

PROPOSAL & BID SUBMISSION

McGinness Innovation Park

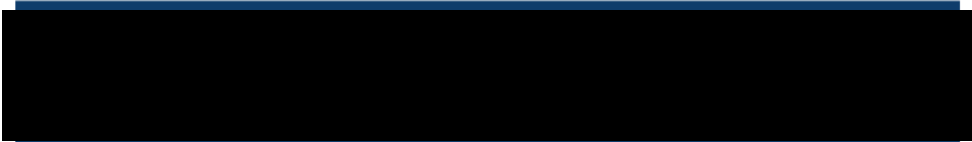
1020 Manor Street • Columbia, Pennsylvania

In response to the Invitation to Bid and Request for Proposals issued by The Borough of Columbia

SUBMITTED BY

SAADIA HOLDING LLC

An Institutional Developer of Industrial & Data Center Real Estate



SUBMISSION DETAILS

Submitted to: The Borough of Columbia • ATTN: Borough Manager • 308 Locust Street, Columbia, PA 17512

RFP issued: March 30, 2026 **Bids and Proposals due:** May 15, 2026

Submission date: May 15, 2026

Letter of Transmittal

May 15, 2026

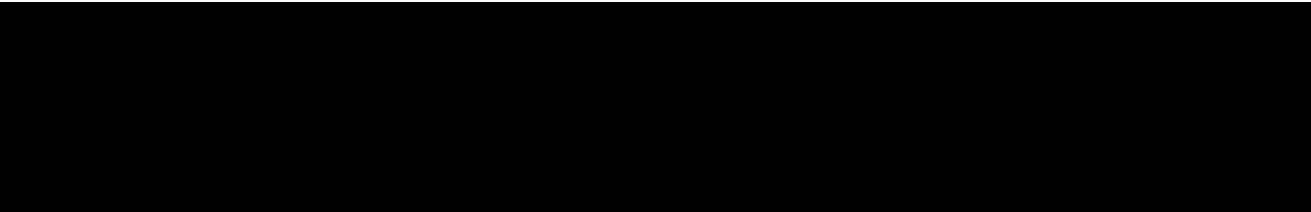
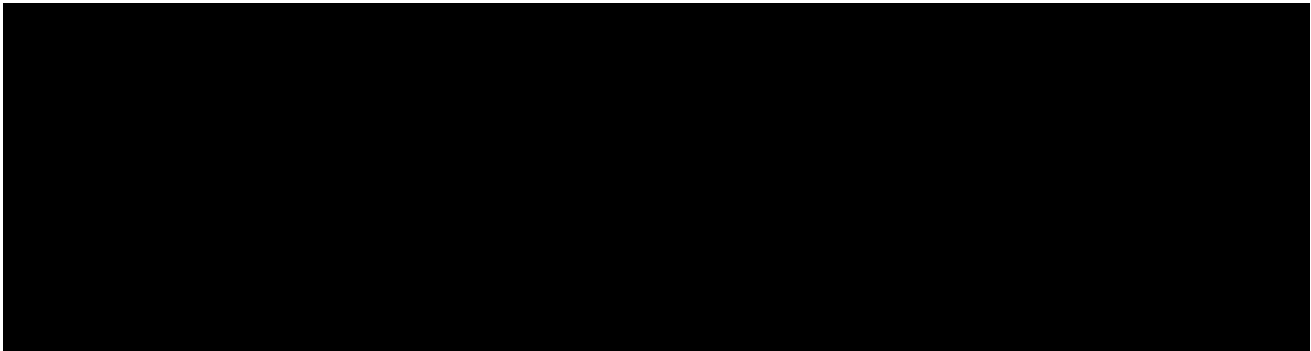
Borough Manager
The Borough of Columbia
308 Locust Street
Columbia, PA 17512

Re: Proposal and Bid Submission — McGinness Innovation Park, 1020 Manor Street, Columbia, PA

Dear Borough Manager and Members of the Project Team:

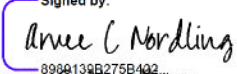
Saadia Holding LLC is pleased to submit this proposal in response to the Borough of Columbia's Invitation to Bid and Request for Proposals dated March 30, 2026, for the purchase and development of the 41.388-acre property at 1020 Manor Street known as McGinness Innovation Park. We attended the pre-bid meeting and tour on April 8, 2026, and have reviewed the Borough's environmental and geotechnical studies, concept plans, the Borough's Zoning Ordinance, as amended by Ordinance 957 of 2025, and other related materials in detail.

We are submitting a proposal to redevelop the site as a modern, low-impact data center campus consisting of three (3) purpose-built buildings totaling approximately +/- 700,000 square feet (with the final building program sized to the electric utility capacity ultimately made available by PPL Electric), organized around a central truck court and bordered by substantial landscape buffers. A preliminary concept site plan (Concept B), prepared by our civil engineer Dynamic Engineering Consultants, PC, is included with this submission and discussed in Section 3 below. The proposed use is expressly permitted by right in the Light Business Zoning District under the Borough's Zoning Ordinance and directly advances the Borough's stated objectives — meaningful expansion of the local tax base and creation of substantial short- and long-term employment opportunities.



The pages that follow address each of the Borough's submission requirements in the order presented in the RFP. We welcome the opportunity to be invited to pre-award discussions and to demonstrate, in person, our readiness to be a long-term, responsible partner to Columbia Borough.

Respectfully submitted,

Signed by:

Arvee C. Nording
Chief Financial Officer
SAADIA HOLDING LLC

1. Organization and Project Team

1a. Organization Name, Contact Information, and Mission

Organization	Saadia Holding LLC and/or its assignee
Entity Type	Privately held real estate investment and development firm
Year Established	2012
Founders	Joseph Saadia and Jack Saadia
Primary Contact	Arvee Nordling CFO Jack and Joseph Saadia Founders
Geographic Footprint	

