

MASTER DEVELOPER QUALIFICATIONS

HIGH POINT
North Carolina

**Multi-Purpose
Stadium Site
Development**

JUNE 30, 2017



**SIDEWALK
DEVELOPMENT**



Rebuilding the Art of The Stroll

June 27, 2017

Ray Gibbs, Executive Director Forward High Point

Email: ray.gibbs@forwardhighpoint.com

Phone: 336.420.2677

Re: Master Developer Request for Qualifications – High Point, N.C.
Multi-Purpose Stadium Site Development

Dear Mr. Gibbs –

We are pleased to present our response to the Master Developer document as outlined in the RFQ for the Multi-purpose Stadium Site Development.

Experience with complicated Master Developer projects, keen understanding of the legal instruments and financing stack required for Public Private Partnerships, and a genuine desire to partner with High Point to create a sustainable and rejuvenated urban center make Sidewalk Development pleased to have an opportunity to submit our credentials for your review.

Moreover, several visits to High Point and discussions with key leaders in the city help offer an understanding to the goals desired for this important project pivoting the destiny of the city. You will note our team's technical, financial, and legal experience for large similar projects make us a good visionary and technical development partner for High Point.

Should you have any questions or require any additional information, do not hesitate to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to read "T. Elliott", is written over a large, sweeping blue arc that extends from the left margin towards the center of the page.

Tim Elliott
Partner
Sidewalk Development

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01

Corporate Entity

CORPORATE ENTITY

Sidewalk Development

SIDEWALK DEVELOPMENT

Sidewalk Development is a firm that works exclusively with university cities to merge campus, community and commerce. We believe in a holistic development approach merging existing economic engines, and building a strong, long-term economy around a larger mixed-use vision. We partner with civic entities, university boards, and community leaders to set a sound vision which ultimately creates a more prosperous urban center. Our name, Sidewalk Development, is created with one thing in mind – "Recreating the Art of The Stroll".

We believe that a town's stroll can quickly determine economic success – or economic decay. Retail, hospitality, office, residential, culture centers, and open parks help to bring about a better Stroll. The key to success of a good stroll is in balancing built product in a phased and fundable vision.

Sidewalk Development founder, Tim Elliott, has actively participated in many university-led communities including: Rock Hill, SC (Winthrop University); Greenville, NC (East Carolina University); and Austin, TX (St. Edwards University). While a member of a previous development office, Sora Development, Tim directed the vision for such university town projects including: Durham, NH (University of New Hampshire); Jersey City (St. Peter's University); and a 180-unit apartment building in Richmond, VA (VCU Medical School).

The team proposed for this project includes:

Master Developer

Sidewalk Development– Master Developer
1122 Kenilworth Drive, Suite 418
Baltimore, Maryland 21204
443-604-1240

Team Consultants

- Hord Coplan Macht, Baltimore, MD - Project Architect (*Note, HCM will work with a local architect TBD)
- Ashton Design Group, Baltimore, MD - Branding/Wayfinding
- Stimmel Associates, Winston-Salem, NC - Civil Engineers
- Coakley Williams, Washington, D.C. - Project CM and Construction Estimator
- Sage Consulting, Baltimore, MD - Economic Impact Research
- Greenwich Group, New York, NY - Equity Partners

Sidewalk Development, headed by Tim Elliott – Partner, has been in business for the past 5 years as a real estate development company predominantly focused on aligning the interests of the private, municipal, and university stakeholders. There are 8 key members of the firm.

During the past 5 years, the firm has created, developed, and/or has under construction a total of \$558 million of university-centric developments throughout the US which includes:

- \$182 million for Rowan University and the town of Glassboro, N.J.
- \$275 million for Winthrop University and the town of Rock Hill, S.C.
- \$42 million for St. Edward's University in Austin, Texas
- \$27 million for an apartment complex in Richmond, VA
- \$32 million for East Carolina University in Greenville, N.C.

Sidewalk's portfolio addresses the many diverse challenges of integrating campus life, community culture, and commerce needs within a growing university town setting.

This is accomplished through careful study and understanding of:

- Preserving town heritage and culture;
- Utilizing current and projected economic engines;
- Promoting ratable academic and market rate investments;
- Adding jobs to downtown;
- Infusing meaningful retail, cultural, and hospitality offerings

Sidewalk Development is truly about jointly building and developing the "art of the stroll" in an intellectual community and destination for large-scale mixed use developments.



CORPORATE ENTITY

Sidewalk Development

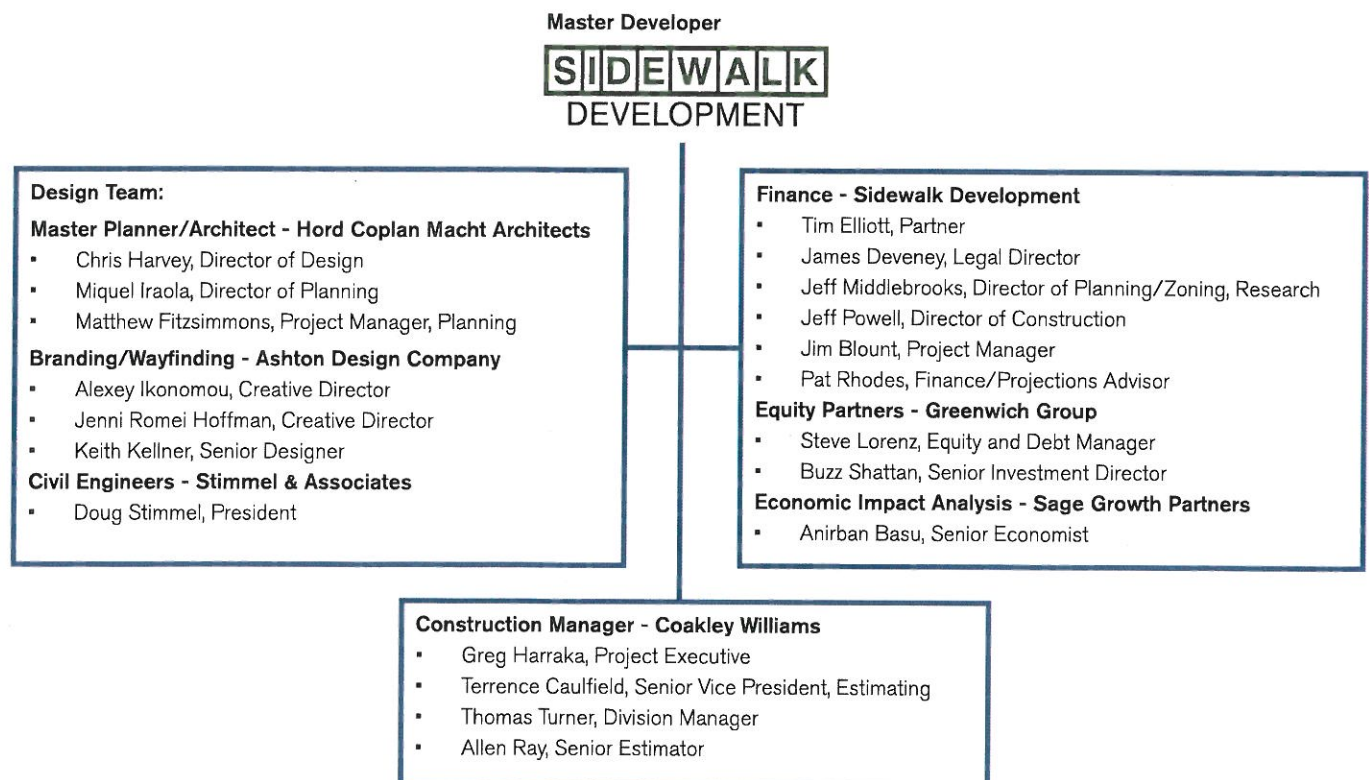
Sidewalk Development has the capabilities and is uniquely qualified for this project. Having developed two very large downtown urban redevelopment projects totaling over \$500 million in expected construction volume, combined with numerous individual projects in tandem with Universities, Sidewalk Development is eminently qualified to partner with the City of High Point, its business community, and key institutions.

Of note: This is indeed a PARTNERSHIP. This is not a simple case of purchasing property, and developing a single building type noted by a developer or contractor who portrays themselves as a Developer. I often describe Master Developer as the Conductor of the Orchestra. There are many talented musicians in an orchestra. The talented musicians play exceptionally well as a Solo Act. The Conductor merges these talents to a single cohesive movement and coordinates many musical pieces for a total performance.

Sidewalk Development is unique in its ability to merge campus, commerce, and community as various sections of the orchestra of High Point. Yes, we know Furniture is a key part of High Point brand. However, High Point must orchestrate an exciting livable and vibrant community beyond this singular notion of High Point Market which like the tides, ebb and flow with economic promise.

A Master Developer coordinates with key leaders, institutions and stakeholders to fuse a more stable and smooth, but growing, economy. Taking this journey is not for the weary. Data gathering among key leaders, market conditions, and knowing the political and legal environment is where to start. Sidewalk has created numerous PUD (Planned Unit Developments) plans that create the "rules of development" that incorporates density, architectural standards, open space ratios, and parking requirements, to name a few. Our legal department headed by Jim Deveney, helps municipal legal leaders co-author documents necessary and resolutions required by council to move matters forward.

ORGANIZATION CHART



CORPORATE ENTITY

Sidewalk Development

Overseeing the master plan, streetscape plans, infrastructure planning, coordination with local utilities to complete the plan is a unique skill for Sidewalk Development. Creating the Master Developer Agreement is a task that is quite onerous and could take 12-18 months to create. Sidewalk can shorten that significantly by utilizing its existing Master Development Agreements (including Phasing Plans, expected Tax Projection for the city, and parcel purchasing plans) for related and appropriate editing needs.

Lastly, the team selected for this project utilize a cohesive team already used by Sidewalk in related projects.

Hord Coplan Macht is the architect and master planner to partner with Sidewalk for providing vision of a mixed use community. Their portfolio matches VERY WELL with High Point needs including mixed-use development around the stadiums of Texas Rangers, and Kansas City Royals and St. Louis Cardinals. Beyond these stadium communities, they are most familiar with quality higher education campus design including the residential and campus needs that may result in the plan.

While wayfinding and signage may seem minor to the project, it is believed by Sidewalk to begin the new brand of High Point that is creating this investment as a new war on blight and urban banality. Vibrant identity from a website, to signage, to print pieces all create a sense of unity and direction. Our team of David Ashton Design has created exceptional stadium community graphics in urban centers including Camden Yards, Fenway Park, and Sarasota, Florida. They also work with higher education campuses for identity such as Johns Hopkins and have worked with Tim Elliott, Owner of Sidewalk Development, for the Rowan Boulevard project.

Lastly, local participation is MUST for such a venture. The investment made by the City should also be in participation of local companies. As a Master Developer, we will utilize local developers and builders to go vertical on parcels identified in the plan moving forward. Sidewalk has partnered in numerous projects in Rock Hill and Rowan to complete construction and development.

Our local civil engineer and landscape architect brings local utility, infrastructure and landscape preferences known in High Point. Utilizing Stimmel Associates is a great addition to a cohesive local approach.

The following core business activities will be performed by Sidewalk Development:

- Work with City and University to complete full vision of the site.
- Produce an achievable phased Master Plan.
- Conduct market and financial feasibility on each aspect of the project (senior housing, hotel, multi-family housing, office, retail, parking, etc.)
- Produce a Pattern Book for the entire site depicting architectural scale and character for all projects within the Master Plan
- Produce engineering studies for full site plan approval by State Environment Agency as well as local jurisdictional regulations and approvals
- Assess utility / infrastructure needs
- Conduct all public charrettes to produce final Master Plan.
- Create all project budgets and delivery schedules
- Work to establish appropriate public entity leases (if any) and provide design, finance, and construction for each project
- Establish TIFs, if necessary
- Establish architectural regulations for the entire project
- For project components that will be owned Sidewalk Development, we will bring the project through the permitting, financing, and construction process.

Sidewalk Development Operating Agreement, Certificate of Good Standing and Formation Document are included in Tab 5 - Appendix, which is not included in the 60 page limit.

CORPORATE ENTITY

Team Members Experience



Contact Information:

750 E. Pratt Street
Suite 1100
Baltimore, MD 21202
phone 410 837 7311
fax 410 837 6530

Locations:

Baltimore, Maryland
Alexandria, Virginia
Denver, Colorado

Years In Business:

40 Years

Staff:

250 employees

Master Planner/Architect

In 1977, Hord Coplan Macht was founded with the goal of providing exceptional architectural, landscape architectural, planning and interior design services to our clients. We provide these services for mixed-use, commercial office, retail, multifamily, senior housing, healthcare, education, and historic preservation markets with award-winning expertise on a local, regional and national level. We approach each project as a unique challenge with solutions derived from an innovative, collaborative and sustainable design process. Through this process, we forge lasting relationships with our clients that extend well beyond a singular project. It is the strength of these relationships, coupled with the satisfaction of the end users, which provides the metric by which we measure our success.

Hord Coplan Macht combines deep experience in the residential, office and retail markets with strong urban design principles to create efficient, innovative building solutions and dynamic places. We are accomplished in a broad range of project and construction types, including new construction, renovations, adaptive-use, low-rise, podium and wrapper, mid- and high-rise buildings, from wood frame to concrete and steel structures. Our design excellence is balanced by a rigorous quality control process and strong technical expertise. We augment our practice through research and teaching initiatives in the areas of design and construction technologies. It is our goal to create buildings which enhance the well-being of their occupants, create economic and brand value for our clients, and provide meaningful, long-lasting contributions to their communities.

CORPORATE ENTITY

Team Members Experience

TEXAS LIVE!

Arlington, Texas



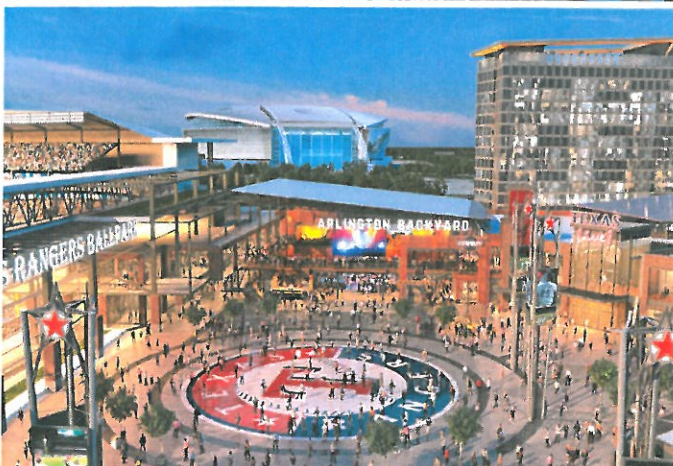
Texas Live! is a \$250 million dining, entertainment and hospitality district being developed by Major League Baseball's Texas Rangers, The Cordish Companies and the City of Arlington. The District, which sits between Globe Life Park and AT&T Stadium, is expected to include 200,000 square feet of dining and entertainment spaces, a 300+ room upscale convention hotel, 35,000 square feet of meeting and convention space as well as an outdoor event venue that can hold up to 5,000 people. Texas Live! is part of a greater \$4 billion vision for the Arlington Stadium District that includes the Rangers new \$1 billion ballpark and the preservation of Globe Life Park.

