



Proposal:
**The Gas Plant District
Redevelopment**



Gas Plant District

Presented by ARK Ellison Horus, LLC, a locally led development team formed by ARK Investment Management, Ellison Development, Horus Construction, with Baker Barrios serving as master plan architect.

The Honorable Mayor Kenneth T. Welch
Members of City Council
City of St. Petersburg
175 Fifth Street North
St. Petersburg, FL 33701

October 3, 2025

Re: Historic Gas Plant District Redevelopment

Dear Mayor Welch and Members of City Council,

On behalf of ARK Investment Management, Ellison Development, Horus Construction Services, and Baker Barrios, we are honored to submit this unsolicited proposal for the redevelopment of the Historic Gas Plant District. This project represents a once-in-a-generation opportunity for St. Petersburg—not only to honor a long-standing promise to its residents, but also to establish the City as a national model for inclusive and forward-looking urban development.

Our vision for the site is anchored in three commitments: first, to repair past harm and reinvest in the community that was displaced; second, to create pathways to housing and meaningful employment for thousands of St. Petersburg residents; and third, to elevate the City's profile as a destination for innovation, culture, and opportunity.

The accompanying proposal details how this vision can be achieved—through significant private investment, a balanced mix of housing options, the creation of vibrant cultural and civic spaces, and a strong emphasis on fiscal responsibility. Together, these elements offer a plan that delivers immediate community benefits while securing long-term economic strength for the City.

This is more than a redevelopment; it is a chance to reshape the future of the City in a way that is inclusive, equitable, and lasting.

Thank you for your leadership and for considering our proposal. We look forward to continuing this important dialogue and to working alongside you and the community to make this vision a reality.

Respectfully,



Cathie Wood
ARK Invest



Casey Ellison
Ellison Development



Jonathan Graham
Horus Construction Services



Tim Baker
Baker Barrios

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This model is projected to generate \$1.2 billion annually, \$28 billion over 30 years, and more than 14,000 high-wage jobs, far surpassing stadium-led alternatives.



Executive Summary

A Once-in-a-Generation Opportunity

The Historic Gas Plant District is St. Petersburg's chance to deliver on a 40-year promise by prioritizing the residents of St. Petersburg, ensuring access to affordable housing, quality jobs, and economic opportunities, while transforming the City's economic base and establishing a national model for inclusive urban redevelopment. At 95.5 acres, it is the largest contiguous redevelopment site in Florida and one of the most visible opportunities in the nation to combine innovation, housing, and culture into a single, catalytic project.

This proposal is designed to:

- **Repair historic harm** and reinvest in the community that was displaced.
- **Deliver thousands of jobs and affordable homes** within the first three years.
- **Position St. Petersburg as a global epicenter** for innovation, culture, and events.
- **Generate long-term fiscal returns** for the City at a fraction of the public cost of stadium-driven models.

More than a redevelopment project, the Historic Gas Plant District ('the Gas Plant District' or 'the District') is a transformative, master-planned initiative designed to create a self-sustaining innovation ecosystem. Directly linked to the St. Petersburg Innovation District, which houses the ARK Innovation Center, it establishes a regional corridor for research, entrepreneurship, and commercialization. With new cultural venues, purpose-built incubators, and expanded R&D clusters, the District will attract entrepreneurs, investors, and talent while accelerating growth through partnerships in science, technology, and education. ARK Invest's leadership adds capital, global reach, and integration into international innovation networks, ensuring startups scale into sustainable enterprises. This model is projected to generate \$1.2 billion annually, \$28 billion over 30 years, and more than 14,000 high-wage jobs, far surpassing stadium-led alternatives. With a modest \$120 million public investment, the District will unlock maximum returns from private capital, tourism, and venture funding. Together, the Gas Plant District and the Innovation District will establish St. Petersburg as a global hub for technology, research, and equitable growth, securing long-term fiscal resilience and expanded opportunity for residents.



The Gas Plant District will unfold in four purposeful phases over nearly two decades, each honoring the past, building the present, and securing the future. Woodson delivers trust, Flagmon builds vitality, Dunmore advances education, and Webb City drives corporate growth through innovation. Together, these stages create a responsibly phased and intentionally sequenced masterplan designed to maximize equity, economic growth, and cultural pride at every milestone.

By the Numbers (Full Buildout)

- **\$6.8 billion total investment** (public and private combined).
- **19,736 total jobs** (construction - 5,442 + permanent - 14,296, with local-hire priority).
- **\$1.2 billion annual economic output**, compounding to **\$28 billion over 30 years**.
- **\$1.9 billion in new property tax revenue over 30 years**, plus hundreds of millions more in sales and tourism taxes.
- **3,701 new homes**: 863 affordable, 618 senior affordable, 444 workforce (52% of total) and 1,776 market-rate (48% of total).
- **1,543 hotel rooms** to expand tourism and convention capacity.
- **Nearly 45% of the site reserved for public parks, culture, and civic space**.
- **\$120 million requested from the City for public infrastructure**, unlocking one of the most favorable public-private leverage ratios in the U.S.

Development Cost By Phase (Rounded)	
PHASE	INVESTMENT
Woodson	~\$343M
Flagmon	~\$2.47B
Dunmore	~\$2.80B
Webb City	~\$1.20B
Total	~\$6.8B

Restorative Justice and Reconciliation

In the 1980s, the Gas Plant neighborhood was razed with promises of renewal that never came. Families were displaced, generational wealth was erased, and trust in public commitments was lost. This redevelopment is explicitly designed to right that wrong.

Core to our proposal is:

- **Woodson African American Museum of Florida:** Expanded into a 50,000-SF national destination anchoring the project.
- **Community-first phasing:** Affordable housing delivered in Phase 1, not pushed to later stages.
- **Naming legacy:** Phases named Woodson, Flagmon, Dunmore, and Webb City to honor individuals and neighborhoods that once stood on this land.
- **Equitable hiring & contracting:** 40% of participation targeting small, locally owned and minority-owned businesses, enforced through binding Community Benefit Agreements tied to project milestones. These commitments are milestone-linked: conveyance of parcels and fee rebates are conditioned on verified compliance, ensuring the 40% participation goal is binding and not aspirational.
- **Small business growth:** A Business Accelerator pipeline focused on small businesses and tech startups, and a Horus Academy pipeline focused on growing Black-owned and legacy businesses.

*This is more than real estate.
It is an act of civic repair.*

First 1,000 Days: Visible Progress

The city cannot wait another generation. By 2028, within three years of approval, St. Petersburg will see:

- Groundbreaking on the **Woodson Museum**.
- **Affordable housing:** 446 homes delivered with street-level retail.
- A Main Street Program **enhancing the 16th Street Corridor**.
- Launch of the **Gas Plant Business Accelerator**, supporting Black-owned and local firms.
- Public realm improvements that reconnect neighborhoods and restore trust.

These early wins prove that community comes first.

Built to Thrive With or Without the Rays

The Gas Plant District plan preserves the option for a new Tampa Bay Rays stadium but is not dependent on it. This gives the City:

- **Option value:** A seamless path forward whether the team stays or departs.
- **Reduced risk:** No reliance on a single tenant or industry.
- **Balanced economy:** Driven by housing, research, culture, tourism, and innovation.

St. Petersburg has a bright future with or without the Rays. This proposal delivers exactly that.

Innovation, Culture, and Global Convening

Unlike stadium-centric models, this plan embeds innovation and events into the fabric of the District:

- **Innovation Hall (200,000 SF) and Academic Cluster (750,000 SF)** tied to Florida-based institutions and nationally recognized partners.
- **500,000 SF of incubation and research space**, plus a **1.15M SF Class-A corporate innovation campus**.
- **Entertainment venues:** An 80,000 SF music hall, 1,500-seat Stage House Amphitheater, and festival-ready Convergence Park.
- **Global draw:** Programmable capacity for 300,000–400,000 attendees over a 10-day festival cycle, comparable to South by Southwest (SXSW) in Austin, Texas.

Anchored by ARK Invest and regional partners, the Gas Plant District will attract global talent and capital while showcasing St. Petersburg's identity on the world stage.

A High-Return Partnership for the City

Independent analysis confirms that this plan offers a superior return for taxpayers, over and above prior stadium-centric proposals, with lower public cost, higher long-term return, and more beneficial outcomes:

- **City Cost:** \$120M
- **30-Year Economic Impact:** \$28B
- **Jobs:** 14,296 higher-wage, knowledge-based
- **Property Taxes (Over 30 Years):** \$1.9B

The Team to Deliver

This is not an outside group parachuting in. The master Development Team lives and works in St. Petersburg, with proven projects across Tampa Bay and deep community ties.

- **ARK Invest** brings global innovation networks, capital, and credibility.
- **Ellison Development** brings extensive experience building and developing projects throughout Tampa Bay with an emphasis on place-making.
- **Horus Construction** brings two decades of building landmark projects with a commitment to local hiring and minority business growth.
- **Baker Barrios** provides nationally recognized design and master planning expertise.

Together, this team combines global reach with local trust.

Conclusion

The Gas Plant District is not just another redevelopment. It is:

- A generational chance to deliver community **reconciliation**.
- A high-return **economic engine** for the City, County and State.
- A **global convening place** that belongs first to the people of St. Petersburg and Pinellas County.

With City approval, St. Petersburg can secure visible early wins within three years, create lasting prosperity, and set a national precedent for how innovation, housing, and culture can heal history and shape the future.

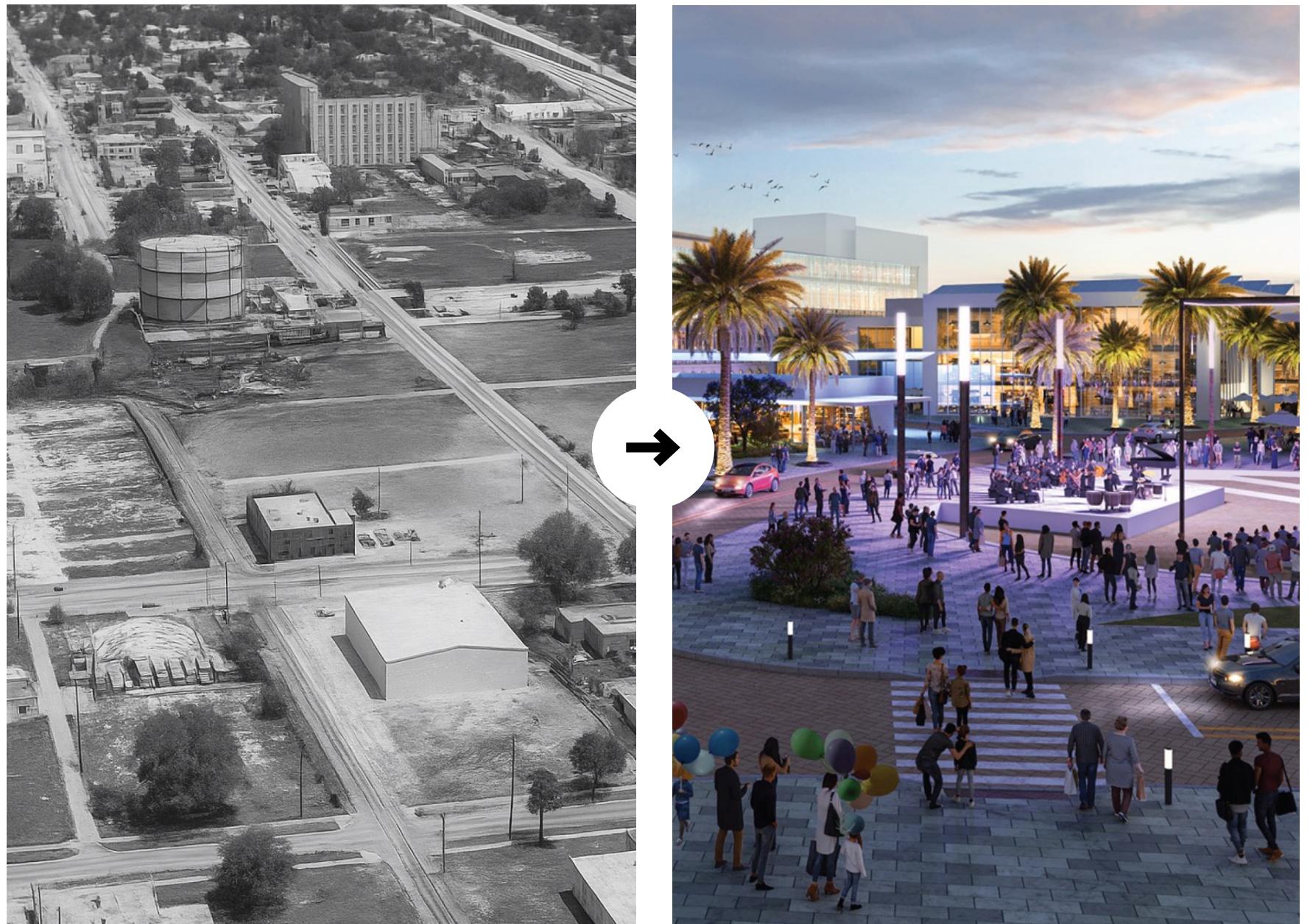


The Gas Plant District

Historical Context and Significance

The Gas Plant District is more than a redevelopment. It is St. Petersburg's chance to turn history into hope and create a blueprint for inclusive prosperity. Spanning 95.5 acres, it stands among the largest contiguous redevelopment sites in Florida. Its scale and purpose make it a project of national significance, positioning St. Petersburg as a model for restorative, community-driven mixed-use development.

