



**Commercial Development Services
Since 1997**



“Having the good fortune to draw on three generations of commercial real estate development experience, I have been blessed with an opportunity to effectively participate in the business. By embracing technology, thinking creatively and adhering to timeless, proven principles, I look forward to the challenges that come in helping our clients to be successful.”

- *Richard M. Davies*
President

COMPANY PROFILE

Pavilion Development Company is a real estate investment and development company based in Charlotte, North Carolina. Pavilion is a tightly focused company, concentrating on build-to-suit, single-tenant retail development, with a concentration in Texas, Florida, North Carolina, South Carolina, Georgia and Virginia. Pavilion has successfully invested in properties it has developed and leased back to strong retail tenants, primarily in recession resilient industries.

Pavilion provides a “turn-key” approach to development for strategic clients, handling all aspects of the development process from site selection to right-to-build research to leasing and construction. Creativity and persistence are the hallmarks to Pavilion’s success, with a foundation of absolute integrity.

By listening carefully to the needs of others, Pavilion has been successful in acquiring key sites in difficult right-to-build situations and has provided creative design and engineering, enabling our clients to penetrate important target markets on time and within budget. Pavilion’s goal is to provide personalized, creative and efficient solutions for each stage of the development process.

In order to be successful in today’s real estate market, a company must have the foresight, technology, and expertise to navigate the landscape ahead. At Pavilion, we work to understand how this affects every aspect of our client’s business – from changing economics, cultures and technologies to transitions



in local markets and roadway improvements.

By utilizing the latest hardware and software technology, by analyzing and researching local trends, and by possessing experience in all areas of real estate development, Pavilion provides each client with tailored development services and a quality end product.

The combination of providing creative solutions, maintaining resolute persistence and taking a market specific approach has allowed Pavilion to develop relationships with major companies, including Tire Kingdom/National Tire & Battery/Merchant’s Tire and Auto Centers, Goodyear Tire & Rubber Company/Brad Ragan, Inc./Carolina Tire, Publix Food and Pharmacy, Waffle House, Inc., FedEx Kinkos, Tijuana Flats, Dominos Pizza, Hair Cuttery, Cingular Wireless, Subway, Merle Norman, Dry-clean USA, Radio Shack, Starbucks and Bojangles.

CLIENT SERVICES

Site Selection

A clear understanding of the clients' needs and of the markets in which they wish to expand is the key to Pavilion's ability to conduct accurate site selection. Utilizing the latest mapping and information technology to target areas of growth and expansion allows Pavilion to focus our search and provide clients with an efficient site selection process. Using leading technology to access the most current information and by continuously working to enhance relationships within the brokerage community, Pavilion is able to efficiently match client needs with site availability.

Leasing

Lease administration and negotiation is an integral part of Pavilion's success. We strive to be accommodating and flexible, achieving a fair balance between clients' needs and equity/debt capital requirements.

Market Knowledge

It is crucial to provide clients with the information they need to make informed decisions about proposed site developments. Pavilion strives to provide up-to-date and accurate information about each site location as well as for the surrounding local markets. This includes information about planned/future road improvements, area demographics, local competition, as well as projected residential and commercial growth in the area.

Working at relationships with land, office and residential developers, Pavilion is able to gain direct market



knowledge, develop common interests and create opportunities for our clients.

Design and Construction

The cornerstone of successful development is exceptional design and sound construction. Pavilion's streamlined operational approach allows us to work with some of the most talented architects and experienced construction companies that provide expertise in every phase of development – from initial design work to cost management strategies to final construction. Outsourcing allows for an efficient approach to development. The ability to select the very best professionals for each facet of the development process ensures a quality end product for our clients.

Strategic Relationships

Pavilion has created solid, longstanding relationships with some of the best professional service providers in the country, allowing Pavilion to focus on our client's needs. By outsourcing these critical functions to the very best local professionals available, Pavilion provides clients with meaningful input from architects, engineers and construction executives with long and successful professional experiences.

Client Relationships

Successful projects are the result of building strong, long-term, trusting relationships. It is Pavilion's goal to maintain effective client communication in order to fully understand our client's needs, allowing Pavilion to provide our clients with exactly what they seek in development services.

Financing

Access to capital is a key element in Pavilion's ability to provide ongoing and consistent service to clients.

By maintaining and working at relationships with a variety of funding sources, including major banks and mortgage brokers, Pavilion is able to obtain competitive financing for its projects. By constantly striving to lower its cost of capital through innovative program financing structures, Pavilion has successfully managed to match creative equity capital with competitive debt financing, allowing Pavilion to provide its clients with competitive long-term lease rates.

Due Diligence

Early completion of in-depth project analysis and due diligence, particularly on existing facilities, prevents unforeseen delays and costs. Pavilion completes all due diligence work, including zoning, environmental site assessments, geotechnical analysis, and



ingress and egress capability. This is done early in the development process to ensure that work is completed on time and within budget.

