TAKE ME TO
THE RIVER
WORK. PLAY. STAY. NEW ORLEANS STYLE.

THE RIVER DISTRICT
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March 5, 2020

To The Ernest N. Morial New Orleans Exhibition Hall Authority:

River District Neighborhood Investors, LLC (“RDNI”) is pleased to submit our Master Plan for development of The River District to the Ernest N. Morial New Orleans Exhibition Hall Authority (“the Authority”) for review. Thank you for the opportunity to be part of this process.

This project represents a generational opportunity to convert a dormant property into a transformative asset for the New Orleans region and the State, underpinning the Authority’s mission of attracting conventions, trade shows, and events. Our Master Plan offers a vision of a 21st century community and defines a new standard for how the built environment can be a canvas for innovative ideas and amenities. Further, our proposal establishes that designing an equitable community starts with an equitable team.

We have come a long way since responding to the Authority’s Request for Qualifications last year. We doubled down on diversity and experience, adding our then-competitor, now partner, Tara Hernandez of JCH Properties+. We added depth, retaining Gensler Architects, the world-class design firm. We also added Ray Manning of Manning Architects to buttress Gensler with expertise and context informed by more than 30 years on the local scene.

We amplified the project as a must-see artistic attraction for both locals and visitors, with plans for contemporary art installations throughout and by identifying 100,000 sf in building facades for video mapping. We unified the site with significant commitments to workforce and affordable housing and green space, balanced hospitality with retail uses to address the needs of convention attendees and residents, and expanded our capital capacity.

We are confident that ENMCC and all stakeholders will benefit significantly by selecting RDNI to execute our Master Plan and proposed public/private structure in the development of this great site.

We are honored to invest in the future of our community and look forward to discussing this proposal with you.

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On Behalf of
River District Neighborhood Investors, LLC
1200 S. Clearview Parkway #1200
New Orleans, LA 70123
The River District
A Neighborhood:
A Destination Experience uniquely and authentically New Orleans.

The River District Master Plan represents our vision of how to create an inclusive economic catalyst for New Orleans and the State, that advances the Authority’s mission of attracting conventions, trade shows, and events.

The River District will deliver what visitors and residents want and expect today and in the future:

- Authentic experiences, great spaces, and world class entertainment
- Big ideas, big events: Luna Fête, Visual Arts, Prospect, and more
- Unique restaurants and local flavors that make New Orleans cuisine one-of-a-kind
- Curated shops, local and national
- Culture and Art, abundant public exhibits, and interactive installations
- Green spaces for gathering and programmed with regular events, markets, and festivals.

Most important, our VALUE PROPOSITION will yield significant benefits, not only for the ENMCC and Authority, but also for all other stakeholders. The River District highlights are:

- 2.4 M+ SF of mixed-use space over 2 phases
- $1B+ total investment in New Orleans
- 4,500 permanent jobs
- $40M state and local tax revenue
- 1,100 new residential units
- 450 workforce and affordable housing units
- 27% African American equity ownership
- 18% women equity ownership
- 30% DBE participation
- 120k sf ENMCC Phase IV “Flex Hall”
- 1,000 construction job years
- 10+ acres of open space
- 50+ annual events
- 100k sf video mapping facades

River District Neighborhood Investors, LLC is poised and ready to begin work on this milestone project.

Our Outreach and Engagement Plan meets and exceeds the requirements of the City’s Neighborhood Participation Program (NPP) standards and is included with this proposal.
Other intangible but valuable benefits of The River District proposal are:

- Providing a sense of place, a destination, a Neighborhood that anchors the ENMCC
- Attracting conventions and trade shows by showcasing new and improved ENMCC features without interrupting any existing operations or functions
- Creating a community with abundant opportunities for learning
- Improving safety and security around the ENMCC area by generating activity and transit
- Fostering opportunities for women (and minority) owned businesses
- Creating a vibrant, innovative hub for art in the form of technology, contemporary art, and architecture.

We are the right partner.
A DESTINATION EXPERIENCE

Our distinctive approach to this project is informed by our view that diverse thinking is born of myriad experiences which produce many ideas and, as a result, innovation. Our foundational premise is that **we cannot create an equitable community** – **one that is truly welcoming to all, visitors and locals alike** – **without starting with an equitable team.**

The Wharf development in Washington, DC, our inspiration for this project, is a model of transformative development. Accordingly, we met with its developer team, Hoffman Madison, to identify parallels and understand what made that project successful. Among the many important conclusions were (1) completing all the infrastructure up front was crucial for success and set the stage for (2) committing to delivery of a substantial percentage of the program necessary for momentum and to leverage the infrastructure investment. Because infrastructure is such a critical component, we invited Boh Bros., the largest and most experienced heavy civil construction firm in the area, to be an initial member of our team. Its President Robert S. Boh later signed on to be an LP investor in The River District.

Apart from these significant competitive advantages, our team understands that using Public/Private Partnerships (PPPs) to facilitate development of a real estate asset is multi-layered and complex, but also is a valuable mechanism to transform an area. In fact, members of our team are working on the complex, multi-year redevelopment of Louisiana’s most iconic address, the Louisiana Superdome.

This collective experience of The River District team is unparalleled among proposers and bolsters our ability to deliver as promised on this project.

**OUR VISION**

While we acknowledge receipt of Addendum #3 stating the 12.62-acre parcel across Convention Center Boulevard from ENMCC was to be outside the scope of this RFP, we believe the opportunity to develop this block in conjunction with our project will dramatically enhance the value and activation of the ENMCC property. Thus, we include our vision for that parcel of a forward-designed Phase IV “Next-Gen” event space – “Flex Hall” – a **cutting edge asset** with a footprint of roughly 120,000 sf that will include glass curtain walls, blending indoor and outdoor space. This vision also features “Batture Square,” the focal outdoor event and public green/plaza, providing conference attendees and residents with the opportunity to connect with another dimension of the culture and feel of New Orleans. Finally, we further enhance the Flex Hall impact with adjacent entertainment/music venue and a premium boutique hotel to compliment the Omni.

We plan to begin work immediately once selected as Master Developer by the Authority. Successful implementation of our ambitious vision for The River District will require thoughtful strategies for phasing, funding, and project management. Our plan will enable the team to execute its this vision quickly and sustain it into the future. Implementation of this Master Plan will require disciplined management of this multi-year effort and the cooperation of numerous partners from the public and private sectors.

**Equity is a core principle of our team.**
As described in the Financial Analysis section, substantial funding is required for capital construction including fully realizing the infrastructure component. Specific components of the project will draw on a range of funding sources, including local, regional, and national banks and lending institutions.

Additional highlights of The River District include:

- Delivery of open and green spaces and other amenities
- Site infrastructure implementation
- Major office initiative
- Louisiana Civil Rights Museum
- Art and video mapping
- Extensive public art installations.

We are prepared to move swiftly to activate the site potentially as soon as Summer of 2021.

Our experience and judgment leads us to project that our vision can be realized in as soon as five years, based on market conditions.

We envision development occurring in two phases, putting infrastructure in place for Phase One of ground-up construction, allowing for place-making in early years and the strategic use of existing site infrastructure.

Phase One of The River District Master Plan focuses on expanding and enhancing the business of gathering through numerous channels, including entertainment, residences, arts and culture, retail food and beverage, street front shops, and public spaces. Phase Two will continue to round out the remainder of the development site with a diversity of different residential components and a bold corporate/tech campus. The River District will be the most diverse, sustainable, and dynamic fully functioning neighborhood in New Orleans, serving as a model to the world for how neighborhoods can be responsibly built from the ground up and how they should work.

River District Neighborhood Investors, LLC is poised and ready to begin work on this game-changing project.
HELLO!

Our elite “Home Team,” deeply rooted in the community, is augmented by national powerhouses Gensler and Cypress Equities.
WE ARE THE RIGHT PARTNER

Our vision for The River District: A vibrant “New” New Orleans neighborhood, one that showcases our unique environment and culture and is welcoming to all. As an anchor for the upriver end of ENMCC, The River District and the planned headquarters Omni Hotel will provide long-term value to the ENMCC and will offer restaurants, music, and entertainment for visitors and residents. The River District will also include workforce and affordable housing, as well as market rate housing and residential opportunities for new segments, such as seniors, along with all the other amenities of a thriving neighborhood.

We are a diverse, talented, and well-capitalized group of New Orleans professionals, experienced in every aspect of real estate development. Of the eight entities that make up River District Neighborhood Investors, LLC (“RDNI”), seven are based in New Orleans, three are African American-owned, two are women-owned, and all will have equity ownership positions. Our leadership group has deep roots in New Orleans. Our technical team includes local businesses (many SEB/DEBs) that are complemented by national powerhouses Gensler and Cypress Equities. We are uniquely poised and ready to execute on this transformational project. We respectfully ask that you embrace our vision and select The River District team as your partner for the Convention Center District Development Project.

RDNI partners have closed on over $1.2B in capital transactions in the past three years.
Gensler

- Houston based Peter Merwin, Hunter Clayton and their design team bring unmatched experience as our Master Plan and Project Architects. Gensler is regarded as the world’s leading authority on mixed use community planning and place making.

