



City of St. Petersburg, Florida

# Proposal for the Historic Gas Plant District Redevelopment

December 2, 2022

**SUGAR HILL**  
|| COMMUNITY PARTNERS ||





December 2, 2022

**RE: Request for Proposal for the  
Historic Gas Plant District Redevelopment  
in St. Petersburg, Florida**

Sugar Hill Community Partners  
c/o Stantec  
777 S Harbour Island Blvd, Suite 600  
Tampa, Florida 33602

Mayor Kenneth T. Welch  
City of St. Petersburg  
P.O. Box 2842  
St. Petersburg, FL 33731

Dear Mayor Welch,

Sugar Hill Community Partners (SHCP) is pleased to submit our response to the Historic Gas Plant District (HGPD) RFP. This project offers a rare opportunity to deliver an inclusive, sustainable urban neighborhood that is a catalyst for job and wealth creation and economic growth, and provides the city with an engine of empowerment, inspiration, and enrichment that lifts up all of St. Pete. Delivering anything less will fall short of the true promise of the Gas Plant site.

SHCP brings exceptional experience building and operating complex real estate developments. In total, our team has overseen more than \$25 billion worth of mixed-use, multi-phased projects. In a climate of increasing costs and pressure on returns, capital is flowing to high-quality, mixed-use urban projects in attractive, business-friendly communities like St. Petersburg. Our vision for this project reflects the changing nature of where people are choosing to live, how they are choosing to work, and the highly amenitized and authentic experiences they expect.

Additionally, our deliberate and strategic approach to team composition will help ensure that we can execute against our plan regardless of changing market dynamics, community needs, and macro-economic trends. While other urban master planned developments have stalled due to over-concentration in a single developer whose priorities and capital focus can change quickly, we have assembled a nimble and responsive team of asset-specific partners.

Since submitting our response to the prior RFP in January 2021, we have consistently worked to enhance our team and refine our vision for the development. For example:

- **Affordable and Workforce Housing Program:** We have taken several steps to refine and enhance our approach, including:
  - PMG: PMG, a major housing developer with a large portfolio of affordable and workforce developments, has joined the SHCP team. Among other projects, PMG is developing the 1,500-unit Robles affordable housing project in Tampa.
  - St. Pete Housing Authority (SPHA): The SPHA, a key player in the effort to address the affordable housing deficit in St. Petersburg, has joined the SHCP team. Among many other benefits, the SPHA will contribute a substantial number of housing vouchers and three “off-campus” affordable housing development sites.
  - Habitat for Humanity of Pinellas and West Pasco Counties: Funded by our CEE (described below), Habitat for Humanity of Pinellas and West Pasco Counties will purchase vacant lots and functionally obsolete houses in South St. Petersburg and build new, high-quality single-family houses for income-qualified families, delivering opportunities to earn home equity and create generational wealth.
  - The Warrick Dunn Foundation and Maurice Franklin: Also funded by our CEE, The Warrick Dunn Foundation and Maurice Franklin will coordinate programs that build the capacity of local stakeholders and expand financial literacy training in the community.
- **Equitable Development:** We have continued to refine and enhance our equitable development initiatives. Key elements of our plan include:
  - Significant development team representation: African American development partners include Kevin Johnson (senior partner at JMA Ventures), Roy Binger and Pastor Louis Murphy (partners with affordable housing developer Blue Sky Communities), and Integral Group (prominent, Atlanta-based housing developer).
  - Affordable home-buying program: As noted above, our partnership with and support for Habitat for Humanity will substantially increase the number of affordable homes for sale in the community. Increases in home equity value are a key driver of generational wealth.
  - MBE support: We will provide support for MBE service provider and contractors including certification assistance and mentoring. We will further provide support for MBE merchants including flexible lease terms, smaller demised retail pads, “pop-up” opportunities for testing without long-term commitments, and CEE-funded grants. We have also partnered



with Mike Harting at 3 Daughters Brewing to establish one of the first Black-owned breweries in Florida.

- **Co-investment opportunities:** We will set aside a minimum of 10% of limited partner equity in commercial project assets for local investors. To that end, Eve Picker of smallchange.co, a leader in the democratization of real estate investment, has joined SHCP as an advisor and service provider on this issue.
- **Community Equity Endowment (CEE):** The CEE provides the community with a direct economic interest in development projects. CEE proceeds – which we estimate will total approximately \$30 million over the first 20 years of the project – will be used to fund construction of affordable single-family homes (outside of the Historic Gas Plant District), provide grants to small and minority-owned businesses, and support other priorities as determined by the community. Dan Tangherlini has joined the SHCP team to advise on structuring the CEE.
- **Pinellas County Urban League (PCUL):** The PCUL has joined the SHCP team to help further develop and implement our community outreach and community benefits platforms. The organization will play a key role across a variety of specific initiatives including workforce development, inclusion, and local merchant support.
- **New African American History Museum:** We are inspired by Terri Lipsey Scott’s vision for the state’s first purpose-built African American History Museum and will make a \$1 million contribution to her capital campaign. We have also worked with Terri and her project architect, Wannemacher Jensen Architects, to identify a location for the new museum at the HGPD. And, as part of our off-site affordable housing program, we are proposing to develop affordable housing on the property currently earmarked for the project in Commerce Park.
- **Team Diversity:** Consistent with our “day one” commitment to assembling a diverse project team, we have continued to identify and bring on talented African American/MBE and female/WBE team members:
  - Askia Muhammad Aquil
  - Bee Downtown
  - Bob Devin Jones
  - Eve Picker / SmallChange.co
  - Franklin & Associates Realty
  - Fred Hearn
  - Gas Plant LLC
  - Green Book of Tampa Bay
  - Horus Construction
  - Integral
  - Jerel McCants Architecture
  - Josette Green
  - LandSpire Group
  - Lewis Williams Education Foundation
  - McKissack & McKissack
  - Of Place
  - Rock Solid Construction & Development
  - Strategist Project Support Services LLC
  - Warrick Dunn Charities
- **Office Development:** Leading national office developer KDC has joined the SHCP team. KDC has delivered more than \$11 billion of office projects across the country and brings specific expertise in large-scale urban office campus development. KDC provides its own equity for all new developments and will not require third-party equity financing.
- **Campbell Park Renovation:** Our plan emphasizes, and we recognize the broader importance of, tightly connecting the redeveloped HGPD to South St. Pete. We are also great believers in the value of active and accessible public parks. To that end, and to accelerate the positive community impacts of the project, we will fund a \$5 million renovation at the outset of the HGPD development process.

And we would be remiss if we did not acknowledge the extensive endorsements we have received from the St. Petersburg faith community. We are humbled and honored by their support.

We have immensely enjoyed developing our plan over the past two years and are grateful for the time, thoughts, and the many friendships we have developed throughout St. Petersburg. Our process has been guided throughout by the history of the HGPD and the obligation that comes with being entrusted with its redevelopment. Before being condemned to make way for the I-175 spur, Sugar Hill – the inspiration for our team name – was home to many of the African American community’s leading citizens and is a neighborhood remembered with great fondness. Sugar Hill, accessible to all, stood for hope, attainment, comfort, and dignity. These are the values that have informed our response and that, if we are selected, will guide our efforts in the years to come.

Thank you for your consideration.

Warm regards,

### Sugar Hill Community Partners



Todd Chapman  
Lead Developer  
JMA Ventures

(415) 728-0791 | tchapman@jmaventuresllc.com

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# A Development Team

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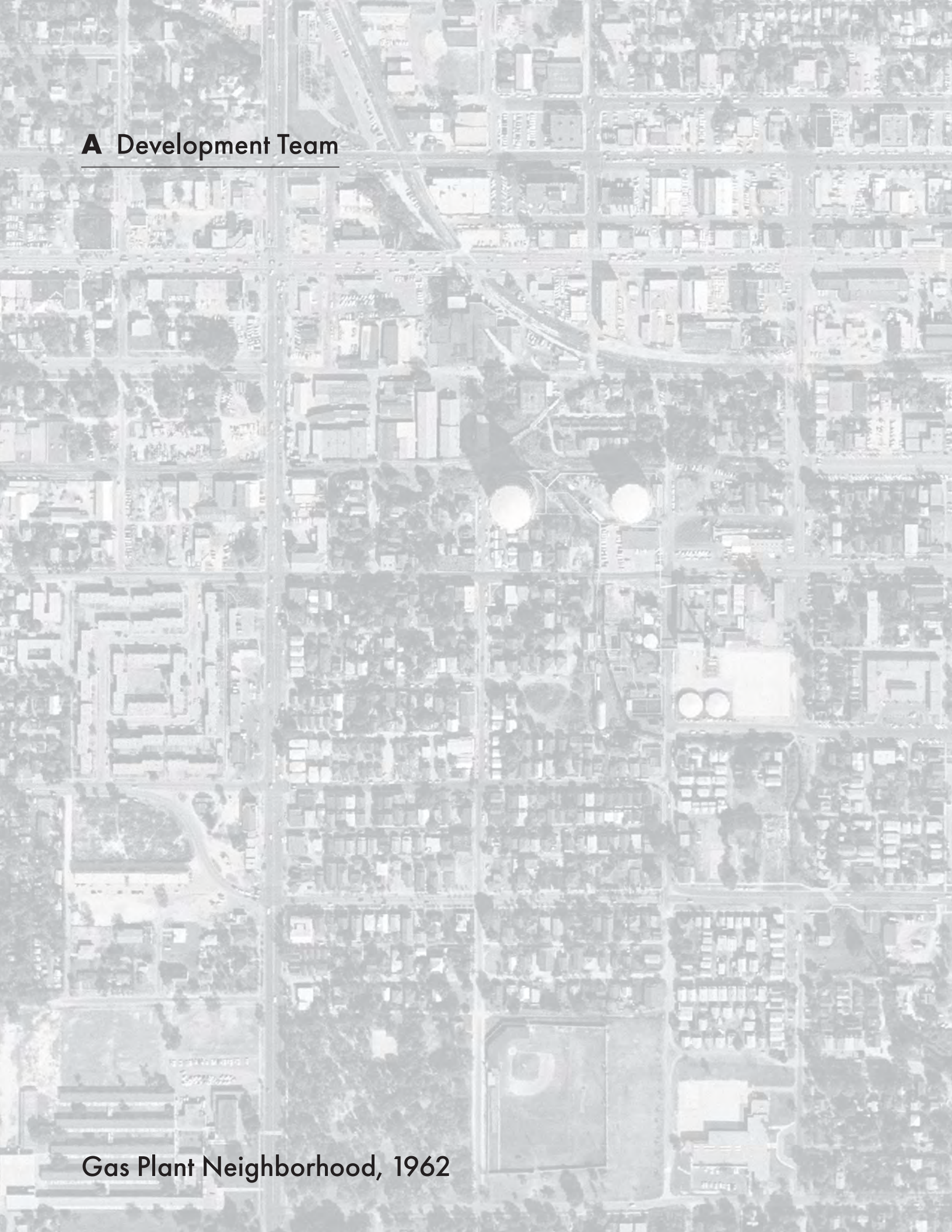
The rich history of the black community that once called the Historic Gas Plant District home – their stories, voice, and legacies – has driven our vision for a redeveloped Gas Plant and pushed us to reach higher and dig deeper to create a project that is an economic engine of empowerment and inspiration for all of St. Pete. Our project will be built with and for the community and demonstrate how inclusive, equitable development is a necessary ingredient for successful, authentic, and enriching communities.”



Kevin Johnson  
JMA Ventures  
Master Developer

**A** Development Team

Gas Plant Neighborhood, 1962







## A.1 Development Team Composition, Organization, and Management

### Description of Development Team

We have assembled our team both to align with the core requirements associated with the project and in response to specific development considerations. For example, the project requires:

- A master planner with extensive experience designing complex, large-scale mixed-use projects (our team includes **Perkins Eastman**, an acclaimed master plan and design firm).
- An architect with a track record of outstanding design on a variety of different asset types (our team includes **Moody Nolan**, a nationally respected design shop that is also the largest African American-owned and managed firm in the country).
- A landscape architect who understands St. Petersburg’s natural context (our team includes **W Architecture and Landscape Architecture**, who, among other prominent designers, worked on St. Petersburg’s Pier Approach).
- A local designer immersed in St. Petersburg’s cultural ecosystem (our team includes **Behar + Peteranecz Architecture**, a prominent local design firm with strong relationships in many communities, including South St. Petersburg).
- An engineering firm with multi-disciplinary expertise and a robust local presence (our team includes **Stantec**, ranked #1 for the 9th year in a row in Building Design & Construction’s list of top Architecture and Engineering firms and who brings decades of experience in Tampa Bay-St. Petersburg).
- An affordable and workforce housing developer with a strong track record in St. Petersburg (our team includes **Blue Sky Communities**, a market leader in affordable and workforce housing development).
- A local housing authority at the center of the City’s efforts to tackle the affordable housing challenge (our team includes the **St. Petersburg Housing Authority**, a leader in housing equity and community engagement).
- A leading national office developer (our team includes **KDC**, one of the largest and most successful office developers in the country).
- Experienced, day-to-day leaders on diversity and inclusion (our team includes **Thomas Huggins** of **Ariel Business Group**, who brings decades of experience in Tampa Bay and St. Petersburg, and the **Pinellas County Urban League**, a community leader in equitable programs and practices).

We have also identified potential opportunities that require specialized knowledge and skillsets including:

- An extensive knowledge of performing and visual arts (our team includes **Bob Devin Jones**, one of the most influential leaders of St. Pete’s creative arts community and founder of **Studio@620** in St. Petersburg).
- Experience working with and engaging young people (our team includes **Brandon Lewis Williams** of the **Lewis Williams Education Foundation**).
- A detailed understanding of community wellness (our team includes **Jennifer Yeagley** of the **St. Pete Free Clinic**, a leader in local wellness engagement).
- Deep connection to the region’s small, Black-owned businesses (our team includes **Josh Bean** and **Hillary Van Dyke**, founders and owners of **Green Book of Tampa Bay**, the definitive directory of Black-owned businesses in the region).

The following organizational charts show the full team and proposed structure. With respect to process coordination, David Carlock and the Machete Group will oversee development management with support from McKissack & McKissack and Sterling Project Development.

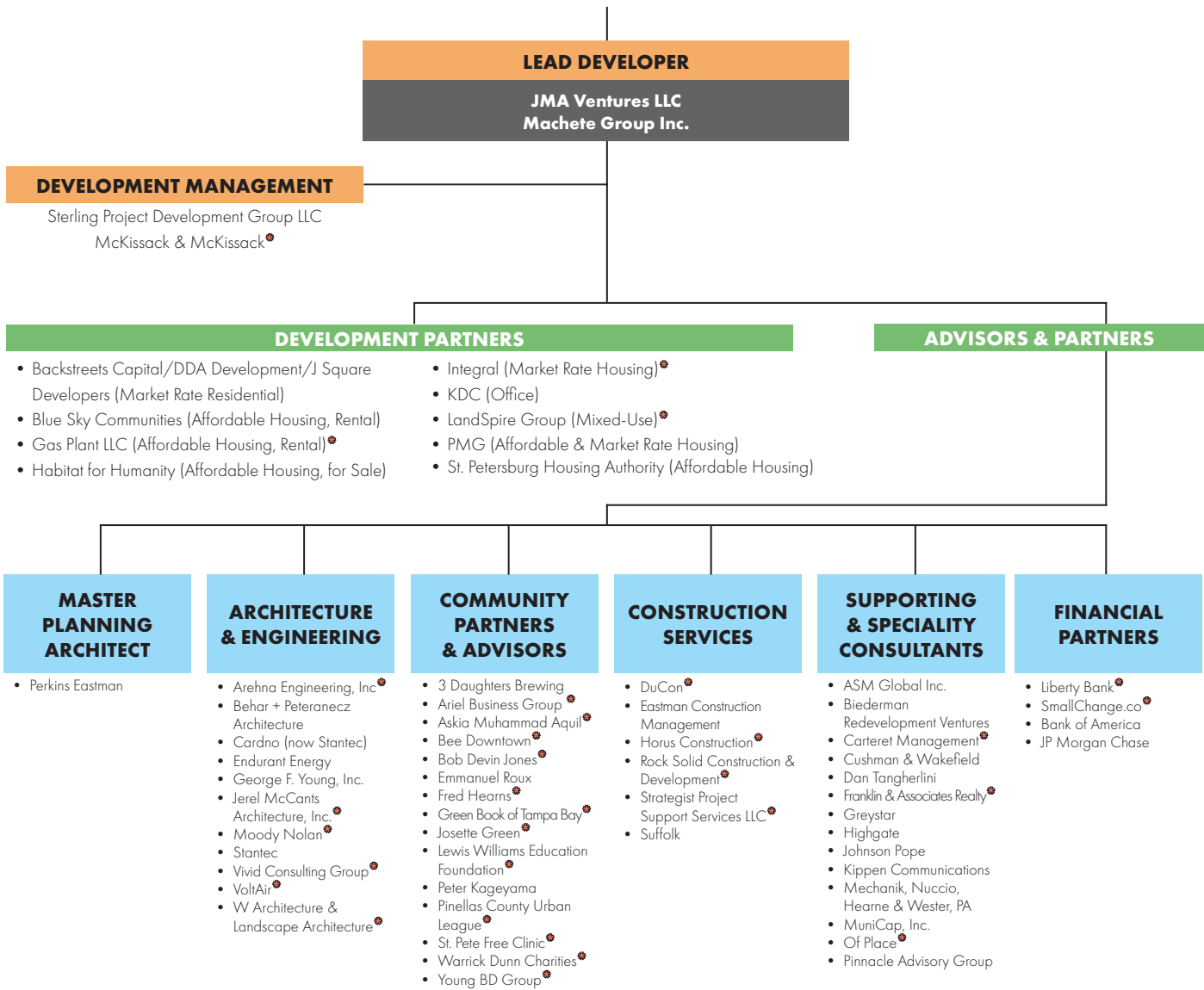
Clearly defining roles and responsibilities is crucial on any project, and certainly on one as large and complex as the Historic Gas Plant District redevelopment. We also recognize the need for the ability to quickly adapt to unforeseen challenges. As noted above, we have selected a team with highly relevant experience and have been careful to maintain flexibility while clearly defining broad roles. Each team member also understands that selection and procurement may be influenced by a variety of factors, including diversity goals.

# DEVELOPMENT TEAM STRUCTURE SUMMARY



**st.petersburg**  
www.stpete.org

CITY OF ST. PETERSBURG, FLORIDA



\* indicates D/M/WBE certified or Minority-/Woman-Owned/Operated Entity

Detailed organizational chart showing consultant firms and key personnel can be found on the following page.



**CITY OF ST. PETERSBURG, FLORIDA**

**LEAD DEVELOPER**  
**JMA Ventures LLC (JMA)**

Todd Chapman, JD  
 Managing Partner, President, JMA

Ryan Porter  
 Director of Construction and Development, JMA

Kevin Johnson  
 Senior Advisor, JMA

**Machete Group Inc.**

David Carlock  
 Founder and Principal, Machete Group Inc.

Jonathan La  
 Director, Machete Group Inc.

**DEVELOPMENT MANAGEMENT**  
**Sterling Project Development Group LLC**  
**McKissack & McKissack**

Richard Browne  
 Managing Partner, Sterling Project Development Group LLC

Cheryl McKissack  
 President and CEO, McKissack & McKissack

Michael Cantor  
 Director, Sterling Project Development Group LLC

Albert Odjidja  
 EVP of Operations, McKissack & McKissack

**DEVELOPMENT PARTNERS**

Backstreets Capital / DDA Development / J Square Developers (Market Rate Residential)  
 Blue Sky Communities (Affordable Housing, Rental)  
 Gas Plant LLC (Affordable Housing, Rental)  
 Habitat for Humanity (Affordable Housing, for Sale)  
 Integral (Market Rate Housing)  
 KDC (Office)  
 LandSpire Group (Mixed-Use)  
 PMG (Affordable & Market Rate Housing)  
 St. Petersburg Housing Authority (Affordable Housing)

Will Conroy, JD  
 Founder and President, Backstreets Capital

Kareem Brantley  
 Managing Principal, Integral

Shawn Wilson, MPIA  
 President and CEO, Blue Sky Communities

Jay Miller  
 President, J Square Developers

Scott Macdonald  
 Partner, EVP, and CFO, Blue Sky Communities

Bill Guthrey  
 Senior Vice President / Development, KDC

Bowen A. Arnold, JD  
 Partner, DDA Development

Josh Childress  
 CEO, LandSpire Group

Roy A. Binger, MBA  
 Affordable Housing Developer, Gas Plant LLC

Kevin Maloney  
 President & CEO, PMG

Rev. Louis M. Murphy Sr., MBA  
 Affordable Housing Developer, Gas Plant LLC

Dan Coakley  
 Principal, PMG Affordable

Mike Sutton, CFRE, CFRM  
 President & CEO, Habitat for Humanity

Michael Lundy  
 President, St. Petersburg Housing Authority

Egbert L.J. Perry  
 Chairman and Chief Executive Officer, Integral

James Dates  
 Chairman, St. Petersburg Housing Authority

**CONSTRUCTION SERVICES**

**DuCon**  
 Ernie DuBose, II, CGC  
 Tarnisha Cliatt

**Horus Construction**  
 James Graham, Jr.  
 Jonathan Graham

**Strategist Project Support Services LLC**  
 OT Delancy

**Eastman Construction Management**  
 Chris Eastman, CGC

**Rock Solid Construction & Development**  
 Okoye Morgan Sr.

**Suffolk**  
 Peter Tuffo  
 Jim Scarpace

**KEY DESIGN CONSULTANTS**

**MASTER PLANNING ARCHITECT**  
**Perkins Eastman**

Stan Eskstut, FAIA  
 Principal-in-Charge

Barbara Mullenex, AIA  
 Hospitality

Vijo Cherian, AICP  
 Urban Design Principal

Heather Jauragui, LEED AP BD+C, O+M  
 Public Realm Principal

**LANDSCAPE ARCHITECT**  
**W Architecture & Landscape Architecture**

Barbara Wilks, FAIA, FASLA  
 Landscape Principal-in-Charge

Yi Lun Yang, RLA  
 Landscape Architect

**Stantec**

Kyle Steele, PLA  
 Landscape Architect-of-Record

Leigh Grey  
 Landscape Designer

**SPORTS AND ENTERTAINMENT DISTRICT CONSULTING ARCHITECT**  
**Moody Nolan**

Curtis J. Moody, FAIA, NOMA, NCARB, LEED AP  
 Partner-In-Charge of Design

Yanitza Brongers-Marrero, AIA, NCARB, LEED AP  
 BD+C, LEED for Homes  
 Principal, Housing Planning and Programming

Jay Boone, AIA  
 Partner-In-Charge

Troy Sherrard, FAIA, NCARB, LEED AP, Fitwel  
 Ambassador  
 Partner, Practice Leader, Sports & Recreation Design

**PLANNING, CIVIL, TRANSPORTATION, ENVIRONMENTAL, AND SURVEYING**  
**Stantec (Including staff from Cardno now Stantec)**

Hamid Sahebkar, PE  
 Lead Infrastructure Engineer

William Weber, PE, ENV SP, LEED AP  
 Lead Stormwater Engineer

Brett Sherman  
 Real Estate and Financial Analysis

Paul Jones, MA, RPA  
 Historic Preservation

Rachel Bannon-Godfrey, LEED AP BD+C, ENV SP, WELL AP  
 Sustainability Lead

Kimberly Hinder, MHP  
 Historic Preservation

Frank Domingo, PE  
 Transit/Multimodal Systems Engineering

Miles Ballogg  
 Brownfields

Brandon Johnson, ENV SP, LEED GA  
 Environmental, Resiliency, and Permitting

Terry Griffin, PG, CGWP  
 Brownfields

**LOCAL DESIGN ADVISOR AND ARCHITECT**  
**Behar + Peteranecz Architecture**

Jordan Behar, AIA  
 Principal

Sarah-Jane Vatelot, AIA, NCARB  
 Project Manager

Istvan Peteranecz, AIA, LEED BD+C  
 Principal

Kenneth Cowart, AIA, LEED AP  
 Design Advisor and Architect

**ADVISORS & CONSULTANTS**

**TECHNICAL**  
**Architecture Support**  
 Jerel McCants, AIA, LEED Green Assoc. (Jerel McCants Architecture, Inc.)

**Brownfields/Environmental**  
 Frank L. Hearne, Esq. (Mechanik, Nuccio, Hearne & Wester, PA)

**Central Energy & Site Electrical**  
 Tony Amis, MSc (Endurant Energy)  
 Julius D. Davis, PE, LEED AP (VoltAir)

**Civil/Geotechnical/Survey Engineering**  
 Jessica McRory, PE, LEED AP (Arehna Engineering, Inc.)  
 Mercedes Young (Vivid Consulting Group)  
 Matt Walker, PE (George F. Young, Inc.)

**Public & Open Space Activation**  
 Dan Biederman (Biederman Redevelopment Ventures)  
 Leigh-Katherine Bonner (Bee Downtown)

**Placemaking**  
 Robin Mosle (Of Place)  
 Alison Williams (Of Place)  
 Peter Kageyama (For the Love of Cities)

**COMMUNITY**  
**Arts**  
 Bob Devin Jones (The Studio@620)  
 Hillary Van Dyke (Green Book of Tampa Bay)

**Community Outreach & Benefits**  
 Pinellas County Urban League

**Equitable Development & Inclusion**  
 Dan Tangherlini (Community Equity Endowment)  
 Eve Picker (SmallChange.co)  
 Mike Harting (3 Daughters Brewing)  
 Thomas Huggins, III (Ariel Business Group)  
 Hillary Van Dyke (Green Book of Tampa Bay)  
 Josh Bean (Green Book of Tampa Bay)

**Financial Literacy & Real Estate Services**  
 Whitney Jackson (Warrick Dunn Charities)  
 Maurice Franklin (Franklin & Associates Realty)

**Historical Context**  
 Askia Muhammad Aquil  
 Josette Green (St. Petersburg Black History Bike Tour)  
 Fred Hearn

**Wellness**  
 Jennifer Yeagley (St. Pete Free Clinic)  
 Emmanuel Roux

**Youth Engagement**  
 Brandon Williams, Esq. (Lewis Williams Education Foundation)

**BUSINESS**  
**Affordable Housing & Market Rate Residential Management**  
 Laurel Chadwick Macdonald (Carteret Management)  
 Kelly Rayburn (Greystar)

**Commercial Real Estate Services**  
 Wendy Giffin (Cushman & Wakefield)  
 Barry E. Oaks, CCIM (Cushman & Wakefield)

**Convention Center Operations**  
 Liam Thornton (ASM Global Inc.)  
 Bob McClintock (ASM Global Inc.)

**Hospitality**  
 Jason Gold (Highgate)  
 Allison Fogarty (Pinnacle Advisory Group)

**Land Use & Real Estate Counsel**  
 Craig Tarazski, JD (Johnson Pope)

**Lending Partner**  
 Charles Gurley (Liberty Bank)

**Local Business & Non-Profits Liaison**  
 Denise Young (Young BD Group)

**Public Financing**  
 Keenan Rice (MuniCap, Inc.)  
 Emily Metzler (MuniCap, Inc.)

**Public Relations**  
 Amber Brinkley (Kippen Communications)

\* indicates D/M/WBE certified or Minority/Woman-Owned/Operated Entity  
 Detailed organizational chart showing consultant firms and key personnel can be found on the following page.













**New St. Petersburg Pier / Pier Approach**  
Stantec / W Architecture and Landscape Architecture



For this development, JMA Ventures, LLC (JMA) will be the lead entity and master developer for the Sugar Hill Community Partners (SHCP) team. Since 1986, JMA Ventures has built its business by undertaking complex mixed use projects. With a vertically integrated team of highly driven professionals, JMA has successfully executed masterplanned ground up developments, iconic urban adaptive reuse projects, and large scale hospitality and leisure destinations.

### Development Entities, Responsibilities, and Ownership %

JMA Ventures will serve as master developer for the project and be responsible for organizing project financing for the development. Our core team of development partners includes:

Development Partner(s)	Development
	Blue Sky Communities Affordable Housing, Rental
  	Backstreets Capital DDA Development J Square Developers Market Rate Residential
Gas Plant LLC	Gas Plant LLC (Minority-Owned/Operated) Affordable Housing, Rental
	Habitat for Humanity Affordable Housing, for Sale
	Integral (MBE) Market Rate Housing
	KDC Office
	LandSpire Group (Minority-Owned/Operated) Mixed-Use
	PMG Affordable & Market Rate Housing
	St. Petersburg Housing Authority Affordable Housing

*Specific ownership percentages will be determined once project parameters and timing have been further defined.*

## A.4 Ability to Work Cooperatively with Multiple Clients and Entities

The members of our team have been specifically chosen for their expertise as well as ability to work cooperatively with multiple stakeholders to design and deliver a project that St. Petersburg citizens will be proud of. Because each partner brings deep professional experience working on various facets of urban infill projects, we have, at our core, a development perspective that appreciates the flexibility, patience, and perseverance that one must bring to a project of this size, scale, and ambition.

The competing demands of built form and open space; affordable and market rate housing; size and scale of program; social and racial equity; sustainability, resiliency, and safety – these are just a few of the many attributes that will define the design and development of this project. Anticipating these complexities, we have strived to assemble a multi-disciplinary team that will look to community stakeholders as partners and collaborators, and we know that our success will in large part be measured by how diligent we are in meeting these commitments.

Additionally, our team has many decades of experience working cross-functionally with city, county, state, federal, and private agencies- a history that will ensure a process that is thorough, transparent, and predictable.

To demonstrate our team’s ability to work with multiple clients and entities, we have highlighted several project examples from our collective portfolio with a corresponding list of the various clients, stakeholders, organizations, and entities we worked, coordinated, collaborated, and engaged with in order to successfully deliver professional services.



### Downtown Commons | Sacramento, California

- Sacramento Kings
- City of Sacramento Mayor
- City of Sacramento City Manager’s Office
- City of Sacramento Planning Department
- Sacramento Regional Transit District
- Sacramento Municipal Utilities District (SMUD)
- Downtown Sacramento Partnership (PBID)
- Old Sacramento Business Association
- Macy’s
- Century Theaters
- 24 Hour Fitness



### The Wharf | Washington D.C.

- Hoffman-Madison Waterfront LLC (Client)
- DC Office of Planning
- Deputy Mayor for Planning and Economic Development
- President of the US
- U.S. Congress
- U.S. Commission of Fine Arts
- DC Housing Authority (DCHA)
- Dept. of Small and Local Business (DSLBD)
- Advisory Neighborhood Commission (ANC) 6D
- Washington Metropolitan Area Transit Authority (WMATA)
- Southwest Business Improvement District (SWBID)
- Southwest Neighborhood Assembly (SWNA)
- U.S. Army Corps of Engineers
- National Parks Service
- Arena Stage
- Capital Yacht Club
- Municipal Fish Market
- Tiber Island



### Water Street Tampa | Tampa, Florida

- Strategic Property Partners (Client)
- City of Tampa (including CRA)
- Amalie Arena (home of the Tampa Bay Lightning)
- University of South Florida – College of Medicine
- Tampa Downtown Partnership
- Tampa Convention Center
- Port Tampa Bay
- Tampa Hillsborough Expressway Authority (THEA)
- Hillsborough Area Regional Transit Authority (HART)
- Florida Department of Transportation (FDOT)
- Hillsborough County
- Tampa Electric Company (TECO)
- Kimmins Contracting (Civil Infrastructure CM)
- Various Building CM Firms (including Suffolk)
- Tampa Bay Trane (Central Energy Plant)
- various Private Utility Providers



### The Pier Approach | St. Petersburg, Florida

- City of St. Petersburg (Client), various departments including Economic and Workforce Development (Alan DeLisle), Transportation, Public Safety, Public Works, Planning and Development (Urban Forestry), etc.
- Museum of Fine Arts
- St. Petersburg Museum of History
- History of Flight group
- St. Petersburg Art Commission
- St. Petersburg City Council
- Various downtown business organizations
- The Pier Project team
- Various community-based groups and public meetings



### Bridge Park Development | Dublin, Ohio

- Crawford Hoying
- City of Dublin
- Marriott International
- Kappa Kappa Gamma
- Jordan Hospitality Group (Hen Quarter)
- ColorBar
- Mesh Fitness

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## A.5 Key Individuals and Project Leadership

We have assembled a diverse team with world-class expertise and deep St. Petersburg roots. Our Development, Design, and Pre-Construction team leadership is profiled on the following pages. Resumes for all key team personnel, as outlined on our organization chart, are provided in Appendix A: Key Team Resumes.

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### DEVELOPMENT TEAM LEADERSHIP



#### **Todd Chapman, JD**

JMA (Lead Developer) | Managing Partner and President

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Todd Chapman brings 23 years of experience in real estate acquisition, development, leasing, and financing to the project. He is a passionate deal maker at heart and inspired by structuring joint ventures and complex business deals that take him to the places he loves. He began his career as an attorney and served as JMA's primary outside counsel for more than six years in addition to representing other large institutional and development clients throughout the United States. Todd will supervise the overall development effort.



#### **Kevin Johnson**

JMA (Lead Developer) | Principal, Sugar Hill Community Partners

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Kevin Johnson is a seasoned executive with significant public and private sector experience. He has expertise in corporate and government turnaround, strategic visioning, policy setting, accountability-based culture development, fundraising/deal making, and public speaking. As the two-term mayor of Sacramento, Kevin led the successful effort to keep the NBA Sacramento Kings and develop a new downtown arena. Kevin will provide strategic guidance to the team on its partnership with the city and other public stakeholders and play an active role on the team's community benefits plan.



#### **David Carlock**

Machete Group Inc. (Lead Developer) | Founder and President

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David Carlock has 25+ years of masterplanning, placemaking, and development management experience. He began his career with The Walt Disney Company, where he worked on Walt Disney World hotel strategy, Anaheim second gate, the Disney Vacation Club, and Downtown Disney. Since founding Machete Group, he has worked on complex, large-scale projects across the country and around the world on behalf of leading developers, investors, and operators. David will lead the master development effort on a day-to-day basis.



#### **Shawn Wilson, MPIA**

Blue Sky Communities (Affordable Housing Development Partner) | President and CEO

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Shawn Wilson founded Blue Sky Communities after an illustrious career with some of Florida's largest affordable housing development companies. As a 28-year affordable housing veteran with experience in several for-profit and non-profit organizations, Shawn is responsible for identifying new opportunities, determining financial feasibility, and interacting with land sellers and other key stakeholders. Shawn will lead the affordable housing development effort.



#### **Scott Macdonald**

Blue Sky Communities (Affordable Housing Development Partner) | Partner, EVP, and CFO

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Scott Macdonald serves as executive vice president and chief financial officer of Blue Sky Communities. He is responsible for overseeing project underwriting, managing debt and equity relationships, closing the company's transactions, and overseeing project management after closing. Scott will lead financing of the affordable housing development effort.



#### **Roy A. Binger, MBA**

Gas Plant LLC (Affordable Housing Development Partner) | Development Partner

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Roy A. Binger has extensive experience on St. Petersburg development projects, including the TLM initiative and the St. Petersburg College Midtown building. As a former member of the University of South Florida Board of Advisors, he was involved with the development of a student center and a school of business. He was also a member of the team that executed the sale of Bayfront Medical Center for \$205 million. Roy will support the affordable housing development effort.

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## DEVELOPMENT TEAM LEADERSHIP



### **Rev. Louis M. Murphy, Sr.**

Gas Plant LLC (Affordable Housing Development Partner) | Equity Partner

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Rev. Louis M. Murphy, Sr. has dedicated his pastoral career to kingdom building, inside and outside the walls of Mt. Zion Progressive Missionary Baptist Church, where he was installed as Pastor in May 1999. Rev. Murphy's business experience includes more than a decade in the corporate sector as a purchasing agent for the St. Petersburg Housing Authority, the St. Petersburg Times, and Florida Progress. Rev. Murphy will support the affordable housing development effort.



### **Cheryl McKissack Daniel**

McKissack & McKissack (Development Management) | President & CEO

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President & CEO Cheryl McKissack Daniel leads McKissack & McKissack, the oldest minority and woman-owned professional design and construction firm in the nation. With more than 30 years of experience in construction, she serves as Principal-in-Charge and Project Executive on numerous high-profile projects, which include Lincoln Financial Field; Billie Jean King National Tennis Center; The New Terminal One at JFK International Airport; Coney Island Hospital Campus Renovation; Atlantic Yards/Barclays Center Long Island Rail Road Yard Relocation; Columbia University Manhattanville Expansion; and Henry J. Carter Specialty Hospital & Skilled Nursing Facility.



### **Will Conroy, JD**

Backstreets Capital (Development Partner) | Founder and President

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Will Conroy is a prominent St. Petersburg attorney and investor. He has been intimately involved with numerous high-profile projects and business success stories throughout the southeastern United States. At Backstreets Capital, Will combines his passion for helping businesses succeed and creating impactful projects with his number one priority: family. Will has decades of experience handling a broad range of complex commercial real estate and corporate issues for clients, including developers, private equity funds, and family-owned businesses. Will will be part of the market rate residential and retail development effort.



### **Jay Miller**

J Square Developers (Development Partner) | President

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Based in St. Petersburg, Jay Miller specializes in planning and developing urban and suburban retail centers and mixed-use projects. After 20 years developing large mixed-use projects for other companies, Jay created J Square Developers to identify sites for contemporary retail stores and multifamily residential communities in West Central Florida. Throughout his career, he has directed the development and management of specialty retail and mixed-use projects ranging in size from \$2 million to more than \$100 million. Jay will be part of the market rate residential and retail development effort.



### **Bowen A. Arnold, JD**

DDA Development (Development Partner) | Manager and Principal

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Bowen A. Arnold is manager and principal of DDA Development, a fully-integrated real estate development company with capabilities in development, investment, finance, asset management, and construction. Bowen has overseen the design, financing, and development of more than \$600 million in investment properties, including the syndication of more than \$250 million in federal tax credits, and has raised in excess of \$200 million for various real estate partnerships. Bowen will be part of the market rate residential and retail development effort.



### **Michael Sutton, CFRE**

Habitat for Humanity of Pinellas & West Pasco Counties (Affordable Housing Development Partner) | CEO

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Michael Sutton is the CEO of the #2 ranked Habitat for Humanity affiliate in the U.S., based on new home construction (out of 1,240 Habitat affiliates), who provides leadership and oversees the continued delivery of the Habitat for Humanity mission of partnering with people in need to build and renovate decent, affordable housing in Pinellas County. He is a Certified Fund Raising Executive with decades of experience in the nonprofit sector and brings expertise in developing key relationships with business and community leaders, faith-based organizations, and prospective donors.



### **Kareem Brantley**

Integral (Development Partner) | Managing Principal

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Kareem has more than 20 years of engineering and real estate investment, development, and construction experience. Kareem is the founding member and Managing Partner of Bravis Group (BG), which was formally merged into a partnership with The Integral Group, focusing on commercial real estate opportunities and community development real estate projects throughout the State of Florida, with emphasis on South Florida, Central Florida, Florida's Gulf Coast Region and northeast Florida. Kareem is actively involved in all aspects of the development process including budget development, capital raising, leasing oversight, and disposition.

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## DEVELOPMENT TEAM LEADERSHIP



### Bill Guthrey

KDC (Office Development Partner) | Senior Vice President, Development

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Bill Guthrey isn't a fortune teller, but he does read tea leaves, figuratively if not literally. "As a company that develops masterplanned projects, KDC is reading the tea leaves to determine the future path of growth. We're reading the market and creating places that will meet present and future demand." Bill joined KDC in 1995 to market and develop the site of the former Greater Southwest International Airport/Amon Carter Field in Fort Worth, Texas. That project, CentrePort Business Park, is now home to some of the nation's largest companies. All in all, Bill's experience at KDC encompasses the development and leasing of office and industrial projects totaling over 2.5 million square feet and the development or sale of over 1,000 acres of land.



### Josh Childress

LandSpire Group (Mixed-Use Development Partner) | CEO

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With over 10 years of experience as a venture capitalist and real estate investor, Josh Childress co-founded LandSpire Group in 2018 to further his personal commitment to community redevelopment. While Josh began his career as a professional basketball player in the U.S., followed by Greece, Australia and Japan, he has always had a passion for real estate and philanthropy. In 2010, Josh founded the Josh Childress Foundation (JCF), which provides mentorship and resources to high school and collegiate athletes. He also established and funded the Josh Childress Athletic Scholarship, the first ever Summer Studies scholarship at Stanford University. Josh received his B.A. in Sociology from Stanford University.



### Dan Coakley

PMG (Affordable & Market Rate Housing Development Partner) | Principal

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Dan Coakley is the Principal of PMG Affordable and responsible for all aspects of the business, including acquisitions of development sites and existing assets, relationships with venture partners and housing authorities, and the execution of financings and development. Dan has 25 years of real estate experience starting at Lehman Brothers for nearly a decade and serving as a Principal in its real estate private equity business. He has also served in senior management roles at other prominent lending and private equity investment firms and as a sponsor principal on numerous deals. During his career, he has deployed over \$2 billion in capital towards real estate transactions.



### Michael Lundy

St. Petersburg Housing Authority (Affordable Housing Development Partner) | President & CEO

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As President and CEO of the St. Petersburg Housing Authority, Michael Lundy leads a dynamic team of housing professionals, managing over 400 public and affordable housing units and over 3,700 Housing Choice Vouchers. Michael is a seasoned housing professional with over four decades of affordable housing management and real estate development experience. Over the years, he has led teams to renovate and/or build over 1,400 affordable housing units and assist over a hundred families move up and out of subsidized housing. Through his leadership, he has helped to strengthen and/or rebuild affordable housing programs across the country, including Ohio, Maryland, Pennsylvania, Alabama, and currently in St. Petersburg, Florida.



### James Dates

St. Petersburg Housing Authority (Affordable Housing Development Partner) | Board of Commissioners Chairperson

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James Dates is well-versed in administration and management of a wide variety of complex and sensitive governmental initiatives, topics and programs. He has directed, with a strong record of accomplishment and the highest integrity and professionalism, major organization-wide issues relating to government, community affairs, human resources, budget and research, social services, public safety and consumer affairs. He possesses keen communication skills, critical thinking abilities and exceptionally diverse interpersonal qualities. He is known as an innovative and collaborative partner with the ability to successfully navigate and negotiate sensitive, difficult, or divisive issues at every level of the organization. Mr. Dates has served on numerous boards in the City of St. Petersburg and Pinellas County.

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## CONSULTANT TEAM LEADERSHIP



### Stan Eckstut, FAIA

Perkins Eastman (Master Plan Architect) | Principal-in-Charge

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Stanton Eckstut is a Principal and Board Director of Perkins Eastman. Stan's work encompasses large-scale development, higher education buildings and plans, primary and secondary schools, transit systems, office buildings, waterfronts, and courthouses. Throughout such wide-ranging projects, there remains one primary constant: a dedication to complementing form and shape with use and context. Regardless of their scale, Stan's projects all represent his dedication to creating great places; places that will surpass expectations and thrive within a community's collective experience. Many of Mr. Eckstut's projects have received awards and critical acclaim. In 2006, he received a Distinguished Service Award from the Citizens Housing & Planning Council, and in 2004 he was given a Distinguished Achievement Award from the New York Society of Architects. Perhaps Mr. Eckstut's most praised project, Battery Park City was honored with ULI's prestigious Heritage Award.



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## CONSULTANT TEAM LEADERSHIP



### **Curtis J. Moody, FAIA, NOMA, NCARB, LEED AP**

Moody Nolan (Sports and Entertainment District Consulting Architect) | Partner-in-Charge of Design

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Award-winning architectural designer Curtis J. Moody has been involved in the design of several billion dollars of construction over his 51-year career. A winner of the prestigious Whitney M. Young, Jr. Award as an outstanding African American Architect in the United States in 1992, his designs have won more than 350 design citations, including 55 from the American Institute of Architects (AIA) and 45 from the National Organization of Minority Architects (NOMA), more awards than any other minority architectural firm in the United States. Curtis will oversee Moody Nolan's design work on the project.



### **Thomas Huggins, III**

Ariel Business Group (Diversity, Inclusion, and Workforce Development) | President

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Thomas Huggins has more than 25 years of experience in project administration, community outreach and engagement, and workforce development. His experience includes directing diversity, inclusion, and community engagement services on various construction and planning projects for developers, contractors, and government agencies, as well as prime and DBE support services programs for the Florida Department of Transportation (FDOT).



### **Bob Devin Jones**

Arts Consultant

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Bob Devin Jones, a native of Los Angeles, has been a theatre worker for over forty years. He began as an actor performing in Shakespeare Festivals, including Oregon, Berkeley, Illinois, Idaho, and in St. Petersburg at the American Stage's Shakespeare in the Park. He has been a resident of St. Petersburg since 1997, participating in many educational and cultural organizations. These include Academy Prep, City of St. Petersburg Arts Advisory Committee, Pinellas County Cultural Affairs Task Force, and the Florida Humanities Council. He currently serves on the board of Florida Craft Art, Friends of the Jack Kerouac House, and the Palms of Pasadena. He also sits on the Public Arts Commission for the City of St. Petersburg.



### **Jordan Behar, AIA**

Behar + Peteranecz Architecture (Local Design Advisor and Architect) | Principal Architect

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Jordan Behar is a native Floridian and the founding principal architect of Behar + Peteranecz. Throughout his 24 years of experience, Jordan has developed a reputation for his uncompromising quality and attention to detail. Jordan will provide insights on design that are relevant to the local environment, as well as act as a community liaison. In this role, he will engage local stakeholders in design workshops and brainstorming sessions with the goal of producing a community-driven design approach that addresses the site's historical and economic context.



### **Sarah-Jane Vatelot, AIA, NCARB**

Behar + Peteranecz Architecture (Local Design Advisor and Architect) | Project Manager

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Sarah-Jane Vatelot is an architect and author of the published thesis, "Where Have all the Mangoes Gone?," the result of community research on the issues surrounding the Historic Gas Plant District and the implications of future redevelopment. Sarah-Jane will be working closely with the master planning team and local community organizations to develop a robust community-driven plan that belongs and works for the local community, including workforce development, affordable and workforce housing, and small business enterprise, with a focus on social equity.



### **Dan Tangherlini**

Community Equity Endowment

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Daniel "Dan" Tangherlini is currently a Managing Director with a private philanthropic and investment firm dedicated to removing barriers to opportunity so that people can live to their fullest potential. His interest is in bringing enhanced performance to business, philanthropy, and government. Dan served as Administrator of the General Services Administration (GSA), having been nominated to serve in the position by President Obama and confirmed by the US Senate. As the agency head of GSA, beginning in 2012, he identified creative ways to leverage unused government assets, particularly real property, including launching a series of high-value property exchange and redevelopment proposals.

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## CONSULTANT TEAM LEADERSHIP



### **Maurice Franklin**

Franklin & Associates Realty (Financial Literacy & Real Estate Services) | CEO & Co-Founder

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Maurice “Mo” Franklin is the CEO and Co-Founder of Franklin & Associates Realty. Beginning his real estate career in 2004 and after several years of operating as “The Mo and Sam Team” with national brands in the industry, Mo and Sam launched Franklin & Associates Realty in 2018. Combining his passion for helping people and his love for real estate, Mo Franklin has dedicated his time to helping first-time homebuyers achieve the American dream of homeownership. Over the years, Mo has established strong partnerships with affordable home builders and non-profit home buying education agencies such as St. Petersburg Neighborhood Homes Solution and Suncoast Housing Connections. Mo served on the board of St. Pete Neighborhood Home Solutions and has taught thousands of potential first-time home buyers the real estate section of the home buying education class.



### **Hillary Van Dyke**

Green Book of Tampa Bay (Arts & Inclusion) | Co-Founder

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Hillary Van Dyke is a Co-Founder of St. Petersburg based Green Book of Tampa Bay. Hillary has a bachelor’s degree in English Education from Purdue University and a master’s degree in Educational Leadership from the University of South Florida- St. Petersburg. She is currently pursuing a doctorate in social sciences curriculum and instruction at the University of South Florida. From 2008 to 2021 she served in roles from middle school ELA teacher to high school staff developer to district administrator over DEI initiatives. She is now an independent contractor who works with museums, nonprofits, and educational companies to help students, faculty, and the community to see their inherent brilliance. Hillary is the Co-Founder and Executive Director of Green Book of Tampa Bay.



### **Fred Hearn**

Historical Context | Local Historian

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Fred’s deep knowledge of the Tampa Bay area is rooted in his career as a local newspaper reporter and 32-year career with the City of Tampa as Director of the Department of Community Affairs. In 2021, Fred was named the first Curator of Black History for the Tampa Bay History Center. In this role, he helps create an expanded museum exhibit area that focuses on African and African American history. He is a frequent speaker on Black History and has presented for groups such as the Hillsborough County Bar Association, the Tampa Bay Lightning, the City of Tampa, the University of South Florida, the State of Florida Department of Corrections, and the Hillsborough County Public Libraries.



### **Askia Muhammad Aquil**

Historical Context & Community Advocacy

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Askia Muhammad Aquil is a St. Petersburg native, a graduate of Gibbs High School, and a graduate of St. Petersburg Junior College. He is the former Executive Director of St. Petersburg Neighborhood Housing Services Inc., where he helped over 400 families become first-time homeowners and developed dozens of affordable new construction single family homes, and is the former Deputy Director of the St. Petersburg Housing Authority. He has served on and chaired many local boards and groups including the Strengthening Neighborhoods Task Group, Foundation for a Healthy St. Petersburg, Pinellas County Job Corps Community Relations Council, and the City of St. Petersburg Affordable Housing Advisory Committee. Currently, he is Chairman of the Board of Directors of the Collective Empowerment Group of the Tampa Bay Area, Inc., a multi-faith group established to address systemic financial and economic inequities.



### **Jerel McCants, AIA, LEED Green Associate**

Jerel McCants Architecture, Inc. (Architectural Support) | President & Owner

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Jerel McCants established Jerel McCants Architecture, Inc. in 2009. His mission is to contribute to innovative architectural design and construction methods to residential and commercial markets. With his vast experience in many building types including Municipal, Educational, High-rise Condominiums, Cultural and Residential he believes that design is an action that is expressed: an act of many different disciplines uniting in a common cause which he terms “Responsive Architecture.”



### **Brandon Williams, Esq.**

Lewis Williams Education Foundation (Youth Engagement) | Youth Activation Consultant

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Brandon serves as President of the Lewis Williams Education Foundation (LWEF), a 501©(3) nonprofit corporation. Since 2019, the LWEF, offers an array of programs, services and resources, aligned with the morals and ideals of the late Pinellas County educator, Lewis “Lew” Williams. Lew worked tirelessly (over 40 years) in the Pinellas County School System, fueled by his belief that every student deserves a quality education and equal access to a promising future. LWEF serves as a pivotal steward in spurring and sustaining educational enrichment opportunities that help support students on their academic, social, and emotional journey inside and outside of the classroom. Additionally, Brandon serves as In-House Counsel at American Traditions Insurance Company in St. Petersburg.

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## CONSULTANT TEAM LEADERSHIP



### **Charles Gurley Jr.**

Liberty Bank & Trust Co. (Lending Partner) | Director of Commercial Lending

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Charles is the Director of Commercial Lending at Liberty Bank & Trust Co. with more than 20 years of experience in “small-cap to middle market” C&I and commercial real estate lending. At Liberty Bank, Charles leads and directs the overall commercial loan portfolio efforts and establishes corporate policies and procedures regarding lending activities in order to provide long-term portfolio growth. His expertise includes strategic planning, sales and marketing, combined with qualifications in staff development, coaching and management to drive and deliver performance results.



### **Peter Kageyama**

Local Community Development Consultant

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Peter Kageyama is the author of *For the Love of Cities: The Love Affair Between People and Their Places*, the follow ups, *Love Where You Live: Creating Emotionally Engaging Places* and, *The Emotional Infrastructure of Places*. In 2021, he released *For the Love of Cities REVISITED*, a revised and updated version of the award winning book. Peter was a Senior Fellow with the Alliance for Innovation, a national network of city leaders and is a special advisor to America In Bloom. He is the former President of Creative Tampa Bay, a grassroots community change organization and the co-founder of the Creative Cities Summit, an interdisciplinary conference that brings citizens and practitioners together around the big idea of ‘the city.’



### **Rachel Bannon-Godfrey, LEED AP BD+C, ENV SP, WELL AP**

Stantec (Infrastructure Planning & Design) | Smart Cities and Sustainability

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Rachel Bannon-Godfrey is a Vice-President, SDG Impact Leader within Stantec’s Corporate Sustainability Team. She has 20 years of experience and focuses on the creation of high-performance, net-zero energy buildings and communities. Rachel has a deep commitment to leveraging design to help communities thrive now and for years to come, articulating business cases for sustainable design, and inspiring teams to see opportunities for more sustainable solutions. Rachel will oversee Stantec’s work on sustainability, resiliency, and energy management.



### **Mercedes Young**

Vivid Consulting Group (Civil Engineering & Survey Services) | CEO

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Mercedes Young is the CEO of Vivid Consulting Group. She is passionate about bringing diversity to land surveying, topography, and civil design projects. With more than 25 years of consulting experience, Mercedes has directed technical project teams and created effective solutions to successfully deliver projects. She manages a team of civil engineers and land Surveyors in the Tampa, Florida area, providing civil engineering services and terrestrial, LiDar, scanning land surveying services. Additionally, Mercedes is bilingual and is adept at developing unique approaches to public and stakeholder engagement that are meaningful and effective.



### **Julius Davis, PE, LEED AP**

VoltAir (Central Energy & Site Electrical) | President & CEO

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Julius D. Davis has more than 26 years of experience in electrical engineering design and analysis. He has expertise experience in interior and exterior lighting, power distribution, power generation, and specialty systems such as voice and data, telephone and security for a variety of building types. Julius is highly skilled in developing innovative engineering solutions to specific design problems. He has in-depth experience writing specifications, performing calculations, project budgeting, and site inspections.



### **Barbara Wilks, FAIA, FASLA**

W Architecture and Landscape Architecture (Landscape Architect) | Principal-in-Charge

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Barbara Wilks, principal and founder of W Architecture and Landscape Architecture, is a leader in the field of design. Barbara has direct St. Petersburg experience with The Pier Approach, which transformed an underutilized park into a vibrant link between downtown and the Pier. She will lead landscape design efforts throughout the duration of the masterplan design and actively participate in stakeholder and community engagement.



### **Whitney Jackson**

Warrick Dunn Charities (Charity Partner) | Executive Director

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Whitney is a dedicated leader with over 20 years of experience developing, managing, and evaluating programs with youth-based organizations and improving educational outcomes for families. Whitney is responsible for planning, directing, monitoring, and evaluating the overall operations, finances, and direction of Warrick Dunn Charities, Inc. – a national nonprofit founded by retired All-Pro NFL running back Warrick Dunn, seeking to break the cycle of generational poverty and create a better quality of life for all. Whitney works closely with the organization’s Board of Directors and Advisory Council Members to update and execute the current strategic plan to ensure all key performance indicators are being tracked and goals are being met. She also serves as the lead solicitor for all major donors, sponsors, and strategic partners to secure funding for annual operating budget of \$1.5 million.

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## CONSTRUCTION TEAM LEADERSHIP



### **Chris Eastman, CGC**

Eastman Construction Management | President

Chris Eastman is responsible for the company's core business objective – leading a collaborative process to analyze, plan, and execute successful real estate and construction solutions for our clients in an 'Owner's Representative' capacity. In this role, Chris delivers professional project management and comprehensive consulting services for facility planning, design, and construction. During his 32-year career, Chris has amassed construction and development expertise including Class A office, residential (for sale and for lease), institutional, mixed-use urban, healthcare, and waterfront development of more than 13 million SF.



### **Ernie DuBose, II, CGC**

DuCon | CEO, Diversity Coordinator

Ernie DuBose has extensive experience managing large, diverse construction teams in the central Florida region. His portfolio features recent and relevant projects in a variety of sectors, including affordable housing, hospitality, and multifamily residential. Ernie serves as a mentor to young professionals entering the industry and was recently a guest speaker for and sponsor of the STEM Xposure program in Tampa and a mentor for Year Up, Tampa Bay. Ernie will lead DuCon's pre-construction and construction management efforts.



### **Tarnisha Cliatt**

DuCon | Director of Community Relations, Diversity Coordinator

In her role with DuCon, Tarnisha Cliatt oversees all community initiatives and marketing efforts for the company. She serves as an integral member of the leadership team to ensure success and a positive experience for all project stakeholders. On current projects in Tampa, Tarnisha leads all services of MBE and Section 3 partnering to engage, include, and empower small, local, and disadvantaged businesses and labor candidates. She has developed comprehensive plans for outreach, including the recent successful implementation of virtual networking events to accommodate the circumstances of the current environment.



### **Jonathan Graham**

Horus Construction | Project Executive, Construction Services

With more than 20 years of experience, Jonathan is a Project Executive at Horus Construction, where his role is to guide the team on the best Diversity Outreach management plan for the project. Jonathan works with client and team leadership to develop the right approach for the project, maximizing opportunities for diverse businesses in our community.



### **Okoye Morgan, Sr.**

Rock Solid Construction & Development | President, Development & Strategy

Okoye Morgan Sr., is a native of St. Petersburg Florida and President of Rock-Solid Construction & Development Inc. Rock Solid Construction has committed more than 20 years of work history and experience in providing an outstanding level of professional service to clients in construction management, general contracting, and maintenance repair.



### **Jim Scarpace**

Suffolk | General Manager, Construction Services

As General Manager of Suffolk's Tampa office, Mr. Jim Scarpace is responsible for overseeing project teams from the earliest preconstruction efforts through project closeout and beyond. His leadership and operational skills are critical to providing effective guidance for the project team. Jim has over 40 years of industry experience. Prior to his new role at Suffolk, he was Senior Vice President at Strategic Property Partners, overseeing the construction on the Water Street Tampa development project. Previously, Jim spent most of his career at Tishman Construction, where he was responsible for the start-up and growth of offices throughout Florida, Washington D.C., Las Vegas, and Abu Dhabi.



### **OT Delancey**

Strategist Project Support Services LLC | Managing Principal

OT's construction experience includes over \$1-Billion in construction projects over the past 26-years. He has been the lead Manager/Executive on projects totaling more than \$700-Million since 2004. OT's construction management experience includes Pre-construction (project planning and budgetary estimating); Purchasing and Procurement (subcontracts, materials, labor, equipment and professional services); Project Scheduling/Coordination; Budget & Cost Management; Profit Forecasting; Earned Value Management; Risk Management (Bonds/Insurance/Safety); Project Close-out and Commissioning.



# JMA Ventures

## Master Developer

**JMA Ventures (JMA) is a nationally-recognized leader in vibrant mixed-use and hospitality-focused projects. Its vertically-integrated team of professionals has executed large, masterplanned ground-up developments, iconic urban adaptive reuse projects, and large-scale hospitality and leisure destinations. JMA prides itself on being a diverse real estate investment firm with a portfolio encompassing hospitality, leisure, residential, retail, office, and mixed-use assets. JMA is firmly committed to responsible development that provides meaningful environmental and economic benefits to its partner communities.**

JMA's development approach is driven by an intense focus on placemaking, community engagement, and long-term strategic thinking. JMA takes pride in its ability to successfully tackle highly complex opportunities that combine a variety of uses and meet the needs of a broad range of stakeholders. JMA has a strong track record of working with municipal and community partners. JMA is also a leader in using technology to evaluate, program, design, construct, and manage development projects. Established in 1986, JMA has more than \$2.5 billion of active projects across the United States and the Caribbean.



### Sacramento Downtown Commons, Sacramento, California

JMA Ventures: Master developer for new entertainment and sports complex and developer of the mixed-use components

#### Firm Differentiators:

- Ability to underwrite and successfully deliver complex, multi-use projects
- Extensive placemaking, hospitality, and retail experience
- Use of innovative technology from feasibility through design, construction, and operation
- In-house sales and marketing team

#### Firm Capabilities:

JMA provides full-service real estate capabilities, including acquisition and financial analysis, conceptual planning, development, and hands-on asset management.

## \$2.5B+

Development value of existing projects spanning hospitality, leisure, residential, retail, office, and commercial assets

## 30+

Years of delivering outperforming returns across portfolio base

## Machete Group, Inc.

### Lead Developer

**Machete Group, Inc. (MGI) is a leading advisory and development/project management firm specializing in public assembly venues and large-scale, mixed-use districts. Since inception in 2007, the firm has managed or acted in an advisory capacity on more than \$4 billion of project work.**

MGI is known for its emphasis on integrating placemaking and guest experience design; aptitude for complex, high-profile projects; and a multi-disciplinary approach that merges the firm's masterplanning, programming, operating, and community engagement expertise.

MGI's portfolio features a wide array of project types, including 90-acre mixed use developments, micro-housing, theater renovations, and rooftop amusement parks. In each case, MGI deploys a collaborative approach to understand the opportunity, assemble the right team, and deliver a successful outcome.

MGI also has extensive experience working with public partners, as well as developing and implementing project-specific community benefits programs.



### Ponce City Market, Atlanta, Georgia

Machete Group, Inc.: Developed detailed program and business plan

#### Firm Differentiators:

- Deep placemaking expertise
- Large-scale, mixed-use development project work
- Sports and entertainment venue development expertise
- Extensive work with public partners and stakeholders
- Strong track record of developing and implementing community outreach and community benefits programs

#### Firm Capabilities:

MGI offers advisory and development management services, including market research and feasibility analysis; due diligence; owner representation/project management; and transactional and organizational strategy services to industry-leading clients in sports, entertainment, and real estate.

## 10

Major public assembly venue projects

## \$4B

Managed project value over the last 10 years

## 5

Large-scale, urban mixed-use projects

# STERLING PROJECT DEVELOPMENT

## Sterling Project Development Group LLC

### Development Management

**Sterling Project Development (SPD) is a full-service advisory and project management firm with local, national, and international experience across all project types.**

SPD is currently managing or acting in an advisory capacity on projects that range from \$10 million to \$2 billion, with an aggregate development value of more than \$24 billion across the United States and Europe. The firm's clients include many of the industry's most highly-regarded developers, real estate investment funds, pension funds, banks, and hotel owners/operators, as well as civic, cultural, and educational institutions.

SPD has been involved in more than 60 projects in Florida totaling \$4 billion in construction volume and encompassing approximately 18 million square feet, 5,000 residential units, and 2,500 hotel rooms. The firm provides complete project management services from feasibility and masterplanning through design and construction. SPD is known for its expertise across a wide variety of asset classes, as well as for its proactive, data-driven project management approach.



**2340 Collins Avenue, Miami, Florida**

Sterling Project Development Group LLC: Development Manager

#### Firm Differentiators:

- Large-scale, mixed-use development project experience
- Extensive track record on all primary real estate asset types, including more than 60 Florida projects
- Experience representing developers, investors, and lenders, as well as working collaboratively with public partners and stakeholders
- Developed Citi Field, home of the MLB's New York Mets

#### Firm Capabilities:

SPD offers a full range of development management and advisory services, including due diligence, owner representation/project management, and fee development.

## 200

Active projects

## \$24B+

Managed project value over the last 10 years

## 60

Florida-based projects with a total development value of \$4 billion



# McKissack & McKissack



## Development Management

**McKissack & McKissack (McKissack) is the oldest minority and woman-owned (M/WBE certified) professional design and construction services firm in the United States. A family-owned business for over 117 years, McKissack has been a progressive industry leader in the planning, design, and construction of more than 6,000 projects, proudly upholding the standards of excellence established by our forefathers.**

Since becoming President and CEO in 2000, Cheryl McKissack Daniel, fifth generation McKissack, proudly carries on the tradition set forth by her ancestors and understands the company's responsibility to fuse commercial success with a greater benefit for the communities in which it builds.

McKissack's core services include Construction, Construction Management and Program Management, and Diversity, Inclusion & Compliance. The firm is dedicated to using the best technology and the safest practices available to solve your construction needs. McKissack provides the people, the services and the expertise – all with an unsurpassed level of quality.

With a staff of more than 130, McKissack employees are known for their skills, integrity, objectivity and adaptability. This winning combination of experience, coupled with the firm's full range of professional services, allows McKissack to maintain a consistently high level of performance and the delivery of projects within the parameters of time, budget, and quality.

McKissack takes pride in the thousands of projects successfully completed over the years and always looks forward to undertaking new challenges within the construction industry that require innovative, yet practical, cost-effective solutions. The firm's values of teamwork, quality and commitment have, and will always be, the key to its continued growth and success.

McKissack's experience includes large and complex projects that required the management of numerous consultant disciplines as well as subcontractors.



### Lincoln Financial Field

McKissack & McKissack: Program & Construction Management

#### Firm Differentiators:

- Established in 1905, McKissack & McKissack is the oldest minority and woman-owned professional design & construction services firm in the nation.
- McKissack has managed large and complex projects, including Lincoln Financial Field, Billie Jean King National Tennis Center, Atlantic Yards/Barclays Center, and Long Island Rail Road Yard Relocation.

#### Firm Capabilities:

- McKissack provides program and construction management services from early on in the project, where true savings are identified through project close out. The firm provides the expertise to successfully deliver projects on budget, schedule and to the highest quality.

## \$20B+

Managed construction

## 117

Years in business

## 5th

Generation to carry on the building tradition



# Backstreets Capital, LLC DDA Development J Square Developers

## Development Partners

Backstreets Capital is a St. Petersburg-based investment office founded by the Conroy and Sher families. The office specializes in real estate development, acquisitions, and real estate operating companies. With decades of investment experience, Backstreets Capital is focused on high-quality projects and partnerships. At Backstreets Capital, relationships not only matter, but are paramount.

DDA Development is a fully-integrated real estate development company with capabilities in development, investment, finance, asset management, and construction. Based in Tampa, Florida, the firm focuses on developing multifamily residential properties, high-end condominiums, and commercial properties primarily located in the Tampa-St. Petersburg region.

Based in St. Petersburg, J Square Developers has a long track record of retail and mixed use residential development in the Tampa Bay market and has developed new locations for Trader Joe's, Whole Foods, Starbucks, and other national and local retailers. J Square focuses on redevelopment of underutilized sites and reimagining of those locations to meet the needs of contemporary retailers and residents.



**The Salvador, St. Petersburg, Florida**

DDA Development, Backstreets Capital LLC: Developers

### Firm Differentiators:

- St. Petersburg- and Tampa-based firms
- Intimately involved in numerous high-profile projects and business success stories throughout St. Petersburg and Tampa
- Combined, the principals have been developing in the City of St. Petersburg for almost 40 years

### Firm Capabilities:

The fully-integrated real estate development team comprised of Backstreets Capital, DDA Development, and J Square Developers provides capabilities in development, investment, finance, asset management, and construction.

**500**

Total affordable housing units developed over the last 10 years

**625**

Total market rate units developed over the last 10 years

**\$250M**

Total approximate value of residential units developed over the last 10 years



# Blue Sky Communities Carteret Management Corporation

## Affordable Housing, Workforce Development, and Management Partners

**Formed in 2012, Blue Sky inspires positive change in communities across Florida through high-quality workforce housing development. As a developer and owner of multifamily affordable housing using the Federal Housing Credits program, Blue Sky is a leading advocate for helping non-profit groups and local governments reach their affordable housing goals by developing state-of-the-art, environmentally-sound affordable housing units that stakeholders can be proud of for decades.**

To date, Blue Sky has developed 2,002 units of affordable housing units. Additionally, they have 551 units currently under construction and 772 units scheduled to close and start construction in 2022-2023. Blue Sky's projects include communities for families, the elderly, veterans, and special needs residents. Blue Sky's principals are long-standing Florida residents with more than 50 years of combined experience developing and managing affordable housing. Blue Sky understands the importance of development funding being spent locally for the benefit of local businesses and residents.

Supporting Blue Sky Communities with property management-related activities is Carteret Management Corporation (Carteret). Carteret, a recognized WBE through the National Women Business Owners Corporation (NWBOC), is located in Tampa, Florida, and has nearly 50 years of experience in managing apartments throughout Florida in the private sector and under a multitude of affordable housing programs.



### Arbor Village, Sarasota, Florida

Blue Sky Communities: Developer

#### Firm Differentiators:

- Committed to inspiring positive change in communities
- Leading advocate for non-profit groups
- Seasoned team of professionals with an extensive track record of delivering affordable and workforce housing
- Excellent relationships with local government and other public stakeholders

#### Firm Capabilities:

Blue Sky specializes in working with non-profit organizations to develop new and rehabilitate existing multifamily housing communities. Its extensive experience with the non-profit sector allows Blue Sky to create affordable housing that benefits its partners, residents, and the surrounding communities.

Carteret is a Tampa-based property management corporation experienced in managing apartments throughout Florida in the private sector under various affordable housing programs. Carteret has expertise in handling the responsibilities of tax credit management from lease up of new construction to oversight of acquisition/rehab projects.

## 2019

Top 50 Affordable Housing Developer, Affordable Housing Finance Magazine

## 2,002

Affordable housing units developed

## 445

Units completed in Pinellas County and St. Petersburg

## 2,553

Households assisted

# Gas Plant LLC

## Gas Plant LLC

### Affordable Housing Development Partner

Gas Plant, LLC formed in 2021 for the purposes of participating and developing multifamily affordable housing initiatives in Florida. We are a minority owned firm with the ability to provide the following consultative services:

- Affordable Housing and Home Ownership for families and individuals in the community we serve
- Risk Management
- Debt Structure and Financial modeling

Over the past two decades the owners of the company have dedicated to making the South Petersburg community one of the premier neighborhoods to reside. Notable projects include developing over 65 affordable housing units through Mt. Zion Human Services as well as the inaugural Tangerine Plaza development in Midtown St. Petersburg. The firm's legacy and association with Mt. Zion Human Services is grounded with a proven track record of being one of the providers of choice in Health & Wellness, Work, Family life and Educational programs. Their passion is to reduce disparities and bridge the gap for the communities throughout St. Petersburg neighboring communities.



#### Firm Capabilities:

Gas Plant LLC is comprised of Roy A. Binger and Pastor Rev. Louis M. Murphy, Sr., with a focus on affordable development in St. Petersburg. Mr. Binger and Pastor Rev. Murphy, Sr.'s decades of combined experience in affordable housing developments and close connection to the St. Petersburg community make them strategic partners for the Historic Gas Plant development project.

# 50+

years of combined experience in affordable housing development



## Habitat for Humanity of Pinellas & West Pasco Counties

### Affordable Housing Development Partner

**Habitat for Humanity of Pinellas and West Pasco Counties, a locally run affiliate of Habitat for Humanity International, is a part of a global nonprofit housing organization operated on Christian principles that seeks to put God's love into action by building homes, communities and hope.**

Habitat's unique and sensible formula makes it possible for limited-income individuals and families to own a home they can afford. With volunteer labor and local donations of money and some in-kind materials, Habitat for Humanity of Pinellas and West Pasco Counties builds and rehabilitates houses with the help of the homeowner families. Habitat houses are sold to partner families or individuals at no profit and financed with zero-interest loans.

Habitat homeowners work hard; they don't ask for handouts. At the end of the homeowner's journey they have put in at least 350 hours of "sweat equity," made a modest down payment and received a zero-interest mortgage. Our homeowners are physically and financially invested in their homes and are set on the right path toward responsible homeownership. The homeowner classes they are required to complete as part of their covenant with Habitat provide them with the tools to be successful homeowners and contributing citizens in their local communities.



## LandSpire Group

### Mixed-Use Development Partner

LandSpire Group is a Los Angeles-based real estate investment firm that revitalizes communities of color that were once defined by small businesses, livable-wage jobs, and a thriving middle class.

The firm procures the rights to and invest in development projects in communities challenged by housing, unemployment, and various socio-economic conditions. Their investment strategy prioritizes urban revitalization, with an emphasis on increasing workforce and affordable housing and repurposing underutilized industrial centers. Additionally, they actively pursue opportunistic investments such as cash flowing value-add projects in markets that are experiencing high net migration.



#### Firm Capabilities:

Habitat for Humanity of Pinellas and West Pasco Counties builds and sells homes at no profit and no interest to households who do not qualify for a traditional mortgage. Candidates that participate in our program are required to complete a variety of components to become successful homeowners, including sweat equity and educational classes.

# 60+

Families served locally and 60 served internationally

# \$31M

Total revenue

# #2

Habitat for Humanity affiliate based on new home builds across 1,100 US affiliates

#### Firm Capabilities:

LandSpire believes that the greatest financial returns come from strategic investments that transform communities and the lives of those living in them. They take a vested interest in providing under-resourced communities with the necessary infrastructure to create equitable growth and a sustainable ecosystem. With a focus on community engagement and transparency, they strive to rebuild neighborhoods while preserving their unique culture and history.



## Integral Group



### Affordable Housing Development Partner

**The Integral Group LLC is a fully integrated real estate development, investment, construction management, and property management company. Since 1993, Integral has implemented urban masterplanned communities, Transit Oriented Development (TOD), and urban mixed-use, mixed-income projects nationwide. Community integration, transit prioritization, and fiscal responsibility are fundamental principles that guide Integral’s developments.**

Having completed over 60 development projects in public private partnerships, Integral believes igniting real change begins with relationships between the public and private sectors and has worked diligently to establish lasting and successful relationships with city officials, council members, state agency representatives, and others. Integral’s proven track record in skillfully managing stakeholder relations reflects the core philosophy that building proper relationships is tantamount to a successful community revitalization process.

#### Firm Approach:

Integral’s Community Development division is focused on developing affordable, workforce and mixed-income housing solutions and implementing community revitalization projects, based on its unique Holistic Community Development Model. The focus of the model is on community transformations - not simply transactions.

### 29

years of implementing urban masterplanned communities, Transit Oriented Development (TOD), and urban mixed-use, mixed-income projects nationwide

### 60+

development projects in public private partnerships

#### Firm Approach:

To provide a variety of safe, sanitary, accessible, decent and affordable housing to eligible citizens of the city of St. Petersburg, while enhancing and promoting resident self-sufficiency.

### 400+

Public and affordable housing units under management

### 3,700

Housing Choice Vouchers

### 1,400+

Affordable housing units renovated and/or built



## St. Petersburg Housing Authority

### Affordable Housing Development Partner

**It is the mission of the St. Petersburg Housing Authority (SPHA) to provide a variety of safe, sanitary, accessible, decent and affordable housing to eligible citizens of the city of St. Petersburg, while enhancing and promoting resident self-sufficiency. To achieve that mission, SPHA operates three housing programs: Public Housing, Affordable Housing, and Housing Choice Vouchers (commonly known as Section 8). Together, these programs provide quality and sustainable housing opportunities for approximately 4,000 qualifying low-income households.**

As President and CEO of the St. Petersburg Housing Authority, Michael Lundy leads a dynamic team of housing professionals, managing over 400 public and affordable housing units and over 3,700 Housing Choice Vouchers. Michael is a seasoned housing professional with over four (4) decades of affordable housing management and real estate development experience. Over the years, he has led teams to renovate and/or build over 1,400 affordable housing units and assist over a hundred families move up and out of subsidized housing. Through his leadership, he has helped to strengthen and/or rebuild affordable housing programs across the country, including Ohio, Maryland, Pennsylvania, Alabama, and currently in St. Petersburg, Florida.

## Office Development Partner

**KDC is a leading national developer of commercial office buildings, corporate build-to-suit facilities, and mixed-use projects for companies across the country. For more than 30 years, KDC has produced approximately 37 million square feet valued at over \$11 billion. KDC addresses the future of Corporate America by developing walkable, mixed-use urban environments anchored by notable clients looking to attract and retain top talent around the country.**

For over 30 years, KDC has developed “custom corporate homes” for some of the country’s most successful companies. Be it a regional facility with a hundred employees, a consolidated office with a few thousand, or a corporate headquarters with 7,000 employees, our clients’ underlying goals are the same – to attract and retain the best talent to a facility reflective of the company’s culture, rich with amenities and flexible work spaces to unlock collaboration, creativity, and productivity. The path to this goal, however, is different for each firm. We take the time to listen and ask questions to truly understand each one of our clients’ business, human resources, marketing, strategic – and by extension – corporate real estate needs. The results are headquarters and regional facilities perfectly tailored and customized to each individual company’s culture, talent acquisition, and operating needs.



**Epic Deep Ellum Mixed-Use Project**  
KDC: Developer

### Firm Differentiators:

- In the past 30 years, KDC has developed corporate office projects for Toyota, JP Morgan, State Farm, Comcast, Liberty Mutual, and others
- Successfully financed and developed over 37 million square feet of projects with a value over \$11 billion
- National development platform with proven corporate real estate and broker contacts
- Proven success in land partnerships
- Won Atlanta and Dallas NAIOP Developer of the Year multiple times
- Chairman and CEO, Steve Van Amburgh received ULI Vision Award

### Firm Capabilities:

KDC specializes in the development of commercial office buildings, corporate build-to-suit facilities, and mixed-use projects for companies across the country.

## 37M

Square feet of commercial office buildings, corporate build-to-suit facilities, and mixed-use projects developed for companies across the country

## \$11B+

Total approximate value of developments over the last 30 years

## 140+

Office and industrial buildings developed

# PMG & PMG Affordable

## Market Rate and Affordable Housing Developer

Founded in 1991 by Kevin Maloney, Property Markets Group (PMG) has evolved from a regional real estate developer based in New York City to a national investment, development, and asset management firm focused on large scale multi-family and for-sale condominium developments, as well as select commercial opportunities.

PMG’s Affordable Housing division, managed by Dan Coakley, has witnessed significant growth since its inception in 2020, and currently has over 1,000 affordable and workforce housing units in its pipeline with a heavy focus on the Tampa and St. Petersburg markets. PMG Affordable’s swift growth reflects our ability to (i) leverage the financial strength and experience of the PMG parent company, and to (ii) collaborate with local communities, civic institutions, municipalities and housing authorities in delivering the highest quality affordable housing solutions. Our mission is not only to build homes, but also to develop a holistic services program that enables families and communities to thrive through access to financial, educational, medical and occupational resources. This passionate commitment to the long-term success of communities influences every decision we make, and we believe it sets us apart from other affordable housing developers.

In addition to its role as one of the lead developers of affordable and workforce housing on the Historic Gas Plant District, PMG will have a leadership role in developing multiple phases of the market-rate housing component of the project. PMG is a pre-eminent national residential development firm with a 30-year successful track record. Importantly, PMG has long established itself as one of the largest, most accomplished market-rate housing developers in Florida, with a breadth of experience ranging from luxury condominium towers to large-scale class A lifestyle oriented rental projects. Its current development of the Waldorf Astoria Residences, which when complete will be the tallest building south of New York City, and Society Orlando represent only a couple of notable deals showcasing PMG’s multi-faceted capabilities. Completed and ongoing market-rate Florida projects are spread across a variety of markets, including Miami, Aventura, Fort Lauderdale, Orlando, Sarasota and Longboat Key.



**Society Orlando, Orlando, Florida**

PMG: Developer

### Firm Differentiators:

- Large development company with deep experience and capabilities spanning from low income tax credit affordable housing to “middle income” workforce housing to super luxury condominium and rental projects throughout Florida and the country
- Vertically integrated firm with departments specializing in acquisitions and land use, design and architecture, construction management, capital markets, asset management, sales and marketing as well as significant in house legal and accounting groups
- 30 year track record of executing large and complex transactions
- Deep and loyal institutional relationships with multiple top lending firms and LP equity investor groups

### Firm Capabilities:

PMG’s current multi-billion-dollar nationwide portfolio includes assets across pre-development, construction, lease-up, and sell out, totaling roughly 8,000 residential units. Rental projects under the Society Living brand platform include locations in Denver, Nashville, Atlanta, Brooklyn, Orlando, Fort Lauderdale, and Miami. Notable current condominium projects include both E11VEN Hotel & Residences and Waldorf Astoria Hotel & Residences in Miami, and Sage Longboat Key Residences outside Sarasota.

**160+**

Projects

**20+**

Markets

**\$10B+**

Total Development

# Perkins Eastman

## Master Plan Architect

**PERKINS EASTMAN is a global firm with specialized expertise in multiple project types that is founded on the idea that design can have a direct and positive impact on people’s lives. This is achieved through research and innovation, always questioning the status quo, and a tireless effort to understand our clients’ needs, aspirations, and the problems to be solved. By drawing on the firm’s vast roster of award-winning design and thought leaders the world over, we are uniquely equipped to tackle the most complex of design challenges, large or small.**

Our Planning, Urban Design, and Architecture practice is internationally recognized for integrating the design of buildings with open space and transforming projects into places. We believe that when buildings are designed together with the larger environment, the resulting whole will be greater than the sum of its parts. Our practice is devoted to creating buildings and places of enduring memory and economic resilience that enrich the communities they serve. Our expertise encompasses new cities and communities to complex mixed use urban infill; waterfronts to intermodal transportation hubs; and transit-oriented development to brownfield reclamation.

We approach each project with fresh eyes and open minds, and work closely with clients to produce creative design solutions. Essential to our design process is the attention we devote to understanding our client’s needs and priorities. The goal is to build consensus as we go, and we include our client team from the start to finish in order to avoid surprises. This begins with immersing ourselves in the site, including time in the field studying and observing. It is this process of collaborative discussion and interpretive analysis that has allowed us to create innovative concepts uniquely tailored to our client’s needs.

We see a building’s essential role as creating memorable and meaningful places. Our experience implementing plans for cities throughout the world has taught us that large scale and new community development benefits from a diversity of ideas and the participation of creative designers and architects in all phases.



### **MetroTech Center Master Plan, Brooklyn, New York**

Perkins Eastman: Master Planner and Lead Architect for all of the public realm, the courthouse, and the new CUNY building.

#### **Firm Differentiators:**

- Project leadership with an extensive portfolio of similar projects and market knowledge
- Diversified design organization with expertise in planning and design for a variety of public and private clients
- Extensive placemaking, hospitality, and public realm experience
- We deliver worldwide expertise locally to our clients

#### **Firm Capabilities:**

Perkins Eastman is an international design, planning, and architecture firm and among the world’s largest and most respected design firms.

**\$2B+**

Construction value of projects in design

**40+**

Years of delivering outperforming returns across portfolio base

**850+**

Awards for design excellence

**#2**

Largest NYC Architecture Firm

# Moody Nolan



## Sports and Entertainment District Consulting Architect

**At Moody Nolan, we practice responsive architecture and responsible citizenship— designing spaces unique to our clients, community, and the environment.**

We are the proud recipient of the 2021 American Institute of Architects (AIA) Architecture Firm Award. As the highest honor an architecture firm can achieve, we are the first African American owned firm to receive this industry recognition.

As the largest African American owned firm in the country, we believe great design happens at the intersection of innovative ideas and divergent points of view. Our projects garner national attention, receiving more than 350 design citations and awards from industry-leading organizations including The American Institute of Architects and The National Organization of Minority Architects.

Founded in Columbus, Ohio, Moody Nolan employs more than 330 staff across 12 offices nationwide.



### Bridge Park Development, Dublin, Ohio

Moody Nolan: Architect of record and design architect

#### Firm Differentiators:

- Diversity in people and project types, including residential, office, and public assembly
- Award-winning national designs
- Experience with large, mixed-use development projects
- Collaborative and inclusive creative process
- Largest minority-owned architecture firm in the country

#### Firm Capabilities:

Moody Nolan offers complete design services from concept development through construction administration. Our disciplinary capabilities include architecture, masterplanning, interior design, sustainability, and signage.

## 2021

American Institute of Architects  
National Firm Award

## 35%

Staff with U.S. Green Building  
Council LEED certification

## #22

Top 100 Sports Facilities/Stadiums/  
Recreation Facilities Sector  
Architecture and AE Firms

## 350+

Design awards



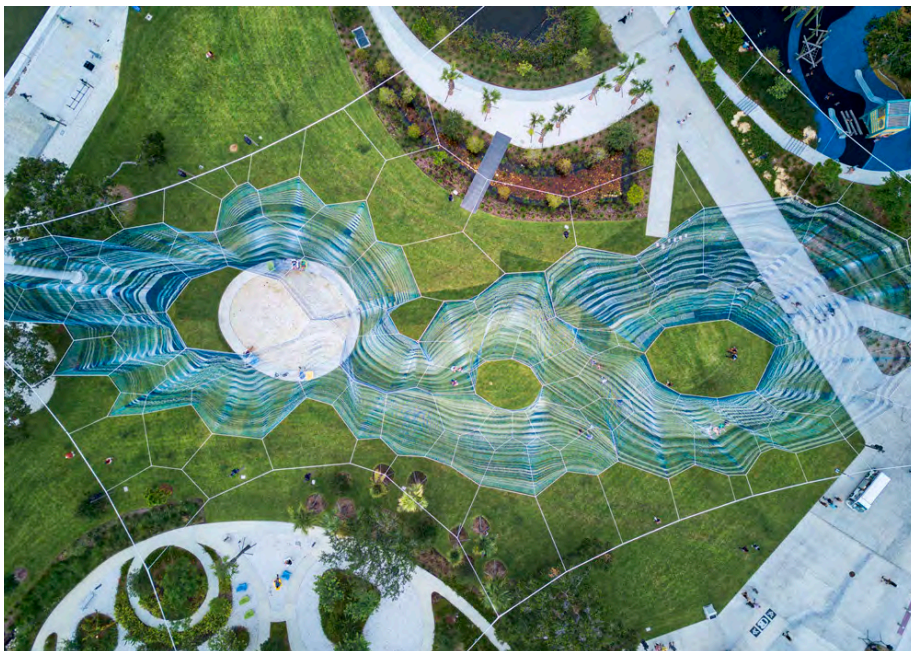
# W Architecture & Landscape Architecture



## Landscape Architect

**W Architecture & Landscape Architecture is an interdisciplinary woman-owned studio founded in 1999 that builds on links between architecture and landscape design to create spaces that engage both nature and urbanism. Headquartered in Brooklyn, the creative hub of New York City, W is recognized as a leader in public park design. W's park portfolio includes major U.S. projects in New York, Brooklyn, Detroit, Baltimore, St. Petersburg, and Tampa, as well as international projects in Calgary, Canada; Seoul, South Korea; Dubai, UAE; and Riyadh, Saudi Arabia.**

W's success is driven by principal Barbara Wilks' commitment to quality design and active participation in all levels of the firm's projects. Clients enjoy a working relationship with the founder during the creative process. With more than 45 years of experience, Barbara believes effective leadership on complex projects requires vision, a collaborative and talented team, effective communication, and a commitment to finding solutions to project goals and aspirations. The firm's staff of 10 is organized in a flexible studio manner and includes experienced project managers, urban designers, landscape architects, and architects. W's designs have received top national awards in landscape architecture and urban and regional design in the 20 years since the firm's founding, and have been published in *The New York Times*, *Global Architect*, *Landscape Architecture Magazine*, *Architectural Record*, *Architect's Newspaper*, *House Beautiful*, *Casabella*, and other books and periodicals around the world.



**The Pier Approach, St. Petersburg, Florida**

W Architecture: Landscape architect and urban design

### Firm Differentiators:

- Specializes in complex urban environments, including waterfronts, brownfields, and ecologically- and culturally-sensitive sites
- Interdisciplinary team
- Sustainable design approach in similar climates
- Recent experience working with the City of St. Petersburg
- Woman-owned

### Firm Capabilities:

W creates meaningful places where city and nature come together and form new relationships. These new relationships work on multiple scales, connecting communities to one another, people to places, and places to natural systems. W has particular expertise working with urban waterfront sites, transforming neglected, marginal areas into vital places for people to gather and experience a diversity of life.

**2020**

American Architecture Award

**150+**

Projects across the globe

**30+**

Cities W has worked in

**50+**

Design awards won

**2**

Major projects recently completed in the Tampa Bay region



# Behar + Peteranecz Architecture

## Local Design Advisor and Architect

**Behar + Peteranecz Architecture (Behar + Peteranecz ) is a St. Petersburg-based design studio with more than 150 years of combined architectural experience. The firm's expanding portfolio of complex, impactful local projects includes community centers, museums, educational facilities, hotels, and large multifamily developments. Across its portfolio, Behar + Peteranecz has worked with Pinellas County, the City of St. Petersburg, and the local community to address challenges and ensure project success.**

During the design process, the Behar + Peteranecz team strives to fully understand the building type, its day-to-day functions, and its context within the larger community or environment. Using this process, Behar + Peteranecz successfully integrated an innovative and new Early Childhood Education Center into the campus of Berkeley Preparatory School in Tampa; worked with the Tampa Jewish Federation to re-imagine an existing historic building as a community center with recreation facilities, classrooms, and event space; and brought multiple large hospitality projects and mixed-use developments to Pinellas County.



**Bryan Glazer Family Jewish Community Center, Tampa, Florida**

Behar + Peteranecz Architecture: Design architect

### Firm Differentiators:

- Broad portfolio of project types
- Practicing in Pinellas County for over 18 years
- 10+ active projects in downtown St. Petersburg
- Involved with community non-profits and neighborhood associations

### Firm Capabilities:

Behar + Peteranecz is a full-service architecture and interior design firm with a client-focused approach from pre-design through construction, with services including architecture, masterplanning, interior design, and sustainability.

## 2020

Business Observer Top 500, Gulf Coast

## 2017

Award for Design Excellence in Historic Preservation, Annual Planning & Design Awards, Hillsborough County Planning Commission

## 200+

Years combined architecture and design experience

## 11

Licensed Architects

## Stantec and Cardno (now Stantec)

### *Planning, Civil Engineering, Transportation, Environmental, Cultural Resources, and Surveying*

**Stantec is one of the leading civil engineering and land planning firms in central Florida. With more than 250 local professional staff offering a wide spectrum of professional services, Stantec has built a reputation as a highly sophisticated and reliable partner, and enjoyed the opportunity to work on some of the largest and most challenging projects in the region.**

Founded in 1954, Stantec's professional consulting services span planning, engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics for infrastructure and facilities projects. The firm provides comprehensive due diligence, planning, design, entitlement, and construction administration services to mixed-use development projects around the world. Stantec is particularly well prepared for urban mixed-use redevelopment and multifamily development projects in the St. Petersburg-Tampa area. The firm has forged strong, long-standing relationships with all key governmental agencies, including local governments, Florida Department of Transportation (FDOT), Florida Department of Environmental Protection (FDEP), the Southwest Florida Water Management District (SWFWMD), U.S. Army Corps of Engineers (USACE) contractors, brokers, architects, and law firms.

Cardno (now Stantec) specializes in providing turnkey brownfield redevelopment services for underserved and blighted areas where real or perceived environmental contamination issues have resulted in a prevalence of underutilized properties. The firm has successfully assisted local governments and end users in transforming environmentally impaired or stigmatized properties into viable and vibrant assets resulting in commercial, office, retail, residential (including affordable/equitable housing), recreational trail, and open space/green space projects. Cardno's notable experience in the Tampa Bay area includes Pinellas County Brownfield Services, the City of Clearwater's Brownfields Program, and the Encore Redevelopment. Following the acquisition of Cardno, Inc. by Stantec Consulting Services Inc. in November of 2021, the two entities have been going through a process of integrating the two firms. At this time, Cardno, Inc. remains a separate legal entity and supports Stantec projects as a subconsultant. Integration of the firms is expected to be completed by the end of 2022.



#### **New St. Petersburg Pier, St. Petersburg, Florida**

Stantec: Ecological, civil engineering, and preliminary marine structural engineering services

#### **Firm Differentiators:**

- Stantec has direct project experience with the City of St. Petersburg, including the Public Works Facilities Masterplan (2020), the new St. Petersburg Pier (2018), Water Resources Rate Study (2018), and the Fiscal Year 2018 Stormwater Rate Sufficiency Analysis (2017)
- Deep experience on complex projects that require a multi-disciplinary approach
- Broad in-house engineering and related expertise and experience
- Strong track record partnering with local MBEs, WBEs, and SBEs

#### **Firm Capabilities:**

Stantec offers a full range of in-house services to support urban redevelopment projects, including civil/site engineering, environmental permitting, land surveying, transportation infrastructure and planning, autonomous and connected vehicle planning, land use planning/zoning, landscape architecture/site design, and project economics.

### #1

Top 110 Architecture / Engineering Firms, BD&C August 2022

### #1

Top 100 Global Most Sustainable Corporations in North America, Corporate Knights January 2021

### 600+

LEED-accredited professionals

### 250+

Tampa Bay-based professionals offering a wide spectrum of professional services

## Supporting and Specialty Consultants

The SHCP Team includes a roster of highly-qualified and experienced supporting consultants. These consultants represent a variety of value-added services that are paramount to the success of the Historic Gas Plant District redevelopment and provide benefits to the local St. Petersburg community and visitors alike. Consultants are listed in alphabetical order.



### 3 Daughters Brewing

#### Brewing / Local Business Mentorship Partner

3 Daughters Brewing (3DB) is one of the largest independent breweries in the state of Florida. 3DB is family owned and locally operated, producing high-quality, hand-crafted beverages. There are two ways consumers can enjoy their beers, ciders, and seltzers: in their tasting room located down the street from Tropicana Field or through a retailer in the community. 3DB has been leader in the local community for more than 7 years. When they realized the need for the young craft beer industry in Florida to have more experienced beverage professionals, they worked tirelessly with the administrators of University of South Florida and other local breweries to create the Brewing Arts Program. Now in its fifth year, almost 100 highly-trained professionals have graduated and prepared to work in the beer industry. One of the core tenets of 3DB is to give their time, knowledge, and resources back to the community. In 2018, their leaders challenged employees to contribute more than \$100,000 to more than 100 local charities. After that succeeded, in 2019, their mission became to donate more than \$150,000 to more than 200 charities, which was surpassed.



### Arehna Engineering, Inc.

#### Geotechnical Engineering

AREHNA Engineering, Inc. is a geotechnical engineering and materials testing firm with an experienced staff of engineers who work closely with clients and project design teams, carefully consider project information, and provide the most cost-effective solutions to the challenges faced on projects. AREHNA's project experience includes many geotechnical engineering projects, including design-build multi-story apartment and community developments, roadway and intersection improvements, trails, pedestrian and bike safety, drainage and utilities projects for the City of St. Pete, Pinellas County, FDOT, FDEP, SWFWMD, and municipal clients throughout Florida. AREHNA, prequalified in FDOT Work Groups: 9.1, 9.2, 9.3, 9.4.1, 9.4.2, 9.5 and 10.3, has a full service geotechnical and construction materials testing laboratory (AASHTO accredited, USACE validated, and FDOT approved). AREHNA's in-house drilling and coring capabilities provide control of and the ability to meet the most aggressive project schedules. AREHNA Engineering is a certified Small Business Enterprise (SBE) with the City of St. Petersburg and Pinellas County and a certified Minority Business Enterprise (MBE) with the State of Florida Office of Supplier Diversity.



### Ariel Business Group, Inc.

#### Diversity, Inclusion, and Workforce Development

Ariel Business Group, Inc. (ABG) is a business and management consulting firm specializing in the development and implementation of M/WBE compliance programs and certification. The company was founded by Thomas Huggins III in 1995 and is based in Tampa. ABG provides training services to emerging businesses, contractors, design and engineering firms, and government agencies. ABG's notable projects include the City of St. Petersburg Tropicana Field Masterplan, Westshore Mobility Study, and the Curtis Hixon Park Museum. Its services include:

- Management consulting and advisory services
- Public engagement and community outreach
- M/WBE/DBE/SBE contract compliance
- Minority small business development services (emerging business) including MBE/DBE/SBE contract compliance certification
- Government contracting services
- Multicultural and diversity small business training programs



### Askia Muhammad Aquil

#### Community Activism

Imam Askia Muhammad Aquil (fka Otha Leon Favors, Jr.) is a native of St. Petersburg, a 1964 honor graduate of Gibbs High School, and a 1966 graduate of St. Petersburg Junior College (now St. Petersburg College.) He attended the University of South Florida (USF) from 1966-69. After the assassination of Rev. Dr. Martin Luther King, Jr. in 1968, he organized and led countless marches, demonstrations, protests, and boycotts targeting a variety of injustices and issues in the Tampa Bay Area and nationally, including a movement that established the first university level Black Studies program in Florida (now the USF Africana Studies Department). This social justice activism including many hours of community organizing outside of the classroom caused him to disenroll from USF. In 2022, after 50 years, he returned to USF and completed a BA degree in Interdisciplinary Studies.

Currently, he is Chairman of the Board of Directors of the Collective Empowerment Group of the Tampa Bay Area, Inc. (CEGTBA), a multi-faith group established to address systemic financial and economic inequities throughout the greater Tampa Bay area and President and CEO of Community Housing Solutions, a private 501 c3 not-for-profit corporation that develops and promotes decent affordable rental and homeownership opportunities.

## SUPPORTING & SPECIALTY CONSULTANTS



### ASM Global

#### Convention Center Operations

ASM Global is the world's leading venue management company and producer of live event experiences and is the preeminent management and content partner with over 350 premier venues worldwide. Operating and investing in the world's most important convention centers, stadiums, arenas, and theaters requires unmatched dedication and the most profound expertise. Their elite venue network spans five continents, with over 25,000,000 square feet of convention and exhibit space and 2,800,000 million seats currently under ASM Global management. ASM Global owns and operates venues in the most exciting mixed-use entertainment districts across the globe. ASM Global is the only public assembly facility management company to provide a professional asset management approach to day-to-day venue operations. ASM Global has achieved this by establishing policies and procedures for each facility through years of experience. Their team members represent the best in the industry with the largest portfolio of management and consulting services for comparable markets and higher education venues.



### Bee Downtown

#### Urban Bee Keeping, Apiary, and Open Space Activation

Bee Downtown is a nationally recognized sustainability and employee engagement startup based out of Raleigh/Durham, North Carolina. Operating in Raleigh/Durham, Charlotte, Atlanta, Richmond, Tampa, DC and New York, Bee Downtown keeps bees for America's leading corporations. Bee Downtown, a Forbes 30 Under 30 and INC Magazine 30 Under 30 Rising Star startup installs and maintains beehives on corporate campuses to support sustainable agriculture while simultaneously providing year-round employee engagement and leadership development programming to their partners.

Started by a 4th generation beekeeper, Leigh-Kathryn Bonner, the buzz-worthy startup, their bees, and their corporate partners have been featured through BBC, CNN, National Geographic, Yahoo Finance, INC Magazine, Forbes, Southern Living, The Weather Channel, Eating Well Magazine, Bitter Southerner, and many more outlets over the last seven years since inception.



### Biederman Redevelopment Ventures

#### Public Space Activation

Biederman Redevelopment Ventures (BRV) brings more than 25 years of experience in the art of placemaking and the science of park management to real estate developments, stadium and ballpark redevelopment projects, and public spaces around the world.

BRV specializes in creating and operating transformative redevelopment projects in the public realm that are inviting, highly-activated, and value-creating. BRV's expertise in programming, management, and operations for a diverse range of uses—from large ice rinks to small community-led events— is what makes its projects successful. BRV transforms under-used public spaces into vibrant destinations that promote social interactions and economic vitality. Services include: public realm programming and activation; revenue strategies; governance planning; operations planning; and public-private partnerships (PPPs). BRV believes that a public space's design and programming should focus on people. A successful public space draws people in and encourages them to return, attracts private funding, and contributes to the vitality of the surrounding area.

### Bob Devin Jones

#### Visual and Performance Arts Consultant

Bob Devin Jones is one the most influential leaders of St. Pete's creative arts community. As a creator and community leader, Jones' careful entrepreneurship has played a large part in shaping the cultural renaissance in St. Petersburg today. Known for his wit, humor, and visionary playwrighting, Jones is also a director and actor. In 2005, he founded The Studio@620 in St. Petersburg, solidifying St. Pete as a place of opportunity, openness, and love of visual and performing arts.

He has been a resident of St. Petersburg since 1997, participating in many educational and cultural organizations. These include Academy Prep, City of St. Petersburg Arts Advisory Committee, Pinellas County Cultural Affairs Task Force, and the Florida Humanities Council. He currently serves on the board of Florida Craft Art, Friends of the Jack Kerouac House, and the Palms of Pasadena, and he sits on the Public Arts Commission for the City of St. Petersburg. Bob is a recipient of numerous awards and grants, including the Bank of America's Hero Award in 2005, Weekly Planet's Best of the Bay 2001 Directing and 2002 Playwright, Theatre Communication Group (TCG) Artist Collaborative Los Angeles Cultural Affairs, Florida Humanities Grants, and most recently the Tampa Bay Lightning Community Hero in 2018.



## SUPPORTING & SPECIALTY CONSULTANTS



### Cushman & Wakefield

#### Commercial Real Estate Services

Cushman & Wakefield (C&W) is a full-service real estate commercial brokerage firm with expertise in a broad range of services, including capital markets, development advisory, tenant and office representation, valuation and advisory, project and development services, research and analytics, and asset management. As one of the largest, leading-tier service providers in its industry, C&W either leads the market or is among the top three market leaders in every city in which it operates.

C&W's ability to marshal and integrate a wide range of diverse services in-house offers a substantial advantage that sets it apart from other real estate firms. With comprehensive services that are available "under one roof," its clients benefit from a single, efficient point of contact.



### DuCon Construction



#### Pre-Construction Services

DuCon is a Tampa-based construction firm established by Ernest F. DuBose II in 2007. The firm has been involved with multifamily and commercial projects ranging from \$1 million to more than \$180 million, serving in both a prime contractor and teaming partner capacity. In the Tampa market, DuCon has built a reputation for quality, dependable performance, and a steadfast commitment to the community and local economy. Notable ongoing projects include Boulevard at West River, Edition Hotel & Private Residences, 1050 Water Street, City of Tampa City Center at Hanna Ave., USF Football Stadium, Tampa International Airport TPA: People Mover/Moving Walkways, and Shell Dash (St. Petersburg, FL). DuCon was founded on the desire to provide clients and business partners with championship-level service and a company that values trust, morals, and relationships. DuCon is licensed and experienced in construction management, and has a proven track record of quality management, customer service and satisfaction, dependable business practices, and financial accountability.

DuCon is a certified MBE in good standing with the State of Florida and the Office of Supplier Diversity (OSD).

### Dan Tangherlini

#### Community Equity Endowment

Daniel "Dan" Tangherlini is currently a Managing Director of a private philanthropic and investment firm dedicated to removing barriers to opportunity so that people can live to their fullest potential. His interest is in bringing enhanced performance to business, philanthropy, and government. He also served as its first Chief Financial Officer until the fall of 2020. Previously, Dan was the President of the technology start-up, Seamless Docs, and also founded an urban systems consulting practice, City's Garage. Before that, he was the Chief Operating Officer of Artemis Real Estate Partners, a real estate private equity firm with commercial real estate investments across the United States. Preceding Artemis, Mr. Tangherlini served as Administrator of the General Services Administration (GSA), having been nominated to serve in the position by President Obama and confirmed by the US Senate. As the agency head of GSA, beginning in 2012, he identified creative ways to leverage unused government assets, particularly real property, including launching a series of high-value property exchange and redevelopment proposals such as the FBI Headquarters (DC), Volpe Transportation Research Center (MA), and Moffett Federal Airfield (CA).



EASTMAN  
CONSTRUCTION MANAGEMENT

### Eastman Construction Management

#### Construction Services

Eastman Construction Management LLC (ECM) is a full-service real estate development consulting group specializing in turnkey project delivery through an involved, hands-on construction management process. As your development partner, ECM moves your project from concept to successful completion with a dedicated focus on schedule, budget, and client satisfaction. ECM will customize a scope of service appropriate to the Owner's needs – from Owner's Representation to full Development Management, ECM delivers the project and the desired results allowing the Owner to concentrate on their business. Services include:

- Land Planning and Development Services
- Owner Representation
- Development Management
- Construction Claims Analysis & Support

## Emmanuel Roux

### Community Wellness

Emmanuel Roux is a consultant that advises on regenerative agriculture and develops concepts at the intersection of agriculture, food, health, and education, adding quality of life to urban areas as well as large residential developments. Emmanuel has a holistic approach to soil, plants, food, and their connections to human health.

Currently, he is consulting on the development of a Tampa Bay Local Food System and is a member of the University of South Florida Metropolitan Food Project (MFP), a trans-disciplinary organization focusing on the connections between soil and gut microbiomes. Taking a broad view approach, the MFP is exploring the development of local food systems, regenerative urban agriculture and their impact on health, economic development, community resilience, environmental sustainability, and social impacts locally and internationally.



## Endurant Energy

### Energy Design, Build, Finance, Operations, & Management

Endurant Energy delivers reliable, resilient, clean, and cost-effective energy infrastructure solutions. Endurant specializes in distributed energy resource (DER) project development, including analysis, design, financing, construction, long-term ownership, and operation. The firm prides itself on their innovative approach to solving complex energy challenges, as demonstrated by their portfolio of "first-of-their-kind" projects, from the largest ground source heat pump system in North America to the first successful distribution-scale batteries in a dense urban environment, where they worked with the regulator and New York Fire Department to write the permitting rules. Their head of geothermal, Tony Amis, pioneered the concept of energy piles, and continues to lecture internationally on heat pump technologies. Endurant's collective team is highly experienced in developing complex projects and being a long-term partner and advisor to their customers. Endurant has been an LS Power portfolio company since 2021.



## Eve Picker/SmallChange.co

### Small & Local Investor Advisory

Eve Picker is the founder of SmallChange.co, a real estate equity crowdfunding platform. We raise funds for meaningful real estate projects building better cities everywhere. We match developers to investors, providing investment opportunities for everyone who cares about cities and wants to make change all through a fluid and compliant technology platform. Eve's world has always been wrapped around cities and change. Her background as an architect, city planner, urban designer, real estate developer, community development strategist, publisher, and all around instigator gives her a rich understanding of how cities work, how urban neighborhoods can be revitalized, what policies are needed to do it, and the unique marketing that creates the buzz needed for regeneration.

Eve has developed a dozen buildings in blighted neighborhoods, founded a non-profit, cityLAB, built Pittsburgh's first tiny house, organized a speaker series, launched a Pittsburgh e-zine called PopCity, and established downtown Pittsburgh's first co-working space. She co-founded Pittsburgh's wildly successful Open Streets program and now hosts a weekly podcast series called RethinkRealEstateForGood.co.



## Franklin & Associates Realty

### Financial Literacy & Affordable Housing Consultant

Franklin & Associates Realty (FAR) is an emerging real estate firm based in St. Petersburg. FAR offers services to traditional buyers and sellers of real estate along with strong professional partnerships in affordable housing.

FAR has combined almost 50 years of combined real estate experience with a dedicated focus in the affordable housing sector and helping first-time homebuyers achieve the American dream of homeownership. As an advocate for financial literacy, Mo has partnered and leveraged an 18-year relationship with St. Petersburg Neighborhood Home Solutions and a 3-year relationship with Suncoast Housing Connections by educating and guiding a multitude of home buyers in purchasing properties in addition to providing consulting to staff. FAR is currently the exclusive listing brokerage for the following affordable home builders operating in the South St. Petersburg CRA: Suncoast Housing Connections, St. Petersburg Neighborhood Home Solutions, Just Housing. FAR has recently procured a 5-year contract with the City of St. Petersburg.

## SUPPORTING & SPECIALTY CONSULTANTS



### Fred Hearn

#### Historian

Fred Hearn was born in the Bronx, New York, and grew up in East Tampa, Florida. He graduated from Tampa's George S. Middleton High School, he earned a B.S. Degree in English-Journalism from the University of South Florida (USF). After a 32-year career with the City of Tampa, Fred retired as director of the City's Department of Community Affairs. He then opened Fred Hearn Tours LLC and conducted bus and walking tours of the City's most historic districts for 13 years. As the owner of Fred Hearn & Associates LLC, he was a public outreach consultant for the Tampa Housing Authority and Hillsborough County.

In 2021, Fred was named the first Curator of Black History for the Tampa Bay History Center. In this role, he helps create an expanded museum exhibit area that focuses on African and African American history. Fred is responsible for coordinating an annual Black History Month Reception and the annual Florida Emancipation Day Celebration at Chinsegut Hill in Brooksville, Florida. He is a frequent speaker on Black History and has presented for groups such as the Hillsborough County Bar Association, the Tampa Bay Lightning, the City of Tampa, the University of South Florida, the State of Florida Department of Corrections, and the Hillsborough County Public Libraries.