EMPLOYEES OF PAVILION DEVELOPMENT COMPANY

Employees of Pavilion Development Company have been active in the southeast for over 20 years and, collectively, bring a broad range of complimentary experience and resources to the company. As a third generation commercial real estate development company, Pavilion is able to draw upon extensive contacts in the markets in which it operates. Since beginning operations in 1997, Pavilion has partnered with top commercial development companies in the country, including Trammell Crow Company and Faison Enterprises, and has developed properties for some of the leading retail companies in the U.S.

Rich Davies *President*

Mr. Davies started Pavilion Development Company in 1997, developing the Alpha America Kobelco facility; a Publix supercenter grocery anchored shopping center in South Carolina; the Cornelius Pavilion; the new Tire Kingdom headquarters (50,000 sf) in Juno Beach, Florida; and over 100 tire retail and auto service centers for leading national companies, including Tire Kingdom, NTB, Merchant's and Goodyear/Brad Ragan, Inc. While focused on single tenant, long-term net leased retail properties, Pavilion has successfully developed business with leading retailers and restaurant chains, including Wal-Mart, Harris Teeter, Popeye's Chicken & Biscuits, Zaxby's, Eckerd, Walgreen's, Radio Shack, Starbucks Coffee, Domino's Pizza, Cingular Wireless, Waffle House, Baskin Robbins, Java Detour, FedEx Office, Tijuana Flats, Sprint, Burger King, CVS, Newk's and Donatos Pizza.



The value of Pavilion developments undertaken to date represents over \$300 million in asset value.

Mr. Davies is a third generation commercial real estate developer. The family business in Durban, South Africa, Murdoch Davies PTY (Ltd) was a fully diversified construction and development company. Mr. Davies was a principal in Chartwell Properties, Inc., a Charlotte, N.C.-based family owned and operated commercial real estate development company. Chartwell Properties has developed seven business centers in the Carolinas, including the 500,000 square foot Coffey Creek Business Center near Charlotte Douglas International Airport that is home to the U.S. Customs Department, and the Greenville Business Center that is home to the U.S. Dept of Immigration and Naturalization. He has been involved in the development of the Chartwell Business Centers, and took a leading role in the development of the Union County Business Center.

After immigrating to the United States in 1982, Mr. Davies earned a Bachelor of Science in Business Administration from Clemson University and has completed the CCIM training.

Mr. Davies is a licensed real estate broker as a Broker-in-Charge in North Carolina and

South Carolina and is a member of the International Council of Shopping Centers.

Mr. Davies is a member of the Board of Trustees at Charlotte Latin School and served as Co-Chair of the Building and Grounds Committee. Mr. Davies is a member of the Board of Directors at Presbyterian Healthcare Foundation, one of the largest hospital networks in North and South Carolina.

Mr. Davies is the founder of The Sbonelo Scholarship Foundation, a non-profit organization aimed at the betterment of education in South Africa, and of GOLF 9/12, a non-profit organization established to commemorate the 10th anniversary of the events of 9/11/2001 through participation in a national golf event.

Mr. Davies has served on the Council of Elders of Forest Hill Church and is the past Chair of the Finance and Risk Management Committee. For five years, he served on the Mecklenburg Board of Advisors for Easter Seals and as Chairman of the Board in 2007.

Tom Gauch

Chief Financial Officer

Mr. Gauch is responsible for managing Pavilion's accounting and financial functions, including banker and investor relationships. Since joining Pavilion, Mr. Gauch has managed the closings of over \$175 million in acquisition/construction financing for over 100 projects and the closing of more than \$43 million in non-recourse permanent financing with CMBS providers, life companies and finance companies for 31 projects. Additionally, he has managed the closings for the disposition of over \$275 million in real estate and several 1031 exchange transactions.



Mr. Gauch joined Pavilion in November 2001 bringing 20 years of experience in financial management; evaluation of acquisition, disposition and financing alternatives; application of accounting standards; and general business and financial consultation. Industry experience includes real estate, distribution, service and retail. As a partner and employee with two international public accounting firms, he served several large real estate developers and managers including Forest City Enterprises, Summit Properties and Golf Trust of America.

Mr. Gauch graduated from Kent State University with a BBA in Accounting. He has participated in over 1,000 hours in continuous education in various accounting, finance and taxation topics. His North Carolina and Ohio CPA licenses are presently inactive but he maintains membership in the American Institute of Certified Public Accountants and he is a member of the National Eagle Scout Association. He is active in the community with the Boy Scouts and various ministries of St. Gabriel Catholic Church.



Andrew Davies

Vice President, Development

Mr. Davies joined Pavilion in 2005 as a Development Manager to perform site acquisition and selection services in the Florida market. He has been involved in the development of over \$25 million in single tenant properties and as a Vice President, Development is responsible for projects developed in Florida.

