



PROPOSAL FOR THE HISTORIC GAS PLANT DISTRICT

Hines

RAYS

We are developers, architects, and planners. We are experts, analysts, and environmentalists. We are parents, citizens, and community members. This diverse group of organizations, individuals, and perspectives, have come together to do something that matters. We have come together around a baseball team and a historic plot of land to build something special, something meaningful, something lasting.



December 1, 2022

City of St. Petersburg

Response to Request for Proposal
For the Purchase & Development of
The Historic Gas Plant Site
St. Petersburg, Florida 33701

Dear City of St. Petersburg,

It is a privilege for Hines and our partner, the Tampa Bay Rays, to present this response to the City of St. Petersburg Request for Proposal, to plan and execute a vibrant, placemaking mixed-use village surrounding a state-of-the-art new ballpark for the Tampa Bay Rays. We understand and have incorporated the City's goals – (1) to create a city-defining, community-focused project that will become St. Petersburg's next great place to live, work, and play for **everyone**; (2) to continuously provide intentional and restorative opportunities for economic equity and inclusion for Black/African American and other marginalized groups; and (3) to honor the Historic Gas Plant District legacy while connecting and elevating St. Petersburg and its surrounding communities.

Drawing on Hines' 65-year history of excellence in real estate investment, development and management, together with the Rays' 25-year history in St. Petersburg, we have assembled a highly experienced, best-in-class team that will draw on global, regional, and local resources, to meet and exceed the long-term objectives for St. Petersburg. Hines and the Rays deeply understand the importance of the City's objectives as outlined in the Request for Proposal, to all of the stakeholders of St. Petersburg. Please consider the following key characteristics that we believe make our development team and proposal the best partner and choice for the City.

- **Multidisciplinary Community Forward Approach:** Hines and the Rays have proactively taken steps to engage with dozens of community leaders and groups to solicit input on the project. St. Petersburg is a wonderful and diverse city, and we must be transparent about our approach and goals. To that end, within the contents of this response you will find that we have included a community advisory board for the project which will include representatives from many of St. Petersburg's business, civic, and charitable constituencies. Our approach will continue to be locally focused and inclusive.
- **Affordable and Workforce Housing Approach:** A multi-pronged affordable and workforce housing approach through restorative occupancy opportunities—aimed at addressing the major affordability concerns of the community—is a central pillar of our proposal. Our proposal outlines a series of targeted solutions to meet the needs of the community through both an on-site and off-site solution which we believe will directly impact thousands of St. Petersburg residents.
- **Intentional Focus on Diversity, Equity, and Inclusion:** Each member of the development team is deeply committed to helping cities and communities thrive by taking intentional and proactive steps to address diversity, equity, and inclusion. We will be thoughtful about the distribution of opportunity – who does the work and who operates the adjacent businesses – because we recognize that the odds of success are increased by virtue of these businesses working alongside Hines and the Rays and all of our partners. We are leading this change by creating opportunities for Black/African American communities and other underserved people.
- **Mixed-Use Placemaking Experience:** With offices located in 314 cities, across 28 countries, Hines has a proven track record of developing large-scale, city-defining, multi-phase, vibrant, mixed-use projects that serve as the centerpiece to their communities. Historically, Hines has developed, redeveloped, or acquired over 1,450 properties, totaling over 485 million square feet in all asset classes, and the firm has more than 180 developments currently underway around the world.

- **Unrivaled Depth of Professional Expertise in Florida:** Hines has a 38-year history in Florida dating to the development of the 1.2 million square foot Southeast Financial Center in Miami. Hines has acquired and developed more than 3,500 acres of land, including more than 2.8 million square feet of office, 1,800 multifamily units and in excess of 300,000 square feet of retail in Florida. Our proposed team for this project is a seasoned group of tenured construction, development, architecture, and engineering firms and professionals, with the ability to draw upon significant local, national and global experience, resources and expertise.
- **World-Class Sustainability and Resiliency Practices:** With a deep leadership commitment to sustainable, resilient, and healthy development practices, Hines' Office of Innovation and Hines' Wellness Initiatives have developed a repository of cutting-edge technologies. Hines' combined knowledge and expertise allows it to deliver projects that are at the leading edge of sustainability, health, technology, and resiliency.
- **An Integrative Neighborhood Development:** Having undertaken projects of similar scale around the US and across the world, Hines recognizes that we have a tremendous opportunity to create a world-class, placemaking community that will also enhance and revitalize surrounding neighborhoods, while reconnecting the Historic Gas Plant District to these important neighborhoods through a series of new streets and public green space.
- **A State-of-the-Art Community Asset:** The City of St. Petersburg and Pinellas County should be home to a world-class venue that can host many of the area's large-scale event needs including concerts, festivals, and conventions. The ballpark will be home to Rays baseball and can serve as the site for graduations, emergency management services, and community gatherings of all kinds, for all people.

Hines and the **Rays** have had a close working relationship for more than fifteen years. As co-General Partners, Hines and the Rays have assembled a team of partners and consultants that are best-in-class. Washington, D.C.-based **Dantes Partners**, a Black-owned business, is our restorative occupancy/affordable housing partner and will lead the development of more than 850 affordable and workforce housing units on-site, and together with Hines and the Rays will improve and create approximately 600 residences off-site through various homeownership grants and rental assistance programs in St. Petersburg, collectively representing 23% of the total housing proposed for the project. **Gensler**, one of the world's largest and most renowned architectural and planning firms will serve as the masterplan architect, working alongside St. Petersburg-based **Storyn Studio for Architecture**.

Florida-based **EDSA** and Oakland, California-based, **Hood Design Studio**, a Black-owned social art and design studio, will team to provide landscape, hardscape and site art and design for the project. **Kimley Horn**, a nationally recognized civil engineering firm that has worked extensively with the Rays and the City of St. Petersburg, will play an invaluable role in ensuring that the complex and significant infrastructure required for both the ballpark and the new development can be seamlessly integrated.

Hines and the Rays have worked jointly to formulate this proposal and attached masterplan, which has been fully coordinated with the needs of the new ballpark pavilion for the Rays, including architectural theming, utility, parking, infrastructure coordination, and other services required by the ballpark. Our proposal thoughtfully integrates the ballpark as an element of the overall entertainment district that will be created by this City-defining masterplan.

A development of this magnitude and complexity requires deep experience, perseverance, thoughtful planning, creativity, collaboration, and execution capability. In partnership with the Rays, the City of St. Petersburg, and all community stakeholders, we believe Hines and the Rays are the best partner to exceed the City's goals and set an example for intentional equity led developments in Florida and around the world.

As the co-CEOs of Hines and Principal Owner of the Tampa Bay Rays, you have our personal commitments that we will treat this opportunity as our highest priority. We are grateful for the consideration.

Best Regards,


Jeffrey C. Hines


Laura Hines-Pierce


Stuart Sternberg

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DEVELOPMENT TEAM

The greatest achievement in development is the creation of a community. There's an art to making successful places for people.

- GERALD D. HINES, FOUNDER

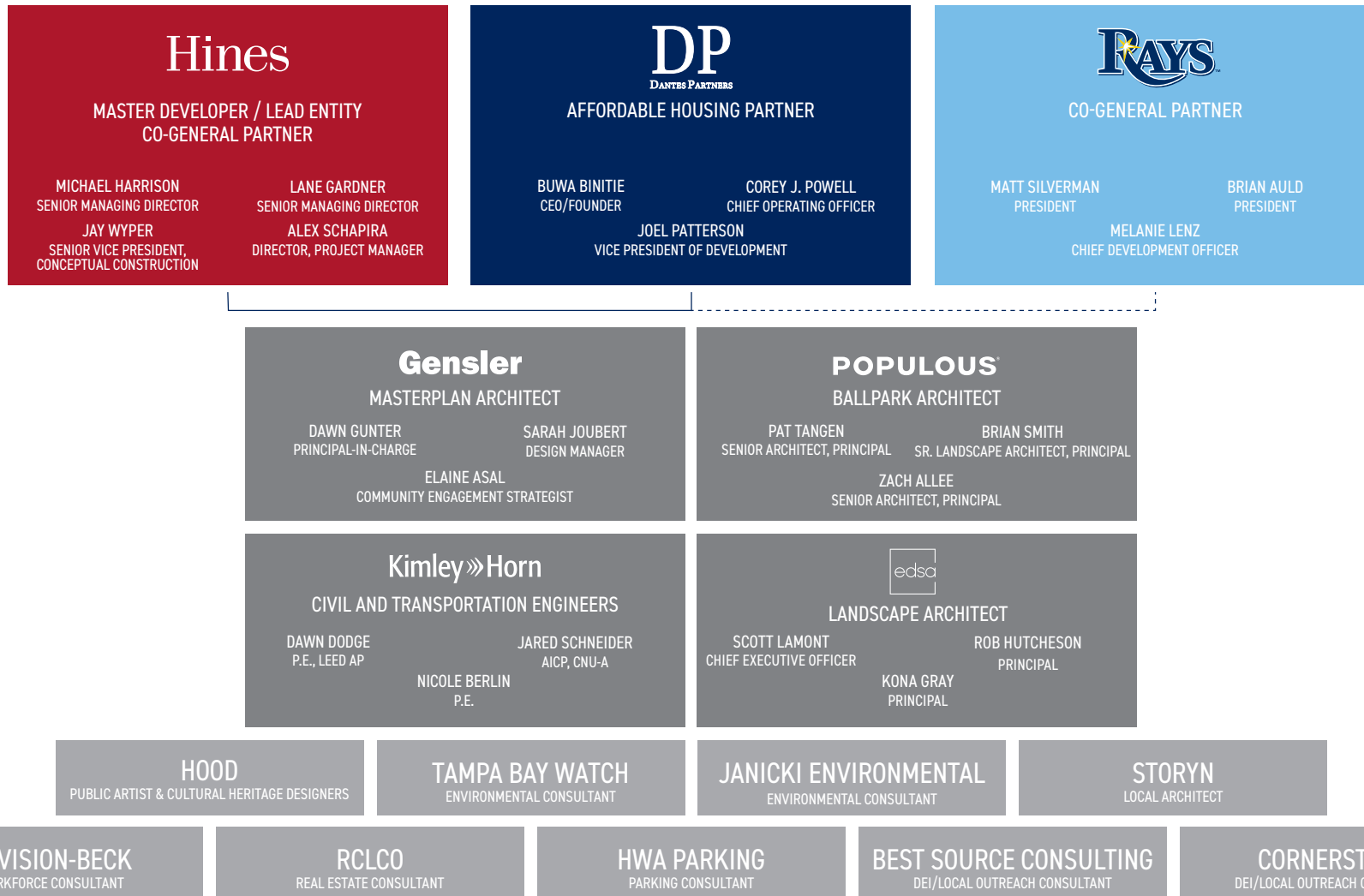
A. DEVELOPMENT TEAM

Any agreement with the City of St. Petersburg will be executed by Hines Interests Limited Partnership (“Hines”) to develop, own, lease, and manage the Historic Gas Plant District redevelopment.

The joint venture formed by the Tampa Bay Rays, its partners and affiliates (“Rays”), and Hines will be a 50%-50% partnership with respect to initial capitalization of the General Partner position.

Individual office, retail, multifamily, hospitality, medical, entertainment, and other uses within the masterplan will be capitalized on a project-by-project basis with Limited Partner investors.

PROPOSED DEVELOPMENT TEAM



A1. DEVELOPMENT TEAM

Hines

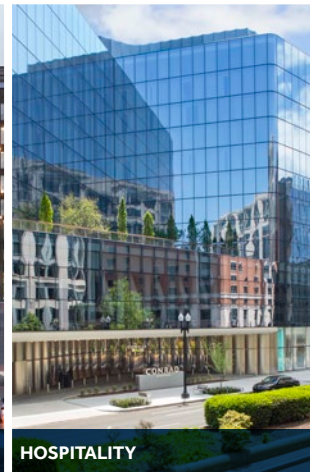
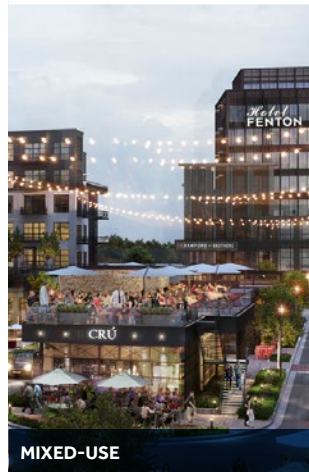
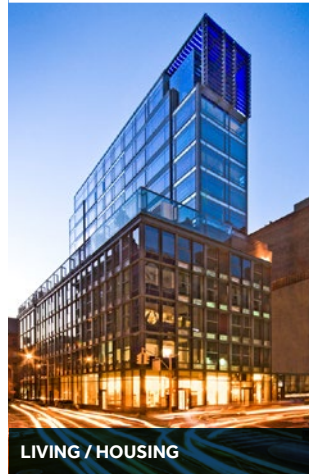
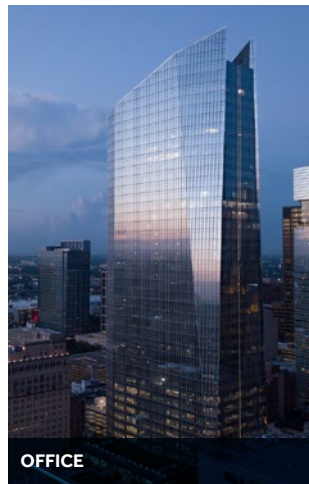
MASTER DEVELOPER/LEAD ENTITY

Hines is a privately owned global real estate investment, development and property manager. The firm was founded by Gerald D. Hines in 1957 and now operates in 28 countries. We manage a \$92.3B¹ portfolio of high-performing assets across residential, logistics, retail, office, and mixed-use strategies. Our local teams serve 634 properties totaling over 225 million square feet globally.

We are committed to a net zero carbon target by 2040 without buying offsets. We believe in creating long-term value by enabling people to thrive in spaces that benefit them and their communities. The ESG lens helps us realize our vision: to be the best real estate investor, partner, and manager in the world.

Hines has developed an initiative called OneHines to support an inclusive culture in which all Hines employees feel valued and have equal opportunity to achieve their maximum potential. Our firm believes that diverse skills and viewpoints make us stronger and better able to serve our investors, partners, clients, and communities.

Hines also has an extensive track record undertaking and executing mixed-use placemaking projects, including a North American placemaking portfolio of 15 projects, totaling 17 million SF, and a European placemaking portfolio comprised of 7 projects, totaling 13 million SF. Our global experience with large-scale and complex projects makes Hines the ideal partner to execute the Historic Gas Plant District redevelopment.



28 COUNTRIES

in which Hines operates

\$92.3 BILLION

investment assets under management¹

102.1 million SF

portfolio of third-party property-level services²

4,700

team members worldwide

59 funds

sponsored since 1993

65 years

of operations since 1957

¹Includes both the global Hines organization as well as RIA AUM as of June 30, 2022.

²Includes 367 properties as of June 30, 2022. Above metrics are in U.S. dollars.



MICHAEL HARRISON

HINES | SENIOR MANAGING DIRECTOR

Mr. Harrison is a Senior Managing Director responsible for the development and acquisition of projects and properties in Florida, the Caribbean and other markets located in the Southeastern region of the United States. Since joining Hines in 1990, Mr. Harrison has been involved in the development and acquisition of more than 6 million square feet of buildings and the development of more than 4,000 acres of land, totaling more than \$1.5 billion. He has been responsible for establishing Hines' presence throughout Florida and the Caribbean with projects and/or offices located in Jacksonville, Tampa, St. Petersburg, St. Augustine, Orlando, Miami, Miami Beach, Coral Gables, Doral, Tampa Marco Island, and St. Lucia. He has also been instrumental in establishing Hines' land development platform throughout the Southeast and the Caribbean. Harrison earned his Bachelor of Architectural Engineering degree from The Pennsylvania State University and his Master of Science in Real Estate Development degree from The Massachusetts Institute of Technology.



JAY WYPER

HINES | SENIOR VICE PRESIDENT, CONCEPTUAL CONSTRUCTION

Mr. Wyper is a Senior Vice President in Hines' Conceptual Construction Group, and is responsible for development management and preconstruction services including design team selection and contracting, master planning, design development, budget control, scheduling, value engineering and contracting strategy for Hines projects. Mr. Wyper joined Hines in 1979 and has managed design and development of major projects in the U.S. and Europe, serving as Managing Director of the firm's activities in Spain from 1996 to 2003, as Managing Director of Hines Europe from 2003 to 2010, and as Managing Director of Hines UK from 2010 to 2011. He joined Hines' Conceptual Construction group in Houston in early 2012. Wyper earned his Bachelor of Architecture and his MBA from the Darden School at the University of Virginia.



LANE GARDNER

HINES | SENIOR MANAGING DIRECTOR

Mr. Gardner is responsible for identifying, developing, managing, financing, leasing and marketing select Hines projects across the Southeast Region of the United States with expertise in master planned communities, mixed-use land developments, residential, office and retail uses.

Since joining Hines in 1998, Lane has managed the development of over 4,500 acres of land, 1,800 multifamily units and 700,000 square feet of office. Lane has led teams that master planned and developed Palencia, a 2,300-acre mixed-use community, KD52, a 750-acre mixed-use community, Deerfield, a 550-acre mixed use community, Southside Quarter, a 110-acre mixed-use community, Maven Parc and Glen St. Johns single-family residential communities, the Azure, Aviva, SUR and Avere luxury multifamily residential developments, FIS' World Headquarters office and McKesson's North Florida Regional Medical/Surgical office.



CRYSTAL CASTILLE-CROMEDY

HINES | VP TALENT, LEADERSHIP AND DIVERSITY (DEI)

Ms. Castille-Cromedy joined Hines as Vice President of Talent, Leadership, and Diversity (DEI) in June 2020. She oversees all talent management activities worldwide and is responsible for setting talent acquisition, learning and development, and DEI strategies across the firm. Crystal joined Hines from BP, where she led global HR teams implementing talent architecture innovations for employee groups across multiple business portfolios. Crystal also worked on assignment in the United Kingdom for three years in key roles such as the Group HR Chief of Staff, VP of HR and as Business Resource Ambassador where she actively worked to advance a number of diversity related initiatives spanning her 12-year tenure at BP. Prior to BP, she spent eight years leading HR teams and facilities management in the financial services industry as VP of HR at National Financial Partners and ProTrader.

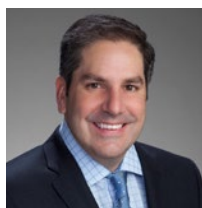
A2. DEVELOPMENT TEAM cont.



MELISSA VOELKER

HINES | DIRECTOR, GLOBAL EXPERIENTIAL DESIGN

Ms. Voelker is Director, Global Experiential Design in the Conceptual Construction Group and is responsible for the design refinement of all public space amenities and ground plane enhancements throughout Hines' projects globally. She works closely with the development and design teams to ensure maximum enhancement of the tenant experience is effectively captured throughout the design process. In addition, she offers design support of the firm's flexible workplace program under The Square platform. She joined the firm in 2019, and during her career in architecture, she has primarily focused on hospitality projects across the world, working alongside luxury operators such as Four Seasons, Montage and Belmond. Voelker earned her Bachelor of Environmental Design from Texas A&M University and her Master of Architecture from the University of Houston.



JUAN DELGADO

HINES | SENIOR VICE PRESIDENT, CONCEPTUAL CONSTRUCTION

Mr. Delgado is Senior Vice President, Living Platform in the Conceptual Construction Group and is responsible for preconstruction services including design development, budget control, scheduling, value engineering, materials purchases, and contractor and consultant contract negotiations for various Hines projects in the Americas. Prior to joining Hines in 2015, he worked in the Southeast Region of the UNited States for over 20 years developing a variety of complex projects including retail centers, multifamily apartments, condominiums, skilled nursing facilities, schools, custom homes, and historic renovations. Delgado earned his BS in Construction Management from Florida International University.



DAVID ROBINSON

HINES | SENIOR VICE PRESIDENT, CONCEPTUAL CONSTRUCTION

Mr. Robinson is Senior Vice President, Mechanical, Electrical and Plumbing in the Conceptual Construction Group and is responsible for design, budgeting, consultant selection, subcontractor negotiations, and material purchases for the electrical and low-voltage systems for all Hines projects. Since joining the firm in 1995, Robinson has been responsible for more than 85 million square feet of commercial office buildings, retail complexes, residential projects, hotels, sports facilities and museums. Robinson earned his BS in Electrical Engineering from Texas A&M University.



DARNELL JONES

HINES | GLOBAL DIRECTOR, DIVERSITY, EQUITY & INCLUSION

Mr. Jones joined the firm in 2021 as Global Director, Diversity, Equity & Inclusion (DEI). He is responsible for developing, implementing and monitoring programs that promote and support our short-term and long-term DEI goals and objectives. He works with our OneHines committees and business stakeholders to effectively execute and advance Hines' DEI strategy and framework across the firm. Darnell is a 24-year career U.S. naval officer with leadership experience in Government Relations; Human Resources; Ethics; Diversity & Inclusion Strategy; Compliance and Equal Opportunity. In his most recent position at Boeing, he supported the company's global DEI strategy as the Corporate DEI Leader supporting over 60,000 employees. Jones earned his BA/BS in Political Science and Biology from the University of Memphis, and his Juris Doctorate from John Marshall Law School.



ALEX SCHAPIRA

HINES | PROJECT MANAGER

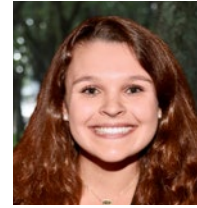
Mr. Schapira is a Project Manager and helps to lead procurement efforts for ground-up multifamily, office, and mixed-use development and acquisition efforts in Tampa and St. Petersburg, Florida. Alex oversees all aspects of the development process, from initial site diligence, acquisition, conceptualization, entitlements, debt and equity capitalization, asset management and disposition. Mr. Schapira is also an Asset Manager for 321 North Clark, a 35-story, 936,000 SF office property in the River North submarket of Chicago. Prior to joining Hines, Mr. Schapira worked at The John Buck Company where he was responsible for underwriting value-add and development investment opportunities for multifamily, office, and mixed-use property types. Mr. Schapira earned his BBA from the University of Michigan Ross School of Business and his MBA from the Kellogg School of Management.



APPLE COMUNALE

HINES | VICE PRESIDENT, DESIGN

Ms. Comunale is responsible for assisting regional teams with market research and works with the development and construction teams to manage the interior and exterior design for the multifamily activities throughout the nation. She also helps communicate best practices and lessons learned between all the project teams. In her role, Ms. Comunale works with local project teams in each region to complete benchmarking and helps program the amenity and back of house spaces for the multifamily projects.



MEG MELIET

HINES | MANAGING DIRECTOR, HEALTHCARE & SENIOR LIVING

Ms. Meliet is a Project Manager responsible for the sourcing, financing, and development of senior living projects across the Southwest and West Regions of the United States. Since joining Hines in 2018, Ms. Meliet has contributed to the launch of the senior living platform in the Western United States including forming and maintaining operator & capital relationships, opening two best-in-class senior living assets, and managing a pipeline of over 1.5 million square feet of senior living real estate at varying stages of the development process. Meg also serves as chair of the Texas Tech Real Estate Alumni Committee, sits on the board at Incarnate Word Academy, and is a member of ULI.



TOLLY KRUSEN

HINES | ASSOCIATE

Mr. Krusen joined Hines in 2021. Based in Tampa, he supports Hines' development and acquisition initiatives across Florida. Prior to Hines, Mr. Krusen worked in New York for citizenM Hotels as Vice President of Acquisitions. He began his career at Beck Construction, working as Project Engineer on the Epicurean Hotel in Tampa. Krusen earned a BA with honors in Public Policy & Law from Trinity College and a MS in Real Estate Development from Columbia University.

A2. DEVELOPMENT TEAM cont.

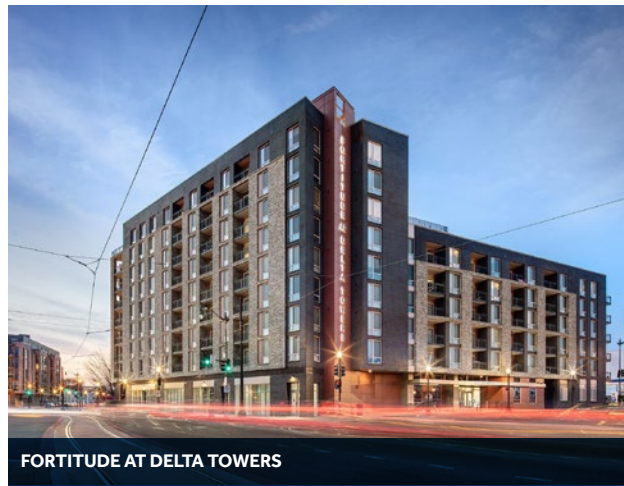


AFFORDABLE HOUSING PARTNER

Dantes Partners, a Dumas Collective company, is a first-class affordable and workforce housing development, acquisition, management, and financing company with offices in Washington, DC, Maryland, New York, and Virginia. Established in 2006, Dantes Partners is a Black owned business with a mission to develop Luxury Affordable Housing™ and community-focused real estate initiatives. Dantes Partners’ growing portfolio entails nearly 7,000 units that have been financed, developed, and acquired with an estimated financing and investment value of \$1.9 billion.

Simultaneously, Dantes Partners leverages its extensive expertise in the field of real estate development, acquisition, management, and financing of company-owned portfolios and provides exclusive consulting services in public-private deal structuring and negotiations. Furthermore, Dantes Partners also offers consulting in pre-development planning and oversight, market research and analysis, debt or equity underwriting, project and asset management, community outreach, as well as portfolio due diligence.

In 2022, The District of Columbia Building Industry Association named Dantes Partners Developer of the Year.



FORTITUDE AT DELTA TOWERS



CAPITOL VISTA

38 Deals Closed	23 Tax Credit Deals Closed
\$1.95B In Commercial Real Estate Financing Secured	6,934 Units Financed
2,301 Units Under Management	2 New Market Tax Credit Deals
9% Low Income Housing Tax Credit Deals: 7	1 Historic Credit Deal Closed
\$364M In Tax-Exempt Bond Financing Secured	\$195M In Public Subsidy Secured
4% Low Income Housing Tax Credit TE Bond Deals :13	15 Public Land Dispositions/Awards



BUWA BINITIE

DANTES PARTNERS | CEO/FOUNDER

Mr. Binitie is the CEO and Founder of Dantes Partners, a Dumas Collective company. Mr. Binitie directs the acquisition, development, management, and financial activities of the firm. Mr. Binitie has an extensive tax credit financing experience (LIHTC, NMTC and HTC) and has closed on financing from nearly every public capital source available including HOME, HPTF, NSP, CDBG and NIF. Mr. Binitie has been successful in adding value beyond the numbers. Mr. Binitie's career is underscored by a commitment to creating and preserving affordable workforce housing. Since founding Dantes Partners, Mr. Binitie and his team have closed over \$1.9 billion dollars of unconventional real estate transactions that utilize low-income tax credits, new market tax credits, tax-exempt bonds, and various other forms of alternative financing. These efforts have led to the financing of nearly 7,000 units of workforce and affordable housing. Binitie earned his Bachelor of Science from New York University and his Master of Science in Real Estate Development from Johns Hopkins University.



COREY J. POWELL

DANTES PARTNERS | CHIEF OPERATING OFFICER

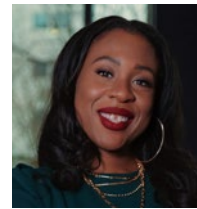
Mr. Powell is the Chief Operating Officer of Dantes Partners. Mr. Powell has over a decade of experience overseeing the full life cycle of the preservation and development of affordable and mixed-income communities – both homeownership and rental – for families and seniors. His responsibilities include structuring multi-layered financing, coordinating design and construction, managing the entitlement and public approval processes, overseeing marketing, leasing and sales, and oversight of the preparation and implementation of operating budgets. Powell earned his Bachelor of Science in Architecture and his Master of Architecture / Urban Design Concentration from University of Maryland, College Park.



JOEL PATTERSON

DANTES PARTNERS | VICE PRESIDENT OF DEVELOPMENT

Mr. Patterson is the Vice President of Development at Dantes Partners. Mr. Patterson is responsible for leading all aspects of planning, financing, and implementation of several developments in the Washington, DC area. Mr. Patterson also assists in financing consulting and is engaged in business development efforts. Mr. Patterson is a member of the Urban Land Institute (ULI) and volunteers his time in various capacities assisting young professionals in transition into careers in commercial real estate. Patterson earned his Bachelors of Architecture from Syracuse University.



TESSA M. HALL

DANTES PARTNERS | DIRECTOR OF CONSTRUCTION

Ms. Hall is the Director of Construction at Dantes Partners. Ms. Hall oversees the preconstruction phase and construction phases of all of the company's developments. Her responsibilities entail design review, developing scopes of work, general contractor selection, value engineering and assisting the company in making critical decisions with the construction budget in mind. Ms. Hall has over 14 years of experience in the construction industry which includes working for some of the largest construction companies in the world, managing impactful and complex regional projects. Hall earned her Bachelors of Architecture from Howard University.

A2. DEVELOPMENT TEAM cont.



CO-GENERAL PARTNER

St. Petersburg's inseparable love affair with baseball dates back well over a century. The City hosted nine Major League Baseball teams for spring training (1914 to 2008) and Negro League games at Campbell Park throughout the segregation era (1920s to 1950s), culminating with the arrival of its own Major League Baseball team when the expansion Rays first took the field in 1998.

The upcoming 2023 season will mark the team's 25th anniversary and 18th under the leadership of Principal Owner Stuart Sternberg. During that span, the franchise has become one of the most successful in sports, earning postseason berths in each of the past four seasons and eight overall, including four American League East Championship titles and two American League Championship titles. The organization is one of the most respected and rivaled in sports, named Baseball America MLB Organization of the year in each 2008, 2019, and 2021, and individual awards including multiple Manager of the Year, Rookie of the Year, and Cy Young Award winners.

The Rays are proud to call St. Petersburg home, one of 26 communities sharing the identity of hosting a Major League Baseball team, a distinction that brings unique benefits. Each year, Rays games and other events at Tropicana Field are a significant attractor of visitors to St. Petersburg, and media coverage brings visibility to the millions of fans watching and listening each night around the world. The Rays organization directly employs approximately 1,100 staff members residing in the Tampa Bay area, including more than 750 residing in Pinellas County. It is estimated the team's annual operations generate an economic impact of \$235 million and create close to 1,700 full-time equivalent

jobs annually in Pinellas County, and create 1,659 full-time equivalent jobs annually in Pinellas County. This impact in the community drives the mission of the organization.

The Rays are committed to being a strong community partner and energizing our community through the magic of Rays baseball. The Rays Baseball Foundation, the official charity of the team, is dedicated to improving the lives of those in need within our community, focusing primarily on education, youth development, wellness, and social responsibility. Working with community partners through support for programs and monetary donations, the Rays organization is tremendously proud of the impact it has in St. Petersburg, Pinellas County, and the greater Tampa Bay region.

HURRICANE IAN

Pledged \$1 million in support of Hurricane Ian relief efforts, collaborating with community partners and nonprofit organizations with expertise in delivering aid.

COVID-19 RELIEF

Donated \$1.4 million to 81 nonprofit organizations throughout Tampa Bay, and established a \$1 million fund for impacted game day staff.

READING WITH THE RAYS

More than 400,000 students have participated in the fun and interactive summer reading program aimed at preventing summer reading loss.

RAYS JERSEY PROGRAM

Since 2014, outfitted more than 90,000 local tee ball players and coaches across 80 leagues with jerseys and caps, an investment of greater than \$1 million.

HOME RUN CLUB

Host 500 foster children annually in a suite at a Rays game, offering a sense of stability and belonging and resulting in numerous adoptions of local foster children.



TEAM SMILE

Partnered to provide life-changing dental care to underserved children in our community, totaling \$225,000 in care provided in the first few years of the program.

SOUTH ST. PETERSBURG NEIGHBORHOOD INITIATIVE

Launched in 2009 in support of the neighborhood bordering Tropicana Field, through support for several community organizations.

SCHOLARSHIPS

Team with local partners to provide more than \$2 million in college scholarships to students participating in the Take Stock in Children program.

COMMUNITY FUND GRANT PROGRAM

Invested more than \$1.9 million to over 350 local nonprofits to support and enhance current programs offered by these nonprofits.

COMMUNITY PARTNERSHIP PROGRAM

Provides \$500,000 in annual grants in support of long-standing community partners.

SOCIAL JUSTICE INITIATIVE

Beginning in 2020, committed \$100,000 annually to support causes that fight systemic racism in our country.

EMPLOYEE COMMUNITY OUTREACH TEAM

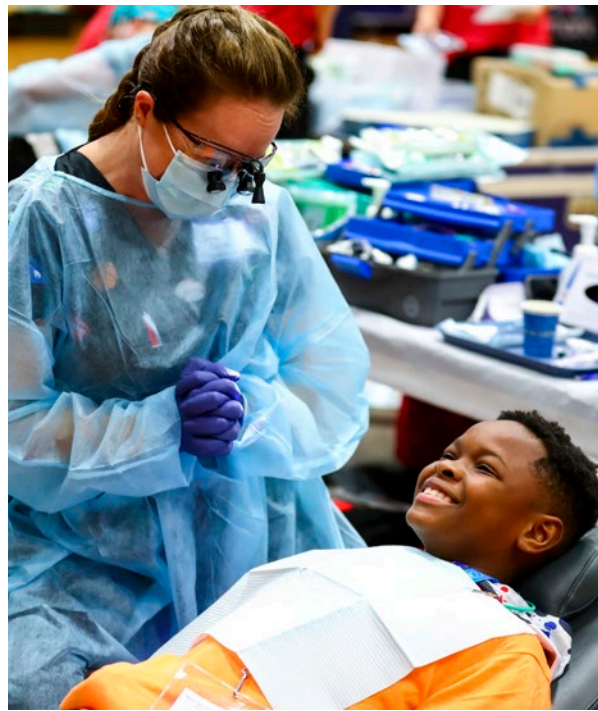
Staff members are encouraged to spend one paid day per month volunteering and have logged more than 40,000 hours in support of local nonprofits.

TUESDAY'S CHAMPION

Before every Tuesday home game, host a child from the Make-A-Wish Foundation or Children's Dream Fund for a VIP experience at the ballpark.

PLAYERS, WIVES, AND FAMILIES

Rays players, their wives, and families generously support the community through various initiatives benefiting the Rays Baseball Foundation.



A2. DEVELOPMENT TEAM cont.



MATT SILVERMAN

TAMPA BAY RAYS | PRESIDENT

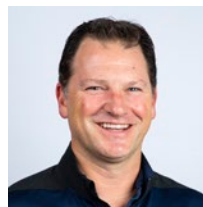
Matt Silverman has spent 19 years with the Rays and 14 years as team president. Along with Brian Auld, he leads the club's operations both internally and externally. Silverman returned to the team president role in the fall of 2017 after serving three seasons (2015-17) as president of baseball operations. He was first promoted to team president in October 2005 at the age of 29, and over the next nine years guided the franchise through the most progressive growth stage in its history. Prior to joining the Rays, Silverman worked closely with Stuart Sternberg at Goldman Sachs and orchestrated Sternberg's purchase of controlling interest in the franchise.



MELANIE LENZ

TAMPA BAY RAYS | CHIEF DEVELOPMENT OFFICER

Melanie Lenz was named chief development officer in January 2018. Lenz joined the Rays in November 2006 and was responsible for managing the design and construction of the Rays spring training facility in Charlotte County. She is primarily responsible for the management of long-term capital projects, facilities planning and real estate development for the Rays. Lenz attended the University of Pittsburgh's Graduate School of Public and International Affairs, and received her master's degree in urban and regional planning in 1999. She earned her bachelor's degree from Duquesne University in 1995. Lenz serves on the board of directors for the Tampa Downtown Partnership, St. Petersburg Downtown Partnership and Zoo Tampa.



BRIAN AULD

TAMPA BAY RAYS | PRESIDENT

In his tenure as team president, Brian Auld has brought a renewed focus to the Rays mission—to energize the community through the magic of Rays baseball—by redoubling the Rays commitment to its community and to its employees.

Under Auld's leadership, the Rays have developed a thriving workplace culture. In addition to paid parental leave, adoption benefits, paid volunteer time and a wellness initiative, the Rays created a created on organization-wide minimum for all part-time employees (significantly higher than the State requires) wage for all part-time employees. In 2018, Auld and Matt Silverman oversaw the Rays purchase of the Tampa Bay Rowdies USL soccer team, based in St. Petersburg. They now also serve as vice chairmen of the Rowdies, overseeing all franchise operations.



ROBBIE ARTZ

TAMPA BAY RAYS | DIRECTOR, STRATEGY AND DEVELOPMENT

Robbie Artz has served as Director, Strategy & Development since 2015. In this role, he is focused on long-term business planning, including stadium development and finding the next great home for the Tampa Bay Rays. Artz supports a number of special projects with a focus on driving business development, growing community partnerships and positioning the business operation for continued success. Artz previously spearheaded the partnership with Charlotte County and the Rays' Spring Training efforts, including a 2021 renovation project at the Port Charlotte training facility. He holds a law degree from Stetson University College of Law, and a bachelor's degree in Sport Management from Temple University.



RAFAELA AMADOR FINK

TAMPA BAY RAYS | CHIEF PUBLIC AFFAIRS/COMMUNICATIONS OFFICER

Rafaela A. Amador Fink was promoted to chief public affairs & communications officer in November 2021 and enters her ninth season with the Rays. In this role, she oversees broadcasting; communications; diversity, equity and inclusion; public affairs; and social media. She works across departments to ensure consistent and effective communication internally and externally, manages all crisis communications and serves as the club’s government affairs liaison. Prior to joining the Rays, she served as an account director at a public relations and public affairs firm, was vice president of public affairs and communications at a chamber of commerce, worked in local politics and taught high school English. She received a 2009 Ford Foundation Fellowship for Regional Sustainable Development through the American Chamber of Commerce Executives and traveled to various cities in the U.S. and China throughout her course of study. Amador Fink holds a bachelor’s degree in international studies with a Spanish minor from the University of South Florida.



JOHN HIGGINS

TAMPA BAY RAYS | GENERAL COUNSEL

John P. Higgins joined the Rays organization as its first employee on April 1, 1995, when he was named the team’s senior vice president and general counsel. From 1999 through 2007, he also served as the organization’s chief financial officer and in January 2016 he recommenced oversight of the team’s accounting and finance department. For three years, he represented Vince Naimoli and the rest of the Tampa Bay ownership group in its efforts to acquire a Major League Baseball franchise. Higgins currently serves as a member of the board of directors for the Rays Baseball Foundation. Higgins received his bachelor of business administration degree from the University of Notre Dame in 1975 and his juris doctorate degree from Duke University School of Law in 1979.



ROB GAGLIARDI

TAMPA BAY RAYS | CHIEF FINANCIAL OFFICER

Rob Gagliardi was named chief financial officer in 2015, where he oversees all accounting and finance operations for the Rays organization. Gagliardi joined the Rays in August 2007, bringing with him more than 15 years of managerial experience in developing and implementing financial-based initiatives for industry leaders. Previously, he was vice president of finance at Comcast, overseeing the Maryland, Delaware and Richmond region. Prior to Comcast, he worked for more than seven years at Ernst & Young, where he left as a senior manager in their assurance and advisory business services group. A Philadelphia native, Gagliardi earned a bachelor’s degree in accounting from Villanova University and is a certified public accountant.



STEPHEN THOMAS

TAMPA BAY RAYS | SENIOR DIRECTOR, DIVERSITY, EQUITY, AND INCLUSION

Stephen Thomas was promoted to his current role as Sr. Director of Diversity, Equity and Inclusion in July of 2021. He started with the Tampa Bay Rays in January 2006 and during his tenure has worked in Corporate Partnerships, Fan Experience, Business Operations, Strategy and Development and was Executive Director of the Rays Baseball Foundation from 2016-2021. He currently serves on the board for Community Tampa Bay. Thomas was awarded the Joyce Smith Community Spirit award by the Tampa Bay Rays in 2013. He is an alumni of the Leadership St. Pete class of 2012 and Leadership Tampa class of 2019. He attended college at Washington State University, earning his bachelor’s degree in Sports Management.

A2. DEVELOPMENT TEAM cont.



DE ANNA SHEFFIELD WARD

TAMPA BAY RAYS | VICE PRESIDENT OF MEDIA & COMMUNICATIONS

De Anna Sheffield Ward joined the Rays in January 2022 as vice president of media & communications. In this role, she assists with business-related communications and crisis communications. Prior to joining the Rays, Ward spent 14 years in various marketing, communications, development and corporate partnership roles with Big Brothers Big Sisters of America and Big Brothers Big Sisters of Tampa Bay. She began her career working in local television as a reporter, anchor and community affairs host in six different television markets, including spending six years with WTSP-TV Tampa Bay from 2001-07. Ward earned her bachelor's degree in mass communications from Jackson State University and has certifications in fundraising and diversity, equity, and inclusion.



JENNIFER LYN TRAN, SHRM-SCP

TAMPA BAY RAYS | CHIEF PEOPLE AND CULTURE OFFICER

Jenn Tran begins her 26th year with the Rays, and first as chief people & culture officer. In this role, she oversees human resources, community engagement, stadium and event operations, and fan experience. Tran continues to enhance the employee-first culture at the Rays and drive employee engagement through exceptional benefits, wellness programming, training and development with a focus on diversity. She was named Rays co-Employee of the Year in 2009. A native of south St. Petersburg, she joined the Rays organization in 1996 as a member of the finance and administration department, and has served several areas of the organization since then. Jenn earned her bachelor's degree in business management from Eckerd College.



BILL WALSH

TAMPA BAY RAYS | CHIEF BUSINESS OFFICER

As Chief Business Officer, Bill Walsh oversees the departments central to consumer revenue generation, including business strategy and analytics, creative services, marketing, and ticket sales and service. Since joining the Rays in 2007, Walsh has led a number of business development efforts for the club, including capital projects management, digital and mobile strategy, market analysis and technology investment. Walsh also led the initiative to convert Tropicana Field to a cash-free fan experience in 2019, one of the first professional sports venues in North America to do so. He earned a master's degree from Columbia University in 2003, where he studied urban planning and development, and a bachelor's degree from the University of Connecticut in 2001.



BILL WIENER, JR.

TAMPA BAY RAYS | CHIEF PEOPLE AND COMMUNITY OFFICER

Bill Wiener Jr. enters his 26th year with the Rays, and first as chief people & community officer. In this role, he oversees human resources, community engagement, and stadium and event operations. Wiener works to refine processes and develop greater efficiencies, focusing on the fan and employee experience. He was named Rays co-Employee of the Year in 2002. He joined the Rays organization in 1996 as a member of the administration department, and throughout his tenure with the Rays has gained experience in many facets of the business. Wiener earned his bachelor's degree in pre-law and criminal studies from the University of South Florida.



DEVIN O'CONNELL

TAMPA BAY RAYS | DIRECTOR, PUBLIC AFFAIRS AND COMMUNICATIONS

Devin O'Connell is Director, Public Affairs and Communications for the Tampa Bay Rays. Her focus includes corporate communications, often highlighting innovation and policy, as well as internal communications, social justice initiatives and military affairs, and she leads a small team of excellent relationship builders. She has held multiple roles for the Club since joining in 2006, including Director of Corporate Partnership Services and Season Ticket Services Specialist. She has degrees from the University of Florida and the New England Institute of Art.



JUAN RAMIREZ

TAMPA BAY RAYS | CHIEF TECHNOLOGY OFFICER

Juan Ramirez was promoted to chief technology officer in December 2021, where he is responsible for the Rays technology strategies and operations. He manages the Rays information technology/audio and visual department and works across all segments of the organization to best utilize technology and improve the Rays digital infrastructure. Since his arrival in 2006, he has focused on maximizing network and application performance while relying on strong network infrastructure, centralized storage and virtualization. In 2007, he was named Rays co-Employee of the Year. Ramirez earned his bachelor's degree in computer information systems and retains many top information technology certifications.

A2. DEVELOPMENT TEAM cont.

Gensler

MASTERPLAN ARCHITECT

Gensler is a global architecture, design, and planning firm with 52 locations across Asia, Europe, Australia, the Middle East, and the Americas. Founded in 1965, the firm serves more than 3,300 active clients in virtually every industry. Guided by determined optimism, we believe the power of design can spark positive change and create a future that promotes equity, resilience, and wellbeing for everyone.

DIVERSITY, EQUITY & INCLUSION

Gensler is committed to driving change across the design industry, our client relationships, and our communities. We are dedicated to leading this change by starting from within. Our efforts to promote issues of diversity and inclusion include strategic initiatives at multiple scales across the firm and in multiple regions/offices. We are taking action to deepen our understanding of race and diversity with our clients and in our communities in order to create purposeful, inclusive, and resilient spaces for everyone.

SUSTAINABILITY & RESILIENCE

Our portfolio is already designed to save over 17 million metric tons of CO2 from being emitted on a yearly basis. But there's still so much more work to do — and it can't be done without the help of our clients, colleagues, and industry. Our mission is to transform the built environment for a net zero future with every project, in every location, and for every person.

DATA-DRIVEN DESIGN

The Gensler Research Institute is a network of researchers with a singular focus: developing a deeper understanding of the connection between design, business, and the human experience. Through a combination of research grants and external partnerships, we seek insights that will help solve the world's most pressing challenges. We are committed to unlocking new solutions and strategies that will define the future of design.

PROPRIETARY DESIGN TECHNOLOGY

Gensler's Project Digital Integration Capabilities are a key differentiator we offer our clients. At the core of this offering, our world-class talent that is leveraging practice innovation methodologies, advanced workflows and cutting-edge technologies to deliver the best results on the most complex projects around the globe. The ultimate outcome of our Digital Integration Engagements is eliminating redundancy and reducing waste across project phases.

57+

Years in Business

3,000+

Mixed-Use Developments Planned and Designed

2020

"America's Best Employers for Diversity"
– Forbes

2021

"100 Best Workplaces for Innovators"
– Fast Company

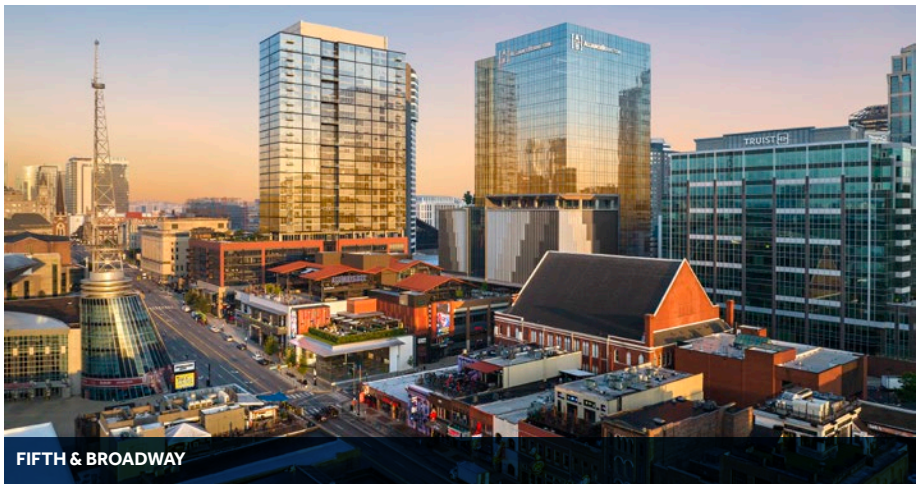
2020

"Best Places to Work" – Glassdoor

#1

Architecture Firm

- Architectural Record 2022, Top 300
- Building Design+Construction 2022, Giants 400
- ENR 2021, Top 100 Green Buildings Design
- ENR 2021, Top 500 Design Firms



FIFTH & BROADWAY



WEST EDGE



LOWER HILL DISTRICT



DAWN GUNTER
GENSLER | PRINCIPAL-IN-CHARGE

Dawn often serves as the key point-of-contact for large, complex projects, and enjoys the close relationships she develops with clients. She has designed and managed all aspects of a wide variety of projects, and enjoys taking on the challenges particular to each project. Dawn’s focus includes Florida-based mixed-use, planning, headquarters, and commercial office buildings, among others. Her strategy for each project is to combine Gensler’s research and point of view with the client’s goals to bring the highest level of design and industry knowledge to the project. She led the recently completed FIS Headquarters in Jacksonville, which was developed by Hines.



SARAH JOUBERT
GENSLER | DESIGN MANAGER

Sarah is Co-Managing Director of Gensler’s Tampa office, where she leads client relationships, talent development, office strategy, operations, and business development. Guided by determined optimism, she believes the power of design can spark positive change and create a future that promotes equity, resilience, and wellbeing for everyone. She combines unparalleled technical expertise and indispensable leadership to grow her client relationships and earns their trust through her commitment to providing personal attention and assuring her teams execute creative, business-focused solutions.

A2. DEVELOPMENT TEAM cont.



ELAINE ASAL

GENSLER | COMMUNITY ENGAGEMENT STRATEGIST

Trained as an architect, Elaine's approach to problem solving and design-thinking is driven by balancing visionary ideals with realistic measures. She believes that positive impact comes from thoughtful, informed, and tangible solutions, achieved when passionate people come together around a shared narrative and common goals. Elaine is a strong visual communicator that excels at visioning, innovation strategy, and stakeholder engagement. As the Southeast Region's Consulting Practice Leader, she has worked across a wide-ranging portfolio of projects, expertly weaving best practices and research from across the firm, with her deep understanding of organizational culture.



VAKI MAWEMA

GENSLER | PLACEMAKING STRATEGIST

Vaki has built his career developing experiential, branded environments for hospitality, retail, mixed-use, and F&B. Vaki is the co-managing director of the Baltimore office and also co-leads Gensler's Lifestyle design sector for the Southeast Region market. Within his office and beyond, he has created a design culture that embodies creative passion, thought, care, and rigor. Vaki is a business leader in the industry and community and was named one of Washington Business Journal's 2016 40 under 40. His work- from project visioning through schematic design and construction administration-displays a blend of design excellence and technical acumen.



DUNCAN PATERSON

GENSLER | DESIGN PRINCIPAL

Duncan has built a global reputation as an innovative and experiential design leader. He has designed and led teams that have created award-winning mixed use, retail, entertainment, and hospitality projects. Since joining Gensler in 2001, he has served as a Design Principal and Studio Director as well as a global Mixed-Use Practice Leader. Duncan leads a studio that consistently fosters a culture of design exploration and an open exchange of ideas about urbanism. His multidisciplinary approach to crafting places and shared experiences is reflected in his portfolio spanning more than thirty years.



ROBERT HSIN

GENSLER | DESIGN DIRECTOR

Bob Hsin brings over 20 years of architectural design and construction experience in a wide range of projects. Since joining Gensler in 2012, Bob has been a key member in the mixed-use studio, working on large-scale projects, including River Oaks District, Glendale 180 and Williston Crossing. Bob is currently leading the design for two projects – The District, residential mixed use project in Midtown Houston, and the office tower for Fifth + Broadway mixed use development in downtown Nashville.



JJ RIVERS

GENSLER | MIXED-USE PRACTICE AREA LEADER

As the Southeast Region's Mixed-Use Practice Leader, JJ has built a reputation of designing and delivering large, complex projects by creating diverse teams focused on placemaking and experience. An award-winning designer and Studio Director, JJ has versatile skills that contribute to the success of many diverse project types from concept through implementation. JJ's ability to collaborate, identify, and navigate hurdles in advance, and look beyond the ordinary are definite assets to any project and team. JJ's work spans across many areas to include mixed-use development, multi-family residential, commercial office building, sports & recreation, and retail design.



CHRIS RZOMP

GENSLER | MASTER PLANNER

As a global Cities & Urban Design Practice Leader and with experience ranging from small-scale neighborhood revitalization to new municipality creation, Chris has the know-how needed to create plans that bring together technical expertise, design innovation, and stakeholder goals. Chris has worked extensively with both public and private sector clients, and understands the complexities of both sides. A certified planner and trained architect, he has experience with long-range planning as well as plan implementation, and is familiar with the municipal review and entitlement processes that bring visions to reality.



MARK ERDLY

GENSLER | PLANNER & ARCHITECT

An accomplished architect and well rounded leader, Mark has more than thirty years of global experience and a proven track record of market, practice, and project leadership. Mark is a strategic market leader who is accomplished in positioning companies for the next level of growth and diversification. He has led large scale commercial mixed-use, corporate workplace, higher education, government projects, civic and corporate master planning, smart cities, and integrated project delivery. Additionally, Mark has extensive international experience in the Middle East, India, Eastern Europe, and China.

Kimley»Horn

CIVIL ENGINEER

Founded in 1967, Kimley-Horn is a full-service, employee-owned, multidisciplinary consulting firm offering a broad range of engineering, planning, landscape architecture, and environmental services to clients in both the private and public sectors. Over the years, the firm has grown from a small group of engineers and planners to one of the most respected consulting engineering firms in the nation—and a recognized leader in land development. Today, Kimley-Horn has over 6,500 employees in more than 100 offices across the United States and in Puerto Rico, offering a full range of consulting services to local, regional, national, and international clients.

Kimley-Horn has maintained a presence in Tampa since in 1977; in fact, their Tampa office was the 3rd office opened in Kimley-Horn's history. They have witnessed the exponential growth of Tampa Bay firsthand and have led many of the community redevelopment and infrastructure initiatives that are transforming the skyline and enhancing the ways people live, work, and play here.

Their local staff have a proven track record successfully completing local signature projects that weave into the ever-growing fabric of Tampa Bay, especially St. Petersburg. This holistic knowledge of successful, large-scale improvements within the City will enable our team to execute this project efficiently and effectively, acting as your trusted advisor and enhancing your bottom line.

PUBLIC-PRIVATE PARTNERSHIP EXPERIENCE

Kimley-Horn has unparalleled experience creating, executing, and serving as the District Engineer for large-scale, multiphase complex mixed-use developments. They have successfully designed, managed, and turned over more than \$250M of public infrastructure improvements for high profile projects including Midtown Miami (55 acres), RiversEdge (FKA The District) in Jacksonville (40 acres), and Miami Worldcenter (48 acres).

Hiring a civil engineer with extensive experience with mixed-use CDDs is critical to getting the most out of the money issued through bonds. Kimley-Horn's understanding of CDD eligible costs is critical early in the design process so that you can minimize out of pocket expenses and save time.

KIMLEY-HORN + HINES PARTNERSHIP

The Kimley-Horn team has an exceptional and longstanding working relationship with Hines. Since the early 2000s, we have partnered on more than 300 projects nationally in a variety of disciplines including commercial, office, residential, industrial, and hospitality. Specific services have included planning, entitlement processes, civil site design, landscape architectural services, roadway design, traffic engineering, and transportation planning. The firm has significant experience coordinating with Hines as a trusted development partner and seamlessly blending into large consultant teams.

LOCAL KNOWLEDGE

Kimley-Horn will be responsible for the significant amount of site infrastructure design that will be required for this development. Kimley-Horn has been in the Tampa Bay Area for over 40 years and has served the City of St. Petersburg for over 10 years, establishing deep understanding of the City's needs and goals. Kimley-Horn staff is well integrated in the community, with most staff living within Pinellas County. Kimley-Horn staff sit on

the St. Petersburg Chamber's Housing and Land Use Development Committee, Transportation Committee, and Sustainability Committee, and are also members of the Downtown Partnership.





DAWN DODGE

KIMLEY HORN | P.E., LEED AP

Dawn has over 16 years of experience at Kimley-Horn. She leads the St. Petersburg office which contains 30 staff members. Dawn is passionate about the City of St. Petersburg and was Kimley-Horn's project manager for the St. Pete Pier Approach. Over the four-year period, from concept to closeout, she built longstanding relationships with the City and has proved her dedication to designing and implementing City infrastructure to the City's Standards. Dawn has experience leading both small- and large-scale land development projects for both public and private projects. She is a Professional Engineer in Florida and LEED Accredited Professional.



JARED SCHNEIDER

KIMLEY HORN | AICP, CNU-A

Jared is a leader in Kimley-Horn's multimodal transportation and planning practice with more than 18 years of professional experience. He has led numerous transportation and urban planning projects, bicycle/pedestrian planning, urban redevelopment, socio-economic data collection and analyses, congestion management plans, special area district plans, form-based code reviews, Complete Streets, and a wide range of multimodal transportation plans throughout St. Petersburg and the Tampa Bay Area. These plans have included extensive public involvement that have led to successful recommendations and outcomes. Jared is a member of the Congress for New Urbanism, the American Institute of Certified Planners, Urban Land Institute, and American Planning Association. He is certified by the American Institute of Certified Planners and is accredited by the Congress for New Urbanism. Jared helped develop multimodal and parking solutions for the St. Pete Pier Approach, and also helped lead the City's Complete Streets Implementation Plan.



HANNA SHAFFER

KIMLEY HORN | AICP, CNU-A

Hanna has more than 5 years of experience in urban planning, transportation planning, and urban design. She has worked both in public and private sectors; as a planning intern for multiple Tampa Bay planning agencies, and as a consultant

serving primarily the Tampa Bay region through complete streets planning, multimodal transportation planning, neighborhood and district community planning, context sensitive urban design, form-based codes, and graphic representation. Hanna is passionate about creating visually appealing outreach materials and deliverables that inform, inspire, and captivate community members. Hanna partnered with Jared Schneider, AICP, CNU-A on the City's Complete Streets Implementation Plan.



NICOLE BERLIN

KIMLEY HORN | P.E.

Nicole is a civil engineer with more than 4 years of experience in commercial and municipal land development projects. Her experience includes site layout, permitting, utility design, construction document preparation, and developing drainage designs to comply with jurisdictional and water management requirements throughout St. Petersburg and Tampa Bay. Nicole has experience designing for both treatment and attenuation via wet pond, dry ponds, and underground stormwater systems. She has experience modelling in Interconnected Pond Routing (ICPR) 4, Geographic Information System (GIS), and AutoCAD Civil 3D. Nicole is currently partnering with Dawn Dodge on transformative St. Petersburg projects such as Art House (42-Story Condominium in Downtown St. Petersburg).



ALLISON MEGRATH

KIMLEY HORN | AICP

Allison has built a strong practice in grant writing and administration based on her 29-year career in community planning. She understands obtaining successful funding from a variety of sources is critical to many public-private partnerships. Allison works to identify alternative funding strategies for many local governments in Florida. She has experience in all aspects of the grants process from identification, to preparing applications, to tracking award announcements, to administration, and finally successful project implementation and grant award close out. Allison and her team have recently been awarded grants from Florida Department of Economic Opportunity (\$16,500,000), the Florida Department of State (\$500,000), and the Florida Department of Environmental Protection (\$196,000).

POPULOUS®

STADIUM ARCHITECT

FOCUS AND EXPERTISE

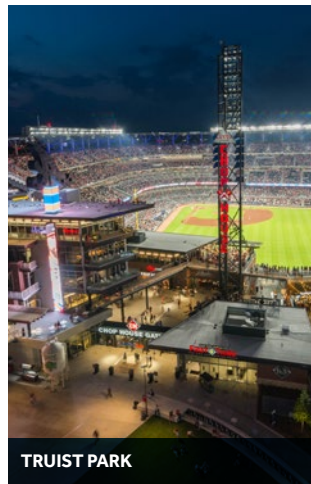
At Populous, we truly believe in creating environments that draw people together for unforgettable experiences.

In the world's top cities and on more than 154 ballpark sites, we have designed more than 3,500 projects worth \$40 billion. Our designs for places like Yankee Stadium, the London Olympic Games, Climate Pledge Arena and the Field of Dreams have created emotional connections between people and the civic, sports and entertainment places and events they love best. The top communities entrust Populous to help build their brands through design.

Bolstered by 39 years of experience in the world of sports and entertainment architecture, no other firm drives sports and gaming design innovation like Populous. We truly believe in creating environments that draw people and communities together for unforgettable experiences.

Our designers are informed by experience and fueled by a passion to develop innovative solutions and deliver immersive fan experiences to our valued clients. We've embarked on some swift market changes and growths in the realm of esports, and as a result we've captured some of our process and most recent innovations as we continue to learn and discover this dynamic market.

The Populous/Rays relationship began 15 years ago with the design of the Rays spring training facility in Port Charlotte, FL. From the outset, the Rays and Populous have had a shared vision that the success of a new ballpark in St. Petersburg is reliant on it being part of a larger integrated development idea.



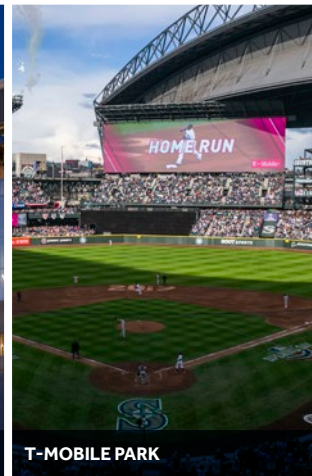
TRUIST PARK



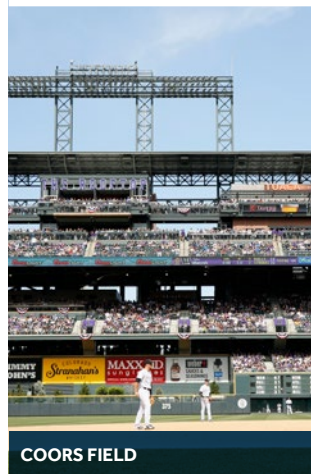
WRIGLEY FIELD



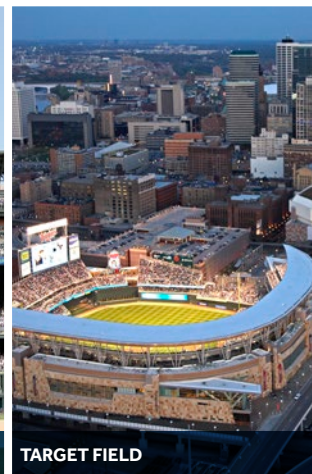
KAUFFMAN STADIUM



T-MOBILE PARK



COORS FIELD



TARGET FIELD

734
Global Employees

23
Global Offices

282
Employees in the Kansas City Office

22
MLB Ballparks

20+
Mixed-Use Developments

154
Total Ballparks

186
Training Facilities

112
Event Centers

9
MLS Stadiums

17
NFL Stadiums

39
Super Bowls Planned

3500+
Sports + Entertainment
Projects Around the Globe



BRIAN SMITH

POPULOUS | SENIOR LANDSCAPE ARCHITECT, PRINCIPAL

Brian is a landscape architect and urban designer. He has more than 25 years experience and has completed a variety of planning and design projects. His experience includes land-use planning, site planning, environmental restoration, urban planning, urban design and landscape design, all at varying scales of design, planning and management. As a landscape architect, he has developed a talent for both the aesthetic and functional art and science of creating sites that thrive over time and include design and construction services for new and renovated projects.



DEREK SOMMERS

POPULOUS | ARCHITECTURE - DESIGNER III, ASSOCIATE PRINCIPAL

Derek Sommers is a Senior Architect Technician at Populous with design experience across nearly all markets. Derek's diverse background—ranging from professional sports, hospitality and retail to urban and interior design—helps him bridge efforts between an array of project teams. Derek enjoys working with clients to identify shared design principles applicable to projects. His role emphasizes concept ideation and schematic design through advanced 3D visualization and graphics, helping him to communicate innovative solutions toward the design of memorable places. Derek holds bachelor's and master's degrees in architecture from the University of Miami and University of Cincinnati, respectively, and is a certified LEED Accredited Professional.



PAT TANGEN

POPULOUS | SENIOR ARCHITECT, PRINCIPAL

Pat is a Principal at Populous with more than 25 years of experience as an architect and project manager. During that time he has devoted his entire career to sports architecture. He has played key roles on some of the greatest baseball stadiums in both the major and minor leagues. His most recent projects include the Rogers Centre renovations for the Toronto Blue Jays, and concept work for the Tampa Bay Rays. Pat has an intimate understanding of key delivery issues related to each ballpark and has proven to be a valuable asset to clients. His work demonstrates a commitment to design resolution as well as attention to detail.



ZACH ALLEE

POPULOUS | SENIOR ARCHITECT, PRINCIPAL

With more than 15 years of expertise in ballpark design, Zach Allee offers a wide range of experience in major and minor league ballpark design. Having led the design on nearly 20 ballparks throughout his career, his expertise ranges from master planning to spring training facility design to lead project designer for Truist Park. Zach's innovative approach combined with his deep understanding of the complexities of ballparks, their user groups and their fanbase has made him a trusted designer and advisor to his clients at a variety of levels. Zach's approach to design looks beyond the walls of the ballpark itself to the site, surrounding neighborhoods and city to create impactful solutions that impact the broader community, and as such, his designs have been recognized with numerous Ballpark of the Year Awards from Ballpark Digest and BaseballParks.com. Holding bachelors and masters' degrees in architecture from the University of Kansas, Zach most recently served as the lead Project Designer for the University of Florida's new ballpark and the Portland MLB Ballpark study.