Hord Coplan Macht is working with the development team to design three major venues that will anchor the entertainment district: Rangers Republic, Live! Arena and Arlington Backyard.

Rangers Republic will be the "ultimate fan clubhouse" for Texas Rangers fans during home and away games and all year-round. The two-level, 30,000 square foot family-friendly dining and entertainment venue will include authentic team memorabilia and history.

Live! Arena will be a multi-level facility that will feature more than 35,000 square feet in dining and entertainment options. A 100 ft LED screen will be the centerpiece, a two-story, retractable glass facade will flow into a 10,000 square foot outdoor beer garden. There will also be a performance stage for concerts.

Arlington Backyard is an outdoor pavilion that will be the "backyard" of Texas Live! With a capacity of 5,000 guests, it will have a permanent roof so that it can be used throughout the year. The venue will host more than 250 annual events including cultural activities, art shows, regional and national concerts, charitable functions and community events such as festivals.



CORPORATE ENTITY

Team Members Experience

BALLPARK VILLAGE 2

St. Louis, Missouri

Hord Coplan Macht is leading the planning and design of this multi-phase, mixed-use project adjacent to Busch Stadium and Ballpark Village 2 in St. Louis, developed by The Cordish Companies.

The project is an exercise in placemaking, displacing several blocks of surface parking in order to create a new vibrant live/work/play community with Busch II Stadium as its southern edge and the existing Live! entertainment building at its heart. The project includes multiple new buildings, a new streetscape and outdoor entertainment spaces tying the district together.

In addition to the planning and landscape components, there are three major architectural components of the development. The first is a high-rise residential mixed-use building on the eastern-most block with 296 units and 9,750 sf of retail space directly adjacent to the ballpark entrance. The western-most block is a 11-story mixed-use building with 121,000 sf of office space and a 187 key boutique hotel, with an additional 24,000 sf of retail in the base. Both buildings integrate structured parking. The third element of the plan is a 20,000 sf event pavilion with a public market at grade and a private event space above.



CORPORATE ENTITY

Team Members Experience

HALF STREET BALLPARK

Washington, DC



Hord Coplan Macht is leading the design of the Half and N Street mixed-use development across the street from Nationals Park. The project includes 460,000 sf of Class A mixed-use property located in Square 701 at Half Street SE and N Street SE in Washington, DC.

The scope includes a 435-unit apartment building over 60,000 sf of retail. All of the construction will be over a three-level underground parking garage.

Hord Coplan Macht is providing architecture and landscape architecture services through entitlement, design and construction.



CORPORATE ENTITY

Team Members Experience

COAKLEY WILLIAMS CONSTRUCTION

Construction Manager

Firm Profile

Coakley & Williams Construction, Inc. (CWC), a privately owned firm established in 1961, is regarded as one of the preeminent contractors in the greater Washington/Baltimore region. The leadership of the firm is stable, cohesive and accessible. CWC is consistently ranked among the largest regional Contractors by the Washington Business Journal and is also ranked among the Top 400 Contractors and the Top 100 Design/Builders in the nation by Engineering News Record.

CWC has significant experience with construction of mixed-use projects located in urban settings. We have significant experience as an active and collaborative participant working with both private and public owners and design teams on over 140 Design-Build projects.

CWC is a corporation organized in the State of Maryland. The company owners and officers are Patrick Caulfield, President and Terrance Coakley, CEO. Pat and Terry are very active in the day-to-day activities of the company, regularly visit the projects under contract and remain directly accessible to clients to address potential concerns at the highest level of our organization. With this streamlined communication hierarchy, issues can be addressed and resolved before they become detrimental to the project's schedule.

Terrence Caulfield LEED AP BD+C, DBIA, Senior Vice President, also serves as Secretary/Treasurer for CWC. Terrence has led the firm's estimating department for the past 31 years and will be the point of contact for CWC.

The company is headquartered in Bethesda, Maryland and maintains no other corporate offices. Therefore, all policies, procedures, staffing decisions, strategic planning, and corporate oversight originate from and are implemented by our local office. Accordingly, the level of service offered to our customers and the manner in which we conduct business is consistent and predictable.

**COAKLEY
WILLIAMS
CONSTRUCTION**

In-House Capabilities

In support of our project teams, CWC has the necessary resources to support our approach to this project. We have 125 full-time employees with groups focused on the following integrated services:

- Quality Control
- Virtual Design & Construction (BIM)
- Scheduling
- Safety
- Sustainability
- Accounting (GMP)
- Preconstruction
- CBE and Workforce Utilization

We have in-house staff capable of interpreting detailed design drawings and converting them into fully detailed, coordinated shop drawings.

Relevant Company Qualifications

Our firm annually constructs several million square feet of various building types as Design/Builder, Construction Manager and General Contractor. We have significant experience with mixed-use construction projects including office, retail, restaurant and hotels, as well as university projects. Please refer to the fact sheets enclosed for a sample of these projects.

Accredited Quality Contractor

Since 2003, CWC has achieved certification through Associated Builders and Contractors as an Accredited Quality Contractor (AQC). The AQC program provides national accreditation and recognition to construction firms demonstrating a commitment to quality in safety, employee benefits, training and community relations and outreach activities.

Sustainable Design

CWC is committed to Sustainable Design in all of its projects and provides training for key staff members in all design disciplines so that sustainable strategies become a standard part of all building and site development projects.

CORPORATE ENTITY

Team Members Experience

CWC engages its resources in continual education and training to stay at the forefront of the practice of Sustainable Design. The firm has access to and uses the latest information on green building trends, policies, and products. CWC is a member of the U.S. Green Building Council and is experienced using the Leadership in Energy and Environmental Design (LEED) rating system. CWC sponsors LEED Accreditation for its employees and more than 1/3 of its operations staff are certified as LEED Accredited Professionals. In addition, our proposed project team members are either LEED Accredited or LEED Experienced by working on LEED certified projects.

Representative LEED projects by CWC include:

- William O. Lockridge Bellevue Library – Gold
- Rosedale Recreation Center & Library – Gold
- Woodridge Neighborhood Library – Gold
- Kenilworth Recreation Center – Gold
- IDEA Public Charter School – Gold
- Sidwell Friends Lower School – Gold
- American University/WAMU Renovation & Modernization – Gold
- Marine Corps University – Research Center/Academic Instruction Facility - Gold
- Southern Maryland Electric Cooperative Engineering/Operations Center – Gold
- William A. Jones III Building – Gold
- Thomas Hunter Lowe House of Delegates – Gold
- Equipment Maintenance & Operations Center - Gold
- Washingtonian Office Building South – Gold
- Armed Forces Medical Examiner Facility – Gold
- Jewish Primary Day School – Silver
- Washington Research Library Consortium – Silver
- Southern Area Aquatics & Rec Center – Silver
- Merritt Middle School MPD Conversion – Silver
- Payne Elementary School – Silver
- International Commission on Clean Transportation (ICCT) – Silver
- Administration Facility/Warehouse - Joint Base Anacostia/Bolling - Silver
- Goodpaster Hall at St. Mary's College – Silver
- La Plata Readiness Center – Silver
- Hot Lanes Operations Center – Silver
- Montgomery County Animal Shelter - Silver
- Convert and Renovate Company Operations Facility – Silver
- Pentagon Library and Conference Center – Silver
- Hangar 110 Modernization, Patuxent River - Silver
- Aircraft Research Support Facility - Silver
- Administrative and Operations Center, 902nd Military Intelligence Group - Silver

Safety

CWC administers a complete and thorough Safety Program. The goal of the Safety program is to protect the firm's employees, employees of subcontractors, clients and the public from actual and potential hazards on and around the job sites, and to ensure compliance with all applicable Federal and State standards. A project-specific Safety Plan is provided for each project, based on the project's specific requirements. Safe workplaces not only benefit the workers but facilitate and expedite the flow of work.

Every year since 2004, CWC has won the Associated Builders and Contractors' Safety Training and Evaluation Process (S.T.E.P.) Award. The STEP Award recognizes the company's Platinum Level achievement as an Accredited Quality Contractor and its on-going efforts in the development of a quality safety and health program. Our company's EMR of .83 also reflects a first class safety program.

Financial Status

CWC has an ongoing bonding relationship with The Continental Insurance Company, a CNA Company. The bond program consists of single jobs in excess of \$125,000,000 with a program in excess of \$400,000,000. We have ample capacity to undertake this project given our current backlog and commitments.

CORPORATE ENTITY

Team Members Experience

NATIONAL HARBOR DEVELOPMENT

National Harbor, MD

Location: National Harbor, MD Contract Amount: \$78,668,000

Owner: The Peterson Companies Completion Date: December, 2008

Contact: Mark Mittereder, (301) 704-3098

Size: 1.3 Million SF of offices, retail, garage and dining

Anchored by the half billion dollar Gaylord National Resort and Conference Center, National Harbor is a massive mixed unit community on 534 acres designed to provide 2,500 residential units, 4,000 hotel rooms and a convention center, one million square feet of retail, dining, and entertainment space, and 500,000 s.f. of Class "A" office space. Located on the Maryland side of the Woodrow Wilson Bridge, the development offers spectacular views of the Potomac River, Old Town Alexandria and Washington, D.C.'s landmarks.

Coakley & Williams Construction successfully executed the construction of 13 new construction and interior fit-out contracts comprising more than 1.3 million SF at National Harbor. This included two 5-story office/retail buildings totaling 158,180 SF, two 7-story parking garages with more than

one million square feet of parking, the Sales Center for National Harbor, Rosa Mexicano Restaurant, a fitness center, a restaurant shell, four retail shells, ErwinPearl Jewelry, Bella Cosmetic Surgery, and high-end corporate offices for the Owner of National Harbor, The Peterson Companies.

Structural systems included structural steel, precast concrete, and post-tensioned cast-in-place concrete. Excavations required sheeting and shoring. As a result of project's location adjacent to the river, the soils conditions were extremely poor, and more than one thousand precast concrete piles had to be driven to support the buildings.



CORPORATE ENTITY

Team Members Experience

MARINE CORPS UNIVERSITY

Quantico, VA

Location: Marine Corps Base, Quantico, VA

Owner: NAVFAC Washington

Architect: AECOM

Size: 188,000 SF

Cost: \$88,502,000

The Marine Corps University project involved the construction of a new Research Center, an Academic Instruction Facility, a Performance Theater and a parking structure. The 48,000 SF Research Center consists of a student study center, archival wing, and departmental office areas for the Archives and History Departments. Facilities include offices, administrative areas, creative spaces, and public spaces. The archival wing has climate controlled storage areas, a storage vault, and SCIF facilities.

The 129,000 SF Academic Instruction Facility consists of state of the art classrooms, video conferencing, training rooms, auditoriums, offices, snack bar, conference rooms, and equipment rooms. A 225,000 SF parking structure and extensive landscape for the traffic circle and quad were included.

An impressive performance theater rivaling the Kennedy Center completed the space and included extensive Audio/Visual, theater equipment, stage, catwalk, back-of-house areas, dressing rooms, theater seating, scene shop and fly lifts.

The project achieved LEED Silver certification.



CORPORATE ENTITY

Team Members Experience



Landscape Architecture, Civil Engineering and Land Planning

Firm Profile

Since its inception in 1986, Stimmel has combined the skill & creativity of landscape architects & planners with the dedication & experience of professional engineers to plan dynamic spaces for people to live, work & play.

Based in Winston-Salem, North Carolina, we are a full service Landscape Architecture, Land Planning & Civil Engineering firm with 30 years of experience in more than 200 communities in the southeast. With our expert professional staff of more than 40, including Land Planners, Licensed Landscape Architects & Civil Engineers, LEED Accredited Professionals & former governmental regulatory officials, we help a broad range of clients determine what to build & where to build it*. While our approach is grounded by practical experience, our objective is to create vibrant work integrated with the surrounding environment.

We are effective negotiators capable of reconciling diverse priorities & achieving timely approvals. As a result, Stimmel's work is compelling, financially viable & environmentally appropriate.

- 30 years in business
- 40+ Design & Engineering Professionals
- Licensed Landscape Architects
- Licensed Civil Engineers
- LEED Accredited Professionals
- Licensed in 6 states
- Offices in Winston-Salem & Charlotte
- 200+ Communities in the Southeast
- NCDOT Pre-Qualified
- Small Professional Services Firm (SPSF)

* Our Landscape Architecture, Land Planning, Civil Engineering & Urban Design firm is registered with the Secretary of State, licensed with the North Carolina Board of Examiners for Engineers & Surveyors & the North Carolina Board of Landscape Architecture. Greenwich Group International, New York, NY



Equity and Debt Manager

Firm Profile

Greenwich was founded in 1995 by Simon Mildé. With his partner, Larry Baucom, they have assembled a senior executive team with more than 150 years of real estate experience. Each senior member brings a unique perspective that allows Greenwich to create unparalleled solutions for its clients.

Greenwich partners have also helped found two related companies to expand the capabilities and offerings we can provide:

- Terra Capital Partners, founded In 2002, a real estate investment management company
- Capital District Properties, formed in 2004, a development company focusing on luxury multi-family developments in the Albany, New York area

The executive team brings over 150 years of real estate experience to the table. For this endeavor, we have added Steve Lorenz and Buzz Shattan to our team.



Economic Impact Analysis

Firm Profile

Founded in 2005, Sage Growth Partners works with growth-minded organizations to solve complex problems, achieve sustainable growth, and create unique value. We will find and define clients' authentic value to the market through a rigorous discovery process that challenges inside-out thinking and leverages applied healthcare economics. We will unlock and describe value, uncovering unique capabilities, crystallizing use cases, and monetizing the benefits that customers will receive. We will identify and prioritize the most lucrative services, segments, and markets, delivering a segmentation strategy to ground and align commercial outreach activities. We will map a path for commercial growth with rigor and clarity around direct addressable market opportunities. We will formulate engaging, compelling messaging that elevates clients' brand reputation with targeted audiences.



CORPORATE ENTITY

Team Members Experience

ashton

Branding/Wayfinding

Sidewalk Development believes in their motto, "Rebuilding the Art of The Stroll".

One of the great place-making devices is Environmental Graphics incorporating Wayfinding Signage and Building Signage.

Tim Elliott has worked with Ashton Design on numerous projects including Rock Hill, SC and Rowan University wayfinding. If we are to weave the Stadium complex into its surroundings and create a unified district and or destination, no other firm has the credentials to offer this project for Environmental Graphics like Ashton Design as you will note.

Firm Profile

Ashton Design is a Baltimore-based design studio enhancing human experiences through identity, environment, print and digital projects. Since 1985, our collaborative approach from concept to implementation has earned us a reputation for unique, creative and timeless design. We embrace the challenge of designing for any size project—from business cards to national sports stadiums—by assembling a team of creative minds, researching the project goals, and applying proven practices to achieve desired outcomes.

The variety of work and range of clients that trust us to translate their visions into reality motivates us. From small business entrepreneurs, museums and nonprofit organizations to commercial developers, universities and large corporations, we love exceeding our clients' expectations. The output is always meaningful and authentic design, but the relationships we build along the way are as rewarding as the work itself.

There are lots of ways to talk about a design studio—the kind of work it does, its clients. I've always thought of Ashton Design as being about the people who are in it, how they support one another, and how devoted they are to this field."