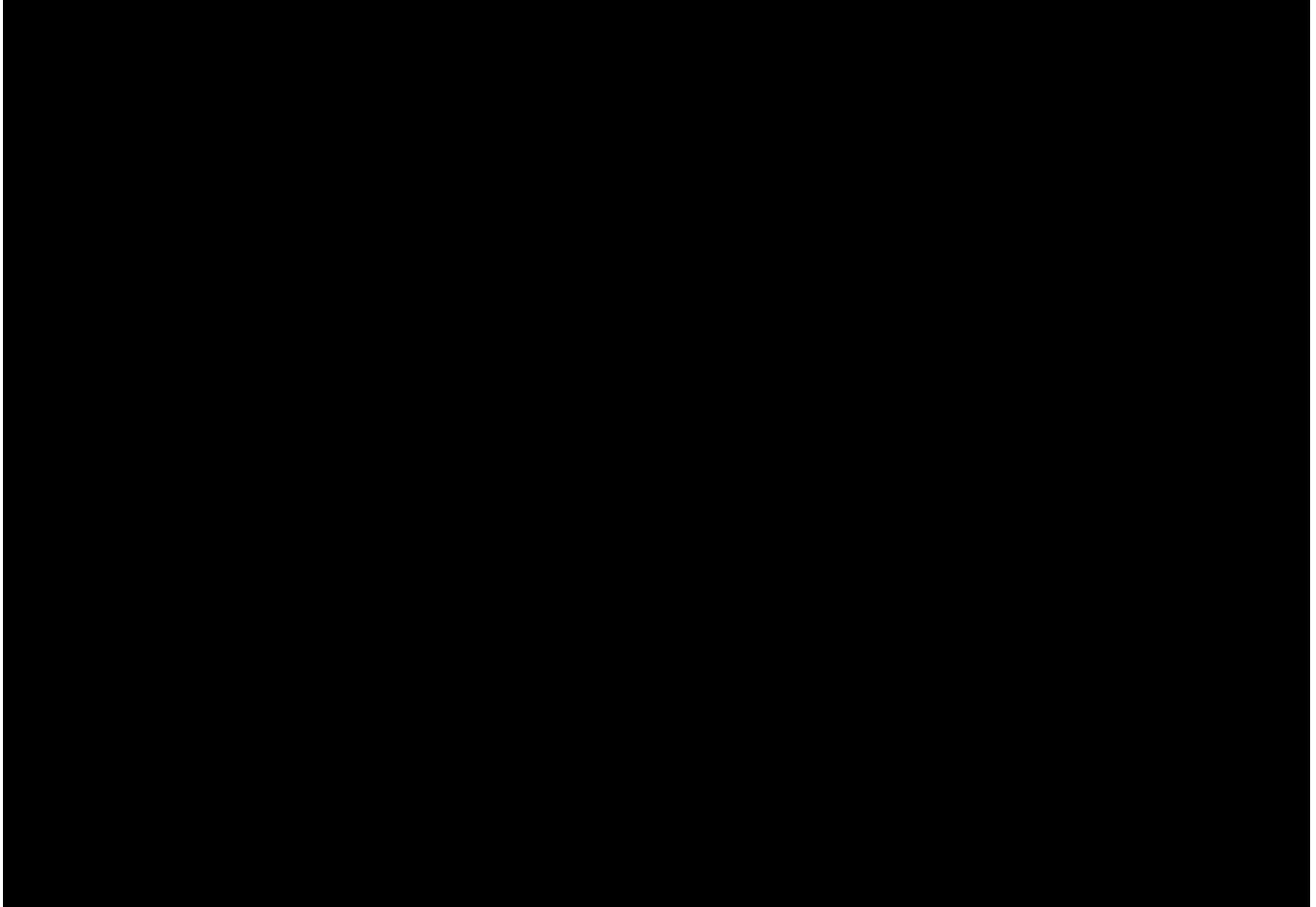
Mission

Saadia Holding develops institutional-grade industrial and data center campuses across high-growth U.S. power markets, delivering scalable, utility-connected digital infrastructure designed for long-term ownership and capital appreciation. Through a disciplined, infrastructure-driven development approach, the firm transforms strategically located real estate into mission-critical platforms that power artificial intelligence, cloud computing, and enterprise workloads.

In parallel with its data center platform, Saadia Holding has built and continues to operate a substantial industrial warehouse development and management business that forms the operational backbone of the firm. Across the firm’s portfolio, this includes the ground-up development, repositioning, and active management of warehouse and distribution assets ranging from infill last-mile facilities to large-scale regional distribution buildings, with stabilized holdings. Industrial warehouse operations are managed in-house through Saadia Holding’s affiliated property management, asset management, and construction management platforms, supported by long-standing relationships with regional general contractors, brokers, and tenants. This warehouse track record gives Saadia Holding a deep operating discipline — in site selection, entitlements, utility coordination, construction execution, tenant interface, and long-term stewardship — that translates directly into the way the firm underwrites and delivers data center campuses.

1b. Project Team and Development Partners

Saadia Holding has assembled a project team that combines national mission-critical expertise with deep Lancaster County market knowledge. The professionals identified below are committed to this project and have successfully supported Saadia Holding on prior engagements.



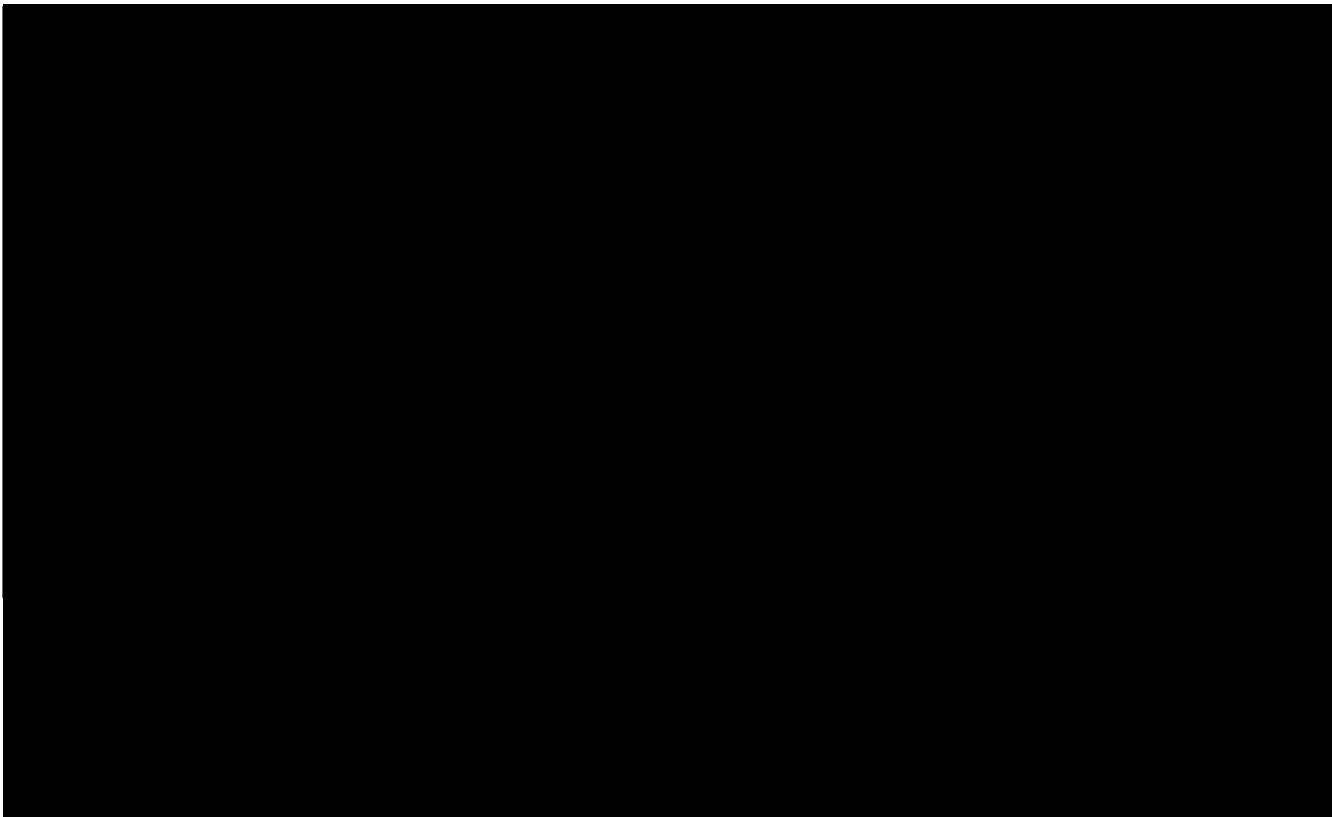
Zoning and Land Use Counsel — Claudia Shank, Esq., McNeese Wallace & Nurick LLC

