



December 9, 2008

Mr. John Doe
7 Park Center Court
Owings Mills, Maryland 21117

Dear Mr. Doe:

I hope you are doing well. I wanted to make you aware of a two-day work session in late January being planned by the Urban Land Institute (“ULI”), which will focus on revitalization efforts for the Park Heights community.

As you are well aware, Park Heights has been an area seeking revitalization for many years now. The City of Baltimore has undertaken a major redevelopment effort through adoption of the Park Heights Master Plan in February 2006. This plan is a general framework that lays out a complete commercial, retail and residential redevelopment of nearly 60 acres located within the Park Heights boundaries. Through legislation introduced to the City Council in July 2008, Baltimore City has already begun the process of acquiring land in the proposed redevelopment area. This is the first step in a very important and complicated process, and the City of Baltimore has asked ULI to assemble a Technical Assistance Panel (TAP) of leading regional redevelopment experts to spend two days evaluating the Park Heights area and providing their input on a number of different redevelopment issues upon which the City is seeking guidance. This TAP will consist of approximately ten development experts with a variety of backgrounds, each of them having a specific expertise.

We consider this program an innovative partnership between the City of Baltimore and ULI, with the goal of providing guidance on the best way to redevelop Park Heights. The current Park Heights Master Plan simply proposes general uses of the revitalized area – i.e. certain acres will be “commercial”, certain parcels will be “residential”, and so on. The TAP proposes to add detail to the “Big Picture” vision of the Master Plan by considering market strategy and specific block by block objectives. This critical aspect of the redevelopment effort requires guidance from professionals who have expertise and experience in these areas. This is where the TAP will provide value to the City and other stakeholders.

Should you have any thoughts or questions, please do not hesitate to call me at 410.547.3040. Thank you very much for your time.

Regards,
ULI Baltimore

Aaron Wade
Co-Chair TAP Committee