DAVID ASHTON, FOUNDER

Establishing the Foundation

The foundation for success begins with a full immersion into everything about your project so we can internalize your culture, values and goals. We forge close, effective working relationships by listening to the stakeholders. All information is absorbed, assumptions tested and findings reported before starting to design.

Setting Priorities

Clients come to us for our expertise. You have ideas and goals but don't know where to begin. Our first step is prioritizing design components, establishing schedules and identifying project elements that require special coordination. Our attention to these details and timelines makes the entire process easy for you, allowing you and your team to make confident decisions.

Project Management

The Ashton approach is distinctive: Our designers manage their own projects, which means you communicate with them directly. From kickoff through production, they guide you through each phase and use their expertise to ensure design intentions are carried into every detail. Feedback and approvals are coordinated to be efficient and timely to stay on schedule and within budget.

CORPORATE ENTITY

Team Members Experience

ORIOLE PARK AT CAMDEN YARDS

Baltimore, MD

Client: The Baltimore Orioles, Maryland Stadium Authority, Delaware North Companies

Janet Marie Smith, Senior VP Planning/Development, 443.540.1193, jmsmith@dodgers.com

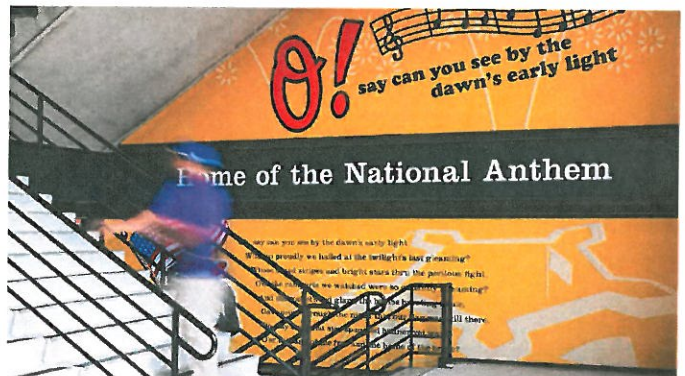
Gregory E. Bader, Vice President, Communications & Marketing, 410-547-6105, gbader@orioles.com

Environments: Placemaking; Architectural Signage; Wayfinding; Supergraphics

Identity: Logo Design; Illustration

It was at Camden Yards, working closely with urban planner Janet Marie Smith, that we first established and, over decades, refined our approach to environmental graphics for sports venues. We first branded the stadium as a destination with iconic elements, such as the scoreboard clock, before seamlessly integrating the Orioles' team brand throughout the concessions and concourses. We completed extensive research into the deep history

of the team that dates back to the 1880s, which inspired the murals and graphics implemented throughout the stadium. Consecutively awarded the Best Stadium Experience by Stadium Journey, Camden Yards set the standard for the modern fan experience with the charm of an old-fashioned park.



ashton

CORPORATE ENTITY

Team Members Experience

ED SMITH STADIUM

Sarasota, FL

Client: The Baltimore Orioles, Maryland Stadium Authority, Delaware North Companies

Janet Marie Smith, Senior VP Planning/Development, 443.540.1193, jmsmith@dodgers.com

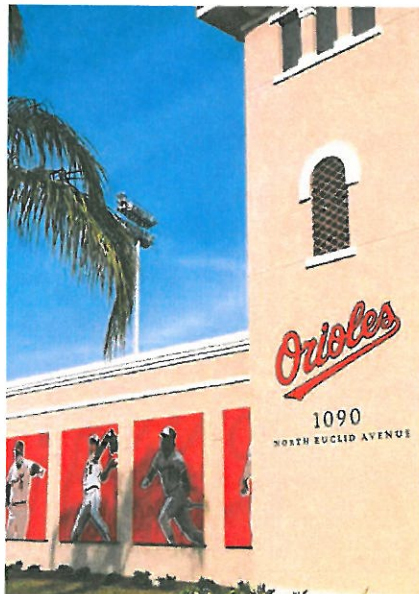
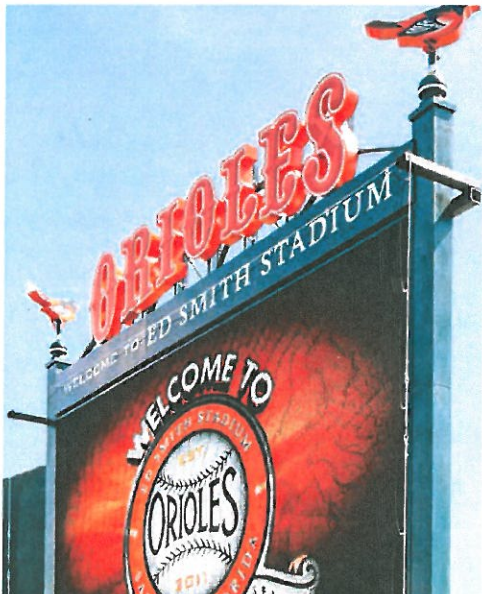
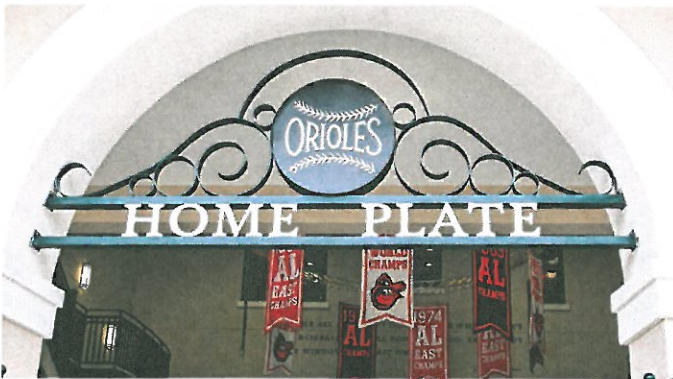
Trevor Markham, Director of Operations, 941-954 4101, tmarkham@orioles.com

Environments: Placemaking; Architectural Signage; Wayfinding; Supergraphics

Identity: Logo Design; Illustration

Ed Smith Stadium was considered a cold, run-down facility with Brutalist style architecture when the Orioles took it over in 2010. We sought to bring humanizing touches through the graphics and signage that pay homage to Camden Yards while embracing Sarasota's unique heritage

into a singular expression. The "Orioles" type across the scoreboard is reminiscent of the original one we designed for Camden Yards in 1992, and the ivy green gates are just a few of the elements that make Ed Smith the Orioles home away from home.



ashton



02

Financial Capacity

FINANCIAL CAPACITY

Most recent annual report(s)

See attached supplement

There are NO current non-performing loans or loan defaults in the last five years.

There are NO instances in which a member of the development team has been involved in litigation or other legal dispute regarding a real estate venture during the past five years.

Provide a statement as to whether the respondent or any officer, principal or principal employee has been adjudged bankrupt either voluntary or involuntary, or has been convicted of a felony in either case, within the last ten (10) years.

There are none.

Past history of raising capital and working with complex public financing instruments

Financial Information

Most recent annual report(s)

Personal Finance statements of the Development Partners are included in this section Coakley Williams statement is included.

List of any current non-performing loans or loan defaults in the last five years

None.

Description of instances in which a member of the development team has been involved in litigation or other legal dispute regarding a real estate venture during the past five years

None

Information about instances in which any member of the developer's team has ever filed bankruptcy.

None

Provide a statement as to whether the respondent or any officer, principal or principal employee has been adjudged bankrupt either voluntary or involuntary, or has been convicted of a felony in either case, within the last ten (10) years

No.

Past history of raising capital and working with complex public financing instruments

While with Sora Development, Tim Elliott directed the Design and Construction of the project. Jim Deveney, (now Attorney for Sidewalk), raised capital (Private Equity & Debt) for all projects in the Rowan Boulevard project. Companies Jim worked with to raise the capital include:

- Glenn Ercole, Ercole capital, Lutherville, MD
- Keyser Capital, Hunt Valley, MD
- Wilmington Trust, Wilmington, DE
- First Republic Bank, Philadelphia, PA

For the Rock Hill project, many sources of equity and debt were utilized including:

- Equity: Private Partners (which Elliott was a member) utilized a line of credit from South State Bank (which Elliott was a member)
- BB&T
- Federal and State Historic Tax Credits

For the High Point project, we will utilize Greenwich Capital Group of New York, NY for equity and any debt needs for the project.

Composition of Real Estate Portfolio by Type and % (in past 6 years)

Retail - 315,000 SF (Rowan 215,000/, Rock Hill - 80,000/ Greenville - 20,000)

Hotel - 260,000 SF (Rowan; 139 key Marriott Courtyard Hotel/rock Hill - 120 key Radisson Hotel

Student Housing; 626,000 sf (1,650 beds with another 950 currently in planning stage)

Market Rate Apartments; - 330,000 SF (180 units in Richmond, VA - VCU Medical/ and 75 units in Greenville, NC East Carolina University)

University-related Lease back structures - 108,000 SF (18,000 SF Honors College at Rowan University / 60,000 SF School of Continuing Studies at Rowan University / 30,000 SF Nutrition Management, Sports Management departments of Winthrop University

Athletic - 189,000 SF - Multi-court and city tournament center for Winthrop University and City of Rock Hill, SC

Parking Decks - 2,700 spaces (1,200-car 7-story parking deck for Rowan Boulevard and 1,500-cars in Rock Hill for 2 parking decks)

Office - 160,000 SF at Rock Hill, SC

Auditor-prepared financial statements will be required prior to the execution of any Development Agreement

FINANCIAL CAPACITY

The FINANCIAL documents listed below are included in a separate, confidential attachment. This financial information is CONFIDENTIAL and shall not be distributed beyond this purpose, nor made public.

- PFS statement of Partnership of Sidewalk Development (Brian Rogers - 50% owner, along with Tim Elliott, 50%). A combined \$54 million is stated herein.
- Accounting Statement of Coakley Williams - Construction Management consultant to Sidewalk on this project for Infrastructure and building schedule and estimates. Sidewalk Development is now directing the \$38 million project in Austin, TX for St. Edward's University -- Coakley Williams is Construction Manager for that project. We include this as they have excellent client base (in Higher Education and Multi-family) and it illustrates their solid financial footing for participating in this project with Sidewalk. Evidence is illustrated as I have been on projects where the CM can get overextended and lose bonding and lending to execute the projects. The vision will take years to complete, and having a solid CM is paramount to the long term prosperity of estimation and Constructibility execution.

Note: While you examine financial strength of the Development teams, most likely a new LLC entity will be formed specifically for this project. But financial footing of the Partners, who will participate in future buildings be examined..not the submitting entity, is key.



03
Experience

EXPERIENCE

Sidewalk Development

The matrix below details how each of our four relevant projects meets the specific criteria in the RFP. Each project is provided in detail in the following pages.

PROJECTS		Large, Master-Planned, Mixed-Use	Master Developer Agreement	College/University Association	Tax Credit	Collaboration with Local Developer	Public/Private Partnership	Student Housing	Market Rate Housing	Retail	Park	Senior Housing	Office & Hotel	Infrastructure Planning
	UNIVERSITY CENTER	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	ROWAN UNIVERSITY	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓
	EAST CAROLINA UNIVERSITY	✓	✓	✓		✓	✓	✓	✓	✓	✓			
	ST. EDWARD'S UNIVERSITY			✓	✓			✓		✓				

EXPERIENCE

Sidewalk Development

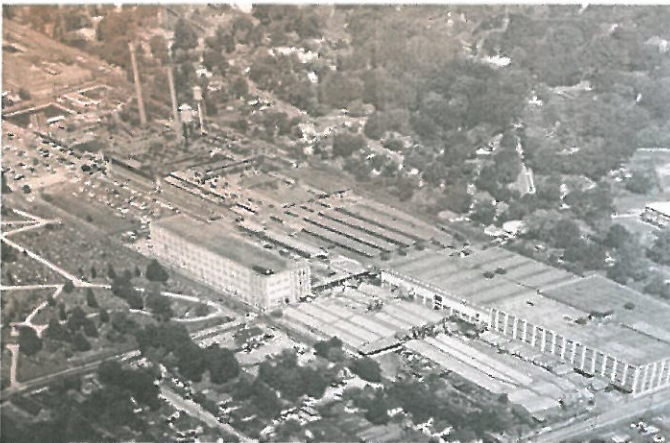
UNIVERSITY CENTER - MIXED-USE DEVELOPMENT

Rock Hill, SC

University Center is a real estate development of a 23 acre site that threads the history of this Mill town into a modern mix of:

- Commercial office space
- An indoor Athletic Complex with competitive courts
- 120 room hotel and banquet center
- Market Pavilion with retail and food vendors
- Restaurants and an indoor stage complex
- 500 bed student housing
- Market rate apartments
- Active Adult living
- Outdoor Festival spaces

Visit <http://universitycenter-rh.com/> for additional information



(Aerial view of University Center – before development)

Briefly, Winthrop University, located in Rock Hill, South Carolina, was interested in expanding its appeal to potential students, current students, and the local populace. After reading a "New York Times" article about the Rowan Boulevard project in New Jersey, university and local politicians contacted Tim Elliott to re-vision the downtown.

Tim created a master vision plan that united the university's campus with a vacant textile mill, known locally as "The Bleachery" that once employed 5,000. The purchase of the abandoned mill and land enabled the team to have the area designated as a historical site, which is important to gain access to Federal and State Historic Tax Credits combined with South Carolina Mill Tax Credits.



(Aerial view of University Center site – after demolition)

The acquisition was used to link up the university and city of Rock Hill. The goal of this project – what was termed as a "mill village" – was to make the town more accessible to college students, faculty, and staff while revitalizing local businesses that could contribute to the town's economy and tax base.

Besides helping current businesses thrive, the Rock Hill project also attracted new businesses and start-ups that represent a variety of industries. This was a natural partnership with the university, which helped supply talented students looking to expand their real world experience while complementing their academic careers.

The first step of the project was to repurpose the old textile buildings into spaces that would include office, restaurant, retail, hotel, student housing, and senior housing and a venue that would capitalize on the rapidly growing and successful Rock Hill market of "sports tourism" showcasing regional tournaments. Closely aligned with the sports venue were various departments at Winthrop that concentrate on physiology, sports management, exercise, and nutrition.

Connecting the town's past with the many offerings of the current day environment has created an entirely new venture that will provide short term, and long term, benefits over the next several decades.

UNIVERSITY CENTER - MIXED-USE DEVELOPMENT

Rock Hill, SC

CHALLENGES

Bringing the idea of Rock Hill into a new vision was not without challenges. The textile mill occupied over 23 acres and would have to be selectively demolished and identify renovation opportunities, while keeping the rustic industrial heritage and features of the property required for gaining approval of the Historic Tax Credits.

In addition, revenue and income were vital to the project's success. Sidewalk Development worked with various political entities to have the mill site designated as a historical site. This move produced a 25% tax credit for each of the three remaining buildings after demolition.

In addition to the Historic Tax Credits, every building in this project is available for the 25% mill tax, which translates to a minimal equity requirement for future construction loans and virtually guarantees a 20% IRR.

Clearing the site and preparing it for construction was another challenge. This was solved via a deal between Sidewalk Development the city of Rock Hill through introduction of a TIF (Tax Increment Finance). The TIF allowed the city to pay for demolition and transfer the costs to the developer through eventual taxes from the multiple buildings.