A2. DEVELOPMENT TEAM cont.



LANDSCAPE ARCHITECT

With six decades of experience and hundreds of completed projects across six continents, EDSA has transformed the practice of master planning and landscape architecture. With a passion for artistry, they have earned a reputation for high integrity, a commitment to purposeful design and level of dedication matched only by the team's depth of talent. Bringing an intrinsic value to how land and space are utilized, their work respects, enriches and showcases natural beauty in harmony with an immersive guest experience. Their strength resides in a comprehensive understanding of the development process and proven track record for getting projects built and operational while enriching the value outdoor spaces have on unifying a development.

FIRM DIFFERENTIATORS

Human Experience: At EDSA, human experience is our currency. We're creating a harmonious relationship between space and place by celebrating cultural context, stewarding the Earth and designing from a sense of perspective.

Future-Shaping: We are not just future thinkers – we are future shapers. Looking beyond the trends of today, we combine systems thinking and regenerative design – helping create sustainable, resilient and accessible encounters with the natural world.

Experience Creators: We are designers at our core and tackle every project and challenge through a design lens. As landscape architects, we offer a holistic perspective that spans from micro to macro – macro to micro.

Human Intelligence: Our unique ability to learn from our experiences, adapt to new situations and use knowledge to shape our environment is what breathes life into our work. We blend passion with knowledge, art with science and heart with mind – leaning into these dichotomies because brilliance and beauty sit where they collide.

Problem Solvers: Combining a deep understanding of the client's business goals with our experience, expertise and research, we develop solutions that cover every aspect of a project. Our dynamic solutions marry project visioning and design detailing with consumer needs and constructability – because great design is only great if it's functional.

Design Performance: With clear, measurable and quantifiable performance indicators, our clients can fully understand the social, cultural, economic and environmentally driven project outcomes and how they affect project performance.

Facilitative: As a unifier, we make the design process easier by leading and facilitating (when appropriate) to pull the best from everyone. Our team takes a collaborative, comprehensive approach that considers the financial, environmental, social and cultural impacts of a project.

FIRM CAPABILITIES:

Our service offerings cover the complete range of planning, design, production and field supervision.

2500+

Worldwide Projects

185+

person team, our highly trained staff brings internationally-diverse perspectives and solutions to an ever-evolving industry.

6

Office Locations

300+

Professional Design Awards recognizing EDSA's abilities to deal with complex projects and honoring their innovation, power to improve quality of life and ability to stand the test of time



SCOTT LAMONT

EDSA | CHIEF EXECUTIVE OFFICER

Scott's broad range of global experience spans large scale planning assignments to mixed-use residential, hospitality and urban works that have strengthened EDSA's reputation as a design leader. As CEO, he is responsible for leading the firm's global practice and building new capabilities, along with setting the tone of a firmwide culture and growth strategy. He has managed hundreds of projects across the globe and played a key role in EDSA's expansion into new markets and geographies.



ROB HUTCHESON

EDSA | PRINCIPAL

With a design style that merges experiential vision with precise detailing, Rob enjoys the organic progression of project development. From conveying initial thoughts on paper, to synthesizing ideas with colleagues and ultimately seeing a project built, he draws inspiration from the deep history of a site and its potential to serve contemporary users in new ways. His strong sense of creating places for people is showcased in his astute talent for combining quality elements with a unique energy.



KONA GRAY

EDSA | PRINCIPAL

Having practiced in 30+ countries, his global management sense has positively shaped the outcomes of many award-winning assignments. He successfully integrates creativity and regional resources into functional environments that invigorate the imagination. With an uncompromising dedication to quality, Kona creates welcoming public places that bring a strong sense of vitality back to neighborhoods. Blending sensitivity with innovative design solutions, he unites a client's vision with his own vanguard designs to produce programs with purpose and presence.



MICHAEL BATTS

EDSA | PRINCIPAL

Michael's strategic design approach has foundational footing in that every idea has an identity and sensibility grounded by environmental awareness and users' experiences. He has a deep understanding of how global systems evolve and an ability to connect nature, culture, people and place through design. His iterative creative process relies on both analog and digital sketching techniques to explore alternatives, align strategies and communicate meaningful ideas.

HOOD

LANDSCAPE ARCHITECT + PUBLIC ARTIST

Hood Design Studio (HDS), founded in 1992 in Oakland, CA, is a social art and design practice. The studio's practice is tripartite: art + fabrication, design + landscape, and research + urbanism. HDS projects range in scope and size, from a \$300,000 sculpture to a multi-million dollar landscape or a hundreds-acre master plan. This breadth allows us to understand each place in its scale and context, and to respond with an approach adaptive to the particulars of a space. The resultant urban spaces and their objects act as public sculpture, creating new apertures through which to see the emergent beauty, strangeness, and idiosyncrasies around us.

Across these myriad scales, HDS works within built and emergent landscape systems. Our projects have sought to understand, for example, both the individual site and the larger landscape, the path of the tributary and the entirety of the watershed, and the block within the neighborhood. HDS's rigorous research and design process strengthens endemic patterns and practices both ecological and cultural, contemporary and historic—particularly those unseen or unrecognized.

The studio has received numerous awards and accolades including the AIA Award for Collaborative Achievement and the Cooper-Hewitt National Design Award in Landscape Design. Nationally recognized projects include the De Young Museum Gardens in San Francisco's Golden Gate Park, which allude to the site's historic dune landscape; the Los Angeles Broad Museum Plaza, an on-structure green space hosting a grove of 100-year-



old Barouni Olive Trees; and the Cooper Hewitt Museum Arthur Ross Terrace and Garden, a hybrid of the original 1901 design and the garden as-built, influenced by contemporary needs.





WALTER HOOD

HOOD | CREATIVE DIRECTOR AND FOUNDER

Mr. Hood is the Creative Director and Founder of Hood Design Studio in Oakland, CA. He was a professor at the University of California, Berkeley, and lectures on professional and theoretical projects nationally and internationally. Hood Design Studio is a tripartite practice, working across art + fabrication, design + landscape, and research + urbanism. This breadth allows an understanding of each place in its scale and context. The resulting urban spaces and their objects act as public sculpture, creating new apertures through which to see the site's surrounding emergent beauty, strangeness, and idiosyncrasies. Walter Hood is also a recipient of the 2017 Academy of Arts and Letters Architecture Award, 2019 Knight Foundation Public Spaces Fellowship, 2019 MacArthur Fellowship, and 2019 Dorothy and Lillian Gish Prize.



MICHAEL DEGREGORIO

HOOD | LANDSCAPE ARCHITECT

Michael DeGregorio is a landscape architect whose work represents a broad spectrum in the fields of urban design, landscape architecture and garden design. His interests have exposed him to various international locales, project types and phases with an emphasis on public open space. Michael's design approach focuses on how social interaction can be manipulated through the medium of landscape to create experientially and culturally rich urban places.



PAUL PETERS

HOOD | LANDSCAPE ARCHITECT

Paul Peters joined Hood Design Studio in January 2016. Since joining HDS, Paul has overseen the conceptual design and implementation of several innovative, complex and thought-provoking projects. These include the highly anticipated International African American Museum in Charleston, SC; the renovation of the historic Oakland Museum of California; and Nvidia's new tech campus in Silicon Valley. Paul's work ranges from community master plans and landscape frameworks to parks, museums, streetscapes and art installations. Paul has an adept ability to work across scales and typologies by employing a layered approach that seeks a hybridized outcome for the landscape. This approach allows for existing communities to be the main driver in the design process while allowing new and latent ecologies and infrastructures to emerge.

A3. DEVELOPMENT TEAM cont.

STORYN

STUDIO FOR ARCHITECTURE

ARCHITECT

STORYN is a local St. Petersburg studio comprised of urbanists, researchers, architects, and interior and product designers. STORYN, as a practice, uniquely balances its work at both the local scale and the international scale, providing precise research of a community's ethos and project parameters to foster unique spaces that tell a project's sole story. STORYN is committed to civic engagement and how design can promote stronger communities, create more inclusive spaces, foster place making to a neighborhood, and be identity affirming to individuals within a community and greater city. STORYN was created on the idea of Story + Design. Our unique vision and design approach is twofold stemming from our experience of actively listening and collaborating with our partners, clients and community, and managing an architectural portfolio that spans the local scale and the international arena.

SERVICES

STORYN focuses on master planning, architecture, interior design, and industrial product design. Our deeply researched problem-solving strategies result in creative, technologically advanced solutions, designed efficiently and on budget. STORYN embraces projects with numerous complex parameters, and we are interested in distilling the client's vision and complex constraints to a cohesive design essence. We provide our clients the commitment and attention of a small-scale office and the technical muscle of a large firm.

VALUES

We engage the awareness of a client, their stories, cultural narratives, and future aspirations as the driving forces of design. We recognize the role of architecture in the success of growing cities. We value our environment and position our practice to be a thought leader in environmental stewardship and use the projects we author to support this belief. We believe that design is a tool for social change and that good design is deserved by all. We are interested in designing spaces that provide a voice to the voiceless.

DESIGN PHILOSOPHY

Since we are educators and practitioners, we believe each project has a unique driving concept/story. We believe in providing deep research and development to construct that story, and only after this discovery, we channel our past built experiences to provide an efficient delivery of the architecture. Design is the result of context and ingenuity. Architecture is the dialogue between social conditions, the performance of the built conditions and the projects ability to stand future requirements. We perceive our work as a close partnership between clients, consultants, and builders in the search for unique and lasting solutions.

DIFFERENTIATORS

- Architects as storytellers
- Design studio with projects in six different states and projects in Europe
- Design experts in hospitality and mixed use projects as urban infill
- Over 30 designed food and beverage establishments
- Modular housing designs for fabrication



SERVICE DESCRIPTION

Storyn Studio for Architecture offers complete architectural and interior design services to our client base. We include outside design consultants as required to meet specific project requirements. The core functions of our Professional Architectural services include:

- Mixed Use Development
- Higher Education
- Museum/ Cultural Centers
- Hospitality (Hotel) Design
- Work Place Design
- Food and Beverage/ Restaurant Design
- Building Alterations, Adaptive Reuse and Feasibility Studies
- Building Pro Formas and Vertical Massing Programming
- Site Planning/Master planning
- Furniture, Artwork, Product and Signage Specifications



163 KEY MOXY BY MARRIOTT HOTEL | ST. PETERSBURG FL



EVERALD COLAS AIA, NOMA

STORYN | FOUNDER AND PRINCIPAL

Everald Colas is an award-winning Haitian American architect, educator, and storyteller with design experience in hospitality, aviation, multifamily, and higher education buildings. He has led a variety of internationally acclaimed projects during his time as a practitioner. As a designer, Everald specializes in projects that require a sensitive approach to integrating mixed-use buildings in a historical context. He is skilled in guiding clients through finding their project's identity within numerous constraints, helping to ensure that complex projects are distilled to their design essence. He is motivated to find solutions for designing equitable spaces for the voiceless and believes that design is a tool for social change. Everald received a Master of Architecture degree and a Master of Science in Architecture Pedagogy degree from the University of Florida. He is a board member of The James Museum of Western and Wildlife Art, and an advisory council member for the University of Florida School of Architecture. He served as board director for Tampa Bay Businesses for Culture and the Arts.



JOSE MIRANDA AIA

STORYN | PRINCIPAL

Jose Miranda is a Puerto Rican architect, educator, and urbanist. As a Principal, Jose oversees project management and construction and closely works with clients to ensure accomplishments on high-performing projects. Jose has contributed his skill and insight across many of STORYN's varied project types, including cultural, commercial, and hospitality projects throughout the nation. Jose excels in managing multifaceted and complex projects that often require a long-term vision and diplomatic poise. Honed and applied on small-scale projects, his expertise and commitment to seeing projects from inception to completion have helped evolve Jose's recipe for success in larger public civic work. Jose received a Master of Architecture degree from the University of Florida.

A2. DEVELOPMENT TEAM cont.



WORKFORCE CONSULTANT

Founded in Houston, Texas in 1912, The Beck Group provides architecture, construction, real estate development, sustainable design and consulting services across a diverse range of industries and markets. The company is based in Dallas, Texas and also has offices in Atlanta, Austin, Denver, Fort Worth, Houston, San Antonio, and Tampa.

Envision is a MBE/DBE certified construction management and commercial flooring company based in Tampa, Florida that has built buildings across education, aviation, healthcare, residential, hospitality, and industrial sectors. . Envision is a community-first company that invests heavily in its team members through workshops, training seminars, trade certifications, and more.

ABOUT BECK-ENVISION

Beck has established a strong relationship with Envision. Beck first met the family-owned and operated Envision team when Envision participated in Beck's Mentorship Partners Program in 2016.

Beck quickly noticed that the Envision team excelled in client management, devotion to quality, and focus on family. Since then, the two teams have partnered on numerous projects and pursuits in sectors such as healthcare, K-12, higher education, and aviation. Additionally, the teams have found that the learning does not go one way; Envision has shown Beck the benefits of inclusion and true partnership.

Envision is 100% minority owned and MBE/DBE certified. Uniquely, the founders of Envision are a dynamic father-son duo. Allen Greene and Allen Greene II offer our clients excellent service with integrity. Florida natives, they are passionate the local community and giving back.

As our union evolves organically, we engage with like-minded leaders who share our desire to see economic preeminence reign within the local community.

ACTIVE MENTORSHIP PARTNERSHIP

The Beck-Envision team has formed an "active mentorship" partnership model in Tampa Bay with the goal of mentoring diverse businesses and matching those firms to opportunities on our construction projects. What makes our model unique is understanding through our own journey that the learning and growing does not stop once the project is finished, rather it has only just begun. Our "active mentorship" approach focuses on building long-term relationships with our MWD BE trade partners and walking alongside them through mentorship prior to contract award, during construction, and even beyond project completion.



WHY ENVISION CHOSE BECK

"Our company began to grow at an accelerated rate and we learned very quickly that we could not expand without first connecting with a partner who's been there before. Our search brought us to Beck. With their guidance, we have been able to speak to our community businesses from a place of empathy, thus producing a much more fruitful mentorship."

– Allen Greene, Sr. | Co-Founder, Envision

THE BECK GROUP

90%
repeat clients

+750
employees in the US

+220 LEED
accredited professionals 8 office locations



FRED PERPALL

BECK | CHIEF EXECUTIVE OFFICER

As Chief Executive Officer of The Beck Group, Fred’s responsibilities include oversight of all aspects of Beck’s Domestic Real-Estate, Design and Construction practice. Fred began his career in the design and construction industry in 1996 and has been a registered architect since 2003. Fred spends the majority of his time driving the firm’s strategy to eliminate waste in the implementation of real-estate assets through a deep collaboration of each of the individual disciplines. Consistent with the values of Beck, Fred is committed to giving back to his community. He is active in numerous professional, technical, civic, philanthropic, and community organizations.



RYAN TOTH

BECK | REGIONAL DIRECTOR

Ryan is responsible for Beck’s design and construction work in Florida. His career began when he joined Beck in 1999 as an intern at the University of South Florida. A year later, he joined the firm full-time after earning his degree in structural engineering. Since then, Ryan has taken on many roles before being promoted to lead our Florida business in 2015. He credits his mentors for giving him the chance to tackle significant responsibilities early in his career, which challenged his abilities and pushed him to create effective and authentic teams that work together collaboratively. Under Mark’s leadership, notable projects that Beck built in Florida include: The James Museum of Western + Wildlife Art, USF St. Pete Osprey Suites + Dining Facility, Tampa Bay Innovation Center in St. Pete, and multiple projects at Tampa International Airport.



MARK HOUSE

BECK | MANAGING DIRECTOR

As Managing Director, Mark works with Beck’s leadership and owners across the US and the Caribbean to provide design, construction, and program management services. Mark is also responsible for Beck’s national healthcare and life sciences practices. Under Mark’s leadership, notable projects that Beck built in Florida include: The Dali Museum, USF Health CAMLS, multiple projects at The University of Tampa, and multiple projects at Tampa International Airport including Airside C. Mark holds a Florida Class “A” General Contractor’s license as well as an engineering degree specializing in aerospace engineering. A 1980 graduate of the United States Military Academy at West Point, he served for more than five years on active duty. He is a Master Parachutist and a U.S. Army Ranger. Upon leaving the military in 1985, Mark began his commercial construction career in Tampa, Florida. Joining The Beck Group in 1999, Mark was responsible for developing the firm’s new Integrated Services Division incorporating real estate and design/build work, including land and finance acquisition services. In 2002, he was selected to be the Chief Human Resource Officer for the company. In 2006, Mark moved back to Tampa to take responsibility for the Florida Division and in 2015, was promoted to lead Beck’s Strategic Projects group.



ALLEN GREENE

ENVISION | MANAGING DIRECTOR

At Envision, Allen Greene II and his father have developed a people-first mentality which has shaped the company’s culture internally and externally. They believe in integrity, valued relationships, and excellence. As managing director/co-founder of Envision, a MBE/DBE certified firm, Allen has proven to be a highly motivated professional with strong leadership capabilities. With over 20 years of experience in the construction industry, Allen has developed management prowess in the arena of commercial projects. A Florida native, Allen was born and raised in Tampa Bay. The heartbeat of Allen II is one that beats immensely for his community and the people that live within it.

A2. DEVELOPMENT TEAM cont.



ENVIRONMENTAL CONSULTANT

Tampa Bay Watch is a nonprofit organization founded in 1993 with a mission to foster a healthy Tampa Bay watershed through community-driven restoration projects, education programs, and outreach initiatives. The efforts of Tampa Bay Watch to restore and protect the bay's habitat through stewardship and community awareness provide effective long-term improvements to the bay, and empower the community with the knowledge to counteract environmental problems.

Tampa Bay Watch opened the Discovery Center on the St. Pete Pier in July of 2020 which is a significant new addition to their education and conservation efforts. The goal of the facility is to advance environmental stewardship by engaging, informing, and inspiring visitors with our success story about the recovery of Tampa Bay. The Tampa Bay Rays have had a strong community partnership with Tampa Bay Watch spanning over a decade, and in addition to financially supporting the Discovery Center and other programs, have donated hundreds of staff volunteer hours and have promoted the mission of Tampa Bay Watch both at Tropicana Field and across all media platforms.

Their large-scale environmental education program entitled Estuary EDventures educates students about the Tampa Bay ecosystem while encouraging students to act as stewards of our important natural resource of Tampa Bay. This program combines classroom curriculum with hands-on environmental field sessions that facilitate habitat restoration in the estuary. Field trips contain many activities that examine critical watershed issues and the importance of estuarine habitat in Tampa Bay.

In addition to serving as an environmental advisor, it is anticipated that Tampa Bay Watch will establish a new Discovery Center Pavilion along Booker Creek to provide a unique educational resource for the community centered around environmental stewardship.

STATISTICS

- 250,000 volunteers, students, and campers involved since 1993
- 45,000 students and teachers from over 150 schools have participated in environmental education programs since 2007
- 2022 Discovery Center received Future of the Region award from the Tampa Bay Regional Planning Council



DWAYNE VIRGINT
TAMPA BAY WATCH | CEO

Mr. Virgint is the CEO of Tampa Bay Watch and responsible for planning, implementing and integrating the strategic direction and resources of the organization. Prior to joining TBW, he was the COO of Indian Pueblos Marketing and associated LLC's in New Mexico, and responsible for development of a 70-acre former federal Indian boarding school site in Albuquerque. The property included office buildings, retail, hotel, cultural center/museum, charter school and political subdivision. He has also been involved with operations and management of zoos/aquariums/museums throughout the United States.



PETER CLARK
TAMPA BAY WATCH | FOUNDER AND PRESIDENT

Mr. Clark is the Founder and President of Tampa Bay Watch, a non-profit environmental stewardship program established in 1993 to restore and protect the Tampa Bay estuary using community volunteers. Under his watch, the organization has coordinated more than 250,000 volunteers, installed 20,000 oyster reef units and 4,000 tons of oyster shell. In 2005, Tampa Bay Watch completed construction of the \$4 million Marine and Education center in Tierra Verde, and in 2019 the new \$3 million Discovery Center on the St. Pete Pier. Until 1993, Mr. Clark served as Director of the Tampa Bay Regional Planning Council's Agency on Bay Management, an alliance of agencies charged with protecting the Bay.



ENVIROMENTAL CONSULTANT

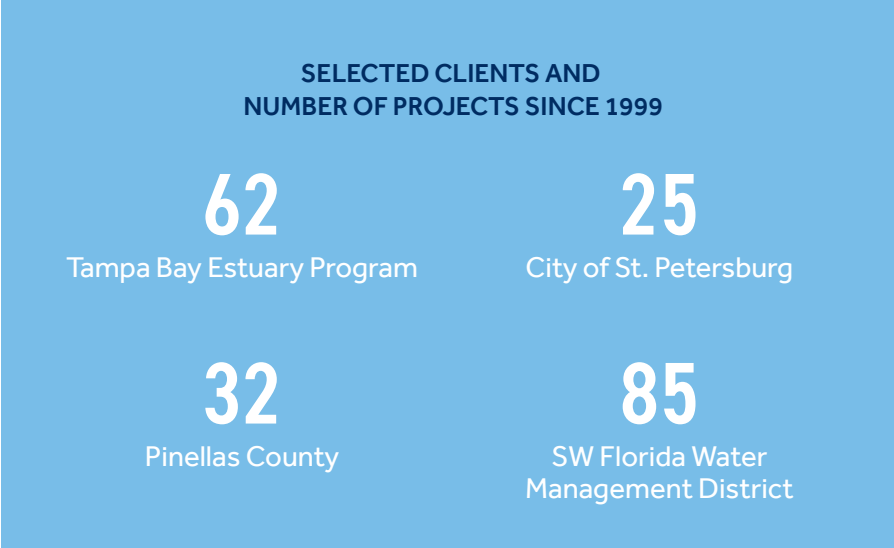
Janicki Environmental, Inc., founded in 1999, provides services in ecological and environmental analysis and assessment. Our seven employees have recognized expertise in estuarine and freshwater ecology, watershed management, hydrodynamic and water quality modeling and assessments, monitoring program design, limnology and lake restoration, and data management and analysis. Our clients include local, state, and federal government agencies, and private sector groups. One of our longest-term clients is the Tampa Bay Estuary Program (TBEP), for which members of our staff have provided technical support over the last 30 years.

We also provide assistance to many of the entities that comprise the Tampa Bay Nitrogen Management Consortium, including Largo, St. Petersburg, and Pinellas County, in addressing a broad array of water quality and quantity issues. Technical support for the TBEP focuses on efforts to demonstrate compliance with the EPA TMDL and FDEP Reasonable Assurance for Tampa Bay, and includes working with a wide cross-section of stakeholders, both public and private, to develop defensible analytical strategies. For the City of St. Petersburg, we established an environmental report card and have provided input many times over the years on questions related to water quality in the City's streams, lakes, and adjacent bay waters.



TONY JANICKI PHD
JANICKI ENVIRONMENTAL | PRESIDENT

Dr. Janicki has more than 40 years of experience with recognized expertise in the areas of aquatic ecology, water quality modeling and assessments, monitoring program design, and estuarine ecology. His work has taken him throughout Florida especially with respect to technical evaluation of water quality responses to environmental changes. Over the last 30 years, he has served as technical lead in Tampa Bay ecosystem restoration efforts in his work with the Tampa Bay Estuary Program.



A2. DEVELOPMENT TEAM cont.



REAL ESTATE CONSULTANT

RCLCO's Real Estate Economics group helps the leading shapers of the urban environment understand and apply the trends driving America's rediscovery and embracement of historic downtowns and new city creation. Each day our experts gain a deeper understanding of demand conditions for real estate economics, supplying clients with crafted investment strategies or development solutions to capitalize on that knowledge base. RCLCO created the industry's best kit of analytical tools to model where value growth will occur, which markets are undersupplied, what product niches are emerging, and how real estate assets can be enhanced and de-risked at every point in the economic cycle.

FIRM CAPABILITIES:

RCLCO is a real estate consulting firm that provides trusted, unbiased third party recommendations regarding highest and best use, product definition, market positioning/pricing, and absorption potential for any proposed development concept, site, or product type.

RCLCO leverages quantitative analytics and a strategic planning framework to provide end-to-end business planning and implementation solutions at an entity, portfolio, or project level.

800+

projects carried out by
RCLCO's Real Estate
Economics team in 2022

55

years of experience in
supplying clients with
crafted real estate solutions

100+

news articles citing RCLCO research within the past year alone



ERIN TALKINGTON

RCLCO | MANAGING DIRECTOR & DIRECTOR OF CONSULTING

Since joining RCLCO in 2010, Erin has engaged with a wide variety of clients in both the public and private sectors. Her experience includes highest and best use analysis for large mixed-use sites, downtown and corridor revitalization studies, and regional growth analysis. Erin's strength is her ability to quickly synthesize the key market opportunities and strategic positioning for a particular site and communicate that vision to project team members, clients, and community stakeholders.



ALEX SHAIA

RCLCO | VICE PRESIDENT

Alex Shaia is a Vice President based in Washington, DC. With a focus in Real Estate Economics, Alex works with clients across the globe in the public and private sectors to answer difficult and unique real estate questions. He has worked extensively at the intersection of the public and private sectors, providing strategic guidance to both non-real estate clients and businesses actively involved in real estate investment and development. Specifically, Alex has experience measuring the impact on real estate from sports anchored developments, innovation districts, and other mixed-use development, focusing on financial modeling and market analysis.



PARKING CONSULTANT

HWA Parking is more than parking planners and designers. HWA Parking helps people get to the places they want to go. Our focus on end users maximizes owner value by creating functionally efficient parking solutions. HWA Parking provides analysis, planning, and design for new and renovated parking facilities. As a design firm with a sole emphasis on parking solutions, HWA Parking is afforded the opportunity to provide outstanding specialized services to our clients. Our expertise and involvement in the parking industry means our clients benefit from projects that are delivered efficiently, and correctly, the first time.

At HWA Parking, we understand parking is a means to an end. Whether people are headed to work, school, play, or pray, cars are the most common transportation used. The experts at HWA Parking understand all the nuances of facility type, location, operation, and access, and how they ultimately impact the parking solution. Regardless of where they're going, parking is the first impression users get upon arriving at your facility. HWA Parking will ensure every first impression is a good one.



MATT STRICKLAND
HWA PARKING | PRINCIPAL

Mr. Strickland is a Principal and co-founder and a highly accomplished designer and project manager with over twenty years of experience in the field of architecture and project management and over 17 years dedicated solely to parking. Mr. Strickland has extensive parking design experience that includes large commercial projects throughout the United States and Internationally. His expertise resides in parking studies and innovative designs.

40+
years of planning & design experience

100+
Hines projects & 100,000+ parking spaces

Completed more than **1,000** parking design projects globally since 2010

A2. DEVELOPMENT TEAM cont.



DEI/LOCAL OUTREACH CONSULTANT

Cornerstone Strategic Partners (CSP), a certified Minority Business Enterprise in the State of Florida, is a mission-based, ownership and development of multi-family homes that are designed to be impactful and strategic. Whether they are building luxury, mixed-use, market-rate apartments or supportive housing for income-sensitive individuals, the team directs the development process with the same people-first approach that creates an unlimited demand for their product. The key, then, to realizing these market-quality rental communities – sometimes at half the rent of equivalent conventional housing – is their execution. Cornerstone has a tremendous amount of experience working with various Cities and Counties on development projects throughout Florida. CSP development approach has included revitalization of CRA's, opportunity zones, and under invested neighborhoods.

CSP's leadership team brings decades of real estate experience. Our team has completed several multi-phase, multi-year, and multi-use redevelopments of entire neighborhoods providing housing for seniors, families, and individuals with special needs. CSP currently has 468 residential units and 14,200sf of commercial space under development. We consider stakeholders of our developments to be wide-ranging – our residents, commercial tenants, neighbors, design team, general contractor, partners, local authorities, lenders and investors – all take pride in our high-quality, resilient, attractive developments.



LEONARD BURKE

CORNERSTONE STRATEGIC PARTNERS | MANAGING PARTNER

Leonard Burke, Managing Partner of Cornerstone Strategic Partners, is primarily responsible for the formulation and execution of the company's overall strategic plan as well as its day-to-day growth management. Mr. Burke oversees the Acquisitions, Asset and Property Management, Development, and Fund Management. Mr. Burke works to structure deals across several financing sources including private equity, Historic tax credit equity, new market tax credit equity, low income housing tax credits equity, debt (including tax-exempt bonds, private placement, and conventional), CDBG, and HUD HAP Contracts.

ACCESS, COMMUNICATIONS, AND EQUITY CONSULTANTS

The Access, Communications and Equity Consultants are a group of subject matter experts from the St. Petersburg and Tampa Bay area. This group of individuals is responsible for ensuring access and social equity for ALL of St. Petersburg from design to operations. A vital component is the communications and community outreach process which will also be steered by this team.



ANDDRIKK FRAZIER

BEST SOURCE CONSULTING | PRESIDENT AND CEO

A Tampa Bay native, Anddrikk Frazier has nearly 30 years of professional experience in energy, community relations, supplier diversity, project management and sustainability. Anddrikk founded Best Source Consulting to assist partners with enhancing their ESG (Environmental, Social & Governance) performance while engaging partner stakeholders. Anddrikk's past projects have included community engagement efforts for TECO Energy's Transmission Line Siting Act, project management & supplier diversity for TECO's Bayside Power Plant conversion and the development of 25 Alternative Fueling stations for the Integrys Energy Group. Anddrikk also chaired Student Access for the USF Consolidation Taskforce and is a founding member of USF's Black Leadership Network. He is a graduate of the University of South Florida with a B.S. in Chemical Engineering.



GWENDOLYN REESE

PEATEN REESE PEATEN CONSULTING, INC | PRESIDENT AND CEO

Gwendolyn Reese, a native of St. Petersburg and former resident of the Gas Plant Neighborhood, is President and CEO of Peaten Reese Peaten Consulting, Inc. and of the African American Heritage Association of St. Petersburg, FL, Inc. with the mission of preserving the history of the African American presence in St. Petersburg. She is a member of the Voices Heard Voices Matter Bloomberg Harvard City Leadership Initiative with the focus of engaging and sustaining community involvement in the redevelopment of Tropicana Field and of the research team commissioned to examine both the historical and modern-day impact of structural racism on the lives of Black people in St. Petersburg. Most recently she coordinated the Gas Plant-Laurel Park Neighborhood Reunion at Tropicana Field on December 12, 2021.

A3. DEVELOPMENT TEAM cont.



YAKHIN ISRAEL

TWIN PILLAR CAPITAL | PRINCIPAL

Yakhin B. Israel is the Principal of Twin Pillar Capital (TPC), located in Tampa, FL. In addition to investing in, developing and financing CRE projects that provide both economic and social impact, TPC is focused on co-creating and cultivating diverse ecosystems within the Commercial Real Estate industry. Prior to founding TPC, Yakhin led a comprehensive career in Commercial Real Estate Finance, including a 15-year tenure with Fifth Third Bank and as a Senior Vice President in Capital Markets/Debt & Structured Finance at CBRE. He graduated with a BA in Economics from Denison University.



TIM NICKENS

TIM NICKENS, LLC | FOUNDER AND CEO

Mr. Nickens is a communications consultant based in St. Petersburg, FL, who works with nonprofits, government agencies, private businesses and political candidates. His expertise includes strategic communications, public relations and project management. Mr. Nickens worked for nearly 40 years as a journalist at the Journal-Gazette in Fort Wayne, Ind.; the Miami Herald and the Tampa Bay Times before retiring from the Times in 2020. He focused on government, public policy and politics at all levels – including St. Petersburg's decision in 1986 to build a stadium and seek a Major League Baseball franchise. Mr. Nickens served as editor of editorials for the Times from 2008 until 2020. He and a colleague won the 2013 Pulitzer Prize for editorial writing for a series that led to Pinellas County restoring fluoride to the drinking water. Mr. Nickens earned his Bachelor of Arts degree from Indiana University.



LASHANTE KEYS

KEYS CONSULTING FIRM | PRESIDENT AND CEO

Since 2000, LaShante Keys has facilitated uncomfortable but necessary discussions across the U.S. around racism, bigotry and bias along with the impact this has on communities. Born and raised in St. Petersburg, LaShante has developed hundreds of trainings focused on community engagement, equity, organizational development and cultural competency. Clients have included corporations, non-profits, government officials, municipalities and universities. LaShante holds a B.S. in Criminal Justice from Florida Agricultural and Mechanical University, a B.A. in Communications, from the University of South Florida and a M.S. in Human Services with a concentration in Organizational Management and Leadership from Springfield College.

WORKING COOPERATIVELY WITH MULTIPLE COMMUNITIES

Hines has a history of working with cities, public entities and multiple stakeholders to create city redefining places for people that become icons and sources of civic

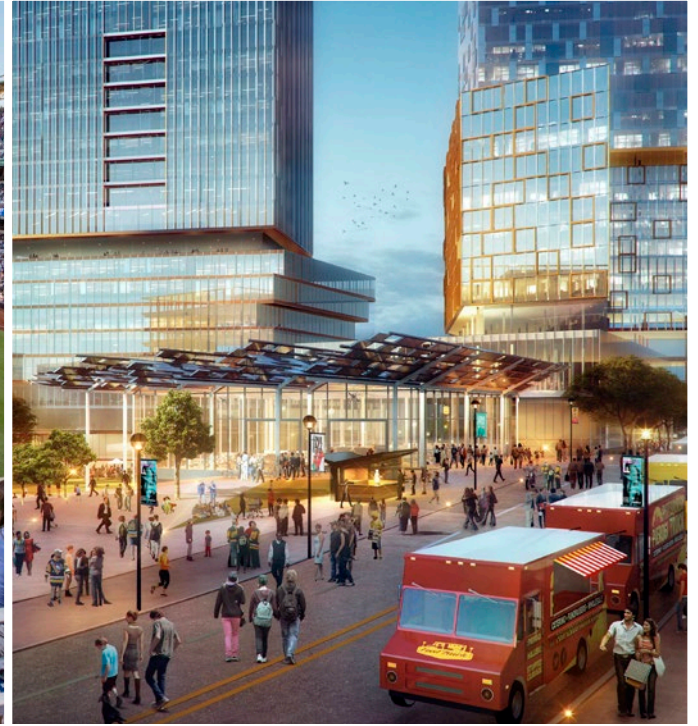
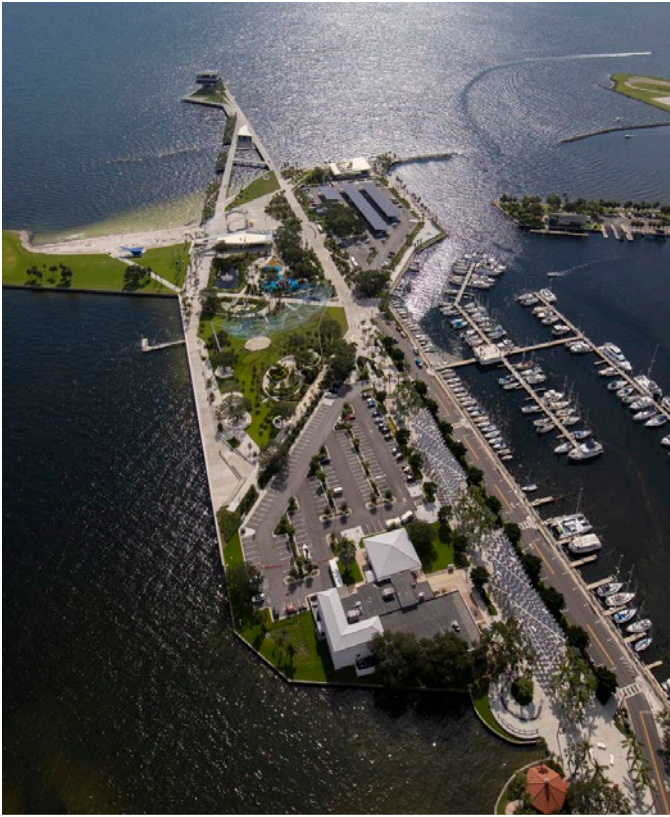
pride, supporting ancillary smart growth and attracting renewed interest from locals and tourists. Our process is based on purposeful, on-going collaboration with all project stakeholders.



A4. DEVELOPMENT TEAM cont.

SELECT EXAMPLES OF WORKING WITH CITIES, PUBLIC ENTITIES, AND COMMUNITY STAKEHOLDERS:

HINES	GENSLER	DANTES PARTNERS	KIMLEY-HORN
<p>CityCenterDC</p> <ul style="list-style-type: none"> ▪ District Deputy Mayor for Planning and Economic Development ▪ Historic Preservation Review Board ▪ District Office of Planning ▪ District Department of Housing and Community Development ▪ District Department of Transportation ▪ District Department of Energy and the Environment ▪ District Department of Small and Local Business Development ▪ District Department of Employment Services ▪ Community Advisory Committee ▪ Area Neighborhood Commissions 4A and 4B 	<p>Lower Hill</p> <ul style="list-style-type: none"> ▪ The Buccini/Pollin Group ▪ City of Pittsburgh ▪ Pittsburgh Penguins ▪ The Mayor's Office ▪ Urban Redevelopment Authority (URA) ▪ Sports and Exhibition Authority (SEA) ▪ Department of Mobility & Infrastructure (DOMI) ▪ Contextual Design Advisory Panel (CDAP) ▪ Pittsburgh Planning Commission ▪ Neighborhood Orgs 11.Hill District 	<p>Capitol Vista</p> <ul style="list-style-type: none"> ▪ The Office of Planning (OP) ▪ The District Department of Transportation (DDOT) ▪ The District of Columbia Water and Sewer Authority (DCWASA) ▪ Department of Housing and Community Development (DHCD) ▪ DC Housing Finance Agency (DCHFA) ▪ Department of Energy and Environment (DOEE) ▪ Department of Small and Local Business Development (DSLBD) ▪ Department of Employment Services (DOES) ▪ Advisory Neighborhood Commissioners (ANC) ▪ Mount Vernon Triangle Community Improvement District (MVT CID) 	<p>St. Pete Pier</p> <ul style="list-style-type: none"> ▪ Southwest Florida Water Management District ▪ Cooperative Funding Initiative Department ▪ Florida Department of Environmental Protection ▪ Pier design Team ▪ St. Pete Municipal Marina ▪ Tony Janus Foundation for the Benoit sculpture. ▪ City of San Diego Sports and Capital Improvements ▪ Parks Department ▪ Engineering Department ▪ Transportation Planning Department ▪ Sanitation Department ▪ Building Department
POPULOUS	STORYN	HOOD	EDSA
<p>Petco Park</p> <ul style="list-style-type: none"> ▪ San Diego Padres Baseball Club LLC ▪ City of San Deigo – public/private development authority ▪ City of San Diego Sports and Entertainment Authority ▪ City of San Diego Building Department ▪ San Diego Downtown Development Commission (EDC of San Diego) ▪ San Diego Arts Commission ▪ County Health Department 	<p>The Palm Beach Post Masterplan</p> <ul style="list-style-type: none"> ▪ Tricera Capital ▪ Palm Beach Post ▪ Joseph's Classic Market Grocer Tenant ▪ SROA Capital offices ▪ Knotel: WorkPlaces ▪ Prospect Park Community ▪ El Cid Community Board ▪ Chamber of Commerce of the Palm Beaches ▪ West Palm Beach Planning Division ▪ West Palm Beach Arts in Public Places Committee ▪ West Palm Beach City Commission ▪ Florida East Coast Railway (FEC) ▪ Palm Beach County ▪ Florida Department of Transportation (FDOT) 	<p>International African American Museum</p> <ul style="list-style-type: none"> ▪ City of Charleston ▪ International African American Museum ▪ Board of Architecture Review ▪ Design Review Board ▪ Technical Review Committee ▪ College of Charleston 	<p>Las Olas Corridor Improvements</p> <ul style="list-style-type: none"> ▪ City of Fort Lauderdale (Mayor, City Manager, Commission) ▪ City of Fort Lauderdale Community Redevelopment Agency (CRA) ▪ City of Fort Lauderdale Parks and Recreation ▪ City of Fort Lauderdale Public Works ▪ City of Fort Lauderdale Traffic and Mobility ▪ Beach Redevelopment Advisory Board (BRAB) ▪ Infrastructure Permitting Agencies ▪ Florida Department of Traffic (FDOT) ▪ Fish and Wildlife Commission (FWC) ▪ Florida Department of Environmental Protection (FDEP)





Social impact is how we measure our success as a firm. With every community delivered, jobs and small businesses are created via our vendor spend with Black and Brown firms, and they are thoroughly tracked and measured to inform stakeholders of the best ESG practices.

- BUWA BINITIE, CEO/FOUNDER OF DANTES PARTNERS

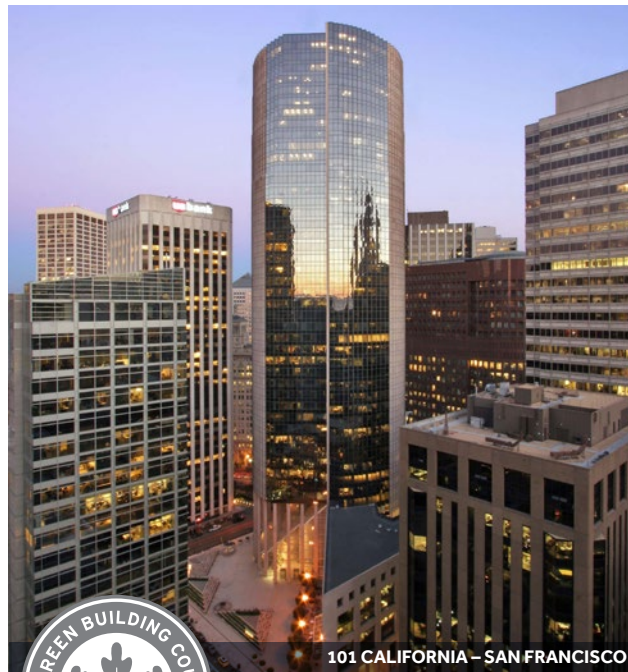
B. REFERENCE PROJECTS, EXPERIENCE, AND MINIMUM QUALIFICATIONS

Leveraging Building Certifications to Measure Success

Hines has long utilized building certifications to help set efficiency goals and benchmark success on a project basis and firm-wide. Our firm collaborated with USGBC in 1998 to formalize the energy efficiency standards we had established for Hines buildings into what became the Leadership in Energy and Environmental Design (LEED) certification. Hines also became the first international and privately held real estate company to commit to ENERGY STAR, a program we helped to develop.

Hines collaborates with green building organizations and certification programs in our global regions, including USGBC, UKGBC, German Sustainable Council, Green Building Council Brasil, and others.

In 2021, we formalized how we track certifications to create a more precise and auditable process in alignment with Green Bond Principles.



101 CALIFORNIA – SAN FRANCISCO



AQUALINA BAYSIDE TORONTO –TORONTO



PALLARS 433 – BARCELONA



ONE MUSEUM PLACE – SHANGHAI



Wellness Certifications

BREEAM®

45



18

HQE®

9



180

fitwel®

11



7



122



- 84 million square feet
- Average performance rating of 79.6
- 38.1% more energy efficient than the national average
- 102,147 metric tons in annual CO2 reduction
- \$15.9M total savings per year across the portfolio
- \$0.92 average energy cost savings per square foot per year
- Annual greenhouse gas emissions from 22,215 passenger vehicles and 256,715,623 miles/year driven by an average passenger vehicle
- Greenhouse gas emissions avoided by recycling 34,744 tons of waste instead of sending it to the landfill

173
labels

2,172
labels to date

206

buildings in portfolio

15

Sustained
Excellence awards

18

Partner of the
Year awards

Digital Connectivity Certifications

WiredScore

WiredScore assesses, certifies, and improves digital connectivity and smart technology in homes and offices on a global scale.

Digital connectivity is vital to the way we live and work, which is why WiredScore's mission is to make the world's buildings smarter and better connected, to enable a more collaborative, innovative, and dynamic future.

29

Developments
Certified or Registered

91

Average Score



101 SECOND STREET – SAN FRANCISCO

Investing in IAQ research, innovation, and leadership with Well Living Lab

Hines is a Founding Alliance Member of the Well Living Lab, joining other leading organizations such as the International WELL Building Institute (IWBI) as Founding Alliance Members. The Well Living Lab, formed as a collaboration between Delos and Mayo Clinic, explores the connection between health and the indoor environment. As a founding member, Hines will support the Lab's research in identifying and quantifying the key variables that improve health, well-being and productivity in indoor spaces. Hines also plans to work with the Lab to identify further needed research and to conduct studies in the Well Living Lab to advance this research.

Through the Alliance community, the Well Living Lab collaborates with companies, nonprofit organizations and industry experts who want to play a leadership role in understanding and creating indoor environments that enhance human health and well-being. In 2021, we continued our research partnership with them to support rigorous scientific studies of the interactions between SARS-CoV-2 (the virus that causes COVID-19), the built environment, and human health. Hines contributed expertise in development, engineering, innovation, and property management, and studies were run by Well Living Lab and experts from Mayo Clinic and University of Minnesota.

Founded by a mechanical engineer with a pioneering commitment to sustainability, Hines has long been on the forefront of energy-conserving and quality-of-life initiatives, such as LEED® and ENERGY STAR® – each with a significant focus on improving the built environment and protecting the natural environment.





Timber, transit, and technology attract high-quality talent

Future innovation is founded on sustainability of our environment and deeply ingrained in everything that Hines touches. Hines is dedicated to building some of the world's most sustainable projects, and Hines **modern mass timber office product** called T3 is proof of that philosophy.

T3 is Hines' approach to creating the authentic, inspiring feel of warehouse and industrial spaces while seeking to deliver exceptional tenant comfort, energy efficiency, and technological capability. What's more, timber construction can significantly reduce embodied carbon in a building while helping to address many other ESG goals for our clients and our firm.

Rapidly renewable and cleaner than concrete, sustainably sourced timber is slightly more expensive than traditional building materials, but it shortens the construction duration of T3 projects significantly.

T3 also addresses human health and wellness in the built environment. From the high ceilings and natural light to the atmosphere and acoustic quality created by exposed wood, T3 aims to create comfortable, inspiring spaces that support innovation, connection, and well-being. People are naturally drawn to T3 buildings, which helps Hines clients attract and retain great talent.



T3 RINO – DENVER, CO



T3 RINO – DENVER, CO



36 WELLINGTON STREET – SYDNEY, AUSTRALIA



T3 STERLING ROAD – TORONTO, ONTARIO

Hines T3 portfolio

2

number of buildings complete

6

under construction

8

in design



T3 BAYSIDE – TORONTO, ONTARIO

Sustainably Sourced

Trees from managed forests

Rapidly Renewable

Young trees, not old growth

Removes CO₂ from the Atmosphere

More than 3,860 tons of CO₂ stored in the structure of a T3 building²

Cleaner Construction

Utilizing wood avoids 1,540 tons of CO₂ emissions in a T3 building³

1. Includes projects that are in design, schematic design, and master planning phases as well as those working through entitlements/permitting and currently bidding.

2. 3,500 metric tonnes.

3. 1,400 metric tonnes numbers based on T3 Minneapolis.

B. REFERENCE PROJECTS

Hines and the Rays bring together a world-class team to develop the Historic Gas Plant District redevelopment. The team includes diverse, financially capable, best-in-class operators, architects, engineers, and consultants with a long and proven track record executing large placemaking projects.

Hines Development Experience

74M+ SF
Living/Housing

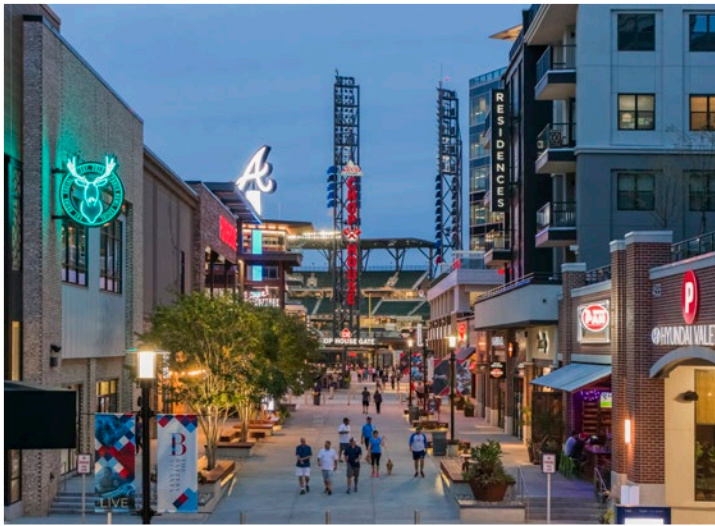
11M+ SF
Niche
(Arts & Cultural, Education,
Medical/Biotech, Sports)

9M+ SF
Hospitality

17M+ SF
Retail & Restaurant

192M+ SF
Office





The following case studies show our passion for place-making, enriching people's lives and creating unforgettable experiences within an equitable economic environment based upon opportunity for the local and diverse community we will elevate.



B. REFERENCE PROJECTS



THE
PARKS
Historic Walter Reed

Hines

For decades, the 110-acre military base served as home to the historic Walter Reed Medical Center. With its grand scale and desirable location, the site was perfectly positioned to serve again with distinction – this time as a vibrant, mixed-use community.

PARTNERING FOR UPSCALE PLACEMAKING

Ultimately, 66 acres of the former base would be transferred to Washington, DC, stewarded by the newly formed Local Redevelopment Authority and managed by DC’s Deputy Mayor for Planning and Development.

A wide range of government agencies and community groups were involved in setting parameters for the District’s master plan, including infrastructure, desired densities, green area ratios and more. Hines engaged in years of interagency collaboration and community engagement prior to 2013 when the District solicited a developer through an RFP process.

OPTIMIZING LONG-PHASE OPPORTUNITIES

Hines closed on the land in late 2016 after due diligence and negotiating land acquisition with U.S. Army and redevelopment obligations with the District. Hines’ multi-phase master plan fit largely within the District’s established bounds and enabled Hines to maximize the pace of development and land value. An economic win-win for the project and development partners.

To support the sizeable investment in land and infrastructure, Hines structured the deal with the District so that each development parcel or existing building redevelopment could be separately capitalized – creating valuable, bite-sized opportunities for investors, including the non-profit redevelopment partners pre-selected by the District. Land value created by the sale of each parcel will effectively be used as a funding source for the land development.

CONNECTING WITH THE GREATER COMMUNITY

The fences that once divided the base from surrounding neighborhoods are coming down. Hines configured the new street network, sidewalks and bike paths to connect to major transit routes outside the site – and a vibrant mix of historic buildings, multifamily residences and other walkable destinations within it.

The site aims to achieve the highest required Green Area Ratio score in the District. The historic Great Lawn is just part of the nearly 20 acres of parks, plazas and art spaces open to all. Hines upped the fun factor by adding a new playground and dog park.

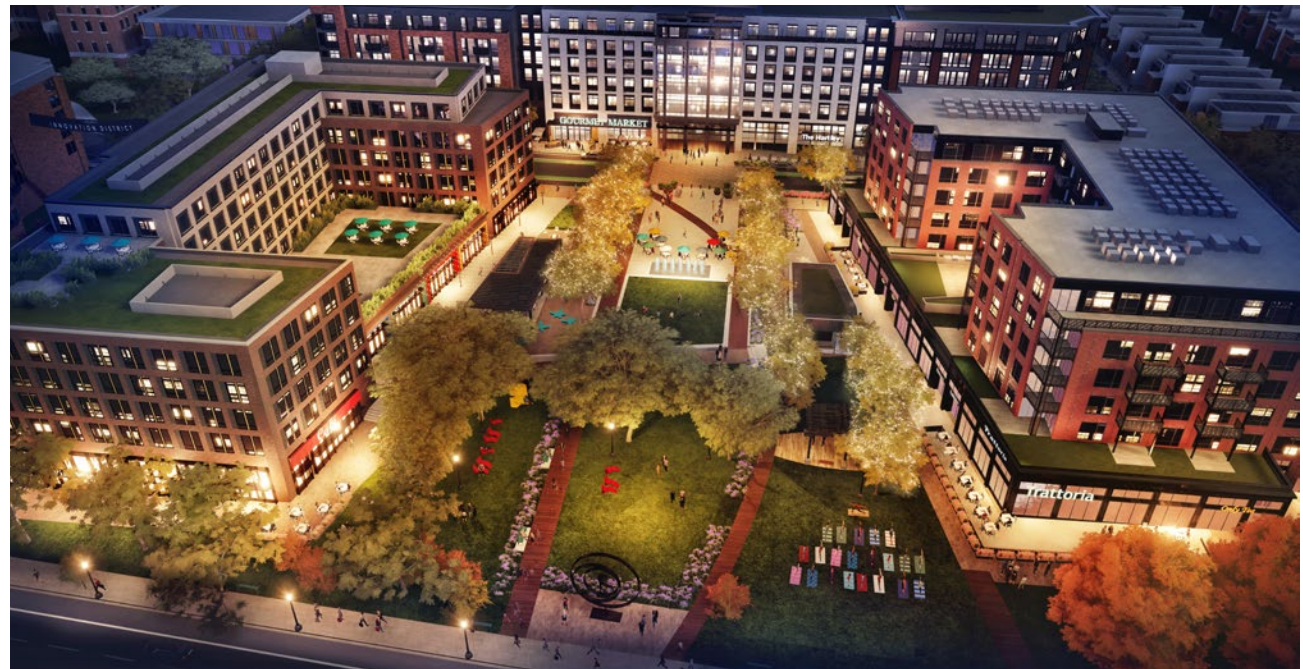
An upcoming draw, The Parks Marketplace, anchored by Whole Foods Market, is designed to provide a destination for socializing amidst a wide variety of shops and restaurants set along its stunning Grand Plaza.

ADVANCING SUSTAINABILITY AND LIVABILITY

For each development, Hines is employing energy- and water-conservation tools such as green roofs, photovoltaics and rain gardens and is committed to exceed the District’s stringent energy code requirements – some of the toughest in the country. The project development will meet local hiring and local business expenditure thresholds as agreed to with the District.

Through strategic partnerships and creative financing, Hines was able to designate 20% of the property’s total units as affordable housing – double the District’s typical zoning requirement.

When complete, The Parks at Walter Reed will contain 3.1 million square feet of new construction and adaptive reuse of historic structures, including retail, multifamily apartments and condos, offices, a school and a hotel.





PROJECT OVERVIEW

Hines: Owner; Master Developer; Developer; Property Manager
Development Partners: Urban Atlantic, Triden Development Group
Design Team – Master Development Architect: Torti Gallas Urban
Location: Northwest Washington, DC
Land Area: 66 acres
Total Buildout: 3.1M SF
Project Timeline: 2016-2028

AUTHORIZED REFERENCE:

Randall Clarke
Director
Walter Reed Local Redevelopment Authority
202.727.6365
randall.clarke@dc.gov

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

- Land Development: \$160M
- Phase I Adaptive Reuse (Affordable): \$14M
- Phase I New Development: \$123M
- Phase II New Development (Town Center): \$220M
- Thereafter: \$483M
- Total: \$1B

Program:

- Apartments: 1,980
- Condos: 360
- Townhome/Two-over-twos: 227
- Retail: 130,000 SF
- Office: 260,000 SF (includes Howard University)
- Education: 170,000 SF (DCI)
- Non-Profit Users: DC International Charter School, Howard University (Ambulatory Care/Offices), HELP USA (Affordable Housing), So Others Might Eat (Affordable Housing)



Vertical Components Completed or Underway (Hines projects only)

Completed:

- The Vale – 301 units, 18,000 SF retail
- The Brooks – 89 units
- Abrams Hall Senior – 80 units

Underway:

- The Hartley – 323 units, 60,000 SF retail
- Kite House – 109 units, 11,000 SF retail
- 1155 Dahlia Street – 60 units (co-living), 22,000 SF retail

RELEVANCE TO PROJECT:

- Large, complex, multi-phased site with 15+ year development horizon with significant public infrastructure investment. The Parks will include new roads and infrastructure and nearly 20 acres of parks and plazas, and will employ energy saving and water conserving tools.
- Public-private partnership on land formerly controlled by the U.S. Army and owned by the District of Columbia. Public benefit requirements include income-restricted affordable units within the project..

CAMPUS NEIGHBORS

Children's National Medical Center Research and Innovation Campus and the U.S. State Department's Foreign Mission Center, both part of the former Walter Reed Army Medical Center Campus

PROJECT ENGAGEMENT

- District Deputy Mayor for Planning and Economic Development
- Historic Preservation Review Board
- Community Advisory Committee
- District Agencies

AWARDS

- 2019 Congress for the New Urbanism Charter Award
- 2019 Vision Award – the Committee of 100 on the Federal City
- 2019 Best Real Estate Deal – Washington Business Journal – Delivery of Phase 1
- Delta Associates' 25th Annual Apartment and Condominium Industry Awards for Excellence in the category of Best Washington/Baltimore Mid-Rise Condominium Community – The Brooks
- 2021 Affordable Housing Finance Reader's Choice Award Winner – Abrams Hall Senior



CityCenterDC

Hines

For 24 years the Washington Convention Center dominated the District of Columbia's downtown landscape. When the District decided to build a new facility nearby, it opened a sizeable opportunity – 10 acres of prime real estate located in the heart of the District.

With New York Avenue running along its northern edge, an enviable neighborhood to the west and two major subway stations a block away, Hines nicknamed the property "The hole in the donut." The driving question became how to fill it.

ALIGNING ON A VISION.

The District actively engaged community stakeholders for feedback on land usage, benchmarked best practices for mixed-use projects around the world, then laid out their vision:

- Create a unique, truly exceptional, pedestrian-friendly mixed-use urban neighborhood to include retail, residential, civic/cultural and entertainment uses.
- Create a place that is first and foremost for the District and its residents and appeals to downtown workers and visitors.
- Create a great urban place with the highest level of quality and innovation in urban design and architecture.

REIMAGINING THE SPACE. MAXIMIZING THE INVESTMENT.

Instead of crowding the site with larger building footprints, Hines designed the office and residential buildings to meet market needs, increase retail frontage and maximize pedestrian circulation through the site.

A fiscal benefit analysis confirmed that Hines' innovative plan – which included street-level retail on all four sides of every building – created a huge multiple for tax revenues from sales taxes, resident

income taxes and hospitality taxes. The mix of uses also responded to the District's objective for local job creation and, most importantly, paved the way to a world-class urban neighborhood experience.

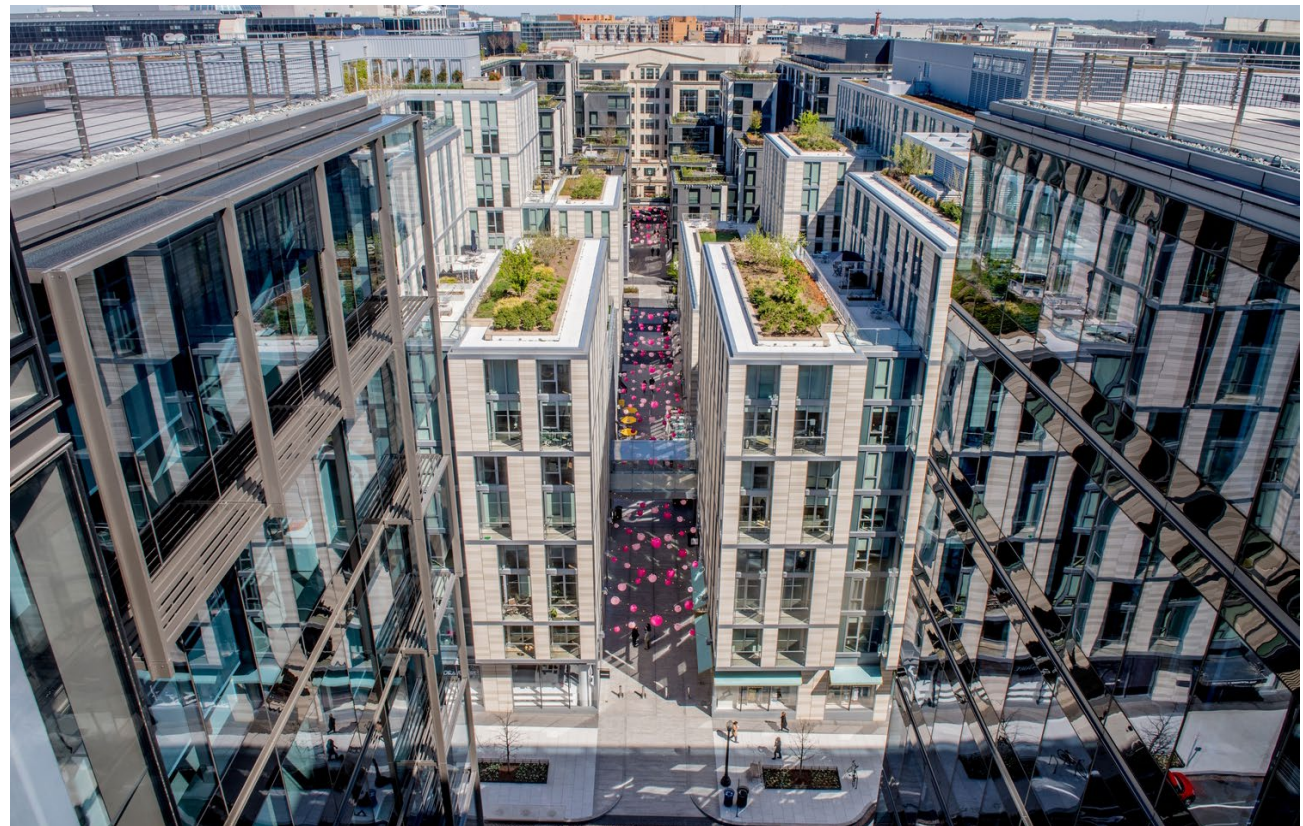
MASTER PLANNING A TRULY EXCEPTIONAL LIFESTYLE.

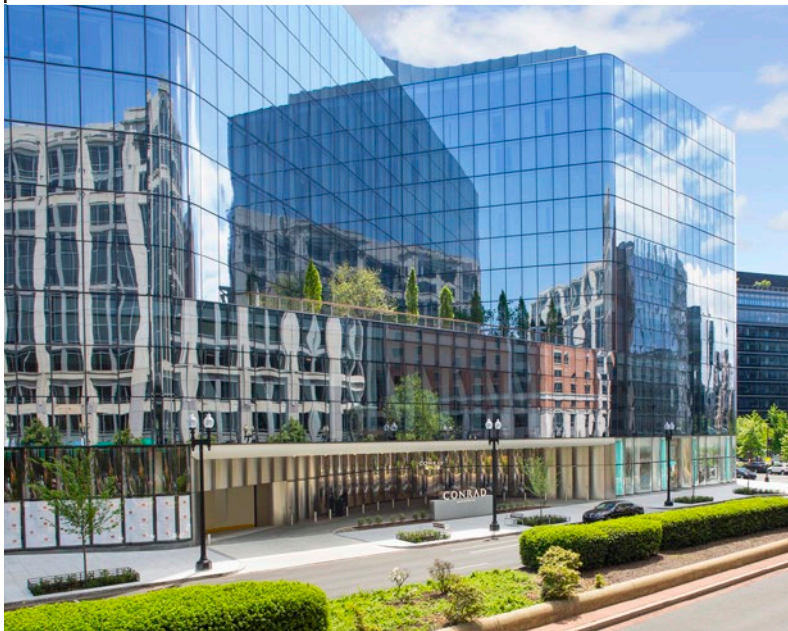
Stroll through CityCenterDC today and you'll be tempted to linger. There's an energized mix of everyday fun and high-end luxury here. That's all part of the plan.

Hines re-established the street grid to provide optimal visibility through the site and make room for surprisingly delightful pedestrian experiences. With more than 40 retailers and restaurants, prime office space, luxe residences and a Conrad Hotel,

CityCenterDC is a vibrant destination for residents and visitors alike.

Public spaces are directionally oriented to maximize natural light, while programmed spaces are engineered to support social and entertainment events any time. An Instagram favorite, the award-winning Gateway at CityCenterDC video wall artfully captures the upbeat dynamism of the city. Even marketing materials reflect a playful sophistication. From optimizing street-level retail to integrating effective sustainability strategies to initiating a major grant program for local non-profits, CityCenterDC represents the highest standards of what a public-private partnership can and should be.