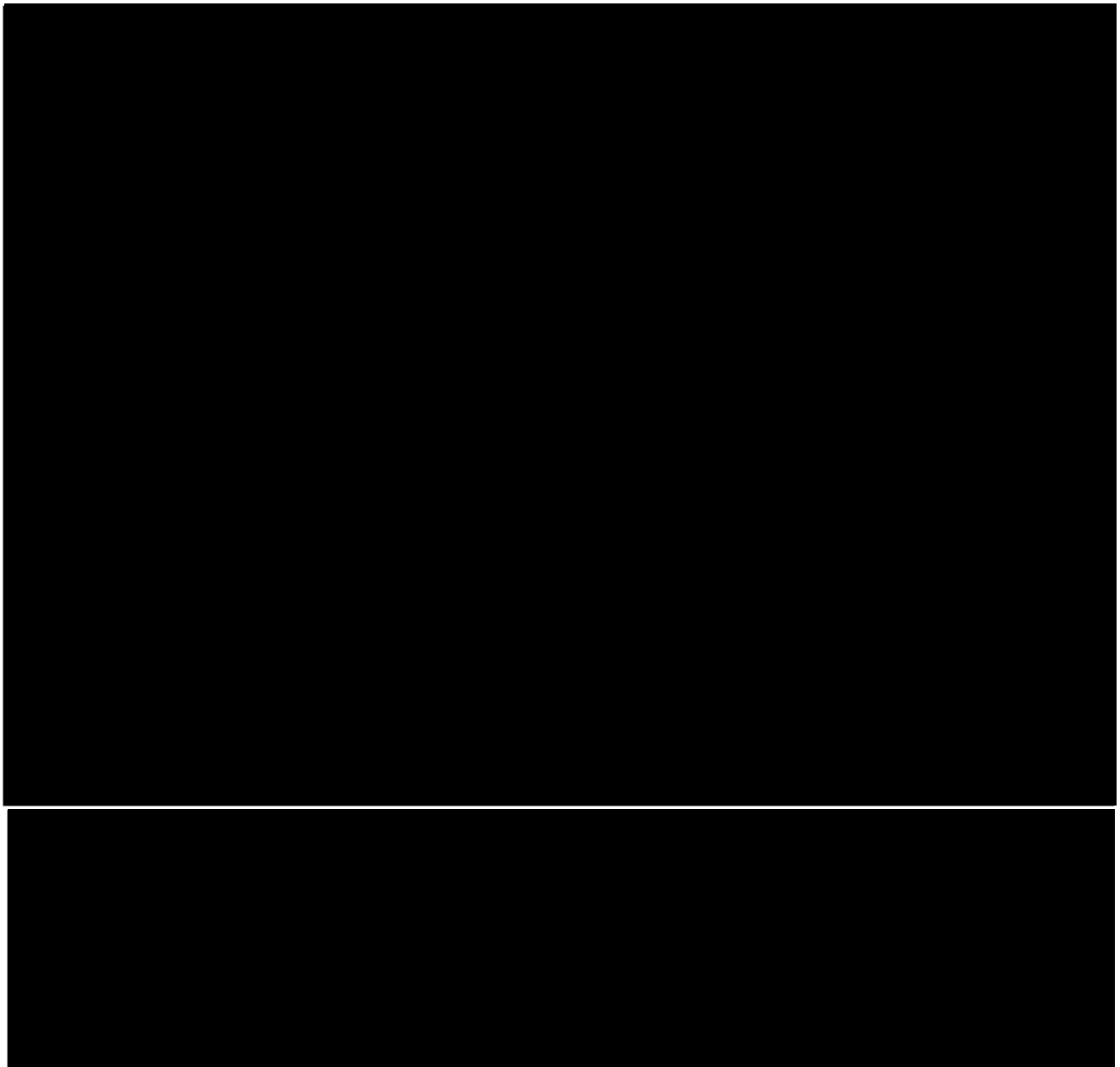
Address: 570 Lausch Lane, Suite 200, Lancaster, PA 17601

Phone: (717) 581-3730

Email: cshank@mcneese.com

Claudia Shank, Esq. is a distinguished zoning and real estate attorney serving as a Member of the Real Estate & Construction Group and Co-Member in Charge of the Lancaster Office at McNeese Wallace & Nurick LLC. Ms. Shank brings deep expertise in Pennsylvania land use, zoning, and complex real estate matters, and combines local Lancaster County market knowledge with the resources of a leading regional firm. Her engagement on this project ensures that all entitlement, regulatory, and transactional matters are handled by senior counsel with established relationships across Lancaster County and Columbia Borough.

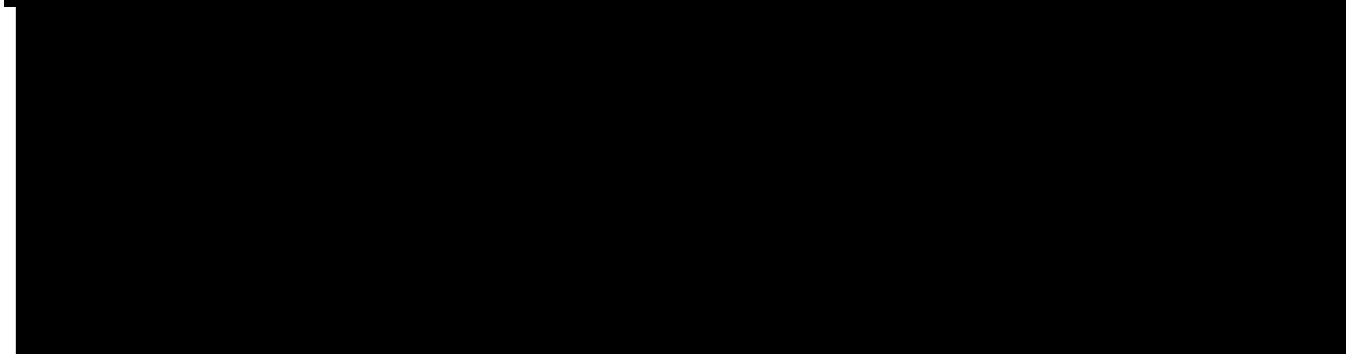
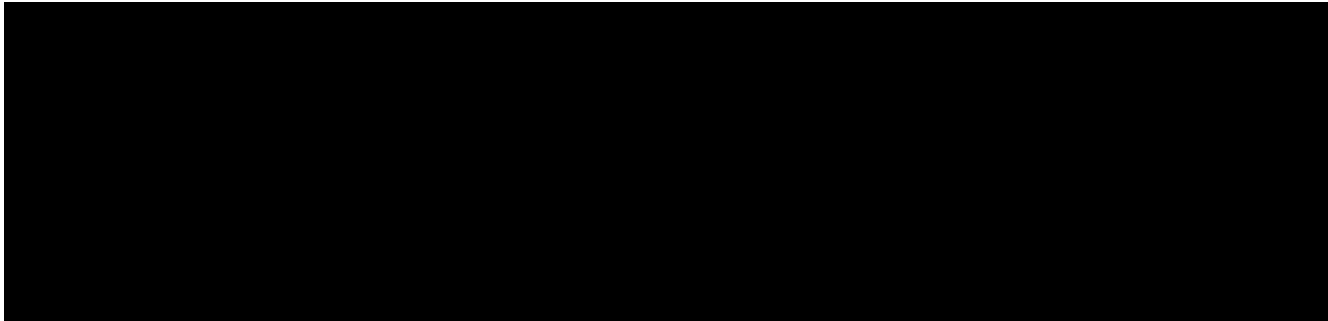




