



A brighter future for everyone

Proposal for the Historic Gas Plant Site,
St. Petersburg, Florida



December 2, 2022

Brian Caper
Director, Economic & Workforce Development Department
City of St. Petersburg
Municipal Services Center, 9th Floor
One Fourth Street North
St. Petersburg, FL 33701

Re: Historic Gas Plant Site Request for Proposal

Dear Mr. Caper:

The Historic Gas Plant Site has potential to define and unite the City of St. Petersburg, by providing a vibrant cultural, entertainment and residential district for the community and greater region. Its potential can only be realized through innovative design, planning and development with the central goal of creating a district that shines not just as a leisure destination with high-end amenities, but as a community asset built to create opportunities and progress for all city residents.

Our 50 Plus 1 Sports team is an ideal partner to the City in achieving these complex goals. We have worked with cities to design and deliver districts that enliven communities through sports, entertainment and culture while answering residents' needs through a diverse array of housing, businesses, and career and educational initiatives that create enduring legacies. The key differentiator with 50 Plus 1 Sports is their commitment to 50% minority-, women-, veteran- and SDV-owned business participation. Further, no other team provides programs that set up businesses and people for success including provided childcare, medical and transportation; along with accelerated payment processes that to minimize cashflow issues.

For this opportunity, we have assembled a team led by 50 Plus 1 Sports, a 100% minority-owned development firm that specializes in projects that engage and serve residents including minority and disadvantaged groups. Our team also includes co-developer Fresh Coast Development Partners, LLC, along with lead architect and planners Garcia Architecture (also 100% minority owned) and AECOM — two award-winning design firms that excel at creating mixed-use districts and sports complexes that incorporate sustainability and racial equity with inspiring architecture, green space and world-class amenities.

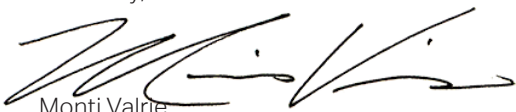
Our vision for the proposed site is a diverse and authentic public space that reflects the needs, passions and cultures of St. Petersburg. It will actively work to serve the public through career opportunities, accessible retail, sustainable infrastructure, various transportation options and connections to adjoining neighborhoods to promote future development.

Our proposal includes a 99-year ground lease between the City and 50 Plus 1 Sports. During the first 40 years of the ground lease, the City will receive \$3,429,294,461 under our revenue sharing program. The revenue share component will continue for the entire 99 year term of the ground lease. In addition, our Community Benefits Agreement proposes that 50% of the total number of apartments will be affordable and workforce units and we are also proposing a \$10,000,000 grant for job training.

Our team is highly qualified and dedicated. We combine broad expertise, experience, local presence and commitment to engaging the City and its residents. We will work with you to create a new heart of the City that supports and complements its iconic new baseball stadium with a thriving, attractive district that serves as a catalyst for — and symbol of — St. Petersburg's bright, inclusive future.

Thank you for considering our proposal. We look forward to further discussing this opportunity at your earliest convenience.

Sincerely,

A handwritten signature in black ink, appearing to read 'Monti Valrie'.

Monti Valrie
Principal and Managing Partner
50 Plus 1 Sports

Proposer's Primary Contact

T: 305.998.9552
E: m.valrie@hotmail.com

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A

Development Team





A. Development team

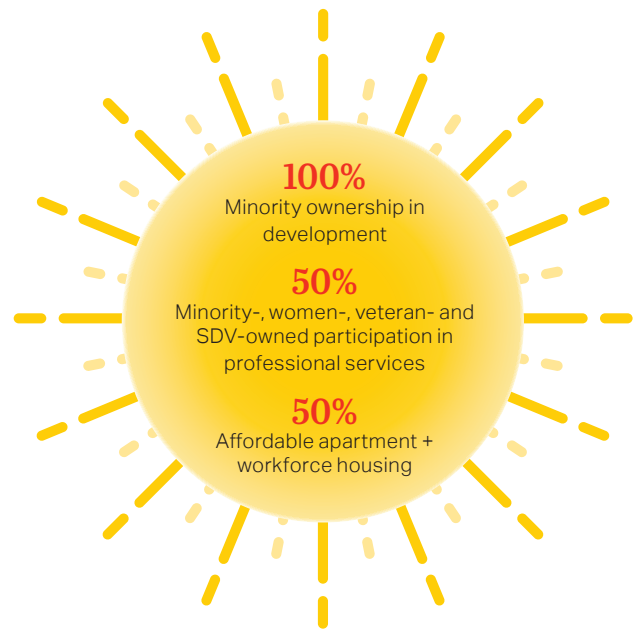
We have the funding, commitment and programs to implement longterm solutions.

LEAD ENTITY: 50 Plus 1 Sports LLC

50 Plus 1 Sports specializes in creating communities that become destinations. Communities that are diverse, dynamic and provide a level playing field that allows opportunities for everyone.

What makes us different? We are a 100% minority-owned firm with the funding, commitment and ideas to make impactful change to the people who need it most.

Not only do we only engage in opportunities where minorities or women-owned businesses have at least 50% participation, but we also have programs and services that many take for granted. Minorities, women and veterans need more than a job — they need practices in place that can help them succeed longterm. This is why 50 Plus 1 Sports develops programs — including accelerated payment schedules and provided childcare, medical and transportation — that support housing options in adjacent neighborhoods and that support the growth of local, minority-, women-, veteran- and Service Disabled Veteran (SDV)-owned businesses. It's about a brighter future for everyone.



Local

hiring priority

Support

to vulnerable staff during site development

Career-building

not just job training

Stadium

financing potential

Profit sharing

potential with City and/or Rays

OTHER ENTITIES:

50 Plus 1 Sports LLC will be the primary developer and owner. They will retain Fresh Coast Development Partners LLC as a co-developer. 50 Plus 1 will be the owner of the project. The other key members of the development team include AECOM, Garcia Architecture, JLL Project Development, Contract Construction, Johnson Consulting, and Foley & Lardner.

GARCIA ARCHITECTURE

One of Garcia Architecture's (GA) passions is working in and engaging with communities to bring vision to life and help those communities realize their objectives. This passion — combined with their support and leadership for other minority- and women-owned businesses, as well as veteran- and SDV-owned businesses — makes them the perfect partner to plan and design the Historic Gas Plant Site neighborhood.

Led by Rafael Garcia, GA has built a practice over the past three decades focused on a unique combination of design creativity coupled with technically savvy execution. Rafael has built a reputation as a principal leader who can shape a project vision and bring to bear the best resources of design and technical talent to deliver results. Public and private clients alike have trusted Rafael to bring to life their designs and look out for their best interests in the execution of the work.

GA has worked in a wide variety of project types including sports and public assembly venues, corporate campuses and offices, high-tech and communications, retail and hospitality, recreation and public safety facilities.

Masterplanning

GA is also very community minded. Rafael and his team optimize their skills in master planning to create neighborhoods where people can live, work, play, entertain, and enjoy life. Working with communities to achieve their vision and seeing those communities become vibrant and self-sustaining is a true joy.

Design Excellence

The professional staff at GA are design leaders and innovators. GA's staff are driven to finding solutions that meet the client's needs and push the envelope of both innovation and design aesthetics. They understand the importance of going beyond the concept and exploring how to deliver on the details. It is in the details that the full potential of a design concept is unlocked. GA has a history of delivering successful, award-winning design projects, having received local, regional and national excellence in design and AIA awards for over 25 projects.

Illustrative Presentation

GA's design staff is skilled in all aspects of visionary presentation. From pencil sketches that quickly study and convey design options to refined watercolor renderings that capture the imagination, they possess the full range of artistry that can inspire and assist in raising funds or approval for capital projects. GA staff is also adept at developing photo-realistic images, walk-through tours of the building design, and aerial imagery of the building site and context.

Project Management and Coordination

GA has a proven track record of leading projects of all types and complexities, coordinating the services of a wide range of engineering and specialty consultants, and delivering the team's services within the expected timeframe. GA works closely with clients to establish schedules with critical milestones and then maintain those schedules. GA is also skilled at developing accurate statements of probable costs through their construction management group Garcia Construction Management (GCM). Beginning with the early design phases of work, they establish costs and preliminary schedules as an essential tool in evaluating options and determining best value approaches to final decision making.

AECOM

Working closely with GA on the planning and design is global firm AECOM. As a full-service firm operating in over 150 countries, AECOM is a new and progressive consultancy with more than 45,000 staff worldwide and 140 offices. Their collaborative approach unites creativity with technical expertise to address complex challenges at all scales. AECOM's best practice solutions achieve notable commercial and investment value success. With proven strength across a very wide range of disciplines, AECOM emphasizes the integration of market analysis, urban design, infrastructure engineering, and delivery strategy in the preparation of our masterplans, concepts and architecture. Their areas of expertise include masterplanning, strategic urban design, architecture, building engineering, interiors, workplace strategies, environmental and social impact assessment and strategic environmental assessment, infrastructure and public transport planning, services and utilities consultancy, archaeology, ecology and landscape architecture.

AECOM's Local Practice

AECOM has had an office in Florida since 1957. AECOM has staff of over 1,000 professionals, administrators, and supporting personnel throughout the state, offering diverse capabilities for our Florida clients. Their practice throughout Florida involves environmental, engineering, architecture, planning, and construction disciplines, and their client base includes both public- and private-sector clients. The Tampa operation of AECOM located at West Courtney Campbell is one of the largest technical offices in the company. Approximately 330 employees are based in Tampa.

AECOM and their subconsultants have worked nationally and locally on many of the key issues and opportunities for your community. AECOM shares your interest in shaping the future growth in your region so that it is more resilient both locally and within the region.



Architecture

Iconic and exciting, venues are shared symbols of hopes and dreams – of athletes, performers, fans and whole communities.

AECOM is a sought-after designer of energizing, experiential venues that translate tradition and image into unique facilities that communities can claim as their own. Employing principles of flexibility and sustainable design, we strive to meet or exceed the business and operational goals of private- and public-sector clients. Setting exceptional design and performance standards, we consistently create destinations that provide lasting memories for people of all ages.

The foundation for our sports architecture practice is the relationships we build as we plan and construct each physical structure. For AECOM, their future success and legacy relies on the quality of their associations and their clients' success. Creating environments to honor clients' rich traditions and set the stage for new ones requires experienced professionals committed to exceptional design and innovation.

Building engineering

AECOM's approach to building engineering innovation focuses on enhancing function, minimizing environmental impact and promoting wellness.

AECOM's building engineering professionals share a common goal of delivering solutions that not only respond to client needs, but also minimize environmental impact and actively contribute to the wellness of the occupants. AECOM's portfolio of complex, challenging, high-profile projects exemplifies our experience and expertise. They understand the challenges that come with renovations and alterations to existing venues, communities, and environments, and can guide clients through solutions that are feasible and cost conscious.

AECOM achieves these results through a design-led approach to building engineering that balances the programmatic needs of a facility with optimizing human comfort and wellbeing, within local climatic, environmental and seismic conditions.

Economics

While most economics teams work independently of the architecture firm and cost estimating firm, we take an integrated approach.

AECOM's economics team works alongside their architects and cost estimators to deliver market research that informs design in real time. Better data equals better design, which equals reliable costs.

AECOM's economics team brings unparalleled experience in economic consulting for large, multi-use developments. They provide analysis that informs successful land use decisions, and courses of action that optimize building programs and return on investment. AECOM's services are designed to help clients understand their markets, assess risks and clarify the uncertainties inherent in any development plan, business strategy or public policy initiative. They assist each client through the due-diligence process of financial negotiations and financing options, as well as engaging stakeholders, season ticket holders, sponsors and donors as early in the process as possible.

AECOM's job is to pull ideas into focus and sharpen the boundaries of a preliminary plan or concept.

Sustainability

AECOM's holistic approach to placemaking includes incorporating sustainability objectives at the earliest phase of the project process.

AECOM works with clients to help them understand their environmental and regulatory contexts and to establish the specific sustainability targets appropriate for their project. AECOM's goal is to create communities, environments and buildings that reduce carbon emissions, conserve natural resources, promote biodiversity, generate economic development and improve social conditions for inhabitants.



High Performance Buildings

High performance design is smart design. It's a methodology that utilizes the very best technology to align our buildings and communities with the natural environment. AECOM's high performance buildings and communities maximize available sunlight and fresh air, harvest rainwater, incorporate local food sources and run off to produce renewable energy. High performance design marries environmental and institutional sustainability with the mission of supporting our clients. The end result is an efficient design with the client in mind.

Technology

AECOM balances tomorrow's technology with today's robust solutions that enhance functionality, sustainability and efficiency by creating synergies between technology systems and buildings and spaces. AECOM's big-picture approach stems from their understanding of the built environment and the role technology has come to play in our world. From visioning and concepts, to design and integration, to delivery, maintenance and monitoring, AECOM deploys an integrated approach to developing solutions for electronic security, cyber security, audiovisual, voice, data, converged networks, workplace solutions, Wi-Fi, in-building cellular, public safety and user experience. They utilize a smart building design approach that pursues the integration of traditional technologies with the emerging trends in IoT, beaconing, location tracking, collaboration, scheduling, workspace usage, lighting and environmental controls.

Strategy+

AECOM's strategists enable their clients to understand and capitalize on a vital dynamic that drives organizational performance — the relationship between people and the design of physical place.

AECOM's work demonstrates that policy and other changes involving people and place can deliver tangible and sustainable business value. Solutions are derived through rigorous and clearly structured evidence and from their ability to really listen to the aspirations, strategic needs and practical commercial concerns of our clients. Their Strategy+ group combines research, strategy and spatial concepts for occupants, designers and owners.

AECOM's approach is informed by a deep understanding of the changing nature of working and learning globally, regionally and locally, and is applied across a range of sectors – sports venues, corporate workplaces, government workplaces, learning and research environments, and healthcare environments.

As renowned thought leaders in the strategic use of place for more than 30 years, AECOM continues to develop solutions that generate sustainable business value.

Landscape Architecture + Planning

Through AECOM's holistic understanding of how land, communities and built spaces interact, they design gathering places that meet their peak performance requirements while serving year-round as high-quality environments. AECOM landscape architects design the places where "community" happens and where neighborhoods draw their sense of place and identity.

AECOM anticipates the needs of major events, including the movements of large crowds, the use of major equipment, needs for power and water and the importance of visibility and signage. While designing open spaces to meet these requirements, we incorporate a view to how these spaces will function when the crowds have gone — how they will serve community members in passive recreation and how they will enhance the ecology and aesthetics of their surroundings. Landscapes fulfill ecological functions, such as stormwater management and harvesting, while they serve a role in society. There is an approach that uses carefully designed pieces of land as the unifying element of integrated projects and their greater contexts.

People + Places Advisory (PPA)

Optimizing the relationship between people, place, and performance for 50 year. AECOM's PPA is a strategic consultancy with a singular focus: designing the best possible places for your people and your objectives. AECOM's insights transform spaces into destinations that enhance human wellbeing and drive organizational performance.

Designing quality places is becoming more and more complicated: hybrid lifestyles are emerging, physical and digital are converging, health and wellness have become essential, and people are demanding more in the way of experience. Amid this complexity, flexibility is more vital than ever. With PPA, you have a trusted advisor who will guide your organization through these changes and develop innovative ways to occupy and experience your spaces. AECOM delivers strategic insights and creative design concepts that are grounded in user research and expertise in human behavior. The team will take you from visioning workshops and space programming to pilot studies and change management to create spaces that are fit for the future.

Asset Management

AECOM understands that many of their clients are under increasing pressure to gain additional value from their assets.

For more than 20 years, AECOM has been at the forefront of implementing asset management and sustainable infrastructure planning solutions. Their team of management, business, engineering and technical professionals has established a strong reputation and track record for delivering industry-leading solutions and for adding value to our clients' organizations. We utilize our experts from Canada, the United States, Australia, New Zealand and the United Kingdom to deliver world class solutions and best practice expertise.

AECOM helps clients plan, design and construct many of their assets and is perfectly positioned to help clients build their asset management systems. Asset management is the systematic approach to the realization of value of an organization's tangible and intangible assets over the entire life cycle.

FRESH COAST DEVELOPMENT

Fresh Coast Development is a boutique real estate development company which participates in projects provided the projects have a significant social impact, are catalytic and provide our investors with the required return. The owners of their company are keenly aware that projects are driven by creative design and sensitivity to the environment while also understanding that a successful project must be economically viable. They are selective about their projects because they want to have a lasting impact on the communities where they do business. The company is deeply involved in every aspect of their projects- design, entitlements, development, construction, finance, investment, ownership, operations, asset management, property management and asset disposition. Fresh Coast Development principals have been involved in the development of millions of square feet of mixed-use developments in at least 30 states. They develop projects on time or early, on budget or for less than the budget and deliver projects which meet client expectations.

Fresh Coast Development is a co-developer and will support 50 Plus 1 Sports with this initiative.

JONES LANG LASALLE (JLL)

JLL is a leading global professional services firm that specializes in real estate and investment management. JLL assists its customer in the acquisition, financing, investment, building, management and disposition of all types of real estate projects throughout the world. JLL shapes the future of real estate for a better world by using the most advanced technology to create rewarding opportunities, amazing spaces and sustainable real estate solutions for our clients, our people and our communities. By combining innovative technology with world-renowned expertise, JLL is unveiling opportunities that create a brighter future for all.

At JLL, they take pride in doing things differently. JLL sees the built environment as a powerful medium with which to change the world for the better. By combining innovative technology and data intelligence with their world-renowned expertise, they are able to unveil untapped opportunities for success. From tech startups to global firms, their clients span industries including banking, energy, healthcare, law, life sciences, manufacturing, and technology.

While JLL has a vast array of services, for this project, JLL will provide Capital Markets services, Project Development and Construction services, and Brokerage services to 50 Plus 1.

Capital Partner

Through JLL's unparalleled market knowledge, consultative mindset, and proven expertise, they have earned their place as one of the largest and most successful commercial real estate capital markets intermediaries. Their access to debt and equity worldwide is unmatched in the industry and this access ensures JLL will match the best financial alternatives to the project. With experience in all major property and transaction types, their capital markets advisors draw on their deep understanding of local markets and on the strength of their capital markets relationships to ensure the best outcomes, no matter how complex the project. JLL's unique team approach offers: (1) client-centric focus on delivering optimal results, (2) collaborative culture that fosters teamwork, (3) shared market intelligence available through their proprietary Capforce data analytics system, and (4) consultative emphasis.

Their Corporate Capital Markets platform bridges the world between real estate and finance by developing strategies that align capital, occupancy, and growth decisions for corporate and institutional clients. Through in-depth financial analysis, they evaluate strategic solutions to help you make the most of the buildings you own.

As shown in the graph on the next page there is not a single intermediary in the world that can match JLL's access to the capital markets.

Project Development Series (PDS)

For most people, developing a project and managing its construction is an overwhelming and infrequent event. In Project Development and Construction Services (PDS), JLL does it every day.

Since 1967, JLL has been helping organizations in a broad range of sectors bring their projects to reality. With PDS, JLL reduces the risks and delivers projects on time and within budget. They bring the owners vision to life – painlessly.

With one of the strongest project management teams in the world, JLL can handle any project, no matter how complex. They provide a full spectrum of project and development management services to manage new construction. JLL's experience covers almost every business sector and property type. PDS services include:

- Development Feasibility Studies
- Master Developer Services
- Development Management
- Schedule and Budget
- Site Analysis
- Due Diligence
- Construction Management

Brokerage

JLL's approach to agency leasing stems from many decades of experience across the globe. They have refined their service delivery and platform based on client goals for an asset or portfolio, working to future-proof their asset to meet those goals, whether a short-term hold or long-term value-add: our teams focus on solutions, solid financial analysis, creativity and excellent communication, and strategic property marketing. JLL combines innovative leasing and marketing strategies with an eye toward tenant retention and leasing vacant space. They blend the shared knowledge and best practices of a leading global company with personal attention, unmatched relationships and one-stop customized services. JLL provides:

- Tenant insight
- Accountability locally and nationally
- Dedicated Property Marketing team
- Leading market research
- Real-time reporting

JLL's long-standing relationships with tenant representation brokers within and outside of their firm gives them extensive knowledge of prospective tenants. You benefit because your building is top of mind before the next deal hits the street. They know which tenants are in – or will be in – the market and what kind of space they're seeking.

JLL helps building owners engage with tenants, maximize lease values, and enhance their assets' desirability and competitiveness. With more than 250 experts, they support clients in 60 locations across the country. Their dedicated team develops strategic programs to help tenants feel more empowered and fulfilled by fusing together their home-life and work with authentic, engaging experiences. The quality of their services is an amenity that attracts tenants and differentiates properties in a competitive world of evolving choices.

Industry position

\$315B in global capital markets transactions in 2021

Capital Markets global position

Americas	\$196B 2021 Capital Markets volume	#1 Ranked Total Debt Origination	#2 Ranked U.S. Investment Sales & Advisory broker
EMEA	\$85B 2021 Capital Markets volume	#2 Ranked Investment Sales & Advisory	
Asia Pacific	\$34B 2021 Capital Markets volume	#2 Ranked Investment Sales & Advisory	

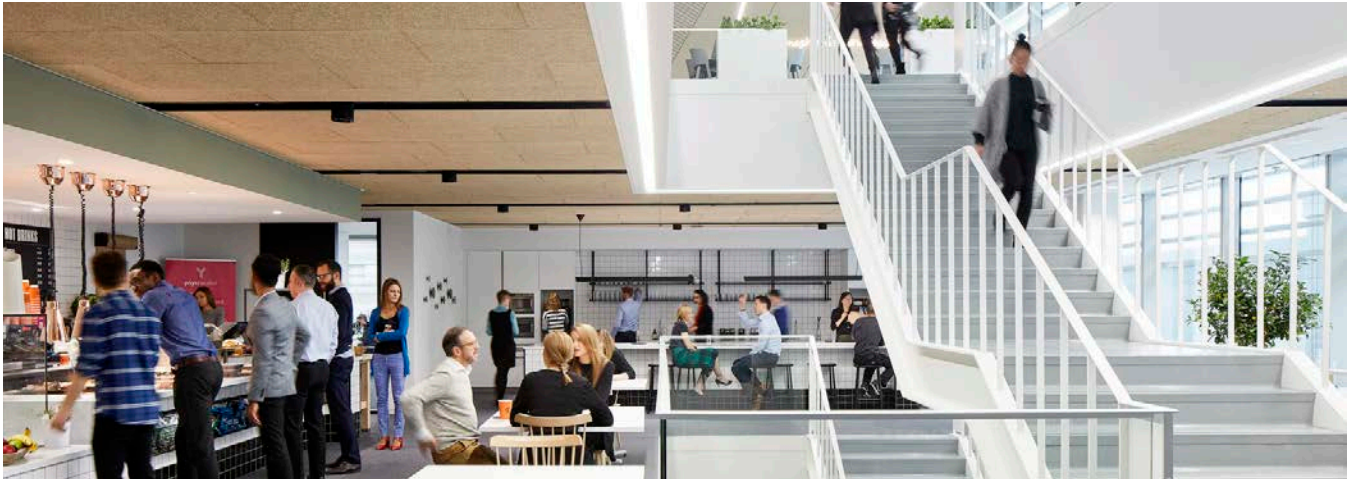
Capital Markets U.S. industry position

Debt Placement		Equity Placement	Investment Sales & Advisory	M&A and Corporate Advisory	
#1 Total Loan Originations	#1 Insurance Company Originator	#1 Seconds/Mezzanine/ Preferred Equity Structures	#2 Broker in U.S. overall	#6 M&A and Corporate Advisory Sell-side Advisor	#10 M&A and Corporate Advisory Overall Advisor

U.S. Investment Sales & Advisory brokerage ranking by property type

#1 Retail	#2 Office	#2 Seniors Housing	#3 Multi-housing	#3 Industrial	#3 Medical Office Building
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Source: Mortgage Bankers Association, Real Capital Analytics, Real Estate Alert | M&A and Corporate Advisory rankings are S&P Financial ranking for sell side M&A since 2012. Includes Legacy HFF, Hentschel & Co. and Gleacher & Company team.



KENDRICK MEEK

Advisor

Kendrick Meek is an experienced advisor and former lawmaker who built a strong legislative record in the Florida House of Representatives, Florida Senate and U.S. Congress. As a former congressman, he was elected to succeed his mother, Carrie Meek, Florida's first black elected Congress member since Reconstruction. He led an initiative to reduce class sizes in Florida's public schools, and drove legislation that included economic development, improved social services, and criminal justice initiatives.

He also worked to ensure minority firms have access to federal dollars for contracting opportunities. During his tenure, his top domestic priorities included education and health care.

GERSHOM FAULKNER

Advisor

As a legislative affairs advisor with over 20 years of experience in the government sector at the city, state, and federal levels, Gershom Faulkner, has been motivated by service to his country and to the community. A decorated U.S. Marine, he served honorably during the Gulf War and was awarded several commendations. Gershom exchanged his military service for service to his community. He is actively involved as a member of numerous organizations including: Current member of the Southside St. Petersburg Community Redevelopment Area (CRA) Ad Hoc Planning Committee; Current member of the City of St. Petersburg's Civil Service Board; Deacon Board of Exceeding Grace Christian Center; Immediate Past President of the St. Petersburg Midtown Rotary Club; Neighborly Care Network Inc; Leadership St. Pete Alumni Association; Boy Scouts of America and the Past Chair of the City of St. Petersburg's Nuisance Abatement Board.

MICHELLE LIGON

Attorney

With strategic national initiatives involving investment product development, licensure, and target market development, to her credit, Michelle Ligon served as Associate General Counsel for Dunn & Bradstreet - Health Plan Services, Inc., in Tampa, Florida, where her formidable background in industry regulation, corporate compliance, taxation and strategic product and market development, opened yet another door to quasi-judicial appointments in Tampa Bay Area planning, zoning, and historic preservation.

Her continuing and current professional engagements include residential, commercial and mixed-use real estate development and urban planning. With a particular passion for sustainable revitalization, she is also noted for her contributions to award-winning Bay area plan design and zoning districts, Brown Field Recovery efforts, as well as public policy and governance matters involving neighborhood preservation, and the successful launch of sustainable commercial corridors fed by economic development opportunities for historically underserved and disadvantaged constituents.

JOE BRYANT

Landscaping, Site Development, and Grading Contractor

Joe Bryant, is the owner of a *Minority-owned company* offering high-quality commercial landscaping, site development, paving, demolition and grading services. They specialize in grading, tree removal, land clearing, excavating, erosion control, and site preparation services. They currently hold a contract with the City of St. Petersburg.

PINNACLE CONTRACTING GROUP

Founded in 2004 in Jacksonville, Pinnacle Contracting Group is a *Women-owned Minority firm* that specializes in commercial and residential construction, and construction management services. They have over 25 years of experience in the construction industry.

General Construction & Construction Management Services

As a general construction company, Pinnacle Contracting Group provides the required tools for successful construction process. They provide construction management services to oversee all aspects of construction for clients, keep projects on track and minimize risk, and provide project controls, administration and field oversight.

CONTRACT CONSTRUCTION

John Farley, CEO, co-founded Contract Construction in 1984. Upon establishing financial stability, net worth and bonding capacity through negotiated residential and light commercial projects, Contract Construction began bidding public projects in the mid to late 1980s.

In 1994, the company began to focus on fewer but larger projects to enable more focused project management and continuity within the company's personnel. Greg Hughes, President, joined Contract Construction in 1998 and immediately elevated the company's ability to bid, procure, and manage projects over \$20 million.

As the company's reputation developed, the opportunities for negotiated work (Construction Management At-Risk, Design-Build, and Integrated Project Delivery) broadened while still maintaining the intensity for success in the hard-bid market. With year after year of success, Contract Construction has become a trusted partner for projects—both large and small.

Construction Management

Their construction management group oversees all aspects of construction for clients. They provide projects on track and minimize risk. Additionally, they provide project controls, administration, and field oversight.

Cost Estimating

Contract Construction has cost estimators, schedulers, and risk analysis specialists. They specialize in life cycle costing, economic analysis, construction management, facility requirements and planning, master planning, and historic preservation, including budgeting, condition surveys, and federal compliance issues. Team members are Certified Cost Professionals, Certified Planners, Certified Charrette Managers and Facilitators, Construction Control Professionals, and/or Registered Quantity Surveyors.

C.H. JOHNSON CONSULTING, INC.

Development Resource: Sports and Real Estate Planning and Consulting

C.H. Johnson Consulting, Inc. (Johnson Consulting) is a Subchapter S corporation. The firm was founded in 1996 and headquartered in Chicago, Illinois. Johnson Consulting has conducted hundreds of engagements in the U.S., Central and South America, Asia, Africa, and Europe with a focus on economic, market, and financial analysis for a variety of land uses, including: sports venues, convention centers, hotels, retail, housing, and specialized development throughout pre-development and through continuing operation.

Johnson Consulting has been leaders in the sports and real estate planning and consulting fields for several decades. They are nationally recognized for their market research, deal structuring, and consulting expertise for sports facilities and associated real estate districts. Their firm is an industry leader in market and case study analysis, economic and fiscal impact projections, operational audits and strategic planning for municipalities, authorities, universities, and economic development agencies. Johnson Consulting regularly works on complex sports facility projects, including: multi-use complexes, stadiums, arenas, recreation centers, and indoor practice facilities. They also specialize in public-private partnerships and the utilization of alternative funding strategies to execute development projects.

FOLEY & LARDNER LLP

Foley is an *AmLaw 50* law firm consistently ranked among top-tier practices. We provide an unmatched level of client service, innovation, and value – all tailored to meet our client’s specific needs.

Real Estate Attorney

Their Real Estate attorneys bring years of experience and excellent contacts to both national specialty and big-box users on their mixed-use developments. They regularly provide representation on overseeing development approvals; negotiating entitlement documents with local governments; drafting restrictive covenants and site development agreements with an impressive range of national users; and negotiating and preparing retail leases and financing.

Foley & Lardner work with clients to devise a comprehensive strategy that includes advice on all areas of development; working with land acquisitions; handling permitting concerns; forming public-private cooperation agreements; helping to secure financing; advising on construction and operations issues; forming partnerships; and negotiating leases and contracts, including negotiating and drafting construction contracts, leases with public bodies, suite license agreements, and concession contracts.



STIFEL

Stifel Investments was founded in 1890 and holds itself out as the number one issuer of municipal bonds in the U.S. The Public Finance Group at Stifel raises capital to fund infrastructure projects, stadium and entertainment venues, school projects and other municipal projects. Stifel is a full-service investment bank, offering securities brokerage, trading, research, underwriting and corporate advisory services globally. Their expertise spans sectors and products in both public and private markets. They are driven by relationships, not transactions, and are committed to earning long-term trust from their clients. The breadth of Stifel’s platform and experience of their people uniquely positions them to provide a range of solutions with the ability to quickly pivot as client needs evolve. Stifel’s experience and expertise in the issuance of bonds will help us in the financing of the stadium and other aspects of the project. We have valued the insights Stifel has given us on other projects and believe Stifel is uniquely positioned to assist us in any bond transactions needed for the project.

Capital Partner

Delivering results through deep industry experience and an integrated, collaborative approach. Enabling success for clients is at the center of everything Stifel does. Whether their clients are seeking capital, strategic advice, trade execution, investment ideas, or other institutional services, the Stifel team of professionals brings an intense focus and commitment to excellence to every assignment. The lifeblood of our business is the relationships our associates create with their clients and with each other.

Stifel’s success is rooted in our culture. They are committed to providing an entrepreneurial environment that rewards collaboration, hard work, and empathy. This collaborative and accepting environment, which they believe makes Stifel unique among our industry peers, has allowed them to more effectively integrate and align our efforts across the organization, transforming their business for the benefit of clients.



EASTDIL SECURED

Eastdil is arguably the premier investment banking group in the real estate market in the U.S. and the world. Eastdil is a privately-owned company and was the first investment banking group to specialize in real estate. The company has numerous offices in the U.S., Asia and Europe. Many real estate investment banking companies state they have worldwide connections, but Eastdil can truly deliver on this promise. Their global connections to capital will assure us we are obtaining capital in the most efficient and cost-effective manner. In the last 15 years, Eastdil's global volume of real estate transactions have exceed \$2.7 trillion.

Capital Partner

A Trusted Advisor in the Commercial Real Estate Capital Markets, Eastdil Secured is the global real estate investment bank that uniquely combines commercial real estate and capital markets expertise. As a privately held firm with significant employee investment, Eastdil Secured provides truly independent advice from a global perspective with the mission to create value for our clients through creative, and actionable ideas.

Collaborative, Knowledge-Driven Team, Eastdil Secured operates with the highest level of internal connectivity and trust in the industry. They thrive on collaboration with every transaction supported by the efforts of the entire firm. Eastdil Secured's collective team knowledge and first-hand experience is matched with their new state-of-the-art technology, expert-level underwriting, innovative structuring, highly effective investment banking approach and unparalleled speed-to-market. This unique combination is enhanced by their global reach and longstanding relationships in the executive suites, as they connect the dots across sectors, geographies and throughout the capital stack.

CBRE

CBRE is the world's largest commercial real estate services and investment company, with the #1 global market position in leasing, property sales, outsourcing, property management and valuation. CBRE is also the largest commercial property developer in the United States, and has nearly \$144 billion of Assets Under Management within our Investment Management business. Our more than 105,000 employees (excluding Turner & Townsend employees) serve clients in over 100 countries, including over 90% of the *Fortune 100*.