### Green Book of Tampa Bay

#### Inclusion

The Green Book of Tampa Bay is a Black-owned business directory that serves all of Tampa Bay, primarily Pinellas and Hillsborough County. Their mission is to increase Black economic vitality in Tampa Bay by connecting Black businesses and the broader community through a digital business directory, business development resources, and cultural experiences.

Our name is a nod to the Victor Hugo Green's Negro Motorist Green Book, the guidebook listing safe places for Black Americans traveling across Jim Crow America. Now, they aim to provide the community with information on Black historical and cultural sites, Black artists, and Black-owned businesses in Tampa Bay that ALL people can support. Green Book of Tampa Bay serves as a mobile travel guide and becomes a first stop for ANY service needed.

The Green Book of Tampa Bay's primary funding sources are donations from individuals and grants related to specific projects. Green Book of Tampa Bay Inc. is a 501c3 located in St. Petersburg, FL.



### George F. Young, Inc.

#### Land Surveying

George F. Young, Inc. (GFY) has been providing services to the City of St. Petersburg since the 1920s. GFY has always been headquartered in St. Petersburg, being an active part of the development of the city for over 100 years. Their expertise includes both land development engineering and site-specific design for hospitality, multifamily, retail, institutional, industrial, community, and recreational uses across the public and private sector. From project concept through completion, they will provide the resources of its experienced staff of professionals, technicians, and specialists who are dedicated to delivering service that is second to none. Their approach is combining a full service in house team and assigning one project manager, whether it's for one service or various services, and to provide a single point of contact with coordinated effort to seamlessly move your project from start to finish.

The firm continues to stand by the core values which its founder, George Fleming Young, established the company on integrity, quality and dedication to superior service and long-term relationships.



### Greystar

#### Multi-Family Rental Management

Greystar has been providing world-class service to the multi-family industry since 1993. Our business model integrates the management, development, and investment disciplines of the multi-family industry on international, national, regional, and local levels. Backed by decades of operational excellence and a proven track record, Greystar is a trusted partner to more than 500 clients, over 20,850 team members, and thousands of residents in over 783,000 units and student housing beds globally.

Greystar has built a client-centric platform on rental housing, including traditional multi-family, mixed-use, student living, active adult, and corporate housing. Our specialized services and solutions are designed to optimize property performance perience in all property types and strategies, coupled with comprehensive national support services and our revenue-enhancing Advantage Solutions platform.



## SUPPORTING & SPECIALTY CONSULTANTS



### Highgate

*Hospitality Development Consultant*

Highgate is an industry-leading hotel management, investment, technology, and development firm with a diverse portfolio of hotels across North America, the Caribbean, and Latin America. With more than 30 years of operating experience, Highgate has an unparalleled reputation for innovative operational strategies, with particular expertise in revenue management and distribution, maximizing operational efficiency of complex urban assets, curating compelling hotel branding and experiential offerings, and executing on transformative renovation and repositioning projects.

Highgate has a deep bench of some of the industry's most experienced hotel management leaders, hospitality professionals, and partners including: dedicated marketing, branding, and design teams focused on concept development and execution; food and beverage group with deep roots in operations and concept development across a variety of markets; collaborations with conceptually-aligned brands and cultural leaders to activate hotels and surrounding communities; in-house retail team responsible for venue program and lease negotiation; and comprehensive training and service standard partnerships with Forbes and SGEi



### Horus Construction

*Construction Services / Workforce Development*

HORUS is a commercial general contracting company, with capabilities in K-12, higher education, civic/government, cultural, academic, healthcare, and aviation market sectors. Established in 2001 by second generation building contractors, its principals have more than 100 years of combined industry experience. HORUS offers construction management at risk, general contracting, and design/build services, in an environment where opportunity is fostered, diversity is valued, and merit is the sole basis upon which decisions are made.

It's that spirit of confidence that led HORUS to become one of the preeminent minority contracting firms in Florida and the southeastern U.S., completing highly-visible, iconic projects such as the Gaillard Performing Arts Center, Tampa Museum of Arts, and University Medical Center.

Additionally, the HORUS Academy Workforce Development Program coaches and enables minority, underserved, women-owned, and local businesses by demonstrating and mentoring. HORUS currently has more than 10 MWBE and local businesses that seek opportunity with HORUS Academy. In addition, HORUS provides all of incubator partners with a physical office at our HORUS Construction Headquarters in Tampa.

JEREL MCCANTS  
ARCHITECTURE, INC.



### Jerel McCants Architecture, Inc.

*Local Architecture Consultant*

Jerel McCants Architecture is an award-winning architectural firm located in Tampa, Florida. The firm specializes in providing innovative solutions to complex problems within the built environment. As a boutique architectural and interior design firm, its staff works closely with clients for the successful completion of their projects. Their portfolio includes spiritual, educational, residential, civic and military projects. Jerel McCants Architecture prides itself on being responsive, efficient and dependable to our clients in the Tampa Bay area and beyond. The firm believes in responding to their client's needs throughout the building process to meet expectations.



### Johnson Pope

*Land Use and Real Estate Counsel*

Johnson Pope's lawyers have substantial experience in a wide variety of land use issues, including obtaining approvals from local and state governments for landowners, homebuilders, and commercial developers; representing local governments in eminent domain and land use matters and property and business owners in administrative proceedings before federal, state, and local agencies; and land use litigation involving appeals to administrative agencies, circuit, and appellate courts. The firm has also influenced the creation or revision of many related rules and regulations by working with governmental officials and legislatures to create laws that reflect realistic, reasonable solutions for our clients and the public. These include many changes to zoning codes, comprehensive plans, and noise ordinances. Areas of land use law expertise include: Annexations; Land use and environmental resolution/dispute mediation; Alcoholic beverage zoning and licensing; Concurrency and transportation; Special use, special exception, and conditional use permits; Florida community planning act; Developments of regional impact (DRIs); Developer orders; Historic Preservation; Inter-local and development agreements; and Land use litigation.

## SUPPORTING & SPECIALTY CONSULTANTS

St. Petersburg  
Black History Bike Tour

### Josette Green



#### Local Historian

Josette Green has studied world cultures for more than 35 years when through her own antiracism journey realized there was a culture to study in her own backyard. For almost two decades she has researched the St. Petersburg African American history taking every opportunity to learn from the long time African American historians and journalists before her.

Her more recent African American research has taken her to other communities in surrounding counties to make a comparison and understand the differences that influence segregation in St. Petersburg today. She is a community advocate for her African American neighborhood and is a constant force for removing barriers and gaining action to long time issues while constantly learning additional history from her neighbors.

She has served as a docent for a civil rights exhibit at a local museum. It was there that she saw the importance of educating others on this history and was impassioned to continue. She created the St. Petersburg Black History Bike Tour ([BlackHistoryBikeTour.com](http://BlackHistoryBikeTour.com)) and has led more than 30 tours for almost 500 people.



### Kippen Communications

#### Public and Community Relations

Kippen Communications helps build authentic, lasting connections through transparent, informative, meaningful storytelling. They have been doing it for years, and put their strong media networks to work to reach multiple platforms, maximize exposure, and boost SEO. They are experts at identifying the hook, never missing an opportunity, and meeting audiences where they are, no matter the platform.

**Community Relations:** Community relations and stakeholder management is slow and steady. Kippen's aim is always building consensus. For more than two decades, they have worked with clients to cascade messaging around complex and emotive issues for local communities. They use a variety of formats and techniques to get the story told.

**Content Creation:** Good content stands out, because it's increasingly hard to come by. Kippen takes a thoughtful, inquisitive approach to content creation. The Kippen team is always thinking like reporters – perhaps because some of the team members used to be on the beat.



### Lewis Williams Education Foundation



#### Youth Engagement

Lewis Williams Education Foundation, Inc. (LWEF) was formed in 2019 and has since blossomed into a 501(c)(3) nonprofit corporation that offers an array of programs, services and resources, aligned with the morals and ideals of the late Pinellas County educator, Lewis "Lew" Williams. Lew worked tirelessly (over 40 years) in the Pinellas County School System, fueled by his belief that every student deserves a quality education and equal access to a promising future.

LWEF's mission is to ensure every student is college and career ready. LWEF serves as a pivotal steward in spurring and sustaining educational enrichment opportunities that help support students on their academic, social, and emotional journey inside and outside of the classroom.

The Lew Williams "STRIVE" Scholarship Program aims to help students and their families tackle the great financial strain in covering the increasing costs of higher education. The Strive Scholarship Program provides high school graduates with vital support towards accessing and earning the postsecondary credential they need for successfully transitioning to the workforce.



### Liberty Bank & Trust Co.



#### Financial Partner

In 1972, Liberty Bank and Trust Company was chartered in New Orleans, Louisiana, with a focus on service, integrity and a sincere interest in community and business development. Nearly five decades later, Liberty Bank and Trust has approximately \$965 million in assets and branches in 9 states making it one of the largest African American owned financial institutions in the United States.

Liberty Bank's growth has been the result of acquisitions, fruitful partnerships, aggressive marketing, strong management, staff productivity and the trust it enjoys in the community. It all adds up to an efficient, well-capitalized institution that is perfectly positioned to continue fast-paced growths in both profits and assets. At Liberty Bank, we are passionate about helping more people achieve more economic freedom.

## Mechanik Nuccio Hearne & Wester, P.A.

### Environmental and Brownfields Consulting

The lawyers of Mechanik Nuccio Hearne & Wester, P.A. provide a wide range of legal services relating to real estate, litigation (including expert witness engagements), environmental, governmental relations, corporate matters, and residential communities. The firm brings a unique perspective to its legal practice, with lawyers who have substantial experience representing both private and governmental clients in commercial transactions and litigated disputes, land use matters, and matters pertaining to regulated industries.

The scope of the firm’s environmental practice encompasses hazardous waste regulatory matters, wetland permitting, and threatened and endangered species studies. The firm also provides full environmental representation for industrial, manufacturing, petroleum, agricultural, and commercial businesses. Its services include legal assistance in connection with environmental site assessments and compliance audits, enforcement defense, federal Superfund sites, storage tank and dry cleaner site regulation, remediation, reimbursement, solid and hazardous waste permitting and compliance, environmental insurance, air and water emissions, permitting and compliance, and health and safety.



## Of Place

### Retail & Placemaking

Of Place is a multidisciplinary real estate development firm that brings a unique human-focused, integrative perspective to how communities are defined. Their creative team of experts provides thoughtful strategy and execution for maximizing the value of an asset by championing placemaking of the groundplane—where the public realm and retail spaces intersect.

Of Place shapes vibrant places that create and sustain value by providing master plan strategy, public space design, development, and leasing in urban mixed-use communities. Their approach utilizes an unconventional shot of boldness and curiosity necessary to elevate the human experience, foster community, and increase and preserve the long-term value of an asset—because that’s the power of place.

Of Place provides proven, process-driven strategies and solutions throughout the full development lifecycle.



## Municap

### Public Financing

MuniCap is a Columbia, Maryland-based consulting firm specializing in the public finance aspects of economic development, redevelopment, and public-private partnerships. Led by Emily Metzler and Keenan Rice, MuniCap is widely recognized as an industry leader. Since its inception in 1997, the firm has worked on almost 500 projects in thirty-one states and the District of Columbia and directly assisted in the issuance of more than \$10.1 billion of public investment in real estate projects.

The firm focuses on services related to tax increment financing, special assessment/special tax financing, and other creative funding mechanisms implemented through PPPs. Approximately 60% of MuniCap’s revenues are derived from representing public agencies and 40% derived from representing the private sector. That balanced client mix gives MuniCap a deep understanding of both sides of PPPs, helping them structure deals that work.



## Peter Kageyama

### Community Development Consultant

Peter Kageyama is the author of *For the Love of Cities: The Love Affair Between People and Their Places*, and sequels, *Love Where You Live: Creating Emotionally Engaging Places* and *The Emotional Infrastructure of Places*. In 2021, he released *For the Love of Cities REVISITED*, a revised and updated version of the award winning book. Peter was a Senior Fellow with the Alliance for Innovation, a national network of city leaders, and is a special advisor to America In Bloom.

He is the former President of Creative Tampa Bay, a grassroots community change organization, and the co-founder of the Creative Cities Summit, an interdisciplinary conference that brings citizens and practitioners together around the big idea of ‘the city.’

He is an internationally sought after community development consultant and grassroots engagement strategist who speaks all over the world about bottom-up community development and the amazing people who are making change happen.

## SUPPORTING & SPECIALTY CONSULTANTS



### Pinnacle Advisory Group

#### Hospitality Consulting

Founded in 1991 by Rachel Roginsky, Pinnacle Advisory Group (Pinnacle) is widely regarded as one of the top hospitality consulting, advisory, and asset management firms in the country. Since inception, Pinnacle has advised on more than \$50 billion of hotel acquisitions and developments. With combined experience of more than 300 years, the Pinnacle team includes some of the hospitality industry's most seasoned professionals.

The firm believes in a top-down client management approach; every assignment is directed and actively worked on, by principal or director, and each client has immediate and ongoing access to firm leadership. While Pinnacle is small enough to provide clients with this level of personal attention, it is large and skilled enough to complete even the most difficult assignment in a timely and efficient manner. The firm is known for its exhaustive, technologically-driven market research and extensive proprietary databases.



### St. Pete Free Clinic

#### Community Wellness

Social determinants of health are the conditions in which people are born, grow, live, work, and age. They include factors like socioeconomic status, education, housing, employment, and access to healthcare. Communities that adequately address social determinants of health experience health equity, wherein no one is "disadvantaged from achieving their potential because of social position or other socially determined circumstances (CDC.gov)."

St. Pete Free Clinic's (SPFC's) programs support 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.



### Rock Solid Construction & Development

#### Construction Services

Rock Solid Construction & Development, Inc. (RSC) is a state certified Class "A" General Contractor specializing in Design-build Commercial, Industrial, Residential, New Construction, Affordable Housing, and Infrastructure. RSC was started in 2005 by its current President, Okoye Morgan Sr. The Rock-Solid Team has over 40 years of experience in the construction and development industry. RSC has maintained a corporate philosophy of steady growth and selective in the types of projects it has pursued. Former and present clients include but not limited to the City of St. Petersburg, Urban Development Solutions, Florida Department of Transportation, Department of Defense, Hillsborough County Schools, Tampa Bay Black Business Investment Corporation and St. Petersburg Housing Authority.



### Suffolk

#### Construction Services

Suffolk is one of the largest privately-held construction management firms in the country with annual revenue approaching \$4 billion. The company's full-service Tampa-St. Petersburg office includes more than 150 professionals with more than \$1 billion in recently completed and ongoing projects since 2018. Notable project work includes the Seminole Hard Rock Hotel & Casino Tampa Expansion, Manor Riverwalk, Asher Residences and Edition Hotel & Private Residences at Water Street, St. Petersburg's tallest residential tower 400 Central and the Boulevard at West River Affordable Housing Development.

Suffolk takes a holistic approach to construction management, starting with the end in mind. Beginning in the pre-construction phase, Suffolk employs a hyper-collaborative model with all stakeholders to identify and solve project challenges. Supported by sophisticated 3D modeling and simulation technology, this comprehensive approach enables seamless delivery once construction commences in the field. Suffolk also leverages its internal expertise and extensive database to identify sector trends, prepare accurate cost estimates, and develop detailed project schedules. The firm's track record in Florida has resulted in strong relationships with the trade partner community, deep knowledge of the permitting process, and thorough understanding of other local development practices.

## SUPPORTING & SPECIALTY CONSULTANTS



### Strategist Project Support Services LLC



#### Construction Services

Strategist Project Support Services (SPSS) is an experienced construction management, design-build, general contracting, and construction consulting firm established in 2013.

SPSS provides construction improvement services to construction managers, general contractors, project owners, and architects in both the private and public sectors. SPSS professionals have experience on projects in healthcare, hospitality, office, judicial facilities, municipal, aviation, higher-ed & K-12 education, retail, restaurant, parks, transportation, multi-family residential, industrial, and infrastructure.



### Pinellas County Urban League



#### Community Outreach & Benefits

The Pinellas County Urban League has been serving the community for over 43 years. The agency's mission is to help African-Americans and others in underserved communities achieve their highest true social parity economic self-reliance, power, and civil rights. The League promotes economic empowerment through education and job training, housing and community development, workforce development, entrepreneurship, health, and quality of life.

The Urban League accomplishes this by providing programs that enhance personal growth skills, job readiness training, financial literacy education, entrepreneurship development opportunities, civic engagement initiatives, and a variety of other services that meet the needs of hardworking families.



### Vivid Consulting Group

#### Survey and Mapping, Civil Engineering

Established in 2015, Vivid Consulting Group is a Tampa-based, certified MBE and WBE professional services firm specializing in surveying and mapping, civil engineering, transportation planning and engineering studies, corporate training, and remote training. From design to construction, Vivid Consulting Group's award-winning team of consultants tackles each project with passion and creativity, delivering results with precision and accuracy.

Mercedes Young is the CEO of Vivid Consulting Group. She is passionate about bringing diversity to land surveying, topography, and design projects. With more than 25 years of consulting experience, Mercedes is the face of Vivid Consulting Group, serving a broad range of clients including municipalities, airports, ports, the military, and educational institutions.



### VoltAir



#### Central Energy and Site Electrical

VoltAir Consulting Engineers, Inc., founded in 2006 by Julius Davis, P.E., LEED AP, provides mechanical, electrical, plumbing, fire protection, and commissioning design services to a wide variety of market sectors, including aviation, education, university, hospitality, public works, healthcare, multifamily residential, commercial, and industrial. The firm is a certified MBE and maintains offices in Tampa, Orlando, Ft. Lauderdale, Houston, Nashville, Atlanta, and Dallas/Ft. Worth, and provides quality assurance from conceptual design through construction administration and project closeout on renovations, additions, and new construction.

## SUPPORTING & SPECIALTY CONSULTANTS



### Young BD Group

*Local Business and Non-Profits Liaison*

Denise Young founded Young BD Group in 2014 to help contractors, architects, engineers, and developers in the real estate sector efficiently generate new business and maintain existing client relationships through increased pipelines, community engagement, and professional development. With deep roots in central Florida and 22 years of experience in the design and construction industry, Young BD has become a go-to resource for more than 17 leading small and large companies, including DuCon Construction, Suffolk, Manhattan, Turner Construction, WJA, and Stantec. Denise has played a key role for teaming partnerships on Water Street, West River, Tampa International Airport, and other notable, large-scale healthcare projects in the region. As a long-time St. Petersburg resident, Denise is active in the community. Her non-profit and community partnerships include: Year Up Tampa Bay, A Kid's Place, Starting Right Now Training Center, Camp 66, and Pace Center for Girls Pinellas.



### Warrick Dunn Charities

*Charity Partner*

Warrick Dunn is perhaps best known for his involvement in philanthropy. As a rookie for the Tampa Bay Buccaneers, Warrick founded our Homes for the Holidays program to fulfill his mother's dream of home ownership for single parent families. The program partners with local organizations to turn houses into homes for single parent families through home furnishings and down-payment assistance. Since its inception, Homes for the Holidays has furnished 169 homes, provided over \$800,000 in down-payment assistance, and served over 457 single parents and children.

The impact of Homes for the Holidays inspired Warrick to expand into three additional programs: Count on Your Future, Sculpt, and Hearts for Community Service Scholarships, all housed today under the Warrick Dunn Charities umbrella. Together, the four programs are dedicated to strengthening and transforming communities by combating poverty, hunger, and improving the quality of lives for families academically, socially, and economically.

# B Reference Projects, Experience, and Minimum Qualifications

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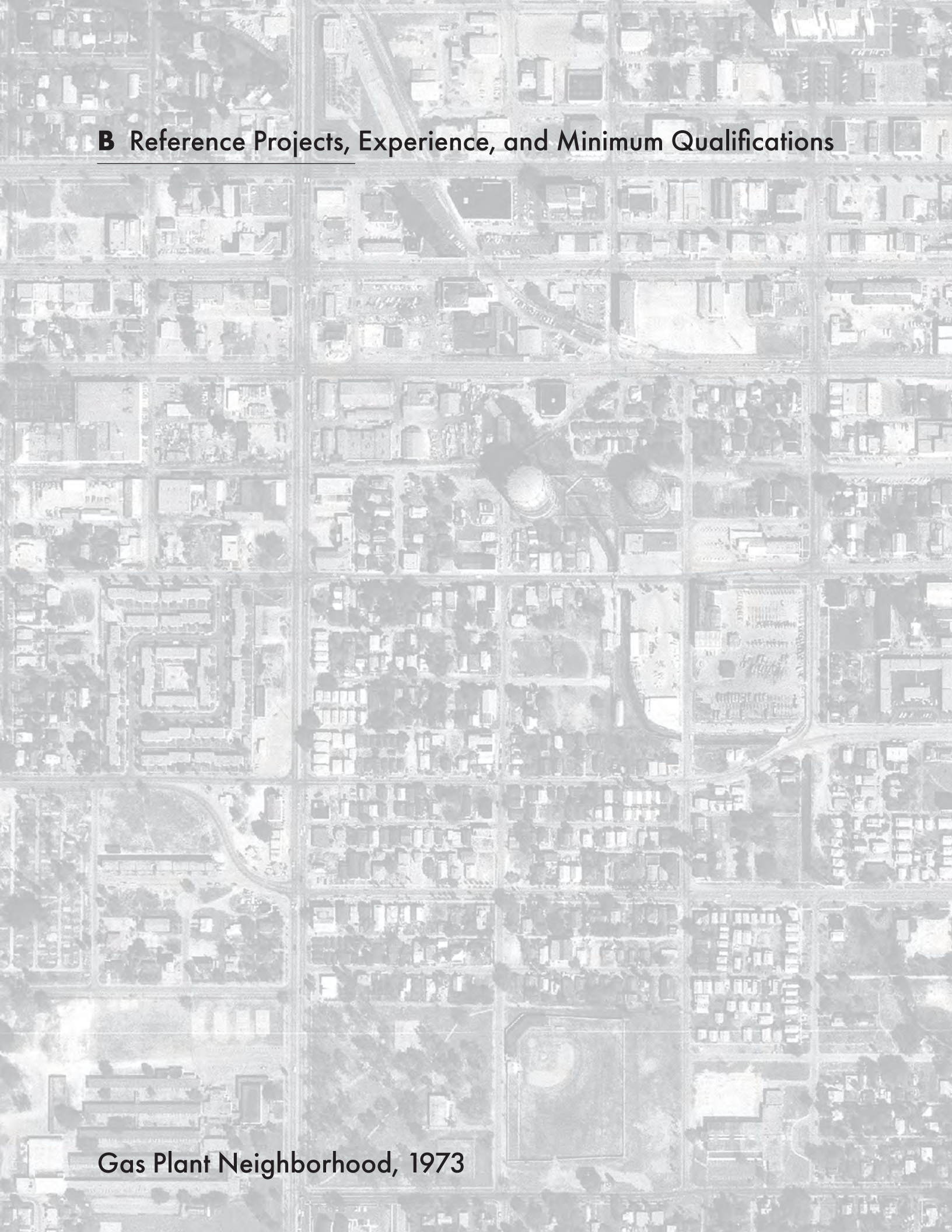
Our approach for the Historic Gas Plant District ‘celebrates’ St. Petersburg’s history and its uniquely different urban character. As architects, we seek new and innovative solutions. But, only by learning from St. Petersburg, by integrating with and enhancing what exists, and by preserving and restoring its past.”



Stan Eckstut, FAIA  
Perkins Eastman  
Master Planning and Lead Design Architect

**B Reference Projects, Experience, and Minimum Qualifications**

**Gas Plant Neighborhood, 1973**







## B.1 Team Experience Summary and Project Matrix

We understand that every development project is unique. Varying sites, design principles, stakeholders, geography, and other factors influence the final result and success of a project. As a collective team of professionals spanning multiple disciplines, we've not only seen it all but also developed and designed it all. Our diverse team of development, design, real estate, and professional services professionals has vast, quantifiable project experience demonstrating our familiarity with developments similar in size and scope to the Historic Gas Plant District redevelopment, as well as mastery of our respective professional crafts.

On the following pages, we invite you to explore a selection of our team's combined project experience. For your convenience, we have indicated similarities between our relevant work and the Historic Gas Plant District redevelopment. Additionally, this project showcase demonstrates our team's ability to work with various types of clients and stakeholder groups, create thoughtful urban design solutions that result in resilient, vibrant spaces meeting the needs of every member of the St. Petersburg community now and in the future.

Our collective team has had the privilege of working with and in the City of St. Petersburg for many years. We are proud to be part of making St. Petersburg a city of opportunity where the sun shines on all who come to live, work, and play. We look forward to continuing the tradition of being innovative, creative, and competitive for our community in a way that honors the past while pursuing the future. Collective St. Petersburg experience includes:

- The Pier Approach
- New St. Petersburg Pier
- The Factory St. Pete
- Mirrorlake Tower
- 450 1st Ave N
- Florida Holocaust Museum; Entry and Security Expansion
- Berkeley Preparatory School; Seivold Center for Early Childhood Education
- Salvador Dali Museum
- The Salvador Condominium
- St. Petersburg Museum of Fine Arts Masterplan and Concept
- St. James Townhomes
- Backstreets' Downtown Capital Office
- The Renaissance Vinoy Golf Club
- Orange Station at the Edge
- Canopy Builders
- Campell Landings
- Orange Station at the Edge
- City of St. Petersburg Development Review Commission
- Pass A Grille Drainage Study 7th Avenue to 12th Avenue
- YMCA/Riviera Middle School, St. Petersburg, Florida
- Free Clinic Food Distribution Warehouse, St. Petersburg, Florida
- United States Postal Service Site Improvements
- Duval Park
- Skyway Lofts



### PROJECT EXPERIENCE MATRIX

Project Name	Dates	25+ Acres	\$100M+	Public-Private-Partnership	Mixed-Use	Multi-Building	Urban Project	LEED, ENVISION, WELL Certified/Standards and/or Sustainable Design Elements*
<b>Featured Team Project Experience</b>								
<b>District Wharf</b> Washington, DC	2006-2022	●	●	●	●	●	●	●
<b>Battery Park City</b> New York, New York	1979-2012	●	●	●	●	●	●	●
<b>Robles Park Village Redevelopment</b> Tampa, Florida	2020-2022	●	●	●	●	●	●	
<b>Paseo Colorado</b> Pasadena, California	1999-2021		●	●	●	●	●	
<b>Banco Popular Center</b> San Juan, Puerto Rico	2019-2024		●		●		●	
<b>Downtown Media District</b> Toronto, Canada	2020-2022		●	●	●	●	●	
<b>Downtown Commons</b> Sacramento, California	2015-2017	●	●	●	●	●	●	
<b>Huntington Park</b> Columbus, Ohio	2007-2009			●	●	●	●	
<b>The Pier Approach</b> St. Petersburg, Florida	2016-2020						●	●
<b>Fair Park</b> Dallas, Texas	2019-Ongoing	●	●	●		●	●	
<b>Additional Team Project Experience</b>								
<b>New St. Petersburg Pier</b> St. Petersburg, Florida	2015-2018				●		●	●
<b>San Francisco Waterfront Redevelopment</b> San Francisco, California	2007-2008		●	●		●	●	
<b>UBS Arena at Belmont Park</b> Elmont, New York	2019-2021	●	●	●		●		●
<b>2340 Collins Avenue</b> Miami, Florida	2010-2022							●
<b>Clover Park</b> Port St. Lucie, Florida	2019-2020			●	●	●		
<b>Major League Baseball Headquarters</b> New York, New York	2018-2020		●		●		●	
<b>FC Cincinnati MLS Stadium and Mixed-Use District</b> Cincinnati, Ohio	2017-2023 (est.)		●	●	●	●	●	
<b>SkyWay Lofts</b> St. Petersburg, Florida	2022			●			●	●
<b>Fifth Third Arena</b> Cincinnati, Ohio	2014-2018						●	●

\*Sustainable design elements may include designing LEED, net-zero energy, and WELL buildings, developing greenhouse gas inventories and energy action plans, delivering water reuse and recycling solutions, supporting sustainable supply chain capacity building, and incorporating sustainability practices into infrastructure design through green infrastructure or resiliency practices.



### PROJECT EXPERIENCE MATRIX

Project Name	Dates	25+ Acres	\$100M+	Public-Private-Partnership	Mixed-Use	Multi-Building	Urban Project	LEED, ENVISION, WELL Certified/Standards and/or Sustainable Design Elements*
<b>Quayside Master Innovation Development Plan, Sidewalk Labs</b> Toronto, Canada	2018-2020			●	●		●	●
<b>Julian B. Lane Park and Tampa River Center</b> Tampa, Florida	2014-2018	●			●		●	●
<b>The Edge Park (Multi-Phase)</b> Brooklyn, New York	2007-2018			●	●	●	●	●
<b>Hyatt Regency La Jolla at Aventine</b> San Diego, California	2015-2019		●	●	●		●	
<b>MidTown Tampa</b> Tampa, Florida	2018-Ongoing		●	●	●	●	●	●
<b>Water Street Tampa District</b> Tampa, Florida	2017-Ongoing	●	●	●	●	●	●	●
<b>Channel District</b> Tampa, Florida	2006-Ongoing	●	●	●	●	●	●	●
<b>OhioHealth Performance Center</b> Columbus, Ohio	2019-2021				●		●	
<b>The Factory St. Pete</b> St. Petersburg, Florida	2018-Ongoing				●	●	●	
<b>St. Patrick's Island</b> Calgary, Canada	2012-2015	●		●			●	●
<b>Chase Center &amp; Thrive City</b> San Francisco, California	2015-2018		●		●	●	●	●
<b>450 1st Ave N</b> St. Petersburg, Florida	2018-Ongoing		●	●	●		●	●
<b>Bryan Glazer Family Jewish Community Center</b> Tampa, Florida	2013-2016				●		●	
<b>Bridge Park Development</b> Dublin, Ohio	2014-2020	●	●		●	●	●	
<b>Current at The Banks</b> Cincinnati, Ohio	2008-2011			●	●		●	●
<b>Bryant Park</b> New York, New York	1980-Ongoing			●			●	
<b>Columbus Commons</b> Columbus, Ohio	2012-2014			●	●		●	
<b>River &amp; Rich</b> Columbus, Ohio	2016-2018			●	●	●	●	
<b>Mirror Lake Tower</b> St. Petersburg, Florida	2022-Ongoing		●		●		●	
<b>Duval Park</b> St. Petersburg, Florida	2015			●		●	●	
<b>Arbor Village</b> Sarasota, Florida	2020			●		●	●	

\*Sustainable design elements may include designing LEED, net-zero energy, and WELL buildings, developing greenhouse gas inventories and energy action plans, delivering water reuse and recycling solutions, supporting sustainable supply chain capacity building, and incorporating sustainability practices into infrastructure design through green infrastructure or resiliency practices.

## B.2 Featured Project Experience Descriptions and References



<b>Typology</b> Mixed-Use Master Plan	<b>Location</b> Washington, D.C.	<b>Project Delivery</b> Design-Bid-Build
<b>Scale</b> 27 acres	<b>Construction Cost</b> USD \$3.6 billion	<b>Started / Completed</b> 2006 / Master plan completed 2012; Phase 1: 2017

# The Wharf

## A year-round destination that serves as a model for future waterfront urban development throughout the United States and around the world

Washington, DC’s Southwest Waterfront historically functioned as an active commercial port but became dormant and increasingly isolated from the greater DC community. The design for District Wharf restores the connections between the city and its waterfront by integrating land and water functions, creating an enduring place that turns into a highly sought-after destination for residents and tourists throughout the Washington, D.C. Metropolitan Area.

The \$3.6 billion waterfront development is located less than one mile south of Washington, DC’s National Mall and one mile west of Nationals Park. The first phase, which encompasses 1.5 million sf of development, includes office, retail, residential, hotel, and cultural land uses, and focuses on activating water uses through the creation of a programmable pier and transient docking. The development has been designed to LEED-Gold Neighborhood Development (ND).

### Role of Proposer

Perkins Eastman: Master Plan Architect and Coordinating Architect (Phase One); Master Architect for all the approvals; Architect for 7 buildings; Coordinating Architect for the public realm.

### Entities

Hoffman & Associates (Developer), Perkins Eastman (Master Plan Architect), Clark Construction Group (Builder), AMT Consulting Engineers (Civil Engineer), SK&A/Thornton Tomasetti JV (Structural Engineer), Street Works (Retail and Specialty Advisors)

### Relevant Key Personnel

Stanton Eckstut, Principal-in-Charge

### Select Awards

Merit Award, Urban Design, AIA New York (2020)  
Citation, Urban Planning & Design, AIA New York State (2019)  
Winner, ULI Global Awards for Excellence (2019)

### Sustainability

- LEED ND: Plan v2009, Gold (Certified) 2019

### Client Contact

Monty (Lamont) Hoffman, Founder & CEO  
Hoffman & Associates  
(202) 686-0010  
Mhoffman@pnhoffman.com



\$1.95 • JUNE 16, 1986

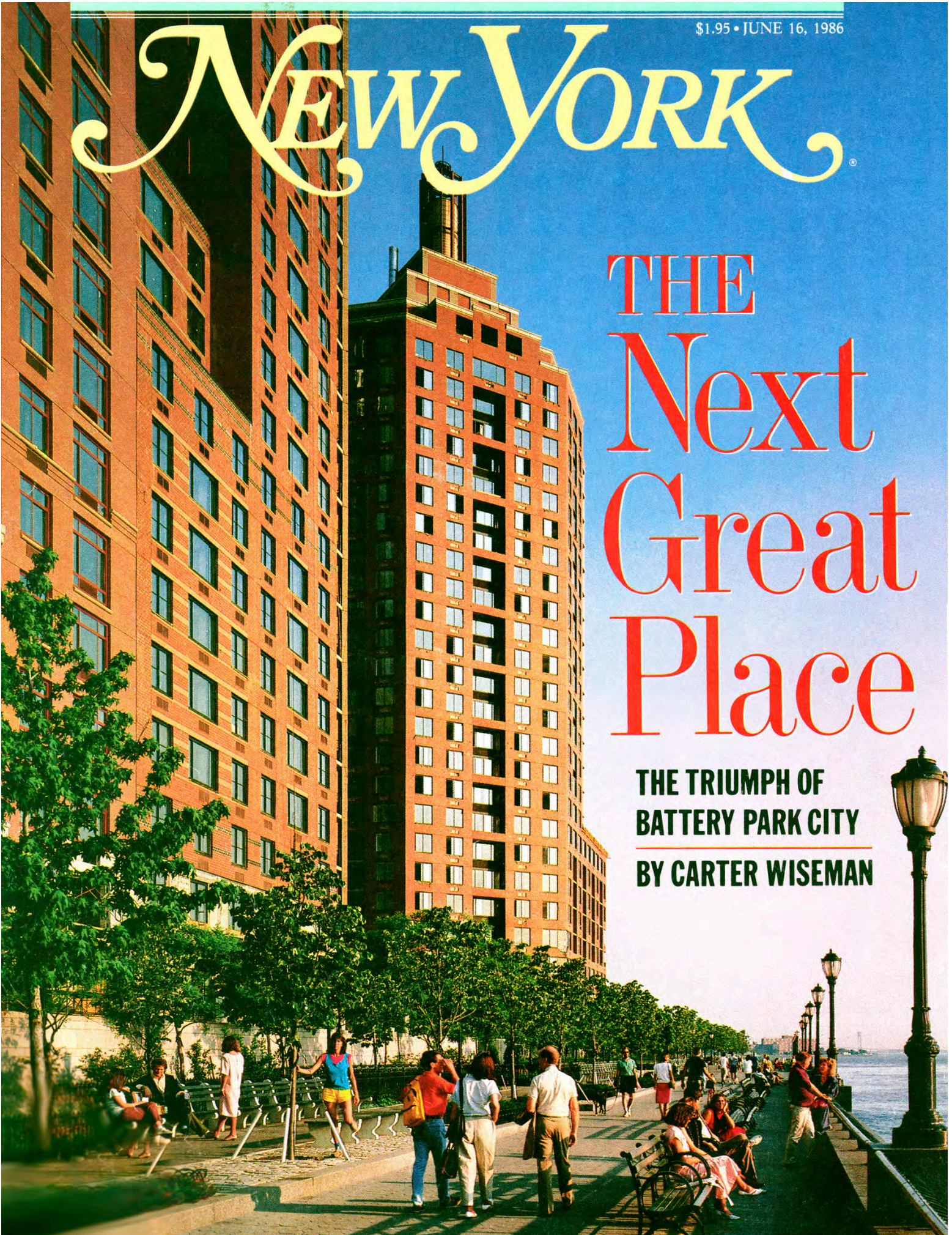
# NEW YORK

## THE Next Great Place

**THE TRIUMPH OF  
BATTERY PARK CITY**  

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**BY CARTER WISEMAN**



<b>Typology</b> Master Plan	<b>Location</b> New York, New York	<b>Project Delivery</b> Public-Private Partnership
<b>Scale</b> 92 acres	<b>Construction Cost</b> USD \$4 billion	<b>Started / Completed</b> 1979 / 2012

# Battery Park City

**“Battery Park City’s lesson is that where an urban neighborhood is concerned, the whole is much more than the sum of its parts.”**

Battery Park City, designed as an entirely new mixed-use community on a 92-acre landfill on Lower Manhattan’s Hudson River waterfront, created a new paradigm for large-scale urban development. The development is organized around a series of public environments such as the Esplanade, South Cove, and Rector Place, which rank among New York’s most cherished and enduring places, culminating in the design of several strategically important buildings, including Liberty Green and Liberty Luxe, built on the last two sites.

At a time when gloomy pessimism about New York’s future as a livable city prevailed, the 1979 Master Plan for Battery Park City represented a bold statement of confidence about the enduring value of urban life. The Plan envisioned Battery Park City as an extension of the Downtown street grid, organizing the neighborhood around classic New York public space typologies. The first phase of the Master Plan, Rector Place, established ten apartment buildings arranged around Rector Park — a small and highly focused example of what was to come.

**Role of Proposer**

Perkins Eastman: Master Plan (Architects for the south esplanade, the south cove under contract to the BPC Authority) and Design Architect (for the three major residential high rise buildings all for Howard Milstein, the developer).

**Entities**

EEK/Perkins Eastman (Architect), Philip Birnbaum & Assoc. (Architect of Record), The Office of Irwin Cantor (Structural Engineer), Cosentini (Mechanical/Electrical Engineer), Thomas Balsley Assoc. 9 (Landscape)

**Relevant Key Personnel**

Stanton Eckstut, Principal-in-Charge

**Select Awards**

- Urban Land Institute, Heritage Award, 2010
- The Waterfront Center Award of Excellence, 1993
- AIA Citation of Excellence in Urban Design, 1991
- AIA National Honor Award, Citation of Excellence, 1991
- American Institute of Architects National Honor Award Citation of Excellence, 1990

**Sustainability**

LEED Gold

**Client Contact**

Gwen Dawson, Vice President, Real Property  
Battery Park City Authority  
(212) 417-4304  
gwen.dawson@bpca.ny.gov

Howard P. Milstein  
Acting Chairman President /CEO  
Milstein Properties  
(212) 708-0800  
hpm@emmigrant.com





Key	Description
Aa:	Affordable - Family
Ab:	Affordable - Family
Ba:	Market Rate
Bb:	Affordable - Family
Bc:	Affordable - Family
C:	Affordable - Family
D:	Community Hub
E:	Affordable - Senior
F:	Affordable and Market Rate Residential Town Homes
G:	Street Parking
H:	Zion Cemetery
J:	Learning Center

Key	Description
1	Gate Way
2	Celebration Park
3	Wellness Park
4	Community Gardens
5	Memorial / History Walk
6	Art Pavilion
7	Residential Amenity
8	Residence Courtyard
9	Robles Park
10	Zion Museum
11	Grocery Store
12	Commercial / Public Use / Residential Amenity





<b>Typology</b> Master Planner & Master Developer	<b>Location</b> Tampa, Florida	<b>Project Delivery</b> Public-Private Partnership
<b>Scale</b> 35 acres	<b>Construction Cost</b> USD \$500-600 million (est.)	<b>Started / Completed</b> 2020-2022 (Master Plan), 2022-2024 (Tenant Relocation/Predev/ Site Work), 2025-2035 (est.) (Vertical Development)

# Robles Park Village Re-Development

“Honoring the site’s history, while providing a great place for residents and the wider community to live”

At Robles Park Village, PMG, in partnership with Tampa Housing Authority, will seek to re-imagine and re-develop an approximately 35 acre, 435-unit housing community. Here, the team will work tirelessly to meet the vital goals of honoring the site’s history, while providing a great place for residents and the wider community to live. Once completed, the redevelopment will yield approximately 1,400 - 1,500 new units, which will significantly increase the amount of affordable, workforce, and market rate housing (the great majority will be affordable housing).

The newly developed Robles Village Park will provide housing opportunities that broadly span income tiers. Approximately 75% of the development will serve the affordable AMI income levels (<30%AMI – 80% AMI) in perpetuity. The remaining units will be workforce and market rate. Such an approach reflects PMG’s belief in the benefit of mixed-income housing which integrates residents from a diverse range of income levels. Providing housing in this manner avoids concentration of poverty, and instead offers an improved sense of stability and the ability to grow while remaining in the same neighborhood.

PMG commenced its community outreach and engagement as the first step of the master planning process. During this time, the goal was to reach as many stakeholders as possible with high-quality, thoughtful engagement. During this stage, group and one-on-one sessions were held with current residents, community members and leaders in the areas of education, healthcare, local business and fulfillment of basic needs. The PMG team explained the master planning process and its goals, alongside striving to understand the needs of the community. The feedback received during this process was used to formulate a strategy to tackle each need in a high quality, easily accessible manner.

An area of deep consideration surrounds the social and racial injustice that occurred at Zion Cemetery. Zion Cemetery, located within Robles Park Village, was Tampa’s first African American cemetery. Long

forgotten and subsequently built over in 1949, Zion is tragically one of many African American cemeteries to receive this treatment not only in the greater Tampa area but also nationwide. The project team acknowledges this systemic social injustice, and the re-envisioned Robles Park Village will seek to remember and honor those buried and their families through the development of a Memorial, as well as a Genealogy Center.

The open space Memorial will pay respect to those who rest at Zion Cemetery, providing an opportunity for quiet reflection or prayer. Adjacent to Zion will sit a Genealogy Center which will serve as a link to an individual’s ancestral past. Furthermore, a Memorial Walk will use pictures, art, and the written word to highlight the stories of prominent African Americans with a connection to Robles and/or the Greater Tampa Bay Area.

**Role of Proposer**

PMG: Master Planner & Master Developer

**Entities**

PMG Affordable, Fred Hearn, Suffolk & DuCon, Cardno, AREHNA Engineering, Inc., and VoltAir Consulting Engineers, Inc.

**Relevant Key Personnel**

Dan Coaxley, Developer

**Client Contact**

David Iloanya  
 Director of Real Estate Development, Tampa Housing Authority)  
 Email: david.ilonya@thaf.com  
 Office: (813) 367-0784



<b>Typology</b> Mixed-Use	<b>Location</b> Pasadena, California	<b>Project Delivery</b> Design-Bid-Build
<b>Scale</b> 600,000 square feet	<b>Construction Cost</b> USD \$200 million	<b>Started / Completed</b> 1999/ 2021

# Paseo Colorado

## “A model for urban redevelopment across the country” - Los Angeles Times

As American cities look for ways to revitalize their downtowns, one of the most challenging problems has been how to deal with obsolete shopping malls built in the 1960s and '70s. Lacking scale and inward-facing by nature, these malls have had an especially damaging effect on their surroundings. Prior to merging with Perkins Eastman, EE&K designed Paseo Colorado, transforming the failed Pasadena Plaza in downtown Pasadena into a vibrant, mixed-use precinct—in the process creating what the Los Angeles Times has called a “model for urban redevelopment across the country.”

The team’s plan turns the mall inside out, knitting the new development back into the downtown street grid and reestablishing the central axis connecting the Civic Auditorium and the historic Public Library. By introducing a mix of offices, hospitality, retail, and residential above the existing retail, the design reuses much of the mall’s existing structure as well as its underground parking garage. The architecture of Paseo Colorado belongs unmistakably to Pasadena, with varied facades that reinforce the street grid and echo Pasadena’s distinctive palette of pale yellows and pinks, and a lively variety of trellises and canopies that create a rich play of shadow in the Southern California sun.

### Role of Proposer

EEK/Perkins Eastman: Architect

### Entities

EEK/Perkins Eastman (Architect), Charles Pankow Builders, Ltd. (General Contractor), Post Properties, Inc. (Residential Developers), RTKL Architects, Inc. (Residential), Gensler (Theater), BCV Architects (Tenant Criteria), Store, Matakovich & Wolfberg (MEP), Meléndrez Babalas Associates (Landscape Architect), Mollenhauer Group (Civil), Lerch Bates North America Inc. (Vertical Transportation)

### Relevant Key Personnel

Stanton Eckstut, Principal-in-Charge

### Select Awards

Pasadena & Foothill Chapter AIA Renovation Merit Award, 2004

### Client Contact

David Malmuth, Managing Director  
David Malmuth Development  
(619) 823-3290  
David@davidmalmuthdevelopment.com





<b>Typology</b> Mixed-Use	<b>Location</b> San Juan, Puerto Rico	<b>Project Delivery</b> Design-Bid-Build
<b>Scale</b> Phase one 725,000 square feet	<b>Construction Cost</b> USD \$400 million (est.)	<b>Started / Completed</b> 2019 / 2024

# Banco Popular Center

## Locating exciting features at the most visible locations emphasizing the human scale

This mixed use development in the heart of Hato Rey district of San Juan, Puerto Rico, will transform this 9 to 5 financial district into an authentic walkable neighborhood. Phase one of the development includes two buildings and a central plaza, along with supporting infrastructure of new streets, intersections, and crosswalks. The phase one program totaling 725,000 sf includes street oriented retail, a training center, offices, a hotel, a fitness center, and parking garages.

### Role of Proposer

Perkins Eastman: Master Plan Architect and Design Architect for the Phase one buildings.

### Entities

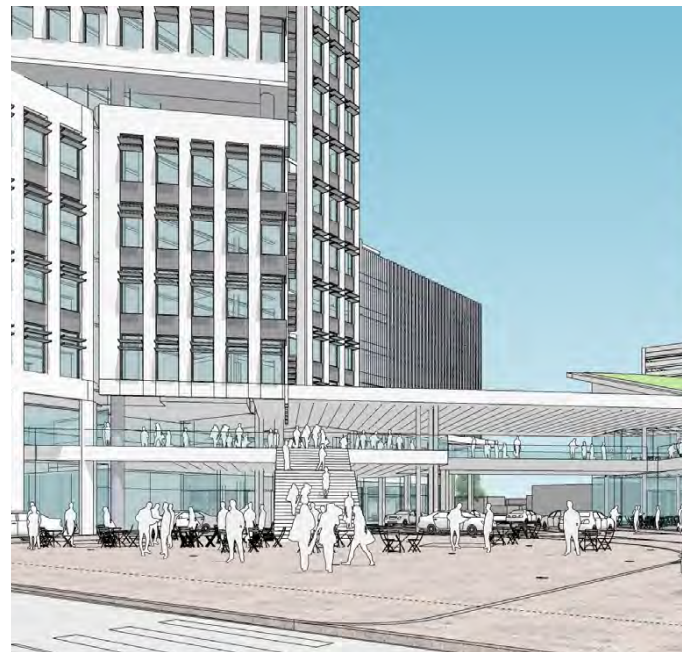
EEK/Perkins Eastman (Master Plan Architect, Design Architect),  
V Architecture (Local Architect), Martha Schwartz Partners (Landscape Architect)

### Relevant Key Personnel

Stanton Eckstut, Principal-in-Charge  
Barbara Millenex, Principal-in-Charge Interiors  
Vijo Cherian, Master Planner/ Coordinating Architect

### Client Contact

Mr. Juan DeJesus Estrada, Corporate Real Estate  
Banco Popular de Puerto Rico  
+1 (939) 454-3105  
Juan.DeJesusEstrada@popular.com





<b>Typology</b> Master Plan	<b>Location</b> Toronto, Canada	<b>Project Delivery</b> Design-Bid-Build
<b>Scale</b> 300 acres	<b>Construction Cost</b> USD \$190 million (Infrastructure)	<b>Started / Completed</b> 2020 / Under Entitlement Process (2022)

## Downsview Media District

### The District Plan aspires to preserve the distinct character of the Hangars that make Downsview a unique workplace in Toronto

A compact and walkable urban district will kickstart Downsview’s 300 acre District Plan. Unique in Toronto, the site’s aviation and manufacturing history contribute to a fabric of old and new structures that maximize the flexibility of types of workplaces, tenants, and residents. The modest and mercantile mid-rise district is designed to have an orientation to the outdoors – a new workplace where nature dominates the view. As a mixed-use district with a focus on employment generation, it is envisioned to be actively used in all seasons and at all times of the day.

The District Plan maximizes the preservation and reuse of the existing Hangar Buildings. The plan’s vision is to preserve and enhance the current and historic workplace use of the Hangars. There is also an existing variety of workplaces – from manufacturing and storage, to office and administration – that the district hopes to foster and enhance.

**Role of Proposer**

Perkins Eastman: Architect

**Entities**

Perkins Eastman (Architect)

**Relevant Key Personnel**

Stanton Eckstut, Principal-in-Charge  
Vijo Cherian, Urban Designer

**Client Contact**

Kristy Shortall, Vice President, Planning and Development  
Northcrest Developments  
(647) 220-8976  
kshortall@northcrestdev.ca







<b>Typology</b> Mixed-Use, Entertainment, Sports	<b>Location</b> Sacramento, California	<b>Project Delivery</b> Design-Bid-Build, Public-Private Partnership
<b>Scale</b> 1.5 million square feet	<b>Construction Cost</b> USD \$400 million	<b>Started / Completed</b> 2015 / 2017

# Downtown Commons

## A catalyst for redefining downtown Sacramento

Downtown Commons has been a catalyst for redefining downtown Sacramento. It has transformed the once-blighted area into a fully-activated, vibrant urban core that promotes foot traffic and collaboration.

JMA partnered with the NBA’s Sacramento Kings to redevelop Westfield’s Downtown Plaza shopping center into Downtown Commons (DOCO), a 1.5 million square-foot mixed-use development surrounding Golden 1 Center, the Kings’ new 17,500-seat arena. The development was designed to leverage activity generated by the new arena, as well as its location just four blocks from the State Capitol Building. The arena and mixed-use development project has spurred more than \$6.7 billion of investment in Sacramento’s urban core since 2015 including 150 new ground-floor retail businesses and 2,068 completed residential units with another 3,332 currently under construction, creating a significant network with DOCO at its heart.

Despite significant disruptions in the retail industry, JMA successfully leased 80% of the retail space three years prior to construction completion. Since opening in October 2017, the 250-room Kimpton hotel has outperformed its operating budget and garnered excellent online reviews from guests. Full-service restaurant tenants are proving to be top-performing locations in their respective company’s portfolios with annual sales averaging approximately \$900 per square foot. Foot traffic at the corner adjacent to the development increased 51% in the first year after the development opened. Over 500,000 square feet of entitlements remain, giving JMA the ability to capitalize on the significant momentum created by the first phase of the project.



### Role of Proposer

JMA: Master Developer (entertainment sports complex site)

### Entities

House Robertson Architects (Executive Architect of Mixed-Use Project), AECOM (Executive Architect, Arena and Plaza), Puccini Group (Interior Design), Rios Clemente Hale (Concept and Schematic Design), KPFF Consulting Engineers (Civil Engineering), Geocon Consultants (Material Testing), Fehr & Piers (Traffic and Transportation), Englekirk Structural Engineers (Structural Engineering), Buehler Engineering (Structural Engineering), Glumac Engineering (Electrical and Mechanical Engineering), House Robertson (LEED), City of Sacramento Arts Commission, Jeff Koons (Artist)

### Relevant Key Personnel

Todd Chapman, President  
Michael McManus, Principal  
Ryan Porter, Director of Construction & Development

### Select Awards

Biz Journal’s Project of the Year, 2018

### Client Contact

Steve Hansen, Sacramento City Council Member  
City of Sacramento, California  
(916) 808-7004  
shansen@cityofsacramento.org





HUNTINGTON PARK

The Columbus Dispatch

OHIO'S GREATEST HOME NEWSPAPER

LAST AT BAT	IN	TO	OF
2nd DOUBLED TO HOME	1	1	1
1	1	1	1

SS DLUGACH

WELCOME TO HUNTINGTON PARK



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**Typology**

Sports, Entertainment

**Location**

Columbus, OH

**Project Delivery**

Design-Bid-Build, Public-Private Partnership

**Scale**

200,000 square feet

**Construction Cost**

USD \$70 million

**Started / Completed**

2007 / 2009

## Huntington Park

### Past and present come together for this 10,000-seat ballpark for the Columbus Clippers

Moody Nolan served as Associate Architect for this premier ballpark, home to the Columbus Clippers, International League affiliate to the Cleveland Indians, now Guardians. The ballpark provides the ultimate baseball experience, providing an amazing level of intimacy in a venue seating 10,000. Since the playing field is below grade, fans can watch the game from outside the ballpark, looking down at the action from Nationwide Boulevard. The AEP Pavilion located beyond the left-field bleacher seating is a freestanding building constructed along with the ballpark. On the first level of the building is the team shop and concession stands. On the third level are a group area and a separate concessions area, along with rooftop bleachers. The second level contains a sports bar featuring six balconies jutting over the concourse. This space also features a large collection of Columbus Clippers memorabilia.

**Role of Proposer**

Moody Nolan: Associate Architect

**Entities**

HOK (formerly 360 Architecture) (Design Architect and Experience Design), Moody Nolan (Associate Architect), HOK and Moody Nolan (Interior Design), Jezerinac Geers & Associates (Structural Engineering), Prater Engineering Associates (Mechanical, Electrical, Plumbing Engineering), MKSK (Landscape Architecture), Turner (General Contractor)

**Relevant Key Personnel**

Curtis Moody, FAIA, NOMA, NCARB, LEED AP, Partner in Charge of Design

**Select Awards**

Best of the Ballparks, Ballpark Digest 2009 and 2015

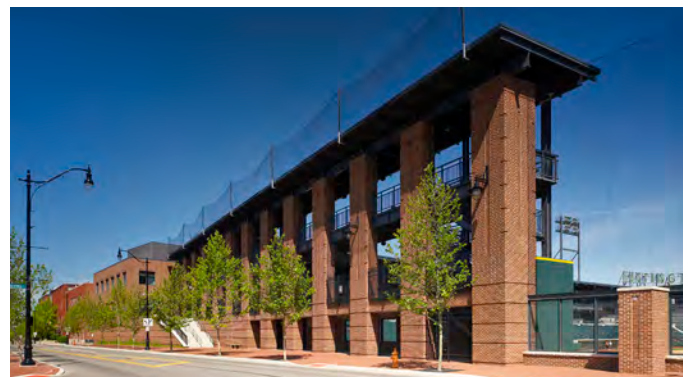
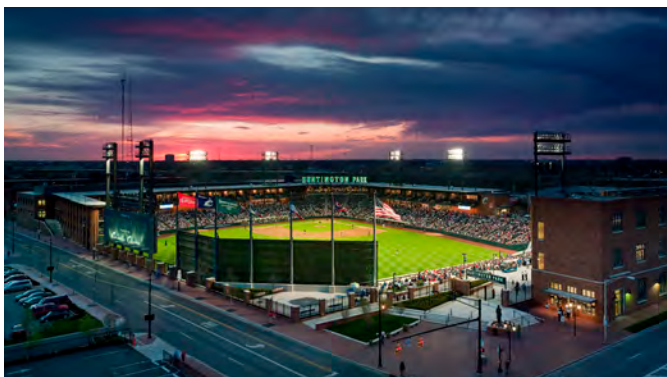
**Client Contact**

Ken Schnacke, President and General Manager

Columbus Clippers

614.462.5250

kschnacke@clippersbaseball.com





# W

<b>Typology</b> Waterfront, Park, Open Space	<b>Location</b> St. Petersburg, Florida	<b>Project Delivery</b> Construction Manager-at-Risk
<b>Scale</b> 20 acres	<b>Construction Cost</b> USD \$13.5 million	<b>Started / Completed</b> 2016 / 2020

## The Pier Approach

### The Pier Approach transformed an underutilized park into a vibrant link between downtown St. Petersburg and the Pier

W's design transitioned this previously vehicular-oriented space to include three interlinked pedestrian experiences that encourage people to enjoy the area on foot. Before, more than 60% of the project site was devoted to streets and parking. Today, an urban pedestrian spine reaches from downtown to the pierhead and a family-oriented park plus enlivened waterfront edges provide recreational opportunities for locals and visitors alike.

With more than 5,300 linear feet of waterfront, a goal of this project was to bring people to the water in a more engaging way and improve the ecology of the area. W managed a large interdisciplinary team, as well as city, state and federal agencies, stakeholders, communities, and elected representatives to produce an exciting design that reflected the needs and values of St. Petersburg.

#### Role of Proposer

W Architecture & Landscape Architecture (Lead Designer)

#### Entities

Kimley Horn (Civil Engineering and Transportation Planning), Wannemacher Jensen Architects (Architect), Arup (Lighting, Structural), VoltAir (Electrical), Janet Echelman (Artist)

#### Relevant Key Personnel

Barbara Wilks, Landscape Architecture

#### Select Awards

2020 Excellence on the Waterfront Award

#### Client Contact

Raul Quintana, AIA, City Architect  
Engineering & Capital Improvements  
City of St. Petersburg, Florida  
(727) 893-7913  
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**Typology**

Public Park

**Location**

Dallas, Texas

**Project Delivery**

Park Programming and Activation

**Scale**

277 acres

**Construction Cost**

N/A

**Started / Completed**

On-going programming and management since 2019

# Fair Park

## Putting the park back in the park

In 2018, the City of Dallas selected Biederman Redevelopment Ventures (BRV) along with Spectra and non-profit Fair Park First to take over the management and operations of Fair Park, a 277-acre park and cultural complex. Fair Park, a National Historical Landmark, is the location of the annual State Fair of Texas, the largest state fair in the country; home to the largest collection of Art Deco architecture and art in the United States; and an incubator for the region’s most prestigious museums, institutions, and events.

The history of Fair Park is rich and vast, but the campus and community have historically been at odds. In the 1960s and 1970s, hundreds of African American-owned homes and businesses surrounding the campus were torn down to make way for parking lots to accommodate the growing State Fair of Texas, creating a barrier between the campus and community. Fair Park’s new management seeks to change that by creating new and improved green spaces curated by the community. The improvements include a state-of-the-art community park with interconnected parklets and trails across the campus, all with daily programming. BRV is leading the development of the updated masterplan, including overseeing the design team and community outreach.

As part of this process, BRV and the team are seeking to engage and serve the African American and Latinx communities in South Dallas. These communities

have been ostracized and marginalized from a space in their own backyard. To that end, the park and greening efforts are aimed directly at ensuring a more equitable future for this community. By offering paid park internships for local high schoolers, creating multilingual programming and signage, partnering with local businesses, and hiring from the community, Fair Park’s management team will ensure the park reflects and serves the communities that have been underserved by Fair Park for far too long. Additionally, BRV is activating the park’s historic landscapes and public realm with regular programming and events. These programs are intended to bring regular visitors to Fair Park, and provide programs and amenities that appeal to the immediate surrounding neighborhood.

**Role of Proposer**

BRV (Park Masterplan, Programming, and Activation)

**Relevant Key Personnel**

Dan Biederman, Activation and Fundraising

**Client Contact**

Brian Luallen, Executive Director  
Fair Park First  
(469) 805-5788  
brian.luallen@fairparkfirst.org



## B.3 Additional Team Project Experience and References



### New St. Petersburg Pier

St. Petersburg, Florida / City of St. Petersburg, Florida

Stantec provided ecological, civil engineering, and preliminary marine structural engineering services. The location of the new pier in Tampa near sensitive seagrass beds and essential fish habitat required close coordination with structural designers and coastal engineer. Stantec ecologists informed the team to avoid and minimize impacts to the marine resources within the project area. Overall, the design of the new pier and its modified operational policies will provide net environmental enhancements while existing ecological resources will be minimally impacted by the construction of the new pier facility.

#### Project Highlights:

- 2015-2018
- \$87 million (construction cost)



### San Francisco Waterfront Redevelopment

San Francisco, California / Waterbar & Epic Steak

JMA was one of the first players involved with San Francisco's waterfront redevelopment efforts following the 1989 Loma Prieta Earthquake and highway deconstruction. Entitlements alone took more than five years to finalize, with multiple stakeholders – including the Redevelopment Agency, Port of San Francisco, Bay Conservation & Development Commission, and San Francisco Recreation and Parks, among others – involved in the notoriously difficult local process.

#### Project Highlights:

- 2007-2008
- Complex public-private-partnership
- Largest restaurant complex in San Francisco
- \$30 million (construction cost)



### UBS Arena at Belmont Park

Elmont, New York / New York Arena Partners

Sterling Project Development served as development manager to New York Arena Partners to support the entitlement, design, and construction of UBS Arena, the home of the NHL's New York Islanders hockey team. While it is the first and only venue in New York specifically built to optimize the fan experience for hockey, this 18,000-seat, state-of-the-art venue also provides music lovers with the world's best entertainment offerings.

#### Project Highlights:

- LEED Gold certified
- 2019-2021
- 660,000 square feet
- \$900 million (construction cost)



### 2340 Collins Avenue

Miami, Florida / Starwood Capital

Sterling Project Development served as owner's representative for the ground-up construction of Starwood Capital and Starwood Property Trust's new Class A office headquarters in Miami Beach. This 140,000-square-foot, 6-story office building utilizes green spaces, water elements, and abundant natural light to accommodate the latest trends in modern work life. The building welcomes a new wave of sustainability while setting a standard for best-in-class design.

#### Project Highlights:

- Targeting LEED Gold and WELL certifications
- 2010-2022
- 140,000 square feet
- \$75 million (construction cost)





## Clover Park

Port St. Lucie, Florida / New York Mets

Sterling Project Development served as development manager on the transformation of Clover Park, the spring training facility of the New York Mets in Port St. Lucie, Florida. Major enhancements to the previously antiquated 8,000-seat baseball stadium included expanded concourses, all new concession facilities, extensive infrastructure upgrades, and new state-of-the-art player areas.

### Project Highlights:

- 2019-2020
- 150,000 square feet
- \$60 million (construction cost)



## Major League Baseball Headquarters

New York, New York / Major League Baseball

Sterling Project Development served as owner's representative and project manager for the complete buildout of a 310,000-square-foot office space to serve as the new Major League Baseball (MLB) headquarters in the heart of midtown Manhattan. The relocation and consolidation of MLB's offices has resulted in the creation of a new, technology-forward, collaborative environment for its entire staff.

### Project Highlights:

- 2018-2020
- 310,000 square feet
- \$100 million (construction cost)



## FC Cincinnati MLS Stadium and Mixed-Use District

Cincinnati, Ohio / FC Cincinnati

Machete was engaged by FC Cincinnati (FCC) to oversee all aspects of the design and construction of a new 25,000-seat soccer stadium in Cincinnati's historic West End. The stadium is one of the largest soccer-specific stadiums in Major League Soccer. The venue features a full canopy roof, 50 suites, 5,000 club seats, a 3,000-seat supporters' section known as The Bailey, and a state-of-the-art Mercy Health diagnostic and imaging center. Additionally, Machete is advising FCC on the development of nine acres immediately adjacent to the stadium site, which will include 140,000 square feet of Class A office space in a renovated warehouse, a 175-key boutique hotel, a 200-unit multifamily residential building, 30,000 square feet of event space, and 15,000 square feet of retail and dining.

### Project Highlights:

- 2017-2021 (Stadium) / 2019-2023 (Mixed-Use)
- 21 acres
- \$485 million (construction cost)



## SkyWay Lofts

St. Petersburg, Florida

Blue Sky Communities is the developer of SkyWay Lofts, a 65-unit apartment development on just over 1 acre, situated on the main street in the District, at 3900-34th Street South (US 19). It is a two-building, mid-rise housing community consisting of 16 one-bedroom and 49 two-bedroom units totaling 65 units. All apartments are equipped with multiple energy efficient features and have access to amenities including a clubhouse, onsite laundry, pool, playground and free parking. The demographic set aside for SkyWay Lofts is 100% family.

### Project Highlights:

- 2022 (Completion)
- Funding: FHFC 9% Tax Credits, City of St. Petersburg, TIAA Bank, and Raymond James Bank
- \$16 million (total development cost)



## Fifth Third Arena

Cincinnati, Ohio / University of Cincinnati

Moody Nolan’s renovation and expansion design transforms a pragmatic gymnasium box into a premier NCAA Division I basketball and volleyball performance venue capable of hosting commencement, job fairs, and concerts. Existing utilitarian retractable and precast seating that was not oriented towards action on the event floor was reconfigured to an arena configuration, optimizing seating options and revenue generation. Working with Populous, the design maximizes the use of space within the given volume while providing generous views to the court and cultivating the fan experience. A new center-hung video board and ribbon board around the front of the upper bowl provide patrons with the intense experience fans have come to expect. Honoring the past and respecting the future, graphics and elements support the fan experience, donor recognition, and sponsorship opportunities.

### Project Highlights:

- LEED Silver certified
- 2014-2018
- 257,630 square feet
- \$85 million (construction cost)



## Julian B. Lane Park and Tampa River Center

Tampa, Florida / City of Tampa, Florida

W Architecture collaborated with Civitas, Inc. and Stantec to reprogram and reimagine an underutilized public park on the west side of the Hillsborough River into a community resource and a new destination on the downtown Tampa Riverwalk. Julian B. Lane Park is the new center of outdoor activity in Tampa. The public park provides access to the water, as well as space for educational programs, performances, events, picnics, training, and meditation. W was also responsible for the design of the boathouse, two restrooms, a maintenance center, numerous shade pavilions, and the Rivercenter.

### Project Highlights:

- 2019 American Architecture Award
- 2014-2018
- 25 acres
- \$35 million (construction cost)



## Quayside Master Innovation Development Plan

Toronto, Canada / Sidewalks Labs

Sidewalk Labs’ Master Innovation Development Plan for Quayside, a 12-acre district on Toronto’s eastern waterfront, rethinks how infrastructure can be designed in a people-first community. Looking to balance innovation with local constructability, Sidewalk Labs turned to Stantec to help design the infrastructure to be adaptable, resilient, and to adjust to technological change. Sustainable mobility options include ample access to bike share, e-bike docks, and e-scooter docks. The distributed energy system was designed using advanced rooftop solar and storage technologies to complement existing city utility feeders, increase resiliency, and lower the load on the central system. The design also includes waste-to-energy conversion, helping offset carbon emissions.

### Project Highlights:

- 2018-2020 (design completed)



## The Edge Park (Multi-Phase)

Brooklyn, New York / Douglaston Development

The Williamsburg waterfront has been dominated by industry and its relics for over a century—making it largely off limits to the public. New zoning is changing the public interface with the water’s edge by increasing density and emphasizing waterfront access. The Edge is a park that now brings people to the river and links the natural ecosystem with the fabric of the community. W’s plan united both sides of the river by using the piers to re-orient views across the water, especially toward the Empire State Building. The result has pedestrianized the streets leading to the waterfront and the park creates a theater to the water terracing over a parking garage below.

### Project Highlights:

- LEED Silver certified
- 2020 American Architecture Award
- 2007-2018
- \$20 million (construction cost)



## Hyatt Regency La Jolla at Aventine

San Diego, California / Hyatt Hotels Corporation

JMA leveraged its growing hospitality platform as well as a disciplined asset management approach to reposition and renovate this large convention- and business-focused hotel in La Jolla, California. JMA's role included acquisition sourcing and negotiation, acquisition diligence, asset management and business plan execution, on-site restaurant renovation, and hotel operations best practice implementation.

### Project Highlights:

- 2015-2019
- 417 keys
- 11 acres
- \$150 million (construction cost)



## MidTown Tampa

Tampa, Florida / The Bromley Companies

MidTown Tampa is a 19-acre mixed-use development project which includes office, retail, hotel, and residential uses, some of which will be vertically integrated in a walkable district setting. The development is anticipated to include 24,000 square feet of ground-level retail, 7,000 square feet of ground-level office, and 6 stories of office space with approximately 42,000 square feet on the upper levels. Parking will predominately be structured parking, with some on-street parking. Stantec's scope includes civil/site engineering, planning/zoning, and limited construction administration services.

### Project Highlights:

- 2018-Ongoing
- 19 acres
- \$550 million (construction cost)



## Water Street Tampa District

Tampa, Florida / Strategic Property Partners

Strategic Property Partners (SPP) had a vision for the more than 50 acres of parking and warehouses it owned in downtown Tampa: to create a sustainable, walkable urban district that would land Tampa on the list of cities with renaissance downtowns. Stantec played a key role in bringing SPP's ambitious vision to life, starting with early planning, zoning, and infrastructure studies. The proposed plan turns streets designed primarily for cars into a pedestrian-focused framework of landscaped streets, parks, and plazas designed to support a broad range of activities. The plan fills in this framework with 9 million square feet of condos, apartments, offices, unique shops, restaurants, and a medical school.

### Project Highlights:

- 2017-Ongoing
- 50 acres
- \$3 billion (construction cost)



## Channel District

Tampa, Florida / City of Tampa, Florida

The Stantec team prepared a strategic action plan in 2006 for the Channel District Community Redevelopment Area (CRA) adjacent to Tampa's Central Business District. The area is a former industrial port warehouse district, evolving with tourist destinations and high-density residential use. Stantec analyzed existing infrastructure and land development code issues, forecasted long-range residential growth and Tax Increment Finance projections, and created public realm design guidelines. Following adoption of the plan, Stantec has been working to coordinate infrastructure improvements, streetscape projects, and park design. The concept is to create an urban, mixed-use, transit-oriented neighborhood that places residences near job centers.

### Project Highlights:

- 2006-Ongoing
- 200 acres
- \$75 million (construction cost)



## OhioHealth Performance Center

Columbus, Ohio / Columbus Crew

Moody Nolan’s training facility design includes three full-size lighted and hydronically heated soccer fields, as well as breakout training areas. The players are housed in the multi-level building abutting the fields. The spaces include team and coaches/staff locker rooms, athletic training and sports performance rooms, player lounge and dining space, team meeting rooms, reception area, and media workspace, as well as offices for the coaching staff, technical director, and other team support staff. The organization of the facility maximizes visual connections to the training pitch and boasts floor-to-ceiling windows throughout the first team training spaces. By leveraging the design team’s expertise and owner’s ambition, the Crew’s performance center is a world-class training facility that reflects the unique vision that the Haslam and Edwards families have for the club.

### Project Highlights:

- 2019-2021
- 45,000 square feet
- \$22.5 million (construction cost)



## The Factory St. Pete

St. Petersburg, Florida / Guru & Gaia, LLC

The Factory St. Pete is a campus of eight reimagined industrial warehouses designed as a cultural hub where St. Petersburg’s thought leaders, creative visionaries, and social changemakers converge with residents and visitors alike. Anchored by Fairgrounds, a 16,000-square-foot innovative, immersive, and interactive art experience, The Factory will include artist studios, event and rehearsal spaces, creative businesses, and arts non-profit offices. Behar + Peteranecz Architecture is providing full-service architecture and interior design services.

### Project Highlights:

- 2018-Ongoing
- 90,000 square feet, 6.5 acres
- \$4 million (construction cost)



## St. Patrick’s Island

Calgary, Canada / Calgary Municipal Land Corporation

Charged with transforming a neglected urban island into an engaging park, W drew on the ecological history of the island for inspiration to increase its biodiversity and create a “living island.” This meant configuring new topographies to allow the water to again interact with the island. These features diversify the ecology, generate a sense of place, nurture strong spiritual attachments to the island’s beauty, promote balance and harmony between constructed and natural elements, and provide opportunities for enrichment.

### Project Highlights:

- 2017 International Architecture Award
- 2012-2015
- 30 acres
- \$15 million (construction cost)



## Chase Center & Thrive City Mixed-Use Development

San Francisco, California / Golden State Warriors

This mixed-use development includes the 18,064-seat Chase Center, 100,000 square feet of retail, 3.2 acres of plazas/public open space, 580,000 square feet of Class A office, and below-grade parking for 950 cars. Chase Center is fully integrated into the Thrive City development with a 360° design and concealed back of house. A new MUNI stop, bike racks and a bike valet, and dedicated rideshare locations increase outreach and connection to the community. The development includes a hotel and residential building constructed on future-proofed site structure and a 5.5-acre park across the street from the arena to create a new gem for the public in the heart of San Francisco. Machete oversaw all pre-development activities, including master planning, entitlement, venue programing, design, community outreach, cost estimation, contractor selection, and schedule. Opened in 2019, Chase Center was named Sports Facility of the Year by Sports Business Journal in 2020.

### Project Highlights:

- LEED Gold certified, GBAC STAR Facility accredited
- 2015-2018
- 860,000 square feet, 11 acres
- \$1.4 billion (development cost)

## ADDITIONAL TEAM PROJECT EXPERIENCE



### 450 1st Ave N

St. Petersburg, Florida / PLDD 1st Avenue, LLC

450 1st Ave N is a 28-story mixed-use building embodying a true convergence of uses, with unique high-design residential units and ground-level retail, restaurants, and a fitness center—one of the first of its kind in St. Petersburg. The project is located adjacent to the new BRT Line, which provides rapid transit directly to the beaches. The building is integrated with and responds to the existing urban fabric, including a historic post office that is reflected in the design of the facade. Behar + Peteranecz Architecture is serving as the architect on this project.

#### Project Highlights:

- 2018-Ongoing
- 525,000 square feet
- \$100 million (construction cost)



### Bryan Glazer Family Jewish Community Center

Tampa, Florida / The Bromley Companies

Behar + Peteranecz Architecture along with FleischmanGarcia were contracted to adapt a historic building, reimagining its functionality and modernizing its design, while maintaining the integrity of this iconic Tampa landmark. The Bryan Glazer Jewish Community Center now offers nearly 100,000 square feet of community space and provides a wide range of services that focus on wellness, recreation, fitness, education, and culture in one of Tampa's most diverse communities.

#### Project Highlights:

- 2017 Jan Abell Award for Outstanding Contribution in Historic Preservation (Hillsborough Planning Commission)
- 2013-2016
- 83,500 square feet
- \$26 million (construction cost)



### Bridge Park Development

Dublin, Ohio / Crawford Hoying

In partnership with Crawford Hoying Development, Moody Nolan served as the architect-of-record and provided design services for this multi-building, mixed-use development. The completed phases of the development include an AC Hotel by Marriott, event center, office buildings, retail storefronts, restaurants, housing units, and structured parking. Each building has a unique character expressed through a variety of material finishes and details, particularly at the pedestrian street level. Pedestrian bridges connect garages to the residential buildings and are open to the outside to create a feeling of connectivity with the street environment. A focus on lightness and simplicity in the design creates another layer of recognition for the community of Bridge Park.

#### Project Highlights:

- 2014-2018
- 2.5 million square feet
- \$450 million (construction cost)



### Current at The Banks

Cincinnati, Ohio / Carter and The Dawson Company

Moody Nolan teamed with CR Architecture + Design in the design of this project. Phase 1 included approximately 300 rental dwelling units, with a mix of one- and two-bedroom types, along with approximately 60,000 square feet of ground-level retail and restaurant space. The apartments have dramatic views of downtown Cincinnati and the Ohio River, and the streetscape is an exciting urban space populated with residents and the many visitors to the riverfront site, which includes sports stadiums and the Freedom Center museum.

#### Project Highlights:

- LEED Silver certified
- 2008-2011
- 60,000 square feet
- \$60 million (construction cost)



## Bryant Park

New York, New York / City of New York

Beginning in 1980, Dan Biederman was tasked with turning around a park dominated by criminal activity. Partnering with OLIN on the redesign of the park, the team injected vitality into the park to encourage positive activity. The addition of thousands of movable tables and chairs throughout the park encouraged improvised configurations and conversations and continues to draw crowds of over 3,000 people at lunchtime on an average, non-event day. Today, Bryant Park has become a vital part of the culture of Midtown Manhattan, inviting workers, residents, and tourists to socialize together in one place.

### Project Highlights:

- 2018 International Downtown Association Winner
- 1980-Ongoing
- 9.6 acres
- \$18 million (construction cost for the 1990s renovation)



## Columbus Commons

Columbus, Ohio / Columbus Downtown Development Corporation and Capitol South

Moody Nolan was the architect on this new mixed-use residential and retail development that was the final phase of the Columbus Commons civic improvement project in downtown Columbus, Ohio. The two six-story buildings featuring approximately 301 residential units form a gateway to the Columbus Commons park and foster street-level activity with retail shops occupying the entire ground floor.

### Project Highlights:

- 2012-2014
- 286,000 square feet
- \$50 million (construction cost)



## River & Rich

Columbus, Ohio / CASTO

The trade area for this project boasted a high daytime demographic of 119,161 people, with 39.9% of residents living and working within the trade area and traveling less than 14 minutes to work. Phase 1 of the project included approximately 24,000 square feet of ground-floor retail along Rich Street, a 300-space parking garage, and more than 200 residential units. The two larger buildings, designed by Moody Nolan, face Rich Street. These mixed-use buildings include a concrete podium and wood construction. The residential units are designed to incorporate large windows and industrial-style balconies that create interest and populate the public streets. The lower level of the buildings incorporate live/work units that will open to the street with local artist artifacts and other types of unique businesses.

### Project Highlights:

- 2016-2018
- 150,000 square feet
- \$29 million (construction cost)



## Mirror Lake Tower

St. Petersburg, Florida

This 285-unit apartment tower is programmed with street facing retail activation, elevated pool deck, and fitness center. The tower was designed with a pedestrian scaled base and a hidden parking garage, intentional massing, and material selections designed to uphold the historic character of a well loved St. Pete neighborhood. Behar + Peteranecz Architecture serves as the architect on this project.

### Project Highlights:

- 2022-Ongoing
- 288,695 square feet
- \$115 million (construction cost)

## ADDITIONAL TEAM PROJECT EXPERIENCE REFERENCES



### Duval Park

St. Petersburg, Florida

Duval Park in the Lealman area of St. Petersburg is the result of BlueSky Community's close work with local government to address this need with a special allocation of housing credits. Most of the units in the Duval Park community serve veterans, many with disabilities or special needs. Each of these homes offers nearly 20 custom features for wheelchairbound or otherwise limited residents. Duval Park makes residents more at home with upgrades such as metal roofs, an extra large clubhouse, indoor fitness, outdoor fitness, and gated entry.

#### Project Highlights:

- 2015
- 88 Units
- \$17 million (total development cost)
- Funding: FHFC 9% Tax Credits and SAIL, Pinellas County Housing Authority (Project Based Vouchers), Pinellas County HOME, Home Depot Foundation, Raymond James Tax Credit Funds and Raymond James Bank



### Arbor Village

Sarasota, Florida

BlueSky's new construction affordable housing community, Arbor Village features four stories of attractive garden-style homes, with 72 one-bedroom and 8 two bedroom units. Fifty percent of the units are leased to previously homeless residents with disabling conditions, while 20 percent are leased to residents transitioning from institutions or community residential care as well as those who have been chronically homeless. Located on a principal street with easy access to transit, Arbor Village offers residents a fresh start in well-equipped apartment homes.

#### Project Highlights:

- 2020
- 80 Units
- \$19 million (total development cost)
- Funding: FHFC 9% Tax Credits, SAIL, NHTF, Raymond James Tax Credit Funds

## ADDITIONAL TEAM PROJECT EXPERIENCE REFERENCES

Additional team project experience represents direct experience of key staff featured in this proposal.

### UBS Arena at Belmont Park (Sterling Project Development)

Brian Garrison  
President, New York Arena Partners  
(646) 381-1592  
BGarrison@valueretail.com

### 2340 Collins Avenue (Sterling Project Development)

Roy Shanholtz  
Vice President of Asset Management & Hotel Operations  
Starwood Capital Group  
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### Clover Park (Sterling Project Development)

Paul Taglieri  
Executive Director of Minor League Facilities, NY Mets  
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### Major League Baseball Headquarters (Sterling Project Development)

Chris Brumm  
Vice President & Deputy General Counsel,  
Major League Baseball  
(212) 931-7878  
CBrumm@mlb.com

### FC Cincinnati MLS Stadium and Mixed-Use District (Machete Group)

Jeff Berding  
Co-CEO of FC Cincinnati  
jeff@fccincinnati.com

### SkyWay Lofts (BlueSky)

Stephanie Lampe  
Housing & Community Development Dept.  
City of City of St. Petersburg  
(727) 892-5563  
Stephanie.Lampe@stpete.org

### Fifth Third Arena (Moody Nolan)

Bill Frigge  
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University of Cincinnati Department of Athletics  
513-556-2843  
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### Quayside Master Innovation Development Plan, Sidewalk Labs (Stantec)

Nerissa Moray, Associate Director, Planning and Development  
Sidewalk Labs  
(606) 747-1745  
nerissa@sidewalklabs.com

### Julian B. Lane Park and Tampa River Center (W Architecture and Landscape Architecture / Stantec)

Karla Price  
Landscape Architect III, City of Tampa Parks & Recreation  
(813) 274-8615  
Karla.Price@tampagov.net

### The Edge Park (W Architecture and Landscape Architecture)

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(718) 281-0550 x315  
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## ADDITIONAL TEAM PROJECT EXPERIENCE REFERENCES

Additional team project experience represents direct experience of key staff featured in this proposal.

### **Hyatt Regency La Jolla at Aventine (JMA)**

Stephen Sotoloff  
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Sotoloff@waltonst.com

### **MidTown Tampa (Stantec)**

Roy Vice  
Vice President Development and Construction,  
The Bromley Companies  
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### **Water Street Tampa District (Stantec)**

Brad Cooke  
Vice President of Development, Strategic Property Partners  
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### **Channel District (Stantec)**

Rob Rosner  
CRA Manager, City of Tampa  
(813) 274-8812  
Rob.Rosner@tampagov.net

### **OhioHealth Performance Center (Moody Nolan)**

Frank DePizzo  
Vice President, Stadium Operations & Facilities  
Columbus Crew  
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fdepizzo@columbuscrew.com

### **The Factory St. Pete (Behar + Peteranecz Architecture)**

Liz Dimmitt  
Managing Partner, Dimmitt Chevrolet  
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### **St. Patrick's Island (W Architecture and Landscape Architecture)**

Kate Thompson  
President & CEO, Calgary Municipal Land Corporation  
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### **Chase Center and Thrive City Mixed Use Development (Machete Group)**

Brandon Schneider  
Golden State Warriors  
President and Chief Operating Officer  
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### **450 1st Ave N (Behar + Peteranecz Architecture)**

Dustin DeNunzio  
Owner, The DeNunzio Group  
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### **Bryan Glazer Family Jewish Community Center (Behar + Peteranecz Architecture)**

Samuel Linsky  
Former Capital Committee Co-Chair  
Bryan Glazer Family Jewish Community Center  
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SamLinsky1@gmail.com

### **Current at The Banks (Moody Nolan)**

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### **Bryant Park (Biederman Redevelopment Ventures)**

Clyde E. Rankin, III, Partner  
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### **Columbus Commons (Moody Nolan)**

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### **River & Rich (Moody Nolan)**

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### **Mirror Lake Tower (Behar + Peteranecz Architecture)**

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### **The New St. Petersburg Pier (Stantec)**

John Curran  
Principal/Vice Principal  
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Raul Quintana, AIA,  
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Engineering and Capital Improvements (Owner)  
City of St. Petersburg  
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### **San Francisco Waterfront Redevelopment (JMA)**

Elaine Forbes  
Executive Director, Port of San Francisco  
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### **Duval Park (BlueSky)**

Mark Van Lue  
Housing and Community Development  
Pinellas County Government  
(727) 464-5697  
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### **Arbor Village (BlueSky Communities)**

Trey Price  
Executive Director  
Florida Housing Finance Corporation  
(850) 488-4197  
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# C Financial Information

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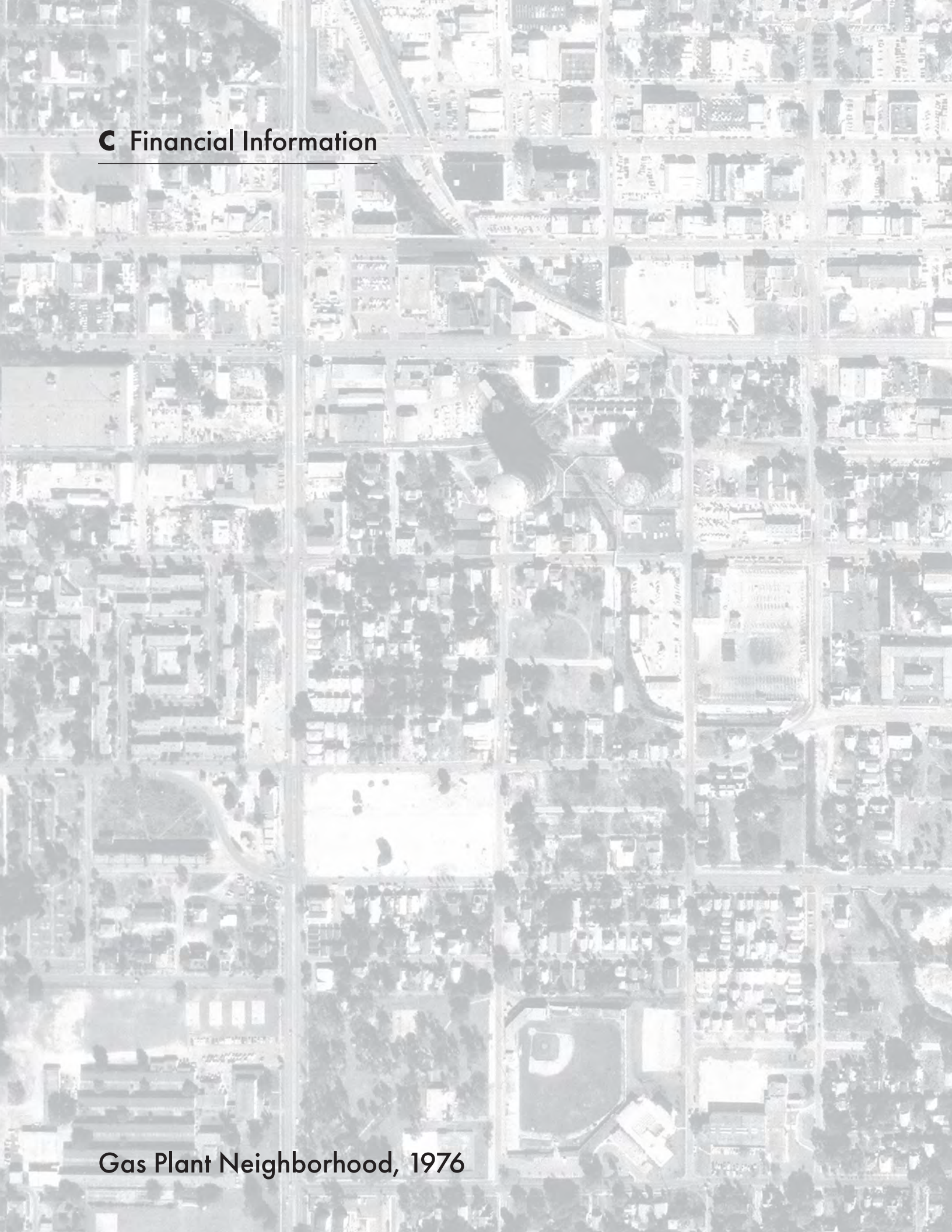
I have lived in this community for more than 30 years. I am aware of the history and I know what the Historic Gas Plant District development means to South St. Petersburg. We have designed a community benefits plan that delivers economic value over the life of the project and in a variety of ways. By providing investors of color the opportunity to participate in the deal. By teaming with MBEs and creating sub-tier opportunities in design, engineering, and construction. By establishing mentoring and support programs for local small businesses. By collaborating with community stakeholders such as St. Petersburg Community College, St. Pete Works!, Pinellas Vocational Tech, and others, to develop our local workforce. We will make a real difference for a lot of people.”



Thomas Huggins III  
Ariel Business Group  
Diversity, Inclusion, and Workforce Development

# C Financial Information

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Gas Plant Neighborhood, 1976



## C.1 Amount of Equity Investment by Each Investment Entity

Additional project information is required before capital structure can be accurately described in detail. We will be prepared to discuss at the appropriate juncture and have described our financing capabilities and track record in Section C.3 and C.4 .

## C.2 Public Funding Required

Transforming the current site into a dense mixed-use, mixed-income district that aligns with the City’s objectives and requirements will require substantial site preparation and the design and construction of new utilities, streets, and open space. These elements are critical to the success of the project and core to supporting the project’s sustainability and resiliency goals. They also do not provide any direct commercial return to the developer. In addition, our project program calls for a diverse mix of housing products and affordability levels which limits the project’s profit potential and ability to cover all site-related infrastructure costs.

Recognizing that the existing CRA funding has been exclusively allocated to the 17-acre site reserved for the new baseball stadium, our team has worked to identify ways to minimize any required public investment including self-taxation through a Community Development District, which we project will generate substantial bond proceeds. That notwithstanding, we anticipate that a meaningful shortfall is likely to exist. In this event, we believe that a site-specific Tax Increment Finance District (TIF) is an efficient and constructive solution. The TIF leverages the site’s future property tax revenue to pay for its up-front site costs (i.e., growth funds growth) and does not require any pledge of existing city or county revenues or any public financial or credit enhancement backstop. It also does not impact funding for schools (estimated to be \$336 million generated by the site over 30 years) and we anticipate will generate a substantial surplus that the City and County can use to meet the other community needs. Our initial analysis indicates that a site-specific TIF supported only through ad valorem property taxes can generate sufficient bond capacity to help pay for site infrastructure and other public amenities. There are a number of other project-derived revenues including hotel bed tax and sales taxes that can be bonded against to also contribute to the cost of public infrastructure. We would expect a robust engagement with the City and County to determine the optimal mix of these revenues and public finance tools to help the HGPD achieve its full potential as an equitable and sustainable engine of economic empowerment for generations to come.

To evaluate public funding options for the project, we have partnered with MuniCap, a municipal advisor registered with the SEC and MSRB and an expert in public financing. MuniCap has assisted in developing and implementing financial plans for tax increment financing, CRAs, CDDs, and other public investment tools for over 300 real estate development projects in approximately thirty states including Florida. The firm has evaluated and assisted with diverse and different types of residential, commercial, retail and mixed-use projects, all with unique development programs, including stadiums and other public assembly venue. MuniCap’s demonstrated financial expertise and strong real estate knowledge make the firm uniquely qualified to assist throughout the development process.

In addition to project infrastructure, our analysis indicates that the proposed 150,000 square foot conference center will requires approximately \$39 million of public subsidy. The conference center is a qualified use for bed tax proceeds and we suggest looking to that source. While we believe that the economic impact associated with conference facility justifies this level of public investment, we recognize those funds may be not be available. If that is the case, we will reduce the amount of meeting space so that the project ca be privately financed. Current market conditions suggest that number is in the 20,000 square foot range.

## C.3 Financial Ability, Resources, and Capability of Proposer

The SHCP team has an extensive track record of financing and delivering large scale projects. Collectively development team members have delivered more than \$25 billion of project scope:

- JMA Ventures has developed in excess of \$3 billion in real estate and currently has \$2 billion in assets under management.
- Machete Group has overseen more than \$3 billion of development scope.
- KDC has developed and financed over \$11 billion and 37 million square feet of projects over the past 31 years.
- PMG has financed and developed \$8 billion worth of mixed-income projects with an additional \$2 billion at various stages of development.
- Since 2012, Blue Sky Communities has delivered more than 1,500 units of affordable and workforce units at a total value of \$249 million. The company has an additional 1,162 units in development at a value of \$250 million.
- J Square, DDA, and Backstreet Capital have combined to develop more than 1,100 residential units over the past decade at a value of more than \$200 million.
- Highgate has developed \$1.2 billion of hospitality assets since 2010 and has 147 properties under management (that number is projected to grow to 373 by year end based on active transactions).

JMA and partners have worked with many of the nation’s leading real estate investors including:



In addition, the Historic Gas Plant District’s qualified opportunity zone (QOZ) designation will make it attractive to a number of QOZ-specific investors with whom the team has relationships. JMA has specific expertise in QOZ project financing including the Battery, a 278-unit Class A multifamily development in the Warehouse District, a fast-growing tech hub in downtown Phoenix. The firm’s vertically integrated capabilities and track record of successfully financing complex projects have quickly propelled it into a leadership position in the space.

## C.4 History of Securing Federal, State, and Local Sources of Funding

The SHCP team has decades of experience working with public partners to identify, size, and successfully finance multi-phased infrastructure plans in support of district-scale urban infill projects. including over \$4 billion in grants and loans for community revitalization and infrastructure projects. We leverage our national expertise on complex, large-scale development financing and a deep understanding of local funding options and requirements. In markets across the country, including southwest Florida, we actively track funding trends and connect with administrators and grant and loan recipients to optimally structure our financing strategies and models.

The following is a representative list of grant and loan opportunities we have successfully accessed and would explore as part of the HGPD effort:

Program	Geography	Agency
Community Development Block Program	Federal	Department of Housing & Urban Development (St. Petersburg is an entitlement community and receives this funding directly from HUD)
Economic Development Grants for Public Works & Economic Adjustment Assistance (EAA) Programs	Federal	Economic Development Administration
North American Wetlands Conservation Act	Federal	US Fish and Wildlife Service
State Revolving Funds	Federal	Environmental Protection Agency - administered through state agencies
Sewer Overflow and Stormwater Reuse Municipal Grant	Federal	Environmental Protection Agency
Five Star and Urban Waters Restoration	Federal	National Fish and Wildlife Foundation
Land and Water Conservation Program	Federal	National Park Service
Accelerating Innovative Mobility (AIM) Challenge Grants	Federal	Federal Transit Administration
Capital Investment Grants - 5309	Federal	Federal Transit Administration
Congestion Mitigation and Air Quality Program	Federal	Federal Transit Administration
Federal Recreational Trails Program	Federal	Federal Highway Administration

## C.5 Operational and Maintenance Costs

Please refer to section D.2 11.1.12 for a description of our approach to funding public open space. Upon completion of infrastructure that we will be building in the public right of way, including roads, wet/dry utilities, etc. we intend to turn ownership over to the City for operations and maintenance, the cost of which will be supported by municipal taxes paid for by activity within our development.

## C.6 Sources and Uses

ILLUSTRATIVE SOURCES & USES										
	Apartments - Market Rate	Apartments - Affordable (4%)	Apartments - Affordable (9%)	Conference Hotel	Hotel	Office	Retail	Performance Hall	Public Infrastructure	Total
<b>Sources of Funds</b>										
Construction Financing	\$1,036,159,444	\$135,151,963	\$119,520,889	\$161,896,139	\$126,845,122	\$908,555,500	\$101,749,115	\$19,276,416	-	\$2,609,154,589
Developer Equity	\$524,898,954	-	-	\$48,419,570	\$68,301,220	\$417,640,319	\$39,783,160	\$10,379,609	-	\$1,109,422,831
Housing Credit Equity <sup>1</sup>	-	\$83,394,286	\$10,166,839	-	-	-	-	-	-	\$93,561,125
SAIL Financing <sup>1</sup>	-	\$18,750,000	-	-	-	-	-	-	-	\$18,750,000
Senior Mortgage	-	\$34,032,838	\$3,660,000	-	-	-	-	-	-	\$37,692,838
Subordinate Mortgage	-	\$4,000,000	-	-	-	-	-	-	-	\$4,000,000
Deferred Developer Fee	-	\$32,102,247	\$9,754,572	-	-	-	-	-	-	\$41,856,819
TIF/CDD Subsidy Public Infrastructure	-	-	-	-	-	-	-	-	\$124,628,009	\$124,628,009
TIF/CDD Subsidy Parking	\$33,033,054	-	-	-	-	\$71,581,874	\$15,004,826	-	-	\$119,619,753
TIF/CDD Subsidy Development	-	\$9,339,509	-	\$38,755,274	-	-	-	-	-	\$48,094,783
<b>Total Sources</b>	<b>\$1,594,091,452</b>	<b>\$316,770,843</b>	<b>\$143,102,300</b>	<b>\$249,070,983</b>	<b>\$195,146,342</b>	<b>\$1,397,777,693</b>	<b>\$156,537,101</b>	<b>\$29,656,024</b>	<b>\$124,628,009</b>	<b>\$4,206,780,747</b>
<b>Uses of Funds</b>										
Land Acquisition	\$34,512,050	-	-	\$4,375,000	\$5,000,000	-	\$4,099,056	\$390,000	-	\$48,376,106
Hard Costs (Incl. Escalation)	\$1,144,126,296	\$229,829,230	\$102,450,447	\$186,910,000	\$144,211,928	\$856,069,120	\$51,319,452	\$17,355,000	\$124,628,009	\$2,856,899,481
Parking Garage	\$94,380,153	-	-	-	-	\$204,519,640	\$42,870,930	-	-	\$341,770,723
Sitework	\$472,081	-	-	\$90,648	\$73,910	\$551,224	\$62,073	\$8,075	-	\$1,258,012
Leasing / FF&E / OS&E	\$12,079,218	\$2,254,800	-	\$6,991,000	\$6,000,000	\$68,747,259	\$31,519,033	\$4,095,000	-	\$131,686,309
Soft Costs	\$254,136,443	\$62,751,023	\$28,257,487	\$39,812,853	\$32,374,757	\$225,852,304	\$21,634,063	\$3,869,139	-	\$668,688,069
Interest Reserves	\$41,995,426	\$3,152,223	-	\$9,021,476	\$6,042,888	\$34,079,597	\$4,325,600	\$3,746,046	-	\$102,363,256
Loan Related Fees	\$12,389,785	\$2,796,000	-	\$1,870,006	\$1,442,858	\$7,958,550	\$706,893	\$192,764	-	\$27,356,858
Operating Reserves	-	\$15,987,568	\$12,394,366	-	-	-	-	-	-	\$28,381,934
<b>Total Uses</b>	<b>\$1,594,091,452</b>	<b>\$316,770,843</b>	<b>\$143,102,300</b>	<b>\$249,070,983</b>	<b>\$195,146,342</b>	<b>\$1,397,777,693</b>	<b>\$156,537,101</b>	<b>\$29,656,024</b>	<b>\$124,628,009</b>	<b>\$4,206,780,747</b>
\$/GSF	\$483.87	\$304.67	\$303.96	\$944.52	\$579.64	\$461.97	\$381.89	\$760.41	\$104.42	\$1,299.70
\$/NSF	\$622.46	\$408.08	\$416.45	\$1,517.34	\$893.53	\$508.30	\$401.98	\$760.41	\$0.00	\$1,597.31
\$/Unit/Key	\$497,966	\$316,771	\$314,511	\$711,631	\$487,866	-	-	-	-	-

<sup>1</sup> Assumes public subsidies will be available for the assumed density. Current underwriting may change subject to availability.

