

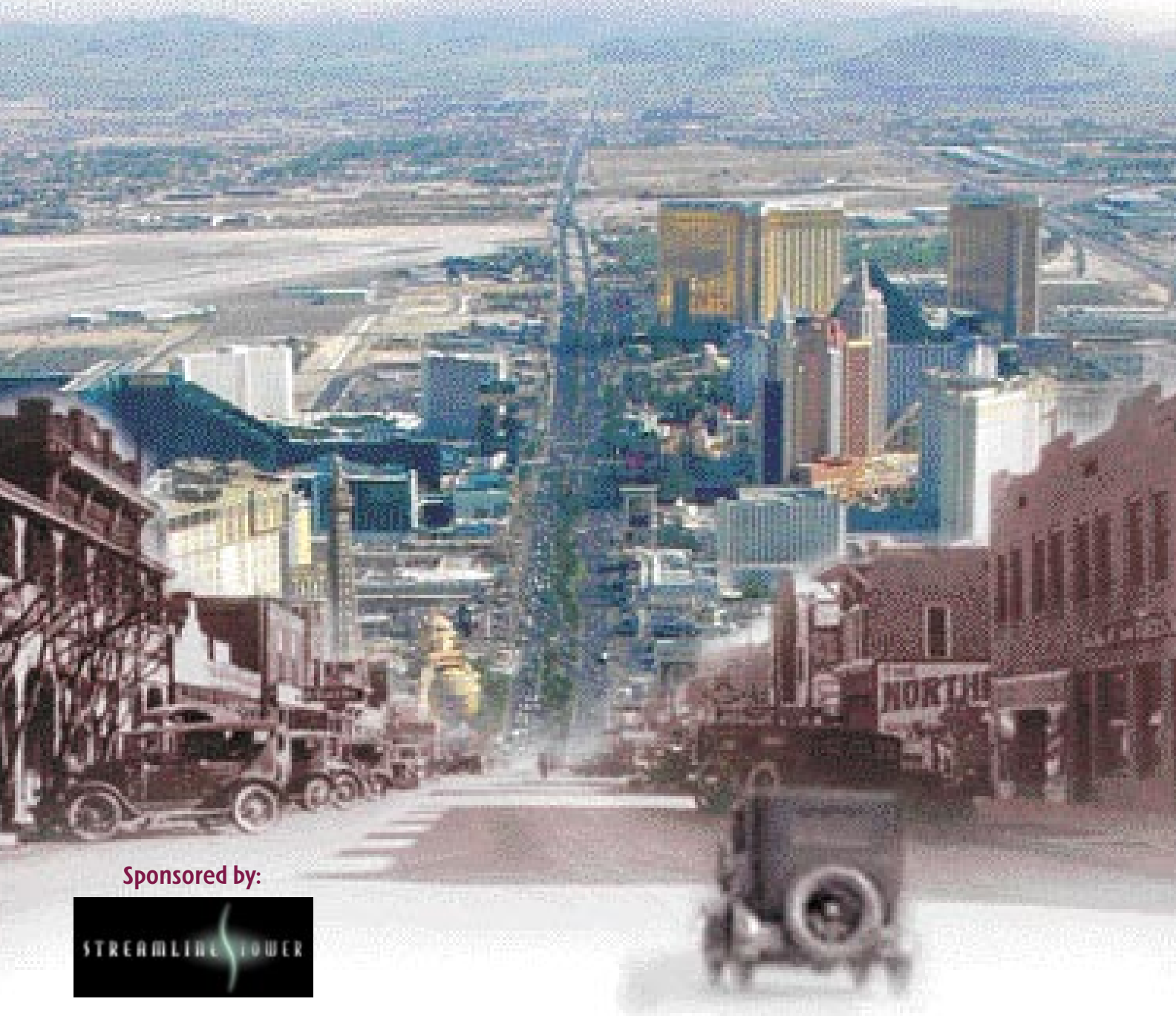
IN BUSINESS Las Vegas

June 10, 2005

PIONEERS

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On the cover: Combining the past with the future, a 1920 photo was blended with an aerial shot from a helicopter by designer Brad Samuels.

Credits: Photos used throughout this publication are courtesy of the Special Collections Department of UNLV Libraries

From the editor



Dear readers,

It's a difficult task trying to find the best way to showcase a city's 100th birthday. So much has happened in Las Vegas over the last century, where is an editor to start? The natural angles for us were the businesses and the people who have shaped and molded the city. Still, there were copious choices.

Sure there was the simple way out. Just recount the events from the 1910s, '20s, '30s, etc., like most other publications across the city have done. But we dared to be different, choosing a fresh way to look at the exciting history of Las Vegas.

Inside, you'll find the good and the bad of the city tracked through the terms of the various mayors who have held office here. In all, 18 men and one woman were elected to the city's top office — dating from Peter Buol in 1911 to current mayor Oscar Good-

man. We look at the transitions that took place during each of their terms.

We also profile some of the city's oldest — and interesting — businesses, including one that was acquired the old fashioned way in Las Vegas — in a poker game. Additionally, we delve into the roles that some of the city's most prominent families played as Las Vegas became what it is today.

And, what kind of publication would we be if we didn't take a look into the next 100 years? We tapped a few local experts and asked them to speculate about the city's future development.

I especially want to thank the owner of Maverick Helicopter Tours, John Buch. He had pilot Thomas Picarelli take our photographer over the Strip for the photos used in our illustration on the cover.

We hope this special publication turns into a keepsake issue for you. Enjoy.

Rob Langrell
Editor of Special Publications

From the sponsor



Dear In Business Las Vegas readers,

Downtown Las Vegas is where it all began — where the city became famous for headliners like Frank and Sammy, showgirls ruled, and the words "glitz," "glamour" and "glitter" came to life.

Today, Mayor Goodman's pet project is the "Manhattanization" of downtown including an expansive premium shopping mall, the U.S. furniture capital, performing arts center, academic medical center and new nightclubs and restaurants.

Downtown's entertainment district is the city's most exciting destination. It's also perfect for residents, with a wide range of nightclubs comedy venues and live music venues that open just as you are leaving work.

Streamline Tower makes the entertainment district the city's most luxurious place to call home. Stretching 21 stories, Streamline Tower defines modern urban living and is steps away from world-acclaimed restaurants, legendary casinos and the famous Fremont Street Experience. Inside are 13 different floor plans, ranging from approximately 800 square feet to nearly 2,000.

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For more information, visit StreamlineTower.com or call me at (702) 648-9919 or (888) 697-4274. I look forward to speaking with you.

Cordially,

A. Ron Evangelista
Vice President and Broker
Streamline Tower



OLDEST COMPANIES

Compiled by Damon Hodge and Lisa McQuerrey

From the days of storefronts lined along an unpaved Fremont Street, business has come a long way in Las Vegas. Here's a look at some of the city's oldest – and interesting – businesses:

Wells Fargo 1905

Wells Fargo Bank's roots actually predate its involvement in Las Vegas. In 1870, the bank's Carson City branch offered a \$10,000 reward (part of a \$30,500 purse; Gov. Henry Blasdel put up \$20,000 and the U.S. Post Office offered \$500) for the capture of eight men who pulled off the first train robbery in the western United States. Robbers snagged \$40,000 in gold from the Central Pacific's Atlantic Express, money for the Gold Hill Yellow Jacket Mine's payroll.

Through mergers and growth, Wells Fargo (now the nation's fifth-largest bank) has been able to expand with Las Vegas. Its Gaming Division routinely fields calls from bankers across the country on handling casino cash.



First State Bank later became Wells Fargo

Today, Wells Fargo employs more than 3,000 people statewide and offers various civic-minded programs including Banking on Our Future and Junior Achievement — both teach pupils at “at-risk” elementary and middle schools about money — a small business incubator in Henderson and housing programs for low and moderate income residents, among various other philanthropic endeavors.

Golden Gate 1906

The land the Golden Gate currently occupies on Fremont Street was purchased for a mere \$1,750 at a 1905 land auction.

When the Golden Gate opened its doors in 1906, room and board was \$1. Originally known as Hotel Nevada (and for a brief time in 1931 as “Sal Sagev” — Las Vegas spelled backward), the Golden Gate is Las Vegas' oldest hotel-casino and the smallest on Fremont Street with 106 rooms.

A group of Italian-Americans from the San Francisco Bay area established the property as the Golden Gate in 1955. Italo Ghelfi, a member of that group, would manage the casino for nearly 40 years.

The Golden Gate was home to many “firsts.” It installed one of the first outdoor electrical signs, and in 1907, was home to Las Vegas' first telephone.

The phone number? — simply “one.”

In 1990, the sons of original partner Italo Ghelfi bought out former partners and restored the building's historical appearance. In 1991, the Golden Gate reached another milestone: the sale of its 25 millionth world-famous 99-cent shrimp cocktail.

Anderson Dairy 1907

Perhaps the best way to experience Anderson Dairy is to take a tour (they're free). Visitors are treated to animatronic cows, videos outlining the company's rich history (manufacturing ice cream and fluid milk products since dairy farmer Harry Anderson started it in 1907 to meet the needs of the growing community), explanations of dairy making processes and, at the tour's conclusion, free ice cream.

Anderson turned a small patch of land across from where University Medical Center stands now into a farm with nearly 15 cows. Soon after, Anderson Dairy became the first local company to sell milk commercially.

Population growth brought relocations to downtown at two different locations. Business boomed even more with the construction of Hoover Dam and advent of casinos. In 1956, Anderson Dairy built the most advanced dairy pro-

cessing plant in the southwestern United States.

The company replaced glass bottles with paper cartons in 1968, instituted milk jugs in 1973 and ended home delivery in 1974 — economically unfeasible because of population growth. The 1996 expansion added 53,000 square feet of office and operations space for an expanded freezer and cooler box, new ultra-high temperature dairy creamer room, expanded cottage cheese and sour cream producing rooms, a new ice cream manufacturing system and an improved loading system.

Cragin & Pike 1909

In 1911, Peter Buol was elected Las Vegas' first mayor. It was two years before, though, when he opened a company offering real estate and insurance to this fledgling town's 3,000 residents.

A few years later, Cornell University graduate William Pike, hired by a British company to develop the Winterwood Ranch outside Las Vegas, became Buol's assistant. In 1914, former Union Pacific stenographer Ernest Cragin took over an insurance business run by Henry Lilly. After forming Airdrome Theater, he and Pike took over M.M. Riley's insurance accounts and formed their own company, Cragin & Pike Insurance.

Since then, the company has been as integral in the stratospheric growth of the local gaming business, providing insurance coverage for the Flamingo, the hotel-casino generally credited with launching the Strip. Equally as important, Cragin & Pike provided insurance coverage during the construction of Hoover Dam, which keyed much of Las Vegas' population boom in the early part of the 20th century.

Several of the company's client relationships have endured, including one construction business that has used Cragin & Pike for 54 years.



