JMA VENTURES

City of St. Petersburg, Florida PROPOSAL FOR TROPICANA FIELD SITE

JANUARY 15, 2021

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January 15, 2021

City of St. Petersburg, Florida Economic & Workforce Development Department One Fourth Street North, Municipal Services Center, 9th Floor St. Petersburg, Florida

RE: Request for Proposal for the Development of the Tropicana Field Site in St. Petersburg, Florida

Dear Committee Members,

It is with pleasure that Sugar Hill Community Partners submits our response to the Tropicana Field Site Development Request for Proposal. This is an extraordinary opportunity that, properly executed, will have a transformative impact on St. Petersburg for generations to come. It also presents the opportunity to fulfill the true promise of the site: an inclusive, sustainable neighborhood that is a catalyst for job creation and economic growth.

We are looking forward to introducing you to our design team, led by Henning Larsen, an internationally acclaimed planning and design firm. Henning Larsen is joined by an array of highly accomplished designers and consultants from around the country and in your backyard. This geographic diversity, represented across our overall team, gives us deep roots in St. Petersburg and access to a broad portfolio of unique and creative ideas from an array of local, national, and international projects.

We are also eager to share our detailed vision for what we believe the redeveloped Tropicana Field can and should become. We have immensely enjoyed developing our plan over the past several months and are grateful for the time, thoughts, and support we have received from a long list of St. Petersburg stakeholders.

Our process has been guided throughout by the history of the existing Tropicana Field site 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 stood for hope, attainment, comfort, dignity, and beauty. And it was accessible to all. 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 Master Developer JMA Ventures (415) 728-0791 tchapman@jmaventuresllc.com

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A Development Team

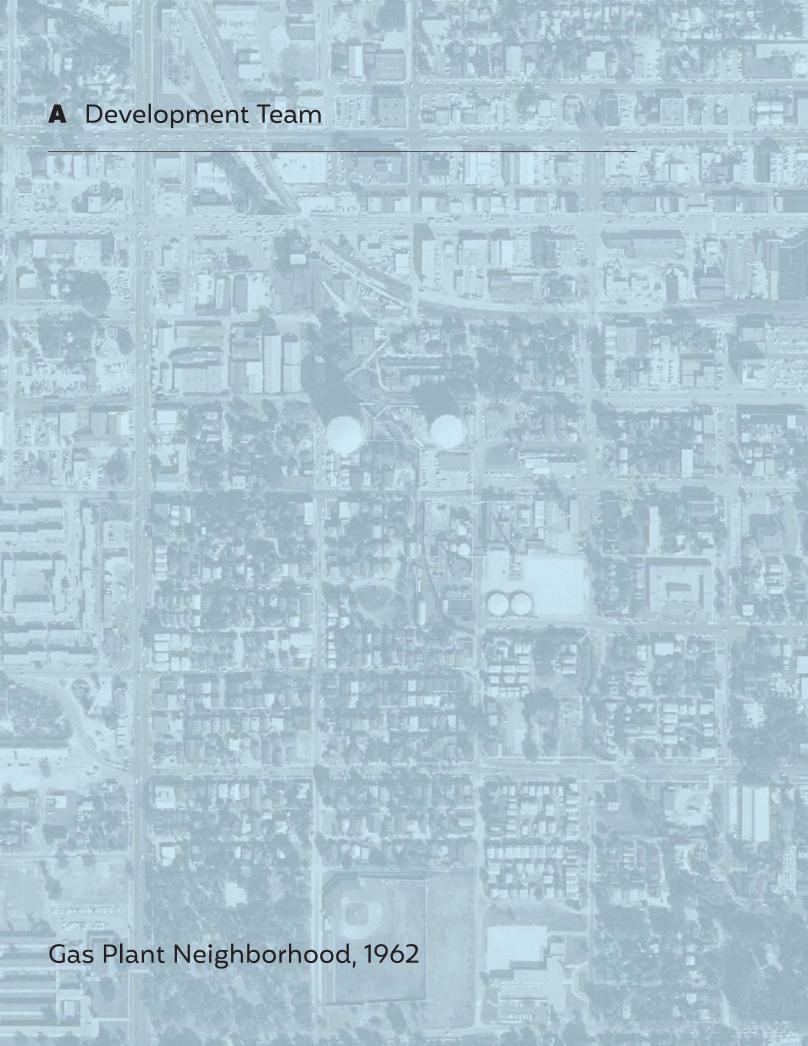
Our work on the Tropicana Field redevelopment suggests that the project can be a powerful engine for further economic growth. Collaborating with USF on coalescing energy and best practices around the blue economy. Taking advantage of what we view as a compelling convention and meeting space market opportunity. Filling the clear need for Class A office space in downtown St. Petersburg. These initiatives and others will create good jobs, attract employers, and foster new businesses.



Todd Chapman JMA Ventures Master Developer

Development Team





A.1 Development Team Composition, Organization, and Management

Description of Develoment 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 projects (our team includes an internationally acclaimed master plan and design firm, Henning Larsen).
- An accomplished stadium and convention center designer (our team includes MANICA Architecture, a leader in public venue, stadium and convention center design and architecture).
- 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 county).
- A landscape architect who understands St. Petersburg's natural context (our team includes W Architecture, who, among other prominent designs, worked on St. Petersburg's Pier Approach).
- A local designer immersed in St. Petersburg's cultural ecosystem (our team includes Behar Peteranecz, 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 8th year in a row in Building Design & Constructions 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).
- An experienced, day to day leader on diversity and inclusion (our team includes Thomas Huggins, who brings decades of experience in Tampa Bay-St. Petersburg).

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

- AltaSea Florida (our team includes Gafcon, program manager for Alta Sea and developer of a marine-focused innovation district in San Diego).
- St. Petersburg Convention Center (our team includes Conventional Wisdom and ASM, both international leaders in their fields of convention center programming and management, respectively).
- A technology campus along with a substantial amount of Class A office space (our team includes Cushman & Wakefield, bringing market-leading experience and tenant relationships to our team).

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 Sterling Project Development.

Clearly defining roles and responsibilities is crucial on any project, and certainly on one as large and complex as the Tropicana Field 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.





CITY OF ST. PETERSBURG, FLORID

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JMA Ventures LLC

Todd Chapmann, JD Managing Partner, President

> Kevin Johnson Senior Advisor

Ryan Po Director of Construction

DEVELOPMENT MANAGEMENT

Machete Group Inc. (MGI) / Sterling Project Development Gro

David Carlock Founder and Principal, MGI Bob Sanna Director of Fee Deve Construction & Development Manager, SPD Jonathan La Director, MGI

DEVELOPMENT PARTNERS

Blue Sky Communities (Affordable and Workforce H Carteret Management (WBE)(Property Managem

Roy A. Bing Development Partner, Blu Shawn Wilson Partner, President, and CEO; Blue Sky Communities Scott Macdonald, MBA James A. Cha Partner, Executive VP, and CFO; Blue Sky Communities Property Management Partne Laurel Chadwick Rev. Louis M. Murphy, Sr. Development Partner, Blue Sky Communities Property Management Partne

Backstreets Capital / DDA / J Square Developer

Jay Miller President, J Square Developers Bowen A. Ar Will Conroy, JD John M. Schillin Founder and President, Backstreets Capital

Manager and Pri

Highgate (Hospitality)

Paul Mc Executive Vice President, Cor

President of Operations Jason Gold Senior Vice President, Business Development

Sam Grabush

PRE-CONSTRUCTION SERVICES

Suffolk Chris Eastman, CGC



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

ORGANIZATIONAL CHART REPRESENTING KEY TEAM AND SUPPORT TEAM

		KEY DESIGN C		ONSULTANTS		
		MASTERPLANN	ING ARCHITECT	LANDSCAPE	ARCHITECT	
		Hennin	g Larsen	W Architecture & Landscape Architecture (Woman-Owned)	Stantec Consulting Services, Inc.	
		Michael Sørensen Masterplanning Design Director	Santiago Orbea Project Manager	Barbara Wilks, FAIA, FASLA Landscape Principal-in-Charge	Kyle Steele, PLA Landscape Architect-of-Record	
LORIDA		Sara Rubenstein, RA, AIA, NCARB, LEED AP Director of Operations	Miguel Sanchez Enkerlin Designer	David Ostrich, RLA Landscape Project Manager	Greg Meyer, PLA, ASLA Landscape Architect	
		Christopher Dial, RA, AIA Lead Designer	Jakob Strømann-Andersen, LEED AP, WELL AP Head of Sustainability			
		VERTICAL A	ARCHITECT	PLANNING, CIVIL, TRANSPORTATION		
hael McManus		Moody Nolan (M			ntec	
Principal Ryan Porter nstruction and Development		Curtis J. Moody, FAIA, NOMA, NCARB, LEED AP Partner-In-Charge of Design	Troy Sherrard, FAIA, NCARB, LEED AP, Fitwel Ambassador	David Kemper, PE Principal/Project Director	Mike Voll Smart Power Technology Lead	
		Jay Boone, AIA Partner-In-Charge	Partner, Practice Leader, Sports & Recreation Design David Meleca, FAIA, NCARB, LEED AP	Hamid Sahebkar, PE Lead Infrastructure Engineer	Rachel Bannon-Godfrey, LEED AP BD ENV SP, WELL AP	
т —	- 1	Yanitza Brongers-Marrero, AIA, NCARB,	BD+C Partner, Director of Classical Design	Brett Sherman Real Estate and Financial Analysis	Sustainability Lead Brandon Johnson, ENV SP, LEED G	
ent Group LLC (SPD)		LEED AP BD+C, LEED for Homes Principal, Housing Planning and Programming		Adam Carnegie, AICP Land Use, Zoning, and Entitlements	Environmental and Permitting William Weber, PE, ENV SP, LEED A	
chard Browne aging Partner, SPD		PUBLIC ASSEMBLY VENUE ARCHITECT	LOCAL DESIGN ADVISOR AND ARCHITECT	Keith Greminger, AIA, NCARB Lead Urban Planning and Design	Lead Stormwater Engineer James Townsend	
eoffrey Butler f Fee Development, SPD		MANICA	Behar + Peteranecz Architecture	Frank Domingo, PE Transit/Multimodal Systems Engineering	Lead Roadway/Streets Engineer Ben Prewitt, PE	
ichael Cantor Director, SPD		David Manica, AIA, NCARB, LEED AP Design Director	Jordan Behar, AIA Principal	Joel Mann, AICP Mobility and Parking Lead	Lead Site Civil Engineer Mark Foster, PSM	
		William Hon, AIA, NCARB Project Director	Istvan Peteranecz, AIA, LEED BD+C Principal	Nancy MacDonald, BA, RPP, MCIP Smart Cities Lead	Lead Surveyor John Malueg, PE	
		Keith Robinson, AIA, NCARB Project Design Director	Sarah-Jane Vatelot Project Manager	Jason Schrieber, AICP Multi-Modal Planner	Resiliency Lead	
orce Housing) nagement)		Patrick Begley 3D Visualization Lead			Josh Running Stream Restoration Lead	
A. Binger, MBA artner, Blue Sky Communities			SUPPORTING	CONSULTANTS		
A. Chadwick, JD ent Partner, Carteret Management		BREWING / LOCAL BUSINESS PARTNER	CONVENTION CENTER OPERATIONS	GEOTECHNICAL ENGINEERING	DIVERSITY, INCLUSION, AND	
adwick Macdonald ent Partner, Carteret Management		3 Daughters Brewing	ASM Global Inc.	Arehna (WBE)(SBE)	WORKFORCE DEVELOPMENT Ariel Business Group (MBE)	
		Mike Harting	Bob McClintock	Jessica McRory, PE, LEED AP	Thomas Huggins, III	
relopers		PUBLIC RELATIONS	PUBLIC SPACE ACTIVATION	CONVENTION CENTER ADVISORY	COMMERCIAL REAL ESTATE SERVIO	
en A. Arnold, JD Partner, DDA		B2 Communications	Biederman Redevelopment Ventures	Conventional Wisdom Corp.	Cushman & Wakefield	
Schilling, LEED AP er and Principal, DDA		Missy Hurley, APR	Dan Biederman Ashley Langworthy, AICP, LEED AP Kayla Hughes	David O'Neal Rick Schmidt, AIA	Barry Oakes, CCIM	
		MARINE SCIENCE INNOVATION DISTRICT	LAND USE & REAL ESTATE COUNSEL	BROWNFIELDS/ENVIRONMENTAL	PUBLIC FINANCING	
aul McElroy sident, Construction and Design		Gafcon, Inc.	Johnson Pope	Mechanik, Nuccio, Hearne & Wester, PA	MuniCap, Inc.	
		Yehudi "Gaf" Gaffen	Craig Tarazski, JD	Frank L. Hearne, Esquire	Emily Metzler	
		HOSPITALITY CONSULTING	SURVEY AND MAPPING / CIVIL ENGINEERING	Cardno Miles Ballogg	CENTRAL ENERGY AND SITE ELECTI	
<u></u>		Pinnacle Advisors Group	Vivid Consulting Group (WBE)(MBE)	Terry Griffin, PG, CGWP	VoltAir Consulting Engineers (M	
S		Allison Fogarty	Mercedes Young	LOCAL BUSINESS AND NON-PROFITS LIAISON	Julius D. Davis, PE, LEED AP	
Du Con (MBE) 9 DuBose, II, CGC arnisha Cliatt				Young BD Group, LLC (WBE) Denise Young		

A.2 Lead Entity



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.

A.3 Other 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:



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

evelopment Partner(s)	Development	
Blue Sky Communities	Affordable and workforce housing	
J Square Developers DDA Backstreet Capital	Market rate residential	
Highgate	Hospitality (convention center hotel and lifestyle hotel)	

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.

Water Street Tampa | Tampa, Florida

	Water Street Tampa Tampa, Florida					
	 Strategic Property Partners (Client) City of Tampa (including CRA) Amalie Arena (home of the Tampa Bay Lighting) 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 				
10	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 				
	Mission Rock San Francisco, California					
	 Tishman Speyer (Client) San Francisco Giants (Client) Adamson Associates (Executive Architect) Port of San Francisco Visa Inc. (Future Tenant) San Francisco Department of Building Inspection San Francisco Fire Department Port Fire Marshall 	 San Francisco Planning Commission Pacific Gas and Electric Company (PG&E) San Francisco Water, Power, Sewer Building architects (Henning Larsen, Studio Gang, MVRDV, and WorkAC); and landscape architects (SCAPE, GLS Landscape/Architecture, and CMG) Approximately 24 design, engineering, and specialty consultants 				
	Harvard Enterprise Research Campus Boston,	Massachusetts				



- Tishman Speyer (Client)
- Harvard Allston Land Company (HALC) (Client)
- Breakthrough Properties
- Harvard Allston Initiative (HAI)
- City of Boston and Allston Communities Boston Planning and Development Agency (BPDA), including Economic Development, Urban Design, and Planning Department
- Boston City Design Commission (BCDC) •
- Boston Transportation Department .
- Boston Environmental Department • • Executive Office of Energy and Environmental
- Affairs (EEA)
 - Boston Water and Sewer Commission (BSWC)
 - Massachusetts Environmental Policy Act Office (MEPA)





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.

DEVELOPMENT TEAM LEADERSHIP



Todd Chapman, JD

JMA (Master Developer) | Managing Partner and President

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.



Michael McManus

JMA (Master Developer) | Principal

Michael McManus has more than 30 years of commercial real estate development experience and extensive knowledge of retail and mixed-use developments. He is a talented team builder and has a track record of successfully managing complex projects, including The Grove and Americana in Los Angeles. Michael's areas of expertise include entitlements, masterplanning, design, leasing, construction, proforma management, and strategic transactions. Michael will help lead project planning and development.



Kevin Johnson

JMA (Master Developer) | Senior Advisor

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. (Development Manager) | Founder and President

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.



Richard Browne

Sterling Project Development Group (Development Manager) | Partner

Richard Browne has enjoyed equally successful careers over the past 30 years as a builder, owner, and project consultant. Under his leadership, Sterling Project Development Group provides project management and advisory services to more than 100 clients in 25 states, the Caribbean, and Europe. Richard will help supervise project and construction management activities.



DEVELOPMENT TEAM LEADERSHIP

Shawn Wilson, MPIA

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

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

Roy A. Binger has extensive experience on St. Petersburg development projects, including the TLM initiative and insuring 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.

Rev. Louis M. Murphy, Sr. Blue Sky Communities (Affordable Hosuing Development Partner) | Equity Partner

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.

Jay Miller

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.

Will Conroy, JD

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.







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

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

Blue Sky Communities (Affordable Hosuing Development Partner) | Development Partner

J Square Developers (Development Partner) | President

Backstreets Capital (Development Partner) | Founder and President

DEVELOPMENT TEAM LEADERSHIP

CONSULTANT TEAM LEADERSHIP



Bowen A. Arnold, JD

DDA Development (Development Partner) | Manager and Principal

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.



Sam Grabush

Highgate (Hospitality Development Partner) | President of Operations

Sam Grabush is Highgate's president of operations, with more than 25 years of hospitality experience. During his time at Highgate, Sam has served as general manager of several properties and is now responsible for overseeing the firm's nationwide portfolio. Before joining Highgate, Sam spent 14 years with Hilton Hotels Worldwide, where he worked in marquee properties, such as the original Waldorf Astoria in New York City and the 2,100-room Hilton New York. Sam will oversee the Highgate team on hotel development and operation.

CONSULTANT TEAM LEADERSHIP



Michael Sørensen

Henning Larsen (Masterplanning and Lead Design Architect) | Partner/Design Director

Michael Sørensen has led Henning Larsen's design response to the RFP. He will continue to serve in a leadership role throughout the duration of the masterplan design, spearheading project visioning and participating in stakeholder and community engagement to develop a responsive and visionary design. Michael's ability to distill complex project parameters and transform them into conceptual drivers is centered in the belief that architecture is about creating spaces that foster human interaction.



Christopher Dial, RA, AIA

Henning Larsen (Masterplanning and Lead Design Architect) | Lead Designer

With more than 17 years of experience on large-scale projects, Christopher Dial has been responsible for communicating and coordinating the efforts of design teams and consultants throughout each phase of project development. As Lead Designer, Christopher will oversee Henning Larsen's design efforts throughout the duration of the masterplan design, as well as handle the day-to-day design leadership supervision of the project.



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

Moody Nolan (Vertical Architect) | Partner-in-Charge of Design

Award-winning architectural designer Curtis J. Moody has been involved in the design of several billion dollars of construction over his 48-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 320 design citations, including 48 from the American Institute of Architects (AIA) and 44 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.



Jay Boone, AIA Moody Nolan (Vertical Architect) | Partner-in-Charge

Jay Boone, as Moody Nolan's partner-in-charge, is responsible for overall production, client management, and milestone scheduling. Jay has more than 25 years of experience as a project executive/architect and currently serves as Moody Nolan's Director of General Architecture, where he oversees the majority of the firm's housing, hospitality, workplace, public safety, civic, transportation, aviation, and education projects. Jay will lead Moody Nolan's day-to-day design work on the project, similar to the firm's Bridge Park Development project.

Barbara Wilks, FAIA, FASLA

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.

David Manica, AIA, NCARB, LEED AP MANICA (Public Assembly Venue Architect) | Owner and Design Director,



William Hon, AIA, NCARB

Will Hon has served as design team lead, project manager, and main point of contact for more than \$1.5 billion in constructed projects. He blends his passion for visionary design with sound technical details, resulting in a comprehensive and coordinated design solution. As project director, Will manages operations throughout the design process to ensure a well-coordinated, inclusive, and thoughtful outcome.

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

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).





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

David Manica believes in stunning design and innovative functionality as the path to successful buildings. In his 26 years designing large public assembly facilities, David has forged a vision for some of the world's highest-profile stadium, arena, and convention center projects totaling more than \$10 billion in construction. As design director, David oversees MANICA's design development with the project team and will continue to shepherd the stadium and convention center design throughout the duration of the project.

MANICA (Public Assembly Venue Architect) | Project Director

CONSULTANT TEAM LEADERSHIP

CONSULTANT TEAM LEADERSHIP



Jordan Behar, AIA

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

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

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

Sarah-Jane Vatelot is project manager and author of the published thesis, "Where Have all the Mangoes Gone?," the result of community research on the issues surrounding the Tropicana Field site and the implications of future redevelopment. Sarah-Jane will be working closely with local community organizations to develop a robust community-driven plan including workforce development, affordable and workforce housing, small business enterprise, and social equity.

David Kemper, PE

Stantec (Planning, Civil, Transportation, Environmental) | Principal and Project Director

David Kemper serves as Stantec's Tampa office leader and is a senior principal for the firm. His 41 years of experience include civil design, site development, transportation, stormwater, and utility systems. He has led many local projects including the Raymond James Corporate Center, Water Street Tampa, and the Channel District Strategic Action Plan and Implementation. Dave will oversee Stantec's work on the project.



Keith Greminger, AIA, NCARB

Stantec (Planning, Civil, Transportation, Environmental) | Urban Planning and Design

Keith Greminger has 39 years of experience in architecture, urban design, and corporate masterplanning. He has successfully delivered an array of notable developments, memorable places, livable neighborhoods, and connected communities. As a 34-year resident of Tampa , Keith has served and continues to serve in leadership roles in numerous professional and civic organizations committed to health and equity. placemaking, and improved quality of life. Keith will coordinate Stantec's planning and public realm efforts on the project.



Brett Sherman

Stantec (Planning, Civil, Transportation, Environmental) | Real Estate and Financial Analysis

Brett Sherman brings more than 17 years of experience in real estate planning, investment, portfolio management, predevelopment 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. Currently, Brett is working on two local projects: the Airco Golf Course redevelopment and real estate development, finance, and space planning services to Pinellas County. Brett will lead Stantec's day-to-day efforts on the project.



Adam Carnegie, AICP

Entitlements

Adam Carnegie has more than 36 years of experience in land development and urban planning in both the public and private sectors. He has been project manager for numerous large, high-profile land development projects and has a proven track record of directing multi-disciplinary teams. Additionally, he is skilled in developing and maintaining relationships with community leaders, officials, and the general public to build consensus for development projects and planning initiatives. Adam will lead Stantec's work on land use and entitlement.

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

Stantec (Planning, Civil, Transportation, Environmental) | Smart Cities and Sustainability

Rachel Bannon-Godfrey is the sustainability discipline leader for Stantec. She has close to 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.

PRE-CONSTRUCTION TEAM LEADERSHIP



Chris Eastman, CGC Suffolk | Vice President of Operations

Chris Eastman has 30 years of experience on both the construction and development side of the business. That perspective provides him with valuable context in his role as vice president of operations. Chris has strong relationships with local officials, trade partners and suppliers, and community leaders in Tampa-St. Petersburg. Chris will lead Suffolk's pre-construction and construction management efforts.

Ernie DuBose, II, CGC DuCon Construction | 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.





Stantec (Planning, Civil, Transportation, Environmental) | Land Use, Zoning,

IMA **JMA Ventures Master Developer**

JMA Ventures (JMA) is a nationally-recognized leader in vibrant mixeduse 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 commercial 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 \$1.5 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 handson asset management.

\$1.5B+

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

30+

Years of delivering outperforming returns across portfolio base

MACHETEGROUP

Machete Group, Inc.

Development Management

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's 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

\$4R

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 Management

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

\$74B+

Managed project value over the last 10 years

60+

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

Henning Larsen –

Henning Larsen Masterplanning and Lead Architect

Henning Larsen is a world-renowned design firm with a Scandinavian approach coupling distinctive, customized masterplans and buildings attuned to the human scale and innovation in sustainability. Over the past 10 years, the firm has designed more than 20 mixed-use masterplans spanning five continents and totalling more than 10,000 acres in urban, waterfront, and suburban contexts.

Henning Larsen's design approach is based on the values of context, community, and comfort. Its team members focus on the human scale and are attentive to how a person interacts with their surroundings. Knowledge and innovation are key drivers in Henning Larsen's sustainable design strategy. By actively deploying in-house analysis in the early phases of the design process, Henning Larsen uses evidence-based knowledge to add social and commercial value to all its projects. Through a collaborative creative process with its clients, stakeholders, and consultants that informs its designs, Henning Larsen is able to build trust and consensus, ultimately resulting in better solutions. Established in Denmark in 1959, today the firm has offices in Copenhagen, New York City, Hong Kong, Oslo, Munich, and the Faroe Islands, and has designed masterplans, offices, residences, university facilities, and civic and cultural destinations in more than 30 countries. Henning Larsen has received numerous awards, including the Praemium Imperiale for Architecture, which is often referred to as the Nobel Prize for the Arts.



Harvard Enterprise Research Campus, Boston, Massachusetts Henning Larsen: Co-lead masterplanner and design architect

Firm Differentiators:

- Global design, rooted in context •
- Transformational, bold design
- Expertise in sustainability and resiliency
- Focus on people's experiences and the human scale
- Collaborative, creative, and inclusive process

Firm Capabilities:

Henning Larsen offers full-service design, from client consultancy through concept development and detailed design to completed projects. Its services include architecture, masterplanning, urban design, interior design, sustainability, landscape design, and wayfinding & signage.

2019

European Architect of the Year Award

1 of 3

World's top 100 architecture firms led by women

30+

Countries where Henning Larsen has designed buildings and masterplans

300+

Architects, urbanists, landscape architects, and sustainability specialists

MOODY•NOLAN

Moody Nolan Vertical Architect

Moody Nolan is a nationally-acclaimed architecture studio with expertise in a variety of building types, including residential, office, and public assembly. The foundation of Moody Nolan's success has been our ability to work as a collaborative team, partnering with developers, communities, city agencies, and other stakeholders to create innovative and practical design solutions.

Moody Nolan's design approach is based firmly on adaptability, operating without a default style or preconceived notions. Instead, the firm practices responsive architecture. By listening intently and analyzing effectively, Moody Nolan is able to design functional and aesthetically-pleasing spaces while keeping sight of project programs and budgets.

As the largest African-American owned and managed design firm in the country, Moody Nolan maintains a strong commitment to diversity in its staff, approach to solving client problems, and focus on community context. The firm creates functional yet iconic design statements that respond to ever-evolving spaces, aesthetics, and site dynamics. Simply put, spaces that perform and inspire.

Moody Nolan is headquartered in Columbus, Ohio, with offices in Atlanta, Boston, Chicago, Cincinnati, Cleveland, Dallas, Houston, Nashville, New York City, and Washington, DC.



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, mixeduse 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

320+ Design awards

W Architecture & Landscape Architecture

Landscape Architect

W Architecture & Landscape Architecture is an interdisciplinary womanowned 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 culturallysensitive 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

MANICA

MANICA Architecture **Public Assembly Venue Architect**

MANICA Architecture (MANICA) combines large-scale project experience with the personality and creativity of a boutique international design studio. MANICA blends unparalleled, specialized sports and public assembly architecture expertise to create unique, iconic venues. Since its inception in 2007, MANICA has designed more than \$5 billion in constructed sports and entertainment facilities worldwide.

MANICA merges innovative problem solving with thoughtful, site-based research to create state-of-the-art venues sensitively integrated into existing environments. The firm recognizes the importance a constructive, collaborative process with clients, project teams, and the communities has on projects' overall success. Fostering these relationships with open communication is paramount to MANICA's design methodology. As a LEED-accredited professional, founder David Manica emphasizes design decisions matched with industry standards to reduce projects' impact on the environment.

MANICA approaches each venture with a comprehensive view of the components integral to creating a successful venue. These include balanced revenue generation, efficient operations and event transitions, futureproofing for projected expansion, event-specific requirements, and the ultimate guest experience. MANICA enhances these elements with the most current and creative trends in stadium design to craft truly extraordinary venues around the world.



Chase Center, San Francisco, California MANICA Architecture: Lead design architect

Firm Differentiators:

- Creative boutique design studio with international experience
- Innovative, regionally-sensitive design philosophy
- Proven history of meeting deadlines and exceeding expectations
- Collaborative process with clients, consultants, and stakeholders
- Cutting-edge, three-dimensional • (3D) visualization productions

Firm Capabilities:

MANICA offers comprehensive sports, entertainment, and convention center expertise. Its capabilities include architecture, interior design, masterplanning, and design consulting.

20+

Countries where MANICA has designed sports and entertainment venues and masterplans

2020

Sports Facility of the Year, **Chase Center, Sports Business** Journal, 2020

World-Changing Ideas Honorable Mention, Chase Center, Fast Company, 2020

2019 Outstanding Achievement, **Chase Center, The Stadium Business Awards**, 2019

Behar + Peteranecz Architecture Local Design Advisor and Architect

Behar + Peteranecz Architecture (Behar + Peteranecz) is a St. Petersburgbased 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 reimagine 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 nonprofits 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

150 +

Years combined architecture and design experience

Stantec

Stantec

Planning, Civil Engineering, Transportation, Environmental, 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.



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 multidisciplinary 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 inhouse 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 150 Architecture Engineering Firms, Building Design & Construction Magazine, July 2019

#2

Green Design Firm, Building Design & Construction Magazine's Annual Giants Survey

600+

LEED-accredited professionals

250+

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



Blue Sky Communities Carteret Management Corporation

Affordable Housing and 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 1,391 affordable housing units. It also has 931 units under construction and another 231 units scheduled to start construction in 2021. 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. Blue Sky is proud to partner with Roy A. Binger, MBA and Rev. Louis M. Murphy, Sr. on the Tropicana Field redevelopment.

Supporting Blue Sky Communities with property management-related activities is Carteret Management Corporation (Carteret). Carteret, recognized WBE through the National Women Business Owners Corporation (NWBOC) as of December 2020, 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 nonprofit 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

1,350+ Affordable housing units developed

525 Units completed in Pinellas County and St. Petersburg

2,553 Households assisted

DEVELOPERS BACKSTREETS CAPITAL

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.

J Square Developers creates value in commercial real estate by identifying underutilized sites and reinventing those locations to meet the needs of contemporary retailers and residents. Based in St. Petersburg, J Square Developers understands the rapidly urbanizing neighborhoods of the largest cities on Florida's Gulf Coast and develops quality projects by identifying the optimal user for each unique location.



The Salvador, St. Petersburg, Florida DDA Development, Backstreets Capital LLC: Developers

Firm Differentiators:

- St. Petersburg- and Tampabased 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



Highgate **Hospitality Development Partner**

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
- Long-standing relationships with world-class architects, contractors, designers, and purchasing companies
- 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 Comprehensive training and service standard partnerships with Forbes and SGEi



Firm Differentiators:

- Largest hotel operator in New York City region with significant presence in Miami, Boston, San Francisco, as well as Waikiki
- 16 Florida properties
- Proprietary revenue management practices and technology
- Best-in-class benchmarking process focused on service standards, cleanliness, and guest satisfaction

Firm Capabilities:

Highgate delivers best-in-class hotel market intelligence, technology, and innovation to its partners, owners, and other stakeholders. Highgate is an expert in operating a diverse set of assets, including "big-box" urban assets (branded and independent). lifestyle, luxury, resorts, and branded select service.

30+ Years of operating experience

150 Properties

40,000+ Keys globally

\$25B+ Real estate transactions

Supporting 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 Tropicana Field Site redevelopment and provide benefits to the local St. Petersburg community and visitors alike.



3 Daughters Brewing

Brewing / Local Business 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. In their tasting room, the environment is family friendly and interactive where patrons can try beers from 42 taps while playing games and listening to live music. Patrons can watch the brewers making beer and take a tour of our lab to meet our Alcohol and Tobacco Tax and Trade Bureau (TTB) certified chemist. In the community, customers can find their packaged products at notable retail stores such as Publix, Target, Walmart, and local independent stores. When dining in restaurants, you might find their beer, cider, and seltzers at Walt Disney World, Amalie Arena, Top Golf, or in iconic hotels such as Marriott or the Don Cesar.

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.



Convention Center Operations

ASM Global is the world's leading venue management and services company. The company was formed in 2019 by the combination of AEG Facilities and SMG, global leaders in venue and event strategy and management. The company's elite venue network spans five continents, with a portfolio of more than 325 of the world's most prestigious arenas, stadiums, convention and exhibition centers, and performing arts venues. More than 23,000,000 square feet of convention and exhibit space and 2,700,000 seats are currently under ASM Global's management. ASM Global also owns and operate 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. In addition, team members assembled on this project represent the best in the industry with the largest portfolio of management and consulting services for comparable markets and higher education venues.

ASM Global has defined a management philosophy and style that has led to its industry-leading position. Each year more than 30 million people attend thousands of events at our facilities. The company operates in markets across the country that vary in size and represent a diverse array of clients including:

- Publicly-Owned Facilities
- Professional Sports Teams

- Privately-Owned Facilities
- Collegiate Administrations and Athletic Departments

Supporting Consultants

Arehna Engineering, Inc.

Geotechnical Engineering



AREHNA Engineering is a certified woman-owned and small-business geotechnical engineering and materials testing firm based in Tampa. AREHNA's experienced staff of engineers works closely with clients, and project design teams to carefully review project information and define and implement the most cost-effective solutions. The firm has successfully provided engineering services on contracts for a variety of public and private sector clients including Florida Department of Transportation (FDOT), Florida's Turnpike Enterprise, and TECO. AREHNA's project experience includes geotechnical engineering and materials testing and inspection projects for water and wastewater projects for Hillsborough County and other municipalities throughout the state. Additionally, AREHNA provides several municipalities with geotechnical and materials testing services on a variety of projects.

AREHNA is pregualified in FDOT Work Groups 9.1, 9.2, 9.3, 9.4.1, 9.4.2, 9.5, and 10.3, and has a full-service, American Association of State Highway and Transportation Officials (AASHTO) -accredited, United States Army Corps of Engineers (USACE) -validated, and FDOT-approved geotechnical and construction materials testing laboratory. AREHNA's in-house drilling and coring capabilities help clients better control and meet the most aggressive project schedules.

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
- certification
- Government contracting services
- Multicultural and diversity small business training programs



B2 Communications

Public Relations

B2 was founded in 2010 by Kyle Parks and Missy Hurley, and has grown into one of the Tampa Bay area's top PR agencies. Based in St. Petersburg, B2 Communications has the expertise of a big agency with the handson approach of a boutique PR firm. The firm has led corporate communications departments, counseled major companies, and worked alongside top business leaders. Services that B2 provides include communication strategy and consulting, public engagement, employee engagement, crisis communication, and training.

Additionally, B2 Communications is involved in a number of community and industry organizations, including:

- University of Tampa Board of Fellows
- Tampa Bay Chamber of Commerce
- St. Petersburg Area Chamber of Commerce
- St. Petersburg Downtown Partnership
 - Circle of Red, American Heart Association in Ta

Minority small business development services (emerging business) including MBE/DBE/SBE contract compliance

	•	Public Relations Society of America, Counselors
		Academy Section & Tampa Bay Chapter
e	•	Preserve the 'Burg
	•	Urban Land Institute Tampa Bay
ampa Bay	•	Working Women Tampa Bay

BRV

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.

Cardno Cardno

Environmental Engineering and Brownfield Redevelopment

Cardno 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.

Cardno's professional staff includes environmental specialists, engineers, geologists, planners, real estate brokers, and certified grant writers.

Conventional

Conventional Wisdom Corp.

Convention Center Advisory

Conventional Wisdom's co-founders, David O'Neal and Rick Schmidt, launched their practice in the early 1990s when they led the development and implementation of a long-term plan that resulted in Orlando's Orange County Convention Center becoming one of the most successful convention centers in the country. Since that 1990 masterplan, David and Rick have researched industry trends, collected and analyzed event data, and interviewed event planners and building managers to build a database that supports and informs the firm's facility programming and management expertise. With a client list that includes more than 275 public and private sector convention and exhibition centers, arenas, stadiums, theaters, and conference facilities around the world, Conventional Wisdom is widely recognized as an industry leader.

Supporting Consultants

CUSHMAN & WAKEFIELD

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

Pre-Construction Services



DuCon is a Tampa-based 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, and 1050 Water Street.

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).

gafcon Gafcon, Inc.

Marine Science Innovation District Programming / Development Advisor

Gafcon, Inc. (Gafcon) is a world-renowned, multi-disciplinary owners' representative firm with expertise managing complex development projects. Gafcon has contributed to some of the United States' most prestigious waterfront development projects, including AltaSea at the Port of Los Angeles, Seaport San Diego, and West Harbor (formerly known as San Pedro Public Market). Gafcon's Principal, Yehudi "Gaf" Gaffen, is an AltaSea Board of Trustee member and one of the visionaries behind AltaSea's urban, ocean-based campus. The campus is a unique public-private ocean institute joining together the best and brightest in exploration, science, business, and education to leave a lasting mark on the future of Los Angeles and the planet.

For more than 33 years, Gafcon has provided a broad range of real estate development, program planning, project management, technology, and design-related services to public and private clients. The firm's team members have in-depth knowledge of the real estate and development industry and its business challenges, helping Gafcon deliver a unique combination of practical experience and intellectual acumen to every client. Staying ahead of trends within the development industry enables Gafcon to forecast the future of real estate development, proactively anticipating client needs and focusing services to deliver innovative solutions to complex problems.

JOHNSON POPE BOKOR RUFPEL & BURNS, LLP **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
- Land use litigation
- Platting and subdivision law
- Redevelopment
- Site plans
- State and local comprehensive planning
- Variances
- Zoning

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.

MUNICAP, INC.



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 more than 300 projects in 30 states and directly assisted in the issuance of more than \$7.7 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.



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, technologicallydriven market research and extensive proprietary databases.

Suffolk

Pre-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, Edition Hotel & Private Residences at Water Street, 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 preconstruction 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.



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, commissioning, and information technology 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. VoltAir provides guality assurance from conceptual design through construction administration and project closeout on renovations, additions, and new construction. In 2015, the firm expanded to include VoltAir Constructors, which provides design-build electrical contracting services. VoltAir Constructors has experienced tradesmen and engineers that deliver cost-effective, energy-efficient installations focused on sustainability and LEED certification.



Young BD Group

Local Business and Non-Profits Liaison



Denise Young founded Young BD Group in 2014 to help contractors, architects, engineers, and other companies in the real estate sector efficiently generate new business and maintain existing client relationships. With deep roots in central Florida and 22 years of experience in the design and construction industry. Young BD has become a goto resource for more than 15 leading companies, including Suffolk Construction, Manhattan Construction, and Wade Trim Civil Engineering. She has played a key role on Water Street, West River, and other notable, large-scale projects in the region.

As a long-time St. Petersburg resident, Denise is active in the community. Her non-profit and community partnerships work includes working with Year Up Tampa Bay on the Community Champion of the Year Award; A Kid's Place, foster housing for siblings from infant to 17 years of age; and Starting Right Now, a training center bringing students together from Hillsborough and Pinellas Counties for life skills classes and tutoring.

B Reference Projects, Experience, and Minimum Qualifications

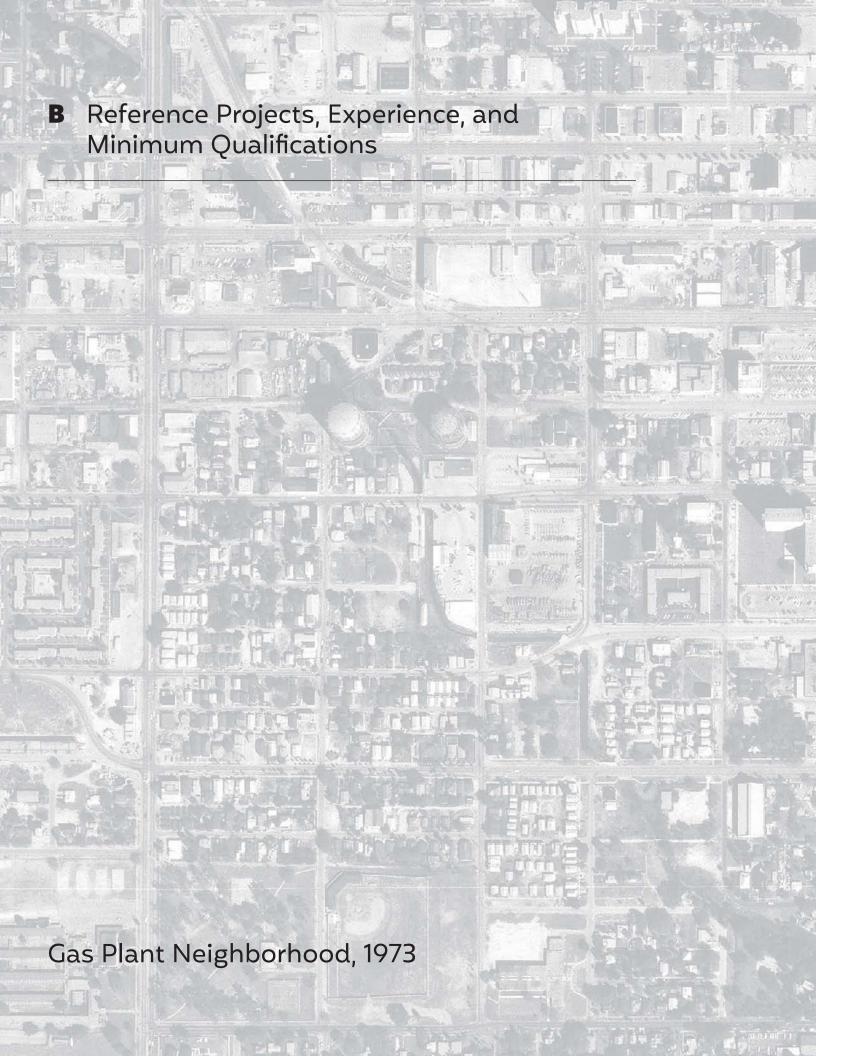
Henning Larsen has been fortunate to work on large scale, complex, multi-use projects around the world. We are inspired by St. Petersburg's vision of what the Tropicana Field site can be, and how it fits into a more inclusive, accessible, and sustainable community.



Michael Sørenson Henning Larsen

Master Planning and Lead Design Architect







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 Tropicana Field site development, 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 Tropicana Field site development. Additionally, this project showcase demonstrates our team's ability to work with various types of clients and stakeholder groups, create thoughtful designs in urban settings, and apply sustainable design elements to responsibly-developed spaces.

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
- 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. James Townhomes
- Backstreets' Downtown Capital Officea .
- St. Petersburg Museum of Fine Arts Masterplan and Concept
- The Renaissance Vinoy Golf Club
- Orange Station at the Edge
- Canopy Builders
- Campell Landings
- Orange Station at the Edge



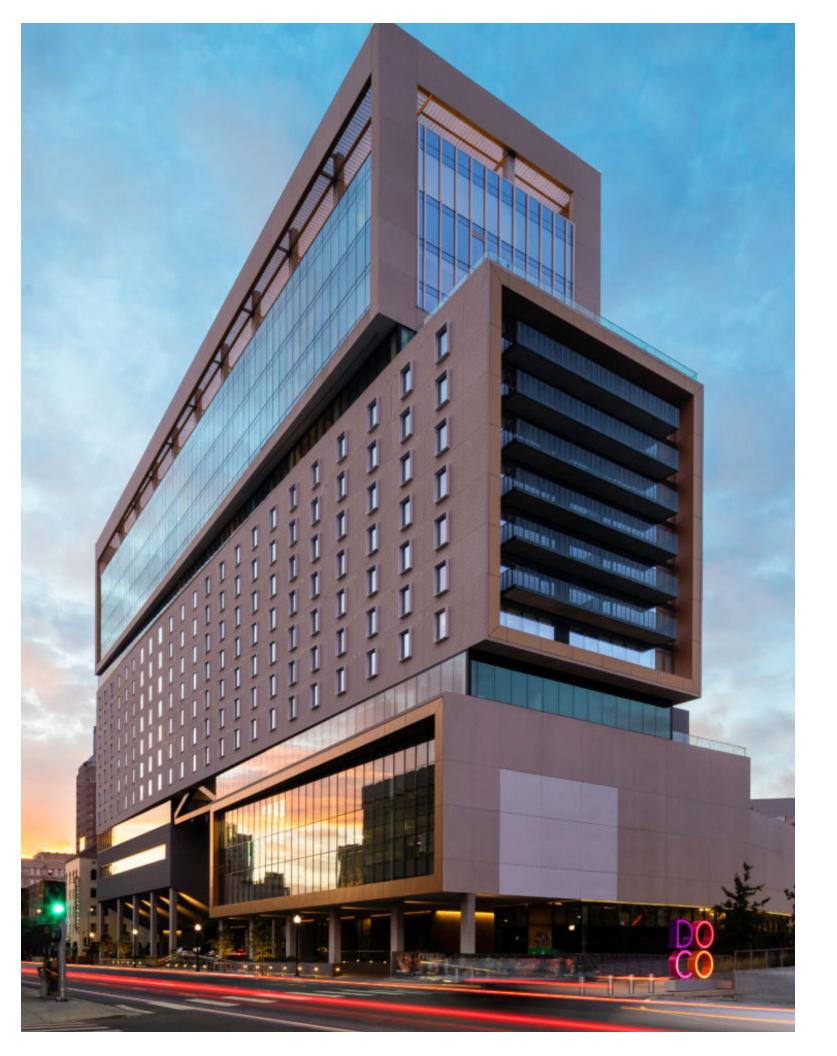
	PROJECT	EXPERI	ENCE MAT	TRIX				
Project Name	Dates	25+ Acres	\$100M+	Public- Private- Partnership	Mixed- Use	Multi- Building	Urban Project	LEED, ENVISION, WELL Certified/ Standards and/or sustainable design elements*
	Featured	Team Proj	ect Experien	ce		·		
Downtown Commons Sacramento, California	2015-2017	•	•	•	•	•	•	
Tibble 2.0 Täby, Sweden	2018-2030 (est.)	•	•		•	•	•	•
Mission Rock San Francisco, California	2018-2022 (est.)	•	•	•	•	•	•	•
Harvard Enterprise Research Campus Boston, Massachusetts	2020-2021 (est.)	•	•		•	•	•	•
The Pier Approach St. Petersburg, Florida	2016-2020						•	•
Fair Park Dallas, Texas	2019-Ongoing	•	•	•		•	•	
Florida A&M University South Campus Masterplan and Stadium Tallahassee, Florida	2018-2024 (est.)	•	•	•	•	•	•	•
	Additional	Team Pro	oject Experie	nce				
New St. Petersburg Pier St. Petersburg, Florida	2015-2018				•		•	•
San Francisco Waterfront Redevelopment San Francisco, California	2007-2008		•	•		•	•	
UBS Arena at Belmont Park Elmont, New York	2019-2021 (est.)	•	•	•		•		•
2340 Collins Avenue ^{Miami, Florida}	2010-2021 (est.)							•
Clover Park Port St. Lucie, Florida	2019-2020			•	•	•		
Major League Baseball Headquarters New York, New York	2018-2020		•		•		•	
FC Cincinnati MLS Stadium and Mixed-Use District ^{Cincinnati, Ohio}	2017-2023 (est.)		•	•	•	•	•	
Cockle Bay Park Sydney, Australia	2020-2030 (est.)		•		•	•	•	•
East Harbour Masterplan and Train Station Toronto, Canada	2018-2019	•	•		•	•	•	
Quayside Master Innovation Development Plan, Sidewalk Labs Toronto, Canada	2018-2020			•	•		•	•

*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.



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*
Julian B. Lane Park and Tampa River Center Tampa, Florida	2014-2018	•			•		•	•
The Edge Park (Multi-Phase) ^{Brooklyn, New York}	2007-2018			•	•	•	•	•
St. Patrick's Island Calgary, Canada	2012-2015	•		•			•	•
Hyatt Regency La Jolla at Aventine San Diego, California	2015-2019		•	•	•		•	
MidTown Tampa Tampa, Florida	2018-Ongoing		•	•	•	•	•	•
Water Street Tampa District Tampa, Florida	2017-Ongoing	•	•	•	•	•	•	•
Channel District Tampa, Florida	2006-Ongoing	•	•	•	•	•	•	•
Allegiant Stadium Las Vegas, Nevada	2016-2020	•	•				•	•
VTB Arena Park Moscow, Russia	2013-2018	•	•		•	•	•	
Chase Center San Francisco, California	2013-2019		•		•	•	•	•
The Factory St. Pete St. Petersburg, Florida	2018-Ongoing				•	•	•	
450 1st Ave N St. Petersburg, Florida	2018-Ongoing		•	•	•		•	•
Bryan Glazer Family Jewish Community Center Tampa, Florida	2013-2016				•		•	
Bridge Park Development Dublin, Ohio	2014-2020	•	•		•	•	•	
River & Rich Columbus, Ohio	2016-2018			•	•	•	•	
Current at The Banks Cincinnati, Ohio	2008-2011			•	•		•	•
Columbus Commons _{Columbus, Ohio}	2012-2014			•	•		•	
Bryant Park New York, New York	1980-Ongoing			•			•	

*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.



JMA

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

Downtown Commons

A catalyst for redefining downtown Sacramento

Downtown Commons has been a catalyst for redefini downtown Sacramento. It has transformed the onceblighted area into a fully-activated, vibrant urban cor that promotes foot traffic and collaboration.

JMA partnered with the NBA's Sacramento Kings to redevelo 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 an 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 wi DOCO at its heart.

Despite significant disruptions in the retail industry, JMA successfully leased 80% of the retail space three years prior construction completion. Since opening in October 2017, the 250-room Kimpton hotel has outperformed its operating but and garnered excellent online reviews from guests. Newlyopened restaurant tenants are proving to be top-performing locations in their respective company's portfolios, with some averaging sales of more than \$1,000 per square foot.

Foot traffic at the corner adjacent to the development increas 51% in the first year after the development opened. Over 500,000 square feet of entitlements remain, giving JMA the



ing	ability to capitalize on the significant momentum created by the
-	first phase of the project.
ore	
	Role of Proposer
	JMA: Master Developer (entertainment sports complex site)
ор	Entities
vn	House Robertson Architects (Executive Architect of Mixed-Use
	Project), AECOM (Executive Architect, Arena and Plaza), Puccini
	Group (Interior Design), Rios Clemente Hale (Concept and
age	Schematic Design), KPFF Consulting Engineers (Civil Engineering), Geocon Consultants (Material Testing), Fehr & Piers (Traffic
nd	and Transportation), Englekirk Structural Engineers (Structural Engineering), Buehler Engineering (Structural Engineering),
	Glumac Engineering (Electrical and Mechanical Engineering),
5	House Robertson (LEED), City of Sacramento Arts Commission,
vith	Jeff Koons (Artist)
	Relevant Key Personnel
	Todd Chapman, President
r to	Michael McManus, Principal
e	Ryan Porter, Director of Construction & Development
udget	
adget	Select Awards
	Biz Journal's Project of the Year, 2018
g	
e	Client Contact
	Steve Hansen, Sacramento City Council Member
ased	City of Sacramento, California
	(916) 808-7004
<u> </u>	shansen@cityofsacramento.org
e	









Henning Larsen —

Туроlоду	Location	Project D	
Masterplan	Täby, Sweden	Design-E	
Scale	Construction Cost	Started /	
3.77 million square feet / 74 acres	Confidential	2018 / 20	

Tibble 2.0

Urban incubator nurturing innovation and activating public space

The significant growth in urban populations poses a demand for the vibrancy of inner-city life within metropolitan suburbs. The Tibble district of the Swedish suburb of Täby is exemplary of Henning Larsen's approach to this contemporary design challenge.

With Tibble 2.0, the best qualities of Täby will receive new life via a reimagined masterplan that emphasizes local culture and elevates the city to a wider audience. The vision for Tibble 2.0 is to consolidate it as a neighborhood for everyday leisure and activity, as well as an incubator for knowledge, innovation, and entrepreneurship. The district is designed to create synergies between schools, businesses, culture, and everyday life in a vibrant urban environment with plenty of sun- and windprotected locations.

In the winning proposal, Tibble gets a green and urban heart, in line with the idea of a "Central Park" for Täby. The green civic center provides citizens and visitors with plenty of opportunities for play, sport, and movement. Around the park, the plan provides facilities for collaboration between local entrepreneurs, students, and innovators. Flexible workplaces and meeting rooms, experimental labs, and exhibition and event spaces offer the ideal conditions for knowledge exchange and cooperation beyond traditional borders.



Project	Delivery
Design-	-Bid-Build

/ Completed 2030 (est.)

> Client Täby Municipality

Role of Proposer Henning Larsen (Lead Masterplanner and Sustainability Consulting)

SLA (Landscape), Second City, COWI (Engineering)

Relevant Key Personnel Jakob Strømann-Andersen, Sustainability Specialist

Client Contact

Entities

Martin Edfelt, City Architect Täby Municipality +46 08 55 55 94 43 martin.edfelt@taby.se





Henning BRV Larsen -

Typology Location Highrise, Commercial, Retail San Francisco, Calif Scale **Construction Cost** 309,000 square feet Confidential

Mission Rock

A landmark workplace to define San Francisco's Mission Rock

Mission Rock will be a 28-acre, mixed-use urban neighborhood located on the San Francisco bay waterfront across from Oracle Park-home of the MLB's San Francisco Giants. Mission Rock's Phase 1 design evolved through a highly collaborative process between four design architects responsible for four plots, including offices and residential buildings.

Built upon existing surface parking, Mission Rock will include 1,200 residential rental units with 40% affordable to low- and moderate-income households; 1.4 million square feet of highquality office space; more than 200,000 square feet of retail and local manufacturing space; a parking structure; and 8 acres of open space, including China Basin, a signature waterfront park.

Henning Larsen's 13-story office building, with 360-degree retail at the ground floor, has now been leased in full and will be home to Visa's global headquarters. Attention has been given to the design of each unique storefront, creating opportunities for an active and diverse ground plane, as well as a sheltered rooftop with views of San Francisco's skyline and the bay. The design is inspired by the city's hilly urban fabric and the site's industrial history, and also informed by the local microclimate and spectacular views. The concept breaks down the scale of the large commercial block to a smaller neighborhood scale, which activates the ground plane and, in turn, supports a dynamic streetscape.

In summer 2017, the San Francisco Giants also retained Biederman Redevelopment Ventures (BRV) to advise on the



	Project Delivery
ifornia	Design-Bid-Build

Started / Completed 2018 / 2022 (est.)

development of a network of public spaces within their Mission Rock project. The development will transform a large surface parking lot into a vibrant mixed-use district. Seeking to gain approval from the City of San Francisco, the Giants charged BRV with the task of developing placemaking guidelines that outlined the Giants' vision for the future of Mission Rock's public space operations and programming.

Client

San Francisco Giants / Tishman Speyer

Role of Proposer

Henning Larsen (Lead Design Architect) Biederman Redevelopment Ventures (Public Realm Programming and Activation, Operations, and Revenue Planning)

Adamson Associates Architects (Architect of Record); Y.A. Studio

- China Basin Park); Brightworks (LEED); Thornton Tommasetti,

Assist); Papadimos Group (Acoustics); Heintges (Facade); Langan

(Geotechnical); EWCG (Elevator); Highline (BMU); American Task

OLMM (Structural); Acco, AFP, PAE, Cupertino (MEP Design

(Associate Architects); GLS (Landscape - Plot G); SCAPE (Landscape

Entities

(Trash Management); RWDI (Wind); ZNA (ADA/Accessibility); The Fire Consultants (Life & Safety)

Relevant Key Personnel

Sara Rubenstein, Director of Operations; Miguel Sanchez-Enkerlin, Designer; Dan Biederman, Leadership and Oversight of Public Realm; Jakob Strømann-Andersen, Sustainability Specialist; Ashley Langworthy, Public Space Activation; Kayla Hughes, Public Space Activation

Sustainability

Targeting LEED Gold Certification and WELL Certification

Client Contact

Matt Biss, Managing Director Design & Construction **Tishman Speyer** (415) 536-1850 MBiss@TishmanSpeyer.com



Henning Larsen —

Typology	Location	Project Delivery	
Mixed-Use Masterplan	Boston, Massachusetts	Developer-Led Masterplan	
Scale	Construction Cost	Started / Completed	
900,000 square feet / 36 acres	Confidential	2020 / 2021 (est.)	

Harvard Enterprise Research Campus

A new innovation hub for Harvard and Greater Boston

Harvard University's new Enterprise Research Campu (ERC) aims to become Boston's premiere high-tech life-science hub, combining art, business, science, and engineering in a new urban district that will foste opportunities for creativity and innovation. Located on the Boston side of the Charles River in Allston, the ERC will be located next to Harvard's new Science and Engineering Complex and across from the Harvard **Business School.**

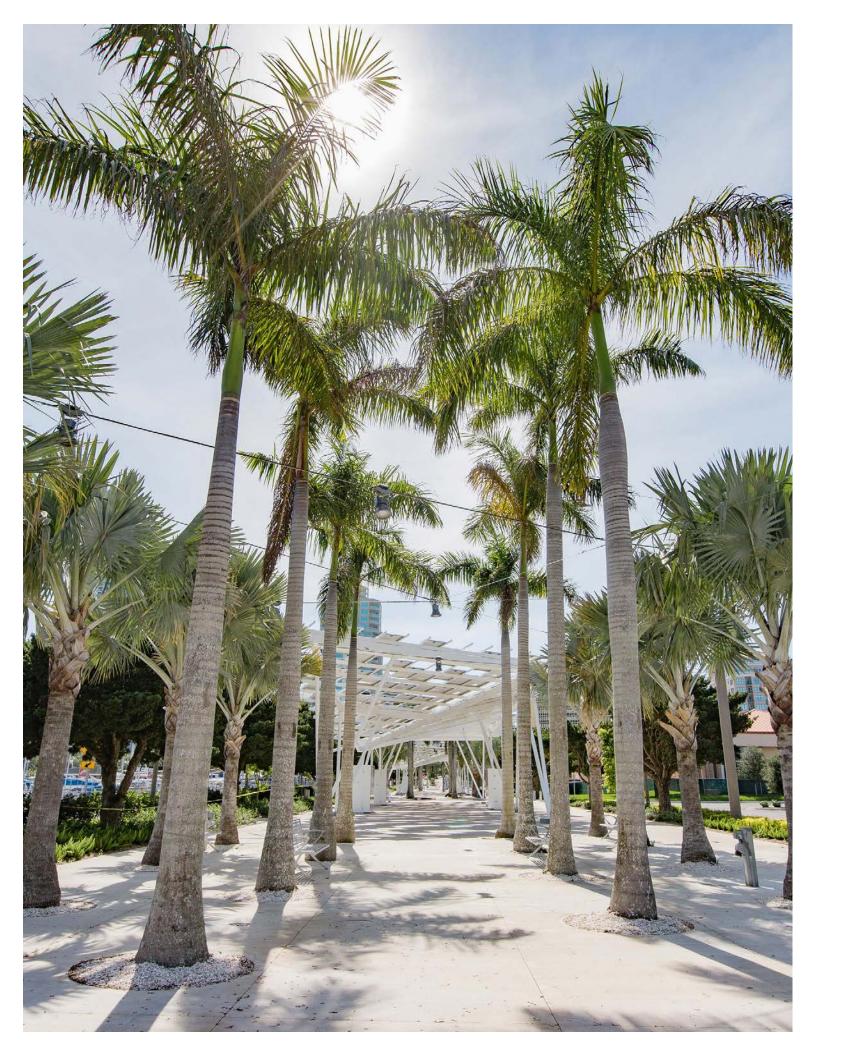
The first phase of the 36-acre campus will include 900,000 square feet within a 14-acre site, featuring roughly 400,000 square feet of offices and labs, 300 apartments (including affordable housing), a 250,000-square-foot hotel and conference venue, and underground parking, organized arou a new greenway connecting the new development to the A neighborhood and Cambridge.

The team's preliminary proposal includes a vision for bold and innovative architecture, a focus on spaces for life-scien and tech startups to flourish, and a robust, sustainable publ realm. The ERC aims to welcome students, visitors, employed and residents into a place that celebrates a strong sense of community. It will feature an activated ground floor of thoughtful local retail, combined with a significant arts and culture platform, as well as social spaces.



ous	Client Tishman Speyer
ter	Role of Proposer Henning Larsen (Co-Lead Masterplanning and Design Architect)
e nd 00	Entities Studio Gang (Co-Lead Masterplanning and Design Architect), SCAPE (Landscape), Utile (Urban Planner), ARUP (Integrated Planning), Level (Infrastructure), Wordsearch Place (Placemaking Consultant), Nitsch Engineering (Civil), Haley & Aldrich (Geotechnical), DLA Piper (Zoning), Dewey Square (Public Affairs), Taidgh McClory (D&I Framework), Sullivan & Cromwell (Legal), Nelson Nygaard (Transportation)
ound Allston	Relevant Key Personnel Sara Rubenstein, Director of Operations Miguel Sanchez-Enkerlin, Designer
nce blic yees,	 Sustainability Aligned with Harvard's goals of achieving fossil fuel-neutrality by 2026 and becoming fossil fuel-free by 2050 Targeting to meet or exceed Harvard's Green Building Standards Targeting LEED Gold Certification and WELL Certification
Ł	Client Contact Rustom Cowasjee, Managing Director Tishman Speyer cowasjee@tishmanspeyer.com (617) 342-7500
1	State Library





W

Location St. Petersburg, Flor
Construction Co
USD \$13.5 millior

The Pier Approach

A series of destinations connecting St. Petersburg to the Pier

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 that 60% of the project site was devoted to streets and parking. Today, an urban pedestrian spine reaches from downtown to pierhead and a family-oriented park plus enlivened waterfro edges provide recreational opportunities for locals and visito 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 agent stakeholders, communities, and elected representatives to produce an exciting design that reflected the needs and value of St. Petersburg.



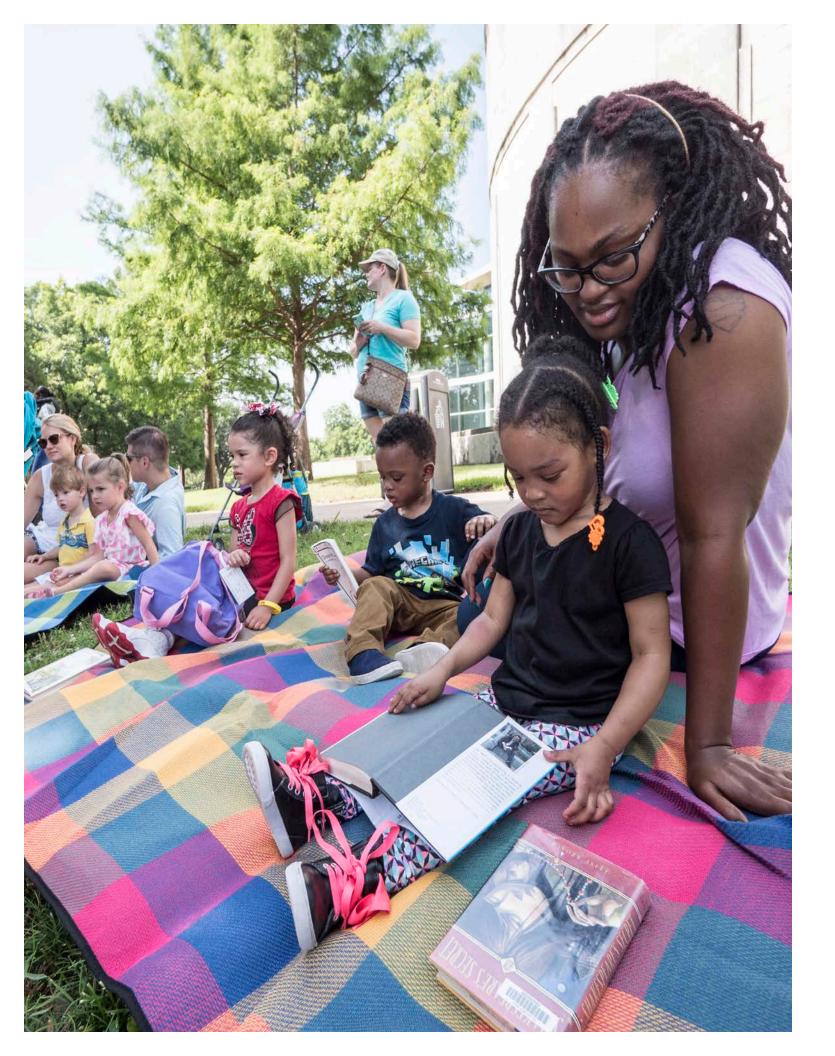
Project Delivery construction Manager-at-Risk

ost on Started / Completed 2016 / 2020

rk rg	Client City of St. Petersburg, Florida
	Role of Proposer W Architecture & Landscape Architecture (Lead Designer)
hat han ; to the ront itors	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 David Ostrich, Landscape Architecture
nis g encies, lues	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 raul.quintana@stpete.org







BRV REDERMAN REDEVELOPMENT VENTURES

Typology	Location
Public Park	Dallas, Texas
Scale	Construction Co
277 acres	N/A

Fair Park

Putting the park back in the park

In 2018, the City of Dallas selected Biederman Redevelopment Ventures (BRV) along with Spectra ar non-profit Fair Park First to take over the managemen and operations of Fair Park, a 277-acre park and cultu complex. Fair Park, a National Historical Landmark, is the location of the annual State Fair of Texas, the large state fair in the country; home to the largest collection of Art Deco architecture and art in the United States; an incubator for the region's most prestigious museur 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 Texas, -creating a barrier between the campus and commun 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 part with interconnected parklets and trails across the campus, al with daily programming. BRV is leading the development of updated masterplan, including overseeing the design team a community outreach.

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

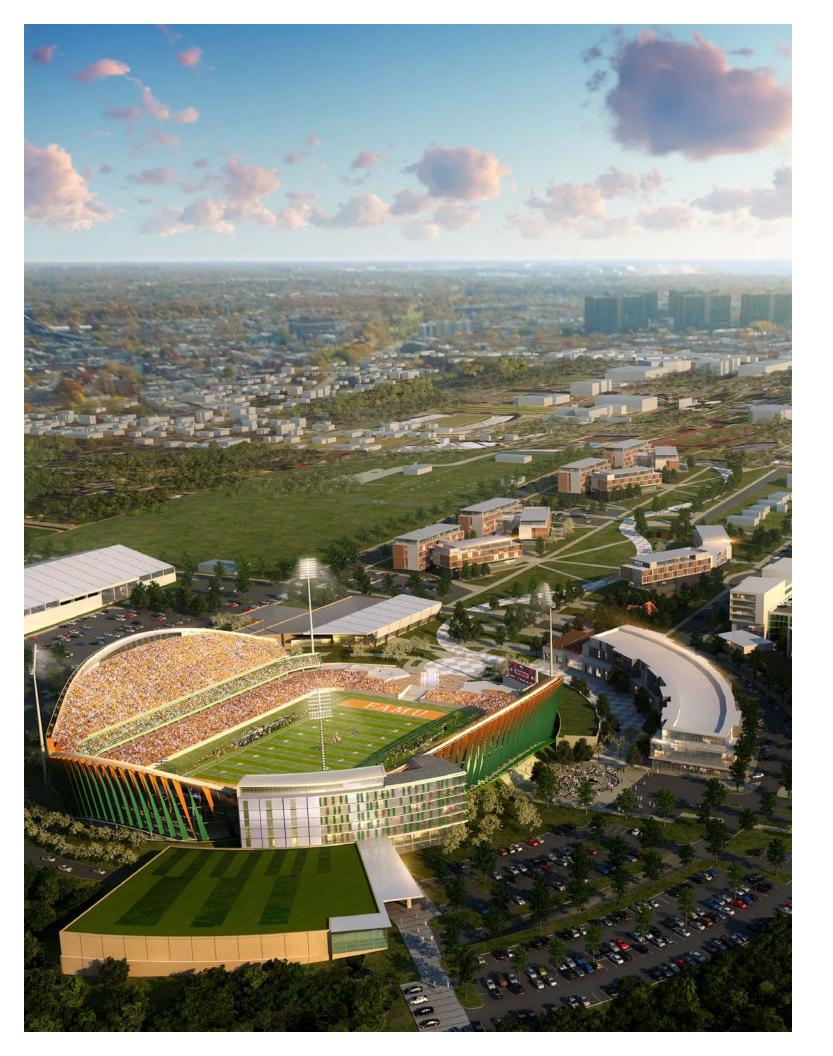


Project Delivery Park Programming and Activation

ost Started / Completed On-going programming and management since 2019

	marginalized from a space in their own backyard. To that end,
nd	the park and greening efforts are aimed directly at ensuring
nt	a more equitable future for this community. By offering paid
ural	park internships for local high schoolers, creating multilingual
s	programming and signage, partnering with local businesses, and
gest	hiring from the community, Fair Park's management team will
on	ensure the park reflects and serves the communities that have
and	been underserved by Fair Park for far too long. Additionally, BRV
ıms,	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.
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MANICA architecture

Typology Stadium, Mixed-Use	Location Tallahassee, Florida
Scale	Construction Cost
1.55 million square feet / 79.5 acres	USD \$410 million

Florida A&M University South Campus Masterplan and Stadium

Development restores an abandoned community's presence

The Florida A&M University (FAMU) South Campus Masterplan and Stadium will unite the university with the local community, celebrating the area's past while looking toward the future. This new development will transform an abandoned, condemned district and bring a diverse range of gathering spaces, experiences, and economic opportunities to the historically repressed residents, restoring their presence in Tallahassee.

MANICA is the lead design architect for FAMU's 35,000-seat stadium and training facility. Additionally, as master development architect, it is creating the concept design and overseeing the progress of the multi-phased masterplan. Green spaces and local public arts initiatives will thread through the development to create inviting, soft edges and canvases celebrating the community. Two historic university buildings which fell out of use during the 1960s will be restored to their former glory to serve as landmarks on the campus.

MANICA is collaborating closely with many stakeholders throughout this Public-Private-Partnership, including FAMU students, the local community, the Florida Board of Governors, Florida's Board of Trustees, and state bond finance representatives. These alliances will ensure a sensitive, inclusive intervention that results in an invigorating and empowering district for years to come.

Client Florida A&M University



Started / Completed 2018 / 2024 (est.)

Role of Proposer
MANICA (Master Development and Lead Design Architect)
Entities
<u>Phase 1</u> : Student Housing and Dining (195,000 square feet) Housing Project Team: Finfrock Design (AOR/Structural/Contractor), Emerald Engineering (Mechanical & Plumbing), Power Design (Electrical), SKS Studio (Landscape)
Dining Project Team: ASA (AOR), Bowen Engineers (Structural), Pinnacle Engineers (MEP), SKS Studio (Landscape), Kinney (Contractors)
<u>Phase 2</u> : Stadium (1,550,000 square feet), Training Facility (62,000 square feet), Student Housing (300,000 square feet) Project Team: TBA
<u>Phase 3</u> : Student Housing (183,500 square feet), University Wellness Center (35,000 square feet), Retail (30,000 square feet), Mixed-Use Hospitality, Retail, and Residential (TBD) Project Team: TBA
Relevant Key Personnel
David Manica, Design Director
Sustainability
 All green spaces will provide stormwater retention capabilities All existing wetlands to be preserved
Client Contact Craig Talton, Director of Facilities, Planning, and Construction Florida A&M University (850) 412-7509

craig.talton@famu.edu







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)



UBS Arena at Belmont Park

Elmont, New York / New York Arena Partners

Sterling Project Development is serving as development manager to New York Arena Partners to support the entitlement, design, and construction of UBS Arena, the future 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 will also provide music lovers with the world's best entertainment offerings.