Capital Partner

CBRE has long been recognized as the global leader in providing capital market services. In addition to an unparalleled presence in North and South America, CBRE has many offices in Asia, Europe, Middle East and Africa. Offering undisputed leadership in commanding global capital, CBRE's network, culture of collaboration, world-class reputation and long-standing relationships with global investors and capital sources ensures, creative and efficient financing structures, speed to market and higher probability of success. Our experience with CBRE has shown us they have a deep understanding of both public and private equity and debt capital markets. In 2020, CBRE financed more than \$44 billion in U.S. real estate transactions and more than \$89 billion globally. CBRE's mission is to realize the potential of their clients, professionals and partners by building the real estate solutions of the future. From instilling confidence in today's decisions to re-imagining tomorrow's spaces, they thrive in complex and ever-changing environments.

BAIRD

Baird is a leading middle-market investment bank with a particular expertise in the real estate industry. Baird's Real Estate Investment Banking team has an established track record of providing clients with comprehensive strategic advisory and capital market services. The group's transaction experience, ongoing projects and frequent dialogue with industry participants provide unique insight into the real estate capital markets. Baird has a strong presence in the U.S. as well as in Europe. Since its inception, the Real Estate Investment Banking group has raised billions of dollars for its clients. Baird maintains financial strength and stability through even the most challenging market environments, helping ensure that we will be there to guide and advise you when you need us most.

Baird's broad financial expertise and resources, strategically located in offices on three continents, enable us to serve your specialized needs and help you reach your financial objectives, wherever they may take you.

Capital Partner

Baird's cultural commitment to integrity and excellence begins at the top. The long tenures, diverse backgrounds and complementary perspectives of their Executive Committee ensure the quality and continuity of their leadership – a key strength in building and developing both talent and client relationships across their businesses.

JMAC COMMERCIAL

JMAC Commercial is a boutique, full-service firm which originates, underwrites, processes, packages and places commercial debt and equity. The firm is an extremely entrepreneurial company which has a long history of sourcing debt and equity for large and complex projects. Like many larger companies, JMAC has a worldwide network of debt and equity sources and at the same time JMAC focuses on personal services to its developers and borrowers. JMAC's capital sources include life insurance companies, pension funds, national and international banks, high net worth individuals and family offices.

JMAC specializes in offering Commercial Construction Financing and builder line of credit financing. Property types include any income producing commercial project and single family spec, infill, or subdivision financing. Land acquisition and development and build to rent.

Capital Partner

JMAC represents developers, sponsors, and other commercial real estate investors. Examples of capital providers include: Life insurance companies, Pension funds and their advisors, National and international banks, Regional and local banks, CMBS lenders and servicers, Family offices, and high net worth individuals.

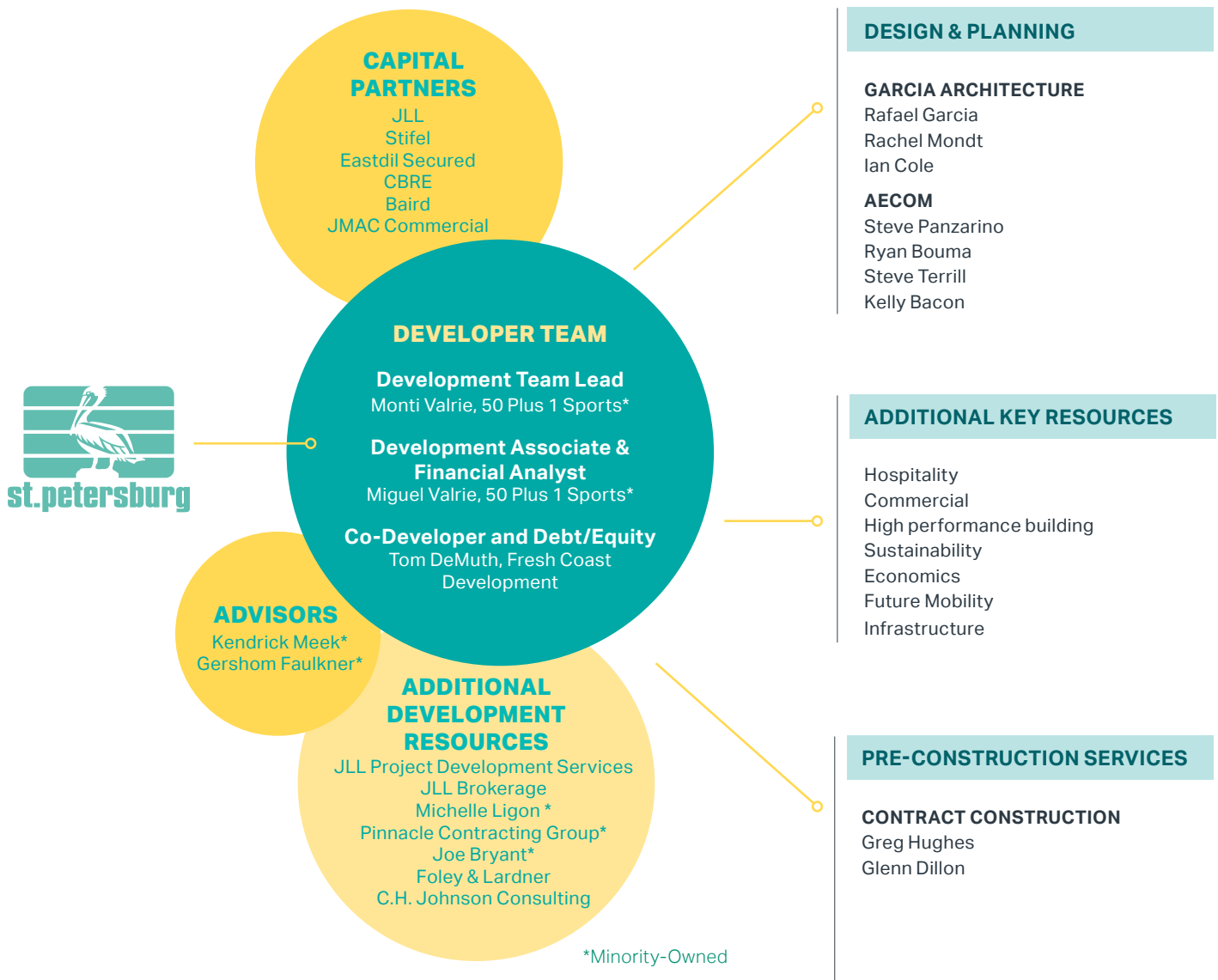




ABILITY TO WORK COOPERATIVELY WITH MULTIPLE CLIENTS AND ENTITIES:

We're team players

50 Plus 1 Sports, Fresh Coast Development, AECOM, and Garcia Architecture have worked on numerous projects in the past and are working several projects at this time. Prior to founding 50 Plus 1, Monti Valrie consulted on many projects with AECOM. Both Monti Valrie and Tom DeMuth have worked on multiple projects with Garcia. AECOM and Garcia have teamed on multiple projects prior to the St. Petersburg project.



Our team is experienced, creative, capitalized and ready to deliver this project to the City.

KEY INDIVIDUALS ASSIGNED TO THE DEVELOPMENT AND THEIR ROLES AND RESPONSIBILITIES:

Project Leadership

Our focus is to provide St. Petersburg with the high-quality people, systems, and procedures to promote successful project delivery. A second component of our project management strategy is to implement an organized and consistent approach based on proven project management methods and procedures. We will tailor our management plan as the project assignments develop. The third component of our strategy is to practice regular and open communications with all project stakeholders. We will employ a partnering style based on transparent and honest communication.

Monti Valrie will lead the development team and his primary responsibilities will include day-to-day interface with City of St. Petersburg, leading the design effort with our architects, obtaining all approvals for the project and many other tasks. As a co-developer, Tom DeMuth will be responsible for coordinating with the design team, obtaining debt and equity for the project, working closely with the construction manager, pricing the cost of the project, managing the project schedule, marketing the project and many other items.

Staffing

Our team members and subconsultant partners were selected due to their experience with similar projects and knowledge of St. Petersburg. Our team blends site redevelopment consulting, real estate market & financial feasibility analysis, master planning, transportation planning services, architecture, urban design, planning, infrastructure, resiliency, sustainable development, and economics to help cities and communities thrive. Our work positively impacts cities and communities through integrated design that addresses social space, active mobility, natural habitats, culture, and resiliency.

Developer Key Team Members



Lead Developer, Monti Valrie

Monti will lead the development team and his primary responsibilities will include day-to-day interface with the City of St. Petersburg, leading the design effort with our architects, and obtaining all approvals for the project. Monti created 50 Plus 1 Sports based on his core belief that diverse experiences lead to fresh ideas, perspectives and business values. His firm is the first minority-owned national sports financing and development firm to require 50% minority, women and veteran participation in every financed project.



Development Associate and Financial Analyst, Miguel Valrie

In his role, Miguel will conduct market assessments and provide real estate development advice. His work will include all stages of the project lifecycle, including market analysis, economic demand forecasts, development strategy and planning, financial analysis, commercial structuring, transactions and asset disposal.



Co-Developer and Debt/Equity, Tom DeMuth

Tom will be responsible for obtaining debt and equity for the project, working closely with the construction manager, pricing the cost of the project, marketing the project and many other co-development tasks. Tom has worked with providers of debt and equity, as well as bond financing, new markets tax credits, historical and low-income tax credits, EB-5 funding, PACE financing, energy tax credits, HUD 108 loans, TIFs, TIDs, and more. Tom has been involved for almost 25 years in every aspect of developing large and complex real estate projects.

Design and Planning Key Team Members

GARCIA ARCHITECTURE



Rafael Garcia

As sole owner of Garcia Architecture, Rafael is integrally involved in every aspect of the firm. He will bring hands-on involvement as principal of design, addressing the planning and design of the project that will help shape the community's future. His designs have received local, regional, and national awards.



Ian Cole

As design leader, Ian is skilled in creating excellent design concepts. From sports to commercial business, to multi-family housing, he has an advanced understanding of what makes spaces productive for business, engaging for entertainment, and comfortable for living.



Rachel Mondt

Rachel will serve as project manager for design from conceptual design through design development. She will remain with the project through production of construction documents and construction administration, coordinating the refinement of the design.

AECOM



Steve Panzarino

Recognized for his expertise in complex projects, Steve's experience is vital to the team. He will lead the programming, planning and design of this complex project, and will work with our design and management team to provide innovative solutions. He will provide unparalleled insight and understanding of the varied operational and organizational structures of different local agencies and the appropriate planning and design strategies to create optimal environments for the community.



Steve Terrill

Steve leads the East Coast practice for AECOM Sports + Venues. With more than 30 years of experience, he has spent the last 15 years specializing in the sports facilities market. As a planner, programmer, and designer, Steve will bring a unique perspective to the planning and design of your athletic facilities to provide entertainment opportunities for the entire community. He will oversee design, lead workshops, and design presentations, and work closely with Garcia Architecture. Clients often cite Steve as the best all-around architect with whom they have worked, due to his integration of design with functional and financial program requirements.



Ryan Bouma

Ryan is a landscape architect and urban designer who will work to advance urban resilience and productive redevelopment. He will provide planning for racial equity, master planning, and urban design. He leads regenerative planning and public realm design efforts around the globe, emphasizing the social, environmental, and economic resonance of landscape infrastructure. Ryan's multi-disciplinary and multi-functional approach has led to award-winning projects in both the public and private sectors. He places strong emphasis on artful solutions and enjoys taking projects from concept to construction.



Kelly Bacon

Kelly is a national business line leader in workplace strategy, and leader of AECOM's Strategy Plus Studio. She has 20 years of experience in real estate, design, and strategy across business sectors including publishing, media, financial services, not-for-profit, professional services, and federal and local governments. Kelly will draw on her training in behavioral research methods, business, and communication strategy to help 50 Plus 1 Sports and the team to navigate the complexity of the project.

Capital Partner, Project Development Services, & Brokerage

JONES LANG LASALLE (JLL)



LaShawn Bates, Executive Leadership

LaShawn Bates is the North and Central Florida Market Director at JLL. In her role at JLL, LaShawn is responsible for execution of the firm's business and financial strategic plan that generates revenue in excess of \$100 million from Brokerage, Property Management, and Project Development Services. LaShawn has 20 years of industry experience in commercial real estate acquisitions, dispositions and debt/equity placement.



Lee Weaver, Capital Market

Lee is a Senior Managing Director in the Tampa office of JLL Capital Markets, Americas, and co-heads Tampa and Central Florida teams. Having over 25 years of experience in the industry, Lee has a strong track record arranging joint venture equity and preferred equity financing with a focus on student housing. He has been involved in more than \$9 billion in commercial real estate transactions during the course of his career.



Rod Barnes, Executive Leadership

As the Market Lead for the state of Florida, Rod Barnes is responsible for the strategic and operational direction for the Florida Region including business development, strategic growth, and resource management. He works closely with state leadership to collaborate with clients, devise creative solutions and drive long-term value.



Rayane Plyler, Project Development Services

Rayane leads the Central Florida Market where she is responsible for the delivery of interior tenant improvements, building capital improvements, and ground up development projects throughout the Tampa, Orlando, and Jacksonville regions. She has worked in architecture and construction industries with projects throughout the Southeast.



John H. Pelusi, Jr., Capital Market

John is currently an Executive Managing Director and a member of JLL's Global Capital Market's Advisory Committee, JLL's U.S. Executive Committee and JLL's Leadership Team within JLL's Capital Markets, Americas Group. John has more than 39 years of experience in the commercial real estate industry, has consummated real estate transactions, in-excess of \$30 billion, and has consulted on more than \$70 billion of public to private transactions.



Brent Miller, Brokerage

Brent Miller is Managing Director at JLL and is the Brokerage Lead for the Tampa Bay market. Brent is responsible for leading JLL's tenant representative office and industrial brokerage services including growth strategies, client development and the implementation of corporate initiative. Brent has over 20 years of experience representing office and industrial occupiers concentrating on property acquisitions and dispositions, lease restructuring and portfolio management.

Advisors

KENDRICK MEEK



Kendrick Meek

Kendrick will serve as an advisor to 50 Plus 1 Sports. He currently serves as a senior advisor to a diverse group of companies in the health care, homeland security, agriculture, and financial services sectors. He draws upon his strategic skills developed over a long tenure in politics, including his time in the U.S. House of Representatives, Florida State Legislature, and as Special Representative to the United Nations.

GERSHOM FAULKNER



Gershom Faulkner

Gershom is a legislative affairs specialist with over 20 years of experience in the government sector at the city, state, and federal levels. He will serve as an advisor to 50 Plus 1 Sports.

Attorney

MICHELLE LIGON



Michelle Ligon

Michelle will serve as an attorney on the 50 Plus 1 Sports team. A strong proponent of corporate responsibility, she consults with small, minority-owned, and disadvantaged business enterprises. Michelle brings a unique layer of credibility with her extensive knowledge in law, economics, financial services, as well as related civic and social organizations.

Landscaping, Site Development, and Grading Contractor

JOE BRYANT



Joe Bryant

Joe Bryant is the owner of a minority-owned company specializing in landscaping, site development, paving, demolition and grading services. He has over 54 years of experience and is currently working with the City of St. Petersburg. He will serve as a landscaping, site development, grading contractor to 50 Plus 1 Sports.

General Contractor

PINNACLE CONTRACTING GROUP



Delphinia Davis

Delphinia has over 25 years' of experience advancing shared company goals and business success. She has unique and multi-faceted industry knowledge of budget management, project controllership, leadership development, and financial operations. As a women-owned minority general contractor, she specializes in commercial and residential construction and construction management services.

Real Estate Attorney

FOLEY & LARDNER LLP



Allison McKown

Allison McKown is a senior counsel and real estate lawyer with Foley & Lardner LLP. Allison focuses her practice on representing investors, developers, property owners, tenants, financial institutions and private lenders in all aspects of commercial real estate transactions. She is a member of the firm's Real Estate Practice. She is a St. Petersburg native and resident and is based in Foley's Tampa office.





Pre-Construction Services

CONTRACT CONSTRUCTION



Greg Hughes

Greg is experienced in all types of construction from private, public, performing arts and sports facilities. He will serve as the Pre-Construction Project Manager and will coordinate with Monti, and the Design and Planning team. His responsibilities will include budgeting, value engineering, coordination and scheduling within confines defined by the Owner, preconstruction, GMP Negotiation and construction services.



Glenn Dillon

Glenn will serve as the Chief Estimator. He will provide accurate quantitative analysis, budget conscious value engineering, and multi-phase design evaluation.

Sports and Real Estate Planning and Consulting

C.H. JOHNSON CONSULTING, INC.



Charles Johnson, IV

Charles is a nationally recognized real estate consultant with nearly 36 years of experience in the general real estate, hospitality, convention, and sports consulting fields. He will serve as a sports and real estate planning consultant.



Brandon Dowling

Brandon will support Charles as a sports and real estate planning consultant. He has completed over 100 public assembly facility feasibility studies. He specializes in market and financial analysis for public assembly facilities, with specialized expertise in financial modeling, market research, data analytics and industry best practices.

Equity, Diversity, & Inclusion

Small, Women-owned, Minority-owned, Veteran-owned and Service-disabled Veteran-owned Partners

At 50 Plus 1 Sports, we recognize the importance of our record and policies in helping you meet your equity, diversity, and inclusion goals. We have a comprehensive equity, diversity, and inclusion policy and program as well as established processes for contracting with small and diverse businesses in the delivery of work for clients.

Our commitment enables us to better anticipate our clients' needs, understand the challenges facing the communities we serve, and drive innovation forward. We share your belief that value extends beyond traditional economic benchmarks guiding most investments today.

50 Plus 1 Sports is committed to supplier diversity. As a company, we recognize the critical role Small, Women-owned, Minority-owned, Veteran-owned and Service-disabled Veteran-owned businesses play in our economy and actively contribute to the communities where we work through new business partnerships and local engagement. To this end, we have identified and partnered with the below firms, which can participate on any team no matter the outcome of the 50 Plus 1 Team.

- K2K Engineering
- Land & Water Engineering Science, Inc.
- AREHNA Engineering, Inc.
- Tierra, Inc.
- Dark Moss LLC
- Booth Design Group, Inc.
- L.A. Design, P.A.
- Placemaker Design Studio, LLC
- VoltAir Consulting Engineers, Inc.
- Griner Engineering, Inc.
- Consulting Engineering Associates, Inc.
- Advanced Systems Engineering, Inc.
- Hall Engineering Group
- Hunter Design and Consulting, Inc.
- B Frank Studio, LLC
- Sol Design Studio
- Jerel McCants Architecture
- G2 Design, LLC
- Master Consulting Engineers, Inc.
- Hees & Associates, Inc.
- Hyatt Survey Services Inc.
- Construction Moisture Consulting, Inc. (CMC)





Monti Valrie

Lead Developer, 50 Plus 1 Sports

Education

- Bachelor of Science, Economics, University of Maryland

Years of Experience

- 14+ Years

Monti Valrie is the Principal and Managing Partner at 50 Plus 1 Sports. In his role as principal, he will lead the project development, governmental affairs, and strategic efforts. Standing firm on the core belief that diverse experiences lead to fresh ideas, perspectives and business values, Monti created 50 Plus 1, making it the first minority owned national sports financing and development firm to require 50% minority, women and veteran participation in every project financed.

He also oversees the company's efforts in government affairs and financing for P3 aviation and infrastructure projects nationwide, implementing community relations and procurement strategies that will lead to a higher success rate of financing and greater social responsibility.

Monti has a successful record as the lead political advocate, negotiating facilitator, community outreach stakeholder and National Senior Advisor for both the global architecture and engineering giant, AECOM and for one of the world's largest global investment firms, Oaktree Capital. Over the past five years, he has successfully worked on projects worth over \$12 billion with a primary focus in P3 financing, community, and government affairs.

He is results-driven and has over 14 years of experience as a Senior Advisor in facilitating strategic planning, managing, and accessing project data to determine effective processes for success. Valrie has shown proven leadership and the management skills to direct concurrent complex projects. His ability to identify areas of strengths and weaknesses and implement procurement strategies, standards, changes in operation, and systems, led to the success of his company's optimizing productivity and affecting the bottom line. While a senior advisor for AECOM, one of his biggest achievements was his strategic leadership in the area of identifying minority partners and outreach to community stakeholders for the project to design the new arena for the Los Angeles Clippers. His work enabled over 30 minority firms to participate in the \$2-billion project.



Tom DeMuth

Co-Developer and Debt/Equity, Fresh Coast Development

For almost 30 years, Tom has been involved in every aspect of the development of large and complex real estate projects.

Education

- Bachelor of Science, Political Science, University of Wisconsin
- Juris Doctorate, University of Wisconsin

Licences/Registrations

- Illinois State Bar (inactive)
- Wisconsin State Bar (inactive)

Affiliations

Urban Land Institute

Years of Experience

- 25 Years

During Tom's career he has participated in the development of millions of square feet of various projects. He has significant experience in complex project development in the mixed-use, multifamily, medical, sports, office, hospitality, entertainment, and industrial sectors. Tom has worked extensively with institutional and non-institutional providers of debt and equity as well as bond financing, new markets tax credits, historical and low-income tax credits, EB-5 funding, PACE Financing, energy tax credits, HUD 108 loans, TIFs, TIDs, and more.

Upon graduation from the University of Wisconsin Law School, Tom began practicing real estate law with McDermott, Will & Emery in Chicago, IL. He moved from Chicago and joined Godfrey & Kahn in Milwaukee, WI where he was a partner in the firm's real estate group and became head of the firm's Real Estate Lending Group. After practicing law for 14 years, Tom left the practice of law and started his own real estate development company which specialized in urban redevelopment. After several years, Tom was recruited by a national real estate development company to lead the company's development and construction group. Tom has participated in projects in about 30 different states in the U.S.

Project experience

South Water Works, Milwaukee, WI. The South Water Works project was the redevelopment of a large campus of industrial buildings which were originally built by Pittsburgh Paint in the 1920s and 1930s. The project included about 600, high-end apartments, 60,000 SF of retail space, 40,000 SF of office space and a live theatre venue. We used a combination of New Market Tax Credits, Historical Tax Credits, tax-exempt and taxable bonds as well as traditional source of debt and equity. The cost of the project was in excess of \$300 million.

Millsaps College, Jackson, MS. Millsaps owns a 15-acre vacant parcel of land directly across the street from a major medical campus which includes 5 large hospitals. Both Millsaps and the hospitals have desired to connect the Millsaps campus to the medical campus for many years. The financing for the project included tax-exempt bonds, TIF financing, Opportunity Zone funds and traditional debt and equity. The project includes a Proton Therapy Facility, 150,000 SF Medical Office / Clinic Space, 400 Market Rate Apartments, 150 Key Hotel, 500 Car Parking Structure, 15,000 SF Grocery Store, and 20,000 SF of Retail/F&B Space.



Miguel Valrie

Development Associate and Financial Analyst, 50 Plus 1 Sports

Education

- Bachelor of Science, Finance, University of Kansas

Years of Experience

- 4 Years

Miguel has a passion for creating solutions that leverage opportunities to connect people to their natural and built environments in livable, walkable and sustainable ways.

He has led teams on award-winning projects that have included waterfront communities, neighborhood and downtown communities, and transit-oriented developments. Miguel has four years of experience conducting market assessments and providing real estate development advice. His work covers all stages of the project lifecycle, including market analysis, economic demand forecasts, development strategy and planning, financial analysis, commercial structuring, transactions, and asset disposal.

Miguel has assessed development strategy, economic potential, and financial viability for a range of projects, often at the intersection of major infrastructure or redevelopment works and related real estate development. His sector experience includes urban commercial and mixed use sites; industrial, transit-oriented mixed use development sites; neighborhood centers, and other retail concepts; suburban and urban planned communities; resorts and resort residential; urban and rural industrial site redevelopment; large-scale new city planning; and riverfront restoration and redevelopment.

He approaches work from first understanding an area's real estate market fundamentals, economic outlook, and the competitive positioning. From this quantitative base, market analysis leads to potential development strategies that can be tested in both economic and financial terms as well as physically in terms of transport and urban planning impacts. Despite having a focus on the economics and financials, Miguel makes a point to look beyond the models to validate strategies in terms of the physical planning requirements, stakeholder preferences and other qualitative factors that are critical to successful real estate development.



Rafael Garcia, AIA, LEED AP, NCARB

Principal in Charge of Design, Garcia Architecture

Education

- Master of Architecture, University of Kansas
- Bachelor of Science, Architectural Engineering, University of Kansas
- Bachelor of Environmental Design, University of Kansas
- Certificate, Building a High-Performing Minority Business, Tuck School of Business, Dartmouth College

Licences/Registrations

- Registered Architect, MO, & multiple states
- NCARB Certificate

Affiliations

- American Institute of Architects

Years of Experience

- 30+ Years

Rafael Garcia's architecture career encompasses more than 30 years. As a community advocate, his focus is on urban development and redevelopment. He is frequently called upon to lend his expertise in addressing the planning and design of those projects that shape a community's future.

As sole owner and President of Garcia Architecture, Rafael is integrally involved in every aspect of the firm. He leads the firm's Executive Committee in long-range planning for continuing the firm's mission, to create better living through exceptional design. As Principal of Design, he brings hands-on involvement in every project undertaken by the firm. His designs have received local, regional, and national awards. Under his leadership, GA provides services to clients in the corporate, institutional, municipal, educational, social service, and public safety sectors.

Rafael has been a small business owner for three decades and in that time has consistently positioned his firm to participate in some of the most significant civic and municipal projects in the U.S. Midwest region.

Project experience

Sprint Center Arena, Kansas City, MO. The \$276-million, 18,500-seat Sprint Center (now T-Mobile) multi-purpose venue. As home to some of the most notable sports architects in the world KC formed the Downtown Arena Design Team. As part of this team, Garcia Architecture was instrumental in developing the 'Onion Layers' concept that delivered an icon. The new arena has helped to spur continued development of the City's Power & Light entertainment district. This district has rejuvenated the city's urban core into vibrant urban 20-minute neighborhood featuring live music, retail, food & beverage, hotels, and most importantly a rapidly growing permanent downtown residential community.

Busch Stadium, St. Louis, MO. The design of the new \$365-million Busch Stadium in downtown St. Louis pays homage to the great downtown ballparks from the past. Garcia Architecture provided Interior Architecture services in association with Populous, the lead designer for this new stadium with a seating capacity of 43,975, with over 3,000 club seats, and 61 luxury suites.

31st Street Corridor, Westside Area Plan, Kansas City, MO. This project will provide the Westside Area with much needed assistance to help the neighborhood be prosperous once again. The goals of this planning study were threefold (1) Reconnect the Westside neighborhood, (2) Recommend policy change, and (3) Create a Mercado, or community oriented mobility hub that connects this pedestrian-oriented community with retail district.



Rachel Mondt, AIA, LEED AP, NCARB

Project Manager, Garcia Architecture

Education

- Bachelor of Architecture (BArch), Louisiana State University

Licences/Registrations

- Registered Architect, KS, OK, MO
- NCARB Certificate

Affiliations

- American Institute of Architects

Years of Experience

- 20 Years

Over her 20-year career in architecture, Rachel has demonstrated an expertise in the management of a project in all phases, from initial client programming through the close of construction. She is extremely comprehensive in her management leadership, with a specific attention to listening to the demands of the client and translating this information into fundamentally efficient and cost-effective solutions. Her skills include a strong design sensitivity, unusual in strong project managers in our industry.

On large development projects where multiple phases and multiple project teams come into play due to the volume of design work to accomplish, Garcia Architecture relies on Rachel's organizational skills to monitor multiple project teams. Rachel is quick to action when it comes to evaluating team resources and identifying those additional staffing, consultant, or other resources needed to keep developments on track.

Rachel manages, details & coordinates projects from initial design through construction administration. This work includes interior and exterior design, detailing, scheduling, documentation, communication and coordination with the owner, design team and consultants.

Project experience

- MCC System, Indefinite Delivery, Kansas City, MO
- Center for Urban Enterprise (CUE) - West Campus, Kansas City, MO
- Samuel U. Rodgers Health Center, Kansas City, MO
- Newman Medical Center, Emporia, KS*
- Rush County Memorial Hospital, La Crosse, KS*
- James Elementary, Kansas City, MO
- Border Star Elementary, Kansas City, MO
- Christ the Rock Church Elementary & Middle School, Memphis, TN*
- First Family Church and K-8 School, Overland Park, KS*
- Joyce Meyer Ministries, Fenton, MO*
- Celebration of Praise Church/School, Clermont, FL*

*Project experience prior to joining Garcia Architecture.



Ian Cole, AIA, LEED AP, NCARB

Lead Designer, Garcia Architecture

Education

- Master of Architecture, Kansas State University

Licences/Registrations

- Registered Architect, MO
- NCARB Certificate

Affiliations

- American Institute of Architects

Years of Experience

- 10 Years

In his first decade of professional practice, Ian has quickly established himself as a design leader and skilled in creating excellent design concepts for a wide variety of project types. From sports to commercial business, to multi-family housing, Ian has an advanced understanding of what makes space productive for business, engaging for entertainment, and comfortable for living. He possesses a unique ability to grasp a client's needs and transform that client's vision into a reality that will generate a successful project.

Ian came to Garcia Architecture having worked on many public infrastructure projects that have contributed greatly to the growth of the communities they serve. His work at the firm to date is confidential, but we have selected similar projects below that detail some of his relevant experience. He possesses a keen understanding of the technical side of architecture. With his well-developed sense of structure, his design concepts are grounded in the technical realities that eliminates the need to change design objectives to meet construction realities. His experience in leading as both a project designer and project architect allows Ian the ability to easily adapt designs to the realities of the built environment.

Ian takes on complex and challenging design projects as well as overseeing the work of other designers in larger development projects where multiple project teams are working together. He uses his gift of seeing the big picture to find the common design threads and tie them together so individual projects can have their unique place, but the development has a sense of cohesiveness.

Project experience

- LA Clippers Arena, Inglewood, CA*
- University of Baylor Master Plan, Waco, TX*
- Clemson Tennis Center, Clemson, SC*
- Houston Arena Remodel, Houston, TX*
- Rosemont Ballpark, Rosemont, IL*
- Freeman Jet Center - Lake Charles Regional Airport, Lake Charles, LA*
- Ascend Apartments, Kansas City, MI*
- Dynamic Discs Warehouse Renovation, Emporia, KS*
- Dynamic Lofts Mixed Use Building, Emporia, KS*

*Project experience prior to joining Garcia Architecture.



Stephen Panzarino, AIA, NCARB, LEED AP

Principal in Charge, AECOM

Education

- Bachelor of Architecture (BArch), Architecture, New Jersey Institute of Technology

Licences/Registrations

- Registered Architect, Florida #AR92622
- NCARB Registration 53798

Affiliations

- American Institute of Architects.

Years of Experience

- 35 Years

Stephen is the regional director of Architecture for the Southeast Region. He has more than 35 years of experience in the architecture industry, ranging from master planning, programming, and design to complex acute hospitals, biomedical sciences buildings, corporate facilities, and large scale mixed-use developments.

Project experience

Tavistock Group, Harmony Cove Resort Hotel and Casino - Detailed Design, Jamaica, Florida. Architect. Provided planning and design services for a 1,000-room resort hotel and casino.

NewWorld One Bay Street LTD, The Point Hotel, Nassau. Architect. Provided planning and design services for The Point Hotel, located in Nassau, Bahamas.

National Collegiate Athletic Association, Project 2000 Headquarters and Hall of Champions, Indianapolis, Indiana.* Architect. Provided planning and design services for the 140,000-square-foot office building and 40,000-square-foot Hall of Champions, produced on a fast track schedule from design to construction in 24 months through multiple bid packages.

Publix Corporate Headquarters Expansion, Lakeland, FL. Architect. Provided programming and design services for design-build of a 190,000 SF addition to Publix's three-story headquarters facility, nestled within a 200-acre site located at 3300 Publix Corporate Parkway, bringing the building to 510,000 SF.

Raymond James, New Wiregrass Campus, Wesley Chapel, FL. Architect providing services for master planning and the build-out of 100,000 SF for a building and bank branch. Raymond James has entitlements for 1 million sf of new campus office space and will build it out in phases.

Fort Lauderdale Police Headquarters, Fort Lauderdale, FL. QA/QC, Design manager working with each department to develop a state of the art 191,532 SF Police Headquarters. This 72-million-dollar project is a three-story project including a large community center for public liaison. The main facility has full department workspaces, offices, and meeting spaces and additional functions including a training wing with fitness center, mat room, and simulation area, classroom wing, evidence storage, forensic lab and processing area, booking area, training classrooms, kitchen, interior courtyards, real time crime center with operations center and policy room. The police parking is accommodated with an 222,000-SF parking garage with integral classrooms and range on the second level. Both garage and police department are connected on each level by an attached bridge.

*Project experience prior to joining AECOM.



Ryan Bouma, RLA, Ecodistricts AP

Landscape Architect + Urban Designer, AECOM

Education

- Master of Design Studies in Urbanism, Landscape and Ecology, Harvard University Graduate School of Design
- Bachelor of Science, Landscape architecture, West Virginia University
- Certificate in Crime Prevention Through Environmental Design (CPTED), National Crime Prevention Institute

Licences/Registrations

- Registered Landscape architect, NC
- Ecodistricts Accredited Professional 2018
- American Society of Landscape architects (ASLA)

Affiliations

- Virginia Safer By Design Coalition
- Urban Land Institute (ULI)

Years of Experience

- 23 Years

Ryan is a landscape architect and urban designer working to advance urban resilience and productive redevelopment. He leads regenerative planning and public realm design efforts around the globe, emphasizing the social, environmental and economic resonance of landscape infrastructure.

Project experience

Richmond City Center Framework Plan, City of Richmond Department of Planning and Development Review, Richmond, VA. Principal in Charge, Urban Designer and Landscape Architect leading an effort to define the future land uses, parks and openspace network, street grid and character for 15 acres of publicly owned land in the heart of Downtown Richmond. The plan envisions mixed-use walkable development integrated with public facilities, entertainment venues and a new infusion of residential options within a block of The Pulse BRT Corridor.