William Pike, Peter Buol and Ernest Cragin

Las Vegas Chamber of Commerce 1911


The Las Vegas Chamber of Commerce (LVCC) has served the interests of the Southern Nevada business community since 1911, playing a leading role in the overall development of the valley. The LVCC obtained Las Vegas' first federal building and post office in 1924. It backed the building of Hoover


Dam during the 1930s. In 1945, the organization was a leader in the formation of the Las Vegas Valley Water District.

In 1949, the Chamber formed the Desert Sea News Bureau. It helped establish the



Chamber's billboard in the 1940s



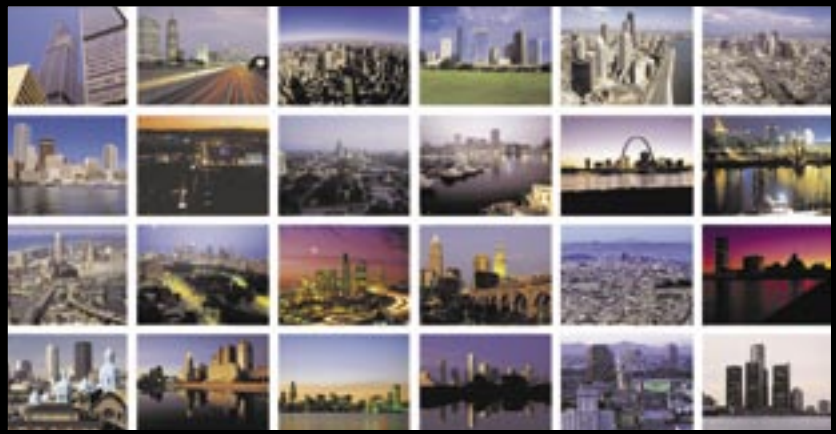



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Las Vegas Convention & Visitors Authority in 1953 and in 1955, created the Better Business Bureau. The LVCC founded the United Way in 1955, created Las Vegas Events in 1982 and spearheaded workers compensation reform efforts in 1993.

In 1994 the Chamber established its Government Affairs Committee to provide a comprehensive, non-partisan state and local political program to promote and protect a strong local economy. The Chamber has had significant success in electing pro-business candidates and defeating anti-business legislation.

Young Electric Sign Company 1920

The company's promotional tag line is fitting: "A Legacy of Light Since 1920."

That year, with \$300, Thomas Young started Young Electric Sign Co. The Salt Lake City company specialized in making movie marques, window lettering, lighted signs

and coffin plates, among other items. In 1925, YESCO created the largest neon sign for First Security Bank in Ogden, Utah.

Once Nevada legalized gambling in 1931, the casinos came calling.

YESCO's sign for the Boulder Club, installed in 1945, is credited with establishing the "golden age of neon." Company signs later adorned the Las Vegas and Pioneer Clubs and the Golden Nugget; YESCO also created figures such as Aladdin's Lamp, the Hacienda horse and Anderson Dairy's mascot "Andy Anderson."

Its most iconic creation is Vegas Vic, the 75-foot tall, 12,000-pound cowboy built in 1951 and stationed atop the Pioneer Club. Vic now stands sentinel at the most ambi-

tious local project YESCO's worked on, the Fremont Street Experience.

The company designed and created the 90-foot-high graphic display system for the multimillion-dollar light display, which stretches 1,400 feet along Fremont from



YESCO created neon signs for all the early casinos.

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Jones Vargas Early 1920s

Morley Griswold founded what would become today's highly acclaimed Jones Vargas law firm in Elko in the early 1920s. Griswold, who opened an office in Reno in 1928, was eventually elected governor of Nevada. In 1934, he was joined in the firm by George Vargas.

Meanwhile, Cliff Jones, one of five 1938 Nevada Bar admittees, was establishing his Las Vegas office. His brother, Herb, joined him shortly after World War II. In 1963, Mead Dixon, a well-known business and gaming attorney, and his firm of Springmeyer, Thompson & Dixon, merged with the Vargas firm. The firm expanded to Las Vegas in the early 1970s. At that time another leading attorney, Mel Close, merged his firm with Jones, which in turn, merged with Bell and LeBaron in 1973.

By the 1990s, both the Jones and Vargas firms had developed stellar reputations. The two firms merged into Jones Vargas in 1997. The firm's roster has included governors, a state senator, a state assembly representative, state bar governors and presidents, governors of the American Bar and community leaders.

Palm Mortuary 1926

Gene and Anna Parks opened Palm Mortuary in 1926 at First Street and Carson Avenue, near where the Golden Nugget now stands, with four employees.

Today, the company has more than 200 workers, seven locations and provides service to thousands of Southern Nevada families each year. The company has grown with the valley.

In 1958, Palm officials opened Southern Nevada's first mausoleum. A combination mortuary-cemetery came in 1964, a northwest mortuary to deal with that area's growing population in 1994 and the 40-acre Palm



Palm Mortuary, 1960



Palm Mortuary owners Chuck Knauss, Dan Devoe and Jerry Woodbury



Cashman Cadillac, 1953

Memorial Park at Jones Boulevard and Deer Springs Road was built in 1998.

Palm Mortuary has been a long-time member of the National Funeral Directors Association, International Cemetery and Funeral Association, Cremation Association of North America and National Selected Morticians. Palms executives also sit on the Nevada State Funeral and Cemetery Board, National Funeral Directors Association Policy Board and Western Cemetery Alliance board of director

Roberts Roof & Floor 1928

Roberts Roof & Floor has been flooring and roofing some of Las Vegas' most well known commercial properties since 1928.

Established in 1928 by the late Tommy Roberts, the company was built on the basic principals of providing quality materials and professional and personal service at a fair price.

In 1949, Roberts retired and Frank E. Scott and Joseph G. Roberts purchased the company. Scott became the sole owner in 1956, and in 1968, sold the business to Robert S. Freeman, Franklin D. Reed and Elizabeth Scott Formaster. Freeman and Reed became sole owners in 1976.

Roberts Roof & Floor specializes in flooring and roofing needs for institutional and commercial projects. Clients have included Smith's, Albertson's, Vons and Raley's stores, Lowe's Hardware, Walgreen's, Target, the Howard Hughes Corp. and Bank of America.

Cashman Equipment 1931

Call it the company that Hoover Dam built. Thinking that tractors could speed construction of the dam, James "Big Jim" Cashman wrote a letter to Caterpillar — the preeminent maker of construction and forestry equipment. In it, he boasted that if he were a CAT dealer, he could sell six CAT Model Sixty Diesel Tractors. Caterpillar took him to task, sending order forms. It was that year — 1931 — Cashman Equipment became a CAT dealership.

Seventy-four years later, Cashman Equipment Company has eight locations in Nevada and Eastern California and employs more than 550 people. The company has become one of the top CAT dealerships in North America and has customers in a variety of fields — construction, electric power generation, electronics, energy, financing, forestry,

laser site control, logistics, mining, paving, transportation and truck engines.

M.J. Christensen 1939

Marcus Joy Christensen opened Las Vegas' first jewelry store inside a drug store on Fremont Street in April 1939. Two years later he bought his own shop, also on Fremont Street.

The company evolved over the years to meet the changing needs of the growing community and placed a high value on integrity, business ethics and quality workmanship. Christensen went on to open three other stores in Southern Nevada during his tenure.

In 2000, Cliff Miller, a successful and seasoned professional in the retail jewelry industry, assumed the role of president and CEO. As the company's managing partner, Miller stepped up efforts to take the company to the next level.

M.J. Christensen added designer names to its collection, including Tycoon, Jose Hess, D'Annunzio, Robert Lee Morris and John Hardy. The company also began to distinguish itself from other jewelers by becoming a member of the American Gem Society, a designation held by only five percent of jewelers nationwide.

Whittlesea Bell 1941

Vic Whittlesea established his company the old fashioned way: He won it in a poker game.

It was 1941. A big-time gambler, Whittlesea faced a competitor who threw his cab company into the pot. With the winning hand, Whittlesea walked away with the company and turned it into a successful business, operating it himself for nearly 30 years. When he passed away in 1972 he left the company to Paula Bell and the operation was renamed Whittlesea Bell.

Today, Whittlesea Bell Companies includes Presidential Limousine, the Strip Trolley, Hender-

son Taxi, Whittlesea Blue Cab and Bell Trans. Current CEO Brent Bell has helped spotlight Southern Nevada as a leading home for limousine, sedan and taxi services. Under his direction, the company has become involved in local politics and community affairs. Whittlesea Bell launched the Crime Stoppers for Taxicab Drivers program and helped initiate the seatbelt law for passengers in taxicabs.

El Cortez 1943

Mobster Benjamin "Bugsy" Siegal once owned a portion of this old-time property, opened in 1943 on Fremont Street. However, it was under legendary casino mogul Jackie Gaughan that the El Cortez became a downtown Las Vegas institution.

Gaughan bought the property in 1963, and immediately set about to reward loyal players. He instituted complementary meals, created popular contests (Social Security Contest, Wild Card Contest), kept room rates low and implemented innovative promotions like cash back for slot play.



Benjamin "Bugsy" Siegal and the El Cortez Hotel

Nevada Beverage 1945

Best known for his car dealership, Pat Clark Pontiac, venerable businessman Pat Clark was also the brain behind Nevada Beverage Co.

Opened in 1945, Nevada Beverage Co. has become the state's largest beer distributor, as well as the exclusive distributor of Anheuser-Busch products in Southern Nevada.

Recent years have seen Clark's children (he died in 1995) battle over the family fortune. Sisters Barbara, Joanna and Mary accuse Pat Clark Jr. of financing a lavish lifestyle on millions from the family trusts and have been trying to sell Nevada Beverage in order to recoup some of the millions. Pat Clark Jr. denies the allegations. The fight is now in the courts.

Las Vegas News Bureau 1949

For a half century, the Las Vegas News Bureau has been a combination griot/ombudsman/tireless marketer, providing data, perspective and photos of Las Vegas to media outlets around the world.

The bureau got its start after World War II when community leaders, who'd decided to hinge the city's future on tourism, wanted a way for Las Vegas to tell Las Vegas' story and to create a positive public perception of the city. It becomes one of the most referenced resources for data and research on Las Vegas.





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Pardee Homes began building residences in Las Vegas in 1952. It was the pioneer of the master-planned community.

Pardee Homes
1952

When it entered the Las Vegas market in 1952, Pardee Homes was a pioneer in the development of the master-planned community concept, building both entry-level and luxury homes. Originating in 1921 as Pardee Construction Co., Pardee Homes is now a multi-regional builder and developer serving Nevada and California.

Pardee Construction became the largest wholly owned subsidiary of Weyerhaeuser Real Estate Co. in 1969. Today the builder's homes range in price from the mid-\$200s to more than \$1 million.

Pardee is a leader in its commitment to the environment and to building sustainable products. It was one of the first local builders to introduce innovations such as flexible floor plan design and a company-wide commitment to ensuring all homes are built to be ENERGY STAR® efficient. Pardee was recognized as ENERGY STAR Partner of the Year in 2003, 2004 and 2005.

Opportunity Village
1954

Its Web site boasts that it's "Las Vegas' Favorite Charity" and has various community service awards to back the claim. Started in 1954 by several families desirous of supporting the needs of people with mental disabilities, Opportunity Village has gone on to empower thousands of disabled adults with life skills and employment.