Project Highlights:

- LEED Gold certified
- · 2019-2021 (est.)
- 660,000 square feet
- \$900 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)



2340 Collins Avenue Miami, Florida / Starwood Capital

Sterling Project Development is serving 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
- · 2010-2021 (est.)
- 140,000 square feet
- \$75 million (construction cost)

ADDITIONAL TEAM PROJECT EXPERIENCE



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)

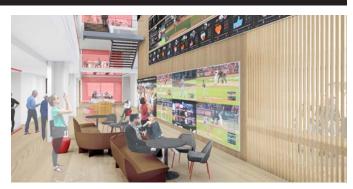


FC Cincinnati MLS Stadium and Mixed-Use District Cincinnati, Ohio / FC Cincinnati

Machete was engaged by FC Cincinnati (FCC) to oversee all aspects of Located within Sydney's Central Business District, Henning the design and construction of a new 25,000-seat soccer stadium in Larsen's design for Cockle Bay Park creates a distinctive and Cincinnati's historic West End. The stadium will be one of the largest livable sense of place, breaking down the scale of the tower soccer-specific stadiums in Major League Soccer. The venue features a to reflect a village in the city center. Henning Larsen designed full canopy roof, 50 suites, 5,000 club seats, a 3,000-seat supporters' a framework that allows tenant organizations and individual section known as The Bailey, and a state-of-the-art Mercy Health workers to define their workplaces for themselves. With floordiagnostic and imaging center. Additionally, Machete is advising FCC to-ceiling windows boasting views onto the city, parks, and on the development of nine acres immediately adjacent to the stadium waterfront, and a façade design that maximizes light while site, which will include 140,000 square feet of Class A office space in a minimizing solar gains and providing ample shade, Cockle Bay renovated warehouse, a 175-key boutique hotel, a 200-unit multifamily Park ensures flexible workspaces to accommodate major anchor residential building, 30,000 square feet of event space, and 15,000 tenants to small startups and ensures adaptability for future square feet of retail and dining. changes in tenant occupation.

Project Highlights:

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

Cockle Bay Park Sydney, Australia / GPT Group, AMP

Project Highlights:

- Targeting Green Star Level 6 and WELL Platinum certifications
- · 2020-2030 (est.)
- 939,700 square feet



East Harbour Masterplan and Train Station Toronto, Canada / First Gulf

Toronto's upcoming East Harbour district promises a new dimension of commercial and cultural activity in the city. Henning Larsen is helping bring this vision to life with a pedestrian-focused, climate-mitigating urban plan that puts street life and pedestrian comfort in the spotlight. The design brings commercial and urban social space to 59 acres of the East Harbour area, the former site of Toronto's Unilever soap factory. The old industrial grounds are now the focus of an ambitious masterplan seeking to build 10 million square feet of new office, restaurant, retail, institutional, cultural, and public space, all of which will accommodate 70,000 jobs.

Project Highlights:

2018-2019 (design completed)



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 peoplefirst 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. " 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)

ADDITIONAL TEAM PROJECT EXPERIENCE



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-acre campus
- \$150 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)

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)



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 longrange 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)



Allegiant Stadium Las Vegas, Nevada / Las Vegas Raiders

MANICA devised a "phaseless" design approach that compressed concept, schematic, and design development into a 100% GMP package within 8 months to help the client open on time for the 2020 season and avoid a \$250 million penalty from the National Football League (NFL). Allegiant Stadium opened \$25 million under budget in July 2020. The stadium's distinctive façade references the sleek, modern lines found in luxury sports vehicles while the overall aesthetic undeniably represents the NFL's Las Vegas Raiders, providing a fresh start in a new home.

Project Highlights:

- LEED certified and powered by renewable energy
- · 2016-2020
- 1.75 million square feet, 62 acres
- \$1.5 billion (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 nonprofit offices. Behar + Peteranecz Architecture is providing fullservice 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

San Francisco, California / Golden State Warriors

MANICA served as the lead design architect for this development, which includes the 18,064-seat Chase Arena, more than 100,000 square feet of retail, 3.2 acres of public space, 580,000 square feet of Class A office, and below-grade parking for 950 cars. Chase Center is fully integrated into the 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 5.5acre park across the street from the arena to create a new gem for the public in the heart of San Francisco.

Project Highlights:

- · LEED Gold certified, GBAC STAR Facility accredited
- · 2013-2019
- 860,000 square feet, 11 acres
- \$1.4 billion (construction 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 convergance of uses, with unique high-design residential units and ground-level retail, restaurants, and a fitness centerone 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 served as the architect on this project.

Project Highlights:

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



Bridge Park Development Dublin, Ohio / Crawford Hoying

In partnership with Crawford Hoying Development, Moody Nolan is serving as the architect-of-record and providing 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)





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)



VTB Arena Park Moscow, Russia / VTB Bank

As lead design architect, MANICA successfully deciphered the complications inherent to properly servicing a 27,000seat stadium, 12,000 seat-arena, and retail space within one skin under atypical constraints. Solutions included a carefully planned, efficient back of house; secure, accessible guest flow throughout the building; and a double-loaded concourse between the stadium and arena featuring a restaurant with views to both event floors for the ultimate spectator experience. The stadium and arena offer a variety of ticketing types and amenities for all patrons, including private suites, clubs, and general admission concourses. A new rapid transit stop located next to the building improved the district's connectivity with the rest of Moscow and draws thousands of patrons to the site year-round.

Project Highlights:

- · 2013-2018
- 2.15 million square feet, 50 acres
- \$850 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 in 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)



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)



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)

ADDITIONAL TEAM PROJECT EXPERIENCE REFERENCES

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

The New St. Petersburg Pier (Stantec)

John Curran, Principal/Vice Principal ASD-SKY (Client) (813) 223-2293 jcurran@asdnet.com

Raul Quintana, AIA, City Architect Engineering and Capital Improvements (Owner) City of St. Petersburg (727) 893-7913 raul.quintana@stpete.org

San Francisco Waterfront Redevelopment (JMA)

Elaine Forbes Executive Director, Port of San Francisco (415) 274-0400 Elaine.Forbes@sfport.com

UBS Arena at Belmont Park (Sterling Project Development)

Brain 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 (203) 422-8168 RShanholtz@starwood.com

Clover Park (Sterling Project Development)

Paul Taglieri Executive Director or Minor League Facilities, NY Mets (772) 201-4584 PTagl@nymets.com

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)

Cody Parsons Chief of Staff, FC Cincinnati (512) 438-9207 Parsons@fccincinnati.com

Cockle Bay Park (Henning Larsen)

Greg Mannes Project Director, The GPT Group +61 2 8239 3502 Greg.Mannes@gpt.com.au

East Harbour Masterplan and Train Station (Henning Larsen)

Derek Goring Executive Vice President, Development at Downsview Metro Devco Inc. (416) 473-1087 DGoring@downsviewdevco.com

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)

Michael Kaye President, Douglaston Development (718) 281-0550 x315 MKaye@ddny.com

Hyatt Regency La Jolla at Aventine (JMA)

Stephen Sotoloff Senior Principal & Managing Director, Walton Street Capital (312) 915-2834 Sotoloff@waltonst.com

ADDITIONAL TEAM PROJECT EXPERIENCE REFERENCES

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

MidTown Tampa (Stantec)

Roy Vice Vice President Development and Construction, The Bromley Companies (212) 807-7744 RVice@bromco.com

Water Street Tampa District (Stantec)

Brad Cooke Vice President of Development, Strategic Property Partners (813) 355-0640 BCooke@spprealestate.com

Channel District (Stantec)

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

Allegiant Stadium (MANICA)

Marc Badain President, Las Vegas Raiders (510) 780-3065 MBadain@raiders.com

The Factory St. Pete (Behar + Peteranecz)

Liz Dimmitt Managing Partner, Dimmitt Chevrolet (917) 280-6299 Liz@lizdimmitt.com

St. Patrick's Island (W Architecture and Landscape Architecture)

Kate Thompson President & CEO, Calgary Municipal Land Corporation (403) 718-0300 KThompson@calgarymlc.ca

Chase Center (MANICA)

Brandon Schneider Chief Revenue Officer, Golden State Warriors (510) 867-4763 BSchnieder@warriors.com

450 1st Ave N (Behar + Peteranecz)

Dustin DeNunzio Owner, The DeNunzio Group (617) 945-2555 djd@thedenunziogroup.com

Bryan Glazer Family Jewish Community Center (Behar + Peteranecz)

Samuel Linsky Former Capital Committee Co-chair, Bryan Glazer Family Jewish Community Center (831) 440-8408 SamLinsky1@gmail.com

Bridge Park Development (MANICA)

Russ Hunter Executive Vice President, Design for Crawford Hoying (614) 335-2033 RHunter@crawfordhoying.com

VTB Arena Park (MANICA)

Andrei Peregoudov Senior Vice President, VTB Arena Park +7 985 760 74 75 Peregoudov@vtb-arena.com

Current at The Banks (Moody Nolan)

Bailey Pope SVP Design and Construction, The Dawson Company (404) 347-8030 bpope@thedawsoncompany.com

Columbus Commons (Moody Nolan)

Guy Worley CEO, Columbus Downtown Development Corporation (614) 545-4700 GWorley@downtowncolumbus.com

River & Rich (Moody Nolan)

Kolby Turnock Vice President, CASTO Communities (614) 228-5331 KTurnock@castoinfo.com

Bryant Park (Biederman Redevelopment Ventures)

Clyde E. Rankin, III, Partner Baker & McKenzie LLP (212) 626-4740 clyde.rankin@bakermckenzie.com

C Financial Information

I have lived in this community for a long time. I am aware of the history and I know what the Trop Field development means to South St. Petersburg. We have designed a community benefits plan that delivers value over the life of the project and in many different ways. Providing investors of color the opportunity to participate in the deal. Teaming and sub-tier opportunities to MBEs on design, engineering, and construction. Establishing mentoring and support programs for local businesses. Collaborating with community stakeholders like Job Corp, Pinellas Urban League, Pinellas Vocational Tech and others, to develop the St. Pete workforce. We can make a real difference for a lot of people.



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





C.1 Financial Resources and Capability

The SHCP team has an extensive track record of financing and delivering large scale projects:

- JMA Ventures has developed in excess of \$800 million in mixed use and hospitality assets over the last ten years and has another \$1 billion of currently active projects.
- 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.
- 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, Tropicana Field'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 278unit 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.2 Equity Structure and Public Funding

As noted in Section A.3, additional progress on project parameters and timing is required before capital structure can be accurately described. We will be prepared to discuss as necessary at the appropriate juncture. We have generally described in Section C.1 the financial capabilities of the team.

With respect to public funding, the Tropicana Field RFP calls for a public-private collaboration between the City and a Master Development Team to successfully redevelop the site. The City has outlined specific goals for the Tropicana redevelopment that include community benefits, such as parks and cultural enrichment centers, critical infrastructure, and connectivity improvements to provide a variety of multi-modal options, such as new street grids, sidewalks, bikeways, trails, and crossings.

Accomplishing these goals will require extensive demolition, infrastructure construction, and development of critical place-making improvements. These costly but needed projects will significantly increase the project budget. A preliminary list of potential infrastructure costs that we would seek public assistance for are as follows:

- better aligned infrastructure serving the site and surrounding communities;
- communities:
- urban vision of the City;

Highgate has developed \$1.2 billion of hospitality assets since 2010 and has 147 properties under management (that number is

Demolition of the existing stadium (under Option B Conceptual Master Plan if so selected) to allow for future developable land; Demolition of existing water, sewer, and stormwater management improvements within existing roads to allow for upgrades and

Street grids and intersection improvements required to create cohesiveness within the site and together with surrounding

Parks and landscaping plans to ensure adequate public benefits are provided spurring livability, walkability, and promoting the

- · Water, sewer, and stormwater management required to develop the site;
- A Convention Center that will increase economic viability and capitalize on the City's existing success with demographic and economic drivers;
- Public structured parking garages that allow for greater affordable, workforce and market rate housing densities than would be achievable with wholly private funds;
- Financial flexibility and support related to the delivery of a significant amount of affordable and workforce housing including, but not limited to, land acquisition and horizontal development costs; and
- Financial flexibility and support related to a Tech Campus primarily dedicated to the Blue Economy, operated in concert with USF,
 The College of Marine Science, and other educational and research institutions to grow St. Petersburg's knowledge economy and
 its leadership in ocean science and innovation.

Please note that we have carved out financing of a new Rays ballpark given the uncertainty around venue program, timing, and deal structure, and the reality that structure will be developed between the City and the Rays. That notwithstanding, our team has substantial experience in stadium development and sports-anchored entertainment districts that we think would prove additive so welcome the opportunity to participate in these discussions.

To evaluate public funding options for the project, we have partnered with MuniCap, a municipal advisor registered with the SEC and MSRB and which has a specialized redevelopment project public financing practice. 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 convention centers. MuniCap's demonstrated financial expertise and strong real estate knowledge make the firm uniquely qualified to assist throughout the development process.

One of MuniCap's core competencies centers around establishing guidelines and metrics for the use of public funds to support development projects and applying these metrics in a disciplined manner to the successful funding of projects. It is critical that public funds be deployed strategically and with a systematic approach that ensures the funds are applied in the most appropriate manner to support and leverage projects that generate the best return for the public investment.

A disciplined approach means that the standards for investment are clearly stated and applied uniformly to the evaluation of each project. It also means that the commitment of public resources is carefully evaluated against what the public is receiving in return. The question of how much assistance is appropriate should consider the following:

- 1. How much assistance does the project require to be feasible?
- 2. What is the amount of investment justified, based on the benefits of the project?
- 3. How much public investment will the revenues support?
- 4. Are there sufficient improvement costs on which public funds can be spent pursuant to IRS regulations, state law, and public policies?

MuniCap will apply the guidelines described above to develop a financing plan for the development efforts, including a determination of the appropriate amount of public funding. A variety of public funding tools are typically necessary to support the amount of funding required. While we do not yet have enough information about the project to provide a definitive list, we have provided below a preliminary set of tools that may be used to provide public funding:

> Tax increment financing Community development districts Tourism revenues Car rental tax revenues

Enterprise funds and/or grants Other local, county, state and federal programs that may be available

Hotel bed tax revenues

Given the transformational nature of the project, the extent to which public investment will be required to support the development program, and the substantial economic value that will be delivered to the community, we intend to partner with the City to identify and pursue all appropriate sources of public funding.

\$ in thousands

Sources of Funds

Public Funding

Intown Re-development Plan Funds Housing Credit Equity SAIL Financing (FHFC) Local City Subsidies Other Public Contributions Potential Debt Financing Equity Required

Total Sources

Uses of Funds

Land Acquisition Site Demolition Tropicana Field Demolition Horizontal Infrastructure Hard Costs Soft Costs FF&E, OS&E, IT & Leasing Costs Other Fees & Owners Costs Loan Origination Fees Interest Reserves

Total Uses

Total Uses (Excl. Loan Related Uses)

* Illustrative sources & uses: Municap to develop a public financing plan, including a determination of the appropriate amount of public funding. A variety of public funding tools may be necessary to support the amount of funding required (e.g., tax increment financing, community development districts, tourism revenues, hotel bed tax revenues, enterprise funds or grants, etc.)

		C.3 Sources and Uses *											
Horizontal / Sitework		Convention Center	Convention Center Expansion	Affordable Housing	Workforce Housing	Hotels	Multifamily Mixed-Use	Office Mixed-Use	Technology Campus	Total			
	\$128,645	\$300,985	\$241,982	\$165,260	\$O	\$O	\$O	\$O	\$0	\$836,872			
	\$75,000	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$75,000			
	\$O	\$O	\$O	\$131,260	\$O	\$O	\$O	\$O	\$O	\$131,260			
	\$O	\$O	\$O	\$16,000	\$O	\$O	\$O	\$O	\$O	\$16,000			
	\$O	\$O	\$O	\$18,000	\$O	\$O	\$O	\$O	\$O	\$18,000			
	\$53,645	\$300,985	\$241,982	\$O	\$O	\$O	\$O	\$O	\$O	\$596,612			
	\$O	\$O	\$O	\$56,518	\$68,000	\$204,984	\$342,907	\$546,566	\$210,753	\$1,429,728			
	\$O	\$O	\$O	\$57,689	\$30,899	\$110,376	\$184,642	\$294,305	\$113,482	\$791,393			
	\$128,645	\$300,985	\$241,982	\$279,467	\$98,899	\$315,360	\$527,550	\$840,871	\$324,235	\$3,057,993			
										_			
	\$O	\$O	\$O	\$O	\$O	\$21,518	\$37,640	\$34,701	\$12,464	\$106,32			
	\$2,697	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$2,697			
	\$5,094	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$5,094			
	\$75,719	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$75,719			
	\$O	\$227,500	\$160,150	\$160,129	\$73,986	\$195,665	\$323,973	\$472,346	\$191,664	\$1,805,414			
	\$16,702	\$17,516	\$12,330	\$27,191	\$7,864	\$15,065	\$24,944	\$36,367	\$14,757	\$172,736			
	\$O	\$10,600	\$6,406	\$2,437	\$609	\$27,392	\$26,226	\$99,556	\$37,260	\$210,486			
	\$28,433	\$45,369	\$63,095	\$82,944	\$15,010	\$49,337	\$104,751	\$178,228	\$60,824	\$627,992			
	\$O	\$O	\$O	\$4,022	\$708	\$2,885	\$6,225	\$7,888	\$3,089	\$24,817			
	\$O	\$O	\$O	\$2,744	\$722	\$3,499	\$3,791	\$11,785	\$4,177	\$26,717			
	\$128,645	\$300,985	\$241,982	\$279,467	\$98,899	\$315,360	\$527,550	\$840,871	\$324,235	\$3,057,993			



					C.4 2	0-Year Cash F	low Pro Forr	na							
				Phase		Phase		Phase 3		Phase		Phase	5		
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
\$ in thousands	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2038	2043
Development Costs															
Land Acquisition	(\$106,321)	\$O	(\$26,080)	(\$12,262)	(\$6,385)	(\$9,140)	(\$12,293)	(\$20,109)	(\$4,600)	(\$8,943)	(\$6,509)	\$O	\$O	\$O	\$O
Convention Center Hotel	(14,250)	0	(14,250)	0	0	0	0	0	0	0	0	0	0	0	0
Lifestyle / Boutique Hotel	(7,268)	0	0	0	0	0	0	(7,268)	0	0	0	0	0	0	0
MFH Bldg #1	(3,492)	0	0	(3,492)	0	0	0	0	0	0	0	0	0	0	0
MFH Bldg #2	(3,792)	0	0	(3,792)	0	0	0	0	0	0	0	0	0	0	0
MFH Bldg #3	(4,331)	0	(4,331)	0	0	0	0	0	0	0	0	0	0	0	0
MFH Bldg #4	(789)	0	0	0	0	(789)	0	0	0	0	0	0	0	0	0
MFH Bldg #5	(8,352)	0	0	0	0	(8,352)	0	0	0	0	0	0	0	0	0
MFH Bldg #6	(6,505)	0	0	0	0	0	(6,505)	0	0	0	0	0	0	0	0
MFH Bldg #7	(4,299)	0	0	0	0	0	0	(4,299)	0	0	0	0	0	0	0
MFH Bldg #8	(6,081)	0	0	0	0	0	0	0	0	(6,081)	0	0	0	0	0
Office Bldg #1	(4,979)	0	0	(4,979)	0	0	0	0	0	0	0	0	0	0	0
Office Bldg #2	(2,319)	0	(2,319)	0	0	0	0	0	0	0	0	0	0	0	0
Office Bldg #3	(4,638)	0	0	0	(4,638)	0	0	0	0	0	0	0	0	0	0
Office Bldg #4	(1,747)	0	0	0	(1,747)	0	0	0	0	0	0	0	0	0	0
Office Bldg #5	(1,766)	0	0	0	0	0	(1,766)	0	0	0	0	0	0	0	0
Office Bldg #6	(2,585)	0	0	0	0	0	0	(2,585)	0	0	0	0	0	0	0
Office Bldg #7	(2,695)	0	0	0	0	0	0	(2,695)	0	0	0	0	0	0	0
Office Bldg #8	(4,600)	0	0	0	0	0	0	0	(4,600)	0	0	0	0	0	0
Office Bldg #9	(2,863)	0	0	0	0	0	0	0	0	(2,863)	0	0	0	0	0
Office Bldg #10	(1,957)	0	0	0	0	0	0	0	0	0	(1,957)	0	0	0	0
Office Bldg #11	(4,552)	0	0	0	0	0	0	0	0	0	(4,552)	0	0	0	0
Tech Campus #1	(5,180)	0	(5,180)	0	0	0	(4,021)	0	0	0	0	0	0	0	0
Tech Campus #2 Tech Campus #3	(4,021)	0	0	0	0	0	(4,021)	(3,262)	0	0	0	0	0	0	0
		-		0	0	0	0	(3,202)	0	0	0	0	0	0	0
Site Demolition Costs	(\$2,697)	(\$809)	(\$1,888)	\$0	\$0	\$0	\$0	\$O	\$O	\$0	\$0	\$0	\$0	\$O	\$0
Horizontal Infrastructure / Sitework	(2,697)	(809)	(1,888)	0	0	0	0	0	0	0	0	0	0	0	0
Tropicana Field Demolition	(\$5,094)	\$O	(\$5,094)	\$O	\$O	\$O	\$0	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O
Horizontal Infrastructure / Sitework	(5,094)	0	(5,094)	0	0	0	0	0	0	0	0	0	0	0	0
Horizontal Infrastructure	(\$75,719)	\$O	(\$6,491)	(\$24,642)	(\$7,239)	(\$709)	(\$22,916)	(\$299)	(\$9,660)	(\$113)	(\$3,651)	\$O	\$O	\$O	\$O
Phase 1	(30,909)	0	(6,491)	(24,418)	0	0	0	0	0	0	0	0	0	0	0
Phase 2	(7,463)	0	0	(224)	(7,239)	0	0	0	0	0	0	0	0	0	0
Phase 3	(23,625)	0	0	0	0	(709)	(22,916)	0	0	0	0	0	0	0	0
Phase 4	(9,958)	0	0	0	0	0	0	(299)	(9,660)	0	0	0	0	0	0
Phase 5	(3,764)	0	0	0	0	0	0	0	0	(113)	(3,651)	0	0	0	0
Convention Center	(\$542,967)	\$O	(\$129,424)	(\$171,561)	\$O	\$O	\$O	\$O	\$O	(\$104,052)	(\$137,930)	\$O	\$O	\$O	\$O
Convention Center (Phase 1)	(300,985)	0	(129,424)	(171,561)	0	0	0	0	0	0	0	0	0	0	0
Convention Center (Phase 2)	(241,982)	0	0	0	0	0	0	0	0	(104,052)	(137,930)	0	0	0	0
Affordable / Workforce Housing	(\$370,170)	\$O	(\$24,290)	(\$91,375)	(\$12,430)	(\$55,509)	(\$39,412)	(\$24,457)	(\$2,184)	(\$13,870)	(\$29,431)	(\$40,467)	(\$36,746)	\$O	\$O
Affordable Housing Bldg #1	(23,996)	0	0	0	(5,039)	(18,957)	0	0	0	0	0	0	0	0	0
Affordable Housing Bldg #2	(35,195)	0	0	0	(7,391)	(27,804)	0	0	0	0	0	0	0	0	0
Affordable Housing Bldg #3	(30,958)	0	0	0	0	0	(6,501)	(24,457)	0	0	0	0	0	0	0
Affordable Housing Bldg #4	(46,514)	0	0	0	0	0	0	0	0	0	0	(9,768)	(36,746)	0	0
Affordable Housing Bldg #5	(28,594)	0	(6,005)	(22,589)	0	0	0	0	0	0	0	0	0	0	0
Affordable Housing Bldg #6	(41,659)	0	0	0	0	(8,748)	(32,911)	0	0	0	0	0	0	0	0
Affordable Housing Bldg #7	(26,925)	0	0	0	0	0	0	0	0	(5,654)	(21,271)	0	0	0	0
Affordable Housing Bldg #8	(38,860)	0	0	0	0	0	0	0	0	0	(8,161)	(30,699)	0	0	0
Workforce Housing Bldg #1	(45,840)	0	(9,626)	(36,214)	0	0	0	0	0	0	0	0	0	0	0
Workforce Housing Bldg #2	(51,629)	0	(8,658)	(32,572)	0	0	0	0	(2,184)	(8,216)	0	0	0	0	0
Technology Campus	(\$304,505)	\$O	(\$24,897)	(\$93,659)	\$O	\$0	(\$21,369)	(\$98,069)	(\$66,511)	\$O	\$O	\$0	\$O	\$O	\$O
Tech Campus #1	(118,556)	0	(24,897)	(93,659)	0	0	0	0	0	0	0	0	0	0	0
Tech Campus #2	(101,758)	0	0	0	0	0	(21,369)	(80,389)	0	0	0	0	0	0	0

					C.4 2	0-Year Cash	Flow Pro For	ma							
				Phase 1		Phase 2		Phase 3		Phase 4		Phas	e 5		
			Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20	
\$ in thousands	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2038	2043
Tech Campus #3	(84,191)	0	0	0	0	0	0	(17,680)	(66,511)	0	0	0	0	0	0
Hotels	(\$287,459)	\$O	(\$41,379)	(\$155,665)	\$O	\$O	\$O	(\$18,987)	(\$71,427)	\$O	\$O	\$O	\$O	\$O	\$O
Convention Center Hotel	(197,045)	0	(41,379)	(155,665)	0	0	0	0	0	0	0	0	0	0	0
Lifestyle / Boutique Hotel	(90,414)	0	0	0	0	0	0	(18,987)	(71,427)	0	0	0	0	0	0
Multifamily Mixed-Use	(\$479,894)	\$O	(\$10,630)	(\$58,353)	(\$69,078)	(\$24,251)	(\$108,831)	(\$78,943)	(\$47,889)	(\$17,203)	(\$64,716)	\$O	\$0	\$O	\$0
MFH Bldg #1	(41,981)	0	0	(8,816)	(33,165)	0		0	0	0	0	0	0	0	0
MFH Bldg #2	(45,460)	0	0	(9,547)	(35,914)	0	0	0	0	0	0	0	0	0	0
MFH Bldg #3	(50,621)	0	(10,630)	(39,991)	0	0	0	0	0	0	0	0	0	0	0
MFH Bldg #4	(10,576)	0	0	0	0	(2,221)	(8,355)	0	0	0	0	0	0	0	0
MFH Bldg #5	(104,905)	0	0	0	0	(22,030)	(82,875)	0	0	0	0	0	0	0	0
MFH Bldg #6	(83,814)	0	0	0	0	0	(17,601)	(66,213)	0	0	0	0	0	0	0
MFH Bldg #7	(60,618)	0	0	0	0	0	0	(12,730)	(47,889)	0	0	0	0	0	0
MFH Bldg #8	(81,918)	0	0	0	0	0	0	0	0	(17,203)	(64,716)	0	0	0	0
Office Mixed-Use	(\$786,498)	\$O	(\$10,393)	(\$60,983)	(\$112,106)	(\$112,011)	(\$8,567)	(\$58,362)	(\$121,530)	(\$100,975)	(\$82,791)	(\$118,779)	\$O	\$O	\$O
Office Bldg #1	(104,216)	0	0	(21,885)	(82,331)	0	0	0	0	0	0	0	0	0	0
Office Bldg #2	(49,491)	0	(10,393)	(39,098)	0	0	0	0	0	0	0	0	0	0	0
Office Bldg #3	(102,991)	0	0	0	(21,628)	(81,363)	0	0	0	0	0	0	0	0	0
Office Bldg #4	(38,796)	0	0	0	(8,147)	(30,649)	0	0	0	0	0	0	0	0	0
Office Bldg #5	(40,797)	0	0	0	0	0	(8,567)	(32,230)	0	0	0	0	0	0	0
Office Bldg #6	(60,928)	0	0	0	0	0	0	(12,795)	(48,133)	0	0	0	0	0	0
Office Bldg #7	(63,513)	0	0	0	0	0	0	(13,338)	(50,175)	0	0	0	0	0	0
Office Bldg #8	(110,583)	0	0	0	0	0	0	0	(23,222)	(87,361)	0	0	0	0	0
Office Bldg #9	(64,831)	0	0	0	0	0	0	0	0	(13,615)	(51,217)	0	0	0	0
Office Bldg #10	(45,207)	0	0	0	0	0	0	0	0	0	(9,494)	(35,714)	0	0	0
Office Bldg #11	(105,146)	0	0	0	0	0	0	0	0	0	(22,081)	(83,065)	0	0	0
Soft Costs	(\$16,702)	(\$162)	(\$2,695)	(\$4,928)	(\$1,448)	(\$142)	(\$4,583)	(\$60)	(\$1,932)	(\$23)	(\$730)	\$O	\$O	\$O	\$O
Horizontal Infrastructure / Sitework	(16,702)	(162)	(2,695)	(4,928)	(1,448)	(142)	(4,583)	(60)	(1,932)	(23)	(730)	0	0	0	0
Other Fees & Owners Costs (Incl. Escalation)	(\$28,433)	(\$217)	(\$2,842)	(\$7,095)	(\$2,408)	(\$280)	(\$9,040)	(\$137)	(\$4,434)	(\$59)	(\$1,920)	\$O	\$O	\$O	\$O
Horizontal Infrastructure / Sitework	(28,433)	(217)	(2,842)	(7,095)	(2,408)	(280)	(9,040)	(137)	(4,434)	(59)	(1,920)	0	0	0	0
Total Development Costs	(\$3,006,460)	(\$1,188)	(\$286,102)	(\$680,524)	(\$211,094)	(\$202,042)	(\$227,012)	(\$299,422)	(\$330,167)	(\$245,238)	(\$327,677)	(\$159,246)	(\$36,746)	\$0	\$O
Convention Center Operating Pro Forma	(10,000,100)	(11,100)	(1200,102)	(1000,021)	(1211)071)	(1-0-10-1-)	()	((=)),)	(1000)101)	(1210,200)	(1021)011)	(+107,210)	(100), 10)		
Revenues															
Net Direct Event Revenue	\$49,430	\$O	\$O	\$O	\$1,081	\$1,407	\$1,774	\$1,863	\$1,956	\$2,015	\$2,519	\$2,594	\$2,672	\$3,097	\$3,591
Ancillary Revenue	\$91,345	\$O	\$O	\$O	\$1,992	\$2,634	\$3,278	\$3,442	\$3,614	\$3,722	\$4,653	\$4,792	\$4,936	\$5,722	\$6,634
Other Operating Revenue	<u>\$16,509</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$500</u>	<u>\$515</u>	<u>\$530</u>	<u>\$546</u>	<u>\$563</u>	<u>\$580</u>	<u>\$850</u>	<u>\$876</u>	<u>\$902</u>	<u>\$1,045</u>	<u>\$1,212</u>
Total Revenues	\$157,284	\$ O	\$O	\$ O	\$3,573	\$4,556	\$5,582	\$5,851	\$6,133	\$6,317	\$8,021	\$8,262	\$8,510	\$9,865	\$11,436
Expenses															
Indirect Expenses	(\$158,758)	\$O	\$O	\$O	(\$5,676)	(\$5,961)	(\$6,203)	(\$6,358)	(\$6,517)	(\$6,680)	(\$8,016)	(\$8,216)	(\$8,422)	(\$9,528)	(\$10,780)
Management Fees	(\$9,610)	<u>\$0</u>	\$O	<u>\$0</u>	(\$400)	(\$406)	(\$412)	(\$418)	(\$425)	(\$431)	(\$500)	(\$508)	(\$515)	(\$555)	(\$598)
Total Expenses	(\$168,368)	\$O	\$O	\$O	(\$6,076)	(\$6,367)	(\$6,615)	(\$6,776)	(\$6,941)	(\$7,111)	(\$8,516)	(\$8,724)	(\$8,937)	(\$10,083)	(\$11,378)
Capital Expenditure Reserves	(\$28,354)	\$0	\$0	\$0	(\$1,492)	(\$1,492)	(\$1,492)	(\$1,492)	(\$1,492)	(\$1,492)	(\$1,492)	(\$1,492)	(\$1,492)	(\$1,492)	(\$1,492)
Net Operating Income - Convention Center	(\$39,438)	\$0	\$0	\$0	(\$3,995)	(\$3,304)	(\$2,525)	(\$2,417)	(\$2,301)	(\$2,286)	(\$1,987)	(\$1,954)	(\$1,919)	(\$1,711)	(\$1,434)
Affordable / Workforce Housing Operating	(+57,+30)	÷5	÷5	<i>Q</i>	(+3,773)	(+3,304)	(+2,323)	(+=,+1/)	(+2,301)	(+2,200)	(+1,707)			(+,/ 11/	
Pro Formas Affordable Housing #1 (Artists: 30%/60%/80%	\$8,355	\$0	\$0	\$0	\$0	\$0	\$399	\$465	\$470	\$474	\$479	\$483	\$487	\$508	\$527
AMI)	+0,000	÷S	ţ,	÷S	ţJ	÷O			33.7%	33.0%	32.3%	31.6%	30.9%	27.3%	23.5%
		1													ZD.D70
Multifamily NOI Margin %		-	-	-	-	-	35.1% \$3.051/Key	34.4% \$3.051/Key							
		- -	-	-		-	\$3,051/Key \$2.96 PSF	34.4% \$3,051/Key \$2.96 PSF	\$3,049/Key \$2.96 PSF	\$3,044/Key \$2.96 PSF	\$3,038/Key \$2.95 PSF	\$3,030/Key \$2.94 PSF	\$3,020/Key \$2.93 PSF	\$2,934/Key \$2.85 PSF	\$2,780/Key \$2.70 PSF

					C.4 2	0-Year Cash F	low Pro For	ma							
				Phas		Phase		Phas	se 3	Phas	e 4	Phas	e 5		
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
\$ in thousands	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2038	2043
Ground Floor Retail NOI PSF		-	-	_	_	-	\$0.43 PSF	\$0.55 PSF	\$0.55 PSF	\$0.55 PSF	\$0.55 PSF	\$0.55 PSF	\$0.55 PSF	\$0.55 PSF	\$0.55 PSF
Affordable Housing #2	\$11,451	\$O	\$O	\$O	\$O	\$O	\$584	\$651	\$655	\$660	\$664	\$668	\$672	\$689	\$701
(Elderly: 30%/60%/80% AMI)	\$11,451	ŞŪ	30	\$0	\$U	şU									
Multifamily NOI Margin %		-	-	-	-	-	36.1%	35.4%	34.8%	34.1%	33.4%	32.7%	32.0%	28.3%	24.5%
Multifamily NOI Per Unit		-	-	-	-	-	\$3,272/Key	\$3,273/Key	\$3,271/Key	\$3,267/Key	\$3,262/Key	\$3,255/Key	\$3,245/Key	\$3,162/Key	\$3,010/Key
Multifamily NOI PSF		-	-	-	-		\$3.22 PSF	\$3.22 PSF	\$3.22 PSF	\$3.22 PSF	\$3.21 PSF	\$3.20 PSF	\$3.19 PSF	\$3.11 PSF	\$2.96 PSF
Ground Floor Retail NOI Margin %		-	-	-	-	-	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		-	-	-	-	-	\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$17.47 PSF	\$17.99 PSF	\$18.53 PSF	\$21.49 PSF	\$24.91 PSF
Affordable Housing #3 (Family: 30%/60%/80% AMI)	\$11,248	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$628	\$699	\$708	\$717	\$726	\$772	\$819
Multifamily NOI Margin %		_	_	_	-	_	_	_	49.4%	48.9%	48.3%	47.8%	47.2%	44.3%	41.4%
Multifamily NOI Per Unit		_	_	_	_	_	_	_	\$5,347/Key	\$5,391/Key	\$5,433/Key	\$5,474/Key	\$5,513/Key	\$5,697/Key	\$5,845/Key
Multifamily NOI PSF		_	_	_	_	_	_	_	\$3.79 PSF	\$3.82 PSF	\$3.85 PSF	\$3.88 PSF	\$3.91 PSF	\$4.04 PSF	\$4.15 PSF
Ground Floor Retail NOI Margin %		_	_	_	_	_	_	_	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF									\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$17.47 PSF	\$20.25 PSF	\$23.48 PSF
		-	-	_	-	_	_	-	77.57 F 51	\$15.77 F 51	\$10.47 F 51	\$10.70 F 51	\$17.47 F SI	\$20.25 F 31	92 5. 40 F 51
Affordable Housing #4 (Family: 30%/60%/80% AMI)	\$8,512	\$O	\$O	\$O	\$O	\$0	\$O	\$0	\$O	\$0	\$O	\$O	\$O	\$854	\$89
Multifamily NOI Margin %		_	_	_	-	-	_	-	_	_	-	_	-	40.8%	37.5%
Multifamily NOI Per Unit		_	-	-	-	_	_	-	_	-	-	_	-	\$4,529/Key	\$4,587/Key
Multifamily NOI PSF		_	-	-	-	_	_	-	_	-	-	_	-	\$3.59 PSF	\$3.64 PSF
Ground Floor Retail NOI Margin %		_	-	-	-	-	_	-	_	_	_	_	-	55.3%	55.3%
Ground Floor Retail NOI PSF		-	-	-	-	-	_	-	-	_	-	-	-	\$17.47 PSF	\$20.25 PSF
Affordable Housing #5															
(Family: 30%/60%/80% AMI)	\$14,446	\$O	\$O	\$O	\$621	\$691	\$700	\$709	\$718	\$727	\$736	\$745	\$754	\$800	\$846
Multifamily NOI Margin %		_	_	_	49.0%	48.5%	48.0%	47.4%	46.8%	46.3%	45.7%	45.1%	44.5%	41.6%	38.4%
Multifamily NOI Per Unit		_	_	_	\$5,271/Key	\$5,313/Key	\$5,353/Key	\$5,392/Key	\$5,431/Key	\$5,468/Key	\$5,504/Key	\$5,539/Key	\$5,573/Key	\$5,720/Key	\$5,821/Key
Multifamily NOI PSF		_	_	_	\$3.74 PSF	\$3.77 PSF	\$3.80 PSF	\$3.82 PSF	\$3.85 PSF	\$3.88 PSF	\$3.90 PSF	\$3.93 PSF	\$3.95 PSF	\$4.06 PSF	\$4.13 PSF
Ground Floor Retail NOI Margin %		_	_	_	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		_	_	_	\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$17.47 PSF	\$17.99 PSF	\$18.53 PSF	\$19.09 PSF	\$19.66 PSF	\$22.79 PSF	\$26.42 PSF
					17107 1 01				,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		110100 1 01			12207101	120112101
Affordable Housing #6 (Family: 30%/60%/80% AMI)	\$14,039	\$O	\$O	\$O	\$O	\$O	\$O	\$764	\$833	\$841	\$849	\$856	\$864	\$900	\$933
Multifamily NOI Margin %		-	-	-	-	_	-	43.3%	42.7%	42.1%	41.5%	40.8%	40.2%	37.0%	33.6%
Multifamily NOI Per Unit		-	-	-	-	-	_	\$4,467/Key	\$4,489/Key	\$4,509/Key	\$4,528/Key	\$4,545/Key	\$4,560/Key	\$4,611/Key	\$4,608/Key
Multifamily NOI PSF		-	-	-	-	_	-	\$3.51 PSF	\$3.53 PSF	\$3.55 PSF	\$3.56 PSF	\$3.57 PSF	\$3.59 PSF	\$3.63 PSF	\$3.62 PSF
Ground Floor Retail NOI Margin %		-	-	-	-	_	-	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		-	-	_	-	-	_	\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$17.47 PSF	\$17.99 PSF	\$20.86 PSF	\$24.18 PSF
Affordable Housing #7 (Family: 30%/60%/80% AMI)	\$5,756	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$399	\$465	\$487	\$508
Multifamily NOI Margin %		_	_	_	_	_	_	_	_	_	_	35.1%	34.4%	30.9%	27.3%
Multifamily NOI Per Unit		_	_	_	_	_	_	_	_	_	_	\$3,051/Key	\$3,051/Key	\$3,020/Key	\$2,934/Key
Multifamily NOI PSF		_	_	_	_	_	_	_		_	_	\$2.96 PSF	\$2.96 PSF	\$2.93 PSF	\$2.85 PSF
Ground Floor Retail NOI Margin %		_	_	_	_	_	_	_		_	_	42.7%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF												\$9.37 PSF	\$15.99 PSF	\$18.53 PSF	\$21.49 PSF
												÷7.57 T 51		\$10.551 51	÷21.47131
Affordable Housing #8 (Family: 30%/60%/80% AMI)	\$7,279	\$O	\$O	\$0	\$O	\$O	\$O	\$0	\$O	\$0	\$O	\$O	\$584	\$668	\$686
Multifamily NOI Margin %			-						-	-	-	-	36.1%	32.7%	29.0%
Multifamily NOI Per Unit			-			_			-	-	-	-	\$3,272/Key	\$3,255/Key	\$3,184/Key
Multifamily NOI PSF						_		_	-	-	_	_	\$3.22 PSF	\$3.20 PSF	\$3.13 PSF
Ground Floor Retail NOI Margin %						_			-		_	_	42.7%	55.3%	55.3%
Ground Floor Retail NOI PSF				_	_	_	_	_	-		_	-	\$9.37 PSF	\$17.99 PSF	\$20.86 PSF
Workforce Housing #1 (80%/100%/1200% AMI)	\$49,583	\$O	\$O	\$O	\$2,309	\$2,398	\$2,425	\$2,452	\$2,480	\$2,507	\$2,534	\$2,561	\$2,588	\$2,721	\$2,848
Multifamily NOI Margin %		-	-	_	53.4%	53.0%	52.5%	52.0%	51.5%	51.0%	50.5%	50.0%	49.5%	46.8%	44.0%
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					<u> </u>	0-Ye <u>ar Cash</u>	Flow Pro For	rma							
				Phas		Pha			se 3	Pha	se 4	Phas	se 5		
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
\$ in thousands	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2038	2043
Multifamily NOI PSF		_	-	-	\$7.86 PSF	\$7.94 PSF	\$8.02 PSF	\$8.10 PSF	\$8.17 PSF	\$8.25 PSF	\$8.33 PSF	\$8.41 PSF	\$8.48 PSF	\$8.84 PSF	\$9.16 PSF
Ground Floor Retail NOI Margin %		-	-	-	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF			_	_	\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$17.47 PSF	\$17.99 PSF	\$18.53 PSF	\$19.09 PSF	\$19.66 PSF	\$22.79 PSF	\$26.42 PSF
Workforce Housing #2 (80%/100%/1200% AMI)	\$32,874	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$2,309	\$2,398	\$2,425	\$2,561	\$2,695
Multifamily NOI Margin %		_	_	-	-	-	-		-	-	53.4%	53.0%	52.5%	50.0%	47.3%
Multifamily NOI Per Unit			_		-	-	-		-	-	\$8,861/Key	\$8,952/Key	\$9,042/Key	\$9,481/Key	\$9,894/Key
Multifamily NOI PSF					-	-	-		_	-	\$7.86 PSF	\$7.94 PSF	\$8.02 PSF	\$8.41 PSF	\$8.77 PSF
Ground Floor Retail NOI Margin %			-		-				_	-	42.7%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		-	-	-	-	-	-	-	-	-	\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$19.09 PSF	\$22.13 PSF
Net Operating Income - Affordable & Workforce Products	\$163,544	\$O	\$O	\$O	\$2,930	\$3,089	\$4,109	\$5,041	\$5,784	\$5,907	\$8,278	\$8,827	\$9,566	\$10,961	\$11,454
Technology Campus Operating Pro Forma															
Technology Campus #1	\$165,915	\$O	\$O	\$O	\$3,166	\$6,951	\$7,159	\$7,374	\$7,595	\$7,823	\$8,058	\$8,300	\$8,549	\$9,910	\$11,489
Office NOI Margin %		_	-	-	48.1%	65.8%	65.8%	65.8%	65.8%	65.8%	65.8%	65.8%	65.8%	65.8%	65.8%
Office NOI PSF			-		\$8.14 PSF	\$18.00 PSF	\$18.54 PSF	\$19.09 PSF		\$20.26 PSF	\$20.86 PSF	\$21.49 PSF	\$22.13 PSF	\$25.66 PSF	\$29.75 PSF
Ground Floor Retail NOI Margin %		_	_		39.1%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		_	-	_	\$0.60 PSF	\$1.20 PSF	\$1.24 PSF	\$1.27 PSF	\$1.31 PSF	\$1.35 PSF	\$1.39 PSF	\$1.43 PSF	\$1.47 PSF	\$1.71 PSF	\$1.98 PSF
Technology Campus #2	\$92,887	\$O	\$O	\$O	\$O	\$O	\$O	\$0	\$2,363	\$5,298	\$5,457	\$5,621	\$5,789	\$6,711	\$7,780
Office NOI Margin %		_	-	_	-	-	-		46.1%	64.6%	64.6%	64.6%	64.6%	64.6%	64.6%
Office NOI PSF			_		-	-	-		\$7.80 PSF	\$17.65 PSF	\$18.18 PSF	\$18.72 PSF	\$19.29 PSF	\$22.36 PSF	\$25.92 PSF
Ground Floor Retail NOI Margin %				-	-	-			39.1%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		_	-	_	-	_	_		\$0.60 PSF	\$1.20 PSF	\$1.24 PSF	\$1.27 PSF	\$1.31 PSF	\$1.52 PSF	\$1.76 PSF
Technology Campus #3	\$69,030	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$0	\$1,917	\$4,297	\$4,426	\$4,559	\$5,285	\$6,127
Office NOI Margin %			_			-	-		_	46.1%	64.6%	64.6%	64.6%	64.6%	64.6%
Office NOI PSF		-	-	-	-	-	-	-	-	\$7.80 PSF	\$17.65 PSF	\$18.18 PSF	\$18.72 PSF	\$21.71 PSF	\$25.16 PSF
Ground Floor Retail NOI Margin %				_	_	-	-		_	39.1%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		-	-	-	-	-	-	-	-	\$0.60 PSF	\$1.20 PSF	\$1.24 PSF	\$1.27 PSF	\$1.47 PSF	\$1.71 PSF
Net Operating Income - Technology Campus	\$327,833	\$O	\$0	\$O	\$3,166	\$6,951	\$7,159	\$7,374	\$9,958	\$15,038	\$17,812	\$18,347	\$18,897	\$21,907	\$25,396
Commercial Real Estate Operating Pro Formas															
Convention Center Hotel	\$492,925	\$O	\$0	\$O	\$17,296	\$20,105	\$21,945			\$22,805	\$23,488	\$24,259	\$24,918	\$28,884	\$33,481
NOI Margin %		-	-	-	30.6%	31.6%	31.6%			30.0%	30.0%	30.0%	30.0%	30.0%	30.0%
NOI Per Key		_	_	_	\$34,592/Key	\$40,211/Key	\$43,890/Key	\$43,235/Key	\$44,282/Key	\$45,609/Key	\$46,977/Key	\$48,518/Key	\$49,836/Key	\$57,768/Key	\$66,962/Key
NOI PSF		-	-	-	\$37.01 PSF	\$43.02 PSF	\$46.95 PSF	\$46.25 PSF	\$47.37 PSF	\$48.79 PSF	\$50.26 PSF	\$51.90 PSF	\$53.31 PSF	\$61.80 PSF	\$71.64 PSF
Lifestyle/Boutique Hotel	\$206,744	\$O	\$0	\$O	\$O	\$O	\$O	\$0	\$0	\$6,453	\$7,914	\$8,799	\$8,679	\$17,840	\$20,683
NOI Margin %		-	-		-		-	-	-	24.4%	26.8%	27.5%	26.4%	46.9%	46.9%
NOI Per Key NOI PSF		-	-	-	-	-	-	-	-	\$25,307/Key	\$31,036/Key	\$34,506/Key	\$34,035/Key	\$69,963/Key	\$81,110/Key
Not Psr Net Operating Income - Hotel Products	\$699,669	\$0	- \$0	\$0	\$17,296	\$20,105	\$21,945	\$21,617	\$22,141	\$37.31 PSF \$29,258	\$45.76 PSF \$ 31,403	\$50.87 PSF \$33,058	\$50.18 PSF \$33,597	\$103.14 PSF \$46,724	\$119.58 PSF \$54,164
Multifamily Mixed-Use Bldg. #1	\$55,404	\$0	\$O	\$0	\$0	\$942	\$2,503			\$2,735	\$2,817	\$2,901	\$2,988	\$3,464	\$4,016
Multifamily NOI Margin %	\$35,404					40.7%	64.0%			64.0%	64.0%	64.0%	64.0%	64.0%	64.0%
Multifamily NOI Per Unit						\$5,851/Key	\$16,166/Key	\$16,651/Key	\$17,150/Key	\$17,665/Key	\$18,195/Key	\$18,740/Key	\$19,303/Key	\$22,377/Key	\$25,941/Key
Multifamily NOI PSF						\$6.27 PSF	\$17.32 PSF	\$17.84 PSF		\$18.93 PSF	\$19.50 PSF	\$20.08 PSF	\$20.68 PSF	\$23.98 PSF	\$27.80 PSF
Ground Floor Retail NOI Margin %		-	-	_	_	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		_	_	_	-	\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$17.47 PSF	\$17.99 PSF	\$18.53 PSF	\$19.09 PSF	\$22.13 PSF	\$25.65 PSF
Multifamily Mixed-Use Bldg. #2	\$60,139	\$O	\$0	\$O	\$O	\$1,020	\$2,717	\$2,798	\$2,882	\$2,969	\$3,058	\$3,149	\$3,244	\$3,760	\$4,359
Multifamily NOI Margin %		-	-	-	-	40.8%	64.1%	64.1%	64.1%	64.1%	64.1%	64.1%	64.1%	64.1%	64.1%
Multifamily NOI Per Unit		_	_	_	_	\$5,858/Key	\$16,173/Key		\$17,158/Key	\$17,673/Key	\$18,203/Key	\$18,749/Key	\$19,312/Key	\$22,387/Key	\$25,953/Key
Multifamily NOI PSF						\$6.32 PSF	\$17.45 PSF	\$17.98 PSF		\$19.07 PSF	\$19.64 PSF	\$20.23 PSF	\$20.84 PSF	\$24.16 PSF	\$28.01 PSF
Ground Floor Retail NOI Margin %		-	-	_	_	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF						\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$17.47 PSF	\$17.99 PSF	\$18.53 PSF	\$19.09 PSF	\$22.13 PSF	\$25.65 PSF

					C.4 20	D-Year Cash	Flow Pro For	ma							
				Phase	e 1	Phas	se 2	Phas	ie 3	Phase	e 4	Phas	se 5		
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
\$ in thousands	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2038	2043
Multifamily Mixed-Use Bldg. #3	\$70,679	\$O	\$O	\$O	\$1,087	\$2,972	\$3,061	\$3,153	\$3,248	\$3,345	\$3,446	\$3,549	\$3,655	\$4,238	\$4,913
Multifamily NOI Margin %		_	_	-	39.2%	63.1%	63.1%	63.1%	63.1%	63.1%	63.1%	63.1%	63.1%	63.1%	63.1%
Multifamily NOI Per Unit		-	-	-	\$5,463/Key	\$15,471/Key	\$15,935/Key	\$16,413/Key	\$16,905/Key	\$17,412/Key	\$17,935/Key	\$18,473/Key	\$19,027/Key	\$22,057/Key	\$25,571/Key
Multifamily NOI PSF		-	_	-	\$5.96 PSF	\$16.87 PSF	\$17.37 PSF	\$17.90 PSF	\$18.43 PSF	\$18.98 PSF	\$19.55 PSF	\$20.14 PSF	\$20.75 PSF	\$24.05 PSF	\$27.88 PSF
Ground Floor Retail NOI Margin %		-	-	-	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		_	-	-	\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$17.47 PSF	\$17.99 PSF	\$18.53 PSF	\$19.09 PSF	\$19.66 PSF	\$22.79 PSF	\$26.42 PSF
Multifamily Mixed-Use Bldg. #4	\$11,638	\$0	\$O	\$O	\$O	\$O	\$O	\$260	\$612	\$630	\$649	\$669	\$689	\$798	\$925
Multifamily NOI Margin %		-	_	_	-	-	-	41.8%	64.6%	64.6%	64.6%	64.6%	64.6%	64.6%	64.6%
Multifamily NOI Per Unit		-	_	_	-	-	-	\$6,367/Key	\$17,314/Key	\$17,834/Key	\$18,369/Key	\$18,920/Key	\$19,487/Key	\$22,591/Key	\$26,190/Key
Multifamily NOI PSF		_	_	_	-	-	-	\$4.92 PSF	\$13.38 PSF	\$13.78 PSF	\$14.19 PSF	\$14.62 PSF	\$15.05 PSF	\$17.45 PSF	\$20.23 PSF
Ground Floor Retail NOI Margin %		_	-	-	-	-	-	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		_	-	_	_	-	-	\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$17.47 PSF	\$17.99 PSF	\$20.86 PSF	\$24.18 PSF
Multifamily Mixed-Use Bldg. #5	\$123,428	\$O	\$O	\$O	\$O	\$0	\$O	\$2,506	\$6,502	\$6,697	\$6,897	\$7,104	\$7,318	\$8,483	\$9,834
Multifamily NOI Margin %		_	_	_	_	-	_	44.2%	66.0%	66.0%	66.0%	66.0%	66.0%	66.0%	66.0%
Multifamily NOI Per Unit		_	_	_	_	_	_	\$6,729/Key	\$17,688/Key	\$18,218/Key	\$18,765/Key	\$19,328/Key	\$19,908/Key	\$23,079/Key	\$26,754/Key
Multifamily NOI PSF		_	_	_	_	_	_	\$7.60 PSF	\$19.96 PSF	\$20.56 PSF	\$21.18 PSF	\$21.82 PSF	\$22.47 PSF	\$26.05 PSF	\$30.20 PSF
Ground Floor Retail NOI Margin %		_	_	_	_	_	_	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		_	_	_	_	_	_	\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$17.47 PSF	\$17.99 PSF	\$20.86 PSF	\$24.18 PSF
Multifamily Mixed-Use Bldg. #6	\$92,291	\$O	\$O	\$0	\$0	\$0	\$O	\$0	\$2,081	\$5,280	\$5,438	\$5,601	\$5,769	\$6,688	\$7,753
Multifamily NOI Margin %		-	-	-	-	-	-	-	45.6%	66.9%	66.9%	66.9%	66.9%	66.9%	66.9%
Multifamily NOI Per Unit		-	-		-	-	-	-	\$7,163/Key	\$18,458/Key	\$19,012/Key	\$19,583/Key	\$20,170/Key	\$23,383/Key	\$27,107/Key
Multifamily NOI PSF		-	-	-	-	-	-	-	\$8.00 PSF	\$20.62 PSF	\$21.23 PSF	\$21.87 PSF	\$22.53 PSF	\$26.12 PSF	\$30.27 PSF
Ground Floor Retail NOI Margin %		-	_	-	-	-	-	-	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		-	-	-	-	-	-	-	\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$17.47 PSF	\$20.25 PSF	\$23.48 PSF
Multifamily Mixed-Use Bldg. #7	\$57,947	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$1,452	\$3,617	\$3,726	\$3,838	\$4,449	\$5,158
Multifamily NOI Margin %		_	_	_	_	-	_	_	_	46.6%	67.4%	67.4%	67.4%	67.4%	67.4%
Multifamily NOI Per Unit		_	_	_	_	-	_	_	_	\$7,526/Key	\$19,165/Key	\$19,740/Key	\$20,332/Key	\$23,570/Key	\$27,324/Key
Multifamily NOI PSF		_	_	_	_	_	_	_	_	\$8.20 PSF	\$20.88 PSF	\$21.51 PSF	\$22.16 PSF	\$25.69 PSF	\$29.78 PSF
Ground Floor Retail NOI Margin %		_	_	_	_	_	_	_	_	42.7%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		_	-	_	_	-	_	_	_	\$9.37 PSF	\$15.99 PSF	\$16.47 PSF	\$16.96 PSF	\$19.66 PSF	\$22.79 PSF
Multifamily Mixed-Use Bldg. #8	\$73,815	\$0	\$O	\$0	\$O	\$O	\$O	\$0	\$O	\$0	\$0	\$2,317	\$5,582	\$6,471	
Multifamily NOI Margin %	\$/5,015	\$0	şU	\$0	\$0	\$0	\$0	\$0	<u>۵</u> ۵	\$0	\$0	\$2,317 50.1%	69.5%	69.5%	\$7,502 69.5%
Multifamily NOI Per Unit		-		-	-	-	-	-	-	-	-	\$8,594/Key	\$20,960/Key	\$24,298/Key	\$28,168/Key
Multifamily NOI PSF		-	-	-		-	-	-	-	-	-	\$9.57 PSF	\$20,900/Rey \$23.33 PSF	\$27.05 PSF	\$31.36 PSF
Ground Floor Retail NOI Margin %		-	-	-	-	-	-	-	-	-	-	42.7%	\$25.55 PSF 55.3%	55.3%	\$51.50 PSF 55.3%
Ground Floor Retail NOI Margin %							-				-	\$9.37 PSF	\$15.99 PSF	\$18.53 PSF	\$21.49 PSF
							-								
Net Operating Income - Multifamily Mixed-Use Products	\$545,341	\$0	\$O	\$0	\$1,087	\$4,934	\$8,281	\$11,295	\$17,979	\$23,106	\$25,922	\$29,017	\$33,083	\$38,352	\$44,461
Office Mixed-Use Bldg. #1	\$127,452	\$O	\$O	\$0	\$O	\$2,560	\$5,739	\$5,911	\$6,089	\$6,271	\$6,459	\$6,653	\$6,853	\$7,944	\$9,210
Office NOI Margin %		_	-	_	_	46.1%	64.6%	64.6%	64.6%	64.6%	64.6%	64.6%	64.6%	64.6%	64.6%
Office NOI PSF		_	_	_	_	\$7.80 PSF	\$17.65 PSF	\$18.18 PSF	\$18.72 PSF	\$19.29 PSF	\$19.86 PSF	\$20.46 PSF	\$21.07 PSF	\$24.43 PSF	\$28.32 PSF
Ground Floor Retail NOI Margin %			_			39.1%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		-	-	_	-	\$0.60 PSF	\$1.20 PSF	\$1.24 PSF	\$1.27 PSF	\$1.31 PSF	\$1.35 PSF	\$1.39 PSF	\$1.43 PSF	\$1.66 PSF	\$1.92 PSF
Office Mixed-Use Bldg. #2	\$66,557	\$O	\$O	\$O	\$1,244	\$2,789	\$2,873	\$2,959	\$3,048	\$3,140	\$3,234	\$3,331	\$3,431	\$3,977	\$4,611
Office NOI Margin %	÷00,557	30	Ψ		46.1%	\$2,769 64.6%	4.6%	64.6%	64.6%	64.6%	\$5,254 64.6%	64.6%	\$ 5,431 64.6%	4.6%	64.6%
Office NOI PSF		-	-	-	\$7.80 PSF	\$17.65 PSF	\$18.18 PSF	\$18.72 PSF	\$19.29 PSF	\$19.86 PSF	\$20.46 PSF	\$21.07 PSF	\$21.71 PSF	\$25.16 PSF	\$29.17 PSF
Ground Floor Retail NOI Margin %		-	-	-	\$7.80 PSF 39.1%	\$17.05 PSF 55.3%	\$18.18 PSF 55.3%	55.3%	\$19.29 PSF 55.3%	\$19.80 PSF 55.3%	\$20.46 PSF 55.3%	\$21.07 PSF 55.3%	\$21.71 PSF 55.3%	\$25.10 PSF 55.3%	
Ground Floor Retail NOI Margin % Ground Floor Retail NOI PSF					\$0.60 PSF	\$5.3% \$1.20 PSF	\$5.3% \$1.24 PSF	\$5.3% \$1.27 PSF	\$5.3% \$1.31 PSF	\$5.3% \$1.35 PSF	\$5.3% \$1.39 PSF	\$5.3% \$1.43 PSF	\$5.3% \$1.47 PSF	\$5.3% \$1.71 PSF	55.3% \$1.98 PSF
		_	-	-											
Office Mixed-Use Bldg. #3	\$114,941	\$O	\$0	\$0	\$O	\$O	\$2,488	\$5,579	\$5,746	\$5,919	\$6,096	\$6,279	\$6,467	\$7,498	\$8,692
Office NOI Margin %				-			46.1%	64.6%	64.6%	64.6%	64.6%	64.6%	64.6%	64.6%	64.6%
Office NOI PSF		-	-	-	-	-	\$7.80 PSF	\$17.65 PSF	\$18.18 PSF	\$18.72 PSF	\$19.29 PSF	\$19.86 PSF	\$20.46 PSF	\$23.72 PSF	\$27.50 PSF
Ground Floor Retail NOI Margin %							39.1%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%	55.3%

					C.4 2	0-Year Cash	Flow Pro Forn	na							
			Pha		Phas		Phase	3	Phas	o./ı	Phas	50.5			
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
\$ in thousands	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2038	2043
Ground Floor Retail NOI PSF	Iotai		2025	2024	2025	2020	\$0.60 PSF	\$1.20 PSF	\$1.24 PSF	\$1.27 PSF	\$1.31 PSF	\$1.35 PSF	\$1.39 PSF	\$1.61 PSF	\$1.87 PSI
				-											
Office Mixed-Use Bldg. #4	\$43,297	\$O	\$0	\$0	\$0	\$0	\$937	\$2,102	\$2,165 64.6%	\$2,229 64.6%	\$2,296	\$2,365 64.6%	\$2,436 64.6%	\$2,824	\$3,274
Office NOI Margin % Office NOI PSF		-	-	-	-	-	46.1% \$7.80 PSF	64.6% \$17.65 PSF	64.6% \$18.18 PSF	64.6% \$18.72 PSF	64.6% \$19.29 PSF	64.6% \$19.86 PSF	\$20.46 PSF	64.6% \$23.72 PSF	64.6% \$27.50 PSF
Ground Floor Retail NOI Margin %		-	-	-	-	-	39.1%	55.3%	55.3%	55.3%	\$19.29 PSF 55.3%	55.3%	55.3%	55.3%	<u>\$27.50 PSF</u> 55.3%
Ground Floor Retail NOI PSF							\$0.60 PSF	\$1.20 PSF	\$1.24 PSF	\$1.27 PSF	\$1.31 PSF	\$1.35 PSF	\$1.39 PSF	\$1.61 PSF	\$1.87 PSF
	+27.2 (1			+0	10	+0									
Office Mixed-Use Bldg. #5	\$37,241	\$0	\$0	\$0	\$0	\$0	\$O	\$0	\$947 46.1%	\$2,124 64.6%	\$2,188 64.6%	\$2,253 64.6%	\$2,321 64.6%	\$2,691 64.6%	\$3,119
Office NOI Margin % Office NOI PSF		-	-	-	-	-	-	-			64.6% \$18.18 PSF	64.6% \$18.72 PSF	64.6% \$19.29 PSF		64.6% \$25.92 PSF
Ground Floor Retail NOI Margin %		-	-	-	-	-	-	-	\$7.80 PSF 39.1%	\$17.65 PSF 55.3%	\$18.18 PSF 55.3%	\$18.72 PSF 55.3%	\$19.29 PSF 55.3%	\$22.36 PSF 55.3%	<u>\$25.92 PSF</u> 55.3%
Ground Floor Retail NOI Margin % Ground Floor Retail NOI PSF		-	-	-	-	-	-	-	\$0.60 PSF	\$1.20 PSF	\$1.24 PSF	\$1.27 PSF	\$1.31 PSF	\$1.52 PSF	\$5.3% \$1.76 PSF
		-	-	-	-	-	-	-							
Office Mixed-Use Bldg. #6	\$49,956	\$0	\$0	\$O	\$O	\$0	\$0	\$0	\$0	\$1,387	\$3,110	\$3,203	\$3,299	\$3,825	\$4,434
Office NOI Margin %		_	-	-	-	-	-	-		46.1%	64.6%	64.6%	64.6%	64.6%	64.6%
Office NOI PSF		-	-	-	-	-	-	-	-	\$7.80 PSF	\$17.65 PSF	\$18.18 PSF	\$18.72 PSF	\$21.71 PSF	\$25.16 PSF
Ground Floor Retail NOI Margin %		-	-	-	-	-	-	-	-	39.1%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		-	-	-	-	-	-	-	-	\$0.60 PSF	\$1.20 PSF	\$1.24 PSF	\$1.27 PSF	\$1.47 PSF	\$1.71 PSF
Office Mixed-Use Bldg. #7	\$52,075	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$1,446	\$3,242	\$3,339	\$3,439	\$3,987	\$4,622
Office NOI Margin %		-	-	-	-	-	-	_	_	46.1%	64.6%	64.6%	64.6%	64.6%	64.6%
Office NOI PSF		-	-	-	-	-	_	_	_	\$7.80 PSF	\$17.65 PSF	\$18.18 PSF	\$18.72 PSF	\$21.71 PSF	\$25.16 PSF
Ground Floor Retail NOI Margin %		_	-	-	-	-	-	-	-	39.1%	55.3%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF			_			-				\$0.60 PSF	\$1.20 PSF	\$1.24 PSF	\$1.27 PSF	\$1.47 PSF	\$1.71 PSF
Office Mixed-Use Bldg. #8	\$81,002	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$2,468	\$5,534	\$5,700	\$6,607	\$7,660
Office NOI Margin %		_	-	_	-	-	_	_	_	_	46.1%	64.6%	64.6%	64.6%	64.6%
Office NOI PSF		_	-	-	-	-	_	_	_	_	\$7.80 PSF	\$17.65 PSF	\$18.18 PSF	\$21.07 PSF	\$24.43 PSF
Ground Floor Retail NOI Margin %		_	-	-	-	-	_	_	_	_	39.1%	55.3%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		_	-	_	-	-	_	-	-	-	\$0.60 PSF	\$1.20 PSF	\$1.24 PSF	\$1.43 PSF	\$1.66 PSF
Office Mixed-Use Bldg. #9	\$45,898	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$1,554	\$3,462	\$4,014	\$4,653
Office NOI Margin %	+ 10,070	-	-	-	-	-	-	-	-	-	-	46.7%	64.9%	64.9%	64.9%
Office NOI PSF		_	_	_	_	_	_	_	_	_	_	\$7.90 PSF	\$17.75 PSF	\$20.58 PSF	\$23.86 PSF
Ground Floor Retail NOI Margin %		_	_	_	_	_	_	_	_	_	_	39.1%	55.3%	55.3%	55.3%
Ground Floor Retail NOI PSF		_	-	_	_	_	_	_	_	_	-	\$0.60 PSF	\$1.20 PSF	\$1.39 PSF	\$1.61 PSF
Office Mixed-Use Bldg. #10	\$28,197	\$0	\$0	\$O	\$O	\$O	\$0	\$0	\$0	\$0	\$O	\$O	\$1,062	\$2,664	\$3,088
Office NOI Margin %	\$28,197	\$0	şu	۶U	şu	şu	\$0	\$0	\$0	\$0	şu	\$0	46.7%	\$2,004 64.9%	<u>\$3,088</u> 64.9%
Office NOI PSF		-	-	-	-	-	-	-	-	-	-	-	\$7.90 PSF	\$19.98 PSF	\$23.16 PSF
Ground Floor Retail NOI Margin %		-	-	-	-	-		-	-	-	-	-	39.1%	55.3%	55.3%
Ground Floor Retail NOI PSF													\$0.60 PSF	\$1.35 PSF	\$1.56 PSF
				-	-										
Office Mixed-Use Bldg. #11	\$65,581	\$O	\$0	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$2,471	\$6,196	\$7,183
Office NOI Margin %		_	-	-	-	-		-	-		-	_	46.7%	64.9%	64.9%
Office NOI PSF		-	-	-	-	-	-	-	-	-	-	-	\$7.90 PSF	\$19.98 PSF	\$23.16 PSF
Ground Floor Retail NOI Margin %		_	-	-	-	-	-	-	-	-	-	-	39.1%	55.3%	55.3%
Ground Floor Retail NOI PSF		-	-	-	-	-	-	-	-	-	-	-	\$0.60 PSF	\$1.35 PSF	\$1.56 PSF
Net Operating Income - Office Mixed-Use Products	\$712,199	\$O	\$0	\$0	\$1,244	\$5,349	\$12,038	\$16,551	\$17,995	\$22,516	\$29,093	\$34,512	\$40,942	\$52,227	\$60,545
Unlevered Cash Flows	(\$597,312)	(\$1,188)	(\$286,102)	(\$680,524)	(\$189,367)	(\$164,918)	(\$176,005)	(\$239,961)	(\$258,611)	(\$151,699)	(\$217,157)	(\$37,440)	\$97,419	\$168,461	\$194,586
Loan Related Cash Flows															
Affordable & Workforce Housing															
Borrowings	\$387,822	\$O	\$1,246	\$90,412	\$O	\$48,935	\$43,339	\$22,478	\$2,461	\$74,982	\$15,050	\$40,600	\$48,320	\$O	\$O
Interest Expense	(\$70,348)	\$O	(\$4)	(\$1,090)	(\$1,506)	(\$1,972)	(\$2,453)	(\$2,603)	(\$2,698)	(\$3,674)	(\$3,912)	(\$4,381)	(\$4,744)	(\$4,193)	(\$3,697)
Cash Flow from Interest Reserves	\$O	\$O	(\$357)	\$357	\$0	\$0	\$O	\$O	(\$353)	\$353	\$O	\$O	\$0	\$O	\$0
Principal Amortization	(\$28,545)	\$O	\$0	(\$33)	(\$408)	(\$437)	(\$589)	(\$725)	(\$844)	(\$908)	(\$1,241)	(\$1,354)	(\$1,498)	(\$1,990)	(\$2,484)
Loan Repayment	(\$229,304)	\$O	\$O	(\$49,456)	\$0	(\$29,123)	(\$26,139)	(\$14,166)	\$O	(\$43,443)	(\$10,108)	(\$25,730)	(\$31,140)	\$0	\$0

					C.4 20	-Year Cash F	low Pro Forn	na							
				Phas	se 1	Phase	2	Phas	se 3	Phas	e 4	Phase	5		
				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 15	Year 20
\$ in thousands	Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2038	2043
Loan Origination Fees	(\$4,730)	\$O	(\$159)	(\$412)	\$O	(\$1,001)	(\$804)	(\$218)	(\$159)	(\$195)	(\$192)	(\$787)	(\$804)	\$O	\$(
Loan Servicing Fees	(\$1,548)	\$O	\$O	\$O	\$O	(\$4)	(\$31)	(\$57)	(\$57)	(\$57)	(\$57)	(\$61)	(\$88)	(\$114)	(\$114
Total Debt Service	\$53,348	\$O	\$726	\$39,779	(\$1,914)	\$16,397	\$13,323	\$4,710	(\$1,650)	\$27,058	(\$460)	\$8,288	\$10,047	(\$6,296)	(\$6,294
Technology Campus															
Borrowings	\$411,904	\$O	\$O	\$81,512	\$O	\$85,145	\$O	\$69,835	\$57,896	\$64,886	\$52,629	\$O	\$O	\$O	\$(
Interest Expense	(\$116,732)	\$O	\$O	(\$2,005)	(\$3,482)	(\$3,442)	(\$3,361)	(\$5,360)	(\$8,452)	(\$8,864)	(\$7,884)	(\$7,503)	(\$7,292)	(\$6,088)	(\$4,617
Cash Flow from Interest Reserves	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$(
Principal Amortization	(\$89,459)	\$O	\$O	\$O	\$O	\$O	(\$1,330)	(\$2,063)	(\$2,147)	(\$2,235)	(\$3,340)	(\$4,815)	(\$5,431)	(\$6,631)	(\$8,097
Loan Repayment	(\$210,753)	\$O	\$O	\$O	\$O	(\$82,146)	\$O	\$O	\$O	(\$70,318)	(\$58,288)	\$O	\$0	\$O	\$(
Loan Fees	(\$3,089)	\$O	\$O	(\$616)	\$O	(\$634)	\$O	(\$527)	(\$437)	(\$483)	(\$392)	\$O	\$O	\$O	\$(
Total Debt Service	(\$8,128)	\$O	\$O	\$78,890	(\$3,482)	(\$1,076)	(\$4,691)	\$61,885	\$46,860	(\$17,014)	(\$17,275)	(\$12,319)	(\$12,723)	(\$12,719)	(\$12,714
Hotels															
Borrowings	\$384,725	\$O	\$O	\$139,181	\$131,191	\$O	\$O	\$O	\$64,456	\$49,897	\$O	\$O	\$O	\$O	\$(
Interest Expense	(\$103,713)	\$O	\$O	(\$3,469)	(\$5,355)	(\$5,175)	(\$5,055)	(\$4,925)	(\$6,793)	(\$6,950)	(\$6,472)	(\$6,275)	(\$6,067)	(\$4,892)	(\$3,458
Cash Flow from Interest Reserves	\$0	\$O	\$O	\$0	\$0	\$0	\$O	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$(
Principal Amortization	(\$96,850)	\$O	\$O	\$O	\$O	(\$2,049)	(\$3,177)	(\$3,307)	(\$3,441)	(\$3,582)	(\$4,507)	(\$5,089)	(\$5,296)	(\$6,466)	(\$7,895
Loan Repayment	(\$205,059)	\$O	\$O	\$O	(\$140,232)	\$O	\$O	\$O	\$0	(\$64,827)	\$O	\$O	\$O	\$O	\$(
Loan Fees	(\$2,960)	\$O	\$O	(\$1,051)	(\$1,051)	\$O	\$O	\$O	(\$486)	(\$371)	\$O	\$O	\$O	\$O	\$(
Total Debt Service	(\$23,857)	\$O	\$O	\$134,660	(\$15,447)	(\$7,224)	(\$8,233)	(\$8,232)	\$53,736	(\$25,833)	(\$10,980)	(\$11,363)	(\$11,362)	(\$11,359)	(\$11,354
Multifamily Mixed-Use															
Borrowings	\$830,019	\$O	\$O	\$36,077	\$62,271	\$48,762	\$167,088	\$59,079	\$159,673	\$87,436	\$117,125	\$O	\$92,508	\$O	\$(
Interest Expense	(\$258,211)	\$O	\$O	(\$904)	(\$3,206)	(\$4,677)	(\$7,586)	(\$11,008)	(\$13,884)	(\$15,121)	(\$16,933)	(\$17,753)	(\$17,897)	(\$15,342)	(\$11,914
Cash Flow from Interest Reserves	(\$O)	\$O	\$O	\$O	(\$O)	\$O	\$O	(\$O)	(\$O)	\$O	\$O	\$O	\$O	\$O	\$(
Principal Amortization	(\$197,985)	\$O	\$O	\$O	\$O	\$O	(\$762)	(\$2,516)	(\$3,299)	(\$5,263)	(\$7,777)	(\$9,722)	(\$10,593)	(\$15,461)	(\$18,877
Loan Repayment	(\$342,907)	\$O	\$O	\$O	\$O	(\$36,440)	(\$62,907)	\$O	(\$82,589)	(\$59,730)	(\$43,002)	\$O	(\$58,239)	\$O	\$(
Loan Fees	(\$6,225)	\$O	\$O	(\$273)	(\$472)	(\$363)	(\$1,255)	(\$448)	(\$1,194)	(\$651)	(\$880)	\$O	(\$689)	\$O	\$(
Total Debt Service	\$24,691	\$O	\$O	\$34,900	\$58,593	\$7,281	\$94,579	\$45,107	\$58,707	\$6,671	\$48,533	(\$27,475)	\$5,091	(\$30,802)	(\$30,791
Office Mixed-Use															
Borrowings	\$1,051,690	\$O	\$O	\$34,215	\$72,070	\$131,970	\$70,288	\$122,151	\$85,581	\$101,985	\$122,806	\$171,801	\$42,406	\$O	\$(
Interest Expense	(\$270,974)	\$O	\$O	(\$844)	(\$3,361)	(\$7,392)	(\$8,895)	(\$8,906)	(\$11,719)	(\$15,338)	(\$17,014)	(\$18,675)	(\$19,011)	(\$16,413)	(\$12,969
Cash Flow from Interest Reserves	\$O	\$O	\$O	\$O	\$O	(\$O)	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$(
Principal Amortization	(\$189,641)	\$O	\$O	\$O	\$O	\$O	(\$534)	(\$1,926)	(\$4,035)	(\$4,949)	(\$5,557)	(\$7,206)	(\$9,179)	(\$15,530)	(\$18,962
Loan Repayment	(\$546,566)	\$O	\$O	\$O	\$O	(\$34,469)	(\$72,593)	(\$98,508)	\$O	(\$28,282)	(\$86,160)	(\$76,475)	(\$45,332)	\$O	\$(
Loan Fees	(\$7,888)	\$O	\$O	(\$259)	(\$544)	(\$993)	(\$523)	(\$912)	(\$646)	(\$767)	(\$919)	(\$1,290)	(\$316)	\$O	\$(
Total Debt Service	\$36,620	\$O	\$O	\$33,112	\$68,164	\$89,116	(\$12,258)	\$11,899	\$69,181	\$52,649	\$13,156	\$68,155	(\$31,432)	(\$31,943)	(\$31,932
Levered Cash Flows	(\$514,639)	(\$1,188)	(\$285,376)	(\$359,182)	(\$83,453)	(\$60,424)	(\$93,285)	(\$124,592)	(\$31,778)	(\$108,167)	(\$184,182)	(\$12,154)	\$57,040	\$75,342	\$101,50

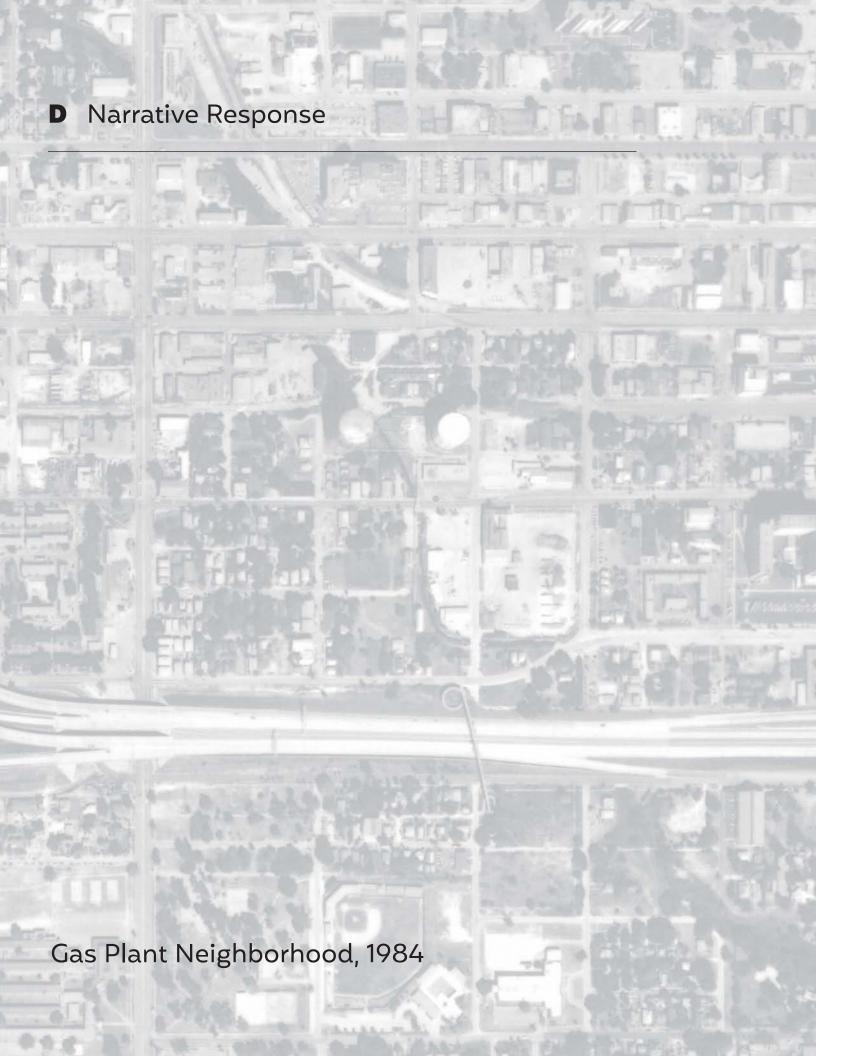
D Narrative Response

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 Tropicana Field site can become: an urban anchor and model of inclusive development, providing opportunity for all residents, regardless of income and demography, best reflecting St. Petersburg's vision of itself as a young, diverse, and inclusive city.