Manning Architects

- Founder Wm. Raymond Manning is a member of the American Institute of Architects, College of Fellows (FAIA). This prestigious title recognizes architects who have made a significant contribution to architecture and society, and who have achieved a standard of excellence within the profession.
- The firm is a certified Hudson Small Business, Disadvantaged Business Enterprise (DBE), State and Local Disadvantaged Business Enterprise (SLDBE) with the Louis Armstrong New Orleans International Airport and the Housing Authority of New Orleans, and a Small Business Enterprise (SBE) with the New Orleans Regional Transit Authority and the Louisiana Department of Transportation and Development. All of Manning’s staff is LEED accredited.

JCH Properties+

- New Orleans’ own Tara Hernandez founded JCH Properties+, a real estate investment, consulting and development company that specializes in delivering urban lifestyle experiences, building real estate into “cool”, creative spaces. The company develops multi-family, commercial and special-use projects.
Today’s business and civic leaders are interested in learning how they can restructure their organizations and communities to become more resourceful, resilient and regenerative. As designers and strategists, we remain committed to providing clients with design solutions that create a better world to live, work and play.

**SUSTAINABLE LEADERSHIP**
Gensler uses a whole systems view to gain an understanding of our client’s context and challenges, applying the appropriate lenses of community, wellness, ecology, materials, water and energy. This approach reveals connections between lenses, enabling design solutions that enhance human wellness, performance, collaboration and experience.

**LEVERAGING THE POWER OF DESIGN**
Sustainable design is producing results that matter to our clients: reduced first-cost and life-cycle energy and operating costs; improved brand recognition; and a quality of life that promotes health and wellness. Our process is tuned for design decision support with robust project information modeling that incorporates computational geometry and performance simulation. A holistic economical-ecological view informs all of our sustainable design solutions.
GOVERNANCE & ORGANIZATION

OUR TEAM

HELLO!

MANAGEMENT COMMITTEE

CHRIS MAGUIRE, CHAIR
Co-Managing Director
Cypress Equities

LOUIS LAURICELLA
Co-Managing Director
Lauricella Land Co.

BRIAN GIBBS
AMG Properties/Gibbs
Family/CLB/VPG

TARA HERNANDEZ
JCH Properties+

NICOLE WEBRE
Webre Consulting/Livewell
Properties

ROBERT S. BOH
Boh Family

LENNY LEMOINE
The Lemoine Family
CONVENTION CENTER
MASTER DEVELOPER

Master Developer
River District Neighborhood Investors, LLC (RDNI)

RDNI Project Manager, LLC
Managing Member (GP) of Master Developer

Outside Equity Investors

Developer Members

"Limited" Members

Lauricella / Stirling
Co-Managing Member

Cypress Equities
Co-Managing Member

AMG-Gibbs / VPG / CLB Porter

JCH / Tara Hernandez

Nicole Webre

Boh Family

Lemoine Family

Gibbs Family
Never in New Orleans history has a more diverse and talented team of local real estate and construction professionals been assembled for a project of this magnitude.

The River District team is committed to true equity in all facets of the project: development, construction, design, professional services, and goods/services.

This is clearly shown through the involvement of SEB/DBE companies and individuals at the top level of ownership and by the wholesale involvement of SEB/DBE professional services, contracting, and technical firms within The River District team.

The spirit of the Authority’s mission in its SEB/DBE policy – to provide lasting experiences to disadvantaged companies and a long-term legacy for the City and State – could not be better fulfilled than by selecting The River District team as Master Developer.

We will continue to build on our diversity throughout the project. To evidence our commitment, the Authority need only consider two examples of our track record of including SEB/DBEs on other large-scale projects:

• Two of our construction affiliates, Gibbs Construction and Boh Bros. Construction, were joint venture partners in Hunt Gibbs Boh Metro, the construction manager for the New North Terminal at Louis Armstrong New Orleans International Airport. This project, valued at over $860 million, had 30% DBE participation. Within that, Gibbs achieved 43% DBE participation on the terminal building concrete, valued at $40.3 million

• JCH Properties+/Tara Hernandez has achieved a minimum of 30% SEB/DBE participation on eligible total development costs on all of her projects over the past 10 years.

We are committed to similar disadvantaged and small business participation for this Master Developer engagement, as reflected in the enclosed procurement forms and ratified commitments in the Exhibits sections of this proposal.
SEB/DBE
DIVERSITY

$421,316,400
Over $421,000,000 in construction contracts to small and disadvantaged business ... and counting!
A TRUE COMMITMENT TO EQUITY

Our projected percentage participation is 30%, with estimated allocations included in the compliance forms. These percentages are subject to eligible costs, finalizing the mixed-use program, negotiating a term sheet with the Authority, and agreeing on a schedule of values with our construction affiliates.

Our SEB/DBE plan expands beyond just commitment to a goal. Our plan includes:

• Aggressive Outreach
• Project Specific Facilitation
• Ongoing Participation Tracking
• Top Down Accountability

Also included in our proposal is a detailed SEB/DBE plan that addresses how we will achieve these goals (Exhibit 6).

EQUITY IN ACTION

Central to RDNI's organizing ethos is that racial, gender, and economic diversity fosters equal opportunity and enhanced quality of life, which are collective benefits to our community.

It is imperative that large-scale public/private partnership projects exhibit positive social and economic change by prioritizing inclusion. In selecting The River District team, the Authority can positively impact underlying narratives that exist in our community and demonstrate that a diverse team with top-down SEB/DBE involvement can very successfully execute large-scale projects in New Orleans.

The River District team has extensive experience implementing inclusionary programs via public/private partnership projects and will abide by an inclusionary policy of DBE/SBE participation on this project.

Our commitment and best efforts for diversity are already exhibited with The River District's current ownership and development team.
A TRUE COMMITMENT TO EQUITY

OUR TEAM

TARA HERNANDEZ
President
JCH Properties+

MICHAEL MERIDETH
Chief Executive Officer
VPG Enterprises

SHAWN BARNEY
Managing Director
CLB Porter

NICOLE WEBRE
Chief Executive Officer
Webre Consulting/
Livewell Properties

River District Neighborhood Investors, LLC, the highest level of our organizational structure, is comprised of 27% African-American ownership interest and 18% women ownership interest.

Beyond ownership interest, each partner has meaningful responsibility in the development role of the project.
OUR TEAM

PROJECT COORDINATION & COMMUNICATION

Cypress Equities

SCOTT HARRINGTON
Chief Operations Officer
Cypress Equities

JEFF MAGUIRE
Director of Design
Cypress Equities

JEFF COKER
Managing Director
Cypress Equities

COLEMAN GLASS
Associate
Cypress Equities

BRIAN PARRO
Chief Financial Officer
Cypress Equities

MICHAEL WHEAT
Principal, National Director of Leasing
Cypress Equities

EMMA NICODEMUS
Capital Market Analyst
Cypress Equities

RETAIL, RESTAURANT, ENTERTAINMENT/EXPERIENCE

LOUIS LAURICELLA
Managing Member
Lauricella Land Company, LLC

CHRIS MAGUIRE
Chief Executive Officer
Cypress Equities

TARA HERNANDEZ
Principal
JCH Properties+

LEWIS STIRLING
Principal/Managing Member
Stirling Capital Advisors, LLC

MICHAEL WHEAT
Principal, National Director of Leasing
Cypress Equities

RESIDENTIAL

BRIAN GIBBS
Principal
AMG Properties

SHAWN BARNEY
Managing Director
CLB Porter

MICHAEL MERIDETH
Chief Executive Officer
VPG Enterprises

TARA HERNANDEZ
President
JCH Properties+

NICOLE WEBRE
Chief Executive Officer
Webre Consulting/Livewell Properties
ENTITLEMENTS, ZONING & ECONOMIC DEVELOPMENT

TARA HERNANDEZ
President
JCH Properties+

TODD JAMES
Director of Strategic Planning
Broadmoor Construction

SHAWN BARNEY
Managing Director
CLB Porter

MICHAEL MERIDETH
Chief Executive Officer
VPG Enterprises

NICOLE WEBRE
Chief Executive Officer
Webre Consulting/Livewell Properties

TECHNICAL AFFILIATES

NICOLE WEBRE
Chief Executive Officer
Webre Consulting/Livewell Properties

DAVID ST. ETIENNE
President & CEO
Ultimate Technology Systems

PAULA PORTZ
Chief Operating Officer
Legends/CSL

JEFF HEBERT
Partner
HR&A

CONSTRUCTION

TODD JAMES
Director of Strategic Planning
Broadmoor

ROBERT S. BOH
President
Boh Bros. Construction

LAUREN GIBBS
President
Gibbs Construction

RAY MANNING
Chief Executive Officer | President
Manning Architects

KATY O’NEILL
Graphic Designer
Gensler

NICHOLAS PEREZ-ALVAREZ
Planner
Manning Architects

RYAN MOULEDOUS
President
Broadmoor

LENNY LEMOINE
President
The Lemoine Group

VINCE WEAVER
President
VPG Development

IAM TUCKER
President & CEO
ILSI Engineering

JOHN KAATZ
Principal
Legends/CSL

NICOLE GRAY
Principal
Gray Matter

MICHAEL REYNOLDS
Principal
HR&A

DESIGN

PETER MERWIN
Principal, Regional Mixed Use Practice Area Leader / Design Director
Gensler

HUNTER CLAYTON
Principal & Co-Managing Director (Houston Office)
Gensler

JACKSON FOX
Consulting Analyst
Gensler

MICHAEL MERIDETH
Chief Executive Officer
VPG Enterprises

NICOLE WEBRE
Chief Executive Officer
Webre Consulting/Livewell Properties

RAY MANNING
Chief Executive Officer | President
Manning Architects

ROSS CONWAY
Principal & Design Director
Gensler

KATY O’NEILL
Graphic Designer
Gensler

NICHOLAS PEREZ-ALVAREZ
Planner
Manning Architects
The “soul” of The River District is its connection to the community. Designed to reflect the unique culture of New Orleans, The River District is a vibrant and distinctive neighborhood where all are welcome.
New Orleans. Delicious gumbo, jazz-filled second lines, and colorful revelry. These set our city apart. Here, we believe strongly in neighborhoods, community, and culture. We hold tight to our roots and to our people. And while we continue to cherish age-old traditions, we’re also adaptable and resilient as a community, as evidenced by our post-Katrina recovery.