In the 1980s, the original Gas Plant neighborhood, a vibrant Black community with hundreds of families, churches, and small businesses, was demolished to make way for Tropicana Field. Promises of renewal were made but never fulfilled and trust in public commitments was broken. This proposal begins by acknowledging the past and ensuring that the benefits of revitalization are finally delivered to those who were displaced, and to the broader St. Petersburg community.



This plan **builds community and accountability into its foundation.**

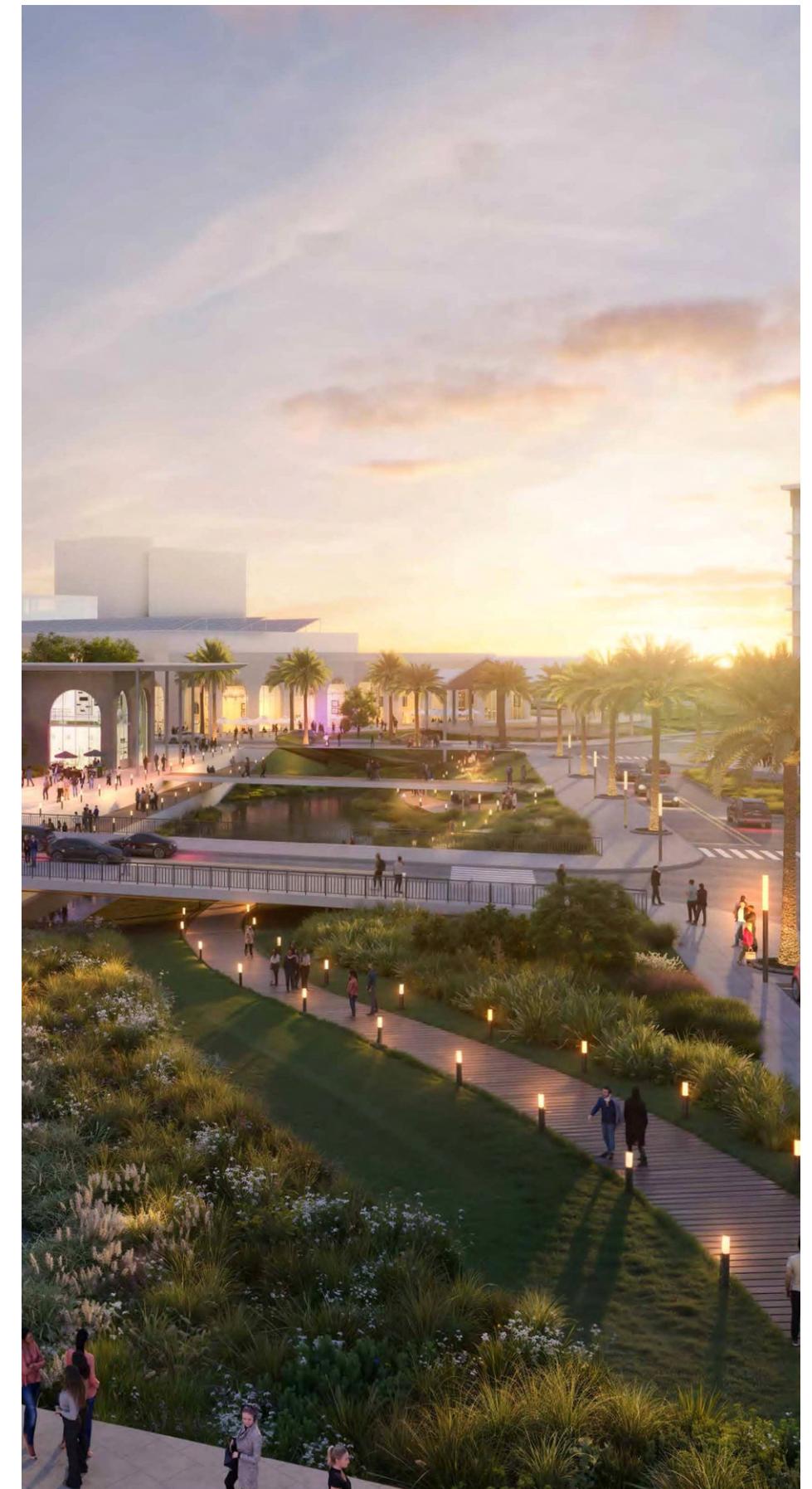
Our focus is to ensure that the economic benefits of revitalization are equitably shared, rather than disproportionately favoring developers or outside investors. To support this, the city and stakeholders are employing a range of innovative tools:

- **Community Benefit Agreements (CBAs):** Commitments with the City and the Community Benefits Compliance Board that hold the Development Team and partners accountable to local needs.
- **Merit and Equity-Based Development Scoring:** A transparent system that prioritizes inclusion in decision-making and rewards partners who advance community-serving outcomes.
- **Local and Minority-Owned Business Participation:** At least 40% of contracting targeted to minority- and locally owned firms to ensure economic opportunity is widely shared.

Together, these strategies position the Gas Plant District as a national case study in restorative redevelopment, one that does not simply rebuild land, but rebuilds trust, opportunity, and shared prosperity.

Honoring Legacy Through Identity

To ensure history is never forgotten, each phase of the redevelopment carries the name of a neighborhood or resident once displaced: Woodson, Flagmon, Dunmore, and Webb City. This is more than symbolism. These names carry deep cultural significance and acknowledge the community that was displaced in the 1980s. The Development Team is also committed to paying tribute to those who were buried near the Gas Plant site. A thoughtful memorial will be incorporated into the project to ensure their lives and history are acknowledged with dignity and respect, creating a lasting place of remembrance within the District. In doing so, the City not only honors their legacy but also ensures that their contributions and identities are permanently woven into St. Petersburg's future. This act of recognition also transforms the project from a purely economic exercise into one of historical and emotional depth, signaling a commitment to restorative justice. It allows descendants and the broader community to see themselves reflected in the new neighborhood and sets a precedent for community-centered urban planning, where naming and design are tools for healing, remembrance, and inclusion.



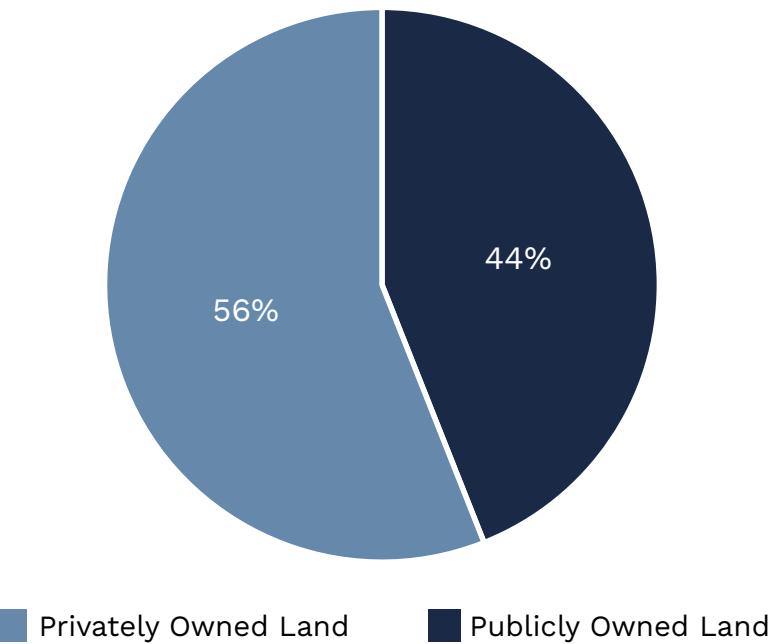
Masterplan Overview

The Gas Plant District redevelopment encompasses the original 86-acre Gas Plant site, plus 9.5 acres of additional development area, for a total of 95.5 acres (“Total Development Site”).

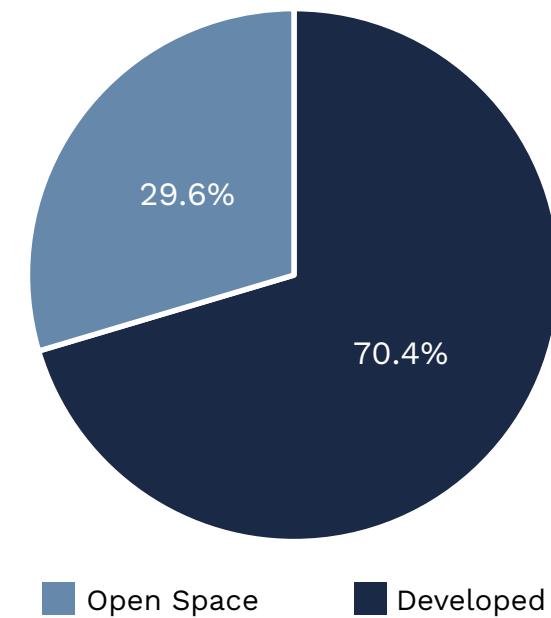
Total Development Site (95.5 acres) is divided into two categories:

- Publicly Owned Land (41.99 acres) which is 44% of the Total Development Site
- Privately Owned Land (53.55 acres) which is 56% of the Total Development Site
- 70.4% of the Total Development Site (67.25 acres) will be developed
- 29.6% of the Total Development Site (28.29 acres) will be open space

Total Development Site
(Publicly vs. Privately Owned Land)

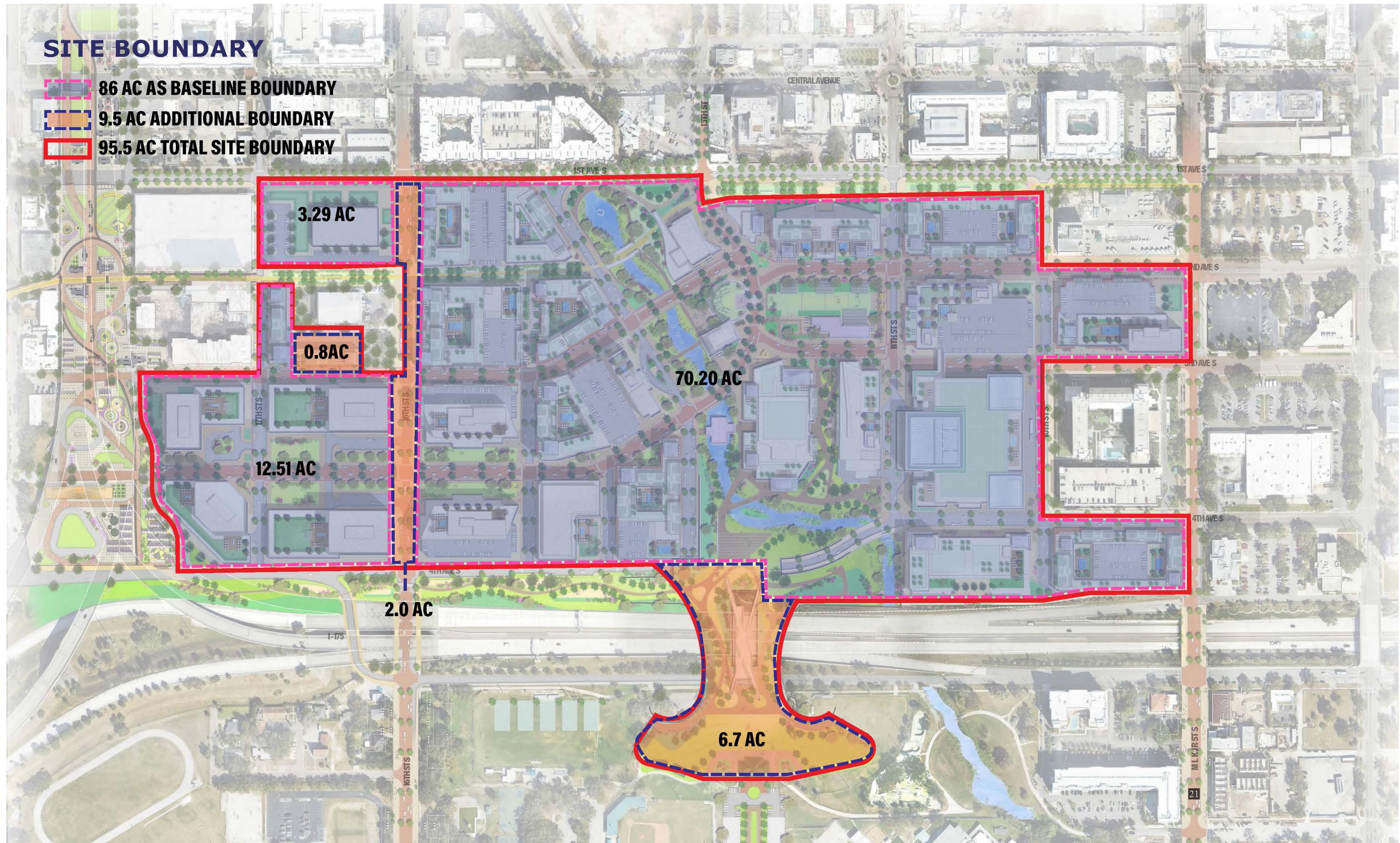


Total Development Site
(Developed vs. Open Space)