## C.6 20-Year Cash Flow

	Total	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	Year 6 2028	Year 7 2029	Year 8 2030	Year 9 2031	Year 10 2032	Year 11 2033	Year 12 2034	Year 13 2035	Year 14 2036	Year 15 2037	Year 16 2038	Year 17 2039	Year 18 2040	Year 19 2041	Year 20 2042
<b>DEVELOPMENT COSTS</b>																					
Land Acquisition	(\$48,376,106)	(\$20,848,000)	(\$390,000)	(\$3,166,886)	\$0	(\$2,844,320)	\$0	(\$21,126,900)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Hard Costs	(\$2,873,107,266)	\$0	\$0	(\$344,121,109)	(\$683,596,293)	(\$100,318,837)	(\$167,934,169)	(\$170,876,764)	(\$344,916,998)	(\$280,638,433)	(\$557,287,468)	(\$223,417,195)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Leasing / FFE & / OS&E	(\$138,327,749)	\$0	\$0	\$0	(\$47,177,419)	(\$4,095,000)	(\$13,358,882)	\$0	(\$35,423,486)	(\$1,801,646)	(\$1,320,000)	(\$35,151,316)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Soft Costs	(\$680,566,975)	\$0	(\$74,411,380)	(\$82,314,686)	(\$104,561,297)	(\$30,361,485)	(\$57,530,628)	(\$41,094,188)	(\$98,424,317)	(\$67,768,237)	(\$61,707,822)	(\$62,392,935)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Development Costs</b>	<b>(\$3,740,378,096)</b>	<b>(\$20,848,000)</b>	<b>(\$74,801,380)</b>	<b>(\$429,602,681)</b>	<b>(\$835,335,008)</b>	<b>(\$137,619,642)</b>	<b>(\$238,823,679)</b>	<b>(\$233,097,852)</b>	<b>(\$478,764,802)</b>	<b>(\$350,208,316)</b>	<b>(\$620,315,290)</b>	<b>(\$320,961,446)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PRO FORMA INCOME STATEMENTS</b>																					
<b>MR Apartments Pro Forma</b>																					
<b>Revenues</b>																					
Base Rental Income	\$806,565,245	\$0	\$0	\$0	\$0	\$50,758,295	\$53,296,210	\$68,158,293	\$70,446,988	\$72,816,540	\$13,850,918	\$14,266,445	\$84,828,791	\$89,070,230	\$93,523,742	\$96,329,454	\$99,219,338	\$0	\$0	\$0	\$0
Vacancy Allowance	(\$70,254,595)	\$0	\$0	\$0	\$0	(\$10,151,659)	(\$5,329,621)	(\$5,237,506)	(\$4,162,706)	(\$3,640,827)	(\$692,546)	(\$713,322)	(\$16,965,758)	(\$8,907,023)	(\$4,676,187)	(\$4,816,473)	(\$4,960,967)	\$0	\$0	\$0	\$0
RUBS Income	\$7,144,882	\$0	\$0	\$0	\$0	\$426,609	\$491,933	\$628,874	\$656,977	\$679,746	\$123,571	\$126,660	\$669,498	\$772,015	\$835,277	\$856,159	\$877,563	\$0	\$0	\$0	\$0
Other Income	\$21,984,176	\$0	\$0	\$0	\$0	\$1,382,528	\$1,555,344	\$1,994,904	\$1,994,048	\$2,013,620	\$371,868	\$371,868	\$371,868	\$2,169,670	\$2,440,878	\$2,576,483	\$2,576,483	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$765,439,708</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$42,415,773</b>	<b>\$50,013,866</b>	<b>\$65,504,566</b>	<b>\$68,935,306</b>	<b>\$71,869,079</b>	<b>\$13,653,811</b>	<b>\$14,051,651</b>	<b>\$70,702,200</b>	<b>\$83,376,101</b>	<b>\$92,259,315</b>	<b>\$94,945,623</b>	<b>\$97,712,417</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>																					
Utilities	(\$13,061,280)	\$0	\$0	\$0	\$0	(\$888,768)	(\$910,987)	(\$1,135,074)	(\$1,163,451)	(\$1,192,537)	(\$216,791)	(\$222,211)	(\$1,394,788)	(\$1,429,657)	(\$1,465,399)	(\$1,502,034)	(\$1,539,585)	\$0	\$0	\$0	\$0
Managed Services	(\$13,061,280)	\$0	\$0	\$0	\$0	(\$888,768)	(\$910,987)	(\$1,135,074)	(\$1,163,451)	(\$1,192,537)	(\$216,791)	(\$222,211)	(\$1,394,788)	(\$1,429,657)	(\$1,465,399)	(\$1,502,034)	(\$1,539,585)	\$0	\$0	\$0	\$0
R&M / Make Ready / Reserves	(\$9,433,147)	\$0	\$0	\$0	\$0	(\$641,888)	(\$657,935)	(\$819,776)	(\$840,270)	(\$861,277)	(\$156,571)	(\$160,486)	(\$1,007,347)	(\$1,032,530)	(\$1,058,344)	(\$1,084,802)	(\$1,111,922)	\$0	\$0	\$0	\$0
General & Administrative	(\$31,201,948)	\$0	\$0	\$0	\$0	(\$2,123,168)	(\$2,176,247)	(\$2,711,565)	(\$2,779,355)	(\$2,848,838)	(\$517,890)	(\$530,837)	(\$3,331,993)	(\$3,415,292)	(\$3,500,675)	(\$3,588,192)	(\$3,677,896)	\$0	\$0	\$0	\$0
Taxes	(\$139,346,373)	\$0	\$0	\$0	\$0	(\$8,995,652)	(\$9,265,522)	(\$11,754,046)	(\$12,106,667)	(\$12,469,867)	(\$2,415,536)	(\$2,488,003)	(\$15,040,316)	(\$15,491,525)	(\$15,956,271)	(\$16,434,959)	(\$16,928,008)	\$0	\$0	\$0	\$0
Insurance	(\$10,884,400)	\$0	\$0	\$0	\$0	(\$740,640)	(\$759,156)	(\$945,895)	(\$969,542)	(\$993,781)	(\$180,659)	(\$185,176)	(\$1,162,323)	(\$1,191,381)	(\$1,221,166)	(\$1,251,695)	(\$1,282,987)	\$0	\$0	\$0	\$0
Other	(\$2,902,507)	\$0	\$0	\$0	\$0	(\$197,504)	(\$202,442)	(\$252,239)	(\$258,545)	(\$265,008)	(\$48,176)	(\$49,380)	(\$309,953)	(\$317,702)	(\$325,644)	(\$333,785)	(\$342,130)	\$0	\$0	\$0	\$0
Management Fee	(\$14,580,663)	\$0	\$0	\$0	\$0	(\$954,355)	(\$978,214)	(\$1,231,440)	(\$1,262,226)	(\$1,293,782)	(\$246,361)	(\$252,520)	(\$1,590,800)	(\$1,630,569)	(\$1,671,334)	(\$1,713,117)	(\$1,755,945)	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>(\$234,471,599)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$15,430,743)</b>	<b>(\$15,861,490)</b>	<b>(\$19,985,108)</b>	<b>(\$20,543,506)</b>	<b>(\$21,117,627)</b>	<b>(\$3,998,776)</b>	<b>(\$4,110,823)</b>	<b>(\$25,232,306)</b>	<b>(\$25,938,315)</b>	<b>(\$26,664,230)</b>	<b>(\$27,410,617)</b>	<b>(\$28,178,058)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating Income - MR Apartments (excl. Parking)</b>	<b>\$530,968,109</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,985,030</b>	<b>\$34,152,376</b>	<b>\$45,519,458</b>	<b>\$48,391,800</b>	<b>\$50,751,452</b>	<b>\$9,655,035</b>	<b>\$9,940,829</b>	<b>\$45,469,895</b>	<b>\$57,437,786</b>	<b>\$65,995,084</b>	<b>\$67,535,006</b>	<b>\$69,534,359</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Parking NOI	\$5,474,148	\$0	\$0	\$0	\$0	\$396,801	\$459,793	\$589,775	\$619,040	\$643,571	\$116,627	\$120,126	\$417,732	\$484,047	\$526,267	\$542,055	\$558,316	\$0	\$0	\$0	\$0
<b>Net Operating Income - MR Apartments</b>	<b>\$536,442,257</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,381,830</b>	<b>\$34,612,169</b>	<b>\$46,109,233</b>	<b>\$49,010,840</b>	<b>\$51,395,023</b>	<b>\$9,771,662</b>	<b>\$10,060,954</b>	<b>\$45,887,627</b>	<b>\$57,921,833</b>	<b>\$66,121,351</b>	<b>\$68,077,060</b>	<b>\$70,092,675</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Asset Management Fee	(\$2,500,000)	\$0	\$0	\$0	\$0	(\$250,000)	(\$250,000)	(\$500,000)	(\$500,000)	(\$500,000)	(\$250,000)	(\$250,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Cash Flow - MR Apartments</b>	<b>\$533,942,257</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,131,830</b>	<b>\$34,362,169</b>	<b>\$45,609,233</b>	<b>\$48,510,840</b>	<b>\$50,895,023</b>	<b>\$9,521,662</b>	<b>\$9,810,954</b>	<b>\$45,887,627</b>	<b>\$57,921,833</b>	<b>\$66,121,351</b>	<b>\$68,077,060</b>	<b>\$70,092,675</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Affordable (4%) Apartments Pro Forma</b>																					
<b>Revenues</b>																					
Rental Income	\$148,633,366	\$0	\$0	\$0	\$0	\$6,088,759	\$6,180,091	\$6,272,792	\$6,366,884	\$6,462,387	\$6,559,323	\$6,657,713	\$13,692,197	\$13,897,580	\$14,106,043	\$14,317,634	\$14,532,399	\$10,924,332	\$11,088,197	\$7,676,059	\$3,810,976
Other Income	\$9,656,832	\$0	\$0	\$0	\$0	\$366,250	\$377,238	\$388,555	\$400,211	\$412,218	\$424,584	\$437,322	\$862,941	\$888,830	\$915,494	\$942,959	\$971,248	\$749,692	\$772,183	\$498,503	\$248,604
Residential Vacancy	(\$6,331,608)	\$0	\$0	\$0	\$0	(\$258,200)	(\$262,293)	(\$266,454)	(\$270,684)	(\$274,984)	(\$279,356)	(\$283,801)	(\$582,206)	(\$591,456)	(\$600,862)	(\$610,424)	(\$620,146)	(\$466,961)	(\$474,415)	(\$326,982)	(\$162,383)
Collections Loss	(\$1,582,902)	\$0	\$0	\$0	\$0	(\$64,550)	(\$65,573)	(\$66,613)	(\$67,671)	(\$68,746)	(\$69,839)	(\$70,950)	(\$145,551)	(\$147,864)	(\$150,215)	(\$152,606)	(\$155,036)	(\$116,740)	(\$118,604)	(\$81,746)	(\$40,596)
<b>Total Revenues</b>	<b>\$150,375,688</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,132,259</b>	<b>\$6,229,462</b>	<b>\$6,328,279</b>	<b>\$6,428,740</b>	<b>\$6,530,875</b>	<b>\$6,634,712</b>	<b>\$6,740,283</b>	<b>\$13,827,381</b>	<b>\$14,047,089</b>	<b>\$14,270,461</b>	<b>\$14,497,564</b>	<b>\$14,728,464</b>	<b>\$11,090,323</b>	<b>\$11,267,361</b>	<b>\$7,765,834</b>	<b>\$3,856,600</b>
<b>Expenses</b>																					
General & Administrative	(\$4,662,216)	\$0	\$0	\$0	\$0	(\$183,750)	(\$188,344)	(\$193,052)	(\$197,879)	(\$202,826)	(\$207,896)	(\$213,094)	(\$415,296)	(\$425,678)	(\$436,320)	(\$447,228)	(\$458,409)	(\$356,728)	(\$365,647)	(\$252,036)	(\$118,033)
Payroll Expenses	(\$19,334,213)	\$0	\$0	\$0	\$0	(\$760,865)	(\$779,887)	(\$799,384)	(\$819,369)	(\$839,853)	(\$860,849)	(\$882,371)	(\$1,729,430)	(\$1,772,666)	(\$1,816,982)	(\$1,862,407)	(\$1,908,967)	(\$1,468,771)	(\$1,505,491)	(\$1,047,174)	(\$479,746)
Utilities	(\$9,740,733)	\$0	\$0	\$0	\$0	(\$386,250)	(\$395,906)	(\$405,804)	(\$415,949)	(\$426,348)	(\$437,006)	(\$447,932)	(\$862,255)	(\$883,811)	(\$905,907)	(\$928,554)	(\$951,768)	(\$749,281)	(\$768,013)	(\$528,462)	(\$247,488)
Marketing & Advertising	(\$633,102)	\$0	\$0	\$0	\$0	(\$26,875)	(\$27,547)	(\$28,236)	(\$28,941)	(\$29,665)	(\$30,407)	(\$31,167)	(\$51,946)	(\$53,245)	(\$54,576)	(\$55,940)	(\$57,339)	(\$51,701)	(\$52,993)	(\$35,773)	(\$16,753)
Maintenance & Repairs	(\$4,155,805)	\$0	\$0	\$0	\$0	(\$167,500)	(\$171,688)	(\$175,980)	(\$180,379)	(\$184,889)	(\$189,511)	(\$194,249)	(\$361,605)	(\$370,645)	(\$379,911)	(\$389,409)	(\$399,144)	(\$324,267)	(\$332,374)	(\$227,645)	(\$106,610)
Grounds Maintenance	(\$2,580,713)	\$0	\$0	\$0	\$0	(\$90,000)	(\$92,250)	(\$94,556)	(\$96,920)	(\$99,343)	(\$101,827)	(\$104,372)	(\$256,982)	(\$263,406)	(\$269,991)	(\$276,741)	(\$283,660)	(\$177,610)	(\$182,051)	(\$130,083)	(\$60,920)
Contract Services	(\$3,427,366)	\$0	\$0	\$0	\$0	(\$141,250)	(\$144,781)	(\$148,401)	(\$152,111)	(\$155,914)	(\$159,811)	(\$163,807)	(\$291,027)	(\$298,303)	(\$305,760)	(\$313,404)	(\$321,239)	(\$272,700)	(\$279,517)	(\$190,246)	(\$89,096)
Support Services	(\$1,032,285)	\$0	\$0	\$0	\$0	(\$36,000)	(\$36,900)	(\$37,823)	(\$38,768)	(\$39,737)	(\$40,731)	(\$41,749)	(\$102,793)	(\$105,363)	(\$107,997)	(\$110,696)	(\$113,464)	(\$71,044)	(\$72,820)	(\$52,033)	(\$24,368)
Replacement Reserves	(\$3,600,737)	\$0	\$0	\$0	\$0	(\$142,500)	(\$146,063)	(\$149,714)	(\$153,457)	(\$157,293)	(\$161,226)	(\$165,256)	(\$319,388)	(\$327,372)	(\$335,557)	(\$343,946)	(\$352,544)	(\$276,502)	(\$283,415)	(\$195,124)	(\$91,380)
Property Taxes	(\$6,121,345)	\$0	\$0	\$0	\$0	(\$215,000)	(\$220,375)	(\$225,884)	(\$231,531)	(\$237,320)	(\$243,253)	(\$249,334)	(\$570,567)	(\$584,832)	(\$599,452)	(\$614,439)	(\$629,800)	(\$487,148)	(\$499,326)	(\$299,863)	(\$213,221)
Insurance	(\$14,689,940)	\$0	\$0	\$0	\$0	(\$565,000)	(\$579,125)	(\$593,603)	(\$608,443)	(\$623,654)	(\$639,246)	(\$655,227)	(\$1,334,107)	(\$1,367,460)	(\$1,401,647)	(\$1,436,688)	(\$1,472,605)	(\$1,113,427)	(\$1,141,263)	(\$777,694)	(\$380,751)
Management Fee	(\$6,600,703)	\$0	\$0	\$0	\$0	(\$247,240)	(\$253,421)	(\$259,756)	(\$266,250)	(\$272,906)	(\$279,729)	(\$286,722)									

C.6 20- Year Cash Flow

	Total	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	Year 6 2028	Year 7 2029	Year 8 2030	Year 9 2031	Year 10 2032	Year 11 2033	Year 12 2034	Year 13 2035	Year 14 2036	Year 15 2037	Year 16 2038	Year 17 2039	Year 18 2040	Year 19 2041	Year 20 2042
<b>Affordable (9%) Apartments Pro Forma</b>																					
<b>Revenues</b>																					
Rental Income	\$70,143,313	\$0	\$0	\$0	\$0	\$1,723,951	\$1,749,811	\$2,621,313	\$2,660,633	\$3,643,573	\$5,374,739	\$5,455,360	\$5,537,191	\$5,620,249	\$5,704,552	\$5,790,121	\$5,876,972	\$5,965,127	\$6,054,604	\$4,228,515	\$2,136,603
Other Income	\$7,631,457	\$0	\$0	\$0	\$0	\$170,500	\$175,615	\$266,133	\$274,117	\$371,941	\$553,599	\$570,207	\$587,313	\$604,933	\$623,081	\$641,773	\$661,026	\$680,857	\$701,283	\$499,858	\$249,220
Residential Vacancy	(\$3,110,991)	\$0	\$0	\$0	\$0	(\$75,778)	(\$77,017)	(\$115,498)	(\$117,390)	(\$160,621)	(\$237,134)	(\$241,023)	(\$244,980)	(\$253,105)	(\$257,276)	(\$261,520)	(\$265,839)	(\$270,235)	(\$189,135)	(\$95,433)	
Collections Loss	(\$777,748)	\$0	\$0	\$0	\$0	(\$18,945)	(\$19,254)	(\$28,874)	(\$29,348)	(\$40,155)	(\$59,283)	(\$60,256)	(\$61,245)	(\$62,252)	(\$63,276)	(\$64,319)	(\$65,380)	(\$66,460)	(\$67,559)	(\$47,284)	(\$23,858)
<b>Total Revenues</b>	<b>\$73,886,032</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,799,729</b>	<b>\$1,829,154</b>	<b>\$2,743,074</b>	<b>\$2,788,013</b>	<b>\$3,814,738</b>	<b>\$5,631,921</b>	<b>\$5,724,289</b>	<b>\$5,818,279</b>	<b>\$5,913,922</b>	<b>\$6,011,251</b>	<b>\$6,110,299</b>	<b>\$6,211,099</b>	<b>\$6,313,685</b>	<b>\$6,418,092</b>	<b>\$4,491,954</b>	<b>\$2,266,532</b>
<b>Expenses</b>																					
General & Administrative	(\$2,447,075)	\$0	\$0	\$0	\$0	(\$56,250)	(\$57,656)	(\$87,223)	(\$89,403)	(\$121,638)	(\$180,929)	(\$185,452)	(\$190,089)	(\$194,841)	(\$199,712)	(\$204,705)	(\$209,822)	(\$215,068)	(\$220,445)	(\$155,707)	(\$78,133)
Payroll Expenses	(\$11,781,852)	\$0	\$0	\$0	\$0	(\$273,718)	(\$280,561)	(\$424,435)	(\$435,045)	(\$582,781)	(\$871,069)	(\$892,845)	(\$915,167)	(\$938,046)	(\$961,497)	(\$985,534)	(\$1,010,173)	(\$1,035,427)	(\$1,061,313)	(\$746,009)	(\$368,233)
Utilities	(\$5,078,522)	\$0	\$0	\$0	\$0	(\$116,250)	(\$119,156)	(\$182,135)	(\$186,689)	(\$255,356)	(\$374,240)	(\$383,596)	(\$393,186)	(\$403,015)	(\$413,091)	(\$423,418)	(\$434,003)	(\$444,853)	(\$455,975)	(\$326,877)	(\$166,684)
Marketing & Advertising	(\$161,894)	\$0	\$0	\$0	\$0	(\$2,250)	(\$2,306)	(\$7,364)	(\$7,548)	(\$8,937)	(\$11,410)	(\$11,695)	(\$11,988)	(\$12,287)	(\$12,595)	(\$12,910)	(\$13,232)	(\$13,563)	(\$13,902)	(\$11,440)	(\$8,467)
Maintenance & Repairs	(\$2,141,300)	\$0	\$0	\$0	\$0	(\$50,625)	(\$51,891)	(\$75,688)	(\$77,580)	(\$109,520)	(\$157,258)	(\$161,189)	(\$165,219)	(\$169,349)	(\$173,583)	(\$177,923)	(\$182,371)	(\$186,930)	(\$191,603)	(\$140,194)	(\$70,379)
Grounds Maintenance	(\$2,099,563)	\$0	\$0	\$0	\$0	(\$48,750)	(\$49,969)	(\$73,718)	(\$75,561)	(\$101,450)	(\$156,486)	(\$160,398)	(\$164,408)	(\$168,519)	(\$172,731)	(\$177,050)	(\$181,476)	(\$186,013)	(\$190,663)	(\$129,865)	(\$62,507)
Contract Services	(\$2,000,129)	\$0	\$0	\$0	\$0	(\$45,000)	(\$46,125)	(\$73,528)	(\$75,366)	(\$105,250)	(\$145,382)	(\$149,016)	(\$152,742)	(\$156,560)	(\$160,474)	(\$164,486)	(\$168,598)	(\$172,813)	(\$177,134)	(\$134,730)	(\$72,924)
Support Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Replacement Reserves	(\$1,254,890)	\$0	\$0	\$0	\$0	(\$45,000)	(\$46,125)	(\$47,278)	(\$48,460)	(\$49,672)	(\$95,913)	(\$98,311)	(\$100,769)	(\$103,288)	(\$105,870)	(\$108,517)	(\$111,230)	(\$114,011)	(\$116,861)	(\$63,584)	\$0
Property Taxes	(\$6,447,823)	\$0	\$0	\$0	\$0	(\$148,875)	(\$152,597)	(\$230,287)	(\$236,044)	(\$320,745)	(\$476,514)	(\$488,427)	(\$500,637)	(\$513,153)	(\$525,982)	(\$539,132)	(\$552,610)	(\$566,425)	(\$580,586)	(\$410,581)	(\$205,230)
Insurance	(\$9,135,746)	\$0	\$0	\$0	\$0	(\$210,000)	(\$215,250)	(\$333,772)	(\$333,772)	(\$454,116)	(\$675,469)	(\$692,356)	(\$709,665)	(\$727,406)	(\$745,592)	(\$764,231)	(\$783,337)	(\$802,921)	(\$822,994)	(\$581,307)	(\$291,697)
Management Fee	(\$3,893,763)	\$0	\$0	\$0	\$0	(\$89,986)	(\$92,236)	(\$138,741)	(\$142,210)	(\$194,815)	(\$287,418)	(\$294,604)	(\$301,969)	(\$309,518)	(\$317,256)	(\$325,187)	(\$333,317)	(\$341,650)	(\$350,191)	(\$249,379)	(\$125,287)
<b>Total Expenses</b>	<b>(\$46,442,558)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,086,705)</b>	<b>(\$1,113,872)</b>	<b>(\$1,666,027)</b>	<b>(\$1,707,678)</b>	<b>(\$2,304,279)</b>	<b>(\$3,432,088)</b>	<b>(\$3,517,890)</b>	<b>(\$3,605,837)</b>	<b>(\$3,695,983)</b>	<b>(\$3,788,383)</b>	<b>(\$3,883,092)</b>	<b>(\$3,980,170)</b>	<b>(\$4,079,674)</b>	<b>(\$4,181,666)</b>	<b>(\$2,949,672)</b>	<b>(\$1,449,541)</b>
<b>Net Operating Income - Affordable Apartments (excl. Parking) - 9% Tax Credit</b>	<b>\$27,443,474</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$713,024</b>	<b>\$715,282</b>	<b>\$1,077,047</b>	<b>\$1,080,335</b>	<b>\$1,510,459</b>	<b>\$2,199,834</b>	<b>\$2,206,399</b>	<b>\$2,212,442</b>	<b>\$2,217,939</b>	<b>\$2,222,869</b>	<b>\$2,227,207</b>	<b>\$2,230,929</b>	<b>\$2,234,011</b>	<b>\$2,236,427</b>	<b>\$1,542,282</b>	<b>\$816,991</b>
Parking NOI	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Operating Income - Affordable Apartments - 9% Tax Credit</b>	<b>\$27,443,474</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$713,024</b>	<b>\$715,282</b>	<b>\$1,077,047</b>	<b>\$1,080,335</b>	<b>\$1,510,459</b>	<b>\$2,199,834</b>	<b>\$2,206,399</b>	<b>\$2,212,442</b>	<b>\$2,217,939</b>	<b>\$2,222,869</b>	<b>\$2,227,207</b>	<b>\$2,230,929</b>	<b>\$2,234,011</b>	<b>\$2,236,427</b>	<b>\$1,542,282</b>	<b>\$816,991</b>
Asset Management Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Cash Flow - Affordable Apartments - 9% Tax Credit</b>	<b>\$27,443,474</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$713,024</b>	<b>\$715,282</b>	<b>\$1,077,047</b>	<b>\$1,080,335</b>	<b>\$1,510,459</b>	<b>\$2,199,834</b>	<b>\$2,206,399</b>	<b>\$2,212,442</b>	<b>\$2,217,939</b>	<b>\$2,222,869</b>	<b>\$2,227,207</b>	<b>\$2,230,929</b>	<b>\$2,234,011</b>	<b>\$2,236,427</b>	<b>\$1,542,282</b>	<b>\$816,991</b>
<b>Conference Hotel Pro Forma</b>																					
<b>Revenues</b>																					
Room Revenue	\$144,781,888	\$0	\$0	\$0	\$0	\$23,872,239	\$28,302,158	\$29,961,335	\$30,860,175	\$31,785,981	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Food & Beverage	\$87,455,189	\$0	\$0	\$0	\$0	\$18,591,987	\$20,329,612	\$15,701,682	\$16,173,081	\$16,658,827	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operated Departments	\$16,843,323	\$0	\$0	\$0	\$0	\$0	\$5,449,078	\$5,612,797	\$5,781,448	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous	\$8,880,325	\$0	\$0	\$0	\$0	\$1,535,102	\$1,729,990	\$1,816,698	\$1,871,199	\$1,927,335	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$257,960,725</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$43,999,328</b>	<b>\$50,361,761</b>	<b>\$52,928,794</b>	<b>\$54,517,253</b>	<b>\$56,153,590</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Departmental Expenses</b>																					
Rooms	(\$25,951,061)	\$0	\$0	\$0	\$0	(\$4,535,725)	(\$5,037,784)	(\$5,298,443)	(\$5,457,984)	(\$5,621,124)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rooms - Reservations	(\$2,171,728)	\$0	\$0	\$0	\$0	(\$358,084)	(\$424,532)	(\$449,420)	(\$462,903)	(\$476,790)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rooms - Commissions	(\$4,343,457)	\$0	\$0	\$0	\$0	(\$716,167)	(\$849,065)	(\$898,840)	(\$925,805)	(\$953,579)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Food & Beverage Expense	(\$55,031,010)	\$0	\$0	\$0	\$0	(\$12,549,591)	(\$13,193,918)	(\$9,110,296)	(\$9,110,296)	(\$10,512,503)	(\$9,664,702)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operated Departments Expenses	(\$12,611,288)	\$0	\$0	\$0	\$0	\$0	\$0	(\$4,080,152)	(\$4,202,448)	(\$4,328,689)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Departmental Expenses</b>	<b>(\$100,108,544)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$18,159,567)</b>	<b>(\$19,505,300)</b>	<b>(\$19,837,151)</b>	<b>(\$21,561,643)</b>	<b>(\$21,044,884)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Undistributed Expenses</b>	<b>(\$50,482,600)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$8,959,650)</b>	<b>(\$9,825,900)</b>	<b>(\$10,296,300)</b>	<b>(\$10,590,300)</b>	<b>(\$10,810,450)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating Income - Hotel (excl. Parking)</b>	<b>\$85,178,162</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$12,837,722</b>	<b>\$16,715,725</b>	<b>\$18,319,685</b>	<b>\$17,755,182</b>	<b>\$19,549,849</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Parking NOI	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
FF&E Reserves	(\$9,374,818)	\$0	\$0	\$0	\$0	(\$1,319,980)	(\$1,510,853)	(\$2,117,152)	(\$2,180,690)	(\$2,246,144)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Operating Income - Hotel</b>	<b>\$75,803,344</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$11,517,742</b>	<b>\$15,204,872</b>	<b>\$16,202,533</b>	<b>\$15,574,492</b>	<b>\$17,303,705</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Key Money	\$5,000,000	\$0	\$0	\$0	\$0	\$5,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset Management Fee	(\$750,000)	\$0	\$0	\$0	\$0	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)	(\$150,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Net Cash Flow - Hotel</b>	<b>\$80,053,344</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,367,742</b>	<b>\$15,054,872</b>	<b>\$16,052,533</b>	<b>\$15,424,492</b>	<b>\$17,153,705</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Hotel Pro Forma</b>																					
<b>Revenues</b>																					
Room Revenue	\$192,906,750	\$0	\$0	\$0	\$0	\$15,838,501	\$18,340,396	\$19,525,430	\$20,111,193	\$37,197,536	\$19,086,711	\$20,319,966	\$20,929,565	\$21,557,452	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Food & Beverage	\$38,825,078	\$0	\$0	\$0	\$0	\$3,521,003	\$3,776,281	\$3,915,967	\$4,038,990	\$7,681,301	\$3,776,281	\$3,915,967	\$4,038,990	\$4,160,298	\$0						

**C.6 20- Year Cash Flow**

	Total	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	Year 6 2028	Year 7 2029	Year 8 2030	Year 9 2031	Year 10 2032	Year 11 2033	Year 12 2034	Year 13 2035	Year 14 2036	Year 15 2037	Year 16 2038	Year 17 2039	Year 18 2040	Year 19 2041	Year 20 2042
<b>Departmental Expenses</b>																					
Rooms	(\$27,660,146)	\$0	\$0	\$0	\$0	(\$2,423,291)	(\$2,641,017)	(\$2,733,560)	(\$2,835,678)	(\$5,442,649)	(\$2,748,486)	(\$2,844,795)	(\$2,951,069)	(\$3,039,601)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rooms - Reservations	(\$964,534)	\$0	\$0	\$0	\$0	(\$79,193)	(\$91,702)	(\$97,627)	(\$100,556)	(\$185,988)	(\$95,434)	(\$101,600)	(\$104,648)	(\$107,787)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rooms - Commissions	(\$10,609,871)	\$0	\$0	\$0	\$0	(\$871,118)	(\$1,008,722)	(\$1,073,899)	(\$1,106,116)	(\$2,045,864)	(\$1,049,769)	(\$1,117,598)	(\$1,151,126)	(\$1,185,660)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Food & Beverage Expense	(\$29,083,088)	\$0	\$0	\$0	\$0	(\$2,626,668)	(\$2,828,435)	(\$2,936,975)	(\$3,029,242)	(\$5,746,892)	(\$2,828,435)	(\$2,936,975)	(\$3,029,242)	(\$3,120,223)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Operated Departments Expenses	(\$5,175,695)	\$0	\$0	\$0	\$0	(\$469,736)	(\$503,628)	(\$522,275)	(\$538,022)	(\$1,023,924)	(\$503,628)	(\$522,275)	(\$538,022)	(\$554,188)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Miscellaneous Expense	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Departmental Expenses</b>	<b>(\$73,493,334)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$6,470,005)</b>	<b>(\$7,073,503)</b>	<b>(\$7,364,336)</b>	<b>(\$7,609,614)</b>	<b>(\$14,445,316)</b>	<b>(\$7,225,751)</b>	<b>(\$7,523,243)</b>	<b>(\$7,774,107)</b>	<b>(\$8,007,459)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Undistributed Expenses</b>	<b>(\$62,748,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$5,627,400)</b>	<b>(\$6,081,800)</b>	<b>(\$6,367,600)</b>	<b>(\$6,550,400)</b>	<b>(\$12,374,200)</b>	<b>(\$6,081,800)</b>	<b>(\$6,367,600)</b>	<b>(\$6,550,400)</b>	<b>(\$6,746,800)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Office Pro Forma</b>																					
<b>Revenues</b>																					
Base Rent	\$818,254,003	\$0	\$0	\$0	\$0	\$34,891,133	\$35,937,867	\$56,882,816	\$58,589,300	\$124,895,610	\$88,194,092	\$90,839,915	\$105,349,337	\$108,509,818	\$36,935,557	\$38,043,624	\$39,184,933	\$0	\$0	\$0	\$0
Vacancy Allowance	(\$77,313,625)	\$0	\$0	\$0	\$0	(\$6,978,227)	(\$2,515,651)	(\$6,564,483)	(\$4,101,251)	(\$17,134,015)	(\$6,173,586)	(\$6,358,794)	(\$11,900,443)	(\$7,595,687)	(\$2,585,489)	(\$2,663,054)	(\$2,742,945)	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$740,940,378</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,912,907</b>	<b>\$33,422,217</b>	<b>\$50,318,333</b>	<b>\$54,488,049</b>	<b>\$107,761,596</b>	<b>\$82,020,506</b>	<b>\$84,481,121</b>	<b>\$93,448,894</b>	<b>\$100,914,130</b>	<b>\$34,350,068</b>	<b>\$35,380,570</b>	<b>\$36,441,987</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>																					
Utilities	(\$13,749,452)	\$0	\$0	\$0	\$0	(\$688,896)	(\$688,896)	(\$1,058,633)	(\$1,058,633)	(\$2,190,972)	(\$1,502,076)	(\$1,502,076)	(\$1,691,258)	(\$1,691,258)	(\$558,918)	(\$558,918)	(\$558,918)	\$0	\$0	\$0	\$0
Managed Services	(\$41,248,355)	\$0	\$0	\$0	\$0	(\$2,066,688)	(\$2,066,688)	(\$3,175,898)	(\$3,175,898)	(\$6,572,917)	(\$4,506,229)	(\$4,506,229)	(\$5,073,774)	(\$5,073,774)	(\$1,676,754)	(\$1,676,754)	(\$1,676,754)	\$0	\$0	\$0	\$0
Repairs & Maintenance	(\$10,312,089)	\$0	\$0	\$0	\$0	(\$516,672)	(\$516,672)	(\$793,974)	(\$793,974)	(\$1,643,229)	(\$1,126,557)	(\$1,126,557)	(\$1,268,443)	(\$1,268,443)	(\$419,189)	(\$419,189)	(\$419,189)	\$0	\$0	\$0	\$0
General & Administrative	(\$24,061,540)	\$0	\$0	\$0	\$0	(\$1,205,568)	(\$1,205,568)	(\$1,852,607)	(\$1,852,607)	(\$3,834,201)	(\$2,628,633)	(\$2,628,633)	(\$2,959,701)	(\$2,959,701)	(\$978,107)	(\$978,107)	(\$978,107)	\$0	\$0	\$0	\$0
Taxes	(\$124,792,200)	\$0	\$0	\$0	\$0	(\$5,136,107)	(\$6,361,620)	(\$9,634,304)	(\$9,955,521)	(\$19,598,154)	(\$12,923,563)	(\$13,311,270)	(\$15,301,479)	(\$15,760,523)	(\$5,438,435)	(\$5,601,588)	(\$5,769,636)	\$0	\$0	\$0	\$0
Insurance	(\$6,874,726)	\$0	\$0	\$0	\$0	(\$344,448)	(\$529,316)	(\$529,316)	(\$1,095,486)	(\$751,038)	(\$751,038)	(\$845,629)	(\$845,629)	(\$279,459)	(\$279,459)	(\$279,459)	\$0	\$0	\$0	\$0	\$0
Management Fee	(\$22,228,211)	\$0	\$0	\$0	\$0	(\$837,387)	(\$1,002,666)	(\$1,509,550)	(\$1,634,641)	(\$3,232,848)	(\$2,460,615)	(\$2,534,434)	(\$2,803,467)	(\$3,027,424)	(\$1,030,502)	(\$1,061,417)	(\$1,093,260)	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>(\$243,266,573)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$10,795,766)</b>	<b>(\$12,186,558)</b>	<b>(\$18,554,281)</b>	<b>(\$19,000,590)</b>	<b>(\$38,167,807)</b>	<b>(\$25,898,711)</b>	<b>(\$26,360,237)</b>	<b>(\$29,943,750)</b>	<b>(\$30,626,752)</b>	<b>(\$10,381,365)</b>	<b>(\$10,575,433)</b>	<b>(\$10,775,323)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating Income - Office (excl. Parking)</b>	<b>\$497,673,805</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,117,141</b>	<b>\$21,235,658</b>	<b>\$31,764,052</b>	<b>\$35,487,459</b>	<b>\$69,593,788</b>	<b>\$56,121,795</b>	<b>\$58,120,885</b>	<b>\$63,505,144</b>	<b>\$70,287,378</b>	<b>\$23,968,704</b>	<b>\$24,805,138</b>	<b>\$25,666,665</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Parking NOI	\$19,920,127	\$0	\$0	\$0	\$0	\$830,427	\$994,332	\$1,469,860	\$1,588,554	\$3,001,185	\$2,200,553	\$2,266,570	\$2,407,666	\$2,592,664	\$830,928	\$855,856	\$881,531	\$0	\$0	\$0	\$0
<b>Net Operating Income - Office</b>	<b>\$517,593,932</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,947,568</b>	<b>\$22,229,991</b>	<b>\$33,233,912</b>	<b>\$37,076,013</b>	<b>\$72,594,974</b>	<b>\$58,322,348</b>	<b>\$60,387,454</b>	<b>\$65,912,810</b>	<b>\$72,880,042</b>	<b>\$24,799,632</b>	<b>\$25,660,993</b>	<b>\$26,548,196</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Retail Pro Forma</b>																					
<b>Revenues</b>																					
NNN Base Rent	\$65,695,974	\$0	\$0	\$0	\$0	\$4,412,512	\$4,544,888	\$5,747,044	\$5,919,455	\$7,146,765	\$2,245,857	\$2,313,233	\$6,993,153	\$7,202,948	\$6,202,116	\$6,388,179	\$6,579,825	\$0	\$0	\$0	\$0
NNN Reimbursements	\$28,805,229	\$0	\$0	\$0	\$0	\$1,626,643	\$2,303,001	\$3,103,999	\$3,265,283	\$3,759,276	\$990,942	\$1,046,913	\$2,365,573	\$2,769,116	\$2,450,575	\$2,524,092	\$2,599,815	\$0	\$0	\$0	\$0
Percentage Rents	\$5,400,000	\$0	\$0	\$0	\$0	\$100,000	\$200,000	\$450,000	\$550,000	\$800,000	\$550,000	\$700,000	\$450,000	\$550,000	\$350,000	\$350,000	\$350,000	\$0	\$0	\$0	\$0
Vacancy Allowance	(\$10,520,989)	\$0	\$0	\$0	\$0	(\$1,509,789)	(\$821,747)	(\$883,490)	(\$722,016)	(\$1,019,160)	(\$303,057)	(\$235,210)	(\$2,042,715)	(\$1,111,682)	(\$605,688)	(\$623,859)	(\$642,575)	\$0	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$89,380,214</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,629,366</b>	<b>\$6,226,142</b>	<b>\$8,417,553</b>	<b>\$9,012,722</b>	<b>\$10,686,881</b>	<b>\$3,483,742</b>	<b>\$3,824,935</b>	<b>\$7,766,011</b>	<b>\$9,410,382</b>	<b>\$8,397,002</b>	<b>\$8,638,413</b>	<b>\$8,887,065</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Expenses</b>																					
Utilities	(\$2,067,432)	\$0	\$0	\$0	\$0	(\$154,755)	(\$159,398)	(\$199,414)	(\$205,396)	(\$244,268)	(\$72,193)	(\$74,359)	(\$202,454)	(\$208,528)	(\$176,863)	(\$182,169)	(\$187,634)	\$0	\$0	\$0	\$0
Managed Services	(\$7,236,013)	\$0	\$0	\$0	\$0	(\$541,643)	(\$557,892)	(\$697,948)	(\$718,887)	(\$854,940)	(\$252,676)	(\$260,256)	(\$708,590)	(\$729,848)	(\$619,022)	(\$637,593)	(\$656,720)	\$0	\$0	\$0	\$0
Repairs & Maintenance	(\$1,550,574)	\$0	\$0	\$0	\$0	(\$116,066)	(\$119,548)	(\$149,560)	(\$154,047)	(\$183,201)	(\$54,145)	(\$55,769)	(\$151,841)	(\$156,396)	(\$132,648)	(\$136,627)	(\$140,726)	\$0	\$0	\$0	\$0
General & Administrative	(\$3,618,006)	\$0	\$0	\$0	\$0	(\$270,821)	(\$278,946)	(\$348,974)	(\$359,443)	(\$427,470)	(\$126,338)	(\$130,128)	(\$354,295)	(\$364,924)	(\$309,511)	(\$318,796)	(\$328,360)	\$0	\$0	\$0	\$0
Taxes	(\$13,708,978)	\$0	\$0	\$0	\$0	(\$802,678)	(\$1,159,909)	(\$1,596,245)	(\$1,641,027)	(\$1,888,368)	(\$445,018)	(\$458,369)	(\$1,212,695)	(\$1,249,075)	(\$1,053,284)	(\$1,084,882)	(\$1,117,429)	\$0	\$0	\$0	\$0
Insurance	(\$1,033,716)	\$0	\$0	\$0	\$0	(\$77,378)	(\$79,699)	(\$99,707)	(\$102,698)	(\$122,134)	(\$36,097)	(\$37,179)	(\$101,227)	(\$104,264)	(\$88,432)	(\$91,085)	(\$93,817)	\$0	\$0	\$0	\$0
Management Fee	(\$2,681,406)	\$0	\$0	\$0	\$0	(\$138,881)	(\$186,784)	(\$252,527)	(\$270,382)	(\$320,606)	(\$104,512)	(\$114,748)	(\$282,311)	(\$251,910)	(\$259,152)	(\$266,612)	\$0	\$0	\$0	\$0	\$0
<b>Total Expenses</b>	<b>(\$31,896,126)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$2,102,221)</b>	<b>(\$2,542,176)</b>	<b>(\$3,344,374)</b>	<b>(\$3,451,880)</b>	<b>(\$4,040,988)</b>	<b>(\$1,090,978)</b>	<b>(\$1,130,808)</b>	<b>(\$2,964,082)</b>	<b>(\$3,095,346)</b>	<b>(\$2,631,670)</b>	<b>(\$2,710,305)</b>	<b>(\$2,791,299)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Operating Income - Retail (x-Parking)</b>	<b>\$57,484,088</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,527,145</b>	<b>\$3,683,966</b>	<b>\$5,073,179</b>	<b>\$5,560,843</b>	<b>\$6,645,893</b>	<b>\$2,392,764</b>	<b>\$2,694,127</b>	<b>\$4,801,929</b>	<b>\$6,315,035</b>	<b>\$5,765,333</b>	<b>\$5,928,108</b>	<b>\$6,095,766</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Parking NOI	\$4,977,195	\$0	\$0	\$0	\$0	\$315,233	\$380,969	\$486,465	\$513,873	\$600,996	\$177,774	\$187,820	\$429,870	\$503,393	\$446,732	\$460,133	\$473,937	\$0	\$0	\$0	\$0
<b>Net Operating Income - Retail (inc. Parking)</b>	<b>\$62,461,283</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,842,378</b>	<b>\$4,064,936</b>	<b>\$5,559,644</b>	<b>\$6,074,716</b>	<b>\$7,246,889</b>	<b>\$2,570,538</b>	<b>\$2,881,947</b>	<b>\$5,231,798</b>	<b>\$6,818,429</b>	<b>\$6,212,064</b>	<b>\$6,388,241</b>	<b>\$6,569,704</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



**C.6 20- Year Cash Flow**

	Total	Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	Year 6 2028	Year 7 2029	Year 8 2030	Year 9 2031	Year 10 2032	Year 11 2033	Year 12 2034	Year 13 2035	Year 14 2036	Year 15 2037	Year 16 2038	Year 17 2039	Year 18 2040	Year 19 2041	Year 20 2042	
Capex/Leasing Costs (Post Development)	(\$1,250,998)	\$0	\$0	\$0	\$0	(\$93,104)	(\$95,897)	(\$120,110)	(\$123,714)	(\$147,050)	(\$43,528)	(\$44,834)	(\$123,011)	(\$126,701)	(\$107,752)	(\$110,984)	(\$114,314)	\$0	\$0	\$0	\$0	
Asset Management Fee	(\$500,000)	\$0	\$0	\$0	\$0	(\$25,000)	(\$25,000)	(\$50,000)	(\$50,000)	(\$75,000)	(\$50,000)	(\$50,000)	(\$50,000)	(\$50,000)	(\$25,000)	(\$25,000)	(\$25,000)	\$0	\$0	\$0	\$0	
<b>Net Cash Flow - Retail</b>	<b>\$60,710,285</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,724,274</b>	<b>\$3,944,038</b>	<b>\$5,389,534</b>	<b>\$5,901,002</b>	<b>\$7,024,839</b>	<b>\$2,477,010</b>	<b>\$2,787,113</b>	<b>\$5,058,788</b>	<b>\$6,641,728</b>	<b>\$6,079,313</b>	<b>\$6,252,257</b>	<b>\$6,430,390</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Performance Hall Pro Forma</b>																						
<b>Revenues</b>																						
Base Rent	\$11,462,424	\$0	\$0	\$0	\$0	\$0	\$2,159,000	\$2,223,770	\$2,290,483	\$2,359,198	\$2,429,974	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Percentage Rents	\$1,761,778	\$0	\$0	\$0	\$0	\$0	\$319,600	\$354,075	\$358,651	\$362,661	\$366,791	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Revenues</b>	<b>\$13,224,202</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,478,600</b>	<b>\$2,577,845</b>	<b>\$2,649,134</b>	<b>\$2,721,858</b>	<b>\$2,796,764</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Expenses</b>																						
Utilities	(\$207,056)	\$0	\$0	\$0	\$0	\$0	(\$39,000)	(\$40,170)	(\$41,375)	(\$42,616)	(\$43,895)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Managed Services	(\$879,989)	\$0	\$0	\$0	\$0	\$0	(\$165,750)	(\$170,723)	(\$175,844)	(\$181,120)	(\$186,553)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Repairs & Maintenance	(\$310,584)	\$0	\$0	\$0	\$0	\$0	(\$58,500)	(\$60,255)	(\$62,063)	(\$63,925)	(\$65,842)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
General & Administrative	(\$310,584)	\$0	\$0	\$0	\$0	\$0	(\$58,500)	(\$60,255)	(\$62,063)	(\$63,925)	(\$65,842)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Taxes	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Insurance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Management Fee	(\$343,873)	\$0	\$0	\$0	\$0	\$0	(\$64,770)	(\$66,713)	(\$68,714)	(\$70,776)	(\$72,899)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Total Expenses</b>	<b>(\$2,052,087)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$386,520)</b>	<b>(\$398,116)</b>	<b>(\$410,059)</b>	<b>(\$422,361)</b>	<b>(\$435,032)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Net Operating Income - Performance Hall (x-Parking)</b>	<b>\$11,172,115</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,092,080</b>	<b>\$2,179,729</b>	<b>\$2,239,075</b>	<b>\$2,299,498</b>	<b>\$2,361,732</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Parking NOI	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Net Operating Income - Performance Hall (inc. Parking)</b>	<b>\$11,172,115</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,092,080</b>	<b>\$2,179,729</b>	<b>\$2,239,075</b>	<b>\$2,299,498</b>	<b>\$2,361,732</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
Capex/Leasing Costs (Post Development)	(\$460,915)	\$0	\$0	\$0	\$0	\$0	(\$86,815)	(\$89,420)	(\$92,102)	(\$94,866)	(\$97,711)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Asset Management Fee	(\$125,000)	\$0	\$0	\$0	\$0	\$0	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	(\$25,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Net Cash Flow - Performance Hall</b>	<b>\$10,586,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,980,265</b>	<b>\$2,065,310</b>	<b>\$2,121,973</b>	<b>\$2,179,632</b>	<b>\$2,239,021</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Consolidated Cash Flows from Operations</b>	<b>\$1,291,771,425</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$63,733,317</b>	<b>\$85,606,777</b>	<b>\$105,193,839</b>	<b>\$117,003,426</b>	<b>\$146,302,812</b>	<b>\$79,936,342</b>	<b>\$81,159,122</b>	<b>\$119,618,481</b>	<b>\$148,642,665</b>	<b>\$104,203,273</b>	<b>\$107,195,596</b>	<b>\$110,276,307</b>	<b>\$7,484,354</b>	<b>\$7,517,808</b>	<b>\$5,222,543</b>	<b>\$2,674,763</b>	
<b>Consolidated Net Operating Income</b>	<b>\$1,291,771,425</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$63,733,317</b>	<b>\$149,340,094</b>	<b>\$254,533,932</b>	<b>\$371,537,359</b>	<b>\$517,840,171</b>	<b>\$597,776,513</b>	<b>\$678,935,635</b>	<b>\$798,554,116</b>	<b>\$947,196,781</b>	<b>\$1,051,400,054</b>	<b>\$1,158,595,650</b>	<b>\$1,268,871,956</b>	<b>\$1,276,356,310</b>	<b>\$1,283,874,118</b>	<b>\$1,289,096,662</b>	<b>\$1,291,771,425</b>	
<b>REVERSION VALUE</b>																						
Gross Sales Proceeds	\$5,443,054,454	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,787,584,280	\$46,421,664	\$478,510,612	\$0	\$979,946,920	\$0	\$0	\$1,994,975,630	\$0	\$47,759,687	\$52,755,543	\$55,100,120	
Selling Costs	(\$81,645,817)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$26,813,764)	(\$696,325)	(\$7,177,659)	\$0	(\$14,699,204)	\$0	\$0	(\$29,924,634)	\$0	(\$716,395)	(\$791,333)	(\$826,502)	
<b>Net Sales Proceeds</b>	<b>\$5,361,408,638</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,760,770,515</b>	<b>\$45,725,339</b>	<b>\$471,332,953</b>	<b>\$0</b>	<b>\$965,247,716</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,965,050,995</b>	<b>\$0</b>	<b>\$47,043,291</b>	<b>\$51,964,209</b>	<b>\$54,273,618</b>	
<b>Unlevered Cash Flows, Before Housing Tax Credit Equity Cash Flows</b>	<b>10.33%</b>	<b>\$2,912,801,966</b>	<b>(\$20,848,000)</b>	<b>(\$74,801,380)</b>	<b>(\$429,602,681)</b>	<b>(\$835,335,008)</b>	<b>(\$73,886,325)</b>	<b>(\$153,216,902)</b>	<b>(\$127,904,013)</b>	<b>(\$361,761,375)</b>	<b>\$1,556,865,011</b>	<b>(\$494,653,608)</b>	<b>\$231,530,629</b>	<b>\$119,618,481</b>	<b>\$1,113,890,381</b>	<b>\$104,203,273</b>	<b>\$107,195,596</b>	<b>\$2,075,327,302</b>	<b>\$7,484,354</b>	<b>\$54,561,099</b>	<b>\$57,186,753</b>	<b>\$56,948,381</b>
<b>HOUSING TAX CREDIT EQUITY CASH FLOWS</b>																						
State Funds	\$28,000,000	\$0	\$0	\$0	\$10,036,938	(\$5,036,938)	\$0	\$0	\$0	\$8,189,352	\$10,202,612	\$4,608,037	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CRA Funds	\$10,165,759	\$0	\$0	\$141,734	\$3,425,009	\$599,016	\$0	\$0	\$0	\$2,047,338	\$2,891,187	\$1,061,475	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Housing Tax Credit Equity	\$170,134,744	\$0	\$0	\$5,689,499	\$2,747,973	\$65,419,106	\$0	\$20,590,892	\$0	\$59,106,490	\$0	\$16,580,784	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Pre-Development Equity	\$35,521,140	\$0	\$1,901,631	(\$1,901,631)	\$628,723	(\$628,723)	\$623,002	(\$623,002)	\$761,206	\$4,566,965	\$3,948,247	\$26,244,722	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Undefined Equity Sources	\$119,808,518	\$0	\$4,299,771	\$17,010,024	\$53,176,171	\$0	\$0	\$0	\$4,763,442	\$8,909,571	\$20,449,755	\$11,199,784	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Housing Tax Credit Equity Cash Flows</b>	<b>\$363,630,161</b>	<b>\$0</b>	<b>\$6,201,401</b>	<b>\$20,939,627</b>	<b>\$70,014,815</b>	<b>\$60,352,461</b>	<b>\$623,002</b>	<b>\$19,967,890</b>	<b>\$5,524,648</b>	<b>\$82,819,715</b>	<b>\$37,491,801</b>	<b>\$59,694,802</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Unlevered Cash Flows, Including Tax Credit Equity</b>	<b>12.29%</b>	<b>\$3,276,432,127</b>	<b>(\$20,848,000)</b>	<b>(\$68,599,979)</b>	<b>(\$408,663,054)</b>	<b>(\$765,320,194)</b>	<b>(\$13,533,864)</b>	<b>(\$152,593,901)</b>	<b>(\$107,936,123)</b>	<b>(\$356,236,727)</b>	<b>\$1,639,684,726</b>	<b>(\$457,161,807)</b>	<b>\$291,225,431</b>	<b>\$119,618,481</b>	<b>\$1,113,890,381</b>	<b>\$104,203,273</b>	<b>\$107,195,596</b>	<b>\$2,075,327,302</b>	<b>\$7,484,354</b>	<b>\$54,561,099</b>	<b>\$57,186,753</b>	<b>\$56,948,381</b>
Unlevered IRR	12.29%																					
Unlevered MoM	2.18x																					
Unlevered Profit	\$3,276,432,127																					
Peak Equity	\$2,766,176,011																					
<b>LOAN RELATED CASH FLOWS</b>																						
Borrowings	\$5,124,514,466	\$0	\$0	\$163,112,435	\$740,236,076	\$5,005,068	\$949,135,113	\$66,728,876	\$846,071,992	\$403,663	\$1,102,985,866	\$261,266,645	\$0	\$989,568,731	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Interest Expense	(\$928,900,874)	\$0	\$0	(\$945,441)	(\$38,023,913)	(\$59,483,927)	(\$69,377,269)	(\$71,596,816)	(\$89,815,840)	(\$92,691,163)	(\$65,177,447)	(\$90,323,428)	(\$86,015,868)	(\$83,465,738)	(\$60,163,240)	(\$59,726,159)	(\$54,352,773)	(\$2,592,437)	(\$2,549,390)	(\$1,707,021)	(\$893,005)	
Cash Flow from Interest Reserves	\$0	\$0	\$0	(\$37,326,535)	\$37,326,535	(\$9,683,194)	\$9,683,194	(\$12,790,622)	\$12,790,622	(\$1,838,333)	(\$13,169,240)	\$15,007,572	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

### C.6 20- Year Cash Flow

		Year 1 2023	Year 2 2024	Year 3 2025	Year 4 2026	Year 5 2027	Year 6 2028	Year 7 2029	Year 8 2030	Year 9 2031	Year 10 2032	Year 11 2033	Year 12 2034	Year 13 2035	Year 14 2036	Year 15 2037	Year 16 2038	Year 17 2039	Year 18 2040	Year 19 2041	Year 20 2042	
	<b>Total</b>																					
Principal Amortization	(\$130,296,984)	\$0	\$0	\$0	\$0	(\$161,705)	(\$173,137)	(\$205,778)	(\$10,236,279)	(\$11,287,694)	(\$4,146,905)	(\$4,109,745)	(\$8,614,880)	(\$9,066,537)	(\$643,670)	(\$13,583,960)	(\$29,921,683)	(\$609,269)	(\$12,365,224)	(\$11,938,931)	(\$13,231,587)	
Loan Repayment	(\$5,016,659,732)	\$0	\$0	\$0	\$0	\$0	(\$672,605,241)	(\$19,276,416)	(\$379,640,931)	(\$903,052,556)	(\$466,814,425)	(\$239,880,959)	\$0	(\$1,372,358,927)	\$0	\$0	(\$963,030,276)	\$0	\$0	\$0	\$0	
Loan Fees	(\$51,897,407)	\$0	\$0	(\$8,955,648)	\$0	(\$2,340,617)	(\$7,475,904)	(\$4,245,951)	(\$4,288,116)	(\$304,699)	(\$14,390,785)	\$0	\$0	(\$9,895,687)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Loan Related Cash Flows</b>	<b>(\$1,003,240,531)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$115,884,811</b>	<b>\$739,538,697</b>	<b>(\$66,664,375)</b>	<b>\$209,186,757</b>	<b>(\$41,386,707)</b>	<b>\$374,881,449</b>	<b>(\$1,008,770,781)</b>	<b>\$539,287,064</b>	<b>(\$58,039,914)</b>	<b>(\$94,630,748)</b>	<b>(\$485,218,158)</b>	<b>(\$60,806,911)</b>	<b>(\$73,310,118)</b>	<b>(\$1,047,304,733)</b>	<b>(\$3,201,706)</b>	<b>(\$14,914,614)</b>	<b>(\$13,645,952)</b>	<b>(\$14,124,592)</b>	
<b>Levered Cash Flows, Before Community Commitments</b>	<b>18.79%</b>	<b>\$2,273,191,596</b>	<b>(\$20,848,000)</b>	<b>(\$68,599,979)</b>	<b>(\$292,778,243)</b>	<b>(\$25,781,496)</b>	<b>(\$80,198,240)</b>	<b>\$56,592,856</b>	<b>(\$149,322,830)</b>	<b>\$18,644,722</b>	<b>\$630,913,945</b>	<b>\$82,125,257</b>	<b>\$233,185,516</b>	<b>\$24,987,733</b>	<b>\$628,672,222</b>	<b>\$43,396,362</b>	<b>\$33,885,477</b>	<b>\$1,028,022,569</b>	<b>\$4,282,648</b>	<b>\$39,646,485</b>	<b>\$43,540,801</b>	<b>\$42,823,789</b>
<b>COMMUNITY COMMITMENTS</b>																						
Community Endowment Fund	(\$5,000,000)	(\$5,000,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Campbell Park	(\$5,000,000)	(\$277,778)	(\$3,333,333)	(\$1,388,889)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Vocational Academy	(\$2,000,000)	\$0	\$0	\$0	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)	(\$200,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
AA History Museum	(\$1,000,000)	\$0	\$0	\$0	\$0	\$0	(\$1,000,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
<b>Community Commitments</b>	<b>(\$13,000,000)</b>	<b>(\$5,277,778)</b>	<b>(\$3,333,333)</b>	<b>(\$1,388,889)</b>	<b>(\$200,000)</b>	<b>(\$200,000)</b>	<b>(\$1,200,000)</b>	<b>(\$200,000)</b>	<b>(\$200,000)</b>	<b>(\$200,000)</b>	<b>(\$200,000)</b>	<b>(\$200,000)</b>	<b>(\$200,000)</b>	<b>(\$200,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>Levered Cash Flows, Incl. Community Commitments (x-Affordable Housing)</b>	<b>18.43%</b>	<b>\$2,260,191,596</b>	<b>(\$26,125,778)</b>	<b>(\$71,933,312)</b>	<b>(\$294,167,132)</b>	<b>(\$25,981,496)</b>	<b>(\$80,398,240)</b>	<b>\$55,392,856</b>	<b>(\$149,522,830)</b>	<b>\$18,444,722</b>	<b>\$630,713,945</b>	<b>\$81,925,257</b>	<b>\$232,985,516</b>	<b>\$24,787,733</b>	<b>\$628,472,222</b>	<b>\$43,396,362</b>	<b>\$33,885,477</b>	<b>\$1,028,022,569</b>	<b>\$4,282,648</b>	<b>\$39,646,485</b>	<b>\$43,540,801</b>	<b>\$42,823,789</b>

Levered IRR	18.43%
Levered MoM	3.42x
Levered Profit	\$2,260,191,596
Peak Equity	\$933,490,302

# D Narrative Response

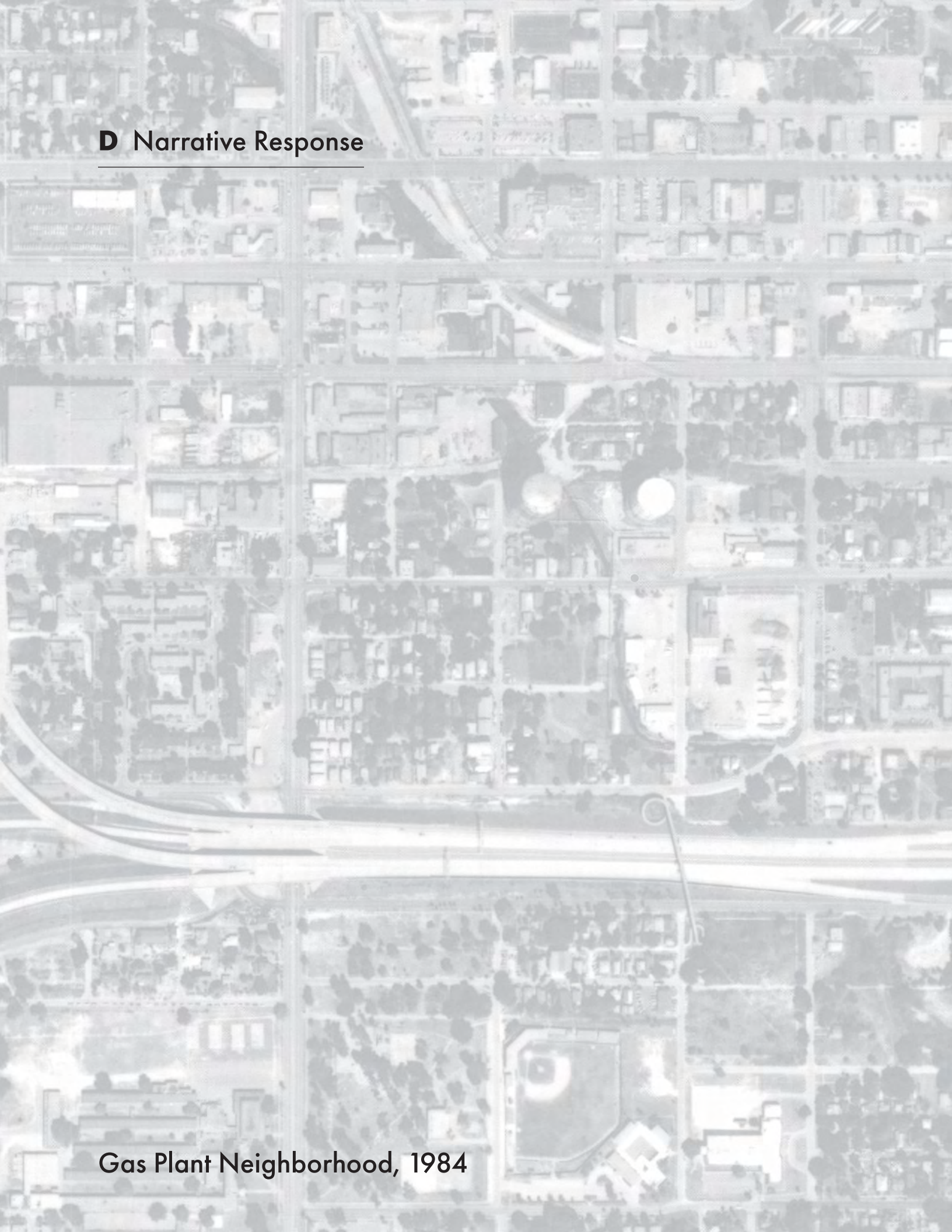
“

From jazz, ballet, and theatre to visual arts, film, and spoken word, creative expression abounds in St. Petersburg. I have been an intricate creator and participant in this artistic harvest through The Studio@620 and in this community for over a quarter century. I suspect that we are just at the beginning of our current artistic renaissance and it is vitally important that the artists and the arts continue to thrive and prosper as we reimagine the Historic Gas Plant District.”



Bob Devin Jones  
The Studio@620  
Arts and Culture Advisor

**D Narrative Response**



**Gas Plant Neighborhood, 1984**



## **D.1 Introductory overview of development philosophy and expertise which demonstrates the Proposer’s vision is consistent with the guiding principles of development described in Section 10 of this RFP**

The Historic Gas Plant District (HGPD) redevelopment presents an array of opportunities:

- To engage the community in a thoughtful and comprehensive conversation about what the project can and should be
- To celebrate and be inspired by the vibrant African American community that once occupied the site
- To revitalize Booker Creek and expand it into an active, programmed public park engineered to handle run off from storm events and mitigate downstream conditions
- To deliver real economic benefits to the community, including new jobs and growth of local small businesses
- To support St. Petersburg’s artists and performers
- To reconnect the site to the city street grid and bolster public transit
- To ensure the project includes affordable and workforce housing, both on and offsite
- To maximize the development potential of the site to equitably fuel St. Pete’s continued growth
- To be a leader in sustainable, resilient, climate-adapted development
- To be the new home of the Rays

It also comes with the responsibility of acknowledging the site’s difficult past. We have embraced that responsibility and incorporated each of the previous points into our plan for the project. If selected, we will be reliable partners to the City of St. Petersburg and other public and community stakeholders. We will also be responsible stewards of the public trust placed in us to ensure that the site becomes a reflection of St. Petersburg’s history and an engine of opportunity, creativity, and inspiration for all.

We have been active in the St. Petersburg community for more than two years, listening, learning, and engaging to understand the hopes, dreams, and concerns that the community has, both with respect to the HGPD and St. Petersburg’s future in general. Our active, passionate, and committed local team, and the long list of community leaders who have been kind enough to share their thoughts and advice with us (150+ meetings and counting), have profoundly shaped our vision for the HGPD.

To that end, our plan is based in the existing cultural and physical contexts of the HGPD site. It is an integral part of the city, connecting seamlessly to its neighbors, while maintaining a distinct identity resulting from the specific nature and topography of Booker Creek. We have described below the key elements of our approach along with how SHCP’s plan specifically aligns with the 23 guiding principles of development set forth in Section 10 of the RFP.

## Affordable and Workforce Housing

Development of affordable and workforce housing is a core element of our program and a founding principal upon which our team was formed. We have assembled a highly qualified and well-capitalized team to deliver on the site's promise to be an engine of empowerment and enrichment for people of all socioeconomic backgrounds. Please refer to Section D.5 of our response for a detailed description of our affordable and workforce housing plan.

## Equitable Development

The HGPD should become one of the leading, if not the leading, example of equitable development in the country. A model that demonstrates that public and private stakeholders can collectively do well by doing right by the community. To the end, we have incorporated a number of key initiatives:

- **Development Team Diversity:** African American development partners include Kevin Johnson (senior partner at JMA Ventures), Roy Binger and Pastor Louis Murphy (partners with affordable housing developer Blue Sky Communities), and Integral Group (prominent, Atlanta-based housing developer).
- **Overall Team Diversity:** The SHCP team includes more than 12 MBEs, from developers (such as Integral), to designers (such as Moody Nolan, the largest Black-owned architect in the country), to engineers (such as VoltAir, one of the largest Black-owned MEP firms in the country), to builders (such as DuCon, a local, rapidly growing construction manager, and Horus Construction).
- **Affordable Home-Buying Program:** As noted above, our partnership with and support for Habitat for Humanity will substantially increase the number of affordable homes for sale in the community. Increases in home equity value are a key driver of generational wealth. We are also developing a rent to own program.
- **Support for MBE Service Providers and Contractors:** We have established the following inclusion goals and will provide certification assistance and mentoring.
  - **Design and engineering:** 25% (SBE), 20% (M/WBE)
  - **Construction:** 30% (SBE), 25% (M/WBE)
  - **Operations:** 35% (SBE), 25% (M/WBE)
- **Support for MBE Merchants:** We will offer flexible lease terms, smaller demised retail pads, "pop-up" opportunities for testing without long-term commitments, and CEE-funded grants. We have also partnered with Mike Harting at 3 Daughters Brewing to establish one of the first Black-owned breweries in Florida.
- **Co-Investment Opportunities:** We will set aside a minimum of 10% of limited partner equity in commercial project assets for local investors. To that end, Eve Picker of smallchange.co, a leader in the democratization of real estate investment, has joined SHCP as an advisor and service provider on this issue.

## Community Equity Endowment (CEE)

- Pioneered by Dan Tangherlini, a public policy thought leader focused on creating pathways to opportunity for all, a CEE provides the communities with a direct economic interest in development projects. Like Dan, we believe that the St. Petersburg community should benefit from development of the HGPD in a purposeful and directed manner. To that end, SHCP will establish a CEE and endow it with a profit interest in the project. The CEE board, comprised of trusted local community stakeholders, will be

empowered to direct the proceeds (which we estimate will total approximately \$30M over the first 20 years of the project) based on the following guidelines:

- **Affordable Home Ownership (33%):** Now more than ever, access to affordable and quality homeownership opportunities is increasingly scarce in St. Pete. As noted above, SHCP is partnering with Habitat for Humanity of Pinellas and West Pasco Counties to purchase vacant lots and functionally obsolete houses in South St. Pete and build new, high-quality single-family houses for income-qualified families. The Warrick Dunn Foundation and Maurice Franklin will provide financial literacy and first-time home-buyer support. These additional resources will allow our partners to better compete in the market for available properties and expand access to more families in need.
- **Local MBEs (33%):** Nurturing a community of successful, Black-owned businesses is core to realizing the project's potential. As part of this effort, the CEE will actively look to fund small businesses and programs providing opportunities and training to young people.
- **Racial Equity (33%):** The history of displacement and broken promises at the HGPD site requires special acknowledgement and efforts to ensure the commercial success of the redevelopment is shared by the community in which it hopes to serve. Providing additional capital resources to existing community organizations focused on racial equity and empowerment is a core function of the SHCP CEE.

## New African American History Museum

We are inspired by Terri Lipsey Scott's vision for the state's first purpose-built African American History Museum and will make a \$1 million contribution to her capital campaign. We have also worked with Terri's project architect, Wannamacher Jensen Architects, to identify a location for the new museum on the HGPD site. In addition, and as noted in our affordable and workforce housing plan, we are proposing to develop approximately 240 units of affordable housing on the property currently earmarked for the project in Commerce Park. Please refer to Section D.7 of our response for a detailed description of the proposed museum location.

## Live Event Venue

As part of our development program, we are proposing a live event venue with spectator capacity of approximately 3,000. We are in discussions with AEG Presents and Live Nation, the two largest concert promoters in the country, both of whom have expressed strong interest in the St. Petersburg market. SHCP team members JMA and Machete Group are currently developing a large mixed-use project in Orlando including a 3,500-capacity event venue that will be operated by either



AEG Presents or Live Nation. With more than 150 promoted shows and rentals projected annually, the venue will activate the overall project and deliver significant economic value to downtown merchants and hoteliers. In addition, the event venue can support important community uses and functions. For example:

- We understand from our discussion with John Collins at the St. Petersburg Arts Alliance that the community is in need of a performing arts center. We believe that the live event venue can likely meet this need and function, in this respect, as a cultural arts venue.
- The venue – at full or cut-down capacity – can host community performing arts events.
- Alex Harris, founder and executive director of Arts Conservatory for Teens (ACT), is interested in both an apprenticeship program (for ACT members) and using the venue for general training.
- The venue will be complementary to the proposed meeting facility. Companies and other potential meeting space users are increasingly interested in theatrical venues – with tiered seating and enhanced audio/visual capabilities – for meetings and presentations. The event venue will meet these needs.

### Public Realm Programming

We firmly believe that public spaces require active programming. To ensure the HGPD is vibrant and welcoming in all seasons, we must provide a reason, or many reasons, to visit. Programming invites people into a space, gives guests a reason to extend their stay, and leaves them with a lasting, positive impression of the public realm.

SHCP team member Biederman Redevelopment Ventures (BRV) is the national leader in this field. When developing a new programming plan, BRV seeks local partnerships to create authentic events. BRV then crafts a densely packed schedule of activities that both serve the immediate neighborhood and new visitors to the HGPD and the surrounding area. Many parks and public spaces make the mistake of relying solely on large-scale, special events to activate their acreage. While larger events serve the important purpose of building place recognition and attracting new users from farther away, they take a toll on a space’s physical elements, and can even cause potential day-to-day users to avoid the project if it becomes associated with crowds and noise. Most importantly, a focus on large events means the public realm is devoid of activity for much of the time.

We will instead focus on small-scale, inexpensive, daily activation strategies that are free to the public. For starters, appropriate seating, small concessions, active street edges, and always-there amenities – like a play space or interactive public art – drive daily visitation without overwhelming the environment. We will use these programming building blocks to create an every-day programming schedule that appeals to a wide range of users, covers all day parts, and activates the project year-round.

This creates a virtuous cycle: more programming and greater diversity of programming increases visitation, more visitors create a more active, safer, and vibrant environment, which in turn supports an even more comprehensive schedule and types of events.

The redeveloped HGPD will be a place for the community to come together and relax, reflect, and play. An active public realm will serve as strong connective tissue, binding the project to the surrounding neighborhoods. Potential activities include:



### Programming Case Study: Salesforce Park, San Francisco

At Salesforce Park in San Francisco, BRV developed partnerships with local businesses, non-profit community groups, and institutions to craft a comprehensive schedule of public programming. The park hosts more than 20 regularly scheduled free programs a week, drawing in regular visitors on mornings and weekdays, which are typically less busy times in the park. Salesforce Park programs and partnerships include fitness classes by a local gym, Monday Night Makers with the Museum of Design and Craft, and birding tours with the Audubon Society.

- **Live Music:** Live music draws people off the street into the public square and is effective in creating a sense of place.
- **Markets:** An art market, farmer’s market, night market, or young designers’ market draw well, incorporate local cultural content, and can draw from throughout the greater community.
- **Rotating Art Exhibits:** Temporary and accessible art exhibits, perhaps based on an arrangement with a local museum, the Warehouse district, or art gallery, will provide a reason for passersby to linger in the public realm.
- **Fitness and Meditation Classes:** Local fitness studios and instructors are often willing to partner to teach the classes at a low expense. Tai chi, yoga, CrossFit, and HIIT bootcamps can be very effective with small groups and can readily scale.
- **Children’s Play Area:** Access controlled playgrounds, particularly when located adjacent to restaurant patio seating areas, are an effective way to draw families and extend stay.
- **Cultural and Historical Programming:** The History Walk described in Section D.7 and the St. Petersburg Black History Bike Tours led by SHCP team member Josette Green are good examples of how programming can engage and educate.
- **Bike Maintenance Clinics and Classes:** Monthly classes on bicycle repair and maintenance at the Pinellas Trailhead (see Section E for more detail()) encourage biking as alternative means of transit.
- **Movable Furniture:** We find that no other technique so quickly brings activity to a public space. Moveable furniture is convenient and creates a sense of connection and ownership by allowing any guest to configure the environment in the way he or she desires. It also allows the space to respond to group size, use, and weather.
- **Marquee Events:** Large format events, like food festivals, antique fair, viewing parties, and holiday events, create project specific traditions and community connection.

## University of South Florida (USF)

We first met with USF leadership (specifically, Dr. Martin Tadlock and David Metz) in early January 2021 to discuss the HGPD project. That initial meeting led to consistent engagement through the summer of 2022 with an emphasis on three areas of exploration:

- 1. Blue Economy Institute:** Similar to the school's current initiative with the National Science Foundation, our team recognized the incredible talent in St. Pete focused on marine science and USF's potential to be a national leader in the emerging blue economy.
- 2. Tech Center:** We are encouraged that the current RFP for the HGPD includes a requirement for space dedicated to research, innovation, and higher education. We have had a number of discussions with USF about its activities in this space and the extent to which the HGPD could help to accommodate and advance those ambitions.
- 3. Nursing:** We have met with a number of health care systems active in St. Petersburg and the Tampa Bay area to better understand how the HGPD can fit into both current needs and long-term planning. Specific to USF, Dr. Tadlock described the university's interest in potentially expanding the school of nursing to address the shortage of trained nurses and physician assistants.

When Chancellor Hardigree joined the USF family in August, we quickly made arrangements to meet with her in person. She identified a number of specific opportunities for collaboration and pointed us toward the appropriate members of her team:

- 1. School of Nursing Expansion:** We connected with Dr. Usha Menon to continue exploring how the HGPD could support the desire to expand the school of nursing.
- 2. Workforce Development:** We connected with Professors Anthony Rolle and David Rosengrant to discuss how their work in education, and STEM specifically, could inform and amplify our workforce development program.
- 3. Housing:** Chancellor Hardigree emphasized the importance of appropriately priced housing for the USF community, including short-term (12 months or less) product that could be offered to recently relocated professors.
- 4. Urban Farming:** Chancellor Hardigree described her extensive urban farming work at Kennesaw State and was kind enough to connect us with Michael Blackwell, who runs that program at Kennesaw. We have included an urban farming component in our overall program to (1) provide fresh produce to south St. Petersburg and other poorly served communities in the region, (2) support our resiliency strategies, and (3) offer jobs and training for young people in the community. We would look for win-win opportunities to incorporate USF into the effort.
- 5. Patel School of Global Sustainability (PCGS):** As part of the formal collaboration and based on available funding and resources made available from the project, PCGS faculty and students will provide recommendations and assist in developing strategies that connect smart community growth to equitable and environmental justice issues.

## Urban League

We have entered into a partnership with the Pinellas County Urban League (PCUL) and have met with PCUL president Charlotte Anderson and Malcolm Flakes to discuss how, if selected, SHCP can most

effectively partner with the PCUL to define and deliver a comprehensive community program for the HGPD project.

As noted in Section D.4 of our response, we will form working groups around the key areas of our community benefit plan. The PCUL would participate in this process at a core level by coordinating with the SHCP team to fully assemble the working groups, participate in the development of the plans, and then play an active role in implementing and, over time, refining each plan.

As part of our partnership with PCUL, two PCUL staff members will "embed" full-time with our community benefits team. As the working groups are assembled and the plans are developed, we anticipate additional needs will arise that can be met by leveraging additional PCUL resources.

We will also coordinate regular check-ins (each month or quarter) and high-level strategy discussions with the PCUL leadership team to seek feedback and ensure tight alignment between the PCUL and HGPD-related activities.

## Meeting Venue

While the post-pandemic market is still finding its footing, we believe that substantial, largely unmet demand for meeting space exists in St. Petersburg. SHCP team member ASM, the largest operator of meeting facilities in the world, ranks St. Petersburg as the most desirable market in the country for adding meeting facilities. Based on our market analysis and input from ASM, we are proposing approximately 150,000 square feet of meeting space for the project.

## Campbell Park Renovation

Our plan emphasizes, and we recognize the broader importance of, tightly connecting the redeveloped HGPD to South St. Pete. We are also, as noted above, great believers in the value of active and accessible public parks. To that end, and to accelerate the positive community impacts of the project, we will fund a \$5 million renovation at the outset of the HGPD development process.

## Roller Skating Rink

Providing safe and accessible spaces for entertainment and gatherings is a core part of overall plan and a key driver of our green space design and programming strategies. With respect to indoor spaces, we believe that a roller skating rink would be an attractive and affordable amenity. To that end, we have conducted preliminary research on a number of local and national venues including:

- Pier 2 Roller Rink (Brooklyn, NY)
- Funplex (Houston, TX)
- United Skates of American (Tampa, FL)
- Skateworld (Tampa, FL)
- Astro Skate (St. Petersburg and Brandon, FL)

## New Rays Ballpark

The SHCP team has deep stadium and mixed-use stadium district experience. Team members have played key roles on a variety of high-profile sports projects including:

- Chase Center and Thrive City mixed-use district (San Francisco, CA)
- Citi Field (Queens, NY)
- Clover Park (Port St. Lucie, FL)
- Downtown Commons mixed-use district (Sacramento, CA)



- Huntington Park (Columbus, OH)
- TQL Stadium and adjacent mixed-use district (Cincinnati, OH)
- UBS Arena at Belmont Park (Elmont, NY)

If selected, and if the Rays, City, and County reach agreement on the development of a new ballpark, we will be fully prepared to coordinate with the team to ensure that the ballpark and mixed use are properly coordinated and set up for operational success. In particular, we have a deep understanding of how to successfully play both offense (capturing the benefit of the incremental attendance generated by the ballpark) and defense (ensuring that uses other than ballpark guests enjoy a pleasant experience when a game or other event is occurring). This requires thoughtful planning and operational execution on a wide array of fronts including site access, parking and micro mobility, guest and operational paths of travel, security, cleaning, and maintenance. Please refer to Section D.7 of our response for a detailed description of the stadium coordination effort.

Considering what is likely to be a substantial amount of public investment, we would also propose consideration of a dual-use stadium for both the Rays and the Rowdies, thus freeing up Al Lang Stadium to be repurposed or otherwise redeveloped for public use (e.g., multigenerational rec center, expanded public park, etc.)

### **Urban Farming & Urban Beekeeping**

The South St. Petersburg neighborhoods are fondly remembered for fruit trees and gardens, resources which provided sustenance to the Black community in days gone by. Today, South St. Petersburg is a food desert. We will bring orchards and gardens back to the site and Emmanuel Roux, who has founded many urban farming initiatives throughout Tampa Bay area and beyond, has joined the SHCP team to advise on the urban farming initiative.

Emmanuel is also working with Dr. Christian Brecht from USF Health on the Metropolitan Food Project (MFP), an effort focused on establishing a regional food system. We are committed to supporting the MFP. To that end, we will establish an on-site farmer’s market that will be specifically marketed to the South St. Petersburg CRA and provide learning and participatory opportunities for John Hopkins Middle School and Campbell Park Elementary students.

Our urban farming initiative and overall landscaping plan will incorporate a wide diversity of flora and fauna native to the west coast of Florida that support native fauna, pollinator species, resident and migratory birds, and beneficial soil organisms. Pollinator and bird

corridors will seamlessly be integrated throughout the site along with a mosaic of native plant species that provide a diversity of structural morphology and phenological cycles. Other urban ecology features will include night-sky lighting, bird friendly glass, nesting boxes/platforms, and green roofs.

Developing a thriving urban agricultural and horticultural ecosystem requires bees. SHCP team member Bee Downtown will accordingly play a critical role in establishing and maintaining a series of hives throughout the project and developing and managing workshops to engage and educate the community on the critical role bees play in a healthy food system. Bee Downtown operates hundreds of hives in major urban centers across the country and is celebrated for the way they engage building tenants, neighborhood associations, and the general public to explore and learn about bees, the local ecology, and ways we can be more informed and engaged in the natural world.

### **Sugar Hill Park**

A reimagined Booker Creek and adjacent park will act as a green spine, knitting the east and west portions of the project site together, enhancing natural systems, and providing better solutions for flooding, infrastructure protection, downstream water quality, and recreation.

Consistent with our overarching vision of the new HGPD, Sugar Hill Park’s design and strategy will purposefully reflect the relevance Booker Creek has to the historic and cultural context. Specifically, we will restore both the ecological function of the Creek as well as its social resilience. This was a place where children (and adults) once gathered for recreation and relaxation, a modest oasis in the heart of the Gas Plant. That essence will be reborn and reimagined: better, greener, and more user-friendly. Please refer to Section E of our response for a detailed description of Booker Creek and Sugar Hill Park.

### **History Walk**

We will use art, plaques, statues, and other forms of media throughout the development to create a guided tour celebrating the site’s rich history. The tour will be programmed by our Historical Context working group and integrated with the new African American History Museum and other existing historical content and infrastructure. Please refer to Section D.7 of our response for a detailed description our approach to the historical context of the site.

### **University Partnership Center**

St. Petersburg College has created a remote learning partnership model that provides classrooms and office space to out-of-town educational institutions so that remote students have a physical, local learning environment. We have been looking at a similar model in another market and are familiar with the associated value proposition. Jackie Skryd at St. Petersburg College views this as an opportunity for growth. We agree and believe these facilities could be provided at the HGPD.

### **On-Site Child Care**

High-quality, affordable childcare is essential to family economic stability and a child’s healthy development. Government funding is insufficient; data shows that just one in six children eligible for childcare assistance actually receives it. We have accordingly pursued a relationship and now signed a letter of intent with a first-class, national non-profit that provides free daycare to families with household income up to four times the Federal Poverty Level.



## Sustainability

The 23 Guiding Principles provide a comprehensive framework for energy efficiency and sustainability. To ensure design decisions are aligned with the framework, we will establish a quantifiable success metric for each applicable principle, as well as how it applies at scale for both each individual building and across the entire development. For example, we believe there is significant potential for many building types within the project to be designed to achieve Zero Carbon certification from the Living Future Institute, one the highest existing thresholds for operational and embodied carbon. Other buildings may, based on scale and function, be better candidates for a more generalized certification like LEED Gold or Platinum. In any case, our team will maximize achievable sustainability and, as the project evolves over time, adjust the applicable design and engineering standards.

At a district scale, we will work with the City and community members to support the City's standing as a 4-Star Community and LEED Certified City. Our team has experience in certifications such as Envision and WELL Community and understands the relative benefits of each. This is a decision that will be made as a team, with the community and for the community.

Early decisions on the third-party frameworks to be applied inform the cost model from day one. Once the metrics are established, we can identify the triple bottom line data points and analysis necessary to understand the holistic return on investment for the development, factoring in quality-of-life metrics such as improved health outcomes from better air quality and access to green space.

The HYPD redevelopment offers an opportunity to achieve sustainability goals at a scale sufficient to move the needle. Critically, the SHCP team has the depth of resource and expertise to effectively translate

the appropriate strategies into practice. Early phase critical path tasks include:

- **Prepare climate risk assessment:** We will conduct a detailed analysis to identify assets, hazards, and vulnerabilities specific to the HYPD. This analysis provides a baseline dataset that informs our project-specific climate resiliency strategies.
- **Define carbon and embodied carbon targets:** We will develop carbon and embodied carbon targets for each building to meet the City's Integrated Sustainability Plan. By focusing on both embodied and operational carbon, the development mitigates a significant health threat to the community and manages the transitional risk of emerging regulations governing carbon emissions.
- **Micro-grid assessment:** We will model on-site solar and battery storage options in the context of both project resilience and the City's clean energy goals.
- **Circular economy assessment:** We will identify and analyze reuse opportunities across the project including construction materials, water (e.g., One Water), and waste management.
- **Central energy plant assessment:** A central energy plant (CEP) can meet the project's energy and water needs in a dynamic and resilient way. Assessing CEP viability starts with an analysis of utilizing geothermal heat rejection system that uses pumps and deep-water pipes tapped into an aquifer. This approach avoids cooling towers and delivers substantial energy and water savings. Development of a CEP is capital intensive and would require some form of public financing (e.g., an HGP-specific TIF district). The associated costs and benefits will accordingly be reviewed in partnership with the city. We have brought Endurant Energy, a leader in financing and developing CEPs onto the SHCP team to ensure that we are well-positioned to capitalize on the opportunity.

## Experience with Designing, Delivering and Operating District Scale Energy Systems

SHCP's team member, Endurant, has a long history of designing, developing, and constructing geothermal heating and cooling solutions across the US and Europe. Our geothermal team, led by expert Tony Amis, pioneered the concept of "Energy Piles" which take advantage of a building's foundation to create a geothermal heating and cooling solution for buildings.

Specific experience includes:



### Cornell University Tech Campus's Bloomberg Center, Roosevelt Island, New York

Endurant's geothermal expertise has been integral to several ground-breaking projects. In New York, our team has delivered turn-key engineering, procurement, and construction ("EPC") services for a 329-ton geothermal ground-sourced heat pump project at Cornell University Tech Campus's Bloomberg Center building at the Roosevelt Island campus. The system is designed to offset 100% of the heating and 70% of the cooling loads annually. The project involved installing an annular pumping system, a critical innovation brought to the project by our team, that continuously clears the infiltrated water from eighty 350 feet deep boreholes. It turned an aquifer - what would have been a fatal flaw in project implementation - into a benefit to the system.



### Mega Development, Chicago, IL

Endurant has recently been selected as the infrastructure partner for a megadevelopment in Chicago, IL. This development will transform multiple city blocks into highly efficient, sustainable, mixed-use community. Vertical infrastructure will add approximately 15 million square feet of new commercial, residential, and R&D space. The project's vision prioritizes sustainable design and renewable energy infrastructure. Endurant is responsible for designing, delivering, owning, and operating a geothermal-based heating and cooling district, a resilient microgrid, and enough renewable generation (on-site and off-site) to generate 105% of the electricity used across the site. The thermal district is expected to provide an all-electric solution for heating and cooling the buildings from a central plant tied into thermal exchange technologies in the ground, building foundations, and sewer systems. Thermal storage will also be included to enhance overall system efficiency.

By focusing on the carbon emissions associated with this project, we are explicitly recognizing the principles of climate justice. In the context of this project, climate justice means understanding the lifecycle environmental impacts of the built environment, and purposefully choosing design solutions that avoid any one community or group of people being unfairly burdened by climate change. Our team will work with the City to fully understand and mitigate the impact on neighborhoods not only at and surrounding the site, but also the those located upstream and downstream. This process is grounded in listening. We have extensive experience using sustainability workshops as a forum to engage the community in productive and inclusive discussions about sustainable practices and goals.

### Resiliency

Climate risk management is an exercise in understanding hazards, assets, vulnerabilities, and consequences. We ask these questions not only at the human scale (how can this project have a positive impact on each person in this community today, tomorrow, and decades in the future), but also at the system scale (what is the infrastructure, funding, partnerships, and information needed to make the entire community as resilient as possible?). This mindset is key to solving very large and complex challenges. To this end, Stantec has developed a ten-point resiliency methodology that guides our project approach and ensures we stay at the intersection of sustainability, resiliency, and social equity. How we get there starts with looking at what science is telling us about the future and making sure the community is prepared.

Integrating resilience requires an interdisciplinary team and a performance-based design framework to optimize the economic, social, and environmental benefits of a development. This approach ensures that new development does not exacerbate existing vulnerabilities, nor create new ones, in the face of a changing climate. Our team offers the combined expertise of engineers, landscape architects, planners, environmental scientists, and architects to successfully guide the development team. Notably, we will work closely with our Smart Cities subject matter experts to leverage the benefits of technology that connect people to HGPD climate resilience strategies.

### Health and Wellness

Jennifer Yeagley at the Free Health Clinic has joined the SHCP team to lead our efforts on this front. Please refer to Section D.5 of our response for a detailed description of our Community Wellness plan.

### Corporate Campus

Our analysis indicates that substantial demand for office space exists in St. Petersburg and we believe that trend will continue. Further, the scale, location, and proposed program of the HGPD create an unusual opportunity to create a highly desirable 21st century office campus. We have accordingly included 750,000 square feet of office in Phases 1A and 1B of our development plan, and an additional 2,300,000 square feet in Phases 2 through 4. For context, the Water Street project in Tampa has developed and, within the last year, leased up 1,000,000 square feet of Class A office space. KDC, a national leader in office development has joined the SHCP and played a key role in developing office strategy and program. Other key points include:

- There has not been a new office project built in the St. Petersburg market in 30 years. KDC and our marketing partners in Cushman & Wakefield are confident that our mixed-use, mixed-income masterplan and scale of the project will be extremely attractive to both the existing tenant base as well to corporations looking for larger commitments for regional expansion. Having an experienced and

## 10-Point Resiliency Methodology

1

### Define your boundaries

- Mission critical program and services
- Mission critical assets, systems, and facilities

2

### Select resilience evaluation criteria

- Current and future hazards
- Existing and future conditions (e.g. sea-level rise, precipitation, extreme temperatures, etc.)

3

### Identify mission critical project priorities

- Complete vulnerability/risk assessments
- Consider damages avoided
- Consider economic, environmental, and social impacts

4

### Identify opportunities to leverage resources

- Partners (internal and external)
- Funding (public and private)

5

### Identify and prioritize risk mitigation actions

- Based on cost-effectiveness
- Considering triple-bottom line benefits

6

### Integrate mitigation actions into climate adaptation strategy

- Comprehensive development plan
- Capital improvement plan/5-year budgets

7

### Incorporate climate strategy

- Ordinances
- Resilience and sustainability (efficiency/carbon) standards

8

### Implement climate change performance monitoring

- Appoint climate change advisory committee
- Consider social, environmental, and economic metrics

9

### Assess climate change performance and adapt

- Revise climate change design and monitoring criteria
- Integrate into future procurements

10

### Celebrate

- Communicate successes

well-capitalized team in place with the credibility to delivery this new, Class A location will be very compelling to wide variety of employers.

- Class A rental rates in downtown St. Pete have increased by 27.3% from an average of \$27.90 to \$35.52/sf and we are now seeing \$40-52/sf for Class A space that is 30 years old. Additionally, direct vacancy has dropped 70% (920 basis points) in 5 years from 13.1% to 3.9%.
- KDC's 30+ year track record of delivering quality development has built a resume and relationships with corporations and tenant representation brokers that will give the SHCP team deep credibility in the marketplace, resonating with site selection experts charged with identifying national site development options. Additionally, with 18% of the major market share, C&W is the top agency leasing CRE company in the US and will be invaluable marketing the project.
- KDC has had substantial success with other strategic land assets including the internationally acclaimed Research Triangle Park outside of Raleigh, NC where KDC was chosen by the Research Triangle Park Foundation as their development partner to reimagine the RTP of the future (please visit the HUB RTP concept plan at <https://hub.rtp.org/>), as well as KDC's other world class projects in Atlanta, Nashville, Denver, Dallas, and Austin.
- KDC provides its own equity for all new developments and will accordingly not require third party equity financing to deliver at the HGPD. The company has developed and financed over \$11 billion and 27 million square feet of projects over the last 31 years.
- We anticipate office demand in downtown St. Pete to increase due to its draw from cultural attractions to demographics, lifestyle, weather, waterfront location, amenities, and more. Our vision for the HGPD will capitalize on these inherent amenities and ensure that St. Pete broadens its economic base with well-paying jobs in the downtown core that, in turn, contribute to the energy and vitality of the city.
- We have initiated discussions with USF St. Petersburg with the intent of developing a marine science facility dedicated to the Blue Economy and look forward to advancing this dialogue post-selection.
- We have researched Alison Barlow's work in the Innovation District and discussed opportunities with her to expand that program onto the HGPD.
- We are exploring healthcare-focused uses including a USF school of nursing and a healthcare training facility or "lab school."
- Our plan includes a substantial mix of creative, research, finance, and technology-oriented workspace based on our belief that there is strong interest from a healthy variety of office users that will contribute to the diverse and dynamic mixed-use environment.
- We are exploring a University Partnership Center based on input from Jackie Skryd at St. Petersburg College and seek to elevate the site's attraction for higher education institutions across the county.
- We will reserve a portion of office space for local SBEs, MBEs, and WBEs to be made available at a discounted rate and on more flexible terms.
- Our plan and the scale of the HGPD enables a highly flexible strategy, allowing us to respond quickly to market trends and the needs of specific tenants.

### Support for Small Business

We are broadly committed to supporting local SBEs, WBEs, and MBEs, including local merchants and store owners. The SHCP team is intimately



familiar with St. Petersburg's homegrown merchants and vendors that shape the lively character of the city's restaurant, entertainment, and shopping scenes. We also recognize that affordability is waning, making it increasingly difficult for small businesses to gain a foothold or remain in the neighborhood. In response, we have developed a comprehensive framework to support local small businesses. Please refer to Section D.5 for a detailed description of our plan including the MBE Merchant Plus program.

### Creating One of Florida's First Minority-Owned Breweries

A specific example of our commitment to growing local businesses is our partnership with Mike Harting, founder and owner of 3 Daughters Breweries and chair of the Florida Brewers Guild. While Florida has more than 400 operating breweries, almost none are minority-owned. Mike has joined the SHCP team to support, educate, and empower a local entrepreneur to become one of Florida's first minority-owned breweries, reconnecting the site to its history as an African American community celebrated for its beer gardens and community spirit.

This is just one of many opportunities for inclusion and equity, and we will engage with community and development partners to identify ways to promote economic development for the surrounding community. The more the site celebrates St. Petersburg's diversity and provides opportunities for small businesses, the more authentic, inspiring, and successful it will be.

### Neighborhood Connections, Mobility, and Parking

Successfully reconnecting the site to surrounding neighborhoods requires expanding existing transportation and mobility connections, such as the Pinellas Trail; incorporating micro-mobility options, like electric scooters and bike-sharing; and introducing through-streets from South St. Petersburg, Campbell Park, the Warehouse Arts District, and downtown.

We will also link to regional transportation connectors, including the new BRT line along 1st Avenue S., to tie the site to the broader community.

In keeping with our focus on promoting and enabling alternative, more environmentally friendly modes, we have developed flexible parking strategies that are engineered to adapt to changing habits and minimize parking facility footprint. Please refer to Sections D.2 and E of our response for a more detailed description of our approach to transportation, community connectivity, and parking.

### City Plans, Goals, and Guidelines

We have carefully reviewed the 2050 plan and developed a project approach we believe aligns with the city’s vision and goals. Our design, programming, approach to infrastructure, community engagement, community benefits, workforce development, and efforts to be an inclusive and equitable partner to the City and the community are all informed by careful review and consideration of the plans and initiatives advanced by the City.

### Public Outreach

The redeveloped HGPD can and should benefit the citizens of St. Petersburg for decades to come. Realizing that vision requires thoughtful, open dialogue with key stakeholders and the community at large. One specific element worth highlighting here is our commitment to establishing a project office in the South St. Petersburg community, where we will publicize employment opportunities, seek advice and guidance from community stakeholders, and hold what we call “developer hours,” a regular open-door opportunity for members of the community to visit with us. Please refer to Section D.4 of our response for a detailed description of our community outreach plan.

## OUR TEAM’S APPROACH TO THE 23 GUIDING PRINCIPLES OF DEVELOPMENT

### 1.

**The development will be a public private collaboration that incorporates the goals of the City, which have been informed by the community.**

Our team has extensive experience working with municipalities and, specifically, in structuring and executing against public-private partnerships. Realizing the site’s full potential will require strong, collaborative relationships with the City of St. Petersburg and Pinellas County. The project will require demolition of existing structures and surface lots and the design and delivery of new streets, utilities, open space, and civic buildings. We have decades of experience working with public partners to identify, size, and creatively finance multi-phased infrastructure plans in support of district-scale urban infill projects. The SHCP team also includes environmental law and brownfield remediation experts who will properly address environmental issues and ensure we qualify for all available city, state, and federal incentives.

With respect to community output, we have to date met with more than 150 community and faith leaders, educators, businesspeople, and neighborhood associations. We view those meetings as just the start of an ongoing dialogue related to the HGPD. Community outreach, in our view, is a journey not a destination, or box to be checked at the beginning of the development process. We have also developed a detailed community outreach plan, which is described in Section D.4 of our response.



### 2.

**The development will be a collaboration with the City, Pinellas County, Rays, and the selected Proposer to identify and develop the appropriate infrastructure to fully support the proposed development, including future growth**

The SHCP team has reviewed the existing site conditions and developed an initial assessment of the requisite site infrastructure. If selected, we are prepared for a rigorous review in partnership with the City of St. Petersburg, Pinellas County, and the Rays. Our deep experience developing stadium and stadium-anchored mixed-use districts will be a benefit to the process, and we look forward to a highly collaborative partnership with all parties. Continuous and tightly coordinated engagement will be essential to ensure that the project’s full potential is realized.

### 3.

**The development will honor the site’s history and provide opportunities for economic equity and inclusion, including all phases inclusive of development, construction, and ongoing operations of the development.**

The SHCP team is committed to honoring and celebrating the site’s rich history and cultural heritage. Please refer to Section D.7, which describes our proposed approach in detail.

With respect to economic equity and inclusion, our vision is that the HGPD will become the leading example of equitable, large-scale development in the country. Equity and inclusion are core to our plan and manifest in all aspects of our approach, as described in detail throughout our response.



## 4.

### **The development will provide jobs, entertainment, mixed-income housing, and family-oriented places that promote economic development for the surrounding community.**

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We firmly believe the HGPD development can be a vital engine for continued economic growth, a neighborhood that offers an array of affordable and workforce housing, and a central gathering place accessible to all St. Petersburg residents. Our specific vision as it relates to these items is described in detail throughout our response.

## 5.

### **A significant portion of the created jobs will align with the Grow Smarter Strategy described in Section 6.**

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We have identified and, in many cases, engaged key stakeholders on several economic development opportunities that we believe will create jobs consistent with the Grow Smarter Strategy by:

- Continuing to attract highly educated workers
- Leveraging the existing training capacity of St. Petersburg’s educational institutions
- Diversifying away from hospitality and tourism industries
- Building on St. Petersburg’s current capabilities and assets in marine science, health care, technology, the arts, and the other key target sectors identified in the Grow Smarter Strategy

Those opportunities include:

- **Best-in-Class Office Campus:** As described above, the HGPD, properly developed, will be a highly attractive location for company relocations. This will allow St. Petersburg to expand its growing reputation as a destination for knowledge-based industries and attract firms active in other sectors.
- **An Education/Tech Campus:** Closely related and complementary to the office campus is our vision for a technology

and innovation center. Alison Barlow’s work in the Innovation District demonstrates that strong demand from early stage, technology focused companies exists. We have also engaged a number of important stakeholders – including USF, Johns Hopkins All Children’s, Tampa General, and, of course, Alison herself – in discussions about how the HGPD can provide a launching pad for a large-scale technology and innovation center. Creating a dynamic mixed-use, mixed-income environment can help attract and retain the knowledge workers in demand by innovative startups and help cement St. Pete as a destination for entrepreneurial talent and the capital that follows them.

- **University Partnership Center:** Jackie Skryd at St. Petersburg College described the college’s remote learning partnership model through which out-of-town educational institutions use St. Petersburg College classrooms and office space so that distance learners have a physical, local learning environment. We have been looking at a similar model in another market so are familiar with the associated value proposition. Jackie indicated that she views this an opportunity for growth, and we agree. These facilities could be provided at the HGPD site as part of the technology and innovation center.
- **Health Care Simulation Facility:** We spent time with Alison Barlow discussing the idea of a health care training facility or “lab school.” Lab technicians, nurses, and other health care staff require a hands-on learning environment. This program can be structured as a public-private partnership that offers internships to students. It also aligns with USF’s desire – as described to us by Chancellor Hardigree and Dr. Usha Menon – to create a nursing school facility in St. Petersburg.

## 6.

### **The development will provide a continuous equitable workforce development element designed to provide training and placement for the jobs created on-site during development and upon conclusion of the development and will include opportunities for apprenticeships, youth mentorships and training**

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Workforce development is an integral part of our community benefits program. The scale and multi-phase duration of the HGPD create an unusual opportunity to build a true workforce development pipeline, stretching from initial training through becoming a master tradesman or woman. Please refer to Section D.5 of our response for a detailed description of our workforce development plan.

## 7.

### **The development will connect the site to the surrounding neighborhoods using a variety of transportation modes and connectors. In addition, the development will connect and synergize with the Stadium Property.**

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The key to successful multi-modal implementation is merging mobility infrastructure and services with the appropriate land uses. We will





create opportunities to weave development back into the St. Petersburg community starting at the local level and then strategically link these opportunities to form regional connections.

Our development approach to mobility infrastructure will connect the HGPD to regional transit networks and the surrounding neighborhoods via existing and planned modes and connectors. These modes will connect the site to South St. Petersburg and the surrounding districts, tie into the developing systems linking the downtown waterfront to the west beaches and provide access to and from the airports and regional employment centers.

The City's Mobility Study will define a vision for multi-modal mobility in greater downtown St. Petersburg. This will include the modernization of I-275 and the enhancement of the 100X and 300X express bus services which, with the seasonal operation of the Cross Bay Ferry, will create greater regional accessibility for residents, workers, and visitors.

Our mobility plan will provide affordable, accessible, and sustainable options to a wide range of user groups. Use of technology and smart city design elements will enhance efficiency and level of service. We are also mindful of and planning for continued transit evolution like the AVA self-driving shuttle already piloted on Bayshore Drive. We anticipate a future where the traditional Central Avenue Trolley and Downtown Looper will transition to or be supplemented by a mix of circulators, including first- and last-mile connectors and on-demand autonomous services, that will meet daily needs and improve the overall event experience.

With respect to the use of technology, we believe the HGPD can act as a lab or case study for testing and showcasing smart city and mobility-related initiatives, such as on-demand autonomous shuttles. Validating the program in the context of the project could be followed by a rollout to downtown St. Petersburg and beyond. Smart City design will be generally applied to enhance neighborhood safety and incorporate the City's Complete Streets Implementation Plan strategies to efficiently connect with adjacent networks.

We will also apply traffic calming design principles to moderate vehicle operations and allow for pedestrian and micro-mobility movements to safely co-exist within vehicular modes. Further, the strategic placement of Smart Mobility Hubs where regional and fixed route transit intersect

with the street grid and Pinellas and Booker Creek Trails will encourage the use of more sustainable modes including bike sharing, e-scooters, e-bikes, and e-cargo bikes, and also incorporate charging stations for electric vehicles. An electric vehicle car-sharing program will be introduced at a building or district level to make living without a car a viable lifestyle option.

With a focus on mobility choice and emphasis on active transportation modes, we believe our mobility plan will contribute to the excellent mobility ratings the city currently enjoys (across Walk Score, Transit Score, and Bike Score) and act as a catalyst for the introduction and rollout of related technologies and programs. Please refer to Section D.2 for a detailed description of our mobility plan.

## 8.

### **The development will tie into the regional transportation network.**

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Re-establishing local connections will start with the Complete Streets network approach, which provides a strong local foundation of transportation facilities and services, including active transportation, micro-mobility, first-mile and last-mile solutions, and local circulators. This approach also promotes existing and planned regional transportation. PSTA is planning to expand their express bus service with the Tampa Bay Next project, which will logically grow to include a Bus Rapid Transit Service (BRT) providing enhanced access to areas such as the Pinellas Gateway, St. Petersburg/Clearwater Airport, Tampa International Airport, and downtown Tampa. In addition, our plan will establish a strong linkage with the new SunRunner BRT service that connects the site to downtown St. Petersburg and the beaches to the west.

## 9.

### **The development will celebrate and enhance the cultural diversity and authenticity of the City.**

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Our plan celebrates and enhances cultural diversity and authenticity. Please refer to Sections D.3, D.5, D.7, and E of our response for detailed descriptions of our approach.

## 10.

### **The development will connect to South St. Petersburg physically, economically, and emotionally.**

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We address these connections at length in our response. We have recapped some of the key points below:

- **Physical Connections:** Our masterplan has been driven by the core goal of using the HGPD development to reconnect the site to adjacent neighborhoods and the city in general. This includes re-establishing and extending the street grid, creating strong north/south and east/west points of connection, and upgrading the

Pinellas Trail from an aesthetic and usability standpoint. Physical connectivity is also about offering good reasons to live, work, and play at the development. Our vision for the redeveloped HGPD includes a variety of affordable and market-rate housing options; diverse employment opportunities; and a central park for St. Petersburg.

- **Economic Connections:** As described above, we believe that a redeveloped HGPD can be a dynamic growth engine and are committed to realizing that promise. That includes, but is not limited to, the specific initiatives described above and in Sections D.3 and D.5 of our response.
- **Emotional Connections:** Emotional connections can take many forms. Developing a project where all of St. Petersburg’s residents are invited to live, work, and play will create a healing connection. Incorporating the visual and performing arts will further strengthen those connections. Most importantly though, in our view, is telling the stories of the African American community that once occupied the site. Please refer to Section D.7 of our response for a detailed description of our plan.

## 11.

**The developer will implement a strong community outreach program, seeking input from all community stakeholders.**

We view sustained and comprehensive community engagement as a critical success factor. Please refer to Section D.4 of our response for a detailed description of our outreach plan.

## 12.

**The development will include conference space attached to a major flagship hotel. Proposers should demonstrate the demand for conference space in their response.**

Our Phase 1 program includes a 350-key business hotel and a 200-key lifestyle hotel and 150,000 square feet of meeting space. Our experience, coupled with guidance from Highgate Hospitality, our hotel operations partner, suggests that splitting the 500+ keys into two differently positioned properties will be an effective strategy.

With the help of SHCP team member ASM Global, the largest operator of meeting venues in the world, we have assessed demand for meeting space in St. Petersburg. While the post-pandemic “new normal” is still in flux, early indications point to robust growth, particularly in the southeastern United States, and increasing demand for in-person events. We accordingly believe that the proposed facility will be in demand and, as noted above, if the new ballpark is ultimately not developed in St. Petersburg, a large convention center would be well-received by the market and deliver substantial economic benefit to the city and county. Please refer to our Supplemental Information Section v. Meeting Facility Analysis for our demand analysis.

## 13.

**The development will include space for research, innovation, and higher education uses, with the goal of including institutions listed in Section 11.2.6.**

Our development program includes 320,000 square feet of space for higher education, research, and innovation. We have engaged a number of local stakeholders, including USF, St. Petersburg College, and Alison Barlow in discussions about how the HGPD can fully realize the opportunity to foster innovation, stimulate research, and attract and retain talent.

## 14.

**The development will include childcare facilities for residents and employees of the site.**

As noted above, we recognize that high-quality, affordable childcare is essential to family economic stability and a child’s healthy development. We have accordingly pursued a relationship and now signed a letter of intent with a first-class, national non-profit that provides free daycare to families with household income up to four times the poverty line

As part of that relationship, we are exploring the possibility of adding 24-hour childcare. We will also seek to partner with aligned community organizations such as the Boys and Girls Clubs of America and will work with the City of St. Petersburg and other applicable public stakeholders to pursue public grants and other subsidies.







## 15.

**Booker Creek and the Pinellas Trail will be central features of the development and green space will be featured throughout the development, featuring Florida-Friendly landscaping and vegetation.**

As noted above, a reimagined Booker Creek and the adjacent Sugar Hill Park will be core features of the new HGPD. Please refer to Section E of our response for a detailed description of Booker Creek and Sugar Hill Park.

## 16.

**The development will include a significant contiguous park component and public gathering space.**

As fully described in Section E of our response, parks and landscaping are robustly woven into our plan, creating a variety of places for recreation, gathering, and introspection. We have configured those areas, and the public realm in general, to efficiently accommodate a variety of activities. SHCP team member Biederman Redevelopment Ventures (BRV) is a leader in public space programming and will lead that effort for the HGPD.

## 17.

**The development will include opportunities for arts and culture throughout the site.**

As further described in SHCP's proposed community benefits program, our team recognizes the economic, physical, environmental, cultural, social, and emotional impact that the redevelopment of the site will have on the surrounding communities. Our efforts must spread beyond the prescribed limits of the project to produce successful outcomes for the affected communities. Our Arts and Culture working group, led by Bob Devin Jones, will craft and implement a multi-disciplinary program to fully tap into St. Pete's vibrant arts scene. Please refer to Section D.5 of our response for a description of our plan.

## 18.

**The development will include opportunities for small businesses and small, independent retail and commerce.**

SHCP is committed to creating opportunities for small businesses. Please refer to Section D.3 of our response for a detailed description of our inclusion and SBE/MBE/WBE support plan.

## 19.

**The development will provide community benefits consistent with the City's Community Benefit Program adopted in July 2021. The Community Benefit Program will address employment goals, living wages, small business participation, workforce training opportunities, affordable housing, child care opportunities and early childhood programs, transportation and mobility improvements, sustainability initiatives and other needs important to the City and important to the continuous improvement of the South St. Petersburg Community Redevelopment Area (SSCRA), as referenced in Section 6.**

We believe the SHCP plan comprehensively addresses the Community Benefit Program requirements and goals. Please refer to Section D.5 of our response for a detailed description of our proposed community benefits program.

## 20.

**The developer will remediate any potential environmental issues on the site, including any future recommendations from the Oaklawn Cemetery Ground Penetrating Radar Study as identified in Section 11.0.19.15. .**

Management of environmental risks on the property will be an important factor in the design and ultimate use of the site. It must also be taken into consideration as it relates to project cost and schedule, as well as liability considerations for the City and transactional partners. For those reasons, it will be important to review the environmental information available early in the project, prepare an AIA ASTM compliant Phase I Environmental Site Assessment, and follow up with Phase II work based on Phase I findings to confirm known data and identify unknown conditions of soil, groundwater, surface water, and sediments.

There are several specific environmental issues which must be considered:

- **Booker Creek Reconfiguration:** Any Booker Creek reconfiguration must be done so in light of the "Former Gas Plant site" and the associated Declaration of Restrictive Covenant (8/30/2016 Bk 19322 PG 594-603) (the "DRC") (Facility ID - ERIC\_6989). Although the Former Gas Plant site is closed under the regulatory program, existing soil and groundwater conditions and the DRC must be addressed in the design including, but

not limited to, redevelopment in and along Booker Creek, any reconfiguration of the stream, and stormwater management in the area. The Florida Department of Environmental Protection (“FDEP”) has imposed limitations on modifications in the DRC area and will accordingly have to agree to changes. We understand that concrete barriers have been constructed on both sides of Booker Creek in what appears to be an effort to isolate the channel from possible groundwater contamination. However, these features were not specifically included as part of the DRC. We note that recently FDEP has sought review of construction activities which could influence the configuration of a contaminated groundwater plume even where the site has been closed. Should the construction impact the ground water plume, the Department intends to reopen the closure documents. Our team is involved in negotiations with FDEP in connection with the pending “Certification of Restricted Activities on Conditionally Closed Cleanup Sites” which can be found at <https://floridadep.gov/waste/district-business-support/documents/certification-restricted-activities-conditionally-closed>. If additional cleanup is required, it may be possible to obtain support from the Florida Brownfield Program which includes environmental liability limitations and financial benefits such as Voluntary Cleanup Tax Credits (to help offset cleanup costs and tax credits for end users who create new jobs in the project area). Please refer to <https://floridadep.gov/waste/waste-cleanup/content/brownfields-program>.

- **Soil and Groundwater Conditions:** Conditions related to both the deed-restricted portions of the property, and other sites identified within the broader property boundaries which may include the “Suncoast Dome” site, the “Former Jerry Beans Car Care” site, Moment Paving Company, Swinton Quick Market, and other sites identified in our preliminary Phase I review may require remediation in keeping with the Florida Contamination Site Cleanup Criteria at Chapter 62-780, Florida Administrative Code. These sites may also be addressed under the Florida Brownfields Program and may be the subject of multiple Brownfield Site Rehabilitation Agreements which would offer access to additional tax credits for the project as a whole.



- **Sustainability:** Enhancement of Booker Creek should be accomplished without contribution to ongoing degradation of the water body and use stormwater management to support sustainability efforts for such coastal properties. Approaches include:
  - Hardened and stepped features on either side of the creek that may include stormwater surge capacity
  - Subsurface vertical barrier walls on one or both sides of the creek that can be installed quickly with trenching equipment
  - Vertical permeable treatment barriers that can provide for passive treatment of groundwater prior to discharge into Booker Creek
  - Slopped stream boundaries that include a layered treatment component possibly covered and planted with vegetation.
- **Dewatering:** Because of the contaminated sites, dewatering activities in certain areas will be regulated by FDEP, and will need to address all aspects of handling, treatment, and disposal of extracted groundwater. The City can assist substantially by allowing dewatering product water to be discharged to the City sanitary sewer system, preferably direct to the gravity system on site.
- **Water Management System Design and Operation:** Any excavation and/or proposed stormwater facilities (ponds, creek widening, swales, etc.) in or near a contaminated area will require FDEP review/approval. Ponds and swales will likely need to be lined with a protective impermeable material, and excavated soils will need to be disposed of in compliance with applicable regulations (including the DRC). Review of the water management system will influence design factors for the reconfiguration of Booker Creek.

In addition to the Voluntary Cleanup Tax Credits listed above, the project may qualify for other programs providing economic benefits. For example:

- **Redevelopment Sales Tax Refund:** Redevelopment projects within a brownfields area with a Brownfields Site Rehabilitation Agreement in place and that have an affordable housing mix in excess of 20% are eligible for a building materials sales tax refund.
- **Brownfields Job Bonus Refund:** End users within redevelopment areas identified in a Brownfields Site Rehabilitation Agreement will be eligible for a Brownfields Job Bonus Refund. The refund includes a tax credit of up to \$2,500 for each new full time equivalent job created.

With respect to the Oaklawn Cemetery, please refer to Section D.7 of our response for a detailed description of our approach and SHCP team capabilities.

We acknowledge that the developer will be responsible for remediating any potential environmental issues on the mixed-use development site including any future recommendations from the Oaklawn Cemetery Ground Penetrating Radar Study. Please note that current information suggests the area of greatest environmental concern is located within the 17.3 acres reserved for the new ballpark. If selected, we will coordinate with the stadium site developer as necessary.



## 21.

**The development will incorporate smart city technologies, Health in All Policies strategies, healthy urban planning and design elements, healthy building design elements, Complete Streets Implementation Plan strategies, strategies consistent with the City’s Integrated Sustainability Action Plan, and sustainability and resiliency policies.**

Please refer to the following sections of our response:

- 11.0.19.2: Health in All Policies, healthy urban planning and design elements
- 11.0.18: Smart city technologies.
- 11.0.18: Strategies consistent with the City’s Integrated Sustainability Action Plan, sustainability, and resiliency policies
- 11.0.19.13: Complete Streets Implementation Plan

## 22.

**The development will substantially address the need for affordable (<= 80% AMI) and workforce (<=120% AMI) housing, including on-site and off-site housing opportunities, with affordable housing comprising at least 50% of the affordable/workforce housing mix. Proposers should incorporate innovative options to address the City’s housing goals, especially as it relates to the need for additional affordable and workforce housing units.**

Delivering a robust mix of affordable and workforce housing both as part of the HGPD program and throughout the community is a core part of our vision for the project. Please refer to Section D.5 of our response for a detailed description of our plan.

