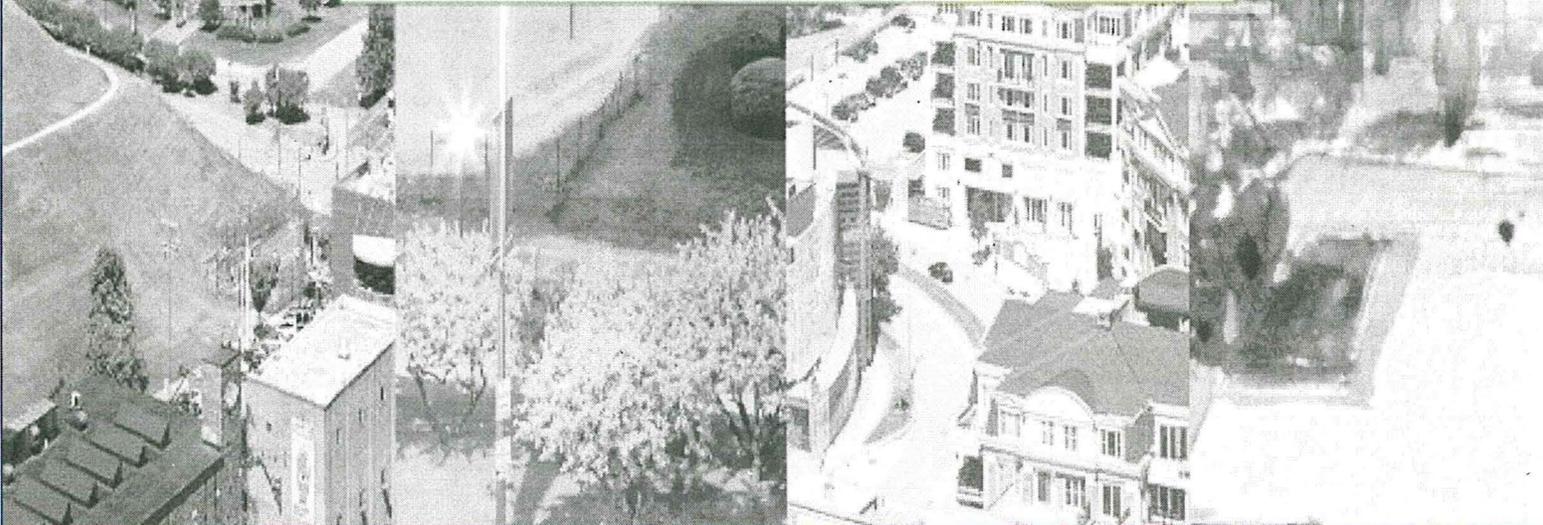


**P**  
**PINKARD**  
**PROPERTIES**

**VISION. MANAGEMENT. CAPITAL.**



305 W. CHESAPEAKE AVENUE TOWSON, MD 21204

443-841-7682

[WWW.PINKARDPROPERTIES.COM](http://WWW.PINKARDPROPERTIES.COM)