Thanks to stellar support from the community, Opportunity Village has grown to include two campuses, two work centers (where clients gain employment skills; each year, hundreds of disabled adults are placed in jobs throughout the valley), thrift store and a vehicle donation program.

One of its most popular events, the Magical Forest — a winter wonderland of lights, displays and rides — has become an annual rite of passage for thousands of Las Vegas families.

United Way of Southern Nevada Inc.
1957

United Way of Southern Nevada Inc. (originally United Fund of Clark County, Inc.) was founded in September 1957 by a group of volunteers working with the Las Vegas Chamber of Commerce. The group came together to address concerns about the growing community, in particular, the lack of opportunities for young people.

In 1974, United Way raised \$1 million to invest in partner agencies. Since that time, the agency's fund-raising efforts have soared. During the 2004-2005 campaign, United Way raised \$10.4 million. More than 500 organizations currently run United Way workplace giving campaigns, with donated funds allocated to select, accredited health and human service agencies with a demonstrated ability to implement results-oriented programs.

United Way of Southern Nevada's mission today is to mobilize communities to create sustained change to improve lives. In 2003 United Way of Southern Nevada stepped up that effort, leading the first comprehensive community study to assess specific, pressing needs. Today, councils are being organized to identify and address the root causes of issues surrounding identified impact areas.

Paul-Son Gaming Corporation 1963

Paul S. Endy Jr. was born into the gaming supply business. His father was a gaming supply distributor and dice manufacturer with T.R. King & Co. Although he was a certified electrician, Endy — then in his 20s — went to work for his dad, handling sales and service in the early 1950s

By 1963, Endy decided it was time to take what he had learned from his father and start a business of his own. With help from the senior Endy and a partner named Curley Ashworth, Endy bought a bankrupt dice company in Las Vegas. Endy had three sons at the time, and as a tribute to them and his father, named his new company Paul-Son.

While Paul-Son offered many kinds of gaming supplies, they would become best known for their custom-molded clay chips. The company manufactured chips like no one had ever seen before, using intricate graphics, photos and other details. The company was also a pioneer in developing chips that would be hard to counterfeit.

Good relations within the industry, paired with Las Vegas' overwhelming growth encouraged Endy to go public with his company in 1994. The company became known as Paul-Son Gaming Corp. The company expanded its product line, and today, is the top gaming supply company in the nation, using the name Gaming Partners International, USA.

Paul S. Endy died in 1999. He was remembered not only for his business achievements, but also for his community service. Endy contributed time and funds to organizations that included Westcare, UNLV and Boy Scouts of America.







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FAMILIES

Compiled by Damon Hodge and Lisa McQuerrey

Back when the city was comprised of fewer than 3,000 people, members of a few families set firm ground in Las Vegas and began to build what many know today as “the greatest city on Earth.” We take a walk back through time and look at some of the city’s pioneers:

The Gaughan Family

You could say gambling is in the Gaughan blood.

The roots of Jackie Gaughan’s downtown casino empire can be traced to Omaha, Neb., where he fell in love with bookmaking — he ran an underground book while in college at Creighton University — and delivered scratch sheets to bars and pool halls that accepted legal wagering on horse races.

While stationed in Tonopah during World War II, he purchased three percent interest in the Boulder Club on Fremont Street. After settling in Las Vegas in 1951, he bought three percent interest in the Flamingo along with his uncle Eddie Barr, who ran a gambling hall in Omaha.

Gaughan opened the Saratoga and the Derby sports books and the Las Vegas Club in 1961. Two years later, he bought the historic El Cortez, the Fremont Street property once run by Benjamin “Bugsy” Siegal. His holdings would

grow to include the Union Plaza, the Gold Spike, the Hotel Nevada and the Western Hotel & Bingo Parlor.

By 1970, his two sons were knee-deep in the casino business, too. Michael, who worked as a bus boy and pool boy, helped his dad build the Barbary Coast; John oversaw operations at El Cortez and Gold Coast.

Michael would own the Royal Inn in the mid-1970s, buy out his father’s interest in the Barbary Coast and build the Gold Coast (opened in 1987) with money loaned to him by his father. Michael opened the Orleans in 1994 and the Suncoast in 2000 under the Coast Casinos brand. In 2004, Boyd Gaming bought Coast Casinos for \$1.3 billion (the latter now operates as a subsidiary). Michael Gaughan Jr. is manager of the \$500 million South Coast property being built on Las Vegas Boulevard, about five miles south of Mandalay Bay.



Boulder Club



The Fertitta Family

Frank Fertitta Jr. arrived in Las Vegas on June 1, 1960, from Galveston, Texas and started work as a bellman.

Over the next 10 years, he earned jobs with more responsibility at various properties, and in 1975, became general manager of the Fremont hotel-casino.

In 1976, Fertitta joined several other investors and opened a 5,000-square-foot facility at the Mini-Price Motor Inn, consisting of a snack bar and 100 slot machines. The operation was a hit, encouraging Fertitta to add additional games, a sports book, restaurant and buffet. The expanded operation opened in 1977 as the Bingo Palace.

In 1979, Fertitta bought out his partners, changed the name of the property to Palace Station four years later. Recognizing that people who worked in Las Vegas often lived on the outskirts of the city, and therefore, were limited in their dining and entertainment options, Fertitta initiated the "We Love Locals" campaign that included a host of groundbreaking promotions.

In less than 30 years, Station Casinos has grown to include 14 regional entertainment destinations. Under the leadership of Frank Fertitta III, Station Casinos has grown to one of the world's largest gaming companies. When Stations went public in 1993, cash flow was approximately \$45 million. This year it's estimated at \$450 million.

Frank Sr.'s son Lorenzo serves as vice chairman and president of Station Casinos; daughter Delise Sartini is a former vice president of Palace Station and son-in-law Blake Sartini is a former COO of Station Casinos.

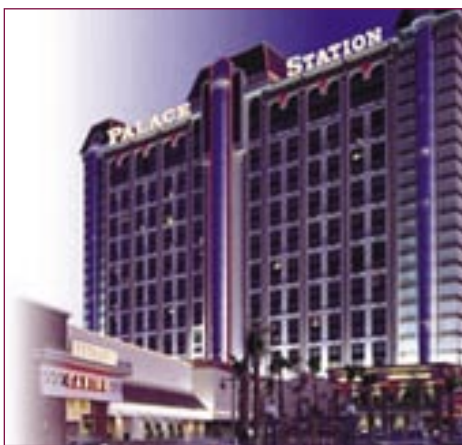
Station Casinos supports the community through its family foundation and its Caring for Our Communities and Smart Start programs. The company is also a key supporter of the National Council on Responsible Gambling and the Nevada Council on Problem Gambling.

The Cashman Family

The year was 1905. It not only marked Las Vegas' founding but also the beginning of the Cashman business dynasty.



James Cashman with Liberace at Riviera opening



Palace Station: Originally the Mini-Price Motor Inn

A century ago, James "Big Jim" Cashman traveled from California to the little Nevada town of Searchlight, where he established a stagecoach line and became a successful automobile dealer.

After moving to Las Vegas in 1920, he opened Cashman Cadillac. Three years later he started Boulder Canyon Airways, Nevada's first franchised airline.

Seeking to draw more tourists to Las Vegas, Cashman (who was later elected to the Clark County Board of Commissioners) organized air, auto and boat races, exhibitions and shows. In 1935, Cashman arranged the first Helldorado parade, which became a source of pride for the still-forming town.

Convinced that tractors would both simplify and speed construction on Hoover Dam, he established a relationship with Caterpillar in 1931, turning Cashman Equipment Co. into a distributor. In the ensuing 70 years, Jim Cashman Jr., Jim Cashman III and Tim Cashman took turns leading



Frank Fertitta III



James Cashman III

the construction equipment and car dealerships.

In a 1993 deal, Jim's older brother, Tim, bought the majority interest in the dealerships. He also purchased Tim's interest in Cashman Equipment.

In 2000, Tim sold the dealerships freeing him to focus on the Harley Davidson dealership; he purchased the initial business with Don Andress. There are now stores in Las Vegas and Henderson, as well as smaller dealerships and retail locations selling Harley merchandise.

The Boyd Family

Sam Boyd arrived in Las Vegas on Labor Day in 1941 with \$80 to his name. Paying his dues, Boyd started his career as a casino dealer and worked his way up through the ranks of the business to become a pit boss and then a shift supervisor.

Saving his earnings, Boyd soon bought an interest in the Sahara hotel-casino. Not long after,

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Sam Boyd

he became general manager and a partner in The Mint, where he was lauded for his business acumen in developing a number of successful marketing, gaming and entertainment concepts.

In 1973, Sam's son Bill Boyd joined his father in co-founding the Boyd Gaming Corp. The two purchased the Eldorado Club in Henderson. Although he had been an attorney for 15 years, Bill Boyd had made the decision to go into the family gaming business on a full-time basis by 1975.

The Boyds went on to open the California hotel-casino that year. They soon started work developing a third major gaming area along Boulder Highway with the launch of Sam's Town. In what was once considered the outskirts of the city, Sam's Town became the first hotel-casino property to cater to the local market.

In 1977, Marianne Boyd Johnson joined the company. She serves as vice chairman and senior vice president, overseeing the company's purchasing programs and handling strategic issues including development, customer service and operations.



Sam Boyd promoting book in 1980



The returns are limitless.
Invest in community.



Improving Lives in Southern Nevada since 1957 — that's what matters.

Today, Boyd Gaming Corp. has 18 gaming properties with operations in Nevada, New Jersey, Mississippi, Louisiana, Indiana and Illinois.

The Borsack Family

Donald "Donny" Borsack Jr., the CEO of Bribor, LLC, is the third generation of Borsacks to head a family business that has long been a downtown Las Vegas staple.

El Portal Lighting and Electric was launched on Fremont Street in 1928. Donny's

paternal grandmother had the vision to create an upscale luggage company that came to be known as El Portal — a brave move in a city that was yet to become one of the world's leading tourist destinations.

The family business thrived at its downtown location for 35 years and began displaying both full and partial designer luggage sets in boutique settings. The line continued to expand and superior customer service remained a high priority on the list of the company's business objectives. The family atmosphere extended to company employees, many of whom enjoyed long tenures.

In 2000, Wilson's Leather made the Borsack family a buy-out offer they couldn't refuse.

At that time El Portal represented more than four dozen stores and was one of the only national retail chains to have headquarters in the Las Vegas market.

With retail in their blood, the Borsacks couldn't stay out of the game for long, next choosing Brighton Collectibles. Bribor, LLC soon became a combination of Brighton under the Borsack name, with brother Marleau serving as a company director.

Today there are four generations of Borsacks working at various levels of the company, which continues to expand its line of high-quality luggage and related goods.

The Binion Family

Benny "The Cowboy" Binion launched his career as a rough-and-tumble gambler when he was just a kid. Born in 1904 in Grayson County in Texas, Binion's parents kept him from a formal education, deciding instead he should travel with his horse-trading father.