## 23.

**The development will address intentional equity, including but not limited to opportunities for MBEs and WBEs as informed by the Disparity Study (Section 11.0.19.16) and the Structural Racism Study (Section 11.0.19.17).**

The Disparity Study clearly demonstrates that MBE and WBE firms have received far less than their fair share of city contracts over the studied 2014 to 2018 timeframe (and we have no reason to believe that those trends have appreciably changed in the years since then). This highlights the fact that the city’s SBE program has failed to achieve equitable participation in contract work over its 31-year existence. Those results also do not come as a surprise to our team and particularly our minority- and women-owned team members local to Tampa-St. Petersburg including:

- **Arehna Engineering:** Geotechnical Engineering (MBE, SBE, WBE)
- **Ariel Business Group:** Diversity, Inclusion, and Workforce Development (MBE, SBE)
- **Carteret Management:** Affordable Housing Management (WBE)
- **DuCon Construction:** Construction Services (MBE)
- **Franklin & Associates Realty:** Financial Literacy & Affordable Housing Consultant (minority-owned)
- **Gas Plant LLC:** Affordable Housing Development Partner (minority-owned)
- **Green Book of Tampa Bay** (minority-owned, women-owned)
- **Horus Construction:** Construction Services (MBE)
- **Jerel McCants Architecture:** Local Architecture Consultant (MBE, SBE)
- **Rock Solid Construction:** Construction Services (MBE)
- **Strategist Project Support Services LLC:** Construction Services (MBE)
- **Vivid Consulting Group:** Survey & Mapping / Civil Engineering (MBE, SBE, WBE)
- **VoltAir:** Central Energy and Site Electrical (MBE)
- **Young BD Group:** Local Business and Non-Profits Liaison (woman-owned)

These firms have been part of the SHCP effort since inception. The SHCP team has developed and will implement a comprehensive plan to address intentional equity. Please refer to Sections D.3 and D.5 of our response for a detailed description of our approach.

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## D.2 Description of how the Proposer plans to address and incorporate the development elements identified in Section 11 of this RFP

### 11.0. General Development

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

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Our vision for the redeveloped HGPD is aligned with these principles. Please refer to Section E of our response for a detailed description of our design approach.

**11.0.2. The project follows the guiding principles and overall vision of the Tropicana Field Conceptual Master Plans.**

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Our vision for the redeveloped HGPD is aligned with these principles. Please refer to Section E of our response for a detailed description of our design approach.

**11.0.3. Architecturally significant, unique designs, with integrated distinctive public open spaces, is expected.**

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Our vision for the redeveloped HGPD is aligned with these principles. Please refer to Section E of our response for a detailed description of our design approach.

**11.0.4. Demonstration of market feasibility for proposed plan.**

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With the assistance of SHCP team members and other advisors, we have conducted an initial assessment of the commercial development program. That includes a review of the proposed program by asset type, conceptual development costs, absorption, and other key financial drivers.

**11.0.5. Equitable job creation plan (quantity and quality of jobs), emphasizing employment opportunities for residents of the South St. Petersburg CRA and other traditionally under-served neighborhoods and reflective of the Grow Smarter Strategy referenced in Sections 6 and 11.1.19.12. The City is prepared to negotiate an employment plan for permanent job creation and placement of residents of the South St. Petersburg CRA and other underserved communities.**

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We have a two-pronged job creation plan. The first, in line with the Grow Smarter Strategy, is focused on uses and assets at the HGPD that will concentrate intellectual and financial resources to attract relocating companies and help to launch new ventures. Examples include the technology campus, healthcare lab school, and the university partnership center. This approach will create new, high-wage jobs in industries aligned with the Grow Smarter Strategy.

The second part of our plan is focused on workforce development

and SBE/MBE participation. Our approach is described in detail in Sections D.3 and D.5 of our response.

**11.0.6. It is a goal of the City that a significant amount of the construction jobs for the project will be filled by South St. Petersburg CRA residents. Proposals must reflect how this expectation will be realized, including an estimated percentage of the expected construction jobs set aside for South St. Petersburg CRA residents and Proposers' plan to achieve that goal.**

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Please refer to Sections D.3 and D.5 for a description of our local hiring and workforce development plan.

We estimate that approximately 20% of construction jobs will be filled by South St. Petersburg CRA residents.

**11.0.7. Establish a workforce development program to include job training opportunities for residents of the South St. Petersburg CRA and other traditionally under-served neighborhoods. It is expected that the selected Proposer will coordinate with St. Pete Works!, a workforce collaborative supporting workforce development in St. Petersburg, and post-secondary institutions to develop equitable workforce training programs for South St. Petersburg CRA and other residents and link them to temporary jobs during construction and full-time employment post development. Opportunities for youth mentorship and on-the-job training should also be incorporated into the proposed workforce development program.**

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Please refer to Section D.5 of our response for a detailed description of our workforce development plan.

**11.0.8. Significant participation of small business enterprise (SBE) companies in the overall development and construction of the project, consistent with the City's SBE program. The City expects to see how this issue will be implemented in the Proposal, including an estimated percentage of the expected SBE participation.**

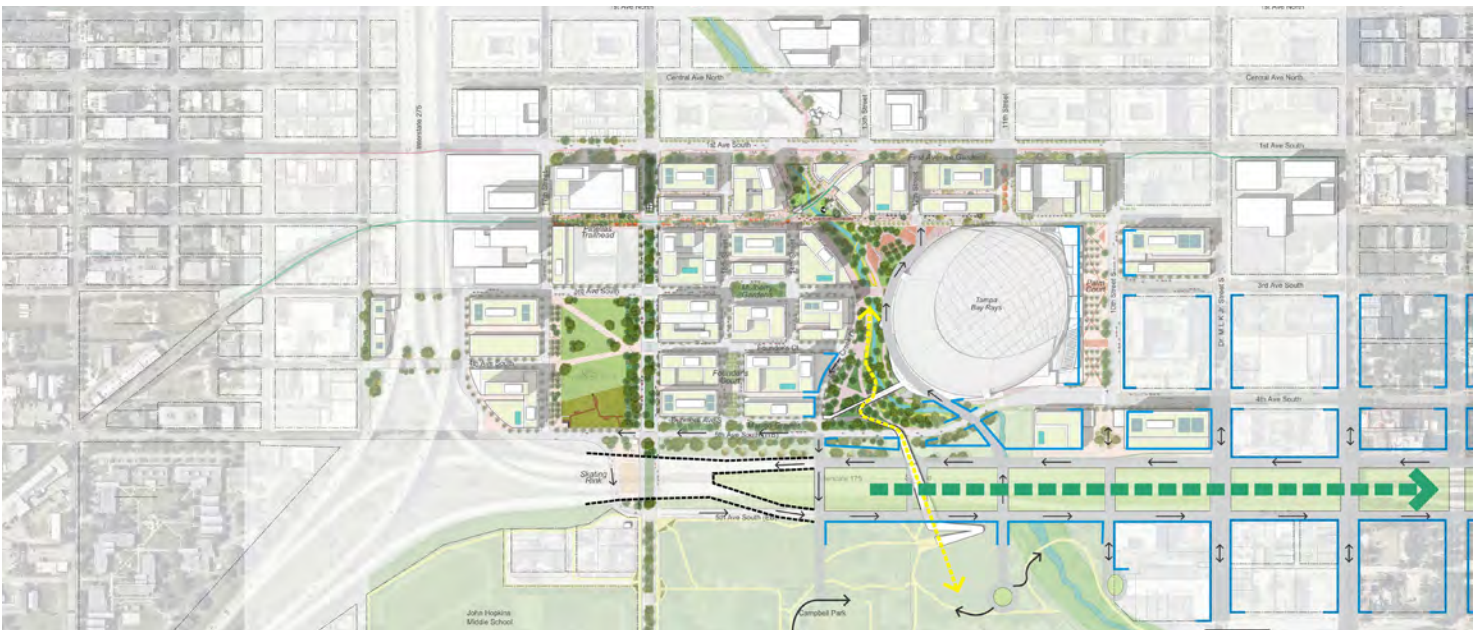
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Please refer to Sections D.3 and D.5 of our response for a description of our SBE programs.

**11.0.9. Proposers will be subject to goal setting on the part of the City to support participation by M/WBE-owned businesses and are expected to adhere to all City ordinances, current and future, which support equity in contracting for Small, Minority, and Women-owned businesses. The City expects to see how this issue will be implemented in the Proposal, including an estimated percentage of the expected MBE & WBE participation.**

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SHCP is committed to supporting M/WBE participation. Please refer to Section D.3 for a description of our inclusion program and project



goals. We understand and acknowledge that we will be expected to adhere to city ordinances related to SBEs, MBEs, and WBEs.

**11.0.10. Connect the Property with the existing surrounding communities through elements including, but not limited to, reintroducing and connecting the street grid with a Complete Streets focus that integrates linkages such as sidewalks, bikeways, trails, shade, and crossings and demonstrate that the development has positive impacts beyond the site boundary.**

Our vision for the redeveloped HGPD is aligned with these principles. Please refer to 11.0.19.13 for a description of our Complete Streets approach.

**11.0.11. Plans shall connect the Property to the southern side of I-175 and incorporate appropriate elements from the Downtown Mobility Study (underway, with expected completion in fall 2021), including how it would connect the project site to the southern side of I-175 should that section of the highway be removed or scaled back and potentially produce more developable land area.**

As further described in SHCP’s Community Benefits Plan (Section D.5), our team recognizes the economic, physical, environmental, cultural, social, and emotional impact the redevelopment of the site will have on the surrounding communities, and that community development efforts must spread beyond the prescribed limits of the project to produce successful outcomes for the affected communities.

Few things will be more impactful than strengthening the connection to Campbell Park, Melrose, Roser Park, the Innovation District, and other neighborhoods to the south.

Our plan proposes to enhance and re-imagine 16th Street S. and Martin Luther King Jr. Street S., both critical north-south connectors, at 4th and 5th Avenue S. (Stadium Drive) to improve mobility offerings, pedestrian connectivity, and overall safety and aesthetics. These enhancements are envisioned to create gateway thresholds northbound entering the new development and southbound leading to

the existing neighborhoods, communities, businesses, and institutions.

To further increase linkage to the south, we propose an expanded – in both length and width – foot bridge spanning over the existing I-175 spur. This move provides a convenient, safer pedestrian pathway that ties the proposed development to Campbell Park and future southside development.

On a related note, the timing of the HGPD redevelopment coincides with the FDOT’s reconsideration of the necessity of the I-175 highway. While removing the spur and replacing it with an at-grade thoroughfare presents an opportunity to more strongly connect St. Petersburg’s southern neighborhoods to the HGPD site, I-175 provides direct access to the downtown, Johns Hopkins All Children’s, and Bayfront Health.

We accordingly recognize that this is a complex issue and are committed to collaborating with the City of St. Petersburg, the Florida Department of Transportation (FDOT), the U.S. Department of Transportation, and other stakeholders to properly assess the associated questions.

In the event a decision is made to remove I-175, we will be prepared to seamlessly accommodate the new condition by reconnecting the street grid at 14th, 12th, 11th, and 10th Streets and reclaiming the approximately 20 acres currently occupied by the spur for additional development.

Our preliminary assessment suggests that, once past the 16th Street S. overpass, the new roadway would ramp down to grade by 14th Street, readily accomplished at a 5% slope. Beginning at 14th Street S. and continuing at subsequent intersections, signalization technology that is part of a broader smart city network would monitor approaching traffic volumes to inform pedestrian and vehicular cross traffic movements. These technologies currently exist and will continue to evolve for improved safety and greater road network integration. Along with all other aspects of the proposed plan, this potential condition will be studied carefully and informed by broad community input consistent with our community outreach plan (Section D.4).

**11.0.12. Create vibrant pedestrian/ street level activities and spaces that are appropriate for the City’s urban vision and promote active transportation. A comfortable pedestrian environment includes pedestrian-scale lighting and provides ample room for street trees that promote shade and street furniture outside of pedestrian paths.**

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Our vision for the redeveloped HGPD is aligned with these principles. Please refer to the depiction of development in Section E of our response for a detailed description of our design approach.

**11.0.13. Incorporate the history of the Gas Plant District neighborhood prior to the construction of Tropicana Field, using imagery, plaques, replicas of significant buildings, and stories told through interpretive history.**

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Please refer to Section D.7 of our response.

**11.0.14. Incorporate public art throughout the site, including opportunities for the Woodson African American Museum of Florida and the St. Pete Arts Alliance to participate.**

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Please refer to Section D.5 of our response.

**11.0.15. Develop a design plan, which includes public input, which must be approved by the City.**

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Please refer to Section D.4 of our response, which describes our public outreach plan in detail.

**11.0.16. Demonstrate that the proposal adheres to the City’s vision of a downtown with an active 24/7 environment.**

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Please refer to the depiction of development in Section E of our response for a detailed description of our design approach.



**11.0.17. Demonstrate how the proposal complements the Vision 2020 Element of the Comprehensive Plan and the ongoing Vision 2050 planning effort.**

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Foundational to the success of the Vision 2020 plan and to the work going into the Vision 2050 planning efforts is a robust public realm strategy. Made up of a wide range of spaces, our plan features large gathering areas, highly programmed public open spaces, connecting bridges in addition to smaller and more neighborhood-scaled spaces like small-scale residential streets and laneways. This hierarchy to the public realm not only invites a mix of social activities and uses, but also helps give a clear identity to the different areas.

**11.0.18. Demonstrate how the development will incorporate current and upcoming technology and Smart Cities concepts, such as fiber optic networks, 5G connectivity, etc., and other elements from the Guidance for Tropicana Field Site Redevelopment Concepts Technical Report.**

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Significant investment has already been made in studying the HGPD to identify ideas and priorities for its future. In addition, based on the City of St. Petersburg’s Integrated Sustainability Action Plan, it is clear the City understands the critical role of putting infrastructure in place that is designed with the future in mind. Our team applauds the background work completed, and we will leverage the plans and approaches to deliver integrated solutions that serve the project’s goals based on the following organizing principles:

- **Integrate diverse perspectives:** The HGPD redevelopment will be shaped by a complex array of social, economic, and environmental factors. An effective approach depends on a comprehensive understanding of the critical factors influencing the associated opportunities and challenges. This, in turn, requires engagement and input from the communities impacted by this project. Please refer to Section D.4 for a description of our outreach program.
- **Leverage visual tools:** Technology-driven planning is complex and often difficult to visualize. We will rely heavily on the use of diagrams, renderings, and other visual aids to ensure joint comprehension.
- **Get to specifics:** While thinking conceptually and big picture is critical to the exercise, our job is to translate these dreams into achievable goals. Ideas must also be informed by adherence to vision, social equity, and budget. Value must be defined not only by first costs, but also by the long-term positive impacts on the community. We are bringing a team of global thought leaders who will provide knowledge and expertise on urban environments and the challenges and opportunities for infrastructure. Our team has extensive experience merging traditional approaches with technology-driven solutions and brings an unmatched commitment to achieving results through creative and cross-sector thinking. We apply innovative, smart solutions that sit firmly at the intersection of sustainability, resiliency, and social equity.

Our experience has taught us that an approach that provides the greatest value must integrate three critical components: smart cities, resilience, and sustainability. This ensures that we leverage a systems-based approach for the design of the project that combines powerful

digital tools and technology to support an outcome-based framework for community building.

Today, the digitization of our lives—and our built environment—is a fact.

Occupant experiences are increasingly digital and stretch beyond the borders of our physical buildings. Broadband connectivity, digital conveniences, and transformative experiences are table-stakes for tomorrow's communities.

Connected and instrumented devices (e.g., parking systems, street lighting, heating, lighting, security, wayfinding, wireless, etc.) inundate our buildings and neighborhoods and can generate data that can be leveraged to create incremental and exponential value for citizens, businesses, and visitors. The digitization of our communities and the use of data (and analytics) is in the service of creating better places:

- Greener places (reduced carbon footprint, minimize energy consumption)
- Healthier places and wellness (Well2.0, improved IAQ), especially in a post-COVID world
- Improved performance (optimize utilization, continuous system optimization)
- Lower cost (reduced CAPEX due to convergence, reduced OPEX due to operational efficiencies and automation)
- Extended functional life (optimize operations and minimize stresses on assets)
- Enhanced user experiences (creating flexible and digital places to live, work, learn, and play)
- Improved safety and security (protecting people, infrastructure, data)
- Insights and analytics (real-time visibility of financial and operational metrics)

Unlocking the value of connected and intelligent systems requires a strategic and intentional approach—starting with technology-infused design, engineering, and operations. Communities that embrace digital capabilities (and data) as part of their DNA will create environmental, economic, and social value and catalyze the changing way we live, work, learn, and play.

A smart city is a sustainable and future-ready community that leverages smart technologies and data to anticipate and respond to the needs of its constituents, and create sustainable social, environmental, and economic benefits for everyone involved.

SHCP believes that the intentional convergence of planning, design, technology, and data is required to build, operate, and optimize communities that are future-ready and live up to their expectations.

At the intersection of design, engineering, and technology, our team brings deep experience to help the transformation of our communities and generate incremental value for everyone involved. Our team includes subject matter experts in the more traditional sectors including buildings, infrastructure, and community development, but also in digital transformation, smart buildings and smart cities, digital twin, and space digitization (from design through operations). It is our ability to bring these multi-disciplinary teams together in a collaborative manner that enriches the digital transformation of our built environment and the outcomes for our customers.

SHCP will have to shape the conditions that are required for the community to unlock the value of a digital future and create future-ready experiences and services. For example:

- Clarity on outcomes and experiences (being purposeful about the use of technology).
- Creating collaborative eco-systems (facilitating partnerships and collaborations that mobilizes the combined impact of business, community, and citizen stakeholders).
- Modernizing governance and policies to promote and enable innovation (including privacy and procurement considerations).
- Establishing a digital infrastructure (including Internet-of-Things and open-data standards, cybersecurity, wired and wireless open access network infrastructure, urban operating systems, digital twin).
- Smart city solutions catalogue (the tools to prioritize and select smart solutions).

Our capabilities that will support and augment our proposal for the HGPD redevelopment include:

- Strategic master planning: setting a smart building vision that is aligned with the City's and the communities' objectives and aspirations.
- Shaping the conditions that define the HGPD's sustainable, secure, and scalable smart and connected future.
- Designing an ICT roadmap to digitize the community—taking advantage of the data from connected, instrumented, and intelligent systems (including data governance, privacy considerations, cybersecurity, and more).
- Design and engineering of mechanical, electrical, and ICT infrastructure that is converged, intelligent, and sustainable (minimizing duplication, redundancies, and eliminating proprietary siloed systems and solutions).
- Leveraging CAD, BIM, and GIS (and underlying standards) to capture data from the first phases of the design processes.
- Implementing a Digital Twin that combines geometric and meta data with live data from connected systems and : including relevant machine learning (ML) and artificial intelligence (AI) capabilities to optimize and protect the community.
- Integrating support with municipal and enterprise applications to further expand the value of a connected and intelligent cities.

#### 11.0.19. Development incorporates applicable items from the following plans and initiatives.

##### ▲ 11.0.19.1. Executive Order - 2017-01 – Sustainable St. Petersburg;

Please refer to Section D.1 and 11.0.18.

##### ▲ 11.0.19.2. Healthy St. Pete – 2018-04 Health in All Policies (HiAP) Executive Order. Proposer should utilize HiAP Decision – Support Tool (Health Impact Assessment, Health Lens Analysis, Health Planning Matrix, or other acceptable alternative) to evaluate the health impacts of the proposed development prior to implementation. The assessment should be done in accordance with requirements of the City's "Health in All Policies" initiative in coordination with the Healthy St. Pete Division. It should determine potential effects of the project alternatives on the health of the population, as well as recommendations for enhancing health benefits and mitigating

**negative health consequences, and recommendations for monitoring and managing those effects as necessary.**

Creating a healthy place requires successfully interweaving a variety of systems. We have outlined a handful of strategies below.

The project must also include a mix of assets and uses to drive morning to night, seven-day-a-week activity. Our plan includes office space, technology and research campus, hospitality, meeting facility, performing arts center, and possibly the excitement of professional athletics. These offerings are balanced with a broad range of affordable, workforce, and market-rate housing. This mix of uses fosters a diverse, active, and robust community.

Pocket parks, small plazas, and courtyards will be sprinkled around the project to create opportunities for more intimate gatherings, exercise, and introspection. Open space within vertical structures in the form of sky lobbies, terraces, porches, and rooftops will be incorporated to promote access to fresh air and the natural environment.

To further encourage outdoor activities and generally promote a healthy environment, we will provide a pet-friendly environment, including pet infrastructure like dog parks, water stations, and sealed waste receptacles. We will also encourage pet-friendly policies in residential and office environments.

Providing access to quality food, including fresh fruit and vegetables, is a core healthy place principle. To that end, we are proposing a return to the HGPD's legacy of orchards and gardens in the form of a partnership with a local urban farming group. We also intend to incorporate a grocer as part of our retail program and will introduce a central St. Petersburg farmer's market. Additional healthy food options will be explored through retail vendors, restaurant operators, and other suppliers to create a healthy food culture.

Another hallmark of healthy communities is strong social ties. Creating indoor and outdoor spaces that encourage social interactions such as cooking, fitness classes, and gardening fosters and builds community ties. Active programming of public spaces includes movie nights, music festivals, art fairs, and holiday events.



**▲ 11.0.19.3. Integrated Sustainability Action Plan;**

Please refer to Section D.1 and 11.0.18 above.

**▲ 11.0.19.4. Guidance for Tropicana Field Site Redevelopment Concepts Technical Report;**

Please refer to Section 11.0.18. above.

**▲ 11.0.19.5. City's Community Benefit program, which establishes a series of community benefits for projects that receive City funding or participation for development, as further described in Sections 6 and 10 of this RFP;**

Please refer to Section D.5 of our response.

**▲ 11.0.19.6 Storefront Conservation Corridor Plan (provided as an example of retail space preferable to the City);**

Please refer to the narrative and supporting depiction of development in Section E for detail.

**▲ 11.0.19.7. EDGE Improvement Plan;**

Providing robust, human-scaled mobility that meets the objectives of the Complete Streets Initiative is central to the street and public realm design in our plan. Creating a thriving urban realm requires that streets serve not only as corridors for traffic circulation, but also places that support and encourage walking, relaxing, and gathering. People wanting to stay and being active is key to fostering a thriving urban realm.

Please refer to the narrative and supporting depiction of development in Section E for additional information.

**▲ 11.0.19.8. CRA Redevelopment Plans (Intown, Intown West, South St. Petersburg);**

The HGPD is a key site for the Intown, Intown West, and South St. Petersburg CRA Redevelopment Plans. Rather than growing as an island, this development strives to reconnect to the city and support growth in these surrounding areas. Please refer to the narrative and supporting depiction of development in Section E for additional information.

**▲ 11.0.19.9. Warehouse Arts Deuces Live Action Plan;**

We have reviewed the plan and believe that our approach is appropriately aligned. We were impressed by the collaboration between the Warehouse Arts and Deuces Live steering committees which we view as consistent with our focus on integrated community engagement. We were also inspired by the Pinellas Trail design treatments and intend to carry that character through the HGPD site.

**▲ 11.0.19.10. One Community Plan;**

We have reviewed the plan and believe that our approach is appropriately aligned, particularly with respect to our emphasis on economic equity.

**▲ 11.0.19.11. Downtown Waterfront Master Plan;**

We have reviewed the plan and believe that our approach is appropriately aligned, particularly with respect to economic vibrancy and mobility.





**▲ 11.0.19.12. Grow Smarter Strategy;**

Our vision for the redeveloped HGPD, as described in our response, incorporates several key elements of the Grow Smarter Strategy, including:

- Providing substantial density in downtown St. Petersburg
- Integrating and enhancing St. Petersburg’s thriving arts community
- Adding a large walkable downtown neighborhood
- Workforce development programs in partnership with local educational institutions to further leverage in-market training capacity

**▲ 11.0.19.13. Complete Streets Implementation Plan;**

Complete Streets will be a primary focus during planning and design. Our team understands and appreciates the importance of Complete Streets, particularly given the scale and location of the HGPD. We have extensive experience with Complete Streets at a global level and are very familiar with the City’s “Implementation Plan for Complete Streets.” We recognize that we have a responsibility to look beyond the motor vehicles when designing the infrastructure and to create transportation environments where people of all ages and physical and economic abilities can safely and comfortably circulate around the city. Rather than a single set of prescribed elements, Complete Streets are flexible and account for the surrounding land uses they are intended to serve.

The Complete Street framework includes:

- Providing connected pedestrian and bikeway systems to larger multi-use trails and greenway plans. Given the urban context, and the State’s struggles with pedestrian and bike safety, we will plan and design for people and cyclists first.
- Our multi-modal focus emphasizes pedestrian, bicycle, micro-mobility, and public transit. We will also fully integrate and highlight the Pinellas Trail as an essential feature of the development.
- Encouraging a strong cycling community by providing secure indoor bicycle parking storage rooms to ensure security and weather protection, as well as outdoor bike racks. Bike valet services, along with locker rooms, showers, and personal storage provide further support.
- Minimizing conflicts between all users: pedestrians, cyclists, motorists, and transit providers. To that end, we will

implement the best practices for infrastructure design and deploy new technologies including wider sidewalks, shorter street crossing distances, enhanced intersections and trail crossings, bike/pedestrian boulevards, rectangular rapid flashing beacons, and bike/pedestrian detection systems.

- Ensuring Americans with Disabilities Act (ADA) compliance (which will be one of our basic tenets of design).
- Implementing a curb management plan that provides street-level merchant access to the sidewalk and incorporates climate control systems in the form of awnings, canopies, and street trees.
- Creating an active street edge with ground floor retail and service uses engaging patrons and encouraging walkability. Sidewalks should be generously sized and provide amenities such as bike racks, streetlamps, public art, and transit shelters.
- Installing maps and pedestrian oriented signage indicating mileage and key destinations in the area to further encourage walking and biking.
- Incorporating pocket parks, public plazas, and unprogrammed social spaces to invite casual interactions. To further public safety, we will incorporate Crime Prevention Through Environmental Design (CPTED) principles incorporating line of sight, lighting design, and landscape placement to foster self-policing through natural surveillance practices.

Our philosophy is simple and holistic: begin with the end in mind, from planning to design to construction. Our proactive planning approach will lead to meaningful participation from all relevant stakeholders. From writing grants to conducting bicycle (and scooter) safety workshops for local residents, our team will be an active participant in the community.

**▲ 11.0.19.14. Affordable Housing Strategy;**

Please refer to Section D.5 of our response

**▲ 11.0.19.15 Oaklawn Cemetery Ground Penetrating Radar Survey;**

Please refer to Section D.7 and Section E of our response.





▲ **11.0.19.16. St. Petersburg Disparity Study;**

Please refer to Section D.3 and D.5 of our response.

▲ **11.0.19.17. Structural Racism Study;**

Please refer to Section D.3 and D.5 of our response.

▲ **11.0.19.18. Duke Site Readiness Program.**

We applaud the City for working with Duke to initiate and include the HGPD in the Site Readiness Program. This has served to frame the key attributes of the site in terms of site selection criteria (primarily industrial and professional services), identified the key development and infrastructure considerations, and can serve as a starting point to create visibility for the site selection and economic development professionals. Our team is prepared to work closely with the City, the St. Pete EDC, Duke, and others to maximize the regional, national, and international marketing of the project for potential job creation and capital investment. To that end, we have brought Cushman & Wakefield, a leading commercial office broker with national and global reach, on to the SHCP team to help lead this effort.

▲ **11.0.19.19. City of St. Petersburg’s Pillars of Progress;**

We have reviewed and believe that our plan addresses the areas of focus outlined in the report.

▲ **11.0.19.20. Community Conversation Report.**

Several members of the SHCP team attended and participated in each of the three community conversations hosted by the city. We have also carefully reviewed the related report and worked, and will continue to work, to ensure that our vision for the HGPD properly addresses the key points coming out of those sessions. Specifically:

- Housing/business, job opportunities, recreation, entertainment, youth opportunities, and arts and culture.
- Environmental sustainability, resilience, and transportation.
- Honoring the history of the HGPD and fulfilling past promises

## 11.1 Land Use

**11.1.1. Desired land uses include, but are not limited to a sustainable, market-feasible, mixed-use, high-intensity urban context including, retail, residential, hotel and conference space, office, recreation and open space, community and culture, education, research and development; other uses may be proposed.**

Please refer to Sections D.1 and E of our response.

**11.1.2. Retail and entertainment uses should: i) complement existing retail & entertainment downtown and citywide; ii) support and service the proposed project and surrounding neighborhoods; iii) be primarily open air in a pedestrian oriented setting where buildings reflect the setbacks, orientation to public ROW and public spaces, massing and form that is characteristic of buildings in downtown St. Petersburg; iv) have consistently high-activity and foot traffic levels that promote a 24/7 urban environment; v) introduce new retailers to the market to the greatest extent possible; vi) prioritize local, independent retailers; vii) offer opportunities to existing south St. Petersburg businesses; and viii) provide destination retail and entertainment.**

Our vision for the redeveloped HGPD retail program is aligned with these principles. Please refer to Section E of our response for a detailed description of our retail strategy.

Section D.5 of our response describes our plans to support local independent merchants. In the event that the new Rays ballpark is developed on-site, designing a venue that can accommodate multiple event types can add meaningful value to the overall project and we understand that this is consistent with the Rays vision for the building.

**11.1.3. Residential should provide for a mix of housing opportunities including ownership and rental. Housing provided should be attainable at a variety of income levels, including affordable/workforce income levels. Proposers should incorporate innovative solutions to address the City’s housing goals and this site should include a mix of housing that addresses the needed supply for very low-income, low-income, moderate-income, and middle-income households. Proposers can offer additional solutions, which may include but are not limited to, providing affordable and workforce units off-site; partnering with other entities to provide additional units off-site, including rental and ownership product; and/or a financial contribution to the construction of affordable units city-wide. Reference the Affordable Housing Strategy in Section 11.0.19.14. Housing which accommodates families (3 and 4 bedroom) should also be included. The cost of parking should be strongly considered in the development of residential space.**

Please refer to Section D.5 of our response for a detailed description.



**11.1.4. Desirable residential development for an urban project in downtown St. Petersburg would also include housing atop retail and commercial uses, live/work spaces as well as other multi-family housing types with an appropriate amount of parking that reinforces the City’s vision for the project site as a vibrant pedestrian oriented, mixed-use community.**

Our vision for the redeveloped HGPD residential program is aligned with these principles. Please refer to the depiction of development included in Section E of our response for a detailed description. Our parking strategy is described in detail in 11.1.13 below.

**11.1.5. Office uses should be integrated into the urban development pattern by a vertical mix of uses and include incubator space for local small businesses with a focus on the city’s five target industry sectors: marine & life sciences, financial services, data analytics, specialized manufacturing, and creative arts & design. Office space is a high priority of the City and should be maximized and not subject to any pre-leasing requirements for development. The City would prefer a Proposal which includes office users that are either expanding within St. Petersburg or are new to the City. The City expects a portion of the office space should be reserved for under-invested businesses and entrepreneurs. Proposals must reflect how this expectation will be realized, including an estimated percentage of the office space reserved for under-invested businesses and entrepreneurs.**

Please refer to Section D.1 for a detailed description of our office development strategy.

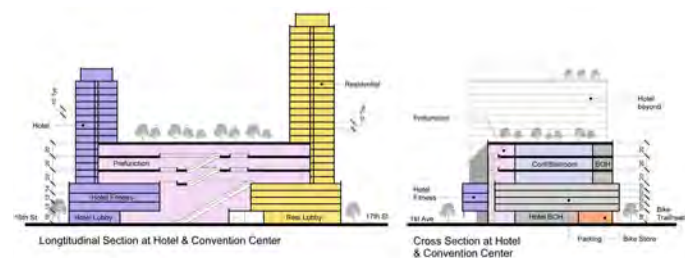
**11.1.6. An Education/Tech campus should be incorporated into the design, with space for education, research, and innovation uses. The City is especially interested in an Education/Tech campus that includes a partnership with local higher-education institutions or Florida based high-education institutions for education space, including but not limited to:**

- 11.2.6.1. University of South Florida;**
- 11.2.6.2. University of South Florida St. Petersburg;**
- 11.2.6.3. Johns Hopkins/ Johns Hopkins Medicine;**
- 11.2.6.4. Eckerd College;**
- 11.2.6.5. St. Petersburg College;**
- 11.2.6.6. Pinellas Technical College; and/or**
- 11.2.6.7. Other leading research college or university.**

Our proposal includes approximately 320,000 square feet of education/tech campus. We have engaged numerous technology and education focused stakeholders including USF, St. Petersburg College, Johns Hopkins All Children’s, Pinellas Technical College, Alison Barlow, and Jason Mathis in discussions about how the new HGPD can accommodate their needs and further amplify St. Petersburg’s emergence as a technology center.

**11.1.7. Hotels should include at least one four-star property, operated by a major chain and should include an integrated or connected conference center. The City is especially interested in a five-star property operated by a major chain and an integrated or connected conference center. Proposers should demonstrate the demand for conference space in their response. A market study for a hotel and conference space was performed as part of the Tropicana Field Conceptual Master Plans.**

Please refer to Section D.1 for a description of our hotel and conference center program.



**11.1.8. Open space components are encouraged to be connected, a prominent feature of the overall design, publicly accessible, and provide for a variety of programs which reflect diverse cultural interests and accommodate diverse ages and abilities. Open space should utilize Florida-Friendly vegetation, with the potential for fruit trees and/or orchards or community gardens for public use. A significant amount of contiguous open space should be included in the overall development. The selected Proposer will be responsible for the operation and maintenance of open space.**

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Our vision for the redeveloped HGPD is aligned with these principles. Please refer to Section E of our response for a description of our design approach.

**11.1.9. Integrate and enhance Booker Creek and the Pinellas Trail as part of the overall development concept. Buildings along the creek shall face towards it, as a primary means of entrance/exit, with secondary entrances along the Pinellas Trail. Taller buildings should include stepbacks to preserve a pedestrian friendly environment. Recommended improvements to Booker Creek should enhance water quality and flood mitigation approach.**

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Our vision for the redeveloped HGPD is aligned with these principles. Please refer to Section E of our response for a detailed description.

**11.1.10. Account for any improvements within the flood plain and approach to mitigate it.**

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Please refer to our approach to resiliency and approach to improving flood management within Booker Creek in Sections D.1 and Supplemental Information Section iv: Site Engineering Considerations & Strategies.

**11.1.11. Integrate the design of building entrances/exits with the urban street grid to direct pedestrians to desired crossing locations at corners (not mid-block).**

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Our vision for the redeveloped HGPD is aligned with these principles. Please refer to Section E of our response for a detailed description.

**11.1.12. Ongoing maintenance responsibilities for the open space areas are to be addressed.**

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Three general models exist:

1. The parks and other open spaces are managed by the City's parks and recreation department.
2. The parks and other open spaces are managed by a non-profit entity typically established specifically for this purpose (e.g., Friends of Booker Creek Park).
3. The parks and other open spaces are managed by the master developer.

For a large-scale, urban development like HGPD, the second and third approaches are often used and yield good results. If selected, we will be prepared to discuss the options in detail with the City to determine the best model.

**11.1.13. Parking areas are to be within structures, located on-site and integrated into the development by including substantial ground-floor retail/office uses to ensure the parking structures do not disrupt the pedestrian-oriented development pattern. Parking structures should be designed to accommodate future repurposing and to support additional development above, if needed. Include direct access at street level to bicycle parking rooms, including showers and locker facilities for long term bicycle parking uses. Shared parking between Property uses and the Stadium Property uses shall be addressed in Proposals.**

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The proposed HGPD is a large-scale mixed-use project with substantial parking demands that will vary significantly by day and day part. At the same time, mobility trends and user preferences are evolving as alternate modes are introduced and become more popular. We are also acutely aware of how personal vehicle trips negatively impact sustainability goals and how parking structures erode land use efficiency and quality of place. To that end, our plan focuses on reducing overall drive-alone demand and effectively cross-utilizing parking facilities, both of which serve to reduce gross parking needs. We also intend to fully leverage the growing multi-modal network connecting the project site and adjacent neighborhoods to greater St. Petersburg.

The growth of new modes of transportation, while providing many benefits, also presents challenges that must be thought through and



properly addressed as part of a parking and circulation plan. For example:

- Seamlessly accommodating large numbers of rideshare drop-offs and pick-ups before or after an event Providing properly sized and located shared bike and scooter programs
- Designing for an increasing number of delivery and fleet vehicles

Our plan also needs to evolve as the development grows and varied uses come online. We have accordingly worked to reimagine traditional parking operations, the technology that supports it, and what is required to accomplish both short- and long-term goals.

Careful analysis of anticipated parking demand by use, day, and daypart to ensure that parking capacity can be efficiently cross utilized across the development is a critical part of the overall parking strategy. Office use peaks at mid-day, while residential and hotel parking demand peaks in the evening. The ballpark, if developed, will generate significant parking demand but only at certain times, which often are off-peak (nights and weekends) relative to the rest of the site's overall demand. Other important strategies include:

- Parking will be at market rates and pricing will be used strategically to influence demand
- Parking will generally be dispersed to multiple, smaller facilities
- Parking will typically be available to the general public (and reserved parking for particular uses will be limited)
- The parking plan will consider and integrate as appropriate adjacent, off-site parking inventory
- Parking will be located and accessed to minimize roadway impacts and limit conflicts with alternate modes and pedestrians
- To the extent feasible, parking will be centrally and holistically managed

As indicated above, transportation habits are in a state of flux, and we anticipate that will continue for the foreseeable future. Ridesharing via services such as Lyft and Uber have become commonplace. Availability and use of public transit are increasing. In urban areas, bike and scooter programs offer readily accessible, on-demand, alternate transportation modes. Millennials and now Gen Z are rapidly migrating toward a future where the idea of owning a personal vehicle is increasingly viewed as needlessly complex and expensive. All this means that our planning must be highly adaptable to avoid overbuilding parking or underserving other alternate modes. Specifically:

- Develop parking facilities incrementally aligned with the development's overall phasing
- Explore and incorporate facilities that service alternate forms of transportation (such as bike valet and storage)
- Integrate and promote vehicle sharing programs (such as house electric cars in residential buildings that can be rented by the hour via mobile app)
- Plan to efficiently accommodate high-volume rideshare drop-off and pick-up
- Bring office and residential inventory online concurrently to encourage workers to live on-site
- On an ongoing basis, monitor transportation trends and coordinate closely with the city and other stakeholders to inform current parking management practices and future parking decisions

Current trends suggest that parking and vehicle trip generation is likely to decrease by as much as 25% in coming years. It is critical that we plan for where the market is going and not where it is today.

The Rays ballpark, either in its current or a future incarnation, provides a challenging dynamic. Like other arenas and stadiums, demand is highly peaky and, if not properly planned for and managed, can result in a poor fan experience and negatively impact site residents, workers, and visitors not attending the game. As indicated above, baseball games and other sports events tend to be counter cyclical with respect to office uses, providing a benefit given the proposed extent of office program. Based on our extensive experience working on other public assembly venue projects, we will collaborate with the Rays to develop a parking and transportation strategy for the ballpark that incorporates the following:

- Cross utilization of parking inventory available during game times (typically nights and weekends)
- Decentralized parking assets to limit congestion and impact on the overall project
- Efficient high-volume rideshare drop-off and pick-up
- Use of technology to monitor and then shift parking demand in real time
- Coordination with the team and other stakeholders to promote alternative modes of transportation
- Coordination with the team and on-site hospitality, food, and beverage providers to promote pre- and post-game activities (which flatten the arrival and departure curves)

Subject to the status and phasing of a new ballpark, the related parking plan will evolve over at least the early phases of the project as existing surface parking is replaced by structured parking.

#### **11.1.14. The City is aware that the COVID-19 pandemic had an impact on the demand of a variety of land uses. Proposers should explain how their Proposal addresses changing land use demands.**

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We have considered pandemic impacts across the full scope of the project. In most cases, our view is that the pandemic was less an initiator of new trends and more an accelerant of pre-existing behaviors and dynamics. In all cases, we live in some form of new normal:

1. **Office:** The pandemic engendered a fairly dramatic shift in at least two respects:
  - **Toward remote and flexible work:** While this trend pre-dates the pandemic, it has shifted from a relatively marginal practice to widespread. At the same time, the unemployment rate has remained very low, limiting employer leverage in the conversation. The impact at a national level has been unfavorable. Many companies have struggled with bringing workers back to the office and buildings sit empty or marginally utilized. It has also increased pressure on employers to make the workplace a desirable destination. For this reason, St. Petersburg has been a beneficiary. Ten years ago, prospective office tenants the number of available parking spaces, the size of the floorplate, and whether there were lunch options nearby. Today, companies want to know where the dog

park is, what kind of fitness options exist, whether their staff can live nearby. Traditional office districts and parks struggle with this dynamic. They have office space but no amenities. St. Pete has – and the HGPD will have – all the amenities that post-pandemic office tenants are looking for. Green space, cultural infrastructure, good weather, bike trails, dog parks...the list goes on. What St. Pete doesn't have is much office space. Only about 2,000,000 square feet with a direct vacancy below 5%. Not one new office building has been developed in downtown St. Pete for more than 30 years.

- **Away from high tax, high cost of living cities:** Secondary markets – Sacramento for example – were benefitting from overheated adjacent primary markets – San Francisco and the Bay Area in Sacramento's – well before 2020. Similarly, the shift away from high tax, high cost of living states like California and New York to the sunbelt was not triggered by COVID. What did change is the number of companies that have entertained or are entertaining the idea of pulling up stakes and finding a new home. Again, St. Pete stands to benefit (provided new office buildings are brought online). As noted above, the city offers a highly desirable slate of lifestyle amenities. Florida is a business-friendly state.

2. **Hotel:** The hotel industry has recovered in some respects while other aspects of the business still lag. In general, tourist travel has been robust. Business travel has been soft. The degree of recovery to a 2019 baseline has also varied by market and region. In our view, the downtown St. Pete market, which is generally underserved, will support the proposed hotel program. We also anticipate that conditions will continue to improve over the near term, particularly as business travel recovers.

3. **Conference Center:** The outlook here is less clear. The meeting business has surged back this year, with some, mostly southern markets, returning to 2019 booking levels. But performance by channel has been mixed and it is not clear if 2022 if more a function of pent-up demand or a return to a persistent baseline. Extensive discussions with SHCP team member ASM, the largest operator of convention centers and meeting facilities in the world, suggest that strong demand continues to exist for St. Petersburg and that a venue of approximately 150,000 square feet is properly sized to efficiently meet that demand. That notwithstanding, we do not believe that venue can be privately financed, at least not in the current capital market.

4. **Residential:** Housing demand remains strong and we anticipate that will generally continue. While the pandemic has influenced building programming – e.g., the importance of on-campus co-working space has increased – our underlying assessment of demand for residential product remains bullish.

5. **Retail:** The forces affecting the retail business also pre-date, but were accelerated by, the pandemic. In simple terms, non-experiential retail continues to be buffeted by ecommerce (largely Amazon). Experiential retail – and specifically restaurants and bars – has come roaring back. While there is some chance that current performance is being driven in part by pent-up demand, we believe that demand for social retail will continue to be strong. Data also shows that local merchants, who offer organic, authentic products and experiences, are outperforming chains and big box stores, a trend that bodes well for our HGPD retail vision.

6. **Construction pricing:** As has been extensively reported, construction pricing has escalated dramatically over the past two years and commodity pricing has been highly volatile. While it is impossible to say for sure, pricing appears to be settling down and peakier commodity pricing decreasing. We also believe that the interest hikes (see below) will have the intended effect over the near term, further cooling the market. If necessary, we are familiar with and will deploy strategies designed to mitigate cost exposure in overheated conditions.

7. **Cost of debt:** Capital markets have been in flux over the past several months as high inflation and the Fed response, significant interest rate hikes, have created a climate of general uncertainty. We anticipate that the capital markets will fully – or at least sufficiently – adjust to new conditions and reopen by the time work would need to be procured on the HGPD.

**11.1.15. It is expected that Proposers bring innovative, futuristic, and cutting-edge development concepts to the table. It is also expected that Proposers maximize St. Petersburg's long-term competitive advantages in achieving the City's vision.**

Our vision for the redeveloped HGPD program is aligned with these principles. Please refer to Section D.1 for a description of identified innovative development opportunities including urban farming, a healthcare focused "lab school", and university partnership center.



## 11.2 Transportation

**11.2.1. Incorporate guiding policies from the Complete Streets Implementation Plan including, but not limited to, designing each roadway to its maximum desired operating speed, and providing adequate space for separated bicycle and pedestrian paths on both sides of all streets.**

We have incorporated key design principles from the Complete Streets Implementation Plan into our concepts. These measures prioritize active transportation, micro-mobility, and transit modes while reconnecting the historic street grid. Please refer to 11.0.19.13 for a description of our Complete Streets design approach.

**11.2.2. Design corners and pedestrian crossings to include curb extensions, raised crossings, median refuges, and other physical design elements to shorten crossing distances and maintain the pedestrian-first environment.**

Our vision for the redeveloped HGPD program is aligned with these principles. Please refer to 11.0.19.13 for a description of our Complete Streets design approach.

**11.2.3. Establish a connected network of bicycle facilities, which could include lanes at pedestrian level but separated from walkways and parking on both sides of each street. Maintain the separation at intersections with the inclusion of “protected intersection” design elements.**

Our vision for the redeveloped HGPD program is aligned with these principles. Please refer to the depiction of development included in Section E of our response for a detailed description.

**11.2.4. Connect to existing and proposed PSTA transit system routes and stations, including the SunRunner BRT project and Downtown Looper.**

We have proposed connections to existing and proposed PSTA transit system routes and stations by incorporating the SunRunner BRT station at 1st Avenue South and 13th Street into our site design. Access to other transit services will be achieved by completion of the street grid and placement of Smart Mobility hubs providing micro-mobility options for first- and last-mile connections to transit services.

**11.2.5. Coordinate with PSTA’s transit development program.**

We have reviewed the PSTA TDP and will draw upon our established relationships with PSTA to coordinate implementation of connections to existing and future downtown and regional transit services. Our team has recently performed a Clearwater and Dunedin self-driving shuttle feasibility study for PSTA. This study addresses planning routes and operations for local circulation, fixed routes, and regional connections.



**11.2.6. Design to allow for future additional mass transit opportunities.**

We have proposed connections to existing and proposed PSTA transit system routes and stations by incorporating the SunRunner BRT station at 1st Avenue South and 13th Street into our site design. Access to other transit services will be achieved by completion of the street grid and placement of Smart Mobility hubs providing micro-mobility options for first- and last-mile connections to transit services. Additionally, a potential on-site circulator like the AVA shuttle could be expanded throughout the downtown area creating further transit opportunities.

**11.2.7. Internal roadways should be dedicated public rights of way, two-way, and provide pedestrian-scaled intersection connections to the existing grid street system.**

Our vision for the redeveloped HGPD is aligned with these principles.

**11.2.8. Identify any significant transportation improvements necessary to support the development.**

Our proposed street grid anticipates Complete Streets design features such as wider sidewalks, dedicated micro-mobility and cycle tracks, and buffers. We anticipate continuation of these features on adjacent segments of 16th Street South and 3rd Avenue South as part of the Downtown Mobility Plan if these streets are designated as strategic Complete Streets corridors. These would serve to connect to the adjacent districts.

**11.2.9. Incorporate recommendations from the Downtown Mobility Study conducted by the City, FDOT, Forward Pinellas, including potential changes to I-175.**

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Please refer to 11.0.11 above for our conceptual analysis of mobility connections to the south, including the possible removal of I-175.

**11.2.10. Include and expand the City’s bike share and scooter share program opportunities, throughout the site with street-level parking areas.**

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We propose expanding the City’s bike share and e-scooter share program by locating smart mobility hubs on the HGPD site with micro-mobility options for first- and last-mile connections to transit services. The smart mobility hubs would accommodate shared bikes, e-bikes, e-cargo bikes, and e-scooters. We will also locate charging docks strategically at the intersection of trails, sidewalks, transit stations, and parking garages.

**11.2.11. Incorporate relevant projects and recommendations from the Intown Redevelopment Plan, the Intown West Community Redevelopment Plan, EDGE District Improvement Plan, the Warehouse Arts District Deuces Live Action Plan, the South St. Petersburg CRA Redevelopment Plan, Integrated Sustainability Action Plan, and the Guidance for Tropicana Field Site Redevelopment Concepts Technical Report.**

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We have reviewed and are familiar with these documents. We believe that our conceptual plan incorporates relevant recommendations. If selected, we will further align our work as project design progresses.

**11.2.12. Incorporate the Pinellas Trail into the development with priority at street crossings, an appealing corridor, direct accesses to building bicycle parking rooms, and pedestrian-oriented uses facing the trail.**

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Our vision for the redeveloped HGPD is aligned with these principles. Please refer to the depiction of development included in Section E of our response for a detailed description.

**11.2.13. Integrate an Intermodal Facility at or near 1st Avenue S. and 13th Street S. where the BRT station has been constructed that serves the BRT project planned for the 1st Avenue S. as well as Regional BRT connecting the Property to Gateway, West Shore, Tampa International Airport, Downtown Tampa and points further north.**

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We propose connections to existing and proposed PSTA transit system routes and stations by incorporating the SunRunner BRT station at 1st Avenue S. and 13th Street S. into our site design.



Access to other transit services will be achieved by completion of the street grid and placement of smart mobility hubs providing micro-mobility options for first- and last-mile connections to transit services. These connections to existing and future downtown circulators will serve to provide access to services like 100X and 300X Express Buses and the Bay-to-Bay Ferry providing regional connections throughout Pinellas County and into Tampa.

**11.2.14. Include a regional connectivity plan demonstrating how the site will connect with the overall Tampa Bay Region through a variety of transportation modes.**

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Please refer to 11.2.13 above.

**11.2.15. Identify opportunities for transportation-disadvantaged residents and employees to travel to and from the site.**

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The multi-modal design approach we have taken specifically benefits the transportation disadvantaged and employees to travel to and from the site. First, our transportation infrastructure is designed to accommodate and encourage walking, biking and micromobility as accessible and affordable modes. This included robust, connected sidewalk, bike lane and trail networks feeding directly into the transit stops. Augmented with convenient mobility hubs offering low-cost first/last-mile travel within the district make the local and regional transit even more viable. The SunRunner BRT as well as the local fixed-route transit stops will build upon the City’s bikeshare and e-scooter/e-bike hubs. Second, our plan includes a District Transit Hub at 2nd Avenue South/10th Street S. to serve an additional transit connection into the District with an integrated mobility hub. This hub will also serve a future proposed connection of the Downtown Looper service and a proposed internal shuttle within the District. Finally, our mixed-use design with workforce housing components will create opportunities for the car-less or affordable car share lifestyle. The direct linkage between land use and transportation is a core design philosophy that is embedded throughout the project.



## D.3 Description of how the Proposer plans to address the use of small businesses, minority businesses, and women-owned businesses in the construction and ongoing operations of the development, including estimated percentages of each element (recognizing that, at a minimum, the Proposer will be required to comply with all requirements of the St. Petersburg City Code now or hereafter in effect)

We acknowledge the City of St. Petersburg Small Business Enterprise plan and will utilize SBEs, MBEs, and WBEs for each phase of the project. Our plan incorporates the following core principles:

- **Outreach:** Working with key team members and partners, we will launch a sustained effort to identify qualified SBEs, MBEs, and WBEs to ensure that there is broad awareness of opportunities on the project.
- **Mentoring:** As part of our Mentor to the Mainstream program, all primary members of our team – developers, designers, engineers, contractors – will mentor a local SBE, MBE, or WBE consultant to provide critical experience and guidance. We will employ a similar approach to ongoing operations.
- **SBE-Focused Contracts:** Our team members are experienced in scaling and executing meaningful SBE inclusion on large-scale projects. Upon commencement of design and throughout procurement, our team will strategically break out and create contracting opportunities tailored for SBE firms to compete, win, and execute significant work. One of our primary goals in regard to our inclusion efforts is to award and execute capacity growing contracts.
- **Alignment with City Programs:** We will institute practices consistent with the City of St. Petersburg’s SBE, MBE, and WBE program(s), and assist in expanding the current program(s) with the knowledge, resources, and experience of our team members.
- **Stakeholder Relationships:** We have invested and will continue to invest in building strong relationships with public and community stakeholders to efficiently implement our inclusion program. Strong stakeholder relationships create community buy-in and build 360-degree trust and accountability.
- **SHCP Team Diversity:** SHCP has committed to diversity and inclusion from day one. Our SBE, MBE, WBE, and community partners have deep inclusion experience and we have structured our team to ensure they play core roles in developing and implementing our inclusion plan. Key team members focused on inclusion include:
  - Pinellas County Urban League
  - Ariel Business Group
  - DuCon, LLC (dba DuCon Construction)
  - Horus Construction
  - Rock Solid Construction
  - Strategist Project Support Services, LLC
- **Inclusion Goal:** Our team commits to the following S/M/WBE participation goals of on the project:
  - **Design and engineering:** 25% (SBE), 20% (M/WBE)
  - **Construction:** 30% (SBE), 25% (M/WBE)
  - **Operations:** 35% (SBE), 25% (M/WBE)

### Design

Thomas Huggins of Ariel Business Group will coordinate inclusion for our design and engineering team. We will use a number of strategies here to maximize SBE participation including:

- **Core team membership:** Bringing SBEs onto the core team to ensure significant initial representation. To date, the SHCP design and engineering team includes four certified SBEs, all of which are also MBEs, and three of which are WBEs.
- **Mentor to the Mainstream:** Under our Mentor to the Mainstream program, our primary team members will mentor SBE/MBE/WBE firms to help them gain experience and large project exposure. Over time, this will help them level up to take on larger scopes of work.
- **Bid package structure and requirements:** We will look carefully at how specific scopes of work are structured and the associated bid requirements to increase accessibility for SBEs.

### Construction

Our team has a strong track record of achieving labor contracting inclusion goals and we look forward to working with the local subcontractor community to deliver an excellent result on the HGPD. SHCP’s construction management team members will be responsible for maximizing SBE and MBE participation. Suffolk was selected as the lead prime construction manager in part due to their nation-wide inclusion experience, local market partnership with DuCon, and resources to help our minority construction management team members scale up to serve and grow the St. Petersburg community of SBEs and MBEs.

Along with project inclusion lead Thomas Huggins, Tarnisha Cliatt at





DuCon Construction will oversee our construction diversity program with support from the Pinellas County Urban League and other team members. Tarnisha is the founder and CEO of the Manasota Black Chamber of Commerce, which was internationally recognized as chamber of the year in 2017. She also recently co-founded the Southeastern Regional Black Chamber of Commerce. Her drive to empower small, local, and disadvantaged firms will be a critical asset.

Our working group will create a project-specific engagement plan that describes SHCP’s outreach and participation strategy for local and certified business enterprises; bid package development procedures; SBE, MBE, and WBE support and coordination; and activity and outcome metrics to measure progress toward our defined goals.

Critical to our early strategy will be identifying trades best suited to the project and aligning them with our SBE, MBE, WBE, and veteran-owned engagement plan. In addition to the core principles described above, our team will deploy a variety of tactics to maximize participation including:

- Building a region-wide database of qualified firms and then “headhunting” individual SBEs, MBEs, and WBEs to ensure each is aware of the opportunities.
- Partnering with local community groups and industry associations



to amplify our outreach efforts.

- Proactively and intentionally structuring bid packages to enable greater small business participation.
- Coordinating and hosting matchmaker events to pair SBEs, MBEs, and WBEs with larger firms.
- Establishing mentorship programs between selected prime subcontractors and local SBEs, MBEs, and WBEs
- Instituting robust reporting mechanisms for program monitoring and documentation.

Inherent in our approach is the importance of getting out ahead of the buyout process. Our team will work proactively to build SBE, MBE, and WBE capacity using the strategies described above. With early engagement, mentoring and advisory support, and a strategic approach over the near, mid, and long term, we can make sure the SBEs, MBEs, and WBEs “level up” over the course of the project.

Below, we have shared Suffolk’s approach as it relates to maximizing SBE and MBE participation.

- **Culture Matters: A Diverse Workplace**

Suffolk’s emphasis on building a diverse and inclusive culture on jobsites and in offices means that its teams are highly adaptable and responsive to the evolving needs of the markets and clients we serve. Diversity and inclusion are in Suffolk’s DNA, as evidenced by its dedicated internal Diversity & Inclusion Council. The Council identifies and leads important initiatives around diversity to ensure it is woven into the fabric of who the company is and how it does business.

- **Diversity at Our Project Sites**

Suffolk works closely with clients, going beyond a good faith effort to meet hiring goals. The company leverage its network of more than 20,000 trade partners and strong relationships with community organizations to meet or exceed diversity goals. Over the last three years, Suffolk has awarded more than \$500 million worth of work to 180+ certified subcontractors across the country. Suffolk’s track record is a direct result of the investment it makes in identifying the most qualified and diverse trade partners in the industry. That effort is led by Suffolk’s award-winning in-house compliance team, which works to collaborate effectively with clients, bridge gaps between Suffolk project teams and trade partners, and establish compliance plans to ensure all qualified small, local, and certified business enterprises are provided opportunities to partner with Suffolk on its projects.

- **Suffolk and DuCon: Proven Partnership**

As part of Suffolk’s commitment to diversity, the company has developed long-term partnerships with local minority-owned businesses. One of our partners in west central Florida is DuCon Construction, a Tampa-based certified Black-owned firm. The Suffolk and DuCon relationship extends beyond a single project. Together, the firms have worked on more than \$300 million worth of construction in the region, awarding tens of millions of dollars in contracts to local SBE/MBE firms. We will bring this proven partnership to the HGPD project.

- **Trades Partnership Series**

One of Suffolk’s most successful initiatives is the Trades Partnership Series, a professional development program offered to certified

business enterprises. The program offers curriculum taught by Suffolk executives, SBE/MBE partners, and community leaders on topics such as project management, scheduling, insurance, risk management, estimating and procurement, and access to capital.

**Suffolk Cares**

Suffolk’s commitment to diversity and inclusion is closely aligned with its overall community initiatives, which are implemented under the Suffolk Cares umbrella. Over the course of the past fiscal year, Suffolk and the Suffolk Cares Foundation provided \$14 million to more than 200 organizations nationally. In addition, 515 Suffolk employees donated more than 3,000 hours to non-profit organizations.

In Tampa-St. Petersburg, our team actively supports organizations such as Metropolitan Ministries, the Hillsborough Education Foundation, AMI Kids, Camp 66, and STEM Xposure. Suffolk has also had a long partnership with local non-profit Starting Right Now, which works to end homelessness for youth. Suffolk recently donated construction management services and supplies to renovate the non-profit’s new training center on Cass Street in Tampa.

**Development**

Kevin Johnson is an equal partner with JMA President and CEO Todd Chapman on the HGPD in all respects including project team assembly, decision-making authority, and day-to-day project oversight. Kevin has significant public side development experience in his capacity as Mayor of Sacramento (Golden 1 Center, Downtown Commons) and is active as part of the JMA team on an additional project in Phoenix.

- Gas Plant LLC, owned by Roy Binger and Pastor Louis Murphy, is a 30% partner with Blue Sky Communities, which is developing approximately half of SHCP’s affordable and workforce housing program.
- Integral Group, a large Black-owned firm, will develop a mixed-income building on the project.
- As described elsewhere in our proposal, we will make 10% of the limited partner investment pool available to local investors.

We will, and are, actively exploring other partnerships with SBEs, MBEs, and WBEs on the development side, and will use our Mentor to the Mainstream program to build relationships with small firms looking to grow.

**Operations**

Thomas Huggins will coordinate inclusion for project operations. With operations still several years away, we have generally not focused on identifying and engaging SBE team members (with a few exceptions including Carteret Management Corporation, a WBE that provides facility management for affordable housing). Initial components of our plan include:

- **Core team membership:** Look to identify and bring on other SBEs (like Carteret), and to use the time between now and the

**CASE STUDIES:**

**Project:** TQL Stadium in Cincinnati

**Delivery:** Q2 2021

**SHCP team member:** Machete Group acted as development manager on the project

**Construction Spend:** \$181 million

Inclusion	Goal	Achieved
MBE	25.0%	25.3%
WBE	7.0%	14.3%
SBE	30.0%	30.6%

**Project:** Gateway High School

**Delivery:** Q2 2021

**SHCP team member:** Suffolk acted as Construction Manager on the project

**Construction Spend:** \$81 million

Inclusion	Goal	Achieved
M/WBE	30.0%	34.0%

**Project:** Boulevard at West River (Mixed-Income Housing Complex)

**Delivery:** Q4 2021

**SHCP team member:** Suffolk acted as Construction Manager on the project

**Construction Spend:** \$83 million

Inclusion	Goal	Achieved
M/WBE	No goal required	17.0%

**Project:** Tampa City Center (City of Tampa): Fleet and Facilities Buildings

**Delivery:** Currently Under Construction

**SHCP team member:** DuCon is the Construction Manager on the project

**Construction Spend:** \$15 million

Inclusion	Goal	Achieved
M/WBE	35%	57.0%
BBE (Black-Owned)	15.0%	46.0%

initial project phase coming online to help smaller firms prepare to successfully bid on the work.

- **Mentor to the Mainstream:** Use our Mentor to the Mainstream program, as described above, to partner larger services firms with smaller players to help them gain experience and large project exposure.
- **Bid package structure and requirements:** We will look carefully at how specific scopes of work are structured and the associated bid requirements to increase accessibility for SBEs.





















## D.4 Description of Proposer’s Community Outreach Program

SHCP is committed to redefining successful, inclusive development by demonstrating how the public and private sectors can work collaboratively to equitably create a world-class project. Our vision of a redeveloped, vibrant HGPD is only made possible through comprehensive engagement with public stakeholders and the community in general.

Community-driven development models have emerged as a way of mitigating the negative consequences to lower-income neighborhoods that often result from large-scale urban redevelopment. Input from experts, community-focused organizations, and residents is necessary to produce a meaningful and practical development plan. The SHCP team has researched and drawn inspiration from case studies such as the 11th Street Bridge Park Equitable Development Plan in Washington, DC, and the Detroit Strategic Neighborhood Initiative in Detroit, Michigan. HGPD presents an opportunity to take a similar approach on a far larger scale and as a path for St. Petersburg’s historically marginalized African American community to regain a sense of ownership and connection to the site.

We have extensive experience successfully designing and implementing Community Outreach Programs (COPs) for complex projects in a diverse set of markets and neighborhoods. Our experience has taught us that success is based on a handful of key principles:

- 1. Be early and thorough.** Developing an effective COP requires a thoughtful, bottoms-up approach. Identifying the stakeholders, understanding specific goals and perspectives, and converting those into a defined process requires substantial work and investment. It also must be a priority at the outset of the project, so the driver is, to the greatest extent possible, the most effective and impactful answer, not the most expedient. Core to this work is a deep commitment to grassroots relationship building. HGPD will not realize its potential without comprehensive community input. That requires establishing strong lines of communication, building trust, and finding common ground with stakeholder organizations, community leaders, and residents from all walks of life. To date, we have met with more than 150 individuals and organizations across St. Petersburg. We have also participated in a variety of events – the Saturday Morning Shoppes, Collard Green Festival, Thanksgiving Turkey Giveaway, Holiday Toy Drive, Woodson Gala, and many others – to ensure that we are accessible and doing our part to be helpful to the community. And, we believe that the talented, passionate, and diverse set of local team members is a testament to our approach and commitment to true community engagement.
- 2. Be solutions oriented.** Large, complex projects are challenging by nature. The HGPD will certainly be no exception. While alignment of interests among stakeholders is typically the goal, it is frequently not the default. Achieving successful outcomes requires a commitment to understanding other viewpoints, having an open mind, and a willingness to be creative. We too often see developers coming to the community with the intent to inform and impose solutions, rather than to collaborate on developing them.
- 3. Commit to a sustained effort.** As described in Section D.5, our community benefits plan carefully considers each distinct stage of

<b>Community Outreach Team</b>	
<b>General Advisory &amp; Coordination</b>	
 <b>Kevin Johnson</b> <i>JMA Ventures</i>	 <b>David Carlock</b> <i>Machete Group</i>
 <b>Rev. Louis M. Murphy, Sr.</b> <i>Gas Plant, LLC</i> <i>(Minority-Owned)</i>	
<b>Workforce &amp; Inclusion</b>	
 <b>Thomas Huggins, III</b> <i>Ariel Business Group (MBE)</i>	 <b>Tarnisha Cliatt</b> <i>DuCon LLC (MBE)</i>
 <b>Hillary Van Dyke</b> <i>Green Book of Tampa Bay</i> <i>(Minority-Owned/Operated)</i>	 <b>Josh Bean</b> <i>Green Book of Tampa Bay</i> <i>(Minority-Owned/Operated)</i>
<b>Affordable Housing</b>	
 <b>Scott Macdonald</b> <i>Blue Sky Communities</i>	 <b>Michael Lundy</b> <i>St. Petersburg Housing Authority</i>
<b>Equity Participation</b>	
 <b>Kevin Johnson</b> <i>JMA Ventures</i>	 <b>Eve Picker</b> <i>SmallChange.co</i> <i>(Woman-Owned/Operated)</i>
<b>Historical Context</b>	
 <b>Sarah-Jane Vatelot</b> <i>Behar + Peteranecz Architecture</i>	 <b>Fred Hearn</b> <i>Local Historian</i>
 <b>Askia Muhammad Aquil</b> <i>St. Petersburg Community Leader</i>	 <b>Josette Green</b> <i>St. Petersburg Black History Bike Tour</i> <i>(Woman-Owned/Operated)</i>
<b>Arts &amp; Culture</b>	<b>Community Wellness</b>
 <b>Bob Devin Jones</b> <i>The Studio@620</i>	 <b>Jennifer Yeagley</b> <i>St. Pete Free Clinic</i> <i>(Woman-Owned/Operated)</i>
<b>Financial Literacy &amp; Real Estate Services</b>	
 <b>Whitney Jackson</b> <i>Warrick Dunn Charities</i> <i>(Minority Operated)</i>	 <b>Maurice Franklin</b> <i>Franklin &amp; Associates Realty</i> <i>(Minority-Owned)</i>
<b>Youth Engagement</b>	
 <b>Brandon Williams</b> <i>Lewis Williams Education Foundation</i>	



the project: pre-development, development, and post-development operations. Community outreach must not be a box that gets checked at the outset and then left behind.

Construction of the Suncoast Dome in the late 1980s caused the displacement of a vibrant part of St. Petersburg’s historically underserved and marginalized African American population, inflicting profound economic harm and resulting in a loss of cultural identity. Successful community outreach must recognize the history of the site and surrounding neighborhoods (as described in Section D.7 of our response).

Community outreach must also align with the City of St. Pete’s Community Benefits Agreement Program. We have accordingly designed our Community Benefits Program (CBP) with the city’s framework in mind. Crucially, it must also be implemented in collaboration with existing local organizations. We have indicated below our preliminary list of potential partners. Please note this only reflects our initial thinking. We anticipate our approach will evolve as we further engage with partners and the community at large to refine the CBP

**Community Outreach Facilitators**

We have identified two organizations as Community Outreach Facilitators. They will assist the development team with organizing and coordinating various stakeholder and public community meetings, as well as provide general support and participate in each of the key initiatives described in greater detail below.

- **Pinellas County Urban League (PCUL):** Established in 1910, The National Urban League (NUL) is the nation’s oldest and largest community-based movement devoted to empowering African Americans to enter the economic and social mainstream. PCUL is a leader in equity, social justice, and other community-focused programs.
- **St. Petersburg Downtown Partnership:** The Downtown Partnership has had a dramatic and positive impact on St. Petersburg’s growth since its inception nearly 60 years ago. The organization’s focus on strengthening and diversifying the local

economy along with its deep relationships with a broad array of local stakeholders will help ensure our efforts are comprehensive and aligned with the city’s strategic growth planning. Recognizing the importance of this project for the long-term growth of our City, the Downtown Partnership has agreed to help provide community outreach for the development as it moves forward regardless of who is selected as the development team.

**Initiative-Specific Working Groups**

We will form working groups for each community initiative. As described below, the groups will be comprised of both SHCP team members and local stakeholders. Each team will develop and oversee implementation of operating plans, including ongoing community outreach and engagement.

1. **Affordable and Workforce Housing:** As described elsewhere in our proposal, affordable and workforce housing is an integral part of both our development and community benefit plans. Our effort will be led by Blue Sky Communities, PMG Affordable, and the St. Petersburg Housing Authority and supported by other team members including the Pinellas County Urban League, Pastor





Louis Murphy, Roy Binger, Habitat for Humanity of Pinellas and West Pasco Counties, the Warrick Dunn Foundation, and Maurice Franklin. Successful execution of our plan requires effective, long-term collaboration with federal and municipal agencies, as well as community organizations.

2. **Arts and Culture:** Performing and visual arts play a fundamental and prominent role in our vision for the HGPD and will be woven tightly in the project. Opportunities for arts integration include public realm activities, like festivals and fairs, movie nights, art exhibits, and concerts; murals; public art; artist-in-resident programs; and public gallery space. Our Arts and Culture working group, led by Bob Devin Jones of Studio@620, will work to ensure that our plan acknowledges the site's difficult past, celebrates St. Petersburg's rich cultural heritage, and provides a literal and figurative stage for the city's active arts community. Thoughtful and sustained engagement with community stakeholders will be vital.
3. **Workforce Development:** The scale and multi-phase duration of the HGPD create an unusual opportunity to build a true workforce development pipeline, stretching from initial training through becoming a master tradesman or woman. Beginning in early 2021, we began identifying and engaging a number of local stakeholders currently providing education and training to St. Pete residents including Pinellas Technical College, St. Petersburg Community College / St. Pete Works!, Associate Builders and Contractors Florida Gulf Coast, Community Development and Training Center of St. Pete, Pinellas County Schools, and YMCA of Greater St. Petersburg.

If selected, we will form a workforce development group comprised of SHCP team members active in the space – including Brandon Williams, DuCon Construction, Horus Construction, Rock Solid, and OT Delancy – and local stakeholders like Mark Hunt from Pinellas Technical College, Belinthia Berry from St. Petersburg Community College, and Steve Cona from Associated Builders and Contractors Florida Gulf Coast.

4. **SBE/MBE/WBE Inclusion:** Small businesses are the backbone of all local economies and St. Petersburg is no exception. In addition to supporting and aligning with existing city and community initiatives, SHCP will work closely with partner organizations to ensure local businesses are aware of HGPD opportunities, familiar with the related procurement processes, and support our efforts to meet and achieve our inclusion goals. Our inclusion effort here will

be led by SHCP team members Thomas Huggins of Ariel Business Group, Tarnisha Cliatt of DuCon Construction and former CEO of Manasota Black Chamber of Commerce, Mercedes Young, President of the Hispanic Chamber of Commerce of Tampa Bay, and Josh Bean and Hillary Van Dyke of Green Book of Tampa Bay.

5. **Community Wellness:** The quality of any neighborhood is reflected in the health of its residents. Wellness, in the context of neighborhood development, permeates the project. For example:
  - Site plan and public realm design encourage walking and biking; provide space for play, entertainment, and quiet reflection; offer shade and places to rest; and connect residents with the natural world.
  - Community gardens and fruit trees support farmer's markets and offer fresh produce to the community.
  - Alliances with healthcare providers like HGPS team member Jennifer Yeagley and the St. Pete Free Clinic and partner Aetna CVS to deliver accessible, low- to no-cost healthcare services.
  - Public realm activities include morning yoga and bootcamps, evening bike rides, and other fitness programs.
  - Early childhood education programs.
  - Childcare and elder care.

Our Wellness working group, led by Jennifer Yeagley, and supported by Emmanuel Roux, Perkins Eastman, and Biederman Redevelopment Ventures will identify and enlist local stakeholders to develop a thoughtful and holistic approach that considers and addresses a wide range of wellness issues.

6. **Equity Participation:** Small businesses and business creation are key drivers of the local economy, yet entrepreneurs and investors of color often face obstacles in accessing capital resulting from structural biases and systemic inequities, causing vast racial wealth disparity. Opportunities to develop and/or invest in real estate projects have historically been, and continue to be, limited. Substantial racial disparities persist particularly in home ownership. Our equitable development plan will be led by SHCP team members Kevin Johnson, Pastor Louis Murphy, Roy Binger, Pinellas



County Urban League, and Eve Picker and supported by our Affordable and Workforce Housing and MBE/SBE/WBE Inclusion working groups, will identify and engage other local stakeholders.

- 7. Youth Engagement and Education:** The HGPD offers a significant opportunity to constructively engage and, in a variety of formats, provide life and basic job skills to young people. Pastor Louis Murphy and Brandon Williams of the Lewis Williams Education Foundation have joined the SHCP team to develop our plan. Identified opportunities include:
- Urban farming
  - Public realm programming
  - Roller skating rink
  - Workforce development
  - High school career awareness bootcamps

Supported by our Workforce Development working group, we will engage additional local stakeholders active in the space including Pinellas Country Schools and the Arts Conservatory for Teens.

- 8. Sustainability and Resiliency:** As much as any initiative included in our plan, sustainability and resiliency touches all parts of the project and requires a broad, coordinated effort across the community. The SHCP team will be led by Stantec’s Vice President of Sustainability Impact, Rachel Bannon-Godfrey, and long-time St. Petersburg resident, Brandon Johnson, who serves as the National Technical Lead for Climate Change, Vulnerability and Resilience within Stantec’s Environmental Services Business Line. Rachel and Brandon are supported by the numerous credentialed LEED, WELL and Envision Sustainability Professionals within the full design and engineering team. Specialist SHCP partners include Endurant Energy, who specialize in designing, financing and long term ownership of district scale distributed energy solutions, and Leigh-Katherine Bonner, founder of Bee Downtown, who is leading the charge in building urban beehives and supporting the urban ecosystem. We will tap into the established relationships of our St. Petersburg- and Florida-based SHCP team members and continue to build strong local and regional partnerships with community leaders to help guide our plan and provide valuable insight for decision making. Identified local stakeholders include USF’s Patel College of Global Sustainability (PCGS) with whom we will establish a formal collaboration on program-wide solutions to rely on for thought leadership across a variety of disciplines and with whom we will work to design academic programming and opportunities for faculty and students to engage in a living laboratory of technology and solutions helping the HGPD achieve its ambitious sustainability, resiliency and climate adaptability goals. As part of the formal collaboration and based on available funding and resources made available from the project, PCGS faculty and students will provide recommendations and assist in developing strategies that connect smart community growth to equitable and environmental justice issues. These would include support of, amongst others, planning and land use decisions, promoting a clean and safe environment, implementing renewable and resilient energy technologies, providing housing and transportation choices, accessing opportunities and necessities that will build a community that is distinctive.

- 9. Historical Context:** SHCP’s Historical Context working group is tasked with fully realizing our team’s vision of both acknowledging and honoring the past and ensuring that the values inherent in the

neighborhoods that once occupied the site – pride, dignity, grace, inclusion – are fully connected to the redeveloped HGPD. Team members Askia Aquil, Fred Hearn, Josette Green (founder and director of the St. Petersburg Black History Bike Tour), and Sarah-Jane Vatelot (author of *Where Have all the Mangoes Gone?*), in collaboration with the SHCP design team, will work closely with local stakeholders including Ms. Gwendolyn Reese, President of the African American Heritage Association, and the Woodson Museum, to develop and monitor implementation of the plan.

### Outreach Process

The key working groups will be active and provide feedback during each phase of the development. SHCP plans on structuring our plan as follows:

- **Step 1:** Finalize key working groups for each initiative  
*Timing:* Months one to three

- **Step 2:** Develop and finalize implementation plans for each initiative that carefully consider and acknowledge input from key working groups.  
*Timing:* Months three to 12 and then updated as necessary going forward

- **Step 3:** Establish and maintain a go-forward engagement framework to ensure regular, mutual feedback on the project and specific initiatives  
*Timing:* Ongoing (and initiative-specific)

In addition to baseline engagement on each initiative with some or all of the key working groups described above, public outreach sessions will be held – with the assistance of the Community Outreach Facilitators – at key milestones to obtain additional feedback.

Over the course of the project, from brainstorming sessions to final execution, the team will set up feedback processes that ensure goals are being met and allow for adjustments as necessary. The development plan will remain flexible and responsive to community needs throughout the life of the project.

### Developer’s Hours

Another, less formal outreach tactic is what we like to call “developer hours.” This takes the form of a regularly scheduled time – typically once a month – where a lead member of our team is available to meet with whoever wants to stop by and ask questions or share input. It’s an “open door” inspired policy that we believe yields positive results by increasing community access and building trust.



## D.5 Description of Proposer’s approach to the City’s Community Benefit Program

A redeveloped HGPD can and should become a symbol of unity and opportunity for the thriving downtown St. Petersburg and, most importantly, underserved South and Midtown St. Petersburg.

The HGPD stands as a reminder of a once vibrant neighborhood that is now divided by freeways and literally paved over. The legacy of social, economic, racial, and geographic segregation historically imposed on the local African American community must be acknowledged and inform a new vision for what HGPD can become: an urban anchor and model of inclusive development, providing opportunity for all residents regardless of income and demographics and best reflecting St. Petersburg’s vision of itself as a young, diverse, and inclusive city.

SHCP’s community benefits approach aligns with the intent, values, and initiatives set forth in the City’s Community Benefits Agreement (CBA) passed by City Council in July 2021. Core to our approach is the view that community outreach and community benefits are inextricably linked. The HGPD is a long-term, multi-phase project. The needs of the city, the community, and the development will evolve over time in ways that we cannot predict. In this respect, the community dialogue must be viewed as a journey and not a destination. Establishing a framework at the beginning of the process that enables open-ended, meaningful engagement will help to ensure that the community benefits programs are shaped by resident input over time. Please refer to Section D.4 for a detailed description of our outreach plan.

Clear definition of performance metrics at project outset followed by measurement of operational performance over time is integral to our plan and consistent with the CBA’s Community Impact Transparency Report. Under our approach, each working group described in Section D.4 of our response will develop a strategy and detailed implementation plan, including goals and metrics. Progress against those goals will be carefully measured and then regularly reported back to the community. This approach is based on and will ensure accountability and transparency.

The City’s CBA is aligned with both our community benefits approach and our vision of making the HGPD a best-in-class example of diverse, equitable, inclusive, and resilient development. The CBA’s impact on the project will accordingly be positive in that it reinforces our proposed model and offers a pre-existing framework that we will leverage to guide our efforts.

We have outlined a preliminary plan for each initiative that will be adjusted as necessary and applied to each phase of the project over the full development process.

### Community Equity Endowment

**Description:** SHCP is partnering with Dan Tangherlini, a public policy thought leader, who will advise the team on the creation of a Community Equity Endowment (CEE). Dan’s work is focused on creating pathways to opportunity so every member of the community can live to their full potential. Under the CEE, the developer sets aside a profit interest in the project at project outset and contributes it to the community. The contribution mechanism takes the form of a transfer from the developer



to a non-profit entity that serves as the trustee of the grant. The non-profit essentially becomes a limited partner in the project but would not have any obligation to make future capital contributions. Please refer to our Supplemental Information Section iii: Community Equity Endowment Detailed Description for more information regarding the CEE model. The non-profit trustee will disburse CEE funds in accordance with the target area(s) of focus (with the understanding that those priorities can be modified over time). We believe the history of displacement and broken promises at the HGPD site requires special acknowledgement and a sustained commitment to ensure the commercial success of the redevelopment is shared by the community. The CEE is a groundbreaking way of establishing this linkage and is consistent with our vision of the redeveloped HGPD as a best-in-class model of equitable development.

**Plan:** We believe this new model is compelling and have incorporated it into our plan as follows:

- SHCP will seed the CEE with an initial cash contribution of \$5,000,000.
- The CEE will receive a profit interest in the project. We estimate the value of that interest, over the first 20 years of the project, will be approximately \$30,000,000.
- CEE funds will be distributed as follows:
  - 33% to fund affordable single-family home development with an emphasis on low-income areas of South St. Petersburg. These funds will be focused on housing affordability solutions outside the HGPD’s 86 acres.
  - 33% to provide grants to small, minority-owned businesses.
  - Use of the remaining 33% will be determined by the non-profit trustee(s).

### Affordable Housing

SHCP recognizes that the HGPD offers a unique opportunity to meaningfully address the need for more affordable and workforce housing in St. Petersburg. Our team has consistently challenged ourselves to aim higher and dig deeper for partners and concepts that will deliver a housing mix, both onsite and offsite, that addresses the increasing scarcity of attainable housing in our city. This ambition has driven our team formation, urban design, and project programming



from the beginning and has allowed us to bring together a team with unparalleled experience to deliver a project that is not only ambitious but also achievable. As detailed below, we are committed to a residential program where 50% off all units are affordable and workforce and, within that program, 60% are affordable and 40% are workforce. Additionally, our team is developing a rent-to-own program.

Importantly, we believe that our approach to teaming on the delivery of our affordable and workforce program significantly enhances our ability to deliver the desired number of affordable and workforce housing units over the planned timeframe and provides greater ability to finance and build more than one phase at a time. This partnership significantly improves execution by focusing each partner on fewer total phases of their own and relies on proven financing approaches (use of both 4% and 9% tax credits). The diverse expertise of SHCP partners has contributed to a development plan that is both transformational in scope and achievable in its execution (financeable).

The delivery and execution of our program relies on the experience and capabilities of our team:

- **Blue Sky Communities:** Formed in 2012, Blue Sky inspires positive change in communities across Florida through high-quality workforce housing developments. As a developer and owner of multifamily affordable housing using the Federal Housing Credits program, Blue Sky is a leading advocate for helping local governments and non-profit groups reach their affordable housing goals by developing state-of-the-art, environmentally sound affordable housing units. Through partnerships, Blue Sky helps these groups by developing neighborhood assets that stakeholders can be proud of for decades. To date, Blue Sky has developed 2,147 units of affordable housing units. Of those, over 500 have been developed in St. Petersburg. Blue Sky also has more than 600 units currently under construction and 677 units scheduled to close and start construction in the 2022 to 2023 timeframe. These units include communities for families, elderly, veterans, and special needs.
- **PMG:** PMG provides a major development platform with deep experience and capabilities spanning from low-income tax credit affordable housing and “middle-income” workforce housing to luxury condominium and rental projects throughout Florida and across the US. PMG provides an inventive approach to affordable housing and has a deep understanding of HGPD priority issues. PMG was chosen by the Tampa Housing Authority as their Master Developer Partner for the large and complex redevelopment of Robles Park Village (see Robles Case study in Section B (Reference Projects)). This 30-acre, multi-phase, mixed-income development includes 1,250 to 1,500 residential units, approximately 75% of which will be affordable and 25% market rate or workforce. The PMG team was a core member of the master planning team and spent nearly two years building strong relationships among community leaders, current Robles residents and other stakeholders, and dozens of community partners. Robles Park has many similarities to the HGPD including a rich African American history that will be incorporated into a Celebration Walk featuring pictures and stories of past residents. PMG’s plans for Robles Park also includes the Zion Cemetery Memorial and Genealogy Center, honoring the once-forgotten oldest African American cemetery in Tampa, and providing a quiet place to honor those who are interred there.

- **St. Petersburg Housing Authority (SPHA):** Our team’s partnership with the St. Petersburg Housing Authority affords us a unique capacity to deliver on our plans for on- and off-site mixed-income housing and ensures that the highest standard of commitment and integrity to the affordable housing component will be met. This partnership, combined with our approach to mixed-income housing across all phases of development, allows us to offer more deeply subsidized units. As the owner of Laurel Park, an affordable housing complex that was located on the site, the SPHA is part of the history of the Historic Gas Plant neighborhood. Currently, the SPHA provides housing assistance to approximately 4,000 low-income households in St. Petersburg and surrounding areas. Importantly, our partnership with the SPHA allows us to take utilize SPHA-controlled parcels as part of our off-site affordable housing commitment. The partnership will also allow our team to capitalize on SPHA’s voucher program to assist with the structuring and financing of our affordable home-ownership program.

Other key team members anchoring our affordable and workforce housing program include:

- **Roy A. Binger (Development Partner):** Roy has extensive experience on St. Petersburg development projects, including the TLM initiative and insuring the St. Petersburg College Midtown Building.
- **Rev. Louis M. Murphy, Sr. (Equity Partner):** Pastor Murphy was installed at Mt. Zion Progressive Missionary Baptist Church in May 1999. His business experience includes more than a decade in the corporate sector as a purchasing agent for various organizations, including the St. Petersburg Housing Authority.
- **Carteret Management Corporation:** Carteret is certified WBE with nearly 50 years of apartment management experience throughout Florida in the private sector and an array of affordable housing programs.
- **Habitat for Humanities and West Pasco Counties:** Habitat’s work empowers individuals and families to build and buy their own homes with the help of people in the community. Habitat homes are sold at no profit and no interest to households who do not qualify for a traditional mortgage. As more fully described in Section D.1 (Community Equity Endowment), the SHCP team will be diverting a portion of the project’s profits to perpetually supporting our partners’ efforts to deliver quality affordable homeownership opportunities for St. Pete residents. We estimate that the \$10,000,000 in CEE proceeds earmarked for affordable homeownership will help close the funding gap between what non-profits can afford to buy and where market rate speculators transact to assist in the delivery of up to 330 units of new affordable homes, providing new opportunities for St. Pete residents to earn home equity and create generational wealth for their families.
- **Warrick Dunn Charities (WDC):** WDC provides wrap-around services for first-time home buyers. Working with the Florida Housing Coalition, WDC, and Maurice Franklin, SHCP’s CEE will direct capital resources into programs that expand financial literacy training in the community to ensure families have every opportunity to grow generational wealth and better provide for their families’ future.
- **Black-Owned Financial Partners:** Liberty Bank, a New Orleans-based financial institution, is one of the largest Black-owned banks in the country. We have discussed our vision for the HGPD in detail

with Liberty Bank’s leadership and the bank has expressed strong interest in acting as a lender to our affordable and workforce housing program. Please refer to the Supplemental Information Section ii for SHCP’s letter of support from Liberty Bank.

As detailed in the following tables, our on-site housing program includes mixed-income buildings available to people from a variety of socio-economic backgrounds, who together will animate our site and contribute to its sense of community. Providing housing choices for low-income residents, essential workers, students, and working professionals of all career levels is what makes an urban neighborhood authentic and successful.

Residential Units Summary					
	On-Site	Off-Site	Total	% Total	% Aff + WF
Affordable (30-80% AMI)	1,455	150	1,605	30.7%	61.4%
Workforce (80-120% AMI)	836	175	1,011	19.3%	38.6%
Total Affordable + Workforce	2,291	325	2,616	50.0%	100.0%
Market Rate	2,616	-	2,616	50.0%	-
<b>Total Residential Units</b>	<b>4,906</b>	<b>325</b>	<b>5,231</b>	<b>100.0%</b>	<b>-</b>

Contemplated AMI Tiers						
Affordable Housing AMI Mix						
AMI Tier	Proportion	Total	Phase I	Phase 2	Phase 3	Phase 4
30.0% AMI	15.7%	252	87	52	12	101
60.0% AMI	65.6%	1,054	358	213	52	431
80.0% AMI	18.7%	300	106	60	16	118
59.0% AMI		1,605	550	325	80	650

Affordable Housing AMI Mix						
80% to 120% AMI	1,011	401	51	-	559	
<b>Total Affordable &amp; Workforce Housing</b>	<b>2,616</b>	<b>951</b>	<b>376</b>	<b>80</b>	<b>1,209</b>	

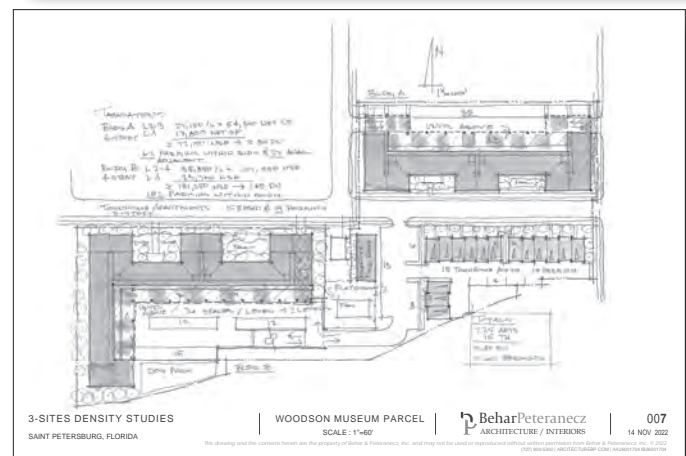
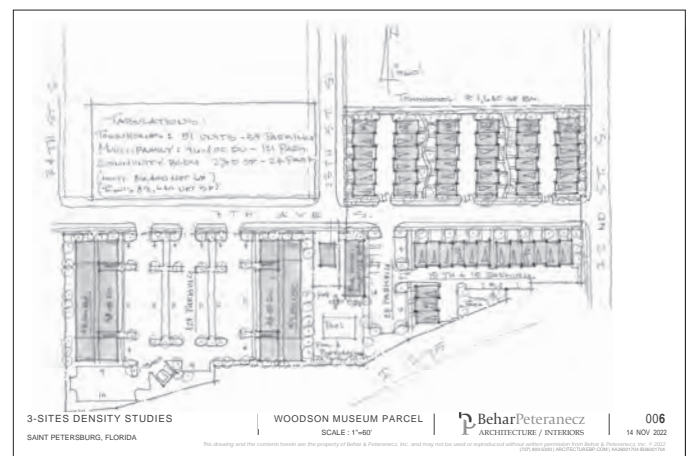
The significant number of workforce units recognizes the fact that there is a “missing middle” in the housing market. Renters who need high quality, attainably priced housing in desirable locations, but who are not covered by the low-income housing tax credit housing program and the permitted income levels.

An important part of our approach is the way that affordable and workforce housing is treated in the context of the master plan. The SHCP design team has taken care to ensure that the HGPD is a true mixed income development. That means, as more fully detailed in Sections D and E, that affordable and workforce housing is fully integrated. It also means that the ground plane and public open space throughout the project are approachable and accessible to all, ensuring a diverse and multi-layered community that enriches the lives of residents and visitors alike.

Significantly, our plan includes development of affordable and workforce housing (rental and for-sale) outside of the project’s

boundaries, consistent with our view that the HGPD should provide community-wide benefits. Recognizing that controlling access to land and development sites is challenging and time consuming, the SHCP team has invested considerable time and effort in recent months working with our partners, including the St. Petersburg Housing Authority, to identify and assess off-site parcels that we either control or are under-utilized and represent an opportunity for development. We have described initial prospects below. SHCP looks forward to working with the city and our partners to further explore these sites and, ideally, incorporate into our commitment to equitable, attainable, and achievable housing for all.

- 1. Commerce Park:** Relocating the new African American History Museum to the HGPD will allow us to reprogram the 5.3-acre parcel on 22nd Street S. in Commerce Park that was originally reserved for that venue. Our conceptual design for this parcel reveals it could accommodate approximately 240 units of affordable/workforce housing.



- 2. St. Pete College (SPC) sites:** SPC owns a site in South St. Pete whose surface parking lot can easily be converted into affordable/workforce housing. Our studies (below) indicate that it can accommodate between 210 and 315 units. Upon selection, we look forward to advancing our dialogue with SPC around ways to optimize their under-performing real estate assets in service of the community.



the necessary training and expertise to successfully apply for and perform jobs at the HGPD.

- 3. Opportunity:** Establishing project goals and operating protocols, along with contractor and service provider partnerships, to ensure that local job applicants have access to the full breadth of available opportunity.

Importantly, our approach covers each part of the project. Ranging from development to design and engineering, to construction and, ultimately, to operations. Specific tactics include the following:

- **Outreach:** We will coordinate awareness campaigns via partner channels including job fairs and other recruitment events.
- **Mentoring:** Mentor/protégé relationships are critical to helping individuals (and small companies) acquire the experience, soft skills, and guidance necessary to level up. As part of our Mentor to the Mainstream program, members of the SHCP team will mentor an individual(s) and/or small company during their time working on the project.
- **Educational and Training Partnerships:** Starting in early 2021, we began identifying and engaging a number of local stakeholders providing education and training to St. Pete residents. That list includes:
  - **Pinellas Technical College (PTC):** We are in active discussions with PTC administrators who oversee the Career Technical Education (CTE) programs to both connect with existing programs aligned with project needs and identify new programs that could be developed to fill any gaps. Key takeaways from those discussions include:
    - There are three broad age groups where we have an opportunity to connect students and adults with career pathways and aim to start engaging young people about the job opportunities created by the HGPD:
      - **Adults:** PTC has a well-established “whole student” infrastructure in both south and north county to accommodate a variety of student needs including day care facilities, free bus transportation, and job placement and counseling. Seventy percent of students are on financial aid and 100% graduate with no debt.
      - **High School:** Establishing career and college awareness is key to workforce development. We will collaborate with Pinellas County Schools to identify and connect with CTE programs currently

delivered through local high schools, such as St. Petersburg High School’s Design & Construction Program, Lakewood High School Center for Advance Technologies and Northeast High School’s Academy of Finance, among others. We also met recently with Superintendent Hendrick and came out of that conversation with a list of opportunities for high school students including internships and job shadowing, “boot camp” career immersions, and engaging Johns Hopkins Middle School with our Arts and Culture program.

- **Middle School:** Inspiration starts young. We are in discussions with Pinellas County Schools to develop an “Enterprise Village/Finance Park”-style immersive summer camp program introducing the many different types of careers created by the HGPD, from architecture and design to urban farming, finance, carpentry, and catering.
- **St. Petersburg Community College / St. Pete Works!** We are in contact with both Jackie Skryd and Belinthia Berry and are excited by their plans for St. Pete Works!
- **Associate Builders and Contractors Florida Gulf Coast:** We have met with Steve Kona and are ready to plug into ABC’s apprenticeship program.
- **Community Development and Training Center of St. Pete:** We have met with Brother John Muhammad and Jabaar Edmond to discuss community programs and are looking forward to exploring how we can partner effectively with the Community Development and Training Center of St. Pete.
- **YMCA of Greater St. Petersburg:** We are familiar with the YMCA’s child and elder care access in support of workforce development programs.
- **Local Hire:** We will develop “first source” programs where local high-need residents will receive priority access to new job openings.
- **Advocacy:** We will advocate for and support grants to partner organizations focused on capacity building, internships, mentorships, and technical assistance
- **Employer Partnerships:** We will also develop cooperative relationships with local employers, such as Duke Energy and Raymond James Financial, to further expand and amplify the impact of our workforce development efforts. This will take the form of industry- or employer-specific “boot camps” that introduce students to career possibilities, structured internship programs, and partner-driven curriculums.
- **Pinellas County Urban League partnership:** We have more recently forged an important partnership with the Pinellas County Urban League (PCUL). We will assemble a working group, led by the PCUL, and including representatives of key local stakeholders, that will work to ensure our workforce development program delivers maximum value to the community.
- **Free Daycare Facility:** We recognize that affordable childcare can be a crucial factor in workforce availability. We have accordingly entered into a letter of agreement with a national non-profit that provides free daycare to all households with income less than 400% of the Federal Poverty Level to develop a facility at the HGPD.



- **Assisted Living for the Elderly:** We recognize that eldercare can also be a constraint. We have considered an assisted living facility for the elderly as part of our affordable housing program.
- **Staff and Staff Training:** We will invest in diversity, equity, and inclusion staff and require implicit bias training for all staff to ensure the creation of a welcoming environment for all.

Consistent with our prior response, we are committing \$2,000,000 to develop a vocational academy and/or otherwise support the workforce development effort.

### SBE/MBE/WBE Inclusion

**Description:** In our view, inclusion can be broadly divided into two related, but distinct areas of focus:

- **Project development and management:** SBEs/MBEs/WBEs engaged to support project development, construction, and ongoing operations.
- **Tenants:** SBEs/MBEs/WBEs who become tenants at the HGPD and provide services to other businesses and consumers.

**Please note:** While we recognize that there will be some overlap between the two (tenants will very likely provide some services to the development in future phases), we believe the categories require differing approaches.

Our project development and management inclusion plan is described in detail in Section D.3 of our response. With respect to tenants, St. Petersburg is a town of authentic local retailers, restaurateurs, and shopkeepers. We are committed to celebrating and supporting this home-grown ethos.

### Plan:

- **Small Storefronts:** The city’s Storefront Conservation Corridor Plan promotes and protects independently owned businesses while enhancing the pedestrian realm along Beach Drive and Central Avenue. We will apply that approach at the HGPD, providing similar ratios of small, medium, and large storefronts as set forth in the ordinance. This will weave the site into the surrounding neighborhoods and ensure that an appropriate mix of small storefronts with lower operating costs exist to serve local merchants. Our plan also provides a connection in the form of an active retail district between the small businesses in the South St. Petersburg CRA and thriving Central Avenue corridor. Providing small storefronts at the HGPD site will also significantly enhance the pedestrian realm and be catalytic to the revitalization efforts underway along the 16th Street S. and 22nd Street S. corridors. We are committed to establishing and supporting programs that will help create a thriving ecosystem of small and minority-owned local businesses.
- **Minority-Owned Brewery:** As described in Section D.1, we are partnering with 3 Daughters Brewing and the Florida Brewers Guild to develop a mentorship program to support, educate, and empower a local entrepreneur to become one of the state’s first minority-owned breweries, reconnecting the site to its history as an African American community celebrated for its beer gardens and community spirit. 3 Daughters, a leading St. Petersburg-based brewer, has committed to provide financial support and mentoring to a Black entrepreneur interested in pursuing the opportunity.



- **Fixins Soul Kitchen:** Kevin Johnson is planning on bringing his highly successful restaurant concept, Fixins Soul Kitchen to the HGPD. Fixins celebrates traditional African American cuisine and prioritizes hiring, training, and mentoring local staff from economically disadvantaged neighborhoods.
- **Community Equity Endowment (CEE):** As described above, 33% of CEE distributions will be used to provide grants to small, minority-, and women-owned businesses to offset startup and operating costs. In addition to retailers, these grants will also be made available to minority and women-owned business leasing workspace at the HGPD. We conservatively estimate funding to be \$10,000,000 over the first 20 years of the project.
- **MBE Merchant Plus:** We will create a merchant program offering a number of operating benefits including:
  - “Pop up” storefront opportunities to allow merchants to cost-effectively test drive a concept and gain exposure without significant investment. SHCP is a participant in and sponsor of the Saturday Morning Shoppes, so we have seen firsthand the value and vitality of these kinds of merchant-friendly events.
  - Short-term leases to provide additional flexibility to local merchants.
  - Flexible lease terms that calculate rent as percentage of revenue only.
  - Retail incubator program to assist small businesses with set-up, launch, and general operations, and ultimately help graduate merchants into permanent locations.
- **MBE Service Bureau:** We will create a cluster of Black-owned services businesses – e.g., legal services, accounting, graphic design, social media marketing, public relations – and co-locate the businesses at the HGPD once the first phase of the project is complete. The MBE Service Bureau will be promoted to all HGPD developers, consultants, contractors, services providers, and tenants. Note: the MBE Service Bureau will be identified and promoted from project inception but will not move onsite until the first phase has been completed.

### Community Wellness

**Description:** Pinellas County’s 2022 Community Health Needs Assessment identified access to health and social services as a top health priority. Top reasons that prevent Pinellas County residents from getting adequate medical and dental care include high cost and/or unavailability of insurance, knowledge of healthcare services, language barriers and the need for more culturally competent care, and lack of transportation.



Food insecurity rose sharply during the pandemic and has increased as a result of wage stagnation amid soaring cost of living. The Tampa area ranks last among major metros for wage increases in the last year; however, the region has experienced higher inflation than the national average, meaning it has become even more difficult for the average family in St. Petersburg to pay monthly bills and afford groceries. Per SHCP team member Jennifer Yeagley of the Free Clinic, the Clinic’s We Help FRESH Pantry served 35,000 people in October 2022, double the number of individuals served just one year prior in October 2021.

In the 33705 and adjacent 33712 zip codes south of the HGPD site, the need for basics like healthcare, food, and housing are disproportionately high as compared to the rest of the city, making accessible, culturally relevant, and dignified opportunities to access health and wellness services for our neighbors in these areas even more critical.

Equity-focused, community-led responses to health needs will ensure that partners work together to move the needle on addressing social determinants of health and improve overall wellness for all of our neighbors.

Wellness goals can also be achieved or supported by project design, ease of access to transit modes other than single-passenger vehicle, and how the public spaces are programmed.

**Plan:**

- **Affordable Housing:** As described in our response, our plan includes more than 2,500 affordable housing units from 30% to 80% AMI located both at the HGPD site and in the community. Affordable, safe, and well-maintained places to live are a core element of creating well communities.
- **Food Security:** The South St. Petersburg CRA currently meets the definition of a food desert according to the United States Department of Agriculture (USDA). Yet these neighborhoods are recorded in memory as providing sustenance to the community, with abundant fruit trees and vegetable gardens. We will reconnect the HGPD site to those roots by developing on-site community orchards and gardens to be tended by local groups like St. Pete Youth Farm and USF Health’s Metropolitan Food Project. We will also provide learning and working opportunities for students from John Hopkins Middle School and Campbell Park Elementary to participate in harvesting efforts. Incorporating elements of a local food system creates entrepreneurial opportunities, with a high economic multiplier effect that keeps revenues circulating within the community. Local food-related businesses also help create stable

employment, as well as economic and social justice opportunities.

- **Site Plan:** Our proposed plan creates intimate and walkable neighborhoods that will encourage walking and biking with plenty of opportunities for shade, respite, and opportunities to connect with the natural world.
- **Public Realm Programming:** As described in Arts and Culture, we will develop and manage a highly active public realm. Some of this benefit is indirect: drawing residents into HGPD public spaces encourages walking and bike riding. In addition, some of the programming itself – walking and running clubs, yoga, and boot camps – require physical exertion.
- **Accessible Health Care Services:** Alliances with healthcare providers like the St. Pete Free Clinic will deliver accessible, low- to no-cost healthcare services. Further, we are in discussions with Aetna/CVS Health to provide the following to or at the HGPD:
  - **Free Mobile Health Screenings:** Aetna/CVS Health has provided free health screenings to more than 1,000 affordable housing residents over the past two years.
  - **Workforce Innovation and Talent Center (WITC):** The WITC offers job training for careers in healthcare and pharmaceutical operations including:
    - Pharmacy technician
    - Store manager
    - Health care concierge
    - Logistics
    - Customer service technician
  - **Medicaid:** The Aetna/CVS Health team is looking for additional Customer Resource Centers which provide hotspots, computer stations with visual privacy, community health workers, consultation rooms, wellness rooms, and exam rooms.
  - **CVS Store:** We believe that an “on campus” drug store will be important and in demand.
  - **Housing:** Aetna/CVS Health is actively investing in acting as an investment partner on our affordable housing program.
  - **CSR/ESG/Foundation:** Aetna/CVS Health is interested in acting as an investment partner on our affordable housing program. As part of that, Aetna/CVS Health looks at ways to address other health-related social determinants including food insecurity, health care access, transportation, and education by funding local non-profits active in those areas.
- **Free Daycare Facility:** As noted in Workforce Development, we recognize that affordable childcare can be a crucial factor in workforce availability. We have accordingly entered into a letter of agreement with a national non-profit that provides free daycare to all households with income less than 400% of the Federal Poverty Level to develop a facility at the HGPD.

**Equity Participation**

**Description:** Small businesses and business creation are key drivers of the local economy, yet entrepreneurs and investors of color often face obstacles in accessing capital resulting from structural biases and systemic inequities, causing vast racial wealth disparity. Opportunities to develop and/or invest in real estate projects have historically been, and continue to be, limited. And substantial racial disparities persist in home ownership. We will address these issues with the following initiatives:

- **Direct Investment:** We will make a minimum of 10% of the limited partner equity pool for all commercially developed buildings available to local investors of color. SHCP team member smallchange.co democratizes real estate investment by enabling investment at amounts as low as \$500.
- **For Sale Affordable Housing:** Our affordable and workforce housing program includes a substantial number of for sale units. Home ownership is a key driver of generational wealth creation. Further, as noted above, we will allocate one third of the Community Equity Endowment (CEE) proceeds, projected to be approximately \$10,000,000 over the first 20 years of the development, to funding construction or renovation of affordable single-family homes in St. Petersburg. As noted above, discussions with SHCP team member Habitat for Humanity, suggest these funds will “close the gap” on as many as 330 homes over that time period.
- **Development:** The SHCP team includes Black and Black-owned investors and financial partners including Kevin Johnson, Roy Binger, Pastor Louis Murphy, Landspire Group, Integral Group, and Liberty Bank.
- **MBE Support:** Our plan includes a number of initiatives designed to help minority-owned businesses grow and succeed. This starts with the make-up and members of the SHCP team. SHCP features a long list of talented and capable MBEs including:
  - Arehna Engineering, Inc.
  - DuCon
  - Horus Construction
  - McCants Architecture
  - McKissack & McKissack
  - Moody Nolan
  - Rock Solid Construction & Development
  - Strategist Project Support Services
  - Vivid Consulting Group
  - VoltAir

Those companies will play an important role in designing and implementing our MBE program. Please refer to SBE/MBE/WBE Inclusion section above and Section D.3 of our response for a detailed description.

### Youth Engagement and Education

The HGPD offers a significant opportunity to constructively engage young people. Brandon Williams of Lewis Williams Education



Foundation has joined the SHCP team to develop our plan. Identified opportunities include:

- **Urban Farming:** As described under Community Wellness above, our plan includes restoring neighborhood gardens and fruit trees to the HGPD. This presents opportunities for youth employment and skills training.
- **Arts Conservatory for Teens (ACT):** As noted above, we have met with Alex Harris, founder and director of ACT, to discuss a number of potential areas of collaboration including:
  - Establishing an apprenticeship program in partnership with the operator of the live event venue.
  - Participation in our public art program.
  - Participation in our public realm programming (e.g., in the form of dance events).
  - The possibility of developing a new home for ACT at the HGPD.
- **Public Realm Programming:** In addition to ACT, we anticipate identifying a broad variety of opportunities for youth participation in our public realm activities.
- **Skating Rink:** Providing safe and accessible spaces for entertainment and gatherings is a core part of our overall plan and a key driver of our green space design and programming strategies. We believe that a roller-skating rink would be an attractive and affordable amenity. To that end, we have identified a location for the rink as part of our plan and conducted preliminary research on a number of local and national venues including:
  - Pier 2 Roller Rink (Brooklyn, NY)
  - Funplex (Houston, TX)
  - United Skates of American (Tampa, FL)
  - Skateworld (Tampa, FL)
  - Astro Skate (St. Petersburg and Brandon, FL)
- **Workforce Development:** Please refer to the Workforce Development section above for a detailed description of our plan to engage middle and high school age students in career awareness and early job training programs.

### Sustainability and Resiliency

As much as any initiative included in our plan, sustainability and resiliency touch all parts of the project and require a broad, coordinated effort across the community. The SHCP team will be led by Stantec’s Brandon Johnson and Rachel Bannon-Godfrey and supported by the full design and engineering team. The SHCP team strongly believes in the urgent need for sustainable and resilient design strategies. The CBA’s requirement for inclusion of green infrastructure, cool roofs, and use of sustainable materials aligns with the core values and approach described in our RFP response. Our team brings deep experience and a comprehensive commitment to evaluating and integrating a wide range of sustainable design strategies.

Please refer to Section D.1 of our response for a detailed description of our sustainability and resiliency plan.

### Historical Context

The SHCP team is committed to acknowledging and honoring the past and ensuring that the values inherent in the neighborhoods that once occupied the site – pride, dignity, grace, and inclusion – are fully connected to the redeveloped HGPD. Please refer to Section D.7 of our response for a detailed description of our plan.

