



DRAFT PANGAEA

— CHULA VISTA — SPORTS ENTERTAINMENT DISTRICT

February 2025

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MODERN DRAFT

BREATH TAKING

LEGACY BUILDING

1. COVER LETTER

1. COVER LETTER

COVER LETTER

February 2025

Scott Chadwick
President & Chief Executive Officer
San Diego Unified Port District
3165 Pacific Highway
San Diego, CA 92101

Re: Chula Vista Bayfront Development

Dear Mr. Chadwick:

On behalf of The McGarey Group and the Divaris Group of Companies, I am truly honored to present the comprehensive vision and plan for execution in the creation of Pangaea, the most comprehensive, complex by design, mixed use development on the Chula Vista and San Diego Waterfront to date. This development will activate and invest in a manner that deeply recognizes the leadership direction of San Diego Unified Port District ("District") and the emergence of the Chula Vista Bayfront.

Bringing the last and most southern end of the Bayfront more fully into the explosive growth of both the District and Chula Vista is an absolute requirement and community responsibility to reach higher, producing more direct benefit for all stakeholders.

The fusion of mixed-uses with globally recognized sports, entertainment, dining and wellness will bring the water to the land and the land to the water for the community and tourist alike, all in a thoughtfully curated environment, capitalizing on the optical business and motion of the Harbor. A true mission to change the life of the people.

Now is the time and this is the place to demonstrate a living experience that owns as its greatest asset the Bayfront views and legacy.

Conversely, it celebrates it, opening the flood gates to the community, tourists, the entire State of California and adjoining Baja California, Mexico and way, way beyond. To that end, we have named the project, Pangaea, as a representation of our one world view.

The leadership and affiliated communities and stakeholders' voices must be heard, and the collaborative energy and implementation will produce an economic engine and complete sustainability that will leave its impression and yield benefits over the next one hundred years.

The centerpiece of this vision is the first of its kind Elite Player Sponsored Tennis Centre in the United States of America, complete with master-designed clay, hard court, paddleball, and pickleball.

Complementing the Centre, will be the remarkable golf experience PopStroke, a 36-hole family and professional grade putting course.

Another element cementing the sports culture is 6-8 Academy meant to polarize and redefine the international sport that is water polo. Already a highly successful and ever-growing sport in the region, water polo icons, Tony Azevedo and Maggie Steffens, will relocate their highly acclaimed Academy from Long Beach to Chula Vista, with a facility that has never been built on this scale, with these amenities and training tools that are beyond current Olympic standards.

Next, we offer a Paragon Entertainment IMAX cinematic and educational pinnacle experience that will feature every component built to a luxury scale.

The proposed Stadium is planned to be a masterclass in design and tri-use function and will be used to lure professional soccer, major concerts and future integration into the complex. This puts Chula Vista and all District stakeholders in position with full support and economic engagement of McGarey Divaris and Partners, to lobby the ATP/WTA leadership to add another Masters 500 or 1000 level tournament to the annual schedule, further fueling Pangaea's economic engine.

Important to note, our lead team members, specifically The McGarey Group, a Divaris Group Company, have had hands on experience in the highest level of planning and execution work with projects that include the NBA, WNBA, NFL, NHL, MLB, ATP, NCAA, NASCAR, Rolex 24 at Daytona, professional lacrosse and volleyball, and live entertainment ranging from Billy Joel to Bruce Springsteen, and everything in between.

Pangaea faithful will be rewarded with a collection of three diverse, modern and distinguished hotel flags and operations developed in unison with one of the world's largest and most elite hotel development companies, 300,000 square feet of personalized and highly geared retail experiences, and the opportunity to develop over 600,000 square feet of office space, which we foresee being occupied by global companies in phases with an emphasis on ties to the study of oceanography or centric regional education and business of the region and globe.

McGarey, Divaris, Tucker Sadler Architects, Swinerton, Lindgren and Provident Resources Group and all of our truly world class support partners are dedicated to Pangaea being walkable, safe, unforgettable and to using nothing but best multi-industry practices on every inch of the horizontal and vertical campus focused on achieving security, responsible LEED Silver Certification and recognition for its

respect of the water, land and air. We get one planet, one shot. We will make every backer proud. Every.

We will involve a high-level of community involvement to engage their incredibly important input and expression. As a new center of gravity, Pangaea must reflect perfectly on the cultural significance of Chula Vista and take its place amongst the impressive District projects on the Bayfront. There will be no small ideas.

We look forward to working ever so closely with you, the District, the community, and all. Let's make history together.

Sincerely yours,



F. Denver McGarey
President & Chief Executive Officer
The McGarey Group, a Divaris Group Company



Gerald S. Divaris
Chairman
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Partners and Subconsultants

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Divaris Group of Companies – Gerald S. Divaris, Chairman

The McGarey Group, A Divaris Group Company – F. Denver McGarey, President/CEO

Lindgren, A Swinerton Wholly Owned Subsidiary – Steven Wolmark, Managing Director

Lead Design & Architecture:

Tucker Sadler Architects, Inc. – Greg Mueller, CEO and Design Principal

Financials:

Provident Resources Group – Christopher Hicks, President

Capital Markets:

Tauro Capital Advisors – Stephen D. Stein and D. Scott Lee, Co-Founders, Co-Presidents

General Contractor:

Swinerton – Don Adair, Executive VP

Marketing:

Divaris Real Estate – Joseph C. Rapisardi, Director

Tennis Centre:

Elite Player Sponsored Tennis Centre

Water Polo / Aquatics:

6-8 Sports – Tony Azevedo and Maggie Steffens, Co-Founders

Hospitality:

Highgate – Rob Dann, COO

Cinema:

Paragon Entertainment Holdings – Michael F. Whalen, Jr., Partner and Co-CEO

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GAME CHANGING
COMMUNITY-BASED
CONNECTED

2. APPROACH TO PROJECT

2. APPROACH TO PROJECT

PROJECT OVERVIEW

The connectivity to the community culture and Bayfront is a marriage of interests long overdue and a bold signal that the District, the community of Chula Vista, and all stakeholders are committed and entrusted to enhance and protect the waterfront for many generations to come.

McGarey Divaris has assembled a first wave team of extraordinary professionals from every discipline of the major project development process and will be adding exceptional talent moving forward to assure foremost creativity and execution.

The responsibility to bring a celebration of the community and epic success of the District and the entire South County to the Bayfront is a great one. The lasting legacy of all stakeholders is to change the life of a people and create a new, though complementary, center of gravity for better living in the region.

The McGarey Group, a Divaris Group Company, has extensive experience and grand success integrating mixed-uses into professional and collegiate sports settings and venues including NFL, NHL, NBA, WNBA, ATP, NASCAR, Rolex 24, MLL, and AUV and from entertainment titans Cirque du Soleil to Billy Joel and much, much more.

In combining the finest broad-scale tennis training in North America, including leading-edge wellness, spa and physical therapy, with a spectacular and challenging 36 hole putting experience, the probability of adding professional soccer and entertainment to the campus, the supporting mixed-uses of hotel, retail, food & beverage, entertainment and office are activated in a way no project has been delivered in America. Ever.

The connectivity to the community culture and Bayfront is a marriage of interests long overdue and a bold signal that the District, the community of Chula Vista, and all stakeholders are committed and entrusted to enhance and protect the waterfront for many generations to come. Divaris understands and embraces its responsibility in the mission and will create a floor to ceiling glass of transparency and inclusion. There will be no small ideas.

Onsite marketing will deploy the best practices and will be a direct reflection of the community at large. The center-point location assures it will play a lasting and pivotal role in the Latinx culture, honoring their milestones and rich holidays and traditions.

Looking from the Bayfront, the optical cascade of uses will be on full display from the glowing lights of tennis and championship putting, to roof decks, fire pits, and patios ringing with the noise of 'life is best lived here.' A roar of a crowd, the echo of a famous musician, the sense that you can reach to touch land or, conversely, to touch water. There will be an exhaustive search for local artisans and culinary standouts and a deep rooted commitment to merchandising uses with tuned hours of operation, value proposition and the specific macro and micro needs of the community.

As a 24/7/365 living and breathing mantelpiece of the region, the walkability, complete sense of security, meandering paths of landscaped beauty, every conceivable modern twist of technology, thinking of every detail related to everything, perfection in fact, is the starting point. From your espresso in the morning to your backhand mid afternoon, from your sushi to your ability to read putts, and everything in between, will be on display in an organized, yet watercolor-esque frame. The objective to create a world-class, award winning destination campus of stunning brands and experiences will create profound success for all stakeholders.

The connectivity of the development with those already in planning or under construction is undeniable. Destination is best served when all oars are in the water, succinctly pulling in the same direction and taking the reputation and vastness of the region along for the ride.

Divaris is deeply committed to doing just that and has delivered those results from Virginia Beach to Midtown Atlanta, from Downtown Washington DC and New York City to Hawaii. We look forward to this close-knit and collaborative partnership and will not rest until the reality meets and exceeds the vision.



COMMUNITY OUTREACH

Our approach to community outreach will be proactive rather than reactive – and we will work closely with the District, stakeholders, business, civic, advocacy and community groups to help navigate public milestones along with any potential challenges as this very public project makes its way through the development and approval processes.

Divaris Group's proposal for Pangaea is sure to attract intense public interest. Recognizing that the Chula Vista Bayfront is a public asset, the team is prioritizing community outreach to support this proposal. This project will represent the best practices in community engagement, transparency and public participation. The proposed uses, the prominent location, and its jurisdiction within the larger San Diego Unified Port District, will require a comprehensive approach toward stakeholder and community engagement. The project team understands that the District, along with the community of Chula Vista and the California Coastal Commission, place a high value on community engagement and meaningful participation. As such, a best-in-class outreach program is being implemented.

It is essential for a project of this scale and positive impact to inform and engage in dialogue with all interested stakeholders and address any concerns in a collaborative manner. In consultation and collaboration with the District, the public outreach program will engage, educate and seek feedback from all interested parties to ensure meaningful participation. The audiences reached would comprise not only immediate site neighbors and City residents, but also residents within other District cities, as well as interested members of the public in San Diego County and the State of California.



DIVERSITY, EQUITY AND INCLUSION

We recognize that equal access to the public process may not fully accommodate the needs of populations that have historically been excluded from participation in public decisions. The concept of equity means that we will seek fairness and justice, which may include making an extra effort to reach those who wish to participate and remove barriers to access. We intend to strive for equity by proactively outreaching to individuals and groups that identify as marginalized or face other barriers. Spanish-speaking materials and potential materials in other languages will be developed to reach community members for whom English is a second language. In our community outreach, media outreach and engagement initiatives, we will make an intentional effort to connect with community members, advocates, publications and leaders representing immigrant, BIPOC, LGBTQ and differently abled communities, as well as residents of areas that have historically suffered from economic inequality or environmental justice issues. This will also include outreach to communities with low rates of computers in the home, access to broadband internet and those who rely on texting or other modes of communication, rather than email.

SMALL BUSINESS OUTREACH

In addition to a transparent and robust community outreach plan, and in collaboration with the District, our team will establish an appropriate participation goal and develop a systematic and deliberate community Small Business Outreach Plan for implementation. We will conduct outreach to local and small businesses of every diverse group including Minority, Woman, Disadvantaged and Disabled Veteran Business Enterprises throughout San Pedro region. Our goal is to partner with the District to meet, exceed and attain participation of SBE and DBE firms throughout the design and construction process. Divaris Group is firmly committed to SBE and DBE participation with our core team including a nationally certified SBE/MBE firm (Tucker Sadler Architects).

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DESTINATION

INNOVATION

ENGAGEMENT

3. PROJECT DESCRIPTION

A THRIVING DESTINATION

We envision our proposed development as an engagement with the water, yet a sophisticated, modern and utterly vibrant marketplace and campus that redefines this impossibly valuable Bayfront and cohesively links land to water: walkable paths connecting people to programmed and developed open space and the very history under their feet to the bright future ahead.

PROJECT VISION

There is an innate magical quality contained within water that beckons people to draw near. This mystical quality establishes the principle of the design approach that culminates in the resurgence of water meeting land and the merger of community-centric and carefully themed architecture in a next-generation design of mixed-use development. The yin and yang relationship of water and land provides the focal point for the creation of the icon for the District's waterfront. Radiating from this point will be corridors of diverse market sectors that will frame near and distant views of the waterfront.

The confluence of uses, view corridors, lush landscaping, pocket parks, fountains, culturally significant art exhibition and statuary, all act as one magnificent place to frame in the movement of aspiring tennis, pickle ball and padel tennis, water polo and major aquatics, wellness, world-class dining and accommodations. The views will leave lasting impressions and will always call the community back to the water's edge.

The team will assess the surrounding urban/suburban fabric of Chula Vista and its Downtown to determine the points of entry that will draw people into and through the development. Lighting will provide the nighttime significance and the overture that will unite the entire waterfront of Chula Vista that can be seen from across the bay to neighboring San Diego, Coronado and Point Loma, creating a new, exciting and ever shining skyline across the waterfront.



McGarey Divaris is committed to using best and most creative practices and to assembling a comprehensive team that is only capable of greatness on behalf of all stakeholders, most importantly, the community. It is a gift to cherish, building a legacy asset that becomes an essential element of the booming District and surging City of Chula Vista.

The voids created by the architecture set the stage for public interaction. The demonstration of a hierarchy of public to private open space, partnered with an event management program, will ensure the appropriate size and configuration of space to facilitate the interaction with the water's edge and provide the most flexible spaces for public engagement. A cultural range of events and performances will bring people of all ages to the site to interact and enjoy, thereby providing layers of content and establishing a sense of authenticity. This team is committed to implementing a design that promotes education and awareness about community growth and environmental conversancy in an inclusive and sustainable way. We expect to set the standard for future US developments. In Chula Vista, where the coastal environment is particularly fragile, our team is comprised of leaders in developing the new models of "environmentally sensitive" development for the ages. Finally, we will deliver a new model energized with density and mix of powerful uses that will provide the velocity required to attract the best of the best, enabling the development to reach its fullest potential.

We envision our proposed development as an engagement with the water, yet a sophisticated, modern and utterly vibrant marketplace and campus that redefines this impossibly valuable Bayfront and cohesively links land to water: walkable paths connecting people to programmed and developed open space and the very history under their feet to the bright future ahead. We are committed to health, sport, and mental and physical wellness, and see them as interchangeable pieces of better life and a community of thoughts, social vibrancy and exceptional sportsmanship. Pangaea will complement the District's natural advantages of situation, climate and scenery with visionary architecture, best construction practices, abundant open spaces, sustainable learn-work-play uses, and an impenetrable commitment to wellness, community,



inclusivity and diversity. We have, with great responsibility, crafted our concept to be an unparalleled expression of planning and design, creating a defining place for centuries within the District's waterfront. Our concept weaves modern and responsible development within the urban fabric of the broader waterfront and Chula Vista, by connecting and integrating, rather than setting itself apart as an isolated physical place within the region. Our approach is based on complementing established and neighboring uses, creating a sense of opportunity for growth through pride of community and the ingenuity of its people.

In summary, our concept encompasses a mixture of sustainable and prosperous uses to forever activate this key part of the waterfront. It increases and extends public open space along the waterfront to optimize public access, views, connectivity and engagement. It consistently links the urban grid to the waterfront and provides outstanding pedestrian access and use. It also recognizes an opportunity for openness and unguided adventure. Our design integrates with the City of Chula Vista and the District's Bayfront Master Plan and Guidelines by fastening to existing and future offerings and participates within the two governing agencies. The proposed uses increase development potential, regional economic growth, employment, tax base, education, community engagement for this site and other District land, and most importantly, brings people to the waterfront, promoting the overall well-being of those who reside in the City of Chula Vista, South County and beyond.