AUTHORIZED REFERENCE:

Andrew Trueblood
Director
District of Columbia Office of Planning
1100 4th Street SW, Suite E650
Washington, DC 20024
Phone: 202.442.7636
andrew.trueblood@dc.gov

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

- Phase 1: \$800 million
- Phase 2: \$250 million

START AND COMPLETION DATES:

2020 – Ongoing

DEVELOPMENT SCOPE:

- Two 11-story apartment buildings: 458 units; 522,000 SF
- Two 11-story office buildings: 522,000 SF
191,600 SF retail space
- Two 11-story condominium buildings; 216 units, 320,500 SF
- 10-story Conrad Hotel: 412,800 SF, 360 rooms, 30,000 SF of retail space
- Public Park
- Central Plaza
- Retail-oriented alleyways and streetscapes
- 1,555-car parking facility
- Master planned but not developed by Hines: 500,000 SF of office space; 40,000 SF of retail space

RELEVANCE TO PROJECT

- Award-winning mixed-use development which created a world class environment in a previously underutilized area of the city.
- Public-private partnership in the District of Columbia on land owned by the District. Benefits agreement with DC included considerations for streets, parks, affordable housing, and supporting

DC's program to build the capacity of local, small, disadvantaged business enterprises

- Successful placemaking, marketing, and customer engagement initiatives make the development a year-round destination. CityCenterDC has a social media following of 50,000+ distinct accounts.
- The Apartments at CityCenter offers 92 affordable housing apartment residences ranging from studio, one-bedroom and two-bedroom floor plans, at rents affordable to households earning 60% and 80% of the median family income

PROJECT ENGAGEMENT

- District Deputy Mayor for Planning and Economic Development
- Historic Preservation Review Board
- District Office of Planning
- District Department of Housing and Community Development
- District Department of Transportation
- District Department of Energy and the Environment
- District Department of Small and Local Business Development
- District Department of Employment Services
- Community Advisory Committee
- Area Neighborhood Commissions 4A and 4B

AWARDS



Best in the Industry Project of the Year
ULI Washington, D.C.
2015 Trends Awards - Excellence in
Mixed-Use Development
Landmark Development Project

Hilton 2018 Legacy Award
for Best New Build in America

National Capitol Emmy Award –
Commercial – Single Spot category for “District of
Joy” marketing campaign



Hines

For decades, Milan's abandoned railyard served little purpose other than to house the City's construction materials or host the occasional city event. Many attempts to redevelop the land had been made, but fragmented ownership, a skeptical public and the magnitude and complexity of the challenge proved insurmountable.

But in 1999, visionary developer Gerald Hines and Riccardo Catella, then-country head of Hines Italy, began fostering a plan that would reunite the historic neighborhoods north and south and create a new mixed-use district to unify the area and reignite the cultural and contemporary soul of Milan. It would be a plan built on partnership and human-centered design.

A SNAPSHOT OF PORTA NUOVA.

Named after Milan's series of ancient city gates, Porta Nuova or "New Gate," is one of the largest, most celebrated mixed-use urban regeneration projects in Europe, occupying 72 acres of combined office, retail, residential and public plazas and green spaces. Developed in three key phases by Hines and its partners, it took 12 years and 21 architects from eight countries to bring it to life.

Not far from the famed Duomo di Milano, Porta Nuova is considered the new international center of the city. It is designed as a pedestrian district and is fully embraced by residents, workers, tourists and locals who use the area to experience la bella vita day and night.

A BRILLIANT PLATFORM FOR PEDESTRIANIZATION.

The ultimate goal was to create a modern, world-class destination that supported a 24/7 live, work, play environment that honored the historic sensitivities of its adjacent neighborhoods and connected to adjacent rail, subway and bus lines to promote sustainable transit. To achieve this, a

conceptual master plan for the site's public spaces needed to come first.

Gone was the industrial wasteland. Instead, all vehicles now run below an immense podium 6.5 meters above street level with bridges that seamlessly connect north to south and east to west – elevating the urban realm and inviting all to stroll through Porta Nuova's grand piazza, sit alongside its two-story cascading pool and explore its many parks and green spaces by foot or bicycle.

Interconnecting pathways, gradually inclined slopes, escalators and more would provide access to the three new commercial and residential districts – Garibaldi, Varesine and Isola – and to neighboring historic Corso Como and luxury shopping areas.

The plan demonstrated Hines Italy's strategic, long-term commitment to Milan, allayed skepticism among public officials and citizens, and guided the design and densities of new buildings that would edge the site's contiguous public spaces.

BUILDING A BRILLIANT CONNECTION THROUGH WORLD-CLASS ARCHITECTURE.

Following international competitions, Hines Italy enlisted the talents of three world-renowned master-plan architects to steward the vision for each individual district.

In its first year of operation, Porta Nuova attracted more than 12 million visitors. Fans of modern architecture, place-making and sustainable design are treated to a daily tour de force of artful ingenuity.

At the center of Porta Nuova Garibaldi the UniCredit Tower, with its gentle arc enclosing Piazza Gae Aulenti and iconic 80-meter stainless-steel spire, is the project's tallest building – visible from more than 10 kilometers away.

Largely residential on the west with offices on the east, Porta Nuova Varesine boasts Milan's biggest green roof – a 4,000-square-meter expanse at the project's ground level that covers a below-grade venue space that hosts the city's most important trade exhibitions.

The award-winning Bosco Verticale residential complex located in Porta Nuova Isola is a stunning example of urban reforestation, with live trees and plants embedded in every balcony.

Hines integrated advanced sustainability solutions site wide, including a system of groundwater wells for geothermal energy. While under Hines ownership, 22 buildings were LEED® certified and 21 of those achieved LEED® Gold.







PROJECT OVERVIEW

Location: Milan, Italy

Developer: Hines Italia Srl

Site size: 29 hectares (72 acres)

Public and Pedestrian Area: 170,000 sqm (42 acres)

Office Space: 140,000 square meters (1.5 million sq ft)

Residential Units: 403

Retail and Cultural: 40,000 square meters (430,445 sq ft)

Master plan architects:

Pelli Clarke Pelli Architects, USA - Porta Nuova Garibaldi

Kohn Pedersen Fox, UK - Porta Nuova Varesine

Stefano Boeri Architetti, Italy - Porta Nuova Isola

Original owner: Hines Italia SGR on behalf of Porta Nuova Garibaldi, Porta Nuova Varesine, Porta Nuova Isola funds.

Current owner: Qatar Investment Authority

AUTHORIZED REFERENCE:

Mr. Andrea Viaroli

Director of the implementation general zoning plan department of the Municipality of Milan

(During the Porta Nuova project he was responsible for the Building Permit Department and released all the building permits for the Porta Nuova project)

+39 346 0409966;

andrea.viaroli@comune.milano.it.

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

€1.2 Billion – €1.5 Billion

RELEVANCE TO PROJECT

- Porta Nuova is a mixed-use regeneration project near the centre of Milan on 72 acres of land, of which 42 acres is a public and pedestrian area, including 22 acres of public park. The development comprises a mix of office space, residential units, retail and cultural venues.
- Porta Nuova is one of the largest urban development projects in Europe, involving more than 20 architectural firms from eight countries.
- The 72-acre project's master plan is designed to revitalize an abandoned area while connecting the three adjacent neighborhoods.
- While under Hines ownership, 22 buildings were LEED® certified and 21 of those achieved LEED® Gold.

AWARDS

2013 UniCredit Tower – One of 10 Best Towers in the World

2014 Bosco Verticale – International Highrise Award

2015 Bosco Verticale – Best Tall Building Worldwide

2015 Bosco Verticale – Best Tall Building Europe

2015 Solaria & Aria – Sara Award

2016 Porta Nuova – European Property Awards

2016 Piazza Gae Aulenti – Landscape Institute Award

2018 Porta Nuova – Worldwide Best Urban

Regeneration Project (Mipim)

2019 Solaria & Aria – Merit Award of Excellence AIA Awards

2019 Bosco Verticale – Among The World's 50 Most Iconic Skyscrapers

B. REFERENCE PROJECTS

HINES

AMERICAN TOBACCO

DURHAM, NC

AUTHORIZED REFERENCE:

USAA Real Estate
Edmund Donaldson
edmund.donaldson@usrealco.com

ROLE:

Developer: Hines

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$400+ million

START AND COMPLETION DATES:

2020 – Ongoing

DEVELOPMENT SCOPE:

- Land Area and Project Statistics: 11 Acres, 782,000 SF
- Hines, Capitol Broadcasting Co., and USAA Real Estate are developing a 782,000-square-foot mixed-use project bordering the west side of the bustling American Tobacco Campus in downtown Durham.
- The new development features easy access on its south side to NC 147, a vital Triangle artery connecting downtown Durham to the Research Triangle Park, I-40 and I-85.
- The first phase will include 353,000 square feet of leasable space in two Hines T3 (Timber, Transit and Technology) creative office buildings; 343 unit



multifamily component in a 14-story high-rise building; and 104,000 square feet of experiential retail with a prepared foods grocer and complimentary amenity shops and restaurants. Additionally, the development will include an activated central plaza and pedestrian alleyways that will be actively programmed with events and experiences to enhance the community.

RELEVANCE TO PROJECT

- Partnership with a land and sports owner to develop a mixed-use destination, in a high-growth market and adjacent to an existing sports facility and nearby Durham Innovation District.
- Real-time development expertise in developing market leading product and destination retail and entertainment uses in an urban infill, mixed-use environment.
- Project includes over 100,000 square feet of experiential retail with a prepared foods grocer and complimentary amenity shops

and restaurants. Additionally, the project will include an activated central plaza and pedestrian alleyways that will be actively programmed with events and experiences to enhance the community.

ENTITIES AND KEY PERSONNEL

- Equity Investor: USAA Real Estate
- Developer: Hines
- Development team includes: Kurt Hartman and Paul Zarian
- Co-Developer: Capitol Broadcasting Company



B. REFERENCE PROJECTS

HINES

BAYSIDE TORONTO

TORONTO, ONTARIO

AUTHORIZED REFERENCE:

Avi Tesciuba
416.595.1945
Avi.Tesciuba@hines.com

ROLE:

Developer

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$1.1 billion

START AND COMPLETION DATES:

2010 – Ongoing

DEVELOPMENT SCOPE:

- Land Area and Project Statistics: 1,906,250 SF
- Aqualina, the first of the four residential buildings at Bayside delivered in 2018, and in 2020 was the first high-rise residential building in Toronto to earn LEED Platinum. The 363-unit building has a rooftop photovoltaic array to offset the building's energy consumption and uses variable refrigerant flow systems for more efficient heating and cooling. It also earned the Canadian Green Building Council's Inspiring Home award for its NetZed suite, a unit designed to produce more energy than it consumes.
- Aquavista, the second residential building at Bayside delivered in 2019 and houses the



Artscape Bayside Lofts – 80 affordable rental units designated specifically for artists and their families.

- Designed by 3XN, Aquabella, the third residential building, delivered in 2021 and is currently pursuing LEED Platinum certification. Aqualuna, the last of the four residential buildings is set to deliver in 2024.
- T3 Bayside's timber structure significantly reduces the building's impact on the environment – resulting in an estimated 40-50% reduction in embodied carbon when compared to a traditional office building, or the equivalent of taking approximately 2,700 cars off the road. T3 Bayside will target LEED Gold and WELL certifications and have achieved WiredScore Platinum.

RELEVANCE TO PROJECT

- Award-winning reactivation of underutilized property into a vibrant mixed-use community.
- Public partnership with Waterfront Toronto, an organization created by the Governments of Canada and Ontario and the City of Toronto. Hines engaged with a full team of project consultants



and public stakeholders to develop, implement and construct the award winning master plan.

- Multi-phased, long-duration master plan project in Toronto. Hines led master planning, design, budgeting, pre-construction and construction management of the various phases, including the public infrastructure on behalf of Waterfront Toronto.

ENTITIES AND KEY PERSONNEL

Key Personnel:

Kevin Shannahan, CEO Canada/Midwest/
Southeast/Brazil Region

Avi Tesciuba, Country Heads, Hines Canada

Dave McGinnis, Senior Managing Director

Michael Gross, Vice President, Construction

Myles Millard, Director

Architects: 3XN, Arquitectonica

Entities:

Aqualina – Hines Bayside I ULC

Aquavista – Hines Bayside II ULC

Aquabella – Hines Bayside III ULC

Aqualuna – Hines Bayside IV ULC

T3 Bayside Phase I – T3 Bayside I LP



B. REFERENCE PROJECTS

HINES

LINCOLN COMMON

CHICAGO, IL

AUTHORIZED REFERENCE:

Edmund Woodbury
President
McCaffery Interests, Inc.
312.944.3777

ROLE:

Owner and Redeveloper

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$270+ million

START AND COMPLETION DATES:

2015 – 2019

DEVELOPMENT SCOPE:

- 582,924 square feet
- In 2015, Hines partnered with McCaffery Interests to redevelop the former Children's Memorial Hospital site in Chicago's Lincoln Park neighborhood.
- The Lincoln Common project, located at the intersection of Lincoln Avenue, Fullerton Parkway and Halsted Street, consists of two luxury apartment buildings with a total of 538 units, approximately 92,000 square feet of retail and 31 low-rise condominium residences. Designed by Antunovich Associates in collaboration with Skidmore, Owings & Merrill, the project includes



the adaptive reuse of several historic structures, including two terra cotta-façade buildings.

- The development provides the community with more than 57,000 square feet of accessible open space, including a landscaped central plaza, gardens, fountains and a children's play area. The project implements the latest sustainable design and construction practices. The Apartments at Lincoln Common are certified LEED® Silver and the office and the retail buildings have been certified LEED® Gold.

AWARDS:

- 2021 CTBUH Best Urban
- Habitat - District/Master Plan Scale
- LEED Gold 2020
- LEED Silver 2020

RELEVANCE TO PROJECT

- Located at the nexus in Chicago's Lincoln Park community, Hines partnered with renowned architects SOM and Antunovich Associates to design a state-of-the-art 1.1 million square foot, mixed-use development at the site of the former city-owned, Children's Memorial Hospital.
- Certified LEED ID+C Silver, Lincoln Common utilizes high-performance exterior systems



and landscaped roof terraces in both residential towers. The project achieved a 75 percent diversion of construction waste from landfills, a 50 percent reduction in potable water use for irrigation, and made use of recycled building materials.

- The development includes more than 68,000 square feet of open space, including a central plaza, landscaped gardens, and children's play area. It also contains 105,000 square feet of retail space, two 20-story residential towers containing a total of 540 residential units – 54 of which are affordable – for-sale residential condominiums, an office building, and senior living facility.
- Comprehensive multi-stage, multi-year community consultation and rezoning effort within a low-density neighborhood

ENTITIES AND KEY PERSONNEL

- Lincoln Fullerton REIT Property LLC
James R. Walsh, Senior Managing Director, Hines
David R. Bach, Managing Director, Hines
- Orchard Fullerton Condo LLC
James R. Walsh, Senior Managing Director, Hines
David R. Bach, Managing Director, Hines



B. REFERENCE PROJECTS

HINES

FENTON

RALEIGH, NC

AUTHORIZED REFERENCE:

USAA Real Estate
Edmund Donaldson
edmund.donaldson@usrealco.com

ROLE:

Developer

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$370+ million

START AND COMPLETION DATES:

2016 – 2022 (Phase I)

DEVELOPMENT SCOPE:

- Land Area and Project Statistics: 92-acres; 2,500,000 SF; Phase I: 250,000 SF retail, 200,000 SF office, 357 multifamily units
- Hines and Columbia Development Group in partnership with USAA Real Estate are developing Fenton—a 92-acre mixed-use district in the Cary submarket of Raleigh/Durham, North Carolina. Fenton will be Cary's first vertically integrated, mixed-use destination.
- The development will offer 2.5 million square feet of retail, office, restaurant, hotel and multifamily. The initial phase will consist of 348,000 square feet of specialty and experiential retail, including



a high-end movie theater; 195,000 square feet of Class A office; 357 apartment units; and a 175-key hotel.

- Fenton will be located along Cary Towne Boulevard at I-40, adjacent to the Wake Med Soccer Park. The highly-amenitized development is proximate to Research Triangle Park—the regional job engine, as well as many of the area's best residential neighborhoods and public and private schools.
- In terms of economic impact, the projection is more than 19,000 jobs created in Cary and an economic impact of \$1.2 billion, as well as an extra \$7.7 million in annual tax revenue for the town. (See <https://carycitizenarchive.com/2018/02/08/details-on-fenton-development/>)

RELEVANCE TO PROJECT

- Mixed-use neighborhood development and placemaking project which will elevate the area into a destination.

- An understanding of diverse local and national retailer needs and tenant relationships which are critical to large-scale mixed-use placemaking.
- It's one of the largest retail-driven projects currently underway in the U.S.

ENTITIES AND KEY PERSONNEL

- Equity Investor: USAA Real Estate
- Developer: Hines
- Development team includes: Kurt Hartman and Paul Zarian
- Co-Developer: Columbia Development



B. REFERENCE PROJECTS

HINES

FAT VILLAGE

FORT LAUDERDALE, FL

AUTHORIZED REFERENCE:

Alan Hooper
Urban Street Development
alan@urbanstreetdevelopment.com
954.632.6556

ROLE:

Developer

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$550+ million

START AND COMPLETION DATES:

2021 – Ongoing

DEVELOPMENT SCOPE:

- 6 Acres, 835,000 SF
- FAT (Food Art Technology) Village is located along North Andrews Avenue between 5th Street and Sistrunk Boulevard and is two blocks from the Brightline's Fort Lauderdale high-speed commuter rail station, which connects Fort Lauderdale to Miami, West Palm Beach and, in 2022, Orlando. This four-block creative enclave will serve as the reimagined epicenter of the City's art-centric district and will feature approximately 500 multifamily units in two residential towers; 80,000 square feet of curated food and beverage offerings, shopping, entertainment, and art



studios and galleries; and 350,000 square feet of office space in two of Hines proprietary, heavy timber T3 (Timber, Transit, Technology) creative office buildings.

- FAT Village will expand Downtown Fort Lauderdale's economic engine by creating a true live, work and play environment. The visibility and walkability of this city-defining project will help Downtown Fort Lauderdale in its competitive positioning to appeal to its share of the new to market office users coming to South Florida, as well as companies already located in the region seeking to relocate to Fort Lauderdale's urban core.

RELEVANCE TO PROJECT

- FAT Village is located near four-block creative enclave will serve as the reimagined epicenter of the City's art-centric district
- Project will feature approximately 500 multifamily units in two residential towers; 80,000 square feet of curated food and beverage offerings, shopping, entertainment, and art studios and galleries; and 350,000 square feet of office space in two of Hines



proprietary, heavy timber T3 (Timber, Transit, Technology) creative office buildings.

ENTITIES AND KEY PERSONNEL

- FAT Village Project LLC
- Alan Kennedy, Hines – Managing Director



B. REFERENCE PROJECTS

HINES

REED DISTRICT

NASHVILLE, TN

AUTHORIZED REFERENCE:

Reference upon request

ROLE:

Developer

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$500M+ Phase 1

START AND COMPLETION DATES:

2021 – Ongoing

DEVELOPMENT SCOPE:

- 7-million-square foot multi-phased mixed-use project
- Reed District represents a distinctive investment opportunity to transform a 12-acre gateway site in Midtown Nashville into a locally focused, mixed-use destination with music, art, food and entertainment-oriented uses. The project will draw from the historic character of the approximately 100-year-old Coca-Cola building, converting it into a modern retail and creative office hub and developing high-rise office, apartment, hospitality, lifestyle and essential services, all within an infill setting located directly in the path of Nashville's continuing urban renaissance.
- Phase I of the Reed District will total in excess of



800,000 square feet with construction planned to commence in 2Q 2023 and will include the ground-up development of a 300-unit apartment building, 300,000-square-foot office building, 250-key hotel, the adaptive re-use of a vintage Coca-Cola bottling plant to include 100,000 square feet of creative office and destination lifestyle retail and an activated green space which will serve as the centerpiece for the entire project.

RELEVANCE TO PROJECT

- At-scale, multi-phased, live-work-play destination with a focus on music, art, food, entertainment, creative office and housing.
- Reed District will be a model of environmentally friendly development, and will incorporate ESG-specific features. Project is targeting LEED and WELL certifications for the property, and will create an activated green space to serve as the anchor for the project and surrounding community.

- The project will draw from and respect the historic character of the neighborhood and develop creative office, apartment, hospitality, lifestyle and essential services, all within an infill setting located in the path of Nashville's continuing urban renaissance

ENTITIES AND KEY PERSONNEL

- Vikram Mehra, Hines – Senior Managing Director
- Steve Luthman, Hines – Senior Managing Director
- David Lawrence, Hines – Managing Director
- Arno de Villiers, Hines – Senior Analyst
- Design Architects
SOM (Master Plan and Commercial)
SCB (Residential)



B. REFERENCE PROJECTS

HINES + GENSLER

WEST EDGE

LOS ANGELES, CA

AUTHORIZED REFERENCE:

Dan Martin
Managing Partner
Philena Properties
Dmartin@sagehillcap.com
310.948.0060

Edmund Donaldson
Executive Managing Director Portfolio Management
USAA
210.690.6729
edmund.donaldson@usrealco.com

ROLE:

Developer: Hines
Architect: Gensler

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$450+ million

START AND COMPLETION DATES:

2017- Ongoing

DEVELOPMENT SCOPE:

- 4.8 Acres, 804,000 SF
- West Edge will be the preeminent live, work, play destination in West Los Angeles. The office building is registered to be LEED® and WiredScore



Certified and will pursue WELL Core & Shell Certification.

- The 4.8-acre site is the former home of the Martin Cadillac dealership and sits less than one block from the Expo/Bundy Metro station which connects downtown Santa Monica to downtown Los Angeles. The site is located within half a mile of the 10 Freeway and within one mile of the 405 freeway, in close proximity to pockets of executive housing within Brentwood, Santa Monica, Westwood, and Pacific Palisades.

RELEVANCE TO PROJECT

- Hines, USAA Real Estate and Philena Properties are developing West Edge, a transformative, transit-oriented, mixed-use development situated within the creative heart of West Los Angeles.
- Designed by Gensler, Togawa Smith Martin, and Rios Clementi Hale Studios, the project will offer 163,000 square feet of creative office space, private landscaped terraces over five floors, 600



luxury apartments, a full-service natural grocer, eight restaurants, a vibrant one-half-acre open-air plaza with alfresco dining, boutique retail and studio fitness options.

ENTITIES AND KEY PERSONNEL

- Douglas Metzler, Hines – CEO, U.S. West Region
- Varun Akula, Hines – Managing Director
- Matthew Hines, Hines – Senior Associate
- Architects: Gensler, AC Martin, Rios



B. REFERENCE PROJECTS

GENSLER

LOWER HILL DISTRICT REDEVELOPMENT

PITTSBURGH, PA

AUTHORIZED REFERENCE:

Christopher Buccini
President
The Buccini/Pollin Group
302.691.2100
cbuccini@bpgroup.net

ROLE:

Master Planner, Community Engagement Strategist,
Brand Strategist, and Architect: Gensler

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

Total: Confidential

START AND COMPLETION DATES:

2018–2024 (Estimated Phase 1 completion)

DEVELOPMENT SCOPE:

Land area (square feet): 13 Acres
Square footage of buildings (broken down by
product type): 3.2M SF
Residential: 1,420 Units (including workforce
housing)
Retail/F&B: 230,000 SF
Office: 820,000 SF
Hospitality: 220 Keys
Entertainment: 100,000 SF (6,400 Seats)
Green Space: 4 Acres



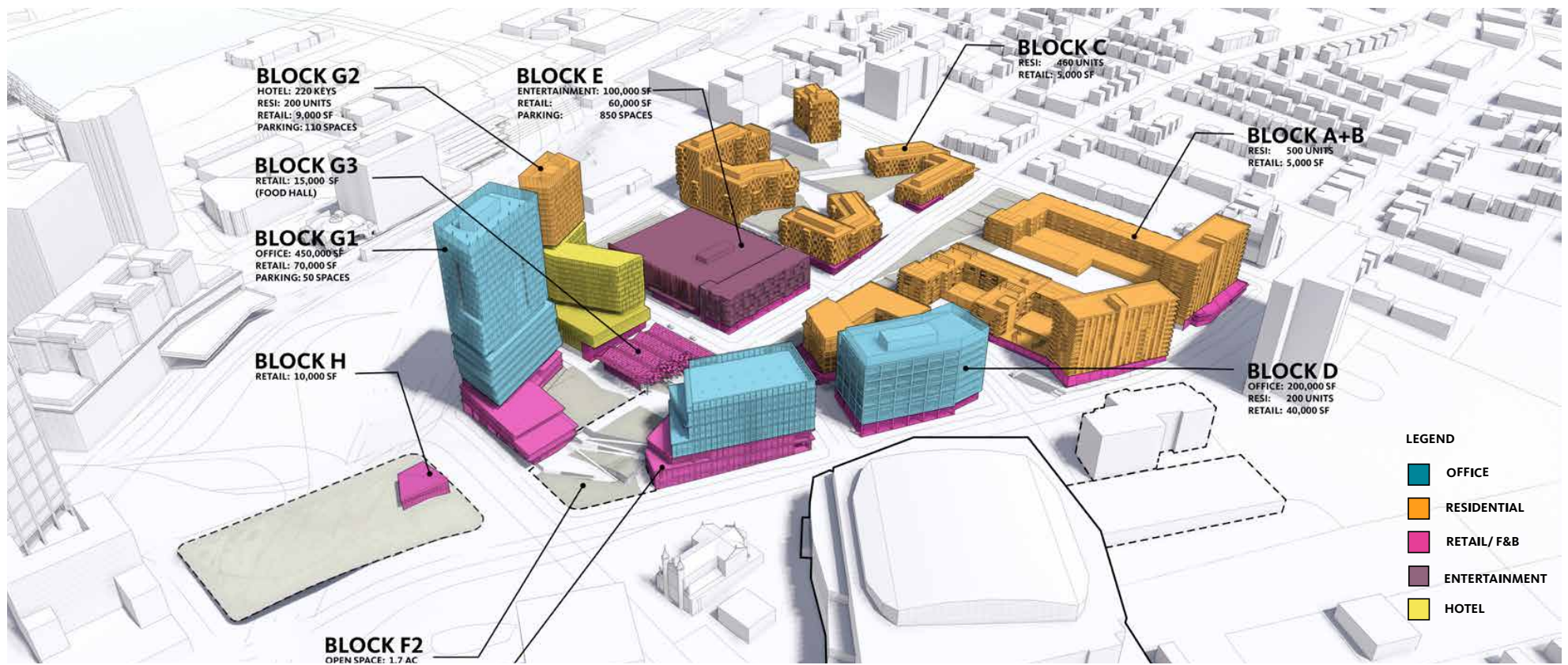
RELEVANCE TO PROJECT

Large site requiring new infrastructure; historic district with adaptive reuse, significant demolition, phased development with separate financing for each phase; engaged residential and stakeholder community.

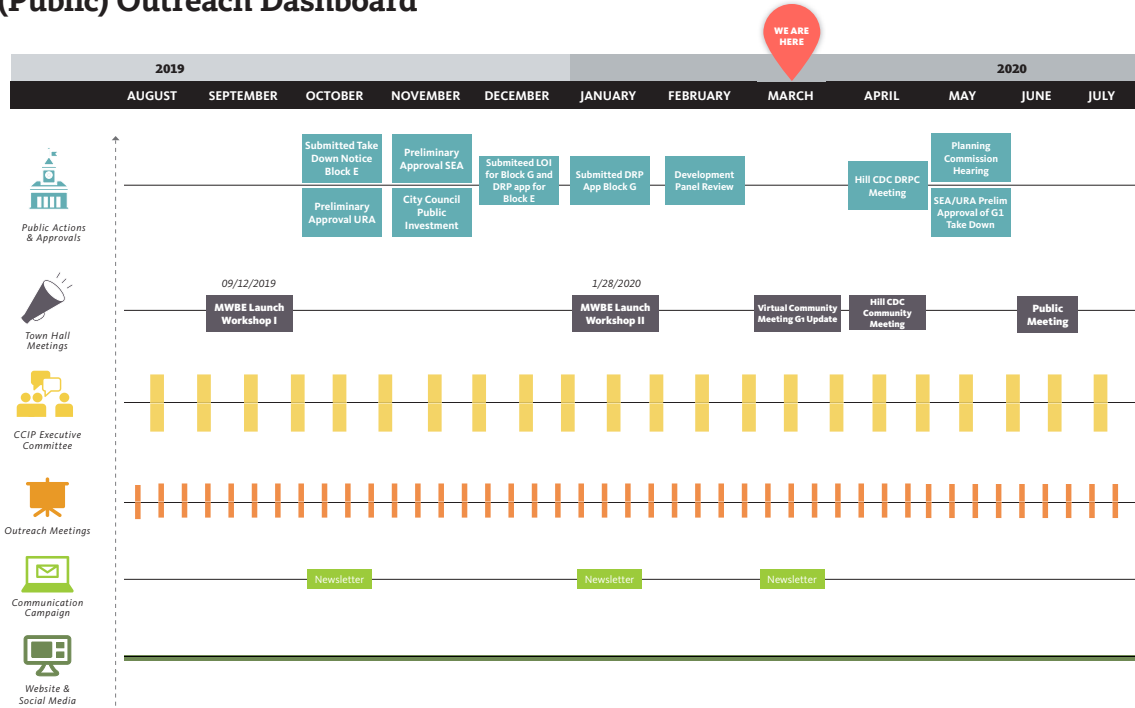
ENTITIES AND KEY PERSONNEL

Elaine Asal
Chris Rzomp
Vaki Mawema





(Public) Outreach Dashboard



NAVIGATING ONE OF THE COUNTRIES MOST PROGRESSIVE CBAS GOAL

At the crossroads of the region, Lower Hill is a mixed-use destination that connects north, south, east and west through activated green spaces, pedestrian-friendly retail corridors and multi-modal, urban environments. The team worked to create a holistic approach to urban design, brand identity, and stakeholder engagement.

IMPACT

- Site will feature 2.5 acres of open public space
- Anchor tenant committed to expanding neighborhood impact
- Target 45% MWBE participation, currently meeting 35%

HIGHLIGHTS

- Alignment with Community Benefits Agreement
- Town Halls and Public Input Meetings, Virtual and In-Person
- Community Collaboration Implementation Plan (CBA) Oversight Committee (Bi-Weekly Engagement)
- Significant Workforce Development and Job Creation Collaboration / Strategy
- Significant MWBE Engagement Strategy

Lower Hill Development

Community Collaboration and Implementation Plan (CCIP) and beyond



Minority/Women Business Enterprise (M/WBE) Inclusion

- BPG continues to update their engagement with local and regional DBE-certified contractors within its growing M/WBE database and continues to advertise its search for M/WBEs online and in construction periodicals.
- Implementing successful efforts taken by other local projects (Pittsburgh International Airport, CAP Park, Intergeren) to expand the BPG database.
- Over \$2 million in M/WBE commitments in the pre-development of the first commercial phase.



Inclusionary & Homeownership Housing Programs

- Parking Tax Diversion funds (years 1-20) from parking district to support community housing stabilization goals.
- 1st phase of multifamily housing development being led by local, minority-owned real estate development firm and will offer a range of residential units with 20% below market rent levels.



Job Creation, Local Inclusion & Workforce Development

- Roll out job training programs through Builders Guild and remove employment barriers for Hill District residents.
- Partner4Work (P4W) agreement to include:
 - P4W, as the 1st Source arm, to coordinate recruitment, intake, and overall clearinghouse coordination.
 - Coordination with the Registered Apprenticeship system, community-based organizations, and the public/private Workforce Development System.



Wealth Building Initiatives

- Working with established non-profits (like the Riverside Center for Innovation) to offer programs to help smaller M/WBE firms build critical capacity for growth.
- Seeking investments from minority-owned investment partners.
- Initial commercial tenants will assist with overall wealth-building goals for the redevelopment by offering financial literacy programs throughout the Greater Hill District and expanding its programs with the Hill District Federal Credit Union (HDFCU).



Coordinated Community Development Strategies

- Project tax abatement (LERIA) to be monetized and shared 50-50 with the Greater Hill Reinvestment Fund to seed neighborhood economic development.
- The project creates a destination public open space that benefits the entire community, part of an open space master plan that exceeds the planning requirements.
- Initial commercial development plans to include relocation of Public Safety Facility to the Hill District and improvements to community recreational center.



Culture & Community Legacy Initiatives

- Project is the critical catalyst to reestablish a lost neighborhood connection to the Downtown and a historical marketplace—in coordination with other development activities in the Centre Avenue corridor.
- Vibrant neighborhood history to be celebrated with urban design best practices and interactive public art from highly-esteemed Walter Hood.

High Impact Master Plan

A combination of arena-anchored mixed-use, ground-up development centered around a 6+ acre linear park, and community revitalization as an extension of downtown—all within one of the most centrally-located, urban redevelopments in the country.



Communications, Reporting, & Tracking

- Regular cadence of public meetings, stakeholder outreach and dissemination of project updates.
- Building capacity in coordination with community stakeholders (CCIP EMC, Authorities, DRP) to track impact metrics.





B. REFERENCE PROJECTS

GENSLER

FIFTH + BROADWAY REDEVELOPMENT

NASHVILLE, TN

AUTHORIZED REFERENCE:

Burgin Dossett
VP of Mixed Use Development
Brookfield Properties
615.477.0753
burgin.dossett@brookfieldpropertiesdevelopment.com

Dene Oliver
Chairman
OliverBuchanan Group
619.665.1110
mdoliver@oliverinterests.com

ROLE:

Design Architect (Retail, Residential, and Office):
Gensler

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

Total: Confidential

START AND COMPLETION DATES:

2014–2022



DEVELOPMENT SCOPE:

Land area (square feet): 4.8 Acres
Square footage of buildings (broken down by product type): 1.1M SF
Residential: 484,000 (381 Units)
Retail/F&B: 205,000 SF
Office: 393,000 SF
Arts & Culture: 56,000 SF
Parking: 2,145 Spaces

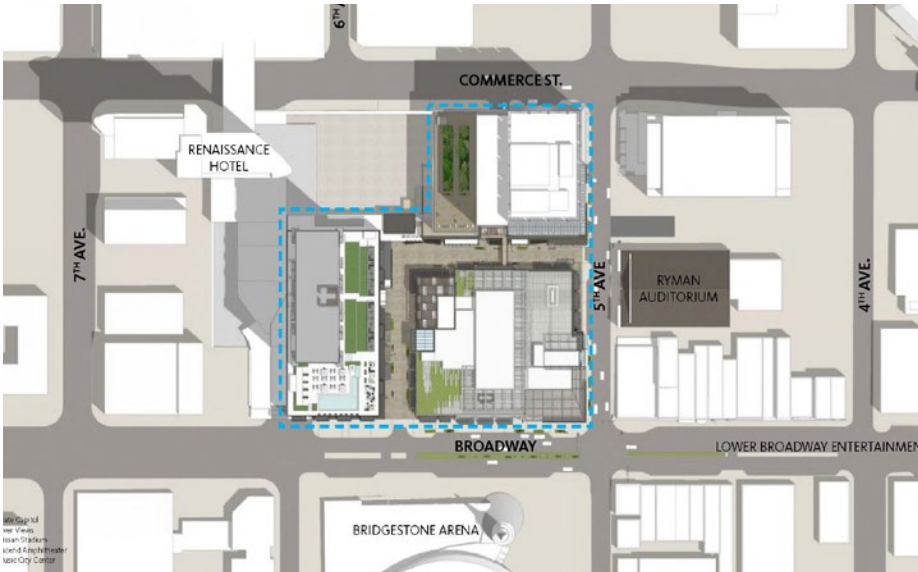
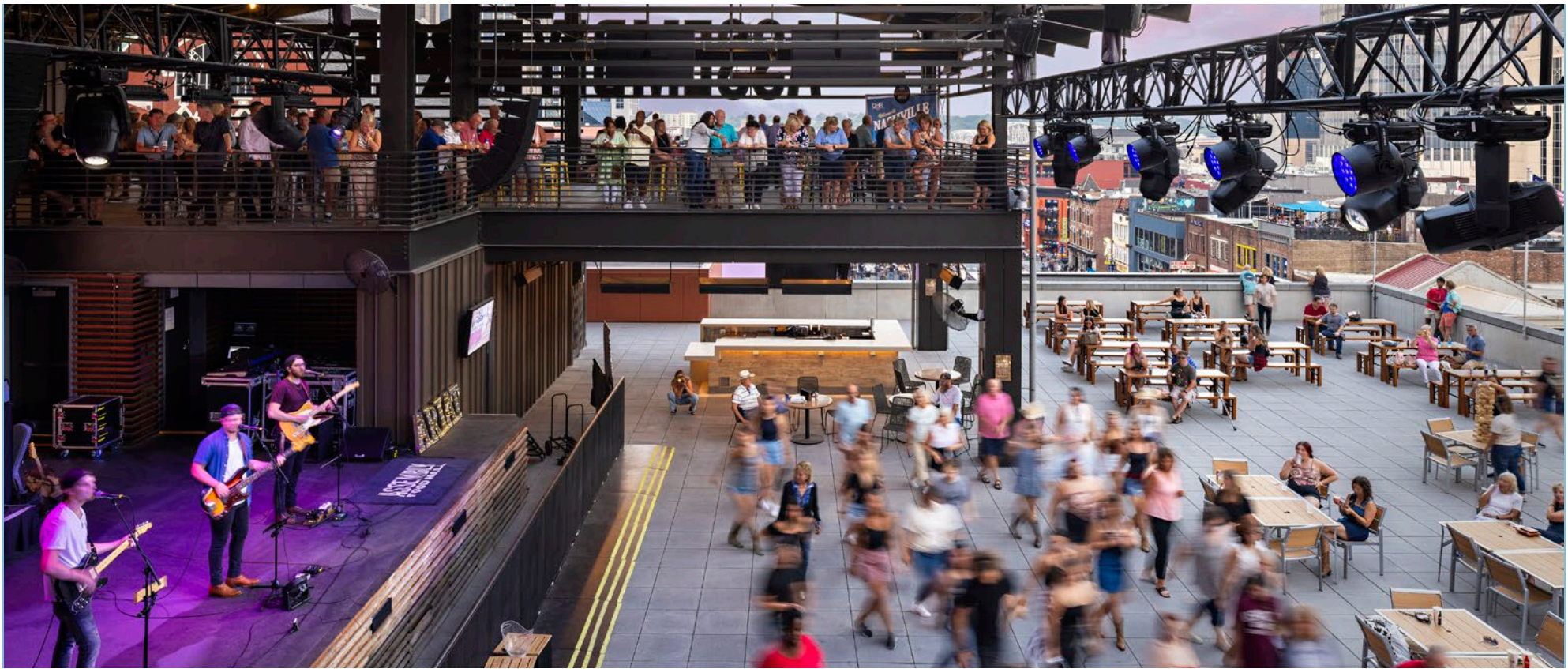
RELEVANCE TO PROJECT

Large site requiring new infrastructure; historic district with adaptive reuse, significant demolition, phased development with separate financing for each phase; anchors a sports and entertainment district; re-activated a blighted area of downtown Nashville.

ENTITIES AND KEY PERSONNEL

Duncan Paterson
Robert Hsin





B. REFERENCE PROJECTS

GENSLER

MILWAUKEE ENTERTAINMENT BLOCK

MILWAUKEE, WI

AUTHORIZED REFERENCE:

Marc Farha
Senior Vice President
CAA ICON
mfarha@iconvenue.com

ROLE:

Lead Architect: Gensler

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

Total: Confidential

START AND COMPLETION DATES:

2016–2017

DEVELOPMENT SCOPE:

Land area (square feet): 2.5 Acres
Square footage of buildings (broken down by product type): 120,000 SF
Retail/F&B/Entertainment: 120,000 SF
Open Space: 2.3 Acres

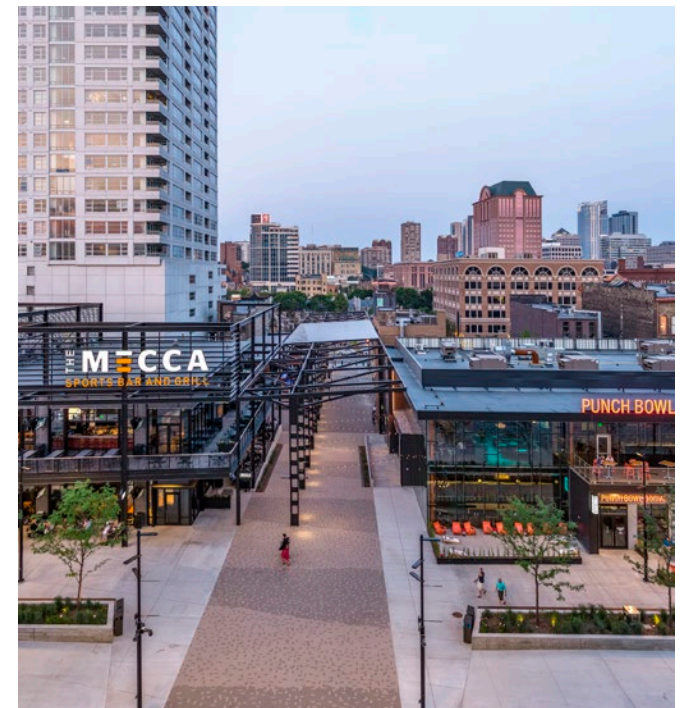


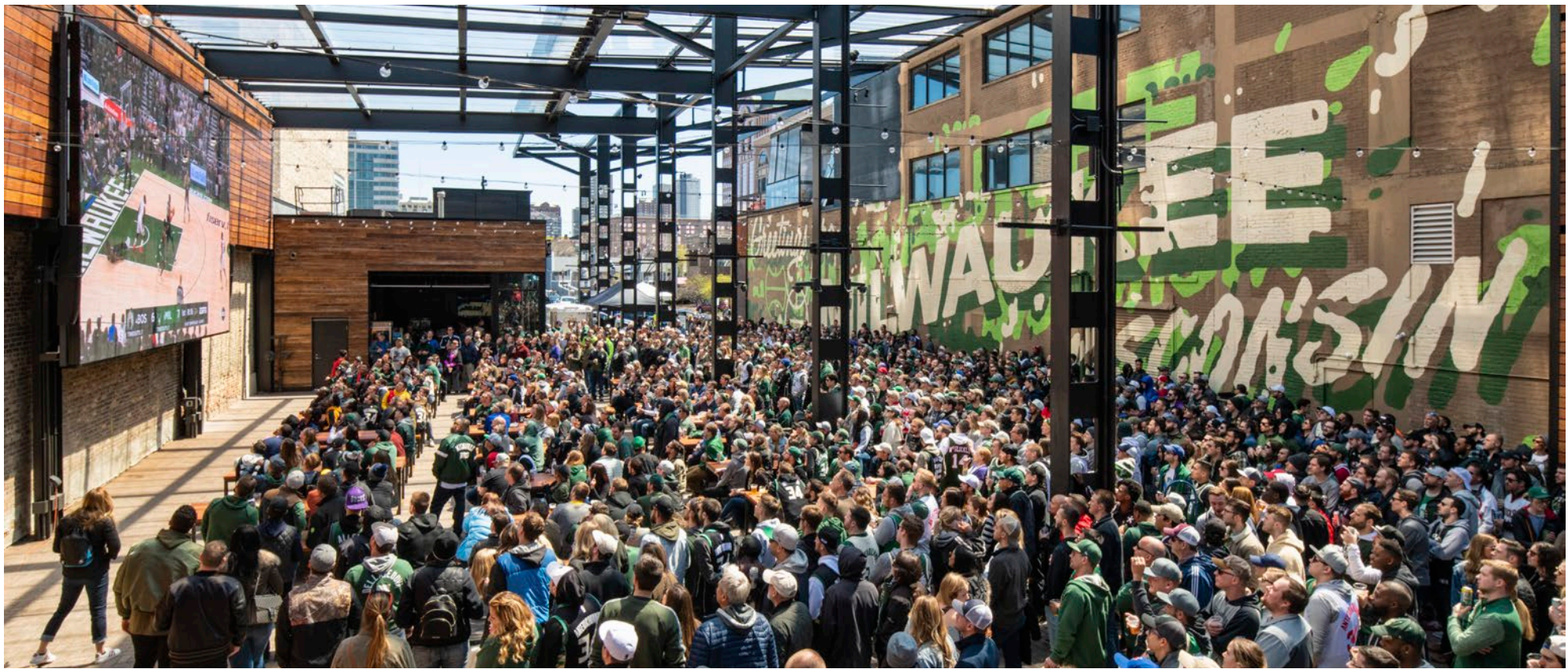
RELEVANCE TO PROJECT

Large site requiring new infrastructure; historic district with adaptive reuse, significant demolition, phased development with separate financing for each phase; indoor-outdoor sports, retail, and entertainment destination

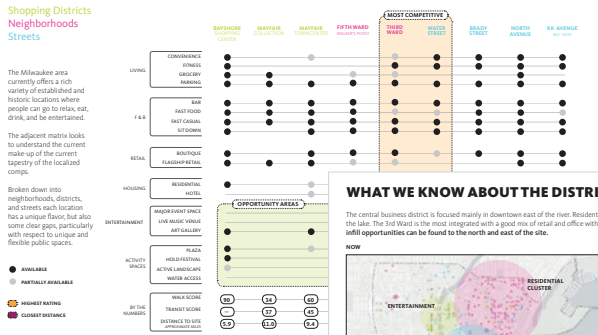
ENTITIES AND KEY PERSONNEL

Duncan Paterson





COMPARATIVE ANALYSIS—IN MARKET COMP STUDY



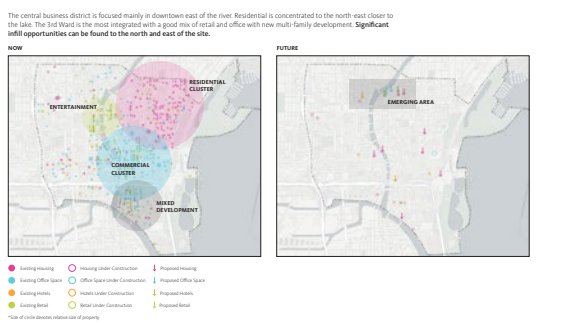
WHAT WE KNOW ABOUT THE DISTRICT—USER FRAMEWORK PROGRAM DEVELOPMENT



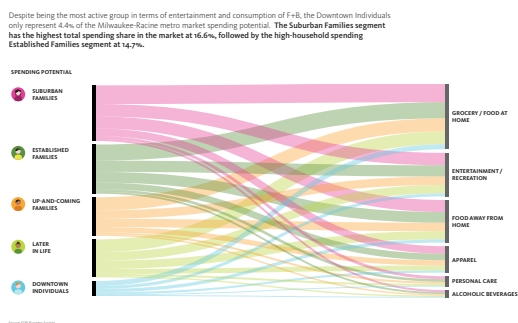
WHAT WE KNOW ABOUT THE DISTRICT—CITY-WIDE EVENTS



WHAT WE KNOW ABOUT THE DISTRICT—DOWNTOWN DEVELOPMENT TREND OVERVIEW



WHAT WE KNOW ABOUT THE DISTRICT—METRO AREA SPENDING POTENTIAL



B. REFERENCE PROJECTS

KIMLEY-HORN

ST. PETE PIER

ST. PETERSBURG, FL

AUTHORIZED REFERENCE:

Raul Quintana, AIA, LEED AP
City Architect
City of St. Petersburg
raul.quintana@stpete.org

ROLE:

Lead Civil Engineer and Landscape Architect of Record: Kimley-Horn

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$90 Million

START AND COMPLETION DATES:

2/2016 – 12/2019

DEVELOPMENT SCOPE:

Land area (square feet): 26 acres

RELEVANCE TO PROJECT:

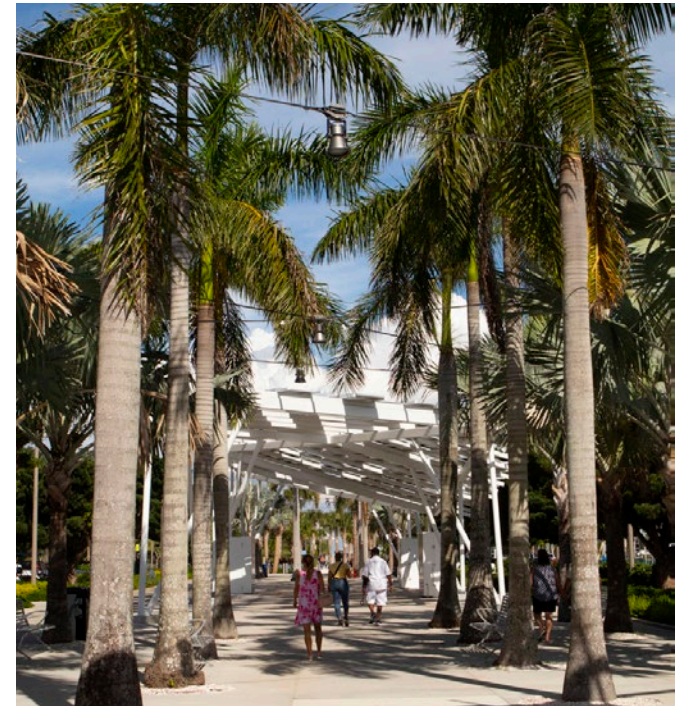
Large open space site requiring new utility and roadway infrastructure; sustainable water management; multimodal transportation and parking solutions; extensive community input and engagement; reimagining of a local landmark, realizing past promises and creating a true community asset and global destination



PROJECT RECOGNITION:

Urban Land Institute (ULI) 2022 Global Awards for Excellence

Urban Land Institute (ULI) 2022 Americas Awards for Excellence





B. REFERENCE PROJECTS

KIMLEY-HORN

MIAMI WORLDCENTER

MIAMI, FL

AUTHORIZED REFERENCE:

Benjamin Feldman
Director
Miami Worldcenter, Miami Worldcenter Group
benf@miamiworldcenter.com

ROLE:

Lead Civil Engineer and Landscape Architect:
Kimley-Horn

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$2+ Billion

START AND COMPLETION DATES:

2008 – Ongoing

DEVELOPMENT SCOPE:

Land area (square feet): 48 acres

RELEVANCE TO PROJECT:

48-acre urban core mixed-use development requiring extensive, multi-phased infrastructure improvements (water, sewer, drainage, communications); pedestrian-friendly streetscapes; transformative project for underserved neighborhood; financing, design, and construction broken out into multiple phases; public-private partnership; CDD creation and partnership; financing assistance.



PROJECT RECOGNITION:

The Miami Worldcenter neighborhood achieved LEED Silver for neighborhood development from the U.S. Green Building Council (USGBC).





B. REFERENCE PROJECTS

POPULOUS

TRUIST PARK + THE BATTERY

ATLANTA, GA

AUTHORIZED REFERENCE:

Michael Plant
President & CEO
Braves Development Company
404.388.9469
mike.plant@braves.com

ROLE:

Architect of Record, Master Planning, Interiors,
Wayfinding + Branding

START AND COMPLETION DATES:

September 2014 - April 2017

DEVELOPMENT SCOPE:

Land area (square feet): 54 Acres
Stadium: 15 acres
Hotel: 144,000 SF
Braves Office: 64,000 SF
Retail/Entertainment: 560,000 SF
Residential: 420,000 SF

RELEVANCE TO PROJECT

Large site requiring new infrastructure; residential community; sustainable development; ballpark-anchored.





B. REFERENCE PROJECTS

POPULOUS

TARGET FIELD

MINNEAPOLIS, MN

AUTHORIZED REFERENCE:

Minnesota Twins
Dan Starkey
Sr Director, Ballpark Operations
danstarkey@twinsbaseball.com
612-659-3400

ROLE:

Architecture, Brand Activation, Interior Design,
Landscape Architecture, Urban Design

START AND COMPLETION DATES:

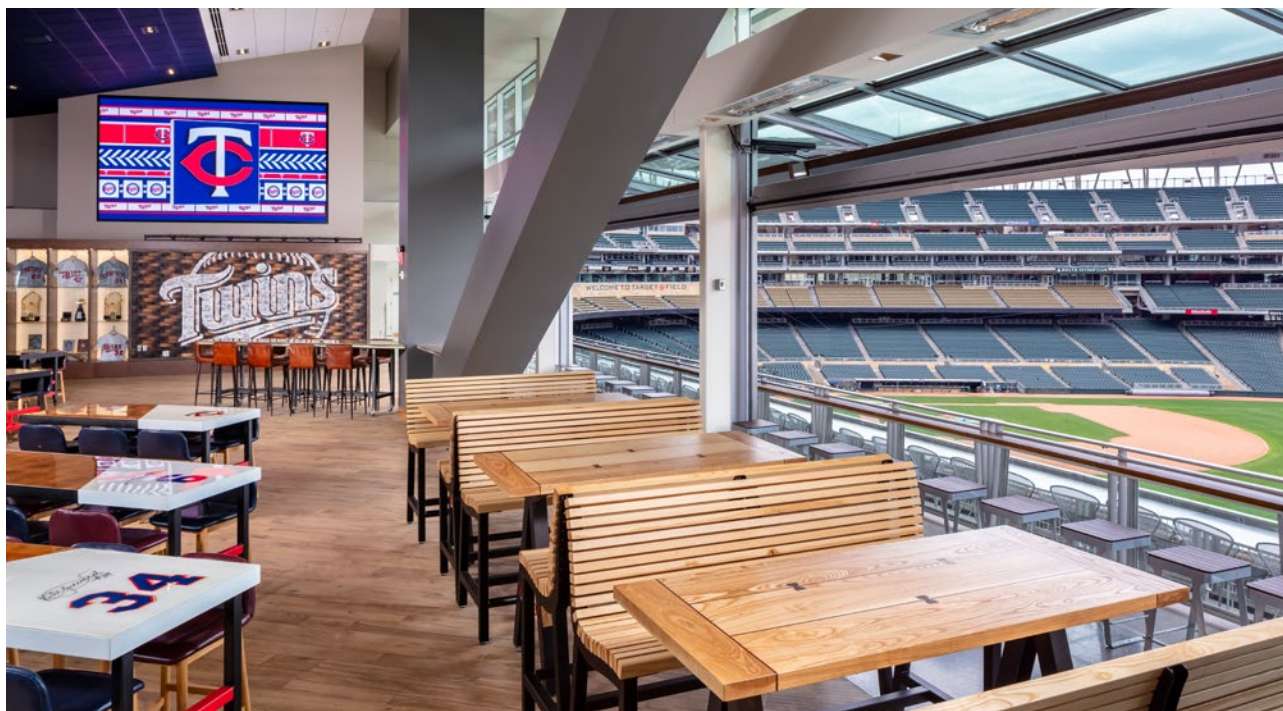
May 2007 - April 2010

DEVELOPMENT SCOPE:

1,000,000 Square Feet
Ballpark site: Eight acres
39,504 seats

RELEVANCE TO PROJECT

Large site requiring new infrastructure; sports-
anchored; developing district surrounding; large
impacts on revitalization of site

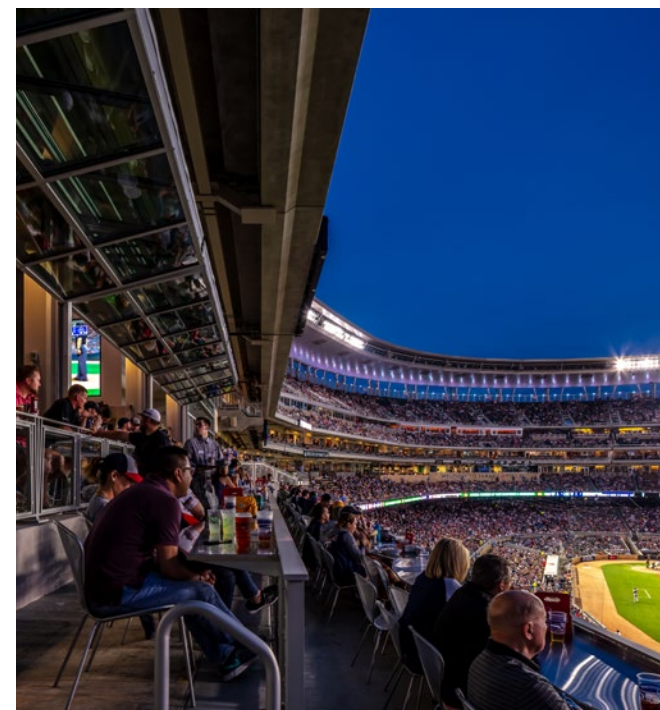


ENTITIES AND KEY PERSONNEL

Brian Smith, Landscape Designer

EXTRA INFORMATION

- LEED® Silver Certified
- 2010 Ballpark of the Year - Ballpark Digest
- 2011 Sports Facility of the Year - Sports Business Journal
- 2012 Forbes top 5 club space in Major League Baseball - Champions Club





B. REFERENCE PROJECTS

POPULOUS + HINES

PETCO PARK

SAN DIEGO, CA

AUTHORIZED REFERENCE:

City of San Diego/Padres

ROLE:

Architecture, Interior Design, Urban Design,
Landscape Design, Wayfinding, Brand Activation

START AND COMPLETION DATES:

May 2000 - April 2004

DEVELOPMENT SCOPE:

1,140,000 Square Feet
Total Ballpark District: 26 city blocks

RELEVANCE TO PROJECT

Large site requiring new infrastructure; sports-
anchored; residential; developing district
surrounding; large impacts on revitalization of site

EXTRA INFORMATION

- New Park of the Year, baseballparks.com
- Merit Award for Architecture, American Institute of Architects, New Mexico Chapter
- Special Recognition Award, American Concrete Institute, San Diego Chapter
- Merit Award for Unbuilt Architecture, American Institute of Architects, New Mexico Chapter





B. REFERENCE PROJECTS

EDSA

LAS OLAS CORRIDOR IMPROVEMENTS

FORT LAUDERDALE, FL

AUTHORIZED REFERENCE:

City of Fort Lauderdale
Mayor Dean J. Trantalis
dtrantalis@fortlauderdale.gov

ROLE:

Master Planning, Landscape Architecture Detailed Design and Construction Administration

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$50M

START AND COMPLETION DATES:

2014 - 2021

DEVELOPMENT SCOPE:

As team leader, EDSA provided overall project management, design development and construction period services that address the realignment of Las Olas Boulevard as well as the redevelopment of Oceanside Park, the Intracoastal promenade and public amenity deck in addition to re-purposing surface parking into open green space. EDSA also worked with FDEP and the City to change the lighting policy for improved beach safety for pedestrians and environmental sensitivity to nesting sea turtles. Size: 17 Acres



RELEVANCE TO PROJECT

Redefining the visitor experience, the design creates strong visual and physical connections to the beach while prioritizing pedestrian circulation and establishing iconic public gathering spaces. With an understanding for future development, sustainability preferences and programming opportunities, the legacy infill project maintains roadway functionality while preserving view corridors. The concept consolidates parking for increased public green space in addition to establishing boundary markers, creating an arrival court, and reinforcing walkable connections from water to water. The functional design includes streetscape enhancements, multi-modal transportation alternatives and the incorporation of natural and man-made patterns to form a juxtaposition between ecological systems and the urban grid for a catalytic public realm.

ENTITIES AND KEY PERSONNEL

City of Fort Lauderdale, EDSA and consultant team





B. REFERENCE PROJECTS

EDSA

NSU - ACADEMICAL VILLAGE

DAVIE, FL

AUTHORIZED REFERENCE:

Nova Southeastern University
George L. Hanbury II, Ph.D.
President/CEO
hanbury@nova.edu

ROLE:

Master Planning

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

Confidential

START AND COMPLETION DATES:

2019 - Current

DEVELOPMENT SCOPE:

The civic, education and commercial alliance includes a teaching hospital, research park, office space, hotel and conference center, retail, restaurants and urban-style apartments. Working with NSU, Private Developers and the Town of Davie. EDSA provided master planning services for this multi-faceted community center. Size: 36 Acres

RELEVANCE TO PROJECT

The Academical Village will provide more than 2.5 million square-feet of research, office, retail, government and residential space along with a teaching hospital, medical office building and



hotel/conference center. It will be supported by an infrastructure system that includes mass transportation and the latest fiber optic information system technology. This mixed use development is designed to create synergy through the environment of good planning, architecture, education and private entrepreneurship.

The highest attention to detail has been addressed when it comes to the connection and relationship between indoor and outdoor atmospheres; the selection of plant and building materials; and the design of water features. This synergy reinforces the University's commitment to an innovative living and working environment.

ENTITIES AND KEY PERSONNEL

Nova Southeastern University, EDSA and consultant team





B. REFERENCE PROJECTS

HOOD

LIFT EV'RY VOICE + SING PARK

JACKSONVILLE, FL

AUTHORIZED REFERENCE:

Jil Enz, Jenz@coj.net, Chief of Natural and Marine Resources at City of Jacksonville

ROLE:

Landscape Architect/Public Artist

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$2.5 million

START AND COMPLETION DATES:

2019 – Present (Ongoing, project in construction)

DEVELOPMENT SCOPE:

Urban design scheme; full scope landscape architectural services for 1 acre park.

RELEVANCE TO PROJECT:

Art, Public Open Space, African American Heritage, Commemoration

ENTITIES AND KEY PERSONNEL:

Written by James Weldon Johnson in 1900 and put to song by his brother, John Rosamond Johnson, "Lift Ev'ry Voice and Sing" is a traditional hymnal song. To some it's the Black National Anthem, evoking the history and resiliency of African American peoples. On the site of the brothers' historic birthplace and home, a new park is proposed that celebrates the



brothers' life and achievements. The new park features a lifted lawn for seating, an illuminated Poet's Walk, a shotgun house and stage, and a small garden with sculptures of the brothers.

The poems of James Weldon Johnson are made legible on one side of the house while the other side is used for performances as a megaphonic stage - the shotgun house thus provides a way of speaking while also inviting the neighborhood to sing and bring new life to the space. Mounted on a new concrete plinth, the old shotgun house, mobilizes its form into an individual monument that resist a romanticized ideal of passive restoration and idealization of the past. The shotgun house gains new terms of engagement that not only recognizes the displacement of a once-ubiquitous architectural expression, but also reinterprets its character as a new actor within the neighborhood.





B. REFERENCE PROJECTS

STORYN

MOXY BY MARRIOTT

ST. PETERSBURG, FL

AUTHORIZED REFERENCE:

PTM Partners
Michael Tillman
michael@ptmpartners.com
Nicholas Pantuliano
nicholas@ptmpartners.com

ROLE:

Architect

DEVELOPMENT COSTS (EXCLUDING LAND COSTS):

\$50 million

START AND COMPLETION DATES:

Construction: 2022 - 2024

DEVELOPMENT SCOPE:

Land Area and Project Statistics:

1.6-acres, 90,000+ SF total development; 163 Key Hotel, 12,000 SF Food Hall, Rooftop F&B, 16,500 SF Commercial space, 4000 SF Ground level retail.

This project features a true mixed-use, experiential, destination site plan that will tap into the abundant energy in the EDGE district. The site plan includes the following features: 163-key Moxy by Marriott limited service, lifestyle hotel, 12,000 SF food hall with an executed lease, 16,500 SF commercial space envisioned to be creative office or an ESG use, 7,000



SF communal garden that the hotel, food hall and coworking are centered around, a destination rooftop pool bar, 4,000 SF of retail, mid-block retail paseo and a 10,000 SF Phase 2 parcel with 100,000+ SF of development rights.

RELEVANCE TO PROJECT:

The Moxy St. Pete interprets the history and culture of place to produce a masterplan within an Opportunity Zone that is as forward-looking as it is sensitive to its past. It is a contribution that satisfies the current needs while maintaining a clear vision – an exemplar – for what St Petian new development can become in this century. In striking a balance in scale and density it helps define what is particularly St. Pete and stands as evidence of architecture’s capacity to direct urban growth.

Greenspace is a vital urban amenity in St. Pete. 93% of the city is within a half-mile walk of a public park. With community, equity and inclusion in mind, designers of the 1920s felt a responsibility that developments should balance building volume with social greenspace. The result is Central Avenue,

characterized by wide sidewalks and arcades that foster a culture of walkability.

This project is conceived as a component of these larger social systems and a continuation of the ethos that generated them, providing public space for opportunities for planned visits and chance encounters alike.

Additionally, it relies on a highly articulated façade to break up the primary mass of the building, creating a more human proportion that effectively frames the street and engages it as an active public space. Architecture like that of the Moxy Hotel, food hall, and co-working spaces enable St. Petersburg, and the Collective Development, to be thriving, vibrant places of public life.

