

# **Pimlico**

## **Race Course**

# **Study Phase Two**



**Final Report - December 2018**



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# Introduction





## A – Introduction



Pimlico aerial photo during the 2016 Preakness Stakes



# Study Purpose

Phase One of the Pimlico Race Course Study was issued in February, 2017. The purpose of the Phase One Study was to provide information and analysis to guide the City of Baltimore (the City) and State of Maryland (the State) in determining the extent of their potential support to renovate or rebuild Pimlico Race Course to remain the long term home for the Preakness Stakes.

- Key questions addressed in the Phase One Study were:
1. Could Pimlico remain the long term home of the Preakness Stakes?
  2. If yes, what improvements would be required?
  3. If no, what situational factors could not be overcome?

The Phase One Report did not find situational factors that could not be overcome to maintain Pimlico Race Course as the host of the Preakness Stakes. However, as host venue for such a large and prominent public event, Pimlico Race Course is antiquated and in need of substantial renovations or complete redevelopment. While many of the concerns

outlined in the Phase One situational analysis were focused on safety, security and building code related issues, the facility also lacks modern day seating products, amenities and technology found in comparable sports venues and, due to its age and condition, is expensive to operate and maintain. Its capacity and potential revenue are constrained by the type and amount of seating products, as well as infrastructure and support. The situational analysis suggested that these, and other, limitations restrict Pimlico Race Course's ability to generate operating margins comparable to more modern venues. The Phase One Study estimated that substantial renovation of Pimlico Race Course to overcome these challenges could cost between \$248 million and \$321 million.

As a result of the Phase One Study and the potential high cost of renovation, the State requested that the consultant team proceed with the Phase Two Study. The Phase Two Study focuses on visioning and concept development of an ideal venue for hosting the Preakness Stakes, while also

considering year-round venue activity, and redevelopment of the Pimlico site to better engage the surrounding communities and neighboring land uses such as Sinai Hospital. In an effort to achieve these planning goals, this study explores a combination of permanent and overlay (temporary) facilities to host the Preakness Stakes, evaluates the ability of the site to accommodate various non-racing functions on a year-round basis, and identifies potential commercial, residential, and entertainment development options or opportunities on portions of the site.

Conceptual planning and design scenarios, real estate market evaluation, construction cost estimates and economic and fiscal impact analysis were conducted as part of this study. It is intended that this information be utilized by the stakeholders to consider potential public/private partnerships with the possibility of redeveloping the Pimlico site to better engage the surrounding communities and land uses, have positive economic value, and serve as an ideal venue for the Preakness Stakes in perpetuity.



Renovation concept from Phase One Report





This analysis is preliminary in nature and does not constitute a comprehensive master plan of Pimlico Race Course. Although the report includes high level design concepts, it does not include detailed architectural or engineering services, environmental assessments, noise analysis, or transportation/traffic impact studies. In addition, this study does not include detailed geotechnical engineering, hazardous materials testing, and other specialty engineering services.

The findings and assumptions contained in the report reflect analysis of primary and secondary sources. The consultant team utilized sources that are deemed to be accurate but cannot guarantee their accuracy. No information provided by others was audited or verified and was assumed to be correct.

Multiple external factors influence current and anticipated market conditions. Although the consultant team has not knowingly withheld any pertinent facts, it cannot be guaranteed that the consultant team has knowledge of all factors which might influence the future operating potential of the Preakness Stakes at Pimlico Race

Course. Due to quick changes in the external factors, actual results may vary significantly from estimates presented in this report.

The consultant team does not express an opinion or any other form of assurance on the information presented in this report. As with all estimates of this type, results cannot be guaranteed, nor is any warranty intended that they can be achieved.

The analysis is intended to be read and used in its entirety. Separation of any portion from the main body of the report is prohibited and negates the analysis. This report is restricted to internal use by the MSA and may not be relied upon by any party for any purpose including any matter pertaining to financing. Reproduction or publication by other parties are strictly prohibited.

**Economic Importance of the Horse Industry**

Any development project is somewhat dependent on the attributes of the industry(s) that it is anticipated to serve. Multiple studies demonstrate that the horse industry generates significant economic activity.

The American Horse Council (AHC) Foundation commissioned a study in 2016 to estimate the economic impact of the horse industry. Approximately 20,000 horse owner/industry suppliers participated in the survey process with 8,400 individuals providing complete and usable surveys. Additional surveys were received from horse show organizers and racetrack representatives including the four largest operators – Churchill Downs, New York Racing Association, Penn National, and The Stronach Group (TSG).

The AHC reports that despite the decline in the horse population due to the recession of 2008-2009, the horse industry remains a stable and vibrant force in the U.S. economy. The economic activity generated by the horse industry contributed over \$50 billion in direct value to the U.S. Gross Domestic Product (GDP), a total contribution of \$122 billion to the U.S. economy, and 1.7 million total jobs.

The AHC study estimated there were more than 7.2 million horses in the U.S. in 2016. Approximately 31% of U.S. households (or 38 million) contain horse enthusiasts which are defined as people who either own horses (1.3%),

participate in horse activities but do not own a horse (16.0%) or attend horse events as a spectator but do not own or participate (13.2%). While ownership tends to be skewed toward older age groups, 38% of horse participants are minors. Within Maryland, the horse industry was estimated to directly contribute over \$747 million and 15,700 jobs to the State's economy. When including indirect and induced effects, the horse industry's total added value to the Maryland economy was estimated at \$1.3 billion and 21,500 total jobs. Total output (or the total value of industry production including value-added) associated with the horse industry in Maryland was estimated at nearly \$2.1 billion.

As noted in the recent AHC study, racehorses require significant expenditures on breeding, maintenance and training such as costs associated with jockeys, trainers, grooms, veterinarians, farriers, insurance, specialized feed for horses, specialized equipment to maintain, train, and transport equine athletes, entry fees and stalling, and travel expenses. Various other specialized service costs related to wagering, broadcasting, track maintenance, security, etc. are also necessary. The AHC study states





## A – Introduction

that the racing sector of the horse industry was estimated to add \$218 million in direct value to the State economy which increases to \$365 million and 5,200 jobs when including indirect and induced effects. Total output associated with the racing sector was estimated to be \$572 million.

As mentioned in the Phase One report, Sage Policy Group conducted a study for various Maryland horse industry partners that was released in 2016. The study measured the economic and fiscal impacts of Maryland's horse industry. While the study did not specifically evaluate the impact of horse racing in the State, it did recognize the impact of horse racing on the overall horse industry. The study concluded that the horse industry in Maryland generates approximately \$1.15 billion in total economic activity each year which supports 9,100 full-time equivalent (FTE) positions with approximately \$482 million in combined wages and salary income. Direct spending in the horse industry was approximately \$662 million in 2015. The report estimates that if the current pace of industry expansion continues through 2020, the industry will have a \$1.5 billion yearly economic impact on Maryland and support more than 11,000 jobs with \$620 million in employee income. In addition to economic impacts, Sage Policy Group reported 2015 fiscal impacts of \$68.7 million with the largest revenue generators

being the Maryland Income Tax (\$18.2 million), Sales Tax (\$16.5 million) and Property Tax (\$15.5 million).

Racing is a key component of the overall success of the horse industry in Maryland. Unlike professional sports that generate significant revenues from television, horse racing is extremely dependent on the handle (i.e., the total amount wagered on races) which is reliant on consumer income levels.

According to the report by Sage Policy Group, since 2010 Maryland's horse industry has been stabilizing due in large part to augmented purses for races. In the State of Maryland, 7% of slot machine proceeds are used toward the Purse Dedication Account which is used to increase race purses. An additional 2.5% is dedicated to the Racetrack Facilities Renewal Account. These funds have helped to support not only horse racing, but rather the entire horse industry in Maryland. The growth in the racing sector has led to an improved industry supply chain with more service providers able to serve Maryland horse farms across all segments.

Despite negative trends in the broader horse racing industry, major events such as the annual Triple Crown of Thoroughbred Racing, which includes the Kentucky Derby, Preakness Stakes in Maryland, and Belmont Stakes in New York, continue

to attract extensive viewership and maintain their popularity. These races equate in caliber to sporting events like the Super Bowl, World Series, The Masters, and NCAA Final Four Men's Basketball Championship. Secondary sources report that in aggregate Triple Crown races drew a total of nearly 383,000 people in 2018. In addition, Triple Crown race day handles (inclusive of the entire race day program) were estimated to total more than \$459 million in 2018. National and international exposure from hosting these events is substantial. Although down from previous years, total viewership for the race segments of three Triple Crown races combined was 35.5 million people in 2018 according to Nielsen.

The Preakness Stakes is in an enviable position as it is the middle race of the Triple Crown – if the winner of the Kentucky Derby does not win this race, there is no potential for a Triple Crown winner. The Preakness Stakes is a significant economic generator for the State and local economies. Without the Preakness Stakes, a significant amount of spending that currently exists in the state would no longer occur. In addition, one could surmise that without the Preakness Stakes, both the racing and broader horse industries in Maryland would decline substantially.





# Study Process

The Maryland Stadium Authority (MSA) is administering this study on behalf of the State of Maryland, The Maryland Department of Labor, Licensing and Regulation (DLLR), the Maryland Racing Commission (MRC), and the Maryland Jockey Club (MJC). The project consultant team includes Crossroads Consulting, Populous, RK&K Engineering (RK&K), Entreken Associates, Inc. and Turner Construction.

The initial task of the Phase Two Study process entailed the development of a detailed program of seating and hospitality products considered to be ideal for hosting the Preakness Stakes. This product program was developed in close collaboration between the MJC and the consultant team. The program includes quantities, square footage requirements, and identifies which products are best suited as permanent or overlay (temporary) structures. Product price points for the economic study were determined solely by the MJC. In addition to the seating products,

an ideal Preakness venue also has specific race-related requirements including dirt and turf tracks, a saddling paddock, horse accommodations and jockey quarters. These combined program elements established the minimum requirements which drove the visioning and conceptual planning process. The program requirements are detailed in Section B of this report.

Concurrently, the consultant team conducted market due diligence related to potential non-racing land uses. This study included analysis of demographic and socioeconomic data, the residential market, commuting patterns, residential and commercial space inventories, vacancy rates, development tax incentives and other supply and demand factors which influence demand potential and marketability of potential non-racing land use.

Based on this programming and market due diligence data, the consultant team

conducted a series of visioning and planning workshops which included key stakeholders. The initial workshop resulted in three potential planning scenarios ranging from partial redevelopment of the site which provided minimal opportunity for non-racing land use and community benefit, to comprehensive redevelopment which maximized the use of the site while also creating an ideal venue for the Preakness Stakes.

Through a series of follow-up workshops, the consultant team continued to focus on creating a concept plan that maximized opportunity for non-racing land use, had positive community impact, complemented neighboring land uses, and could have a significant potential return on investment, while not losing sight of the primary goal of serving as an ideal venue for the Preakness Stakes. The collaboration and research conducted for this study, including multiple non-racing product mix market tests and plan adjustments, culminated in a program and concept, referred

to as "The Vision," which is described in detail in Section C.

Once a conceptual planning approach was determined, RK&K began an assessment of on and off-site infrastructure and recommended improvements to support the proposed concept plan. This included assessing demand of the proposed concept elements and working with public utility and other service providers to ensure that the proposed land use concept can be serviced. RK&K also looked at associated utility improvement costs. In addition, RK&K conducted preliminary stormwater management and traffic assessments related to the proposed concept plan.

Turner Construction was engaged to generate cost of construction estimates for the demolition, site development and racing-related project components, including required temporary facilities.

Throughout the study process, the consultant team conducted interviews and/or work sessions



Pimlico Public Meeting June 2018

with a diverse group of stakeholders to obtain their input regarding Pimlico Race Course and the Preakness Stakes, future development planning in the surrounding area and supporting infrastructure and amenities. These stakeholders and public officials included, but were not limited to, representatives from the following:

- Baltimore City (e.g., planning, public works, economic development, etc.)
- Baltimore Development Corporation
- Downtown Partnership of Baltimore
- Greater Baltimore Committee
- LifeBridge Health
- Maryland Department of Commerce
- Maryland Jockey Club
- Maryland Racing Commission
- Maryland Sports
- Park Heights Renaissance
- State of Maryland
- The Stronach Group
- Visit Baltimore

Public input was solicited through questionnaires that were distributed electronically and on-site at a public session that was held in June 2018. The questionnaire developed by the consultant team consisted

of four open-ended questions in order to obtain authentic, unbiased feedback and insights regarding the Pimlico Race Course. Nearly 120 responses were received; however, not all respondents answered all questions. Given the open-ended nature of the survey, a qualitative data analysis was performed. Responses were reviewed and grouped into general categories based on recurring themes. The following summarizes feedback obtained from the questionnaires received as part of the community outreach effort:

*Question 1: As it stands today, what do you believe are the positives associated with the Pimlico Race Course property?*

The most common response related to positive attributes was the history and tradition of the site. Location and easy accessibility to the site ranked as the next highest positive attribute. Other positive attributes included: the size and amenities offered on the property; other events held at the property; and the revenue, economic value, creation of jobs, and tourism generated from hosting the Preakness Stakes.

*Question 2: As it stands today, what do you believe are the negatives associated with the Pimlico Race Course property?*

The most common response related to negative attributes was the overall physical condition and disrepair of the facility and general lack of modern amenities. The location in an unsafe neighborhood was the next most common response.

*Question 3: In addition to horse racing, what type of development components do you believe would be compatible with the surrounding community?*

The following lists development components that respondents listed as compatible with the surrounding community:

- Events such as concerts, fairs, festivals, and other live entertainment
- Family entertainment such as movie screenings and farmers markets
- Horse shows
- Hotel, retail, restaurants, bars, office space
- Recreational facilities including sports fields
- Affordable housing, mixed

housing, and housing for the elderly

- Supermarket/food store
- Open green spaces such as community gardens and urban farms
- Educational centers
- Multi-use special event space/ community center
- Horse racing museum
- Casino/sports betting facility

*Question 4: Please provide us with any additional comments that you have regarding the future vision of the Pimlico Race Course property.*

The majority (nearly 70%) of respondents indicated that Pimlico Race Course should remain open, and of these respondents, most commented that the Preakness Stakes should stay at Pimlico Race Course. Although many respondents were geared toward keeping Pimlico Race Course open and the tradition and history of horse racing alive in Maryland, they also indicated that significant investment would be needed in the surrounding community while simultaneously restoring the grandeur of Pimlico Race Course. Multiple respondents commented that the overall experience needs to be

improved in terms of physical product and customer service. Several respondents expressed a desire for more racing days. Concerns were expressed related to noise pollution, impact to property values and the need to decrease crime in surrounding area.

The consultant team also reviewed available operating data provided by the MJC for both racing and non-racing event activity held at Pimlico Race Course. Additional data was garnered from previous studies prepared by the Maryland Department of Commerce and Sage Policy Group, Inc. that quantified the economic and fiscal benefits associated with hosting the Preakness Stakes as well as for the broader Maryland horse industry.



# Study Outcome

Based on the study purpose and study process previously outlined, the Phase Two report culminated in a concept plan that includes both racing and non-racing uses. It is important to note that Pimlico Race Course is owned by MJC/TSG and, as such, this is a hypothetical, conceptual analysis of potential uses that could occur, not a feasibility study of what will occur.

The Preakness program has a total venue capacity of 75,000 which consists of 30,400 premium seats and 44,600 general admission seats. This program was approved by MJC/TSG. The concept plan includes demolition and removal of all existing structures on the property including the tracks, infield, grandstand, clubhouse, equestrian barns and associated infrastructure and is described in detail in Section B.

The tracks and infield would be reconstructed and realigned. Realignment is necessary to accommodate/encourage potential private development around the perimeter of the site. A new 15/16-mile dirt track and 7/8-mile turf track would be constructed. The geometry and distances of the tracks shown in this report were reviewed/ approved by TSG and MRC. In addition, the concept plan

includes a new permanent Multi-Use Clubhouse and plaza area referred to as the Palio. Approximately 40% of the premium seating product will be accommodated in this permanent facility. Throughout four levels, the Multi-Use Clubhouse is proposed to consist of track view dining, clubs, lounges, suites, rooftop and balcony spaces, administrative offices, racing history center/ museum, café, off-track betting, and required service and support functions. The Palio measures 500'x300' and is the proposed location for the temporary saddling paddock and paddock stalls for the Preakness Stakes.

The concept plan also includes site and infrastructure improvements including roadways and on and off-site utilities, vehicle and pedestrian tunnels, pedestrian bridges at track crossings and hardscaped plazas.

The order-of-magnitude cost to construct permanent improvements is \$424 million and the estimated construction duration is approximately three years.

As described in Section C, nearly every major event requires the need for overlay to support the permanent venue and event spaces. Overlay includes all of

the temporary infrastructure required to support a particular facility or venue, including but not limited to tents, power, utilities, fencing, flooring, lighting, signage and Field of Play equipment. The proposed Preakness overlay program requires approximately 390,000 gross square feet of space based on the product types and includes reserved and box seating, suites, bleacher seating, track view dining and hospitality.

Build-out of the recommended overlay program is estimated to range from \$4.5 million to \$5.5 million annually which includes the construction and removal costs of temporary facilities but does not include operational costs.

Based on the previously described Preakness program as well as price points provided by MJC, the economic and fiscal impacts associated with the running of the Preakness Stakes were estimated. Direct spending is estimated to generate \$33.4 million which produces \$58.9 million in total output (i.e., the sum of direct, indirect and induced spending) and supports 620 total jobs (full and part time) in the State annually. Total earnings (labor income) generated from the Preakness Stakes are estimated to be \$24.2 million annually. Total tax revenues generated from

the running of the Preakness Stakes at Pimlico Race Course are estimated to be \$5 million annually: \$2.3 million at the State level and \$2.7 million at the City level.

Based on multiple visioning and planning workshops with the consultant team and key stakeholders, the following illustrates the concept plan with the minimum racing components required to host the Preakness Stakes including both the minimum permanent racing components and the temporary overlay.



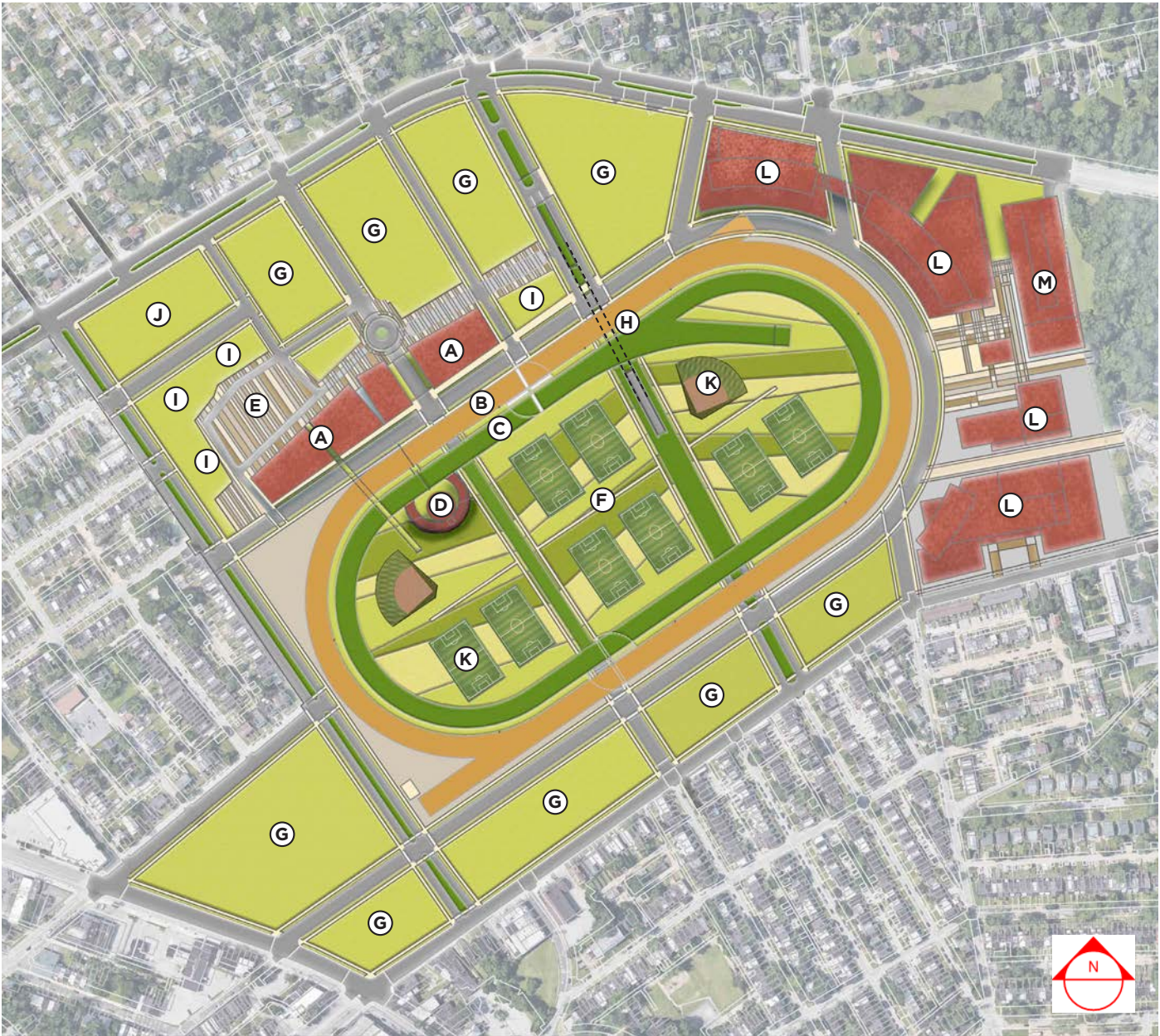
A – Introduction



Minimum Racing Components Conceptual Rendering from the Northwest



Minimum Racing Components with Overlay



CONCEPT PLAN KEY

Minimum Racing Components

- A. Multi-Use Clubhouse
- B. 15/16 Mile Dirt Track
- C. 7/8 Mile Turf Track
- D. Preakness Winner's Circle
- E. Palio / Saddling Paddock
- F. Infield
- G. Open Space/Parking
- H. Infield Vehicle Tunnel
- I. Preakness Overlay Area
- J. Preakness Stable Overlay Site

Potential Non-Racing Land Use

- K. Sports Fields

LifeBridge Health Campus

- L. LifeBridge Health Buildings
- M. LifeBridge Parking Structure



A – Introduction

With the goal of maximizing the year-round usage of the site, the consultant team analyzed potential non-racing land use concepts considering the needs of the adjoining neighborhoods and stakeholders including LifeBridge Health. General land use classifications included equestrian/racing, green space, civic, commercial mixed-use, residential mixed-use, neighborhood commercial, and the LifeBridge Health Campus.

Four neighborhood districts were identified that linked non-racing development potential to the reconfiguration of the race track.

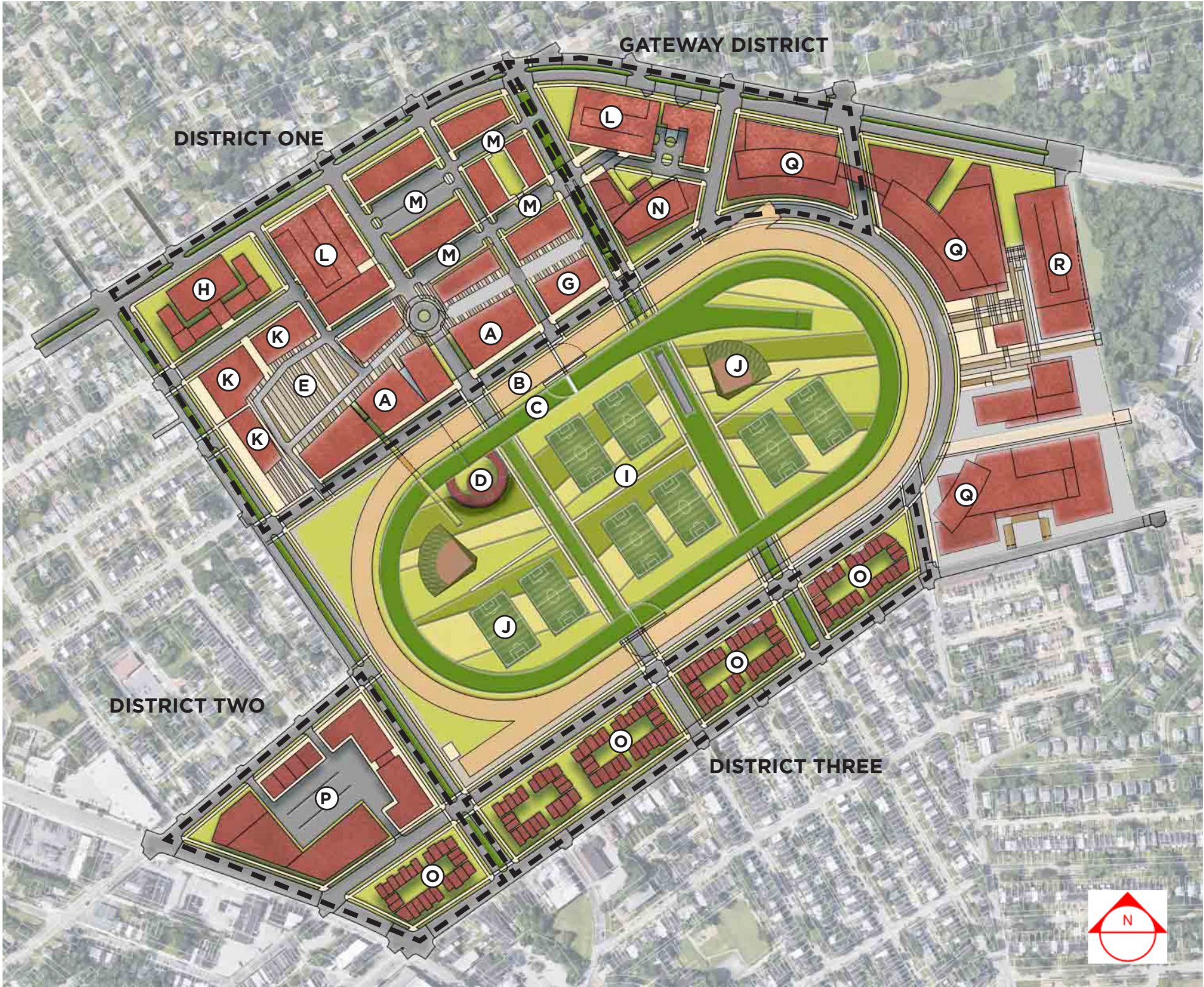
- Gateway District (Northeast) appears to be well-suited for future commercial and mixed-use development which may include a hotel and structured parking.

- District One (Northwest) has the largest land area and could include a blend of residential and commercial mixed-use which may include additional equestrian/racing facilities, civic improvements and structured parking.

- District Two (Southwest) is well-suited for neighborhood commercial land uses which may include a grocery store and/or retail.

- District Three (South/Southeast) is divided among three land parcels and could support a mixed residential program which may include senior living, townhouse and/or row type single family living, and multi-family apartment development.

The site configuration also considers roadway connectivity across the tracks and infield during non-racing event season which could connect the communities and neighboring land uses.