Saadia Holding In-House Capabilities

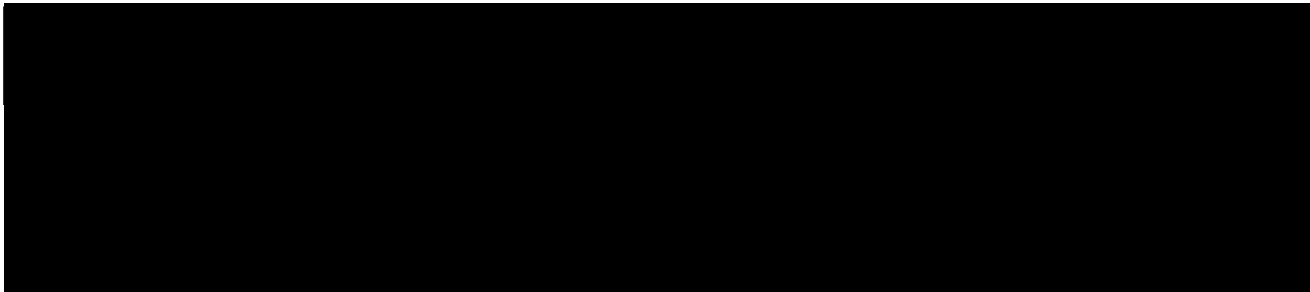
The firm's project team is supported by an integrated in-house platform staffed across acquisitions, construction management, utilities coordination, finance, accounting, legal, and asset management — providing direct ownership of execution from acquisition through stabilization, without the third-party committee delays that frequently slow externally syndicated projects.

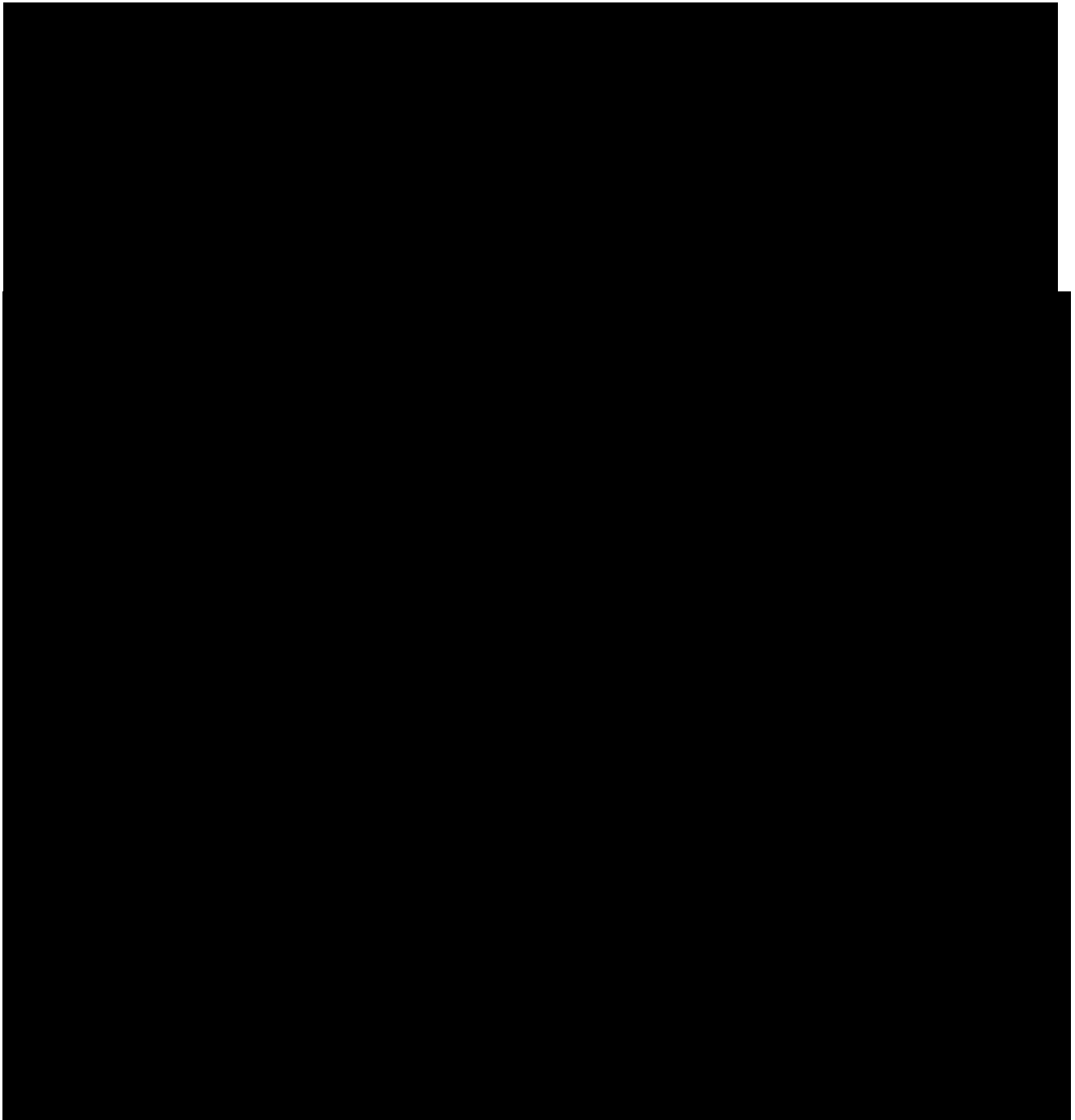
2. Organizational Qualifications



(ii) Demonstrated Brownfield and Adaptive Reuse Capability

The McGinness property — a former airport with a documented history of underground fuel storage — required environmental assessment and site preparation before being offered for development. While the Borough has commendably advanced that work to a development-ready condition, the project still calls for a sponsor experienced in transforming complex legacy industrial sites. Saadia Holding has executed precisely this type of work, most notably at 501 Jersey Avenue in New Brunswick, New Jersey, where our team took a former chemical manufacturing plant through full environmental remediation and delivered a 204,000-square-foot, state-of-the-art operational industrial facility. We do not avoid complex sites; we underwrite to them.





In summary, Saadia Holding brings to McGinness Innovation Park a sponsor with the local market knowledge of an in-county operator, the redevelopment expertise of a brownfield specialist, the scaled pipeline of an institutional data center developer, and the balance sheet of a principal buyer — a combination well aligned with the scope and ambition of this project.

3. Proposed Land Use

Saadia Holding proposes to redevelop the 41.388-acre McGinness Innovation Park site as a modern, low-impact data center campus consisting of three (3) purpose-built buildings totaling approximately +/- 700,000 gross square feet of vertical improvements, with the final building program sized to the electric utility capacity ultimately made available by PPL Electric. The proposed use is fully consistent with the Borough's Light Business zoning designation under Chapter 220, Ordinance 957, and aligns with the Borough's clearly stated objectives of expanding the local tax base and creating substantial employment.

Total Site Area	41.388 developable acres
Proposed Use	Data center campus (low-impact light industrial)
Number of Buildings	Three (3) buildings
Building Configuration	Three-story purpose-built data center facilities
Total Gross Floor Area	Approximately +/- 700,000 SF (≈ 233,000 SF per building); final program sized to PPL Electric utility capacity
Zoning	Light Business (LB) — Data Center is permitted by right (Ordinance 957 of 2025)

Concept B Site Plan — Prepared by Dynamic Engineering Consultants

A preliminary concept site plan, designated Concept B and dated April 22, 2026, has been prepared by Dynamic Engineering Consultants, PC, our project civil engineer, under the seal of Pennsylvania-licensed Professional Engineers Matthew Mazzella, P.E. and Joshua M. Sewald, P.E. The plan – which is reproduced on the following page and enclosed in large format with the submission package – reflects an initial massing study showing three buildings arranged around a central truck court, with substantial perimeter landscape buffers screening the development from adjoining residential properties to the north and west, dedicated wetland buffer areas (50-foot wetland buffer) along the southern property edge near the railroad corridor, and primary site access from the western property line. The plan also identifies a proposed neighborhood-facing amenity area at the western edge of the site — a playground, a basketball court, and pickleball courts — discussed in further detail in Section 8 (Community Benefits).