## D.6 Description of approach to coordinating development with the Stadium Property and how the development team will coordinate with the Rays

SHCP team members have extensive experience planning and delivering stadiums and adjacent mixed-use districts. Projects include:

- Chase Center and Thrive City mixed-use district (San Francisco, CA)
- Citi Field (Queens, NY)
- Clover Park (Port St. Lucie, FL)
- Downtown Commons mixed-use district (Sacramento, CA)
- Huntington Park (Columbus, OH)
- TQL Stadium and adjacent mixed-use district (Cincinnati, OH)
- UBS Arena at Belmont Park (Elmont, NY)

We are accordingly uniquely qualified to be an effective partner to the city, the community, and the Rays.

With respect to coordinating development of the stadium property, early examples of mixed-use, stadium-anchored projects made the mistake of creating master plans that located the public assembly at the heart of the project, a sun at the middle of a mixed-use solar system. The problem with this approach, as has been born out, is that even a very busy arena or stadium is dark most of the time. On event days, the venue doesn't light up until a couple of hours before the event and winds down quickly thereafter. The balance of the time, the arena, stadium, or ballpark is a very large, dark mass. The more appropriate – and successful model – is to program and plan the mixed use as a stand-alone project that will be successful without the venue. In this context, the venue, and the incremental visitors it attracts, are upside, an additional benefit to the project and not something it relies on (for revenue, for energy, for guests). This approach provides the basis for a vibrant project and establishes clear objectives for, in this case, the ballpark, the mixed use, and the integrated project.



The second key principle also relates to how the ballpark and mixed-use district must interact in order for both to succeed. The ballpark needs to deliver a convenient and desirable gameday experience. Providing more than just the event makes it more likely fans will buy a ticket. More guests in the ballpark, and a more active and engaging environment around the venue, strengthen the team's connection to the fan. This is the lifeblood of the sports and entertainment business: creating strong emotional ties to the fanbase and the community.

Coming to the game is one of the few times – typically the only time – the team interacts face-to-face with fans. Our experience working with teams, and venues, is that the quality of the guest experience – other than the outcome of the game, which the developer unfortunately has not control over – turns on a handful of basic considerations:

1. How easy is it to get from my home or office to the venue?
2. Is the path of travel from my point of arrival (in my car, via public transit, rideshare, micro-mobility) to the venue efficient, easy to navigate, clean, and safe?
3. Is the pre-game experience – restaurants, bars, public spaces – engaging and well-operated?
4. Does the entry process (bag check, ticketing) move quickly?
5. Once inside the venue, how easy is it to find my seat? How comfortable (width, leg room) is my seat?
6. How long is the wait to use the restroom?
7. How long is the wait to get a soda or buy a hot dog?
8. How intimate and energetic is the ballpark experience?
9. Is the venue egress experience, from my seat to my point of departure, efficient, easy to navigate, clean, and safe?
10. Is the post-game experience – restaurants, bars, public spaces – engaging and well-operated?

While some of these items are fully beyond the purview of the mixed-use developer, many are very much a function of how the mixed-use development is planned and programmed, and how the venue and the mixed use are coordinated. Fundamental to the mixed use planning piece, in our view, is the concept of playing both offense and defense. Playing offense refers to the additional visits the venue can generate, and how those visits can be monetized. For example, hotel room nights, restaurant spends, and parking revenue. This is generally understood and a relatively linear concept.

Playing defense is less well understood, and, to some degree, often overlooked entirely. Most developers are unaccustomed to the highly peaky ballpark arrival and departure patterns. Even with well-executed pre- and post-game experiences, most guests will arrive within a two-hour window, and most guests will leave all at the same time. Ensuring that the development is prepared to manage the crowd efficiently, safely, and in a way that meets guest expectations around convenience and circulation takes experience, careful planning, and operational



competence. Critically, this also applies to mixed-use users – residents, office tenants, restaurant patrons – who happen to be at the project when a game or other event occurs. If those users learn that the HGPD is a desirable place to live, work, and play – except when the event is being held, the project will struggle.

Achieving a successful outcome will require coordinated planning between the Rays and the mixed-use developer, beginning with the overall site plan and continuing through project delivery and operations. A few of the key issues include:

- **Ballpark orientation and access:** Siting and configuration of the ballpark and key access points – e.g., guest entrances, box office, loading docks – will have implications for how the mixed use adjacent to the ballpark is programmed and organized.
- **Transportation plan:** For each transit mode (single passenger vehicle, rideshare, micro-mobility, public transit), how will ballpark guests be accommodated at arrival? At departure? What is the path of travel for each? What does peak day look like (vs. design day) and what adjustments need to be made to accommodate peak day demand?
- **Parking plan:** The project will require a neighborhood-based shared parking plan which will need to address at least two (and potentially three) specific near-term conditions:
  - After the first phase of mixed-use development construction work has commenced and before construction of the new ballpark has begun.

- After construction of the new ballpark has commenced.
- Following completion of the first phase of mixed-use development and ballpark.

The plan will then have to be modified as subsequent mixed-use phases are constructed.

- **Programming:** The mixed use, as noted above, must be able to stand on its own two feet, the development program, particularly in the parts of the project that border the Stadium Property, must be coordinated and complementary to the ballpark. To that end, our proposed program reflects our view of the assets that will be most complementary to the Stadium Property. That notwithstanding, the final program should be established following a review of the Rays’ stadium design as well as any mixed use elements proposed for the Stadium Property.
- **Game day operations:** Detailed coordination is required ensure that the project plays defense, as described above, well. This relates to transportation, parking, guest flow and circulation, wayfinding, housekeeping, and security.

Our specific coordination plan with the Rays, assuming that development of the ballpark at the HGPD is proceeding, will be to initiate project planning meetings with the Rays and the stadium design and development team immediately following selection. Those sessions will provide a forum for proactive communication between the parties and be organized to address the full list of issues that require resolution to ensure a fully coordinated and successful project.



View north up 10th Avenue S showing Palm Court on game day

## D.7 A summary of how the historical context of the Gas Plant District will be honored and past promises fulfilled.

We believe that the first, and most meaningful way, to honor the legacy of the neighborhoods that once occupied the site is to build a new neighborhood at the HGPD that embodies the values and aspirations of the men and women who made the Gas Plant, Peppertown, Methodist Town, and Sugar Hill their homes: a neighborhood that is accessible and inclusive; provides equitable economic opportunity and affordable places to live for all; offers places for celebration, play, and reflection; and is resilient, green, and walkable. Accomplishing these goals requires comprehensive community outreach and engagement (as described in detail in this response). The Gas Plant neighborhood is well remembered by many residents of South St. Petersburg. A rich oral history and local literature preserves those memories, but it is little known or understood outside the African American community. Our plan celebrates this legacy in the context of the redeveloped HGPD, sharing the lessons of the Gas Plant to inform and inspire residents and visitors alike. We will accomplish this by deploying thoughtful urban and socio-economic strategies that will use visual and spatial elements to educate and inform and will invest in the creation of meaningful social and economic programs aligned with the spirit and legacy of the site.

### Recognition of Historical Context

Redevelopment of the HGPD offers a chance for the citizens of St. Petersburg to consider and learn from both the rich and troublesome legacy of the site. For healing to truly occur, there needs to be explicit acknowledgment of the vital contribution St. Petersburg's African American community has made to create the city we know today.

Historically, St. Petersburg was a stronghold of the Klan and fertile ground for Jim Crow. Yet St. Petersburg's African American residents persevered through difficult times, building a proud, rich, and beautiful culture on a foundation of strong community bonds and connections. The historical African American neighborhoods of Peppertown, Methodist Town, the Gas Plant, and Sugar Hill are gone today, victims of neglect and progress in the form of freeways, the ballpark, and parking lots, leaving a legacy of massive displacement, loss of cultural identity, and unfulfilled promises of economic benefit and urban renewal.

SHCP is committed to redeveloping the HGPD based on the core values of inclusion and equity, which we believe is the most fitting way to honor the history of the site. To that end, we have developed the following approach:

### Community Outreach

Feedback from and sustained engagement with St. Petersburg's African American community is essential to creating a connection to the project and sense of ownership in the redevelopment process, something absent from earlier discussions about redevelopment of the site. As described more fully in Section D.4, we are committed to a comprehensive outreach program for the life of the project.

### Reconnection to South St. Petersburg

Today, the Tropicana Field site and highway I-175 stand as physical and emotional barriers between the predominantly African American neighborhoods to the south and largely white neighborhoods to the

north. Our plan is inspired in large measure by the opportunity to transform the HGPD into a place of inclusion and destination for all residents. As part of that effort, we will reestablish strong connections to the street grid south of I-175. We are proposing the greening of 16th Street South, which will introduce a gracious, walkable median, enhancing pedestrian safety and connectivity between the HGPD, Campbell Park, and Melrose Mercy through 16th Street South. We are also proposing to rebrand 16th Street South as a cultural corridor, home of the African American Museum and the History Walk. This gesture will strengthen the north-south connection.

We are further proposing a footbridge connection, the Sunrise Bridge, over the existing I-175 spur that will function as an important link to Campbell Park and reinforce the sports park to city park connection. The Sunrise Bridge will literally and figuratively rise above and overcome the physical barrier imposed by the highway.

### Project Naming

Peppertown, Methodist Town, the Gas Plant, and Sugar Hill were the homes of notable doctors, educators, lawyers, community leaders, and entrepreneurs, including Dr. James Ponder, Dr. Ralph Wimbish, Bette Wimbish, Enoch Davis, Chester James, Rosa Jackson, James Sanderlin, and many others. Businesses such as the Harlem Theater, Harlem Cafe, Citizen's Lunch Counter, Bill's Ron Rico Club, Central Life Insurance, Katz Groceries, and Selena's Beauty Salon served the African American community and became institutions in their own right. Within the preserved oral and written history, we also find mention of sub-neighborhoods, enclaves, and courts that once existed within the Gas Plant such as Cooper's Quarters, Founder's Court, Lilly Court, Forty Quarters, Little Egypt, Jamestown, and Sugar Hill. We will honor the residents, the businesses, and institutions they created, as well as the places they lived, worked, and played in, with the names chosen for the buildings, plazas, gardens, and walks at the HGPD. The selection of names for the neighborhoods in the HGPD are further elaborated upon in the Section E - Depiction of Development. We want to emphasize that, while we have been thoughtful and deliberate in our choices of names, we view them as informed placeholders subject to discussion with the community as part of our outreach program. Our internal working group – Askia Aquil, Fred Hearn, Josette Green (founder and director of the



St. Petersburg Black History Bike Tour), and Sarah-Jane Vatelot (author of *Where Have all the Mangoes Gone?*) – will partner with community and subject-matter experts, such as the African American Heritage Association of St. Petersburg, the Carter G. Woodson Museum, and the Pinellas County Urban League to select meaningful names. We will also explore opportunities to incorporate design elements and gestures that create a visual connection between the site and HGPD.

A quick note on Sugar Hill, the inspiration for our team name: Before being condemned to make way for the I-175 spur, Sugar Hill was the home of many of the African American community’s leading citizens and a neighborhood remembered with fondness and respect. Sugar Hill stood for hope, attainment, comfort, dignity, and beauty. And it was accessible to and by all. These are the values that underpin our vision of what the HGPD can become.

### Master Plan

The design team has carefully studied the historic street grid. The proposed site plan recreates much of that grid and aligns with our and the city’s vision of an intimate, walkable collection of neighborhoods (which once existed on the site). The team has also reviewed the building typologies that once existed on the site to draw inspiration as we reimagine the HGPD and create a new vision our growing city and 21st century needs. Lastly, we have looked to the organic nature of the historic neighborhoods as we create a new mixed income community. Again, we believe we can best look to the future by ensuring we have a deep understanding of the past.

The History Walk, a self-guided tour along 16th Street S. and 2nd Avenue S., will be a prominent part of the project, physically connecting the existing African American Heritage Trail on 9th Avenue S. to a future African American Heritage Trail in Methodist Town. As with our other working names, the History Walk is a placeholder. We anticipate that

## Full Service Approach to Historic, Cultural, and Cemetery Services

Our Team understands the complexities of investigating cemeteries, burial grounds, and other sacred areas. We take care to actively engage those who are connected to each site. Our full-service cultural and historic resource management team includes a specialty in cemetery services and management. These experts possess decades of experience assisting clients on projects involving historic and prehistoric burials.

We perform historic background research, lost cemetery identification, ground penetrating radar, geophysical surveys, excavation, analysis, and relocation of cemeteries. Our team is experienced in the application of laser scanning, photogrammetry, and other techniques to accurately document known and recently discovered cemeteries. In addition, Cardno (now Stantec) specialists directly handle consultation with descendant communities, state, local, federal, military, and tribal agencies. We have active relationships with these organizations and developed partnerships with state and regional universities when appropriate to enhance local support.

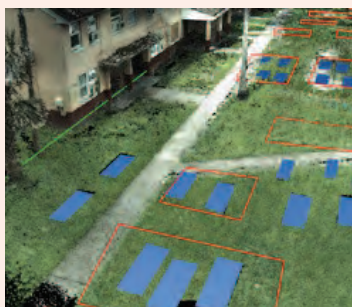
In the recent CBS *60 Minutes* episode titled “Grave Injustice,” SHCP team member, Cardno (now Stan-tec), highlights the well-documented history of local development and how African American cemeteries were mistreatment and desecrated in the name of progress.

Specific SHCP Team member experience includes:



### Fort Brooke Cemetery, Tampa, FL

This extremely sensitive and large-scale project required the excavation of a lost historic cemetery from the 1830s. The work involved coordination with descendant communities (U.S. Army and Tribal entities) to perform the project discreetly and respectfully in direct consultation. We successfully relocated the remains to mutually acceptable locations while limiting information or exposure at the request of the descendant communities. This project benefited from our preparation of an extensive work plan and research design that led to the identification of the burial ground which had been sealed beneath the streets of the city.



### Zion Cemetery, Tampa, FL

This ongoing project involves the relocation and survey of an erased segregation era African American cemetery, partially covered by a low-income housing project managed by the Tampa Housing Authority and HUD (Robles Park Village). Cardno (now Stantec) performed these services for the Tampa Housing Authority on this project, helping create an Advisory Board including residents, community members and activists, as well as City of Tampa staff, and leaders. Because of the complex nature of this site, staff utilized multiple forms of GPR, laser scanning, GIS mapping, and photogrammetry to provide accurate information on the cemetery’s boundaries. The visuals created through these products also served an important role in educating the public and area residents on the distribution of burials across the property. There has been a great deal of accurate media coverage for this project at the request of the landowner and the descendant community.



### North Greenwood Cemetery, Clearwater, FL

Cardno (now Stantec) was contracted by the City of Clearwater to investigate the status of a segregation-era African American cemetery reported to have been moved in 1954. Our staff was tasked with determining if burials remained on the property that is now partially covered by a vacant school building. The project included extensive GPR analysis of the cemetery and the comprehensive groundtruth excavations. Our Team’s findings indicate that a number of burials remain in their original location and several have been impacted by development at the site. The results of our work will aid in determining the best path forward in consultation with the city and the descendent community for this sacred space.

the trail will carry the name of an important pioneer in the St. Petersburg African American community. Candidates include:

- **Ponder Walk:** Dr. James Ponder served St. Petersburg’s black community for more than 30 years. City Hall flags flew at half-staff on his death in 1958. His wife, Phannye Ponder, founded the St. Petersburg Metropolitan Council, an affiliate of the National Council of Negro Women. They were prominent residents of Sugar Hill.
- **Chester James Way:** Chester James was widely known as the unofficial mayor of and fierce advocate for Methodist Town, the only historic African American neighborhood located north of Central Avenue, which was later given the name Jamestown in his honor.
- **Dr. Ralph Wimbish Walk:** Dr. Ralph Wimbish was a physician in the 1950s and elected branch president of the NAACP. Bette Wimbish, his wife, was a lawyer and the first African American elected to the St. Petersburg City Council in 1969. She later went on to become Vice Mayor, as well as the Deputy Secretary of Commerce in Tallahassee, at which time she was the second highest-ranking woman in state government. They are celebrated figures in the community whose work in the advancement of local civil rights cannot be understated.
- **Reverend Watson Haynes Walk:** Reverend Watson Haynes was a beloved religious, political, and civil rights leader in St. Petersburg until his passing in August 2022. A child of the Gas Plant neighborhood, Reverend Haynes was always happy to share his stories with those who inquired. He was President of the Pinellas County Urban League since 2012 and is fondly remembered for his life’s work in combatting generational poverty and fostering community empowerment. He was deeply devoted to see that the HGPD redevelopment be rooted in equity and inclusion from the

onset. His voice has forever elevated the conversation and will continue to reverberate through the entirety of the HGPD.

As noted above, naming of the History Walk will ultimately be determined based on community feedback.

In addition to the History Walk, places of historical importance will be acknowledged and remembered, such as Oaklawn, Moffet, and Evergreen Cemeteries, Davis Elementary, the Harlem Theater, and the many historic churches that once graced the site. Creating alignment with historic street grid will support this effort.

The trail itself will be designed to educate and inform. The history and culture of the local African American community will be described using elements such as public art, statues, and plaques. Our Arts and Culture working group (as described in Section D.4) will partner with the local arts community to award commissions to African American artists. Narrative content will be developed with community stakeholder groups led by the African American Heritage Association of St. Petersburg and the Carter G. Woodson Museum.

### **New African American History Museum**

We are inspired by Terri Lipsey Scott’s vision for the state’s first purpose-built African American History Museum. SHCP committed early this year to making a \$1,000,000 donation to the capital campaign upon selection. We have also worked with Terri Lipsey Scott and her project architect, Wannemacher Jensen Architects, to identify a location for the new museum at the HGPD. As the below diagrams indicate, the location is just to the west of the Oaklawn Cemetery, close to South St. Petersburg and the Deuces, and adjacent to the historically significant 16th Street S., which is a primary north-south artery in our plan. The 120’ by 320’ foot parcel accommodates a 24,000 square foot building pad for the initial phase and 14,400 square foot future expansion pad.



# E Depiction of the Development

“

Considering the magnitude of the decisions ahead, we think it's important to ensure that the voices of local, small businesses are heard and included in talks about the future of our city. That's why we wanted to be part of this work.”



Hillary Van Dyke  
Green Book of Tampa Bay  
Arts and Culture and Inclusion Advisor

## **E Depiction of the Development**



**Suncoast Dome, 1986**

# The First Impression



People in St. Petersburg like to walk. We have designed the HGPD to be especially walkable with short blocks, small streets and alleys, bustling sidewalks, human scale street walls, and clustered shade trees. The mix of uses guarantees that the district is “always open,” day and night, rain or shine, seven days a week. That creates activity, people, and safety.

The HGPD is green. Sugar Hill Park is a green spine running through the center of the district. 16th Street S. is a landscaped corridor, connecting the project south to Campbell Park. Nature manifests throughout the project through fruit trees, gardens, parklets, flowers, and beehives on buildings.

History lives here. The old street grid is the basis for the new district. The development commemorates Oaklawn, Moffett, and Evergreen Cemeteries, the names of places and the new African American history museum. It is woven into the new fabric.

It is a first impression that is uniquely St. Pete.



# The Plan



## Our vision for the HGPD is based on a handful of core planning principles:

- **Connection:** Our plan creates linkages to the existing physical realm in all respects: the historical context, surrounding neighborhoods, the city park system, the expanding transit systems, our many bike paths, and our city’s celebrated arts scene. It is the hole in the middle, a place currently owned by no one so, in fact, owned by everyone. Reconnecting to the historic street grid linking to the existing surrounding neighborhoods will create a vital and vibrant community center that enriches those that live, work, and recreate here.
- **Walkability:** Our vision for the district is based on highly connected, urban “15-minute city.” We have looked carefully at the historic street grid – the prior, organic, neighborhood plan – and used it to inform our masterplan. Walking drives person-to-person engagement; saying hello, starting a conversation, and sparking collaboration.
- **21st Century Mixed Use:** We have designed and programmed a true mixed-use environment. This is the new, 21st century workplace. Office districts are gone. Work, all kinds of work, is now mixed in with other uses – residential, hospitality, assembly – and

adjacent to actively programmed parks and public places. Streets and sidewalks throughout the project are active and vibrant at all times of day and into the evening. Ground floor space is earmarked for innovation users. This is an environment where all ages and types of people mix on the street and in other public places.

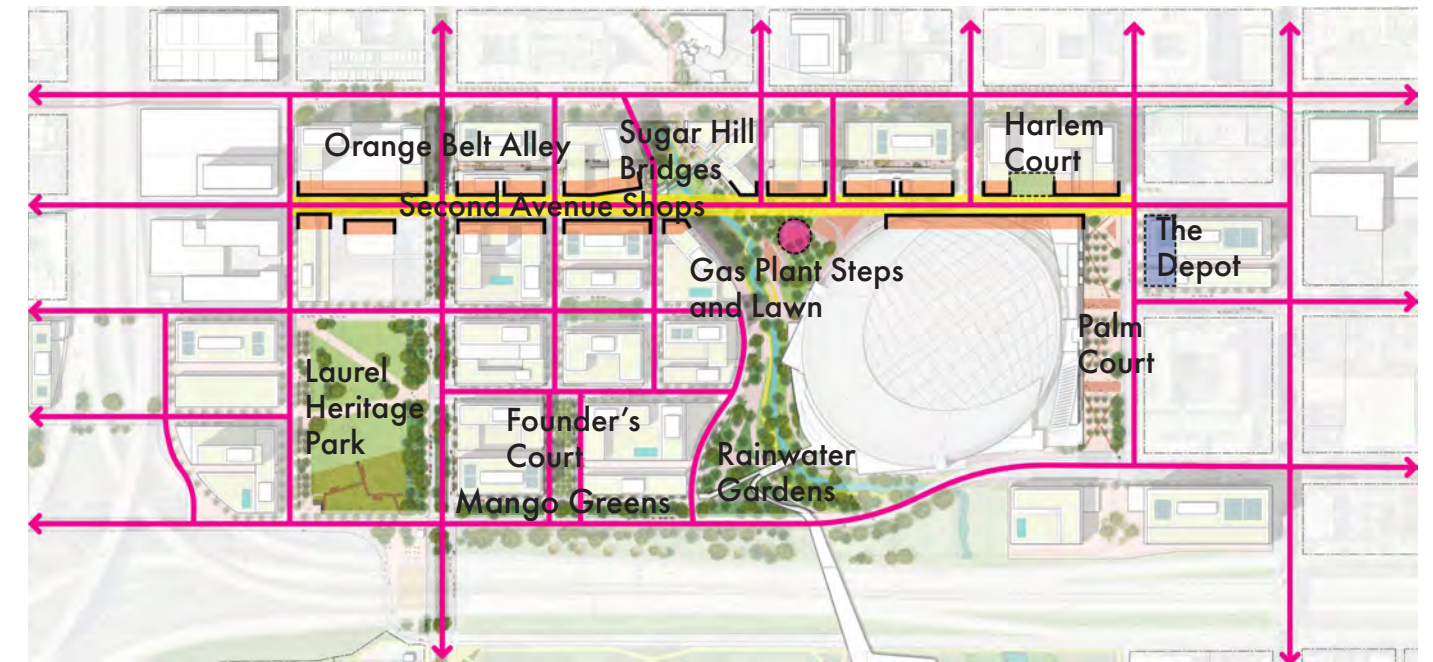
- **Parks and Landscape:** We have carefully and robustly integrated greenery throughout the project. St. Petersburg was founded in the spirit of the City Beautiful movement and the city founders had the foresight to preserve the waterfront as a public park. We have designed and planned with that spirit firmly in mind.
- **History Matters:** Our plan acknowledges and remembers the past. While buildings cannot always be preserved, the stories need to be told so that the project maintains its connection to the past even as we look forward to what lies ahead.

The result is a development plan that is about not just the site, but about its history, and, in all respects, the project’s specific meaning to St. Petersburg. Our vision has been deeply and profoundly shaped by what made the HGPD, and what makes the city itself, unique. It’s a plan that cannot be replicated anywhere else. The plan is, and belongs in, St Petersburg.





# Restoring

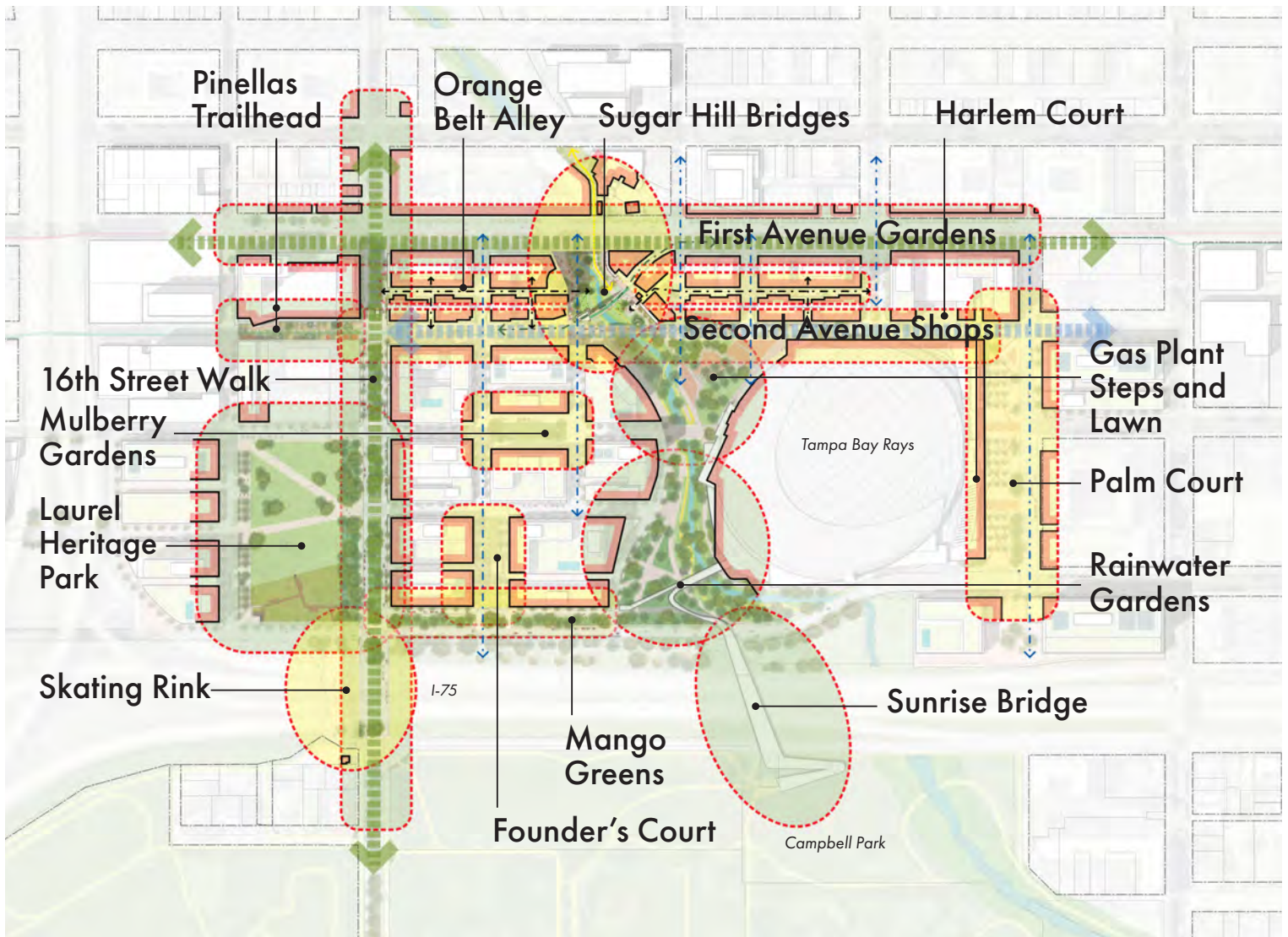


While the 1940s and 1950s were a challenging time for St. Petersburg's Black community, it was also a time when the communities that once occupied the HGPD were the most vibrant. We have looked to the 1947 street grid and it has guided and informed our understanding of how this organic place came into being and how the site functioned successfully as connected neighborhoods. Doing this work, while also studying the current condition, a baseball stadium, and an ocean of surface parking lots, has also been a stark reminder of what was lost: homes, shops, places of worship, businesses, economic vitality, connection and, most importantly, a sense of community.

While restoring and reconnecting takes much more than understanding the historic street grid – our plan is broadly inspired by those concepts – it is of high symbolic and practical value.

Looking deeply into what once was offers other insights and reminders: the nature of a place anchored in small, walkable blocks; the acknowledgment of 2nd Avenue S. as the original commercial center of the African American community; the visual, economic, and environmental impacts of the gas cylinders, for better or worse; the critical impact that the railroad and its workers had on the city's development; understanding the stories of the Oaklawn, Moffett, and Evergreen Cemeteries and providing green space for remembrance.

# Places



Great developments – in this case great neighborhoods – are a collection of places where the whole is greater than the sum of the parts. Our vision for the HGPD includes a mix of different kinds of places, each carefully woven into the larger plan and varying by size, shape, and type of environment.

Some are about remembering; others are about looking forward.  
Some concentrate energy and activity, others are calming.  
Some are most popular during the normal day, others after the sun sets.

Some are most popular when there is an event, others for small gatherings.  
Some are very visible, others are tucked away, inviting discovery.

Each place is unique, providing a distinctive address and value for new real estate.

A mix of distinct and varied places encourages visitors to return and explore. It provides outdoor amenities for all types of activities and user groups (shopping, dining, gathering, celebrating, exploring, working outdoors, strolling in nature, finding a quiet corner, children playing, and more). It creates a visually and experientially engaging environment that enables successful development whose spirit of authenticity, reinvention, community, and inspiration will sustain the success of the HGPD for generations to come.

# The Vision



**First Avenue Gardens**



**Orange Belt Alley**



**16th Street Walk**

Restoring the historic street grid is the starting place for repairing and remembering. It is a way of telling the history of the site. So is marking the footprint of one of the gas cylinders, the place names we use, the new African American museum (in a prominent and meaningful location), and commemorating the Oaklawn, Moffett, and Evergreen Cemeteries. The plan uses these places and pieces, and others, to tell the story of the HGPD's history.

A human scale is possible with development and density: active sidewalks, short blocks and alleys, shared streets where pedestrians rule, and lots of shade provided by canopies, arcades, and trees. Making walking easy and comfortable is the most important factor in shaping all parts of the plan. The HGPD will be the most walkable district in St. Petersburg.

The public realm will be built with street walls to provide scale and character, active ground floors to animate sidewalks, and special features to emphasize visible corners. Buildings are of diverse types and sizes,

ensuring a full range of choices for living and working. This district will be as varied as the rest of St. Petersburg.

We celebrate St. Pete's biking culture with the Trailhead; a place for gathering, staging, and refreshing.

Our plan integrates with and enhances adjacent streets and blocks. Major new public places at 1st Avenue S. (the entrance to downtown), 10th Street S. (a large event space), and 16th Street S. (connecting north and south). The HGPD will be a good neighbor in all respects, welcoming and connecting to adjacent communities.

We are expanding the creek into a large, green, and active Sugar Hill Park; stretching from 1st Avenue S. to 4th Avenue S. First Avenue Gardens, the Sugar Hill Bridges, and Laurel Heritage Park are special and distinct places. Like the rest of St. Petersburg, landscape dominates the view.



**Gas Plant Stairs and Lawn**



**Second Avenue Shops**



**Sugar Hill Bridges**



**Palm Court**

Placemaking is about making places that belong. We have created (at least) ten major places, a full range of public environments, and experiences for everyday life, day and night, rain or shine. Places create value. They ensure a popular destination. They attract the people who desire a St. Pete way of living and working. They are big and small, busy and quiet, streets and parks.

Getting started is the hardest part. We are achieving this vision in Phase 1 with the full mix of uses, walking, landscape, and the start of the ten places. There is no plan to “wait”. Phase 1 will look complete and like St. Pete right from the start.

# First Avenue Gardens: The Downtown Avenue

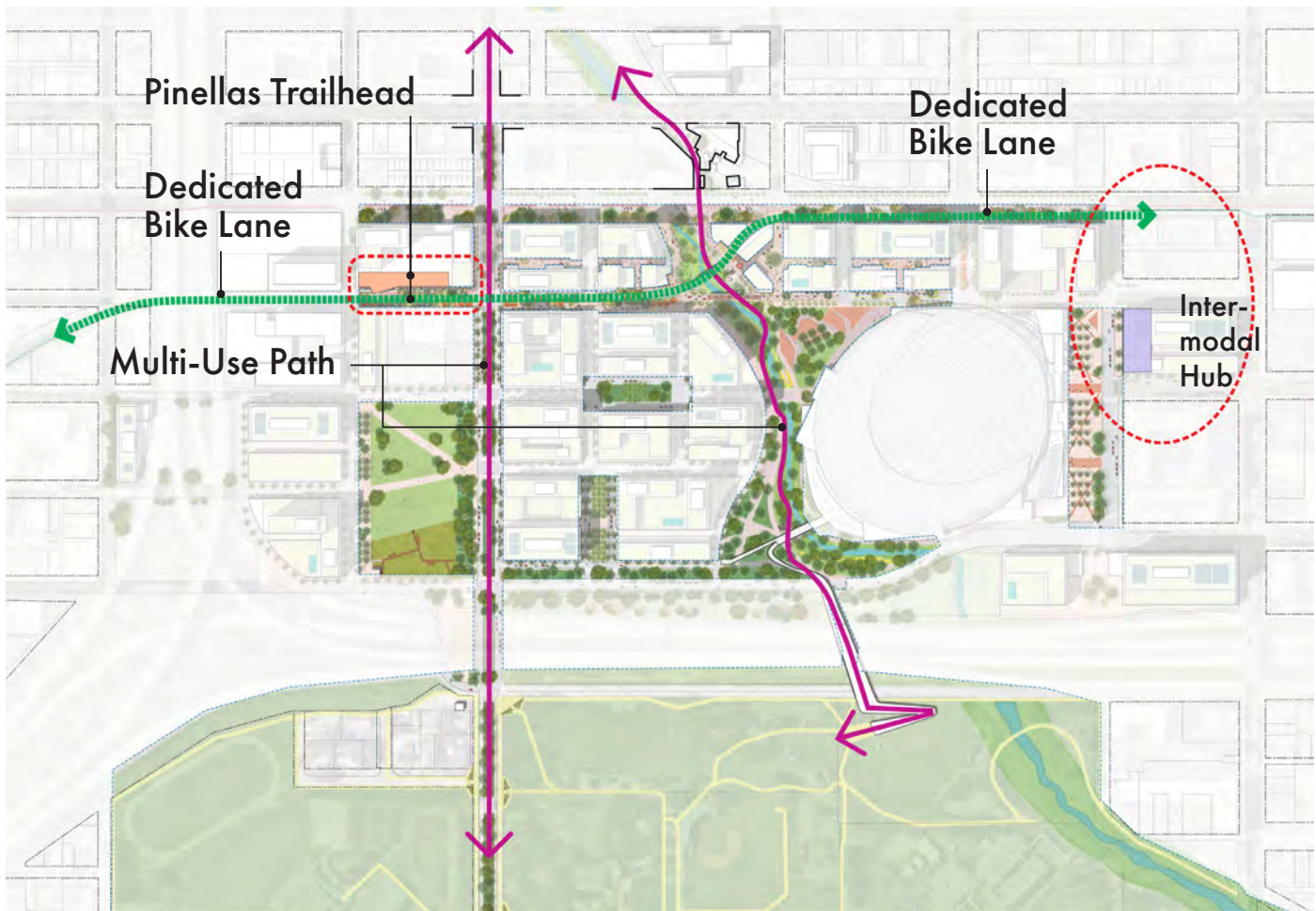


1st Avenue S. is the “front door” of the development and a classically great downtown address for residential and other uses. A 20-foot setback creates a broad and generous urban boulevard and preserves the many large existing live oaks and other canopy trees. They will be augmented with more ornamental shade trees and bold understorey,

creating First Avenue Gardens, a shady and comfortable place for strolling. Maintaining the existing trees offers space for a landscaped garden as the front door and creates an arcade that offers shade and protection from inclement weather. Anchor stores line the street, serving the larger downtown neighborhood.



# Pinellas Trailhead



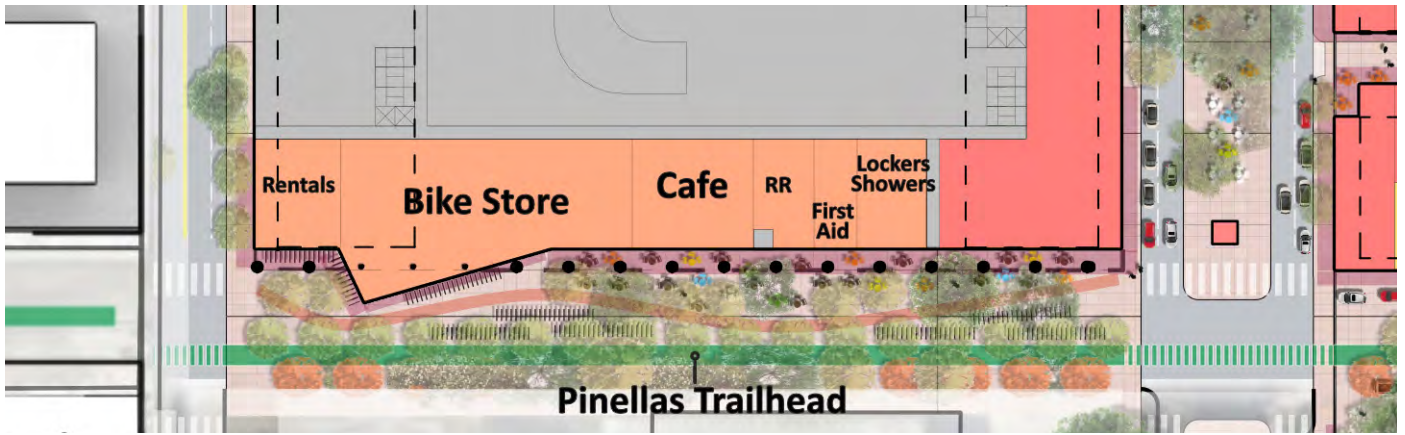
The Pinellas Trail, part of a larger bike trail network across the region, follows the path of the old Orange Belt rail line, running across the upper part of the HGPD site. As it cuts through the site, it engages and activates the HGPD and provides a crucial link between the Downtown Business District and the Warehouse Arts District. Designed with a casual vitality, the Trail integrates with 2nd Avenue S. – renamed Second Avenue Shops – at a pedestrian/bike only trailhead between 16th and 17th Streets S. The Pinellas Trailhead is a natural nexus, a place to stop for coffee or a drink, repair your bike (or take a class on bicycle maintenance), or meet friends for a ride on the Trail.

Protected by trees with smaller scale grasses and understory, the Pinellas Trail transitions eastward to a shared street environment on 2nd Avenue S. between 14th and 16th Streets S., where calmed, slowly moving

vehicles mix with pedestrians and cyclists moving down the protected bike path. Like a High Line Park with bikes, informal plantings are abundant, providing shade and special places to gather, all woven into the bike lane and pedestrian pathways. At Sugar Hill Bridges over Booker Creek, the Trail will transition on its own bridge over to a lively small-scale pedestrian environment leading up to 1st Avenue S.

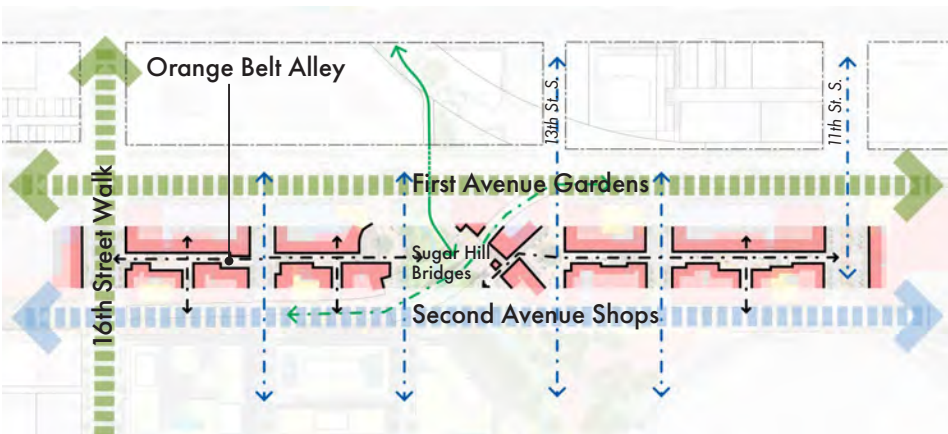
The intermodal hub on the east end of Second Avenue Shops is configured to optimally manage transfers from buses and shuttles to bicycles, scooters, and other forms of micro-mobility – all part of a robust transit infrastructure that promotes and encourages micro-mobility, walking, and public transit while maintaining a site that is fully open and inviting to vehicular traffic.





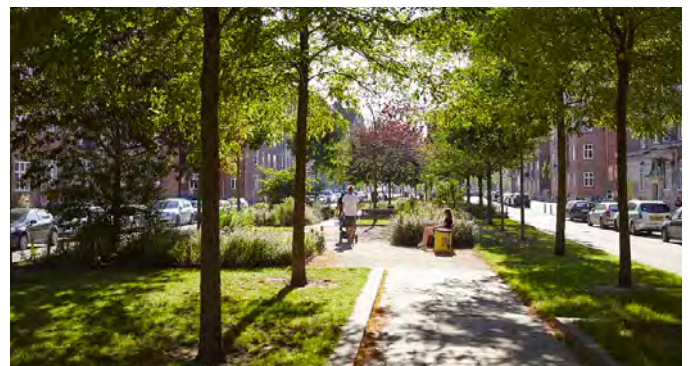
The Pinellas Trailhead includes a bike shop (for repairs and bike rentals), restrooms, a first aid room, a café, bike storage, and co-working space.

# Orange Belt Alley



Named after the rail line built by African American laborers in the late 19th century that first connected St. Petersburg economically to the rest of Florida, Orange Belt Alley is a warren of narrow alleyways connected to 2nd Avenue S. Orange Belt Alley twists and shifts as it moves between 16th and 11th Streets S., a shady environment popular even in hot and inclement weather, with nooks and crannies inviting exploration and discovery.

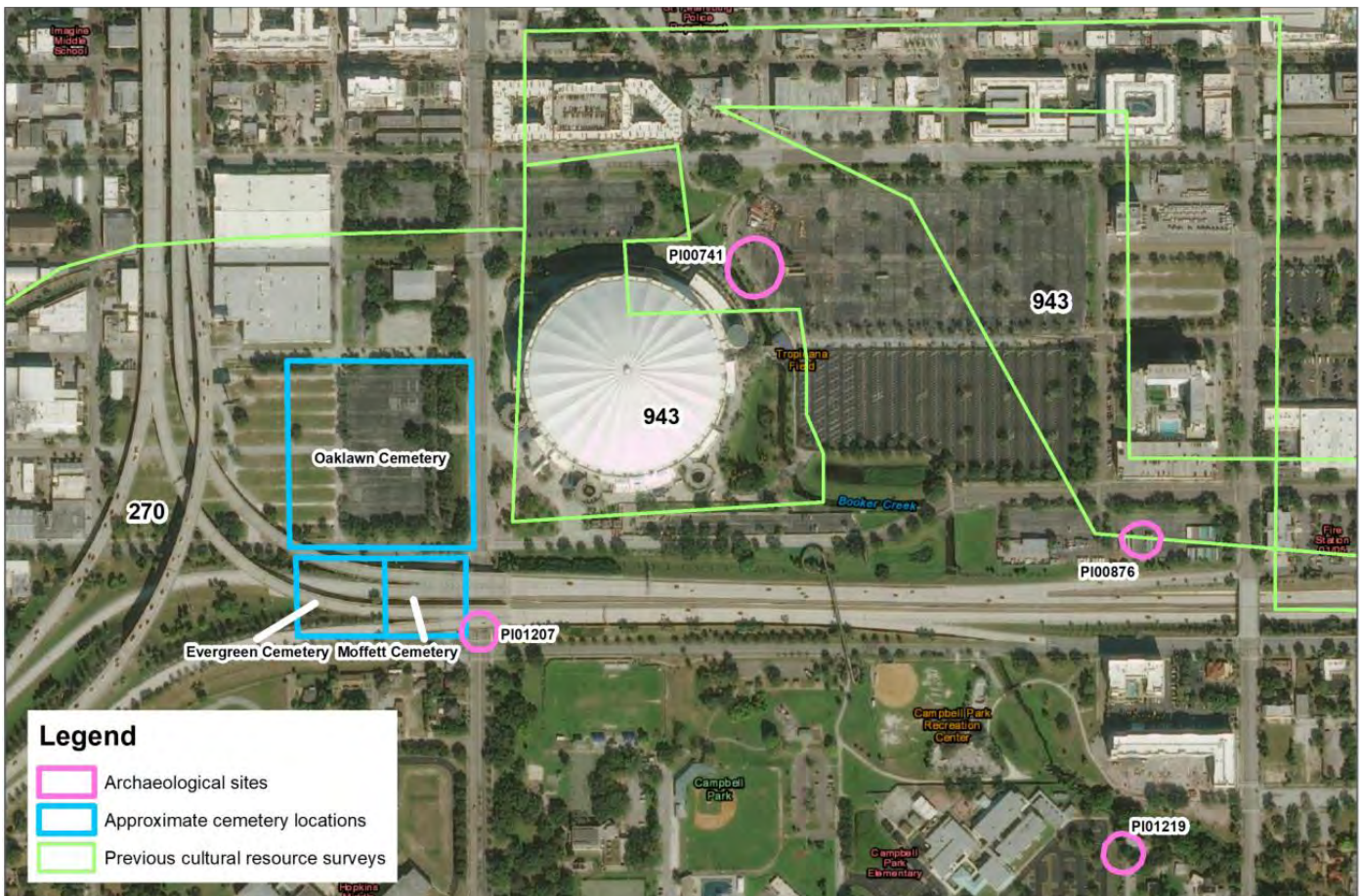
# 16th Street Walk: The Cultural Corridor



16th Street S. is the project's most vital north-south artery, a green urban spine connecting Central Avenue and the EDGE District to the north to Campbell Park and South St. Petersburg to the south. Our plan calls for re-imagining 16th Street S. as a great linear park serving as an important part of our storm water management plan. The large-scale trees existing along the street will be preserved, and storm water management will be incorporated into new landscape infrastructure. Most importantly it will be a cultural corridor, home of the new Carter G. Woodson African American Museum, Laurel Heritage Park, art galleries, and, at the I-175 underpass, Underpass Park with a community roller skating rink. Like the Under-I project currently underway in Orlando, and

the Trails Crossing plan proposed for under I-275 between 1st Avenue N. and 3rd Avenue S., the skating rink activates the area below the freeway, creating a comfortable and active pedestrian portal between South St. Petersburg and the HGPD. St Petersburg has mainly developed strong pedestrian avenues moving pedestrians in an East-West direction. The greening of 16th Street South will offer the first strong cultural North-South pedestrian connection in St Petersburg, beginning the work of mending the tear in the urban fabric, formed by the highway, introduced many years ago between North and South St Petersburg.

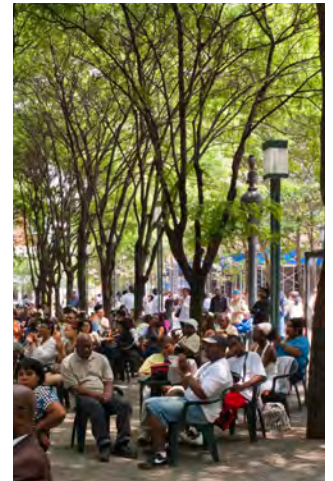
# Oaklawn Cemetery and Laurel Heritage Park



SHCP team member Stantec (formerly Cardno) has conducted archaeological work to assess the location and condition of Oaklawn Cemetery, one of St. Petersburg's early burial grounds, located just west of 16th Street S. along the project's southern boundary.

While evidence suggests that most of the remains were relocated by city in the 1950s and 1960s, Stantec's work shows the possibility that some graves remain on site, specifically on the south edge of the parcel. We also know that just to the south, Moffett and Evergreen Cemeteries lie under the I-175 spur. While historical records indicate the Oaklawn was primarily occupied by the remains of White residents, it is believed that Moffett and Evergreen Cemeteries were African American burial grounds.

We have set aside the Oaklawn Cemetery land and will create a Laurel Heritage Park, preserving undisturbed any remaining graves in the south end of the property through the seeding of a native meadow. Lightweight boardwalk will hover above the surface of the earth, allowing passage over this ground, and providing a place for remembrance. To the north, existing trees and storm water management areas will be maintained and planted more heavily to create storm water gardens. Informal pathways will pass through these gardens, as in other storm water areas. This northern portion of the park will function as a multi-use space for gatherings and events, with palms and shade trees providing a green frame for strolling, sitting, gathering, and celebrating.



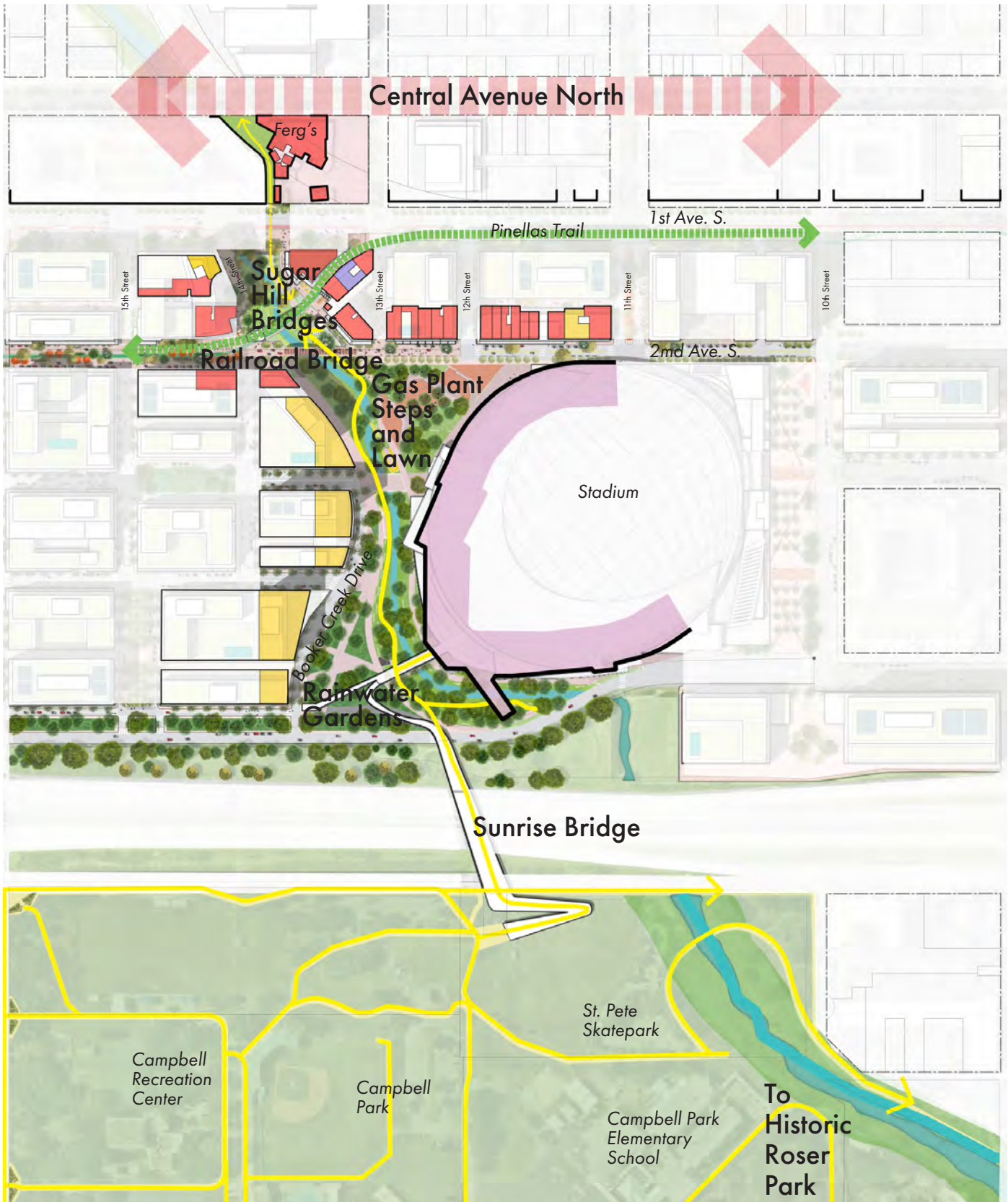
Across 17th Street S., at the northwest edge of the park, sits the new African American History Museum. We have worked with the Woodson architectural design team to identify this location based on several considerations including:

- 16th Street S. adjacency (given its historical significance, connection to South St. Petersburg, cultural emphasis in our plan, and overall visibility as a highly trafficked corridor).
- Proximity to the Deuces and South St. Petersburg, core parts of St. Petersburg’s African American community.
- Woodlawn, Moffett, and Evergreen Cemetery adjacency which can be properly acknowledged and commemorated, in part, by the new museum.

A lawn area for events and community gathering will occupy the northern half of the park between 16th and 17th Streets S. Connected to the 16th Street S. spine, it will provide space for larger scale events and festivals.

Planning for the park will be coordinated with the archaeological team and in collaboration with the community, the city, and other stakeholders.

# Sugar Hill Park



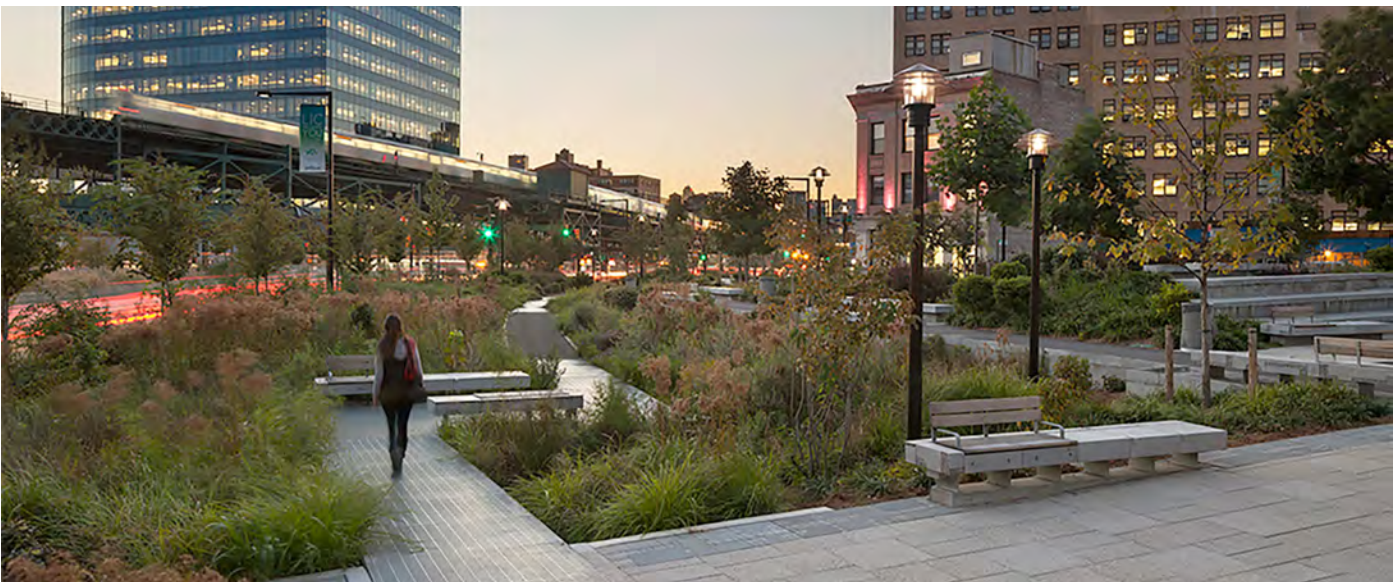


A transformed Booker Creek will be the green heart of the redeveloped HGPD. Reflecting on the opportunities identified through the recent STAR Communities evaluation, we understand that enhancing natural systems remains a priority and a place for growth for the city. St Petersburg aspires to find better solutions for flooding, infrastructure protection, downstream water quality, and recreation. In this urban setting, the community values sustainable solutions to prioritize the natural environment and provide ecological function uplift.

No longer merely a culvert to flush runoff out to the bay, Sugar Hill Park will lie at the center of a Blue/Green Resilience Corridor. The transformation of Booker Creek through vibrant, native habitat creation will not only provide the water quality treatment and ecological lift the Creek desperately needs, but it will also add functional capacity, increasing the resilience of the system to respond to increasing rainfall events as well as higher downstream tidal incursion caused by storm surge or sea level rise. The improvements implemented within this project footprint will reduce the downstream stormwater burden and will be a catalyst

# Sugar Hill Park

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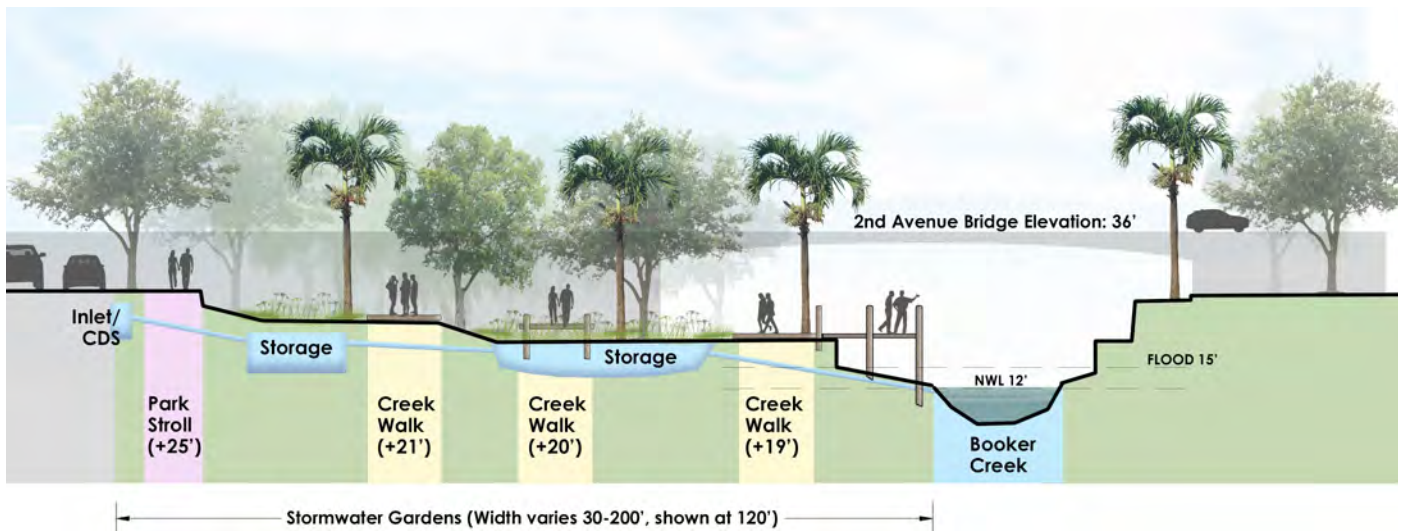
for further opportunities, including downstream channel enhancements and intertidal habitat creation, further increasing the resilience of the watershed.

Designing resilient stormwater management systems that include adaptable ecological and landscape elements around a convertible creek/park design will address both water quality and overbank issues. Existing empirical data on Booker Creek water quality and flows is limited so our team will implement comprehensive monitoring to better understand the watershed dynamics and to inform detailed project design. In fact, members of the SHCP team are currently supporting and advising University of South Florida-St. Petersburg (USFSP) graduate student research to collect water quality and nutrient samples within the

Booker Creek watershed. If we are selected, we will seek to engage USFSP in additional academic programming opportunities related to the restoration of Booker Creek and other aspects of the HGPD redevelopment.

Informed by the monitoring data and results of Booker Creek hydrology models that we will develop; our team will design a “nested” channel structure specifically engineered to accommodate both typical and over-bank flows. The narrow (and deep) pilot base flow channel will accommodate typical flows and help native flora and fauna to thrive. The wide upper channel will serve as active green space areas for guests during typical or low flow times, and then funnel and disperse excess water during storm events without jeopardizing nearby critical infrastructure.





The system will be sized based on both collected empirical data and forward-looking modeled climate scenarios including assessment of localized sea level rise predictions and storm surge issues that can contribute to “tidal plugs.” The diagram above illustrates the proposed nested channel design.

The environmental improvements resulting from these modifications will support efforts to obtain environmental resource permits and streamline the process of turning conceptual designs into a successfully restored waterway. Furthermore, our approach evaluates Booker Creek from a “whole system” perspective. As a result, the measures we take to improve the water quality and increase capacity within the HGPD site boundaries will help catalyze restoration efforts along other portions of the creek by the city and community partners such as USFSP.

Consistent with our overarching vision of the new HGPD, Sugar Hill Park’s design and strategy will purposefully reflect the relevance Booker Creek has to the historic and cultural context. Specifically, we will restore both the ecological function of the Creek as well as its social resilience. This was a place where children (and adults) once gathered for recreation and relaxation, a modest oasis in the heart of the Gas Plant neighborhood. That essence will be reborn and reimagined, better, greener, healthier, and more user-friendly.

The HGPD site slopes gently toward Booker Creek creating a natural focus. This unusual topography creates opportunities for placemaking and interaction with the water, with amenities, overlooks and viewpoints, each contributing a unique element to the project. Sugar Hill Park takes advantage of this natural water feature and provides multiple ways

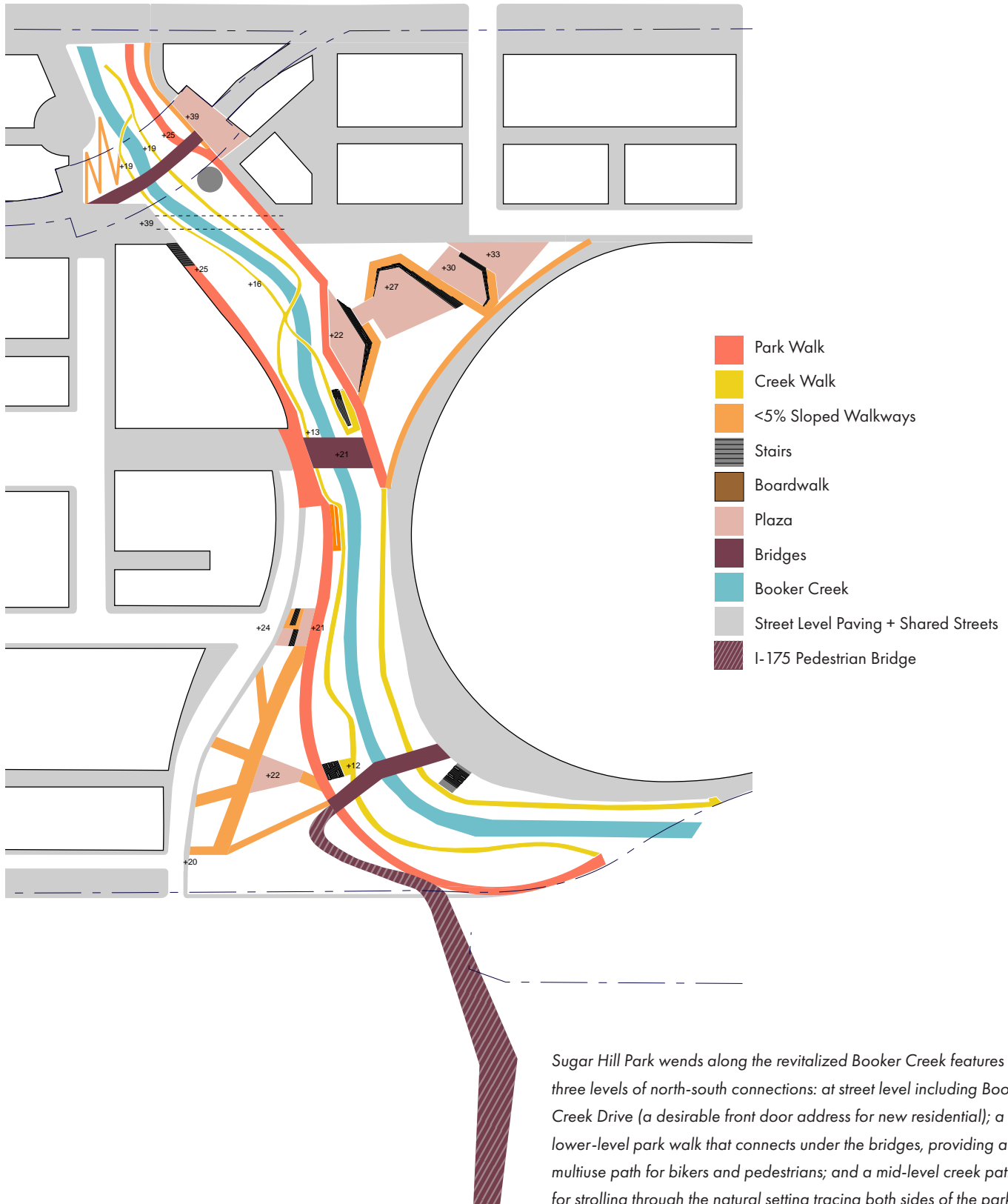
for people of all ages to better engage with the natural systems. By enlarging and re-grading the area on either side of the Creek, the Creek is made more accessible, while simultaneously improving its ecology. Pathways at multiple levels form a tiered “theater” around the creek, accommodating different levels of streamflow, layering activities, and connecting it to the surrounding sidewalks, as well as the existing 1st Avenue S. underpass.

Through these subtle topographic changes, the design allows for universal access to a variety of levels surrounding the Creek, promoting a variety of experiences. Circulation connects street level with a mid-level pathway system, linking north and south to Central Avenue and Campbell Park, along with a lower-level pathway system for exploration at creek level. The various elevations are linked with universally accessible pathways as well as stairs as they meander and intersect through the site.

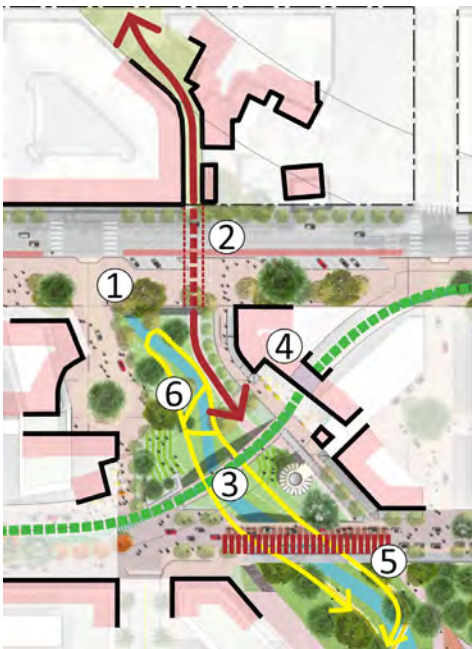
At south end of the site, where Booker Creek continues downstream toward the bay, a new Sunrise Bridge over I-175 to Campbell Park provides a graceful pedestrian connection from the HGPD to South St. Petersburg.

Sugar Hill Park takes different forms as it transitions through the site. Between 1st and 2nd Avenues S., it takes the forms of an urban outdoor place, with cafes and bars. At the Gas Plant Stairs and Lawn, near the pedestrian and bicycle bridges, the park is a more active gathering place. And adjacent to the Rainwater Gardens, it transitions into a passive, natural place, and a storm water resource.

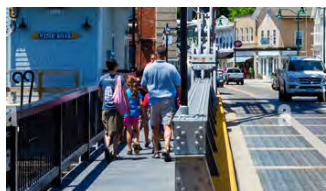
# Sugar Hill Park Circulation



# Sugar Hill Bridges



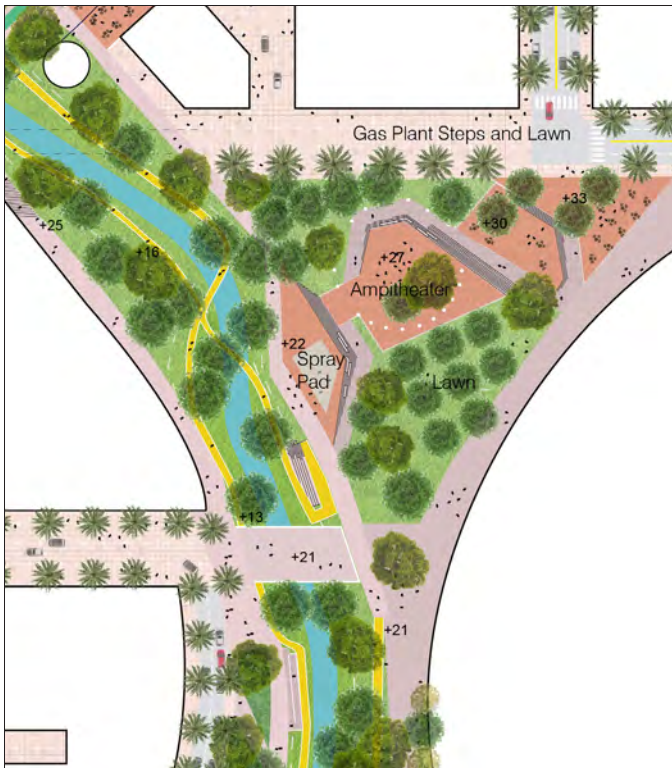
- Legend**
- ① First Avenue Bridge (Vehicles and Pedestrians)
  - ② Park-Walk Underpass (Multi-Use Path for Bikes and Pedestrians)
  - ③ Pinellas Trail Bridge (Multi-Use Path for Bikes and Pedestrians)
  - ④ Overlook Bridge (Pedestrian Connection to Rooftop F&B)
  - ⑤ Railroad Avenue Bridge (Vehicles and Pedestrians)
  - ⑥ Creek Path Bridges (Pedestrians Only)



Just south of 1st Avenue S., the Sugar Hill Bridges, one for pedestrians and one for cyclists, arc gracefully over Booker Creek. The Bridges are placed at the confluence of several important activities.

- The intersection of the Pinellas Trail and Booker Creek where the bicycle and pedestrian bridge carries the Pinellas Trail across the water.
- The pathway under 1st Avenue S. that connects Central Avenue to an intimate shared street village environment which connects 1st Avenue S. to Second Avenue Shops (currently 2nd Avenue S.).
- The banks of the Creek are recontoured to slope gently up to the activities spilling out from the buildings on both sides of the water, attracting families from nearby homes and guests from the broader community.
- The stair and ramp system connecting the various levels of creek pathway create a dense and compelling urban space, all integrated with the natural vegetation and life of the creek.

# Gas Plant Stairs and Lawn

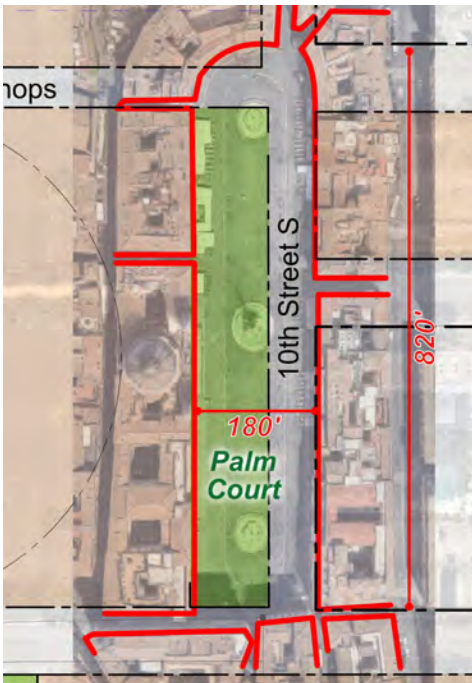


While outside of the scope of the HGPD RFP, our vision for this edge of the ballpark parcel is captured in our plans for The Gas Plant Steps that descend from 2nd Avenue S. to a major gathering area just west of the proposed ballpark site. The series of steps and plazas provide a transition from the urban main street of Second Avenue Shops to the lower level of the Creek. Like the levels along the banks of Booker Creek, each level of the Steps is designed to accommodate different activities. At street level, scattered chairs under shade trees create a comfortable place for individuals or small groups to sit and rest. Surrounded by a circle of flagpoles, tracing the footprint of the old gas plant cylinder, the mid-level amphitheater is for gathering and small performances. The lowest level connects directly to the Creek and to its history as a place for fun with a spray pad and play area for children. The levels are interconnected by an accessible path that winds through the various environments, connecting street to creek. The levels are also designed for integrated, collective use to host large festivals and community activities.

Adjacent to the Gas Plant Steps, and sloping gently down to the creek, is a multi-use lawn. Scattered trees provide shade, and a planted understory defines the Lawn and provides color in all seasons. The Lawn can be used as overflow for events on the Steps, for Lawn-specific gatherings, and for everyday recreation and relaxation.



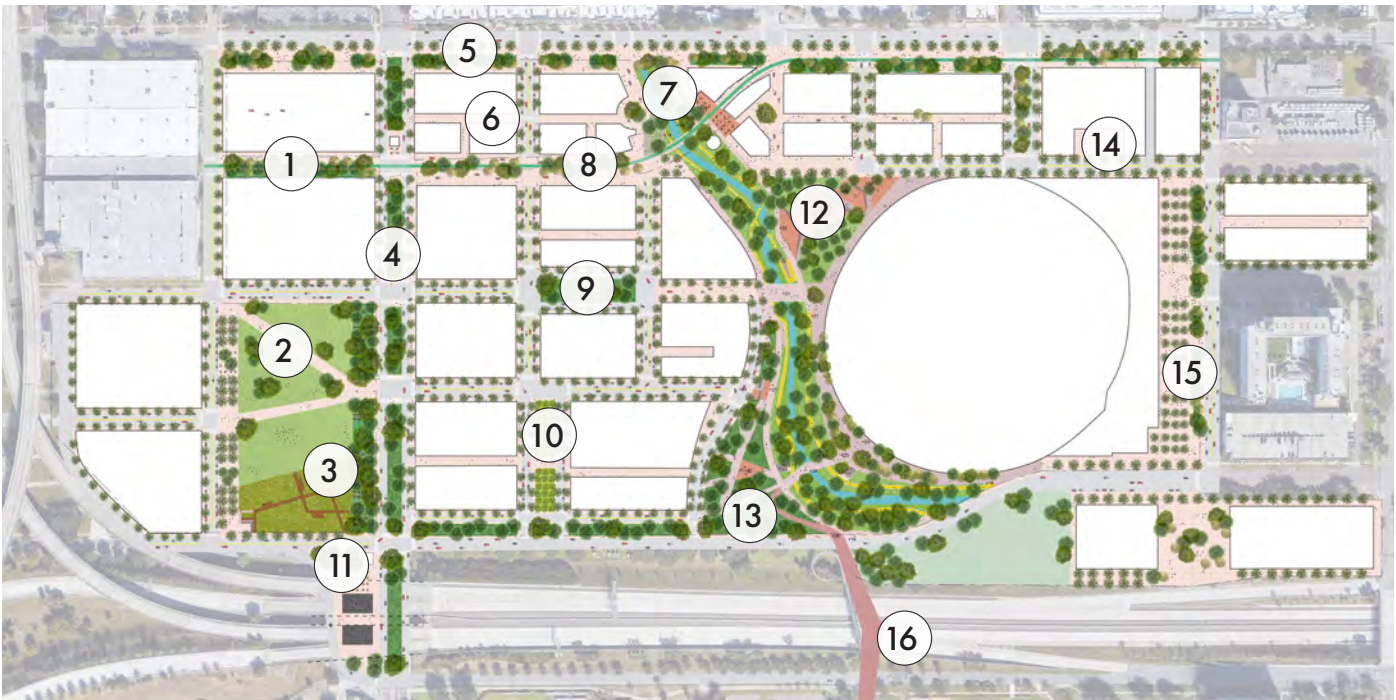
# Palm Court



While we do not yet understand the vision for the 17-acre ballpark parcel, we believe that creating a graceful public space along the east edge of the project is very important. We have accordingly proposed Palm Court, a linear plaza named after a historic street name in the Gas Plant and more specifically Sugar Hill, and stretching from 2nd Avenue S. to 4th Avenue S. along the west side of Martin Luther King Jr. Boulevard S. At 850 feet by 180 feet, it is the same dimensions as Rome's much celebrated Piazza Navona. If the ballpark proceeds, the plaza will provide a strong connection from 1st Avenue S. to the venue's front door. If the stadium does not move forward, Palm Court will create a highly desirable promenade for substantial new private development.

Piazza Navona overlay

# Open Space and Landscape Plan



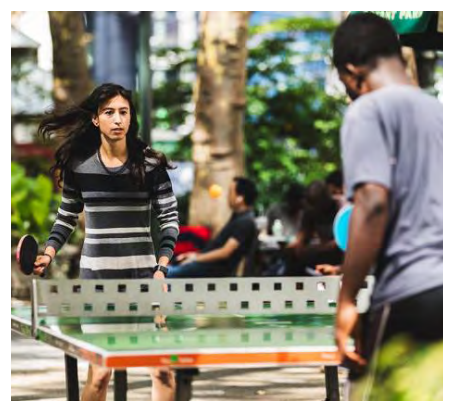
- |                         |                         |                              |                       |
|-------------------------|-------------------------|------------------------------|-----------------------|
| 1. Pinellas Trailhead   | 5. First Avenue Gardens | 9. Mulberry Gardens          | 13. Rainwater Gardens |
| 2. Laurel Heritage Park | 6. Orange Belt Alley    | 10. Founder's Court          | 14. Harlem Court      |
| 3. Memorial Meadow      | 7. Sugar Hill Bridges   | 11. Skating Rink             | 15. Palm Court        |
| 4. 16th Street Walk     | 8. Railroad Avenue      | 12. Gas Plant Steps and Lawn | 16. Sunrise Bridge    |

The open space and pedestrian networks are key components of the plan and provide a healthy living environment, with pedestrian and bicycle access and a variety of activities for the surrounding communities. Walking is encouraged through the small block scale which connects to the surrounding street grid, and the inclusion of a new Sugar Hill Park and trailways along Booker Creek. The public space creates a community which promotes walking and bike riding with ample green and shaded spaces for gathering for various activities.

Sugar Hill Park, running generally north south along Booker Creek, expands the Creek's ecology and is designed to accommodate and encourage a variety of waterside activities. Importantly, it also creates a direct connection between Central Avenue activity to the north and Campbell Park – with its ballfields and recreation facilities – to the south. A new elevated walkway, Sunrise Bridge, stretches over I-175, strengthening this linkage.

Pinellas Trail follows the old rail line East-West and is a part of a larger network of bike trails connecting Florida. The bike lane will be protected and transition eastward to a shared street environment where slowly moving vehicles are permitted to mix with pedestrians. Informal planting will dominate the space, providing shade and special places to gather. Places for stopping and gathering will be interspersed with the bike lane and pedestrian areas. At Booker Creek and Sugar Hill Bridges, the Trail will transition on its own bridge over to a lively small-scale pedestrian environment leading up to 1st Avenue S.

Green is woven into every element of the project. The landscape plan begins with the existing trees, which will be preserved wherever possible. From there, we will construct a living, green lattice of parks, plantings, and gardens. Shade trees will be generously distributed around the development along with an extensive array of local species to maximize sustainability as well as visual and wildlife diversity.



# Open Space and Landscape Plan

CONTINUED



## Important Streets and Squares

1st Avenue S. is the “front door” of the development. This wide boulevard will maintain its many large existing live oaks and other canopy trees and they will be augmented with more ornamental shade trees and bold understory, creating First Avenue Gardens. It will be a shady place for walking and strolling and an address for residential and other uses.

Second Avenue Shops, formerly 2nd Avenue S., is the center of community life, a lively main street where cafes and shops predominate. There is also a significant connection to Sugar Hill Park from Second Avenue Shops via the Gas Plant Steps. Second Avenue Shops continues east to the main entry to the ballpark and Palm Court.

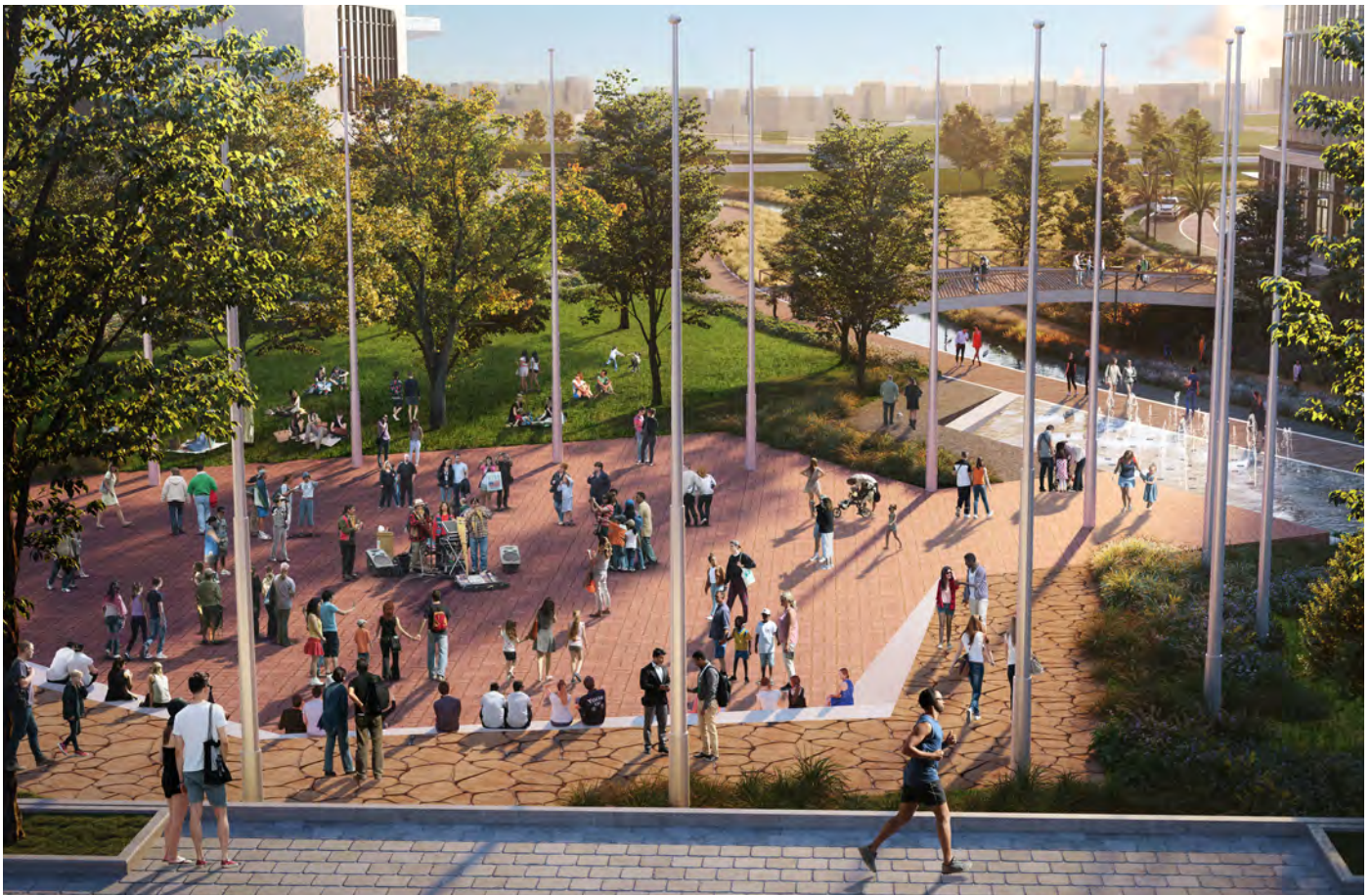
16th Street S. is a primary north-south connection. It connects Central Avenue to the north with Campbell Park to the south, including Underpass Park under the I-175 overpass. This area will be enlivened with a skating area to complement the nearby existing skate shop. The

large-scale trees existing along the street will be maintained, and storm water management will be incorporated into new landscapes highlighting these features. 16th Street S. will also be the new address of the Carter G. Woodson African American Museum facing Laurel Heritage Park.

## Founders Court, Mulberry Gardens and Mango Greens

Founders Court and Mulberry Gardens will be planted with fruit trees as a remembrance of the neighborhood orchards of the past. Mangoes, mulberry trees, and citrus trees will provide shade, a place to gather, and nourishment to visitors to the park. Mango Greens, at Dunmore Avenue S. and 5th Avenue S., will feature a linear orchard, celebrating the one remaining mango tree on the site. Dunmore Avenue S. and Founder’s Court are historic street names from the historic neighborhoods.





### Rainwater Gardens

In Sugar Hill Park, south of 3rd Avenue S., we have designed a storm water/wetland area with native plants creating a habitat for birds and other species. A system of covered decks and open boardwalks allows access for visitors flowing down from the adjacent Founder’s Court neighborhood. Pathways connect the boardwalks to the midlevel creek walkways and to the sidewalks at street level. Entries to the park from East-West streets are marked with small plaza areas and seat steps. This gesture connects street life to the park and creek below. Seat steps provide a place to sit and overlook the park. Shaded by clumps of native trees, the area below the storm water gardens will change with the differing seasonal flows of the Creek. Play areas with equipment made of natural materials are situated throughout the space under trees.

### Sunrise Bridge

From Rainwater Gardens and 5th Avenue S., a wide ramp ascends slowly up and over the highway, connecting to Campbell Park. A continuation of the Sugar Hill Park environment, it will bring both green spaces

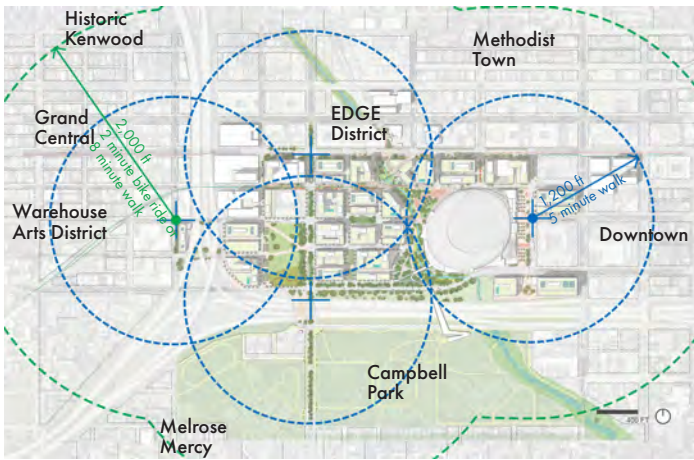
together, overcoming the highway barrier and joining communities into a seamless whole.

### The Center

Tropicana Field stands today as a void in the urban fabric. In purely physical terms, the site is a vacuum between the surrounding neighborhoods: The EDGE District, Downtown, Campbell Park, Warehouse Arts District. Filling in the void, with a vibrant new community creates a central space where residents of all neighborhoods can connect for recreation, entertainment, and work.

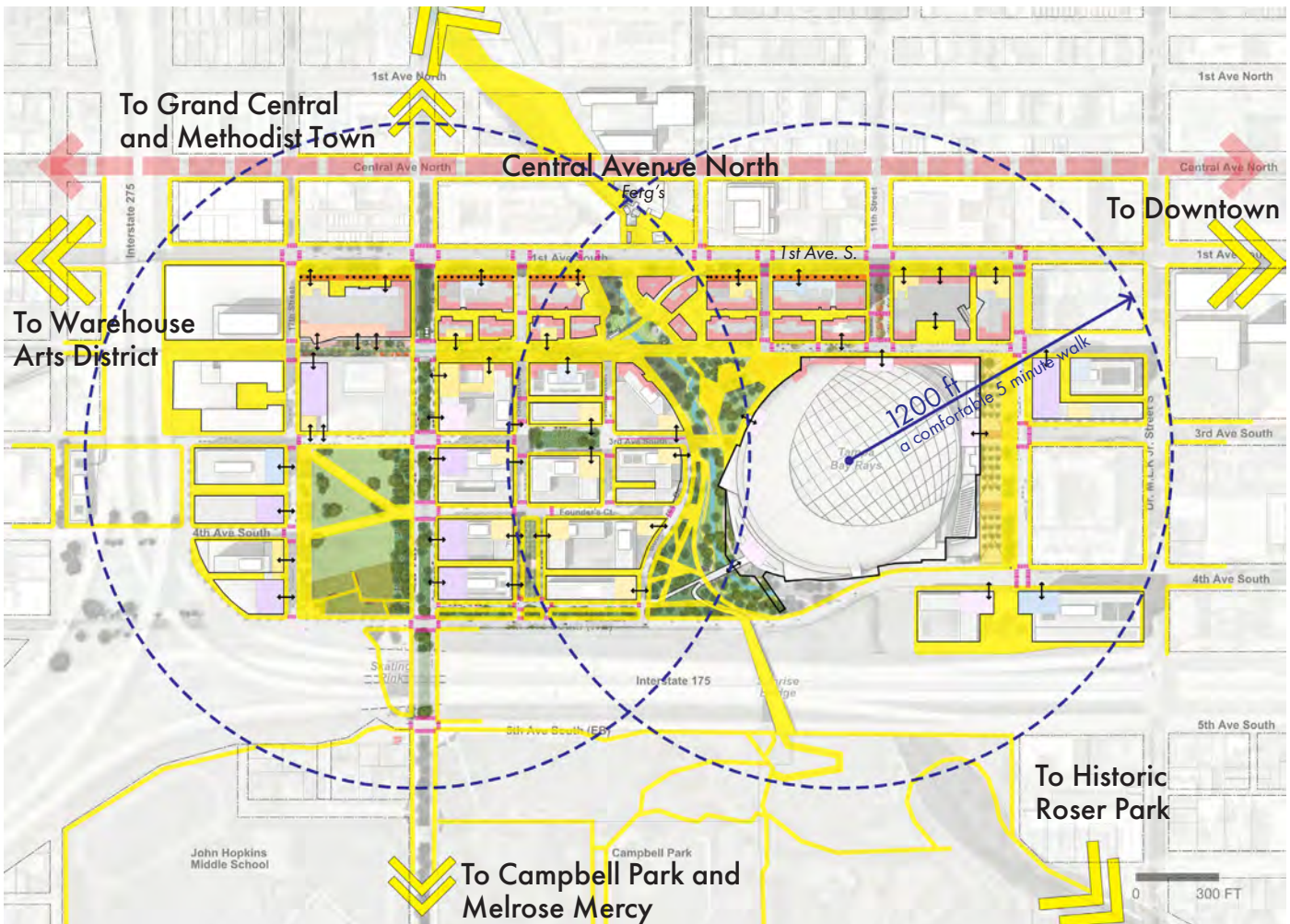
As shown, most of the site is within a ten-minute walk of each of these neighborhoods. Properly programmed and developed, the HGPD can feel as much a part of its neighbors as it is a place of its own. This type of urban synthesis, seamlessly knitting the new into the existing, and, as described elsewhere in Section E, connecting to the past, will create a very special new part of St. Petersburg.

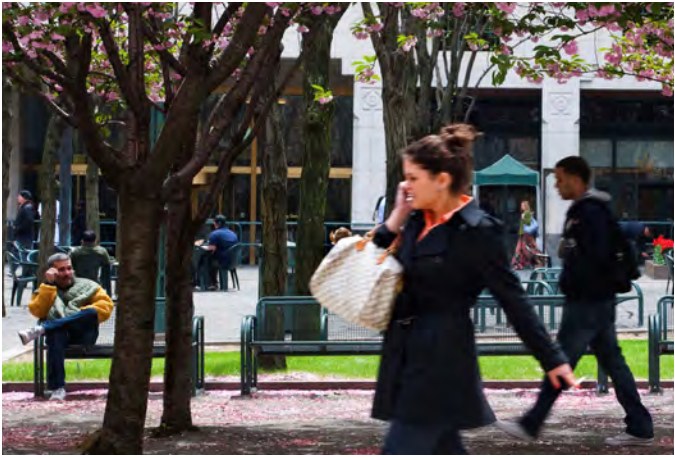
# Walking



Walking is the emphasis throughout the district, with active sidewalks, crosswalks, parks, squares, alleys, and shared streets. There is a significant pedestrian amenity on every street and every block. A restored street grid of short blocks extends the proposed new urban fabric and integrates it into the surrounding context. Crosswalks at each intersection improve options for pedestrians. Long streets like 16th Street S. and 1st Avenue S. are designed with improved infrastructure for walking like shaded arcades and landscaped medians.

Sugar Hill Park and Laurel Heritage Park create large pedestrian areas. A shared street on Second Avenue Shops, between 12th Street S. and 16th Street S., is pedestrian first thoroughfare where vehicles are heavily calmed. Orange Belt Alley between 1st and 2nd Avenues S. offers more comfortable and engaging walking environments.

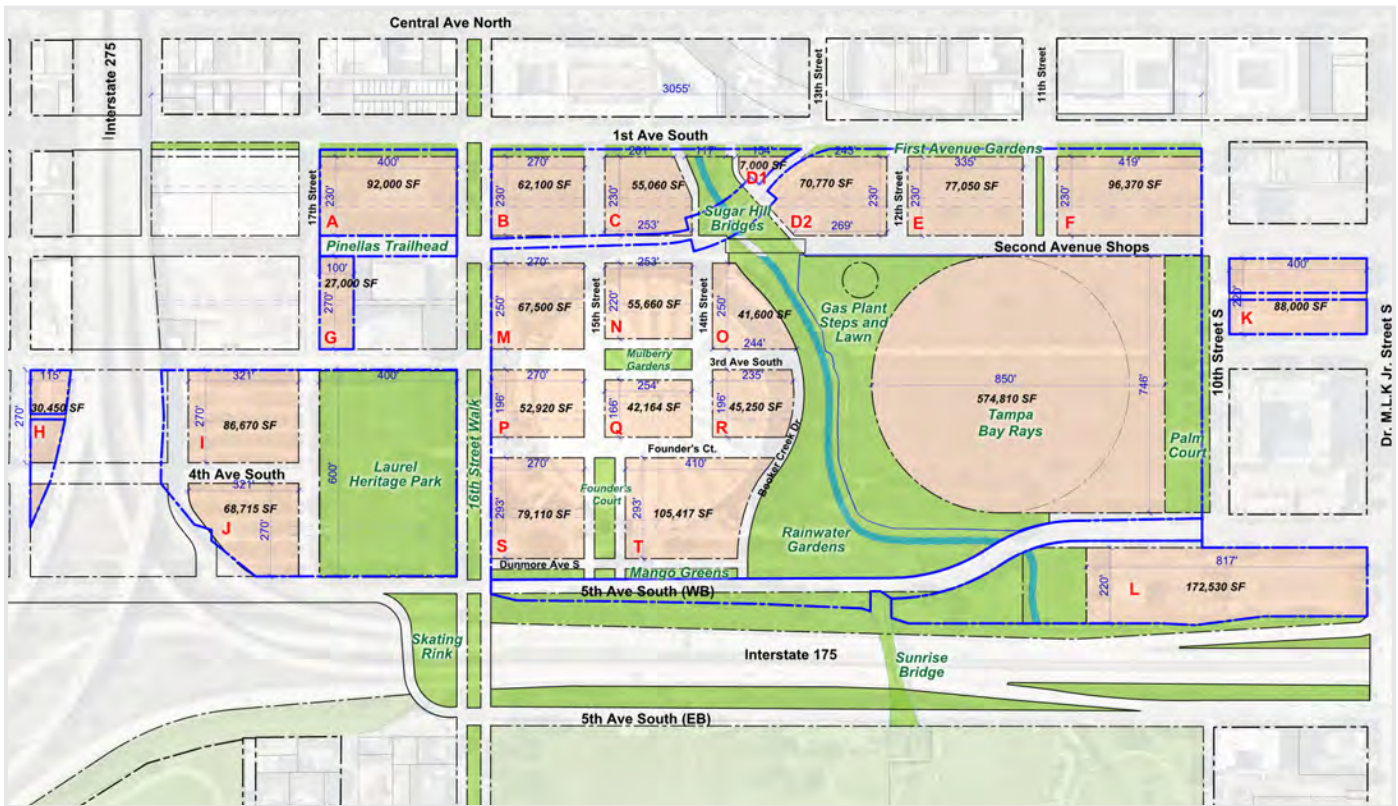




Ground level uses throughout are planned to create active sidewalks, while large canopies provide shade and protection. Every public space is different and unique to keep the pedestrians engaged as they travel

through the site. Even the buildings are lowered scale in highly visible locations like corners and vistas, adjusted for pedestrian comfort. Every aspect of the district plan is designed to promote walkability.

# The Development Plan



## Streets & Blocks



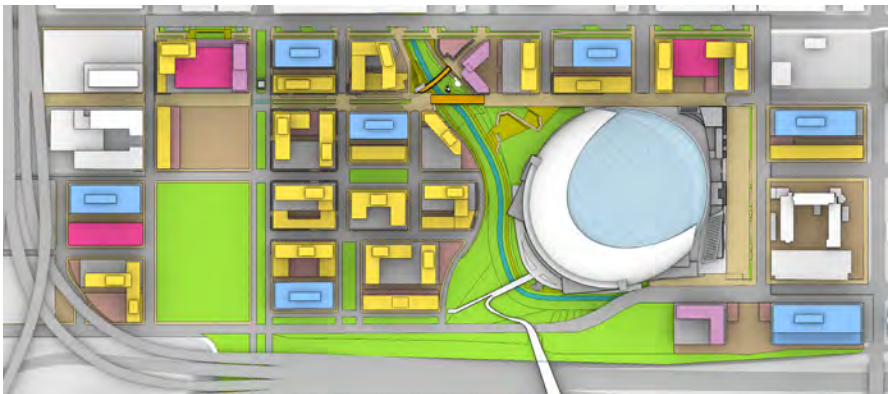
## Massing by Use

- Workplace
- Residential
- Hotel
- Retail
- Conference Center
- Innovation/Shared Work
- Cultural/Community

The streets and blocks plan creates a “district map,” fixing the public and shared common areas. It defines the development parcels, each feasible and market driven, enabling a phased development approach while preserving flexibility of use, density, and massing. Its configuration ensures multi-modal orientation, access to parks and nature, and fosters dozens of micro-linkages between blocks, buildings, public spaces, parks, sidewalks, and storefronts.

Massing is varied to reflect the existing architectural character of St. Petersburg, emphasize human scale, and create desirable views from taller buildings. Parking is discretely integrated into each block for convenience and to preserve streetscape vitality.

# Mixed Use



## Mixed Use Blocks



## Mixed Use Streets

Every block, street, and alley are mixed use. The project – its parks, plazas, and sidewalks – are “open” all the time, day and night, seven days a week. Hotels provide constant energy and activity. Residential buildings house the district’s large and vibrant full-time population. A variety of workplaces attracts a broad mix of users – corporate, technology, research, academic. Actively programming public spaces attracts guests from around the city and the region. The live event venue and

arts programming fully engage and celebrate the creative community. Restaurants, bars, and shops create a bustling street scene.

This is a place for real diversity. Economic. Ethnic. Lifestyle. Age. Interest. Profession. This is St. Pete.

# Retail Plan



## Our retail framework rests on a handful of fundamental strategies:

1. Adjacent neighborhoods lack certain core offerings and development of the HGPD will substantially increase demand. We will address this demand by providing desirable locations for grocery, pharmacy, fitness, daycare, and wellness services.
2. St. Petersburg strongly supports local merchants and the local shop ethos. We will plan for and support local and small merchants (please refer to Sections D.3 and D.5 of our response).
3. The HGPD will be a destination, attracting visitors for sports, entertainment, cultural engagement, and recreation. We will develop an overall tenant mix – with an emphasis on food and beverage – that will support and enhance the associated guest experiences. For example, indoor/outdoor spaces, active alleys and sidewalks, tapping into St. Pete’s brewery culture, and incorporating art and maker spaces.
4. Our leasing plan will be consistent with the overall emphasis on walkability. The “15 minute city” relies in part on providing convenient and accessible retail goods and services.

# 1st Avenue South



Larger retail floorplates accommodate neighborhood service anchors like an urban grocery store, pharmacy and urgent care, and fitness. These offerings complement the variety of lifestyle offerings along Central Avenue's existing retail high street and future Second Avenue shops, creating a true "15-minute city" environment where daily necessities are a short walk or bike ride away.

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# Second Avenue Shops



Second Avenue Shops, a new main street running through the heart of the HGPD, provides everyday convenience to the neighborhood. This bustling corridor will seamlessly blend access for bicycles and cars while prioritizing the pedestrian experience. A mixture of household brands and local favorites will anchor the community with an eclectic, approachable, and authentic sense of place. Tenant mix will include quick services restaurants, cafes and novelty foods; daily needs such as salons, barber shops, pet services, bike shops, and bookstores; and soft goods and apparel shopping.

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# Retail Paseos



The “local” essence of St. Pete will be on full display within small streets and walkways like Orange Belt Alley. Tenant mix will include outposts for some of the region’s most beloved cafes, bakers, and casual eateries, minority-owned merchants, and St. Pete inspired brands and boutiques.



# Central Gathering Space



The north end of Sugar Hill Park, adjacent to the potential future ballpark, is infused with energy and activity. A mix of offerings and price points activate the destination year-round. Larger format restaurants and bars, a minority-owned brewery, and entertainment concepts like Punch Bowl Social are connected to the park and other actively programmed public spaces.

# Architectural Context



Downtown is characterized by a mix of low-, mid-, and high-rise buildings, with each often included in the same block and, for taller buildings, three- to four-story podiums forming a pedestrian scaled street wall. The street wall and inclusive, Complete Streets oriented urban design guidelines have each made key contributions to St. Petersburg's emergence as one of the most walkable cities in Florida.

The charm of historic Downtown St. Pete resides in its wide streets and two to four story buildings, creating about a 1:1 building height to street relationship. To maintain this ratio, the Land Development Regulations mandate setbacks and step backs at certain heights. The break in height at the street wall helps to preserve the pedestrian feel while creating a strong street edge.

Ground level arcades along major streets that emphasize walking and provide weather protection are another historic pedestrian focused element found along Central Avenue and peppered throughout Downtown. Arcades through buildings create breezeways which are welcome during hot weather. The breezeways also break up blocks into more walkable portions and create nooks for small shops and seating sheltered from the elements.

One- and two-story buildings at visible corners create visual interest and further emphasize pedestrian scale. Corners are especially important as a "places of pause," fostering chance encounters and creating opportunities for placemaking. Balconies are common and consistent with St. Petersburg's subtropical climate. They also soften the line between the building interior and the public realm.

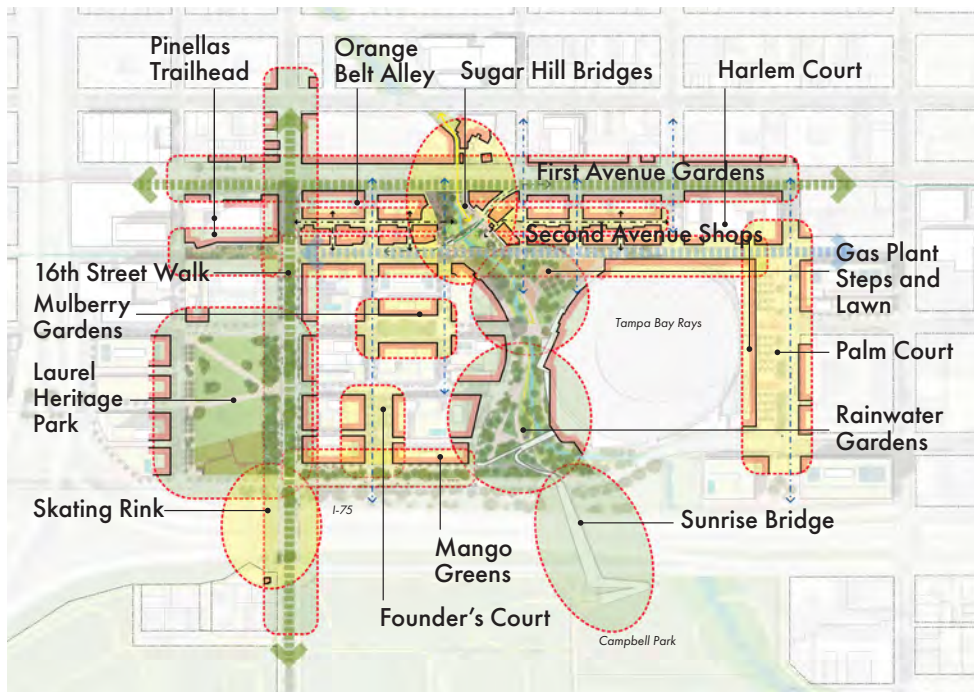
# Massing





# REFERENCE MATERIAL

# Naming



**Orange Belt Railway**



**Founder's Court**

**Dunmore Avenue:** A historic street located on the northern edge of Sugar Hill neighborhood and restored in our plan.

**Founder's Court:** One of the historic avenues and an enclave of the Gas Plant neighborhood. The court planning typology created small, close knit communities within neighborhoods. Founder's Court was located north of Dunmore Avenue South.

**Harlem Court:** Named after the Harlem Theater, a historic African American venue located in the Gas Plant.

**Laurel Heritage Park:** A historic residential neighborhood west of 16th Street.

**Mango Greens:** A linear park and orchard located just north of historic Sugar Hill and across the street from a mango tree currently standing in the freeway right of way behind a chain link fence.

**Mulberry Gardens:** Recall the Gas Plant tradition of fruit trees.

**Orange Belt Alley:** Recalls the Orange Belt Railway, the railroad (now marked by the Pinellas Trail) that was built by African American laborers and first made St. Petersburg a destination.

**Palm Court:** A historic street in the Gas Plant/Sugar Hill.

**Sugar Hill Parks:** Recalling the beloved Sugar Hill neighborhood, home of many of the African American community's leading and most accomplished citizenry.

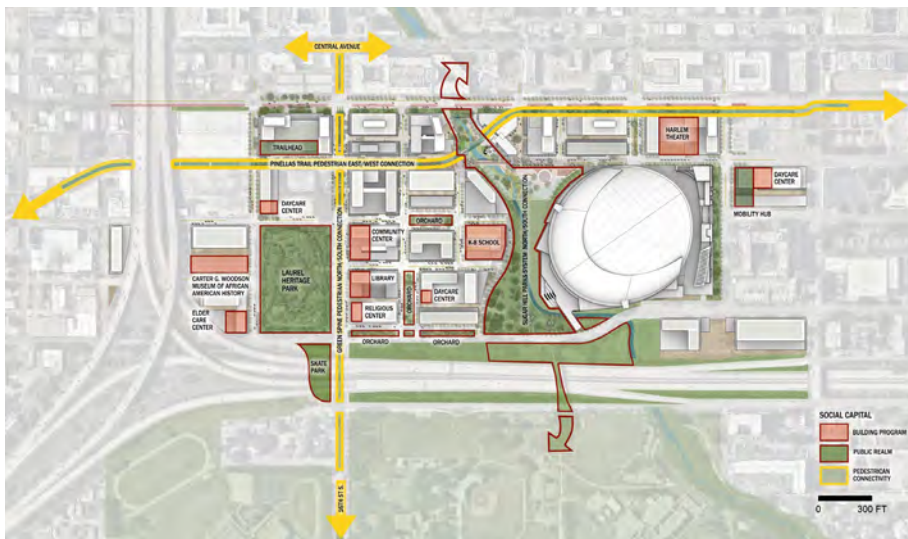
# Social Capital



Historic Social Capital

The Historic Gas Plant neighborhood was a significant part of St Petersburg’s African American culture particularly during the era of formal racial segregation. The neighborhood was a mixed-use economic center of the Black community, a parallel to downtown, and home to small businesses, Davis Elementary, Johnson Library, Harlem Theater, and many churches.