SITE BOUNDARY

- 86 AC AS BASELINE BOUNDARY
- 9.5 AC ADDITIONAL BOUNDARY
- 95.5 AC TOTAL SITE BOUNDARY



Housing as the Foundation

At the heart of the masterplan is a robust residential program delivering a minimum of 3,701 new homes across income levels:

- 1,776 market-rate housing units, representing half of the residential program.
- 444 workforce units (80%-120% Area Median Income (AMI)) enabling teachers, healthcare professionals, service workers and small business owners to live near their jobs.
- 863 affordable units (30–80% AMI).
- 618 senior affordable units, with a new senior center, allowing long-time residents to age in place with dignity.

In total, more than half of all residential units will be delivered as income-restricted housing, integrated into mixed-income neighborhoods that emphasize walkability, accessibility, and community pride. This includes both affordable homes at 30–80% of AMI and workforce homes up to 120% of AMI. By capping rents through these commitments, the Gas Plant District guarantees long-term housing stability and ensures the benefits of redevelopment are accessible to families across income levels, not just those who can afford market rates.

Culture and Innovation Anchors

Culture and innovation are the signature elements that distinguish the Gas Plant District, ensuring the project is not just a place to live and work, but a destination where history, creativity, and discovery drive lasting economic and social impact.

- **Woodson African American Museum of Florida (50,000 SF):** Delivered in Phase 1 becoming a cultural landmark.
- **Arts & Cultural Center (20,000 SF):** Delivered in Flagmon Phase, showcasing world-class arts and exhibitions.

- **Innovation Hall (200,000 SF):** Purpose-built for conferences, exhibitions, and collaboration.
- **Incubation and Research (500,000 SF):** Flexible space for startups, labs, and emerging industries.
- **Academic Cluster (750,000 SF):** Creates a direct partnership with notable academic institutions, reinforcing and expanding on St. Petersburg's identity as a hub for education, research, and talent development.
- **Entertainment and Music Venue (80,000 SF):** Designates St Pete as a target for concerts, performing arts, events and more.

- **Mobility:** A multimodal transit hub, complete streets, and 16,362 structured parking spaces (with EV charging stations) distributed across phases to ensure accessibility, reduce dependence on automobiles, and reconnect neighborhoods once divided by highways.

A District with Balance

The Gas Plant District is envisioned as a vibrant ecosystem where multifamily, hospitality, office, retail, academic, research, innovation and cultural assets are seamlessly integrated to reinforce and elevate one another. Rather than relying on a single anchor, such as a stadium or convention center, the District's strength will come from its balanced mix of uses that together form a resilient, multi-sector economy. By fostering diversity, collaboration, and shared prosperity, the Gas Plant District will be anchored in culture, community, and innovation—delivering long-term economic stability while enriching the daily lives of residents and creating a destination for visitors.

Resiliency

The District will be designed with resiliency at its core, ensuring that infrastructure, open spaces and vertical construction can withstand the intensifying impacts of storms and climate change. Stormwater management systems will integrate green infrastructure such as bioswales, permeable paving, and retention areas to reduce flooding risk. Buildings will be constructed to the highest wind and flood-resistance standards, while energy systems will incorporate redundancy and renewable sources to maintain operations during and after severe weather. By embedding resiliency (including battery storage and a microgrid) into the design, the District will protect residents, businesses, and cultural assets while setting a benchmark for sustainable urban redevelopment in coastal communities.

Phasing and Delivery

The Gas Plant District will be delivered in four carefully sequenced phases over nearly two decades, each designed with a clear purpose: to honor the past, build the present, and secure the future. Together, these stages create a masterplan that is not only executable, but transformative at every milestone.

Total Site Area Developed: ~95.5 acres

Total Delivered Density: ~8.28M SF GFA (Gross Floor Area)

Total Development Cost: ~\$6.8B

Phase	Acreage	GFA (thousands)	Development Cost (millions)
Woodson	7.77	588.0	\$343.8
Flagmon	51.23	3,054.0	\$2,477.6
Dunmore	23.88	3,362.6	\$2,801.6
Webb City	12.66	1,279.0	\$1,197.8
Total	95.54	8,283.6	\$6,820.8

MASTERPLAN: ACREAGE WITH PHASING DIAGRAM



Phase 1 – Woodson (2026–2028): Anchoring Identity & Restorative Justice

The Woodson Phase sets the tone for the entire District: community comes first. By leading with culture, affordable housing, and Main Street revitalization program, this phase demonstrates that the Gas Plant District is fundamentally about community pride and restorative justice.

This phase delivers:

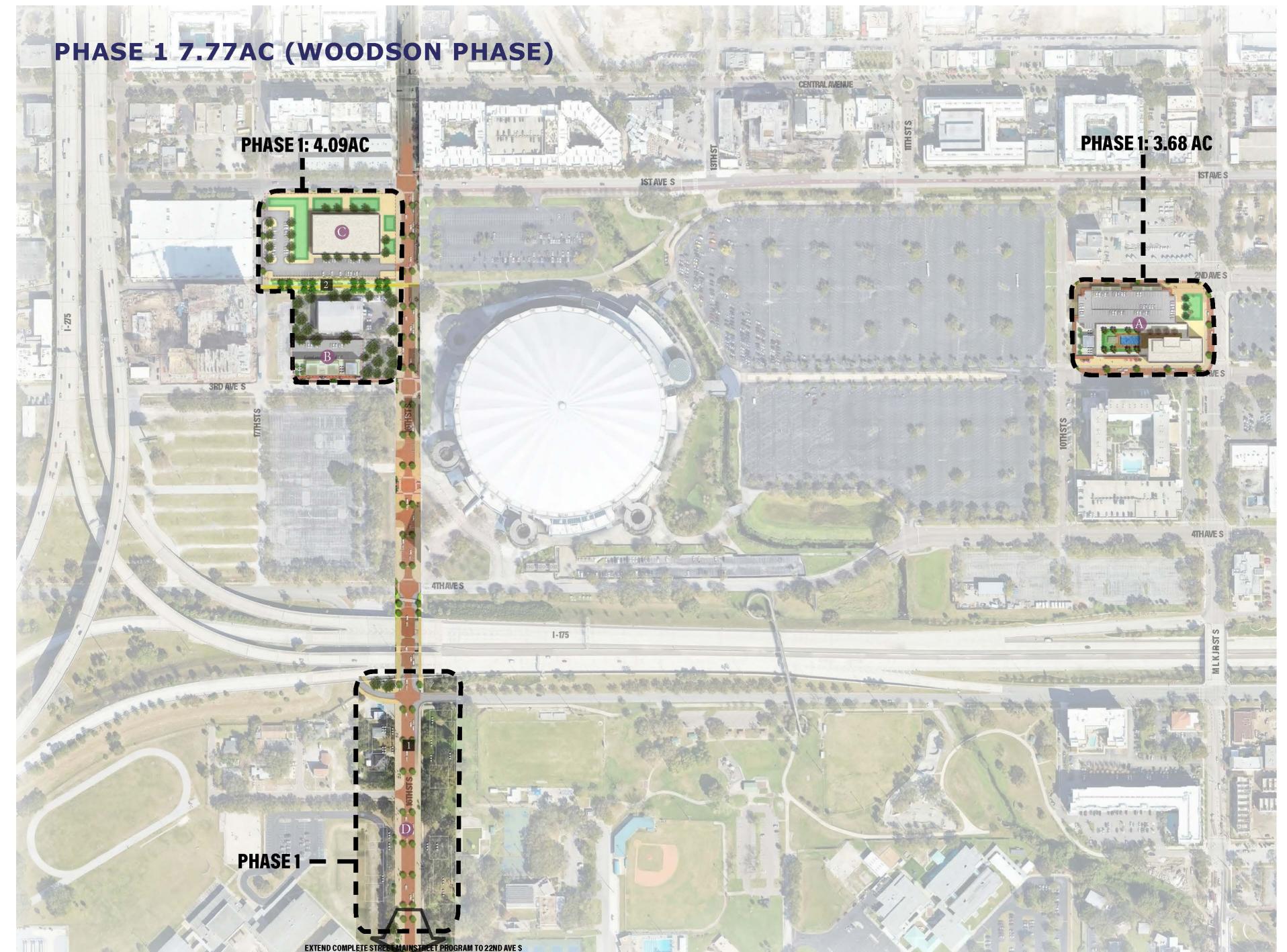
- **Woodson Museum:** 50,000 SF cultural anchor celebrating African American history, art, and community voices.
- **Housing:** 446 affordable homes (30–80% AMI)
- **Retail:** 15K SF of street-level retail space to service residents and surrounding neighborhoods.
- **16th Street Corridor:** Upgraded streetscapes, creating a true Main Street destination to connect southern parts of the City.
- **Infrastructure:** Roadways, utilities, and streetscape upgrades, plus public plazas and gathering spaces.
- **Parking:** 600+ spaces.

Purpose: To honor the Gas Plant's legacy while delivering visible early wins in housing and cultural recognition.

Investment: \$343.8M

Site Area: 7.77 acres

Density: 588,000 SF GFA



Phase 2A – Flagmon (2027–2034): Creating a Self-Sustaining Urban Core

Over the next several years, as Tropicana Field continues to operate, the Flagmon Phase will bring the District's economic engine to life. This is the most ambitious stage of redevelopment, blending housing, hospitality, culture, and innovation into a vibrant urban core designed for constant activity, attracting investment, drawing visitors, and supporting a dynamic retail environment entrenched in an active and growing residential community. This phase stitches the community back together, bringing in additional density and activation that builds on the opportunity for longevity in the District.

- Housing:** 1,332 units total broken into 625 market-rate, 156 workforce units, 417 affordable units, and 134 affordable senior housing units.
- Hospitality:** 927 hotel keys across several properties, including a convention-focused hotel and arts-focused lodging.
- Culture:** 20,000-SF Arts & Cultural Center and 80,000-SF music and entertainment venue.
- Innovation:** 500,000 SF of incubation and R&D, plus a 200,000-SF Innovation Hall, establishing St. Petersburg as a hub for startups and conferences.
- Commerce:** 108,500 SF of retail, activating the District at street level.
- Public Realm:** 17.82 acres of open space including Booker Creek Redevelopment with plazas, playgrounds, trails, and green corridors extending down to Convergence Park and the Unity Arch.
- Parking:** 5,000+ spaces.

Purpose: To establish the District's cultural and economic heartbeat while proving its vitality independent of stadium redevelopment.

Investment: ~\$2.42B

Site Area: 44.53 acres

Density: 3.04M SF GFA





Phase 2B – Convergence Park (2027–2034): Reconnecting the City

Flagmon Phase 2B focuses on repairing the physical and symbolic divides caused by past planning decisions making the District a civic centerpiece for all of St. Petersburg.