Another challenge was the large cost of Infrastructure required for the full site which included not only the land demolition and clean up, but also pay for the roads, utilities and Parking structures needed for the full project build out. The Sidewalk team worked closely with the city, county and local school district to increase the size of the TIF for the project upon demonstration that the phased construction tax revenues kept pace with TIF Bond Debt Service payments.

The development team worked with the city to create a Public Private Partnership in the creation of a needed venue for an Indoor Athletic Tournament facility that would host Basketball, Indoor Soccer, Volleyball and other such programs. The venue study showed that the project would attract 1,500-3,000 athletes per week for the various tournaments – thereby offering a leg up for success for a Hotel and retail incorporated in the project. The tournament center was privately developed and leased by the City Parks and Recreation commission.

Site Purchase by the Master Developer proved complex as the Sidewalk team agreed to sell eight parcels of land phased over eight years guaranteeing to repay the city for its costs into the original site purchase of the vacant Bleachery. This helped reduce Interest Carry cost by the developer if they had to buy the entire property up front.

PROPOSED DEVELOPMENT TIMELINE

- Convert Lowenstein Building for spaces including:
 - o Restaurants
 - o Offices
 - o Trolley barn or depot
 - o Venue to attract sports tourism
- Housing for Winthrop University students
- Research and innovation incubator
- Senior living community
- Trolley for public transportation
- Public spaces for parks and parking garages
- A textile history museum that pays homage to the Bleachery and Anderson Motor Co.,
- Pathway for cyclists and pedestrians decorated with ironworks from the still-standing boiler plant.
- Sidewalk Development purchased a 23-acre long-vacant textile mill that was adjacent to the university. Purchase enabled the site to become a federally designated historical site. This move produced a 25% Federal and State tax credit for the entire site. In addition,
- South Carolina has an Abandoned Mill credit of 25% for developers who are renovating vacant textile mills for all buildings (15) within the master plan – new or existing.
- These available credits greatly reduce the cash Equity required for Construction loans, and can generate between 25% and 50% immediate equity into buildings – creating superior returns for investors, or can greatly reduce the rent rate compared to existing product which has less building design and location appeal. With this project located 20 minutes south of Charlotte, the developer has created a low-cost attractive alternative in a "suburb" of the large city which fosters fill rates.
- Sidewalk Development negotiated a deal with the city of Rock Hill worth \$4.7 million for 23 acres. The developer will sell 8 parcels for \$9 million, creating a positive return.
- The city created a tax Increment Finance (TIF), and assumed fiscal responsibility for demolition, site cleanup, and all site utilities to be repaid by future tax on each building to the city within the planned construction.
- Rock Hill also guaranteed a 25-year lease on proposed buildings, which include an indoor athletic training and tournament center totaling 189,000 square feet. Office building renovation was achieved by converting a former industrial building, which totaled 220,000 square feet.

EXPERIENCE

Sidewalk Development

UNIVERSITY CENTER - MIXED-USE DEVELOPMENT

Rock Hill, SC

The acquisition was used to link up the university and city of Rock Hill. The goal of this project – what was termed as a “mill village” – was to make the town more accessible to college students, faculty, and staff while revitalizing local businesses that could contribute to the town’s economy and tax base.

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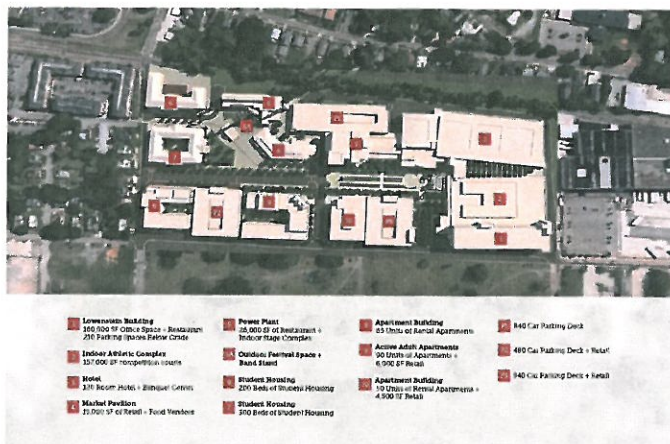
Aerial view of University Center



University Center - View of renovated existing historic Power Plant converted to Retail and Restaurants



University Center - View of Town Square – Rock Hill, S.C.



University Center – Master Plan with building key

ROWAN UNIVERSITY - MIXED-USE DEVELOPMENT

Glassboro, NJ

Rowan University is a public university situated in Glassboro, New Jersey. In 2000, the Borough of Glassboro wanted to redesign the downtown area, which was adjacent to the university.

After gathering information from residents and members of the city council, the vision for what would become Rowan Boulevard started to become clear. Citizens wanted a downtown that was walkable, contained local and national retailers, and offered a host of other attractions, including restaurants.



The challenge lay in amalgamating 26 acres of land that contained a variety of residences and businesses that were either abandoned or in various stages of decay. SORA Development, Tim Elliott's former employer, worked with the State of New Jersey to move the project in the right direction.

One of the first steps was SORA's creation of a master development plan, under the direction of Elliott, which utilized a variety of strategies, including a long-term Master Developer Agreement, Master Plan for 16 buildings on the entire property, and creation of a Tax Increment Finance (TIF) vehicle that helped fund early demolition, infrastructure and utility constructions. This placed the financial burden of demolition, site cleanup and maintaining all site utilities on the borough – payed back by future tax revenue of the project.

After groundbreaking in 2008, Rowan Boulevard came in to existence. Construction over the next two years included apartment complexes, a Barnes & Noble Collegiate Superstore, Starbucks, and a 129-room Marriot Hotel and Conference Center.

Today, the town and university continue to thrive, with \$3 million in tax monies generated and enrollment in the university doubling from 8,500 to 16,000 with projected enrollment over the next five years to reach 25,000 students. Prior to the Rowan Boulevard project, the same area of 92 properties collectively supported an aggregate of \$200,000 in tax revenue to the borough.

CHALLENGE

Making Rowan Boulevard a reality required a new approach to development projects between cities and universities.

SORA Holdings saw that one of the main challenges were purchasing the separate 92 private properties incorporating 26 acres of property. Interest Carry by the developer on the \$24 million needed to purchase the 92 properties up front would be costly and have upward effect on the rent rates within the project.

In order to solve this problem, the development team worked with the State of New Jersey to classify this parcel as a redevelopment district. This enabled property owners to receive the full appraised value of their property. The borough floated a Revenue Bond (with less interest cost than a private entity) for the entire 26 acres and Sora coordinated the full purchase in a mere nine months. The revenue bond was then backed by future taxes on this project.

SORA Holdings realized that, in order to move forward with its master development plan, the Borough of Glassboro would have to create a Tax Increment Finance (TIF). Through this TIF, the borough would assume fiscal responsibility for demolition, site cleanup, and all site utilities.

Working with the borough and the university, SORA Holdings was able to begin construction on the project, following its master development plan. Having already taken care of crucial steps, the project flowed smoothly – and quickly became the standard for similar projects across the country. The project was written about in the NY Times publication.

EXPERIENCE

Sidewalk Development

ROWAN UNIVERSITY - MIXED-USE DEVELOPMENT

Glassboro, NJ

GROWTH TIMELINE

- 2009 and 2010 the SORA-built Rowan Boulevard Apartments complex opens. These two buildings house nearly 900 students. In 2010 the Barnes & Noble Collegiate Superstore opens, which includes Rowan University's official bookstore and a Starbucks café.
- Whitney Center Honors Housing building opens in 2011 with housing for 300 students, a new Honors College, and 22,000 SF of retail.



- In 2013 a 129-room Courtyard by Marriott Hotel and Conference Center opens
- The year 2013 sees the opening of the Enterprise Center for Rowan University Continuing Studies. Boasting 53,000 square feet, and situated between the Marriott and Barnes & Noble, the center is home to:
 - Rowan's Division of Global Learning & Partnerships
 - Domino's Pizza
 - Gloucester County Chamber of Commerce branch
 - Lush Nails & Spa
 - Fitness Fuels eatery
 - The Boulevard Salon
 - HFM Investment Advisors
 - Treasures on Broadway Boutique
- Featuring medical, dining, and retail space 220 Rowan Boulevard opens in 2015. The 316,000 square foot building houses upper level students and market rate housing. Tenants include: Inspira Urgent Care; Cooper Bone and Joint Institute; South Jersey Federal Credit Union branch; Tony Luke's restaurant
- The 300-seat Chickie's & Pete's sports bar and restaurant opened in Fall 2016.

FINANCIAL

- The borough owned 92 separate land parcels for \$22.5 million that were needed to develop Rowan Boulevard. The finance interest on holding all of these properties until each of them were sold would be extensive. The development team worked with the state of New Jersey to classify this parcel as a redevelopment district. As such, condemnation powers could be used to acquire each parcel if necessary. This tool never was utilized. Each parcel owner negotiated sale to the development team.
- Property owners received the appraised value of their property and the entire parcel was purchased in 9 months. The money paid out was raised by a revenue bond, backed by future taxes on this project.
- SORA Development's master development agreement was comprised of a 12phase parcel breakdown. Creating this master vision, the work of Tim Elliott, now Owner of Sidewalk Development, was a key step in the city agreeing to create a tax Increment Finance (TIF), and assume fiscal responsibility for demolition, site cleanup, and all site utilities.
- Rowan University enrollment over the last seven years has grown from 8,500 before the project to 16,000. Projected enrollment over the next five years is 25,000.
- Tax revenue from 92 properties, prior to the master development agreement, was \$200,000. Seven years later the city is reaping \$3 million in taxes (growing to \$6 million per year at project completion), which is repaying debt service for revenue bond created for the land purchase.
- Coordination of Town Park (at right) for all season events was crucial in creating a cultural center and assisted retail base for sales.



ST. EDWARDS UNIVERSITY - MIXED-USE DEVELOPMENT

Austin, TX

St. Edward's University is growing, improving and consistently gaining national recognition. Meeting the needs of the 5,000 students by providing innovative campus facilities for living, learning and teaching is vital to continued success.

Beginning in May 2016, the final phase of the campus master plan with several construction projects to include a new on-campus apartment complex, major renovations for two historic buildings, and a new operations building is taking place.



Sidewalk Development was selected as the owner representative on the project, Coakley Williams is the General Contractor, and Sasaki Associates is the architect.



To satisfy the need for on-campus, student housing, construction of an apartment complex, with 450 beds, began in the Spring of 2016. This \$40 million project is scheduled to open in time for the Fall 2017 semester, further developing the university's vibrant residential campus. The fully furnished units, competitively priced, will provide students the convenience of living on campus and the opportunity to stay closely connected to the academic community during their time at St. Edward's.



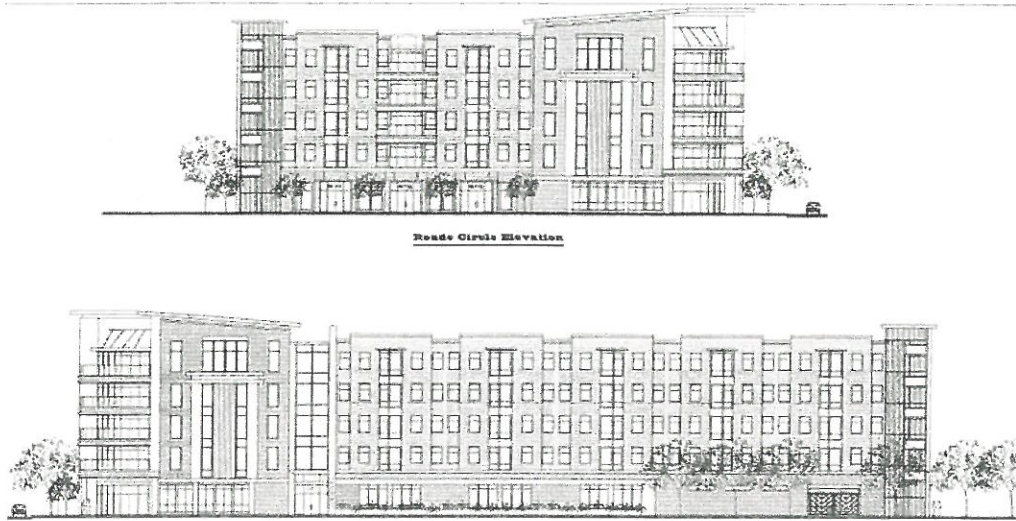
Sidewalk Development guided all design and construction including permitting and finance for this facility.

EXPERIENCE

Sidewalk Development

EAST CAROLINA UNIVERSITY - MIXED-USE DEVELOPMENT

Uptown Greenville, NC



Continuing the recent resurgence in the Dickinson Avenue Corridor, this development will help further the needs of the hospital and university community.

Uptown Greenville, NC – Plans for a \$32 million mixed-use investment in the Dickinson Avenue corridor are now underway by Sidewalk Development, an established real estate development firm with offices in Baltimore, Maryland, and Charleston, South Carolina.

Sidewalk announced they seek to sign a contract for the city parking lot at the corner of Dickinson Road and Read Circle. The firm plans to build a mixed-use project that will consist of the city's first 40-unit market rate apartment complex with 20,000 SF of retail, restaurant and office space, as well as a 60-unit student housing project.

Tim Elliott, a Partner with Sidewalk Development stated, "After examining the Dickinson Avenue Master Plan prepared by Ayers Saint Gross Architects of Baltimore, we are excited to have the opportunity to participate in the district vision by developing a mixed-use project that will help serve the hospital and university professionals in this corridor."

Plans call for the development of a 2-acre parcel where the firm intends to construct two buildings on the site – one market rate apartment complex facing Dickinson Avenue with all the housing amenities currently available in residential projects including a rooftop pool; and another building facing South Pitt that will be a student residential project.

We want to acknowledge Greenville's staff and city council. Their pioneering vision to complete the Dickinson Avenue Master Plan inspired private interest in this historically significant area. The Sidewalk Development project, using "Live. Work. Play." guiding principle, will have a major increase in our tax base, residential population and commercial/retail offerings."

"Great momentum and resurgence in the Uptown District has been experienced recently and we plan to only add to that success," Elliott further explains. "This development will become the new gateway that will help to demonstrate Greenville as a leader in urban redevelopment in this region," he continued.

EXPERIENCE

Sidewalk Development

Experience with Municipalities or Other Public Sector Entities.

Sidewalk Development and its founder, Tim Elliott, have negotiated numerous large public private agreements to affect the phasing, purchase and execution of complex urban projects. Sidewalk has created in the past 6 years two very large projects totaling over \$586 million in development, and over 47 acres of Urban property.

