

1. Describe how your project team, concept, qualifications, or approach have evolved since your initial response in February.

Our overall goals, vision, and concepts for the Bayou Phoenix development remain constant and unwavering. Our team believes that the best use for the site involves developing a plan that meets the needs of the City of New Orleans, the community, and the development team. We believe that all these objectives can be satisfied thru a successful partnership and development of the Bayou Phoenix plan.

Based on our many years of residing and working in the community, we are keenly aware of the needs and desires of the New Orleans East community. While the needs of the development team center around outstanding asset growth, asset value, overall profitability, customer service, and efficiency, that must be balanced with the desire of the community to have assets that help to improve the local economy and provide an enhanced quality of life for the local residents. Our team also believes that community benefits such as: new attractions, new local jobs, and being part of shifting the overall perception of East New Orleans are additional goals that we aspire to achieve.

Regarding the team, concept, qualifications and approach, our Bayou Phoenix proposal has been refined over the past months because of the substantial amount of community support that we have received, as well as the experienced partners that share our vision for the development. Regarding the team members, the Bayou Phoenix team has grown in several directions.

The Expansion of the Bayou Phoenix Team

Bayou Phoenix has expanded our team in several exciting directions, including the addition and confirmations of even more committed, often local partners.

- **Hillwood, a Perot Company.** Based in Dallas, Texas, *Hillwood* is ranked today as one of the top industrial, commercial, and residential real estate developers in the country. Upon advancing to the finalist round of this procurement, Hillwood's role has further been defined as becoming the master developer for the project. *Hillwood* recognized the talent within the Bayou Phoenix team, the commitment of the City to the project, and most importantly the opportunity to lead a transformative project in a region where they have not worked previously.
- **STEM NOLA.** Dr. Calvin Mackie, the founder of *STEM NOLA*, approached Bayou Phoenix upon submittal of our original proposal and proposed his vision for how his wonderful non-profit might play a role in enhancing the educational offerings of the development. Our team emphatically shares his vision and believes in the significance of including science, technology, engineering, and math opportunities for the community and visitors alike. *STEM NOLA* will enable Bayou Phoenix to provide unique, fun learning opportunities to East New Orleans residents and tourists. *STEM NOLA* is an integral partner to our development and the community we serve.
- **TransDev.** The Global 500 Corporation *TransDev* contacted the Bayou Phoenix team after the submission of our original application and proposed an innovative concept that will transform the accessibility of East New Orleans, light rail from Louis Armstrong Airport to Bayou Phoenix, with regional stops along the way. The addition of a light rail transportation system is a significant enhancement to the quality of life and economic development of the community and areas that it touches. *TransDev*, based in Paris, France, is the global expert in providing innovative travel solutions to the world. They have the ability and knowledge to work on a public-private partnership basis to achieve this massively impactful initiative.
- **COX Business.** After our original proposal submission, the Bayou Phoenix team was approached by *COX Business* for its potential participation as significant technology and services provider for the development. *COX* currently provides numerous technology solutions to planned developments that enable better access to the facilities. Having an

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infrastructure partner like *COX Business* (Fortune 500 member) is critical to our development remaining technologically relevant for many years to come.

The Evolution of Bayou Phoenix Concept Offerings

As the Bayou Phoenix team began planning the expansion of concept offerings for the development, we understood that we needed an additional demand generator to accelerate attendance at the development. As previously stated in our proposal, and based on additional research, Sports Tourism, coupled with the other proposed entertainment offerings, will ensure significant activity, job opportunities, and joy at Bayou Phoenix. As a result, our team sought out the leading sports complex management company in the country, SFA to partner with us on this initiative. SFA is excited about the transformative nature of the project and believes that coupling the sports tourism concept with the tourism cache of New Orleans is an unprecedented opportunity that does not currently exist in the country today.

Upon selection as the development partner of the City, we anticipate a significant number of additional tenant and partnership announcements to the Bayou Phoenix family of offerings.

We recognize that the City identified only parcels within their control. Our team has proposed a responsive offer that enables the Bayou Phoenix team, the community, and the City to achieve its core objectives. As we included in our PowerPoint presentation, the Bayou Phoenix concept and approach has evolved into a strong, two-pronged plan: *A Base Project Plan* and an *Expanded Development Plan*.