The essence of the project is **COMMUNITY**. We look back at the history of Chula Vista and work to infuse the energy, the innocent joy and shared experience that imbued elements of yesteryear with such caring nostalgia. We wanted to keep that engaged spirit alive in the new creation. Chula Vista has an extraordinarily rich cultural history; the water's edge and Bayfront were the nascent points of true Southern California beginnings. From the first inhabitants, indigenous tribes who lived along the shore to the explorers and those others who came centuries later, the edge where land and water meet has been unmistakably the creation of a place where community comes to gather and prosper. Our efforts will be focused on creating a celebration and a truly authentic environment; one that cannot be mistaken for another.

COMMUNITY-CENTRIC & OCEAN THEMED ARCHITECTURE

The community-centric and modern architecture viewed at grade is a fresh, vibrant, invitation to engage on many levels. Each of the structures within the development will embrace the natural hues of the surrounding environments and the gentle sway of the water, capturing glimpses of waves calmed by the coastline and the sun rising and setting on the Bayfront. The use of natural materials will resemble the colors and motion of the water rising to the shoreline and retreating back amidst the optical excitement of the Harbor. The architecture viewed from above will mimic the endless ebb and flow of water and the beautiful and perfectly controlled, but chaotic Harbor business and motion. The thesis of the development creates a real sense of exploration, as each building component is an opportunity to discover a new and lasting environment. Timeless, in fact.

PROJECT CONCEPT: COMPONENTS

ELITE PLAYER SPONSORED TENNIS CENTRE

Shining brightly as a signature piece of Pangaea is the first of its kind Elite Player Sponsored Tennis Centre in North America, complete with clay and hard surface tennis, padel ball and pickleball, professional training, leading edge spa, physical therapy, museum, cafe and retail store. The instruction ranges from the beginner to elite level, including ATP and WTA stars who will take up residence at the Centre for training and intense competitive advantages. Included will be an expansive offering from spa and personalized dietary programs to intense physical rehabilitation and strength training. There is nothing like this in America today, when you mix the campus with the mission to improve people's lives on all levels worldwide.

The Tennis Centre will expand accessibility to those who desire and deserve access to highest-level tennis, regardless of income level, experience or ability with the incredible programs that encompass the foundational goal of transformation in society through actions, projects and programs. The Centre believes in a world where all boys and girls reach their full potential and have equal access to opportunity. The development team intends to partner with local groups that will provide activities to all community members, from tennis, padel ball, and pickleball clinics to local, regional and national competitions.



POPSTROKE

PopStroke Entertainment Group, a national leader in golf entertainment owned by Greg Bartoli, Tiger Woods, and TaylorMade Golf Company, is the remarkable putting experience featuring two 18-hole family and professional grade putting courses. The facility features a full-service restaurant with indoor and outdoor dining and party areas, an ice cream parlor, multiple bars with expansive TVs and jumbotrons throughout the property, an outdoor patio gaming area and beer garden, and a fully enclosed children's playground. PopStroke delivers an unmatched guest experience through cutting-edge technology, providing an interactive and unique golf experience for guests of all skill levels. PopStroke offers various event packages for parties of all sizes and hosts competitive putting tournaments throughout the year, including weekly putting leagues. Elevated above street level, the Chula Vista PopStroke will be the only unit in the US to capitalize on astonishing San Diego Bay views, fortifying the strength of the project's draw as a family and golf enthusiast destination.

Integral to the golf experience with the classic challenges of a Tiger Woods course and inspired by his foremost knowledge and experience as the elite golfer with strong ties to Southern California culture, PopStroke is a compliment to the Gaylord Pacific and regional business, tourism and family elements. It offers private function rooms, a series of outdoor fire pits, a café, clubhouse and pro shop making this the ultimate community and corporate "living room" for celebrating the San Diego Bay and the City of Chula Vistas Bayfront. PopStroke will be a destination that is both an amenity to and celebration of golf, and a grand place to enjoy and create lasting memories with friends and loved ones, day or night.

6-8 SPORTS WATER POLO ACADEMY

When the opportunity comes to redefine a global sport with the icon's icons, you take it. Tony Azevedo and Maggie Steffens set the standards in water polo not just in and for America, but for the world. With epic accreditation collectively including four Olympic medals, eight Olympic appearances respectively representing the USA, and 17 years as Team Captains, let alone their remarkable professional careers, Tony and Maggie teach a profound balance of educational excellence and physical achievement, where character counts most.

The relocation, expansion and reimagined 6-8 Academy was a sought-after Southern California and Chula Vista asset by the Pangaea Development Team. Water Polo throughout the region is ingrained and emergent and 6-8 Academy offers the game-changing moment to find, nurture and train tomorrow's Olympians. This world-class facility will also meld the elite, yet inclusive, aquatic world into all things lifeguard training, youth swimming instruction, water polo leagues for all ages, community and corporate eventing, with membership and international students to create a unique and remarkable aquatic village.

The vision gives the reality that Pangaea, unlike anywhere in the world at this scale, becomes a place where world renowned global athletic icons and their methods of sheer excellence, of character building and shaping, become a waterfront spectacle and a must see for nations around the world. The collaboration and energy for families and athletes of virtually every age group between the Pangaea sports uses and icons is undeniable and everlasting. The dual twist, armed with the state-of-the-art facility, is the ability to host major regional, national and global water polo events, team building activities to attract the corporate and tourist players with a full-service restaurant, portable floating bars, and a remarkable setting for weddings and meetings. Water on water, a place where every generation can be a 6-8 Academy member.



WATERFRONT RETAIL, DINING & ENTERTAINMENT

The coastal-modern influenced design of the 300,000 square feet will encompass divergent indoor and outdoor spaces, providing stirring opportunities to explore a wide array of cafes, restaurants, retail, entertainment and elite services. The uses will be strictly consistent with coastal planning/use requirements. The new food and beverage tenants will partner with local vendors, merchants, farmers and fishermen to provide Pangaea guests with the very best of everything. Also, orchestrated within the retail/dining fabric will be entertainment environs featuring live music, social and team-building activities, family centric operations and activities, with large open-air windows, fire pits, gathering places, all framing fantastic views of the Bayfront. The panorama of dining areas, craft cocktails, signature beers of the region, perfectly placed and choreographed TV screens and prominently covered and artistically shaped patios will set the stage for a fun-filled family night, date night, group event or simply cheering on your favorite San Diego sports team. These retail spaces, restaurant and gathering places offer a one-of-a-kind dining and retail experience in a California-cool environment suitable for all ages.

The development will feature a culinary lineup that embraces the diversity of the community, offering varying cuisines, environments, health options and price points. These will be highly polished establishments, safe and inclusive places to gather, displaying local culinary talent merged with regional and international players of note that will speak to every occasion and become an engine of innovation, employment, and aspiration. Pangaea opportunities will draw entrepreneurs from all walks of life, to create their own “standing room only” experience, paying enthusiastic respect to the roots that attach the stakeholders and the development itself to the South County Community. That is at the very core of our thesis.

PARAGON ENTERTAINMENT CINEMA

The creative and living beat of any place is people. Nothing draws them together more closely than a cinematic experience and the unscripted nature of live theater, sports and entertainment. In essence, Paragon Entertainment at Pangaea is a place that becomes ensnared in shared emotion and lifetime experiences. To be seen and heard is a legacy part of life itself. Theaters bring families and people together. That unforgettable feeling of seeing a new and promising classic to, frankly, a bomb of a film or live performance. Not all theaters are created equal, far from it in terms of technology, finishes, rewards and setting. Paragon Entertainment will merge the complete rarity of a waterfront cinema setting with 35-foot dual IMAX theaters, Axis15 Extreme screen technology throughout with 4K Laser projection on screens tilted 15-degrees for superior viewing, and within eight supporting luxury-plus auditoriums. Another unique spotlight is Paragon’s Lux Box Dine-in Enclave, a reserved section within the theater complete with private access, craft cocktails, elevated and traditional concession cuisine, all delivered to your seat. There will be valet parking available as part of an elevated ticket and an unmatched sense of arrival worthy of a Hollywood film premiere. In other words, the best experience, exceptional date nights, family outings, all delivered for the customary price of a ticket, or, as one chooses, to elevate. Imagine the swelled summer tourism having the chance to experience all of this, versus a post-beach hotel room night.

Surrounded by heart thumping sports and entertainment, glowing restaurants with rooftop conversational fire pits and a perfect ambiance makes for a most unforgettable day or night at Pangaea Chula Vista. Yes, that Chula Vista. The new epicenter of entertainment, meal sharing and cultural exchange. Friends and families. Neighborhoods coming together as one. The give back and equally impressive IMAX showing the study of the ocean, waterfront ecology, the mystery of it all for regional area schools and



international program curriculum, at little comparative cost, with lovingly prepared box lunches for the children and attending family and faculty. The ability to effectively stage a lineup of school buses and educate, stimulate, and stir the imagination of the next group of scientists, environmentalists, and explorers, will make the District and City of Chula Vista a world-wide model. Pangaea is “one world” and an obligation to make the next generation informed and ready to be shepherds of the environment going forward.

Like all of the significant and correlative component parts of Pangaea, Paragon Entertainment will bring the study and celebration of water, live sports, theater, opera, ecology and so very much more with passion and worldwide production excellence above any market competition. Not just in Southern California, but the world over. Paragon joining this line-up takes any lingering concerns of a straight and tired theater industry level to the explosive and ever reinventing world of film and immersive group experience. Sports. Media. Broadway. Meetings. Presentations. Extraordinary events. Technology used as a weapon of the future, not a regret of what used to be. The future is ours to make at Pangaea collectively, and we want the best and brightest on full display.

HOSPITALITY: FIVE HOTELS, 1,500 ROOMS

Phase 1 – Three Hotels, 700 rooms

Phase 2/3 – Two Hotels, 800 rooms

Three hotels are firmly planned for Phase I of Pangaea with the leading hospitality investment and management company in America that presently controls over 87,000 keys nationwide. Included will be a nationally branded boutique hotel flag, a best-in-class all-suites hotel flag, a new private label extended stay hotel brand by the same owner/operator. The diversity of hotel types and experiences spread over 700 rooms will serve residents and visitors with a variety of amenities, benefits and price points. Distinctively designed hotels providing full-service amenities – an ideal location surrounded by spectacular views of the waterfront, the Elite Tennis Centre, PopStroke, 6-8 Academy, office building(s) and the effervescent feel of the retail and dining venues. The hotels will have the facilities to serve large to small conferences, lectures, and major events, while contributing gracefully to the city skyline and gleaming Bayfront. The designs will all be different, the shapes different, the points of entry different, to shed any potential for a homogenized look or feel. They will be cast well within the overarching design religion and guidelines for Pangaea and have their own open space to enliven the living landscape of the project.

As the breadth of the Phase 2 elements of the Stadium and the additional office buildings present, we envision the introduction of two full-service, high brand image, hotel properties of approximately 400 keys each.





MULTI-PURPOSE STADIUM:

50,000 Seats, to be determined based on primary use

Phase 2, timed to opportunity, sponsorship and bold moves

The stakeholders will pursue, singularly or in combination with accredited and influential parties, an MLS, high-profile USL Championship Team, or Mexican Football Federation (“FMF”) team, presenting a volcanic invitation to grow their rabid brand and following in North America, akin to the Toronto Blue Jays and MLB coming into Canada. The following of FMF in our region of the country is vast in comparison to the MLS brand. It could also easily, and, with great economic viability, become an entertainment-centric venue destination along the lines of Live Nation, with major seating capacity, programmed professionally for major acts, live entertainment, and huge festivals, putting this exhilarating area of the Bayfront and Chula Vista in perfect position to main-line increase tourism with the weight of the emergence of the Region behind it. Mixed with professional tennis, with Live Nation itself a highly viable sponsor of the tennis tournament, the setting invigorates landing an ATP/ WTA 500 or 1000 Level Tournament for the hard court or later red clay ATP/WTA season, sending Pangaea forth as a model of the future. Our Elite Tennis Centre, with their power and bandwidth, will partner with our Development Team in making this happen as the tournament Ambassador. The upside is a two-week, probable \$1B+ tournament that far exceeds Indian Wells. Our international accessibility, regional population and setting do not compare to Palm Desert.

Believing all things possible, the vision for the multi-purpose Stadium is custom to the long-term tenant that occupies with its signature use. The Stadium will increase the size of the Pangaea consumer magnet, where travel of two hours or more to events and the place we create will be routine. In the truest sense, the Stadium will activate and bring to life the merge of consumer interests and activity and be extensively split among residents of South County, San Diego Counties, destination tourists, onsite and regional hotel guests, the balance of Southern California and the vibrant regional business community. The spectacular diversity of the consumer mix requires that McGarey Divaris curate a truly authentic, vibrant, and very permanent place amid the evolution of existing and future area projects and their urban and potential waterfront surroundings.

The expanse of the Stadium encompasses what will be the largest and most technologically advanced Stadium in the United States. Designed to exacting specifications, allowing for multi-use of professional soccer, tennis and/or major acts/ live entertainment. It will be, without a scintilla of doubt, jealously guarded as the region’s catalyst within the booming South County marketplace, trading heavily on the advantages of its waterfront location, main-line connectivity with local and cross-border commerce, and the ever-emerging local resident population of Chula Vista. The Stadium will and must be designed and executed on to be all things to all people, working together to create one place and one energy. The tax propulsion will be a new and welcome driver for our Region.

This new Stadium will proudly stand where the San Diego Gas & Electric power plant once existed, providing the once in a lifetime opportunity to create the most visible symbol of community in the history of South County—completing the

connection to the Bayfront with its modern coastal design. Within the walls of the Stadium, the venue is projected to have 50,000 spectator seats, a press level, VIP lounges and special event spaces, craft concessions featuring local food and beverage artisans, bars, lounges, and cafes at every level, and include all the highly amenitized elements and advanced technology associated with a next level facility. The Stadium will incorporate unique and artful shade structures that provide both protection from the heat and inclement weather and will be positioned to drive the natural ventilation when and where most needed.

Modeled after a contemporary iteration of classic European-style sports amenities, the Stadium will include welcoming sculptural and illuminated elements that become forms on the skyline and are in concert with one another—completing the symbolic representation that we seek. At the main entrance to the Stadium, a large public plaza will be beautifully landscaped and designed to invite spectators to gather, experience the event within and socialize in a high-energy living room, perfect for life defining memories.



BLUE TECH, AQUACULTURE & VISITOR SERVING CREATIVE OFFICE

Phase 1 – One Building of 150,000 sf

Phase 2/3 – Three Buildings of 150,000 sf each

Pangaea allows for the opportunity to develop more than 600,000 square feet of office space, which we envision being occupied by global companies in phases with an emphasis on ties to the study of oceanography or centric regional education and business. Blue-Tech innovators, research driven and visitor serving businesses will enjoy multi-story class A office space with water views, natural light, flexible floorplans, indoor-outdoor areas, collaborative spaces, and amenities. Due to the unique tide-pool design and structural system using fewer support columns, the office building allows more flexibility for the tenant to customize specific uses from typical office to classrooms, wet and dry labs, research facilities, collaboration pods, as well as incorporating the latest technology into the project using a raised flooring system and flexible structural systems. Pre-manufactured wall systems specified for the interior walls will also allow for future flexibility and expedited move-in schedules. The Class-A commercial office space will have direct access to parking and connection to park space, retail, restaurant and entertainment uses. These office uses will be consistent with coastal planning/use requirements and are a strong additive for onsite day population.

McGarey Divaris envisions providing an environmental learning and observation destination wrapped within the architectural design. Students, residents and visitors can learn about the environment and sea life with a particular focus on ocean and bay-based considerations, such as conservancy, climate change and sea-level rise by providing an opportunity to visit, look, and learn how environmental conditions influence development of species in our region. We intend to engage local environmental and conservation advocacy groups through our outreach program, to seek community-oriented learning and interactive educational features created in partnerships to enhance environmental awareness.