ENTITIES AND KEY PERSONNEL:

PTM Partners
Dovehill Capital Management
Junction23 Development
Kellogg & Kimsey General Contractors & Construction Managers





ATLANTIC STATION, ATLANTA, GA – HINES

By designing for people, we create sustainable, resilient and inclusive spaces that are regionally connected and rooted in the assets of local residents and businesses.

- PAT TANGEN, PRINCIPAL AND SENIOR ARCHITECT AT POPULOUS

C. FINANCIAL INFORMATION

Financial Commitment and Financial Ability

Hines, the Rays, and our Limited Partners will collectively invest over \$1.8 billion of equity to execute the Historic Gas Plant District redevelopment, including more than \$180 million directly from Hines and the Rays. Hines and the Rays will be 50%-50% General Partners for each venture formed to develop office, retail, multifamily, hotel, medical, entertainment and other uses within the masterplan.

Hines and the Rays will bring decades long relationships with major institutional investors to effectuate the masterplan. A project of this size and complexity will require conservative financial structuring and a long-term view to capitalize, staff, and execute. A partial list of these investors and lenders is shown within this section. Several of Hines existing investors have already reviewed the opportunity and have indicated strong interest to invest significant equity alongside Hines and the Rays in the masterplan.

As evidence of our financial capabilities, this proposal includes several precedent examples of similarly complex, mixed-use projects that have been successfully capitalized and executed by Hines and the broader development team. Our breadth and depth of experience across the globe for multi-billion-dollar projects demonstrates: (1) Hines ability to access global equity and debt sources; (2) Hines ability to complete complex, multi-phase, mixed-use masterplans simultaneously; and (3) the ability to deliver the highest quality standards to meet St.

Petersburg's visions, the needs and aspirations of the community, and the catalytic economic goals for the region.

Hines, the Rays, and our Limited Partners will collectively invest over \$1.8 billion of equity in the project.



C. FINANCIAL INFORMATION cont.

Hines Capital Markets Group

Hines internal Capital Markets Group ("CMG") is responsible for establishing and maintaining capital partnerships with Hines' investors across the globe, and has been responsible for creating multiple investment vehicles, including programmatic joint ventures, separate accounts, and commingled funds. Since 1991, Hines has sponsored 59 strategic investment funds and numerous one-off investment vehicles totaling more than \$84 billion of equity. Hines also has extensive experience having already created numerous Qualified Opportunity Zone ("QOZ") funds throughout the country.

Hines provided outstanding management expertise during the acquisition process for Sony Center in the areas of sourcing, underwriting, negotiating, structuring and financing. Based on this experience, we intend to work on more deals with Hines in the future on a global basis.

Andie Kang – Former Head of Global Real Estate, National Pension Service of Korea

The Rays have a long-standing relationship with Goldman Sachs and Edge Principal Advisors ("Edge"). Goldman Sachs Urban Investment Group ("UIG") is a domestic, multi-asset class investing and lending business specifically focused on community and economic development. UIG has invested in a wide variety of development and revitalization projects throughout the United States, including but not limited to affordable housing construction, job creation, quality education, healthcare facilities and small businesses as part of their ongoing effort to empower communities and promote long-term economic growth. Edge is a multi-strategy real estate investment platform founded in 2008. Since inception, Edge has acquired or developed over 15,000 multifamily units and 6.0 million square feet of office and retail, and 1,900 hotel rooms, and Edge currently is the manager of several investment vehicles that have raised over \$1.8 billion of equity commitments and have invested over \$6 billion in real estate assets. Both Goldman Sachs UIG and Edge have expressed strong interest in the Historic Gas Plant District redevelopment.

Finally, Hines has a 20+ year relationship with MBS Capital Markets, a FINRA-registered, Florida-based boutique investment banking firm that specializes in special tax district finance, including land-secured, utility and public-private partnership tax-exempt financing. MBS has committed to work with Hines and the Rays on creative infrastructure financing solutions for the Historic Gas Plant District redevelopment.

Our investor relationships and access to capital will allow us to execute this complicated, multi-phased development.

59

Strategic Investment Funds

\$84

Billion in Equity

200+

Institutions

600+

High-Net-Worth Individuals

150,000+

Retail Investors

EQUITY RELATIONSHIPS

J.P.Morgan

Morgan Stanley



CALSTRS

JOSEPH P. KENNEDY
ENTERPRISES, INC.

ADIA



BARINGS



DUCHOSSOIS
CAPITAL MANAGEMENT



LENDER RELATIONSHIPS

KeyBank

Bank of America

usbank



MetLife

PNC
REALTY INVESTORS

BMO

Harris Bank

Bank OZK

PGIM

Northwestern
Mutual®

C. FINANCIAL INFORMATION cont.

Public Funding: Infrastructure

Infrastructure

Kimley-Horn is a multi-disciplinary, national leader in planning, design, and engineering consulting with extensive experience in planning and implementing large-scale, multiphase developments that require substantial infrastructure investment and coordination. Kimley-Horn’s local Tampa Bay-based team in combination with Hines Conceptual Construction Group (CCG) have provided overall infrastructure planning, phasing, and pricing services for the Historic Gas Plant District redevelopment. As described in greater detail within Part F – Timing of Development and Development Phasing, Kimley-Horn and Hines CCG have proposed a phased infrastructure approach, allowing the master plan to build infrastructure in two discrete phases to meet the immediate needs of the Rays and the new ballpark, as well as

the future uses for the masterplan located west of Booker Creek. This is achieved by phasing the project to create standalone infrastructure that can be integrated into the overall vertical development at the appropriate times.

Infrastructure Cost Estimates and Funding

Hines, the Rays and Kimley-Horn have coordinated the infrastructure needs of the ballpark, office, residential, retail, entertainment and other uses contemplated by the masterplan, and have developed a phasing plan to meet the needs of these different users while meeting the expectations of the community and goals of the City of St. Petersburg.

Preliminary estimates for the total cost of the design and construction of the roadways, utilities, streetscapes, and public space is \$150.4 million,

which is comprised of approximately \$66.2 million for infrastructure located predominantly east of Booker Creek (Phase I) and approximately \$84.2 million for infrastructure predominantly west of Booker Creek (Phase II). The first phase of infrastructure will be completed concurrent with the development of the new ballpark, which is estimated to take place from 2024-2027. Phase II of infrastructure will follow the completion of Phase I and is estimated to be completed in 2028 and 2029.

Hines and the Rays proposal assumes that the cost for both phases of infrastructure will be financed through a combination of Tax Increment Financing (“TIF”), and/or other creative state or local financing tools that are available to finance infrastructure projects. Estimates include soft costs, contingency, and escalation associated with the timing of each development phase.

Infrastructure: Phase I (East of Booker Creek)		Infrastructure: Phase II (West of Booker Creek)	
Public Access Improvements		Public Access Improvements	
Roads & Utilities	\$36,328,775	Roads & Utilities	\$49,986,339
Hardscape	\$2,121,578	Hardscape	\$2,907,878
Streetscape, Landscape, and Site Furnishings	\$13,438,723	Streetscape, Landscape, and Site Furnishings	\$17,763,547
Subtotal	\$51,889,076	Subtotal	\$70,657,765
Public Amenity		Public Amenity	
Trail Enhancements, Ped Bridge, Etc.	\$11,429,376	Park Space, Underpass Renovations, Etc.	\$13,570,099
Booker Creek	\$2,857,344	Subtotal	\$13,570,099
Subtotal	\$11,429,376	Total Phase II Infrastructure	\$84,227,864
Total Phase I Infrastructure	\$66,175,796		

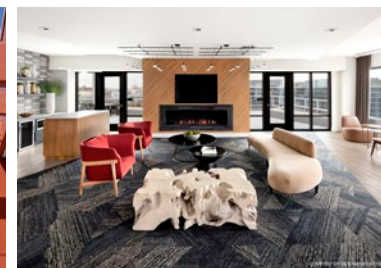
Public Funding: Affordable Housing

Affordable Housing

Dantes Partners, based in Washington DC, has completed over 6,900 units of high quality workforce and affordable housing that have been financed, developed, and acquired with an estimated value of \$1.9 billion. Dantes Partners has extensive experience implementing creative financing structures on affordable and workforce housing developments, sourcing over \$365 million in tax-exempt bonds, \$314 million in LIHTC equity and \$233 million in gap financing since 2006, in addition to working with many large and global financial institutions such as JPMorgan Chase and Wells Fargo.

Hines, the Rays and Dantes Partners intend to finance the 5,728 multifamily units contemplated within the masterplan with two separate financing strategies: conventional construction loans, general partner, and limited partner equity for the market-rate multifamily which includes 5% inclusionary housing (50% for workforce units and 50% for affordable units); and creative and existing financing tools that will help build 603 affordable units for individuals and families with modest means. Additional funding sources we plan to utilize to support our affordable housing strategy include Pinellas County and the City of St. Petersburg HOME, SHIP, CDBG programs as well as the Penny for Pinellas Affordable Housing Program.

Affordable/Workforce Housing	Units	%
On-Site Workforce/ Affordable Housing	859 Units	—
Off-Site Housing Grants	600 Units	—
Total Affordable Housing Units	1,459 Units	23%
Total Market Rate Units	4,869 Units	77%
Total Units	6,328 Units	100%



Our affordable housing commitment will encompass 1,459 units/residences which is 23% of the total housing proposed for the project. This impact will be accomplished through a combination of (1) 859 on-site affordable and workforce housing units and (2) a \$15 million contribution from the Rays and Hines which will impact an estimated 600 residences off-site through various homeownership and rental assistance programs in St. Petersburg.

C. FINANCIAL INFORMATION cont.

Federal, State and Local Funding Sources

Hines and the Rays have assembled a team with a breadth of experience executing public-private partnerships across the globe. Recognizing that the Historic Gas Plant District redevelopment cannot be fully realized by any single company, Hines and the Rays have assembled a best-in-class team who have all played critical roles in working with various governmental funding sources. Several public-private partnerships by Hines and the development team are referenced within Part B - Reference

Projects, Experience and Minimum Qualifications, and are funded through a combination of federal, state, local, and private sources.

Operational and Maintenance Costs for Infrastructure

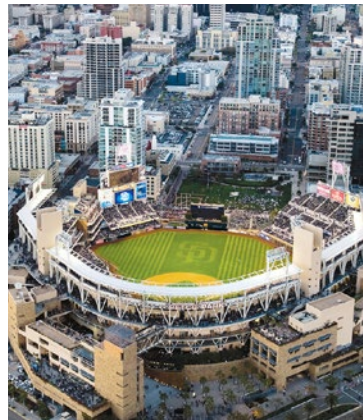
14-acres of open space and 18-acres of streets and the public realm will require landscape and irrigation maintenance, regularly scheduled mowing of turf areas, and regular tree trimming. We will work with the city to develop a plan for hardscape

maintenance, likely to include daily trash pickup, general hardscape maintenance, cleaning, and quarterly pressure washing. An initial estimate of potential costs for the landscaping maintenance is \$260,000-\$400,000 per year to maintain the public realm within the project.

In addition, infrastructure maintenance includes annual maintenance for roadway, drainage, streetscape, and utilities. This includes street sweeping, repaving, potholes and repairs, cleaning stormwater systems, inspections and repairs of sanitary sewer system and water system. An initial estimate of potential costs for the infrastructure maintenance is \$25,000-\$50,000 per year for the first three years, and then \$50,000-\$75,000 per year thereafter as the infrastructure ages. We look forward to working with the City to develop the plan and appropriate parties to carry out public infrastructure maintenance and operating responsibilities.

20-Year Cash Flow Analysis

The City of St. Petersburg's Historic Gas Plant District RFP requires the submission of 20-year cash flow projections for this masterplan. In accordance with the provisions of the RFP, the projections are being submitted separately from our RFP response because the projections are confidential and proprietary and are trade secrets under Florida law, including Section 688.002, Florida Statutes, Section 812.081, Florida Statutes, and Section 815.045, Florida Statutes. Accordingly, the projections are exempt from disclosure under the Florida public records laws.



One project can change a community, and if we change enough communities, we can change the world.

– JASON PUGH, GENSLER GLOBAL DIRECTOR OF DIVERSITY, EQUITY & INCLUSION

D. NARRATIVE RESPONSE

Hines and the Rays are committed to creating a vibrant, city-defining mixed-use village surrounding a state-of-the-art new ballpark for the Rays.

This placemaking project will become St. Petersburg's next great place to live, work, and play for everyone. We are committed to continuously providing intentional and restorative opportunities for economic equality and inclusion for African American and other marginalized groups. We will honor the site's Historic Gas Plant District legacy while connecting and elevating St. Petersburg.

More than just mixed-use, this placemaking project will activate the built environment in ways that seek to attract all people, make them comfortable, and encourage them to stay or return.

This placemaking project will include critical core elements:

- Buildings, plazas, and alleyways on the ground plane will be designed at the human scale to welcome people into the spaces and create environments that are comfortable and easy to navigate.
- Outdoor spaces from plazas to parks will provide opportunities for people to experience nature and engage in the community.



- Perhaps the most important element of placemaking, programming will include diverse offerings ranging from community events to concerts and art installations. The project will be consistently activated and continually refreshed based on feedback from the community to maintain vibrancy.
- Specialty retail, including food and beverage, will reflect the area's culture, tastes, and preferences by leveraging differentiation and distinction.

Together, these elements create an energetic, authentic sense of place. And most importantly, when paired with our ongoing commitment to the site, this placemaking approach will build a neighborhood that improves people's lives and brings value to the broader city and surrounding communities.

Development Philosophy and Expertise

Our diverse partners and experience empower our team to deliver for our public partners, local businesses, and neighbors. In the heart of St. Petersburg, this site holds deep meaning for this development team and allows us to celebrate our commitment to the future of this city.

Hines and the Rays are united behind a shared vision and plan that reflects an innovative, coordinated, and responsible approach to planning, building, and operating. This is a city-redefining endeavor that

requires a consistent and strong public-private partnership. Our team is uniquely qualified to deliver for St. Petersburg with the greatest resources, operating expertise, and vested community

interest. We are committed to creating an equitable, authentic, and high-performing neighborhood through the following **visionary goals**:

Design Drivers 1 - 4

Physical design responses

- 1 Creating a connected, inclusive, and highly activated gathering destination for St. Petersburg.
- 2 Lifting up the legacy of the Historic Gas Plant District through physical space, story, partners, and activities. All while showcasing an evolving presence of creative arts and culture in St. Petersburg.
- 3 Delivering a state of the art, community-centric, engaging ballpark for the Tampa Bay Rays.
- 4 Being a magnet for economic development in St. Petersburg and a premier center for sports, science, health, and innovation.

Policy Drivers 5 - 9

Strategies embedded within the physical design responses

- 5 Providing housing and occupancy for a multi-generational community at a wide range of affordability.
- 6 Leading by example in environmental and social resilience as well as demonstrating an unwavering commitment to restorative entrepreneurship and economic mobility.
- 7 Bringing together a new generation of exciting partnerships and collaborations that will bring new resources to St. Petersburg and build on existing strengths and investments throughout the business and educational communities.
- 8 Investing immediately in South St. Petersburg from Phase 0 through the development of on-site and off-site community-facing amenities and assets.
- 9 Hosting an inclusive and expansive community engagement process that builds capacity for the community and ensures accountability through an advisory board and ongoing community benefit alignment, starting in Phase 0 with the naming of the development site and key features.

Note: We have represented all of the components for Section D Narrative Response identified in the RFP in this section. As many of the Guiding Principles and Development Elements are interconnected, we have structured the content to reflect the interwoven nature of all aspects of this highly impactful redevelopment.

Our development philosophy is based on intentional equity, authenticity, and performance tenets. To bring these to the Historic Gas Plant District redevelopment, Hines and the Rays have assembled a team of experts that will deliver world-class solutions for each of the Twenty-Three Guiding Principles, setting a new paradigm for the impact this visionary development will bring to the City of St. Petersburg and Pinellas County.

We have selected a team that is uniquely positioned to deliver with these key tenets of equity and authenticity at our core. We have embraced the Twenty-Three Guiding Principles to drive our vision and project approaches. As our vision unfolds on the following pages, we will share the passion and expertise Hines and the Rays will bring to establish the Historic Gas Plant District redevelopment as a beacon of inclusive economic development in our city, state, and nation. Hines and the Rays are deeply committed to the long-term success of St. Petersburg. To us, the Historic Gas Plant District is a unique collaboration in the City we call home and an incredible opportunity to drive substantial economic and fiscal benefits for St. Petersburg.

While we specifically address the Twenty-Three Guiding Principles and the Development Elements in Part D and our vision for the site in Section E, we have highlighted several below to share our experience with and commitment to incorporating them into our overall development philosophy. As many of the Guiding Principles and Development Elements are interconnected, we have structured the content to reflect the interwoven nature of all aspects of this highly impactful redevelopment. At the heart of this narrative is Guiding Principle 23, thus we have structured the following text around the site’s history and the opportunities to bolster intentional equity.



“A coalescing of memories and paths taken by people displaced must be heard in today’s light of racial reckoning and the broad awareness of the role of race in past decisions.”

—Foundation for Healthy St. Petersburg

ADDRESSING THE GUIDING PRINCIPLES (GP)

GP	P#	GP	P#	GP	P#	GP	P#	GP	P#
GP1	117	GP6	141	GP11	139	GP16	122	GP21	129
GP2	125	GP7	127	GP12	121	GP17	122	GP22	118
GP3	114	GP8	127	GP13	122	GP18	141	GP23	138
GP4	141	GP9	122	GP14	123	GP19	138		
GP5	141	GP10	127	GP15	124	GP20	133		

D. NARRATIVE RESPONSE *cont.*

GP 3, 9

HONORING AND FULFILLING PAST PROMISES TO THE HISTORIC GAS PLANT DISTRICT WHILE CELEBRATING AND ENHANCING THE CULTURAL DIVERSITY OF THE CITY

The development will honor the site's history while creating a future where economic opportunities are significant and inclusive.

GAS PLANT NEIGHBORHOOD COLLECTIVE HISTORY AS A GENERATOR FOR PLACEMAKING

Placemaking is a process that creates areas where *all* people want to eat, work, rest, play, and learn. If the best interests of all people are not considered in this process, it is not actual placemaking. St. Petersburg is different from any other Florida city because urban planners in 1920 designed wide streets connecting the gulf and bay water's edges, enabling walkability. These wide sidewalks were activated with street-level stores and beautiful arcades, providing a wonderful porosity to move north and south. These were intentional ingredients of urban design that were added to enable people to enjoy the City; however, not all were allowed.

Historically, for many American cities, African American citizens built the infrastructure projects that served as the bedrock of a city's development; and yet the same projects built by African American hands were simultaneously designed with a disregard for that very community. This was the case in St. Petersburg. Locally, Cooper's Quarters was a neighborhood established by African American workers who helped build the Orange Belt

Railway. Though geographically limited to the space allotted to them, African Americans made Cooper's Quarters home, creating a flourishing neighborhood and multiplying throughout generations. Cooper's Quarters would eventually become known as the Gas Plant neighborhood, an early example of the twenty-minute neighborhood. Within a twenty-minute walk, you could find a dentist, communal fish fry or BBQ, a thriving small business, the Harlem Theater, a church of your choice, and a porch to rest and have community conversations. The Gas Plant neighborhood was an African American neighborhood that thrived.

ITS SOCIAL IMPERATIVE

The first major spatial separation from what was once a vibrant community was the construction of I-175. Unfortunately, in many American cities, major infrastructure was placed in areas redlined for African American communities because they were considered powerless. The same was applied here: the interstate was positioned through the Gas Plant neighborhood, which displaced many residents and disrupted the community's connection to the Deuces Cultural Arts venues and what is now Campbell Park. In comparison, the expressway was originally intended to be the "Pinellas Belt Expressway," continuing further west in St. Petersburg; however, strong community opposition from white residents stopped the project, as they feared it would affect existing retail and placemaking of west St. Petersburg.

Additional factors contributed to the demise of the Gas Plant neighborhood. One significant contributor being the operations of the gas plant, which resulted in compromised soil, prompting

the City to promise redevelopment and job opportunities for the neighborhood. Unfortunately, the promises were not fulfilled and instead resulted in the displacement of 296 structures, including 475 housing units (in 262 structures), 19 commercial structures, 6 industrial structures, and 9 institutional structures.

With the completion of a racial disparity study in 2021, critical questions are being asked by city governance forty years after promises were not realized on behalf of Gas Plant residents. Our proposal realizes that we are at a crucial moment in the collective history of St. Petersburg, especially for the Historic Gas Plant neighborhood.

Therefore, Hines and the Rays are committed to an equitable urban planning philosophy, an approach that will reallocate resources through a restorative process that will honor the history of the Gas Plant neighborhood. We aim to provide a sports and entertainment venue nestled within a mixed community, as well as to reintegrate, restore, and implement growth potential for the African American community that comprised the former Gas Plant neighborhood of St. Petersburg. While previous efforts have planned to provide affordable housing, jobs, and recreational spaces, our proposal builds beyond that with equity as the key component and true placemaking as a priority.

ITS FORWARD VISION IS ANCHORED BY LESSONS FROM THE PAST

How do we empower people? How do we develop neighborhoods? How do we celebrate the rich history of the Gas Plant neighborhood while also acknowledging its generational trauma? Is it

possible to do this while maintaining a progressive vision for the future? The answers to these questions are not easy; however, they have been considered heavily in the collective minds of our development and design team.

Our early site plan solutions accept both the challenge and deep responsibility to the Historic Gas Plant District neighborhood, located in the heart of downtown St. Petersburg. Our project envisions a \$50 million intentional equity commitment in partnership with the South St. Petersburg community, one that aims to produce a rich, urban experience mixing multiple scales of ground-floor retail, multi-generation affordable restorative housing, space for education, recreational play, and bolstering of MBE/SBE job opportunities.

With the ballpark as the destination, patrons will mobilize to the area where adjacent small businesses retain visibility and accessibility, ensuring benefits for the City of St. Petersburg while guaranteeing the inclusion of the African American community in this success. Opportunities for advancement are not limited to the business realm but will extend to living options for those seeking affordable housing.

The Historic Gas Plant District neighborhood

\$50M

Our project envisions a \$50 million intentional equity commitment in partnership with the South St. Petersburg community



D. NARRATIVE RESPONSE cont.

community developed a vibrant twenty-minute neighborhood, and our proposal fortifies and reimagines this tradition. Our proposal provides a new opportunity for the community to develop itself organically, according to its collective priorities, while adding to the richness of the Historic Gas Plant District neighborhood with an exciting contemporary architectural expression that capitalizes on a collective vision for the future.

Our proposal considers the scale of its neighborhood and takes special care to preserve the intimacy and individuality of those spaces. It accomplishes this without sacrificing the advantages brought by dense development. In striking this balance it helps define a unique architecture that is distinctly St. Petersburg and will stand as evidence of a critical masterplanning that directs urban growth. Contemporary approaches to urban development recognize the potential of the ballpark to anchor the urban environment, advance public infrastructure, enrich the quality of life for residents, promote active lifestyles, enhance cohesion and a sense of community, stimulate economic development, and reintroduce the vibrant twenty-minute neighborhood that once flourished on this same ground.

Several intentional placemaking strategies will be integrated including:

- **Educational facilities** will anchor the development including the Woodson African American Museum, which will provide a memorial and a place

for residents and visitors to learn more about St. Petersburg. There will be dedicated space to honor the history of the Gas Plant neighborhood and expanded access to public educational opportunities.

- **The African American Cultural Heritage loop**, within the site's vibrant new park system, will connect to the existing African American Heritage Trail through historical marker signage and digital displays.
- **Integrating public art and sculptures** throughout the site will demonstrate community vibrancy. Through tactical applications in underpass murals and events that activate community imagination, the development will tell the history and cast a vision for the future. We will integrate the Historic Gas Plant District neighborhood history through artful interpretations of history.
- **Activated outdoor space** will bring the community into the neighborhood and provide outdoor event space, emblematic paving, connective tree cover, and a victory garden.
- Historically, the Gas Plant neighborhood was a vibrant arts and culture district, with social events held regularly at the Manhattan Casino. Building on the past, a range of **diverse community amenities** will bring to life arts and culture opportunities for the historic neighborhood.
- To capture and build on the collective public imagination, names of **culturally significant historic businesses, people, and places** will be connected to features in the development.

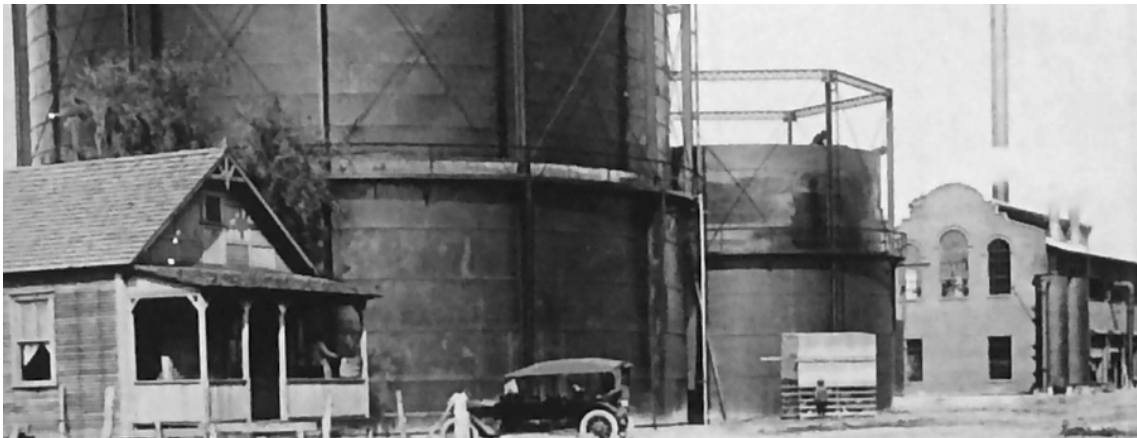
Throughout these efforts, non-profit partnerships will build on the work already present in the development and amplify existing initiatives and

efforts in neighboring communities. Programming and activations that further celebrate the historic legacy of the Gas Plant neighborhood will serve as a creative and diverse mechanism to bring new voices, perspectives, and audiences to the site.

HISTORIC GAS PLANT DISTRICT NAME

Names are fascinating because of their origins, meanings, cultures, and histories. A name gives us a sense of who we are, the communities to which we belong, and our place in the world. Naming this redevelopment will become the identity and have a great impact for years to come. So, we must give the right name to the redevelopment.

In naming this historical project, Hines and the Rays will work closely with the community. Not just understanding the history but living and loving the Historic Gas Plant District, former residents and descendants will work together to develop potential names for the redevelopment. The team will then engage local designers and artists to create visuals for a subset of the options. The general public will provide feedback through an engagement process for the future name of the redevelopment over a designated time frame, before a name is ultimately selected in close collaboration with the former residents and descendants of the site. This name will inspire people, honor history, and capture the essence of the change and cultural transformation this community needs.



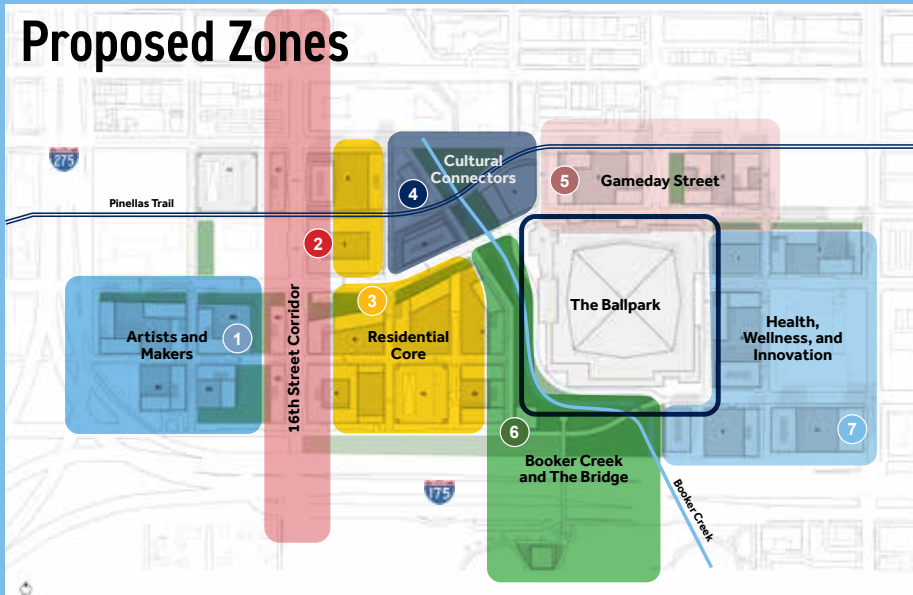
GP1

PUBLIC PRIVATE COLLABORATION

The goals of the City, which have been informed by community input, are the project's north star. Central to our planning and approach has been the focus of Hines and the Rays on intentional equity, affordable housing, and an inclusive, collaborative process. Hines has a history of working with cities, public entities, and multiple stakeholders to create city-redefining places for people that become icons, supporting ancillary smart growth and attracting renewed interest from locals and tourists. The Hines team leading this project has successfully delivered fifteen similar mixed-use placemaking developments across the country such as West Edge in Los Angeles, South Station in Boston, and Cherrywood in South Dublin, Ireland. Additionally, the Rays' twenty-five-year history in St. Petersburg provides our team with genuine, deeply rooted relationships and partnerships, and a long-standing network within the community, which will greatly enhance our ability to collaborate with local stakeholders. The Hines and the Rays' collective experience will inform each interaction, ensuring the proper community, city, and county voices are at the table from inception to completion.

Our team has a reputation for getting Public Private Partnerships (P3) projects financed, approved, built, and delivered—on time and within budget—across a wide array of project types. This team has the right mix of talent and P3 experience to design, finance, build, and manage a modern, forward-thinking project in collaboration with the City. Hines and the Rays, in collaboration with their partners Dantes, Kimley Horn, Gensler, Populous, Hood, EDSA, and others, balance a technical approach with productive relationships with local agencies and community partnerships to deliver the best result. Working in tandem with stakeholder agencies from project inception fosters a sense of trust and partnership between the agencies and the design team. Early partnership and understanding lead to better solutions in shorter timelines.

Proposed Zones



Health, Wellness, and Innovation: Part of Phase I, this zone will support senior living, mixed-income housing, hotel, creative office, sports medicine, and related health innovation spaces, as well as a neighborhood health clinic.

Gameday Street and Family Entertainment: Anchored by the ballpark, the gameday street experience centers on 2nd Street with related food and beverage offerings, an event plaza on 11th Street, and an interactive, family-friendly entertainment venue.

Cultural Connectors: Exciting cultural offerings such as the Woodson African American Museum, a 2,500–3,000-person music venue and creative learning space, as well as a touch point to the Pinellas Trail provide engaging destinations within the development for learning, expression, and connection.

Residential Core: Senior living and mixed-income housing surround a family-friendly park and support a more residentially driven zone bordered by the heritage linear park and Booker Creek. Retail will include local small businesses and neighborhood-serving functions like dry cleaners, banks, and small medical.

16th Street Corridor: This zone will support neighborhood retail, a grocer, and signature office, in addition to its Pinellas Trail connectivity.

Artist and Makers: Connecting to the Warehouse Arts District on the West, this zone will host a business incubator, boutique hotel, artist- and mixed-income housing, as well as the Oaklawn Memorial Park. This zone will also provide direct access to the Trails Crossing public open space project proposed below I-275. Eclectic food and beverage offerings will focus on local St. Petersburg chefs. Other local boutiques, galleries, and retail options are also planned for this zone.

Booker Creek Greenway: A north-south connector that is anchored by the cultural connectors to the North, the Campbell Park pedestrian bridge, and Eco-Pavilion to the south. An educational and recreational experience, the greenway will serve as an incredible natural amenity for the site with accessible ballpark retail amenities offering comfort as well as unique food and beverage experiences along its path.

GP 22

AFFORDABLE HOUSING PLAN

We understand how important affordable housing is to the Historic Gas Plant District redevelopment, given its historic legacy of a thriving community that supported a mix of renters, homeowners, and seniors as well as a very contemporary need to create accessible housing options in St. Petersburg and beyond. Dantes Partners, a Black-owned, best-in-class affordable housing developer, will deliver a mix of high-quality workforce and affordable housing solutions both on- and off-site.

Our affordable housing commitment will encompass 1,459 units/residences which is 23% of the total housing proposed for the project. This

Affordable/Workforce Housing	Units	%
On-Site Workforce/Affordable Housing	859	-
Off-Site Housing Grants	600	-
Total Affordable Housing Units	1,459	23%
Total Market Rate Units	4,869	77%
Total Units	6,328	100%

impact will be accomplished through a combination of (1) 859 on-site affordable and workforce housing units and (2) a \$15 million contribution from Hines and the Rays, which will impact an estimated 600 residences off-site through various homeownership and rental assistance programs in St. Petersburg. The on-site units will be integrated seamlessly throughout the District, located within both mixed-income multifamily rental projects as well as high-quality standalone affordable projects spread throughout the site. Units provided on-site will be affordable to a broad range of income strata to address the needs of low-income (40% AMI) through workforce (120% AMI) households. Furthermore, given the requests from the community to prioritize housing affordability on-site, Hines, the Rays, and Dantes Partners have established a goal for 90% of the 859 proposed units on-site to come online within the first ten years of the twenty-year project.

The on-site strategy for workforce and affordable housing at the Historic Gas Plant District redevelopment includes:

- **Mixed-Income Housing:** 256 income-restricted units will be developed within mixed-income buildings on-site (5% of all units developed within mixed-income buildings, 128 affordable and 128 workforce housing).
- **Low-and Moderate-Income Housing:** 603 low and moderate-income housing rental units will be developed on-site.

In addition, as further described later in this narrative, Hines and the Rays are committing \$15 million through diverse rental assistance and homeownership programs throughout the south and west sides of St. Petersburg. This will be funded through a \$500,000 upfront contribution and an additional \$3,000 contribution for each market-rate unit delivered on-site. This strategy will subsidize development and redevelopment for attainable housing developers and provide down payment assistance for income-eligible residents, as well as provide jobs for local contractors and trades. Target initiatives include the following:

- **South St. Petersburg Property Enhancement Fund:** Funds can be used for property rehabilitation, lien abatement, property tax issues, and probate processing in partnership with the City of St. Petersburg to rehabilitate and acquire properties to rent as affordable housing.
- **Housing for All:** The goal of this initiative will be to unite our community and resources to provide solutions that ensure and sustain the stability of the home. Funds will be utilized for emergency financial assistance, community partnerships, training, and research that addresses and prevents homelessness. Potential partners may include Boley Centers, Pinellas County Urban League, Pinellas Opportunity Council, and the Salvation Army of St. Petersburg.
- **Restorative Home Ownership Program:** Modeled after the “Dare to Own the Dream” and “Infill Lot” programs in the City of Tampa, the program will focus on attainable housing development and down payment assistance loans to income-eligible home buyers of properties within the City limits.

Our affordable housing commitment will encompass 1,459 units/residences—23% of the total housing proposed for this project.

Hines and the Rays have studied alternative site plans that could allow us to accommodate additional affordable and workforce units on-site. We are prepared to work with the City to accommodate these units, which will modify the land price.

Whether a resident or visitor lives on- or off-site, the Historic Gas Plant District redevelopment will be inclusive. Cultural- and neighborhood-serving amenities and events are open to all. Costs for these amenities are included within the project development and operating budgets and do not require subsidy from St. Petersburg.

GP 18 and DE 11.1.2. RETAIL AND ENTERTAINMENT

Active, ground-level retail, entertainment, and food and beverage establishments will front

primary public rights-of-way to promote a 24/7 urban environment with high foot traffic and social vibrancy. Given the beautiful climate and environment of St. Petersburg, the design of these establishments will fully leverage indoor–outdoor spaces in a pedestrian-oriented setting that encourages locals and visitors alike to pause and enjoy. The concentration of retail and entertainment functions adjacent to the ballpark will guarantee an incomparable gameday experience while preserving a fun, local hangout space for residents to eat, drink, and relax in the company of their friends and neighbors on any day of the week.

In keeping with the recommendations of the Storefront Conservation Corridor Plan, ensuring a balanced mix of small and medium storefronts in the development will be critical to providing opportunities for new local, independent retailers to occupy the site and for other



WOODLAWN REDEVELOPMENT PLAN, CHICAGO, IL, DESIGN BY GENSLER

Gensler crafted a ten-year comprehensive planning strategy for the Woodlawn neighborhood, a distressed community located on Chicago’s South Side. The plan seeks to utilize blighted and vacant land as leverage to attract new development. Part of Phase 1, Woodlawn Station is a 70-unit mixed-income development that includes 20 units of affordable housing, ground-floor retail, rooftop communal space, a solar-powered roofing system, and 39 parking stalls.

D. NARRATIVE RESPONSE cont.

existing St. Petersburg businesses to relocate to the site in similar accommodations. To complement this mix of retailers, other large destination retail and entertainment venues will also be incorporated into the site. After conversations with Alex Harris, a potential partnership with the Arts Conservatory for Teens (ACT) could be included with Booker Music Hall, a 2,500–3,000 seat live entertainment venue. The venue will be located adjacent to the ballpark and within the Booker Creek Greenway along First Avenue South and the Pinellas Trail. This venue will add to the energy and vitality of the district while offering unique and engaging spaces for youth and families along the Booker Creek Greenway.

With the ballpark as a major entertainment and economic anchor for the development, a wide range of retail uses can build on the traffic while serving the local community. The retail merchandising vision includes a sustainable mix of local, regional, and national stores to create a destination as well as deliver convenient neighborhood services. Hines and the Rays are committed to ensuring local businesses are integrated throughout the plan in a mix of space types including traditional storefronts, retail kiosks in the public realm, and greenway zones. In addition to more event-based approaches like food trucks and pop-up retail programs.

169M+ SF
Office projects
developed by Hines

GP 5 and DE 11.1.5.

OFFICE AND INNOVATION

The City of St. Petersburg's Grow Smarter Strategy identifies five target industry sectors primed for growth and development in St. Petersburg: marine and life science, data analytics, specialized manufacturing, creative arts and design, and financial services. In the post-pandemic landscape, companies in these industries are increasingly relocating to cities like St. Petersburg to attract and retain top talent. The masterplan has been designed to locate office buildings on the site as part of a strategy that targets these Grow Smarter industries and creates environments in which they can thrive in the City of St. Petersburg.

The Health, Wellness, and Innovation District zone, located on the east portion of the site, will feature a concentration of modern mid- to high-rise office buildings. This zone, adjacent to and strategically connected to the St. Petersburg Innovation District, will create opportunities to host medical office space for sports medicine, sports science, and other life sciences research on-site. The development

will leverage proximity to Bayfront Health and USF St. Petersburg to support and promote public health and well-being for the residents of St. Petersburg and the world. Specifically, Bayfront Health is excited by the vision presented by Hines and the Rays and is interested in exploring ways to expand their presence in downtown St. Petersburg as part of the masterplan.

Additionally, the world-renowned Moffitt Cancer Center has expressed interest in exploring the opportunity to develop a cancer care facility on the site, a facility that would be the first of its kind in the City of St. Petersburg.

The planned concentration of Class-A office space along First Avenue South and Booker Creek is well-positioned to serve financial services, data analytics, and creative arts and design sectors. This area is also strongly positioned for marine sciences research and development programming, with proximity to the Booker Creek Greenway and the Pinellas Trail that links tenants to the heart of the Downtown St. Petersburg Waterfront.

As the largest private office developer in the world, Hines, alongside the Rays, will work with community advocates



JABIL GLOBAL HEADQUARTERS, ST. PETERSBURG, FL, DESIGN BY GENSLER

Gensler was tapped by Jabil to renovate their existing campus and optimize it for the consolidation of several of the company's Tampa Bay area locations. The renovated campus ultimately serves an intimate human purpose. Above all else, it will function as a Global Connector, a hub at which the 180,000 team members can come together. Jabil's new hub is an innovation launchpad. Now more than ever, the company's various players can come together and continue to forge a path of leadership.

to incorporate a variety of tenant types, including local users, within the masterplan. Hines has developed relationships with some of the world's most influential, innovative companies in diverse business sectors from e-commerce to finance and everything in between, including many Fortune 500 companies. We create tailored workplace experiences unique to each corporate culture, helping our tenants attract, retain, and motivate their top talent. Continued partnerships with these organizations is proof of Hines' commitment to attracting top tenants by delivering the highest quality projects on time and on budget. Hines will leverage these relationships to attract tenants to the Historic Gas Plant District redevelopment.

GP 12 and DE 11.1.7.

HOTELS

Hines has depth and breadth of experience developing world-class hotels. We have spoken with several of the global leaders in the hospitality industry including Accor, Hilton, IHG, and others, who have expressed written interest in becoming investors in this redevelopment. The plan identifies a four- or five-star property to be located adjacent to the ballpark to the north along First Avenue South, featuring conference and meeting space connected to a multi-functional meeting event space within the ballpark footprint itself. Two additional select-service or boutique hotels are also offered on-site. One of these hotels will service business clients, visitors, and users tied to medical office tenants.

GP 12

CONFERENCE CENTER APPROACH

A world-class destination like St. Petersburg is an ideal location for conferences and events, and we have worked closely with real estate consultant

RCLCO to understand the demand that is unmet by existing facilities. Pinellas County is home to over 450,000 square feet of conference center space located in conference and hotel centers. Most existing conference space is relatively small, and the largest single meeting room in the County is under 20,000 square feet, below the standard required for many events. The demand exists for a signature conference center to attract events regionally and beyond.

To meet this demand, we propose to include between 90,000 to 100,000 square feet of premium conference and meeting space that will be unlike any other in the region. Today's trends demand conference spaces in a unique setting that offer experiences to truly set them apart. A world-class destination district featuring an iconic Major League ballpark provides the perfect setting to do just that.

The Rays have committed to designing and building a state-of-the-art ballpark that will be used as a true community asset, available to the community for a variety of uses outside game days. Working with the Convention and Exhibition Centers group at Populous, we believe the project is primed to take advantage

of a trend toward designing conference spaces into sports venues. A new Rays ballpark is estimated to include greater than 50,000 square feet of premium spaces including suites and clubs, some of which will be designed and outfitted to serve as conference, meeting, and event space outside of games, providing the type of unique setting that will stand out in today's conference space landscape.

In conjunction and seamlessly integrated with an adjacent flagship hotel, the ballpark will provide a portion of the expected total of 90,000 to 100,000 square feet of conference and meeting space, coming online as part of Phase I of the development and opening concurrently with the ballpark.

The conference space program will include an approximately 30,000 to 40,000 square foot conference ballroom and trade show space, immediately the largest in Pinellas County, and providing the space needed to open Pinellas County to a new market of events. The large ballroom space will be accompanied by 50,000 to 60,000 square feet of configurable meeting spaces of a variety of sizes. The proposed conference center will give St. Petersburg the size and quality of facilities to effectively compete for events in the region.



TRUIST PARK, ATLANTA, GA DESIGN BY POPULOUS

Featuring forty-three premium hospitality spaces, including the fifteen thousand square foot indoor Xfinity Club, Truist Park caters to both small and large groups. The ballpark was designed to appeal to every kind of baseball fan, ranging from hardcore Braves devotees to casual fans wanting to hang out with friends on a sunny day. Truist Park weaves together the comforts of traditional Southern hospitality with modern technologies to create a fan experience unlike any other. The space can be utilized for a variety of functions.

D. NARRATIVE RESPONSE cont.

GP 13 and DE 11.1.6

HIGHER EDUCATION AND RESEARCH

Hines and the Rays are working to incorporate higher education and research-oriented spaces in the district as part of the health, wellness, and innovation campus, with a focus on sports science and data analytics anchored in the southeast of the site. The team has received expressions of support and interest from USF St. Petersburg, Moffitt Cancer Center, and Bayfront Health to occupy space within the development. These best-in-class regional institutions would give the District a strong local presence while expanding their reach into the community. The site also benefits from adjacency to St. Petersburg College, located on the Deuces Main Street on 22nd Street South, offering additional partnership opportunities. These institutional anchors will complement other potential types of research and development identified to occur on-site, such as those outlined in section DE 11.1.5. Educational resources could cater to focused workforce training programs for high-skill professional services, STEM and life sciences, and IT-related positions that will support the proposed growth in office space concentrated on-site.

1M+ SF
Education projects
developed by Hines

Hines and the Rays, together with Gensler, will bring our broad expertise in large-scale development to the nuances of academic and research institutions—a product type that demands a deeply diverse level of experience and skill in managing board and staff relationships. We will draw on our global experience, research, and multidisciplinary lens to facilitate integrated planning and design processes and shape experiences that resonate with diverse users and support student success.

The ballpark itself can become a living lab, by hosting future forward sports-science programs and educational experiences. As a local and regional destination, it can bring new audiences and energy together in a next-generation analytics and sports science hub located within the ballpark. The Marine and Defense Tech Hub serves as a successful model.

In addition, St. Petersburg is a critical center for environmental research, which provides an exciting opportunity for our proposed restoration and protection of Booker Creek and downstream waters. USF's Marine Science College is located along the City's waterfront, as well as the Florida Fish and Wildlife Research Institute. Our design team is prepared to use these resources to ensure

the eventual design will provide much-needed sustainability strategies in the face of impending climate changes.

GP 9, 15, 16 and DE 11.1.8

PUBLIC REALM AND OPEN SPACE

The success of our development is directly connected to the success and impact of our open space and public realm. We see the green spaces, Booker Creek, Pinellas Trail, and all the parks and plazas as economic drivers anchoring the development alongside the ballpark and the buildings around them. Our vision for the fourteen acres of public realm and community open space includes:

- **Establishing an Identity** with the open space that celebrates the legacy of the Historic Gas Plant District. Naming the park and community features gives authenticity and meaning to these public spaces and creates opportunities for robust community engagement to co-create naming.
- **Connecting to the surrounding communities** with public open space that stretches east–west and north–south through the site. The open space connects walkways and bikeways and provides key areas of gathering and programming through linear parks, squares, and plazas.



UNIVERSITY OF SOUTH FLORIDA RESEARCH FOUNDATION (USFRF), TAMPA, FL, DESIGN BY GENSLER

USF was in need for research and office space on campus to support scientists who are instrumental in changing the face of the human condition. Gensler designed the new building as a key campus connector, and USFRF is excited to expand their Incubator Program onto the first floor where it can be a beacon to the community.

- **Integrating art** into the public realm/open space through emblematic paving that both visually and narratively ties together the community. Additionally, introducing urban objects such as sculptural gateways, bridges, and furnishings that provide visual interest tied to art and culture throughout the site.
- **Planting a diverse and connective tree canopy** to engage adjacent neighborhoods and create a healthy, comfortable pedestrian experience.
- **Integrating an indoor and outdoor live music and event venue**, Booker Music Hall, by offering outdoor civic space connected with live performance opportunities.
- **Improving connections** to Campbell Park, Heritage Trail, and the Historic 22nd Street South District, which includes:
 - **Enhancing the north–south greenway**, including the restoration of Booker Creek will promote a stronger connection between the community and Campbell Park with improved connections to the flyover bridge over I-175.
 - **Connecting the newly located Woodson African American Museum with the Heritage Trail** (located south of the site at Ninth Avenue and 22nd Street). An enhanced public corridor (art, education, and cultural celebration) will extend from the Museum along Booker Creek, turning west on Third Avenue along the open

space, and ultimately south on Sixteenth Street with a gateway opportunity under I-175 to connect to Ninth Avenue. This opportunity can be further expanded along Booker Creek and south to Campbell Park, which has a strong connection heading west along Ninth Avenue.

- Maximizing opportunities at the new Woodson African American Museum by **integrating its sense of place** with Booker Creek.
- Maximizing opportunities for **community event gathering** along Second Avenue and the ballpark as it connects with the Booker Creek Greenway.

GP 14 CHILDCARE FACILITIES

Hines and the Rays are committed to providing space for early education on-site and communicating childcare services as a priority to potential tenants and partners tied to the development. In a post-pandemic era, we understand the importance of accessible childcare services for parents and families. Gensler’s workplace survey found that Gen Z and Millennial respondents were four times more likely than Baby

Boomers to rank childcare as a top priority—it is a critical amenity to attract businesses and organizations with strong points of view on work–life balance.

From an intentional equity perspective, early education creates positive early experiences for children and provides safe, reliable options for parents that are working to support their families.

Our approach is to work with existing pre-schools in South St. Petersburg to build their capacity and potentially include satellite locations for those existing small businesses in the Historic Gas Plant District. Four operating South St. Petersburg–based pre-schools are in conversation with the Rays including Jennifer Howard-Black at the Starling School. In addition, partners such as Tampa Bay Watch are interested in supporting environmentally focused daycare programming on-site at the eco-pavilion, and the Boys and Girls Club of Suncoast is interested in supporting after-school opportunities.



MILWAUKEE ENTERTAINMENT BLOCK, MILWAUKEE, WI, DESIGN BY GENSLER

The Milwaukee Bucks Entertainment District is an indoor-outdoor sports, retail, and entertainment destination, anchored by an interactive public plaza that serves as the City’s new “living room.” The design of the Entertainment Block strives to connect the surrounding community, acting as a catalyst for the development and evolution of the district and downtown through an active and inspiring environment for people to live, work, and play.

2B+
People encounter
Gensler-designed
spaces every day



GP 15 and DE 11.1.9

BOOKER CREEK AND THE PINELLAS TRAIL

BOOKER CREEK

Booker Creek is a significant natural asset for the development and the community. Our shared vision for the future of Booker Creek is to rehabilitate, reconnect, activate, and educate. The proposed development will not only embrace the Creek, but will enhance its function, quality, and aesthetic.

The Vision for Booker Creek is to address the following goals and initiatives:

- **Rehabilitate and restore** the Creek to improve water quality and flood mitigation with a focus on removing concrete bulkheads where possible and bringing it back to its natural state with softer, natural edges and a native landscape. Promote biological habitat creation and implement methodologies to filter and cleanse the Creek water as it passes through the site. Methodologies to promote habitat creation and natural drainage solutions such as bioswales will also be used where appropriate to help with surrounding stormwater treatment and attenuation for the site before it is released slowly into the natural drainage pathways that include the Creek.
- **Reconnect** the Creek to the community through strong connections of pedestrian and bike-friendly pathways that include areas of gathering at various scales along the Creek
- **Activate** the Creek with multiple scales of public gathering space including flexible open space to allow for a multitude of opportunities. The museum, event center, and ballpark will all be located along the Booker Creek Greenway, with the intent to blend indoor and outdoor programming opportunities.

- **Educate** the community and visitors on the assets and history of the Creek through an Environmental Center located adjacent to the Creek. Promote the Creek as a place of healing and implement educational signage and implement educational signage speaking to water quality and the history and importance of the Creek in the community.

Building on learnings from the completion of the St. Petersburg Pier, Kimley-Horn, EDSA, and Janicki Environmental will work together to develop a stormwater masterplan for the site. The team will work with the City to understand the results of the City's stormwater masterplan and incorporate recommendations. First, the plan will address stormwater treatment and attenuation by the City and the Water Management District's requirements. In addition, the plan will address any floodplain encroachments. Once that baseline is set, we will work to enhance the treatment of the stormwater throughout.

The team will work with existing hydrology to enhance the Creek, understanding that there are environmental controls in portions of the bulkhead for Booker Creek. The flow rate of the Creek varies greatly from low flow to filling beyond capacity during large events. In addition, the development team will better understand the impacts upstream and downstream of our site to ensure that any improvements to the function of Booker Creek do not cause any adverse impacts.

PINELLAS TRAIL

The Historic Gas Plant District is uniquely located on the Pinellas Trail, the 58-mile trail network that runs throughout Pinellas County and runs directly

through the site. Maintaining and enhancing this community asset is key to our vision of maximizing the local and regional connectivity of the site. Hines and the Rays will strive to enhance the existing path and seamlessly integrate it into the new development. To encourage its use, meaningful improvements to the trail have been budgeted for, including hardscaping, landscaping and shade trees, and lighting enhancements. Certain street-level buildings facing the trail will be designed and programmed to create a lit, active, safe, and comfortable experience. Micromobility hubs will be strategically located on the site, including bike storage and locker locations that are shaded and protected from the elements. The trail will be integrated with the rest of the site, providing walkable and bikeable streets to explore the rest of the District, including a trail along Booker Creek that connects further south over I-175 to Campbell Park, the Innovation District, and eventually the waterfront.

GP 2, 7, 8 and 10 BUILDING FUTURE-FORWARD INFRASTRUCTURE FOR GROWTH

Guiding Principle #2 builds upon the tenet of public collaboration to develop a strong approach to infrastructure. The Rays have committed exclusively to Hines as a development partner. This partnership ensures the new Rays ballpark is designed as a community asset, driving experiences and economic impact 365 days of the year. There are multiple technical, phasing, and infrastructure requirements that Hines and the Rays have addressed, ensuring that our design can be delivered with the highest degree of confidence upon award.

Due to their extensive experience serving the City of St. Petersburg, we have engaged Kimley-Horn as our engineering partner for the Historic Gas Plant District. Kimley-Horn's approach to infrastructure and utility phasing is based on a thorough technical understanding of opportunities and constraints in both interim conditions and the ultimate condition and the economic impacts of project phasing. For this project, the assessment of the existing ballpark, parking, and infrastructure, and the phasing plan for a new ballpark and all phases of new development are key. The proposed development will add significant demand for the City's infrastructure. A detailed capacity analysis will be undertaken for water, sewer, and electricity. Our team will work with City staff to collaborate on the best approach. When defining a future-driven infrastructure strategy for growth, we will consider a wide range of innovative solutions appropriate for the Historic Gas Plant District.

COASTAL RESILIENCY

With an estimated 40% of the City within the Coastal High Hazard Area (CHHA), we will design this site, which is out of the CHHA, to be a resilient district that will be a model for future developments. Elements such as hurricane-proof storm shelters with functioning power, water, and sewer are critical infrastructures. In Houston, after Hurricane Harvey, Hines located a central plant above the 500-year flood line to mitigate flood risks and improve resiliency. In Menlo Park, Hines prepared a project's civil design to meet the local sea-level rise requirements which are + 5 feet of fill across an entire 60-acre site to raise the ground-floor slab elevation safely above the forecast flood level. In Jacksonville, for the new riverfront FIS World Headquarters office (a Fortune 250 Company), Hines conducted a sea-level rise study and implemented changes to elevate the building above the 500-year flood line and added wave action retaining walls and full building backup generators.



FIDELITY NATIONAL INFORMATION SERVICES WORLD HEADQUARTERS, JACKSONVILLE, FL, DEVELOPED BY HINES AND DESIGN BY GENSLER

The planned and implemented coastal resiliency strategies for the 350,000 square foot corporate headquarters accounted for less than 0.05% of the project budget but allowed Hines and the design team to help protect FIS' investment in their headquarters for the next century.

D. NARRATIVE RESPONSE cont.

POWER SUSTAINABILITY

The development will be designed consistent with the City's initiatives published in the Integrated Sustainability Action Plan (ISAP). Duke Energy has committed to working with us on a sustainable and resilient approach to energy services within the site. This includes the need for any additional substation on-site to support demand generated by the ballpark and development. Additionally, this will help us implement strategies to support the City's ISAP, with a focus on—but not limited to—building infrastructure that is efficient and renewables-ready; creating and procuring renewable energy; and developing a smart, reliable, and resilient energy system. The proposed development will use district-scale technologies, a centralized plant, shared energy storage, a mix of renewable energy sources, and a commitment to LEED.

Hines was the 2021 ESG Firm of the Year from Global PERE Awards, with over 2,172 Energy Star Labels to date, 15 Sustained Excellence Awards, and 18 Partner of the Year Awards. As a global organization, Hines is committed to our recently published target of Net Zero Operational Carbon in our building portfolio by 2040 in line with a 1.5° science-based pathway. At 555 Greenwich, Hines was able to utilize circular energy infrastructure to reduce carbon emissions and keep building occupants comfortable. The Hines team reduced embodied carbon at the Salesforce Tower in Chicago by 19%. For the Willow Village Project in the Bay area, Hines prepared the Design Development stage documents for an all-electric development of over 1.2M SF of Class A mass timber office buildings.

HEALTHY INFRASTRUCTURE

Beyond mechanical, electrical, and transit considerations, access to quality food and healthy living opportunities are considered critical infrastructure. Open and activated green spaces, fitness trails, urban farming, and community gardens will provide different opportunities to improve healthy living through physical amenities and assets throughout the district.

To stay at the forefront of health and well-being, Hines is proud to be a founding member of the Well Living Lab, in partnership with the Mayo Clinic. The Well Living Lab is the first lab exclusively committed to research, development, and testing of both new and existing innovations designed to improve the health and well-being of individuals as they live, work, learn, and play within built environments. Well Living Lab findings and recommendations will be woven throughout the neighborhood.

STREETSCAPES

The guiding principle for streetscape design is based upon the perception that downtown streets should

serve as vital linear public spaces and be designed to enhance the overall living environment. Roadways will be designed to perform as valuable portals within the community and function as the centerpiece of vibrant urban development. By implementing designs that appeal to the pedestrian scale, enhance safety, and promote connectivity, people will walk more, drive less, and feel safer. Good streetscape design and street characters are part science and part art. We will design for people of all ages and abilities as well as consider traffic and street design parameters, visibility, lighting, public art, landscaping, and the historic context of the past and the surrounding neighborhoods. If residents and visitors can safely and easily traverse the streetscape, it will positively impact their comfort and desire to live and work there.

TRANSPORTATION

A superior transportation network isn't just the heart of a community—it's the framework on which all else is built. That's what makes effective urban mobility, transit, and designing "great streets" essential to keeping pace as a communities' needs evolve. Hines and the Rays, and the project team they have assembled, have extensive experience



ST. PETE PIER, ST. PETERSBURG, FL APPROACH DESIGN BY KIMLEY-HORN

The unique waterfront attraction and pedestrian-friendly experience boasts unmatched sightseeing, retail, dining, and entertainment opportunities. This \$90 million, 26-acre Pier District fully realizes a masterplanned vision of an enhanced open space, connecting the shoreline to the downtown core of St. Pete. Kimley-Horn staff from multiple disciplines and offices contributed to the success of this project, involving an unprecedented level of coordination and collaboration among various design teams working together to achieve one unified Pier District.

in implementing micromobility strategies that include bike share, scooters, and bus rapid transit connectivity. These strategies are central to maximizing a strong transit ecosystem within and beyond the boundaries of the site. The team understands that the street network will need to achieve a balance for those walking, biking, arriving via transit, and driving to the site. The team is committed to Envision certification with a history of projects that have been certified. Kimley-Horn's Envision Sustainability Professionals (ENV SP) can provide design alternatives, using outcome-based objectives, to enhance the triple bottom line of this infrastructure project. Due to the high-profile nature of this project, the final design must look beyond the economic impact and take social and environmental benefits into account. By utilizing the Envision rating system tools, we can quantify those benefits to compare various solutions and achieve higher levels of sustainability at every step of the process.

TRANSIT & MOBILITY

The Historic Gas Plant District is a chance to connect people to places and opportunities. The Kimley-Horn team has assisted communities locally, statewide, and nationally with similar efforts, including implementable land use, multimodal mobility including micromobility, and redevelopment actions with a focus on connecting people to housing, jobs, education/training opportunities, and places that meet basic and entertainment needs.

Locally, Kimley-Horn is proud of its work on projects including the St. Petersburg Complete Streets enabling greater mobility, connectivity, and transit-oriented development on projects

like the St. Petersburg Complete Streets Implementation Plan, Downtown Parking Study, Innovation Streetscape, SunRunner TOD, and Cross-Bay Ferry, among numerous others in the greater Tampa Bay Area.

GP 21 and DE 11.2.1-11.2.3

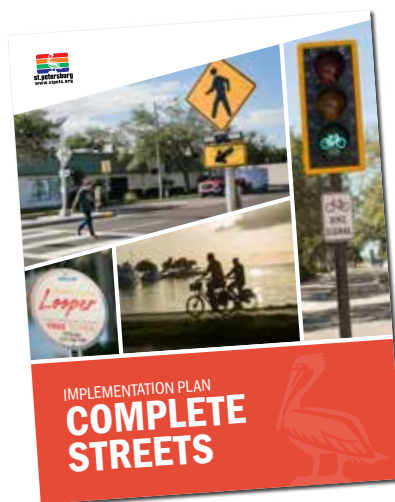
COMPLETE STREETS PLANNING APPROACH

As a member of the Complete Streets Coalition, Kimley-Horn has contributed through research and the development of best practices and standards. They are also one of the primary authors of the Institute of Transportation Engineers (ITE) recommended practices: Designing Walkable Urban Thoroughfares. Kimley-Horn has developed complete street plans around the country and has also helped develop the Complete Streets Implementation Plan with the City of St. Petersburg.

The Historic Gas Plant District redevelopment will adhere to the recommendations of the Complete Streets Implementation Plan for previously identified public rights-of-way within the site, and will employ the core tenets of Complete Streets guidelines

for the new public rights-of-way created through redevelopment. Simultaneously, complementary street modifications completed by the City along the edges of the site will execute recommendations for adjacent corridors including First Avenue South, Sixteenth Street South, and Dr. Martin Luther King Junior Street, to reduce the design speed and shift modal priority toward transit. This will be a significant improvement, as the existing corridors identified above currently exhibit high vehicle speeds, wide intersections, poor sidewalks and crosswalks, and wide turning radii. The new public rights-of-way will ensure that a robust, interconnected public realm complete with wide sidewalks, planting zones, and seating areas is integrated into each new roadway within the site, with special attention paid to crosswalks and trail connections to ensure pedestrian safety and comfort.

New transit has already been identified along First Avenue South with the addition of the SunRunner BRT system. In the future, separated bicycle lanes will be installed along Sixteenth Street South and Dr. Martin Luther King Junior Street. A bike



ST. PETERSBURG COMPLETE STREETS IMPLEMENTATION PLAN, DESIGN BY KIMLEY-HORN

Kimley-Horn developed a set of procedures for prioritizing and implementing complete streets through a variety of methods to encourage streets that are safe and convenient for all users of the roadway. The plan established the project delivery process modifications needed to improve the evaluation, planning, design, construction, operation, and maintenance phases of all roadway development and redevelopment projects. It also documented existing conditions and barriers; identified corridors and districts that are prime for complete streets improvements; established a network of low-stress bicycle routes; and identified additional facilities needed to make walking, bicycling, and transit safe and comfortable choices.

D. NARRATIVE RESPONSE *cont.*

lane along Thirteenth Street South is identified to terminate at the northern bounds of the site, offering an exciting active transportation gateway experience at the ballpark. Furthermore, these street design modifications will make the site significantly more accessible to the broader public of St. Petersburg and improve pedestrian connectivity and safety between the site and immediately adjacent neighborhoods.

GP 7, 8 and DE 11.0.10-11.0.11 MICROMOBILITY

Prioritizing equitable access and connections to all surrounding neighborhoods, via all modes of transportation, is vital to ensuring inclusive economic growth and opportunity. The Historic Gas Plant District is uniquely positioned at the heart of the local and regional transportation network. Excellent regional access to the site via I-275 makes it well-suited for access to large ballpark events and a district that will be a destination for other events and activities every day of the year. This unparalleled regional access must be maintained while strengthening connectivity between neighborhoods and ensuring St. Petersburg continues to thrive as the walkable community that makes it so special.

Reestablishing the street grid on-site will serve to connect neighboring communities and the local transportation network, enabling mobility throughout downtown and surrounding neighborhoods. Micromobility can help further connect people to Campbell Park south of the site, Warehouse Arts District and Deuces Live and Grand Central to the west, Edge District to the west, and

downtown to the east. Our vision is focused on ensuring safe, comfortable walkability and other micromobility options throughout the site, and in connection to adjacent neighborhoods. Streets will be designed to not just accommodate but encourage micromobility, through the Complete Streets Implementation Plan.

The site plan is also designed to foster micromobility connections to the broader transportation network. In particular, the recent launch of the SunRunner bus rapid transit service creates a new reliable transit option throughout downtown, across St. Petersburg, and to the beaches. The SunRunner stop adjacent to the site will be fully integrated into the site plan and provide safe and easy access throughout the site, including directional signage and crosswalks. Safe and accessible micromobility hubs—such as bike storage, bike share locations, and scooter locations—will be strategically located on the site, including adjacent to the SunRunner stop and will be shaded and protected from the elements. The Downtown Looper Trolley, Central Avenue Trolley, and PSTA bus routes provide additional options near the site for transportation to

surrounding neighborhoods and key destinations. As plans for major regional roadways adjacent to the site continue to be studied by the local and federal government, including modifications to turn Eighth Street and Dr. Martin Luther King Junior Street into two-way streets and potential changes to the I-175 and I-375 interstate spurs, we will work with the City and other stakeholders to ensure regional access is maintained while strengthening connectivity and access between neighborhoods and key destinations.