1. **Bayou Phoenix Base Project Plan.** Our base concept includes the following:
 - a. An indoor/outdoor waterpark and hotel
 - b. A transportation and logistics center
 - c. A mega travel center
 - d. A 100-acre sports complex
 - e. The redevelopment of Eastover's golf course and community.

However, we believe that the possibilities and needs of the community are larger than the existing footprint that the city controls. As a result, we propose to work with the City to secure the adjacent parcels that would support our Bayou Phoenix Expanded Plan.

2. **Bayou Phoenix Expanded Plan.** This plan enables Bayou Phoenix to complete the following:
 - a. An additional amusement park, comparable to the previous Six Flags
 - b. An expanded sports complex
 - c. An expanded logistics center
 - d. A significant set of retail and restaurant offerings (outside of the travel center) including establishments that do not exist in the New Orleans metro area. We believe that based on the type of exclusivity arrangement with the waterpark hotel provider that we select, there may be a need for an expanded hotel or additional hotel offerings.

2. If selected, how will your team organize communication among team members and the City?

The Bayou Phoenix team is committed to developing, in partnership with the City, a thorough communications plan that discusses the responsibility of each individual and their authority. In a multi-faceted development such as Bayou Phoenix, it is essential that the decision-makers communicate on a regular basis. It is essential that the teams work in lockstep with the speed and efficiency necessary to accomplish this ambitious undertaking.

The success of any large-scale development project depends on full communication and transparency. The structure of communications will include regular meetings, reports, and community feedback opportunities. Meetings will consist of weekly, monthly, quarterly, and event-driven intervals. The categories of meetings include: Executive (command and control), Regulatory, Internal/External Communications, Development/Technical, and Financial. We envision working with the City to define these communications and intervals on a mutually agreeable basis. We look forward to further

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developing a communications strategy that will benefit the City, as well as the East New Orleans Community.

DEVELOPMENT

3. If your team is selected, what would you do in the first 90 days of your work with the City and on the project?

Upon selection by the City, the Bayou Phoenix team will pursue a multi-pronged parallel path to project initiation. During the first 90 days, our goal is to achieve the following:

- 1) Negotiate a development plan with the City of New Orleans that satisfies the objectives of both parties.
- 2) Begin the detailed feasibility analysis necessary to refine our pro forma and analysis.
- 3) Begin site-level (environmental) planning and architecture to enable our team to have preliminary discussions with our financiers and tenants.
- 4) Map out the regulatory map necessary to finalize our development timeline.
- 5) Initiate preliminary purchase discussions with the City and major property owners adjacent to the City's property.
- 6) Request community input and include findings in the finalized development plan.

4. What are your anticipated milestones for the first year of the project development?

The Bayou Phoenix team has set firm, achievable goals for the first year of project development. By the end of the first 365 days, we will have accomplished the following:

- 1) Development agreement executed
- 2) Site analysis completed
- 3) Tenant plan completed
- 4) Detailed design commencement
- 5) Financing Plan commenced
- 6) Initial community outreach campaign completed

5. How would you phase each of the aspects of your project vision? What do you anticipate will be built first? What is the timeline for each of the phases proposed by your team? If you are proposing multiple phases, how will these phases relate to each other?

The Bayou Phoenix team does not anticipate the necessity of phased development. We do expect that various elements of our plan will each have a unique timeline associated with the construction, development, and financing of the project. Our number of offerings are contingent on securing the additional adjacent parcels within a reasonable timeframe. Therefore, our Development Agreement with the City and the Parcel Allocation Plan are critical elements to establishing an overall timeline.

The Bayou Phoenix team intends to implement a "crawl, walk, run" approach to developing the concept. This means that we will develop the simplest elements of the plan first, thereby demonstrating to the public, as well as the various project stakeholders, the consistent progress of the plan. Based on the complexity analysis of our Expanded Plan, we anticipate the sports fields, golf course, and logistics center will lead the timing of the rollout offerings. The Hotel/indoor/outdoor waterpark, Amusement Park, Retail offerings, and Mega Travel center each have unique development nuances that will place them slightly behind the completion of the previously mentioned simpler construction offerings.

6. There is a lot of uncertainty due to the pandemic. What is your game plan if the market enters a recession? Has your firm weathered economic downturns in the past? If so, describe how you managed to complete past projects despite challenging circumstances.