— Our design concept achieves solidarity among neighboring uses by observing existing access and preserving views. It promotes clean air, healthy communities, ocean and bay research, education and conservancy by incorporating sustainable and environmental practices, and providing a network of parks and promenades that allow for exercise, sunshine and community integration.

PUBLIC REALM & OPEN SPACE

Pangaea will serve as the community and regional meeting place with newly created public spaces offering panoramic views and a broad range of learning and recreational activities for locals and visitors alike. The framework plan for the development features a centrally located, pedestrian-friendly, European influenced plaza to orient visitors to the project, while providing an ideal programmable open space. From here, pedestrian connections are visible to the Stadium, retail and dining, the waterfront promenade and the 22nd street parking structure, enhancing wayfinding for visitors while providing a variety of public spaces for both cultural and commercial activities.

A continuous pedestrian waterfront connects at varying scales and activation along its circuitous route. Each public space is designed to encourage a broad spectrum of uses – shopping, picnicking, lingering, people watching, families and friends at play – while providing critically important visual and physical pedestrian access to the waterfront. It will be strongly inspired by the regional landscape of the Bayfront.

Regionally relevant landscaping will enhance sustainable practices onsite and grandly offer an opportunity to showcase local history, culture, and art across many generations. Public art pieces will be placed throughout the development including local, historical, and cultural artifacts. The entrance will feature an iconic statue, spectacularly uplit, that will become the iconic backdrop for individuals, couples and family photographs. Health-, wellness- and water-themed educational displays such as an aquaponics herb and vegetable garden and a demonstration ocean farm tank will provide additional opportunities for outdoor classrooms and learning experiences for the community. Pangaea is in fact about one world and will encourage interest in and protection of the earth.



AMPLE PARKING FOR CURRENT & FUTURE DEVELOPMENTS

Parking is strategically integrated into the site to be functionally and economically beneficial, without negatively impacting design or pedestrian experience. Convenient and abundant quantities of spaces, with every safety standard considered, will be provided to serve locals and visitors. Structured parking will be perfectly integrated and draped with artful exteriors to allow for a vibrant, active urban space along streets and walkways. The development intends to utilize a phenomenally advanced mechanical and naturally ventilated parking structure for the following reasons: uses smaller carbon footprint; maximizes number of cars in the structure; reduces emissions, and with the trend moving away from driving one's vehicle and use of Uber, Lyft, carpooling and cycling the demand for parking may become less and less in the future, and by removing the internal mechanical system within the structure, what was once a parking facility can be converted to another use, perhaps commercial office space or research facilities. In addition, the development is within close proximity to the MTS transportation hub; approximately 0.9 miles to the Palomar and H Street Stations. With the newly completed University City station, the development will be fully accessible to our North County neighbors.

Our goal is to create forward-thinking, adaptable parking areas, some mechanical, some traditional, to accommodate current requirements as well as predicting future needs. In the event of decreased dependence on individual cars in the future, parking areas may be adaptively and cleanly reused to become active, programmable spaces. There is an opportunity to add more parking in specific, pre-considered, locations if desired by the District as an area of enhancement for the good of the greater area.

CONSISTENCY WITH PUBLIC TRUST & INTEGRATED BAYFRONT MASTER PLAN

Pangaea serves the purpose of the Public Trust by protecting people's common heritage of tide and submerged lands for their common use. It will maintain consistency with the Public Trust by focusing on uses that are water related and visitor-serving (including hotels, restaurants, retail and entertainment parking). The site will also provide public open space, water access, and learning centers that will serve visitors and residents alike. All uses will promote, foster, accommodate and enhance public trust uses. In the creation of structures, our proposed project will directly promote uses authorized by the trust grant, use structures incidental to the promotion of such uses, and accommodate/enhance the public's enjoyment of trust lands.

VALUES / STANDARDS

Our design concept achieves solidarity among neighboring uses by observing existing access and preserving views. It promotes clean air, healthy communities, ocean and bay research, education and conservancy by incorporating sustainable and environmental practices, and providing a network of parks and promenades that allow for exercise, sunshine and community integration. It ensures major job creation and financial sustainability with a carefully created development phased program – one that generates tremendous justifiable economic activity extending beyond project boundaries. It incorporates state-of-the-art sustainability in its walkable urban focus, architectural design, indoor-outdoor spaces with natural light, and use of regionally appropriate landscape.

PROJECT CONTEXT

PACIFIC OCEAN

- 1 LIVING COAST DISCOVERY CENTER
- 2 SUN OUTDOORS RV RESORT
- 3 SEVEN MILE CASINO
- 4 CHULA VISTA PUBLIC LIBRARY CIVIC CENTER BRANCH
- 5 CITY OF CHULA VISTA POLICE DEPT.
- 6 SILVER STRAND BEACH
- 7 CORONADO CAYS
- 8 AMARA BAY - PACIFICA MIXED-USE DEVELOPMENT
- 9 GAYLORD PACIFIC HOTEL AND CONVENTION CENTER
- 10 CHULA VISTA MARINA
- 11 CHULA VISTA CENTER
- 12 U.S. POSTAL OFFICE
- 13 NATIONAL WILDLIFE REFUGE
- 14 CHULA VISTA HIGH SCHOOL
- 15 CARNIVAL SUPERMARKET
- 16 SAN DIEGO COUNTRY CLUB
- 17 CHULA VISTA ELEMENTARY SCHOOL DISTRICT
- 18 HILLTOP HIGH SCHOOL
- 19 TERRA NOVA PLAZA
- 20 COSTCO / WALMART
- 21 TARGET
- 22 PALOMAR TRANSIT CENTER



1 Mile

SITE

Bonita

Chula Vista

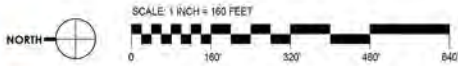
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MASTER PLAN



DEVELOPMENT LEGEND



PHASE 1

- A** PEDESTRIAN PLAZA
- B** LATIN QUARTER RETAIL WITH HOTEL ABOVE
- C** ANCHOR RETAIL
- D** PARAGON ENTERTAINMENT
- E** PARKING STRUCTURE
- F** POP STROKE
- G** VIEWING THEATRE
- H** VALET DROP-OFF
- I** HOTEL 1
- J** HOTEL 2
- K** CENTRAL TENNIS COURT
- L** TICKET CENTRE & GUEST SERVICES
- M** LARGE MATCH COURTS - 3
- N** SMALL MATCH COURTS - 6
- O** 9 HARD COURTS - PRACTICE

- P** 7 CLAY COURTS - PRACTICE
- Q** 3 PICKLE BALL COURTS
- R** 6 PADEL BALL COURTS
- S** WELLNESS CENTRE & SPORTS RETAIL
- T** 6-8 WATER POLO ACADEMY - MAIN POOL

- U** VIEWING DECK & RESTAURANT/ CONFERENCE CENTER
- V** WATERPOLO SECONDARY POOLS - 2
- W** RECREATIONAL LAP POOL
- X** BEACH AREA



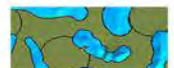
PHASE 2




- A1** SOCCER/MULTIPURPOSE STADIUM & ENTERTAINMENT
- B1** BLUE TECH OFFICE
- C1** SOCCER/COMMUNITY PRACTICE & EVENT FIELDS

OPEN SPACE EXHIBIT

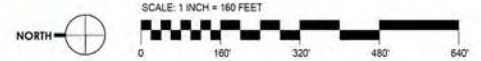


ZONE CLASSIFICATION

-  ACTIVE OPEN SPACE (SOCCER PRACTICE ZONE) - 9.3 ACRES/405,771 SF
-  ACTIVE OPEN SPACE (TENNIS ZONE) - 11.4 ACRES/497,354 SF
-  ACTIVE OPEN SPACE (POPSTROKE ZONE) - 1.5 ACRES/66,436 SF

-  BUFFER ZONE - 22.9 ACRES/999,362 SF
-  PASSIVE OPEN ZONE - 10.9 ACRES/ 473,522 SF
-  PUBLIC PLAZA - 8.9 ACRES / 385,660 SF

TOTAL SITE AREA - 126.3 ACRES/5,500,274 SF
 TOTAL OPEN AREA - 64.9 ACRES/2,828,105 SF
 TOTAL PEDESTRIAN WALKWAY DISTANCE - 2.3 MILES



AERIAL VIEW



SPORTS FIELDS

**OFFICES
(PARKING BELOW)**

6-8 SPORTS WATER POLO COMPLEX

TENNIS COMPLEX

**HOTEL #1
(PARKING BELOW)**

LATIN QUARTER RETAIL & HOTEL

**PUBLIC TRAIL
(2.3 MILES)**

HOTEL #2

**POPSTROKE
(PARKING BELOW)**

**MULTIPURPOSE STADIUM
(PARKING BELOW)**

**TENNIS, PADEL &
PICKLEBALL COURTS**

ANCHOR RETAIL

PARAGON ENTERTAINMENT

BAY BLVD

I-5 SAN DIEGO FWY

STORIED **DRAFT**

ACCOMPLISHED

ACCOUNTABLE

4. TEAM CAPABILITIES

4. TEAM CAPABILITIES

DIVARIS GROUP CAPABILITIES & TRACK RECORD

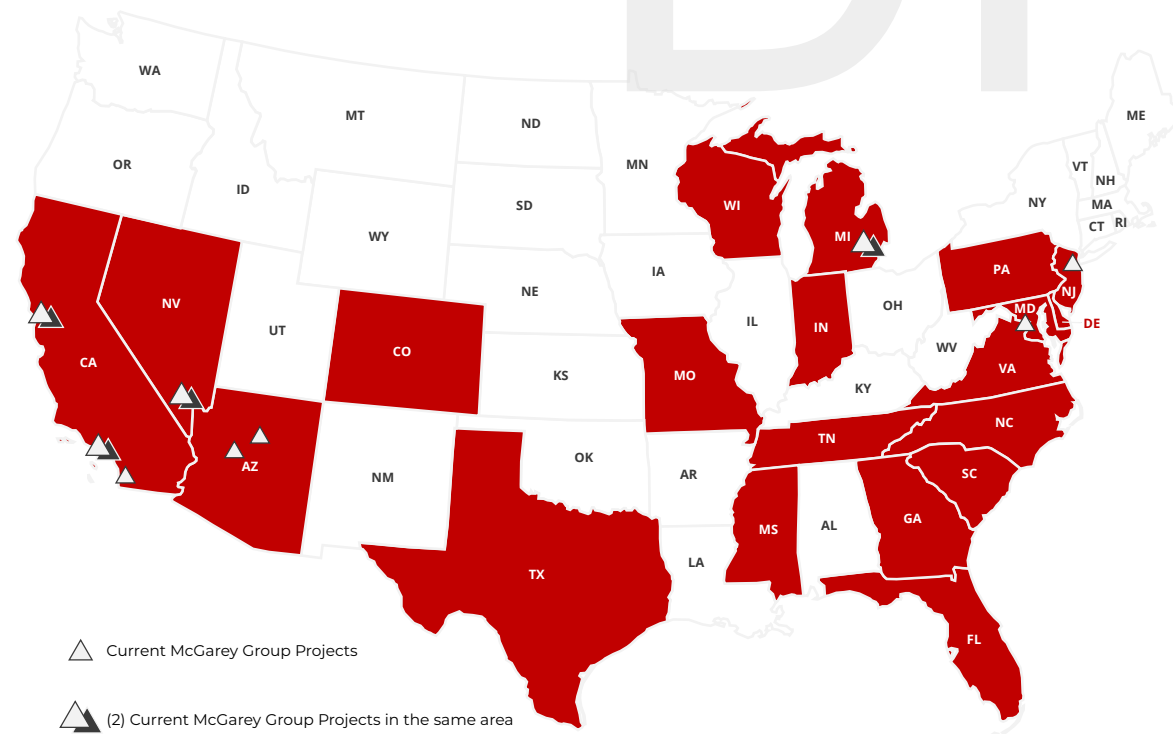


Divaris Group Encompasses the Following:

- Brokerage ■ Capital Markets ■ Property Management ■ Consulting ■ Project Management
- Construction Management ■ Investments ■ Development ■ Asset Services
- Advisory Services ■ Corporate Services ■ Tenant Representation

DRAFT

Locations of Offices & Portfolio



△ Current McGarey Group Projects
 △ (2) Current McGarey Group Projects in the same area

15 OFFICES

220 ASSOCIATES

Leased & Managed Properties: **Approximately 40,000,000 SQ. FT.**

LEASED
 Total Leased Properties: 335
 Total Leased Approx: 20,000,000 SQ. FT.

MANAGEMENT
 Total Managed Properties: 223
 Total Managed Approx: 16,500,000 SQ. FT.
 Total Engineering Only Assignments: 27
 Total Facilities Approx: 1,500,000 SQ. FT.

Divaris Group Highlights:

- Divaris is a principal member of Realty Resources, a national affiliation of independent retail property brokers and property managers, and The CORE Network, a national affiliation of independent office brokers and industrial brokers.
- Divaris obtained the Accredited Management Organization (AMO) designation by the Institute of Real Estate Management (IREM) in November 1996. The AMO designation is the only recognition of excellence given to real estate management firms. To earn the AMO accreditation, real estate management firms must meet standards and abide by an AMO Code of Professional Ethics – all based on Best Practices: Real Estate Management Services.
- Many of our managers have RPA, FMA, CPM and/or LEED designations or certifications, and several of our accountants have CPA designations.
- Exclusive real estate brokers for the Commonwealth of Virginia

SECTION 1 10-YEAR TRACK RECORD / PERFORMANCE

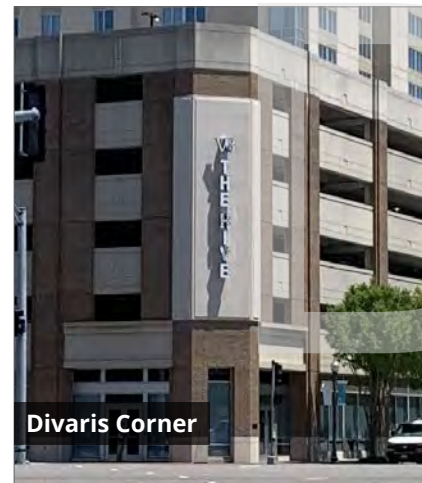
The following is the track record for the past 10 years of the projects in which Divaris Entities were/are active equity participants and their closed out/projected performance

Name & Location of Asset	Type	Date of Initial Start	Date of Investment Realization	Period	%age Increase in Value Over Time	Annualized Increase in Value
PetSmart Town Center Of Virginia Beach	Develop Retail	October 1st, 2000	June 30th, 2021 *	21.05 yrs	1518%	72% pa
Divaris Corner, Town Center of Virginia Beach	Investment Retail/Office	December 27th 2012	June 30th, 2021 *	8.63 yrs	673%	78% pa
Fountain Park, Midlothian Richmond	Investment Office	November 11th, 2013	June 30th, 2021 *	7.74 yrs	2,252%	291% pa
Camelot Medical Center, Camelot Road, Virginia Beach	Investment Retail/office	August 14th, 2012	March 12th, 2019	6.67 yrs	226%	34% pa
Five Columbus Center, Columbus Street, Va Beach	Develop Retail/office	September 1st, 1996	October 15th, 1999	3.16 yrs	1,700%	537% pa
Six Columbus Center, Constitution Drive, Va Beach	Develop Retail/office	October 15th, 1999	June 30th, 2021 *	22.03 yrs	563%	25% pa

* These properties are still owned and the projected valuation is made as of June 30th 2021, using a cap rate of between 7.5% and 9%, and allowing for a 2.5% sales cost.