GP 21 and DE 11.0.18 SMART CITIES APPROACH

A human-centered smart city philosophy will make a tremendous impact on individual building development on the site. In designing spaces outfitted with smart city technologies, we will start by engaging the community. For example: What technology is needed? What needs will this technology fulfill? How will users engage with it? When done correctly, smart city technologies can provide a platform for two-way dialogue between citizens and the City, and we are in a unique position of demonstrating how this can work in practice.



ATANDT DISCOVERY DISTRICT, DALLAS, TX, DESIGN BY GENSLER

This first-of-its-kind immersive urban campus creates a destination place for employees as well as visitors and the downtown community. Gensler crafted a unique architectural experience, blurring the boundaries between the physical and digital realms that ATandT represents. A matrix of fully connected digital platforms, seamlessly integrated into the buildings and landscape, enable immersive take-over moments of lighting, audio, and creative media content.

The team is committed to establishing a Smart Cities working group with local and national leaders to ensure we are thinking about these strategies holistically and in an integrated way with the rest of the City of St. Petersburg.

With incredible advancements in technology happening every day, the development would benefit from the implementation of smart traffic sensors, community/district Wi-Fi, and solar streetlights. Organizations such as WiredScore assess, certify, and improve digital connectivity and smart technology at a global scale. Hines has nine properties with WiredScore certifications. The team will design the development to achieve WiredScore certification.

Hines has extensive experience implementing intricate smart city, mixed-used projects that include:

- Intricate outside plan
- Pre-certified WiredScore Platinum
- Emergency call boxes with direct connection to security
- Digital directories
- Wi-Fi with bi-directional amplifiers, Local Area Networks, Shared Building Networks, and public Wi-Fi devices
- Solar Streetlights
- Controlled, LED Lighting
- Fiber Optic Networks

GP 21 SUSTAINABILITY, HEALTH AND EQUITY, AND CLIMATE JUSTICE STRATEGIES

We understand that healthy urban planning includes many considerations, from public health and environmental considerations to plant and

wildlife preservation. Public health goals set in the StPete2050 Vision Plan and the City's ISAP provide a framework for a resilient, sustainable community. Considering the quality of life of the entire community, the project team will follow sustainable actions, source responsible materials, and consider the equity impact on development practices.

Nine sustainability strategies to be deployed on-site that will advance City priorities and position St. Petersburg as a leading City for large-scale resilience include:

1. TARGETING SUSTAINABLE CONSTRUCTION METHODOLOGIES

Hines and the Rays propose multiple mass timber, mid-rise office buildings to anchor the innovation district adjacent to the ballpark in the southeast corner of the site. Mass timber is a building material made of timber pieces that are laminated together, forming thick structural elements such as cross-laminated timber (CLT) panels that are typically twelve feet wide by roughly forty feet long. Like concrete, the material is fire resistant, but it has a much lower global warming potential. Mass timber elements can also be installed quickly on-site with reduced construction time, traffic, and noise, along with the minimal waste. The material's structural advantages combined with its positive impact on carbon emissions are drawing increasing interest from designers, developers, investors, and tenants. Additionally, carbon is sequestered from the atmosphere over the life span of trees in a sustainably harvested forest and then "stored" in mass timber buildings. This engineering marvel is quickly becoming an important part of Gensler and Hines' global portfolio.

9 Climate Justice Strategies

- 1 Targeting sustainable construction methodologies
- 2 Optimizing renewable energy and building efficiency
- 3 Maximizing green access and connectivity across the site and into the neighborhoods
- 4 Investing in district-wide thermal comfort strategies such as shading and tree cover
- 5 Designing the ballpark as an emergency services hub
- 6 Catalyzing employment in green infrastructure and development
- 7 Restoring and protecting Booker Creek and downstream waters
- 8 Promoting active transportation and enhanced air quality
- 9 Waste management and recycling

D. NARRATIVE RESPONSE cont.

Future innovation is founded on sustainability of our environment and deeply ingrained in everything that Hines touches. Hines is dedicated to building some of the world's most sustainable projects, and Hines **modern mass timber office** product called T3 is proof of that philosophy. Hines' T3 projects, which stands for Timber, Transit, and Technology, utilize all-timber construction to create a vintage aesthetic and warehouse environment with the efficiency and amenities of new construction. Unlike many building materials, timber is rapidly renewable when sustainably sourced and has a smaller environmental footprint than its reinforced steel and concrete counterparts. It's lighter, requires fewer interior finishes, and is relatively soundproof. Hines currently has more than twenty-five T3 properties completed or underway globally, and is exploring mass timber in the residential space. Notable T3 projects include Fat Village in Fort Lauderdale, Wedgewood Houston in Nashville, and the American Tobacco Campus in Durham.

In addition to Hines' experience, both Gensler and Kimley-Horn are leaders in sustainable design and implementation. With more than 1,800 LEED projects, Gensler is a leader in sustainability and resilience in the design profession. Recently, key leaders from Gensler gathered at the 2022 United Nations Climate Change Conference (COP27) with other industry leaders, heads of state, and climate activists from around the world to discuss how to design resilience strategies that can move the building industry toward net zero carbon.

Kimley-Horn approaches all projects with an eye toward sustainable design and decision-making that will benefit both the environment and the health of people living in the community. As an active member of the U.S. Green Building Council, the firm has more than 200 LEED Accredited Professionals throughout the country. Kimley-Horn has numerous notable and relevant projects serving as the lead engineering design consultant, helping clients achieve sustainability goals and certifications. A few examples in Florida include the St. Petersburg Pier (ENVISION); Babcock Ranch (public-private community development, first solar-powered town in the world); Brickell City Centre (LEED Gold); Miami Worldcenter (LEED-ND Silver Pre-Certification); and Water Street Tampa (WELL Design and Operations Community Standard, first neighborhood in the entire world to achieve this designation).

2. OPTIMIZING RENEWABLE ENERGY AND BUILDING EFFICIENCY

In response to climate change and efforts to reduce carbon emissions from the built environment, we are seeing the real estate industry in the U.S. (and other geographies in which Hines is active) going through a major shift in how buildings are built

and operated. Hines and the Rays will be working with Duke Energy to identify opportunities for implementing strategies from the City's ISAP, with a focus on—but not limited to—building infrastructure that is efficient and renewables-ready; creating and procuring renewable energy; and developing a smart, reliable, and resilient energy system.

In addition to sustainable sourcing of renewable energy, development at the Historic Gas Plant District will use energy-efficient infrastructure, robust energy storage, passive design strategies, and use of artificial intelligence for automated building and grid-energy management systems, modulating use on an as-needed basis. Water efficient strategies at the Historic Gas Plant District will deploy the use of active leak detection, efficient fixtures, sinks, toilets, building chillers and boilers, and use of greywater and water retention systems. The design will incorporate opportunities for residents and businesses to have flexible habitable environments that allow occupancy so that people can live, work, and play without the promise of high indoor energy use.



CSU NORTHRIDGE STUDENT SUSTAINABILITY CENTER, NORTHRIDGE, CA, DESIGN BY GENSLER

Home to the university's recycling operations and its Institute for Sustainability, this new LEED Platinum facility is a landmark achievement for the campus in its ongoing commitment to environmental stewardship. In both design and construction, the building itself highlights the recycling and sustainability education efforts housed within.

3. MAXIMIZING GREEN ACCESS AND CONNECTIVITY ACROSS THE SITE AND INTO THE NEIGHBORHOODS

The focus of the planning approach is accessibility; a network of pedestrian green routes connects the neighborhoods and large parks located at the edge and in the center of the development. Level changes are minimal across the plan to strengthen the accessibility and promote exercise and healthy living in a connected and integrated way. Strategies include improving the trail crossing under 1-275, updating the pedestrian bridge into Campbell Park from the ballpark, and expanding green space and trail integration along Booker Creek and into the Pinellas Trail.

4. INVESTING IN DISTRICT-WIDE THERMAL COMFORT STRATEGIES SUCH AS SHADING AND TREE COVER

Climate adaptation issues go far beyond just flooding; urban sprawl is one of the drivers in exacerbating the Urban Heat Island Effect, which is a contributing factor in making the world's cities hotter. Throughout the masterplan, extensive consideration has been given to integrating shade canopies and overhangs to support thermal comfort along pedestrian pathways and public open spaces. In addition, a connective tree canopy is planned to engage adjacent neighborhoods with a target of one thousand trees on the site to provide critical shade. Sustainable construction methods, such as the T3 approach mentioned above, alongside thoughtful native plantings, are central to the landscape approach to further mitigate Urban Heat Island Effect and improve thermal comfort across the district.

We will deploy nine sustainability strategies on-site that will advance city priorities and position St. Petersburg as a leading city for large scale resilience.

5. DESIGNING THE BALLPARK AS AN EMERGENCY SERVICES HUB

With a natural elevation above the flood plain and outside the CHHA, the ballpark will serve as a hub for emergency services during inclement weather. The current stadium has been used for a variety of public benefits including COVID testing, emergency food and aid distribution, ballot drop-offs, and emergency power vehicle staging. Tropicana Field has always kept the doors open to the community, especially in times of need. The new Rays ballpark will be designed to support community needs such as generator-supported electrical and EV charging, and spaces for food distribution and gathering and organizing. We will continue to work with the City and community to determine how best to use the ballpark for emergency purposes.

6. CATALYZING EMPLOYMENT IN GREEN INFRASTRUCTURE AND DEVELOPMENT

The development of green infrastructure at the Historic Gas Plant District aims to set a new precedent for environmental and social resilience. As the development uses sustainable landscaping strategies and robust, natural infrastructure for stormwater management, this will employ local enterprises and help catalyze productivity in the green infrastructure industry in Florida. Ensuring a rich economy and ecosystem of green jobs in the environmental resilience sector will help ensure the long-term sustainability of the City, as well as build capacity for small businesses and local contractors in St. Petersburg.



CLEMATIS STREETScape IMPROVEMENTS, WEST PALM BEACH, FL, DESIGN BY KIMLEY-HORN

In collaboration with Dover-Kohl, Kimley-Horn led the City's streetscape transformation, which included the design of curbless streets with permeable paver parking spaces and the City's first suspended pavement system. Improvements increased the pedestrian space within the right-of-way, provided new, shaded outdoor public spaces; and minimized the street's emphasis on vehicles by reducing speeds and relocating parking.

D. NARRATIVE RESPONSE cont.

7. RESTORING AND PROTECTING BOOKER CREEK AND DOWNSTREAM WATERS

We understand that high-value stormwater management and water quality efforts should do more than address a regulatory requirement—they should provide value to the site or community through a holistic approach that incorporates solutions to flooding, provides open spaces and parks, protects our natural water resources, and considers aesthetics. Stormwater management provides an opportunity to not only meet obligations but enhance the community. Techniques used to address the restoration and protection of Booker Creek and downstream waters will ensure sustainability by addressing climate change, sea level rise, and rainfall patterns. Our stormwater approach will be holistic, looking at stormwater management from the roof down to the Creek. This will be accomplished with the partnership of the entire design team from building design to the landscape and infrastructure that eventually contributes to Booker Creek and downstream waters.

While the project site is not within a FEMA floodplain, it is understood that the City is undertaking a stormwater masterplan that has identified a 100-year flood elevation for Booker Creek. Kimley-Horn will work with the landscape architect, EDSA, and the design team, as they design the landscape components to ensure the proposed improvements account for this flood plain as well as the fluctuation of water elevation within the Creek that occurs naturally. The focus will be to design the areas around Booker Creek to be flood tolerant.

8. PROMOTING ACTIVE TRANSPORTATION AND ENHANCED AIR QUALITY

Development at the Historic Gas Plant District will empower visitors to use more ecologically friendly, active transportation methods, such as biking, walking, or cycling. This will help make the City of St. Petersburg at large more networked with bike and pedestrian ways and elevate the City's status as a place where all residents and visitors can enjoy the benefits of active transportation.

Roughly one-quarter of the U.S.'s Greenhouse gas emissions are due to transportation. Transforming the urban landscape so the public can make greater use of emissions-free transportation will have long-lasting, positive impacts on air quality for the surrounding neighborhood.

The Hines Engineering IAQ Standard provides an industry-leading proactive approach to identifying, mitigating, and responding to IAQ issues at properties. Site-specific IAQ Property Profiles allow properties to implement mitigation measures for potential IAQ issues before they occur. The

Standard also includes a comprehensive response program to assist in resolving any IAQ issues that do occur. For this project, Hines and the Rays will target IAQ Standard compliance.

9. WASTE MANAGEMENT AND RECYCLING

Sustainable waste management and recycling at the Historic Gas Plant District will address over-consumption, reduce greenhouse gas emissions, promote sanitation, and create a more livable community for St. Petersburg and all visitors to the district. Sustainable waste management at the Historic Gas Plant District will take place throughout the project's life cycle: from initial demolition and renovation and continuing into ongoing operations. It will incorporate widespread recycling of paper, plastic, and metals, and composting, throughout the public realm and within buildings. Public education throughout the site will help raise consciousness so everyone takes the opportunity to reduce, reuse, and recycle.

Hines has implemented sustainability programs at large, complex sites by leveraging our on-site, experienced Facilities Management team, and strong relationships



CORAL GABLES MOBILITY HUB, CORAL GABLES, FL, DESIGN BY GENSLER

The city of Coral Gables engaged Gensler to design the nation's first comprehensive mobility hub. The city set out to create a single place for emerging systems of mobility and charging, and in so doing reimagine the parking structure as a community-focused mobility hub. An art wall faces storied Miracle Mile, and facade cutouts provide opportunities for local artists to display sculptures. With retail, parking, and community park spaces operating together, the project fundamentally reimagines how government can support the urban realm.

with waste management brokers, to best implement and execute a waste diversion culture. At JP Morgan Chase's headquarters in New York, Hines successfully executed this program by focusing on waste data, bin usage, signage, technology, and education. Across several of its managed properties, Hines has achieved a landfill diversion rate of greater than 90%.

GP 20 ENVIRONMENTAL REMEDIATION

Hines and the Rays are committed to remediating environmental issues on-site and ensuring the health and safety of future inhabitants. In partnership with Kimley Horn, the team has the environmental experts in place to navigate permitting and mitigation requirements through the Florida Department of Environmental Protection (FDEP). Kimley-Horn is well-versed in the Resource Conservation and Recovery Act (RCRA) and Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) governing hazardous waste, and is Occupational Safety and Health Administration (OSHA)-certified to perform an investigation on sites with hazardous chemicals. Given the location of the known environmental contamination, our preliminary strategy for remediation includes identifying the depths of contamination, hauling off any contaminated fill in the area where the cut is proposed to an appropriate landfill, and placing a cap that would be acceptable to FDEP.

GP 20 OAKLAWN CEMETERY

The Oaklawn Cemetery was in operation from 1905–1926, neighboring Moffett's and Evergreen Cemetery. The site of the former cemetery is now

where a portion of the Tropicana Field Parking is located. The African American Burial Grounds and Remembering Project research team utilized ground-penetrating radar (GPR) to study the area and locate undisturbed burials.

In response to the research in the Oaklawn Cemetery GPR Study, the development team will utilize report recommendations to remediate any potential environmental issues, and honor the families and individuals affected by the lack of relocation of their loved ones. Efforts will be undertaken to identify descendants and stakeholders connected to Oaklawn Cemetery, and a thorough archaeological work plan will be created before any additional development is pursued on the site. We will work with the City on the next steps resulting from the continued study being conducted.

- Additional Research into Oaklawn Cemetery Lot Deeds and Cemetery Population
- Professional Metes and Bounds Survey
- Further Research on the Effects of Moffett and Evergreen Cemeteries
- Identify Descendants and Community Consultation
- Additional GPR Survey
- Development of an Archaeological Work Plan
- Ground Truthing to Verify GPR Survey Results

Regardless of the final findings, the team desires to incorporate a memorial garden or garden of remembrance for the burial grounds in the long-term and locate it along I-175 at the southern portion of that tract of land to serve as a spiritual and historical marker for current and future generations.

DE 11.1.14.

LAND USE IMPACTS OF COVID-19

The pandemic largely accelerated development trends already at play. A focus on creative placemaking, diverse community spaces, engaging outdoor recreational areas, and multiple complementary uses are all key to creating more resilient and desirable destinations. Now more than ever, the future of communities depends on creating a more inclusive, more attractive, and healthier public realm. At all scales, community streets, sidewalks, and parks must become places for people: a more walkable and active environment, supported by amenities that can foster a sense of belonging; and a new "third place" between home and work for unplanned, informal, and socially distant encounters. Successful public realms create unique, memorable, and contextually relevant places. That demands the ability to integrate buildings, transportation, and activities in an urbane and compelling way, so the whole is much greater than the sum of its parts.

Hines and the Rays will combine our local knowledge and global experience to create the realistic and place-based vision that St. Petersburg requires: a "real experience" and a sense of the neighborhood. Thoughtful design will connect nature, technology, and people. We will design a place rooted in local culture that is a catalyst for socially sustainable urban transformation. Since real life is never linear, we approach masterplans and urban design with a strong vision and a flexible approach, giving them the resilience they need to guide development for both today and tomorrow. Our urban designers and strategists believe that sensitive planning can simultaneously serve people and spur growth. Additionally, as the country's leading developer and

D. NARRATIVE RESPONSE cont.

designer of commercial office space, Hines and Gensler are keenly aware of the return-to-office trends that are influencing the changes in downtown population. Since 2005, Gensler has studied the relationship between people and workspace, investing year after year to ensure we are staying ahead of what's next.

By tapping into the complementary disciplines of commercial office buildings, brand design, retail, hospitality, transportation, and workplace, we transform these public spaces into living spaces. As the engines of the wider economy, cities must balance the demands of the future with the realities of the present, and each must contend with very different challenges. Hines and the Rays have the global toolkit needed to create innovative, implementable plans for what's next.

Additionally, Hines and the Rays have engaged Don Mastry, a preeminent land use attorney for Trenam Law located in Downtown St. Petersburg, as special land use and real estate counsel for Hines and the Rays. The proposed intensity and uses are consistent with the site's existing DC-1 and DC-2 zoning designation and the plan could be developed without rezoning.

DE 11.0.19

CITY INITIATIVE ALIGNMENT

After a review of the twenty plans and initiatives, the following reflects a high-level capture of how the development is responding to priorities reflected in these documents:

EQUITY AND COMMUNITY ALIGNMENT

The Disparity Study, Structural Racism Study, and Community Conversations reinforce Hines and the Rays' commitment to equitable development that reallocates resources as a restorative process based on the site's history and policies. The development is committed to both on-site and off-site affordable restorative housing. Hines and the Rays envision entrepreneurship development by providing multiple storefronts, guided by Central Avenue's storefront conservations ordinance, to be inhabited by local businesses. The development is committed to a restorative pipeline of employment efforts based on mentorship and apprentice programs, along with diverse supplier internship matching. The development will further benefit the community with multigenerational educational spaces from a state-of-the-art youth academy and cultural centers, like the Woodson African American Museum and Arts Conservatory for Teens.

Hines and the Rays are committed to delivering spaces for environmental stewardship by designating an environmental pavilion as well as internship opportunities through St. Petersburg's Innovation District within the development. The proposal understands the need for upfront investment for our community needs to be aligned with the stakeholder's request. We must maintain a healthy partnership with the people the development will serve. Hines and the Rays are committed to having listening sessions, facilitated by the Foundation for Healthy St. Petersburg, with the community throughout the development process to ensure constant data collection that centers around the community's values, needs, and priorities.

EDUCATION AND YOUTH OPPORTUNITIES

Development of the Historic Gas Plant District will commit to early childhood literacy and civic outreach. This commitment is demonstrated by the many partnerships with a focus on education and learning and includes the development of a



DESIGN FOR DISTANCING, BALTIMORE, MD, DESIGN BY GENSLER

The Design for Distancing challenge, organized by the City of Baltimore, the Neighborhood Design Center, Baltimore Development Corporation, and Johns Hopkins Bloomberg School of Public Health, called on the City's design and public health communities to scope, develop, and implement interventions to reactivate its main streets and arts districts. Gensler and our partners worked to reimagine the block to create healthy and safe spaces where local businesses can flourish once again.

library and community space, alongside the Rays' continued commitment to countless community education and youth development programs, including Reading with the Rays.

EQUITABLE DEVELOPMENT, ARTS, AND BUSINESS OPPORTUNITIES

Equitable development at the Historic Gas Plant District will address targeted industry development in the City's focus areas spanning across the arts, science, and professional services including marine and life science, data analytics, specialized manufacturing, creative arts and design, and financial services. Hines and the Rays will continue to work with the City of St. Petersburg to identify any new or reprioritized industries as these initiatives continue to evolve. A key mission to economic development at the Historic Gas Plant District will include efforts to address racial and ethnic disparity through procurement and staffing throughout the design and development process, and in identifying tenants. This will involve leveraging databases for robust outreach to potential partners and the establishment of a Community Development Financial Institutions Fund (CDFI Fund) to support entrepreneurship and business creation.

NEIGHBORHOOD HEALTH AND SAFETY

Supporting livability at the Historic Gas Plant District will be achieved in a robust framework under the five social determinants of health: improving economic stability for the neighborhood and region, advancing educational access and quality, designing good quality buildings and urban landscapes, promoting a more equitable social community, and establishing a new district for premier health innovation.

HOUSING OPPORTUNITIES FOR ALL (RESTORATIVE OCCUPANCY)

Hines and the Rays' commitment to affordable housing will align with the City's goal to provide affordable housing for all: low-income households, moderate-income households, and middle-income households.

NEIGHBORHOOD CONNECTIONS AND PLAN ALIGNMENT

Guided by the three CRAs established both within and adjacent to the site, redevelopment of the Historic Gas Plant District will serve as a proud gateway to the downtown core and a bridge to surrounding neighborhoods that increases the environmental, social, and economic vitality of its residents, particularly those of South St. Petersburg. Physical connections beyond the Historic Gas Plant District support recommendations made in plans for the EDGE District, the Warehouse Arts District, and Deuces Live including trail-oriented destinations and amenities, a variety of community-scale shops and storefronts, and complete streets designed for pedestrian safety, mobility, and comfort.

Other commercial office spaces on-site target industry sectors identified in the Duke Energy report including STEM, health, data analytics, information technology, and other innovation and computational research to leverage the proposed multimodal connections to adjacent innovation districts.

Finally, the Pinellas Trail and Booker Creek Greenway connect the site back to the City of St. Petersburg and the beautiful downtown waterfront via off-street trails and pathways.

City Initiative Alignment



Equity and Community Alignment



Education and Youth Opportunities



Equitable Development, Arts, and Business Opportunities



Neighborhood Health and Safety



Housing Opportunities for All



Neighborhood Connections and Plan Alignment



Environment, Infrastructure, and Resilience

ENVIRONMENT, INFRASTRUCTURE, AND RESILIENCE

The redevelopment will serve as a national example of social and environmental resilience. It will transform the site from a legacy of fossil fuel production to a district promoting health, environmental stewardship, and natural systems.

Approach to the City’s Community Benefit Program

Hines and the Rays are committed to continuing the team’s role as a strong local partner and creating a comprehensive response to community needs.

GP 19

The development team has reviewed and integrated the below proposed strategies in response to the Community Benefits Agreement policy for St. Petersburg. Our team is committed to working with the City across Real Estate, Outreach, Employment, and Education as outlined in the following pages.

With deep expertise in Diversity, Equity, and Inclusion in the Tampa Bay Area and St. Petersburg, the Rays have partnered with a group of local Access, Communications, and Equity Consultants including BEST SOURCE Consulting, LLC (Best Source). Working together since the beginning of 2022, Best Source has delivered services in the following areas: Supplier Diversity and Engagement, Supplier Diversity and Measurement of Vendor Community Success, DEI Guidelines and Policies,

Procurement Guidelines and Policies, Sustainability, and Diverse Facilities Event Recruitment.

As it relates to the stakeholders for the Historic Gas Plant District redevelopment (the descendants of Historic Gas Plant District neighborhood and the residents of South St. Petersburg), a Bloomberg/Harvard City Leadership Initiative study identified five pathways to Economic Equity as employment, generational wealth, home ownership, business growth, and entrepreneurship/business ownership. Through the proposed restorative process, we are confident we can begin the process of achieving the equity goals laid out by the City of St. Petersburg in the following categories:

- Real Estate: Restorative Ownership and Occupancy
- Outreach: Restorative Conversations
- Employment: Restorative Enterprise
- Employment: Restorative Talent Pipeline
- Education: Restorative Pipeline

Commitment	
Real Estate: Restorative Ownership and Occupancy	
St. Petersburg Affordable Housing	\$15,000,000
Subtotal	\$15,000,000
Outreach: Restorative Conversations	
Community Engagement	\$750,000
Subtotal	\$750,000
Employment: Restorative Enterprise	
Entrepreneur/Business Creation	\$2,500,000
Mentorship/Apprentice Program	\$2,500,000
Restorative Business Occupancy	\$3,000,000
Multi-Cultural Incubator	\$5,000,000
Subtotal	\$13,000,000
Employment: Restorative Talent Pipeline	
Diverse Supplier Internship Matching	\$1,250,000
Technical Internship Placement	\$1,250,000
Remote Internship Hub	\$1,250,000
Subtotal	\$3,750,000
Education: Restorative Pipeline	
SSP Infrastructure Enhancement	\$3,000,000
Youth Academy	\$2,000,000
Financial Bridges	\$100,000
African American Museum	\$10,000,000
Environmental Pavilion	\$2,000,000
Innovation District	\$400,000
Subtotal	\$17,500,000
Total	\$50,000,000

\$50M
Hines and the Rays
commitment to the Historic
Gas Plant District community

REAL ESTATE: RESTORATIVE OWNERSHIP AND OCCUPANCY

Restorative Ownership and Occupancy provides a pathway for stakeholders affected by the removal of the original Gas Plant neighborhood, and current residents of the South St. Petersburg Community Redevelopment Area (CRA), to live (residents) and occupy (businesses) on-site and off-site. The Stakeholders for this component are defined as Historic Gas Plant District neighborhood descendants and South St. Petersburg CRA Residents. Hines and the Rays have committed \$15 million to this initiative.

- **South St. Petersburg Property Enhancement Fund:** We are committing up to \$2.5 million as part of an anti-gentrification strategy. Funds can be used for property rehabilitation, lien abatement, property tax issues, and probate processing in partnership with the City of St. Petersburg to rehabilitate and acquire properties to rent as affordable housing. This enhancement fund would be launched at project award with a provision of \$500,000 in seed funding. The program can be utilized in conjunction with both the South St. Petersburg CRA Affordable Residential Property Improvement Grant, and the Affordable Single-Family Facade Improvement Grant program.
- **Housing for All:** We are committing up to \$2.5 million to a Housing for All initiative. The goal of this initiative will be to unite our community and resources to provide solutions that ensure and sustain the stability of the home. Funds will be utilized for emergency financial assistance, community partnerships, training, and research that addresses and prevents homelessness. Potential partners may include Boley Centers,

We believe in bringing communities together. Through thoughtful, inclusive processes, we can inspire success. Our approach invites creativity, agency, and joy, delivering outcomes for this project, and generating ongoing capacity for the South St. Petersburg community and city at large.

Pinellas County Urban League, Pinellas Opportunity Council, and the Salvation Army of St. Petersburg.

- **Restorative Home Ownership Program:** We are committing \$10 million for a Restorative Home Ownership Program. Modeled after the “Dare to Own the Dream” program in the City of Tampa, the program will focus on attainable housing development and down payment assistance loans to income-eligible home buyers of properties within the City limits of St. Petersburg.

GP 11

OUTREACH: RESTORATIVE CONVERSATIONS

Our team brings a dynamic set of tools and expertise in facilitating participatory, energetic, empathetic, and meaningful community conversations, executed with justice-centered inclusive practices. We must listen in order to understand. We must engage in a manner that confers the proper respect and acknowledgment our constituents have earned. Today, we have ideas informed by dozens of conversations already had to this point; however, our outreach plan includes hearing from at least one thousand more voices

of our community before finalizing our vision. The team is committing \$750,000 to this program. Costs for ongoing community engagement are included within the project development and operating budgets on top of the initial commitment.

EDUCATION AND AWARENESS

- **Oral History Project “Understand My Name”:** This oral history project will capture voices of the community through the personal narrative and visuals of the respected former residents of this flourishing and vibrant community as they reflect on the past and provide insight on the needs of the future. We will help tell the rich history of the Historic Gas Plant District through their stories and potentially build a documentary film around it.
- **Cultural Training for Businesses:** We will build partnerships with local providers to ensure that all new businesses entering the district participate in training sessions to understand the local history of the area, as well as to ensure that they are serving in an inclusive manner. These trainings will include education on accommodating the Americans with Disabilities Act and the biases attached to systemic racism.

D. NARRATIVE RESPONSE cont.

COMMUNITY ENGAGEMENT OUTREACH COMPONENTS

- **Welcome Center:** The Welcome Center will serve as a one-stop storefront for all information related to the development. Local residents will staff the Center in cooperation with St. Petersburg Works and other community groups, and will direct visitors to business and job opportunities, upcoming events, and more.
- **Online Community Engagement:** We will build a website to serve as an online destination for the entire community to explore, engage, and deliver feedback. The site will post content to social media sites for ease of access and connection.
- **Public Town Halls:** We will conduct three community workshops per year to inform and educate the public on all activities, programs, and participation opportunities affiliated with the development. These meetings will be held in a

hybrid format, allowing for virtual and in-person attendance.

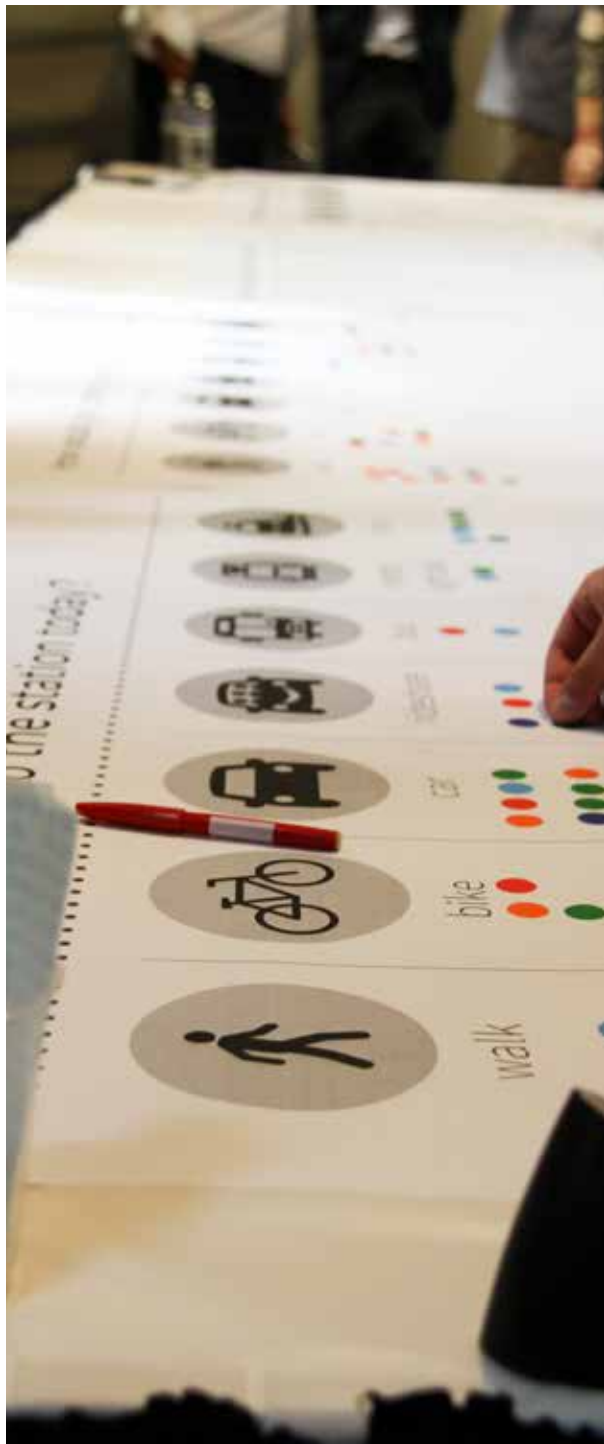
- **Community Advisory Council:** We will hold quarterly meetings of the Council consisting of twenty to thirty local business, civic, and community partners for the life of the development. It will comprise representatives from entities such as St. Petersburg College, The Deuces, Campbell Park Neighborhood Association, St. Petersburg Arts Alliance, the Pinellas County Urban League, Pinellas Technical College (PTEC), 16th Street Business Corridor Association, and individuals including local historians, scholars, and former residents of the Historic Gas Plant District Neighborhood. Membership in the group will rotate to keep ideas and perspectives fresh and provide plenty of opportunity for participants.
- **Youth Committee and Succession:** The Youth Committee will be comprised of a group of sixteen to twenty-three-year-olds that have a connection

to St. Petersburg. The purpose of this group is for the community to understand what the next generation needs and wants in order to stay and return to their hometown. It is our goal to include students from local high schools such as Gibbs, Lakewood, Boca Ciega, as well as students from St. Petersburg College Midtown campus and Pinellas Technical College. This group would be a committee of the Community Advisory Council and participate in a similar cadence of meetings and engagements.

- **Community Impact Report and Quarterly Reporting:** For more than fifty years, *The Weekly Challenger* newspaper has been the most comprehensive source for gathering, organizing, and presenting news and information to the African American communities of Tampa Bay. We would utilize this media outlet and others for our quarterly reporting and community impact report along with our website. Topics for the report may include updates relative to the

Multi-Channel Outreach





D. NARRATIVE RESPONSE cont.

project's fiscal, housing, employment, utility, traffic, small business, environmental, health, and sustainability/ resiliency impacts.

- **Project Community Outreach Coordinator(s) and Street Team:** The Coordinator(s) will oversee a grassroots team of local individuals tasked with disseminating information to the community through attendance at events such as Saturday Morning Shoppe, the annual Collard Green Festival, and Little League Football games. In addition, the Coordinator(s) will participate in recruitment fairs at local colleges, technical colleges, and Historically Black Colleges and Universities (HBCUs) to continue to recruit talent for the redevelopment project.

GP 4, 5, 6 and 18

COMMITMENT TO SMALL BUSINESSES, MINORITY BUSINESSES, AND WOMEN-OWNED BUSINESSES

We believe strongly in maximizing SBE/MBE participation in the project and are prepared to follow and work in good faith to exceed the currently Proposed CBA Policy for St. Petersburg. Specifically, we will commit to the recommended minimum of

\$500M
Based upon the target threshold of 20% this represents a target SBE/MBE spend in excess of \$500 million over the term of the project.

10% SBE/MBE participation, but with a realistic target threshold of 20% SBE/MBE participation subject to availability of SBE/MBE businesses, vendors, and labor supply. We will also set a long-term goal of 30% participation as SBE/MBE firms are able to grow and scale up in part from the intentional equity commitments that are being provided by us in other sections of this response. **Based upon the target threshold of 20% this represents a target SBE/MBE spend in excess of \$500 million over the term of the project.**

As noted previously, our Affordable Housing Partner, Dantes Partners and our Architect Partner, Storyn Studio, are Black-owned businesses and they bring a decade of experience maximizing SBE, MBE and Black participation to this process, as well as awareness of the St. Petersburg and Tampa Bay area and sources to achieve and exceed participation goals. Separately from tracking our SBE/MBE performance, we will also track our local and Black-owned business participation. Growing our local business talent base is a primary goal of our team.

One area where Hines and the Rays are uniquely qualified is to understand the implications and challenges of two adjacent and extremely large construction projects that combined represent greater than \$6 billion of development cost that will be undertaken simultaneously. Hines and the Rays, and the team they have assembled, have the project management experience and expertise to qualify, train, and assist Minority, Black, and Women-owned businesses to enable them to participate in one or both projects, as defined by the unique development profile of each project and the specific vendors, suppliers, and laborers that will be required for each. A new ballpark, and a large-scale mixed-

use development project that will include apartments, hotels, office buildings, and retail and entertainment venues, represent several distinct project types, each requiring a unique understanding of the supply chains and labor pools for each. In advance of bidding the work for the project, the team will prepare an analysis of whether the applicable SBE, MBE, WBE, and Black businesses and labor force exist to fulfill the aforementioned project goals. We are prepared to customize the target threshold on a project-by-project basis based on ongoing availability of SBE, MBE, WBE, and Black businesses and labor.

EMPLOYMENT: RESTORATIVE ENTERPRISE

Restorative Enterprise provides a path of financial restitution for the stakeholders affected by the removal of the Historic Gas Plant District through employment, job creation, business creation, and entrepreneurship. The target stakeholders for our community impact initiatives are defined as Gas Plant Neighborhood Descendants and South St. Petersburg CRA Residents. We are committing \$13 million to this initiative outside of actual physical work being performed on the project, and will work closely with St. Petersburg Works for job placement opportunities. The funding will support entrepreneurship and business creation, mentorship programs, diverse supplier internship matching programs, and technical internship placement programs over five-to-ten years. These programs have the potential to impact up to three hundred small local businesses over the course of the programs.

- **Entrepreneur/Business Creation:** A five-year commitment to train in business stewardship and stability in preparation for job pipeline needs for site development, business operations, and targeted business in RFP (Grow Smarter Technical Industries). Program will support up to thirty businesses annually.

- **Mentorship/Apprentice Program:** A five-year commitment to train in business capacity building, scaling, and growth in preparation for job pipeline needs for site development, business operations, and targeted business in RFP (Grow Smarter Technical Industries). This program will support up to thirty businesses annually.
- **Multi-Cultural Incubator:** The team has committed \$5 million for a Multi-Cultural Incubator that will include a cooperative working space for diverse entities including non-profits, businesses, and entrepreneurs to work and collaborate in scalable business space. The space will be supported in collaboration with Tampa Bay Black Business Investment Corporation. Funding would be split between both capital and operating costs to ensure long-term sustainability for the space and its community of users.
- **Restorative Business Occupancy:** Subsidize tenant space for minority businesses, driven by equitable access through funding provided by Tampa Bay Black Business Investment Corporation.

EMPLOYMENT: RESTORATIVE TALENT PLACEMENT

Restorative Talent Placement provides a path for internships to produce needed talent development for the workforce generated from the project and the Grow Smarter St. Petersburg Program. The Stakeholders for this component are defined as Gas Plant Neighborhood Descendants, South St. Petersburg CRA Residents, students from schools located in St. Petersburg, and businesses that are part of the Restorative Ownership Program. We are committing \$3.75 million to this initiative.

- **Diverse Supplier Internship Matching:** A five-year commitment for up to twenty students annually

We believe strongly in maximizing SBE/MBE participation in the project and are prepared to follow and work in good faith to exceed the currently Proposed CBA Policy for St. Petersburg.

for internships with Diverse Suppliers that are part of the Supplier Diversity Program.

- **Technical Internship Placement:** A five-year commitment for up to twenty students for internships with companies that are part of the St. Petersburg Grow Smarter Program.
- **Remote Internship Hub:** A five-year commitment for up to twenty students annually for internships with Big Tech firms in a remote capacity in conjunction with businesses that are committed to supporting talent development in an incubator environment.

EDUCATION: RESTORATIVE PIPELINE

Restorative Pipeline provides a path of educational and technical certification for the stakeholders affected by the removal of the original Gas Plant District. The Stakeholders for this component are defined as Gas Plant Neighborhood Descendants and South St. Petersburg CRA Residents. There is \$17.5 million dedicated to this initiative.

- **South St. Petersburg Infrastructure Enhancement:** There is \$3 million dedicated to enhancing current programs and tools that support educational institutions in the South St. Petersburg Community from daycare access to post-secondary studies. Vocational and technical trainings will also be supported under this initiative.

- **Youth Academy:** There is \$2 million dedicated to a physical building and programming for a Youth Academy to be located at the connection to Campbell Park. The multi-purpose space will serve as an athletic and educational hub for the students of South St. Petersburg.
- **Financial Bridges:** There is \$100 thousand dedicated to this initiative. Financial Bridges provide educational guidance on financial literacy and how to participate in programs and opportunities offered through this development.
- **African American Museum:** There is \$10 million dedicated to subsidizing a new African American Museum that will serve as an educational repository of local, state, and national exhibits of African American History.
- **Environmental Pavilion:** There is \$2 million dedicated for a recreational pavilion along Booker Creek with an emphasis on environmental education and connectivity. Environmentally focused programming in partnership with Tampa Bay Watch and other local non-profits would be held in this space to educate the public on sustainability and environmental stewardship.
- **Innovation District:** There is \$400 thousand dedicated to launching a learning program coordinated between the middle and high schools of South St. Petersburg and the Innovation District focusing on S.T.E.M. development.

Approach to Collaborating with the Tampa Bay Rays

Hines and the Rays have embraced the idea that this project is about much more than a ballpark—it is the creation of a vibrant neighborhood with a ballpark at its heart.

Hines and the Rays have been working together for over fifteen years and are Co-General Partners on the Historic Gas Plant District redevelopment project.

The Rays new ballpark, as illustrated throughout our proposal, is seamlessly integrated within and is the centerpiece of our vibrant, city-defining, mixed-use, placemaking neighborhood. As a unified team, we will coordinate the development of the ballpark and district so that disruptions to the operations of Tropicana Field during project construction, including security, parking, queuing, deliveries, ingress/egress, and building maintenance are limited. Together, we will ensure that the fan experience at Tropicana Field remains exceptional as the new ballpark and district are being built.

Open as part of Phase I, the ballpark, designed as a pavilion, will be located at the nexus of great public spaces and cultural programming and amenities within our master plan. It will be open and accessible year-round, a true extension of the public realm. It will be a living canvas for public art that celebrates the City and lifts up the legacy of the Historic Gas Plant District. And it will share services and amenities with surrounding uses.

The ballpark's spaces will be used to support meetings, conferences, and events, in conjunction with nearby hotel/hospitality uses. It will be a living lab, connecting to the development's Health, Wellness and Innovation zone through an analytics and sports science hub located within the ballpark footprint. And it will be a business incubator, supporting our commitment to growing small-, minority-, and women-owned businesses.

The collaboration, coordination, and partnership between Hines and the Rays is essential to the long-term vitality of the neighborhood, its ballpark, and the Rays organization.



PHOTOS COURTESY OF MINDOFJR

DEPICTION OF THE DEVELOPMENT

In the post-pandemic world, as we re-envision the way that buildings, developments, and even cities promote health, we must also reimagine how the built environment supports the long-term resilience of our communities, livelihoods, and resources.

- ANDY COHEN, GENSLER CO-CEO

E. DEPICTION OF THE DEVELOPMENT

Drawing List

- ✓ BACKGROUND
- ✓ OUR VISIONARY GOALS
- ✓ OUR VALUES
- ✓ CONTEXT & CONNECTIVITY
- ✓ CHARACTER ZONES
- ✓ SITE PLAN
- ✓ PARCEL PLAN
- ✓ MULTIMODAL CONNECTIVITY
- ✓ LOCAL CONNECTIVITY
- ✓ BUILDING ON OUR VISIONARY GOALS
- ✓ OPEN SPACE FRAMEWORK
- ✓ CONNECTED COMMUNITIES
- ✓ CONNECTED CULTURES
- ✓ CULTURAL ARTS PROMENADE
- ✓ BOOKER CREEK 2.0
- ✓ ACTIVATED CIVIC SPACES
- ✓ CULTURAL CONNECTORS
- ✓ BOOKER CREEK & SECOND AVENUE
- ✓ THE BALLPARK
- ✓ GAMEDAY EXPERIENCE
- ✓ COMMERCIAL DEVELOPMENT
- ✓ PROGRAM DISTRIBUTION
- ✓ GROUND FLOOR PLAN



Background

Existing Conditions

The Historic Gas Plant District site presents St. Petersburg with an unparalleled opportunity to reinforce and strengthen the city's small-town, neighborhood charm while expanding its big city mixed-use offerings. Located at the edge of the downtown core, the site is loosely bounded by First Avenue South to the north, Dr. Martin Luther King Jr. Street to the West, Interstate 175 to the south, and Interstate 275 to the west. As currently configured, the site encompasses approximately 86 acres of total land area. Given its central location, the current zoning consists of DC-1 and DC-2 (Downtown Center) districts, that allow for dense mixed-use and residential developments that enhance and support the core while providing a walkable and vibrant experience at the street level.

The site lies adjacent to several other neighborhood entertainment and cultural hubs such as the EDGE District, the Warehouse Arts District, and Deuces Live; however, the site's primary use today centers heavily around the gameday experience of baseball games at Tropicana Field. As a result, most of the current site consists of large surface parking lots to support the influx of gameday visitors. Redevelopment presents opportunities to build upon the city's cultural connections to water and the natural environment by improving and expanding existing recreational and environmental assets on-site like the Pinellas Trail and Booker Creek and leveraging new infrastructure such as the new SunRunner BRT system along First Avenue South to become an even more accessible and connected neighborhood.



Historical Context

Locally, Cooper's Quarters was a neighborhood established by the relocation of African Americans brought to work on the Orange Beltway. Structural racism limited the spaces where African Americans could live; however, even with the geographically limited spaces given, African Americans made it home. Cooper's Quarter multiplied through generations and became known as the (Historic) Gas Plant District. The first major spatial separation from what was once a vibrant community was the construction of I -175. The interstate was positioned through the Historic Gas Plant District which displaced many residents and disrupted the communities' connection to Deuces Cultural Art venues and what is now Campbell Park.

Additional factors contributed to the demise of Cooper's Quarters community — a large contributor was the operations of the gas plant that resulted in compromised soil, prompting the city to make plans for redevelopment and improve job opportunities in the neighborhood. Unfortunately, the promises were not fulfilled and instead resulted in the displacement of 296 structures, including 475 housing units (in 262 structures), 19 commercial structures, 6 industrial structures, and 9 institutional structures.



Our Visionary Goals

We envision a culturally vibrant and equitable neighborhood anchored by a world-class ballpark and entertainment district. We honor the neighborhood that once thrived, and imagine a place of belonging rooted in creative programming, active learning, access to green space, and housing for all; a place to come home.

We understand that this vision is only the beginning of a stakeholder-driven planning and design process. While intended to convey a conceptual framework for development, the drawings and exhibits provided herein will, and should, evolve to reflect input received through the project's community outreach process, and engagement with the relevant city agencies and non-governmental organizations.

Design Drivers 1 - 4

Physical design responses

- 1 Creating a connected, inclusive, and highly activated gathering destination for St. Petersburg.**
- 2 Lifting up the legacy of the Historic Gas Plant District through physical space, story, partners, and activities. All while showcasing an evolving presence of the creative arts and culture in St. Petersburg.**
- 3 Delivering a state-of-the-art, community centric, engaging ballpark for the Tampa Bay Rays.**
- 4 Being a magnet for economic development in St. Petersburg and a premier center for sports, science, health, and innovation.**

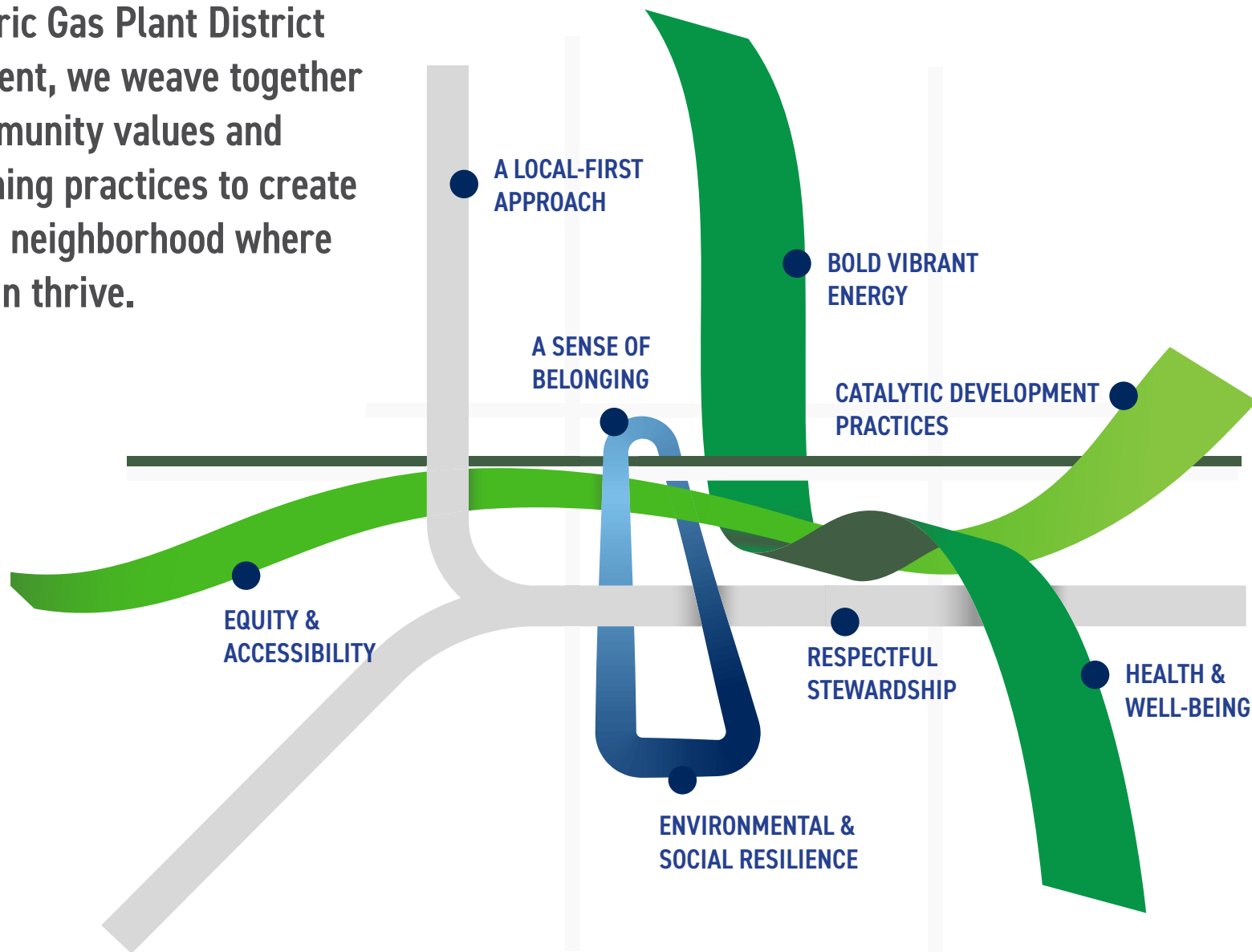
Policy Drivers 5 - 9

Strategies embedded within the physical design responses

- 5** Providing housing and occupancy for a multi-generational community at a wide range of affordability.
- 6** Leading by example in environmental and social resilience, as well as demonstrating an unwavering commitment to restorative entrepreneurship and economic mobility.
- 7** Bringing together a new generation of exciting partnerships and collaborations that will bring new resources to St. Petersburg and build on existing strengths and investments throughout the business and educational communities.
- 8** Investing immediately in South St. Petersburg from Phase 0; through the development of on-site and off-site community facing amenities and assets.
- 9** Hosting an inclusive and expansive community engagement process that builds capacity for the community and ensures accountability through an advisory board and ongoing community benefit alignment, starting in Phase 0 with the naming of the development site and key features.

Our Values

In the Historic Gas Plant District redevelopment, we weave together shared community values and model planning practices to create an enduring neighborhood where everyone can thrive.





Aerial view of the project looking southwest

Context & Connectivity

Reconnecting the Site to the City

The Historic Gas Plant District neighborhood extended south of the current site beyond Campbell Park. Through physical, programmatic, and cultural connections, the project will engage the communities and neighborhoods beyond its physical boundaries, including:

- Improvements to the structure of the existing I-175 pedestrian bridge, such as new cladding and lighting that tell the story of the site
- New vertical connections to the bridge, landscape enhancements to Campbell Park, and extending the gameday experience to 7th Ave (*In the event I-175 is lowered to become an at-grade boulevard, the plan may be modified to include full at-grade extensions of key north-south streets, such as 10th, 15th, and 17th, after coordination with city agencies and community outreach*)
- Artistic lighting under the interstate bridges to improve pedestrian safety and mark important gateways to the south along 16th Street, and west under I-275 to the Warehouse Arts District via an improved Fifth Ave South and Pinellas Trail
- Strengthening relationships to the Central Ave corridor and the EDGE District with active uses along 11th & 13th Streets and on the south side of First Ave South



Artistic Lighting; 18th Street Viaduct Underpass, Birmingham, AL



Chief's Creole Cafe at Deuces Live Main Street

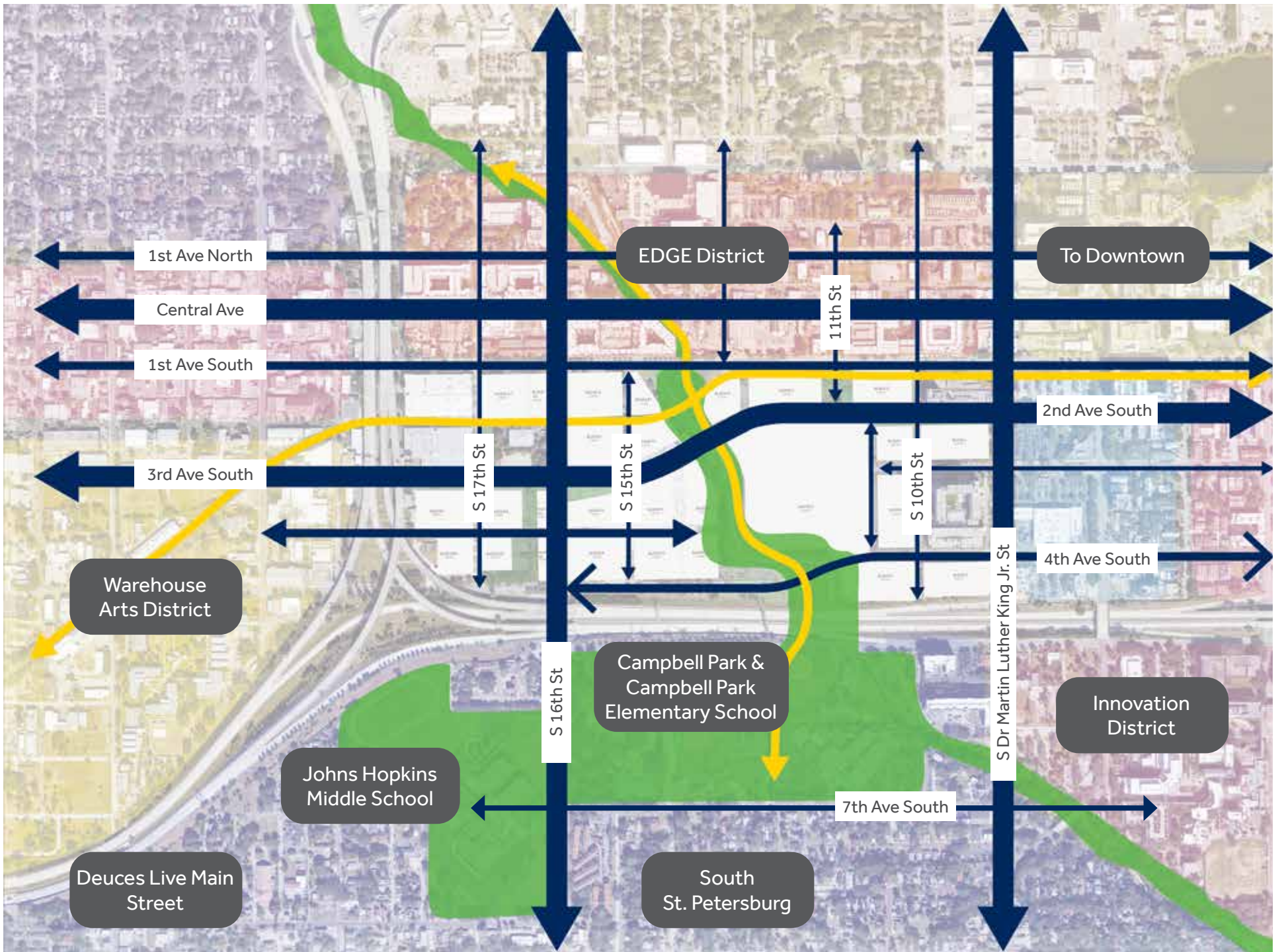


Bridge Cladding as public art; 28th - 31st Avenue Connector, Nashville, TN



Concept Rendering of Trail Crossings at I-275

GP7, GP9, GP10, GP17, DE 11.0.10, DE 11.0.11



Character Zones

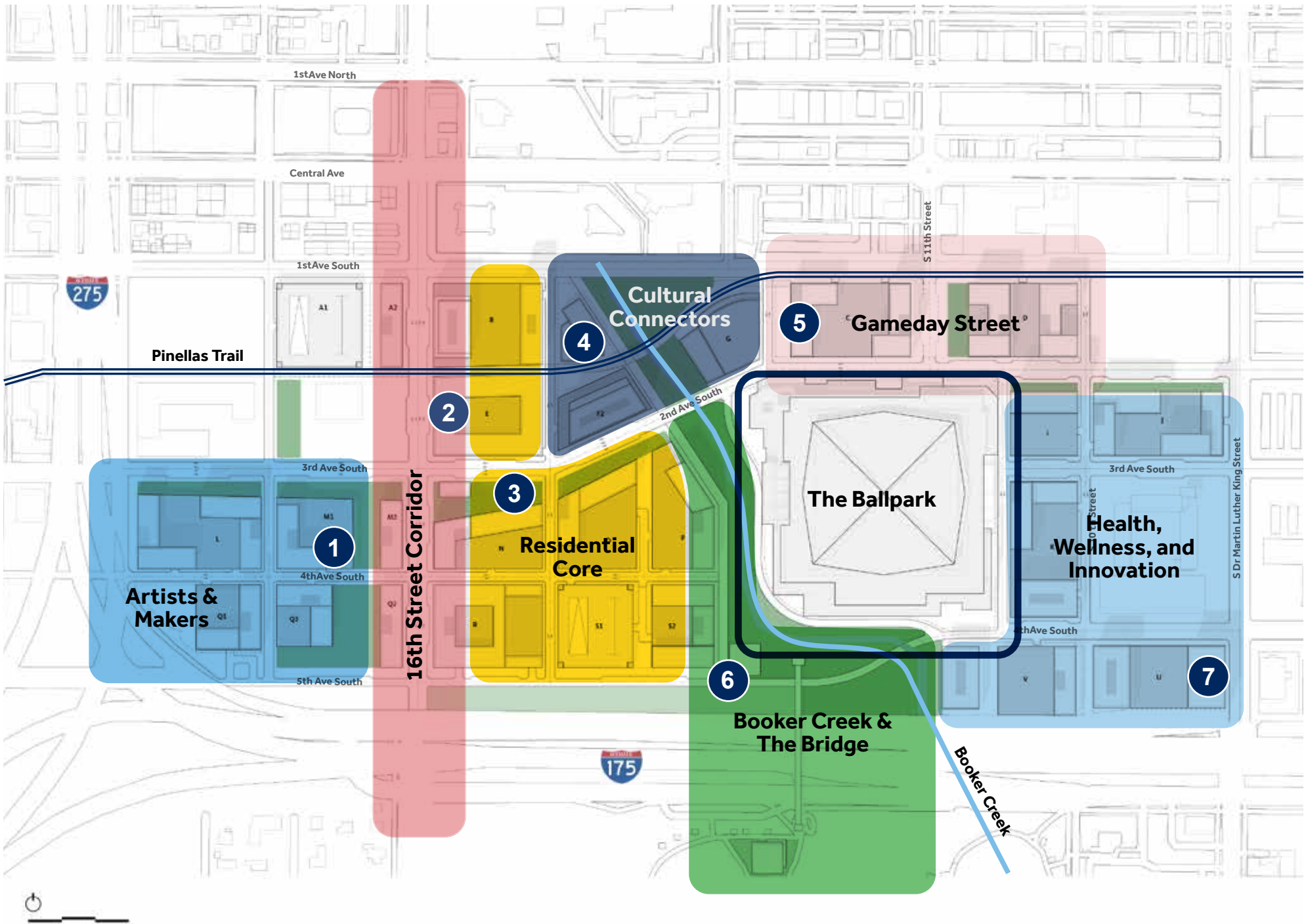
The Historic Gas Plant neighborhood itself grew from a collection of smaller neighborhoods, like Cooper's Quarters and Peppertown. Similarly, the redevelopment will be made up of different character zones whose programming responds to strengths, site adjacencies and connections.

- **Health, Wellness, and Innovation:** Part of phase one, this zone will support senior living, mixed income housing, hotel, creative office, and related health, sports medicine, data science and innovation space.
- **Gameday Street and Family Entertainment:** Anchored by the ballpark, the gameday street experience centers on Second street with related food and beverage offerings, an event plaza on 11th street, and an interactive, family-friendly entertainment venue.
- **Cultural Connectors:** Exciting cultural offerings such as the new Woodson African American Museum, and Booker Music Hall, a 2500-3000 person music venue and arts education space, as well as access to the Pinellas Trail provide an engaging, and important destination within the development for learning, expression, and connection.
- **Residential Core:** Senior living, mixed-income housing, surrounding a family friendly park support a more residentially driven zone bordered by the heritage linear park and Booker Creek.
- **16th Street Corridor:** Reminiscent of the old 16th Street, this zone will support neighborhood retail, a grocer, and signature office tower, in addition to it's Pinellas Trail connectivity.
- **Artist and Makers:** Building on the Warehouse Arts District to its West, this zone will host a Community Library and Incubator with meeting and event space, a boutique hotel, artists' and mixed income housing. Additionally, this zone preserves a portion of the former Oaklawn Cemetery to honor the site and avoid disruption of potential grave locations. This zone will also provide direct access to the proposed Trails Crossing public open space project proposed below I-275.
- **Booker Creek & The Bridge:** A north-south connector that is anchored by cultural connectors to the north, the Campbell Park pedestrian bridge, and Eco-Pavilion to the south. An educational and recreational experience, the greenway will serve as an incredible natural amenity for the site.

Key Community Anchors

- 1 **Community Library & Incubator**
- 2 **Grocer**
- 3 **Neighborhood Open Space**
- 4 **Woodson African American Museum of Florida**
- 5 **Conference Hotel**
- 6 **Eco-Pavilion**
- 7 **Neighborhood Health Clinic**

GP9, GP17, GP18, DE 11.0.3, DE 11.1.1



Site Plan

The plan provides for a high-density, urban neighborhood with signature open spaces and community programming.

First, the plan creates a development framework that **preserves and prioritizes the public realm** as the site’s primary organizing elements:

- 2.5 acres of art-inspired linear park space extending east to west
- Another 8 acres of restored, natural landscape along Booker Creek extending north to south, connecting with an enhanced pedestrian bridge over I-175.
- A total of 14 acres of open space, approximately 16% of the site — both a recognition of its history, and investment in its future

Second, the plan **re-establishes the historic street grid** while introducing a dynamic connection across Booker Creek to create a single new east-west main street on Second and Third Avenues, linking the downtown to the east with the Warehouse Arts District west of the highway. The historic grid allows for flexible development blocks, and pedestrian-friendly streets that connect the Historic Gas Plant District redevelopment with surrounding neighborhood destinations.