Greater Scott's Addition + 'Diamond District' Framework Plan, City of Richmond Department of Planning and Development Review, Richmond, VA. Principal in Charge, Urban Designer and Landscape Architect leading the an effort to define the future land uses, parks and openspace network, street grid and character for 800 acres of underutilized public land and transitioning industrial space.

Forest City, The Yards Streetscapes, Washington, DC. Project Manager/ Landscape Architect. Ryan is leading the public realm planning and landscape architecture services for the streetscapes at 'The Yards' redevelopment adjacent to Nationals Park. The streetscapes feature innovative bio-retention and permeable pavements in an urban context. These elements help the Yards become a signature destination along the Capitol Riverfront. Refined design concepts, coordinated with consultant team, oversaw preparation of construction documents and performed construction administration.

Buzzard Point Urban Design Framework Plan, Deputy Mayor for Planning and Economic Development, Washington DC. Landscape Architect. Ryan developed the urban design plan and streetscape design for an emerging waterfront entertainment district surrounding the new DC United Soccer Stadium, Audi Field. The plan set the street grid, public space experience and connectivity to adjoining neighborhoods.



Steve Terrill, AIA

Sports Architect, AECOM

Education

- Bachelor of Architecture (BArch), University of Kansas
- Bachelor of Science, Communications, Baker University

Licences/Registrations

- Registered Architect, MO

Affiliations

- American Institute of Architects, James River Virginia Chapter

Years of Experience

- 35 Years

Steve is an expert planner, programmer and designer known for delivering innovative solutions for professional sports clients. In all of his work, his focus has been designing a great atmosphere and experience for athletes and fans that emphasize connectivity to the local community and create added value for the ownership.

Project experience

Professional sports

- CHS Field, St. Paul Saints, Saint Paul, MN
- Impact Field, Chicago Dogs, Rosemont, IL
- D.C. United Stadium Conceptual Study, Washington, DC*
- Potomac Nationals Baseball Stadium, Potomac, VA*
- New York City FC Programming and Planning, New York, NY
- AT&T Center, San Antonio Spurs, San Antonio, TX
- Salinas Minor League Ballpark, Salinas, CA
- Coolray Field, Lawrenceville, GA*
- Independent League Baseball Stadium Feasibility Study, Jackson, MI

Civic sports

- Community Maritime Park, Pensacola, FL*
- Eastern Henrico Recreation Center, Henrico, VA*
- Four Seasons YMCA, Tazewell, VA*
- Virginia Beach Entertainment and Sports Arena, Virginia Beach, VA

*Project experience prior to joining AECOM.



Kelly Bacon, MBA

People+Places Strategic Advisor, AECOM

Education

- MBA, Market Intelligence - Predictive Analytics, Fordham University
- Bachelor of Arts, Communications; Sociology Minor, Marist College

Licences/Registrations

- Registered Architect, MO

Affiliations

- NAIOP, National Association of Industrial and Office Properties, Programming Co-Chair
- CoreNet, Technical Real Estate Committee

Years of Experience

- 20 Years

Kelly is a principal in the People + Places Advisory strategic business practice which enables clients to understand and capitalize on a vital dynamic that drives organizational performance; the relationship between people and the design of the physical place.

Project experience

Confidential Luxury Consumer Brand Company, 2020 Workplace Strategy and Program, Various Locations, NY. Project director leading the workplace strategy, programming, and design concepts through a series of research engagements to address each unique brand and various departments goals for a comprehensive strategy to create a physical environment that embodies a culture of innovation, enhances effective collaboration, and furthers their brand leadership position in the prestige beauty markets.

Marsh McLennan, Workplace Strategy & Change Management, New York, NY. Having successfully led the development of the "Smart Office Playbook", Kelly also led the implementation of the program in locations such as Los Angeles, Boston, San Francisco and Hoboken, NJ, MMC is introducing the concept at their headquarters location in New York, NY, covering more than 3000 employees. MMC has contracted AECOM for change management services and workplace strategy engagements including focus groups, on-site Town Halls, visioning sessions, management training workshops, communication campaigns, a site utilization study, and workplace performance surveys. Kelly is the Principal for the entirety of the MMC program – and is leading the NYC HQ project.

Confidential Pharmaceutical Company, Global Workplace Playbook. Kelly was the project director for the development of a Global Workplace Playbook which would inform the design, implementation, and execution for all future workplace solutions. The Playbook included worker profiles and space type ratios, planning best practices, space type requirements, and overall guidance on the process for successful workplace implementation.

OVG Real Estate, Design MSA 2017-2022 - Design Consulting Services, Cambridge, MA. Lead strategist provided consulting services to create a design brief that will identify the key components of OVG's mission and vision for OVG USA. This will be developed into the technical design components needed for the implementation of the OVG USA concept for OVG Cambridge.



LaShawn Bates

Executive Leadership, JLL

Education

- Bachelor of Science, Business (BSB), Finance, University of Kansas

Licences/Registrations

- Licensed Florida Real Estate Sales Associate

Affiliations

- CREW Network Board of Directors
- NAIOP, National Association of Industrial and Office Properties, Tampa Bay Board of Directors
- Real Estate Investment Council Tampa Bay Board of Directors
- Argus Certified

Community Leadership

- Jack and Jill of America – Board Member
- Delta Sigma Theta - Alumna

Years of Experience

- 20 Years

LaShawn Bates is the North and Central Florida Market Director at JLL. In her role at JLL, LaShawn is responsible for execution of the firm's business and financial strategic plan that generates revenue in excess of \$100 million from Brokerage, Property Management, and Project Development Services.

LaShawn is a commercial real estate veteran with a unique hybrid of transactional expertise coupled with operational leadership. LaShawn has 20 years of industry experience in commercial real estate acquisitions, dispositions and debt/equity placement. During her career, LaShawn has executed over 350 assignments totaling \$5 billion on behalf of institutional clients with both industrial and office portfolios including Prologis, Clarion, Duke Realty, Nuveen and others.

Prior to joining JLL, LaShawn served as Director of Capital Markets at Cushman & Wakefield. In her role as Director, LaShawn was responsible for a team of 15 brokers, analysts and marketing staff. LaShawn provided project management oversight of client advisory services including request for proposals (RFPs), offering memorandum (OMs) and financial analysis for all disposition assignments. She was a 10-year veteran of KeyBank Real Estate Capital's CMBS lending group prior to joining Cushman. As a Senior Securitization Analyst, Ms. Bates provided underwriting and deal structuring support, cash flow analyses and acted as the primary liaison with the rating agencies.

LaShawn is active in the Tampa Bay community serving on boards of Jack and Jill of America, Delta Sigma Theta, NAIOP and Real Estate Investment Council Tampa Bay. She also serves on the Commercial Real Estate Women's global board of directors. In 2022, LaShawn was recognized by GlobalSt as a Corporate Real Estate Executive Woman of Influence. LaShawn spends her free time in Tampa Bay fishing and cheering on her favorite sports teams.



Rod Barnes

Executive Leadership, JLL

Education

- Executive Development Program Diploma, Kellogg Graduate School of Management at Northwestern University
- MBA (with a concentration in finance and investments), Adelphi University
- Bachelor of Science, Economics, State University of New York at Albany

Licences/Registrations

- Master of Corporate Real Estate (MCR)

Affiliations

- CoreNet, Member
- Former President and Board member of the Hempstead Boys & Girls Club
- JLL's Champion of Excellence, 2021
- Prism Award for individuals championing Diversity and Inclusion, 2014
- Corporate Solutions Professional of the Year, 2007

Years of Experience

- 30+ Years

As the Market Lead for the state of Florida, Rod Barnes is responsible for the strategic and operational direction for the Florida Region including business development, strategic growth, and resource management. He works closely with state leadership to collaborate with clients, devise creative solutions and drive long term value. His oversight includes Brokerage- tenant representation and agency leasing for office, industrial and retail service lines- Project Development Services and Property Management.

Prior to accepting the above role, Rod was a Managing Director and served as the East Coast Lead for Business Development for the Integrated Portfolio Services Business. Based in New York City, he was a member of member of the executive leadership team leading business development from Eastern Canada down to South Florida. Rod advises clients on the development and implementation of corporate real estate portfolio strategies, structuring and managing outsource relationships.

Over his 30+ year career, he has focused upon client satisfaction, loyalty and retention. Rod has assisted corporate and other large clients to align their real estate needs with the services, teams and delivery systems needed to achieve their varied objectives.

Prior to joining Jones Lang LaSalle in 2010, he was a managing director at Cushman & Wakefield responsible for client relationship management nationally, where he played a key role in developing client relationships and ensuring that immediate and long-term client needs were met and exceeded by the delivery team. Rod has worked with firms such as Wachovia, Alston & Bird, Warner Brothers and AIG.



John H. Pelusi, Jr.

Capital Market, JLL

Education

- MPA, University of Pittsburgh
- Bachelor of Arts, University of Pittsburgh

Licences/Registrations

- Licensed Real Estate Salesperson – Commonwealth of Pennsylvania

Affiliations

- International Council of Shopping Centers (ICSC)
- Mortgage Bankers Association (MBA)
- Real Estate Roundtable (RER)

Years of Experience

- 39+ Years

John is currently an Executive Managing Director and a member of JLL's Global Capital Market's Advisory Committee, JLL's U.S. Executive Committee and JLL's Leadership Team within JLL's Capital Markets, Americas Group.

As a member of JLL's Global Capital Market's Advisory and Executive Committees and the U.S. Leadership Team, he along with its other members, are responsible for the overall direction of JLL's Capital Markets business. John has more than 39 years of experience in the commercial real estate industry, has consummated real estate transactions, in-excess of \$30 billion, and has consulted on more than \$70 billion of public to private transactions.

Project experience

Current and Past Representative Clients

- Ashkenazy Acquisition Corp.
- Bank of America
- Blackstone Real Estate Advisors
- CIGNA
- Cornerstone Real Estate Advisors
- Elliott Associates
- Federal Realty Investment Trust
- GTRE – Carolina Panthers
- Highmark
- Voya (formerly ING Inv. Mgm't)
- J.P. Morgan Investment Management
- Macquarie
- Nationwide Life Insurance Co.
- Oxford Development Company
- Pittsburgh Penguins
- Pittsburgh Steelers & Pittsburgh Pirates
- PNC Bank
- Principal Real Estate Investors
- Prudential Insurance Company
- Simon Property Group
- Starwood Capital Partners
- TIAA/Nuveen
- Washington Prime/Glimcher Realty Trust



Lee Weaver

Capital Market, JLL

Education

- Bachelor of Science, Real Estate, Florida State University

Licences/Registrations

- Licensed Real Estate Salesperson – State of Florida

Affiliations

- National Multi-Housing Council, Member
- National Apartment Association, Member
- Bay Area Apartment Association, Member
- Real Estate Investment Council, Member
- Mortgage Bankers Association of America, Member

Years of Experience

- 25+ Years

Lee is a Senior Managing Director in the Tampa office of JLL Capital Markets, Americas, and Co-Heads Tampa and Central Florida teams. Having over 25 years of experience in the industry, Lee has a strong track record arranging joint venture equity and preferred equity financing with a focus on student housing. He has been involved in more than \$9 billion in commercial real estate transactions during the course of his career.

Prior to joining JLL, Lee was the Co-Managing Director with NorthMarq and its predecessor Legg Mason Real Estate Services. He served on the Producers' Council for NorthMarq Capital in recognition of being in the Top 10 producers nationwide. Lee originated commercial loans from \$3 million to \$200 million with lending sources, including life insurance companies, pension funds, Fannie Mae, Freddie Mac and FHA.

Lee's expertise and insights have been published in various industry publications, including Student Housing Business, Senior Housing Business, Multifamily Executive, and MBA Newslink. Lee is a recipient of the Student Housing Business' "Most Creative Financing" Innovator Award. He has also been involved in various charitable and community organizations, including St. Joseph's Hospital, Joshua House and the International Justice Mission.



Rayane Plyler

Project Development Services, JLL

Education

- Master of Architecture (MArch), University of South Florida

Licences/Registrations

- Registered Architect, FL (inactive)
- LEED Accredited Professional

Affiliations

- United States Green Building Council, Member

Years of Experience

- 35 Years

As Vice President, Rayane Plyler leads JLL's Central Florida Market where she is responsible for the delivery of interior tenant improvements, building capital improvements, and ground up development projects throughout the Tampa, Orlando, and Jacksonville regions.

Rayane has worked in the architecture and construction industries with projects throughout the Southeast. She has designed and managed multiple project types, from arenas to outparcel retail developments, and much in between. She is knowledgeable of every aspect of the development process, from site acquisition, entitlements and due diligence to vertical construction and tenant improvements.

Rayane's recent experience includes T.Rowe Price, high-end tenant interiors and retail space for Visit Tampa Bay, as well as projects for Envision Physician Services and Microsoft. In addition, she served as the lead PM implementing a \$35M renovation and relocation strategic plan for the Walt Disney Company in Orlando. She recently completed a four-year phased renovation for The Don Cesar, a 100-year-old Host Hotels and Resorts property in St. Pete Beach. Rayane is the PDS Account Lead for the Greystar and Envision Healthcare office portfolios nationally, and she serves as the Client Relationship Manager for Raymond James, coordinating JLL project delivery at the client's headquarters in St. Petersburg, hubs in NYC and Memphis, and branch locations nationally. Currently, Rayane is serving Feeding America, leading the team delivering their new regional headquarters in Tampa.

Prior to joining JLL, Rayane was a Project Architect for BDG Architects in Tampa, Florida. She served clients that included JP Morgan Chase, Regions Bank and PDQ Restaurants. In addition, she has participated in a range of hospitality projects, including a \$40-million capital improvement plan at the Tampa Bay Lightning's Amelie Arena.

Project experience

Current and Past Representative Clients

- T. Rowe Price
- Microsoft
- The Walt Disney Company
- Marriott Vacations Worldwide
- Visit Tampa Bay
- Raymond James
- Feeding Tampa Bay



Brent Miller

Brokerage, JLL

Education

- Bachelor of Arts, Vanderbilt University

Licences/Registrations

- Registered Architect, MO

Affiliations

- NAIOP, National Association of Industrial and Office Properties, Tampa Bay, Director, 2022
- Tampa Downtown Partnership
- Westshore Alliance
- Juvenile Diabetes Research Foundation (JDRF), Director, 2022

Years of Experience

- 20+ Years

Brent Miller is Managing Director at JLL and is the Brokerage Lead for the Tampa Bay market. Brent is responsible for leading JLL's tenant representative office and industrial brokerage services including growth strategies, client development and the implementation of corporate initiatives.

In addition, Brent and his team provide various consultative real estate services to corporate occupiers including Transaction Management, Lease Administration, Project & Development Services and Business & Economic Incentives. This vertically integrated approach allows his team to provide clients with scalable, comprehensive real estate solutions to optimize their corporate real estate portfolio.

Brent has over 20 years of experience representing office and industrial occupiers concentrating on property acquisition and disposition, lease restructuring and portfolio management. Brent has completed over 800 lease and purchase transactions in excess of ten million square feet both domestically and internationally. The majority of Brent's career has been at JLL through the acquisition of The Staubach Company in 2008. Prior to JLL, Brent started his career with a national tenant representation firm, having specialized in office lease negotiation.

Project experience

Current and Past Representative Clients

- Greystar – International portfolio management
- AMGEN – 160,000 SF lease – Westshore
- CCS Medical – 120,000 SF lease – Clearwater
- Envision Health – 93,000 SF lease – Clearwater
- American Integrity – 63,000 SF lease – Westshore
- Florida Blue – 48,000 SF lease – Westshore



Kendrick Meek

Advisor

Education

- Bachelor of Science, Criminal Justice, Florida A&M University

Affiliations/Committee Assignments

- Committee on Ways and Means
 - Subcommittee on Income Security and Family Support
 - Subcommittee on Select Revenue Measures
- NATO Parliamentary Assembly

Party Leadership & Caucus Membership

- Democratic Steering and Policy Committee
- Congressional Black Caucus
- Chairman of the Board of Directors of the Congressional Black Caucus Foundation
- New Democrat Coalition, Member

Years of Experience

- 25 Years

Kendrick Meek is a senior advisor to a diverse group of companies in the health care, homeland security, agriculture, and financial services sectors, drawing upon strategic skills developed over a long tenure in politics, including his time in the U.S. House of Representatives, Florida State Legislature, and as Special Representative to the United Nations.

From 2002 to 2010, Kendrick represented the 17th Congressional District of Florida. During his time in Washington, Congressman Meek's open-minded and bipartisan outlook allowed him to navigate a broad cross-section of Congress in order to achieve results for his constituents. Building on a strong legislative record in the Florida Senate and Florida House of Representatives, Congressman Meek was able to secure a spot on the House Ways and Means Committee. In that capacity, he was successful in sponsoring and passing legislation focused on tax, trade and health care issues.

While in Congress, he devoted significant energy to engaging younger Americans in the political process by pushing for fresh ideas in Washington. He was the youngest Member of Congress to serve as Chairperson of the Congressional Black Caucus Foundation.

He is also deeply steeped in matters related to homeland security and international affairs. In 2011, President Obama appointed him as Special Representative to the United Nations. While in Congress, he was appointed to the NATO Parliamentary Assembly and served on both the House Armed Services and Homeland Security Committees. In those roles, he traveled extensively throughout Europe, Africa and the Middle East, engaging foreign leaders on international security and trade matters.



Gershom Faulkner

Advisor

Gershom Faulkner is legislative affairs specialist with over 20 years of experience in the government sector at the city, state, and federal levels.

Education

- Real Estate Development Course Graduate, University of South Florida

Affiliations

- Graduate, Leadership St. Petersburg, 2004

Years of Experience

- 20+ Years

Gershom possesses a track record of overseeing, synchronizing, and supporting activities that align with the goals of elected officials, political candidates, advocacy organizations, community groups, and businesses. He is well-versed in building a consensus among constituents and stakeholders, influencing laws, issues, and matters that affect large segments of the general populous. Gershom thrives in fast-paced and ever-changing settings, often while directing large teams, delivering results that meet or surpass expectations.

Gershom was the Deputy District Director & Military Liaison, United States House of Representatives – Office of Congressman Charlie Crist from 2017 to 2022. He oversaw administrative operations imperative in continuously supporting and furthering the incumbent’s legislative strategies while advocating for the district. He also functioned as a liaison with city, state, and federal agencies, and in having focused on common interests, delivered messaging critical in garnering political backing and simultaneously increasing the constituent base. In partnership with Congressman Crist and key stakeholders, he developed policy positions and shaped various campaigns that spoke to the district and generated new levels of support with an emphasis on appealing to new and non-partisan voters. Gershom monitored the performance of campaigns and the impact of messaging. He also implemented changes that led to short and long-term victories related to legislative matters and earning multiple terms.

Prior to his position with Office of Congressman Charlie Crist, Gershom launched a consulting group, Faulkner & Associates, where he coordinated, executed, and managed activities that accumulated and preserved support for political candidates, political action committees, various advocacy groups, and corporate clients.

Gershom also worked for the Office of Congresswoman Kathy Castor as Outreach Director from 2006 to 2007. He developed and implemented comprehensive outreach and engagement strategies that connected with and mobilized constituents, allied stakeholders, and supplementary entities. Through research, he identified target audiences, gained an understanding of prevalent issues and concerns, and leveraged information and data to influence efforts. Additionally, he was pivotal in sourcing volunteers, staff, and other team members that believed in the issues and platforms Congresswoman Castor supported.



Michelle Ligon

Attorney

As an attorney with a strong proponent for corporate responsibility, Michelle Ligon consults with small, minority-owned, and disadvantaged business enterprises.

Michelle's current consultancies with small and disadvantaged business enterprises have included senior citizen, Veteran, first time home buyer and ADA adaptable housing, finance and compliance matters, as well as brand development for small to medium sized businesses, high net worth individuals, as well as professional sports and entertain1nent personalities.

Her first appointment as litigation, compliance and regulatory affairs attorney, for Lincoln National Corporation, Having aptly demonstrated a particular aptitude for sales administration and marketing, Michelle left the corporate offices of Lincoln National, after only two years, to accept a transfer to their Chicago, IL office, where she facilitated corporate reorganizations throughout the Midwest. This transfer opened doors to executive positions with Prudential, Cigna, and MetLife, in Los Angeles, Newark, New Jersey, New York City and Tampa, Florida, respectively. With strategic national initiatives involving investment product development, licensure, and target market development, to her credit, Michelle went on to serve as Associate General Counsel for Dunn & Bradstreet - Health PlanServices, Inc., in Tampa, Florida, where her formidable background in industry regulation, corporate compliance, taxation and strategic product and market development, opened yet another door to quasi-judicial appointments in Tampa Bay Area planning, zoning, and historic preservation.

Education

- Juris Doctorate, Indiana University
- Bachelor of Arts, Political Science, Indiana University
- Bachelor of Arts, Sociology, Indiana University

Affiliations

- Indiana Bar Association
- American Bar Association
- National Bar Association
- City of St. Petersburg, City Planning Commission, Past Chair
- City of St. Petersburg, Florida Historic Preservation Commission, Past Chair
- The Bill Edwards Foundation for the Arts, Inc. St. Petersburg, FL
- The Boys and Girls Club at the Royal Theater, St. Petersburg, FL, Community Advisory Board
- The Boys and Girls Club at Childs Park, St. Petersburg, FL, Community Advisory Board
- The Greater United Way of Tampa Bay, Inc., Keel Club Member

Years of Experience

- 45 Years

Project experience

St. Petersburg

- Waterfront Master Plan
- Midtown Develop1nent District - The Edge
- Greater 22d Street Business District
- Dome Industrial District
- The Arts Enclave
- Historic Rosier Park
- Historic Kenwood
- Pinellas County District Schools
- Eckerd College

Tampa

- Hillsborough County Retired Senior Volunteer Program
- Tampa Housing Authority
- Hillsborough County Vocational Technical Education -Advisory Board
- Hillsborough Community College - Community Advisory Board & Trust School
- University of South Florida - Community Advisory Board



Delphinia Davis

General Contractor, Pinnacle Contracting Group

Education

- Doctorate, Philosophy in Business and Technology, Specializing in Accounting, Capella University
- MBA, Accounting & Finance, Webster University
- Bachelor of Science, Civil & Construction Engineering, Florida A&M University

Licences/Registrations

- Licensed General Contractor, FL
- Women-owned, Minority Company
- Diversity, Equity and Inclusion in the Workplace Certificate, USF Office of Corporate Training and Professional Education
- Accredited Management Accountant Accredited Management Accountant, GAFM Global Academy of Finance & Management® - ISO 21001 Certified International Board of Standards

Years of Experience

- 25+ Years

Delphinia is the President and CEO of Pinnacle Contracting Group, a women-owned, minority company. She focuses on client and industry partner relationships, and is committed to delivering a quality project. She is intimately involved in every project phase, from preconstruction to construction and through project completion.

She is resourceful and innovative operational leader with over 25 years of experience advancing shared company goals and business success. She is a growth-focused leader dedicated to facilitating operational improvement across financial strategy, performance, productivity, controllership, and profitability. Delphinia leverages her outstanding interpersonal communication skills and the ability to forge productive relations with vendors, clients, and stakeholders. She has a unique and multi-faceted industry knowledge of budget management, project controllership, leadership development, and financial operations. Additionally, she has an ability to identify opportunities, analyzes deficiencies, and develop innovative solutions for high-demand organizations.

Project experience

- 56 Fashion - Jacksonville, FL
- 50 residential homes, Hillsborough and Pinellas County, FL
- Posh 945 - St. Petersburg, FL
- Numerous remodeling on residential and commercial throughout St. Petersburg, FL



Joe Bryant

Landscaping, Site Development, and Grading Contractor

Education

- Civil Engineering, Pinellas County Technical College

Licences/Registrations

- Minority-Owned Company
- City of St. Petersburg, Local business

Years of Experience

- 54 Years

Over the past 54 years, Joe Bryant has completed several projects in and around the City of St. Petersburg including significant government, infrastructure, and commercial mixed-use projects. He is recognized for his uncanny ability to manage and coordinate technically challenging projects in occupied urban communities. This experience, coupled with his established relationships with local governing agencies, subcontractors, and suppliers, allows for projects to be completed on time, on budget and to high quality standards.

Joe has extensive experience working for the City of St. Petersburg and currently holds an annual contract with the City. He leverages his project sector knowledge and expertise to lead, manage and deliver some of the largest and most complex bids and projects. Joe has a plethora of experience leading and managing teams on highly successful projects of a similar scope and scale equipping him with the proven skills, experience and many lessons learned that required him to expertly guide projects through all phases to a successful, high quality, on time outcome and smooth transition back to clients.



Greg Hughes

Pre-Construction Project Manager, Contract Construction

Education

- Bachelor of Science, Accounting with Honors, University of South Carolina

Affiliations

- Building Division of Carolinas AGC

Years of Experience

- 35+ Years

Greg Hughes is a partner and serves as President for Contract Construction. He is experienced in all types of construction from private, public, performing arts and sports facilities. He is very involved in every phase of all projects the company takes on. His strengths include budgeting, value engineering, coordination and scheduling within confines defined by the Owner, preconstruction, GMP Negotiation and construction services.

Greg has over 30 years of experience in the construction industry and has participated in or managed the estimating and bidding of hundreds of construction projects.

In addition to his service to Contract Construction, Greg also has served the construction industry in other capacities including; Chairman of the Design and Construction Manual Revision Sub-Committee for the Office of School Facilities, serving on an eight-member panel with the State Engineer to review procurement and performance of the Special Inspection Agencies, past President of the Building Division of Carolinas AGC, Past Chair of the Carolinas AGC Foundation, Board of Directors for the Carolina's AGC, past President of Professional Construction Estimators Association, and currently leads the industry in promoting workforce development.

Project experience

- University of South Carolina Founders Park Baseball Stadium Columbia, SC
- Columbia Commons Multi-Use Venue/Segra Park Columbia, SC
- Columbia College Athletic Facility, Columbia, SC
- Coastal Carolina University Brooks Stadium Expansion Conway, SC
- Richland Northeast Stadium & Field House Columbia, SC
- University of South Carolina Football Operations Facility Columbia, SC
- University of South Carolina Williams-Brice Stadium Renovations Columbia, SC
- University of South Carolina Williams-Brice Stadium Campus Village Housing Columbia, SC



Glenn Dillon, LEED AP BD+C

Chief Estimator, Contract Construction

Education

- Bachelor of Science, Civil Engineering, University of South Carolina

Affiliations

- American Society of Professional Estimators
- U.S. Green Building Council

Years of Experience

- 35 Years

Glenn Dillon Sr. joined Contract Construction as the Chief Estimator in 2016. He has been a construction estimator for 30 years, and working in construction for over 35 years.

Glenn has performed estimates that have ranged from a couple thousand dollars up to hundreds of millions of dollars. He has been involved in construction of more than 25 projects of various complexities and magnitudes.

Glenn's experience includes large projects in public transportation, performing arts, athletic facilities, as well as medical and detention facilities. The expertise he brings to clients includes accurate quantitative analysis, budget conscious value engineering, and multi-phase design evaluation. Glenn's strength is in the relationship he nurtures with our clients, the design team, and the construction team throughout the project. Glenn is a member of ASPE (American Society of Professional Estimators), and has his LEED AP BD+C certification.

Project experience

- University of South Carolina Football Operations Facility Columbia, SC
- University of South Carolina Williams-Brice Stadium Renovations Columbia, SC
- University of South Carolina Williams-Brice Stadium Campus Village Housing Columbia, SC
- Coastal Carolina University Brooks Stadium Expansion Conway, SC
- Ridge View High School Stadium Field & Field House Columbia, SC
- Richland Northeast Stadium & Field House Columbia, SC
- Georgetown High School Stadium & Gym Georgetown, SC



Charles Johnson IV

Sports and Real Estate Planning and Consultant, Johnson Consulting

Charles is a nationally recognized real estate consultant with nearly 36 years of experience in the general real estate, hospitality, convention, and sports consulting fields.

Education

- MBA Finance, Florida State University
- Bachelor of Arts, Real Estate & Hospitality, Florida State University

Affiliations

- International Association of Venue Managers (IAVM)
- Destinations International (DI)
- International City/County Management Association (ICMA)
- International Economic Development Council (IEDC)
- Managers World Trade Centers Association (MWTCA)
- Urban Land Institute (ULI)

Years of Experience

- 39 Years

He has worked on over 1,500 public assembly and urban development consulting assignments in the U.S. and abroad. Charles has participated in various aspects of real estate and hospitality development, which has allowed him to develop an extensive knowledge of the requirements for appropriate substantiation for funding and operations of a wide array of projects, ranging from sports facilities to hotels to urban redevelopment projects. This has earned him an international reputation among public agencies, developers, and real estate professionals.

Prior to forming Johnson Consulting, Charles was Director of KPMG Peat Marwick's Convention, Sports and Hospitality Consulting practice. He worked with Laventhol and Horwath's real estate consulting division and as an employee at two other real estate development firms.

Project experience

- Clearwater Economic Development, Clearwater, FL
- Economic and Fiscal Impact Analysis for TIF District –Jacksonville Live! Sports and Entertainment District, Jacksonville, FL
- E-Zone Master Plan Development, Daytona Beach, FL
- Gary Sheffield Sports Village Market Feasibility, Economic & Fiscal Impact and Advisory Services, Plant City, FL
- Ruth Eckerd Hall Feasibility Analysis, Clearwater, FL
- World Trade Center Development Market Analysis, Miami, FL
- Arts & Cultural Center Economic Impact Analysis, St. Johns County, FL
- Business Plan for a Proposed Mixed-Use Urban Village and Park in Downtown Minneapolis, Minneapolis, MN
- Pro Iowa Stadium and Mixed-use District Feasibility and Economic Impact Study, Des Moines, IA



Brandon Dowling

Sports and Real Estate Planning and Consultant, Johnson Consulting

Education

- Bachelor of Science, Business & Urban Planning, Arizona State University

Affiliations

- Sports ETA
- International Association of Venue Managers (IAVM)
- Association of Luxury Suite Directors (ALSD)
- National Association of Collegiate Directors of Athletics (NACDA)
- Public Private Partnership Conference (P3C)

Years of Experience

- 17 Years

Since joining Johnson Consulting in 2008, Brandon has completed over 100 public assembly facility feasibility studies. He specializes in market and financial analysis for public assembly facilities, with specialized expertise in financial modeling, market research, data analytics and industry best practices. He is also experienced in economic and fiscal impact analysis and has assisted professional sports teams as well as cities and communities in their application for Tax Increment Financing (TIF) and other public funding.

Brandon's expertise in venue development has allowed clients to have assurance through proper due diligence and precise analysis in major developments throughout the US. This expertise has led to an exciting career having been involved in numerous sports facilities that have been successfully developed totaling over \$1 billion in new development. His involvement in various aspects of development includes acting as the lead consultant in an economic and fiscal impact analysis and a community improvement district tax revenue study, on behalf of the St. Louis Blues for the \$150 million renovation of the Enterprise Center (formerly Scottrade Center); an economic impact analysis for a \$90 million arena and mixed-use district in Coralville, IA; and advisory oversight in the solicitation, selection and negotiation of a private management firm for two \$30 million indoor sports facilities tailored to sports tourism.

Project experience

- Economic and Fiscal Impact Analysis for TIF District – Jacksonville Live! Sports and Entertainment District, Jacksonville, FL
- Gary Sheffield Sports Village Market Feasibility, Economic & Fiscal Impact and Advisory Services, Plant City, FL
- Pro Iowa Stadium and Mixed-use District Feasibility and Economic Impact Study, Des Moines, IA
- The Enterprise Center Economic Impact Analysis, St. Louis, MO
- DC United Soccer Stadium and Supporting Entertainment District, Washington, D.C.
- Xtream Arena Development Review, Coralville, IA



Allison McKown

Development Resource: Real Estate Attorney, Foley & Lardner LLP

Education

- Juris Doctor, University of Florida
- Master of Science, Real Estate, University of Florida
- Bachelor of Science, Finance, University of Florida

Licences/Registrations

- Registered Attorney, FL

Affiliations

- Florida Bar Association
- American Bar Association
- National Bar Association

Years of Experience

- 8 Years

Allison McKown is a senior counsel and real estate lawyer with Foley & Lardner LLP. Allison focuses her practice on representing investors, developers, property owners, tenants, financial institutions and private lenders in all aspects of commercial real estate transactions.

She is a member of the firm's Real Estate Practice. She is a St. Petersburg native and resident and is based in Foley's Tampa office. Allison counsels clients related to acquisitions, dispositions, development and leasing of various asset classes, including office, retail, multi-family, hotel, golf course and recreational amenity and warehouse facilities, as well as regularly representing both lenders and borrowers in connection with commercial lending, including construction financing, term lending, and asset-based lending. Allison has substantial experience in various due diligence matters, including conducting title and survey examinations on behalf of buyers, lenders, and sellers, evaluating the legal risks of potential real estate investments, and assisting clients in clearing title matters. Allison's practice also includes drafting and negotiating complex commercial real estate agreements for mixed-use development projects, including declarations, reciprocal easement agreements, restrictive covenants and development agreements.