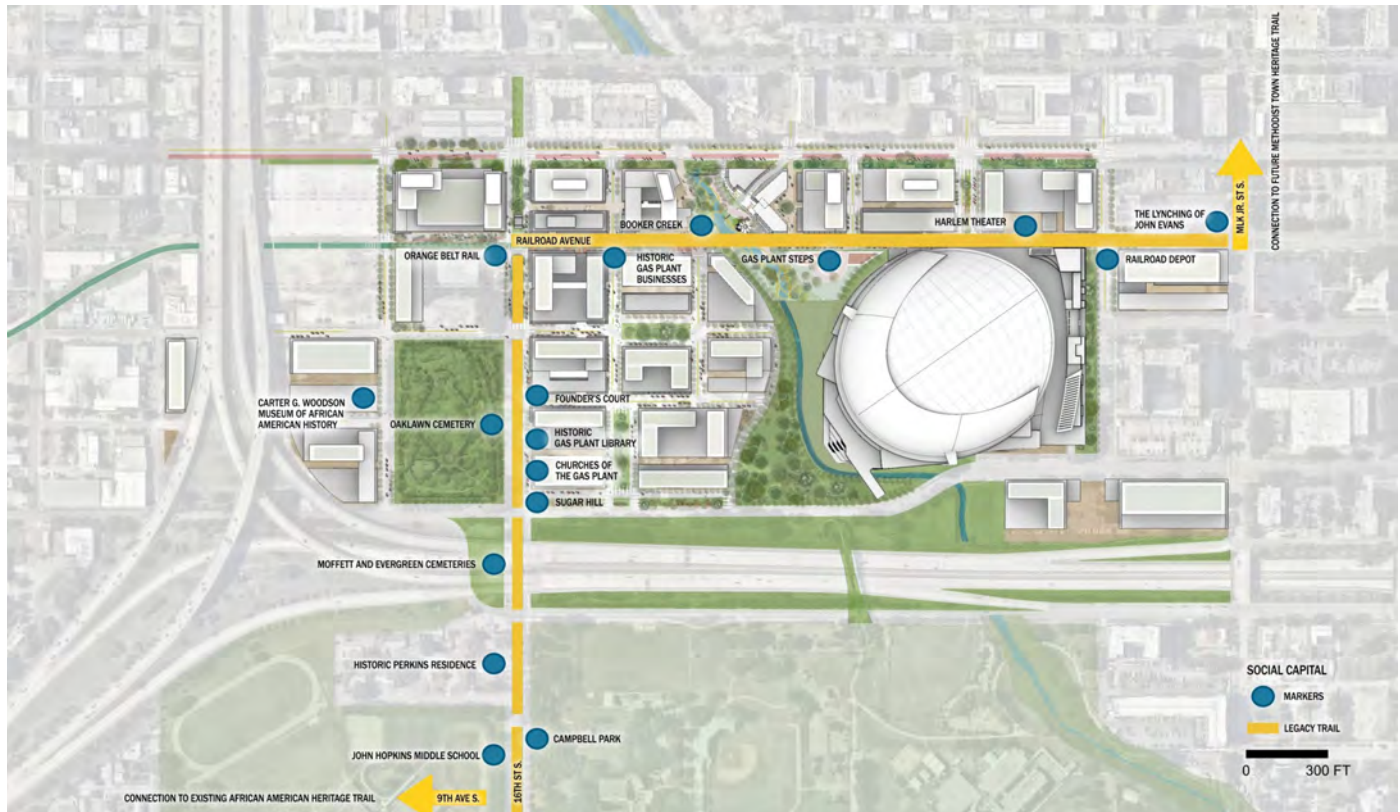
This social capital created relationship networks within the community that strengthened it culturally and economically. When the neighborhood was razed to make way for a baseball stadium, the African American community suffered deeply from this loss. These networks are being recreated in our proposal through our diversity, equity, and inclusion initiatives. In so doing, we are remembering and acknowledging the social capital that once existed in the Gas Plant and generating new social equity as we look forward to the redeveloped HGPD.



Proposed Social Capital



# History Walk



The History Walk is proposed to connect to the existing African American Heritage Trail on 9th Avenue S. leading to 22nd Street S. We are proposing to make this linkage through 16th Street S., extending the African American Heritage Trail into the site, where it will turn right on Second Avenue Shops, and terminate at the existing Lynching of John Evans Memorial.

On 2nd Avenue S. and Martin Luther King Jr. Street S. we anticipate a connection to a future Methodist Town African American Heritage Trail. Proposed markers are shown based on identified historical events and places. The team commits to work with the African American Heritage Association of St. Petersburg and the local community to determine the final content and placement of the markers.

The History Walk strengthens the pedestrian connection between Midtown, South St. Pete, and Downtown St. Pete and will also bring more pedestrian traffic down 16th Street S., contributing to the revitalization of the local business district.



# F Timing of Development and Development Phasing

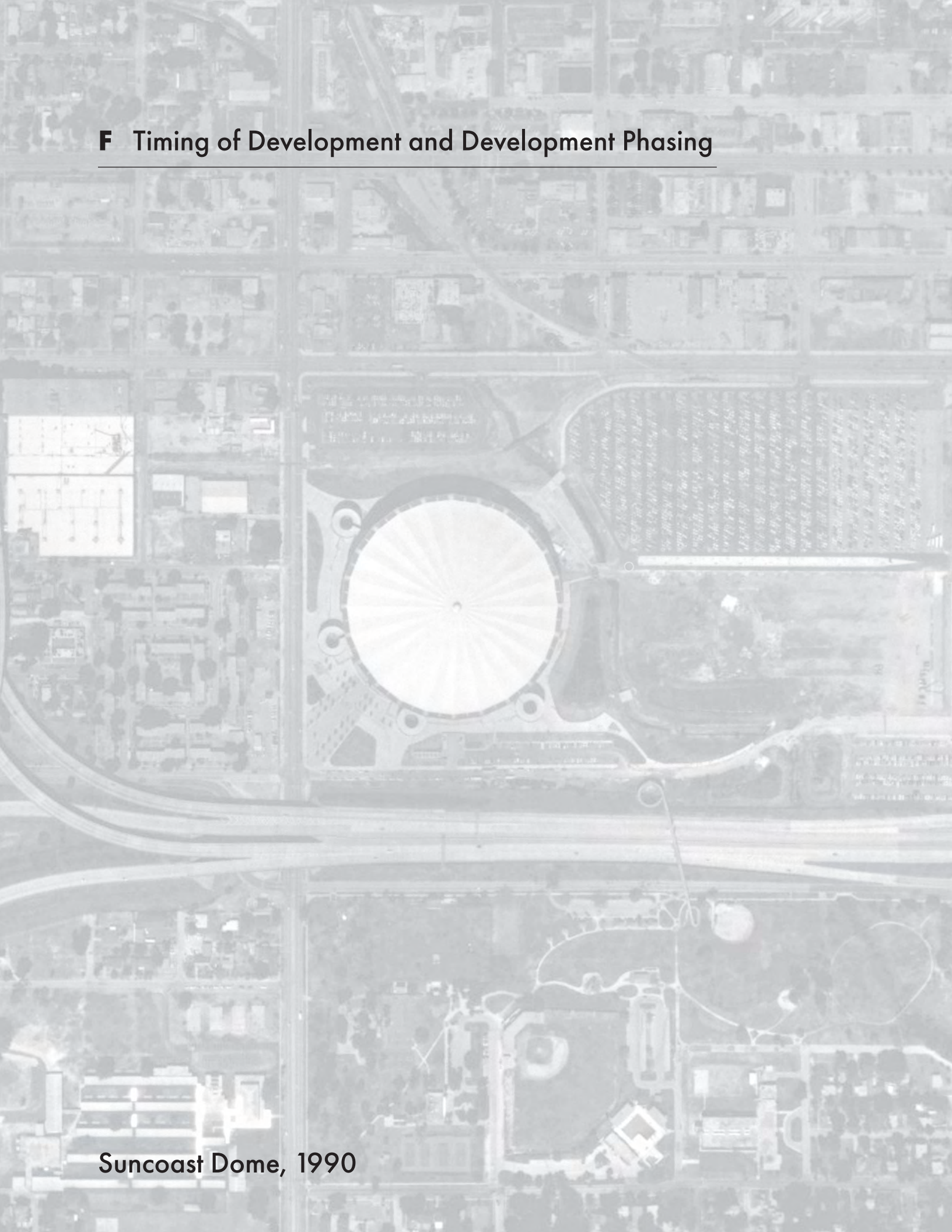
“

The Historic Gas Plant District is a generational opportunity and will be a critical part of our city for decades to come. It's important that the new development honors the history of the site. I can think of no better way to do that than to make affordable and workforce housing a major part of the development plan. Blue Sky's mission is to help local governments achieve their housing goals. We will devote our resources and expertise to ensure that this development has high quality, affordable homes for St. Petersburg's hardest working citizens.”



Shawn Wilson  
Blue Sky Communities  
Lead Affordable and Workforce Housing Developer

## **F** Timing of Development and Development Phasing



**Suncoast Dome, 1990**

## F. Timing of Development and Development Phasing

### F.1 What portion of the proposed development could occur prior to the end of the 2027 MLB season if the required approvals set forth in the Use Agreement are obtained and what portions of development could not occur until the end of the 2027 MLB season;

As depicted in our conceptual phasing diagram on the following pages, we have reviewed the project program and site configuration to develop a phased development approach. The key considerations, in our view, are as follows:

1. Preserving sufficient game day parking for the existing baseball stadium.
2. Maintaining adequate access – for fans, players, staff, vendors, and other users – to the existing baseball stadium.
3. Providing adequate staging and laydown space for and access to the new stadium site.
4. Providing adequate staging and laydown space for and access to the mixed-use development area.
5. Delivering sufficient development program to establish a sense of place and provide meaningful critical mass.

Our analysis suggests that the project can be delivered as set forth below in compliance with above criteria:

Phase 1A		
Design Start	December	2023
Construction Start	December	2024
Construction End	December	2026
Open	January	2027
Phase 1B		
Design Start	December	2024
Construction Start	December	2025
Construction End	December	2027
Open	January	2028
Phase 2		
Design Start	December	2025
Construction Start	December	2026
Construction End	December	2028
Open	January	2029
Phase 3		
Design Start	December	2027
Construction Start	December	2028
Construction End	December	2030
Open	January	2031
Phase 4		
Design Start	December	2029
Construction Start	December	2030
Construction End	December	2033
Open	January	2034

#### Two notes:

1. We have staggered Phase 1 to provide some additional flexibility for ballpark and Phase 1A staging and laydown.
2. The most complex issue is accommodating parking needs for the current stadium while the new venue is under construction and the

mixed use is coming online. While arriving at a definitive approach will require consultation with the Rays, we believe that the parking strategy described in Section D.2 of our response – which utilizes offsite garages and parking lots along with shared structured parking included in the mixed use – will address the associated needs.

### F.2 How the development phasing would support continued use of the current stadium and the construction of a new stadium;

As described above, our phasing considers continued operation of the existing Tropicana Field and the area needed for the development of a new baseball stadium. Delivering a Phase 1A on the periphery of the site will allow the project to advance without delay and, we believe, enhance the fan experience through reimagined, amenitized public open spaces and a dynamic retail program that can cater to the pre- and post-game experience. Subsequent phases have been timed in accordance with our overall parking plan to accommodate site requirements and enable further development.

### F.3 How the phasing plan advances civil infrastructure (i.e., public roadways, pedestrian walkways, public and private utilities) required to support the development of a new stadium;

We propose to deliver the civil infrastructure in a phased format that frontloads as many horizontal elements as possible but does not impede the safe and efficient operation of the existing Tropicana Field or the development of a new ballpark. We would extend utilities, rights of way, open space and pedestrian connections laterally as development advances until the new ballpark has been delivered. Any district-wide solution, an on-site central energy plant for example, would be sized and phased as appropriate to accommodate near term needs and efficiently scale in the future.

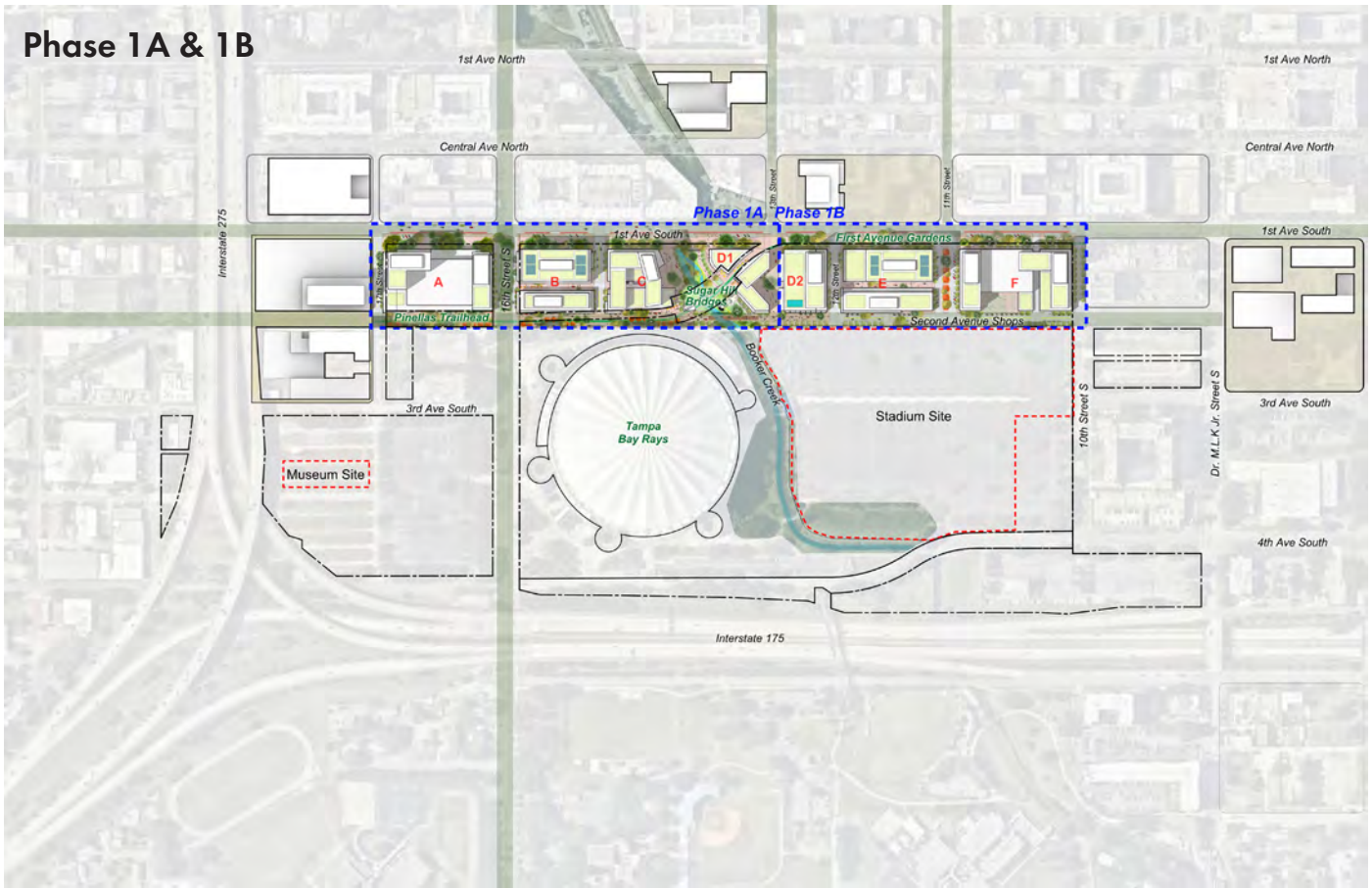
Much like the site parking plan discussed below, detailed coordination of the stadium site developer and the city will be critical to developing an efficient, properly sized civil infrastructure.

For more information, please refer to our Supplemental Information Section iv: Site Engineering Considerations & Strategies.

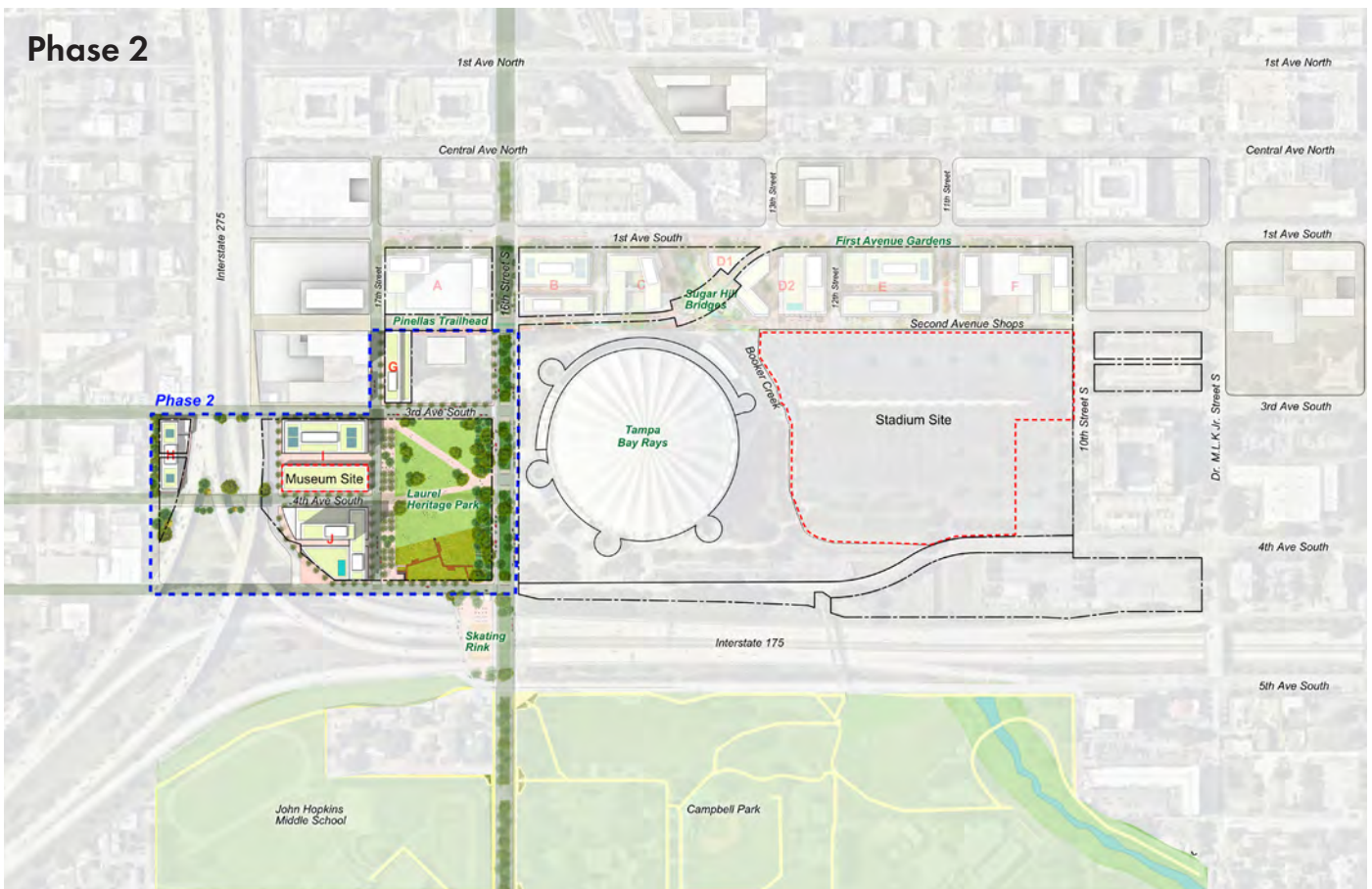
### F.4 Proposed development schedule for providing permanent on-site structured parking to meet the opening days needs of the stadium.

Please refer to Section D.2 of our response for a detailed description of our parking plan. Developing an efficient plan will require detailed coordination with the developer of the stadium parcel and city. As noted in Section D.2, we have reviewed the Rays' previous parking management plans and taken an inventory of existing public parking within walking and commuting distance of the site. Based on that analysis, we are confident that ballpark and mixed-use parking demand can be accommodated through a shared parking strategy. This approach, when paired with readily available technology, will significantly enhance the visitor experience, contribute to the economic vitality of the district and neighboring retail nodes, and more fully integrate the ballpark into the fabric of downtown St. Pete.

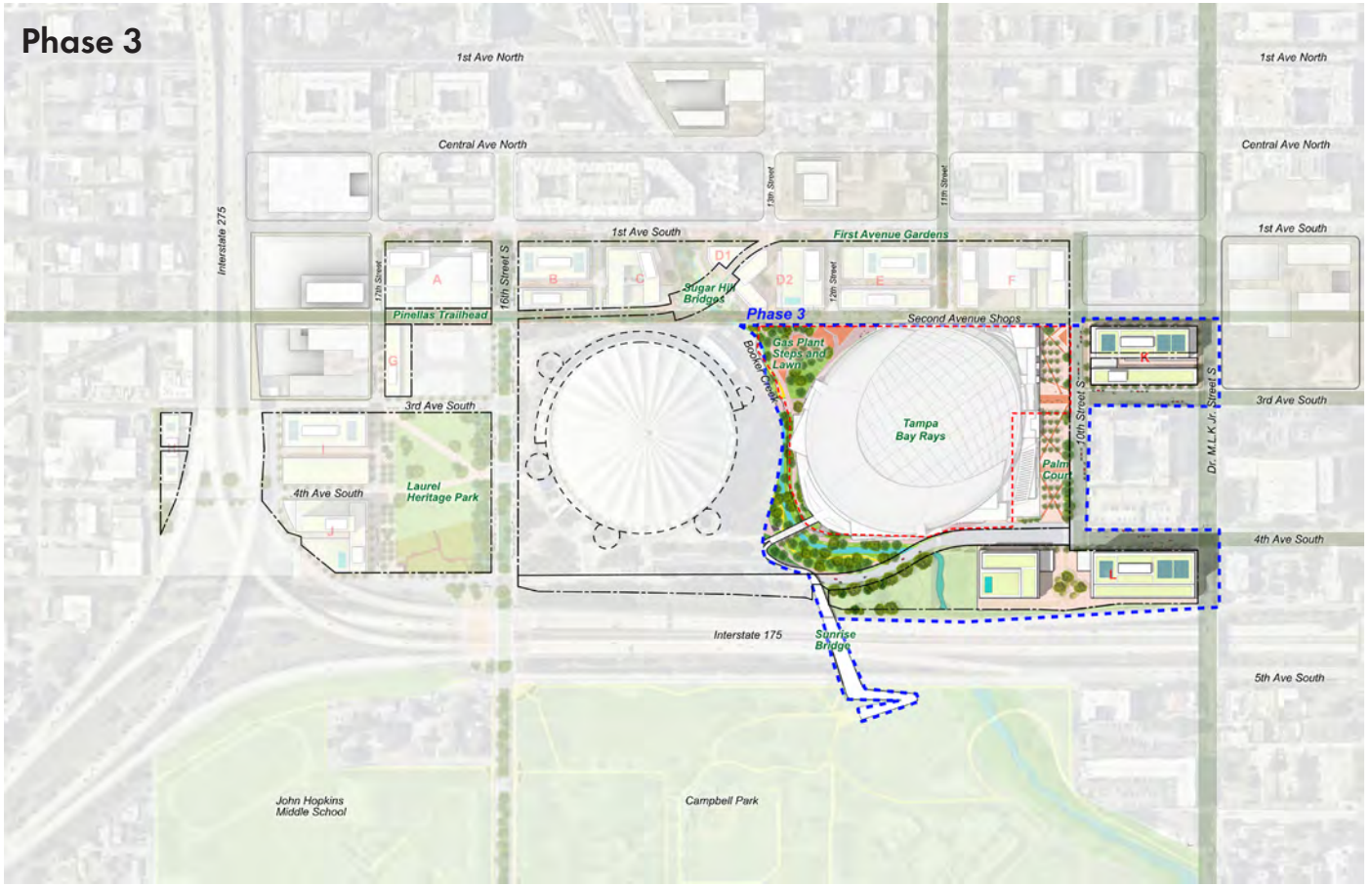
# Phase 1A & 1B



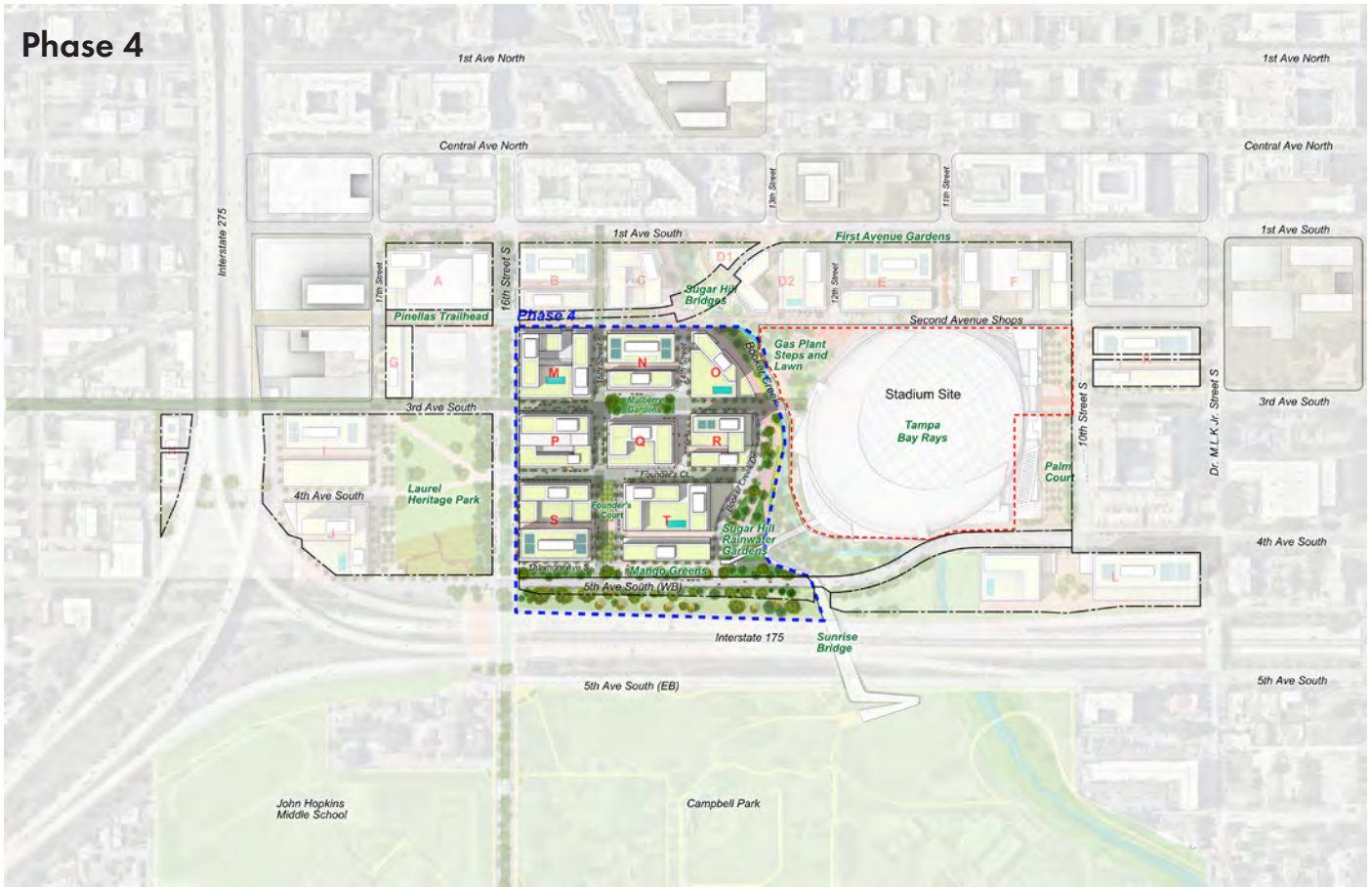
# Phase 2



# Phase 3



# Phase 4



**F.5 Proposed development schedule and phases, including an explanation of phasing and timeline to commence construction, for the Property. Proposer should estimate the amount of square footage to be built by land use type and the phase for such construction; The estimated number of years required to buildout each phase of the project;**

The table inserted above provides key milestone dates associated with each development phase. Please note that the actual phasing schedule is unlikely to be this uniform. Without knowing today how the many variables that will affect project timing – e.g., market demand and absorption, ballpark impacts, other product developed in the submarket – will play out, we have made the simplifying assumption that each phase will be delivered every two to three years as shown.

Program Summary															
Gross SF	Total	Apartments Market Rate	Apartments Affordable (4%)	Apartments Affordable (9%)	Apartments Workforce	Condo-miniums	Conference Center Hotel	Hotel	Office	Retail	Conference Center	Performance Hall	Museum	Transit Hub	Parking Garage
<b>Phase 1a</b>	<b>1,699,243</b>	<b>714,890</b>	-	<b>156,153</b>	-	-	<b>263,700</b>	-	<b>316,500</b>	<b>73,900</b>	<b>174,100</b>	-	-	-	-
Net SF	1,375,285	562,400	-	113,250	-	-	164,150	-	291,180	70,205	174,100	-	-	-	-
No. Units	853	703	-	150	-	-	-	-	-	-	-	-	-	-	-
No. Keys	350	-	-	-	-	-	350	-	-	-	-	-	-	-	-
No. Parking Stalls	1,286	523	-	-	-	-	-	-	542	174	-	-	-	-	1,286
<b>Phase 1b</b>	<b>1,537,485</b>	<b>544,600</b>	<b>266,035</b>	-	-	-	-	<b>166,550</b>	<b>432,300</b>	<b>89,000</b>	-	<b>39,000</b>	-	-	-
Net SF	1,258,386	425,120	200,000	-	-	-	-	112,000	397,716	84,550	-	39,000	-	-	-
No. Units	781	531	250	-	-	-	-	-	-	-	-	-	-	-	-
No. Keys	200	-	-	-	-	-	-	200	-	-	-	-	-	-	-
No. Parking Stalls	1,086	395	-	-	-	-	-	-	740	210	-	-	-	-	1,086
<b>Phase 2</b>	<b>1,167,299</b>	<b>288,731</b>	<b>267,223</b>	<b>76,069</b>	-	-	-	-	<b>401,888</b>	<b>37,089</b>	-	-	<b>96,300</b>	-	-
Net SF	979,326	223,680	200,000	54,375	-	-	-	-	369,737	35,234	-	-	96,300	-	-
No. Units	605	280	250	75	-	-	-	-	-	-	-	-	-	-	-
No. Keys	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. Parking Stalls	847	208	-	-	-	-	-	-	688	87	-	-	-	-	847
<b>Phase 3</b>	<b>1,545,060</b>	-	-	<b>87,704</b>	-	-	-	<b>170,120</b>	<b>1,230,804</b>	<b>34,432</b>	-	-	-	<b>22,000</b>	-
Net SF	1,357,450	-	-	64,000	-	-	-	106,400	1,132,340	32,710	-	-	-	22,000	-
No. Units	80	-	-	80	-	-	-	-	-	-	-	-	-	-	-
No. Keys	200	-	-	-	-	-	-	200	-	-	-	-	-	-	-
No. Parking Stalls	1,836	-	-	-	-	-	-	-	2,106	81	-	-	-	-	1,836
<b>Phase 4</b>	<b>3,447,807</b>	<b>1,746,241</b>	<b>506,468</b>	<b>150,874</b>	<b>224,534</b>	-	-	-	<b>644,204</b>	<b>175,485</b>	-	-	-	-	-
Net SF	2,738,643	1,349,764	376,250	112,000	175,000	-	-	-	558,918	166,711	-	-	-	-	-
No. Units	2,587	1,687	500	150	250	-	-	-	-	-	-	-	-	-	-
No. Keys	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
No. Parking Stalls	3,119	967	-	-	-	-	-	-	1,040	413	-	-	-	-	3,119
<b>Total</b>	<b>9,396,893</b>	<b>3,294,462</b>	<b>1,039,726</b>	<b>470,799</b>	<b>224,534</b>	-	<b>263,700</b>	<b>336,670</b>	<b>3,025,696</b>	<b>409,906</b>	<b>174,100</b>	<b>39,000</b>	<b>96,300</b>	<b>22,000</b>	-
Net SF	7,709,090	2,560,964	776,250	343,625	175,000	-	164,150	218,400	2,749,890	389,410	174,100	39,000	96,300	22,000	-
No. Units	4,906	3,201	1,000	455	250	-	-	-	-	-	-	-	-	-	-
No. Keys	750	-	-	-	-	-	-	350	400	-	-	-	-	-	-
No. Parking Stalls	8,175	2,094	-	-	-	-	-	-	5,116	966	-	-	-	-	8,175

**F.6 Any guarantees or incentives (e.g., financial, deed reverter provisions or other form acceptable to the City) provided by the Proposer to ensure the development commences and is completed within the timeframe proposed.**

We recognize that the key to any successful partnership is shared goals and clear and transparent mechanisms that monitors progress and provides for redress should mutually-agreed goals not be met within specific timelines. If selected, we propose structuring the development agreement with the City as follows:

1. SHCP and the City will agree to a phased development plan with specified “no later than” delivery dates for when land area in our program would be entitled and engineered for vertical development. The plan will include commercially reasonable contingencies to provide the needed flexibility for such a long-term, multi-phased development.
2. SHCP will acquire the land from the City consistent with our phased development schedule.
3. Should SHCP fail to meet the agreed upon delivery dates, SHCP will lose development rights for those phases of the development, subject to notice and cure provisions to be more fully documented in the development agreement.
4. SHCP would also be protected from commercially reasonable force majeure events that inhibit our ability to meet the defined land acquisition and development schedule.

**F.7 Transfer of Land and Lease Rates and/or Purchase Price associated with the Proposed Transfer of Land**

SHCP is committed to paying the City a fair market value for the commercially developed properties. We are in a highly volatile development environment characterized by rapidly rising prices for materials and labor and increasing interest rates, which, together, make accurately estimating development costs difficult and, for a long duration, multi-phased project, effectively impossible. Given the pervasive uncertainty around project cost, we propose an “open book” negotiation with the City where we commit to a transparent process in order to arrive at a purchase price that allows for a reasonable return to the developer and fair land value to the City.

The Phase 1 land price per developable acre, once established, would serve as a baseline value for future phases. This partnership-driven approach will increase land proceeds to the City as the project is developed and land values appreciate.

Please note that we have backed into an assumed land value – again, based on current market conditions – as part of our project cash flow analysis. We anticipate that this open book model will result in substantially more land value per acre to the City as each phase of the development is purchased and developed.

# G Other Information

“

of the really great things about the site is the opportunity to take inspiration from what was once there – like the orchards and gardens that were an important part of the historic neighborhood – what is still there – like Booker Creek and the Pinellas Trail – and what’s happening around it in places like the EDGE District and the Warehouse Arts District. Connecting these in time and space, through the sustainable lens of the 21st century, provides all we need to create really wonderful, accessible, and vital places.”



Barbara Wilks, FAIA, FASLA  
W Architecture  
Landscape Architect

**G** Other Information



**Suncoast Dome, 1994**



# G.1 Any direct and indirect economic impacts including both temporary/ construction and permanent job creation, impact on existing businesses, tax revenues and any other identifiable economic impact including equitable participation and inclusion

Our analysis of the potential economic impact of the proposed project focuses on both the one-time stimulus of the construction-related activity of the development as well as the anticipated recurring impact of the project once stabilized and operating.

The analysis used Input-Output methodology and IMPLAN software to translate the activity generated by expenditures in terms of employment supported and output generated. The use of IMPLAN provides flexibility in examining the impacts of a project by geographic region, with the primary geography analyzed being Pinellas County, as there is not an economic data set within the model specifically for the City of St. Petersburg. This model produces multipliers that can be used to estimate the total impact of a project on a region. The idea behind the results of Input-Output methodology is that an initial change in economic activity results in other rounds of spending. The multipliers provide a measure of the effects of new economic impacts associated with economic development projects, new development and construction related activity, new businesses being created, and existing ones being stimulated and the household income of new wage earners circulating within the economic study area. Please visit <http://implan.com> for more information.

**Direct Construction-Related Impacts:** Economic effects arising from spending on labor and employment directly tied to the project. The total construction cost of our project, including site prep, horizontal infrastructure improvements, and vertical construction, is estimated to be \$4.1 billion with \$1.8 billion attributable to labor income generated

within the Pinellas County trade area. This number includes soft costs associated with the project's architecture, engineering and design which, to the greatest extent, will be sourced locally. **The total direct economic output generated within Pinellas County stemming from our construction related activity is approximately \$3.7 billion** when value-added components of Employee Compensation, Proprietor Income, Taxes on Production and Imports (TOPI) and Other Property Income are included.

Additionally, our analysis estimates that approximately 34,036 direct jobs will be supported by the construction related activities of our project development throughout its 4 phases. This number reflects those jobs that will be created and satisfied within Pinellas County over the life of our multi-phased project.

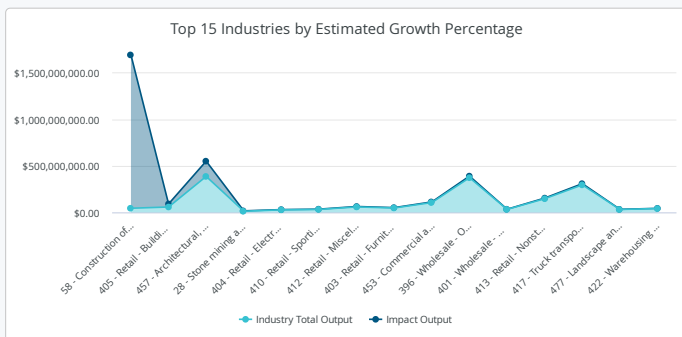
**Indirect Construction-Related Impacts:** Economic effects stemming from business-to-business purchases in the local supply chain. Our analysis reveals that there will be approximately \$292 million in indirect economic contributions to Pinellas County resulting from our project and **approximately \$946 million in total indirect output** once Value Added components are included. This number reflects the fact that building and construction materials such as concrete, steel, wood, and other building products cannot all be sourced in Pinellas County and there will be some "leakage" outside of the study area. Our project will support approximately 5,476 jobs within Pinellas County through the indirect economic impact of our direct construction spending.

Impact	Employment	Labor Income	Value Added	Output
1 - Direct	18,935.52	\$1,249,893,674.66	\$1,435,057,564.67	\$1,795,058,063.17
2 - Indirect	1,175.97	\$80,452,372.43	\$132,222,444.01	\$216,116,516.86
3 - Induced	2,125.10	\$117,468,365.10	\$222,987,944.41	\$367,049,901.62
Totals	22,236.59	\$1,447,814,412.19	\$1,790,267,953.10	\$2,378,224,481.64

Impact	Sub County General	Sub County Special Districts	County	State	Federal	Total
1 - Direct	\$9,673,666.65	\$0.00	\$0.00	\$14,541,055.45	\$173,431,719.11	\$197,646,441.21
2 - Indirect	\$7,459,713.35	\$0.00	\$0.00	\$3,954,433.27	\$14,585,260.46	\$25,999,407.08
	\$10,781,172.73	\$0.00	\$0.00	\$5,700,640.70	\$22,056,335.62	\$38,538,149.05
	\$27,914,552.73	\$0.00	\$0.00	\$24,196,129.41	\$210,073,315.19	\$262,183,997.33

Institutional Commodity Sales	Margin	Imports to Region
N/A	N/A	N/A

Display Code	Display Description	Industry Total Output	Impact Output	Estimated Growth Percentage
1 58	Construction of new m...	\$44,810,585.05	\$1,646,963,667.14	3675.39%
2 405	Retail - Building mater...	\$58,232,616.60	\$33,219,064.37	57.05%
3 457	Architectural, engine...	\$386,641,674.07	\$164,052,485.26	42.43%
4 28	Stone mining and qua...	\$12,806,847.29	\$4,019,734.22	31.39%
5 404	Retail - Electronics an...	\$27,889,278.92	\$2,200,194.99	7.89%
6 410	Retail - Sporting goods...	\$32,438,948.88	\$2,551,972.77	7.87%
7 412	Retail - Miscellaneous ...	\$58,884,616.25	\$4,567,873.88	7.76%
8 403	Retail - Furniture and ...	\$48,018,583.53	\$3,413,705.89	7.11%
9 453	Commercial and indus...	\$106,198,623.10	\$6,607,348.19	6.22%
10 396	Wholesale - Other dur...	\$372,835,627.26	\$17,260,028.94	4.63%
11 401	Wholesale - Wholesal...	\$32,809,568.03	\$1,500,885.53	4.57%
12 413	Retail - Nonstore retail...	\$147,226,498.56	\$6,698,393.66	4.55%
13 417	Truck transportation	\$295,951,426.67	\$12,928,279.52	4.37%
14 477	Landscape and hort...	\$31,863,331.46	\$1,366,208.43	4.29%
15 422	Warehousing and stor...	\$41,773,006.15	\$1,771,138.28	4.24%
16 494	Child day care services	\$39,120,418.89	\$1,658,256.19	4.24%
17 411	Retail - General merch...	\$67,277,154.97	\$2,777,010.43	4.13%
18 399	Wholesale - Petroleu...	\$48,187,697.84	\$1,942,156.87	4.03%
19 449	Owner-occupied dwell...	\$1,230,397,825.05	\$48,069,161.99	3.91%
20 517	Personal care services	\$30,829,371.63	\$1,126,023.93	3.65%
21 443	Direct life insurance c...	\$21,688,436.66	\$784,086.87	3.62%
22 525	Private households	\$18,387,782.57	\$664,026.38	3.61%



**Induced Construction-Related Impacts:** Economic effects stemming from spending of construction labor income, after removal of taxes, savings, and commuter income. Our analysis reveals that there will be approximately \$470 million in induced economic contributions to the City and County resulting from our project as labor income generated by our project cycles through the local economy. When Value Added components are included, the total indirect economic output generated by the construction related activity of our project is closer to \$1.5 billion. This induced economic impact will support approximately 9,935 jobs in the local economy.

**In total, we estimate that the Construction related activities of our project will produce close to \$6.2 billion in economic output within Pinellas County and the City of St. Petersburg.**

Once the project is built and the one-time construction-related stimulus is complete, the development will continue to provide economic benefits to the City of St. Petersburg and Pinellas County through activity by the tenants, employees, and new households within the project. **We estimate that the total annual economic output generated by the stabilized operations of our project will be close to \$4.2 billion.**

**Direct Economic Impact of Stabilized Operations:** We estimate that our project will support 17,300 direct full-time employees across the residential, hotel and retail and office programs, who, in turn, will generate \$808 million in annual direct labor income within Pinellas County and the City of St. Pete. When Value Added impacts are included, we estimate that the annual total direct economic output generated will be closer to \$1.9 billion.

**Indirect Economic Impact of Stabilized Operations:** The stabilized operations of our project will have an indirect economic impact to St. Petersburg and Pinellas County estimated at \$377 million annually as business-to-business purchases and services are conducted to support the stabilized operations and management of the development. Total indirect economic output will be approximately \$1.1 billion per year.

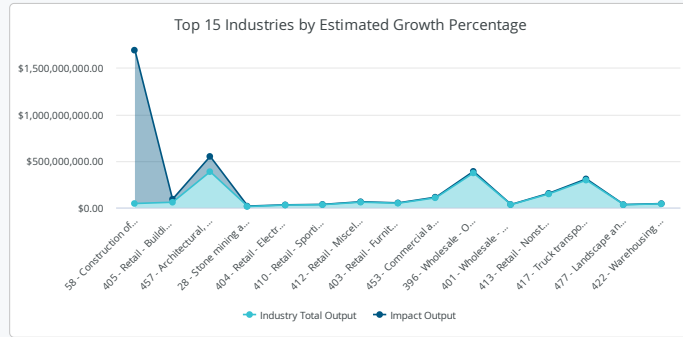
**Induced Economic Impact of Stabilized Operations:** Once occupied and stabilized with new mixed-income households and hotel guests, the project will have an annual induced economic impact of \$377 million as these wage earners engage in economic activity in the City and County. When value added components of employee compensation, proprietor income, TOPI and Other Property Income are included, total induced economic output is projected to be \$1.2B per year.

Impact	Employment	Labor Income	Value Added	Output
1 - Direct	18,935.52	\$1,249,893,674.66	\$1,435,057,564.67	\$1,795,058,063.17
2 - Indirect	1,175.97	\$80,452,372.43	\$132,222,444.01	\$216,116,516.86
3 - Induced	2,125.10	\$117,468,365.10	\$222,987,944.41	\$367,049,901.62
Totals	22,236.59	\$1,447,814,412.19	\$1,790,267,953.10	\$2,378,224,481.64

Impact	Sub County General	Sub County Special Districts	County	State	Federal	Total
1 - Direct	\$9,673,666.65	\$0.00	\$0.00	\$14,541,055.45	\$173,431,719.11	\$197,646,441.21
2 - Indirect	\$7,459,713.35	\$0.00	\$0.00	\$3,954,433.27	\$14,585,260.46	\$25,999,407.08
3 - Induced	\$10,781,172.73	\$0.00	\$0.00	\$5,700,640.70	\$22,056,335.62	\$38,538,149.05
Totals	\$27,914,552.73	\$0.00	\$0.00	\$24,196,129.41	\$210,073,315.19	\$262,183,997.33

Institutional Commodity Sales	Margin	Imports to Region
N/A	N/A	N/A

Display Code	Display Description	Industry Total Output	Impact Output	Estimated Growth Percentage
1 58	Construction of new m...	\$44,810,585.05	\$1,646,963,667.14	3675.39%
2 405	Retail - Building mater...	\$58,232,616.60	\$33,219,064.37	57.05%
3 457	Architectural, enginee...	\$386,641,674.07	\$164,052,485.26	42.43%
4 28	Stone mining and que...	\$12,806,847.29	\$4,019,734.22	31.39%
5 404	Retail - Electronics an...	\$27,889,278.92	\$2,200,194.99	7.89%
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19 449	Owner-occupied dwell...	\$1,230,397,825.05	\$48,069,161.99	3.91%
20 517	Personal care services	\$30,829,371.63	\$1,126,023.93	3.65%
21 443	Direct life insurance c...	\$21,688,436.66	\$784,086.87	3.62%
22 525	Private households	\$18,387,782.57	\$664,026.38	3.61%



Impact	Employment	Labor Income	Value Added	Output
1 - Direct	34,036	\$ 1,824,162,302	\$ 2,263,616,718	\$ 3,734,439,529
2 - Indirect	5,476	\$ 292,142,573	\$ 498,149,079	\$ 946,827,232
3 - Induced	9,936	\$ 470,870,887	\$ 876,470,003	\$ 1,536,825,974
<b>TOTAL</b>	<b>49,449</b>	<b>\$ 2,587,175,762</b>	<b>\$ 3,638,235,800</b>	<b>\$ 6,218,092,735</b>

Impact	Employment	Labor Income	Value Added	Output
1 - Direct	17,323	\$ 808,702,500	\$ 760,334,553	\$ 1,896,984,306
2 - Indirect	7,436	\$ 377,751,803	\$ 545,268,156	\$ 1,144,834,193
3 - Induced	7,936	\$ 377,699,628	\$ 703,734,698	\$ 1,233,279,993
<b>TOTAL</b>	<b>32,695</b>	<b>\$ 1,564,153,932</b>	<b>\$ 2,009,337,407</b>	<b>\$ 4,275,098,492</b>

## G.2 Any requested financial participation by the City as it relates to Sections 10 and 11 of this RFP;

Please refer to Section C.2: Public Funding of our response for a description of potential financial participation by the City.

## G.3 Estimated total construction value of proposed development to include a breakdown of value for each type of land use

CONSTRUCTION VALUE BY PHASE						
	Enabling	Phase 1	Phase 2	Phase 3	Phase 4	Total
Site Demolition	\$2,333,086	\$0	\$0	\$0	\$0	\$2,333,086
Tropicana Demolition	5,330,000	-	-	-	-	\$5,330,000
Public Realm	-	14,399,223	14,813,847	5,225,407	29,400,348	\$63,838,825
Site Improvements	-	10,932,838	13,201,256	1,625,434	19,293,445	\$45,052,973
Transit Hub	-	-	-	8,073,125	-	\$8,073,125
Hard Costs	-	981,711,519	290,969,698	451,295,895	1,008,294,361	\$2,732,271,472
Parking Garage	-	94,891,429	36,045,068	78,129,252	132,704,975	\$341,770,723
Sitework	-	582,760	99,088	332,648	243,516	\$1,258,012
<b>Total Construction Value</b>	<b>\$7,663,086</b>	<b>\$1,102,517,767</b>	<b>\$355,128,956</b>	<b>\$544,681,761</b>	<b>\$1,189,936,645</b>	<b>\$3,199,928,215</b>

CONSTRUCTION VALUE BY USE TYPE										
	Apartments - Market Rate	Apartments - Affordable (4%)	Apartments - Affordable (9%)	Conference Center Hotel	Hotel	Office	Retail	Performance Hall	Public Infrastructure	Total
Hard Costs	\$1,144,126,296	\$229,829,230	\$102,450,447	\$186,910,000	\$144,211,928	\$856,069,120	\$51,319,452	\$17,355,000	\$124,628,009	\$2,856,899,481
Parking Garage	94,380,153	-	-	-	-	204,519,640	42,870,930	-	-	\$341,770,723
Sitework	472,081	-	-	90,648	73,910	551,224	62,073	8,075	-	\$1,258,012
<b>Total Construction Value</b>	<b>\$1,238,978,530</b>	<b>\$229,829,230</b>	<b>\$102,450,447</b>	<b>\$187,000,648</b>	<b>\$144,285,838</b>	<b>\$1,061,139,984</b>	<b>\$94,252,455</b>	<b>\$17,363,075</b>	<b>\$124,628,009</b>	<b>\$3,199,928,215</b>

## G.4 How the project is beneficial to the community and the surrounding neighborhoods

Successful implementation of our vision for the Historic Gas Plant will deliver value to the community and adjacent neighborhoods in a variety of respects, all of which are aligned with St. Petersburg's long-term vision for the city. Specifically:

- 1. Arts and Culture:** We are committed to celebrating St. Petersburg's rich culture and supporting its arts community. Specific initiatives include:
  - Creation of a History Walk, a self-guided tour that will use memorials, artwork, and narratives to tell the stories of St. Petersburg's African American community
  - Partnerships with community arts organizations, such as the St. Petersburg Arts Alliance as well as individual artists and studios, to generate visual and performing arts programming
  - Affordable housing for artists and an artist-in-residence program within our mixed-income buildings
  - Programming parks and other public spaces with festivals, performances, and other events highlighting St. Petersburg's culture and artists
- 2. Attainable Housing:** As described in Section D.1 of our response, we are committed to a goal of:
  - Developing 32% of total residential units as affordable with a cap of 80% AMI
  - Developing an additional 21% of total residential units as workforce housing for households earning 100% AMI and 120% AMI
  - Working with Habitat for Humanity to deliver affordable homeownership opportunities in South St. Pete to allow income-qualified families to begin to earn home equity and create generational wealth
- 3. Diversity, Equity, Inclusion, and Shared Prosperity:** We are broadly committed to developing an inclusive and diverse project. Specific aspects of our approach include:
  - Workforce development programs (outreach, training, and mentoring)
  - Local hire programs (we estimate that 20% of construction jobs will go to South St. Petersburg residents)
  - Maximizing contract opportunities for SBEs and MBEs during all phases of the development
  - Local merchant support in the form of giving priority to residents of the South St. Petersburg CRA to establish and foster start-up businesses on site
  - In partnership with 3 Daughters Brewing and the Florida Brewers Guild, establishing one of Florida's first minority-owned breweries
  - Providing direct equity investment opportunities in the project to investors of color
- 4. Education:** Our development program includes a wide variety of initiatives focused on education including:
  - Workforce development (also noted above)
  - SBE and MBE mentoring and partnerships
  - Arts programming in collaboration with local partners and

- with an emphasis on young and emerging artists
- Urban farming learning opportunities as part of our partnership with USF Health's Metropolitan Food Project
- University partnership center, designed to provide a physical educational space for remote learners and to be developed in partnership with St. Petersburg College
- History Walk (also noted above)

- 5. Healthy Communities:** Creating healthy places requires implementation of an array of systems and strategies. Our plan incorporates:
  - Informed mobility planning through integration of the Complete Streets model
  - True mixed-use development program to drive morning to night, seven-day-a-week activity and foster a diverse, active, and robust community
  - Significant green spaces and opportunities to connect with the natural world through urban farming and urban beekeeping programs hosted on site
  - An emphasis on fresh air and sunlight in the built environment
  - Creation of a pet-friendly district with dog parks and water stations
  - Providing access to fresh fruit and vegetables through our urban farming initiative and support of USF Health's Metropolitan Food Project
  - Helping to create strong social ties through public space programming
  - Working with the St. Pete Free Clinic and Aetna CVS to deliver accessible, low-to-no-cost healthcare services
  - On-site daycare for income qualified residents and employees of the district to ease the burden and expense of childcare during the workday





View southwest from Sugar Hill Bridges at 1st Avenue S. looking across revitalized Booker Creek

As described in the RFP, we will utilize the Health in All Policies (HiAP) Decision – Support Tool to evaluate health impacts of the proposed development prior to implementation.

**6. Parks, Open Space, and Recreation:** A revitalized Booker Creek and a variety of smaller public spaces for more intimate events, gatherings, or just for quiet reflection. We also strongly believe in the importance a programmed, activated public realm and have brought BRV, the leader in the field, on as a member of our team.

**7. Sustainability and Resilience:** Our masterplan incorporates sustainable, resilient elements to minimize environmental impact and maximize energy efficiency:

- We will seek to utilize new sustainable technologies, including modular timber systems, low carbon concrete, and smart building sensors to reduce energy consumption
- Residents, tenants, and visitors will also have access to “lifestyle” sustainability elements, such as house electric vehicles in residential buildings (that can be reserved by the hour via mobile app)
- Smart city technologies will be deployed to increase safety; reduce congestion, water usage, and trash removal cost; and efficiently deliver district-wide Wi-Fi
- Resiliency and sustainability incorporated in our site from the

ground up with infrastructure engineered to mitigate flood events, treat runoff, naturally cool the streetscape and deliver centralized district cooling to all buildings within the district

Additionally, our urban planning and design elements acknowledge the Health in All Policies strategies, healthy building elements, and Complete Streets Implementation Plan strategies and are rooted in the City’s Integrated Sustainability Action Plan, which we will use as our benchmark throughout the development process.

**8. Transportation and Mobility:** At the core of our approach is applying the Complete Streets framework. This includes:

- Reconnecting the Historic Gas Plant District to the surrounding street grid and to the existing mobility infrastructure
- Prioritizing people and cyclists in mobility planning and design and working to generally minimize conflicts between modes
- Adopting a multi-modal approach with emphasis on pedestrian, bicycle, micro-mobility and public transit
- Fully integrate and highlight and celebrate the Pinellas Trail as an essential feature of the development
- Providing infrastructure for alternate modes, such as bike valets and scooter- and bike-sharing via micro-mobility hubs located throughout the site

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## G.5 Affirmative Statement

JMA Ventures, LLC (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

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## G.6 Proposal Contact



David Carlock  
Lead Developer  
(832) 453-1239  
david.carlock@machetegroup.com

# H Proposal Form

“

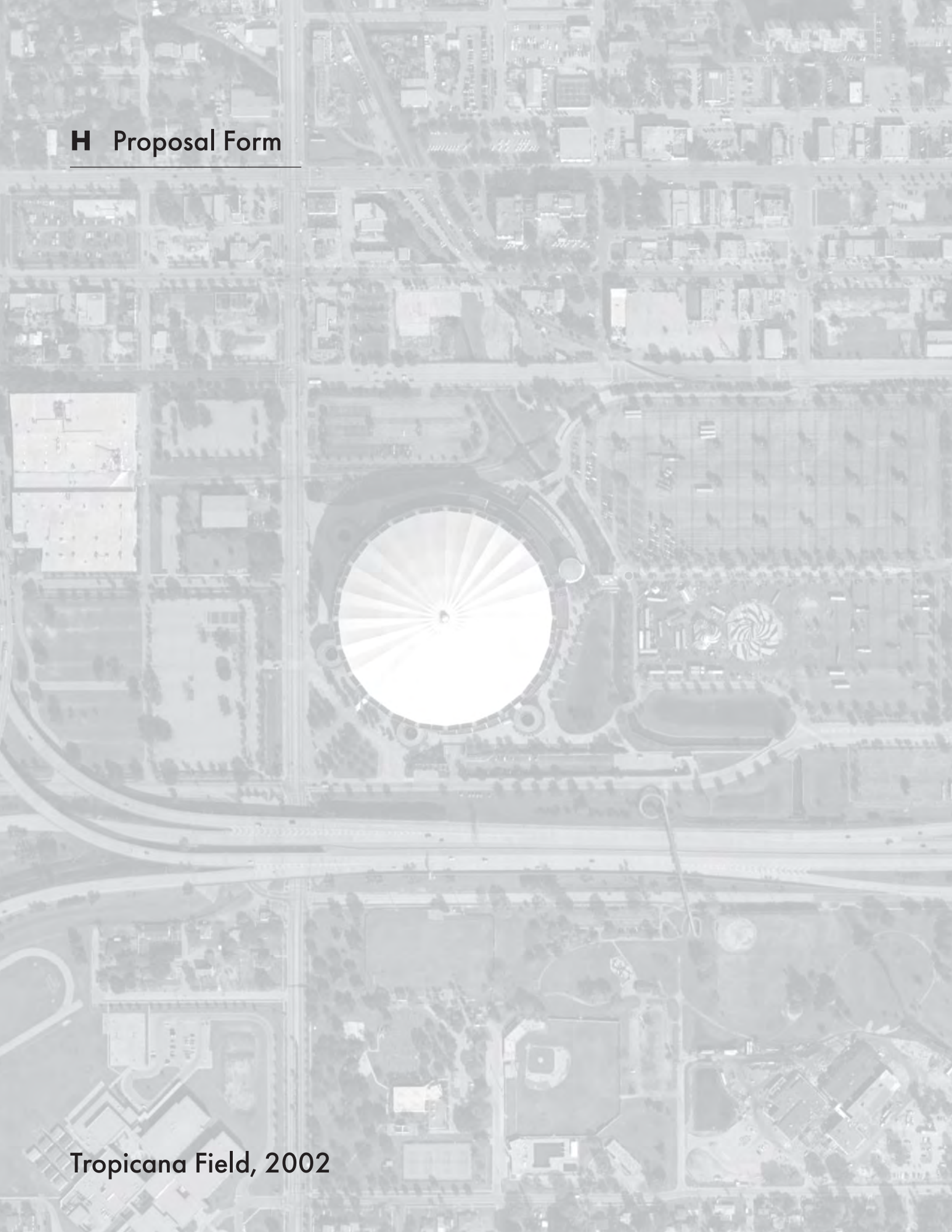
Tropicana Field stands as a difficult reminder of a once vibrant neighborhood, now divided by freeways and literally paved over. The legacy of social, economic, racial, and geographic segregation, historically imposed on the local African American community, must be acknowledged. It also must inform a new vision for what the Historic Gas Plant District can become: an urban anchor and model of inclusive development, providing opportunity for all residents, regardless of income and demography, and best reflecting St. Petersburg’s vision of itself as a young, diverse, and inclusive city.”



Sarah-Jane Vatelot, AIA, NCARB  
Behar + Peteranecz Architecture  
Architect and Author of *“Where Have all the Mangoes Gone?”*

# H Proposal Form

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Tropicana Field, 2002



**EXHIBIT "D"**  
**PROPOSAL FORM**

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

Issue Date

August 26, 2022

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

JMA Ventures LLC

Name of Company/Organization

David Carlock

Proposal Contact Person

david.carlock@machetegroup.com

Signature of individual submitting proposal  
for above Company/Organization

Contact Person E-mail address

Todd Chapman

(832) 453-1239

Printed name of individual

Contact Person Phone

December 2, 2022

Date



# Supplemental Project Information



Florida now has over 400 operating breweries with at least 50 more in some stage of planning and development. To date, virtually none are minority-owned. We believe that the Historic Gas Plant District, with its adjacency to The Deuces as well as its history as a vibrant African American community, is the perfect place for a Black-owned brewery. We are excited by JMA's vision for the project, inspired by its commitment to the community, and pleased to contribute to those efforts by establishing a robust mentorship program that will partner with a local African American entrepreneur interested in pursuing the opportunity."



Mike Harting  
3 Daughters Brewing/Florida Brewers Guild  
Local Business Mentor

# Supplemental Project Information



Tropicana Field, 2022

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## i. Key Team Resumes



**Managing Partner and President,  
Master Developer**

**Todd Chapman**

JD

Bringing a wealth of experience in real estate acquisition, development, leasing and financing, Todd has overseen over \$2 billion in real estate throughout his career. With a degree from Santa Clara as a Juris Doctorate, Todd is a passionate deal maker at heart and is inspired by structuring joint ventures and complex business deals that take him to the places he loves.

Bringing a wealth of experience in real estate acquisition, development, leasing, financing and resort and hospitality operations, Todd has overseen over \$2.5 billion in real estate and venture investments throughout his career. With degrees from Boston College and Santa Clara as a Juris Doctorate, Todd is a passionate deal maker at heart and is inspired by structuring joint ventures and complex business deals that take him to the places he loves. Prior to joining the JMA team, Todd practiced law at Orrick, Herrington & Sutcliffe along with Allen Matkins Leck Gamble & Mallory. He also served as JMA's primary outside counsel for over six years in addition to representing other large institutional and development clients throughout the United States.

#### **Community Involvement / Initiatives**

Todd has extensive for profit and not for profit board experience including former positions with Squaw Valley/Alpine Meadows, the Bay Club Companies, Schools of the Sacred Heart San

Francisco and the Tahoe Fund. Todd is a former member and contributing author to the California State Bar Real Property Section and various other real estate and investment trade groups and is also one of the founding partners of an innovative medical technology start up, Truckee Applied Genomics. Todd is also passionate about sports and athletics having captained the rugby team during his time at Boston College and being a member of the Olympic Club Rugby Team in San Francisco.

**Years of Experience: 25**

#### **Employment**

- President, JMA Ventures LLC, San Francisco CA, 1/2002 - Present
- Attorney, Orrick, Herrington & Sutcliffe LLP, San Francisco CA, 5/1999 - 1/2002
- Attorney, Allen Matkins, Los Angeles CA, 5/1997-2/1999

#### **Education**

- Juris Doctor, Santa Clara University School of Law, Santa Clara CA
- Bachelor of Arts, History, Boston College, Boston, MA

#### **Selected Projects**

- **Sacramento Downtown Commons, Sacramento, CA**  
Todd managed the team and provided recommendations throughout the redevelopment of the Downtown Commons Shopping Center, guiding the transformation of the existing retail site into a 1 million sf Mixed Use Development composed of 350,000 sf of retail, 475,000 sf of office, 250 room hotel and 45 residences with 500,000 square feet of additional entitlement, all surrounding the Golden 1 Center, the new 17,500 seat arena that is home to the NBA's Sacramento Kings.
- **The Battery Lofts Multifamily Development, Phoenix, AZ**  
Todd was instrumental in securing the construction financing and managing the development process, including permitting, entitlements and construction of The Battery development. He also provided valuable feedback in the GC selection and GMP negotiation ensuring strong project fundamentals prior to breaking ground. The Battery project is a 278-unit, Class A multi-family development in the Warehouse District, a burgeoning tech hub in downtown Phoenix, AZ. The project is comprised of two 4-story apartment buildings on one and a half (1.5) city blocks with structured parking totaling 385 spaces (1.4 parking spaces / unit) plus 4,500 SF of retail.
- **Waterfront Redevelopment, San Francisco, CA**  
Todd assisted in pushing through entitlements to create a truly iconic waterfront dining destination. The main floor at Waterbar features dramatic, 19-foot tall, five-foot diameter, floor-to-ceiling circular aquariums filled with an eye-catching array of fish and marine life from the Pacific Ocean, while walls of vividly illuminated fish tanks display a gallery of fresh catches available on that day's menu.
- **Hyatt Regency La Jolla at Aventine, San Diego, CA**  
Todd provided crucial feedback in the process of restructuring the top management team including bringing in a new general manager and various measures to increase operating revenues. He made sure the renovation of the on-site restaurant was within the expected timeline and budget. He also provided recommendations for implementing best practices for hotel operations as well as cleaning up the common area maintenance budget for the project without compromising the luxury guest experience.



**Director of Construction and Development,  
Master Developer**

**Ryan Porter**

With a wealth of knowledge in the construction and development arena, Ryan started with JMA as the project manager for the development phase of DOCO, overseeing all construction activities and managing all contractors involved. He formerly worked for large general contractors in Sacramento for over 10 year working on OSHPD, office, retail and mixed-use projects.

Director of Construction and Development for JMA Ventures, LLC with a focus on day-to-day active development projects across the company portfolio. Over the last 5 years with JMA, Ryan has worked in a wide array of roles ranging from performing hands on construction management / project manager tasks to overseeing multiple project managers within the firm as well as additional 3rd party construction management consultants. Specifically Ryan was a key project lead overseeing all construction contractors, designers, and consultants on the \$500M mixed-use components of the Downtown Commons development in Sacramento and assisted in managing day to day oversight of all schedules, budgets, quality assurance, permitting, and work execution. Additionally Ryan has expanded his range of responsibilities within the firm to oversee a multitude of projects ranging from 170-250+ key hotels, 300 unit multi-family apartment complexes, intricate retail and hospitality centers, and high-end resort and lifestyle living master planned developments.

Prior to working at JMA, Ryan graduated from California Polytechnic State University with a degree in Construction Management and spent the first part of his career working for multiple commercial construction General Contractors. During this time he helped manage and complete 30+ separate projects totaling over \$100mil+ in construction value. Most projects required heavily phased construction schedules and detailed coordination around existing operations within functioning facilities. Project sectors ranged from class A office renovations and retail build outs all the way to OSHPD Hospital phased renovations and data center tenant improvements. Ryan excels at communicating with all stakeholders across the spectrum and relies heavily on his background in construction management to help lead successful developments through all phases of pre-construction, construction, and into operations.

**Years of Experience:** 15

#### **Education**

- Bachelor of Science, Construction Management, California Polytechnic State University, San Luis Obispo

#### **Registrations / Certifications / Memberships**

- Sacramento Metro Chamber of Commerce Metro-EDGE Young Professionals Organization: 2008 - 2016 Founding Member & 2013 Chair Elect

- Sacramento Metro Chamber of Commerce – 2013 Ex Officio Board Member
- ASCM Light Commercial / Mixed Use Residential Reno Competition Cal Poly Team Captain 2006-
- 30 Hour Occupational Safety & Health Association Training Course Certified (OSHA 30)

#### **Selected Projects**

- **Downtown Commons, Sacramento, CA**  
JMA Ventures partnered in the redevelopment of Westfield's Downtown Plaza shopping center into Downtown Commons ("DOCO"), a 1 million square foot mixed-use development surrounding Golden 1 Center, the new 17,500-seat arena, home to the NBA's Sacramento Kings. The Development was designed to leverage activity generated by the new 17,500 seat Arena, as well as its location just four blocks from the State Capitol Building. The Arena and mixed-use development project has spurred over \$6.7 billion of investment into the Sacramento urban core since 2015, creating a significant network with DOCO at the epicenter.
- **The Battery Lofts Multifamily Development, Phoenix, AZ**  
The Battery is a 278-unit, Class A multifamily development in the Warehouse District, a burgeoning tech hub in downtown Phoenix. The project will be a best-in-class multifamily offering on a parcel adjacent to the MLB's Chase Field, the thriving downtown Phoenix, and the eclectic Warehouse District, a once blighted industrial sector of the City which is experiencing a significant revitalization through the addition of numerous new creative firms and tech employers.
- **Aloft Hotel Reno, Reno, NV**  
Located immediately adjacent to the Reno-Tahoe International Airport, the 164 key Aloft hotel will be the first tech-forward lifestyle hotel catering to Reno's growing market. Aloft is a fast-growing boutique hotel brand under the Marriott International umbrella that especially targets millennial and business travelers. The concept features a highly stylized urban look with plenty of amenities as well as a heavy emphasis on technology and a social-friendly atmosphere.



Senior Advisor, Master Developer

## JMA Kevin Johnson

Kevin is a seasoned executive with significant public and private sector experience. He has provided management and direction of organizations with up to \$1B budgets. Kevin has skills and expertise in corporate and government turnaround, strategic visioning, policy setting, accountability-based culture development, fundraising/ deal making, and public speaking.

Kevin M. Johnson currently serves as both the Chief Executive Officer of Seven Ventures, Inc., a consulting company specializing in intergovernmental affairs and sports industry development, and the General Partner of the Black Capital Fund, a \$10mm early stage venture capital fund focused on investing in Black and underrepresented entrepreneurs. Prior to his role with Seven and Black Capital, Kevin served as the Mayor of Sacramento for two terms and was an NBA All-Star.

As Mayor, Kevin led the effort to keep the city's only professional sports franchise, the Sacramento Kings, in the city by assembling a new ownership group, raising \$535 million to purchase the team, and building the recently opened Golden 1 Center. The new arena has catalyzed a \$1.5 billion investment in the downtown core and was financed through innovative uses of public resources without raising taxes.

Before taking public office, Kevin served as CEO of St. HOPE, a community development organization focused on education and economic development in under-resourced communities. He also played twelve seasons in the NBA with the Cleveland Cavaliers and Phoenix Suns, earning honors as a three-time All-Star, a five-time selection to All-NBA teams, and having his number retired by the Phoenix Suns as part of his induction into the prestigious "Ring of Honor."

**Years of Experience:** 35

### Education

- Bachelor of Arts, Political Science, University of California, Berkeley

### Selected Experience

- **Seven Inc. | 2016 – Present | Chief Executive Officer**  
Founded consulting company that specializes in intergovernmental affairs, government regulation and policy, and sports.
- **Seven Management/ Black Restaurant Group/ Black'Za | 2018 – Present | Chief Executive Officer**  
Founded and manage several entities that open, run and invest in Black-centric restaurants.
- **Black Capital | 2019 – Present | Principal**  
Founded and manage the Black Capital Fund, a \$10mm early stage venture capital fund focused on investing in Black and underrepresented entrepreneurs.
- **City of Sacramento | 2008 - 2016 | Mayor**  
Elected as two-term Mayor of the capital of California, a city with 479,686 residents, an annual budget of \$951.6M and 4,500 employees, as the first African American Mayor elected.
- **St. HOPE | 1989 - 2008 | Founder and Chief Executive Officer**  
Founded a community development company focused on public education, economic development, civic leadership and the arts in Oak Park, one of the most troubled communities in Sacramento.
- **Phoenix Suns | 1987 – 2000 | Player**  
Three-time NBA All-Star and five-time All-NBA team, point guard for the Phoenix Suns. Voted league's Most Improved Player and member of the gold medal-winning Dream Team II. Recipient of the J. Walter Kennedy Citizenship Award.





San Francisco Waterfront Redevelopment

JMA was one of the first players involved with San Francisco’s waterfront redevelopment efforts following the 1989 Loma Prieta Earthquake and highway deconstruction. Entitlements alone took more than five years to finalize, with multiple stakeholders – including Redevelopment Agency, Port of San Francisco, Bay Conservation & Development Commission, and San Francisco Recreation and Parks among others – involved in the notoriously difficult local process.



Downtown Commons

JMA partnered with the NBA’s Sacramento Kings to redevelop Westfield’s Downtown Plaza shopping center into Downtown Commons (DOCO), a 1 million-square-foot mixed-use development surrounding Golden 1 Center, the Kings’ new 17,500-seat arena . The development was designed to leverage activity generated by the new arena, as well as its location just four blocks from the State Capitol Building. The arena and mixed-use development project has spurred more than \$2 billion of investment into downtown Sacramento since 2015 via 32 construction projects, creating a significant network with DOCO at its heart



Hyatt Regency La Jolla at Aventine

JMA leveraged its growing hospitality platform as well as a disciplined asset management approach to reposition and renovate this large convention- and business-focused hotel in La Jolla, California. JMA’s role included acquisition sourcing and negotiation, acquisition diligence, asset management and business plan execution, on-site restaurant renovation; and hotel operations best practice implementation.



The Battery

The Battery is a 278-unit, multifamily development in the Warehouse District, a burgeoning tech hub in downtown Phoenix. The project will be a best-in-class multifamily offering on a parcel adjacent to the MLB’s Chase Field, the thriving downtown Phoenix, and the eclectic Warehouse District, a once blighted industrial sector of the City which is experiencing a significant revitalization through the addition of numerous new creative firms and tech employers.



MACHETEGROUP

**Founder and President,  
Lead Developer**

## **David Carlock**

David Carlock is the founder and president of Machete Group Inc. (MGI), the development manager for Sugar Hill Community Partners (SHCP) and its proposal to redevelop the Historic Gas Plant District.

David's responsibilities include assembling the SHCP Team and managing the team's response to the RFP. If SHCP were selected, David will partner with JMA to coordinate the overall development effort including development agreement negotiations, community outreach and engagement, master planning, and vertical development partner activities.

David began his career with The Walt Disney Company where he worked on a variety of development projects in the Disney's Resorts & Attractions Division including Walt Disney World Hotel Expansion, Disney's Wide World of Sports, Downtown Disney, and Disney Springs. He then joined Hard Rock International where he played a key role in designing the company's casino and resort expansion strategies. He later joined the Houston Rockets where he oversaw design and construction of Toyota Center, home of the Houston Rockets.

Since founding MGI in 2007, David and his team have provided an array of industry-leading clients with advisory and development management services on projects across the country and around the world. With a lengthy track record of successful execution, MGI has extensive knowledge of design, construction, and placemaking along with complex customer-facing operations, branding, and strategic partnerships.

### **Community Involvement / Initiatives:**

David sits on the board of Management Leadership for Tomorrow (MLT), a Washington DC-based nonprofit organization committed to helping high potential African-American, Hispanic, and Native-American students and young professionals successfully pursue careers in business. He has been actively involved in the organization since its inception in 2001. Over that time span, MLT has graduated more than 8,000 participants from its Career Prep, MBA Prep, and Career Advancement Programs. MLT corporate partners include Amazon, American Express, Bloomberg, EY, General Electric, Google, HBO, the National Football League, Nike, P&G, Target, and Warner Media. Business school partners include Harvard Business School, Kellogg School of Management, Stanford Graduate School of Business, and Wharton School.

**Years of Experience:** 25+

### **Employment**

- Machete Group, 2007-current
- NBA Houston Rockets/Toyota Center, 2001-2007
- Hard Rock International, 1997-2000
- Walt Disney Company, 1994-1997

### **Education**

- Bachelor of Arts, Harvard University

### **Selected Projects**

- FC Cincinnati MLS Stadium; Cincinnati, OH; 2018-Current
- FC Cincinnati Mixed-Use District; Cincinnati, OH; 2018-Current
- Clubhouse Living; Various Markets; 2018-Current
- FC Cincinnati Training Facility; Milford, OH; 2018-2019
- Chase Center; San Francisco, CA; 2015-2018
- Thrive City; San Francisco, CA; 2015-2018
- Webster Hall; New York, NY; 2017-2019
- BSE Global Headquarters; Brooklyn, NY; 2016-2018
- NYCB Live/Nassau Memorial Veterans Coliseum; Uniondale, NY; 2016-2018
- Westfield Promenade 2035; Canoga Park, CA; 2017-2018
- Industry City; Brooklyn, NY; 2018
- Ponce City Market; Atlanta, GA; 2015-2016
- Carson Stadium for Oakland Raiders/Los Angeles Chargers; Los Angeles, CA; 2014-2016
- San Diego Chargers Downtown Stadium; San Diego, CA; 2016
- Brooklyn Nets Training Center; Brooklyn, NY; 2014-2016
- Red Star F.C.; Paris, France; 2012-2014
- Barclays Center; Brooklyn, NY; 2010-2012
- Guangzhou Arena; Guangzhou, China; 2008-2010
- Mercedes-Benz Arena; Shanghai, China; 2008-2010
- Cadillac Arena; Beijing, China; 2007-2009
- Toyota Center; Houston, TX; 2001-2003



### \_FC Cincinnati MLS Stadium (TQL Stadium)

MGI oversaw the development of a \$250 million Major League Soccer stadium for FC Cincinnati. MGI was engaged at the conclusion of the conceptual design and site selection phase and was responsible for coordinating all facets of project entitlement, permitting, design team management, and construction oversight including buyout of \$20 million in owner-procured packages. The World Football Summit named TQL Stadium the “Best Venue” of 2022.



### \_Industry City

MGI was engaged by Industry City owners Jamestown and Belvedere Capital to develop a masterplan, programming, and leasing strategy for a 400,000 square foot entertainment, dining and event-driven destination within the Industry City complex. Located on a 35-acre waterfront stretch of Sunset Park in Brooklyn, Industry City was originally a 19th century warehouse and distribution center. The project has been reimagined and transformed by Jamestown – developer of Manhattan’s Chelsea Market – and Belvedere as a 21st century hub for arts, culture, dining, and shopping.



### \_Chase Center & Thrive City

This mixed-use development includes the 18,064-seat Chase Center, 100,000 square feet of retail, 3.2 acres of plazas/public open space, 580,000 square feet of Class A office, and below-grade parking for 950 cars. Chase Center is fully integrated into the Thrive City development with a 360° design and concealed back of house. A new MUNI stop, bike racks and a bike valet, and dedicated rideshare locations increase outreach and connection to the community. The development includes a hotel and residential building constructed on future-proofed site structure and a 5.5-acre park across the street from the arena to create a new gem for the public in the heart of San Francisco. MGI oversaw all pre-development activities, including master planning, entitlement, venue programming, design, community outreach, cost estimation, contractor selection, and schedule. Opened in 2019, Chase Center was named Sports Facility of the Year by Sports Business Journal in 2020.

**Jonathan La**

Jonathan La has more than 11 years of operational finance and strategic planning experience in real estate, financial services, and sports and entertainment.

Jonathan La has more than 11 years of operational finance and strategic planning experience in real estate, financial services, and sports and entertainment. At Machete Group, Jonathan's key projects have included:

- FC Cincinnati MLS Stadium (Cincinnati, Ohio): Assisting with owner's representation on the new FC Cincinnati MLS stadium as well as adjacent eight-acre mixed-use development.
- Clubhouse Living (multiple locations): On behalf of a high net worth family office, developed the underwriting for a reimagined 21st century multi-family residential concept.

**Community Involvement**

- Integrated Employment, Best Buddies California
- Committee of Hope, Hedge Funds Care

**Years of Experience:** 11

**Education**

Bachelors of Arts, Business Economics with an emphasis in Accounting, University of California, Santa Barbara

**Registrations / Certifications / Memberships**

- Certified Public Accountant (CPA), California Board of Accountancy, #123221
- Chartered Global Management Accountant

**Past Experience**

Prior to joining Machete Group, Jonathan oversaw project finance and accounting for the Golden State Warriors' Chase Center and adjacent mixed-use district. He played a key role in the development of the financial business plan and underwriting of the \$1.5B+ project. He later transitioned to the team's finance department where he led the organization's financial reporting to the National Basketball Association.

- Jonathan is a Certified Public Accountant (CPA) and maintains an active CPA license in the State of California. He holds a degree in Business Economics with an emphasis in Accounting from the University of California, Santa Barbara.

He began his career as an associate in Ernst & Young's San Francisco office focusing on valuation and consulting services for asset management clients. Select clients include:

- Hellman & Friedman: Private equity firm with \$25B+ in assets under management.
- Crosslink Capital: Venture capital and hedge fund with \$2B+ in assets under management.
- Asia Alternatives: Fund of funds with \$12B+ in assets under management.

## Richard Browne



Richard Browne has enjoyed equally successful careers over the past 30 years as a builder, commercial building owner and project consultant. Since his real estate and construction career began in 1986, Richard has been involved in the coordination and supervision of over \$5 billion worth of commercial, residential and sports-related projects.

From 1983 to 2001, Richard primarily worked as an owner / operator of various real estate properties in Chicago and New York. Most notably, Richard was the Managing General Partner of 40 Rector Street, a 600,000 square foot commercial office building located in Downtown Manhattan. Major tenants in the building included The City of New York, Xerox, AXA Equitable Life, NYU Medical Center and The American Stock Exchange. Richard was responsible for all aspects of leasing, financing, management, construction and operation at the property. He then sold the property to an outside investor in 2001.

In addition, Richard has served as an Owner's Representative in the management and / or supervision of over \$8 billion worth of construction and development projects throughout the United States and Europe. Notable clients include The New York Mets, The Minnesota Twins, Starwood Capital Group, Blackstone, Oak Tree Capital, Square Mile Capital, Baupost, Jamestown Group, Angelo Gordon and Company, and many others.

From 2005 through 2010, Richard served as Owner's Representative to Queens Ballpark Company, L.L.C, which spearheaded the financing, development and construction of Citi Field, the home of the New York Mets. This \$800 million ballpark, which was completed on schedule and under budget, is regarded as one of the premier sports and entertainment facilities in the country. In 2010, Richard partnered with Sterling Equities to form Sterling Project Development Group, an international construction and development advisory firm that is currently providing project management and advisory services to over 100 clients in 25 states, the Caribbean and Europe.

**Years of Experience:** 30+

### Employment

- Sterling Project Development, New York, 2010-Present
- Queens Ballpark Company, L.L.C, New York, 2005-2010
- Owner/Operator/Owner's Rep., US & Europe, 1983-2005

### Education

- Bachelor's Degree, University of Wisconsin

### Registrations / Certifications / Memberships

- Building Owners and Managers Association, Member
- The Long Island Board of Realtors, Member
- The Real Estate Board of New York, Member
- Downtown Owners Committee, Member

### Selected Projects

- UBS Arena; Belmont, NY; Projected Fall 2021
- Willets Point; Flushing, NY; Ongoing
- Citi Field, Flushing, NY; 2010

**Michael Cantor**

Michael Cantor has more than nine years of experience working to build the SPD Sports practice. Michael's experience includes leading SPD's developments efforts for the \$300M+, 45-acre mixed use development in Green Bay called Titledown. Michael has led the day-to-day efforts on the planning and entitlement of Willets Point for Sterling (joint venture with Related) on a 23-acre master planned development next to Citi Field in Queens and acted as Owner's Representative for the Detroit Pistons in their \$55m build-out at Little Caesar's Arena in Detroit.

Michael Cantor has spent the past nine years working to build the SPD Sports practice. Michael joined SPD after finishing his Ph.D., Masters, and Bachelor of Arts from the University of Michigan concentrating on Economic Development, Sport Management, and Urban Planning. While at SPD, Cantor has led the effort, in conjunction with Titledown Development and the Green Bay Packers, for the development of a \$300M+, 45-acre mixed use development in Green Bay called Titledown. Michael has led the day-to-day efforts on the planning and entitlement of Willets Point for Sterling (joint venture with Related) on a 23-acre master planned development next to Citi Field in Queens and acted as Owner's Representative for the Detroit Pistons in their \$55m build-out at Little Caesar's Arena in Detroit. Other sport specific work for which he has been a member of the development team have included UBS Arena for the NY Islanders, NY Mets spring training work in Port St. Lucie and minor league work in Syracuse. Mr. Cantor currently sits on the Sport Management Advisory Board at the University of Michigan, and resides in Green Bay, WI with his wife, and son.

**Years of Experience: 9+****Employment**

- Sterling Project Development, New York City, 2013-Present

**Education**

- Ph.D, Philosophy, University of Michigan
- Master of Urban Planning, University of Michigan (M.U.P)
- Bachelor of Arts, Sport Management, University of Michigan, Sport Management

**Registrations / Certifications / Memberships**

- University of Michigan Sports Management Advisory Board, Member

**Selected Projects**

- Titledown; Green Bay, WI
- Little Caesars Arena; Detroit, MI
- Clover Park; Port Saint Lucie, FL
- Willets Point; New York, NY



## UBS Arena at Belmont Park

Sterling Project Development is serving as Development Manager to New York Arena Partners regarding the entitlement, design and construction of UBS Arena, the future home of the New York Islanders Hockey team. While it is the first and only venue in New York specifically built to optimize the fan experience for hockey, this 18,000-seat state of the art venue will also provide music lovers with the world's best entertainment offerings.



## 2340 Collins Avenue

Sterling Project Development is serving as the owner's representative for the ground-up construction of Starwood Capital and Starwood Property Trust's new Class A office headquarters in Miami Beach. This 140,000-square-foot, 6-story office building utilizes green spaces, water elements, and abundant natural light to accommodate the latest trends in modern work life. The building welcomes a new wave of sustainability while setting a standard for best-in-class design.



## Clover Park

Sterling Project Development served as development manager on the transformation of Clover Park, the spring training facility of the New York Mets in Port St. Lucie, Florida. Major enhancements to the previously antiquated 8,000-seat baseball stadium included expanded concourses, all new concession facilities, extensive infrastructure upgrades, and new state-of-the-art player areas.



## Major League Baseball Headquarters

Sterling Project Development served as owner's representative and project manager for the complete buildout of a 310,000-square-foot office space to serve as the new Major League Baseball (MLB) headquarters in the heart of midtown Manhattan. The relocation and consolidation of MLB's offices has resulted in the creation of a new, technology-forward, collaborative environment for its entire staff.



**President & CEO, Development Management**

## Cheryl McKissack Daniel

Cheryl McKissack has more than 30 years of experience in all phases of the construction industry, including major project work in the commercial, healthcare, education and transportation sectors. Born in Nashville to Architect William DeBerry and Teacher, Leatrice McKissack, Cheryl represents the fifth generation of the McKissack family's century-old business, McKissack & McKissack, the oldest minority and woman-owned professional design and construction firm in the nation.

As President and CEO, Cheryl serves as Principal-in-Charge and/or Project Executive on numerous high profile projects. In this capacity, she provides executive leadership for project implementation, and is actively involved in project oversight and management, ensuring that diversity is implemented during each phase of a project or program. Her skills include expertise in estimating, scheduling, design review, document control, construction inspection, and developing and implementing quality assurance/quality control (QA/QC) programs.

**Years of Experience:** 30+

### Education

- Master of Science, Civil Engineering, Howard University
- Bachelor of Science, Civil Engineering, Howard University
- Advanced Courses in Structural Engineering, Columbia University
- PAC Computer Science Course, New York University

### Registrations / Certifications / Memberships

- Regional Plan Association (RPA), Board Member
- ACE National Board, Executive Committee Member
- New York Building Foundation, Chair
- New York Building Congress: Vice Chair, Co-chair of the Public Building & Procurement Committee, Co-chair of Council on Equity & Inclusion, Board of Directors, Member
- National Association of Minority Contractors, NY Tri-State Chapter (NAMC), Board Member
- Yonkers Minority Business Advisory Committee, Co-chair
- Construction Management Association of America, Member
- Women Builders Council (WBC), Board Member & Past President

### Selected Projects

- Lincoln Financial Field, The Philadelphia Eagles, Philadelphia, PA
- Billie Jean King National Tennis Center, Flushing, NY
- The New Terminal One at JFK International Airport, Jamaica, NY
- NYC Economic Development Corporation/Health+Hospitals, Coney Island Hospital Campus, Renovation, Brooklyn, NY
- New York City Economic Development Corporation, Asset Management Division, CM Retainer Contract, New York, NY
- Columbia University, Manhattanville Expansion Project, Harlem, NY
- City University of New York, Medgar Evers College New Science, Health & Technology Building, Brooklyn, NY
- Atlantic Yards/Barclays Center, Long Island Rail Road Vanderbilt Yard Relocation, Brooklyn, NY



**Executive Vice President, Development Management**

## Albert Odjidja

Mr. Odjidja has more than 32 years of design and construction industry experience. He began his career at McKissack serving as Senior Project Manager for a new \$185M 194,000 SF School of Science, Health and Technology Building at Medgar Evers College, which won the 2012 Brooklyn Building Award by Brooklyn Chamber of Commerce. He has been serving as Project Executive on numerous McKissack projects, including the \$800M Coney Island Hospital Campus Renovation. Albert's experience also includes two large stadium projects, \$365M Harris County Stadium, in Houston, Texas and the Washington Redskins FedEx Stadium in Landover, Maryland.

**Years of Experience:** 30+

### Education

- Bachelor of Arts, Architecture and Urban Planning, University of Maryland

### Registrations / Certifications / Memberships

- OSHA 40-Hour Site Safety Certificate
- OSHA-30-Hour - 2018
- CAD Certification
- BIM Certification
- Construction Management Association of America (CMAA), Member

### Selected Projects

- NYC Economic Development Corporation/Health+Hospitals, Coney Island Hospital Campus
- New York City Economic Development Corporation, Asset Management Division, CM Retainer Contract, New York, NY - McKissack
- New York City Economic Development Corporation, Henry J. Carter Specialty Hospital & Skilled Nursing Facility, New York, NY - McKissack
- DASNY, Medgar Evers College School of Science, Health and Technology Building, Brooklyn, NY - McKissack
- Harris County Stadium, Houston, TX - HJ Russell
- NFL Redskins FedEx Stadium, Landover, MD - Clark Construction
- New Bronx Criminal Court Complex, New York, NY - HJ Russell
- Georgia World Congress Convention Center, Atlanta, GA - HJ Russell





BACKSTREETS  
CAPITAL

Founder and President, Development Partner

## Will Conroy

JD

Will Conroy is a prominent attorney and investor from St. Petersburg, Florida who has been intimately involved in numerous high-profile projects and business success stories throughout the Southeast United States.

Will Conroy is a prominent attorney and investor from St. Petersburg, Florida who has been intimately involved in numerous high-profile projects and business success stories throughout the Southeast United States. At family-owned Backstreets Capital, Will combines his passion for helping businesses succeed and creating impactful projects with his number-one priority: Family.

As an equity partner at one of Tampa Bay's largest and most distinguished law firms, Johnson Pope, Will has decades of experience handling a broad range of complex commercial real estate and corporate issues for clients including developers, private equity funds, family-owned businesses and more.

As an experienced corporate investor, Will has a noteworthy portfolio of real estate projects – having worked on everything from single-parcel developments to mixed-use projects and land-use changes – as well as operating businesses including a trust company, a bank, a production contractor, hoteliers and numerous private equity firms. He has owned and managed Landguard Title Services for the past 10 years and he serves as outside General Counsel to numerous family offices throughout Florida.

Of all his accomplishments, Will is most proud of his family – his wife Stacy and their three children.

Will holds a B.S. from Yale University, a J.D. from University of Pennsylvania Law School, and completed a certificate in Business and Public Policy from University of Pennsylvania's Wharton School.

**Years of Experience:** 16

### Distinctions, Memberships and Board Service

- Shorecrest Preparatory School, Vice President, Board of Directors
- Real Estate Investment Council of Tampa Bay (REIC), Board of Directors, Past President
- Real Estate Investment Council (REIC), Founder, Young Professionals
- Business Observer, "40 Under 40"
- Super Lawyers "Rising Star"
- Florida Trend Legal Elite, "Up and Comer"
- Habitat for Humanity, Past Member Board of Directors, Pinellas County
- Connect Florida, Statewide Leadership Institute, Inaugural Class, 2010-2011
- Gold Pin Recipient, Bay Area Volunteer Lawyers Program (Bay Area Legal Services) Pro Bono Service Awards, 2009
- Israel Bonds, Recipient of Inaugural "Young Leadership Award", 2013
- Temple Beth-El, St. Petersburg, Florida, Board Member, Past Chairman of Personnel Committee
- A Baseball Community, Finance Sub-committee
- RPPTL Section, The Florida Bar
- Past Board member, UOwn Leasing

### Education

- Bachelor of Science, Yale University
- Juris Doctor, University of Pennsylvania Law School
- Certificate in Business and Public Policy from University of Pennsylvania's Wharton School

### Selected Experience

- The Salvador, St. Petersburg, FL
- St. James Townhomes, St. Petersburg, FL
- Backstreets Capital Office, Downtown St. Petersburg, FL
- Orange Station at the Edge, St. Petersburg, FL
- Canopy Builders, St. Petersburg, FL



**Partner, President, and CEO;  
Development Partner**  
**Shawn Wilson**  
**MPIA**

As a 30-year affordable housing veteran with experience in several for-profit and non-profit organizations, Mr. Wilson founded Blue Sky after an illustrious career with some of Florida's largest affordable housing development companies. Shawn is responsible for identifying new opportunities, determining financial feasibility, and interacting with land sellers and other key stakeholders..

Shawn Wilson is the President Blue Sky Communities, based in Tampa. Blue Sky is the 36th largest Affordable Housing Developer in the USA. As a 30-year affordable housing veteran with experience in several for-profit and non-profit organizations, Mr. Wilson founded Blue Sky after an illustrious career with some of Florida's largest affordable housing development companies. Shawn is responsible for identifying new opportunities, determining financial feasibility, and interacting with land sellers and other key stakeholders. He creates the financial plan for each development and obtains all necessary funding. He guides the design, permitting, loan closing, and construction administration of all developments.

Shawn got his start in 1992 on the staff of a migrant farmworker housing organization in Miami - spearheading recovery efforts in the aftermath of Hurricane Andrew. In 1996 he joined the private sector was responsible for the development of more than 3,000 affordable rental units (tax-credit) with several top for-profit developers in South Florida. From 1997 through 2012, Shawn made his home in West Palm Beach, where he was one of the most prolific and visible affordable housing advocates. During the great recession, he co-wrote the NSP2 proposal with County government that resulted in the maximum \$50 million dollar award.

In Pinellas County, Blue Sky has completed 5 developments and has 2 recently under construction. Shawn is an expert at all facets of affordable housing development, including design, planning, and the leveraging private investment with Federal Housing Credits, SHIP, SAIL, HOME and many other sources. He holds a bachelor's degree from Ohio University and a master's in public and international affairs from the University of Pittsburgh. Shawn is a leader in the field of "Tax Credit Development" in Florida. He has been developing apartments using the Low Income Housing Tax Credit here in this state for more than two decades.

**Years of Experience: 30**

#### **Education**

- Master of Public and International Affairs, University of Pittsburgh
- Bachelor of Arts, Ohio University

#### **Registrations / Certifications / Memberships**

- Chair of the Coalition of Affordable Housing Providers of Florida, 2019-2020
- Legislative Affairs Chair of the Coalition of Affordable Housing Providers of Florida, 2018- present
- Bon Air Neighborhood Association, City of Tampa: President - 2017 – Present

#### **Selected Projects**

- 540 Towncenter: 145-units, Rehab, Elderly, St. Petersburg, FL; 2013
- Duval Park: 88-units, New Const., Family/ Veterans, St. Petersburg, FL; 2015
- Peterborough: 150-units, Rehab, Elderly, St. Petersburg, FL; 2016
- Brookside Square: 142-units, Rehab, Family, St. Petersburg, FL; 2016
- SkyWay Lofts: 65-units, New Const., Family, St. Petersburg, FL; Exp. 2022
- Silver Lake: 72-units, Rehab, Family, Tampa, FL; 2015
- Cathedral Terrace: 240-units, Rehab, Elderly, Jacksonville, FL; 2017
- Blue Sky Brandon: 120-units, New Const., Family, Brandon, FL; 2017
- Sweetwater Villas: 56-units, New Const., Family, Tampa, FL; 2018
- Woodwinds: 96-units, New Const., Family/ Homeless, Clermont, FL; 2018
- Cathedral Towers: 203-units, Rehab, Elderly, Jacksonville, FL; 2018
- Arbor Village, 80-units, New Const., Family/ Homeless, Sarasota, FL; 2020
- Preserve at Sabal Park: 144-units, New Const., Family, Tampa, FL; 2020
- SabalPlace: 112-units, New Const., Family/ Homeless, Tampa, FL; 2021



**Partner, Executive Vice President, and CFO;  
Development Partner**

## **Scott Macdonald** MBA

Mr. Macdonald is a resident of the City of St. Petersburg. As EVP and CFO of Blue Sky, Mr. Macdonald is responsible for overseeing project underwriting, managing debt and equity relationships, closing the company's transactions, and overseeing project management after closing. Additionally, he handles the corporate finance responsibilities for the company. He is also in charge of the firm's expansion into the Texas market.

Since joining the firm in 2014, he has closed 25 transactions with total project costs of more than \$500 Million. These transactions have led to the creation and preservation of over 2,500 affordable housing units.

Before joining Blue Sky Communities, Mr. Macdonald was a Vice President with Seminole Financial Services in Belleair Bluffs, FL. While there he underwrote, closed and managed a \$120M portfolio of debt and equity investments in commercial real estate and renewable energy assets. His portfolio included 725 market-rate and LIHTC multifamily units nationwide.

Mr. Macdonald began his career with Bank of America in the commercial real estate training program where he completed a year-long program focused on advanced real estate finance, credit, accounting and underwriting. During this time he began underwriting, closing and managing a portfolio of over 1,000 multifamily units across the country. Additionally, he managed approximately \$200M in mortgage banking lines of credit for DUS and LIHTC syndicators to finance the development of market-rate and affordable housing communities.

In 2009, Mr. Macdonald joined the commercial real estate workout group at Bank of America to resolve a portfolio of distressed construction and acquisition loans. While there he helped manage a \$400M portfolio of 2,000 market-rate, LIHTC, and student housing units nationwide.

### **Community Involvement / Initiatives**

- Chairman of the City of St. Petersburg Affordable Housing Advisory Committee, 2018 - present
- Habitat for Humanity of Pinellas County – Construction Management Committee, 2016 – 2018
- Project Prosper – Board of Directors and Treasurer, 2011 – 2016
- Big Brothers Big Sisters of Boston – Volunteer 2007 – 2009

**Years of Experience:** 16

### **Education**

- Master of Business Administration, University of Florida, 2012
- Bachelor of Science, Boston University, 2006

### **Registrations / Certifications / Memberships**

- Chair, CAHP Insurance Subcommittee, 2022-present
- Member of the Florida Coalition of Affordable Housing Providers, 2014- present
- Member of the ULI Affordable Workforce Housing Council, 2019-present
- NAHB Housing Credit Certified Professional

### **Selected Projects**

- Duval Park: 88-units, New Const., Family/ Veterans, St. Petersburg, FL; 2015
- Peterborough: 150-units, Rehab, Elderly, St. Petersburg, FL; 2016
- Brookside Square: 142-units, Rehab, Family, St. Petersburg, FL; 2016
- SkyWay Lofts: 65-units, New Const., Family, St. Petersburg, FL; Exp. 2022
- Silver Lake: 72-units, Rehab, Family, Tampa, FL; 2015
- Cathedral Terrace: 240-units, Rehab, Elderly, Jacksonville, FL; 2017
- Blue Sky Brandon: 120-units, New Const., Family, Brandon, FL; 2017
- Sweetwater Villas: 56-units, New Const., Family, Tampa, FL; 2018
- Woodwinds: 96-units, New Const., Family/ Homeless, Clermont, FL; 2018
- Arbor Village, 80-units, New Const., Family/ Homeless, Sarasota, FL; 2020
- Preserve at Sabal Park: 144-units, New Const., Family, Tampa, FL; 2020
- SabalPlace: 112-units, New Const., Family/ Homeless, Tampa, FL; 2021
- Cathedral Townhouse: 177-units, Rehab, Elderly, Jacksonville, FL; Exp. 2021
- Clermont Ridge: 70-units, New Const., Elderly, Clermont, FL; 2021
- Cypress Village: 95-units, New Const., Family/ Homeless, Ft. Myers, FL; 2021



**President, Development Partner**

**Jay Miller**

Jay Miller is a specialist in planning and development of urban and suburban retail centers and mixed-use projects. After 20 years focused on development of large mixed-use projects for other companies, Jay created J Square Developers to identify sites for contemporary retail stores and multifamily residential communities in West Central Florida.

Jay Miller is a specialist in planning and development of urban and suburban retail centers and mixed-use projects. After 20 years focused on development of large mixed-use projects for other companies, Jay created J Square Developers to identify sites for contemporary retail stores and multifamily residential communities in West Central Florida. Mr. Miller graduated from the University of Michigan and received his master's degree in City and Regional Planning and Urban Economic Development from the John F Kennedy School at Harvard University. Throughout his career, he has directed development and management of specialty retail and mixed-use projects ranging in size from \$2.0 million to over \$100 million. His large-scale projects include expansion/renovations to CocoWalk and the Streets of Mayfair in Miami, Centro Ybor in Tampa and the Greene Towne Center in Dayton, Ohio.

Prior to establishing J Square, Mr. Miller was Sr. Vice President of Retail Development in Florida Ohio-based Equity Incorporated, where he advised Nationwide Realty Investors on the planning and development of a 140-acre mixed use project in the suburbs of Tampa, Florida. He served for 11 years as Regional Vice President of Development and Asset Management for Steiner + Associates. Steiner is one of the nation's leading developers of suburban and urban town centers based on the principles of new urbanism. Mr. Miller's career in retail development began in Miami when he joined Constructa US, the French company responsible for the development of the pioneering CocoWalk project in Coconut Grove. Several of Mr. Miller's projects with Steiner and Associates involved public private partnerships.

### **Community Involvement**

Mr. Miller is actively involved in the St. Petersburg and Tampa Bay community, serving as Finance Committee Member and past Board President of Pinellas Habitat for Humanity. He is as a Board Member (and Chair of the Housing and Land Use Committee) of the St. Pete. Chamber of Commerce and is also Past President and still serving on the Board of Gulfcoast Jewish Family and Community Services in Clearwater. Other past Board participation includes Bayfront Medical Center and its successor, the Foundation for a Healthy St. Petersburg (a health care conversion foundation). Finally, he is also current member of the national Board of Directors of the Network of Jewish Human Service Agencies.

### **Years of Experience: 39**

#### **Education**

- Bachelor of Urban Economics, University of Michigan, 1979
- Master of City and Regional Planning and Urban Economic Development, John F Kennedy School, Harvard University, 1981

#### **Selected Experience with Public Private Joint Ventures**

- Orange Station at the Edge, St. Petersburg, FL (J Square Developers)  
Mixed Use development featuring an office building, residential condominiums, workforce apartments and ground level retail surrounding a public plaza and parking structure
- The Greene Town Center, Beaver Creek, OH (Steiner + Associates)  
Open Air Mixed Use suburban town center anchored by a full-service department store, multiplex theatre, health club, 10 restaurants and 50+ retail shops, also featuring rental apartments, a limited-service hotel and office space.
- Centro Ybor, Tampa FL (Steiner + Associates)  
Open air urban entertainment center incorporating a National Register historic building, anchored by a multiplex cinema, GameWorks, Improv Comedy Club, retail shops and multiple restaurants.



Gas Plant LLC **Development Partner**  
**Roy A. Binger**  
**MBA**

Mr. Binger is a Financial Services Executive with a track record of generating profits and growing a retail franchise; broad experience including general sales management, marketing, strategic planning, and proven success leading high performing teams; excellent problem solving and partnership skills with over 30 years in the financial services industry.

Mr. Binger is a Financial Services Executive with a track record of generating profits and growing a retail franchise; broad experience including general sales management, marketing, strategic planning, and proven success leading high performing teams; excellent problem solving and partnership skills with more than 30 years in the financial services industry.

Mr. Binger is uniquely qualified to highlight risk management and commercial lending solutions to maximize profits within the guidelines of client's risk tolerance for growth. Some of the financial solutions provided to clients include directors and officers insurance, trade credit insurance, bonds, mergers, private equity and commercial loans, which help companies gain strong footing in the financial world. He has been awarded the Tampa Bay Business Innovator of 2013 award and was inducted into the Florida Business Hall of Fame. Roy currently serves on the boards of several organizations, including the Museum of Fine Arts and the University of South Florida, St. Petersburg.

Locally, he was instrumental in working with the City of St. Petersburg to bring a financial institution to the Midtown area. He insured the St. Petersburg College Midtown building and the Isaiah project with the Brayboys. He is currently working on the Tangerine Plaza Grocery Store project in Midtown. As a former member of the USF Board of Advisors, he was part of the process that led to the development of a student center and a school of business. Roy was also part of the team that led the sale of Bayfront Medical Center for \$205 million.

**Community Involvement / Initiatives**

- Tampa Bay Innovation Center, Board Member
- St. Petersburg Catholic High School, Board of Trustees St. Petersburg Junior Triton Basketball, Coach
- St. Petersburg Area Chamber of Commerce, Finance Committee

**Past Community Involvement / Initiatives**

- University of South Florida St. Petersburg, FL Board Member Museum of Fine Arts, Board of Trustees
- Bayfront Health System, Board of Trustees
- St. Petersburg School College of Banking Board Member City of St. Petersburg Pier Task Force

- St. Petersburg Area Chamber of Commerce, Board of Trustee/Economic Vice Chair St. Raphael School, Board of Trustees
- Tampa Bay Rays, Ray of Hope, Board Member
- Urban League of Cleveland, Board of Trustees/Treasurer Big Brother/Big Sisters, National Board Member
- Cuyahoga Metropolitan Housing Authority, Board of Trustees American Stage, Board of Directors
- Affordable Housing Program (SHIP), Advisory Council
- United Way Board of Directors, Pinellas County

**Years of Experience:** 30+

**Education**

- Master of Business Administration, Finance, University of Miami, Coral Gables, Florida
- Bachelor of Arts, Economics, College of the Holy Cross, Worcester, Massachusetts

**Selected Experience**

- Binger Financial Services, Founder, 2015 - Present Provides Risk Management Services and Financial Consulting
- Pilot Bank, Senior Vice President, 2021 - Present
- Seacoast Bank, Senior Vice President, 2019 – 2020 Sales Manager for five Commercial Lenders
- Wallace Welch and Willingham, Commercial Insurance Advisor, 2013 - 2015 Provided enterprise risk management solutions for complex commercial clients, based in St. Petersburg, FL
- SUNTRUST Bank, Executive Vice President, Tampa/St. Petersburg, Florida, 2002 - 2013 Represented SunTrust within the Community and partner with community leaders, civic organizations and the Arts to enhance community and cultural development; responsible for the branding and community leadership. Responsible for 110 branches with over \$7.0 billion dollars under assets with 700+ employees.



Gas Plant LLC **Development Partner**

## **Rev. Louis M. Murphy Sr.** **MBA**

Rev. Louis M. Murphy Sr. is a distinguished community and spiritual leader in the City of St. Petersburg, Florida. Rev. Murphy's business and experience includes over a decade in the corporate sector as a purchasing agent and manager for the St. Petersburg Housing Authority, the St. Petersburg Times and Florida Progress.

Rev. Louis M. Murphy, Sr. has dedicated his pastoral career to kingdom building, inside and outside the walls of Mt Zion Progressive Missionary Baptist Church, where he was installed as Pastor in May 1999. He entered the ministry with a lifelong track record in secular leadership. A one-time Drum Major for the famous Florida A&M Marching 100 band, a former non-commissioned Marine Corps officer, and a 4-year District Executive for the West Central Florida Council of Boy Scouts of America, Rev. Murphy brought his passion for service to Mt Zion Progressive. Rev. Murphy's business and experience includes over a decade in the corporate sector as a purchasing agent for the St. Petersburg Housing Authority, the St. Petersburg Times and Florida Progress. In his role as Senior Pastor of Mt Zion Progressive Missionary Baptist, Rev. Murphy led the congregation to pay-off the church's \$2.1 million mortgage 13 years ahead of schedule, before spearheading a multi-year campaign to redevelop the Mt Zion campus. The effort has so far resulted in Mt Zion's acquisition of over 20 parcels of land in areas adjacent to Mt Zion's three-story headquarters, and the church's redevelopment of 50,000 square feet of space across multiple buildings owned by the congregation. Rev. Murphy has purchased and rehabilitated two residential properties in South St. Petersburg and acquired land to begin a third project.

Honors bestowed upon Rev. Murphy include the Distinguished Citizen of the Year Award by the Boy Scouts, the NAACP President's Award, the Omega Psi Phi Fraternity Citizen of the year Award, the St. Petersburg Bar Association Liberty Bell Award, and the WBTN Radio Ministry Recognition Award. His media contributions include articles as a feature writer in the St. Petersburg Times, (now Tampa Bay Times), past appearances on TV and radio talk shows including, WMNF's Radio Activity, WTMP's Jettie B. Wilds Show, and Fox 13 News. He was also featured on the cover of The Power Broker magazine in 2006. Currently, he can be heard on Praise 1590 WRXB, every Saturday morning at 7:30.

### **Additional Community Involvement / Initiatives**

Outside the walls of the church, his unwavering focus on effective community change placed Mt. Zion on the leading edge of economic and spiritual renewal in the City's most overlooked areas. In 2001 he became a founding Board member of Urban Development Solutions, when he along with four others seeded a \$100,000 loan for the development of Tangerine Plaza, a 47,000 square foot shopping center that opened in 2005 as the first private investment venture in Midtown, in 30 years. In 2004, he Co-chaired the Power On! campaign, which was credited with helping to produce a record black voter turnout in south St. Petersburg. In 2006, he joined other faith leaders in the Calling the Men Home initiative, which assembled 4,000 men in an effort to galvanize renewed leadership of their families, churches and communities. The same year, Murphy led a 1,000 person rally calling for collective action against the violence that claimed the lives of many youth on the streets of St. Petersburg.

