



# Questions for Historic Gas Plant Redevelopment Proposers

## Gas Plant District Restoration Associates

**Please discuss your plan to coordinate all the entities identified within your proposal. Especially discuss coordination between entities that have not worked on a major project before together.**

### Professional Master Developer approach with support from International Community Manager and Consultants

Our proposal is based on a 'Master Developer' project approach (see: RFP Page 4 & Page 5 Organizational Chart; Page 88 Narrative Response). In these sections, we address the challenge of coordinating 15 entities including, but not limited to, the four 'at risk' local developers and the 11 locally based consultants.

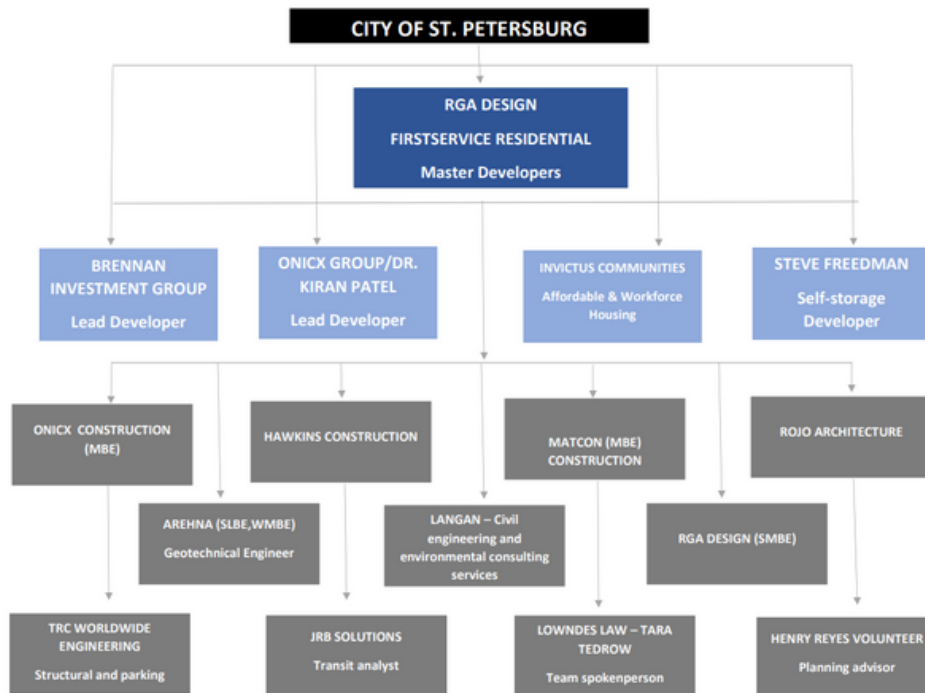
RGA Design often acts as a fee-based Professional Owner's Representative. This involves assembling a team of development consultants including planners, civil engineers, attorneys, architects and common area managers (see RFP Pages 64-68). In addition to the examples provided in the RFP, RGA has provided development management services to large investment firms.

A recent example is a 50-acre development known as 'Little Harbor' in Ruskin with the Harborside high-rise multi-family residential building as the focal point. A New York investment firm retained RGA Design to prepare a district-wide plan including multifamily for-rent and for-sale residential as well as retail and hospitality land uses.



RGA Design is heavily involved in the restoration of buildings and infrastructure damaged by catastrophic events (fires, floods, deferred maintenance). As such, we are required to become a *first responder*. RGA is retained by multiple condominium associations affected by Hurricane Ian to restore their buildings as quickly as possible. RGA aims to *design and build back better*, adhering to recent code requirements. The RGA Project Managers are coordinating daily with insurance adjusters, building departments, and owners associations. We partner with professional HOA managers (such as First Services Residential) to augment staffing and expedite recovery (see RFP Pages 5 and 6). We propose this approach to manage the restoration of the Gas Plant District.

RGA and FirstService Residential believe in achieving an equitable balance of interests between the private interests of the four at-risk developers and the City of St. Petersburg. RGA and FirstService Residential are fee-based and charged with consensus building. National civil engineer Langan & Associates and transit consultant James Fogarty will refine Option A and B Plans. James Fogarty with JRB Solutions will help Restoration Associates transform the GPD into a Transit-Oriented Development. The planning approach will move from a non-ecofriendly automotive based development to a 21st Century intermodal-based transit and sustainable design.



It is important to understand this Master Development approach and why it worked so well in Orlando and Hillsborough County. The Master Developer combines entrepreneurial and professional management skill sets. At-risk developers (especially non-local) must learn to ‘mesh’ with local governing entities and familiarize themselves with distinct local policies. A local professional Development Manager’s principal loyalty is to fashion a Public-Private Partnership by balancing the interests of the general public, governing authorities and at-risk developers. In contrast, the principal interests of large vertically-integrated developers is often to mitigate risk, sometimes sacrificing quality. This often goes against the interests of the citizenry as past episodes have demonstrated with a history of defaults and impasses.

We reference the successful efforts of mixed-use master developer VelocityRED in developing sports venues as well as trailblazing mixed-use development efforts to revitalize the downtown Orlando/University of Central Florida area. Their underlying principle to successful development management is *successfully identifying and delivering on their promise tales creativity, collaboration and calibration.*

### Locality Matters

It is a distinct advantage that all our development and consulting entities have been operating in the Tampa Bay region for some time. Because *time is of the essence* it is more critical, even in this day of zoom and remote work, that all functioning entities be available to convene and meet with City Government on a ‘rapid response’ basis. If the Mayor cites a sense of urgency at hand, all four developers and the master developer are within a 30-minute drive to:

- a) meet with the Mayor and/or his staff
- b) convene locally to meet with project governing agencies
- c) conduct high time public hearings to inform both neighborhood groups and the media on a proactive vs. reactive fashion

It will relieve staff of this coordination function.

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We will lift this burden of unexpected 'required emergency response' from both staff and elected officials. Please refer to *RFP Page 89* which establishes Dr. William Henry was an appointed local public official who was able to help attain the consensus of 28 of 30 local elected officials to pass the [first comprehensive district-wide plan](#) in Hillsborough County. He was Chairman of the Planning Commission in 1990 and presided over 100 public meetings to help gain the consensus plan. His experience level stacks up well with this 3P challenging endeavor.

[James Fogarty](#) will represent Restoration Associates in City meetings to help expedite the planning and grant application process for the Intermodal Center.

[Paula Rhodes](#) will be instrumental in planning and funding applications for both 4% and 9% tax credit allocations from Pinellas County and phasing the attainable housing components.

[William Henry](#) will coordinate public outreach and public hearings.

[Justin Seltzer](#) of Langan Engineering will aid James, William and Paula in dealing with civil/environmental issues.

[Jake Howse](#) of FirstService Residential will advise on common area maintenance and for-sale residential components.

Tara Tedrow, Esq. of Lowndes will be advise on land use issues and site planning approvals.

## **Shared Mission and Principles of Development**

The glue that holds the collaboration together is the buy-in of the project mission and underlying principles of development (*see RFP Pages 89-93*). Onicx, Invictus, Brennan, Freedman Development and RGA all share local initiatives to foster innovative mixed-use and urban revitalization within 3P initiatives.

RGA and Invictus have demonstrated policy initiative support for the State of Florida and local county Low-Income Housing Tax Credit 'LIHTC' affordable housing programs. This is another example where local knowledge can provide benefits of additional funding to the city. Paula Rhodes, CEO of Invictus, became familiar with LIHTC policy while working as an inhouse counsel for Raymond James . RGA serves as forensic experts for 7 of the top 10 law firms in the state. Dr. Henry served as a former member of the Hillsborough County Housing Finance Authority. RGA and Invictus have each completed many local LIHTC projects. Both have served as service providers and as developers in the industry.

Onicx has entered into several Public-Private Partnerships to undertake mixed-use projects (*see RFP Page 47*).

Brennan Investments, through Bob Krueger in their local office, has been involved in industrial park development for many years. This includes research and development parks within mixed-use developments such as Walden Lakes, Tampa East, Sabal Park, and ICOT Park (*see Page 17*). RGA was involved in many of these same developments. Further, both Mr. Henry and Mr. Krueger share a background in local economic development. Mr. Krueger was awarded Developer of the Year by the local chapter of the National Association of Industrial and Office Parks. Mr. Henry won a similar honor several years back. Further he served as Chairman of the Hillsborough County Industrial Development Authority.

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## Prior Collaboration

As concerns to prior collaboration with other team members, the answer goes back to shared experiences in the Tampa Bay:

- RGA is currently working with developer [Steve Freedman](#) on pioneering the North Franklin Tampa self-storage mixed-use development (widely reported on local media outlets) and coordinates with him on a regular basis.
- RGA and [Onicx](#) have collaborated extensively in the past three years as they share resources with [TRC Worldwide Engineering](#) who is a strategic partner of RGA' Restoration Division. The companies are working together on condominium restoration projects in Ft. Myers, representing \$100 million in relief efforts. TRC is a partner with Onicx and Dr. Patel on several major mixed-use projects notably in Nashville TN. Recently Onicx and RGA formed a development partnership to pursue an RFP in the Tampa West River area (see [Page 64](#)).
- As an outcome of these efforts in West River, RGA was introduced to [Invictus](#) who has shared similar outreach in the West River area. RGA is currently working on Wine Stream on Albany Avenue in West River, which involves the restoration of an historic cigar factory into a wine tasting and vat storage venue.

## **Please discuss how your team envisions the maintenance and up-keep for the greenspace especially Booker Creek watershed, identified in the proposal.**

Restoration Associates secured the management support of FirstService Residential, one of the nation's largest providers of Common Area Maintenance. Communities that FirstService Residential provides CAM services for in the Bay area including Water Chase. FirstService Residential hand picks the members of the management team with the training and experience to deliver the services GPD and residents need. In addition, they live in the greater Tampa Bay area, so they understand the issues our citizens care about most.