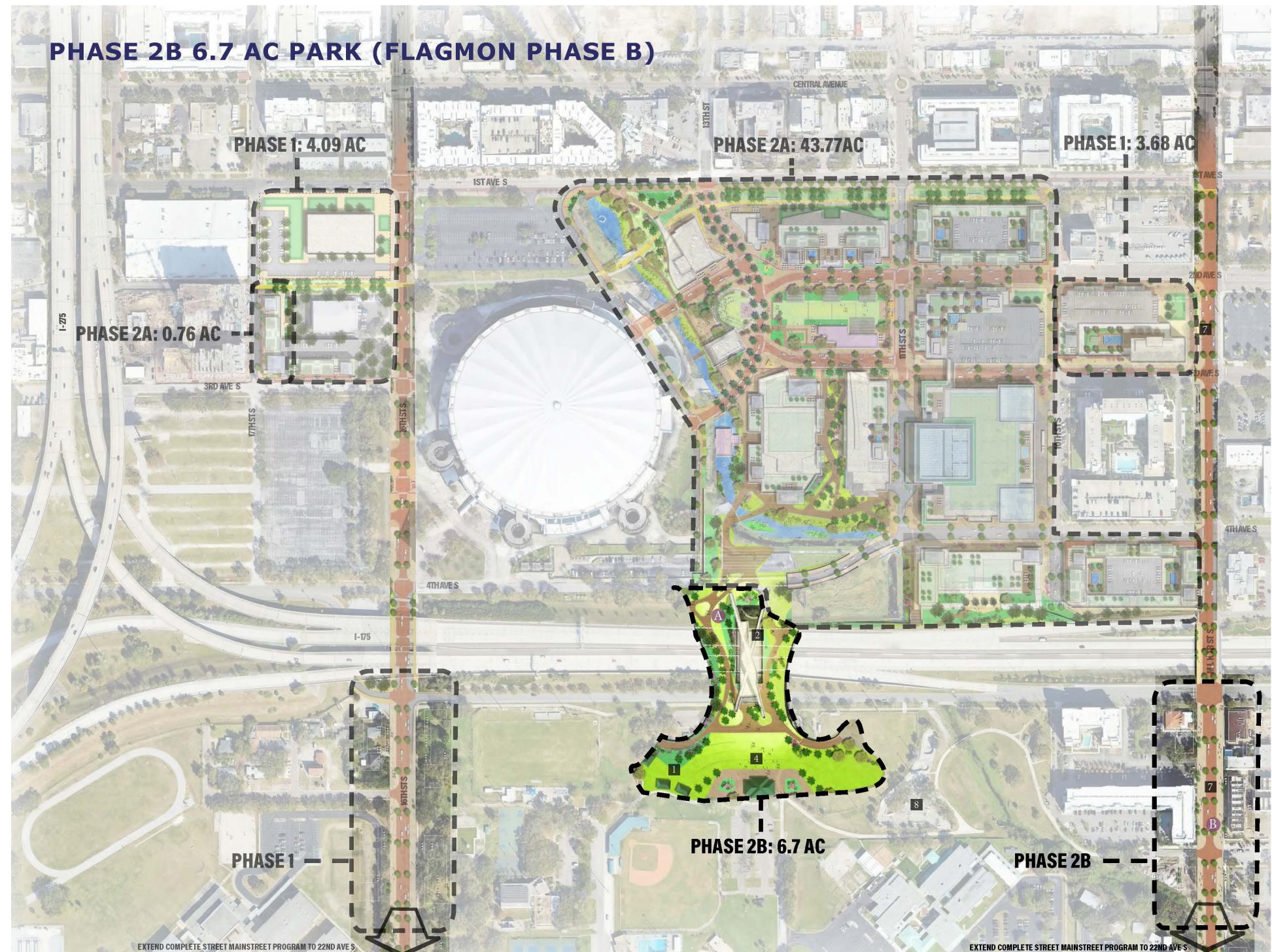
- Elevated Park Connection:** Stretching across I-175, the elevated park will be crowned by the Unity Arch—a striking civic landmark that embodies unity, progress, and pride. Designed as both a gateway and gathering place, the park will feature expansive green spaces, shaded pedestrian trails, native landscaping, public art, and flexible open areas for recreation (e.g., picnic areas, playground and dog park), performances, and community events. Delivered in close coordination with FDOT, the Elevated Park and Double Arch will ultimately be owned and operated by the City, with ongoing maintenance supported by the Community Development District—ensuring this iconic space remains vibrant, accessible, and sustainable for generations to come.
- Dr. Martin Luther King Street S and 7th Avenue:** Upgraded streetscapes, creating a true Main Street destination to connect southern parts of the City.

Purpose: To physically and symbolically stitch neighborhoods back together while creating a signature public destination.

Investment: ~\$60M

Site Area: ~6.7 acres

Density: 15,000 SF GFA





Phase 3 – Dunmore (2033–2040): Advancing Education and Research

Following the demolition of Tropicana Field, the Dunmore Phase expands the District westward to deliver a cradle-to-career education, medical and research hub, cementing St. Petersburg as a center for talent and discovery. Additionally, three parcels are designed to facilitate multiple academic institutions, further positioning the District as a leading educational and research destination.

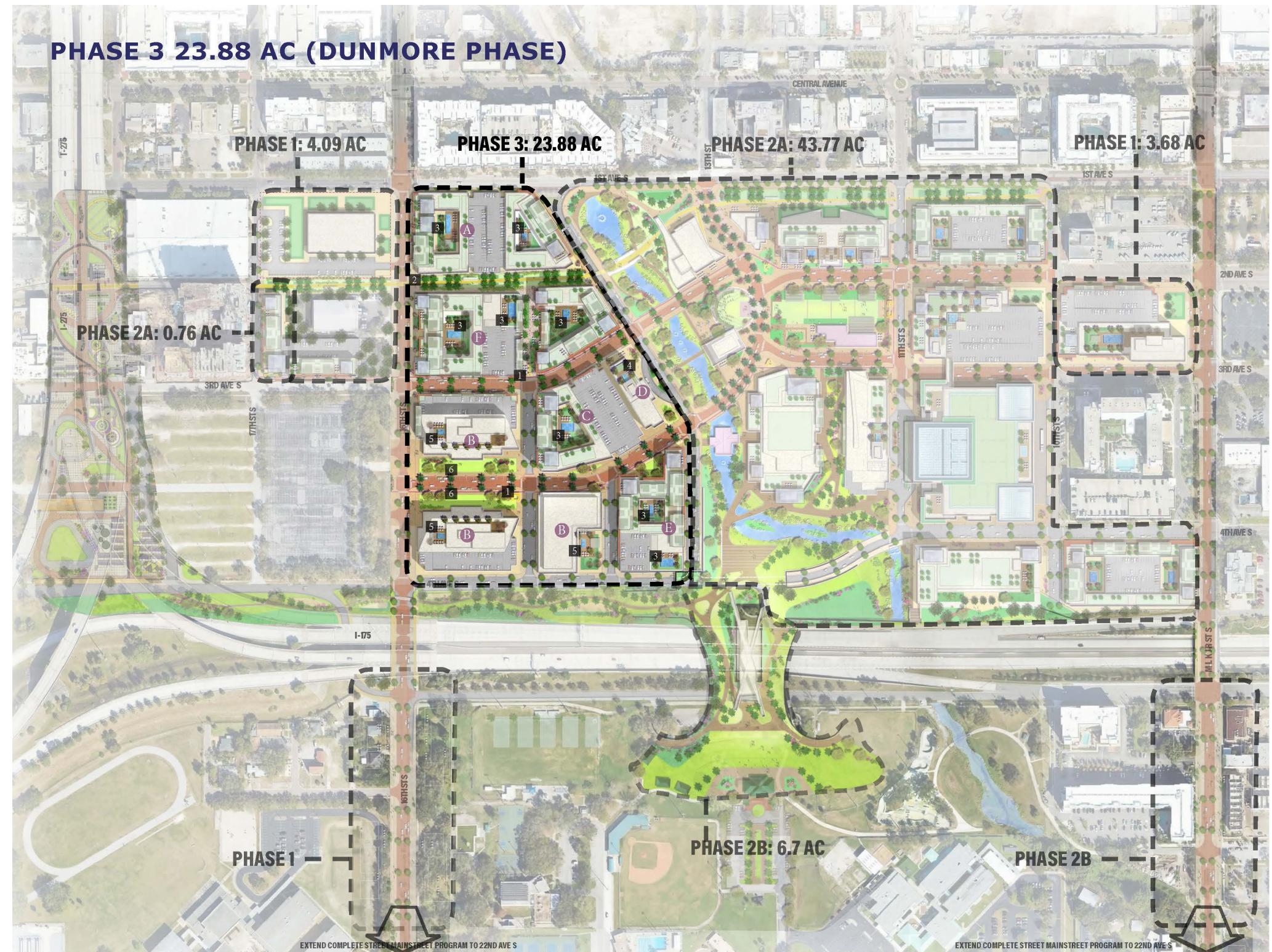
- **Academic Cluster:** 750,000-SF research and educational complex tied to an institutional partner.
- **Housing:** 1,923 units — 484 affordable senior homes with a ground floor senior center, 288 workforce units, and 1,151 market-rate apartments.
- **Hospitality:** 421-key hotel (255,400 SF) to support conferences and university partnerships.
- **Retail:** 85,000 SF of street-level shops including restaurants, a District grocer, and a childcare facility.
- **Public Realm:** Enhancement of Pinellas Trail through the District.
- **Parking:** ~7,000 spaces.

Purpose: To establish St. Petersburg as a premier hub for research and education while expanding housing and hospitality.

Investment: ~\$2.8B

Site Area: 23.88 acres

Density: 3.4M SF GFA



Phase 4 – Webb City (2040–2043): The Innovation Gateway

The Webb City Phase of the Gas Plant District will deliver a world-class corporate innovation campus, positioning St. Petersburg as a premier hub for global enterprise. Anchored by four state-of-the-art office towers, the campus will provide companies with the infrastructure and prestige to attract elite talent, accelerate innovation, and drive long-term earnings growth. Beyond bold architecture, the design integrates rooftop gardens and activated public plazas that not only enhance the workplace environment but also create a competitive edge in recruiting and retaining the workforce of the future.

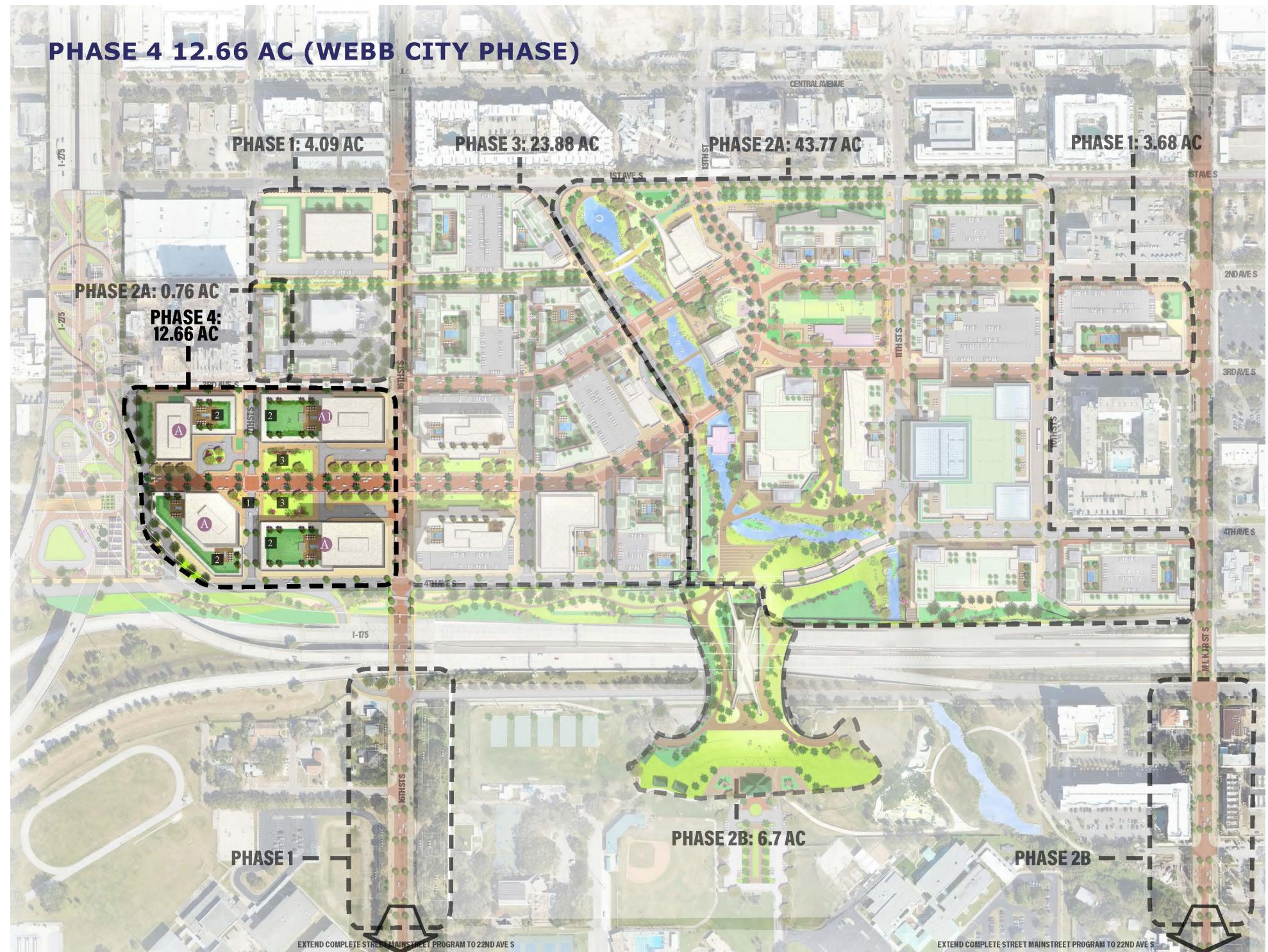
- **Office:** 1.15M SF across four towers, designed with rooftop green space and gardens, and public plazas that double as event lawns.
- **Hospitality:** 195 hotel keys (117,000 SF).
- **Retail:** 10,000 SF of ground-floor activation.
- **Parking:** ~3,700 spaces.