Examples include:

Rock Hill, SC (Winthrop University)

- 23 acre downtown site; 16 buildings envisioned, \$225 million in construction
- The city initially owned the 23-acre vacant Bleachery in downtown Rock Hill, SC adjacent to Winthrop University. Sidewalk Rock Hill, LLC was formed and managed by Elliott to first create the vision of the project in a master plan. This takes several coordination meetings with community, city and Planning departments to incorporate a PUD, or Planned Unit Development -- which is a legal instrument depicting the unique zoning restrictions of the entire site, creating a legal document depicting the Architectural covenants for the entire project. The Master Development Agreement took 8 months and 189 pages to complete and included:
 - Phased Development Agreements
 - Land Purchase Obligations
 - Funding Mechanisms for TIF (Tax Increment Finance)
 - MID (Municipal Investment District) obligations for backstopping tax payment obligations for debt service repayment
 - Tax Credit application and adherence documentation (Federal and State)

Glassboro, NJ (Rowan University)

- 26 acres of downtown revitalization; 12 phases; 1.3 million square feet; \$350 million

- Tim was project leader of this multi-phased downtown mixed use vision which initially amalgamated 92 properties into a cohesive 26-acre parcel connecting the university and Town Hall. The firm negotiated all buy outs of all 92 properties and transferred all property title work to the borough for inclusion in the new city owned master development. Tim, while at Sora Development, created the Master Plan, while Jim Deveney, now legal director at Sidewalk Development, created the Master Development legal instrument between the city and Sora Development (owner / developer) where Tim was Project Director. Tim also created the Architectural Covenants, and used Ashton Design (also included in this team for High Point) to create the standard signage package and wayfinding system for the entire project. Also created were Ground leases by the borough (city) for developers. The project also created a large 5-acre park to create urban Event space along with gardens for all seasons.

Use of New Markets Tax Credits and Other Applicable Tax Credits

Sidewalk utilized many economic development financial tools to produce construction in University City development. The firm utilized New Market Tax Credits in projects in New Hampshire while working with University of New Hampshire. The state's Economic Development agency worked with our firm to apply for the area allocated funding for the project. Typically, the project has to be Shovel Ready, and also, job generation are paramount for consideration.

The key to utilization of these funds impacting lower income communities. The High Point area is affected by Census Tract 106.02 in Guilford County North Carolina. As such, we need to identify not only the tract availability, but also the Allocation and NMTC allocates. Below is a partial list of available credit suppliers awarded allocations and their amounts.

Awardee	City	State	Year	Program	Amount	Service Area
Banc of America CDE, LLC	Washington	DC	2014	NMTC	\$55,000,000.00	National
Boston Community Capital Inc.	Boston	MA	2016	NMTC	\$55,000,000.00	National
Brownfield Revitalization, LLC	Raleigh	NC	2016	NMTC	\$70,000,000.00	National
CAHEC New Markets, LLC	Raleigh	NC	2016	NMTC	\$45,000,000.00	Multi-State
Habitat for Humanity NMTC, LLC	Atlanta	GA	2016	NMTC	\$55,000,000.00	National
National New Markets Fund, LLC	Los Angeles	CA	2014	NMTC	\$55,000,000.00	National
National Trust Community Investment Corporation	Washington	DC	2014	NMTC	\$45,000,000.00	National
People Incorporated Financial Services	Abingdon	VA	2016	NMTC	\$65,000,000.00	Multi-State
SunTrust Community Development Enterprises, LLC	Atlanta	GA	2016	NMTC	\$80,000,000.00	National
The Community Builders CDE, LLC	Boston	MA	2014	NMTC	\$40,000,000.00	National

Sidewalk Development will work in tandem with Forward High Point and High Point Economic Development department to introduce the project financials to these allocates.

EXPERIENCE

Sidewalk Development

References

Public Officials:

Allen M. Thomas, Mayor of the City of Greenville
P.O. Box 7207
Greenville, N.C. 27835
amthomas@greenvillenc.gov
252-902-9021 - cell

David Lawrence - City of Rock Hill, SC Project Manager for Knowledge Park
Knowledge Park Development Manager
Economic & Urban Development
City of Rock Hill
P.O. Box 11706
155 Johnston Street (29730)
Rock Hill, South Carolina 29731-1706
o: 803-326-3827
David.Lawrence@cityofrockhill.com
<http://cityofrockhill.com>

County/City:

Bianca Shoneman - Uptown Greenville
City of Greenville, N.C.
bianca@uptowngreenville.com
252-402-6888

Financial Partners

Bill Kinnear, (Rowan Project) -- with Keyser Capital
Greenwich Group - c/o Steve Lawrence
Brian Rogers/Wells Fargo

Others:

Kimberly Kvaal
Vice President for Financial Affairs
St. Edward's University
3001 S. Congress Avenue
Austin, TX 78704
Tel: (512) 448-8403
Cell: (415) 209-3832
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Rock Hill Economic Development Commission
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Direct 803.324.1340 | Mobile 803.487.7200
mkimmel@wrhi.com



ST. EDWARD'S UNIVERSITY

Finance and Administration

March 29, 2017

Tim Elliott, Partner
Sidewalk Development
1122 Kenilworth Drive
Suite 418
Towson, Maryland 21204

Tim –

We have been working together for the past 2/1-2 years and I am writing this letter to express my sincere appreciation of the work you have provided thus far.

The value of an institutional developer, with a background in architecture such as yourself with your level of accountability and reliability is immeasurable. You and your team have illustrated a dedication to St. Edward's University that is second to none.

You have overcome many obstacles, are in constant communication with our University and have coordinated the architectural design efforts for this project. And for that, I thank you.

I would like to extend our sincere appreciation for your attention to detail and would welcome the opportunity to serve as a reference for you at any time. We are proud of the work delivered and can confidently call the work you and I are producing together - a tremendous success.

Thank you again for your dedication to me as well as St. Edward's University. We look forward to continuing our successful relationship.

Sincerely,

Kimberly Kvaal
Vice President for Finance and Administration
St. Edward's University



May 1, 2017

Tim Elliott, Partner
Sidewalk Development
1122 Kenilworth Drive
Suite 418
Towson, Maryland 21204

Tim:

Thank you for allowing me to offer this letter of recommendation on your behalf.

As you know, I and many other citizens of Rock Hill have worked for decades on how to revitalize what we formerly called our "textile corridor." But when a man named Tim Elliott visited our city his enthusiasm and vision became infectious for what is known today as "University Center," and now we watch as our collective dreams rise out of the ground just like a "phoenix rising from the ashes" !! The thought processes of Tim Elliott and your vision "for what could be" has been an incredible asset to Rock Hill and is helping transform our center city into our vision of becoming "Knowledge Park."

I have thoroughly enjoyed getting to know you Tim, and watching as the fruits of your vision and labor transform Rock Hill into the 21st century community we all want it to be.

With great enthusiasm, I am pleased to offer my recommendation on Tim Elliott and would be pleased to speak directly to anyone desiring additional information

Very truly yours,
OTS MEDIA GROUP

A handwritten signature in black ink, appearing to read "Manning M. Kimmel IV".

Manning M. Kimmel IV
Managing Partner

Past Chair, Rock Hill Economic Development Commission
Past Chair, York County Economic Development
Member, Rock Hill Sports Commission

P.O. Box 7207
Greenville, NC 27835
www.greenvillenc.gov



Telephone: (252) 329-4419
Fax: (252) 329-4435
Email: amthomas@greenvillenc.gov

ALLEN M. THOMAS
MAYOR
CITY OF GREENVILLE

May 4, 2017

Tim Elliott, Partner
Sidewalk Development
1122 Kenilworth Drive
Suite 418
Towson, Maryland 21204

Re: Letter of recommendation

Tim,

On behalf of the City of Greenville, N.C., I am writing this letter to express my sincere appreciation for your vision and real estate development acumen.

Your views on economic growth, job creation and aligning the interests of the private and municipal stakeholders are innovative, thought-provoking and forward-thinking.

It is with great pleasure that I provide this letter of recommendation. Should you need anything further, please feel free to call on me.

Sincerely,

Allen Thomas
Mayor of Greenville, N.C.

Tim Elliott, Partner
Sidewalk Development
1122 Kenilworth Drive
Suite 418
Towson, Maryland 21204

Tim –

It is my pleasure to offer this letter of recommendation.

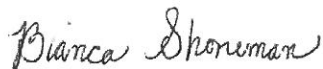
I have thoroughly enjoyed the time we have worked together on the Uptown Greenville initiatives. Thank you. Through your vision and expertise we are moving this forward. Your insight on how to “marry” a Public, Private Partnership has provided a creative means for a successful alliance.

There are dozens of ways of forming a public-private partnership. Each one is unique and can be designed to meet the exact needs of the local community. You have been a true team player and always manage to foster positive discussions and bring the best out of others.

Your work will continue to be a beneficial to our community and I am pleased to offer this letter of recommendation.

Please feel free to have others contact me to discuss your qualifications and what you bring to a successful partnership.

Sincerely,

A handwritten signature in cursive script that reads "Bianca Shoneman".

Bianca Shoneman
Uptown Greenville

EXPERIENCE

Sidewalk Development Resumes

Timothy Elliott – Partner, Sidewalk Development **Partner-in-Charge - Project Director/Director of Vision**



Tim Elliott is a Partner with Sidewalk Development responsible for the vision, planning and entitlement process for all new development projects. Tim brings more than 25 years of experience in architecture, design, administration and project management across developments ranging from \$20 million to \$380 million in value.

Prior to his experience as a principal developer, Tim was a partner in a large architecture firm headquartered in Baltimore, MD. His firm produced designs for higher education projects in 27 states and seven countries, including University campuses, healthcare facilities and corporate headquarter projects throughout the East.

The work of Sidewalk Development and Tim Elliott, in particular, has appeared in several articles about the unique design and development trends in campus-town development including the Wall Street Journal, New York Times and Charlotte Observer.

A Maryland native, Tim attended the University of Maryland earning a BS in Architecture. He now lives in Baltimore, Maryland with his wife and two daughters and enjoys painting, photography and is a genuine Walt Disney aficionado enamored with its culture, planning and operation skills. "All I ask is to balance a great sense of adventure, community, and skilled operation into any real estate plan."

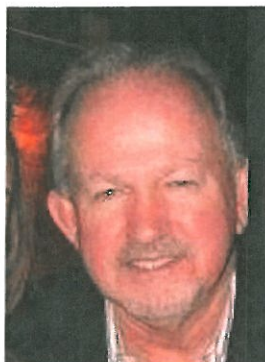
Relevant project experience:

- University of New Hampshire – downtown mixed-use project - http://www.fosters.com/article/20130503/GJNEWS_01/130509666
- University Center – mixed-use development project with Winthrop University <http://universitycenter-rh.com/>
- Rowan University – mixed-use development as featured in "The New York Times" <http://www.sidewalkdevelopment.com/wp-content/uploads/2014/11/Glassboro-NJ-Gambles-on-a-University-Partnership.pdf>
- St. Edward's University – mixed-use development project in Austin, Texas
- St. Peter's University – mixed-use development in New Jersey – as featured in "The Wall Street Journal" <http://www.sidewalkdevelopment.com/unlikely-tower-mates-wall-street-journal/>
- VCU Medical University – Apartment complex, Richmond, Virginia

EXPERIENCE

Sidewalk Development Resumes

James R. Deveney, Legal Director, Sidewalk Development



Demonstrated competency in principal level development, construction management, organizational structuring and equity oversight services. Assignments have been exclusively Owner/Lender side, protecting and representing the interests of those entities.

In depth experience consulting for and collaborating with top NYSE real estate equity and investment trusts, consulting on development/construction for UK, Swiss, Norwegian and Canadian clients, and broad exposure in entitlement, pre-construction, construction means/methods, contracts, and dispute resolution on a national basis.

Both as a team leader and team player, Mr. Powell has been involved in the direct management of diverse projects nationwide. In addition to starting, managing, and marketing his own firm, he has been a key asset in the start-up, management and systems implementation for large regional and national developers. In short, comfortable and capable at all levels.

Relevant project experience:

- St. Edwards University 450-bed Student Housing facility; Dir. Of Construction for Sidewalk Development
- The Seasons at Prince Creek, Myrtle Beach, SC – Land Development Consultant.
- Union Station Redevelopment Corp.- Washington, DC – Capital Projects Management Practices.
- Cascades WGV – Development Consultant-Top 50 Nationally Ranked over 55 - St. Augustine, FL.
- York Capital Management – Black Creek/Black Mountain Equity Oversight – Chattanooga, TN.
- Ingleside King Farm – 105 million dollar/700,000 s.f. Retirement Community (CCRC) –LEED-Building, Site and Public Improvements – Rockville, MD.
- Leucadia International – Equity Oversight – Market Commons-Retail and Residential Mixed Use Development / 300 million dollars – Myrtle Beach, SC.
- Montrose Crossing – Adaptive Reuse Retail Renovation – 115,000 s.f. – Montgomery Co. MD.
- River Bend Golf and Country Club – Fairfax County Special Exception – Golf Course Renovation.

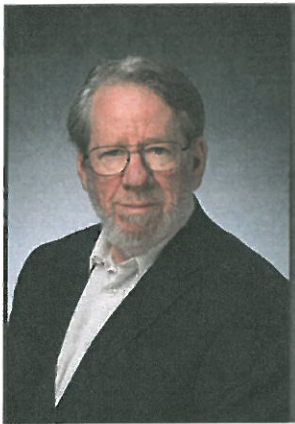
As Sidewalk Development Legal Director, Jim serves as the leader of our Legal team. He manages the day-to-day legal operations of Sidewalk Development. This role includes:

- Negotiation and preparation of contracts including leases, construction, architecture, consulting, and confidentiality agreements.
- Responsible of monitoring covenants and filings related to financings
- Participates in the analysis of legal and tax structures of new deals and investment opportunities
- Coordination of outside counsel related to the entity operations, including any outstanding litigation, government filings, permitting and entitlement, among others
- Acts as an active participant and provide legal support for activities associated with leasing, financing and other typical real estate transactions on a large scale from letter of intent through closing (including the drafting, review and negotiating of contracts, agreements and transactions).
- Advises team members on all facets of real estate transactions and real estate issues generally.
- Works closely with officers and employees in minimizing corporate risk while maintaining a competitive business environment.
- Anticipates and identifies legal issues of concern to the company, and develop strategies and solutions to resolve situations.
- Works closely with outside counsel to ensure that cost effective and high quality legal services are provided and, as required, oversees the effective use of outside vendors.

EXPERIENCE

Sidewalk Development Resumes

Jeff Middlebrooks – Director of Planning/Zoning, & Research **Planning and Research Demographic, Market, and Zoning Analysis**



Mr. Middlebrooks has extensive experience in urban planning, organizational planning for public development, managing developer competitions, negotiating disposition agreements, and the oversight of physical development.

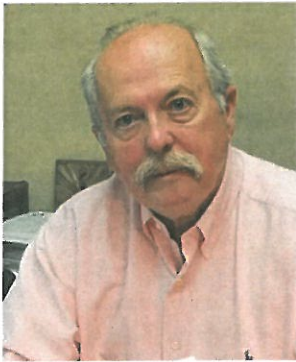
Jim has worked with Tim Elliott and Sidewalk Development on various design, development and construction project so more than 12 years on such projects as:

- Rowan University in Glassboro, N.J.
- University Center in Rock Hill, S.C.
- St. Edward's University in Austin, Texas
- Greenville – downtown mixed-use project
- Springfield, MI/Missouri State University – downtown mixed-use center
- Greenville, N.C. – waterfront park revitalization program coordination with the City Planning & Zoning Department for a PUD completion

EXPERIENCE

Sidewalk Development Resumes

Jeff Powell – Director of Construction Equity Oversight and Project Management



Demonstrated competency in equity oversight, development, construction management, and organizational structuring. Since founding the company in 1991, assignments have been exclusively Owner/Lender side, protecting and representing the interests of those entities.