CONCEPT PLAN KEY

- A. Multi-Use Clubhouse
- B. 15/16 Mile Dirt Track
- C. 7/8 Mile Turf Track
- D. Preakness Winner's Circle
- E. Palio / Saddling Paddock
- F. Infield
- G. Suite Tower Expansion
- H. Equestrian Program
- I. Infield Green Space
- J. Sports Fields
- K. Potential Civic Buildings
- L. Parking Structures
- M. Mixed Use Commercial
- N. Hotel
- O. Residential
- P. Neighborhood Retail

LifeBridge Health Campus

- Q. LifeBridge Health Buildings
- R. LifeBridge Parking Structure



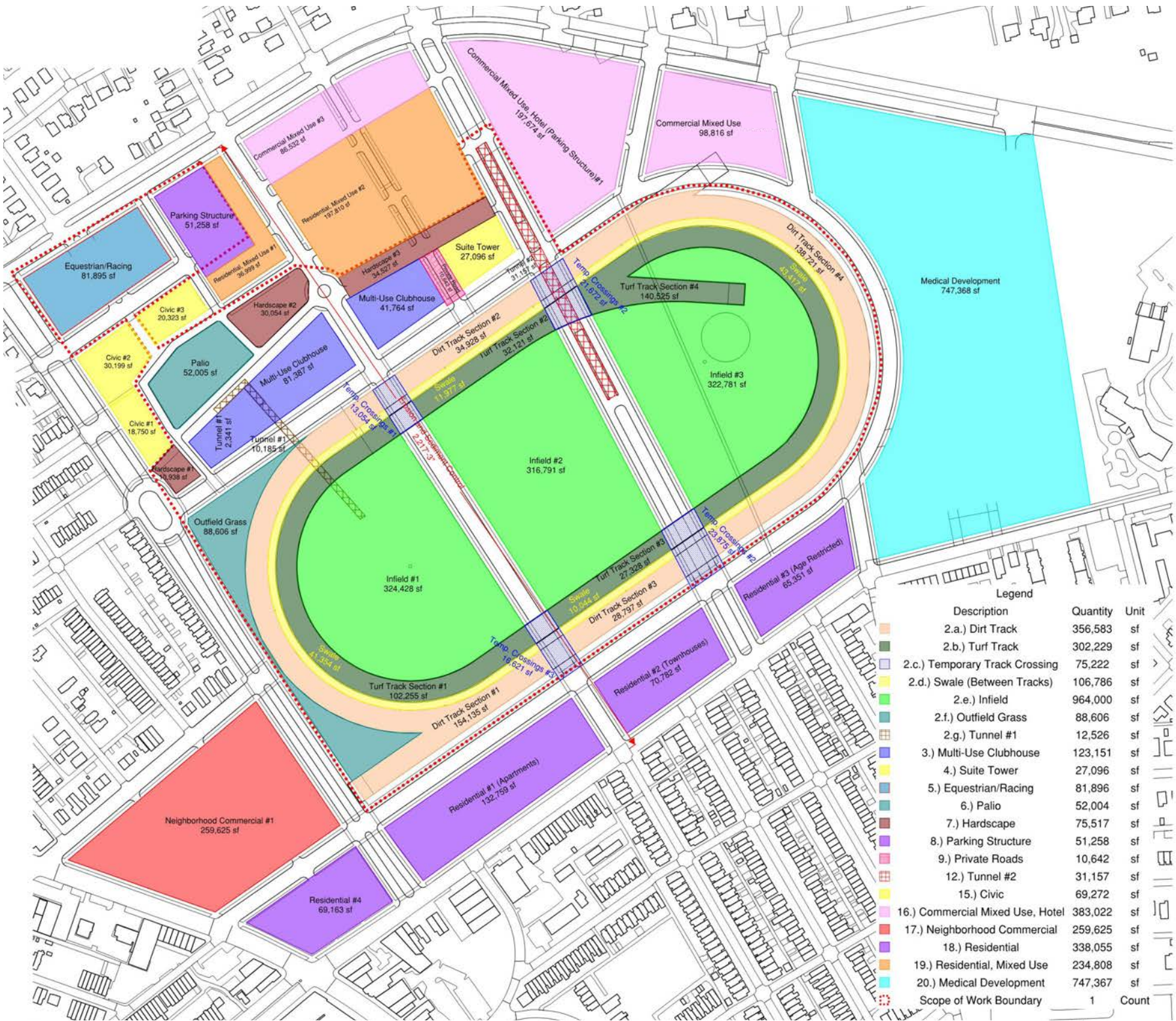
A – Introduction

During the study process, it was determined that permanent buildings required for racing should be designed to function throughout the year as either enterprise spaces or public spaces that elevate quality of life, education and opportunity. Potential use of Preakness program elements during non-racing season include the following:

- Infield: The infield could be utilized for athletic, entertainment and leisure type activities.
- Multi-Use Clubhouse: The Multi-Use Clubhouse is designed to accommodate several non-racing uses including a racing history center/museum with a café, off-track betting/sports book, conferences, meetings, banquets, social and civic events, Esports and non-traditional sporting/competition events such as drone racing.
- Palio – The Palio is designed to be able to host outdoor public concerts, performing arts, festivals and markets.

Non-racing land use is assumed to be private development and/or other initiative. As such, no cost estimate or economic/fiscal impact analysis is provided for these elements.

A logical next step in the planning process is for key stakeholders including MJC/TSG, the City and the State to agree to execute a formal agreement to enter into future negotiations.





The background image shows a horse race in progress, with several horses and jockeys competing on a dirt track. A large, ornate structure, likely a grandstand or part of the racetrack's architecture, is visible in the background, featuring the words "PREAKNESS STAKES" and numbers 1 through 10. The entire image is overlaid with a semi-transparent red filter.

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# Preakness Program



# Preakness Facilities Program

Following the first Phase Two project workshop held in April 2018, Populous compiled feedback from MJC and TSG to develop a proposed seating program and product matrix that would meet their needs for sustainably operating the Preakness Stakes. This program establishes the basis of the permanent facilities concept plan and the temporary overlay, as well as the associated economic and fiscal impact analysis.

The initial proposed product matrix for Preakness Stakes is based on the following:

- Greater seating product diversity has been incorporated into various sports venues over the last decade in order to drive attendance and provide “something for everyone.” Horse racing is no exception as racing fans seek one-of-a-kind, “instagrammable” experiences.
- Conversations with MJC representatives at the April workshop about existing product inventory and demand at Pimlico for the Preakness Stakes as well as MJC’s other

area facilities, and discussions about desired product types and quantities.

- Comparison of product types and quantities at other highly-regarded national and international horse racing facilities including Churchill Downs, Royal Ascot, and Flemington Race Course (host of the Melbourne Cup) as a general guideline for product type ratios.
- Consideration of the viability of permanent versus overlay construction for each product type and their impact on the overall concept plan and civic development.

The preliminary product matrix was subsequently reviewed with stakeholders from the MJC in advance of the second workshop. In the first review of the matrix, the decision was made to eliminate loge boxes from the program because they take up more space than similar products and are harder to reconfigure for other uses. Reserved boxes and track-view dining were added in their place. No-view dining, similar

to the facility’s existing Sports Palace Dining Room, was also eliminated in favor of additional add-on dining seats. Once updates were made to the product matrix, it was again submitted to MJC for review and comment, and was confirmed at the second workshop. As a result, no further changes were made to product types or quantities. At that time MJC provided price points for each product type to ensure the program is able to meet their desired financial goals. The finalized product matrix and MJC pricing were reviewed a final time in early fall with representatives of the MJC before being incorporated into the economic model.

In addition to the seating products and quantities required to support the Preakness Stakes, other racing-related program elements are required as part of the concept plan in order to accommodate live horse racing. These items include:

- Dirt and turf tracks of at least 15/16-mile for the dirt track and 7/8-mile for the turf track.
- A dirt track to accommodate

the following race distances at a minimum:

- 1-3/16 mile (Preakness Stakes)
- 1-1/16 mile
- 1 mile
- 7/8 mile

- A turf course to accommodate the following race distances:
  - 1-1/16 mile
  - 1 mile
  - 7/8 mile

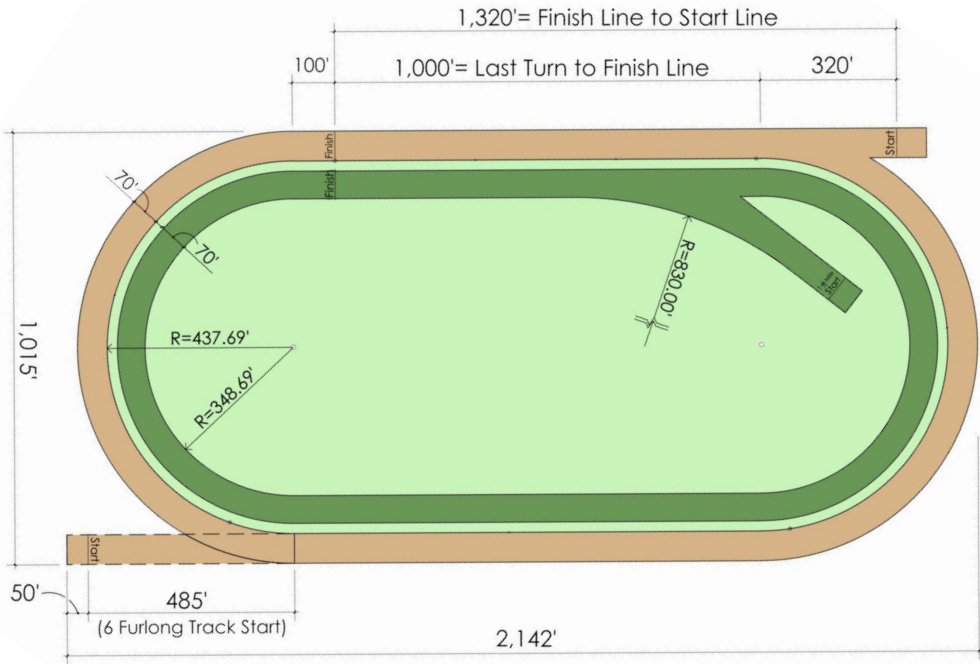
- When operating at Pimlico, the MJC prefers to utilize a haul-in model with the horses housed off-site. This model requires temporary or permanent day stalls for up to 140 horses. Ideally, the Preakness contenders would be housed at Pimlico for the duration of their stay related to the Preakness Stakes. This window of up to 1 week before and after the race would allow the Preakness contenders to acclimate and hold media events at Pimlico.

- The saddling paddock could be permanent or temporary and should consist of a minimum of 14 saddling bays, paddock master office and walking ring. Tote data and video displays

at this area of interest may be temporary.

- Jockeys’ rooms, racing officials’ offices, trainers lounge and associated food-service, toilets and other support may be temporary or could occupy spaces within other civic or event buildings on a temporary basis.

The specific configuration and geometry of the dirt track and turf course were reviewed in detail with MJC as well as MRC for acceptance and confirmation. The other space needs, such as the paddock and stall spaces, were also reviewed with MJC to confirm their alignment with current and future operations.



Proposed track geometry: 15/16-mile dirt track & 7/8-mile turf track

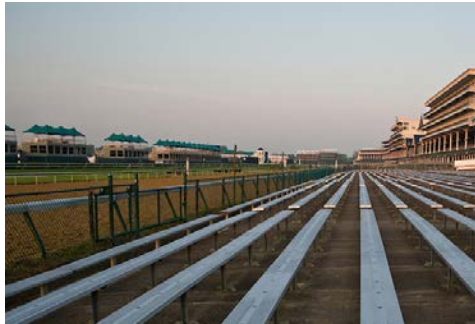


# Preakness Product Matrix

Seating Product Type	Proposed Quantity	% of Total Premium	Approximate NSF/Seat	Approximate NSF Required	Permanent NSF Planned	Temporary NSF Planned
1. Bleacher Seating	4,550	13.56%	7.5	34,125	-	35,100
<i>Similar to Churchill Downs 1st Floor Grandstand</i>						
2. Reserved/Box Seating	14,000	41.73%	8.5	119,000	-	115,515
<i>Similar to existing Pimlico apron boxes</i>						
3. Track View Dining - Permanent	2,377	7.08%	30	71,310	71,363	-
<i>Similar to existing Pimlico Terrace Dining Room</i>						
4. Track View Dining - Temporary	1,623	4.84%	38	61,674	-	64,885
<i>Similar to existing Preakness Turfside Terrace</i>						
5. Suites - Permanent	1,000	2.98%	32	32,000	32,047	-
<i>Similar to Churchill Downs Jockey Club Suites</i>						
6. Suites - Temporary	2,450	7.30%	30	73,500	-	72,800
<i>Similar to Pimlico Preakness Skye Suites</i>						
7. Seating with Hospitality	3,000	8.94%	15	45,000	-	43,850
<i>Similar to Vineyard Vines Club at Churchill Downs</i>						
8. Club/Lounge with Track View - Permanent	700	2.09%	38	26,600	27,638	-
<i>Similar to 100-to-1 Club at Santa Anita Park</i>						
9. Club/Lounge with Track View - Temporary	700	2.09%	38	26,600	-	28,740
<i>Similar to Starting Gate Lounge at Churchill Downs</i>						
TOTAL PREMIUM SEATING	30,400	90.46%			131,048	360,890
10. Secondary/Add On Dining - Permanent	1,920	5.72%	20	38,400	38,373	
<i>Similar to existing Sports Palace Dining Room</i>						-
11. Secondary/Add On Dining - Temporary	1,230	3.67%	20	24,600	-	24,627
<i>Similar to Cltation Lounge at Churchill Downs</i>						
TOTAL PREMIUM ADD-ON PRODUCT	3,150	100%			38,373	24,627
General Admission Tickets	44,600	-	-	-	-	-
TOTAL VENUE CAPACITY (does not include add on dining)	75,000	-				



# Seating Products



**1. Bleacher Seating**

*Bleacher seating could occur next to the track in areas where higher value seating is not appropriate, such as the final turn or turf course chute.*



**2. Reserved Seating**

*Reserved seating could occur in any area adjacent to the track where elevated seating tiers can be constructed, like the home stretch or starting gate area.*



**3. Box Seating**

*Box seating would be appropriate for high-value areas near the track such as the finish line.*



**4. Permanent Track View Dining**

*Permanent track view dining provides an elevated track view of both the front and back stretches.*



**5. Temporary Track View Dining**

*Temporary track view dining could occur in the infield along the home stretch, level with the adjacent track surface.*



**6. Permanent Suites**

*Permanent suites provide an elevated track view within the clubhouse building that captures the full extent of both the turf and dirt tracks.*



**7. Temporary Suites**

*Multi-level temporary suites along the home stretch or at the first turn. Single level suites and villas placed in the infield near the finish line where their low height would not impact sightlines to the back stretch.*



**8. Covered Seating with Hospitality**

*Covered seating with hospitality could be placed along the first and second turns in a location that does not impact the sightlines of the clubhouse and other temporary products.*



**9. Permanent Club/Lounge**

*Permanent club and lounge spaces within the clubhouse can serve a variety of uses both on racing and non-racing days.*



**10. Temporary Club/Lounge**

*Temporary clubs around the venue can provide unique, less-formal hospitality experiences that appeal to a broader range of guests.*



**11. Permanent Add-On Dining**

*Permanent add-on dining makes use of spaces within the clubhouse that do not have track views. This product provides elevated hospitality when paired with reserved or box seating.*



**12. Temporary Add-On Dining**

*Like permanent add-on dining, temporary facilities can be used to add hospitality package to reserved, box, or bleacher seating.*



# Economic and Fiscal Impact Analysis

This section focuses on estimating the economic and fiscal benefits associated with operation of the Preakness Stakes. As previously discussed, the overall impact of the horse industry, and specifically the horse racing industry, to the State is significant and the Preakness Stakes is a key driving force.

Local and State economies would continue to benefit from the running of the Preakness Stakes at an improved Pimlico Race Course in a number of ways, including such tangible and intangible benefits as:

- Enhancing the racetrack's image as a sports/entertainment destination
- Providing a first-class venue for area residents and out-of-town visitors
- Enhancing the overall quality of life and livability of the area
- Generating significant national and international media exposure
- Providing a catalyst for further ancillary development initiatives
- Maintaining and generating additional economic activity

- Maintaining and generating additional fiscal revenues for local and State governments

Each of these benefits are important in assessing the overall impact of the Preakness Stakes to the State. While the value of most of these benefits is difficult to measure, the estimated economic activity generated can be quantified. It should be noted that this section of the report focuses on the Preakness Stakes race only and quantifies the direct, indirect, and induced benefits associated with Preakness race day operations including the associated tax revenues. This analysis does not quantify any non-racing land use such as impacts from additional commercial and residential projects and other non-racing events that the facility may accommodate. Although not quantified, these developments would create additional economic value.

## General Methodology

Regional input-output models are typically used by economists as a tool to understand the flow of goods and services among regions and measure the complex interactions among them given an initial spending estimate. Once the direct spending amounts are estimated and assigned to a logical category, an economic model estimates the economic multiplier effects for each type of direct spending attracted to or retained in the State resulting from operations of the Preakness Stakes. The sum of direct, indirect, and induced effects equals total economic impact which is expressed in terms of output, employment (jobs), and earnings (labor income). This analysis also estimates the annual tax revenues generated from the Preakness Stakes at Pimlico Race Course.

Direct spending represents the initial change in spending that occurs as a direct result of operations of the Preakness Stakes. Direct spending including expenditures on race day operations such as admission and wagering as

well as spending by attendees including spectators, media personnel, jockeys, trainers, staff and family/friends outside the race course on items such as lodging, restaurants, retail, and transportation. An attendee buying tickets to the race, staying in a hotel or eating in a restaurant would be examples of direct spending. No direct market surveys were conducted as part of this analysis. This initial measure of economic activity reflects analysis of data provided by secondary sources including TSG/MJC that are deemed to be reliable, but accuracy cannot be guaranteed.

Once the amount for direct spending is quantified, a calculated multiplier is applied to generate the indirect and induced effects. Indirect effects reflect the re-spending of the initial or direct expenditures or the business-to-business transactions required to satisfy the direct effect. For example, businesses impacted by the Preakness Stakes purchase various goods and services from local and State vendors. A portion of these expenditures occurs in the local economy and a portion leaves through leakage. Induced effects reflect

changes in local spending on goods and services that result from income changes in the directly and indirectly affected industry sectors. The model generates estimates of these impacts through a series of relationships using local-level average wages, prices and transportation data, considering commute patterns and the relative interdependence of the economy on outside regions for goods and services.

The estimation of multipliers relies on input-output models, a technique for quantifying interactions between firms, industries and social institutions within a specific economy. This analysis uses IMPLAN software and databases which are developed under exclusive rights by the Minnesota IMPLAN Group, Inc. The IMPLAN (which stands for Impact Analysis for Planning) software package allows the estimation of the multiplier effects of changes in final demand for one industry on all other industries within a defined economic area. Its proprietary methodology includes a matrix of production and distribution data among all counties in the U.S. As such, the advantages of this model

are that it is sensitive to both location and type of spending and can provide indirect and induced spending, employment and earnings information by specific industry category while taking into account the leakages associated with the purchase of certain goods and services outside the economy under consideration.

The calculated multiplier effect is then added to the direct impact to quantify the total economic impact in terms of output, employment and earnings which are defined below:

- *Output* represents the total direct, indirect and induced spending effects generated from operations of the Preakness Stakes. This calculation measures the total dollar change in spending (output) that occurs in the State economy for each dollar of output delivered to final demand.
- *Employment (Jobs)* represents the number of full and part-time jobs supported from operations of the Preakness Stakes. The employment multiplier measures the total change in the number of



# Economic and Fiscal Impact Analysis

jobs supported in the State economy for each additional \$1.0 million of output delivered to final demand.

- *Earnings (Labor Income)* represent the wages and salaries earned by employees of businesses associated with or impacted from operations of the Preakness Stakes. In other words, the multiplier measures the total dollar change in earnings of households employed by the affected industries for each additional dollar of output delivered to final demand.

The estimated spending generated from the running of the Preakness Stakes also creates tax revenues for the State of Maryland. Experience in other markets suggests that while a significant portion of the direct spending likely occurs near the host venue, additional spending occurs in other economies. Major tax sources impacted by the Preakness Stakes were identified and taxable amounts to apply to each respective tax rate were estimated. Although other taxes may also be positively impacted, this analysis estimated the revenues generated from

admissions and amusement tax, corporate income tax, hotel/motel tax, personal income tax and sales and use tax. This analysis assumes that current tax rates remain constant.

Factors such as building program, attendance, origin of attendees, financial operations, industry trends, economic conditions, direct spending categories used, per person spending amounts, distribution of spending, multipliers, and specific taxes quantified are all variables that influence the economic and fiscal impact estimates.

Estimated Economic Impact Generated in the State from Annual Operations of the Ideal Preakness Stakes at Pimlico Race Course	
Category	Amount
Output	
<i>Direct Spending</i>	<i>\$33,449,000</i>
<i>Indirect/Induced Spending</i>	<i>\$25,467,000</i>
<i>Total Output</i>	<i>\$58,916,000</i>
Total Jobs	620
Total Earnings	\$24,225,000

### Summary of Economic Impacts

The table below summarizes the estimated economic impacts generated from the Preakness Stakes program as presented in this document.

Direct spending related to the Preakness Stakes is estimated to generate \$33.4 million which produces \$58.9 million in total output (i.e., sum of direct, indirect, and induced spending) and supports 620 total jobs (full-time and part-time) in the State annually. These jobs are created in many sectors of the economy, which both directly and indirectly support the increased level of business activity in the area. Outputs from the IMPLAN model indicate that total earnings generated from the Preakness Stakes is estimated to be \$24.2 million annually.

### Summary of Tax Revenues

State tax revenues generated from the running of the Preakness Stakes are estimated to be \$2.3 million annually. Running the Preakness Stakes at Pimlico Race Course is estimated to generate \$2.7 million in tax revenues annually at the City level which is primarily driven by the admissions and amusement tax.

The following provides a description of the taxes estimated in this analysis. While other taxes may be positively impacted by the Preakness Stakes, they are not quantified in this analysis. In addition, this analysis does not include an estimate of taxes that could be generated from the potential non-racing land use opportunities discussed later in this report which could be significant for both the City of Baltimore and the State.

#### State of Maryland Taxes

Corporate Income Tax – A corporate income tax of 8.25% of corporate federal taxable income adjusted by State modifications is also levied by the State of Maryland on corporations. For purposes

Estimated Tax Revenues Generated From Annual Operations of the Ideal Preakness Stakes at Pimlico Race Course	
Entity	Amount
<i>State of Maryland</i>	<i>\$2,319,000</i>
<i>City of Baltimore</i>	<i>\$2,683,000</i>
GRAND TOTAL	\$5,002,000

of this analysis and based on information provided by the Comptroller of Maryland, an effective tax rate was used.

Personal Income Tax – The State of Maryland imposes a personal income tax assessed against personal income earned in the State. The State income tax is a graduated rate ranging from 2.0% to 5.75% of taxable income. Non-residents are subject to a special nonresident tax rate of 1.75% in addition to the State income tax rate. For purposes of this analysis and based on information provided by the Comptroller of Maryland, an effective tax rate was used.

Sales and Use Tax – The State of Maryland collects 6% sales and use tax from sales and leases of tangible personal property and services throughout the State and a 9% tax on alcoholic beverages. For purposes of this analysis, the 6% tax rate is applied to estimated taxable

spending at the State level generated from operations of the Preakness Stakes which represents a conservative estimate relative to the sale of alcoholic beverages. Ticket sales are excluded as they are reflected in the admissions and amusement tax.

#### City of Baltimore Taxes

Admissions and Amusement Tax - The admissions and amusement tax is a local tax collected by the Comptroller's Office for Maryland's counties and Baltimore City, and incorporated cities and towns. The tax is imposed on the gross receipts from admissions, the use or rental of recreational or sports equipment and the sale of merchandise, refreshments or services at a nightclub or similar place where entertainment is provided. Admissions and amusement tax rates are set by local officials and vary by locality and by activity with



# Economic and Fiscal Impact Analysis

a few exceptions and special situations. The City of Baltimore applies a 5% tax on movies on the historic register and single-screen movie theaters and a 10% tax on the admission or amusement cost for all other activities such as other movie theaters, athletic events, concerts, and golf. If the gross receipts from the activity is also subject to the sales and use tax, the admissions and amusement tax is limited to 5%.

Hotel/Motel Tax – The City of Baltimore levies a hotel/motel tax of 9.5% on all gross amounts of money paid to the owners or operators of hotels in the City by transient guests or tenants for renting, using, or occupying a room or rooms in those hotels for sleeping accommodations. The hotel/motel tax does not include State sales tax.

Local Personal Income Tax – The City of Baltimore imposes a local personal income tax of 3.2% which is calculated as a percentage of taxable income. For purposes of this analysis and based on information provided by the Comptroller of Maryland, an effective tax rate was utilized. Local income tax is based on where you live, not where you work.

Parking Tax – The parking tax is a local tax collected by the State Comptroller’s Office for local municipalities based on the gross amount paid for occupying a parking space. The parking tax rate is currently 20% in the City of Baltimore.

**Construction Impacts**

Although not quantified in this analysis, construction costs associated with the project would provide additional economic and fiscal impacts to the local and State economies during the construction period. These benefits would include the creation of jobs which produce earnings for area residents, as well as increased tax revenue from the purchase of materials and supplies.



POPULOUS®

# —C— The Vision



# Planning Process

The Phase Two Study was initiated with a two-day programming and visioning workshop at the Populous office in Kansas City in April 2018. This collaborative workshop included the consultant team and representatives from the following stakeholder groups:

- Baltimore City
- Baltimore Development Corporation
- LifeBridge Health
- Maryland Jockey Club
- The Stronach Group
- The Maryland Stadium Authority
- Park Heights Renaissance

The intent of this visioning workshop was to bring this diverse group of stakeholders together in a collaborative environment to explore unconventional ideas and concepts for creating an ideal Preakness venue and Pimlico redevelopment.

During this workshop the group endeavored to answer the following questions, which would eventually lead the consultant team and stakeholders to

the vision presented in this document:

- What is the intended target market and revenue generation goal for the Preakness Stakes (ticket sales, corporate sales, sponsors)?
- What is the best venue product mix (seats, suites, etc.) to achieve racing program success in this market?
- Is there an existing racing venue in North America that could serve as a product mix model? If so, how does it translate to Pimlico Race Course and the Preakness Stakes?
- Which components of the recommended product mix are best achieved as permanent and which are best achieved as overlay?
- What is the recommended permanent venue program including support spaces (food service, media, retail, etc.) given the answers to the above questions?
- Is the full extent of the existing Pimlico site required to accommodate the program and host the Preakness Stakes?
- What are the potential non-racing uses of the site and permanent improvements that

could be used on a year-round basis?

- How could these potential uses better engage the surrounding communities and neighboring land uses such as Sinai Hospital?

Through the exploration of these questions, it was collectively agreed that ongoing planning should examine a combination of permanent and overlay (temporary) facilities to host the Preakness Stakes and a limited racing meet. Instead of focusing purely on the needs of the Preakness Stakes, the ability of the site to serve non-racing functions on a year-round basis with potential commercial, retail and residential development on portions of the site in addition to activating the site as a hub of community life were considered. During the Phase One Study in 2016, MJC stated it was their intent to move all stabling and training off-site. Therefore, year-round stabling and training at Pimlico was not a consideration in the Phase Two Study.

The initial workshop resulted in three potential planning

scenarios ranging from partial redevelopment of the site which provided minimal opportunity for non-racing land use and community benefit, to comprehensive redevelopment which maximized the use of the site while also creating the best possible venue for the Preakness Stakes. These three initial planning scenarios are presented on a subsequent page.

The determination to consider year-round use and activation of the site also triggered the market analysis for potential non-racing land use components such as commercial, residential and hospitality/entertainment. As the concepts evolved, Entreen Associates tested various non-racing land use components to develop recommendations that align with

market conditions. These results are presented in Section D.