PetSmart



Divaris Corner



Fountain Park



Camelot Medical Center



Five Columbus Center



Six Columbus Center

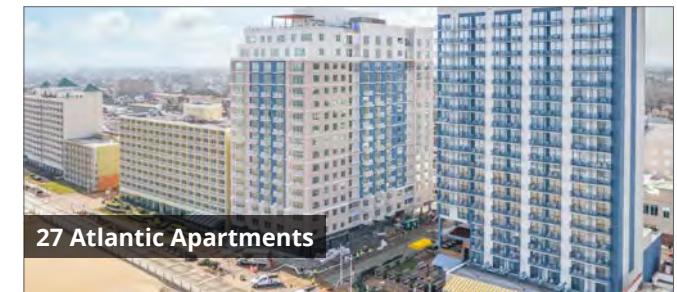
SECTION 2 10-YEAR TRACK RECORD (NOT YET STABILIZED)

The following is the track record for the past 10 years of the projects in which Divaris Entities were/are active equity participants but which have yet to be stabilized.

Name & Location of Asset	Type	Project Description	Status
Gainsville Plaza Gainsville, FL	Investment Retail	A 165,705 square-foot retail center in the Gainsville, Florida opportunity zone. Anchors at the shopping center include Burlington, Ross, Hibbett Sports, Five Below and Save-A-Lot. There is excess land in the rear of the property for future development and expansion.	The property was newly acquired in Q4 2021 with plans to lease-up vacancies, improve the mix of tenants and improve the physical condition of the property. At acquisition, the property was 98% leased with a new fully leased outparcel building under construction. The unleveraged return on investment at time of purchase was 8% and the projected IRR is in the range of 15% to 18%.
Jackson Downs Shopping Center, Lebanon Pike, Nashville TN	Investment Retail	A 258,000 sf shopping center with 134,868 sf owned GLA, located in the Donelson Hermitage area, serving a large portion of the eastern suburbs of Nashville The property is anchored by Target and Kohl's which are not owned and owned anchors Marshall's, Office Depot, Party City, Dollar Tree and others.	The property is undergoing a face lift and renovation program as well as an expansion of approximately 24,000 sf. New tenants are being attracted while rents are being renegotiated as lease come up for renewal and tenants expand. The property is projected to provide an IRR range of 18% to 21%. We expect to complete the re-positioning program in 2023.
Hyatt House Hotel Atlantic Ave, Virginia Beach, Va.	Develop Hotel	This 156 unit hotel is the only Hyatt House in the city. It is situated on the oceanfront in a newly constructed 20 story building with an adjacent high energy bar and food establishment offering outdoor dining.	The hotel opened in late 2017 and had a good first year with a high occupancy. However the 2020 pandemic took its toll although the hotel stayed open. It managed to operate at an occupancy level of 65% which was remarkable given the national lock-down. It is anticipated to stabilize by 2023
27 Atlantic Apartments 2613 Atlantic Ave, Virginia Beach, VA	Develop Residential	A 266 unit, luxury high rise, beach front apartment building. The complex includes a parking garage and retail space on Pacific Ave. The complex was put into service in spring 2021. The parking garage comes with an open lot.	Leasing is under way as the units are completed for their occupants. There is a waiting list and the rents being attained are the highest on a per sf basis in the market. The retail space is being offered for lease with prospects reviewing. This is expected to show a 20% IRR.



Gainsville Plaza



27 Atlantic Apartments



Jackson Downs

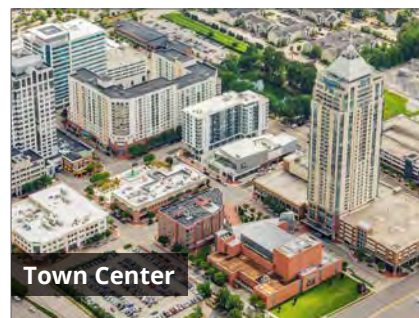


Hyatt House Hotel

SECTION 3 TRACK RECORD BEYOND 10 YEARS

The following is the track record for the period beyond 10 years of the projects in which Divaris Entities were active equity participants.

Name & Location of Asset	Type	Project Description	Status
The Town Center of Virginia Beach, Virginia Beach Blvd. and Independence Blvd	Develop Mixed Use	17 City block urban city center comprising high rise and midrise office (1,000,000 SF), retail (450,000 SF), two hotels, 934 residential units and entertainment facilities. Public/private partnership with the city	Project was contributed to AHH, a publicly traded REIT formed by Armada Hoffer to roll up its various projects and create a basis for expansion and growth. Partners contributed their fees as equity which was then exchanged for UPREIT units at the IPO stage at a price of \$11 per share.
Haygood Market Place, Independence Blvd., Va Beach.	Investment Retail	177,892 SF dept. store anchored shopping center that was acquired and re-positioned with new tenants, including a grocer and Marshall's, and given a face lift and update.	A 50% interest in the property was sold to Acadia REIT for a 100% return of the invested equity. Thereafter, Acadia and the original partners sold the property for twice the price that Acadia paid for its interest.
Westin Residences, Town Center of Virginia Beach.	Develop Residential	This comprised 119 high end condominiums in the tallest building in Virginia. The units offered a variety of views and sizes with an amenity package shared with the Westin Hotel, including fitness center and services	The building was sold out creating a new "high" in prices for the market. The building offers a unique combination of amenities and services and is now in a re-sale phase. The investors took out their "profits" in the form of deep discounts on the purchase of units in the property.
The Westin at Town Center of Virginia Beach.	Develop Hotel	This is a 4 star 234 key hotel in the heart of the Town Center of Virginia Beach. The property created a new level of hospitality properties in the metro area and continues to achieve occupancy levels in the high 80%.	The property has been refinanced a couple of times with the result that the investors have increased their equity in the development. The resilience of the hotel during the COVID period has shown its inherent financial strength and long term equity appreciation.
Hilton Garden Inn at Town Center of Virginia Beach	Develop Hotel	A 176 key hotel fronting onto Virginia Beach Blvd, in the heart of the Town Center. The 7 story limited service hotel has enjoyed high mid 80% range occupancy rates since its opening.	The hotel was contributed to a Highland Hospitality REIT returning to its investors all their equity plus an interest in the REIT whose value increased substantially following its IPO. This enabled the investors to cash out at a high level profit.



Town Center



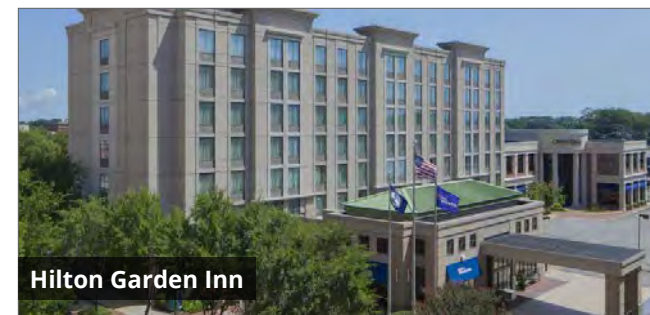
Haygood Marketplace



Westin Residences



The Westin



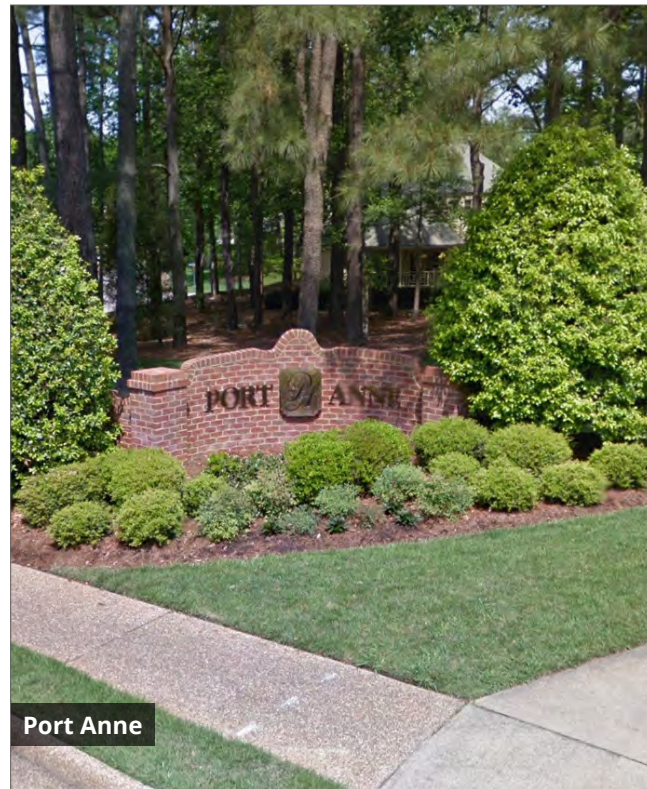
Hilton Garden Inn

SECTION 4 TRACK RECORD BEYOND 30 YEARS

The following is the track record for the period beyond 30 years of the projects in which Divaris Entities were active equity participants.

Name & Location of Asset	Type	Project Description	Status
Port Anne, College Creek, Williamsburg, Va.	Develop Residential	The property was rezoned and subdivided into 112 lots on a private estate on College Creek with Clubhouse, tennis and other amenities. It is within a short walk from the restored area of Williamsburg and the home to an archaeological find of the original Palisades of Williamsburg.	The subdivision was sold out to builders who built high end houses of varying sizes, and price points. The project was fueled by building several "spec" houses to illustrate the architectural language and home options. The investors achieved a return of their original investment plus a double digit return on their investment.
3556 On The Bay, 3556 Shore Dr. Virginia Beach Va.	Develop Residential	This 36 unit 10 story condominium was built on Shore drive at the base on the Lesner Bridge. It includes a two story parking garage, a sea-wall protecting the beach from erosion, and unique architecture, with each unit located on a corner as the building tapers up to the top two floors that are two story penthouses. In its day, the building commanded the highest prices for condominiums as it offered top of the line amenities.	The property was sold out to some of the regions most respected and well known citizens. Unfortunately, the builder and the architect became embroiled in a dispute over construction defects resulting in the need to replace all the windows and glass doors and re-skinning the building. This added expense resulted in a financial loss that was borne by the developer, as the architects insurance was inadequate to sustain the loss. However, this was one of three projects in the bucket of investments so the loss was absorbed by the success of the others.
Saltair Office Blding, San Vicente Blvd., Brentwood, Los Angeles.	Develop Office	This 4 story 56,000 sf office building has two floors of subterranean parking. It was built in 1987 and sold in 1989.	The brick building has commanding views of the Getty Center and remains in high demand many years after its completion. The sale returned the investors equity with a double digit return on the investment.
Devon Plaza, Devonshire Street, Chatsworth, Los Angeles.	Develop Retail	This 8,000 sf neighborhood center was built on the site of a former gas station, in 1986. It was and then sold 1 year after its completion	The sale returned the investors equity with a double digit return on their investment.
Western Mart Center, Sherman Oaks, Los Angeles.	Investment Retail	A vacant neighborhood 20,000 sf shopping center was purchased and remodeled. It was re-tenanted with Korean retailers and the center was anchored by Western Mart, a Korean grocer. The project was completed in early 1986	The property was sold to a syndicate of Korean investors who were clients of Bank of Korea, a tenant at the property. The sale returned the investors equity with a double digit return on their investment.
Newport Lido Medical Center, Hospital Road, Newport Beach, CA.	Investment Medical	A 6 story 65,000 sf medical center, connected to Hoag Memorial Hospital, was renovated, and re-tenanted. It was completed in 1989.	The sale returned the investors equity with a double digit return on their investment.
Edgewater Place, Balboa Peninsula, Newport Beach CA.	Develop Retail	A two level Festival Market Place was built on the Peninsula at the foot of the ferry station to Balboa Island. The project included shops, a parking garage and a marina. It was completed in May 1988 and sold to one of its investors.	The construction site was found to be contaminated by leaking submerged gas tanks from the marina. This added cost to clean the site increased the cost of development. The sale returned the investors equity, but with only a market return on their investment.
Chrystal Point, Lake Smith, Virginia Beach, Va	Develop Residential	The Kaufman home stead on Lake Smith was purchased and a waterfront gated community, planned. The property was zoned as a PUD and a home builder purchased the property for the execution of the proposed plan.	The sale returned the investors equity with a double digit return on their investment.

SECTION 5 TRACK RECORD PRIOR TO 1980 (SOUTH AFRICAN PROJECTS)



Port Anne



3556 On The Bay



Saltair Office Building

The following is the track record for the period prior to 1980, of the South African projects in which Divaris Entities were active equity participants.

Name & Location of Asset	Type	Project Description	Status
Milton Manor, Beach Road, Sea Point, Cape Town, South Africa	Develop Residential	This 10 story luxury beach front condominium building accommodated 76 high end units with state of the art amenities and finishes.	This building still remains a premier residential building with commanding views. The units were sold out within 2 years of completion, at record prices for the time. The sales returned the investors equity with a double digit return on their investment.
Tannery Park, Belmont Road, Rondebosch, Cape Town SA.	Develop Office	A 36,640 sf two building 3 story office complex was built in the heart of Rondebosch, at the foothills of the University of Cape Town. The project was set in a large open and heavily landscaped environment with ample open parking and nearby shopping and transportation.	The project leased up quickly after its completion and commanded high rents. It attracted the interest of local institutions and was sold to a life insurance company. The sale returned the investors equity with a double digit return on their investment.
Westerford Arms, Main Road, Rondebosch, Cape Town SA	Investment Office	A former Victorian style hotel in the Southern Suburbs of Cape Town was purchased and rezoned for commercial use. It was remodeled, and the internal courtyard enclosed with a glass roof. The building was leased to an international advertising agency. It was then sold as an investment to a local investor	The sale returned the investors equity with a double digit return on their investment.
37 Riebeeck and 19 Loop Streets, Cape Town, SA	Investment Office	Two adjoining run down office buildings were acquired and re-purposed into corporate offices and adjacent parking. The large footprint attracted a financial institution as an anchor tenant. They were quickly joined by an advertising agency and an architect's office. The property was sold to a local investor.	The sale returned the investors equity with a double digit return on their investment.
MCS Commuter Center, Cape Town South Africa	Investment Office/Retail	A large vacant, multi story downtown building in Capetown's CBD was purchased and renovated into offices, a retail store and basement parking for a national computing company. It was sold on completion to a local investor.	The sale returned the investors equity with a double digit return on their investment.
Kimberley House & Bible House, Greenmarket Square, Cape Town, South Africa.	Investment Office/Retail	Two adjacent 7 story run down multi tenanted office buildings were purchased and remodeled. The newly finished buildings, in a prime location were quickly re-leased at three times the rents when the properties were purchased, and to larger credit tenants. When stabilized the buildings were sold to two investors.	The sale returned the investors equity with a double digit return on their investment.
360 Victoria Road, Cape Town South Africa	Develop Industrial	A fire had destroyed a building that housed a furniture manufacturer. It was purchased and then demolished and a new industrial building constructed, utilizing as much of the old shell as was reusable. A national clothing manufacturer leased the building with an option to buy which they subsequently exercised.	The sale returned the investors equity with a double digit return on their investment.
City Cross House, Cape Town, South Africa	Investment Office/Retail	The 9 story former offices of the Red Cross was in bad physical condition. It was purchased and totally refurbished, with state of the art facilities. It was leased at rates that were commensurate with Class B+ buildings and sold to a local group of investors.	The sale returned the investors equity with a double digit return on their investment.

SECTION 5 CONTINUED

The following is the track record for the period prior to 1980, of the South African projects in which Divaris Entities were active equity participants.

Name & Location of Asset	Type	Project Description	Status
Ingenuity House, Cape Town, South Africa	Investment Office/Retail	This 7 story building was situated across from the new multi million Rand Cape Sun Hotel. The prime location appealed to us and the building had architectural features that could be used as a base for repositioning the property. A jeweler leased the ground floor and the balance of the building leased to Ingenuity as its HQ. Subsequently, the remaining partners of Ingenuity bought the building.	The sale returned the investors equity with a double digit return on their investment.
Papenboom Grove, Newlands Ave, Cape Town, South Africa.	Develop Residential	A luxury 25 unit gated subdivision was platted and approved as a PUD in the heart of one of the premier suburbs of Cape Town. The property was full sold out by the time that the work for the infrastructure was completed.	The sales returned the investors equity with a double digit return on their investment.