# PINKARD PROPERTIES PROPOSED PLAN

## Exhibit "A"



# PHASE ONE



# THE CONSTANT & SUSTAINABLE WAKEFIELD ECOSYSTEM

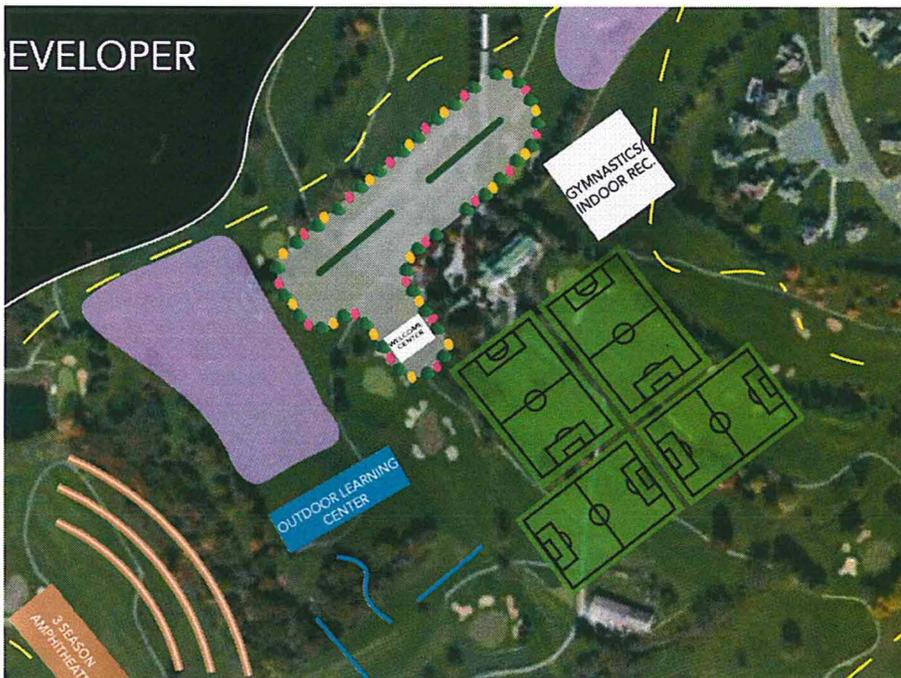


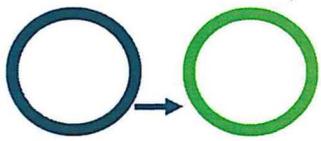


# LOCAL COMMUNITY PRIORITIES

## Phase One (Proposed):

- Four Turf Fields  
Synthetic  
LED-Lighted
- Gymnastics  
State of the Art
- Outdoor Learning Center  
Canopy Course & Climbing
- S.T.E.A.M. Center  
Science-Technology-Engineering-Arts-Math

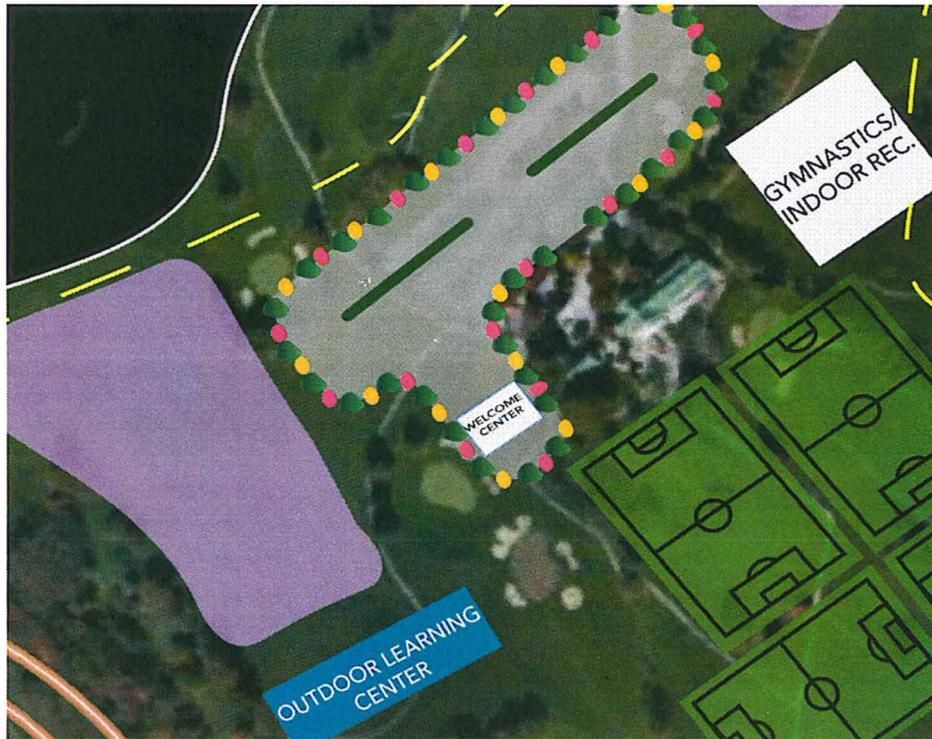




# INFRASTRUCTURE PRIORITIES

## Phase One Infrastructure:

- Expand & Repair Parking  
222 → 888
- Rehabilitate Club House  
Conferences & Special Events
- Preserve Historic House