Through a series of follow-up workshops with key stakeholders, the consultant team continued to focus efforts on creating a concept plan that maximized opportunity for non-racing land use, had positive community impact, complemented neighboring land uses, and



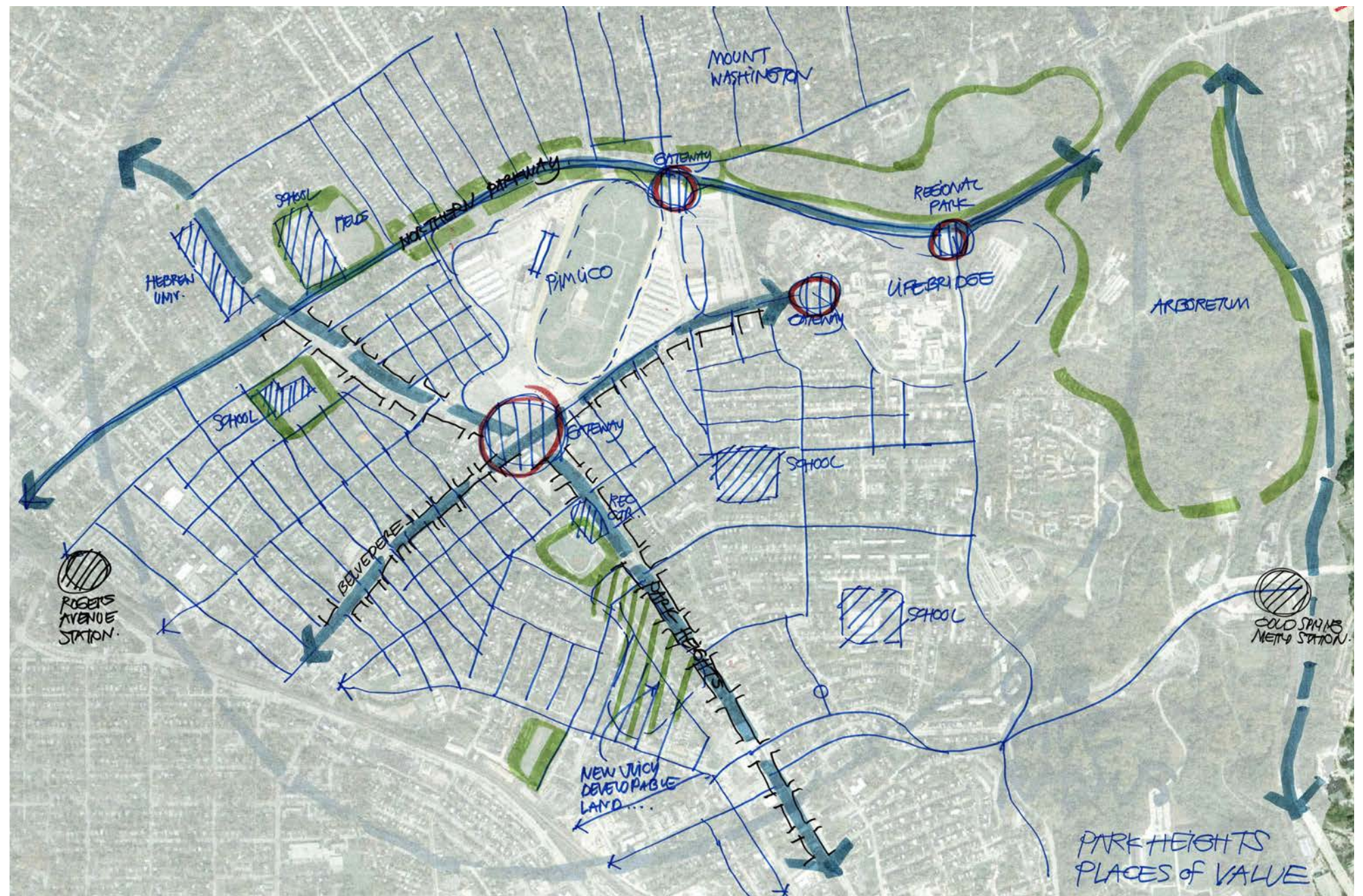
Programming and Visioning Workshop One



## C – The Vision

could have a significant potential return on investment, while not losing sight of the primary goal of serving as the ideal venue for the Preakness Stakes. Through the course of multiple non-racing product mix market tests and plan adjustments, Option Two was deemed the land use scenario that best serves as the long term home of the Preakness Stakes as well as the catalyst for non-racing investment on the site and the greater community.

Once the clear path to a conceptual planning solution was determined, RK&K began an assessment of on and off-site infrastructure and recommended improvements to support the proposed concept plan. This included assessing the demand of the proposed concept elements and working with public utility and other service providers to ensure that the proposed land use concept can be serviced. RK&K also looked at associated utility improvement costs. In addition, RK&K conducted preliminary stormwater management and traffic assessments related to the proposed concept plan.



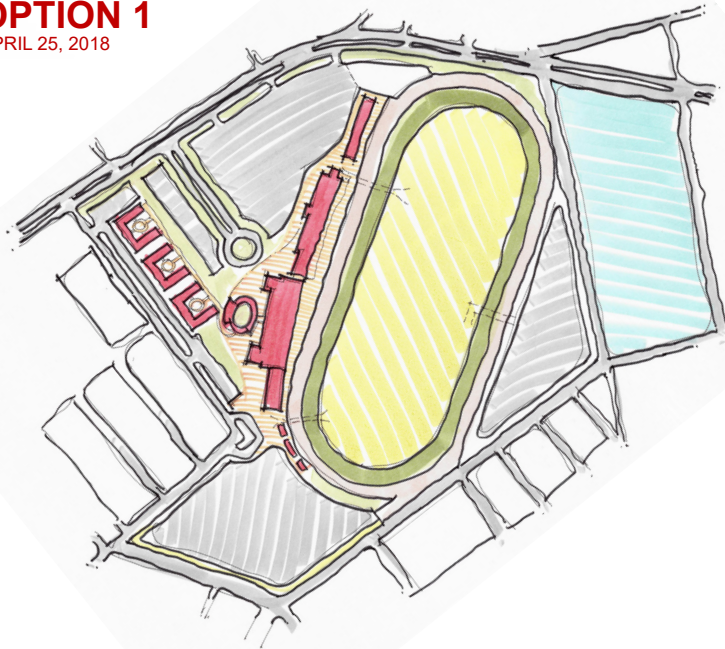
Places of value and key transportation routes within a one mile radius of Pimlico as identified in the initial planning workshop



## C – The Vision

## APRIL 25, 2018

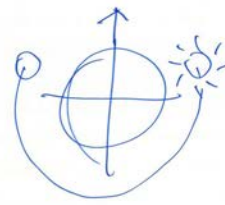
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## Option One

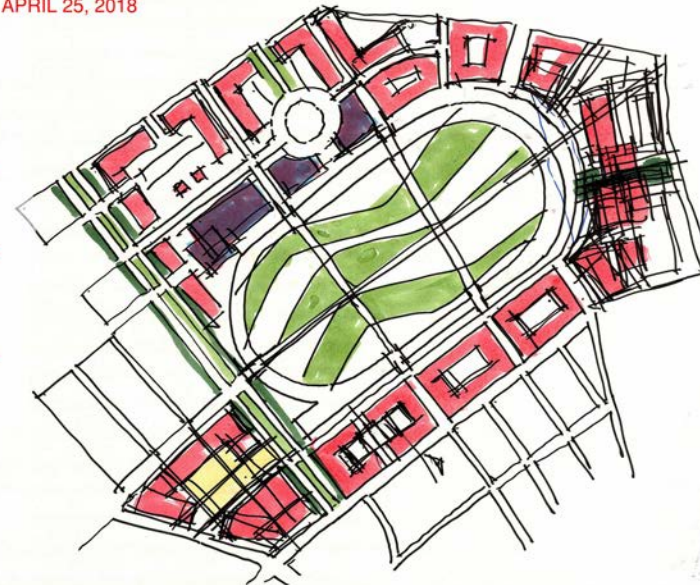
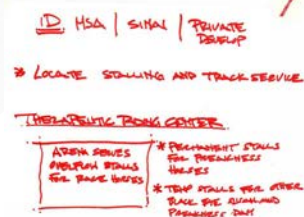
In this **minimal redevelopment** option the tracks, clubhouse, and grandstand facilities remain in their existing locations and orientation. The focus of this concept is on racing with limited commercial development. The original open air grandstand would remain while the enclosed grandstands would be replaced by a conventional enclosed clubhouse consisting of premium seating products. Landscape buffers and pedestrian circulation surround the site and connect all of the key spectator elements within the site. However, the pinch points created between the track and Northern Parkway and Belvedere Avenue continue to restrict public circulation around the site and to the LifeBridge Health campus.

The main entry avenue from Northern Parkway provides a powerful view corridor to the north entry tower and garden paddock area. However, the bulk of the site outside of the tracks would be preserved for surface parking with very limited connectivity or relevance to the surrounding community. This typical venue planning scenario encourages patrons to drive to and around the facility versus the creation of a pedestrian friendly, connected environment. The paddock is re-imagined as a traditional outdoor walking ring and saddling stalls in a garden setting. This arrangement will allow the patrons to better engage the pageantry and stars of the sport. The new stable area accommodates up to 140 horses, assuming that horses for the day's racing card will be hauled in, following the MJC plan to move all stabling and training off-site as described to the planning team during the Phase One Study.



## APRIL 25, 2018

APRIL 25, 2018



## Option Two

Unique to Option Two is the 35-degree clockwise rotation of the tracks to become parallel with Belvedere Avenue. This rotation is the only possible solution that will allow 360-degree public connectivity and development around the track, which will be more compatible with the community and neighboring land uses. Additionally, potential street connectivity through the track outside of the race meet would eliminate the public perception that Pimlico is a barrier in the core of the community. The infield could be open to public recreation and events throughout the year.

Referred to as **the "Palio,"** this option focuses on developing organized community elements around the track similar to site of the famous Palio di Siena horse races held in the Piazza del Campo in Siena, Italy. However, due to the large scale of modern tracks, the Palio elements are smaller public plaza spaces that encourage engagement of both the racing and non-racing components of the redevelopment. These public plaza spaces could be designed to be activated for a variety of public events, entertainment, and as the race day saddling paddock to encourage community engagement of horse racing and the site on a year-round basis. It is envisioned that the plazas could be surrounded by a mix of public and private property investments such as mixed-use commercial, residential, community resource center, an innovation campus, and other elements which would help to draw the community together and maximize economic value of the redevelopment. In this scenario, a mix of permanent and temporary facilities could be utilized to host the Preakness Stakes in order to minimize racing related capital investment.



### OPTION 3

APRIL 25, 2018



## Option Three

Option Three developed as a conventional **urban infill** scenario, with the tracks staying in their existing orientation and allowing commercial, retail, and residential development to push up to the edges of the tracks. A new large racing clubhouse would be constructed which would house most of the programmed seating product with little need for temporary facilities to host the Preakness Stakes. The track distance would need to be slightly shortened to allow development between the track and Northern Parkway in an effort to connect the expanded LifeBridge Health campus to the commercial and retail. Housing could be developed along the track backstretch.

While providing some non-racing land use opportunity, this scenario does not alleviate the problem of connectivity around and through the site. Additionally, the limited "pockets" of development would likely suffer from the lack of connectivity.



# The Site

The 110-acre Pimlico Race Course site is located primarily within residential neighborhoods, with Mt. Washington to the north, Glen to the northwest and Park Heights to the south. The site is bordered by Sinai Hospital on the east. Limited commercial/retail is located within the Park Heights neighborhood to the southwest along Park Heights Avenue.

Park Heights comprises smaller neighborhoods that, in aggregate, have more than 26,000 residents. Park Heights has been decreasing in population and has experienced nearly double the City's rate of out-migration since this trend began in the 1970s.

Glen is one of the largest communities in Northern Park Heights. It is a neighborhood of mixed housing types that include single family, garden apartments, condominiums and semi-detached single family homes. Mt. Washington is mostly residential, though it has two small commercial areas: Mt. Washington Village, located off the west side of I-83, containing the Baltimore Light Rail's Mt. Washington Station and Mt. Washington Mill, located off the east side of I-83, commonly referred to as Historic Mt. Washington.

In 2016, LifeBridge Health purchased 20 acres from MJC on the east side of Pimlico Road. Plans have been announced to incorporate this parcel into the Sinai campus beginning with the construction of a new 125,000 square foot outpatient medical center as early as 2019. As a stakeholder in this planning process, LifeBridge favors connectivity to and through a redeveloped Pimlico which might include residential, hospitality, commercial and entertainment components. LifeBridge has further expressed willingness to exchange real estate and adapt their plan to enable the redevelopment of the Pimlico site as proposed.





# Existing Conditions



## Existing Site Legend

- |                                |                                |
|--------------------------------|--------------------------------|
| 1. Primary Points of Entry     | 10. Paved VIP Parking          |
| 2. Front Stable Area           | 11. Paved Parking              |
| 3. Stable and Trailer Parking  | 12. Preakness Infield Village  |
| 4. Clubhouse                   | 13. Preakness Winner's Circle  |
| 5. Paddock & Winner's Circle   | 14. Infield Service Area       |
| 6. Grandstand                  | 15. Infield Tunnel             |
| 7. Old Grandstand              | 16. Preakness InfieldFest Area |
| 8. Maintenance                 | 17. Backstretch Stable Area    |
| 9. Grass Parking Outside Fence |                                |

## Facility Statistics

Total Acreage: 110

Dirt Track Distance: 1-Mile Oval with 1-1/4 Mile & 6-Furlong Chutes

Turf Track Distance: 7/8-Mile Inside the Dirt Track

Paved Parking Acreage: 21

Grass Parking Acreage: 12

Approximate Parking Capacity: 4,700 spaces

Non-Owned Adjacent Parking: 14 acres / 2,000 spaces

Stabling Acreage: 13.5

Stabling Square Footage: 208,900

Stabling Capacity: 1,060

Clubhouse Square Footage: 124,730

Clubhouse Capacity: 3,040

Grandstand Square Footage: 208,132

Grandstand Capacity: 7,479

Old Grandstand Square Footage: 145,434

Old Grandstand Capacity: 9,575



# The Palio Inspiration

The Palio di Siena, known locally simply as *Il Palio*, is a horse race that is held twice each year on July 2 and August 16 in Siena, Italy. Ten horses and riders, bareback and dressed in the colors of their district, represent ten of the seventeen contrade, or city wards. The race is possibly the oldest in the world, dating from 1590.

The Palio di Siena is more than a horse race. It is the culmination of ongoing rivalry and competition between the contrade. The lead-up to and the day of the race are invested with passion and pride. Formal and informal rituals take place as the day proceeds, with each contrada navigating a strategy of horsemanship, alliances and animosities. There are the final clandestine meetings among the heads of the contrade and then between them and the jockeys. There is the two-hour pageant of the Corteo Storico followed by crowning moment of the day - the race - which takes only about 75 seconds to complete. Although there is great public spectacle, the passions displayed are very real.

The race itself runs for three laps of the Piazza del Campo, the perimeter of which is covered with several inches of dirt and turf (imported and laid for the occasion at great expense to the city) and the corners of which are protected with padded crash barriers for the race. On the dangerous, steeply canted track, the riders are allowed to use their whips not only for their own horse, but also for disturbing other horses and riders. The Palio is won by the horse who represents his contrada, and not by the jockey. The winner is the first horse to cross the finish line—a horse can win without its rider.

The Piazza del Campo is the principal public space at the historic center of Siena and is regarded as one of Europe's greatest medieval squares. It is renowned worldwide for its beauty and architectural integrity. The open site was a marketplace established before the thirteenth century on a sloping site near the meeting point of the three hillside communities that coalesced to form Siena. Today, eleven narrow shaded streets radiate into the city connecting each

of the seventeen contrade to the piazza. The Campo was and remains the focal point of public life in the City.

The consultant team and key stakeholders found similarities to the planning challenges of the Pimlico site and inspiration in the history, culture and design of the Palio and Piazza del Campo.

History & Culture: The Palio is believed to be the oldest horse race in the world and Pimlico is the oldest race track in North America. Similar to MJC's future vision for the Preakness Stakes, the Palio is a multi-day public spectacle with formal and informal rituals, pageantry, neighborhood celebrations and other events surrounding the race. The historic culture of the Preakness Stakes is similar, with an annual parade, gala, and other events being held until recent years. Additionally, the Preakness Infield Fest has been considered "a right of passage" for generations of young Baltimoreans.

Connectivity: The Piazza del Campo connects seventeen city wards and is the focal point of public life. Pimlico is regarded

by many as a "barrier" in the middle of the communities that surround it and the LifeBridge Health campus. The planning team and stakeholders consented that the optimum planning solution for Pimlico would be one that connects the communities and neighboring land uses through the Pimlico site.

Mixed-Use Piazza: Outside of the Palio, the piazza is the focal point of public life, surrounded by restaurants and shops, and the site of markets, entertainment, and social gatherings. It is the place people want to be together. The Pimlico plan could also include racing and non-racing components that engage the community year-round. As with the Piazza, public spaces could be used for components of the racing program utilizing temporary overlay.

These remarkable similarities helped the consultant team and key stakeholders establish the Palio vision and influenced the planning concept that is presented in the following pages.



Piazza del Campo on race day



Piazza del Campo every day



# Track Rotation

The track is the most critical element required to host the Preakness Stakes so the key factors influencing the planning process are its geometry, location, and orientation. However, it is also the most significant challenge related to establishing connectivity through the site and the development of non-racing components around the site.

The current track geometry, location, and orientation create pinch points between the track and Northern Parkway and Belvedere Avenue, restricting public circulation around the site and to the LifeBridge Health campus. Additionally, the limited "pockets" of development possible with the current track orientation would likely suffer from the lack of connectivity or not be viable at all.

In an effort to explore planning options that could achieve optimum land use and community connectivity, the track geometry shown adjacent was presented to and approved by MJC and MRC. This critical approval allows for the

35-degree clockwise rotation and repositioning of the track parallel with Belvedere Avenue. This key aspect of the proposed plan allows for full 360-degree circulation around the site, aligns the track with the city street grid allowing for connectivity through the site, and provides opportunity for contiguous development connected to the surrounding land uses.

The resulting concept plan received approval by MJC, MRC and LifeBridge Health.





# Connectivity

Pimlico Race Course is regarded by many as a “barrier” in the middle of the communities that surround it, including the LifeBridge Health campus. The consultant team and key stakeholders agreed that an optimum planning solution for Pimlico would be one that connected the communities and neighboring land uses through the Pimlico site. As previously explained, the 35-degree clockwise rotation aligns the track with the city street grid allowing for potential connectivity through the site and providing opportunity for contiguous, complimentary development connected to the surrounding land uses.

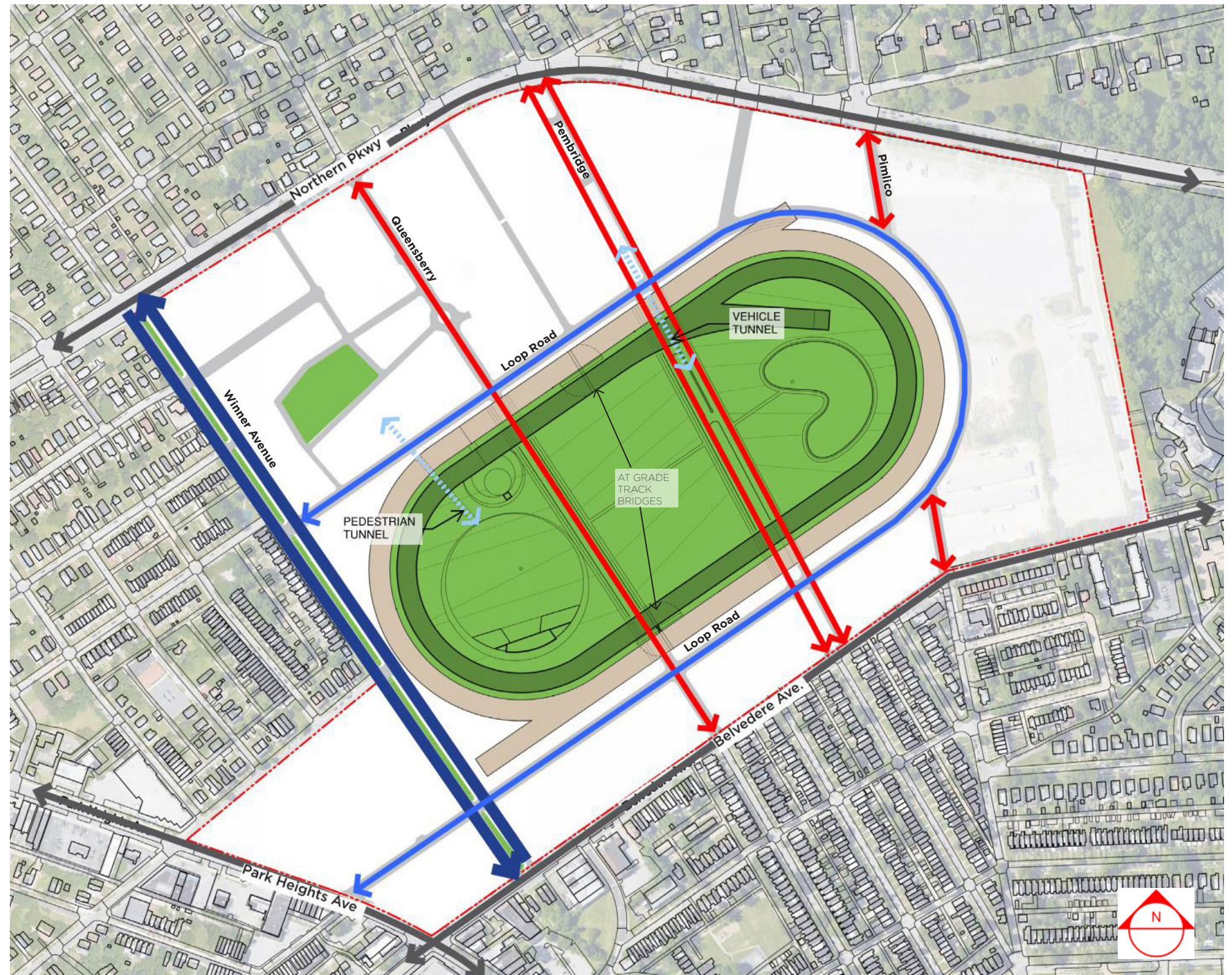
In the concept, a new street network around and potentially through the site, including the track infield, would connect with the primary traffic routes of Northern Parkway, Park Heights Avenue and Belvedere Avenue. Winner Avenue may be a divided four-lane boulevard connecting Northern Parkway and Belvedere Avenue. This would be the primary route for Preakness Stakes public transportation and coach traffic with ample loading and unloading zones along the north bound lanes adjacent to the track.

A new loop street around the perimeter of the track could connect Winner Avenue to Pimlico Road and back, also connecting

through to Park Heights Avenue. The north section of this street may be temporarily closed during the race meet to serve as seating overlay along the homestretch.

Queensberry Avenue and Pembridge Avenue to the south could be pulled through the site, including the infield, to connect to Northern Parkway. The sections of these streets that cross the track and infield would need to be temporarily closed during the race meet. The Pembridge Avenue design incorporates a tunnel under the homestretch for uninterrupted heavy vehicle access to the infield during the closure. The track crossings could be accomplished by pulling back and damming the dirt track to expose the asphalt sub-base and utilizing removable turf trays at the turf track. Turf trays have been successfully used at Sam Houston Race Track and sports facilities around the world.

Pedestrian connectivity would be accomplished along the new street network as well as pedestrian paths through the perimeter development and infield. Pedestrian track crossings during the race meet could be accomplished via both tunnels and an innovative pedestrian swing bridge design. The swing bridges would allow for more rapid track crossing between races and would not be impacted by weather conditions.





# Infrastructure, Traffic, & Utilities

RK&K has prepared this Phase Two Feasibility Study for Pimlico Race Course to develop a comprehensive study of the feasibility of demolition and reconstruction of the Race Course to a new modernized facility with mixed-use components. The assessment extends from Northern Parkway and West Rogers Avenue on the north side of the race course; Pimlico Road on the east side of the course; West Belvedere Avenue on the south side of the course; and Winner Avenue, Hayward Avenue, and Park Heights Avenue on the west side of the race course.

In 2017, RK&K prepared a Phase One Feasibility Study that performed a concept level assessment of existing site utility systems within and in the vicinity of the same property. Overall existing conditions were documented based on available records. Meetings were held with the Baltimore City Department of Public Works Utility Maintenance Division to discuss water, sanitary, and storm drain systems in vicinity of the race course. The City provided data on the maintenance history of their infrastructure. GIS data

was acquired from the City and utility owners and used to depict utility systems in the vicinity of the Pimlico Race Course. Recommendations for additional studies or improvements to the infrastructure utility elements were provided.

This Phase Two Study updates and builds upon the Phase One report; accomplished by way of the following scope of civil engineering study:

1. Proposed improvement designs prepared by Populous were reviewed, including the site plans and building plans.
2. Previously developed utility base maps were updated with new information that became available.
3. An evaluation of required utility improvements and upgrades for the final Race Course concept for the following utility systems was developed as described in a series of diagrammatic plans and the technical narrative:
  - a. Water, Domestic and Fire - Peak water demands for

the proposed development were estimated to determine if existing water main capacity is adequate. Coordination with Baltimore City Department of Public Works to determine the extent of recommended improvements was performed.

- b. Sanitary Sewer - The average and peak flows for the proposed development were estimated. A sanitary sewer analysis request letter was submitted to Baltimore City Department of Public Works for assessment of the existing sewer capacity downstream. Based on feedback from Baltimore City Department of Public Works, the extent of recommended improvements to the sewer network was determined.
- c. Storm Drainage - Potential site drainage connection points to the storm drain system were reviewed to determine if an increase in runoff is projected which may affect on-site stormwater management requirements.

d. Electric - Baltimore Gas and Electric was contacted to discuss proposed conceptual plan and program requirements. We obtained feedback on potential feeder capacity issues and associated improvements required. Based on feedback from Baltimore Gas and Electric, potential improvements to the City conduit and manhole system were identified.

e. Natural Gas - Baltimore Gas and Electric was contacted to discuss proposed conceptual plan and program requirements to obtain feedback on potential gas main capacity issues and associated improvements required.

f. Telecom - Verizon was contacted to confirm available capacity for telecom services to the site. Based on feedback from Verizon, we identified potential improvements to the Verizon conduit and manhole system.

g. Stormwater Management - A stormwater management concept plan was prepared that estimates stormwater requirements for the project improvements.

## 4. Preliminary Traffic Assessment

a. Baltimore City Department of Transportation was contacted and provided available traffic count data within the Pimlico Race Course study area, and recently completed traffic studies. This data was reviewed.

b. Readily-available information was obtained from MJC regarding their event attendees and how they travel to Pimlico events.

c. Procedures and traffic modifications for special events (including the Preakness Stakes, other equestrian events, and concerts) were discussed with the agencies. Feedback was obtained from Baltimore

City Department of Transportation, Baltimore City Police, and the Maryland Transit Administration to understand the current challenges and potential concerns and preliminary thoughts on strategies to address traffic demands for Pimlico Race Course renovation or rebuilding scenarios.

d. Estimates were prepared for the trips generated by both the equestrian and mixed-use land uses, based on proposed square footage of improvements.

e. Feedback provided by stakeholders was incorporated into this narrative and conceptual design.

5. Cost Estimate - An estimate of the cost of infrastructure construction was prepared for the roadway, utility, and stormwater infrastructure improvements listed above.



# Existing Systems

## Roadways

The study of the condition of the existing roadway systems is not part of this study.

## Water Systems

The water mains surrounding the site are located in the City's Western Third Pressure Zone with overflow elevation of EL 567.4, causing existing typical water pressures to be near 49 psi. The major transmission mains around the site are a 12" water main in Northern Parkway, a 24" water main in Belvedere Avenue, and a 12" water main in Park Heights Avenue, not including distribution mains that also surround the site. Within the project limits, the infrastructure includes a 10" water main in West Rogers Avenue, 6"-8" water mains at the intersecting roads between West Rogers Avenue and Northern Parkway, an 8" water main in Winner Avenue and Hayward Avenue, and a 6" water main loop (serving a City fire hydrant) in the southern parking lot along Maple Avenue and former Washington Avenue.

