January 21, 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
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
A Development Team Composition, Organization, and Management

Description of Development Team

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

- A master planner with extensive experience designing complex, large scale mixed 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.
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 1998, JMA Ventures has built its business by undertaking complex mixed-use projects. With a vertically integrated team of highly skilled professionals, JMA has successfully executed masterplanned ground-up developments, iconic urban adaptive reuse projects, and large-scale hospitality and retail 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 team of development partners includes:

- **Development Partner(s)**: Development
  - Blue Sky Communities: At available and workforce housing
  - J Square Developer: ESA, Retention Capital: Market rate residential
  - Highgate: Hotel or apartment, conversion center hotel and lifestyle hotel

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

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

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

The competing demands of built form and open space; at available and market rate housing; size and scale of program; social and racial equity; sustainability, resiliency, and safety; may all form many of the many iterations 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 enable 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 collaborative 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 Project Partners (Client): City of Tampa including (CRA):
  - City of Tampa Light Rail (CARTA):
  - Tampa Downtown Partnership:
  - Tampa Convention Center:
  - Tampa Sports Authority (TSA):
  - Tampa Convention Authority:
  - Tampa Arts Foundation:
  - Tampa Bay Hotel (Central Energy Plant):
  - Various Private Utility Providers

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

- City of St. Petersburg (Client), various downtown business organizations including Economic and Workforce Development Department, Planning and Development (Urban Design, etc.), Arts, Culture, Tourism, Public Safety, Public Works, Planning and Development (Urban Design, both), etc.:
  - St. Petersburg Museum of History:
  - City of St. Petersburg (Client), various departments including Economic and Workforce Development Department, Planning and Development (Urban Design, etc.), Arts, Culture, Tourism, Public Safety, Public Works, Planning and Development (Urban Design, both), etc.:
  - Water Street Tampa Project Partners (Client):
  - Water Street Tampa Project Partners (Client):
  - Water Street Tampa Project Partners (Client):
  - Water Street Tampa Project Partners (Client):
  - Water Street Tampa Project Partners (Client):

**Mission Rock | San Francisco, California**

- Mission Rock Site Development:
  - San Francisco Offices (ESG):
  - San Francisco Offices (ESG):
  - San Francisco Offices (ESG):
  - San Francisco Offices (ESG):
  - San Francisco Offices (ESG):

**Harvard Enterprise Research Campus | Boston, Massachusetts**

- Harvard Enterprise Research Campus:
  - Harvard Innovation Lab Company (HILC) (Client):
  - Harvard Innovation Lab Company (HILC) (Client):
  - Harvard Innovation Lab Company (HILC) (Client):
  - Harvard Innovation Lab Company (HILC) (Client):
  - Harvard Innovation Lab Company (HILC) (Client):

- MassDevelopment:
  - MassDevelopment:
  - MassDevelopment:
  - MassDevelopment:
  - MassDevelopment:

- Boston Transportation Department:
  - Boston Transportation Department:
  - Boston Transportation Department:
  - Boston Transportation Department:
  - Boston Transportation Department:

- Northern Kentucky Development Commission (NKDC):
  - Northern Kentucky Development Commission (NKDC):
  - Northern Kentucky Development Commission (NKDC):
  - Northern Kentucky Development Commission (NKDC):
  - Northern Kentucky Development Commission (NKDC):

- Massachusetts Environmental Policy Act (MEPAP) Office:
  - Massachusetts Environmental Policy Act (MEPAP) Office:
  - Massachusetts Environmental Policy Act (MEPAP) Office:
  - Massachusetts Environmental Policy Act (MEPAP) Office:
  - Massachusetts Environmental Policy Act (MEPAP) Office:
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 at omen 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 of the project.

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 of the project 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 300 clients in 25 states, the Caribbean, and Europe. Richard will help supervise project and construction management activities.

Shawn Wilson, MPIA
Blue Sky Communities (Affordable Housing Development Partner) | President and CEO

Shawn Wilson founded Blue Sky Communities after an illustrious career with some of Florida’s largest affordable housing development companies. As a 28-year-old 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 of the project.

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

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 and closing. Scott will lead financing of the affordable housing development of the project.

Roy A. Binger, MBA
Blue Sky Communities (Affordable Housing Development Partner) | Development Partner

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 of the project.

Rev. Louis M. Murphy, Sr.
Blue Sky Communities (Affordable Housing 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 of the project.

Jay Miller
J Square Developers (Development Partner) | President

Based in St. Petersburg, Jay Miller specializes in planning and developing urban and suburban retail centers and mixed-use projects. At J Square, Jay has worked on projects for other companies and has been a key player in the development of Backstreets Capital. Jay’s passion for helping businesses succeed and creating impactful projects with his number one priority: family. Jay 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. Jay will participate in the market rate residential and retail development of the project.

Will Conroy, JD
Backstreets Capital (Development Partner) | Founder and President

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 participate in the market rate residential and retail development of the project.
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 of arts 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.

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 communicating and coordinating the efforts of design teams and consultants throughout each phase of 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.

Barbara Wilks, FAIA, FASLA  
W Architecture and Landscape Architecture (Landscape Architect) | Principal-in-Charge

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 of arts throughout the duration of the masterplan design and actively participate in stakeholder and community engagement.

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.

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

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.

William Hon, AIA, NCARB  
MANICA (Public Assembly Venue Architect) | Project Director

Will Hon has served as design team lead, project manager, and main point of contact for more than $15 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).
CONSORTIUM 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 at ention 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, atordable 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 of ce 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 of orts on the project.

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

Brett Sherman brings more than 27 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. Currently, Brett is working on two local projects: the Airo Golf Course redevelopment and real estate development, finance, and space planning services to Pinellas County. Brett will lead Stantec’s day-to-day of orts on the project.

PRE-CONSTRUCTION TEAM LEADERSHIP

Adam Carnegie, AICP
Stantec (Planning, Civil, Transportation, Environmental) | Land Use, Zoning, 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, of icials, 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.

Chris Eastman, CGC
Suf ok! | 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 of icials, trade partners and suppliers, and community leaders in Tampa-St. Petersburg. Chris will lead Suf ok!’s pre-construction and construction management of orts.

Ernie Du Bose, 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 atordable 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 of orts.
JMA Ventures
Master Developer

JMA Ventures (JMA) is a nationally-recognized leader in vibrant mixed-use and hospitality-focused projects. Its vertically-integrated team of professionals has executed large, masterplanned ground-up developments, iconic urban adaptive reuse projects, and large-scale hospitality and leisure destinations. JMA prides itself on being a diverse real estate investment firm with a portfolio encompassing hospitality, leisure, residential, retail, office, and 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 hands-on 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

Sacramento Downtown Commons, Sacramento, California

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

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.

Sacramento Downtown Commons, Sacramento, California

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

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

$4B Managed project value over the last 10 years

Sacramento Downtown Commons, Sacramento, California

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

Sacramento Downtown Commons, Sacramento, California

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

Sacramento Downtown Commons, Sacramento, California

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

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Sacramento Downtown Commons, Sacramento, California

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

200 Active projects
$24B+ Managed project value over the last 10 years
60+ Florida-based projects with a total development value of $4 billion

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.

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 at the heart of 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.

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

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.
Moody Nolan: Architect of record and design 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.

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 designs that respond to ever-evolving spaces, aesthetics, and site dynamics. 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 use development projects as a default style or preconceived notions. Instead, the firm practices responsive architecture. By listening intently and analyzing effectively, Moody Nolan is able to understand and anticipate the needs of its clients and their communities.

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.

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

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W Architecture & Landscape Architecture

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

W’s success is driven by principal Barbara Wilks’ commitment to quality design and active participation in all levels of the firm’s projects. Clients enjoy a working relationship with the founder during the creative process. With more than 45 years of experience, Barbara believes active 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.

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

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

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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.

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

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

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

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

2020
Business Observer Top 500, Gulf Coast
2017
Award for Design Excellence in Historic Preservation, Annual Planning & Design Awards, Hillsborough County Planning Commission

150+
Years combined architecture and design experience
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.

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 (20 BI), Water Resources Rate Study (20 BI), and the Fiscal Year 20 BI Stormwater Rate Suficiency Analysis (20 2)
- Deep experience on complex projects that require a multi-disciplinary approach
- Broad in-house engineering and related expertise and experience
- Strong track record partnering with local MBEs, WBEs, and SBEs

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

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.

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

Blue Sky Communities: Developer

JMA Ventures
Tropicana Field Site Development Response

New St. Petersburg Pier, St. Petersburg, Florida
Stantec: Ecological, civil engineering, and preliminary marine structural engineering services

Arbor Village, Sarasota, Florida
Blue Sky Communities: Developer
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.

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

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

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 SGE

Firm Differentiators:
- Largest hotel operator in New York City region with significant presence in Miami, Boston, San Francisco, as well as Waikiki
- 36 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.

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

30+
Years of operating experience

150
Properties

40,000+
Keys globally

$25B+
Real estate transactions

The Salvador, St. Petersburg, Florida
DDA Development, Backstreets Capital LLC: Developers
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 beers. 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 other 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 7th year, almost 80 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 2019, their leaders challenged employees to contribute more than $10,000 to a local charity. If that succeeded, in 2020, their mission became to donate more than $20,000 to more than 200 charities, which was surpassed.

ASM Global

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 230,000 square feet of convention and exhibit space and 2,700,000 square feet are currently under ASM Global’s management. ASM Global also owns and operates venues in the most exciting mixed-use entertainment districts across the globe.

ASM Global is the only public assembly facility management company to provide a professional asset management approach to day-to-day venue operations. ASM Global has achieved this by establishing policies and procedures for each facility through years of experience. 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 at end 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
- Privately-Owned Facilities
- Professional Sports Teams
- College Administrations and Athletic Departments

B2 Communications

Public Relations

B2 was founded in 2011 by Kyle Parks and Melissa 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 hands-on 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 Tampa Bay

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/BE contract compliance
- Minority small business development services (emerging business) including MBE/DBE/BE contract compliance certification
- Government contracting services
- Multicultural and diversity small business training programs

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 prequalified 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 testing laboratory. AREHNA’s in-house drilling and coring capabilities help clients better control and meet the most aggressive project schedules.

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**Biederman Redevelopment Ventures**

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 underused 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, at racts private funding, and contributes to the vitality of the surrounding area.

**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, of ce, retail, residential (including afordable/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 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 work.

Conventional Wisdom is widely recognized as an industry leader.

**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 of ce 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 of ers 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, of ce 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 30 50 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 certifi ed MBE in good standing with the State of Florida and the Of ce of Supplier Diversity (OSD).

**Gafcon, Inc.**

Marine Science Innovation District Programming / Development Adviser

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, sciences, 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
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 legislators 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

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 litigation disputes, land use matters, and matters pertaining to regulated industries.

The scope of the firm's environmental practice encompasses hazardous waste regulatory matters, wetlands, permits, 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.

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 30 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 client manner. The firm is known for its exhaustive, technologically-driven 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 pre-construction phase, Suffolk employs a hyper-collaborative model with all stakeholders to identify and solve project challenges.Supported by sophisticated 3D modeling and simulation technology, this comprehensive approach enables seamless delivery once construction commences in the field.

Suffolk also leverages its internal expertise and extensive database to identify sector trends, prepare accurate cost estimates, and develop detailed project schedules. The firm's track record in Florida has resulted in strong relationships with the trade partner community, deep knowledge of the permitting process, and thorough understanding of other local development practices.
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 quality 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 go-to 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.

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
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 Cea
- 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 EXPERIENCE MATRIX

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Dates</th>
<th>25+ Acres</th>
<th>$100M+</th>
<th>Public-Private Partnership</th>
<th>Mixed-Use</th>
<th>Multi-Building</th>
<th>Urban Project</th>
<th>LEED, ENVISION, WELL Certified/Standards and/or sustainable design elements*</th>
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<tbody>
<tr>
<td>Julian B. Lane Park and Tampa River Center</td>
<td>2019-2021</td>
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<tr>
<td>The Edge Park (Multi-Phase)</td>
<td>2013-2018</td>
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<tr>
<td>St. Patrick’s Island Gaelsa, Canada</td>
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<tr>
<td>Hyatt Regency La Jolla at Aventine San Diego, California</td>
<td>2011-2013</td>
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<td>Midtown Tampa Tampa, Florida</td>
<td>2018-Ongoing</td>
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<td>Water Street Tampa District Tampa, Florida</td>
<td>2015-Ongoing</td>
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<td>Channel District Tampa, Florida</td>
<td>2016-Ongoing</td>
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<td>Allegiant Stadium Las Vegas, Nevada</td>
<td>2018-2021</td>
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<td>VTB Arena Park Moscow, Russia</td>
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<td>Chase Center San Francisco, California</td>
<td>2015-2017</td>
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<td>The Factory St. Pete St. Petersburg, Florida</td>
<td>2018-Ongoing</td>
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<td>450 3rd Ave N St. Petersburg, Florida</td>
<td>2018-Ongoing</td>
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<td>Bryan Glazer Family Jewish Community Center Tampa, Florida</td>
<td>2018-2020</td>
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<td>Bridge Park Development Columbus, Ohio</td>
<td>2019-2020</td>
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<td>River &amp; Rich Columbus, Ohio</td>
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<td>Current at The Banks Cincinnati, Ohio</td>
<td>2018-2020</td>
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<td>Columbus Commons Columbus, Ohio</td>
<td>2012-2020</td>
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<tr>
<td>Downtown Commons Sacramento, California</td>
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<td>Trillium 2.0 Tallinn, Sweden</td>
<td>2017-2018</td>
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<td>Mission Rock San Francisco, California</td>
<td>2018-2022</td>
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<td>Harvard Enterprise Research Campus Boston, Maassachusetts</td>
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<tr>
<td>The Pier Approach St. Petersburg, Florida</td>
<td>2018-2019</td>
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<tr>
<td>Fair Park Online, Texas</td>
<td>2018-Ongoing</td>
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<tr>
<td>Florida A&amp;M University South Campus Masterplan and Stadium Tallahassee, Florida</td>
<td>2018-2024</td>
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Downtown Commons has been a catalyst for redefining downtown Sacramento. It has transformed the once-blighted area into a fully-activated, vibrant urban core that promotes foot traffic and collaboration.

JMA partnered with the NBA’s Sacramento Kings to redevelop Westfield’s Downtown Plaza shopping center into Downtown Commons (DOCO), a 1.5 million square-foot mixed-use development surrounding Golden 1 Center, the Kings’ new 17,500 -seat arena. The development was designed to leverage activity generated by the new arena, as well as its location just four blocks from the State Capitol Building. The arena and mixed-use development project has spurred more than $2 billion of investment into downtown Sacramento since 2015 via 32 construction projects, creating a significant network with DOCO at its heart.

Despite significant disruptions in the retail industry, JMA successfully leased 80% of the retail space three years prior to construction completion. Since opening in October 2017, the 250-room Kimpton hotel has outperformed its operating budget and garnered excellent online reviews from guests. Newly-opened 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 increased 51% in the first year after the development opened. Over 500,000 square feet of entitlements remain, giving JMA the ability to capitalize on the significant momentum created by the first phase of the project.

Role of Proposer
JMA: Master Developer (entertainment sports complex site)

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

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

Select Awards
Biz Journal’s Project of the Year, 2018

Client Contact
Steve Hansen, Sacramento City Council Member
City of Sacramento, California
(916) 808-7004
shansen@cityofsacramento.org
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 wind-protected 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 of all kinds form the ideal conditions for knowledge exchange and cooperation beyond traditional borders.

Client
Täby Municipality

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

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

Relevant Key Personnel
Jakob Strømann-Andersen, Sustainability Specialist

Client Contact
Martin Edfelt, City Architect
Täby Municipality
+46 0 8 55 55 94 43
martin.edfelt@taby.se
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; 14 million square feet of high-quality 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 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)

Entities
Adamson Associates Architects (Architect of Record); Y.A. Studio (Associate Architects); GLS (Landscape - Pilot G); SCAPE (Landscape - China Basin Park); Brightworks (LEED); Thornton Tomasetti I, OLM/H (Structural); Acero, APR, PEB, Cupertino (M&E Design Assist); Papadimos Group (Acoustics); Heintges (Facade); Langan (Geotechnical); EWCG (Elevator); Highline (BMU); American Task (Trash Management); RWDI (Wind); ZNA (ADA/Accessibility); The Fire Consultants (Life & Safety)

Relevant Key Personnel
Sara Rubenstein, Director of Operations; Miguel Sanchez-Erkenfield, Designer; Dan Biederman, Leadership and Oversight of Public Realm; Jakob Stromman-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) 536-3810
MBiss@TishmanSpeyer.com
Harvard Enterprise Research Campus

A new innovation hub for Harvard and Greater Boston

Harvard University’s new Enterprise Research Campus (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 foster 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 around a new greenway connecting the new development to the Allston neighborhood and Cambridge.

The team’s preliminary proposal includes a vision for bold and innovative architecture, a focus on spaces for life-science and tech startups to flourish, and a robust, sustainable public realm. The ERC aims to welcome students, visitors, employees, 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.

Client
Tishman Speyer

Role of Proposer
Henning Larsen (Co-Lead Masterplanning and Design Architect)

Entities
Studio Gang (Co-Lead Masterplanning and Design Architect), SCAPE (Landscape), Uittle (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)

Relevant Key Personnel
Sara Rubenstein, Director of Operations
Miguel Sanchez-Enkerlin, Designer

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

Client Contact
Rustom Cowasjee, Managing Director
Tishman Speyer
cowasjee@tishmanspeyer.com
(617) 342-7500
Typology
Waterfront, Park, Open Space

Location
St. Petersburg, Florida

Project Delivery
Construction Manager-at-Risk

Start/Completed
2016 / 2020

Scale
20 acres

Construction Cost
USD $13.5 million

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 than 60% of the project site was devoted to streets and parking. Today, an urban pedestrian spine reaches from downtown to the pierhead and a family-oriented park plus enlivened waterfront edges provide recreational opportunities for locals and visitors alike.

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

Location
Dallas, Texas

Project Delivery
Park Programming and Activation

Scale
277 acres

Construction Cost
N/A

Started / Completed
On-going programming and management since 2019

Fair Park
Putting the park back in the park

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

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

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

Owner
City of Dallas, Texas

Role of Proposer
BRV (Park Masterplan, Programming, and Activation)

Relevant Key Personnel
Dan Biederman, Activation and Fundraising
Ashley Langworthy, Masterplanning and Community Park Lead

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

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

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

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

Owner
City of Dallas, Texas

Role of Proposer
BRV (Park Masterplan, Programming, and Activation)

Relevant Key Personnel
Dan Biederman, Activation and Fundraising
Ashley Langworthy, Masterplanning and Community Park Lead

Client Contact
Brian Luallen, Executive Director
Fair Park First
(469) 805-5788
brian.luallen@fairparkfirst.org
Typology | Stadium, Mixed-Use
Location | Tallahassee, Florida
Scale | 1.55 million square feet / 79.5 acres
Construction Cost | 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.

**Role of Proposer**
MANICA (Master Development and Lead Design Architect)

**Entities**

**Phase 1: 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

**Phase 2:** Stadium (1,550,000 square feet), Training Facility (62,000 square feet), Student Housing (300,000 square feet)
- Project Team: TBA

**Phase 3:** Student Housing (315,000 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) 442-7509
craig.talton@famu.edu
New St. Petersburg Pier
St. Petersburg, Florida / City of St. Petersburg, Florida
JMA Ventures

Project Highlights:
• LEED Gold certified
• 2017-2018
• 660,000 square feet

Targeting LEED Gold and WELL certifications
2018-2020

Largest restaurant complex in San Francisco
2007-2008

San Francisco Waterfront Redevelopment
San Francisco, California / Waterbar & Epic Steak
JMA Ventures

Project Highlights:
• 2017-2018
• 660,000 square feet

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 building in the Lincoln Park neighborhood of Chicago. The tower will add 310,000-square-foot office space to serve as the new Major League Baseball (MLB) headquarters in the heart of midtown Manhattan. 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:
• Targeting LEED Gold and WELL certifications
• 2017-2018
• 660,000 square feet

Sterling Project Development is serving as 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 fan experience for hockey, this 18,000-seat, state-of-the-art venue.