Sarah-Jane Vatelot Behar + Peteranecz Architecture Project Manager and Author of "Where Have all the Mangoes Gone?"







D.1 Introductory overview of development philosophy and expertise which development described in Section 10 of this RFP

The Tropicana Field site development presents an array opportunities:

- To celebrate and be inspired by the vibrant African Am community that once occupied the site
- To revitalize Booker Creek and expand it into an active programmed public park
- To deliver real economic benefits to the community, including new jobs and growth of local small business
- To support St. Petersburg's artists and performers
- To reconnect the site to the city street grid and bolste public transit
- To engage the community in a thoughtful and comprehensive conversation about what the project should be
- · To ensure the project includes affordable and workfor housing
- To identify and develop differentiated, game-changing assets, such as a convention center, marine science hub, and post-pandemic office campus that will fuel St. Petersburg's continued economic growth
- · To practice sustainable, resilient, and responsible development
- To be the new home of the Rays

demonstrates the Proposer's vision is consistent with the guiding principles of

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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.

To that end, our plan is based in the existing cultural and physical contexts of the Tropicana Field 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 development vision, along with specific opportunities we believe illustrate the promise of the site and our commitment to being a creative, entrepreneurial partner.

St. Petersburg Convention Center and Performing Arts Center

Our plan includes a 650,000-square-foot convention center and an associated 500-room convention center hotel in Phase 1 of the development. This is based on extensive analysis by our team, including Conventional Wisdom, a nationally-known expert in convention center feasibility and programming; ASM, one of the world's largest and most sophisticated operators of convention centers; and Highgate, a leading hotel developer and operator. The inclusion of a convention center in our plan both anchors the development and generates significant spin-off benefits to the community. It also represents an opportunity to bring a tremendous amount of diverse programming to the project and the city.

We are also proposing that the convention center include a multi-purpose venue that can meet the arts community's need for a performing arts facility; host corporate meetings, presentations, and high school graduations; and accommodate concerts, family shows, and other events.

AltaSea Florida

AltaSea is a groundbreaking research and technology center located at the Port of Los Angeles. The institute is a leader in the emerging blue economy and has attracted partners such as Boeing, National Geographic, the Jet Propulsion Laboratory, and the Scripps Institution of Oceanography. Based on a series of formative discussions with the Regional Chancellor of USF, USF's Dean of the College of Marine Science, the head of the St. Pete Innovation District, and AltaSea advisors who have built careers in and around education, research, and service in the ocean, we are convinced that the key ingredients exist to develop a similar center in St. Petersburg. AltaSea has successfully driven employment, attracted scientific and financial capital, and catalyzed new technologies and businesses. We believe AltaSea Florida can do the same for St. Petersburg. We have accordingly programmed a 500,000-square-foot technology campus that will provide office, research, and creative space for the facility.

New Rays Ballpark

The SHCP team includes MANICA Architecture, a leading sports design firm, along with Machete Group and Sterling Project Development, development and project management firms with deep experience on stadium projects and stadium-anchored mixed-use districts. Our Sugar Hill Parks scheme includes a 25,000-seat ballpark gracefully integrated into the broader masterplan. The venue's orientation is solar optimized and takes full advantage of the site's topography (the roughly 25' drop from the northeast corner of the site improves stadium access by partially nesting into the slope and locates a ballpark plaza at the home plate entrance). The change in topography also creates the opportunity for a Wrigley Park-style Waveland Avenue condition with residential buildings located on the outfield side of the park to watch the game from a balcony or roof. As with Waveland Avenue, the Rays would capture an appropriate share of the associated economic benefits.

Creating One of Florida's First Minority-Owned Breweries

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 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. 3 Daughters, a leading St. Petersburg-based brewer, has committed to provide financial support and mentoring to Black entrepreneurs interested in pursuing the opportunity. 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.

Food Security

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 are in discussions with Emmanuel Roux, who manages St. Petersburg's Eco-Village, an educational farm that introduces local youth to agriculture, to be our operating partner for the urban farming initiative.

Mr. Roux is also working with Dr. Brechot 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.

Booker Creek Park

A new 11+ acre park anchored by Booker Creek will serve as one of the defining features of the development. The park will be enhanced with public gathering spaces and passive and active features.

Our public park will be programmed and managed to ensure it offers year-round entertainment and activity that will draw residents and visitors and encourage them to explore and linger. There will also be smaller, residential-scale pocket parks and green spaces throughout the site, each with a unique character delivered through gathering spaces, public art, and native plantings. Our green space approach is broadly centered on accessibility, resiliency, and activation.

History Walk

We propose creating a History Walk - free and accessible to all - along the primary pedestrian pathway in both development schemes. The History Walk will incorporate memorials, artwork, and narratives that celebrate the rich stories, culture, and heritage of St. Petersburg's historic Black neighborhoods.



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 Skyrd at St. Petersburg College views this as an opportunity for growth. We agree and believe these facilities could be provided at the Tropicana Field site.

Affordable and Workforce Housing

Blue Sky Communities, a local leader of affordable and workforce housing, is a member of the SHCP team. We have set a goal of developing 35% to 40% of total residential units on site as affordable with a cap of 80% AMI and an additional 10% to 15% of units as workforce housing for households earning 100% and 120% AMI. We are also considering a micro-unit product to provide a denser, fully-amenitized residential offering at a low monthly rent. Blue Sky will also designate a portion of the available units for local artists to provide an "Artist-in-Residence" program.

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 are looking at potential models to better address this need, including in-building childcare facilities, 24-hour childcare, and partnerships with aligned community organizations. We will also work with the City of St. Petersburg and other applicable public stakeholders to pursue public grants and other subsidies.

Commitment to Sustainability

Our masterplan incorporates sustainable, resilient elements to The size of the Tropicana Field site provides the opportunity to minimize environmental impact and maximize energy efficiency. create a first-class, 21st century work campus. In addition to the Significantly, Tropicana Field is large enough to support districtphysical office space being designed to be collaboration and scale technologies, such as centralized cooling, solar array, and tech friendly, the project will offer vibrant green space; attractive, shared energy storage. We are also familiar with and are starting to affordable, and market-rate housing; Pinellas Trail access; public utilize on other projects an array of new sustainable technologies, art; a farmer's market; and service retail, restaurants, and bars, including modular timber systems, low carbon concrete, smart all in a highly-walkable neighborhood. building sensors to reduce energy consumption, solar glazing systems, and recycled materials such as terrazzo, wood flooring, and waste plastic block.



We will integrate "lifestyle" sustainability elements, such as house electric vehicles in residential buildings (that can be reserved by the hour via mobile app), bike valet facilities, and unit-level energy usage data delivered to residents to highlight the importance of responsible energy consumption.

Further, the development will incorporate smart city technologies to increase safety; reduce congestion, water usage, and trash removal cost; and efficiently deliver district-wide Wi-Fi. 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.

Health Care

We are exploring the idea of a health care training facility or "lab school" that provides an intensive learning environment for technicians, lab assistants, and nurses. We have also connected with Orlando Health and, at Orlando Health's suggestion, are assessing their Lift Orlando project, an affordable housing development with on-site health services.

Corporate Campus

We believe substantial demand exists for Class A office product in St. Petersburg with an emphasis on technology and creativefriendly workspaces. Occupancy and rental rate data indicate that the market is undersupplied and we believe St. Petersburg will likely benefit from the now-accelerated pre-pandemic trend of companies and jobs moving out of ultra-high-cost markets like Boston, New York, and San Francisco to business-friendly, moderate cost of living cities like Austin, Charlotte, and Denver.

Small Business Storefront

Tropicana Field was once a major commercial locus for South St. Petersburg residents. To this day, St. Petersburg remains a locally-driven retail town, with homegrown St. Petersburg merchants and vendors dictating the character of the city's restaurants, bars, and shops. We recognize and appreciate the value of cultivating local small business. Small business storefronts are consistent with St. Petersburg's urban character and will help weave the Tropicana Field site into the rest of the city fabric. We will support local merchants by offering more flexible lease terms and establishing a fund to help kickstart new ventures.

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, such as electric scooters and bikesharing; and introducing through-streets from South St. Petersburg, Campbell Park, the Warehouse Arts District, and downtown. We have identified important "front-door" elements of the proposed development at 3rd Avenue South and 16th Street South and will treat accordingly, including public and architectural treatments at the underpasses.

We will also link to regional transportation connectors, including the new BRT line along 1st Avenue, that will 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.

Public-Private Partnership

Realizing the site's full potential will require a strong partnership 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. Our team has 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. Our 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.

St. Petersburg 2050

We have carefully reviewed the 2050 plan and developed a project approach we believe aligns with the city's vision and goals.

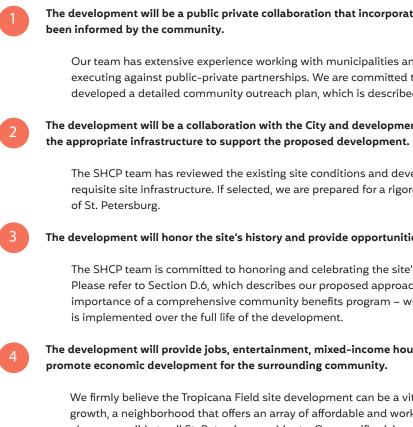
Public Outreach

The redeveloped Tropicana Field 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.





OUR TEAM'S APPROACH TO THE 21 GUIDING PRINCIPLES OF DEVELOPMENT



in detail throughout our response.

The development will be a public private collaboration that incorporates the goals of the City, which have

Our team has extensive experience working with municipalities and, specifically, in structuring and executing against public-private partnerships. We are committed to that model here. We have also developed a detailed community outreach plan, which is described in Section D.4 of our response.

The development will be a collaboration with the City and development partners to identify and develop

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

The development will honor the site's history and provide opportunities for economic equity and inclusion.

The SHCP team is committed to honoring and celebrating the site's rich history and cultural heritage. Please refer to Section D.6, which describes our proposed approach in detail. We also recognize the importance of a comprehensive community benefits program - which is described in Section D.5 - that

The development will provide jobs, entertainment, mixed-income housing, and family-oriented places that

We firmly believe the Tropicana Field site 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

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

We have identified and, in some 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, and technology

They include:

- · AltaSea Florida: We are working with USF and other stakeholders active in and focused on the blue economy to build a marine science institute modeled after AltaSea in California. We have connected USF with members of the AltaSea team and included an AltaSea board member who played an active role in creating AltaSea California on the SHCP team.
- University Partnership Center: Jackie Skyrd 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 Tropicana Field site.
- 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.
- Creative and Tech Workspace: Our market analysis suggests strong demand for Class A office space in downtown St. Petersburg, a dynamic that we do not believe will be materially reduced by the pandemic. The Tropicana Field site is large enough to enable a true workspace campus along with the appropriate amenities. We believe this will be very attractive to both out-of-town businesses looking to relocate and local businesses seeking for the right environment to expand.
- Minority-Owned Brewery: Florida has 400 operating breweries, almost none of which are minority owned. We are partnering with Mike Harting at 3 Daughters Brewing to mentor and provide financial support to an African American entrepreneur interested in launching one of Florida's first minority-owned breweries.

The development will provide a continuous workforce development element designed to provide training and placement for the jobs created on-site during development and upon conclusion of the development.

Workforce development is an integral part of our community benefits program. We are proposing a fourpronged approach:

- 1. SHCP team members will partner with workforce development-focused local groups to institute focused job training and educational programs. This will include opportunities related to project design and construction, as well as ongoing employment related to project operations. We have identified a preliminary set of potential local partner organizations, including the Community Development and Training Center of St. Pete, Pinellas County Job Corps, and St. Pete Works!
- 2. With respect to the design and construction scopes of work, which we are projecting will extend over five phases and ten years, each member of the development team will institute a mentor/ mentee program offering invaluable on-the-job experience and networking benefits to local students and young professionals.

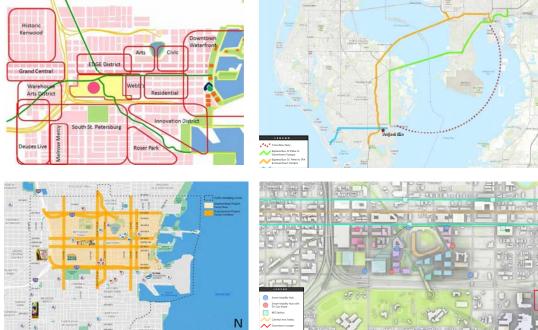
- blue-collar jobs.
- curriculums.

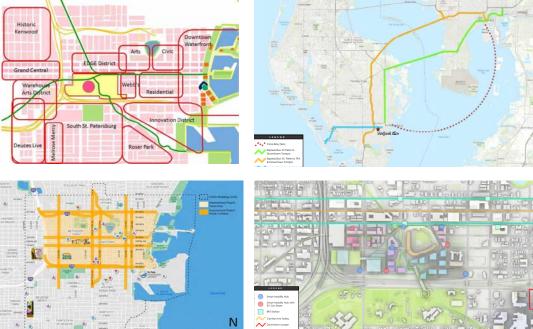
Please refer to Section D.5 of our response for additional detail.



modes and connectors.

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 Tropicana Field site 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.

3. For the specific initiatives described under Guiding Principle #5 above, we will work with our development and institutional partners to implement initiative-specific training and mentoring programs. As an example, the existing AltaSea facility in California creates an array of white- and

4. We will also seek to 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 can take the form of industry- or employer-specific "boot camps" that introduce students to career possibilities, structured internship programs, and partner-driven

The development will connect the site to the surrounding neighborhoods using a variety of transportation





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 being 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 Tropicana Field site 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 Tropicana Field site 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.

Smart Mobility Hubs provide and support micro-mobility options, including bike sharing, e-scooters, e-bikes, and e-cargo bikes, and also incorporate charging stations for electric vehicles. We specifically recommend locating a Smart Mobility Hub at the intermodal facility at 1st Avenue South and 13th Street. 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.

The development will tie into the regional transportation network.

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 already 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, the SunRunner BRT service that is currently under construction will connect the site to downtown St. Petersburg and the beaches to the west.



For example:

- of and celebrates the site's rich cultural heritage.
- of St. Petersburg.
- detailed description of BRV's approach.
- merchants in our leasing and operating strategies.

points below:

- Petersburg.
- described in Section D.5 of our response.
- detailed description.

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

Our plan celebrates and enhances cultural diversity and authenticity in a variety of different respects.

History Walk: The History Walk, described in detail in Section D.6 of our response, tells the stories

 Pinellas Trail: As described under Guiding Principle #15 below, we will recognize the historical significance of the Trail and its relationship to the origins of St. Petersburg's African American community and the contribution Black laborers made to the railroad and, by definition, the creation

• Arts Program: We are committing to a multi-faceted plan to fully engage and integrate the arts community. Please refer to Section D.5 of our response for a detailed description.

• Green Space Programming: We will actively program the development's public realm. BRV. a SHCP team member, is a leader in green space programming. Please refer to Section D.2, #11.2.8 for a

 Artist-in-Residence: As described under Guiding Principle #17 below, we will institute a program in our affordable housing buildings to provide preference and support to local artists.

Local Merchants: As described in Section D.5 of our response, we will actively support local

 Cultural Arts Center: As described under Guiding Principle #17 below, we will explore with the St. Petersburg's Arts Alliance the possibility of developing a cultural arts center on site.

• Minority-Owned Brewery: As described in Section D.5 of our response, we will partner with 3 Daughters Brewing to launch and support one of Florida's first Black-owned breweries

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

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

 Physical Connections: Our masterplans have been driven by the core goal of using the Tropicana Field site 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 Tropicana Field includes a variety of affordable and market-rate housing options; diverse employment opportunities ranging from AltaSea Florida to the convention center to technology start-ups with offices on campus; and a central park for St.

· Economic Connections: As described above, we believe that a redeveloped Tropicana Field 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 Section D.1 of our response, workforce development, and MBE and SBE participation goals. Our economic plan is comprehensively

· 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. We are accordingly proposing a History Walk-a self-guided tour stretching up and down the project's primary pedestrian pathway that uses artwork, statues, plaques, and other media to educate and celebrate the site's rich cultural heritage. Please refer to Section D.6 for a

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.

The development will include a minimum of 50,000 square feet, with a goal of 100,000 square feet or more, of conference space attached to a major flagship hotel.



We are proposing a 650,000-square-foot convention center in Phase 1 of our plan and a 425,000-square-foot expansion in Phase 4. Phase 1 includes approximately 200,000 square feet of exhibition space, 100,000 square feet of meetings rooms, and 50,000 square feet of banquet space. We are also proposing an adjoining 500-key convention center hotel.

This recommendation is based on input from the following SHCP team members:

- Conventional Wisdom, an expert in convention center planning, programming, and management
- ASM, one of the world's largest and most sophisticated convention center operators
- · Highgate, a leading hotel developer and operator

We believe that St. Petersburg is well positioned to successfully compete with Tampa and other regional venues. Our analysis suggests:

- There is a significant demand gap in the market as a result of the Tampa Convention Center seemingly at or near its capacity for events
- The Tampa Convention Center is relatively obsolete and land-locked, making expansion very challenging
- St. Petersburg's natural assets and local culture make it a desirable and differentiated meeting destination
- The venue can operate with an industry standard operating subsidy and has the opportunity to achieve breakeven
- A similar dynamic exists in south Florida where Miami Beach, recognizing its competitive advantages with respect to the City of Miami's convention center, developed its own facility and delivered very strong financial performance

The initial size and scope of the proposed venue is tailored to meet the needs of the market and will be able to accommodate a variety of events in terms of type, scope, size, and profile. The site plan also provides for strategic, demand-driven expansion with minimal business disruption, which will drive additional business and positive economic impact to the region. We have included our analysis and financial model under Supplemental Project Information in our response.



including institutions listed in Section 11.2.6.

Please refer to our responses under Guiding Principle #5 and Section D.1.



We recognize that high-quality, affordable childcare is essential to family economic stability and a child's healthy development. We are also aware that government funding is insufficient; data shows that just one in six children eligible for childcare assistance actually receives it. We are looking at potential models to better address this need, including in-building childcare facilities, 24-hour childcare, and partnerships with aligned community organizations such as the Boys and Girls Clubs of America. We will also work with the City of St. Petersburg and other applicable public stakeholders to pursue public grants and other subsidies.



be featured throughout the development.

Our proposed masterplan unites Booker Creek and Pinellas Trail with other open spaces to create a flexible green network for diverse community gathering and enjoyment.



A revitalized Booker Creek anchors a vibrant park that offers both intimate and grand spaces for reflection, play, and celebration. It is the green heart of the redeveloped Tropicana Field, and an accessible and graceful gathering space for all St. Petersburg residents.

The Pinellas Trail follows the path of the original Orange Belt Railway, a project that put St. Petersburg on the map in the late 19th century. It was built by Black laborers who lived adjacent to the tracks. Those settlements marked the beginning of the city's African American community and South St. Petersburg. In honor of their labor and contribution to St. Petersburg's heritage, the route will remain unchanged. It will be designed and enhanced to align with the look and feel proposed in the Warehouse Arts District plan and feature artwork and other media that describe the history of the Orange Belt Railway.

In addition, we have created a grand civic pedestrian walk celebrating the lost history of the area that crosses and unites with Booker Creek to bring the community and nature together. In the ballpark scheme, this walk becomes a loop. In both schemes, the public spaces work together to create a continuous open-space network that will add value to the community and city as a whole.

Please refer to Section E for a more detailed description of our design vision.

The development will include space for research, innovation, and higher education uses, with the goal of

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

Booker Creek and the Pinellas Trail will be central features of the development and green space will





We are proposing an 11+ acre park incorporating Booker Creek in the center of the project. The park is designed to accommodate gatherings from very large to intimate, as its green and paved spaces interlock in ingenious ways to take advantage of the site's topography. This feature allows the park to accommodate the large crowds of a baseball game, but not feel too big for more intimate groups on a normal weekday stroll. The long north and south edges of the park intersect with the urban streets and provide spaces for the activity to spill into the park.

Markets, fairs, movie screenings, strolling the creek valley, and more can be accommodated in this gentle sloping bowl-shaped area. Specific aspects of the park will be designed in concert with community desires as ascertained during the engagement process. The public space also includes an approximately 15,000-square-foot central plaza. In the non-ballpark scheme, the plaza is located at the intersection of Booker Creek and the main pedestrian walkway, which cuts diagonally down from the northeast corner of the project. In the ballpark scheme, the plaza sits in a similar position just to the southwest of the venue's main entrance and provides a place for fans to gather before a game.

Please refer to Section E of our response for a more detailed description of our design vision.

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, and that our efforts must spread beyond the prescribed limits of the project to produce successful outcomes for the affected community. Specific opportunities for arts and culture include:

- · Site Public Art Program: We will partner with the St. Petersburg Arts Alliance to develop an art program for the overall site plan. This will include lobbies and common areas in commercial buildings along with outdoor and public realm locations.
- Cultural Arts Center: We understand from our discussion with John Collins at the St. Petersburg Arts Alliance that the community needs a cultural arts center. In 2017, Behar + Peteranecz prepared a conceptual analysis of the venue on behalf of the Arts Alliance. We have reviewed that assessment and believe there is an opportunity to incorporate an arts center into the project, potentially as part of the convention center or a stand-alone venue. While additional diligence is required, we have extensive experience in this space and are prepared to fully explore the opportunity.
- Artist-In-Residence: SHCP's affordable housing developer, Blue Sky Communities, is committing to an artist-in-residence program that will designate select units for local artists.



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

and local merchant plan.

The development will provide community benefits consistent with the City's Community Benefit Program which is currently being developed by the City in conjunction with the community. 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.

benefits program.

The developer will remediate any potential environmental issues on the site.

Management of environmental risks on the property will be an important factor in the design and ultimate uses of the site. It must also be taken into consideration as it relates to project cost and schedule, and also in 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 environmental issues which must be considered:

Please refer to Section D.5 of our response for a detailed description of our proposed small business

Please refer to Section D.4 of our response for a detailed description of our proposed community

1. Booker Creek Reconfiguration: Any Brooker Creek reconfiguration 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-conditionallyclosed. If additional cleanup is required, it may be possible to obtain support from the Florida Brownfield Program which include 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.

- 2. 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. These sites may require remediation in keeping with the Florida Contamination Site Cleanup Criteria at Chapter 62-780, Florida Administrative Code. In redevelopment, it is often possible to close most such sites with institutional or engineering controls, including redevelopment as part of the engineering controls. 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.
- 3. 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 could 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 Brooker Creek.
 - · Slopped stream boundaries that include a layered treatment component possible covered and planted with vegetation.
- 4. Dewatering: Because of the contaminated sites, dewatering activates 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.
- 5. 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:

resiliency policies.

Please refer to the following sections of our response:

- Implementation Plan strategies
- 11.1.17: Smart city technologies
- resiliency policies





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.

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

• 11.1.18.2: Health in All Policies, healthy urban planning and design elements, and Complete Streets

• 11.1.17: Strategies consistent with the City's Integrated Sustainability Action Plan, sustainability, and



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

11.1. General Development

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

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

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

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

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

Our vision for the redeveloped Tropicana Field 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.

11.1.4. Demonstration of market feasibility for proposed plan.

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 and key financial drivers. While we are still at least a few years away from delivering the first Tropicana Field building, and anticipate that the market will evolve over that time, our analysis suggests that our underwriting is achievable.

With respect to the convention center, assisted by SHCP team members Conventional Wisdom and ASM, we have developed a conceptual pro forma that suggests the venue can be operated at or close to break even. That level of performance is typically considered attractive given the broader economic benefit that the convention center yields. Other parts of the proposed development plan-the marine science institute or the cultural arts center, for example-require further progress to develop and properly assess potential financing structures.

11.1.5. 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 11.1.18.12. 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.

We have a two-pronged job creation plan. The first, in line with the Grow Smarter Strategy, is focused on uses and assets at Tropicana Field that will concentrate intellectual and financial resources to attract relocating companies and help to launch new ventures. Examples include AltaSea Florida, 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 plan.

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.

In addition, we will:

- · Coordinate with Tropicana Field office, retail, and other tenants to align with our efforts and to specifically provide jobs to residents of South St. Petersburg
- Work with the city's affordable commercial retail space program to support and provide opportunities to local merchants
- Focus on integrating incubators and small business hubs to provide for early-stage and small businesses looking to grow

Please refer to Sections D.3, D.4, 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.

11.1.7. 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 (https://stpeteworks.org/), and post-secondary institutions to develop 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.

Please refer to Section D.5 of our response for a detailed description of our workforce development plan. We are committed to maximizing job training and support systems for South St. Petersburg CRA residents. We have a identified a number of prospective partner organizations including St. Pete Works!, Pinellas County Job Corps, the Pinellas County Urban League, and St. Petersburg College.

Please refer to Section D.3 of our response for a description of our SBE plan.

11.1.9. 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 Tropicana Field is aligned with these principles. Please refer to the vision narrative and supporting depiction of development in Section E of our response for a detailed description of our design approach and 11.1.18.2 for a description of our Complete Streets approach.

11.1.10. 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.



11.1.6. 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.

11.1.8. 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.

As further described in Sugar Hill Community Partners' Community Benefits Plan, our team recognizes the economic, physical, environmental, cultural, social and emotional impact which 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 community.

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 and Martin Luther King Jr., both critical north-south connectors, at 4th and 5th Avenue South (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.

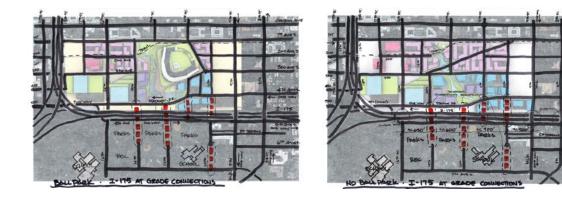
To further increase linkage to the south, we propose an expanded - in both length and width - foot bridge spanning over the existing I-175 spur. This move provides a convenient, safer pedestrian pathway that ties the proposed development to Campbell Park and future southside development.

On a related note, the timing of the Tropicana Field development coincides with the FDOT's reconsideration of the necessity of the I-175 highway. Removing the spur and replacing it with an at-grade thoroughfare presents a transformational opportunity to reconnect St. Petersburg's southern neighborhoods to the Tropicana Field site and broader urban support systems including job opportunities, economic growth, social engagement, entertainment, and open space. Significantly, I-175 runs through historic Sugar Hill, so its removal would be a powerful symbolic statement about reclaiming and reconnecting to the heart of the African American neighborhood that once occupied the site. We believe that removing the spur will also generate significant overall benefits to the project, including placemaking and walkability.



We accordingly support the concept and are committed to collaborating with the City of St Petersburg, the Florida Department of Transportation (FDOT), the US Department of Transportation, and other stakeholders to advance the effort. We are encouraged by Federal Secretary of Transportation nominee Pete Buttigieg's recent statement on the legacy left by decades of infrastructure injustice:

"Black and brown neighborhoods have been disproportionately divided by highway projects or left isolated by the lack of adequate transit and transportation resources. . . In the Biden-Harris administration, we will make righting these wrongs an imperative."



Both of our masterplans are prepared to take full advantage of I-175 removal. Specifically, we propose a comprehensive reconnection of the street grid at 14th, 12th, 11th, and 10th Streets and reclamation of the approximately 20 acres currently occupied by the spur as a graceful boulevard and additional development. Our preliminary assessment suggests that, once past the 16th Street overpass, the new roadway would ramp down to grade by 14th Street, readily accomplished at a 5% slope. Beginning at 14th Street 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.

promote shade and street furniture outside of pedestrian paths.

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

buildings, and stories told through interpretive history.

Please refer to Section D.6 of our response.

St. Pete Arts Alliance to participate.

Please refer to Section D.5 of our response.

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

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

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

11.1.16. Demonstrate how the proposal complements the Vision 2020 Element of the Comprehensive Plan (http://www.stpete.org/planning_zoning/docs/vision2020book.pdf) and the ongoing Vision 2050 planning effort.

Foundational to the success of the Vision 2020 plan is a robust public realm strategy. Made up of a wide range of spaces, this plan features large gathering spaces such as a central plaza, a main promenade, a central park, and a connecting bridge 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. Central to all these elements is the repair and widening of Booker Creek.

Field Site Redevelopment Concepts Technical Report.

Significant investment has already been made in studying the Tropicana Field site 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:

11.1.11. 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 provides ample room for street trees that

11.1.12. Incorporate the history of the neighborhood pre-Tropicana Field, using imagery, plaques, replicas of significant

11.1.13. Incorporate public art throughout the site, including opportunities for the Carter G. Woodson Museum and the

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

11.1.17. 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

- Integrate diverse perspectives. The Tropicana Field redevelopment will be shaped by a complex array
 of social, economic, and environmental factors. An effective approach depends on 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 rely heavily on the use of diagrams, renderings, and other visual aids to ensure joint comprehension.
- Get to specific: 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 technologydriven solutions and brings an unmatched commitment to achieving results through the creativity 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.

Smart Cities

Say "smart cities" and most people think technology—sensors, networks, data, the Internet of Things (IoT). Our team thinks people and achieving outcomes. We see how technology can help communities deliver services more efficiently, future-proof assets, and boost transparency. We believe that the value proposition is connectivity, not just within a single system but across all pieces of a community: power, water, buildings, public spaces, mobility, and buildings.

There is no shortage of technology that can be used to enhance connectivity. The options include smart poles, IoT sensors, edge devices, intelligent transportation systems, connected autonomous vehicles, smart utilities, digital dashboards, smart waste systems, and more.

Our approach is to create a bespoke integrated system tailored to the needs of the project and the desired outcomes. For the Tropicana Field redevelopment to become a model of integrated digitally layered innovation, the framework must be focused on community, economic, and equity value. We will test the smart technology tools identified in the ISAP (Integrated Sustainability Action Plan) Technical Report as our starting point and complete a review of our concept through this integrated lens. We will also work to determine which smart city tools can be implemented in both the public and private development to enhance equity and inclusion. Our analysis will be framed around the testing the development against the 21 Guiding Principles and our approach will use a combined lens of sustainability, resilience, and economic value.

Resilience

Whether designing a building or master planning a large commercial development, we start by breaking down significant design challenges to human scale. How is a person impacted by a project or development not only today and tomorrow, but decades in the future? 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. This is also how we stay at the intersection of sustainability, resiliency, and social equity at all times. How we get there starts with looking at what science is telling us about the future and making sure we are ready for it.

Integrating resilience requires an interdisciplinary team and a performance-based design approach to optimize the economic, social, and environmental benefits of a development. A comprehensive systems-based approach ensures that new development does not exacerbate conditions that may escalate the impact of storm events, and that the project can withstand the physical impacts of such events with minimal or no disruption in use or harm to persons or property. Our team offers the combined expertise of engineers, landscape architects, planners, environmental scientists, and architects to successfully guide the development team.

Sustainability

The 21 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 the scale of each specific building and across the entire development. This helps us understand the role of each design component as a part of the larger picture and informs the cost model from day one. Once the metrics are established, we identify the data points and analysis necessary to understand the impact of design strategies on both the development goals and the surrounding community.

Tropicana Field offers an opportunity to achieve sustainability goals at a scale sufficient to move the needle on the City's triple bottom line success and community prosperity. What does this mean in practice? Considerations include identifying an operational and embodied carbon budget for each building; early energy modeling to better integrate on-site solar and battery storage into the cost model; engineering a micro-grid for energy security; meeting the City's clean energy goals, evaluating on-site solar and battery; developing a futureproof design approach that enables efficient integration of future innovations; and applying a circular economy approach to water conservation and innovative waste management.

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 looks at the impacts of the built environment to ensure no one community or group of people is unfairly affected or burdened by the impacts of climate change. Our team will work with the City to fully understand and mitigate the impact on communities not only at and surrounding the site, but also the communities upstream and downstream of the site.

Recognizing community impact starts with listening. We listen as user groups paint a picture of their day, their life, and we use what we learn to build up a relationship grounded in empathy and inclusivity. We have held sustainability workshops with clients during which the conversation was entirely focused on inclusivity, belonging and culture, and out of which came commitments to energy-related goals.

11.1.18. Development incorporates applicable items from the following plans and initiatives. Several of these efforts were previously described in Section 6.

11.1.18.1. Executive Order - 2017-01 - Sustainable St. Petersburg;

Please refer to 11.1.17 above

11.1.18.2. 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 inter-weaving a variety of systems. We have outlined a handful of strategies below.



The street network must be designed with the pedestrian in mind, providing a variety of mobility options, as well as a choice of routes for walking, biking, and other modes of transportation. The network should incorporate a grid or block system to emphasize ease of understanding and use shorter blocks to maximize walkability. Individual blocks will configured to minimize pedestrian exposure to active driveways and surface parking lots. Parking should be situated behind or within buildings.

Our approach will also incorporate Complete Streets which are described in 11.1.18.13.

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, a technology and research campus, hospitality, a convention center, a 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.

Redevelopment of Booker Creek is the linchpin of our open and park space plan. The creek will be the heart of the project and anchor an 11+ acre central green space. 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 Gas Plant neighborhood'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.

11.1.18.3. Integrated Sustainability Action Plan;

Please refer to Section 11.1.17 above.

11.1.18.4. Guidance for Tropicana Field Site Redevelopment Concepts Technical Report;

Please refer to Section 11.1.17 above.

described in Section 10 of this RFP;

Please refer to Section D.5 of our response.

preferable to the City);

The new development will have a wide range of storefront widths ranging from the small (0-20' in width) to the large (over 40' in width), inviting a range of businesses and uses. Please refer to the narrative and supporting depiction of development in section E for additional information.

11.1.18.6. EDGE Improvement Plan;

Providing robust, human-scaled mobility that meets the objectives of the Complete Streets Initiative is central to the design of the streets in the new districts. Making streets in this new district, similar to Baum Avenue in the EDGE District, as not only corridors for traffic circulation, but places that people want to stay and be active in is key to fostering a thriving urban realm.

information.

11.1.18.7. CRA Redevelopment Plans (Intown, Intown West, South St. Petersburg);

Tropicana Fields 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.

11.1.18.8. 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 by the Warehouse Arts and Deuces Live steering committees. We were also inspired by the Pinellas Trail design treatments and intend to carry that character through the Tropicana Field site.

11.1.18.9. One Community Plan;

We have reviewed the plan and believe that our approach is appropriately aligned, particularly with respect to our emphasize on economic equity.

11.1.18.10. 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.

11.1.18.11. Pier Master Plan;

integrated art program.

11.1.18.5. City's Community Benefit program. Program is currently in development and seeks to establish a series of community benefits for projects that receive City funding or participation for development, as further

11.1.18.5.1. Storefront Conservation Corridor Plan (provided as an example of retail space

Please refer to the narrative and supporting depiction of development in section E for additional

We have reviewed the plan and view it as a compelling local case study for an active public realm and

Our vision for the redeveloped Tropicana Field, as described in our response, incorporates several key elements of the Grow Smarter Plan, including:

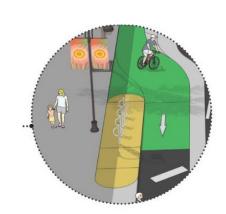
- Providing substantial density in downtown St. Petersburg
- Integrating and enhancing St. Petersburg's thriving arts community
- Adding a large walkable downtown neighborhood
- AltaSea Florida, creative and technology workspace, and healthcare-focused development opportunities aligned with St. Petersburg's shift toward a knowledge base economy
- Workforce development programs in partnership with local educational institutions to further leverage in-market training capacity



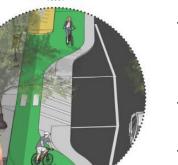


11.1.18.13. Complete Streets Implementation Plan;

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 Tropicana Field site. 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.







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.





The Complete Street framework includes:

Providing connected pedestrian and bikeway systems to larger multiuse 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 American's 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.



Please refer to Section D.5 of our response

11.1.18.15. Duke Site Readiness Program.

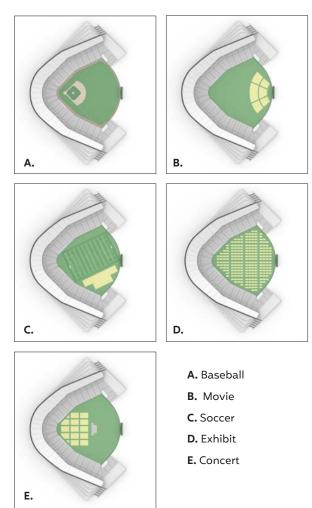
We applaud the City for working with Duke to initiate and include the Tropicana Site in the Site Readiness Program. This has served to frame the key attributes of the site in terms of site selection criteria (primarily industrial and professional services), identified the key development and infrastructure considerations, and can serve as a starting point to create visibility for the site we site selection and economic development professionals. Our team is prepared to work closely and aggressively 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.

11.2 Land Use

11.2.1. Desired land uses include, but are not limited to a sustainable, market-feasible, mixed-use, highintensity 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 D1 and E of our response.

11.2.2. 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 Tropicana Field retail program is aligned with these principles. Guiding Section D.5 of our response describe 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. Just for illustrative purposes, we have taken the liberty of developing the adjacent diagrams to show a handful of potential alternate configurations.



11.2.3. 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. At a minimum, the 60%, 80%, and 120% of median annual income levels are to be addressed in a substantial manner. Reference the Affordable Housing Strategy in Section 11.1.18.14. Housing which accommodate families (3 and 4 bedroom) should also be included. Additionally, housing which permits pets, with no size restrictions, should also be included. The cost of parking should be strongly considered in the development of residential space. Affordable & workforce housing is a high priority of the City and should be maximized. The City expects all Proposals to contain a strong and equal mix of affordable/workforce and market rate housing. The City understands this requirement might have an impact on land value.

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

11.2.4. 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 Tropicana Field 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 11.2.12 below.

11.2.5. 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 underserved businesses and entrepreneurs. Proposals must reflect how this expectation will be realized, including an estimated percentage of the office space reserved for underserved businesses and entrepreneurs. The City understands this requirement might have an impact on land value.

Our analysis indicates that substantial demand for office space exists in St. Petersburg and we believe that trend will continue. We have accordingly included 2.0 million square feet of office space in the ballpark scheme (including a 655,000 square foot tech center) and, as well as approximately 3.1 million square feet of office space (including an 870,000 square foot tech center) in the non-ballpark scheme. In addition:

- We have initiated discussions with USF and AltaSea, a leading west coast marine science institute with the intent of developing a similar facility in St. Petersburg.
- We are exploring healthcare-focused office uses including a healthcare training facility or "lab school."
- Our plan includes a substantial mix of creative, research, and technology-oriented workspace.
- We are exploring a University Partnership Center based on input from Jackie Skyrd at St. Petersburg College.



We plan to allocate 5% to 10% of total office space for underserved businesses and entrepreneurs. This could be integrated into our mentor/protégé program (please refer to Section D.5) and SBE initiatives. We are prepared for a detailed conversation with the City to define this program, including the amount of reserved office space, timing of delivery, integration into related initiatives, and land value.

11.2.6. A tech campus should be incorporated into the design, with space for education, research, and innovation uses. The City is especially interested in 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 675,000 square feet of technology campus space in the ballpark scheme and 870,000 square feet of technology campus in the non-ballpark scheme. We have engaged USF and St. Petersburg College in discussions about Tropicana Field redevelopment opportunities and are looking forward to similar conversations with other Florida-based educational institutions.



11.2.7. Hotels should include at least one four-star property, operated by a major chain and should include an integrated or connected conference center with a minimum of 50,000 sq ft. The City is especially interested in a five-star property operated by a major chain and an integrated or connected conference center with 100,000 sq ft of space or larger. A market study for a hotel and conference space was performed as part of the Tropicana Field Conceptual Master Plans.

Highgate, a national leader in hotel management, is a member of the SHCP team. Highgate has completed an initial market analysis and is recommending the following hospitality assets:

Convention Center Hotel (Project Phase 1)

Located in the heart of "The Sunshine City," the four-star, 400 key convention center hotel offers services and amenities that support the needs of business and leisure travelers. A celebration of coastal living, grand spaces let the outdoors flow in and encourage guests to get out and take full advantage of the temperate climate. Public spaces offer a thoughtful mix of areas promoting socialization (either over a cup of coffee or crafted cocktail) and zones for respite and quiet conversation. Food and beverage offerings are fresh and flavorful, featuring the familiar while also inspiring a level of culinary curiosity. St. Petersburg artists are featured throughout the hotel. Event spaces are socially inspired to compliment the convention center, capable of hosting galas and celebrations and being transformed to accommodate large meetings, corporate summits, and educational gatherings. Guestrooms are generously sized but cozy in character, modern in design, and anchored by function.

Lifestyle Hotel (Project Phase 3)

The 150 key lifestyle hotel is a celebration of St Pete at its very best, full of artistic energy and offering a vivid social landscape, it is conceived as much for the guest as for the community. The property invites guests to indulge exploring, discovering, and truly engage with a destination.

11.2.8. Open space and park components are encouraged to be connected, a prominent feature of the overall design, publicly accessible, and provide for a variety of programs. A significant amount of contiguous park space should be included in the overall development. For additional thoughts from St. Petersburg City Council on this subject, please see the June 11, 2020 Public Services and Infrastructure Committee meeting.

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



We strongly believe in the importance of activating publics space and parks. Team member BRV is a leader in creating highly activated public realms. BRV approaches programming by understanding the characteristics of a public space and its relation to its surroundings. Once the type of space has been identified, be it a large gathering space, signature park, pocket park, residential park, or private event space, BRV matches programming types that are well suited to its character, purpose, and intended audience. For example, a large gathering space will be a perfect location for festivals, large concerts, movie nights, and more. A pocket park, on the other hand, can cater to pop-up workshops, art installations, and daily, "always-there" amenities such as a play space or interactive public art. Signature parks are flexible for many uses such as fitness classes and a variety of community-driven programming. We have outlined below BRV's blueprint for developing and implementing an activation plan.1.

1. Public and Stakeholder and Engagement for Programming and Activation

Public engagement is critical to our activation strategy. We want to understand current uses and behavior in neighborhood public spaces and consider how that information can guide our public realm plan and design. To support this process, we'll meet with the public in a variety of formats and encourage discussion and participation—not merely make presentations. Our community outreach plan is described in more details within Section D.4 of this document.

Community Outreach Case Study: Fair Park, Dallas

BRV led the Master Plan Update for the 277-acre Fair Park in Dallas. The Fair Park Master Plan Update was a culmination of insights and desires shared by the neighbors, users, and residents that call Fair Park home. Community engagement occurred over seven months using a variety of outreach methods including four meetings, dozens of workshops, and open houses with tenants, user groups, and stakeholders. Hundreds of comment cards and online surveys were collected, in addition to countless conversations with South Dallas residents at neighborhood meetings.

Attendees of the various meetings and engagements were diverse and active members of the community invested in the future of Fair Park, including local business owners; current and former City staff; neighborhood association representatives from across Dallas; non-profit leaders, parishioners, and educators from surrounding neighborhoods; event planners; past, current, and future building tenants; bike share and other multimodal connectivity advocates; homelessness and public health advocates; and a range of park users. The conversations were centered around what Fair Park needed to offer to ensure regular, even daily, visits. Some of those insights included the need for greenspace, Wi-Fi, more trees and less concrete, walking and biking paths, seating, more food and beverage options, clean restrooms, working water fountains, and diverse, year-round programming for all ages.





2. Programming

To ensure a place is vibrant and welcoming in all seasons, there must be a reason, or many reasons, to visit. Programming invites people into a space, gives them a reason to extend their stay, and leaves them with a lasting, positive impression of the public realm.

When developing a new programming plan, BRV analyzes existing local programming and seeks local partnerships to create authentic events. BRV then crafts a densely packed schedule of activities. In addition to serving the immediate neighborhood, programming and events will help create a larger neighborhood draw, bringing new people to Tropicana Field 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 introducing new users from farther away and building place recognition, they take a toll on a space's physical elements, and can even cause potential day-to-day users to avoid the space if they begin to associate it with crowds and noise. Further, a focus solely on large events can leave the space devoid of activity for much of the time.

The Tropicana Field redevelopment should 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 – can drive daily visitation without overwhelming the space. We then overlay a dense programming schedule that appeals to a wide range of users, attracting people at varying times of day and throughout the week.

The more visitors a space draws and retains, the more inviting it becomes to other potential users, making it more attractive, safer, and vibrant. The goal is not to overwhelm the public spaces with people, but instead to find a happy middle ground with a constant hum of positive activity, rather than peaks and valleys throughout the day, week, or season.

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.

3. Operations and Design Review

No matter how strong the design and program, the long-term success of any public space depends on the quality of operations and maintenance. Too many urban public spaces are left unloved and unmaintained and fall into disrepair. These spaces become places to avoid instead of places to come together. BRV understands the need to have a comprehensive maintenance and operations program to keep the spaces clean, safe, and inviting, creating value for a district and stimulating economic development. No two public spaces are alike, and each requires a tailored management and operations plan to ensure long-term success. BRV will work with the team and all partners to clarify roles, responsibilities, and decision-making procedures.

Redeveloped Tropicana Field will be a place for the community to come together and relax, reflect, and play. Importantly, it will be the connecting tissue between the bike path, the greenways throughout the development, and the surrounding neighborhoods. While some basic amenities like seating and shade will help to attract visitors to the space, BRV will co-develop programming with local stakeholders to bring St. Petersburg's distinctive culture into the public space. Programs and amenities that may be suitable include:

- Music series: Live music helps to draw people off the street and into the public square. Performances can range from a single musician to larger performances. While live music is fairly passive, it is highly effective in creating a sense of place.
- Markets: An art market, farmer's market, night market, or young designers' market can all engage visitors from the greater community.
- Large events: Food festivals, antique fair, viewing parties, and holiday events.
- 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: There is a low barrier to entry for participants, and often local fitness studios or instructors are willing to partner to teach the classes at a low expense. Tai chi, yoga, CrossFit, and HIIT bootcamps can be very effective as small classes yet scale up easily.
- · Children's play area: A children's play area is a great activator in terms of bringing in visitors at less busy times of the day and encourage families to extend their stay.
- Cultural and historical programming: The History Walk described in Section D.6 of our response is a powerful example of how programming can be a way for a community to discuss, heal, and gain historical knowledge of the site.
- Bike maintenance clinics and classes: Monthly classes on bicycle repair and maintenance 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 can be relocated to respond to the number and type of visitors and weather conditions (sun versus shade, hot versus cold days), and permit conversational, face-to-face groupings.



11.2.9. 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 step backs to preserve a pedestrian friendly environment.

of our response for additional detail.

11.2.10. Integrate the design of building entrances/exits with the urban street grid to direct pedestrians to desired crossing locations at corners (not mid-block).

Our vision for the redeveloped Tropicana Field program is aligned with these principles. Please refer to the depiction of development included in Section E of our response for a detailed description.

11.2.11. Ongoing maintenance responsibilities for the open space areas are to be addressed.

Three general models exist:

determine the best model.

1. The parks and other opens spaces are managed by a city's parks and recreation department. 2. The parks and other opens spaces are managed by a non-profit entity typically established specifically for this purpose (e.g., Friends of Booker Creek Park).

For a large-scale, urban development like Tropicana Field, 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

11.2.12. 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.

The proposed Tropicana Field site development 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 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:

- after an event
- · 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 day-part 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

Our vision for the redeveloped Tropicana Field is aligned with these principles. Please refer to Section E

3. The parks and other open spaces are managed by the master developer.

Seamlessly accommodating large numbers of rideshare drop-offs and pick-ups before or

• Providing properly sized and located shared bike and scooter programs

evening. The ballpark, if developed, and convention center 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:

- To the extent possible, develop parking facilities gradually and 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 significant 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 ride share 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.

11.2.13. The City is aware that different types of land uses are unsettled at this time as a result of the ongoing pandemic. 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 Tropicana Field program is aligned with these principles. Please refer to Section D.1 for a description of what we believe are highly innovative development opportunities including AltaSea Florida, urban farming, a healthcare focused "lab school", and university partnership center.

11.3 Transportation

11.3.1. 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. Reference section 11.1.18.13.

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 11.1.18.13 for a description of our Complete Streets design approach.

11.3.2. 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 Tropicana Field program is aligned with these principles. Please refer to 11.1.18.13 for a description of our Complete Streets design approach.

11.3.3. Establish a connected network of bicycle facilities, including 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 Tropicana Field program is aligned with these principles. Please refer to the depiction of development included in Section E of our response for a detailed description.

11.3.4. Connect to existing and proposed PSTA transit system routes and stations, including the SunRunner BRT project.

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.

11.3.5. 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. We have 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. See Transportation in Section E of our response for a detailed description.

11.3.6. Design to allow for future additional mass transit opportunities.

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. See Transportation in Section E of our response for a detailed description.

11.3.7. 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 Tropicana Field program is aligned with these principles.

11.3.8. 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 street corridors. These would serve to connect to the adjacent districts.

11.3.9. Incorporate recommendations from the Downtown Mobility Study conducted by the City, FDOT, Forward Pinellas, including potential changes to I-175.

Please refer to 11.1.10 above for our conceptual analysis of mobility connections to the south, including the possible removal of I-175.

11.3.10. Include and expand the City's bike share program opportunities, and forthcoming scooter share program opportunities, throughout the site.

We propose expanding the City's Bike Share and e-Scooter share program by placing smart mobility hubs providing 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. Please see Transportation in Section E of our response for a detailed description.

11.3.11. 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, the TBARTA cable propelled transit feasibility study; and the Guidance for Tropicana Field Site Redevelopment Concepts Technical Report.

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.

11.3.12. 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.

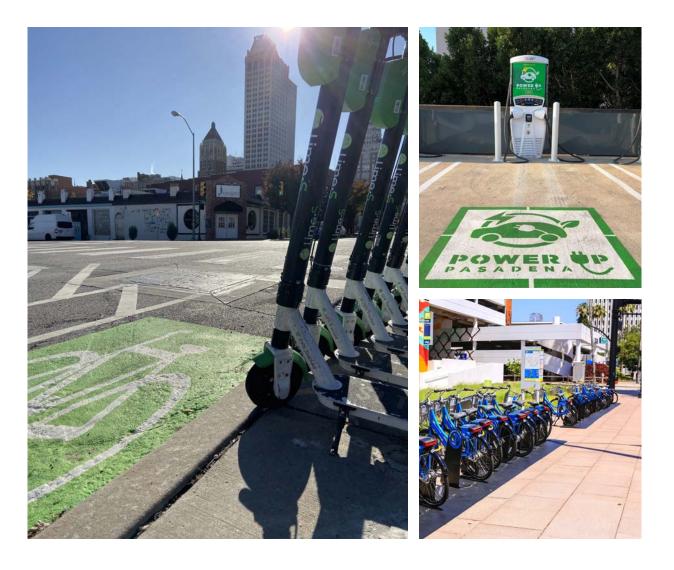
Our vision for the redeveloped Tropicana Field program is aligned with these principles. Please refer to the depiction of development included in Section E of our response for a detailed description.

11.3.13. Integrate an Intermodal Facility at or near 1st Avenue South and 13th Street where the City already plans a BRT station that serves the BRT project planned for the 1st Avenues as well as Regional BRT connecting the Property to Gateway, West Shore, Tampa International Airport, Downtown Tampa and points further north.

We propose 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. 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. See Transportation in Section E of our response for a detailed description.

11.3.14. Include a regional connectivity plan demonstrating how the site will connect with the overall Tampa Bay Region through a variety of transportation modes.

Please refer to 11.3.13 above.



D.3 Description of how the Proposer plans to address the City's goals of local hiring in the construction and on-going operations of the development and the use of small business enterprise (SBE) companies in the overall development and construction of the project. including estimated percentages of each element

We acknowledge the City of St. Petersburg Small Business Enterprise plan and will utilize SBEs for each phase of the project. We will similarly work to maximize the amount of work given to Minority Business Enterprises (an ethnic minority-owned firm that is certified by the State of Florida or any local government agency as a minority-owned business). Our plan will adhere to the following the following:

- Outreach: We will launch a sustained effort to identify gualified SBEs and MBEs and ensure that there is broad awareness of opportunities on the project.
- · Mentoring: We will implement a mentor and protégé program under which each major consultant involved with the design and construction of the project will bring in local SBEs and MBEs to provide critical experience and guidance. We will employ a similar approach to ongoing operations.
- SBE-Focused Contracts: We will explore the possibility of designating certain scopes of work for SBEs only.
- Alignment with City Programs: We will institute practices consistent with the City of St. Petersburg's current SBE program.
- Inclusion Goals: Our team commits to using best efforts to engage businesses participating in St. Petersburg's Small Business Program and to deliver substantial SBE and MBE participation in all phases of the development. We estimate that SBE participation will be 15% to 20% on the project.
- We will invest in outreach and awareness campaigns and also provide support to SBEs and MBEs, including the opportunity to join the mentor/protégé program we will establish with larger firms working on the project. 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 Tropicana Field.

Suffolk, SHCP's lead construction management team member, will be responsible for maximizing SBE and MBE participation. Suffolk was selected in part due to its strong track record on inclusion and partnership with DuCon. 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 our jobsites and in our offices means that our teams are highly adaptable and responsive to the evolving needs of the markets and clients we serve. Diversity and inclusion is in our DNA, as evidenced by our dedicated internal Diversity & Inclusion Council. The Council identifies and leads important initiatives around diversity to ensure it is woven into the fabric of who we are and how we do business.

Diversity at Our Project Sites

Suffolk works closely with clients, going beyond a good faith effort to meet hiring goals. We leverage our network of more than 20,000 trade partners and strong relationships with community organizations to meet or exceed diversity goals on our projects.

Over the last three years, Suffolk has awarded more than \$450 million worth of work to 175+ certified subcontractors across the country. Our track record is a direct result of the investment our team makes in identifying the most qualified and diverse trade partners in the industry. That effort is led by our award-winning in-house compliance team, which works to collaborate effectively with clients, bridge gaps between our 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 our projects.

Suffolk and DuCon: Proven Partnership

As part of Suffolk's commitment to diversity, we have developed long-term partnerships with local minority-owned businesses. Our partner in west central Florida is DuCon Construction, a Tampa-based certified Black-owned firm. The Suffolk and DuCon relationship extends far beyond a single project. Our firms are currently working together on more than \$300 million worth of construction in the region and significantly exceeding participation goals for local and M/ WBE firms. We will bring this proven partnership to the Tropicana Field site development.

Case Study: Edition Hotel & Residences and 1050 Water Street

Suffolk and DuCon are currently working together to deliver the Edition Hotel & Residences and 1050 Water Street in Tampa. Engagement of certified business enterprises has been a priority since day one. The team has hosted multiple outreach sessions with great success. To adapt to the current COVID-19 circumstances, the team recently shifted to a virtual outreach model.



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 and community leaders on topics such as project management, scheduling, insurance, risk management, estimating and procurement, and access to capital.



Following graduation, firms are paired with a Suffolk mentor for ongoing mentorship and support. This is, in many respects, the most valuable part of the program, as it drives continued, long-term engagement between Suffolk and participants. DuCon Construction graduated from the program in 2017 and, as described above, has become a key regional partner.



Suffolk Cares

Our commitment to diversity and inclusion is closely aligned with our 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, 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.

Approach to Diversity on the Tropicana Field Site Development

Tarnisha Cliatt at DuCon Construction will lead our diversity program on the Tropicana Field site development. 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.

In collaboration with the overall project team. Tarnisha will create a project-specific engagement plan that describes SHCP's participation strategy for local and certified business enterprises, workforce outreach plan, and community engagement approach. She is currently serving in a similar role on multiple projects being jointly delivered by Suffolk and DuCon, all of which are exceeding MBE participation goals.

Outlined below are the key strategies for each component of the engagement plan.

Engaging the SBE and MBE Trade Partner Community

Critical to our early strategy will be identifying trades best suited to the project and aligning them with our small, local, minority-owned, woman-owned, veteran-owned and disadvantaged engagement plan. Typical tactics include:

- Outreach sessions (virtual as needed) to maximize awareness · Collaboration with the development team and other key stakeholders to understand and expand the existing
- pool of qualified local trades
- Partnerships with local community organizations to spread awareness
- Partnerships with local industry organizations
- Creative bid packages to allow for greater participation from smaller firms
- Matchmaker events to pair smaller firms with larger firms
 - Mentorship programs for selected trade partner firms to build skills alongside more established firms
 - Robust reporting mechanisms for monitoring and documentation

Workforce Development

In addition to engaging diverse trade partner firms, our approach will extend to workforce development. Specifically, we will:

- Undertake strategic partnerships with local community and business organizations to understand the needs and capabilities of the market
- Maximize awareness to local and disadvantaged workers through all available means, including outreach sessions, notices distributed in partnership with local organizations, and advertising in community-based newspapers and publications
- Host matchmaker sessions to pair local and disadvantaged workers with selected trade partner firms looking to hire for the project
- · Explore opportunities for training and apprenticeship programs in conjunction with local trade associations and educational institutions

Consistent with our trade partner tracking efforts, we will also monitor our workforce. Again, our dedicated in-house team will lead this effort - from early outreach and jobsite coordination, all the way through project completion. Additionally, we will use tools that readily enable project-specific tracking and reporting.

Community Engagement

By leveraging the established efforts of Suffolk Cares, our team will work closely with key stakeholders to identify community causes we can support through the life of the project and beyond. Our community engagement plan is designed to be flexible to respond to community needs as they evolve.



COMMUNITY OUTREACH TEAM



COMMUNITY OUTREACH ADVISORY

Kevin Johnson JMA Ventures LLC

COMMUNITY OUTREACH & PLANNING



Adam Carnegie, AICP



Rev. Louis M. Murphy, Sr. Blue Sky Communities

WORKFORCE & INCLUSION OUTREACH



Thomas Huggins, III Ariel Business Group (MBE)



Mercedes Young Vivid Consulting Group (WBE) (MBE)



Tarnisha Cliatt DuCon LLC (MBE)

HISTORY, AUTHENTICITY, CULTURE

Sarah-Jane Vatelot

A

har + Peteranecz

TRANSPORTATION/TRANSIT



Frank Domingo, PE Stantec

LOCAL BUSINESS LIAISON



Denise Young Young BD Group, LLC (WBE)

DEVELOPMENT TEAM COORDINATION



David Carlock Machete Group Inc.

D.4 A description of Proposer's community outreach program

As noted elsewhere in our response, SHCP is committed to redefining successful, inclusive development by demonstrating how the public and private sectors can work collaboratively to equitably invest in and create a world-class project. Our vision of a redeveloped, vibrant Tropicana Field is only made possible through comprehensive engagement with public stakeholders and the community in general.

Community-driven 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, among others. Tropicana Field 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. We have learned that success is based on a handful of key principles:

- Be early and thorough. Developing an effective COP requires a thoughtful, bottoms-up approach. Identifying the stakeholders, understanding specific goals and subjective 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.
- 2. Be solutions oriented. Large, complex projects are challenging by nature. Tropicana Field 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 approach carefully considers each distinct stage of 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.



Tropicana Field displaced 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.6 of our response).

Community outreach must also align with our proposed Community Benefit Program (CBP) and, crucially, 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 (COF). 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.

One Community

As the leading organization actively advancing the cause for equitable growth in South St Petersburg, One Community is uniquely positioned to guide and contribute to the SHCD Community Outreach process due to its extensive involvement in and focus on economic development. We will align our efforts with One Community's 19 Big Ideas since many of these on-going initiatives directly align with the community's needs in relation to the redevelopment of the site. Its broad network of professionals and community leaders will be an invaluable asset to this community-driven process.

St. Petersburg Downtown Partnership

The St. Petersburg Downtown Partnership has had a dramatic and positive impact on St. Petersburg's growth since its inception nearly 60 years ago. Its 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. Jason Mathis, the Partnership's CEO, has agreed to support our team and, specifically, to commit to the COF role.

Initiative-Specific Stakeholders

We have identified a preliminary list of key stakeholder groups for each of our CBP initiatives.

1. Site Programming:

Site programming encompasses the permanent development program as well as day-to-day activities in the public and private realm. Programming on the site is core to ensuring project diversity, social equity, and inclusivity. We will involve the local community in the decision-making process to understand relevant viewpoints and foster a sense of ownership in the development.

Upon selection, the team will initiate efforts to collect community input through public workshops and stakeholder meetings with a focus on organizations from, and tending to, the South St. Petersburg CRA. A preliminary list of Site Programming key stakeholder groups includes:

- FAST Faith & Action for Strength Together
- · Johns Hopkins All Children's Hospital
- Mt. Zion Progressive Baptist Church
- NAACP St. Petersburg
- Pinellas County Urban League, Inc.
- South St. Petersburg CRA Citizens Advisory Committee (CAC)
- 2. Workforce Development:

- St. Petersburg College
- St. Petersburg Metropolitan Section NCNW National Council of Negro Women, Inc.
- St. Petersburg Sustainability Council
- University of South Florida
- YMCA Greater St. Petersburg

Redevelopment of Tropicana Field will create significant and diverse opportunities for workers. Our Workforce Development initiative will focus on ensuring workers - with an emphasis on South St. Petersburg CRA residents - are aware of and prepared to take advantage of these opportunities.