On the northwest side of the course, there are two (2) 6"

water service lines with 6" FM water meters. The first meter is located at the southwest corner of Northern Parkway and Pimlico Road and the second meter is located west of Hayward Avenue and Winner Avenue. The two (2) 6" FM meters are connected by a 8" water line that provides both fire and domestic water services to the course facilities. The first water meter extends off a 12" water main in Northern Parkway and the second meter extends off an 8" water main in Winner Avenue.

On the southeast side of the course, there are two (2) 6" water service lines in Belvedere Avenue. The first water service extends off a 12" main in the vicinity of Woolverton Avenue with a 4" domestic meter. The second water service extends off a 10" main west of Preakness Way with a 6" FM meter / 4" domestic meter. See Exhibits 01 and 02 in Appendix E.1.

## Sanitary Systems

Pimlico Race Course is at a modest high point such that collector sewer mains (SM) on and north of West Rogers Avenue transport sewage north

toward Cross Country Blvd, while SMs south of West Rogers Avenue transport sewage south. The largest diameter SM bordering the project site is a 12"-15" SM originating at the intersection of Hayward Avenue and Maple Avenue, extending west along Hayward Avenue, and then extending south along Park Heights Avenue. There are 8"-10" SMs in West Rogers Avenue and its intersecting streets, and in West Belvedere Avenue, Park Heights Avenue, Winner Avenue, Hayward Avenue, and in the southern parking lot along Maple Avenue and former Washington Avenue.

At Queensberry Avenue and Belvedere Avenue, an 8" sanitary service line connects and then extends northeast (upstream) along the east side of the course and then crosses Pimlico Road to a serve lot owned by the Binah Institute.

In Belvedere Avenue, a 6" sanitary service line connects to the 8" SM approximately 400' east of Park Heights Avenue and extends north (upstream) to the site.

At the intersection of Winner Avenue and Hayward Avenue, an 8" sanitary service line extends northeast and a 6" sanitary line extends southeast, both upstream to the site. Both sanitary service lines connect to the City's sanitary Manhole 90.

At the intersection of Winner Avenue and Ingleside Avenue, an 8" sanitary service line connects to City sanitary Manhole 82 and extends northeast (upstream) to the stables. See Exhibits 04 and 05 in Appendix E.1.

## Storm Drainage Systems

From the intersection of Winner Avenue and Hayward Avenue, a 20" service drain extends northeast from the City 27" storm drain and then north in vicinity of the clubhouse.

In Belvedere Avenue, a 12" service drain extends into the race course property from a city 24" storm drain. From the intersection of Park Heights and Paton Avenue, a 24" service drain extends northeast to the site from the City's 54" storm drain.

In Belvedere Avenue, a 12" service drain extends north to the site from the City's 24" storm drain. This 12" service drain is about 200' west of Palmer Avenue.

At Queensberry Avenue and Belvedere Avenue, a 36" service drain extends northeast to the site and then runs along the east side of the race course. See Exhibits 07 and 08 in Appendix E.1.

## Gas System *(Baltimore Gas and Electric)*

From the intersection of Winner Avenue and Hayward Avenue, a 6" low pressure gas service line extends northeast and then north to the north side of the clubhouse.

From West Rogers Avenue, south of Key Avenue, a 6" medium pressure gas service line extends southeast to a service building west of the grandstands.

North of the Pimlico Road and Belvedere Avenue intersection, a 4" low pressure gas service line extends west to the stable facility.

The point of gas service is terminated with a meter/regulator operating at standard delivery pressure by Baltimore Gas and Electric. See Exhibit 13 in Appendix E.1.

## Conduit *(Baltimore City)*

In West Rogers Avenue, the City has a 12-way concrete encased duct bank with conduit manholes. The duct bank is composed of clay tile and fiber conduits that provides a pathway for Baltimore Gas and Electric's feeders and various cable systems. See Exhibits 10 and 11 in Appendix E.1.

## Electrical Systems *(Baltimore Gas and Electric)*

From the intersection of Maple Avenue and Hayward Avenue, overhead single phase 13 KV conductors extend into the southern parking lot. The overhead conductors serve a pole mounted 10 KVA transformer that provides 120 V secondary service to pole mounted fixtures.

West of the grandstands, Baltimore Gas and Electric has two (2) pad mounted switchgears. Two (2) sets of



# Existing Systems

three phase 13-KV conductors extend from the switchgears northwest overhead to West Rogers Avenue and southwest underground to Winner Avenue. Baltimore Gas and Electric’s conductors are overhead in West Rogers Avenue and Winner Avenue. Baltimore Gas and Electric has three (3) transformers spaced along the west side of the grandstands and clubhouse that are fed by an underground 13 KV loop system from the switchgears. A 1000 KVA, 277/480V transformer is located at the south end of clubhouse. The second 2500 KVA, 277/480V transformer is located near the two switchgears. The third 500 KVA, 240V transformer is located about 200’ north of the two switchgears.

The overhead 13 KV conductors between the switchgears and West Rogers Avenue have a pole mounted 100 KVA transformer for the service buildings.

From the intersection of West Rogers Avenue and Woodcrest Avenue, overhead three phase 13 KV conductors extend into the northern parking lot. The

overhead conductors serve a pole mounted 75 KVA transformer that provides 120 V secondary service. North of the Pimlico Road and Belvedere Avenue intersection, overhead single phase 13 KV conductors extend west to the stable facility. The overhead conductors’ serve a pole mounted 300 KVA, 13.8/4.4 V transformer for the stable facility. See Exhibits 10 and 11 in Appendix E.1.

## Telecom Systems

From field observation, the Verizon and Comcast telecom cable systems are attached to the Baltimore Gas and Electric’s overhead pole system within the Pimlico Race Course site. See Exhibits 10 and 11 in Appendix E.1.

## Stormwater Management

There were no findings of any existing stormwater management measures on-site. The existing site consists of existing Pimlico Race Course, surrounding buildings, parking lots, and associated utility infrastructure. See Exhibit 15 in Appendix E.1 for existing impervious area on the site.

Existing soils are an urban complex; Hydrological Soil Group D.

## Traffic

See Proposed Systems, Traffic.



# Proposed Systems

## Roadways

The study of proposed roadway systems was limited to that included in the Architectural narrative and as needed to capture costs of new roadways and restoration of existing roadways disturbed for utility improvements. See Exhibit 00.1 in Appendix E.1 for additional information.

## Water Systems

RK&K estimated water demands under proposed conditions within the project limits, excluding the future LifeBridge Health campus. See Exhibit 02.1 Water & Wastewater Flow Estimates in Appendix E.1 for the assumptions and calculations. The maximum day conditions are assumed to occur on the day of the Preakness Stakes with 75,000 spectators within the official event limits and with open public access for all facilities outside the event limits. The unit quantities (square footage of buildings, etc) used to derive estimated demands were provided by Populous. Under proposed conditions, maximum day demand will be 800 gpm, the needed fire flow will be 2,500

gpm, and the total peak hour flow will be 3,300 gpm, or, more conservatively, say 3,500 gpm.

This project is a large development with new buildings and streets. Multiple new water mains are proposed to connected to existing water mains around the perimeter of the project limits. This “looping” of the system is designed to provide improved hydraulic performance. RK&K conducted a preliminary analysis simulating a fire flow test using the City’s water hydraulic model in WaterCad, where the peak demand of 3,500 gpm was applied to one point on the 24” water main while the rest of the system was on maximum day conditions. According to this analysis, the residual pressure on the 24” water main during peak flow was 41 psi, which is greater than the lower limit of 20 psi. Moreover, other areas within the pressure zone, but farther away from the project site, still had residual pressures above 20 psi. This indicates that the surrounding infrastructure outside of the project site should be able to handle the proposed flows. However, this is only a

preliminary check that must be confirmed with an actual fire flow test. Note, at the time of this study, fire flow testing was not possible as the City was performing a comprehensive cleaning and lining of area water mains.

Since all existing facilities within the project limits will be removed and replaced with a completely different site layout, the following existing water mains will be removed or abandoned within the project limits: the 10” water main in West Rogers Avenue, the 6”- 8” water mains at the intersecting roads between West Rogers Avenue and Northern Parkway, and the 6” water main loop in the southern parking lot along Maple Avenue and former Washington Avenue.

See Exhibit 03 in Appendix E.1 for the Proposed Water Infrastructure Improvements consisting of 8” – 12” water mains. The proposed water mains would connect to the existing 12” water main along Belvedere Avenue in the south and to the existing 12” water main in Northern Parkway in

the north. However, it is possible that a more detailed hydraulic model analysis conducted in a future study will indicate that the southern connections be tied to the existing 24” water main in Belvedere Avenue instead of the 12” water main. All proposed work outside of the project limits only include tie-in connections at adjacent street intersections. Therefore, no significant improvements are noted beyond the project limits, pending confirmation by fire flow tests recommended for a future phase of study. See Exhibit 03 in Appendix E.1 for greater detail.

## Sanitary Systems

RK&K estimated sewage flow generation under proposed conditions within the project, excluding the future LifeBridge Health campus. See Exhibit 02.1 Water & Wastewater Flow Estimates in Appendix E.1 for the assumptions and calculations. The maximum day conditions are assumed to occur on the day of the Preakness Stakes with 75,000 spectators within the official event limits and with open public access for all facilities outside the event limits.

The unit quantities (square footage of buildings, etc) used to derive estimated demands were provided by Populous. Under proposed conditions, the total peak hour flow rate is 1,500 gpm.

RK&K sent a request to the City on 08/27/2018 to evaluate the sanitary sewer system capacity downstream from the project site to determine if and where the sewage flows could be discharged. The City used their hydraulic model to evaluate system capacity. Although RK&K did not estimate existing sewage flows, RK&K requested that the City zero-out any existing flows in the model because existing facilities will be removed. The City’s model currently assumed that the existing peak flow was 0.25 MGD (174 gpm), which was removed during analysis per RK&K’s request. There are several candidate sewer systems located north, south, east, and west which were considered for accepting the proposed sewage flows.

Based on the City’s hydraulic model analysis, the City responded that all of the existing

sewer systems were unavailable due to limited capacity and cannot be used to accept the proposed flows. However, there is a proposed sewer improvements project, SC 940: Hydraulic Improvements to the High Level Sewershed Collection System, which will have sufficient capacity once completed to accept all proposed flows. SC 940 is expected to be completed by January 2021. The Pimlico development tie-in connection point to this project would be at the intersection of Queensberry Avenue and West Garrison Avenue. This would require a sewer main be constructed outside of the development limits. The SC 940 sewer will have a total capacity of 3.5 MGD (2,431 gpm). The City stated that they will allow a Pimlico developer to discharge up to 2.66 MGD (1,847 gpm) to this future sewer. Given that the proposed development peak flow is 2.16 MGD (1,500 gpm), the current estimated peak flow is 81% of the maximum allowed to be sent to the SC 940 system. As the development plan is refined, this sewage generation limit should not be exceeded.



# Proposed Systems

Since all existing facilities within the project limits will be removed and replaced with a completely different site layout, the 8” – 10” existing sewer mains will be removed or abandoned in the following roads within the project limits: West Rogers Avenue, the intersecting streets between West Rogers Avenue and Northern Parkway, and in Maple Avenue and former Washington Avenue in the existing southern parking lot area.

See Exhibit 06 in Appendix E.1 for the Proposed Sewer Infrastructure Improvements. This study assumes that all proposed flows (1,500 gpm) will discharge to the SC 940 connection south of the site, but more detailed future studies may indicate that a small portion of this flow from a few individual buildings may be able to discharge to other sewer systems, including those which flow north. The proposed gravity sewers are 8” – 15” in diameter. The only proposed sewer infrastructure improvement required outside of the development limits is an 885’ long, 15” gravity sewer which connects the development site to the future SC 940 tie-in

connection at the intersection of Queensberry Avenue and West Garrison Avenue. This will likely be a dedicated main such that the existing 8” sewer main in Queensberry Avenue would remain to serve the other existing residents along that road.

There are two areas in the project limits where existing grades indicate that gravity alone likely will not suffice in transporting sewage to the final discharge location. For these two areas, the buildings will use gravity collectors in a sub-sewershed which discharges to a pump station and is subsequently pumped through a force main into a nearby gravity manhole. See Exhibit 06 in Appendix E.1.

## Storm Drainage Systems

For this study, the storm water flow would be collected and diverted to Northern Parkway then directed east to the north side of Greenspring Avenue. The collected storm water flow would then be deposited into an existing drainage ditch on the north side of Northern Parkway which continues easterly to the Jones Falls. The added storm water run-off from the Pimlico

site will require further study for possible impacts to the existing City’s drainage system. See Exhibit 09 in Appendix E.1.

## Gas System *(Baltimore Gas and Electric)*

Baltimore Gas and Electric (BGE) will design and install their gas distribution system to accommodate service requirements. They have a medium pressure system in West Rogers Avenue that would accommodate the project’s demand. However, as the proposed development eliminates West Rogers Avenue, it is recommended the main be moved to Northern Parkway. Alternatively, it could be placed in an easement free of proposed structures and designed around. BGE also has a low pressure main to the south of the site that may be able to assist with meeting the project demand, but not cover it. See Exhibit 12 in Appendix E.1.

## Conduit *(Baltimore City)*

The new conduit system will consist of PVC concrete encased duct banks with 4.5’ nominal depth of cover. These duct banks will provide a pathway for Baltimore Gas and Electric’s

feeders and third party telecom cable systems. The lighting conduit system are PVC concrete encased with 18” to 30” of cover. Lighting handboxes are placed at each light pole location and where the conduit runs require directional change and roadway crossings. See Exhibit 12 in Appendix E.1.

## Electrical Systems *(Baltimore Gas and Electric)*

Baltimore Gas and Electric would be responsible for the installation of its electrical feeders that supply primary circuit runs to the customers. Secondary rated cables would be installed for 120 V lighting circuits. BGE has an existing electric main traversing the site within the existing West Rogers Avenue road right-of-way. The main provides service to properties east and west of the property and must remain in service. BGE suggests the main be moved to Northern Parkway and placed underground. Alternatively, an easement could be set up over its current location with the service remaining above ground or relocated underground. See Exhibit 12 in Appendix E.1.

## Telecom Systems *(Verizon)*

Verizon telecommunication has a conduit system within Pimlico Road between Northern Parkway and Belvedere Avenue. Verizon also has their overhead cable system attached to the utility poles north and west of the Race Course. The conduit system and the overhead cable system will be impacted by the Race Course improvements. To maintain Verizon’s cable distribution system running through the Race Course site, a new conduit system constructed to Verizon’s standards will be required. The new conduit system will consist of PVC, sand encased, ductbanks with 3’ nominal depth of cover.

Verizon’s existing service to the project area is limited to voice and enterprise level ethernet service transmitted with copper wire. They do not have a video service sister company in the area. Their top services, fiber optic FIOS and Optical Wave, do not currently extend to the project area. Verizon is uncertain of the feasibility of bringing it in. Verizon mentioned they have brought FIOS to areas at their cost in cases where it strategically made sense. Otherwise, the cost would need to

be paid by the user. Commercial needs likely can be addressed with their existing infrastructure. Residential users would not.

Historically for Preakness Stakes event day they were able to boost their copper services at the request of the Broadcasting Network(s) covering the event. Verizon provides temporary at-grade cable to provide a feed to the existing grandstand.

The City ductbanks can provide a pathway to accommodate new third-party telecommunication systems within the Race Course site.

See Exhibit 12 in Appendix E.1.

## Stormwater Management

The site area, limit of disturbance, is approximately 115 acres. The proposed improvements consist of the demolition and reconstruction of the Race Course to a new modernized facility, and demolition of the surrounding buildings and construction of mixed-use developments. See Exhibit 16 in Appendix E.1 for more information. Part of the proposed improvements are the associated



# Proposed Systems

utilities including water, sanitary, storm drain, electric and gas improvements, and three underground sand filters for stormwater management.

Stormwater Management Approach: The stormwater management approach proposes three underground facilities, each containing six underground sand filters, to treat and manage the stormwater for the proposed site. Baltimore City Department of Public Works was given the opportunity to review the concept approach and was supportive of providing stormwater management in centralized facilities. From a cost perspective, this is a more conservative approach than using multiple smaller, more localized, stormwater management facilities at this phase of study. This approach also provides some flexibility with how each individual parcel will be developed. Traditional low impact development devices could be incorporated in the future, thereby providing surplus treatment as minimizing the extent of centralized facilities repaired.

Environmental Site Design Analysis: The proposed stormwater management design has been developed in accordance with the current MDE Stormwater Design Manual. The existing impervious area within the project limit of disturbance is greater than 40%; therefore, the project is considered part re-development and part new development. The stormwater management approach utilizes techniques from the new Chapter 3: Performance Criteria for Urban BMP Design of the MDE Stormwater Design Manual. The limit of disturbance primarily includes the proposed Race Course, mixed use building developments, new and restored sidewalks and roads, utilities and water management structures.

Stormwater Management Quality Control: This project is considered redevelopment from a stormwater management perspective. As proposed impervious exceeds existing impervious, quality control requirements are generated for both redevelopment and net new development. Calculations show the project must treat

over 39 ac of impervious and 157,000 cf of runoff volume. As mentioned above, Baltimore City Department of Public Works supports the idea of treating this development using centralized stormwater management facilities. The community has expressed the desire to have an active year-round park in the course infield. To maximize active green space in a relatively small area, the use of non-structural environmental site design practices is infeasible. Underground sand filters offer a possible solution to meet stormwater management needs; free up the site for active uses; and accommodate possible operations for race day events. Water quality control requirements can be met via treatment by the proposed underground sand filters. At this level of study, just a single point of study was assumed to simplify the stormwater estimate. The concept provided

shows stormwater from the proposed impervious areas of the Race Course and mixed-use developments, 41.31 ac., as piped to and treated by 18 underground sand filters, exceeding the 39.11 ac requirement by 2.2 ac of impervious area treatment. Calculations show the facility will provide approximately 159,000 cf of water quality volume, exceeding the 157,000 cf water quality volume estimate. Groundwater recharge is not typically required for redevelopment projects and is not provided.

Stormwater Management Quantity Control: Basic hydrologic modeling (TR-55) performed for the overall site as one drainage area suggests that the post-development Q10 and Q100 are greater than the pre-development peak flow rates, see Table 1 below. However, even though TR-55 shows a slight increase in quantity control, it

Table 1: Peak Flow TR-55 Rates		
Storm	Q <sub>10</sub> (cfs)	Q <sub>100</sub> (cfs)
Existing Conditions	586.88	1045.21
Proposed Conditions	596.31	1053.24
NET CHANGE	9.31	8.03

may be possible to demonstrate a runoff decrease using more detailed TR20 modeling methods, which routes the runoff through the stormwater management facilities. The peak flow rates are summarized in the table.

Stormwater Management System: Proposed impervious areas were calculated for the development parcels, the roads, the courses, and walks. The runoff from the proposed impervious areas will be piped to and treated by the three underground facilities, each containing 6 sand filters, located under the proposed Race Course infield. Each underground sand filter consists of three parts: Pretreatment Chamber (length 82 ft, width 12 ft, and depth 3 ft), Filter Bed (length 60 ft, width 12 ft, and depth 1 ft), and Clearwell Chamber (length 3 ft and width 12 ft). Once treated, the system will collect the runoff from smaller 18” pipes to a new 48” pipe running on the east side of the proposed development under West Northern Parkway. This pipe will outfall east of West Northern Parkway discharging to the closest existing drainage ditch, and eventually outfalling

to the Jones Falls stream. See Exhibits 15-18 in Appendix E.1 for additional information.

**Traffic**  
A preliminary traffic assessment was completed for the proposed Pimlico site. The traffic assessment included a preliminary review of traffic and transit operations for daily and Preakness Stakes event day scenarios, an evaluation of the proposed site road network and preliminary recommendations and cost estimates for intersection improvements (traffic signals and minor geometric improvements), coordination with Baltimore City Department of Transportation and the Maryland Department of Transportation Maryland Transit Administration, and a preliminary estimate of trips generated by the site based on the latest proposed land uses.

The proposed site includes a horse racing course with equestrian, civic, residential and commercial mixed-use development as well as a hotel along Northern Parkway, and residential and neighborhood commercial land uses to the



# Proposed Systems

south along Belvedere Avenue. Preliminary trip generation estimates were developed for the proposed development to estimate the total number of vehicles that would be added to the surrounding roads. The estimates, summarized in the adjacent Table 2, are based on the latest available potential land use assumptions as well as on the ITE Trip Generation Manual, 10th Edition. No trips were estimated for the equestrian/racing land uses based on their expected low levels of activity on a daily basis. All site generated trips were reduced by 15%, as a planning-level estimate, to account for internal capture (trips occurring entirely within the site and, therefore, not adding new trips to the surrounding roads), pass-by trips (trips to/from the proposed sites by vehicles that were already on the surrounding roads), transit, and non-motorized travel (walk, bike, scooter) as shown on in the table to the right.

Coordination meetings were conducted with Baltimore City Department of Transportation and Maryland Department of

Transportation Transit Authority. Both agencies indicated there were no major traffic or transit issues with the proposed preliminary design and would be willing to review the site as additional details are finalized. Maryland Department of Transportation Maryland Transit Administration operates a local transit “center” at the nearby Sinai Hospital with bus stops and layover spaces. The Agencies indicated that they routinely make minor transit service changes approximately three to four times per year. Maryland Department of Transportation Maryland Transit Administration indicated that if the Pimlico site development were to occur, they would likely make minor transit service adjustments to provide service to the site via one or more of their routes that already pass near the site. Neither Baltimore City Department of Transportation nor Maryland Department of Transportation Maryland Transit Administration expressed concerns regarding the Preakness Stakes event day. Maryland Department of Transportation Maryland Transit Administration said they would

be willing to work with event organizers to modify and/or augment transit service for future events at Pimlico Race Course.

A parking study was not performed for this preliminary study. It is assumed that the development project will provide sufficient parking to accommodate the daily parking needs of the proposed development, either with on-site facilities (garages and parking lots), or on-street parking. For Preakness Stakes event day, parking could continue to be provided via a on-street parking and off-site parking lots connected by multi-modal transportation.

Based on the proposed internal road network, the volume of vehicles generated by the site, both on a recurring daily basis and during large events at Pimlico Race Course, it is anticipated that minor geometric improvements and possibly new traffic signals would be required at one or more of the following intersections:

- Northern Parkway at Winner

Table 2: Proposed Pimlico Development			
	AM Peak Hour of Adjacent Street Traffic	PM Peak Hour of Adjacent Street Traffic	Daily
<i>Civic/Entertainment</i>	209	603	6,611
<i>Commercial Mixed-Use/Hotel</i>	305	853	9,550
<i>Neighborhood Commercial</i>	413	1,163	12,315
<i>Residential</i>	146	174	2,457
<i>Residential/Mixed-Use</i>	68	81	774
<i>Equestrian/Racing</i>	N/A	N/A	
Subtotal	1,141	2,874	31,707
- 15% Trip Reduction	-171	-431	-4,756
TOTAL	970	2,443	26,951

- Avenue.
- Northern Parkway at Key Avenue.
  - Northern Parkway at Merville Avenue.
  - Northern Parkway at Rusk Avenue.
  - Park Heights Avenue at Paton Avenue.

See Exhibit 00.1 in Appendix E.1.



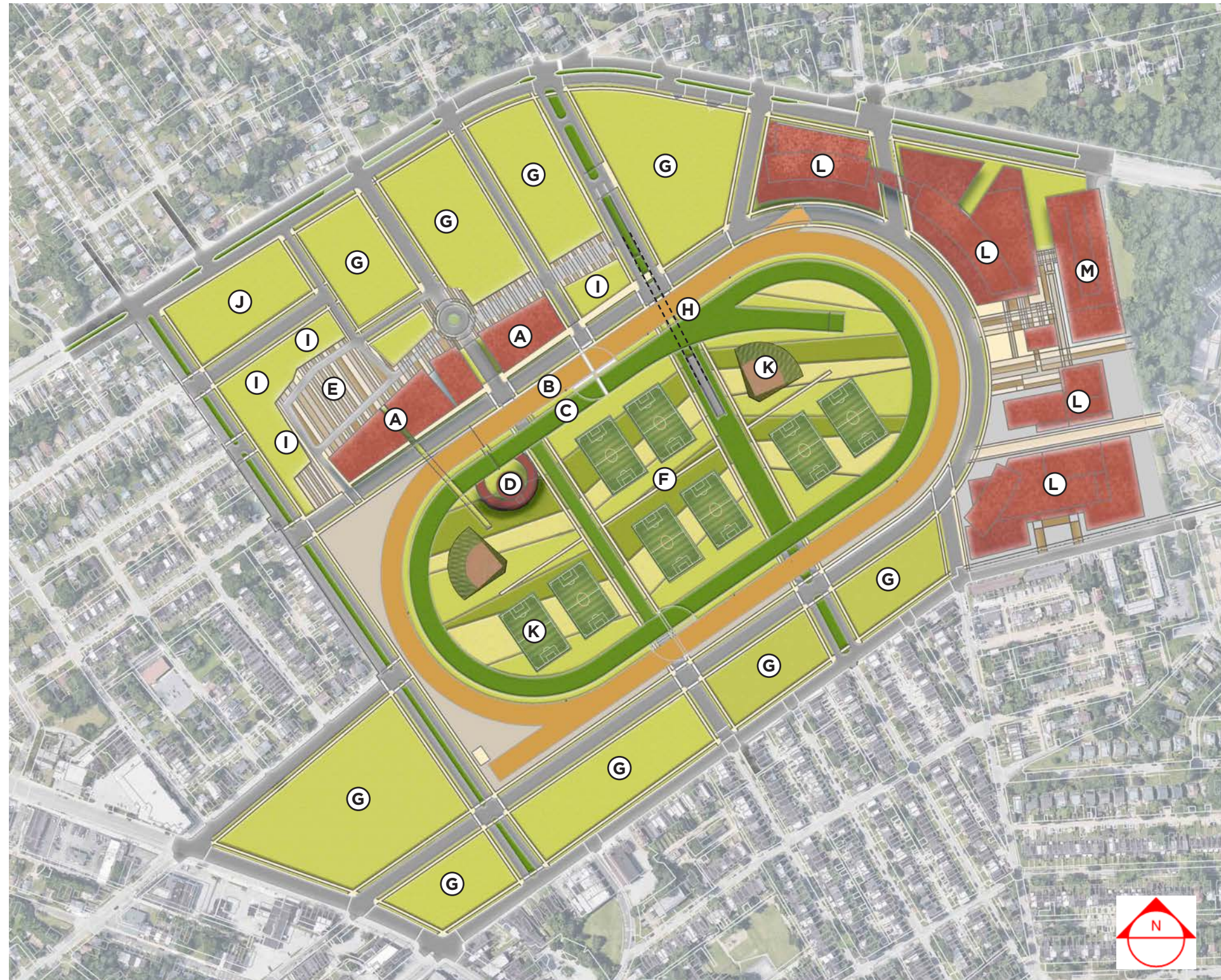
# Concept Plan - Minimum Racing Components

The concept plan to the right depicts the minimum initial redevelopment required to host the Preakness Stakes. The concept plan also anticipates the full development of the LifeBridge Health property.

The minimum built components include the Multi-Use Clubhouse (A), the dirt and turf tracks (B-C), Preakness Stakes Winner's Circle (D), Palio/Saddling Paddock (E), and necessary site improvements to support the Preakness Stakes (F-J). These elements are included in the Turner cost of construction estimate.

It is anticipated that the open spaces, identified as "L" on the diagram to the right, will be utilized for event parking. These spaces will park approximately 5,130 cars total. Combined with the proposed LifeBridge parking structure (M), approximately 5,908 cars can be parked on-site. This assumes that the current parking agreement between the MJC and LifeBridge Health continues. As stated in the Phase One Report, the Pimlico site currently provides approximately 4,700 parking spaces.

The permanent racing components are described in detail later in this section.