Project Highlights:
• 2015-2018
• $87 million (construction cost)

Project Highlights:
• 2015-2019
• 900 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 fan experience for hockey, this 18,000-seat, state-of-the-art venue.

Project Highlights:
• 2015-2020
• $87 million (construction cost)

Project Highlights:
• 2015-2023
• 150,000 square feet

FC Cincinnati MLS Stadium and Mixed-Use District
Cincinnati, Ohio / FC Cincinnati
Machete was engaged by FC Cincinnati (FCC) to oversee all aspects of the design and construction of a new 25,000-seat soccer stadium in Cincinnati’s Historic West End. The stadium will be one of the largest soccer-specific stadiums in Major League Soccer. The venue features a full canopy roof, 50 suites, 5,000 club seats, a 300-seat supporters’ section known as The Bailey, and a state-of-the-art Mercy Health diagnostic and imaging center. Additionally, Machete is advising FCC on the development of nine acres immediately adjacent to the stadium site, which will include 300,000 square feet of Class A of ce space in a renovated warehouse, a 35-key boutique hotel, a 200-unit multifamily residential building, 30,000 square feet of event space, and 25,000 square feet of retail and dining.

Project Highlights:
• 2017-2021 (Stadium) / 2018-2023 (Mixed-Use)
• 21 acres
• $485 million (construction cost)

Cockle Bay Park
Sydney, Australia / GPT Group, AMP
Located within Sydney’s Central Business District, Henning Larsen’s design for Cockle Bay Park creates a distinctive and livable sense of place, breaking down the scale of the tower to reflect a village in the city center. Henning Larsen designed a framework that allows tenant organizations and individual workers to define their workplaces for themselves. With floor-to-ceiling windows boasting views onto the city, parks, and waterfront, and a façade design that maximizes light while minimizing solar gains and providing ample shade, Cockle Bay Park ensures flexible workspaces to accommodate major anchor tenants to small startups and ensures adaptability for future changes in tenant occupation.

Project Highlights:
• Targeting Green Star Level 6 and WELL Platinum certifications
• 2017-2020
• 939,700 square feet

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 330,000-square-foot of ce space to serve as the new Major League Baseball (MLB) headquarters in the heart of midtown Manhattan. The relocation and consolidation of MLB’s of ces has resulted in the creation of a new, technology-forward, collaborative environment for its entire staff.

Project Highlights:
• 2015-2020
• 330,000 square feet
• $320 million (construction cost)
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 70 million square feet of new office, retail, institutional, cultural, and public space, all of which will accommodate 70,000 jobs.

Project Highlights:
- 2018-2019 (design completed)

Quayside Master Innovation Development Plan
Toronto, Canada / Sidewalks Labs

Sidewalk Labs’ Master Innovation Development Plan for Quayside, a 12-acre district on Toronto’s eastern waterfront, rethinks how infrastructure can be designed in a people-first community. Looking to balance innovation with local constructability, Sidewalk Labs turned to Stantec to help design the infrastructure to be adaptable, resilient, and to adjust to technological change. Sustainable mobility options include ample access to bike share, e-bike docks, and e-scooter docks. A 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 of set 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 waterfront 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:
- 2018 American Architecture Award
- LEED Silver certified
- $35 million (construction cost)

Hyat Regency La Jolla at Aventine
San Diego, California / Hyat 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:
- 2018-2019
- $25 million (construction cost)

Channel District
Tampa, Florida / City of Tampa, Florida

The Stantec team prepared a strategic action plan in 2016 for the Channel District Community Redevelopment Area (CRA) adjacent to Tampa’s Central Business District. The area is a former industrial port warehouse district, evolving with tourist destinations and high-density residential use. Stantec analyzed existing infrastructure and land development code issues, forecasted long-range residential growth and Tax Increment Finance projections, and created public realm design guidelines. Following adoption of the plan, Stantec has been working to coordinate infrastructure improvements, streetscape projects, and park design. The concept is to create an urban, mixed-use, transit-oriented neighborhood that places residences near job centers.

Project Highlights:
- 2016-ongoing
- $75 million (construction cost)
### ADDITIONAL TEAM PROJECT EXPERIENCE

**Allegiant Stadium**
Las Vegas, Nevada / Las Vegas Raiders

MANICA devised a “phasedless” design approach that compressed concept, schematic, and design development into a 10% 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
- 20,000 sq. feet
- 175 million square feet, 62 acres
- $15 billion (construction cost)

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**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 1.5-acre, square-foot innovative, immersive, and interactive art experience, The Factory will include artist studios, event and rehearsal spaces, creative businesses, and arts non-profit of ce. Behar + Peteranecz Architecture is providing full-service architecture and interior design services.

**Project Highlights:**
- 20,000 sq. feet
- 6.5 acres
- $4 million (construction cost)

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**Chase Center**
San Francisco, California / Golden State Warriors

MANICA served as the lead design architect for this development, which includes the 18,644-seat Chase Arena, more than 30,000 square feet of retail, 3.2 acres of public space, 580,000 square feet of Class A of ce, 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-foiled site structure and a 5.5-acre park across the street from the arena to create a new gem for the public in the heart of San Francisco.

**Project Highlights:**
- LEED Gold certified, GBAC STAR Facility accredited
- 20,000 sq. feet
- 11 acres
- $4 billion (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, of ce 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:**
- LEED Gold certified, GBAC STAR Facility accredited
- 20,000 sq. feet
- 11 acres
- $4 billion (construction cost)

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**450 1st Ave N**
St. Petersburg, Florida / PLD2 1st Avenue, LLC

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

**Project Highlights:**
- 20,000 sq. feet
- 525,000 sq. feet
- $210 million (construction cost)

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**Bryan Glazer Family Jewish Community Center**
Tampa, Florida / The Bromley Companies

Behar + Peteranecz Architecture along with FleishmanGarcia 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 of ers nearly 30,000 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:**
- 20,000 sq. feet
- $26 million (construction cost)

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**VTB Arena Park**
Moscow, Russia / VTB Bank

As lead design architect, MANICA successfully deciphered the complications inherent to properly servicing a 27,000-seat, D/000-seat, arena, and retail space within one skin under atypical constraints. Solutions included a carefully planned, 100% off-floor, secure, accessible guest flow throughout the building; 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 of er 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:**
- 20,000 sq. feet
- $25 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 I included approximately 30 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 incorporates sports stadiums and the Freedom Center museum.

Project Highlights:
- LEED Silver certified
- 20,000 square feet
- $80 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 30 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:
- 20,000 square feet
- $50 million (construction cost)

River & Rich
Columbus, Ohio / CASTO

The trade area for this project boasted a high daytime demographic of 123,816 people, with 39.9% of residents living and working within the trade area and traveling less than 15 minutes to work. Phase I of the project included approximately 24,000 square feet of ground-floor retail along Rich Street, a 30,000-square-foot 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 spaces. The lower level of the buildings incorporate live-work units that open to the street with local artist artifacts and other types of unique businesses.

Project Highlights:
- 20,000 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 an area around a park dominated by criminal activity. Partnering with OUN 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 was encouraged. Improvised configurations and conversations and continued to draw crowds of over 32,000 people at lunchtime on an average, non-event day. Today, Bryant Park has become a vital part of the culture of Midtown Manhattan, an inviting workers, residents, and tourists to socialize together in one place.

Project Highlights:
- 20,000 square feet
- $53 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@asdnets.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
US Bank Arena at Belmont Park (Sterling Project Development)
Brain Garrison
President, New York Arena Partners
(646) 383-3502
BGarrison@valueretail.com
2340 Collins Avenue (Sterling Project Development)
Roy Shanoholtz
Vice President of Asset Management & Hotel Operations
Starwood Capital Group
(203) 422-838
RShanoholtz@starwood.com
Clove Park (Sterling Project Development)
Paul Taglieri
Executive Director or Minor League Facilities, NY Mets
(718) 201-4384
PTaglieri@nymets.com
Major League Baseball Headquarters (Sterling Project Development)
Chris Brummi
Vice President & Deputy General Counsel, Major League Baseball
(212) 933-7878
CBrummi@mlb.com
FC Cincinnati MLS Stadium and Mixed-Use District (Machete)
Cody Parsons
Chief of Staff, FC Cincinnati
(513) 438-9207
Parsons@fcincincinnati.com
Cocke Bay Park (Henning Larsen)
Greg Mannes
Project Director, The GPT Group
(612) 8239-3550
Greg.Mannes@gpt.com.au
East Harbour Masterplan and Train Station (Henning Larsen)
Derek Goring
Executive Vice President, Development at Downsview Metro Devco Inc.
(438) 473-3187
DGoring@downsviewdevco.com
Quayside Master Innovation Development Plan, Sidewalk Labs (Stantec)
Nerissa Moray, Associate Director, Planning and Development, Sidewalk Labs
(604) 747-3495
nerissa@sidewalklabs.com
Julian B. Lane Park and Tampa River Center (W Architecture and Landscape Architecture / Stantec)
Karl Price
Landcape Architect III, City of Tampa Parks & Recreation
(813) 274-8626
Karl.Price@tampagov.net
The Edge Park (W Architecture and Landscape Architecture)
Michael Kaye
President, Douglaston Development
(718) 283-0550 x32
MKaye@ddny.com
Hyatt Regency La Jolla at Aventine (JMA)
Stephen Sotoloff
Senior Principal & Managing Director, Walton Street Capital
(312) 925-2834
Sotoloff@waltonst.com
I have lived in this community for a long time. I am aware of the history and I know what the Tropicana 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.
Financial Information

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.
- Highgate has developed $1.2 billion of hospitality assets since 2010 and has 147 properties under management (that number is projected to grow to 373 by year end based on active transactions).

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

In addition, 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 278-unit Class A multifamily development in the Warehouse District, a fast-growing tech hub in downtown Phoenix. The firm's vertically integrated capabilities and track record of successfully financing complex projects have quickly propelled it into a leadership position in the space.

C.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:

- 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 better aligned infrastructure serving the site and surrounding communities;
- Street grids and intersection improvements required to create cohesiveness within the site and together with surrounding communities;
- Parks and landscaping plans to ensure adequate public benefits are provided spurring livability, walkability, and promoting the urban vision of the City;
• Water, sewer, and stormwater management required to develop the site.
• A Convention Center that will increase economic vitality and capitolize on the City's existing success with demographic and economic drivers.
• Public structural parking spaces that allow for greater walkability and economic growth and thus lower the financial risk.
• Financial flexibility and support relate the delivery of a significant amount of social and economic housing, including, but not limited to, land acquisition and infrastructure development costs.
• Financial flexibility and support relate a Tech Campus primarily dedicated the Blue Economy, operate 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 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 research development and support entertainment districts that we think would provide additional value if we were to participate in these discussions.

To evaluate public financing options for the projects, we have partnered with MuniCap, a municipal advisor registered with the SFC and MSRA and which has a specialized redevelopment project public financing practice. MuniCap has assisted in developing and implementing financing plans for tax increment financing, OMAs, COGs, and other public investment tools in over 300 real estate development projects in approximately thirty states including Florida. The firm has evaluated and advised with regard to a number of real estate development projects, utilizing unique development programs, including 1031 like-kind exchanges and conventions centers. MuniCap's demonstrated financial expertise and strong real estate knowledge make the firm uniquely qualified to assist throughout the development process.

1. How much public investment will the revenues support?
2. What is the amount of investment justified, based on the benefits of the project?
3. How much assistance is appropriate should consider the following:

- 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.
- 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 science and innovation.
- The College of Marine Science, and other educational and research institutions to grow St. Petersburg's knowledge economy and its leadership in science and innovation.

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 appropriate sources of public financing.

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 may be 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 list of tools that may be used to provide public funding:

- Enterprise funds or grants
- Hotel bed tax revenues
-FF&E, OS&E, IT & Leasing Costs
- Potential Debt Financing
- Enterprise funds or grants
- Hotel bed tax revenues
-FF&E, OS&E, IT & Leasing Costs
- Other Fees & Consultants Costs
- Loan Originisation Fees
- Interest Reserves
- Total Sources

Uses of Funds

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**Table Notes:**
- **Revenue:**
  - Convention Center Operating Pro Forma
  - Multifamily NOI Per Unit
  - Multifamily NOI PSF
  - Office Bldg NOI
- **Expenses:**
  - Site Demolition Costs
  - Tropicana Field Demolition
  - Land Acquisition
  - Development Costs
- **Capital Reserves:**
  - Capital Expenditure Reserves
- **Fees:**
  - Management Fees
  - Other Operating Revenue

**Additional Notes:**
- JMA Ventures Tropicana Field Site Development Response
- JMA Ventures
- AMI
- Multifamily NOI
- Office Bldg NOI
- Other Operating Revenue
- Management Fees
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Note: The table above represents the 20-Year Cash Flow Pro Forma for the projects listed. Each row corresponds to a different year, and each column represents a specific key or phase of the project. The values in the cells indicate the cash flow projections for each year.
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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?”

Narrative Response

Tropicana Field Site Development Response
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.

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

The Tropicana Field site development presents an array of opportunities:

- To celebrate and be inspired by the vibrant African American community that once occupied the site
- To revitalize Booker Creek and expand it into an active, programmed public park
- To deliver real economic benefits to the community, including new jobs and growth of local small businesses
- To support St. Petersburg’s artists and performers
- To reconnect the site to the city street grid and bolster public transit
- To engage the community in a thoughtful and comprehensive conversation about what the project can and should be
- To ensure the project includes affordable and workforce 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
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 Ecovillage, an educational farm that introduces local youth to agriculture, to be our operating partner for the urban farming initiative.

M. 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.

Booher Creek Park

A 2.5-acre park anchored by Booher 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 of 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 integrated with the site’s topography the roughly 25’ drop from the northeast corner of the site improves stadium access by partially nesting into the slop and locates a ballpark plaza at the home plate entrance. The change in topography also creates the opportunity for a Wigley 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.

University Partnership Center

St. Petersburg College has created a remote learning partnership model that provides classrooms and of 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 the site as affordable with a cap of 80% AMI and an additional 31% to 35% 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 of staying at a 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 bet or 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 minimize environmental impact and maximize energy efficiency. Significantly, Tropicana Field is large enough to support district-scale technologies, such as centralized cooling, solar array, and shared energy storage. We are also familiar with and are starting to utilize on other projects an array of new sustainable technologies, including modular timber systems, low carbon concrete, smart 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 of clarity deliver district-wide Wi-Fi.

Additionally, our urban planning and design elements acknowledges 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 LiF Orlando project, an affordable housing development with on-site health services.

Corporate Campus

We believe substantial demand exists for Class A+ of product in St. Petersburg with an emphasis on technology and creative-friendly workspaces. Occupancy and rental rate data indicates 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.

The size of the Tropicana Field site provides the opportunity to create a first-class, 21st century work campus. In addition to the physical of ce space being designed to be collaboration and tech friendly, the project will of vibrant green space; at ractive, affordable parking rates; rates Trail access; public art; a farmer’s market; and service retail, restaurants, and bars, all in a highly-walkable neighborhood.

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 at racted 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, at 45 elevated scientific and financial capital, and catalyzed new technologies and businesses. We believe AltaSea Florida can do the same for St. Petersburg.

Our public park will be programmed and managed to ensure it of 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 integrated with 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 Wigley 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.

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.
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 bike-sharing; 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 36th 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 vision that is informed by the community.

In our proposal, we have carefully reviewed the existing site conditions and developed an initial assessment of the site’s potential. We have also developed a detailed community outreach plan, which is described in Section D.4 of our response.

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 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 is implemented over the full life of the development.

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

The SHCP team has reviewed the existing site conditions and developed an initial assessment of the requisite site infrastructure. If selected, we are prepared for a rigorous review in partnership with the City of St. Petersburg.

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

Our team’s approach to the 21 guiding principles of development

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

   Our team has extensive experience working with municipalities and, specifically, in structuring and executing against public-private partnerships. 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.

2. The development will be a collaboration with the City and development partners to identify and develop the appropriate infrastructure to support the proposed development.

   The SHCP team has reviewed the existing site conditions and developed an initial assessment of the requisite site infrastructure. If selected, we are prepared for a rigorous review in partnership with the City of St. Petersburg.

3. 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 is implemented over the full life of the development.

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

   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 in detail throughout our response.
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 of ce space so that distance learners have a physical, local learning environment. We have been looking at a similar model in another market as 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 “tab 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 of ers internships to students.
- Creative and Tech Workspace: Our market analysis suggests strong demand for Class A of ce 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 four-pronged 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 of ering invaluable on-the-job experience and networking benefits to local students and young professionals.

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 blue-collar jobs.

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 curriculums.

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

The development will connect the site to the surrounding neighborhoods using a variety of transportation 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 30X and 30 DX express bus services which, with the seasonal operation of the Cross Bay Ferry, will create greater regional accessibility for residents, workers, and visitors.
Our mobility plan will provide affordable, accessible, and sustainable options to a wide range of user groups. Use of technology and smart city design elements will enhance efficiency and level of service. We are also mindful of and planning for continued transit evolution like the AVA self-driving shuttle already being piloted on Bayside Shore. We anticipate a future where the traditional Central Avenue Trolley and Downtown Loopers 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 12th 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.

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

- **History Walk:** The History Walk, described in detail in Section D.6 of our response, tells the stories of and celebrates the site's rich cultural heritage.
- **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 of St. Petersburg.
- **Art Program:** We are committing to a multi-faceted public art program 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 detailed description of BRV's approach.
- **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 merchants in our leasing and operating strategies.
- **Cultural Arts Center:** As described under Guiding Principle #17 below, we will engage 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.

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 12th 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.

**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 described in Section D.5 of our response.

**Emotional 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, 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 described in Section D.5 of our response.
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.

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.

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, 30,000 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.

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.

Booker Creek and the Pinellas Trail will be central features of the development and green space will 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 a significant contiguous park component and public gathering space. 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.
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 http://floridadep.gov/waste/district-business-support/documents/certification-restricted-activities-conditionally-closed. If additional cleanup is required, it may be possible to obtain support from the Florida Brownfields Program which include environmental liability limitations and financial benefits such as Voluntary Cleanup Tax Credits (to help of set cleanup costs and tax credits for end users who create new jobs in the project area). Please refer to http://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 of en 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.
- Sloped 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:

- Redevlopment 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, Complete Streets Implementation Plan strategies, and sustainability and resiliency policies.

Please refer to the following sections of our response:

- 11.17.2: Health in All Policies, healthy urban planning and design elements, and Complete Streets Implementation Plan strategies
- 11.17.3: Smart city technologies
- 11.17.4: Strategies consistent with the City’s Integrated Sustainability Action Plan, sustainability, and resiliency policies
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 conceptual 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 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 at or retail 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 of ce, retail, and other tenants to align with our eort and to specifically provide jobs to residents of South St. Petersburg
- Work with the city’s af retailable 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

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.

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 identified a number of prospective partner organizations including St. Pete Works!, Pinellas County Job Corps, the Pinellas County Urban League, and St. Petersburg College.

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.

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 11.1B.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.

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 of arts 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, Metrose, 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 of erings, 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 16th, 12th, 18th, and 31st 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 34th Street, readily accomplished at a 5% slope. Beginning at 34th Street and continuing at subsequent intersections, signalization technology that is part of a broader smart city network (e.g., traffic control systems) would collect data and inform pedestrian and vehicular crossing and movement. 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.