Maintenance and upkeep of greenspaces will be the responsibility of FirstService Residential. The structure and formation of this master association will be subject to the approval of the City and the Southwest Florida Water Management District. City and SWFWMD review of the association formation documents during the permitting process will help ensure the proper operation and funding of the operation and maintenance entity.

The operation and maintenance entity will maintain the greenspace in a manner consistent with the RFP's vision for restoration and protection of the Booker Creek Watershed. This will include at minimum:

- Maintaining greenspace in accordance with:
    - Florida-Friendly landscape maintenance guidelines as published by the University of Florida Institute for Food and Agricultural Sciences (UF IFAS).
    - Southwest Florida Water Management District technical guidance.
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- Maintaining greenspace in accordance with development plans that will be City and SWFWD approved, the design of which will:
    - Quantify pre-development and post-development nutrient loadings to the Booker Creek.
    - Will include a Booker Creek Watershed Operation and Maintenance plan to govern:
      - Stormwater Management System Design.
      - Stormwater Management System Operation and Maintenance.
      - Hardscape Operation and Maintenance plan.
      - Landscape Operation and Maintenance plan.
    - Minimize direct, untreated stormwater, runoff to Booker Creek via:
      - Grading design limiting direct runoff areas to Booker Creek to minimal areas only of return slopes required due to grading constraints.
      - Maximizing the percentage of the total development area whose stormwater runoff will be retained or detained and treated prior to discharge to Booker Creek.
      - Implementation of discreet, close to source Low Impact Development treatment features near the Creek to facilitate treatment of typically hard to capture greenspace areas.
      - Landscape material selection to minimize or eliminate pesticide and fertilizer application to greenspace areas that discharge directly to Booker Creek without treatment.

**Please provide info on Local hiring, SBE use, community outreach.**

In the RFP, We have provided the certificates for Onicx (MBE) and Invictus (WBE and SBE). *Please see RFP pages 68-72.* These represent two of the four at-risk developers for Phases 2, 3, 6, and 7 which represents over 75% of the work to be undertaken at the Gas Plant District by Restoration Associates. Both developers are based in Tampa Bay.

**Phase 1 (Self-Storage)** will be developed and built by Steve Freedman, who will retain Pinellas-based Hawkins Construction.

**Phase 2 (Intermodal Center)** will be engineered by TRC Worldwide Engineering, a Corporate Member of the National Minority Supplier Development Council.

**Phase 4 (R&D High Tech Park)** will include incubator R&D space developed by Brennan Investments, an advocate of local and small business hiring in Tampa Bay where Mr. Krueger was recognized by NAIOP Tampa Bay as Developer of the Year for this and other contributions to the local Bay area economy.

**Phase 8 (Museums and Memorial Park)** will be undertaken by Federal grants. This work is to be undertaken by local MBE or SBE businesses.

The advantages of having a locally-based team is the economic multiplier effect of funds that stay within the community and continue to provide local residents economic opportunities.

Please see InVictus' Community Engagement, Local Hiring and SBE Use Plan on next page.

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## **Community Engagement, Local Hiring, and SBE Use Plan**

InVictus Development is committed to a strong partnership with the City of St. Pete, especially the neighborhoods immediately surrounding the Historic Gas Plant District. The overall goal of the development is not only to enhance and bring new energy to the neighborhood, provide quality affordable and workforce housing affordable to a wide range of incomes, create a unique and welcoming place for all to enjoy, but also to do so in a way that invites participation of small businesses, local businesses, minority, and women-owned businesses. As a local, woman-owned business, InVictus is deeply committed to inclusivity. InVictus will assemble a group of businesses, professionals, and consultants that are reflective of the talent and experience that can be found in the community.

InVictus is dedicated to being “good neighbors.” We will maintain ongoing outreach and communication throughout the development process and beyond – from pre-award to development/construction, and post construction/completion. This ongoing communication will be critical as aspects of the development will evolve and depend on community needs and input.

### **Process to inform the community:**

As the affordable and workforce housing developer, InVictus will engage in outreach to key leaders in the Historic Gas Plant District and surrounding community to gather input on their vision for the affordable and workforce housing, including income levels targeted, number of bedrooms per unit, whether studio apartments are helpful, what amenities they would like to see included, design and architectural style preferences, and any other ideas and opinions they want to share.

Upon selection, InVictus will put together a team of development partners, professionals, and consultants with experience in multifamily development with an emphasis on inclusion of small, local businesses. InVictus will implement a broad-based community outreach program intended to solicit input from and provide information to all stakeholders and interested persons as summarized below.

### **Process to keep the community informed of progress throughout the development process and post construction:**

Ongoing communication and engagement will take many forms to reach the broadest cross section of audiences. To achieve that goal, a vigorous program of communication and engagement strategies will be used during all phases of development including post construction:

**Project Advisory Committee** – A Project Advisory Committee will be created to provide regular input and guidance on the project as it moves through the various phases. The Committee will be comprised of key stakeholders representing residents, businesses, schools, and churches surrounding the project site and Gas Plant organizations.

**Community Liaison** – The project will have a dedicated Community Liaison that will be the main point of contact for the community. The Liaison and development staff will also make regular appearances at meetings to provide updates to the Gas Plant Community Advisory Committee, the Chamber of Commerce, neighborhood/civic associations, and others as requested.

**Web page** – The project will have a dedicated web page that will be the definitive, comprehensive source of information on the project. Web page visitors will have access to the most up to date information such as status of the project, detailed description, schedule, visuals, job and vendor opportunities, links to related information, contacts and more. The web page will also be a portal to receive comments on the project and respond to questions.

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**Social Media** – The project will have a presence on multiple social media platforms that will provide updates on elements described above.

**Traditional Media** – Information pieces will be provided on a regular basis to newspapers, television and radio stations, City of St. Petersburg, Pinellas County, and other public information outlets with a particular emphasis on minority-oriented media. Information will also be provided in Spanish.

**Hot line** - A dedicated phone hot line will be set up to receive information and action requests that will be promptly responded to.

**Email** – A dedicated email address will be set up to receive information and action requests that will be promptly responded to. Additionally, an email distribution group will be developed for regular updates to interested parties. Existing organization email groups will also be asked to share information.

### **Creation of Minority and Women Employment Opportunities**

InVictus and its Development Partners are committed to the inclusion of minorities and women in all aspects of the proposed development. In its role as the developer responsible for affordable and workforce housing, InVictus will seek out minority-owned and women-owned contractors and subcontractors for the project and with the assistance of local minority sourcing firms solicit participation from MBEs and WBEs certified by the City and County as well as the Tampa Bay area. As it does with each of its projects, InVictus will include in its agreement with each of its general contractors a requirement that MBE and WBE subcontracting firms be included at a meaningful level of participation. In addition, the general contractors will be required to include in their agreements with subcontractors a requirement for hiring of minority and women workers.

InVictus commits to participate and require its general contractors and their subcontractors participate in apprenticeship and other workforce training programs offered through the City, County, or local nonprofit organization to allow hands-on experience and training to be gained in the construction trades.

### **Equity, Diversity, and Inclusion**

InVictus with its contractors are committed to supporting industry efforts to overcome the challenges and maximize the opportunities associated with the increasingly diverse workforce and subcontractor/supplier base.

InVictus will have a successful M/WBE and SBE Program in place that will foster mentoring relationships with local firms and enable them to further their construction experience and create successful business relationships in the community. Our goal in our bidding program is to enable not only M/WBEs, but also Small Business Enterprises, Local Developing Businesses (LDB), and Veteran Business Entities (VBE) to have an equitable opportunity as contractors, subcontractors and suppliers under our contracts.

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Invictus commits to:

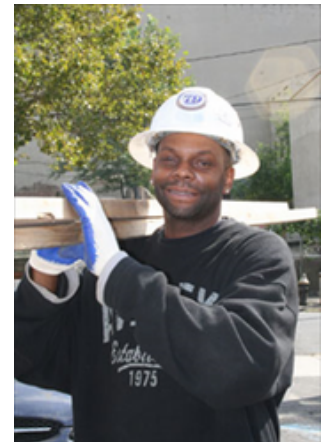
- 1.Solicit and/or consult local agencies and directories in order to reach out to the qualified MBE, WBE, SBE, LDB, and VBE firms (collectively, Disadvantaged Business Enterprises or DBE).
- 2.Encourage DBE firms to submit bid proposals for their specific scope of work.
- 3.Assist in quantity surveys and bid scope development to provide support in “value of the work” confidence.
- 4.Aid in management services for material ordering and workforce requirements.

We will:

- 1.Provide adequate and timely consideration of the potentialities of identified DBEs in all “make or buy” decisions.
- 2.Ensure that identified DBEs will have an equitable opportunity to compete for subcontracts, particularly by arranging solicitations, time for the preparation of bids, quantities, specifications, and delivery schedule so as to reduce barriers to participation of DBEs.
- 3.Assist DBEs by sharing management systems and expertise.
- 4.Maintain records, documenting results of the established program.
- 5.Seek out DBE service companies to provide trucking, equipment rental, security, printing, office supplies, etc.
- 6.Work with DBE firms to package bids in a manner that best suits the capabilities of each firm and, where necessary or appropriate to ensure their success, provide opportunities to partner with firms who can provide support in meeting bonding and insurance requirements.

### **SBE/MBE/WBE/LOCAL Participation Plan**

InVictus understands the importance of giving back to the community. One means of achieving this is a well-executed DBE/Local Hiring Plan. The principals of InVictus are familiar with DBE and Local Hiring requirements from their years of partnering with public housing authorities and working with the City of Orlando to provide mixed-income multifamily housing in the Parramore Neighborhood of Orlando. With all parties working together, not only can a quality development be built, but also can give local residents and women and minority workers, an opportunity to develop their employment skills, improve their financial position, and help DBEs gain experience and grow their businesses.