## CONCEPT PLAN KEY

### Minimum Racing Components

- A. Multi-Use Clubhouse
- B. 15/16 Mile Dirt Track
- C. 7/8 Mile Turf Track
- D. Preakness Winner's Circle
- E. Palio / Saddling Paddock
- F. Infield
- G. Open Space/Parking
- H. Infield Vehicle Tunnel
- I. Preakness Overlay Area
- J. Preakness Stable Overlay Site

### Potential Non-Racing Land Use

- K. Sports Fields

### LifeBridge Health Campus

- L. LifeBridge Health Buildings
- M. LifeBridge Parking Structure



# Concept - Minimum Permanent Racing Components



Conceptual rendering aerial view from the northwest



# Permanent Racing Components

At the outset of the visioning and programming process, the consultant team and key stakeholders agreed that while the primary objective was to create a plan for an ideal Preakness venue, it was necessary to find an economically-viable balance of permanent and temporary components to achieve this objective. It was further agreed that permanent buildings required for racing should be designed to function throughout the year as either enterprise spaces or public spaces that elevated quality of life, education and opportunity. This design thinking correlates with the Palio concept of Pimlico becoming the focus of public life in the area.

Following this directive, the resulting concept plan features minimal built elements required for racing, particularly compared to conventional race tracks which have massive plants dedicated purely to racing and sit vacant many days throughout the year. As previously mentioned, during the Phase One Study MJC stated that it was their intent to move all stabling and training off-site and that the process to do so had already started. Therefore, year-round stabling and training at Pimlico was not a consideration in the Phase Two Study.

The program of built requirements directly follow the Preakness product programming in Section B of this document, which was developed in partnership with MJC, and the track geometry shown earlier in this section, which was approved by both MJC and MRC.

The following are brief reviews of these plan elements including their scope, design intent and alternative use concepts.

## The Tracks

The dirt and turf tracks are the most critical components of the racing fixture, as without them there can be no live racing. As opposed to the temporary Palio track, the required Preakness tracks are large and expensive to construct, therefore we consider them critical permanent components. There are, however, innovative solutions which will allow the tracks to be crossed by public streets outside of the race meet and will also allow much of the track surfaces to be utilized for recreation and other events throughout the year with minimal impact to the tracks.

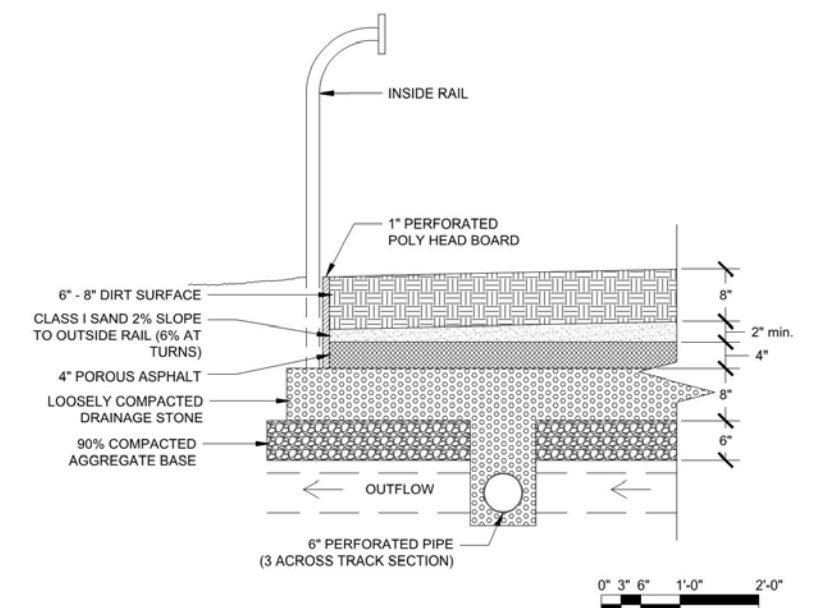
The proposed dirt track section (shown at right) follows typical



Ascot turf track road crossing utilizing tray system



Duralock removable turf rail at Ascot



Proposed dirt track section



# Permanent Racing Components

modern track design standards for organic racing surfaces. The cushion base consists of a layer of asphalt which can be exposed, allowing connectivity of surface streets through the infield. The cushion could be pulled back and dammed at the crossings, and replaced, compacted and leveled prior to the race meet. It is anticipated that the remainder of the dirt track could remain in place year-round and could be utilized for sport and recreation events such as BMX, or even planted as has been done at Hialeah Park race track.

The proposed turf track will consist of an impermeable sub-base (clay, limestone screenings) at the bottom, then a layer of pea gravel with a French drain at the inside to carry the water away from the track, separation geotextile fabric, then a layer of a sandy loam free draining soil, a growing medium, then the selected turf. This proposed turf system could support multiple racing events per year. It is proposed that the inner rail of the turf track be removed outside of the race meet, allowing the turf to be contiguous with the infield recreation and event space. The surface street turf track crossing will be accomplished

using the innovative turf tray system developed by StrathAyr and utilized at Ascot, Sam Houston race track and numerous professional sports venues around the world. The turf grows in the trays which sit on an asphalt base. Outside of the race meet, the trays could be moved to the center island of the new Pembroke Avenue which crosses through the infield, allowing the turf to grow and be maintained similar to the remainder of the track. Prior to the meet, the trays would be placed back in-line with the track, mowed and conditioned in preparation for racing.

Movement of people across the tracks during racing is a major industry challenge. The innovative solution proposed and pictured to the right would utilize a center-pivot pedestrian bridge that spans both tracks and would allow efficient crossing regardless of weather. During each race the bridge would be in a closed position, forming the inside rail of the dirt track and outside rail of the turf track. Between races the bridge could quickly pivot open to allow pedestrian crossing with no impact to the track surfaces.



Center pivot pedestrian bridge - closed during race



Center pivot pedestrian bridge - opening in progress



Center pivot pedestrian bridge - open



Existing Pimlico at-grade track crossing



# Permanent Racing Components

## The Multi-Use Clubhouse Design Concept

The development of a new clubhouse allows the opportunity to create a facility that is more efficient to own and operate, provides more efficient circulation throughout the building, better views, more closely meets the experiential expectations of the patrons, and has a more logical product hierarchy. Additionally, it provides the opportunity to re-think how these open-plan spaces can be designed for convertibility to allow the building to have a multiplicity of uses and become the focal point of the community.

The architectural concept envisioned is a more transparent (glass) contemporary structure than a conventional single-sided grandstand. Redevelopment of the site as proposed creates an opportunity for powerful and engaging views over the Palio, paddock and infield. It is also the intent of the design to maximize outdoor space and the ability to open up the spaces at every level of the facility to the tracks and Palio. Circulation atriums are brought to the core of the building to allow all patrons to experience the variety of spaces and product offerings. Branded club and lounge spaces populate the open spaces through each level, offering different experiences at each. The concept and products are comparable to that of contemporary sports and entertainment venues.



Aerial view of the Muti-Use Clubhouse from the northwest



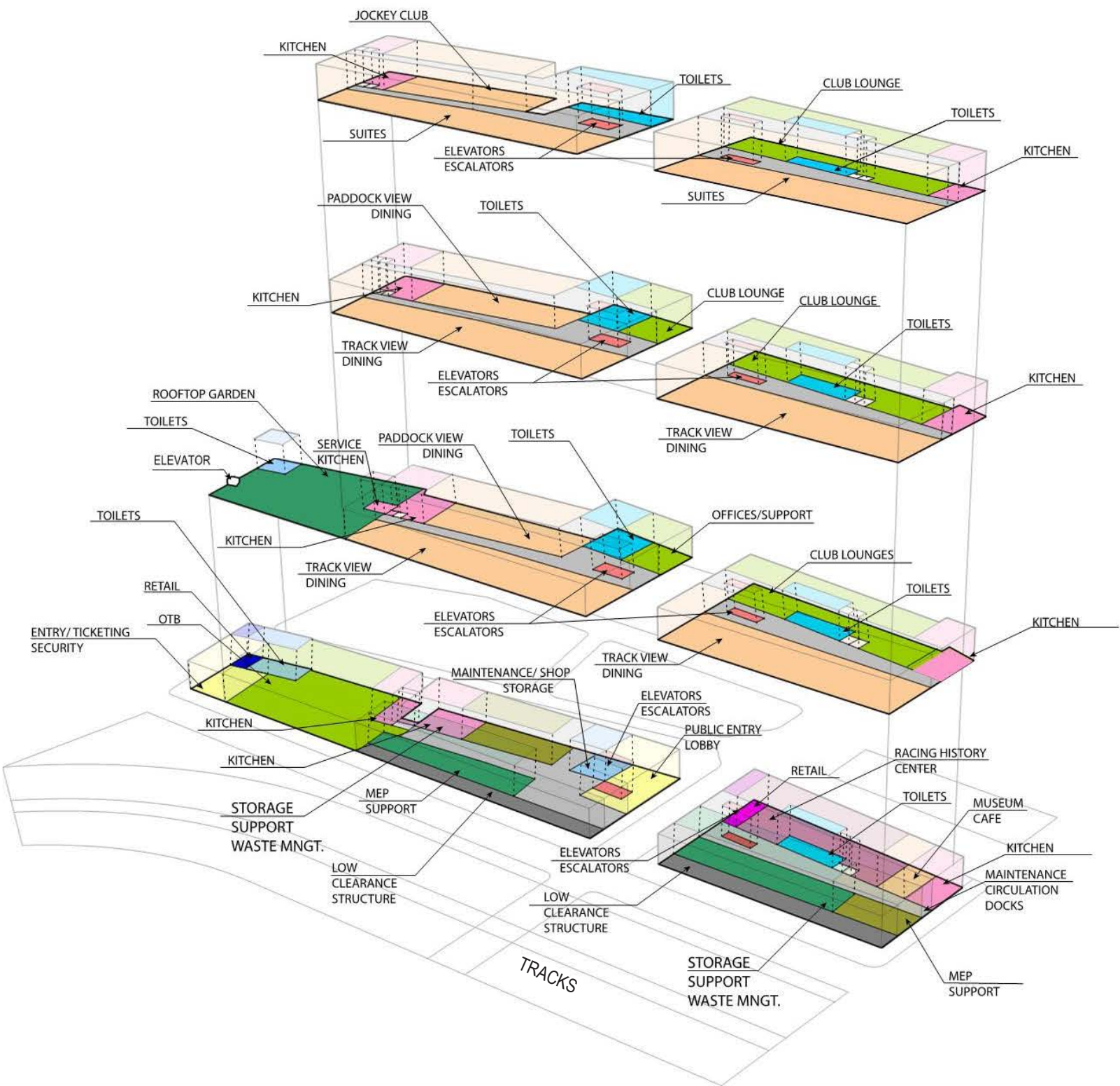
# Permanent Racing Components

## The Multi-Use Clubhouse Program

The program for the Multi-Use Clubhouse is based on the Preakness Stakes product program outlined in Section B of this report. In developing this program with MJC, it was agreed that the clubhouse should be programmed and designed to house premium products, specifically dining, which are the most complicated and expensive to deliver as overlay. Permanent spaces designed for these products are also the easiest to convert for other uses as they tend to be large open spaces.

The program requires approximately 556,000 net square feet of space based on industry standards for the products defined. Approximately 40% of the premium seating product will be accommodated in the Multi-Use Clubhouse. To achieve this, a clubhouse of approximately 409,000 gross square feet is required. This includes a few components that are not requirements for live racing such as the proposed racing history center/museum, museum cafe and off-track betting (OTB), which collectively total approximately 29,000 gross square feet. The racing-required gross square footage is approximately 380,000.

The isometric diagram to the right provides full building programming detail and demonstrates the logical stacking of support spaces and conveyance throughout the building.



OTB	TRACK lvl: 20,140.11 sf
ENTRY TICKETING	TRACK lvl: 7,993 sf
RETAIL	TRACK lvl: 904 sf
TOILETS	TRACK lvl: 3,480 sf; lvl 1: 5,329 sf; lvl 4: 4,205 sf; lvl 4: 3,842 sf
KITCHEN	TRACK lvl: 5,182 sf; lvl 2: 4,724sf; lvl 3: 4,224 sf; lvl 4: 3,065 sf
DINING	lvl 2: 44,981 sf; lvl 3: 44,981 sf
OFFICES	lvl 2: 2,773 sf
MUSEUM/ CAFE	TRACK lvl: 1692 sf
HISTORY CENTER	TRACK lvl: 7,200 sf
ROOFTOP GARDEN	lvl: 22,175 sf
BALCONY/TERRACE	lvl 2: 12,594 sf; lvl 3: 12,874 sf; lvl 4: 7,269 sf
CLUB	lvl 2: 7,436 sf; lvl 3: 10,211 sf; lvl 4: 7,438 sf
SUITES	lvl 4: 32,047 sf
CIRCULATION	TRACK lvl: 14,129 sf; lvl 2: 15,853 sf; lvl 3: 14,264 sf; lvl 4: 14,297 sf
JOCKEY CLUBS	lvl 4: 8,687 sf
ELEVATOR/ESCALATOR	TRACK lvl: 1,758 sf; lvl 2: 1,758 sf; lvl 3: 1,616 sf; lvl 4: 1.616 sf



# Permanent Racing Components

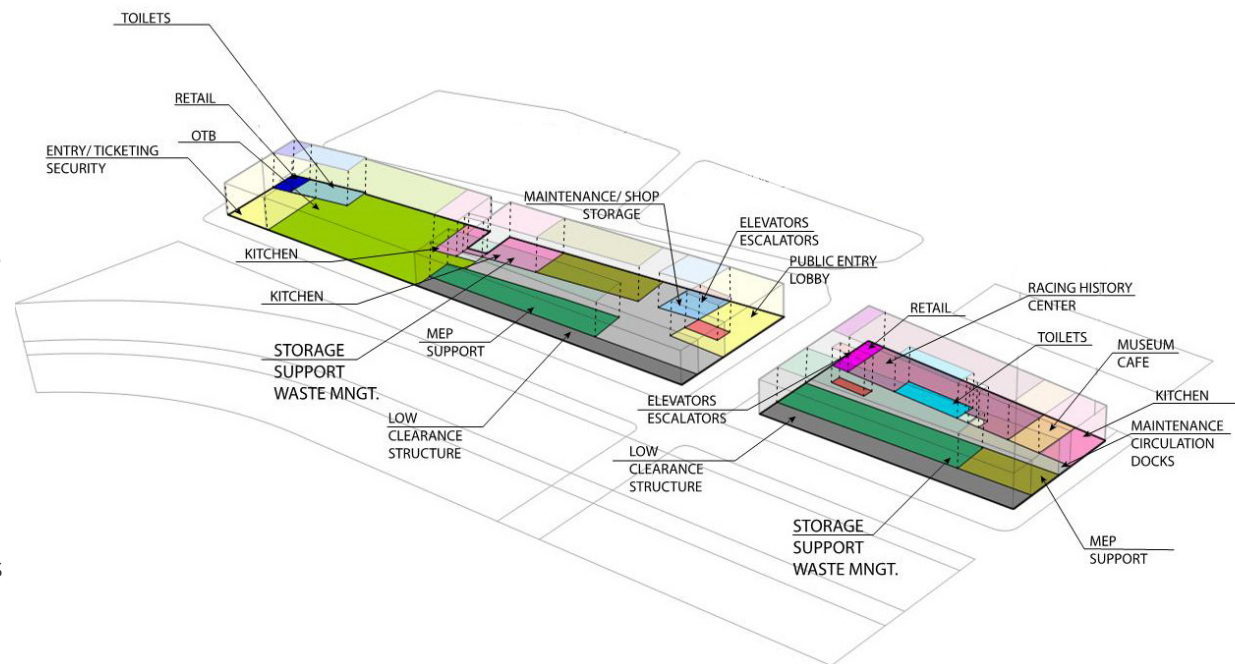
## The Multi-Use Clubhouse Track Level

The track level of the proposed Multi-Use Clubhouse is dominated by storage, waste management, receiving, mechanical/electrical and other service and support functions required in the building. Service access to this level can be achieved from Queensberry Road, which connects Northern Parkway and Belvedere Avenue through the infield and the clubhouse building.

The primary building entries are on the north side of the building, flanking Queensberry Road. These generous entry spaces will provide space for ticketing, security checks, toilets and limited retail space. Escalator and elevator cores are located at each entry and the opposite ends of the wings for efficient vertical circulation.

A racing history center/museum with retail could be located in the east wing of the building, with an adjacent cafe. If built, it is anticipated that these elements would be open to the public year-round.

An off-track betting and sports book could be located at the west end of the track level. Outdoor terraces would overlook both the Palio and the tracks. This component would maintain the racing product at the Pimlico site year-round and could help to anchor the entertainment concept for the district.





# Permanent Racing Components

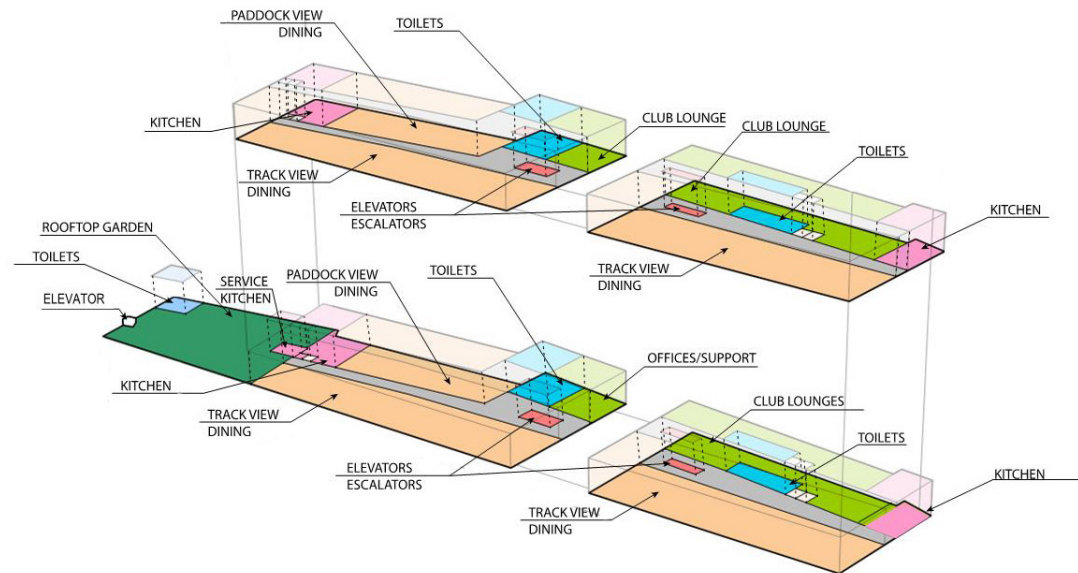
## The Multi-Use Clubhouse Levels Two & Three

Levels Two and Three have similar floor plans and space allocations, with a focus on track view dining and clubs. Combined, these levels accommodate 2,377 dining guests and approximately 2,000 guests in club and secondary dining spaces, which have either paddock or track views.

It is envisioned that these levels could be designed for extreme flexibility, including operable walls and technology to support a wide variety of events such as conferences, banquets, and eSports. The floor facing the track could be tiered and furnished specific to each event type. An operable ceiling can be designed and engineered to lower in front of the glass curtain wall facing the track. The back side of this operable ceiling could house lightweight LED screens for display of eSports and other video content, depending on the event.

In order to create additional event flexibility, it is proposed that the glass curtain wall design incorporate the ability to pivot open horizontally. This design feature would provide for greater exposure to the live racing product as well as the hosting of large entertainment events on the tracks.

A rooftop event space over the OTB with direct access to Level Two and overlooking both the palio/paddock and the tracks could be included. This space may be used for premium Preakness seating as well as social events throughout the year.



Race day dining configuration



Esports venue configuration

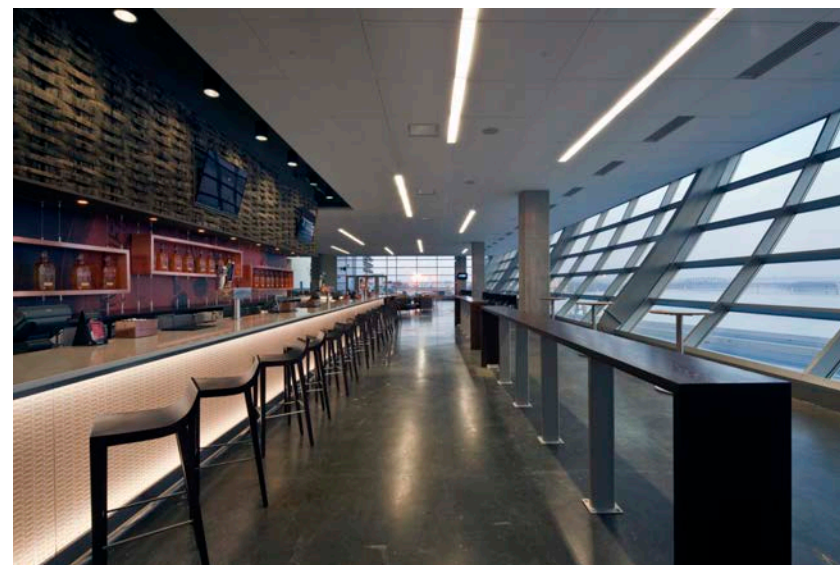
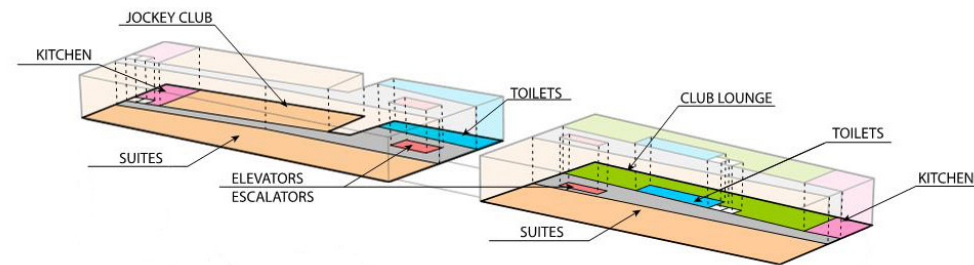


# Permanent Racing Components

## The Multi-Use Clubhouse Level Four

Level Four features suite and club products. The suites occupy 32,000 square feet and will accommodate approximately 1,000 guests. Club spaces occupy approximately 17,500 square feet and can be reconfigured to support secondary add-on dining if desired. Depending on the configuration, these club spaces can accommodate up to approximately 450 guests. It is anticipated that this level will feature high-end design and finishes and cater to premium Preakness guests.

The flexible-use design concepts applied throughout the building should apply equally to this exclusive level. It is proposed that the suites be scalable utilizing operable walls as pictured to the right. This will allow these otherwise hard to utilize "rooms" to become larger meeting, conference, and event spaces. Combined with the Level Two and Three event space, these flexible rooms would function well as breakout rooms supporting conference-type events. For an eSports event, these spaces could be individual gamer studios, corporate meeting/hospitality suites, or content development suites.



Race day suites configuration



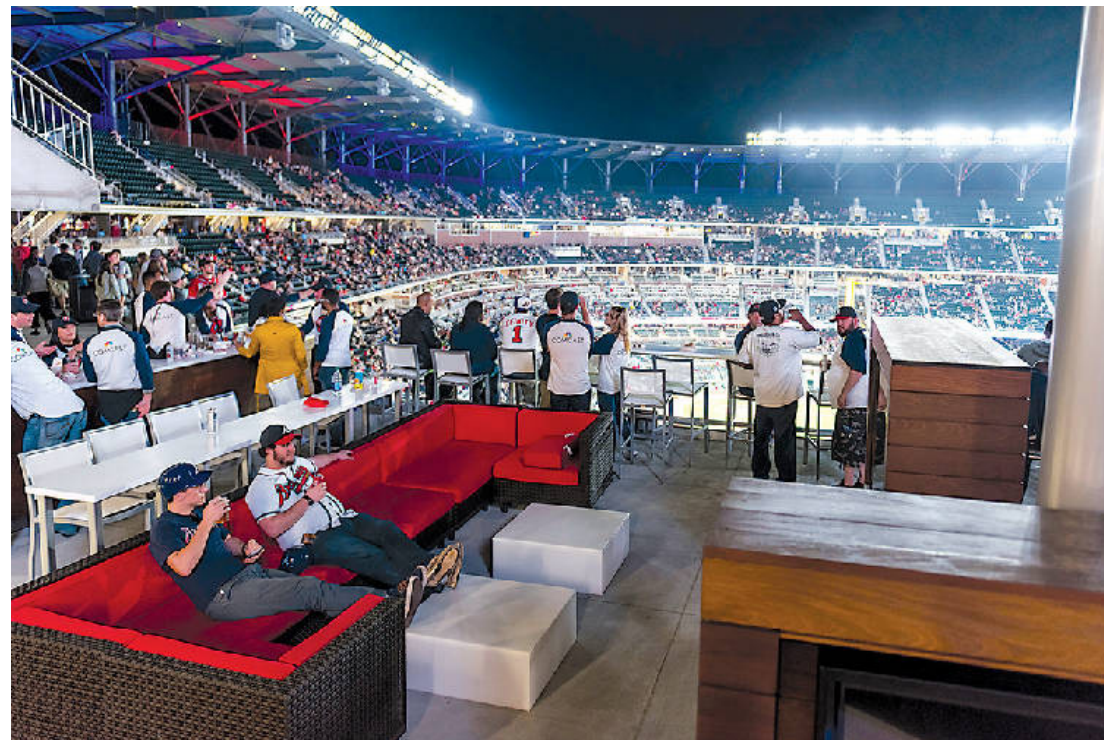
Conference room / breakout room suites configuration



# Permanent Racing Components

## The Multi-Use Clubhouse Rooftop

The Multi-Use Clubhouse rooftop would have commanding views over the tracks, infield and Palio. This is a large space that could be developed into valuable event real estate and unique hospitality products. This space could be easily reconfigured to support race day outdoor lounge space, event hospitality space or even an ideal flight platform for infield drone racing.



Example sports venue rooftop space



Hospitality roof top space



Rooftop on race day



Rooftop as drone racing center



# Permanent Racing Components

## The Palio

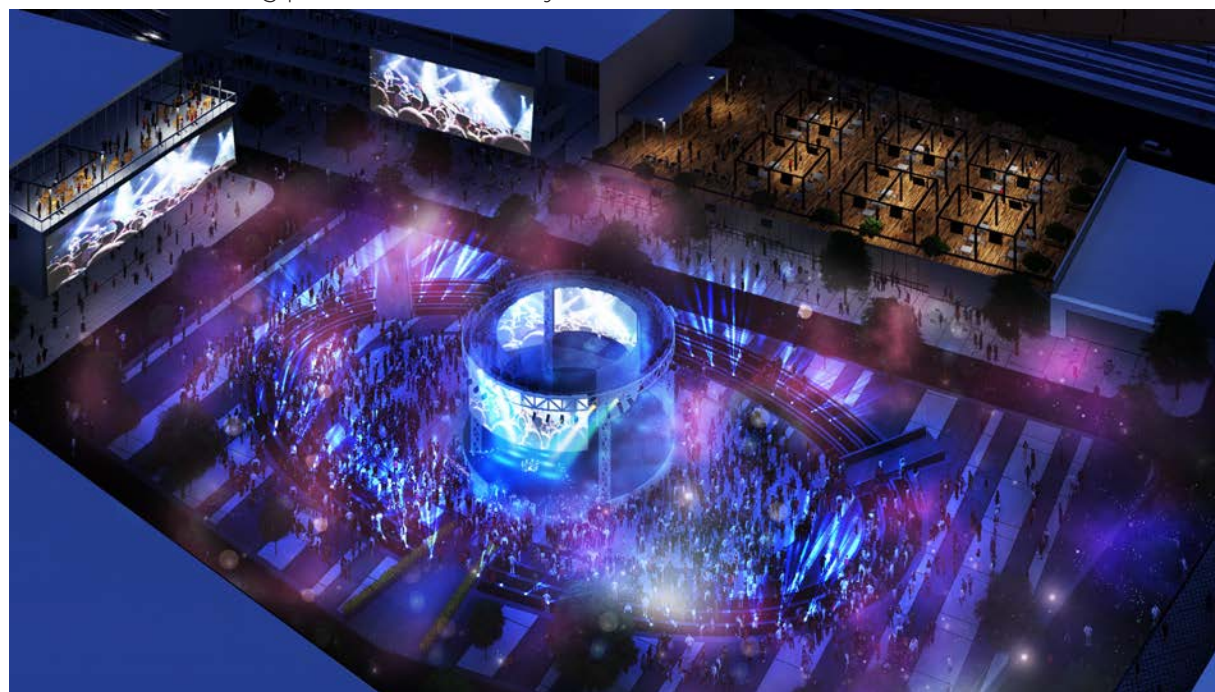
The Palio is envisioned as a flexible public space that will help Pimlico Race Course become the center of public life. Measuring approximately 500'x300' and recessed in the core, the Palio can be overlaid to host a wide variety of public events including concerts, performing arts, festivals, and markets that will help draw the community together.