## “MUST HAVE” AMENITIES

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### Phase One Included & Considered:

- Quality Food & Beverage
  - Catering & Concessions
- Permanent Restrooms
- Conference Spaces
- Passive Spaces
  - “Mini-Parks”
- Way Finding Information
- Landscape & Hardscape
- Lavender Gardens

*These amenities support & further the sustainability  
of the ecosystem*



# REGIONAL DESTINATION PRIORITIES

## Destination Components:

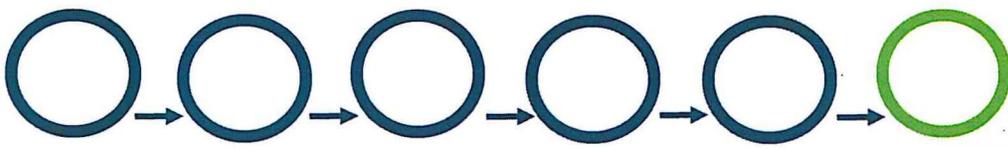
- Three Season Amphitheatre
- Aquatic & Cable Park
- Indoor Sports, Arts & Recreation





*Pinkard Properties' core tenants of vision, management, & capital (V.M.C.) will help guide a Public-Private Partnership (PPP) from development through sustainable success.*

- Leadership
- Vision
- Capital
- Management
- Infrastructure
- Human Resources
- Facility & Associated Management
- Marketing



## Ecosystem & Customer Enhancements

- Technology
- Collaborative Spaces
- Agricultural Significance
- Retail
- Dynamic Spaces

## Partners

- Silver Linings Lavender

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**SILVER LININGS  
LAVENDER**

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# TIMELINE

\*within the first two months

Confirm with Task Force the preliminary vision, operational structure, & capital structure

Determine threats to success: political, community, infrastructure, & local



\*within the first four months

Meet with local leaders, community councils &, organizations

Confirm: the capital structure, infrastructure molds, engineering and environmental reports, & the phases of project's elements & deliveries

# ECOSYSTEM & COLLABORATION

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## ECOSYSTEM

### V. M. C.

#### Vision

Initial Plan must be:

Executable

Sustainable

Flexible & Scalable Elements

+Sports

+Recreation

+Education

#### Management

Improve the vision & ensure fluid communications between departments:

+Elements

+Operations

+Consumers

+Stakeholders

Structured Services:

+Leadership

+Accountability

+Finances

+Risk Management

+Staffing

# ECOSYSTEM & COLLABORATION

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## ECOSYSTEM

### V. M. C.

#### Capital

Align investors & elements of the Ecosystem with the Return on Interest (R.O.I.), stakeholder interests, community concerns, & profitability

No Debt, No Credit, No impact to public partners  
Low interest rate & Flexible returns to minimize costs to the consumers & constituents

Long-term vision & outlook = Long-term stability & success

# **ECOSYSTEM & COLLABORATION**

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**COLLABORATION  
LOCAL COMMUNITY & LOCAL GOVERNMENT**



**BEST IDEAS & SERVICES**



**NIMBLE & EFFICIENT TIMELINES, SCHEDULES, & DELIVERIES**



**EFFICIENT USE OF RESOURCES:  
+CAPITAL  
+PEOPLE  
+TIME**



**BEST EXPERIENCES  
BEST COLLABORATION OF NEW IDEAS FOR IMPROVEMENTS &  
EXECUTION**

# APPENDIX

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305 W. CHESAPEAKE AVENUE TOWSON, MD 21204