Purpose: To complete the District with a global economic anchor, leaving a legacy of innovation and prosperity.

Investment: ~\$1.12B

Site Area: 12.66 acres

Density: 1.28M SF GFA

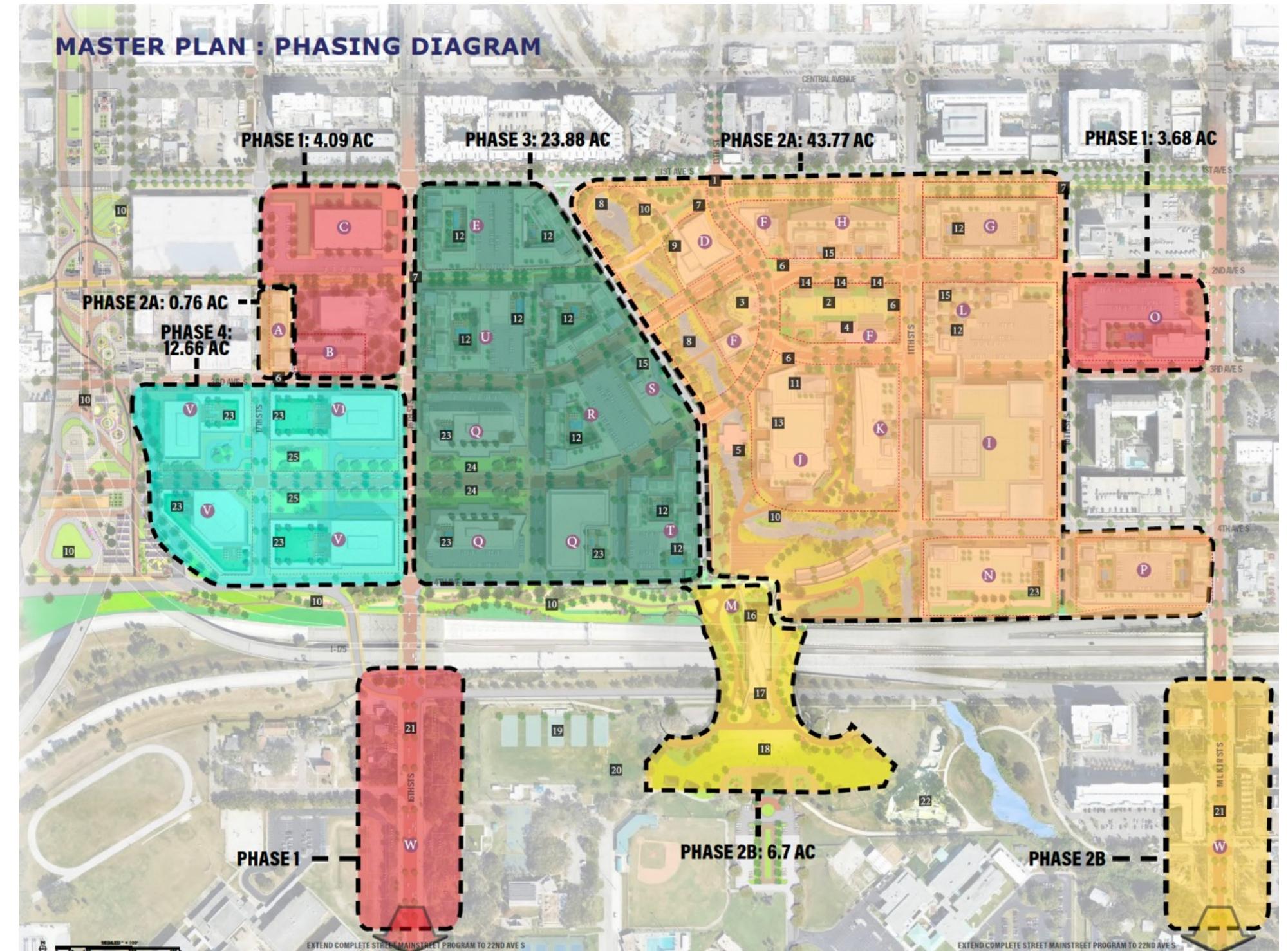




Each Phase of the Gas Plant District is Designed with Intent:

- Woodson delivers trust.
- Flagmon builds vitality.
- Dunmore advances education.
- Webb City drives corporate growth through innovation.

Together, they form a redevelopment that is not just phased responsibly, but purposefully sequenced to maximize economic growth and cultural pride at every step.



Innovation, Events, & Activation

A District in Constant Motion

The Gas Plant District is designed not just as a neighborhood, but as a living economic engine, a place where innovation, culture, and community converge every day. Unlike traditional redevelopments that rely on a single anchor or stadium, this District is purpose-built to function as a global convening epicenter and gathering place, ensuring that its spaces are alive year-round and financially self-sustaining.

This constant motion sets the stage for the true driver of the District, innovation, ensuring that energy translates into economic growth, opportunity, and global relevance.

Innovation as the Engine

At its core, the Gas Plant District is an innovation ecosystem designed to generate high-wage jobs, attract global capital, and position St. Petersburg as a hub for the industries of tomorrow.

The ARK Innovation Center and the St. Petersburg Innovation District have already proven the power of clustering talent, research, and entrepreneurship, but both are nearing capacity and constrained by space. The Gas Plant District will serve as a natural extension of these hubs, providing the scale and purpose-built venues needed to accelerate their missions. By linking incubation, research, and commercialization under one roof, the District strengthens the regional ecosystem and unlocks new capacity to host global investors, corporate

partners, and talent. This seamless expansion ensures the creation of a self-sustaining innovation flywheel, where startups attract capital, capital fuels growth, and growth drives the next generation of companies, ultimately propelling St. Petersburg into long-term economic leadership.

Startups thrive when they have access to **Capital**, **Customers**, and **Community**, and the Gas Plant District delivers all three:

Capital

- Angel investor network and pre-seed/seed-stage funds to back breakthrough ideas.
- A VC-friendly environment strengthened by tax credits and Opportunity Zone eligibility.
- Access to aligned regional and national capital partners focused on disruptive innovation themes.

Customers

- The Gas Plant District functions as a living lab, enabling startups to pilot solutions in mobility, clean energy, and smart infrastructure.
- Partnerships with city leadership, utilities, enterprise customers, and anchor institutions accelerate adoption.

Community

- The St. Petersburg Innovation District and ARK Innovation Center anchor a thriving ecosystem within a revitalized urban corridor, bringing density, talent, and opportunity.
- Inclusive partnerships with universities, nonprofits, and developers ensure long-term impact.

Together, these three pillars create the conditions for innovation to thrive, and they lay the foundation for the strategic themes that define the District's economic identity.



Unlike developments that rely on a single anchor tenant, this plan builds an economy of many anchors. From startup accelerators to research labs, the Gas Plant District will attract entrepreneurs, scientists, and investors who want to be part of building the next wave of innovation in St. Petersburg.

—Cathie Wood, ARK Invest

Core Innovation Themes

The District's programming aligns with both ARK's disruptive innovation research and local economic priorities:

- **Artificial Intelligence:** Smart infrastructure, predictive maintenance, real-time civic engagement.
- **Robotics & Autonomous Systems:** Construction robotics, drones, autonomous mobility, eVTOLs, water taxis.
- **Energy Storage & Smart Grids:** Modular battery systems, virtual power plants, EV charging corridors.
- **Digital Assets & Inclusive Fintech:** Real estate tokenization, access to credit, digital wallets for civic engagement.
- **Multi-omics & Health Tech:** Wearables, wellness integration into public spaces, preventive health platforms.
- **Defense, Marine & Resilient Infrastructure:** Coastal monitoring drones, marine robotics, resilient building systems.
- **Urban Mobility & Advanced Materials:** Pilot zones for autonomous transit, climate-resilient infrastructure, advanced nanomaterials.

Together, these themes create a pipeline of 40+ startups launched annually, 1,000+ high-wage jobs in the first five years, and over \$500M in private investment. They also set the stage for outsized returns, as quantified below.

Driving Economic Impact Through Innovation & Education

Not all square footage is created equal. The District's Innovation and Academic Cluster is projected to generate ~\$350 per square foot in economic impact, compared to ~\$250 per square foot for traditional Class-A office space. This premium reflects the intensity of research activity, external grant funding, and the high-wage knowledge jobs these facilities will support.

The integration of education and health institutions amplifies this value. We will pursue local, state and national universities, nationally recognized hospitals, and global research partners who will fuel talent pipelines, workforce development programs, and cutting-edge health technologies. This will ensure the District is not only a magnet for established companies, but also a launchpad for young innovators, healthcare pioneers, and researchers whose discoveries ripple across the global economy.

Equally important, the District itself will function as a living lab — piloting smarter mobility, clean energy, and advanced healthcare systems. Residents will directly benefit from these innovations, while St. Petersburg becomes a showcase for cities worldwide seeking models of inclusive, future-ready urban development.

Unlocking this value requires more than vision; it demands anchors that lend credibility, scale, and stability to the District's long-term growth.

Anchor Tenants: Credibility, Scale, and Path to Delivery

Innovation districts succeed when global anchors coexist with local entrepreneurs. Our Gas Plant District strategy provides a clear path to landing:

- **Academic & Research Anchors:** 750,000-SF cluster will be supported by letters of intent from academic partners and will be secured through pre-lease agreements and research consortia commitments, positioning St. Petersburg as a cradle-to-career research hub.
- **Corporate Anchors:** The 1.15M SF innovation campus will be marketed with phased term-sheet windows, giving major firms across technology and life sciences the ability to secure early space while de-risking speculative delivery, generating 5,000+ jobs.
- **Innovation Commitments:** Initial Memoranda of Understanding (MOUs) will be pursued with regional corporate partners and national technology firms to establish presence in the District's incubation and R&D spaces.
- **Cultural Anchors:** The Woodson Museum, already secured and partially funded, will provide credibility from day one.
- **Early-Stage Anchors:** Tenants such as Haddy (robotic manufacturing), Cool Data Centers (sustainable digital infrastructure), and Arovia (nanomaterials) have expressed interest and are positioned as first movers.

Together, these mechanisms like MOUs, academic pre-letters, and structured term-sheet will tie the delivery of 1.1M+ SF of office and 750k SF of R&D/academic space to real tenant commitments, ensuring the District grows with substance, not speculation.

By combining legacy institutions, global corporations, and early-stage disruptors, the District achieves balance: stability from established players, dynamism from startups, and authenticity from cultural anchors.

With these anchors in place, the District becomes more than a hub of innovation; it becomes a civic stage for global gatherings, where St. Petersburg can showcase its identity to the world.

