



November 3, 2008

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

Dear Mr. Doe:

I hope you are doing well. I wanted to cordially invite you to a two-day work session being planned by the Urban Land Institute (“ULI”), which will focus on revitalization efforts for the Park Heights community. The dates of the event are January 21st and 22nd, and will take place at the Harry and Jeanette Weinberg AFYA Center at Park Heights (4151 Park Heights Avenue).

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.

How does this involve you? We would like to convene Stakeholders, or those with knowledge of the Park Heights area and the issues involved with it; and get your input. We would like you to be one of those Stakeholders. After giving the TAP a tour of Park Heights in the afternoon of the first day, we will have them meet the Stakeholders for a 90 minute session. The Stakeholders will include officials from the City of Baltimore, Baltimore Development Corporation, State of Maryland, local private companies, nearby neighborhood associations and local residents. The TAP will raise very specific questions and issues that they wish to be addressed, and the Stakeholders will provide input as they see necessary. This information will help the TAP come up with suggestions and guidance to present to these very same Stakeholders the next day.

We will have an extremely specific agenda on what is to be discussed, and with so many interested parties in the room, we ask that all Stakeholders commit to focusing solely on the tasks and issues at hand. Once the TAP has seen Park Heights, and been provided input from the Stakeholders, they will spend the morning and afternoon of the second day coming up with suggestions and ideas on all of these issues. Once the TAP has assembled its thoughts, we will reconvene all Stakeholders later in the second day to hear a presentation of its findings. Upon completion of the workshop, ULI will arrange for a comprehensive report to be created and published. This deliverable will be available to all participants, as well as the general public.

The first day, we would ask that all Stakeholders arrive at the above address promptly at 4:45 PM. The first day session should end at approximately 6:45PM. On the second day, we would ask that all Stakeholders be prepared to be at the same location from 3:30PM to 6:00PM. Please RSVP to Pauline Harris, District Council Coordinator ~~Lisa Norris~~ at 410.889.4112 ~~{Pauline?}~~ by December 31st, should you wish to participate.

Thank you very much for your time, and we look forward to your participation. If you have any questions, please call Bryce Turner at 410.837.2727 or Aaron Wade at 410.547.3040.

Regards,
ULI Baltimore

Aaron Wade
Co-Chair
TAP Committee