Binion learned his first life lesson on gambling by watching the horse traders play cards and dice on the road. He became an errand boy, bringing together patrons for underground games of chance, and in the late 1920s, Binion was into bootlegging and running his own lottery.

Of course, the gambling life was not without its dangers. Binion was known to carry a gun, and in 1931, had a run-in with bootlegger Frank Bolding. An altercation led to Bolding's death, earning Binion a suspended murder conviction. Several years later Binion gunned down another rival, Ben Frieden, in self-defense.

Texas reformists pushed Binion out of the state in the early 1950s and he landed in Las Vegas, opening Binion's Horseshoe on Fremont Street in 1951. Right from the get-go Binion made his mark, setting a craps limit at \$500, 10 times the city's standard maximum bet. Binion also



Fremont Street, 1928



El Portal Theatre



Binion's Horseshoe, 1968

catered to his customers in a way no other casino operator had before, comping "small" play, offering free drinks to players and transporting players to and from the airport via limo.

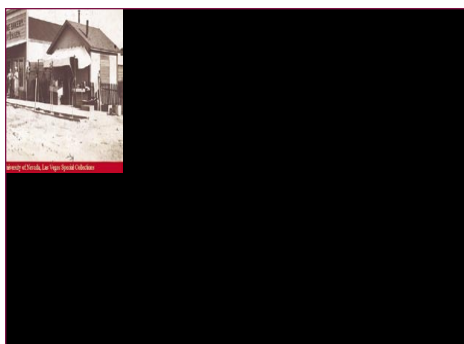
Not long after opening The Horseshoe,



Benny Binion with daughter Becky

Binion served a prison term for tax evasion. He sold an interest in the Horseshoe to foot his legal bills, though the family regained control of the property in the mid 1960s. Jack Binion took the role of president, Ted Binion became casino manager and their mother, Teddy Jane, managed cage operations. The Binion daughters, Barbara, Brenda and Becky were also owners who took an active role in the late 1990s.

With the younger generation at the helm, in 1970 Binion's Horseshoe became home to the World Series of Poker. Binion was also a driving force in securing the National Finals Rodeo for Las Vegas. Benny Binion died in 1989.



Early Las Vegas business



George, Ed Jr. and Jake Von Tobel



World Series of Poker at Binion's Horseshoe

The Von Tobel Family

Ed Von Tobel was born in Fairbury, Ill., in 1873. In 1903, he and a boyhood friend, Jake Beckley, headed west, with Von Tobel taking a job in a Los Angeles lumber yard.

Two years later, a newspaper ad sparked the men's interest. A brand new desert city was auctioning off land to the highest bidder. Von Tobel and Beckley packed their bags.

Arriving in Las Vegas, Von Tobel and Beckley bought adjoining lots for \$100 each. Sensing the town would need lumber and carpentry supplies to grow, Von Tobel borrowed capital from his father to start a lumberyard, only to be faced with half a dozen competitors envisioning the same thing.

Perseverance prevailed and Ed Von Tobel eventually started buying out his competitors — and even his partner Beckley. Within a few years, Von Tobel married wife Mary. They had a son Jake in 1909, a daughter Elizabeth in 1911, and two more sons (Ed Jr. in 1913 and George Jr. in 1918) after that. All went to work in the family business.

Following the housing booms and busts that accompanied the construction of Hoover Dam and World War II, the Von Tobel family started to change its business focus. The advent of track housing and the willingness of pioneers to build their own homes led the Von Tobels to develop the precursor to modern day do-it-yourself home improvement stores. The successful concept was soon acquired by Pay & Save Corp., which later sold the business to Ole's. It, in turn, was acquired by Builder's Emporium.

The Von Tobel family went on to commercial real estate development and politics. Jake Von Tobel served in the Nevada legislature in the 1960s. Ed Von Tobel Sr. served on the first Las Vegas City Council and later made a run for the Clark County Commission. George Von Tobel was the first Clark County Republican elected to the state Assembly. He served four terms before an unsuccessful Congressional campaign.



George Von Tobel, 1964



BUILDING A BETTER LOCATION FOR YOU TO CONDUCT YOUR BUSINESS



They say that actions speak louder than words, and for Investment Equity that phrase certainly rings true.

Heading into the 21st Century, Investment Equity is celebrating its 21st year of developing real estate in Southern Nevada. The amount of retail, industrial and office space the company has developed since it began is approaching 3 million square feet, encompassing hundreds of acres of land and more than 800 apartments. And 2005 / 2006 is shaping up as one of the more successful periods ever, with more than \$200 million in commercial projects being developed within the Las Vegas Valley.

As with any real estate development, the secret to success is location. Investment Equity works diligently in finding quality land in superior locations. "Location has always been a core value in developing our projects. So we located them on major commercial

arterials in highly visible locations, and with great accessibility to freeways," said David Inman, the company's founder. "We build in areas that will appreciate or retain their value."

"We have always placed a premium on the old adage, 'location, location, location,'" said Dale Dowers. "This may mean we pay slightly more for our locations than other developers may pay, which in turn makes our buildings slightly higher in price, but in the end you get a building in an excellent location with the greater potential for the most appreciation."

The Southwest area is one of the fastest growing areas in the Las Vegas valley and along major commercial arterials Investment Equity Development is currently developing four unique and distinctly different office / retail development projects.



COPPER POINTE BUSINESS PARK

Location: fronting I-215 between Sunset and Russell

This development is a 64,000 square foot high image office park, consisting of two 2 story buildings with units for sale ranging from 2,500 to 32,000 square feet. The project is ideally situated fronting I-215 and within a 3 mile radius of three new hospitals, the proposed Stations Casino at Durango and the mixed-use retail/office/high-rise residential development called The Curve. All owners will enjoy the benefit of having signage on the freeway with excellent visibility and tremendous exposure. This project is expected to start construction in the fall of 2005 with a completion date targeted for summer of 2006.



RAINBOW CORPORATE CENTER

Location: on the corner of Rainbow and Post.

This development is a 10-acre project, consisting of twelve office buildings for sale with units ranging from 2,500 to 15,000 square feet, totaling over 87,000 square feet. The project is situated close to the new I-215 and within a 3-mile radius of four new hospitals. All owners will have high visibility with signage on their buildings as well as monument signs fronting Rainbow. This project is currently under construction with a completion of phase 1 & 2 expected in the fourth quarter of 2005. Phase 3 is scheduled to be complete in second quarter of 2006.



SOUTH RAINBOW BUSINESS PARK

Location: on the corner of Rainbow and Oquendo, 1/2 mile from Spring Valley Hospital.

This project is a 44,000 square foot development, consisting of two 22,000 square foot buildings. The recently completed buildings are surrounding a lushly landscaped courtyard with paver stone walkways, featuring two striking nine-foot tall sculptures made out of copper and polished metal on each end of the courtyard. The office development will be anchored by a 20,000 square foot, full service, state of the art Executive Suite Business Center which will be offering executive suites overlooking the courtyard as well as offering exterior units with private entries. All tenants in the Executive Suites will have the same privilege as other larger tenants, within the office development, will have in that they will enjoy having their name and business message displayed on the color reader board 24/7 365 days a year. The remaining 20,000 square feet of office space can be leased starting at 1,380 square feet and rental rates starting at \$1.65 NNN psf. Owners within this high image office park will have the benefit and the availability of having signage on the building, in addition to a 30-ft pylon sign fronting Rainbow and the added bonus of having a 9x4 triple-lined electronic color reader board to display their personalized business messages. These benefits will give all tenants high exposure and visibility to the over one million cars passing this site monthly.



SPANISH TRAIL BUSINESS PARK

Location: on the corner of Rainbow and Tropicana across the street from the award-winning master-plan community of Spanish Trail.

This project is a 76,000 square-foot mixed-use development consisting of a 10,000 square-foot retail building fronting Rainbow and an office campus of 11 buildings with units for sale, ranging in size from 2,500 to 10,000 square feet. All owners will have signage on their building, along with excellent visibility, depending upon their location within the park, on either a pylon sign fronting on Rainbow or Tropicana. They also will have the luxury of having their personalized business messages displayed 24/7 on an electronic color reader boards which will be located on both Rainbow and Tropicana! This project is expected to break ground in May 2005 with completion in the fourth quarter 2005.

CHEYENNE FAIRWAYS BUSINESS CENTER



Location: Cheyenne west of Durango on the Durango Hills Golf Club.

A 50,000 square foot office /retail development for lease, featuring two five thousand square foot retail buildings fronting Cheyenne and a two-story 40,000 square foot office building fronting the golf course. The two-story 40,000 square foot office building will be located directly over looking the 3rd and 4th greens and the entire length of the Durango Hills Golf Club. In keeping with the theme, between the office building and the golf course, Investment Equity is building an expansive putting green for the exclusive use of all the tenants. The office building will be anchored by a 20,000 square foot, full service, state of the art Executive Suite Business Center which will be offering executive suites with patios or balconies overlooking the golf course and the putting greens. This development is the only office product in the Las Vegas Valley that is located directly on a golf course, and the remaining 20,000 square feet of the office building will offer units as small as 1,650 square feet for lease. There will be a pylon sign and an electronic colored reader-board fronting Cheyenne providing excellent exposure and high visibility for all tenants. This project is well located within close proximity to the Mountain View Hospital, Summerlin, Desert Shores, the Las Vegas Tech Center and I-95, with restaurants and shopping near by. It is scheduled to break ground in late summer of 2005 with an expected completion in the second quarter of 2006.

MCLEOD BUSINESS CENTER

Location: in the airport area on McLeod and Post just east of the Sunset / McLeod intersection.



This 84,000 square-foot office and office /warehouse project is on 7.5 acres, and will consist of eight 5,000 square-foot office buildings and eight industrial buildings

ranging in size from 4,500 to 9,000 square-feet. All buildings will be architecturally compatible with stone finishing on the exterior. The project has been designed for the industrial buildings to have their own ingress and egress, avoiding negative impact to the office-building owners, but will still have the feeling of being part of the high-image park. Each owner will enjoy the benefit from having signage on their building and a monument sign.

STONE CANYON BUSINESS PARK

Location: Sahara Avenue, between Belcastro Street and Tenaya Way.

A high image, mixed-use commercial business park with a prestigious address, it sits across the street from the Mercedes Benz, BMW, Porsche, Jaguar and Aston Martin luxury automotive dealerships. It is an 80,000 square-foot commercial project, comprised of two 15,000 square-foot retail buildings for lease and a 50,000 square-foot office campus, which will include single-story office buildings for sale or lease. The development will be enhanced with awnings, stone veneer features and a lushly landscaped courtyard. Tenants will benefit from a 50-foot pylon sign with an electronic color reader board, visible to the 16 million cars that pass by annually. It is scheduled to start construction this summer with an expected completion in the first quarter of 2006.



NORTH BUFFALO BUSINESS CENTER

Location: a 2 1/2 -acre project located on Buffalo just north of the Buffalo/Cheyenne intersection.

This development will have two 10,000 square foot single story buildings with units for sale or lease ranging from 2,500 to 10,000 square feet.