The Mighty Mississippi has been the soul of our city, taking our unique culture out to the world, and bringing the world’s diverse cultures to us. Now, as New Orleans enters a season of rebirth and renewal, we honor this vessel of life by introducing our mixed-use community — The River District.

All are welcome in The River District. It is a neighborhood as distinctive as Tremé, where the streets are filled with song, or the Garden District, with its lush oak canopies. With Best in Class sidewalks, biking paths, green spaces, The River District comes alive with active Farmer Markets, health and wellness events and family friendly activities that spotlight the many musical and cultural highlights of our city.

A central gathering space that revitalizes the riverfront as an energetic hub of commerce and trade, culture and community. With the Crescent City Connection in view, The River District serves as a symbol of all that brings us together. A place where people from all corners of the world unite with locals who live and work right here in The River District.

At The River District, we’re breathing new life into our beautiful city, serving as a powerful economic driver by attracting conventions, trade shows, and events to New Orleans, and creating all new sustainable spaces for commercial, residential, hotel, retail, food, and entertainment.

Serving people at every level of the socio-economic spectrum, this vibrant new neighborhood will have everyone singing TAKE ME TO THE RIVER.

To see an animated video of our vision for The River District, refer to the RDNI.mp4 file on the flash drive accompanying this proposal.
Our Vision

The River District Master Plan is bold, innovative, and forward looking; an opportunity to go beyond transforming a dormant area. We are creating a new neighborhood.
The River District “Grand Vision” including 12.62-acre parcel (Northeast Aerial)
The River District will be a vibrant neighborhood and distinctive community that serves the people of New Orleans, surrounding stakeholders, the Authority, and its employees and customers.

We envision the River District a neighborhood as distinctive and diverse as the culture of New Orleans, offering entertainment and great food, residential housing that reflects the diverse needs of the community, Class A workspace facilities designed for today’s workforce and changing business needs, and unique locally owned businesses.

The neighborhood will include best-in-class pedestrian connections, biking and alternative transportation options, and other services that promote health and wellness.

We envision open spaces “owned” by the community for farmers markets, music and cultural events, exhibits, and performances.

We will work with the planned Omni Hotel, our neighbor, to provide a unique and extraordinary experience for visitors and residents alike.

We understand the value of building a brand for The River District on Day One, both to establish a market opportunity at the site and to realize value over time.
The River District “Grand Vision” including 12.62-acre parcel
OUR VISION

Southwest Aerial

Gensler
OUR VISION

Convention Center Boulevard
OUR VISION

Louisiana Civil Rights Museum

Gensler
Community Park

Gensler
ENMCC Phase IV “Flex Hall” at Batture Square
The River District will expand the business of gathering, creating a destination that will organically bring people together in meaningful ways.
THE RIVER DISTRICT

A NEW NEIGHBORHOOD ON THE MISSISSIPPI RIVER
A NEW WATERFRONT

The River District Master Plan considers the long-term potential of a new Waterfront Destination as part of The River District.

The Wharf in Washington DC, our inspiration for this project, set a new standard in converting what once was a low-density, unattractive area along the Potomac River into a thriving, walkable, mixed-use destination where people can *work, play, and stay on the River.*

By working with adjacent landowners and planning for enhanced connecting points from The River District, we will introduce to New Orleans and the world a New Waterfront experience unlike anything previously seen in our great city.
Overall Ground Plan
The River District: Use Components
The River District: Connectivity Diagram
FLEX
HALL

GATHERING TOGETHER AT BATTURE SQUARE
A NEXT-GEN EVENT SPACE

While we acknowledge Addendum #3 to the RFP provides that the proposer exclude the 12.62-acre parcel across Convention Center Boulevard from the Ernest N. Morial Convention Center (ENMCC), we believe this parcel provides a unique opportunity for the ENMCC to remake itself with a trend-forward convention industry asset working in harmony with valuable entertainment components for the entire master planned area.

With the evolution of a new generation of events, attendees will require flexibility in how meetings are conducted, how information is delivered, and how technology is used. People are seeking unique, authentic and productive experiences that address emerging market trends.

Development on the 12.62-acre parcel should include a flexible, technology-oriented, multi-purpose space.

Key planning objectives for the site area, include:

- Support the mission of the Convention Center to attract and energize high-impact conventions and trade shows
- Reflect where the convention industry is trending over the next 20+ years
- Contribute to the vitality of The River District
- Foster and facilitate networking, spark more interactive and collaborative work, and reflect the unique culture of New Orleans.

Event planners are seeking new types of meeting environments, including indoor/outdoor components, open space learning environments, the latest trends in FF&E, and next-generation technology.

We anticipate this Phase IV “Next-Gen” event space will be a cutting edge asset with roughly 120,000 sf that will include dramatic glass curtain walls, blurring the distinction between function and pre-function areas and blending indoor and outdoor space. This space will immediately become an important and highly desirable community asset for banquets, receptions, and other events.

This “Next-Gen” space will integrate with adjacent spaces and uses surrounding Batture Square to create a dynamic, forward thinking and integrated experience for visitors and residents.
OUTDOOR EVENT & PUBLIC GREEN SPACE

A significant outdoor event and public green space provides attendees and residents with another way to connect with our culture and unique vibe, while creating an additional selling point and source of revenue for the ENMCC.

The Lawn outside the Boston Convention and Exhibition Center was developed as an outdoor concept and has become a valued asset for event planners and residents and visitors alike.

The development of the 12.62-acre parcel could include a 2+ acre central plaza for major convention functions, community events, and general public use. Significant public art will be incorporated, complementing the Authority’s efforts to foster public art along Convention Center Boulevard.
The River District Master Plan provides for the development of a live performance venue, similar to projects being developed throughout the country. This critical component will pair well with the Phase IV “Next-Gen” space by providing another unique space for daytime and evening entertainment, meetings, functions, and receptions and will generate significant vitality to the area.

Other entertainment concepts envisioned for this parcel will include:

- **Experience-based concepts** like Area 15, Illuminarium Experience, and Granite Planet Rock Climbing Gym
- Live Music Venue (~2,500 seats)
- State-of-the-art movie theater
- Street front shops, restaurants and bars
- Pop-up shops, kiosks, and now almost iconic converted shipping containers

Events, farmers markets, festivals and other **continuous programming** will increase pedestrian activity and be of enormous value to The River District stakeholders.
The River District: Master Plan Ground View without 12.62 acre tract

Gensler
The River District: Master Plan SW Aerial View without 12.62 acre tract

Gensler
REPRESENTATIVE PLAN IMAGES
EXPANDING AND ENHANCING THE BUSINESS OF GATHERING
EXPERIENTIAL / ENTERTAINMENT
RESIDENCES

Workforce, market rate, and affordable housing integrated into a diverse neighborhood of people creating a community.
THE ARTS

The River District will be a major supporter of the New Orleans arts community.
CORPORATE / TECH CAMPUS

We have a bold plan to recruit major technology corporations to The River District.
BOUTIQUE HOTEL & APARTMENT HOTEL

A smaller footprint, higher price point hotel and apartment hotel will complement our Omni Hotel neighbor.
COMMUNITY RETAIL CENTER + RESIDENCES

Urban living with significant retail presence below will satisfy the needs and wants of our residents and the surrounding neighborhoods.
FOOD + BEVERAGE

A diverse and local selection of full service restaurants, cafes, casual spots, and walk up operations will attract visitors and locals alike.
STREET FRONT SHOPS

A curated selection of local and national storefronts combined with innovations like pop-ups and re-conditioned shipping container “nodes” all add to the attractions of The River District.
Serving the local community as well as visitors is a core pillar behind our “why.” The River District team is passionate about creating a destination that feels true and authentic to the people it serves.
EXPERIENTIAL / ENTERTAINMENT

The Rustic, Painted Pin, rock-climbing, sports-themed venues, and a Community Pavilion, programmed with local music, events, and festivals.
AFFORDABLE HOUSING + RESIDENCES

We are committed to workforce and affordable housing in The River District – all units will be high quality with well-thought-out finishes.
Workforce and affordable housing are central components of this project, fueled with the intent of weaving The River District into the fabric of the surrounding communities and building a neighborhood for all.