The principal general contractor (GC) will take the lead on compliance with the DBE and Local business participation as well as M/WBE and Local hiring. InVictus and the GC will be involved from the beginning, meeting with members of the community, coordinating with community leaders, and notifying potential workers and companies of employment opportunities. InVictus and the GC will continue to coordinate these activities during the term of construction, reporting on compliance and addressing any issues that may arise during the development.

To maximize participation by local residents, including women and minorities, close cooperation among InVictus, the GC, and the City will be required. Existing resources will be leveraged, and the GC will contractually obligate each of its subcontractors to participate in the employment program. All outreach and recruitment efforts will focus on residents, public housing residents, young women, minorities, individuals receiving public assistance, and those with low literacy and skill levels. In addition, outreach will be used to involve public school officials and representatives from court system.

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During the planning stages of the development, the community meetings will be a forum to solicit firms that would like to work on the development. We will also work with the City/CRA, the stakeholders in the surrounding community, local ministers and politicians and print, broadcast, digital, and social media to advertise construction opportunities. By these and other means, significant WBE/MBE/SBE and Local participation can be achieved.

*The following is a scope of work as detailed by InVictus required to maximize participation by DBE and Local Businesses in the Affordable and Workforce Housing Development within the Historic Gas Plant District Redevelopment Area.*



### **SBE/MBE/WBE/LOCAL Scope of Work**

InVictus will assist in efforts to meet and achieve WBE/MBE/SBE and Local utilization goals for the City/CRA projects, including assistance during the project proposal preparation phase, the project implementation and construction phase and WBE/MBE/SBE and Local program management and compliance monitoring during construction and operations. Specifically, InVictus will engage in the following activities:

**Phase I – Pre-Project Outreach** – Assist in identification of potential WBE/MBE/SBE and Local partners, and contractors to comply with best efforts requirement, meeting various local community and business leaders for benefit of assistance with implementation of WBE/MBE/SBE and Local and contracting employment and hiring plan.

**Phase II – Pre-Construction** – Pre-construction and construction outreach efforts and implementation will include but not be limited to implementation of WBE/MBE/SBE and Local plan and outreach strategy, as well as, coordinating additional outreach and informational meetings for WBE/MBE/SBE and Local firms.

**Phase III - Construction and Monitoring** – Will incorporate working with first tier contractors to assist in facilitating teaming relationships, developing, and maintaining appropriate monitoring and reporting requirements for responding and communicating to WBE/MBE/SBE and Local's regarding access to contract opportunities, as well as, handling dispute resolution as needed. Based on prior discussion and preliminary scope of project, we have identified several specific tasks to be undertaken to fulfill the project requirements and the City/CRA goals. A brief discussion of each is presented below.

### **Phase I – Pre-Project Outreach**

Task 1: Initially, The GC proposes to meet with the Senior Project/Management team to discuss the objectives of the project, expectations of the contractors, channels and lines of communication that should be maintained between the project manager and InVictus, and other matters of importance. Additionally, we propose that periodic meetings be held throughout the life of the project to keep InVictus and City/CRA officials abreast of all activities and progress.

Task 2: Develop community contacts attend local meetings to enhance relationship with community organizations and potential WBE/MBE/SBE and Local partners. Develop and maintain list of WBE/MBE/SBE and Local subcontractors interested vested in project.

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Task 3: Assist in identifying WBE/MBE/SBE and Local firms to determine interest and capability to perform on project.

Task 4: Assist in the coordination of informational and community outreach meetings to introduce InVictus to the community and potential WBE/MBE/SBE and Local contractors.

## **Phase II – Pre-Construction**

This phase is significant, and the tasks outlined will occur during pre-construction in the WBE/MBE/SBE and Local program effort to ensure ongoing dialogue and information dissemination.

Task 1: Conduct Local Business Forum Meeting – This is a business-to-business forum proposed to be conducted for WBE/MBE/SBE and Local firms that are interested in bidding and participating on the project. These meetings will be coordinated with The GC staff to ensure available staff support and involvement to demonstrate commitment of WBE/MBE/SBE and Local goals.

Task 2: Develop communication plan that advises community of contracting procedures and upcoming opportunities.

Task 3: Review WBE/MBE/SBE and Local firms to determine their capabilities to perform on the project. Conduct assessment of local firms to degree of availability and the firm's capability.

Task 4: Establish and maintain Database of WBE/MBE/SBE and Local – Maintain database of potential WBE/MBE/SBE and Local that are interested in participation on the Authority projects, for solicitation of opportunities for which WBE/MBE/SBE and Local firms are suited.

Task 5: Establish Referral System for WBE/MBE/SBE and Local in an effort to provide positive direction to WBE/MBE/SBE and Local firms unable to participate on projects, we will develop a referral system for WBE/MBE/SBE and Local that are interested but do not have the capacity of capability to participate on the City/CRA's project.

## **Phase III – Construction and Monitoring**

This phase will require continuous review during the initial startup of construction and an ongoing presence to ensure compliance with WBE/MBE/SBE and Local requirements.

Task 1: Attend pre-solicitation and pre-bid meeting to inform contractors of subcontracting opportunities – Attend all pre-bid meetings and provide information regarding WBE/MBE/SBE and Local issues.

Task 2: Assisting 1st and 2nd tier contractors with teaming and partnering strategies to assist in achieving WBE/MBE/SBE and Local goals.

Task 3: Review and verify WBE/MBE/SBE and Local certifications for compliance with program and policy.

Task 4: Assist with reviewing and identifying bid packages and trade scopes that can be unbundled that will increase the likelihood of WBE/MBE/SBE and Local participation.

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Task 5: Provide plans and specifications for WBE/MBE/SBE and Local participants – Make plans and specification available on and off-site for interested firms to review for bidding purposes.

Task 6: Technical Assistance – Assist with providing referrals to bonding and financing sources as needed.

Task 7: Reporting - Assist with WBE/MBE/SBE and Local utilization reports, monitor reporting process to track Local/M/W/SBE participation throughout the project.

Through this entire process InVictus and The GC will continue to work toward surpassing all the community and City/CRA goals for these programs.

*The principals of InVictus Development have long recognized the importance of WBE/MBE/SBE and Local programs in the community. Tough economic times make these goals even more important to the local economy. Local hiring and acquisition of local materials to the extent available are also important to affected communities and InVictus makes these goals a priority as well.*

Implementation of a successful WBE/MBE/SBE and Local contracting and hiring program can be a difficult and challenging task, particularly in communities that lack an active apprentice program, Youth Build program, or other means to prepare those in need of work for jobs associated with development, construction, and operation of an affordable housing development. InVictus recognizes this challenge and feels that including a specialist as part of the team aids significantly in the attainment of these goals. A D/W/MBE-Local recruitment coordinator is an invaluable asset to the entire team, to the City/CRA, and to the community served. However, InVictus itself has experience in ensuring D/M/WBE participation in the construction of its projects. By way of example, InVictus has achieved the following D/M/WBE subcontractor participation percentages on the following public housing redevelopment projects (all within the past five years):

- Parramore Oaks Orlando, Florida – 24.5%
- The Lodges on Lincoln, Alabama – 54%
- Appaloosa Run Apartment, Alabama – 16.5%



InVictus has achieved the following Local participation percentages on the following public housing redevelopment projects (all within the past five years) with the definition of this percentage being the percent of Local new hires vs. total new hires.

- Renaissance Preserve Phase I, Fort Myers, Florida – 13%
  - Renaissance Preserve Phase II, Fort Myers, Florida – 69.7%
  - Renaissance Preserve Phase III, Fort Myers, Florida – 60.0%
  - Sunrise Apartments, Lake Wales, Florida – 75%
  - Gulf Breeze Apartments, Punta Gorda, Florida – 16.5%
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InVictus understands the importance of developing sound plans to ensure that local individuals and businesses are given opportunities to participate in the employment and construction opportunities that are created with the development of affordable housing. The revitalization of sites and the surrounding neighborhood need to be a catalyst for not only physical community improvements, but also for vital social and economic improvements for residents within both the immediate and broader community. Over the years, InVictus has developed a successful approach to meeting and exceeding Local, M/WBE and local-based participation. No matter what state or locality within a state that InVictus is working, our strategy is achieved through five basic activities:

- Collection and establishment of baseline data information
- Insertion of compliance mandate in all contracts
- Attraction of qualified employee candidates and businesses
- Analysis of performance and strengthen opportunities for success
- Monthly Monitoring of Compliance

#### Collect and establish baseline data information

To demonstrate compliance and prepare for the monitoring requirements over time, InVictus attempts to secure existing employee data and subcontractor lists to determine the baseline staffing levels and workforce practices upon execution of each subcontract. The information must be detailed enough to identify the current staff and subcontractors to determine the required additions for the contract.

#### Mandate contractual obligation for compliance

InVictus requires that all contractors and related parties will be contractually obligated to perform according to this plan. Legal language is inserted into each contract to ensure compliance, complete with monitoring requirements, default terms, cures in the event of noncompliance, and penalties for not achieving timely compliance. Each subcontractor is required to include their commitment as an exhibit to their contract which will detail their method of complying with the Local and M/WBE utilization goals.

#### Attract qualified employment candidates and quality businesses

Exhaustive and continuous efforts to find the qualified candidates are throughout the project. Work with community-based non-profit agencies that provide employment and job training services that have proven to be successful means of attracting and retaining target employees.

#### Analyze performance and strengthen opportunities for success

In the event that the efforts are producing limited results, InVictus collaborates closely with each subcontractor to reorganize or restructure their responsibilities by creating new work assignments, partnering with a trade school, subdividing contracts, or facilitating joint venture partnerships to achieve a greater impact.