11.1.10. 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 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.

11.1.12. Incorporate the history of the neighborhood pre-Tropicana Field, using imagery, plaques, replicas of significant buildings, and stories told through interpretive history.

Please refer to Section D.6 of our response.

11.1.13. Incorporate public art throughout the site, including opportunities for the Carter G. Woodson Museum and the St. Pete Arts Alliance to participate.

Please refer to Section D.5 of our response.

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

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.


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-scale spaces like small-scale residential streets and laneways. This hierarchy of 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.

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 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:

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 16th, 12th, 18th, and 31st Streets and reclamation of the approximately 20 acres currently occupied by the spur as a graceful boulevard and additional development.
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 can be difficult to visualize. We rely heavily on the use of diagrams, renderings, and other visual aids to ensure joint comprehension.

Get to specifics. While thinking conceptually and big picture is critical to the exercise, our job is to translate these dreams into achievable goals. Ideas must also be informed by adherence to vision, social equity, and budget. Value must be defined not only by first costs, but also by the long-term positive impacts on the community. We are bringing a team of global thought leaders who will provide knowledge and expertise on urban environments and the challenges and opportunities for infrastructure. Our team has extensive experience merging traditional approaches with technology-driven solutions and brings an unmatched commitment to achieving results through 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: understanding of context, engagement, and social equity. 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 driven 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.

Reverence
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 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 developments do not exacerbate conditions that already exist, mitigate 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 of experts 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 sustainable 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 of ers an opportunity to achieve sustainability goals at a scale su cient 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 understand the impact of 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.

11.11B. Development incorporates applicable items from the following plans and initiatives. Several of these efforts were previously described in Section 6.

11.11B.1 Executive Order - 20.17.01 - Sustainable St. Petersburg:
Please refer to 11.117 above

11.11B.2. Healthy St. Pete – 20.18-04 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 “Healthy St. Pete” 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 be configured to provide 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 11.1.13.

The project must also include a mix of assets and uses to drive morning to night, seven-day-a-week activity. Our plan includes a mixture of space, a technology and research campus, hospitality, a convention center, a performing arts center, and possibly the excitement of professional athletics. This mix of uses is 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 of ce 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.

Our approach will also incorporate Complete Streets which are described in 11.1.13.

11.1.18.1 Guidance for Tropicana Field Site Redevelopment Concepts Technical Report; 11.1.18.2 Downtown Master Plan; 11.1.18.3 Warehouse Arts Deuces Live Action Plan; 11.1.18.4 Integrated Sustainability Action Plan; 11.1.18.5 St. Petersburg Greenway Plan; 11.1.18.6 EDGE Improvement Plan; 11.1.18.7 CRA Redevelopment Plans (Intown, Intown West, South St. Petersburg); 11.1.18.8 Early Redevelopment Phase with Park; 11.1.18.9 One Community Plan; 11.1.18.10 Downtown Waterfront Master Plan; 11.1.18.11 Tropicana Field Redevelopment Discussion Series; 11.1.18.12 Tropicana Field Redevelopment Concepts Technical Report; 11.1.18.13 Tropicana Field Redevelopment Concept Proposals Technical Report; 11.1.18.14 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 described in Section 3 of this RFP;

Please refer to Section 11.1.18.1 above.

Please refer to Section D.5 of our response.

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 described in Section 3 of this RFP;

Please refer to Section D.5 of our response.

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

11.1.18.5.6 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.

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

11.1.18.5.7 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.

11.1.18.5.8 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 and were also inspired by the Pinellas Trail design treatments and intend to carry that character through the Tropicana Field site.

11.1.18.5.9 One Community Plan;

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

11.1.18.5.10 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.

11.1.18.5.11 Pier Master Plan;

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

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.

The Complete Street framework includes:

• Providing connected pedestrian and bikeway systems to larger multi-use trails and greenway plans. Given the urban context, and the State’s struggles with pedestrian and bike safety, we will plan and design for people and cyclists first. Our multi-modal focus emphasizes pedestrian, bicycle, micro-mobility and public transit. We will also fully integrate and highlight the Pinellas Trail as an essential feature of the development.
• Encouraging a strong cycling community by providing secure indoor bicycle parking storage rooms to ensure security and weather protection, as well as outdoor bike racks. Bike valet services, along with locker rooms, showers, and personal storage provide further support.
• Minimizing conflicts between all users: pedestrians, cyclists, motorists, and transit providers. To that end, we will implement the best practices for infrastructure design and deploy new technologies including wider sidewalks, shorter street crossing distances, enhanced intersections and trail crossings, bike/pedestrian boulevards, rectangular rapid flashing beacons and bike/ pedestrian detection systems.
• Ensuring 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.

Our philosophy is simple and holistic. Begin with the end in mind, from planning to design to construction. Our proactive planning approach will lead to meaningful participation from all relevant stakeholders. From writing grants to conducting bicycle (and scooter!) safety workshops for local residents, our team will be an active participant in the community.
11.2 Land Use

11.2.1 Desired land uses include, but are not limited to a sustainable, market-feasible, mixed-use, high-intensity urban context including retail, residential, hotel and conference space, office, recreation and open space, community and culture, education, research and development; other uses may be proposed.

Please refer to Sections D 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.

A. Baseball
B. Movie
C. Soccer
D. Exhibit
E. Concert

A. B. C. D. E.

11.2.3. Residential should provide for a mix of housing opportunities including ownership and rental. Housing provided should be at affordable 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. Of ce 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. Of ce 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 of ce users that are either expanding within St. Petersburg or are new to the city. The City expects a portion of the of ce space should be reserved for underserved businesses and entrepreneurs. Proposals must reflect how this expectation will be realized, including an estimated percentage of the of ce 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 of ce space exists in St. Petersburg and we believe that trend will continue. We have accordingly included 2.0 million square feet of of ce space in the ballpark scheme (including a 655,000 square foot tech center) and, as well as approximately 1.1 million square feet of of ce 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 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 of ers 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 of a thoughtful mix of areas promoting socialization (either over a cup of cof ee or craft ed cocktails) and zones for respite and quiet conversation. Food and beverage of ings 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 of ering 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 public spaces 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. Public and Stakeholder 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 D4 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.

At endees 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.

When developing a new programming plan, BRV analyzes existing local programming and seeks local partnerships to create authentic events. BRV then craft 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, at ractice 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 active, 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 Markets 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 of 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, art fairs, 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 an 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 on-site 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 an 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.

3.2. Parking

For a large-scale, urban development like Tropicana Field, the second and third approaches are often used for this purpose (e.g., Friends of Booker Creek Park).

3.2.1. Parking areas are to be within structures, located on-site and integrated into the development by including substantial ground-floor retail to ensure that parking structures do not disrupt the pedestrian-oriented development patem. 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:

- Seamlessly accommodating large numbers of rideshare drop-off and pick-ups before or after an event
- Providing properly sized and located shared bike and scooter programs
- Designing for an increasing number of delivery and fleet vehicles

Our plan also needs to evolve as the development grows and varied uses come online. We have accordingly worked to reimagine traditional parking operations, the technology that supports it, and what is required to accomplish both short- and long-term goals.

Careful analysis of anticipated parking demand by use, day, and day-part to ensure that parking capacity can be efficiently cross-utilized across the development is a critical part of the overall parking strategy. We use peak at mid-day, while residential and hotel parking demand peaks in the

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

Three general models exist:

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

For a large-scale, urban development like Tropicana Field, the second and third approaches are often used to yield good results. If selected, we will be prepared to discuss the options in detail with the City to determine the best model.

11.2.1. Parking areas are to be within structures, located on-site and integrated into the development by including substantial ground-floor retail of ce uses to ensure that 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.

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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:

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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. We use peak at mid-day, while residential and hotel parking demand peaks in the
the early phases of the project as existing surface parking is replaced by structured parking. We will collaborate with the Rays to develop a parking and transportation strategy for the ballpark that is cyclical with respect to office uses, providing a significant benefit given the proposed extent of office inventory online concurrently to encourage workers to live on-site.

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 cyclical with respect to office uses, providing a significant benefit given the proposed extent of office uses and storage.

- 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
- Customer 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 flat on 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 unsed led at this time as a result of the ongoing pandemic. It is expected that Proposers bring innovative, futuristic, and cut 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.3 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 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.

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.
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. 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.

11.3.11. 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.

11.3.12. 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.

11.3.13. 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 qualified 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.

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 and access to capital.

Trade Partnership Series

One of Suffolk’s most successful initiatives is the Trades Partnership Series, a professional development program of certified business enterprises. The program of courses 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.

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.
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 $34 million to more than 200 organizations nationally. In addition, $135 Suffolk employees donated more than 30,000 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 also 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 Claxton 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.
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 27th 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:

1. Be early and thorough. Developing an effective COP requires a thoughtful, but on-the-ground 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 of 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 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.

**One Community**

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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)
   - 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

2. Workforce Development:
   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 Smart St. Petersburg
   - NAACP - St. Petersburg
   - Pinellas County Job Corps
   - Pinellas County Urban League, Inc.
   - Pinellas Vocational Tech
   - Raymond James & Associates
   - South St. Petersburg CRA Citizens Advisory Committee (CAC)
   - St. Pete Works
   - St. Petersburg Area Economic Development Corporation
   - Urban Market Analytics
   - YMCA – Greater St. Petersburg

3. Small Business Enterprises:
   Small businesses are the backbone of all local economies and St. Petersburg is no exception. In addition to 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:
   - 13th 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. 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
   - Mt. Zion Progressive Baptist Church
   - NAACP – St. Petersburg
   - Pinellas County Urban League, Inc.
   - Warehouse Arts District
   - Urban Market Analytics

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 off-Broadway 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 of St. Petersburg, FL, Inc.
   - Arts Conservatory for Teens
   - Campbell Park Elementary School
   - Carter G. Woodson Museum
   - Gibbs High School – Pinellas County Center for the Arts
   - Intercultural National Ministerial Alliance – Legacy Center
   - 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
   - St. Pete Pride
   - YMCA of Greater St. Petersburg
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
- NAACP - St. Petersburg
- Nutrition Equity St. Pete
- St. Pete Youth Farm

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 commercially-developed 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
- NAACP - St. Petersburg
- Pinellas Community Foundation
- Urban Market Analytics

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:

1. **Step 1:** Finalize key stakeholder groups for each initiative
   - **Timing:** Months one to three

2. **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

3. **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.

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.
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:
SHP will ensure that the site program is inclusive and responsive to community needs.
Plan:
• Engage stakeholder groups in brainstorming sessions and design charrettes
• 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
• Design flexible on-site public spaces to accommodate the growing and changing needs of the community

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

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:
• 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.
• 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.

Affordable Housing
Description:
We will develop approximately 100 affordable homes for sale in the form of condo units.
Plan:
• 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% AMI, with priority given to South St. Petersburg CRA residents.
• We will commit to a goal of developing an additional 10% to 15% of total residential units on site to its history as an African American community celebrated for its beer gardens and community spirit.

Arts and Culture
Description:
Celebrate the history of St. Petersburg’s African American community and the city’s rich arts legacy.
Plan:
• 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 feedback, we have identified three potential names:
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 of earning revenues circulating within the community. Local food-related businesses also help create stable employment, as well as economic and social justice opportunities.

Plan:
- 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 of arts. Coordinate with on-campus restaurants and food service providers to collect and deliver prepared but-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:
- Allot 10% of limited partner (LP) capital pool for each commercially-developed asset (i.e., this would not include the ballpark or convention center)
- Investment terms to be on par with other LP investors
- Note: This offering will be subject to applicable securities laws and regulations

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.
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 were 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, Bet e 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, at arnment, 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 Phanny Ponder), James Way (after Dr. Chester James), and Wimbish Walk (after Bet e 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, #112.8, 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 of erings.

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.

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 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
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, 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 set led 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 array 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.

1. 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 rambles, complete streets with integrated bike lanes, cycling 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-275, 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 Deseos 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.

2. Connect Through Nature
   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. These blocks create an active green space through the day. 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.

3. 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.

4. 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.

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.
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.
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.
Sugar Hill Commons
Sugar Hill Parks
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 predominantly 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 1960s. 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. Petersburg’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 31st Street South. This will lead pedestrians to the development, and link to our History Walk.

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.

- **Park Under I-275**
  - The park will be filled with splash zones, open fields, meandering paths and murals
Reconnect, Rebuild, and Remember
Residential neighborhood along the Pinellas Trail
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, 15th 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.

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.

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.

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

2. Extend a Human Scaled Downtown

Action Points:
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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, 15th Street South, and the convention center.
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 its 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.
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
Sugar Hill Commons

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.
Sugar Hill Commons

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
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.

<table>
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<tr>
<th>Phase</th>
<th>Residential Village</th>
<th>Office Center</th>
<th>Convention Complex</th>
<th>Hotel Properties</th>
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Sugar Hill Commons
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.

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

Mobility
The mobility plan is focused on access and connection. Active mobility is prioritized, 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 I275; The Land Bridge over I75; and, the richly programmed waterfront all enhance and tie in various parts of the plan.
**Convention Center and Hotel**

**Multi-purpose 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 sq. 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.

**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.

**Conventional 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 complement 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 levels.

**Example of Vertical Convention Center**

**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 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 AltaSea Florida and USF’s College of Marine Science will be able to integrate seamlessly.
Sugar Hill Parks
Scheme 2: Ballpark Development
Sugar Hill Parks

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.
Sugar Hill Parks
“Neighborhood Strategy and Program Mix

Balpark 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 backdrop to the ballpark.

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.

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.

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

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.

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<tr>
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<th>Hotel Properties</th>
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Sugar Hill Parks

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.

**Mobility**
The mobility plan is focused on access and connection. Active mobility is prioritized, promoting healthy lifestyles and sustainability.

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

**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 I-275; The Land Bridge over I-175; and, the richly programmed waterfront all enhance and tie in various parts of the plan.
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-of-the-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.
Two Schemes, One Vision
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 interstitial 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 be or 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 its ecology. Pathways at multiple levels form a theater to the water, laying 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, at racking families from the nearby housing as well as from neighboring communities. Shaded by clumps of native trees, this area will change with the off ering 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 of or 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. Enters 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 different 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.
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.
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.

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 of arts 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 of egress, 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 of greens 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 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 30th Street and Martin Luther King Jr. Street South. The concept of converting I-175 to a street level connected roadway, continuing eastward only of ers 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 at 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, 10th, and 8th 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 of egress that could arise as we bet er understand the evolution of these emerging districts.
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 realm, 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. Long-term 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.

Climate Change Adaptation and Biodiversity

Besides benefits directly related to water and plants, Blue-Green infrastructure has a huge potential to moderate 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 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 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.

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 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.

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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.

The Construction Material Pyramid is a way of visualizing the environmental impact associated with the production of building materials.

The Pyramid makes it possible to compare CO2 footprints between different categories of materials or between material types within the same category. It also makes it possible to view different kinds of environmental impacts across the different materials. Buildings that utilize as many components from the base of the pyramid have a lesser negative impact on the environment, ecosystems and health and, therefore, perform very well in life cycle assessments.

### CONSIDER QUANTITIES

- **Residual waste**
- **Recycling**
- **Production, raw materials**
- **Design**

### REFLECT ON LIFESPAN

- **Residual waste**
- **Recycling**
- **Production, raw materials**
- **Design**

### THE DETAIL IS ESSENTIAL

- **Residual waste**
- **Recycling**
- **Production, raw materials**
- **Design**

The Construction Material Pyramid is a way of visualizing the environmental impact associated with the production of building materials.
Tropicana Field is a generational opportunity and will be a critical part of our city for decades to come. It’s important that the new development honors the history of the site. I can think of no better way to do that than to make affordable and workforce housing a major part of the development plan. Blue Sky’s mission is to help local governments achieve their housing goals. We will devote our resources and expertise to ensure Tropicana Field has high quality, affordable homes for St. Petersburg’s hardest working citizens.

Shawn Wilson
Blue Sky Communities
Lead Affordable and Workforce Housing Developer
F.1 Anticipated Development Prior to the End of the 2027 MLB Season

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:

- 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 network, and allow the space to meet the needs of local and regional meeting demands.
- A moderately sized (approximately 450,000 square foot) office building that will meet the increased growing demand for downtown office space and begin to establish the site as a mixed-use district.
- 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 science research and development cluster.
- 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 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.

F.2 Phasing and Plan if the Development Cannot Move Forward Until the End of the 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:

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

F.3 Proposed Development Schedule and Phases, Including Number of Years 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 two-year 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.
F.3 Proposed development schedule and phases

Sugar Hill Commons
Phasing Strategy

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

Phase 1

Phase 2

Phase 3

Phase 4

Phase 5

Urban Walk Scheme - Masterplan Program by Phase/Use

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<tr>
<th>Gross Square Feet</th>
<th>Total</th>
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<th>2025</th>
<th>2026</th>
<th>2027</th>
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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 promenades are included in Phase 1. 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.