Diverse residential housing will support the long-term stability of the area, providing much-needed accommodation for workers in the hospitality and tourism sectors.

Our team reflects the commitment to affordable and workforce housing with CLB Porter, LLC, JCH Properties+, VPG Enterprises, and Webre Consulting/Livewell Properties, bringing extensive applied experience in these areas.

The River District is committed to 150 units of workforce and 150 units of affordable housing in the 600-unit first phase.
Stay a while.

- Our Master Plan contemplates a 150-key Boutique Hotel
- Their smaller, higher price point will compliment the larger, more robust Omni Hotel neighbor
- Marriott Autograph Series, Pendry, 2IC Museum Hotel, Canopy, and independent operators cater to a more refined and upmarket customer
- Full-service restaurants, active bars and nightlife, rooftop pools, and spas
- In the first 100 days, we will conduct a thorough market demand study to determine the economics of this concept.
Apartment Hotels represent a fast growing segment of lodging demand for both leisure and business travel.

- This style of flexible accommodations, driven by technology, combine home-style comforts with hotel services and amenities with an exponentially increasing demand.
- Licensed and permitted as a hotel, the distinguishing design features include full kitchens and multiple bedrooms/baths.
- Including such hospitality operations in traditional apartment/condo developments allows owners to solve for challenging development models and provide faster stabilization.
- In-house management allows for building synergies that provide a safe and hospitable environment for guests and residents alike.
- Increasingly businesses are choosing such accommodations over traditional hotels, especially in New Orleans, where convention travelers often extend their trips to enjoy all that the city has to offer beyond their business activities and bring their families with them.
- The Apartment Hotel will not only support the Convention Center by providing the much needed supply of alternative accommodations to their business travelers but will also serve as an amenity to the broader community in and around The River District, by providing flexible, comfortable options to friends and family visiting New Orleans residents.
The Corporate/Tech campus will be the first significant New Orleans office asset in a generation. Its proposed 750k sf will be unlike anything in the region and will attract tech companies already interested in New Orleans. This will be a calculated and aggressive step, but The River District team is uniquely qualified and poised to take on this challenge.

Denver: LoDo
Austin: East ATX
Nashville: Germantown
Atlanta: Old Fourth Ward
Charlotte: Breaden Park - Uptown

New Orleans: The River District

New Orleans: The Silicon Valley of the South?
“A city known for energy, tourism, and hospitality is luring tech companies with its affordability and vibrant culture.”
OLD FOURTH WARD – ATLANTA, GA

No one considered the East Atlanta, Virginia Highlands neighborhood a viable corporate location for its business and employees. Ponce City Market changed all that. The repurposed former Sears & Roebuck distribution and warehouse facility has transformed this market into a vibrant destination of food hall, apartment living, experiences, entertainment and technology-based workspaces. Athena Heath, Cox Enterprises, MailChimp, Brighthouse Consultants, How Stuff Works, Cardlytics, SBCH Architects, and a tech-based startup incubator have led the way for explosive growth in the corporate locations in this market. People want to work, live, and play here.

DENVER – LODO

Denver is the country’s 10th-largest tech market. The LoDo area of Downtown Denver has seen large growth in Tech Company locations as a result of its investment in quality of life amenities. Coors Field, apartments, restaurants, and bars have all created the place young people want to live. Tech companies leased more than 2M SF in metro Denver in 2018, more than 907k sf through Q3 2019 and there is a need for an additional 1.5M+ SF.

CHARLOTTE – BREADEN PARK–UPTOWN:

From 2010 to 2017, IT services in Charlotte exploded from a $2.1 billion industry to one that is close to $4 billion, an 83% gain. The Breaden Park–Uptown area of Downtown Charlotte has developed into the tech center of Charlotte. Understanding what drives recruitment and retention metrics, these tech companies consider the intangible “it factors” of a workspace that help them build their cultural identities.
FOOD + BEVERAGE

The River District is committed to enhancing the local food scene, and we will actively recruit operators locally and nationally.
HOME GROWN BUSINESSES

We will attract local favorites and “up and comers” to offer authentic and inspired food and retail choices that meet the needs of residents and visitors to The River District.
COMMUNITY RETAIL CENTER

The River District will offer approximately 100,000 sf of retail and services for everyday needs including grocery, drug/convenience store, general merchandise and hardware.
PUBLIC SPACES

Green spaces, pocket parks, community gathering locations, common area seating – public spaces as opportunities for activation and engagement.
The River District: Master Plan Open/Green Space

CREATE A COMMUNITY
ARCHITECTURAL CHARACTER

Keeping a unique sense of place – what is distinctively New Orleans...re-imagined to cater to modern demands and the specific context of The River District.
Creating a Community

Architectural Character
CREATING A COMMUNITY

A NEW VIBE
Sustainable Design

Maximizing sustainability for construction, operations, and community life.

The River District offers the opportunity to develop a mixed-use community with economic vitality and serving as an example for future Gulf Coast resiliency. Our Master Plan will address the need for a diverse community in a biodiverse and healthfully built environment. The design will minimize impact on the existing and often-challenged utility grid.

Addressing one of New Orleans’ largest remaining pieces of infill development in the dense city core, the Master Plan integrates the site into the fabric of the surrounding neighborhoods and enhances connectivity. Workers and residents will have access to sustainable modes of transportation—walking, biking, and public transit.

To maximize sustainability, the plan will consider:

- Water storage optimization and usage
- Rain gardens and other storage concepts
- Smart water management plan
- Gray water for irrigation
- Bolster curbside recycling by shifting from bin-based systems to single-stream carts for efficient collection, safer working conditions, broader participation, and higher capture rates
- Demand and impact on City Infrastructure
- Green Spaces to mitigate heat and capture water
- Wind direction and shade
- Holistic energy plan that can share efficiencies with the entire block
- Back-up power and cogeneration for faster recovery from outages
- Flood mitigation and recovery strategies
- Sustainable workforce housing to decrease traffic
- Partnerships with utility companies
- Landscaping with indigenous species
- Construction targeted to meet the standards for LEED Silver certification.
The River District design will deliver durability and fast recovery after the increasing challenges of weather events such as floods and heat. The urban ecosystem, through energy and water stewardship, will support a vital community 24/7.

The Master Developer will seek LEED-certification under the neighborhood development rating system.

Our team will collaborate and coordinate with the ENMCC, the Omni, and other neighboring stakeholders to build energy capabilities and connections throughout the entire development plan. Based on preliminary discussions with Enwave USA, the largest core-competency district energy operator in North America, we are confident that in partnership with our neighbors, we can develop an efficient energy plan for the benefit of all.

Enwave Energy is part of the Brookfield Infrastructure Group, which has a $19B Power Portfolio with 200 hydro stations and wind farms on two continents. Enwave has a presence in 12 markets in North America, including district energy heating and cooling facilities in New Orleans.

A district energy system is a highly efficient design to connect many buildings with differing energy profiles to a central energy source. Providing heating and cooling from a central plant usually requires less fuel and displaces the need to install separate space heating, cooling, and hot water systems in each building. The district energy system does the work, reducing redundancy and cost to facility operators.

Like nearly all municipalities today, New Orleans seeks sustainability and resiliency, and district energy systems can help to achieve those goals. Leading cities across the world are incorporating district energy into their master planning today, moving toward carbon reduction and resiliency.

Using a holistic approach to energy planning, we will select proven technologies that best meet the project’s specific needs.

We have held preliminary discussions with Enwave to determine how this “better mouse trap” can play a role in the River District’s energy system.
BEST IN CLASS PEDESTRIAN EXPERIENCES

And roads connecting people.
LOCAL ART + CULTURE

Art and culture bring life to the community... reflecting the soul of New Orleans and its people.
We envision a wide array of public art on display throughout The River District.

Demonstrating our commitment to the public arts program and the artistically rich community of New Orleans, The River District neighborhood will include world-class art installations by local and nationally known artists.

The many open spaces – Batture Square across from the Convention Center, the pedestrian-friendly South Peters Street, and the intimate side streets – offer endless opportunities to feature New Orleans’ deep traditions of sculpture and visual art. The site also features nearly 1,500 linear feet of 10’ tall floodwall, lending itself to an impressive mural collection unique to New Orleans.

Our team has enjoyed great success implementing public art into our many projects, working with some of New Orleans’ most established sculptors, visual artists, and mural artists, including Terrance Osborne, Madeline Faust, Raine Bedsole, Nick Richard, Erica Larkin Gaudet, Ayo Scott, Ellen Macomber, YAYA (Young Aspirations Young Artists), and Brandan “BMike” Odums, to name but a few.

“Public art is a mirror that reflects the environment, cultural values, and artistic vitality of a community in which it exists ... and it enhances the quality of life for citizens by encouraging a heightened sense of place, enhancing a community’s prestige, and enlivening the visual quality of the built environment.”