Specific elements include development of a communications plan related to employment on the project and working with partner organizations to help local residents access appropriate training, mentoring, and educational programs. A preliminary list of Workforce Development key stakeholder groups includes:

- Community Development and Training Center – St. Pete
- Grow Smarter St. Petersburg
- NAACP St. Petersburg
- Pinellas County Job Corps
- Pinellas County Urban League, Inc.
- Pinellas Vocational Tech
- Raymond James & Associates

3. Small Business Enterprise:

Small businesses are the backbone of all local economies and St. Petersburg is no exception. In addition to

- 16th Street Business Association
- Central Arts District
- Collective Empowerment Group of the Tampa Bay Area
- Deuces Live, Inc.
- Downtown Business Association
- Dr. MLK Jr. Street Business Association
- EDGE Business District Association
- Grand Central Business District Association
- Green Book of Tampa Bay
- NAACP St. Petersburg

- South St. Petersburg CRA Citizens Advisory Committee (CAC)
- St. Pete Works
- St. Petersburg Area Economic Development Corporation
- Urban Market Analytics
- YMCA Greater St. Petersburg

supporting and aligning with existing initiatives, SHCP will work closely with partner organizations to ensure local businesses are aware of Tropicana Field opportunities, familiar with the related procurement processes, and support our efforts to meet and achieve our inclusion goals. A preliminary list of Small Business Enterprise key stakeholder groups includes:

- South St. Petersburg CRA Citizens Advisory Committee (CAC)
- St. Petersburg Area Economic Development Corporation
- St. Petersburg Chamber of Commerce
- St. Petersburg Downtown Partnership
- St. Petersburg Metropolitan Section NCNW National Council of Negro Women, Inc.
- Tampa Bay Black Business Investment Corp.
- Urban Market Analytics
- Warehouse Arts District



4. Affordable Housing:

SHCP's development program includes hundreds of units of affordable and workforce housing. Successful execution of our plan requires effective, long-term collaboration with federal and municipal agencies, as well as community organizations. A preliminary list of Affordable Housing key stakeholder groups includes:

- 13th Street Height Neighborhood Association
- Bethel Community Baptist Church
- Campbell Park Neighborhood Association
 - Collective Empowerment Group of the Tampa Bay Area

5. Arts and Culture:

Performing and visual arts play a fundamental and prominent role in our vision for the redeveloped Tropicana Field. They must acknowledge the site's difficult past, celebrate the neighborhood's rich cultural heritage, and provide a literal and figurative stage for the city's active arts community. Thoughtful and sustained engagement with community stakeholders will be vital. A preliminary list of Arts and Culture key stakeholder groups includes:

- African American Heritage Association St. Petersburg, FL, Inc.
- Arts Conservatory for Teens
- Campbell Park Elementary School
- Carter G. Woodson Museum
- Gibbs High School Pinellas County Ce for the Arts
- Interdenominational Ministerial Alliance Legacy Center

- Mt. Zion Progressive Baptist Church
- NAACP St. Petersburg
- Pinellas County Urban League, Inc. .
- Urban Market Analytics

of	• John Hopkins Middle School – Center for the Arts
	 NAACP - St. Petersburg
	 Perkins Elementary School – Center for the
	Arts and International Studies
	St. Petersburg Arts Alliance
enter	St. Pete Pride
	 YMCA of Greater St. Petersburg
e –	

6. Food Security:

Tackling the issue of food insecurity is paramount to building resilient communities. Access to a healthy food community improves economic, educational, and social outcomes. The development team is committed to creatively supporting USF Health's Metropolitan Food Project, ranging from efforts to develop a locally-grown food system to the establishment of grocery cooperatives. A preliminary list of Food Security key stakeholder groups includes:

- Advantage Village Academy
- Foundation for a Healthy St. Pete -Food Policy Council
- Metropolitan Food Project by USF Health

7. Equity Participation:

While small businesses and business creation are key drivers of the local economy, entrepreneurs and investors of color often face obstacles in accessing capital resulting from structural biases and systemic inequities, thus causing a vast racial wealth disparity. Collaboration with identified key stakeholder groups will assist in identifying candidates and strategies for direct investment opportunities in commerciallydeveloped assets on the site. A preliminary list of Equity Participation key stakeholder groups includes:

- Black Business Investment Corporation
- Grow Smarter St. Petersburg
- Mt. Zion Progressive Missionary **Baptist Church**
- **Outreach Process**

The key stakeholder 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 stakeholder 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 stakeholder 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 stakeholder groups described above, public outreach sessions will be held - with the assistance of the COFs - 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 adjustment as necessary. The development plan will remain flexible and responsive to community needs throughout the life of the project.

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.

NAACP - St. Petersburg

• NAACP - St. Petersburg

Nutrition Equity St. Pete

• St. Pete Youth Farm

- Pinellas Community Foundation
- Urban Market Analytics

D.5 A description of Proposer's approach to the City's Community **Benefit Program**

A redeveloped Tropicana Field 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.

Tropicana Field 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 Tropicana Field 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.



Achieving this vision requires successful development and execution of the following:

- that is aligned with the key initiatives of the Community Benefit Program
- 2. A multi-faceted Community Benefit Program

St. Petersburg's historical and social context calls for a development plan focused on achieving equity. Redevelopment of Tropicana Field – 86 acres in the heart of a progressive and dynamic city – is a generational opportunity to acknowledge and address prior missteps while delivering a transformational development designed to fully realize the potential of the city.

The project will have economic, physical, environmental, cultural, social, and emotional impacts far beyond the boundaries of the site. Producing successful outcomes accordingly requires that community benefit efforts extend to the adjacent communities and St. Petersburg generally.

1. A proactive and sustained Community Outreach Program – which is described in detail in Section D.4 –

Key Initiatives

Based on a careful study of the area's history, local community needs, and current data, we have developed and are proposing a Community Benefit Program (CBP) that we believe addresses the core goal of enhancing social equity. Our proposed CBP features the following key initiatives:

- Site Programming
- Workforce Development
- Small Business Enterprise
- Affordable Housing

- Arts and Culture
- Food Security
- Equity Participation

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.

Site Programming

Description:

SHCP will ensure that the site program is inclusive and responsive to community needs.

Plan:

- o Engage stakeholder groups in brainstorming sessions and design charrettes
- o With the assistance of key stakeholder groups, present key decisions identified in these settings to the public through community workshops, conversation toolkits, and online surveys
- o Design flexible on-site public spaces to accommodate the growing and changing needs of the community

Careful and successful programming of the site will highlight St. Petersburg's diversity, provide a welcoming space, instill a sense of ownership and pride in its residents, and showcase to visitors the best that St. Petersburg has to offer.

Workforce Development

Description:

Providing stable, long-term jobs to the community is vital to promoting wealth creation. We are committed to maximizing employment opportunities to residents of the South St. Petersburg CRA.

Plan:

- o Coordinate awareness campaigns via partner channels
- o Host job fairs and other recruitment events
- o Develop "first source" programs where local high-need residents will receive priority access to new job openings
- o Provide mentoring, training, and placement programs in professional and non-professional capacities
- o Advocate for and support grants to partner organizations focused on capacity building, internships, mentorships, and technical assistance
- o Require implicit bias training for all staff to ensure the creation of a welcoming environment for all
- o Invest in diversity, equity, and inclusion officers and staff

Small Business Enterprise

Description:

St. Petersburg is a town of authentic local retailers, restauranteurs, and shopkeepers. We are committed to celebrating and supporting this home-grown ethos.

Plan:

- o 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 align with these efforts and provide 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
- o South St. Petersburg Small Business Support Framework: We will commit to establishing a framework that will invite and maintain a thriving network of small businesses, identifying and giving priority to, with community stakeholder support, local businesses. The framework will also give priority to residents of the South St. Petersburg CRA to establish and receive support for start-up businesses on the site.

- SBE and MBE goals are provided in Section D.3 of our response.



Affordable Housing

Description:

housing comprise a substantial portion of residential units developed on site.

Plan

- AMI, with priority given to South St. Petersburg CRA residents.
- o We will commit to a goal of developing an additional 10% to 15% of total residential units as workforce housing for households earning 100% AMI and 120% AMI.
- o We will develop approximately 100 affordable homes for sale in the form of condo units.
- o We will integrate affordable and workforce housing with market-rate residential product.

Arts and Culture

Description

Plan:

feedback, we have identified three potential names:

o Minority-Owner 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.

o Minority and Small Business Enterprises Commitment: Locally-owned businesses will be identified for short- and long-term contracting opportunities, including construction, landscaping, operations and maintenance, cleaning, technology, catering, programming, and public art and media support, with priority given to Minority Business Enterprises (MBE) and Small Business Enterprises (SBE). Our

Blue Sky Communities - an affordable and workforce housing development specialist with extensive experience in St. Petersburg – is a member of the SHCP team. Blue Sky will partner with city agencies, community organizations, and other stakeholders to ensure that high-quality affordable and workforce

o We will commit to a goal of developing 35% to 40% of total residential units on site as affordable with a cap of 80% AMI. Affordable units will be provided at three distinct levels: 30% AMI, 60% AMI, and 80%

Celebrate the history of St. Petersburg's African American community and the city's rich arts legacy.

o History Walk: We propose creating a History Walk - free and accessible to all - along the primary pedestrian pathway in both development schemes. The Walk will incorporate memorials, artwork, and narratives throughout the site to educate residents and visitors on the stories, culture, and heritage of St. Petersburg's Black community. While naming the walk requires and will be subject to community

- 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.
- 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.
- 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.
- o Celebrating Names: We will select names for special buildings, plazas, gardens, and walks to connect the project with the people and businesses who made the site their home before the development of Tropicana Field.
- o Celebrating Stories: We will partner with community stakeholders and subject-matter experts, such as the African American Heritage Association of St. Petersburg and the Carter G. Woodson Museum, to develop the historical content described above and in greater detail on Section D.6.
- o Flexible Spaces for Arts Uses: Provide a variety of spaces in the public realm that support a broad range of informal, formal, and temporary art uses, including local museum exhibits, school exhibits, murals, and seasonal art installations. Informal gathering spaces will support and encourage free and spontaneous programming and creative expression.
- o Performing Arts Center: As described in Section D.1, we will explore the opportunity to develop a crossfunctional space with tiered seating in the convention center that can both support convention center meeting needs and function as a performing arts venue.
- o Celebrating Community Artwork: We will partner 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. We will facilitate on-going educational programming in collaboration with the African American Heritage Association, the Carter G. Woodson Museum, and the Arts Alliance to engage young and emerging artists, with an emphasis on school-aged children from Campbell Park Elementary, Perkins Elementary, John Hopkins Middle School, and Gibbs High School.

Food Security

Description:

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 Tropicana Field site to those roots and ensure the development is contributing to the broader food security plan being developed by USF Health and its community partners. Incorporating elements of a local food system creates entrepreneurial opportunities, with a high economic multiplier effect keeping revenues circulating within the community. Local food-related businesses also help create stable employment, as well as economic and social justice opportunities.

Plan:

o Develop on-site community orchards and gardens to be tended by USF Health's Metropolitan Food Project's (MFP) staff, students, and volunteers. Provide learning and working opportunities for students from John Hopkins Middle School and Campbell Park Elementary to participate in harvesting efforts. Coordinate with on-campus restaurants and food service providers to collect and deliver preparedbut-not-served food to local food banks and homeless shelters.

Equity Participation

Description:

Facilitating meaningful financial investment for communities that have suffered from years of disinvestment and institutionalized, racially-biased policies is one of many actions needed to help close the generational wealth gap between white communities and communities of color. We will provide direct investment opportunities in the development to local investors of color. Plan:

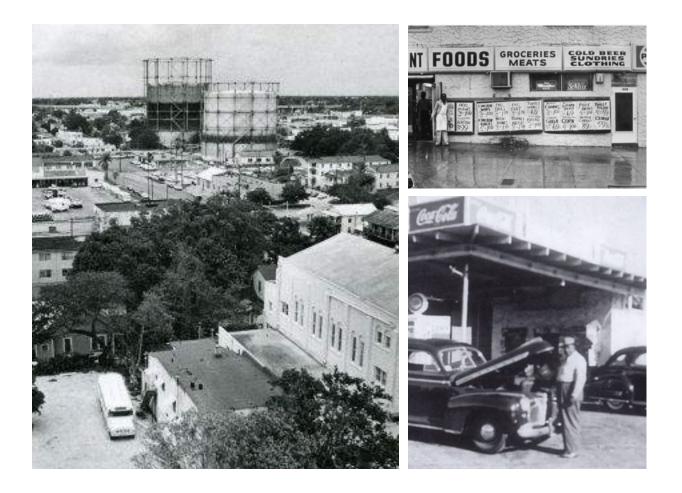
- not include the ballpark or convention center)
- o Investment terms to be on par with other LP investors

An effective and impactful CBP requires an organized, managed, and measured approach stemming from close collaboration between industry experts, community stakeholders, and public participation. Our proposed CBP will be a living document that can and will adapt to the needs of the community. The potential key stakeholder partners identified in Section D.4 have been assembled to maximize genuine community representation and encourage meaningful participation. The most important ingredient to any successful partnership is trust, and so our team will work to earn the community's trust through inclusion, communication, and transparency on issues that matter most to its stakeholders, even beyond the direct scope of this project.



o Allot 10% of limited partner (LP) capital pool for each commercially-developed asset (i.e., this would

o Note: This offering will be subject to applicable securities laws and regulations



D.6 A summary of how the pre-Tropicana Field historical context will be recognized

Recognition of Historical Context

The history of Tropicana Field is well remembered by St. Petersburg's African American residents. It seems everyone knows someone who was personally affected by the razing of the Gas Plant neighborhood. Yet this history is little known or understood by the rest of the St. Petersburg community. Now is the time to reckon with 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.

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 three historical African American neighborhoods of Peppertown, Methodist Town, and the Gas Plant 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 urban renewal.

SHCP is committed to redeveloping Tropicana Field 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 an essential measure and one absent from the initial Tropicana Field development process. As described more fully in Section D.4, we are committed to a comprehensive outreach program.

Reconnection to South St. Petersburg

Today, the Tropicana Field site and highway I-175 stand as literal 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 Tropicana Field into a place of inclusion and destination for all residents. As part of that, we will reestablish strong connections to the street grid south of I-175 and have prepared a preliminary study of how those links can be further strengthened in the event that I-175 is demolished. We are also proposing a footbridge connection over the existing I-175 spur that will function as an important link to Campbell Park.

Project Nomenclature and Design

Peppertown, Methodist Town, and the Gas Plant previously bustled with doctors, community leaders, and entrepreneurs, notably 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, and Selena's Beauty Salon served the Black community and became institutions in their own right. We will honor the residents who built these neighborhoods and fought for their civil rights, along with the businesses and institutions they created, by naming the buildings, plazas, gardens, and walks at the Tropicana Field site development after them. The development team will partner with community and subject-matter experts, such as the African American Heritage Association of St. Petersburg and the Carter G. Woodson Museum to select meaningful names.

In keeping with that idea, we have selected "Sugar Hill" as the working name for the Tropicana Field site development. 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 Tropicana Field site can become. We also want to emphasize that, while we have been thoughtful and deliberate in our choice of name, we view it as a placeholder subject to discussion with the community as part of our outreach program. We will also explore opportunities to incorporate design elements and gestures that create a visual connection between the site and historic Gas Plant neighborhood.

History Walk

The History Walk, a self-guided tour lining the main pedestrian boulevard, will be a featured part of the project named in honor of an important pioneer in the St. Petersburg African American community. Candidates include Ponder Walk (after Dr. James Ponder and Phannye Ponder), James Way (after Chester James), and Wimbish Walk (after Better Wimbish and Dr. Ralph Wimbish). As noted above, naming of the Walk will ultimately be determined based on community feedback.

The Walk 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. We will partner with the St. Petersburg Arts Alliance Artwork 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.

The History Walk will also act as a connector between the existing African American Heritage Trails on 22nd Street South and 9th Avenue South and the trail being planned by the African American Heritage Association in Methodist Town to the northeast of the Tropicana Field site.

Small Business Opportunities

Delivering economic benefit to St. Petersburg's African American community is a central focus of our proposal and an important way of recognizing the economic vitality that existed before Tropicana Field was developed. To achieve this end, we will prioritize hiring of South St. Petersburg CRA residents and work with local partners to make training, mentorships, and technical assistance available. We will also give priority to local minority-owned businesses and reserve investment opportunities in the project for investors of color. Please refer to Section D.5 for a more detailed description of our Community Benefits Program.

Accessible Green Space

Children of the Gas Plant neighborhood used to swim in Booker Creek when access to beaches was restricted for African Americans. While the creek was polluted, it represented something important to the neighborhood. We will transform the creek to create an active and inclusive green space. Creating a green oasis in the heart of the city will be an important acknowledgment of what Booker Creek used to — and an overdue delivery on the promise of what it can — be.

Site Programming

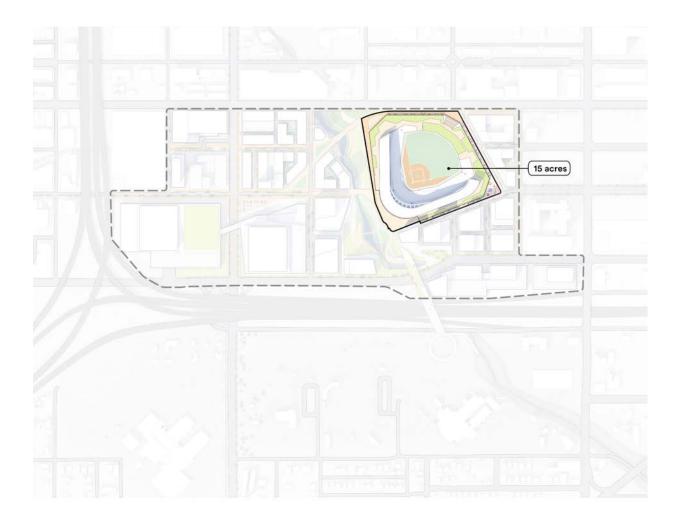
As described in Section D.2, #11.2.8, we believe in and will implement an active green and public space programming strategy. As part of that, we will partner with community organizations to host festivals, celebrations, and other events that highlight African American culture and content.

Food Security

As described in Section D.5, we are proposing to work with USF and other community organizations to reestablish community orchards and gardens to again making the site a source of nourishment. These orchards and gardens will provide health, educational, economic, and social benefits to local residents and be part of a network that supplies markets, restaurants, and kitchens with seasonal offerings.

D.7 Proposer should also identify what part of the Property it would reserve for a new stadium if the City and Rays enter into an agreement for the Rays to stay on site.

The below diagram indicates the proposed location of the Rays ballpark including the plaza and circulation surrounding the venue. The total land area is 15 acres.



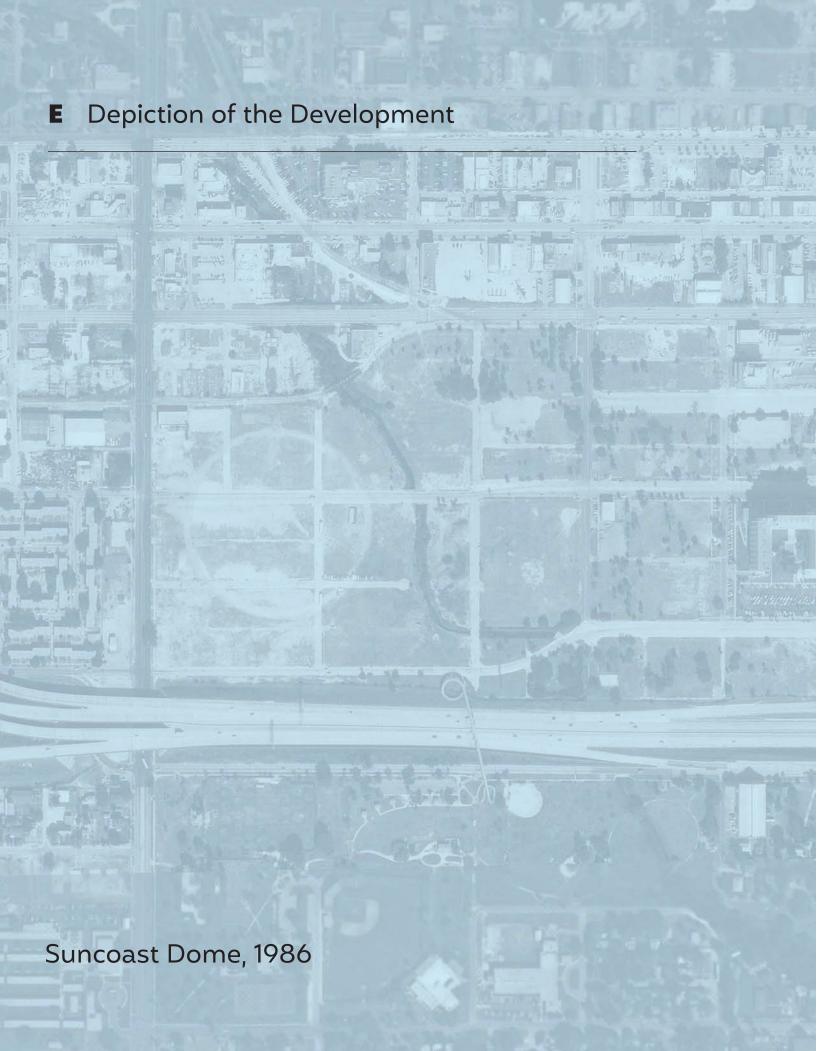
E Depiction of the Development

Tropicana Field has the potential to catalyze the city's progressive, community-first approach to sustainability. The development has enough scale to support district-oriented approaches like centralized cooling, PV installations, and shared energy storage. Additionally, our development team is familiar with and looking to deploy a range of sustainability approaches like cross laminated timber, low carbon concrete, smart mobility strategies, and distributed smart building sensor systems – all working to minimizing the carbon footprint of the development. Tropicana Field can be a model for the smart, low carbon, healthy, and resilient future the people of St. Petersburg deserve.



Rachel Bannon-Godfrey Stantec Sustainability Discipline Leader





Vision

A successful urban realm is about supporting A successful urban realm is about supporting human interaction and equity. It is about inspiring people and giving them the possibility to inspire each other. Anchored within an area of the city once holding a connected community that was broken apart by Tropicana Field, the new district has the potential to be a world-class inspirational neighborhood, with emphasis on the balance between working, living, and playing environments, stitching the fabric of the city together again.



Michael Sørensen, Partner, Henning Larsen



Scheme 1. Sugar Hill Commons



Scheme 2. Sugar Hill Parks

Vision

Our proposal for the Tropicana Field site envisions a St. Petersburg reconnected through a vibrant mixed-use center, replacing the existing void that divides the city with a diverse urban development comprised of multifamily housing, commercial office, retail, a convention center, hotels, and a blue tech campus. We believe a successful urban realm is about supporting human interaction and equity. It is about inspiring people and giving them the possibility to inspire each other. Anchored within an area of the city once holding a connected community that was broken apart by Tropicana Field, the new district has the potential to be a world-class inspirational neighborhood, with emphasis on the balance between working, living, and playing.

The reimagining of Tropicana Field is a once-in-a-generation opportunity for the city of St. Petersburg to build a future that is rooted in the neighborhood's history. When the people who originally settled in this area along the railroad were pushed out of their homes, they were made to believe they would one day return to a revitalized neighborhood. This masterplan realizes that vision. By understanding the existing historical and built context, our vision identifies a framework that will promote a thriving public realm rooted in authenticity and inclusion. These thoughtfully crafted public spaces will connect new and existing neighborhoods together again, creating a diverse offering of experiences that will ensure this new development is one of the most livable, walkable, and vibrant communities in the region.

A lot has changed in the city since the ballpark was constructed. The surrounding communities have developed unique identities, which have informed the design of this new development. Pinellas Trail has become an active recreation path. What was once a manufacturing district has become the arts district, covered with murals and featuring warehouses filled with creative spaces. Central Avenue is now a vibrant commercial corridor providing a walkable connection to downtown. 22nd Street South is a commercial center with a rich history ripe for revitalization. This proposal builds on and enhances the connections to the surrounding neighborhoods, creating a unified St. Petersburg.



Urban Strategies

Four Urban Strategies

The masterplan is organized around four urban strategies that give physical form to the principles of development. Although there are two masterplans outlined in this proposal, one with a ballpark and one without, they are both founded on the same fundamental aspiration of creating a vibrant, diverse, and connected neighborhood at the heart of St. Petersburg.

Reconnect, Rebuild, and Remember

First and foremost, the street grid will be reconnected with a clear hierarchy that creates a range of urban environments, from the wide pedestrian filled ramblas, complete streets with integrated bike lanes, planting and pedestrian friendly environments that put people first, to the efficient, service based loading streets. This ambition to reconnect is also realized through the creation of parks over and under the highway. A land bridge extends from Booker Creek to Campbell Park and south St. Petersburg over I-175, replacing the old pedestrian bridge with a wide greenway including bike lanes and pedestrian paths through lush plantings. Under I-275 a new pop-up art park will connect to the warehouse arts district and Deuces Live. Local artists, found in collaboration with the St. Pete Arts Alliance, will be invited to activate what is now underutilized space with murals and interventions. This park will celebrate and enhance the cultural diversity and authenticity of the city.

These enhanced connections will bring the local community into the new development and the vibrant neighborhood design will make it their new home. The housing in the development will be family-oriented places that create a truly diverse populace. Laid out as courtyards with small laneways, the scale of the residential neighborhoods will feel intimate and active. Pocket parks, outdoor gyms, green space, and bike paths will be right outside everyone's front door, inspiring an active and healthy St. Petersburg lifestyle. The development will rebuild what was lost here when the ballpark was constructed not so long ago, a community.

What can't be rebuilt will be remembered. The first African American school, library, and theater in St.Petersburg were all demolished to make way for Tropicana Field. These places will be memorialized through public art and informative plaques that tie back to the African American Heritage Trail, created in collaboration with the African American Heritage Association of St. Petersburg and the Carter G. Woodson Museum, expanding the history walk onto the site.

Extend a Human Scaled Downtown

The second strategy is to extend the downtown. A major feature of the master plan is a pedestrian promenade filled with small scale retail that continues the urban fabric of Central Avenue established by the St. Petersburg Storefront Conservation

Corridor Plan. The promenade is wide enough to allow Cafes to spill out and lots of planting, seating and art to fill the space. The promenade starts at the rotary on Central Avenue and 11th Street, intersects with the park, and ends at the iconic new conference center and public plaza. This diagonal trajectory across the site to the southwest helps to promote reconnection to the adjacent southern neighborhoods.

The shops and entertainment venues lining this promenade as well as the other commercial streets will provide a framework for economic development, making this a place to both live and work. The commercial spaces will be places for St. Petersburg to shop and opportunities for local entrepreneurs and small businesses to build thriving businesses. With facades broken down to human scale, each street will have a rich and wideranging architectural character on display. These blocks create active streetscapes for all of St. Pete, not just residents of this new development area.

Connect Through Nature

The third urban strategy is to connect through nature. The walls that retain the creek will be removed, making way for gently sloping hills and pebble beaches that invite the community to get down and touch the water, as the children who once lived in this neighborhood did long ago. This will be possible through remediation of the site and creek that lies next to a brownfield where the gas tanks that this district was once named for stood. Booker Creek will become the green heart of the project and the intersection of connections. Lining its edges will be walkways that allow for cafes and restaurants to spill into the park, creating an active green space through the day.

Civic Stage

The fourth and final strategy for the master plan is to create a civic gathering place. Imagined as a stage for public life, the convention center cascades down to the new public plaza, inviting life to move between the two spaces. The plaza framed by the convention center is covered by a light canopy, allowing people to gather during any season to engage with the public programming and markets that will bring this space to life throughout the year.

These four urban strategies driving the design create a connected, vibrant, urban community with a strong identity, inspired by the surrounding neighborhoods and city, but truly unique in form.

A connected, vibrant, urban community with a strong identity, inspired by the surrounding neighborhood and city, and unique in form.



RECONNECT REBUILD AND REMEMBER



VISION

URBAN STRATEGIES



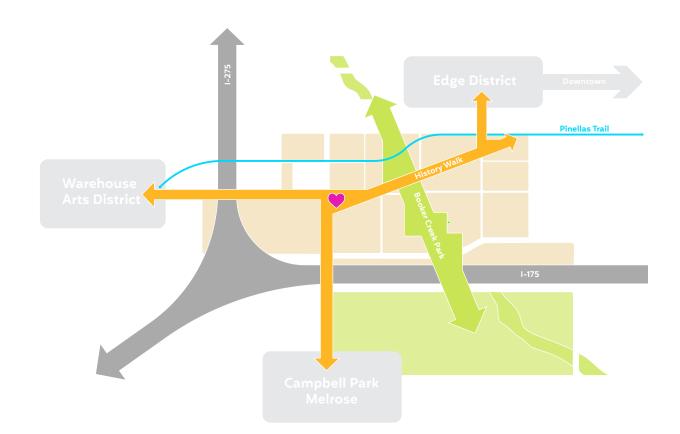


CONNECT



Two Schemes, **One Vision**

Although there are two masterplans outlined in this proposal, one with a ballpark and one without, they are both founded on the same fundamental principles that aim to create a vibrant, diverse, and connected neighborhood at the heart of St. Petersburg.



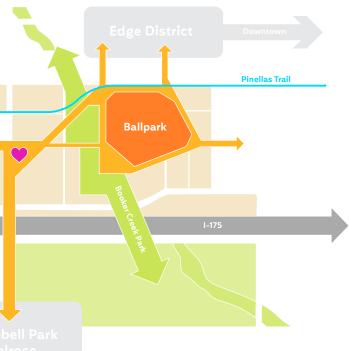
Sugar Hill Commons

Scheme 1: Commercial Development

Scheme 1 is defined by the pedestrian diagonal that draws pedestrians from Central Ave, through Booker Creek Park, toward the plaza at the convention center where they may continue onward to the western park under I-275 or south toward Campbell Park. Inversely, the diagonal invites people from the south and west toward downtown. This move is a physical manifestation of the ambition of the project: to create a connected and unified St. Petersburg.

Sugar Hill Parks Scheme 2: Ballpark Development

Scheme 2 envisions a new kind of ballpark for the city of St. Petersburg that is embedded within the urban fabric. Pedestrians are drawn from the rotary on Central Ave by the grand stair that invites them toward the development on the corner of 1st Ave South and 11th St South. The ballpark is surrounded by a podium filled with small scale retail and topped with a pedestrian promenade that slopes up from the southern entrance of the ballpark.



Four Urban Strategies







1. Reconnect, Rebuild, and Remember

Making reparations for what was lost

This urban strategy draws lines through the site to re-establish connections between communities that were divided by the construction of Tropicana Field and I-175. A bridge over and a park under the highway will help break down the barrier between the downtown and the rest of St. Petersburg.

The neighborhood that once filled this area will be rebuilt to embrace the diverse communities already surrounding the site. The scale of the housing in surrounding neighborhoods creates an intimate space and distinct sense of place.

Throughout the site there will be places of remembrance and opportunities for art and discussion. The tabula rasa condition of the site is a by-product of the disenfranchisement of over 2,000 people that once lived here. That history is a key driver of the design and will be made transparent in its construction.

2. Extend a Human Scaled Downtown

A framework for economic development

The master plan will introduce a central commercial artery that stretches from downtown to Campbell Park, The Warehouse Arts District and Deuces Live. This pedestrian promenade will be activated by small to medium scale retail catered to local businesses. Public art, pocket parks and places of remembrance for the history of the site will line the promenade making this a truly unique destination. This urban move will provide a framework for economic development that will drive the community's growth.

3. Connect Through Nature

Re-imagining Booker Creek

A public green space will be drawn around Booker Creek, up through the site and across the highway to create a large park amenity at the neighborhood's core.

The new park is designed to create connections. The community will be connected to nature by lowering the wall of the creek to create a public beach so children can splash in the shallow waters and hop on rocks across the stream bed. Campbell Park to the south will be connected to Booker Creek Park by a land bridge extending across the highway. Pinellas Trail will extend over the water and link to the land bridge to provide a southern connection.

Booker Creek Park will provide a new kind of green space to add to the rich park system in St. Pete. This park is in the heart of the development. This is a neighborhood park, a park for the community.



4. Civic Stage

Establishing a new civic gathering space for the city, in the heart of the city

This new plaza will be a space for community programming and activism drawing the people from the surrounding neighborhoods. Various paths will filter into the space; green networks, trails, promenades, shared streets, and bike lanes.

Currently a dividing void within the city fabric, the public realm of the redevelopment site will act as a connective tissue, the public living room of the city, where its residents will gather to celebrate, remember, contemplate and establish unity.

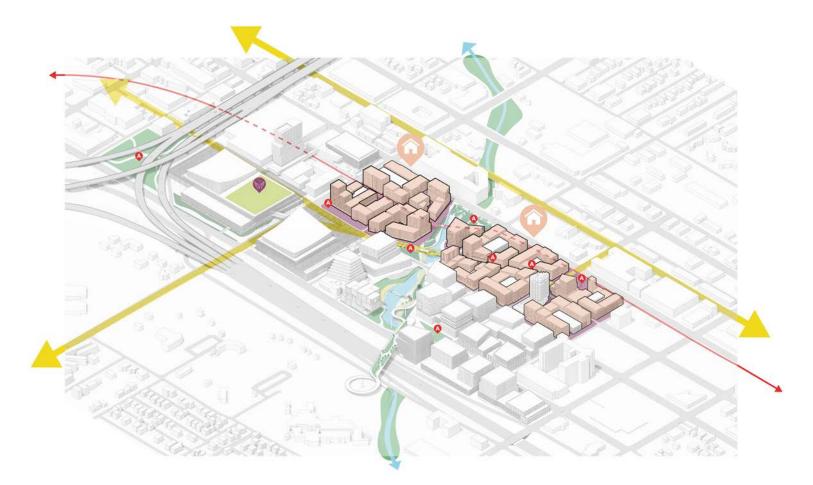




1. Reconnect, Rebuild, and Remember

Action Points:

- **1.** Reconnecting the City
- 2. Rebuilding Community
- 3. Honoring History on the Site and Connecting to African American Heritage Trail
- 4. Warehouse Arts and Deuces Live Action Plan



1. Reconnecting the City

Although federal legislation banned segregation in the 1960s, cities found ways to draw racial housing zones through infrastructure projects. The predominately Black community of St. Petersburg was cut off from downtown, the main location for jobs, economic growth, and public resources, by the construction of the highway and Tropicana Field. This new development will reconnect the city of St.Petersburg by providing physical connection through the site and economic opportunities to help the surrounding neighborhoods grow. This action point supports the CRA Redevelopment plan for South St. Petersburg with the intention to bring jobs, training, and resources to the communities south of the highway that are in need of these resources.

2. Rebuilding Community

More than 2,000 people were displaced from their homes by the Gas Plant redevelopment plan in the 1980s. 296 structures including 475 housing units, 19 commercial buildings, 6 industrial and 9 institutional were demolished. These were not just buildings, they were a community. This development plan is not about creating new housing, it's about creating homes. By delivering an equitable mixed income community on the site, we will create a vibrant new neighborhood which people from all walks of life will be proud to call home.

3. Honoring History on the Site and Connecting to African American Heritage Trail

Prior to construction of the ballpark and highway, The Tropicana Field Site was the location of St. Peterburg's first African American school, library and theatre. These sites will be highlighted in the development with historical plaques and public art that commemorates both the structures and the history of the people who once called this area home. We will partner with the African American Heritage Association of St. Petersburg and the Dr. Carter G. Woodson Museum of African American History to connect the African American Heritage Trail that surrounds the museum to the site via markers along Pinellas Trail and pop-up space under the highway at 16th Street South. This will lead pedestrians to the development, and link to our History Walk.

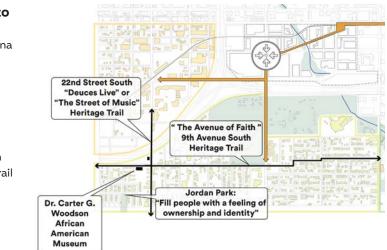


Gardiner Highway, Toronto

Mural, Ellen Rutt, Cleveland



Park Under I-275 The park will be filled with splash zones, open fields, meandering paths and murals





4. Warehouse Arts and Deuces Live Action Plan

Local art and history will be a key organizing principle for the site and a means of connection to surrounding neighborhoods. The Arts District and Deuces Live will be linked to the development under the highway by an active park and pop-up space. This will create a pedestrian friendly corridor for people to move from the development to the adjacent neighborhoods. The park turns what was once a wall between communities into a gateway.



Reconnect, Rebuild, and Remember

2. Extend a Human Scaled Downtown

Action Points:

- 1. Pedestrian Promenade
- 2. Placemaking at the Human Scale
- 3. Storefront Conservation Corridor
- 4. Public Art and History



1. Pedestrian Promenade

The History Walk is designed to contrast intimate lively streets with more open civic triangles that have a variety of uses that can change with the time of day or season. Market Square, Community Green, Spray Plaza, Civic Plaza are a few of the triangle types, although names more appropriate to the history of the place and will be determined as the Community Engagement process moves forward. The History Walk crosses and connects to Booker Creek Park, 16th Street South, and the convention center.



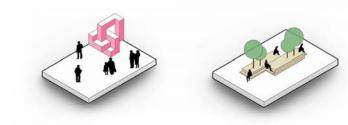
2. Placemaking at the Human Scale

With façades broken down in scale, each street will have a rich and wide-ranging architectural character on display. These blocks create active streetscapes that define a diverse public realm. Laid out as courtyards with small laneways, the scale of the residential neighborhoods will feel intimate and active. Pocket parks, outdoor gyms, green space, and bike paths will be right outside everyone's front door, inspiring an active and healthy St. Petersburg lifestyle. The development will rebuild what was lost here when the ballpark was constructed not so long ago, a community.



4. Public Art and History

We will create lively pedestrian streets where cafés can spill out, special events can happen, and art and history of the African American community are celebrated. Local artists, found in collaboration with the St. Pete Arts Alliance and the Carter G. Woodson Museum will be commissioned to install work along the promenade.



Sculpture

Seating





3. Storefront Conservation Corridor

We will keep align with Central Avenue's Storefront Conservation Corridor. A variety of storefront widths will be permitted inviting a range of businesses and uses, but small (0-20' wide) and medium (20-40' wide) will be prioritized. This will promote more small and local business by emphasizing affordability. The shops and entertainment venues lining this promenade as well as the other commercial streets will provide a framework for economic development, making this a place to both live and work.







Fountain

Historic Marker

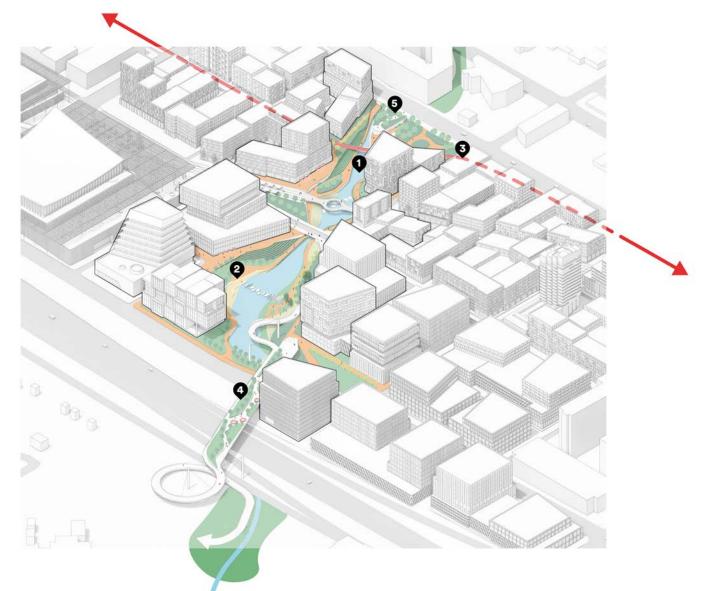


Extend a Human Scaled Downtown History Walk

3. Connect Through Nature

Action Points:

- 1. Booker Creek
- 2. Urban Beach
- 3. Pinellas Trail
- 4. Land Bridge
- 5. Orchards



1. Booker Creek

Booker Creek will be transformed from a culvert flushing runoff out to the bay, to a vibrant, natural habitat. This will add functional capacity, increase system resilience to respond to increasing rainfall events as well as higher downstream tidal incursion caused by storm surge or sea level rise.

2. Urban Beach

The banks of the creek will be recontoured to slope gently, creating a pebbly area for exploration and discovery, attracting families from the nearby housing as well as from neighboring communities. Shaded by clumps of native trees, this area will change with the differing seasonal flows of the creek. Adjacent lawns are perfect for picnicking. Play areas with equipment made of natural materials are located further up the slope.

3. Pinellas Trail

The Pinellas Trail, which follows the old rail line is part of a larger network of bike trails. The Trail engages urban neighborhoods as well as the Booker Creek Park and links to the Warehouse Arts District beyond. The Trail will be designed with a casual vitality similar to the approach planned in the Warehouse Arts District. We envision the Trail as the High Line with bikes. Places for stopping and gathering will be interspersed with the bike lane and pedestrian areas.







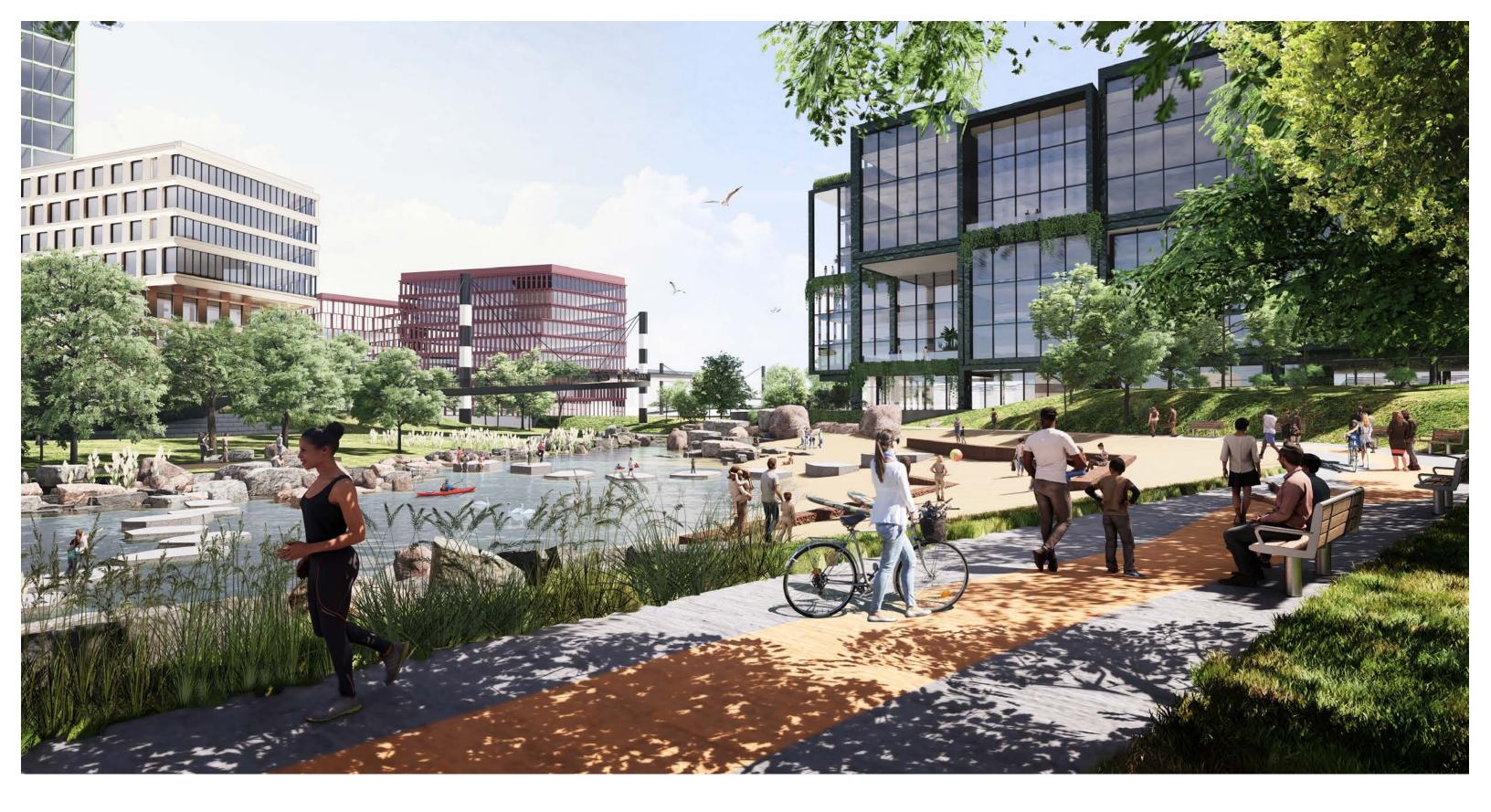


4. Land Bridge

A land bridge extends from Booker Creek to Campbell Park and South St. Petersburg over I-175, replacing the old pedestrian bridge with a wider pathway including bike and pedestrian lanes.

5. Orchards

The Gas Plant neighborhood is fondly remembered for its fruit trees and community gardens. In keeping with our plan to improve access to affordable nutrition, we will dedicate land to the creation of new orchards.



Connect Through Nature

4. Civic Stage

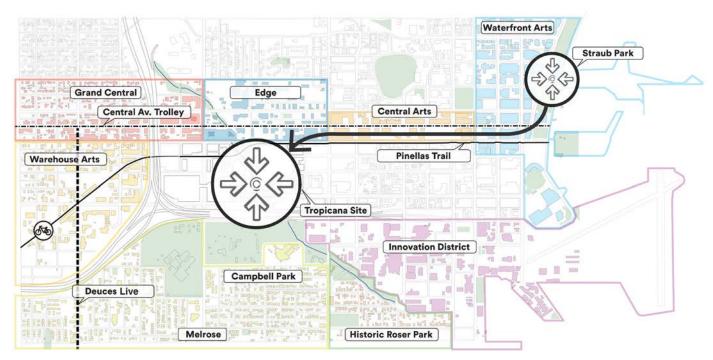
Action Points:

- 1. Creating a New Center
- 2. Setting the Stage
- 3. Programming

1. Creating a New Center

This new plaza will be a space for community programming and activism drawing the people from the surrounding neighborhoods. Various paths will filter into the space; green networks, trails, promenades, shared streets, and bike lanes. Currently a dividing void within the city fabric, the public realm of the redevelopment site will act as a connective tissue, the public living room of the city, where its residents will gather to celebrate, remember, contemplate and establish unity.





2. Setting the Stage

Imagined as a stage for public life, the conference center cascades down to the new Civic Plaza and center of the city, inviting life to move between the two spaces. The plaza framed by the conference center is covered by a light canopy, allowing visitors to gather during any season to engage with the public programming and markets that will bring this space to life throughout the year.

3. Programming

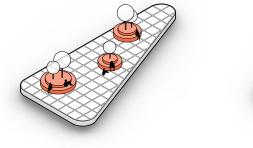
The plaza is never static. Civic life is a performance and the plaza is it's stage. Throughout the day, week, and year the plaza will host a variety of programs, from farmers markets, pop-up art festivals, and performances. The space is designed for people to gather and express themselves.



Cascading Public Space



Circulation



Rest

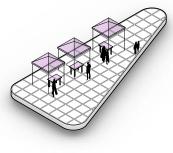
Variety of Uses

Views



Performance

Greenery



Market



Civic Stage A key feature of both plans is a public plaza, where the community can come together



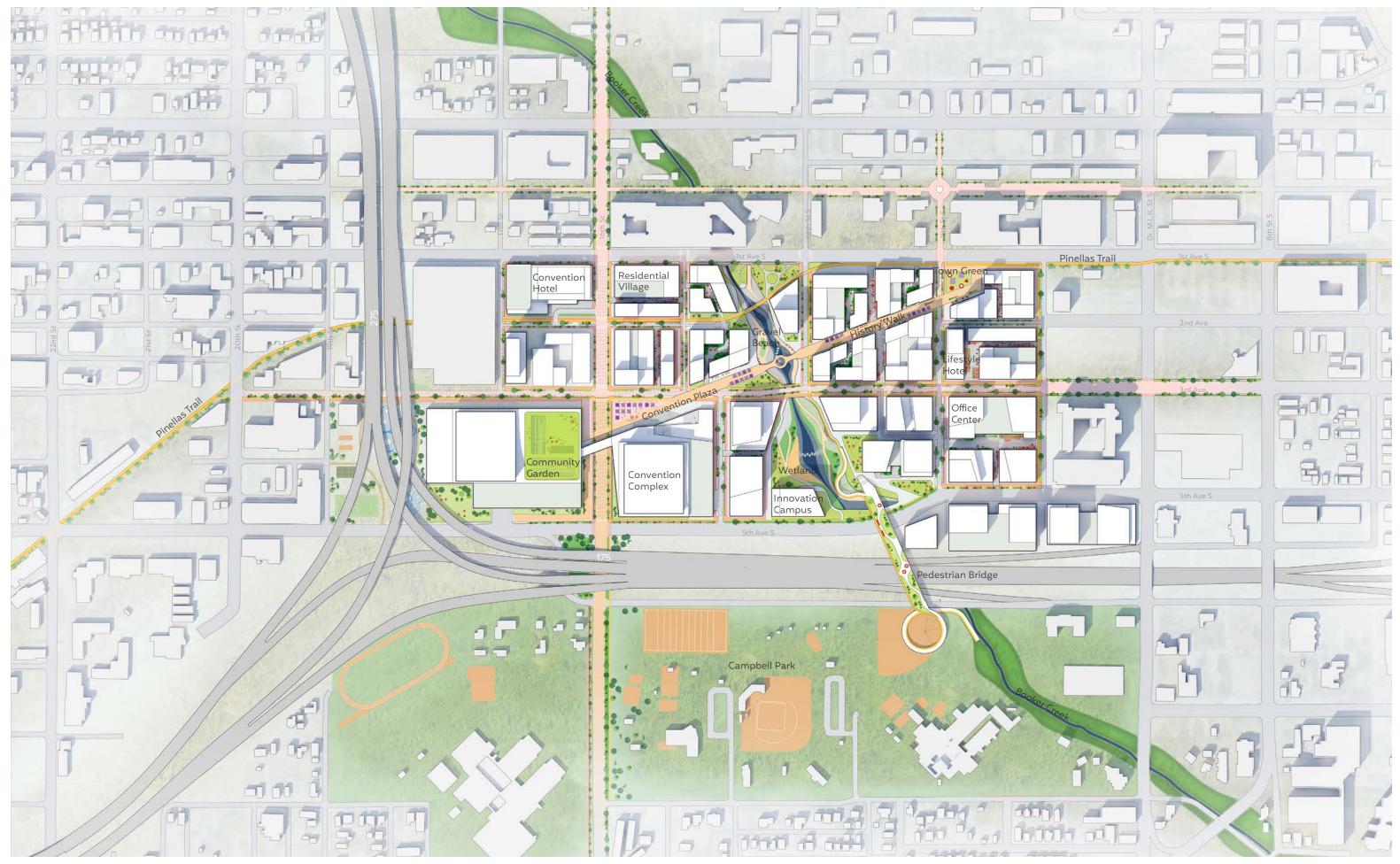
Sugar Hill Commons Scheme 1: Commercial Development

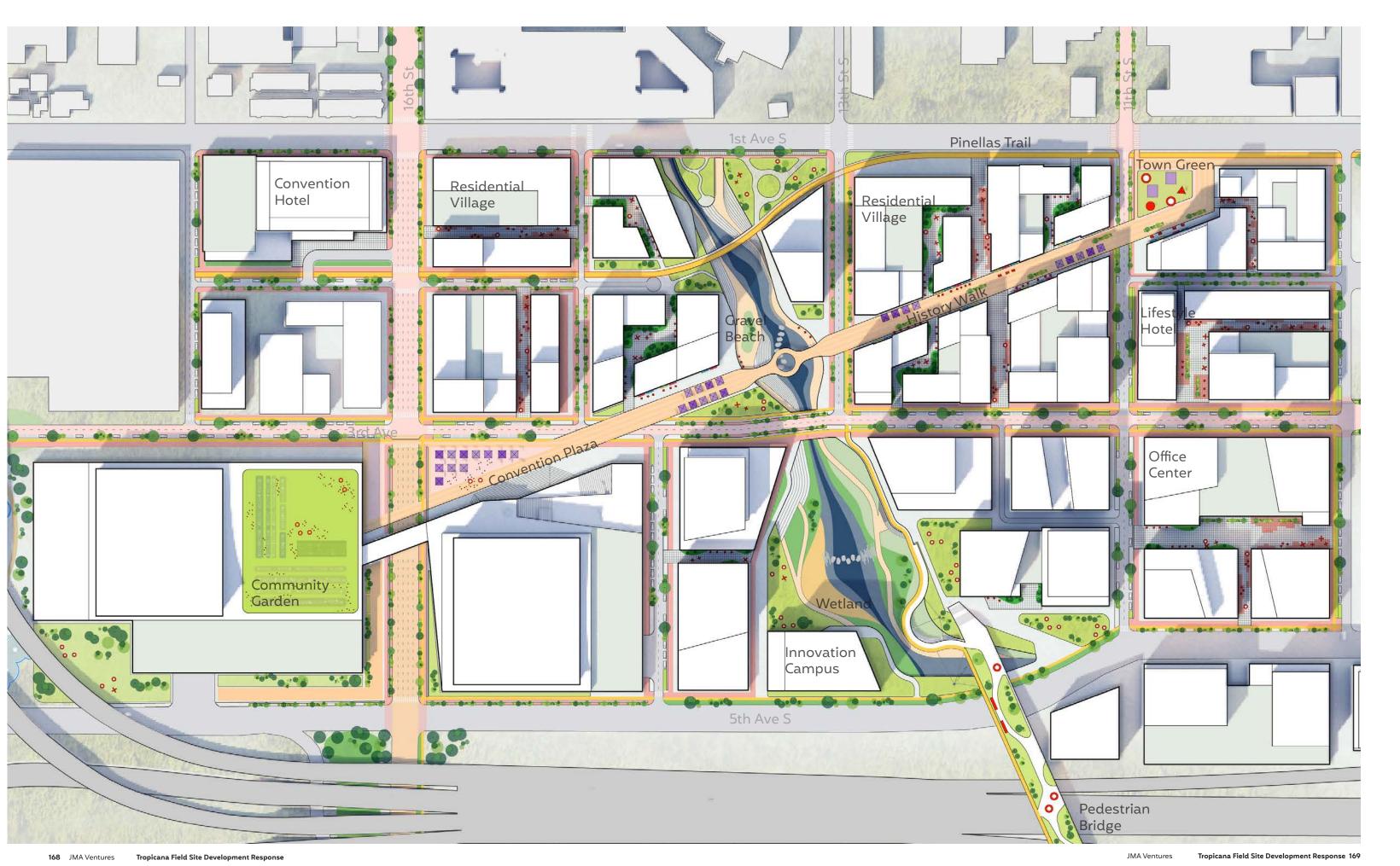
Scheme 1 is defined by the commercial diagonal that draws pedestrians from Central Avenue, through Booker Creek Park, toward the plaza at the convention center where they may continue onward to the western park under I-275 or south toward Campbell Park. This move is a physical manifestation of the ambition of the project: to create a connected and unified St. Petersburg.



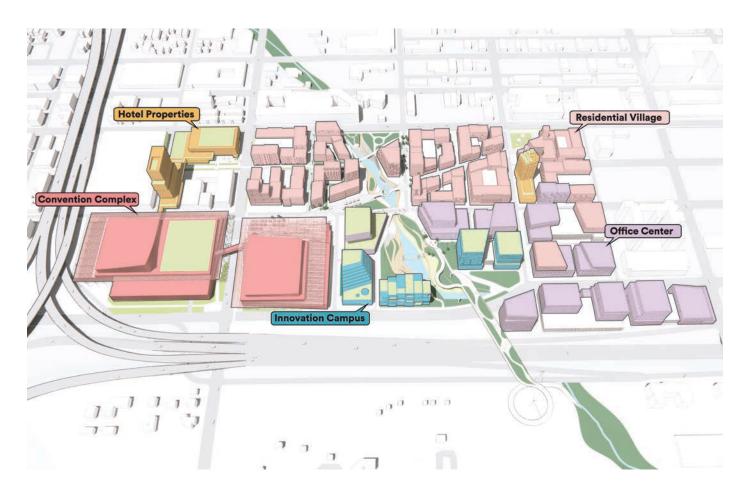






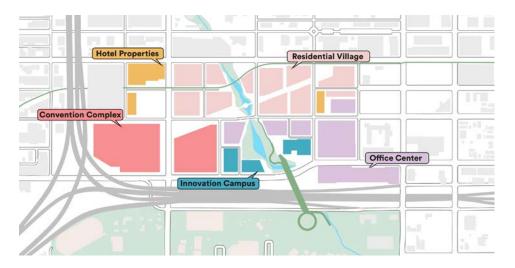


Neighborhood Strategy and Program Mix



Neighborhood Strategy

The site is conceived of as four distinct neighborhoods, each with its own character and features: Convention Complex; Innovation Campus; Residential Village; and Office Center.





Convention Complex

The convention complex includes 1.3 million sf of space built in two phases along with a major flagship hotel with ballroom. The different buildings are connected via skybridges over the road.

Innovation Campus

A future tech campus in the southern portion of Booker Creek Park is oriented around a unique green recreational wetlands area.

	Residential Village	Office Center	Conventi Comple
Phase 1	703,600	452,500	650,00
Phase 2	541,100	407,500	
Phase 3	611,700	449,700	
Phase 4	520,400	476,300	425,00
Phase 5	300,200	415,400	
TOTAL	2,677,000	2,201,400	1,075,00



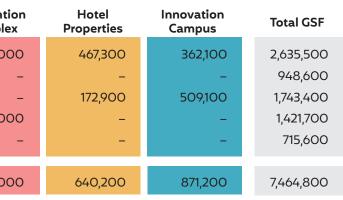


Residential Village

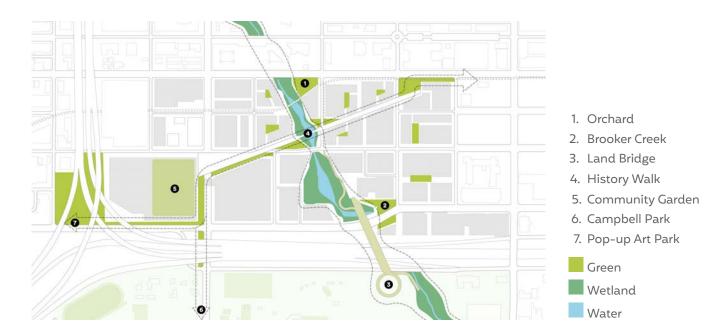
The residential village is small scale and intimate, defined by the Pinellas Trail and small pocket parks that make this place feel like home.

Office Center

Characterized by new office properties close to the park and with a view of downtown, office employees will enjoy all the amenities of the development while having easy access from the highway to integrated parking garages.

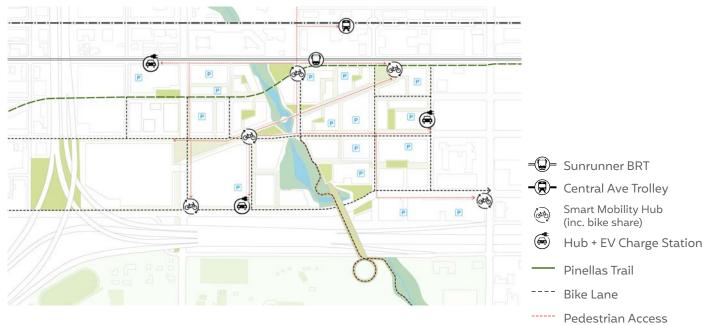


Planning Strategies



Green Network

A green network centered around Booker Creek park that extends across the site down tree lined streets, plazas, along the Pinellas Trail, across the Land Bridge, and atop green roofs.



Public Space and Retail

Parking

A network of public spaces further stitches the different neighborhoods together in unique ways: vibrant open spaces in the urban Core; an urban and inviting pedestrian street along the Civic Diagonal; a wetland recreational area in the Booker Creek Park; The pop-up arts park under I275; The Land Bridge over I175; and, the richly programmed waterfront all enhance and tie in various parts of the plan.

Mobility

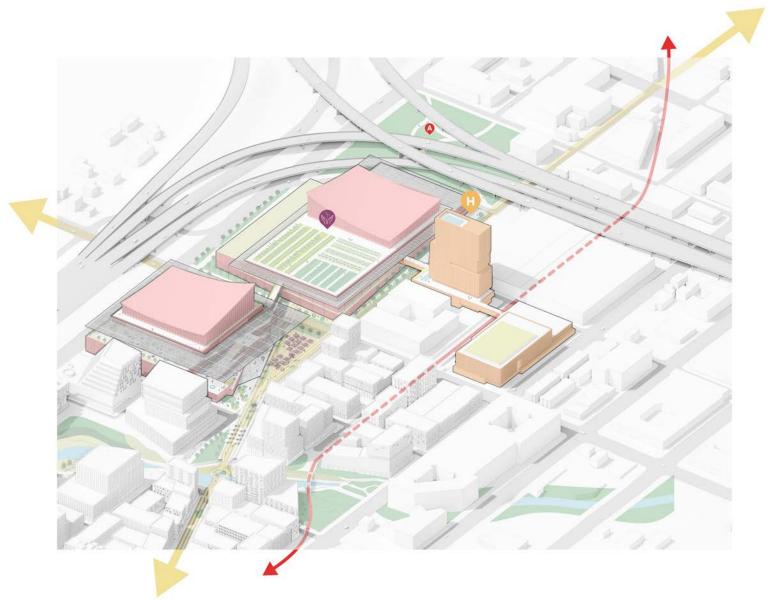
The mobility plan is focused on access and connection. Active mobility is prioritized, promoting healthy life styles and sustainability.



Parking areas are integrated with structures without disrupting the groundfloor, maintaining a pedestrian-oriented environment.



Convention Center and Hotel



Multipurpose Facility

The three-level convention center will provide a variety of experiences for its patrons. Event spaces include a 200,000 sq. ft. exhibition hall on the first level; 100,000 sq. ft. of meeting rooms on the second level; and a 50,000 sg. ft. ballroom on the third level. The ballroom contains access to a rooftop terrace with sweeping views of the masterplan development and downtown St. Petersburg. The building's primary pre-function lobby spaces will open to the rest of the development while the operational loading dock will border the interstate. Like the stadium, the convention center will thoughtfully reference the site and its history through material use, art, and more to become another unifying asset for the community.



Example of Vertical Convention Center

Iconic Beacon

The sculpted forms that rise out of the two convention center phases create an icon beacon visible from the highway and neighborhood streets. The two forms align and create a dynamic feature on axis with the pedestrian promenade.

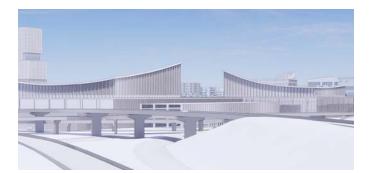
Convention Center Hotel

A 4-star Convention Center hotel that boasts services and amenities to support the wants and needs of its guests regardless of whether their business is business, pleasure or a bit of both. A celebration of coastal living, grand spaces let the outdoors flow in and encourage guests to get out and take full advantage of the temperate climate. Pieces by local artists are featured throughout the hotel. Event spaces are socially inspired to compliment the convention center, capable of holding galas and celebrations, but can be easily transformed for large meetings, corporate summits, or educational gatherings.



Canopy

A large-scale canopy, seemingly floating around the parameter of the convention center, extends out over the major public entries and plazas. The canopy provides a signature architectural gesture and is responsive to the Florida climate, acting as a massive shading device and improving guest comfort level.





Roof Top Vegetable Garden and Apiary

The expansive roofs of the convention center create a unique opportunity for a rooftop Vegetable Garden and Apiary located in the heart of downtown St. Pete. Created for the community, this amenity will provide a new resource for affordable and nutritious food for Sugar Hill and the surrounding neighborhoods.



Innovation Campus and Office Center



AltaSea Florida

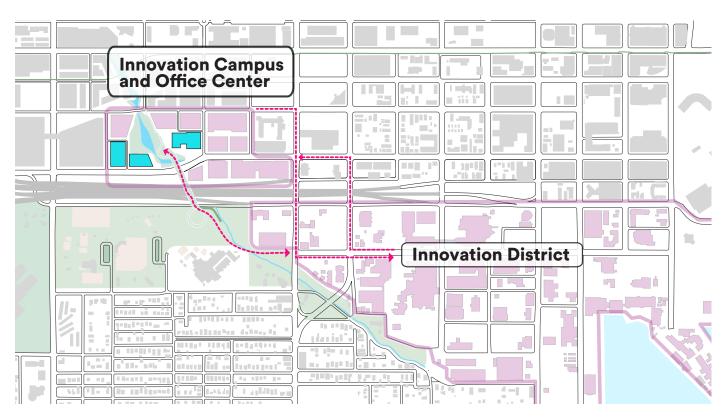
Positioned to be the leading East Coast Institution dedicated to the blue economy, AltaSea Florida will generate a wide range of economic benefits and jobs for the area. It will also attract satellite businesses, acting as a catalyst for new technologies and startups. The St. Pete technology campus will offer office, research and creative space for its students and facility.



Workplace

The Sugar Hill development will offer over 2 million square feet of 21st century work space that will be focused on both the creative and tech markets. Strategically positioned next to the tech campus, the office neighborhood will benefit from AltaSea's mission of research and innovation. The larger neighborhood that this state of the art workplace hub sits within will provide a wide spectrum of amenities within a truly walkable campus environment. The mixed-use programming of the development will offer attractive residential options, a vibrant public realm, and access to parks including the Pinellas Trail. All of these community assets will help to attract a diverse workforce that has the opportunity to embrace a live/work lifestyle within the Sugar Hill Neighborhood.









Connection to Innovation District

Strategically positioned to the southwestern corner of the development the tech campus will be able to create a strong connection to the St Pete Innovation District. From this location it will be a short walk or bike ride to the heart of the district. The proximity will easily allow Sugar Hill's tech campus to utilize the established infrastructure and networking assets of the SPID. Within this framework AltSea Florida and USF's College of Marine Science will be able to integrate seamlessly.



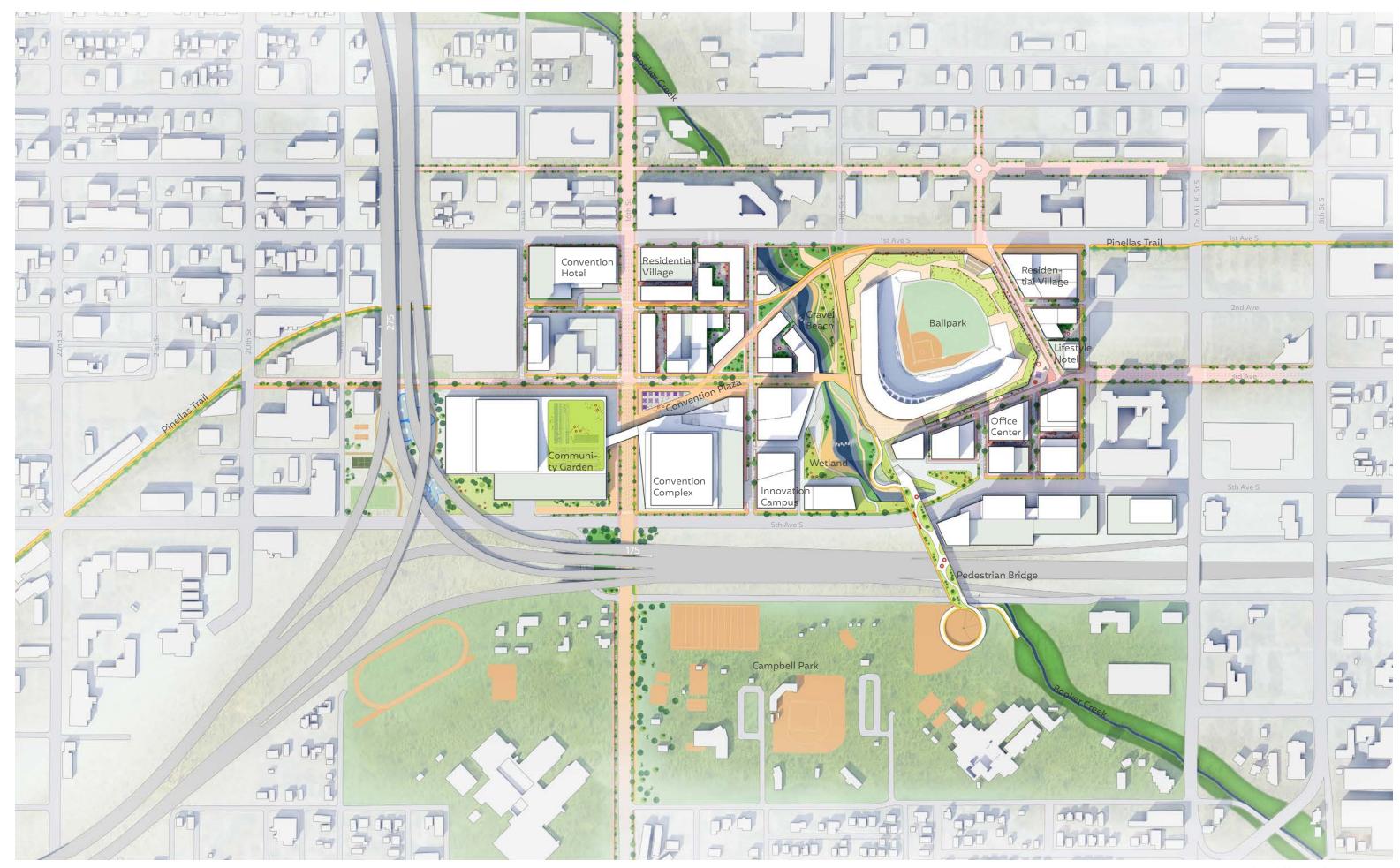


Our second scheme envisions a new kind of ballpark, embedded in the urban fabric. Pedestrians on Central Avenue are drawn to the grand stair. A podium and active retail edge encircle the venue to maintain human-scale and blend the ballpark into the project.







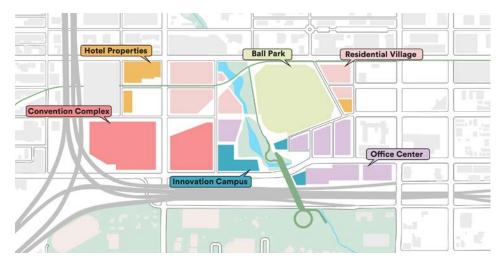




"Neighborhood Strategy and Program Mix



tures: Convention Complex; Innovation Campus; Residential Village; Office Center; and Ballpark Commercial.