#### Urban Ballpark Scheme - Masterplan Program by Phase/Use

<table>
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<th>Gross Square Feet</th>
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<th>Phase 3</th>
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<td><strong>Total</strong></td>
<td>5,443,300</td>
<td>1,699,200</td>
<td>583,500</td>
<td>214,600</td>
<td>433,700</td>
<td>663,400</td>
</tr>
</tbody>
</table>

#### 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 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.4 Proposed Developer Guarantees/Incentives

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
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 post-construction 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 I. Construction Cost Estimates ($ in thousands)

<table>
<thead>
<tr>
<th>Type</th>
<th>Enabling</th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Demo</td>
<td>$2,697</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$2,697</td>
</tr>
<tr>
<td>Trop Demo</td>
<td>$5,094</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$5,094</td>
</tr>
<tr>
<td>Affordable Workforce Housing</td>
<td>$0</td>
<td>$74,435</td>
<td>$59,381</td>
<td>$72,617</td>
<td>$78,554</td>
<td>$83,374</td>
<td>$370,270</td>
</tr>
<tr>
<td>Residential</td>
<td>$0</td>
<td>$149,676</td>
<td>$124,622</td>
<td>$155,237</td>
<td>$87,999</td>
<td>$0</td>
<td>$532,534</td>
</tr>
<tr>
<td>Office</td>
<td>$0</td>
<td>$141,295</td>
<td>$48,722</td>
<td>$372,284</td>
<td>$312,877</td>
<td>$156,862</td>
<td>$821,899</td>
</tr>
<tr>
<td>Hotel</td>
<td>$0</td>
<td>$211,295</td>
<td>$0</td>
<td>$97,682</td>
<td>$0</td>
<td>$0</td>
<td>$308,976</td>
</tr>
<tr>
<td>Tech Campus</td>
<td>$0</td>
<td>$123,736</td>
<td>$0</td>
<td>$393,233</td>
<td>$0</td>
<td>$0</td>
<td>$316,969</td>
</tr>
<tr>
<td>Convention Center</td>
<td>$0</td>
<td>$300,985</td>
<td>$0</td>
<td>$241,892</td>
<td>$0</td>
<td>$0</td>
<td>$542,867</td>
</tr>
<tr>
<td>Public Realm</td>
<td>$45,135</td>
<td>$30,909</td>
<td>$7,463</td>
<td>$23,625</td>
<td>$9,958</td>
<td>$3,764</td>
<td>$120,854</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$52,926</strong></td>
<td><strong>$1,052,039</strong></td>
<td><strong>$339,447</strong></td>
<td><strong>$714,677</strong></td>
<td><strong>$601,371</strong></td>
<td><strong>$246,000</strong></td>
<td><strong>$3,006,460</strong></td>
</tr>
</tbody>
</table>

#### Table 2. Estimated Construction Jobs Created

<table>
<thead>
<tr>
<th>Type</th>
<th>Enabling</th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site Demo</td>
<td>120</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>120</td>
</tr>
<tr>
<td>Trop Demo</td>
<td>260</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>260</td>
</tr>
<tr>
<td>Residential</td>
<td>0</td>
<td>2,805</td>
<td>2,400</td>
<td>2,285</td>
<td>2,130</td>
<td>140</td>
<td>11,330</td>
</tr>
<tr>
<td>Office</td>
<td>0</td>
<td>1,335</td>
<td>1,280</td>
<td>1,870</td>
<td>670</td>
<td>1265</td>
<td>6,420</td>
</tr>
<tr>
<td>Hotel</td>
<td>0</td>
<td>960</td>
<td>0</td>
<td>875</td>
<td>0</td>
<td>0</td>
<td>1,835</td>
</tr>
<tr>
<td>Tech Campus</td>
<td>0</td>
<td>790</td>
<td>0</td>
<td>1460</td>
<td>0</td>
<td>0</td>
<td>2,250</td>
</tr>
<tr>
<td>Convention Center</td>
<td>0</td>
<td>1,590</td>
<td>0</td>
<td>1,470</td>
<td>0</td>
<td>0</td>
<td>3,060</td>
</tr>
<tr>
<td>Retail</td>
<td>0</td>
<td>425</td>
<td>245</td>
<td>245</td>
<td>245</td>
<td>245</td>
<td>1,395</td>
</tr>
<tr>
<td>Public Realm</td>
<td>0</td>
<td>1,245</td>
<td>860</td>
<td>1215</td>
<td>903</td>
<td>475</td>
<td>4,595</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>380</strong></td>
<td><strong>9,140</strong></td>
<td><strong>4,785</strong></td>
<td><strong>7,850</strong></td>
<td><strong>5,395</strong></td>
<td><strong>3,995</strong></td>
<td><strong>30,945</strong></td>
</tr>
</tbody>
</table>
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 effect refers to the economic activity directly tied to the construction of the site.
- The indirect effect refers to the new construction’s reliance on goods and services from supporting economic sectors.
- The induced effect is 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 2018 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

<table>
<thead>
<tr>
<th>Distance</th>
<th>Total Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-Mile</td>
<td>17,500</td>
</tr>
<tr>
<td>3-Mile</td>
<td>60,000</td>
</tr>
<tr>
<td>5-Mile</td>
<td>130,000</td>
</tr>
</tbody>
</table>

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, 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

<table>
<thead>
<tr>
<th>Industry</th>
<th>Employment</th>
<th>Median Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Educational services, healthcare, and social assistance</td>
<td>4,300</td>
<td>$40,000</td>
</tr>
<tr>
<td>Professional, scientific, management, and waste services</td>
<td>2,500</td>
<td>$45,000</td>
</tr>
<tr>
<td>Arts, entertainment, recreation, accommodation, food</td>
<td>1950</td>
<td>$20,000</td>
</tr>
<tr>
<td>Retail trade</td>
<td>1950</td>
<td>$25,000</td>
</tr>
<tr>
<td>Finance, insurance, and real estate, rental, and leasing</td>
<td>1,500</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Phase</th>
<th>Gross Square Feet</th>
<th>Total Office</th>
<th>Total Residential</th>
<th>Total Hotel</th>
<th>Sugar Hill Commons</th>
<th>Masterplan Program by Phase/Use</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total 2024</td>
<td>Phases 2025</td>
<td>Phases 2026</td>
<td>Phases 2027</td>
<td>Phases 2028</td>
<td>Phases 2029</td>
</tr>
<tr>
<td></td>
<td>2025</td>
<td>2026</td>
<td>2027</td>
<td>2028</td>
<td>2029</td>
<td>2030</td>
</tr>
<tr>
<td>Office</td>
<td>2,201,400</td>
<td>148,000</td>
<td>304,500</td>
<td>407,500</td>
<td>-</td>
<td>112,700</td>
</tr>
<tr>
<td></td>
<td>640,200</td>
<td>362,100</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Hotel</td>
<td>10,750,000</td>
<td>650,000</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Gross Square Feet Developed</td>
<td>7,444,800</td>
<td>2,048,300</td>
<td>569,200</td>
<td>612,600</td>
<td>336,000</td>
<td>847,900</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Office Employment by Industry</th>
<th>Employment</th>
<th>Median Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information</td>
<td>400</td>
<td>$470,000</td>
</tr>
<tr>
<td>Finance, insurance, and real estate, rental, and leasing</td>
<td>150</td>
<td>$520,000</td>
</tr>
<tr>
<td>Professional, scientific, management, and waste management services</td>
<td>2,500</td>
<td>$440,000</td>
</tr>
<tr>
<td>Public administration</td>
<td>4,300</td>
<td>$530,000</td>
</tr>
<tr>
<td>Total estimated office jobs</td>
<td>8,700</td>
<td>Median Salary Range</td>
</tr>
<tr>
<td>Total jobs per 1,000 square feet</td>
<td>11,012</td>
<td>$844,000–1,553,000</td>
</tr>
</tbody>
</table>

High-level estimates of potential impacts can be generated by applying this data to our proposed development. Using 0.79 jobs per 100 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 $440,000, incremental employment income will amount to approximately $100 million annually. Changes in compensation within the 5-mile radius will also contribute 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.
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.

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.

As noted elsewhere in our proposal, we are focused on directing economic activity into the South St. Petersburg economy.

Table 11. Potential New General Fund Tax Revenue per Year

<table>
<thead>
<tr>
<th>Property Type</th>
<th>1,000 s.f. of New Development</th>
<th>Taxable Value per 1,000 s.f.</th>
<th>New Taxable Value</th>
<th>General Fund Millage</th>
<th>New City Tax Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office/Commercial</td>
<td>$265,242,395</td>
<td>$75 million in identified CRA funds will be applied here and supplemented as necessary with TIF and potentially other public revenue sources.</td>
<td>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 other public revenue sources.</td>
<td>Financing for the convention center (which is typically funded by existing and/or projected bed and car rental tax revenue).</td>
<td>Structural changes to the economy post-construction.</td>
</tr>
</tbody>
</table>

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

G.2 Financial Participation by the City
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:

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 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 will be 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.
G.3 Estimated Total Construction Value of Proposed Development

<table>
<thead>
<tr>
<th>Consolidated Construction Values</th>
<th>Site Demolition</th>
<th>Tropicana Field Demolition</th>
<th>Horizontal Infrastructure</th>
<th>Hard Costs</th>
<th>Total Construction Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ in thousands</td>
<td>$2,697</td>
<td>$5,094</td>
<td>$75,719</td>
<td>$0</td>
<td>$83,510</td>
</tr>
<tr>
<td>Site Demolition</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Horizontal / Sitework</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Convention Center</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Convention Center Expansion</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Affordable Housing</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Workforce Housing</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Hotels</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Multi-family</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Mixed Use</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Grace / Mixed Use</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Tech Campus</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Total</td>
<td>$2,697</td>
<td>$5,094</td>
<td>$75,719</td>
<td>$0</td>
<td>$83,510</td>
</tr>
</tbody>
</table>

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

G.4 Benefits to the Community and Surrounding Neighborhoods

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:

1. Arts and Culture: We are committed to celebrating St. Petersburg's rich culture and supporting its arts community. Specific initiatives include:
   - Creation of a History Walk, a self-guided tour that will use memorials, artwork, and narratives to tell the stories of St. Petersburg’s African American community
   - 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 12% to 15% of total residential units as workforce housing for households earning 100% AMI and 120% AMI
   - Developing approximately 30% of 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
   - In partnership with 3 Daughters Brewing and the Florida Brewers Guild, establishing one of Florida’s first minority-owned breweries
   - Providing direct equity investment opportunities in the project to investors of color

4. Education: Our development program includes a wide variety of initiatives focused on education including:
   - Workforce development (also noted above)
   - SBE and MBE mentoring and partnerships
   - Arts programming in collaboration with local partners and with an emphasis on young and emerging artists
   - Urban farming learning opportunities as part of our partnership with 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
   - The 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
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

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

Name of Company/Organization

Signature of individual submitting proposal for above Company/Organization

Todd Chapman

Printed name of individual

January 6, 2021

Date

David Carlock

Proposal Contact Person
david.carlock@macbethgroup.com

Contact Person E-mail address

(852) 453-1239

Contact Person Phone
Supplemental Project Information

We are so proud of the work we have done to promote and support the blue economy with AltaSea in 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 in the community. The opportunity to work with an institution like USF to help create something similar in St. Petersburg is incredibly exciting.

Yehudi “Gaf” Gaffen
CEO of Gafcon and AltaSea Board of Trustees Member
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.

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

Education

- Juris Doctor, Santa Clara University School of Law, Santa Clara CA, 1997
- Bachelor of Arts, History, Boston College, Boston, MA, 1994

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, 475,000 sf of of ce, 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 permit ng, 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 (1x 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.
Michael McManus
Principal, Master Developer

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.

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 Center, 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 – 9/2012 Present
- Sr Project Manager, Simon Property Group, Indianapolis, IN 11/1997 – 4/1999

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

Selected Projects
- 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 Bellagio 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 18500-seat arena, home to the NBA’s Sacramento Kings. The Development was designed to leverage activity generated by the new 18500-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 330 0.0 square feet of retail space, with a focus on local-serving stores and services; 39 multi-family housing units; Mile-long Class I bike trail with connections to the Martis Valley and the Truckeer River Legacy Trail; on-site local services and employers, which significantly reduce vehicle trips; Mixed-use 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.

Director of Construction and Development for JMA Ventures, LLC with a focus on day to day active development projects across the company portfolio. Over the last 5 years with JMA, Ryan has worked in a wide array of roles ranging from performing hands on construction management / project manager tasks to overseeing multiple project managers within the firm as well as additional 3rd party construction management consultants. Specifically Ryan was a key project leader overseeing all construction contractors, designers, and consultants on the $300M Downtown Commons Mixed use development in Sacramento and assisted in managing day to day oversight of all schedules, budgets, quality assurance, permitting, and work execution. Additionally Ryan has expanded his range of responsibilities within the firm to oversee a multitude of projects ranging from 3D-250 hotel rooms, 300+ multi-family apartment complexes, intricate retail and hospitality centers, and high end resort and lifestyle master planned developments.

Prior to working at JMA, Ryan graduated from California Polytechnic State University with a degree in Construction Management and spent the first part of his career working for diverse commercial construction General Contractors. During this time he helped manage and complete 30+ separate projects totaling over $300 million 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+ of renovations and retail build outs all the way to OSHPD Hospital phased renovations and data center tenant improvements. Ryan excels at communicating with all stakeholders across the spectrum and relies heavily on his background in construction management to help lead successful developments through all phases of pre-construction, construction, and into operations.

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 years working on OSHPD, office, retail and mixed-use projects.

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 Professionals Organization: 2008 - 2013 Founding Member & 2013 Chair Elect
- Sacramento Metro Chamber of Commerce - 2013 Ex Officio Board Member
- ASCM Light Commercial / Mixed Use Residential Reno Competition Cal Poly Team Captain 2010-6
- 30 Hour Occupational Safety & Health Association Training Course Certified (OSHA 30)

Selected Projects
- Downtown Commons, Sacramento, CA
  JMA Ventures partnered in the redevelopment of Westfield’s Downtown Plaza shopping center into Downtown Commons (“DOCO”), a 1 million square foot mixed-use development surrounding Golden 1 Center, the new 18500-seat arena, home to the NBA’s Sacramento Kings. The Development was designed to leverage activity generated by the new 18500-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.
- The Battery MultiFamily Development, Phoenix, AZ
  The Bar ley 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 of e-ring 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 34 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 $32 million 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 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.”

Kevin Johnson 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.

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 | 2016 – 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 $32 million 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 and manage the Black Capital Fund, a $32 million early stage venture capital fund focused on investing in Black and underrepresented entrepreneurs.
- 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.

Education
- Bachelor of Arts, Political Science, University of California, Berkeley

Years of Experience:
33
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.

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 of the site, including development agreement negotiations, community outreach and engagement, master planning, and vertical development partner activities.

David began his career with The Walt Disney Company where he worked on a variety of development projects in the Disney’s Resorts & Attractions Division including Walt Disney World Hotel Expansion, Disney’s Wide World of Sports, Downtown Disney, and Disney Springs. He then joined Hard Rock International where he played a key role in designing the company’s casino and resort expansion strategies. He later joined the Houston Rockets where he oversaw design and construction of Toyota Center, home of the Houston Rockets.

Since founding MGI in 2007, David and his team have provided an array of industry-leading clients with advisory and development management services on projects across the country and around the world. With a lengthy track record of successful execution, MGI has extensive knowledge of design, construction, and placemaking along with complex customer-facing operations, branding, and strategic partnerships.

Community Involvement / Initiatives:
David sits on the board of Management Leadership for Tomorrow (MLT), a Washington DC-based nonprofit organization committed to helping high potential African-American, Hispanic, and Native-American students and young professionals successfully pursue careers in business. He has been actively involved in the organization since its inception in 2001. Over that time span, MLT has graduated more than 8,000 participants from its Career Prep, MBA Prep, and Career Advancement Programs. MLT corporate partners include Amazon, American Express, Bloomberg, EY, General Electric, Google, HBO, the National Football League, Nike, P&G, Target, and Warner Media. Business school partners include Harvard Business School, Kellogg School of Management, Stanford Graduate School of Business, and Wharton School.

Years of Experience:
25+

Employment
- Machete Group, 20 0 7 - current
- MBA Houston Rockets/Toyota Center, 20 0 1 - 20 0 7
- Hard Rock International, 3997-20 0 0
- Walt Disney Company, 1994-1997

Education
- Bachelor of Arts, Harvard University, 1994

Selected Projects
- FC Cincinnati MLS Stadium; Cincinnati, OH; 20 1 8 - current
- FC Cincinnati Mixed-Use District; Cincinnati, OH; 20 1 8 - current
- Clubhouse Living; Various Markets; 20 1 8 - current
- FC Cincinnati Training Facility; Milford, OH; 20 1 8 - 20 1 9
- Chase Center; San Francisco, CA; 20 1 8 - 20 1 9
- Thrive City; San Francisco, CA; 20 1 5 - 20 1 8
- Webster Hall; New York, NY; 20 1 7 - 20 1 9
- BSE Global Headquarters; Brooklyn, NY; 20 1 6 - 20 1 9
- NYCB Live/Nassau Memorial Veterans Coliseum; Uniondale, NY; 20 1 6 - 20 1 9
- Westfield Promenade 20 3 5; Canoga Park, CA; 20 1 7 - 20 1 9
- Industry City; Brooklyn, NY; 20 1 8
- Ponce City Market; Atlanta, GA; 20 1 5 - 20 1 6
- Caron Stadium for Oakland Raiders/Los Angeles Chargers; Los Angeles, CA; 20 1 4 - 20 1 5
- San Diego Chargers Downtown Stadium; San Diego, CA; 20 1 5
- Brooklyn Nets Training Center; Brooklyn, NY; 20 1 4 - 20 1 6
- Red Star F.C.; Paris, France; 20 1 2 - 20 1 4
- Barclays Center; Brooklyn, NY; 20 1 3 - 20 1 2
- Guangzhou Arena; Guangzhou, China; 20 1 8 - 20 1 9
- Mercedes-Benz Arena; Shanghai, China; 20 0 8 - 20 1 0
- Cadillac Arena; Beijing, China; 20 0 7 - 20 0 9
- Toyota Center; Houston, TX; 20 1 1 - 20 1 3

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 owner-occupied packages. The project is on-track for delivery in April 2021.

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 20 3 5 project envisions a vibrant live, work, play destination anchored by sports, entertainment, and hospitality. The program includes 244,000 sf retail, 140 residential units, a 275-key boutique hotel, 470,000 sf of class A of ce, a 5,000-seat entertainment venue, and a sports athletic training center.

MGI was engaged by Industry City owners Jamestown and Belvedere Capital to develop a masterplan, programming, and leasing strategy for a 400,000 sf 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 31th 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 of ce, developed the underwriting for a remodeled 73 acre 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, 2011.
- **Certifications:** Chartered Global Management Accountant (CGMA), #123221

**Registrations / Certifications / Memberships**

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

**Years of Experience:**

9

**Education**

- Bachelor’s Degree, University of California, Santa Barbara, 2011

**Community Involvement**

- Integrated Employment, Best Buddies California
- Commit ee of Hope, Hedge Funds Care

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Richard Browne has enjoyed equally successful careers over the past 30 years as a builder, commercial building owner and project consultant. Since his real estate and construction career began in 1986, Richard has been involved in the coordination and supervision of over $5 billion worth of commercial, residential and sports-related projects.

**From 1983 to 2001** Richard primarily worked as an owner/operator of various real estate properties in Chicago and New York. Most notably, Richard was the Managing General Partner of 40 Rector Street, a 600,000 square foot commercial building located in Downtown Manhattan. Major tenants in the building included The New York Times, 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 2011.

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, Starnwood Capital Group, Blackstone, Oak Tree Capital, Square Mile Capital, Baupost Group, Jastrow 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.

**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 Commit ee, Member

**Selected Projects**

- **Citi Field, Flushing, NY:** Ongoing
- **UBS Arena; Belmont, NY; Projected Fall 2021**
- **Willits Point; Flushing, NY:** Ongoing
- **Citi Field, Flushing, NY; 2010**

**Years of Experience:**

30+

**Employment**

- Sterling Project Development, New York, 2010-Present

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Michael Cantor has spent the past eight years working to build the SPD Sports practice. Michael joined SPD after finishing his Ph.D., Masters, and Bachelor of Arts from the University of Michigan concentrating on Economic Development, Sport Management, and Urban Planning. While at SPD, Cantor has led the effort in conjunction with Titletown Development and the Green Bay Packers, for the development of a $300 M+ 45-acre mixed use development in Green Bay called Titletown. Michael has led the day-to-day of 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 Caesars Arena in Detroit. Other sport specific work for which he has been a member of the development team have included UBS Arena in New York City, for the development of a $300M+, 45,000 seat sports and entertainment venue at Pacific Park Brooklyn, which opened on April 5, 2017 after an extensive renovation. He also oversaw the re-development of the Nassau Veterans Memorial Coliseum which opened on April 5, 2017 after an extensive renovation. Also, at Pacific Park Brooklyn, the final phase of LIRR’s Vanderbilt Yard is near completion. This project is a multiphase restoration and upgrade for the LIRR configured to facilitate a future platform for additional residential construction.

At the newly opened Cornell Tech campus on Roosevelt Island, Mr. Sanna oversaw construction of The Bridge, a 235,000 square foot first-of-its kind space that houses an extraordinary mix of cutting edge companies working alongside Cornell academic teams. Mr. Sanna also provided oversight and fee development 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.

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

Prior to his involvement at SPD, Mr. Sanna joined Forest City in 1989, providing project administrative leadership for the construction of One Metro Tech Center, one of the first projects at the downtown Brooklyn MetroTech Center campus. Later, as the Senior Vice President and Director of Construction & Design Development, he created Forest City’s design development & construction department with specific emphasis on quality build-out experiences for its tenants with proactive cost and schedule management. This dynamic technical group provided construction administration for over 50 retail, office, residential, hotel, and sports & entertainment projects, totaling more than 16 million square feet.

Among Mr. Sanna’s most notable projects include New York by Gehry, the 76-story residential building in downtown Manhattan designed by world renowned architect Frank Gehry, The New York Times Building, designed by Pritzker Prize winning architect Renzo Piano, and Barclays Center, a world class state of the art sports and entertainment venue at Pacific Park Brooklyn, which is home to the Brooklyn Nets and NY Islanders. He also oversaw the re-development of the Nassau Veterans Memorial Coliseum which opened on April 5, 2017 after an extensive renovation.