Concept B is preliminary and subject to refinement through the formal site planning process. Final site geometry, parking counts, building footprints, stormwater management, and access design will be developed in coordination with the Borough's Zoning Officer, the Columbia Borough Planning Commission, the Lancaster Area Sewer Authority, the Columbia Water Company, and PennDOT (where jurisdictional).



Figure 1. Concept B Site Plan Rendering — Dynamic Engineering Consultants, PC. Concept Plan B dated April 22, 2026; rendering revised May 8, 2026.

Zoning Compliance — Chapter 220 of the Borough Code (as amended by Ordinance 957 of 2025)

The proposed data center use is expressly permitted by right (designated "P") in the Light Business (LB) zoning district under the Table of Permitted Uses contained in the Borough’s Zoning Ordinance, as amended by Ordinance 957 of 2025 (“Ordinance 957”). Ordinance 957, adopted August 26, 2025, formally added "Data Center" as a defined term in Section 220-19 and listed it as a permitted industrial use in the LB district. The proposed campus has been designed to comply with the dimensional standards and special design requirements of the LB district, as summarized in the table below.

STANDARD	PROPOSED COMPLIANCE	REFERENCE
Permitted Use	Data Center (P) in LB District	§ 220 Att. 2
Minimum Lot Area	20,000 SF — site is 41.388 acres (≈ 1,802,856 SF)	§ 220 Att. 3
Minimum Lot Width at Building Setback	80 ft — to be confirmed at site plan	§ 220 Att. 3
Minimum Front Yard Setback	30 ft — design will comply	§ 220 Att. 3
Minimum Rear Yard Setback	25 ft — design will comply	§ 220 Att. 3
Minimum Side Yard Setback (each)	25 ft — design will comply	§ 220 Att. 3
Maximum Impervious Coverage	85% — design will comply (concept reflects substantial pervious / buffer area)	§ 220 Att. 3

STANDARD	PROPOSED COMPLIANCE	REFERENCE
Building Height	35 ft base + 1 ft per 1 ft of additional setback, up to 90 ft total	§ 220-26.B(3)
Solar Shadow Restriction	No structure shall cast shadow on south-facing wall of any dwelling, 9 AM – 3 PM, Dec. 21	§ 220-26.B(3)

The Concept B layout has been organized so that the buildings sit well within the property interior, providing sufficient setback distance to support the proposed building heights as of right while preserving generous landscape buffers along the residential frontages to the north and west.

Consideration was also given to “A Planning Guide Pertaining to Data Centers” published by the Lancaster County Planning Department in November 2025. While the McGinness property is not specifically identified as a potential site for data center development in the Guide (likely because of its LB zoning), it meets all of the parameters identified in the Guide to be suitable for data center development. Specifically, it is appropriately zoned, contains more than 10 acres, is within a water service area, and is in close proximity to 220-287 Kilovolt electric power transmission lines.

4. Estimated Job Creation

The redevelopment of McGinness Innovation Park is projected to generate substantial employment impact for Columbia Borough, Lancaster County, and the surrounding south-central Pennsylvania labor market across two distinct phases.



Short-Term Construction Employment: 500–600 Jobs

During the design, site work, and vertical construction phases, the project is estimated to create approximately 500 to 600 short-term construction and trade positions. These roles will span site preparation and civil work, structural and shell construction, mechanical, electrical, and plumbing trades, low-voltage and fiber installation, utility interconnection work, and specialty data center fit-out trades. Saadia Holding intends to source this workforce primarily through Pennsylvania-based general contractors, regional trade unions, and Lancaster County subcontractors, with a clear preference for local hiring wherever skill sets are available in-market. Construction employment of this scale typically generates an additional indirect and induced employment multiplier across local suppliers, equipment rental firms, fuel and materials vendors, food service, and lodging — meaning the true short-term economic footprint will materially exceed the headcount above.

Long-Term Operational Employment: 150–200 Jobs

Upon stabilization, the campus is projected to support approximately 150 to 200 permanent, long-term positions. These are high-quality, technically skilled roles that typically include data center operations technicians, critical facilities engineers, electrical and mechanical maintenance staff, network and security operations personnel, site security, facilities management, and on-site administrative and management positions. Compensation in these roles consistently exceeds regional median wages, and the positions are characterized by long tenure, structured career progression, and employer-sponsored training pathways — making them a durable contributor to the Columbia and Lancaster County tax base and labor market.

Broader Economic Contribution

Beyond direct employment, the project will deliver meaningful long-term economic value to the host community through stable and substantial real property tax contributions, direct developer-funded infrastructure improvements, and sustained demand for local professional services including legal, engineering, environmental, accounting, and security firms. Modern data center campuses operate twenty-four hours a day with minimal daily traffic and limited demand on municipal services, producing a uniquely favorable ratio of fiscal contribution to public-service burden — a profile Saadia Holding is committed to preserving through responsible design, water and energy stewardship, and active partnership with Borough officials throughout the development lifecycle.

5. Construction Scope of Work and Anticipated Costs

Project Scope Summary

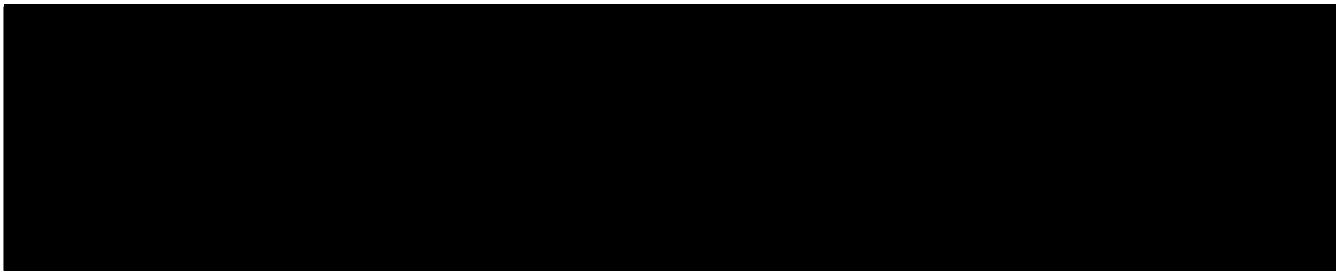
The proposed redevelopment of McGinness Innovation Park contemplates the design, construction, and commissioning of three (3) purpose-built data center structures totaling approximately +/- 700,000 gross square feet of vertical improvements, with the final building program sized to the electric utility capacity ultimately made available by PPL Electric. Each building is programmed as a one-story facility configured to support modern enterprise and hyperscale tenant requirements, with structural, electrical, and mechanical systems engineered for high-density compute and AI workloads. Total estimated hard construction cost (shell-and-core) is approximately \$87.5- 90 million at a benchmark at the +/- 700,000 SF program level, exclusive of land, soft costs, tenant-driven white-space fit-out, and utility interconnection costs, which are addressed separately below. Final hard cost will scale with the ultimate building program once utility capacity is confirmed.