The project enjoys the benefit of having both high visibility and a great location close to Mountain View Hospital, the Las Vegas Tech Center and I-95. Owners will have signage on the building and a monument sign fronting Buffalo, as



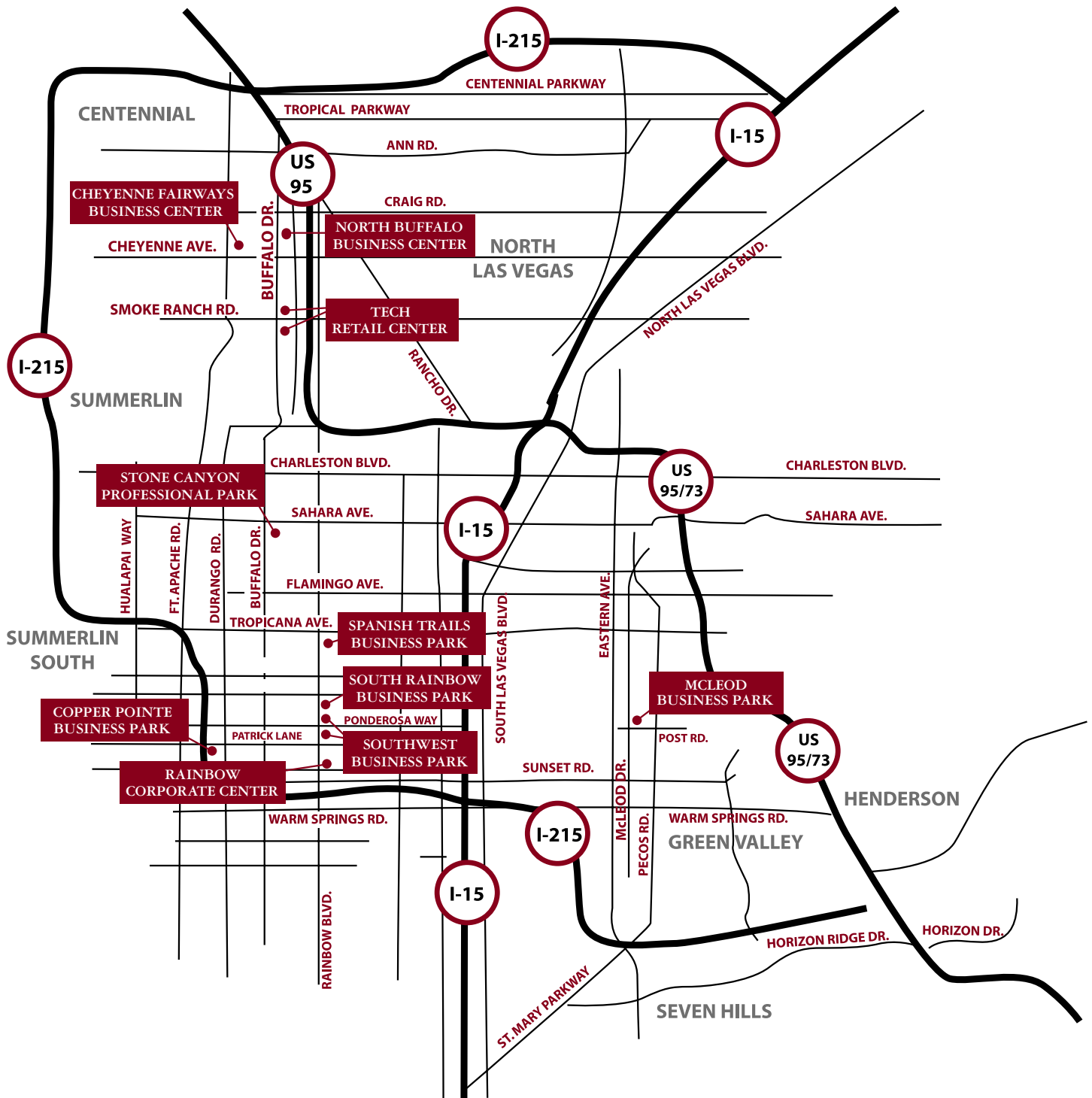
well as an electronic reader-board for personalized business messages. This project is currently scheduled to start construction in the summer 2005.

TECH RETAIL CENTER I & II

Location: On the north and south corners of the intersection of Buffalo and Smoke Ranch.

This project is directly in front of the main entry to the prestigious master-planned community of Desert Shores and the Las Vegas Tech Center is contiguous to the east. This development is surrounded by more than 2 million square-feet of existing, under construction or planned office buildings and is ideally situated close to Mountain View Hospital and I-95. With such high visibility, coupled with the design of both buildings (consisting of 14,000 square feet each) fronting the street and each tenant having a display window, the retail tenants should be assured of success. The new Becker Steakhouse will be located in the north portion of this development and will occupy 45% of the building. The Becker Steakhouse will serve fine food at breakfast, lunch and dinner. The restaurant will

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The Tiberti Family

In a ceremony celebrating the 50-year anniversary of J.A. Tiberti Construction in 2000 former Gov. Bob Miller told a local newspaper, "The Tiberti family is one of the oldest in Las Vegas and they figuratively and literally built this city."

Jelindo Angelo Tiberti arrived in Southern Nevada in 1941 to help build Nellis Air Force Base, eventually becoming chief engineer.



Jelindo and Marie Tiberti



Tito Tiberti

He decided to say

Three years after opening Wale, Campbell and Tiberti Construction with two partners, Tiberti started his own company with two office employees and four construction workers. The company wouldn't remain small for long. Over the next half century the Tibertis completed myriad projects — banks, department stores, groceries, hotels, prisons, schools and warehouses — and took on large-scale efforts with jobs at the Las Vegas Convention Center and McCarran International Airport.

He was generous with his time (25 years

on the Las Vegas Flaming Commission and 38 years on Nevada Power's board of directors) with his money (\$1 million to help create Howard R. Hughes College of Engineering at the University of Nevada, Las Vegas).

Development has since become a family affair. Ron Tiberti is a partner in Tiberti-Blood Inc. Tiberti Fence Co., started in 1959, is the largest chain-link fence contractor in Nevada. And Tiberti Management Co. leases properties that run the gamut, from high-end business centers to month-to-month small office-house spaces.



McCarran International Airport in the early 1970s

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MAYORS



Compiled by Damon Hodge

Birthdays tend to inspire reflection. Las Vegas' yearlong centennial celebration offered In Business Las Vegas the perfect opportunity to examine the 18 men and one woman who've served as mayor of the city.

The adage about gleaning a lot from a person by the company he keeps could easily be applied to cities. From Ernest Cragin's overt moralism to Oscar Goodman's overt narcissism, Las Vegas mayors have come to define this city. Here is a glimpse at how the city developed over those 100 years:

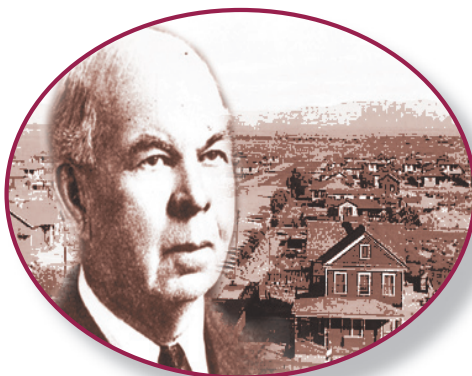


Peter Buol (1911-13):

A man of firsts — founder of Las Vegas, owner of one of its first residential developments as well as its first cabin (with eight-inch thick walls designed to blunt the summer heat) — Buol was also the city's first mayor. After trekking by stagecoach from Hollywood,

Calif., to Las Vegas, he jumped into real estate, managing a syndicate that organized the drilling of artesian wells. Water was seen as the key young city's growth and development. Buol served two years and would go on to become a state assemblyman and state senator. During his tenure, the city was incorporated and the Las Vegas Chamber of Commerce was founded, both in 1911.

necting our city to Los Angeles. Vegas went Hollywood in 1915 — Kalem Motion Picture Co. shot scenes for four episodes of "The Hazards of Helen" — and got its first surge of electricity as Consolidated Power and Telephone Co.'s gas engines brought 24-hour electrical service. The U.S. Bureau of Reclamation proposed building Boulder Dam in 1918.



W.L. "Bill" Hawkins (1913-19):

"If at first you don't succeed, try, try again," could have been Hawkins' mantra. He lost by 10 votes to Peter Buol in the city's inaugural mayoral race in 1911, but won the post two years later. The city spent \$10,000 in 1914 on a road to Jean, which would eventually become part of the highway con-



W.E. Ferron (1919-21):

On Thanksgiving Day in 1920, Clark County's first airport opened as Anderson Field. That same year, representatives from Nevada and Southern California caucus in Los Angeles about the possibility of building a dam on the Colorado River. The Prohibition Enforcement Act took effect in Las Vegas



Mayor Buol overseeing water project

in 1921, prohibiting the advertisement — but not the sale — of liquor. Congress also approved two nearby national parks: Zion (Utah) and Grand Canyon (Arizona). Ferron's tenure also featured the first flight to Las Vegas — Randall Henderson piloted a Curtiss JN-4 into town. Jake Beckley was his passenger.

Horace Jones (1921):

Elected mayor largely because of his pristine reputation, Jones spent his short time in office diligently working on solving problems for the growing city. A month into his term, Jones underwent surgery on June 12 to address several medical problems. He died a little more than a month later, on July 23, of heart failure. The headline in the July 23 edition of Las Vegas Age read: "Mayor Jones Death Shocks Vegas People." The article continued: "Since taking the office of Mayor, he has been earnest and tireless in his devotion to his duties, his unusually conscientious disposition having made the burden of civic affairs a heavy one for him." Prior to being elected, Jones was the supervising official of the blacksmith shop run by a local railroad company. Before that, he'd been in Las Vegas twice before, mostly as an employee of Salt Lake Railroad.

Charles Ireland (1921):

His tenure could be the answer to a trivia question: Who had the shortest mayoral tenure in city history? Appointed on Aug. 3, 1921 — taking over after his predecessor's unexpected death — Ireland resigned 31 days later, on Oct. 4, 1921.

W.C. "Bill" German (1921-23):

German became the second shortest-serving mayor in city history, taking over from Charles Ireland. He, himself, resigned Jan. 6, 1922. U.S. Commerce Secretary Herbert Hoover leads the first meeting of the Colorado River Commission; talk centers on Hoover Dam. Jay Sarno, proprietor of themed hotels such as Circus Circus and Caesars Palace, was born.

W.C. "Bill" German (1921-23):

German wasn't out of office long, returning for a two-year stint, during which time aviator Amelia Earhart flew into Las Vegas to pursue investing in a nearby gypsum mine (1923); former Las Vegas Ranch owner Octavius Decatur Gass died and Frenchman David Lorenzi began building Lorenzi Park (1924); William Clark, after whom Clark County is named, died and Fremont

Street from Main to Fifth streets is paved.