### **Years of Experience: 30+**

### **Education**

- Bachelor of Science, Business Administration, Chaminade University

### **Current and Past Affiliations and Employment**

- Mt Zion Progressive Missionary Baptist Church
- St. Petersburg Housing Authority
- The St. Petersburg Times
- Florida Progress
- West Central Florida Council of Boy Scouts of America



**Manager and Principal, Development Partner**

## Bowen A. Arnold

JD

Bowen is Manager and Principal of DDA Development, LLC, a fully integrated real estate development company with capabilities in development, investment, finance, asset management and construction. Bowen has overseen the design, financing and development of over \$600m in investment property, including the syndication of \$250m+ in federal tax credits, raising \$200m+ for various real estate partnerships. DDA primarily develops projects as a principal, but has partnered with for-profit and non-profit groups on many developments in the past. A native of Miami, Florida, Bowen held various executive positions within the real estate industry prior to forming DDA Development.

**Years of Experience:** 34

### Employment

- DDA Development, LLC
- West Neptune Investments, LLC

### Education

- Juris Doctor, cum laude, University of Miami School of Law, 1996
- Bachelor of Business Administration, Finance, University of Miami School of Business, 1986

### Registrations / Certifications / Memberships

- Member, Florida Bar, ('01-present)
- Real Estate Broker, Florida Real Estate Commission, ('91-present)
- Hillsborough County City-County Planning Commission ('10-'17)
- Hillsborough County MPO ('12-'13)
- Greater St. Petersburg Economic Development Corporation

### Selected Projects

- Icaria on Pinellas, Tarpon Springs, Florida (236 Units)
- Heights at Gracepoint, Tampa, Florida (64 Units)
- The Pearl, Tampa, Florida (314 Units)
- Graham at Gracepoint, Tampa, Florida (90 Units)
- Salvador Condominium, St. Petersburg, Florida (74 Units)
- Campell Landings, St. Petersburg, Florida (96 Units)
- Cypress Landing, Tampa, Florida (24 Units)



**President & CEO**

## Mike Sutton

CFRE, CFRM

Mike Sutton is the President and Chief Executive Officer for Habitat for Humanity of Pinellas and West Pasco Counties, where he has served since March 2014. As CEO of a \$25M nonprofit organization, Mike provides leadership and oversees the continued delivery of the Habitat for Humanity mission of partnering with people in need to build and renovate decent, affordable housing in Pinellas and West Pasco Counties. He is responsible for building and growing community partnerships, directing staff and volunteers, overseeing fundraising efforts, and maintaining a high level of quality for all Habitat programs. Since 2017, Habitat for Humanity of Pinellas and West Pasco Counties has been one of the top 3 highest performing Habitat affiliates (of nearly 1,100 Habitat affiliates in the U.S.) based on new home construction each year.

Mike is a Certified Fund Raising Executive (CFRE) with experience in the nonprofit sector dating back to 2001. Prior to his role with Habitat for Humanity, he spent five years with Big Brothers Big Sisters where he served as Executive Vice President & Chief Development Officer. Before he relocated back to the Tampa Bay community, he served as Director of Development for Habitat for Humanity in Bryan/College Station, Texas, while also serving as a member of the Board of Directors for the State Association of Texas for Habitat for Humanity. Mike also has experience working for the YMCA for five years.

Mike is an active member of the Valspar Championship Copper Heads, the University of South Florida Alumni Association, and the Tau Kappa Epsilon Fraternity Education Foundation.

He has served on the Board of Directors for the Nonprofit Leadership Center of Tampa Bay, the Habitat for Humanity State Association of Florida and the Pinellas Park Chamber of Commerce. He currently serves on the Board of Directors for Amplify Clearwater, formerly known as the Clearwater Regional Chamber of Commerce, which he chaired in 2020.

**Years of Experience:** 25+

### Education

- Bachelor of Arts, University of South Florida
- Certificate in Fundraising Management through Indiana University's Center on Philanthropy

### Registrations / Certifications / Memberships

- Certified Fund Raising Executive (CFRE)
- Up & Comer, Tampa Bay Business Journal (2010)
- Power 100 List, Tampa Bay Business Journal (2022)
- Former Board of Directors for the Nonprofit Leadership Center of Tampa Bay
- Habitat for Humanity State Association of Florida
- Pinellas Park Chamber of Commerce
- Board of Directors for Amplify Clearwater



**Chairman & CEO, Integral**

## Egbert L.J. Perry

Egbert L. J. Perry, a native of Antigua and Barbuda, is the Chairman and Chief Executive Officer of Integral, a company he co-founded in 1993 with a mission to “create value in cities and (re)build the fabric of communities.” Since then, Integral has become a premier provider of sustainable real estate and community solutions in mature and emerging markets across the United States and, more recently, internationally. The company is vertically integrated with subsidiaries in the community development, commercial real estate, investment management, property management, and program management fields.

A community development, commercial real estate and construction professional since 1979, Egbert has developed and/or built most project types, including residential, office, retail, institutional and mixed-use projects. For 13 years from early 1980 to late 1992, he helped to grow an Atlanta-based real estate and construction company into the nation’s 3rd largest African American owned business, with annual revenues of about \$200 million.

Integral’s mission was first put on display in 1996 when Centennial Place, a collaboration that also involved another firm and the Atlanta Housing Authority, was created. This forwardthinking project was the nation’s first urban mixed-use community, integrating mixed-income housing, early childhood development, K-12 education reform, recreation, health & wellness facilities, and human services. This holistic revitalization approach to community development has since been emulated in Atlanta and scores of cities across the country.

**Years of Experience:** 40+

### Education

- Bachelor of Science and Master of Science, Civil Engineering, Towne School, University of Pennsylvania
- Master of Business Administration degree, Finance and Accounting, Wharton School, University of Pennsylvania

### Registrations / Certifications / Memberships

- Board Member, University of Pennsylvania since 1996
- Atlanta Business League
- National Center for Civil & Human Rights
- Central Atlanta Progress, serving as Chair from 2011 to 2014
- Carter Center



**Managing Principal, Integral**

## Kareem Brantley

Kareem T. Brantley is a 4th generation Floridian, born and raised in Miami-Dade County. After graduating with an electrical engineering degree from the University of Florida, Mr. Brantley relocated to Miami after a brief stint as a software programming engineer. After working at FPL as a power distribution utility designer for large scale real estate development projects, in 2002 Mr. Brantley began to transition into real estate development and construction management.

Earning a graduate degree from Florida International University in finance in 2004, Mr. Brantley completely transitioned out of core engineering into finance and real estate development full time. Kareem attained a CFA Charter from the Chartered Financial Analysts Institute in 2011 (formerly the Association of Investment Management and Research).

In 2003, Mr. Brantley began building single family homes throughout South Florida, using construction to permanent buyer financing through SunTrust Bank. Subsequently he added redevelopment of multifamily properties and managing property for others to more vertically integrate his development company. In 2009, Mr. Brantley formed a group to acquire, renovate and operate multi-family properties and manage buildings for others in Florida that focused on distressed and underperforming properties in need of better management that could be acquired quickly for cash. These early experiences helped him build competencies that have added to a skill set of project implementation, financial forecasting and modeling, site plan layout and design, and negotiation.

Mr. Brantley found additional opportunity to pursue mixed use commercial development and other commercial deal driven real estate acquisitions throughout Florida. In 2020, Mr. Brantley formed a joint venture with Integral Development (Atlanta, Georgia) to pursue commercial real estate opportunities and community development real estate projects in Miami, Florida.

In 2021, Mr. Brantley formally merged Bravis Group’s real estate development operation into a partnership with The Integral Group, focusing on business opportunities throughout the State of Florida, with emphasis on South Florida, Central Florida, Florida’s Gulf Coast Region and Northeast Florida.

**Years of Experience:** 20+

### Education

- Bachelor of Science, Electrical Engineering, University of Florida
- Master of Science, Finance, Florida International University

### Registrations / Certifications / Memberships

- CFA Institute
- Miami Foundation Fellow (Class VIII)
- Chair, City of Miami Beach Planning Board
- Jackson Health Systems Miracle-Building Bond Program CAC
- Licensed Realtor (Sales Associate)
- Chartered Financial Analyst (CFA) Charterholder
- FINRA Series 66 (IAR)





Senior Vice President, Office Development Partner

## Bill Guthrey

Bill Guthrey isn't a fortune teller, but he does read tea leaves, figuratively if not literally. "As a company that develops masterplanned projects, KDC is reading the tea leaves to determine the future path of growth. We're reading the market and creating places that will meet present and future demand."

Bill's primary responsibilities at KDC include the marketing and management of KDC's Land Ventures, which include over 500 acres of prime office, industrial and mixed-use land positions located throughout the country. He focuses on establishing joint ventures with land owners who need a partner with master planning and development experience.

Bill joined KDC in 1995 to market and develop the site of the former Greater Southwest International Airport/Amon Carter Field in Fort Worth, Texas. That project, CentrePort Business Park, is now home to some of the nation's largest companies.

All in all, Bill's experience at KDC encompasses the development and leasing of office and industrial projects totaling over 2.5 million square feet and the development or sale of over 1,000 acres of land.

Away from the office, Bill is active in his church and involved with mentoring youths in a faith-based setting. He also enjoys tennis, golf, and volunteering with Builders of Hope, a non-profit housing developer that delivers quality affordable housing to needy families in Dallas. His dream is to work for a non-profit and help people with their housing needs.

**Years of Experience:**  
37

### Education

- Bachelor of Business Administration in Finance, Texas Tech University
- Master's in Business Administration, University of Texas at Dallas

### Selected Projects

- Healthcare Associates
- Epic Deep Ellum
- AAA
- NBC Universal



CEO, Mixed-Use Development Partner

## Josh Childress

With over 10 years of experience as a venture capitalist and real estate investor, Josh Childress co-founded LSG in 2018 to further his personal commitment to community redevelopment. While Josh began his career as a professional basketball player in the U.S., followed by Greece, Australia and Japan, he has always had a passion for real estate and philanthropy.

In 2010, Josh founded the Josh Childress Foundation (JCF), which provides mentorship and resources to high school and collegiate athletes. He also established and funded the Josh Childress Athletic Scholarship, the first ever Summer Studies scholarship at Stanford University. Josh received his B.A. in Sociology from Stanford University.

**Years of Experience:**  
10

### Education

- Bachelor of Arts, Sociology, Stanford University

### Community Initiatives

- Founder, Josh Childress Foundation

### Selected Projects

- Cinespace, Chicago, IL and Toronto, ON
- The Edgeway, Mixed-Use Development, Bellflower, California
- The Garvey, Affordable Housing Development, Compton, CA
- The Highline, Multi-family Development, Las Vegas, NV
- VEA (Newport Beach Marriott), Newport Beach, California



President & CEO, PMG

## Kevin Maloney

Kevin founded PMG in 1991 and has managed all facets of over 170 residential and commercial real estate development projects totaling more than \$12B in delivered assets. He advises on every aspect of the company's wide-spanning operations, including general strategy, partnerships, investment vetting and procurement of capital sources.

Under Kevin's direction, PMG has grown into a premier national development firm predominantly focused on creating exceptional ground-up residential communities in the most desirable locations. He has successfully re-positioned over 80 residential complexes in Manhattan alone and has overseen the development of many renowned luxury high-rises in New York City, including Walker Tower, Stella Tower, 10 Sullivan, Queens Plaza South and 111 W 57th St. Kevin began transitioning the company down to Florida in 2009.

**Years of Experience:** 30

### Education

- University of Buffalo

### Registrations / Certifications / Memberships

- 10 Sullivan, New York City, NY  
24-unit, 85,000 sf condo that offers two-bedroom homes with 50 feet of windows, full-floor residences with direct elevator access, wraparound balconies and 360-degree views
- The Elser Hotel & Residences, Miami, FL  
646 units, accompanied by a large pool deck, a coworking lounge, and a full-service lobby restaurant and café.
- Echo Brickell, Miami, FL  
81-unit, 269,000 sf condo with state-of-the-art residences. The project includes custom PMG smart home technology, marble flooring, and panoramic bay and ocean views
- X Miami, Miami, FL  
464-unit apartment community featuring integrated public food and beverage service, in-unit smart technology, a modern gym and fitness studio, multi-level co-working spaces, and daily event programming
- Society Las Olas 1, Fort Lauderdale, FL  
639-unit mixed-use apartment community with the largest pool and gym facilities of any asset in its class, 30,000 sf of retail, and sky-grilling and co-working amenities that overlook downtown
- Society Wynwood, Miami, FL  
318-unit mixed use apartment community that is currently under construction. The project includes ground floor retail, an interior courtyard, an expansive roof-top pool deck with a bar and restaurant overlooking Wynwood's Art & Design district



Principal, PMG Affordable

## Dan Cookley

Dan Cookley is the Principal of PMG Affordable, and is responsible for all aspects of the business, including acquisitions of development sites and existing assets, relationships with venture partners and housing authorities and the execution of financings and development.

Dan has 25 years of direct real estate experience starting at Lehman Brothers for nearly a decade and serving as a Principal in its real estate private equity business. He has also served in senior management roles at other prominent lending and private equity investment firms and as a Sponsor principal on numerous deals. During his career, he has deployed over \$2 billion in capital towards real estate transactions.

**Years of Experience:** 25

### Education

- Bachelor of Arts, Dartmouth College

### Registrations / Certifications / Memberships

- Robles Park, New York, NY  
Awarded Master Developer Partner Role by Tampa Housing Authority for the redevelopment of its 35-acre property. Approximately 1,400 anticipated units (the majority of which are affordable and workforce). Additional features include a 25,000 SF hub and 5,000 SF training center (providing on-site resources), as well as the Zion Cemetery Memorial, Museum and Genealogy Center
- Cornaga Place, New York, NY  
92-unit affordable housing multi-family development (Supportive Housing)
- Glenview Apartments, Stamford, CT  
130-unit multi-family development
- 1 Queens Plaza South, New York, NY  
391-unit multi-family development
- Echo Aventura, Aventura, FL  
190-unit condo development
- 1401 Elm, Dallas, TX  
Re-development of existing one million sf office tower into multi-family
- Mission Place, San Francisco, CA  
595-unit condo-conversion of multi-family asset
- Elysian at Tivoli, Las Vegas, NV  
350-unit multi-family development



**President & CEO, Development Partner**

## Michael Lundy

As President and CEO of the St. Petersburg Housing Authority, Michael Lundy leads a dynamic team of housing professionals, managing over 400 public and affordable housing units and over 3,700 Housing Choice Vouchers. Michael is a seasoned housing professional with over four (4) decades of affordable housing management and real estate development experience. Over the years, he has led teams to renovate and/or build over 1,400 affordable housing units and assist over a hundred families move up and out of subsidized housing. Through his leadership, he has helped to strengthen and/or rebuild affordable housing programs across the country, including Ohio, Maryland, Pennsylvania, Alabama, and currently in St. Petersburg, Florida.

As a youngster, Michael’s family spent some time living in Cincinnati Public Housing. During those years, his parents instilled in him and his brothers the concept that, for able-bodied families, public housing was to serve as a stepping-stone to non-federally assisted housing options. Thus, it was always the family’s goal to move beyond any dependency on public housing. By the time Michael was in high school, his parents had saved enough money to move out of public housing into their first single family home.

After receiving his undergraduate degree in Psychology and Social Work from Knoxville College in Tennessee, he returned to Cincinnati where he began his professional housing journey at the Cincinnati Metropolitan Housing Authority, where he gained experience working in several departments. Those early hands-on professional experiences helped to shape Michael’s housing philosophy and inspired him to pursue his Masters of Public Administration at Xavier University.

Michael is a strong advocate of educational and housing programs, which support social and economic independence such as the Family Self-Sufficiency program and the Public Housing and Housing Choice Voucher homeownership programs. He believes that affordable housing programs can help position low-income families to become self-sufficient through education, training, and employment opportunities, which then create pathways for families to transition to housing options beyond public housing.

Throughout Michael Lundy’s housing career, he has led diverse teams of professionals to new levels of success by introducing innovative strategies and fostering productive, fast-paced work environments. He is excited to utilize his extensive knowledge and experience in his work with City leadership, community partners, and the private sector to increase the number of affordable housing options available to help address the housing crisis in our City, while developing and enhancing self-sufficiency and homeownership opportunities for low and moderate-income families.



**Board of Commissioners Chairperson, Development Partner**

## James Dates

James Dates is well-versed in administration and management of a wide variety of complex and sensitive governmental initiatives, topics and programs. He has directed, with a strong record of accomplishment and the highest integrity and professionalism, major organization-wide issues relating to government, community affairs, human resources, budget and research, social services, public safety and consumer affairs.

He possesses keen communication skills, critical thinking abilities and exceptionally diverse interpersonal qualities. He maintains a highly regarded internal and external reputation and is known as an innovative and collaborative partner with the ability to successfully navigate and negotiate sensitive, difficult, or divisive issues at every level of the organization. Mr. Dates has served on numerous boards in the City of St. Petersburg and Pinellas County.



**PERKINS — EASTMAN** Principal and Board Director  
Principal-in-Charge

**Stanton Eckstut**  
FAIA

Stan Eckstut is the Master Planner and Coordinating Architect on the Historic Gas Plant District redevelopment. As Principal-in-Charge, Stan will provide project leadership and has the primary responsibility of providing direct oversight for the design throughout the duration of the project.

Stanton Eckstut is a Principal and Board Director of Perkins Eastman. Stan's work encompasses large-scale development, higher education buildings and plans, primary and secondary schools, transit systems, office buildings, waterfronts, and courthouses.

Throughout such wide-ranging projects, there remains one primary constant: a dedication to complementing form and shape with use and context. Regardless of their scale, Stan's projects all represent his dedication to creating great places, places that will surpass expectations and thrive within a community's collective experience.

Many of Mr. Eckstut's projects have received awards and critical acclaim. In 2006, he received a Distinguished Service Award from the Citizens Housing & Planning Council, and in 2004 he was given a Distinguished Achievement Award from the New York Society of Architects. Perhaps Mr. Eckstut's most praised project, Battery Park City was honored with ULI's prestigious Heritage Award.

### **Years of Experience**

58

### **Employment**

- Perkins Eastman; New York, New York; 2011 – Present
- Ehrenkrantz Eckstut & Kuhn Architects; New York, New York; 1986 – 2011

### **Education**

- Master of Architecture University of Pennsylvania
- Bachelor of Architectural Engineering Pennsylvania State University State College

### **Registrations / Certifications / Memberships**

- Registered Architect licensed in New York, New Jersey, Pennsylvania, Connecticut, Massachusetts, Arizona, Virginia, Maryland, Florida, Texas, Louisiana, and Ohio
- Member of the American Institute of Architects College of Fellows
- Certified by the National Council of Architectural Registration Boards (NCARB)

### **Selected Projects**

- The District Wharf Phase One; Washington, District of Columbia; 2012
- Battery Park City; New York, New York; 2012
- MetroTech Master Plan; Brooklyn, New York; 1998
- Paseo Colorado; Pasadena, California; 2001
- Assembly Doraville USA; Doraville, Georgia
- Banco Polular Center; San Juan, Puerto Rico; 2024
- Gateway Center, Los Angeles, California; 1995
- Circle Center, Indianapolis, Indiana; 1997
- New Brunswick Mixed-Use Development, New Brunswick, NJ; 2012
- Knox District Master Plan, Dallas, Texas



**The District Wharf**

The District Wharf, a new 5 million sf mixed-use district in Washington DC’s Southwest waterfront, has become one of the most successful destinations in the nation’s capital. The Wharf program encompassing a major new theater, offices, retail, hotels, and mixed income housing, is oriented around a variety of inventive and vibrant public spaces, marinas and ten acres of parks. The maritime heritage of the waterfront is celebrated through the preservation of the existing Fish Market, and the reactivation of the water’s edge



**Battery Park City**

This design for a new mixed-use community on a 92-acre landfill on Lower Manhattan’s Hudson River waterfront created a new paradigm for large-scale urban development.

The 1979 Master Plan for Battery Park City represented a bold statement of confidence about the enduring value of urban life. The Plan envisioned Battery Park City as an extension of the Downtown street grid, organizing the neighborhood around classic New York public space typologies.



**MetroTech Center**

MetroTech brings together academic and business interests within Downtown’s existing street grid. The design establishes a remarkable set of public environments accompanied by a detailed set of guidelines to address street-level treatment, materials, and massing.



**Paseo Colorado**

The design turned this mall inside out, knitting the new development back into the downtown street grid. By introducing a mix of offices, hospitality, retail and residential above the existing retail, the design reused much of the mall’s existing structure as well as its underground parking garage.



**PERKINS — Associate Principal**  
**EASTMAN Urban Design Principal**

**Vijo Cherian**

AICP

Vijo Cherian is the Urban Design Principal on the Historic Gas Plant District redevelopment. As Urban Design Principal, Vijo will coordinate the overall plan and oversee the unique urban place making characteristics of the development by coordinating the efforts of the project team. Vijo will be overseeing the urban design and planning throughout the duration of the project, using his expertise to create innovative, cutting edge designs for the projects distinctive urban environments.

Vijo Cherian has more than 20 years of experience working on projects ranging in scale from city-wide interventions and urban spaces to building architecture. Vijo brings expertise in master planning, urban design, and site analysis, as well as envisioning development scenarios, structuring implementation strategies, and developing design guidelines for large, mixed use, staged, public, and private developer-led urban projects. His practice area ranges from urban health facilities, new live-work environments, town centers, waterfront development, downtown revitalization, and complex urban transportation hubs.

At every scale, his work has focused on contributing to the larger context and creating unique urban environments. This focus on the public realm has been evident in his work for the Assembly Master Plan in Doraville, GA, the Town Center Master Plan for Research Triangle Park, and San Antonio's Downtown Transit Plan, which then led to VIA's Centro Plaza.

### **Years of Experience**

27

### **Employment**

- Perkins Eastman; New York, New York; 2011 – Present
- Antonio DiMambro + Associates; New York, New York; 2006 – 2011
- BMTPC; New Delhi, India; 2000 – 2005

### **Education**

- Master of Urban Design University of California at Berkeley
- Bachelor of Architecture School of Planning and Architecture

### **Registrations / Certifications / Memberships**

- Registered architect licensed with Council of Architecture, India
- Certified planner with the American Institute of Certified Planners (AICP). 2014
- Member of the American Planning Association (APA)

### **Selected Projects**

- The Assembly, Doraville; Doraville, Georgia,
- Banco Popular Center; San Juan, Puerto Rico; 2024
- Downsvew Media District; Toronto, Canada
- Knox District: Master Plan; Dallas, Texas
- Cleveland Waterfront Vision Plan; Cleveland, Ohio
- Long Wharf Responsible Growth Plan; New Haven, Connecticut
- San Antonio's Downtown Transit Plan; San Antonio, Texas
- VIA Centro Plaza; San Antonio, Texas



**The Assembly, Doraville**

A new vision for Doraville, located just 30 minutes from Downtown Atlanta by rail, where walkable, transit-oriented, mixed-use, bicycle friendly environments are integrated into the workplace.



**Banco Popular Center**

Phase One of this mixed-use development includes two buildings and a central plaza, along with supporting infrastructure of new streets, intersections, and crosswalks. The phase one program totaling 725,000 sf, includes street-oriented retail, a training center, offices, a hotel, a fitness center, and parking garages.



**Downsview Media District**

The Media District plan exercise will involve creating a functional concept for the development of the District. The District Plan will integrate the first phase of studios (Phase A) and its future expansion (Phase B), which will together make up the Studio Campus. Anchored by the Studio Campus, the Media District will also include residential and commercial uses, community amenities and open spaces. The District will provide appropriate transitions to the existing surrounding context and will anticipate integration with future neighbourhoods on the remaining Northcrest lands as per the emerging Framework Plan.



**Knox District: Master Plan**

Master plan and vertical design for a high density, auto-convenient yet pedestrian oriented mixed-use center. The site is positioned with prominent views to downtown Dallas and has direct access to a 3.5 mile recreational trail system known as the Katy Trail that connects downtown Dallas to the outer reaches of the city. Knox District is envisioned as the front door to Katy Trail. The plan focuses on at least ten different environments, of varying shape size, and character.



**PERKINS —** Principal and Board Director  
**EASTMAN** Hospitality Resource Principal

**Barbara Mullenex**

AIA

Barbara Mullenex is the Hospitality Resource on the Historic Gas Plant District redevelopment. As the Hospitality Resource, Barbara oversees Perkins Eastman hospitality design with the project team. She brings her extensive hospitality expertise and point of view to the overall district planning efforts, and acts as a sounding board to the project team for evaluating alternatives. Barbara is an industry leader and brings extensive knowledge and skills in programming, planning and design of complex architectural projects.

Barbara Mullenex has over 35 years of industry experience. Having focused especially in the areas of hospitality and corporate interiors, Barbara has led the design and management of numerous high-profile and complex hospitality projects throughout her career. Her expertise in this area and her focus on producing creative and innovative solutions for her clients make her an asset for the firm's hospitality and interiors practices. In addition to her expansive portfolio of work, Barbara has been heavily involved in the community through work with volunteer programs and non-profit organizations, helping to set a philanthropic example for the industry.

#### **Years of Experience**

38

#### **Employment**

- Perkins Eastman; Washington, District of Columbia; 2012 – Present
- OPX; Washington, District of Columbia; 1986 – 2012

#### **Education**

- Bachelor of Architecture; University of Maryland

#### **Registrations / Certifications / Memberships**

- Registered architect licensed in Maryland.
- Member of the Executive Committee of the Federal City Council, Economic Club, International Women's Forum, as well as on the Board of Directors and Vice Chair for the Maryland Youth Ballet and a member of the ULI Advisory Board.

#### **Selected Projects**

- The Hoxton, Williamsburg; Brooklyn, New York
- 900 F Street NW; Washington, District of Columbia
- Hilton Washington; Washington, District of Columbia
- The Rise at the Boro; Tysons, Virginia
- W Hotel, Washington, District of Columbia
- 250 Fifth Avenue; New York, New York
- Newport News Marriott at City Center, Newport News, Virginia
- Hilton Innovation Gallery, McLean, Virginia
- Riggs Hotel, Washington, District of Columbia
- 99 Hudson, Jersey City, New Jersey





**PERKINS — EASTMAN** Resource Principal  
Sustainable Design

## Heather Jauragui

LEED AP BD+C, O+M, CPHC

Heather Jauragui is the Sustainability Specialist on the Historic Gas Plant District Redevelopment. As Sustainability Specialist, Heather will help guide sustainability goals for design development of the overall district as well as the phase 1 buildings. Heather will guide the design process from goal setting to strategy identification to measuring results throughout the duration of the project.

Heather Jauregui is a Sustainability Specialist on the Firmwide Sustainability Team. Combining her passion for both research and architecture, she works to propel the industry toward a more sustainable future in two main facets at Perkins Eastman. First, as a firmwide resource, she works internally to educate architects about sustainability, and to provide them with easy access to key research and tools that they need to integrate sustainability into the design process. Second, she works as an internal consultant on key projects to help guide the design process from goal setting to strategy identification to measuring results. Her expertise in passive design, building science, Indoor Environmental Quality, and pre/post-occupancy evaluations provides valuable contribution to both the projects that she is involved with, and the firm as a whole.

### Years of Experience

10

### Employment

- Perkins Eastman; Washington, District of Columbia, 2015 – Present
- Callison RTKL; Washington, District of Columbia, 2013 – 2015

### Education

- Master of Architecture, University of Oregon
- Bachelor of Architecture, Clemson University

### Registrations / Certifications / Memberships

- LEED® Accredited Professional for Building Design and Construction
- Operations and Maintenance
- Associate Member of the American Institute of Architects (Assoc. AIA)
- Member of the International Living Future Institute, and
- Member of American Society of Heating, Refrigerating and Air-Conditioning Engineer
- Member of the Society of Building Science Educators
- Member of the Latin American Interior Designer, Engineers and Architects.

### Selected Projects

- W Hotel; Washington, District of Columbia
- McMillan; Washington, District of Columbia
- Guayaquil Airport Master Plan; Guayaquil, Ecuador
- WeLive Crystal City; Arlington, Virginia
- DC DGS Northeast Heights HQ; Washington, District of Columbia
- Washington University: McKelvey Hall; St. Louis, Missouri
- Benjamin Banneker High School; Washington, District of Columbia
- Latrobe Research Grant; Nationwide



**Partner-In-Charge of Design,  
Vertical Architect**

**Curtis J. Moody**

**FAIA, NOMA, NCARB, LEED AP**

Award-winning architectural designer Curtis J. Moody has been involved in the design of several billion dollars in construction over his 51-year career. A winner of the prestigious Whitney M. Young, Jr. award as an outstanding African American Architect in the United States in 1992, Curt's designs have won more than 350 design citations, including more than 55 from the American Institute of Architects (AIA) and 45 from the National Organization of Minority Architects (NOMA), more awards than any other minority architectural firm in the United States.

In 2002, Curt was given the Distinguished Service Award from The Ohio State University, being one of only three recipients that year. And in 2007, he received the AIA Ohio Gold Medal Award just one year after Moody Nolan received the AIA Ohio Gold Medal Firm of the Year Award. Moody Nolan is the only firm to win this coveted award consecutively. Recently, Curt was reappointed to serve as a peer reviewer for the Architect/Engineer selection panel for the General Services Administration (GSA) Design Excellence Program. Curt and the firm have been featured in numerous publications including Architectural Record, Fortune 500 and MBE Magazine.

#### **Community Involvement / Initiatives**

Curt Moody's success stems from his ability to form enduring relationships, starting with engagement at the local level. While he has served on many civic, corporate and nonprofit boards – including those for the Columbus Chamber of Commerce, the Hilltop Health Center and the YMCA of Central Ohio, he believes the community can best serve the city through hands-on initiatives that improve people's lives. His greatest contribution has been the creation of the Legacy House Project, an initiative to provide a mortgage free home to a family in need in each community in which Moody Nolan operates.

#### **Years of Experience:**

51

#### **Employment**

- Moody Nolan Architect / CEO; 1982-2019, Chairman of the Board; 2020-Present

#### **Education**

- Honorary Doctorate, Ohio Dominican University
- Harvard Graduate School of Design
- Columbus Technical Institute
- Bachelor of Science, Architecture, The Ohio State University

#### **Registrations / Certifications / Memberships**

- Registered Architect, 1982: MO, OH
- NCARB 1997
- USGBC LEED Accreditation, 2009

#### **Selected Projects**

- Morgan State Mixed-Use Student Housing, Baltimore, MD; Ongoing
- The Residences at Topiary Park Mixed-use Development, Columbus, OH; 2020
- Bridge Park Development, Dublin OH; 2020
- Columbus Commons Mixed-Use Development, Columbus, OH; 2014
- Current at the Banks, Phase 1A, Cincinnati, OH; 2011
- Warner Swasey Redevelopment, Cleveland, OH; Ongoing
- Vital Brooklyn Redevelopment, Brooklyn, NY; Ongoing
- Poindexter Village, Columbus, OH; 2018



Bridge Park Development

Partner-In-Charge of Design for the mixed-use redevelopment project along the east bank of the Scioto River in Dublin, Ohio. This development was completed in close coordination with the City of Dublin as they improve public infrastructure in this area. Completed in phases, the 16-building, six-parking structured private development includes offices, a 150 key hotel and conference center, restaurants and service retail, a fitness center, neighborhood grocer, as well as for-rent and for-sale housing, totaling 851 units. 2020.



Current at The Banks

Partner-In-Charge of Design for Phase 1A of The Banks, the area of Cincinnati's Central Business District that abuts the Ohio River. This phase of the project included approximately 300 rental dwelling units in a mix of one- and two-bedroom types along with approximately 60,000 sq. ft. of retail and restaurant space. Moody Nolan was teamed with CR architecture + design. 2011.



Columbus Commons

Partner-In-Charge of Design. Moody Nolan, as the Architect-of-Record in association with developer Carter, led the design of this new \$37.5 million, 286,000 sq. ft. residential and retail development. The mixed-use development consists of two six-story buildings comprising ground floor retail and approximately 301 residential units (a mix of studios, one- and two-bedroom units and town homes facing the park). Together with the nine-acre Columbus Commons park and the Bicentennial Pavilion, the new mixed-use development rejuvenates the former City Center Mall site, creating a vibrant community identity and reflects the vision for both current and future development of downtown Columbus. 2013.



River and Rich

Partner-In-Charge of Design for the exciting, new mixed-use development project located in East Franklinton, which runs along the Scioto River and recently completed Scioto Greenways. Phase I of the project includes +/- 24,000 square-feet of ground floor retail along Rich Street, a 300-space parking garage and over 200 residential units. The two larger buildings designed by Moody Nolan face Rich Street. This project joins the exciting East Franklinton urban renewal and growing number of established and new businesses. Moody Nolan worked with CASTO to coordinate and implement a creative approach to public areas funded by the City of Columbus as part of the P3 (Public Private Partnerships) process. 2019.



**Partner-In-Charge, Vertical Architect**

**Jay Boone**

AIA

Jay, in his role as a Partner-in-Charge, is responsible for overall production, client management, and milestone scheduling. Jay has more than 35 years of experience as a project executive/project architect and currently serves as Moody Nolan's Director of General Architecture. As the studio director, Jay oversees the majority of the firm's housing and hospitality, workplace, public safety, civic, transportation, aviation, and education projects.

Jay has been a member of the Moody Nolan team for 24 years and has worked as a Project Architect, Project Manager, and now Partner-in-Charge on the majority of the firm's housing, corporate, and mixed-use development projects. Jay has collaborated with numerous developers to design successful projects on time and in budget.

For the last 20 years, Jay has been passionate about working on transformative residential communities that have over time been neglected and are in search of hope. He sees great satisfaction in collaborating and assisting communities to achieve both affordable and market rate housing and sustainable amenity spaces.

#### **Community Involvement / Initiatives**

Jay is currently serving as a board member for the Ohio Wildlife Center.

#### **Years of Experience:**

35

#### **Employment**

- Moody Nolan, Columbus, OH; 1998-current
- Shremshock Architects, Columbus, OH; 1996-1998
- Trott Architects, Columbus, OH; 1992-1996
- Giesken Architects, Columbus, OH; 1991-1992
- Williams Shepard Architects, Dublin, OH; 1988-1991
- Harold C. Baker Architects, Worthington, OH; 1987-1988

#### **Education**

- Bachelor of Science, Architecture, The Ohio State University

#### **Registrations / Certifications / Memberships**

- Registered Architect, OH; 1994
- American Institute of Architects

#### **Selected Projects**

- Bridge Park Development, Dublin OH; 2020
- Columbus Commons Mixed-Use Development, Columbus, OH; 2014
- Poindexter Village, Columbus, OH; 2020
- The Residences at Topiary Park Mixed-Use Development, Columbus, OH; 2020
- Third and State Mixed-Use, Columbus, OH; Ongoing
- River and Rich, Columbus, OH; 2019



**Principal, Housing Planning and Programming**

## Yanitza Brongers-Marrero

AIA, NCARB, LEED AP BD+C,  
LEED for Homes

Yanitza serves as Moody Nolan’s Studio Director of Housing. With more than 20 years of architectural practice, she brings diverse experience to each unique project. She has been involved in a wide variety of project types, ranging from mixed-used development, to housing, including market-rate, affordable, student, correctional, and senior, as well corporate, education, and healthcare. Yanitza is attentive on each project she serves from the early planning phases through construction administration activities.

Yanitza serves as Moody Nolan’s Director of Housing. Under her guidance, Moody Nolan has designed over 5,000 student beds. Currently, she is overseeing the design of a new 500 bed mixed-use student housing facility at Morgan State University which includes food service and fitness as well as a new 300 bed residence hall at Northern Kentucky University.

Her experience includes a wide variety of housing facility types, that include market-rate developments, low-income public housing (HUD CHOICE neighborhoods, LIHTC, RAD, Historic Tax Credits, Hope VI, and NSP), suite-style residence halls, assisted living renovations, feasibility studies for mid to high-rise apartments and condominium buildings and hospitality design.

### Community Involvement / Initiatives

As an Hispanic woman, it is very important to Yanitza to broaden equity, diversity and inclusion in the profession. For more than 20 years she has been actively involved in The American Institute of Architects (AIA), the industry’s premier professional organization that offers education, government advocacy, community redevelopment, and public outreach. Now, as the first Hispanic and only the fourth female president of the Columbus chapter, one of Yanitza’s strategic goals is to embrace diversity within the profession and ensure that design is inclusive.

### Years of Experience:

27

### Education

- Master of Architecture, The Ohio State University
- Bachelor of Science, Environmental Design, Universidad de Puerto Rico

### Registrations / Certifications / Memberships

- Registered Architect, OH; 2001
- NCARB
- USGBC LEED AP BD+C Accreditation, 2009, LEED FOR HOMES; 2014
- AIA Columbus, President; 2019
- AIA Columbus, Treasurer; 2017
- Executive Committee; 2017 - 2020
- Builders Exchange of Central Ohio, Craftmanship Committee; 2014-2016
- Center of Architecture, Board of Directors; 2009-2001

### Selected Projects

- Bridge Park Development, Dublin OH; 2020
- Columbus Commons Mixed-Use Development, Columbus, OH; 2014
- Warner Swasey Redevelopment, Cleveland, OH; Ongoing
- Vital Brooklyn Redevelopment, Brooklyn, NY; Ongoing
- Pickerington Townhomes, Columbus, OH; Ongoing
- Poindexter Village, Columbus, OH; 2018



**Partner, Practice Leader, Sports & Recreation Design**

## Troy Sherrard

FAIA, NCARB, LEED AP, Fitwel Ambassador

Troy Sherrard has 29 years of architectural design leadership dedicated to the specialty practice of community and collegiate Recreation / Wellness / Fitness / Sports Architecture. This focus stems from the desire to promote long-term human health and performance benefits, encourage social gathering, and promote human connectivity.

As a co-leader of the sports and recreation studio, Troy has been instrumental in developing the firm’s specialty design practice in health, wellness, fitness and recreation architecture. His goal has been to leverage building design to foster community, engagement, social gathering and human connectivity.

He has published numerous articles and spoken to national audiences on these subjects while leading teams responsible for a number of high-profile architectural projects across the country. His focused commitment to each project gives him an in-depth understanding of the specific design issues and solutions involved in creating future ready / state of the art facilities. Troy specializes in the creation of a client’s vision, team collaboration, managing the design process and leading all aspects of the advancement of the science and art of planning + building.

### Community Involvement / Initiatives

Professionally, Troy is involved with the American Institute of Architects and a member of the National Association of Collegiate Directors of Athletics. He is also an advisor for the AIA Columbus Archway program which is a mentorship and leadership initiative that connects young architects with firm leaders in the Columbus architectural community and focuses on developing leadership skills.

### Years of Experience:

29

### Education

- Master of Architecture, Washington University
- Bachelor of Science, Environmental Design, Miami University

### Registrations / Certifications / Memberships

- Registered Architect, CT, KY, NC, PA, SC
- Fellow of the American Institute of Architects (FAIA); 2018
- Fitwel Ambassador; 2018
- NCARB; 2001
- USGBC LEED Accreditation; 2001

### Selected Projects

- Penn State University Panzer Lacrosse Stadium, State College, PA; 2019
- Temple University New Football Stadium, Philadelphia, PA; Ongoing
- Penn State University Beaver Stadium Renovations, Phase 1 and 2, State College, PA; 2011
- Jacksonville State University Student Recreation Center, Jacksonville, AL; 2019
- Cleveland Guardians Progressive Ballpark Improvements, Cleveland, OH; est. 2026
- Columbus Crew OhioHealth Performance Center, Columbus, OH; 2021
- The Ohio State University Covelli Center, Columbus, OH; 2019



Principal, Local Design Advisor and Architect

**Jordan Behar**

AIA

As Principal Architect, Jordan will provide insight on design that is relevant to the local environment. He will also act as community liaison engaging local stakeholders in design workshops and brainstorming sessions with the goal of producing a community-driven design approach aimed at solving some of the challenges presented by the historical and economic context.

Jordan Behar, AIA, is a native of Pinellas County, Florida and is the founding principal architect of Behar + Peteranecz. Throughout his twenty-five years of experience, Jordan has developed a reputation for his uncompromising quality and attention to detail.

In his time with Behar + Peteranecz, Jordan has acted as principal on several significant local projects, including the adaptive reuse of the 83,000 sqft historic Hesterly Armory in the heart of Tampa and the innovative Seivold Center for Early Childhood Education at Berkeley Preparatory School.

#### **Community Involvement / Initiatives**

With company headquarters in the Warehouse Arts District of St. Petersburg, Jordan is especially passionate about projects that impact our community, and has a long history of partnering with non-profit organizations and religious communities to create beautifully designed, meticulously planned, functional spaces for those who dedicate themselves to important causes in our area. Jordan remains dedicated to community and cultural leadership, championing local artists and arts organizations through corporate-community partnerships, fundraising, and board leadership. Jordan has worked closely with organizations including Tampa Bay Businesses for Culture and the Arts, Tampa Jewish Federation, St. Petersburg Arts Alliance, and Keep St. Pete Lit.

#### **Years of Experience:**

25

#### **Employment**

- Behar + Peteranecz Architecture, Design Principal, 2008-Present
- Behar Design, Design Principal, 2002-2008
- Modal Architects & Interiors, Design Principal, 1999-2002
- Portman Fruchtmann Vinson Sunderland, Intern, 1996-1999

#### **Education**

- Bachelor of Fine Arts, University of Florida, College of Architecture
- Bachelor of Architecture, Florida A&M University

#### **Registrations / Certifications / Memberships**

- NCARB
- AIA
- Community Development Board-City of Clearwater
- Institute for Classical Architecture Member
- Tampa Bay Business for Culture and the Arts Board (Former)
- Morton Plant Community Impact Board
- St. Paul's School Trustee
- Gulf Coast Jewish Family Services Board (Former)

#### **Selected Projects**

- Bryan Glazer Family Jewish Community Center; Historic Preservation; Tampa, FL; 2016
- Florida Holocaust Museum; Entry and Security Expansion; St. Petersburg, FL; Ongoing
- Berkeley Preparatory School; Seivold Center for Early Childhood Education; St. Petersburg, FL; 2016
- Railroad Ave Mixed-Use Development; Pinellas Park, FL, Ongoing



**\_1 Berkeley Preparatory School Seivold Center**

Jordan worked closely with the team at Berkeley Preparatory School to design an environment focused on early childhood development. The Seivold Center for Early Childhood Education includes twelve classrooms, large group gathering spaces, and two inspiring outdoor play areas (including a natural playground and an outdoor classroom). Classrooms serve as a more contained as a semi-private zone allowing more individual, controlled learning to take place.



**\_2 Bryan Glazer Family Jewish Community Center  
Tampa, FL**

Jordan was the Principal Architect for an 83,500 sq. foot Jewish Community Center located in Tampa, Florida. Built in the 1930s, the historic JCC was originally constructed as a U.S. military facility to house units of both the Florida Army National Guard and the U.S. Army Reserve. Behar + Peteranecz Architecture was contracted as the design architect to adapt the historic building as the Bryan Glazer Family JCC. It includes event spaces, a recreation center, classrooms, pool area, and a new entry and porte-cochere.



**\_3 Florida Holocaust Museum  
St. Petersburg, FL**

As Principal Architect, Jordan is working closely with the Florida Holocaust Museum to reimagine the public entry and enhance the security of the museum. The museum is located in the heart of downtown St. Petersburg and is a key piece of the cultural fabric of the community.



**\_4 The Factory St. Pete  
St. Petersburg, FL**

The Factory St. Pete is a campus of 8 former manufacturing warehouses located in the Warehouse Arts District of South St. Pete. Jordan Behar was the principal architect for this 90,000 sf adaptive reuse project aimed at creating an inclusive and energizing space for artists and creatives.



Principal, Local Design Advisor and Architect

**Istvan Peteranecz**

AIA, LEED BD+C

As Design Principal, Istvan will bring his 40 years of experience to direct design efforts and interpret the masterplan design intent and balance it with community needs to create a responsive design.

Istvan Peteranecz, AIA, is a Principal at Behar + Peteranecz Architecture. Istvan brings more than forty years of expansive professional experience in architectural design, practice and construction methodology.

His areas of expertise are historic preservation and reuse. He also has significant experience with high-density condominiums, urban in-fill projects, single-family and multi-family housing, mixed-use commercial/residential projects, as well as land planning and rezoning. Much of his work has been published in national magazines.

Istvan joined Jordan Behar to form Behar + Peteranecz in 2008. As principal in charge of design and the design team, Istvan works directly with Jordan Behar and the production team to develop and execute the programming, spatial organization and all visual support material.

#### **Community Involvement / Initiatives**

Istvan has a deep passion for historic and community preservation and has committed his professional life to sustainable and community-conscious design. Istvan has served on multiple preservation boards including serving as the Frederick City Historic District Commission Vice Chairman and the on North Hill Architectural Preservation Board as Vice Chair. Istvan also served on the redevelopment planning committee for the Warehouse Arts District in St. Petersburg.

#### **Years of Experience:**

40

#### **Employment**

- Behar + Peteranecz Architecture, Principal, 2008-Present
- Bullock Tice & Assoc., Design Director, 2004-2008
- Lessard Architectural Group, Associate Principal, 1996-2004
- Roy O'Brien & Creaser, Architect, 1994-1996

#### **Education**

- Bachelor of Architecture, University of Maryland School of Architecture
- Bachelor of Architecture, Suma cum Laude, Florida A&M University

#### **Registrations / Certifications / Memberships**

- NCARB
- AIA
- Warehouse Arts District Redevelopment Plan Committee
- USGBC, LEED BD+C Accredited, 2004
- Frederick City Historic District Commission Vice Chairman, 91-04
- North Hill Architectural Preservation Board & Vice Chair, 04-08

#### **Selected Projects**

- Block D Multi-Family, Harrison, NJ
- Madeira Beach Hampton Holiday Isle, Madeira Beach, FL
- Reston Town Center mixed-use project, Reston, VA
- WRDC Town Place, Clearwater, FL





**\_1 Block D Multi-Family**

Istvan is the design architect for Harrison Block D, a large-scale mixed-use multi-family residential project with retail and parking located in Harrison, NJ.



**\_2 450 1st Ave N**

St. Petersburg, Florida / PLDD 1st Avenue, LLC

Istvan is the design architect on a 28-story mixed-use building embodying a true convergence of uses, with unique high-design residential units and ground-level retail, restaurants, and a fitness center—one of the first of its kind in St. Petersburg.



**\_3 Reston Town Center**

Istvan was a project architect on Reston Town Center which includes multi-family condos, 4-5 story apartments, and condo towers in Reston, VA for Lessard Architectural Group.



**\_4 The Bluffs  
Clearwater, FL**

Istvan is the design lead architect on a 26-story, 600 units, mixed-use building consisting of twin towers with a pedestrian friendly base in Clearwater, FL.



**Project Manager,  
Local Design Advisor and Architect**

## **Sarah-Jane Vatelot**

**AIA, NCARB**

Sarah-Jane will be working closely with local community organizations to focus on strategies to integrate workforce development, housing, small business enterprise and social equity and develop a robust Community Driven Development Plan. This equitable development plan will center on community investments prior to, during, and after the development of the site to ensure sustained community involvement and ownership of the process.

Sarah-Jane Vatelot is a project architect with 15 years of experience in the field. She joined Behar + Peteranecz Architecture in 2019 where she has helped strategize and lead the design and development of a 90,000 sf community-based adaptive reuse project in the Warehouse Arts District of South St. Pete.

In 2018, as a graduate student at USF, Sarah-Jane focused her graduate research on illuminating the issues surrounding the Tropicana Field site and the implications of the future development of the site. She embarked on an eye-opening journey into the stories of the local community that was impacted by the displacement and destruction of their historic neighborhoods, due in part to the development of Tropicana Field. This research illuminated the root of the social and economic inequities that have existed in St. Petersburg from its inception, and this realization prompted Sarah-Jane's initiative to connect the dots, which needed to be connected from an urban and architectural perspective, to propose a new approach. Sarah-Jane went on to write her now published thesis "Where Have all the Mangoes Gone?" and continues her community and professional activism in her role as project architect at Behar + Peteranecz Architecture.

Sarah-Jane volunteers her time and efforts to advocate for responsible urban development and raise awareness in the professional field of architecture regarding the institutionalized and deep-seated social, racial and economic inequities which are, at times, unintentionally exacerbated by the discipline.

Sarah-Jane sees the potential that St. Petersburg has before it: to own up to its difficult legacy and lead the way in showing the world what large scale inclusive and equitable development can look like.

### **Years of Experience:**

15

### **Employment**

- Behar + Peteranecz Architecture, 2019-Present
- M Creative Design, Inc, 2012-2018
- Global Consulting Engineers, Inc, 2009-2012
- Rodriguez Pereira Architects, Inc, 2007-2009

### **Education**

- Master of Architecture, University of South Florida,
- Bachelor of Design, Architecture, University of Florida

### **Registrations / Certifications / Memberships**

- AIA
- NCARB
- Tampa Bay Business Journal 40 under 40 2021 Honoree
- Leadership St. Pete, Class 2021
- Harbordale Neighborhood Association, Board of Directors

### **Selected Projects**

- Mirror Lake Tower, 233 5th St N., St. Petersburg, FL - ongoing
- Westshore City Center, Tampa, FL - 2022
- Tropicana Site Redevelopment Proposal and Book, "Where Have all the Mangoes Gone," St. Petersburg, FL-2019



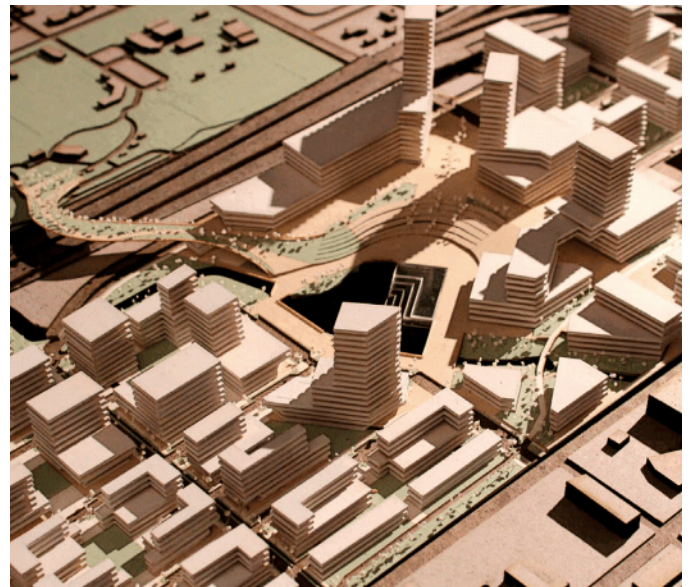
**\_1 Mirror Lake Tower**  
St. Petersburg, FL

Sarah-Jane has worked collaboratively with the BPA team to manage the design of the 285 unit apartment tower in the Historic Mirror Lake neighborhood. Programmed with street facing retail activation, elevated pool deck and fitness center, the tower was designed with a pedestrian scaled base and a hidden parking garage, intentional massing and material selections designed to uphold the historic character of a well loved St. Pete neighborhood.



**\_2 Westshore City Center**  
Tampa, FL

Previously known as Austin Center, Westshore City Center is leading the way in transforming Westshore Blvd into a destination for locals. Sarah-Jane has managed the design and construction phases of two restaurants which will activate the site during the day and into the evening hours. The spacious 10-acre Westshore City Center encourages a vibrant social experience with exterior seating amongst an improved parking space and a network of pedestrian walkways connecting the eight on-site office buildings.



**\_3 "Where Have all the Mangoes Gone?" - Tropicana Field Development Reimagining**

"Where Have all the Mangoes Gone?" invites its reader into the journey, navigating through the personal stories and the data, which led Sarah-Jane to understand why the city of St. Petersburg has a responsibility to treat the redevelopment of the site as a community-driven effort to acknowledge and address the heavy legacy of structural racism and inequities which have negatively impacted St. Petersburg's African American communities. While the thesis does not venture to prescribe a solution, it is intended to provoke out of the box thinking and inspire a change in the way collectively regard the redevelopment of the site. Sarah-Jane believes that the development process must stem from a collaborative effort to achieve tangible community benefit and promote an equitable and inclusive environment for local residents.



Principal, Local Design Advisor and Architect

## Kenneth Cowart

AIA, LEED AP

Ken will be working closely with the design team to create innovative, practical and resilient designs that belong within their context. Ken will contribute lessons learned from the Pier community engagement process which included over 50 public meetings with residents, community leaders and stakeholders, to this even more ambitious community-driven design approach.

Kenneth Cowart, AIA, is an Associate Principal at Behar + Peteranecz Architecture. Ken brings over 25 years of architectural design experience focusing on practical forward-thinking design solutions that engage the public and private realm.

Ken's architectural career spans a wide and diverse range of architectural projects ranging from roller coasters at Disney World, to small city parks, buildings for the CDC, restaurants and office buildings, as well as mixed-use urban centers.

As one of the core architects for the St. Pete Pier, he was instrumental with the city outreach and community relations during the design process. His outreach included over 50 public meetings with residents, community leaders and stakeholders.

Recently, Ken completed the reimagining of Channelside Plaza into Sparkman Wharf, a mixed used entertainment center with container restaurants, outdoor event spaces, alternative class A office spaces and retail centers.

Much of his work has gone on to win multiple local, state, and national awards.

### Years of Experience:

25

### Employment

- Behar + Peteranecz Architecture, 2021 - Present
- ASD | SKY. Associate, 2008 – 2021
- Chancey Design. Architect, 2004 – 2008
- Mack Scogin Merrill Elam Architects, Competition Architect, 2002 – 2004
- Perkins + Will, Architect Designer, 2001 – 2002
- Walt Disney Imagineering, Architect, 1998 - 2001

### Education

- Master of Architecture, Georgia Institute of Technology
- Bachelor of Design, Architecture, University of Florida

### Registrations / Certifications / Memberships

- AIA
- NCARB
- LEED AP

### Selected Projects

- St. Pete Pier, St. Petersburg, FL - 2020
- Sparkman Wharf, Tampa, FL - 2020
- Harborview, Clearwater FL - ongoing
- Clearwater Bluffs, Clearwater, FL - ongoing



**\_1 St. Pete Pier**  
St. Petersburg, FL

Ken was a core member of the competition and architectural design team throughout all design phases and early construction phases



**\_2 Sparkman Wharf**  
Tampa, FL

Over 130,000 sq. ft. conversion of existing 1990's building with movie theaters and restaurant space to a mixed-use space with office, restaurants, and an active dining and outdoor entertainment space. All construction work occurred while keeping the outdoor plazas fully functional. Sparkman Wharf has become one of the many "backyards" within Tampa's urban community. Ken was the architect of record and design architect for the building conversion and integration into the park and wharf.



**\_3 Harborview**  
Clearwater, FL

Ken is part of the design team on the winning competition entry of the 1.43-acre Harborview site, located just north of the intersection of Osceola and Cleveland Street in Downtown Clearwater FL. Harborview will become the prime entry point from Downtown to the new Imagine Clearwater park. The site enjoys an immediate proximity to Downtown and serves as a direct connection to the heart of the new waterfront park.



**\_4 Florida Ave Brewery**  
Wesley Chapel, FL

A former gym and indoor basketball court totaling 30,000 sq. ft. were converted to one of the largest breweries in the Tampa Bay area complete with a full-sized restaurant, indoor bar, kid's arcade, private dining space, and most importantly a lively biergarten with outdoor bar, artificial turf lawn and live music. Ken was the architect of record and design architect for the building conversion and development of the biergarten.



# W

Principal-in-Charge, Landscape Architect

**Barbara Wilks**

FAIA, FASLA

W Architecture and Landscape Architecture is the Landscape Architect on the Historic Gas Plant District Redevelopment. As Principal-in-Charge, Barbara has been responsible for leading the open space design response to the RFP. Barbara will continue her involvement throughout the duration of the masterplan design and actively participate in stakeholder and community engagement.

Barbara Wilks, principal and founder of W Architecture and Landscape Architecture, is a leader in the field of design. Beginning her career as an architect and obtaining prominence for her design skills, she soon realized that her interests in public space linked with the profession of landscape architecture. Now as an architect and landscape architect, Barbara uses her leadership skills to realign nature and communities.

Barbara has won many awards for her work and was elected to both the College of Fellows of the American Institute of Architects and the American Society of Landscape Architecture for her design accomplishments. Her projects range in scale from urban plans, to public spaces, to infrastructure, to architecture.

Wilks serves on the Design Trust for Public Space, the Van Alen Climate Council, the McHarg Center at the University of Pennsylvania, the Planning Committee of the Municipal Art Society, NYC, and the Board of Pyramid Hill Sculpture Park.

#### **Years of Experience:**

45

#### **Employment**

- W Architecture & Landscape Architecture, LLC, 1999 – Present  
Founding Partner and Principal, New York, NY
- Cho, Wilks & Benn Architects, Inc., 1978 – 1999  
Founding Partner and Principal, Baltimore, MD
- Cochran, Stephenson & Donkervoet Architects, 1976 – 1978  
Project Architect, Baltimore, MD (now Quinn Evans)
- Department of Housing & Community Development, 1974 - 1976  
Architect and Planner, Baltimore, MD

#### **Education**

- Bachelor of Architecture, Cornell University
- Master of Landscape Architecture, University of Pennsylvania

#### **Registrations / Certifications / Memberships**

- Van Alen Institute, Council Member
- McHarg Center, University of Pennsylvania, Board Member
- Design Trust for Public Space, Board Member
- Planning Committee of the Municipal Art Society, NYC

- Board of Pyramid Hill Sculpture Park
- Registered Architect:  
MD, NY, FL  
NCARB Certified
- Registered Landscape Architect: MD, NY, MO-pending  
CLARB Certified

#### **Selected Awards**

2020

- Chicago Athenaeum Museum American Architecture Award  
The Edge Park, Brooklyn, NY
- Waterfront Center, Excellence on the Waterfront  
The Pier Approach, St. Petersburg, FL
- ULI Public Open Space Award, Short list,  
Julian B Lane River Center and Park

2019

- Chicago Athenaeum Museum American Architecture Award  
Julian B Lane River Center and Park
- Chicago Athenaeum Good Green Design  
Chouteau Greenway
- ASLA-NY Chapter Design Awards - Honor Award  
Julian B Lane River Center and Park
- ASLA-NY Chapter Design Awards - Merit Award  
Chouteau Greenway - The Valley Beeline

2018

- Architect's Newspaper 2018 Best of Design Awards  
Honorable Mention: 85 Broad Street Ground Mural  
[Concept: W; Design: FXCollaborative]

2017

- Chicago Athenaeum Museum American Architecture Award  
St. Patrick's Island
- ASLA-NY Chapter Design Award - Merit Award  
St. Patrick's Island

2016

- Waterfront Center, Excellence on the Waterfront  
St. Patrick's Island



**\_1 The Pier Approach**

The Pier Approach takes an under-utilized park and parking lot and transforms it into a vibrant link between downtown and the Pier. As the connector, extensive coordination was required between these two areas. As the Principal-in-Charge, Barbara was deeply involved during the design process and community engagement. This 20 acre project opened in July 2020, on time and on budget.



**\_2 Julian B Lane Park & River Center**

W Architecture collaborated with Civitas, Inc to reprogram and re-imagine an under-utilized park on the west side of the Hillsboro River into both a community resource and a new destination on the downtown Tampa Riverwalk. A public park containing a series of recreational and support facilities located on the Hillsborough River provides access to the water, space for educational programs, performances, events, picnics, training, and meditation. This 25 acre project opened in 2018 and has become the new center of outdoor activity in Tampa, and the W designed River Center is a new city landmark.



**\_3 St Patrick's Island**

As Principal-in-Charge, Barbara was instrumental in transforming this under-utilized park into a development catalyst for the Calgary Municipal Land Corporation, which helped spur almost 3 billion dollars of investment in the adjacent East Village. It created new ways for the river, island, and people to interact, bringing water inland for safe human interaction and to diversify habitat. The series of places creates a year-round center of active uses for local communities as well as the region. It was completed on time and on budget, even after the schedule was adjusted for the 100-year-flood occurred during construction.



**\_4 The Edge Park**

Barbara was Principal-in-Charge of this project on the East River. The project had to connect the residents of Williamsburg to the water, buffer the new residents from the public waterfront, create a new ferry landing, and provide a variety of public spaces. There was an extensive city, state and federal approval process required to create the new varied shoreline and piers, and the public space of the project. Transportation networks were rebalanced and a new street was created while others were closed for pedestrian use. The project was developed in two phases and is now an integral part of the East River waterfront.



# W

Landscape Architect

**Yi Lun Yang**

**RLA**

W Architecture and Landscape Architecture is the Landscape Architect on the Historic Gas Plant District Redevelopment. As project manager, Yi Lun will be responsible for leading the overall landscape design effort for the project. With over 8 years of experience, Yi Lun will work with the team to establish and define program and landscape goals for the project and ensure these goals are incorporated into the masterplan.

Yi Lun Yang is a Project Landscape Architect with over seven years of professional experience in landscape architecture and urban design, including projects across scales, programs and phases. She is a strong conceptual designer, urban designer, and is detail oriented, resulting in successful delivery of complex projects.

Having worked on various waterfronts over the world, both in planning and design, Yi Lun has gained extensive experience working with interdisciplinary teams on projects that address resilience, sustainability, and the uncertainties of climate change.

Prior to joining W in 2022, Yi Lun served in both design and project management roles on a variety of high profile projects in the United States and internationally, including streetscapes, parks, urban plazas, masterplans, commercial developments, large-scale coastal planning and multifaceted infrastructure projects. She is an effective communicator and liaison between design team, city agencies, sub-consultants, and clients, and is dedicated to shaping conceptual ideas into reality.

#### **Years of Experience:**

8

#### **Employment**

- W Architecture & Landscape Architecture, LLC  
Project Landscape Architect, New York, NY, 2022 – Present
- Bjarke Ingels Group (BIG), Landscape Architect, New York, NY, 2019 – 2022
- AECOM NYC Landscape Studio, Landscape Designer, New York, NY, 2017 – 2019  
Scape Landscape Architecture, Landscape Designer, New York, NY, 2017
- West 8, Landscape Designer, New York, NY and Rotterdam, NL, 2014

- wHY Architecture, Landscape Intern, New York, NY, 2015 – 2017
- Balmori Associates, Landscape Intern, New York, NY, 2012
- Sid Lee Architecture, Architectural Designer, Montreal, Canada, 2010
- CS&P Architects Inc., Architectural Assistant, Toronto, Canada, 2008-2009

#### **Education**

- Master of Landscape Architecture, Harvard University, Graduate School of Design
- Honours Bachelor of Architectural Studies, University of Waterloo School of Architecture

#### **Registrations / Certifications / Memberships**

- Registered Landscape Architect: New York

#### **Selected Projects**

- 615 River Road, Phase 1, Edgewater, NJ, W Architecture and Landscape Architecture
- Toyota Woven City Masterplan and Phase 1-2 Design  
Susono, Japan, Toyota with BIG
- West Battery Park City Resiliency Project RFP  
New York, NY, Battery Park City Authority with BIG and SCAPE
- Penang South Islands, Island A Framework for Urban Development  
Policy, Penang, Malaysia, SRS Consortium with BIG, Hijjas, AJC, and Walrus
- Downtown Brooklyn Shared Streets, Brooklyn, NY, Downtown Brooklyn Partnership with BIG and WXY
- DeepGreen Plant, Onshore Campus, The Metals Company with BIG
- Amaala Cultural Center Waterfront, Saudi Arabia, The Red Sea Development Company with BIG
- Yonkers Power Plant Park Yonkers, NY, Lela Goren Group with BIG





 **Stantec** **Lead Infrastructure Engineer**  
**Hamid Sahebkar**  
**PE**

Hamid serves as a Principal in Tampa's Stantec office with over 37 years of professional civil engineering on a variety of infrastructure projects. He has extensive knowledge of the Tampa Bay region, and has worked on a number of projects in the City of St. Petersburg - most notably on the Albert Whitted Waterfront Park and the Salvador Dali Museum.

Hamid has extensive professional engineering experience throughout Florida and the southeastern US. His expertise includes infrastructure issues relating to transportation, utilities, and stormwater management systems. Hamid possesses a comprehensive knowledge of roadway and land development engineering, including environmental permitting, impacts, and regulations. He offers an in-depth knowledge of the standards of the local, county, and state, regulatory agencies, including the FDOT, SWFWMD, ACOE, FDOH, and FDEP permitting.

Hamid has also worked on some of the region's largest district engineering projects like Water Street Tampa and the Channel District Strategic Action Plan and Implementation - providing infrastructure engineering and master planning services for **over 100 acres of urban redevelopment** in downtown Tampa. Both projects addressed above and below ground utilities, drainage system, and transportation improvements.

Just up the road in Clearwater, Hamid is leading Stantec's effort on the Imagine Clearwater project, a **19-acre redevelopment of the City's waterfront property**. The project will serve as a catalyst for future development and provide a connection between the waterfront and Downtown Clearwater.

#### **Community Involvement / Initiatives**

Locally, Hamid has been a member of the Propeller Club at Port Manatee, along with a previous membership at the Florida Engineering Society. He has also volunteered his time at the Tampa Bay Chapter of Feeding America and Metropolitan Ministries in downtown Tampa.

#### **Years of Experience:**

37

#### **Education**

- Master of Science, Civil Engineering, University of Arkansas
- Bachelor of Science, Civil Engineering, University of Arkansas

#### **Registrations / Certifications / Memberships**

- Professional Engineer, State of Florida
- Licensed Threshold Inspector, State of Florida

#### **Selected Projects**

- Water Street Tampa, Tampa, FL; Ongoing
- Channel District Strategic Action Plan and Implementation, Tampa, FL; Ongoing
- Imagine Clearwater, Clearwater, FL; Ongoing
- Water Street Tampa - Chilled Water Plant & Distribution System, Tampa, FL; 2020
- BayCare Corporate Headquarters-Engineering and Master Plan, 2013
- Julian B. Lane Park/Laurel Street, Tampa, FL; 2019
- Morton Plant Hospital Boiler Building Addition, Clearwater, FL; 2019
- Port Tampa Bay Hooker's Point Intermodal Development, Tampa, FL; 2018
- Morton Plant Mease Countryside Hospital Addition & Central Utility Plant, Clearwater, FL; 2014
- Northeast Regional Park, Polk City, FL; 2012
- Salvador Dali Museum, St. Petersburg, FL; 2011
- Curtis Hixon Waterfront Park, Tampa, FL; 2010
- Tampa Museum of Art, Tampa, FL; 2010
- Glazer's Children's Museum, Tampa, FL; 2010
- Albert Whitted Waterfront Park, St. Petersburg, FL; 2008
- Tampa East Mixed-Use Development, Tampa, FL; 2008
- St. Petersburg Museum of Fine Art, St. Petersburg, FL; 2008



With over 18 years in the industry, Brett's executive level management of multi-disciplinary internal and external teams helps balance the uniquely diverse goals of every project he leads. Brett's career in real estate development adds depth and experience to Stantec's Community Development team of project managers.

Brett brings more than 17 years of experience in real estate planning, investment, portfolio management, pre-development coordination, land acquisitions, due diligence, and energy and infrastructure consulting. He has worked on behalf of some of the industry's leading property owners and developers, advising on development opportunities and forward-looking portfolio activities. Recent initiatives he has managed include coordinating energy, infrastructure, and smart city initiatives for a property portfolio, as well as originating and leading the due diligence and community/government relations for the redevelopment of an infill transit-oriented site.

Currently, Brett is working on two projects in Pinellas County, the Airco Golf Course Redevelopment and providing Real Estate Development, Finance and Space Planning Services. Brett is leading Stantec's Real Estate Strategies Team to conduct a development feasibility analysis for a variety of uses and programs on the Airco property. This work includes stakeholder interviews, market analysis, outreach and data gathering from the brokerage community, reviewing the property with developers.

Brett is also serving as the principal-in-charge of a county-wide effort to review effectively all of its municipally occupied buildings, determine configurations for optimized space planning and new build scenarios. The scope of work also includes a disposition analysis of un/under-utilized county-owned properties and financial feasibility analysis of different real estate configurations.

### **Community Involvement / Initiatives**

Brett is a active member of the Urban Land Institute and is a member of the NEXT New York chapter whose mission is to advance urban planning, sustainability and inclusive design and smart cities initiatives.

### **Years of Experience:**

18

### **Education**

- Master of Business Administration, Fordham University Graduate School of Business
- Bachelor of Arts, Skidmore College

### **Selected Projects**

- Pinellas County Facility Planning and Real Estate Consulting, Pinellas County, FL; Ongoing
- Airco Golf Course Redevelopment, Pinellas County, FL; Ongoing
- Real Estate Development Advisory Services for the County of Stafford, VA, Stafford County, VA; Ongoing
- One Charlestown, Charlestown, MA; 2017
- Hastings on Hudson, Greenburgh, NY; 2017
- Master Planned Community Development, Various Locations; 2018
- Energy And Infrastructure Business Advisory, Various Locations; 2015



## Rachel Bannon-Godfrey

LEED AP BD+C, ENV SP,  
WELL AP

Rachel has a deep commitment to leveraging design to help people and communities thrive now and for years to come, the expertise to articulate the business case for sustainable design, and the ability to inspire teams to see opportunities for more sustainable solutions in every project.

Rachel is the Sustainability Discipline Leader for Stantec Buildings, leading the practice of sustainability, resiliency and energy management strategies in Stantec's design work. Her experience in the building industry spans close to 20 years, across three continents, and focuses on the engineering and design of high-performance, net-zero energy buildings and communities. With a passion for multidisciplinary engagement and expanding the conventional boundaries of 'sustainability', she serves on the Mayor's Sustainability Advisory Council for the City and County of Denver, the Colorado Resource Council, the AIA 2030 Commitment Working Group, the ICC Sustainable/Energy/High Performance Code Action Committee, and though her work with the global B Corp community has gained expertise in supporting diversity and inclusion through design.

Rachel's project experience covers a variety of building types and sizes in North America, Asia and the Middle East. In addition to more than five years teaching experience, Rachel has presented at colleges, industry groups, government agencies, and both national and local conventions on the subject of building energy analysis, building envelopes, passive design, post-occupancy evaluations, and living infrastructure strategies.

**Years of Experience:** 25

### Education

- Master of Science, Architecture, Focus on Energy Efficient Building Technologies, University of California, Berkeley, California
- Heat Springs Institute, Solar Executive MBA, Portland, Oregon
- Bachelor, Architecture, University College, Dublin, Ireland
- Bachelor of Science, Architectural Science, University College, Dublin, Ireland

### Registrations

- Envision™ Sustainability Professional (ENV SP), Institute for Sustainable Infrastructure
- WELL AP, International WELL Building Institute
- Fitwel Ambassador, Center for Active Design
- LEED AP Building Design + Construction, U.S. Green Building Council

### Selected Projects

- **Colorado Rockies McGregor Square, Denver, CO**  
Rachel is the design team Sustainability Director for the McGregor Square mixed-use development and urban master plan comprising office, retail, residential, and hospitality, setting a vision for a vibrant ballpark district in one of the last undeveloped parcels of land in downtown Denver. In addition to pursuing the WELL Building Standard on the residential tower, the project is on track to be one of the first five WELL Community projects in the world.
- **Denver Water Campus and Administration Building, Denver, CO**  
Rachel is the design team Sustainability Director for the multi-phase redevelopment of Denver Water's existing 36-acre campus, comprising a new Administration Building targeting LEED Platinum and Net Zero Energy, seven operations buildings ranging from LEED Gold to LEED Silver, and renovation of two existing buildings including a historic structure. The campus is also designed in accordance with the One Water principles, with Colorado's first onsite wastewater treatment system comprising both indoor and outdoor planter beds as a highly visible demonstration of the utility's commitment to innovative water conservation.
- **Lakehouse Mixed-Use Development, Denver, CO**  
This 12 story condominium project is pursuing a first-of-its-kind WELL Multifamily Building certification, and its focus on health conscious design for residents and the community is expressed on the exterior façade in the form of large garden terraces and oversized balconies to allow for better views and connection back to the park and mountains.



## Transit/Multi-Modal Systems

### Frank Domingo

PE

As the Mobility Solutions Team Lead, Frank assembles a multi-modal multidisciplinary AV Shuttle Deployment Team by connecting the passion and diverse technical know-how within Stantec with new resources in this growing field. He expands Stantec's commitment to enhancing mobility for seniors and persons with disabilities through assistive technology, universal design, and accessible services. Frank applies Stantec's expertise in public-private-nonprofit partnerships to bring smart mobility solutions to new and existing clients.

Frank brings more than 35 years of comprehensive infrastructure, transportation planning, and development expertise to his projects. His professional experience includes nearly 9 years in local government with Sarasota County culminating in roles as the Mobility General Manager/County Engineer. Frank's professional background encompasses project management, conceptual planning, feasibility analysis, roadway design, right-of-way acquisition, permitting, community relations, developer agreement negotiations, and construction contracts. Frank offers his clients valuable knowledge of the policies and procedures involved in the planning process to facilitate successful public-private partnerships.

#### Community Involvement / Initiatives

Frank served as Chair for the Sarasota County Traffic Advisory Council, as well as a member of the Myakka Chapter of the Florida Engineering Society. Frank was also on the board of the ACE Mentor Program in Sarasota, working closely with high school students on projects that provide hands-on experience in solving the types of design, engineering and construction challenges industry professionals confront every day.

#### Years of Experience:

35

#### Education

- Bachelor of Science, Civil Engineering, University of Florida

#### Registrations / Certifications / Memberships

- Professional Engineer, State of Florida
- Advanced Work Zone, Traffic Control, Florida Department of Transportation

#### Selected Projects

- Self-Driving Shuttle Concept Plan, Pinellas County, FL; 2019
- Sarasota-Manatee Barrier Island Traffic Study, Sarasota, FL; 2020
- Cortez Ore Transportation Project HEV Prefeasibility Study, Elko, NV; 2020
- New Haven Self-Driving Shuttle Concept Plan and Application to the State, New Haven, CT; 2019
- ASU Self-Driving Shuttle Concept Plan, Tempe, AZ; 2019
- Jackson Health Self-Driving Shuttle Feasibility Plan, Alpharetta, GA; 2019
- Autonomous Vehicle Shuttle Pilot (Suppliers Matrix, Glendale, CA; Ongoing)
- Integral Shared Autonomous Vehicle Service, Doraville, Doraville, GA; 2018
- Chamblee Self-Driving Shuttle Feasibility Study and Concept Plan, Chamblee, GA; 2017
- Hillsborough County MPO Congestion Management Program, Tampa, FL; 2012
- Corpus Christi Downtown Area Development Plan, Corpus Christi, TX



## Lead Environmental and Permitting

### Brandon Johnson

ENV SP, LEED GA

Brandon brings over 22 years of experience providing expertise in aquatic ecology, fisheries, aquatic habitat and water resources issues to address regulatory and technical matters affecting industrial and other large surface water users as well as coastal development projects. His technical specialization is in the areas of environmental impact analysis, natural resource study design, aquatic habitat assessment, ecology and taxonomy of fishes, threatened and endangered species evaluations, and compliance strategy development. Brandon has conducted baseline and impact evaluations and compliance support to municipal, power, manufacturing, mining, oil and gas, and transportation clients throughout the United States and internationally. Brandon has led complex, multi-year, and multi-seasonal monitoring studies in nearshore, estuarine, and riverine systems in the United States Gulf and Atlantic coastal areas, the Caribbean, Mexico and western Africa. He has also conducted offshore biological and water quality research and monitoring and has over 30 days at sea in the Gulf of Mexico and eastern Atlantic. In addition to ecological studies, Brandon is focused on sustainability, green alternatives analyses and efficiency evaluations.

Brandon's experience in St. Petersburg includes leading the efforts of obtaining environmental resource permits for the new St. Petersburg Pier, where he conducted environmental and ecological resource assessments including seagrass and essential fish habitat delineation. He represented the project team and City at public outreach events and presented environmental aspects of design details at stakeholder meetings.

#### Community Involvement / Initiatives

Brandon is an active citizen of the City of St. Petersburg, serving on the City's Area Chamber of Commerce Sustainability Committee. He has also served as a member of Tampa Bay Critical Coastal Habitat Assessment Subcommittee and is an ambassador for the Patel College of Global Sustainability at the University of South Florida.

#### Years of Experience: 22

#### Education

- Master of Arts, Global Sustainability, University of South Florida
- Bachelor of Science, Marine Science, Eckerd College

#### Registrations / Certifications / Memberships

- Envision Sustainability Professional, Institute for Sustainable Infrastructure
- LEED Green Associate, US Green Building Council

#### Selected Projects

- Environmental Resource Permitting for New St. Petersburg Pier, St. Petersburg, FL; 2018
- Seagrass Assessment and ERP Compliance Monitoring, St. Petersburg, FL; 2018
- Tampa Bay Habitat Restoration Partnership, Critical Coastal Assessment Subcommittee, Tampa Bay Estuary Program, St. Petersburg, FL; 2016
- Coastal Restoration, Robinson Preserve, Manatee County, FL; 2017
- Benthic Resource Assessments, Miami, FL; 2018
- Dominion Energy, 316(b) Peer Review for Nuclear Power Stations for Virginia, Connecticut and Rhode Island; Ongoing
- U.S. EPA Clean Water Act, Section 316(a) Services, Various Power Generation Facilities, FL; 2013



### Landscape Architect-of-Record

## Kyle Steele

PLA

A Midwestern Native, Kyle Steele earned his bachelor's degree at Ball State University. After graduating in 2004, he moved to Florida to begin his professional career in the field of Planning and Landscape Architecture. Since starting his career, Kyle has been responsible for the conceptual design, design development, construction documentation, illustrations, and project management for numerous hardscape, streetscape, recreational, campus, hospitality, and community projects.

Kyle's knowledge of traditional landscape design supports his reputation for integrating Florida's natural elements into pedestrian-friendly environments. His eye for detail enables him to produce well thought out solutions for any design challenge. With his experience in both public and private sector, Kyle provides clients and communities with innovative solutions aimed at improving the environmental and cultural aspects of life.

**Years of Experience:** 18

#### Education

- Bachelor of Landscape Architecture, Ball State University

#### Registrations / Certifications / Memberships

- Registered Landscape Architect #LA6666899, State of Florida
- American Society of Landscape Architects, Member
- Council of Landscape Architectural Registration Boards, Certified Professional

#### Selected Projects

- The Cove at Loggerhead Marina, St. Petersburg, FL
- Townview Condominium, St. Petersburg, FL
- Imagine Clearwater, Clearwater, FL; 2019
- Clearwater Main Library, Clearwater, FL; 2015
- Drew Park Streetscape and Beautification Project, Tampa, FL
- I-4/LeeRoy Selmon Connector Interchange, Tampa, FL
- MCB Rooftop Terrace and Atrium Gardens, USF Moffitt Cancer Center, Tampa, FL
- 915 Franklin, Tampa, FL
- Seminole Heights Lofts, Tampa, FL
- Patel Center, University of South Florida, Tampa, FL
- West Bayfront Multi-Use Recreational Trail (MURT), Sarasota, FL
- Jan Phyl Park Master Plan, Polk County, FL
- Tidewater Preserve, Manatee County, FL
- Village-on-the-Trail Trailhead, Sarasota County, FL
- Sunwest Park, Pasco County, FL
- Isles of Collier County, Naples, FL
- The Community at Central Park, Sarasota County, FL



### Landscape Designer

## Leigh Grey

Leigh's area of experience is evenly balanced between urban land and land planning as well as landscape designs at multiple scales including transportation facilities, resorts, hospitality, theme parks / attractions, mixed-use developments, public and urban spaces, and entertainment retail areas. This mix of experience in the private and public sectors both domestically and internationally, coupled with field experience, allows him to successfully navigate clients through the entire vision, conceptualization, design, documentation and construction process.

#### Community Involvement / Initiatives

- Committee Member City of Saint Petersburg City Beautification, 2006-2010
- Charter Member, Secretary Florida A&M University Landscape Architectural Advisory Council (FAMULAAC), 2006-2012
- College of Landscape Architecture Liaison Florida A&M University School of Architecture Advisory Board, 2007-2012
- Member Marjorie Davis Sistrunk Charrette and Design Forum Fort Lauderdale, Florida, United States

**Years of Experience:** 28

#### Education

- Master of City and Regional Planning, Clemson University
- Bachelor of Science, Landscape Design and Management, Florida Agricultural and Mechanical University

#### Registrations / Certifications / Memberships

- Member, American Planning Association

#### Selected Projects

- Tuxedo Court Mixed Use Development, St. Petersburg, Florida
- John Hopkins All Children's Hospital/5th Street South Streetscape/Utility Improvements, St. Petersburg, FL
- Water Street Public Realm Streetscape Phases 1, Tampa, FL
- Clearwater Housing Authority (CHA), Clearwater, FL
- Water City Park, Cape Coral, FL
- Tampa Museum of Art, Tampa, FL
- Gulf Drive Corridor Enhancement, Manatee County, FL
- The Meadows Country Club and Tennis Center, Sarasota, FL
- Tidewater Preserve, Manatee County, FL
- Central Park, Sarasota County, FL
- Cannon Ranch, Pasco County, FL



**Lead Stormwater Engineer**

**William Weber**

PE, ENV SP, LEED AP

Bill brings 21 years of on-the-job experience with environmental and geotechnical engineering projects including large raw-water reservoirs, large earthen dams, landfills, TSCA impoundments, Phase I and Phase II environmental assessments, environmental sampling, and spill prevention planning. Projects have involved slope stability analysis, finite element modeling for seepage evaluations, earthen embankment design, monitoring, and inspection, geotechnical investigations, AutoCAD Civil3D modeling, and stormwater management system design.

**Years of Experience: 21**

**Education**

- Master of Science, Civil Engineering, University of Florida
- Bachelor of Science, Civil Engineering, University of Florida

**Registrations / Certifications / Memberships**

- Professional Engineer, State of Florida
- Envision Sustainability Professional, Institute for Sustainable Infrastructure
- LEED AP Building Design and Construction, US Green Building Council

**Awards:**

- 2017 Engineer of the Year - FES Tampa Chapter

**Community Involvement:**

- Assistant Scoutmaster Boy Scouts of America (BSA) Tampa, Florida

**Selected Projects**

- Stormwater Treatment Area (STA) 1W - Expansion #1, West Palm Beach, FL; 2020
- Manatee Cooling Pond Soil Cement Replacement Project, Parrish, FL; 2018
- Panama Canal Third Set of Locks, Panama City, Panama; 2016
- Peace River Reservoir No. 2, DeSoto County, FL; 2007
- Class I Deep Injection Well to 8,000 Ft. BLS, Mulberry, FL; 2018
- River Oaks Wastewater Treatment Plant Decommissioning Design Criteria Professional, Hillsborough County, FL; 2018



**Senior Principal, Historic Preservation**

**Paul L. Jones**

MA, RPA

Paul brings 35 years of experience in archaeology and historic preservation planning and meets the Secretary of the Interior's Standards for History and Archaeology. He has extensive experience conducting both small and large-scale projects throughout Florida, and the southeastern US, including the City of St. Petersburg, Florida. He has worked with large private landholders, public parks, and managed both County and State-owned lands. As an archaeologist, Mr. Jones specializes in the history and prehistory of the southeastern United States, with experience ranging from inventory surveys, long-term construction monitoring projects, and large-scale data recovery projects. Paul also served as the representative of the Department of Energy for future use of decommissioned energy facilities and is experienced in preparing mitigation in compliance with Section 106 of the National Historic Preservation Act.

**Years of Experience: 35**

**Education**

- Master of Anthropology in Archaeology, University of Florida
- Bachelor of Anthropology in Archaeology, University of Florida

**Registrations / Certifications / Memberships**

- Register of Professional Archaeologists (#10717)
- Past President Florida Archaeology Council
- Past Chairman Hillsborough County Historic Review Board
- Past Director, Board of Directors, Florida Public Archaeology Network
- Florida Anthropological Society
- Society for American Archaeology

**Selected Projects**

- St. Matthews Cemetery Ground Truthing and Expanded GPR Study; 2022
- North Greenwood Cemetery Archaeological Investigations, Clearwater, FL; 2021
- Oaklawn Cemetery Ground Penetrating Radar Survey at Tropicana Field Parking Lots 1 and 2, St. Petersburg, FL; 2021
- North Ward School Cultural Resource White Paper and National Register of Historic Places Nomination, Clearwater, FL; 2021
- Philippe Park Seawall Rehabilitation, Safety Harbor, FL; 2021
- 40th Avenue NE Bridge over Placido Bayou Cultural Resource Assessment Survey for Florida Department of Transportation and the City of St. Petersburg, St. Petersburg, FL; 2019
- Lealman Historic Resources Survey, Lealman, FL; 2019
- Ft. Desoto Pier Replacement, Pinellas County, 2019
- Pinellas County Survey of Historic Bridges, Pinellas County, FL; 2018



**Senior Architectural Historian, Historic Preservation**

## Kimberly Hinder

MHP

Kimberly provides over 26 years of experience in historic preservation planning and cultural resource management and meets the Secretary of the Interior's Standards for History and Architectural History. She served for over ten years as the Senior Historic Preservation Planner with the City of St. Petersburg, Florida. As such, she wrote and implemented local regulations, reviewed architectural and development plans, prepared designations, and managed the City's tax exemption program. In addition, she has over sixteen years of experience in cultural resource management conducting historic and architectural surveys, assessing effects, and preparing mitigation in compliance with Section 106 of the National Historic Preservation Act. In addition to these experiences, Kimberly has prepared heritage education projects, professional publications, historic structure reports, and documentation in accordance with Historic American Building Survey/Historic American Engineering Record guidelines.

**Years of Experience:** 26

### Education

- Master of Historic Preservation, University of Georgia
- Bachelor of Arts, History, Agnes Scott College

### Registrations / Certifications / Memberships

- National Trust for Historic Preservation
- Florida Trust for Historic Preservation
- Society for Commercial Archaeology
- Advisory Council on Historic Preservation, Section 106 Essentials
- Advisory Council on Historic Preservation, Section 106: An Advanced Seminar

### Selected Projects

- Oaklawn Cemetery Ground Penetrating Radar Survey at Tropicana Field Parking Lots 1 and 2, St. Petersburg, FL; 2021
- 40th Avenue NE Bridge over Placido Bayou Cultural Resource Assessment Survey for Florida Department of Transportation and the City of St. Petersburg, St. Petersburg, FL; 2019
- St. Petersburg African American Heritage Trails: 22nd Street South and 9th Avenue South Grant Project, (while with the City of St. Petersburg), St. Petersburg, FL, 2014
- Society for Commercial Archeology Conference: Fun in the Sunshine City Tours, (while with the City of St. Petersburg), St. Petersburg, FL, 2014
- North Greenwood Cemetery Archaeological Investigations, Clearwater, FL; 2021
- North Ward School Cultural Resource White Paper and National Register of Historic Places Nomination, Clearwater, FL; 2021
- Philippe Park Seawall Rehabilitation, Safety Harbor, FL; 2021
- Lealman Historic Resources Survey, Lealman, FL; 2019
- Pinellas County Survey of Historic Bridges, Pinellas County, FL; 2018
- St. Petersburg Central Avenue Bus Rapid Transit Corridor Enhancement Project (while with the City of St. Petersburg), St. Petersburg, FL, 2012
- Maurice and Thelma Rothman House National Register of Historic Places Nomination and Local Designation, (while with the City of St. Petersburg), St. Petersburg, FL, 2013
- James Henry House National Register of Historic Places Nomination and Local Designation, (while with the City of St. Petersburg), St. Petersburg, FL, 2013



**Senior Principal, Environmental & Brownfields**

## Miles Ballogg

Miles Ballogg serves as a Senior Principal/Brownfields Practice Leader and Economic Development Director for Cardno. He assists public and private sector clients with land redevelopment programming, assessment, and remediation, specifically in environmentally blighted areas. Miles has been involved in the implementation of both federal and state Brownfields programs for more than 20 years including during their inception. He is a strong advocate for environmental justice and is recognized as the National Leader of the "Healthfields Movement" by utilizing Brownfields and other advantage resources to improve access to health care for underserved communities.

**Years of Experience:** 36

### Education

- Bachelor of Arts, Environmental Science and Biology

### Registrations / Certifications / Memberships

- Inaugural Member of Agency for Toxic Substance Disease Registry (ATSDR) Brownfields/Land Reuse Steering Committee
- Inaugural Member of Urban Land Institute (ULI) Land Rescue Council
- Fellow – National Leadership Academy for the Public's Health Professional Qualifications (cont'd)
- Founding Board Member of the Florida Brownfields Association -
- Longstanding Member of the FBA Environmental Justice and Public Health Committee
- NALGEP – Longstanding Member of Brownfields Community Networks Advisory Committee

### Selected Projects

- Pinellas County Brownfield Services, Pinellas County, FL
- City of Clearwater Brownfields Program, Clearwater, FL
- Encore Redevelopment, Tampa, FL
- Boynton Beach Town Square, Boynton Beach, FL
- TOHO Plaza, Kissimmee, FL
- The Harbors Catalyst Redevelopment Strategy, Pasco County, FL
- Brownfields Consulting Services, Gulfport, FL
- City of Bartow Revolving Loan Fund Services, Bartow, FL



**Senior Project Manager, Environmental & Brownfields**

## Terry Griffin

PG, CGWP

Terry Griffin has 40 years of experience conducting geologic and hydrogeologic investigations. As a senior project manager with Cardno, Mr. Griffin's responsibilities include the management of complex hydrogeologic and groundwater contamination assessment investigations, and remediation activities at numerous locations throughout the Southeastern U.S. He has conducted extensive research of chlorinated solvent assessment and remediation techniques, particularly DNAPL assessment techniques. His duties include management of complete site characterization efforts, remediation strategy development and system design, data evaluation and management, and optimization of ongoing remediation activities. He has extensive knowledge of RCRA and state programs. Mr. Griffin has served as project manager for numerous environmental site assessments and has managed several municipal wellfields in central Florida. Mr. Griffin has negotiated numerous permits ranging from municipal water supply, industrial water use, operation and closure of RCRA regulated units or facilities, and long-term care of municipal landfills. He has also managed the physical closure of such facilities/units

**Years of Experience:** 41

### Education

- Master of Science, Hydrogeology, University of South Florida
- Bachelor of Arts, Geology, University of North Carolina - Wilmington

### Registrations / Certifications / Memberships

- Professional Geologist, State of Florida #135
- Association of Groundwater Scientists and Engineers
- Florida Association of Environmental Professionals

### Selected Projects

- Seaport Town Centre, LLC, Seaport Channelside Redevelopment. Tampa, Florida
- Embry-Riddle Aeronautical University. Daytona Beach, Florida
- Former Clyde Morris Landfill Site. Daytona Beach, Florida
- Joe London Fire Training Academy, Marathon, Florida
- City of Casselberry Police Station Site, Casselberry, Florida



**Chief Executive Officer, Brewing / Local Business Partner**

## Mike Harting

Mike Harting is a St. Petersburg native with more than 25 years of experience in hospitality, including the last seven as CEO of 3 Daughters Brewing. Under his leadership during Florida's craft beer boom, the brewery has become one of the largest independently owned in the state, and now distributes internationally in more than one dozen countries.

In addition to his ability to grow small business, Mike has the proven wherewithal to lead in corporate settings, exemplified by his 16 years at Outback Steakhouse running an area with over 1,400 employees and sales totaling over \$63 million.

A passionate member of the community, Mike works with the St. Pete Economic Development Group and helps administer the Food Bank as a Board Member of the St. Pete Free Clinic. He also serves as President of the Florida Brewer's Guild.

**Years of Experience:** 25

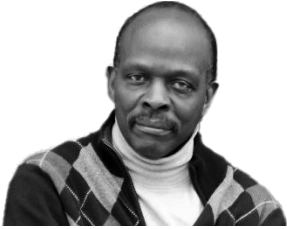
### Education

- Business Administration and Management, Warrington College of Business, University of Florida

### Registrations / Certifications / Memberships

- St. Petersburg Economic Development Group
- Food Bank Administration, St. Pete Free Clinic
- President of the Florida Brewer's Guild
- Founder, Brewing Arts Program, University of South Florida





**Visual and Performance Arts Consultant**

**Bob Devins Jones**

Bob Devin Jones, a native of Los Angeles, has been a theatre worker for over forty years. He began as an actor performing in Shakespeare Festivals, including Oregon, Berkeley, Illinois, Idaho, and in St. Petersburg – American Stage’s Shakespeare in the Park.

A graduate of Loyola Marymount University, he also attended the American Conservatory in San Francisco as well as a one year tutorial at the Royal Academy of Dramatic Art in London, England. For the past twenty years, he has worked in the theatre primarily as a playwright and as a director.

He has been a resident of St. Petersburg since 1997, participating in many educational and cultural organizations. These include Academy Prep, City of St. Petersburg Arts Advisory Committee, Pinellas County Cultural Affairs Task Force, and the Florida Humanities Council. He currently serves on the board of Florida Craft Art, Friends of the Jack Kerouac House, the Palms of Pasadena and he sits on the Public Arts Commission for the City of St. Petersburg. Bob is a recipient of numerous awards and grants, including the Bank of America’s Hero Award in 2005, Weekly Planet’s Best of the Bay 2001 Directing and 2002 Playwright, Theatre Communication Group (TCG) Artist Collaborative Los Angeles Cultural Affairs, and Florida Humanities Grants, and most recently the Tampa Bay Lightning Community Hero in 2018.

His most recent published work is Prometheus Standing, part of an anthology by Dr. Gary Lemons. Outside of his work at The Studio@620, Bob has recently performed at USF St. Petersburg’s theatre week. He also collaborates with the St. Petersburg Shakespeare Festival on “Shakespeare in the City,” currently in its third year. Bob has a cottage cookie company called Bob’s Cookies.

**Education**

- Loyola Marymount University
- American Conservatory, San Francisco
- Royal Academy of Dramatic Art in London, England

**Community Involvement**

- Academy Prep
- City of St. Petersburg Arts Advisory Committee
- Pinellas County Cultural Affairs Task Force
- Florida Humanities Council

**Honors/Awards**

- Bank of America’s Hero Award
- Weekly Planet’s Best of the Bay for Directing and Playwriting
- City of St. Petersburg, Key to the City



**Senior Geotechnical Engineer, Geotechnical Engineering**

**Jessica McRory**

**PE, LEED AP**

Ms. McRory has managed the geotechnical aspects of testing, design and construction for over a thousand engineering projects in the past 18 years. Her involvement has included analysis and evaluation of soil conditions pertaining to proposed construction and ongoing construction projects. Project experience has ranged from major FDOT contracts to single-family residences, Department of Housing and Urban Mixed-use Development. Other responsibilities have included coordinating geotechnical field and laboratory testing, as well as construction materials testing services. Evaluations have included soil and groundwater conditions, determining soil bearing capacity and consolidation characteristics and analyzing the performance of various types of foundation systems. Ms. McRory has provided recommendations for shallow foundations, various ground improvement techniques and deep foundation systems including driven piles, drilled shafts and auger cast piles.

**Years of Experience: 18**

**Education**

- Master of Science, Civil Engineering, Geotechnical Concentration, University of South Florida, 2004
- Bachelor of Science, Civil Engineering, University of South Florida, 2003

**Registrations / Certifications / Memberships**

- LEED Accredited Professional
- Registered Professional Engineer, Florida #68440

**Selected Experience**

- Deuces Rising, St. Petersburg, Florida
- Encore Lot 9 (The Independent) Tampa, Florida
- MOSI Future Redevelopment, Hillsborough County, Florida
- Strategic Property Partners (SPP) Projects, Hillsborough
- Waterfront District, Channelside Drive, Cumberland Avenue to Kennedy Boulevard
- St. Pete Pier Approach - City of St. Petersburg, Pinellas County
- Hillsborough County Sports Complex, Hillsborough County



**President, Diversity, Inclusion, & Workplace Development**  
**Thomas Huggins, III**

Thomas Huggins has more than 25 years of experience in project administration, management, public involvement, community outreach and engagement, and Workforce Development.

His experience includes directing prime and DBE support services program for FDOT and extensive experience with horizontal and road, highway and bridge projects. Thomas has established and managed business and consulting branch office specializing in Emerging Business development.

He has developed creative strategies to assist public sector agencies and private corporations with developing effective procurement and diverse supplier programs and Workforce Development programs.

**Years of Experience: 30**

**Education**

- Bachelor of Science, Business Administration/Finance, College of Charleston, Charleston, SC
- Associates Degree, Business Administration, Florida Junior College, Jacksonville, FL

**Selected Experience**

- Florida Department of Transportation (FDOT) –DBE Specialized Development Program
- Atkins – MPO – Westshore Mobility Study
- Austin Commercial - Tampa Airport - ConRac/APM Project
- HKS – City of St. Petersburg – Tropicana Field Master Plan
- City of Tampa - Curtis Hixon Park Museum - Skanska/Horus
- Tampa Hillsborough Expressway Authority - Reversible Elevated Lanes (Leroy Selmon Crosstown)
- Hillsborough County Aviation Authority - Baggage Claim Renovation - Matthews/Hardin
- Hillsborough County - Resource Recovery Facility - Covanta Energy
- Hillsborough County Aviation Authority - Airside C - Beck
- Hillsborough County Aviation Authority - Car Rental Parking Garage – Beck Group
- Hillsborough County Aviation Authority - Airside F – Beck Group
- Palm Beach County School District - Belle Glade Elementary
- Hillsborough County School District - Kitchen Renovations – Beck Group

**Askia Muhammad Aquil**



**Chairman of the Board of Directors, Historical Context**  
**Askia Muhammad Aquil**

Imam Askia Muhammad Aquil (fka Otha Leon Favors, Jr.), is a native of St. Petersburg, a 1964 honor graduate of Gibbs High School, and a 1966 graduate of St. Petersburg Junior College (now St. Petersburg College). He attended the University of South Florida from 1966-69. After the assassination of Rev. Dr. Martin Luther King, Jr. in 1968, he organized and led countless marches, demonstrations, protests, and boycotts targeting a variety of injustices and issues in the Tampa Bay Area and nationally, including a movement that established the first university level Black Studies program in Florida (now the USF Africana Studies Department.) This social justice activism including many hours of community organizing outside of the classroom caused him to disenroll from USF. In 2022, after 50 years, he returned to USF and completed a B.A. degree in Interdisciplinary Studies.

He is the former Executive Director of St. Petersburg Neighborhood Housing Services Inc. (now St. Petersburg Neighborhood Home Solutions) where he helped over 400 families become first-time homeowners and developed dozens of affordable new construction single family homes. He is the former Deputy Director of the St. Petersburg Housing Authority (SPHA). During his 11 years employed by SPHA he formed its Resident Self-Sufficiency Program and launched its first human services department that gave public housing residents access to a computer lab, onsite ABE/GED classes, scouting, youth entrepreneurship education, resident management training, and introduction to homeownership counseling.

He has served on and chaired many boards and task groups including the Strengthening Neighborhoods Task Group for former mayor Rick Kriseman’s Transition Team. He is a former Trustee of the Foundation for a Healthy St. Petersburg, a private foundation with \$130 million dollar in assets that fosters race and health equity in Pinellas County. He chaired the Pinellas County Job Corps Community Relations Council and served on the City of St. Petersburg Affordable Housing Advisory Committee. He has served faithfully as a religious leader, has led mosques and Islamic Centers in Tampa and St. Petersburg, and has actively participated in numerous interfaith/multifaith community campaigns.

Currently, he is Chairman of the Board of Directors of the Collective Empowerment Group of the Tampa Bay Area, Inc. (CEGTBA), a multi-faith group established to address systemic financial and economic inequities throughout the greater Tampa Bay area. In response to the Covid-19 crisis, he co-founded and managed the “Mask-Up St. Pete Campaign” distributing over 62,000 masks to targeted communities, and the “I Took The Shot” COVID-19 Vaccination Campaign, responsible for encouraging vaccinations in targeted zip codes. He is also currently the President of Dog Tag Heroes, Inc. and founder of the Bay Area Regional Veterans Network (BARVN). He co-chairs the Legal, Housing and Emergency Services Committee for the Bay Pines/ Pinellas County Community Veterans Engagement Board (CVEB) and serves on the NAACP St. Petersburg Chapter Armed Services and Veterans Affairs Committee.

He is a proud father and grandfather whose personal history is deeply rooted in social activism and community development of St. Petersburg, his hometown.

**Years of Experience: 50+**

**Education**

- Bachelor of Arts, Interdisciplinary Studies, University of South Florida



**Executive Vice President, Convention & Exhibition Centers,  
Convention Center Operations**

## Bob McClintock

Bob is responsible for the delivery of high-quality experiences in ASM Global's network of 98 convention and exhibition facilities around the world. Bob is a 36-year hospitality veteran with extensive experience in the operations, management, and marketing of convention centers, including 32 years' experience as an operator and executive with ASM Global.

He has developed and implemented the innovative approach to cooperation between Convention Centers and Convention and Tourism Bureaus. After a successful debut with the Denver Alliance, his team has led the implementation of this model in multiple cities worldwide.

Bob leads ASM Global's proprietary asset-based management system to maximize the return from public facilities. Additionally, he has a proven track record of:

- Increasing Revenue and Decreasing Operating Costs
- Developing Destination Marketing Alliances
- Creating innovative management and customer satisfaction agreements with organized labor, resulting in reducing exhibitor's show costs and increasing events and tourism
- Partnering with Municipal and Government Clients to meet and exceed their objectives
- Increasing operational efficiencies to enhance the maintenance and upkeep of major assets

**Years of Experience:** 36

### Education

- Bachelor of Arts, College of William and Mary

### Selected Experience

- David L. Lawrence Convention Center
- Greater Ft Lauderdale / Broward County Convention Center
- Pennsylvania Convention Center



**Executive Vice President, Real Estate Development &  
Advisory Services, Convention Center Operations**

## Liam Thornton

Liam is currently responsible for overseeing the acquisition, development, and consulting services for all real estate development at ASM Global. He has held executive level positions in real estate development, experiential development, and finance. Liam has acquired properties and developed highly branded and experiential projects in sports and recreation, entertainment, and hospitality across the US and internationally in Singapore, Barcelona, and Spain.

Liam has also acted as a "real estate venture capitalist," taking investment positions and strategic advisory roles in young, start-up entrepreneurial real estate ventures reenvisioning the conventional real estate asset classes and assisting these ventures in accessing institutional capital. Liam has a strong professional interest in how technology and culture are shaping the built environment and is a sponsoring member of MIT DesignX, a new venture accelerator within the MIT School of Architecture and Planning.

**Years of Experience:** 30+

### Education

- Master of Science, Architecture and Planning, Massachusetts Institute of Technology
- Bachelor of Science, Civil Engineering, Santa Clara University

### Registrations / Certifications / Memberships

- Board Member, Western Rivers Conservancy
- Urban Land Institute (ULI)
- Design Management Institute (DMI)
- MIT Center for Real Estate



**CEO, Urban Bee Keeping/Open Space Activation**

## Leigh-Kathryn Bonner

Leigh-Kathryn is part of the TED speaking community, a 2017 Southern Living Southerner of the Year, a 2018 INC Magazine-30 Under 30 Rising Star, a 2019 Forbes 30 Under 30 Entrepreneur and North Carolina Woman of the Year, a 2020 Outstanding Young Alumnus from NC State University, and most recently named to the Forbes Next 1,000 list of entrepreneurs redefining the American dream.

**Years of Experience:** 7

### Education

- Bachelor of Arts, International Studies, Minor Spanish and Nonprofit Management, Summa Cum Laude, North Carolina State University,
- Nonprofit Management Certification- Duke University

### Registrations / Certifications / Memberships

- Certified Beekeeper Certification, 2015
- Journeyman Beekeeper Certification, 2018
- Master Beekeeper Certification, estimated 2022 completion

### Selected Projects

Notable Bee Downtown corporate partners include:

- Delta
- Dominion Energy
- MetLife
- Cisco
- Cricket Wireless
- NYSE
- Microsoft
- Biogen
- Burt's Bees
- Invesco
- Chick-fil-A
- Mercedes Benz Stadium
- Georgia Power



**President, Public Space Activation**

## Dan Biederman

Dan Biederman is the founder and president of BRV Corp., as well as co-founder of Grand Central Partnership, the Chelsea Improvement Company, 34th Street Partnership, and Bryant Park Corporation. He currently serves as the President of the latter two of those downtown management organizations. Mr. Biederman and BRV consult public and private parties on, among other things, the art of downtown management, economic development, and rehabilitation in New York, Toronto, Los Angeles, Chicago, Dallas, Houston, Atlanta, Miami, Pittsburgh, and a host of other cities in various countries.

The Bryant Park Corporation, which Dan founded in 1980 with the assistance of the Rockefeller Brothers Fund, is one of the largest efforts in the nation to apply private management backed by private funding to a public park. The park reopened in 1992, and today has a budget 100 times the level under prior city management. It's been a huge success with public, press, and nearby institutions. Crime in the NYC areas under his management has been reduced by almost 100%. Today, Bryant Park is favorably compared with the great parks of London and Paris, and was the 1996 winner of the Urban Land Institute Excellence Award for public projects, as well as many other awards from design, real estate, and redevelopment groups. Mr. Biederman and his work have received more than 40 local, national, and international awards, including the first-ever William E. Simon Lifetime Achievement Award in Social Entrepreneurship from the Manhattan Institute in 2007.

### Community Involvement / Initiatives

Mr. Biederman has written, lectured, and taught extensively in the field of urban management, and advises a number of cities and private property-owners on the establishment or turnaround of parks and plazas, Business Improvement Districts, and self-financing neighborhood redevelopment projects; his publications include articles in Urban Land and the Harvard Business Review.

**Years of Experience:** 30+

### Education

- Master of Business Administration, with distinction, Harvard University, Harvard University
- Bachelor of Arts, Public and International Affairs, Magna Cum Laude, Princeton University



**President, Property Management Partner**

## Laurel Chadwick Macdonald

A native of the Tampa Bay area, Ms. Macdonald heads the management company established by her grandfather 50 years ago. Ms. Macdonald has been with Carteret since 2009 after starting her career in the real estate finance field subsequent to her graduation from Duke University. In her current role, she supervises daily operations of the Carteret portfolio, interpreting and implementing management procedures and enforcing strict compliance with regulatory requirements. She oversees budget preparation, contract negotiations, and the monitoring of on-site operations. Laurel is a Certified Property Manager® through the Institute of Real Estate Management® (IREM®), serving on the local IREM® chapter's Board, and has established Carteret as an Accredited Management Organization (AMO®) through IREM®. Laurel holds a Credential for Green Property Management from the National Apartment Association Education Institute and the National Affordable Housing Management Association, as well as having earned several affordable housing designations (HCCP from NAHB; COS and TCS from NCHM).

**Years of Experience:** 16

### Education

- Bachelor of Arts, Public Policy Studies; Spanish Minor; Markets and Management Certificate in Accounting, Duke University, 2006

### Registrations / Certifications / Memberships

- Real Estate Broker's License
- Certified Property Manager, CPM® (Institute of Real Estate Management®)
- Housing Credit Certified Professional, HCCP (NAHB)
- Certified Occupancy Specialist, COS (NCHM)
- Tax Credit Specialist, TCS (NCHM)
- Blended Occupancy Specialist, BOS (NCHM)
- Credentials for Green Property Management (NAHMA)
- Graduate of the inaugural class of FAHSA's Leadership Academy through the University of Florida
- IREM® board member (Chapter 44, FL West Coast)



**Senior Director, Commercial Real Estate Services**

## Wendy Giffin

Wendy has been actively involved in commercial real estate in the Tampa Bay region since 1985. She is a licensed broker with more than \$750 million in sales and lease transactions. Wendy's extensive experience includes numerous transactions for the sale and purchase of land, investment real estate, historic buildings, and for the leasing and sale of many office, industrial medical and retail buildings. Wendy has specialized in commercial real estate in the Tampa Bay region for over 35 years and is very active in business and professional communities. She focuses on commercial real estate transactions in the southern Tampa Bay region with specific specialty in the South Pinellas County market.