- Office of Cultural Development Division Of The Arts Percent For Art Program

We will advance the work of local artists throughout The River District. We have already held preliminary discussions with the entities that oversee the Percent for Art programs for the City and State. If selected as Master Developer, we will continue to coordinate with them and work with others such as the Arts Council of New Orleans, The Art Funds through the Helis Foundation, and Art Prospect, the international public art project working in the urban landscape. The artist community in New Orleans will be tapped for enrichment of the artists, The River District, and the urban fabric of New Orleans.
HEALTH + WELLNESS

- Medical Services
- Dental Services
- Drug Store / Pharmacy
- Physical Therapy + Massage
- Spa and Skin Care
- Hair and Nail Salons
- Barber Shop
- Yoga Studio
- Orange Theory / Cardio Studio
- Spin Studio
- Barre + Pilates
- CrossFit + Personal Training Services
- Climbing Gym
INTERESTED PARTNERS

WE HAVE HAD DISCUSSIONS WITH:

- Ochsner Health
- Delgado Community College
- Highpoint Hotel Corporation
- University of New Orleans
- Schonberg Care

Letters of Intent / Letters of Interest from these organizations are included in Exhibit 8, and we will continue to pursue partnerships that complement and enhance The River District.
PROGRAMMING IN THE PARK

Reconnecting neighborhoods with popular programming and amenities for all ages.
We recognize that traffic mitigation is a major concern of the Authority and surrounding stakeholders. Our Master Plan includes a traffic mitigation strategy for the upriver development site.

Incorporated into The River District Master Plan is an extensive Traffic Mitigation Strategy that draws upon our team’s experience in mobility planning for the Convention Center over the past decade.

The mitigation strategy has evolved and will continue to do so through input from partner agencies, stakeholders and neighbors, and from other area studies.

The Traffic Mitigation Plan can be found in Exhibit 5.

NEXT STEPS
To gain regulatory approval of these traffic mitigation strategies, we will conduct a two-stage traffic study consisting of:

- Initial Site Traffic Study to be used for internal street grid permitting
- Regional Traffic Impact Study adhering to LADOTD Traffic Engineering Process and Report (TEPR) requirements to obtain final LADOTD approval.

OFFSITE TRAFFIC
From the I-10 New Orleans Master Plan Port Access Improvements Study completed by the Regional Planning Commission in 2018, we will complete the following initial off-site network improvements as part of this proposal:

- US 90 Business restriping at select intersections to improve traffic flow
- Surface street improvements including limiting access on Annunciation Street and routing Upriver Tchoupitoulas Street traffic to Lake Bound US 90B via S. Peters Street
- Intersection upgrade at Tchoupitoulas and Henderson Streets.
• The Master Plan includes schematic designs that reserve the opportunity for the streetcar line to be extended from the Riverwalk to The River District
• We have consulted with Gray Matter Consulting, a highly regarded Washington DC-based expert/grant writing firm, to advise and source Federal funding for this Riverfront Streetcar extension project, especially matching funds up to 80% of cost
• Total estimated cost ~$40M (including two new cars)
• Federal and state grant funding sources for rail expansion will leverage project resources and enhance transportation options for residents and tourists alike
• Funding opportunities will be sourced from transportation, community development, and economic development resources.
OUTREACH + ENGAGEMENT

The River District team has close ties with the community. Nicole Webre, owner and operator of Webre Consulting, has extensive experience in Neighborhood Outreach and Engagement in New Orleans and surrounding parishes, cities, and states.

OUTREACH
Outreach begins by reaching out to stakeholders through phone calls, emails, and letters to provide an introduction and invitations to attend and participate in meetings to learn more about the project. Holding in-person meetings offers stakeholders an opportunity to ask questions and express concerns, allowing the development team to respond and to ensure that correct information is being disbursed. Outreach meetings also provide an overview of the project and disseminate information about the approval process necessary to accomplish the development.

During our outreach meetings we will discuss public processes such as required zoning meetings and applications, explain the necessary zoning entitlements and what the process will be, and provide anticipated timelines for the processes and anticipated start dates for construction as they are available.

ENGAGEMENT
Stakeholders will have multiple opportunities to ask questions, provide feedback, and share concerns. All communication will be documented so that the development team and ENMCC will be able to refer back to the input provided and chart the progress of outreach and engagement efforts. Sign in sheets will be provided to collect attendees’ contact information for follow up meetings and to keep the attendees informed as the process continues.

Other forms of Outreach include use of neighborhood-oriented social media, such as Nextdoor.com, already in use by the Office of Neighborhood Engagement and the New Orleans Police Department.

This initial list of stakeholders identified below identifies parties whose jurisdictions are located near the site and who might be impacted by the development. Additionally, prior to submission of applications to City Planning for zoning requests, we will adhere to the Neighborhood Participation Program (NPP) as required by the City of New Orleans and set forth in the City of New Orleans’ Comprehensive Zoning Ordinance Article 4.
STAKEHOLDER MEETINGS
Each meeting will end with a member of the development team summarizing the discussion of the meeting and the attendees’ questions and concerns and providing information how attendees will be informed of the project’s progress and how to contact the team. If questions and concerns cannot be addressed immediately at the meeting, then the development team will provide responses directly to the attendees within one week or less of the meeting. Typically follow up is handled through email unless an attendee does not have email in which that attendee will be called on the phone or mailed responses.

STAKEHOLDERS
The stakeholders we have identified thus far include:

- Ernest N. Morial Convention Center Authority
- Adjacent Property Owners
- Algiers Point Association
- Algiers Riverview Association
- City of Gretna
- City of New Orleans Office of Community and Economic Development
- City of New Orleans Office of Neighborhood Engagement
- Councilmember Jay Banks and staff
- Downtown Development District
- Garden District Association
- Government Entities:
  - Irish Channel Neighborhood Association
  - Jaeger Interests
  - Lower Garden District Association
  - Magazine Street Merchants Association
  - Neighborhood Associations:
  - Omni Hotel Ownership & Development Team
  - Port of New Orleans
  - Regional Transit Authority
  - Tulane University
  - Warehouse District Neighborhood Association
The River District team is primed and ready to start upon selection as Master Developer by the Authority.
Roads & infrastructure improvements funded by the Authority will lead our work.

Roads and pedestrian paths will be 100% built as part of Phase One.

Specialty food & beverage, entertainment venues, street front shops and businesses, pocket parks, and 300 residential units along Convention Center Boulevard.

Community retail center and 300 residences on the west side of Tchoupitoulas Street.

Boutique hotel and Apartment hotel.

Corporate/Tech campus parcel prepped and build-ready.

Green space and entertainment venues.

Designated Louisiana Civil Rights Museum site established.

Parking structures to meet density.
Master Plan: Phase Two

Road Map: This section outlines the development plan for the Master Plan: Phase Two. It includes details on various sections such as Entertainment Anchor, Retail Anchor, and Parking Garages. The map also highlights the involvement of Gensler in the project.
THE FIRST 100 DAYS

• In-depth discussions with adjacent interests and property owners: ENMCC, Port of New Orleans, Public Belt Railroad, Tulane University, Jaeger Interests, and the US Army Corps of Engineers
• Community, neighborhood, and stakeholder outreach and engagement: LED, GNO Inc., Urban League, City of NOLA, NO Business Alliance, WBEC, NOLA Regional Black Chamber of Commerce
• Regulatory due diligence and process
• Refine project phasing

ENTITLEMENTS, ZONING, PRE-DEVELOPMENT ACTIVITIES, DUE DILIGENCE, CIVIL DESIGN AND ESTIMATING

• Entitlement & rezoning schedules
• Planning Commission, City Council Economic Development Committee: Economic Impact and Incentives
• Civil engineering due diligence
• Elevations & architectural design
• Site Planning
• Preliminary civil engineering design
• Pre-construction estimating

MARKETING + RETAIL, ENTERTAINMENT AND F&B OPERATORS

• Marketing for retail, entertainment and F&B operators
• Engage leasing consultants by segment F&B, grocery stores, theatre and retail specialties
• Detailed Merchandise Plan
• Market demand and void analysis
• Finalize program for Community Retail Center: focus on “anchors”: grocery, general merchandise, drug store
• Additional focus: theatre, fitness, health/wellness
• Entertainment District: The Rustic Restaurant + Music Venue, Painted Pin, large format sports bar, full-service restaurants, cafes, and container F&B concepts.
• Main Street retail / F&B: A concentration of unique, locally curated cafes, restaurants, shops, galleries, and one-of-a-kind services by local owners.
MARKETING FOR CORPORATE / TECH CAMPUS +
(CHRIS MAGUIRE, LOUIS LAURICELLA)

• Partner with GNO Inc., Louisiana Economic Development, and others to recruit tech, research, banking, and healthcare oriented businesses to The River District
• Develop in-depth marketing road map
• Establish Dream Team of officials and partners to be part of the campaign
• Solicit Assistance from Local, State, and Federal officials
• Networking by SRS, our nationally recognized brokerage affiliate, within national and local brokerage communities for maximum outreach.

THE RESIDENCES

• Site planning & design Residential Phase One (600 mixed income units)
• Assemble financing package (PILOT, CDBG, Low-Income Housing Tax Credit, QOZ)
• Anticipate construction timetable of 18-24 months

CAPITAL MARKETS SOURCING AND UNDERWRITING

• Source and underwrite project construction debt and Institutional LP equity investment
• Establish lending criteria for Phase One
• Construction debt lenders: JP Morgan Chase, Goldman Sachs, AIG, PIMCO, Hancock/Whitney, Capital One, and other local/regional banks
• Institutional LP equity candidates: AIG, JP Morgan, Invesco, Nuveen, Acron
• Qualify and review preferred Lenders & collect proposals
• Select preferred lender(s)
• Credit Committee approvals
• Negotiation and final documents.