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# QUESTIONS & ANSWERS

---

1. **CAPITAL** – What sources of capital have you identified? Do you have investors committed to the project? What is the level of the commitment?
  - We do not have capital committed to the Project yet, *BUT we have capital committed to us.*
  - Our capital partner(s) are a syndicate of real estate experts, capital experts, private equity and fund managers that have committed One Billion in liquid investment to include our sports and recreation projects and their solar and commercial/municipal projects.
  - Our capital partners have tasked us with identifying and executing on (+/-) \$200 Million of sports and recreation projects in the next 18-24 months; the first (+/-) \$40 Million is identified. We are actively seeking to identify approximately (4) four additional investments valued cumulatively near (+/-) \$160 Million. We believe Wakefield Valley fits the priority profile.
  
2. **FACILITIES** – Define the areas to be used and their purpose using the enclosed map. Please pay particular attention to the constraints of the floodplain sections.
  - See included Exhibit “A.”
  
3. **PARKING** – The current parking lot contains 222 parking spaces. Will this be sufficient for your needs? Will you need additional parking? How much? Where located?
  - No, existing parking is not sufficient.
  - We believe that a minimum of 888 permanent parking spaces will be required; a total of approximately 6 acres total.
  - All parking is to be located on site.
  
4. **ROADS** – There is only one entrance to the property on Bell Road. Will this entrance be sufficient for your planned activities? Have you considered any traffic impacts on the surrounding communities if your project is selected? How would they be mitigated?
  - Yes, we believe the entrance is sufficient.
  - No, we have not studied traffic impacts. We will conduct an investigation into the potential impacts of traffic as part of our normal course of due diligence and address all necessary and recommended mitigation as part of the project.
  
5. **IMPROVEMENTS** – Describe the general improvements that will be needed for your project. Have you completed any engineering studies?
  - See “Ecosystem.”
  - No, we have not completed any engineering studies. We will engage Century Engineers to investigate and complete all engineering work.

# QUESTIONS & ANSWERS

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6. **REALTIONSHIP WITH THE CITY** – Describe the relationship you envision with the City. Are you expecting the City to provide financial support for your project? What is the nature of that support and what is the amount of support you need?

- We believe our work to be Public-Private-Partnering; that is, investing in local communities, with community support and advocacy, using private funds in a manner that cause public benefit *and* a modest, sustainable return on investment.
- We will raise the necessary capital to develop, construct *and operate* the project.
- We will seek to gain 100% civic and governmental support for what we propose.
- We will propose to share a portion of earnings with City in accordance to a risk/investment model to include required/desired: (i) economic impact and developmental benefits to the municipality; (ii) land costs and infrastructure improvements; (iii) non-profit programming; and (iv) direct, local community benefits.

7. **SUGGESTED SCHEDULE OF ACTIVITIES** – Provide a timetable for the implementation of this project. Include community involvement meetings and discussions. Describe any long-term requirements for your project to reach full operation.

- We approach our projects accordingly:
  - a. Present a site plan and concept to the community and government for input and general acceptance; if positively received, we will proceed.
  - b. Schedule and meet with any and every community group that wishes to learn how our work will impact their organization, its families and their community; this occurs on an ongoing basis until complete.
  - c. Schedule and meet with every city department impacted or involved with the project to fully understand each others expectations and concerns relating to risk, cost, timing and capacity.
  - d. Follow the local leaderships desire for public marketing and press releases through, or in conjunction with, our marketing consultant
  - e. After (a) above is confirmed, we complete land, engineering and operational due-diligence.
  - f. Simultaneously with (b) above, we complete revenue/expense proforma(s)
  - g. Simultaneously with (b, c, and f) we confirm capital investment support, development and construction timing
  - h. We expect the fields and infrastructure design to take 3 to 4 months, construction of the same to take 12 months for primary elements. Aquatics and more complicated phases of the delivery 12-24 months.
  - i. The development and approval timeline is contingent upon civic and governmental support for the project.
  - j. From the commencement of construction, we expect to begin operations within 5 months and be fully operational within 12 months.
  - k. We plan on being long-term investors and operators of the project.