Scope of Work — Workstreams

- **Site Development and Civil Work.** Final site preparation building on the Borough's prior site work, mass grading refinements, stormwater management, on-site road and access improvements, perimeter security infrastructure, and stabilized construction laydown areas.
- **Utility Infrastructure.** Coordination with PPL Electric Utilities for substation interconnection and on-site primary distribution; coordination with Columbia Water Company and Lancaster Area Sewer Authority for water and sanitary connections at the street; redundant fiber entry leveraging existing Xfinity and Brightspeed fiber-optic service in the area; and installation of on-site emergency generation and fuel storage systems.
- **Vertical Construction — Building Shell and Core.** Three concrete-and-steel structures of approximately 233,000 SF each, designed for elevated structural floor loading consistent with high-density data hall use, robust roofing and envelope systems, dedicated mechanical mezzanines or rooftop platforms, secured loading and equipment access, and code-compliant life safety systems.
- **Mechanical, Electrical, and Plumbing.** Critical power distribution including switchgear, UPS, and standby generation; high-capacity cooling systems sized to the campus power posture; building management and monitoring systems; fire detection and suppression engineered to data center standards; and dedicated electrical rooms and mechanical galleries.
- **Security and Site Hardening.** Full perimeter fencing, vehicle access control, multi-factor credentialed entry at all building points of access, integrated CCTV coverage, and a security operations presence designed to enterprise and hyperscale tenant standards.
- **Commissioning and Turnover.** Phased commissioning by independent third-party agents, integrated systems testing, and structured turnover documentation to support tenant onboarding.

Anticipated Cost Summary

COST CATEGORY	BASIS	ESTIMATED COST
Hard construction — shell, core, base building systems	+/- 700,000 SF × \$125/SF	\$87.5-90 Million
Site work, civil, and utility infrastructure	Allowance	Refined at design development
Tenant-specific white-space and IT fit-out	Tenant-funded or negotiated	Excluded from base
Soft costs (A&E, permitting, legal, financing)	Industry-standard % of hard cost	Carried separately
Contingency	Carried at design and construction phase	Carried separately



6. Estimated Project Timeline

Saadia Holding has structured the development schedule for McGinness Innovation Park around clearly defined, sequential milestones designed to provide the Borough with predictability at each phase of the process. The timeline reflects the realities of a project of this scale — three buildings totaling approximately +/- 700,000 square feet (with the final building program sized to PPL Electric utility capacity) — while preserving the disciplined execution pace that characterizes our active development pipeline.

(a) Acquisition and Closing on the Property

Saadia Holding will close on the property within thirty (30) days following final, non-appealable Borough approval of the contemplated site plan and entitlements. Under Dynamic Engineering's preliminary entitlement schedule, Borough Council action on the land development plan is targeted for February 2027, followed by Resolution Compliance and Plan Recording / Developer's Agreements through late June 2027. Property closing is therefore anticipated in mid-2027, once the appeal period for approval of the land development plan has expired and recordation is complete. Structuring the closing to occur after the appeal period has expired protects both parties: it ensures the Borough is not left exposed to a contingent transaction, and it ensures Saadia Holding is acquiring an entitled site capable of supporting the planned development. We will, of course, comply with the RFP-mandated 4% deposit within 10 days of award and execute the purchase contract within 45 days of award. [REDACTED]

(b) Finalized Site Plans

Working under the preliminary entitlement schedule prepared by Dynamic Engineering Consultants, PC (set forth in detail later in this Section), the project team will deliver the formal Land Development Plan to the Borough on a phased basis: Sketch Plan within approximately two (2) weeks of notice to proceed, Borough Sketch Plan Meeting in mid-June 2026, Zoning Plan and Zoning Hearing Board action (if required) in summer 2026, and a complete Land Development Plan submission to the Borough by late October 2026 — approximately five (5) months from notice to proceed. The Land Development Plan then proceeds through two Borough review cycles, the Borough Planning Commission and Borough Council meetings (targeted February 2027), Resolution Compliance, and Plan Recording / Developer's Agreements. The work is performed in parallel with PADEP NPDES, Act 537 sewage planning, Lancaster County Planning Commission review, and utility coordination with the Sanitary Sewer Authority, the Columbia Water Company, PPL Electric, and the natural gas provider. This sequencing is led for Saadia Holding by our internal development team in coordination with Dynamic Engineering, Gensler, JB&B, NV5, Silvey, and McNees Wallace & Nurick, and reflects the pace our team is currently executing on comparable PA, NJ, and NC sites.

(c) Construction Start and Phased Completion

Vertical construction commences immediately upon Plan Recording and Developer's Agreement execution. Under Dynamic's preliminary schedule, Phase I (Building 1) construction begins on or about June 28, 2027 — the day following completion of recordation and agreements. Long-lead equipment

procurement, GMP finalization with ARCO, and site mobilization are completed in parallel during the entitlement and recordation period so that the project is ready to break ground without delay upon recordation. The build-out is structured in three sequential phases corresponding to the three planned buildings:

PHASE	SCOPE	DURATION	CUMULATIVE TIMING
Phase 1	Building 1 — approximately 233,000 SF	18 months	Months 0 – 18
Phase 2	Building 2 — approximately 233,000 SF	18 months	Months 18 – 36
Phase 3	Building 3 — approximately 233,000 SF	18 months	Months 36 – 54

Under this phasing structure, the full campus is anticipated to reach completion approximately fifty-four (54) months after Phase 1 construction start — targeting December 30, 2031 per Dynamic’s preliminary schedule. Sequential rather than concurrent phasing was selected deliberately — it allows the project team to capture lessons learned across phases, manages construction labor demand on a regional workforce, supports an orderly utility energization sequence with PPL Electric, and aligns delivery cadence with anticipated tenant absorption.

Preliminary Entitlement Timeline (Dynamic Engineering Consultants, PC)

Dynamic Engineering Consultants, PC has prepared the detailed preliminary entitlement and permitting schedule reproduced in the table below, dated May 6, 2026. The schedule assumes a start date of May 15, 2026 and is organized across due diligence, Columbia Borough land use approvals, Lancaster County review, PADEP environmental permits, PennDOT permits, utility approvals, and a three-phase construction sequence corresponding to the three planned buildings. Schedule durations reflect typical agency review periods; actual timing is subject to change based on the start date, agency review cycles, holidays, and unforeseen circumstances. The schedule assumes one hearing or meeting for each board (with Planning Commission and Borough Council meeting dates to be confirmed prior to attendance) and assumes that a full Sewage Facilities Planning Module will not be required.

TASK	START	END	DURATION (DAYS)
DUE DILIGENCE			
Wetlands Investigation	5/15/2026	5/29/2026	14
ALTA Survey	5/15/2026	6/29/2026	45
Conceptual Design (Prelim Grading/Stormwater)	5/15/2026	6/14/2026	30
Phase I ESA	5/15/2026	6/14/2026	30
Geotechnical (Stormwater Testing)	6/29/2026	7/29/2026	30
Geotechnical (Preliminary GI)	6/29/2026	7/29/2026	30
COLUMBIA BOROUGH			
Sketch Plan Preparation	5/15/2026	5/29/2026	14

