

Jackson Family Charitable Foundation

And

The Jackson Development & Marketing
Corporation



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Joseph Jackson

May 8, 2010

The Honorable Rudy Clay
Office of the Mayor
401 Broadway, Suite 203
Gary, Indiana 46402-1236

Dear Mayor Clay:

First of all we want to thank you for your continued support and assistance. Katherine and I are proud and honored to present this Jackson Family Preliminary Master Plan to you and the City Council to illustrate our concept for the Jackson Family Center. The Center will include the Jackson Family Museum & Cultural Center, Michael Jackson Performing Arts Center & Concert Hall, and Michael Jackson Memorial Pavilion plus other elements to be proudly located in the birthplace of the Jackson Family; Gary, Indiana.

It is our goal that the Jackson Family Center project be built by the citizens of Gary and that its development and construction will create many jobs and economic opportunities for the community. We will endeavor to use local labor and vendors to the fullest extent possible and seek outside assistance only when necessary. When the project is completed, we will look to improve the lives of residents of the City and surrounding areas by providing employment to the immediate community.

Based on preliminary research we have determined that the Jackson Family Center, to be built as a tourist destination and a memorial to our son Michael Jackson, and as a tribute to our entire family, has the potential to attract 500,000 to 750,000 visitors per year to the City of Gary. This is projected to bring an annual economic impact to the community of \$100M to \$150M+. Conservatively, The Jackson Musical Family has an estimated domestic fan base of 10M+ and a world-wide audience in excess of 25M. This will enable the Jackson Family Center to continue to draw visitors for many years to come.

Our goal is to create the Jackson Family Center as a multi-use themed complex to encompass Jackson Family history, fine and casual dining, retail, art, culture, entertainment, hotel accommodations, and nightlife that will have a "must visit" appeal to not only the out of town visitor and Jackson fan, but the general local and regional population as well. With quality dining experiences, a multiplex movie theater to be developed and operated by award winning Theatres, plus a vibrant nightclub venue and night-life, locals will have many added reasons to visit the City of Gary. With a state-of-the-art performing arts center and concert hall, named entertainment will insist on adding Gary to their concert tours. The Jackson Family Museum will present history in an entertaining manner with art, interactive displays and visual presentations utilizing the latest in holographic and 3-D video technology. An in-house full service recording and broadcast studio will allow Gary to communicate with the rest of the world through Internet and satellite broadcasts. Major internationally televised special events including awards shows and concerts will be able to be broadcast from the Jackson Family Center.

To build and operate the Jackson Family Center project for the Jackson Family Foundation, we have founded the Jackson Development & Marketing Corporation.

Under the direction and control of the Jackson Development & Marketing Corporation, we have assembled a professional development team with decades of experience and a record of proven results. Further, with a variety of investment vehicles available, we have the funding in place to make this project a reality. Under your guidance and with the direction of your City Council and economic development team, we are prepared to

move forward in making the Jackson Family Center a reality for Gary, Indiana.

Upon ratification of a Land Transfer Agreement we respectfully request the transfer of the lands, associated improvements, and golf courses that have been under discussion from the City of Gary, to the Jackson Development & Marketing Corporation. These lands are described as being generally bounded by HWY 80/94 to the North, Broadway to the East, West 35th to the South, and Grant and Pierce Streets to the West.

Following the transfer of land and building assets, the Jackson Development & Marketing Corporation will develop a comprehensive feasibility study and master plan for the Jackson Family Center project. This will be developed with your input and with the assistance and collaboration of your office and other applicable government entities. We anticipate this process to take approximately six to eight months. Upon your and the Gary City Council approval of the final plan, we will proceed to finalize financial arrangements to fund and construct the project.

While our plan is ambitious, it is our sincere hope to be able to conduct a Dedication Ceremony of the entire master plan, conceptual building designs and site improvements at a public event in Gary on the birth date of Michael Jackson's, August 29, 2010. Prior to this date and upon transfer of the land, in preparation for the event, we would hope to start preliminary site preparation activities in anticipation of the dedication ceremony. Also, in anticipation of the beginning of future construction of the project we will be evaluating what site preparation work can begin immediately as might be logistically practical for the project and City while the master plan is being finalized for entitlements approval. Whatever can be done in the immediate future, will be

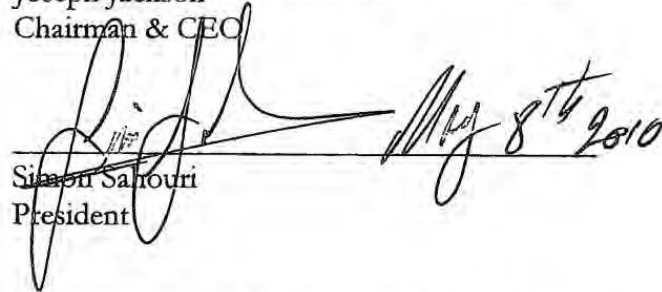
done, to expedite the beginning of this worthy and greatly anticipated project.

Your consideration is sincerely appreciated. Thank you for your support and your contribution in making the Jackson Family Center a reality for the Jackson Family and all the Jackson fans around the globe. The Jackson Family Center project will create jobs and economic opportunity for the citizens of Gary, Indiana for many years to come and be a shining example of urban development that will be known the world over.

Sincerely,



Joseph Jackson
Chairman & CEO



Simon Sahouri
President

On Behalf of The Jackson Family Foundation