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J.F. "Fred" Hesse (1925-31):

During Hesse's tenure, the Las Vegas Evening Review-Journal was formed from the Clark County Review and the Las Vegas Journal and the Las Vegas Age (1929). A year later, Las Vegas High School was completed at a cost of \$350,000. On April 17, 1926, Western Air Express (later known as Western Airlines) began regular service from Las Vegas to Salt Lake City. The year 1927 saw both the completion of U.S. Highway 91, predecessor to Interstate 15, and the opening of the city's first golf course near where the Las Vegas Hilton currently sits. In 1929, Nevada's third state flag introduces the "Battle Born" nickname. In 1930, the city's first radio station, KGIX, starts broadcasting. A year later, work begins on Hoover Dam and on March 19, state lawmakers legalize gambling, prompting a flurry of requests to open Las Vegas casinos.

Ernest W. Cragin (1931-35):

Cragin, who helped open the city's first movie theater (the El Portal in 1928), doggedly fought to change Las Vegas' image as a modern-day Sodom. To improve livability, he forced businesses to build sidewalks, cracked down on ticket-happy cops and even cut his salary when rapid growth outpaced the government's ability to pay for infrastructure and services. Cragin's 1935 re-election bid stalled when City Councilman Leonard Arnett successfully caricatured him as a shill for Southern Nevada Power Co., whose high rates irked residents. Arnett wanted to use federal funds from President Franklin Roosevelt's new deal to build a municipal power plant. The first local gaming license was issued during Cragin's tenure — to Mayme Stocker, who owned the Northern Club near First and Fremont streets.

Leonard Arnett (1935-38):

Arnett beat Cragin by a vote count of 1,472 to 1,093. Hoover Dam was completed during his tenure.



Fremont Street, 1928



Hoover Dam contract being signed



Hoover Dam being built, 1935



El Cortez Hotel, 1941

H.P. Marble (1938-39):

Marble is appointed mayor in 1938, the same year Lake Mead opens. With 30 billion cubic meters of capacity and at 180 kilometers long, the lake is the world's largest man-made body of water. A school for aerial gunners begins training soldiers for combat in World War II in 1939.

John L. Russell (1939-41):

On Jan. 25, 1941, Russell deeded nearly 12,000 acres of land in the northeast valley to the U.S. Army Quartermaster Corps to develop the Las Vegas Army Air Corps Gunnery School (later re-named the Las Vegas Army Air Field). Built for use by the Army Air Corps and designed to train aerial gunners for combat, the school would eventually become Nellis Air Force Base. At the time, there were 8,422 living in Las Vegas and 16,414 in Clark County). Las Vegas' first mayor, Peter Buol, died in 1939.

Herbert Krause (1941):

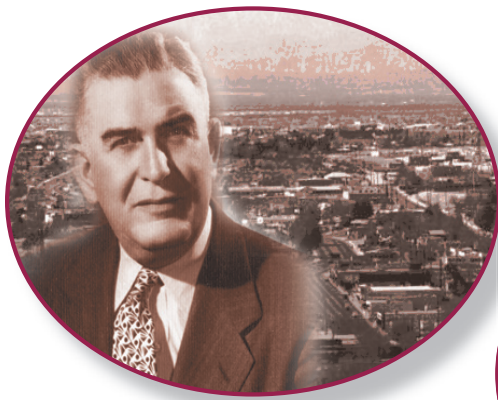
Krause served as interim mayor when John Russell was removed from office on May 12, 1941. That same year, the El Rancho Vegas becomes the first casino on the Strip. Meanwhile, the El Cortez — valued at \$250,000 — opens downtown.

Howell Garrison (1941-43):

Pressured by the Army, Harrison and other city officials cracked down on prostitution on Block 16 — North First Street between Ogden and Stewart avenues. The area, essentially the city's red light district for years, was the only place outside of hotels where liquor was served.



Kids in HellDorado Parade, 1942



Ernest W. Cragin (1943-51):

Cragin got the mayor's job, largely because no one else ran. Ever dutiful, he set about improving the city in ways small (new recreational and civic projects) and big (a failed attempt to annex the Strip). Much of the criticism of his administration concerned race relations. Detractors say he did little to help predominantly black West Las Vegas, a blighted area west of the Union Pacific Railroad tracks. Cragin used police officers to enforce segregation. Also during his time in office, the Las Vegas News Bureau was created (1949) and the first test at the Nevada Test Site was conducted (Jan. 27, 1951). The legendary Huntridge Theatre also opened during his term — in 1944.

Charles D. Baker (1951-59):



A former teacher and basketball coach at Clark County High School, Baker was likely the most photographed Las Vegas mayor up to this point. The Special Collections department at the University of Nevada, Las Vegas' library has more than 90 photos of Baker, including pictures of the former mayor proclaiming "Thunderbird Day" in honor of the Air Force's performing squadron, at the opening of the Western Airlines office in the Riviera, in Europe with other touring U.S. mayors and in Los



Mayor Baker oversees Convention Center construction

Angeles chatting with former President Harry Truman. Significant events during his tenure include KLAS-TV Channel 8 signing on as the city's first television station (1953) as well as various openings — the Nevada Test Site (1952), Clark County Fire Department (1953), Opportunity Village (1954) and the Las Vegas Convention & Visitor's Authority, Riviera hotel-casino and Bishop Gorman High School (1955).



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Oran K. Gragson (1959-75):

The city's longest serving mayor credited crime with starting his political career. He was one of the merchants victimized in a police theft ring (he co-owned a furniture store), but couldn't get help. Once in office, he launched an investigation that ensnared then-city manager A.H. Kennedy and police chief Ray Sheffer. Charges against both for malfeasance were eventually dropped; some of the victimized merchants even organized an unsuccessful recall effort against him. But Gragson experienced more ups than downs. He helped form the Clark County Regional Streets and Highway Commission (precursor to the Regional Transportation Commission) and the Regional Planning Coalition. Both groups began dialogue on preparing the city's 70,000 residents for pending growth. Equally significant was his role in healing

racial strife. He hired blacks, held town halls meetings in predominantly black West Las Vegas, helped minorities security housing and employment and pressed for urban renewal. Cragin was present at the Moulin Rouge, the city's first interracial hotel-casino, when local members of the National Association for the Advancement of Colored People, casino operators and other politicians, agreed to desegregate the Strip. Gragson's tenure also saw the opening of Nevada State Bank on Dec. 9, 1959, the first state-chartered community bank in Nevada. The city also got its first cable television company, Prime Cable in 1970. A stretch of U.S. Highway 95 named for him fittingly runs by City Hall, 400 E. Stewart Ave., which was built during his tenure.



William Briare (1975-87):

Briare was passionate about improving traffic flow on Interstate 15 and about fairness for employees — he crossed the picket lines during the 1984 strike at the Four Queens hotel-casino in downtown. During his tenure, the City Council passed a resolution pressing for 711 as the state's new area code. It failed. He later served on the County Commission and unsuccessfully ran for lieutenant governor in 1994.



Ronald Lurie (1987-91):

Lurie spent 14 years as a City Councilman before being elected mayor. He led the city during its most explosive population spurt at the time. The 1989 opening of the Mirage ushered in the megaresort era, launching a casino boom that has yet to slow. Lurie's reputation nosedived after the Nevada Ethics Commission found him guilty of violating ethics laws six times by not disclosing who his partners were (former University of Nevada, Las Vegas, basketball coach Jerry Tarkanian and then-city manager) prior to zone changes that tripled the value of 55 acres of northwest land the group had invested in. That he obeyed disclosure laws and abstained on votes involving his land was little vindication; Lurie decided against running for re-election.



The Strip, 1963

IN BUSINESS Las Vegas

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2006 EDITION

Space Deadline
Dec. 1, 2005

Artwork Deadline
Dec. 9, 2005

Publication Date
Dec. 30, 2005

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Jan Laverty Jones (1991-99):

Introduced to the public via quirky commercials hawking vehicles for Fletcher Jones car dealerships — Jones trounced fire-brand City Councilman Steve Miller by a 2-to-1 margin in the 1991 mayor's race, then set about establishing herself as a potent political force. As smart and determined as she was flashy and effusive, Jones is credited with transforming the mayor's job from figure-head to leader. Detractors claimed she was too cozy with the gaming industry — co-owning a store with then-Stratosphere owner Bob Stupak, using eminent domain to condemn private property downtown to help private companies to create the Fremont

Street Experience and the Neonopolis. But voters loved her; Jones received 75 percent of the vote in her 1995 re-election bid. She is also credited with quarterbacking discussion on revitalizing downtown. Nearly \$1 billion was invested in the area while she served.



The Fremont Street Experience



Jones is now an executive for Harrah's

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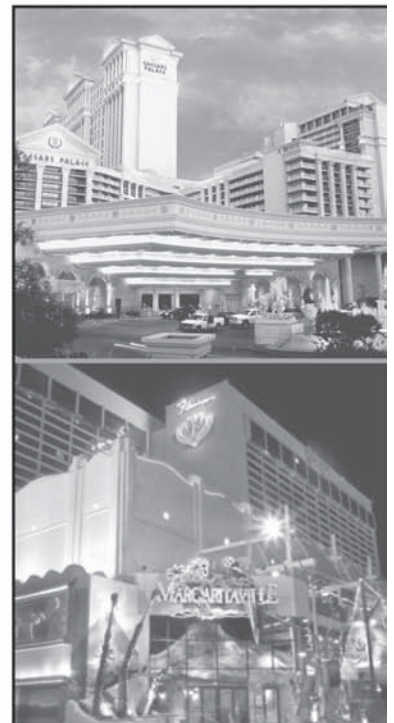
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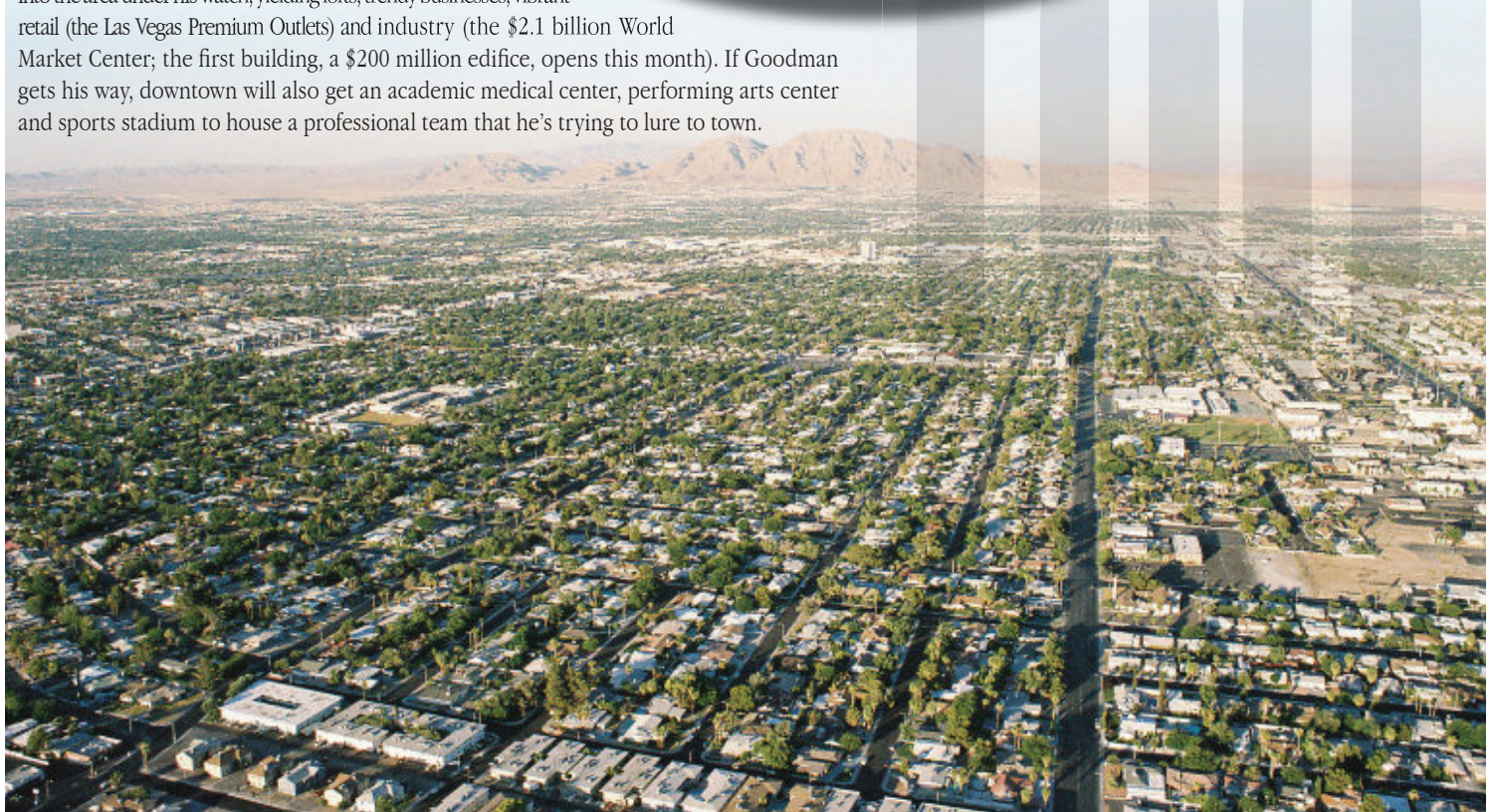
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Oscar B. Goodman (1999 - present):