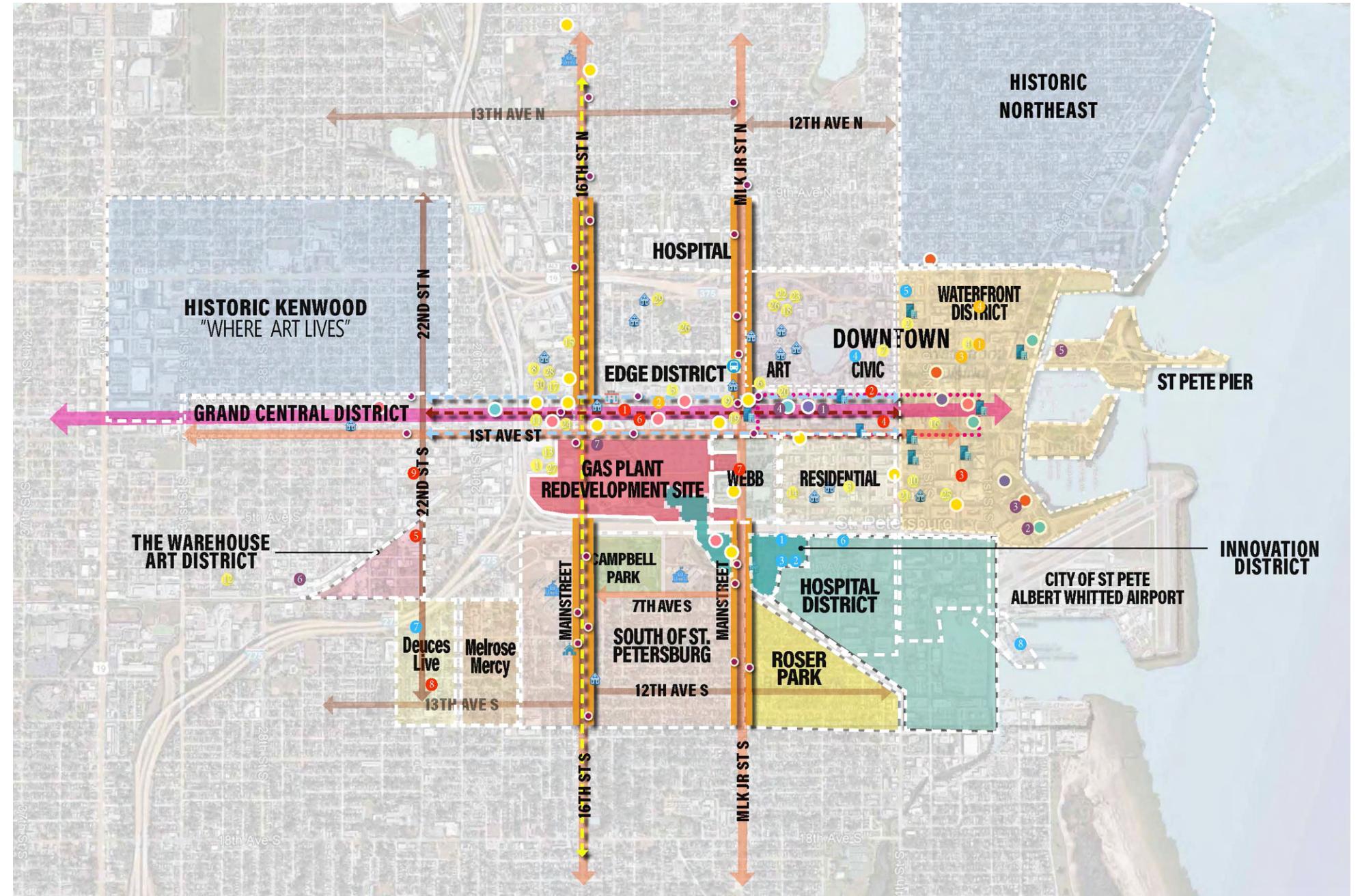
A Global Stage for Innovation and Connection

The Gas Plant District is more than a redevelopment project. It is the beating heart of St. Petersburg's future economy. By placing innovation at its center and embedding large-scale event capacity into its fabric, the District will position St. Petersburg as a global beacon for innovation, jobs, and culture.

Unlike other cities that rely on traditional convention centers or stadiums, **the Gas Plant District is being built as the world's first festival-ready innovation district**. Every plaza, rooftop, and park is designed to be both a place to live and work and a stage to convene the world.

Rather than retrofitting outdated infrastructure, St. Petersburg will lead with purpose-built venues that attract global talent, investors, and companies, elevating the City's profile as a destination for the jobs and industries of tomorrow.

This phase is only the beginning of a self-sustaining innovation flywheel, where cultural magnets fuel entrepreneurship, startups attract investment, and investment drives further growth. In direct collaboration with the St. Petersburg Innovation District, the Gas Plant District will extend and amplify the region's strengths in research, health, and marine sciences, creating a unified platform that connects local talent to global opportunity.

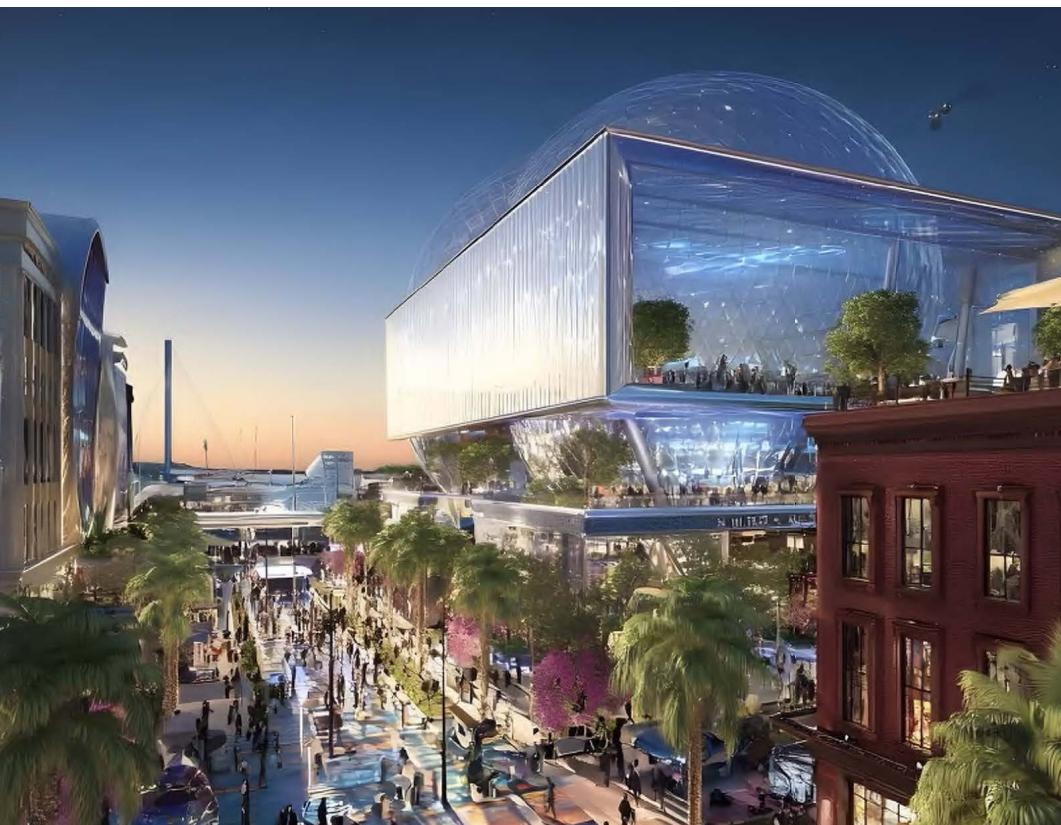
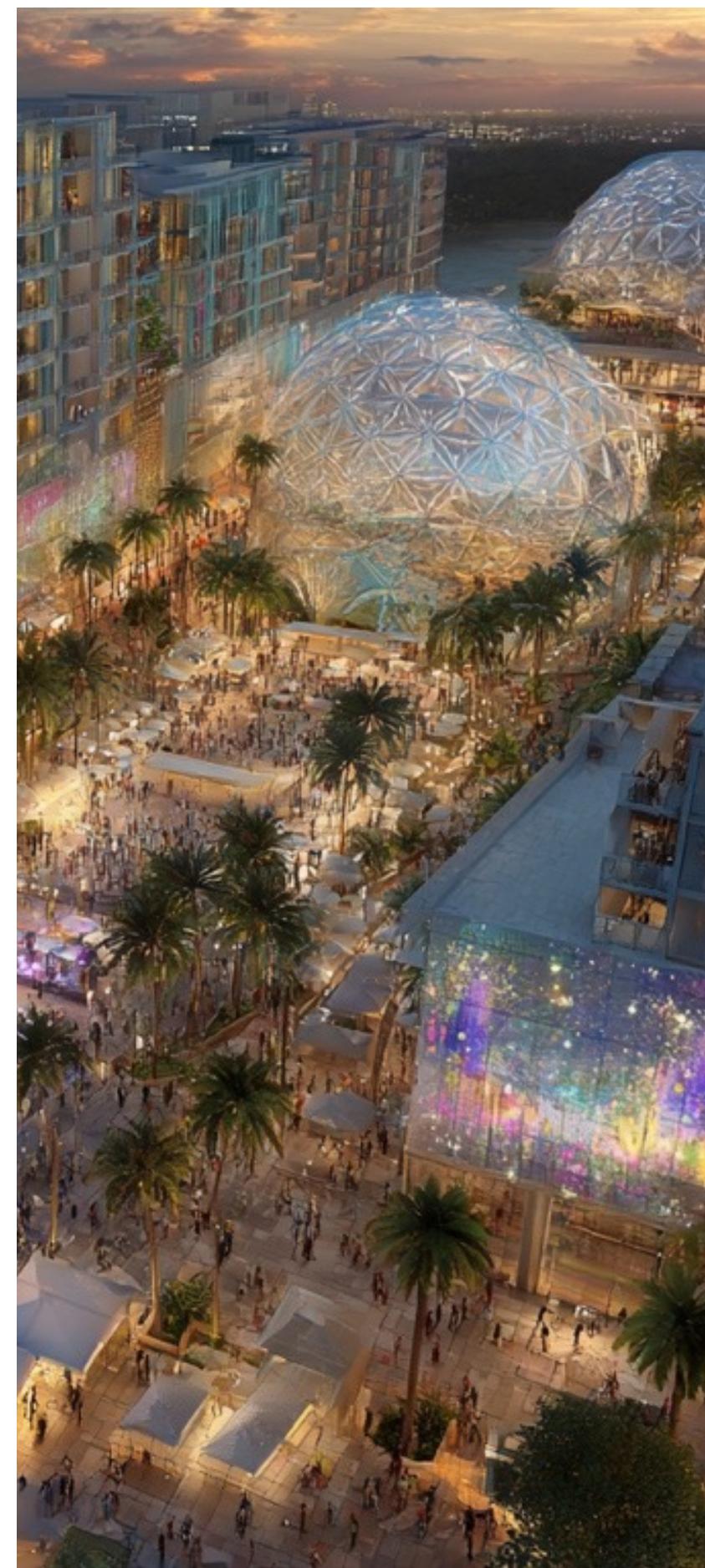


Built for Global Events

The Gas Plant District is designed to host 50,000 to 65,000 people simultaneously across its programmable spaces, including:

- **Innovation Hall:** 200,000 SF for conferences and exhibits with 5,000–8,000 capacity.
- **Stage House Amphitheater:** 1,500 seats.
- **Gas Plant Park:** ~7-acre elevated park with ~5,000 capacity.
- **Entertainment and Music Venue:** ~4,000 seats.
- **Rooftops, Quads, and Greens:** ~5,000 combined capacity.

Layered with citywide amplification, from the **Dalí Museum** and **Mahaffey Theater** to **Vinoy Park** and **Al Lang Stadium**, St. Petersburg achieves **140,000–165,000 simultaneous capacity**. Over a 10-day program, this allows the city to cycle **300,000–400,000 attendees**, placing St. Petersburg on par with South by Southwest (SXSW) in Austin, but with infrastructure built specifically for that purpose.



“With its capacity to host global events, from innovation summits to cultural festivals, the District will place St. Petersburg on the world stage as a destination for ideas, capital, and creativity.