Wendy has earned a reputation as one of the region's most prolific producers. She has consistently received the Florida Gulfcoast Commercial Association of Realtors Pinnacle Award for Top Producer, earning the Top Office Broker market-wide nine times. Additionally, she was awarded the President's Service Award in 2012 and 2017. She has been very active on the Boards of a community bank, regional sports commission, a private school and several arts organizations and served as a mayor-appointed commissioner on the St. Petersburg Development Review Commission for ten years. Wendy was honored to be the 2019 President of the Florida Gulfcoast Commercial Association of Realtors.

**Years of Experience:** 35+

### Education

- Bachelor of Science, Finance and Marketing, The University of Tennessee

### Professional Affiliations

- Licensed Real Estate Broker
- Florida Gulfcoast Commercial Association of Realtors Community Leadership
- Florida Gulf Coast Commercial Association of Realtors President 2019, Board of Directors 2012-2020
- St. Petersburg Downtown Partnership Board of Directors 2020-2022
- Mayor Appointed Commissioner, St. Petersburg's Development Review Commission 2004-2013
- Freedom Bank of America Founding Director and Board of Directors 2005-2012
- Served on the Boards of the Tampa Bay Area Sports Foundation, Morean Arts Center and the Canterbury School of Florida



Senior Director, Commercial Real Estate Services

## Barry Oaks

CCIM

Barry Oaks joined Cushman & Wakefield in 1995 and has more than 25 years of experience advising corporations and professional firms in the leasing, acquisition and disposition of commercial real estate on a local and national basis.

### Clients Served

AdventHealth, AIG, Alliance Partners, Banyan Street Capital, Booz Allen Hamilton, Capital Realty Investors, Carter Validus, Chapters Health System, Clear Channel, Deutsche Bank, Draper, Ford, Frontier Communications, Gartner, General Electric, Jacobs, Kemper, Kforce, Highwoods Properties, PepsiCo, Progressive, Raytheon, Real Estate Capital Partners, S&ME, Salesforce.com, SAP Ariba, Stiles Corporation, Strategic Property Partners, Syniverse Technologies, TPA Group, Tropicana, UBS, USI, VALIC, Verizon, Verizon Realty, Wells Real Estate Funds, and XO Communications

**Years of Experience:** 25+

### Education

- Bachelor of Arts, Economics, University of Florida

### Professional Affiliations

- Certified Commercial Investment Member (CCIM)
- Board Member of Tampa Downtown Partnership
- Former Board Member of Westshore Alliance
- Member of Florida Gulfcoast Commercial Association of Realtors (FGCAR)

### Professional Recognition

- Cushman & Wakefield Brokerage Service Excellence Award
- Florida Gulfcoast Commercial Association of Realtors (FGCAR), multiple awards
- National Association of Industrial and Office Properties (NAIOP), multiple awards

Dan Tagherlini



Community Equity Endowment

## Dan Tangherlini

Daniel "Dan" Tangherlini is currently a Managing Director with a private philanthropic and investment firm dedicated to removing barriers to opportunity so that people can live to their fullest potential. His interest is in bringing enhanced performance to business, philanthropy, and government.

Previously, Dan was the President of the technology start-up Seamless Docs. He also founded an urban systems consulting practice, City's Garage. Before that, he was the Chief Operating Officer of Artemis Real Estate Partners, a real estate private equity firm with commercial real estate investments across the United States. Preceding Artemis, Mr. Tangherlini served as Administrator of the General Services Administration (GSA), having been nominated to serve in the position by President Obama and confirmed by the US Senate. As the agency head of GSA, beginning in 2012, he identified creative ways to leverage unused government assets, particularly real property, including launching a series of high-value property exchange and redevelopment proposals such as the FBI Headquarters (DC), Volpe Transportation Research Center (MA) and Moffett Federal Airfield (CA). He also launched a technology advisory practice to serve other government agencies called 18F.

Mr. Tangherlini served as the Chief Financial Officer at the U.S. Department of the Treasury from 2009 to 2013 (also a Senate confirmed position), concurrently serving as the Assistant Secretary for Management. Prior to his role at Treasury, he managed budget development and performance management of District agencies when he served as the District of Columbia City Administrator and Deputy Mayor from 2006 to 2009. While City Administrator, he also served in the capacity of the Vice-Chair of the Board of Directors for the DC Water and Sewer Authority (now DC Water). In 2006, he served as the Interim General Manager of the Washington Metropolitan Area Transit Authority (Metro). From 2000 to 2006, he served as Director of the District of Columbia Department of Transportation and from 1998 to 2000 as Chief Financial Officer of the Metropolitan Police Department. From 1997 to 1998 he served in the Office of Policy at the U.S. Department of Transportation and from 1991 to 1997 he served in various capacities at the U.S. Office of Management and Budget.

**Years of Experience:** 30+

### Education

- Bachelor of Arts and M.P.P., University of Chicago
- M.B.A., Wharton School of Business at the University of Pennsylvania



**Chief Executive Officer, Pre-Construction Services**

## **Ernie DuBose, II**

**CGC**

With a career totaling more than \$500 million in completed construction spanning three states and multiple sectors of the construction industry, Ernie DuBose will use his vast experience in managing large, diverse construction teams to facilitate the overall execution and goals of projects. His resume includes recent and relevant projects in various sectors including affordable housing, hospitality, and multi-family residential.

Ernie's experience includes multiple projects including the City Center Hanna Ave, Rome Yard, Boulevard at West River, 1050 Water Street, and Edition Hotel & Private Residences - all of which represent the experience of DuCon and Suffolk. On these projects, Ernie is a valuable member of the leadership team, providing support during preconstruction and construction with a strong focus on implementing a meaningful outreach program.

Ernie's passion for giving back to the community is demonstrated by his involvement in many local organizations and non-profits. He consistently serves as a strong leader and advocate for small and minority-owned businesses and the local workforce, as well. He serves as a mentor to many young professionals entering the industry and was recently a guest speaker and sponsor to the STEM Xposure program in Tampa and a mentor for Year Up, Tampa Bay.

**Years of Experience: 22**

### **Education**

- Bachelor of Science, Building Construction, University of Florida, 1999

### **Registrations / Certifications / Memberships**

- Certified General Contractor: FL – CGC1517667
- Certified Plumbing Contractor: FL – CFC1430513
- OSHA 30-Hour Certified

### **Selected Projects**

- Rome Yard, Tampa Florida, Ongoing
- City Center Hanna Ave, Tampa, FL; Ongoing
- Shell Dash, St. Petersburg, FL; Ongoing
- Boulevard at West River; 2022
- Edition Hotel & Private Residences; 2022
- 1050 Water Street; 2022
- Booker High School Rebuild, 2013
- Booker Middle School HVAC Renovation, 2014
- Bay Haven Elementary School Addition, 2015
- Fruitville Elementary School Classroom Addition, 2016



**Director of Community Relations and Marketing,  
Pre-Construction Services and Workforce Development**

## **Tarnisha Cliatt**

In her role with DuCon, Tarnisha Cliatt oversees all community initiatives and marketing efforts for the company. She serves as an integral member of the leadership team to ensure success and a positive experience for all project stakeholders.

On current projects in Tampa, Tarnisha leads all services of MBE and Section 3 partnering to engage, include, and empower small, local, and disadvantaged businesses and labor candidates. She has developed comprehensive plans for outreach including the recent successful implementation of virtual networking events to accommodate the circumstances of the current environment. In her role, she also identifies opportunities and develops plans for overall community engagement.

### **Community Involvement / Initiatives**

Outside of DuCon, Tarnisha stays busy serving as the President/Founder and CEO of the Manasota Black Chamber of Commerce (MBCC). The MBCC is focused on advancing the interests of its membership and affiliates through advocacy, education, business and economic research, accessing competitive intelligence and forming strategic alliances to maximize opportunities for success. In this position she interacts with businesses across the United States of America.

Most recently, Tarnisha co- founded and orchestrated the launch of the Southeastern Regional Black Chamber of Commerce (SERBCC) where she consulted with hundreds of businesses and non-profits providing business development planning and technical assistance. Additionally, she assisted several businesses in acquiring necessary capital for start-up and expansion, securing amounts ranging from \$25,000 all the way up to \$1.5 million.

**Years of Experience: 15**

### **Education**

- Early Childhood Education, University of South Florida, 2006

### **Selected Projects**

- Rome Yard, Tampa Florida, Ongoing
- Shell Dash, St. Petersburg, FL; Ongoing
- City Center Hanna Ave, Tampa, FL; Ongoing
- Boulevard at West River; 2022
- Edition Hotel & Private Residences; 2022
- 1050 Water Street; 2022



President, Pre-Construction Services

## Chris Eastman

CGC

Chris Eastman is responsible for the Company’s core business objective – leading a collaborative process to analyze, plan and execute successful real estate and construction solutions for our clients in an ‘Owner’s Representative’ capacity. In this role, Chris delivers professional project management and comprehensive consulting services for facility planning, design, and construction. During Chris’ 32-year career, he has amassed construction and development expertise including Class A office, residential (for sale and for lease), institutional, mixed-use urban, healthcare and waterfront development of more than 13,500,000 SF. Chris has a passion for the real estate development process and excels in its most critical facet – building construction. His personal, high-quality standards ensures that Eastman Construction Management LLC is delivering product that is unparalleled in the marketplace.

Prior to founding ECM, Chris served as Vice President for Suffolk Construction Company, Inc. – one of the country’s largest general contractors with \$4.5 billion in annual revenue and ranked #23 on Engineering News-Record’s list of ‘Top 400 Contractors’ in the U.S. At Suffolk, Chris was responsible for overseeing all the Company’s Central Florida operations. Before joining Suffolk, Chris was the Chief Development Officer and Senior Vice-President of Echelon LLC – St. Petersburg, Florida. During his tenure at Echelon, he was responsible for all aspects of real estate development and management including site selection, market and feasibility analysis, acquisition, entitlement, permitting, design and construction, property and asset management, financial analysis and project cost control. Prior to joining Echelon, Chris was a Project Executive with Batson-Cook Company – Tampa Division.

**Years of Experience:** 30

### Education

- Bachelor of Science, Building Construction, University of West Florida

### Registrations / Certifications / Memberships

- Class A Certified General Contractor – CGC 05701, FL
- St. Petersburg Downtown Partnership
- US Green Building Council, Member
- Pinellas County Economic Development Council
- Tampa Downtown Partnership
- Friends of the Riverwalk, Board of Directors
- Starting Right, Now
- Tampa Bay Builder’s Association
- Leadership Tampa Class, 2003

### Selected Project Experience

- Edition Hotel & Private Residences
- 1050 Water Street
- Boulevard at West River
- 400 Central Avenue
- Seminole Hard Rock Hotel - Tampa
- Manor Riverwalk
- Windward 300 Office Building

## Emmanuel Roux



Consultant, Community Wellness

## Emmanuel Roux

Emmanuel Roux, a Frenchman, was born in Tunisia and raised between North Africa and Southern France and grew up on wheat and dairy farms. Schooled in England and France, he studied hotel management in Switzerland and served in the French navy on the Helicopter carrier Jeanne d’Arc as the captain’s maître D. He was employed as field administrator for an American oil research company in the Sahara in Algeria, Niger and Mali. In 1975 he moved to New York City to be general manager of the Lotos Club, Manhattan’s third oldest private club, founded in 1879 and located in the last private Vanderbilt mansion.

In 1979, he started the first national upscale pasta company in Savannah, Georgia and initiated the trend of flavored pasta. This venture achieved national and international distribution. In 1993, he moved to St. Petersburg, Florida and pioneered downtown’s renewal by opening several restaurants on Central Avenue, including The Garden, Redwoods Haiku Sushi, and the Lobby. Since 2010, he has owned and operated GateauOchocolat, a flourless chocolate cake company.

In parallel, Emmanuel has kept true to his farming roots, promoting urban agriculture projects such as 15th St. Farm, a half-acre educational organic regenerative agriculture vegetable urban farm in downtown St. Petersburg.

Today this urban nature oasis is a model for a novel business model for economically sustainable urban farms offering gardening, nutrition food culture educational program events, and producing high-value fresh produce.

Emmanuel is consulting on the development of a Tampa Bay Local Food System and is a member of the University of South Florida Metropolitan Food Project (MFP), a trans-disciplinary organization focusing on the connections between soil and gut microbiomes. Taking a broad view approach, the MFP is exploring the development of local food systems, regenerative urban agriculture and their impact on health, economic development, community resilience, environmental sustainability, and social impacts locally and internationally. He advises on regenerative agriculture and develops concepts at the intersection of agriculture, food, health, and education, adding quality of life to urban areas as well as large residential developments. Emmanuel has a holistic approach to soil, plants, food, and their connections to human health.

**Years of Experience:** 40+





**Senior Vice President, District Thermal**

## Tony Amis

MSc

A geothermal heat-exchange expert, Tony has overseen the largest energy pile project in the US and the largest lake loop project in the world. Endurant has installed geothermal loops into energy piles on almost 60 projects, and various geothermal solutions on over 350 more including commercial offices, educational institutions and public transport facilities. Tony has worked in the industry for 35 years, managing large foundation projects world-wide. He created the concept of energy piles whilst at Skanska, initiating a trial at Lambeth College, London in 2007 with Cambridge University to study their impact on foundation performance

**Years of Experience:** 35+

### Education

- HND, Civil Engineering London South Bank University
- MSc, Construction Project Management, Hong Kong University, University of Greenwich

### Memberships/Community Affiliations/Awards

- Round Table Great Britain and Ireland, Matlock Chairman 2007-2008

### Selected Projects

- NYSERDA 2020-date: 10 district-scale thermal energy solution feasibility studies for variety of real estate developments including LMI & Social Housing, Market Rate condos and apartments and mixed-use developments
- 555 Greenwich Street, New York NY 2021: 63 32" dia 120' energy foundations solution connected to ground sourced heat pump and combined with air source heat pump delivering all the heating and cooling to what will be the first all-electric commercial building in New York City.
- Tech Campus Mountainview, California US 2018: 2,500 20" dia 120' energy foundations delivering full building heating and cooling
- Bombardier Old Oak Common, London, UK Railway Depot: 232 Energy piles & 53 boreholes – 350 T Heating and cooling
- One New Change, London, UK 2010: 194 Energy piles 8' dia 150' deep – 1400T Heating and cooling



**CEO & Co-Founder, Financial Literacy & Real Estate Services**

## Maurice "Mo" Franklin

Maurice "Mo" Franklin is the CEO and Co-Founder of Franklin & Associates Realty. Beginning his real estate career in 2004 and after several years of operating as "The Mo and Sam Team" with national brands in the industry, Mo and Sam launched Franklin & Associates Realty in 2018. Combining his passion for helping people and his love for real estate, Mo Franklin has dedicated his time to helping first-time homebuyers achieve the American dream of homeownership. Over the years, Mo has established strong partnerships with affordable home builders and non-profit home buying education agencies such as St. Petersburg Neighborhood Homes Solution and Suncoast Housing Connections. Mo served on the board of St. Pete NHS and has taught thousands of potential first-time home buyers the real estate section of the home buying education class. Mo has guided many qualified first-time home buyers in purchasing properties and provided consulting to agency staff.

**Years of Experience:** 18+

### Education

- Bachelor of Science, Business Administration, Morgan State University
- Sales Associates License, Bob Hogue School of Real Estate
- Real Estate Brokers License, Bob Hogue School of Real Estate

### Registrations / Certifications / Memberships

- Licensed Real Estate Broker, #BK075895
- Board of Directors, Neighborhood Home Solutions (2021-Present)
- Trainer/Educator, Neighborhood Home Solutions (2004-Present)
- Senior Pastor, UKCF Church (2015-Present)

## Fred Hearn



**Local Historian, Historical Context**

## Fred Hearn

Fred Hearn was born in the Bronx, New York, and grew up in East Tampa, Florida. He graduated from Tampa's George S. Middleton High School, he earned a B.S. Degree in English-Journalism from the University of South Florida (USF). He also holds Masters Degrees in Africana Studies (USF) and Organizational Management and Leadership (Spring Field College).

He began his career as a newspaper reporter and worked for the Florida Sentinel-Bulletin (Tampa), St. Petersburg Times, Ft. Lauderdale Sun Sentinel, and the Tampa Tribune. He worked in the Public Contacts Office at Southern University in Baton Rouge, Louisiana and had a 32-year career with the City of Tampa. In 2007, Hearn retired as director of the City's Department of Community Affairs. He then opened Fred Hearn Tours LLC and conducted bus and walking tours of the City's most historic districts for 13 years. As the owner of Fred Hearn & Associates LLC, he was a public outreach consultant for the Tampa Housing Authority (Encore Public Housing Development and West River Public Housing Development) and worked for Hillsborough County (Community and Law Enforcement Workshops & Services LLC).

As a Tampa Bay Community volunteer, Fred was the founding president of the Winston Park Improvement Association (advocated construction of the \$2M 78th Street Community Public Library); was the founding president of the G.S. Middleton High School Alumni Association (advocated construction of the new \$40M G.S. Middleton High School); was the founding president of the Ada T. Payne Friends of the Urban Libraries (advocated the construction of the \$7.8M Robert W. Saunders Public Library); and led the effort to create the new \$6M Perry Harvey Park with its award-winning African American history and public art.

In 2021, Fred was named the first Curator of Black History for the Tampa Bay History Center. In this role, he helps create an expanded museum exhibit area that focuses on African and African American history. Fred is responsible for coordinating an annual Black History Month Reception and the annual Florida Emancipation Day Celebration at Brooksville, Florida's Chinsegut Hill. He is a frequent speaker on Black History and has presented for groups such as the Hillsborough County Bar Association, the Tampa Bay Lightning, the City of Tampa, the University of South Florida, the State of Florida Department of Corrections, and the Hillsborough County Public Libraries.

**Years of Experience:** 50+

### Memberships

- Curator, Tampa Bay History Center
- Founding President, Winston Park Improvement Association
- Founding President, Ada T. Payne Friends of the Urban Libraries
- Founding President, G.S. Middleton High School Alumni Association



**Principal-in-Charge Engineering Services**

## Matt Walker

PE

Matt is a results-driven engineer with 20 years of experience in water, sanitary sewer, stormwater, private land development, civil engineering design, and construction. Over the past 20 years, Matt has worked on a variety of projects including the design and construction of retail, residential subdivisions, roadways, culverts, and utilities providing a turnkey approach from conceptual design through construction administration providing a single point of contact to the client. Matt graduated from Leadership St. Pete in 2019 and served as Chair on the City of St. Petersburg Development Review Commission.

**Years of Experience:** 20

### Education

- Bachelor of Science, Civil Engineering, University of Alabama
- Master of Science, Environmental Science, Auburn University

### Registrations / Certifications / Memberships

- State of Florida Professional Engineer: #70246
- Stormwater Inspector Certification
- Society of American Military Engineers
- International Council of Shopping Centers (ICSC)
- City of St. Petersburg Development Review Commission (Former Chair)
- Leadership St. Pete – 2019

### Selected Projects

- Blue Jays Player Development Complex, Dunedin, Florida
- Blue Jays Spring Training Complex, Dunedin, Florida
- UPC Head Quarters, St. Petersburg, Florida
- City of St. Petersburg Development Review Commission
- City of St. Pete Beach Pass A Grille Drainage Study 7th Avenue to 12th Avenue
- YMCA/Riviera Middle School, St. Petersburg, Florida
- St. Pete Free Clinic Food Distribution Warehouse, St. Petersburg, Florida
- United States Postal Service Site Improvements, St. Petersburg, Florida
- South Hillsborough Veterans Affairs Outpatient Clinic, Riverview Florida
- City of Dunedin Skinner Boulevard (SR 580)
- City of Dunedin City Hall
- MacDill Air Force Base SOCCENT CEG Facility, Tampa, Florida



**Co-Founder/Executive Director, Inclusion**

## Hillary Van Dyke

Hillary Van Dyke is a Co-Founder of St. Petersburg based Green Book of Tampa Bay. Hillary has a bachelor's degree in English Education from Purdue University and a master's degree in Educational Leadership from the University of South Florida- St. Petersburg. She is currently pursuing a doctorate in social sciences curriculum and instruction at the University of South Florida.

From 2008 to 2021 she served in roles from middle school ELA teacher to high school staff developer to district administrator over DEI initiatives. She is now an independent contractor who works with museums, nonprofits, and educational companies to help students, faculty, and the community to see their inherent brilliance. Hillary is the Co-Founder and Executive Director of Green Book of Tampa Bay.

**Years of Experience: 14**

### Education

- Ph.D., Museum Education and Place-based Education University of South Florida (in Progress)
- Master of Arts, Educational Leadership and Leadership Development, University of South Florida
- Bachelor of Arts, English Education, Purdue University

### Selected Experience

- Co-Founder/Executive Director, Green Book of Tampa Bay, St. Petersburg, FL (2019-present)
- African American Heritage Trail Leader, African American Heritage Association of St. Petersburg, FL (2021-present)
- Exhibition Specialist, The Pinellas County African American History Museum, Clearwater, FL (2021-present)
- Independent Contractor (DEI and history training and consulting), St. Petersburg, FL (2021-present)
- SSE4313: Teaching Elementary Social Studies Adjunct and TA, University of South Florida, Tampa, FL (2020-present)
- Professional Development Specialist for Equity, Pinellas County Schools, Largo, FL (2017-2021)
- Multi-tiered Systems of Support Specialist, Boca Ciega High School, Gulfport, Florida (2016-2017)
- Middle School Language Arts Teaching, Various schools, Indiana and Florida (2008-2016)



**Co-Founder, Inclusion**

## Joshua Bean

Joshua is a Co-founder of Green Book of Tampa Bay, an online guide to Black-owned businesses. At Green Book, Joshua works with co-founder Hillary Van Dyke, to serve as a guide to African American cultural sites, Black artists and Black-owned businesses in Pinellas and Hillsborough counties. Additionally, Joshua is an educator at Pinellas County Schools, and is driven by his lifelong passion for social justice and equality.

**Years of Experience: 14**

### Education

- Master of Social Work, University of South Florida,
- Bachelor of Social Work, University of South Florida
- Associate of Arts, Hillsborough Community College

### Selected Experience

- School Social Worker, Pinellas County School Board, St. Petersburg, FL (2012-present)
- Intensive Family Therapist Suncoast Center, Inc., Clearwater, FL (2011-2012)
- Field Placement Internship, The Children's Home Inc, Tampa, FL (2009-2010)
- Field Placement Internship, The Sylvia Thomas Center, Tampa, FL (2009)
- Paid Supervisor, Sunshine Youth Services, Tampa, FL (2006-2008)



Senior Director of Real Estate,  
Market Rate Residential Management

## Kelly Rayburn

Kelly Rayburn is the Senior Director of Real Estate, providing leadership for the Southwest Florida operations on third-party assets and client relationships throughout the Tampa MSA and markets south to Sarasota, Ft. Myers and Naples. She has more than 25 years of property management experience across all product types, from lease-up through stabilization, in both urban and suburban settings including development consulting, branding and renovating assets.

Prior to joining Greystar in 2012, Kelly held senior leadership roles with Lyon Management Group, Lane Company and Colonial Properties Trust.

Kelly holds her CPM designation with the Institute of Real Estate Management.

**Years of Experience:** 30+

### Education

- Bachelor of Science, Business/Managerial Economics, Birmingham-Southern College

### Registrations / Certifications / Memberships

- CPM designation, the Institute of Real Estate Management.



Senior Vice President, Hospitality Development Partner

## Jason Gold

Jason joined Highgate in 2020 and is one of the senior members of Highgate's business development team, responsible for the growth of the company through management and investment opportunities. Jason brings to Highgate a wealth of industry-related experience from over 18 years of service, having most recently spent two years with Crescent Hotels & Resorts, as the Senior Vice President of Business Development, where he led the business development team and personally generated over \$200M in new revenue under management, with a focus on premium full service, branded and lifestyle hotels. Prior to Crescent, Jason spent over six years as Vice President of Acquisitions & Business Development for Two Roads Hospitality (formerly Destination Hotels & Resorts), the then largest operator of independent hotels & resorts in North America, where he was instrumental in strategically developing and expanding growth within the Two Roads portfolio before the subsequent sale to Hyatt Hotels & Resorts. Two Roads operated hotels under the Destination, Thompson, Joie de Vivre, Tommie and Alila brands throughout the US, Canada, Latin America and Asian markets.

### Community Involvement / Initiatives

Jason volunteers at the Colorado Food Bank of the Rockies and coaches soccer for both his daughters through Skyline Soccer Association. He is a past-president of the Cornell Hotel Society Rocky Mountain chapter, the alumni organization of the Cornell University School of Hotel Administration.

**Years of Experience:** 18

### Employment

- Highgate, Dallas TX & New York, NY, 2020
- Crescent Hotels & Resorts, Fairfax, VA, 2018
- Two Roads Hospitality, Denver, CO, 2016
- Destination Hotels & Resorts, Denver, CO, 2011
- Denihan Hospitality Group, New York NY, 2006
- Lehman Brothers, New York, NY, 2004
- Pricewaterhouse Coopers, LLP, New York, NY, 2002

### Education

- Cornell University School of Hotel Administration

### Registrations / Certifications / Memberships

- Cornell Hotel Society, Rocky Mountain Chapter

### Selected Projects

- Le Meridien Clayton; St Louis, MO
- The Ven, Tribute Portfolio (Marriott); Washington DC
- PGA National Resort & Spa; Palm Beach Gardens, FL
- Mayfair Coconut Grove; Coconut Grove, FL
- James Chicago; Chicago, IL
- James Royal Palm South Beach Miami; Miami, FL
- The Camby, Autograph Collection (Marriott); Phoenix, AZ
- The Scottsdale Resort at McCormick Ranch; Scottsdale, AZ
- The Surrey; New York, NY



**Director of Preconstruction, Preconstruction Services**

## James Graham, Jr.

As preconstruction director with more than 40 years of experience, James will oversee preconstruction activities and project management team. James will also act as a mentor and instructor to MBE 2nd tier subcontractors..

**Years of Experience:** 40+

### Education

- Bachelor of Science, Building Construction, University of Florida

### Registrations

- FL GC #CGC061213

### Notable Projects

- **Moffitt Cancer Center, McKinley East Hospital** - Tampa, FL, \$295 million, 530,000-SF new nine-story cancer hospital, diagnostic & treatment tower, 30,000-SF central energy plant and 489-space parking garage / 2023
- **Moffitt Cancer Center, In-Patient Bed Expansion** - Tampa, FL, \$8.7 million, 16,452-SF interior renovation / 2019
- **Moffitt Cancer Center, MRI and Angio Suite Renovations** - Tampa, FL, \$1.6 million, 1,650-SF interior renovation / 2018
- **UF Health Shands Cardiovascular & Neuroscience Hospital Expansion** - Gainesville, FL, \$225 million, 540,000-SF expansion of the UF Health Shands Cardiovascular and Neuroscience Hospital / Four Globes, Green Globes certification / 2017
- **Lee Memorial Golisano Children's Hospital** - Ft. Myers, FL, \$144 million, 293,000-SF new seven-story children's hospital includes: new pediatric ED, OR's, 128 pedi and nicu beds. 100,000-SF parking garage, central energy plant and 88,000- SF renovations / 2017
- **UNC Hospital-Hillsborough Campus**, 250,000 SF, \$210 Million Addition
- **UNC Cancer Hospital-NC**, 400,000 SF, \$560 Million New Build
- Sarasota Mem. Hospital Rehab Facility - Sarasota, FL
- **Moffitt Cancer Center, McKinley Campus** - Tampa, FL, \$68 million, 207,000-SF. State-of-the-art six-story outpatient treatment facility / 2015
- **Nemours Children's Hospital** - Lake Nona, FL, \$264 million, 633,000-SF, seven-story, free-standing pediatric specialty hospital / LEED Gold / 2012
- **Moffitt Cancer Center, South Expansion** - Tampa, FL, \$67.8 million South Expansion project consisted of three components / 2009
- **Moffitt Cancer Center, M2Gen** - Tampa, FL, \$25.4 million, 96,000-SF bio-tech facility / 2009
- **UF Health, Shands Guest House** - Gainesville, FL, \$35 million, 120,000-SF, six-story guest house for hospital patients and families / April 2020



**Project Executive, Preconstruction Services**

## Jonathan Graham

Jonathan's role is to guide the team on the best Diversity Outreach management plan for the project. Jonathan works with client and team leadership to develop the right approach for the project, maximizing opportunities for diverse businesses in our community.

**Years of Experience:** 20

### Education

- Coursework completed, Pinellas Technical College

### Registrations

- FL GC #CGC061213

### Notable Projects

- **H. Lee Moffitt Cancer Center & Research Institute, McKinley Campus** - Tampa, FL, \$68 million, 207,000 SF. State-of-the-art six-story outpatient treatment facility. Spaces included: outpatient surgery (with sterile processing), operating rooms, procedure suites, clinics for Moffitt's Breast and Cutaneous Departments, imaging, lab and pharmacy space, infusion, and clinical research. Also included: patient and family support, educational spaces, a cafe, and seven-story parking garage with 1,250 spaces. The sixth floor serves as shelled space for future growth. HORUS' scope included: Interior framing, drywall and stucco, approximately \$3.2 million / 2015
- **H. Lee Moffitt Cancer Center & Research Institute, McKinley Campus, Publix Pharmacy** - Tampa, FL, \$220,000 contract to do the buildout of the Public Pharmacy
- **HCC, New Welding Lab at Training Facility** - Tampa, FL, \$1,000,000, 6,000-SF. Addition to the Auto Body Repair Shop that added the Welding Lab. HCC didn't have a Welding program until this project.
- **HCC Microbiology Lab** - Tampa, FL, Water Treatment Lab & Veterinary Lab Renovations
- **HCC Biology Lab Renovation** - Tampa, FL, \$460,000, 4,000 SF Interior renovations located on HCC's Dale Mabry Campus
- **UF Health Medical Office Building at Springhill** - Gainesville, FL, \$26 million, 110,000 SF new medical office building on a 15-acre site. Spaces included: clinical suites, ancillary services, public and support spaces and parking / LEED Gold certification / 2012
- **UF Health Shands Cardiovascular & Neuroscience Hospital Expansion** - Gainesville, FL, \$415 million, 540,000-SF expansion of the UF Health Shands Cardiovascular and Neuroscience Hospital / Four Globes, Green Globes certification / 2017
- **USF Chemistry/Chemical Biology Building**, Tampa, FL 117,000-SF, Morsani Medical Center, USF, Tampa, FL 100,000 SF, \$5,000,000
- **Interdisciplinary Sciences Teaching & Research**, USF Tampa, FL \$2,000,000



**President & Owner, Architecture**

## Jerel McCants

**AIA, LEED Green Associate**

Jerel McCants established Jerel McCants Architecture, Inc. in 2009. His mission is to contribute to innovative architectural design and construction methods to residential and commercial markets. With his vast experience in many building types including Municipal, Educational, High-rise Condominiums, Cultural and Residential he believes that design is an action that is expressed: an act of many different disciplines uniting in a common cause which he terms "Responsive Architecture".

**Years of Experience: 26**

### Education

- Bachelor of Science, Architectural Engineering, Tennessee State University
- Master of Architecture, University of South Florida
- Certificate in Community Real Estate Development, University of South Florida

### Registrations / Certifications / Memberships

- Registered Architect, FL, NY, IL, GA, MI, and TN
- American Institute of Architects Tampa Bay Chapter, President 2022
- Hillsborough County Affordable Housing Advisory Board, Board Member
- Friends of Tampa Union Station, Vice President
- ACE Mentor Program, Mentor Team Leader
- Central Tampa Baptist Church, Haiti Relief Mission Volunteer, 2010
- Planning Commission's Judges Choice Award for King High School Memorial Cemetery – 2022
- National AIA Design Award, "Home on the Range Competition" – Honorable Mention
- AIA Tampa Bay, President's Award - 2010, Merit of Honor - Unbuilt Award
- South Tampa Chamber of Commerce - 2015 Small Business of the Year Award
- Featured in 83 Degrees & Next American City Magazine, Issue #26
- Featured in Positive Impact Magazine, Premier Issue 2010
- 11th Congressional District Delegate – 2008



**Partner, Land Use and Real Estate Counsel**

## Craig Taraszki

**JD**

Craig Taraszki's first career was as a civil and environmental engineer providing engineering design and construction management on residential, commercial and industrial land development and construction projects. As an attorney, Craig has built upon his land development experience and has focused on construction, real estate transactions, entitlements, land use and zoning matters. Prior to joining firm, he served as in-house counsel for two national real estate development companies and a pharmaceutical manufacturer (all three Fortune 500 companies) gaining a broad range of real estate, construction and commercial contracting experience, including purchase and sale agreements, design and construction contracting, leasing of manufacturing, warehouse and office space, landlord-tenant issues, subdivision planning and entitlements, and community association creation and governance.

**Years of Experience: 26**

### Education

- Bachelor of Science, Environmental Engineering, Pennsylvania State University
- Juris Doctor, Beasley School of Law, Temple University

### Registrations / Certifications / Memberships

- Admitted to the Florida and Pennsylvania Bars
- Admitted to the Pennsylvania, New Jersey and Florida State Courts
- Admitted to the U.S. District Courts for the Districts of Eastern Pennsylvania
- Former Registered Professional Engineer in Pennsylvania, New Jersey and North Carolina
- Member of the Florida Bar Association
- Member of the St. Petersburg Bar Association

### Notable Projects

- Orange Station – 1300 Central Avenue.
- 747 Condominium – 747 4th Avenue North
- Nolen Condominium – 126 4th Avenue Northeast
- YMCA Pinellas County School District Joint Venture – 62nd Avenue North
- Stoneweg Lake Maggiore – 3049 6th Street South
- The Salvador Condominium – 199 Dali Blvd
- The James Museum – 150 Central Ave
- The Bliss Condominium – 174 4th Ave NE
- The Julia Condominium – 4th Ave N & 1st St N



**Public Relations**

**Amber Brinkley**

Amber is a seasoned marketing and public relations professional with more than 18 years of experience covering a wide range of industries in the U.S. and Great Britain. Most recently she worked as Community Relations Manager for EDF Energy, the UK's largest electricity supplier. Amber engaged with local residents and elected representatives on proposals for a £16 billion nuclear power station on the Suffolk Coast in England. Amber spent ten years in commercial real estate development but breadth of her work includes, not only real estate, but also consumer products, travel & hospitality and healthcare. She has recently returned to St. Petersburg, Florida with her husband and two children and is an active member of the local community having served with The Ophelia Project (now Frameworks), The Studio@620, Clothes to Kids, Junior League of St. Petersburg, Friends of North Shore Elementary and North Shore Elementary PTA.

**Years of Experience:** 18+

**Education**

- Bachelor of Science, Marketing, University of Florida (Cum Laude)
- Coursework, International Studies, University of Innsbruck, Austria

**Community and Civic Participation**

- Ophelia Project of Tampa Bay, Volunteer – 2002 - 2006
- St. Petersburg Area Chamber Young Professionals Awards Luncheon, Founding Co-Chair - 2009 Junior
- League of St. Petersburg, Volunteer – 2007 – 2009
- The Studio@620 (www.studio620.org), Board Member and Annual Fundraising Chair – 2008 – 2012
- The Studio@620 Advisory Board – 2018 to 2019
- Clothes To Kids (www.clothestokids.org), Board Member and 5K Walk Chair –Jan 2013 to Jun 2013
- Leadership St. Pete Class of 2007, Alumni
- Friends of North Shore Elementary – Jan 2017 to 2019
- North Shore Elementary PTA Board Member – 2017 to present
- Coffee Pot Turkey Trot 5K Event Chair – 2017, 2018

**Notable Projects**

- Leads branding, public relations strategies, and content planning for Backstreets Capital projects including: The Nolen, a 23-story luxury condominium in St. Pete and Orange Station St. Pete, the first mixed-use project in downtown St. Pete's EDGE District including Class A office, retail, and residences
- Led public awareness of multi-family affordable housing project in Tampa, FL as part of Gracepoint Wellness
- Public Relations and Community Engagement consultant for The Sembler Company, one of the largest commercial real estate companies in the Southeastern United States
- Communications and Marketing support for PEBB Enterprises, a multi-million-dollar commercial real estate company based in Boca Raton, FL
- Led local brand awareness campaign for St. Pete tech company InsideOut



**President, Youth Activation**

**Brandon Lewis Williams**

Esq.

Brandon serves as President of the Lewis Williams Education Foundation (LWEF), a 501©(3) nonprofit corporation. Since 2019, the LWEF offers an array of programs, services and resources aligned with the morals and ideals of the late Pinellas County educator, Lewis "Lew" Williams. Lew worked tirelessly (over 40 years) in the Pinellas County School System, fueled by his belief that every student deserves a quality education and equal access to a promising future. LWEF serves as a pivotal steward in spurring and sustaining educational enrichment opportunities that help support students on their academic, social, and emotional journey inside and outside of the classroom. Additionally, Brandon serves as In-House Counsel at American Traditions Insurance Company in St. Petersburg.

**Years of Experience:** 10

**Education**

- Juris Doctor, International Law Concentration, Stetson University College of Law
- Bachelor of Science, Political Science, University of Central Florida

**Registrations / Certifications / Memberships**

- Florida Bar Licensed Attorney
- Bar of the U.S. District Court, Middle District of Florida
- St. Petersburg Bar Association (Diversity, Equity, and Inclusion Committee Member)
- St. Petersburg Bar Association Frank H. White Scholarship Award Recipient
- International Bar Association
- Florida Defense Lawyers Association
- Board of Directors - Community Law Program, Inc.
- Chairman - Education Committee of New Pleasant Grove Baptist Church
- Trustee - New Pleasant Grove Baptist Church
- Adjunct Professor/Committee Member – Hillsborough Community College Paralegal Program
- Alpha Tau Omega Fraternity
- Certificate of Concentration in International Law
- William F. Blews Pro Bono Service Award
- Outstanding Service Award for serving as Alumni Relations Committee Chair
- Selected to represent Stetson Law and speak at the International Legal Education Abroad Conference



**Director of Commercial Lending, Lending Partner**

## Charles Gurley, Jr.

Charles is the Director of Commercial Lending at Liberty Bank & Trust Co. with more than 20 years of experience in “small-cap to middle market” C&I and commercial real estate lending. At Liberty Bank, Charles leads and directs the overall commercial loan portfolio efforts and establishes corporate policies and procedures regarding lending activities in order to provide long-term portfolio growth. His expertise includes strategic planning, sales and marketing, combined with qualifications in staff development, coaching and management to drive and deliver performance results.

**Years of Experience: 20+**

### Education

- Juris Doctor, UNT Dallas College of Law
- Master of Science, Accounting, The University of Dallas
- Bachelor of Arts, Business Administration and Management, Austin College

### Registrations / Certifications / Memberships

- Dallas Blueprint for Leadership program, sponsored by the Center for Nonprofit Management
- Formal Commercial Credit Training Formal Commercial Credit Training, Sterling Bank

### Community Involvement

- Board Member, Play Action Student-Athlete Society
- Board Member, Loyola Academy of St. Louis Board Member,
- Board Member, Cornerstone Credit Union
- Board Member, Children’s Chorus of Greater Dallas
- Board Member, National Black MBA Association
- Board Member, The Trenches Fitness & Literacy Program



**Shareholder, Environmental & Brownfields Counsel**

## Frank L. Hearne, Esquire

JD

Frank L. Hearne is Chairman of the Environmental Practice Group and a shareholder in the firm of Mechanik Nuccio Hearne & Wester, P.A., in Tampa, Florida where he practices exclusively environmental law. Mr. Hearne’s engineering and scientific training enables him to better comprehend the many technical aspects of his work such as geohydrology, assessment and remediation strategies, complex organic chemistry and other topics. A substantial portion of his legal practice, for more than 38 years, has been to advise public and private clients involving contaminated sites including cleanup programs in Florida and other states, federal Superfund sites, Brownfield designation and financial benefits, Brownfield Site Rehabilitation Agreements, site assessment, remedial action, risk assessment and monitoring, Site Rehabilitation Completion Orders, restrictive covenants implementing institutional and engineering controls, negotiation of environmental insurance coverage and assertion and collection of environmental insurance claims.

Representative recent sites include redevelopment of a large ground transportation site on a permitted landfill in Pinellas County, a Brownfield involving a manufactured gas plant and adjacent property in Tampa, the Delaney Creek Brownfield Redevelopment Area at a former battery recycling site in Tampa, the “Pink Palace” Hotel Brownfield site in Bradenton, and the Avion Project consisting of several hotels and office buildings on a Brownfield site near the Tampa airport. He has extensive experience in all the major federal and state environmental regulatory programs including rule making, permitting and enforcement defense.

Over many years, he has been repeatedly named to several independent lists of outstanding environmental lawyers in the state and nation including, The Best Lawyers in America and Florida “Super Lawyers.” Mr. Hearne is a member of the Florida Bar Environmental and Land Use Section, the Florida Bar Real Property, Probate and Trust Law Section and is on the Board of Directors of the Florida Brownfields Association.

**Years of Experience: 48**

### Education

- Juris Doctor, with honors, University of Florida
- Master of Science, Zoology, University of Florida
- Bachelor of Science, Engineering Science, University of Florida
- 

### Registrations/Certifications/Memberships/Awards

- “Super Lawyers,” The Best Lawyers in America and Florida
- Member, Florida Bar Environmental and Land Use Section, the Florida Bar Real Property, Probate and Trust Law Section
- Board of Directors of the Florida Brownfields Association





**President, Public Finance**

## Keenan Rice

Keenan Rice is the president of MuniCap and has worked almost exclusively in the areas of urban renewal, economic development, and growth management for the last 30 years. Prior to founding MuniCap, Mr. Rice was the director of the Washington office of a major public finance consulting firm and a principal at one of the leading public finance consulting firms in California.

Mr. Rice was also a vice president at a major real estate development firm and began his career as a real estate development loan underwriter for a financial institution. Mr. Rice graduated with honors with a degree in accounting and received a master's degree in finance. Mr. Rice is nationally recognized as an authority in his field, and as a result is a frequent guest lecturer at universities and numerous conferences hosted by the Government Finance Officers Association, The Bond Buyer, the Urban Land Institute, and other professional associations. Mr. Rice is a registered Municipal Advisor (Series 50) as well as a registered Municipal Advisor Principal (Series 54) and serves as MuniCap's principal. Mr. Rice is also a licensed investment advisor representative (Series 65).

Mr. Rice has worked almost exclusively in the area of public/private partnerships and tax increment financing for the last thirty years. As a result of his extensive experience with tax increment financing, he is recognized as one of the most experienced and knowledgeable professionals in the country in the fields of tax increment financing. Mr. Rice has provided assistance on over 200 tax increment financing projects nationwide (including similar financings using PILOTs, special taxes, and other forms of project tax revenues). Mr. Rice has been an integral part of most of MuniCap's tax increment financing practice; his experience is essentially the same as MuniCap's experience.

**Years of Experience:** 40+

### Registrations / Certifications / Memberships

- Municipal Advisor (Series 50)
- Municipal Advisor Principal (Series 54)
- Licensed Investment Advisor Representative (Series 65)



**Sr. Vice President and Chief Compliance Officer,  
Public Finance**

## Emily Metzler

Ms. Emily Metzler has served nearly fifteen years as part of the MuniCap team and currently serves as MuniCap's Chief Compliance Officer. Ms. Metzler is passionate about real estate, furthering economic development opportunities, and assisting with the critical thinking aspect of innovative funding mechanisms. In her position, Ms. Metzler manages a considerable portfolio of large-scale, catalytic development projects nation-wide and actively participates in all aspects of the financial structure of each deal from conception to capitalization, implementation, and administration post issuance. Ms. Metzler has been able to assist with the issuance of over \$1.5 billion in bonds, several of which have been the first issuance of their kind within their respective state.

Ms. Metzler is active in multiple organizations, including the Association of Public Finance Professionals, Council of Development Finance Agencies (where she is an active board member and head of the Strategic Planning Committee), the MSRB's Compliance Advisory Group, Urban Land Institute, Lambda Alpha International, and Women in Public Finance (Maryland, Virginia, and National Chapters). Ms. Metzler is a registered Municipal Advisor (Series 50) and has passed the Municipal Advisor Principal Qualification Examination (Series 54). Ms. Metzler is a frequent guest lecturer at universities and professional conferences.

**Years of Experience:** 14+

### Education

- Bachelor of Science, Real Estate and Finance, Clarion University

### Registrations / Certifications / Memberships

- Municipal Advisor (Series 50)
- Municipal Advisor Principal Qualification Examination (Series 54)
- Association of Public Finance Professionals
- Council of Development Finance Agencies, acting board member and strategic planning chair
- Urban Land Institute
- Lambda Alpha International
- Women in Public Finance, Maryland and Virginia Chapters
- International Council of Shopping Centers
- National Association of Municipal Advisors



**Founding Partner**  
**Robin Mosle**

Robin Mosle is the founding partner of Of Place and leads the strategic vision for the company. Bringing over thirty-five years of retail mixed-use development, asset management and operations experience, her career has focused primarily on the careful tailoring of strategy to match the needs of the investor and the real estate. She maximizes the sense of place by employing a multi-disciplinary approach to development including urban master planning, research, retail and public space design, retail leasing, tenant coordination, marketing, and arts and activation of place.

**Years of Experience:** 40

**Education**

- Bachelor of Science, Fine Arts, Empire State College

**Registrations / Certifications / Memberships**

- Licensed Real Estate Broker and Salesperson (DC, MD, VA, FL)
- ULI Council Member
- Bisnow DC Women Leader of the year

**Selected Projects**

- Rice Village – Rice Management Company, Houston, TX
- Water Street Tampa and Sparkman Wharf, Strategic Property Partners, Tampa, FL
- National Landing , JBG Smith, Arlington, VA
- Parcel 12, Samuels & Associates, Boston, MA
- Potomac Yard, JP Morgan, Alexandria, VA



**Managing Partner**  
**Alison Williams**

Alison Williams is a Partner at Of Place and is responsible for development and operations. Alison takes a holistic approach to placemaking with a focus on retail design and interface with the architectural teams to ensure that the assets are best positioned to optimally perform during lease up and operations.

**Years of Experience:** 16 in CRE

**Education**

- Bachelor of Arts, Finance Concentration: Real Estate (American University, 2006)
- M.B.A., University of Virginia 2013

**Registrations / Certifications / Memberships**

- ULI – Member, Urban Revitalization Council (National), Women’s Leadership Institute Steering Committee (Washington, DC), Local Placemaking Product Council (Washington, DC)
- ICSC – Member
- Licensed Real Estate Broker: DC
- Licensed Real Estate Salesperson: MD

**Selected Projects**

- Assembly Row, Somerville, MA
- Pike & Rose, Rockville, MD
- Bethesda Row, Bethesda, MD
- Water Street Tampa and Sparkman Wharf, Strategic Property Partners, Tampa, FL



**Community Development Consultant**

## Peter Kageyama

Peter Kageyama is the author of *For the Love of Cities: The Love Affair Between People and Their Places*, the follow ups, *Love Where You Live: Creating Emotionally Engaging Places* and, *The Emotional Infrastructure of Places*. In 2021, he released *For the Love of Cities REVISITED*, a revised and updated version of the award winning book. Peter was a Senior Fellow with the Alliance for Innovation, a national network of city leaders and is a special advisor to America In Bloom.

He is the former President of Creative Tampa Bay, a grassroots community change organization and the co-founder of the Creative Cities Summit, an interdisciplinary conference that brings citizens and practitioners together around the big idea of ‘the city.’

He is an internationally sought-after community development consultant and grassroots engagement strategist who speaks all over the world about bottom-up community development and the amazing people who are making change happen.

**Years of Experience:** 30+

### Education

- Juris Doctor, Case Western Reserve University
- Bachelor of Arts, Political Science, Ohio State University



**Managing Director, Hospitality Consulting**

## Allison Fogarty

Allison Fogarty is the Managing Director of Pinnacle Advisory Group’s Florida and Caribbean Practice Group. Ms. Fogarty has extensive experience in hotel and resort development. As a consultant, she has directed and completed market and financial analysis engagements for hotels, resorts and master planned communities in the eastern United States and the Caribbean. Her corporate activities have included site selection, property inspection, contract negotiation and review, and due diligence.

Ms. Fogarty has extensive experience with respect to strategic planning, financial analysis and operational oversight in the hotel and cruise industries. An acknowledged expert in hospitality real estate, Ms. Fogarty has participated in numerous litigation assignments. Ms. Fogarty’s industry activities have included speaking engagements, writing articles, and teaching a graduate seminar in Hotel Feasibility Analysis at a leading hotel school. Ms. Fogarty’s previous employers have included the Hospitality Industry Services Consulting Group of Ernst & Young LLP, Cunard Hotels & Resorts and Pannell Kerr Forster.

**Years of Experience:** 37

### Education

- Master of Professional Studies, Hotel Administration, Cornell University, Ithaca, New York
- Bachelor of Arts, English and Psychology, University of Rochester, Rochester, New York

### Registrations / Certifications / Memberships

- Licensed Real Estate Broker
- Cornell Hotel Society
- AH&LA: Lodging Industry Investment Council

### Selected Projects

- UBS Corporation: Analysis of Meeting Space Requirements for a Hotel in Tampa, Florida
- Mazas Holdings: Market Study and Brand Analysis for a hotel in Clearwater, FL
- Marriott International: Impact analyses regarding hotels in several cities including Tampa, FL, Titusville, FL, Jacksonville, FL, Chicago, IL, and Lake City, FL
- Hillsborough County Aviation Authority: Hospitality consulting regarding hotels at Tampa International Airport



**Founder & CEO, Small & Local Investor Advisory**

## Eve Picker

Eve Picker is the founder of SmallChange.co, a real estate equity crowdfunding platform. SmallChange.co raises funds for meaningful real estate projects building better cities everywhere. The platform matches developers with investors, providing investment opportunities for everyone who cares about cities and wants to make change. This is done through a fluid and compliant technology platform.

Eve's world has always been wrapped around cities and change. Her background as an architect, city planner, urban designer, real estate developer, community development strategist, publisher, and all around instigator gives her a rich understanding of how cities work, how urban neighborhoods can be revitalized, what policies are needed to do it, and the unique marketing that creates the buzz needed for regeneration.

Amongst her many urban (ad)ventures, Eve has developed a dozen buildings in blighted neighborhoods, founded a non-profit, cityLAB, built Pittsburgh's first tiny house, organized a speaker series, launched a Pittsburgh e-zine called PopCity, and established downtown Pittsburgh's first co-working space. She also co-founded Pittsburgh's wildly successful Open Streets program and now hosts a weekly podcast series called RethinkRealEstateForGood.co.

Some honors include Small Change ranking as one of 7 top Real Estate Crowdfunding Platforms of 2020 by US News, nabbing Top Innovator in the "Capital" category by HIVE, Eve's tenure as a Fellow at the Rockefeller Foundation's Bellagio Center Residency Program and recent participation in Village Capital's FinHealth US 2021, an accelerator program for early-stage startups. Most recently Connect CRE made Eve one of their National 2022 Women in Real Estate Awards winners.

All of these experiences have led Eve to become one of the foremost thinkers on urban change.

**Years of Experience:** 20+

### Education

- Masters, Urban Design, Columbia University
- Bachelor of Architecture, University of New South Wales

### Registrations/Certifications/Memberships/Awards

- 7 top Real Estate Crowdfunding Platforms of 2020 by US News
- Top Innovator in the "Capital" category by HIVE,
- Fellow, Rockefeller Foundation's Bellagio Center Residency Program
- Participant, Village Capital's FinHealth US, 2021
- National 2022 Women in Real Estate Award, Connect CRE

St. Petersburg  
Black History Bike Tour



**Historian, Historical Context**

## Josette Green

Josette Green has studied world cultures for more than 35 years when through her own antiracism journey she realized there was a culture to study in her own backyard. For almost two decades she has researched the St. Petersburg African American history taking every opportunity to learn from the long time African American historians and journalists before her.

Her more recent African American research has taken her to other communities in surrounding counties to make a comparison and understand the differences that influence segregation in St. Petersburg today. She is a community advocate for her African American neighborhood and is a constant force for removing barriers and gaining action to long time issues while constantly learning additional history from her neighbors.

She has served as a docent for a civil rights exhibit at a local museum. It was there that she saw the importance of educating others on this history and was impassioned to continue. She created the St. Petersburg Black History Bike Tour (BlackHistoryBikeTour.com) and has led more than 30 tours for almost 500 people. Free tours are actively going on each month to educate the local population. For the last two years her research focus has been the park and residential area of Campbell Park, the closest neighborhood to the Historic Gas Plant District redevelopment and the neighborhood that she lives. Each week Josette can be found researching in the archives of the St. Petersburg Museum of History, conducting oral interviews, leading bike tours and other activities that continue to advance her local historic knowledge and to educate others.

Josette is a graduate of the 2009 class of Leadership St. Pete and was honored with the "Neighbor with Heart" award from Mayor Welch in May 2022. Her work in her African American neighborhood has won city, county and state awards. She has appeared on numerous television segments and in print for her work educating St. Petersburg on its local Black History. At the heart of her work is a strong value for racial equity for her beloved city of St. Pete and beyond.

**Years of Experience:** 35+

### Registrations/Certifications/Memberships/Awards

- Leadership St. Pete, Class of 2009
- "Neighbor with Heart" Award, May 2022



**President, Development & Strategy**

## Okoye Morgan, Sr.

Okoye Morgan Sr., is a native of St. Petersburg Florida and President of Rock-Solid Construction & Development Inc. RSC has committed more than 20 years of work history and experience in providing an outstanding level of professional service to clients in three (3) areas of construction:

- Construction Management – Fiduciary agent to the owner and remains responsible for almost all phases of the bidding process, job management and accounting; mostly independent contractors/suppliers.
- General Contracting – work through the competitive bid process and trade people act as key field personnel depending on the specialized area of work in collaboration with the remaining work contracted to outside subcontractors
- Maintenance Repair – Projects that require miscellaneous work to address immediate needs included but not limited to masonry, concrete, demolition, painting, framing, drywall, flooring, guardrails, fencing and specialty installations.

**Years of Experience:** 20+

### Registrations / Certifications / Memberships

- Class "A" General Contractor specializing in Design-build Commercial, Industrial, Residential, New Construction, Affordable Housing, and Infrastructure, CGC1509825
- City of St. Petersburg, SBE
- Hillsborough County Contractor Development Program
- Hillsborough County Schools-SBE/WMBE
- MBE Office of Supplier Diversity-State of Florida-Department of Management Services
- Small Business Enterprise
- Flash-Federal Alliance for Safe Homes
- Pinellas County Small Business Assistance Program
- Hillsborough County-MBE
- City of Tampa-MBE
- Orange County Schools
- Tampa Housing Authority
- Florida Department of Transportation, DBE
- Tampa International Airport DBE
- State of Florida Class A General Contractor License
- Pinellas County Class A General Contractors License
- Section 3 Concern Hud

### Former and Current Client List

- City of St. Petersburg
- Urban Development Solutions
- Florida Department of Transportation
- Department of Defense
- Hillsborough County Schools
- Tampa Bay Black Business Investment Corporation
- St. Petersburg Housing Authority.



ST. PETE FREE CLINIC

SERVE PEOPLE. FEED COMPASSION.



**CEO, Community Wellness**

## Jennifer Yeagley

Jennifer Yeagley, M.A., is the CEO for the St. Pete Free Clinic, having joined the organization in March 2020. Prior to stepping into this role, she was Vice President for Administrative & Strategic Operations for Gulf Coast Jewish Family & Community Services.

Over her two decades in a range of executive, development and operational roles for human services organizations, Jenn has excelled in creating and implementing plans that advance goals, enhance community engagement and strengthen organizational impact.

Jenn currently serves as a founding Board member for the Plus Project+, a foundation focused on funding organizations serving individuals who are LGBTQ+, and on the Stewardship Committee for Bon Secours Mercy Health Foundation.

She was recognized with a 2016 Florida Diversity Council LGBT Ally Award, was a recipient of Community Tampa Bay's 2020 Silver Medallion Award for her work in promoting inclusion and equity and was profiled by the Tampa Bay Business Journal as one of "52 Tampa Bay executives who should be on your virtual meeting calendar."

She has also presented in forums around the nation on diversity and cultural competence, including the National Association for African-American Studies, Mid-Atlantic Women's Studies Association and Florida Philanthropic Network.

She has a Master's degree in Literature from Texas State University and is a graduate of the Leadership Tampa class of 2018. A transplant from California, Jenn lives in St. Petersburg with her husband and young son.

**Years of Experience:** 20+

### Education

- Masters of Art, Literature, Texas State University

### Memberships/Community Affiliations/Awards

- Leadership Tampa, Class of 2018
- Founding Board Member, Plus Project+
- Stewardship Commit, Bon Secours Mercy Health Foundation
- 2016 Florida Diversity Council LGBT Ally Award
- Community Tampa Bay's 2020 Silver Medallion Award
- "52 Tampa Bay executives who should be on your virtual meeting calendar," Tampa Bay Business Journal



**President, Gulf Coast, Pre-Construction Services**

## Peter Tuffo

CGC

Pete Tuffo serves as the President of Suffolk's Southeast region which maintains office locations in West Palm Beach, Miami, Tampa, and Estero, Florida. He is responsible for operational efficiency and the successful execution of the business strategy. Under Pete's leadership, the Florida offices have grown to an annual revenue exceeding \$800 million with 350+ employees.

During his 26 years in the industry, Pete has built strong relationships with clients, architects, trade partners, local organizations, and community leaders throughout Florida. His service-focused approach has allowed Pete to serve an integral role in Suffolk's growth and diversification throughout the region.

Pete is active within the construction industry and has held board positions with the Urban Land Institute, the Foundation for Lee County Public Schools, the Collier County Education Foundation, and the Greater Miami Chamber of Commerce. He supports multiple community causes such as the American Heart Association and the Florida Gulf Coast University Foundation. He has also been on the board for the Boston Red Sox and Minnesota Twins charity golf tournament.

**Years of Experience:** 26

### Education

- Bachelor of Science, Construction Management, Western Michigan University

### Registrations / Certifications / Memberships

- Certified General Contractor Florida | CGC1520803
- National Safety Council Advanced First Aid, CPR, and AED Certified

### Selected Projects

- Jet Blue Park / Boston Red Sox Spring Training Facility, Fort Myers, FL | \$49,000,000  
This 120-Acre replica of Fenway Park with 11,000 seats includes six practice fields, batting cages, major & minor league clubhouses, five soccer fields, kitchens/dining, concessions, and three lakes.
- North Naples Regional Park, Naples, FL | \$58,000,000  
262-acre park with five tournament softball fields, eight tournament soccer fields, concession stands, walking trails, boardwalk, sun-n-fun water park and fitness center.
- Hard Rock Hotel & Casino Expansion, Tampa, FL | \$478,000,000  
Addition of 16-story, 526-room hotel tower, low-rise casino gaming floor, boutique spa, multiple food and beverage venues, 58,000 SF convention center, 190,000SF casino renovation. Included 65 individual turnovers.



**General Manager, Tampa, Pre-Construction Services**

## Jim Scarpace

As General Manager of Suffolk's Tampa office, Mr. Jim Scarpace is responsible for overseeing project teams from the earliest preconstruction efforts through project closeout and beyond. His leadership and operational skills are critical to providing effective guidance for the project team.

Jim has over 40 years of industry experience. Prior to his new role at Suffolk, he was Senior Vice President at Strategic Property Partners, overseeing the construction on the Water Street Tampa development project. Previously, Jim spent most of his career at Tishman Construction, where he was responsible for the start-up and growth of offices throughout Florida, Washington D.C., Las Vegas, and Abu Dhabi. Jim has a wide range of notable projects under his belt from all over the country, bringing in a wealth of experience to Suffolk.

Jim is a graduate of Northeastern University and holds a Bachelor of Science in Civil Engineering. Currently, he resides in Tampa, Florida with his wife Patricia.

**Years of Experience:** 43

### Education

- Bachelor of Science, Civil Engineering, Northeastern University

### Registrations / Certifications / Memberships

- National Safety Council Advanced First Aid, CPR, and AED Certified
- Tampa Downtown Partnership

### Selected Projects

- Water Street Redevelopment, Tampa, FL | \$2,000,000,000  
Phase 1 included construction of new Marriott branded hotel & condominium tower, two mixed-use apartment towers with ground-floor retail, USF medical/educational tower and office tower.
- Miami World Center, Miami, FL | Value Undisclosed  
This multi-block mixed-use development includes new 700FT tall residential tower with 500 units, separate amenities deck with resort style pool and sports complex over parking; two apartment towers with 444 units, retail and parking garage; 27-acres of site utilities; and 1,700 room Marriott Marquis hotel and 600,000 SF convention center.
- 400 Central, St. Petersburg, FL | \$350,000,000  
New mixed-use, 46-story tower featuring 301 condominium units, 44,000 SF Class A office space, 58,000 SF retail, connected podium, 900-space parking garage, 7th floor amenity deck, resort-style pool, dog walking area, fitness/wellness center, and sky lounge observatory.



**Managing Principal, Construction Services**

## OT Delancy

OT's construction experience includes over \$1 billion in construction projects over the past 26-years. He has been the lead Manager/Executive on projects totaling more than \$700 million since 2004.

OT's construction management experience includes Pre-construction (project planning and budgetary estimating); Purchasing and Procurement (subcontracts, materials, labor, equipment and professional services); Project Scheduling/Coordination; Budget & Cost Management; Profit Forecasting; Earned Value Management; Risk Management (Bonds/Insurance/Safety); Project Close-out and Commissioning.

OT was born and raised in Miami, FL. He earned a football scholarship whereby he became a 2-Time All-American Quarterback at Florida A&M University (FAMU) in Tallahassee, FL. He played four (4) seasons of Pro Football in the CFL and one season in the XFL. He was inducted into the FAMU Sports Hall of Fame in 2006.

**Years of Experience:** 26

### Education

- Bachelor of Science, Construction Engineering Technology, Florida A&M University
- Juris Doctorate, Florida A&M University

### Registrations / Certifications / Memberships

- Licensed General Contractor, State of Florida, #CGC1508850
- Green Globe® Professional
- Member of the Florida Bar
- Harvard University – High Potentials Leadership Program
- ENR Magazine Top 20 Under 40 – Construction Professionals 2011

### Community Engagements

- Mt. Moriah Christian Academy Fundamental School Board Member - (Current)
- St. Petersburg Skills Academy (Current)
- Habitat For Humanity
- Hillsborough Community College Foundation (2012)

### Selected Projects

- School Board of Pinellas County, Thurgood Marshall Middle School Build-out, St. Petersburg, FL
- School Board of Pinellas County, John Hopkins Middle School, St. Petersburg, FL
- Bay Point Schools, Saint Petersburg, FL
- School Board of Pinellas County, Bay Point Middle School Building Addition, St. Petersburg, FL
- Water Street Tampa Development, 815 Water Street, JW Marriott Hotel, and 1001 Water Street Office Tower, Tampa, FL



**Chief Executive Officer, Survey & Mapping**

## Mercedes Young

Mercedes Young is the CEO of Vivid Consulting Group. She is passionate about bringing diversity to land surveying, topography, and civil design projects. With more than 25 years of consulting experience, Mercedes has directed technical project teams and created effective solutions to successfully deliver projects. She manages a team of civil engineers and land Surveyors in the Tampa, Florida area, providing civil engineering services and terrestrial, LiDar, scanning land surveying services. Additionally, Mercedes is bilingual and has an expertise in public involvement and outreach initiatives. She is adept at developing unique approaches to public and stakeholder engagement that are meaningful and effective.

Established in 2015, Vivid Consulting Group is a Florida Certified DBE and WBE professional services firm, specializing land surveying; public involvement; and civil engineering services, with a specialization in transportation.

**Years of Experience:** 27

### Education

- Bachelor of Arts, University of Panama
- Special Education Teaching, North Carolina Methodist College

### Registrations / Certifications / Memberships

- Elected President of the Hispanic Chamber of Commerce of Tampa Bay
- Council Member, City of Tampa Advisory
- Chair, National Association of Black Women in Construction
- Chair, American Association of Blacks in Energy
- Chair, National Entrepreneurs Board of Directors
- Chair Conference Of Minority Transportation Officials

### Selected Projects

- West River, Tampa Bay Housing Authorities, Tampa, FL
- HART Transit Feasibility Study, Tampa, FL
- Tampa International Airport Curbside/ Design Build Project, Tampa, FL
- Tampa Premium Transit Feasibility Study VC-000607, Tampa, FL
- New Helipad Foundation Land Surveying, MacDill Air Force Base, Tampa, FL



**President & CEO, Central Energy and Site Electrical**

**Julius D. Davis**  
**PE, LEED AP**

Julius D. Davis is well-versed in all phases of electrical engineering design and analysis. He has extensive experience in interior and exterior lighting, power distribution, power generation, and specialty systems such as voice and data, telephone and security for a variety of building types. Julius is highly skilled in developing innovative engineering solutions to specific design problems. He has in-depth experience writing specifications, performing calculations, project budgeting, and site inspections.

Julius is active in numerous civic and professional organizations; for over 3 years he served as a Commissioner on the Florida Transportation Commission, appointed by former Governor Rick Scott. He chairs the Advisory Board of the University of South Florida's (USF) College of Engineering. Julius serves on the Florida Advisory Council, Florida SBDC Advisory Board, Greater Tampa Chamber of Commerce, Tampa Hillsborough Economic Development Corporation, Hillsborough Community College Foundation, First Baptist Church of College Hill Trustee, YMCA Advisory Board, Tampa Preparatory Board and City of Tampa Planning Arts Committee. He is also an active member of the 100 Black Men of Tampa Bay and the Omega Psi Phi Fraternity.

**Years of Experience:** 26

**Education**

- Bachelor of Science, University of South Florida, Electrical Engineering
- Master of Business Administration, University of South Florida

**Registrations / Certifications / Memberships**

- LEED® AP Accredited Professional
- Registered Professional Engineer, Florida #58005
- U.S. Green Building Council
- University of South Florida College of Engineering Advisory Board, Chair Florida Advisory Council
- Greater Tampa Chamber Board
- Tampa/Hillsborough Economic Development Corporation

**Selected Projects**

- The Pearl, Tampa, FL
- The Renaissance at West River, Tampa, FL
- City of Tampa Housing Authority, ENCORE Urban Development (The Reed, The Trio, The Ella), Tampa, FL
- ENCORE! - Central Energy Plant, Phases II & III, Tampa, FL
- Hillsborough County Chiller Plant, Tampa, FL
- City of Tampa Housing Authority, Rome Yard Development, Tampa, FL
- City of St. Petersburg Engineering & Capital Improvements Dept., Deuces Rising Townhomes & Commercial Development, St. Petersburg, FL



**Local Business and Non-Profits Liaison**

**Denise Young**

As a regional business leader for Young BD Group, Denise is highly skilled at understanding the complexity of winning in today's competitive market with a talent for combining innovative solutions for firms or staff that are new to the area. YBDG will study existing procedures and formulate appropriate strategies that enhance long term growth while getting immediate assistance on current opportunities.

Denise specializes in mentoring client staff in business development best practices, community outreach, team building, and strengthening existing client relationships throughout the Southeast. Collaborating with operations managers to tackle the toughest challenges to meet the needs of valued customers to increase market share.

She has demonstrated experience organizing large company trade meetings and conferences and is committed partner to multiple organizations for at-risk youth and veterans.

**Years of Experience:** 22

**Registrations / Certifications / Memberships**

- USFSP College of Business Post Crisis Management
- Professional Project Management Certification
- Leadership Tampa Class of 2003, Class President
- Leadership Tampa Bay Class of 2004, Board Member
- Leadership Sarasota, Class of 2009, Board Member
- CREW Tampa Bay
- ULI Tampa Bay
- Propeller Club, Port Tampa Bay
- Suncoast Tiger Bay Club
- St.Petersburg Downtown Partnership
- SAME ( Society of Military Engineers) MacDill AFB

**Non Profit/Community Partnerships**

- Vice Chair of Pace Center for Girls, Pinellas, Current
- Volunteering with Year Up Tampa Bay, received the Community Champion of the Year Award 2020;
- A Kid's Place, foster housing for siblings from infant to 17 years of age; Construction Task Force and Board Member, 2006-2013
- Coordinated the Pro Bono renovation of the Starting Right Now Training Center in Tampa.2018
- Organized Camp 66 at The Campbell Park Recreation Center, Free Weeklong Basketball Camp for 60 middle school students 2021





**Executive Director, Charity Partner**

## **Whitney Jackson**

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Whitney Jackson joined Warrick Dunn Charities in July 2018 as its Executive Director. Ms. Jackson brings with her over fifteen years of non-profit management and social services experience and is passionate about improving the quality of life for children and families. Ms. Jackson has had the privilege of impacting youth in Philadelphia, PA and North Carolina through organizations such as the Girl Scouts of Eastern Pennsylvania, Big Brothers Big Sisters Southeastern Pennsylvania, Council for Children's Rights, the YMCA of Greater Charlotte, The New Teacher Project (TNTP), and most recently served as the Executive Director of the Salvation Army Boys & Girls Clubs of Gaston County.

Ms. Jackson is a native of Atlanta, GA and graduated from Emory University with a dual Bachelor of Arts degree in Psychology and Women's Studies. Additionally, she graduated from the University of Pennsylvania's School of Social Policy and Practice with her Master of Social Work diploma and began her career as a school-based Social Worker in Philadelphia.

Currently Ms. Jackson oversees the day-to-day operations, fiscal management, staffing, and philanthropic endeavors of Warrick Dunn Charities, and is charged with working closely with the Board of Directors to fulfill the mission of our organization and executing Mr. Dunn's vision of improving lives, instilling hope, and inspiring communities.

**Years of Experience:** 15+

### **Education**

- Master Degree, Social Work, Macro Practice Concentration, University of Pennsylvania
- Dual Bachelor of Arts, Psychology and Women's Studies, Emory University

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## ii. Letters of Support



July 23, 2021

The Honorable Kevin Johnson  
JMA Ventures  
460 Bush Street  
San Francisco, CA 94108

Dear Mayor Johnson:

We write to express our interest in providing affordable housing financing to Sugar Hill Community Partners as part of the Tropicana Field development. We applaud your commitment to working with Black-owned financial institutions and are looking forward to working with you and your colleagues in the event you are selected.

In 1972, Liberty Bank and Trust Company was chartered in New Orleans, Louisiana, with a focus on service, integrity and a sincere interest in community and business development. Nearly five (5) decades later, Liberty Bank has approximately \$860 million in assets and branches in nine (9) states making it one of the largest African American owned financial institutions in the United States. Our mission continues to be focused on serving the underserved in our footprint in a manner that gives them access to capital and a pathway to financial freedom. In addition, we frequently collaborate with other Minority Depository Institutions, so we are excited to continue this practice while meeting the needs of the St. Petersburg community.

As mentioned, we look forward to continued discussions about the development of affordable housing in St. Petersburg. Please note that nothing in this agreement shall constitute as a promise, offer, or commitment to lend or to extend credit. Instead, we look forward to future discussions and your application for financing by Liberty Bank and Trust Company.

Again, we thank you for your interest in working with us here at Liberty Bank. We look forward to continued dialogue with you and the rest of the Sugar Hill Community Partners team.

Sincerely,

Charles R. Gurley, Jr.  
Director of Commercial Lending

/ama

Post Office Box 60131 • New Orleans, LA 70160-0131



November 16, 2022

Scott Macdonald, EVP  
Blue Sky Communities, LLC  
5300 W Cypress St #200  
Tampa, Florida 33607

Re: Historic Gas Plant Request For Proposal (“RFP”)

Dear Mr. Macdonald:

Thank you for sharing with us your vision for the redeveloped Historic Gas Plant district. This is an inspirational and transformative project that will have a tremendous impact on St. Petersburg. We enjoyed discussing the possibility of providing construction and permanent financing for affordable and mixed income housing associated with your plan for the project.

JPMorgan Chase Community Development Banking provides innovative financing and industry expertise to develop multifamily housing with rents attainable to a broader income range than traditional affordable or market-rate housing. Our dedicated Capital Solutions platform offers a variety of debt products and partners with a broad range of capital sources and partners, including equity investors, state and local public subsidies and businesses and institutions with a commitment to community development.

We understand that your program for the Historic Gas Plant offers housing attainable for a mix of incomes, including units rents restricted at all AMI thresholds. Projects of this type require tools beyond traditional low-income housing tax credit (LIHTC) and market-rate financing. Our Capital Solutions team can meet your needs with a variety of creative products. The Community Development Bank at Chase has invested over \$17 Billion in affordable housing and has an additional goal for 2023 of \$2 Billion.

We are proud to be your partner and supporter. Blue Sky’s financial strength and experience has earned it an upper tier rating at Chase. It has been a pleasure partnering with your firm over the past seven years to deliver innovative, high-quality and affordable housing communities including Brandon Palms, Sabal Place, Sandpiper Place, Fairlawn Village and Blue Sky Landing.

**JPMorgan Chase Bank, N.A.** • 100 N Tampa Street, Suite 3300, Tampa, FL 33602

Telephone: 813.509.1194; [tammy.haylock-moore@chase.com](mailto:tammy.haylock-moore@chase.com)

We look forward to working with Blue Sky on the continued development of apartment rental housing that meets the need for affordable and working housing communities throughout Florida.

Very Truly Yours,

JPMORGAN CHASE BANK, NA



---

Tammy Haylock-Moore, Authorized Signor

**JPMorgan Chase Bank, N.A.** • 100 N Tampa Street, Suite 3300, Tampa, FL 33602  
Telephone: 813.509.1194; [tammy.haylock-moore@chase.com](mailto:tammy.haylock-moore@chase.com)



101 E. Kennedy Blvd  
Mail Code: FL1-400-06-09  
Tampa, MD 33602

**Nicole Baldon**  
Tel 813.225.8428  
nicole.baldon@bofa.com

November 18, 2022

Dan Coakley  
Principal  
Property Markets Group  
398 NE 5th Street, 13th Floor  
Miami, FL 33132

RE: Historic Gas Plant Request for Proposal (“RFP”)  
St. Petersburg, Florida

Dear Dan:

Bank of America (“Bank”) is pleased to support your proposal for the Historic Gas Plant development located in St. Petersburg, Florida. We understand the project will offer a significant amount of attainably priced housing, including unit rents restricted at all AMI thresholds.

While the bank’s relationship with PMG is relatively new, we have found PMG to be highly skilled and extremely dedicated to revitalizing communities. We appreciate PMG’s commitment to the relationship as shown by their transfer of a very sizable deposit to the Bank.

Attainable housing is an area of financing in which the Bank has substantial experience. The Bank brings extensive expertise to community development lending efforts like this proposed new development. Our experience includes financing new construction and rehabilitation, as well as a variety of mixed-use projects incorporating both residential and commercial development. We are accustomed to working with complex financing structures and will structure the Bank’s financing to work in combination with other funding sources. Specifically, we offer construction to permanent financing, bridge loans, redevelopment loans, and provide LIHTC equity.

Moreover, we sponsor clients in applications for AHP to HLBs where we are a member bank. Because of our expertise in financing affordable and mixed income and mixed used projects, we will be available to assist you throughout the financing process.

We value our ongoing relationship with PMG and would welcome the opportunity to become a part of your development team by providing financing for this proposed development.

Please consider this letter an expression of our strong interest in financing the proposed development.

Sincerely,



Nicole Baldon  
Senior Vice President  
Bank of America



November 21, 2022

To Whom It May Concern,

Greybrook is a private equity and real estate management firm based in Toronto, Canada with over C \$2 billion in equity under management. The firm actively invests equity on behalf of its individual and institutional investors in large-scale real estate developments. Greybrook has a growing North American real estate investment portfolio which includes more than 60 million square feet of projected density with an estimated completion value of over \$30 billion, which includes our partnership with PMG on the Waldorf Astoria Hotel & Residences Miami and their Society Living Platform. We have completed over six successful deals with PMG over the last 7 years with an aggregate total capitalization of over US \$250 million and look forward to working with PMG for years to come.

PMG is a marquee partner, and we would be very interested in participating with PMG in the market rate development component of the Historic Gas Plant site in St. Petersburg FL.

Sincerely,

A handwritten signature in black ink, appearing to read 'Sami Mouaket', is positioned above the typed name.

Sami Mouaket  
Director of U.S. Investments & Development  
Greybrook Realty Partners Inc.

---

890 Yonge Street, 7<sup>th</sup> Floor, Toronto, ON M4W 3P4 | T: 416.322.9700





One CVS Drive  
Woonsocket, RI 02895

November 25, 2022

David Carlock  
Principal, Machete Group  
3618 Corondo Ct  
Houston, Texas, 77005

**RE: Historic Gas Plant District Redevelopment**

Dear Mr. Carlock,

I have enjoyed our conversations and learning about Sugar Hill Community Partners' ambitious goals for the Historic Gas Plant District in St. Petersburg, FL and want to offer this letter of support on behalf of CVS Health & Aetna, a CVS Health company. Should your team be successful in being named the City's Master Development partner, I would be very interested to advance our dialogue and discuss the most practical solutions for supporting your community empowerment, community wellbeing and affordable housing goals.

Aetna and CVS Health have invested approximately \$800MM in affordable housing projects through the LIHTC program and another \$600MM in the past 3 years in a variety of initiatives including housing, workforce initiatives, free mobile health screenings, food security, transportation, health access support and colleague engagement. CVS Health understands that housing is healthcare and is therefore an integral part of our social justice and health equity efforts.

We are proud that we have over 8,000 Aetna members living in St. Petersburg including 150 CVS Health and Aetna employees and would like to find a way to continue building strong relationships with the City and County.

I wish you luck in your pursuit and look forward to working together to bring our team's significant health, capital and corporate resources to help Sugar Hill and the City of St. Petersburg develop a Historic Gas Plant of which generations to come can be proud.

Sincerely,

*Kelleen Savage*

Kelleen Savage  
Head of Impact Investment Strategy  
CVS Health



**To: David Carlock  
Sugar Hill Community Partners**

November 29, 2022

**Re: Letter of Support for Historic Gas Plant Proposal Submission**

Dear David,

I am writing this letter of support in recognition of Sugar Hill Community Partners' consistent support of the Saturday Morning Shoppe over the past two years and for the many other community initiatives your team has contributed to over that same period.

Celebrating and supporting small local businesses is the lifeblood of the Shoppe and, I believe, a big part of what makes the City of St. Petersburg so special. Your consistent support of this mission and your plans to continue to celebrate small local businesses in your vision for the Historic Gas Plant is much appreciated.

Upon selection by Mayor Welch, I look forward to working with the Sugar Hill team to strengthen and broaden our relationship and, together, enable our local retailers to thrive.

Fondly,

Renee

Ms. Renee Edwards

Founder

Saturday Morning Shoppe

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### iii. Community Equity Endowment (CEE) Detailed Description



# Community Equity Endowments

## A New Form of Community Benefit

*Brett Theodos and Leiha Edmonds*

URBAN INSTITUTE

*Dan Tangherlini*

EMERSON COLLECTIVE

*March 2021*

Stark disparities in wealth holding exist in the United States, created by long-standing public- and private-sector actions such as discrimination in hiring, redlining, Jim Crow laws, and race-restricted covenants that systematically denied communities of color access to income and wealth-building means and tools. Addressing these disparities will take solutions both large and small. An earlier brief in this series discussed mechanisms for community investment in real estate development projects that can provide new opportunities for wealth building (Theodos and Edmonds 2020). This brief articulates a new approach for equitable development: supporting underresourced neighborhoods through a vehicle for community benefit from profits derived from local real estate development.

The wealth disparities among racial and ethnic groups in the US show that the need for change is pressing. White families have seven times the wealth of Black families (a disparity that has increased with time) and five times the wealth of Latinx families (Kijakazi 2019). The actions and inactions that led to these gaps facilitated wealth accumulation by white families and impeded families of color from building wealth or stripped wealth from them (Kijakazi 2016; Lewis 2015; Oliver and Shapiro 2006). Meanwhile, tribal nations and other communities have faced exclusion, forced migration, and segregation that have led to modern-day economic disparities. And the racial wealth gap is compounded by other forms of disinvestment in the built environment, including policies that codified segregation and have contributed to negative outcomes such as limited access to grocery stores and increased exposure to pollution (Frumkin 2005).

Community benefits agreements are one approach to fostering economic inclusion and shared growth at the local level. These agreements often are contracts between community groups and a real estate developer that require the developer to provide amenities or benefits—such as investment in a

community center, contributions to an affordable housing fund, or local hiring—to a neighborhood. However, community benefits agreements have been criticized as poorly enforced (Been 2010; De Barbieri 2016; Marantz 2015) and do not offer residents a direct financial stake in their neighborhoods.

This brief considers another approach to bridging the racial wealth gap. What if community members could benefit from a financial stake in new development in lieu of or on top of promises of jobs or other benefits that may not materialize? Community equity endowment (CEE) is an innovative model that transfers some portion of the value accrued through a real estate development (either as equity or another ownership interest) to a community endowment that provides grants and supports to residents. This approach can be used in combination with community shareholding models described in Theodos and Edmonds (2020) that offer residents the opportunity to purchase equity shares in a real estate project and benefit financially from new development in their neighborhood. And the model could be used in place of or as a part of a community benefits agreement. With this approach, longtime residents of an area can accrue wealth and see broader community benefits as a portion of a development's profits is transferred back to the community through grants and contributions to residents and services.

## Adapting Models of Community Investment

Motivated by the desire to reshape approaches to neighborhood development in cities around the US, Emerson Collective, an impact investment and philanthropic organization, teamed with the Urban Institute to help design a model for shared ownership. To begin this process, Emerson convened a panel of real estate professionals, advocates, community representatives, and economic development and financial professionals to discuss community benefit models and challenges. The group explored case studies from cities across the country and the needs and requirements of bringing a community equity investment model to underresourced communities.

Using a large potential neighborhood development as an opportunity to explore the CEE model, Emerson initiated a two-years-long series of community engagement dialogues. This included its partners' attending, speaking at, or hosting more than a dozen events that ranged from formal plan reviews to convenings of neighborhood residents. Through these events, Emerson and local business and community organizations created a forum for discussing the project, as well as broader community development efforts. Emerson and the Urban Institute vetted the emerging design for the CEE model with community representatives and other real estate and finance experts. What follows is a proposed model for community equity endowments based on lessons from the design process.

## Design

To address the exclusion of many families of color from real estate-related wealth creation, the CEE model builds a direct, personal financial connection between a neighborhood economic development project and residents of the surrounding neighborhood. Recognizing that economic development can lead to economic and geographic displacement of longtime residents, CEE ties the personal economic benefit of residents to the financial success of a project.

As designed, a CEE project would set aside a portion of project equity or another form of long-term, beneficial ownership interest for residents in the surrounding neighborhood. This ownership interest would be transferred to a nonprofit entity (the trustee) that would hold it in trust for the residents. As the project generates profits, the ownership interest would accumulate financial resources that would be available for distribution to eligible community members. Distribution would happen in the form of grants or gifts made in accordance with criteria developed in collaboration by the trustee and the community or its representatives. Eligibility would not be an entitlement that conveys a direct, personal ownership interest. This structure would therefore avoid transferring an asset interest that may reduce participants' eligibility for government programs, financial aid, or other means-tested benefits. Although the specifics of this design are new, two examples in Alaska show how profit sharing can be operationalized using direct cash transfers from shared assets—in these cases, from oil extraction (box 1).

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## BOX 1

### Government Equity Stewardship

Community equity endowments are a new concept, but interesting examples of policymakers' stewarding resources on behalf of residents exist. Two from Alaska—Alaska Native corporations and the Alaska Permanent Fund dividend—show the possibility of providing financial compensation to residents from development, namely oil extraction.

Through an act of Congress meant to settle land claims by Alaska Natives and to provide them with economic opportunities, 40 million acres of land were allotted for division among 12 regional Native corporations and dozens of village corporations. The people who hold shares in these corporations receive dividends from oil profits. Alaska Natives and descendants born before 1971 could receive 100 shares in their village corporation and regional corporation, and shares can be passed down to family members. In addition to the oil payments, Native communities benefit in areas where the corporations contribute to social programs, provide scholarships, and pay for cultural programs.<sup>a</sup>

The Alaska Permanent Fund dividend program also shares profits from oil extraction. The program provides an annual, unconditional direct cash distribution to all Alaska residents. About half of Permanent Fund earnings are allocated to the dividend program; the rest go toward increasing the balance in the fund. Research suggests that the Permanent Fund dividend has a positive influence on recipients' education, health care use, financial health, migration, and general welfare (Guettabi 2019).

<sup>a</sup> Jennifer LaFleur and Michael Grabell, "What Are Alaska Native Corporations?" ProPublica, December 15, 2010, <https://www.propublica.org/article/what-are-alaska-native-corporations>.

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Sound reasons exist for having a nonprofit, grantmaking intermediary—such as a community foundation or a community land trust—steward the financial resources set aside for community benefit. One is to ensure that the ownership interest is substantial enough to be able to participate in project decisionmaking. A second is to provide long-term management and oversight of the asset. A third is to reduce the individual burden of fractional ownership shares that might have personal tax, reporting, or other consequences, such as reducing a person's ability to qualify for public benefits or other forms of means-tested financial aid. (Even small amounts of assets can render people ineligible for some supports.)

Projects using the model will need to follow a robust local engagement effort to ensure the approach adequately matches local context, opportunities, priorities, and needs. Local engagement includes active governance responsibilities, described later. It also includes a regular schedule for community meetings and outreach. Finally, partnering with a local stakeholder that can manage the endowment, provide financial education training, and introduce investment, job training, and entrepreneurial opportunities to residents is necessary for long-term success.

Engaging the community is also necessary for earning support from community members and helping foster a sense of ownership. Case studies of community shareholding models suggest that community financial participation and project performance are connected. For example, a survey of residents in Portland, Oregon, who hold shares in the Plaza 122 commercial development through a community investment trust found that they were more likely to use the shops at Plaza 122 because they were owners and had increased pride in the community (Theodos and Edmonds 2020).

## Governance

Governance—structure, management, and oversight—is key to the success of a CEE. Governance should be both project-based and community-based to ensure community buy-in, support, and participation. Between the project and the community is the essential governance layer, the CEE trustee.

We expect the CEE trustee to be a nonprofit, community-based organization that can receive, manage, and distribute the proceeds of the initial endowment gift. A mission-aligned organization with strong ties to the community is best-positioned to manage the endowment. Provisions will need to be made to fund the necessary management, oversight, and distribution of the asset and its proceeds. An advisory committee composed of community representatives who will oversee the endowment and the distribution of the proceeds is likely the best means of ensuring transparency and support for distribution criteria. The advisory committee's role should be to develop eligibility and distribution criteria, maintain engagement in project development and decisionmaking, and oversee the eventual distribution of the proceeds through grantmaking.

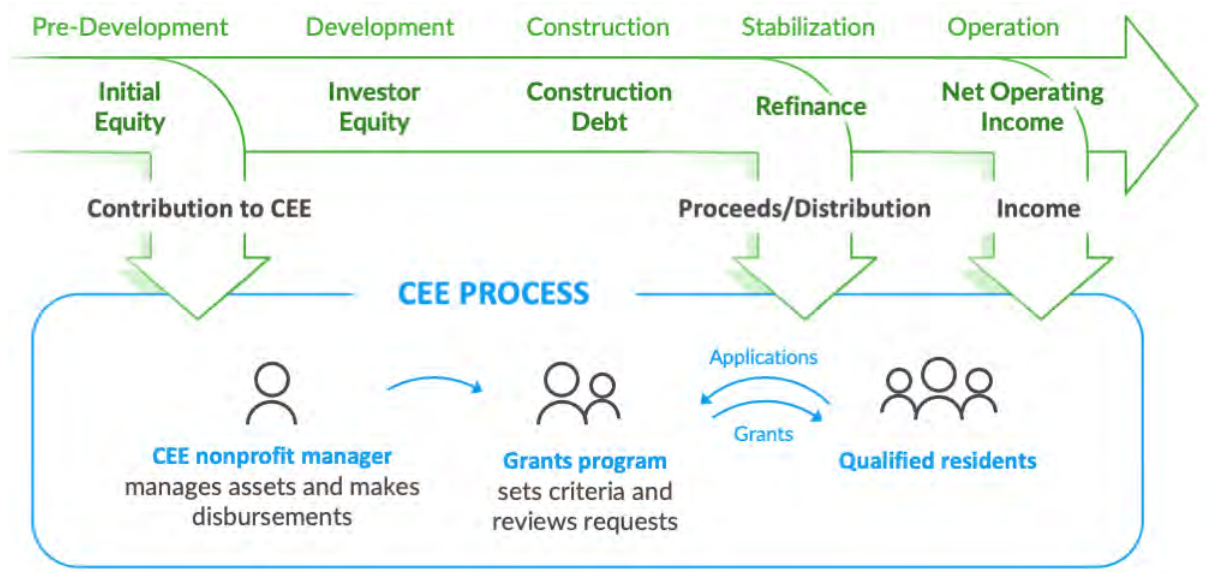
For the model to succeed, the project developer and other finance sources should include the CEE managers and advisory committee in project updates, decisionmaking (as appropriate), design, and strategy. Building a community-serving project that reflects community input and suggestions increases the likelihood of long-term viability and reduces the possibility of opposition in the planning, entitlement, or construction phases. Indeed, by linking the surrounding community's economic benefit to the success of the project, sponsors may find a more receptive political and regulatory environment.

## Looking Ahead

The racial wealth gap, health and economic consequences of segregation, disinvestment from communities, and displacement of longtime residents all conspire to limit opportunities for residents to benefit from new neighborhood investments. Even in instances where communities of color are not

The principal challenge of community-based wealth creation in historically marginalized communities is that residents do not have resources to invest. To address this challenge, CEEs set aside a portion of long-term beneficial interest and value of a project to be distributed to specific populations in proximity to the commercial development using criteria such as length of residence, attendance at a local school, or community participation or other criteria developed by the community itself (figure 1). Through this process, CEEs create a form of inheritance and ownership. This inherited entitlement is conveyed through residence or engagement in a community. A CEE, therefore, is a type of community benefits agreement that generates direct economic benefits for residents, linking their personal financial opportunity to a project’s success, without their needing to have the means to invest in the project.

**FIGURE 1**  
**Community Equity Endowment Process**



URBAN INSTITUTE

Source: Authors’ analysis.

## Principles for Implementation

Successful community equity investing models have strong and ongoing community engagement and inclusive governance. In this section, we discuss these key principles, which inform the CEE model.

### Community Engagement

Community engagement is pivotal to the success of community equity investment strategies. Previous community investment efforts have found that engaging residents takes considerable effort (Theodos and Edmonds 2020). Community engagement is no less important in implementing the CEE model than it was in designing it.



displaced, new investments can fail to benefit longtime residents; there is no guarantee that economic benefits will be shared.<sup>1</sup> Community benefits agreements rarely accompany development, and even when they do, many do not provide larger opportunities to build wealth in communities (Marantz 2015).

The US needs policy and investment practices that confront and counteract systemic violence and exclusion, and steps both large and small must be taken to address disparities in wealth holding and opportunity. Community equity endowments can be one piece of the puzzle. By providing an affordable means for residents to build an economic stake in their own neighborhood, community equity investment can bring together economic benefit, community building, and community control. It is time for a “new and improved” form of community benefits agreement.

The CEE approach can help reduce inequality and exclusion. Cities, counties, development authorities, philanthropy, anchor institutions (such as universities and hospital systems), and other local actors can lead the way. By exercising their considerable influence over local development—whether through zoning, direct subsidy or tax abatements, or the sale of public land—they could require or encourage CEEs that directly benefit residents financially. While exerting different forms of control, states and the federal government can also help by creating advantages and incentives for local wealth creation and stewardship (Theodos et al. 2020). CEEs could be one of these tools to create wealth in communities without traditional paths or access to capital. With engagement across sectors and levels of government, we can create a new mechanism for local economic inclusion.

## Note

- <sup>1</sup> “The Uprooted Project: Understanding Gentrification and Displacement,” University of Texas at Austin, accessed August 17, 2020, <https://sites.utexas.edu/gentrificationproject/understanding-gentrification-and-displacement/>.

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## About the Authors

**Brett Theodos** directs the Community Economic Development Hub at the Urban Institute, where he is a senior fellow in the Metropolitan Housing and Communities Policy Center.

**Leiha Edmonds** is a research associate in the Metropolitan Housing and Communities Policy Center.

**Dan Tangherlini** is a managing director of the Emerson Collective.

## Acknowledgments

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iv Site Engineering  
Considerations & Strategies



## iv. Site Engineering Considerations & Strategies

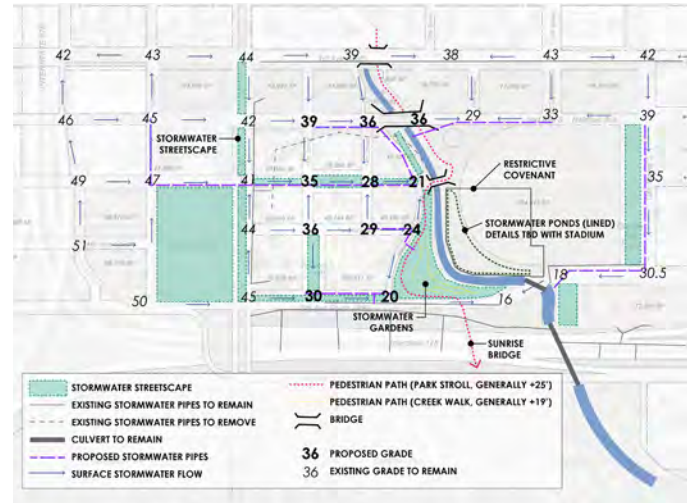
### Stormwater Strategy

The project falls within the Booker Creek watershed which primarily drains from north to south, ultimately discharging into Tampa Bay. The existing stormwater runoff surrounding the site is collected and conveyed primarily through closed conveyance systems that outfall into Booker Creek. Booker Creek is an open channel that bisects the project area and ultimately discharges into Tampa Bay near Bayboro Harbor. The channel will be incorporated into the development area and will continue to receive stormwater runoff discharged from the site per existing drainage patterns.

A preliminary stormwater strategy called "Stormwater Streetscape" was compiled to include the use of Low Impact Development (LID) stormwater controls in coordination with typical grey-piped infrastructure to improve conservation practices such as infiltration, and runoff reduction, to maintain or restore watershed functions. In urban areas, the conventional methods for stormwater design typically direct all of the stormwater to storm drains to remove it from the site as quickly as possible. LID reintroduces the hydrologic and environmental functions that are altered with conventional storm water management.

The use of linear treatment facilities along the roadways and including LID features throughout the development area, such as within parks, pedestrian walkways, and within residential properties will provide improved water quality and required attenuation of for the stormwater system.

LID stormwater controls will be implemented along 16th Street, 3rd Ave, and 5th Ave Westbound as they drain east to Booker Creek and Sugar Hill Park. LID techniques, also known as green infrastructure, provides environmental, social, and public health benefits that conventional centralized storage and detention facilities do not. These techniques can leverage limited public funds to provide multiple benefits, including not only cleaner water, but also cleaner air, higher property values, and more recreational opportunities. Installing green infrastructure systems will strengthen a community's capacity to manage stormwater. Many green infrastructure elements can be seamlessly integrated into designs. Permeable pavements can be installed in parking sections and rain gardens and bioswales can be included in medians and along the parking areas.

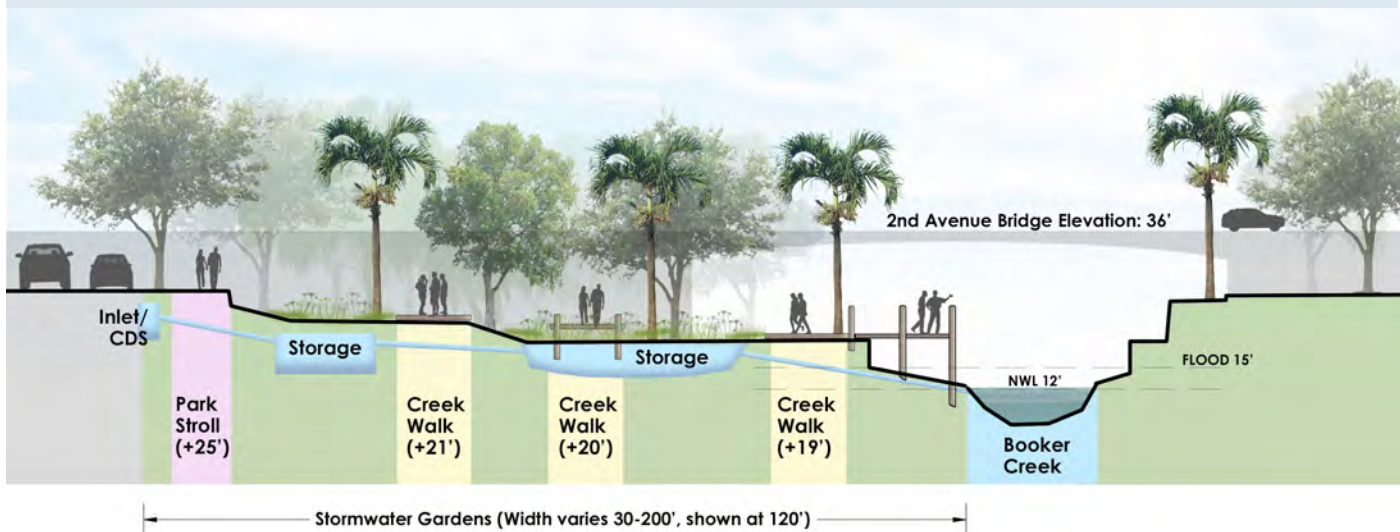


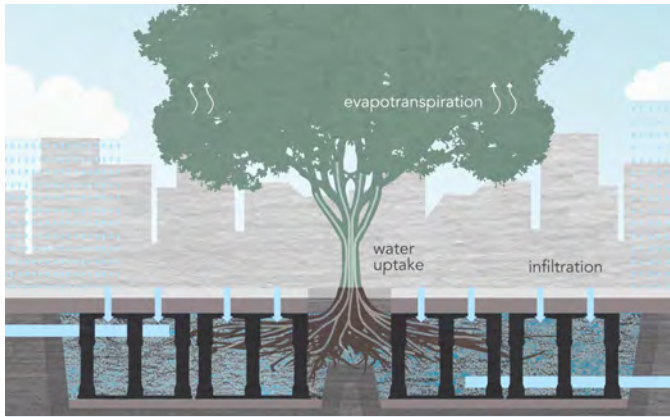
The development area consists of converting wide areas of surface parking to proposed pedestrian friendly areas and walkways. The changes in overall land use will help reduce the overall pollutant loads discharged from the area. The watershed is not currently impaired for nutrients (Total Phosphorus, Total Nitrogen) and the proposed improvements will provide a net benefit in water quality to the overall project area. The project area does not fall within the FEMA 100-year floodplain, and the proposed improvements will ensure the existing Booker Creek capacity is not impacted, and that no adverse impacts will occur upstream or downstream. Proposed pedestrian and vehicular crossings over the channel will be designed to meet City of St Petersburg drainage design criteria and will meet freeboard requirements within an open channel.

Implementing these green infrastructure design strategies allow communities to become more sustainable and achieve environmental, social and economic benefits. The development of this district intends to utilize green spaces within residential parks, roadway medians, and streetscaped walkways to capture and treat the surrounding runoff. The utilization of bio-swales, tree box filters, green gutters, green roofs, etc. are excellent techniques to increase water quality, reduce runoff discharge to downstream water bodies, as well as provide an inclusive

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mes will be provided in the form of surface  
efined.





The use of suspended modular pavement systems can allow trees to grow to their mature height and canopy density, providing ample shade and other environmental benefits. (Source: DeepRoot Silva Cell Brochure Graphic and Tampa’s Hyde Park streetscape photo taken by Stantec personnel with red line showing the approximate uncompacted root zone under the pavement with silva cells).

environment for residents.

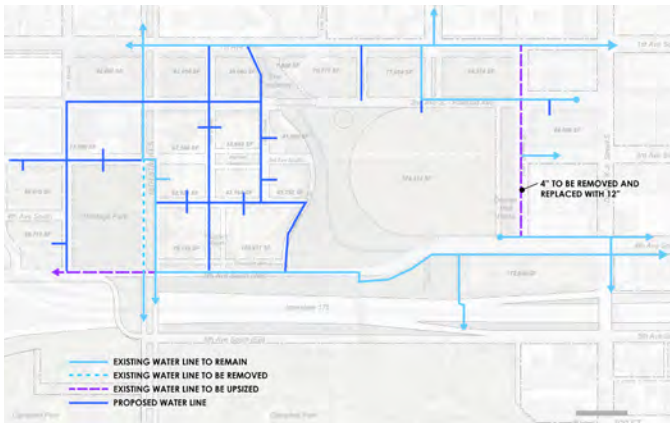
A significant portion of site runoff from the western portion of the site will be directed to the “Stormwater Garden”, located adjacent to Booker Creek. This area will provide a communal area for residents to gather as well as act as a water management facility. The stormwater garden will provide a series of interconnected water quality features to provide additional water quality to the basin before discharging to the Booker Creek downstream.

A common issue that many urban developments encounter is a lack of canopy trees that allow shaded walkways for residents and tourists. The proposed stormwater design techniques will promote infiltration to the groundwater to allow more canopy trees to reach their desired lifespan. The use of suspended modular pavement systems can allow tree-root friendly, uncompacted soils to be used under pavements. Similarly, narrow bioretention systems can both capture water and provide a buffer space between vehicles and people, define parallel parking spaces, and utilize decorative grates to coordinate with paving patterns.

## Water and Wastewater Utilities

**Potable Water:** The existing water mains within the development area consists of almost entirely cast iron (CAS) pipes with some DIP. The CAS pipes will need to be evaluated to determine if they are reaching the end of their service life and require replacement with PVC. The existing system has a 24” main on 1st Avenue South, a 24” and 12” main on 4th Avenue South, and a 12” main on 16th Street South.

Potable water lines will be expanded along much of the proposed street grid to provide looped water mains in order to maintain adequate



pressure for consumption and fire protection. Looped water mains also provide redundancy in the system during maintenance operations. The proposed water system will be designed to support high-density mixed use development, with preference to locate valve assemblies in back of house corridors, where possible.

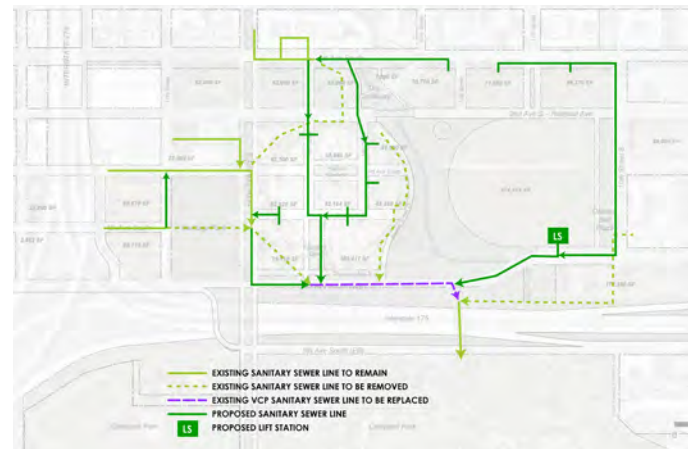
No water mains will be run across the new 2nd Avenue bridge to keep this bridge more minimalistic, facilitating the aesthetic desired for the pedestrian path below the bridge.

**Wastewater:** The existing sanitary sewers within the development area consists of a combination of PVC (polyvinyl chloride) and VCP (vitrified clay pipe). It is anticipated that the City Utilities Department will require all VCP sewers to be replaced with PVC.

A large (36”) gravity sanitary sewer main that runs diagonally across the block at 16th Street S. and 5th Avenue S. will need to be relocated, requiring a bypass connection during construction. Existing sanitary sewers within the development blocks will need to be upsized and relocated to the proposed roadway network; primarily along 10th Street S., east of the new stadium, and 14th Street S. and 15th Street S west of Booker Creek.

The existing system conveys offsite flows from the north and west of the development area. Design of the proposed system will ensure maintenance of existing services to current users.

It is anticipated that the new stadium will require a sanitary lift station (final location TBD based on the stadium’s program). The lift station will discharge via sanitary force main, and tie into the proposed gravity system south of the stadium parcel on 5th Avenue South.



**Soft Utilities:** It is understood that all soft utility systems will be designed by others. Stantec will provide coordination support for the routing of these utilities, including power, telecommunication, chilled water, and natural gas.

Natural gas is provided by TECO People’s Gas; natural gas is available in the area. Power service is provided by Duke Energy; it is anticipated that a new substation will be constructed by Duke Energy to support the development.

It is anticipated that the development will include a new chilled water plant, and telecommunication improvements will include bringing in 5G. The civil design team will coordinate with the MEP and utility providers on utility corridors and the routing of these facilities.

## Geotechnical Challenges

It has been identified that there are geotechnical challenges in the project area based on past knowledge of the site.

# Meeting Facility Analysis



## v. Meeting Facility Analysis

The SHCP team includes ASM Global, the largest operator of convention and meeting facilities worldwide. ASM Global has deep insights into the current state of the meetings and conferences industry and, in particular, the impacts of COVID. That perspective has played a key role in the review and structuring of our proposed meeting space program.

Key observations include:

- St. Petersburg is a highly attractive corporate destination and remains underserved with respect to meeting space. At present, the Tampa Convention Center is not a viable alternative given its current condition (though the venue is planning a \$38 million upgrade featuring an additional 18,000 square feet of meeting space).
- Though the impact of COVID and resulting economic disruption on the meetings industry has yet to fully play out, it is demonstrating a strong rebound from the pandemic and there is a measure of confidence in the marketplace today that did not exist as recently as early this year.
- For example, the Palm Beach County Convention Center recently reported that actual in-bound opportunities, or leads, are up 50% relative to pre-pandemic performance. Revenue, on the other hand, is tracking at 80% under the 2019 baseline, indicating a decrease in average event size. ASM Global is seeing similar demand trends across their facilities under management.
- Despite the continued prevalence of virtual platforms and hybrid meeting formats post-pandemic, there is evidence that online engagement may convert to in-person meetings. In addition, an increase in demand for corporate meetings has emerged as companies seek to reconnect staff that have been remote for two years.
- Availability of nearby hotel offering(s) within walking distance is a primary determinant for meeting planners when evaluating facilities, and, in many instances, a key constraint that many standalone facilities face when attracting new business.
- Business travel continues to gradually increase, which should generally correlate with greater comfort to attend meetings.

Based on the above, we are proposing 550 hotel keys and a 150,000 square foot meeting facility (of which approximately 60,000 to 75,000 square feet will be leasable indoor meeting space) as part of our Phase 1 program. We believe a facility of this size is ideally suited to the current state of the St. Petersburg market and will be successful regardless of broader meeting market trends that may emerge or persist.

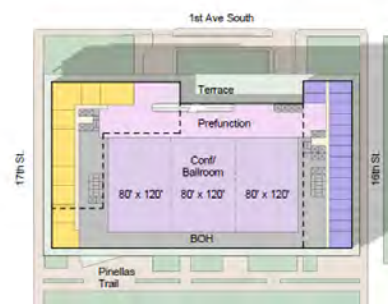
Further, while the radius and size of the broader economic impact of this facility will be more limited than a full convention center, it will still deliver significant economic benefits to the community in terms of direct and indirect spending, job creation, and tax revenues.

As mentioned elsewhere in our proposal, developing this facility will require subsidy. Given the ancillary economic impact that the venue will have on the hospitality and tourism sector in Pinellas County, we feel this would be a compelling use of bed tax proceeds.

If selected, we will further engage with the city and other stakeholders on the meeting space opportunity and carefully monitor market trends/behavior to ensure that the developed product delivers maximum benefit to the community.



Typical Tower Level



Typical Convention Center Level



Typical Podium Level



Ground Floor







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