Pinkard Properties delivers real estate services and strategies that combine our experience across multiple asset classes and real estate disciplines to maximize the value, return on investment, and objectives specific to your project. Led by the fourth generation of the Pinkard family in the commercial real estate industry, our State of Maryland certified woman-owned firm aims to be different while maintaining the tradition and values begun nearly 100 years ago.

We offer comprehensive commercial real estate services to our clients based on the three central tenets of vision, management, and capital. From project management and development, to property management or brokerage services, to court appointed receivers, our executive team puts over 80 years of combined experience on the front lines every day for every assignment. Our leadership has instilled a distinctive culture into our business, creating a team that is eager to work and develop unique solutions that have high-impact results. Our philosophy, focus, and high level of service allow us to lead and coordinate the necessary stakeholders involved in each project to ensure the best results.

Asset and property management is a core pillar of both our business and the commercial real estate industry. At Pinkard Properties, we take a three-step approach to ensuring the best return for your investment by focusing on financial administration, human capital, and property operations. From local owners to institutional portfolios, we are equipped to handle any office, retail, industrial, recreational, or other commercial property and its unique needs.

Experience wins. There is no room for error in today's economic climate. We provide unparalleled expertise in building and portfolio daily operations and long-term capital planning and upgrades. Our management team has over 80 years of combined experience working with properties large and small across the metro area, equipping them with the skills to efficiently handle the ongoing operations as well as any issues that arise.

We combine our innovative vision and thinking with careful, pragmatic management of the property's process and resources. To ensure long-term profitability and sustainability, we solidify our plans with the right financial structure tailored to the unique objectives of the property-owner.

*The essential components of any successful project are vision, management, and capital. Our expertise and our hard work bring these elements together to create great projects. We work for our customers and our clients to maximize value, efficiency, and operations of real estate.*

## **SPORTS & RECREATIONAL FACILITIES DEVELOPMENT**

Our model and approach uses private capital and management to develop, build, and operate sports and recreational facilities open to the public. Our clients range from private investors to municipalities and universities. We help create the finished product from raw land or the retrofit of existing infrastructure, improve the bottom line and efficiency of management systems, and ensure that every dollar committed and spent is put to good use.

We combine our innovative vision and thinking with careful, pragmatic management of the project's process and resources to create an ecosystem. To ensure long-term profitability and sustainability, we solidify our investments with the right capital structure tailored to the unique objectives of the project.

## **PUBLIC-PRIVATE PARTNERSHIPS**

Public-Private Partnerships require careful risk evaluation while articulating the benefits and merits of a potential project. Our leadership and vision allow us to create an ecosystem that balances each stakeholder's risk threshold with innovative deliveries. Pinkard Properties models costs, revenues, and expenses from start to finish. We partner private sector best practices with public policy objectives. From outside experts to in-house personnel, we bring the entire team together as necessary for each project.



## CURRENT RESPONSIBILITIES

As the President and Managing Partner of Pinkard Properties, Ms. Pinkard oversees the daily operations of the certified woman-owned firm, including leading the team for Asset and Property Management. Over the past several years, she has grown the firm from a start-up to a robust book of management, brokerage, development, and consulting clients. From local developers such as Caves Valley Partners, to large public companies such as Element Fleet Management, Ms. Pinkard has leveraged the firm's talented and experienced staff to create lasting partnerships with major players in the Maryland real estate market. A strong proponent of giving back to the local community, she has also developed a niche providing brokerage, management, and consulting services to a host of non-profit clients as well. Ms. Pinkard has efficiently managed significant capital planning and upgrades to large urban and suburban office and retail properties across the company's footprint. An active member of CREW, BOMA, and NAIOP, she has developed extensive relationships within the industry to ensure that all clients receive top-of-the-line service using the latest information, technology, and strategies.