Ballpark Commercial

This is the buzzing downtown and entrance point to the development. It will feature the ballpark and commercial street that closes on game day to allow the ballpark and adjacent retail to spill outwards. Residential units sit atop commercial podiums with views to both downtown and the ballpark. A boutique hotel stands on the edge of the commercial strip acting as a back drop to the ballgame.

Residential Village

The residential village is small-scale and intimate, defined by the Pinellas Trail and small pocket parks that make this place feel like home.

Innovation Campus

A future tech campus in the southern portion of Booker Creek Park is oriented around a unique green recreational wetlands area.

	Residential Village	Office Center	Convent Comple
Phase 1	458,900	484,000	650,0
Phase 2	374,700	273,600	
Phase 3	380,500	308,300	
Phase 4	255,800	272,200	425,0
Phase 5	263,600	-	
TOTAL	1,733,500	1,338,100	1,075,0

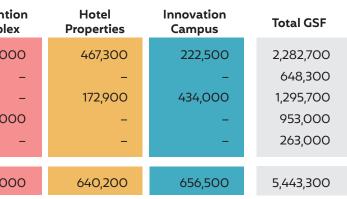


Convention Center

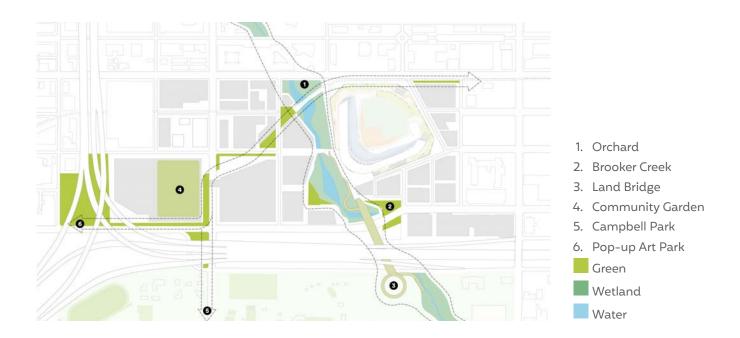
The convention complex includes 1.3 million sf of space built in two phases along with a major flagship hotel with ballroom. The different buildings are connected via skybridges over the road.

Office Center

Characterized by new office properties close to the park with a view of downtown, office employees can enjoy all the amenities of the development while having easy access from the highway to integrated parking garages.

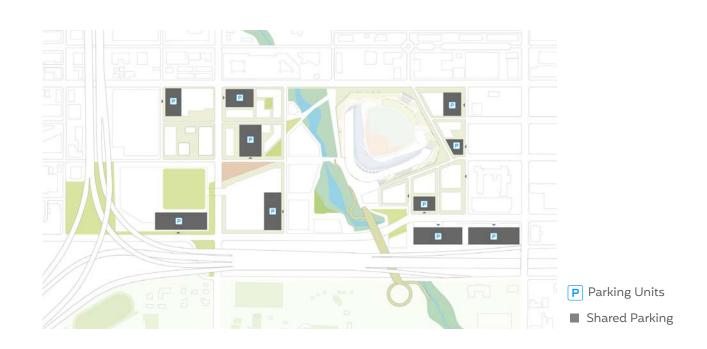


Planning Strategies



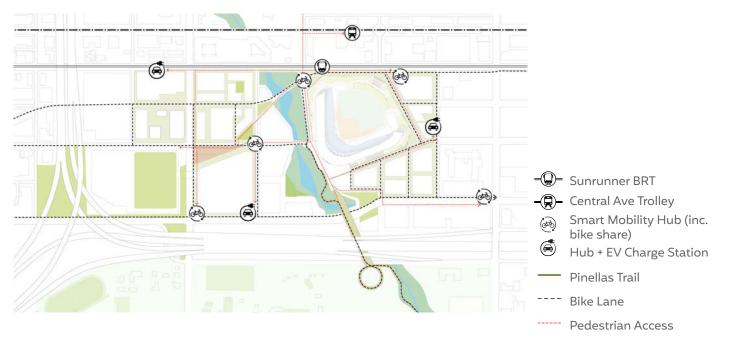
Green Network

A green network centered around Booker Creek park and extends across the site down tree lined streets, plazas, along the Pinellas Trail, across the Land Bridge, and atop green roofs.



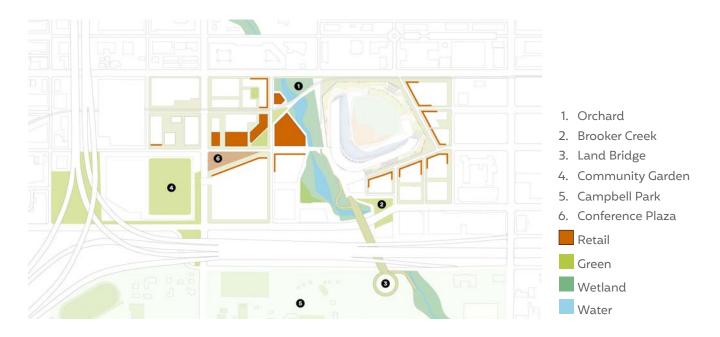
Parking

Parking areas are integrated with the structures without disrupting the groundfloor, maintaining a pedestrian-oriented environment.



Mobility

The mobility plan is focused on access and connection. Active mobility is prioritize, promoting healthy life styles and sustainability.



Public Space and Retail

A network of public spaces further stitches the different neighborhoods together in unique ways: vibrant open spaces in the urban Core; an urban and inviting pedestrian street along the Civic Diagonal; a wetland recreational area in the Booker Creek Park; The pop-up arts park under 1275; The Land Bridge over 1175; and, the richly programmed waterfront all enhance and tie in various parts of the plan.

Ballpark Vision and Planning

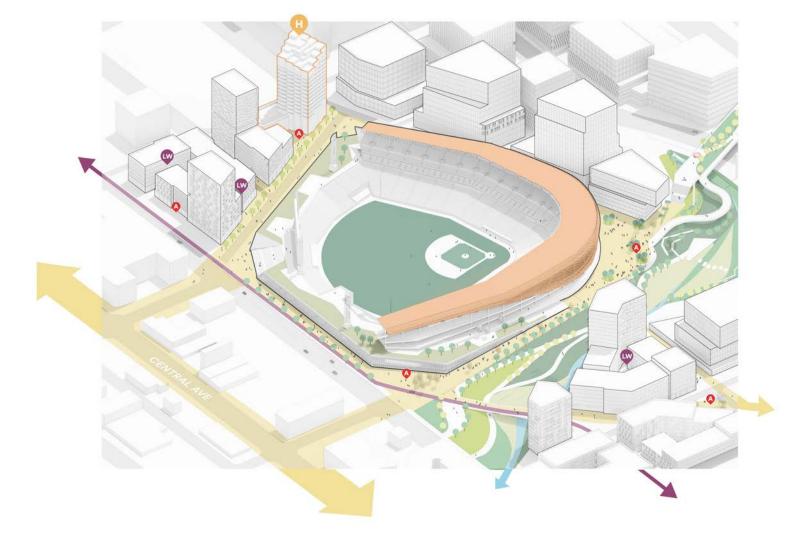
The 25,000-seat ballpark will provide year-round entertainment for the community. An entrance at the main concourse level with amenities available to the public along the building's perimeter will ensure site access and engagement on non-event days. Inside, the stadium will contain a variety of premium and GA seating types and offerings in three tiers – lower, mid-level, and upper decks – to provide a memorable gameday experience for every patron. Premium offerings include top-ofthe line suites and clubs while GA patrons will enjoy an outfield viewing terrace overlooking the masterplan development, signature food and drink offerings, and specialized gameday experiences. A bespoke façade tailored to the local culture will render the ballpark an instantly recognizable icon for the city. The interiors will also sensitively nod to the community's history through materials, art displays, local vendors, and more.

The stadium's efficient design will enhance its ability to act as a multipurpose, unifying community fixture year-round. The ballpark will be reconfigured from MLB baseball to USL soccer, infield concerts, outfield movie nights, outdoor conventions and exhibitions, and more. Some event types will require minimal operational changeover (concerts, movies, exhibitions), while others (USL soccer) may involve a more intensive transformation.











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Tropicana Field Site Development Response 193







Two Schemes, One Vision

Sugar Hill Community

Open Space System Booker Creek Park &

Planning for the Future

A Walkable and Healthy Open Space System

The open space and pedestrian network are a key component of the plan and provide a healthy environment, 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 grid, and the inclusion of a new Civic Diagonal which is a pedestrian only street. In addition, several other shared streets and traffic calming measures promote pedestrian use. The public space creates a healthy community which promotes walking and bike riding with ample green and shaded spaces for gathering for various activities. While this plan shows suggestions for the various uses of the open space, the plan will only be finalized after engaging with the community to tailor the spaces to community needs.

The open space system has two key pedestrian components which intersect and direct pedestrian flow through the site. The Booker Creek Park runs roughly north south along the creek and expands the ecology of the creek and access for people to enjoy the various special waterside habitats. It also makes a direct connection between the Central Ave area to the north and Campbell Park and areas to the south.

Running diagonally northeast to southwest, the Civic Diagonal unites the various parts of the plan along a lively urban walkway, while also connecting the neighborhoods and the downtown to the east to the Civic Center and Warehouse Arts District to the west. Like Broadway in NYC, the diagonal orientation links it to all major streets in the neighborhood, facilitating movement throughout. A third major component is Pinellas Trail, which follows the old rail line east-west and is a part of a larger network of bike trails. The Trail engages the urban neighborhoods as well as the Booker Creek Park and links to the Warehouse Arts District beyond. The Trail will be designed with a casual vitality similar to the Trail planned in the Warehouse Arts District. Another way to think about it is like the High Line, except with bikes. Places for stopping and gathering will be interspersed with the bike lane and pedestrian areas.

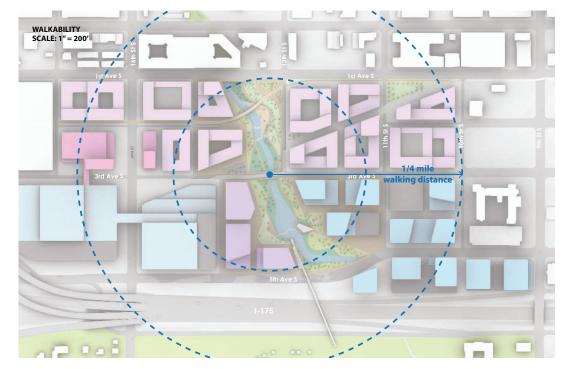
History Walk

The History Walk is a lively pedestrian street where cafes can flow out, special events can happen, and art and history of the African American community are celebrated. The History Walk is choreographed to contrast intimate lively streets with more open civic triangles, which have a variety of uses that can even change with the time of day or season. Market Square, Community Green, Spray Plaza, Civic Plaza are a few of the triangle types, although names more appropriate to the history of the place and even other ideas for these triangles uses can be determined as the Community Engagement process moves forward. The History Walk also crosses and connects to Booker Creek Park as well as 16th Street South and the convention center.















Booker Creek Park is the Heart of the Area

Reflecting on the opportunities identified through the City's recent STAR Communities evaluation, we understand that enhancing Natural Systems remains a priority and a place for growth for the City. We desire better solutions for flooding, infrastructure protection, downstream water quality and recreation. In the urban setting of St. Petersburg, our 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, Booker Creek, and the Booker Creek Park, are the heart of this 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 will 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 the Tropicana Site footprint to reduce the upstream and downstream stormwater burden will be a catalyst for further opportunities, including downstream channel enhancements and intertidal habitat creation, further increasing the resilience of the watershed.

Following the vision of the project as a whole, the design and strategy for the Booker Creek Blue/Green Corridor will purposefully reflect on the relevance Booker Creek has to the historic cultural environment. The priority to restore not only the ecological function of the Creek, but also the social resilience of the area will guide the approach to make Booker Creek the heart of the area.

The 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 which build on the unique aspects of this community. The Booker Creek 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 regrading the area on either side of the creek in the northern section of the park, the creek is made more accessible, while simultaneously improving it's ecology. Pathways at multiple levels form a theater to the water, layering activities and connecting the creek to the surrounding sidewalks, as well as the existing 1st Ave South underpass. A new bridge across the highway to Campbell Park also flows seamlessly into the system.

North of Third Ave South is the "Beach". The banks of the creek are recontoured to slope gently, creating a pebbly area for exploration and discovery, attracting families from the nearby housing as well as from neighboring communities. Shaded by clumps of native trees, this area will change with the differing seasonal flows of the Creek. Bordering the pebbles, a lawn is perfect for picnicking. Play areas with unusual equipment made of natural materials are further above, under trees. The Pinellas Trail bisects this area of the park at mid level, to provide easy access and a creek crossing. Stepping stones create a crossing at creek level.

In the Park, south of Third Ave South, a wetland area with native plants creates habitat for birds and other species. A system of covered decks and open boardwalks allows access for people flowing down from the Tech Campus or offices on either side. Seat steps allow views down and access to the wetland boardwalks. Accessible pathways also connect to the boardwalks, to the Beach and to the sidewalks at street level. Entries to the park from east-west streets are celebrated with small plaza areas with seat steps and accessible walks that continue the pedestrian pathways into the park. Thus the street life is directly connected to the park and creek below. Seat Steps provide a place for gathering as well as access and occur at major street ends to lead pedestrians into the park. They also provide a place to sit and overlook the park.

Vegetation Maintenance and Resiliency

As the design process proceeds for this open space, we will be meeting with the community as well as with the appropriate City agencies to determine the maintenance requirements for various elements of the open space system. It may be that various parts are cared for by differing agencies. For instance, the Park may have a special maintenance agreement for management, while the streets may be cared for under typical agreements. A firm understanding of how they will be maintained is critical during the design stages so that appropriate decisions regarding materials, lighting, amenities, and other features can be made.

Hydrologic Issues

Ground water and surface water as well as any tidal or storm surge all must be considered in thinking about improvements for Booker Creek. Coordinating storm water management with environmental concerns is critical so that any existing plumes or hot spots will be contained. On the other hand, allowing the creek to "live" and engage the surrounding landscape where no contamination occurs is beneficial to the ecology of the creek and the community. All improvements to Book Creek will be coordinated with the city, state and federal agencies as required. The current beach area is planned north of the contaminated site. Further investigation into the current conditions of the contaminated area is necessary before final design of the wetland areas and contained ponds in the southern areas of the site. Environmental considerations will also be incorporated to create a safe place for all visitors.









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Tropicana Field Site Development Response 203

Navigating the Park Through **Neighborhood Connections**

Varied Street Types

The plan generally connects the grid of the city. It also expands the street types of the City to provide a higher level of pedestrian movement, pedestrian amenities, traffic calming, vegetation and storm water management. Shared streets with integrated storm water management, and traffic calming devices which also aid pedestrian movement will be incorporated. Our plan also includes consideration of removing the highway spur to allow better connection to the south and Campbell Park.

Third Avenue South

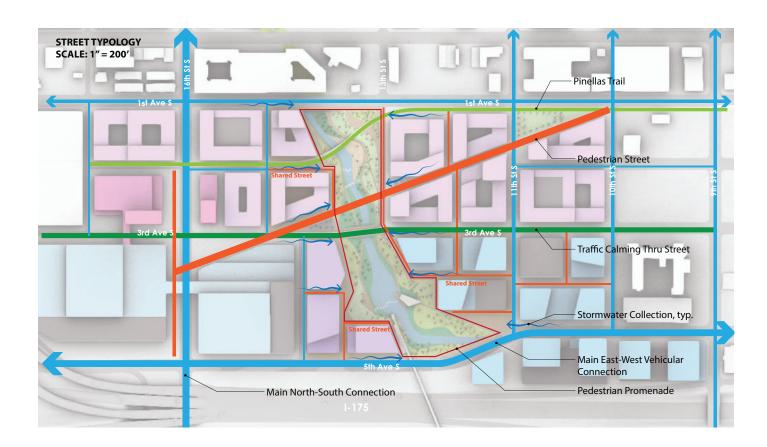
Third Avenue South connects across the neighborhood, uniting the Downtown with the Warehouse Arts District. As it passes through this neighborhood, traffic calming devices in the form of storm water management medians will be incorporated, to slow traffic and make the most of the sloping topography in this area.

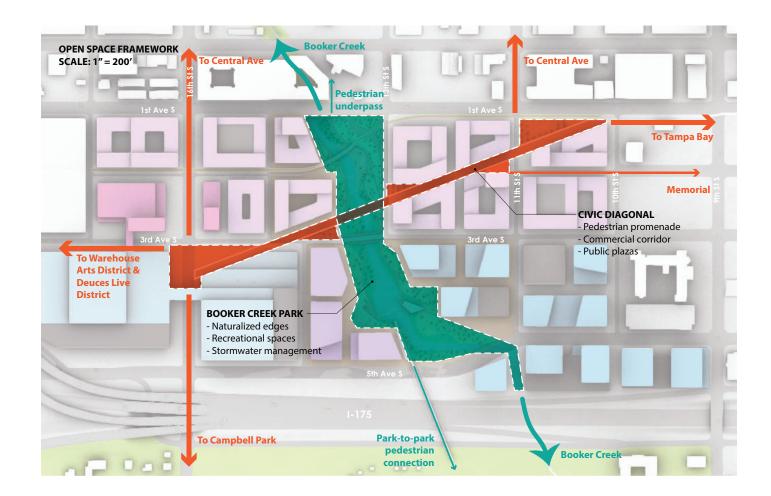
16th Street South

A key north-south connector, 16th Street South is the terminus of the Civic Diagonal. The Civic Triangle here meets an expanded sidewalk area along the west side of 16th Street South, leading pedestrians north and south to Campbell Park or Central Avenue.

Fifth Avenue South

Fifth Avenue South connects to the Warehouse Arts District and the Downtown. We believe there is potential to make this into a grand boulevard to replace the highway spur currently dividing this neighborhood from those to the south.







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Infrastructure Injustice

Black and brown neighborhoods have been disproportionately divided by highway projects or left isolated by the lack of adequate transit and transportation resources In the Biden-Harris administration, we will make righting these wrongs an imperative.

Pete Buttigieg, Federal Secretary of Transportation nominee

As stated in Sugar Hill Community Partners' Community Benefits Plan, the project team recognizes the economic, physical, environmental, cultural, social and emotional impact which 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 community. Nothing will be more impactful to the success of this recognition than the southern connection of the proposed site to those adjacent communities Campbell Park, Melrose, Roser Park, the Innovation District, and neighborhoods beyond.

Our proposed development, in response to the surrounding transportation infrastructure as it currently exists, proposes to enhance and re-imagine the north-south connectors of 16th Street and Martin Luther King Jr. Street at 4th and 5th Avenue South (Stadium Drive) to improve mobility offerings, pedestrian connectivity and overall safety and aesthetics. These improvements are envisioned to create gateway thresholds both northbound entering the new development and southbound leading to the neighborhoods, communities, businesses, and institutions. To further southern connectivity, we will introduce an expanded, both lengthened and widened foot bridge, a land bridge, to tie the proposed development to the southern current recreation offerings and any future development within the southside community.

The timing of this development coincides with the FDOT's reconsideration of the necessity of the I-175 highway. presents a prime opportunity to reconnect St. Petersburg's southern neighborhoods to the urban support systems of job opportunities, economic growth, social engagement, entertainment, and open space networks. The highway lies upon the historic Sugar Hill site, and the symbolism of its removal will go far in reclaiming and recapturing the history of connectivity which historically gave strength to St Petersburg's African American Community. The impact of the proposed development plans will be greatly enhanced by support from and a successful collaboration between the City of St Petersburg, the Florida Department of Transportation (FDOT) and the US Department of Transportation. The development team commits to supporting these on-going efforts to maximize the positive impact of Sugar Hill Community Development.

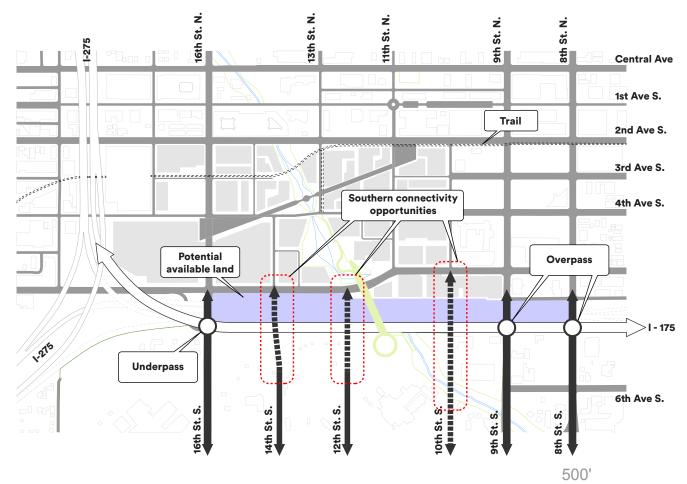
Our plans, both Ballpark-centric and full commercial build-out, as diagrammed in the conceptual overlays, have the opportunity to take full advantage of the re-purposing of the I-175 corridor. These plans will reach to the south across multiple streets, alluding to a connected community, re-imaging the +/- 20 acres currently consumed by I-175 between 16th Street and Martin Luther King Jr. Street South. The concept of converting I-175 to a street level connected roadway, continuing eastward only offers greater opportunities for street grid re-connection and beyond the scope of this assignment.

The evolution of this opportunity will result from a collaboration of Federal, State and City Planners with the community to blend this new development to the north with the neighborhoods and community stakeholders to the south.

Our initial thoughts, which will require detailed analysis, regarding the I-175 ramp branching from the I-275 system are that once past the 16th Street overpass, the new roadway will ramp down to grade by 14th Street accommodated easily at a +/- 5% slope. At 14th Street, and additional planned north and south crossings further east, signalization technology as part of a Smart City network can monitor approaching traffic volumes to inform pedestrian and cross traffic movements for safe migration. These technologies currently exist and will continue to evolve for improved safety and greater road network integration.

The character of the new proposed public realm shall be studied, scaled, and implemented based upon a multitude of community shaping decisions driven by a combination of expert input and broad community input through our Community Engagement Plan, which will be explored holistically as we knit the community back together collaboratively.

Regarding the north-south grid extensions, we have proposed crossings at 14th, 12th, 11th, and 10th Streets which will connect to the existing street network leading directly to 7th Avenue S. These extensions are conceptual opportunities emerging from our proposed plan. These opportunities will have to be measured and informed by the community, the properties that are impacted, the existing uses and offerings that could arise as we better understand the evolution of these emerging districts.





1976 Aerial of Site



1980 Aerial of Site

Planning for the Future

Blue-Green Infrastructure

What Makes a City Liveable?

Usually we think of a city as buildings, roads, concrete, asphalt and all the other hard, grey elements. But what if the city has more than one layer? What if we define a city by looking at water and vegetation as well? Elements that shape and improve human life. We call this BGI = Blue-Green Infrastructure - the essential layer in a liveable city. For too long, we have pushed water underground - out of sight, out of mind - and disregarded the green. Though essential to our lives, it has lacked a strong advocate. But times change and suddenly we have become aware that grey cannot cope with the challenges of climate change.

Blue-Green Infrastructure

Sustainable stormwater management promotes stormwater as a valuable resource. By conveying, storing, cleansing, re-using, and displaying stormwater through a network of blue-green infrastructure (BGI), challenges related to flooding, thermal comfort, and active mobility can be tackled while offering multiple benefits such as education and recreation to the public ream, residents and users.



Building resilience into stormwater management refers to the reduction of risk to sudden shocks and potentially irreversible long-term effects. Shocks can both come from high-intensity rainfalls, or non-climate related failure to the systems. Longterm effects are mostly related to the impacts of urban development on the aquatic environment. Resilient stormwater management ensures flexibility and reliability across a range of environmental and future conditions, as well as continuous provision of co-benefits.



Nature-based solutions

for quality and quantity

NATURAL

TOPOGRAPHIC



Terrain-based solutions for sustainable soil balance

Climate Change Adaptation and Biodiversity

Besides benefits directly related to water and plants, Blue-Green infrastructure has a huge potential to modulate the urban climate by reducing urban heat island effects, balancing diurnal temperature fluctuation, and supporting natural air ventilation. It also reduces the bioclimatic impacts of land cover changes such as desiccation of urban soils and associated wind-borne air pollution and dust hazards. By managing and modulating hydroclimatic variability and weather

CIRCULAR



Retain and re-use all stormwater on site



RESILIENT

Flexible solutions for flood risk reduction

extremes, BGI enhances the adaptability and resilience of urban infrastructure. This contributes to a dramatic reduction of stormwater management costs through its long-term holistic perspective, compared to mono-functional infrastructure approaches. BGI also increases urban biodiversity as it improves rich biotopes and landscape connectivity, protects aquatic ecosystems, and creates biodiversity rich zones to sustain flora and fauna.

Our Process

Simply relying on the techniques of the past for planning cities of the future is not enough. Climate-based risks - specifically flash floods and cloudbursts, extreme heat as well as extended periods of drought are present today more than ever before. In response to the urgent need to tackle how to mitigate the effects of climate change in our urban areas, we have developed a new digital decision-support tool intended for municipalities and developers that simplifies the complexity of



Rapid Iterative Solution Generation

Evaluate Together

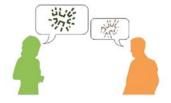
Arriving at consensus and an approved development plan requires an active form of dialogue that transforms the wishes and desires of impacted parties in a meaningful, open, transparent dialogue. By following our integrated planning

Water Stormwater Service Level **Detention Volume** Peak Run-Off Coefficient Natural Water Balance Stormwater Quality Improv TSS Removal Nutrient Removal avv Metals Re **Open Space & Green**

open opened a creat	
Biodiversity	0.31
Green Factor Score	1.12
Open Space Provision	57 %
Trees	68
Green Spaces	1,692 m2
Green Roofs	2,593 m2
CO2 Uptake	1.39 t/y
Air Pollutants Removal	46 kg/y
Nitrogen Oxide Removal	8 kg/y

planning resilient, climate adapted cities, neighbourhoods and places for people. Through state of the art in-house software we can assess, validate and enhance the socio-ecological performance of the development while balancing the economic impact of planning with nature-based solutions and blue-green infrastructure. By making use of our interactive collaboration platform, we can enable a high level of insight and a collaborative workflow among planners, architects, engineers, developers, and municipalities.

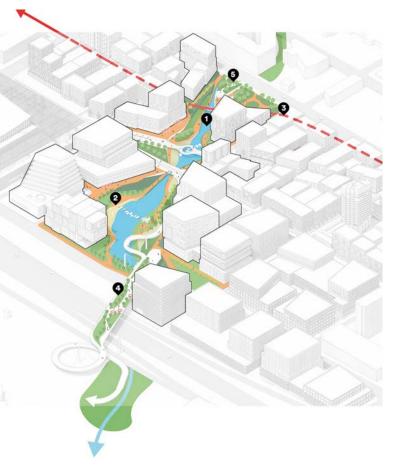




Informed Decision-Making Evaluation Based on Data, Evidence, Facts

Ouickly Visualised onto an interactive **Collaboration Platform**

process based on three key steps - Analyze & Set Goals, Iterate & Evaluate, Optimize & Solve - Green Scenario offers a Climate-First approach founded on principles of transparency, openness and understanding.



Designing for Circular Construction

A Holistic Approach

The approach for the development is to create a holistic ecosystem where energy, materials, plants and people flow together to enhance the carbon-profile in the wider system. The ambition is to strive for net-zero emissions in both construction and operations.

Hands-on knowledge of new circular building tectonics (recycle, upcycle and digital fabrication) allows us to translate strategic foresight into a beautiful and high-performing hub. The holistic approach to design is based on social technologies powering new mindsets and business opportunities in the circular and sharing economy in the future.



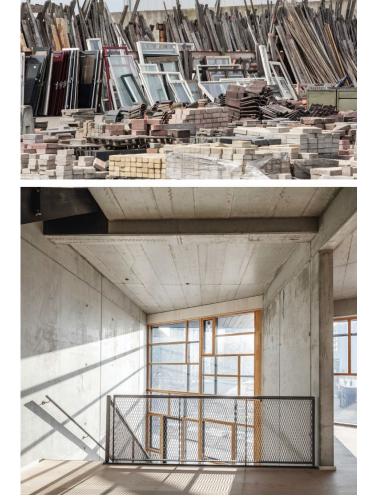


Results are based on EPD (ISO 14025 / EN 15804) phase A1-A3 primarily from Ökobaudat, Institut Bauen und Umwelt (IBU), EPD-Norge or EPD-Danmark 2019. * Results are based on interpolation between different I ** Results are based on LCA analysis at CINARK/KADK n between different EPD's

CONSIDER OUANTITIES









The unit is kg CO2 EQ / kg. material.

REFLECT ON LIFESPAN THE DETAIL IS ESSENTIAL

JMA Ventures

Tropicana Field Site Development Response 211

F Timing of Development and Development Phasing

Tropicana Field is a generational opportunity and history of the site. I can think of no better way to do 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 affordable homes for St. Petersburg's hardest working citizens.

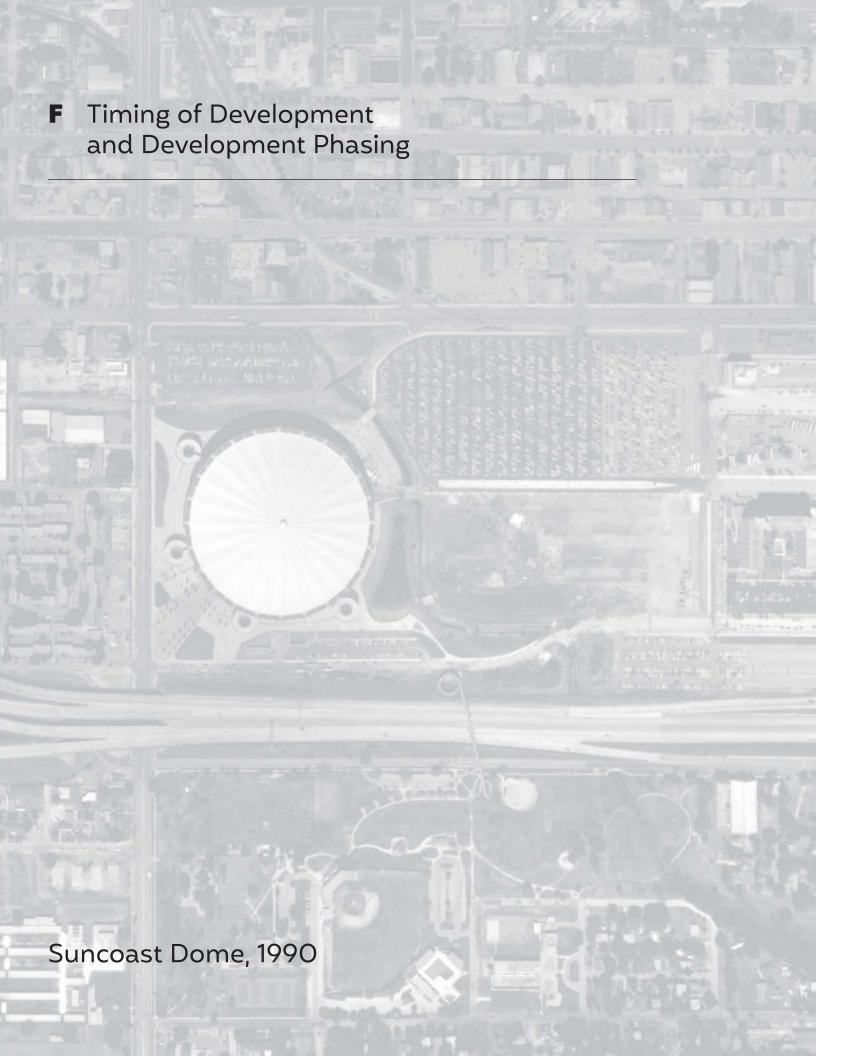


Shawn Wilson Blue Sky Communities

will be a critical part of our city for decades to come. It's important that the new development honors the that than to make affordable and workforce housing expertise to ensure Tropicana Field has high quality,

Lead Affordable and Workforce Housing Developer





Anticipated Development Prior to the End of the 2027 MLB Season **F.1**

Our phased masterplan anticipates that a significant amount of development can occur prior to the end of the 2027 MLB season provided the required approvals are obtained. As indicated in our phasing diagrams, we believe that approximately three million square feet of development can be accommodated. Specifically:

- network, and allow the space to meet the needs of local and regional meeting demands
- downtown office space and begin to establish the site as a mixed-use district
- science research and development cluster
- relaxation for all St. Petersburg residents; and drive residential and office leasing

We have located these assets to allow for the efficient continued operation of the ballpark by providing space for employee and visitor parking on existing surface lots. This first phase of development also provides the opportunity to deliver a parking structure that is sized to help meet the needs of the new commercial development as well as gameday visitors. We would of course engage with Rays ownership to develop a parking plan that meets the team's needs and also lays the foundation of a successful sports-anchored entertainment district, a development typology with which our team has unique experience.

Phasing and Plan if the Development Cannot Move Forward Until the End of the **F.2** 2027 MLB Season

If the project cannot proceed until the end of the 2027 MLB season, we anticipate that our development phasing plan will remain generally the same (provided that Phase 1 will not come online until approximately 2029-30). Specifically, we would lead with a robust public open space to create an inviting sense of community and bridge historical and physical divides as quickly as possible. We would also endeavor to deliver a significant amount of affordable, workforce, and market rate housing in any first phase of the project, whenever it starts. Given the fact that much is changing in St. Petersburg and the market for office space, retail, and housing is dynamic, we would continually monitor supply and demand drivers and adjust our program accordingly. Importantly, we would make use of the additional pre-development time to continue to:

- equity, inclusion, and empowerment
- Update and refine the horizontal development plan, including budget and schedule
- Advance planning and pre-development work related to AltaSea Florida and other development initiatives
- Market the site regionally and nationally to potential office tenants

Proposed Development Schedule and Phases, Including Number of Years **F.3 Required to Buildout Each Phase**

As depicted on the following pages, we envision a development process in which planning areas are delivered and activated in twoyear increments. Given the size of the site, there is a substantial amount of open space for construction mobilization and laydown, and we envision a detailed discussion with Rays ownership around how best to organize the work to allow for employee and visitor parking for both the existing and new ballpark. The program mix and phasing will continue to be refined by updated market data and informed by marketing activities to ensure new product being brought online is meeting demand and contributing to a healthy, diverse mixed-use district.

The first phase of the new St. Petersburg Convention and Performing Arts Center and associated 500-key headquarters hotel, which will establish the city as a convention center destination, integrate the facility into the regional and national event planning

A moderately sized (approximately 450,000 square foot) office building that will meet the increased growing demand for

The first phase (approximately 350,000 square feet) of a Tech/Innovation Campus focused on the blue economy (please refer to Section D.1 for a detailed description of the AltaSea Florida concept) and public/private collaborations that will bring in critical stakeholders, such as USF, the College of Marine Science, the Innovation District, and St. Petersburg Community College; be a magnet for investors, researchers, and highly educated workers; and contribute to the city's reputation as a leading marine

Approximately 800 units of affordable, workforce, and market rate housing that will begin to activate the site and establish a sense of community, bringing in a core set of culturally and economically diverse residents invested in the new neighborhood. Substantial green and public space that will immediately establish a sense of place; provide a place for play, reflection, and

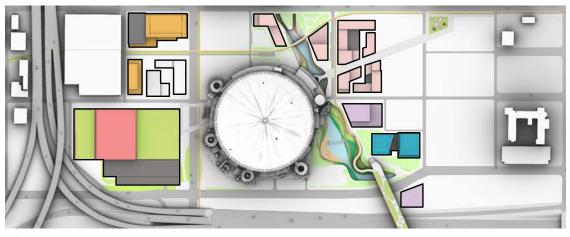
Engage with the city and community to ensure our development plan evolves to reflect changing needs and opportunities for

Proposed development schedule and phases **F.3**

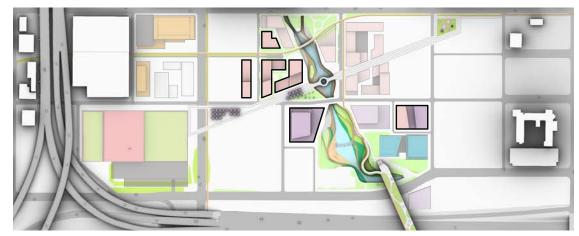
Sugar Hill Commons

Phasing Strategy

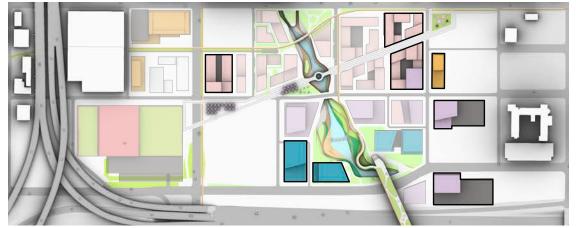
The phasing for Sugar Hill Commons is broken down into a fivepart strategy that takes into consideration the existing Tropicana Field.



Phase 1



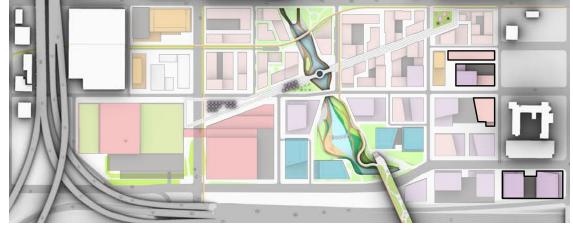
Phase 2







Phase 4



Phase 5

Urban Walk Scheme - Masterplan Program by Phase/Use

		•									
Gross Square Feet	Total	Phas	e 1	Pha	se 2	Pha	se 3	Pha	se 4	Phas	se 5
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Residential	2,677,000	438,900	264,700	205,100	336,000	454,100	157,600	183,900	336,500	139,000	161,200
No. of Units	3,200	502	303	370	385	520	180	211	385	159	185
Office	2,201,400	148,000	304,500	407,500	-	112,700	337,000	293,600	182,700	415,400	-
Tech Campus	871,200	362,100	-	-	-	281,100	228,000	-	-	-	-
Hotel	640,200	467,300	-	-	-	-	172,900	-	-	_	-
Convention Center	1,075,000	650,000	-	-	-	-	-	-	425,000	-	-
Total	7,464,800	2,066,300	569,200	612,600	336,000	847,900	895,500	477,500	944,200	554,400	161,200

Defining a Sense of Place

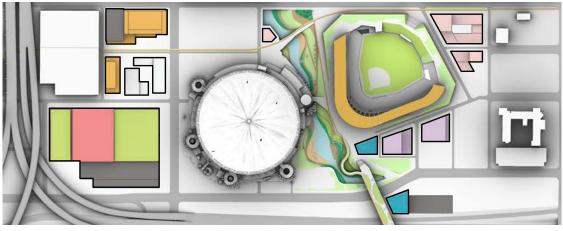
The approach seeks to define the primary urban strategies in the initial phase of the development by working out from the middle of the site. This allows the vision and sense of place to come alive almost immediately. To achieve this, portions of the park and pedestrian promenade are included in Phase I. In the subsequent phases, the development expands outward, extending this new public realm out to the perimeter of the site and completing its connection to the adjacent neighborhoods.

F.3 Proposed development schedule and phases

Sugar Hill Parks

Phasing Strategy

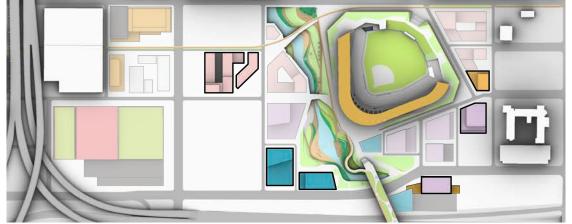
The phasing for Sugar Hill Parks is broken down into a five-part strategy that takes into consideration the existing Tropicana Field and construction of a new ballpark.



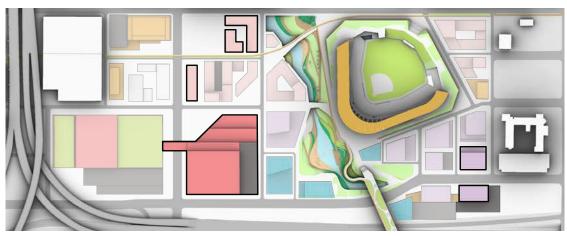
Phase 1











Phase 4



Phase 5

Urban Ballpark Scheme - Masterplan Program by Phase/Use

Gross Square Feet	Total	Phas	se 1	Pha	se 2	Pha	se 3	Pha	se 4	Pha	se 5
		2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Residential	1,733,500	124,700	334,200	-	374,700	380,500	-	155,000	100,800	153,600	110,000
No. of Units	1,969	143	383	-	429	436	-	177	225	176	-
Office	1,338,100	234,700	249,300	214,600	59,000	110,000	198,300	-	272,200	-	-
Tech Campus	656,500	222,500	-	-	-	-	434,000	-	-	-	-
Hotel	640,200	467,300	-	-	-	172,900	-	-	-	-	-
Convention Center	1,075,000	650,000	-	-	-	-	_	-	425,000	_	-
Total	5,443,300	1,699,200	583,500	214,600	433,700	663,400	632,300	155,000	798,000	153,600	110,000

Defining a Sense of Place

The approach seeks to define the primary urban strategies in the initial phase of the development by building around the perimeter of the ballpark and Booker Creek Park. This allows the vision and sense of place to come alive almost immediately. To achieve this, portions of the park and the pedestrian promenade are included in Phase I. In the subsequent phases, the development expands outward, extending this new public realm out to the perimeter of the site and completing its connection to the adjacent neighborhoods.

Proposed Developer Guarantees/Incentives F.4

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. Our intention would be to negotiate a Developer Agreement with the City that follows the below sequence:

- 1. SHCP and the City 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 shall acquire the land from the City consistent with our phased development schedule.
- 3. Should SHCP fail to meet the agreed upon delivery dates, we will lose development rights for those phases of the development, subject to a cure opportunity to be more fully documented in the Developer Agreement that we negotiate with the City.
- 4. SHCP would also be protected from commercially reasonable Force Majeure events that have a systemic impact on the project beyond our control.

G Other Information

Our experience on the Pier taught us a lot about St. Petersburg and the city has become one of my favorite places. One of the really great things about Tropicana Field 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 provides all we need to create a really wonderful and vital place.



Barbara Wilks W Architecture Landscape Architect





G.1 Direct and Indirect Economic Impacts

Redevelopment of Tropicana Field will promote economic growth opportunities throughout the City of St. Petersburg while also stimulating fiscal impacts to the local government. The South St. Petersburg CRA further highlights the site's importance in fostering key initiatives designed to enhance neighborhoods and commercial corridors in South St. Petersburg. Please note that our analysis excludes the proposed convention center and the potential new Rays ballpark. Additionally, this initial forecast is a precursor to a deeper analysis of the site's potential economic and fiscal impacts.

Economic Impacts

For purposes of our analysis, we have separated the Tropicana Field site development into the construction period and the postconstruction period. During the construction phase of a development, the local area experiences a short-term stimulus of economic activity that generates new industry spending and employment directly arising from the construction efforts. A summary of the preliminary construction costs and labor demands are provided in the tables below.

Table 1. Construction Cost Estimates (\$ in thousands)

Туре	Enabling	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
Site Demo	\$2,697	\$0	\$O	\$O	\$O	\$O	\$2,697
Trop Demo	\$5,094	\$O	\$O	\$O	\$O	\$O	\$5,094
Affordable/Work- force Housing	\$O	\$74,435	\$59,191	\$72,617	\$78,554	\$85,374	\$370,170
Residential	\$O	\$149,676	\$124,622	\$155,237	\$87,999	\$O	\$517,534
Office	\$O	\$161,004	\$148,172	\$172,284	\$182,877	\$156,862	\$821,199
Hotel	\$O	\$211,295	\$O	\$97,682	\$O	\$O	\$308,976
Tech Campus	\$O	\$123,736	\$O	\$193,233	\$O	\$O	\$316,969
Convention Center	\$O	\$300,985	\$O	\$O	\$241,982	\$O	\$542,967
Public Realm	\$45,135	\$30,909	\$7,463	\$23,625	\$9,958	\$3,764	\$120,854
Total	\$52,926	\$1,052,039	\$339,447	\$714,677	\$601,371	\$246,000	\$3,006,460

Table 2. Estimated Construction Jobs Created

Туре	Enabling	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Total
Site Demo	120	0	0	0	0	0	120
Trop Demo	260	0	0	0	0	0	260
Residential	0	2,805	2,400	2,285	2,110	1,410	11,010
Office	0	1,335	1,280	1,870	670	1,265	6,420
Hotel	0	960	0	875	0	0	1,835
Tech Campus	0	790	0	1,460	0	0	2,250
Convention Center	0	1,590	0	0	1,470	0	3,060
Retail	0	415	245	245	245	245	1,395
Public Realm	0	1,245	860	1,115	900	475	4,595
Total	380	9,140	4,785	7,850	5,395	3,395	30,945

Jobs (defined as 12 months of employment) generated by the redevelopment will drive incremental local purchasing, which highlights the observable interdependencies between different economic sectors and industries. This multiplier effect captures the dynamic of induced economic activity resulting from additions to economic output. These multipliers are used to estimate the direct, indirect, and induced effects of new economic activity.

- The direct effects reflect the economic activity directly tied to the construction of the site
- The indirect effects refer to the new construction's reliance on goods and services from supporting economic sectors
- The induced effects are created as a result of expenditures made by the direct and indirect activities and are seen as stimulating economic activity in areas not directly related to the construction, with typical consumer expenditures being the most common examples.

Upon completion of the development, structural changes to the local economy arise and create new steady-state levels of employment, compensation, and economic activity. To illustrate the existing economic activity, we have captured 1-, 3-, and 5-mile concentric zones from the Tropicana Field site. The 1-mile radius captures the majority of downtown St. Petersburg, the 3-mile radius captures the majority of the South St. Petersburg CRA, and the 5-mile radius captures the majority of St. Petersburg.

Pertinent economic characteristics include employment, income/compensation, and business output and purchases. High-level estimates using the 2019 American Community Survey and a Geospatial Analysis show the following amount of employment in the 1-, 3-, and 5-mile zones.

Table 3. Total Employment by Proximity to Subject Area

	1-Mile	3-Mile	5-Mile
Total Employment	17,500	60,000	130,000

There are several key industries within the 1-mile radius, including:

- Educational services, and health care and social assistance;
- Professional, scientific, and management, and administrative and waste management services;
- Arts, entertainment, and recreation, and accommodation and food services;
- Retail trade; and
- Finance, insurance, and real estate rental and leasing.

A summary of these industries by employment and estimated median earnings is presented in the table below. It should be noted that the total employment and median earnings in St. Petersburg are approximately 187,000 employees and \$36,000.

Table 4. Top 5 Industries by Employment within a 1-mile Radius

Top 5 Industries	Employment	Median Earnings
Educational services, healthcare, and social assistance	4,300	\$40,000
Professional, scientific, management, administrative, and waste management services	2,500	\$45,000
Arts, entertainment, recreation, accommodation, food services	1,950	\$20,000
Retail trade	1,950	\$25,000
Finance; insurance; and real estate, rental, and leasing	1,500	\$50,000

Tables 3 and 4 are reflective of the current economy and establish a baseline level of economic activity. The examination of the new steady-state economy will explore the potential for a shift in industry production and the impacts that shift could have on the surrounding area. A summary of the total new development is captured in Table 5.

Table 5. Total Planned Development

	Sugar Hill Commons Scheme Masterplan Program by Phase/Use										
		Phas	ie 1	Pha	se 2	Phase 3		Phase 4		Phase 5	
Gross Square Feet	Total	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Residential	2,677,000	438,900	264,700	205,100	336,000	454,100	157,600	183,900	336,500	139,000	161,200
No. of Units	3,200	502	303	370	385	520	180	211	385	159	185
Office	2,201,400	148,000	304,500	407,500	-	112,700	337,000	293,600	182,700	415,400	-
Tech Campus	871,200	362,100	-	-	-	281,100	228,000	-	-	-	-
Hotel	640,200	467,300	-	-	-	-	172,900	-	-	-	-
Convention Center	1,075,000	650,000	-	-	-	-	-	-	425,000	-	
Total Gross Square Feet Developed	7,464,800	2,066,300	569,200	612,600	336,000	847,900	895,500	477,500	944,200	554,400	161,200

The total planned development is reflective of structural changes to the site's use and has direct impacts on the local economy. Economic changes in the 1-mile radius can have similar ripple effects throughout the economy via the multiplier effect and give rise to new business and economic opportunities in the broader 3-mile and 5-mile radius.

Our proposed program includes approximately three million square feet of new office and technology development. A profile of existing office space within the 1-mile radius of the site has been captured below, highlighting the existing jobs per 1,000 square feet of office space (which can be used as a proxy for potential new employment resulting from the development). While these estimates are preliminary, they can serve as a basis for understanding the potential magnitude of impacts.

Table 6. Office Space Characteristics within a 1-mile Radius

Office Employment by Industry

Information

Finance; insurance; and real estate, rental, and leasing

Professional, scientific, management, administrative, and waste management services

Public administration

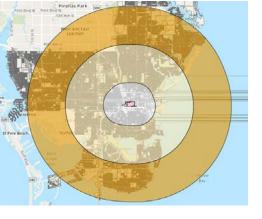
Total estimated office jobs

1,000-square-foot office space within a 1-mile radius

Total jobs per 1,000 square feet

High-level estimates of potential impacts can be generated by applying this data to our proposed development. Using 0.79 jobs per 1,000 square feet of development, the approximately three million square feet of new office and technology development will add approximately 2,300 jobs. At the lower end of the median earnings range of \$44,000, incremental employment income generated on the site is over \$100 million annually. Changes in compensation within the 1-mile radius have similar effects based on the multiplier effect stimulating new business and economic opportunities within the broader 3-mile and 5-mile radius.

In addition to new office uses, our masterplan (without the new Rays ballpark) includes 2.7 million square feet of residential living space, which equates to approximately 3,200 new residential units. Assuming 90% occupancy, this translates to approximately 2,880 new households in the area. These new households represent new buying power that can impact local businesses. Using per capita income and retail sales per person figures from The United States Census Bureau's QuickFacts on St. Petersburg, Florida, we can estimate the magnitude of that impact.



Employment	Median Earnings
400	\$47,000
1,500	\$52,000
2,500	\$44,000
4,300	\$53,000
8,700	Median Salary Range
11,012	\$44,000-\$53,000
0.79	

Table 7. Household Potential Estimates

Residential Property Characteristics	Per Unit	Total
Population	2.34	6,739
Annual Income	\$36,266	\$244,396,574
Annual Retail Sales	\$19,848	\$133,755,672

As Table 7 illustrates, we estimate that new households will be responsible for more than \$133 million in retail sales annually, providing a significant boost to existing and prospective local merchants. As noted elsewhere in our proposal, we are focused on directing economic activity into the South St. Petersburg economy.

Fiscal Impacts

The City of St. Petersburg uses property taxes and other revenue streams to establish levels of municipal service provided to residents. Significantly, the Tropicana Field site development will have a substantial effect on revenue through property tax growth. This means substantial new revenue will be generated without any millage rates increase. The relevant Pinellas County Property Appraiser details are captured below for the existing site.

Table 8. Tropicana Field Site Parcels

Parcel Description	Market Value	Land Use
SUNCOAST STADIUM REPLAT BLK 1, LOT 1	\$2,943,550	Vacant Commercial Land w/XFSB
SUNCOAST STADIUM REPLAT BLK 2, LOT 1 INGRESS/EGRESS FOR 4TH AVE S	\$108,535,551	City Gov't - Non-residential (commercial) only
TROPICANA FIELD WEST PARKING AREA REPLAT BLK 1, LOT 1	\$1,800,946	Vacant Commercial Land w/XFSB
TROPICANA FIELD WEST PARKING AREA REPLAT BLK 2, LOT 1	\$478,252	Vacant Commercial Land w/XFSB
TROPICANA FIELD WEST PARKING AREA REPLAT BLK 3, LOT 1	\$7,820,212	Vacant Commercial Land w/XFSB
TROPICANA FIELD WEST PARKING AREA REPLAT BLK 4, LOT 1	\$311,680	Vacant Commercial Land

Note that there is no taxable value attributable to any parcel and no ad valorem taxes collected on the existing property. The profile of existing office space and residential properties within the 1-mile zone are indicated below.

Table 9. I-Mile Radius Property Appraiser Characteristics - Office

Use Code	Description	Living Area	Total Market Value	Market Value per 1,000 s.f.	Taxable Value	Taxable Value per 1,000 s.f.
1730	General Office	764,268	\$89,785,443	117,479	\$75,788,062	\$99,164
1738	Condo Office (Unit)	495,107	\$70,990,425	143,384	\$50,519,782	\$102,038
1832	General Office Bldg - multi-story/ campus	3,575,966	\$324,040,500	90,616	\$278,758,009	\$77,953
1933	Medical Office Building - single & multi-story	408,061	\$54,784,239	134,255	\$42,199,286	\$103,414
2331	Financial Institution	23,703	\$8,916,749	376,187	\$7,416,395	\$312,888
	Total	5,267,105	\$548,517,356	104,140	\$454,681,534	\$86,325

Table 10. One-Mile Radius Property Appraiser Characteristics – Residential

Use Code	Description	Living Area	Total Market Value	Market Value per 1,000 s.f.	Taxable Value	Taxable Value per 1,000 s.f.
0310	Apartments (50 units or more)	6,278,882	\$821,404,924	\$130,820	\$702,269,709	\$111,846
O311	Apartments (10-49 units)	787,922	\$78,311,603	\$99,390	\$53,380,534	\$67,749
0430	Condominiums	3,002,384	\$1,260,632,901	\$419,877	\$972,447,764	\$323,892
	Total	10,069,188	\$2,160,349,428	\$214,551	\$1,728,098,007	\$171,622

The taxable values of \$86,325 and \$171,622 per 1,000 square feet of composite office space and residential development, respectively, can be extrapolated to the new development contemplated in our masterplan.

Table 11. Potential New General Fund Tax Revenue per Year

Property Type	1,000 s.f. of New Development	Taxable Value per 1,000 s.f.	New Taxable Value	General Fund Millage	New City Tax Revenue
Office/Commercial	3,072,600	\$86,325	\$265,242,195	5.2755	\$1,399,285
Residential	2,677,000	\$171,622	\$459,432,094	5.2755	\$2,423,734
Total	5,749,600		\$724,674,289		\$3,823,019

To recap, our proposed development will deliver substantial economic and fiscal benefits to the City of St. Petersburg and the local economy:

- Economic activity arising from new construction, including direct, indirect, and induced impacts
- Structural changes to the economy post-construction
- Increased tax revenue received by the City of St. Petersburg

The net result will be a material enhancement to the quality of life for all St. Petersburg residents.

Financial Participation by the City G.2

Please refer to Section C.2 of our response for a description of our public financing approach. Based on our current analysis, we request the following financial support from the city:

- other public revenue sources.
- 2. Financing for the convention center (which is typically funded by existing and/or projected bed and car rental tax revenue). 3. As noted in Section C.2, we are excluding the potential Rays ballpark from our financial analysis. We anticipate that public funding would be a part of any agreement with the Rays to develop a new ballpark but are not a party to that discussion.
- 4. We anticipate that the development of a tech campus dedicated to the blue economy will be supported by a combination of university endowment, public financing, foundations, and private capital provided by businesses integral to the programming, and operations of the new facilities.

1. Financing for horizontal development scope, including sitework, utilities, street improvements, and public open space. We assume that the \$75 million in identified CRA funds will be applied here and supplemented as necessary with TIF and potentially

Estimated Total Construction Value of Proposed Development G.3

i			C	Consolidate	d Construct	ion Values				
\$ in thousands	Horizontal / Sitework	Convention Center	Convention Center Expansion	Affordable Housing	Workforce Housing	Hotels	Multifamily Mixed-Use	Office Mixed-Use	Tech Campus	Total
Site Demolition	\$2,697	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$2,697
Tropicana Field Demolition	\$5,094	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$5,094
Horizontal Infrastructure	\$75,719	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$O	\$75,719
Hard Costs	\$O	\$227,500	\$160,150	\$160,129	\$73,986	\$195,665	\$323,973	\$472,346	\$191,664	\$1,805,414
Total Construction Costs	\$83,510	\$227,500	\$160,150	\$160,129	\$73,986	\$195,665	\$323,973	\$472,346	\$191,664	\$1,888,924

(excludes Soft Costs (A&E), FF&E, Leasing Costs, Developer Fees, Developer's Contingency and Escalation)



G.4

Our vision for the redeveloped Tropicana Field delivers 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:

- initiatives include:
 - St. Petersburg's African American community
 - Support for a multi-purpose performing arts center to be incorporated into the proposed convention center
 - 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
 - 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.5 of our response, we are committed to a goal of:
 - Developing 35% to 40% of total residential units on site as affordable with a cap of 80% AMI
 - Developing an additional 10% to 15% of total residential units as workforce housing for households earning 100% AMI and 120% AMI
 - Developing approximately 100 affordable homes for sale in the form of condo units
- 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
 - 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 St. Petersburg's Eco-Village University partnership center, designed to provide a physical educational space for remote learners and to be developed in

 - partnership with St. Petersburg College
 - AltaSea Florida, a marine science institute to be developed in partnership with USF
 - 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 An emphasis on fresh air and sunlight in the built environment

Benefits to the Community and Surrounding Neighborhoods

1. Arts and Culture: We are committed to celebrating St. Petersburg's rich culture and supporting its arts community. Specific

· Creation of a History Walk, a self-guided tour that will use memorials, artwork, and narratives to tell the stories of

In partnership with 3 Daughters Brewing and the Florida Brewers Guild, establishing one of Florida's first

- 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

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 is at the heart of an 11+ acre central park and plaza. Our plan includes 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 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

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 Tropicana Field site 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 the Pinellas Trail as an essential feature of the development
 - Providing infrastructure for alternate modes, such as bike valets and scooter- and bike-sharing nodes

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.

G.6 Proposal Contact



David Carlock Development Manager (832) 453-1239 david.carlock@machetegroup.com

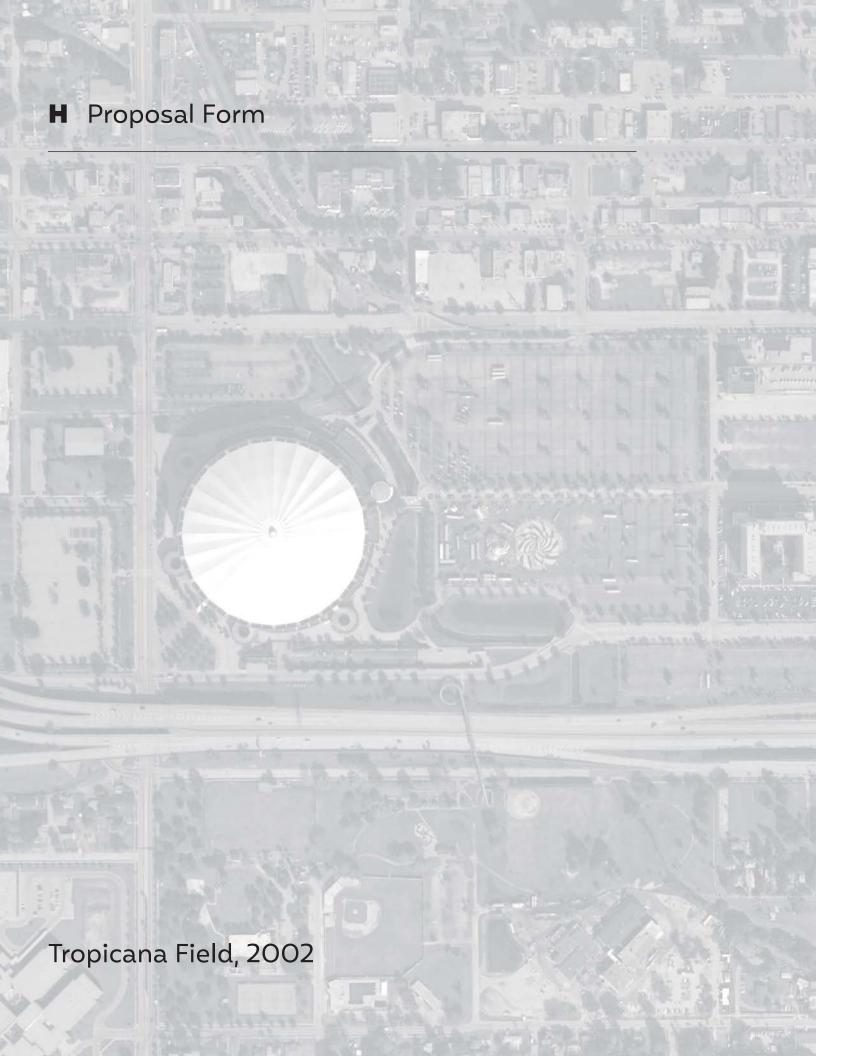
H Proposal Form

Florida now has over 400 operating breweries with at least 50 more in some stage of planning and development. To date, virtually none are minorityowned. We believe that the Trop site, 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.

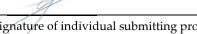


Mike Harting 3 Daughters Brewing/Florida Brewers Guild *President* Proposal Form





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 July 27, 2020.



JMA Ventures LLC David Carlock Name of Company/Organization Proposal Contact Person david.carlock@machetegroup.com Signature of individual submitting proposal Contact Person E-mail address for above Company/Organization (832) 453-1239 Todd Chapman Printed name of individual Contact Person Phone

January 6, 2021

Date

Request for Proposals – Tropicana Field Site

EXHIBIT "D"

PROPOSAL FORM

REQUEST FOR PROPOSAL FOR THE PURCHASE & DEVELOPMENT OF THE TROPICANA FIELD SITE ST. PETERSBURG, FLORIDA, 33701

Issue Date

July 27, 2020

Page 31 of 31

Supplemental Project Information

and support the blue economy with AltaSea in in the community. The opportunity to work with an St. Petersburg is incredibly exciting.



Yehudi "Gaf" Gaffen CEO of Gafcon and AltaSea Board of Trustees Member

We are so proud of the work we have done to promote California. Turning to the ocean to help find solutions to the existential challenges we face as a civilization - climate change, sustainable energy, medicine, food security - is a cause that I believe in deeply. AltaSea concentrates intellectual and financial capital, supports groundbreaking new technologies, and creates jobs institution like USF to help create something similar in



Supplemental Project Information

A WALK OF THE STATE

Key Team Resumes

lans.

R.M.

Tropicana Field, 2020



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:

23

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, 1997
- Bachelor of Arts, History, Boston College, Boston, MA, 1994



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.

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 1.5 million sf Mixed Use Development composed of 350,000 sf of retail, 475,00 Osf of office, 250 room hotel and 550 apartments 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.



Based on his success from leading complicated commercial and mixed-use projects. Michael's primary focus at JMA Ventures has been overseeing the development of Sacramento's Downtown Commons (DOCO) into a \$1 million mixed-use project surrounding Golden 1 Arena, the new home to the NBA's Sacramento Kings.

Michael has over 30 years of experience in commercial real estate development. He was a lead person in the development of many new and repositioned retail and mixed-use projects including world renown The Grove in Los Angeles and the Americana at Brand in Glendale, California.

Years of Experience:

36

Employment

- Principal, JMA Ventures, LLC, San Francisco, CA, 9/2012 Present
- President, McManus Development Group, Beverly Hills, CA 5/2010 - Present
- EVP Development and Construction, Caruso Affiliated, Los Angeles, CA, 4/1999 – 4/2010
- Sr Project Manager, Simon Property Group, Indianapolis, IN, 11/1987 - 4/1999
- Project Manager, Mellon Stuart Company, Pittsburgh, PA, 5/1984 - 11/1987

Education

• Bachelor of Science, Mechanical Engineering, Penn State University, State College PA, 1984

Selected Projects

• The Americana at Brand, Glendale, CA

Americana at Brand is a \$400m mixed use district in Glendale, California. In addition to an array of shopping, dining, and entertainment options, the project features 100 condominiums, 242 luxury apartments, and a two acre park. Michael helped lead the project development team. Note: Michael worked on The Grove during his time at Caruso Affiliated.

Principal, Master Developer JMA Michael McManus

Top-performing executive with over 30 years of commercial real estate development experience. Extensive knowledge of retail and mixed used developments with history of successfully managing complex projects to market leading returns. Proven success in building internal and external teams generating project and company loyalty. Hands on developer with expertise in entitlements, design, leasing, construction, proforma management and strategic transactions.

The Grove, Los Angeles, CA

Michael played a key role in the development of The Grove, a popular 25-acre retail, dining, and entertainment outdoor lifestyle center in LA's Fairfax neighborhood. The project, located next the LA Farmer's Market, is known for its large central park; an animated water feature created by WET, the firm that designed the Bellaggio fountains; and electric trolley car system. Note: Michael worked on The Grove during his time at Caruso Affiliated.

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 \$2 billion of investment into Downtown Sacramento since 2015, via 32 construction projects, creating a significant network with DOCO at the epicenter.

Soaring Ranch, Truckee, CA

The Soaring Ranch development is conveniently located in one of Truckee's most vibrant and recreation-rich areas, and will reimagine the best of Truckee in a neighborhood fully blended with housing, recreation, and commerce. Includes 33,000 square feet of retail space, with a focus on localserving stores and services; 199 multi-family housing units; Mile-long Class I bike trail with connections to the Martis Valley and the Truckee River Legacy Trail; on-site local services and employers, which significantly reduce vehicle trips; Mixed-used design encourages pedestrian activity and supports local retail; and environmental features like solar arrays that generate on-site renewable energy, reducing the project's carbon footprint.



Professionals Organization: 2008 - 2016 Founding Member & Director of Construction and Development for JMA Ventures, LLC with a focus on day to day active development projects across 2013 Chair Elect the company portfolio. Over the last 5 years with JMA, Ryan has Sacramento Metro Chamber of Commerce – 2013 Ex Officio worked in a wide array of roles ranging from performing hands on Board Member construction management / project manager tasks to overseeing ASCM Light Commercial / Mixed Use Residential Reno multiple project managers within the firm as well as additional Competition Cal Poly Team Captain 2006-• 30 Hour Occupational Safety & Health Association Training 3rd party construction management consultants. Specifically Course Certified (OSHA 30) Ryan was a key project lead overseeing all construction contractors, designers, and consultants on the \$300M Downtown **Selected Projects** Commons Mixed use development in Sacramento and assisted in Downtown Commons, Sacramento, CA managing day to day oversight of all schedules, budgets, quality JMA Ventures partnered in the redevelopment of Westfield's assurance, permitting, and work execution. Additionally Ryan has Downtown Plaza shopping center into Downtown Commons expanded his range of responsibilities within the firm to oversee a ("DOCO"), a 1 million square foot mixed-use development multitude of projects ranging from 170-250+ key hotels, 300 unit surrounding Golden 1 Center, the new 17,500-seat arena, multi-family apartment complexes, intricate retail and hospitality home to the NBA's Sacramento Kings. The Development centers, and high end resort and lifestyle living master planned was designed to leverage activity generated by the new developments. 17,500 seat Arena, as well as its location just four blocks from the State Capitol Building. The Arena and mixed-use Prior to working at JMA, Ryan graduated from California development project has spurred over \$2 billion of investment into Downtown Sacramento since 2015, via 32 construction multiple commercial construction General Contractors. During projects, creating a significant network with DOCO at the epicenter.

Polytechnic State University with a degree in Construction Management and spent the first part of his career working for 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 preconstruction, construction, and into operations.

Years of Experience:

13

Education

 Bachelor of Science, Construction Management, California Polytechnic State University, San Luis Obispo, 2007

Registrations / Certifications / Memberships

Sacramento Metro Chamber of Commerce Metro-EDGE Young



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.

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.



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." 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.

Years of Experience:

33

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.

JMA Ventures, LLC _Projects



_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.



_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.







_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



_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.



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 customerfacing 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.

MACHETEGROUP

Founder and President. **Development Management 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 Tropicana Field Site.

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, 1994

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

David Carlock

_Projects



_FC Cincinnati MLS Stadium

MGI is overseeing 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 has been responsible for coordinating all facets of project entitlement, permitting, design team management, and construction oversight including buyout of \$20 million in ownerprocured packages. The project is on track for delivery in April 2021.



_Westfield Promenade 2035

In partnership with San Francisco-based developer JMA Ventures, MGI led a comprehensive multi-year effort to redevelop a poorly performing mall in Woodland Hills, CA. The Westfield Promenade 2035 plan envisions a vibrant live, work, play destination anchored by sports, entertainment, and hospitality. The program includes 244,000 sf retail, 1,400 residential units, a 275-key boutique hotel, 470,000 s.f. of class A office, a 5,500-seat entertainment venue, and a sports/athletic training center.



_FC Cincinnati Mixed Use District

MGI is overseeing development of a proposed nine-acre mixed use distract adjacent to the club's new MLS stadium in the Cincinnati's historic West End neighborhood. Phase 1 of the project is slated to include 140k s.f. of Class A office in a renovated warehouse, a 175-key boutique hotel, a 200-unit multi-family apartment building, 30,000 s.f. of event space, and 15,000 s.f. of dining and retail. MGI's responsibilities include coordination with the master planner and venuespecific architects, creation of a horizontal development budget, conceptual underwriting, and development partner engagement and negotiation.



_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.



Jonathan La has more than 9 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.

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.

Community Involvement

- Integrated Employment, Best Buddies California
- · Committee of Hope, Hedge Funds Care

MACHETEGROUP **Director, Development Management**

Jonathan La

Jonathan La has more than 9 years of operational finance and strategic planning experience in real estate, financial services, and sports and entertainment.

Years of Experience:

Education

Bachelors of Arts, Business Economics with an emphasis in Accounting, University of California, Santa Barbara, 2011

Registrations / Certifications / Memberships

- · Certified Public Accountant (CPA), California Board of Accountancy, #123221
- Chartered Global Management Accountant



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:

Partner, Development 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 sportsrelated projects.

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



STERLING PROJECT DEVELOPMENT

Director, Development Management

Michael Cantor

Michael Cantor has quickly become a foremost authority on sports and sports anchored development given his extensive academic and practical experience in the industry.

Michael Cantor has spent the past eight years working to build the SPD Sports practice. Michael joined SPD after finishing is 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 Titletown Development and the Green Bay Packers, for the development of a \$300M+, 45-acre mixed use development in Green Bay called Titletown. 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 newborn son.