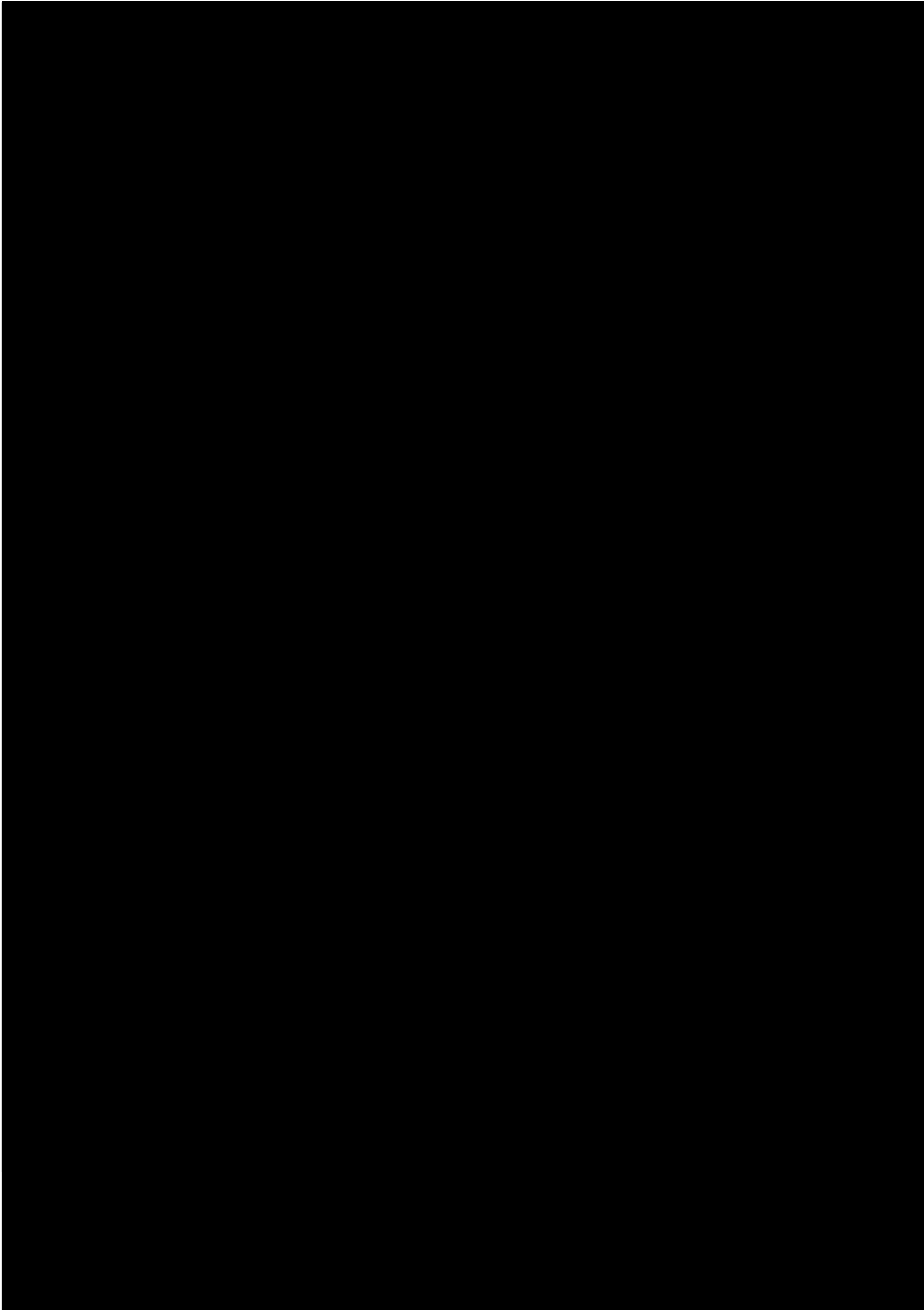
TASK	START	END	DURATION (DAYS)
Borough Sketch Plan Meeting	6/16/2026	6/17/2026	1
Zoning Plan Preparation	6/29/2026	7/13/2026	14
Zoning Hearing Board Meeting (if required)	8/26/2026	8/27/2026	1
Land Development Plan Preparation	8/27/2026	10/26/2026	60
Borough Land Development Plan Review #1	10/27/2026	11/26/2026	30
Land Development Plan Revisions	11/27/2026	1/1/2027	35
Borough Land Development Plan Review #2	1/2/2027	2/1/2027	30
Borough Planning Commission Meeting	2/16/2027	2/17/2027	1
Borough Council Meeting	2/23/2027	2/24/2027	1
Resolution Compliance	2/25/2027	5/26/2027	90
Plan Recording / Agreements	5/27/2027	6/26/2027	30
LANCASTER COUNTY			
County Planning Commission Review	9/29/2026	10/29/2026	30
PADEP			
NPDES Permit	9/29/2026	3/28/2027	180
Act 537 Sewage Planning Mailer	7/30/2026	10/28/2026	90
PADEP Sewage Planning Module (if required)	10/28/2026	4/26/2027	180
UTILITY APPROVALS			
Sanitary Sewer Authority	7/30/2026	1/26/2027	180
Water Authority	7/30/2026	1/26/2027	180
Electric (PPL)	7/30/2026	12/27/2026	150
Natural Gas	7/30/2026	12/27/2026	150
CONSTRUCTION			
Phase I (Building 1)	6/28/2027	12/27/2028	548
Phase II (Building 2)	12/28/2028	6/29/2030	548
Phase III (Building 3)	6/30/2030	12/30/2031	548

Under this schedule, the entitlement and permitting path culminates in plan recording and developer's agreements in late June 2027, with Phase I (Building 1) construction commencing on or about June 28, 2027 and full campus build-out (Phase III) targeted for December 30, 2031. The phasing aligns with the construction sequence described above and provides the Borough with a transparent, milestone-driven view of the work program from contract signing through stabilized operation.

Consolidated Milestone Summary

MILESTONE	TIMING
Bid award announcement	Within 30 days of bid opening (per RFP)
4% deposit	Within 10 days of award
Purchase contract execution	Within 45 days of award
Finalized site plans submitted	≈ 5 months from contract execution (LDP submitted to Borough)
Final, non-appealable Borough approval	Subject to municipal process
Property closing	30 days after non-appealable approval
Construction mobilization	Immediately upon Plan Recording (≈ June 2027)
Phase 1 completion	18 months after construction start
Phase 2 completion	18 months after Phase 2 start
Phase 3 completion	18 months after Phase 3 start
Full campus stabilization	≈ 54 months after Phase 1 start (Dec 2031)

Saadia Holding will provide the Borough with structured progress updates at each milestone, and we are prepared to memorialize these timing commitments in the purchase and sale agreement and in any developer's agreement contemplated by the Borough.



PA Business In Our Sites (BIOS) Coordination

We have noted the Borough's offer to facilitate the transfer of remaining BIOS grant/loan funds, administered through the EDC of Lancaster County. Saadia Holding is highly interested in working with the Borough and the EDC to evaluate that opportunity. Any BIOS-funded component would be incorporated into the project's overall capital plan in coordination with our senior lender, and we welcome an early conversation with EDC representatives to scope the structure.

8. Community Benefits and Neighborhood Integration

Saadia Holding recognizes that McGinness Innovation Park sits within the fabric of an established Columbia neighborhood — surrounded by low-density residential properties, the Borough Fire Department, small businesses, and the half-mile-distant downtown business district. Our approach to integrating this project into that neighborhood is built on five commitments, each of which is consistent with Saadia Holding's stated community commitment principles and with the specific objectives the Borough articulated in the RFP.

(i) Meaningful, Sustainable Tax Base Expansion

The Borough's stated objective is to expand its tax base. Modern data center campuses generate stable, substantial real property tax revenue at a level consistent with high-value industrial uses. Due to the upcoming county-wide reassessment, it is difficult to project anticipated tax revenue, however, it will be significant. The fiscal impact of a stabilized data center campus on a 41-acre site of this scale is materially greater than what a comparably sized warehouse or multi-tenant industrial use would generate over an equivalent horizon.

(ii) High-Quality Employment Across Two Phases

The project will create approximately 500–600 short-term construction and trade jobs and 150–200 permanent technical positions, the latter at compensation levels that consistently exceed regional medians. We will prioritize Pennsylvania-based contractors, Lancaster County subcontractors, and local labor wherever skill sets are available in the regional market.