The Palio is an essential component of the concept plan as is the proposed location for the temporary saddling paddock. Paddock stalls, walking ring and landscape would create a spectacular paddock scene that is overlooked from each clubhouse level as well as the rooftops. Temporary rails added at the Palio steps provide for safe standing areas around the paddock. Additional Preakness day event overlay is also possible in this area which could provide a very unique high-end experience that is only available at the Preakness Stakes.

The horses and jockeys would enter the paddock area from the north where the temporary or permanent equine program spaces could be located. There are two route options from the paddock to the track, either around the west end of the clubhouse or through the clubhouse along Queensberry Road.



The Palio as saddling paddock on race day



The Palio as an entertainment center



The Palio on non-racing days



# Preakness Stakes Event Overlay

## Overlay Program

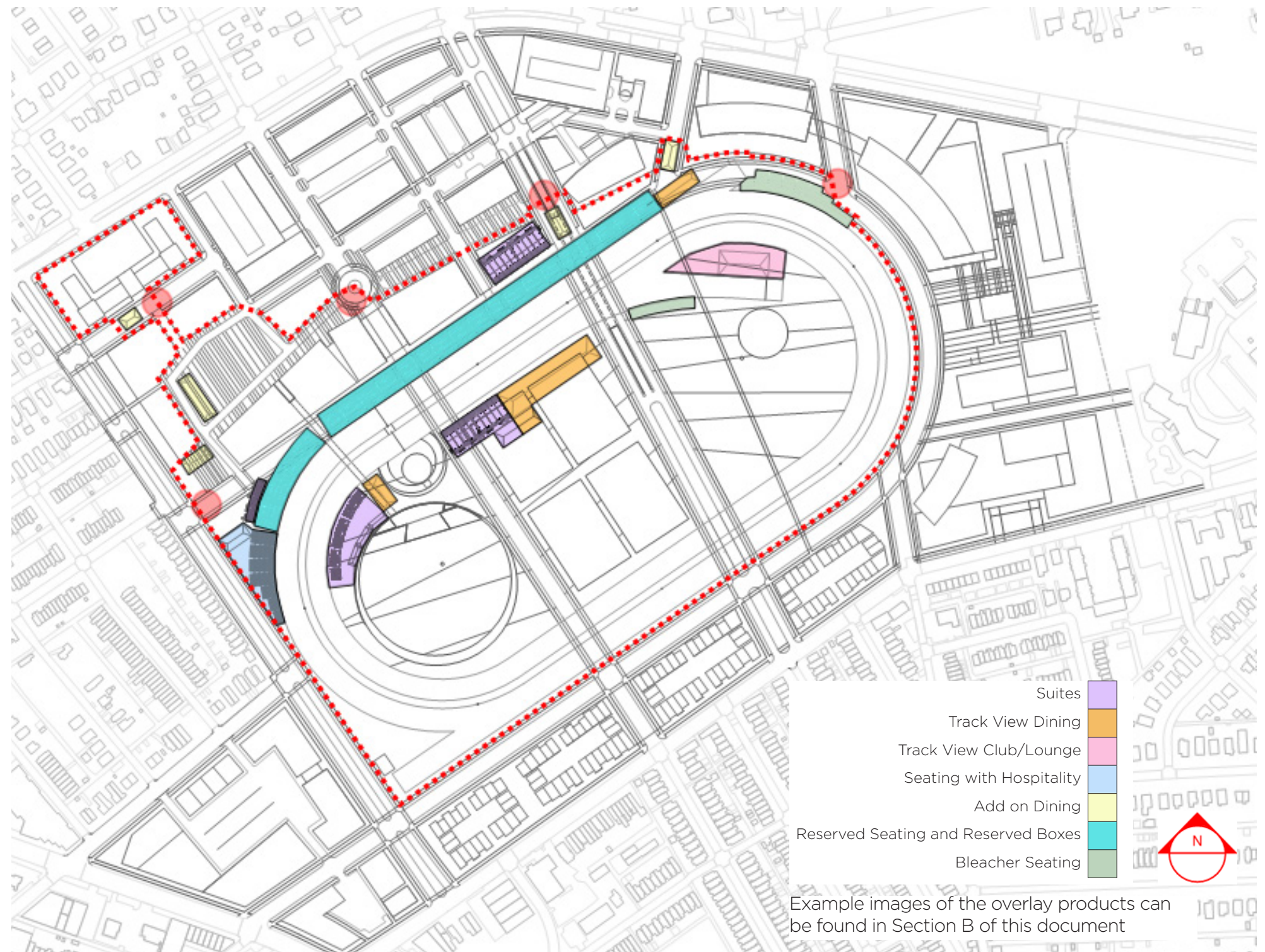
Nearly every major event requires the need for overlay to support the permanent venue and event spaces, helping to transform and create comprehensive event facilities capable of handling world-class events. Overlay includes all of the temporary infrastructure required to support a particular facility or venue, including but not limited to tents, power, utilities, fencing, flooring, lighting, signage and Field of Play equipment.

The Preakness overlay program was developed based on the facilities contained in the permanent Multi-Use Clubhouse in comparison to the overall ideal Preakness Stakes program. All product types contained in the Preakness program that are not included as spaces within the proposed Multi-Use Clubhouse are captured as overlay products in the overlay test fit.

A critical element of the overlay design is a secure perimeter. Regardless of the level of screening elected by the operator, the perimeter controls access to the venue is an important aspect of the event security design. A proposed perimeter and suggested entry locations based on anticipated guest arrivals are included in the overlay.

The overlay program requires approximately 390,000 gross square feet of space based on the product types defined in the overlay program in Section B of this document, including reserved and box seating, suites, and hospitality. The location of these products on the site, particularly the premium seating, requires careful consideration of sightlines, access, and service requirements in order to ensure both the guest experience and event day operational requirements are met. As a result, the overlay is grouped from the fourth to the second turns along the front side as well as along the home stretch and into the first turn at the infield.

It is anticipated that the full build-out cost for the proposed overlay products could range between \$4.5 million and \$5.5 million annually. This captures the construction and removal cost of temporary facilities, but does not include operational costs.





# Preakness Stakes Event Overlay

## Suites

As the highest priority overlay product type, suites should be placed at key viewing areas both along the track perimeter and in the infield. Elevated suites at the first turn as well as along the home stretch provide views of key elements of the race while turf-side track level suites at the Winner's Circle and finish line provide an up-close view of each race's final moments without impacting views of the back stretch from the Multi-Use Clubhouse or front side elevated suites. Private chalets for larger groups are located inside the first turn to create a hospitality village that is both easy to access and up close to the racing action. At elevated suites back of house services could occur at the ground level and also become point of sale locations for non-suite guests. In the infield, a back of house compound could serve suites, chalets, and track view dining from a single location, increasing efficiency.

## Track View Dining

Track view dining at both the infield along the home stretch and the dirt track starting gate chute provide up-close and personal premium hospitality in two high-demand areas

immediately adjacent to the track. Back of house service spaces for these areas could be combined with other adjacent hospitality products. Track view dining could also be programmed at the rooftop garden of the clubhouse building.

## Track View Club/Lounge

Less formal than the track view dining product, a trackside club or lounge with hospitality service between the turf course starting chute and the fourth turn of the tracks provides an intimate, but relaxed area at a unique location on the track. The available space in this location allows for both indoor and outdoor hospitality space for guests. Because of its location, this area would need a secondary infield back of house that could also service infield concessions locations. Club or lounge space could also be programmed at the track-facing outdoor terraces at the Multi-Use Clubhouse.

## Seating with Hospitality

Located at the first turn, this covered seating area also provides inclusive food and beverage hospitality for guests looking for an experience that is elevated above reserved and box seating. With space

available behind the seating area, hospitality could take many forms for this product – seated dining, grab and go, or even a food truck village. The level of hospitality provided to this seating section would dictate the amount of back of house service space required.

## Add On Dining

As a secondary product that would be added on to a reserved seating ticket, add on dining does not require a track view and can be placed throughout the venue near seating and in areas of interest. For example, dining options adjacent to the paddock and stables provide another perspective on race day activities while track-adjacent dining options provide convenience for guests between races. With placement throughout the venue, back of house service spaces could be grouped together or with other product types to increase efficiency.

## Reserved Seating and Reserved Boxes

Along the front stretch from turn to turn the reserved seating and reserved box sections capture a bulk of the race day reserved/premium guests. Guests in these areas would not have access

to hospitality areas unless they purchased an add-on ticket so retail food and beverage would be used to service these guests. The placement of these services would be dependent on maintaining guest flow as well as ease of access to back of house services. The amount of space required for retail food

and beverage sales would be dependent on the ratio of guests to points of sale determined by the race day operator.

## Bleacher Seating

Considered the entry level tier of reserved seating, bleacher seats have the lowest priority placement in the overlay along

the third and fourth turns. Like the other reserved seating products, retail food and beverage sales would service this seating.



Aerial view of Preakness temporary paddock and stable area from the northwest



# Concept - Minimum Racing Components with Overlay



Aerial view of Preakness Stakes day from the northwest



# Order of Magnitude Cost Estimate Summary

The order of magnitude cost estimate summary to the right includes anticipated hard and soft costs to complete the construction of the minimum racing components concept outlined on the previous pages of this Section. The amounts related to the hard costs of construction are based on the Turner Cost of Construction Estimate dated December 2018 and included in Appendix E.2. The estimate includes contingencies for unknown factors which may be determined in the design and/or construction process. The costs are further escalated to account for a potential construction start date in 2021, assuming a period of 24-30 months for design, engineering, and plan approval.

This estimate does not include annual operational costs required to host the Preakness Stakes including event overlay, credentialing systems, security, maintenance, etc. These items are outside of this capital improvements budget estimate.

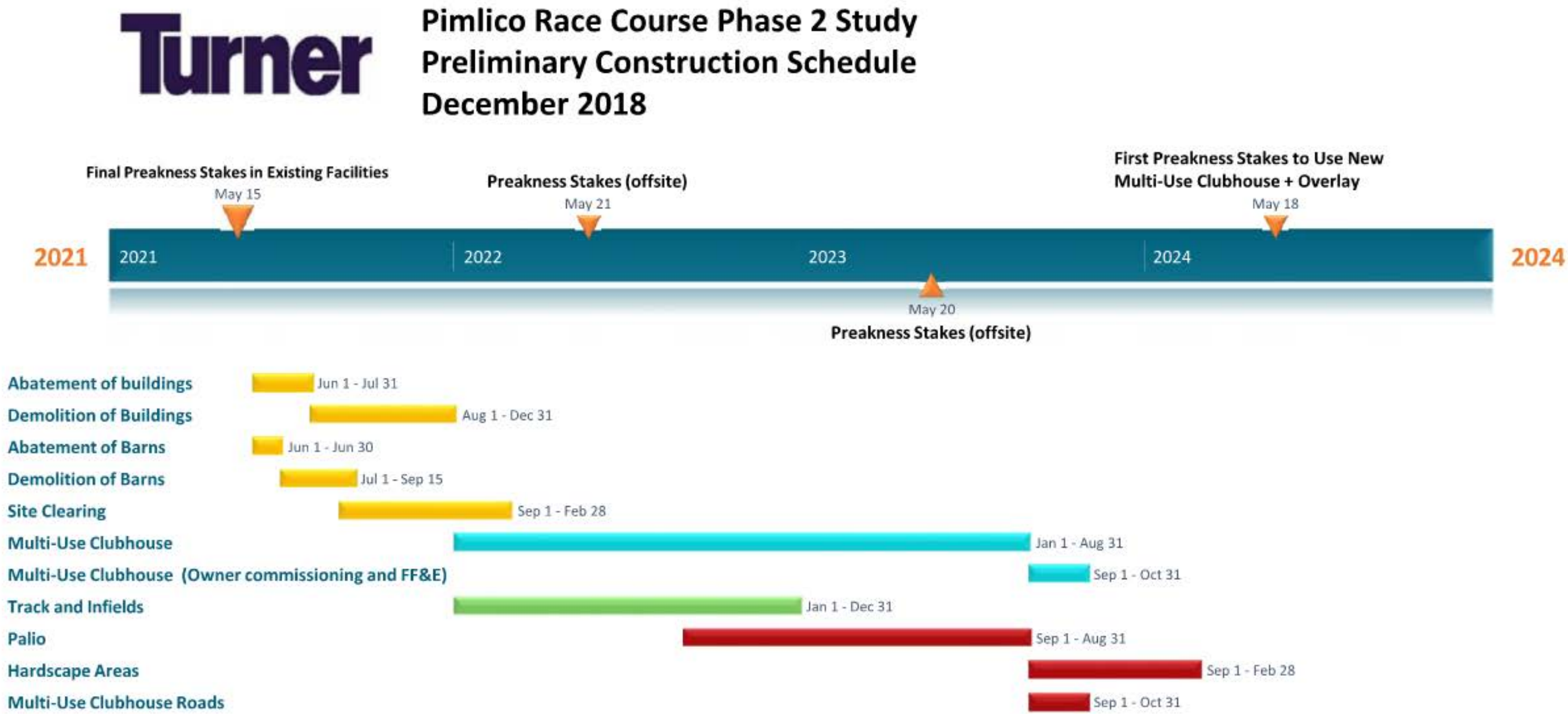
December 2018

PIMLICO RACE COURSE STUDY PHASE TWO  
ORDER OF MAGNITUDE COST ESTIMATE SUMMARY  
MINIMUM RACING COMPONENTS

ITEM OF WORK	QUANTITY	UNIT	Cost / Unit	TOTAL COST
<b>HARD COST</b> (Per the Cost Estimate from Turner dated December 2018 in Appendix E.2)				
Demolition & Site Clearing	1	Estimate	\$ 12,464,000	
Track & Infields	1	Estimate	\$ 17,231,000	
Multi-Use Clubhouse	1	Estimate	\$ 134,492,000	
Palio	1	Estimate	\$ 3,782,000	
Hardscape Areas	1	Estimate	\$ 2,073,000	
Multi-Use Clubhouse Roadway	1	Estimate	\$ 278,000	
Vehicle Tunnel (Tunnel #2)	1	Estimate	\$ 3,700,000	
Infrastructure (Roads, Utilities, Signals)	1	Estimate	\$ 54,759,000	
Permanent Power & Data for Preakness Overlay	1	Estimate	\$ 1,336,000	
Stormwater Management	1	Estimate	\$ 4,152,000	
Technology Systems	1	Estimate	\$ 12,144,000	
Subtotal - Hard Cost of Construction				\$ 246,411,000
Design Contingency	10.0%	of \$	246,411,000	\$ 24,641,100
Construction Contingency	5.0%	of \$	271,052,100	\$ 13,552,605
Project Allowances (FF&E; Theming; Signage and Graphics)	3.0%	of \$	284,604,705	\$ 8,538,141
Escalate Project Cost to Q4 of 2019	5.0%	of \$	293,142,846	\$ 14,657,142
Escalate Project Cost to Q4 of 2020	5.0%	of \$	307,799,988	\$ 15,389,999
Escalate Project Cost to Q2 of 2021	2.5%	of \$	323,189,988	\$ 8,079,750
<b>TOTAL ESTIMATED COST OF CONSTRUCTION</b>				<b>\$ 331,269,738</b>
<b>SOFT COST</b>				
Construction Manager / General Contractor Fees				
Construction Manager Staff & General Conditions				
Construction Manager Fee				
Bonds & Insurance				
Construction Manager Preconstruction				
Architectural & Engineering Fees				
A/E Design Fees				
A/E Construction Administration				
Owner & Overall Project Fees/Allowances				
Permitting / Environmental				
Testing & Inspection				
Construction Administration/Owner's Representative Cost				
Project Contingency				
<b>TOTAL ESTIMATED SOFT COST</b>				<b>\$ 92,499,353</b>
<b>TOTAL ESTIMATED PROJECT COST</b>				<b>\$ 423,769,091</b>



# Preliminary Construction Schedule





# Alternative Construction Schedule

As an alternative to relocating the Preakness Stakes during the demolition of the existing facilities and the construction of the new Pimlico Race Course, a phased construction schedule that could allow the Preakness to remain at its current location in the interim years was explored.

In order for this to happen, the permanent and overlay construction schedules would need to be closely coordinated to account for the set-up and tear down of temporary facilities and the areas these spaces would need to occupy to support the race. It is anticipated that the overlay would require six to eight weeks prior to Preakness week for the build and three weeks after the event for tear down. While this entire period would not be an exclusive use by Preakness contractors and general construction could continue, it is recommended that general construction cease two weeks prior to the event and resume two weeks following the event.

Considering the changes in seating inventory between the existing facility and the proposed facility, the interim years could be used to introduce new product types, such as suites and clubs or lounges, in temporary facilities prior to launching them as

permanent. The adjacent chart shows the potential change in the seating product mix that could support the Preakness Stakes in the interim construction years. It does not capture the existing Preakness Village as it is anticipated that these guests would be housed in suites and other hospitality types in the new Preakness program. It also does not indicate seating quantity ranges as the overlay would be developed based on the progress of the general construction and the space available for the temporary facilities. General modifications to the existing quantities, however, are suggested.

Overall, during this period the seating product mix (not including General Admission attendees) could be reduced to approximately 20,000 attendees with a focus on maintaining premium products over reserved seating. Viable seating product types during this period include bleacher seating because it uses less space, track view dining, seating with hospitality, and suites. It is assumed that all seating products and venue amenities will be temporary overlay construction and that the total cost of overlay for premium products during this period could range between \$4.5 million and \$5.3 million.

Maintaining the Preakness Stakes at the Pimlico site during construction also impacts the construction schedule and cost. The schedule on the following page shows the impacts to the constructon schedule if the Preakness Stakes were to be held annually at Pimlico during construction, including periods of work stoppage. The additional construction cost for the minimum required permanent facilities outlined in this section would be approximately \$23.6 million, as indicated in the order of magnitude cost estimate summary included in Appendix E.2. This includes an allowance of \$9 million to account for additional overlay in the interim years.

Seating Product Type	Approximate 2018 Capacity	Interim Year One	Interim Year Two	Ideal Preakness Program Capacity
Bleacher Seating	0	Increase	Increase	4,550
Similar to Churchill Downs 1st Floor Grandstand				
Reserved/Box Seating	17,500	Decrease	Decrease	14,000
Similar to existing Pimlico apron boxes				
Track View Dining	3,000	Decrease	Maintain	4,000
Similar to existing Turfside Terrace				
Suites	0	Increase	Maintain	3,450
Similar to Pimlico Preakness Skye Suites				
Seating with Hospitality	800	Maintain	Maintain	3,000
Similar to Pimlico Old Bay Club				
Club/Lounge with Track View	0	Increase	Maintain	1,400
Similar to Starting Gate Lounge at Churchill Downs				
TOTAL PREMIUM SEATING				30,400
Secondary/Add On Dining	200	Increase	Maintain	3,150
Similar to Citation Lounge at Churchill Downs				

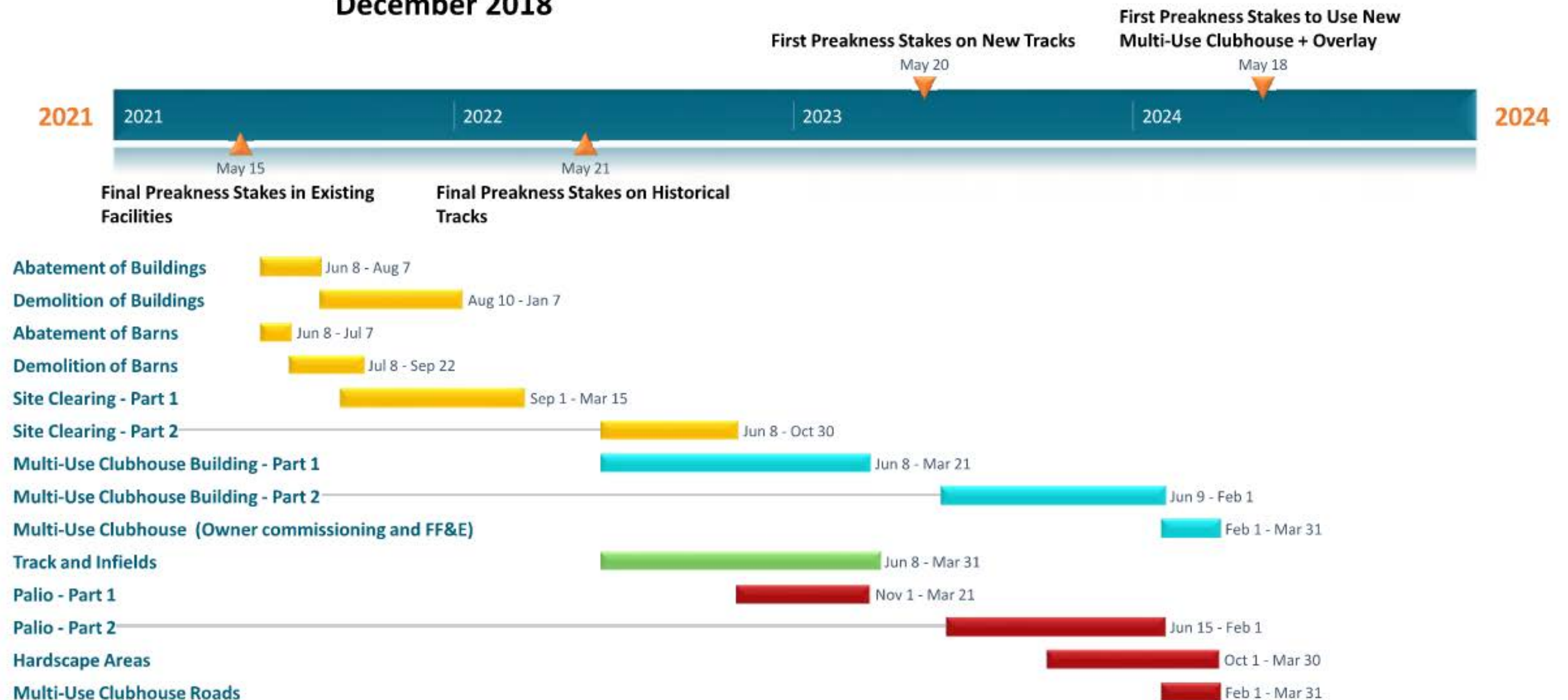
\* Not all existing or proposed product types are illustrated in this chart. Totals are accurate to total seating product quantities.



# Alternative Construction Schedule



## Pimlico Race Course Phase 2 Study Preliminary Construction Schedule Alternate Schedule Approach December 2018





# Alternate Component Pricing

As part of the cost estimate several alternate components were priced that would start as temporary construction to support the Preakness Stakes but could be built as permanent facilities as event demand requires or funding allows. The three alternate components priced as part of the cost estimate include the Suite Tower, Equestrian Component, and the District One Parking Structure.

## Suite Tower

The suite tower would add additional permanent suites and high end hospitality to support the Preakness Stakes and could be used for event and conference space year-round. As indicated in the order of magnitude cost estimate summary in Appendix E.2, the construction cost for this facility would be approximately \$38.3M.

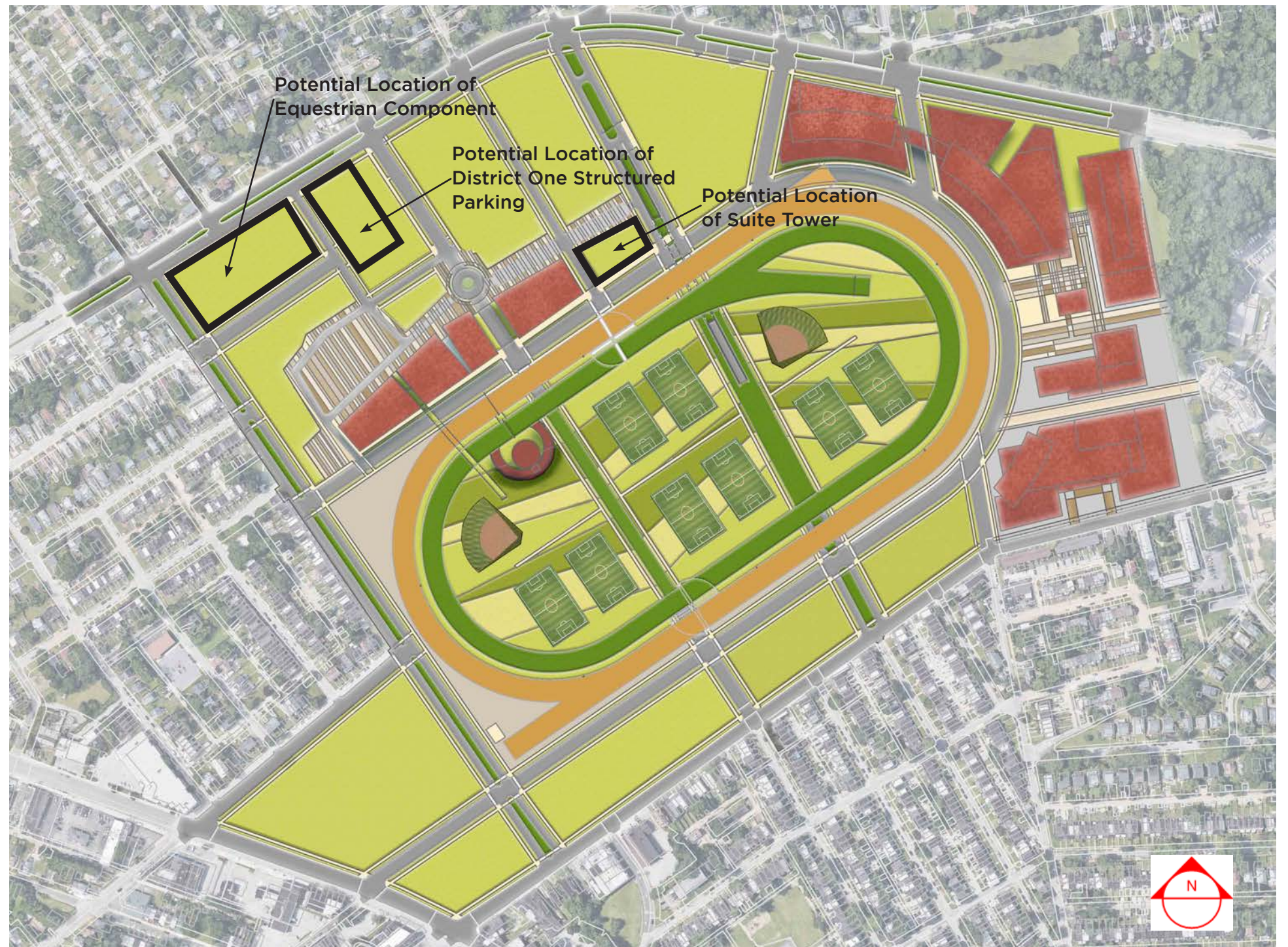
## Equestrian Component

The equestrian component would support the Preakness Stakes by providing permanent stalls and support spaces to Preakness Stakes contenders and daily haul-in horses. The balance of the year the equestrian component could provide space for a number of programs that could be

of benefit to the community. Potential programs may include a therapeutic riding center, mounted police substation, and equestrian education. The estimated cost for the construction of the equestrian component is \$30.3M, as indicated in the order of magnitude cost summary included in Appendix E.2.