Project experience

- Represented Tampa Bay 1 in connection with the acquisition, disposition, financing, governance structure and development of Midtown Tampa, a major urban destination district, including 1.8 million square feet of retail, residential, Class A office, entertainment and hospitality located in Tampa, Florida.
- Represented client as borrower in connection with the securing construction financing for JW Marriott Clearwater Beach, valued at over \$82 million.
- Represented KDG Capital in connection with the purchase of Hammock Beach Resort located in Palm Coast, Florida, including two 18-hole Jack Nicklaus-designed courses, one 198-slip marina with additional docking, four condominium buildings containing 192 commercial condominium units and various resort amenities.
- Represented Starwood Capital Group, on the \$1 billion acquisition of a multi-family portfolio located throughout the Southeastern US area.
- Represented Regions Bank in connection with the closing of a \$90 million syndicated term loan for a 444,000-square-foot Class A office complex with parking garage located in Houston, Texas, for a joint venture comprised of national commercial real estate developer and international pension plan investment board. Also advised Regions in connection with the closing of a \$40 million loan for construction of an approximately 141,300 square foot build-to-suit Amazon facility. Representation included drafting and negotiating the loan documents, and the necessary recognition documents required from Amazon.



B

Reference Projects,
Experience
and Minimum
Qualifications

B



B. Reference projects, experience and minimum qualifications

We create places for people that are vibrant, impactful and authentic.

50 PLUS 1 TEAM - FIVE REFERENCE PROJECTS

We have included five team reference projects followed by additional relevant experience.



University of New Orleans Sports and Entertainment District

The 50 Plus 1 Sports model helps build diverse, successful communities.

Located on the shores of Pontchartrain, the University of New Orleans' Sports and Entertainment District will be transformative project for both the University and the City. The project's inspiration draws upon the privateer ships which once sailed the waters. 50 Plus 1 Sports LLC is leasing an approximately 100-acre parcel of land and is building a 15,000-seat football stadium, football training facility, 300,000 sf basketball arena, basketball training facility, tennis facility, 800-room student housing building, 1,000 market rate apartments, 750 condominiums, 200 key hotel, retail stores and food & beverage outlets. The project represents a significant opportunity for the University to put to use a vacant 100-acre parcel and to share in the revenue generated by 50 Plus 1's development. Garcia Architecture and AECOM have designed a true urban development that is pedestrian friendly, emphasizes Lake Pontchartrain and creates a family-friendly destination in New Orleans.

Owner's name and contact

Tim Duncan, Director of Athletics,
University of New Orleans Research
and Technology Foundation
T 504.280.6102
E athleticdirector@uno.edu

Location

New Orleans, LA

Role

Developer

Dollar amount of project

\$1,450,000,000

Year started/year completed

2021-present

Proposed team participation

Monti Valrie, Miguel Valrie, 50 Plus
1 Sports; Rafael Garcia, Ian Cole,
Rachel Mondt, Garcia Architecture;
Ryan Bouma, AECOM





The Corridor

Tom DeMuth led this urban infill redevelopment from the start.

Formerly a 66-acre urban in-fill project, The Corridor includes development 186,000 sf of office space, 120,000 sf of retail, 50,000 sf of medical office/clinic, 140,000 sf of hotels and a 72,000 sf fitness center, as well as the construction of all infrastructure for the land. In the end, the project cost in excess of \$500mm. The relevance of The Corridor project is that it was the redevelopment of a large urban in-fill project, mixed-use project and involved numerous agreements with public entities. Tom DeMuth led the development and construction teams' efforts to (i) obtain all entitlements and approvals for the project, (ii) design and construct all roads, sidewalks, sewer systems, water and all other utilities, (iii) finance the project, (iv) design and construct all buildings, (v) negotiate all tenant leases, (vi) negotiate the sale of some parcels, and (vii) do all other things required for a successful development.

Owner's name and contact

Daniel Ertl, Planning Director
 City of Brookfield, WI
 T 262.796.6695
 E development@ci.brookfield.wi.us

Location

Brookfield, WI

Role

Developer and construction manager

Dollar amount of project

\$500MM+

Year started/year completed

2014-present

Proposed team participation

Tom DeMuth, Fresh Coast Development Partners, LLC



Sprint Center Arena

The completion of the Power & Light downtown redevelopment and its anchor, Sprint Arena, brought a resurgence in retail commercial development and residents.

Kansas City was in a unique situation when it became home to the new downtown 18,500-seat Sprint Center (now T-Mobile) multi-purpose venue. As home to some of the most notable sports architects in the world, Kansas City formed the Downtown Arena Design Team. As part of this team, Garcia Architecture was instrumental in developing the 'Onion Layers' concept that delivered an icon.

The new arena has helped to spur continued development of the City's Power & Light entertainment district, of which Garcia has also been a part. This district has rejuvenated the city's urban core into vibrant, urban 20-minute neighborhood featuring live music, retail, food and beverage, hotels and, most importantly, a rapidly growing permanent downtown residential community,

Owner's name and contact

Earl Santee, Prime Consultant.
Populous
T 816.329.4323
E earl.santee@populous.com

Location

Kansas City, MO

Role

Subconsultant

Dollar amount of project

\$276MM

Year started/year completed

2004-2007

Proposed team participation

Rafael Garcia, Garcia Architecture

AECOM completed numerous projects in the entertainment district surrounding Nationals Park and Audi Field to create and reconnect the communities to form this eclectic, urban neighborhood.



The Yards East and Yards West

The Yards transformed the Capitol Riverfront by connecting the new ballpark with housing, jobs, parks and a thriving entertainment district.

Yards East. Part of the emerging Capitol Riverfront, this 40-acre development reclaims a brownfield waterfront and has become Washington DC's largest economic development project.

The redevelopment concept includes innovative stormwater management systems that allow the streetscapes to play a significant role in improving water quality in the river. The streets will include permeable pavements and bio-retention facilities that filter street run-off as a first line of healthful waterflow management defense for the river.

AECOM detailed how to build the systems to achieve the best balance of performance, ease of maintenance, aesthetic appeal and pedestrian function. The intent is to integrate innovative storm water management practices into landscapes that residents, employees and visitors will use every day, and give the entire precinct a distinctive level of finish. The resulting public realm ties together the adaptively reused historic structures remaining on site with contemporary architecture and helps address flood resilience challenges.

Owner's name and contact

Toby Millman, Senior Vice President, US Office Division, Brookfield Properties
T: 202.496.6608
E: toby.millman@brookfieldpropertiesdevelopment.com

Location

Washington, DC

Role

Prime

Dollar amount of project

\$3,000,000 in total fees across multiple phases

Year started/year completed

June 2008-present

Proposed team participation

Ryan Bouma, AECOM



Building on a decade of implementation in The Yards East, AECOM has designed the Yards West public realm to set a new bar for destination retail and entertainment experience, 5G readiness and vision zero commitments.

The Yards West is centered around a curbsless shared space that connects the Metro station to the waterfront. Part street, part plaza, this space is under construction now and includes connected tree-vaults and below grade run-off storage with utility corridors designed to facilitate adjoining development connections and allow for district energy and water re-use systems in future phases. The public realm is designed for flexibility, including a simple ground plane with modular components that can be reconfigured to close portions of the street to vehicular traffic at different times depending on the needs of events and retailers.





Richmond City Center and Diamond District

AECOM is helping the city reposition public land to unlock new growth and create new urban destinations.

As part of the city-wide Richmond 300 Plan, AECOM prepared an urban design framework for the Diamond District (formerly known as Greater Scott's Addition) and a vision for City Center, the 15 acres surrounding the Richmond Coliseum. These plans were developed through a combination of physical and virtual public engagement. They define neighborhood scale, use and character, new connections and signature public spaces that become community focal points. Each plan will inform a future solicitation for development partners.

The Diamond District will become a new mixed-use neighborhood anchored by a replacement for the 'The

Diamond' ballpark and the Crescent Park, a linear public space that links the new community to transit and the cultural institutions along Broad Street.

City Center infuses downtown with new livability, transforming public parking areas into high density residential, office and supporting retail adjacent to the convention center and City Hall. The planning process contemplated alternatives that included a new or renovated arena and options without the arena venue. In all cases, the destination includes new plaza and parks for gatherings and events and new street connections to facilitate enhanced walkability and transit access.

Owner's name and contact

Maritza Mercado Pechin, AICP,
Deputy Director for Equitable
Development, City of Richmond
T 804.357.6499
E maritza.pechin@rva.gov

Location

Richmond, VA

Role

Prime

Dollar amount of project

\$250,000 in total fees across
multiple assignments

Year started/year completed

2019-present

Proposed team participation

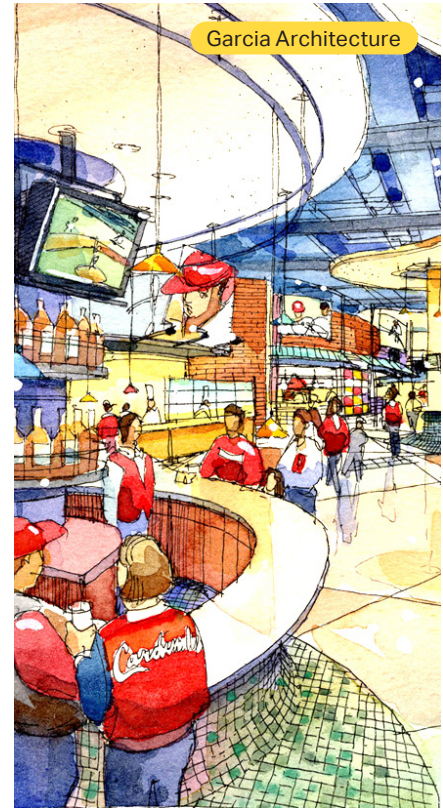
Ryan Bouma, AECOM, Principal-in-charge



The vision planning for City Center and The Diamond District were integral parts of a broader City-Wide Master Plan, Richmond 300, a New Guide for Growth, which won the 2021 Daniel Burnham award for the Nations Best Comprehensive Plan from the American Planning Association. <https://www.planning.org/awards/2021/excellence/richmond-300/>



Additional Team Experience



Busch Stadium

To allow for maximum continuity and efficiency, the new stadium was built adjacent to the former stadium, allowing the Ballpark Village to follow upon demolition.

The design of the new Busch Stadium in downtown St. Louis pays homage to the great downtown ballparks from the past. This retro-styled home of the St. Louis Cardinals major league baseball team features stunning views of the St. Louis Arch and downtown skyline, and the outfield is surrounded by Ballpark Village with its zen views into the stadium and the excitement of the game. This pedestrian-oriented urban district is now filled with restaurants, retail and residential high-rises. It is a true 20-minute neighborhood spurred on by development of an iconic downtown ballpark.

Garcia Architecture provided interior architecture services in association with Populous, the lead designer for this new stadium with a seating capacity of 43,975, with over 3,000 club seats and 61 luxury suites.



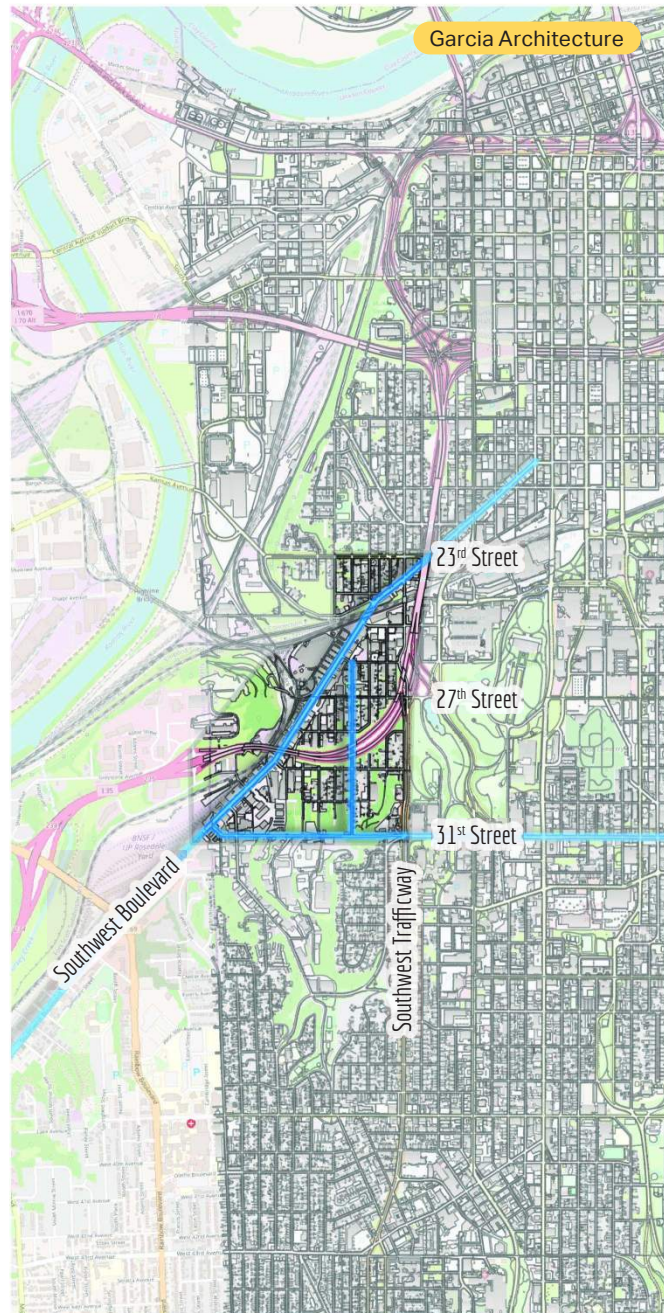
31st Street Corridor, Westside Area Plan

This project will provide the Westside Area with much needed assistance to help the neighborhood be prosperous once again.

The Westside Neighborhood is a historically immigrant community and a 'first-suburb' to Kansas City's urban core. This neighborhood has also been continuously overlooked. As post-WWII America sought to rapidly build new modern suburban havens, the Westside Neighborhood, like so many first suburbs, was isolated as high-speed city arterials and urban highways were constructed to move downtown workers back and forth to their suburban homes as quickly as possible.

The goals of Garcia's planning study were threefold —

- 1 Reconnect the Westside neighborhood to the fabric of the city by removing the barriers created by late 20th century transportation design, building bigger better sidewalks and creating linkages to the growing urban bicycle networks;



- 2 Recommend policy changes to stem the tide of gentrification and promote reinvestment in small lot urban single family homes to help support the continuation of multi-generational family history in the Hispanic community;
- 3 Create a Mercado, or community-oriented mobility hub that connects this pedestrian-oriented community with a retail district to provide everyday needs including groceries, pharmacy, healthcare clinics, and clothing.

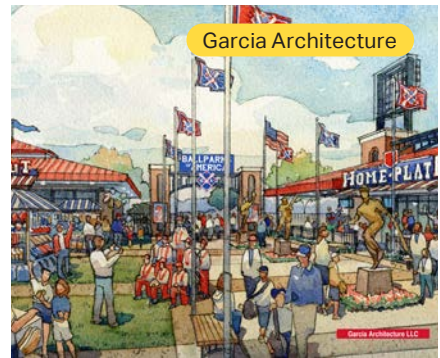


American Airlines Arena

In the decades since construction of this arena in a relatively low-density district there has been a boom in construction including office, residential and street-level retail.

American Airlines Arena (now FTX Arena) is home to the NBA's Miami Heat and has become an anchor for an emerging urban environment that now sees soaring mixed use towers and ground level retail on sites that were formerly surface parking and vacant lots. The surrounding neighborhood is now a vibrant and still growing dense urban center at the heart of Miami.

FTX Arena provides a seating capacity of 18,550. This sports and event venue features 25 private suites and 720 premium/club seats with the associated exclusive concessions and concourse. Garcia Architecture provided interior architecture and design production services in association with Heinlein Schrock.



Ballparks of America

This new ballpark provides revenue now with investment to build a financially stable future.

Ballparks of Branson is a youth baseball destination created from the remnants of a former outlet store shopping center. Situated in the heart of the Branson entertainment and shopping district, this youth sports facility adds to the vibrant family-oriented destination that is rich with live music venues, museums, amusement parks, retail, food & beverage, and resort hotels.

The client's vision was "to create the ultimate youth baseball experience for 12-year-old kids." Garcia Architecture delivered on that dream, creating a unique experience for baseball tournaments and Midwest Championships. The renovation provides team lockers and bunk rooms, full fan amenities, and plenty of activities for players and families in between games.



Kansas City Chiefs Training Facility

Located next to the stadium, this training facility is built with the athletes in mind, providing them the ultimate practice and training experience.

When the Kansas City Chiefs needed a new state-of-the-art training facility as part of the Truman Sports Complex, Garcia Architecture was selected as the Architect of Record for the project. This modern facility features a three-story-tall lobby/atrium designed in the shape of a football and displaying player memorabilia.

The facility provides indoor practice turf, weight training, sports medicine, and locker rooms. For player comfort there is a player's lounge. The attached three-story office building provides private offices and work spaces for Chiefs administrative, marketing, training and executive staff, and two auditorium-style meeting rooms.



St. Petersburg Waterfront Master Plan

With robust community outreach and a plan aimed at authenticity, AECOM created a master plan that has contributed to the growth and success of the St. Petersburg waterfront.

AECOM partnered with the City of St. Petersburg to lead the community discussion, technical investigation, and creative visioning for their downtown waterfront community. Services included parks system master planning, waterside engineering, infrastructure planning, environmental science, urban design, livable transportation, business district activity planning, neighborhood planning, campus planning, economic development, and strategic implementation across a range of uses in typologies.

AECOM led community and stakeholder coordination and focus group sessions to ensure access and connectivity throughout this major waterfront community that included the North Neighborhoods, Downtown Core, Innovation District, and South Neighborhoods.

Concurrent with the initial community input exercises, AECOM assembled technical inventory and data regarding the waterfront that included assessing and evaluating the parks facilities and developing statistically valid survey inventories and level of service benchmarks. A GIS-based map inventory of urban form, land use, access/circulation and transportation

characteristics as well as the general utility infrastructure for the key areas was conducted to include water quality, stormwater, and ability to support new investment. General market condition assessments were also completed. AECOM legacy firm Glattig Jackson also completed the City's comprehensive 2020 Visioning Plan in 2001.

EDGE District Improvement Plan

One of the most sought-after districts in St. Petersburg, the EDGE offers a unique, vibrant atmosphere in a once-overlooked area.

AECOM was retained by the city of St. Petersburg to provide planning services for the EDGE District. Through extensive public outreach and community involvement, AECOM developed a master plan that respects Central Avenue's eclectic retail strength while being thoughtful of future economic growth opportunities. A framework was also established for the implementation of development projects.

For many years, the EDGE District was a place for people to pass through while driving to downtown or a place to grab a beer before and after a Rays game at Tropicana Field. The area's street character is dated with a mix of plantings, different paving types and

colors, a mix match of street furniture and lighting.

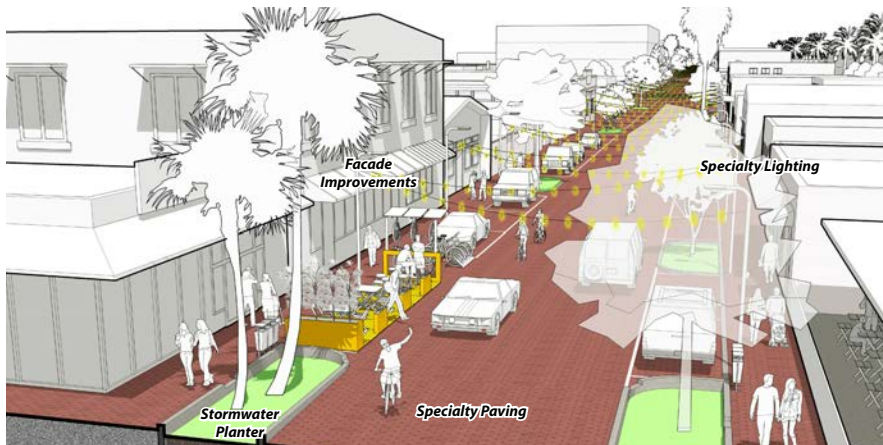
Today the EDGE District is a sought-after place to live and work. Many breweries, art studios and galleries, restaurants, and multi-family housing projects are moving into this area. These new businesses are creating an identity for this area that is much different than the urban experience along the waterfront.

The Plan established four main goals for the City and the EDGE District to move forward with. These goals are:

- Create a more walkable public realm
- Support a healthy community
- Drive economic development opportunities

- Develop the top four priority projects for implementation.

Two unique study areas within the plan are Baum Avenue and Booker Creek improvement areas. Baum Avenue is a two-block alley that is slowly becoming a place for public gatherings and business. AECOM designed a pedestrian-oriented street for festivals, outdoor eateries and is overlaid with a green street approach. Booker Creek is a natural amenity that AECOM exposed to the public with walking trails, viewing areas and open passive park space. Recipient of the 2017 Outstanding Private-Public Partnership of the Year Award under the Florida Main Street program.







Buzzard Point Framework Plan

The Vision Framework and Implementation Plan ensures that the revitalization of Buzzard Point is consistent with the needs of nearby residents and the city as a whole.

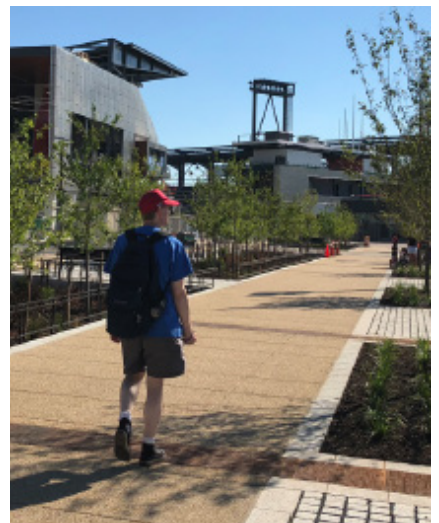
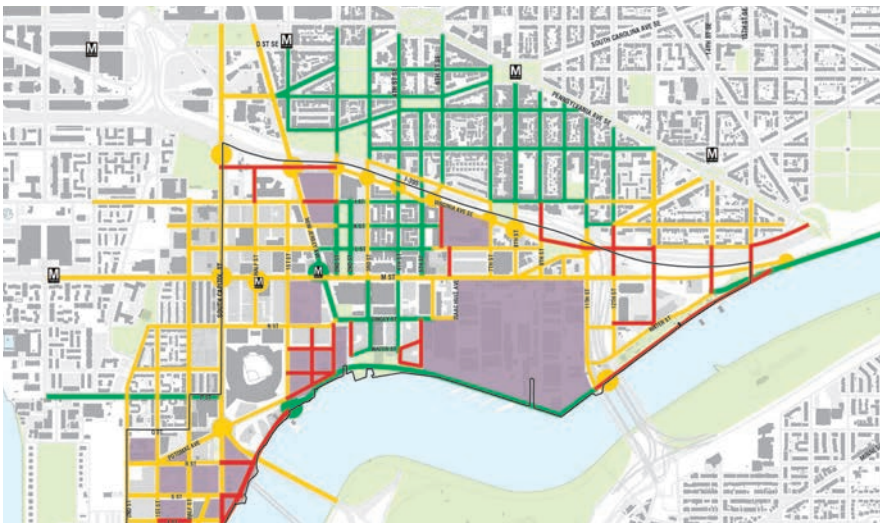
AECOM developed a specific urban design framework for this site, located at the southern tip of the Capitol Riverfront, in order to mitigate the potential impacts of a proposed stadium and establish the framework for transforming Buzzard Point. The Urban Design Plan incorporates the South Capitol Street Bridge replacement and the Audi Field soccer stadium projects, identifies new redevelopment opportunities, and recommends public realm improvements in the area. The Plan will help inform both public and private development decisions over the next ten years.

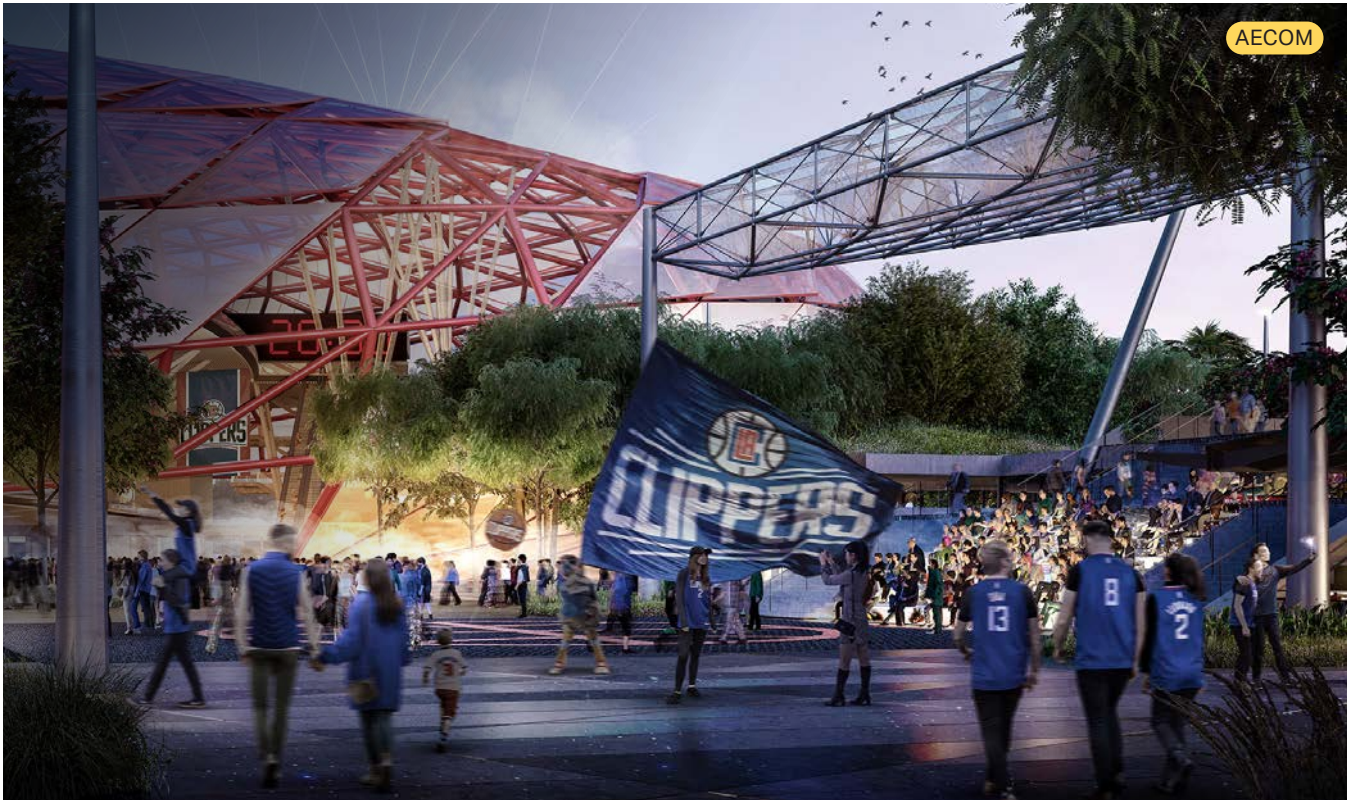
Through multiple meetings with property owners, nearby residents, Fort McNair staff, and other agency representatives, AECOM was able to capture and address the primary issues related to future development at Buzzard Point and create buy-in on many complex issues ranging from development patterns to affordable housing opportunities.

Audi Field Streetscapes

Building on the streetscape strategies developed in the Buzzard Point Urban Framework Plan, AECOM landscape architects designed the streetscapes and green infrastructure surrounding

Audi Field, the new DC United soccer stadium. The designs will help facilitate and animate the retail district along Half Street SW and serve as the gateway to Buzzard Point from South Capitol Street. The permeable pavements and curbside bio-retention facilities manage the first 1.2 inches of runoff and are seamlessly coordinated with the existing significant below grade power and water infrastructure of Buzzard Point.





Intuit Dome

This new arena plans to deliver an unprecedented experience by embracing its community and bringing fans closer than ever to the action

Built for the fan, by the fan, this technologically advanced and basketball-obsessed arena, entertainment venue and outdoor plaza will deliver a uniquely intimate and intense experience.

Intuit Dome makes no sacrifices in bringing fans close to the action, creating the most raucous and comfortable and efficient game-day experience possible.

Seating: Intuit Dome brings fans closer to the action – 45 feet closer – and gives them the most leg room in the NBA, whether they’re sitting courtside or in the upper bowl.

The Halo Board: We designed Intuit Dome specifically to fit our 44,000-square foot, halo-shaped LED board, which blocks zero sight lines and features more replays, videos and stats than any scoreboard in the world. It’s a halo worthy of Angelenos.

Hassle-free: Parking, arrival, entry, merchandise and even concessions will leverage technology to create a hassle-free fan experience.

The Wall: At the opponent’s end lives the heartbeat of the arena – 51 uninterrupted rows of seats powered by close to 5,000 fans. With enhanced acoustics, The Wall isn’t just a section of passionate fans, but an architectural marvel.

The Plaza: The 80,000-square foot outdoor plaza is complete with bars, restaurants and an 8,000-square foot team store. It’s anchored by a full-sized, regulation basketball court with a screen that stretches key-to-key.

Team Practice Facility: With more than 86,000 square feet of training, medical and player spaces, the facility will include two practice courts, an outdoor pool and plenty of space to stretch out.





Golden 1 Center

This new arena not only gives the ultimate fan experience, it has revitalized the neighborhood and become a part of their public realm

AECOM designed the 100 percent solar-powered Golden 1 Center (G1C) to be the most technically advanced venue of its type to date and the first LEED Platinum certified indoor arena/venue in the world.

This iconic venue redefines the urban center with cutting-edge energy technologies and state-of-the-art concepts to link the city to the arena, including five 60-foot-high aircraft hangar doors.

The arena is uniquely Sacramento in how it implements both indoor and outdoor spaces, enables public engagement through an event plaza and creates a home-court advantage through unique seating bowl geometry.

FanFirst Connected Comfort

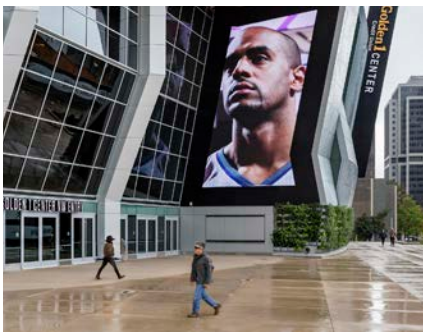
Innovative comfort and wellness solutions include the FanFirst Connected Comfort solution that allows the venue to crowd-source fan comfort feedback via mobile app during the event and make adjustments in real time. In addition to thermal comfort, G1C uses the venue's social media to provide immediate feedback to the venue operations team from the venue occupants on visual or acoustic comfort issues.

A key part of G1C's wellness approach is its farm-to-court approach to the food + beverage program, ensuring that fresh, healthy meal options are available to staff and fans. With an emphasis of local food resources, regular farmers markets site and 12,000 donated

healthy meals, G1C is an advocate for wellness in the community.

A leader in sustainability

At the forefront of cutting-edge sustainable design, G1C is the world's first LEED Platinum certified indoor venue of its type. G1C demonstrates what can be achieved by embracing a holistic, inclusive and performance-based design approach. As a result, the arena redefines the benchmark for sustainability in sports and entertainment venues around the world.



LEED, ENVISION, WELL and Community Benefits Projects

50 Plus 1 Sports takes sustainability seriously. We know how important it is to develop resilient communities. We've selected partners who share our values and have the expertise to implement sustainable practices.

Garcia Architecture (GA) is an ardent proponent of exploring and implementing sustainable design strategies when and where they are appropriate within the context of the Owner's immediate and long-term project goals. We have worked closely with client representatives to incorporate sustainable strategies as part of their projects. Specifically, projects such as the Kansas City Police Academy, the New Samuel U. Rodgers Community Health Center and Operation Breakthrough Community Campus Expansion have all explored such opportunities.

At GA sustainability is seamlessly a part of our culture. We believe strongly that smart, well-reasoned decisions at every level of the planning and design process leads to solutions that will not only last for generations but will at the same time support stewardship of our environment and resources. These principles that we live by in running our practice will be present in our approach to the programming, designing and executing your project.

SELECTED LEED PROJECTS

The New Samuel U. Rodgers Community Health Center

This project has been registered with the USGBC and received LEED Silver Certification. The building design meets requirements of ASHRAE 90.1, 2004 in all aspects of energy performance. Harmful CFC refrigerants, HCFCs and Halon are eliminated from the facility systems. Smoking is prohibited in the building and on the premises. The design team made every effort to select materials and products that were sustainably sourced. The street dividing the new facility from the former site, along with demolition of the existing structure, makes way for conversion to green space – an urban neighborhood “park.” In the demolition process, it was planned that the brick from the existing facility would be crushed and recycled as pathways into the park. The park's diverse native plantings, the paved outdoor lounge areas adjacent to the rain garden and the vast openness of this green space reinforced the overall image of wellness.

LEED Certification Feasibility Analysis of the Greenville, Illinois Federal Correctional Institute

The Federal Bureau of Prisons (BOP), North Central Region, hired GA to incorporate sustainable building objectives in an existing correctional facility using LEED certification criteria and evaluation guidelines. The BOP selected FCI Greenville for this study because it is one of the North Central Region's newer facilities constructed between 1990 and

1993. It is a modern design more closely coordinated with the BOP's current design guidelines, and the BOP has an identical facility located in Pekin, IL, making it an appropriate case study for other existing correctional facilities within the region.

HIGH PERFORMANCE BUILDINGS + SUSTAINABILITY

AECOM's high-performance buildings and communities maximize available sunlight and fresh air, harvest rainwater, incorporate local food sources and utilize run-off to produce renewable energy. We discover high performance innovations that solve challenges and improve lives, innovating to enhance function, minimize environmental impact and promote wellness. As creators of the Arena 3.0 benchmark and the world's most comfortable, connected and sustainable arena in Golden 1 Center, we bring the most advanced design thinking to your sports project and help maximize the return on your venue investment.