#### Monthly Monitoring of Compliance

Successful implementation requires documentation. InVictus gathers documentation of compliance through a monthly report from the general contractor who, in turn, requires monthly reporting from all subcontractors. Results are reported to the City/CRA as part of InVictus's monthly status report.

In addition to the strategy described above, InVictus has used the following techniques in its projects and found them to be extremely successful where employed:

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- In Fort Myers, InVictus created loan draw fund where smaller subcontractors can be paid more frequently than the regular once per month cycle.
  - In Lake Wales, InVictus and the contractor established a \$25,000 fund to jumpstart an apprentice program and to supply tools for Local workers who did not have their own.
  - In most projects, InVictus divides work into smaller increments to be able to accommodate the capacity of smaller subcontractors so that they can participate.

The approach described above has enabled InVictus consistently to achieve WBE/MBE/SBE and Local participation goals. The InVictus development team will strive not just to reach but to exceed the utilization goals of the City/CRA and will exhaust all efforts to achieve the highest utilization rate possible.

### **Local Employment & Training Goals**

The numerical goal is **Thirty percent (30%) of the aggregate number of new hires in any fiscal year.** It is the contractor's responsibility to implement progressive efforts to attain Local compliance. Any contractor that does not meet the Local numerical goals must demonstrate why meeting the goals was not feasible. All contractors submitting bids or proposals to the City/CRA are required to certify that they will comply with the requirements of Local.

### **Resident Hiring Requirements**

It is expected that an appropriate number of residents with qualifications or a willingness to begin as an unskilled laborer will be able to participate in covered contracted labor efforts. A prime contractor may satisfy all resident hiring requirements through its subcontractor(s).

**A prime contractor or its subcontractor(s) may meet resident hiring requirements through:**

1. *Direct hiring* of Local Residents including FPHA public housing residents, Section 8 residents, and/or low and very low-income neighborhood residents, or
  2. *A subcontract or joint venture* with a Local Business or a resident owned business. The business must be 51% or more owned by low-income public housing residents, or subcontract/joint venture with a business that employs full-time, 30% or more low-income public housing residents, Section 8 residents or low and very low-income individuals who reside in the City of Orlando.
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## RESIDENT HIRING SCALE

<b>TOTAL LABOR DOLLARS USE TOTAL CONTRACT AMOUNT FOR SERVICE CONTRACTS</b>	<b>RESIDENT LABOR AS A % OF TOTAL LABOR DOLLARS</b>
Labor Dollars \$25,000 but less than \$100,000	10% of the labor dollars
\$100,000 but less than \$200,000	9% of the labor dollars
At least \$200,000 but less than \$300,000	8% of the labor dollars
At least \$300,000 but less than \$400,000	7% of the labor dollars
At least \$400,000 but less than \$500,000	6% of the labor dollars
At least \$500,000 but less than \$1,000,000	5% of the labor dollars
At least \$1,000,000 but less than \$2,000,000	4% of the labor dollars
At least \$2,000,000 but less than \$4,000,000	3% of the labor dollars
At least \$4,000,000 but less than \$7,000,000	2% of the labor dollars
\$7,000,000 +	1.5% of the labor dollars

## LOCAL MONTHLY REPORTING CHECKLIST

**\*\*The following reports should be submitted to the Local Coordinator monthly or along certified payrolls\*\***

### 1.EMPLOYMENT PLACEMENT ROSTER (subs --> GC --> FPHA)

This form is in the Local Plan.

- If the new hire is a resident of City/CRA (Public Housing/Section 8 resident), then the new hire automatically qualifies as a Local Resident
- If there are any new hires who qualify as Local but not referred by The City/CRA, then a self-certification form and employee household income form (not included in Local Plan) should be submitted along with the Employment Placement Roster.
- If there are no new hires for the current reporting period, The Employment Placement Roster should still be submitted and list names of all currently employed Local employees

### 2.SUB-CONTRACTOR MONTHLY REPORT (subs --> GC --> City/CRA)

This form is in the Local Plan.

### 3.GENERAL CONTRACTOR'S MONTHLY STATUS REPORT --> (City/CRA)

This form is also located in the Local Plan.

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## Timing and Development plan is unclear. Please provide a clear timeline for the project.

The timing of our phases is identified 3-5 years after a development agreement is executed between the City and Restoration Associates (see Pages 127-132).

**Phase 1 (Self-Storage)** is located in a zone that will not be impacted by on-going MLB games. The demand is well-established and Freedman Development intends to self-fund the entire project without 3rd Party Bank Financing. This project can get started immediately, beginning 2023 and take roughly 3-4 years, ending in 2027.

**Phase 2 (Intermodal Center and Attainable Housing)** will require a grant application and government approval in order to construct this phase. We are actively researching the time frames required to apply for and gain governmental required approvals for the design and construction of the Intermodal Center directly connected to I-275, replacing I-175. We had discussions with Hillsborough County officials and researched Clearwater's grant application process. Hillsborough representatives cite a lack of a local consensus for delays. Clearwater has obtained a grant for an intermodal center that equals approximately 60% of the ultimate costs.

The Attainable Housing, developed by Onicx/Patel and Invictus, can begin with the eastern two segments of the IC pending federal grants. We expect this to be a collaborative effort between the City of St. Petersburg, DOT, and the Pinellas Suncoast Transit Authority. We have initiated conversations with government officials in cities that have gone through this approval process and learned that local consensus building is the most critical factor in expediting the application/funding process for creating an intermodal center. The key factor is gaining support from governing officials and transportation stakeholders that the removal of I-175 is in the interests of citizens of St. Petersburg and Pinellas County as well as regional transportation entities.

*Consensus of local governing officials and transportation stakeholders is required for this transit-oriented development and a success Public-Private Partnership.*

The sooner the process of public-initiated grant application begins, the better. We have ascertained that a consensus for the removal of I-175 exists in St. Petersburg. It is now the responsibility of Restoration Associates and the City to demonstrate the leadership to remove this barrier and replace it with an ecofriendly 21st Century transit oriented option. This allows the team to move forward with two 400-foot segments of the IC (50% of the total size) and carry out 1,350 attainable/affordable residential units (plugging into the IC) within 5 years.

This development is not dependent on Tropicana development or demolition. Attaching the courtyard finger-plan units into the IC facilitates rapid development and reduces development costs of the units. Residential units are horizontally organized instead of being stacked on top of a parking garage. The IC is a concrete system and the abutting housing levels can be wood-framed, reducing construction costs. We project a major portion of Phase 2 can be completed prior to 2027.





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**Phase 3 (First Ave Stacked Mixed Use)** is dependent on IC construction only insofar as the surface parking in this area can be removed and relocated to the IC. The stacked mixed-use contains 450 market-rate residential units above ground-level retail to activate the pedestrian walkway along First Ave South. The stacked residential units above retail is wrapped around structured parking. This phase is projected to be **completed 2032 or earlier**.

**Phase 4 (R&D High Tech Park)**, like Phase 3, is circumstantial based on the development of the IC removing surface parking and providing visitor parking. This phase is projected to be **completed 2032 or earlier**.

**Phase 5 Option A (New Stadium)** has an **unknown timeframe for completion**.

**Phase 5 Option B (Improving Existing Stadium)** offers the Mayor and the City staff an important option to extend the lease when it expires in five years. Reasonable and affordable improvements that are feasible without requiring a voter referendum have been identified. These can be conducted during the 2023-2026 off season periods, totaling a two-year construction schedule to be **completed for the 2027 season**.

We reference reports that in the event the Hillsborough voters approve extending the Community Investment Tax via referendum (as some City officials and the Rays/MLB may hope) in 2026, they must also approve the inclusion of funding for a stadium. The extension may only happen one year prior to the expiration of the lease between the Rays and the City of St. Petersburg. It is unclear when funds could become available to plan, design and gain necessary development approvals to construct a new stadium in Tampa.

Rather than continue down this path of uncertainty and speculation, Restoration Associates provides a better path forward for City officials with Option B - to renovate the Trop without impact to local tax payers and a **completion time in 2027**.

**Phase 6 Option A (Workforce and Affordable Housing)** is located where the existing Tropicana Field resides and cannot be developed until the stadium is demolished. The timeframe for this 1,000 MFR unit development is **unknown due to an unknown timeframe for a new stadium**.

**Phase 6 Option B (Workforce and Affordable Housing)** is located on the 17-acre site east of Booker Creek currently allocated to the Rays for a new stadium. Should the City choose to renovate Tropicana Field, this site can be developed as soon as the surface parking is removed and parking capacity is relocated to the IC. It will take 5-6 years to develop once a resolution is made. This means that an additional 1,000 units can be developed right after the completion of the IC (parallel to Phase 2) with a **projected completion in 2032**. All 2,350 units can be developed in 8 years.