Mr. Davies is a third generation property developer and currently operates out of Pavilion's Jacksonville, FL office. He is a graduate of Clemson University with a Bachelor of Science degree in Business Administration from the College of Business and Behavioral Sciences. Prior to joining Pavilion, Mr. Davies had 15 years of successful sales and marketing experience in the construction and development business, marketing heavy construction equipment to major contractors and development companies for Caterpillar, Inc., a Fortune 500 company.

Mr. Davies also served as the National Sales Manager for a division of Luhrs Marine Group.

Mr. Davies is an active member of the International Council of Shopping Centers and holds a Florida Real Estate License.

Todd Carr

Vice President, Development

Mr. Carr joined Pavilion in 2003 as Development Manager taking on responsibility for developments in the Florida, Georgia and Texas markets, handling all aspects of site procurement, right-to-build and construction administration. Operating out of Pavilion's Orlando, FL office, Mr. Carr has managed over 40 developments representing approximately \$120 million in asset value. Mr. Carr has successfully handled site acquisitions in trade areas that are difficult to penetrate, allowing clients to capture market share in key markets.

Mr. Carr's experience as the leading regional manager for Bayer AG's pharmaceutical division, a Fortune 500 company, has been beneficial to Pavilion in implementing internal processes and organizational structures that provide a strong platform for Pavilion program efficiencies and consistent client communication.

Mr. Carr is a graduate of Florida State University (1983), and earned his real estate license certification from the state of Florida. He is an active member of the International Council of Shopping Centers.



Wesley Walls

Vice President, Development

Mr. Walls joined Pavilion in April 2006 to assist in business development and project management including site selection and right-to-build issues. He has experience in real estate, commercial brokerage and tenant representation.

Mr. Walls has since successfully handled all aspects of contract bidding, negotiation, procurement, administration and management for 35 projects with asset values of approximately \$100 million.

Mr. Walls is a graduate of the University of Mississippi with a Bachelor of Science degree in Engineering. He attended the University of Mississippi's MBA program on two post-graduate scholarships from the NCAA and the College Football Foundation and Hall of Fame. Mr. Walls played professional football for 15 years in the National Football League, is a member of the Super Bowl XXIV Champion San Francisco 49ers and a five-time Pro Bowl selection.

Mr. Walls is a member of the International Council of Shopping Centers and is licensed to sell real estate in the state of North Carolina.

Michael McDonald

Vice President of Construction

Mr. McDonald joined Pavilion Development in February 2005 to assist in site assessment, site design and value engineering in the pre-development process. He works closely with each project's engineers and architects to design the site and building and arrange for plan submission and permit application to ensure a smooth permitting process with federal, state and local agencies. He also manages construction activities associated with all projects.

Mr. McDonald attended Clemson University where he earned a Bachelor of Science degree in Civil Engineering. He is registered in North Carolina and South Carolina as a Professional Engineer. He has extensive experience in the design of site and parking layouts, water distribution, sanitary sewer, grading, storm drainage, storm water ponds, water quality ponds, erosion control, pump stations, force mains and roadway improvements.

Mr. McDonald has successfully handled all aspects of contract bidding, negotiation, procurement and management for over 70 properties with an asset value of over \$200 million. Prior to joining Pavilion, Mr. McDonald managed construction and site engineering for Duke Engineering, a division of Duke Energy, a Fortune 500 company based in Charlotte, North Carolina.

Kerri Porter

Vice President, Administration

Ms. Porter is responsible for property acquisition and dispositions as well as closing commercial loans. She has successfully administered real estate development transactions with an aggregate value in excess of \$200 million.

She has operational oversight of Pavilion's project management and reporting requirements, and manages diligence-related communications with leading national banks, buyers and sellers, as well as their respective professionals.

Ms. Porter previously worked with Chartwell Properties where she handled a wide variety of management and accounting functions.

Ms. Porter's background also includes commercial insurance brokerage working with Waterborne, an affiliate of Lloyds of London in the UK; Willis in South Carolina, a key fabricator in the UK market; and for a luxury retailer in South Carolina.

Ms. Porter is a graduate of Furman University with a Bachelor of Arts in Business Administration degree. She holds a real estate broker's license in North Carolina.

**Kate Short**

Development Manager

Ms. Short joined Pavilion Development in May of 2011 to lead the Excess Properties and New Business Development initiative.

Before joining Pavilion Development she was an Association Manager for Curry Association Management, one of the largest property management firms in Kansas City, Missouri. After three years she moved to Charlotte, North Carolina and spent the last two years working with Greenway Realty Management where she oversaw twelve Associations representing over fifteen hundred residents.

Prior to her position as an Association Manager, she amassed unique experiences at the U.S. Department of State in the International Visitors Center, organizing professional programs for International visitors with Senior State Department officials.

Ms. Short is a graduate from the University of North Carolina at Charlotte with a Bachelor of Arts in International Studies.