We recognize the current unfortunate challenges associated with the global pandemic and are fully prepared to face any potential challenges with a comprehensive crisis management plan. The Bayou Phoenix team members have remained strong and grown throughout this tragic global crisis. Our

development team members, Henry Consulting, TKTMJ, and Hillwood, have all been in business for at least 20 years and have been able to weather numerous calamities and national disasters while maintaining significant growth. This is a direct reflection on the solid structure and foundation of each of these unique entities.

Most relevant to the success of this project, none of our businesses are based on following trends and sectors that are susceptible to the fluctuating market conditions and volatility. We take pride in our continued ability to provide essential services to our customers, despite the economic conditions of the market. As a result, we have been able to emerge from these challenges with the ability to capitalize on the resulting market conditions. This is a fundamental structure and principle for each of our firms. The members of the Bayou Phoenix team are respectively recognized for their stability, high integrity, and impeccable reputations for quality and customer satisfaction.

7. What are the main risks you see in the development opportunity for the former Six Flags/Jazzland site, and what steps could you and/or the City take to mitigate those risks?

While there are risks associated with any significant undertaking of this magnitude, the Bayou Phoenix team believes that the biggest risk is the situation the City has suffered due to the pandemic. We understand that City Hall is in the same position as most of the institutions struggling in the United States and has been stretched to its limits during COVID-19. Subsequently, the City has not had the resources to function at its full capacity or ability. We are confident in our ability to be an asset to the City during the planning and development of Bayou Phoenix.

The City has also been the subject of numerous recent challenges that could impact the progress of this development effort (cyber-attack, Hard Rock collapse, upcoming election and possible legislative/executive administration changes, and significant financial constraints). We intend to work closely with the City to ensure these challenges do not impact the speed, execution, and quality of the Bayou Phoenix development.

We are already at work developing potential risk mitigation controls and policies that can be put in place to reduce/eliminate some of these obstacles. These risk elements will be refined in one of our first priorities, the Development Agreement between Bayou Phoenix and the City.

8. Is there market demand for your proposed vision? What market indicators or other data support your vision for the site? Please site sources where applicable.

We are proud to answer with an emphatic, Yes. The market demand for the collection of Bayou Phoenix offerings is unprecedented and inspiring. Our selected offerings have been overwhelmingly accepted by the New Orleans East community. Based on the brand recognition and the public-traded nature of some of the businesses, some of our potential tenants will not be able to disclose this information until a formal announcement can be made to their stakeholders and shareholders.

The following are the elements of our offering that can be discussed regarding their market acceptance:

- 1) **Eastover Golf Course.** One hundred and twenty thousand residents live east of the Industrial Canal, and there is not one golf course (pre-Katrina there were two courses). According to recent Eastover and surrounding community property appraisals, the absence of a golf course is contributing to the depressed property value of the community. Bayou Phoenix will reconstruct one 18-hole premium golf course suitable for major amateur, professional, and philanthropic tournaments.
- 2) **Hillwood Logistics and E-Commerce.** The emergence of e-commerce, coupled with the growing viability of the Port of New Orleans, has uniquely positioned Bayou Phoenix to provide logistical services to clients around the region. Hillwood's logistics team has already pre-screened multiple potential providers for the occupation of the expanded logistics center.
- 3) **Sports Tourism.** Sports tourism is one of the fastest-growing demand generation concepts in the country today. Dev Pathik, a leading consultant in the Youth Sports industry, and the founder of

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SFA, reports Sports Tourism as a \$9 billion industry and says it is rapidly growing. This recent [HBO feature](#) will provide you with some insight into the level of demand that we expect from the Bayou Phoenix sports facility. Visitors will be attracted to the sports facility, the Bayou Phoenix entertainment options, as well as the accessibility of the city and its attractions.

FINANCING

9. Describe your access to capital and the anticipated financial structure your team plans to use to fund development of the site.

Hillwood's involvement in the Bayou Phoenix proposal provides an unmatched ability to access capital. Not only does its experience in public private partnerships compliment the abilities of TKTMJ (as demonstrated in the successful financing of the Lake Forest Manor project at the corner of Read Blvd and Lake Forest Blvd), Hillwood has a vast network of private investors which can be brought to bear on the project. The ultimate financing structure for each distinct component being proposed by Bayou Phoenix will certainly involve some level of public involvement, whether that be in the form of a PILOT, incentives or lease terms, and will have to be determined with the assistance of the City through the Development Agreement the City ultimately enters with Bayou Phoenix. It would be disingenuous to suggest with specificity how any respondent will fully finance any development in the absence of additional discussion and input from the City.