Years of Experience:

7+

Employment

Sterling Project Development, New York City, 2013-Present

Education

- · Ph.D, Philosophy, University of Michigan, 2014
- Master of Urban Planning, University of Michigan (M.U.P), 2013
- · Bachelor of Arts, Sport Management, University of Michigan, Sport Management, 2010

Registrations / Certifications / Memberships

· University of Michigan Sports Management Advisory Board, Member

Selected Projects

- Titletown; Green Bay, WI
- · Little Caesars Arena; Detroit, MI
- · Clover Park; Port Saint Lucie, FL
- Willets Point; New York, NY

Prior to his involvement at SPD, Mr. Sanna joined Forest Ci in 1989, providing project administrative leadership for the construction of One Metro Tech Center, one of the first proj at the downtown Brooklyn MetroTech Center campus. Late the Senior Vice President and Director of Construction & De Development, he created Forest City's design development & construction department with specific emphasis on qual

build-out experiences for its tenants with proactive cost an schedule management. This dynamic technical group prov construction administration for over 50 retail, office, reside hotel, and sports & entertainment projects, totaling more t million square feet.

Among Mr. Sanna's most notable projects include New Yor Gehry, the 76-story residential building in downtown Man designed by world renowned architect Frank Gehry, The Ne York Times Building, designed by Pritzker Prize winning are Renzo Piano, and Barclays Center, a world class state of the sports and entertainment venue at Pacific Park Brooklyn, v is home to the Brooklyn Nets and NY Islanders. He also ov the re-development of the Nassau Veterans Memorial Coli which opened on April 5, 2017 after an extensive renovation Also, at Pacific Park Brooklyn, the final phase of LIRR's Van Yard is near completion. This project is a multiphase restor and upgrade for the LIRR configured to facilitate a future platform for additional residential construction.

At the newly opened Cornell Tech campus on Roosevelt Islan Mr. Sanna oversaw construction of The Bridge, a 235,000 squ foot first-of-its kind space that houses an extraordinary mix cutting-edge companies working alongside Cornell academic teams. Mr. Sanna also provided oversight and fee developme of The Bloomberg Center, the first academic building for the Roosevelt Island campus. He served as Chair of the Board of Directors of Nontraditional Employment for Woman (NEW) and is also Adjunct Professor of Real Estate Development teaching construction management and technology at Columbia University School of Architecture.

Construction & Development Manager, **Development Management Bob Sanna**

Bob Sanna has over thirty-five years of leadership experience within the New York City construction industry. An accomplished project and administrative leader, his expertise has driven notable growth in the retail. commercial and mixed-use sectors in several major development in New York City.

ity	Years of Experience:
9	31
jects	
er, as	Employment
esign	 Sterling Project Development, New York City, 2018-Present
nt lity	Forest City, Brooklyn, 1989-2018
nd	Education
vided ential,	Bachelor of Architecture, The City College of New York, 1980
than 16	Registrations / Certifications / Memberships
	 Building Owners and Managers Association, Member
	 The Long Island Board of Realtors, Member
rk by	 The Real Estate Board of New York, Member
hattan ew	Downtown Owners Committee, Member
chitect	Selected Projects
e art	· Current Projects: UBS Arena; Belmont, NY; Projected Fall 2021
which	 Prior to SPD involvement: New York by Gehry, Barclay's Center,
/ersaw	New York Times Building, Nassau Veterans Memorial Coliseum
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Before SPD, Mr. Butler spent eight years building Hudson Yards (HY), the largest private development in US history, from the first concrete office tower of the Eastern Rail Yards, 10HY, to the latest over 3M square-foot 50HY. He oversaw the construction management team and all of the trades at 10HY on time and within budget that used both filigree and post-tensioned concrete for the first time in a NYC high-rise. At 50HY, Related performed their own construction management, where Mr. Butler oversaw concrete trades in a concrete-core first structure with structural steel framing outside the core.

Prior to Hudson Yards, Mr. Butler worked at the World Trade Center reconstruction for Tishman Construction, building 3WTC from the foundation through the 10th floor (the building was paused for a tenant and later completed construction). 3WTC was NYC's second concrete-core first skyscraper where Mr. Butler coordinated foundation and structural trades with adjacent construction of 4WTC, the transportation HUB, the plaza, and other WTC sites all simultaneously underway.

Before working for Tishman Construction, Mr. Butler worked for Bovis Lend Lease, managing structural trades on notable projects such as Citi Field -one of the nation's top-rated ballparks, constructed on time and within budget. He managed trades making up one third of Citi Field's construction budget, from the extensive foundations to complex exposed steel trusses. Prior to working as a construction manager, Mr. Butler was a superintendent at the Bloomberg Building (731 Lex.) and Gotham Center in Long Island City, among others. The structure for Gotham Center was 100% signed-off at the topping out. The Bloomberg Building was a 500-foot steel structure of Bloomberg's office space, topped by 350 feet of concrete structure for residential space.

Early in Mr. Butler's career, he designed structures as a structural engineer for DeSimone Consulting Engineers, building the Mohegan Sun Phase II expansion in Uncasville, CT, and the Ritz Carlton Residences at 2200 M Street in Washington, DC, among many others. Mr. Butler is a licensed Professional Engineer in the State of New York and earned a master's degree in engineering from Cornell University.

STERLING PROJECT DEVELOPMENT **Director of Fee Development**, **Development Management Geoffrey Butler**

Geoffrey Butler has over 20 years of leadership experience in New York City development. His distinguished career in structural engineering, general contracting and development management has driven notable growth in the retail, commercial, sports and mixed-use sectors in several of the most prominent projects in New York City.

Years of Experience:

20+

Employment

- Hudson Yards, New York City
- Tishman Construction
- Bovis Lend Lease
- Superintendent, New York City
- DeSimone Consulting Engineers

Education

Master of Science, Engineering, Cornell University

Registrations / Certifications / Memberships

Licensed Professional Engineer in the State of New York

Selected Projects

- Bronx Logistics Center, Bronx, New York, NY
- 120 5th Ave in Brooklyn, Brooklyn, NY
- · Prior to joining SPD:
- 10 Hudson Yards (2018)
- 50 Hudson Yards (2020)
- 3 World Trade Center Reconstruction (2015)
- Citi Field (2010)

Sterling Project Development





_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.



_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.

_Projects

STERLING PROJECT DEVELOPMENT



_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.



_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 newMajor 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.





Partner, Design Director Masterplanning Architect Michael Sørensen

Henning Larsen is the proposed Masterplanner and Design Architect on the Tropicana Field site development. As Partner-in-Charge, Michael has been responsible for leading our design response to the RFP. Michael will continue to serve as Partner-in-Charge throughout the duration of the masterplan design, spearheading project visioning, and actively participating in stakeholder and community engagement to develop a responsive and visionary design.

Michael is a Partner with 14 years of experience with Henning Larsen and has been responsible for the design and direction of many of the firm's most important projects around the world. Michael's design approach is rooted in a collaborative process with a sharp focus on client communication. He has special competencies with cultural buildings and performance venues, educational spaces, commercial projects and master plans. His ability to distill complex project parameters and transform them into conceptual drivers is ultimately centered in the belief that architecture is about creating spaces that foster human interaction.

As Design Director responsible for several large-scale international projects, Michael has achieved a unique competence in the modern building process and working with large, multinational teams of consultants and clients to maintain a strong concept throughout all phases of design. On a number of projects, he has been able to combine building design and masterplanning with a distinct consideration to sustainable, green and environmental aspects.

Recently, Michael led a team on the design of the University of Cincinnati, Carl H. Linder College of Business and was responsible for the concept and design direction of the project. Currently, Michael is serving as Design Director on the Raleigh City Hall, Consolidated Office Building for the City of Minneapolis, Etobicoke Civic Centre in Toronto and the Innovation in Science building and student residential tower at Ryerson University, as well as several confidential ongoing projects in North America.

Community Involvement / Initiatives

Michael was an active member of the Van Alen Institute, an organization aimed at creating equitable cities through inclusive design. His participation on the International Council revolved around design charettes and discussions that address social issues including citymaking, challenges of aging infrastructure. income inequality, and the housing crisis. As part of his commitment to knowledge sharing, Michael has given lectures at academic institutions such as the University of Cincinnati, Laurentian University, and Ohio State University.

Years of Experience:

20

Employment

- Henning Larsen, Copenhagen and New York, 2006
- 3XN, Denmark, 2004
- Dorte Mandrup Architects, Denmark, 2003
- Parc, Denmark, 2002
- AA Architects, Denmark, 2001
- Kristine Jensen Landscape Architects, Denmark, 2000

Education

· Master of Architecture, Aarhus School of Architecture, Denmark, 2000

Registrations / Certifications / Memberships

- The Van Alen Institute, International Council, 2017 - 2002
- Society for College and University Planners (SCUP), 2016 - present
- The Danish Architects' Association, 2016
- The Academic Council, The Artists' Society, 2016

Selected Projects

- University of Toronto, Mississauga; Arts, Culture and Technology Building: Mississauga, Canada; Ongoing
- Theodore Roosevelt Presidential Library Competition; Medora, ND: 2020
- Confidential Office Building; Boston, MA; Ongoing
- Block 20; Residential Tower; Toronto, Canada; Ongoing
- Downsview Master Plan; Toronto, Canada; Ongoing
- Raleigh Civic Tower; Raleigh, NC, United States; Ongoing
- New Public Service Building; Minneapolis, MN, United States, Exp. 2021
- University of Cincinnati; College of Business, OH, United States, 2019
- Etobicoke Civic Centre: Toronto, Ontario, Canada: Ongoing
- ESS European Spallation Source; Lund, Sweden; Exp. 2023

Michael Sørensen _Projects



_Downsview Framework

Henning Larsen is the Lead Master Planner in the development Michael is the design director on the East Harbour Character and planning of Downsview's framework and manages the Plan. Based on Henning Larsen's recommendations, the project entire consultant team. The new mixed-use 520 acre site now includes restoration of existing structures to preserve the will transform the site of the former Downsview Airport historic character in addition to new construction. Microclimate has been a driving factor in the design and together with and surrounding land, an area comparable in size to that of downtown Toronto, into a sustainable, resilient, and healthy programmatic juxtaposition, creates a new socially dynamic community. As Design Director, Michael steers the direction of district with open plazas that allow the new development to the project and engages in stakeholder dialogue. connect to the newly revitalized harbor front.



_University of Cincinnati, Carl H. Lindner College of **Business**

Henning Larsen is the Design Architect for the new College of Business at the University of Cincinnati and adjacent plaza, and also served as Lead Interior Designer, LEED, Lighting, and Graphic Art/Signage consultant. From the interview process and all design phases, Michael was heavily involved with the client interaction and directing the overall design of the building and the surrounding landscape. His leadership across all disciplines ensured a thorough understanding of the project and unified design direction.

Henning Larsen





_East Harbour Character Plan



_European Spallation Station (ESS)

ESS is the world's largest and most advanced center for neutron-based research, located in Lund, Sweden. ESS is a pan-European project in which 17 countries participate. The research center's main equipment is a +5,000-foot long proton accelerator: the tungsten disc is located in a central hall, and surrounded by laboratories, offices and teaching facilities which are design to optimize efficiency and create a welcoming campus. Michael served as the lead design architect, leading the Henning Larsen team, in collaboration with COBE.



Henning Larsen –

Lead Designer. Masterplanning Architect **Christopher Dial** RA, AIA

Henning Larsen is the proposed Masterplanner and Design Architect on the Tropicana Field site development. As Lead Designer, Chris will oversee our design efforts throughout the duration of the masterplan design, and will handle the day-to-day design leadership of the project as well as lead and participate in regular design meetings.

With more than 17 years of experience working on large-scale projects, Christopher has been responsible for communicating and coordinating the efforts of design teams and consultants throughout each phase of project development and has successfully delivered projects that achieve the client's goals and objectives. His knowledge extends from tall buildings to masterplans, private headquarters to mixed-use developments throughout the US and internationally.

Christopher's ability to solve problems through creative, yet practical, solutions gives him a well-rounded approach to collaboration and communication with clients and consultants. His contributions leverage his skills to communicate with developers, user groups and communities to identify essential program elements and public realm improvements within urban environments. His ability to anticipate future stages of the architectural process enable a thoughtful design approach from the onset.

Currently, Christopher is leading the design of a large-scale, confidential mixed-use project on the East Coast. Christopher has been the Lead Designer on our Tropicana Field response.

Community Involvement / Initiatives

Christopher is a former adjunct professor in the College of Architecture and Design at the New Jersey Institute of Technology. He was also lead instructor at the ACE Mentor Program where he held weekly teaching sessions for high school students interested in learning about architectural tools and practices.

Years of Experience:

Employment

- Henning Larsen, New York, 2020 Present
- Kohn Pedersen Fox, New York, 2010 2019
- · Arnell, New York, 2006-2009
- · Ruhl Walker Architects, Boston, 2002 2003

Education

- Master of Architecture, Yale University, New Haven, CT, 2006
- · Bachelor of Design in Architecture, University of Florida, Florida, 2002

Registrations / Certifications / Memberships

Registered Architect, NY, 2014-present

Selected Projects

- University of Toronto, Mississauga; Arts, Culture and Technology Building; Exp. 2023
- Confidential Mixed-Use Building: Including Office Flex Space. Performing Arts Center and Retail; East Coast; Ongoing
- 712 5th Ave; New York, New York; 2018 (with KPF)
- New Era Tower; Shenzhen, China; Under Construction (with KPF)
- Bellevue Park; Bellevue, Washington; Ongoing (with KPF)
- Prince Bay Taiziwan Plots; Shenzhen, China; Ongoing (with KPF)
- New Cumberland Place, Mixed-Use Masterplan; Toronto, Canada; (with KPF)
- Cupertino Square Masterplan; Cupertino, CA; (with KPF) Riva Road: Annapolis, MD: 2016 (with KPF)
- 280 Park Avenue; New York, New York; 2015 (with KPF) Mohegan Sun; Incheon, South Korea; Phase 1 Exp. 2021 (with KPF)
- Realogy Headquarters; Madison, New Jersey; 2013 (with KPF)
- Fontainebleau Resorts: Sentosa Island, Singapore: (with Arnell)

Christopher Dial

_Projects



_University of Toronto, Mississauga; Arts, Culture and Technology Building

The future UTM Arts, Culture and Technology building will represent a gateway to reach a global audience and become a new beacon for the campus. The new building houses Computer Science & Robotics, Blackwood Art Gallery, Indigenous Centre, Institute of Communication Culture and Information Technology, Restaurants & Student Spaces. Christopher led the design team during the conceptual phase of design.



_New Cumberland Place Masterplan (with KPF)

Located at the heart of Toronto, this 5 million sq. ft. mixed-use development was conceived as a synergistic center and "theater of urban life" with two towers operating as a gateway into the development. Seen as an extension to an adjacent public park, the project includes an elevated landscape and is embedded within the infrastructure of the city via a direct connection to a major subway transit hub. Christopher led the design of this masterplan proposal through completion.

Henning Larsen –



_Confidential Office Building

As lead designer, Christopher is spearheading the concept and schematic design team in this confidential building on the East Coast of the US. The design creates a modern work environment characterized by large, flexible interior floorplates, fantastic views of downtown as well as the waterfront, and a dynamic mix of office, retail, and performing arts that will keep the building animated beyond office hours.



_Cupertino Square Masterplan (with KPF)

This proposal for a 3.5 million sg. ft. mixed-use development on a 50-acre site embodies a sustainable and contextual approach to redefine an entry point into Cupertino, California. Sited adjacent to the new Apple headquarters, the project includes a tower center that signals the heart of the development as well as unique urban spaces across that activate the public sphere and center the human experience. Chris was the lead designer throughout the duration of this project.



Henning Director of Operations, Larsen — Masterplanning Architect

<mark>Sara Rubenstein</mark> RA, AIA, NCARB, LEED AP

Henning Larsen is the proposed Masterplanner and Design Architect on the Tropicana Field site development. As Director of Operations, Sara will be responsible for ensuring that the design team is staffed appropriately during the various phases of the masterplan to support community engagement, design and permitting documentation.

Sara is a registered architect with thirteen years of experience planning, programming, designing and managing complex and diverse projects for institutional, higher education, commercial, and cultural clients. As the Director of Operations of Henning Larsen's New York office, she works with clients to understand their needs and develops project teams and operational strategies which yield responsive, exceptional results. Sara oversees the firm's North American projects, ensuring teams are staffed appropriately at all phases to meet goals and deadlines on time and on budget.

Sara thrives when challenged with never-been-done-before assignments and brings perspective under pressure. Bringing insights from design and production roles and a strategic mindset, Sara brings strength in problem framing and process design and is recognized for her leadership and team-building skills, as well as her ability to develop consensus among clients and stakeholders.

In the last five years she has focused on complex data-driven projects in the science, technology, healthcare, and public institution sectors. She is adept at analyzing large data sets to determine pertinent building metrics and systems to produce highly functional and flexible planning. Sara is skilled in distilling guiding principles and project goal definition to facilitate complex decision making, drawing a careful balance between the design and project proforma.

Community Involvement / Initiatives

Henning Larsen strives towards equal representation of women in leadership positions. As the New York office's Associate Partner and Operations Director, Sara works to recruit, mentor, and promote a diverse team of talents, and supports designs and processes that are responsive and inclusive. At Yale University, her alma mater, Sara gave a lecture to the Equity in Design Group (EID), where she spoke about her experiences at Henning Larsen and her various initiatives to bolster women towards key roles and ensure an equitable workplace for all representations.

Years of Experience:

14

Employment

- · Henning Larsen, New York, 2018 present
- ZGF, New York, 2015-2018
- · Robert A.M. Stern, New York, 2006-2015

Education

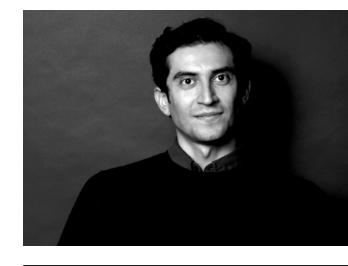
- Master of Architecture, Yale University, New Haven, CT, 2006
- Bachelor of Arts, History and Theory of Architecture, Columbia University, New York, NY, 2002
- Glenn Gould Professional School Royal Conservatory of Music, Toronto, CA, ARCT, 1998

Registrations / Certifications / Memberships

- · Registered Architect, IL, 001.025243, 2020 present
- · Registered Architect, MA, 952641-AR-R, 2020 present
- Registered Architect, NY, O3_034149, 2010 present
- Registered Architect, NJ, 21AI02018600, 2016 present
- · Registered Architect, NC, 14718, 2019 present
- Registered Architect, PA, RA408737, 2019 present
- NCARB Certification, 70076, 2010 present
- United States Green Building Council (USGBC), LEED AP , 2009 present

Selected Projects

- · Block 20, Residential High Rise; Toronto, Canada; Ongoing
- Etobicoke Housing NOW, Residential Block Plans; Toronto, Canada; Design Completed 2020
- University of Toronto, Mississauga; Arts, Culture and Technology Building; Mississauga, Canada; Exp. 2023
- Theodore Roosevelt Presidential Library Competition; Medora, ND; Design Completed 2020
- · Confidential Office Building; Boston, MA; Ongoing
- Harvard Enterprise Research Campus Master Plan, Boston, United States; Ongoing
- New Public Service Building for the City of Minneapolis; Minneapolis, MN, United States; Exp. 2021
- Princeton SEAS Programming and Campus Plan; Princeton; New Jersey, United States (with ZGF)
- 3675 Science Center; Philadelphia, Pennsylvania, United States (with ZGF)



Santiago Orbea is an urban designer with experience manage complex masterplans and planning projects for both the pub and the private sectors. He has guided large, complex teams to develop architectural and urban design projects including sustainable systems, transportation networks, post disaster planning, housing programs, heritage inventories, and digital platforms.

Recently, Santiago served as the project manager for the Paramaribo Heritage Building Inventory (PHBI) project in Suriname, leading a multidisciplinary team to conduct an analysis of 700 existing and historic buildings, structures, an public spaces within the capital city. Covering 220 acres, the PHBI project focused on the officially designated World Herit Site and its buffer zone, serving as a tool to analyze the cost intervention, to prioritize the allocation of funds for renovatio and public space improvements, and to inform the ensuing masterplan.

From 2017 to 2019, Santiago worked on the 900+acre Histori Center of Quito Masterplan - serving as the project manager from initial concept through completion. The mixed-use site includes public space, heritage buildings, housing, transportation and parks, and serves a population of 50,000 key component of the project was to engage the community public officials from the early stages of vision development to the final planning document.

Currently, Santiago is the Project Manager of the Downsview Framework - Canada's largest mixed-use development in design. The project is currently undergoing a robust commune engagement process, that has pivoted from a physical to a virtual engagement process. As Project Manager, Santiago is guiding a process that involves numerous project stakeholder a large international team of consultants, and the coordination of a robust public engagement process.



Project Manager, Master Planning Architect Santiago Orbea

Henning Larsen is the proposed Masterplanner and Design Architect on the Tropicana Field site development. As Project Manager, Santiago will be responsible for coordinating a multidisciplinary design team and key stakeholders to achieve the Client's development planning objectives.

ing blic I	Community Involvement / Initiatives As Professor of Urban Design and Architecture at the Catholic University of Ecuador for four years, Santiago has developed an educational and critical approach to his teachings that focused on areas such as sustainability, mapping, urban systems, and housing.
	Years of Experience: 10
nd tage of ons ic O. A y and o	 Employment Henning Larsen, New York, 2020 - Present OBRA Studio, Quito, Ecuador, 2019 Metropolitan Heritage Institute, Quito, Ecuador, 2017 - 2019 URBAMAPP, Quito, Ecuador, 2016 - 2019 OBRA Studio, Quito, Ecuador, 2015 - 2017 MIT Media Lab, Cambridge, MA, 2013 Ministry of Tourism, Quito, Ecuador, 2014 - 2015 URBAM EAFIT University, Medellin, Colombia, 2010-2011 Education Masters of Architecture in Urban Design, Harvard Graduate School of Design, 2014 Bachelor of Architecture, Pontifica Universidad Catolica, Ecuador, 2010 Public Management for Development, Inter-American
	Development Bank, 2019
nity ers, on	 Selected Projects Downsview Framework; Toronto, Canada; Ongoing Urban Analysis and Heritage Inventory; Paramaribo, Suriname; 2019 (with Obra Studio) Quito Historic Center Plan; Quito, Ecuador; 2019 (with Obra Studio) Pedernales Boardwalk; Pedernales, Ecuador; 2017 (with Obra Studio) Disaster Recovery Masterplan; Pedernales, Ecuador; 2016 (with Obra Studio) Intermodal Bus Station; Riobamba, Ecuador; 2015 (with Obra Studio) Intaco Logistics Campus; Quito, Ecuador; 2011 (with Obra Studio)



Henning **Designer, Masterplanning Architect** Larsen **Miguel Sanchez Enkerlin**

Henning Larsen is the proposed Masterplanner and Design Architect on the Tropicana Field site development. As a Designer, Miguel will work with the design team to ensure that the project's realization aligns with the goals and aspirations of the client. He will also attend team and stakeholder meetings on a regular basis.

Since joining Henning Larsen, Miguel has worked on a number of mixed use projects and competitions requiring close collaboration with large multi-disciplinary teams. An agile team member, he is a designer on Block 20, Henning Larsen's first residential project in Toronto, Canada, as well as the Harvard Enterprise Research Campus in Boston.

Miguel is an experienced designer in both small and large scale projects, with a deep understanding of building detailing, architectural form, and masterplanning. He brings to the team an international perspective having worked on residential projects, master plans, and large institutional work in the U.S., Canada, and Europe.

Community Involvement / Initiatives

As a graduate student at the Yale School of Architecture, Miguel was Teaching Fellow for three years, where he assisted in various graduate design graduate studios. In 2017, he worked with the Yale Building Project and Columbus House to design and build a home for previously un-housed New Haven residents. Miguel also conducted introductory architectural classes to elementary students at a local New Haven school. In addition to his academic and design involvement, Miguel was an active member of the Yale School of Architecture Equality in Design group (EID), an initiative aimed at combating inequities in design and construction practices.

Years of Experience:

5

Employment

- Henning Larsen, New York, 2019-present
- Yale School of Architecture Teaching Fellow, 2017-2018
- · Teeple Architects Designer, Canada, 2016
- · Philip Beesley Architects with Rolf Seifert, Canada, 2014-2015

Education

- Master of Architecture, Yale University, New Haven, CT, 2019
- Bachelor of Architectural Studies, University of Waterloo School of Architecture Cambridge, 2014

Selected Projects

- Block 20, Residential High Rise; Toronto, Canada; Ongoing
- Harvard ERC Masterplan; Boston, Massachusetts; Ongoing
- Confidential Mixed-Use Building; Including Flex Office Space, Performing Arts Center, and Retail; East Coast; Ongoing
- Mission Rock, Plot G Visa Headquarters; San Francisco; Exp 2022



Jakob holds a MSc and PhD in Architectural Engineering and is a LEED / WELL Accredited Professional and DGNB Certified Auditor specializing in healthy, sustainable and energyefficient design. He is a Partner and Head of Henning Larsen' Sustainability Engineering and Landscape Department, which develops solutions in the field of sustainable design. Jakob's research revolves around the interaction between engineerin architecture and modern technology and how integrated des can form the basis of successful sustainable cities and buildi

Jakob has extensive experience with development, implementation and documentation of project sustainability based on parameters such as light, shade, sun, wind, geomet and the relation between city and landscape. Jakob employs specialized software such as DIVA-for-Rhino for highly optimized daylighting analysis, IES-VE for indoor environme optimization, Openfoam to conduce (CFD) computational flu dynamics and Tally / REVIT for integrated Life Cycle Assessm

Through a series of projects, including the King Abdullah Financial District in Saudi Arabia, the Nordea Bank Corporate Center in Denmark, Central Lindholmen's innovation district European Spallation Source in Sweden, and the University of Cincinnati's College of Business in the United States, Jakob h gained vast international experience through projects relatin to different cultures, climatic zones, and certification objectiv As LEED AP and DGNB Auditor, Jakob gualifies new sustainab building and city development projects for LEED and DGNB certifications.

Community Involvement / Initiatives

As a leading thinker and practitioner in sustainability and comfort criteria for urban planning, Jakob contributes to international initiatives including Sustainia, Nordic Built, Gat 21, The Energy Renovation Network of the Danish Ministry of Climate, Energy, and Building, and Concito, the green think ta of Denmark. Jakob advocates for knowledge-sharing within beyond the A/E/C industries, and often lectures and participa in open house discussions in support of innovative practices and interdisciplinary collaboration and engagement.

Larsen

Henning Partner and Head of Sustainability, Masterplanning Architect Jakob Strømann-Andersen

LEED AP, WELL AP

Henning Larsen is the proposed Masterplanner and Design Architect on the Tropicana Field site development. As the Head of Sustainability, Jakob will be spearheading project sustainability visioning, and actively participating in stakeholder and community engagement to develop a social healthy, energy efficient and carbon neutral design.

l d	Years of Experience: 12
's :h ng, sign	 Employment Henning Larsen, Denmark, 2008 Lecturer, the Technical University of Denmark (DTU) and the Royal Danish Academy of Fine Arts, School of Architecture
sign ings. /, etry s nt uid nent.	 Education Industrial PhD, the Technical University of Denmark, 2011 MSc Civil Engineering, Technical University of Denmark (DTU), 2008 Visiting researcher, UC Berkeley, College of Environmental Design, 2008 Bachelor of Architectural Engineering, DTU, 2005 Registrations / Certifications / Memberships IWBI WELL Accredited Professional, 2017 USGBC LEED Accredited Professional, 2016 International DGNB Auditor for New Urban Districts, 2014 Deputy Chairman in Sustainability Committee, Danish Association of Architectural Firms, 2016
f nas ng ves.	 Member of Advisory Board for BSc in Architectural Engineering, Technical University of Denmark (DTU), 2014 The Danish Society of Engineers (IDA)
e f ank ates s	 Selected Projects Downsview Masterplan; Toronto, Canada; Ongoing University of Cincinnati, College of Business; Cincinnati, Ohio, US; Exp. 2019 ESS - European Spallation Source; Lund, Sweden; Exp. 2019 King Abdullah Financial District; Riyadh, KSA; Exp. 2020 Queensland University of Technology Education Precinct Building; Brisbane, Australia; Exp. 2018 Nordea Bank Corporate Center; Copenhagen, Denmark; 2017 Siemens Global Headquarters; Munich, Germany; 2016 Moesgaard Museum; Aarhus, Denmark; 2014 Novo Nordisk Headquarters; Bagsværd, Denmark; 2013 Klaksvík City Centre; Klaksvík, the Faroe Islands; 2012 Spiegel Headquarters; Hamburg, Germany; 2011 Umeå University School of Architecture; Umeå, Sweden; 2010



David Manica believes in stunning design and innovative functionality as the path to successful buildings. In his 26 years designing large public assembly facilities, David has forged a vision for some of the world's highest-profile stadium, arena, and convention projects totaling over \$10 billion in construction. His comprehensive experience spans all phases of project development. He values a collaborative approach to design that successfully solves all his clients' needs related to aesthetics, program, budget, function, and schedule. David's passionate commitment and dedication to balancing the complicated needs of his clients have earned him lasting relationships with them all.

Prior to establishing MANICA Architecture in 2007, David worked as a Senior Project Designer at HOK Sport Venue and Event (now Populous) for thirteen years, where he was responsible for leading the design of some of the largest and most recognized facilities in the world, including Toyota Center, Reliant Stadium, O2 Arena London, Beijing Olympic Arena, and the New Wembley Stadium in London, England. As President and Design Director of MANICA, his company's designs are recognized worldwide as some of the most innovative, iconic, functional, and costeffective projects in the industry.

David Manica's work is enjoyed by millions of people around the world, and his designs have a profoundly positive effect on the life of entire cities. His ability to maintain the design integrity despite the inherent challenges of multi-phase, large scale projects has established him as a key personality in the industry. David has been recognized and honored as one of Sports Business Journal's "Fifty Power Players in Sports Development", one of the nation's first ever "40 Under 40" by Building Construction and Design, and OVG Group's Venue All Stars.

Community Involvement / Initiatives

David returns to the University of Kansas regularly as a guest lecturer and critic for the young architecture students. Additionally, he opens the MANICA office to students for job shadowing and mentoring several times each year.



Owner and Design Director, **Public Assembly Venue Architect**

David Manica AIA, NCARB, LEED AP

MANICA Architecture is the Lead Sports and Convention Center Design Architect on the Tropicana Field site development. As Design Director, David oversees MANICA's design development with the project team. David will continue to shepherd the stadium and convention center design throughout the duration of the project, using his expertise to create an innovative, cutting edge design which puts the community at the front and center.

Years of Experience:

26

Employment

- MANICA Architecture, Kansas City, MO, 2007-present
- HOK Sport (now POPULOUS), Kansas City, MO, 1994-2007

Education

· Bachelor of Architecture, University of Kansas, USA, 1994

Registrations / Certifications / Memberships

- Registered Architect (Florida, California, Washington, Nevada, North Carolina, Illinois, Missouri, Kansas)
- American Institute of Architects, 1999 present
- Cagliari Stadium; Cagliari, Italy; Ongoing
- Confidential Event Center; Miami, FL; Ongoing
- Florida A&M University South Campus Masterplan & Stadium; Tallahassee, FL; Ongoing
- · YTL Arena Bristol; Bristol, England, Ongoing
- · CJ Live City Arena; Seoul, South Korea; 2020
- Nuovo Stadio Milano; Milan, Italy; Awaiting Award Result
- Allegiant Stadium; Las Vegas, NV; 2020
- · Intermountain Healthcare Performance Center: Henderson, NV: 2020
- · Inter Miami CF Stadium; Fort Lauderdale, FL; 2020
- Inter Miami CF Training Complex; Fort Lauderdale, FL; 2020
- Chase Center; San Francisco, CA; 2019
- VTB Arena Park: Moscow, Russia: 2018
- San Diego Stadium & Convention Center Concept; San Diego, CA: 2016
- · Los Angeles NFL Stadium Concept; Carson, CA; 2015
- Brooklyn Nets Training Facility; Brooklyn, NY; 2016
- Phoenix Convention Center*; Phoenix, AZ; 2008
- Wembley Stadium*; Wembley, England; 2007
- O2 Arena*; London, England; 2007
- Peoria Civic Center*; Peoria, IL; 2007
- Reliant Stadium*; Houston, TX; 2002

David Manica

_Projects



_1 FAMU South Campus Masterplan & Stadium

MANICA Architecture is the Master Development Architect for the \$410 M project, a multi-phased addition to the University which will become a new district for the students and residents, and the Lead Design Architect for the 35,000-seat stadium and training facility. The project's mission is rooted in celebrating the community's history and culture while providing opportunities for economic growth in Tallahassee, FL. As Design Director, David is overseeing the development's design progress to ensure it becomes a responsive, empowering community asset. More information can be found in the Project Profiles.



_3 Chase Center

MANICA Architecture was the Lead Design Architect for Chase Center in San Francisco, CA. The 18,064-seat arena is part of a larger 11 acre development containing office, retail, public plazas, and locally-commissioned art installations. As Design Director, David paid particular attention to the building's relationship to the rest of the site, removing the notion of a "back door" by designing an inviting, appropriately scaled 360° arena with a completely concealed back of house. He worked closely with the city, attending numerous community meetings, to ensure the arena and its environs provide a vibrant, lively experience yearround. More information can be found in the Project Profiles.

Selected Projects







_2 Allegiant Stadium

MANICA Architecture was the Lead Design Architect for the \$1.5B Allegiant Stadium in Las Vegas, NV. The 65,000-seat stadium offers a variety amenities unique to Las Vegas, including a GA patio with views to the Strip and a premium club that operates as a night club on non-event days. As Design Director, David led the effort to create an iconic design representative of the Las Vegas Raiders under an extremely compressed schedule. The project opened on time and \$25 M under budget in July 2020. More information can be found in the Project Profiles.



_4 VTB Arena Park

MANICA Architecture was the Lead Design Architect for VTB Arena Park in Moscow, Russia. The \$850M event center and surrounding multi-use development have reshaped this district into a vibrant, bustling commercial center enjoyed by residents and tourists alike. As the Design Director on VTB Arena Park, David oversaw the transformation of the historic stadium into a 12,000-seat arena, 27,000-seat stadium, and shopping center. The project won several accolades for its positive effect on the neighborhood and its purposeful intervention with the existing city. More information can be found in the Project Profiles.



Will Hon joined the MANICA team in 2010 and brings a diverse range of design experience with sporting venues, training facilities, masterplanning, and programming. He believes good design is a catalyst for iconic place-making and an unparalleled fan experience. Will blends his passion for visionary design with sound technical details. The result is a comprehensive and coordinated design solution that is as creative as it is functional. His focused, positive attitude makes him a key member of every project team and a dependable client contact.

As a Director at MANICA Architecture, Will has been the design team lead, project manager, and main point of contact for over \$1.5 billion in constructed projects including the Chase Center, the Golden State Warriors new 18,000 seat multi-purpose arena in San Francisco, CA; the new Inter Miami CF Training Facility in Fort Lauderdale; and the Raiders Headquarters and Training Center in Las Vegas. While serving as a Project Designer, Will led the design, documentation, and programming of projects such as the 700,000 sq. ft. VTB Center for Elite Athlete Development in Moscow, Russia and the Brooklyn Nets Training Facility & Headquarters, Brooklyn, NY. Will has also been a key design team member on other high profile domestic & international projects such as the Shantou University Sport Park, Shantou, China; VTB Arena Park, Moscow, Russia; and the Gong Ti Stadium Masterplan, Beijing, China. His recent projects include design team lead and management for the new 20,000 seat multi-purpose arena in Seoul, South Korea.

Will was honored as one of the Sports Business Journal's 2020 Power Players in Design for his work on Chase Center (Project #3 on the next page).

Community Involvement / Initiatives

Will actively mentors young interns in the office and liaises with the nearby University to coordinate tours, lectures, and project presentations. He maintains regular communication with the faculty and is often called upon to consult with students and professors alike on the constantly evolving skills and talents the industry demands of its emerging professionals.

MANICA

Project Director, Public Assembly Venue Architect William Hon **AIA, NCARB**

MANICA Architecture is the Lead Sports and Convention Center Design Architect on the Tropicana Field site development. As Project Director, Will manages the day-today communications with the project team. As the project progresses, Will plans to continue directing operations to ensure a well-coordinated, inclusive, and thoughtful design process among the project team, stakeholders, and community.

Years of Experience:

10

Employment

MANICA Architecture, Kansas City, MO, 2010

Education

• Master of Architecture, University of Kansas, USA, 2011

Registrations / Certifications / Memberships

- · Registered Architect (Missouri)
- · American Institute of Architects, 2015 present

Selected Projects

- · Confidential Event Center: Nizhny Novgorod, Russia: Ongoing
- · YTL Arena Bristol; Bristol, England, Ongoing
- Taiyuan Arena; Taiyuan, China, 2020
- CJ Live City Arena; Seoul, South Korea; 2020
- · Intermountain Healthcare Performance Center; Henderson, NV; 2020
- · Chase Center: San Francisco, CA: 2019
- VTB Arena Park; Moscow, Russia; 2018
- Brooklyn Nets Training Facility; Brooklyn, NY; 2016
- Shantou University Sport Park; Shantou, China; 2015

William Hon

_Projects



_1 Taiyuan Arena

MANICA Architecture was the Lead Design Architect for Taiyuan Arena in Taiyuan, China. The 18,000 seat multipurpose arena will be the anchor for a new mixed-use development in the heart of the city. Notably, the project features a bridge from RTKL's masterplan development to the arena's occupiable roof. As Project Director, Will led the coordination between the prime consultants to ensure the design matched the Client's vision. The arena is expected to open in 2023.



_3 Chase Center

MANICA Architecture was the Lead Design Architect for Chase Center in San Francisco, CA. As Project Director, Will managed the daily expectations and coordinated the design delivery with a large, complex ownership and consultant team of 30+ firms. Will was the sole unifying thread from start to finish at the project's end, and was integral to the Client's understanding of the design's evolution over the course of development. The project opened in August 2019 to great success; its financial performance exceeded the Client's most conservative revenue models. More information can be found in the Project Profiles.

MANICA





_2 CJ Live City Arena

MANICA Architecture was the Lead Design Architect for CJ Live Arena, an 18,000-seat multipurpose, concert-focused arena in Goyang, South Korea. As Project Director, Will liaised between the prime consultants, masterplanners, and Client to ensure the 720,000 sg. ft. arena met the project's goals and fit seamlessly into the new development. He oversaw the technical and operational aspects of the arena's main feature: the ability for the interior and main plaza, both with 20,000 person capacity, to operate simultaneously during separate and combined functions. The arena is expected to open in 2022.



_4 VTB Arena Park

MANICA Architecture was the Lead Design Architect for VTB Arena Park in Moscow, Russia. The \$850M event center and surrounding multi-use development have reshaped this district into a vibrant, bustling commercial center enjoyed by residents and tourists alike. As Project Designer, Will focused on finding efficiencies in the plan layouts for the simultaneous, secure, and independent operations of the building's three entities. His thorough understanding of an event center's DNA directly contributed to VTB Arena Park's reputation for operational excellence when it opened in 2018. More information can be found in the Project Profiles.

> JMA Ventures Tropicana Field Site Development Response 263



Keith Robinson brings a strong and disciplined "team first" approach to his work. Keith has a superior work ethic and will do whatever it takes to exceed his Client's expectations. Keith's personality, intelligence and attitude are what make him an obvious choice for any project team looking to execute precedent-setting design.

Keith was methodical and highly disciplined in his preparation to become an architect. Prior to receiving his master's degree in Architecture, Keith studied studio arts while working a variety of construction jobs to deepen his understanding of how large-scale projects are executed. His exposure to on-site construction techniques and complex 3D art forms influenced his interpretation of architecture as a poetic balance between art and science.

Keith strongly believes communication is one of the most critical aspects to any successful design process. He takes great pride in his ability to craft excellent design solutions and his ability to communicate inherently complex information in a style and medium tailored specifically to the unique personalities, needs, and expectations of his Clients.

Keith's skills and leadership were essential in developing the design and functions of notable high-profile projects such as the Allegiant Stadium (Las Vegas, NV); the Inter Miami CF Stadium and Training Complex (Fort Lauderdale, FL); San Diego Chargers NFL Stadium + Convention Center (San Diego, CA); and the Brooklyn Nets Training Facility (Brooklyn, NY).

Keith was recently named to the Sports Business Journal's 2020 Power Players in Design for his work on Allegiant Stadium (Project #1 on the following page).

Community Involvement / Initiatives

Keith frequently returns to his alma mater as a guest critic and mentor. He is also involved with FosterAdopt Connect, a local organization serving underprivileged youth in the Kansas City Metropolitan area. Most recently he provided pro bono services to create design concepts for their new headquarters.

MANICA Project Design Director, architecture Public Assembly Venue Architect

Keith Robinson AIA, NCARB

MANICA Architecture is the Lead Sports and Convention Center Design Architect on the Tropicana Field site development. As Project Design Director, Keith manages the day-to-day execution of the project's vision. Keith will remain in this role for the duration of the project, crafting an inventive, cohesive design while fostering a relationship with stakeholders and the community to ensure its sensitive, unifying integration into St. Petersburg.

Years of Experience:

8

Employment

MANICA Architecture, Kansas City, MO, 2012

Education

- Master of Architecture, University of Kansas, USA, 2013
- Bachelor of Arts, Central College, USA, 2010

Registrations / Certifications / Memberships

- Registered Architect (Missouri)
- · American Institute of Architects, 2015 present

Selected Projects

- Confidential Event Center; Miami, FL; Ongoing
- · CJ Live City Arena; Seoul, South Korea; 2020
- Nuovo Stadio Milano; Milan, Italy; Awaiting Award Notification
- Allegiant Stadium: Las Vegas, NV: 2020
- Intermountain Healthcare Performance Center; Henderson, NV: 2020
- · Inter Miami CF Stadium; Fort Lauderdale, FL; 2020
- Inter Miami CF Training Complex; Fort Lauderdale, FL; 2020
- Chase Center; San Francisco, CA; 2019
- · San Diego Stadium & Convention Center Concept; San Diego, CA: 2016
- · Los Angeles NFL Stadium Concept; Carson, CA; 2015
- Brooklyn Nets Training Facility; Brooklyn, NY; 2016



Patrick Begley joined the MANICA team in 2016 and brings a devoted, committed attitude and an enthusiasm for sports architecture to the design team. He believes open collaborat supported by an unparalleled work ethic is the key to great design.

Patrick possesses a broad skillset spanning from technical expertise to artistic competence of architectural design. Patr innate creative abilities matched with his proclivity for softw and computational design allow him to guickly bring concer ideas to life via still imagery and animation. This passion of intersecting software with architecture allows him to stay at forefront of a high-paced international design field.

As a Project Designer at MANICA Architecture, Patrick has contributed to a wide variety of projects, including Allegiant Stadium (Las Vegas, Nevada); The Intermountain Healthcare Performance Center (Henderson, Nevada); Nuovo San Siro (Milan, Italy); San Diego Chargers NFL Stadium + Conventior Center (San Diego, California). Current projects include Caglia Calcio Stadium (Cagliari, Italy).

Patrick graduated with a Master of Architecture from the University of Kansas School of Architecture and Design. Wh in school, Patrick was given the opportunity to study abroad as well as work in Los Angeles, California through the Gensle + KU Co-Op Program. There, Patrick worked on the Nou Carr Nou competition which included renovation and re-design of the famous Camp Nou Futbol Stadium in Barcelona, Spain. A culmination of professional experience and international tra has fueled his passion for civic design, communal facilities, sports culture.

Community Involvement / Initiatives

Patrick frequently participates as a guest critic at design reviews for young architecture students. He maintains strong connection with the faculty at the University of Kansas and returns frequently for portfolio reviews, mock interviews, and mentorship.

Project Designer and 3D Visualization Lead, MANICA **Public Assembly Venue Architect Patrick Begley**

MANICA Architecture is the Lead Sports and Convention Center Design Architect on the Tropicana Field site development. As a Project Designer, Patrick collaborates on the design process and manages all 3D visualization and modeling for the project. Patrick will continue using top of the line software and rendering techniques to provide the stakeholders and community with realistic imagery of the future design.

tion	Years of Experience: 4
	Employment MANICA Architecture, Kansas City, MO, 2016
rick's are otual	 Education Master of Architecture, University of Kansas, USA, 2016 Bachelor of Architectural Studies, University of Kansas, USA, 2014
the e	 Selected Projects Confidential Event Center; Miami, FL; Ongoing Cagliari Stadium; Cagliari, Italy; Ongoing CJ Live City Arena; Seoul, South Korea; 2020 Nuovo Stadio Milano; Milan, Italy; Awaiting Award Notification Allegiant Stadium; Las Vegas, NV; 2020 Intermountain Healthcare Performance Center; Henderson, NV; 2020 Inter Miami CF Stadium; Fort Lauderdale, FL; 2020 Inter Miami CF Training Complex; Fort Lauderdale, FL; 2020
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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.

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 48-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 320 design citations, including 49 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.

Years of Experience:

38

Employment

 Moody Nolan Architect / CEO; 1982-2019, Chairman of the Board; 2020-Present

Education

- Honorary Doctorate, Ohio Dominican University, Columbus, OH; 2008
- Harvard Graduate School of Design, Cambridge MA; 1997
- · Columbus Technical Institute, Columbus, OH; 1980
- Bachelor of Science, Architecture, The Ohio State University, Columbus, OH; 1973

Registrations / Certifications / Memberships

- Registered Architect, 1982, AL, AR, CT, DC, DE, FL, GA, ID, IL, KS, KY, LA, MD, MI, MO, MS, NC, NH, NJ, NV, NY, OH, OK, PA, SC, TN, TX, VA, VT, WI, WV
- · 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, 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

Curtis J. Moody



_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.



_Columbus Commons

Partner-In-Charge of Design. Moody Nolan, as the Architectof-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 sixstory 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 nineacre 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.

_Projects





_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.



_River and Rich

Partner-In-Charge of Design for the exciting, new mixeduse 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 squarefeet 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.



Jay has been a member of the Moody Nolan team for 22 years and has worked as a Project Architect, Project Manager, and now Partner-in-Charge on the majority of the firms 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

Ohio Wildlife Center Board Member

Years of Experience:

33



Partner-In-Charge, Vertical Architect
Jay Boone

Jay, in his role as a Partner-in-Charge is responsible for overall production, client management and milestone scheduling. Jay has more than 25 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.

Employment

- Henning Larsen, Copenhagen and New York, 2006
- · 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, 1987

Registrations / Certifications / Memberships

· Registered Architect, 1994, OH

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, 2020
- · Third and State Mixed-Use, Columbus, OH; Ongoing
- · River and Rich, Columbus, OH; 2019



Yanitza serves as Moody Nolan's Director of Housing. Under her guidance, Moody Nolan has designed over 5,000 studen beds. Currently, she is overseeing the design of a new 500 be 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 typ that include market-rate developments, low-income public housing (HUD CHOICE neighborhoods, LIHTC, RAD, Historic Credits, Hope VI, and NSP), suite-style residence halls, assiste living renovations, feasibility studies for mid- to high-rise apartments and condominium buildings and hospitality desi

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 18 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 preside of the Columbus chapter, one of Yanitza's strategic goals is to embrace diversity within the profession and ensure that desi is inclusive.

Yanitza has always been passionate about mentorship and is very proud of her involvement with the Center for Architectur and Design Board. Through CFAD Yanitza has the opportunit promote architecture among youth from all social backgroun to ultimately feed the pipeline with a more diverse profession



Principal, Housing Planning and Programming, Vertical Architect

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 marketrate, 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.

	Years of Experience:						
nt	26						
ed							
ty	Employment						
)	 Henning Larsen, Copenhagen and New York, 2006 						
	 3XN, Denmark, 2004 						
	 Dorte Mandrup Architects, Denmark, 2003 						
es,	 Parc, Denmark, 2002 						
	 AA Architects, Denmark, 2001 						
Tax ed	 Kristine Jensen Landscape Architects, Denmark, 2000 						
	Education						
ign.	 Master of Architecture, The Ohio State University, 1996 Bachelor of Science, Environmental Design, Universidad de Puerto Rico, 1994 						
	Registrations / Certifications / Memberships						
	 Registered Architect, 2001, Ohio 						
	· NCARB						
	 USGBC LEED AP BD+C Accreditation, 2009, LEED FOR HOMES, 2014 						
	· AIA Columbus, President, 2019						
ent	 AIA Columbus, Treasurer, 2017 						
С	Executive Committee, 2017 - 2020						
ign	 Builders Exchange of Central Ohio, Craftsmanship Committee, 2014-2016 						
s	· Center of Architecture, Board of Directors, 2009-2001						
re	Selected Projects						
y to	 Bridge Park Development, Dublin OH; 2020 						
nds n.	 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 						



Troy joined Moody Nolan in 2004 and as co-leader of the sports & recreation studio, he 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. Partner, Practice Leader, Sports & Recreation Design, Vertical Architect **Troy Sherrard** FAIA, NCARB, LEED AP, Fitwel Ambassador

Troy Sherrard has 26 years of architectural design leadership dedicated to the specialty practice of community and collegiate Recreation / Wellness / Fitness / Sports Architecture. The focus stems from the desire to promote long-term human health + performance benefits, encourage social gathering and promote human connectivity.

Years of Experience:

20

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Employment

- Moody Nolan, Columbus, OH; 2004-Current
- Jacobs Engineering Group Incorporation, St. Louis, MO; 2000-2004
- · Phil Holden Architects, St. Louis, MO; 1995-2000

Education

- Master of Science, Architecture, Washington University, St. Louis, MO; 1995
- Bachelor of Science, Environmental Design, Miami University, Miami, OH; 1993

Registrations / Certifications / Memberships

- Registered Architect, OH; 2000, KY; 2016, CT; 2018
- 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



Specializing in traditional architecture, design and documentation, David has a mission of building preeminent lasting structures for generations to enjoy. Traditional Architecture employs design strategies that naturally complement eco-conscious structures. With careful consideration and client consultation, David's goal is to empl cost-effective solutions that work with our client's strategies. He is known for crafting innovated spaces that provide an experience customized to each client's specific needs with a thorough understanding of how the implementation will sha the community. David's diverse portfolio features a list of projects that span a broad range of industry segments, inclue retail and mixed use, hospitality, office, restaurants, multifam and ecclesiastical design.

Community Involvement / Initiatives

American Institute of Architects 1995-present

The Urban Guild 2020-present

Fellowship of Catholic Scholars, 2014-present

National Council of Architectural Registration Boards, 2012-present

U.S. Green Building Council, LEED AP+BD+C, 2011-present

Congress for the New Urbanism present Charter Member 1996-present

The Institute of Classical Architecture and Art 1995-present

The Ohio State University Alumni Society 1985-present



Partner, Director of Classical Design, Vertical Architect **David Meleca** FAIA, NCARB, LEED AP BD+C

"Creativity through Tradition" has been the David's mission, which has translated into the creation of numerous significant lasting structures. He brings more than 30 years of architectural experience to Moody Nolan and was elevated as a Fellow in the American Institute of Architects in 2017 (an honor bestowed on only one-percent of licensed architects).

	Years of Experience: 35
loy	 Employment Moody Nolan, Columbus, OH; 2019- Current David B. Meleca Architects LLC, Columbus, OH; 1996-2019 Sullivan Gray Bruck Architects, Columbus, OH; 1985-1996
ape	Education Architecture of England New College, Oxford University,
ding nily	England; 1984 • Bachelor of Architecture, The Ohio State University, Columbus, OH; 1985
	 Architecture of Italy Rome and Florence, Italy The Ohio State University, Columbus, OH; 1987
	 Registrations / Certifications / Memberships Registered Architect, CO, CT, FL, IL, IN, KY, MD, MA, MI, MO, NE, NV, NJ, NY, NC, OH, PA, SC, TN, TX, UT, VA, WA, WV, WI Fellow of the American Institute of Architects (FAIA); 2017 American Institute of Architects; 1995-present Fellowship of Catholic Scholars; 2014-present National Council of Architectural Registration Boards; 2012-present U.S. Green Building Council, LEED AP+BD+C; 2011-present Catholic Record Society Diocese of Columbus; 2007-present Congress for the New Urbanism present Charter Member; 1996-present The Institute of Classical Architecture and Art; 1995-present The Ohio State University Alumni Society; 1985-present The Urban Guild; 2020-present
	Selected Projects Third and State Mixed- Use Development, Columbus, OH; Ongoing

- · Marker Mixed-Use Development, Columbus, OH; Ongoing
- · 530 E. Rich Street, Columbus, OH; Ongoing
- · R&H Coughlin, Delaware, OH; Ongoing
- · Kitchen Social Restaurant, Columbus, OH; 2020



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, 1974
- Master of Landscape Architecture, University of Pennsylvania, 1993

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

W Architecture and Landscape Architecture is the Landscape Architect on Tropicana Field. As Principalin-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.

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

Barbara Wilks

_Projects



_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.



_3 St Patrick's Island

As Principal-in-Charge, Barbara was instrumental in transforming Barbara was Principal-in-Charge of this project on the East River. this under-utilized park into a development catalyst for the The project had to connect the residents of Williamsburg to Calgary Municipal Land Corporation, which helped spur almost the water, buffer the new residents from the public waterfront, 3 billion dollars of investment in the adjacent East Village. It create a new ferry landing, and provide a variety of public spaces. There was an extensive city, state and federal approval created new ways for the river, island, and people to interact, bringing water inland for safe human interaction and to diversify process required to create the new varied shoreline and piers, habitat. The series of places creates a year-round center of and the public space of the project. Transportation networks active uses for local communities as well as the region. It was were rebalanced and a new street was created while others were completed on time and on budget, even after the schedule was closed for pedestrian use. The project was developed in two adjusted for the 100-year-flood occurred during construction. phases and is now an integral part of the East River waterfront.

Barba

W





_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.



_4 The Edge Park



David Ostrich is a Senior Associate/ Landscape Architect he brings over 30 years of experience in the design, management and implementation of projects in the public realm to W's team.

He has worked with a variety of communities to develop the potential of under-utilized open space through a community based visioning process that empowers community participants to create consensus around ideas and visions appeal to a wide variety of stakeholders. David has extensive experience in open space projects of various scales, complex or involve numerous, often competing interests. David brings to projects a commitment to the craft of place making and the materiality of design as well as to our project partners, and the communities in which we work. He is committed to the integration of natural processes into the urban environment. David has been involved in projects with city governments, private developers and institutions. David's horticultural background brings a depth of knowledge and experience to creating vibrant living landscapes.

Years of Experience:

30

Employment

- W Architecture & Landscape Architecture, LLC, 2017-Present Senior Associate, New York, NY
- Wallace Roberts and Todd, LLC, 1990-2017
 Senior Associate, Philadelphia, PA
- Kling Partnership, 1987-1990
 Landscape Architect, Philadelphia, PA

Education

- Bachelor of Science in Horticulture, Cornell University, 1984
- Master of Landscape Architecture, University of Pennsylvania, 1987

Registrations / Certifications / Memberships

 Registered Landscape Architect: PA, CLARB Certified



Project Manager and Senior Associate, Landscape Architect David Ostrich RLA

W Architecture and Landscape Architecture is the Landscape Architect on Tropicana Field. As project manager, David will be responsible for leading the overall landscape design effort for the project. With over 30 years of experience, David 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.

Selected Projects

- · The Riverline, Buffalo, NY
- · Bush Terminal MiNY Campus, Brooklyn, NY
- · St Petersburg Pier Approach, St Petersburg, FL
- Rockaway Village Residential Complex, Phase 1-3, Queens, NY
- Downtown Far Rockaway Urban Design & Streetscape Reconstruction, Queens, NY
- · Cadman Towers Roof Plaza, Brooklyn, NY
- · Chouteau Greenway Competition, St Louis, MO
- 85 Broad St Pop-Up Installation, New York, NY
- · 1250 Broadway Plaza & Rooftop, New York, NY
- New Stapleton Waterfront*, Staten Island, NY
- 11th Street Bridge Competition*, Washington, DC
- Trinity River Master Plan*, Dallas, TX
- Principal Riverwalk*, Des Moines, IA
- · Georgetown Waterfront Park*, Washington, DC
- Falls of the Ohio River Greenway Masterplan*, Jeffersonville, IN
- White River Sate Park*, Indianapolis, IN
- · Liberty State Park*, Jersey City, NJ
- * Projects w/ previous firms

David Ostrich

_Projects



_1 The Pier Approach

The Pier Approach takes an under-utilized park and transforms it into a vibrant link between downtown and the Pier. As the connector, extensive coordination was required between these two areas. There was also extensive coordination required for circulation linkages including pedestrian, vehicular, bike, bus, tram (neighborhood) and tram (pier). As the project manager, David collaborated with Earthscapes on a one of a kind sea themed play area and artist Janet Echelman on a place specially designed for viewing her sculpture. This 20 acre project opened in July 2020, on time and on budget.



_3 Downtown Far Rockaway

As project manager, David has been responsible for leading the overall landscape design effort for both the NYCDDC public urban design project and a mixed-use development project in Downtown Far Rockaway. The overarching objective of the City's and State's planning and design efforts in Downtown Far Rockaway is to revitalize the economic base and activities of the CBD, improve connections to public transportation, create new open spaces, and to strengthen the district's environmental sustainability and resiliency in the wake of major weather events. Once complete, the project will become an active corridor bridging NYC to Long Island.

W





_2 Bush Terminal MiNY Campus

The Bush Terminal - Made in New York (MINY) Campus, is a collaboration with the NYC EDC to create an Urban Manufacturing Campus that provides affordable, best-in-class industrial facilities for garment manufacturing, film and media production industries. W is leading the Urban and Site Design scope of the project. As project manager, David balances the needs of the manufacturing tenants by providing efficient access to loading docks and employee parking with the requirements for safe public access to the water's edge. The 4.5 acre project is scheduled to begin construction in early 2021.



_4 Chouteau Greenway Competition

The greenway project involved threading a greenway through the Red Cardinals Busch Stadium and Interstate 64 in St Louis. The "city of islands" is connected by the valley between them, and our project reclaims the valley as a new framework for community movement and engagement. The framework green ribbons of movement and engagement—creates new connections and experiences that make the whole and equitable, strong and connected city diagram real. David was the project manager responsible for leading and coordinating the project.



Jordan Behar, AIA, is a native of Pinellas County, Florida and and the founding principal architect of Behar + Peteranecz. Throughout his twenty-four 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.

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 liason engaging local stakeholders in design workshops and brainstorming sessions with the goal of producing a communitydriven design approach aimed at solving some of the challenges presented by the historical and economic context.

Years of Experience:

24

Employment

- Behar + Peteranecz Architecture, Design Principal, 2008-Present
- · Behar Design, Design Principal, 2002-2008
- Modal Architects & Interiors, Design Principal, 1999-2002
- Portman Fruchtman 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
- · Clearwater Community Development Board
- Institute for Classical Architecture Member
- Tampa Bay Business for Culture and the Arts Board
- 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

Jordan Behar

_Projects



_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.

_3 Florida Holocaust Museum

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.







_2 Bryan Glazer Family JCC

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.



_4 Railroad Ave Mixed-Use

The Railroad Ave project is a mixed-use development including apartments and a hotel located in Pinellas Park, FL. The project also includes retail and restaurant components and incorporates elements of the surrounding historic buildings in the facade design.



Istvan Peteranecz, AIA, is a Principal at Behar + Peteranecz Architecture. Istvan brings more than fourty 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 multifamily 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-concious 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.

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 balanace it with community needs to create a responsive design.

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

Istvan Peteranecz _Projects



_1 Block D Multi-Family

Istvan is the design architect for Harrison Block D, a largescale mixed-use multi-family residential project with retail and parking located in Harrison, NJ.



_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.





_2 Madeira Beach Holiday Isle

Istvan is the design architect on a 6-story hotel, 4- story apartment building project with attached dockmaster building for the proposed marina. The Hampton Inn hotel is 115,014 sf and the apartments are 78,691 sf with associated parking included.



_4 WRDC Town Place

Istvan is the design architect on a multi-family complex consisting of eight buildings and a community center in Clearwater, FL.



Sarah-Jane Vatelot is a project manager with 13 years of experience. 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 issue 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 activisim in her role as project architect at Behar + Peteranecz Architecture

Community Involvement / Initiatives

Sarah-Jane has taken the initiative from the outset of her career to volunteer her time and efforts to advocate for responsible urban development and raise awareness in the professional field of architecture regarding the institutionalized and deepseated social, racial and economic inequities which are, at times, unintentionally exacerbated by the discipline. Sarah-Jane has recently been selected to join Leadership St. Pete class of 2021.



Sarah-Jane Vatelot

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 developement of the site to ensure sustained community involvement and ownership of the process.

Years of Experience:

13

Employment

- Behar + Peteranecz Architecture, 2019-Present
- M Creative Design, Inc, 2012-2019
- · 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

Leadership St. Pete

Selected Projects

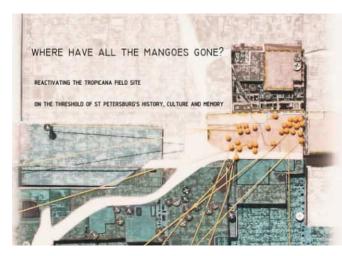
- The Factory St. Pete, Adaptive Re-Use, St. Petersburg, FL, Ongoing
- Tropicana Site Redevelopment Proposal and Book, "Where Have all the Mangoes Gone," St. Petersburg, FL
- 1750 2nd Ave N Affordable Housing, St. Petersburg, FL

Sarah-Jane Vatelot _Projects



_1 The Factory St. Pete

The Factory St. Pete is a campus of 8 former manufacturing warehouses located in the Warehouse Arts District of South St. Pete. Sarah-Jane is the project manager for this 90,000 sf adaptive reuse project aimed at creating an inclusive and energizing space for artists and creatives.



_3 "Where Have all the Mangoes Gone?" - Tropicana Field Development Reimagining

"Where Have all the Mangoes Gone?" invites its reader into this 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, due to the countless lives which were negatively impacted by the city's past transgressions. While the thesis does not venture to prescribe a solution, it is intended to provoke thought and inspire a change in the way collectively regard the redevelopment of the site. Sarah-Jane believes that the process must be a collaborative effort for it to truly be inclusive.





_2 1750 2nd Ave N Affordable Housing

Sarah-Jane is the project manager for this affordable housing project. The 5-story building takes advantage of the city's regulations aimed at reducing car-dependance by providing micro-units with bicycle parking. This promotes an alternate use of transportation and afforability to the local community in an area close to downtown.





Stantec Principal/Project Director
David Kemper
PE

Dave serves as the Tampa office leader, as well Senior Principal for the firm. His 41 years of experience include civil design and management expertise in the areas of site development, transportation, stormwater management, and utility systems. His site development experience includes management and design of residential, office, retail, industrial, institutional, recreational, and mixed-use projects.

Dave has been involved with many of the Tampa Bay Region's major development and infrastructure projects, totaling over 200 projects that include major mixed-use such as MetWest, Channel District, SouthShore Corporate Park, Clear Springs and Carillon, along with large-scale suburban residential developments and projects at the Port Tampa Bay. Dave is a recognized industry leader by his peers, having been named The Treasure Coast Chapter of the American Society of Civil Engineer's 2011 "Engineer of the Year" and a 2004 FES/FICE Leadership Institute Graduate.

Currently, Dave is the Principal-in-Charge for Stantec's significant role in Water Street Tampa - a **50-acre urban redevelopment district** in downtown Tampa centered around Amalie Arena. The project includes over nine million square feet of new mixed-use development including office, commercial education, and residential uses. Similarly, Dave is assisting the Hillsborough Aviation Authority with its Commercial Real Estate Planning of **260 acres of underutilized property**, facilitating their development into commercial land leases to private developers for retail, office, and industrial uses.

Community Involvement / Initiatives

Dave has positioned our local office as a long time partner and pro bono service provider for Metropolitan Ministries in Tampa on various facility projects and their yearly Holiday Tent. He has also been a top fundraiser for Cycle Out Autism, an annual event with the Interbay Rotary Club. Dave is also an active board advisor and program committee advisor for the Tampa Bay Post of Society of American Military Engineers, assisting with multiple fundraising and networking events through out the year.

Years of Experience:

41

Education

- Master of Science, Engineering Management, Missouri University of Science & Technology, 1984
- Bachelor of Science, Civil Engineering, Missouri University of Science & Technology, 1979

Registrations / Certifications / Memberships

• Professional Engineer, State of Florida

Selected Projects

- New St. Petersburg Pier, St. Petersburg, FL; 2020
- Raymond James Corporate Center, Carillon Park, St. Petersburg, FL; 2020
- Water Street Tampa, Tampa, FL; Ongoing
- Tampa International Airport, Commercial Real Estate Planning, Tampa, FL; Ongoing
- Channel District Strategic Action Plan and Implementation, Tampa, FL; Ongoing
- MidTown Tampa, Tampa, FL; Ongoing
- MetWest International Urban Mixed-Use Development, Tampa, FL: 2019
- Carillon Park, St. Petersburg, FL; 1999
- Citibank Tampa Campus, Tampa, FL; Ongoing
- CAE Corporate Headquarters, Tampa, FL; Ongoing
- Julian B. Lane Park/Laurel Street, Tampa, FL: 2019
- Wesley Chapel Sports Complex, Pasco County, FL; Ongoing
- Salvador Dali Museum, St. Petersburg, FL; 2011
- TriPointe Plaza, Tampa, FL; 2007
- Metropolitan Ministries Miracle Place Campus Expansion, Tampa, FL; 2007



Hamid has extensive professional engineering experience throughout Florida and the southeastern US. His expertise includes infrastructure issues relating to transportation, utilit and stormwater management systems. Hamid possesses a comprehensive knowledge of roadway and land developmer engineering, including environmental permitting, impacts, an regulations. He offers an in-depth knowledge of the standard of the local, county, and state, regulatory agencies, including FDOT, SWFWMD, ACOE, FDOH, and FDEP permitting.

Hamid has also worked on some of the region's largest distriengineering projects like Water Street Tampa and the Channe District Strategic Action Plan and Implementation - providing infrastructure engineering and master planning services for **100 acres of urban redevelopment** in downtown Tampa. Bo projects addressed above and below ground utilities, drainage system, and transportation improvements.

Just up the road in Clearwater, Hamid is leading Stantec's eff 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 Flor Engineering Society. He has also volunteered his time at the Tampa Bay Chapter of Feeding America and Metropolitan Ministries in downtown Tampa.

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.

	Years of Experience: 37	
ties,		
	Edu	lcation
nt nd	•	Master of Science, Civil Engineering, University of Arkansas, 1983
ds the	•	Bachelor of Science, Civil Engineering, University of Arkansas, 1980
	Reg	sistrations / Certifications / Memberships
ict		Professional Engineer, State of Florida
el g	•	Licensed Threshold Inspector, State of Florida
over	Sel	ected Projects
th		Water Street Tampa, Tampa, FL; Ongoing
ge	•	Channel District Strategic Action Plan and Implementation, Tampa, FL; Ongoing
	•	Imagine Clearwater, Clearwater, FL: Ongoing
fort :	•	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
ida	•	Port Tampa Bay Hooker's Point Intermodal Development, Tampa, FL; 2018
	•	Morton Plant Mease Countryside Hospital Addition & Central Utility Plant, Clewarwater, 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



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 countywide 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 countyowned 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.

Stantec Real Estate and Financial Analysis **Brett Sherman**

With over 17 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.

Years of Experience:

17

Education

- Master of Business Administration, Fordham University Graduate School of Business, New York, New York, 2008
- Bachelor of Arts, Skidmore College, Saratoga Springs, New York, 2002

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

Adam's experience focuses on land planning for urban redevelopment districts, large mixed use projects, phased project plans, Comprehensive Plans, Developments of Regio Impacts (DRIs) and residential and commercial master plan developments. He has served as an expert planning witness administrative and state court proceedings. He specializes in preparing and implementation of strategic land use plans fo large property owners and major developers. This experience includes due diligence for acquisition or repositioning of rea estate for redevelopment and development, securing and modifying entitlements, strategic planning, and addressing development regulations. Adam has led project teams to integrate market analysis, multi-modal transportation plann site design, community outreach and government affairs.

Adam has also practiced various aspects of real property law for 12 years, including land use and litigation of land use environmental and eminent domain issues. He is skilled in developing and maintaining relationships with community leaders, officials, developers and the general public to build consensus for land development projects and other plannin initiatives.

Recent project successes include MidTown Tampa, where Ac was responsible for preparation and successful processing of City rezoning, and employing creative strategies to overcom adverse Code and Westshore Overlay restrictions. He was a to secure successful approval of this **19-acre**, **1.8 million sq.** 390 multi-family unit urban mixed-use project.

Community Involvement / Initiatives

Adam is passionate about bringing inclusion and diversity to STEM education, tutoring at Academy Prep of Tampa - a nor profit middle school with a mission to inspire and empower students qualifying for need-based scholarships. Adam also serves on Stantec's Inclusion & Diversity Council focusing on what we can do to help Black and minority communities-from both inside and outside the organization.

Stantec Land Use, Zoning, Entitlements **Adam Carnegie** AICP

Adam has over 36 years of experience in the land development / urban planning industry in the public and private sectors. Adam has been project manager for numerous large scale and high profile land development projects. He has a proven track record of directing multi-disciplinary teams with effective interpersonal communication, negotiation, coordination and presentation skills.

	Years of Experience: 36
onal ined s in in or ce al	 Education Master of City and Regional Planning, Rutgers University, 1982 Bachelor of Arts, Community Development, Rutgers University, 1979
	 Registrations / Certifications / Memberships Certified Planner, American Institute of Certified Planners Attorney, The Florida Bar
ning, e, ng	 Selected Projects Water Street Tampa, Tampa, FL; Ongoing Johns Hopkins All Children's Hospital, St. Petersburg, FL; Ongoing MetWest International Urban Mixed-Use Development, Tampa, FL: 2019 Midtown Tampa, Tampa, FL; Ongoing Gandy Boulevard Multi-Family Development, Tampa, FL;
dam of ne able . ft. ,	 2019 Clear Springs Sector Plan; Sector Plan and Related PD Zoning Approvals, Polk County, FL; 2020 Connerton DRI Master Planned Community, Pasco County, FL; 2012 Metropolitan Ministries Miracle Place Campus Expansion, Tampa, FL; 2007 Pasco Commerce Center, Pasco County, FL; 2020 South Shore Corporate Park, Tampa, FL; 2003
to m- r	



As a resident of Tampa Bay for more than 34 years, Keith has and continues to serve in leadership roles in numerous professional and civic organizations committed to the practice of health and equity, place-making and improved guality of life in the built environment.

As an architect, he understands the built environment and the critical components of building placement, access, edges, the public realm, and place-making characteristics that supports community enhancement.