—Cathie Wood, ARK Invest

Signature Programming

The District's programming calendar ensures a continuous rhythm of activity:

- **Annual Innovation & Investing Summit** – ARK's SXSW-style flagship where the future of innovation meets the future of investing, culture, and bold ideas.
- **Monthly Future Forums** – expert convenings on AI, biotech, robotics, climate tech, and public policy.
- **Live Music and Night Summits** – concerts, like the Florida Orchestra, paired with immersive AR/VR experiences.
- **Weekend Activations** – farmers markets, speaker series, food and arts programming powered by minority-owned businesses.

Signature programming makes innovation tangible and ensures that the District remains active between global events.

Daily Activation: Public Life, Culture, and Community

Global festivals make headlines, but daily activation sustains a district. The Gas Plant District is designed as a vibrant, lived-in neighborhood where culture, commerce, and community are woven into everyday life:

- **Public Life & Amenities:** Ground-floor retail, cafés, an urban grocer, shaded promenades, and green spaces make the District walkable and inviting.
- **Arts & Culture:** Public art, rotating exhibitions, and cultural installations bring creativity into the everyday streetscape.
- **Community & Education:** Flexible indoor and outdoor spaces host workshops, youth programs, and community forums.
- **Collaboration & Connection:** Shared workspaces, innovation hubs, cafés, and quads spark collaboration.

Together, these elements make the District not just a venue for global gatherings, but a neighborhood that thrives 365 days a year.

The ARK Innovation Center, located just south of the District, will directly leverage these facilities to expand its mission, scaling startups from incubation to global exposure. By tapping Innovation Hall, the amphitheater, and other programmable spaces, Convergence Labs can showcase its portfolio companies, host investor summits, and integrate its programming into citywide festivals. This seamless connection accelerates the growth of early stage ventures and strengthens St. Petersburg's position as a launchpad for world-class innovation.

Competing With and Surpassing Global Icons

The Gas Plant District will allow St. Petersburg to stand shoulder-to-shoulder with some of the world's most influential innovation and cultural festivals:

- SXSW (Austin): 300,000–400,000 attendees, \$380M economic impact in 2023.
- Web Summit (Lisbon): 70,000 attendees from 153 countries, €300M annual impact, ~6,900 jobs created.
- Cannes Lions (France): 12,000+ creative leaders, premier global festival for marketing and creativity.

By benchmarking against these global icons, the Gas Plant District demonstrates both ambition and credibility, translating inspiration into measurable economic impact for St. Petersburg.

Events Economic Impact for St. Petersburg

Events of this scale transform local economies. SXSW generates nearly \$400M annually for Austin, while Web Summit delivers more than €300M annually to Lisbon. These festivals not only attract international visitors but reshape their host cities' reputations, cementing them as places where the future is written.

Based on conservative modeling, the Gas Plant District is projected to generate:

- **\$350M–\$400M** in annual direct and indirect economic activity from event programming once scaled to SXSW/Web Summit benchmarks.
- **\$1.2B** in total annual economic impact from ongoing operations across all phases.
- **Up to \$28B** in cumulative impact over 30 years, based on phased buildout and conservative assumptions.
- **14,296 ongoing jobs** (direct and indirect) and 5,442 temporary construction jobs across hospitality, event services, technology, research, and the creative economy.
- **\$15,000–\$23,500** in annual per-unit recurring household spending, supporting local retail, dining, and services.

Importantly, these estimates reflect conservative displacement assumptions (65% for residential, 40% for office and retail) to avoid overstating net new activity. **Even under these cautious models, the Gas Plant District delivers outsized impact, with significant upside as innovation clusters and event programming scale.**

Social & Community Impact: Restorative & Inclusive Growth

The Gas Plant District is more than an economic catalyst, it is a deliberate act of restoration, inclusion, and long-term empowerment. For St. Petersburg, this redevelopment is about more than buildings; it is about healing the social fabric, keeping promises made to the Historic Gas Plant community more than 40 years ago, and ensuring that prosperity is shared by all.

Built by the Community, For the Community

This is not an outside-in project. The Development Team lives and works in St. Petersburg, ensuring local priorities guide every decision. Partnerships with trade schools, universities, and nonprofits put residents, especially those from underrepresented communities, at the front of the line for jobs, apprenticeships, and business ownership.

The Role of HORUS Construction

Delivering this vision requires partners with credibility and a proven record of equitable development. Integral to the Development Team is HORUS Construction, a minority-owned firm founded in Tampa Bay more than 20 years ago. HORUS has built landmark projects across Florida while prioritizing community wealth, workforce training, and diversity in contracting. Through its HORUS Academy, the firm has mentored dozens of small businesses, introduced students to the trades, and helped local entrepreneurs scale revenues by more than 500%.

HORUS is not simply a builder; it is a community partner. From expanding the Moffitt Cancer Center to spearheading scholarship fairs and workforce training programs, HORUS has demonstrated that every project is an opportunity to deliver impact beyond the building itself. That same philosophy underpins their role in the Gas Plant District.

HORUS will be responsible for:

1. Embedding Community at Every Stage:

- Equitable contracting strategies with measurable accountability.
- Minority-led community advisory boards to guide and course-correct.
- On-site incubators, vendor spaces, and supportive homeownership pathways that build generational wealth.

2. Education and Workforce Development

Training is the bridge between promise and prosperity. The District embeds a continuum of education-to-employment programs:

- Superintendent School prepares the next generation of construction leaders with both technical and management skills. Programs begin in Hillsborough County and are expanding into Pinellas, reaching students as early as middle school.
- HORUS Academy (HA) introduces youth to trades, provides advanced learning for adults, and tailors training for small businesses to ensure scalable growth.
- 41,600 hours of training and \$2 million in community investment are committed over 10 years, with two dedicated staff delivering year-round programming.
- Future Forward supports returning citizens with workforce training and re-entry pathways, strengthening families and businesses.
- HORUS Scholars Program has helped facilitate \$140 million in scholarships, connecting students with mentors, colleges, trade schools, and certifications — removing financial barriers to higher education and career mobility.

Together, these programs create ladders into high-wage careers, ensuring local residents are positioned to benefit from the District's innovation economy.

3. Small Business Growth and Ownership

The Gas Plant Business Accelerator and HORUS Small Business Incubator provide mentorship, training, and access to financial and operational tools that prepare local firms for larger contracts.

- To date, **39 businesses have grown revenues by over 500%** under HORUS' guidance, with firms like **Invision, Versatile, VMG, B. Moore Kool, Livy O's, and Grasslands** achieving their largest contracts ever.
- Vendor spaces, incubator programs, and technical support ensure minority-owned firms can scale from small projects to strong, competitive enterprises.

This is a proven pathway for turning local businesses into engines of generational wealth.

4. Health Equity and Institutional Partnerships

The District's social agenda extends into healthcare. Through its partnership with **Moffitt Cancer Center**, HORUS has not only delivered state-of-the-art facilities but also supported fundraising for research, patient care, and workforce diversity.

This partnership champions **Diversity & Inclusion in construction**, ensuring that underrepresented firms and workers gain access to transformational opportunities. Community engagement, youth mentorship, and local business utilization are central to the model — proving that healthcare development can drive both medical breakthroughs and equitable community impact.

Horus Delivers Lasting Outcomes

- **40% participation goal** for local and diverse businesses across planning, design, construction, and operations.
- **1,500+ affordable and workforce housing units** integrated into mixed-income, walkable neighborhoods.
- **6,000+ construction and permanent jobs**, prioritized for local residents and historically marginalized groups.
- **Dedicated parcels** and partnerships with SPC and training programs, creating direct pipelines into high-wage careers.
- **Gas Plant Business Accelerator** to launch and grow Black-owned and legacy businesses.

HORUS Ensures Every Brick Has Purpose

Whether it is a senior housing unit, a mural, or a tech incubator, every element of the Gas Plant District is designed to deliver tangible social value. Programs like **Superintendent School, HORUS Scholars, the Business Accelerator, and Future Forward** show that reconciliation is not abstract, it is visible, measurable, and generational.

The Gas Plant District is not simply development. It is a living promise: to restore dignity, generate wealth, deepen cultural pride, and ensure progress is shared by all.

The Development Team Will Produce a Community Benefits Dashboard

To ensure accountability, progress will be tracked through a public-facing Community Benefits Dashboard, reported quarterly to City Council. Metrics will include:

- Local-hire percentage (construction and permanent jobs)
- Minority- and women-owned business (M/WBE) participation rates
- Apprenticeship and training slots delivered
- Small-business tenancy and incubator outcomes
- Affordable/workforce rent caps enforced

This project is about more than buildings; it is about people. By prioritizing education and workforce development, especially for minority and underrepresented communities, we are ensuring that the opportunities created here reflect the full diversity of St. Petersburg.

*—Jonathan Graham,
Horus Construction.*

Economic Impact

The Gas Plant District is one of the most transformative opportunities in St. Petersburg's history. Anchored not in a single-use stadium but in a diverse, innovation-driven ecosystem, the Gas Plant District is projected to generate \$1.2 billion in annual economic output and \$28 billion over 30 years. Unlike stadium-centric models, this vision diversifies risk and expands upside by emphasizing innovation, tourism, and external investment, drawing visitors, entrepreneurs, and capital from outside the region.

This section summarizes the methodology, sector-level impacts, long-term projections, and a comparative analysis that demonstrate why the Gas Plant District offers a superior return for taxpayers and a stronger path to resilient, inclusive growth.

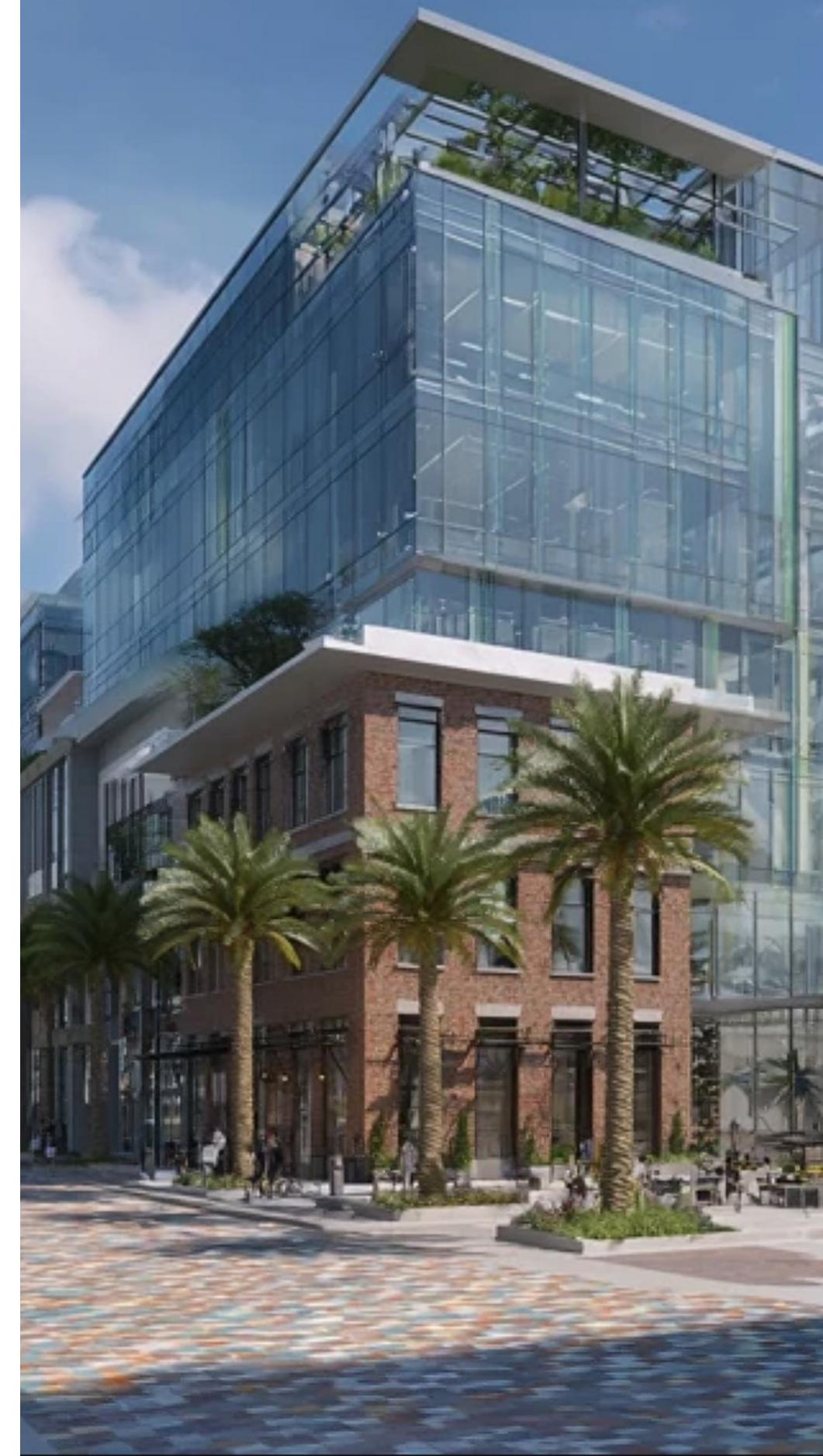
A Higher-Impact Model for St. Petersburg

- **Risk-diversified vs. single-tenant risk:** Where the Hines-Rays deal centers on a stadium with limited spillovers, the Gas Plant District creates a self-sustaining ecosystem of innovation, research, hospitality, culture, and community.
- **Lower public cost, higher return:** The City's \$120M commitment is far lower than a stadium package—and delivers materially greater and more durable economic and social returns.
- **Leverage on every public dollar:** Each dollar is multiplied through private capital, startup formation, venture funding, and destination tourism attracted to St. Petersburg.