SELECTED LEED PROJECTS

LA Clippers Intuit Dome: Environmental performance

When it opens in 2024, the LA Clippers new Intuit Dome will embrace both enhanced environmental performance and fan experience, taking advantage of the Southern California climate through an indoor-outdoor approach that allows for a naturally ventilated entrance and upper concourse. A solar-optimized building shell will balance natural light and solar heat gain. The design incorporates key strategies for energy conservation, building form, lighting, mechanical and landscaping to achieve rigorous California Energy Commission Net Zero requirements and never before achieved LEED® Zero certification with a high level of performance for energy optimization.

Sacramento Kings Golden 1 Center: Designed for fans, city, planet

AECOM designed the first LEED Platinum arena for fans, city and planet. 100 percent solar-powered, the Sacramento Kings' new Golden 1 Center is the most technically advanced venue of its type in the world. The arena transforms the future of Sacramento's downtown through its iconic design and technology-driven operation. Designed to be uniquely Sacramento, the arena connects indoor and outdoor spaces, enables public engagement through an event plaza, provides farm-to-fork concessions and features our FanFirst Connected Comfort solution, which combines displacement ventilation and fan crowd-sourcing. To learn more about the arena of the future and our approach to Golden 1 Center, visit:

www.aecom.com/golden1center.



Delivering Sustainable Legacies

AECOM's environmental, social and governance (ESG) strategy

AECOM's ESG strategy aligns with 50 Plus 1 Sports' goals in developing places that are enduring and accessible.

INTEGRATING SUSTAINABILITY

As the world's trusted infrastructure consulting firm and a leader in environmental, social and corporate governance (ESG), AECOM is determined and well positioned to deliver positive, impactful and sustainable legacies for their company, our communities and our planet.

In line with this and reflecting post-pandemic priorities, AECOM has developed four themes of their sustainable legacies strategy: embedding sustainable development and resilience across all work, improving social outcomes (including equity, diversity and inclusion), achieving net-zero carbon emissions and enhancing governance.

Embedding sustainable development and resilience across all work

AECOM helps governments, cities, organizations, developers, asset owners and other businesses protect the environment and improve communities by integrating sustainable development into their normal business. This includes providing advisory services for sustainable development planning, assessment and benchmarking and using circular economy principles to design out waste and pollution.

Improving social outcomes

AECOM supports social value projects and programs at scale through assessment, advisory and related services such as materiality, reporting and disclosure, supply chain, product stewardship, management systems, resource action planning and goal setting. They also advise organizations on strategies to boost equity, diversity and inclusion.

Achieving net-zero carbon emissions

AECOM is helping clients achieve their carbon targets through energy strategies, services to manage and reduce the contribution of greenhouse gas emissions, and nature-based solutions that work with and enhance natural habitats to take advantage of their ability to sequester carbon.

Enhancing governance

We help organizations assess the sustainability of their operations and improve their ESG performance through target-setting, materiality assessments and benchmarking, life-cycle analysis and advisory services.

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Financial Information

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C. Financial information

Experience, resources and ingenuity

50 PLUS 1 has the experience, resources, and ingenuity to create a new community for St. Petersburg that reflects the values, goals and aspirations for the quality of life expected by the City. Our company is a committed partner of the City and collectively we will achieve the goals of all stakeholders.

In accordance with Section 22 of the RFP, the Financial Information portion of our Proposal is being submitted by a separate electronic file and the hard copies of the Financial Information section are being delivered in a separate envelope. Pursuant to Florida Statute Section 812.081(1)(c), the compilation of information, including the commercial information and financial information, in the Financial Information portion of our Proposal constitutes a trade secret which gives our company a business advantage and/or an opportunity to obtain an advantage over other individuals or entities which do not know or use this information. Further, pursuant to Florida Statute Section 812.081(2), any individual or entity with the intent to appropriate a trade secret or to steal a trade secret for their own use thereby commits a felony. Further, pursuant to Florida law, the Financial Information portion of our Proposal is exempt from disclosure because this information is confidential and proprietary to our company.

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Narrative Response

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**RAYS UP
TAMPA BAY**



RAYFRONT HEALTH St. Petersburg



RA
TAM

D. Narrative response

Authentic, inclusive development that is uniquely St. Petersburg

Developer philosophy and vision

The philosophy and vision of 50 Plus 1 Sports is to provide opportunities for minority-, women-, veteran- and SDV-owned businesses to participate in development that is community-focused, revenue-driven and forward-thinking.

Our philosophy is to develop robust, vibrant, diverse places that are multifaceted in their amenities and infrastructure. A community that is distinct within itself and connected to the numerous eclectic neighborhoods of St. Petersburg. Reimagining the Historic Gas Plant Site is not in itself a disparate mission, but a vital catalyst to St. Petersburg's aspirations as an equitable and dynamic place to be. As a 100% minority owned company, our commitment is to level the playing field and provide opportunity, stability and substantive community ownership for all.

50 Plus 1 has a vision and approach to every project. It's not just the residents of St. Petersburg that will benefit from this project. There are communities throughout the country going through the same challenges and

they are looking to St. Petersburg, and what 50 Plus 1 Sports can bring, as a model. St. Petersburg will be the template on which other cities aspire with progressive and implementable strategies for building prosperity.

As you will see, we have prioritized affordable and workforce housing in our plan. Our plan does not simply designate certain components of the plan as affordable and workforce housing. Rather, the affordable and workforce housing is integrated throughout our design and will give residents a sense of pride, dignity and place. We have tried to make up for the years of neglect by designating 50% of residential units for affordable and workforce housing.



Proposed illustrative site plan

A description of how the Proposer plans to address and incorporate the development elements identified in Section 11 of this RFP;

As stated above, focusing on multifaceted planning with a broad mix of uses is what builds successful communities. 50 Plus 1 Sports brings the capital and the commitment. Our team members, Garcia Architecture and AECOM, bring the know-how.

The following description of the proposed development and associated benefits is broken down by the topics outlined in section 11 of the RFP.

An intensive, sustainable, vibrant, urban, mixed-use and mixed-income community that creates a unique experience and strong sense of place for all people.

The plan puts the people of St. Petersburg at its core. The proposed destination community is organized around a signature central gathering space, Booker Creek Commons, that acts as a magnet for gatherings, celebrations, recreation, artistic expression and cultural heritage. This is the epicenter of vibrancy, surrounded by multi-level restaurants and shopping as well as the new stadium and adjoining entertainment district. Residences at a full range of price-points, hotels and offices float above the active streets and the arts will infuse community spaces and architecture. Green roofs and curbside bio-retention along new streets capture and filter runoff that will be stored and cleaned further below grade in the Commons, before feeding a revitalized Booker Creek.

Adherence to guiding principles and overall vision of the Tropicana Field conceptual master plans

Similar to past concepts, the plan increases in mixed-use intensity and vibrancy near the stadium, but the 50 plus 1 Sports vision places the signature public space at the heart of the plan so that the community is reflected in all activities on gameday and every day. The plan connects to adjoining communities and can act as a catalyst for responsible economic development. The 50 Plus 1 Sports plan is inspired by previous community input in the following ways:

Provide jobs, entertainment, housing and family oriented places that will promote economic development for every neighborhood. Through an emphasis on career building, not just job training or temporary employment, and a diversity of housing types that decentralize affordability throughout the site.

Knit the city together again and re-Integrate the Tropicana site with the rest of the grid system. Through a street grid inspired by the former fine grain Gas Plant neighborhood and an emphasis on strengthening the Booker Creek cultural and mobility corridor.

Celebrate and enhance the rich cultural diversity and authenticity as an engine for economic opportunity within the district and the surrounding neighborhoods. Through strong connections to the Edge District to the north, Campbell Park to the south and by becoming an eclectic center for the diverse food scene and the arts in St Petersburg. Our design will reflect St. Pete's art culture through sculptural form and use of color within the architectural styling.

Make it easy to get around and expand all transportation options to reduce traffic and increase access between the neighborhoods and Downtown.

Through compact walkable development blocks, enhancements in the transit transfer experience and increased safety and convenience of the pedestrian and bicycle trail system. We will emphasize pedestrian-oriented circulation within the development district, including connections to adjacent neighborhoods, with specific efforts to slow down traffic and reduce vehicle lanes.

Architectural significance, unique designs and integrated public spaces. The plan establishes a series of public space destinations at a variety of scales from civic celebration to neighborhood courtyard hangout. Public space linkages tie the district to adjoining neighborhoods in all directions. Our architectural inspirations include:

- Florida, aquatics, the team name and the visual motion of the ray gliding through the water inspired our stadium canopy. The sunscreens on retail and museum spaces in the park space echoes sunrays overlaying clouds that billow up from the afternoon heat.
- We chose colors that evoke spectral light that follows sunrays through cloud forms and appear in rainbows after an afternoon thundershower. The art that will thread through these spaces will reflect the colorful pieces that are seen throughout this art-centric city.
- As a nod to the game, the colonnade surrounding the stadium reflects the architectural styling of more traditional ballparks.
- The colonnade columns are inspired by the natural curves of our prevalent Florida palms
- Taller buildings are sculpted in form to focus on views; and skinned in layers to accentuate the sculpture.



Illustration of Booker Creek Commons and surrounding architecture

Job creation plan, local construction and equitable workforce development

The site is well positioned to create jobs that benefit residents of the Intown West, Intown and South St. Petersburg Community Revitalization Areas. But 50 Plus 1 Sports goes beyond job creation to help support career development through a combination of programs throughout the project lifecycle. These initiatives have included local workforce goals for direct jobs of no less than 50% for minority, women and veterans, as well as partnerships with training entities like St. Pete Works!, small business mentoring, legacy funds to help small or minority businesses access contracting opportunities and hire talent. In addition, innovative provisions for transportation and childcare options have enabled vulnerable individuals to access new jobs. 50 Plus 1 Sports looks forward to developing an employment plan with the City and key stakeholders.

SBE, M/WBE participation

The 50 Plus 1 Sports mission is to develop projects with 50% minority, women and veteran participation. We do this by forming relationships with small, minority-, women-, veteran- and SDV-owned businesses so that we have available, trusted consultants. Upon proceeding in a project, we continue our outreach in the community with a goal of providing further opportunities for minority- and women-owned businesses. Many developers simply place

minorities in construction-based positions to meet their goals. 50 Plus 1 Sports goes the extra mile to find minority-, women-, veteran- and SDV-owned businesses that can be part of the ownership, design, engineering, financing and operational teams. 50 Plus 1 will engage and mentor small and MBE and WBE businesses for growth and success based on the Chicago United's Five-Forward Initiative <https://www.chicago-united.org/programs/minority-business-partnerships/>

Connections to surrounding communities, I-75 and incorporation of the downtown mobility study

The plan re-establishes a street grid similar to that of the previous Gas Plant District that connects to adjoining neighborhoods in all directions. In addition, the plan links recreational and commercial resources in adjoining neighborhoods with an enhanced trail system and improved trail connection over I-175 to Campbell Park. The street grid can easily be expanded southward should I-175 be deconstructed at any future point to create a seamless community connection and the plan reorients the eastern portion of 4th Avenue South to better enable future development across from the stadium should the interstate be removed.



Illustration of proposed outdoor community space

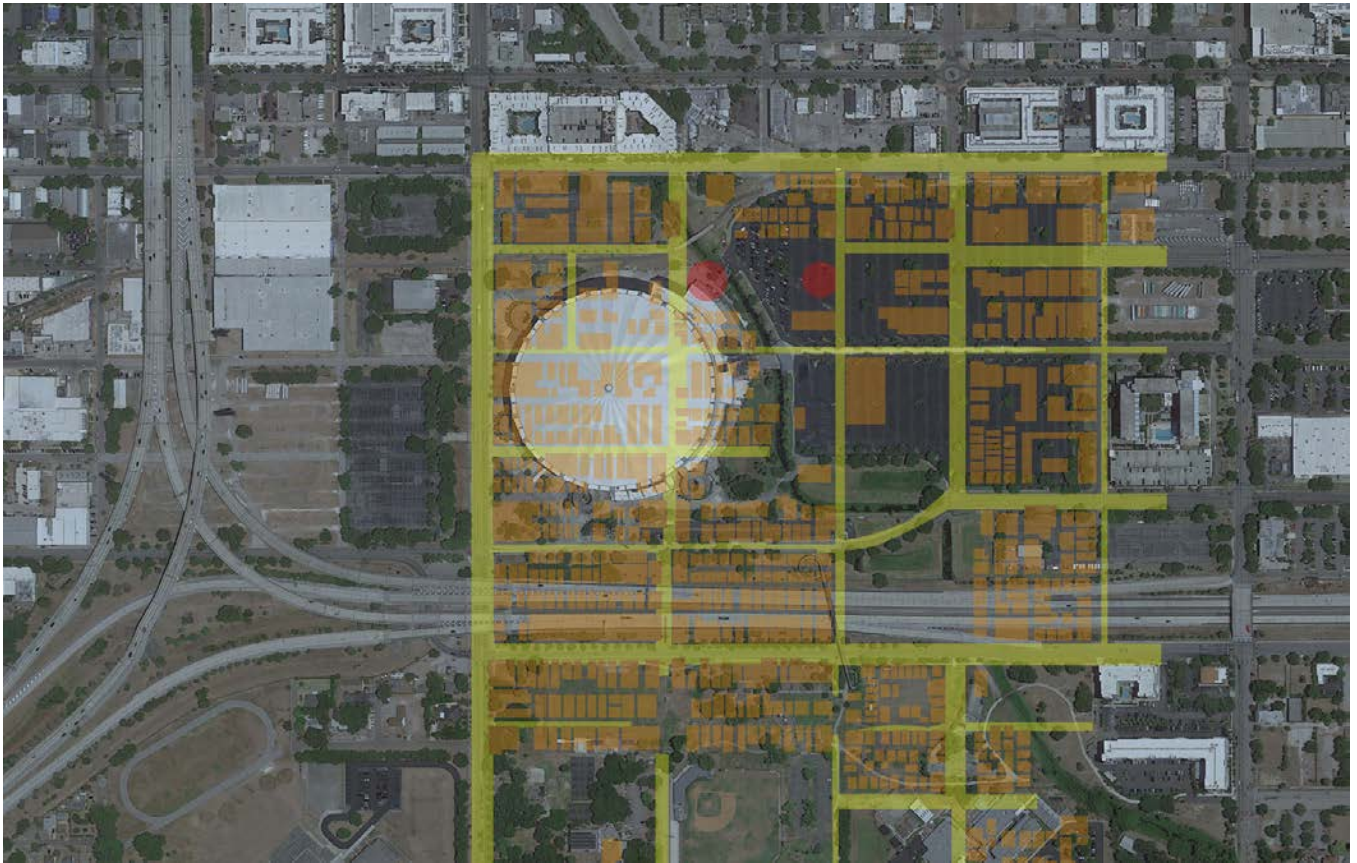


Diagram depicting former Gas Plant Street Grid over existing conditions



The proposed street grid can easily be extended southward if and when I-175 is deconstructed.

Vibrant pedestrian/street level activities and spaces

The plan creates a framework for active mobility and walkability animated by ground floor uses and engaging architecture. The plan also seeks to provide welcoming micro-climates and address pedestrian comfort in high sun and frequent rain showers.

Incorporate the history of the gas plant district

The Plan incorporates and honors the history of the Gas Plant District in several fundamental ways:

Walkable community and amenity. The Gas Plant was a tightly knit, walkable place, that didn't need cars. It evolved to serve a neighborhood with low car ownership and as a result modeled many of the walkable traits we are looking to reestablish today. The gas plant will again become a hub for active mobility.

Neighborhood-based economy and social life. The neighborhood had organically changed to provide the neighborhood commercial uses it needed as it could not rely on other destinations for its needs as a community.

Booker Creek as community space. Despite its poor water quality at the time, the Gas Plant neighborhood came to the creek to gather and play. The 50 Plus 1 proposal once again puts Booker Creek, at the center of community life, bringing the entire city together to play, celebrate and express themselves.

Cultural hub. The dedicated cultural venue and public space at the heart of the community offers the opportunity to tell the story of the Gas Plant District through the fine arts, performing arts and through interpretive exhibits.



Illustration of proposed stadium entertainment district and narrative landscape opportunities



Illustration of proposed covered pedestrian promenade along Booker Creek and cultural venue site

Public art and local participation

The plan includes significant opportunities for public art throughout the public realm and establishes Booker Creek Commons as a work of art itself. The plan includes a location for a signature cultural destination, within the commons, such as a performing arts center or a museum that could be curated in partnership with St Petersburg arts community. As stated, our concept incorporates the sculptural form and colors of the community.

The community's plan

50 Plus 1 Sports looks forward to collaborating with the City and Community to refine the design plan and build momentum towards implementation.

Our proposal adheres to the city's vision

The plan generates vibrancy by layering destinations and clustering activity generators so that it is a magnet for residents and visitors every day of the week not just gameday.

Complementing the vision 2020 element of the comprehensive plan

The plan seeks to deliver on what the Vision 2050 Plan calls "a once-in-a-generation opportunity to implement sustainable and resilient planning, design, construction and operation principles. Moreover, the Tropicana Field site can provide an engine for the future economic growth of the

City". The plan creates a livable district where new residents at all price points will drive new restaurants and shopping opportunities while the central location and amenities attract signature corporate tenants and employment generation.

Incorporate current and upcoming technology and smart cities concepts

The plan encourages the deployment of fiber optic networks to drive 5G telecommunications connections and sensor technologies to monitor performance of public infrastructure and enhance public safety. A series of utility corridors for wet and dry utilities, can be built within the initial street grid that makes incremental development and lateral connections more efficient and less disruptive.

Sustainable St. Petersburg

The plan helps achieve the stated goals of "a 100% clean energy transition, zero waste, protection and enhancement of natural systems and preserves, the protection and enhancement of shade, urban forest, and green space, sustainable built environment practices, safe and efficient multimodal transportation networks, improvement of our local economy, and a Healthy St. Pete." The plan advances these initiatives by establishing a high density, walkable development that reduces emissions through reduced vehicular trips and high performance buildings that help generate and store clean energy while attracting businesses, generating jobs and improving the environmental quality of the Booker Creek watershed.



Diagram depicting preliminary utility corridors and smart city technologies

Healthy St. Petersburg

The plan strengthens the City's social determinants of health by encouraging and enabling transportation choices that align with a healthy lifestyle, providing easily accessible recreation space and reducing the chronic stresses associated with accessing childcare, employment and affordable housing via transit. 50 Plus 1 Sports looks forward to working with the City to complete the HIA with community input as part of the engagement process.

Integrated sustainability action plan

The plan advances the energy, water, mobility and health priorities identified in the plan by nesting high performance buildings within a sustainable development framework. The framework of public realm infrastructure works together with proposed building systems to reduce emissions, while increasing reliability of service infrastructure and improving the quality of life for surrounding residents.

Guidance for tropicana field site redevelopment concepts technical report

The plan achieves the intended vibrancy, uses, public spaces, housing choice and retail/commercial experience of the previous plans but situates the new stadium and amenities in a way that puts the people of St Petersburg at the center.

Community conversation report

50 Plus 1 Sports understands that the RFP was re-advertised because "The city desires to ensure proposals reflect the current needs of the St. Petersburg community regarding affordable housing, recreation, hotel and convention space, and jobs, with an intentional focus on equity." That is why we are proposing the highest level of Participation of MBE/WBE and veteran firms, as well as local hiring preferences and support in accessing employment opportunities and career building programs. 50 Plus 1 looks forward to discussing with the City the best ways to prioritize the families and or descendants of former Gas Plant District residents in these processes.

Desired land uses

The plan proposes ground floor retail and entertainment uses in several locations, primarily surrounding Booker Creek Commons and between the Stadium and the Edge District. These destinations will animate the neighborhood and feature significant dining options can combine local, regional and national restaurateurs. The plan imagines a shopping district west of Booker Creek Commons, unlike those in St. Petersburg today, that can meet regional needs for a high-end boutique experience. This district will anchor the retail offer and attract additional stores to the area both within the site and surrounding neighborhoods. The foot traffic created by these destinations can help build a clientele for local retailers as they seek to establish themselves. The plan will also include space for the daily needs of the new and existing community, with grocery stores and other neighborhood commercial amenities.



Diagram depicting preliminary the land use plan

Mix of housing opportunities

As we have previously stated, one of our central goals is to create a mixed-income community. In order to achieve the goal of a mixed-income community, we need to begin by providing housing options for the mixed-income residents. We will dedicate 50% of the housing units in our development to individuals who qualify for affordable and workforce housing. The majority of this affordable and workforce housing will be built on the land we will be leasing from the City; however, we intend to work with local organizations to build new affordable and workforce housing in the communities near our development or renovate existing affordable or workforce housing in these neighborhoods.

Approximately 50% of the units of the affordable and workforce housing will be designated for rent and we will use LIHTC credits to finance a portion of the construction cost. Some of the affordable and workforce units will be located in buildings in which there are market rate units and the balance of the affordable and workforce units will be in buildings designated for affordable and workforce housing.

Some portion of the affordable and workforce housing will be reserved for individuals and families who are looking to buy a home. While there are numerous federal programs which can assist lower income people in their purchase of a home, it is very difficult to understand and locate all of these programs. There are programs sponsored by the FHA, USDA, VA, and various other entities. We plan to have

one of our employees in the management company who is trained to help potential home buyers access these various programs. Local groups also have programs which can assist these potential home buyers such as SSP CRA and Penny for Pinellas. Our counselor will also help potential buyers to access these programs. Finally, we plan on setting aside \$5 million to assist home buyers with their down payment or to provide secondary loans and grants to home buyers.

Mixed work and housing spaces

The plan includes vertically mixed-use development parcels with residential over commercial with integrated structured parking to improve walkability and neighborhood character.

Office integration

The plan includes office space in several phases that can serve a variety of target market sectors. Office parcels are located to leverage highway-visibility as well as views to the signature public spaces and or the stadium. These sites have the visibility and floor plates desired by companies looking to relocate to St. Petersburg. Office spaces for under-invested businesses can be integrated strategically within the office portfolio and featured in or near the Tech Campus parcels.

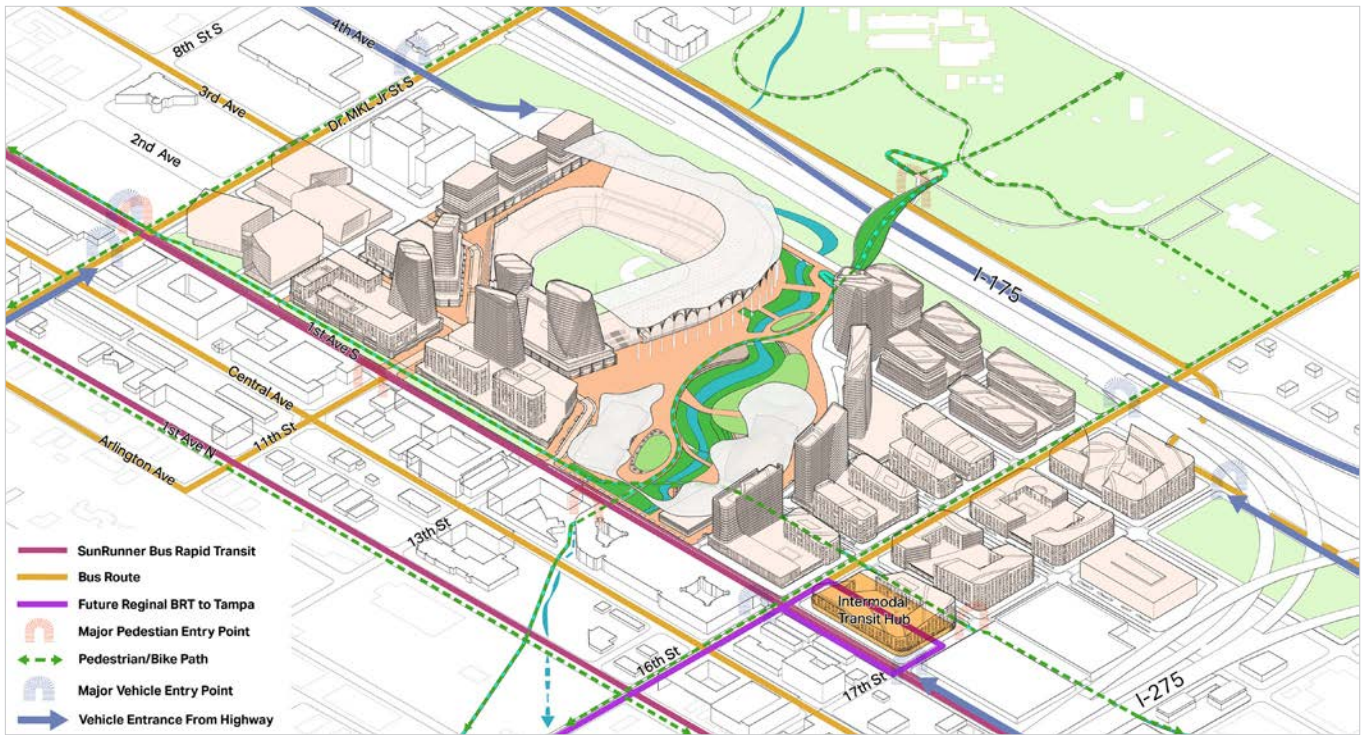


Diagram depicting preliminary public space and mobility network

Education/tech campus

The Plan includes two blocks (Parcels U and T) where the Tech Campus can leverage BRT access and proximity to the USF St Petersburg Campus and adjoining office, hotel and commercial development to attract other institutions and corporate partners. These sites can create an innovation ecosystem where faculty, students and industry can develop and test entrepreneurial ventures together. It is anticipated that these entities could be brought together using a co-working approach that attracts others with an atmosphere of innovation.

Hotels

The plan includes sites for at least three hotels, two of which can accommodate conference facilities either within their block or through connected blocks nearby. The hotels can vary in price point, level of amenities and length of stay targets to offer several options for different guest types.

Open space components

The plan proposes a significant central urban public open space with linear connections extending outward in each direction and a second signature public space, Bridge Park, extending below the Interstate interchange. The public realm network of parks, streets, paths and plazas adds up to roughly 43% of the overall site. This includes over 11 acres of publicly accessible park and plaza land not including the linear connections and streets, located to bring value and

amenity to adjoining communities as well as the site. This network also connects to Campbell Park to the south for active recreation.

Booker Creek and the Pinellas Trail integration

The plan surrounds Booker Creek Commons with low-rise commercial development and cultural uses with taller residential, hotel and office development, stepped back to preserve the desired pedestrian scale.

Flood plain improvements

The plan includes low impact development techniques and green infrastructure within the public realm that will filter and detain run-off more so that the existing parking lots, reducing interior flooding potential and improving water quality.

Building entrances located to promote pedestrian safety

The plan promotes a safe and convenient walkable environment through land use, density, building orientation and welcoming pedestrian paths.

Ongoing maintenance responsibilities

50 Plus 1 Sports will establish an association for the tenants in the project. This tenant association will be responsible for the maintenance of the open areas.

Parking areas within structures, on-site and integrated into the development

The plan proposes integrated structure parking within each development parcel to serve off street parking needs as well as dedicated public garages on several sites to address gameday parking needs and or the needs of the entertainment district. It is anticipated that sharing of office garages will be possible to supplement parking needs outside of business hours. Parking will be integrated into the development block and either wrapped with engaging uses or architecturally appealing façade treatments.

Pandemic impact

The plan addresses changes in demand and visitor preferences by building ground floor space that is versatile, able to adapt to meet changes over time and a combination of indoor and outdoor activity generators. The plan also layers destinations to establish an active atmosphere while giving visitors the option to find the spaces that feel best to them. In short, the spaces are flexible and appealing to all visitors.

Incorporate complete streets implementation plan policies

The plan acknowledges the planned design speeds for 1st Avenue South, 5th Avenue South, 16th and Martin Luther King Jr. Street South while adding street trees, expanded pedestrian amenities and separated bicycle facilities. Internal streets will accommodate bicyclists within bike lanes or in shared space where anticipated speeds are low enough levels of pedestrian activity are high enough.

Pedestrian crossings

50 Plus 1 Sports is committed to implementing traffic calming and pedestrian safety measures at critical intersections to encourage a safe and inviting walkable atmosphere.

Bicycle connections

The plan includes separated bike facilities along 16th Street South and Martin Luther King Jr Street within the site as well as an enhanced Pinellas Trail along 1st Avenue South and Booker Creek Greenway extending to Campbell Park as per the Downtown St Petersburg Mobility Study.

PSTA connections

The plan anticipates leveraging the SunRunner route running along 1st Avenue to connect quickly with Destinations east and west and improving pedestrian access north to the CAT running along Central Avenue for a more experiential connection to the Downtown Looper and waterfront destinations. The plan also anticipates becoming a hub for regional transit traffic connecting to the Tampa area and Clearwater.

PSTA transit development program

The plan will help generate ridership that supports future transit improvement and seeks to serve the site with multiple transit choices.

Design to allow additional mass transit opportunities

The planned street grid and location of amenities allows for the expansion of future transit services within the planned right-of-way.

Public rights-of-way

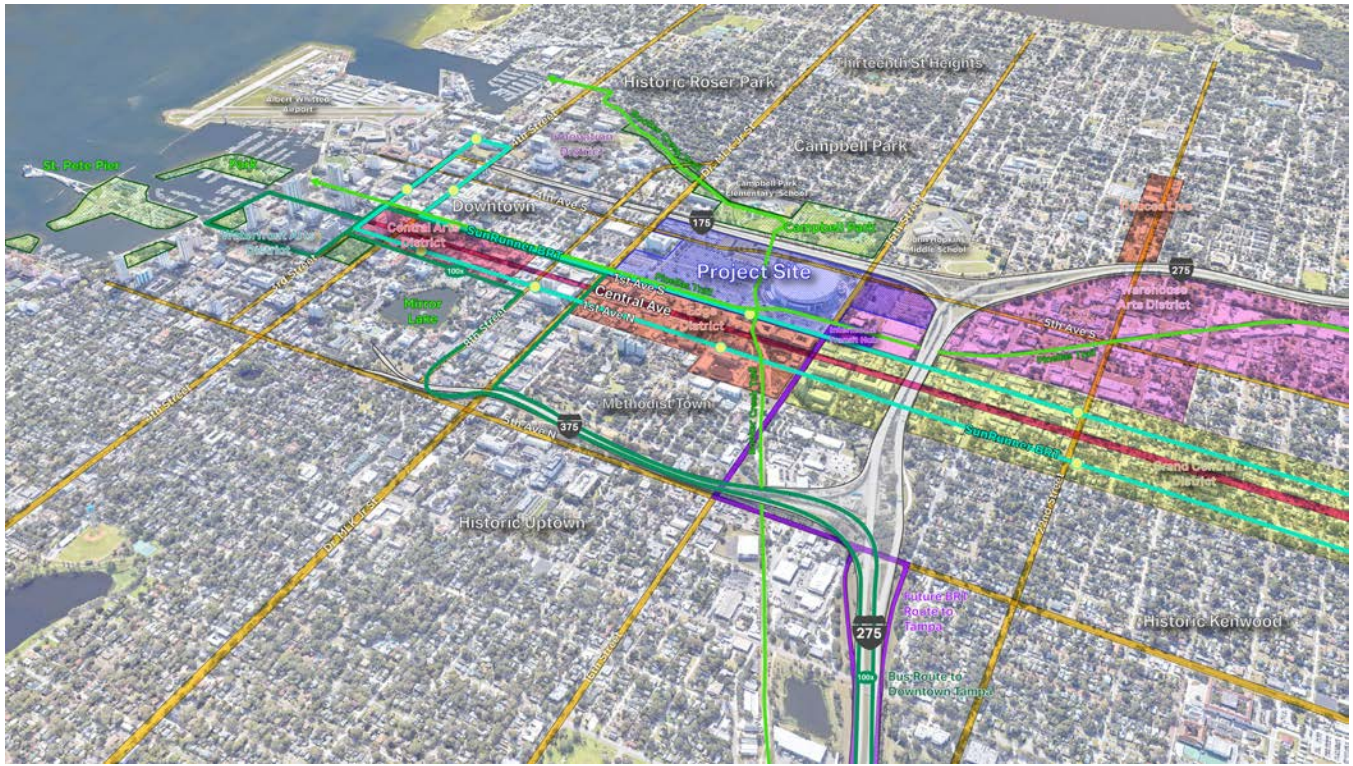
The plan proposes two-way, complete streets, approach that will seek to calm traffic on existing major corridors like 1st Avenue South and 16th Street South to improve the experience for pedestrians crossing from the Edge District and The Warehouse arts District.

Transportation improvements, expanded services and community connections

The plan anticipates realigning a portion of 4th Avenue South to better accommodate the new stadium while creating the possibility for consistent development blocks to the south if in the future, as in the Downtown Mobility Study, I-175 is deconstructed. The plan will incorporate location for bike and scooter share expansion and an enhanced corridor for the Pinellas Trail, flanked by new commercial uses and activated ground floors, shade trees, improved lighting, at-grade crossings, signage and wayfinding.

Integrate intermodal facility

The plan proposes the Intermodal Center to be integrated with mixed-use development on the ground floor of a portion of Parcel A, southwest of the intersection of 16th Street South and 1st Avenue South. This site is well situated to connect the east/west SunRunner route with the future north/south regional rapid transit that could follow 16th Street South to connect easily with I-275 or parallel routes. An intermodal center at this location could be accessed more conveniently that points further east and can also



Regional connectivity plan depicting mobility concepts

accommodate a grocery store site or other important community serving use, reducing transit transfers to get to needed services. The westward SunRunner Route along 1st Avenue North could be routed south along 16th Street and back north on 17th Street to access this site easily for patrons arriving from Downtown. This location is also easily accessed by the Edge District, Warehouse Arts District, The Pinellas Trail and bicycle facilities along 16th Street South from Campbell Park to the south.