Examples include:
- New York Times Building, designed by Pritzker Prize winning architect Renzo Piano, and Barclays Center, a world class state of the art sports and entertainment venue at Pacific Park Brooklyn, which is home to the Brooklyn Nets and NY Islanders.
- The re-development of the Nassau Veterans Memorial Coliseum which opened on April 5, 2017 after an extensive renovation.
- At the newly opened Cornell Tech campus on Roosevelt Island, Mr. Sanna oversaw construction of The Bridge, a 235,000 square foot first-of-its kind space that houses an extraordinary mix of cutting edge companies working alongside Cornell academic teams.
- Mr. Sanna also provided oversight and fee development 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.

Michael Cantor

Director, Development Management

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

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, 2012
- Sport Management, University of Michigan, 2010

Registrations / Certifications / Memberships
- University of Michigan Sports Management Advisory Board, Member

Selected Projects
- Titletown, Green Bay, WI
- Lit le Caesars Arena; Detroit, MI
- Clover Park; Port Saint Lucie, FL
- Willets Point; New York, NY

Bob Sanna

Construction & Development Manager

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.

Years of Experience:
31

Employment
- Sterling Project Development, New York City, 2013-Present
- Forest City, Brooklyn, 2008-2013

Education
- Bachelor of Architecture, The City College of New York, 1980

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 Commit ee, Member

Selected Projects
- Current Projects: UBS Arena; Belmont, NY; Projected Fall 2021
- Prior to SPD involvement: New York by Gehry, Barclays Center, New York Times Building, Nassau Veterans Memorial Coliseum
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+

Education
• Master of Science, Engineering, Cornell University

Registrations / Certifications / Memberships
• Licensed Professional Engineer in the State of New York

Employment
• Hudson Yards, New York City
• Tishman Construction
• Bovis Lend Lease
• Superintendent, New York City
• DeSimone Consulting Engineers

Selected Projects
• Hudson Yards (2018)
• 3 World Trade Center Reconstruction (2015)
• 50 Hudson Yards (2020)
• 10 Hudson Yards (2018)

Prior to working as a construction manager, 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 30½% signed-off at the topping out. The Bloomberg Building was a 500-foot steel structure of Bloomberg’s largest 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 Condos at 220 1st 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.
Michael Sørensen

Michael Sørensen 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.

Years of Experience:
20

Employment
- Henning Larsen, Copenhagen and New York, 2006
- 3XM, Denmark, 2004
- Dorte Mandrup Architects, Denmark, 2003
- Parc, Denmark, 2002
- AA Architects, Denmark, 2001
- Kristine Jensen Landscape Architects, 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 - present

Selected Projects
- University of Cincinnati, Carl H. Lindner College of Business
- 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

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.

East Harbour Character Plan

Henning Larsen is the Lead Master Planner in the development and planning of Downsview’s framework and manages the entire consultant team. The new mixed-use 520-acre site will transform the site of the former Downsview Airport and surrounding land, an area comparable in size to that of downtown Toronto, into a sustainable, resilient, and healthy community. As Design Director, Michael steers the direction of the project and engages in stakeholder dialogue.

Downsview Framework

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Michael Sørensen

Michael Sørensen 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 Raleigh Civic Tower, Raleigh, NC, United States; Ongoing. The new mixed-use 520-acre site will transform the site of the former Downsview Airport and surrounding land, an area comparable in size to that of downtown Toronto, into a sustainable, resilient, and healthy community. As Design Director, Michael steers the direction of the project and engages in stakeholder dialogue.

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 charrettes 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.

Registration / Certifications / Memberships
- The Van Alen Institute, International Council, 2017 - 2002
- Society for College and University Planners (SCUP), 2016 - present
- The Danish Architects’ Association, 2016 - present

Selected Projects
- University of Minnesota, Twin Cities.
- 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
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- Raleigh Civic Tower; Raleigh, NC, United States; Ongoing
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- Confidential Office Building; Boston, MA; Ongoing
- Block 20; Residential Tower; Toronto, Canada; Ongoing
- Downsview Master Plan; Toronto, Canada; Ongoing
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- New Public Service Building; Minneapolis, MN, United States, Exp. 2021
- University of Cincinnati; College of Business, OH, United States, 2019
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Christopher Dial
Masterplanning Architect

Christopher Dial 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:
23

Employment
- Henning Larsen, New York, NY 2020 - Present
- Kaln 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
- Confidential Office Building
- New Cumberland Place Masterplan (with KPF)
- Cupertino Square Masterplan (with KPF)
- Performing Arts Center and Retail; East Coast; Ongoing
- Christopher Dial
Masterplanning Architect

Christopher Dial

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.

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.

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Sara Rubenstein
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 projects 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 priorities.

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 in Henning Larsen and her various initiatives to bolster women towards key roles and ensure an equitable workplace for all representations.

Years of Experience:
31

Employment
- Henning Larsen, New York, New York, 2023 - present
- ZGF, New York, New York, 2015 - 2018

Education
- Master of Architecture, Yale University, New Haven, Connecticut, United States, 2006
- Bachelor of Arts, History and Theory of Architecture, Columbia University, New York, New York, United States, 2002
- Glenn Gould Professional School, Royal Conservatory of Music, Toronto, Canada, 1998

Registrations / Certifications / Memberships
- Registered Architect, IL, 00 1025243, 2020 - present
- Registered Architect, MA, 952641.AR.R, 2020 - present
- Registered Architect, NY, 0.0.3, 0.3469, 2020 - present
- Registered Architect, NJ, 214020.1B600, 2016 - 2022
- Registered Architect, NC, 6718, 2016 - present
- Registered Architect, PA, RA408737, 2016 - present
- NCARB Certification, 70.0.76, 2016 - 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
- Confident of ce 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 managing complex masterplans and planning projects for both the public 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, and public spaces within the capital city. Covering 220 acres, the PHBI project focused on the officially designated World Heritage Site and its buffer zone, serving as a tool to analyze the cost of intervention, to prioritize the allocation of funds for renovations and public space improvements, and to inform the ensuing masterplan.

From 2017 to 2019, Santiago worked on the 90-acre Historic 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. A key component of the project was to engage the community and public of cities 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 community 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 stakeholders, a large international team of consultants, and the coordination of a robust public engagement process.

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:
31

Employment
- Henning Larsen, New York, New York, 2020 - present
- OBRA Studio, Quito, Ecuador, 2019 - 2020
- Metropolitan Heritage Institute, Quito, Ecuador, 2017 - 2019
- URBANAPP, Quito, Ecuador, 2020 - 2019
- OBRA Studio, Quito, Ecuador, 2019 - 2018
- MIT Media Lab, Cambridge, MA, 2017 - 2018
- Ministry of Tourism, Quito, Ecuador, 2019 - 2019
- URBAM EAFIT University, Medellin, Colombia, 2019 - 2019

Education
- Bachelor of Architecture, Pontificia Universidad Catolica, Ecuador, 2013
- Public Management for Development, Inter-American Development Bank, 2019

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; 2016-2017 (with Obra Studio)
- Intermodal Bus Station; Riobamba, Ecuador; 2019 (with Obra Studio)
- Intaco Logistics Campus; Quito, Ecuador; 2018 (with Obra Studio)

Santiago Orbea
Project Manager, Master Planning Architect

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.
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.

**Years of Experience:**

5

**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, Pilot G - Visa Headquarters; San Francisco; Exp 2022

**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

**Selected Projects**

- JMA Ventures Tropicana Field Site Development Response
- The Danish Society of Engineers (IDA)
- The ESS - European Spallation Source; Lund, Sweden; Exp. 2019
- University of Cincinnati, College of Business; Cincinnati, Ohio, US; Exp. 2019
- ESS - European Spallation Source; Lund, Sweden; Exp. 2019
- King Abdullah Financial District; Jeddah, Saudi Arabia; Exp. 2016
- Nordea Bank Corporate Center; Copenhagen, Denmark; 2017
- Siemens Global Headquarters; Munich, Germany; 2016
- Moesgaard Museum; Aarhus, Denmark; 2017
- Novo Nordisk Headquarters; Bagsvaerd, Denmark; 2017
- Klaasvliet Centre; Klaasvliet, the Faroe Islands; 2016
- Spiegel Headquarters; Hamburg, Germany; 2011
- Umeå University School of Architecture; Umeå, Sweden; 2010

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 energy-efficient design. He is a Partner and Head of Henning Larsen’s Sustainability Engineering and Landscape Department, which develops solutions in the field of sustainable design. Jakob’s research revolves around the interaction between engineering, architecture and modern technology and how integrated design can form the basis of successful sustainable cities and buildings.

Jakob has extensive experience with development, implementation and documentation of project sustainability, based on parameters such as light, shade, sun, wind, geometry 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 environment optimization, OpenFoam to conduct CFD computational fluid dynamics and Tally / REVIT for integrated Life Cycle Assessment.

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 and European Spallation Source in Sweden, and the University of Cincinnati’s College of Business in the United States, Jakob has gained vast international experience through projects relating to different climates, climatic zones, and certification objectives. As LEED AP and DGNB Auditor, Jakob qualifies new sustainable building and city development projects for LEED and DGNB certifications.

**Community Involvement / Initiatives**

As a lead designer on Tropicana Field site development, 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.
David Manica believes in stunning design and innovative functionality as he paths to the successful buildings. In his 26 years of 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 $3 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 cost-effective 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 “50 Under 40” by Building Construction and Design, and OVG Group’s Venue All Stars.

**Community Engagement / 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 guest lecturer and critic for the young architecture students. 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 guest lecturer and critic for the young architecture students.

**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, 999 - present

**Selected Projects**
- Caglari 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
- Olympic City Arena; Seoul, South Korea; 2020
- Nuvo Stadii 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; 2018
- Wembley Stadium; Wembley, England; 2017
- O2 Arena; London, England; 2017
- Peoria Civic Center; Peoria, IL; 2017
- Reliant Stadium; Houston, TX; 2012

**Years of Experience:**
26

**Projects**

_1 FAMU South Campus Masterplan & Stadium_

MANICA Architecture is the Master Development Architect for the $430 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 31,000-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.

_2 Allegiant Stadium_

MANICA Architecture was the Lead Design Architect for the $1.8B Allegiant Stadium in Las Vegas, NV. The 65,000-seat stadium of era features 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.

_3 Chase Center_

MANICA Architecture was the Lead Design Architect for Chase Center in San Francisco, CA. The 14,000-seat arena is part of a larger 30-acre development containing of 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-degree arena with a completely concealed back of house. He worked closely with the city, at ending numerous community meetings, to ensure the arena and its environs provide a vibrant, lively experience year-round. 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 $850 M 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.
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-to-day 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.

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 70,000 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 Dong 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, 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 70,000 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 Dong 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 20/20 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 on called upon to consult with students and professors alike on the constantly evolving skills and talents the industry demands of its emerging professionals.

Years of Experience:
3+

Education
- Master of Architecture, University of Kansas, USA, 2011

Employment
- MANICA Architecture, Kansas City, MO, 2013-present
- Registered Architect (Missouri)
- American Institute of Architects, 2013-present

Registrations / Certifications / Memberships
- Registered Architect (Missouri)

Selected Projects
- Confidential Event Center; 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; 2018
- Shantou University Sport Park; Shantou, China; 2015

MANICA Architecture was the Lead Design Architect for CJ Live City Arena, an $800 million, 40,000 square foot entertainment complex located in Goyang, South Korea. As Project Director, Will liaised between the prime consultants, masterplanners, and Client to ensure the 720,000 sq. 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.

MANICA Architecture was the Lead Design Architect for Zhejiang University Coaches Training Centre in Hangzhou, China. As Project Director, Will led the coordination between the prime consultants to ensure the design matched the Client’s vision. The center is expected to open in 2023.

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 the arena into the new development. He oversaw the technical and independent operations of the building’s three entities.

MANICA Architecture was the Lead Design Architect for VTB Arena Park in Moscow, Russia. The $850 M 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.

MANICA Architecture was the Lead Design Architect for VTB Arena Park in Moscow, Russia. The $850 M 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.
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 atitude 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 famous Camp Nou Futbol Stadium in Barcelona, Spain. Among other projects, Keith was given the opportunity to study abroad in school, Patrick was given the opportunity to study abroad as well as work in Los Angeles, California through the Gensler +KU Co-Op Program. There, Patrick worked on the Nou Camp 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 travel has fueled his passion for civic design, communal facilities, and sports culture.

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.

Yeats of Experience:
8

Education
- Bachelor of Art, Central College, USA, 2010
- Master of Architecture, University of Kansas, USA, 2016

Registrations / Certifications / Memberships
- Registered Architect (Missouri)
- American Institute of Architects, 2012 - present

Selected Projects
- Allegiant Stadium; Las Vegas, NV; 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; 2019
- Los Angeles NFL Stadium Concept; Carson, CA; 2019
- Brooklyn Nets Training Facility; Brooklyn, NY; 2020
- Tropicana Field Site Development Response
- Confidential Event Center; Miami, FL; Ongoing
- Cajari Stadium; Cagliari, Italy; Ongoing
- C Live City Arena; Seoul, South Korea; 2020

Employment
- MANICA Architecture, Kansas City, MO, 2017

Patrick Begley joined the MANICA team in 2018 and brings a devoted, committed attitude and an enthusiasm for sports architecture to the design team. He believes open collaboration 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. Patrick’s innate creative abilities matched with his proclivity for software and computational design allow him to quickly bring conceptual ideas to life via still imagery and animation. This passion of intersecting soft ware with architecture allows him to stay at the 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 + Convention Center (San Diego, California). Current projects include Cagliari Calcio Stadium (Cagliari, Italy).

Patrick graduated with a Master of Architecture from the University of Kansas School of Architecture and Design. While in school, Patrick was given the opportunity to study abroad as well as work in Los Angeles, California through the Gensler +KU Co-Op Program. There, Patrick worked on the Nou Camp 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 travel has fueled his passion for civic design, communal facilities, and 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.
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 that improve people’s lives. 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
- Harvard Graduate School of Design, Cambridge MA; 1973
- Columbus Technical Institute, Columbus, OH; 1980
- Bachelor of Science, Architecture, The Ohio State University, Columbus, OH; 1973

Registrations / Certifications / Memberships

Registered Architect, 38, 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 1980
- 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 Sewer Redevelopment, Cleveland, OH; Ongoing
- Vital Brooklyn Redevelopment, Brooklyn, NY; Ongoing
- Pointeaster Village, Columbus, OH; 2013

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.
Jay Boone
AIA

Jay, in his role as a Partner-in-Charge is responsible for overall production, client management and milestone scheduling. Jay has more than 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; 1994-1998
- TRO Architects, Columbus, OH; 1992-1996
- Giesken Architects, Columbus, OH; 1991-1992
- Williams Shepard Architects, Dublin, OH; 1988-1991

Education
- Bachelor of Science, Architecture, The Ohio State University, 1987

Registrations / Certifications / Memberships
- Registered Architect, 3194, 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 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-use development, to housing, including market-rate, affordable, student, correctional, and senior, as well corporate, education, and healthcare. Yanitza is attentive on each project she serves from the early planning phases through construction administration activities.

Employment
- Henning Larsen, Copenhagen and New York, 2006
- 3XN, Denmark, 2014
- Dorte Mandrup Architects, Denmark, 2003
- Parc, Denmark, 2002
- AA Architects, Denmark, 2001
- Kristine Jensen Landscape Architects, Denmark, 2000

Education
- Master of Architecture, The Ohio State University, 1996
- Bachelor of Science, Environmental Design, Universidad de Puerto Rico, 1994

Registrations / Certifications / Memberships
- Registered Architect, 2001 OH
- NCARB
- USGBC LEED AP BD+C Accreditation, 2009, LEED FOR HOMES, 2014
- AIA Columbus, President, 2019
- AIA Columbus, Treasurer, 2017
- Executive Commit ee, 2017 - 2020
- Builders Exchange of Central Ohio, Craftsmanship Commit tee, 2014 - 2015
- Center of Architecture, Board of Directors, 2009-2011

Selected Projects
- Bridge Park Development, Dublin OH; 2020
- Columbus Commons Mixed-Use Development, Columbus, OH; 2014
- Warner Swasey Redevelopment, Cleveland, OH; Ongoing
- Vital Brooklyn Redevelopment, Brooklyn, NY; Ongoing
- Pickerington Townhomes, Columbus, OH; Ongoing
- Poindexter Village, Columbus, OH; 2018
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.

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 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

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; 2018, CT; 2018
- Fellow of the American Institute of Architects (FAIA), 2018
- Fitwel Ambassador, 2018
- NCARB, 2016
- USGBC LEED Accreditation, 2011

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; 2018
- Jacksonville State University Student Recreation Center, Jacksonville, AL; 2016

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 employ 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 shape the community. David's diverse portfolio features a list of projects that span a broad range of industry segments, including retail and mixed use, hospitality, of ce, restaurants, multifamily and ecclesiastical design.

David Meleca has over 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

Employment
- Moody Nolan, Columbus, OH; 2018-Current
- David B. Meleca Architects LLC, Columbus, OH; 1985-2018
- Sullivan Gray Bruck Architects, Columbus, OH; 1981-1985

Education
- Architecture of England New College, Oxford University, England; 1984
- Bachelor of Architecture, The Ohio State University, Columbus, OH; 1981
- 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, 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
- American Institute of Architects; 30+ years experience
- Fellowship of Catholic Scholars; 20+ years experience
- National Council of Architectural Registration Boards; 20+ years experience
- U.S. Green Building Council, LEED AP + BD+C; 20+ years experience
- Catholic Record Society Diocese of Columbus; 20+ years experience
- Congress for the New Urbanism; 20+ years experience
- The Ohio State University Alumni Society; 1981-present
- The Urban Guild; 20+ years experience

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; 2017

Troy Sherrard
FAIA, NCARB, LEED AP, Fitwel Ambassador

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).
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. Barbara Wilks serves on the Design Trust for Public Space, the Van Alen Institute, 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. Barbara Wilks 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, Baltimore, MD
- **Cho, Wilks & Benn Architects, Inc., 1974 - 1999**
  - Founding Partner and Principal, Baltimore, MD
- **Cochran, Stephenson & Donkervoort 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**

**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

2019
- The Pier Approach, St Petersburg, FL
- ULI Public Open Space Award, Short List
  - Julian B. Lane River Center and Park

2018
- Chicago Athenaeum Museum American Architecture Award
  - The Pier Approach, St Petersburg, FL
- Chicago Athenaeum Good Green Design Chouteau Greenway

2017
- 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

1982
- Architect's Newspaper 2018 Best of Design Awards
  - Architect's Newspaper 2018 Best of Design Awards
  - Architect's Newspaper 2018 Best of Design Awards

- Honorable Mention: 85 Broad Street Ground Mural
  - Concept: W; Design: FXCollaborative

1977
- Chicago Athenaeum Museum American Architecture Award
  - St. Patrick's Island
- ASLA: NY Chapter Design Award - Merit Award St. Patrick's Island

1976
- Waterfront Center, Excellence on the Waterfront St. Patrick's Island

**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 this under-utilized park into a development catalyst for the Calgary Municipal Land Corporation, which helped spur almost 3 billion dollars of investment in the adjacent East Village. It created new ways for the river, island, and people to interact, bringing water inland for safe human interaction and to diversify habitat. The series of places creates a year-round center of active uses for local communities as well as the region. It was completed on time and on budget, even after the schedule was adjusted for the 30-year flood occurred during construction.

### _4 The Edge Park_

Barbara Wilks
Principal-in-Charge, Landscape Architect
W Architecture and Landscape Architecture is the Landscape Architect on Tropicana Field. As Principal-in-Charge, Barbara has been responsible for leading the open space design response to the RFP. Barbara will continue her involvement throughout the duration of the masterplan design and actively participate in stakeholder and community engagement.