Call him what you will — former mob mouthpiece, Hizzoner, Mayor Mouth, blowhard; he prefers the “Happiest Mayor in the World.” This criminal-defense-attorney-turned politician has manipulated (and been maligned by) the media more than any of his predecessors. No other city chief has so basked in his celebrity, turning City Hall into bully pulpit (“I’ll arrest anyone who drives a truck through my town with nuclear waste,” he said in response to the approval of the Yucca Mountain nuclear dump 90 miles away), media hub (numerous magazine and newspaper articles, a reality show in the works) and war room (he created a political action committee to boost the city and he routinely snipes at his opponents). Harangued for his open affection for gin, comments about the homeless, saucy mouth and ethics battles, Goodman has nonetheless been praised for keeping Las Vegas in the world’s eye and being an indefatigable cheerleader for downtown. Billions of dollars have flowed into the area under his watch, yielding lofts, trendy businesses, vibrant retail (the Las Vegas Premium Outlets) and industry (the \$2.1 billion World Market Center; the first building, a \$200 million edifice, opens this month). If Goodman gets his way, downtown will also get an academic medical center, performing arts center and sports stadium to house a professional team that he’s trying to lure to town.



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Centennial Poem

Local reader Nancy DiLullo submitted this poem about the city in honor of the Centennial. We thought it was worth sharing in this section ...

This is Las Vegas

By Nancy DiLullo

Sin city is what they call you, a name
perhaps unkind,
If you're looking for a magic carpet, it's all here for
you to find.

Metropolis in the vast mirage, vixen of many
faces.

This harlot has you under her spell, obscuring
time and places.

Seductive reputation...temptress...

who never sleeps,

Marker up or Marker down...

this bet is for keeps!

Lady Luck and One Last Chance,

a love affair 24/7,

Dinner and cocktails are "on the house,"

And the fun never ends in casino heaven.

Visionaries' masterpiece...

make-believe, detailed,

Architectural splendor...

flamboyantly unveiled.

Celebrity oasis...Mr. Playboy's lair,

Alcoholic paradise...pawnshop nightmare!

Dancing girls, barely dressed,

High roller's playground and he's impressed!

White-hot narcotic...called summer heat,

Global destination, where moguls meet.

Resort perfection...hotels of five stars,

Epicurean escapade...fancy limo cars.

Designer collections...impeccable treat,
Glitzy Glamour Avenue, waiting at your feet.

Shady past of "organized" history.

Cactus graves embalmed in mystery.

Hustlers, loners, drifters...shadowy, selfish lies,

Low frequency vibrations, cleverly disguised.

Genie in a bottle...night and day pleasure,

Capitol of Entertainment...Las Vegas treasure.

A place where a man can dine with his wife,

Then watch his centerfold come to life.

Sequin, feathered beauty...painted, scarlet smile,

Rhinestone Icon Showgirl...famous Vegas, style!

Performers' stage from around the world...

a proud legacy to last,

A city rich with talent, today, and from the past.

See **POEM**, Page 33A

POEM

continued from page 32A

Frank Sinatra, legendary man...endless party
with the clan.

Elvis, the king, claiming "Viva" glory,
Ann-Margret's sizzling, sixties story.

Siegfried and Roy, Citizen Wayne,
They knew this town when it was just a "two
lane".

Right down this road, and under those fountains,
Around and between that circle of mountains,
Their energy endures, in timeless, haunting tunes,
Over windy horizons, across dusty moons...

Charmed, desert dwelling...blue diamond
sky overhead,
Inspiration finds me...Here...where I keep my bed.
Far from the clamor, away from the greed,
I've found all that I've wanted and everything I
need.

Sweet Jasmine breeze, sunny prism beams,
Everything's different by day it seems.
Still, boundless plains...quiet, fathomless spaces,
Silent air whispering to lone, vacant places.
Tangerine skies, apricot and buttery, Pink pearled
clouds, illusive, and fluttery.
Cobalt, cornflower, turquoise blues,
Artist's palette of landscaped hues.
Blushing rose curtain, lilac and crème,
Now Evening embraces his dusky dream.
Luminous lady in a radiant gown, designed by fate,
like no other town.

Reality and Fantasy soon destined to meet,
In a city, where by night...you see only one street.
A peerless boulevard of rainbow gems,
Golden, glistening, wildly shimmering...
Pavè, crystal, softly glimmering.
Topaz, emerald, rubied-sapphire,
This is my neighborhood, on the street of Desire.
Shangri-la village...mere speck of the whole,
Endless vista...Heart and Soul.
Pyramid beams...poetry in light, Stardusty Vegas...

Mistress to the Night.
Spirit of Enchantment...Solitude's essence.
Neon meadow...exhaling fluorescence.

Gorgeous city
Lying vulnerable and bare,
All lit up...
In the dark
Nowhere.

As brilliant jewels
Dazzling

From a magic crown,
This is Las Vegas.
My home, sweet town

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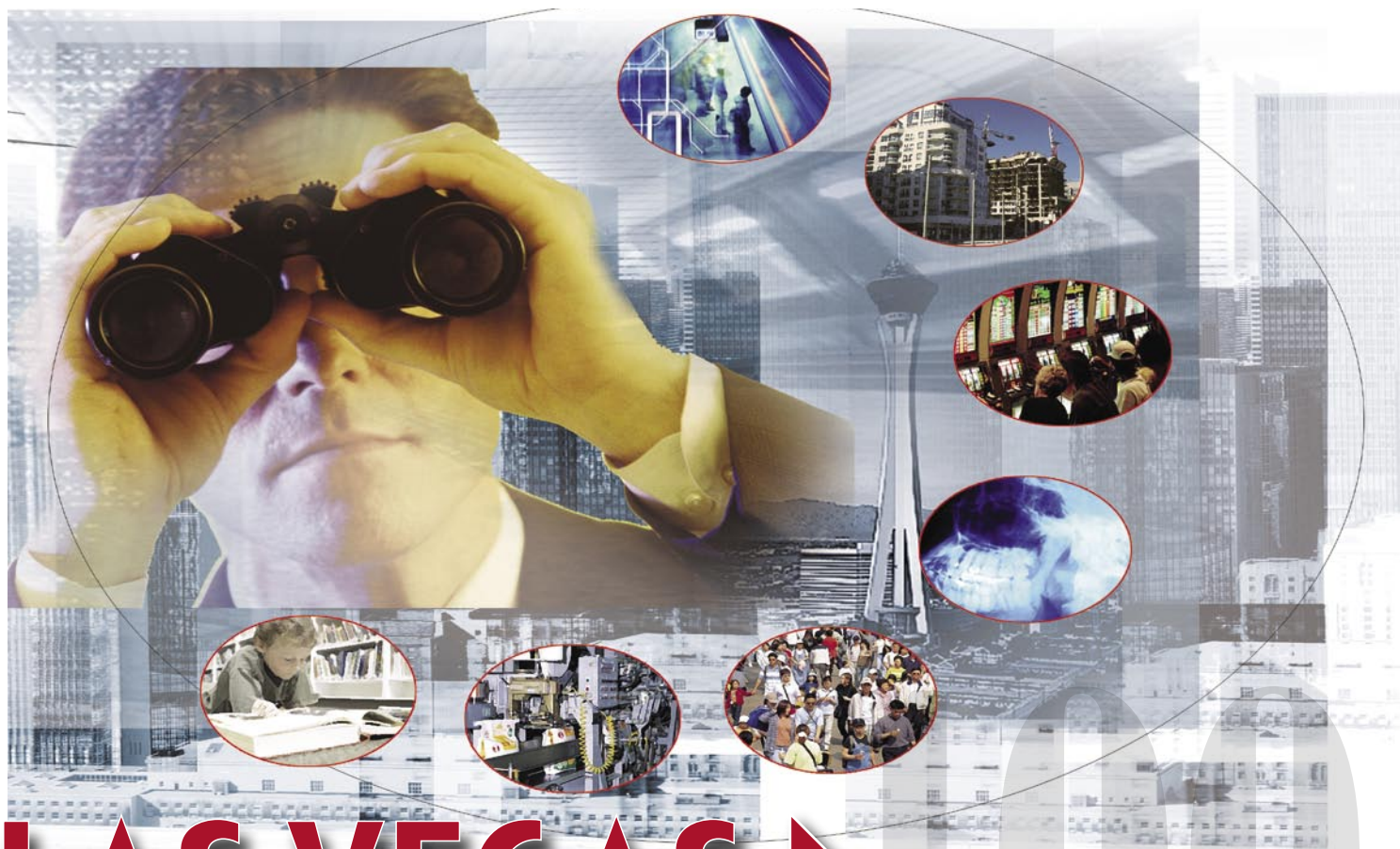


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LAS VEGAS ►

What's coming the next 100 years...