DRAFT

CAPITAL PARTNERS & ALLIANCES

The Divaris Group of Companies has over 100 years of combined principal experience in transacting with and representing institutional capital partners and clients on assets totaling well over \$2B.

Our projects are known for their complexity and the capital stack is always formed around the most robust and long-view investors and partners.

MCGAREY DIVARIS CAPITAL PARTNERS & ALLIANCES

- » The Carlyle Group
- » AEW
- » Northwestern Mutual
- » Armada Hoffer
- » AIG
- » Commonwealth of Virginia
- » Norfolk Southern
- » LNR Partners
- » Berlinovo Immobilien of Germany
- » New York Life
- » Avenue Capital Group
- » Elliott Management
- » Pivotal Group

DRAFT

DRAFT
COLLABORATIVE
EXPRESSIVE
DRIVEN

5. TEAM & ORGANIZATION

THE TEAM TO DELIVER

Divaris Group of Companies has the capability and passion to see this proposal through to project completion and looks forward to entering the next phase of review for the proposal.

DIVARIS GROUP OF COMPANIES: DEVELOPMENT

Divaris Group of Companies, which includes Divaris Real Estate, Inc. and Divaris Property Management Corp., is a full-service brokerage firm with a portfolio of approximately 37.3 million square feet in management and leasing assignments. The Company currently employs over 175 people and has offices in 10 cities on the East Coast of the United States.

Divaris comprises one of the largest and most highly regarded full-service commercial real estate firms on the Eastern seaboard of the United States. Founded by Gerald and Michael Divaris in 1974 in South Africa, Divaris relocated its corporate headquarters to Virginia in 1981. We maintain offices throughout the mid-Atlantic region. Our mission is simple: to consistently meet and exceed the expectations of our clients by leveraging our unique combination of talent, technology and connectedness.

Technological innovation has completely changed the world, and with it, the commercial real estate industry. By leveraging new technologies, we are able to provide our clients with more accurate market data, enhanced targeting, beautiful marketing, more efficient financial reports, and much more. We are constantly keeping a finger on the pulse of new technology in this sector, and thereby giving our client the competitive edge.

Divaris is a founder and principal member of The CORE Network and Realty Resources. These national groups of full-service retail, office and industrial brokers serve every major market in the United States and several areas of Canada and Europe. Together, we provide member firms with a forum to exchange leads, resources and contacts, thereby combining the strengths and advantages of a national organization with the benefits and efficiencies of local expertise.

THE MCGAREY GROUP: DEVELOPMENT

The McGarey Group, a Divaris Group Company is a nationally-recognized leader in the comprehensive planning, development and leasing of preeminent urban retail projects throughout the United States and the world. The firm brings together the talents and unmatched experience of an influential network of professionals, responsible for a variety of landmark developments that have served as catalysts for economic and social revitalization across numerous and diverse communities. Among the hallmarks of The McGarey Group are its integrity and work ethic, which drives its reputation for success – a success measured by the ability to consistently deliver concept, execution and results. The company's founders, partners and senior associates have an exemplary track record of performing under pressure and a reputation for unmatched results. Their unwavering integrity and drive have led to powerful strategic alliances throughout all disciplines of mixed-use development.

The McGarey Group consistently delivers results that stand the test of time for institutional owners, developers, retailers, and consumers alike. They always begin with the end in mind. Their sole objective is to create value through our involvement in your project - from game-changing ideas and tenacious negotiating to a conviction for the truth. The McGarey Group can be counted on to serve as a calming influence, dedicated collaborator, and a heavy hand on the rudder that guides the mission to realization.

TUCKER SADLER ARCHITECTS: ARCHITECTURE

A nationally certified disadvantaged, minority-owned and small business enterprise firm, Tucker Sadler Architects is headquartered in San Diego, California with significant waterfront and mixed-use development projects in Phoenix, Hawaii, Arkansas, and Costa Rica. Tucker Sadler is often chosen as the architect for large and complex projects because we have learned that the most successful work is designed and built from a foundation of trust and knowledge gained from serving clients for over six decades. We facilitate meaningful programming and inclusive design workshops to engage key stakeholders in the development simply because these vibrant public projects are meant to be experienced, celebrated, shared and embraced through community pride of ownership.

While Tucker Sadler is very well known for largescale and highly visible projects such as the San Diego Symphony Rady Shell at Jacob's Park, Southwestern Community College Performing Arts Theatre, San Diego International Airport Terminal 2 Expansion, San Diego Central Library, and the San Diego Convention Center Expansion, we are also retained for a wide variety of public and private projects. We design and build residential, entertainment venues, health care facilities, government, commercial, mixed-use, industrial, research campuses, and hospitality. Due to our vast portfolio, Tucker Sadler has exemplary experience designing building in every size, building category, and within the public, private, and non-profit organizations sector.

At Tucker Sadler, we approach each job as an exercise in developing a lasting relationship with our client and their customers, the end users. Every planning and design project is unique; the design solutions must be crafted to solve a variety of potential challenges. By establishing relationships early and providing an atmosphere of collaboration, we achieve the critical elements of any product delivery system: discipline, trust and ultimately, a level of comfort, because we deliver the client and user's vision that we have helped to shape. Each participant has a sense of ownership and a stake in the outcome. This result is the Tucker Sadler benchmark – a quality product, enduring relationships, and satisfied clients.

LINDGREN: GP - RETAIL

Lindgren Development, Inc. (“Lindgren”) is a national investment firm and a wholly owned subsidiary of Swinerton Incorporated providing capital, balance sheet support, and transaction and project management expertise to secure the success of real estate development projects. More than just an equity investor, we are a team comprised of problem-solvers and reliable partners. Our mission is simple: we build relationships with premier developers to execute projects that generate compelling risk-adjusted returns for our shareholders and business for our Swinerton construction affiliates.

PROVIDENT RESOURCES GROUP: FINANCES

Provident Resources Group is a national non-profit organization committed to making a positive impact in communities across the country through the development, ownership and operation of state-of-the-art educational, healthcare, senior living, and multi-family housing facilities and services. In addition, Provident endeavors to assist state and local governments in lessening the burdens they face in providing necessary facilities and services to their citizens. We employ the highest level of professional management while taking a mission-based approach to the delivery of services. Provident firmly believes this approach serves to enhance the quality of all the services within our facilities and in the communities we serve.

In 1999, after a successful 25-year career in public finance law, Steve Hicks was ready for a change and looking for a way to give back. Rather than retiring, Hicks wanted to put his experience and professional relationships to work serving communities on a national scale. Lengthy conversations with friends and former clients around the country—especially professionals who served nonprofit hospitals, universities and state and local governments—had planted the seeds of an ambitious idea. Hicks envisioned a unique organization that would combine strong business acumen with the advantages of a broad social and charitable mission of helping communities—a nonprofit that could make essential projects a reality as a social enterprise for community benefit.

In 1999, Provident Resources Group was born. The organization’s first project involved the acquisition and operation of a 240-bed nursing home in Memphis, Tennessee. Since then, Provident’s impact and growth have been dramatic. Having completed facilities that serve the needs of some of the nation’s most renowned educational institutions to facilities that provide quality housing to those less fortunate and compassionate care to those in need, Provident is making a difference in the communities we serve.

None of these big ideas could come to fruition without the expertise and outstanding reputation of Provident’s board and professional staff. Says Hicks, “We’re fortunate to have very experienced people on the Provident team – particularly in the areas of finance, law, healthcare, accounting, government, and higher education. In addition to working with wonderful and talented people, the great gift of working with Provident is the opportunity to contribute to something larger than ourselves.”

TAURO CAPITAL ADVISORS: CAPITAL MARKETS

Tauro Capital Advisors, Inc is a fully integrated financial services company with a diverse background in all aspects of commercial real estate. Founded in 2014 its principals have more than 65 years of combined experience rooted in investment real estate and capital markets that enables the team to provide clients innovative and sound solutions for debt and equity requirements and advisory services related to opportunities, re capitalizations, dispositions, asset management, portfolio and capital structuring, due diligence/analysis manpower, and down market situation strategies.

With longstanding lender and equity investor relationships, vast experience in structured finance, and access to capital from traditional and non-traditional sources, Tauro has an unparalleled track record of success. The firm’s principals are steadfast in providing the resources and support necessary for its professionals to flawlessly execute in solving client’s financing needs and challenges with integrity and transparency.

Working alongside clients as a true advisor, Tauro’s team achieves results that far exceed expectations and establish trusted relationships.

SWINERTON: GENERAL CONTRACTOR

Swinerton traces its roots back to 1888, when a Swedish immigrant founded a brick masonry and contracting business to serve the West Coast building boom. Over 100 years later, Swinerton has grown into a 100% employee-owned, \$5 billion national construction firm providing industry-leading commercial construction, construction management, design-build, and self-perform services.

With over 4,300 professionals across 23 regional offices, Swinerton remains deeply committed to the local communities it serves. In small towns and big cities, we continue to shape landscapes, define skylines, and deliver award-winning landmark projects for our clients across the nation.

A culture of innovation and flexibility has been essential to Swinerton’s enduring success. Since our inception, we have remained forward-thinking and operate on accountability and integrity. Our ability to respond to every project challenge regardless of size, location, or complexity is a hallmark of our unwavering commitment to our clients.

Swinerton has the skills and experience to tackle the many demands of modern construction. From small tenant improvement projects to ground-up towers, from LEED-certified green buildings to complex medical campuses, Swinerton is prepared to handle all scales and types of projects across the nation.

Our strong ties in the local markets we serve keep us grounded in our communities, while our national reach gives us the perspective and financial strength to turn our clients’ visions into reality with excellence and peace of mind.

HIGHGATE: HOSPITALITY

Highgate is the industry-leading hotel management, investment, technology and development firm, with a diverse portfolio of hotels across North America, the Caribbean, Latin America and Europe.

The company enjoys a 30 year track record as an innovator in the hospitality industry. Across a 200+ person corporate team, their executives each carry decades of focused expertise, with over 500 properties comprising in excess of 84,000 owned and/or managed hotel rooms and they have over \$5B in total revenue under management, equating to an aggregate real estate value of over \$15B.

Highgate benefits from proficiencies across the hospitality management and investing landscape, which deliver the synergies and benefits of market intelligence, scale, technology and innovation to its partners, owners and other key stakeholders.

6-8 SPORTS ACADEMY: AQUATICS FACILITY

6-8 Sports, founded by Olympians Tony Azevedo and Maggie Steffens, is a cutting-edge live-scoring software and performance analytics platform designed to accelerate growth and exposure in water polo and other Olympic sports. By combining standardized metrics, live-game tracking, and advanced data analytics, 6-8 Sports has revolutionized athletic development.

Now, Tony and Maggie are taking their vision to the next level by planning the country's first private aquatics complex in Chula Vista. This state-of-the-art facility will serve as a cultural and athletic hub, hosting sporting events, exhibitions, cultural programs, and educational initiatives that engage the community and elevate the city's profile.

Through this initiative, 6-8 Sports aims to leave a lasting legacy in the aquatic world and the Chula Vista community by bringing elite athletes from around the globe to inspire future generations.

PARAGON ENTERTAINMENT HOLDINGS: CINEMA

Paragon Entertainment Holdings, LLC ("Paragon") was formed in 2009 by key former Muvico Entertainment, LLC ("Muvico") executives who sought to own and operate movie theaters and related entertainment ventures. Michael F. Whalen, Jr. and Mike Wilson own Paragon, which includes four movie theaters, as well as Penny Lanes bowling and arcade, My Pi Custom Pizza & Craft Beer, The Agency Kitchen & Bar, and Lotus Cinemas which focuses on foreign and independent films.

The world of theater exhibition and entertainment is currently changing rapidly. Given competitive pressures of narrowing windows (i.e. streaming and pay video on demand) leading to quick playtimes of movie runs (i.e. the need for fewer screens per theater), sophisticated home entertainment, and other forms of competitive entertainment, the-aters must offer an integrated entertainment experience that is not "just about the movie" but where the "movie is part of the overall entertainment experience." These of-ferings can include such things as bowling, arcade, and other social games. Paragon seeks to create a true entertainment brand and destination for its guests by offering premium luxury zero gravity reclining seats with extended legroom, reserved seating, expansive food menus and concepts, a bar/lounge, and laser projection. Paragon has also developed and branded its innovative dine-in Lux Box concept for the best seats in the house utilizing QR code technology to deliver food and beverage. Paragon has also developed and branded its Axis 15 Extreme Theater experience complete with tilted screen (15 degrees), laser projection, and Dolby Atmos sound for an immersive theater experience.

Paragon's strategy is two-fold: (1) Retrofitting existing theaters, as well as existing retail space that has become available as a result of high vacancy rates; (2) Identifying new build opportunities to create entertainment venues that include movies, dining, and oth-er forms of entertainment. Paragon has significant strategic relationships with companies and investment funds in the media and entertainment industries to create value for its partners and clients and continued growth of the Paragon brand. Paragon is backed financially by Start Media, which is owned and controlled by the Maher family.

DRAFT

THE TEAM

KEY TEAM MEMBERS

DEVELOPMENT



Gerald Divaris is Chairman and CEO of the **Divaris Group of Companies**. Gerald heads up Divaris Real Estate's Retail Leasing Division and Development Services Division, nationally. Also, he is the founder of and sits on the board of Realty Resources, the nationwide network of brokers specializing in retail real estate and sits on Tidewater Community College's Advisory Board of its School of Retail. He is on the board of the Hilton Club of New York and a founding Director.

The Round Table of Tidewater Business Leaders selected Gerald to be the recipient of the 2003 Business Leader of the Year Award, citing his years of numerous and successful real estate undertakings throughout the world. The mayor of Virginia Beach nominated him for the award. He was appointed by Virginia's Governor to serve a four-year term on the Virginia Real Estate Board that oversees the state's licensed real estate agents and brokers. His term of office expired in June 2004. He is a former Board of Directors member of WHRO public radio and television stations. He also serves on the Executive Boards of several

organizations, including: The Virginia Beach Central Business District Association and The Sandler Center for the Performing Arts Foundation. He is a member of the Board of Directors of TowneBank, Virginia Beach, VA. Additionally, he is a member of The International Council of Shopping Centers (ICSC). On May 9, 2011, Inside Business named Gerald Divaris as the 23rd Most Influential Person on a list of 75 people who shape and influence Hampton Roads, Virginia, in its first ever "Power Issue."

Gerald Divaris received his Master of Business Science in real estate marketing from the University of Cape Town, South Africa, in 1976. Prior to that, he earned a Bachelor of Business Science degree, with honors in accounting in 1971. In 1982, Divaris Real Estate opened its first office in the United States, in Virginia Beach, Virginia. He is licensed as a real estate broker in Virginia, Maryland, North Carolina, Pennsylvania and California.

Born into a family of retailers. Gerald and Michael Divaris naturally gravitated towards retailer representation, with Gerald Divaris heading up that business unit. Today, the Divaris Group represents over 75 retailers in their store development programs. The national tenants that Gerald Divaris personally represents include: Kohl's; Best Buy; Ross Dress For Less; Trader Joe's; R/C Theatres; Oak Furniture Land; Banana Republic; Staples; Sprouts; The US Coast Guard Exchange and P.F. Chang's.

Gerald Divaris is a visionary who understands the connection and synergy between the real estate asset classes. He has worked as a consultant in both the pre-development and development phases of numerous major mixed-use projects nationally and internationally during his career. His vision and determination were responsible for the development of The Town Center of Virginia Beach. Recognized by many Institutional Investors as a creative force in envisioning new projects, as well as revitalizing old assets, Gerald has earned the respect and praise of many distinguished clients.