10. How will your team make appropriate use of public resources while minimizing risk to the City?

With a goal of attracting significant private investment, Bayou Phoenix will be intentional with our approach to utilizing any public resources which are made available in a supporting role to other financing avenues which present themselves. By maintaining a focus on investment from the various stakeholders and tenants which will be involved following Bayou Phoenix's selection by the City, the possible exposure to the City would be easily managed and mitigated. The overall project financing will also be structured in a way to maximize the dollar impact from both local, state and federal resources while protecting the City from possible liabilities to fully leverage the opportunities made available as a result of the Development Agreement entered into with the City.

11. Do you have the funding or financing in place to complete the design and predevelopment phase (environmental, engineering, architecture, and other planning costs) of the project without subsidy? Are you willing and able to cover carrying costs before the project breaks ground?

The Bayou Phoenix team has the financial wherewithal to complete the design and pre-development phase of this project. Our team will personally fund the pre-development and design work that is needed to secure long-term funding. We envision no scenario where the pre-development aspects of this project go unsatisfied or compromised in quality.

COMMUNITY ENGAGEMENT

12. What steps will you take to ensure that residents of New Orleans directly benefit from redevelopment of the former Six Flags/Jazzland site (i.e. jobs, amenities, etc.)?

Both Henry Consulting and TKTMJ have a long history of hiring individuals from the community. In fact, we have built our businesses using the fundamental philosophy to "look local first" in all aspects of our operations. Hillwood has become a revered member of the communities that they serve. Their commitment to integrity, respect, teamwork, and excellence is exhibited in all aspects of their projects. Hillwood understands and respects the community and looks for ways to continue its relationships through employment, procurement, and philanthropy. The Bayou Phoenix team anticipates working directly with the City of New Orleans' DBE office as well as its Economic Development team to ensure that all opportunities to engage and work with New Orleans residents will be maximized. Our team has been a long-standing member of the New Orleans Chamber of Commerce as well as the Regional Black Chamber of Commerce, and we anticipate working closely with them to identify suppliers, vendors, and partners.

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As we began discussing our offerings with the community, the response continues to be overwhelmingly positive. Bayou Phoenix has generated true excitement for a community and region that has not fully recovered from the devastation of Hurricane Katrina. All of the offerings and amenities will be available to the community, and we look forward to providing them exceptional customer services.

13. How do you plan to involve neighbors and community members in the redevelopment process?

The Bayou Phoenix team has already begun the process of involving our community and neighbors. In fact, we are experts at community engagement. We began this process early through requesting community feedback, a marketing campaign, community organization meetings, and civic engagement. Our team has a rich history of community engagement in the City of New Orleans. Major corporations and business partners have recognized the potential of this transformative initiative and approached our team regarding possible participation.

Our current engagement with the community has resulted in our project being selected as the “Community’s Choice” by the organization *New Orleans East Matters*, which they announced during a press conference held on Thursday, May 6. Community members and business owners alike attended and spoke as to why Bayou Phoenix was their top pick for the New Orleans East community.

Henry Consulting led the most complex, logistically challenging, emotionally charged community engagement process in the history of this country. The Unified New Orleans Plan (UNOP) was established to design the redevelopment and recovery plan for the City of New Orleans after Hurricane Katrina. Not only did Henry Consulting receive input from New Orleanians who had returned after the storm, but we also collected community input of displaced residents in 32 different cities across the U.S. The project was done on time and on budget with a 93% approval rating. We are very confident that the needs of the community will be well-served in every aspect of the Bayou Phoenix development while satisfying the business requirements of the project.

RESPONDENT-SPECIFIC QUESTIONS

1. In your initial response, Hillwood supplied a letter of interest. Is Hillwood now a formal development team partner? What commitments have they provided to that effect? In addition, please provide information on any commitments made by the Port of New Orleans and Eastover to your team.