Keith brings intimate knowledge of the City of St. Petersburg's needs having worked on the City's Innovation District Streetscape and Connectivity Concept Plan, where he built on previous efforts for implementation of projects to help better connect the St. Pete Innovation District. He also worked for Forward Pinellas on the Pinellas Gateway Master Plan, helping to support economic growth efforts for the County and region.

Community Involvement / Initiatives

Keith has been an active member of the Tampa Bay community. serving as the Chair of Tampa Downtown Partnership. He also served as the Chair of Mission Advancement for Urban Land Institute's Tampa Bay District Council Executive Committee.

Stantec Lead Urban Planning and Design **Keith Greminger AIA, NCARB**

Keith has 39 years of experience in architecture, urban design and community, commercial and corporate master planning with some of the world's most recognized design firms. He has led several planning and design teams assisting private and public clients with delivery of their projects by creating notable developments, memorable places, livable neighborhoods and connected communities.

Years of Experience:

39

Education

Bachelor of Architecture, Kansas State University, 1981

Registrations / Certifications / Memberships

- Registered Architect, American Institute of Architecture
- Certified Facilitator, National Charrette Institute

Selected Projects

- The Riverwalk at Kennedy Boulevard Plaza, Tampa, FL; 2015
- St. Petersburg Innovation District Streetscape and Connectivity Concept Plan, St. Petersburg, FL; 2017
- Clearwater Bluff Waterfront Master Plan Imagine • Clearwater, Clearwater, FL; 2017
- West River Master Plan, Tampa, FL, 2016
- Pinellas Gateway/Mid-County Area Master Plan, Pinellas County, FL; 2018
- Drew Park CRA Strategic Action Plan, Tampa, FL; 2001
- West Tampa Community Redevelopment Agency Strategic Action Plan, Tampa, FL; 2018
- Residences at the Riverwalk, Tampa, FL; 2014
- The Skyhouse at Channelside, Tampa Channel District, Tampa, FL; 2015
- Florida Aguarium and Master Plan, Tampa, FL; 1995
- Tampa Convention Center, Tampa, FL; 1990
- Sims Park Master Plan, New Port Richey, FL; 2016



A Midwestern Native, Kyle Steele earned his bachelor's degr 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 care 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 to produce well thought out solutions for any design challer 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 life.

Stantec Landscape Architect-of-Record **Kyle Steele PLA**

Kyle has 17 years of experience in landscape architecture, conceptual design, design development, and project management. His knowledge of traditional landscape design supports his reputation for integrating Florida's natural elements into pedestrian-friendly environments.

 Education Bachelor of Landscape Architecture, Ball State University, 2004 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 Seminole Heights Lofts, Tampa , FL Seminole Heights Lofts, Tampa , FL West Bayfront Multi-Use Recreational Trail (MURT), Sarasota , FL Jan Phyl Park Master Plan, Polk 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 Safford Avenue Fitness Park, Tarpon Springs, FL 	ee	Years of Experience: 17
 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 915 Franklin, Tampa, FL Seminole Heights Lofts, 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 		Bachelor of Landscape Architecture, Ball State University,
of 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 915 Franklin, Tampa , FL Seminole Heights Lofts, Tampa , FL Seminole Heights Lofts, 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		 Registered Landscape Architect #LA6666899, State of Florida American Society of Landscape Architects, Member Council of Landscape Architectural Registration Boards,
	of	 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 Isles of Collier County, Naples, FL The Community at Central Park, Sarasota County, FL



Greg has over 40 years of experience in hospitality and resort design, planning, entertainment design, urban design, and landscape architecture. His attention to clients' needs helps cultivate creative design solutions that are unique, environmentally responsive, and integrated with project goals and budgets. Greg enjoys the interaction of each project undertaken with his clients and the design team as the design process unfolds from concept to built reality.

With Greg's years of experience, he has found that being an exceptional listener has led him to quickly discern a project's complex needs. This saves the team time when developing successful design solutions. In addition to work throughout the United States and the Caribbean, Greg's portfolio includes projects in South America, and China.

Of that experience, Greg worked locally on St. Petersburg's Museum of Fine Arts Master Plan and Concept, where he provided conceptual master planning and architectural design services for the addition of **157,745 square feet and renovation of 43,215 square feet.** He was also instrumental on the development of Disney Springs, comprised of **900,000 square feet of retail, dining and entertainment**.

Community Involvement / Initiatives

Greg is a former member of the City of Orlando Municipal Planning Board, as well as the Central Florida Hotel and Lodging Association. Stantec Landscape Architect Greg Meyer PLA, ASLA

Greg has over 40 years of experience in hospitality and resort design, planning, entertainment design, urban design, and landscape architecture. His attention to clients' needs helps cultivate creative design solutions that are unique, environmentally responsive, and integrated with project goals and budgets.

Years of Experience:

40

Education

 Bachelor of Landscape Architecture, University of Florida, 1980

Registrations / Certifications / Memberships

• Registered Landscape Architect, State of Florida

Selected Projects

- St. Petersburg Museum of Fine Arts Master Plan & Concept, St. Petersburg, FL; 2017
- Disney Springs Development, Walt Disney World, Orlando, FL; 2017
- The Town Center at Disney Springs, Walt Disney World, Orlando, FL; 2017
- The Landing at Disney Springs, Walt Disney World, Orlando, FL, 2017
- Hailongtun World Cultural Heritage Site, Guizhou, China; 2016
- LEGOLAND® Florida Hotel, Winter Haven, FL; 2020
- Ritz-Carlton Hotel & Beach Club, Sarasota, FL; 2011
- St. Petersburg Pier Conceptual Design, St. Petersburg, FL; 2016
- New Port Tampa Bay, Tampa, FL; 2010
- Historic Falmouth Wharf, Falmouth, Jamaica; 2014
- City of Casselberry CRA Vision Plan, Casselberry, FL; 2008
- Parc Soleil by Hilton Grand Vacations, Orlando, FL; 2011
- Imagine Clearwater, Clearwater, FL: Ongoing

As the Mobility Solutions Team Lead, Frank assembles a multi-modal multidisciplinary AV Shuttle Deployment Team I connecting the passion and diverse technical know-how with 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, univer design, and accessible services. Frank applies Stantec's expe in public-private-nonprofit partnerships to bring smart mobil solutions to new and existing clients.

Frank brings 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 profession background encompasses project management, conceptual planning, feasibility analysis, roadway design, right-of-way acquisition, permitting, community relations, developer agreement negotiations, and construction contracts. Frank o 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.

Stantec Transit/Multi-Modal Systems Frank Domingo PE

Frank brings over 34 years of comprehensive infrastructure, transportation planning, and development expertise to his projects. His skill sets encompass project management, conceptual planning, feasibility analysis, roadway design, right-of-way acquisition, permitting, community relations, developer agreement negotiations, and construction contracts.

by hin	Years of Experience: 34		
s 1 Irsal ertise	 Education Bachelor of Science, Civil Engineering, University of Florida, 1986 		
ility	 Registrations / Certifications / Memberships Professional Engineer, State of Florida Advanced Work Zone, Traffic Control, Florida Department of Transportation 		
e onal	 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, 		
offers es lic-	 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 		
У	 Autonomous Vehicle Shuttle Pilot (Suppliers Matrix, Glendale, CA; Ongoing Integral Shared Autonomous Vehicle Service, Doraville, 		
ce	 Doraville, GA; 2018 Chamblee Self-Driving Shuttle Feasibility Study and Concept Plan, Chamblee, GA: 2017 Hillsborough County MPO Congestion Management Program, Tampa, FL; 2012 Honore Avenue Improvements (Bee Ridge Road to Fruitville Road), Sarasota County, FL; 2011 Corpus Christi Downtown Area Development Plan, Corpus 		
	Christi, TX		



Stantec Mobility and Parking Lead Joel Mann AICP

Joel is a planner with 17 years of experience in transportation planning and transportation-focused contributions to development codes, comprehensive plans, and community master plans. He helps cities and businesses navigate the shift from the simple movement of cars to balanced systems that keep everyone moving.

Joel is a planner with 17 years of experience in transportation planning and transportation-focused contributions to development codes, comprehensive plans, and community master plans. His career pursuits have grown from an intersection of personal passions and commitments, including bicycle and pedestrian mobility, streets as vital urban public spaces, and use of public resources to provide the best possible returns for citizens and their quality of life. He works to develop plans that promote balanced multi-modal transportation, that enhance potential for land development and urban design, and that fit within community expectations.

Joel is a part of Stantec's Urban Places Group, leading transformative urban developments with a network of experts in mobility, planning, urban design, mixed-use architecture, resilience, real estate feasibility, smart cities and brownfield redevelopment.

Locally, Joel is working on Water Street Tampa's Master Planning and Parking Analysis - conducting a parking study of the development master plan's different phases to understand potential for integrating parking with the available supply of a larger district.

Years of Experience:

17

Education

- Master of Regional Planning, University of North Carolina, Chapel Hill, 2003
- Bachelor of Arts, New College of Florida, 2001

Registrations / Certifications / Memberships

Certified Planner, American Institute of Certified Planners

Selected Projects

- Tampa Downtown Parking Study, Tampa Downtown Partnership; 2019
- Water Street Tampa Master Planning and Parking Analysis. Tampa, FL; Ongoing
- City of Atlanta Comprehensive Transportation Plan, Atlanta, GA: 2017
- Master Innovation Development Plan, Quayside Development, Sidewalk Labs, Toronto, Canada; 2020
- Lindbergh Armour Master Plan, Atlanta, GA; Ongoing
- Greater Downtown Savannah Parking and Mobility Study, Savannah, GA; 2016
- Downtown Alpharetta Parking Study, Alpharetta, GA; 2017
- Tampa TNC / Micromobility Plan, Tampa, FL
- Chamblee Mobility Plan, Chamblee, GA; 2019
- Lyndale Avenue Suburban Retrofit Strategy, Bloomington, MN: 2020
- Downtown Norcross Parking Study, Atlanta, GA; 2019
- Downtown Chattanooga Parking Study, Chattanooga, TN; 2018
- Sandy Springs Comprehensive Plan LCI, Sandy Springs, GA; 2017
- El Paso Eastside Master Plan, El Paso, TX; 2019
- Downtown Atlanta Transportation Plan, Atlanta, GA; 2017

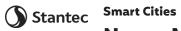


A fascination with cities drew Nancy to the world of planning She loves the way they change, grow, and fit together, combined diverse people and places to make something greater than the sum of its parts. As an innovation leader and our Urban Place and Smart Cities Director, Nancy is heavily engaged in creatir smart cities by marrying technology to community needs wh encouraging and supporting creativity across the Urban Plac practice. Nancy co-led Stantec's team working with Sidewalk Labs on infrastructure design services for its proposed Quays development in Toronto. As she explores how technology is evolving our cities, Nancy is excited about future-proofing ou communities and building infrastructure that will serve curre needs while also planning for the changing future.

As a professional urban planner with over 20 years of planning experience, leading multidisciplinary teams in the delivery of large, complex, and highly political projects. She excels at helping clients reimagine sites to find the right balance betwee urban design excellence, development costs, and contributio that improve the quality of life for communities. She believes a strong, integrated team approach and partners with the right mix of disciplines from architects and engineers to landscape architects, public consultation specialists, and environmenta scientists that result in successful outcomes. These projects have involved citizen stakeholder groups in visioning session and design charrettes, which have led to successful design concepts allowing the development processes to evolve.

Community Involvement / Initiatives

Nancy is an active member of her community, serving as the Co-Chair of the Achieving Mature Neighborhood Sustainability Subcommittee in the City of Edmonton's Community Sustainability Task Force. She's also served on the Board of Directors for local chapters of both Habitat for Humanity and Mental Health Foundation.



Nancy MacDonald RPP, MCIP

Nancy is the director of Stantec's Urban Places and the firm's Smart Cities Lead. She is passionate about creating better and more livable cities that reflect the lives and the needs of the people living in them. Through her work in smart cities and technology integration, Nancy is excited about future-proofing infrastructure so that it is flexible and responsive not only the needs of today, but the changing future.

g.	Yea	ars of Experience:
ining the	33	
ces	Ed	ucation
ing hile	•	Bachelor of Urban Geography, University of Alberta, 1982
ces	Re	gistrations / Certifications / Memberships
k	•	Member, Canadian Institute of Planners
/side	•	Member, Alberta Professional Planners Institute
	•	Member, Urban Development Institute
ur	•	Member, Urban Land Institute
ent		
	Se	lected Projects
	•	Sidewalk Labs - Toronto Eastern Waterfront, Quayside,
ing		Toronto, Canada; Ongoing
	•	Toronto Eastern Waterfront Quayside, Toronto, Canada;
		Ongoing
veen	•	Goodridge Corners Neighbourhood Area Structure Plan,
ons		Edmonton, Canada; 2014
s in	•	Muttart Lands - Transit Oriented Redevelopment,
ght		Edmonton, Canada; 2016
be	•	SouthPark Redevelopment, Edmonton, Canada; 2016
al	•	Century Park Transit Oriented Development, Edmonton,
5		Canada; 2012
ns	•	Blatchford Redevelopment Master Plan; 2013
	•	Capital Region Housing Corporation Redevelopment
		Potential Assessment, Edmonton, Canada



Jason has become a specialist in understanding how individual travel behaviors are influenced by physical and economic attributes often overlooked in transport systems. By improving pedestrian delay and bicycle accommodation, he has helped cities attract people away from their car. By revealing the cost of parking, he has changed employer and institutional calculus on how employees commute. Working for municipalities, businesses and universities, Jason has advanced wholesale changes to parking pricing, developed demand management programs for new development and helped cities create new ordinances to control trips in places like Portland, ME, Denver, CO, and Yale University.

Jason has shown governments from Boston to Abu Dhabi, how to manage parking in difficult shared environments: helped clients develop demand-management programs that get people to choose transit, walking, and biking over cars; and has led multi-modal planning efforts that range from the block to corridor to citywide levels that use transportation investments and mobility strategies wisely to incentive travelers to their destinations efficiently and safely, improving public health, and strengthening communities' sense of place. Successes include built road diets, completed transit-oriented developments, progressive parking management solutions, new campus parking and transportation programs, road and intersection diets, operational traffic solutions for complex problems, and more. Jason is currently leading the walkable redesign of Kenmore Square in Boston, the mobility pillar for the Sidewalk Toronto Labs waterfront redevelopment, and the implementation of new transit solutions for Boston's Seaport.

Multi-Modal Planner **Stantec Jason Schrieber** AICP

Jason is a multi-modal planner and designer focused on the intersection of the public realm and safe, efficient and healthy communities. For 25 years, he has helped hundreds of cities, institutions, and developers elevate the importance of active transportation and bring nonmotorized policy and infrastructure solutions to complex projects-typically in urban conditions.

Years of Experience:

25

Education

 Bachelor of Science, Urban Planning, University of Massachusetts, Amherst, 1996

Registrations / Certifications / Memberships

Certified Planner, American Institute of Certified Planners

Selected Projects

- Sidewalk Labs Toronto Eastern Waterfront, Quayside, Toronto, Canada; Ongoing
- Water Street Tampa, Tampa, FL; Ongoing
- Kenmore Crossing, Boston, MA; Ongoing
- Greater Nashville Regional Council Smart Mobility Assessment, Nashville, TN; 2019
- Downtown Hammond Master Plan, Hammond, IN; 2019
- Woodbine District Master Plan, Toronto, Canada; 2020
- CHA District Planning Study, Chattanooga, TN; 2020
- Celina Comprehensive Plan, Celina, TX; 2020
- Riverside Transit-Oriented Development Master Plan, Newton, MA: 2019
- Spring Hill Sewer Separation | Streetscape Planning and Design, Somerville, MA; 2020
- MDI Technical Assistance–Billerica Town Center Mobility and Traffic Analysis, Billerica, MA; 2020
- GoBoston 2030, City of Boston Mobility Plan, Boston, MA: 2016
- Downtown Chicopee Redevelopment District, Chicopee, MA; 2015
- Downtown to the Hill TOD Plan, New Haven, CT: 2014



Mike Voll is the Global Sector Leader for Stantec's Smart Technology services. He has over 33 years of experience with both industrial and power clients serving positions with equipment suppliers, manufacturers, system integrators and the last 15 years with Stantec. In the last 8 years. Mike has supported the rehabilitation of Ontario's electricity system through Stantec's involvement in over 1GW of solar PV in addition to nearly 100MW of energy storage projects. Mike is also leading a research project to deploy a commercial microgrid for a research park near the University of Waterloo which should pave pathways for mass deployments of community microgrids globally.

Mike is an active member of the Canadian Urban Transit Research & Innovation Consortium (CUTRIC), the Energy Storage Association (ESA) as well as Energy Storage Canada (ESC) and has supported both utilities and iconic developers such as Tesla and Sidewalk Labs in the roll-out of their grid modernization, smart city and vehicle electrification programs.

Years of Experience:

35

Education

Diploma - Electronics Engineering Technology Computer Systems Design, Conestoga College of Applied Arts and Technology, Kitchener, Ontario

Community Involvement

Chair, Canadian Standards Association - Electric Vehicle Energy Management Systems Technical Sub-committee

Selected Projects

Sidewalk Labs Master Innovation & Development Plan (MIDP), Toronto, ON, Canada

Supporting Sidewalk Labs in this innovative redevelopment of the Toronto Waterfront through implementation of a an Advanced Power Grid (APG) utilizing high penetration renewable energy, battery energy storage and mass vehicle electrification to minimize carbon emissions and to reshape rate design.

Stantec Smart Power Technology Mike Voll

Mike is the Global Sector Leader for Stantec's Smart Power Technology services, through his work on projects like transit electrification, smart grid services, microgrids, distributed energy resources, batter storage, and beyond, he helps communities become more energy efficient and resilient.

Tesla - Canadian Supercharger Network, Toronto, ON, Canada

Program manager in support of Tesla's deployment of over 80 DC fast charging clusters throughout Canada. Responsible for aligning engineering and permitting teams to support surveying, civil, structural, electrical and interconnection engineering associated with each site.

Samsung Renewable Energy Inc. - Grand Renewable Energy Park, Haldimand County, ON, Canada

Performed SCADA and communication architecture in n support of Samsung's ongoing work to develop one of the world's largest renewable energy clusters (100MW of solar PV and 140MW of wind). Design required integration of substation SCADA fiber networks, interface with Hydro One Networks (HONI) requirements and coordination with the IESO for revenue metering connectivity.

Riverside Transit Authority - Zero Emission Bus Transition Program, Riverside, CA

Riverside Transit Authority engaged Stantec to navigate them through their transition to zero emission buses through a comprehensive ZEB Transition plan. A key component of electric bus charging focuses on facility energy use, smart charging and the use of stationary battery storage to reduce peak demand. Mike's role is to facilitate the integration of smart technology strategies into this ongoing ZEB transition plan.

Minesota Place – Microgrid Assessment Performed a microgrid assessment for this Integrated Project Deliver (IPD) project including mixed use commercial and residential space, a solar canopy and an E-Gen building containing a bio-digester and a small wind turbine generator. storage to reduce peak demand.



Stantec Smart Cities & Sustainability **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-ofits-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.



Brandon brings over 22 years of experience providing expert in aquatic ecology, fisheries, aquatic habitat and water resou issues to address regulatory and technical matters affecting industrial and other large surface water users as well as coast development projects. His technical specialization is in the areas of environmental impact analysis, natural resource stu design, aquatic habitat assessment, ecology and taxonomy 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 Golf and Atlantic coastal areas Caribbean, Mexico and western Africa. He has also conducte offshore biological and water quality research and monitorin and has over 30 days at sea in the Gulf of Mexico and easter Atlantic. In addition to ecological studies, Brandon is focuse 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.

Stantec Lead Environmental and Permitting **Brandon Johnson**

ENV SP. LEED GA

A St. Petersburg native, Brandon brings 22 years of local environmental experience to the project team. He is an Envision Sustainability Professional and is passionate about making the City of St. Petersburg a more resilient city, serving on the Area Chamber of Commerce's Sustainability Committee.

ise Irces	Years of Experience: 22
stal	Education
	Master of Arts, Global Sustainability, University of South
ıdy of	Florida, 2011 • Bachelor of Science Marine Science Eckerd College 1999
01	Bachelor of Science, Marine Science, Eckerd College, 1999
	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
the	Seagrass Assessment and ERP Compliance Monitoring, St.
d	Petersburg, FL, 2018
g	Tampa Bay Habitat Restoration Partnership, Critical Coastal
n d	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
k	U.S. EPA Clean Water Act, Section 316(a) Services, Various
t	Power Generation Facilities, FL; 2013
	Discharge Water Assessment, Riviera Beach and Titusville,
	FL; 2014

Stantec



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

Bill brings 20 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:

20

Education

- Master of Science, Civil Engineering, University of Florida, 1999
- Bachelor of Science, Civil Engineering, University of Florida, 1997

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

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

Stantec



James Townsend PE

James provides civil engineering services that include roadway, drainage, and utility design, as well as stormwater permitting, and project coordination for a variety of residential, commercial, state, and local government agency projects throughout Southwest Florida. He has extensive experience with the design and permitting of projects within Hillsborough and Pinellas Counties, as well as several local municipalities.

Years of Experience:

14

Education

 Bachelor of Science, Civil Engineering, University of Florida, 2005

Registrations / Certifications / Memberships

- Professional Engineer, State of Florida
- Advanced Maintenance of Traffic Certification, FDOT

Selected Projects

- Water Street Tampa, Tampa, FL; Ongoing
- Imagine Clearwater Redevelopment, Clearwater, FL; Ongoing
- Floribraska Avenue Complete Streets, Tampa, FL; 2020
- Julian B Lane Park, Tampa, FL; 2018
- Northwest Regional Water Reclamation Facility Expansion (NWRWRF) Trails and Ecological Services, Hillsborough, FL; 2019
- Southcoast Greenway Trail Phase 1, Hillsborough County, FL; 2018
- 2nd Street South East Bridge Replacement, Ruskin, FLBusch Blvd. Sidewalk and Signalization Improvements, Tampa, FL
- I-275 Links Stage 3 from Himes Ave to East of the Hillsborough River, Hillsborough County, FL
- Sunset Point Road (CR 576) from US Alternate 19 (Edgewater Drive) to Keene Road, Pinellas County, FL
- 62nd Avenue North At 58th Street North Intersection
 Improvements, Pinellas County, FL

Stantec



Lead Site Civil Engineer
Ben Prewitt
PE

Ben brings over 20 years of experience in the areas of land development; utility systems planning and design; stormwat management; and, roadway design to Stantec. He's an efficie organized leader with success in coordinating efforts within internal-external teams to reach and surpass expectations. Maintains excellent relations with public agencies and clients

Years of Experience:

20

Education

 Bachelor of Science, Civil Engineering, University of Florid 2000

Registrations / Certifications / Memberships

• Professional Engineer, State of Florida

Selected Projects

- Water Street Tampa, Tampa, FL; Ongoing
- St. Petersburg Public Works Project, St. Petersburg, FL; Ongoing
- CAE Manufacturing and Corporate Headquarters, Tampa Ongoing
- Raymond James Parking Lot, St. Petersburg, FL; Ongoing
- Citibank Tampa Campus, Tampa, FL; Ongoing
- Wesley Chapel Sports Complex, Pasco County, FL
- Cypress Creek Town Center Retail Power Center, Pasco County, FL
- Margaritaville Hollywood Beach Resort, Hollywood Beac FL
- SLS Lux Brickell, Miami, FL
- 22nd Street Water Main Extension, Miami Beach, FL





Lead Surveyor Mark Foster PSM

ter ent, 5.	Mark has served in various surveying roles throughout his career, including survey party chief, survey technician, field crew supervisor, project surveyor and survey project manager. His current responsibilities as a Senior Project Manager include client coordination, preparation of proposals, management of projects, supervision of field and office personnel and preparation of survey maps and reports.	
	Years of Experience: 36	
da,	Education	
	Coursework, University of Florida	
	Registrations / Certifications / Memberships	
	Professional Land Surveyor, State of Florida	
	Selected Projects	
	 Water Street Tampa, Tampa, FL; Ongoing 	
	 Channel District Strategic Action Plan Implementation, Tampa, FL; Ongoing 	
a, FL;	 Tampa International Airport Commercial Real Estate, Tampa, FL; Ongoing 	
В	 Port Tampa Bay Subsurface Utility GIS Data Collection, Tampa, FI; 2018 	
	• Ybor City Stormwater Model, Hillsborough County, FL; 2012	
	Curtis Hixon Waterfront Park, Tampa, FL; 2010	
	Glazer Children's Museum, Hillsborough County, FL; 2008	
:h,	 Tampa Museum of Art, Tampa, FL; 2008 	
	 Tripointe Plaza, Tampa, FL; 2007 	
	 Cypress Creek Town Center, Pasco County, FL; 2007 	
	 Franklin Templeton Campus at Carillon Park, Pinellas County, FL; 1999 	
	 Ryan Business Center at South Shore Corporate Park, Hillsborough County, FL; 2008 	

Stantec



Resiliency Lead John Malueg PE

Stantec



Stream Restoration Lead

John is Stantec's program manager for resilience planning and design. John performs resilience and disaster management work across North America. He is an expert in critical infrastructure risk identification, disaster response and hazard mitigation including grant funding (FHWA, FEMA, USACE and HUD) programs. John's responsibilities include serving our strategic clients providing strong executive coaching and guidance towards solving problems, maximizing opportunities and gaining resilience. John's knowledge and expertise stems from a 36-year career holding leadership and management positions in government and private consulting. His prior career experience includes serving as a Stormwater Services Manager for Greensboro, North Carolina where he was on City's leadership team responsible for responding to two hurricanes.

Years of Experience:

36

Education

- Bachelor of Science, Water Biology, University of Wisconsin, 1980
- Bachelor of Science, Civil and Environmental Engineering, University of Wisconsin, 1983

Registrations / Certifications / Memberships

Professional Engineer, Commonwealth of Kentucky

Selected Projects

- Houston Vision 2020, Houston, TX; 2020
- Broward County Convention Center, Fort Lauderdale, FL; 2020
- "London 2100" Water Strategic Plan, London, United Kingdom; 2019
- HUD National Disaster Resilience Completion (NDRC) Phase 2, Nationwide; 2019
- Resilience-Sustainable-Innovative West Villages Design Mattamy Homes, Venice, FL; 2019
- Strategic Water Pathways, New Orleans, LA; 2019
- Tottenville Beach Recovery and Restoration, Staten Island, NY; 2019
- FEMA Map Modernization / Risk, Mapping, Assessment, and Planning (Risk MAP), Statewide, KY; Ongoing

Josh Running is Stantec's National Technical Lead for Ecosystems Restoration. Along with his 22 years of experience, including 13 as a project manager, he leads a team of restoration professionals through a multitude of environmental improvement projects. His responsibilities include: the design & development of various environmental plans & evaluations including stream & river restoration, sediment & erosional estimate mapping, resource protection area determinations USM, biological habitat assessments, mitigation monitoring & reporting, as well as hydrology, water quality & nutrient loading assessments (surface water/MS4). He assists with the installation of many different types of field monitoring devices that include cellular telemetry water quality units & continuous data loggers.

Years of Experience:

22

Education

 Bachelor of Science, Watershed Management, University of Wisconsin, 2000

Registrations / Certifications / Memberships

- Certified Inspector (Responsible Land Distributer), Commonwealth of Virginia
- Certified Pesticide Applicator, Commonwealth of Virginia
- Certified Erosion, Sediment and Storm Water Inspector, Commonwealth of Virginia

Selected Projects

- New Town Environmental Permitting, James City County, VA; 2020
- Ware Creek Watershed Management, James City County, VA; Ongoing
- Oxford Road, James City County, VA; 2020
- Spring Creek, Louisa County, VA; 2017
- Celebrate Virginia South, Fredericksburg, VA; 2013
- SLAF Grant Funding, Fairfax County, VA; 2016
- MeChumps Creek Stream Restoration and Grant Funding, Ashland, VA; 2015
- Stantec's Greenlight Initiative, Worldwide; Ongoing



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 28-year affordable housing veteran with experience in several for-profit and non-profit organizations, Mr. Wilson founded Blue Sky after an illustriou career with some of Florida's largest affordable housing development companies. Shawn is responsible for identifyin 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 farmwor housing organization in Miami - spearheading recovery effor the aftermath of Hurricane Andrew. In 1996 he joined the priv sector was responsible for the development of more than 3,0 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. Durin the great recession, he co-wrote the NSP2 proposal with Cou government that resulted in the maximum \$50 million dollar award.

In Pinellas County, Blue Sky has completed 4 developments and has 1 presently under construction. Shawn is an expert a all facets of affordable housing development, including desig planning, and the leveraging private investment with Federal Housing Credits, SHIP, SAIL, HOME and many other sources. holds a bachelor's degree from Ohio University and a master public and international affairs from the University of Pittsbu 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 tw decades.

Years of Experience: 28



Partner, President, and CEO; Development Partner **Shawn Wilson** MPIA

As a 28-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..

ι	Edu	lcation
	•	Master of Public and International Affairs, University of
		Pittsburgh, 1995
	•	Bachelor of Arts, Ohio University, 1988
IS		
	Reg	sistrations / Certifications / Memberships
ng	•	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
5.		- 2017 – Present
rker	Sel	ected Projects
rts in	•	540 Towncenter: 145-units, Rehab, Elderly, St. Petersburg,
vate		FL; 2013
000	•	Duval Park: 88-units, New Const., Family/ Veterans, St.
		Petersburg, FL; 2015
1	•	Peterborough: 150-units, Rehab, Elderly, St. Petersburg, FL;
e		2016
ng	•	Brookside Square: 142-units, Rehab, Family, St. Petersburg,
unty		FL; 2016
r	•	SkyWay Lofts: 65-units, New Const., Family, St. Petersburg, FL; Exp. 2021
	•	Silver Lake: 72-units, Rehab, Family, Tampa, FL; 2015
	•	Cathedral Terrace: 240-units, Rehab, Elderly, Jacksonville,
at		FL; 2017
gn, I	•	Blue Sky Brandon: 120-units, New Const., Family, Brandon, FL; 2017
He	•	Sweetwater Villas: 56-units, New Const., Family, Tampa, FL;
r's in		2018
ırgh.	•	Woodwinds: 96-units, New Const., Family/ Homeless,
		Clermont, FL; 2018
	•	Cathedral Towers: 203-units, Rehab, Elderly, Jacksonville,
NO		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; Exp. 2021



Since joining the firm in 2014, he has closed 20 transactions with total project costs of \$419 Million. These transactions have lead to the creation and preservation of over 2,300 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:

14+



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.

Education

- Master of Business Administration, University of Florida, 2012
- Bachelor of Science, Boston University, 2006

Registrations / Certifications / Memberships

- 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. 2021
- 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; Exp. 2021
- Cathedral Townhouse: 177-units, Rehab, Elderly, Jacksonville, FL; Exp. 2021
- Clermont Ridge: 70-units, New Const., Elderly, Clermont, FL; Exp. 2021
- Cypress Village: 95-units, New Const., Family/ Homeless, Ft. Myers, FL; Exp. 2021



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 performi 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 strong footing in the financial world. He has been awarded th Tampa Bay Business Innovator of 2013 award and was induct into the Florida Business Hall of Fame. Roy currently serves of 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 are 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 process that led to the development of a student center and 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 Mer Museum of Fine Arts, Board of Trustees
- Bayfront Health System, Board of Trustees



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.

d	•	St. Petersburg School College of Banking Board Member
		City of St. Petersburg Pier Task Force
	•	St. Petersburg Area Chamber of Commerce, Board of
ing		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
t		Brother/Big Sisters, National Board Member
n	•	Cuyahoga Metropolitan Housing Authority, Board of
		Trustees American Stage, Board of Directors
	•	Affordable Housing Program (SHIP), Advisory Council
'S,	•	United Way Board of Directors, Pinellas County
gain		
he	Yea	rs of Experience:
ted	30+	
on		
of	Edu	cation
	•	Master of Business Administration, Finance, University of
		Miami, Coral Gables, Florida
	•	Bachelor of Arts, Economics, College of the Holy Cross,
ea.		Worchester, Massachusetts
	Sele	ected Experience
a	•	Binger Financial Services, Founder, 2015 - Present
the		Provides Risk Management Services and Financial
a		Consulting
ie		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
t.		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
nber		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.





Equity Partner Rev. Louis M. Murphy Sr. MBA

Rev. Louis M. Murphy Sr. is a distinguised 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



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 14 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).

Employment History

- · Carteret Management Corporation, President, Tampa, FL, 2009 - Present
- Arbor Commercial Mortgage, LLC December; Screening Analyst Boston, : 2007 - 2009
- Bank of America, Home Builder Division; Debt Product Officer;



Property Management Partner Laurel Chadwick Macdonald

Laurel Chadwick Macdonald has more than 14 years of experience in real estate finance and property management experience. In her current role, Ms. Macdonald is responsible for the daily operations of the Carteret portfolio, interpreting and implementing management procedures and enforcing strict compliance with regulatory requirements

Blue Bell, PA, 2006 - 2007

Bank of America, Home Builder Division; Real Estate Credit Analyst; Blue Bell, PA, 2006 – 2007

Years of Experience:

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)





James Chadwick is based in St. Petersburg and has more than 40 years of experience with expertise in the management of affordable housing in the private sector and under Sections 236, 202 and 8 of the National Housing Act.

After graduating from Duke University and Duke Law School in 1980, Jim returned to St. Petersburg, where he joined the family business, Carteret Management Corporation, becoming its President in 1989. Carteret is a service-oriented, privately held and family operated corporation with 50 years of experience in managing apartment communities throughout Central Florida. The company specializes in the management of affordable housing in the private sector and under Sections 236, 202 and 8 of the National Housing Act. Under Jim's leadership, Carteret has expanded its portfolio to include Low Income Housing Tax Credit Management and, in connection with that role, has been designated an approved management organization by Florida Housing Finance Corporation. Today Jim is Vice President of the Board, having turned over the presidency of the company to his daughter, Laurel, in early 2016. He remains very active in all business aspects of the corporation, working closely with Laurel to expand the services and professionalism of Carteret.

In addition to Carteret, for over 25 years Jim was a principal of RGR, Inc., a housing consultant firm that worked with nonprofit organizations to develop and construct more than 60 affordable housing communities for low-income households financed through HUD. As a partner in Renfrow & Chadwick, Attorneys at Law, he concentrated his practice in the area of real property law, representing both for-profit and not-for-profit clients in the development area. Areas of expertise included representation at land use hearings, negotiation and closing of varied loan transactions, and title insurance matters.

In 1996, Jim entered into partnership with M. Steven Sembler to develop multi-family residential communities that resulted in approximately \$150,000,000 in total sales. Their development

efforts were extended to condominium and townhouse development through 2009.

In 2012, Jim joined with another housing professional to form Blue Sky Communities LLC, a development company specializing in the creation of affordable housing communities. Although a relative new endeavor, Blue Sky has already secured the approval of a number of projects through Florida Housing Finance Corporation and in doing so, has evolved into a leader in helping non-profit organizations create new affordable housing and/or preserve existing housing developments.

Employment History

- Blue Sky Communities LLC, Manager, 2012 Present
- Carteret Management Corporation, Vice President, 2016 Present; President, 1989 - 2016
- RGR, Inc. (Housing Consultant Firm), President, 1983 2006
- Renfrow & Chadwick, Attorneys at Law Partner, 1983 2005

Years of Experience:

40+

Education

- Bachelor of Science, Accounting, Duke University
- Juris Doctor, Duke University

Selected Experience

- Florida Bar Association since November 1980; currently inactive
- Southeastern Association of HUD Management Agents



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 re 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 everythin 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 ar numerous private equity firms. He has owned and managed Landguard Title Services for the past 10 years and he serves a outside General Counsel to numerous family offices through Florida.

Of all his accomplishments, Will is most proud of his family 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.



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.

	Years of Experience:
	15
5	Distinctions, Marshambing and Decad Comiss
	Distinctions, Memberships and Board Service
	 Shorecrest Preparatory School, Vice President, Board of Directors
	Real Estate Investment Council of Tampa Bay (REIC), Board of Directory, Dest Dresident
	of Directors, Past President
	 Real Estate Investment Council (REIC), Founder, Young Professionals
eal	 Business Observer, "40 Under 40"
ear	 Super Lawyers "Rising Star"
	 Florida Trend Legal Elite, "Up and Comer"
	 Habitat for Humanity, Past Member Board of Directors,
	Pinellas County
ng	Connect Florida, Statewide Leadership Institute, Inaugural
.8	Class, 2010-2011
g	Gold Pin Recipient, Bay Area Volunteer Lawyers Program
nd	(Bay Area Legal Services) Pro Bono Service Awards, 2009
	Israel Bonds, Recipient of Inaugural "Young Leadership
as	Award", 2013
out	• Temple Beth-El, St. Petersburg, Florida, Board Member, Past
	Chairman of Personnel Committee
	 A Baseball Community, Finance Sub-committee
- his	RPPTL Section, The Florida Bar
	Past Board member, UOwn Leasing
	Education
	 Bachelor of Science, Yale University, 2004
;	• Juris Doctor, University of Pennsylvania Law School, 2008
	• Certificate in Business and Public Policy from University of
	Pennsylvania's Wharton School
	Selected Experience
	The Selveder St. Detershire El

- 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, Development Partner **Bowen A. Arnold** JD

Bowen is Manager and Principal of DDA Development, LLC,

management and construction. Bowen has overseen the design.

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

a fully integrated real estate development company with

financing and development of over \$600m in investment

property, including the syndication of \$250m+ in federal tax

capabilities in development, investment, finance, asset





Manager and Principal, Development Partner John M. Schilling LEED AP

John is a Manager and Principal of DDA Development, LLC. Since joining DDA in 2009, John has been involved in the development of over 1,500 multi-family units with a combined development cost of over \$300m.

Prior to joining DDA, John was a Development Associate in the Residential Division of Crosland, LLC, where he managed Crosland's multi-family and mixed-use projects throughout Florida. John worked as a financial advisor for a boutique investment research firm prior to entering real estate.

Years of Experience:

18

Employment

- DDA Development, LLC
- Crosland, LLC

Education

- Master of Business Administration, University of South Florida, 2006
- Bachelor of Science, Finance, University of Florida, 2002

Registrations / Certifications / Memberships

The Pearl, Tampa, Florida (314 Units)

Marisol, Tampa, Florida (25 Units)

Oakview, Tampa, Florida (55 Units)

Mariposa, Tampa, Florida (38 Units)

- United States Green Building Council, LEED Accredited Professional
- University of Florida Friends and Alumni of Real Esate
- Greater St. Petersburg Economic Development Corporation

Selected Projects

Meres Crossing, Tarpon Springs, Florida (236 Units) Heights at Gracepoint, Tampa, Florida (64 Units)

Graham at Gracepoint, Tampa, Florida (90 Units)

Campell Landings, St. Petersburg, Florida (96 Units)

Cypress Landing, Tampa, Florida (24 Units)

Salvador Condominium, St. Petersburg, Florida (74 Units)

- Hillsborough County MPO ('12-'13)
- Greater St. Petersburg Economic Development Corporation

Juris Doctor, cum laude, University of Miami School of Law, 1996

Bachelor of Business Administration, Finance, University of

Real Estate Broker, Florida Real Estate Commission, ('91-

Hillsborough County City-County Planning Commission

Selected Projects

present)

('10-'17)

Development.

Employment

Education

34

Years of Experience:

DDA Development, LLC

West Neptune Investments, LLC

Miami School of Business, 1986

Registrations / Certifications / Memberships

Member, Florida Bar, ('01-present)

- Meres Crossing, 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)



Jay Miller is a specialist in planning and development of urba 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 resident 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 lar scale projects include expansion/renovations to CocoWalk ar 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 Presiden Retail Development in Florida Ohio-based Equity Incorporate where he advised Nationwide Realty Investors on the planni and development of a 140-acre mixed use project in the subof Tampa, Florida. He served for 11 years as Regional Vice President of Development and Asset Management for Steine +Associates. Steiner is one of the nation's leading developers of suburban and urban town centers based on the principles 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 in Coconut Grove. Several of Mr. Miller's projects wi 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 a also current member of the national Board of Directors of the Network of Jewish Human Service Agencies.



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.

ın) or	Years of Experience: 39
al	 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
ent ge- nd e	 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
nt of ed, ng urbs er	 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.
of n / k	 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.





Senior Vice President, Business Development, Development Partner Jason Gold

Jason Gold is the Senior Vice President of Business Development with Highgate. Jason is the primary point of contact overseeing Highgate's scope of work for the vision, programming and prospective financial analysis for the hotel components of the RFP.



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 industryrelated 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.

Jason also worked for Denihan Hospitality Group as Director of Acquisitions & Development and was involved in the acquisition and subsequent growth of the James brand in New York City, Washington DC, Los Angeles and Miami, as well as the development of several luxury hotels in Manhattan. Jason has also held positions with Lehman Brothers and PricewaterhouseCoopers in New York City in the financial services sector.

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

Sam joined Highgate Hotels in 2007 and has over 25 years of Hotel Operations experience. Before Highgate Sam spent 14 years with Hilton Hotels Worldwide, where he worked in marquis properties such as the original Waldorf Astoria in NYC, the 2,100 room Hilton New York and several Hiltons in Boston. With Highgate, Sam served as General Manager of the Doubletree Suites by Hilton, Times Square and thereafter assumed responsibilities for the Hilton Times Square as Complex General Manager of both properties. In 2012 Sam was elevated to Vice President of Operations overseeing a portfolio of NYC properties. In 2017 Sam was elevated to Senior Vice President largely overseeing Highgate's entire NYC portfolio. Then in 2019 Sam was appointed President, Hotel Operations now responsible for all of Highgate's nationwide and Caribbean and Latin American portfolio.

Originally from Baltimore, MD, Sam studied Hotel Management at Cornell University's School of Hotel Administration. Additionally, during his 4-year stint in Boston, Sam worked towards his Master's in Business at Boston University's School of Management.



President of Operations, Development Partner Sam Grabush

Sam Grabush is the President of Operations with over 25 years of hospitality experience. At Highgate, Sam has served as General Manager for several properties and is now responsible all of the firm's nationwide properties.

Years of	Experience
25	

Employment

- Highgate, 2007
- Hilton, 1994

Education

Cornell University School of Hotel Administration

Registrations / Certifications / Memberships

- Hilton Owners Advisory Council
- Board of Directors of the New York City Hotel Association

Selected Projects

- 1,480 room original Waldorf Astoria in NYC with roughly 60,000 sqf of meeting space
- 1,000 room Hiltons of Boston complex (2 complexed properties) that had roughly 30,000 sqf of meeting space
- 2,100 room New York Hilton that had 110,000 sqf of meetings/convention space





Executive Vice President, Construction and Design **Development Partner**

Paul McElroy

Paul brings over 20 years of experience in hospitality construction and design. He re-joined Highgate in 2020 as the Executive Vice President of Design and Construction, overseeing all aspects of the company's Design and Construction division.

Paul originally joined Highgate in 2014 as Vice President of Construction. In his four years with the company he oversaw all Hawaii and West Coast based projects. He re-joined Highgate in 2020 as the Executive Vice President of Design and Construction, overseeing all aspects of the company's Design and Construction division. Paul brings 20 years of hotel development, design and construction project management experience to this position.

Prior to joining Highgate, Paul was Vice President of Development at Trinity Investments. Before that, he served as Vice President of Design and Construction for Kyo-ya Hotels and Resorts where he oversaw all major renovations and redevelopments at its four Waikiki properties, the Sheraton Maui Resort and Spa and the Palace Hotel in San Francisco. Paul moved to Hawaii in 2000 and began his career at Rider Levett Bucknall, a construction consulting firm. During his 11 years with the firm, he managed notable construction projects including the ground up construction of the Grand Waikiki by Hilton Grand Vacations Club, restoration of the Hilton Hawaiian Village Lagoon, renovations of The Royal Hawaiian and development of Sheraton Waikiki's master plan.

Hawaii Business Magazine recognized Paul as an exceptional young leader with its "20 for the Next 20" award. He also serves on the board of directors for the Waikiki Improvement Association. A native of Donegal in the northwest region of Ireland, McElroy earned a bachelor's degree with honors in quantity surveying from the University of Ulster.

Years of Experience:

20

Employment

- Highgate, 2020
- McElroy Consulting, 2018
- Highgate, 2014
- RLB, 2000

Education

University of Ulster

Registrations / Certifications / Memberships

• Board of directors for the Waikiki Improvement Association

Selected Projects

- Grand Waikikian Timeshare, Waikiki, Oahu: 350ft Ground up Construction, 2008
- Hilton Hawaiian Village, Waikiki, Oahu, 2008
- Sheraton Waikiki and Royal Hawaiian Hotels Master Planned Renovations, Waikiki, Oahu, 2010
- Sheraton Maui Resort and Spa, Kanapili, Maui: Guestroom Renovations, 2011
- Moana Surfrider: A Westin Resort, Waikiki, Oahu: Guestroom Renovations, 2011
- The Princess Kaiulani Hotel, Waikiki, Oahu: Entitlements, 2013
- Palace Hotel, San Francisco: Guestrooms and Public Spaces Renovations, 2014
- Alohilani Resort Waikiki Beach, Waikiki, Oahu: Guestrooms and Public Spaces, Rebranding, 2018
- Westin Long Beach, Long Beach, California: Guestrooms and Public Spaces Renovation, 2018





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 administrator 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





Executive Vice President, Convention Center Operations Bob McClintock

Bob McClintock is the Executive Vice President of ASM GLOBAL Convention Center Operations and is a 33-year industry veteran, spending 30 of those years with ASM GLOBAL. He is responsible for the operations of the 89 convention centers worldwide, and the more than 20 million square feet that ASM GLOBAL manages. Bob seeks to build on the mission of providing the users of ASM GLOBAL-managed centers with the maximum return on their investment and enhancing the experience of all who utilize these facilities. His team is focused on the needs of municipal partners by providing a business friendly environment, enhancing the growth of staff at the venues, and creating new event product for the Centers.

Bob has managed a number of high profile venues for ASM GLOBAL including opening the Greater Ft. Lauderdale/Broward County Convention Center and overseeing the construction and operation of the Atlantic City Convention Center and Boardwalk Hall. Bob's career started at the Philadelphia Civic Center where he was brought in by ASM GLOBAL to develop strong working relationships with Organized Labor and to instill professional standards in the operation of that facility. He built relationships with union leadership at the Center and established partnerships with key stakeholders in the facility such as the Philadelphia Flower Show and the Philadelphia Convention and Visitors Bureau. These efforts were instrumental to the successful construction of the Pennsylvania Convention Center.

Additionally, Bob led the ASM GLOBAL team that supported the construction and management of the David L. Lawrence Convention Center in Pittsburgh, the largest LEED Gold Certified Convention Center in the US at the time, which has since been awarded LEED-EBOM Platinum. The Center is the only Convention Center and the largest building in the world to be certified at LEED Gold or higher throughout its entire lifespan.

Years of Experience: 33

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















Co-Founder and Principal, Public Relations Missy Hurley APR

B2 co-founder and principal Missy Hurley, APR has built a reputation for innovation and results, building and executing communications programs that focus on achieving her clients' goals. Accredited in public relations, Missy has experience in a wide variety of industries and has garnered results for the Community Foundation of Tampa Bay, Sunstar Paramedics, SPCA Tampa Bay, St. Petersburg Free Clinic, Fisher Phillips LLP, Synapse Innovation Summit, Tampa Bay Businesses for Culture and the Arts, and other clients. With an interest in economic development, she worked closely with the City of Tampa and Ybor City Development Corp. to promote historic Ybor City and with the City of St. Petersburg and the design teams for the new St. Petersburg Pier and the Pier Approach to involve residents in the design process.

Work that she's completed for clients has received a number of significant industry awards from Florida Public Relations Association, PRSA Sunshine District and local chapters of PRSA and FPRA. Her PR efforts for Sunstar Paramedics' "Stay Alert, Stay Alive" public safety campaign were recognized by the American Ambulance Association's annual AMBY Awards in 2015. In addition, her PR efforts on behalf of Bubba Gump Shrimp Company and Sunscreen Film Festival were recognized by the Hospitality Sales & Marketing Association International's distinguished Adrian Awards.

Years of Experience: 16

Education

 Bachelor of Arts, Communications, Cum Laude, University of Tampa

Registrations / Certifications / Memberships

- . Public Relations Society of America Tampa Bay Chapter
- Counselors Academy, Public Relations Society of America
- Circle of Red, American Heart Association, Tampa Bay
- American Institute of Architects (AIA), Tampa Bay
- FemFessionals, Tampa Bay
- Gracepoint Ambassadors, Tampa Bay History Center
- Florida Suncoast Affiliate of Susan G. Komen for the Cure
- University of Tampa Alumni Association's Alumni Achievement Award (2017)
- Tampa Bay Metro's Inspiring Women in Business (2018)

Jessica McRory has managed the geotechnical aspects of testing, design and construction for more than a thousand engineering projects over the last 15 years. Her involvement has included analysis and evaluation of soil conditions pertaining to new construction design, as well as ongoing construction projects. Project experience has ranged from task order contracts to large FDOT projects. 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 augercast piles.

Years of Experience: 15

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

- FDOT District 4, Districtwide Minor Design Contract, Florida
- FDOT District 4, Broward Mobility Projects, Broward County, Florida
- FDOT District 7, Districtwide Minor Design Contract, Florida
- FDOT District 5, Districtwide Minor Design Contract, Florida
- FDOT District 1, Districtwide Minor Design Contract, Florida •
- FDOT District 7. Districtwide Geotechnical and Materials Testing, Florida
- FDOT District 1, Districtwide Geotechnical and Materials Testing, Florida
- FDOT District 5, Districtwide Geotechnical and Materials Testing, Florida
- Florida's Turnpike Enterprise, Continuing Services ERCAR, • Systemwide, Florida

President, Diversity, Inclusion, & Workplace Development

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

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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 firstever 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

BRV



Public Space Activation Ashley Langworthy AICP, LEED AP

With 18 years of experience, Ashley Langworthy is instrumental in activating, developing, and rehabilitating complex urban projects. Ashley has extensive project management experience overseeing urban redevelopment projects with multiple consultants and significant community outreach.

Ashley's professional passion lies at the intersection of public space activation, urban design, planning, and landscape architecture. She brings together these disciplines through her work as a problem-solver and designer of all scales in the urban environment.

At Salesforce Transit Center in downtown San Francisco, Ashley is leading the charge on managing, operating, and activating the rooftop park. The rooftop park features extensive gardens and horticultural beauty, as well as a highly activated amphitheater, central plaza, and children's play area.

Ashley is leading a team to update the Master Plan for Dallas's culturally and historically significant 277-acre Fair Park. Fair Park is a National Historic Landmark and hosts the annual State Fair of Texas, the largest State Fair in the country. Ashley is additionally developing and implementing a new signature park within Fair Park, the first construction project to follow the Master Plan Update.

Ashley is actively involved in Lambda Alpha International and the Urban Land Institute, including serving on the national Commercial and Retail Development Council, the NEXT Steering Committee, and the Policy and Practice Committee. Prior to her work at BRV, Ashley spent 10 years as a Senior Associate and Urban Designer with SWA Group in their San Francisco office.

Years of Experience: 18

Education

- Bachelor of Arts, Economics and Environmental Science, **Tufts University**
- Master of Urban Planning, Harvard University

Registrations / Certifications / Memberships

- Certified Planners, American Institute of Certified Planners
- LEED AP
- Licensed Landscape Architect, State of Hawaii

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BRV



Public Space Activation Kayla Hughes

Kayla Hughes is a Project Manager at BRV Corp. She has many years of experience visioning and executing inventive programs and events in public parks. She is responsible for the public programming at the new Salesforce Park atop the Salesforce Transit Center. The community has embraced Salesforce Park and the schedule of 20 weekly public programs are wellattended, giving San Franciscans a place to convene within the dense downtown district.

Kayla has worked on a variety of other BRV projects, including heading up the programming strategy to bring Willamette Falls Riverwalk cultural and historical interpretation to life. Kayla is also collaborating with the town of Cary. North Carolina to transform Downtown Park into a highly programmed public space. She has also influenced the design and programming plan for new parks, such as SF Giants' Mission Rock project in San Francisco which will showcase a large bayfront park along with a new neighborhood park, and Fair Park in Dallas, Texas.

Kayla focuses on understanding what makes a location special. With her background in Sociology, she knows the importance of empirical investigation when developing a plan for public use. She has worked in parks, plazas, parking lots, and small businesses to help them create programming and design practices that bring people together.

Prior to BRV, Kayla worked for Public Space Authority in San Jose, California, where she focused primarily on public space activation for different cities around the San Francisco Bay Area. She also worked at Friends of Hemming Park as the Event and Programming Director helping to revitalize the downtown core of Jacksonville, Florida.

Years of Experience:

Education

· Bachelor of Arts, Sociology, University of North Florida

Registrations / Certifications / Memberships

- Placemaking Leadership Council
- Friends of Jackson Park Board President (San Francisco)





Chairman and Co-Founder, Convention Center Advisory David O'Neal

David O'Neal is Chairman and co-founder of Conventional Wisdom Corp. As an advisor to designers, builders, and governmental owners, he has helped develop strategic implementation plans, operational design criteria, review management practices, policies, and procedures; and analyze facility markets.

He has served as a strategic planning and programming consultant to the major convention centers in Boston, Dallas, Orlando, Phoenix, San Diego, and Seoul. He previously served as the Executive Director of the Orange County Convention Center in Orlando, where he oversaw two expansion projects and developed the master plan for two additional expansion phases, bringing that facility to 1.1 million square feet of exhibition space.

Years of Experience: 41

Education

• Bachelor of Science, Business Administration, Grand Valley State University

Registrations / Certifications / Memberships

International Association of Venue Managers (IAVM)

Selected Projects

- Huntington Convention Center of Cleveland, Global Center for Health Innovation and Hilton Cleveland Downtown Hotel Complex, Cleveland, Ohio
- Austin Convention Center Expansion, Austin, Texas
- Moscone Center, San Francisco, California
- Broward County Convention Center Expansion and HQ Hotel, Fort Lauderdale, Florida
- Port St. Lucie Civic Center Strategic Planning, Port St. Lu Florida
- George R. Brown Convention Center Expansion & Maste Plan, Houston, Texas
- Henry B. Gonzales Expansion Master Plan, San Antonio, Texas
- Miami Beach Convention Center Expansion, Miami Beac Florida
- Indiana Convention Center Expansion, Indianapolis, Ind
- Phoenix Convention Center, Phoenix, Arizona
- Fort Worth Convention Center Expansion, Fort Worth, Te
- Boston Convention & Exhibition Center, Boston, Massachusetts

Ľonventiona



Co-Founder, Convention Center Advisory Rick Schmidt AIA

A co-founder of Conventional Wisdom, Richard Schmidt has more than 35 years of experience in the areas of land use planning, programming, conceptual design, feasibility studies, and budget and schedule analysis. He has served as project executive, project manager, planner and architect for convention centers, airports and large-scale planned communities.

His leadership on the technical aspects of convention center programming, design and development has led the industry in the establishment of specialized, performance-based criteria. He is an outspoken proponent of modernization programs for public assembly buildings and for the integration of multiple building systems using cost effective technological solutions. Recently Richard has been involved with developing analytical tools modeling crowd behavior in public assembly facilities to optimize the size, mix and divisibility of event spaces.

Years of Experience: 30+

Education

- Master of Arts, Architecture, University of Florida 1976
- Master of Science, Management, Rollins College 1984

Registrations / Certifications / Memberships

- Registered Architect Florida 1979; Colorado; California
- American Institute of Architects, 1980
- National Council of Architectural Registration Boards (NCARB)

	Se	lected Projects
		Colorado Convention Center Expansion, Denver
	•	Calgary Stampede Master Plan & Convention Venue,
cie,		Calgary, Alberta
	•	Washington State Convention Center Expansion, Seattle
r	•	Huntington Convention Center of Cleveland, Global Center
		for Health Innovation and Hilton HQ Hotel Complex,
		Cleveland, Ohio
	•	Music City Center, Nashville, Tennessee
:h,	•	Metro Toronto Convention Centre Redevelopment Master
		Plan, Toronto, Canada
iana	•	Christchurch Convention Centre, New Zealand
	•	Bogotá International Convention Center, Colombia
exas		

CUSHMAN &



Senior Director, Commercial Real Estate Services Barry Oakes CCIM

Professional Expertise

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

🚺 gafcon



Principal-in-Charge, Marine Science Innovation District Yehudi "Gaf" Gaffen

Yehudi "Gaf" Gaffen has more than 40 years of construction and program management experience and holds a Bachelor of Science Degree in Construction Management from the University of Cape Town, South Africa. He immigrated to San Diego in 1979 to work in construction and real estate development. In 1987, he and his wife founded Gafcon, Inc. with the purpose of assisting owners to deliver complex projects that power vibrant communities. Under his leadership as CEO, it has grown into a globally respected program and construction management consulting firm.

In 2016, after a heavily competed international competition, the Port of San Diego awarded Protea Waterfront Development an exclusive agreement for the redevelopment of 70 acres of San Diego waterfront known as the Central Embarcadero. To be completed over the next decade, Seaport San Diego will be an interactive and diverse new downtown district offering recreational, commercial, cultural, and educational attractions with vital, ongoing programs and activities while incorporating the rich aquatic heritage of the region.

Gaf's passion for creating value through investment in real estate blossomed 25 years ago when he spearheaded the formation of a consortium that was the successful bidder on a significant pool of San Diego assets from the Resolution Trust Corporation (RTC). These assets included 700 acres of undeveloped land known as Sunbow in Chula Vista and the partially complete Steel Canyon Country Club. In 1996, he cofounded Protea Holdings with Jeffrey Essakow. Protea Holdings has developed in excess of \$300M residential, commercial, and retail projects including the highly acclaimed, repositioned Flower Hill Mall in Del Mar, CA.

Gaf currently serves on the board of the San Diego Regional Economic Development Corporation, the Foundation for Grossmont and Cuyamaca Colleges, AltaSea, and the Wende Museum Advisory Group.

Years of Experience: 40

Education

Bachelor of Science, Building Science, University Cape Town, 1975

BOKOR RUPPEL & BURNS, LL



Partner, Land Use and Real Estate Counsel **Craig Taraszki** JD

Craig Tarazski'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: 24

Education

- Bachelor of Science, Environmental Engineering, Pennsylvania State University
- Juris Doctor, Beasley School of Law, Temple University

Registrations / Certifications / Memberships

- Admitted to the Florida, Pennsylvania and New Jersey Bars
- Admitted to the Pennsylvania, New Jersey and Florida State • Courts
- Admitted to the U.S. District Courts for the Districts of New Jersey and Eastern Pennsylvania
- Registered Professional Engineer in Pennsylvania, New Jersey and North Carolina
- Member of the St. Petersburg Bar Association
- Associate Member of the American Association of Professional Landmen
- Former member of the Pennsylvania and Montgomery **County Bar Associations**





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

Bachelor of Science, Engineering Science, University of Florida, 1972; MS, Zoology, 1977; J.D., with honors, 1981

C Cardno



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: 35

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, Florida
- City of Clearwater Brownfields Program, Clearwater, Florida
- Encore Redevelopment, Tampa, Florida
- Boynton Beach Town Square, Boynton Beach, Florida
- TOHO Plaza, Kissimmee, Florida
- The Harbors Catalyst Redevelopment Strategy, Pasco County, Florida
- Brownfields Consulting Services, Gulfport, Florida
- City of Bartow Revolving Loan Fund Services, Bartow, Florida

C Cardno



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: 40

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

MUNICAP, INC.



Chief Compliance Officer, Public Finance Emily Metzler

Emily Metzler has served over thirteen 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 extensive experience representing both public and private entities allowing her to fully understand both sides of the transaction and the considerations necessary to bring a project to fruition. Ms. Metzler also has extensive experience in analyzing project funding gaps, creating innovative special tax and special assessment methodology, and coordinating required efforts to present a deal to market. In her 10+ years of experience, Ms. Metzler has gained a significant understanding in the preparation of a financial plan including addressing public policy issues, project constraints, and financial market considerations. As a result, Ms. Metzler has been able to assist with the issuance of \$1,599,834,313 in bonds, several of which have been the first issuance of their kind within the state.

Years of Experience: 13+

Education

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
- Urban Land Institute
- Lambda Alpha International
- Women in Public Finance, Maryland and Virginia Chapters
- International Council of Shopping Centers
- National Association of Municipal Advisors





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







Chief Executive Officer, Survey & Mapping Mercedes Young

YOUNG BD GROUP



VOLT AIR





President, 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 serves on the Florida Advisory Council, Florida SBDC Advisory Board, Greater Tampa Chamber of Commerce, USF College of Engineering Advisory Board Chair, Tampa Hillsborough Economic Development Corporation, Hillsborough Community College Foundation, First Baptist Church of College Hill Trustee, 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: 24

Education

- Bachelor of Science, University of South Florida, Electrical Engineering, 1993
- Master of Business Administration, University of South Florida, 2

Registrations / Certifications / Memberships

- . LEED® Accredited Professional
- Registered Professional Engineer, Florida # 58005
- U.S. Green Building Council
- University of South Florida College of Engineering Adviso Board, Chair
- Florida Advisory Council
- Greater Tampa Chamber Board
- Tampa/Hillsborough Economic Development Corporation
- Florida Transportation Commissions, Commissioner

Selected Projects

- The Pearl, Tampa, Florida
- The Renaissance at West River, Tampa, Florida
- City of Tampa Housing Authority, ENCORE Urban Development, Tampa, Florida
- ENCORE! Central Energy Plan, Phase II & III, Tampa, Florida
- Hillsborough County Chiller Plant, Tampa, Florida

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

- 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, Florida
- HART Transit Feasibility Study, Tampa, Florida
- Tampa International Airport Curbside/ Design Build Project, Tampa, Florida
- Tampa Premium Transit Feasibility Study VC-000607, Tampa, Florida
- New Helipad Foundation Land Surveying, MacDill Air Force Base, Tampa, Florida

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

- Year Up Tampa Bay, Community Champion of the Year Award 2020
- The Staring Right Training Center, Pinellas County, Partnered with Suffolk Construction





Vice President of Operations, Pre-Construction Services **Chris Eastman** CGC

During his impressive 30-year career, Chris Eastman has amassed experience on both the construction and development side of the business which provides him with a valuable perspective in his role as Vice President of Operations.

Chris has made a significant investment in the relationships he's built over the years with local officials and jurisidictions, trade partners and suppliers, and community leaders throughout the Tampa market. These existing relationships and knowledge will be leveraged to support the project and progress the schedule forward in an efficient manner.

Chris's resume spans multiple sectors including Class A office, residential (for sale and for lease), institutional, mixed-use urban, and waterfront development of more than 8,000,000 square feet. He is currently leading the efforts on notable projects in the local market including the Edition Hotel & Private Residences, 1050 Water Street, and Boulevard at West River. He was also an integral part of the team that delivered the recently completed expansion at Seminole Hard Rock Hotel in Tampa.

Years of Experience: 30

Education

2014	•	Bachelor of Science, Building Construction, University of West
		Florida, 1990

Registrations / Certifications / Memberships Cartified Constractor Florida

	•	Certified General Contractor, Fiorida
	•	Friends of the Riverwalk, Board of Directors
ory	•	US Green Building Council, Member
	•	Starting Right, Now
	•	Tampa Bay Builder's Association
	•	St. Petersburg Downtown Partnership
n	•	Leadership Tampa Class, 2003
	Se	lected Projects
	•	Edition Hotel & Private Residences, Ongoing
	•	1050 Water Street, Ongoing

- · Boulevard at West River, Ongoing
- · 400 Central Avenue, Ongoing
- · Seminole Hard Rock Hotel Tampa, 2019
- · Manor Riverwalk, 2019
 - Windward 300 Office Building



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 as construction partner to Suffolk including the 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

- · Boulevard at West River; Ongoing
- Edition Hotel & Private Residences; Ongoing
- 1050 Water Street; Ongoing
- 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.