F. Denver McGarey is President & CEO of **The McGarey Group**, a Divaris Group Company, and has been involved in the development, planning, merchandising and leasing of major retail projects throughout the United States and Japan for over thirty years. Prior to forming The McGarey Group in 2000, Denver had been directly responsible for the development of over twenty retail projects in Metropolitan Phoenix, Arizona, as an associate with Dunlap & Magee, and later as a partner with its affiliate companies, Arizona Building and Development and Charles Dunlap & Company. The company was vertically integrated, featuring in-house leasing, construction, finance, project accounting, legal, marketing and public relations. His primary responsibility was the identification and implementation of retail development opportunities, selection and management of planners and architects, and establishment of the leasing program, handling all significant retailer relationships of the company.

After ten years in Arizona, Denver relocated to Charlotte, North Carolina, and became Managing Director of National Leasing for Hill

Partners, where he was bottom-line responsible for a large portfolio of institutionally-owned specialty, power center, regional mall and entertainment-based retail properties throughout the Northeastern, Southeastern and Midwestern United States. These projects were in excess of six million square feet, covering seven states. As Managing Director, Denver managed every aspect of a project's operation, including leasing, staffing, asset/property management, marketing, financial modeling and budgeting, capital improvement programs, and disposition strategies and execution. Sample projects include Jackson Brewery in New Orleans, Louisiana, Biltmore Fashion Park in Phoenix, Arizona (strategic planning), and Worthington Mall in Columbus, Ohio.

In 1996, Denver was recruited by Herbert S. Miller of Western Development Corporation and W. Lehr Jackson of Williams Jackson Ewing to join their joint venture with the Soros Global Fund, known as American Malls International, in the development of major urban-oriented retail projects in Japan. In addition to frequent international travel to assist in multiple disciplines of client relations, planning, leasing and marketing of existing redevelopment projects and ground-up development. Denver was responsible for contact with major US brands, retail, restaurant and entertainment companies, and manufacturing brands on behalf of the venture.

In 1998, Denver shifted his focus to the planning and development of Gallery Place, a \$240M 650,000 square-foot mixed-use development in Downtown Washington, D.C. a joint venture between Western Development and The John Akridge Companies. Working closely with Herb Miller and the Akridge development team, Denver was involved in all aspects of the planning, architectural development and economic modeling, and secured and negotiated all major leases to anchor the retail component of the project. After forming The McGarey Group with his wife and partner, Chris Jennings McGarey, in 2000, Denver headed the company's work as the Exclusive Retail Consultant for The Town Center at Atlantic Station, a 1.7 million square-foot, open-air, urban development as part of Atlantic Station in Midtown Atlanta, Georgia. Atlantic Station is a 138-acre mixed-use development featuring multiple hotel properties, Class-A office, 6,000 residential units and retail that, in concert, will eclipse 14 million square feet at build-out.

Throughout his career, Denver has established himself as a leader in the planning and execution of highly-complex retail projects and mixed-use campuses.

KEY TEAM MEMBERS

DESIGN LEAD & ARCHITECTURE



Gregory Mueller is the Chief Executive Officer and Design Principal for **Tucker Sadler Architects** and has more than 30 years of experience in development, site analysis, urban planning, master planning, programming, and the design of a wide variety of projects within the public and private sector. As the Design Principal, he is responsible for the overall design direction and implementation of large-scale projects for Tucker Sadler. Through his many years of working on various waterfront, mixed-use, master planned and hospitality projects nationwide, he has a keen understanding of and has been involved in all aspects of development ranging from market feasibility to creating iconic destinations.

Greg's expertise lies in his demonstrated ability to design aesthetically pleasing, purposeful, highly functional, and cost-effective architecture—creating unique and accessible environments for the betterment of the community-at-large. He has guided both public and private sector clients through the design process and led design teams on major projects nationwide and internationally, many of which have

been recognized with prestigious national design and planning awards.

He is responsible for the design of numerous high-profile San Diego landmarks, such as the Rady Shell at Jacobs Park, which won the 2023 American Architecture Award and the 2022 Golden Nugget Award for Best Special-Use Project, and Portside Pier, which received a Gold Nugget Merit Award in 2024. He also led the design of iconic Chula Vista destinations such as the Sun Outdoors San Diego Bay RV Resort, recipient of the 2024 American Architecture Award for Hospitality, and the Southwestern Community College Performing Arts Theatre and Cultural Center, which earned an Honorable Mention at the American Architecture Awards and a Gold Nugget Merit Award in 2024.

Greg plays a key role in public outreach, collaborative programming, design strategy client sessions, entitlement efforts, and construction administration. He also leads the interior design effort for all Tucker Sadler projects, large and small. His broad project experience spans mixed-use, hospitality, entertainment, sports venues, education, museums, residential, and commercial buildings.

As Design Principal, Greg will lead Tucker Sadler's overall design development for Pangaea Chula Vista all the way from concept to ribbon-cutting.

DEVELOPMENT



Chris McGarey is COO of **The McGarey Group**, a Divaris Group Company. She manages all aspects of the company's business including contract negotiations, establishing policies and procedures, information technology, human resources, economic and demographic modeling, research, and corporate/project marketing. Chris is highly trained in each aspect of the planning, leasing, and marketing disciplines of the development process. With an extensive background in project programming and reporting, Chris reviews and acts on editorial privilege over all merchandising and lease plans as they are developed for each project and takes a particular interest and drive when it comes to the branding of developments and the overall marketing position related to demographic and competitive influences at play. Chris attended Auburn University where she graduated with a Bachelor of Science in Business Administration - Finance. Immediately following graduation, Chris worked for the prestigious Montag & Caldwell investment counseling firm in Atlanta, Georgia, in their Management Information Systems Division.

Chris joined Denver in an active role in the planning, merchandising, and leasing of broad scale projects in Japan. While in Japan, Chris traveled extensively throughout Metropolitan Tokyo, tracking prospective Japanese retail, restaurant, and entertainment players for projects under development, in addition to coordinating and conducting meetings with major US brands including, Disney, Costco, REI, Gap, and NIKE.

Chris played a pivotal role in landing the epic Atlantic Station development for the company and was a hands-on participant in every aspect of the work including planning, merchandising, marketing and leasing. Chris is also involved in the underwriting and research related to new projects and clients and continues in that capacity today. Her leadership and style of management is an inspired and highly respected aspect of the company's operation, both from an internal and external perspective and she enjoys an exceptional industry reputation and relationships.



Bridget McGarey Chumich is Executive Director of **The McGarey Group**, and since joining in 2015 and has fast become a national player working on well over \$1B in commercial assets for institutional clients and partners, with a natural ability to transact and lead.

Bridget is responsible for the leasing, merchandising and client relations on a portfolio of 9 developments spanning five states, while directing a supporting staff of associates and in-market leasing agents. Driven by the details, she has become a leasing force creating millions annually in net operating income with international, domestic, and local tenants of every classification.

Bridget's signature project has been the now \$700M USC Village, the catalytic development serving as the cultural and social hub for the University of Southern California. She has been running the leasing and navigating high-dollar, high-impact transactions for the better part of eight years.

KEY TEAM MEMBERS

CO-GP, RETAIL



Steve Wolmark is the Managing Director of **Lindgren**, a wholly owned investment arm of Swinerton Incorporated. Steve oversees the firm's real estate investments and development partnerships. He is responsible for managing Lindgren's real estate and asset-based investment efforts, ensuring alignment with the long-term goals of the Swinerton Family of Companies. Additionally, Steve is keenly focused on building relationships with developers and operating partners, as well as leveraging Swinerton's strengths to efficiently source and effectively execute investment opportunities.

As a commercial real estate executive with over 25 years of investment and operations experience, Steve brings a diverse range of expertise and dynamic leadership to Lindgren. He is experienced in sourcing and underwriting new investments, transaction due diligence, identifying and negotiating joint venture equity, entitlements and development management, asset management, and strategic real estate advisory work. Under his direction, Lindgren has experienced tremendous growth and continues to excel as a valued investment partner to local developers and operators seeking to execute their projects.

DEVELOPMENT



Tony Divaris is COO of **Divaris Real Estate**. Tony oversees Divaris Real Estate's strategic planning, operational management, and business development. With a proven track record of implementing effective processes, Tony has been instrumental in scaling businesses and achieving operational excellence.

Tony is a licensed Chartered Accountant with SAICA and earned a Bachelor of Accounting Science from the University of South Africa. He achieved Summa cum laude honors for his Executive MBA from the William & Mary Raymond A. Mason School of Business (Class of 2022). Tony serves as Vice President on the board of the CBDX Association and as a board member for Junior Achievement of Greater Hampton Roads.

DEVELOPMENT



Michael Divaris is President of **Divaris Real Estate**. Michael Divaris heads up the Office Leasing and Investment Sales Divisions and is responsible for the firm's Property Management Group.

Michael Divaris serves as Vice Chairman of The CORE Network, a national group of over 20 commercial real estate companies with affiliates throughout the U.S. and Canada. This organization represents corporate and institutional clients, as well as tenants and buyers in all aspects of leasing, management, development, strategic planning, tenant representation, acquisition, disposition and finance; he was the chairman of the organization from 2008-2011. Additionally, he serves on the Board of Old Dominion Real Estate School, the Central Business District of Virginia Beach Board of Directors, Hampton Roads Public Television and Radio Board, and is a past President of the Virginia Stage Company.

After graduating from the University of Natal, Durban, South Africa in 1972 with a degree in Business Administration and Business Finance, Michael Divaris joined the Anglo American Corporation where he was the Personal Assistant to the Chairman of the Anglo American Property Company. He was responsible for the asset management of the group's portfolio in the Cape Province.

Michael and Gerald Divaris co-founded Divaris Real Estate in Cape Town, South Africa in 1974 and together grew the business into one of the largest South African commercial real estate firms with offices in Cape Town, Johannesburg and Pretoria. In 1982, Divaris Real Estate opened its first U.S. office in Virginia Beach, Virginia, where Michael Divaris permanently relocated with his family in 1987. Michael graduated from the University of Natal, Durban, South Africa with in 1972 with a degree in Business Administration and Business Finance.



David Sutliff is CFO of **Divaris Real Estate**. David is dedicated to driving financial excellence and strategic growth through innovative financial strategy and capital optimization. David brings a wealth of experience to Divaris, having served in an advisory role for the company for over 12 years prior to officially becoming part of the company.

Before joining Divaris, David was a Managing Director in the Business Tax Solutions group of KPMG. During his time at KPMG, David excelled at driving growth and enhancing financial metrics for the Norfolk office. His exceptional leadership skills were evident as he successfully led engagement teams for various service offerings, particularly in transaction-related matters. David's commitment even extended beyond his role, as he led the Norfolk office's KPMG Family For Literacy (KFFL) group and spearheaded the team's efforts to help eradicate childhood illiteracy and make a positive impact in the community.

With a Bachelor of Science in Accounting and a Master of Science in Accounting, concentrating in Taxation, earned from East Carolina University, David's educational accomplishments demonstrate his dedication to his field. By leveraging his strong academic foundation, David's insights and skills will serve as a driving force behind Divaris' financial growth and success.

KEY TEAM MEMBERS

DESIGN LEAD & ARCHITECTURE

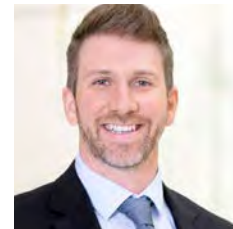


Salvador Villanueva is Project Architect for **Tucker Sadler Architects** and provides valuable input to support the firms' standard operating procedures activities ensuring effective implementation of design process. Sal interacts with the design and project management team to continually enhance systems, and prepares accurate reporting and project data to track productivity and quality of documents resulting in successful delivery of projects. He performs research on new building systems and materials, and incorporates new technologies to provide optimal services to clients.

For over the past seven years has engaged in the entitlement, design development and implementation process from concept to construction administration, and understands all alternative means and methods of delivering complex projects. He is extremely organized and diligent in meeting deadlines, clearly communicating design directives and accomplishing overall goals for the project. Sal possesses hands-on experience and is highly capable of preparing and coordinating detailed design documents in REVIT and utilizes Navisworks to detect clashes and errors in documents.

As Project Architect, Sal will be responsible for the design development and implementation to ensure the overall project design intent is carried through to completion. He effectively collaborates with the design team, contractors, vendors, specialty consultants and other team members to develop, carefully craft and coordinate the design documents.

MARKETING



Joseph C. Rapisardi is the Director of Marketing of **Divaris Real Estate**. Joseph spearheads the development and elevation of the company's overall brand image. His key responsibilities encompass crafting Divaris' marketing strategy, offering marketing and design support for Divaris Real Estate, as well as assisting in the promotion of the diverse range of properties under the company's umbrella. His overarching objective is to heighten brand visibility both within the existing markets where Divaris Real Estate operates and beyond.

Joseph brings a wealth of experience to his role, having previously held the position of Marketing Director at Franciscus Homes, a prominent regional homebuilder situated in Virginia Beach. In 2011, he was honored with two National Awards from the National Association of Homebuilders, recognizing his pivotal role in the company's marketing endeavors and his contributions to the innovative sales office at Pointe East at Harbor Walk—a multi-family community in the East Beach area of Norfolk. His professional background also includes serving as Marketing Director for HomeQuest Realty, a sister company of Franciscus Homes, and holding a similar role at Doran Consulting in Virginia Beach.



Janelle Burchfield is an experienced public relations professional with a passion for storytelling. Her expertise includes content marketing, community engagement, digital strategy, and event production. She brings a deep understanding of current marketing algorithms and trends, strong community and industry relationships, and a track record of crafting and implementing effective communication campaigns to enhance brand visibility and achieve results.

Her experience spans many industries – working with companies at all stages from startups to Fortune 500 companies, including Amazon, Pharrell Williams' Mighty Dream Forum, Under Armour, Universal Music Group, the U.S. Army Band, and the WNBA. She has also produced and organized panel discussions, thought leadership opportunities, and programs for Bank of America: Art in Our Communities, NPR, International Women's Day for Lululemon, Rally Global Tech and Innovation Conference, and NASA's Centennial Celebration.

FINANCES

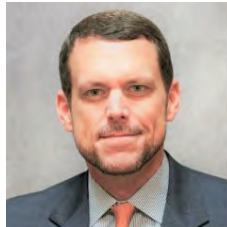


Steve Hicks is the founder of **Provident Resources Group** and serves as the company's Chairman and Chief Executive Officer. Steve has served an integral role in every project undertaken by Provident since its inception and is largely responsible for building and leading the team of professionals that have made Provident one of the leading nonprofit partners in the industry. Steve's vision for Provident included the creation of a true, committed nonprofit partner focused on building communities and making essential projects a reality for our partners. Under his leadership, Provident has successfully financed nearly \$5 billion in projects, and currently serves as owner, borrower and/or concessionaire on over \$3.3 billion in projects around the country.

Prior to founding Provident, Steve practiced law for 25 years for several prestigious regional and national firms, specializing in the area of public finance with additional concentration in the area of legislative law. He participated in many public finance issues over his 25-year career in a variety of roles including bond counsel, underwriter's counsel, and counsel to the issuer. During his time practicing law, Mr. Hicks played a significant role in the formation of the Louisiana Public Facilities Authority, one of the nation's largest issuers of debt securities for a wide range of public projects and served as the principal attorney or supervising partner on approximately \$12 billion in project financings for acute care hospitals, nursing facilities, affordable housing, and numerous other essential state and local government projects.

KEY TEAM MEMBERS

FINANCES



Christopher Hicks is the President and Vice Chairman of the Board of **Provident Resources Group**. As a member of the executive team that establishes the company's strategy, culture and fulfillment of its charitable missions. Chris also spearheads Provident's public-private partnership financings, working with project partners and beneficiaries, financing partners, investors and rating agencies to ensure successful financial execution and an ongoing commitment to our partners for the life of our engagement. His role includes management of origination, analysis, and execution efforts for transactions and project relationships across a variety of asset classes. Chris works to foster relationships with state and local governments, public and private universities and healthcare systems, as well as development partners, allowing Provident to utilize its proven financing platform to further not only its non-profit missions, but the missions of each of these partners.