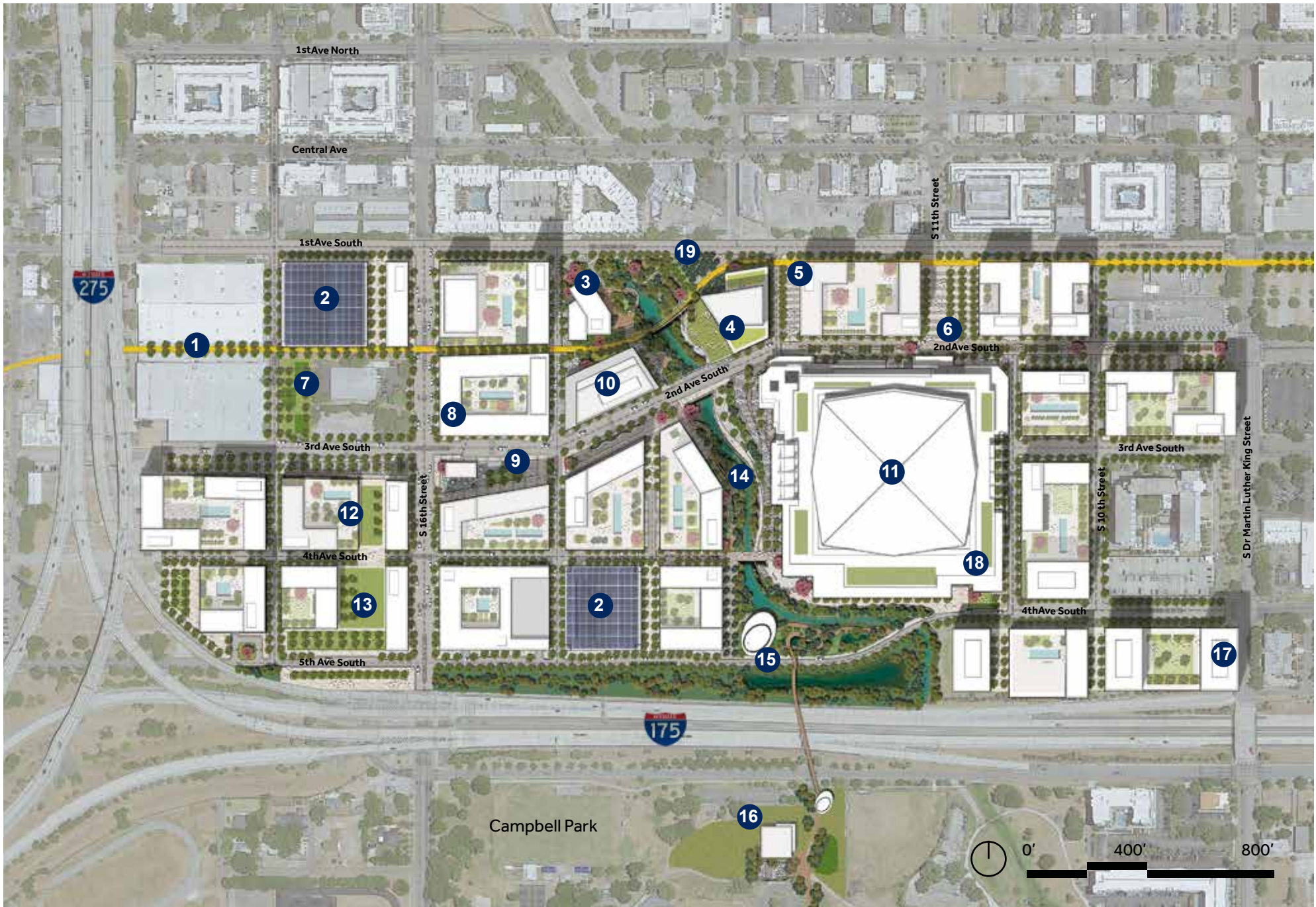
Third, the plan **integrates community, cultural, and civic uses** including a new home for the Woodson African-American Museum, incubator space for artists and small businesses, and a 30,000-seat ballpark, home of the Rays, located in the heart of the neighborhood where Second Avenue South crosses the Booker Creek greenway.

Program Summary

Program	Units	Approximate SF
Multifamily Residential	5,728	4,504,000
Senior Living	600	480,000
Hotel/Conference	700	560,000
Office		1,400,000
Retail/F&B		320,000
Entertainment		50,000
Ballpark		925,000
Community/Cultural		50,000
Total		8,289,000
Parking Provided	Stalls	14,000

Legend

- | | |
|---------------------------|---|
| 1 Pinellas Trail | 11 The Ballpark |
| 2 Event Parking | 12 Community Library/Incubator |
| 3 Woodson Museum | 13 Oaklawn Memorial Park |
| 4 Booker Music Hall | 14 Booker Creek Greenway |
| 5 Conference Hotel | 15 Eco-Pavilion |
| 6 Gameday Street | 16 Youth Academy |
| 7 The Orchard | 17 Neighborhood Health Clinic |
| 8 Grocer | 18 Sports Science & Innovation Incubator |
| 9 Cultural Arts Promenade | 19 Sun Runner Station and Multimodal Facility |
| 10 Signature Office Tower | |



E. DEPICTION OF THE DEVELOPMENT cont.

Parcel Plan

The site will include over 20 new urban blocks, and provide public benefit on over half of the land area.

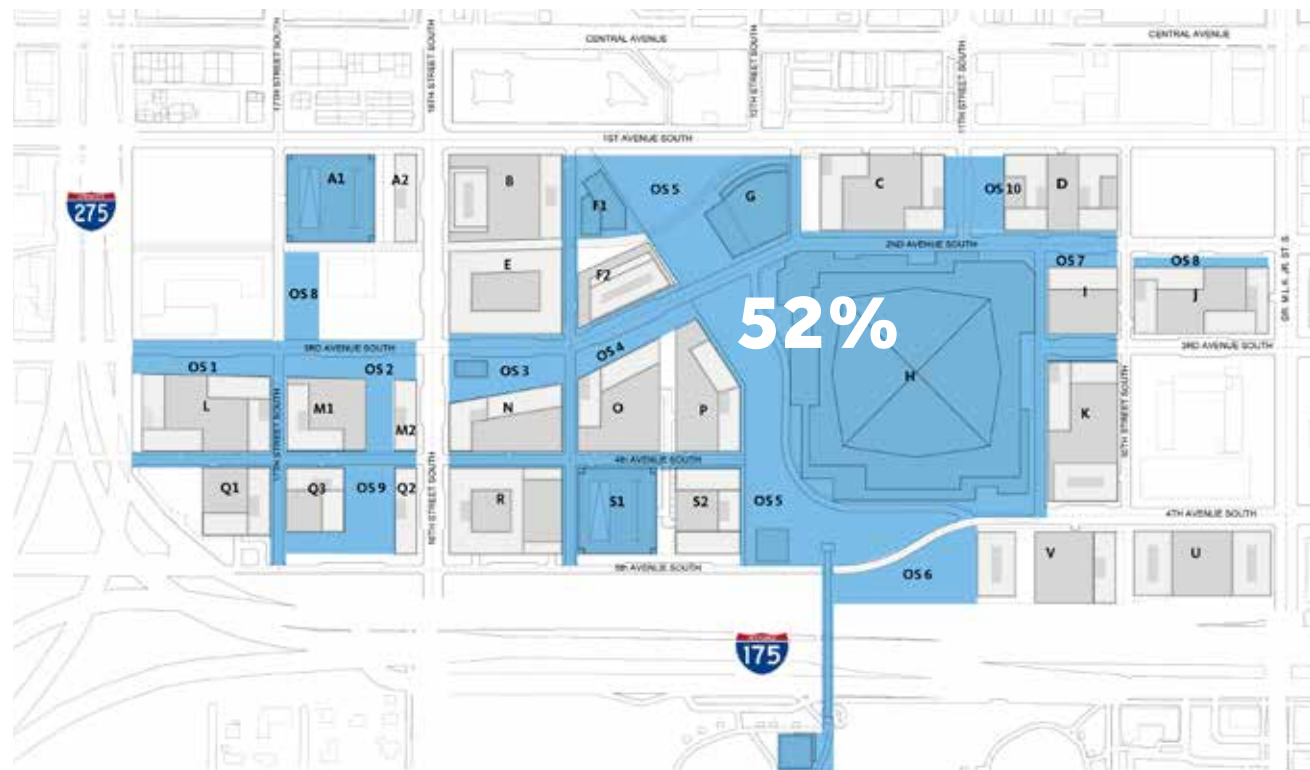
Typical blocks are between 1.5 -2.5 acres, sized to accommodate a range of uses and construction types, providing flexibility for development over the assumed 20 year build-out of the site. 63% of the 86-acre site is developable area, with an additional 16% dedicated for open space and the remaining 21% attributed to streets and the public realm.

Per the proposed plan, approximately 52% of the land area available will be developed for community and public benefit, including open space, cultural buildings, the ballpark, public parking, and new street rights-of-way.

Open Space	Acres
OS1	0.40
OS2	1.00
OS3	0.81
OS4	0.44
OS5	7.39
OS6	1.61
OS7	0.14
OS8	0.27
OS9	1.17
OS10	0.36
OS11	0.38

Parcel ID	Acres	Parcel ID	Acres	Parcel ID	Acres
A1	1.88	I	1.06	Q2	0.81
A2	0.63	J	1.93	Q3	0.50
B	2.14	K	2.25	R	2.15
C	2.30	L	2.20	S1	1.70
D	1.96	M1	1.10	S2	1.38
E	2.10	M2	0.50	U	2.00
F1	0.71	N	1.45	V	2.31
F2	1.20	O	1.67		
G	1.33	P	1.53		
H	13.04	Q1	1.83		

Development Totals	Acres	%
Developable Area	53.7	63%
Dedicated Open Space	14.0	16%
Streets + Public Realm	18.3	21%
Total Acreage	86.0	100%



DE 11.0.1, DE 11.0.10, DE 11.1.8



Multimodal Connectivity

The Historic Gas Plant District redevelopment is a chance to connect people to places and opportunities.

The street network within the site reconnects the street grid network to the surrounding area and creates smaller block sizes for better connectivity, providing options for people to safely walk, bike, or wheel around. The pedestrian routes focus on connections from parking areas and transit stops as well as integrating the site with surrounding areas. The public parking structures and lots are located around the periphery of the site. This allows better vehicle access and encourages visitors to the site to park once and walk to their destinations.

The bicycle connections reflect existing facilities such as the Pinellas Trail and Campbell Park pedestrian bridge. As the site redevelops, improvements to the Pinellas Trail will be made, particularly along First Avenue South to provide a more safe and dedicated facility for trail users. Acknowledging the findings within the Downtown Mobility Study, and the potential for I-175 to be removed or altered, the circulation plan anticipates greater pedestrian, bicycle, and vehicle connectivity to the site. This can be done by extending the newly created street grid network within the site to Fifth Avenue South, adjacent to Campbell Park. In the meantime, improvements to the Campbell Park pedestrian bridge will be made to provide greater connectivity to southern neighborhoods and to the future 6th Avenue trail. There is added connectivity to the west along Second Avenue South to 3rd Avenue South to connect to Warehouse Arts District and Deuces Live. The bicycle

facilities shown on the map are consistent with improvements identified within the St. Petersburg Complete Streets Implementation Plan. The exhibit also shows micromobility facilities for the new roadways within the site which are designed to be lower speed streets oriented for bicyclists, scooters and pedestrian traffic.

It is anticipated many visitors will arrive to the site by the SunRunner, the region's first bus rapid transit system. The site circulation plan acknowledges this and provides pedestrian and bicycle facilities to and from SunRunner station stops. Another popular transit option within the area is the Central Avenue Trolley (CAT). It is also anticipated that visitors to the site will arrive by the CAT and can make similar connections to the site as SunRunner users. The SunRunner and CAT provide east-west connections into the Downtown core which is where the Cross Bay Ferry dock is located to connect to Tampa.

There are future regional transit projects and opportunities that will provide greater regional connection to the city and the Historic Gas Plant District redevelopment. Some of these opportunities include: future BRT routes on 34th Street, express bus connections to northern Pinellas County and Pasco County. The new Howard Frankland Bridge includes additional connectivity to Tampa including improved transit and multimodal improvements as well as express lanes for vehicles.

GP7, GP8, DE 11.0.10-12, DE 11.1.9, DE 11.2.4, DE 11.2.5, DE 11.2-10, DE 11.2.13-15

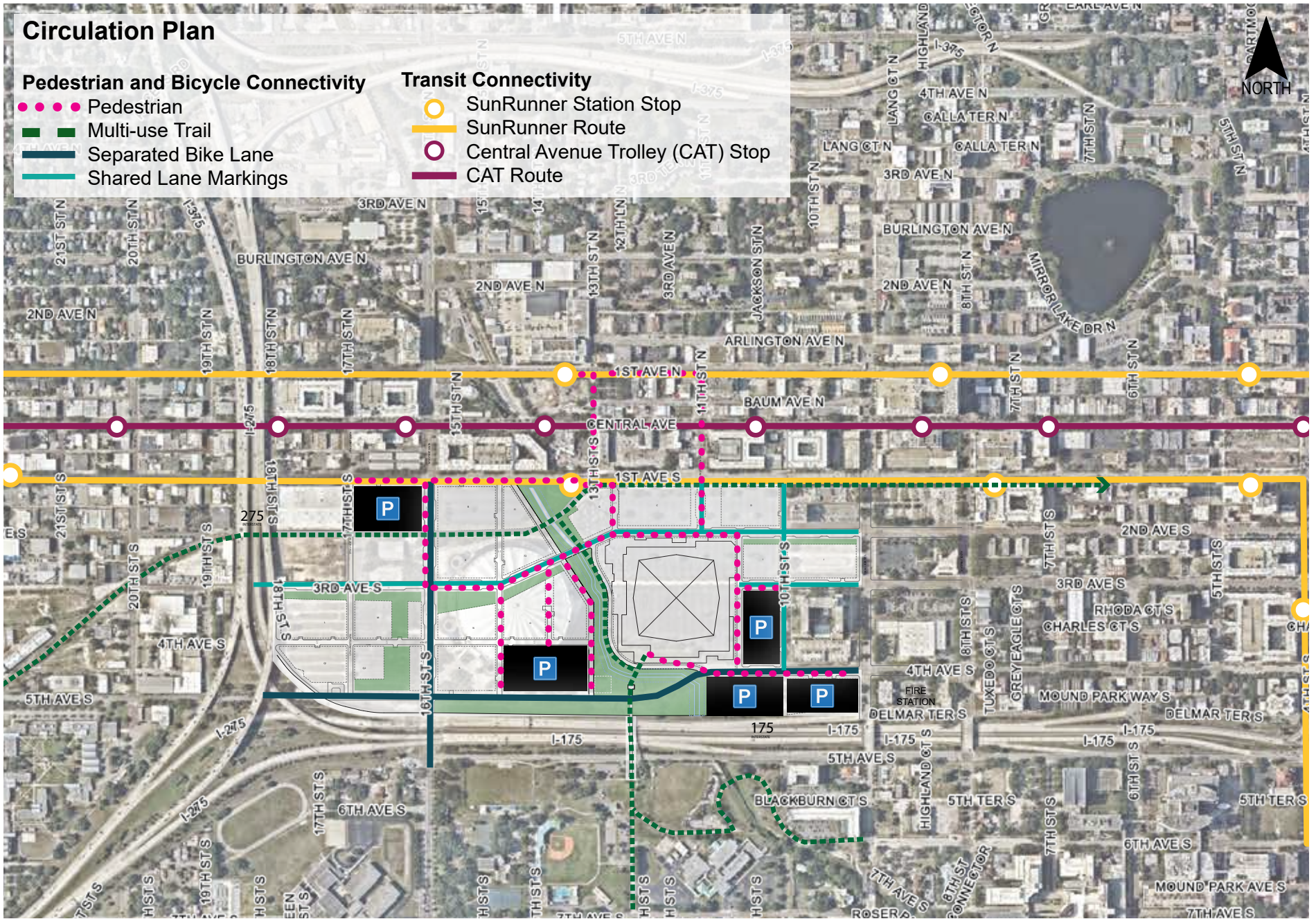
Circulation Plan

Pedestrian and Bicycle Connectivity

- Pedestrian
- Multi-use Trail
- Separated Bike Lane
- Shared Lane Markings

Transit Connectivity

- SunRunner Station Stop
- SunRunner Route
- Central Avenue Trolley (CAT) Stop
- CAT Route



E. DEPICTION OF THE DEVELOPMENT cont.

Local Connectivity

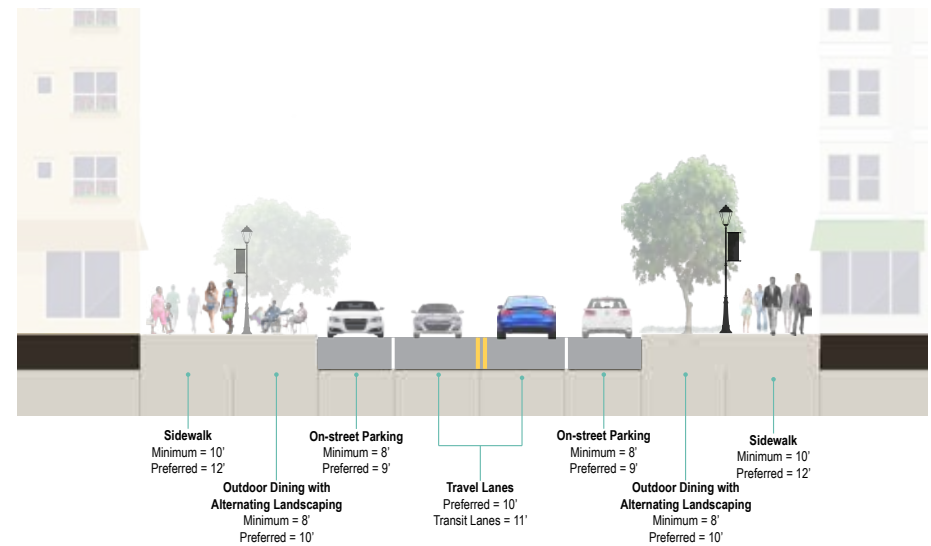
Street Circulation

The street network within the site is identified by A Streets and B Streets. A Streets accommodate for heavier vehicle traffic and public transit while also providing ample, dedicated space for bicyclist and pedestrians. A Streets are major roadways within the site that provide greater connectivity to downtown, adjacent neighborhoods, and the interstate system. B Streets focus on bicycle and pedestrian connections while still providing space for vehicles. These streets provide local connections within the site and to adjacent neighborhoods. An emergency access road runs along the southern and western edges of the Ballpark which will not be open to public use. It is anticipated that new streets within the site will be two-way streets to provide the best access to destinations. The project will adhere to the recommendations of the Complete Streets Implementation Plan for previously identified public rights-of-way within the site and will employ the core tenets of Complete Streets guidelines for the new public rights-of-way created through redevelopment.

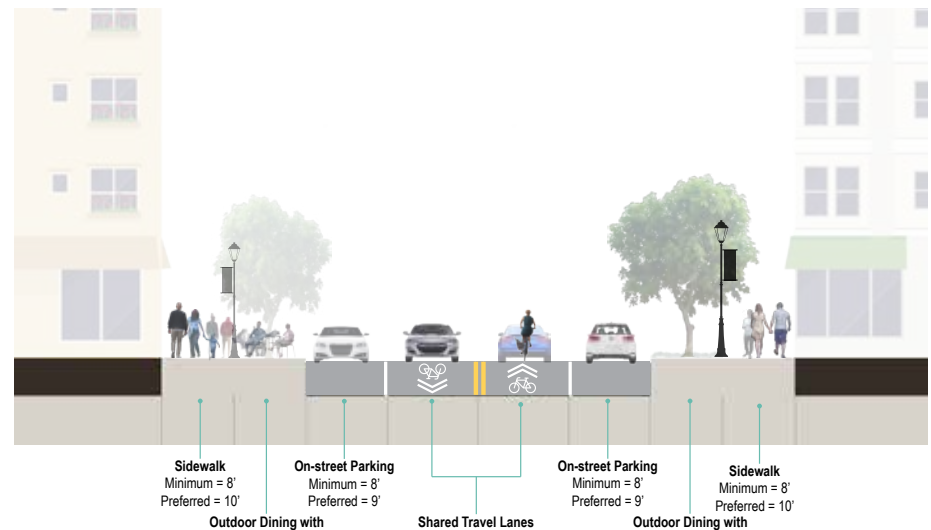
OPPORTUNITIES

There are several opportunities to improve the roadway network within and around the site. Located near the southwest boundary of the site, the intersection of Fifth Avenue South and S 16th Street is an opportunity for mobility improvements. The intersection can be reconfigured to allow for two-way traffic on Fifth Avenue South, which will eliminate the need for the Fifth Avenue South spur under the I-175 overpass. Removing this spur will provide opportunities for open space, recreation or other multimodal opportunities. Identified in the Downtown Mobility Study, 8th Street and Dr. Martin Luther King Jr. Street are currently one-way streets which have the opportunity to be converted into two-way streets. The conversion of these streets will provide direct multimodal connectivity between the Historic Gas Plant District redevelopment and the Innovation District, as well as greater downtown.

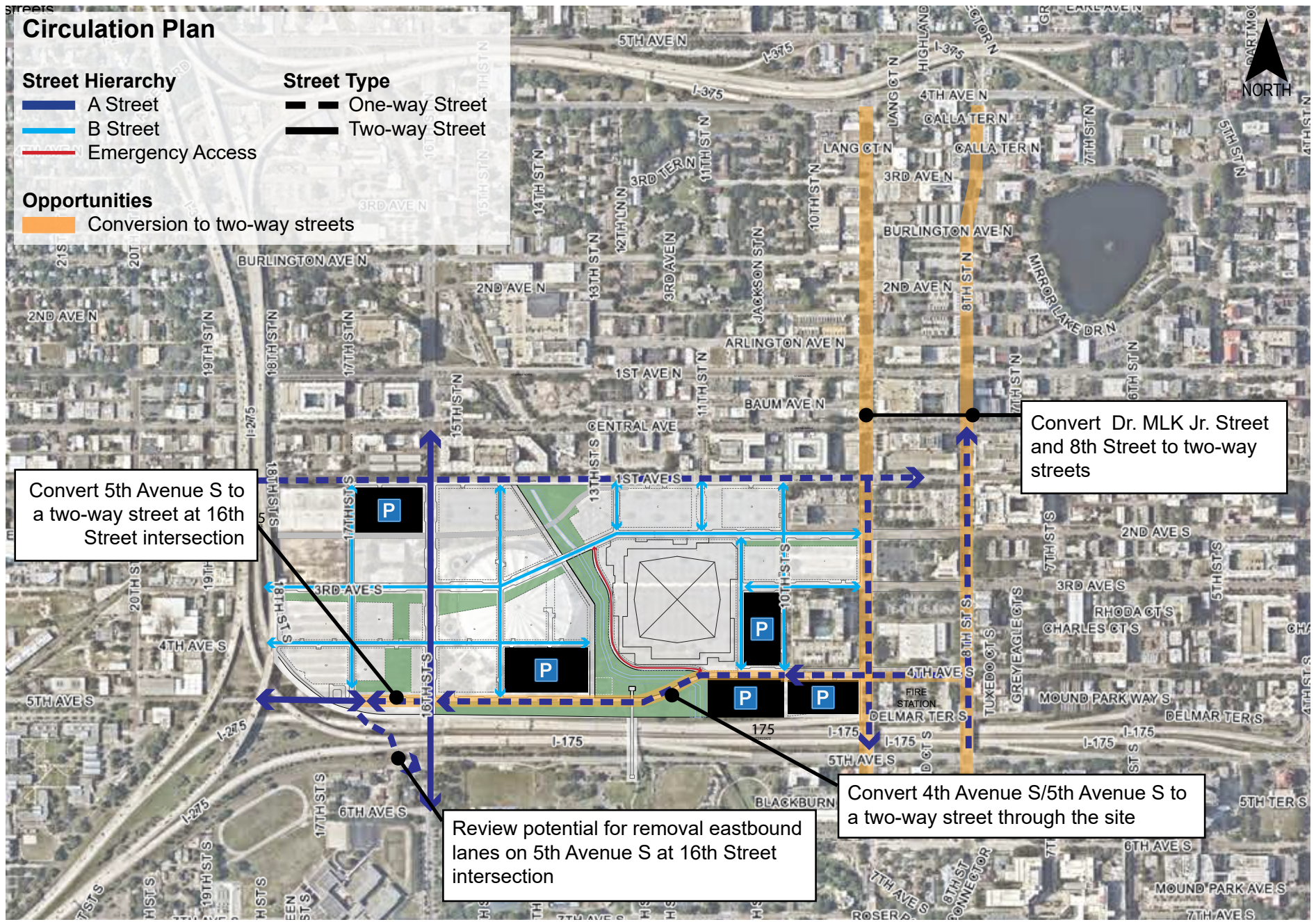
[GP7, DE 11.0.10, DE 11.0.11, DE 11.0.12, DE 11.2.7, DE 11.2.8, DE 11.2.9, DE 11.2.10, DE 11.2.15, DE 11.2.11](#)



A Street Typical Section: 80' - 100' Right of Way



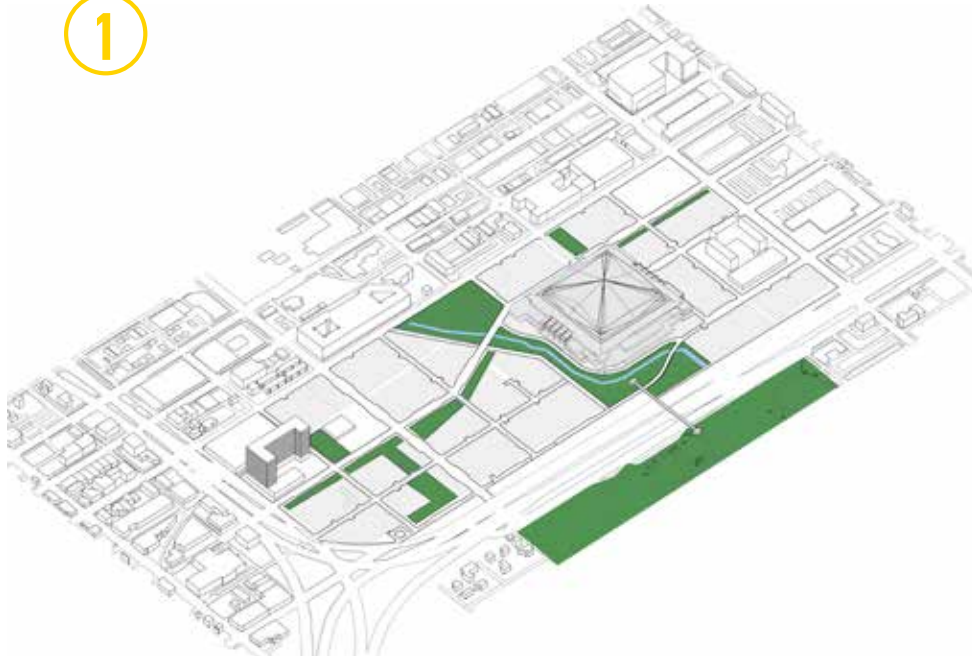
B Street Typical Section: 60' - 80' Right of Way



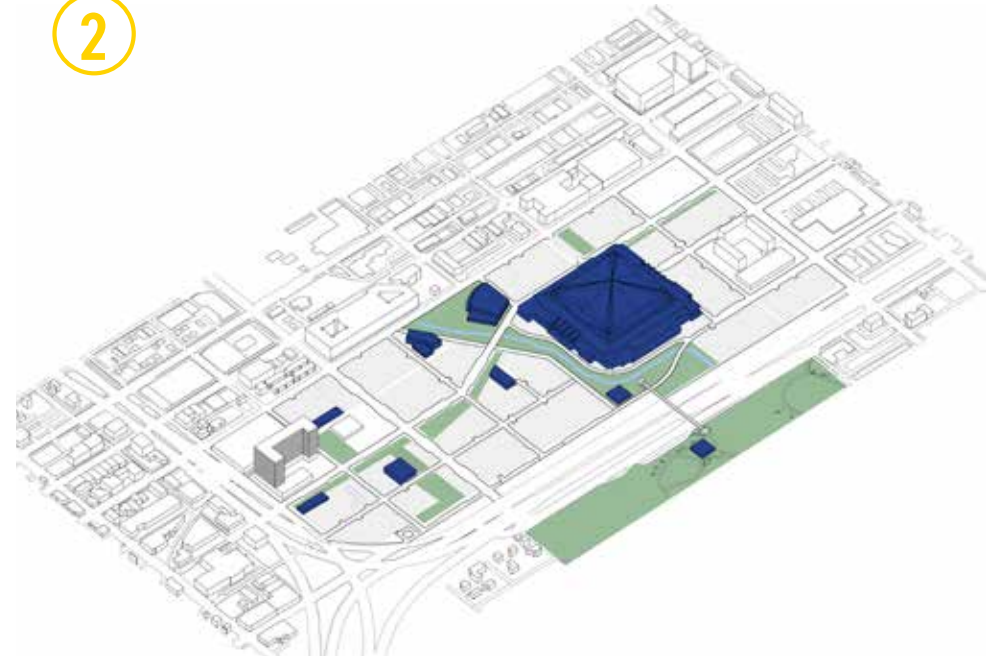
Note: A Streets are anticipated to include heavier vehicle traffic.

Building on our Visionary Goals: Design Drivers

1



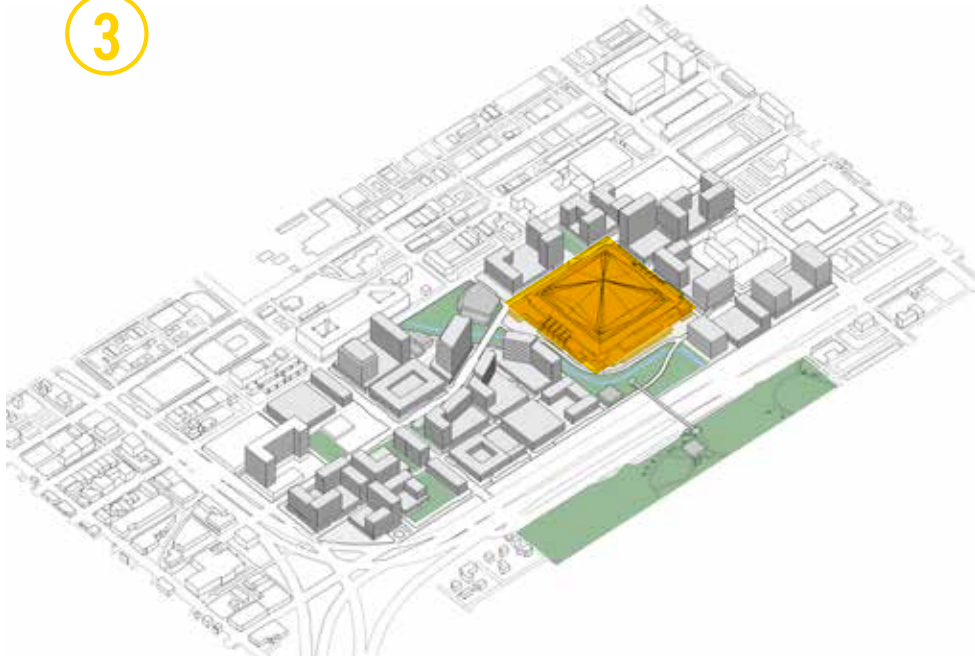
2



Creating a connected, inclusive, and highly activated gathering destination for St. Petersburg.

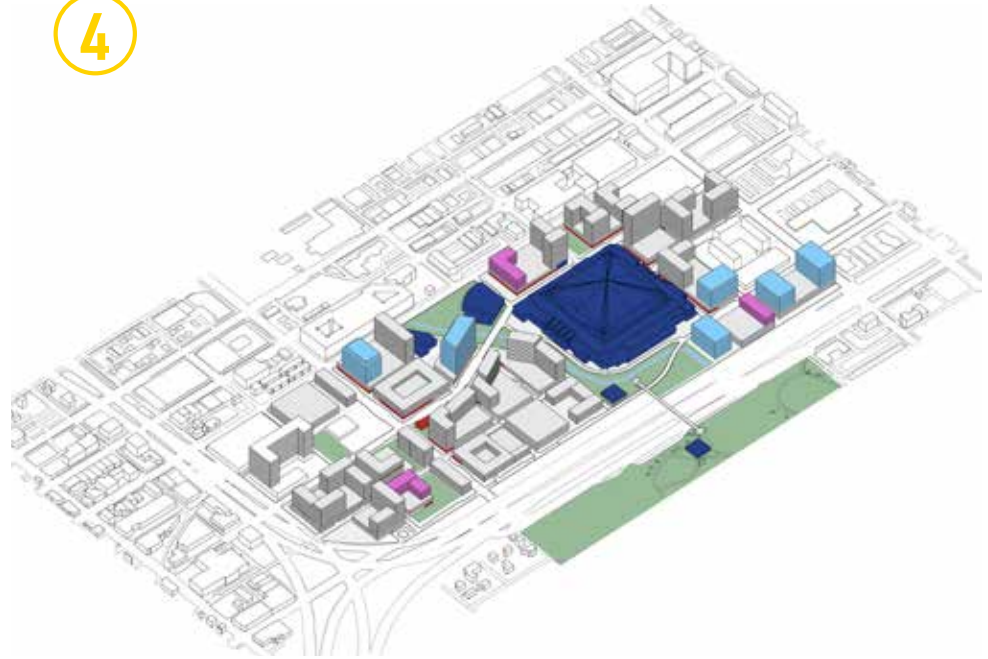
Lifting up the legacy of the Historic Gas Plant neighborhood through physical space, story, partners, and activities. All while showcasing an evolving presence of the creative arts and culture in St. Petersburg.

3



Delivering a state-of-the-art, community-centric, engaging ballpark for the Tampa Bay Rays.

4



Being a magnet for economic development in St. Petersburg and a premier center for sports, science, and health innovation.

1

Creating a connected, inclusive, and highly activated gathering destination for St. Petersburg.

“Art in the green space... focus around Booker Creek... Sculptures/art/ reflect history... link together the cultural attractions around 22nd to the ones that are along the waterfront or the core. Links with Gibbs High to have students display their art.”

— Community Member in Community Conversations, 20

DE 11.0.3, DE 11.1.8, DE 11.1.9

Gathering begins with public open space. The project’s public realm creates an interconnected ground plane that becomes the framework for both vertical development and human connection.

Two interlocking open space systems will connect the site north to south and east to west, each with its own series of smaller parks, activity nodes, and informal gathering spaces.

The Cultural Arts Promenade will run parallel and adjacent to Second Avenue South from I-275 to the Gameday Plaza at 11th Street.

The Booker Creek Greenway will extend south from a new cultural zone along First Avenue South to Campbell Park. The structure of the existing pedestrian bridge over I-175 will be enhanced with new cladding, lighting, and vertical connections.

Other green spaces will include cultural landscapes such as the Orchard, a new community garden, and a memorial park at the Oaklawn Cemetery site.

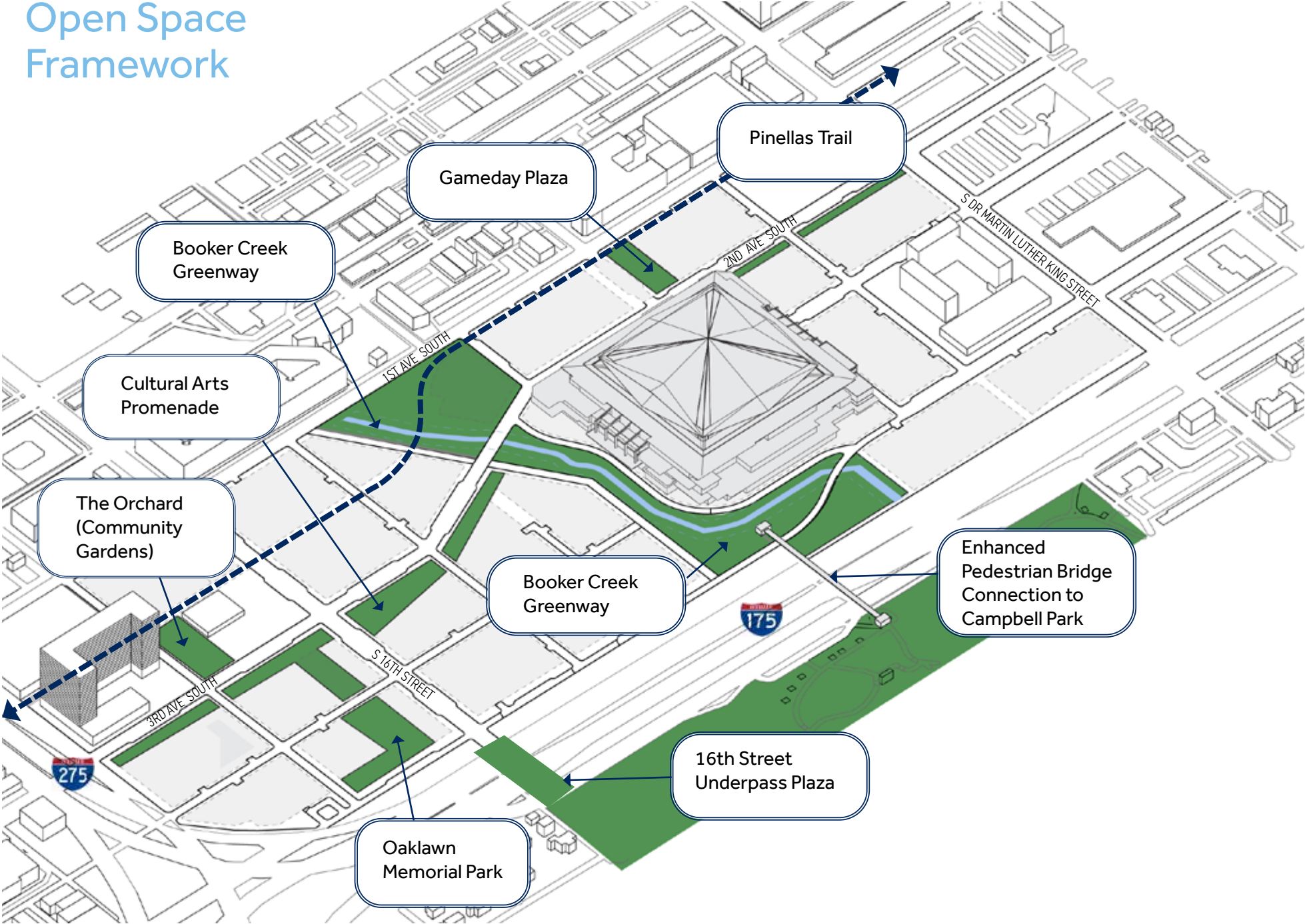


Park along Cultural Arts Promenade



Booker Creek Greenway

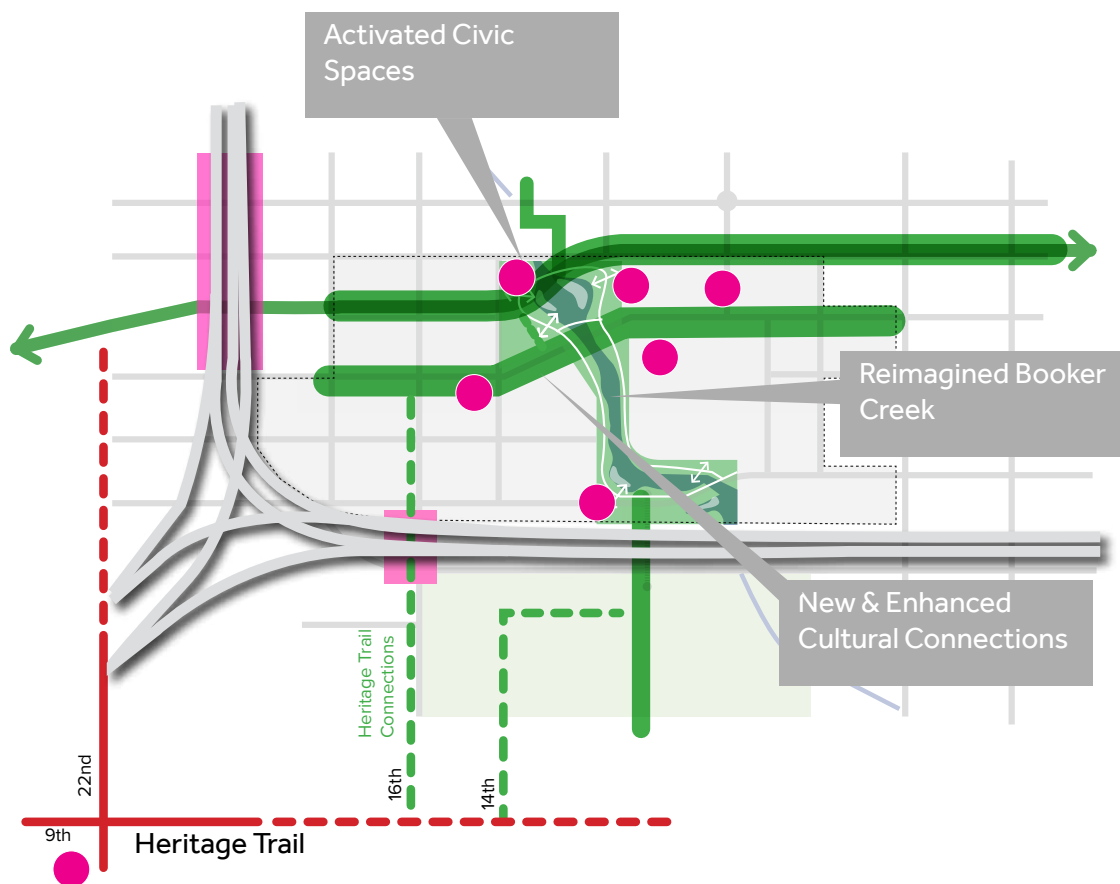
Open Space Framework



Connected Communities

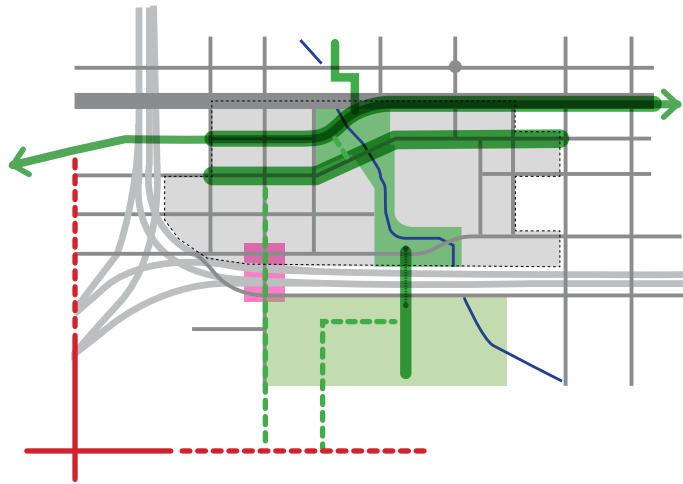
Restoring the Community and Environment

The public realm vision stitches together the surrounding communities in all directions, and is inspired by art, culture, history, and the environment. The public realm will provide culturally inspired and environmentally conscious public spaces for all, offering new connectivity, a restored Booker Creek environment, and activated civic spaces.

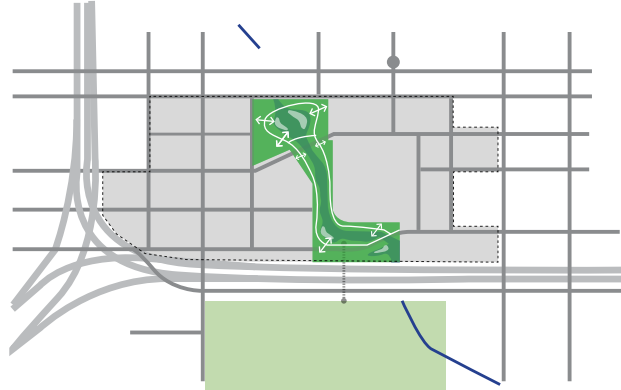


GP7, GP9, GP10, GP17, DE 11.0.10, DE 11.0.11, DE 11.0.14, DE 11.1.8, DE 11.1.9

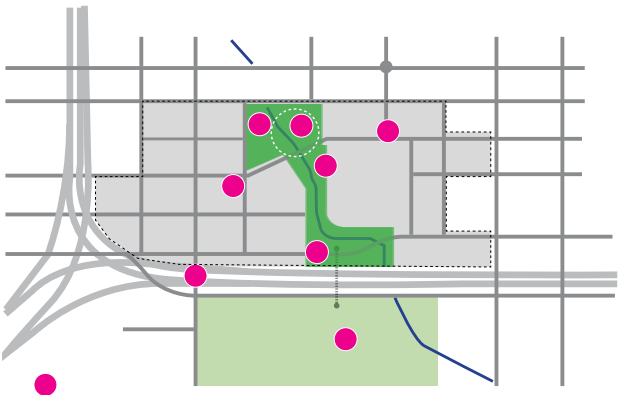




New and Enhanced Cultural Connections



Reimagined Booker Creek



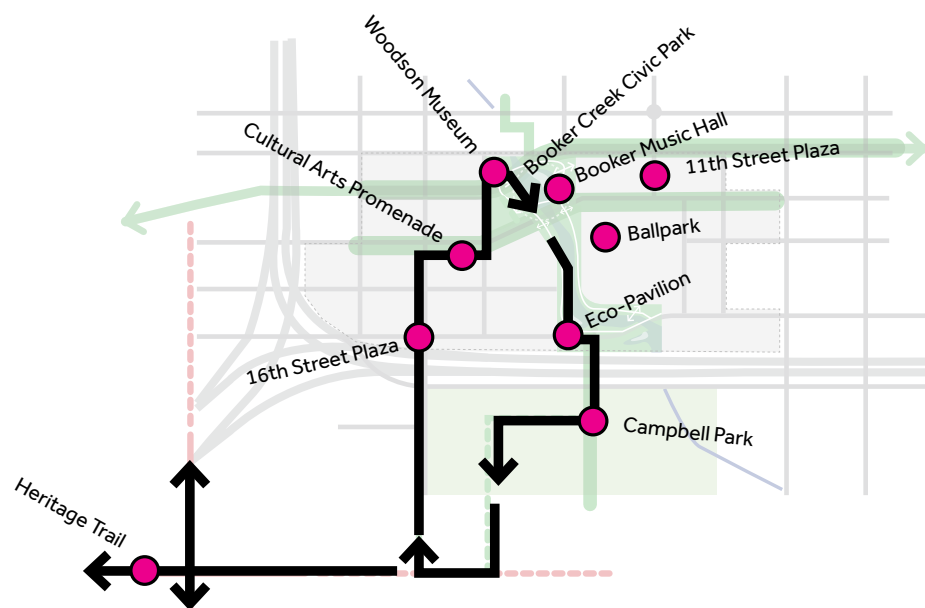
Activated Civic Spaces

Connected Cultures

New and Enhanced Cultural Connections

The public realm will improve connections to Campbell Park, the African American Heritage Trail, and the Historic 22nd Street South District. A Cultural Arts Promenade will be created by connecting the new Woodson African American Museum with the Heritage Trail, looping along Booker Creek.

The Booker Creek corridor will integrate Pinellas Trail as a major east/west connection and provide creekside greenway connections and promenades. In addition, connections will be made to the existing First Ave South tunnel and the freeway pedestrian bridge. A new underpass park along 16th is imagined as an activated, programmed and connected civic space.



Cultural Arts Integration along the Commemorative Loop

GP7, GP9, GP10, GP17, DE 11.0.10, DE 11.0.11, DE 11.0.14, DE 11.1.8, DE 11.1.9

Commemorative Loop

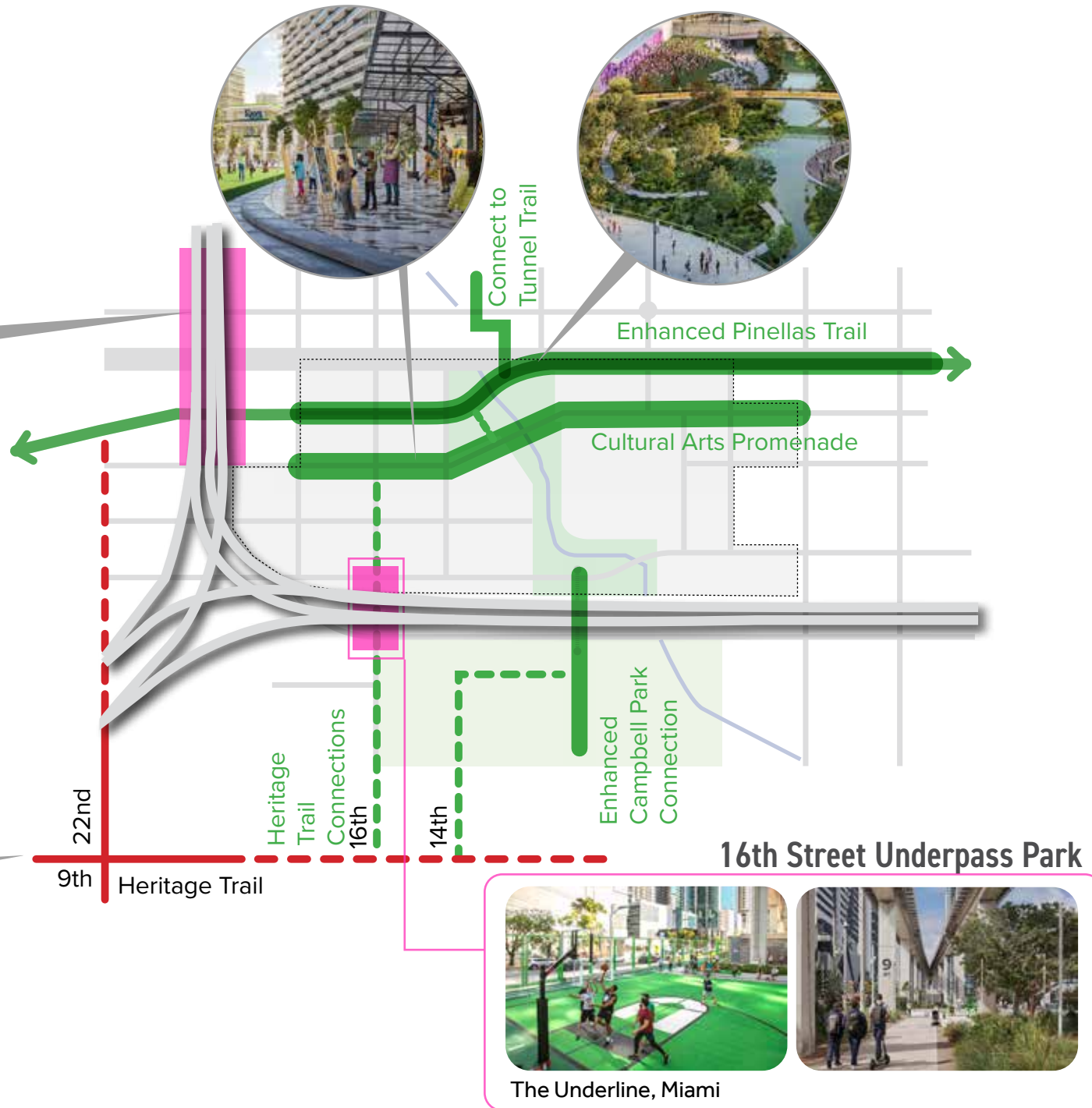
We will create a public bike and pedestrian corridor focused on art and storytelling opportunities. This loop utilizes existing and proposed infrastructure to connect users to people, culture, history, the environment and civic spaces.



Adjacent Project - Trails Crossing Underpass Revitalization



Connect to African American Heritage Trail



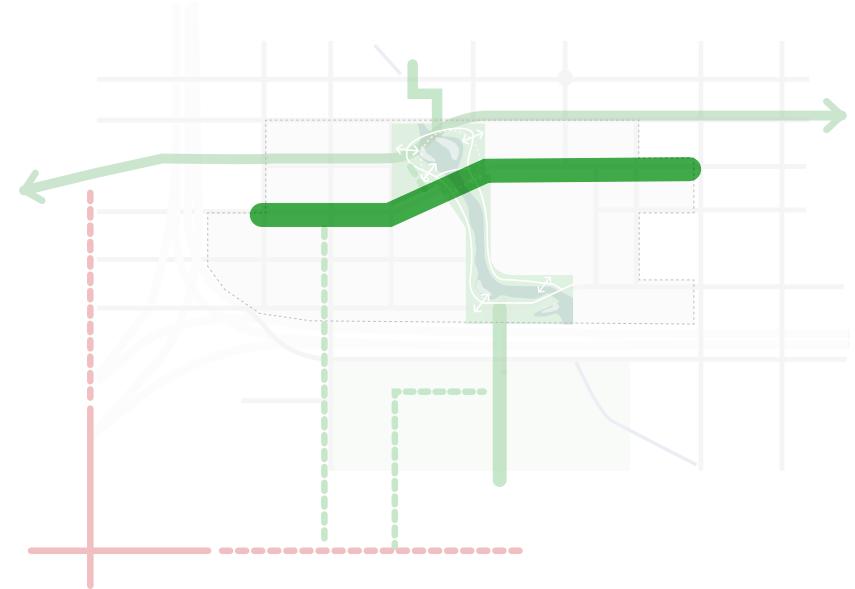
E. DEPICTION OF THE DEVELOPMENT cont.

Cultural Arts Promenade

“Bring the arts and culture of the past generation that used to live in that community with murals, preserving historical artifacts”

— Community Member in Community Conversations, 24

Plazas, event lawns, civic fountains and outdoor social seating will be infused with art interventions by local artists. Stories of history will be woven into the design of the promenade which will connect to further existing systems such as the African American Heritage Trail.



GP9, GP10, GP17, DE 11.0.14, DE 11.1.8, DE 11.2.12



Diverse Canopy of Trees



Neighborhood Park



Art Installations



Neighborhood Park and Art Galleries along Cultural Arts Promenade

E. DEPICTION OF THE DEVELOPMENT *cont.*

Booker Creek 2.0

The vision for Booker Creek will address the following goals and initiatives:

REHABILITATE AND RESTORE

A fundamental goal for Booker Creek is to improve water quality and increase flood mitigation by returning the creek to its natural state. A creek corridor with softer, natural edges of native landscape that promote biological habitat creation and cleanse the creek water as it passes through the site.

RECONNECT THE CREEK TO THE COMMUNITY

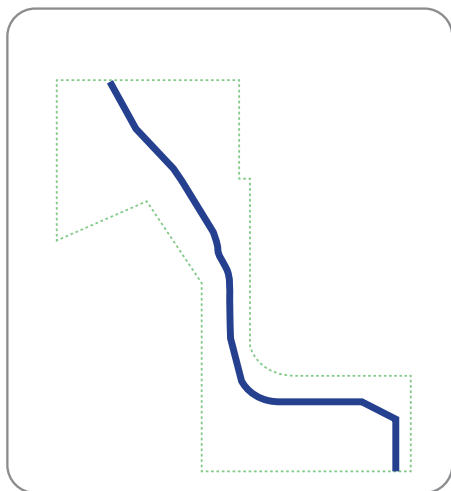
The Booker Creek Corridor will allow for strong connections to the greater community with pedestrian and bike friendly pathways that include areas of gathering at various scales along the creek.

ACTIVATE THE CREEK

There will be multiple scales of public gathering spaces including flexible open space to allow for a multitude of opportunities. The Museum, Event Center, Ballpark and Environmental Center will be set within the creek corridor to activate the open spaces, promenades, terraces, and trails.

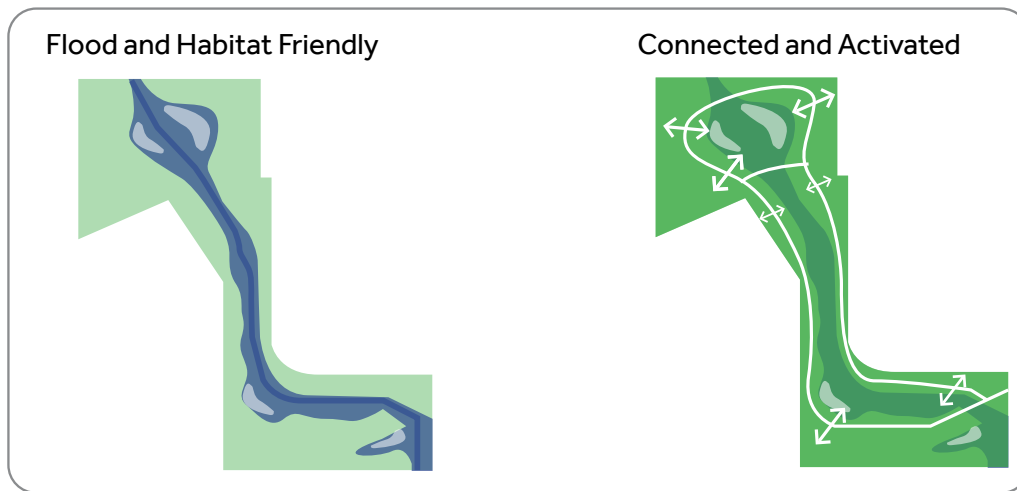
EDUCATE

We will want to utilize the revitalized Booker Creek corridor to educate the community and visitors on the assets of the creek through an Environmental Center located adjacent to the Creek. The Museum will also utilize outdoor spaces along the creek to provide educational opportunities regarding the history on the importance of the Creek to the Community. Educational signage along the creek will speak to water quality and the habitat creation.



CURRENT CONDITION

Channelized Stream with Limited Ecological Habitat and Public Engagement



REIMAGINED CONDITION

A Vital Social, Civic and Environmental Corridor

GP10, DE 11.0.10, DE 11.1. 8, DE 11.1.9



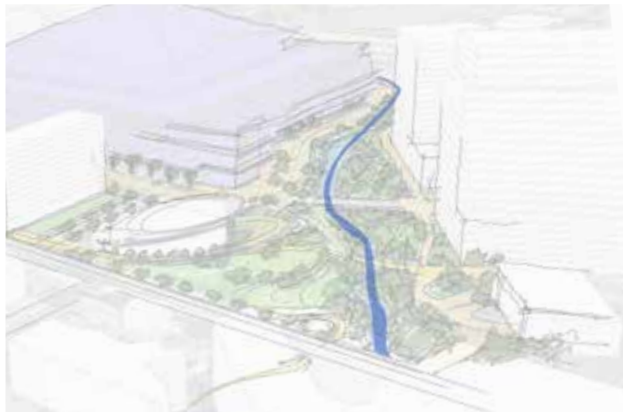
Booker Creek Greenway looking north toward the Ballpark and Booker Music Hall

E. DEPICTION OF THE DEVELOPMENT cont.

Booker Creek 2.0

The Creek is an environmental sponge.

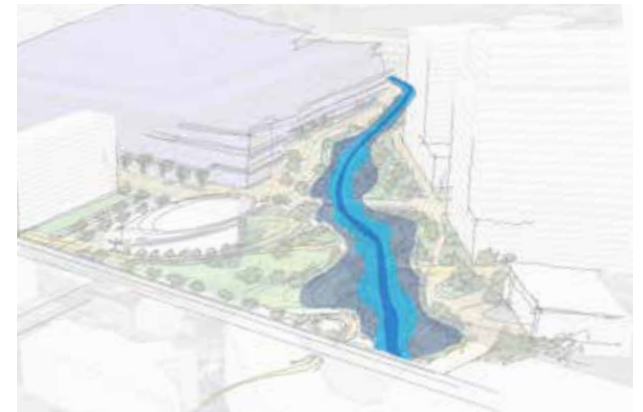
The Booker Creek landscape will be designed with a diversity of spaces for everyday user activity, including walking paths, and places for seating and gathering. The landscape will also be designed absorb floodwaters in varying flooding events.



Normal Creek Elevation



Minor Flooding Condition

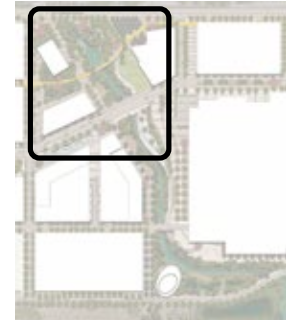
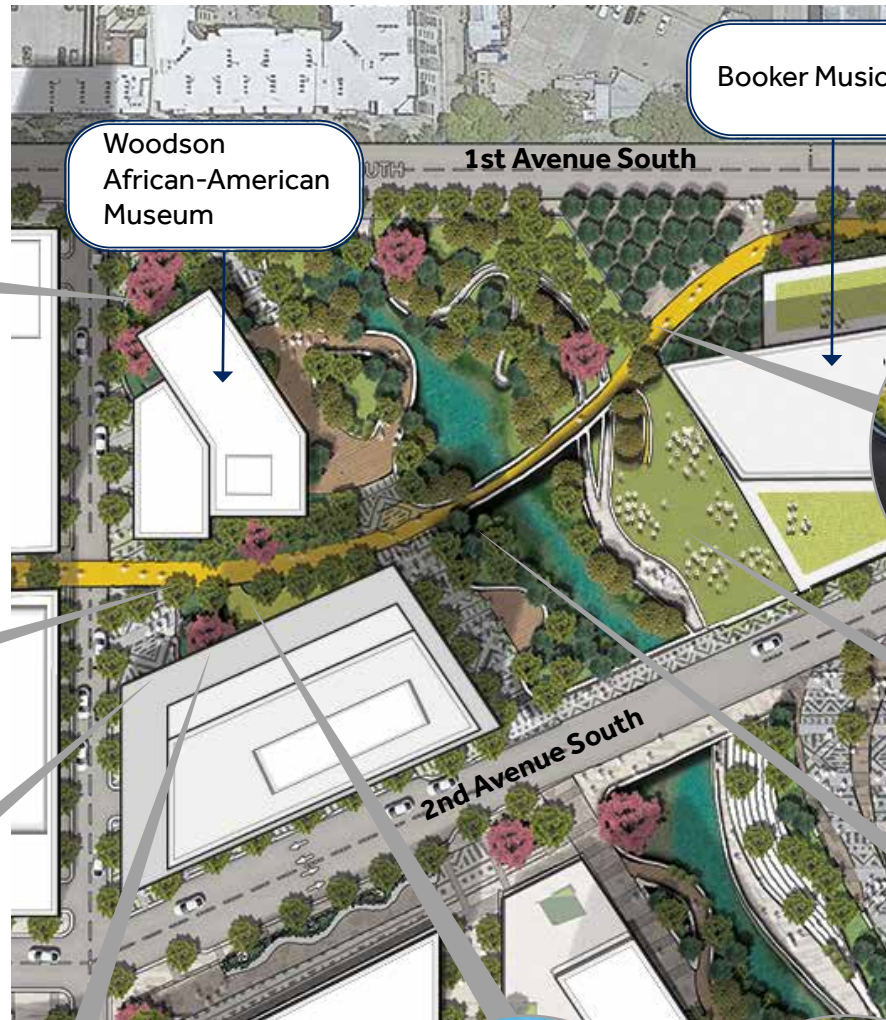


Major Flooding Condition

GP10, DE 11.1.9, DE 11.1.15



Booker Creek North



Interpretive Art



Public Art Garden



Active Play Areas



Pinellas Trail



Performance Lawn



Pinellas Trail Bridge

Booker Creek South



Restored Habitat



Eco Pavilion



The Ballpark



Promenade Stairs



Boardwalk Trails



Public Art



Activated Civic Spaces

A synergy of civic uses will create a vibrant public realm within and beyond the Historic Gas Plant.

- Activate and integrate Booker Music Hall by offering outdoor civic spaces connectivity with outdoor performance opportunities.
- Maximize opportunities at the new Woodson African American Museum by integrating its sense of place with Booker Creek to promote an indoor/outdoor museum.
- Maximize the opportunities for community events and gathering space along Second Avenue South at the ballpark as it connects with the Booker Creek Greenway.



GP9, GP10, GP17, DE 11.0.14, DE 11.1.8



Civic space along Booker Creek



2

Lifting up the legacy of the Historic Gas Plant neighborhood through physical space, story, partners, and activities. All while showcasing an evolving presence of the creative arts and culture in St. Petersburg.

“Creating art space, display space, gallery space, studio space is very important so that visibility of their work is important, as well as creating outdoor spaces. Most importantly, the space must be affordable.”