Opportunities for transportation-disadvantaged

50 Plus 1 Sports is committed to assisting the transportation-disadvantaged in access employment opportunities on site during its development and establishment.

Market feasibility for proposed plan

Following is our market feasibility study that supports our plans to meet City of St. Petersburg's development goals.

Market Feasibility

Table of Contents

1

Project Area Overview

- Project Parcels
- Surrounding Areas

2

Socio-Economic Trends

- Demographics
- Employment and Industry
- Spending

3

Real Estate Market Analysis

- Residential Market
- Office Market
- Case Studies
- Retail Market
- Hotel Market

Project Location Overview

Mixed-Use Redevelopment

The proposed development plan (left map) is for 52-acre parcels of mixed-use programs, including residential, retail, hotels, offices, cultural and recreational public spaces, as well as a series of infrastructure upgrades.

Stadium-Oriented Downtown Area

The entire project site (right map) centers at Tropicana Field. In addition, it is bounded by two interstate highways to the west and south and is also the southern-west corner of the Greater Downtown St. Petersburg area.



Project Site Parcels
(Parcel O: Tropicana Field)



Surrounding Areas
(Yellow Highlighted Area: Project Site Parcels)

Project Area Overview

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Project Site Parcels
(Parcel O: Tropicana Field)



Surrounding Areas
(Yellow Highlighted Area: Project Site Parcels)

Socio-Economic Trends

Study Methodology and Area for Socio-Economic Trends

Local Market Study:
Explore market area level's demographic, economic & industry, and travel activities & compare them with the city's and the county level's

<p>Market Area Level: Downtown St. Petersburg</p>	<p>City Level: St. Petersburg, FL</p>	<p>County Level: Pinellas County, FL</p>

Demographics: Population, Age, and Income

Robust growth in the area

- Both the City and the County had positive growth in population and income level from 2010 to 2020. Specifically, the City's population was about 264 thousand and the median household income was \$60.8 thousand in 2020, 0.7% and 3.3% increases from 2010, respectively. The County's population and income level was roughly 971.0 thousands and \$56.4 thousands in 2020 with growth rates of 0.6% and 2.2%, respectively, for the same period of time.
- The County is forecast to grow its households by 22,870 by the end of 2045, where the City will see household growth of 16,466 for the same period time. However, considering the demand shift from single-family houses to multifamily units and the increasingly limited development lands available, the households living in multifamily units are forecast to grow by 43,480 in the County.

The City outgrew the County

- Population:** The City made up about 27% of the County population, indicating its significant size and role in the greater region. Across population, household and family counts, the City had higher increases. Therefore, the City has become homes for more people than the County did.
- Income level:** The City's income level is also higher than the County's by 7.8%. Also, the City's income growth was greater than the County's, confirming its positive economic environment.

The City also attracted families and younger population

As the population's median age is smaller, the City is now home to more younger groups of people. At the same time, the City saw faster growth in family counts, suggesting a more family-friendly environment might already happen in the City.

Key Demographics Indicators

Pinellas County & City of St. Petersburg
2010 & 2020

	County				City			
	2010	2020	CAGR*	Est. Growth 2020-2045***	2010	2020	CAGR*	Est. Growth 2020-2045***
Population	918,263	970,985	0.6%	46,271	245,715	264,001	0.7%	33,315
Households***	405,649	413,239	0.2%	22,870	106,755	111,957	0.5%	16,466
Families***	230,003	232,884	0.1%		58,395	59,448	0.2%	
Median HH Income**	45,258	56,419	2.2%		44,041	60,798	3.3%	
Median Age	48.4	48.4	0.0%		48.4	43.1	-1.2%	
Average HH Size**	2.2	2.3	0.4%		2.3	2.3	0.2%	

Source: U.S. Census American Community Survey (ACS) 5-Year Estimates

Note:

*Compound annual growth rate

** HH refers Household

***Households generally refers to people who live alone or with others, while families specifically refer to two or more people who are related by birth, marriage, or adoption.

**** The growth rate is estimated based on historical growth rate as well as projections used by Forward Pinellas, Bureau of Economic and Business Research, University of Florida and City's Comprehensive Plan

Estimated Population by Housing Structure

Pinellas County
2020 - 2045

Unit Type	% of Total	Est 2045	
		Population	Household Growth
Single-Family (1-Unit)	51.00%*	525,466	(2,055)
Multi-Family (2 or more Units)	44.00%*	453,343	43,480
Other Types	5.00%*	51,516	(18,556)

Source: U.S. Census American Community Survey (ACS) 5-Year Estimates

Note: * the projections are based on historical rate and future limited developable lands

Employment and Industry: Overview

The City is home to many white-collar and tourism-oriented jobs

The top four most major industry in the City is Health Care, Retail, Accommodation & Food, and Finance. In total, they hired 47% of all employees in the City. Also, the City has been highly concentrating in Finance, Information, and Utilities sectors, since they have higher location quotients.

Less Traditional Industries

In contrast, the City shifted away from manufacturing, art, transportation, agriculture, and other traditional industries that make up much less proportion of the entire economy.

Employment and Industry Overview

City of St. Petersburg
2010 & 2019

Number of Employees by NAICS Sectors	2019	% of Total	Location Quotient*	Growth Rate
Health Care and Social Assistance	21,289	17%	1.07	21%
Retail Trade	12,726	10%	0.89	-13%
Accommodation and Food Services	12,572	10%	0.94	86%
Finance and Insurance	12,409	10%	2.06	28%
Professional, Scientific, and Technical Services	9,491	8%	1.02	40%
Management of Companies and Enterprises	8,352	7%	1.77	66%
Manufacturing	7,573	6%	0.85	-7%
Administration & Support, Waste Management and Remediation	6,586	5%	0.81	-53%
Construction	5,296	4%	0.76	105%
Public Administration	5,063	4%	1.03	-9%
Information	4,303	4%	2.08	-23%
Other Services (excluding Public Administration)	4,075	3%	1.06	14%
Educational Services	3,079	3%	0.38	43%
Wholesale Trade	2,918	2%	0.68	-16%
Arts, Entertainment, and Recreation	2,863	2%	1.14	165%
Real Estate and Rental and Leasing	2,516	2%	0.91	1%
Transportation and Warehousing	1,071	1%	0.55	97%
Utilities	576	0%	1.93	-70%
Agriculture, Forestry, Fishing and Hunting	21	0%	0.66	-34%
Mining, Quarrying, and Oil and Gas Extraction	0	0%	-	n/a
Total	122,779			

Source: Bureau of Labor Statistics (BLS) - Longitudinal Employer-Household Dynamics (LEHD) - On the Map
Note: *pink color highlights the industries that are concentrated in the City.

Employment and Industry: Job Distribution

Downtown is home to job centers and opportunities

All four industries concentrate in the downtown area. Except for the finance sector, which focuses on the central downtown neighborhood that is close to the bay, the rest three sectors have more direct connections to the development parcels: the accommodation and food services concentrate directly in the stadium area, and there is a continuous retail corridor that walks through the stadium area as well. In addition, the two healthcare clusters are bridged by the offices in the stadium areas. All of those imply the area's excellent location.

Job Distribution for Four Most Employed Industries

Downtown St. Petersburg
2019



Health Care and Social Assistance



Accommodation and Food Services



Finance and Insurance



Retail Trade

Source: Bureau of Labor Statistics (BLS)'s Longitudinal Employer-Household Dynamics (LEHD)

Employment and Industry: Employment Changes

Tourism and White-Collar jobs are getting even more popular

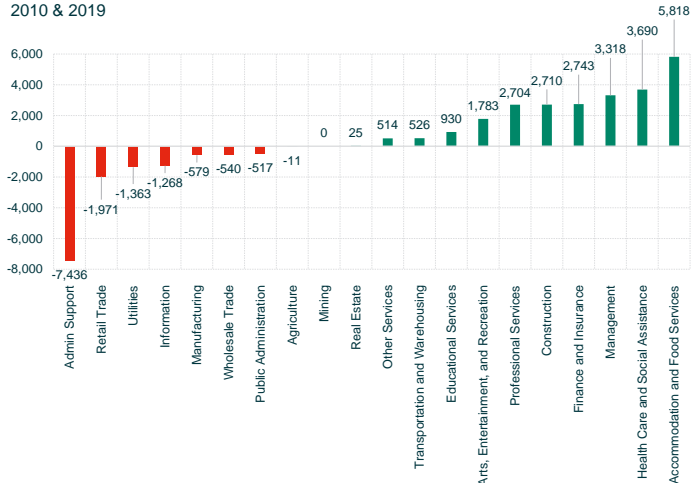
Over the past 10 years, the white-collar jobs (e.g., healthcare and finance) and tourism-oriented jobs (e.g., accommodation and food services) have grown dramatically compared with other sectors.

Surprisingly, some sectors that should be growing now experienced down times

However, some other sectors that are concentrated in the City (e.g., retail trade, utilities, and information) had experienced relative significant decrease as well, implying a potential industry shift that might be happening.

Change of Numbers of Employees

City of St. Petersburg
2010 & 2019



Source: Bureau of Labor Statistics (BLS) - Longitudinal Employer-Household Dynamics (LEHD) - On the Map

Travel Demand

Travel Demand is measured by the number of passengers arrived at major region airports

Air travel has been constantly growing

From 2010 to 2019, the year before COVID, St Pete airport has an average growth rate of air travel passengers of 12%, much higher than the U.S. average growth rate of 3%.

Travel demand is more “resilient”

Most of air travels were significantly impacted by the global pandemic COVID. On average, the U.S. airports had a 62% decrease in airport passengers. However, during the same period, the City also experienced a 39% decrease in air travels.

Travel activities are now going back to the pre-covid level

The City’s air travel recovered at a fast pace. In 2021, it’s about approximately 1 million travelers, which is very close to the 1.1 million travels in 2019.

Number of Airport Arrival Passengers

St Pete Clearwater International Airport and All U.S. Airports (Average)
2010 - 2021



Arrival Passengers (Thousands)	2010	2019*	2020*	2021*	Pre-COVID CAGR** (2010-2019)
St Pete Clearwater International	368	1,129	690	1,005	
Growth Rate		206%	-39%	46%	12%
All U.S. Airports	787,478	1,052,981	398,655	700,556	
Growth Rate		34%	-62%	76%	3%

Source: Bureau of Transportation Statistics

Note:

* For the purpose of analysis, 2019 is the last year prior COVID, 2020 is the year of COVID, and 2021 is the year after COVID

** Compound Annual Growth Rate

Socio-Economic Trends Summary

Findings

Robust Growth: The City’s population and income grew at 0.7% and 3.3%, respectively, from 2010 through 2020, outpacing the County’s growth trends. The County and the City are forecast to grow their households by 22,870 and 16,466, respectively, by 2045. In particular, the multifamily households is forecast to increase by 43,480 in the County.

Changing Population Structure: The City’s population has trended to an average of 43 years of age in 2020, compared to 48 years in 2010. The number of households and families in the City were increased by 0.5% and 0.2% from 2010 to 2020, respectively.

Employment Trends: Healthcare, retail, accommodations/hospitality and finance comprise over 50 percent of the City’s employment base. White-collar jobs like finance and accommodations/hospitality had largest growth in employees from 2010 to 2019, while retail lagged.

Tourist Demand Trends: Pre-pandemic, the City had been seeing consistent, fast growth in tourism. While tourism dropped during the pandemic, it has rebounded quickly since the majority of travel restrictions have been lifted, reaching pre-pandemic levels in 2022.

Implications

Growing city will lead to more demand for spaces across all property types: The City’s population, economy, and tourism are forecast to continue growing in the following years, as well as the resulting demand for more spaces in housing, offices, retail, and hotels.

Potential faster growth in population, economy, and tourism as a result of new development in downtown: As this particular development will expand the greater downtown area with additional housing, office, retail, and hotel supply, the City is more likely to see continuous and even greater growth afterward.

The retail market is challenging and requires extra efforts to catch up with post-COVID travel rebounds: As the travel demand goes back to the pre-COVID level, the local tourism-supported spaces and activities such as retail, hotels, and stadium events may see increasing demand in the near future. While the accommodation industry grew significantly in the past decade, the retail trade did not, which requires the developers to think about new concepts of retail like sport-anchored or experience-based retails.

Real Estate Market Analysis - Residential

Study Methodology and Area for Residential Market

Regional Market Study:
Explore regional demand and supply

Residential Submarket:
Greater Downtown Area

Local Market Study:
Explore market area level's inventory, rent, vacancy, housing profile, pipeline projects & compare them with the city's and the county level's

Market Area Level:
Downtown St. Petersburg

City Level:
St. Petersburg, FL

County Level:
Pinellas County, FL

Multifamily: Regional Market Demand and Supply

Stable Growth in Housing Inventory

The multifamily housing market is expanding. In 2021, there were 9,241 of total units in the market. Over the last 10 years (2010-2021), the market has seen constant growth in housing units at 3.9% compound annual growth rate and is projected to continue growing in the next years at a slower pace of 2.7% from 2021 to 2027.

Renters'/Buyers' market

Over the last and future years, the market's absorption rates are all below 10%, implying the renters'/buyers' advantages in the market. As for the change of absorption, unlike housing supply that grows at a more stable rate, the market's housing demand is more fluctuated ranging between negative and positive growth. In 2021, the market had only 528 units absorbed. The market had a compound average annual growth rate of 9.5% before that and will have negative growth at -10.4% afterward.

Supply: Number of Inventory Units

Greater Downtown St. Petersburg Area (Residential Submarket)
2010-2027



Demand: Net Absorption Units



Source: CoStar, AECOM

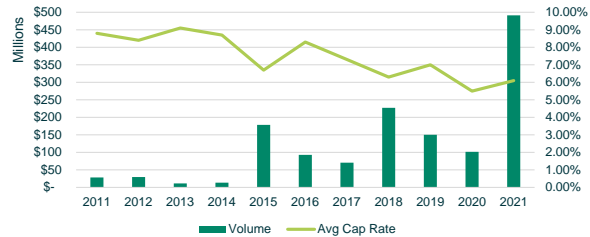
Multifamily: Regional Market Sales

Better prospect of returns in housing units

- **Cap rate:** In 2021, the market had a cap rate of 6.1%, decreased from 8.8% in 2011.
- **Total sale volume:** The decreasing cap rate corresponded to the increased sale volumes seen in the past 10 years as well. From 2011 to 2015, the market had an average of \$52.2 million sales per year, and that number grew into \$189.0 million for 2016-2022, a significant growth in unit sales.
- **Average sale price per unit:** the average sale price for each unit also grew from \$61,331 in 2011 to \$303,621 in 2021, five times more in growth.

Sale Volume and Average Cap Rate

Greater Downtown St. Petersburg Area (Residential Submarket)
2011-2021



Average Sale Price Per Unit and Growth Rate



Source: CoStar, AECOM

Housing Market: Single-Family Housing Shifting to Multi-Family Housing

Downtown Single-Family houses is getting less popular and hence has fewer premium

- **Location attribute:** the single-family housing inventories are very limited in the downtown area, clustering in the edges of the downtown areas.
- **Similar price to multifamily units:** the median house sale price for single-family houses in downtown was \$375,552 (based on very limited available sale data), which is about the same level as the average unit sale values in multifamily housing (\$303,621).

More people are living in multifamily units

In both county and city, the percentage of population living in multifamily units grew higher from 2010 to 2020. At the city level, 59.2% of population lived in single-family houses and 37.8% lived in multifamily units in 2020, which changed from 61.8% single-family residents and 35.4% multifamily residents in 2010. Similar, the county had similar changes: 37.1% lived in multifamily units in 2020, growing from 35.9% in 2010.

Median House Sale Price (Inflation Adjusted)

Downtown St. Petersburg, City of St. Petersburg, and Pinellas County
2018 - 2022

	2018	2019	2020	2021	2022
Downtown	\$331,894	\$439,517	\$347,460	\$375,552	\$290,000
City	\$205,000	\$218,000	\$252,000	\$278,500	\$355,000
County	\$234,900	\$240,000	\$261,000	\$300,000	\$390,000

Source: Redfin

Population by Unit Type

City of St. Petersburg, and Pinellas County
2010 & 2020

Unit Type	2020				2010			
	County	% of Total	City	% of Total	County	% of Total	City	% of Total
Single-Family	522,589	53.8%	156,267	59.2%	500,281	54.5%	151,836	61.8%
Small-Scale Multifamily (2-4 units)	73,121	7.5%	20,169	7.6%	65,426	7.1%	16,633	6.8%
Large-Scale Multifamily (5 and more units)	287,400	29.6%	79,830	30.2%	264,842	28.8%	70,386	28.6%
Other Types	87,876	9.1%	7,735	2.9%	87,714	9.6%	6,861	2.8%
Total	970,985	100.0%	264,001	100.0%	918,263	100.0%	245,715	100.0%

Source: U.S. Census American Community Survey (ACS) 5-Year Estimates, AECOM

Note: Population by unit type is calculated by average population per unit

Multifamily: Local Inventory and Growth

Future homes for more residents

From 2000 to 2021, the downtown area had additional 3,405 units, making a 3.2% growth rate that was much higher than the City and the County; the City only had 1.1% growth with additional 8,916 units and the County had 0.9% growth with additional 18,499 units.

Small Market

In 2021, the downtown's residential units were 6,885, making up only 17.0% of the City's units and 7% of the County's units.

Future Demand for Housing

The County is forecast to lose housing inventory of 4,097 units across all housing types by the end of 2045. With an estimated household growth of 15,653, the County may look for 17,128 housing demand before 2045.

Local Inventory and Growth

Downtown St. Petersburg, City of St. Petersburg, and Pinellas County 2000 & 2021

	Downtown	City	County
2000 (Units)	3,480	31,603	86,836
2021 (Units)	6,885	40,519	105,335
Share of County in 2021	7%	38%	100%
Local Growth (Units)	3,405	8,916	18,499
Share of County Growth	18%	48%	100%
CAGR	3.2%	1.1%	0.9%

Source: CoStar, AECOM

Future Housing Demand Growth Projection

Downtown St. Petersburg
2020-2045

Average Net Removals per Year (All Housing Types), County, 2010-2020	632
Implied Average Annual Loss Rate	0.13%
Total Net Loss for 2010 – 2045, County	4,097
Project Demand Due to Household Growth*, Downtown	15,653
Project Demand Due to Inventory Loss*, Downtown	1,475
Total Projected Demand, Downtown	17,128

Source: CoStar, AECOM

Note: * the capture rates are based on historical rates

Multifamily: Rent and Vacancy Trends

Housing values are high but growing slow in downtown

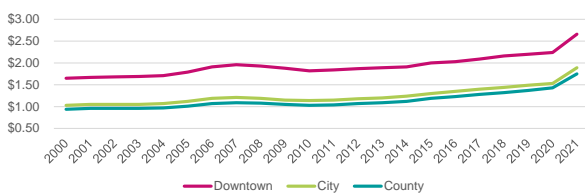
Having been constantly growing their values, the housing units has an average rent of \$2.66 in 2021, which is much higher than the City and the County level. However, in the past 22 years, the downtown units have lower growth rate (2.2%) compared with the City and the County Level.

Downtown units are now getting harder to get

Since 2000, the downtown units' vacancy rate has been decreasing from 12.2% to 2.7%.

Rent Level

Downtown St. Petersburg, City of St. Petersburg, and Pinellas County 2010 - 2021



Vacancy



Source: CoStar, AECOM

Rent Level and Vacancy

Downtown St. Petersburg, City of St. Petersburg, and Pinellas County 2010 vs 2021

	Downtown	City	County
Rent (\$ psf)			
2000	\$1.65	\$1.03	\$0.94
2021	\$2.66	\$1.89	\$1.75
CAGR	2.2%	2.8%	2.9%
Vacancy			
2000	12.2%	8.1%	8.0%
2021	2.7%	4.8%	3.7%
CAGR	-6.6%	-2.4%	-3.4%

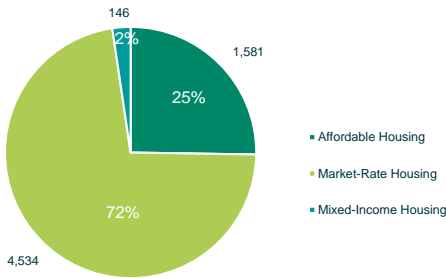
Source: CoStar, AECOM

Housing Units in Downtown St. Petersburg

The Majority of Housing in Downtown is Market-Rate Units

72% of total downtown units (4,534 units) are market-rate, ranging from \$1.5 thousand per studio unit to \$3.6 thousands per 4-bedroom unit. In addition, the average sizes of market-rate units are higher than their counterparts in affordable housing units.

Housing Units by Rent Type
Downtown St. Petersburg
2021



Source: CoStar, AECOM

Housing Inventories, Rent, and Size by Rent Type

Downtown St. Petersburg

Affordable	Unit	%	Rent/SF	Avg Size	Rent/Unit
Studio	244	15%	1.8	417	708
1bd	1,108	70%	1.5	614	884
2bd	203	13%	1.2	826	976
3bd	26	2%	0.9	998	871
4bd	-	0%	N/A	N/A	N/A
Total Units	1,581	100%			

Market	Unit	%	Rent/SF	Avg Size	Rent/Unit
Studio	858	9%	2.9	503	1,494
1bd	2,243	49%	2.5	687	1,670
2bd	1,330	29%	2.5	1,051	2,704
3bd	103	2%	2.8	1,479	3,602
4bd	-	0%	N/A	N/A	N/A
Total Units	4,534	100%			

Mix	Unit	%	Rent/SF	Avg Size	Rent/Unit
Studio	-	0%	N/A	N/A	N/A
1bd	16	11%	1.2	600	705
2bd	90	62%	1.0	850	819
3bd	20	14%	0.9	1,050	932
4bd	20	14%	0.9	1,200	1,079
Total Units	146	100%			

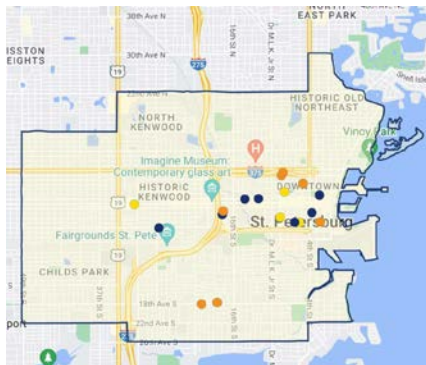
Source: CoStar, AECOM

Residential: Recent Delivered Properties and Future Pipeline Projects

Relatively competitive market to enter

The area has been adding new market-rate and affordable units in recent years or coming years. Those recently developed properties have higher rent premiums than the average level of the market.

Map of Examples



Source: CoStar, AECOM

Recent Development and Pipelines

Downtown St. Petersburg

	Total Project	Total Units	Studio	1-Bedroom	2-Bedroom	3-Bedroom	4-Bedroom
Proposed Development							
Affordable Housing	2	115	27	68	20	0	0
Market Rate Housing	10	1,741	319	238	606	41	0
Under Construction Development							
Affordable Housing	0						
Market Rate Housing	6	1,176	542	323	254	44	0
Recent Development (Since 2010)							
Affordable Housing	6	412	0	197	189	26	0
Market Rate Housing	15	3,372	530	1,590	1,154	98	0

Rent Level of Recent Development Project (Since 2010)

	Total Units	\$/Unit					\$/SF				
		Studio	1-Bedroom	2-Bedroom	3-Bedroom	4-Bedroom	Studio	1-Bedroom	2-Bedroom	3-Bedroom	4-Bedroom
Affordable Housing	412	N/A	\$738.6	\$818.6	\$870.5	N/A	\$1.2	\$0.9	\$0.9	N/A	N/A
Market Rate Housing	3,372	\$2,030.3	\$2,442.1	\$3,370.2	\$4,380.5	N/A	\$3.5	\$3.4	\$3.0	\$3.1	N/A

Source: CoStar, AECOM

Residential Market Opportunity Summary

Drivers

Shifting demand from single-family housing to multifamily units: Limited single-family inventories, younger population, and more cost-effective all contribute to the demand shift from single-family housing to multi-family units.

Location attribute adds premiums: The development area locates in the great downtown area and has close proximity to interstate highways and major job centers nearby.

More people will live and work in the area: The City is estimated to grow its household by 8,361 to 121,389 in 15 years (2037) or grow its population by 30,446 to 298,264 in 2037. The population and the jobs within the City are constantly expanding and hence leading to more future demand for housing opportunities.

Findings

The market is constantly growing: New units have been constantly added in the County in the past years, and the growth is forecast to continue. The multifamily market in the County, with an estimated 0.13% annual unit loss rate, is forecast to have housing demand for 17,128 units by 2045.

Demand is hard to predict: Compared with housing supply, the submarket's housing demand has been more fluctuating in the past years.

People are moving into multifamily: For cities like St. Pete. where single-family houses dominate the housing market, the shift from single-family to multi-family has been observed in the City.

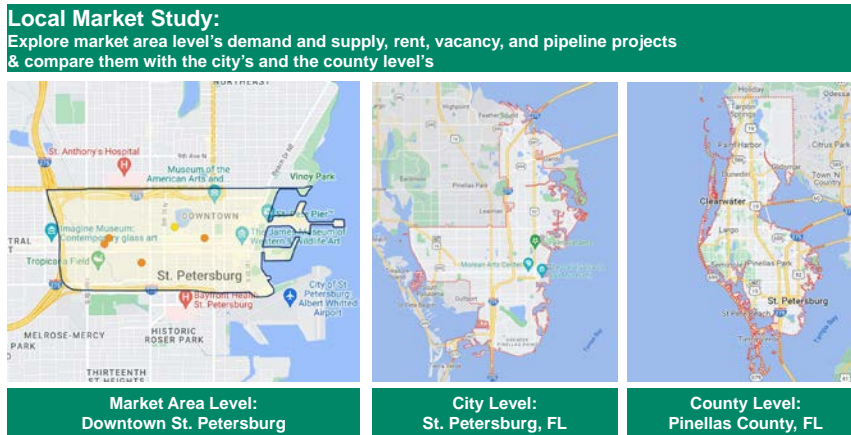
Implications

The proposed 6,748-unit development will be able to support future housing demand in the area: The number of housing units is determined by future household growth, the shifting housing demand from single-family to multifamily, and expected market expansion. The proposed 6,748 units will support roughly 39% of housing demands by 2045. In addition, with an average of 397-unit absorption each year, a phasing plan is recommended for the housing component of the development.

The development needs to target at the right and wider groups of tenants/buyers: The demographic of the downtown population has been changing in terms of family status, age, etc. The housing development should provide a variety of housing opportunities such as ownership and rental housing of different sizes.

Real Estate Market Analysis - Office Market

Study Methodology and Area for Office Market



Office: Demand and Supply

Disruption in 2016

The office inventory encountered a sudden drop in 2016 with a significant negative absorption of approximately 161 thousand square feet. Prior to this year, the inventory was relatively flat at roughly 4.5 million square feet. After 2016, the inventory was again stable and had not fully rebounded to the pre-2016 level.

Slow Growth in the Future Demand

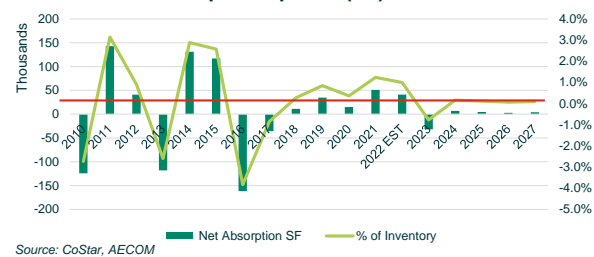
In 2021, the office market had a roughly 4.1-million-square-foot inventory and approximately 50-thousand-square-foot net absorption. As the overall office market is still recovering from the COVID impacts and the slow growth in economy in general, the office market inventory is expected to remain at a stable level.

Supply: Total Office Inventories (SF)

Downtown St. Petersburg
2010-2027



Demand: Net Absorption Spaces (SF)



Source: CoStar, AECOM

Office: Inventory and Growth and Recent & Pipeline Projects

Fewer offices in Downtown

The office market in downtown had a different growth direction compared with the City's and the County's market. From 2000 to 2021, while the City and the County had 0.4% and 0.5 compound annual growth rates, respectively, the downtown areas did not see a positive expansion in office spaces; instead, the downtown market suffered from a negative 0.4% growth rate.

Small Office Market in Downtown

In 2021, the downtown office inventory was roughly 4.1 million square feet, making about 23.5% of the City's office space and 10% of the County's.

Inventory and Growth

Downtown St. Petersburg, City of St. Petersburg, and Pinellas County 2000 & 2021

	Downtown	City	County
2000 (SF)	4,542,588	16,122,285	37,178,447
2021 (SF)	4,124,288	17,533,602	41,537,668
Share of County in 2021	10%	42%	100%
Local Growth (SF)	(418,300)	1,411,317	4,359,221
Share of County Growth	-10%	32%	100%
CAGR	-0.4%	0.4%	0.5%

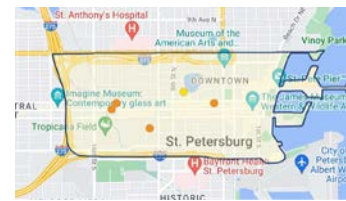
Source: CoStar, AECOM

Limited Development Activities

The downtown area had very limited expansion in housing inventory – only one project was built after 2010 (only 0.5% of the 2021 office inventory). Four other projects are currently proposed to deliver a total of roughly 460,000 square feet (11.1% of the 2021 office inventory).

Recent and Proposed Projects

Downtown St. Petersburg



Recent Project (Since 2010)	SF	Year	% of 2021 Inventory
132 Mirror Lake Dr	21,754 SF	2021	0.5%
Proposed Project			
132 Mirror Lake Dr	250,000 SF	2024	6.1%
910 2nd Ave	90,000 SF	2024	2.2%
1300 1st Ave N	60,000 SF	2024	1.5%
1305 Central Ave	59,800 SF	2024	1.4%
Total	459,800 SF		11.1%

Source: CoStar

Office: Rent and Vacancy Trends

Downtown spaces are more expensive and limited

- **Rent:** Across the downtown areas, the City, and the County, office spaces had constant rent growth since 2010 to 2021. The downtown offices, with highest space premium, reached to \$30.62 per square per year, a 3.1% annual growth. In contrast, the City and the County saw similar rent levels and growth in their office sector: the rent level was about \$25 per square per year in 2021.
- **Vacancy:** Similar, the office markets at three levels were relatively robust – the vacancies in downtown, the City, and the County were decreased by 3.6%, 0.9%, and 0.6%, respectively. The offices in downtown are getting much more desirable at this point.

Rent Level and Vacancy

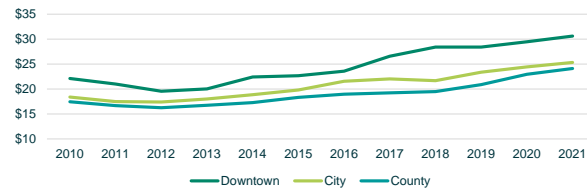
Downtown St Pete, City of St Pete, and Pinellas County
2010 vs 2021

	Downtown	City	County
Rent			
2010 (\$/YR)	\$15.77	\$15.40	\$15.56
2021 (\$/YR)	\$30.62	\$25.33	\$24.12
CAGR	3.1%	2.3%	2.0%
Vacancy			
2010 Vacancy	10.8%	7.2%	7.7%
2021 Vacancy	4.8%	5.9%	6.8%
CAGR	-3.6%	-0.9%	-0.6%

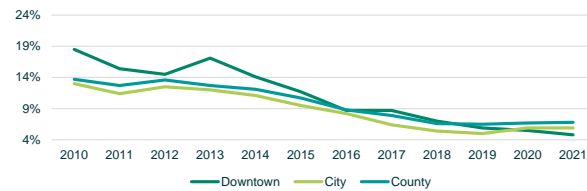
Source: CoStar, AECOM

Rent Level

Downtown St. Petersburg, City of St. Petersburg, and Pinellas County
2010 - 2021



Vacancy



Source: CoStar, AECOM

Office Market Opportunity Summary

Drivers

Location premiums are the primary benefit:

The development area is the greater downtown area intersecting many job destinations and has easy access to the surrounding highways.

Population is growing and economy is expanding: The City is expecting continuous population growths in the next years. At the same time, the downtown area is where many jobs are concentrated. 13,533 office jobs are estimated to be added into the City's economy by the end of the next 15-year period, and this amount of new jobs may require 4,442,40 office space.

Findings

Future demand for offices remains low and leads to sluggish inventory expansion since 2016:

The office inventory was significantly reduced in 2016, and after that, it has not rebounded yet. From 2000 to 2021, the downtown office inventory decreased at 0.4% annually on average, compared with 0.4% and 0.5% positive growth in the City and the County, respectively. Only a small amount of new office spaces were added into the inventory since 2010. This is more likely a result of slowing demand since 2017.

Downtown market is small: The downtown office spaces make up a small portion of the entire City's (23.5%) and the County's office space (10%).

The market has higher rents and tighter vacancy: The downtown offices still have higher premiums. The area saw higher rent growth and less vacancy than the City and the County levels.

Implications

The proposed 1.4 million sf of office space will meet the City's future economic expansion:

With only 1 million available office spaces in the City in 2021, the City will not likely meet future demands for offices and will need more office space. The proposed 1.4 million office space will support 32% of the office space needed for the future job growth.

Take advantage of location premium and industry concentration: The industries like finance and accommodation grew fast in the past decade and concentrated in downtown, providing great opportunities for additional space to house future growth in those growing sectors.

