community) of receiving written notification from an employer of its intention to hire a new employee for work on the Community, the Department shall refer qualified applicants to the employer.

(g) The Department shall keep current records of all job placements, promotions, transactions, and training provided.

(h) The Department shall review the employment actions of all employers on a quarterly basis to ensure that employers remain in compliance with their Employment Agreements.

(i) The Department Director may take the following actions regarding an employer found by the Department to be out of compliance with its Employment Agreement:

1. Require the employer to adjust its actions, procedures or policies, as needed, to bring the employer into compliance;
2. Recommend to the Community Manager suspension of a non-compliant employer's business operations until reasonable corrective action is taken or an acceptable plan of corrective action is developed. Suspension shall not be imposed on any employer unless approved by the Community Manager and the employer has been given three (3) working days to correct the violation.

(j) The Department shall provide all employers with a model Employment Agreement to be submitted for approval.

(k) These regulations shall apply to full time, part time, temporary and permanent employees, as well as the subcontracting of other tasks, including but not limited to security, remodeling and janitorial service.

(l) An employer's use of an outside temporary labor service shall not be permitted except in strict compliance with these regulations.

(m) The Community is charged with the following:

1. Indian preference in employment and training;
2. Indian preference in contracting and subcontracting; and
3. Certifying firms as Community preference eligible.

2. Construction Employers.

(a) The Department shall administer Employment Agreements with construction contractors and subcontractors working within the Community, except where expressly precluded from doing so by federal law.

(b) All bid announcements and specifications issued by the Community and issued by any employer required to have an Employment Agreement shall contain the requirements provided for in these Regulations, and shall be approved by the Department.

(c) An employer required to have an Employment Agreement who intends to solicit or request bids for work within the Community shall inform all potential bidders in its bid announcements and specifications of sections 15-38 and 17-5.1 of the Code of Ordinances, which require that contractors and subcontractors enter into an Employment Agreement in order to obtain a license to do business within the Community.

(d) The prime contractor and all subcontractor employers shall use the Department as the 'first source' of employment for the referral and placement of all new employees to be hired to work in the Community. In addition, the employer is expected to employ as many Preferred Status Applicants as possible in these new positions, with a goal of at least 30% of the employer's new work force comprised of Preferred Status Applicants.

(e) The employer will make all hiring decisions, but will in good faith use reasonable efforts to select new hires or employees from among the qualified Preferred Status Applicants and others referred by the Department.

(f) If the Department is unable to refer Preferred Status Applicants or others that meet the employer's job qualifications within seventy-two hours (not counting weekends and holidays recognized by the Community) of written notification from the employer that intends to hire an employee for work in the Community, the employer will be free to directly fill remaining positions for which no qualified applicants have been referred. Nothing in this paragraph shall release the employer from its goal of having at least 30% of its new work force comprised of Preferred Status Applicants.

(g) Any Employment Agreement entered into with a contractor that has a collective bargaining agreement must contain the written agreement of the labor organization assuring union participation and compliance with the plan.

(h) Before an Employment Agreement with a contractor or subcontractor employer can be approved, the Department shall meet with the employer in a pre-job conference to determine the scope of the work, the availability and number of new job openings, and the terms of an Employment Agreement. All Employment Agreements must be approved by the Department before any contractor or subcontractor is eligible to obtain a business license and begin work on the Community.

(i) All Employment Agreements with construction contract employers shall be updated quarterly by the employer and Department throughout the project.

3. Other Employers.

(a) All businesses that are required by section 15-38 of the Code of Ordinances to have a business license, except construction employers covered by section 2 above, shall be subject to this section 3.

(b) Pursuant to section 15-38 of the Code of Ordinances, all businesses who apply for a business license shall provide the Department with an Employment Agreement prior to being issued a license.

(c) The employer shall utilize the Department as its 'first source' of employment for referral and placement of all new hires for work in the Community, whether or not identified in the Employment Agreement. The employer shall employ as many Preferred Status Applicants as possible for these new hires, with a goal of having at least 30% of the employer's new work force comprised of Preferred Status Applicants.

(d) The employer will make all hiring decisions, but will in good faith use reasonable efforts to select new hires or employees from among the qualified applicants referred by the Department.

(e) If the Department is unable to refer qualified personnel meeting the employer's qualifications within seventy-two hours (not counting weekends and holidays recognized by the Community) from receiving written notification from the employer of its intention to hire a new employee for work in the Community, the employer will be free to directly fill remaining positions for which no qualified applicants have been referred. Nothing in this paragraph shall release the employer from its goal of having at least 30% of its new work force comprised of Preferred Status Applicants.

(f) All Agreements with employer shall be updated on an annual basis, or as agreed upon, in coordination with the Department.

4. Employment Agreements.

(a) Employment Agreements with the Community shall state:

1. The extent of the employer's duty to extend preference in employment to Preferred Status Applicants referred by the Department in accordance with applicable law;

2. The employer's name, address, telephone number, federal identification number, contact person and information, and information for any and all subcontractors and or contractors working for and with the employer;

3. A construction project description, general scope of work, and estimated project start date and end date (if applicable);

4. Details regarding all new hires or positions employer might create, including:
   i. job title
   ii. type of job – full time / part-time (number of hours)
   iii. salary range – identify equitable wage scales & salary ranges
   iv. skills, abilities, qualifications by position
   v. projected hire date
   vi. length of job (if temporary or contract)
   vii. if no new hires, an explanation of why the employer will not have any new hires

5. Details regarding current employees, including:
   i. number of all current employees
   ii. names of employees
   iii. job titles
   iv. types of employment – FT / PT (number of hours)
   v. preferred applicant status of employees
   vi. local residency status of employees

6. Hiring goals to be obtained in accordance with Sections 2(d), (f) and 3(c),(e) of these regulations;

7. Any on-the-job training program for Preferred Status Applicants designed to improve skills and retention;

8. Commitment to providing employment reports periodically as agreed upon with the Department;

9. The terms of any incentives offered or negotiated by the Community or employer;

10. The employer's commitment to utilize the Department as its 'first source' of employment for referral and placement of all new hires and/or employees for all new jobs created;

11. The employer's commitment to modify, waive, or amend any employer policies or procedures that adversely impact Preferred Status Applicants; and

12. The date of the Employment Agreement annual update by the Department.

(b) The Department shall review and approve or disapprove all Employment Agreements submitted for approval pursuant to section 15-38 of the Code of Ordinances.

(c) If an Agreement fairly meets the criteria of these regulations, the Department shall approve it. If it does not, the Department shall meet with the employer and discuss changes to bring the Agreement into conformity with these regulations. If the Agreement is brought into conformity, the Department shall approve it. If it is not brought into conformity, the Agreement will be disapproved.

Salt River Pima-Maricopa
Indian Community

Dobson Site Redevelopment
Request for Interest (RFI)

Questions regarding the RFI
process should be sent to:

Ben Shepherd
Purchasing Supervisor
Salt River Pima-Maricopa Indian
Community (SRPMIC)
purchasing-bids@srpmic-nsn.gov

RFI Due Date
January 30, 2026