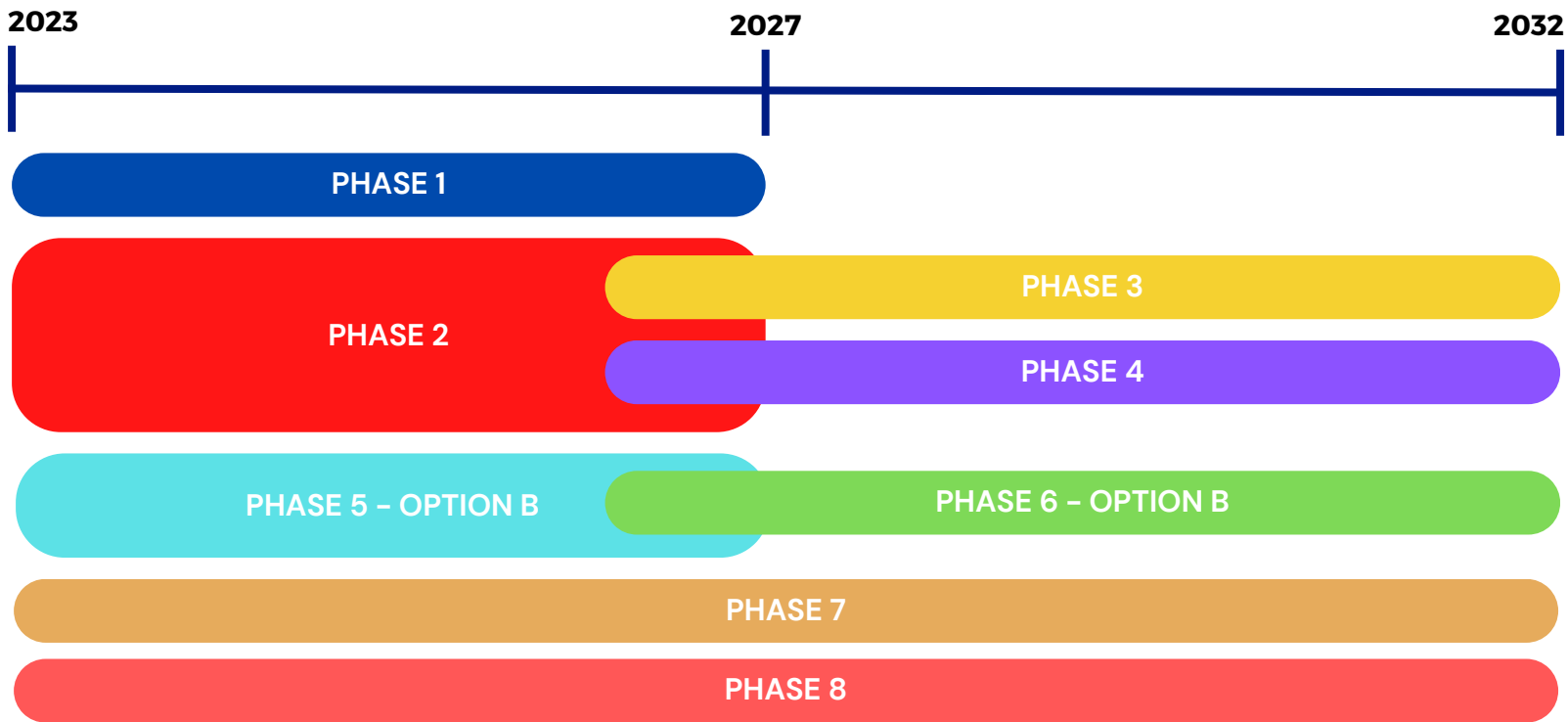
**Phase 7 (Convention Center Hotel and Guest Room Towers)** is located on the east side of Booker Creek and west of the 17-acre Rays outparcel. Due to the location of this site, it can developed along with the IC (Phase 2) and **completed in 2032**.

**Phase 8 (Museum and Memorial Park)** will be included in the grant applications for the IC. The area around the existing Tropicana Field should be thoroughly examined archeologically for artifacts as it is likely a sacred burial ground and part of the GPD history. The area will be dedicated as a Memorial Park as is appropriate from exploration of the areas. **Estimated completion will be in 2032**.

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**Potential Future Phases** include the adaptive reuse of the IC into an additional 1,000-2,000 residential units. Due to the concrete structural grade of the IC, units can be placed on top or within the IC. Dependence on current automobiles could be obsolete with autonomous vehicles, HOVs, rail and other intermodal options in the next 20 years.



**UNKNOWN TIMELINE**

Phase 5 - Option A

Phase 6 - Option A

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## What will the funding sources be for each phase of the development and what will be the equity investment from the development partners?

**Phase 1 (Self-Storage)** - Private funding by Freedman Development (\$28 million)

**Phase 2 (Intermodal Center)** - Public Grant of 20-60%, Remainder 3P funding

**Phase 2 (Affordable/Workforce Housing)** - 9% and 4% tax credit equity via Florida Housing and Pinellas Housing Finance Authority

*Note: The precise unit mix and income mix will be determined based on a market study to be conducted at the time the go-ahead is given for housing in this phase of development. It will take into account the number of affordable and workforce housing units coming on line, under construction, or otherwise in the pipeline so that underserved AMIs can be addressed in the development. This phase will be 80% affordable/workforce with 20% not restricted by income. The unrestricted units will provide lower cost options for renters by means of the addition of studio apartments, micro-units and/or unit groupings with private bedrooms and bathrooms and shared living/dining/kitchen areas.*

(\$140 million)

**Phase 3 (First Avenue South Stacked Mixed Use)** - Private funding by Onicx (\$57 million)

*Note: Extrapolated from proforma with 190 units and 41,000 SF of ground level retail space. We anticipate two phases of 190 to 250 units each depending upon site characteristics.*

**Phase 4 (R&D High Tech Park)** - Private funding by Brennan Investments (\$100 million)

*Note: With a land area of 250,000 SF mol, we anticipate an FAR equal to five (5). This will yield 1.25 million SF of 5-story R&D low-rise office buildout and a mid-rise office tower. Parking off site located in IC allows for zero lot line set-backs.*

**Phase 5 Option A (New Stadium)** - TBD, no identified funding available

**Phase 5 Option B (Renovate Tropicana Field)** - Public funding via Tax Increment Financing, Tourist Tax and contribution from the Rays (\$600 million)

**Phase 6 (Workforce and Affordable Housing)** - The 400 workforce housing units will be developed utilizing HUD 221d4 or HUD 223f financing, which provides lower interest rate, longer amortization period, and longer-term loans than conventional financing, making it possible to cover expenses and debt service notwithstanding restricted rents. There will be two 9% Housing Credits phases of 100 units each that will require only that the City and/or Pinellas County provide Local Government Area of Opportunity funding to competitively position the development. Both phases can be submitted at the same time if the City provides one phase with LGAO funding and Pinellas County provides the other phase with LGAO funding. Only one will be able to be funded, but it greatly increases our chances of getting funded. Whichever one is not successful can then be resubmitted in the next round while the successful one (and the workforce housing phase) can move forward. The remaining two phases or 150 each will be financed with 4% Housing Credits and SAIL funding and can be twinned with one or both 9% Housing Credit phases. Twinning will allow us to simultaneously construct two companion phases, one with 4% and one with 9% Housing Credits, and take advantage of the economies created by building at scale, both in the construction of the buildings, in the ability to share amenities, and in the ability to share operational staff, among other benefits. In the event the number of units we can build increases based on decisions related to the overall 86-acre site, the number of phases will be increased and will utilize these same structures. Equity will be provided by the developer at the time of conversion of the financing to permanent at which time the developer will allow a portion of its fee to be used to retire construction debt and thereby reduce the permanent funding needed for the project.

**Phase 7 (Convention Center Hotel and Guestroom Towers)** - Private by Onicx/Dr. Patel (\$100 million)

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**Phase 8 (Museum and Memorial Park)** - Public Funding from Federal Grant derived from restitution for I-175 Construction and Community Equity Funds from Developer Contribution (\$10-25 million)

*Note: (see RFP Page 134) We advocate that the recipients of grants be determined solely by a committee of stakeholders and/or public officials appointed by the Mayor at his discretion. Any dispersion of public funds and/or profits derived from public subsidies should follow the guidelines established in accordance with the State of Florida's 'Sunshine Law'. All such arrangements for disbursements and targets of funding need to be in accordance with proper notice of public hearings open to the public. In accordance with the guidelines and/or the spirit of the State of Florida 'Sunshine Law' guidelines, the GPD Restoration Associates team re-affirms that no promises to any potential grantees, no matter how worthy the cause, has been made to any party interested in receiving such funds associated with this RFP. Our state has created this law to avoid any appearance of impropriety or non-transparent accommodations to gain favor of any decision makers. This is our firm and continuing commitment and disclosure statement. This does not preclude the discussion of grant applications moving forward prior to the award in accordance with the above.*

**The workforce/affordable housing is scheduled for phase 6. Is there a scenario where the workforce/affordable housing phase of the development could occur at an earlier date, and if so, when could it be delivered?**

In Phase 2 (see RFP Page 99) we have included 1,350 workforce/affordable multi-family residential units concurrent with construction of the Intermodal Center parking structure to provide the required parking. The 1,350 units are connected to it on the north side and east end of the property. We expect that the private portion of funding could help construct the east end of the IC first, pending DOT and PSTA approvals. The private funding could jumpstart the public funding part in a 'leap frog fashion'.

Should the City decide to renovate Tropicana Field, that 17-acre site will be used for workforce/affordable housing and can begin as soon as the IC is mostly completed.

**The proposal includes a land acquisition cost based on 50% of fair market value for the land included in phases 3 and 4. A 99-year ground lease at a nominal rate of \$1 annually is proposed for phase 7. It's not clear if an offer will be made to the city for the parcels associated with the remaining phases of development. What is the compensation offered to the city for the land associated with phases 1, 2, 5, 6 and 8?**

**Phase 1 (Self-Storage)** - 50% of appraised market value

**Phase 2 (Intermodal Center)** - This requires DOT, PSTA and City approval. No compensation for a facility that may be construed as partially public infrastructure is proposed. This will require a Public-Private Partnership on the same basis as the Miami Intermodal Center System. We have researched that arrangement with the Barron Collier Development team (see RFP Page 99).

**Phase 2 (Affordable/Workforce Housing)** - We are recommending a program similar to 'Pennies for Pinellas' (see section starting at page 108). Over the last two years, we have been in contact with Pinellas County staff to better understand the program guidelines. The program entails the County purchase of targeted property and then leasing it back to the developer to achieve lower overall costs for the housing. The land lease is 'subordinated' to the developer's financing. Since we understand that Pinellas County may own the underlying 86 acres, then the program can be more easily facilitated here as well. The land will be appraised and leased back to Invictus at a subsidized, mutually-acceptable rate.