## District One Parking Structure

The District One Parking Structure would add structured parking near the Multi-Use Clubhouse that would support both racing and the potential future mixed use developments. Prior to the development of adjacent parcels there will be adequate surface parking for the Preakness Stakes, but as the area is developed additional parking will be needed. The availability of structured parking could serve as a catalyst for the adjacent commercial developments. As indicated in the order of magnitude cost estimate summary in Appendix E.2, the approximate cost to construct the District One parking structure is \$21.5M.





The background image shows a horse race in progress. A jockey is riding a dark horse, leaning forward. In the background, there are other horses and a grandstand with the words "DREARNESS STAKES" visible. The entire image is covered with a semi-transparent red filter.

POPULOUS®

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# Non-Racing Land Use Analysis



# Land Use Concept

Throughout the planning workshops and the process of examining the track rotation, several potential land use concepts were explored.

The graphic to the right depicts the Pimlico site reconfiguration that creates land areas for potential development by rotating the track and the reduced site requirements to support live racing. Year-round connectivity through the track would provide public activation of the infield which is typically underutilized at conventional race tracks.

The consultant team analyzed potential non-racing land use programs considering the needs of the adjoining neighborhoods and stakeholders including LifeBridge Health. First, Entrek Associates, Inc. obtained an understanding of Pimlico Race Course and its surrounding environs which was accomplished through multiple visits to Pimlico Race Course and the surrounding neighborhood districts. Additional data was reviewed from secondary sources including demographic and socioeconomic statistics, and concept planning documents for Baltimore City and surrounding neighborhoods. Throughout the study process, the consultant team conducted interviews and work sessions with

a diverse group of stakeholders and public officials to obtain their input regarding future development planning of the land surrounding Pimlico Race Course. In addition, public input was solicited through questionnaires and an open public meeting held at Pimlico Race Course. This due diligence and market research served as the baseline data for the analysis.

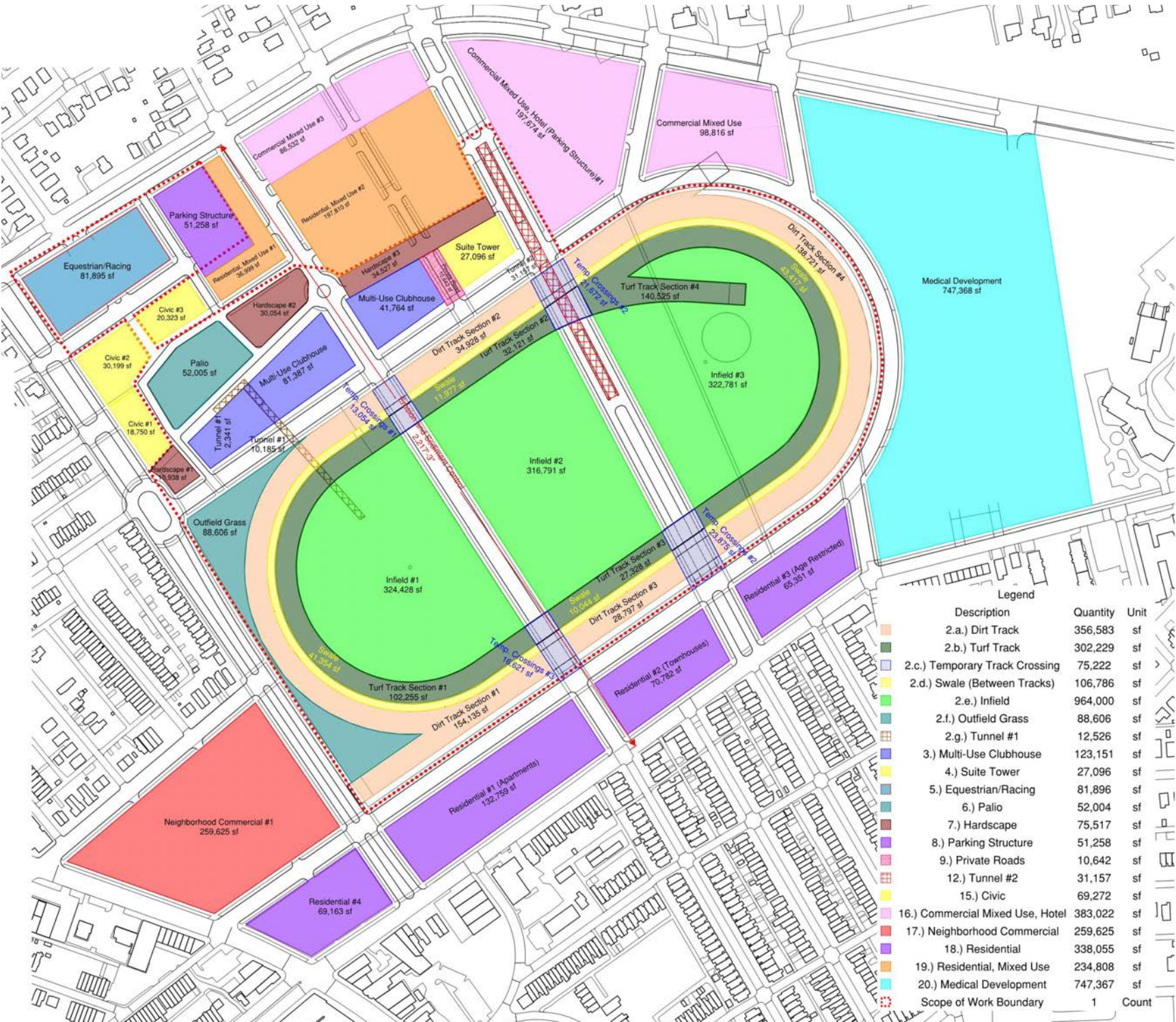
Next, Entrek Associates, Inc. reviewed the situational analysis as it relates to location and access to Pimlico Race Course and provided an overview analyzing the demographics of the surrounding neighborhoods.

The general land use classifications are defined as follows:

Equestrian/Racing: The key fixed facilities required to host the Preakness Stakes.

Green Space: Open space at the infield and throughout the development that may be accessible to the public.

Civic: Potential public service and quality of life components such as a community resource center, police/fire substation, STEM center, etc.





# Non-Racing Land Use Analysis & Methodology

Commercial Mixed Use, Hotel:  
Potential hotel property with  
restaurants and storefront retail.

Residential Mixed Use: Low-rise  
residential with ground level  
retail and restaurants.

Residential: Potential mix of  
single/multi-family and age-  
restricted low rise residential.

Neighborhood Commercial:  
Grocery store anchor with  
storefront retail and services.

LifeBridge Health Campus:  
Planned expansion of LifeBridge  
Medical Campus at Sinai  
Hospital.

It is important to understand that  
this is a hypothetical, conceptual  
analysis of potential uses that  
could occur – not a feasibility  
study of what will occur – which  
is particularly relevant since  
Pimlico Race Course is owned by  
the MJC/TSG.

A peer race track comparison  
among seven existing horse  
racing venues in the U.S. was also  
prepared. The baseline of the  
comparison comprised a 1-mile  
and 5-mile radii surrounding the  
respective peer facilities with

focus on Demographic & Income  
Profiles, Household Income and  
Poverty Levels, Housing Profiles  
and Retail Market Place Profiles.  
The peer race track comparison  
represents a snapshot  
comparison of race track facilities  
and their surrounding environs  
compared to Pimlico Race  
Course. There was no attempt  
to make comparisons whereby a  
definitive conclusion for a certain  
residential and/or commercial  
product type is determined.

Predicated on the foregoing  
information, the focus on  
potential alternative land use  
development options were  
analyzed and presented in  
a matrix format ranking the  
probability of use as High,  
Moderate, or Low. Research  
culminated in a summary  
of future development  
opportunities that could occur  
within the Near Term (1-3 Years)  
or Long Term.



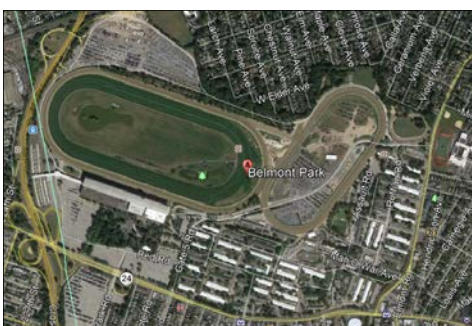
**Pimlico Race Course**  
Baltimore, MD  
  
*1 mile dirt oval, 7/8 mile turf oval*  
*Opened 1870*  
*Notable Races:*  
*Black Eyed Susan Stakes*  
*Preakness Stakes*



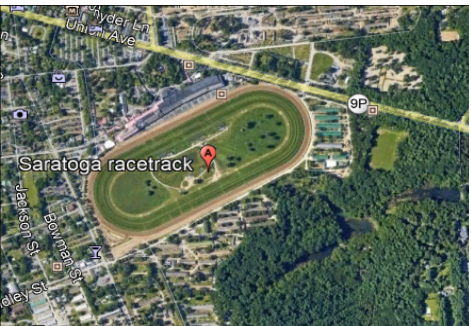
**Laurel Park Racetrack**  
Laurel, MD  
  
*1 1/8 mile dirt oval, 1 mile turf oval*  
*Opened 1911*  
*Notable Races:*  
*Defrancis Memorial Dash Stakes*  
*Barbara Fritche Handicap*



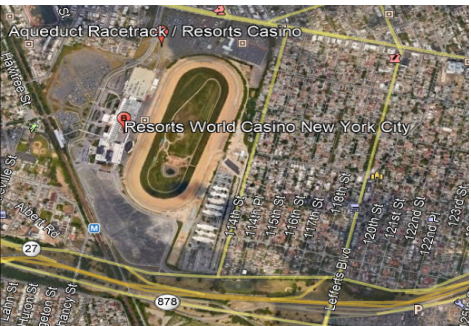
**Gulfstream Park Racing & Casino**  
Hallandale Beach, FL  
  
*1 1/8 mile dirt oval, 1 mile turf oval*  
*Opened 1939*  
*Notable Races:*  
*Florida Derby*  
*Pegasus World Cup*



**Belmont Park**  
Elmont, NY  
  
*1 1/2 mile dirt oval, 1 5/16 mile turf oval*  
*Opened 1905*  
*Notable Races:*  
*Belmont Stakes*  
*Jockey Gold Cup*



**Saratoga Race Course**  
Saratoga Springs, NY  
  
*1 1/8 mile dirt oval, 1 mile turf oval*  
*Opened 1863*  
*Notable Races:*  
*Travers Stakes*  
*Whitney Handicap*



**Aqueduct Racetrack**  
South Ozone Park, NY  
  
*1 1/8 mile dirt oval, 1 mile turf oval*  
*Opened 1894*  
*Notable Races:*  
*Wood Memorial Stakes*  
*Carter Handicap*



**Surfside Track at Del Mar**  
Del Mar, CA  
  
*1 1/8 mile dirt oval, 1 mile turf oval*  
*Opened 1937*  
*Notable Races:*  
*Pacific Classic*  
*Del Mar Oaks*



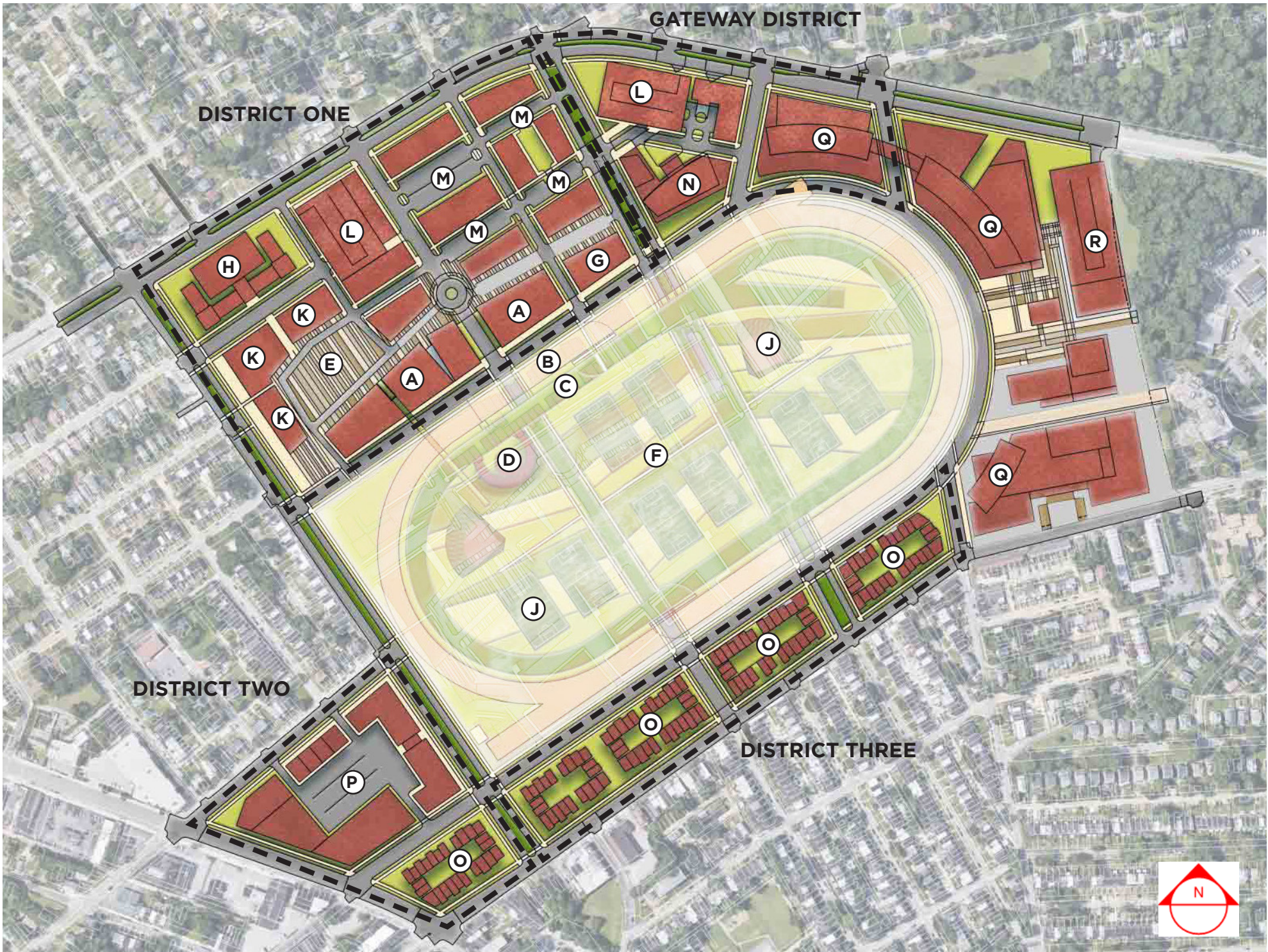
**Santa Anita Park**  
Arcadia, CA  
  
*1 mile dirt oval, 0.9 mile turf oval*  
*Opened 1934*  
*Notable Races:*  
*Santa Anita Derby*  
*Santa Anita Oaks*



# Land Use Summary

In the visioning process, market due diligence related to potential non-racing development land use was conducted. This included analysis of demographic and socioeconomic data and situational awareness relative to the immediate neighborhood location and access. This also included commuting patterns and public transportation access to the Pimlico neighborhood. Further, the analysis considered the diversity of the surrounding neighborhood environs that incorporated commercial and residential demand and supply variables that influence marketability of potential non-racing development. In summary, four neighborhood districts were identified that linked non-racing commercial and residential development potential, either Near Term (1-3 Years) or Long Term Development, to the reconfiguration of the race track. The potential development surrounding Pimlico Race Course has the capability to create job opportunities, increase consumer spending and raise the overall tax base both at the local and State levels.

This section outlines the key findings associated with the market assessment of non-racing land uses. Relative and supporting data is included in Appendix E.3.



## CONCEPT PLAN KEY

- A. Multi-Use Clubhouse
- B. 15/16 Mile Dirt Track
- C. 7/8 Mile Turf Track
- D. Preakness Winner's Circle
- E. Palio / Saddling Paddock
- F. Infield
- G. Suite Tower Expansion
- H. Equestrian Program
- J. Sports Fields
- K. Potential Civic Buildings
- L. Parking Structures
- M. Mixed Use Commercial
- N. Hotel
- O. Residential
- P. Neighborhood Retail

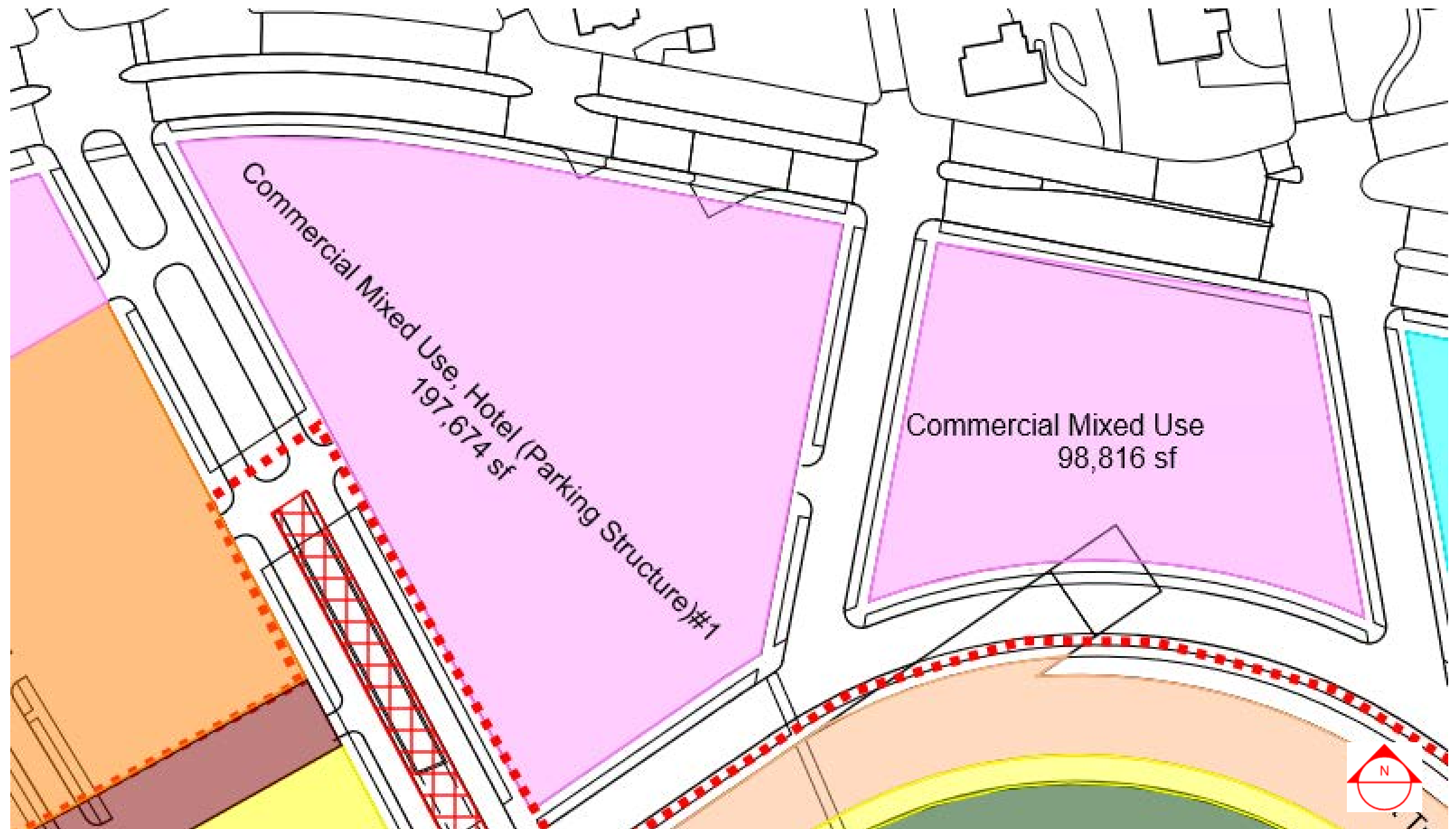
## LifeBridge Health Campus

- Q. LifeBridge Health Buildings
- R. LifeBridge Parking Structure



# Gateway District

This area of potential redevelopment is situated in the northeast quadrant of the site and is viewed as the gateway entry from Northern Parkway to Pimlico Race Course. This area appears to be well suited for future commercial and mixed use development because of its high visibility and ease of access from Northern Parkway as well as its adjacency to the LifeBridge Health Campus.





# Gateway District Phasing

Near Term Development  
(1-3 Years)

Upon reconfiguration of the race track, the near term development opportunity from the private sector is a potential hotel development. The integration of a hotel development in conjunction with the reconfiguration of the race track could be timely whereby the hotel site location is adjacent to the race track and could take advantage of the view. Further, with the expansion of the LifeBridge Health campus, a nearby hotel property could be a valuable service to families and visiting medical professionals. If the track is open to the public for recreational activities and the potential of future development, a hotel property could benefit from the annual year-round traffic from non-racing activities. Given the location and the quality of the proposed race track improvements, a Select (or Mid-Range) Service hotel facility is a viable use consideration.

The orientation of the hotel to the race track could provide premium views from the rooms during the Preakness Stakes and command premium rates over a two or three day race event package.

Long Term Development

A parking garage is a potential long term private development opportunity which could service the hotel and surrounding commercial development within the Gateway District. A portion of the facility could be rented for public parking during the Preakness Stakes. The footprint of the garage approximates 32,500 SF (130' X 250'). The concept assumes 3 levels over ground with a building mass of 130,000 SF or a Floor Area Ratio (FAR) of 4.0. Parking capacity is estimated to be between 350 and 400 cars.

Land area allocated for future development is approximately 3.33 acres (145,174 SF). The massing of future building improvements approximates 145,174 SF or a FAR of 1.0. As presented in the Land Use Matrix, Retail, Restaurant/ Bars and Office Space ranks high in consideration. The market will vary over the long term and market demands and feasibility will dictate other possible uses. Potential for technology and innovation space and the possibility of a concept restaurant or craft brewery could also be considered.

Potential LifeBridge Allocation

It is noted that due to the reconfiguration of the race track there is an overlap into LifeBridge owned land of approximately 98,816 SF. Therefore, a trade-off of the same area which is aligned as the eastern parcel within the Gateway District adjacent to the land currently owned by LifeBridge could be explored. This potential exchange was discussed in workshop sessions with stakeholders during the development of the land use concept.

Gateway District Phasing 296,490 SF Total Land Area (6.81 Acres)				
Land Allocation:			Improvement Allocation	
Pimlico Commercial Mixed Use:			1-3 Years	Long Term
Hotel Pad:	20,000 SF	0.46 Acres	X	
Parking Garage:	32,500 SF	0.75 Acres		X
Balance allocated to Commercial Mixed Use:	145,174 SF	3.33 Acres		X
Total Pimlico Commercial Mixed Use:	197,674 SF	4.54 Acres		
Potential LifeBridge Allocation	98,816 SF	2.27 Acres		
Near Term Development (1 - 3 Years)				
Hotel Pad	58,750 SF			
Long Term Potential Development				
Parking Garage	130,000 SF			
Commercial Mixed Use	145,174 SF			
Total Future Pimlico Improvement Allocation:	333,924 SF			



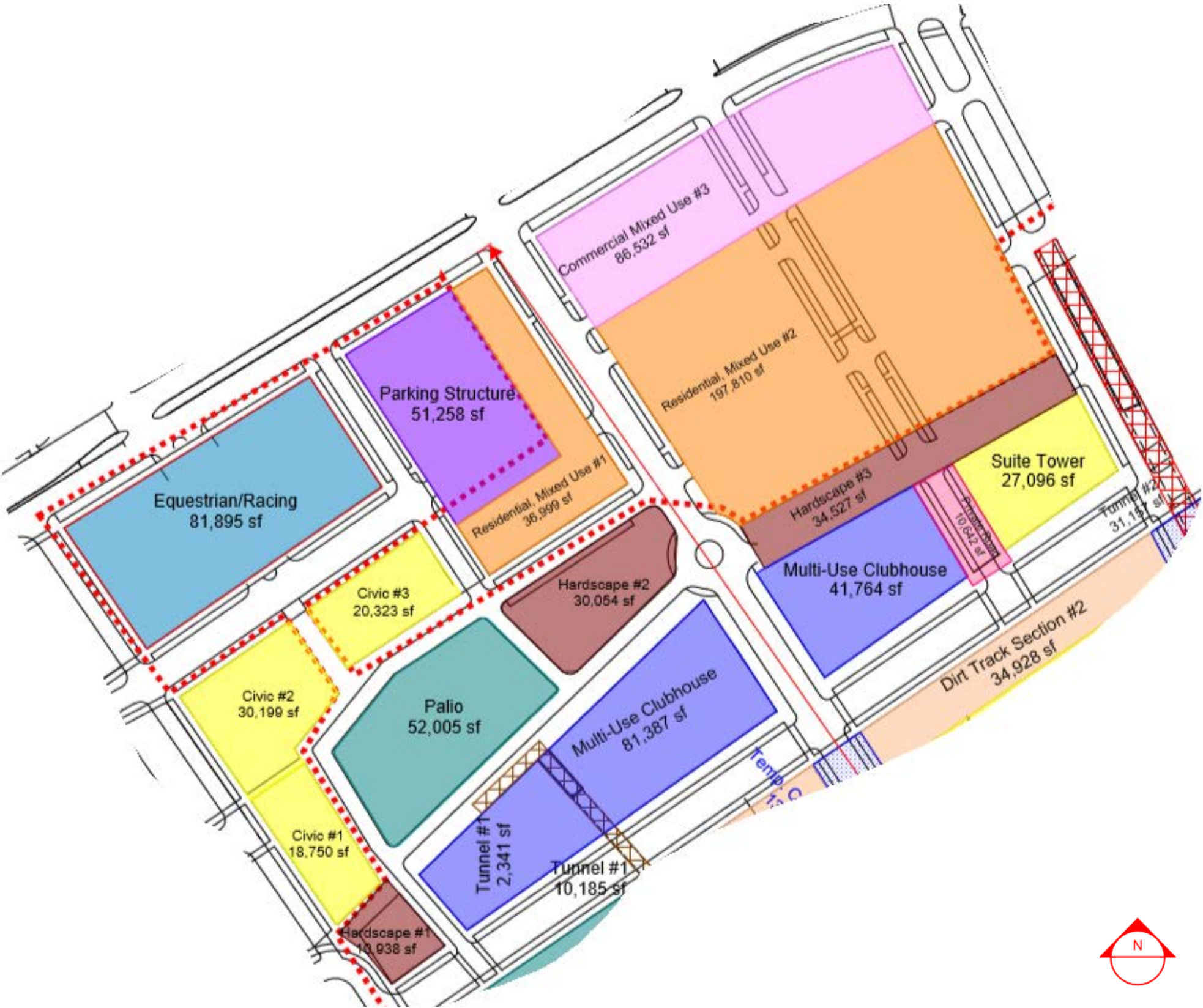
# Gateway District Land Use Matrix

Gateway District Land Use Matrix				
		High	Moderate	Low
Gateway District Phasing				
Hotel	58,750 SF			
Long Term Development	275,174 SF			
Total Pimlico Improvement Allocation	333,924 SF			
Retail Improvements				
5k to 9k		X		
10k to 14k			X	
15k to 24k			X	
>25k				X
Restaurant Casual Dining				
3K to 5k		X		
>5k				X
Concept Restaurant/Craft Brewery				
3k to 5k			X	
>5k				X
Fast Food Out Parcel Pad				X
Bars/Clubs				
3k to 5k		X		
>5k			X	
Office Space				
Ground Floor		X		
2-3 Floors		X		
Medical Office Space				
Ground Floor		X		
2-3 Floors		X		
Technology & Innovation				
Ground Floor			X	
2-3 Floors			X	
Hotel				
Flag - 125-150 Units		X		
Independent - 125-150 Units				X
Extended Stay <100 Units		X		
Parking Garage				
350-400 Spaces				X



# District One

This area of potential redevelopment abuts the west edge of the Gateway District and provides the greatest roadway frontage along Northern Parkway. At 18.44 acres, District One represents the largest overall land area where a blend of residential and commercial mixed use could occur. Civic improvements, such as a community resource center or STEM center, and permanent equestrian facilities could also be programmed in this district.