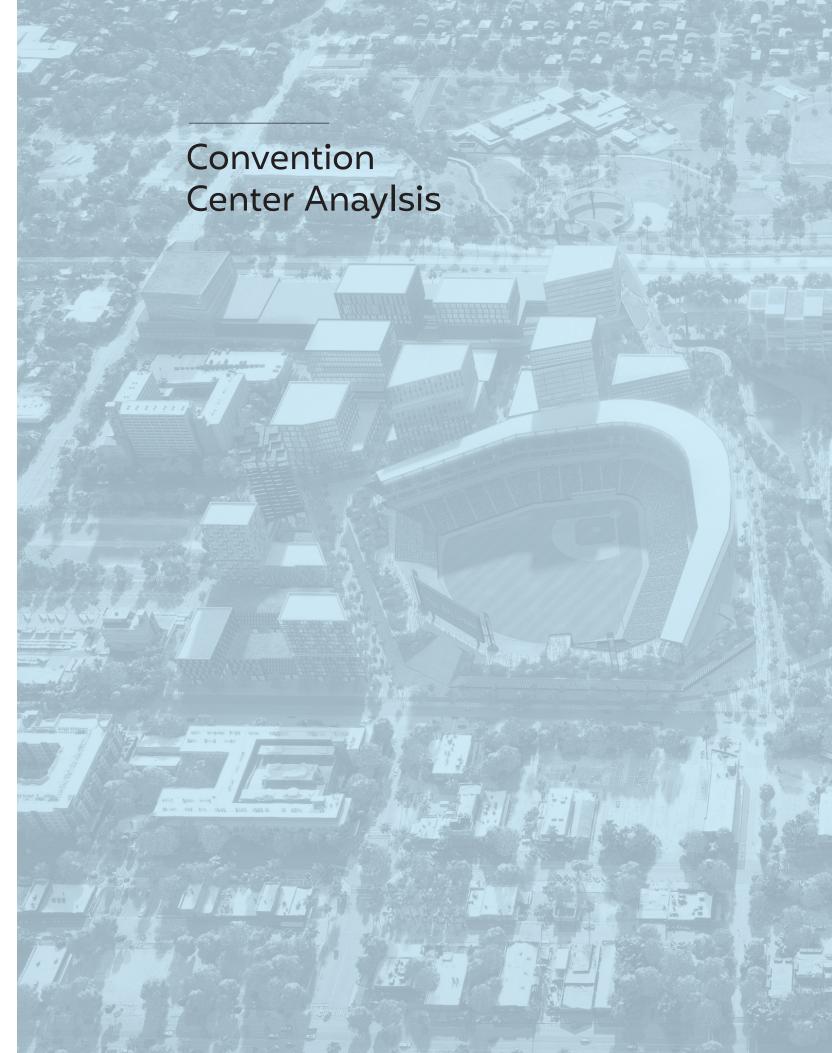
Years of Experience: 15

Education

• Early Childhood Education, University of South Florida, 2006

Selected Projects

- Boulevard at West River; Ongoing
- Edition Hotel & Private Residences; Ongoing
- · 1050 Water Street; Ongoing



Go to: Table of Contents Tropicana - Development Underwriting

key Assumptions				Debt Assumptions					Sources & Uses *							
arcel / Lot Information	Phase 1	Expansion		Construction to Pern	n Financing				Sources of Funds		%	\$/GSF	Total			
arcel Location	Parcel 1J	Parcel 4E		Phase 1	•				Potential Debt So	ources	0.0%	\$0.00	\$0			
ot Size (Acres)	9.8 ac	6.0 ac		Loan to Cost %			0.0%		Public Funding C	ontributions	100.0%	\$505.06	\$542.937.475			
ot Size (SF)	425,000 SF	262,000 SF		Loan Amount			\$0	1	Total Sources		100.0%	\$505.06	\$542,937,475			
				Loan Fees		0.75%	\$0	-								
iming Assumptions				Interest Reserv	e	\$0	\$0		Use of Funds		%	\$/GSF	Total			
Phase 1				Interest Only	2.0 Years	11/30/2024	11/30/2026		Land Costs		0.0%	\$0.00	\$0			
Construction Start		1/31/2023		Amortization	30.0 Years	11/30/2026	11/30/2056		Phase 1 Direct Co	osts	55.4%	\$279.97	\$300,968,746			
Construction End	22 Month(s)	11/30/2024							Constructio	on Casts	41.9%	\$211.63	\$227,500,000			
Opening	1 Month(s)	12/31/2024		Phase 2					Soft Costs		3.2%	\$16.29	\$17,515,954			
Phase 2				Loan to Cost %			0.0%		FF&E, OS&	E and IT	2.0%	\$9.86	\$10.600.000			
Construction Start	7.0 Years	1/31/2030		Loan Amount			\$0			& Owners Costs	8.4%	\$42.19	\$45,352,792			
Construction End	22 Month(s)	11/30/2031		Loan Fees		0.75%	\$0		Loan Origin	nation Fees	0.0%	\$0.00	\$0			
Opening	1 Month(s)	12/31/2031		Interest Reserv	e	50	so		Interest Res		0.0%	\$0.00	\$0			
				Interest Only	2.0 Years	11/30/2031	11/30/2033		Phase 2 Direct co	osts	44.6%	\$225.09	\$241,968,729			
Building Assumptions				Amortization	30.0 Years	11/30/2033	11/30/2063		Constructio		29.5%	\$148.98	\$160,150,000			
Phase 1	Phase 2	Total							Soft Costs		2.3%	\$11.47	\$12 330 462			
xhibit Space 200,000	145,000	345,000		Interest Rate			4.35%		FF&E, OS&	F and IT	1.2%	\$5.96	\$6,406,000			
Meeting Space 100,000	70.000	170,000		1-MO LIB	OR Rate		0.85%			& Owners Costs	11.6%	\$58.68	\$63,082,267			
Ballroom 50.000	35.000	85.000		Interest R			3.50%		Loan Origin		0.0%	\$0.00	50			
Pre-function 300,000	175,000	475,000							Interest Res		0.0%	\$0.00	\$0			
Total SF 650,000	425,000	1,075,000							Total Uses	JC19CJ	100.0%	\$505.06	\$542,937,475			
	423,000	1,075,000						-	iotai oscs		100.070	\$303.00	JJ42,JJ7,475			
								ہ د	 Illustrative sources 8 of the appropriate amo support the amount of districts, tourism reven 	ount of public funding funding required (e.	A variety of public , tax increment fin	funding tools may b ancing, community o	be necessary to development			
20-Yr Project Economics			TOTAL	Year 0 2022	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 15 2037	Year 20
Develoment Costs																
eveloment Costs			\$0	\$0	\$0	50	\$0	\$0	\$0	\$0	\$0	50	50	\$0	\$0	
Phase 1			\$0	\$0	50	ο¢	\$U	2U¢	\$U	\$U	şυ	\$0	ο¢	\$U	\$U	
Construction Costs			(\$227,500.000)	\$0	(\$97.825.000)	(\$129.675.000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Soft Costs			(\$17,515,954)	\$0	(\$7,531,860)	(\$9,984,094)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
FF&E, OS&E and IT			(\$10,600,000)	\$0	(\$4,558,000)	(\$6,042,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other Fees & Owners Costs			(\$45,352,792)	<u>\$0</u>	(\$19,501,701)	(\$25,851,092)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
Phase 1 Development Costs			(\$300,968,746)	\$0	(\$129,416,561)	(\$171,552,185)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Phase 2																
Construction Costs			(\$160,150,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$68,864,500)	(\$91,285,500)	\$0	\$0	
Soft Costs			(\$12,330,462)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$5,302,099)	(\$7,028,363)	\$0	\$0	
FF&E, OS&E and IT			(\$6,406,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$2,754,580)	(\$3,651,420)	\$0	\$0	
Other Fees & Owners Costs			(\$63,082,267)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	(\$27,125,375)	(\$35,956,892)	<u>\$0</u>	<u>\$0</u>	
Phase 2 Development Costs			(\$241,968,729)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$104,046,553)	(\$137,922,176)	\$0	\$0	
Total Development Costs			(\$542,937,475)	\$0	(\$129,416,561)	(\$171,552,185)	\$0	\$0	\$0	\$0	\$0	(\$104,046,553)	(\$137,922,176)	\$0	\$0	
Operating Pro Forma			_		_	_			_			_	_			
evenues																
Net Direct Event Revenue			\$49,430,462	\$0	\$0	\$0	\$1.081.000	\$1.407.000	\$1.774.290	\$1.863.005	\$1.956.155	\$2.014.839	\$2,518,549	\$2.594.106	\$3.007.279	\$3,486.
Ancillary Revenue			\$91,344,583	\$0	\$0	\$0	\$1,991,792	\$2,633,639	\$3,277,734	\$3,441,621	\$3,613,702	\$3,722,113	\$4,652,642	\$4,792,221	\$5,555,497	\$5,480, \$6,440,
Advertising, Sponsorship, Misc, Inco	ma		\$16,509,327	\$0	\$0 \$0	\$0 \$0	\$1,991,792 \$500,000	\$515,000	\$530,450	\$546,364	\$562,754	\$579,637	\$4,652,642 \$850,000	\$875,500	\$1,014,944	\$6,440, \$1,176,
Total Revenues	100		\$157,284,372	50	\$0 \$0	\$0	\$3,572,792	\$4,555,639	\$5,582,474	\$5,850,989	\$6,132,611	\$6,316,590	\$8,021,191	\$8,261,826	\$9,577,721	\$1,176,
- stai neveliues			\$157,284,372	20	20	ο¢	əə,ə/2,192	24,255,639	əə,ə82,474	33,030,989	30,132,011	20,310,590	30,021,191	30,201,820	\$3,3/7,721	\$11,103
xpenses				1												
Indirect Expenses			(\$158.757.866)	\$0	\$0	\$0	(\$5,675,910)	(\$5,961,219)	(\$6,202,674)	(\$6,357,741)	(\$6,516,685)	(\$6,679,602)	(\$8,015,885)	(\$8,216,282)	(\$9,295,969)	(\$10,517,
Management Fee			(\$9,610,235)	\$0 \$0	\$0 \$0	\$0 \$0	(\$400,000)	(\$406,000)	(\$412,090)	(\$418,271)	(\$424,545)	(\$430,914)	(\$500,000)	(\$507,500)	(\$546,722)	(\$10,517,
Total Expenses			(\$168.368.101)	50	\$0	\$0	(\$6,075,910)	(\$6,367,219)	(\$6,614,764)	(\$6,776,012)	(\$6,941,230)	(\$7,110,515)	(\$8,515,885)	(\$8,723,782)	(\$9,842,690)	(\$11,106,
Lapenses			(\$100,500,101)	30	30	ÛÇ.	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	(00,007,213)	(20,024,704)	(00,000,0002)	(0,042,230)	(0,110,013)	(00,020,000)	(00,123,102)	(05,042,050)	(711,100,
OI Before Capex Reserves			(\$11,083,729)	\$0	\$0	\$0	(\$2,503,118)	(\$1,811,580)	(\$1,032,290)	(\$925,023)	(\$808,619)	(\$793,926)	(\$494,694)	(\$461,955)	(\$264,969)	(\$3,
apital Expenditure Reserves			(\$28,354,095)	\$0	\$0	\$0	(\$1,492,321)	(\$1,492,321)	(\$1,492,321)	(\$1,492,321)	(\$1,492,321)	(\$1,492,321)	(\$1,492,321)	(\$1,492,321)	(\$1,492,321)	(\$1,492,
			(\$38,003,521)	\$0	\$0	\$0	(\$3,995,439)	(\$3,303,901)	(\$2,524,611)	(\$2,417,344)	(\$2,300,940)	(\$2,286,246)	(\$1,987,015)	(\$1,954,276)	(\$1,757,290)	(\$1,495,
let Operating Income				-			-111.8%	-72.5%	-45.2%	-41.3%	-37.5%	-36.2%	-24.8%	-23.7%	-18.3%	-13
let Operating Income IOI Margin %				-	-	650,000	650,000	650,000	650,000	650,000	650,000	650,000	1,075,000	1,075,000	1,075,000	1,075,
IOI Margin % F Under Roof				-	-		(\$6.15)	(\$5.08)	(\$3.88)	(\$3.72)	(\$3.54)	(\$3.52)	(\$1.85)	(\$1.82)	(\$1.63)	(\$1
OI Margin % F Under Roof																
							(4)	(\$3,303,901)	(\$2,524,611)	(\$2,417,344)	(\$2,300,940)	(\$106,332,800)	(\$139,909,190)		(\$1,757,290)	(\$1,495,
IOI Margin % F Under Roof IOI PSF ash Flows			(\$580,940,996)	\$0	(\$129,416,561)	(\$171,552,185)	(\$3,995,439)						(\$155,505,150)	(\$1,954,276)	(01,101,200)	
OI Margin % E Under Roof OI PSF ash Flows nlevered Cash Flows pan Related Cash Flows																
OI Margin 55 F Under Roof OI PSF ash Flows nelevered Cash Flows Dan Related Cash Flows Borrowings			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
KOI Margin % E Under Roof KOI PSF ash Flows helevered Cash Flows aan Related Cash Flows Borrowings Interest Expense			\$0 (\$0)	\$0 \$0	\$0 \$0	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	(\$0)	(\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	\$0 (\$0)	
Or Margin % F Under Roof O DF SF nevered Cash Flows an Related Cash Flows Borrowings Interest Expense Cash Flowfrom Interest Reserves			\$0 (\$0) \$0	\$0 \$0 \$0	\$0 \$0 \$0	\$0 (\$0) \$0	\$0 (\$0) \$0	\$0 (\$0) \$0	\$0 (\$0) \$0	(\$0) \$0	(\$D) \$D	\$0 (\$0) \$0	\$0 (\$0) \$0	\$0 (\$0) \$0	\$0 (\$0) \$0	
Or Morgon % Ender Roof Or PSF ash Flows nevered Cash Flows aan Related Cash Flows Borrowings Interest Expense Cash Flow from Interest Reserves Principal Amorization			\$0 (\$0) \$0 \$0	\$0 \$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0	\$0 (\$0) \$0 \$0	\$0 (\$0) \$0 \$0	\$0 (\$0) \$0 \$0	\$0 (\$0) \$0 \$0	(\$0) \$0 \$0	(\$D) \$D \$D	\$0 (\$0) \$0 \$0	\$0 (\$0) \$0 \$0	\$0 (\$0) \$0 \$0	\$0 (\$D) \$0 \$0	
ICI Margin % ICI Margin 8 ICI PSF ash Flows an Related Cash Flows Borrowings Interest Expense Cash Flow from Interest Reserves Principal Amortization Loan Respirement			\$0 (\$0) \$0 \$0 \$0	\$0 \$0 \$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	(\$0) \$0 \$0 \$0	(\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	
Of Margin % Ender Roof OF PSF sish Flows an Related Cash Flows Borrowings Interest Expense Cash Flow from Interest Reserves Principal Amortation Loan Repayment Loan Fees			\$0 (\$0) \$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0 \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0 \$0 \$0	(\$0) \$0 \$0 \$0 \$0 \$0	(\$0) \$0 \$0 \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0 \$0 \$0	
Di Margin % Under Roof Di PSF Under Roof Nevered Cash Flows an Related Cash Flows Borrowings Interest Expense Interest Expense Principal Amortization Loan Repayment			\$0 (\$0) \$0 \$0 \$0	\$0 \$0 \$0 \$0 \$0 \$0	\$0 \$0 \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	(\$0) \$0 \$0 \$0	(\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	\$0 (\$0) \$0 \$0 \$0	

iting Tropicana - Development Under convention Center Underwriting Summary

							NEW ST. PETI PRO FOF	ST. PETERSBURG, FL CONVENTION CE PRO FORMA OPERATING STATEMENT	NEW ST. PETERSBURG, FL CONVENTION CENTER PRO FORMA OPERATING STATEMENT	NTER											
			Phase 1	ie 1		-						Phase	Phase 1 & Phase 2 Expansion	noion							
	Year 1 2024	1 Year 2 1 2025	: Year 3 2026	Year 4 2027	Year 5 2028	Year 6 2029	Year 7 2030	Year 8 2031	Year 9 2032	Year 10 2033	Year 11 2034	Year 12 2035	Year 13 2036	Year 14 1 2037	Year 15 Y 2038	fear 16 Y. 2039	Year 17 1 2040	Year 18 Ye 2041	Year 19 Ye. 2042	Year 20 Year 21 2043 2044	ar 21 Year 22 2044 2045
Revenue Growth				5.0%	5.0%	3.0%	25.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0% 3.	3.0% 3.0%
Expense Growth				2.5%	2.5%	2.5%	12.8%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5% 2.	2.5% 2.5%
Direct Event Revenue																					
Rental Revenue	\$1,002,500	\$1,320,000	•••	\$1,684,148	\$1,768,355	\$1,821,406	\$2,276,757	\$2,345,060				\$2,639,385 \$2,7	\$2,718,567 \$2,8		\$2,884,128 \$2,97		\$3,059,771 \$3,1!	\$3,151,564 \$3,246,111	ŝ	494 \$3,443,799	99 \$3,547,113
Net Service Revenue/(Expense)	\$78,500	\$87,000	\$170,340	\$178,857	\$187,800	\$193,434	\$241,792	\$249,046	\$256,517	\$264,213	\$272,139 \$	\$280,304 \$2	\$288,713 \$2	\$297,374 \$30	\$306,295 \$31	\$315,484 \$32	\$324,949 \$3:	\$334,697 \$344,738	,738 \$355,080	080 \$365,733	33 \$376,705
Total Direct Event Revenue	\$1,081,000	\$1,081,000 \$1,407,000	\$1,774,290	\$1,863,005	\$1,956,155	\$2,014,839	\$2,518,549	\$2,594,106	\$2,671,929 \$	\$2,752,087 \$2	\$2,834,649 \$2,	\$2,919,689 \$3,0	\$3,007,279 \$3,0	\$3,097,498 \$3,19	\$3,190,423 \$3,28	\$3,286,135 \$3,38	\$3,384,720 \$3,48	\$3,486,261 \$3,590,849	,849 \$3,698,574	574 \$3,809,532	12 \$3,923,818
Ancillary Revenue						_															
Food & Beverage	\$1,712,725	\$2,278,317	\$2,849,602	\$2,992,082	\$3,141,686	\$3,235,937	\$4,044,921	\$4,166,269	\$4,291,257 \$	\$4,419,994 \$4	\$4,552,594 \$4	\$4,689,172 \$4,8	\$4,829,847 \$4,9	\$4,974,742 \$5,1;	\$5,123,985 \$5,27	\$5,277,704 \$5,43	\$5,436,035 \$5,59	\$5,599,116 \$5,767,090	,090 \$5,940,103	103 \$6,118,306	06 \$6,301,855
Parking	\$177,067	\$226,123	\$271,732	\$285,319	\$299,585	\$308,573	\$385,716	\$397,287	\$409,206	\$421,482	\$434,126 \$	\$447,150 \$4	\$460,565 \$4	\$474,382 \$41	\$488,613 \$50	\$503,272 \$51	\$518,370 \$5:	\$533,921 \$549,938	,938 \$566,43	437 \$583,430	\$600,93
Audio-Visual	\$26,400	\$32,100	\$37,800	\$39,690	\$41,675	\$42,925	\$53,656	\$55,266	\$56,924	\$58,631	\$60,390	\$62,202 \$	\$64,068 \$	\$65,990 \$6	\$67,970 \$7	\$70,009 \$7	\$72,109 \$	\$74,272 \$76	\$76,501 \$78,796	796 \$81,155	59 \$83,594
Decorator Services	\$9,000	\$12,000	\$15,000	\$15,750	\$16,538	\$17,034	\$21,292	\$21,931	\$22,589	\$23,266	\$23,964	\$24,683 \$	\$25,424 \$	\$26,187 \$2	\$26,972 \$2	\$27,781 \$2	\$28,615 \$:	\$29,473 \$30	\$30,357 \$31,268	268 \$32,206	6 \$33,172
Booth Cleaning	\$9,000	\$12,000	\$15,000	\$15,750	\$16,538	\$17,034	\$21,292	\$21,931	\$22,589	\$23,266	\$23,964		\$25,424 \$	\$26,187 \$2	\$26,972 \$2	\$27,781 \$2	\$28,615 \$:	\$29,473 \$30	\$30,357 \$31,268	268 \$32,206	6 \$33,172
Electrical	\$26,250	\$35,000	\$43,750	\$45,938	\$48,234	\$49,681	\$62,102	\$63,965	\$65,884	\$67,860	\$69,896	\$71,993 \$	\$74,153 \$	\$76,377 \$1	\$78,669 \$8	\$81,029 \$8	\$83,460 \$1	\$85,963 \$88	\$88,542 \$91,195	199 \$93,934	\$4 \$96,753
Internet Services	\$31,350	\$38,100	\$44,850	\$47,093	\$49,447	\$50,931	\$63,663	\$65,573	\$67,540	\$69,566	\$71,653	\$73,803 \$	\$76,017 \$	\$78,298 \${	\$80,647 \$8	\$83,066 \$8	\$85,558 \$1	\$88,125 \$90	\$90,768 \$93,492	492 \$96,296	36 \$99,185
Total Ancillary Revenue	\$1,991,792	\$2,633,639	\$3,277,734 \$3,441,621	\$3,441,621	\$3,613,702	\$3,722,113	\$4,652,642	\$4,792,221	\$4,935,987 \$1	\$2'084'067 \$2	\$5,236,589 \$5,	\$5,393,687 \$5,5	\$5,555,497 \$5,7	\$5,722,162 \$5,89	\$5,893,827 \$6,07	\$6,070,642 \$6,25	\$6,252,761 \$6,44	\$6,440,344 \$6,633,554	,554 \$6,832,561	561 \$7,037,538	88 \$7,248,664

nternet Services	\$31,350	0 \$38,100	\$44,850	\$47,093	\$49,447	\$50,931	\$63,663	\$65,573	\$67,540	\$69,566	\$71,653 \$	\$73,803	\$76,017 \$	\$78,298	\$80,647	\$83,066	\$85,558	\$88,125	\$90,768 \$	\$93,492 \$!	\$96,296 \$	\$99,185
fotal Ancillary Revenue	\$1,991,792	2 \$2,633,639	\$3,277,734	\$3,441,621 \$3,613,702		\$3,722,113	\$4,652,642 \$4	\$4,792,221 \$4,	\$4,935,987 \$5,	\$5,084,067 \$5,2	\$5,236,589 \$5,3	\$5,393,687 \$5,5	\$5,555,497 \$5,7	\$5,722,162 \$5,1	\$5,893,827 \$6,0	\$6,070,642 \$6,2	\$6,252,761 \$6,	\$6,440,344 \$6,	\$6,633,554 \$6,8	\$6,832,561 \$7,0	\$7,037,538 \$7,2	\$7,248,664
Advertising, Sponsorship, Misc. Income 3.0%	\$500,000	0 \$515,000	\$530,450	\$546,364	\$562,754	\$579,637	\$850,000	\$875,500 \$	\$901,765 \$	\$928,818 \$5	\$956,682 \$5	\$985,383 \$1,(\$1,014,944 \$1,0	\$1,045,393 \$1,(\$1,076,755 \$1,:	\$1,109,057 \$1,1	\$1,142,329 \$1;	\$1,176,599 \$1,	\$1,211,897 \$1,2	\$1,248,254 \$1,21	\$1,285,701 \$1,3	\$1,324,272
Other Operating Revenue	\$3,572,792	2 \$4,555,639	\$5,582,474	\$5,850,989	\$6,132,611 \$	\$6,316,590 \$	\$8,021,191 \$8	\$8,261,826 \$8,	\$8,509,681 \$8,	\$8,764,972 \$9,0	\$9,027,921 \$9,2	\$9,298,758 \$9,5	\$9,577,721 \$9,8	\$9,865,053 \$10;	\$10,161,004 \$10,	\$10,465,835 \$10,7	\$10,779,810 \$11;	\$11,103,204 \$11,	\$11,436,300 \$11,7	\$11,779,389 \$12,132,771		\$12,496,754
ndirect Expenses																						
Personnel Expenses	\$2,942,875	5 \$3,016,447	\$3,091,858	\$3,169,154	\$3,248,383 \$	\$3,329,593	\$3,754,116 \$	\$3,847,969 \$3	3,944,168 \$4,	\$4,042,772 \$4,1	4,143,842 \$4,2	\$4,247,438 \$4,3	\$4,353,624 \$4,4	_	\$4,574,026 \$4,1	\$4,688,377 \$4,5	\$4,805,586 \$4,9	\$4,925,726 \$5,	\$5,048,869 \$5,1	5,175,090 \$5,30	55,304,468 \$5,4	5,437,079
Contracted Services	\$100,000	0 \$102,500	\$105,063	\$107,689	\$110,381	\$113,141	\$145,669	\$149,311 \$	\$153,043 \$	\$156,869 \$1	\$160,791 \$1	\$164,811 \$1	\$168,931 \$1	\$173,154 \$:	\$177,483 \$:	\$181,920 \$1	\$186,468 \$:	\$191,130 \$	\$195,908 \$2	\$200,806 \$2(\$205,826 \$2	\$210,972
Operations Expenses	\$551,000	0 \$608,525	\$641,238	\$657,269	\$673,701	\$690,543	\$889,075	\$911,301 \$	\$934,084 \$	\$957,436 \$5	\$981,372 \$1,0	\$1,005,906 \$1,0	1,031,054 \$1,0	1,056,830 \$1,0	1,083,251 \$1,	\$1,110,332 \$1,1	1,138,091 \$1,	1,166,543 \$1,	1,195,706 \$1,2	1,225,599 \$1,2	1,256,239 \$1,2	1,287,645
Repairs & Maintenance	\$100,000	0 \$150,000	\$175,000	\$179,375	\$183,859	\$188,456	\$242,637	\$248,703 \$	\$254,920 \$	\$261,293 \$2	\$267,826 \$2	\$274,521 \$2	\$281,384 \$2	\$288,419 \$1	\$295,630 \$:	\$303,020 \$3	\$310,596 \$:	\$318,361 \$	\$326,320 \$3	\$334,478 \$34		\$351,411
nsurance	\$122,035	5 \$142,248	\$162,728	\$166,796	\$170,966	\$175,240	\$197,583	\$202,523 \$	\$207,586 \$	\$212,776 \$2	\$218,095 \$2	\$223,548 \$2	\$229,136 \$2	\$234,865 \$;	\$240,736 \$;	\$246,755 \$2	\$252,924 \$:	\$259,247 \$	\$265,728 \$2	\$272,371 \$2	\$279,180 \$2	\$286,160
Jtilities & Electricity	\$1,400,000	0 \$1,470,000	\$1,543,500	\$1,582,088	\$1,621,640 \$	\$1,662,181	\$2,200,000 \$2	\$2,255,000 \$2	\$2,311,375 \$2,	•••	2,428,388 \$2,4	\$2,489,098 \$2,	\$2,551,326 \$2,6	\$2,615,109 \$2,0	\$2,680,486 \$2,7	\$2,747,499 \$2,8	\$2,816,186 \$2,8	\$2,886,591 \$2,	\$2,958,755 \$3,0	ŝ	ŝ	33,186,256
Seneral & Administrative	\$460,000	0 \$471,500	\$483,288	\$495,370	\$507,754	\$520,448	\$586,805	\$601,475 \$	\$616,512 \$	\$631,925 \$6	\$647,723 \$6	\$663,916 \$6	\$680,514 \$6	\$697,527 \$:	\$714,965 \$	\$732,839 \$1	\$751,160 \$:	\$ 65,939	\$789,187 \$8	\$808,917 \$8:	\$829,140 \$8	\$849,868
fotal Indirect Expenses	\$5,675,910	0 \$5,961,219	\$6,202,674	\$6,357,741	\$6,516,685 \$	\$6,679,602	\$8,015,885 \$8	\$8,216,282 \$8,	\$8,421,689 \$8,	\$8,632,231 \$8,8	\$8,848,037 \$9,0	\$9,069,238 \$9,2	\$9,295,969 \$9,5	\$9,528,368 \$9;	\$9,766,577 \$10,0	\$10,010,742 \$10,2	\$10,261,010 \$10,	\$10,517,535 \$10;	\$10,780,474 \$11,0	\$11,049,986 \$11,3;	\$11,326,235 \$11,6	\$11,609,391
Management Fee 1.5%	\$400,000	0 \$406,000	\$412,090	\$418,271	\$424,545	\$430,914	\$500,000	\$507,500	\$515,113 \$	\$522,839 \$5	\$530,682 \$5	\$538,642 \$5	\$546,722 \$5	\$554,922 \$!	\$563,246 \$1	\$571,695 \$5	\$580,270 \$1	\$588,974 \$	\$597,809 \$6	\$606,776 \$6:	\$615,878 \$6	\$625,116
Vet Operating Income	(\$2,503,118)	8) (\$1,811,580)	(\$1,032,290)	(\$925,023)	(\$808,619)	(\$793,926)	(\$494,694) ((\$461,955) (\$	(\$427,120) (\$	(\$390,099) (\$3	(\$350,798) (\$3	(\$309,121) (\$2	(\$264,969) (\$2	(\$218,237) (\$:	(\$168,819) (\$1	(\$116,602) (\$	(\$61,471)	(\$3,306)	\$58,017 \$1	\$122,627 \$1!	\$190,658 \$2	\$262,247
before capital reserve, debt service)																						
Capital Expenditure Reserves	\$1,448,435		\$1,448,435 \$1,448,435 \$1,448,435	\$1,448,435	\$1,448,435	\$1,448,435	\$1,448,435 \$1	\$1,448,435 \$1	\$1,448,435 \$1,	\$1,448,435 \$1,4	\$1,448,435 \$1,4	\$1,448,435 \$1,4	\$1,448,435 \$1,4	\$1,448,435 \$1,4	\$1,448,435 \$1,4	\$1,448,435 \$1,4	\$1,448,435 \$1,	\$1,448,435 \$1,	\$1,448,435 \$1,4	\$1,448,435 \$1,4	\$1,448,435 \$1,4	\$1,448,435
Vet Operating Income	(\$3,951,553)	3) (\$3,260,015)	(\$2,480,725)	(\$2,373,458)	(\$2,257,053) (\$	(\$2,242,360) (\$	(\$1,943,129) (\$1	(\$1,910,390) (\$1,	(\$1,875,555) (\$1,	(\$1,838,533) (\$1,7	(\$1,799,232) (\$1,7	(\$1,757,556) (\$1,7	(\$1,713,404) (\$1,6	(\$1,666,672) (\$1,	(\$1,617,254) (\$1,5	(\$1,565,037) (\$1,5	(\$1,509,905) (\$1,	(\$1,451,741) (\$1,	(\$1,390,417) (\$1,3	(\$1,325,807) (\$1,2!	(\$1,257,777) (\$1,1	(\$1,186,188)
before debt service)																						

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Fropicana - Development Underwriting	Convention Center Hotel Underwriting Summary
Tropic	Conventio

Image: constraint of the constr												
11 $\frac{1}{100}$ $\frac{1}{100$		Total		Phase	a 1 Convention Center				Phas	e 2 Convention Center		
				<u>Land SF</u> 43,560	<u>Gross SF</u> 650,000				<u>Land SF</u> 43,560	<u>Gross SF</u> 425,000		
			Ass	umptions		Cost		Ass	umptions		Cost	
			Driver	Metric	TOTAL	\$/GSF	% of Total Costs	Driver	Metric	TOTAL	\$/GSF	% of Total Costs
	LAND COSTS	\$0			¢\$	\$0.00	:			Ş	\$0.00	1
	Land Costs	0	¢\$	\$ Land PSF	0	\$0.00	1	\$0	\$ PSF	0	\$0.00	1
	CONSTRUCTION COSTS	\$387,650,000	\$350.00	\$ / GSF	\$227,500,000	\$350.00	75.59%	\$350.00	\$ / GSF	\$160,150,000	\$376.82	53.21%
37,44,10 55,4 6,44 5,5,4 6,44 5,5,4 6,44 5,5,4 6,44 5,5,4 6,44 5,1,1,1,1 5,1,1,1	Site Preparation	26,032,534	6.7%	% Construction	15,277,703	\$23.50	5.08%	6.7%	% Construction	10,754,831	\$25.31	3.57%
	Building Structure	32,745,117	8.4%	% Construction	19,217,114	\$29.56	6.38%	8.4%	% Construction	13,528,003	\$31.83	4.49%
	Exterior Closure	52,744,204 24 735 713	13.6% 6.4%	% Construction	30,953,970 14 516 628	\$47.62 ¢72.22	10.28%	13.6% 6 <i>1</i> %	% Construction & Construction	21,790,234 10 219 075	\$51.27 \$24.04	7.24%
	Interior Construction	29,154,043	7.5%	% Construction	17,109,621	\$26.32	5.68%	7.5%	% Construction	12,044,421	\$28.34	4.00%
	Conveying	6,145,323	1.6%	% Construction	3,606,503	\$5.55	1.20%	1.6%	% Construction	2,538,820	\$5.97	0.84%
	Mechanical	85,730,407	22.1%	% Construction	50,312,570	\$77.40	16.72%	22.1%	% Construction	35,417,838	\$83.34	11.77%
s 11,243,14 3,3,k x (construction 1,143,574 3,3,k x (construction 1,143,514 3,3,1,3 x (construction 1,143,514	Electrical	41,176,816	10.6%	% Construction	24,165,421	\$37.18	8.03%	10.6%	% Construction	17,011,394	\$40.03	5.65%
	General Requirements	12,214,302	3.2%	% Construction	7,168,203	\$11.03	2.38%	3.2%	% Construction	5,046,100	\$11.87	1.68%
Introduction 3.31/1 3	General Conditions	21,645,718	5.6%	% Construction	12,703,214	\$19.54	4.22%	5.6%	% Construction	8,942,504	\$21.04	2.97%
NU Los Scontraction Los Scontraction Los Scontraction Los Scontraction Los Scontraction Los Scontraction Los Los <thlos< th=""> Los <</thlos<>	Insurance	15,175,796	3.9%	% Construction	8,906,214	\$13.70	2.96%	3.9%	% Construction	6,269,583	\$14.75	2.08%
Introduction 1005/321 2005 U.M. Konstruction 5473/21 3005 U.M. Konstruction 4138.47 3005 11472,864 2.65 X construction 573.24 3005 U.M. X construction 413.435 3005 11472,844 X construction 9.116.131 \$10.05 U.M. X construction 417.355 \$17.10 258,500 X construction 9.116.131 \$10.05 U.M. X construction 417.355 \$17.10 258,500 X construction 9.116.131 \$10.05 U.M. \$17.16 1	Building Permit	2,363,586	0.6%	% Construction	1,387,117	\$2.13 \$2.55	0.46%	0.6%	% Construction	976,469	\$2.30 60.60	0.32%
NUMBALING Low Low <thlow< th=""> Low Low</thlow<>		114,300	0.2%		419,231 r 007 2 c 7	ca.u¢	0.14%	0.7%		C5T/C67	60.U¢	%0T.0
1.373345 3.0% % Construction (3.11, 400, 00) $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.11, 4.0, 5.0$ $5.12, 400, 500$ $5.15, 4.0, 500$ $5.12, 400, 500$	Construction Contingency	10,065,724	2.6%	% Construction	797/06/5	60.93 51 1 00	1.96%	2.6%	% Construction	4,158,457 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	59.78 615.10	1.38%
11A12,300 3.0% % Contraction $0,3404$ 3.0.3 $2.23,00$ 4.037 km 4.0000 $2.543,042$ $3.0.3,040$ $3.0.3,040$ $3.0.3,040$ $3.0.3,040$ $3.0.3,040$ $3.0.3,040$ $3.0.3,040$ $3.0.3,040$ $3.0.3,040$ $3.0.4,0000$ $3.0.4,0000$ $3.0.4,0000$ $3.0.4,0000$ $3.0.4,0000$ $3.0.4,0000$ $3.0.4,0000$ $3.0.3,040$ $3.$	Design Contingency	15,533,486	4.0%	% CONSTRUCTION	9,116,131	\$14.02	3.03%	4.0%	% Construction	cc5//19/0	01.614	2.13%
528,500 $528,500$ $528,500$ 40050 km $11,400,000$ $528,500$ 40050 km $11,400,000$ $528,500$ $528,500$ 40050 km $11,400,000$ $528,500$ $528,500$ 40050 km $51,330,462$ $520,000$ $528,500$ $528,500$ $51,330,462$ $529,01$ $528,500$ $51,330,462$ $529,01$ $528,500$ 400500 $51,330,462$ $529,01$ $528,500$ 400500 $51,330,462$ $529,01$ $528,500$ $528,500$ $528,500$ $528,500$ $528,60000$ $51,010$ $528,500$ $51,0100$ $528,60,000$ $51,0100$ $528,500$ $51,0100$ $528,0000$ $51,01000$ $51,01000$	Contractor Fee	11,472,845	3.0%	% Construction	6,733,064	\$10.36	2.24%	3.0%	% Construction	4,739,781	\$11.15	1.57%
	Parking		\$28,500	0 Stalls	0	\$0.00	I	\$28,500	400 Stalls	11,400,000	\$26.82	3.79%
Store Strong Stat 3.53% Stat 3.53% Stat 3.50% Stat	SOFT COSTS	\$29,846,416	10.0%	% Direct	\$17,515,954	\$26.95	5.82%	10.0%	% Direct	\$12,330,462	\$29.01	4.10%
1,90,000 4,0% % hard Costs 1,90,000 5,3.1 0.50% 4,0% % hard Costs 5,000 515.07 515.07 515.07 515.07 515.07 515.07 515.07 515.07 515.07 515.07 515.07 515.07 515.07 515.07 515.	FE&F. OS&F and IT	\$17.006.000			\$10.600.000	\$16.31	3.52%			\$6.406.000	\$15.07	2.13%
15,506,000 4,0% % Hard Costs 9,100,000 514,00 3.02% % Hard Costs 6,406,000 515,00 <th>Pre-Opening</th> <th>1.500,000</th> <th></th> <th></th> <th>1.500.000</th> <th>\$2.31</th> <th>0.50%</th> <th></th> <th></th> <th></th> <th>\$0.00</th> <th>1</th>	Pre-Opening	1.500,000			1.500.000	\$2.31	0.50%				\$0.00	1
Scorrs \$108,464,517 \$108,464,517 \$45,369,121 \$66.80 15.07% \$63,05,395 \$14.46 \$ bles 13,035,072 3.0% % Total 7,668,479 \$11.80 2.55% \$0.76 \$53,05,395 \$14.46 \$ bles 2.0% % of DMF 153,370 \$0.24 0.05% \$0.0MF 107,332 \$0.26,594 \$21.63 \$	FF&E	15,506,000	4.0%	% Hard Costs	9,100,000	\$14.00	3.02%	4.0%	% Hard Costs	6,406,000	\$15.07	2.13%
13,035,072 3.0% % Total 7,668,479 \$11.80 2.55% 3.0% % Total 5,366,594 \$12.63 260,701 2.0% % of DMF 153,370 \$0.24 0.05% 2.0% % Total 17,332 \$2.05 260,701 2.0% % Total 11,985,678 \$3.33.33 8.49% 2.0% % Total 17,383,646 \$3.025 21,718,501 2.0% % Total 11,985,678 \$3.33.33 8.49% 2.0% % Total 17,788,646 \$42.09 \$4.09	OTHER FEES & OWNERS COSTS	\$108,464,517			\$45,369,121	\$69.80	15.07%			\$63,095,395	\$148.46	20.96%
Dles 260,701 2.0% % of DMF 153,370 50.24 0.05% % of DMF 107,332 5.0.25 3,4,50,242 10.0% % 7 total 2,5,64,595 539.33 8.49% 10.0% % 7 total 17,888,646 542.09 542.09 5,1,718,501 2.0% % 7 total 11,985,678 539.33 8.49% 10.0% % 7 total 17,888,646 542.09 542.09 543.09 39,732,823 593.49 3 39,732,823 593.49 3 39,732,823 593.49 3 39,732,823 593.49 3 3 593.49 3 <td< th=""><th>Development Fee</th><th>13,035,072</th><th>3.0%</th><th>% Total</th><th>7,668,479</th><th>\$11.80</th><th>2.55%</th><th>3.0%</th><th>% Total</th><th>5,366,594</th><th>\$12.63</th><th>1.78%</th></td<>	Development Fee	13,035,072	3.0%	% Total	7,668,479	\$11.80	2.55%	3.0%	% Total	5,366,594	\$12.63	1.78%
43,450,242 10.0% % Total 25,561,595 539.33 8.49% 10.0% % Total 17,88,646 542.09 533.49 13.0% % Total 17,88,646 542.09 533.49 13.0% % Total 13,985,646 542.09 533.49 13.0% % Total 13,985,646 542.09 533.49 13.0% % Total 13,985,646 543.09 533.49 13.0% % Total 13,937.32,823 593.49 13.373.83 593.49 13.373.83 593.49 13.373.83 593.49 13.373.83 593.49 13.373.83 593.49 13.373.83 593.49 13.373.83 593.49 13.373.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.49 13.736.83 593.60 593.60 52.50	Developer Reimbursables	260,701	2.0%	% of DMF	153,370	\$0.24	0.05%	2.0%	% of DMF	107,332	\$0.25	0.04%
51,718,501 2.0% % Total 11,985,678 \$18.44 3.98% 2.0% % Total 33,732,823 \$93.49 \$542,966,932 = = 5.60,985,075 \$463.05 100.00% 2.0% % Total 33,732,823 \$93.49 \$542,966,932 = = 0 \$50.00 555.00 - 0 \$00.00 = = = 227,500,000 \$535,000 75,59% = - 0 \$00.00 = = = 20,89%,075 \$96,75 20,89% - - 0 \$00.00 = = = = 227,500,000 \$355,000 75,59% = - 0 \$00.00 = = = = 227,500,000 \$355,000 75,59% = - 0 \$00.00 = = = = = 10,600,000 \$16,31 3.52% = - - 6,406,000 \$17,47	Owner Contingency	43,450,242	10.0%	% Total	25,561,595	\$39.33	8.49%	10.0%	% Total	17,888,646	\$42.09	5.94%
\$542,966,932 - - \$300,985,075 \$463,05 \$465,105 100,00% \$241,981,857 \$569,37 - - - 0 \$0,00 - - 0 \$0,00 - - - 0 \$536,00 \$535,00 75,59% - 0 \$0,00 - - - 227,500,000 \$535,00 75,59% - - 0 \$0,00 - - - 227,500,000 \$535,00 75,59% - - 75,425,857 \$177,47 - - 10,600,000 \$16,31 3.52% - - 6,406,000 \$15,07	Escalation	51,718,501	2.0%	% Total	11,985,678	\$18.44	3.98%	2.0%	% Total	39,732,823	\$93.49	13.20%
s	TOTAL PROJECT COSTS	5547 966 937			¢300 985 075	\$463 D5	100.00%			¢241 981 857	¢569.37	80 40%
227,500,000 \$350.00 75.59% 160,150,000 \$376.82 62,885,075 \$96.75 20.89% 75,425,857 \$177.47 10,600,000 \$16.31 3.52% 6,406,000 \$15.07	Land Costs		1	1	0	\$0.00	1	1	1	0	\$0.00	1
52,885,075 \$96.75 20.89% 75,425,857 \$177.47 10,600,000 \$16.31 3.52% 6,406,000 \$15.07	Total Construction Costs		1	1	227,500,000	\$350.00	75.59%	1	1	160,150,000	\$376.82	53.21%
10,600,000 \$16.31 3.52% 6,406,000 \$15.07	Total Soft Costs		1	1	62,885,075	<i>\$96.75</i>	20.89%	1	1	75,425,857	\$177.47	25.06%
	Total FF&E/OS&E/IT		ł	1	10,600,000	\$16.31	3.52%	ł	i.	6,406,000	\$15.07	2.13%

Tropicana - Development Underwriting Convention Center Underwriting Summary

		Convention &				Banquets &		ncerts/Music/E	_	Other	
Types of Events		Trade Shows	Public Shows	Community	Meetings	Weddings	Events	ntertainment	Graduations	(Film/Festival)	Tot
Number of Events		15	6	12	125	30	10	4	6	5	213
Days Per Event		<u>3.0</u>	2.5	1.0	1.0	1.0	2.5	<u>1.0</u>	1.0	3.0	1.3
lumber of Event Days		45	15	12	125	30	25	4	6	15	277
ttendee Per Event		1,000	5,000	2,500	<u>500</u>	400	2,500	2,250	3,500	1,000	984
otal Attendance		15,000	30,000	30,000	62,500	12,000	25,000	9,000	21,000	5,000	209,500
Direct Front Income											
Direct Event Income Rental Revenue		\$300,000	\$120,000	\$30,000	\$187,500	\$75,000	\$100,000	\$100,000	\$15,000	\$75,000	\$1,002,500
Service Revenue		\$165,000	\$66,000	\$0	\$0	\$0	(\$50,000)	(\$50,000)	(\$15,000)	(\$37,500)	\$78,500
Service Expense		\$105,000 <u>\$0</u>	\$00,000 <u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	(\$30,000) <u>\$0</u>	(\$50,000) <u>\$0</u>	(\$15,000) <u>\$0</u>	(\$37,500) <u>\$0</u>	\$78,500 <u>\$0</u>
Total Direct Event Income		\$465,000	\$186,000	\$30,000	\$187,500	\$75,000	\$50,000	\$50,000	<u>\$0</u>	\$37,500	\$1,081,000
GOP Margin %		155.0%	155.0%	100.0%	100.0%	100.0%	50.0%	50.0%	0.0%	50.0%	107.8%
Food & Beverage		405.00	44.00	A 4 A 4	405.00	4405.00	400.00	445.00	44.00	45.00	
Per Capita		\$25.00	\$4.00	\$1.00	\$35.00	\$125.00	\$20.00	\$15.00	\$1.00	\$5.00	
Gross F&B Sales		\$375,000	\$120,000	\$30,000	\$2,187,500	\$1,500,000	\$500,000	\$135,000	\$21,000	\$25,000	\$4,893,500
Variable F&B Expenses	65.0%	(\$243,750)	(\$78,000)	(\$19,500)	(\$1,421,875)	(\$975,000)	(\$325,000)	(\$87,750)	(\$13,650)	(\$16,250)	(\$3,180,775)
Food & Beverage Gross Profit		\$131,250	\$42,000	\$10,500	\$765,625	\$525,000	\$175,000	\$47,250	\$7,350	\$8,750	\$1,712,725
GOP Margin %		35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%
Audio & Visual											
Per Event		\$1,000	\$0	\$500	\$500	\$150	\$0	\$0	\$0	\$0	
Gross Revenue		\$15,000	\$0	\$6,000	\$62,500	\$4,500	\$0	\$0	\$0	\$0	\$88,000
Expenses	70.0%	(\$10,500)	<u>\$0</u>	(\$4,200)	(\$43,750)	(\$3,150)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	(\$61,600)
Audio & Visual Gross Profit	10.070	\$4,500	\$0	\$1,800	\$18,750	\$1,350	\$0	\$0	\$0	\$0	\$26,400
GOP Margin %		30.0%	0.0%	30.0%	30.0%	30.0%	0.0%	0.0%	0.0%	0.0%	30.0%
Decorator Services		\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Per Event Gross Revenue		\$0 \$0	\$30,000	\$0 \$0	\$0 \$0		\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$30.000
	70.0%		1 ,			\$0		1.		1.	1 /
Expenses	70.0%	<u>\$0</u>	(\$21,000)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	(\$21,000)
Decorator Services Gross Profit		\$0 0.0%	\$9,000 30.0%	\$0 0.0%	\$0 0.0%	\$0 0.0%	\$0 0.0%	\$0 0.0%	\$0 0.0%	\$0 0.0%	\$9,000
GOP Margin %		0.0%	30.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	30.0%
Booth Cleaning											
Per Event		\$1,000	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Gross Revenue		\$15,000	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000
Expenses	70.0%	(\$10,500)	(\$10,500)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>(\$21,000)</u>
Booth Cleaning Gross Profit		\$4,500	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,000
GOP Margin %		30.0%	30.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	30.0%
Electrical											
Per Event		\$1,500	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Gross Revenue		\$22,500	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	52,500
Expenses	50.0%	(\$11,250)	(\$15,000)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	(\$26,250)
Electrical Gross Profit	50.070	\$11,250	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,250
GOP Margin %		50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%
Internet Services		¢1.000.00	62 500 05	¢1.000.00	6500.00	£0.00	60.00	¢0.00	60.00	60.00	
Per Event		\$1,000.00	\$2,500.00	\$1,000.00	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	6404 500
Gross Revenue		\$15,000	\$15,000	\$12,000	\$62,500	\$0	\$0	\$0	\$0	\$0	\$104,500
Expenses	70.0%	(\$10,500)	(\$10,500)	(\$8,400)	(\$43,750)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	(\$73,150)
Internet Services Gross Profit		\$4,500	\$4,500	\$3,600	\$18,750	\$0	\$0	\$0	\$0	\$0	\$31,350
GOP Margin %		30.0%	30.0%	30.0%	30.0%	0.0%	0.0%	0.0%	0.0%	0.0%	30.0%
Parking											
Gross Revenue		45,000	15,000	12,000	83,333	16,000	25,000	4,000	6,000	15,000	221,333
Expenses	20.0%	(\$9,000)	(\$3,000)	(\$2,400)	(\$16,667)	(\$3,200)	(\$5,000)	(\$800)	(\$1,200)	(\$3,000)	(\$44,267)
Parking Gross Profit		36,000	12,000	9,600	66,667	12,800	20,000	3,200	4,800	12,000	177,067
GOP Margin %		80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%
Total Ancillary Income		\$192,000	\$87,000	\$25,500	\$869,792	\$539,150	\$195,000	\$50,450	\$12,150	\$20,750	\$1,991,792
		600-000	4370 000	AF5 500	64 OF	£64	6345 000	£400	A	A=0.0=0	40 cm =
Net Operating Income - Events		\$657,000	\$273,000	\$55,500	\$1,057,292	\$614,150	\$245,000	\$100,450	\$12,150	\$58,250	\$3,072,792

NEW ST. PETERSBURG, FL CONVENTION CENTER PRO FORMA OPERATING STATEMENT PROJECTED YEAR 1 EVENTS PROGRAM

NEW ST. PETERSBURG, FL CONVENTION CENTER PRO FORMA OPERATING STATEMENT PROJECTED YEAR 2 EVENTS PROGRAM

		Convention &				Banquets &	Sporting Co	ncerts/Music/E		Other	
Types of Events		Trade Shows	Public Shows	Community	Meetings	Weddings	Events	ntertainment	Graduations	(Film/Festival)	Tota
lumber of Events		20.0	8.0	12.0	150.0	40.0	15.0	6.0	6.0	6.0	263
ays Per Event umber of Event Days		<u>3.0</u> 60.0	<u>2.5</u> 20.0	<u>1.0</u> 12.0	<u>1.0</u> 150.0	<u>1.0</u> 40.0	<u>2.5</u> 37.5	<u>1.0</u> 6.0	<u>1.0</u> 6.0	<u>3.0</u> 18.0	<u>1.3</u> 350
ttendee Per Event	1.5%	1,015.0	5,075.0	2,537.5	507.5	406.0	2,537.5	2,283.8	3,552.5	1,015.0	1,000
otal Attendance		20,300.0	40,600.0	30,450.0	76,125.0	16,240.0	38,062.5	13,702.5	21,315.0	6,090.0	262,885
irect Event Income Per Event Rent Per Event		\$20,000	\$20,000	\$2,500	\$1,500	\$2,500	\$10,000	\$25,000	\$2,500	\$15,000	
Service Revenue Per Event	60.0%	\$12,000	\$12,000	\$2,500	\$1,500	\$2,500	(\$6,000)	(\$15,000)	(\$2,500)	(\$9,000)	
Service Expense Per Event	00.070	\$0	\$0	\$0	\$0	\$0 \$0	\$0	(\$13,666) \$0	\$0	\$0	
rect Event Income											
Rental Revenue		\$400,000	\$160,000	\$30,000	\$225,000	\$100,000	\$150,000	\$150,000	\$15,000	\$90,000	\$1,320,000
Service Revenue		\$240,000	\$96,000	\$0	\$0	\$0 \$0	(\$90,000)	(\$90,000)	(\$15,000)	(\$54,000)	\$87,000
ervice Expense otal Direct Event Income		<u>\$0</u> \$640,000	<u>\$0</u> \$256,000	<u>\$0</u> \$30,000	<u>\$0</u> \$225,000	<u>\$0</u> \$100,000	<u>\$0</u> \$60,000	<u>\$0</u> \$60,000	<u>\$0</u> \$0	<u>\$0</u> \$36,000	<u>\$0</u> \$1,407,000
GOP Margin %		160.0%	160.0%	100.0%	100.0%	100.0%	40.0%	40.0%	0.0%	40.0%	106.6%
od & Beverage											
er Capita	1.5%	\$25.38	\$4.06	\$1.02	\$35.53	\$126.88	\$20.30	\$15.23	\$1.02	\$5.08	
Gross F&B Sales	6E 0%	\$515,113	\$164,836	\$30,907	\$2,704,341	\$2,060,450	\$772,669	\$208,621	\$21,635	\$30,907	\$6,509,477
ariable F&B Expenses ood & Beverage Gross Profit	65.0%	(\$334,823) \$180,289	(\$107,143) \$57,693	(\$20,089) \$10,817	(\$1,757,821) \$946,519	(\$1,339,293) \$721,158	(\$502,235) \$270,434	(\$135,603) \$73,017	(\$14,063) \$7,572	(\$20,089) \$10,817	(\$4,231,160 \$2,278,317
OP Margin %		\$180,289 35.0%	\$ 57,693 35.0%	35.0%	\$946,519 35.0%	35.0%	\$270,434 35.0%	\$73,017 35.0%	\$ 7,572 35.0%	35.0%	\$ 2,278,317 35.0%
dio & Visual											
er Event		\$1,000	\$0	\$500	\$500	\$150	\$0	\$0	\$0	\$0	
iross Revenue	70.001	\$20,000	\$0	\$6,000	\$75,000	\$6,000	\$0	\$0	\$0	\$0	\$107,000
xpenses Judio & Visual Gross Profit	70.0%	(\$14,000) \$6,000	<u>\$0</u> \$0	<u>(\$4,200)</u> \$1,800	(\$52,500) \$22,500	<u>(\$4,200)</u> \$1,800	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>(\$74,900</u> \$32,100
GOP Margin %		30.0%	\$0 0.0%	\$1,800 30.0%	\$22,500 30.0%	30.0%	50 0.0%	\$0 0.0%	\$0 0.0%	50 0.0%	\$32,100 30.0%
corator Services											
er Event		\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
iross Revenue		\$0	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
xpenses ecorator Services Gross Profit	70.0%	<u>\$0</u> \$0	(\$28,000) \$12,000	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	(\$28,000 \$12,000
GOP Margin %		30 0.0%	30.0%	30 0.0%	0.0%	0.0%	0.0%	0.0%	30 0.0%	30 0.0%	30.0%
oth Cleaning											
Per Event		\$1,000	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
iross Revenue		\$20,000	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000
xpenses Booth Cleaning Gross Profit	70.0%	(\$14,000) \$6,000	(\$14,000) \$6,000	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	(\$28,000 \$12,000
GOP Margin %		30.0%	30.0%	30 0.0%	50 0.0%	50 0.0%	50 0.0%	30 0.0%	30 0.0%	30 0.0%	30.0%
ectrical											
Per Event		\$1,500	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
iross Revenue		\$30,000	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	70,000
xpenses	50.0%	(\$15,000)	(\$20,000)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	(\$35,000
lectrical Gross Profit GOP Margin %		\$15,000 50.0%	\$20,000 50.0%	\$0 0.0%	\$0 0.0%	\$0 0.0%	\$0 0.0%	\$0 0.0%	\$0 0.0%	\$0 0.0%	\$35,000 50.0%
ernet Services											
er Event		\$1,000.00	\$2,500.00	\$1,000.00	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
iross Revenue	-	\$20,000	\$20,000	\$12,000	\$75,000	\$0	\$0	\$0	\$0	\$0	\$127,000
xpenses nternet Services Gross Profit	70.0%	(\$14,000) \$6,000	(\$14,000) \$6,000	<u>(\$8,400)</u> \$3,600	(\$52,500) \$22,500	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	<u>\$0</u> \$0	(\$88,900 \$38,100
GOP Margin %		30.0%	30.0%	30.0%	30.0%	0.0%	0.0%	30 0.0%	0.0%	0.0%	30.0%
rking											
arking Stalls Available		250	250	250	250	250.0	250.0	250	250	250	
ttendance Per Event		1,015	5,075	2,538	508	406.0	2,537.5	2,284	3,553	1,015	
<u>ittendees Per Car</u> Io. of Cars Parker		<u>3.0</u> 250	<u>3.0</u> 250	3.0 250	<u>3.0</u>	<u>3.0</u>	<u>3.0</u> 250.0	3.0 250	<u>3.0</u> 250	<u>3.0</u> 250	
iscount Factor		250	250	250	169 20%	135.3 0.2	0.2	20%	250	250	
ate Per Car		\$5.00	\$5.00	\$5.00	\$5.00	5.0	5.0	\$5.00	\$5.00	\$5.00	
o. of Event Days		60	20	12	150	40.0	37.5	6	6	18	
iross Revenue		60,000	20,000	12,000	101,500	21,653	37,500	6,000	6,000	18,000	282,653
xpenses arking Gross Profit	20.0%	(\$12,000)	(\$4,000)	(\$2,400)	(\$20,300)	<u>(\$4,331)</u>	(\$7,500)	(\$1,200)	(\$1,200)	(\$3,600)	(\$56,531
arking Gross Profit GOP Margin %		48,000 <i>80.0%</i>	16,000 <i>80.0%</i>	9,600 <i>80.0%</i>	81,200 <i>80.0%</i>	17,323 80.0%	30,000 <i>80.0%</i>	4,800 <i>80.0%</i>	4,800 <i>80.0%</i>	14,400 <i>80.0%</i>	226,123 80.0%
tal Ancillary Income		\$261,289	\$117,693	\$25,817	\$1,072,719	\$740,280	\$300,434	\$77,817	\$12,372	\$25,217	\$2,633,639

Tropicana - Development Underwriting Convention Center Underwriting Summary

Types of Events		Convention & Trade Shows	Public Shows	Community	Meetings	Banquets & Weddings	Events	oncerts/Music/E ntertainment	Graduations	Other (Film/Festival)	
Types of Events		Trade Shows	Fublic Shows	community	weetings	weddings	Events	intertainment	Graduations	(Filli) Festival)	
Number of Events	2.5%	25	10	12	175	50	20	6	6	6	
Days Per Event		<u>3.0</u>	<u>2.5</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	2.5	<u>1.0</u>	<u>1.0</u>	<u>3.0</u>	
Number of Event Days		75	25	12	175	50	50	6	6	18	
Attendee Per Event	1.5%	1,030	5,151	2,576	<u>515</u>	412	2,576	2,318	3,606	1,030	
Total Attendance		25,756	51,511	30,907	90,145	20,605	51,511	13,908	21,635	6,181	
Direct Event Income Per Event											
Rent Per Event	2.0%	\$20,400	\$20,400	\$2,550	\$1,530	\$2,550	\$10,200	\$25,500	\$2,550	\$15,300	
Service Revenue Per Event	70.0%	\$14,280	\$14,280	\$0	\$0	\$0	(\$7,140)	(\$17,850)	(\$2,550)	(\$10,710)	
Service Expense Per Event		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Direct Event Income											
Rental Revenue		\$510,000	\$204,000	\$30,600	\$267,750	\$127,500	\$204,000	\$153,000	\$15,300	\$91,800	
Service Revenue		\$357,000	\$142,800	\$0	\$0	\$0	(\$142,800)	(\$107,100)	(\$15,300)	(\$64,260)	
Service Expense		<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
Total Direct Event Income		\$867,000	\$346,800	\$30,600	\$267,750	\$127,500	\$61,200	\$45,900	\$0	\$27,540	
GOP Margin %		170.0%	170.0%	100.0%	100.0%	100.0%	30.0%	30.0%	0.0%	30.0%	
Food & Beverage											
Per Capita	1.5%	\$25.76	\$4.12	\$1.03	\$36.06	\$128.78	\$20.60	\$15.45	\$1.03	\$5.15	
Gross F&B Sales		\$663,352	\$212,273	\$31,841	\$3,250,426	\$2,653,409	\$1,061,364	\$214,926	\$22,289	\$31,841	
Variable F&B Expenses	65.0%	(\$431,179)	(\$137,977)	(\$20,697)	(\$2,112,777)	(\$1,724,716)	(\$689,886)	(\$139,702)	(\$14,488)	(\$20,697)	(
Food & Beverage Gross Profit		\$232,173	\$74,295	\$11,144	\$1,137,649	\$928,693	\$371,477	\$75,224	\$7,801	\$11,144	
GOP Margin %		35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	35.0%	
Audio & Visual											
Per Event		\$1,000	\$0	\$500	\$500	\$150	\$0	\$0	\$0	\$0	
Gross Revenue		\$25,000	\$0	\$6,000	\$87,500	\$7,500	\$0	\$0	\$0	\$0	
Expenses	70.0%	(\$17,500)	<u>\$0</u>	<u>(\$4,200)</u>	(\$61,250)	(\$5,250)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
Audio & Visual Gross Profit		\$7,500	\$0	\$1,800	\$26,250	\$2,250	\$0	\$0	\$0	\$0	
GOP Margin %		30.0%	0.0%	30.0%	30.0%	30.0%	0.0%	0.0%	0.0%	0.0%	
Decorator Services											
Per Event		\$0	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Gross Revenue		\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Expenses	70.0%	<u>\$0</u>	(\$35,000)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
Decorator Services Gross Profit	10.070	\$0	\$15,000	\$0	<u>\$0</u>	\$0	\$0	\$0	\$0	\$0	
GOP Margin %		0.0%	30.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Rooth Classing											
Booth Cleaning Per Event		\$1,000	\$2,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Gross Revenue		\$25,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Expenses	70.0%	(\$17,500)	(\$17,500)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	\$0 \$0	<u>\$0</u>	
Booth Cleaning Gross Profit		\$7,500	\$7,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
GOP Margin %		30.0%	30.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Flectrical											
Electrical Per Event		\$1,500	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Gross Revenue		\$37,500	\$50,000	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	\$0 \$0	
Expenses	50.0%	(\$18,750)	(\$25,000)	\$0 <u>\$0</u>	\$0 <u>\$0</u>	\$0 <u>\$0</u>	\$0 <u>\$0</u>	\$0 <u>\$0</u>	\$0 <u>\$0</u>	\$0 <u>\$0</u>	
Electrical Gross Profit	55.576	\$18,750	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
GOP Margin %		50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Internet Convince											
Internet Services Per Event		\$1,000.00	\$2,500.00	\$1,000.00	\$500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Gross Revenue		\$25,000	\$25,000	\$12,000	\$87,500	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
Expenses	70.0%	(\$17,500)	(\$17,500)	(\$8,400)	(\$61,250)	\$0 <u>\$0</u>	\$0 <u>\$0</u>	\$0 <u>\$0</u>	\$0 <u>\$0</u>	\$0 <u>\$0</u>	
Internet Services Gross Profit	/0.0/6	\$7,500	\$7,500	\$3,600	\$26,250	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>	
GOP Margin %		30.0%	30.0%	30.0%	30.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Parking											
Parking Stalls Available		250	250	250	250	250	250	250	250	250	
Attendance Per Event		1,030	5,151	2,576	515	412	2,576	2,318	3,606	1,030	
Attendees Per Car		<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	3.0	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	<u>3.0</u>	
No. of Cars Parker		250	250	250	172	137	250	250	250	250	
Discount Factor		20%	20%	20%	20%	20%	20%	20%	20%	20%	
Rate Per Car		\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00	
No. of Event Days		75	25	\$5.00 12	175	50	50	\$5.00 6	\$3.00 6	18	
Gross Revenue		75,000	25,000	12,000	120,193	27,473	50,000	6,000	6,000	18,000	
Expenses	20.0%						(\$10,000)				
	20.0%	(\$15,000)	(\$5,000) 20,000	<u>(\$2,400)</u> 9,600	<u>(\$24,039)</u> 96,154	(\$5,495) 21,978	<u>(\$10,000)</u> 40,000	(\$1,200)	(\$1,200)	(\$3,600) 14,400	
Parking Gross Profit GOP Margin %		60,000 <i>80.0%</i>	80.0%	9,600 80.0%	96,154 80.0%	21,978 80.0%	40,000 80.0%	4,800 <i>80.0%</i>	4,800 <i>80.0%</i>	14,400 80.0%	
-											
Total Ancillary Income		\$333,423	\$149,295	\$26,144	\$1,286,303	\$952,921	\$411,477	\$80,024	\$12,601	\$25,544	

NEW ST. PETERSBURG, FL CONVENTION CENTER PRO FORMA OPERATING STATEMENT PROJECTED YEAR 3 EVENTS PROGRAM

NEW ST. PETERSBURG, FL CONVENTION CENTER PRO FORMA OPERATING STATEMENT INDIRECT OPERATING EXPENSES

Computer ServicesSConsulting & Professional FeesSData Processing Fees/PayrollSDues & SubscriptionsSLicenses & PermitsSMeetings & ConferencesSOffice Supplies & PostageSPrintingPromotionsRecruitment/ RelocationSTravel and EntertainmentSOther MiscellaneousSTotal General & Administrative\$4	Year 1	Year 2 \$153,750 \$51,250 \$25,625 \$25,625 \$20,500 \$20,500 \$20,500 \$7,688 \$7,688 \$5,125 \$41,000 \$25,625 \$5,125 \$471,500	Year 3 \$157,594 \$52,531 \$26,266 \$26,266 \$26,266 \$21,013 \$21,013 \$7,880 \$7,880 \$5,253 \$42,025 \$26,266 \$5,253 \$483,288
Advertising and Marketing\$1Computer Services\$Consulting & Professional Fees\$Data Processing Fees/Payroll\$Dues & Subscriptions\$Licenses & Permits\$Meetings & Conferences\$Office Supplies & Postage\$Printing\$Promotions\$Recruitment/ Relocation\$Travel and Entertainment\$Other Miscellaneous\$Total General & Administrative\$	150,000 \$50,000 \$25,000 \$25,000 \$25,000 \$20,000 \$20,000 \$7,500 \$7,500 \$5,000 \$40,000 \$25,000 \$25,000	\$153,750 \$51,250 \$25,625 \$56,375 \$25,625 \$20,500 \$20,500 \$7,688 \$7,688 \$5,125 \$41,000 \$25,625 \$5,125	\$157,594 \$52,531 \$26,266 \$57,784 \$26,266 \$26,266 \$21,013 \$21,013 \$7,880 \$7,880 \$5,253 \$42,025 \$26,266 \$5,253
Advertising and Marketing\$1Computer Services\$Consulting & Professional Fees\$Data Processing Fees/Payroll\$Dues & Subscriptions\$Licenses & Permits\$Meetings & Conferences\$Office Supplies & Postage\$Printing\$Promotions\$Recruitment/ Relocation\$Travel and Entertainment\$Other Miscellaneous\$Total General & Administrative\$	\$50,000 \$25,000 \$25,000 \$25,000 \$25,000 \$20,000 \$7,500 \$7,500 \$5,000 \$40,000 \$25,000 \$5,000	\$51,250 \$25,625 \$56,375 \$25,625 \$20,500 \$20,500 \$7,688 \$7,688 \$5,125 \$41,000 \$25,625 \$5,125	\$52,531 \$26,266 \$57,784 \$26,266 \$26,266 \$21,013 \$21,013 \$7,880 \$7,880 \$5,253 \$42,025 \$26,266 \$5,253
Computer ServicesSConsulting & Professional FeesSData Processing Fees/PayrollSDues & SubscriptionsSLicenses & PermitsSMeetings & ConferencesSOffice Supplies & PostageSPrintingPromotionsRecruitment/ RelocationSTravel and EntertainmentSOther MiscellaneousSTotal General & Administrative\$4	\$50,000 \$25,000 \$25,000 \$25,000 \$25,000 \$20,000 \$7,500 \$7,500 \$5,000 \$40,000 \$25,000 \$5,000	\$51,250 \$25,625 \$56,375 \$25,625 \$20,500 \$20,500 \$7,688 \$7,688 \$5,125 \$41,000 \$25,625 \$5,125	\$52,531 \$26,266 \$57,784 \$26,266 \$26,266 \$21,013 \$21,013 \$7,880 \$7,880 \$5,253 \$42,025 \$26,266 \$5,253
Consulting & Professional Fees5Data Processing Fees/Payroll5Dues & Subscriptions5Licenses & Permits5Meetings & Conferences5Office Supplies & Postage5Printing7Promotions8Recruitment/ Relocation5Travel and Entertainment5Other Miscellaneous54Insurance54	\$25,000 \$55,000 \$25,000 \$20,000 \$20,000 \$7,500 \$7,500 \$5,000 \$40,000 \$25,000 \$5,000	\$25,625 \$56,375 \$25,625 \$20,500 \$20,500 \$7,688 \$7,688 \$5,125 \$41,000 \$25,625 \$5,125	\$26,266 \$57,784 \$26,266 \$21,013 \$21,013 \$7,880 \$7,880 \$5,253 \$42,025 \$26,266 \$5,253
Data Processing Fees/PayrollSDues & SubscriptionsSLicenses & PermitsSMeetings & ConferencesSOffice Supplies & PostageSPrintingPromotionsRecruitment/ RelocationTelephoneTravel and EntertainmentSOther Miscellaneous\$4Insurance\$4	\$55,000 \$25,000 \$20,000 \$20,000 \$7,500 \$7,500 \$5,000 \$40,000 \$25,000 \$5,000	\$56,375 \$25,625 \$20,500 \$20,500 \$7,688 \$7,688 \$5,125 \$41,000 \$25,625 \$5,125	\$57,784 \$26,266 \$26,266 \$21,013 \$21,013 \$7,880 \$7,880 \$5,253 \$42,025 \$26,266 \$5,253
Dues & SubscriptionsSLicenses & PermitsSMeetings & ConferencesSOffice Supplies & PostageSPrintingPromotionsRecruitment/ RelocationTelephoneTravel and EntertainmentSOther MiscellaneousSTotal General & Administrative\$4	\$25,000 \$20,000 \$20,000 \$7,500 \$7,500 \$5,000 \$40,000 \$25,000 \$5,000	\$25,625 \$25,625 \$20,500 \$20,500 \$7,688 \$7,688 \$5,125 \$41,000 \$25,625 \$5,125	\$26,266 \$26,266 \$21,013 \$21,013 \$7,880 \$7,880 \$5,253 \$42,025 \$26,266 \$5,253
Licenses & Permits S Meetings & Conferences S Office Supplies & Postage S Printing Promotions Recruitment/ Relocation Telephone S Travel and Entertainment S Other Miscellaneous S Total General & Administrative \$4	\$25,000 \$20,000 \$7,500 \$7,500 \$5,000 \$40,000 \$25,000 \$5,000	\$25,625 \$20,500 \$20,500 \$7,688 \$7,688 \$5,125 \$41,000 \$25,625 \$5,125	\$26,266 \$21,013 \$21,013 \$7,880 \$7,880 \$5,253 \$42,025 \$26,266 \$5,253
Meetings & Conferences S Office Supplies & Postage S Printing Promotions Recruitment/ Relocation S Telephone S Travel and Entertainment S Other Miscellaneous S Total General & Administrative \$4	\$20,000 \$20,000 \$7,500 \$7,500 \$5,000 \$40,000 \$25,000 \$5,000	\$20,500 \$20,500 \$7,688 \$7,688 \$5,125 \$41,000 \$25,625 \$5,125	\$21,013 \$21,013 \$7,880 \$7,880 \$5,253 \$42,025 \$26,266 \$5,253
Office Supplies & Postage \$ Printing Promotions Recruitment/ Relocation Telephone Travel and Entertainment \$ Other Miscellaneous Total General & Administrative Insurance \$	\$20,000 \$7,500 \$7,500 \$5,000 \$40,000 \$25,000 \$5,000	\$20,500 \$7,688 \$7,688 \$5,125 \$41,000 \$25,625 \$5,125	\$21,013 \$7,880 \$7,880 \$5,253 \$42,025 \$26,266 \$5,253
Printing Promotions Recruitment/ Relocation Telephone \$ Travel and Entertainment \$ Other Miscellaneous Total General & Administrative \$4 Insurance	\$7,500 \$7,500 \$5,000 \$40,000 \$25,000 \$5,000	\$7,688 \$7,688 \$5,125 \$41,000 \$25,625 \$5,125	\$7,880 \$7,880 \$5,253 \$42,025 \$26,266 \$5,253
Promotions Recruitment/ Relocation Telephone \$ Travel and Entertainment \$ Other Miscellaneous Total General & Administrative \$4 Insurance	\$7,500 \$5,000 \$40,000 \$25,000 \$5,000	\$7,688 \$5,125 \$41,000 \$25,625 \$5,125	\$7,880 \$5,253 \$42,025 \$26,266 \$5,253
Recruitment/ RelocationTelephoneTravel and EntertainmentOther MiscellaneousTotal General & Administrative\$4Insurance	\$5,000 \$40,000 \$25,000 \$5,000	\$5,125 \$41,000 \$25,625 \$5,125	\$5,253 \$42,025 \$26,266 \$5,253
TelephoneSTravel and EntertainmentSOther MiscellaneousSTotal General & Administrative\$4Insurance	\$40,000 \$25,000 \$5,000	\$41,000 \$25,625 \$5,125	\$42,025 \$26,266 \$5,253
Travel and Entertainment S Other Miscellaneous	\$25,000 \$5,000	\$25,625 \$5,125	\$26,266 \$5,253
Other Miscellaneous Total General & Administrative \$4 Insurance	\$5,000	\$5,125	\$5,253
Total General & Administrative \$4 Insurance			
Insurance	160,000	\$471,500	\$483,288
General Liability Insurance			
	\$58,660	\$77,288	\$96,145
Workers Compensation	\$53,375	\$54,709	\$56,077
-	\$10,000	\$10,250	\$10,506
Total Insurance \$1	122,035	\$142,248	\$162,728
Electricity, Gas, Water \$1,4	100,000	\$1,470,000	\$1,543,500
<u>Operations</u>			
Automobile Expense	\$2,500	\$2 <i>,</i> 563	\$2,627
Building Supplies \$2	250,000	\$300,000	\$325,000
Contracted Services \$1	100,000	\$102,500	\$105,063
Equipment & Supply Rental	\$8,500	\$8,713	\$8,930
Equipment Maintenance Agreements \$2	200,000	\$205,000	\$210,125
	100,000	\$150,000	\$175,000
Tools & Equipment	\$7,500	\$7,688	\$7,880
	\$70,000	\$71,750	\$73,544
Uniforms	\$5,000	\$5,125	\$5,253
Miscellaneous	\$7,500	\$7,688	\$7,880
	751,000	\$861,025	\$921,301
Total Indirect Expenses \$2,7	733,035	\$2,944,773	\$3,110,816
Expenses PSF	\$3.64	\$3.93	\$4.15

Convention Center Underwriting Summary

NEW ST. PETERSBURG, FL CONVENTION CENTER PRO FORMA OPERATING STATEMENT PERSONNEL EXPENSES

			N
	Year 1	Year 2	Ye
Executive_			
General Manager	\$150,000	\$153,750	\$157,
Assistant General Manager	\$125,000	\$128,125	\$131,3
HR Manager	\$75,000	\$76,875	\$78,
Executive Assistant	\$50,000	\$51,250	\$52,5
Receptionist	\$40,000	\$41,000	\$42,0
Finance			
Director of Finance	\$100,000	\$102,500	\$105,0
Accounting/HR Manager	\$75,000	\$76,875	\$78,
Staff Accountant	\$50,000	\$51,250	\$52,5
Sales & Marketing			
Director of Public Relations & Marketing	\$100,000	\$102,500	\$105,0
Director of Sales	\$100,000	\$102,500	\$105,0
Senior Sales Manager	\$60,000	\$61,500	\$63,0
Sponsorship Sales Manager	\$60,000	\$61,500	\$63,0
Sales Manager	\$60,000	\$61,500	\$63,0
Marketing Manager	\$50,000	\$51,250	\$52,
<u>Events</u>			
Director of Event Services	\$100,000	\$102,500	\$105,0
Event Manager	\$135,000	\$138,375	\$141,8
Exhibitor Services Manager	\$60,000	\$61,500	\$63,0
Exhibitor Services Coordinator	\$40,000	\$41,000	\$42,0
Media Services Manager	\$60,000	\$61,500	\$63,0
Media Services Coordinator	\$40,000	\$41,000	\$42,0
Media Services Technician	\$55,000	\$56,375	\$57,3
Operations			
Director of Operations	\$100,000	\$102,500	\$105,0
Operations Administrative Assistant	\$45,000	\$46,125	\$47,2
Operations Manager	\$50,000	\$51,250	\$52,5
Technical Manager	\$50,000	\$51,250	\$52,5
Maintenance Technician	\$80,000	\$82,000	\$84,0
Lead Facility Specialist	\$40,000	\$41,000	\$42,0
IT Services Technician	\$55,000	\$56,375	\$57,7
Security Lead	\$50,000	\$51,250	\$52,
Housekeeping Supervisor	\$40,000	\$41,000	\$42,0
Facility Specialist	\$40,000	\$41,000	\$42,0
TOTAL PAYROLL EXPENSES	\$2,135,000	\$2,188,375	\$2,243,0
Executive/Director Level Bonuses	\$98,750	\$101,219	\$103,
Sales Commissions	\$30,000	\$30,750	\$31,5
Payroll Taxes and Benefits	\$679,125	\$696,103	\$713,
TOTAL EXPENSES	\$2,942,875	\$3,016,447	\$3,091,









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