**Barbara Wilks**
Principal-in-Charge, Landscape Architect

**W Architecture and Landscape Architecture, LLC**

**FAIA, FASLA**
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, of 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.

**Selected Projects**
- The Riverline, Buf alo, NY
- Bush Terminal MINY Campus, Brooklyn, NY
- St. Petersburg Pier Approach, St. Petersburg, FL
- Rockaway Village Residential Complex, Phase 1, 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 & Roof Top, 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, Jef ersonville, IN
- White River State Park, Indianapolis, IN
- Liberty State Park, Jersey City, NJ
- Projects w/ previous firms

**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

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**David Ostrich**

**Project Manager and Senior Associate, Landscape Architect**

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.

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**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, 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 specifically designed for viewing her sculpture. This 20 acre project opened in July 2020, on time and on budget.

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**_2 Bush Terminal MINY Campus**

The Bush Terminal - Made in New York (MINY) Campus, is a collaboration with the NYCEDC 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.

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**_3 Downtown Far Rockaway**

As project manager, David has been responsible for leading a team of landscape architects in the design and implementation of projects in Downtown Far Rockaway. The overarching objective of the City’s and State’s planning and design of the Pier is to reinvigorate the economic base and activities of the CBD. The project will become an active corridor bridging NYC to Long Island.

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**_4 Chouteau Greenway Competition**

The Chouteau Greenway project involves 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—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 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 83,500 sq ft 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.

As Principal Architect, Jordan will provide insight on design that is relevant to the local environment. He will also act as community liaison engaging local stakeholders in design workshops and brainstorming sessions with the goal of producing a community-driven design approach aimed at solving some of the challenges presented by the historical and economic context.

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 Fruchtmann Vinson Sunderland, Intern, 1996-1999

Education
- Bachelor of 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, 2013
- Florida Holocaust Museum; Entry and Security Expansion; St. Petersburg, FL; Ongoing
- Berkeley Preparatory School; Seivold Center for Early Childhood Education; St. Petersburg, FL; 2013
- Railroad Ave Mixed-Use Development; Pinellas Park, FL; Ongoing

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.

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 1930’s, the historic JCC was originally constructed as a U.S. military facility to house units of both the Florida Army National Guard and the U.S. Army Reserve. Behar + Peteranecz Architecture was contracted as the design architect to adapt the historic building as the Bryan Glazer Family JCC. It includes event spaces, a recreation center, classrooms, pool area, and a new entry and porte-cochere.

3. Florida Holocaust Museum
As Principal Architect, Jordan is working closely with the Florida Holocaust Museum to reimagine the public entry and enhance the security of the museum. The museum is located in the heart of downtown St. Petersburg and is a key piece of the cultural fabric of the community.

4. 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 forty years of expansive professional experience in architectural design, practice and construction methodology.

His areas of expertise are historic preservation and reuse. He also has significant experience with high-density condominiums, urban in-fill projects, single-family and multi-family housing, mixed-use commercial/residential projects, as well as land planning and rezoning. Much of his work has been published in national magazines.

Istvan joined Jordan Behar to form Behar + Peteranecz in 2008. As principal in charge of design and the design team, Istvan works directly with Jordan Behar and the production team to develop and execute the programming, spatial organization and all visual support material.

Community Involvement / Initiatives

Istvan has a deep passion for historic and community preservation and has committed his professional life to sustainable and community-conscious design. Istvan has served on multiple preservation boards including serving as the Frederick City Historic District Commission Vice Chairman and the on North Hill Architectural Preservation Board as Vice Chair. Istvan also served on the redevelopment planning committee for the Warehouse Arts District in St. Petersburg.

Years of Experience:

40

Employment

- Behar + Peteranecz Architecture, Principal, 2008-Present
- Bullock Tice & Assoc., Design Director, 2004-2008
- Lessard Architectural Group, Associate Principal, 1996-2004

Education

- Bachelor of Architecture, University of Maryland School of Architecture
- Bachelor of Architecture, Summa 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, 1994-1996
- North Hill Architectural Preservation Board & Vice Chair, 2004-2008

Selected Projects

- Block D Multi-Family, Harrison, NJ
- Madeira Beach Hampton Holiday Isle, Madeira Beach, FL
- Reston Town Center mixed-use project, Reston, VA
- WRDC Town Place, Clearwater, FL
- 1 Block D Multi-Family

Istvan is the design architect for Harrison Block D, a large-scale mixed-use multi-family residential project with retail and parking located in Harrison, NJ.

- 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.

- Reston Town Center

Istvan was a project architect on Reston Town Center which includes multi-family condominiums, 4-5 story apartments, and condo towers in Reston, VA for Lessard Architectural Group.

- 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 roots of the social and economic inequalities that have existed in St. Petersburg from its inception, and this realization prompted Sarah-Jane’s initiative to connect the dots, which needed to be connected from an urban and architectural perspective, to propose a new approach.

Sarah-Jane went on to write her now published thesis “Where Have all the Mangoes Gone?” and continues her community and professional activism in her role as project architect at Behar + Peteranecz Architecture.

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 deeply seated social, racial and economic inequalities 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
Local Design Advisor and Architect

Sarah-Jane will be working closely with local community organizations to focus on strategies to integrate workforce development, housing, small business enterprise and social equity and develop a robust Community Driven Development Plan. This equitable development plan will center on community investments prior to, during, and after the development of the site to ensure sustained community involvement and ownership of the process.

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.

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-dependence by providing micro-units with bicycle parking. This promotes an alternate use of transportation and affordability to the local community in an area close to downtown.

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.
Dave 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.

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 Dalí Museum, St. Petersburg, FL; 2011
- TriPointe Plaza, Tampa, FL; 2017
- Metropolitan Ministries Miracle Place Campus Expansion, Tampa, FL; 2017

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 Dalí Museum.

Years of Experience: 37

Education
- Master of Science, Civil Engineering, University of Arkansas, 1983
- Bachelor of Science, Civil Engineering, University of Arkansas, 1980

Registrations / Certifications / Memberships
- Professional Engineer, State of Florida
- Licensed Threshold Inspector, State of Florida

Selected Projects
- Water Street Tampa, Tampa, FL; Ongoing
- Channel District Strategic Action Plan and Implementation, Tampa, FL; Ongoing
- Imagine Clearwater, Clearwater, FL; Ongoing
- BayCare Corporate Headquarters-Engineering and Master Plan, 2013
- Julian B. Lane Park/Laurel Street, Tampa, FL; 2019
- Morton Plant Hospital Boiler Building Addition, Clearwater, FL; 2019
- Port Tampa Bay Hooker’s Point Intermodal Development, Tampa, FL; 2018
- Morton Plant Mease Countryside Hospital Addition & Central Utility Plant, Clearwater, FL; 2014
- Northeast Regional Park, Polk City, FL; 2012
- Salvador Dalí Museum, St. Petersburg, FL; 2011
- Curtis Hixon Waterfront Park, Tampa, FL; 2010
- Tampa Museum of Art, Tampa, FL; 2013
- Glazer’s Children’s Museum, Tampa, FL; 2013
- Albert Whitt ed Waterfront Park, St. Petersburg, FL; 2018
- Tampa East Mixed-Use Development, Tampa, FL; 2018
- St. Petersburg Museum of Fine Art, St. Petersburg, FL; 2018

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 Carlston, 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 Engineers 2012 “Engineer of the Year” and a 2014 FEE/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 of ce, 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, of ce, and industrial uses.

Community Involvement / Initiatives
Dave has positioned our local of ce 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 commit ee advisor for the Tampa Bay Post of Society of American Military Engineers, assisting with multiple fundraising and networking events throughout the year.

Community Involvement / Initiatives
Locally, Hamid has been a member of the Propeller Club at Port Manatee, along with a previous membership at the Florida Engineering Society. He has also volunteered his time at the Tampa Bay Chapter of Feeding America and Metropolitan Ministries in downtown Tampa.
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.

Brett Sherman

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 St. Armand, VA, St. Armand County, VA; Ongoing
- One Charleston, Charleston, MA; 2017
- Hastings on Hudson, Greenburgh, NY; 2017
- Master Planned Community Development, Various Locations; 2015
- Energy And Infrastructure Business Advisory, Various Locations; 2015

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.

Adam Carnegie

Years of Experience: 36

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
- At one/n, The Florida Bar

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; 2019
- Clear Springs Sector Plan; Sector Plan and Related PD Zoning Approvals, Pasco County, FL; 2020
- Connerton DRI Master Planned Community, Pasco County, FL; 2012
- Metropolitan Ministries Miracle Place Campus Expansion, Tampa, FL; 2017
- Pasco Commerce Center, Pasco County, FL; 2020
- South Shore Corporate Park, Tampa, FL; 2013

Land Use, Zoning, Entitlements

Adam Carnegie

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.

Adam’s experience focuses on land planning for urban redevelopment districts, large mixed-use projects, phased project plans, Comprehensive Plans, Developments of Regional Impacts (DRIs) and residential and commercial master planned developments. He has served as an expert planning witness in administrative and state court proceedings. He specializes in preparing and implementation of strategic land use plans for large property owners and major developers. This experience includes due diligence for acquisition or repositioning of real 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 planning, site design, community outreach and government affairs.

Adam has also practiced various aspects of real property law for 36 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 planning initiatives.

Recent project successes include MidTown Tampa, where Adam was responsible for preparation and successful processing of City rezoning, and employing creative strategies to overcome adverse Code and Westshore Overlay restrictions. He was able to secure successful approval of this 19-acre, 1.8 million sq. ft., 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 non-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.
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 BluF Waterfront Master Plan - Imagine Clearwater, Clearwater, FL; 2017
- Pinellas Gateway/Mid-County Area Master Plan, Pinellas County, FL; 2018
- Drew Park CRA Strategic Action Plan, Tampa, FL; 2018
- West Tampa Community Redevelopment Agency Strategic Action Plan, Tampa, FL; 2018
- Residences at the Riverwalk, Tampa, FL; 2018
- The Skyhouse at Channelside, Tampa Channel District, Tampa, FL; 2018
- Florida Aquarium and Master Plan, Tampa, FL; 1995
- Tampa Convention Center, Tampa, FL; 1990
- Sims Park Master Plan, New Port Richey, FL; 2018

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 quality 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 of 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.

Years of Experience:
31

Education
- Bachelor of Landscape Architecture, Ball State University, 2004

Registrations / Certifications / Memberships
- Registered Landscape Architect #LA666899, 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; 2019
- Drew Park Streetscape and Beautification Project, Tampa, FL
- I-4/LeeRoy Selmon Connector Interchange, Tampa, FL
- MCB Roof-op Terrace and Atrium Gardens, USF Mof t Cancer Center, Tampa, FL
- 915 Franklin, Tampa, FL
- Patel Center, University of South Florida, Tampa, FL
- West Bayfront Multi-Use Recreational Trail (MURT), Sarasota, FL
- Jan Phyl Park Master Plan, Polk County, FL
- Tidewater Preserve, Manatee County, FL
- Village-on-the-Trail Trailhead, Sarasota County, FL
- SunWest Park, Pasco County, FL
- Isles of Collier County, Naples, FL
- The Community at Central Park, Sarasota County, FL
- Saf rip Avenue Fitness Park, Tarpon Springs, FL

A Midwestern Native, Kyle Steele earned his bachelor’s degree at Ball State University. After graduating in 2004, he moved to Florida to begin his professional career in the field of Planning and Landscape Architecture. Since starting his career, Kyle has been responsible for the conceptual design, design development, construction documentation, illustrations, and project management for numerous hardscape, streetscape, recreational, campus, hospitality, and community projects.

Kyle’s knowledge of traditional landscape design supports his reputation for integrating Florida’s natural elements into pedestrian-friendly environments. His eye for detail enables him to produce well thought out solutions for any design challenge. With his experience in both public and private sector, Kyle provides clients and communities with innovative solutions aimed at improving the environmental and cultural aspects of life.

Kyle Steele
PLA

Years of Experience:
17

Education
- Bachelor of Landscape Architecture, Ball State University, 2004

Registrations / Certifications / Memberships
- Registered Landscape Architect #LA666899, State of Florida
- American Society of Landscape Architects, Member
- Council of Landscape Architectural Registration Boards, Certified Professional

Selected Projects
- Safford Avenue Fitness Park, Tarpon Springs, FL
- The Community at Central Park, Sarasota County, FL
- Clearwater Main Library, Clearwater, FL; 2015
- Imagine Clearwater, Clearwater, FL; 2019
- Townview Condominium, St. Petersburg, FL
- Seminole Heights Lofts, Tampa, FL
- Patel Center, University of South Florida, Tampa, FL
- West Bayfront Multi-Use Recreational Trail (MURT), Sarasota, FL
- Jan Phyl Park Master Plan, Polk County, FL
- Tidewater Preserve, Manatee County, FL
- Village-on-the-Trail Trailhead, Sarasota County, FL
- SunWest Park, Pasco County, FL
- Isles of Collier County, Naples, FL
- The Community at Central Park, Sarasota County, FL
- Saf rip Avenue Fitness Park, Tarpon Springs, FL

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.
Greg Meyer

Landscape Architect

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, 2000

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
- Hailingtun World Cultural Heritage Site, Guizhou, China; 2016
- LEGOLAND® Florida Hotel, Winter Haven, FL; 2020
- Ritz-Carlton Hotel & Beach Club, Sarasota, FL; 2019
- St. Petersburg Pier Conceptual Design, St. Petersburg, FL; 2016
- New Port Tampa Bay, Tampa, FL; 2019
- Historic Pimlico Wharf, Pimlico, Jamaica; 2014
- City of Casselberry CRA Vision Plan, Casselberry, FL; 2008
- Parc Soleil by Hilton Grand Vacations, Orlando, FL; 2013
- Imagine Clearwater, Clearwater, FL; Ongoing

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.

Frank Domingo

Transit/Multi-Modal Systems

PE

Frank brings over 34 years of comprehensive infrastructure, transportation planning, and development expertise to his projects. His skill set encompasses project management, conceptual planning, feasibility analysis, roadway design, right-of-way acquisition, permitting, community relations, developer agreement negotiations, and construction contracts.

Years of Experience: 34

Education

- Bachelor of Science, Civil Engineering, University of Florida, 2008

Registrations / Certifications / Memberships

- Professional Engineer, State of Florida
- Advanced Work Zone, Traf’c Control, Florida Department of Transportation

Selected Projects

- Self-Driving Shut le Concept Plan, Pinellas County, FL; 2019
- Sarasota-Manatee Barrier Island Traf’c Study, Sarasota, FL; 2020
- Cortez One Transportation Project HEV Feasibility Study, Elko, NV; 2019
- New Haven Self-Driving Shut le Concept Plan and Application to the State, New Haven, CT; 2019
- ASU Self-Driving Shut le Concept Plan, Tempe, AZ; 2019
- Jackson Health Self-Driving Shut le Feasibility Plan, Alpharetta, GA; 2019
- Autonomous Vehicle Shut le Pilot (Suppliers Matrix, Glendale, CA; Ongoing
- Integral Shared Autonomous Vehicle Service, Doraville, Doraville, GA; 2020
- Chambles Self-Driving Shut le Feasibility Study and Concept Plan, Chambles, GA; 2019
- Hillsborough County MOPO Congestion Management Program, Tampa, FL; 2012
- Honoro Avenue Improvements (Bee Ridge Road to Fruitville Road), Sarasota County, FL; 2011
- Corpus Christi Downtown Area Development Plan, Corpus Christi, TX
Joel Mann
Mobility and Parking Lead
Joel Mann has 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.

Years of Experience:
17

Education
- Master of Regional Planning, University of North Carolina, Chapel Hill, 2001
- 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
- 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
- Chambly Mobility Plan, Chambly, GA, 2015
- Lyndale Avenue Suburban Retrofit Strategy, Bloomington, MN, 2014
- Downtown Norcross Parking Study, Atlanta, GA, 2013
- Downtown Chat ansgo Park Study, Chat ansgo, TN, 2016
- Sandy Springs Comprehensive Plan LCI, Sandy Springs, GA, 2017
- El Paso Eastside Master Plan, El Paso, TX, 2017
- 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, combining diverse people and places to make something greater than the sum of its parts. As an innovation leader and our Urban Places and Smart Cities Director, Nancy is heavily engaged in creating smart cities by marrying technology to community needs while encouraging and supporting creativity across the Urban Places practice. Nancy co-led Stantec’s team working with Sidewalk Labs on infrastructure design services for its proposed Quayside development in Toronto. As she explores how technology is evolving our cities, Nancy is excited about future-proofing our communities and building infrastructure that will serve current needs while also planning for the changing future.

Years of Experience:
33

Education
- Bachelor of Urban Geography, University of Alberta, BA2

Registrations / Certifications / Memberships
- Member, Canadian Institute of Planners
- Member, Alberta Professional Planners Institute
- Member, Urban Development Institute
- Member, Urban Land Institute

Selected Projects
- Sidewalk Labs - Toronto Eastern Waterfront, Quayside, Toronto, Canada; Ongoing
- Toronto Eastern Waterfront Quayside, Toronto, Canada; Ongoing
- Goodridge Corners Neighbourhood Area Structure Plan, Edmonton, Canada; 2015
- SouthPark Redevelopment, Edmonton, Canada; 2016
- Century Park Transit Oriented Development, Edmonton, Canada; 2012
- Blatchford Redevelopment Master Plan, 2013
- Capital Region Housing Corporation Redevelopment Potential Assessment, Edmonton, Canada

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.
Jason has become a specialist in understanding how individual travel behaviors are influenced by physical and economic conditions and 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 of ots that range from the block to corridor to citywide levels that use transportation investments and mobility strategies wisely to incent travelers to their destinations of choice 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 Lab waterfront redevelopment, and the implementation of new transit solutions for Boston’s Seaport.

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
- CMA District Planning Study, Chatanooga, 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; 2019
- Downtown Chicopee Redevelopment District, Chicopee, MA; 2020
- Downtown to the Hill TOD Plan, New Haven, CT; 2018

Mike Voll 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, and 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 support of Samsung’s ongoing work to develop one of the world’s largest renewable energy clusters (100 MW of solar PV and 130 MW 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.
- Minnesota 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.

Mike Voll 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 non-motorized policy and infrastructure solutions to complex projects—typically in urban conditions.

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-commit ee

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 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,
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.

Brandon brings over 22 years of experience providing expertise in aquatic ecology, fisheries, aquatic habitat and water resources issues to address regulatory and technical matters affecting industrial and other large surface water users as well as coastal development projects. His technical specialization is in the areas of environmental impact analysis, natural resource study design, aquatic habitat assessment, ecology and taxonomy of fishes, threatened and endangered species evaluations, and compliance strategy development. Brandon has conducted baseline and impact evaluations and compliance support to municipal, power, manufacturing, mining, oil and gas, and transportation clients throughout the United States and internationally.

Brandon has led complex, multi-year, and multi-seasonal monitoring studies in nearshore, estuarine, and riverine systems in the United States Golf and Atlantic coastal areas, the Caribbean, Mexico and western Africa. He has also conducted shore biological and water quality research and monitoring and has over 30 days at sea in the Gulf of Mexico and eastern Atlantic. In addition to ecological studies, Brandon is focused on sustainability, green alternatives analyses and efficiency evaluations.

Brandon’s experience in St. Petersburg includes leading the effort 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.