# District One Phasing

Near Term Development  
(1-3 Years)

District One comprises the most intense potential development including multiple land uses. The race associated improvements to be developed Near Term (Years 1-3) include the areas identified for the Multi-Use Clubhouse, Palio and hardscape area, and Tunnel #1. The Multi-Use Clubhouse building structure estimates a potential building mass of 409,000 SF. The Palio and hardscape areas anticipate site coverage equal to a FAR of 1.0.

Long Term Development

The equestrian/racing facility contemplates a building facility of 77,191 SF along Northern Parkway adjacent to the planned parking structure and commercial wrap (36,999 SF), and mixed use residential. The parking garage site allocation is 51,528 SF and contemplates four stories totalling about 207,000 SF. Also contemplated in the long term development allocation are three civic buildings with sizes to be determined as community needs are better understood. The development of the suite tower site (27,096 SF) envisions a 59,964 SF building adjacent to the clubhouse buildings that could support suites and high end hospitality on race days and conference needs year-round. The residential mixed use land area comprises 197,810+ SF estimated for up to 260,000 SF of apartment and live/work space. Consideration is that 200,000 SF of the residential allocation focus on 2-3 story loft style apartments and/or condos surrounding an enclosed courtyard. These could be located near the planned Hardscape #3 area. The remaining residential allocation

(60,000 SF) considers 2-3 story live/work combination across from the Gateway District fronting the main entryway to the Pimlico Race Course and planned tunnel entry to the infield. The commercial mixed use site (85,532 SF) anticipates potential improvements of up to +/- 55,600 SF or and FAR of 0.65.

It is possible that the parking structure could be constructed in the near term to support both live racing and to serve as a catalyst for development in the district. Furthermore, the equestrian support spaces at the northwest corner of District One could be constructed earlier to support racing and engage the community on the site as it develops. The estimated order of magnitude cost for these components and their conceptual locations are further described in the Alternate Components Section of this document.

District One Phasing				
803,148 SF Total Land Area (18.44 Acres)				
Land Allocation:			Improvement Allocation	
			1-3 Years	Long Term
Near Term Racing Allocation:	253,016 SF	5.81 Acres		
Long Term Racing Allocation:	108,991 SF	2.50 Acres		
Long Term Civic Allocation:	69,272 SF	1.59 Acres		
Long Term Commercial Allocation:	137,060 SF	3.15 Acres		
Long Term Residential Allocation:	234,809 SF	5.39 Acres		
Total District One Phasing Land Allocation	803,148 SF	18.44 Acres		
Mixed Use Clubhouse Site #1	81,387 SF	1.87 Acres	X	
Mixed Use Clubhouse Site #2	41,764 SF	0.96 Acres	X	
Palio	52,005 SF	1.19 Acres	X	
Hardscape #1	10,938 SF	0.25 Acres	X	
Hardscape #2	30,054 SF	0.69 Acres	X	
Hardscape #3	34,527 SF	0.79 Acres	X	
Tunnel #1	2,341 SF	0.05 Acres	X	
Equestrian/Racing	81,895 SF	1.88 Acres		X
Suite Tower	27,096 SF	0.62 Acres		X
Civic #1	18,750 SF	0.43 Acres		X
Civic #2	30,199 SF	0.69 Acres		X
Civic #3	20,323 SF	0.47 Acres		X
Parking Structure - Commercial Use	51,528 SF	1.18 Acres		X
Commercial Mixed Use #3	85,532 SF	1.96 Acres		X
Parking Garage Wrap Residential Mixed Use #1	36,999 SF	0.85 Acres		X
Residential Mixed Use #2	197,810 SF	4.54 Acres		X
Near Term Development (1 - 3 Years)				
Mixed Use Clubhouse	409,000SF			
Palio	52,005 SF			
Hardscape #1	10,938 SF			
Hardscape #2	30,054 SF			
Hardscape #3	34,527 SF			
Tunnel #1	2,341 SF			
Long Term Potential Development				
Equestrian/Racing	77,191 SF			
Suite Tower	59,964 SF			
Civic #1	TBD			
Civic #2	TBD			
Civic #3	TBD			
Non-Racing Development				
Parking Structure	207,000 SF			
Parking Garage Wrap - Mixed Use	36,999 SF			
Commercial Mixed Use	55,600 SF			
Residential Mixed Use	260,000 SF			
Total Non-Racing Development	559,599 SF			



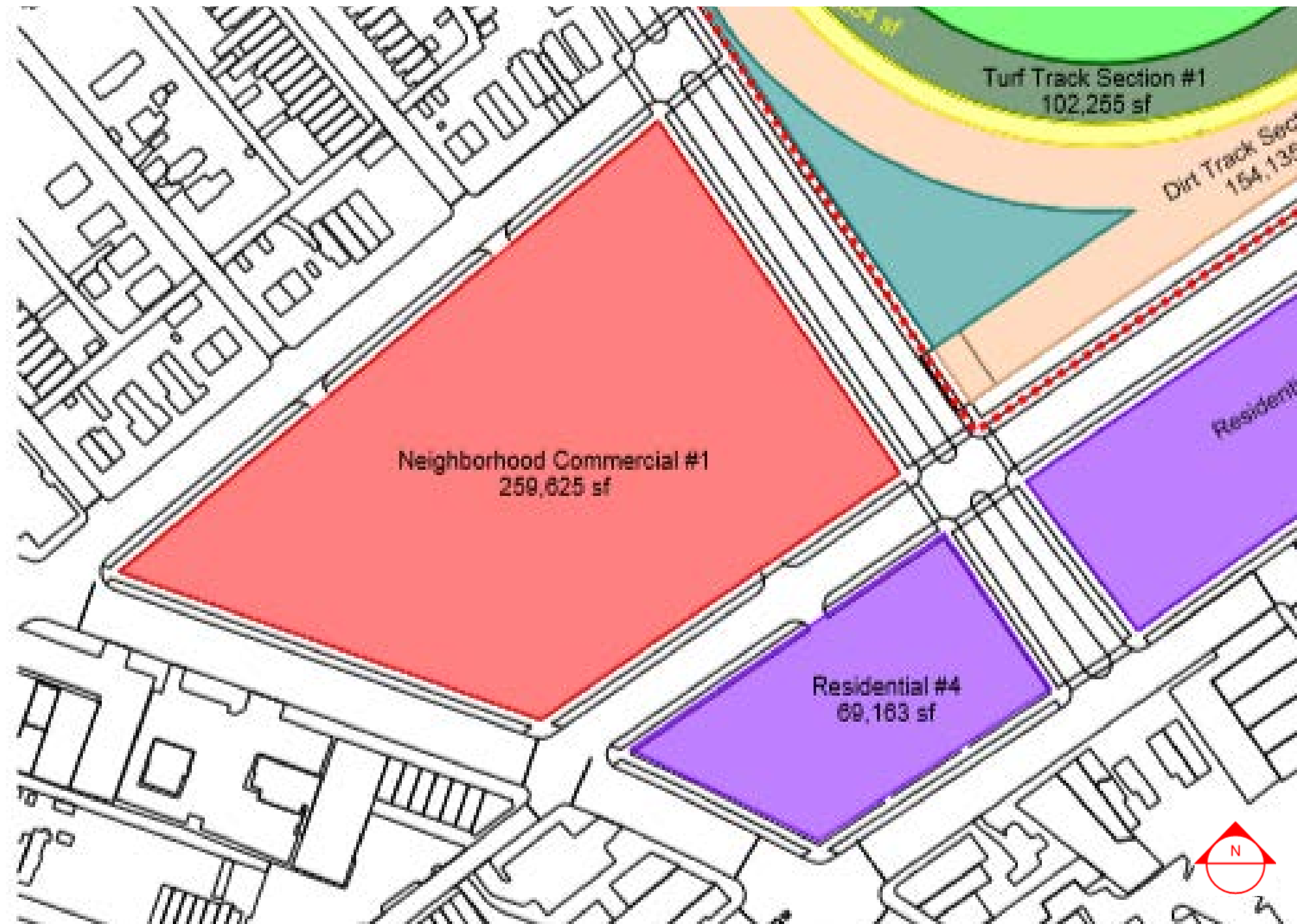
# District One Land Use Matrix

District One Land Use Matrix				
		High	Moderate	Low
District One Phasing				
Total Non-Racing Development	559,599 SF			
Commercial Mixed-Use	299,599 SF			
Residential Mixed-Use	260,000 SF			
Retail Improvements				
5K to 9K		X		
10K to 14K			X	
15K to 24K			X	
>25K				X
Small Box Retail				
<10k		X		
>10k			X	
Convenience/Gas		X		
Restaurant Casual Dining				
3K to 5k		X		
>5k				X
Concept Restaurant/Craft Brewery				
3k to 5k		X		
>5k				X
Fast Food Out Parcel Pad		X		
Grocery				
<25k			X	
>25k				X
Bars/Clubs				
3k to 5k		X		
>5k			X	
Office Space				
Ground Floor				X
2-3 Floors				X
Medical Office Space				
Ground Floor				X
2-3 Floors				X
Technology & Innovation				
Ground Floor			X	
2-3 Floors			X	
Hotel				
Flag - 125-150 Units			X	
Independent - 125-150 Units			X	
Extended Stay <100 Units			X	
Parking Garage				
550-600 Spaces				X
Residential				
Apartments		X		
Live/Work		X		
Row Housing			X	



# District Two

This area of potential redevelopment is programmed for Neighborhood Commercial land uses and considered instrumental in the inclusion of the surrounding residential neighborhood needs.





# District Two Phasing

### Near Term Development (1-3 Years)

It is noted that the Park Heights and southern neighborhood districts are considered a food desert whereby there is no immediate availability of fresh fruits, vegetables, and other fresh food items to local area residents. Baltimore City is providing tax cut incentives to big box grocery stores to entice development in approved Baltimore neighborhoods. The City now offers personal property tax credits to grocery stores locating or making significant renovations within targeted areas in the City. The lack of access to healthy food choices contributes to disparities in life expectancy, which can differ up to 18 years. In addition, quality supermarkets often serve as a catalyst for increased economic development in the community.

It is important to note that market research indicates there is a Retail GAP for Food & Beverage Stores within a 1-Mile Radius of Pimlico Race Course.

As such, a 50,000 SF grocery store is identified as a potential Near Term (1-3 Years) development opportunity along with 125,000 SF of surface parking in concert with the reconfiguration of the race track. The grocery store and parking could be sited on the Neighborhood Commercial Parcel with orientation to Park Heights Avenue.

### Long Term Development

Predicated on a 0.70 FAR for the commercial parcel allocation of approximately 182,000 SF (259,625 X 0.70) and further assuming the Near Term (1-3 Years) grocery store and parking development comprises 175,000 SF, additional potential future development allocation for commercial improvements is estimated at 7,000 SF.

Similarly, a 0.70 FAR is applied to the residential land allocation of 69,163 SF indicating an applied land area of 48,000 SF. A 2-story townhouse and/or row house development may be appropriate for this site. As such, total potential improvements equate to 40 units or 25 units per acre. The total ground level site coverage allocation for this use is 40,000 SF.

District Two Phasing				
328,788 SF Total Land Area (7.55Acres)				
Land Allocation:			Improvement Allocation	
			1-3 Years	Long Term
Grocery Store	50,000 SF	1.15Acres	X	
Surface Parking	125,000 SF	2.87 Acres	X	
Future Neighborhood Commercial & Green Space	84,625 SF	1.94 Acres		X
Total Neighborhood Commercial	259,625SF	5.96 Acres		
SF Available for retail development based on 0.70 FAR	182,000 SF			
Residential Parcel #4	69,163 SF	1.59 Acres		X
Near Term Development (1 - 3 Years)				
Grocery Store	50,000 SF			
Surface Parking	125,000 SF			
Long Term Potential Development				
Future Neighborhood Commercial	7,000 SF			
Residential Parcel #4	48,000 SF	40 Units		



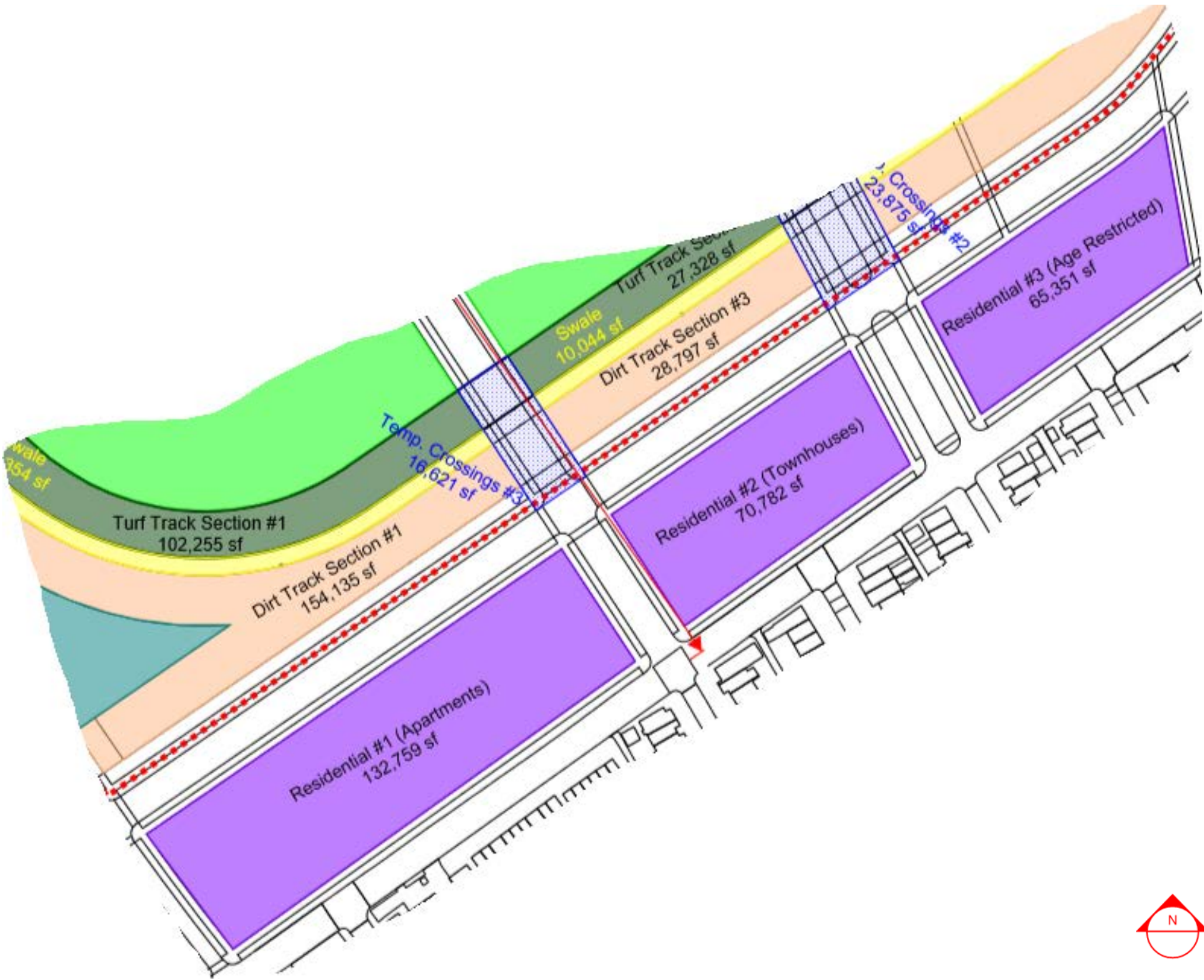
# District Two Land Use Matrix

District Two Land Use Matrix				
		High	Moderate	Low
District Two Phasing				
<i>Neighborhood Commercial Development</i>				
<i>Near Term Development Allocation</i>	175,000 SF			
<i>Long Term Development Allocation</i>	7,000 SF			
<i>Long Term Residential Allocation</i>	48,000 SF			
Grocery				
<25k			X	
25k to 50k		X		
>50k		X		
Neighborhood Retail Center				
<5k		X		
5k to 10k			X	
Convenience/Gas			X	
Neighborhood Personal Services				
<5k		X		
5k to 10k			X	
Small Box Retail				
<10k		X		
Restaurant Casual Dining				
3k to 5k		X		
>5k				X
Bars/Clubs				
3k to 5k			X	
>5k				X
Neighborhood Residential				
<i>Detached Townhouse</i>		X		
<i>Row Housing</i>		X		
<i>Detached Single Family</i>				X
<i>Detached 2-Story 4-Plex</i>			X	
3-4 Story Suburban Apartment Building				X
Small Apartment Units <900 SF			X	
Modern Row House Style Apartments		X		
Affordable Housing				
Small Apartment Units <900 SF			X	



# District Three

This area of potential redevelopment is divided among three land parcels and is envisioned as a mixed residential program for senior living, townhouse and/or row type single family living, and multi-family apartment development. These programmed residential clusters could provide a smooth and modern transition to the neighborhoods on the southern quadrant of the race track. Future residential development within these three blocks could be influential in the redevelopment efforts consistent with the Park Heights Master Plan.





# District Three Phasing

Near Term Development  
(1-3 Years)

Development of Residential Parcel #3 appears to be the most likely to occur in the near term. With the close proximity to the LifeBridge Health campus, a range of senior living type facilities could evolve and align with the Park Heights Master Plan district. Age Restricted, Independent Living, and/or Affordable Senior Housing are all considered high potential development. Development potential approximates 100 units based on an allocation of 650 SF per unit which assumes 350 SF allocated per room and a 300 SF allocation per room for common areas, hallways and offices. The total building improvements approximate 65,000 SF (100 units X 650 SF).

Long Term Development

One of the key components of the Park Heights Master Plan is the redevelopment of the Major Redevelopment Area in Central Park Heights. The 60 acres centered on Park Heights and Woodland Avenues were comprised of nearly 600 properties, of which approximately 400 were vacant buildings and lots, representing the most blighted and distressed area within the 1,500 acre Master Plan. Redevelopment could accommodate hundreds of new housing units, along with new parks, streetscape improvements and other amenities.

Based on information supplied by the Pimlico Community Development Authority, 482 out of 581 properties have been acquired, 125 relocations have been completed, and 57 properties have been demolished. Approximately \$17 million has been spent on these activities, including \$8 million in slots revenue, \$4.75 million in City bond revenue funds and \$4.5 million in State funds. In FY 19, an additional \$1.8 million in City bond funds are slated to be used towards acquisition, relocation, and demolition.

The future of Residential Parcels #1 & #2 need to align

with the redevelopment efforts immediately south within the Park Heights Neighborhood. In the long term, private development interests could construct housing and apartments that meet the need of the reinvested community. This is predicated on the success of the Pimlico Race Course reconfiguration and the success of development interests in the other districts surrounding the race track.

Parcel #1 is envisioned as multi-family development. It is estimated that up to 175 units could be developed contemplating an average of 900 SF per unit. Unit inventory could range from 450 SF for studio apartments to 1,200 SF for 2 or 3 bedroom units. The total developable area approximates 157,500 SF (175 units X 900 SF per unit).

Parcel #2 contemplates townhouse/row housing up to 40 units based on the site configuration. The typical unit structure averages 1,200 SF. Total building area would equate to 48,000 SF (40 units X 1,200 SF per unit).

District Three Phasing				
268,892 SF Total Land Area (6.17 Acres)				
Land Allocation:			Improvement Allocation	
			1-3 Years	Long Term
Residential Parcel #1	132,759 SF	3.05Acres		X
Residential Parcel #2	70,782 SF	1.62 Acres		X
Residential Parcel #3	65,351 SF	1.50 Acres	X	
Near Term Development (1 - 3 Years)				
Residential Parcel #3	65,000 SF	100 Units		
Long Term Potential Development				
Residential Parcel #1	157,500 SF	175 Units		
Residential Parcel #2	48,000 SF	40 Units		



# District Three Land Use Matrix

District Three Land Use Matrix				
		High	Moderate	Low
District Three Phasing				
Development Concept Allocation	270,500 SF			
Residential Parcel #1	157,500 SF			
Residential Parcel #2	48,000 SF			
Residential Parcel #3	65,000 SF			
Residential Parcel #1				
3-4 Story Suburban Apartment Building		X		
Market Rate Small Apartment Units <900 SF		X		
Modern Row House Style Apartments		X		
Affordable Small Apartment Units <900 SF		X		
Residential Parcel #2				
Detached Townhouse		X		
Row Housing		X		
Detached Single Family			X	
Detached 2-Story 4-Plex			X	
Residential Parcel #3				
Age Restricted		X		
Independent Living		X		
Affordable Senior Housing		X		



# Infield Land Use Potential

Another feature for consideration is the potential for infield use associated with non-racing activities. The land area mass inside the race track approximates 973,000 SF (+/- 22 acres).

The race track infield could be a valuable open space and civic campus whereby the surrounding Pimlico neighborhood communities and the region could gather and utilize the open space during the non-racing season. This space is an extension of the race track and community and could serve as a stage for public activity. This area could be the setting for celebrations, social and economic exchange, where friends and neighbors meet and cultures mix. The list of potential uses vary, including;

- Music venue (fixed or in an overlay)
- Farmers market
- Seasonal community garden
- Festival activities
- Food truck court
- Pedestrian network of walkways and bicycle paths
- Public and private gathering spaces (weddings & ceremonies)



- Passive green space and park land
- Youth soccer fields
- Youth lacrosse fields
- Youth seasonal hockey/ skating rink
- Temporary basketball courts/ softball fields
- Playground massing



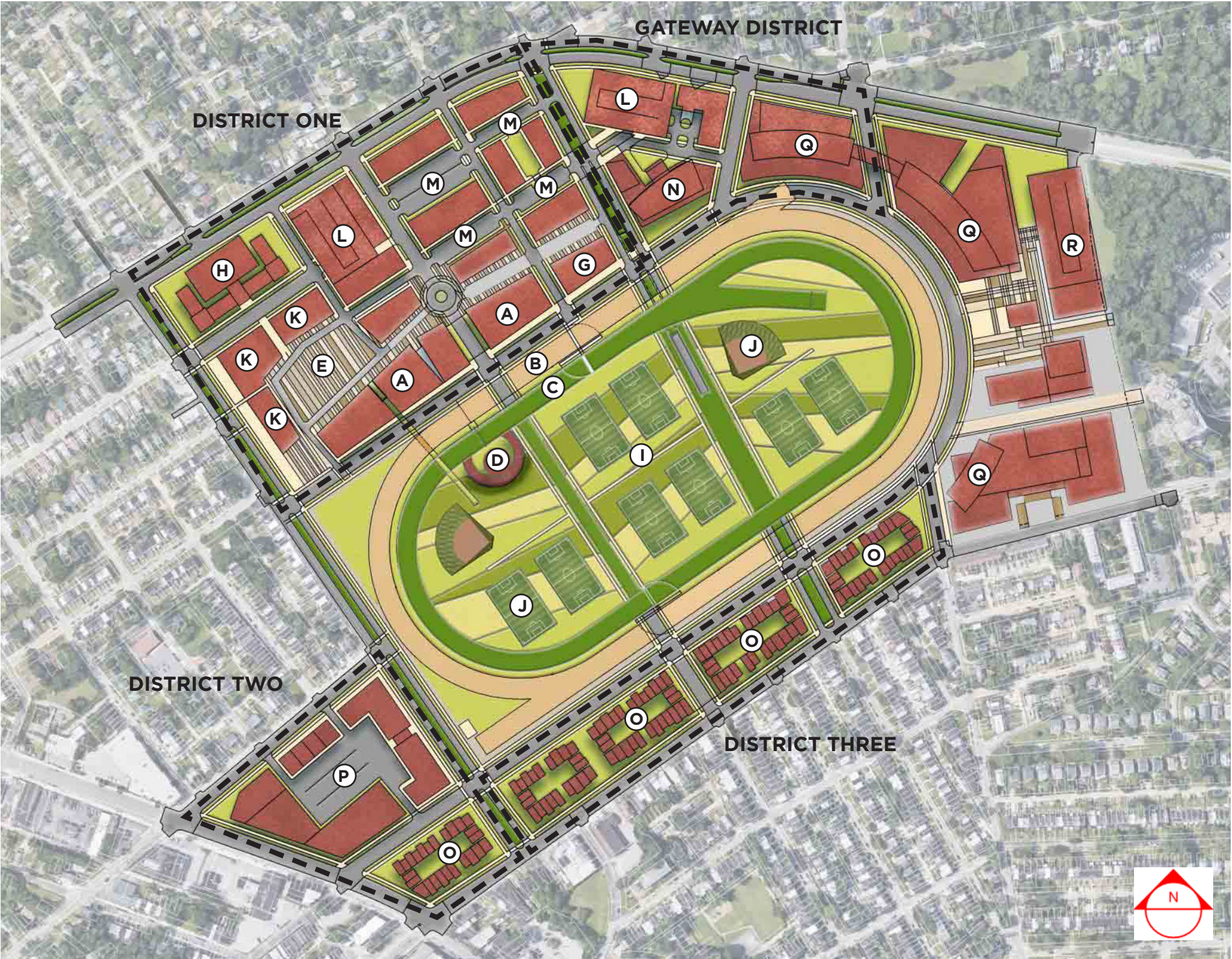
# Conceptual Plan

The concept plan depicted to the right is a composite of the key driving factors presented on the previous pages. Careful consideration of surrounding land uses, track geometry, connectivity and potential alternative land uses were equally evaluated. However the objective to create an ideal Preakness Stakes venue was the single overriding factor that impacted all aspects of the plan.

The Multi-Use Clubhouse (A), envisioned as a flexible-use building capable of hosting year-round events, sits at a seven-degree angle to the track to improve sight lines down the home stretch. The Loop Road, which runs between the track and Multi-Use Clubhouse, will be used for race day overlay. The plaza along the entry side of the Multi-Use Clubhouse connects with the future suite tower and the Palio (E), where the saddling paddock could be temporarily constructed. Preakness Stakes horses and daily haul-ins will be housed in temporary buildings north of the Palio during the race meet. These key built elements, along with the tracks, established the framework for the remainder of the concept plan.

To achieve the required geometry, it should be noted that the tracks and adjacent roads push into the LifeBridge site. LifeBridge has expressed interest in a real estate exchange which would provide their campus with enhanced Northern Parkway frontage as shown to the right.

The remainder of the concept plan components are more thoroughly described in the land use analysis on the previous pages.



**CONCEPT PLAN KEY**

- A. Multi-Use Clubhouse
- B. 15/16 Mile Dirt Track
- C. 7/8 Mile Turf Track
- D. Preakness Winner's Circle
- E. Palio / Saddling Paddock
- F. Infield
- G. Suite Tower Expansion
- H. Equestrian Program
- I. Infield Green Space
- J. Sports Fields
- K. Potential Civic Buildings
- L. Parking Structures
- M. Mixed Use Commercial
- N. Hotel
- O. Residential
- P. Neighborhood Retail

**LifeBridge Health Campus**

- Q. LifeBridge Health Buildings
- R. LifeBridge Parking Structure



# Concept - Potential Full Redevelopment



Conceptual rendering aerial view from the northwest



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Conceptual rendering aerial view from the southwest