Prior to joining Provident, Chris spent 18 years in the Public Finance Department of Citigroup Global Markets Inc., departing in 2019 as a Director in their Higher Education and Public Private Partnership Groups. During his time at Citi, Chris worked with clients on over \$25 Billion in financings..

CAPITAL MARKETS



Stephen D. Stein is Co-Founder & President of **Tauro Capital Advisors**. He has arranged more than \$3 billion of investment sales and financing during his 30-year career and has helped clients source capital for all types of construction, bridge and permanent financing. He is able to creatively solve for complex assignments through long-standing and deep lender relationships.

Mr. Stein began his career at Marcus & Millichap in 1990 as a sales agent representing principals in the sale and purchase of investment real estate. In recognition of his rapid success in the sales force and mentoring of young agents, the principals of Marcus & Millichap invited Mr. Stein into the management team to lead and turn around an office of 40 agents. He was soon thereafter promoted to oversee managers of multiple offices and more than 200 agents.

Upon leaving Marcus & Millichap in 2012, he joined George Smith Partners, Inc. sourcing debt and equity for principals for the construction, acquisition or refinance of various commercial property types across the country.



D. Scott Lee is Co-Founder & President of **Tauro Capital Advisors**. He is a commercial real estate and finance professional with 35 years of experience in lending, work outs, capital markets, development, joint ventures, acquisitions, consulting, asset management, bankruptcy process management and litigation support. His experience and time in the industry have allowed him to develop an extensive and deep network of clients, lenders and equity providers.

Mr. Lee began his career in 1984 working for Chase Manhattan Bank's Real Estate Lending Group and spent the next 16 years at Chase, Bank of Montreal, and Bank of America. In 2002, Mr. Lee transitioned to the principal/equity side of the business. He was ultimately recruited by GE Capital to open the Los Angeles Joint Venture Equity office where he originated \$250 million in GE investment in Joint Ventures (\$1 Billion in Acquisitions).

In 2009 Mr. Lee formed LT Ventures to provide:

- » Distressed debt and bankruptcy advisory
- » TIC re-organization advisory
- » Interim operations management, investment review, and brokerage services

GENERAL CONTRACTOR



Don Adair is Executive Vice President and Chief Revenue Officer for **Swinerton**. He enhances and strengthens Swinerton's business relationships by ensuring the right resources and strategies are in place to exceed expectations on every project. Additionally, as a member of Swinerton Incorporated's Executive Committee since 2019 and Board of Directors since 2011, Don has been an integral part of many corporate initiatives.

In his current role, Don leverages his operations experience, business acumen, and data-focused approach to support Swinerton's business development and marketing teams, National Accounts group, and national markets including Aviation, Healthcare, and Life Sciences. Under his keen leadership, Swinerton has expanded its market and client portfolios across the country and increased its capacity to provide clients with timely, data-driven market research and insights.

Don obtained his bachelor's degree in engineering industrial technology and construction management from California State University, Long Beach. He joined Swinerton Builders in 1988 as a Project Engineer in the firm's Los Angeles office, and quickly progressed through several roles including Estimator, Scheduler, and Project Manager. During this time, Don contributed his expertise to a range of notable projects in Southern California. He further expanded his impact in 1995 when he joined Swinerton's newly established San Diego Division, guiding the team to success and solidifying Swinerton as a local market leader with landmark projects at the Omni Hotel, Hotel del Coronado, and University of California, San Diego.

With his focus on providing extraordinary experiences for clients and business partners, Don has elevated Swinerton's project delivery standards, generated ongoing success for new and repeat clients, and driven brand recognition and loyalty. He continues to champion ongoing improvements to processes and performance standards that emphasize relationships, operational excellence, and training the next generation of skilled builders.

KEY TEAM MEMBERS

GENERAL CONTRACTOR



Daniel Getting is the Regional Director of Preconstruction & Estimating for **Swinerton** and has dedicated thirty years to preconstruction. As the Regional Director of Preconstruction & Estimating, he has the ultimate responsibility for the design, procurement, and success of projects through the preconstruction phase. He provides active talent resource management across Southern California, currently overseeing a team of fifty-five high-performing team members. He also offers successful resolutions to preconstruction challenges and issues. His mantra of continuous quality improvement drives his success in exceeding internal and external client expectations. Daniel is comfortable leading billion-dollar-plus developments, having successfully completed numerous similar sized developments over his career.



Mike Berryhill is a Vice President & Division Manager at the **Swinerton** San Diego office. He oversees a staff of approximately 175 administrative employees and over 250 craft field employees. Mike reviews and approves all estimates and schedules, facilitates job turn-over process, supervises subcontract bidding and negotiations, leads project planning, ensures that scheduling procedures are followed, and cost control is set up. He also leads and supervises project mobilization and job setup, while ensuring that projects are properly staffed and that they have all the tools and resources needed. He oversees supervision of construction personnel, as well as supervises the activities of projects. He monitors each project team member's compliance with their job descriptions and responsibilities. Further, he manages bottom line profit of the San Diego operation group throughout the Swinerton organization.



John Foster is an Operations Manager at **Swinerton** and is responsible for the oversight planning and construction of the project. His responsibilities include the supervision of the preconstruction effort, regular project reviews to ensure conformance to the contract obligations, and consultation with the project team should any major issues arise on the project. John is also responsible for all aspects of the division's project management and field operations. His responsibilities include project planning and staffing, contract review and negotiation, and oversight of the project team to ensure compliance with project team commitments, safety and quality standards.

WATER POLO / AQUATICS



Tony Azevedo is the Co-Founder and President of **6-8 Sports**, and is celebrated as a cross-generational idol and cultural ambassador in the world of water polo. A dedicated academic, Tony earned his undergraduate degree from Stanford University and later completed a master's degree in Business and Entrepreneurship at Harvard. Throughout his illustrious athletic career, he played professionally in Croatia, Montenegro, Italy, and Brazil, gaining international recognition for his exceptional skill and leadership. He was also elected as the first American Pan Am Athlete Representative, further solidifying his influence in the global sports community.

A 5-time Olympian and Silver Medalist, Tony is one of the most decorated athletes in the history of water polo. He was voted the Pac-12 Athlete of the Century for the sport, earned 4 consecutive NCAA MVP titles, and captained Team USA with distinction. Through his work at 6-8 Sports, Tony continues to inspire future generations by combining his passion for athletic excellence with innovative approaches to sports performance and development.

KEY TEAM MEMBERS

WATER POLO / AQUATICS



Maggie Steffens is the Co-Founder and CEO of **6-8 Sports**, a pioneering organization dedicated to innovation and empowerment in athletics. As a 3x Olympic Gold Medalist and current Team USA Water Polo Captain, Maggie has solidified her position as a global leader and role model in sports. Named the world's best female athlete by FINA and a 3x FINA Player of the Year, she exemplifies excellence both in and out of the pool. A design thinker and advocate for women's empowerment, she leverages her platform to inspire and mentor future generations.

A proud Stanford alumna, Maggie holds both a Bachelor's and a Master's degree in Management Science & Engineering. Her professional water polo career took her to Hungary and Spain, where she competed at elite levels, gaining invaluable international experience. Through her work at 6-8 Sports and beyond, Maggie combines her athletic achievements, academic expertise, and global perspective to drive innovation and foster meaningful change in sports and leadership.



Sara Azevedo is the Chief Operating Officer of **6-8 Sports**, where she brings over a decade of international business expertise to the organization. A Stanford Economics graduate, Sara oversees global coordination with development teams and manages a wide array of operations, including events, marketing, accounting, legal, and customer service. Her entrepreneurial mindset and diverse professional background have made her an invaluable leader in driving innovation and growth.

Sara's career path is as dynamic as it is unique. After beginning her career in finance in San Francisco, she spent 12 years abroad while her husband, Tony Azevedo, played professional water polo. During this time, Sara embraced opportunities to teach a Master's Program in Public Relations, establish her own company, and work as a freelance specialist in editing, writing, and communications. Her global perspective and versatile experience continue to shape her leadership at 6-8 Sports.



Ricardo Azevedo is the Co-Founder and President of **6-8 Sports**, and is widely recognized as one of the premier water polo coaches in the world. Over his storied career, Ricardo has served as Head Coach for the USA Men's Water Polo Team, the USA Junior Team, and Long Beach State University, earning a reputation for his exceptional leadership and ability to develop elite athletes. In 2007, he became the Head Coach of the professional Italian team RN Camogli, where he made headlines by leading his young squad to the division championship title game in 2008 against all odds.

Ricardo's global impact on the sport is further highlighted by his tenure as Head Coach of the Chinese Men's and Women's National Water Polo Teams, culminating in their participation at the 2016 Rio Olympics. Known for his strategic expertise and innovative approach, Ricardo continues to elevate the sport of water polo through his work with 6-8 Sports, shaping the next generation of athletes and coaches.

HOSPITALITY



Rob Dann is COO of **Highgate** and heads the organizational growth and operational execution of Highgate's Select Service division. Rob also is the leader for Highgate's ground-up development platform focused on select service and extended stay assets.

Previously, Rob was the Chief Operating Officer of Campus Crest Group (NYSE: CCG), the second largest student housing company in the world. Prior to Campus Crest, he was the president of CSM Lodging and held senior roles at Boylon Management Company and Interstate Hotels. Rob also has over 15 additional years of Hospitality experience at the field level with such companies as Ian Schrager Hotels, Helmsley Hotels, InterContinental and Westin Hotels and Resorts.

Rob holds a BSBA in Hotel and Restaurant Management from the University of Denver.

KEY TEAM MEMBERS

CINEMA



Michael F. Whalen, Jr. is a Partner and Co-Chief Executive Officer of **Paragon Entertainment Group, LLC**. Paragon was formed to invest, develop, own, operate, and manage movie theaters, bowling centers, and entertainment related ventures. Paragon currently operates 5 movie theaters and one upscale bowling center under the branding of “Affordable Luxury” which offers its patrons additional amenities such as bar/lounges, reserved seating, and expanded food and beverage selections. Paragon has strategic relationships with Sony, Pepsi, Cinepolis, as well as various real estate developers.

Whalen was the President and CEO of Muvico Theaters from 2006 till 2009. He joined the company in 2000 as Chief Financial officer. Muvico differentiates itself from its competition by building architecturally “themed”, state-of-the-art theaters, offering such amenities as expanded concession menus, VIP areas with full-service bars and restaurants, reserved seating and Internet ticketing. Muvico believes in offering the guest an integrated entertainment experience that is not “just about the movie” but where the “movie is part of the overall entertainment experience”. At Muvico, Whalen was responsible for raising over \$40 million of private equity, \$75 million of real estate financing, and the sale of four of the companies theaters to Cinemark for \$50 million.

Prior to joining Muvico, Whalen was Senior Vice President of Finance and Acquisitions for People’s Choice TV Corp, a publicly traded wireless telecommunications company. People’s Choice was sold to Sprint Corporation for approximately \$600 million in 1999. In his post, Whalen negotiated and closed financings in excess of \$270 million and closed acquisitions and divestures approximating \$675 million. From 1988 until 1994, Whalen was a Director at Bank of Montreal in charge of the private placement group focusing on equity and debt transactions as well as re-structuring transactions in media, entertainment and telecommunications industries.

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PROJECT EXPERIENCE

VIRGINIA BEACH TOWN CENTER

Location	Virginia Beach, VA
Owner	Armada Hoffer
Start Date	2000
Completed	Ongoing
Involvement	Management and Leasing
Reference	Lou Haddad, President & CEO Armada Hoffer (757) 366-4000 thaddad@armadahoffer.com

Town Center features a large daytime population, 934 residences, The Westin and Hilton hotels, Sandler Center - a 1,300 seat performing arts theater and 450,000 square feet of leased retail space. If that's not enough, Town Center is located just 11 miles from the Virginia Beach Oceanfront and Norfolk, placing it at the very center of business and shopping in our market.

Property highlights include:

- » Approximately 7,700 on-site daytime employees/students and 27,000 workers within a mile of Town Center
- » Centrally located in the second largest MSA in Virginia, Hampton Roads - with a population of almost 2 million.
- » 13 million tourists visit Virginia Beach annually.
- » The Sandler Center performing arts theater bring over 67,000 patrons to Town Center annually.

PROJECT RELEVANCE

- » Public-Private Development
- » Community-Focused Approach
- » Mixed-Use Development
- » Job Creation and Economic Stability



MERCHANTS SQUARE

Location Williamsburg, VA
Involvement Management and Leasing

Merchants Square is an open-air mixed-use lifestyle center anchoring historic downtown Williamsburg, Virginia and its surroundings. Clustered along iconic brick-paved, pedestrian-only Duke of Gloucester Street, is a genuinely national, iconic shopping, dining, and work destination. Nestled between historic Colonial Williamsburg and William and Mary, an elite national university, Merchants Square is vibrant, beautiful, and bustling. Its historic buildings, tree-lined spaces, and abundant outdoor cafes evoke elegant foreign capitals. The finest restaurants, luxury clothiers, purveyors of fine gifts, a winery tasting room, theater, historic boutique offices, and the Colonial Williamsburg Foundation itself, all call Merchants Square home.

With a total GLA of 239,606 SF of retail space and 60,804 SF of office space, Merchants Square boasts an impressive 2.1 million visits in the past year and an average dwell time of 71 minutes, it provides a dynamic environment for businesses. Accessibility is optimized with 1,244 visitor parking spaces within walking distance, spread across six surface lots and two city parking decks, along with ample street parking.

PROJECT RELEVANCE

- » Retail, Office, and Open Space
- » Public-Private Partnership
- » Job Creation and Economic Stability
- » Community and Visitor Serving





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100 INDEPENDENCE

Location	Virginia Beach, VA
Start Date	2023, in concept stages
Completed	Ongoing
Involvement	Development, Management, Leasing
Reference	Gerald Divaris (757) 497-2113 gdivaris@divaris.com

PROJECT RELEVANCE

- » Mixed-use Development
- » Public-Private Partnership
- » Job Creation and Economic Stability
- » Community and Visitor Serving

This multi-faceted mixed-use entertainment oriented development will be built on a site located on Independence Boulevard, adjacent to, and an extension of the highly successful Town Center of Virginia Beach. Independence Blvd. is the main connector to I-264, the primary east/west Interstate serving the South Side Hampton Roads area. Virginia Beach is the largest city in the Commonwealth of Virginia and The Town Center is centrally located to service the entire metropolitan area. It is 11 miles from Downtown Norfolk, and 11 miles from the Virginia Beach Oceanfront. The metro population is just under 2.0 million people and Virginia Beach alone hosts approximately 13 million tourists per year.

The proposed site for “100 Independence” is highly visible to I-264 and will act as a gateway to the cities evolving urban core. With the addition of a full movement traffic light on Independence Boulevard and a ring road around the property, 100 Independence will lead directly into the Town Center. The site has almost 300 feet of prime frontage onto

Independence Boulevard, and is adjacent to the existing 100,000 sf Apex Entertainment Center. The Apex Block includes a city owned parking garage containing over 500 free parking spaces. These projects, together with The Sandler Center for the Performing Arts and Zieder’s American Dream Theater, will create the Entertainment District of the Town Center.

A new city greenway (“high line”) is proposed along the former railway right of way. It will provide pedestrian and bicycle pathways that will ultimately run the length of the city, from the Norfolk city line to the Oceanfront. The first phase of development of this greenway will be the section immediately adjacent to the site, connecting the east with the west of Independence Blvd., by way of an overhead pedestrian and bike bridge. This greenway will have a direct link to 100 Independence’s parking garage.