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.
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

Selected Projects
- Stormwater Treatment Area (STA) 3W - Expansion #1 West Palm Beach, FL; 2020
- Manatee Cooling Pond Soil Cement Replacement Project, Parrish, FL; 2020
- 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; 2011
- River Oaks Wastewater Treatment Plant Decommissioning Design Criteria Professional, Hillsborough County, FL; 2011

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: 31

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; 2011
- Northwest Regional Water Reclamation Facility Expansion (NWRWRF) Trails and Ecological Services, Hillsborough, FL; 2011
- Southcoast Greenway Trail - Phase 1, Hillsborough County, FL; 2010
- 2nd Street South East Bridge Replacement, Ruskin, FL; 2019
- Blvd. Sidewalk and Signalization Improvements, Tampa, FL; I-275 Links Stage 3 – from Himes Ave to East of the Hillsborough River, Hillsborough County, FL; 2011
- Sunset Point Road (CR 576) from US Alternate 19 (Edgewater Drive) to Keene Road, Pinellas County, FL; 2012
- 62nd Avenue North At 58th Street North Intersection Improvements, Pinellas County, FL; 2012

Ben brings over 20 years of experience in the areas of land development; utility systems planning and design; stormwater management; and, roadway design to Stantec. He's an efficient, 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 Florida, 2005

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, FL; 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 Beach, FL
- SLS Lux Brickell, Miami, FL
- 22nd Street Water Main Extension, Miami Beach, FL

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: 35

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
- Tampa International Airport Commercial Real Estate, Tampa, FL; Ongoing
- Port Tampa Bay Subsurface Utility GIS Data Collection, Tampa, FL; 2018
- Ybor City Stormwater Model, Hillsborough County, FL; 2018
- Curtis Hixon Waterfront Park, Tampa, FL; 2019
- Glazer Children’s Museum, Hillsborough County, FL; 2018
- Tampa Museum of Art, Tampa, FL; 2018
- Tripointe Plaza, Tampa, FL; 2017
- Cypress Creek Town Center, Pasco County, FL; 2017
- Franklin Templeton Campus at Carillon Park, Pinellas County, FL; 1999
- Ryan Business Center at South Shore Corporate Park, Hillsborough County, FL; 2010

JMA Ventures Tropicana Field Site Development Response
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JMA Ventures Tropicana Field Site Development Response 297
John Malueg
Resiliency Lead
Stantec

John Malueg 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 excellence. 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.

Josh Running
Stream Restoration Lead
JMA Ventures

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.

Shawn Wilson
JMA Ventures
Partner
Blue Sky Communities

Shawn Wilson is the President Blue Sky Communities, based in Tampa. Blue Sky is the 36th largest AFordable Housing Developer in the USA. As a 28-year of affordable housing veteran with experience in several for-profit and non-profit organizations, Mr. Wilson founded Blue Sky after an illustrious career with some of Florida’s largest affordable housing development companies. Shawn is responsible for identifying new opportunities, determining financial feasibility, and interacting with land sellers and other key stakeholders. Shawn got his start in 1992 on the staff of a migrant farmworker housing organization in Miami - spearheading recovery of orts in the af ermath of Hurricane Andrew. In 1996 he joined the private sector was responsible for the development of more than 10,000 afordable 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 afordable housing advocates. During the great recession, he co-wrote the NHP2 proposal with County 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 at all facets of afordable housing development, including design, planning, and the leveraging private investment with Federal Housing Credits, SHIP, SAIL, HOME and many other sources. He holds a bachelor’s degree from Ohio University and a master’s in public and international afairs from the University of Pittsburgh. Shawn is a leader in the field of “Tax Credit Development” in Florida. He has been developing apartments using the Low Income Housing Tax Credit here in this state for more than two decades.

Shawn Wilson is a member of the Coalition of Affordable Housing Providers of Florida, 2019-2020, Legislative AF airs Chair of the Coalition of AFordable Housing Providers of Florida, 2018-19, Senior Vice President Air Neighborhood Association, City of Tampa. Presidents, 2012-17. Present

Selected Projects

- 540 Towncenter: 125-units, Rehab, Elderly, St. Petersburg, FL; 2015-2020
- Duval Park: 88-units, New Const., Family, Veterans, St. Petersburg, FL; 2015-2020
- Como Square: 142-units, Rehab, Family, St. Petersburg, FL; 2015-2020
- Brookside Square: 142-units, Rehab, Family, St. Petersburg, FL; 2016
- SkyWayLofts: 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: 210-units, New Const., Family, Brandon, FL; 2017
- Sweetwater Villas: 56-units, New Const., Family, Tampa, FL; Exp. 2021
- WoodWinds: 96-units, New Const., Family, Homeless, Clermont, FL; 2018
- Cathedral Tows: 203-units, Rehab, Elderly, Jacksonville, FL; Exp. 2019
- Arbor Village: 80-units, New Const., Family, Homeless, Sarasota, FL; 2020
- Preserve at Sabal Park: 144-units, New Const., Family, Tampa, FL; 2020
- SabalPlace: 12D-units, New Const., Family, Homeless, Tampa, FL; Exp. 2021

Education

- Bachelor of Science, Civil and Environmental Engineering, University of Wisconsin, 1983
- Bachelor of Science, Watershed Management, University of Wisconsin, 2016
- Master of Public and International Affairs, University of Wisconsin, 2000
- Bachelor of Arts, Ohio University, 1988

Registrations / Certifications / Memberships

- Professional Engineer, Commonwealth of Kentucky
- Certified Inspector (Responsible Land Distributer), Commonwealth of Virginia
- Certified Pesticide Applicator, Commonwealth of Virginia
- Certified Erosion, Sediment and Storm Water Inspector, Commonwealth of Virginia
- Certified Inspector (Responsible Land Distributer), Commonwealth of Virginia
- Legislative Affairs Chair of the Coalition of Affordable Housing Providers of Florida, 2018-2019
- Chair of the Coalition of Affordable Housing Providers of Florida, 2019-2020
- Member, Coalition of Affordable Housing Providers of Florida, 2019-2020

Selected Projects

- 540 Towncenter: 125-units, Rehab, Elderly, St. Petersburg, FL; 2015-2020
- Duval Park: 88-units, New Const., Family, Veterans, St. Petersburg, FL; 2015-2020
- Como Square: 142-units, Rehab, Family, St. Petersburg, FL; 2015-2020
- Brookside Square: 142-units, Rehab, Family, St. Petersburg, FL; 2016
- SkyWayLofts: 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: 210-units, New Const., Family, Brandon, FL; 2017
- Sweetwater Villas: 56-units, New Const., Family, Tampa, FL; Exp. 2021
- WoodWinds: 96-units, New Const., Family, Homeless, Clermont, FL; 2018
- Cathedral Tows: 203-units, Rehab, Elderly, Jacksonville, FL; Exp. 2019
- Arbor Village: 80-units, New Const., Family, Homeless, Sarasota, FL; 2020
- Preserve at Sabal Park: 144-units, New Const., Family, Tampa, FL; 2020
- SabalPlace: 12D-units, New Const., Family, Homeless, Tampa, FL; Exp. 2021

Education

- Bachelor of Public and International Affairs, University of Pittsburgh, 1995
- Bachelor of Arts, Ohio University, 1988

Registrations / Certifications / Memberships

- Chair of the Coalition of AFordable Housing Providers of Florida, 2019-2020
- Legislative AF airs Chair of the Coalition of AFordable Housing Providers of Florida, 2018-2019
- Member, Air Neighborhood Association, City of Tampa. Presidents, 2012-17. Present

Selected Projects

- 540 Towncenter: 125-units, Rehab, Elderly, St. Petersburg, FL; 2015-2020
- Duval Park: 88-units, New Const., Family, Veterans, St. Petersburg, FL; 2015-2020
- Como Square: 142-units, Rehab, Family, St. Petersburg, FL; 2015-2020
- Brookside Square: 142-units, Rehab, Family, St. Petersburg, FL; 2016
- SkyWayLofts: 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: 210-units, New Const., Family, Brandon, FL; 2017
- Sweetwater Villas: 56-units, New Const., Family, Tampa, FL; Exp. 2021
- WoodWinds: 96-units, New Const., Family, Homeless, Clermont, FL; 2018
- Cathedral Tows: 203-units, Rehab, Elderly, Jacksonville, FL; Exp. 2019
- Arbor Village: 80-units, New Const., Family, Homeless, Sarasota, FL; 2020
- Preserve at Sabal Park: 144-units, New Const., Family, Tampa, FL; 2020
- SabalPlace: 12D-units, New Const., Family, Homeless, Tampa, FL; Exp. 2021

Education

- Master of Public and International Affairs, University of Pittsburgh, 1995
- Bachelor of Arts, Ohio University, 1988
Mr. Macdonald is a resident of the City of St. Petersburg. As EVP and CFO of Blue Sky, Mr. Macdonald is responsible for overseeing project underwriting, managing debt and equity relationships, closing the company’s transactions, and overseeing project management after closing. Additionally, he handles the corporate finance responsibilities for the company. He is also in charge of the firm’s expansion into the Texas market.

Since joining the firm in 2014, he has closed 20 transactions with total project costs of $468 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 Bluff, FL. While there he underwrote, closed and managed a $320 M 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 120 multi-family properties across the country. Additionally, he managed approximately $200 M in mortgage banking lines of credit for DU 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 $400 M portfolio of 2,000 market-rate and LIHTC, and student housing units nationwide.

**Selected Projects**

- **Duval Park:** 88-units, New Const., Family/Veterans, St. Petersburg, FL; 2015
- **Peterborough:** 80-units, Rehab, Elderly, St. Petersburg, FL; 2016
- **Brookside Square:** 342-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; 2015
- **Blue Sky Brandon:** 200-units, New Const., Family, Brandon, FL; 2017
- **Sweetwater Villas:** 56-units, New Const., Family, Tampa, FL; 2013
- **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:** 344-units, New Const., Family, Tampa, FL; 2020
- **SabalPlace**: 320-units, New Const., Family/Homeless, Tampa, FL; Exp. 2021
- **Cathedral Townhouse:** 177-units, New Const., Family, Jacksonville, FL; 2021
- **Crestview Ridge:** 70-units, New Const., Elderly, Clermont, FL; 2021
- **Cypress Village:** 95-units, New Const., Family/Homeless, Ft. Myers, FL; Exp. 2021

**Community Involvement / Initiatives**

- Chairman of the City of St. Petersburg AFordable Housing Advisory Committee, 2018 - present
- Habitat for Humanity of Pinellas County – Construction Management Committee, 2018 - present
- Project Prosper - Board of Directors and Treasurer, 2018 - present
- Big Brothers Big Sisters of St. Petersburg – Volunteer, 2008 - 2009

**Education**

- Master of Business Administration, University of Florida, 2012
- Bachelor of Science, Boston University, 2006
Rev. Louis M. Murphy Sr.

**MBA**

Rev. Louis M. Murphy Sr. is a distinguished community and spiritual leader in the City of St. Petersburg, Florida. Rev. Murphy’s business and experience includes over a decade in the corporate sector as a purchasing agent and manager for the St. Petersburg Housing Authority, the St. Petersburg Times and Florida Progress.

**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 2000 he became a founding Board member of Urban Development Solutions, when he along with four others seeded a $300,000 loan for the development of Tangerine Plaza, a 470,000 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

**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 Jet 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 990 WRAX, every Saturday morning at 7:30.**

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.

**Education**

- Bachelor of Arts, Public Policy Studies; Spanish Minor; Markets and Management Certificate in Accounting, Duke University, 2006

**Years of Experience:**

31

**Employment History**

- Carteret Management Corporation, President, Tampa, FL, 2009 - Present
- Arbor Commercial Mortgage, LLC December; Screening Analyst Boston; October 2007 – 2009
- Bank of America, Home Builder Division; Debt Product Of cer; Blue Bell, PA, 2004 - 2007
- Bank of America, Home Builder Division; Real Estate Credit Analyst; Blue Bell, PA, 2006 - 2007

**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)

**Additional Information**

A native of the Tampa Bay area, Ms. Macdonald heads the management company established by her grandfather 50 years ago. Ms. Macdonald has been with Carteret since 2009 after starting her career in the real estate finance field subsequent to her graduation from Duke University. In her current role, she supervises daily operations of the Carteret portfolio, interpreting and implementing management procedures and enforcing strict compliance with regulatory requirements. She oversees budget preparation, contract negotiations, and the monitoring of on-site operations. Laurel is a Certified Property Manager® through the Institute of Real Estate Management® (IREM®), serving on the local IREM® chapter’s Board, and has established Carteret as an Accredited Management Organization (AMO®) through IREM®. Laurel holds a Credential for Green Property Management from the National Apartment Association Education Institute and the National Affordable Housing Management Association, as well as having earned several affordable housing designations (HCCP from NAHB; COS and TCS from NCHM).
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.

Af er 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. 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 preserve existing housing developments.

Employment History
- Blue Sky Communities LLC, Manager, 2012 - Present
- Carteret Management Corporation, Vice President, 2016 - Present; President, 2019 - 2021
- RGR, Inc. (Housing Consultant Firm), President, 1993 - 2016
- Renfrow & Chadwick, At orneys 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. Will Conroy is a prominent attorney and investor from St. Petersburg, Florida who has been intimately involved in numerous high-profile projects and business success stories throughout the Southeast United States. At family-owned Backstreets Capital, Will combines his passion for helping businesses succeed and creating impactful projects with his number-one priority: Family.

As an equity partner at one of Tampa Bay’s largest and most distinguished law firms, Johnson Pope, Will has decades of experience handling a broad range of complex commercial real estate and corporate issues for clients including developers, private equity funds, family-owned businesses and more.

As an experienced corporate investor, Will has a noteworthy portfolio of real estate projects – having worked on everything from single-parcel developments to mixed-use projects and land-use changes – as well as operating businesses including a trust company, a bank, a production contractor, hoteliers and numerous private equity firms. He has owned and managed Landguard Title Services for the past 10 years and he serves as outside General Counsel to numerous families of ces throughout Florida.

Of all his accomplishments, Will is most proud of his family – his wife Stacy and their three children.

Will holds a B.S. from Yale University, a J.D. from University of Pennsylvania Law School, and completed a certificate in Business and Public Policy from University of Pennsylvania’s Wharton School.
Bowen A. Arnold

Manager and Principal, Development Partner

John M. Schilling

LEED AP

Bowen is Manager and Principal of DDA Development, LLC, a fully integrated real estate development company with capabilities in development, investment, finance, asset management and construction. Bowen has overseen the design, financing and development of over $600 m in investment property, including the syndication of $250 m in federal tax credits, raising $20 m for various real estate partnerships. DDA primarily develops projects as a principal, but has partnered with for-profit and non-profit groups on many developments in the past. A native of Miami, Florida, Bowen held various executive positions within the real estate industry prior to forming DDA Development.

Years of Experience: 34

Employment

· DDA Development, LLC
· West Neptune Investments, LLC

Education

· Juris Doctor, cum laude, University of Miami School of Law, 1996
· Bachelor of Business Administration, Finance, University of Miami School of Business, 1986

Registrations / Certifications / Memberships

· Member, Florida Bar, ('01-present)
· Member, Florida Real Estate Commission, ('91-present)

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: 21

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

· United States Green Building Council, LEED Accredited Professional
· University of Florida Friends and Alumni of Real Estate
· Greater St. Petersburg Economic Development Corporation

Selected Projects

· Mares Crossing, Tarpon Springs, Florida (236 Units)
· Heights at Gracepoint, Tampa, Florida (64 Units)
· The Pearl, Tampa, Florida (334 Units)
· Graham at Gracepoint, Tampa, Florida (90 Units)
· Salvador Condominium, St. Petersburg, Florida (74 Units)
· Campbell Landings, St. Petersburg, Florida (96 Units)
· Cypress Landing, Tampa, Florida (24 Units)

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.

Years of Experience: 39

Education

· Bachelor of Urban Economics, University of Michigan, 1979
· Master of City and Regional Planning and Urban Economic Development, John F Kennedy School, Harvard University, 1981

Selected Experience with Public Private Joint Ventures

· Orange Station at the Edge, St. Petersburg, FL (J Square Developers)
· Mixed-Use development featuring an office building, residential condominiums, workforce apartments and ground level retail surrounding a public plaza and parking structure

· The Greene Town Center, Beaver Creek, OH (Steiner + Associates)
· Open Air Mixed Use suburban town center anchored by a full-service department store, multiplex theatre, health club, 30 restaurants and 50+ retail shops, also featuring rental apartments, a limited-service hotel and of ce space.

· Centro Ybor, Tampa FL (Steiner + Associates)
· Open air entertainment center incorporating a National Register historic building, anchored by a multiplex cinema, GameWorks, Improv Comedy Club, retail shops and multiple restaurants.

Community Involvement

Mr. Miller is actively involved in the St. Petersburg and Tampa Bay community, serving as Finance Committe Member and past Board President of Pinellas Habitat for Humanity. He is as a Board Member and Chair of the Housing and Land Use Committe 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.
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.

JMA Ventures
Tropicana Field Site Development Response

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, 2000

Education
• Cornell University School of Hotel Administration

Registrations / Certifications / Memberships

Selected Projects
• 1480 room original Waldorf Astoria in NYC with roughly 60,000 sqft of meeting space
• 10/00 room Hiltons of Boston complex (2 complexed properties) that had roughly 30,000 sqft of meeting space
• 23/0 room New York Hilton that had 12/000 sqft of meeting/convention space

Jason 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 2,300 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 therefor assumed responsibilities for the Hilton Times Square as Complex General Manager of both properties. In 2017 Sam was elevated to Vice President of Operations overseeing a portfolio of NYC properties. In 2019 Sam was elevated to Senior Vice President largely overseeing Highgate’s entire NYC portfolio. Then in 2018 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.

Jason joined Highgate in 2020 and is one of the senior members of Highgate’s business development team, responsible for the growth of the company through management and investment opportunities. Jason brings to Highgate a wealth of industry-related experience from over 31 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.

Before joining 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 Allia brands throughout the U.S., 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: 31

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 Méridien 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
• The Ven, Tribute Portfolio (Marriott); Washington DC
• 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

Jason Gold
Senior Vice President, Business Development, Development Partner

Sam Grabush
President of Operations, Development Partner
Paul McElroy

Paul McElroy has 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.

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 Wailea Timeshare, Waikiki, Oahu: 350’ Ground up Construction, 2018
- Hilton Hawaiian Village, Waikiki, Oahu, 2018
- Sheraton Waikiki and Royal Hawaiian Hotels Master Planned Renovations, Waikiki, Oahu, 2018
- Sheraton Maui Resort and Spa, Kanapali, Maui: Guestroom Renovations, 2019
- Moana Surfrider, A Westin Resort, Waikiki, Oahu: Guestroom Renovations, 2019
- The Princess Kaiulani Hotel, Waikiki, Oahu: Entitlements, 2019
- Palace Hotel, San Francisco: Guestrooms and Public Spaces Renovations, 2019
- Alohiana Resort Waikiki Beach, Waikiki, Oahu: Guestrooms and Public Spaces, Rebranding, 2019
- Westin Long Beach, Long Beach, California: Guestrooms and Public Spaces Renovation, 2019

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 set ups, exemplified by his 16 years at Outback Steakhouse running an area with over 1400 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

Selected Experience
- Bachelor of Arts, College of William and Mary

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 focus is 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 Organized Labor and to instill professional standards in the operation of that facility. He built relationships with Organized Labor and to instill professional standards in the operation of that facility.