Industry-specific office spaces: Since the additional office spaces in this specific development area are likely to house those downtown-focused growing sectors, the spaces could be specifically tailored to specific types of companies and tenants.

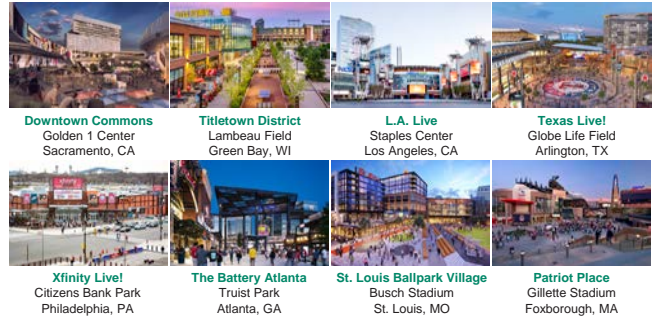
Real Estate Market Analysis - Selected Case Studies for Retail + Hotel Management

Sport-Anchored Mixed-Use Development Projects

Eight sport-oriented mixed-use developments are selected for the retail market and hotel market studies. Each one contains a series of development properties across property types within a so-called sports district that include one or more sports stadiums.

Development schemes may differ depending on the location of the stadium

- Many properties share similar concepts, like having a wide range of programs and uses in the area. At the same time, each is designed differently as well, potentially depending on where the stadiums are located.
- For example, *Xfinity Live!* in Philadelphia, PA is a relatively car-dependent stadium district where the retails are only to support sports events and no hotels are needed. In contrast, LA Live, which is right in the downtown LA, provides retail, cultural spaces, hotels, and offices that are not just for the stadium but for the entire greater downtown region.



Mixed-Use Development	Stadium	Location	Stadium Capacity	Office	Retail	Multi-Family	Hotel	Cultural
Downtown Commons	Golden 1 Center	Sacramento, California	17,608	346,531	560,487	No	881	54,750
Tiltetown District	Lambeau Field	Green Bay, Wisconsin	81,441	244,794	20,000	152	144	-
L.A. Live	Crypto.com Arena	Los Angeles, California	20,000	180,000	427,242	100	1,001	242,000
Texas Live!	Globe Life Field	Arlington, Texas	40,300	168,504	100,700	No	300	-
Xfinity Live!	Citizens Bank Park	Philadelphia, Pennsylvania	69,000	No	38,027	No	No	-
The Battery Atlanta	Truist Park	Atlanta, Georgia	41,084	426,884	181,985	531	560	53,000
St. Louis Ballpark Village	Busch Stadium	St. Louis, MO	45,538	120,000	168,000	297	216	-
Patriot Place	Gillette Stadium	Foxborough, Massachusetts	65,878	408,350	536,721	No	292	-

Real Estate Market Analysis - Retail Market

Study Methodology and Area for Retail Market

Local Market Study:
Explore market area level's demand and supply, rent, vacancy, and pipeline projects & compare them with the city's and the county level's

Market Area Level:
Downtown St. Petersburg

City Level:
St. Petersburg, FL

County Level:
Pinellas County, FL

Retail: Market Demand and Supply

Expecting growing retail spaces

Similar to the office market, the retail inventory was suddenly decreased in 2016. After that, the market's inventory had been rebounding back. In 2021, the downtown had roughly 2.1-million-square-foot retail spaces. The inventory is forecasted to continue grow in the future years.

Sluggish retail demand

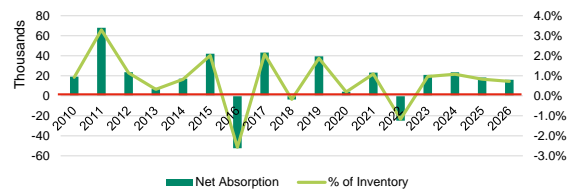
Many factors impact retail demand, such as COVID. From 2010 to 2026, the demand for retail space fluctuates quite often and slows down over the time. Even after the COVID years, the demand is hard to project and will be relatively stable for a couple of years.

Supply: Retail Inventory (SF)

Downtown St. Petersburg
2010 - 2026



Demand: Net Absorption (SF)



Source: CoStar

Retail: Inventory and Growth Compared with City and County

Small Retail Market in Downtown

With a total of 2.1 million square feet retail spaces, the retail sector in the downtown area makes up only 10% of the City's retail inventory and 4% of the entire county's – it is a relatively small market.

Growth is aligned with the City and the County Level

From 2000 to 2022, the downtown retail spaces were expanded by approximately 90 thousand square feet, or 0.3% annually on average. This growth rate is aligned with the growth happened in the County and the City.

Inventory and Growth

Downtown St. Petersburg, City of St. Petersburg, and Pinellas County
2000 & 2022

	Downtown	City	County
2000 (SF)	2,027,567	17,742,367	55,531,672
2022 (SF)	2,117,204	18,545,934	58,058,671
Share of County in 2021	4%	32%	100%
Local Growth (SF)	89,637	803,567	2,526,999
Share of County Growth	4%	32%	100%
CAGR	0.3%	0.3%	0.3%

Source: CoStar, AECOM

Retail: Rent and Vacancy Trends

Downtown retail spaces have a higher rent premium the City's and the County's

The downtown retails were priced at \$28.4 per square foot per year in 2022, carrying a much higher rent premium in rent compared with the County's and the City's. The downtown spaces' rent were increased by 6.1% from 2000 to 2022, much higher than the City's 2.2% growth and the County's 2.3% growth.

Downtown retail spaces vacancy is relatively stable in the recent years

During the recession period around 2008, the retail vacancy was high across all regions but has gradually recovered through the past years. Only 3.3% of the downtown retails are vacant in 2022, about the same/similar level as the City's and the County's. However, the City and the County's retail vacancy rates have decreased from 2000 to 2022, while the downtown spaces' vacancy remained same.

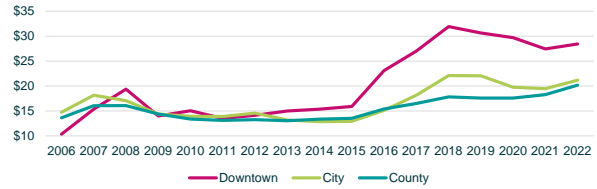
Rent Level and Vacancy

	Downtown	City	County
All-Service Rent			
2000 (\$/SF/YR)	\$10.4	\$14.7	\$13.6
2022 (\$/SF/YR)	\$28.4	\$21.2	\$20.2
CAGR	6.1%	2.2%	2.3%
Vacancy			
2000	3.3%	4.4%	4.9%
2022	3.3%	3.7%	3.3%
CAGR	0.0%	-1.0%	-2.3%

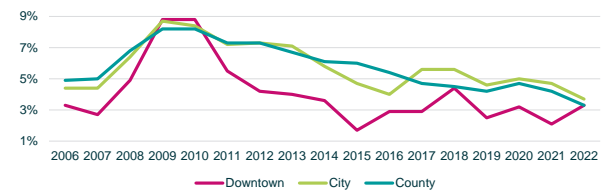
Source: CoStar, AECOM

All-Service Rent

Downtown St. Petersburg, City of St. Petersburg, and Pinellas County 2010 - 2021



Vacancy



Source: CoStar, AECOM

Retail: Recent Delivered Properties and Future Pipeline Projects

Limited competition in the future years

Approximately additional 142 thousands square feet retail spaces were delivered to the market area in the past years. However, with only three potential new retail going forward, the retail pipelines are relatively few, making a less competitive market.

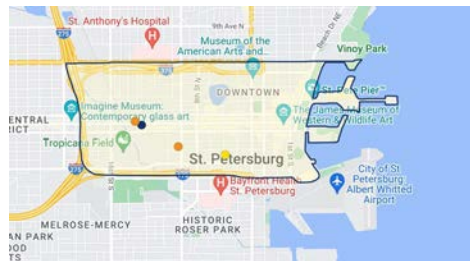
Recent and Proposed Projects

Downtown St. Petersburg

Address	RBA	Year Built
Proposed		
1302 1st Ave N	11,000 SF	2023
910 2nd Ave	20,000 SF	2024
Under Construction		
1250 Central Ave	25,000 SF	2023
Recent Development (Since 2010)		
		Rent/SF/Yr
640 1st Ave S	6,475 SF	\$31.2
725 1st Ave S	31,950 SF	\$27.4
800 2nd Ave NE	17,452 SF	\$20.0
470 2nd St S	3,248 SF	\$25.8
460 3rd St N	2,778 SF	\$42.2
3rd St S	8,000 SF	\$21.4
424 4th St S	1,600 SF	\$29.4
326 5th Ave N	3,200 SF	\$30.2
510 Central	8,020 SF	\$30.2
100 Central Ave	12,190 SF	\$29.1
100 Central Ave	40,763 SF	\$26.5
920 Central Ave	2,125 SF	\$46.7
470 3rd St	700 SF	\$37.6
330 6th St S	600 SF	\$33.9
780 Central Ave	3,153 SF	\$30.5
Total	142,254 SF	\$30.8

Source: CoStar

Map of Pipeline Project Examples



Source: CoStar

Benchmark: Retails in Sport-Anchored Mixed-Use Development Projects

The size of retails may be a result of both the stadium size and the location of the sport district

The retail areas do not necessarily correspond to the stadium capacity; instead, they are more likely determined by the location of the sport district. For example, for the two examples that have most retail spaces – Downtown Commons in Sacramento, CA and Los Angeles, CA, they are both located in central location of major metro regions, implying the retails are not only for the sport-activities but also for the greater region.

Retail programs and types are similar

Almost all retails surrounding the stadium includes food and drink areas to further take advantage of the event-based lifestyle in the area. In addition, although the stadium does not determine the size of retail spaces, the scale of each retail is relatively large – lots of mall-like retail villages or continuous retail fronts are seen in the stadium areas.

Mixed-Use Development	Location	Stadium Capacity	Retail Area (SF)	Vacancy	Market Rent/SF	Total Retail	Retail Types
Downtown Commons	Sacramento, California	17,608	560,487	9.1%	\$29.3	5 Retails	1 x Freestanding 2 x Storefront 1 x Department Store 1 x N/A
Titletown District	Green Bay, Wisconsin	81,441	20,000	0.0%	\$13.7	1 Retail	1 x Restaurant
L.A. Live	Los Angeles, California	20,000	427,242	4.5%	\$37.9	3 Retails	1 x Theater 2 x Mall Retails
Texas Live!	Arlington, Texas	40,300	100,700	0.0%	\$18.9	2 Retails	1 x Freestanding Retail 1 x Convenience Store
Xfinity Live!	Philadelphia, Pennsylvania	69,000	38,027	0.0%	N/A	1 Retail	1 x Mall (Food & Drink, Retails)
The Battery Atlanta	Atlanta, Georgia	41,084	181,985	9.9%	\$23.3	12 Retails	6 x Retail Front, 5 x Restaurant, 1 x Others
St. Louis Ballpark Village	St. Louis, MO	45,538	168,000	24.8%	\$19.3	2 Retails	1 x Freestanding, 1 Retail
Patriot Place	Foxborough, Massachusetts	65,878	536,721	7.3%	\$23.3	6 Retails	6 x Power Centers

Source: CoStar, AECOM

Retail Market Opportunity Summary

Drivers

Recovering travel demand and a growing number of visitors: As the pandemic travel restrictions lift, travel activities start returning to almost the pre-COVID level, which would lead to increasing demand for retail shopping and experiences in the coming years.

Stadium-oriented activities: People attending events and games lead to high demand for and foot traffic in retail spaces, as they want to gather and walk around before and after.

Existing clusters of retail corridors and accommodation & foods: The project area is part of the larger retail and accommodation industry clusters in downtown. Future development of the project area may redirect the current demand into the stadium area.

Findings

Supply is growing but demand is not: The market grew its inventories at roughly 1% per year, but the demand fluctuated in the past years and is expected to remain flat in the coming years.

Small market: The downtown area has a relatively small retail sector when compared with the City and the County's inventories.

Downtown premiums: Although the vacancy is low across downtown, the City, and the County, the downtown's retail spaces have much higher rents and grew much faster in the past years compared with the City and the County.

Implications

The proposed 449,200-square-foot retail space will become a major destination place for the greater region: The development will not only meet the estimated 401,159-square-foot retail expansion in the downtown area by the next 15 years but also hopes to redirect some regional retail demand into this development area.

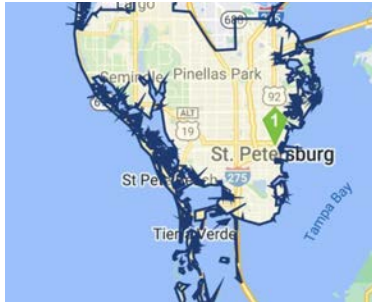
Inclusion of a variety of uses for all: The development parcels could take the advantage of being a part of the surrounding commercial district in downtown. The retail spaces could target at not only those stadium visitors but also those who live and work in the area to sustain long-term stable demand and supply.

Post-COVID retail strategies: The large-scale mixed-use projects, especially in the sports district, provide an opportunity to create a narrative experience through well-designed retail spaces instead of just plain and regular retail stores.

Real Estate Market Analysis - Hotel Market

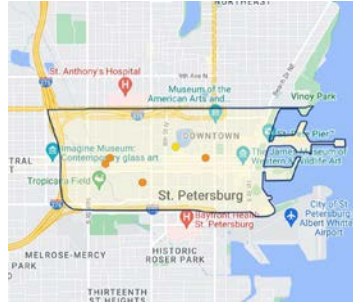
Study Methodology and Area for Hotel Market

Regional Market Study:
Explore regional demand and supply and ADR

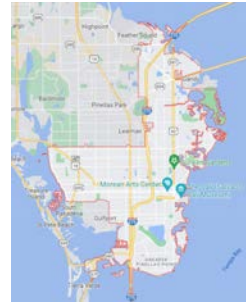


Hotel Submarket:
South Pinellas County Area

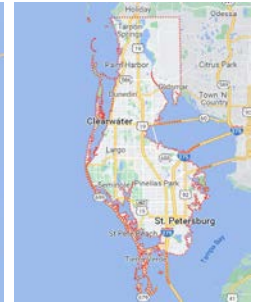
Local Market Study:
Explore market area level's ADR, occupancy, RevPAR, and pipeline projects & compare them with the city's and the county level's



Market Area Level:
Downtown St. Petersburg



City Level:
St. Petersburg, FL



County Level:
Pinellas County, FL

Hotel: Regional Market Demand and Supply

A well-balanced hotel diversity

The market is equally divided into luxury and upper upscale, upscale & upper midscale, and midscale & economy types to provide services to all groups of visitors.

The overall inventory is growing slower

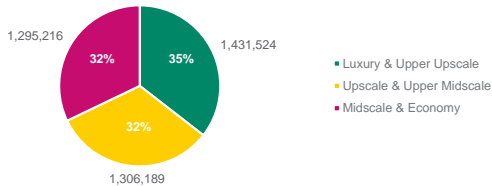
Prior to COVID, the market expanded its inventories at 0.7% annually on average (2013 to 2019). As the market is recovering from the pandemic, the inventories were expanded at a much faster pace of 2.9% (2021-2023). However, after this significant growth, the market is forecasted to slow down afterward.

Occupancy is relatively stable

The occupancy rates in the past years (except for the COVID year) were relatively stable and are estimated to be flat for next couple of years as well. In 2021, there was about 4 million room available in the market, which 2.75 million of them were occupied.

Overall: All Available Rooms

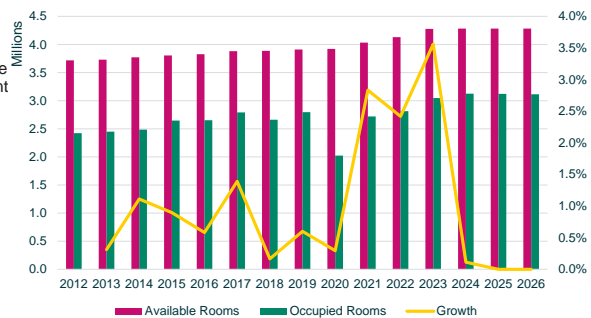
South Pinellas County Area (Hotel Submarket)
2021



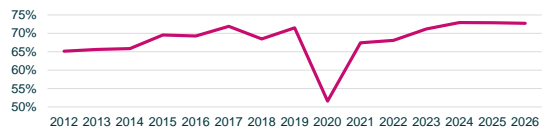
Source: CoStar

Overall: Demand, Supply, and Growth of Supply

South Pinellas County Area (Hotel Submarket)
2012 - 2026



Overall: Occupancy Rate



Source: CoStar

Hotel: Regional Market Demand and Supply by Hotel Type

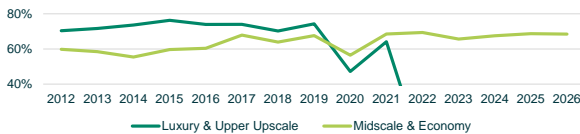
The market for upper-priced hotel categories, although more fluctuated, outperformed the lower-priced ones

Unlike luxury & upper upscale hotels' supply that fluctuated relatively often, midscale & economy hotels' supply had been constantly rebounding since 2016 till the beginning of COVID. However, over the past 10 years (2012 to 2021), luxury & upper upscale hotels had faster growth - a compounded Annual Growth Rate (CAGR) of 0.19%; during the same period, midscale & economy hotels had a negative 0.1% CAGR.

Lower-priced hotels had more stable occupancy rates, even during the COVID time

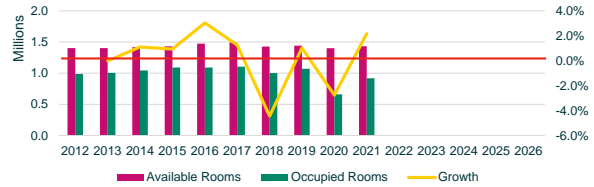
Higher-priced hotels (luxury & upper upscale), although had higher occupancy rate compared with lower-priced hotels (midscale & economy), are actually more impacted by the COVID situation than the lower-priced ones that had a relative stable occupancy rate all the time (between 50% to 70%).

Occupancy by Hotel Type

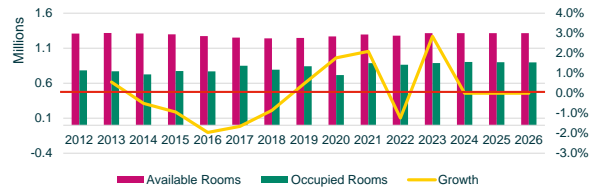


Luxury & Upper Upscale: Demand, Supply, and Growth of Supply

South Pinellas County Area (Hotel Submarket)
2012 - 2026



Midscale & Economy: Demand, Supply, and Growth of Supply



Source: CoStar

Hotel: Regional Market ADR, RevPAR, and Occupancy by Hotel Type

Lower-priced hotels' financial performances in the past years outperformed higher-priced hotels'

Although both types of hotels had robust growth before the pandemic, the lower-priced hotels had better performances. During the 8-year period prior to COVID, the lower-priced hotels' ADR and revenue per available room (RevPAR) grew annually at 4.13% and 5.41%, respectively. During the same period, the higher-priced hotels had 3.10% and \$3.65% annual growth in ADR and RevPAR, which were lower than the lower-priced ones.

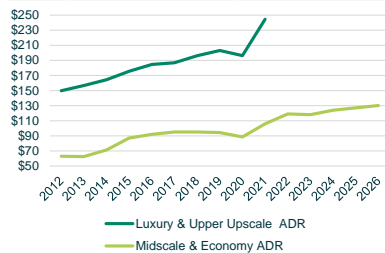
Higher-priced hotels were more occupied than the lower-priced ones

The luxury and upper upscale hotels, with a 74.30% occupancy in 2019, did much better than the midscale and economy ones, with only 67.60%, although both types of hotels shared similar growth rates in the past years.

12-Mo ADR

South Pinellas County Area (Hotel Submarket)
2012 & 2019 (Pre-COVID)

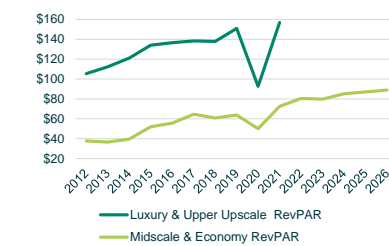
	Luxury & Upper Upscale	Midscale & Economy
2012	\$149.75	\$62.95
2019	\$203.16	\$94.32
CAGR	3.10%	4.13%



Source: CoStar, AECOM

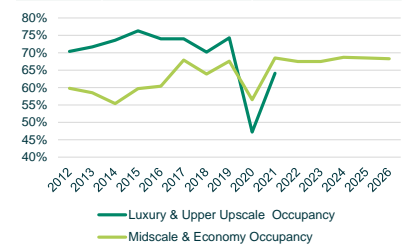
12-Mo RevPAR

	Luxury & Upper Upscale	Midscale & Economy
2012	\$105.41	\$37.66
2019	\$150.92	\$63.78
CAGR	3.65%	5.41%



12-Mo Occupancy

	Luxury & Upper Upscale	Midscale & Economy
2012	70.40%	64.10%
2019	74.30%	67.60%
CAGR	0.54%	0.53%



Hotel: Local Inventory and Recent & Pipeline Projects

Small but growing hotel market

The downtown hotels only make up 6% of the county's hotel inventories, which is relatively small. However, with 547 newly added rooms, the downtown area has highest growth in the past years.

Very limited competition

Only 307 hotel rooms were recently built in the area, and only two hotels are currently in the pipeline list. The new hotels will not have a lot of competitions.

Inventory and Growth

Downtown St. Petersburg, City of St. Petersburg, and Pinellas County 2000 & 2022

	Downtown	City	County
2000 (Hotel Rooms)	795	3,908	17,870
2022 (Hotel Rooms)	1,342	5,381	22,409
Share of County in 2022	6%	24%	100%
Total Growth (Hotel Rooms) (2000-2022)	547	1,473	4,539
Share of County Growth	12%	32%	100%
CAGR (2000-2022)	2.3%	1.4%	1.0%

Source: CoStar, AECOM

Recent and Proposed Projects

Downtown St. Petersburg As of 2022

	Hotel Room	Delivery Year	Hotel Class
Under Construction			
225 1st Ave N	172	2023	Upscale
Proposed			
1111 Central Ave	114	2024	N/A
Recent Development			
25 2nd St N	175	2017	Upscale
1650 Central Ave	132	2020	Midscale

Source: CoStar, AECOM

Hotel: Local ADR, Occupancy, and RevPAR

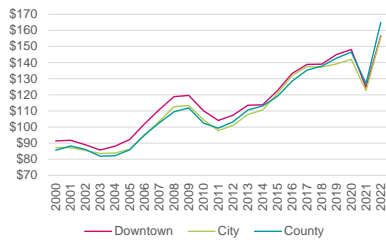
Downtown premium is not significant

The downtown hotels do not have lots of premiums when it comes to the ADRs and RevPAR. Especially with a lowest growth rate in the past 20 years, the downtown hotel market is actually slowing down compared with the City and the County.

12-Mo ADR

Downtown St. Petersburg, City of St. Petersburg, and Pinellas County 2000 & 2022

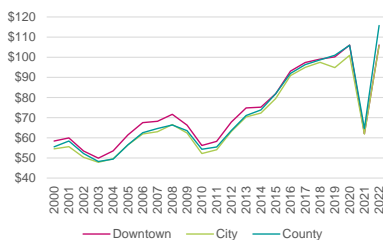
	Downtown	City	County
2000	\$91.37	\$87.23	\$85.67
2022	\$156.59	\$155.91	\$164.97
CAGR	2.4%	2.6%	2.9%



Source: CoStar, AECOM

12-Mo RevPAR

	Downtown	City	County
2000	\$58.42	\$54.54	\$55.55
2022	\$106.06	\$105.74	\$115.74
CAGR	2.6%	2.9%	3.2%



12-Mo Occupancy

	Downtown	City	County
2000	63.9%	62.5%	64.8%
2022	67.7%	67.8%	70.2%
CAGR	0.3%	0.4%	0.3%



Benchmark: Hotels in Sport-Anchored Mixed-Use Development Projects

The sizes of hotels are mostly determined by their locations rather than stadium capacities

The number of rooms provided in a sport district does not necessarily correlate to the size of the stadium. Instead, location is a more influential factor: the hotels in downtown or remote areas tend to have more hotel rooms than the ones in non-center locations within a city.

Sport-district hotels tend to be higher-priced

Almost all hotels that are available in a stadium area are upscale or luxury. In addition, almost each district provides multiple hotels.

On-site commercial programs are usually included

The hotels all include on-site bars, retails, or restaurants as part of their cultures of being part of sport-anchored .

Key Indicators for the Hotels in Eight Selected Sport-Districts

Mixed-Use Development	City	Location	Stadium Capacity	Hotel Room	Occupancy	12-Mo ADR	12-Mo RevPAR	Hotel Type	Hotel Facility
Downtown Commons	Sacramento, CA	Downtown Next to Interstate	17,608	881	66.2%	\$175	\$116	3 x Upper Upscale 1 x Upper Midscale	Business Center, Fitness Center, Restaurant, Meeting Event Space, On-Site Bar, Pool
Titletown District	Green Bay, WI	City Edge Next to Interstate	81,441	144	51.5%	\$172	\$89	1 x Luxury	Business Center, Pool, Fitness Center, Restaurant, Meeting Event Space, Spa, On-Site Retail
L.A. Live	Los Angeles, CA	Downtown Next to Interstate	20,000	1,001	69.1%	\$288	\$199	2 x Luxury	Business Center, Restaurant, Meeting Event Space, On-Site Bar, Spa, On-Site Retail, Wedding Venue, Pool
Texas Live!	Arlington, TX	Close to Downtown Close to Interstate	40,300	300	61.0%	\$208	\$127	1 x Luxury	Business Center, On-Site Bar, Fitness Center, Pool, Meeting Event Space, Restaurant
Xfinity Live!	Philadelphia, PA	City Edge Next to Interstate	69,000	-	-	-	-	-	-
The Battery Atlanta	Atlanta, GA	Remote location (12 mi to downtown) Next to Interstate	41,084	560	57.2%	\$160	\$91	2 x Upscale 1 x Upper Upscale	Business Center, On-Site Retail, Fitness Center, Pool, On-Site Bar, Restaurant, Meeting Event Space, On-Site Bar
St. Louis Ballpark Village	St. Louis, MO	Downtown Next to Interstate	45,538	216	49.2%	\$183	\$90	1 x Luxury	Business Center, On-Site Retail, Fitness Center, Restaurant, Meeting Event Space, On-Site Bar
Patriot Place	Foxborough, MA	Remote location (25 mi to major city downtown)	65,878	292	60.5%	\$174	\$105	1 x Upper Upscale 1 x Upscale 1 x Unknown	Business Center, On-Site Bar, Fitness Center, Pool, Meeting Event Space, Restaurant, On-Site Retail

Source: CoStar, AECOM

Hotel Market Opportunity Summary

Drivers

Travel activities return to almost the pre-COVID level: As the COVID-related travel restrictions lifts, the demand in travel is rebounding back to the pre-pandemic level, producing higher demand in the following years.

Stadium-oriented activities: New development around the stadium may increase popularity of the stadium itself and further drive up the demand for hotel spaces, as more events may be added.

Expanding economic activities in the greater downtown area: The downtown area is home to many growing sectors and industries. As more firms and business activities are moved into the area, the demand related to business trips and meetings also add to the overall hotel demand.

Findings

Diverse hotel class types: The market has all three class types (luxury, upper midscale, and economy), and each of them make up similar portion of the entire inventory.

Stable occupancy: The occupancy is relatively flat at 70% except for the COVID time. Among different class types, the economy hotels' occupancy is more stable than the luxury ones, but the luxury hotels have higher occupancy rate.

Hotel performance are doing great all time: The lower-priced hotels performed even better with higher growth in ADR, RevPAR compared with the higher-priced ones.

Small and fast expanding hotel market in downtown: The downtown retail market, although making up only 6% of the County hotel inventory, had faster growth in inventory compared with the City's and the County's.

Implications

The proposed 773-room hotels will be another urban center for visitors: The downtown hotel market is estimated to add 1,583 hotel rooms in the downtown area over the next 15 years, and this development, as one of the most popular neighborhoods in the area, will make up roughly 49% of the future market expansion.

Capture of both stadium visitors and city visitors in general: The project area has proximity to both stadiums and downtown at large and could target at population beyond stadium visitors.

A "mixed-income" hotel strategy: The stadium-anchored hotels tend to be higher priced, while the city itself has demand in other hotel categories. The project area could keep the diversity the submarket has by providing multiple hotels with different ADRs to individuals.



A description of how the Proposer plans to address the use of small businesses, minority businesses, and women-owned businesses in the construction and ongoing operations of the development, including estimated percentages of each element (recognizing that, at a minimum, the Proposer will be required to comply with all requirements of the St. Petersburg City Code now or hereafter in effect);

It's in our name — 50 Plus 1 Sports. Our mission is to develop projects with 50% minority-, women-, veteran- and SDV-owned businesses. We do this by forming relationships with small, minority-, women-, veteran- and SDV-owned businesses so that we have available, trusted consultants. We aren't looking at typical opportunities offered to minorities that include more labor and unskilled positions. Many developers simply place minorities in construction-based positions to meet their goals. 50 Plus 1 Sports goes the extra mile to find minority-, women-, veteran- and SDV-owned businesses that can be part of the ownership, design, engineering, financing and operational teams. 50 Plus 1 Sports is about truly leveling the playing field and setting up minority-, women-, veteran- and SDV-owned businesses for longterm success.

Specific elements on how we work with minority- and women-owned firms, as well as veteran-owned and service disabled veteran-owned enterprises.

- a Provide for internal administration independent of City Human Relations Department and Fairness in Contracting Board. Program performance to be professionally monitored, and results reported to the public on a quarterly basis.
- b Establish a minimum set-aside of 50% for minority-, women-, veteran- and SDV-owned business enterprises.
- c Establish a local workforce goal for direct jobs of no less than 50% for minority, women and veterans.

- d Provide for capacity building, access to capital and other technical support services to participant M/WBE firms which transcend the current project. The goal is to assist in strengthening the local M/WBE firms and the community.
- e Provide local M/WBE prime contracting participation in the traditional construction trades, as well as non-traditional areas of technology, finance, suppliers and service providers.
- f Utilize local M/WBEs across all phases of the project; Finance, Design, and Construction.
- g Where capacity or expertise is lacking in a particular construction discipline locally, consideration should be given to identifying M/WBE mentors outside of St. Petersburg for partnering relationships with developer or local M/WBEs under the DBE program.

A description of Proposer's community outreach program;

We're not just figureheads with money; 50 Plus 1 engages in robust community outreach. The leadership team has a unique vision and approach, and the goal is to share that widely by building trust with a steady flow of communication to gain public input. We will work closely with Garcia Architecture and AECOM to create a dialogue with the community as the project design develops and momentum builds towards construction.

AECOM utilizes an iterative approach to public engagement and has achieved great results, because the community was included in each step of the project, which instilled a sense of ownership. The team normally engages the public in a series of workshops beginning at the inception of a project to identify goals and issues; next, they engage the community following an analysis of site conditions; and then, during a design workshop where ideas are shared, which lead to proposed solutions. We believe stakeholders should be included at each stage of design to make sure the plan reflects the needs of the stakeholders and captures a shared vision for the future of the site.

Because demographics vary greatly in St. Petersburg, we recommend engaging stakeholders with multiple methods. In-person workshops work well for engaging some constituents, and is crucial to encourage participation from all neighborhoods and income levels. But, we have also found that technology is an important tool to maximize community involvement. AECOM has deployed a range of community outreach techniques including online surveys, social media campaigns, virtual interviews, and our very own virtual public consultation tool <https://consultation.ai/demo/>. We will deploy a constellation of these public engagement tools to ensure success and longevity of plans and design concepts.

A description of Proposer’s approach to the City’s Community Benefit Program;

A thorough Community Benefits Program is essential to bringing long-term change and stability to the community. 50 Plus 1 Sports has developed programs that include elements that many ignore, but can be game changers for minorities, women, veterans and other potentially disadvantaged groups. Our desire is for the impact of 50 Plus 1 Sports has on the community lasts the life of the project.