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**Phase 5 (New Stadium or Renovate Tropicana Field)** - 'Pennies for Pinellas' subsidized and subordinated land lease - If new stadium plans are abandoned and Tropicana Field is demolished, both properties will be repurposed for affordable/attainable units at 1,000 units for each site, thus totaling 2,000 units. Because this is mostly an auto-free zone, higher densities can be achieved which is effectively an additional land subsidy. The purchase price will be a lease hold similar to that specified for Phase 2 and Phase 6.

**Phase 6 (Workforce and Affordable Housing)** - This phase underlies the two stadium potential sites Options A and B and will follow the same program as Phase 2. Land is an important contribution that local governments can make to affordable and workforce housing. Land costs are not included in the formula that determines Housing Credits earned and contribution by a local government puts a project in a more competitive position for funding such as the Federal Home Loan Bank's Affordable Housing Program. If preferable to the City, an alternative is for the City to seller finance the acquisition of the land through a low-interest, long-term loan payable from available cash flow.

**Phase 8 (Museum and Memorial Park)** - We expect any land purchase to come via Federal grants in conjunction with the Intermodal Center funding or as a part of Community Equity Endowments from the developer to be determined by a committee appointed by the Mayor (see RFP page 134).

**This proposal appears to be proposing that the majority of the affordable housing units be produced offsite - are all 1,000 affordable units proposed to be located above the I-175 as part of the Transportation Center?**

2,350 to 3,350 of the affordable/attainable workforce dwelling units are to be within the 86-acre site. Page 112 of our Response provides a chart which in the top row of each column describes the funding and in the bottom row of each column totals the number of units in the phase. It is repeated below; however, we have changed it so there will be two 9% Housing Credit Phases. Please also see the charts on pages 113 – 115 of our Response.

Phase 2 - 1,350 units

Phase 5 - 1,000 units on 17 acres if it is not developed by Rays for new stadium

Phase 6 - 1,000 units on Tropicana Field site if existing stadium is demolished

Future Phase - 2,000 units

*If at some time in the future the Intermodal Center is repurposed since Tampa Bay residents become less auto dependent (see JBR Solutions white paper policy attached) then an additional 1000 to 2000 units could be placed within and atop the IC which is planned as an institutional grade concrete structure with oversized foundations to be considered for an 'adaptive reuse' at some undetermined point in the future.*

Proposed Affordable and Workforce Housing Funding, AMI Mix, and Phasing Plan (1,000 Units)						
Phase	Units	1	2	3	4	5
Funding Type		HUD 221d4/223F	9% LIHTC	4% LIHTC/SAIL	9% LIHTC	4% LIHTC/SAIL
<b>Total Units</b>	<b>1000</b>	<b>400</b>	<b>100</b>	<b>200</b>	<b>100</b>	<b>200</b>
30% AMI	60		10	20	10	20
40% AMI	90		15	30	15	30
50% AMI	90		15	30	15	30
60% AMI	180		30	60	30	60
70% AMI	90		15	30	15	30
80% AMI	290	200	15	30	15	30
100% AMI	100	100				
120% AMI	100	100				
Affordable and Workforce Housing Bedroom Count						
Studio	96	0	16	32	16	32
One Bedroom/ One Bath	175	79	16	32	16	32
Two Bedroom/Two Bath	1108	484	104	208	104	208
Three Bedroom/Two Bath	525	237	48	96	48	96
<b>Bedrooms</b>	<b>1904</b>	<b>800</b>	<b>184</b>	<b>368</b>	<b>184</b>	<b>368</b>
Timeline						
Application Project Year		1	1	1	3	3
Term to Completion From Funding approval		30 Months	24 Months	24 Months	24 Months	24 Months
Competitive/Non		Non-Competitive	Competitive	Competitive	Competitive	Competitive
<b>Total Per Phase Cost</b>	<b>\$325,000,000.00</b>	<b>\$131,000,000.00</b>	<b>\$30,000,000.00</b>	<b>\$67,000,000.00</b>	<b>\$30,000,000.00</b>	<b>\$67,000,000.00</b>

**It appears all of the affordable units are proposed to be produced during phases 6a, 6b, 6c, 6d, 6e. Please clarify the time frames proposed for each of these phases.**

Please see schedule below for an estimated timeline for the 1,000 units which is expected to take 5-6 years and answers to questions 4.5 and 6 above.

<b>Development Schedule - Gas Plant</b>	
<b>City of St. Petersburg and Community Agreements and Planning</b>	
4/1/2023	Selection Complete
4/2/2023	Begin investigation period - Survey, geotech, environmental, market plan
4/15/2023	Update conceptual site plan and meet with City of St. Petersburg Development and Growth Management for preliminary design review
4/20/2023	Talk with Architectural Review and Historic Preservation Concerning Building characteristics and design
4/20/2023	Meet with City of St. Petersburg Utilities and various other utilities to review infrastructure changes
4/15/2023 - 4/30/2023	Meet with Community to Discuss Plan Concept - Community engagement will be an ongoing activity throughout all phases of the project
5/1/2023	Begin Brownfield Environmental Investigation Process
6/1/2023	Preliminary agreement with City of St. Petersburg so planning can begin - Interim agreements?
6/1/2023	Modify site plan and submit to Development and Growth Management for preliminary design approval
6/15/2023	Meet with Community and Present Updated Site Plan
8/1/2023	Completion of Developer Agreement, Purchase and Sale Agreement, and Community Benefit Agreement
8/15/2023	Complete site investigations
8/30/2023	Execution of Agreements
8/30/2023	Close on land purchase - All Parcels
<b>PD Zoning Process (If Necessary)</b>	
6/1/2023 - 6/28/2023	Prepare PD Rezoning Package
6/29/2023 - 10/14/2023	City Review of PD Rezoning
12/31/2023	PD Zoning Complete
<b>Infrastructure - Utility Relocation (Environmental Factors Could Affect This Timeline)</b>	
10/16/2023	Begin infrastructure relocation only - No phase construction
10/16/2023	Begin environmental remediation, if necessary (This timeframe could vary depending on the extent of the contamination)
3/30/2024	Submit Infrastructure Relocation Plans for Permitting
5/30/2024	Infrastructure Relocation Plan Approval
6/1/2024	Begin infrastructure relocation (Financing and City approval to start need to be in Place)
12/31/2024	Complete Infrastructure Improvements



<b>Phase 6a - 221d4 400 Units</b>	
9/1/2023	Begin Phase I Civil Plans
10/16/2023	Begin Phase I Architectural Plans
11/5/2023	Submit Initial Financing Application Package to HUD For Phase I
6/1/2024	Submit all Phase I Plans for Permitting
6/5/2024	Submit plans to HUD for Financing Approvals - Phase I
9/30/2024	Final Building Permits issued for Phase I Building
11/1/2024	Close on HUD Financing Phase I
11/6/2024	Begin Construction on Phase I
2/1/2024	Begin Pre- Leasing for Phase I Residential
4/30/2024	Complete Construction on Phase I
5/1/2024	Move-in and Leasing for Phase I Residential
4/30/2025	Complete lease-up on Phase I (12 Months)
6/30/2025	Convert to Permanent Financing Phase I
<b>Phase 6b - Affordable 9% LIHTC - 100 Units</b>	
11/15/2023	Apply for 9% LIHTC Funding - Florida Housing (FHFC)
3/15/2024	Funding approval from FHFC
4/1/2024	Begin Civil Plans for Affordable Units
4/16/2024	Begin Plans for Affordable Units
9/15/2024	Submit building plans
12/31/2024	Building Permits Issued for Affordable Units
2/1/2025	Close on financing for Affordable Units
2/1/2025	Begin Sitework for Affordable Units
5/1/2025	Begin Pre-leasing Units
7/31/2025	Complete First Affordable Building
8/30/2025	Complete all Affordable Units
11/30/2025	Reach 100% Occupancy Phase 2
3/1/2026	Payoff all construction financing convert to permanent debt Affordable Units
4/1/2026	8609's issued to investor
<b>Phase 6c - Affordable 4% LIHTC with SAIL - 200 Units</b>	
2/15/2024	Apply for SAIL Funding - Florida Housing (FHFC)
6/15/2024	Funding approval from FHFC
7/1/2024	Begin Civil Plans for Affordable Units
7/1/2024	Begin Plans for Affordable Units
11/15/2024	Submit building plans
3/1/2025	Building Permits Issued for Affordable Units
5/1/2025	Close on financing for Affordable Units
5/1/2025	Begin Sitework for Affordable Units
7/1/2025	Begin Pre-leasing Units
9/30/2025	Complete First Affordable Building
10/30/2025	Complete all Affordable Units
3/1/2026	Reach 100% Occupancy Phase 2
7/1/2026	Payoff all construction financing convert to permanent debt Affordable Units
8/1/2026	8609's issued to investor



<b>Phase 6d - Affordable 9% LIHTC - 100 Units</b>	
11/15/2025	Apply for 9% LIHTC Funding - Florida Housing (FHFC)
3/15/2026	Funding approval from FHFC
4/1/2026	Begin Civil Plans for Affordable Units
4/16/2026	Begin Plans for Affordable Units
9/15/2026	Submit building plans
12/31/2026	Building Permits Issued for Affordable Units
2/1/2027	Close on financing for Affordable Units
2/1/2027	Begin Sitework for Affordable Units
5/1/2027	Begin Pre-leasing Units
7/31/2027	Complete First Affordable Building
8/30/2027	Complete all Affordable Units
11/30/2027	Reach 100% Occupancy Phase 2
3/1/2028	Payoff all construction financing convert to permanent debt Affordable Units
4/1/2028	8609's issued to investor
<b>Phase 6e - Affordable 4% LIHTC with SAIL - 200 Units</b>	
2/15/2026	Apply for SAIL Funding - Florida Housing (FHFC)
6/15/2026	Funding approval from FHFC
7/1/2026	Begin Civil Plans for Affordable Units
7/1/2026	Begin Plans for Affordable Units
11/15/2026	Submit building plans
3/1/2027	Building Permits Issued for Affordable Units
5/1/2027	Close on financing for Affordable Units
5/1/2027	Begin Sitework for Affordable Units
7/1/2027	Begin Pre-leasing Units
9/30/2027	Complete First Affordable Building
10/30/2027	Complete all Affordable Units
3/1/2028	Reach 100% Occupancy Phase 2
7/1/2028	Payoff all construction financing convert to permanent debt Affordable Units
8/1/2028	8609's issued to investor

**What number of units are being proposed for phase 6e? This was not clear.**

Initially, we anticipated 150 units for phase 6e; however, we have determined that two 9% Housing Credit applications are feasible and have decreased the number of units planned for 6d (now a 9% Housing Credit phase) to 100 and increased the number of units in 6e (a 4% Housing Credit Phase) to 200.