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
**Selected Experience**
- Florida Department of Transportation (FDOT) - DBE Specialized Development Program
- Atkins - MPO - Westshore Mobility Study
- 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 (Larry Salmon Crosstown)
- Hillsborough County Aviation Authority - Baggage Claim Renovation - Mat hews / Hardin
- Hillsborough County - Resource Recovery Facility - Covanta Energy
- Hillsborough County Aviation Authority - Airside C - Beck
- Hillsborough County Aviation Authority - Car Rental Parking Garage - Beck
- Hillsborough County Aviation Authority - Airside F - Beck Group
- Palm Beach County School District - Belle Glade Elementary
- Hillsborough County School District - Kitchen Renovations - Beck Group

**Years of Experience:** 30

**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
- FENI/Community, Tampa Bay
- Gracepoint Ambassadors, Tampa Bay History Center
- Florida Suncoast A+ Iate 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)

**Community Involvement / Initiatives**
- Master of Business Administration, with distinction, Harvard University, Harvard University
- Bachelor of Arts, Public and International Affairs, Magna Cum Laude, Princeton University

**Years of Experience:** 30+

**Education**
- Bachelor of Science, Civil Engineering, University of South Florida, 2003
- Master of Science, Civil Engineering, Geotechnical Engineering, Florida, 2004

**Registrations / Certifications / Memberships**
- LEED Accredited Professional,
- Registered Professional Engineer, Florida #68440

**Years of Experience:** 15

**Education**
- Bachelor of Arts, Communications, Cum Laude, Princeton University

**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
- FENI/Community, Tampa Bay
- Gracepoint Ambassadors, Tampa Bay History Center
- Florida Suncoast A+ Iate 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)

**Community Involvement / Initiatives**
- Master of Business Administration, with distinction, Harvard University, Harvard University
- Bachelor of Arts, Public and International Affairs, Magna Cum Laude, Princeton University

**Years of Experience:** 30+

**Education**
- Bachelor of Science, Civil Engineering, University of South Florida, 2003
- Master of Science, Civil Engineering, Geotechnical Engineering, Florida, 2004

**Registrations / Certifications / Memberships**
- LEED Accredited Professional,
- Registered Professional Engineer, Florida #68440

**Years of Experience:** 15

**Education**
- Bachelor of Science, Civil Engineering, University of South Florida, 2003
- Master of Science, Civil Engineering, Geotechnical Engineering, Florida, 2004

**Registrations / Certifications / Memberships**
- LEED Accredited Professional,
- Registered Professional Engineer, Florida #68440

**Years of Experience:** 15

**Education**
- Bachelor of Science, Civil Engineering, University of South Florida, 2003
- Master of Science, Civil Engineering, Geotechnical Engineering, Florida, 2004

**Registrations / Certifications / Memberships**
- LEED Accredited Professional,
- Registered Professional Engineer, Florida #68440

**Years of Experience:** 15

**Education**
- Bachelor of Science, Civil Engineering, University of South Florida, 2003
- Master of Science, Civil Engineering, Geotechnical Engineering, Florida, 2004

**Registrations / Certifications / Memberships**
- LEED Accredited Professional,
- Registered Professional Engineer, Florida #68440

**Years of Experience:** 15

**Education**
- Bachelor of Science, Civil Engineering, University of South Florida, 2003
- Master of Science, Civil Engineering, Geotechnical Engineering, Florida, 2004

**Registrations / Certifications / Memberships**
- LEED Accredited Professional,
- Registered Professional Engineer, Florida #68440

**Years of Experience:** 15

**Education**
- Bachelor of Science, Civil Engineering, University of South Florida, 2003
- Master of Science, Civil Engineering, Geotechnical Engineering, Florida, 2004
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 271-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. It 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 current position, Ashley was the Programming Director helping to revitalize the downtown core of Jacksonville, Florida.

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 well-attended, 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 Cary 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 events 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.

Education
- Bachelor of Arts, Sociology, University of North Florida

Year of Experience: 18

With more than 35 years of experience in the areas of land use planning, programming, conceptual design, feasibility studies, and budget and schedule analysis, Rick Schmidt 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 of active technological solutions. Recently Rick 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
- Master of Science, Management, Rollins College

Registrations / Certifications / Memberships
- Registered Architect – Florida 1979; Colorado, California
- American Institute of Architects, 1980
- National Council of Architectural Registration Boards (NCARB)

Selected Projects
- Colorado Convention Center Expansion, Denver
- Calgary Stampede Master Plan & Convention Venue, Calgary, Alberta
- Washington State Convention Center Expansion, Seattle
- Huntington Convention Center of Cleveland, Global Center for Health Innovation and Hilton HQ, Cleveland, Ohio
- Moscone Convention Center Expansion, San Francisco, California
- Broward County Convention Center Expansion and HQ Hotel, Fort Lauderdale, Florida
- Port St. Lucie Civic Center Strategic Planning, Port St. Lucie, Florida
- George R. Brown Convention Center Expansion & Master Plan, Houston, Texas
- Henry B. Gonzales Expansion Master Plan, San Antonio, Texas
- Miami Beach Convention Center Expansion, Miami Beach, Florida
- Indiana Convention Center Expansion, Indianapolis, Indiana
- Phoenix Convention Center, Phoenix, Arizona
- Fort Worth Convention Center Expansion, Fort Worth, Texas
- Boston Convention & Exhibition Center, Boston, Massachusetts
Barry Oakes
Senior Director, Commercial Real Estate Services
Cushman & Wakefield

Professional Expertise
- Barry Oakes 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.

Education
- Barry Oakes has 25+ years of experience.

Years of Experience: 25+

Yehudi “Gaf” Gaffen
Principal-in-Charge, Marine Science Innovation District
Syniverse Technologies

Professional Expertise
- 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 Gafor, 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 highly 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 of living, recreational, cultural, and educational at ractons with vital, ongoing programs and activities while incorporating the rich aquatic heritage of the region.

Gaffen’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 co-founded Protea Holdings with Jeffrey Essaoula. Protea Holdings has developed in excess of $300M in residential, commercial, and retail projects including the highly acclaimed, repositioned Flower Hill Mall in Del Mar, CA.

Yehudi Gaffen 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.

Education
- Bachelor of Science, Building Science, University Cape Town, 1975

Years of Experience: 40

Craig Taraszki
Partner, Land Use and Real Estate Counsel
Gafcon

Professional Expertise
- Craig Taraszki’s first career was as a civil and environmental engineer providing engineering design and construction management on residential, commercial and industrial land development and construction projects. As an attorney, Craig has built upon his land development experience and has focused on real estate, construction 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 of ce space, landlord-tenant issues, subdivision planning and entitlements, and community association creation and governance.

Educations
- 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
- 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 Landman
- Former member of the Pennsylvania and Montgomery County Bar Associations

Years of Experience: 40

Education
- Bachelor of Science, Engineering Science, University of Florida, 1972; MS, Zoology, 1977; J.D., with honors, 1981

Years of Experience: 38

Frank L. Hearne, Esquire
Shareholder, Environmental & Brownfields Counsel
Frank L. Hearne, P.A.

Professional Expertise
- Frank L. Hearne is Chairman of the Environmental Practice Group and a shareholder in the firm of Mechanic & Nucci 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 permit 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 of 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: 38

Education
- Bachelor of Science, Engineering Science, University of Florida, 1972; MS, Zoology, 1977; J.D., with honors, 1981

Years of Experience: 38
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 Reinvesting Loan Fund Services, Bartow, Florida

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 of sites, 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 #125
- 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

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 environmental permits to present a deal to market. In her 13+ 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 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
- National Association of Municipal Advisors

Emily Metzler 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, resort properties, and 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 accomplished 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, Curanav 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
- Comtrip Hotel Society
- AHA/Lodging Industry Investment Council

Selected Projects
- UBS Corporation: Analysis of Meeting Space Requirements for a Hotel in Tampa, Florida
- Mazars 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
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 of active.

Established in 2015, Vivid Consulting Group is a Florida Certified DBE and WBE professional services firm, specializing in 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**
- 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 Of
city

**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 Hellipad Foundation Land Surveying, MacDill Air Force Base, Tampa, Florida

Mercedes Young

**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 to 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 2020, Class President
- Leadership Tampa Bay Class of 2004, Board Member
- Leadership Sarasota, Class of 2006, 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-Prof/Community Partnerships**
- Year Up Tampa Bay, Community Champion of the Year Award 2020
- The Staying Right Training Center, Pinellas County, Partnered with St. olk Construction

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 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, 2014

**Registrations / Certifications / Memberships**
- LEED® Accredited Professional
- Registered Professional Engineer, Florida # 58005
- LEED® Accredited Professional
- Registered Professional Engineer, Florida # 180 0 5
- U.S. Green Building Council
- University of South Florida College of Engineering Advisory Board, Chair
- Florida Advisory Council
- Greater Tampa Chamber Board
- Tampa/Hillsborough Economic Development Corporation
- Florida Transportation Commissions, Commissioner

**Selected Projects**
- The Pear, 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

**Registrations / Certifications / Memberships**
- Certified General Contractor, Florida
- Friends of the Riverwalk, Board of Directors
- US Green Building Council, Member
- Starting Right, Now
- Tampa Bay Builder’s Association
- St. Petersburg Downtown Partnership
- Leadership Tampa Class, 2003

**Selected Projects**
- 1050 Water Street, Ongoing
- Boulevard at West River, Ongoing
- 400 Central Avenue, Ongoing
- Seminole Hard Rock Hotel - Tampa, 2019
- Manor Riverwalk, 2019
- Windward 300 Of ce Building

Chris Eastman

**Vice President of Operations, Pre-Construction Services**

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 of cials and jurisdictions, 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 of ce, 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 of cials on notable projects in the local market including the Edition Hotel & Private Residences, 1,350 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**
- Bachelor of Science, Building Construction, University of West Florida, 1990

**Registrations / Certifications / Memberships**
- Certified General Contractor, Florida
- Friends of the Riverwalk, Board of Directors
- US Green Building Council, Member
- Starting Right, Now
- Tampa Bay Builder’s Association
- St. Petersburg Downtown Partnership
- Leadership Tampa Class, 2003

**Selected Projects**
- Edition Hotel & Private Residences, Ongoing
- 1,350 Water Street, Ongoing
- Boulevard at West River, Ongoing
- 400 Central Avenue, Ongoing
- Seminole Hard Rock Hotel - Tampa, 2019
- Manor Riverwalk, 2019
- Windward 300 Of ce Building
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, 2017
· Booker Middle School HVAC Renovation, 2014
· Bay Haven Elementary School Addition, 2015
· Fruitville Elementary School Classroom Addition, 2016

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
Registrations / Certifications / Memberships
· Certified General Contractor: FL – CGC1617018
· OSHA 30-Hour Certified
Selected Projects
· Boulevard at West River; Ongoing
· Edition Hotel & Private Residences; Ongoing
· 1050 Water Street; Ongoing
· Booker High School Rebuild, 2017
· Booker Middle School HVAC Renovation, 2014
· Bay Haven Elementary School Addition, 2015
· Fruitville Elementary School Classroom Addition, 2016

JMA Ventures
Tropicana Field Site Development Response

322
## Building Assumptions

### NOI Before Capex Reserves

<table>
<thead>
<tr>
<th>Phase</th>
<th>NOI Before Capex Reserves ($11,083,729)</th>
<th>($2,503,118)</th>
<th>($1,811,580)</th>
<th>($1,032,290)</th>
<th>($925,023)</th>
<th>($808,619)</th>
<th>($793,926)</th>
<th>($494,694)</th>
<th>($461,955)</th>
<th>($264,969)</th>
<th>($3,306)</th>
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</table>

### Levered Cash Flows

|-------|-----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|

### Net Direct Event Revenue

<table>
<thead>
<tr>
<th>Phase</th>
<th>Net Direct Event Revenue</th>
<th>Other Fees &amp; Owners Costs</th>
<th>Construction End</th>
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</thead>
<tbody>
<tr>
<td>Phase 1</td>
<td>Rental Revenue $1,002,50</td>
<td>$0</td>
<td>$0</td>
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<tr>
<td>Phase 1 &amp; Phase 2 Expansion</td>
<td>Internet Services $31,35</td>
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<tr>
<td></td>
<td>Other Operating Revenue</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>Repairs &amp; Maintenance $100,0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>General &amp; Administrative $460,0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td></td>
<td>Insurance $122,035</td>
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</tbody>
</table>

### New St. Petersburg, FL Convention Center

- **Phase 1**: Rental Revenue $1,002,50
- **Phase 1 & Phase 2 Expansion**: Internet Services $31,35
- **Other Operating Revenue**: Other Fees & Owners Costs
- **Repairs & Maintenance**: $100,0
- **General & Administrative**: $460,0
- **Insurance**: $122,035
## Tropicana - Development Underwriting

**Governor Center Hotel Underwriting Summary**

<table>
<thead>
<tr>
<th>Description</th>
<th>Note</th>
<th>Total SF</th>
<th>Cost</th>
<th>% of Total Costs</th>
<th>Description</th>
<th>Note</th>
<th>Total SF</th>
<th>Cost</th>
<th>% of Total Costs</th>
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<td></td>
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<td>0 $0</td>
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<td><strong>SITE IMPROVEMENTS</strong></td>
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<td>Site Preparation</td>
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<td>Exterior Closure</td>
<td>29,154,043</td>
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</table>
| Exter...
### Direct Event Income Per Event

<table>
<thead>
<tr>
<th>Types of Events</th>
<th>Number of Event Days</th>
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<tbody>
<tr>
<td>Food &amp; Beverage</td>
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<tr>
<td>Electrical</td>
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<tr>
<td>Internet Services</td>
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<td>Total</td>
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### Per Event

<table>
<thead>
<tr>
<th>Types of Events</th>
<th>Gross Revenue</th>
<th>GOP Margin %</th>
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</thead>
<tbody>
<tr>
<td>Food &amp; Beverage</td>
<td>$30,000</td>
<td>412.0%</td>
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<tr>
<td>Electrical</td>
<td>$10,000</td>
<td>412.0%</td>
</tr>
<tr>
<td>Internet Services</td>
<td>$5,000</td>
<td>412.0%</td>
</tr>
<tr>
<td>Total</td>
<td>$45,000</td>
<td>412.0%</td>
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</tbody>
</table>

### GOP Margin %

- Total: 412.0%
- Types of Events: 412.0%
- Per Event: 412.0%

### Total Ancillary Income

<table>
<thead>
<tr>
<th>Types of Events</th>
<th>Gross Revenue</th>
<th>GOP Margin %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food &amp; Beverage</td>
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</table>

### GOP Margin %

- Total: 412.0%
- Types of Events: 412.0%
- Per Event: 412.0%

### Net Operating Income – Events

<table>
<thead>
<tr>
<th>Types of Events</th>
<th>Gross Revenue</th>
<th>GOP Margin %</th>
</tr>
</thead>
<tbody>
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</tr>
<tr>
<td>Total</td>
<td>$45,000</td>
<td>412.0%</td>
</tr>
</tbody>
</table>

### GOP Margin %

- Total: 412.0%
- Types of Events: 412.0%
- Per Event: 412.0%
Tropicana - Development Underwriting
Convention Center Underwriting Summary

NEW ST. PETERSBURG, FL CONVENTION CENTER
PRO FORMA OPERATING STATEMENT
INDIRECT OPERATING EXPENSES

<table>
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<tr>
<th>CPI</th>
<th>2.5%</th>
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</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>Year 2</td>
<td>Year 3</td>
</tr>
</tbody>
</table>

**General and Administrative**

- Advertising and Marketing: $150,000, $153,750, $157,594
- Computer Services: $50,000, $51,250, $52,531
- Consulting & Professional Fees: $25,000, $25,625, $26,266
- Data Processing Fees/Payroll: $55,000, $56,375, $57,784
- Dues & Subscriptions: $25,000, $25,625, $26,266
- Licenses & Permits: $25,000, $25,625, $26,266
- Meetings & Conferences: $20,000, $20,500, $21,013
- Office Supplies & Postage: $20,000, $20,500, $21,013
- Printing: $7,500, $7,688, $7,880
- Promotions: $7,500, $7,688, $7,880
- Recruitment/Relocation: $5,000, $5,125, $5,253
- Telephone: $40,000, $41,000, $42,025
- Travel and Entertainment: $25,000, $25,625, $26,266
- Other Miscellaneous: $5,000, $5,125, $5,253

**Total General & Administrative**

$460,000, $471,500, $483,288

**Insurance**

- General Liability Insurance: $58,660, $77,288, $96,145
- Workers Compensation: $53,375, $54,709, $56,077
- Other Insurance (crime, auto, cyber liability): $10,000, $10,250, $10,506

**Total Insurance**

$122,035, $142,248, $162,728

**Electricity, Gas, Water**

$1,400,000, $1,470,000, $1,543,500

**Operations**

- Automobile Expense: $2,500, $2,563, $2,627
- Building Supplies: $250,000, $300,000, $325,000
- Contracted Services: $100,000, $102,500, $105,063
- Equipment & Supply Rental: $8,500, $8,713, $8,930
- Equipment Maintenance Agreements: $200,000, $205,000, $210,125
- Repairs/Maintenance: $100,000, $105,000, $117,000
- Tools & Equipment: $7,500, $7,688, $7,880
- Trash Hauling: $70,000, $71,750, $73,544
- Uniforms: $5,000, $5,125, $5,253
- Miscellaneous: $7,500, $7,688, $7,880

**Total Operations**

$751,000, $861,025, $921,301

**Total Indirect Expenses**

$2,733,035, $2,946,773, $3,110,816

**Expenses PSF**

$3.64, $3.93, $4.15

Tropicana - Development Underwriting
Convention Center Underwriting Summary

NEW ST. PETERSBURG, FL CONVENTION CENTER
PRO FORMA OPERATING STATEMENT
PERSONNEL EXPENSES

<table>
<thead>
<tr>
<th>CPI</th>
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<tbody>
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<td>Year 1</td>
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<td>Year 3</td>
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**Executive**

- General Manager: $150,000, $153,750, $157,594
- Assistant General Manager: $125,000, $128,125, $131,328
- HR Manager: $75,000, $76,875, $78,797
- Executive Assistant: $50,000, $51,250, $52,531
- Receptionist: $40,000, $41,000, $42,025

**Finance**

- Director of Finance: $100,000, $102,500, $105,063
- Accounting/HR Manager: $75,000, $76,875, $78,797
- Staff Accountant: $50,000, $51,250, $52,531

**Sales & Marketing**

- Director of Public Relations & Marketing: $100,000, $102,500, $105,063
- Director of Sales: $100,000, $102,500, $105,063
- Senior Sales Manager: $60,000, $61,500, $63,038
- Sponsorship Sales Manager: $60,000, $61,500, $63,038
- Sales Manager: $60,000, $61,500, $63,038
- Marketing Manager: $50,000, $51,250, $52,531

**Events**

- Director of Event Services: $100,000, $102,500, $105,063
- Event Manager: $135,000, $138,375, $141,834
- Exhibitor Services Manager: $60,000, $61,500, $63,038
- Exhibitor Services Coordinator: $40,000, $41,000, $42,025
- Media Services Manager: $60,000, $61,500, $63,038
- Media Services Coordinator: $40,000, $41,000, $42,025
- Media Services Technician: $55,000, $56,375, $57,784

**Operations**

- Director of Operations: $100,000, $102,500, $105,063
- Operations Administrative Assistant: $45,000, $46,125, $47,278
- Operations Manager: $50,000, $51,250, $52,531
- Technical Manager: $50,000, $51,250, $52,531
- Maintenance Technician: $80,000, $82,000, $84,050
- Lead Facility Specialist: $40,000, $41,000, $42,025
- IT Services Technician: $55,000, $56,375, $57,784
- Security Lead: $50,000, $51,250, $52,531
- Housekeeping Supervisor: $40,000, $41,000, $42,025
- Facility Specialist: $40,000, $41,000, $42,025

**Total Payroll Expenses**

$2,135,000, $2,188,375, $2,243,084

**Executive/Director Level Bonuses**

$98,750, $101,219, $103,749

**Sales Commissions**

$30,000, $30,750, $31,519

**Payroll Taxes and Benefits**

$679,125, $696,103, $713,506

**Total Expenses**

$2,942,875, $3,016,447, $3,091,858