CONSTRUCTION DESIGN & DOCUMENTATION

• Transition from preliminary design to project-specific documents for GC pricing
• Bid and Contract Negotiations
• Establish a Guaranteed Maximum Construction Scope/Budget/Schedule for Phase One.
ROAD MAP: PHASE ONE

RETAIL F&B RECRUITING CONTINUES

- Transition from preliminary design to project-specific retail leases negotiated and signed per pre-leasing hurdles established by investment partners and lender.

STAKEHOLDER REVIEW-APPROVALS AND PERMITS

- Finalize agreements with Port of New Orleans, Tulane University, Jaeger Interests
- Finalize Neighborhood Participation Process
- City Planning Commission
- City Council

CONSTRUCTION KICK OFF + BANK FUNDING PROCEDURAL MEETINGS

CLOSE FUNDING AND GO! (+/- 18 MONTHS FROM LEASE EXECUTION)

ESTIMATED CONSTRUCTION TIMELINE OF 18-24 MONTHS

GRAND OPENING – FALL OF 2023
ROAD MAP: PHASE TWO

GOING VERTICAL
Phase Two includes the two parcels most proximate to the river and provides the best opportunity for vertically oriented, high density projects in our Master Plan. The marketability of these projects for office and residential should be greatly enhanced by mid and high-rise views overlooking the Mississippi River, downtown New Orleans, and The River District itself. The Phase Two strategy and timeline will be dependent on the long-term strategy for development of the riverfront acreage and market conditions as we execute Phase One.

CORPORATE / TECH CAMPUS
Our bold and aggressive marketing and recruiting plan for the Corporate/Tech Campus will enable us to accelerate the first part of Phase Two. We have programmed up to 750,000 sf of a new generation of office space that will appeal to the younger demographic already populating many of the tech-oriented businesses gravitating to the New Orleans area. The marketing results will dictate our scope and timeline.

We will begin preliminary concept design of the Corporate/Tech Campus and initiate marketing immediately upon Master Lease execution. Our architects will elevate the design to meet our compelling vision so that the office product The River District offers to the prospective end-users will be a facility unlike anything they have seen previously in New Orleans. Chris Maguire of Cypress Equities will oversee marketing of this proposed asset. His associates at SRS, the large national brokerage affiliate of Cypress Equity, will begin this important engagement by tapping into their contacts in the tech world to tell The River District story, while also working closely with the local brokerage community and with Michael Hecht and his staff at GNO, Inc. to engage the market.

The Corporate/Tech Campus timeline will be as follows:

- Clarify market demands and tenant prospects – 9 months
- Concurrently securing and negotiating lead tenant agreements and conclude design of the campus – 9 months
- Obtain formal tenant commitments, detail design, and permitting – 9 months
- Start Construction – Fall 2023
- Project Complete – Summer 2025
RESIDENTIAL / RETAIL PHASE TWO
Upon completion and stabilization of Phase One residential units (Summer 2023), we will kick off development of Phase Two residential units and its ground floor retail component. Interest in higher-end residential units developed on the two sites at the floodwall – with views of the River, Downtown, and The River District – will accelerate exponentially once we have established a clear direction on development of PONO/Tulane/Jaeger-controlled riverfront acreage, the crucial piece of this larger development. For that reason, we expect to fully engage these three interests immediately after our selection as Master Developer. Once there is a viable plan to transform that tract into a user-friendly area that is open, available, and attractive to the public, our prospects for high-end residential development will increase exponentially. Judging from our initial discussions with the three, we are confident such agreements will be reached to transform the riverfront acreage.

These mid- and high-rise residences will likely fall into the following classes: (a) higher-end/market rate units offering a superior design and views and an equivalent lifestyle experience, (b) active senior units offering downsizing opportunities in a new highly amenitized building and neighborhood, and (c) a second phase of apartment hotel residences. The ground floor retail will be appropriate to the building and compliment the neighborhood. Depending on the status of riverfront redevelopment plans, which we hope will solidify within one year of our Master Developer engagement, planning of these projects could start immediately thereafter. Should redevelopment plans for the riverfront acreage unfold at a slower pace, planning for the Phase Two residential projects will depend on market conditions, but most likely commencing no later than mid-2023, completed by 2026, and stabilized by 2028.
River District Neighborhood Investors is well capitalized, with ample capacity to handle this complex high profile project.
PHASE ONE - 876,000 SF

- 85,000 sf Entertainment Venue
- 40,000 sf Cultural Museum
- 95,000 sf Community Retail
- 28,000 sf Specialty F&B and Shops
- 300 Market Rate Residences
- 150 Workforce Residences
- 150 Affordable Residences
- 150 Apartment Hotel Rooms
- 150+ Key Boutique Hotel with F&B
- 150 Key limited service “teaching hotel” (subject to Addendum #3)

PHASE TWO - 1,490,000 SF

- 30,000 sf Specialty Retail, F&B, Shops
- 150 Market Rate Residences
- 75 Workforce Residences
- 75 Affordable Residences
- 150 Apartment Hotel Rooms
- 50 High-end Residences
- 150 Active Adult Residences
- 750,000 sf Corporate / Tech Campus

TOTAL DENSITY = 2,366,000 SF
## Financial Plan + Proposal

### Project Budget

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<th>Combined 2,366,000 SF</th>
<th>Phase One 876,000 SF</th>
<th>Phase Two 1,490,000 SF</th>
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* Does not reflect TOTAL INVESTMENT in The River District/New Orleans

** See Terms and Conditions 1.b.
The River District Master Plan contemplates 2.4M SF of development and a capital requirement of approximately $667M in the two phases of development. The various use components can be separated into tranches of capital. Our team has extensive experience in capital structures of this nature on large scale mixed use projects and smaller tranche individual projects. A few of our relationships are:

**INSTITUTIONAL LP PARTNERS**
- AIG
- Invesco
- Stockbridge
- Goldman Sachs
- JPMorgan
- AEW
- The Carlyle Group

**INSTITUTIONAL LENDERS**
- Bank of America
- Pimco
- Acorn Capital
- KKR
- Wells Fargo
- Hancock Whitney
- IberiaBank
- Texas Capital Bank
SELECTED TRANSACTIONS BY RDNI PARTNERS

- Walmart – LA Fitness Retail Project – Construction Loan Linden, NJ – $90M – AIG
  - Stockbridge Capital as LP
- Bayshore Town Center – Mixed Use Acquisition and Redevelopment Loan Milwaukee, WI – $105M – PIMCO
  - AIG/Ramrock as LP
- Lifetime Fitness – 250k sf Office Building, San Jose, CA – $160M Development Loan, $107M Institutional LP
- Pendry Hotel, Napa, CA – $90M Development Loan, $65M Institutional LP
- Bayshore Residences – 320 Unit Market Rate Multifamily project, Milwaukee, WI – $40M Construction Loan, $25M Institutional LP
  - AEW/JP Morgan Chase
- Bayshore Town Center – Mixed Use Acquisition and Redevelopment Loan Milwaukee, WI – $105M – PIMCO
- Elmwood Center Renovation/Expansion – 280 Unit Market Rate Multifamily/80k sf of Retail/26k sf of Office – Pending – $100M – Hancock Whitney/Capital One.
**PROPOSED RENT STRUCTURE**

**COMBINED ANNUAL BASE RENT:** $4,000,000 (5% return on Land Value) *

- **PHASE ONE:** Annual Base Rent: $1,500,000 + Incentive Rent
- **PHASE TWO:** Annual Base Rent: $2,500,000** + Incentive Rent

**INCENTIVE RENT:**
- Retail, Restaurants & Entertainment: 4% of Net Revenue Received ("NRR")
- Commercial Offices/Workplaces: 5% of NRR
- Hotel(s)/Apartment Hotel: 6% of NRR
- Multifamily residences: 1% of NRR**
- Museum (CAM and Op Ex): 6% of NRR

**ESCALATIONS:** Annual Base Rent shall escalate 10% every ten (10) years

**PARKING REVENUE:** Any parking revenue to be shared with the Authority and as a flow through of each building component’s incentive rent percentage. (To be further negotiated.)