In depth experience consulting for and collaborating with top NYSE real estate equity and investment trusts, consulting on development/construction for UK, Swiss, Norwegian and Canadian clients, and broad exposure in entitlement, pre-construction, construction means/methods, contracts, and dispute resolution.

Mr. Powell has been involved in the direct management of diverse projects nationwide. Currently projects include a \$40 million student housing complex at St. Edward's University in Austin, TX for Sidewalk Development; and BioFire Diagnostics, a \$100 million corporate headquarters and manufacturing facility in Salt Lake City. Serving both as the Owner Representative.

Relevant project experience:

- The Seasons at Prince Creek - Land Development Consultant - Myrtle Beach, SC.
- Union Station Redev. Corp.- Consultant - Cap Projects Management Practices - Washington, DC.
- Cascades WGV - Development Consultant-Top 50 Nationally Ranked over 55 - St. Augustine, FL.
- York Capital Management - Equity Oversight - Black Creek/Black Mountain - Chattanooga, TN.
- Ingleside King Farm - Owner Rep - 105 million dollar/700,000 s.f. Retirement Community (CCRC) 242 Apartments and amenities-LEED Building, Site and Public Improvements - Rockville, MD.
- Leucadia International - Equity Oversight - Market Commons-Retail and Residential Mixed Use Development / 300 million dollars - Myrtle Beach, SC.
- Oak Harbor/Grand Harbor - Owner Rep - 888 acre Adult Lifestyle Community - Vero Beach, FL.
- Happy Trails Resorts - Construction Manager - 320 acre full amenity (2,000 lot) RV resort including full site infrastructure, golf course, amphitheater and dining /activity facilities - Surprise, AZ.
- Walter E. Washington Estates - Owner Rep - 141 Unit Townhouse Development - Washington, D.C.
- NPS Pharmaceutical - Owner Rep - Corporate Headquarters/Lab - Salt Lake City, UT.
- NPS Pharmaceutical - Owner Rep - Laboratory/Research Facility - Toronto, Canada.
- Crowne Plaza Hotel - Consultant - Construction Claim/Contract Evaluation - Ogden, UT.
- Circuit City Stores - National Account Construction Manager - New, structural renovations, repositioning, and reconfiguring of projects nationwide.
- Outlet Retail Evaluation/Europe - Consultant - Abegglen /Union Bank Switzerland - Zurich.
- Courtship Tennis Facility - Owner Rep -Adaptive reuse of television studios - San Francisco, CA.

EXPERIENCE

Sidewalk Development Resumes

Jim Blount - Project Manager



North Carolina project manager having experience managing Sidewalk Development's Greenville, NC Dickinson Avenue corridor urban renewal initiative.

Jim worked with local legislature and local brokerage community to help Sidewalk Development through the development process for its \$32 million downtown mixed use project near East Carolina University.

EXPERIENCE

Sidewalk Development
Resumes

Pat Rhodes – Finance/Projections Adviser



Well-rounded real estate professional with extensive investment and development experience across a broad range of asset classes and risk profiles. Proven track record of successfully managing complex deals from inception through completion, including large-scale real estate development projects and sophisticated financial transactions.

Pat was instrumental in assembling all project proforma with Tim Elliott on the following:

- Rowan University – mixed-use project
- University Center, Rock Hill, S.C. – mixed-use project
- St. Edward's University – Austin, TX
- Springfield, MI

EXPERIENCE

Hord Coplan Macht
Resumes

Chris Harvey, AIA – Director of Design



Mr. Chris Harvey is an award-winning architect, and a principal and director of design for Hord Coplan Macht. With more than 25 years of professional experience, Mr. Harvey is responsible for the design and management of a variety of projects including urban mixed-use buildings, urban high-rise residential development, adaptive use, campus housing, office buildings, corporate interiors, retail and cultural institutions.

Mr. Harvey's work is bounded by a strong identity within context, yet remains crisply elegant and modern. He views every project as an opportunity to create, design and inspire. His detailed aesthetic and superior quality of work have led to many prestigious awards for design excellence. Mr. Harvey serves at the University of Maryland and Morgan State University as a visiting critic and he mentors students in the professional practices program.

EDUCATION

Bachelor of Arts, Architecture, Syracuse University School of Architecture, 1988

PROFESSIONAL LICENSES

Registered Architect: District of Columbia

RELEVANT EXPERIENCE

Ballpark Village 2

St. Louis, Missouri

- Hord Coplan Macht is leading the planning and design of this multi-phase, mixed-use project adjacent to Busch Stadium and Ballpark Village 2 in St. Louis, developed by The Cordish Companies. The project is an exercise in placemaking, displacing several blocks of surface parking in order to create a new vibrant live/work/play community. There are three major architectural components of the development. The first is a high-rise residential mixed-use building on the eastern-most block with 300 units and 15,000 square feet of retail space directly adjacent to the ballpark entrance. The western-most block is a 10-story mixed-use building with 100,000 square feet of office space and a boutique hotel, with additional retail in the base. Both of these contain structured parking. The third element of the plan is an event pavilion with a 10,000 square foot public market at grade with a private event space above.

800 Fleet Street

Baltimore, Maryland

- This project is a new 18-story mixed-use multi-family project, with retail and parking below. There will be 282 units totaling 323,000 sf of residential space, 6,100 sf of retail, 3,300 sf of office space, and 284 parking spaces.

Anthology

Washington, DC

- Located between two existing office buildings on trendy 'H' Street NE, this mixed-use infill project will feature 307 market-rate apartments, over 10,000 sf of street front retail in a combination of hi-rise concrete and wood frame construction. Carefully designed to reflect the experience of the surrounding neighborhood context, the street level will be activated with a coffee shop, specialty shops, and urban grocer. Below ground structured parking for approximately 390 vehicles will be provided.

Half Street Development

Washington, DC

- The project is a new two-phase urban mixed-use high-rise with multifamily, retail and hotel uses in the first phase and condominium in the second. The project is partially constructed over an existing underground parking structure which will be expanded across the entire site. Located in the emerging navy yards neighborhood of DC, and adjacent to the main gate of Nationals Park, the project will feature multiple restaurants, a planned public fitness club, and roof top amenities for both the multifamily and the condominium uses. When complete the development will bring approximately 360 new residential units to the neighborhood.

Texas Live!

Arlington, Texas

- Texas Live! is a \$250 million dining, entertainment and hospitality district being developed by Major League Baseball's Texas Rangers, The Cordish Companies and the City of Arlington. The District, which sits between Globe Life Park and AT&T Stadium, is expected to include 200,000 square feet of dining and entertainment, a 300+ room upscale convention hotel, 35,000 square feet of meeting and convention space as well as an outdoor event venue that can hold up to 5,000 people. Texas Live! is part of a greater \$4 billion vision for the Arlington Stadium District that includes the Rangers new \$1 billion ballpark and the preservation of Globe Life Park.

EXPERIENCE

Hord Coplan Macht
Resumes

Miguel Iraola, RLA, ASLA – Director of Planning



Mr. Miguel Iraola is a planner and landscape architect with substantial experience in land use planning and urban design. With more than 28 years of private and public sector planning experience, he leads the firm's planning studio. Prior to joining HCM, Mr. Iraola was an urban design coordinator for the Maryland-National Capital Park and Planning Commission where he was responsible for urban design and regulatory assignments in the Silver Spring/Takoma Park planning area. His private sector experience includes Torti-Gallas and Partners and LDR International. Mr. Iraola brings experience in complex visioning projects, stakeholder consensus building, town planning and community master planning. A strong believer in placemaking, he strives to create tangible strategies and craft community-based solutions informed by an appropriate response to context. Mr. Iraola is a licensed landscape architect in the State of Maryland and Commonwealth of Virginia and has lectured to numerous universities and professional organizations on topics ranging from urban revitalization to transit-oriented development. He is a member of the American Society of Landscape Architects, American Planning Association, Urban Land Institute and the Congress for the New Urbanism.

EDUCATION

Master of Landscape Architecture, Kansas State University, 1988

Bachelor of Science in Landscape Horticulture, Colorado State University, 1982

PROFESSIONAL LICENSES

Licensed Landscape Architect: Virginia and Maryland

PROJECT EXPERIENCE

Black Hill Germantown

Germantown, Maryland

- Master planning, entitlement, landscape architecture and architecture for a 107-acre mixed-use development. Development program included 1,200 units and 1.09 million sf of commercial as well as entitlement, design and detailing of streetscape, open space amenities and public art and park space.

West Howard Avenue, Urban Design Study

Kensington, Maryland

- Design and physical improvement strategies for the revitalization of an eclectic business community in Kensington, Maryland. The study area included a variety of small businesses and artisan studios, as well as a maintenance facility belonging to the State Highway Administration (SHA). Recommendations addressed architectural character, façade improvements, achieving pedestrian safety, wayfinding, vehicular circulation and parking, redevelopment opportunities, stormwater management, refuse containment, street lighting, building aesthetics and sustainability strategies.

Colesville Commercial Area Design Study

Montgomery County, Maryland

- Design and physical improvement strategies for the revitalization of five centrally-located, neighborhood-serving businesses and retail nodes along the highly visible New Hampshire Avenue corridor in Colesville, Maryland.

Oxford Square

Howard County, Maryland

- 122 acre transit-oriental development near MARC. Land use planning, site planning and rezoning for the largest TOD in Howard County, Maryland.
- The plan for a sustainable transit-oriented neighborhood on 122 acres will include 1,300 dwelling units, 600,000 sf of office, 20,000 sf of community-oriented retail with community facilities and an elementary school.

Seminary Hills and Towers Redevelopment Plan

The City of Alexandria, Virginia

- This project is a 22.6 acre redevelopment of a suburban garden apartment community in Alexandria, Virginia.
- The urban design vision for this 1,163 dwelling unit community is a contemporary interpretation of traditional urban place ing principles of Old Town Alexandria, where streets and public spaces are vital civic elements.

EXPERIENCE

Hord Coplan Macht
Resumes

Matthew Fitzsimmons, AIA, AICP, LEED AP – Project Manager, Planning



Mr. Matthew Fitzsimmons has focused his career on his passion for urban design and sustainable community planning. As a planner and architect with 15 years experience, his project management and design skills have enabled him to think about the important role of good urbanism in designing sustainable places. He has managed numerous urban design projects ranging from new town plans, comprehensive plans, suburban and urban infill developments and transit-oriented developments (TOD). He has worked with many academic institutions to help them improve their campuses and communicate their goals to the surrounding community.

His experience as a Project Manager on TOD projects totals over 650 acres including 11,000 residential units and 3 million square feet of commercial. These projects exhibit his understanding of the integral relationship between transportation, land use and design to create vibrant and sustainable communities.

EDUCATION

Master of Architecture, Master of Community Planning, University of Maryland School of Architecture, Historic Preservation and Planning, College Park, Maryland, 2004

Bachelor of Science, Towson University, Baltimore, Maryland, 2000

PROFESSIONAL LICENSES

Registered Architect: Maryland, New York

LEED Accredited Professional

Certified Planner with the American Institute of Certified Planners

PROJECT EXPERIENCE

National Harbor, Mid-Town Master Plan

Prince George's County, Maryland

- Urban design and master plan for 8.12 acres development for an urban residential neighborhood adjacent to the retail / waterfront town center.
- The multi-phase plan provides 750 dwelling units surrounding a common open space.
- Buildings and site design take advantage of topography to capture views of the Potomac river and Washington DC skyline.

West Howard Avenue, Urban Design Study

Kensington, Maryland

- Design and physical improvement strategies for the revitalization of an eclectic business community in Kensington, Maryland. The study area included a variety of small businesses and artisan studios, as well as a maintenance facility belonging to the State Highway Administration (SHA). Recommendations addressed architectural character, façade improvements, achieving pedestrian safety, wayfinding, vehicular circulation and parking, redevelopment opportunities, stormwater management, refuse containment, street lighting, building aesthetics and sustainability strategies.

Oxford Square

Howard County, Maryland

- Land use planning, site planning and rezoning for the largest TOD in Howard County, Maryland.
- The plan for a sustainable transit-oriented neighborhood on 122 acres will include 1,300 dwelling units, 600,000 sf of office, 20,000 sf of community-oriented retail with community facilities and an elementary school.

Bowie State University, Master Plan

Bowie, Maryland

- Hord Coplan Macht prepared a facilitates master plan for their 342-acre campus. The master plan allowed for an increase in the on-campus housing from 25% to 40% of the student population, requiring corresponding expansion of student services and on-campus amenities. In addition, development of campus facilities in a proposed town center and transportation hub adjacent to the campus will expand the effective usable area of the University.

EXPERIENCE

Greenwich Group
Resumes

Steve Lorenz - Greenwich Group International, New York, NY Equity and Debt Manager



Greenwich Group was founded in 1995 by Simon Mildé. With his partner, Larry Baucom, they have assembled a senior executive team with more than 150 years of real estate experience. Each senior member brings a unique perspective that allows Greenwich to create unparalleled solutions for its clients.

The executive team brings over 150 years of real estate experience to the table.

Steve Lorenz is Managing Partner of Greenwich Group International's Capital Markets and Investment Banking New York team. He joined Greenwich in the beginning of 2016, and brings with him over 30 years of commercial real estate experience, working for several large Banks, Structured Products Groups and Developers throughout his career.

Prior to Greenwich Group International, Steve Lorenz was the President and Founder of LorCap, Inc., a firm he ran for 5 years leading the transactions, raising debt and equity for third parties, and offering commercial real estate advisory and structuring services.

Prior to founding LorCap, Mr. Lorenz was a Managing Director in the Structured Products Group of Sunrise Securities, where he focused on commercial real estate whole loans, CMBS, mezzanine and B-Notes, and CRE Structured Products. Prior to joining Sunrise, he was the Head of the CRE Capital Markets desks for PNC / NatCity Investments located in Stamford, CT where he ran CMBS production; and, helped lead the efforts in the bank's CRE Distressed Assets group. Prior to this he was at Fortis Investments for 2 years where he was charged with buying CRE structured products for inclusion into CDO's. Mr. Lorenz was at HypoBank (a.k.a. HVB Real Estate International) for 8 years where he was a relationship manager for 6 years and credit manager for 2 years. Mr. Lorenz worked for Citibank from 1991 to 1995 where he focused on CRE workouts, restructurings, asset management and asset sales. Mr. Lorenz also worked for the Trammell Crow Company in the late 1980's.

Mr. Lorenz has an MBA from Columbia Business School (Class of 1991) and graduated from Hamilton College in 1986. He has his Series 7 & 63.

Steve is currently working with Tim Elliott and Sidewalk Development on equity funding for Springfield, MI mixed-use development and St. Peter's University mixed-use project in New Jersey.



EXPERIENCE

Greenwich Group
Resumes

Buzz Shattan - Greenwich Group International, New York, NY **Senior Investment Director**



Buzz Shattan is a Senior Investment Director in Greenwich Group International's Investment Banking and Capital Markets team. He advises developers, purchasers and operating entities on all phases of executing sales, equity and debt financing transactions, and portfolio strategy. He began his career as an attorney, practicing at international law firms Cadwalader Wickersham & Taft and Davis Polk & Wardwell, where he advised developers and investors (many from off-shore) on executing U.S. real estate matters.