100 Independence has been designed as a multi-use entertainment, hospitality, and housing project with a visually exciting, interactive, and vibrant architectural theme. It will provide a unique attraction, serving the region’s fulltime residents and the millions of tourists that travel to the area, year-round. With Virginia Beach becoming a major national sports venue, this location, and this development in particular, will be a major compliment to, and an attraction for the sports community that is now being drawn to the city, on an increasing basis. The Princess Anne Sports facilities are approximately 4 miles south of the site, and the new Virginia Beach Sports complex, near the Oceanfront, is approximately 8 miles east of the site





FORT MONROE

Location	Hampton, VA
Owner	State of Virginia
Start Date	2009
Completed	Ongoing
Involvement	Management
Reference	Karl Saimre, Director Bureau of Real Estate Services (804) 225-3779 karl.saimre@dgs.virginia.gov

One of the most interesting and challenging projects is Fort Monroe, which Divaris has managed since the BRAC closure in 2009. Designated as a National Monument in 2011, this project houses a myriad of historic buildings consisting of over 1,000,000 SF of commercial space. Operated by a State Authority (which is on-site in one of the historic buildings we manage), as well as being a historic site, there have been strict guidelines and protocols to follow. It is imperative that quick, educated decisions are made in order to maintain the preservation and integrity of the project. As stewards of Fort Monroe's legacy, we have dedicated our best efforts to the various aspects of maintenance, management, and planning required to safeguard this important historic property. To that end we have formed a working relationship with the National Park Service that is also involved in this project.

All projects undertaken need to ensure compliance with the Design Standards outlining treatment options for existing historic buildings, structures and landscapes, routine maintenance and repair activities, appropriate design for new construction and additions, and the potential to affect archaeological sites from ground disturbing activities. Our team works with very specific review and approval processes that include a Historical Preservation Officer.

PROJECT RELEVANCE

- » Mixed-use development
- » Job Creation and Economic Stability
- » Community and Visitor Serving



USC VILLAGE

Location	Los Angeles, CA
Client	University of Southern California
Start Date	2014
Completed	2017
Involvement	National Retail Advisor - lease-up to current
Reference	Brian Wilson (client), Executive Director, Real Estate Development and Leasing, Real Estate & Asset Management, University of Southern California (213) 821-2256 brian.k.wilson@usc.edu

Use of Facility: Student Housing (2,500 beds) and ground floor retail (134,000 SF)

Size: 15 acres, 1.25M square feet

Construction Cost: \$642/SF for the occupied buildings are \$260,000/bed

Construction timeline: 30 months; August 2017 opening date.

Summary of Financial Structure: Funded by the University including more than \$40 million in community benefits; \$20 million to surrounding infrastructure and \$20 million to a housing fund managed by the city to support affordable housing in the surrounding area.

PROJECT RELEVANCE

- » Public-Private Development
- » Community-Focused Approach



WESTGATE CITY CENTER

Location	Glendale, AZ
Client	The Ellman Companies
Start Date	2002
Completed	2006
Involvement	Exclusive National Retail Development & Leasing Advisor
Reference	Steve Ellman, The Ellman Companies (602) 840-3000 sellman@ellmanco.com

Scope:

- » 220,000 SF of Class A Office
- » 290,000 SF of Retail
- » 3,300 Parking Spaces
- » 440 Residential Units
- » 4-Star, 320-room Renaissance Hotel with 80,000 SF Convention Center
- » Gila River Arena University of Phoenix Stadium

PROJECT RELEVANCE

- » Mixed-use development
- » Multi-stakeholder engagement



ATLANTIC STATION

Location	Atlanta, GA
Client	AIG Global Real Estate & Jacoby Development
Start Date	2000
Completed	2004
Involvement	Exclusive Retail Development, Planning, Marketing, Leasing Advisor
Reference	Jim Jacoby, Jacoby Development (770) 399-9930 jjacoby@jacobydevelopment.com

The McGarey Group was responsible for design development in direct participation with Development Design Group principals, of the overall project layout, including major points of ingress/egress, building heights and setbacks, garage penetrations, common area amenities, landscape standards, sports/entertainment venue location, branding, naming, naming rights, and advertising. They created the original lease plan, merchandise vision, marketed and leased the award-winning project from conceptualization to groundbreaking and ribbon cutting. Atlantic Station is host to the US Open Series, Atlanta Open, an ATP 250 event, and AVP Pro Tour. 138 acres, 12.5M SF, 1.5 M SF Retail, 90,000 SF theater, 3,000 residential unites, 2M SF Office, and 100 hotel keys.

PROJECT RELEVANCE

- » Mixed-use development
- » Multi-stakeholder engagement
- » Sustainable approach



GALLERY PLACE

Location	Washington, DC
Client	Western Development Corporation
Start Date	1999
Completed	2002
Involvement	Exclusive National Retail Leasing Advisor - RFP to Completion
Reference	Herbert S. Miller, Chairman & CEO Western Development Corporation (914) 844-9312 herb@westdev.com

Developer: Western Development, The John Akridge Company, ULICO, Mass Mutual, Cornerstone Real Estate Advisors

Scope:

- » 220,000 SF of Class A office
- » 270,000 SF of Retail
- » 192 Residential Condominiums
- » 690 underground parking spaces

Size: 660,000 SF land area, 1M SF GBA

PROJECT RELEVANCE

- » Mixed-use development
- » Multi-stakeholder engagement
- » Urban location



THE RADY SHELL AT JACOBS PARK

Location	San Diego, CA
Client	San Diego Symphony Orchestra
Start Date	2015
Completed	2021
Involvement	Entitlements, Design, Architecture, Outreach, Space Planning, Interior Design
Reference	Katy McDonald, Chief of Staff San Diego Symphony Orchestra (619) 235-0800 kmcDonald@sandiegosymphony.org

The Rady Shell is an outdoor concert venue in Southern California, located in the downtown South Embarcadero Marina Park in San Diego. The Shell itself contains an open-air stage, a state-of-the-art Meyer sound system, a Traxon light assembly embedded between the inner and outer liner for illuminating the building, supporting catwalks, and a back sunset deck with a view directly out to the San Diego Bay and downtown. Adjoining both the north and south sides of The Shell are supporting spaces for the performers and members of the San Diego Symphony such as dressing rooms, a green room, a classroom, music library, and a room for the conductor to prepare for each performance. The terraced seating for The Shell can accommodate up to 10,000 people, and is between two long curvilinear concrete retaining walls that, when illuminated at night, guide the pedestrian path to the stage and seating. These walls are also support two of the 6 light towers that are operated from the terraces to spotlight each performance. The project also includes two new food pavilions, a box office and public restrooms.

The Shell is similarly a part of the larger South Embarcadero Marina Park, to which Tucker Sadler also made significant enhancements to ensure it would be open and enjoyed publicly all day and year round. The upgraded 10.8-acre park also includes enhancements to existing basketball courts, public outdoor picnic areas, a pre-event lawn space for public use, improved ADA access areas, and perimeter walkways to allow visitors to get a full view of the waterfront.

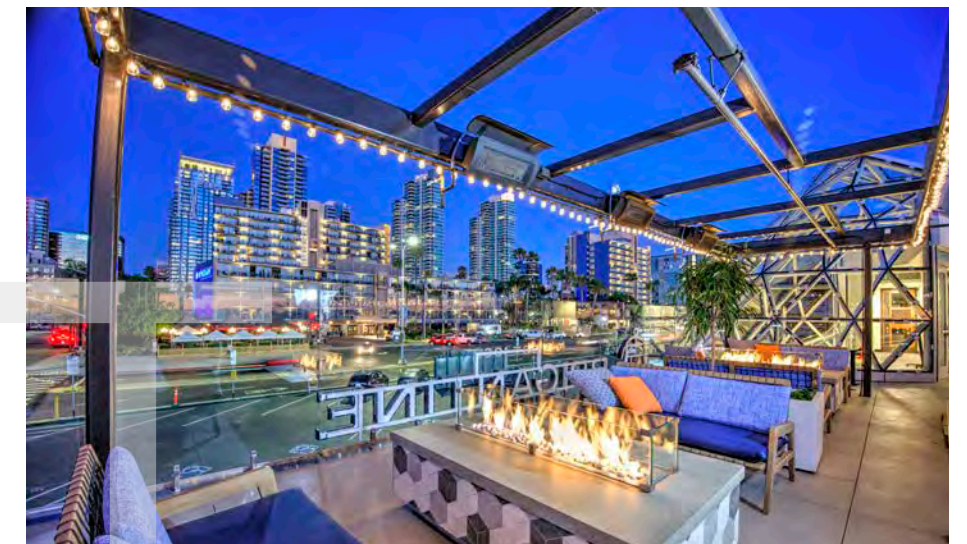
PROJECT RELEVANCE

- » Waterfront Project
- » Entertainment and Performance Venue, Retail, and Open Space
- » District Context and Integration
- » Public-Private Partnership
- » Public Access to Waterfront
- » Job Creation and Economic Stability
- » Community and Visitor Serving



TUCKER SADLER





PORTSIDE PIER: THE BRIGANTINE RESTAURANTS ON THE ICONIC SAN DIEGO WATERFRONT

Location	San Diego, CA
Client	Brigantine
Start Date	2018
Completed	2020
Involvement	Entitlements, Design, Architecture, Space Planning
Reference	Ann Moore, Vice Chair Board of Commissioners Port of San Diego (619) 686-6200 amoore@portofsandiego.com

For more than four decades, The Morton family has shared the finest in fresh seafood and classic (surf and turf) cuisine to locals and visitors alike, providing an inviting Southern California style experience for fine and casual dining throughout San Diego and surrounding communities.

The Brigantine’s newest opportunity, Portside Pier, at San Diego’s spectacular Embarcadero will renew the legendary waterfront dining experience and return the magical essence of water meeting land that innately draws people near to our stunning harbor. Our conceptual design of the 38,000 square foot Portside Pier restaurants will preserve and honor the diverse San Diego fishing heritage and highlight the rich local culture of fresh seafood combined with bountiful old world California style cuisine. The restoration of the docks below which will once again provide a tranquil mode of passage leading directly to Portside Pier on the embarcadero.

The exterior design of Portside Pier will add a new dynamic to the iconic waterfront and skyline. The buildings operable windows and doors of the new restaurant will allow the cool ocean breeze to flow through and the soft glow of fire pits and movement of the activity within to surge onto the North Embarcadero. The center arching element of building design symbolizes casting of a fisherman’s net into a wave that will capture [similar movement to capturing fish and bringing them to shore] the attention of those on the water and on the embarcadero. The restaurants are introduced by an abstraction of old world fish baskets into an elegant and modern expression that establishes the entrances to the different restaurant concepts. Interior elements of Portside Pier will further emphasize a chic California expression of waterfront dining. At the “Topsail” deck situated above the Brigantine restaurant will provide a casual setting around fire pits and delivering magnificent views of downtown, San

Diego Bay and newly completed County Park. The interior design of the Portside Pier will depict clean line ceilings that float above the dining area and the carved Teak wood walls with stained glass purposely inserted will represent modern expression of the restaurants long standing influence in San Diego. All this at the edge of a sparkling blue bay.

PROJECT RELEVANCE

- » Waterfront Project
- » Multi-Tenant Dining Development
- » District Context and Integration
- » Community and Visitor Serving
- » Public Access to the Waterfront
- » Public-Private Partnership
- » Job Creation and Economic Stability



SUN COMMUNITIES RECREATIONAL VEHICLE RESORT

Location	Chula Vista, CA
Client	Sun Communities
Start Date	2018
Completed	2020
Involvement	Entitlements, Design, Architecture, Space Planning
Reference	Bill Raffoul Vice President - Capital Investments, Sun Communities (248) 208-2606 wraffoul@suncommunities.com

Sun Communities retained Tucker Sadler to provide entitlement processing through the Port of San Diego and design of their proposed development which will include substantial improvements to the areas surrounding the Resort providing ample opportunity for both guests and the general public to enjoy the surrounding areas. Publicly available improvements within the development plan including manicured walking and biking paths through the low touch buffer zones surrounding the community, the development of public access points to the buffer zones surrounding the community, the development of public access points to the buffer areas and planned Signature Park. Additionally, the park promotes art and culture by partnering with local artists in the community (with input from the Port board and planning staff) to design thoughtful and engaging art installations both within and around the resort that will meaningfully enhance the experience for those visiting. The RV development offers affordable alternative to conventional accommodations on the waterfront.

The development includes RV sites and park models (similar to hotel lodging accommodations) and Resort area, a modern, upscale amenity center which incorporates materials that are both stylish and befitting the palette of the surrounding environment. Facilities include a fully furnished resort clubhouse with commercial grade kitchen, entertainment equipment, and any other functional features that are experience enhancing, a pool with children’s splash pad and sun deck, spa and fitness facility, full service concession bar & grill, various pedestrian pathways, bicycle and other equipment rentals, planned activities, children’s playground, and various passive open spaces for guest use.

PROJECT RELEVANCE

- » Low Cost Accommodations
- » Access to Waterfront
- » District Context and Integration
- » Public-Private Partnership
- » Job Creation and Economic Stability





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SOUTHWESTERN COMMUNITY COLLEGE PERFORMING ARTS CENTER

Location	Chula Vista, CA
Client	Southwestern Community College
Start Date	2015
Completed	2021
Involvement	Architecture, Programming, Interior Design
Reference	Cynthia McGregor, Dean of the School of Arts, Communication, & Social Sciences Southwestern Community College (619) 482-6371 cmcgregor@swccd.edu

Tucker Sadler was retained to design the Performing Arts Theatre & Cultural Community Center for the Southwestern Community College District located in Chula Vista, CA. The Performing Arts Theatre & Cultural Center is situated on the northeastern portion of the main college campus. In addition to serving the students, this facility accommodates the needs of the community; hosting public events, town hall meetings, and cultural engagements. The 48,575 sq.ft. The Performing Arts Theatre & Cultural Center consists of a 500-seat auditorium, 170-seat black box theatre, dance instruction and performance, performing arts classroom, audience support, state-of-the-art acoustics and audio/visual equipment, stage craft/prop construction area, and other amenities. The building also includes a grand lobby, ticketing, and concession area. Tucker Sadler worked closely with the staff, user groups, and administration to create a dynamic, interactive center for learning, performing, and engaging the entire South Bay. It received LEED Silver certification.

PROJECT RELEVANCE

- » Performing Arts Venue
- » Black Box Venue
- » School District Context and Integration
- » Integration of Classrooms and Administration Office
- » Community Serving



BAYVIEW POINT MASTER PLAN

Location	San Diego, CA
Client	Bayview Development
Start Date	2022
Completed	Ongoing
Involvement	Entitlements, Design, Architecture, Outreach
Reference	Kevin O'Neill Mountain West Real Estate mkocci@att.net

The Bayview Point Development will activate and enhance the urban experience, while carefully considering the surrounding business of the city of Chula Vista, the wants and needs of the extended consumer marketplace, and environmental responsibility to all things sustainable: water and energy. Through the integration of residential, hospitality, dining, retail, medical office, and transportation programming, Bayview will have a broad local, regional, national, and international appeal extending to all facets of the customer experience. Further, the creation of the new mobility hub connecting the South Bay to North San Diego brings its weighty legacy and strong sense of regional community to the project.

The exterior open spaces throughout the project will essentially become the “Public’s Living Room”, strategically planned to accommodate socially distanced areas to work, listen to music, read a book, or simply provide relief from a sense of confinement. While the mix of land uses are uniquely apportioned by beautiful landscape and transitions in grade, the pedestrian-friendly environment extends from the city site to the MTS plaza, and provides clear and safe pathways to “get people from here to there” within the development and onto their next destination.

PROJECT RELEVANCE

- » Public-Private Partnership
- » City of Chula Vista Context and Integration
- » Community Serving
- » Mixed-Use and Transit Oriented Development
- » Job Creation and Economic Stability



TRIUMPHANT DRAFT



SUPERLATIVE

MULTI-GENERATIONAL