As stated above, Hillwood expressed their excitement to be a part of this project at the outset and has further defined their role to use their skills as a member of the development team. Upon our team advancing as a finalist Hillwood has offered and we have accepted their proposal to contribute their considerable experience and talents as part of the Bayou Phoenix development team. We believe this is the best solution for the development and the City of New Orleans. Hillwood has a long legacy of taking struggling or derelict properties and transforming the property and the surrounding community into an economic engine and asset. The diversity of their experience in development around the world makes them THE best choice as a Master Developer of the site. The complexities of building and financing this project are why communities across the nation seek Hillwood to assist in navigating the treacherous paths necessary for a community transformation. The Bayou Phoenix PowerPoint presentation highlighted several successful industrial, commercial, and residential projects led by Hillwood, but a few slides cannot even begin to scratch the surface of awards, completed projects, and recognition the company has received over the last three decades. We view the Hillwood/Bayou Phoenix team relationship with New Orleans as the commencement of a long-term, mutually beneficial affiliation capable of completing many other successful developments in the region.

Bayou Phoenix does not have any commitment with the Port of New Orleans. However, we recognize and embrace the potential of a strategic business partnership with the Port of New Orleans in the future. Our logistics center will take full advantage of the product delivery capabilities that the port will provide to our local logistics tenants. We envision many products being unloaded from the port and

transported to our logistics center for packaging, sortation, storage, consolidation, fulfillment, and delivery. In addition to logistics, we believe that our family-oriented attractions are an ideal joint marketing opportunity to partner with the cruise industry for family centered excursions and stay overs.

Our proposal included a letter from the President of the Eastover Property Owners Association (EPOA). Since Hurricane Katrina, Eastover property values as well as most of New Orleans East have plummeted to at least 20% below their pre-Katrina values. This is very unsettling to the members of the New Orleans East community while other sections of the New Orleans region have realized significant value increases. As a result, EPOA and Bayou Phoenix are planning to redevelop the golf course and build additional Eastover residences. Bayou Phoenix believes that the golf course enhances our sports complex offering by allowing families from inside (New Orleans area residents) and outside of the community, as well as Bayou Phoenix, to participate in this healthy outdoor activity. Many Eastover and surrounding community property appraisals have cited a lack of golf course and country club as one of the driving factors to the depressed property value of the community. These improving property values will act as an additional windfall for the City of New Orleans treasury. Bayou Phoenix will develop additional homes around the golf course that conform to the current EPOA building standards.

2. Your presentation describes an ambitious and expansive vision for the area beyond the Six Flags site. Do you have commitments for these other, non-City of New Orleans/IDB-controlled properties, and how would you prioritize the redevelopment of the Six Flags site?

The Bayou Phoenix development plan is comprised of two unique scenarios, both of which can accomplish the overall project and community objectives. The Expanded Development Plan (See diagram from PPT) is the most robust, profitable, and desirable plan preferred by the development team and the community. This expanded plan is contingent upon the acquisition of the additional 172+ acres of privately owned land surrounding Six Flags/Jazzland. The Bayou Phoenix team will begin the process of seeking out parcel owners necessary to achieve the Expanded Plan after a final selection has been made, and we have clearly defined the parameters of the Development Agreement with the city.

We are waiting to begin communications with parcel owners for two reasons:

- 1) We do not want to set premature expectations with the landowners.
- 2) The City of New Orleans will likely play an integral role in obtaining the additional properties.

With a public-private partnership between the City of New Orleans and the Bayou Phoenix team, we are confident that we can successfully achieve the desired Expanded Plan.

After determining which plan to implement (Base Plan vs. Expanded Development), the Bayou Phoenix team will begin by completing the simplest elements of the plan first, demonstrating to the public, as well as our various project stakeholders, the progress and achievability of the plan. Based on the complexity analysis of our Expanded Plan, we envision the sports fields, golf course, and logistics center to lead the timing of the rollout offerings. The Hotel/indoor/outdoor waterpark, Amusement Park, Retail offerings, and Mega Travel center each have unique development/technical challenges/nuances that will place them slightly behind the completion of the previously mentioned simpler construction projects.

Our goal is to serve East New Orleans by completing our Expanded Development project. We are just as confident in the transformative impact of our Base Project plan, which includes the sports complex, hotel and indoor/outdoor water park, transportation and logistics center, mega travel center, and the redevelopment of Eastover's golf course and community.

We envision each respective suite of offerings as "legs on the stool," with the City of New Orleans partnership with our development team as being the "floor" on which the stool stands. Our foundational relationship will be imperative to the overall success of this endeavor. We have committed to placing our best and brightest members of our team on this effort, and we are ready to partner with the City of New Orleans for an East New Orleans rebirth - with Bayou Phoenix.

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