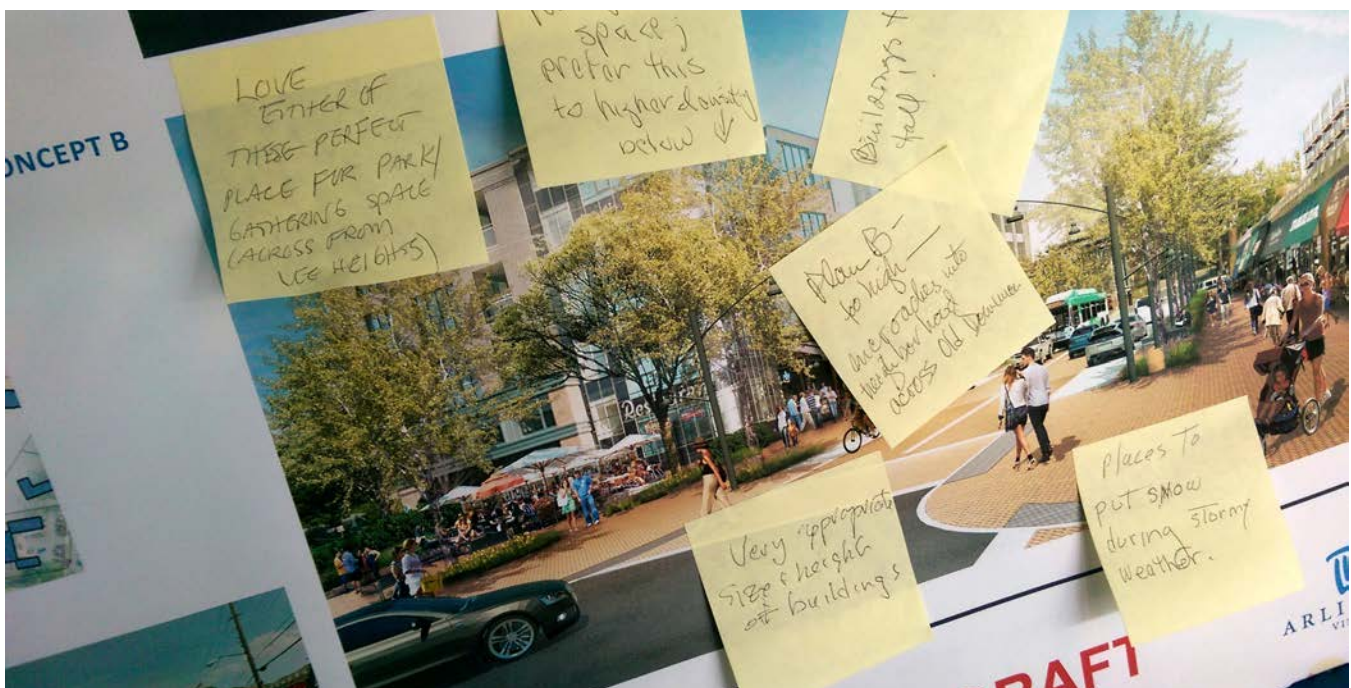
The Community Benefits Program established by the City requires developers to provide community benefits for projects which receive public assistance greater than 20% of the overall construction cost for the project valued at more than \$2 million or \$10 million in public assistance. When a project exceeds these thresholds, it must provide

benefits to the community that may include activities in the following areas:

- Affordable or workforce housing
- Environmental resiliency and sustainability
- Public infrastructure
- Equitable workforce development
- Neighborhood health and safety
- Equitable economic opportunities

Our Community Benefits Plan far exceeds the requirements of the City’s program and will hopefully serve as a model for other community benefit plans in the City of St. Petersburg moving forward. The value we are delivering to the City in the revenue share program described in our proposal and the items outlined in our Community Benefits Plan far outweigh the value of the leased land the City is providing.

Our Community Benefits Plan has two main components, (1) the revenue share program and (2) the traditional elements of the Community Benefits Plan described herein. In our plan, we are requesting that the City enter into a zero dollar 99-year lease with 50 Plus 1 Sports in exchange for the City sharing in the revenue of the project during the lifetime of the project. The amount the City will receive in the revenue share program is set forth in our 20 -Year Cash Flow, but our estimate for the City’s share of the revenue during the first 20 years of the project is in **excess of \$700 million**. In 40 years, it becomes **\$2,967,626,701**.



Please remember the City's revenue share will last longer than 20 years and is in addition to the normal taxes they will receive.

As a base line to any project in which 50 Plus 1 Sports participates, we require that 50% of the development, technology, design, financing, construction, operational and other professionals involved in the project be made up of minorities, women, veterans and other disadvantaged groups preferably from the St. Petersburg area. Many of these groups are excluded from projects because their companies lack the insurance requirements and/or bonding capacity to participate in projects. Working with AECOM, we have developed a proprietary program pursuant to which AECOM will provide a backstop or funding to these disadvantage groups with respect to the insurance requirements and bonding capacity.

Below are the elements of our Community Benefits Plan:

- 1 Affordable and Workforce Housing.** We will be building approximately 6,700 multi-family apartments and 50% of these apartments will be affordable and workforce housing.
- 2 Environmental resiliency and sustainability.** In various portions of this proposal, we describe the environmental resiliency and sustainability elements which will be incorporated into our project.
- 3 Public Infrastructure.** Our plan prioritizes building the signature public spaces in the initial phases, delivering community gathering and event space early on.
- 4 Equitable Workforce Development.** Community participation is key to the success of our project. We will work closely with the City and community groups to make sure we have the highest level of local participation as reasonably possible. In addition to our base line requirement 50% participation by minorities, women, veterans and other disadvantaged groups, we will be establishing a \$5 million job training program for jobs and apprentice programs for the project.
- 5 Neighborhood Health and Safety.** Our project includes a medical clinic for the project and community.
- 6 Equitable Economic Opportunities.** Our commitment to minorities, women, veterans and other disadvantaged groups as well as our commitment to participation from residents of St. Petersburg will insure equitable economic opportunity. We will also obtain commitments from various lending sources which fund portions of the project to work with disadvantage businesses which want to locate at the project but lack the resources to do so.
- 7 Transportation.** We will work closely with the City of St. Petersburg to develop a transportation plan to service the community.
- 8 Prevailing Wage Requirement.** The construction professionals involved in the construction of the project will be paid a prevailing wage.
- 9 Childcare.** The project will include an on-site childcare alternative for the tenants of the project.

As required by the City's Program, we will meet with the Community Benefits Advisory Council and the community to establish our Community Benefits Plan and then have the plan approved by the City Council.

A description of Proposer’s approach to coordinating development with the Stadium Property and how the development team will coordinate with the Rays; and

The proposed plan includes a prominent location for the stadium that activates the central public space, drives an adjacent entertainment district and helps connect adjoining communities. 50 Plus 1 Sports looks forward to coordinating with the Rays organization and the City to help fund a portion or all of the stadium construction and to discuss potential profit sharing scenarios. AECOM and Garcia Architecture are experienced professional sports venue designers who will collaborate with the Rays to integrate the stadium physically into the community fabric.

A summary of how the historical context of the Gas Plant District will be honored and past promises fulfilled.

There have been a lot of decisions made on the Gas Plant District site, and we have seen that all decisions have ramifications on the community. The development of the site must acknowledge the past while moving toward a successful future. The 50 Plus 1 Sports team accomplishes this by bringing in the right mix of sports, entertainment, arts and culture, lodging, retail, office and dining combined with smart, affordable housing planning and innovative approaches to helping minorities and women build businesses that evolve into stable forces that are part of the community.



E

Depiction of Development

E

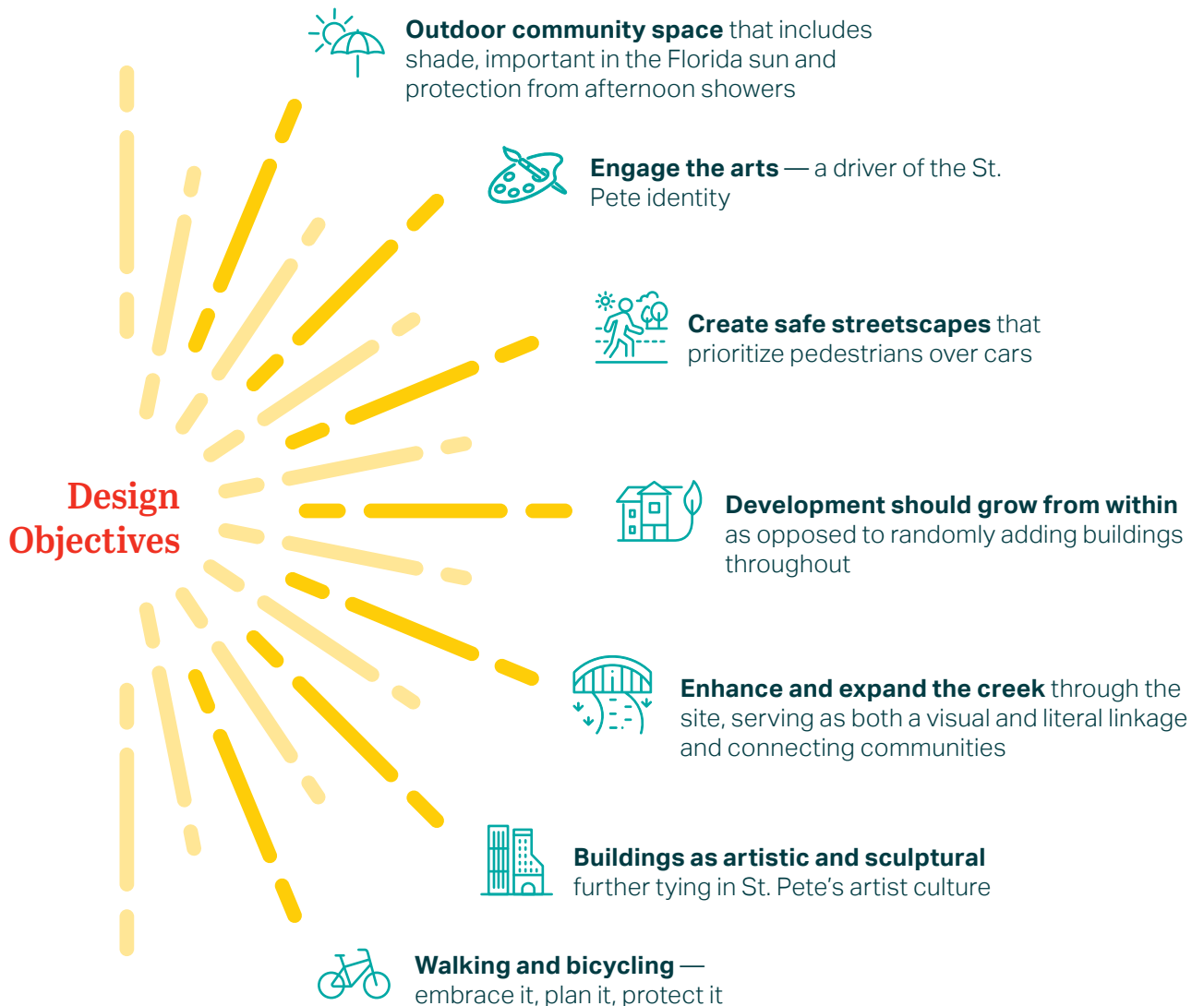




E. Depiction of the development

Our initial vision

Our team brings strength in design, development, construction, financing and leasing. Impactful, innovative and in the spirit of St. Petersburg.





Overall view looking north of the entire historic Gas Plant Site redevelopment



View from 1st Ave S looking over public space around Booker Creek towards the stadium

Design Inspiration

Florida and aquatic life, the team, the fluid motion of a ray's 'wings' as they glide through the water inspired the stadium canopy, with the gently scalloped edges. The shape of the sunscreens on retail and museum spaces within the public realm derives its form from the rays with an overlay for clouds that billow up from the afternoon heat in south Florida.

The canopy colors are a nod to the spectral light that follow sunrays through cloud forms and appears in rainbows following a storm, but also to the colorful art pieces envisioned as threads through the entire development, connecting to the arts and casual feel of St. Pete.

The 'colonnade' surrounding the baseball stadium reflects the architectural styling of older more traditional baseball stadiums.

The columns of the colonnade are inspired by the natural curvature of the palm trees that are so prevalent in Florida, combined with the roof this creates a stadium veil that interprets common architectural elements with organic shapes.

The taller buildings are sculpted in form to enhance and focus on views, they are skinned in layers to accentuate the sculpture and to provide material elements that will shade glass and improve the interior environment.



View from 1st Ave S looking west across the retail and museum buildings under the canopy towards the residential towers



Community outdoor space around Booker Creek looking toward the stadium



Pedestrian focused 13th Street north of the stadium lined with entertainment and retail

Site Layout and Design

The west side of the development area is generally organized with traditional street grid on the west, responding to the urban living nature of this portion of the development area where residential buildings are concentrated.

Circulation on the east side of the development responds to the arrangement of the commercial and hotel buildings, creating circulation corridors where a mixed-use development of retail, food and beverage and residential will provide continual activity around the stadium.

Connecting these two portions of the district is a substantial community asset that combines culture and entertainment (museum), food and beverage, and retail spaces surrounding a signature gathering space connecting the developing urban environment to the north with the disadvantaged neighborhoods to the south, across the freeway.

Booker Creek Commons is the 'stage' where the new community and the surrounding communities come together and is enhanced by:

- Trails linking to city and region
- Public transit linking to the city and region
- Creek/urban ecology
- Flexible space for community festivals and activities

The residential area (west) includes:

- Small business spaces at base of residential buildings
- Human scale apartments to contribute to community feel
- Open building forms and rooftops provide site lines between blocks that enhance community connections

Additional Features/Points

- Entertainment space at ground level on the streets surrounding ballpark
- Tech campus at northeast portion of site
- Office buildings beyond right field side of stadium
- Hotels and condos / apts beyond left field and center field of ballpark

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F

Timing of Development and Development Phasing



F. Timing of development and development phasing

Accelerated schedule delivers amenities faster

The proposed development will be phased to allow continuous operation of Tropicana Field during development of the new stadium and will distribute development of new public space amenities across each stage of completion.

The following diagram describes the preliminary location of each development phase.



Diagram depicting the preliminary location of each development phase. The stadium is overlaid on phases 2 and 3 for reference.

Parcel	Net Developable Acreage	Net Developable SF	FAR	Development SF	Residential SF	Residential Units	DU/AC	Retail SF	Hotel SF	Hotel Rooms	Public Parking Spaces	Office SF	Cultural SF	Park SF
PHASE 1	22.34	973,020	3.31	3,221,000	1,890,200	1,890	0.00	170,000	600,000	563	2,178	560,000	0	60,984
PHASE 2	12.48	543,800	5.25	2,855,480	2,311,100	2,311	0.00	143,700	224,680	211	1,783	0	176,000	239,580
PHASE 3	10.78	469,585	5.88	2,761,720	2,546,720	2,547	0.00	15,000	0	0	523	200,000	0	0
PHASE 4	3.61	157,376	4.36	685,900	0	0	0.00	47,200	0	0	0	639,500	0	196,000
Total	49.21	2,143,781	4.44	9,524,100	6,748,020	6,748	0.00	375,900	824,680	773	4,483	1,399,500	176,000	496,564

This chart breaks down the proposed development, by use and by phase. The suggested phasing is preliminary and subject to change based on discussions and agreement with the City of St. Petersburg.

PHASE 1 (2023-2031)

The initial phase aims to establish the destination through construction of the new stadium and its surrounding mixed-use development east of Booker Creek, to preserve the ongoing operations of Tropicana Field until 2027. Phase 1 will also include the eastern component of Booker Creek Commons. This signature space will be the first community space for civic events, recreation and celebrations. Approximately 3.2 million square feet of mixed-use development (Parcels L, M, N, P, and Q) will adjoin the stadium including at least two hotels, 170,000 square feet of ground-floor commercial space and over 500,000 square feet of office space.

Phase 1 will also include the parking garage components of Parcels U and T. that will begin to offset the temporary reduction in gameday parking. Phase 1 will effectively extend the vibrancy of the Edge District southward across 1st Avenue South and the Pinellas County Trail while improving the Booker Creek Trail connection through the site. Fourth Avenue South and the southern portion of Booker Creek will be realigned southward to create additional space for the stadium parcel. In all four phases, each development parcel will provide its own structured off-street parking and each phase will provide the internal roadways, pedestrian paths and civil infrastructure needed to serve the intended development and public space.

PHASE 2 (2026-2035)

Following the opening of the new stadium, Phase 2 will involve the demolition of Tropicana Field. In addition, new public parking decks will be built on Parcel D and Phase 1 and 2 will create approximately 4,000 publicly accessible parking spaces to support gameday and broader access to the overall district. Phase 2 will also include development of the Intermodal Facility as part of the ground floor of the mixed-use development on Parcel A. Located at the intersection of regional and local BRT lines and the Pinellas County Trail, Parcel A is well positioned to transfer passengers between bus lines and connect pedestrians and cyclists to transit and destinations within several neighborhoods. Parcel A will also include a grocery store adjacent to the intermodal hub for convenient access and could provide additional public parking if needed. Phase 2 will also feature completion of Booker Creek Commons and approximately 2.8 million square feet of adjoining mixed-use development. In addition to ground-floor retail and restaurants, a hotel, and residential units at various price points (Parcels A, F, G and H), will include a cultural site within Booker Creek for a new museum and or performing arts venue (Parcel K).

PHASE 3 (2032-2038)

Phase 3 will be developed mostly on the former Tropicana Field site and feature completion of Booker Creek Park and approximately 3.7 million square feet of adjoining mixed-use development. In addition to ground-floor retail and restaurants, a hotel, 200,000 square feet of office space and residential units at various price points (Parcels F, H and J), Phase 3 will feature a cultural site within Booker Creek for a new museum or performing arts venue (Parcel K).

PHASE 4 (2038-2039)

Phase 4 will include primarily residential development at various price points on Parcels B, C, E and I, as well as improvements to Bridge Park extending below the interchange. Future Off-Site Development (2039–Onward) The proposed street grid can be easily expanded southward to establish future development blocks between 4th Avenue South and 5th Avenue South if I-175 is ever deconstructed. This significant change would increase access to Campbell Park recreation amenities and reconnect communities previously divided by the highway.

Our commitment

50 Plus 1 Sports will take the following steps to facilitate on-time completion of each project component:

1 Selection of General Contractor + Other Professionals.

We will carefully vet and select a general contractor and other professionals who have the capacity and capability to complete each project component on time.

2 Guaranteed Maximum Price (GMP) Contract.

We require the general contractor and other major trades to sign a GMP contract in which they agree to complete construction at a pre-determined amount by a pre-determined date.

3 Completion Guarantee from General Contractor.

In addition to the GMP contract, we require the general contractor's parent company — or some other affiliated entity with a substantial net worth — to guarantee completion of construction at a pre-determined amount by a pre-determined date. We are willing to discuss having the completion guarantee run to the benefit to the City.

4 Payment + Performance Bond.

We require a payment and performance bond from the general contractor and other major trades. A payment and performance bond is issued by a surety and provides that if the general contractor or other major trade do not

complete construction at the pre-determined amount or by a pre-determined date, the surety will step in and complete construction at the pre-determined price and by the pre-determined date. We are willing to discuss having the payment and performance bond drafted so the City is also able to enforce the bond.

5 Reverter Deed. We have included a reverter deed provision in other projects, but we have never had one of these provisions enforced. We are willing to give the City the right to exercise a reverter deed if we do not complete construction of certain project components by the pre-determined date.

G

Other





MIND
MATTER

G. Other required information

Setting up this community for economic success

Any direct and indirect economic impacts including both temporary/construction and permanent job creation, impact on existing businesses, tax revenues and any other identifiable economic impact including equitable participation and inclusion; and

How the project is beneficial to the community and the surrounding neighborhoods.

Introduction

Economic impacts can be described as the sum of economic activity within a defined region resulting from an initial change in the economy, possibly including opening of a new factory. The estimated direct, indirect and induced impacts are often referred to as the “multiplier effect”. The inter-industry relationships are captured in an input-output (I-O) model.

Input-output (IO) multipliers generated by EMSI were used. With IO models, each round of impact uses inter-industry purchases to calculate an economic impact of jobs, earnings, GDP and output: Definitions for each round of impact are as follows:

- **Initial impact:** The “initial change”, which in this case applies to future vertical construction on the site.
- **Direct impact:** The first round of changes across industries impacted on other industries, demanding more goods or services from the industries in its supply chain.
- **Indirect impact:** Subsequent ripple effects in further supply chains resulting from the direct change, including sales changes across broader supply chains, as a result of the initial change, due to inter-industry effects.

- **Induced impact:** This change is due to the impact of the new earnings created by the Initial, Direct, and Indirect changes. These earnings enter the economy as employees spend their paychecks in the region on food, clothing, and other goods and services.

The total economic impact is the sum of all 4 rounds of impact created through a change in output. Impacts are calculated for four metrics:

- 1 **Jobs:** Jobs that are created through the impact process.
- 2 **Earnings:** Earnings that are paid out due to the impact process.
- 3 **Sales/Output:** Cumulative value that is created.

The analysis also provides conceptual estimates of fiscal impacts associated with the “initial change”, including estimated property, sales and hotel taxes, payable to state and local units of government in Florida.

CONSTRUCTION PERIOD BENEFITS, STATEWIDE

Construction Period Investment Impacts, Rounded, Current Dollars*		
Category	Element	Total
Initial Investment	Jobs Cumulative	20,300
	Wages	\$1,581,218,000
	Sales/Output	\$3,953,044,000
Direct Impacts	Jobs Cumulative	6,300
	Wages	\$344,965,000
	Sales/Output	\$1,050,422,000
Indirect Impacts	Jobs Cumulative	3,300
	Wages	\$163,574,000
	Sales/Output	\$431,429,000
Induced Impacts	Jobs Cumulative	25,800
	Wages	\$1,200,563,000
	Sales/Output	\$3,348,710,000
Total Impact	Jobs Cumulative	55,700
	Wages	\$3,290,320,000
	Sales/Output	\$8,783,605,000

Annual Operating Period Benefits, at Buildout, Current Dollars		
Category	Element	Total
Initial Investment	Jobs Cumulative	4,500
	Wages	\$265,144,000
	Sales/Output	\$693,312,700
Direct Impacts	Jobs Cumulative	710
	Wages	\$50,844,000
	Sales/Output	\$151,744,000
Indirect Impacts	Jobs Cumulative	300
	Wages	\$21,076,000
	Sales/Output	\$64,664,000
Induced Impacts	Jobs Cumulative	2,550
	Wages	\$192,833,000
	Sales/Output	\$700,902,000
Total Impact	Jobs Cumulative	8,060
	Wages	\$529,897,000
	Sales/Output	\$1,610,622,700

Annual Fiscal Benefits, At Buildout, Current Dollars	
Category	Estimated Total
Property Taxes	\$20,383,000
Hotel Related Taxes	\$6,513,000
Retail Related Taxes	\$7,861,000
Total Annual Fiscal Benefits	\$34,757,000

*Backup calculations and source material available upon request.

Estimated Construction Period Impact Drivers, Cumulative, Current Dollars

\$3.95 billion: Estimated value of horizontal and vertical construction by the developer, excluding the stadium

20,300: Estimated cumulative construction jobs linked to horizontal and vertical site investment over the duration of the construction period.

\$1.6 billion: Estimated value of construction period wages paid to construction workers

55,700: Ripple effect of construction period employment, covering indirect and induced jobs across Florida

\$8.7 billion: Ripple effect in sales / output value covering indirect and induced benefits to Florida due to construction of the proposed project.

Estimated Annual Operating Period Impact Drivers, At Buildout, Current Dollars

4,500: Number of on-site jobs across retail, office, and hotel and related activities

\$265.1 million: Estimated wages paid to future on-site workers

\$693 million: Estimated output / sales associated with future operations of companies within the development program, at buildout

8,000: Ripple effect of on-site tenant job creation, covering total indirect and induced jobs across Florida

\$529 million: Ripple effect across indirect and induced wages across Florida due to construction of the proposed project.

\$1.6 billion: estimated cumulative wages paid to workers Year 1-10

Estimated Annual Operating Period Fiscal Impact Drivers, Current Dollars

\$20.4 million: Estimated property taxes

\$6.5 million: Estimated hotel taxes

\$7.8 million: Estimated retail sales-related taxes

\$34.7 million: Estimated total annual fiscal benefits

GENERAL LIMITING CONDITIONS

AECOM devoted the level of effort consistent with (i) the level of diligence ordinarily exercised by competent professionals practicing in the area under the same or similar circumstances, and (ii) consistent with the time and budget available for the Services to develop the Deliverables. The Deliverables are based on estimates, assumptions, information developed by AECOM from its independent research effort, general knowledge of the industry, and information provided by and consultations with Client and Client’s representatives. No responsibility is assumed for inaccuracies in data provided by the Client, the Client’s representatives, or any third-party data source used in preparing or presenting the Deliverables. AECOM assumes no duty to update the information contained in the Deliverables unless such additional services are separately retained pursuant to a written agreement signed by AECOM and Client.

AECOM’s findings represent its professional judgment. Neither AECOM nor its parent corporations, nor their respective affiliates or subsidiaries (“AECOM Entities”) make any warranty or guarantee, expressed or implied, with respect to any information or methods contained in or used to produce the Deliverables.

The Deliverables shall not be used in conjunction with any public or private offering of securities, debt, equity, or other similar purpose where it may be relied upon to any degree by any person other than the Client. The Deliverables shall not be used for purposes other than those for which they were prepared or for which prior written consent has been obtained from AECOM.

Possession of the Deliverables does not carry with it any right of publication or the right to use the name of “AECOM” in any manner without the prior express written consent of AECOM. No party may reference AECOM with regard to any abstract, excerpt or summarization of the Deliverables without the prior written consent of AECOM. AECOM has served solely in the capacity of consultant and has not rendered any expert opinions in connection with the subject matter hereof. Any changes made to the Deliverables, or any use of the Deliverables not specifically identified in the Agreement between the Client and AECOM or otherwise expressly approved in writing by AECOM, shall be at the sole risk of the party making such changes or use.

The Deliverables were prepared solely for the use by the Client. No third party may rely on the Deliverables unless expressly authorized by AECOM in writing (including, without limitation, in the form of a formal reliance letter. Any third party expressly authorized by AECOM in writing to rely on the Deliverables may do so only on the Deliverable in its entirety and not on any abstract, excerpt or summary. Entitlement to rely upon the Deliverables is conditioned upon the entitled party accepting full responsibility for such use, strict compliance with this Agreement and not holding AECOM liable in any way for any impacts on the forecasts or the earnings resulting from changes in “external” factors such as changes in government policy, in the pricing of commodities and materials, changes in market conditions, price levels generally, competitive alternatives to the project, the behavior of consumers or competitors and changes in the Client’s policies affecting the operation of their projects.

The Deliverables may include “forward-looking statements”. These statements relate to AECOM’s expectations, beliefs, intentions or strategies regarding the future. These statements may be identified by the use of words like “anticipate,” “believe,” “estimate,” “expect,” “intend,” “may,” “plan,” “project,” “will,” “should,” “seek,” and similar expressions. The forward-looking statements reflect AECOM’s views and assumptions with respect to future events as of the date of the Deliverables and are subject to future economic conditions, and other risks and uncertainties. Actual and future results and trends could differ materially from those set forth in such statements due to various factors, including, without limitation, those discussed in the Deliverables. These factors are beyond AECOM’s ability to control or predict. Accordingly, AECOM makes no warranty or representation that any of the projected values or results contained in the Deliverables will actually occur or be achieved. The Deliverables are qualified in their entirety by, and should be considered in light of, these limitations, conditions and considerations.

Any requested financial participation by the City as it relates to Sections 10 and 11 of this RFP;

We are not requesting any financial contribution by the City other than the City entering into a 99-year ground lease with the Proposer. Our request is that no ground rent will be paid pursuant to the ground lease, but we will share the revenue from the Project for the next 99 years with the City as set forth in our 20 Year Cash Flow. Pursuant to our proposal, the City will earn vastly more in our revenue share proposal than the City would earn pursuant to a typical ground lease of the property.

Estimated total construction value of proposed development to include a breakdown of value for each type of land use;

Our budget breakdown is provided on the following page.

Budget	Hard Costs	Soft Costs	Project Costs
Residential	\$1,823,834,614	\$455,958,654	\$2,279,793,268
Residential: 478 Market Rate Units & 478 Affordable/Workforce Units	236,076,000	59,019,000	295,095,000
Residential: 947 Condo Units	321,981,404	80,495,351	402,476,755
Residential: 1,033 Market Rate Units & 1,033 Affordable/Workforce Units	510,468,000	127,617,000	638,085,000
Residential: 306 Condo Units	104,040,080	26,010,020	130,050,100
Residential: 1,177 Market Rate Units & 1,177 Affordable/Workforce Units	581,908,800	145,477,200	727,386,000
Residential: 204 Condo Units	69,360,330	17,340,083	86,700,413
Hotel	\$185,521,367	\$46,380,342	\$231,901,709
Hotel: 562 keys	134,880,797	33,720,199	168,600,996
Hotel: 211 keys	50,640,570	12,660,143	63,300,713
Retail	\$59,183,954	\$14,795,989	\$73,979,943
Retail / Food & Beverage	27,301,519	6,825,380	34,126,899
Retail / Food & Beverage	25,226,982	6,306,746	31,533,728
Retail / Food & Beverage	2,473,055	618,264	3,091,319
Retail / Food & Beverage	4,182,398	1,045,599	5,227,997
Office	\$172,394,407	\$43,098,602	\$215,493,009
Office	90,411,978	22,602,995	113,014,973
Office	32,375,507	8,093,877	40,469,384
Office	49,606,922	12,401,730	62,008,652
Tech Campus	\$57,536,782	\$14,384,195	\$71,920,977
Education / Tech Campus	57,536,782	14,384,195	71,920,977
Public Parking Structures	\$108,417,328	\$27,104,332	\$163,769,479
Parcel T & U			
Parking Structures: 2,178 spaces	52,272,765	13,068,191	65,340,956
Other Fund Deposits: Capitalized Interest Fund	-	-	25,827,580
Financing Costs: Cost of Issuance & Underwriter's Discount (Tax-Exempt Bonds)	-	-	1,367,528
Parcel D			
Parking Structures: 1,783 spaces	42,792,361	10,698,090	53,490,451
Financing Costs: Cost of Issuance & Underwriter's Discount (Tax-Exempt Bonds)	-	-	802,357
Parcel J2			
Parking Structures: 523 spaces	13,352,202	3,338,051	16,690,253
Financing Costs: Cost of Issuance & Underwriter's Discount (Tax-Exempt Bonds)	-	-	250,354
Parks	\$38,031,107	\$9,507,777	\$48,251,967
Central Park/Plaza: 60,984 sf	6,124,927	1,531,232	7,656,159
Financing Costs: Cost of Issuance & Underwriter's Discount (Tax-Exempt Bonds)	-	-	114,842
Central Park/Plaza: 239,580 sf	17,666,668	4,416,667	22,083,335
Financing Costs: Cost of Issuance & Underwriter's Discount (Tax-Exempt Bonds)	-	-	331,250
Bridge Park: 196,000 sf	14,239,512	3,559,878	17,799,390
Financing Costs: Cost of Issuance & Underwriter's Discount (Tax-Exempt Bonds)	-	-	266,991
Public Realm Amenities (e.g. trails, pedestrian bridge)	\$53,268,593	\$13,317,148	\$69,584,527
Deposit into Maintenance Fund for Public Elements	-	-	2,000,000
I-175 Pedestrian Bridge	40,037,571	10,009,393	50,046,964
Booker Creek Trail	3,819,442	954,861	4,774,303
Financing Costs: Cost of Issuance & Underwriter's Discount (Tax-Exempt Bonds)	-	-	750,704
(1) Pinellas County Trail	4,807,637	1,201,909	6,009,546
Financing Costs: Cost of Issuance & Underwriter's Discount (Tax-Exempt Bonds)	-	-	161,758
(2) Booker Creek Linear Enhancements	4,603,943	1,150,986	5,754,929
Financing Costs: Cost of Issuance & Underwriter's Discount (Tax-Exempt Bonds)	-	-	86,324
Performing Arts/Museum/Outdoor Venue- Cultural Space	\$141,288,012	\$35,322,003	\$179,259,165
Culture Center	141,288,012	35,322,003	176,610,015
Financing Costs: Cost of Issuance & Underwriter's Discount (Tax-Exempt Bonds)	-	-	2,649,150
Stadium (If applicable)	\$640,763,743	\$160,190,936	\$980,661,380
Baseball Stadium	640,763,743	160,190,936	800,954,679
(1) Other Fund Deposits: Capitalized Interest Fund	-	-	165,214,168
Financing Costs: Cost of Issuance & Underwriter's Discount (Tax-Exempt Bonds)	-	-	14,492,533
Equitable Workforce Development			
Opportunities for apprenticeships, youth mentorships, and training	-	-	5,000,000
TOTAL DEVELOPMENT COSTS (with Stadium)		\$4,319,615,424	
TOTAL DEVELOPMENT COSTS (without Stadium)		\$3,338,954,044	

Other information required by this RFP.

Below is proposer’s affirmative statement pursuant to Section 13.1

RFP - HISTORIC GAS PLANT DISTRICT SECTION 13.1

50 Plus 1 Sports LLC is not party to or affected by any litigation, administrative action, investigation or other governmental or quasi-governmental proceeding which would, or could, have an adverse effect upon the Property or upon the ability of Proposer to fulfill its obligations under any agreement relating to this RFP, and there are no lawsuits, administrative actions, governmental investigations or similar proceedings pending or, to Proposer’s actual knowledge, threatened against or affecting the Proposer’s interest herein.

H

Delivery Deadline, Requirements, and Proposal Form



EXHIBIT "D"

PROPOSAL FORM

**REQUEST FOR PROPOSAL
FOR THE PURCHASE & DEVELOPMENT OF
THE HISTORIC GAS PLANT SITE
ST. PETERSBURG, FLORIDA, 33701**

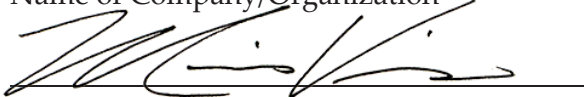
Issue Date

August 26, 2022

The undersigned certifies that the enclosed proposal is being submitted and is subject to the terms and conditions as outlined in the Request for Proposal as issued by the City of St. Petersburg on August 26, 2022.

50 Plus 1 Sports, LLC

Name of Company/Organization



Signature of individual submitting proposal
for above Company/Organization

Monti Valrie, Managing Member

Printed name of individual

12/02/2022

Date

Monti Valrie

Proposal Contact Person

m.valrie@hotmail.com

Contact Person E-mail address

305-998-9552

Contact Person Phone

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An aerial photograph of St. Petersburg, Florida, showing a dense urban landscape with various high-rise buildings, parking lots, and green spaces. A large, stylized sunburst graphic is overlaid on the top half of the image, with rays extending downwards. The text "A vibrant, new place for St. Petersburg" is centered in the lower half of the image in a white, serif font.

A vibrant, new
place for
St. Petersburg