* See Terms and Conditions 1.b. and 1.c.
** If successful in concluding long-term redevelopment plan of riverfront acreage, we will adjust upward Incentive Rent for Phase Two multifamily on parcel(s) fronting the flood wall. (See Terms & Conditions 1.c.(6)).
1. Ground Lease Terms and conditions:
   a. 75-year primary term with two (2) 12-year options to extend is acceptable.
   b. Combined Annual Base Rent: $4,000,000 (5% return on appraised land value adjusted for size/location, discrepancies and inconsistencies in square footage, and exclusions of open space and streets ("ALV")) as calculated and paid as follows:
      (1) Annual Base Rent ("ABR") will start in Phase One at $1.5M annually. This ABR was calculated by applying the Incentive Rent percentages (i.e. below) to the projected uses and proforma rents in Phase One. It was then compared to the return on the ALV.
      (2) The initial ABR payment will be placed in Escrow upon the signing of the Master Lease. This initial year ABR will be released from escrow to the Authority on that date which is eighteen (18) months following the date which is the later of (i) the Master Plan has been fully and finally approved by the Authority and (ii) all other conditions of the Master Ground Lease have been satisfied.
   (3) Rent Commencement Date ("RCD") of the Master Ground Lease is the date of the release of the first ABR payment. ABR will be paid annually on the anniversary date of the rent commencement. The 99-year lease term shall start from the RCD.
   (4) Master Developer ("MD") anticipates that Phase One will be a fully integrated execution of nearly 900,000 sf of mixed uses constructed simultaneously. MD anticipates that Phase Two will unfold differently - on a building-by-building basis as the market crystallizes to maximize efficiency and value. Accordingly, rent for Phase Two will likely be structured in a hybrid fashion - part ABR and part Incentive Rent - as each building is placed in service. TBN.
   (5) The ABR will be increased by $250,000 to $1,750,000 at the start of construction of the first building in Phase Two. The ABR will be increased during all Phases per the formula described in 1.b.(7) below which converts Incentive Rents to ABR.
   (6) Annual Base Rent will increase by 10% every ten (10) years.
   (7) The ABR will be increased as Phase Two components are constructed and placed in service per the following methodology:
      (a) Should MD be able to fix the ABR on the building/use, we will establish a fixed ABR with the Authority at that time and also agree to apply the incentive rent structure. Otherwise, the ABR will be established using the Incentive Rent Structure.
      (b) If, however, the basis of the rent structure with a building/use is more percentage rent, then the rent structure for that component of Phase Two will be adjusted accordingly. Thereafter, for each building/use that amount paid at the end of their Year 1 will be the ABR for their subsequent years.
      (c) Accordingly, as the ABRs for each building/use are established, we will annualize the ABR for the total Phase Two. This item is to be further negotiated. TBN.
   c. Incentive Rent: Phase One & Phase Two Incentive Rent will be calculated based on the percentages below and, if due, paid annually based on the following:
      (1) Retail, restaurants & Entertainment (i.e. restaurants, entertainment, office, hotels, mixed product residential, cultural and arts, health and wellness, promotional and sponsorship activities) 4% of net revenue received ("NRR")
      (2) Commercial offices/workplaces 5% of NRR
      (3) Hotel(s)/Apartment Hotel 6% of NRR
      (4) Multifamily residences* 1% of NRR
      (5) Museum (CAM & OP EX) 5% of NRR
      (6) If successful in concluding long-term redevelopment plan of riverfront acreage, we will adjust upward incentive Rent for Phase Two multifamily on parcel(s) fronting the Flood wall. TBN.
   d. Permitted uses will be any lawful use consistent with a mixed-use property including, but not limited to, retail, restaurants, entertainment, office, hotels, mixed product residential, cultural and arts, health and wellness, promotional and sponsorship activities. TBN.
   e. Reversion of title to the Authority upon expiration of the ground lease, including all extensions, is generally acceptable but TBN.
   f. MD ("MD") shall have the unlimited right to obtain leasehold financing.
   g. Definitive and remedy provisions. TBN.
   h. MD will have the obligation to pay all taxes on the project that arise from MD's use and development of the Development Tract ("Tract"). However, it is the MD's intention to seek reasonable and standard incentives in connection with the development of the Tract some of which may apply to taxes on the property. In such event, MD will request and anticipate cooperation of the Authority in such efforts. All benefits derived from the various incentive programs shall accrue to the developer or be passed through to Tenant as determined by the Developer.
   i. Termination of lease provisions in the event of MD bankruptcy TBN.
   j. Provided there is no provision to such a commission structure by the Louisiana Real Estate Commission or other governmental agency and provided this provision does not contravene of any applicable ethics provisions, MD is agreeable to paying to Corporate Realty a fee equal to 2% of the ABR for years 1-10 and 1% of ABR for years 11-15.
   2. Headquarters hotel developer:
      a. MD acknowledges that, to the best of its knowledge, the hotel development site is 8.1 acres and accepts that the ground leases between the Authority and the hotel developer and the MD will contain provisions related to the design, coordinated development, operations, use and maintenance of their respective developments.
      b. MD has met with the local hotel developer and fully anticipates and amicable and cooperative relationship throughout our respective developments.
      c. MD will provide adequate parking that meets code for each building and use within all phases of its development.
      d. MD will provide the Authority the location, number of spaces, timing of availability and access points as to all parking but subject to reasonable adjustment as required by a project of this magnitude.
      e. MD acknowledges that the Authority is working with the City of New Orleans to allow redevelopment of certain portions of Euterpe St. and So. Peters St. located on the Development Tract but not belonging to the Authority pursuant to a CEA. MD understands that the subject CEA is expected to be finalized before award of the MD contract and will contain certain guidelines that must be met in the redevelopment of the portions of the streets.
      f. MD is requested that the Authority require all parties of the CEA to coordinate not only the street construction activities but also require the contractor to adhere to the Master Developer schedule for completion.
      g. If the CEA is not finalized before the award of the MD contract, the MD will expect to participate in that process.
      h. MD understands that PONO/Public Belt RR, Tulane, and various Jaeger interests ("Jaeger") own or control the adjacent riverfront real estate, that Jaeger owns other adjacent upriver real estate and that all these interests are important stakeholders in the planning process.
      i. MD recognizes and accepts the responsibility to coordinate all necessary agreements with these entities to facilitate development of the Authority’s Tract.
      j. Site investigation and due diligence.
      k. MD understands all site investigations and due diligence will be MD's responsibility and at its sole cost and expense and shall only occur pursuant to a site access agreement that will include waiver of liability and minimum insurance requirements.
      l. MD will expect that the Authority will willingly share with MD any and all site inspection reports that it has in its possession.
PROPOSAL OF LEASE TERMS + CONDITIONS

7. Conceptual plans
   a. MD acknowledges that it will be necessary for the Authority to approve conceptual plans for the Master Development and any modifications thereto and that any plans that deviate substantially from initial approval will require the Authority's reasonable review and consent.

8. Standby letter of credit
   a. MD acknowledges that it will have to provide, at its sole cost and expense, a standby letter of credit in the amount of $10M from a financial institution acceptable to the Authority which shall remain in effect until completion of Phase One of the development.
   b. MD also acknowledges such letter of credit will not be required if it can demonstrate tangible net worth in excess of $10M and it has provided a Parent Guarantee acceptable to the Authority.
   c. MD would like the Authority to consider aggregating tangible net worth among multiple principals within a development team in connection herewith. TBN

9. Assignment
   a. MD shall have the right to assign without Authority approval leasehold rights to sub-leases for the purposes of building and ownership of the various projects within the River District Master Plan so long as assignees are affiliated with RDNI.
   b. MD shall also have the right to assign without Authority approval to specific owners who shall own and operate a business within the approved River District Master Plan.
   c. MD shall have the right to sell, transfer and assign to third party developers and owners over the term of the Master Ground Lease.

10. Taxes
   a. MD will have the obligation to pay all taxes on the project that arise from MD's use and development of the Development Tract ("Tract").
   b. However, it is the MD's intention to seek reasonable and standard incentives in connection with the development of the Tract some of which may apply to taxes on the property. In such event, MD will request and anticipate reasonable cooperation of the Authority in such efforts. All benefits derived from the various incentive programs shall inure to the developer or be passed through to Tenant as determined by the Developer.

11. Termination for convenience
   a. MD recognizes the Authority's desire to have a mutual termination language for situations arising after selection of the Authority and prior to the Authority's approval of the MD's concept plans at no cost to the other.
   b. Termination for convenience should not be applicable after Master Lease execution. TBN
   c. MD wishes to have a better understanding of this provision given the enormous undertaking and expense incurred by the MD in order to win the selection process. TBN

12. Construction
   a. MD shall require that all contractors engaged in construction on the Exhibit shall have equivalent of the highest standard of care, attention and judgement in the construction industry in the construction of a mixed-use property.
   b. Construction contractors shall waive all rights to liens TBN

13. Indemnification
   a. MD agrees to indemnify, hold harmless and defend the Authority from any and all losses, liabilities occurring because of the acts and/or omissions of the MD, its members and/or its employees.
The Authority will find no proposing team better equipped, better staffed, or more passionate about The River District, New Orleans, and Louisiana

JOIN US
THE RIVER DISTRICT IS THE RIGHT PARTNER

KEY BENEFITS TO THE CONVENTION CENTER

• Annual Ground and Incentive Rent payments to the Authority
• Elevated impact on visitor experience & city revitalization
• $40M in new taxes - $1.5M directly to the Authority annually
• ~4,500 jobs
• Solid anchor for upriver end of ENMCC and Omni Hotel
• Energizing the ENMCC with next-gen “flex” space
• Increased access to public transit
• Affordable and workforce housing for hospitality/exhibition industry employees
• Workforce development and training
• Accelerate long-term plan to activate riverfront acreage
• New and dynamic entertainment experiences
• Walk to work
• Health and Wellness: exercise, nutrition, fitness, and medical services
• Access to a wide array of unique and authentically
ECONOMIC IMPACT REPORT

**Housing**

450 units of affordable and workforce housing, representing 50% of all new rentals on site. More than 55% of New Orleans renters are cost-burdened, representing more than one-quarter of the city’s population. The River District will deliver 225 affordable units (at an AMI of 50%) and 225 units of workforce units (at 80% to 120% of AMI) catering to workers in hospitality, tourism, and other sectors struggling to remain downtown. More than 66% of affordable and workforce units will be delivered in Phase 1 totaling 300 units in total by 2023. These units represent a significant investment toward the City and State’s goal of 1,500 new affordable units per year.