## PREVIOUS EXPERIENCE

Prior to founding Pinkard Properties, she worked at PNC Bank Wealth Management in asset management for high net worth and ultra high net worth investment management private clients, foundations, and institutions with accounts ranging from \$1 million to \$250 million. She worked to ensure accurate and timely service and reporting to all clients, while developing lasting relationships as a trusted advisor. While at PNC, Ms. Pinkard graduated from the American Bankers Associated National and Graduate Level Trust Schools.

## EDUCATION AND AFFILIATIONS

Ms. Pinkard holds an MBA from the Johns Hopkins University Carey Business School and a BA from Georgetown University. She is a licensed real estate salesperson in Maryland. Ms. Pinkard was named one of Baltimore's Leading Women by The Daily Record, named to the Daily Record's VIP List: Successful Before 40, and won the Spirited Woman Rising at the Spirited Women of Baltimore Awards. Ms. Pinkard is currently the Chairwoman of the Homewood Museum Advisory Board and serves as Vice Chair of the board of the American Red Cross Greater Chesapeake Region.

## CLIENT EXPERIENCE

- Caves Valley Partners
- Towson University
- University of Maryland
- The Institute for Integrative Health
- Towson Row
- Stadium Square
- Element Fleet Management
- International Youth Foundation
- Beltway Investors
- Orthopedic Associates of Central Maryland

## ACHIEVEMENTS

- Named a Daily Record Leading Woman (2011); VIP List (2015)
- Licensed MD real estate salesperson
- MBA (Johns Hopkins)
- Notary Public

**For more information, contact:**  
Katherine Pinkard  
443-841-7682  
kpinkard@pinkardproperties.com  
www.pinkardproperties.com



## CURRENT RESPONSIBILITIES

As a Co-Founder and Partner of Pinkard Properties, Mr. Pinkard oversees all facets of the asset management function, including financial management, strategic positioning, revenue enhancement, operating expense control, daily property operations, service contract administration, staffing, budgeting (capital & operating), property assessment analysis, construction administration, and tenant relationship enhancement. Mr. Pinkard's nearly thirty years of experience are steeped in the fundamentals of high quality asset management for all types of commercial real estate.

## PREVIOUS EXPERIENCE

Mr. Pinkard has served in a leadership capacity for over twenty years in providing real estate services to local and institutional clients nationwide. He has specialized in the asset management area with a strong emphasis in large Class A office facilities in Baltimore's central business district. For many years he was fully responsible for the oversight of all property management activities at Colliers Pinkard. Also during his career there, Mr. Pinkard served as the Chief Administrative Officer with responsibilities that included accountability for human resources, information technology, corporate risk management, medical insurance, legal compliance, professional development, property refinance administration and multi-state office integration. He has benefited from consistent interaction and networking within The Greater Baltimore Committee, The Downtown Partnership, The Greater Economic Alliance, and several other professional affiliations in Maryland. Mr. Pinkard is a graduate of St. Lawrence University.

## PROFESSIONAL AFFILIATIONS AND INVOLVEMENT

- Since 1987 Building Owners and Managers Association (BOMA)
- 1994 – 1996 Chapter President
- 1992 – 1994 Legislative Committee Chairman
- 1994 – 1998 National Board of Governors
- Since 1988 Institute of Real Estate Management (IREM)
- Certified Property Manager Designation (CPM®)
- Since 1988 Greater Baltimore Board of Realtors (GBBR)
- 1995 – 1996 Downtown Management Authority – Board Member
- 1999 Mayor's Baltimore City Sprinkler Retrofit Task Force
- Since 2006 Baltimore Gas & Electric Co. Customer Advisory Committee
- 2006 Governor-elect O'Malley DGS Transition Committee