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**Four of the 5 phases above rely on competitive funding with Gap financing to be provided by City or County. What is the plan if these funds are not awarded, or the GAP financing will only 400 units then be produced in phase 6a for household between 80-120% AMI?**

There are any number of sources for Gap financing. We are looking to the City for Local Government Area of Opportunity funding – which could come from SHIP funds, for example – but not for funding from General Revenue. In the two 4% Housing Credit Phases, Gap funding can take the form of CDBG, HOME, FHLB Affordable Housing Funds, National Housing Trust Funds, and low interest/soft debt options. It may take one or more of these sources to fill the Gap.

InVictus is experienced in a wide variety of programs utilized to fill funding gaps, as demonstrated in the materials provided in our response. Sources not foreseen at the present will no doubt arise (just as the Tax Credit Exchange Program arose to assist projects when the Housing Credit equity investors withdrew from the market, FHFC came through with CHIRP funding when construction costs rose dramatically, the American Recovery Plan provided funding to Local Governments when their coffers were hard hit by the pandemic).

The InVictus principals are creative and resourceful, having utilized nearly every source of funding available while running the Florida affordable housing arm of Norstar Development USA, LP for nearly a decade; and since forming InVictus Development, we have at our disposal the resources of Alliant Capital, a major player in the Housing Credit equity market, which is now a Walker & Dunlop company. Walker & Dunlop is the 8th largest commercial real estate lender in the US with a portfolio of over \$115 billion. They are the # 1 Fannie Mae and #4 Freddie Mac Multifamily lender, and #5 HUD lender in the US. The experience and creativity of this team in the financing of multifamily developments both in the Housing Credit arena and utilizing Fannie/Freddie/HUD low-interest, long-term financing is proven.

**Restoration mentions 1350 “attainable” units as part of phase 2, please be specific as to the income levels to be housed in these units.**

Attainable housing is defined as a range of mixed income housing from disadvantaged to affordable to lower end market rate (see page 99). Attainable also includes housing that is not income restricted or rent restricted; it is simply more affordable either because the units are smaller or exchange some level of privacy for economy (i.e., studio apartments, micro units, or roommate plans with private bedrooms and bathrooms but a shared living/dining/kitchen space). Attainable units also include units that are not income restricted or rent restricted due to regulatory requirements but rather voluntarily – by agreement (such as part of a community benefit agreement) discounted from market.

At this time, we can commit to 80% affordable (60% AMI or less), 10% workforce, and 10% attainable through reduced unit size (studios and micro units/unit groupings with private bedrooms and bathrooms and shared living/dining/kitchen space) such that the rent is lower because there is less square footage.

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**What experience does your team have implementing large-scale mixed-use development? Please include any local qualifications if they exist.**

Please refer back to question 1 regarding our shared mission, objectives and prior local experience. RGA Design is acting as a professional fee based Master Developer. The firm has provided 5 examples that establish large, mixed development experience functioning in this manner (see RFP pages 63 to 67). Two other local master development projects include:

1. Allied Chemical Manufacturing Plant at Port Manatee, a joint venture with TRC Worldwide Engineering (a consultant listed herein to help design the intermodal center parking structure). The project scope includes the repair of a \$200 million chlorine manufacturing facility as well as a 200,000 SF chlorine storage facility and office facilities. Construction is nearing completion. RGA was responsible for identifying and coordinating all sub-consultants with the property owner to ensure the facility was properly built back.
2. RGA is currently involved as an Owner's Representative for the 50-acre 'Little Harbor' redevelopment in Apollo Brach as well as the renovation of the 10-story Harborside multifamily residential tower at the same locale. This project involves over 1,000 MFR units. RGA is responsible for securing and coordinating all land-use consultants, designers and contractors for the investment company.

When pertaining to experience with at-risk mixed-use development, please see the below response:

**Professional Master Development team's large local mixed-use development service experience**

The first is to document that the Master Developer with its three prime consultants [Langan & Associates](#) (civil engineers), [Lowndes Law](#) (land use attorneys) and [FirstService Residential](#) (large community development consulting and common area management) combined have all handled local mixed-use development of this size or greater.

**Each 'At Risk' local developer has executed projects in excess of their assigned phases or sub phases.**

As Invictus' CEO, Paula Rhodes established the LIHTC funding and phasing required within Phase 2 and Phase 6. We have phased this 86-acre development in a fashion that Local entities and SBEs can perform the Work in this community and establish a higher economic multiplier since the money generated will stay local.

**The critical factor in executing this project in its entirety - restoring the historic Gas Plant District and retaining Major League Baseball in Tampa Bay for generations to come - is to gain a consensus of all citizens, stakeholders and elected officials in order to move this project forward.**

Please reference the individual experiences of William Henry and Paula Rhodes (RFP Pages 21, 38). William is a former appointed government official and conducted over 100 public hearings to help gain the approval of 28 of 30 elected officials to pass the first comprehensive plan in Hillsborough. Members of this body included future State Senator Les Miller, County Commission Chairman Joe Chillura and many others who later became engaged in funding the Community Investment Tax, which funded the construction of Raymond James. Paula was a former in-house counsel at Raymond James and understands the low income housing tax credit program well enough to rapidly move the affordable/workforce housing component. James Fogarty will explore every avenue in the transportation realm to move the IC forward. You can read his [Transit Policy](#) at the end of this document.

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**What experience does your team have implementing community benefits at a district scale? Please provide specific examples.**

If this question implies funding of benefits from project revenues, we discourage the practice for several reasons. Though we have a well-established philanthropic record of supporting worthy local causes such as USF and the Tampa Bay Performing Arts Center, we do not think that in the State of Florida with Sunshine Law restrictions that private development teams responding to an RFP should be in charge of distribution of potentially public moneys and/or favored sponsorships. Promising funding to potentially influential recipients of donations through private development entities, particularly if the intent is to gain favor of decision makers, is inappropriate.

As a former public official, the lead Master Developer of this team and all team members have pledged not to do so in order to avoid the appearance of impropriety. Tax Increment Financing, local Tourist Tax Dollars, and/or Federal Funds to build transportation improvements (such as the Intermodal Center) constitute as public subsidies. These public subsidies often accrue to the profits of the private developers. These funds, when ear-marked to target recipients, should be at the sole discretion of the appropriate governing officials.

It is the Restoration Associate's policy that all such community equity disbursements (benefits) should be at the sole discretion of the Mayor or his assigns to be constituted probably by a select committee in the Sunshine so that its operations are transparent. All targeted fund recipients should compete in the Sunshine for public support whether via the City or the private development community. Public meetings should be announced well in advance to discuss the merits of all grantee target recipients whether disbursed by the private developer, City or some other designated entity.

**Could you provide a breakdown of the development program by asset class, square footage, and phase? Specifically, please clarify:**

**Phase 2 includes a 7,000-stall intermodal project, how many total SF does this include?**

The total area is comprised of four 450' x 186' segments or 83,700 SF of floor area. We expect to have six levels of elevated structured parking with a total area of 500,000 SF of parking for each segment. Thus, the total area is to be 2 million SF mol. of elevated parking structure containing 5,800 stalls.

**You reference that some units will be "attainable" in addition to the affordable housing units. How many will be "attainable" and how do you define these units? Are they associated with AMI levels?**

We construe attainable housing to include mixed-income housing ranging from a severely disadvantaged percentage rate of medium family income to affordable rate at 60% of medium family income to the lower end of market rate unsubsidized housing. Attainable also includes housing that is not income restricted or rent restricted; it is simply more affordable either because the units are smaller or exchange some level of privacy for economy (i.e., studio apartments, micro units, or unit groupings with private bedrooms and bathrooms but a shared living/dining/kitchen space). Attainable units also include units that are not income restricted or rent restricted due to regulatory requirements but rather voluntarily – by agreement (such as part of a community benefit agreement) discounted from market.

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Phase 6a will be a workforce housing phase of 400 units affordable to households whose incomes range from 80%-120% AMI.

Phase 6b will be a 9% Low Income Housing Tax Credits (LIHTC) phase.

Phase 6c will be a 4% LIHTC Bond Phase combined with HUD Financing, permanent debt, and having the requirement for additional City and County funds to fill the remaining funding gap.

Phase 6d is currently programmed to use the Florida Housing SAIL funding program that combines tax exempt bonds and 4% LIHTC with State of Florida SAIL funding.

Phase 6e is also currently programmed to use the Florida Housing SAIL funding program with tax exempt bonds and 4% LIHTC.