(iii) Designed for a Residential Neighborhood — With On-Site Public Amenities

Modern data centers are a fundamentally different operating profile from warehouses, distribution centers, or manufacturing — and that difference is what makes them appropriate for a site abutting low-density residential. Our buildings will be fully enclosed, secure, engineered for low noise, set behind landscape buffers and perimeter fencing, and screened from neighboring residential views to the extent practicable. There is no public-facing component, no retail traffic, no overnight tractor-trailer staging, no heavy outdoor industrial activity, and no shift-concentrated peak-hour congestion.

Beyond minimizing impact, the Concept B site plan affirmatively gives back to the surrounding neighborhood. The plan reserves a dedicated area at the western edge of the property — facing the residential blocks along Manor Street and Franklin Street — for a publicly accessible recreation area featuring a playground, a basketball court, and pickleball courts. These amenities are intended to be open to neighborhood residents, providing a tangible day-one community benefit and signaling that this development is being undertaken with neighbors in mind, not in spite of them. We will work with Gensler, Dynamic Engineering, and the Borough during site planning to refine the design, finishes, hours of access, ongoing maintenance arrangements, and any related landscaping. The location and adjacency of the amenity zone to the surrounding residential streets is illustrated in Figure 2 below.



Figure 2. Detail of the western-edge neighborhood amenity zone — proposed tot lot, basketball court, and pickleball courts — facing Fairview Avenue and the residential blocks along Franklin Street. Excerpt from Concept B Rendering (Dynamic Engineering Consultants, PC).

(iv) Direct, Developer-Funded Infrastructure Investment

Saadia Holding will fund infrastructure improvements required to support the development, including water and sanitary sewer extensions in coordination with Columbia Water Company and Lancaster Area Sewer Authority; fiber service coordination with Xfinity and Brightspeed; on-site stormwater management; access improvements (including evaluation of the Borough's previously contemplated 11th Street to South 9th Street connection or alternatives); and any traffic mitigation identified by the formal Traffic Impact Study. Where feasible, infrastructure improvements will be designed to deliver collateral benefit to the surrounding neighborhood.

(v) Transparent, Long-Term Partnership with the Borough

Saadia Holding commits to being a responsible, long-term partner to Columbia Borough — collaborating closely with Borough officials and professionals throughout entitlement, construction, and operation; complying with all environmental regulations; ensuring responsible and efficient water and energy usage; and maintaining open lines of communication with neighborhood residents during construction. We are prepared to participate in public information sessions, neighborhood meetings, and ongoing Borough engagement at the Borough's request.

9. Traffic Impacts

Overview

A defining operational characteristic of modern data center campuses — and a meaningful distinction from traditional industrial, warehouse, or distribution uses — is their minimal traffic generation profile. Saadia Holding anticipates that the McGinness redevelopment will produce a notably low impact on traffic volumes, peak-hour congestion, and roadway wear in the surrounding Columbia Borough neighborhood, both during stabilized operations and across the daily commuting cycle.

Why Data Center Traffic Is Categorically Different

Unlike e-commerce fulfillment centers, distribution warehouses, or manufacturing facilities — which generate continuous tractor-trailer movements, multi-shift workforce turnover, and high peak-hour passenger vehicle volumes — operating data centers are characterized by:

- **A small, stable on-site workforce.** The campus is projected to support approximately 150–200 permanent positions distributed across multiple shifts, resulting in a low concentration of employee vehicle trips at any given peak hour.
- **Minimal freight activity.** Once operational, data centers receive only periodic deliveries of replacement IT hardware, consumables, and routine maintenance supplies — typically a small number of light- and medium-duty truck trips per day, scheduled outside of peak commuting periods wherever possible.
- **24/7 operations with distributed shift patterns.** Because facilities run continuously, employee arrivals and departures are spread across multiple shift changes rather than concentrated into traditional 8:00 AM and 5:00 PM peaks, further reducing the incremental burden on local roadways during the times most relevant to surrounding residents.
- **No retail, customer, or visitor traffic.** Data center campuses are secured, access-controlled facilities with no public-facing component, eliminating an entire category of trip generation that other commercial uses produce.

The cumulative result is a daily and peak-hour trip generation profile that is materially lower than most permitted-by-right industrial uses for comparably sized buildings — a point consistently confirmed by Institute of Transportation Engineers (ITE) trip generation data for the data center land use category.

Construction-Period Traffic

During the construction phase, traffic activity will be temporarily elevated and will consist primarily of construction worker vehicles arriving and departing on shift schedules, materials and equipment deliveries, and concrete and steel truck movements during specific milestones. Saadia Holding will work with the selected general contractor to implement standard mitigation practices including designated construction access routes, off-peak delivery windows where practical, on-site staging and laydown to minimize idling on public roadways, flaggers and traffic control at points of ingress and egress during sensitive periods, and coordination with the Borough on any construction-period road impacts. These practices reflect the protocols Saadia Holding currently employs across its active PA, NJ, NC, FL, and IL development sites.

Formal Traffic Impact Study

Saadia Holding will commission a formal Traffic Impact Study (TIS) prepared by a Pennsylvania-licensed traffic engineering firm in coordination with the development plan submission. The study will be conducted to PennDOT and Columbia Borough standards and will include existing-conditions traffic counts at relevant intersections and access points (including PA-441 and PA-462), ITE-based and project-specific trip generation analysis for both construction and operational phases, capacity and level-of-service analysis at affected intersections, sight-distance and access management review at the proposed site driveways, and any recommended on-site or off-site mitigation measures. The completed study will be submitted to the Borough and to PennDOT (where jurisdictional) as part of the formal site plan application, and Saadia Holding is committed to incorporating the study's findings and any reasonable recommended mitigations into the final design.

Saadia Holding's Position

We recognize that traffic is one of the most immediate and tangible concerns any community considers when evaluating a new development. The McGinness redevelopment has been deliberately programmed around a use case that is among the lowest-impact commercial uses available for a site of this scale — and Saadia Holding is committed to confirming that profile through professional study, transparent engagement with the Borough and surrounding residents, and a willingness to fund reasonable improvements where the study identifies them.

10. Pre-Bid Attendance & Purchase Price

Pre-Bid Meeting and Tour

Saadia Holding attended the pre-bid meeting and site tour held on April 8, 2026, and used the opportunity to walk the property, review surrounding context, and clarify outstanding zoning, engineering, and entitlement questions with Borough representatives.

Purchase Price

PROPOSED PURCHASE PRICE

\$6,350,000.00

Saadia Holding is willing to offer \$20,000 more than the highest competing bid.
Broker Fee of 3% of the Purchase Price will be payable by Seller to Compass Real Estate, LLC at closing.

Saadia Holding will provide the required 4% deposit within 10 days of award notification and will execute a purchase contract within 45 days of award, in accordance with the timeline set forth in the RFP. Saadia Holding is willing to pay \$20,000 more than the highest competing bid. We are prepared to memorialize the timing and certainty of our offer in the purchase and sale agreement and to provide reasonable financial assurances at the Borough's request. Many of the details contained in this proposal are informational only (for example, specific timeframes for permitting and construction) and are intended to be superseded and replaced by the terms included in the purchase and sale agreement executed by the parties, which will constitute the sole binding agreement between the parties with respect to the transaction contemplated hereby.

SAADIA HOLDING LLC

Acquisitions • Industrial Real Estate • Data Center Development
For inquiries related to this submission, please contact the Office of the CFO.