— Community Member in Community Conversations, 23

GP9, GP10, GP17, DE 11.0.14, DE 11.1.8

The project will be home to exciting on-site partnerships, including creative arts organizations, local non-profit service providers, and other cultural institutions, connected by public open space:

WOODSON AFRICAN AMERICAN MUSEUM OF FLORIDA

- New 30,000 sf facility relocated from current location in Jordan Park
- First newly constructed landmark museum in the state dedicated to celebrating African American history, art, and culture

COMMUNITY LIBRARY & SOCIAL INCUBATOR

- Located in ground-level space of mixed use/residential building
- Meeting & educational space for potential partners such as the Urban League

YOUTH ACADEMY

- Approximately 5,000 sf facility located at Campbell Park
- “7th hour” after-school programming in partnership with Rays community outreach
- Neighborhood history/gallery space

BOOKER MUSIC HALL

- New 50,000 sf live performance venue and arts education center
- Potential Arts Conservatory for Teens (ACT) Partnership

TAMPA BAY WATCH ECO-PAVILION

- Interpretive center and viewing platform within the restored Booker Creek habitat

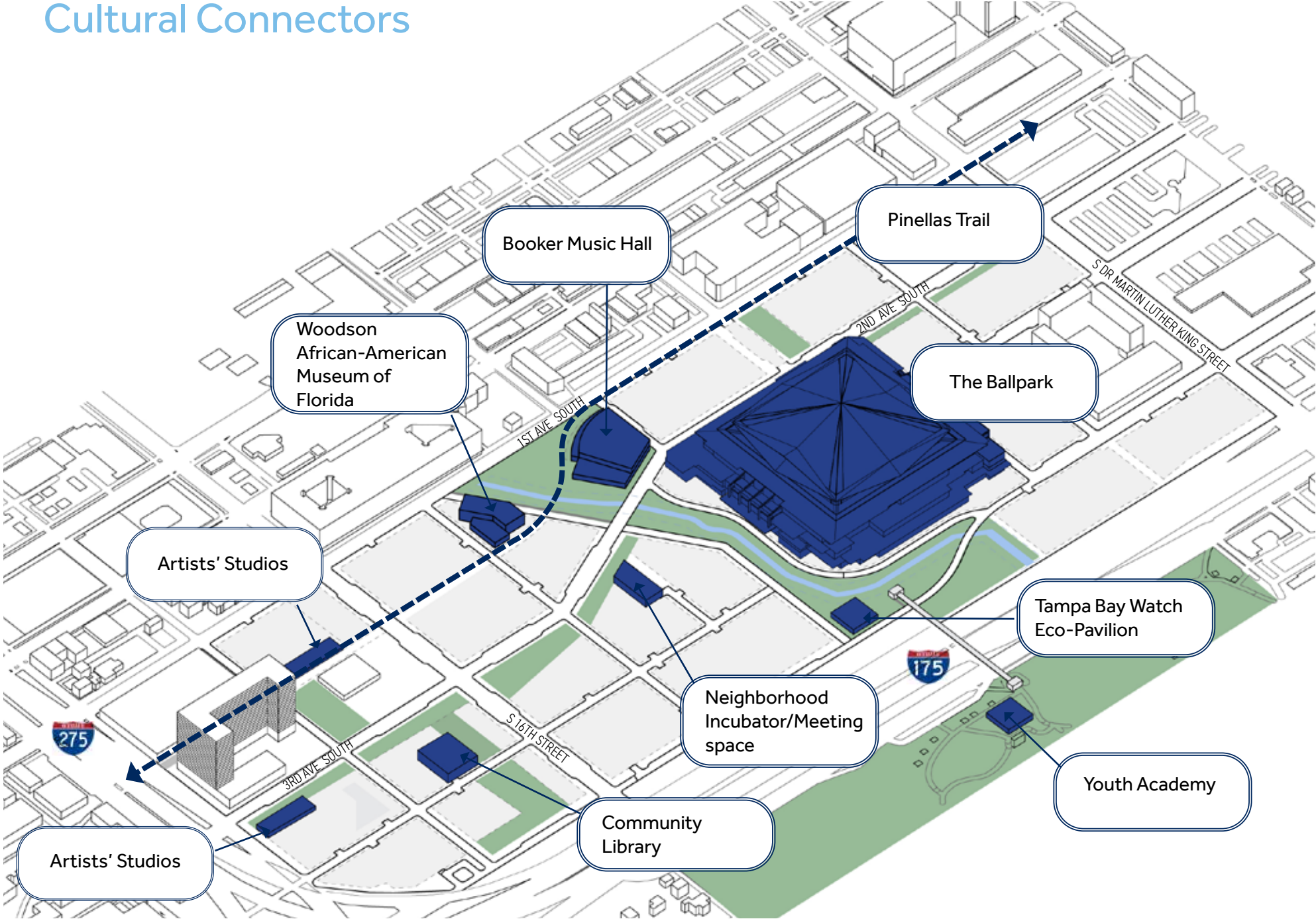


Woodson African American Museum of Florida



Booker Music Hall

Cultural Connectors



Booker Creek & Second Ave

The crossing of Booker Creek at Second Avenue is the project's key intersection of open space and cultural programming with multimodal access.

The new Woodson African American Museum and Booker Music Hall act as pendants to one another, anchoring the north end of the Booker Creek Greenway along First Ave South, just steps from the main entrance of the Rays new ballpark. The Pinellas Trail crosses between the venues, linking the neighborhoods west of I-275 to downtown. The pedestrian promenades wind south along the rehabilitated creek landscape, to the ballpark, Eco Pavilion, and I-175 crossing to Campbell Park.

Additionally, to promote the use of public transit the plan locates these important cultural amenities adjacent to the SunRunner stop planned at 13th street and First Ave South, which may be further integrated with a future multi-modal center to accommodate bikes, scooters, and other micromobility.

GP8, GP9, GP 10, GP17, DE 11.0.10, DE 11.0.14, DE 11.1.9, DE 11.2.13



Urban section of the existing Pinellas Trail



SunRunner Transit Station Stop



The African American Music Museum in Nashville, TN



Bikestation hub at Union Station, Washington, D.C.



Aerial view of the project looking south along Booker Creek, with First Avenue South in foreground

3

Delivering a state-of-the-art, community-centric, engaging ballpark for the Tampa Bay Rays.

GP7, DE 11.0.1, DE 11.0.13,
DE 11.1.11, DE 11.1.15

A centerpiece for the neighborhood, the ballpark will serve as the proud home of the Tampa Bay Rays.

The ballpark's pavilion design channels the region's historic architectural legacy through use of distinctive overhangs, generous canopies, stacked outdoor terraces, and winding brise-soleils.

The ballpark's fixed roof is synonymous with a public pavilion's gestures of hearty welcomes

and protection from the elements. Architectural hierarchy is achieved through a unifying square-hipped roof that covers an inviting (and climatized) atmosphere below. The ballpark employs operable walls and glazing to blur and soften the traditional edges between neighborhood and sports venue.

With a capacity of approximately 30,000, this neighborhood ballpark will be a true community gathering place. The venue will be an open and accessible component of the public realm year-round. Its spaces will be used for civic events, concerts and festivals, passive recreation and, of course, championship Rays baseball.



The Ballpark



Aerial view of the Ballpark looking southwest

E. DEPICTION OF THE DEVELOPMENT cont.

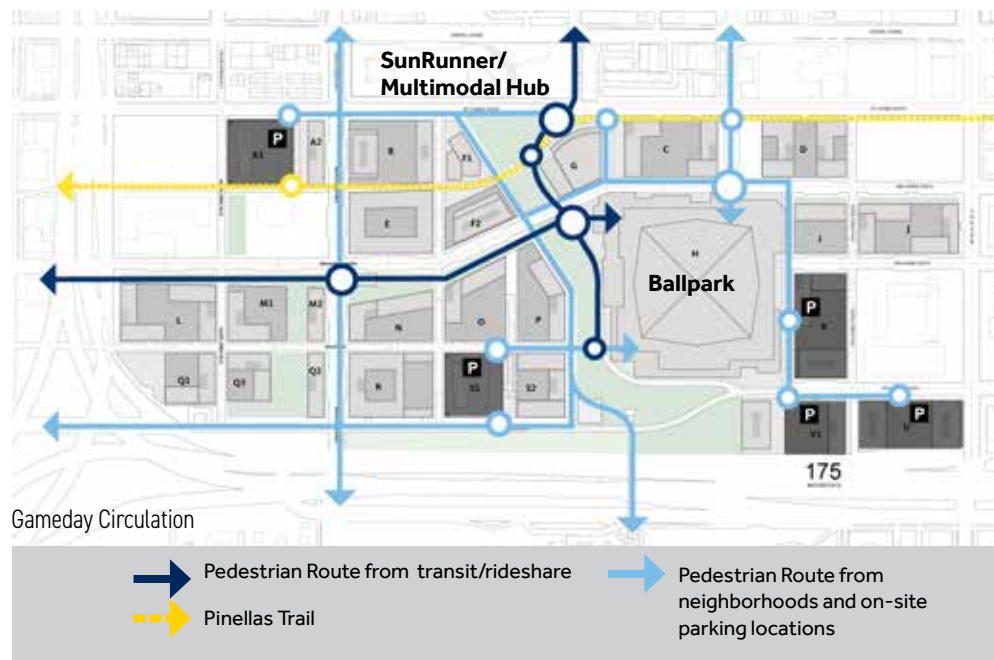
Gameday Experience

The coordinated ballpark and neighborhood design creates the most inviting, integrated and seamless gameday environment in Major League Baseball.

The Rays are excited about the ability to extend the gameday experience beyond the walls of the ballpark and to integrate it with the lively offerings of Second Avenue South, the Cultural Connections edge, Booker Creek and beyond. Second Avenue South will be lined with eclectic retail, restaurants, and comfortable gathering spaces. On gamedays, Second Avenue South will be converted to a purely pedestrian space. The ballpark's Second Avenue South entrances will feature operable walls and inviting thresholds. This design will yield a porous, festive indoor-outdoor experience for patrons who can flow back and forth from the street-level concourse (and its field views) to the amenities of Second Avenue South. This experience will be like nothing else in professional sports.

For non-event days, the ballpark concourse and amenities can be accessible to residents and visitors, creating a true year-round destination.

DE 11.0.1, DE 11.0.3, DE 11.0.12,
DE 11.1.13



Experience on Booker Creek Terraces



View of Second Avenue South looking west, closed to vehicular traffic on game days.

4

Being a magnet for economic development in St. Petersburg and a premier center for sports, science, and health innovation.

“Create space needed to fill the demand for St Pete. Focus on the core industries in Grow Smarter and leverage existing community assets to develop a core commercial district.”

— Business Community Member, *Community Conversations, 16*

DE 11.0.1., DE 11.0.3, DE 11.0.16., DE 11.1.15

The Historic Gas Plant District will be a civic and economic engine for St. Petersburg, fulfilling demand for office and housing, while welcoming residents and attracting partners to the neighborhood.

The Health, Wellness and Innovation Zone will leverage proximity to the new Tampa Bay Rays ballpark, Bayfront Health, and the St. Petersburg Innovation District. This center for new medical, sports science, office and creative office space will support business growth and development within the Grow Smarter target industry sectors. The zone will be home to a sports performance and sports medicine center of excellence in an active 24-hour mixed use district, including housing, retail and restaurants, and a business hotel. Additionally, the Sports Science and Innovation Incubator located in the ballpark will be a key early activation edge in this zone. The first building, located at the corner of Fourth Ave South and Dr Martin Luther King

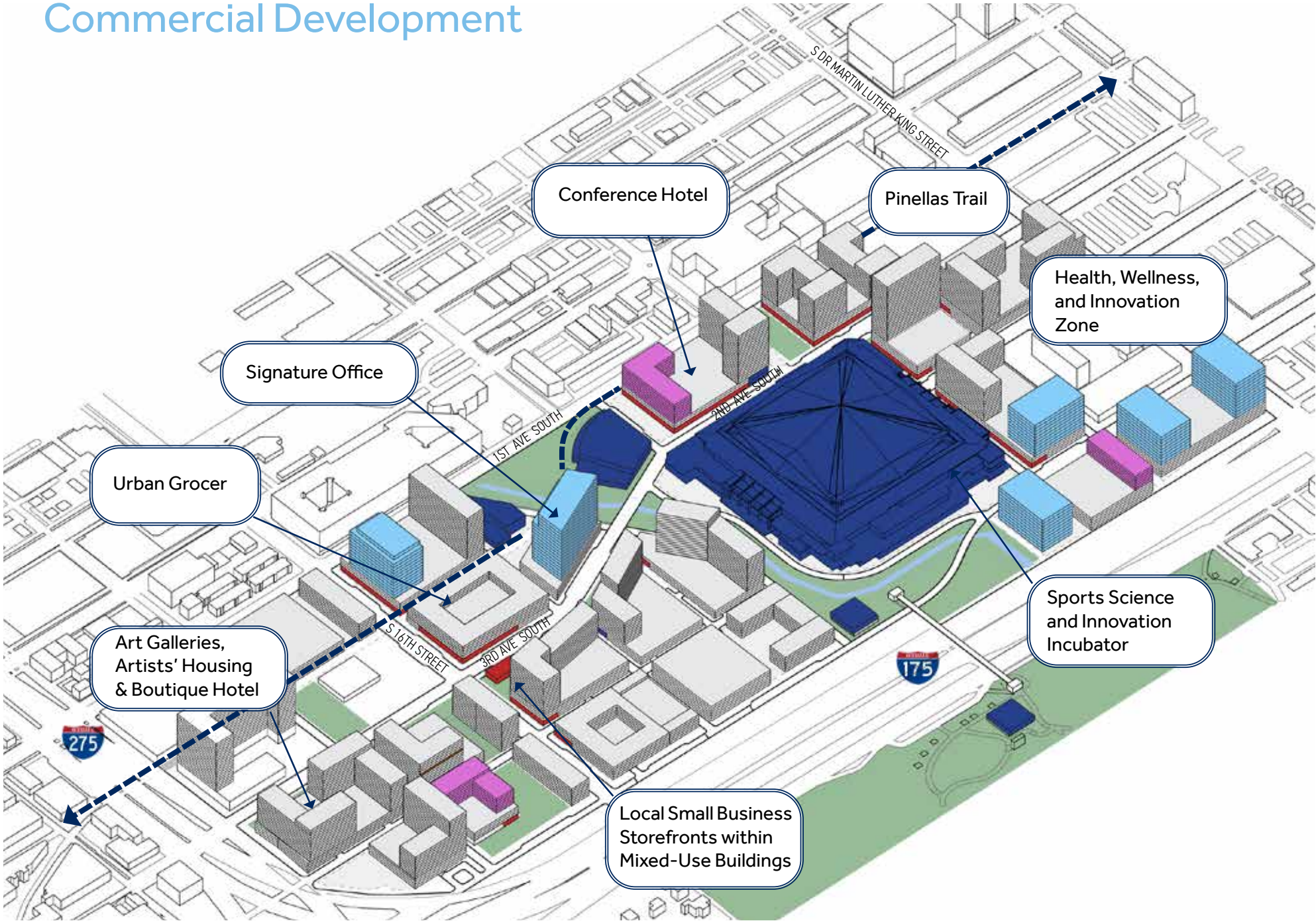


Health, Wellness, and Innovation Zone

Street, anchors the project’s southern gateway with community-facing health and wellness services. More information on education, research, and development can be found under Guiding Principle 13

The 16th Street Corridor honors the Gas Plant’s history by reestablishing the traditional neighborhood commercial street. 16th Street will be home to office uses, small business incubator space, conventional retail and food & beverage, and a mix of market rate, affordable, and low-income housing. Additionally, mixed-use buildings along Third Avenue South will offer a range of storefront sizes to support local and small businesses.

Commercial Development



Program Distribution

The plan provides for a mix of uses distributed across the site, delivering over 8 million square feet of vertical development, including 6328 residential and senior living units at all income levels.

Building heights and densities peak in the middle of the site to create a distinguishable urban center, and then step back down towards the existing neighborhoods to provide variety in character and scale. Residential and office buildings are envisioned as 12-25 story towers built over activated parking podiums, with low-rise construction in the Residential Core zone. This allows for diverse product types and a broad range of affordability and price points.



Aerial view of the project west of the Ballpark

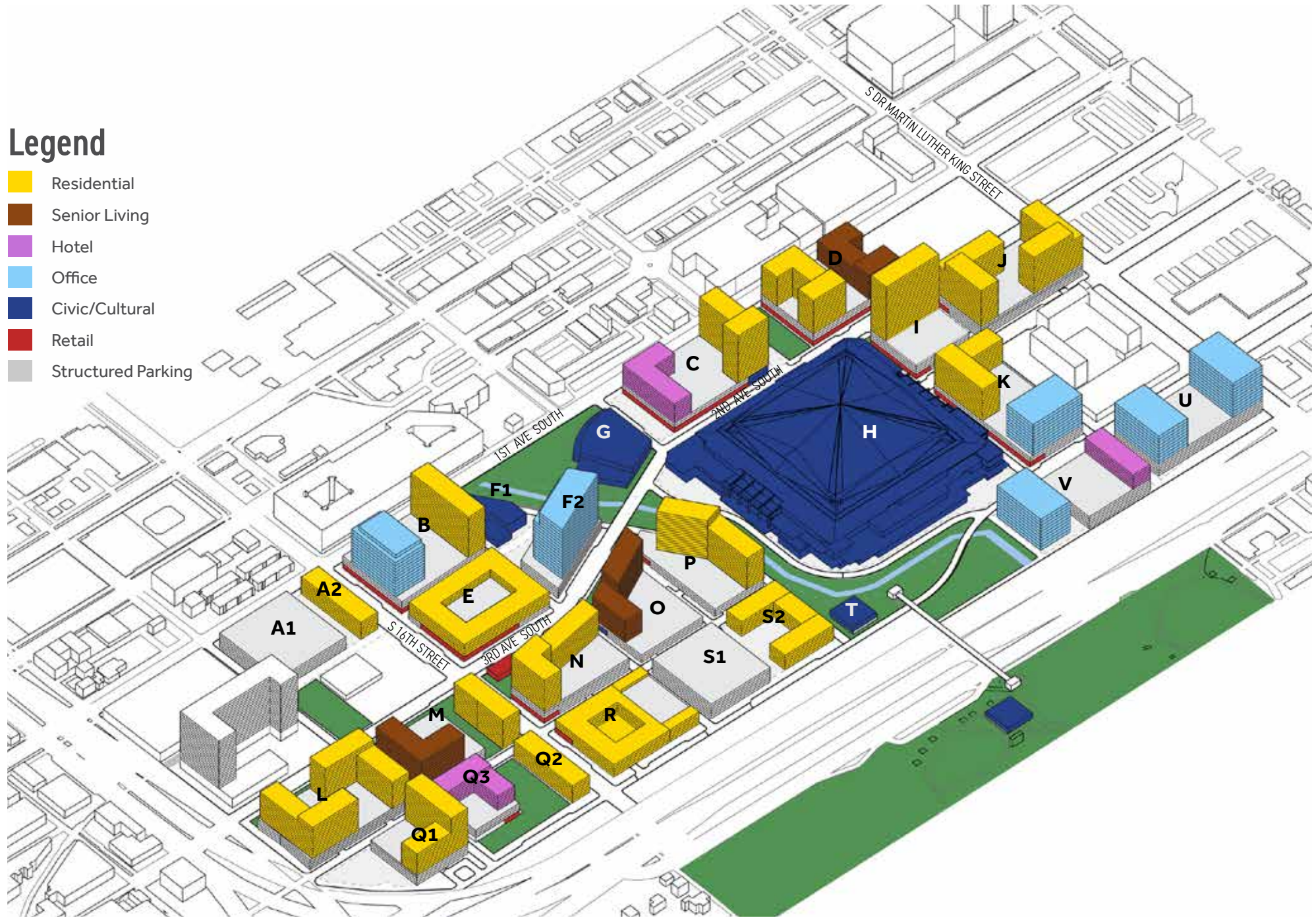
Program Summary

Program	Units	Approximate SF
Multifamily Residential	5,728	4,504,000
Senior Living	600	480,000
Hotel/Conference	700	560,000
Office		1,400,000
Retail/F&B		320,000
Entertainment		50,000
Ballpark		925,000
Community/Cultural		50,000
Total		8,289,000
Parking Provided	Stalls	14,000

DE 11.0.1, DE 11.0.16, DE 11.1.1, DE 11.1.13

Legend

- Residential
- Senior Living
- Hotel
- Office
- Civic/Cultural
- Retail
- Structured Parking



Ground Floor Plan

A mix of commercial and community uses activates the public realm for 24/7 activity.

A diverse mix of uses within the Historic Gas Plant District redevelopment contributes to an active and exciting street-level experience for residents and visitors during all hours of the day. While streets throughout the neighborhood are designed with ample sidewalks, street trees, lighting, and furnishings, individual street segments take on distinct commercial characters and identities.

The primary commercial streets, Second and Third Avenues, have unique characteristics east-to-west. Along Second Avenue South and surrounding the ballpark, a cluster of entertainment and food and beverage establishments are located amongst larger footprint retail flagships to enrich the Tampa Bay Rays gameday experience and provide an exciting entertainment destination year-round.

To the west, along Third Avenue South and S 16th Street, respectively, a range of small to medium size storefronts consisting of retail, office, and food and beverage establishments cater more towards neighborhood residents and residents of adjacent communities. The variety of storefront sizes encourages many small and independent businesses to locate in the Historic Gas Plant District redevelopment and contribute towards the culture, creativity, fun, and authenticity of St. Petersburg. A larger footprint retail grocer anchors the corner of 16th Street and Third Avenue South and to address a vital community need for healthy food access.

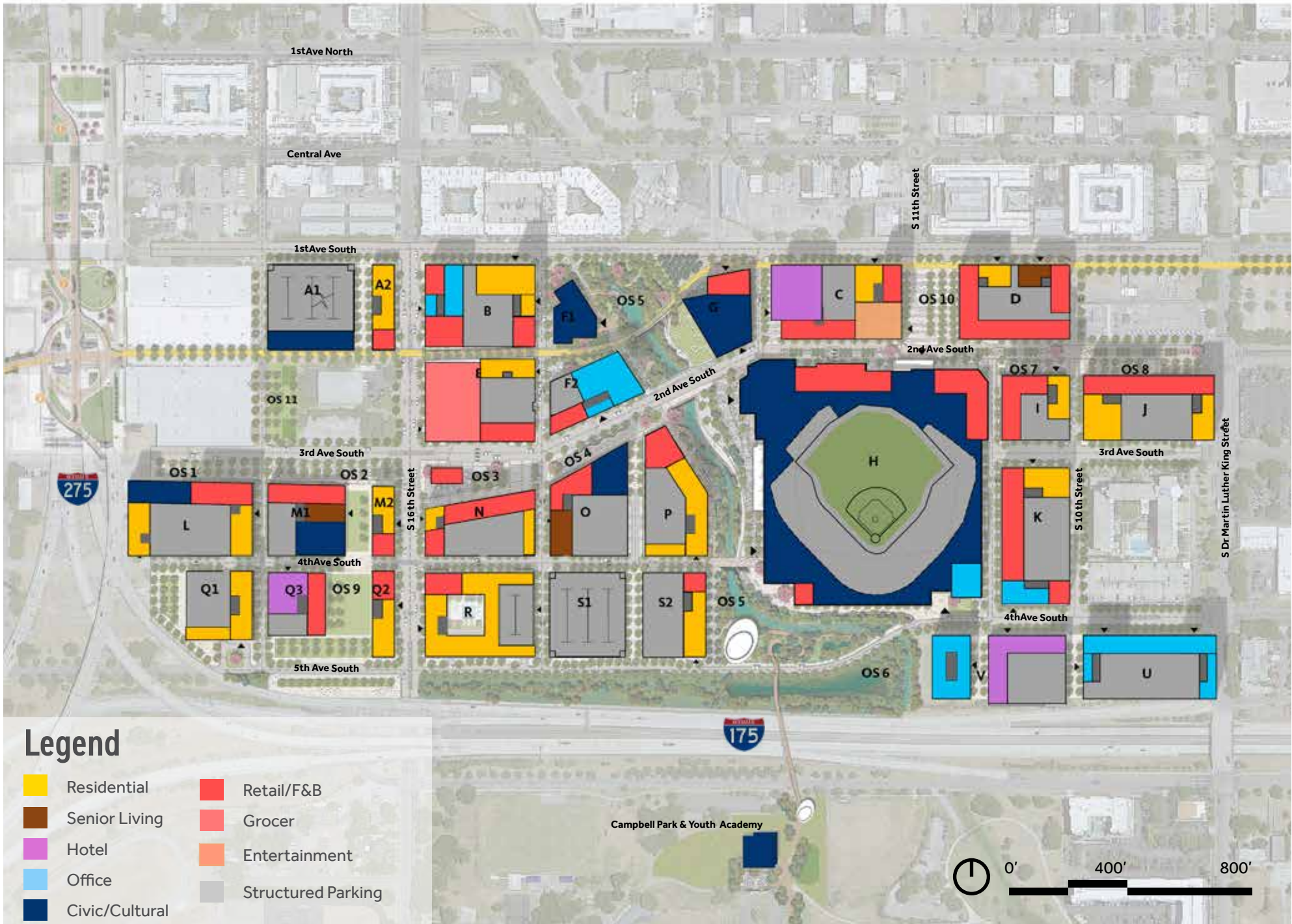


Cafe seating along the cultural arts promenade



Residents & visitors socialize along one of Booker Creek's activated edge.

GP18, DE 11.0.1., DE 11.0.12., DE 11.0.16., DE 11.1.11.



Legend

- | | |
|--|--|
| Residential | Retail/F&B |
| Senior Living | Grocer |
| Hotel | Entertainment |
| Office | Structured Parking |
| Civic/Cultural | |

We believe that design is a tool for social change and that strong design is a right for all which enables a voice to the voiceless.

- EVERALD COLAS, STORYN

F. TIMING OF DEVELOPMENT AND DEVELOPMENT PHASING

Phasing Goals

The Historic Gas Plant District redevelopment presents a unique opportunity to develop a well-designed, thoughtfully integrated, and highly diverse district. This includes housing at a wide range of income levels, a new state-of-the-art ballpark, active green space, modern office, and so much more—a complex challenge that requires a team with the expertise and experience to successfully deliver at every stage. Hines has unmatched expertise and experience successfully delivering complex mixed-use development projects that meet the needs of the communities in which they are located, having developed 15 mixed-use placemaking projects totaling 17 million square feet

across North America and an additional 7 projects totaling 13 million square feet across Europe. Understanding the requirements of different users—particularly when layering in the operational complexities of a ballpark-anchored district—plays a critical role in the successful execution of mixed-use master plans. As one of the world’s largest real estate developers, Hines has an unparalleled depth of experience; human capital resources; investor relationships with many of the world’s largest financial institutions; and a repository of best practices that it will deploy at every phase of the Historic Gas Plant District redevelopment to reduce risk, minimize disruption, and maximize the outcome for the St. Petersburg community.



For decades, Hines has demonstrated the knowledge, expertise, and reliability to deliver complex projects of this size and magnitude. Hines has been acquainted with this site for fifteen years, and we know that Hines will be here fifteen years from now, fulfilling its promises and vision for the Historic Gas Plant District. St. Petersburg deserves a world-class development partner with a track record of steering projects through the inevitable economic cycles we will face. With Hines leading this effort, we gain greater certainty of quality and timely completion. Together we can create a vibrant, equitable neighborhood that will be a wonderful home for Rays baseball for generations to come.

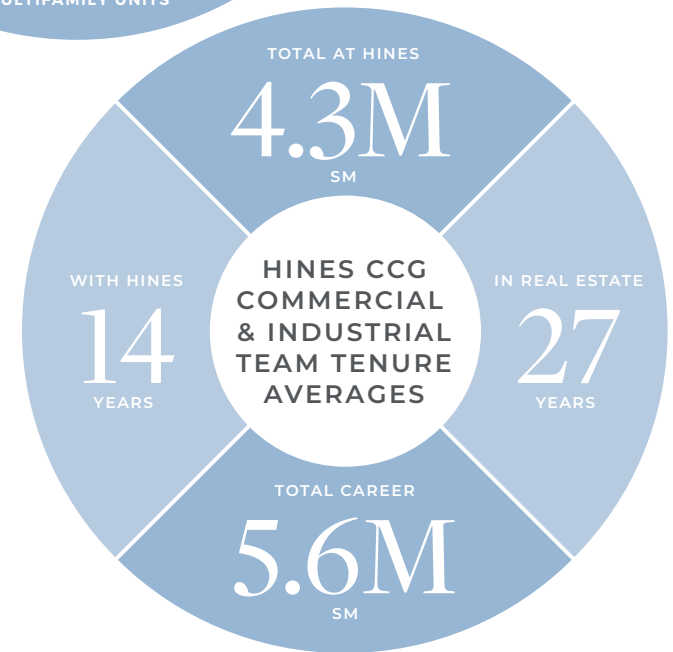
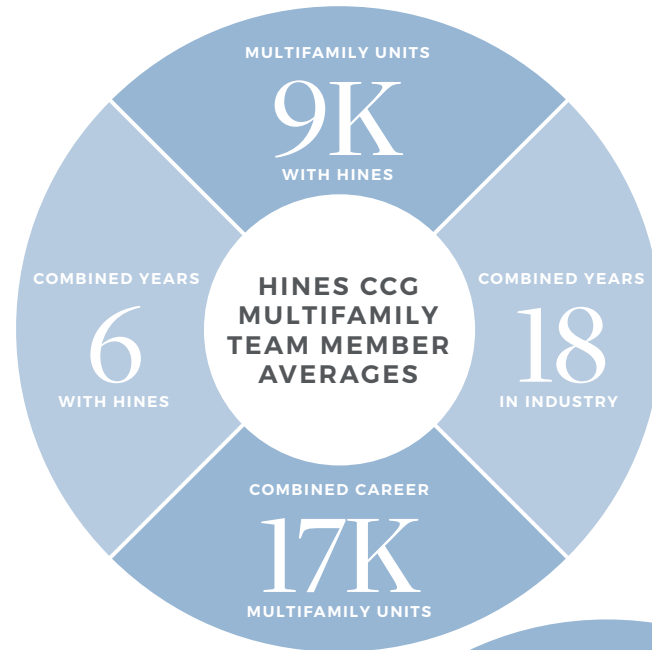
– MATT SILVERMAN, PRESIDENT, TAMPA BAY RAYS

F. TIMING OF DEVELOPMENT AND DEVELOPMENT PHASING cont.

Conceptual Construction

Hines' Conceptual Construction Group ("CCG") is a centralized function acting as a proprietary design, pre-construction, costing, logistics and buyout resource for all Hines projects worldwide. Tested and proven on hundreds of projects and across all product types, CCG provides an unmatched central repository of best-in-class practices to minimize risk at every phase and ensure new standards of quality, innovation, sustainability, and long-term value are incorporated within the program. With the full resources of CCG at the disposal of the Historic Gas Plant District redevelopment team, we will tap the collective knowledge of technical experts with decades of rigorous, hands-on experience who have successfully completed multi-billion-dollar mixed-use masterplans around the globe. With a project of this scale and complexity, CCG has already been engaged to help establish reliable budgets, phasing schedules, minimize delays, shorten the design schedule, and successfully execute the vision.

Especially during times of extreme capital market fluctuations, execution certainty is paramount. Hines will leverage its vertically integrated platform, creativity, financial strength, and staying power to successfully execute the Historic Gas Plant District redevelopment.



There are many favorable things that Hines brought to the table—similar values, corporate structure, and a great reputation—but a feature unique to Hines that exceeded expectations and brought great value to the project was the Conceptual Construction team. I believe this concept puts Hines on a level ahead of its competitors.

-KLAY KIMKER, PRESIDENT - DEVON REALTY ADVISORS, DEVON ENERGY

Financially Viable, Sound Phasing, and Implementation

Sound Phasing and Implementation

The team has carefully considered the goals and objectives set forth by the City of St. Petersburg, and has sought and will continuously seek input from the St. Petersburg community to establish a shared vision, collect ideas, prioritize needs, and understand concerns throughout the development of the masterplan. Hines has assembled an extraordinary level of experience for the design, construction, and management for every phase of the project. In addition, the team has performed careful and thorough analysis of the goals set forth by the City of St. Petersburg and crafted a proposal with a well-balanced mix of product types and a properly sequenced phasing schedule required to execute such an ambitious and high-profile project.

The masterplan is phased to (1) separate construction activities into distinct zones as feasible to efficiently develop the horizontal infrastructure and minimize disruption to the surrounding communities; (2) allow for the construction of a new state-of-the-art ballpark and a critical mass of surrounding uses (office, residential, retail, hospitality, civic, and public space) to be underway prior to the 2028 MLB Season; (3) include a realistic time frame for planning and building various projects and infrastructure on the site; and (4) account for the timing of supply delivery of product types, including realistic absorption timelines.

As described in greater detail within Part D - Narrative Response, upon execution of the development agreement with the City, Hines and the Rays will immediately launch several local job and community-related initiatives intended to provide training and placement for the jobs created on-site not only during construction, but also on an ongoing operating basis upon opening of each project. These initiatives are rooted in entrepreneurship and business creation; mentorship programs; diverse supplier internship matching programs; and technical internship placement programs.

Fair Compensation to the City of St. Petersburg

The master development plan is based on a residual land value approach. Each parcel available for new building construction will be delivered in “pad ready condition” with construction documents, a final GMP, and a construction loan. At the commencement of construction for each parcel, Hines and the Rays will purchase that parcel from the City at an agreed upon price per square foot for each office, retail and entertainment uses, and on a per unit basis for market-rate residential, hospitality and senior living. We propose these land values escalate by 2.5% annually beginning in year 2026. Based on the phasing schedule described herein, the total land value attributed to the masterplan is **\$97,000,000**.

Hines and the Rays have evaluated alternative site plans that will accommodate additional affordable and workforce housing units on-site. We are prepared to work with the City to achieve the City's

affordable housing goals; however, additional affordable and workforce housing units on-site will impact the land value above.

In this structure, both the public and private parties are incentivized to work together toward meeting the community's objectives. Land values will increase 2.5% annually, incentivizing Hines and the Rays to put the land into production early. Importantly, with the Use Agreement running through the 2027 MLB season, no party is more incentivized than the Rays for the new ballpark and a critical mass of surrounding uses to be fully operational prior to the start of the 2028 MLB season opener.

F. TIMING OF DEVELOPMENT AND DEVELOPMENT PHASING *cont.*

Phasing Schedule

When fully completed, the masterplan program will include a new state-of-the-art Rays ballpark; over 5,700 units of market rate, workforce, and luxury affordable housing, 600 units of senior housing,

1,400,000 SF of office space; 700 keys for full-service and limited-service hotels; **90,000 to 100,000 SF of conference/meeting space connected within the ballpark and hotel**; a 50,000 SF entertainment venue; 14-acres of new public open space; multiple

civic and cultural spaces; and structured parking to accommodate approximately 14,000 vehicles. The entire masterplan will be developed over a 20-year buildout period.

Proposed Master Plan Program by Phase & Use

Use	Total	Phase I		Phase II		Phase III	
		2024-2026	2027-2029	2030-2032	2033-2035	2036-2038	2039-2043
Multifamily (Mixed-Income)	5,125 Units	675	1,050	1,000	700	725	975
Market Rate	4,869 Units	641	998	950	665	689	926
Affordable/Workforce	256 Units	34	52	50	36	36	48
Affordable Housing (Stand-Alone)	603 Units	201	201	201	0	0	0
Total On-Site Affordable (15% of Total)	859 Units	235	253	251	36	36	48
Total On-Site Market Rate (85% of Total)	4,869 Units	641	998	950	665	689	926
Total Multifamily	5,728 Units	876	1,251	1,201	701	725	974
Senior Living	600 Units	200	0	200	0	200	0
Hotel	700 Keys	350	175	0	175	0	0
Office	1,400,000 SF	400,000	200,000	400,000	200,000	0	200,000
Retail	320,000 SF	80,000	70,000	60,000	40,000	30,000	40,000
Entertainment	50,000 SF	50,000	0	0	0	0	0
Ballpark	950,000 SF	950,000	0	0	0	0	0
Civic	50,000 SF	50,000	0	0	0	0	0

During **Phase I**, we intend to commence construction on over 3,600,000 square feet of mixed-use development—in addition to the ballpark—that minimizes site vacancy and maximizes the creation of a dynamic live, work, shop, dine, and play setting.

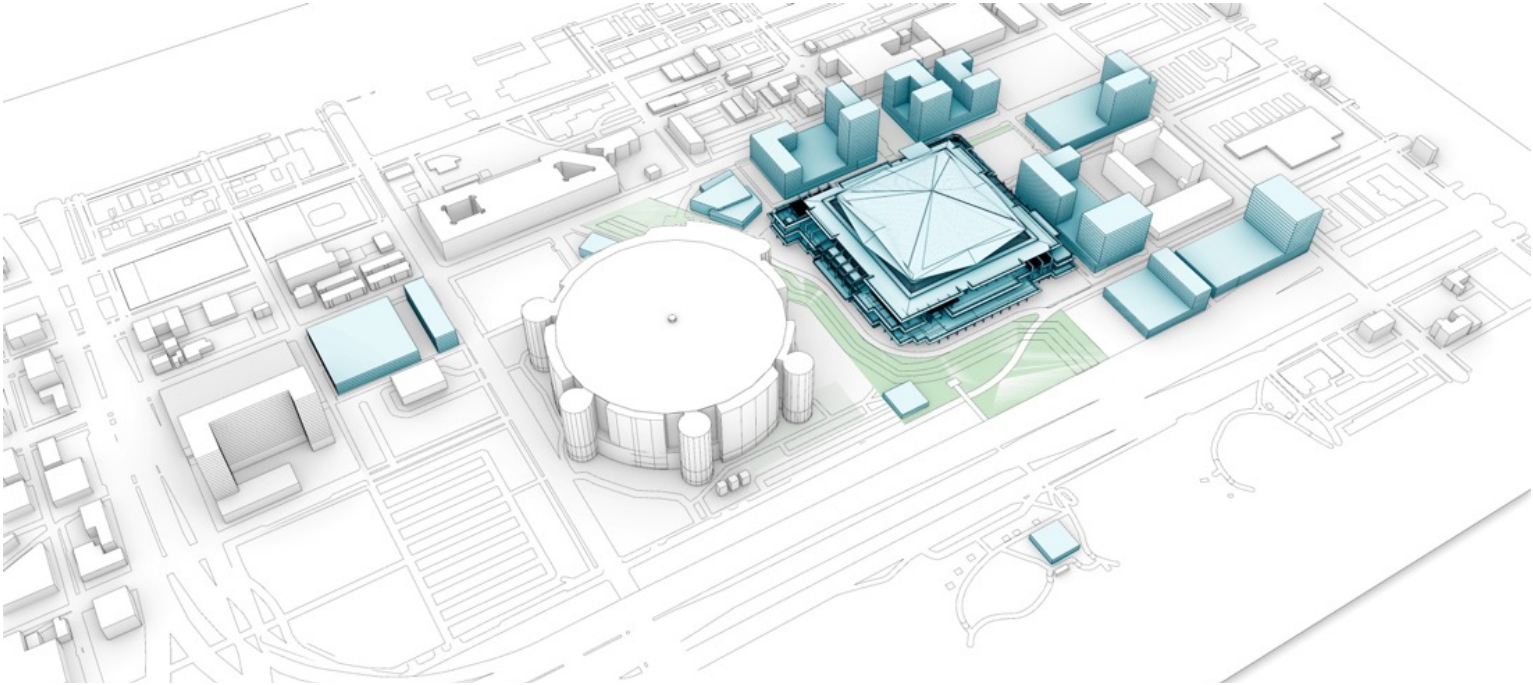
As important as completing the ballpark and developing a critical mass of uses by the 2028 MLB

season, Hines and the Rays clearly understand the need to substantially address affordable and workforce housing through on-site and off-site solutions. Dantes Partners, our affordable housing partner, has a depth of experience developing **high quality** affordable, workforce and mixed-income housing. Prior to the end of the 2027 MLB season, Hines and the Rays intend to commence construction on over 2,100 multifamily rental units

on-site. These units will be integrated seamlessly throughout the new community. It is our intention to accelerate the delivery of affordable units on-site **by delivering 90% of the 859 affordable and workforce housing units on-site within the first 10-years of development**, provided that the federal, state, and local regulations and resources support that initiative.

Phase I: 2024-2029

Multifamily (Market Rate)	Multifamily (Affordable/ Workforce)	Office	Entertainment	Civic	Retail	Senior Living	Hotel
1,639 Units	488 Units	600,000 SF	50,000 SF	50,000 SF	150,000 SF	200 Units	525 Keys

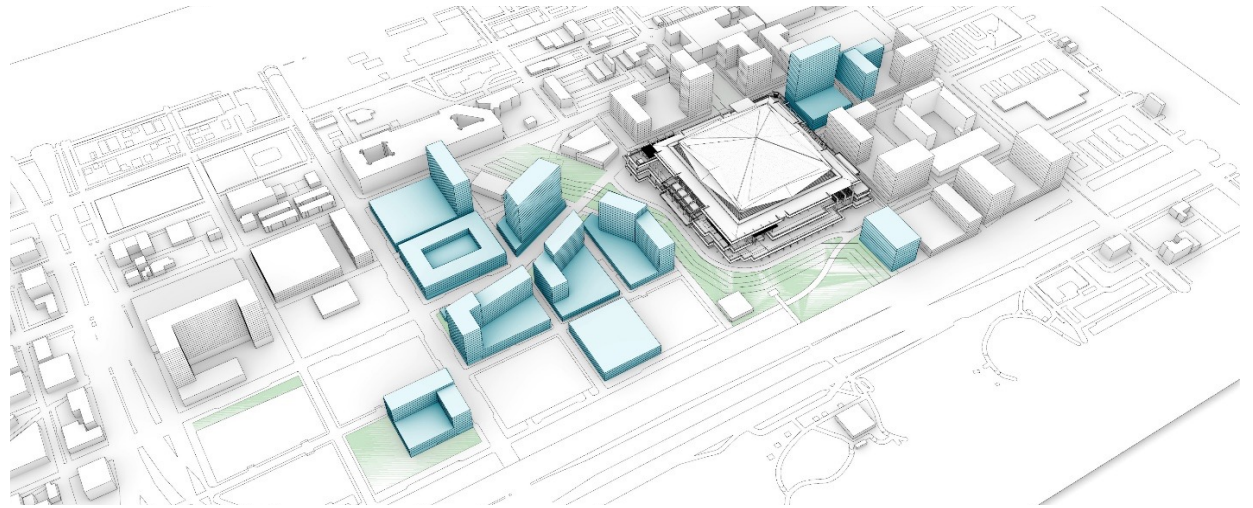


Phase II and Phase III

Hines and the Rays strategy for the masterplan maximizes market viability and absorption through a market-informed approach. Phase I and Phase II programs are informed by our consultant, RCLCO, who leverages quantitative research and their real estate demand-side knowledge to project realistic absorption rates for the market. Each phase can and will be accelerated if demand outpaces our projections.

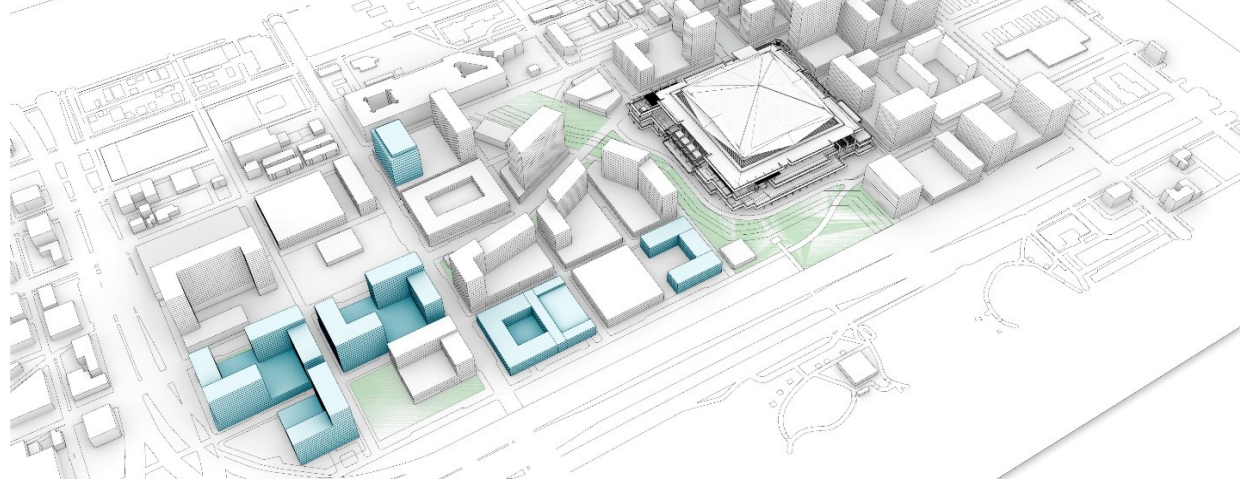
Phase II: 2030-2035

Multifamily (Market Rate)	Multifamily (Affordable/ Workforce)	Office	Retail	Senior Living	Hotel
1,615 Units	287 Units	600,000 SF	100,000 SF	200 Units	175 Keys



Phase III: 2036-2043

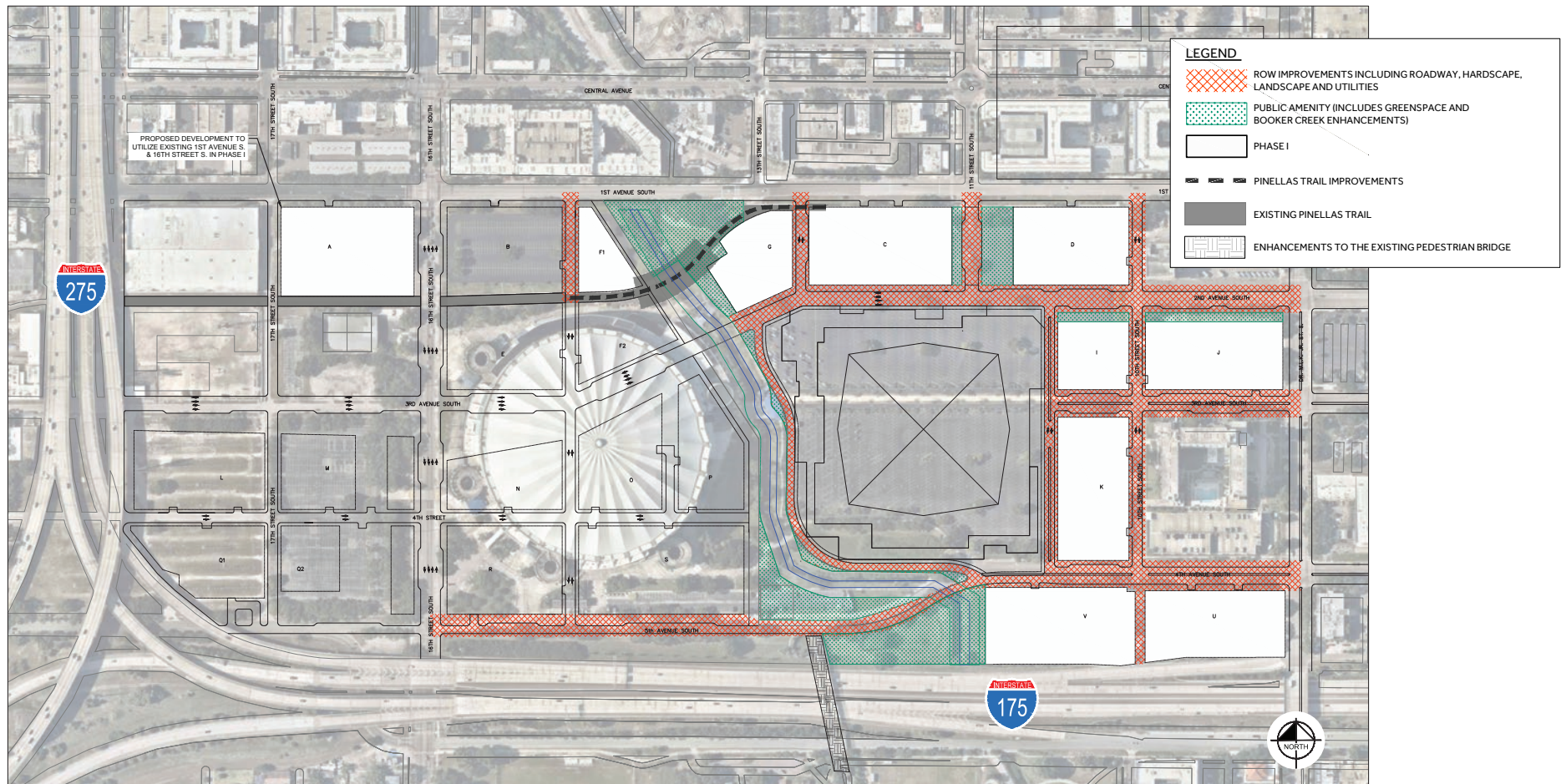
Multifamily (Market Rate)	Multifamily (Affordable/ Workforce)	Office	Retail	Senior Living
1,615 Units	84 Units	200,000 SF	70,000 SF	200 Units



Immediate Infrastructure Improvements: East of Booker Creek

Constructed immediately beginning in 2024, the Phase I infrastructure plan includes rebuilding the street grid network through the site, primarily east of Booker Creek. This important development will improve public street connections allowing for vehicular, pedestrian, bicycle, and other multimodal access through the site. The improved transportation network and civil infrastructure will be designed to facilitate the redevelopment of the ballpark

and support not only its ongoing operation for Rays games and other large events, but also the daily operation of the mixed-use development surrounding it. The pedestrian experience will be improved through investments along Booker Creek, an east/west pedestrian corridor along 2nd Avenue South, and throughout the site along 2nd Avenue South, and connectivity throughout the site and to surrounding neighborhoods.

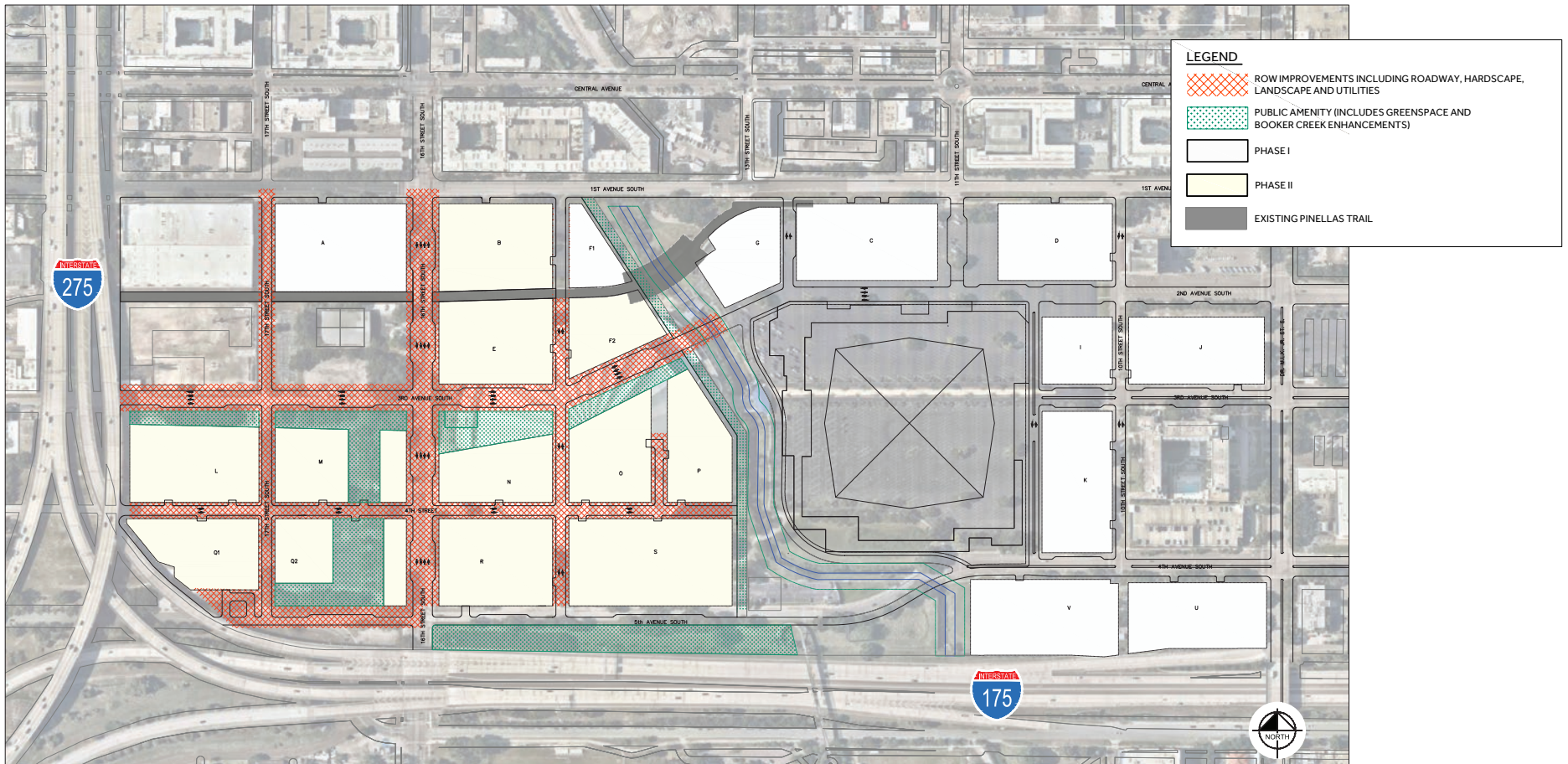


F. TIMING OF DEVELOPMENT AND DEVELOPMENT PHASING *cont.*

Forthcoming Infrastructure Improvements: West of Booker Creek

Beginning in 2028 and concurrent with the demolition of Tropicana Field, the second phase of infrastructure development will encompass most of the area west of Booker Creek and will include reestablishing the street grid. Additional infrastructure will include the restoration and improvement of Booker Creek, which will include new crossings to bridge the east and west areas of the site, construction of a pedestrian/bike trail along the western

bank, and critical environmental improvements, such as removal of invasive species, enhancements to hydrology and water flow, and bioswales to pre-treat water as it flows south. Booker Creek restoration will be accomplished in close collaboration with our civil engineer, Kimley-Horn, and environmental consultants, Tampa Bay Watch and Janicki. Construction of horizontal infrastructure during this phase is estimated to be an 18-month process.



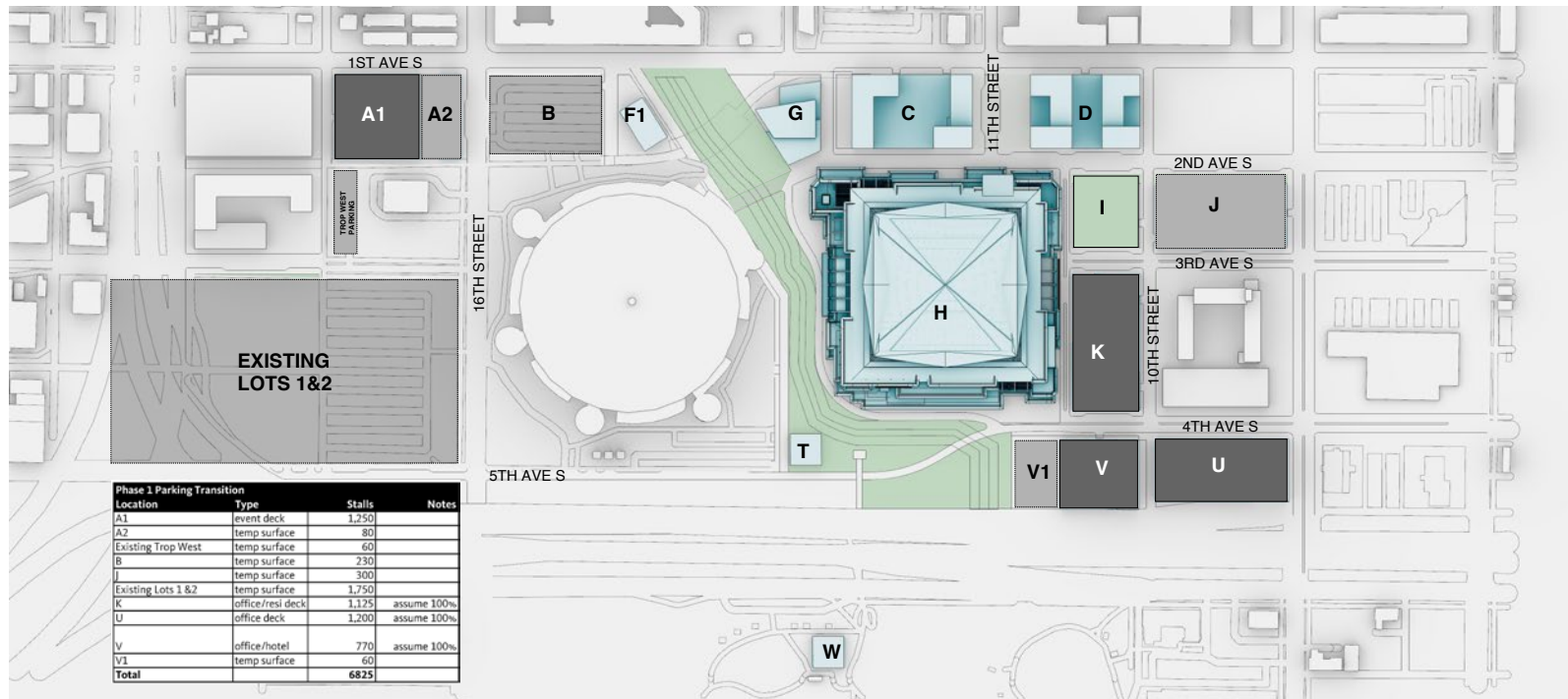
Parking Strategy

At completion, the masterplan includes structured parking to accommodate approximately 14,000 vehicle spaces to support the masterplan, including game day parking for Rays baseball during the transition phase from Tropicana Field to the new ballpark. Working closely with the Rays and the development team, parking consultant HWA provided guidance to ensure parking needs are met throughout each discrete phase of the masterplan development. At the same time, the planning process will continue to focus on maximizing shared parking opportunities on the site and promoting alternate modes of sustainable transportation.

At the planned opening of the new Rays ballpark for the 2028 MLB season, the site will provide approximately 6,560 surface and structured spaces available for baseball attendees at the majority of evening and weekend game times, through a combination of newly constructed garage spaces, shared parking with offices uses, and existing undeveloped surface parking. This will include the construction of a 1,250-space public parking deck located at the southeast

corner of 1st Ave S and 17th Street, beginning in 2024. The location of this garage is ideal to provide parking for game attendees while the Rays continue to play at Tropicana Field in the near-term, and construction commences on the new ballpark atop existing surface parking that services Tropicana Field. The location of the new public garage is also ideally suited to serve the growing need for parking throughout the Edge District.

Additionally, structured parking for two office buildings on the southwest corner of 4th Ave S and Dr Martin Luther King Street (Block U), and at 4th Ave S and 10th Street (Block K), will be constructed beginning in 2024, providing a total of 2,100 spaces available for game day attendees at Tropicana Field and later the new ballpark. A fourth structured garage for future office and hotel uses will be constructed beginning in 2027 at the southwest corner 4th Ave S and 10th Street (Block V) in 2027, providing approximately 770 additional spaces. The remainder of the opening day requirement will be met using temporary surface lots on development parcels A2, B, J, V1, and existing lots 1 and 2 west of 16th street, providing approximately 2,300 additional spaces.



F. TIMING OF DEVELOPMENT AND DEVELOPMENT PHASING cont.

Intentional Activation

From the start, Phase I will be an active, vibrant, mixed-use community featuring housing at a variety of income levels, a new Rays ballpark, retail and entertainment, active open space, office buildings, a hotel, and more. Prior to the construction of Phase I and as the master plan is developed over approximately 20 years, undeveloped parcels will be utilized to provide not just surface parking for Rays games and other events, but to host temporary activations bringing additional energy to the district and broader community. The site will be creatively activated on non-game days and game days alike

with activations that will engage the community, such as the following:

- **Family Entertainment:** Roller Skating, Movie in the Park
- **Retail:** Food and Apparel
- **Civic and Capacity Building:** Entrepreneurship and Incubator Programs, Environmental Conservation Courses, Hard Hat Tours
- **Arts and Culture:** Sports, Music, Art Fairs, Dance, Performance, Fashion, Design
- **Food:** St. Pete Saturday Morning Shoppe, Festivals, Dinners, Pop-Up Events

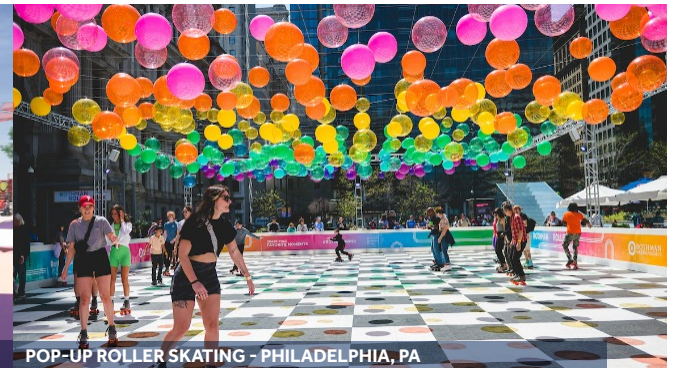
In close collaboration with the Rays and the team's community partners, we will work to develop an approach that includes a wide variety of these concepts and programming types and provides opportunities for as many community partners and organizations as possible.



URBAN CONGA



CONGRESS HEIGHTS, WDC



POP-UP ROLLER SKATING - PHILADELPHIA, PA



SATURDAY MORNING SHOPPES - ST. PETE



T3 RINO - DENVER, CO

OTHER

The residents of St. Petersburg are the foundation of our great city and through this groundbreaking, world-class development, we will initiate a new beginning that recognizes and respects the Historic Gas Plant District.

- STUART STERNBERG, PRINCIPAL OWNER, TAMPA BAY RAYS

G. OTHER

The redevelopment of the Historic Gas Plant District represents a transformational opportunity for the City of St. Petersburg. The total investment in the redevelopment of the site with greater than 7 million square feet of mixed-use development and a new, state-of-the-art ballpark for the Rays is estimated to total greater than **\$6 billion over the next 20+ years**. This includes **\$2.5 to \$3 billion to be immediately invested** in the construction of a new Rays ballpark and concurrent Phase I development. The site is deeply meaningful to the community, and understanding the economic benefits that can be generated through the redevelopment, and commitment to delivering equitable opportunities honoring the history of the Historic Gas Plant Site, are critical.

ESTIMATED CONSTRUCTION COSTS

DEVELOPMENT MASTERPLAN

Overall Total (including infrastructure & parking)	Office	Multifamily	Hotel	Entertainment	Civic
7.0 Million SF	1.4 Million SF	5,725 Units	700 Keys	50,000 SF	50,000 SF
\$5,200,000,000	\$958,000,000	\$3,687,400,000	\$283,300,000	\$18,600,000	\$32,000,000

TRANSFORMATIONAL ECONOMIC IMPACT

A preliminary assessment of the economic impact resulting from the construction of a new Rays ballpark and 7 million square feet of development highlights the significance of this investment. This construction investment is estimated to generate total **economic output of \$2.9 billion** in Pinellas County, **labor wages of \$1.5 billion**, and **greater than 23,000 full-time equivalent job years**. As outlined throughout this proposal and further summarized below, Hines and the Rays have made substantial commitments to ensure these impacts are delivered equitably and with a focus on creating intentional and restorative opportunities for economic equity and inclusion for everyone.

ONE-TIME ECONOMIC IMPACT OF CONSTRUCTION

PINELLAS COUNTY

Direct Benefits	
Economic Output	\$1.9 Billion
Labor Earnings	\$0.6 Billion
Full-Time Equivalent Job Years	10,772
Indirect & Induced Benefits	
Economic Output	\$1.0 Billion
Labor Earnings	\$0.9 Billion
Full-Time Equivalent Job Years	12,431
Total Benefits	
Economic Output	\$2.9 Billion
Labor Earnings	\$1.5 Billion
Full-Time Equivalent Jobs Years	23,203

G. OTHER cont.

Following construction, the site will become an active, vibrant mixed-use community that is home to the Rays and other events, housing at a wide range of income levels, modern office buildings, hotels and conference space, active green space, and much more.

St. Petersburg is one of 26 communities with the distinction of hosting a Major League Baseball team. Rays games and other events draw significant visitation to St. Petersburg, and visibility from those following on TV, radio, and digital media around the world. Currently, Rays operations at Tropicana Field are estimated to generate an annual **economic impact of \$235 million** and **labor wages of greater than \$100 million** in Pinellas County. The team directly employs 1,100 staff members residing in the Tampa Bay area, including more than 750 residing in Pinellas County, and it is estimated that overall the team's activities generate close to **1,700 full-time equivalent jobs** in the County. The team's active community involvement has included nearly \$14 million financial

giving by the Rays Baseball Foundation. An iconic new ballpark that is part of a vibrant new destination district will secure the Rays home in St. Petersburg for years to come, attract more large events and visitors, showcase the City of St. Petersburg, and further enhance the economic impact of the team in the region.

The redevelopment of the Historic Gas Plant Site with 7 million square feet of mixed-use development will create an active, thriving district and economic magnet in St. Petersburg not just for Rays games, but 365 days per year. Over the first 20 years while the masterplan is developed in phases, it is estimated the overall project will generate a cumulative economic impact of greater than **\$17 billion in Pinellas County** and **labor earnings of \$8 billion**. Once fully built out, it is estimated the project will generate an annual **economic impact in Pinellas County of nearly \$1.4 billion** (\$700 million in present-day dollars), **labor earnings of \$656 million** (\$338 million present-day), and **greater than 5,500 jobs**. Hines and the Rays have ensured plans for the redevelopment include substantial commitments to job training, entrepreneurship and incubation programs, internships and mentorship/apprentice programs, and funds dedicated to provide the tools needed for job and small business opportunities on the site.