Buzz Shattan transitioned from law to real estate investment banking with Sonnenblick-Goldman, where he became a partner and managing director, co-managing the firm's institutional placement activities. He moved to Kennedy-Wilson to help develop the commercial real estate auction process as a remedy for the illiquidity then prevailing in the marketplace. He was part of the original team that created The Greenwich Group International, where he has been a participant in billions of dollars of income-property and development deals throughout the US covering all property sectors.

Buzz Shattan earned a B.A. from Harvard and a J.D. from the University of Pennsylvania Law School. He is a year-round bicycle commuter to meetings and sites throughout the NY Metro area and is active in cycling advocacy, especially in support of the 3000-mile-long bike route known as the East Coast Greenway.

Buzz is currently working with Tim Elliott and Sidewalk Development on equity funding for Springfield, MI mixed-use development and St. Peter's University mixed-use project in New Jersey.



EXPERIENCE

Coakley Williams
Resumes

Greg Harraka LEED AP BD+C, DBIA **Project Executive**

Education

Bachelor of Science Degree, Industrial Technology
University of Maryland, College Park, MD

Years of Experience

37 years

Certifications

Security Clearance
LEED Accredited Professional BD+C
Designated Design-Build Professional

Projects

As Project Executive, Mr. Harraka is responsible for the oversight of the entire construction process from pre-construction through final close-out. He manages a large staff of project managers, project engineers, superintendents and support staff. Mr. Harraka served as the Project Executive on the following relevant projects:

- Congressional Country Club MEP Renovations, Bethesda, MD
 - Woodmont Country Club, Rockville, MD
 - Camden Yards Sports Complex, Baltimore, MD
 - Sheraton Premiere at Tysons, Vienna, VA
 - Rockville District Courthouse, Rockville, MD
 - Annapolis State Projects, Annapolis, MD
 - Dumbarton Place Condominiums, Washington, DC
 - William A. Jones III Building, Camp Springs, MD
-
- L'Enfant Plaza Hotel, Washington, DC
 - National Harbor Buildings J, M, C and H1: National Harbor, MD
 - St. Edward's Student Housing, Austin, TX
 - New Hill Apartments, Holly Springs, NC
 - Germantown Center, Germantown, MD
 - 21 Church Street, Rockville, MD
 - Aquia Town Center – Office Building A, Aquia, VA
 - Manugistics World Headquarters, Gaithersburg, MD
 - 11 North Washington, Rockville, MD
 - DANAC Stiles Building 6, Rockville, MD
 - Prince George's Community College, Culinary Arts Center, Largo, MD
 - Marine Corps University, MCB Quantico, VA
 - Gallaudet University Fay and Ballard Houses, Washington, DC
 - American University / WAMU Renovation, Washington, DC
 - Center for Applied Learning and Technology, Anne Arundel Community College, Arnold, MD
 - Grand Hyatt Washington, Washington, DC
 - Virginia Theological Seminary On-Campus Housing, Alexandria, VA
 - Inn at the Beach Club, Stevensville, MD
 - Gonzaga College High School Garage, Stadium and Eye Street Improvements, Washington, DC
 - Chevy Chase Club, Chevy Chase, MD

EXPERIENCE

Coakley Williams
Resumes

Terrence Caulfield, LEED AP BD+C, DBIA **Senior Vice President, Estimating**

Education

Bachelor of Business Administration
Loyola College, Baltimore, MD

Years of Experience

31 years

Certifications

Designated Design-Build Professional
LEED Accredited Professional BD+C

Projects

As Senior Vice President, Estimating, Mr. Caulfield is responsible for overseeing the company's estimating functions and is responsible for providing costing and value engineering during design development. He has extensive experience estimating in a negotiated environment. He manages the rest of the estimating team to ensure that there is adequate coverage for all trades. Mr. Caulfield has managed cost control and value engineering on the following relevant projects, among many others:

- L'Enfant Plaza Hotel, Washington, DC
- National Harbor Buildings J, M, C and HSt. Edward's Student Housing, Austin, TX
- New Hill Apartments, Holly Springs, NC
- Germantown Center, Germantown, MD
- The Summit at Washingtonian Center, Gaithersburg, MD
- 21 Church Street, Rockville, MD
- Aquia Town Center Office Building A, Aquia, VA
- Manugistics World Headquarters, Gaithersburg, MD
- 11 North Washington, Rockville, MD
- DANAC Stiles Building 6, Rockville, MD
- Prince George's Community College, Culinary Arts Center, Largo, MD
- Marine Corps University, MCB Quantico, VA
- Gallaudet University Fay and Ballard Houses, Washington, DC
- American University / WAMU Renovation, Washington, DC
- Center for Applied Learning and Technology, Anne Arundel Community College, Arnold, MD
- Goodpaster Hall, St. Mary's College, St. Mary's City, MD
- Grand Hyatt Washington, Washington, DC
- Virginia Theological Seminary On-Campus Housing, Alexandria, VA
- Inn at the Beach Club, Stevensville, MD
- Gonzaga College High School Garage, Stadium and Eye Street

Improvements, Washington, DC

- Chevy Chase Club, Chevy Chase, MD
- Congressional Country Club MEP Renovations, Bethesda, MD
- Woodmont Country Club, Rockville, MD
- Congressional Country Club, Bethesda, MD
- Columbia Country Club, Chevy Chase, MD
- Camden Yards Sports Complex, Baltimore, MD
- Sheraton Premiere at Tysons, Vienna, VA
- Rockville District Courthouse, Rockville, MD
- Annapolis State Projects, Annapolis, MD
- Dumbarton Place Condominiums, Washington, DC
- William A. Jones III Building, Camp Springs, MD

EXPERIENCE

Coakley Williams
Resumes

Thomas Turner
Division Manager

Years of Experience

33 years

Projects

Mr. Turner has 33 years of diverse experience in the construction industry being involved in the management end of the multi-family apartment industry. He enjoys the many challenges that are involved in the apartment industry, and has completed nearly 20,000 units to date. Through his understanding of all facets of the construction industry, Tom applies his project management, scheduling, budgeting, team building and effective conflict resolution talents to benefit our projects. He is well-respected in the construction industry, and has established good working relationships with building departments, OSHA, and other key entities. Mr. Turner has completed the following relevant projects, among many others:

St. Edward's Student Housing, Austin, TX
New Hill Apartments, Holly Springs, NC
Director of Field Operations, Edward Rose & Sons; Bloomfield Hills, MI
General Project Manager, Fairfield Development; Grand Prairie, TX
Vice President of Projects Construction, National Housing Building Corp;
Virginia Beach, VA

EXPERIENCE

Coakley Williams
Resumes

Blake Clancy LEED ®AP BD+C **Senior Project Manager**

Education

Bachelor of Science Degree, Civil Engineering/Environmental Option
Virginia Polytechnic Institute and State University, Blacksburg, VA

Years of Experience

17 years

Certifications

LEED Accredited Professional, Engineer-in-Training (EIT), State of Virginia, OSHA 40-Hour Hazardous Waste Operator and Emergency Responder Certified, OSHA 8-Hour Refresher Course, EPA/AHERA – New York State Asbestos Building Inspector, Member of American Society of Civil Engineers, CPR / First Aid

Projects

As Senior Project Manager, Mr. Clancy is responsible for management and coordination of all project phases from conception through completion. His specific duties include owner/architect correspondence, budgeting/estimating, project scheduling, subcontractor negotiations and trade contracts, project accounting, change order and submittal review, MEP coordination, progress meetings, quality control and safety. Mr. Clancy served as the Project Manager on the following relevant projects:

- Aquia Town Center Office Building A, Aquia, VA
- Virginia Theological Seminary On-Campus Housing, Alexandria, VA
- Pepco Waterfront Sub 223 Network Substation, Washington, DCPatriot Business Park East, Greenbelt, MD
- Gonzaga College High School West Campus Expansion & Theater Renovation, Washington, DC
- William A. Jones III Building, Camp Springs, MD
- Administrative Facility and Warehouse Facility, Washington, DC
- The Potomac School, McLean, VA

Bruce K. Garnant **Senior Project Manager**

Education

Bachelor of Arts Degree, Economics and Sociology
Connecticut College

Years of Experience

42 years

Projects

As Senior Project Manager, Mr. Garnant is responsible for management and coordination of all project phases from conception through completion. His specific duties include owner/architect correspondence, budgeting/estimating, project scheduling, subcontractor negotiations and trade contracts, project accounting, change order and submittal review, MEP coordination, progress meetings, quality control and safety.

- 21 Church Street, Rockville, MD
- Woodmont Country Club, Rockville, MD
- Bullis School Discovery Center, Potomac, MD
- Science Building, Westchester Community College, Valhalla, NY
- St. Albans Marriott Hall, Washington, DC
- Armed Forces Medical Examiner Facility, Dover AFB, DE
- Activities Therapy Building, Northern NJ
- City Hall and Police Headquarters, Clifton, NJ
- Management Training Facility for USPS, Potomac, MD
- General Mail Facility and Maintenance Facility, United States Postal Service, Cleveland, OH
- Hyattsville Justice Center, Hyattsville, MD
- Southern Maryland General Mail Facility, United States Postal Service, Largo, MD

EXPERIENCE

Coakley Williams
Resumes

Allen Ray Senior Estimator

- Rockville District Courthouse, Rockville, MD
- William A. Jones III Building, Camp Springs, MD

Education

Bachelor of Science, Political Science
Towson University, Towson, MD

Years of Experience

11 years

Projects

As Senior Estimator, Allen Ray is responsible for estimating including providing costing and value engineering during design development. He has extensive experience estimating in a negotiated environment. His responsibilities include soliciting proposals from subcontractors for bids, creating scopes of work for bids and budgets, performing internal estimates for project budgets, assisting with preconstruction services and value engineering, attending site visits and Owner meetings, and assembling construction budgets. Mr. Ray is extremely familiar with the GMP approach to managing both preconstruction and construction activities. He has managed cost control and value engineering on the following relevant projects:

- L'Enfant Plaza Hotel, Washington, DC
- National Harbor Buildings J, M, C and H1
- St. Edward's Student Housing, Austin, TX
- New Hill Apartments, Holly Springs, NC
- The Summit at Washingtonian Center, Gaithersburg, MD
- Prince George's Community College, Culinary Arts Center, Largo, MD
- Marine Corps University, MCB Quantico, VA
- Gallaudet University Fay and Ballard Houses, Washington, DC
- American University / WAMU Renovation, Washington, DC
- Grand Hyatt Washington, Washington, DC
- Virginia Theological Seminary On-Campus Housing, Alexandria, VA
- Inn at the Beach Club, Stevensville, MD.
- Gonzaga College High School Garage, Stadium and Eye Street Improvements, Washington, DC
- Chevy Chase Club, Chevy Chase, MD
- Congressional Country Club MEP Renovations, Bethesda, MD
- Woodmont Country Club, Rockville, MD
- Congressional Country Club, Bethesda, MD
- Columbia Country Club, Chevy Chase, MD
- Camden Yards Sports Complex, Baltimore, MD
- Sheraton Premiere at Tysons, Vienna, VA

EXPERIENCE

Stimmel
Resumes

Doug Stimmel, RLA, ASLA **President**

Education

University of Illinois

B.A. Landscape Architecture, 1982

Registrations

Registered Landscape Architect

North Carolina 427

South Carolina 375

Georgia 938

Virginia 548

Tennessee 590

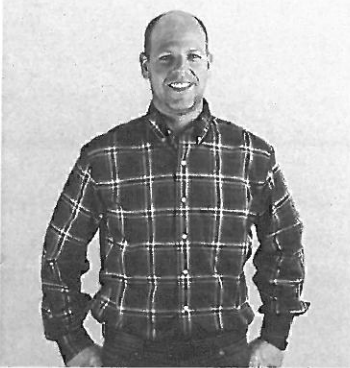
Affiliations

Member, American Society of Landscape Architecture

Doug serves as the President & Principal in charge of the daily management of the firm. He is responsible for supervising all aspects of a project from initial client contact through construction, focusing primarily on the design phase, presentations, & client coordination. Doug specializes in representing & presenting design projects involving a multitude of neighborhood organizational meetings, citizen inputs, municipality reviews & zoning board approvals. Stimmel Associates has had its hand in the planning & engineering of some of the Triad's largest projects, including the 200-acre Wake Forest Innovation Quarter & BB&T Ballpark in downtown Winston-Salem; Novant Health medical centers in Clemmons, Forsyth & Kernersville; & the Duke Energy site selection program, which last year evaluated the 1,818-acre Chatham- Randolph megasite.

EXPERIENCE

Ashton Design
Resumes



Alexey Ikononou

Creative Director

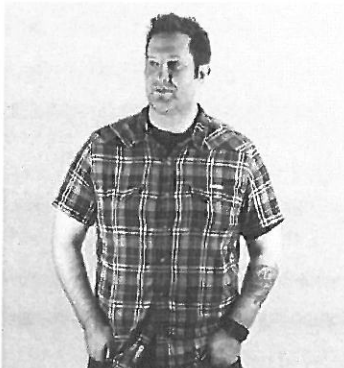
Alexey joined Ashton Design in 2011, bringing with him a diverse background and wealth of experience. He holds dual bachelor's degrees in business/ marketing and mass communications/advertising from Towson University as well as a graduate degree in graphic design from the Portfolio Center in Atlanta, where he received the prestigious National Design Award from the Society for Environmental Graphic Design (SEGD). Alexey's range of expertise includes identity, brand development, print and web design with a niche in environmental graphics and a love for industrial and architectural design. His holistic understanding of all disciplines of design helps him create and implement strategic solutions to unique design problems as well as excel in team building through his inspirational creative guidance and knowledge.



Jenny Romei Hoffman

Creative Director

Jenny joined Ashton Design in 2000 and has worked on a broad range of projects for educational, cultural and commercial organizations, creating an enormous body of award-winning print and identity work for such clients as Pew Charitable Trust, Sidwell Friends School, St. Paul's School, US Lacrosse, West Nottingham Academy, Maryland Institute College of Art, and The Johns Hopkins University. Jenny has designed and art directed the identity and branding materials for dozens of architectural, engineering, construction, development, and consulting firms. Her refined design sensibility and comprehensive understanding of marketing strategies and communications applied to branding, publications, exhibits, signage and marketing collateral have earned her awards from Print Magazine, Communication Arts, How Magazine and Mohawk Paper. She is a graduate of the Maryland Institute College of Art.



Keith Kellner

Senior Designer

Since 2009, Keith has applied his diverse environmental graphic design and illustration skills to numerous projects at Ashton. A graduate of the University of Arts in Philadelphia and former designer at RTKL, Keith uses an illustrative sensibility to create unique, narrative-driven designs. He draws on a process of brainstorming, play, and creative problem-solving to take a project from initial concept to final fruition. Keith's portfolio includes designing and implementing comprehensive wayfinding programs for local and international educational, retail, entertainment, healthcare, and sports clients. Current projects he is completing include campus wayfinding for Anne Arundel Community College in Arnold, Maryland and St. Paul's Schools in Baltimore, Maryland. His passion for design and baseball helps Keith collaborate with Major League Baseball teams, like Baltimore Orioles and LA Dodgers, to create architecturally-integrated stadium graphics, signage, interactive displays and large-scale murals such as those found at Oriole Park at Camden Yards, Ed Smith Stadium, and Dodger Stadium. His work on re-establishing the "Camden Yards Experience" earned him a SEG D Merit Award.