**Jobs + Economy**

4,500 new jobs, including 70% in the key growth sectors of hospitality, tech, and water/coastal.

Once completed, the River District will support more than 4,500 permanent jobs in the State of Louisiana, including more than 2,500 jobs located on site and 2,000 off-site jobs that will be supported by the more than $700 million of annual economic activity created by the district. New modern office space will further establish New Orleans as a national hub for critical local industries, including hospitality, culture, tech, and the emerging water/coastal economy, which is attracting design, engineering, and construction firms from across the world. In total, more than 80% of on-site workers will earn more than the city’s current per capita income.

**Workforce Development**

First-in-the-region 150-key teaching hotel plus a 5,000 SF nurse’s training facility.

By 2025, New Orleans is projected to add 7,000+ jobs in the hospitality and health care industries. The River District will provide real-world training to help residents fill those jobs. Modeled off Cornell University’s Statler Hotel, Highpointe Hotel Corp. proposes to partner with the master developer to develop a 150-key teaching hotel and is exploring a partnership with UNO. A few blocks away, Delgado Community College is exploring a partnership with Schoenberg Care to create a 5,000 SF nurse’s training center in the 150-unit active adult residence. The center would offer Licensed Practical Nurse (LPN) certifications, providing nursing students with on-the-job training while serving residents.

**Visitation**

2 acres of open space and 500,000+ SF of uses that will improve the visitor experience.

The River District will transform the visitor experience on the uptown side of the Ernest N. Morial New Orleans Convention Center by creating an entertainment district appealing to both visitors and locals – complete with a new Civil Rights Museum, a live music venue, a movie theater, two hotels, and more than 100,000 square feet of visitor-serving retail and F&B. The district will boost the marketability of meeting and exhibition space and the new headquarters hotel, draw shoppers from the nearby cruise terminal, animate the district with events and art, and finally link the Warehouse District and Lower Garden District with the Riverfront.

**Taxes**

$40M in net new annual taxes to the City and State & $1.5M directly to the Convention Center.

Annually, the River District will generate $14 million in net new taxes for New Orleans and other local entities, $26M for Louisiana, and $1.5M for the Convention Center. These estimates are based on conservative projections of new sales, hotel, apartment hotel, income, and property taxes supported by uses on site. Construction of the River District will generate an additional $60 million in one-time tax revenue for the City and State over a four-year period. These revenues will allow our public partners to further invest in public works, housing, education, the economy, and other services that will benefit residents of all New Orleans communities and across Louisiana.
The hospitality, restaurant, and tourism (HRT) sectors are not only integral to the culture and identity of New Orleans—they are increasingly the backbone of the city’s economy, generating more than $9 billion in annual visitor spending and supporting more than 50,000 jobs, or more than 20% of the city’s workforce.1 Over the last decade, amid tremendous growth in visitation, these sectors added more than 17,000 jobs, representing more than 50% of all net job growth in the city. Simply put, our tourism economy is critical to New Orleans’ present and future.

As the Ernest N. Morial Convention Center embarks on the long-envisioned development of this district, it has a once-in-a-generation opportunity to not only increase visitation and improve the visitor experience, but to ensure that New Orleans continues to support its vital HRT workforce and that the thriving HRT sectors continue to serve as an engine of economic opportunity for all New Orleanians. In addition to introducing transformational hotel, retail, entertainment, and cultural uses, the River District will also promote a new model for equity and opportunity in the HRT industry.

AN AFFORDABLE LIVE/WORK DISTRICT TO SUPPORT THE HRT WORKFORCE

Hospitality workers in New Orleans are 1.5X more likely to be cost-burdened than renters employed in other industries and must increasingly seek out housing far from the city’s core (and their places of work). In the City’s recent “Housing for a Resilient New Orleans” report, service workers, artists, and culture bearers were identified as one of two primary populations to serve with increased affordable housing, as growing cost burdens present both severe strains on workers and their families and a major threat to the New Orleans economy. The River District envisions a true live/work district for HRT workers, providing 477 income-restricted apartments at affordability levels (from 50% to 120% AMI) designed to meet the housing needs of a broad range of HRT workers, including existing and future employees of the Convention Center. We envision a community where, as workers progress in their careers and increase their earnings, they can continue to find a home at the River District, just a short distance from where they work.

ACCESSIBLE HRT EMPLOYMENT OPPORTUNITIES FOR ALL NEW ORLEANIANS

New Orleans’ HRT economy—and the demand for skilled talent to fill HRT jobs—will continue to grow in the years ahead, as the Convention Center invests in modernization and expansion and the cruise industry continues to strengthen. The River District alone will create more than 350 HRT jobs over a four-year period. This growth provides a major opportunity, as the tourism industry is a top industry for jobseekers finding their first job and an important foot in the door for permanent employment. The River District will invest in the development of the future HRT workforce with a 150-key training hotel developed by the Highpointe Hotel Corporation in partnership with the master developer and modeled off Cornell University’s renowned Statler Hotel, which pairs students with seasoned hotel workers to provide critical real-world experience and a leg-up for full-time employment. In considering a potential partnership with University of New Orleans’ School of Hotel, Restaurant and Tourism, the hotel will provide training opportunities to all New Orleanians seeking economic opportunity through the HRT economy.

COMMON CAREER LADDERS & ASSOCIATED HOUSING OPTIONS ON SITE

<table>
<thead>
<tr>
<th>Hospitality</th>
<th>Attendant/Set-Up Server</th>
<th>Waiter/Server</th>
<th>Banquet Captain</th>
<th>Banquet/Catering Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$18K-22K</td>
<td>$23K-28K</td>
<td>$30K-45K</td>
<td>$60K+</td>
</tr>
<tr>
<td>Housing Option</td>
<td>50%-70% AMI</td>
<td>60%-80% AMI</td>
<td>80%-100% AMI</td>
<td>120% AMI - MKT</td>
</tr>
</tbody>
</table>

1 Employment statistics are sourced from Emi, a third-party service that aggregates U.S. Bureau of Labor Statistics data. The tourism industry is defined as the following industry sectors: Accommodation and Food Services and Arts, Entertainment, and Recreation.
The River District Master Plan is an opportunity for generational transformation of a valuable underutilized asset.
Our vision for The River District is a vibrant New Orleans neighborhood, one that showcases our unique environment and culture and is welcoming to all. The River District and the planned Omni headquarters hotel will anchor the upriver end of the ENMCC and provide long-term value, as we feature restaurants, music, and entertainment for visitors. The River District will also offer workforce and affordable housing, as well as market-rate housing and residential opportunities for new segments such as seniors – all the amenities of a thriving New Orleans neighborhood.

The Master Plan uses the Mississippi River to make The River District welcoming and walkable. As a planned neighborhood, we have the opportunity to showcase our wonderful city, with a focus on equity, diversity, sustainability, water management, walkability, public transportation, and jobs.

The benefits of this project are many and have been well documented in this proposal. Ultimately, we are a diverse and talented group of New Orleans professionals, experienced in every aspect of real estate development and well capitalized. Of the eight companies that make up our Master Developer LLC, seven are based in New Orleans, three are African American-owned, two are women-owned, and all will have equity ownership positions. Our leadership group has deep roots in New Orleans. Our technical team includes local businesses that are complemented by national powerhouses Gensler and Cypress. We are uniquely qualified and ready to execute on this transformational project. We respectfully ask that you embrace our vision and select The River District team to be your partner on this important project.

THE RIVER DISTRICT TEAM OFFERS:

- Tremendous long-term overall value for the Authority
- Deep understanding of the project
- Unsurpassed experience and track record
- Robust financial capability
- Strong SEB/DBE participation, including minority and women ownership interests
- Unmatched local knowledge and expertise.
A CLOSER LOOK

Deeper dive into the financials, analytics, and more! We’ve got you covered.
Acknowledgments of addenda: River District Neighborhood Investors, LLC does hereby acknowledge receipt and acceptance of the Addenda and Clarification listed below:

Addendum #1 - Clarification of Development Property to exclude the Truck Staging Parcel
Addendum #2 - Acknowledgment and acceptance of the Civil Rights MOU
Addendum #3 - Acknowledgment and acceptance and further clarification of the Development Parcel to exclude the 12.1 acre parcel west of Convention Center Blvd as primary consideration of the Developers Proposal and clarification of future potential development opportunities on 1.7 acres of the Truck Staging Parcel

Clarification & Response: C-1564 RFP Master Developer Convention Center District Development Project

*See separate Exhibits volume.
THE RIVER DISTRICT

THANK YOU