## CIVIC AND COMMUNITY INVOLVEMENT

- Since 2003 Garrison Forest School, Owings Mills, MD – Trustee
- 1991 - 2008 Maryland Science Center, Baltimore, MD – Trustee
- Since 1991 Irvine Nature Center, Stevenson, MD – Trustee
- Since 1994 France-Merrick Foundation, Baltimore, MD – Director
- Since 1998 B & O Railroad Museum, Baltimore, MD – Trustee
- Since 2002 City Springs Elementary School, Baltimore, MD – Volunteer
- Since 2009 Institute for Integrative Health – Advisory Council

## CLIENT EXPERIENCE

- Travelers Insurance
- Legg Mason
- PHH Arval
- IBM
- T. Rowe Price
- Mass Mutual
- Rouse Co.
- USF&G
- Johns Hopkins
- Bank of America
- Great West Life
- Sun Life Insurance
- Aetna
- City of Baltimore
- University of Maryland
- Alex Brown Realty
- Gordon Feinblatt LLC
- Zurich Insurance

## ACHIEVEMENTS

- CPM® designation
- 30 years CRE experience
- Past BOMA President
- Licensed MD real estate salesperson

**For more information, contact:**  
Gregory C. Pinkard  
443-841-7682  
gpinkard@pinkardproperties.com  
www.pinkardproperties.com



## CURRENT RESPONSIBILITIES

Mr. Sunderland leads Business Development and Strategic Planning initiatives for Pinkard Properties. For more than 16 years he has been a leader in the Baltimore Metropolitan commercial real estate market. Mr. Sunderland's success is represented by a balanced spectrum of clients including private development and brokerage firms, institutional REITS, public institutions, and municipalities. His recent work is demonstrative of his depth of understanding complex financial and public-private relationships given that he is a regional innovator in several county, state, and local investment and development projects. In addition to private sector initiatives, Mr. Sunderland currently serves several Maryland public agencies as a development and facilities advisor to include departmental operating efficiency planning, facility development and management, and capital project planning.

## PREVIOUS EXPERIENCE

Prior to Pinkard Properties, Mr. Sunderland was a Senior Vice President with both Manekin LLC's and then Preston Partners' (now Cushman & Wakefield) Brokerage and Development teams. He helped these firms develop, implement and sustain the economic boom that is now the Baltimore-Washington Technology Corridor. For over twelve years he represented the real estate interests of Prudential Real Estate, AMB Properties (now ProLogis) and hundreds of regional, national, private and publicly affiliated tenants. To achieve maximum success in the Corridor, Mr. Sunderland learned to successfully manage and coordinate public and private interests, ensuring win-win, sustainable real estate investments.

Subsequent to his services at Manekin LLC and Preston Partners, Mr. Sunderland joined Mr. Pinkard to develop a master plan for Towson, Maryland. Together, they created an executable strategy that required the collaboration of local and state governments, public and private institutions, national and international REITs, a full spectrum of investors, and the tactful coordination of a variety of competing interests. Today, Towson is the home to nearly \$2 billion in investment and development projects.

## EDUCATION AND AFFILIATIONS

Mr. Sunderland is a graduate of the University of Baltimore and holds a B.S. in Business Management. He currently serves the University's Board and has helped them design, implement, and grow Maryland's only commercial real estate undergraduate degree program. He earned the Society of Industrial and Office Brokers designation (SIOR) and has been the recipient of several industry-sponsored awards.

## CLIENT EXPERIENCE

- Caves Valley Partners
- Prudential Real Estate
- AMB Properties (ProLogis)
- Baltimore County
- Anne Arundel County
- Towson, MD
- Sheppard Pratt Health System
- University of Maryland Medical System
- Bon Secours Health System
- Maryland Department of Motor Vehicles
- General Motors
- The Allegis Group
- Columbia National Bank
- Howard County General Hospital

## ACHIEVEMENTS

- 16 years of real estate experience
- Licensed MD real estate salesperson

**For more information, contact:**  
Athan T. Sunderland  
443-841-7682  
asunderland@pinkardproperties.com  
www.pinkardproperties.com