EXPERIENCE

Sage Growth Partners
Resumes

Anirban Basu - Sage Growth Partners Economic Impact Analysis



Basu shares his insights and analysis with SGP clients on a wide variety of topics that affect the business of health care. As SGP's Chief Economist and Chairman/CEO of Sage Policy Group, an economic and policy consulting firm, Basu has written several high-profile economic development strategies.

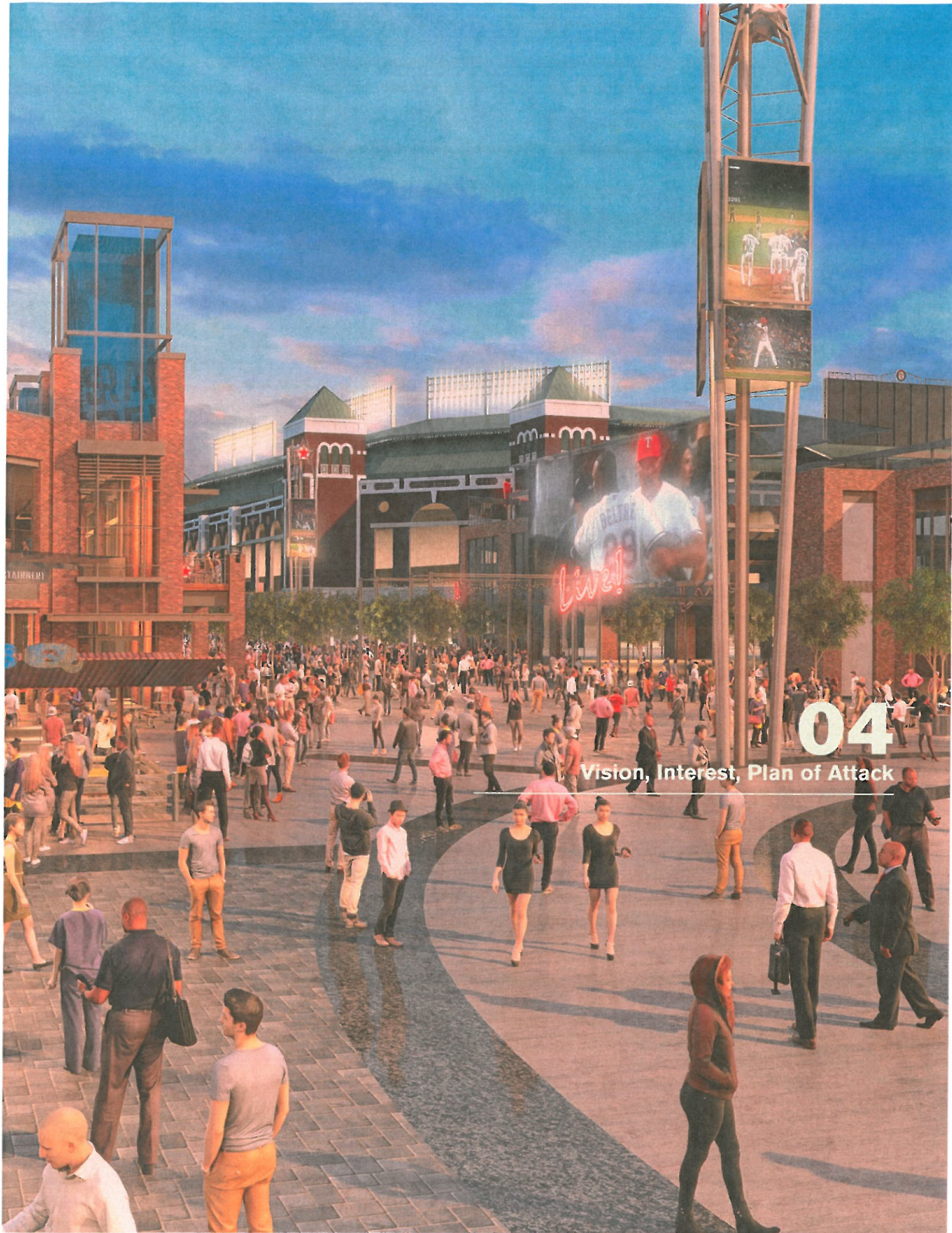
In recent years, he has focused upon health economics, the economics of education and economic development. He currently lectures at Johns Hopkins University in micro-, macro-, international and urban economics.

In 2007, Basu was selected by the Daily Record newspaper as one of Maryland's 50 most influential people. The Baltimore Business Journal named him one of the region's 20 most powerful business leaders in 2010.

Basu is involved with numerous organizations in a voluntary capacity, including serving as a Baltimore City Public School System board member and as a board member to the Baltimore Children's Museum and to the Baltimore School for the Arts. Basu is also on the board of First Mariner Bank. He is also chairman of the Baltimore County

Economic Advisory Committee and economic advisor to the Baltimore-Washington Corridor Chamber of Commerce.

Basu earned his B.S. in Foreign Service at Georgetown University in 1990. He earned his Master's in Public Policy from Harvard University's John F. Kennedy School of Government, and his Master's in Economics from the University of Maryland, College Park. His Juris Doctor was earned at the University of Maryland School of Law in 2003.



04

Vision, Interest, Plan of Attack

VISION, INTEREST, PLAN OF ATTACK

Initial Vision

High Point has begun to re-strategize its rightful place in Urban Growth and regional tourism in the Triad.

Situation Analysis:

For years, the city has had tremendous reputation for its markets touting showrooms a plenty and being THE Residential Furniture Order Center Of The Universe in the Spring and Fall. Nearly 80,000 buyers / visitors from around the world descend upon the city to tour 8 million square feet of furniture showroom space.

Incredibly, there is little retail and hospitality space in High Point to take advantage of what I term "Buyer Exuberance" during these periods of time. There exists solely ONE hotel built 5 decades ago for accommodations. The remainder are shuttled from Greensboro for their hotel needs.

There was once an attractive Main Street in downtown High Point, but those structures have been gobbled by the showroom blob, and little exists for the Art of the Stroll for dining and hospitality potential.

The University sharing the city namesake, has exploded in reputation in academic offering and campus beauty. One billion dollars have been invested in the campus causing a quadrupling of enrollment in the recent past. HOWEVER, it is not directly connected to the urban core, and as such, is not able to boost any retail opportunity expended by its students on a regular basis. The campus, while among the east coast elite, is virtually an island of progress.

High Point Regional Hospital is also an economic engine all to itself. It's 2,500 workforce and 500 volunteers make this an excellent opportunity to connect with the urban core. Between this workforce, government center, and other businesses, surely there is market demand for downtown living for urban professionals and early retirees alike. Yet none exists today.

Toward the Future:

The City leaders have taken the reigns of Economic Vision and Growth and amalgamated nearly 14 acres of property between the Hospital and Amtrak Railroad Station. The area south of the tracks are primarily absorbed by immense collection of showroom centers. Thus, the target site is very appropriate to:

- Create a new urban cultural center
- Provide new residential, retail, office and hospitality product (now absent)
- Create a purposeful connection to the existing core south of the rail road tracks
- Provide open space for producing EVENTS downtown to promote urban awareness and living.

These four principles should guide every planning and investment decision.

Sidewalk has provided the Master Developer services of Vision, Process, Investment and Execution guidance for similar projects. High Point has all the right elements in place to not throw a pebble in the pond, but actually, a BOULDER that will cause economic ripples to extend far beyond the vision of the project discussed here if done correctly.

The Stadium, while exceptional commitment by the city, should be in tandem with a mixed use building with a "semi-public" plaza. The structure should overlook the outfield yes, but it should not solely be multi-family housing. It should be an Iconic building expressing industrial heritage while looking to the future in its architectural expression. Moreover, we should be able to construct a hotel here that overlooks the stadium and plaza as the University and Hospital would support room night counts in addition to the Market Week swell.

Second, the spaces in between are equally important to any development as the buildings themselves. Shaping a greenspace able to function as a sanctuary AND event space is key for music and food festivals, winter ice skating, farmer markets, etc. As such, the structures framing this outdoor living room must accentuate the space as well as provide shade and views from offices, hotels, retail, and housing surrounding the park. Parking patterns for collection and access egress must carefully be examined from a traffic study as well as financial model.

MID Districts, special assessments on surrounding real estate must support the park. TIF revenue, I'm sure, is in support for the stadium and most likely will not be in use as an instrument to front load the cost of the infrastructure and park. Creative solutions will be presented by Sidewalk as we have completed such creative finance vehicles for other mixed use large scale projects.

The notion of the Children's museum presented by Dr. Qubein is EXCEPTIONAL. A year round life-long learning space for younger visitors and their parents represent not only a magnet for young families, but can help be a year round attraction from not just High Point but the Triad.

This project's elements must be carefully crafted to be phased and more importantly, have the ability for funding. There is much pent up demand for urban living in the area. The combination of hotel, residential, retail and cultural products will forever change the destiny of High Point as a sustainable growth model beyond "furniture" economy. Attracting office to center city is a must, and cultural elements like the stadium, parks, and other amenities help to attract jobs which spur bodies who rent apartments, and support local retail.

VISION, INTEREST, PLAN OF ATTACK

Utilization of Existing and Local Key Institutions

Every project Sidewalk Development has executed, or is now in construction, or in early development process, has utilized local involvement. Our philosophy of ANY project merges campus, community, and commerce. Sidewalk differentiates and prides itself in working with local service firms, local developers, and local builders to complete the complexity inevitable of any Public Private Partnership. This project, like many projects completed by Sidewalk, include two layers of project pursuit: Horizontal and Vertical aspects of the project.

The "Horizontal" aspect of the project is the Master Developer entity that will be responsible for:

- Overall project vision
- PUD creation and approval
- Legal requirements of the entire PUD and details of Master Developer Agreement
- Public Relations (press announcements, websites, press events, etc.)

Sidewalk will utilize a local civil engineer for this work, and our in-house legal team will coordinate with a local real estate attorney firm. We will also work with a local marketing firm for public relations coordination with our in-house staff.

The "vertical" aspects of the project is where each phased parcel goes into construction. In our past projects, and indeed for this project, we utilize services of local design firms, (Architectural, Civil Engineering, and Structural). Vertical areas of local involvement will be for specific buildings and thus, we would:

- Seek local developers to jointly work with (as we did in both Greenville, NC and Rock Hill, SC)
- Coordinate with local architects/engineers
- Utilize LOCAL banks for construction lending where possible in tandem with our Equity infusion.

While Sidewalk is a Maryland company, we take IMMENSE pride in basing our architecture in regional context, and also pride ourselves in bringing local JOBS to help in the project.

The Project Schedule and Approach

The project is to work closely with the downtown stadium group leaders and design team. The Stadium is slated to open in the Spring of 2019. We assume that means no later than March. The stadium will need to produce a "soft opening" prior to public access in April. Thus, we will use February 28, 2019 as a completion date. We feel this is a bit aggressive, but we have not examined any detailed designs, nor construction schedules completed to date.

In order to begin construction in tandem with the stadium, one would have to assume that it takes a minimum of one year to construct the stadium. Whether this includes all site environmental approval, demolition, and utility infrastructure remains to be seen. Let's assume it does for illustrative purposes. If so, this means construction on stadium begins March 2018. Design for the stadium site demo and infrastructure takes at least 5 months, so let's assume the start date for infrastructure design for the stadium is August 2017, with a one month review and permit process beyond design completion. If so, and if your Master Developer is on board by early August, then immediate master plan for the design of the remaining parcels beyond the stadium would begin in September 2017 (after contracts, and all subcontractor contracts are completed). Early drafts of Master Plan approach needs to be presented to High Point and the Stadium team by October. What's of interest is the Master Developer Agreement is based upon the Master Plan and PUD, therefore, our team will prepare the Master Plan draft first, then, once approved, we will work on a detailed Master Developer Agreement which will be produced from November 2017 - March 2018. In advance of the MDA, we will produce a bulleted LOI (binding Letter of Intent) as a basis for expanding the agreement. Assuming Master Plan approval, the Civil engineer would begin production Drawings and our CM will produce estimates on the cost of the infrastructure plan by mid January for permitting in February and we can coordinate Infrastructure construction start for the entire public parcel by March 2018. (very tight schedule given holidays in that timeframe)

Sidewalk will guide Infrastructure planning and construction beyond the Stadium property, but clearly work with the Stadium team during design and help coordinate construction as well. The process typically involves community input for master plan approval, however, there is not a lot of Fee Simple owners neighboring the area. But surely presentations to the Public are to be utilized throughout the process.

Key issues that affect schedule for the Master Developer:

- Public Funding vehicles such as New Market Tax Credits (application)
- State Environmental needs for site clean up (if any)
- Infrastructure funding plan (for beyond the stadium property for private investment)
- Public approvals

VISION, INTEREST, PLAN OF ATTACK

Work Plan

Phase I: Planning and Site Analysis

A. *Gathering of Research*

We gather and analyze relevant information from a number of sources, such as site visits, local archival research and any architectural drawings, conceptual material, building codes, reports, etc. We note the pedestrian and vehicular circulation patterns, highlight design challenges and distill a design direction appropriate to the project's cultural and architectural context.

B. *Programming*

A preliminary Sign Location Plan is developed using the wayfinding strategy and desired sign types while consideration is given to critical decision points and key locations requiring signage. Sign types are identified and marked on the project site plan. Pedestrian and vehicular circulation is further studied and mapped out for various user groups. These circulation systems are clarified through hierarchy and appropriate placement of unique sign types.

Phase II: Design Concept

A. *Exploratory Design*

We engage our branding design expertise to develop a comprehensive environmental graphics plan for a consistent look throughout the project. A variety of creative design options—including examples of materials, colors, type style and relative size—is presented. This initial design review helps the team identify several plausible designs for further development.

B. *Design Refinement*

Designs selected from the first review get revised while ideas that may have surfaced are considered. The goal for this second presentation is to choose one direction that best meets the project criteria.

Phase III: Design Documentation

A. *Schematic Design*

Concepts initially proposed are tested, refined and given shape. We work closely with the client and consultants to make final decisions about aspects of the design and the visitor experience. A range of drawings and other materials are produced in support of this effort while preliminary fabrication budget estimates are obtained.

B. *Design Development*

Detailed documentation and preferred materials and installation methods are updated in the signage/graphics package for this formal presentation. Message schedules and location plans are finalized. Regulatory and warning signage is developed (including ADA requirements, if applicable). Clearly illustrated design objectives and mock-ups are produced to clarify various issues and adequately test the effectiveness of the proposed signage design. Approval of the final designs is sought and the signage/graphics budget and schedule reviewed.

Phase IV: Implementation

A. *Bidding*

Clarifications will be provided to bidders and we will assist in the evaluation of signage and graphics bids. We can suggest preferred vendors based on past experience, scope of work, desired technique, etc., or the client can use a vendor of choice.

B. *Construction Administration*

We review fabrication detailing of the successful bidder, including performance requirements, ability to meet schedule, capacity and quality expectations. Ongoing supervision and inspection of the manufacture, supply and installation of the signage/graphic elements ensures the expected outcomes and any defective work is identified and rectified.