

The Richard E. Jacobs Group, Inc.

September 5, 2007

RECEIVED  
SEP 10 2007  
NOACA

Mr. Howard R. Maier, Executive Director  
NOACA  
1299 Superior Avenue  
Cleveland, Ohio 44114

Dear Mr. Maier:

I have reviewed Robert Parry's August 22 letter, which portrays an extremely inaccurate picture of our intentions for developing the property we own adjacent to the proposed interchange at I-90 and Lear Nagle Road in Avon. I wish to point out some of the inaccuracies and correct them for the record.

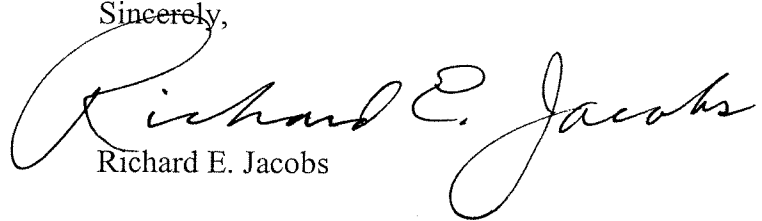
**Retail is not a major component of our plan.** The Jacobs Group's conceptual master site plan, available to the public on the NOACA Web site, clearly depicts a mixed-use project (which would include a Cleveland Clinic medical campus) – not a large retail complex as Mr. Parry and others have suggested the Jacobs Group plans to build. While there may be some ancillary retail and restaurants, this component would be a minor portion of the overall development and certainly would not compete with major retail developments in the area such as Crocker Park, Avon Commons, Great Northern, Westgate or Midway Mall. The zoning granted for our site by the City of Avon is appropriate for the type of development illustrated on our conceptual master plan.

**Assumptions about retail are grossly exaggerated.** Mr. Parry suggests that up to 424 acres of land around the proposed Lear Nagle interchange "is retail or could be used for retail," and he suggests the potential of 2,340,715 square feet of additional retail. Since the Jacobs Group holds the only major commercially zoned parcel adjacent to the interchange – and plans for our site do not include any major retail – this assumption is grossly exaggerated.

**The market would not support another major retail development.** The market for retail on the I-90 corridor has been saturated by the recent development of Crocker Park and Avon Commons, along with several additional smaller projects in Avon. Anyone who is even vaguely familiar with the retail industry is well aware that the market potential simply does not exist for another major retail development. Crocker Park and Avon Commons are both very attractive, well-planned developments that will be successful for many years to come. Far from being a detriment to Crocker Park, we believe the new interchange would be of great benefit to the entire area by helping to reduce the heavy congestion that currently exists at the Crocker/I-90 interchange.

If you have any questions or would like to discuss this matter, please do not hesitate to call me or James Epple, Vice President, Real Estate, at 440-871-4800.

Sincerely,

A handwritten signature in cursive script that reads "Richard E. Jacobs". The signature is written in black ink and is positioned above the printed name.

Richard E. Jacobs

cc: Mayor Dennis M. Clough, Westlake  
Commissioner Jimmy Dimora, Cuyahoga County  
Commissioner Timothy F. Hagan, Cuyahoga County  
Commissioner Peter Lawson Jones, Cuyahoga County  
Mayor Frank G. Jackson, Cleveland  
Mayor Deborah A. Sutherland, Bay Village  
Mayor Thomas J. George, Lakewood  
Mayor Eileen Ann Patton, Fairview Park  
Mayor Pamela E. Bobst, Rocky River  
Mayor Thomas O'Grady, North Olmsted  
Mayor James Smith, Avon  
Director Paul A. Alsenas, Cuyahoga County Planning Commission  
Director Robert Brown, Cleveland Planning Commission  
Robert M. Parry, Director of Planning and Economic Development, City of Westlake  
NOACA Board Members