*Phasing, unit mix, and funding sources are all subject to change based on market conditions, market study results, available funding from Florida Housing or other sources, and the then-current needs and desires of the community. The phase funding listed above are the current best available vehicles to build affordable and workforce units in today's market.*

**Phase 3 lists 220,000 SF of “stacked mixed use”. How many residential units does this include? What share of this structure is residential versus retail?**

This includes 450 DUs mol. There is 50,000 SF of ground level parking adjacent to residential units on floors two through six. The industry standards is 4 stalls for every 1,000 SF of retail. This is higher for F&B uses so we will have parking at ground level for upwards of 200 stalls. The remaining portion of the ground floor will be retail space.

**Your proposal mentions that each hotel tower will have 450 keys. How many hotel towers will there be?**

Two 450-key towers, bringing the total to 900 keys.

Phase 1	Self-Storage	280,000 SF
Phase 2	Intermodal Center Workforce/Affordable Housing Ground Level Retail	2 Million SF 710,000 SF 100,000 SF
Phase 3	Ground Level Retail Market-rate Housing	50,000 SF 450 DUs
Phase 4	Office and R&D	1.5 Million SF
Phase 5	Option A New Stadium Option B Renovation of Tropicana Field	17 acres 1.1 Million SF
Phase 6	Workforce/Affordable Housing	710,000 SF
Phase 7	Convention Center Hotel	900 hotel rooms
Phase 8	History Museum and Memorial Park	TBD

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**What is the total open space square footage or acreage?**

Because we have an intermodal solution with less on-site parking, we are able to leave up to 30-40% of the site as green open space (1.1 million SF or 25 acres mol). The autonomous vehicles, people movers, trams and light rail will free up not only the surface parking areas, but also reduce much roadway and asphalt areas. Think Disney, Tampa International Airport and Universal Studios. We expect to have a green development with green roofs atop the Intermodal Center.

**Are the infrastructure costs included listed in the development figures per phase? If not, how much is the team dedicating to site improvements and infrastructure?**

Yes, the infrastructure costs are included in the development figures. We have less infrastructure costs because they are built into the Intermodal Center and the people movers in lieu of ROW(s) and roads. We have on-site infrastructure included in each phase of development.

**Your proposal identifies paying 50% of market value for parcels in certain phase - please provide a dollar value estimate of your fair market valuation.**

We decline to speculate what the fair market value is at this time. This should be determined by three independent MAI appraisers. One should be picked by the City, one by the at-risk developers and the third appraiser should be mutually agreed upon by the City and developers. The reason for this careful process is that the TIF will be established by these appraisals at current-time condition. The increment between this amount and the future tax bases will determine the tax increment that can be bonded against and funds agreed upon TIF improvements (e.g. the stadium, Intermodal Center and attainable housing). We think it is prudent to prejudice these amounts which could impact future fiduciary responsibilities and funding.

**Could you elaborate on any proposed uses of TIF funds?**

The TIF is projected to equal \$200 million. If the City adopts Stadium Option B, all the TIF goes to stadium funding (see RFP page 82). If not, then the TIF can be utilized to further subsidize the Intermodal Center and/or the workforce/affordable residential units.

**Please provide your cash flow statement in Excel format.**

This is provided in a separate attachment on the email.

**Your proposal states that 1,000 units will be affordable or workforce housing. How many units will be affordable and how many will be workforce units? What is the AMI distribution of these units?**

There will be 400 workforce units and 600 affordable units. The AMI distribution is reflected on the chart appearing on page 112 of our Response. It is also provided in response to Question 6. The information in the first column shows each AMI level and each row shows how many units in that AMI level are in each of the Phases shown at the top of the columns.

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# Tampa Bay Area-Wide Transit Policy

*Authored by James Fogarty, President JRB Solutions  
GPD Restoration Associates Team Member*

The Restoration Associates team proposes an innovative solution that will both address the challenges of the redevelopment of Tropicana field and provide mitigation to the neighborhoods that were damaged by the original stadium and interstate construction. The proposed Gas Plant District Intermodal Center is consistent with state planning documents that call for investment in intermodal infrastructure for Tampa Bay's major urban nodes, including downtown St Petersburg. In 2004 the Gas Plant District site was identified directly as one viable option for siting intermodal infrastructure for downtown. A map from the Florida Department of Transportation (FDOT) Tampa Bay Intermodal Center(s) Feasibility Report for Hillsborough and Pinellas Counties is shown below.

Intermodal and transit infrastructure has been included as an unfunded need in subsequent iterations of the Strategic Intermodal System plan for the state and the Long Range Transportation Plan for Pinellas County. Currently, sites in Downtown Tampa, Westshore, and Clearwater have higher prioritization and are thus farther along in the development process, the need remains for improved intermodal access for Downtown St Petersburg. The Downtown St Petersburg Mobility Study, conducted by Forward Pinellas with support from FDOT in 2021, has also called for additional investment in transit infrastructure for downtown as well as further study of removing Interstate 175 to reconnect downtown to neighborhoods to the south. The proposed Gas Plant District Intermodal Center addresses those recommended actions directly.



*2004 Map Showing Viable Intermodal Sites in green, FDOT*

Locating an intermodal center atop I-175 has many advantages. The concept transforms I-175 from a divider between downtown and south St Petersburg to an asset that unites surrounding neighborhoods. The facility would provide nearby neighborhoods with access to jobs and business opportunities located throughout the region. By taking advantage of the limited access portions of the interstate, including PSTA's Bus on Shoulder pilot program to get express buses around congestion, the site can help to reduce travel times between downtown St Petersburg and the region's other main activity centers. The dynamics of transit into and out of Downtown St Petersburg will change for the better with the upcoming completion of the new Howard Franklin bridge and the Gateway Express projects. Focusing on improving accessibility of Downtown St Petersburg to and from Tampa brings any benefit of stadium sites across Tampa Bay to the Gas Plant District, and improves access to a baseball stadium throughout Tampa Bay. Costs can be reduced by using the existing grade separation to extend underpasses/overpasses in phases and repurposing lanes along I-175 for intermodal center access.

Combined with planned investments in regional transit, the Gas Plant District Intermodal Center has the potential to place the proposed development an easy, less than 30 minute ride to Downtown Tampa, Ybor City, Westshore, Clearwater Beach, St Pete Beach, and Bradenton, with Pasco and Sarasota reachable within an hour. Further, the center would offer additional leverage for the city in possible future negotiations with Florida's High Speed Rail operator to extend the terminus of the Tampa line to downtown St Petersburg. Such an extension strengthens access to the Lakeland and Orlando markets, along with those of south Florida via connections. Plans for future transit modes also bring alignments for bus, commuter, or light rail directly past the site. The proposed site's location and the intermodal center's integrated approach with the development will help support these future improvements when the bay area becomes ready to implement them.

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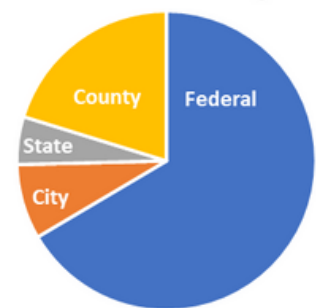
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Replacing the surface lots surrounding Tropicana Field with structured parking opens significant land up to development without impacting the ability of fans to reach the stadium. Peak parking demand for the development's hospitality, office, and residential are offset, allowing the same spaces to be re-utilized throughout the day and increasing the availability of parking. Further, this approach 'catches' traffic directly from the interstate and keeps local streets relatively un-congested. Drivers who might otherwise be circling the block for a convenient on-street parking spot instead find convenience in a parking deck, and never have to drive on surface streets. That reduces carbon footprint, improves the pedestrian experience, and provides more on-street retail activity to enhance the overall safety and comfort of the development and market viability of small retail.

Any development that is proposed will involve maintaining or constructing significant parking resources at significant cost. The proposed intermodal center offers an attractive option at leveraging those funds to attract state and federal grant and low interest loan opportunities that will advance regional transit objectives. The site's contiguity with transformative development, its potential to reconnect disadvantaged neighborhoods to urban centers and jobs, as well as its adjacency to already constructed federally supported infrastructure make this a prime candidate for competitive federal funding.

Programs such as the Federal Transit Administration (FTA) Section 5309 Fixed Guideway (specifically Small Starts), FTA's Section 5339 Bus and Bus Facilities formula grants (may be subject to FTA Joint Development Guidelines depending on the layout of the development), USDOT's Reconnecting America Program, the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) program, or the Infrastructure for Rebuilding America (INFRA) competitive funding opportunity may all offer options for funding various components of this infrastructure. Though it is early in the process, it makes sense to leverage the resources focused on this opportunity and the existing local funding available to pursue competitive grants.

Clearwater Intermodal Center Funding



A higher percentage of local funds generally can improve the odds of being selected, however state and federal portions can still be significant, as they are in the most recent local example, the Clearwater Intermodal Center. An illustration of the relative share of funding for the Clearwater facility is shown at right.

In summary, the Gas Plan District redevelopment offers the opportunity for St Petersburg to move the needle on transit access for downtown in a big way. The facility offers visitors to the district a convenient, enjoyable experience and simplifies downtown access. Transit alternatives become more competitive in this scenario as well, and with less traffic and more pedestrian activity on surface streets the district's carbon footprint is greatly reduced. Leveraging the public space available through the district by locating transportation infrastructure along the edges, with pedestrian connections in the middle, also supports retail and provides ample space for future modes to connect. Using some of the funds from redevelopment as local match may also unlock state and federal funding opportunities for transit infrastructure that would otherwise be unavailable.

**James Fogarty, PE, LEED AP**  
**President, JRB Solutions, LLC**  
Clearwater, FL 33761  
[www.JRBsol.com](http://www.JRBsol.com)

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Thank you for considering our responses



E. William Henry, PhD  
Owner, RGA Design LLC  
Development Team Representative  
(813) 334-8370  
600 S. Magnolia Ave. #375 Tampa, FL 33606  
bhenry@rga-design.com