By Deborah Roush
Contributing writer

In a city that reinvents itself regularly, it is difficult to predict what the next decade might hold, let alone the next 100 years.

But in an issue celebrating the Las Vegas centennial, *In Business Las Vegas* would be remiss not to attempt to take a peek at the future in the areas that affect the lives of Las Vegas most — from where we will reside and work to how we'll get from place to place, where we'll learn or seek medical care.



Movin' on up - and out

Future Development

When it comes to where Las Vegas will live in the future, and how much we will pay for homes, we are already getting a taste of what's to come, experts say.

"The cost of housing and dirt is not going to get any cheaper," said Richard Lee, public relations

director for First American Title Co. of Nevada and author of the Las Vegas Development Update. "The government isn't effective at releasing land to make a difference in rising prices, and we're surrounded by a lot of things that can't be used for building — like military installations, federal parks, Red Rock and Lake Mead."

John Restrepo, principal of Restrepo Consulting Group, a Las Vegas-based economic research firm, said the Strip would be a place to live, with "high-rise condos and hotel-condos. It will not only be an entertainment center, but a living center."

"The outlying areas will have higher density residential with more mid-rise and mixed-use de-

velopment that will include residential, office and restaurants — that type of thing," he added.

"In addition to 'going vertical,' what we'll see, too, is the introduction of bedroom communities to Las Vegas. More of the blue-collar, middle-income families will buy homes and commute in from places like Pahrump, Northern Arizona and Mesquite," Restrepo said.

Lee said homes within an hour and a half of Las Vegas would be a commute. "Housing will be more affordable there and it will be for people who want to 'get out of Dodge' and raise families in smaller, rural environments," he added



Easy come - and go

Future Transportation

You can't talk about Las Vegas moving to outlying communities without discussing how they'll move about.

"People will continue to migrate to this area and when we add another million people to what we have now, the biggest infrastructure change will be going to mass transit," Lee forecasted.

"The Nevada Department of Transportation has the monorail, but we don't really need it now because we're not big enough yet and the government doesn't work by building in anticipation of what we'll need. So we'll continually play catch up with transportation and transit issues," he said.

Rob Stillwell, spokesperson for Boyd Gaming, said his company likes the idea of the monorail as well as a high-speed train to Los Angeles, which has also been hinted at as a future possibility. And he predicted that "at some point during the next 100 years traffic will be closed on the Strip."

Lee also envisions Las Vegas as a showcase for alternative fuel vehicles. "We'll go to cars powered by hydrogen because of the need and because Las Vegas is the showcase of the world and will continue to be that place



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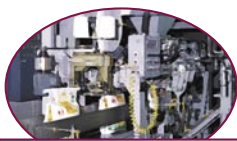
on the planet where companies introduce new products,” he said.

And when Las Vegas wants to fly in and out of the city, more than likely they will have another choice for an airport: Ivanpah.

McCarran International Airport is in the process of completing a several-year-long environmental impact study for the Primm airport site, said Elaine Sanchez, a spokesperson for the airport.

“If the study goes through and provided we don’t run into any red tape we could have an airport operational by 2018,” she said.

Recently McCarran approved a \$2.4 billion plan to bump up its long-awaited build out by 2011, making it possible for the airport to accommodate 53 million passengers by 2011 with 117 gates.



Where we'll work

Future Manufacturing

When it comes to where the Las Vegas of the future will work, expect changes, the experts say.

“Commercial real estate will be so expensive that we’re going to have to see more businesses that you would see in L.A. or Chicago. We’ll be more of a center for international commerce. Regional distribution warehouses are going to go somewhere else because they can’t afford the land,” Lee said.

“We’ll see in sourcing and outsourcing hubs for international business — especially Asian — because of the direct flights in and out of Las Vegas,” he predicted.

“And we will have some manufacturing in the Valley along the commute corridor and in the commute cities because Clark County and Nevada will continue to have a proactive business environment,” he added.

Ray Bacon, executive director of the Nevada Manufacturers Association, said he “wouldn’t be surprised to see manufacturing in Mesquite in the next 10 to 15 years.

“For the foreseeable future a reasonable chunk of manufacturing will be related to the gaming industry, including people making cards, chips, money changers. Most of it is going toward international usage, but the Las Vegas market is a sizable market as well,” Bacon said.

Because Las Vegas will continue to be a huge consumer of products trucked in, empty trucks leaving the city will mean low transportation costs for the companies locating here, he added.

“Our manufacturers will be companies that bring in a large raw material in bulk, package it up and ship it to a distribution center — probably in California or other regional locations,” he said.

“Our manufacturers will be companies that bring in a large raw material in bulk, package it up and ship it to a distribution center — probably in California or other regional locations,”



Dr. Carol Harter



Charlotte Bentley

The casino industry, too, will continue to evolve as the Las Vegas Strip stretches south and the north end is redeveloped, said Boyd Gaming’s Stillwell.

Boyd Gaming is developing the South Coast five miles south of Mandalay Bay, an “Orleans model” that caters to tourists and the local market, Stillwell said.

“The question is what will be developed between the two — timeshares or more gaming-related activity — and how far south do you stretch it,” he added.

Restrepo said the north Strip area—between Twain or Sands to the south and Sahara to the north — can expect redevelopment within the next decade.

“That includes the Riviera, Frontier, Circus Circus and Showboat,” he said. “The land is just too expensive and the Wynn project and Fashion Show are the catalysts for that.”

Lee said the MGM Mirage Project CityCenter, a multi-billion dollar “urban metropolis” between the Monte Carlo and Bellagio project will “redefine the paradigm of Las Vegas.”

Project CityCenter will combine a hotel and casino with entertainment, retail, luxury condominiums and private residence clubs. “It’s going to give us an uptown, a downtown and a midtown, with City Center being the uptown and midtown around UNLV,” he explained.



Role of education

Future Education

The University of Nevada Las Vegas is embracing the concept of becoming midtown Las Vegas. In fact, the school’s president, Carol Harter, outlined its own “Midtown UNLV” project in her state of the university address late last year.

The idea is modeled after Arizona State University in Tempe, which took 25 years to complete a similar project. That venture — Mill Street — is a multi-use, user-friendly community in and around a welcoming entrance.

“UNLV is surrounded by four major highways,” Harter said. “What is challenging is how to make these streets more pedestrian friendly ... and then partnering with the community for mixed use. Maryland Parkway is six lanes of traffic and we’d like to reduce it to two ... and create sidewalk and on-street parking that would be a sound barrier of whizzing cars,” she added.

Landscaping on both sides of the street, urban furniture and gathering spaces will create “a very wonderful university district” that also will include private development of loft-condo space, bars and restaurants and shops,” she said.

Harter said this summer a stretch of Maryland Parkway will be reduced to four lanes as a feasibility study and she hopes to have a “significant amount”



PROPOSED STREET CHARACTER



EXISTING CONDITION

An artist's rendering of the "Midtown UNLV" project.

of progress made on the Midtown UNLV project in the next five years.

"There's a lot of planning work going on. The county is master planning for this district right now and we're lucky that they're in that process. There's a lot

of good will between the government, private sector and the community," she said.

UNLV also has plans to grow, with new campus projects planned for the Northwest and Southwest valleys.

"UNLV is landlocked with ... 335 acres and 27,500 students on that space. Our master plan has how we can grow to 35,000 students on the main campus, but we have other options," Harter said.

Alternatives include creating a new campus

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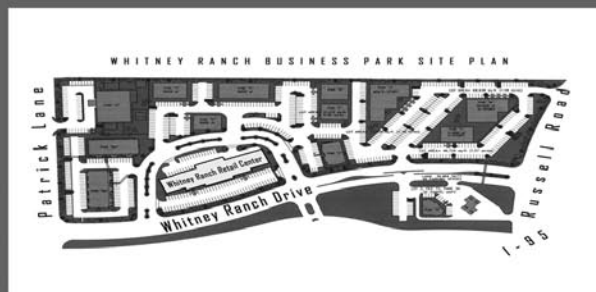
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Proposed Greenspun School of Urban Affairs at UNLV

on 640 acres in North Las Vegas that would be a partnership with the Community College of Southern Nevada and Nevada State College that the university is in the process of master planning.

"And eventually we'll build on the BLM acquired 115 acres in southwest at the Harry Reid Research and Technology Park (that is the property of the UNLV Research Foundation.)

Other schools, too, are stepping to the plate to meet the needs of the future population.

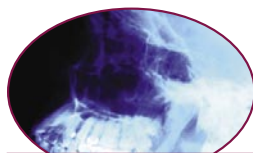
"We're trying to see the emerging future before it gets here," said Charlotte Bentley, vice president of National University Nevada.

"We know that there's a great need for teaching K-12 and in nursing, where Nevada currently ranks 45th and 46th in the nation," she said. "Schools that have those types of programs are going to see growth in those areas.

Bentley said she expects to see more private, K-12 schools emerge to meet the needs of students. "Right now we're the fifth-largest school district in the nation and we build about one public school a month," she said.

And she expects graduating students from public and private schools alike to look more to non-traditional post-secondary school options, including online programs and local private colleges.

"Online is a big future trend in education and schools that do not develop state-of-the-art on-line opportunities will find themselves behind, especially here, where it's a 24-7 town and people will be moving to outer areas of the city," she said



Health Care harmed

Future Health Care

The exploding population will strain the health care system as well, said Rod Davis, president and chief executive of St. Rose Dominican Hospitals, who predicts a future that lacks physicians, nurses and skilled health care laborers.

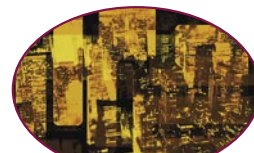
And the nationwide physician shortage, he said, which he expects to worsen over the next decade, will impact Nevada more if malpractice premiums are not competitive with surrounding states, he said. "They have stabilized a little bit but the jury is still out," he added.

The biggest risk to the industry being able to meet the health care needs of future Las Vegas is legislative efforts that restrict hospitals' efforts to collect "reasonable reimbursement rates," Davis said.

"In order for the hospital industry to continue to fund expansions and infrastructure to treat emergency and other patients ... the community needs to take positions supportive of the industry," he said.

However, in addition to the opening of St. Rose's San Martin hospital next year, "there will be an effort by several health systems to build two three additional hospitals within the next 10 years," Davis said.

"...there will be an effort by several health systems to build two or three additional hospitals within the next 10 years."



A New Las Vegas

Future of the city

Restrepo said he is optimistic about the future of the Las Vegas economy and the city itself. "It's going to be a very different city — more urban, with a much higher cost of living," he said.

Lee calls it "The New Vegas."

"Bugsy Siegel through Steve Wynn was 'Old Vegas' which was about gambling and the gaming tables. Steve Wynn ushered in 'Vegas' where you stay in a nice room and have good food and entertainment.

"Now we're ready to bring in 'New Vegas' that will be about expensive housing, vertical construction and a commute. It will be about adapting to a western, yet vertical lifestyle and becoming an international city yet still the adult capital of the world.

"The change is inevitable and some people are going to find it uncomfortable," he said.



John Restrepo

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