ONGOING ECONOMIC IMPACT OF OPERATIONS

PINELLAS COUNTY

	Cumulative 20-Year Total During Phased Buildout (2027-2046)*	Annual Total At Buildout (2047)*	Annual Total At Buildout (Present-Day Dollars)
Direct Impact			
Economic Output	\$9.3 B	\$698.1 M	\$356.8 M
Labor Earnings	\$5.0 B	\$386.2 M	\$201.5 M
Full-Time Equivalent Jobs	51,913 Job Years (Average 2,596 / Yr)	3,084	3,084
Indirect & Induced Impact			
Economic Output	\$8.1 B	\$669.5 M	\$324.7 M
Labor Earnings	\$3.4 B	\$270.0 M	\$136.5 M
Full-Time Equivalent Jobs	39,165 Job Years (Average 1,958 / Yr)	2,420	2,420
Total Impact			
Economic Output	\$17.4 B	\$1,367.6 M	\$681.5 M
Labor Earnings	\$8.4 B	\$656.2 M	\$338.0 M
Full-Time Equivalent Jobs	91,077 Job Years (Average 2,596 / Yr)	5,505	5,505

*Assumes 3% annual escalation

FISCAL IMPACTS

The redevelopment of the site will also generate significant new tax revenue for the City of St. Petersburg and Pinellas County. Currently tax-exempt as a publicly-owned property, the City and County will begin to collect new tax revenue as the proposed development comes online. A significant portion of this revenue will begin to be realized as Phase I of the development is completed prior to and with the opening of the new ballpark for the Rays in 2028. This new revenue source will allow the City and County the opportunity to reinvest in critical public infrastructure to support the important public goals for the redevelopment, and/or to invest in other goals and priorities of the community.

NEWLY GENERATED PROPERTY TAX REVENUE ESTIMATES

30-YEAR TOTAL (2028-2057)

NET PRESENT VALUE**

Property Tax Revenue Estimates	
City of St. Petersburg	\$376 Million
Pinellas County	\$273 Million
Pinellas County School District	\$343 Million
Other Local Authorities*	\$111 Million
Total	\$1.1 Billion

*Includes Juvenile Welfare Board, Suncoast Transit Authority, SWFWMD, Health Department, Pinellas Planning Council
 **Property tax revenue estimates based on costs of construction and assume 3% annual escalation and 4.5% discount rate.

These significant economic impact estimates highlight the unique opportunity the project presents for the City of St. Petersburg. The Historic Gas Plant District holds deep meaning in the community, and at this critical moment it is of utmost importance that these benefits are delivered to the community equitably and create intentional and restorative opportunities for economic equity and inclusion. Hines and the Rays are committed to honoring the history of the Gas Plant District, and our diverse project team and partners have the expertise and experience to ensure we can deliver on this promise. As outlined throughout the proposal, we have outlined a number of programs and

commitments, including a **minimum commitment of \$50 Million to intentional equity initiatives in partnership with the South St. Petersburg community.**

Housing – Housing opportunities at a wide range of affordability levels, and dedicated funding to provide support for ownership and residential opportunities on and off the site, focused on the descendants of residents of the Historic Gas Plant District and current residents of South St. Petersburg.

Small Business – Dedicated funds to support business incubation, ownership, and placement opportunities on the site, focused on descendants of the residents of the Historic Gas Plant District and current South St. Petersburg residents.

Employment – Commitments to diverse hiring and supplier contracts for the construction projects, and funding to support job training, entrepreneurship programs, internships, and mentorship/apprentice programs leading to job placement during the construction phase, and small business ownership and employment opportunities during the ongoing operation of the site.

Education – Financial investment in support of currently-operating educational programs in South St. Petersburg, from daycare and early learning through post-secondary and vocational programs.

Outreach – Funding outreach that brings the community together through a thoughtful, inclusive process including online tools, public town halls, community and youth steering committees, and a welcome center on the site to serve as a resource for local residents and businesses to connect to opportunities on the site.

Throughout 25 seasons in St. Petersburg, the Rays organization has been driven by the mission of being a strong community partner and energizing our community through the magic of Rays baseball. Now, with our world class partners in Hines and the development team we have assembled together, we embark on this transformational opportunity and responsibility to positively impact our community.

G. OTHER cont.



BRAILSFORD & DUNLAVEY

Economic and fiscal impacts were estimated by Brailsford & Dunlavey, a nationally top-ranked development advisory and program management firm specializing in the development of major sports and assembly venues, higher education campuses, major school districts, and other large-scale community-focused projects.

ECONOMIC IMPACT ANALYSIS: By quantifying non-recurring construction impacts (including new economic activity, new tax generation, and new jobs), along with annual operations impacts, B&D utilizes the RIMS II input-output model multipliers, provided by the US Bureau of Economic Analysis, to identify both direct and indirect economic impacts. These metrics help our clients engage in informed policy making regarding the return on investment and other benefits public assembly venues deliver to local communities and regions. Economic impact multipliers from the US Bureau of Economic Analysis are available at the Pinellas County level.

DISCLAIMER: Brailsford & Dunlavey completed its impact analysis based on assumptions and conditions detailed in this document, including certain inputs provided by the Team, which were incorporated without alteration or independent validation by B&D. Given the preliminary nature of this development plan, this analysis is high-level, with general assumptions. These assumptions can be refined as more detail is understood.

The project team performed its work using industry standards and public information deemed reliable, but whose accuracy cannot be guaranteed. B&D provides no warranty as to such information's accuracy or completeness. B&D makes no assurance and provides no guarantee that the results identified in this study will be achieved. Economic and market conditions, management action or inaction, implementation timing, and other important circumstances will affect project performance and such deviations may be material.

G. BUSINESS LETTERS OF SUPPORT

Hines and the Rays team has a robust network of long-standing business relationships, from local organizations to international corporations. Drawing from this broader network, we have received written letters of support from a preliminary group of strategic partners who will help anchor our project as investors, operators, and tenants. We believe that having confirmed interest from the following organizations can create enormous value to our project and to the broader St. Pete community.

1. Goldman Sachs UIG
2. Goldman Sachs
3. Moffitt Cancer Center
4. Lifetime Fitness
5. Hilton Hotels
6. Bayfront HealthAccor Hotels
7. Duke Energy Florida
8. IHG Hotels

Goldman Sachs Bank USA | 200 West Street | New York, New York 10282
Tel: 212-902-1000 | Fax: 212-357-5505



November 29, 2022

Tampa Bay Rays ("Rays")
1 Tropicana Field Drive
St. Petersburg, FL, 33705

Attn: Melanie Lenz - Chief Development Officer

Re: Request for Proposals ("RFP") for the Tropicana Field Site in St. Petersburg, FL

Dear Melanie:

We write in connection with a potential investment to finance the affordable and workforce housing components of a redevelopment and restoration of 86 acres of downtown St. Petersburg, FL (the "Project"), which currently houses Tropicana Field. We believe your vision for the Project, which will include a new ballpark, surrounded by a master plan community including affordable and workforce housing, neighborhood-serving retail space, small business incubation spaces and a new home for the Woodson African-American Museum, among other uses, will create a dynamic destination in St. Petersburg that revitalizes the local community while honoring the site's historic legacy.

Goldman Sachs has an extensive track record with both the Rays and Hines, the co-developer of the Project. Since 2016, Goldman Sachs has served as Structuring Agent for the Rays, assisting them in all facets of their plans to build a world-class stadium befitting a storied Major League Baseball franchise. Furthermore, since 2006, Goldman Sachs has invested over \$500mm of equity across more than 10 projects developed by Hines across several asset classes and locations.

The Urban Investment Group ("UIG") is a business unit of Goldman Sachs responsible for deploying Goldman Sachs's capital in community development projects. Since its inception in 2001, UIG has committed approximately \$14.0 billion to catalyze the revitalization of underserved neighborhoods, facilitating the creation and preservation of over 53,000 housing units – the majority of which are affordable to low, moderate and middle-income families – as well as over 3.0 million square feet of community facility space and over 12.0 million square feet of office, retail, and industrial space. We believe the Project will similarly enhance the community and surrounding neighborhood in which it is located.

Notwithstanding any terms in this letter to the contrary, this letter is not a binding commitment of GS to make an investment, provide financing or enter into any other transaction. Any investment, financing or other transaction with the Rays or Hines would be based on GS' investment and financing needs and market conditions at the time of a transaction and would be subject to internal investment committee approval and any necessary regulatory approvals. In addition, any investment or financing provided by GS would be conditioned upon completion of underwriting, due diligence, and definitive legal documentation that includes detailed terms for the transaction.

We are providing this letter with the understanding that you shall not, and you are not authorized to, disclose either its existence or any of its terms or substance except to your legal, accounting and financial advisors who are directly involved with this matter and are advised of its confidential nature and agree similarly to maintain it as confidential, except to the extent the same are disclosed by us or as otherwise required by law. Notwithstanding the foregoing, we hereby authorize you to disclose this letter to the City of St. Petersburg, solely in connection with your response to the RFP.

Please keep me informed about the RFP process and let me know if there is additional information we can provide. I can be reached at (917) 343-2048.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Maxfield".

Scott Maxfield
Goldman Sachs Urban Investment Group



PERSONAL AND CONFIDENTIAL

November 29, 2022

Melanie Lenz
Chief Development Officer
Tampa Bay Rays
1 Tropicana Field Drive
Saint Petersburg, Florida 33705

Dear Melanie:

Goldman Sachs & Co. LLC ("Goldman Sachs") understands that the Tampa Bay Rays (the "Rays" or the "Team"), working together with Hines, are bidding to serve as the development team for the redevelopment of the Historic Gas Plant Site, located in the City of St. Petersburg (the "Project"). We have reviewed the City of St. Petersburg's (the "City") Request For Proposals related to the Project (the "RFP") and are pleased to provide this Letter of Support in furtherance of the Rays' submission. Goldman Sachs has a longstanding relationship with the Team and have worked closely with the Rays as they have evaluated their plans for the development of a future world-class ballpark.

We understand that the Rays and Hines, as part of their response to the RFP, are planning a live events venue with a capacity of 2,000 – 4,000 on the site. Goldman Sachs' Entertainment Banking group is led by Aaron Siegel, Head of Entertainment Banking, and Evin Broder, Senior Vice President, who leads the live entertainment vertical and head of New Media Ventures Coverage. Entertainment Banking Coverage includes mid, large cap, and entrepreneurial (sub \$500mm EV) names across the Entertainment, Music, Sports, and Film & TV landscape, providing industry leading M&A and financing services to companies including but not limited to Live Nation, MSG, AEG, the Venue Group, CTS Eventim, Area 15 and others.

Following the COVID-19 pandemic, the market has seen unprecedented demand for in-person experiences as consumers continue to prioritize spending on leisure activities (Bloomberg, April 2022). Despite concerns regarding a potential recession in 2023, historical data from prior economic downturns highlights the resiliency of consumer spending on live events. Live Nation's recent performance further reinforces the strength of consumer spend as highlighted in their recent Q3 earnings: "we also continued to see strong on-site per fan spend with no reduction in consumer buying habits. Ancillary per fan spending was up 20 to 30% year-to-date relative to 2019 in our operated venues across the U.S. and Europe" (LYV Q3 Earnings Report). Robust secular tailwinds, and a broad consumer shift toward the experience economy, leave the live entertainment industry poised for long-term growth driven by attendance growth and increased capture of millennials' wallet share.

Goldman Sachs is pleased to work alongside the Ray's as they navigate the site development process and support integration of the management team into the entertainment ecosystem by facilitating introductions to key players and tastemakers.

Please note that this letter is for informational purposes only, may not be relied upon by any party for any purpose and is neither an expressed nor an implied commitment by Goldman Sachs or any of our affiliates to act in any capacity in connection with the Project or any transaction related to the Project, to purchase or place any securities or to arrange, underwrite, sell or place of any of the components of



the Project. Such commitment (if any) shall only be set forth in a separate underwriting, placement agency or other applicable type of agreement. As you know, our participation in any financing for the Project also remains subject to further information related to the Project, development of a financing structure, internal review and approvals, satisfactory completion of our due diligence investigation and market conditions. In addition, the Project is inherently subject to uncertainties and contingencies beyond our control; accordingly, there can be no assurance that any financing for the Project can be accomplished. Goldman Sachs does not provide accounting, tax or legal advice; such matters should be discussed with your advisors and/or counsel.

This letter, and any written or oral information which we may provide with respect to the Project, is provided solely to the Rays, and is exclusively for the Rays information and may not be used, circulated, quoted or otherwise referred to any other person or for any other purpose; nor is this letter or any such information related hereto to be filed with, included in or referred to in whole or in part in any registration statement, proxy statement or any other document, except in each case in accordance with the prior written consent of Goldman Sachs; notwithstanding the foregoing, this letter may be provided to the City of St. Petersburg in connection with the Rays' response to the RFP related to the Project, provided that (i) the City is informed of the confidential nature of the letter, that this letter is being provided for informational purposes only and cannot be relied upon by the City, and shall be kept confidential, except to the extent such disclosure is required by the Freedom of Information Act, 5 U.S.C. §552 or the Local sunshine law, (ii) we have approved in advance the text of any such disclosure referring (directly or indirectly) to Goldman Sachs and/or this letter and (iv) the full text of this letter is reproduced in the Rays' response to the RFP.

This letter is not a recommendation by Goldman Sachs that the Rays or City take any action related to transaction contemplated by this letter. Goldman Sachs is not acting (and would not be acting) as a municipal advisor, financial advisor or fiduciary to the Rays, the City (to the extent applicable) or any other person or entity in connection with any offering of securities. Prior to undertaking any offering of securities, the City should consult with its own financial and/or municipal, legal, accounting, tax and other internal and external advisors, as applicable, to the extent it deems appropriate. If the City would like a municipal advisor in this transaction that has a duty to act solely in the best interest of the City, then the City is free to engage a municipal advisor to serve in that capacity.

Should you have any questions, please do not hesitate to reach out to Gregory Carey, Stacy Sonnenberg, or Evin Broder, using the contact details on the subsequent page.

Sincerely,

GOLDMAN SACHS & CO. LLC
Name: Gregory Buckley Carey
Title: Managing Director
Tel: (212) 902-4316
Email: gregory.carey@gs.com

GOLDMAN SACHS & CO. LLC
Name: Stacy Sonnenberg
Title: Managing Director
Tel: (212) 902-6433
Email: stacy.sonnenberg@gs.com

GOLDMAN SACHS & CO. LLC
Name: Evin Broder
Title: Senior Vice President
Tel: (212) 357-0110
Email: evin.broder@gs.com



Patrick Hwu, MD
President & CEO

Patrick.Hwu@moffitt.org
p: 813-745-7101
f: 813-745-3090

November 16, 2022

Attn: Matt Silverman & Brian Auld

Re: Request for Proposals ("RFP") for the Historic Gas Plant Site in St. Petersburg, Florida

To Whom It May Concern,

Moffitt Cancer Center is very proud of our longstanding partnership with the Rays, especially for our collective efforts to raise awareness for cancer and the importance of screening.

We have spent time with the Rays and Hines learning about their vision for development of a ballpark and integrated neighborhood in the Historic Gas Plant District. We are excited by their vision for the district and the blend of uses they anticipate. If Hines is awarded the RFP, we would be interested in exploring the development of a cancer care facility as a component of their master plan.

Moffitt is just one voice among many, but we gladly stand with the Rays and strongly endorse their RFP bid. In partnership with the Rays, this development will create a strong foundation for our community for decades to come.

Sincerely,

Patrick Hwu, MD
President & CEO, Moffitt Cancer Center

12902 USF Magnolia Drive, Tampa, FL 33612-9416 | 1-888-MOFFITT | Moffitt.org



November 29, 2022

Hines
444 W. Lake St., Suite 2400
Chicago, IL 60606
Attn: Alex J. Schapira

Dear Alex,

We greatly appreciate your consideration in including Life Time as part of the Hines St. Petersburg, Florida site RFP submittal.

We are truly excited to partner with Hines and the Tampa Bay Rays to develop a comprehensive, family-focused healthy lifestyle destination that is built on the Healthy Way of Life principles and expertise we've established over more than 30 years – healthy living and aging, healthy entertainment, and healthy work and community.

To date, Life Time has participated in more than 25 cohesive mixed-use projects within which our athletic resorts serve as an integral, seamless, best-in-class amenity supporting residential, office, hotel and retail uses. Because we prioritize delivering the best places, performers and programs to serve everyone from 90 days to 90+ years old, we provide an unparalleled array of offerings under one roof, along with member and guest support, engagement and experiences that are unmatched.

We look forward to collaborating with Hines and the Rays in the design process to create something incredibly unique that serves as a true market differentiator and experience as part of this exciting project.

In health,

Shawn Welk
Life Time
Sr. Director Real Estate

2900 Corporate Place | Chanhassen, MN 55317 | 952.229.7521 | www.lt.life



Frank McFadden
Sr. Director - Development
Southeast Region

Hilton Worldwide
755Crossover Lane
Memphis, TN 38117

November 26, 2022

Mr. Michael T. Harrison
Senior Managing Director
Hines
383 17th Street NW
Suite 100
Atlanta, GA 30363

Hilton is thrilled to be working with Hines on the prospects of developing a Hilton branded hotel in downtown St. Petersburg in conjunction with the redevelopment plans of Tropicana Field. Hilton recognizes that this will be a transformative project for St. Petersburg and we are excited to be partnering with Hines to have our Hilton brands serve as the hospitality anchor to the development.

Hilton has enjoyed our relationship with Hines through our partnership on notable mixed-use projects such as the 360-unit Conrad luxury hotel in Washington, DC, which was a 2.5 million square foot mixed-use development on a 10-acre site in the heart of downtown Washington, DC. Additionally, Hilton was thrilled to have the opportunity to work with Hines on the development of the 1,207-unit Hilton Americas-Houston which serves as the anchor to Houston's George R. Brown Convention Center.

Hilton looks forward to working with Hines, the Tampa Bay Rays organization, and Gensler architect, to determine which Hilton brands most directly align with the overall vision for the project.

Should you have any questions or need additional information from Hilton as you continue to work on the redevelopment plans for Tropiana Field and the surrounding neighborhood, please let me know.

Sincerely,

Frank McFadden
Senior Director Development



BAYFRONT HEALTH

St. Petersburg
701 6th St. S. St. Petersburg, FL 33701
727-823-1234

November 16, 2022
Tampa Bay Rays
1 Tropicana Drive
St. Petersburg, FL 33705

Attn: Matt Silverman & Brian Auld

Re: Request for Proposals ("RFP") for the Historic Gas Plant Site in St. Petersburg, Florida

To Whom It May Concern,

Bayfront Health St. Petersburg enjoys a strong and growing partnership with the Rays. Looking forward, we recognize the generational opportunity to redevelop the Historic Gas Plant Site and are very excited by the possibility of a new ballpark anchoring the development.

Bayfront Health is excited by the vision presented by Hines and the Rays, and we are interested in exploring ways we might expand our presence in downtown St. Petersburg as part of their master plan. The Rays have been a tremendous strategic partner. The Rays are committed to the health of the community and their employees. They work with Bayfront Health to provide medical services to the athletes, staff and families associated with the Rays organization. We have collaborated in the community providing school supplies and encouragement for kids at local schools, as well as held volunteer projects with our combined work force to build community gardens and shown support for our diverse community. There is no other entity in St. Petersburg that can attract and gather so many people from both inside and outside of our community.

Bayfront Health is just one voice among many, but we gladly stand with the Rays and strongly endorse their RFP bid. In partnership with the Rays, this development will create a strong foundation for our community for decades to come.

Sincerely,

John A. Moore
President
Bayfront Health St. Petersburg



PRIVATE AND CONFIDENTIAL

November 28, 2022

Melanie Lenz
Chief Development Officer
Tampa Bay Rays
1 Tropicana Field Drive
St. Petersburg, FL 33705
mlenz@raysbaseball.com

Michael T. Harrison
Senior Managing Director
Hines
383 17th Street NW, Suite 100
T3 West Midtown
Atlanta, GA 30363
1 770 206 5300
Michael.Harrison@hines.com

Re: Proposed St. Petersburg Hotel Project with the Tampa Bay Rays and Hines

Dear Ms. Lenz and Mr. Harrison:

Further to our conversations, we are pleased to express our interest in working on a new Accor hotel to be located within the proposed St. Petersburg mixed use project proposed by The Tampa Bay Rays and Hines.

Accor is one of the world’s largest hotel companies with nearly 5,500 hotels operating and 1,200 hotels in the pipeline. Our strong and diversified sales, distribution and loyalty platforms drive bookings into our hotels. There are more than 73 million members in our loyalty program, Accor Live Limitless. Our websites host 300 million visits annually. We have 19 contact centers with 1,100 employees conducting business in 12 languages. There are more than 300 above property sellers on our sales team developing and managing relationships with key accounts. These are just some of the ways that we support performance at our network of hotels.

While we haven’t determined which Accor brand would be the most appropriate, potential fits could be Sofitel, MGallery, 21c Museum Hotels, Hyde or Mondrian, among others.



RAFFLES \ ORIENT EXPRESS \ BANYAN TREE \ SOFITEL LEGEND \ FAIRMONT \ EMBLEMS \ SOFITEL \ RIXOS
ONEFINESTAY \ MANTIS \ MALLERY \ ART SERIES \ PULLMAN \ SWISSÖTEL \ ANSANA \ HÖVENPICK
GRAND MERCURE \ PEPPERS \ THE SEBEL \ MANTRA \ NOVOTEL \ MERCURE \ ADAGIO \ BREAKFREE \ IBIS
IBIS STYLES \ GREET \ IBIS BUDGET \ HOTELF1
21c MUSEUM HOTEL \ 25HOURS \ DELAND \ GLENEAGLES \ HYDE \ JO&JOE \ MAMA SHELTER \ MONDRIAN \ MORGANS ORIGINALS
SLS \ SO \ THE HOXTON \ TRIBE \ WORKING FROM

Accor
November 28, 2022

At the appropriate time, Accor will submit a Letter of Intent to be followed at a later date by definitive agreements. The Letter of Intent will be non-binding except for an exclusivity period and a confidentiality agreement.

This letter is preliminary in nature, is not an offer, and is explicitly non-binding. Accor reserves the right not to proceed with the contemplated transaction and any transaction pursued by Accor and the developer and is subject to the internal approval processes of Accor and the execution of binding legal documentation.

Again, on behalf of Accor, we are pleased to express our preliminary interest in managing the Hotel. We look forward to advancing discussions as it relates to this opportunity.

Yours Sincerely,

Ben Cary
Vice President, Development, US & Canada
T.(917)-445-0050



RAFFLES \ ORIENT EXPRESS \ BANYAN TREE \ SOFITEL LEGEND \ FAIRMONT \ EMBLEMS \ SOFITEL \ RIXOS
ONEFINESTAY \ MANTIS \ MALLERY \ ART SERIES \ PULLMAN \ SWISSÖTEL \ ANSANA \ HÖVENPICK
GRAND MERCURE \ PEPPERS \ THE SEBEL \ MANTRA \ NOVOTEL \ MERCURE \ ADAGIO \ BREAKFREE \ IBIS
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299 1st Ave N.
16-2
St. Petersburg, FL
33701
o 727.820.5570

November 26, 2022

Matt Silverman and Brian Auld
Tampa Bay Rays
1 Tropicana Field
St. Petersburg, FL 33705

Subject: Request for Proposals (“RFP”) for the Historic Gas Plant Site in St. Petersburg, Florida

To Whom It May Concern,

Duke Energy Florida recognizes the unique generational opportunity to redevelop the Historic Gas Plant Site. A well-executed project will not only provide much needed benefit to individuals within our community, but it will also have a significant economic impact on local businesses. We believe the positive economic impact and the development project itself will be greatly enhanced by the involvement of the Tampa Bay Rays. (“Rays”)

Our position of support comes from our many years of partnership. From the initial days of the team when Florida Power, our predecessor company, had a minority ownership stake in the team through our current corporate partnership today, we have seen the Rays demonstrated commitment to the community. The team’s current leadership has made significant impacts throughout their 17-year tenure. Not only have they put winning teams on the field, but the Rays also excel at civic engagement. The team provides financial support to numerous organizations from the Big Brothers Big Sisters to the Pinellas County Urban League. More importantly, the Rays leadership and staff takes an active role in a diverse group of non-profit and community organizations through board leadership and support. Additionally, the Rays are very generous with their facilities, providing access for organizations to hold meetings to allowing Duke Energy access to stage over 1100 out-of-town electric line personnel and equipment during the recent hurricanes.

At Duke Energy Florida, we are committed to a clean energy transition resulting in a 50% carbon reduction from electric generation by 2030 and net-zero carbon emissions by 2050. Like our journey, the Rays have shared with us their plans to identify opportunities and strategies to support the city’s Integrated Sustainability Action Plan, with a focus on building infrastructure that is efficient and renewables-ready, creating and procuring renewable energy, and developing a smart, reliable and resilient energy system.

Based on our knowledge of the plans of the Rays and Hines, their development partner, as well as the Rays’ demonstrated commitment to the St. Petersburg community over the many years, Duke Energy Florida supports the Rays in their RFP bid for the Historic Gas Plant Site. The Rays have been an integral and unique part of the St. Petersburg community for nearly a quarter of a century. We believe the Rays are committed to truly investing in the future of the Gas Plant district, rather than just redeveloping the 86-acre site.

Duke Energy is just one voice among many, but we gladly stand with the Rays and strongly endorse their RFP bid. In partnership with the Rays, this development will create a strong foundation for our community for decades to come.

Sincerely,

Melissa Seixas
State President - Florida
Duke Energy

IHG HOTELS & RESORTS

Julienne Smith
Chief Development Officer, Americas
3 Ravinia Drive, Suite 100
Atlanta, GA 30346
Telephone: (770) 604-8132

November 22, 2022

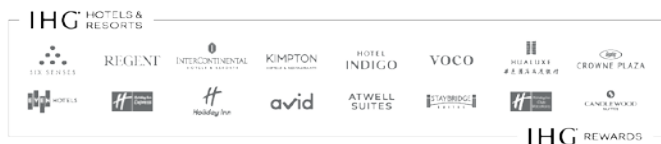
Michael T. Harrison
Senior Managing Director
Hines
via email: Michael.Harrison@hines.com

Dear Michael,

On behalf of IHG Hotels & Resorts, thank you for including us in your submission to redevelop the Historic Gas Plant District in St. Petersburg, Florida. The downtown St. Pete’s market has been identified as a key area for growth and a strategic fit for a variety of IHG’s brands. In turn, participating in such a dynamic mixed-use project, together with Hines and The Tampa Bay Rays is quite a compelling opportunity.

When we evaluate markets and specific locations for the development of our hotels, the ability to drive demand and guest satisfaction is paramount. Your prospective location has close proximity to St. Petersburg’s primary business drivers including the growing sectors in financial services, data analytics, marine + life sciences and creative arts/tourism. The variety of services being proposed in the Historic Gas Plant District will help support the needs of our travelers whether they are visiting the variety of financial services and other primary businesses in the area or enjoying entertainment like many of the annual Rays game.

When considering our distribution within downtown St. Pete’s market, we have less than 10% of the brand share compared to our main hotel competitors. With more than 120 million loyalty members within IHG One Rewards, this tells us that there is opportunity to achieve a greater share of the market to help satisfy our guests’ needs. With our Upscale extended stay brand, Staybridge Suites, as our only IHG representation in the central business district, it has become apparent that the addition of complimentary brand offerings would help satisfy our higher end traveler as well as those looking for a more transient stay in nature. This fact together with the current market dynamics, makes us believe a Vignette Collection, Hotel Indigo, voco, Atwell Suites and/or Holiday Inn Express would all be tremendous fits within this project. We would be



IHG HOTELS & RESORTS

Julienne Smith
Chief Development Officer, Americas
3 Ravinia Drive, Suite 100
Atlanta, GA 30346
Telephone: (770) 604-8132

interested in exploring one or more of these hotel brands for inclusion in the overall development. (More information on IHG and all of our brands can be found in the attached deck.)

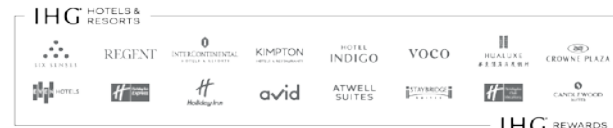
When we evaluate partners to develop our hotels, we look at ability to execute based on past performance. Hines developed our Americas Headquarters office in Atlanta, where one of our flagship hotels is located, the Crowne Plaza Ravinia. We are very interested in growing our relationship with Hines to bring the first of several hotels to fruition at the Gas Plant site. The synergies of our teams both having significant regional headquarters in Atlanta and colleagues strategically placed throughout the southeast, is a benefit to any project we would work on together in the region.

Please accept this letter as a formal expression of interest to be included in your submission to the City of St. Petersburg. IHG Hotels & Resorts is one of the world’s leading hotel companies, whose purpose is to provide *True Hospitality for Good*. Successful hotel development depends on an aligned set of objectives and matching qualified owners with the right brands, in the right markets. Developing hotels with us connects owners and their properties to a host of resources worldwide. We have scale in the largest markets, our global portfolio has measurable performance, and a world class, differentiated brand portfolio with high awareness and guest satisfaction.

We appreciate your support and look forward to bringing this exciting project to fruition with you.

Sincerely,

Chief Development Officer, Americas



G. COMMUNITY LETTERS OF SUPPORT

The Tampa Bay Rays' long-standing commitment to the community involves partnering with organizations and individuals committed to building up local neighborhoods, through providing education and mentorship opportunities to local youth, stability to the homeless or food insecure, or celebrating the diverse community through the arts. The organizations included are just a small representation of those the Tampa Bay Rays partner with every year.

1. Big Brothers, Big Sisters of Tampa Bay
2. Boys & Girls Club of The Suncoast
3. Russell Cato, former Historic Gas Plant Community Resident
4. CASA (Community Action Stops Abuse)
5. Academy Prep Center for Education
6. Children's Dream Fund
7. Community Tampa Bay
8. Crisis Center of Tampa Bay
9. Girls on the Run
10. Feeding Tampa Bay
11. Kahwa Coffee Roasters
12. Gregg Murray, Mt. Zion Primitive Baptist Church
13. Ronald McDonald House Charities
14. St Pete Arts Alliance
15. St Vincent de Paul
16. Starting Right Now
17. Tampa Bay Watch
18. Tampa Bay Wave
19. Ray Tampa, Former NAACP President
20. Palladium
21. St. Pete Free Clinic



Serving Alachua, Citrus, Hernando, Hillsborough, Marion, Pasco, Pinellas, Polk & Sumter Counties

November 22, 2022

The Tampa Bay Rays
One Tropicana Drive
Saint Petersburg, FL 33705

The Tampa Bay Rays:

Thank you for your continued support of our mentoring programs. Your organization not only has provided substantial funding to our agency each year but also has provided thousands of donated tickets each season for our Bigs and Littles to enjoy the great game of baseball together. We are also grateful for the educational and recreational activities provided for our children and youth to attend throughout the year. We have also been given the opportunity to recruit potential volunteers from Tampa Bay Rays employees and we are also honored to have Tampa Bay Rays President, Brian Auld on our Board of Directors.

Through our partnership with the Tampa Bay Rays, we have been able to serve thousands of children and youth across our agency. Most recently in 2021, despite the ongoing effects of the pandemic, our agency served 2,124 youth. Amongst these, 75% lived with a single parent or other caregiver, and 86% received free/reduced lunch. This impact could not happen without the support of partners like The Rays. The Tampa Bay Rays have made a long-lasting impact in our community, and we are excited about the future.

We fully support the Rays RFP submission which not only outlines a plan for a new ballpark, but even more importantly, addresses the challenges our community faces. We welcome the opportunity to be able to host events and provide training at the facility. We will always support more opportunities for our Littles and families who live in downtown St. Petersburg to be involved in the arts and for other opportunities and programs that enhance their lives and defend their potential.

In partnership with the Rays, this development will create a strong foundation for our community for decades to come.

Sincerely,

Jennifer Libby
Interim Co-CEO/Chief Program Officer

MISSION
To create and support one-to-one mentoring relationships that ignite the power and promise of youth.

VISION
All youth achieve their full potential

MAIL
Post Office Box 21744
Tampa, FL 33622-1744

OFFICES
5555 W. Waters Ave.
Suite #607
Tampa, FL 33634
(813) 769-3600

918 W Bay Drive
Largo, FL 33770

1231 East Orange St.
Lakeland, FL 33801

BBBTampaBay.org

Proudly partnering with





11/18/2022

Mr. Stuart Sternberg
1 Tropicana Dr.
St. Petersburg, FL 33701

RE: The Historic Gas Plant Site

Mr. Sternberg,

Thank you for your continued support of Boys & Girls Clubs of the Suncoast. From your baseball players instilling a love of reading with our youth by reading with them during our summer camps, to providing free dental care to our youth, to providing holiday gifts for our youth, to ongoing financial/volunteers/board support, and everything else in between, you have been a true partner. Boys & Girls Clubs of America is the official charity partner of Major League Baseball, and I often proudly share to our peer markets that have an MLB team the incredible ways that the Tampa Bay Rays have localized the national partnership.

The Tampa Bay Rays have made a long-lasting impact in our community, and we are excited for the future. On behalf of Boys & Girls Clubs of the Suncoast, we fully support the Hines and Tampa Bay Rays RFP proposal for the development of the of the Historic Gas Plant Site. It not only outlines a plan for a new ballpark, but even more importantly addresses the challenges our community faces. The Tampa Bay Rays have been leaders in the equity and inclusion space and this effort will advance economic equity.

Community feedback that led to the 23 Guiding Principles of the Development included that the *“development will provide a continuous equitable workforceand upon conclusion of the development and will include opportunities for apprenticeships, youth mentorships and training.”* The Rays have been supporters of Boys & Girls Clubs of the Suncoast’s youth workforce initiatives. We also stand ready to support the need for childcare facilities for residents and employees as outlined in the Guiding Principles.

Thank you for providing this opportunity to the community. I’m pleased to offer my recommendation to the Tampa Bay Rays as they seek to undertake the development of the Historic Gas Plant Site to demonstrate a positive impact for the community.

Respectfully,


Freddy Williams
President & CEO
Boys & Girls Clubs of the Suncoast

PINELLAS COUNTY
Club Services Center
4625 East Bay Drive
Suite 103
Clearwater, Florida 33764
(727) 524-2427
FAX (727) 524-3090
www.bgcsun.org

Freddy Williams
President & CEO

Corporate Board
Officers:

Jeff Tanzer
Board Chair
Brian Davis
Chair Elect

Rolfe Duggar, Esq.
Vice Chair

Beth Horner, Esq.
Vice Chair

Christie Sullivan, Esq.
Vice Chair

Kyle Barr
Vice Chair

Danielle Cartier Wendt,
CPA
Treasurer

Elizabeth Constantine,
Esq.
Secretary



Honorable Ken Welch, Mayor
175 5th Street North
St. Petersburg, Florida 33701

November 22, 2022

Dear Mayor Welch,

As a Greek Brother, please know that the development of Tropicana Field is near and dear to the core of my heart. I say this because I was born and raised in the Historic Gas Plant community. My mom was the last to leave the area. At the time, she was a depressed and broken woman due to the loss of an impactful community of support, the loss of some very strong friendship bonds and the loss a home she loved. Mayor, I seriously believe that my mom’s forced evacuation contributed to her death. Please understand that I DO NOT exaggerate this point.

Therefore, Mayor, I ask that you exercise due care in selecting the developers for this project. We need a development team dedicated toward respecting the history of the Gas Plant Area. We need a team that respects the wishes expressed by the community. We need a team that has a track record of competent developments of the magnitude such as this project. And we need a team that will include a diversity of input and workers.

The Rays have demonstrated for years they support our community. They have corrected their earlier years by putting winning teams on the field for a number of years as of late. I have the utmost faith in the Ray’s leadership team along with Hines Developers to do the right thing in terms of this project. Our city stands to benefit greatly.

Sincerely,

Russell Cato

Retired Educator, Pinellas County Schools



November 19, 2022

Tropicana Redevelopment Committee:

CASA (Community Action Stops Abuse) is grateful for our partnership with the Rays Baseball Foundation. From sponsoring our fundraising events, providing volunteer groups throughout the year, offering in-kind donations, and supporting our education efforts, this partnership is crucial to advancing CASA's mission in the community. The Tampa Bay Rays' dedication to ending domestic violence in the Tampa Bay community is unparalleled. From lighting Tropicana Field purple (the color of domestic violence awareness) to providing a game night dedicated to CASA to supporting outreach efforts throughout Pinellas County, the Rays are a critical partner in increasing survivor and community awareness. They take their level of commitment to ending domestic violence seriously, being the only team in the league that created a domestic violence awareness campaign by posting signage in every bathroom stall, and by providing domestic violence training to staff.

A particularly heartwarming moment was when the Rays Foundation volunteered to decorate gingerbread houses with children and participants at CASA's emergency shelter. The spark of joy on the faces of the children was something that could not be underestimated. The holidays can be a challenging time for survivors and their children escaping abuse and the Rays took the time to make each child feel special, something that those mothers and children will never forget. This moment displayed the dedication of the Rays Baseball Foundation to not only outwardly propel CASA's mission, but also everything done behind the scenes to directly impact the lives of survivors. This partnership is critical in our public outreach efforts and directly supports ending domestic violence in our community.

In recent support, the Rays were an instrumental reason CASA was able to open Florida's ONLY Family Justice Center this October. This progressive concept supports survivors through victim advocacy, civil legal attorneys, legal advocates, government victim assistance, prosecutors, law enforcement, childcare, mental health services, and so much more, with representatives from community partners and organizations all in one location. Strong community partners like The Rays have helped CASA to bring this US Department of Justice-recommended best practices to Pinellas County. CASA and The Rays believe in strong community relationships and that collaboration results in a stronger and healthier community.



Community Action Stops Abuse, P.O. Box 414, St. Petersburg, FL 33731 · Tax ID: 59-2114359 · Fax: 727-821-7101 · www.casapinellas.org Office & 24-Hour Domestic Violence Hotline: 727-895-4912 / TTY: 727-828-1269



We fully support the Rays RFP proposal that not only outlines plans for a new ballpark, but even more importantly, addresses the challenges our community faces. CASA's mission will directly benefit from this proposal for many reasons, but perhaps most importantly the affordable housing this project will provide our community. Domestic violence is the number one cause of homelessness among women and children, and affordable housing is critical to the safety of survivors.

Thank you for all you do to stand up to silence to create a violence-free Pinellas!

With Gratitude & Great Hope for our Community,

Lariana Forsythe, MBA
CASA CEO



Community Action Stops Abuse, P.O. Box 414, St. Petersburg, FL 33731 · Tax ID: 59-2114359 · Fax: 727-821-7101 · www.casapinellas.org Office & 24-Hour Domestic Violence Hotline: 727-895-4912 / TTY: 727-828-1269



Academy Prep

Center for Education

November 20, 2022

Tampa Bay Rays
One Tropicana Drive
St. Petersburg, FL 33705

To Whom It May Concern,

We are honored to write in support of the Tampa Bay Rays. The Rays organization is an exemplary community partner – they seek to understand our community’s challenges and find ways they can support the work being done to meet those challenges. We have been fortunate to partner with the Tampa Bay Rays for over 16 years, making them one of our longest-standing community partners. The Rays have a strong presence at all three of our schools, and all three counties wherein they operate – Hillsborough, Pinellas, and Polk.

We are so thankful for the support of the Rays organization over the course of our multifaceted and deeply impactful partnership. In 16 years, the Rays have donated over \$2 million to the Academy Prep schools to support student scholarships, which translates to over 100 full total student scholarships. Our schools serve students whose family income puts them at or below the federal poverty level, and all of our students attend school tuition-free. Supporting student scholarships means our students have access to educational opportunities they may not otherwise receive. By supporting our schools at such a significant level, the Tampa Bay Rays have proven for years their steadfast commitment to equity in education – that all students deserve the benefit of life-changing educational opportunities.

Not only have the Rays provided financial support for our schools, they have also invested deeply in our organizations through volunteerism and programmatic partnership. This summer, Academy Prep Centers and the Rays launched a STEM class for all 7th grade students at each school – The Science of Baseball. Rays Baseball operations staff taught a class daily in our three schools for the month of June. Topics ranged from how to calculate batting averages, launch angles, and infield diamond distances to physiological lessons on stretching, body movement, and nutrition. Our students learned the value of math and science in everyday jobs and pastimes. This program helped our students apply mathematical concepts to something fun, further engaging them in STEM, and fostering a love for baseball and sport. The Rays staff have further promoted STEM learning by volunteering as judges in our science fairs. The Tampa Bay Rays have made long-lasting impact in our community and we are excited about the future.

Academy Prep of St. Petersburg
2301 22nd Avenue S.
St. Petersburg, FL 33712
727-322-0800
Fax 727-328-8904
www.AcademyPrep.org

Academy Prep of Tampa
1407 E. Columbus Dr.
Tampa, FL 33605
813-248-5600
Fax 813-248-5602
www.AcademyPrep.org

We fully support the Hines and Rays RFP proposal which not only outlines plans for a new ballpark, but even more importantly, addresses the challenges our community faces. The overwhelming majority of students on all three of our campuses are students of color, and we appreciate that the proposal celebrates cultural diversity and has a focus on equality of opportunity, and on historic preservation and recognition of the Gas Plant site, particularly as our St. Petersburg campus is located in the historic 22nd Ave South neighborhood. Academy Prep focuses heavily on the success of our graduates through our Graduate Support Services programs, and we are looking forward to the workforce development elements of the proposal as well, as it provides opportunities for economic advancement and professional growth, of which we hope our graduates see the benefit.

We believe that in partnership with the Rays, this development will create a strong foundation for our community for decades to come. We are excited to be partners in investing in the future of our community along with the Rays through education, and we look forward to many more years of celebrating the successes of our partnership.

Sincerely,

Gina Burkett
Head of School, Academy Prep Center of St. Petersburg

L'Tanya Evans
Head of School, Academy Prep Center of Tampa

Lincoln Tamayo
Head of School, Academy Prep Center of Lakeland
COO, Academy Prep Foundation



Every child has a dream...

November 18, 2022

Mr. Brian Auld & Mr. Matt Silverman
Tampa Bay Rays
1 Tropicana Dr.
St. Petersburg, FL 33705

Dear Brian and Matt,

I'm writing to thank you and the entire Tampa Bay Rays organization for your continued support to help make dreams come true for children in our community with life-threatening illnesses. The Tampa Bay Rays have made and continue to make a significant and long-lasting impact on our organization and our Dream children through funding, tickets, VIP experiences, and more. The Children's Dream Fund is incredibly grateful for all that the Tampa Bay Rays have done to support us for the past 24 years and the close relationship that we have been able to foster as St. Petersburg neighbors.

The Children's Dream Fund is very excited about the future of Rays baseball and we fully support the Tampa Bay Rays continued efforts to address the challenges faced by us and numerous others in our community. To that end, we thank you for sharing information with us about the Rays' development proposal for the Historic Gas Plant District. We are hopeful that, if approved, this development will enhance our partnership even further and help create a strong foundation for our entire community for decades to come.

Thank you for caring about the children that we serve. We are lucky to have such a good neighbor.

Sincerely,

Amanda Griffin
Executive Director



622 1st Ave. S., Ste. 2
Saint Petersburg, Florida 33701
V: 727.568.9333
F: 727.568.0533
www.communitytampabay.org

November 16, 2022

To The City of Saint Petersburg:

We write with our support for the Tampa Bay Rays and their response to an RFP to build at the Tropicana Field site. The Tampa Bay Rays have been tremendous community partners and we stand by their commitment to the City of Saint Petersburg. We understand their RFP includes efforts to ensure equity for the surrounding community. We also understand that their RFP seeks to honor the Historic Gas Plant neighborhood.

The Tampa Bay Rays have been integral in supporting our ANYTOWN® youth program. Their longstanding commitment has allowed hundreds of local youth – many from historically underrepresented groups – to participate in our transformative leadership program.

The Tampa Bay Rays are champions of social justice. They stand as beacons of inclusion, and we know that any future initiatives will continue in that spirit.

We are excited for the inclusion of affordable housing and educational and career advancement programs. Having our office located only blocks away, we look forward to continued partnerships with the Tampa Bay Rays to build a thriving community for all.

Should you have any questions about our support, please contact Tammy Briant Spratling at tammy@communitytampabay.org.

Warmly,

Tammy Briant Spratling, JD
CEO, Community Tampa Bay INC
www.communitytampabay.org



One Crisis Center Plaza
Tampa, FL 33613
813.964.1964 — Office

Call 211
crisiscenter.com

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Clara A. Reynolds, LCSW, MBA
President & CEO

November 23, 2022

David Egles
Executive Director, Rays Baseball Foundation
Tampa Bay Rays
1 Tropicana Drive
Saint Petersburg, FL 33705

Dear Mr. Egles:

The Crisis Center of Tampa Bay is honored to be a partner with the Tampa Bay Rays. We are so grateful for your generous support of our mission: Ensuring no one in our community has to face crisis alone. Throughout our partnership, your support has provided increased recognition and visibility for the Crisis Center along with significant financial resources vital for our sustainability.

Across the Tampa Bay area, the Tampa Bay Rays have made such a long-lasting impact in our community, and we at the Crisis Center of Tampa Bay are excited about the future.

We fully support the Hines and Rays RFP proposal which not only outlines plan for a new ballpark, but even more importantly, addresses the challenges our community faces such as workforce development and affordable housing. It is our belief that in partnership with the Rays, this development will create a strong foundation for our community for decades to come.

Sincerely,

Clara A. Reynolds, LCSW, MBA
creynolds@crisiscenter.com
813.969.4999



Girls on the Run Greater Tampa Bay
13194 US Hwy 301
Suite 379
Riverview, FL 33578

November 18, 2022

To Whom it May Concern,

Thank you for the continued support of our girls and our council throughout the years. Through our partnership with the Tampa Bay Rays, we have increased program accessibility, provided program scholarships to hundreds of girls throughout the Greater Tampa Bay area, and distributed brand-new running shoes and athleisure attire for those families in need. The Tampa Bay Rays have made a long-lasting impact in our community, and we are beyond excited to see what the future brings!

We fully support the Rays RFP submission which not only outlines a plan for a new ballpark, but even more importantly, addresses the challenges our community faces by contributing largely to the workforce development in the area, creating wide-ranging opportunities for sustainability and promoting the historic importance to the Gas Plant site. In partnership with the Rays, this development will create a strong foundation for our community for decades to come.

Thank you in advance for your consideration, and please don't hesitate to reach out with any questions.

Shine bright!

Quenita Oats, Executive Director

Address: 13194 US Hwy 301 Suite 378 Riverview, FL 33578

Office: (813) 832-2826

Email: girlsonthruntpabay@gmail.com



November 18, 2022

Letter in support of our partner, The Tampa Bay Rays

We've been asked to offer our support of the Tampa Bay Rays in their pursuit of the Historic Gas Plant District RFP. We are pleased to be asked and are excited to offer our support. The Tampa Bay Rays have been an important partner to Feeding Tampa Bay for many years and we're grateful for their friendship.

Our work with the Rays has been transformative for those we are privileged to serve. Over the years, we've partnered to feed families, develop programs that support kids in schools, and even launched a mobile grocery truck that allowed us to better serve neighborhoods where there are no stores. In every disaster that's happened here in Tampa Bay – pandemics and storms – the Rays are the first to call. Our work matters to them and our partnership has provided millions of meals over the years.

Perhaps most importantly, the Rays have been the greatest proponent for ending hunger that we have in the Bay area. Resources for a cause is developed by community awareness. The Rays have devoted countless hours in-game and across the airwaves to the issue of food insecurity. One simple example: The Rays offered Feeding Tampa Bay free billboard space in their outfield the last two years – the value of this gift, given the Rays media presence – is incalculable to an organization like ours. All of these efforts by the Rays has created greater community investment and involvement – which translates directly to meals on tables and resources in homes.

We've also been grateful to work with Rays leadership. From Brian Auld, to Matt Silverman, to Bill Weiner and our terrific board member, Jenn Tran, and others, we've had access to thoughtful experience, helpful advice and ongoing senior support. We know if we need help, we can make a call and we're greeted with a 'what can I do for you' reply. It's in the actions of the leadership of any organization that you best understand commitment – as we see with the Rays, time and again.

As we seek to create even greater community support, we're excited to partner with the Rays on several key initiatives. Our future, the future of our friends and neighbors, relies on organizations like ours to do more – and we're looking ahead to more workforce development, innovative programming and a focus on the most vulnerable members of our community. Food and economic insecurity impact people of color more significantly and the long-term implications are staggering – whether it shows itself in education outcomes for children, health for seniors or families who remain in poverty. Our goal – one shared by the Rays – is to change these outcomes. Partnerships like we have with the organization, who power our work, will allow us to do more. The goals we all share: personal capability, household stability and community prosperity. We're relying on the Rays to help guide and lead us there.

Finally, we'd offer this. The Rays have shown commitment – bold commitment – on a wide variety of social issues. While we care about our part of the effort, the Rays have consistently stood tall on causes that matter and offered their brand name – even when criticism might follow – because it's been the right thing to do. We're emboldened by this passion and are ever-grateful to the Rays for it. All of our community should be, too.

If we can provide any additional information, please do not hesitate to contact us.

Sincerely,

Thomas Mantz

Thomas Mantz
President and CEO

4702 Transport Dr. Tampa, FL 33605 | www.feedingtampabay.org | 813-262-8441



November 23, 2022

Tampa Bay Rays
1 Tropicana Drive
St. Petersburg, FL 33705

Attn: Matt Silverman & Brian Auld
Re: Request for Proposals ("RFP") for the Historic Gas Plant Site in St. Petersburg, FL

To Whom It May Concern,

Through our relationship with the Tampa Bay Rays over the past several years, we have built a lasting partnership as they have continued to find ways to support our company. They were the first major sports organization in the area to bring local brands into their stadium. It has been amazing working with an organization that understands what local means and helps brands like ours grow with them.

The Tampa Bay Rays have made a long-lasting impact in our community and we are excited about the future opportunities to continue to grow with them.

We fully support the Hines and Rays RFP proposal which not only outlines plans for a new ballpark, but even more importantly addresses the challenges our community faces. A large-scale venue would be essential to St Petersburg. Their vision for what will surround the stadium is fantastic! The Rays have always been supportive of the city and are continually looking to be involved in the growth and betterment of our community.

In partnership with the Rays, this development will create a strong foundation for our community for decades to come.

Sincerely,

Raphael Perrier
President
Kahwa Coffee Roasters

Mt. Zion Primitive Baptist Church

Elder Dr. G. Gregg Murray, Pastor
3700 22nd Avenue South | St. Petersburg, Florida 33711
Mailing Address: P. O. Box 530397 | St. Petersburg, Florida 33747

November 25, 2022

Honorable Ken Welch, Mayor
175 5th Street North
St. Petersburg, Florida 33701

Dear Mayor Welch,

As a Senior Pastor, Business Owner, Community Activist, and Community Leader in the City of St. Petersburg, I am very highly interested in the Tropicana Field Development Project. I am aware that the Tampa Bay Rays have teamed up with world class developers and architects, Hines and Gensler, in an effort to secure the contract for this project. As a result, I offer my strongest possible support for their success in this endeavor.

The Rays have been a part of our community for over twenty-four (24) years. They understand the gravity of concerns involving our community. They understand, fully, the historical needs of our community. Too, they have a long standing and solid reputation as a great corporate partner to our community.

Ideally, the factors that are listed above coupled with a team of developers who have the resources, talents and record of achievements such as Hines and Gensler represent a huge plus for our city. I am confident this is the group we need.

Mayor Welch, please honor our city by choosing the Tampa Bay Rays, Hines and Gensler to transform the Historic Gas Plant Area for all our residents to enjoy for decades to come. If you have any questions, please feel free to reach me at (727) 644-8815.

Very sincerely submitted,,

G. Gregg Murray

Rev. Dr. G. Gregg Murray
Senior Pastor
Mt. Zion Primitive Baptist Church

Telephone: 727-321-0020 | Email Address: mtzionpb@verizon.net | Website: www.mtzionpbchurch.org



November 17, 2022

Tampa Bay Rays,

Thank you for your continued support of children and families at Ronald McDonald House Charities of Tampa Bay. For several decades, you have provided leadership on our board, funding to support our mission, as well as on-site volunteerism to support families by both staff and players.

The Rays are consistent in their commitment, directly supporting about 200 overnight families a year in addition to indirectly serving many more families. Some specific outcomes:

- Directly provided and served hundreds of meals to our families.
- Given financial support for capital improvement projects including to open our new house in 2010 and upgrade our East House backyard with turf.
- Given financial support to directly underwrite programs.
- Provided opportunities for families staying at RMHC to attend baseball games throughout the season, and even throw out the first pitch and meet players at the field and at our locations.
- Provide auction items and other in-kind items and experiences for fundraising purposes.

Located within walking distance of the stadium, our 3 St. Pete Ronald McDonald Houses are an integral part of the community supporting both local families and those traveling into our city for the best pediatric medical care. Our charity provides access to healthcare for all families by taking the financial burden of food, housing and support services during a pediatric medical crisis. The Tampa Bay Rays are an integral partner to our mission.

Located just south of downtown, we understand how critical the Historic Gas Plant site is to the community and the unfulfilled promises that were made to residents for over 50 years. We support the voice of the residents of St. Pete and the requirements they have for the property moving forward. For our charity, affordable housing for the community and for the workforce is key. As an employer in the downtown community, our workforce either lives on the southside and has been resident there for many decades, or must live well outside the city to find affordable housing. The re-development must bring economic prosperity to those that already live in these areas instead of driving them out or making these areas unaffordable.

Based on actions from the Tampa Bay Rays and their commitment to the local community, we believe they have the opportunity to be a strong community leader and voice to support initiatives that make St. Pete a better place to live for all.

We support the Tampa Bay Rays in a proposal where a ballpark can be well designed to co-exist into the priorities of the plan while driving continued economic revenue from businesses and visitors to our beautiful downtown area.

Lisa Suprenand
Chief Executive Officer
RMHC Tampa Bay
727.871.8099
lsuprenand@rmhctampabay.org



November 21, 2022

To Whom It May Concern:

The St. Petersburg Arts Alliance has been supported by the Rays through donations and also in discussions with potential mural projects. The Hines & Rays submission which outlines their plans for a new stadium, would add great value to the arts community. Not only would the Rays form an arts committee to bring art to this to the new stadium, but it would also mean a wonderful home for concerts, major events and art fairs as well.


This would translate into opportunities for artists and a creative workforce development project building and expanding on our expertise; something that is needed to continue the economic growth for our city.


We believe that a partnership with the Rays will create a strong foundation for our community for generations to come. It will be one of many reasons for people to reside in St. Petersburg and also to visit as well. Thank you for your consideration.


Terry Marks

Chief Executive Officer

100 2nd Avenue North Suite 150
St. Petersburg, FL 33701

 stpeteartsalliance.org

 stpeteartsalliance

 St.Petersburg Arts Alliance



MAKING HOMELESSNESS RARE. BRIEF. ONE-TIME.

384 15th St. N St. Petersburg, FL 33705 | (727) 823-2516 | www.SVdPCARE

November 18, 2022

Tampa Bay Rays and Rowdies
One Tropicana Drive
St. Petersburg, FL 33705

Dear Tampa Bay Rays and Rowdies,

Thank you for your partnership with St. Vincent de Paul CARES. Your investment in and support of the work being done to end homelessness in our community is invaluable. Through your gifts of time, talent, and treasure your organization helps US Veterans, families, and individuals move from the trauma of homelessness into a new home and new life where they can thrive. Your support has and continues to be comprehensive. It is especially moving to see the children's and adults' eyes light up when Santa Raymond comes to the annual Center of Hope Christmas party. Additionally, the Tampa Bay Rays and Rowdies have been helpful in bringing greater community awareness to the work of SVdP CARES and connecting us with other partners to accomplish the goal to end homelessness and care for those in need. SVdP CARES fully supports the Hines and Rays proposal for a new ballpark and the restoration of the vibrancy of the Historic Gas Plant site, which we believe helps lift up the entire community by providing opportunities like workforce development, which directly impacts the people entrusted to our care. In partnership with the Rays, this development will create a strong foundation for our community for decades to come.

Sincerely,

Michael J. Raposa
Chief Executive Officer



1212 W. Cass Street
Tampa, FL 33606
Tel: 813-868-1995
Fax: 813-972-2700

November 14, 2022

Dear Tampa Bay Rays:

On behalf of Starting Right, Now, I want to thank you for your continued support, especially in regards to our Haven South residence in the Harris Tips neighborhood of St Pete. Through our long-standing partnership with the Tampa Bay Rays, we have been able to graduate over 350 youth and propel them to the military, vocational training or higher education. Our alumni are proof of our positive outcomes as many are now teachers and social workers in your community.

Matt Silverman has been dedicated to our organization since the inception in 2007 as our Board Chairperson. His personal commitment has made our nonprofit strong in board members, as well as, financially sound.

We firmly support the RFP submission of Hines and the Rays. If it comes to fruition, not only will the community benefit by securing the Rays future in Tampa Bay, but we will realize the creation of a wonderful neighborhood supported by the new ballpark and the master-planned development that will materialize. Starting Right, Now is most excited about Hines and the Rays focus on workforce development and the creation of pathways that could benefit both Starting Right, Now students and so many other youth in our community.

If the City of St. Petersburg would like any additional information, feel free to reach out to me personally at Vicki.Sokolik@StartingRightNow.org or on my personal cell at 813-760-5472.

Go Rays,

Vicki Sokolik
Founder/Executive Director

Join us. STARTINGRIGHTNOW.ORG | info@StartingRightNow.org



Tampa Bay Watch Marine Education Center
 3000 Pinellas Bayway South
 Tierra Verde, FL 33715
 Tel: 727-867-8166
 Fax: 727-867-8188
 tampabaywatch.org



Discovery Center at the St. Pete Pier
 700 2nd Ave NE
 St. Petersburg, FL 33701
 Tel: 727 291 4103
 tbwdiscoverycenter.org

Dwayne Virgint
 Chief Executive Officer
Peter A. Clark
 President and Founder

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November 20, 2022

Jenn Tran, Chief People and Culture Officer
TAMPA BAY RAYS
 Tropicana Field
 St. Petersburg, FL 33705

Dear Ms. ^{Jenn}Tran

Tampa Bay Watch is thrilled to be an active partner with the Tampa Bay Rays for more than 15 years. Through our partnership the Tampa Bay Rays have helped to advance our environmental mission by supporting our habitat restoration efforts, youth education programs and community outreach activities.

Tampa Bay Watch fully supports the Tampa Bay Rays / Hines proposal for the Historic Gas Plant Site Proposal which not only outlines plans for a new ballpark, but importantly, addresses the challenges our community faces. In partnership with the Rays, this development will create a strong foundation for our community for decades to come.

Tampa Bay's unique estuarine environment helps drive the local economy, provides habitat for a variety of important wildlife, and is a primary factor in the quality of life for the entire region. With its science-based mission, Tampa Bay Watch seeks to promote its vision through community habitat restoration such as oyster reef ball and shell bar installations, native plantings and coastal cleanups. Our marine science education program, encompasses our field trip and summer camp programs hosted at our Auer Marine Education Center in Tierra Verde and the TBW Discovery Center on the St. Pete Pier. Students are exposed to the wonders of our natural world through hands-on, marine science labs and immersive field experiences.

The Tampa Bay Rays have made a long-lasting impact in our community, and we are counting on a future that includes our special partnership to achieve environmental and civic goals.

Sincerely yours,

Peter A. Clark, President and Founder
 Tampa Bay Watch, Inc.



St. Petersburg Mayor Ken Welch
 City of St. Petersburg
 PO Box 2842
 St. Petersburg, FL 33701
 November 1, 2022

November 21, 2022

Dear Mayor Welch:

On behalf of Tampa Bay Wave (WAVE), I am writing this letter of support for the Hines and Tampa Bay Rays RFP proposal. I am most impressed with the thoughtful and comprehensive planning that went into this proposal which intends to build an exciting new ballpark while also honoring the historic Gas Plant site and addressing the many challenges of the region, especially in my hometown of St. Petersburg, Florida.

Founded in 2008, WAVE is a locally based nonprofit with a mission to help entrepreneurs accelerate the growth of innovative startups into break-out tech companies in order to foster the region's growing tech sector, supporting both economic mobility and regional economic growth through new business ownership and high-wage job creation. What was originally founded as a humble meetup group, today Tampa Bay Wave is Florida's #1 Accelerator supporting 150+ tech companies annually. Since launching our programs in 2013, the companies we support have collectively raised \$650 million in investment capital and have created over 4,000 jobs.

For the past two decades, the Tampa Bay Rays have made a long-lasting impact in our community through their generosity to us and many other nonprofits in the region. They also boldly advocate for people in our region who have been historically overlooked because of systemic racism. Thus, they are an incredible partner to Tampa Bay Wave, supporting our annual TechDiversity Accelerator program which advances the elimination of barriers for founders from underrepresented populations in Tampa Bay and communities everywhere.

If successful, WAVE fully supports this project and is committed to ensure its success. We believe this development project will ultimately generate economic opportunities for many and create a strong foundation for our community for decades to come.

With full support,

Linda Olson
 President/CEO
 Tampa Bay WaVE

Tampa Bay Wave
 501 E Kennedy Blvd. Suite 650, Tampa, Florida, 33602

November 21, 2022

Honorable Ken Welch, Mayor
175 5th Street North
St. Petersburg, Florida 33701

Dear Mayor Welch,

As a lifelong resident, professional educator and community activist in the City of St. Petersburg, I am highly interested in the Tropicana Field Development Project. I am aware that the Tampa Bay Rays have joined forces with world class developers and architects, Hines and Gensler, in an effort to secure the contract for this project. As a result, I would like to offer my strongest possible support for their success in this endeavor.

The Rays have been a part of our community for over twenty-four (24) years. They understand the gravity of concerns involving our community. They understand, fully, the historical needs of our community. Too, they have a long standing and solid reputation as a great corporate partner to our community.

Ideally, the factors that I listed above coupled with a team of developers who have the resources, talents and record of achievements such as Hines and Gensler represent a huge plus for our city. I am confident this is the group we need.

Mayor, please honor our city by choosing the Tampa Bay Rays, Hines and Gensler to transform the Historic Gas Plant Area for all our residents to enjoy for decades to come.

Sincerely,

Ray Tampa
Life-Long Resident, Former NAACP President and Retired Educator



Monday, November 28, 2022

To Whom It May Concern:

As executive director of the Palladium at SPC, I am proud to lend my support to our friends at the Tampa Bay Rays. They have been good citizens of our community. Personally, I've been involved with the team since its arrival in St. Petersburg as a fan and season ticket holder.

Over the years, and especially under the current ownership, the Rays have actively reached out to arts organizations like ours and included us in ongoing projects. As an arts leader in this community for 15 years, I've been regularly briefed on issues and initiatives involving the Rays and asked for my input.

I fully support the Hines and Rays RFP submission which not only outlines plans for a new ballpark, but even more importantly, addresses the challenges our community faces. For us, the team's plan to connect the project with the arts community and put a special emphasis on cultural diversity at this historic site is very important.

At the Palladium we are making plans to sustain and grow our operation for the next 25 years. I believe that, in partnership with the Rays, this development will do the same thing for our community.

I support it fully.

Sincerely,

A handwritten signature in black ink, appearing to read "Paul Wilborn", written over a horizontal line.

Paul Wilborn
Executive Director

253 Fifth Ave. N, St. Petersburg, FL 33701 • (727) 822-3590 • www.mypalladium.org



863 3rd Ave. N
St. Petersburg, FL 33701
P: 727.821.1200
F: 727.821.9283
www.thespfc.org

November 28, 2022

To Whom It May Concern:

The vision of St. Pete Free Clinic (SPFC) is changing lives through help and hope. SPFC's programs advance health equity by providing nutritious food for those who need it, increasing access to healthcare, and increasing access to housing for those experiencing housing insecurity and substance use challenges.

Additionally, SPFC's range of programs reduce the economic burdens of Pinellas County's low-income and Asset Limited, Income Constrained, Employed (ALICE) population by providing services that lower monthly out-of-pocket expenditures, contribute to savings and long-term economic stability, and support long-term individual and family wellness.

We are grateful for the support that the Rays Baseball Foundation has provided SPFC and appreciate the opportunity to work with a range of community partners, including the Tampa Bay Rays, to advance health equity in Pinellas County.

Sincerely,



Jennifer Yeagley
Chief Executive Officer



Proposer 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.

We envision a culturally vibrant and equitable neighborhood anchored by a world-class ballpark and entertainment district. We honor the neighborhood that once thrived, and imagine a place of belonging rooted in creative programming, active learning, access to green space, and housing for all; a place to come home.