Long-Term Economic Flywheel

The Gas Plant District is intentionally phased to cultivate tomorrow's businesses and create a dynamic, self-reinforcing innovation economy:

1. **Early-Stage Incubation:** Innovation Hall, the music venue, hotels, and activated retail space provide the cultural and social magnets that draw entrepreneurs, creatives, and seed investors. This creates the fertile ground where early ventures can take root.
2. **Startup Growth:** Purpose-built incubators, flexible workspaces, and curated networking events enable ventures to scale quickly, while attracting venture capital eager to participate in a vibrant pipeline of investable startups.
3. **Academic & Research Integration:** More than 750,000 SF of R&D clusters foster collaboration with universities, labs, and grant-funded projects. By linking discovery with commercialization, this integration accelerates innovation cycles and strengthens partnerships.
4. **Corporate Anchors:** 1.2M SF of Class A offices provide a home for established firms and industry leaders. These anchors bring stability, credibility, and resources, while also serving as magnets for talent and investment.



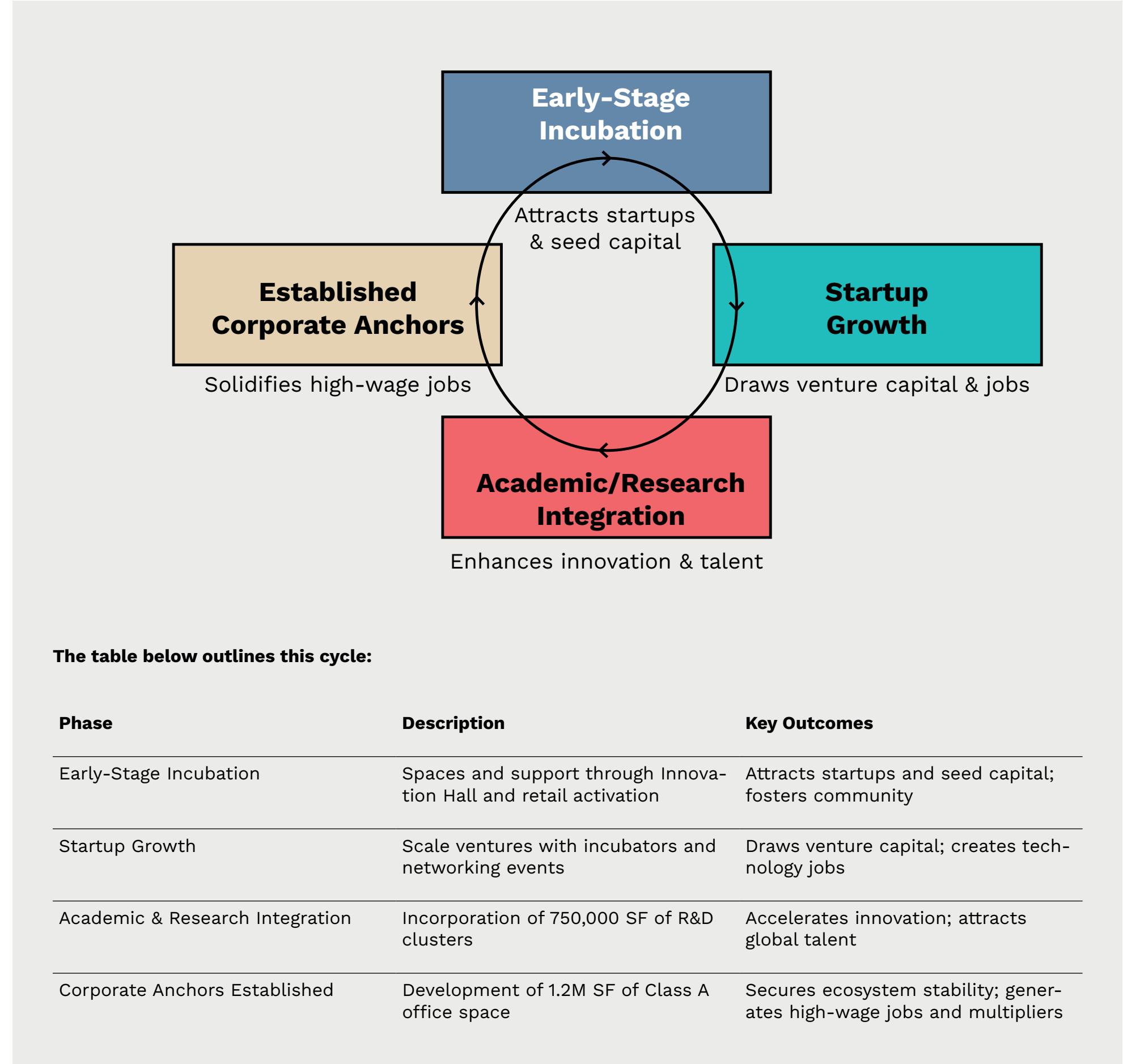
The Result: A Self-Sustaining Flywheel for Innovation and Economic Growth

A powerful flywheel where startups attract investors, investors attract corporations, and corporations attract top talent.

Each phase builds upon the last, creating momentum that compounds over time and positions the Gas Plant District as a nationally significant hub for innovation-driven growth.

The true power of the Gas Plant District is its ability to compound value over time, transforming early ideas into enduring enterprises and positioning St. Petersburg as a long-term engine of economic growth.

—Paul Wilson, ARK Invest



Grounded & Conservative Economic Analysis

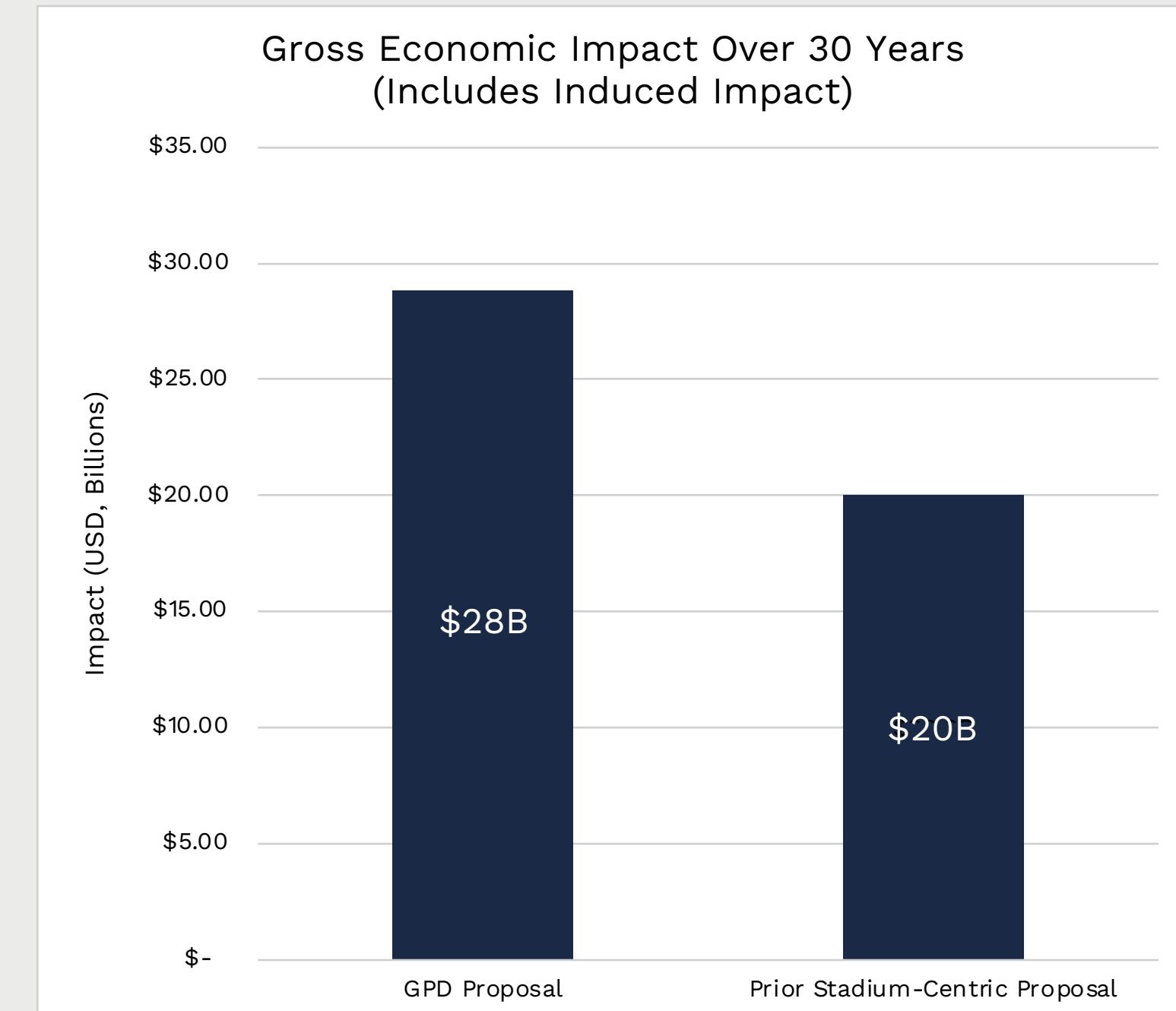
The economic impact analysis is anchored in benchmarks from the Urban Land Institute (ULI) and the National Association of Industrial and Office Properties (NAIOP), two of the most authoritative sources for real estate economics. Their industry-standard metrics for per-square-foot spending, household expenditures, and job density ensure that the projections are consistent, comparable, and credible.

To strengthen reliability, the assumptions applied to St. Petersburg's mixed-use, tourism-driven context are deliberately conservative:

- **Office output:** Modeled at \$250/SF, well within but below the ULI/NAIOP range of \$200–\$350/SF.
- **Retail & Entertainment output:** Modeled at \$450/SF, toward the lower end of the \$400–\$600/SF range.
- **Residential household spending:** Modeled at \$15,000–\$23,500 per unit, with industry norms reaching as high as \$30,000.
- **Job Densities:** Mid-range assumptions—1 job per 300 SF (office), 3.5 jobs per 1,000 SF (innovation hubs), and 2 jobs per 1,000 SF (retail).

By anchoring the analysis in mid-to-lower bound inputs, the study minimizes the risk of overstating benefits while maintaining credibility with industry peers and stakeholders.

The chart illustrates how these conservative assumptions translate into measurable outcomes. Even under cautious modeling, the project is projected to generate a \$28 billion total economic impact over its life cycle—through direct spending, induced activity, and job creation. This validates the project's ability to deliver outsized economic returns while maintaining analytical rigor and credibility.



Methodology and Assumptions

The methodology combines ULI/NAIOP data with St. Petersburg-specific adjustments:

- Per-SF and Per-Unit Spending Estimates:** Offices at \$250/SF, innovation/academic clusters at \$350/SF, retail/entertainment at \$450/SF, residential at \$15,000–\$23,500/unit, hotels at \$200/night.
- Job Density Estimates:** 3.33 jobs per 1,000 SF (offices), 3.5 jobs per 1,000 SF (innovation), 2 jobs per 1,000 SF (retail), 0.75 jobs per hotel key, 0.75 jobs per 100 residential units.
- Construction Jobs:** 1.3 jobs per 1,000 SF (Bureau of Labor Statistics).
- Displacement Rates:** 35–65% across sectors to reflect local spending substitution.
- Multipliers:** 1.69x for operations, 1.25x for events, based on case studies (e.g., Austin's SXSW, Miami's eMerge Americas).

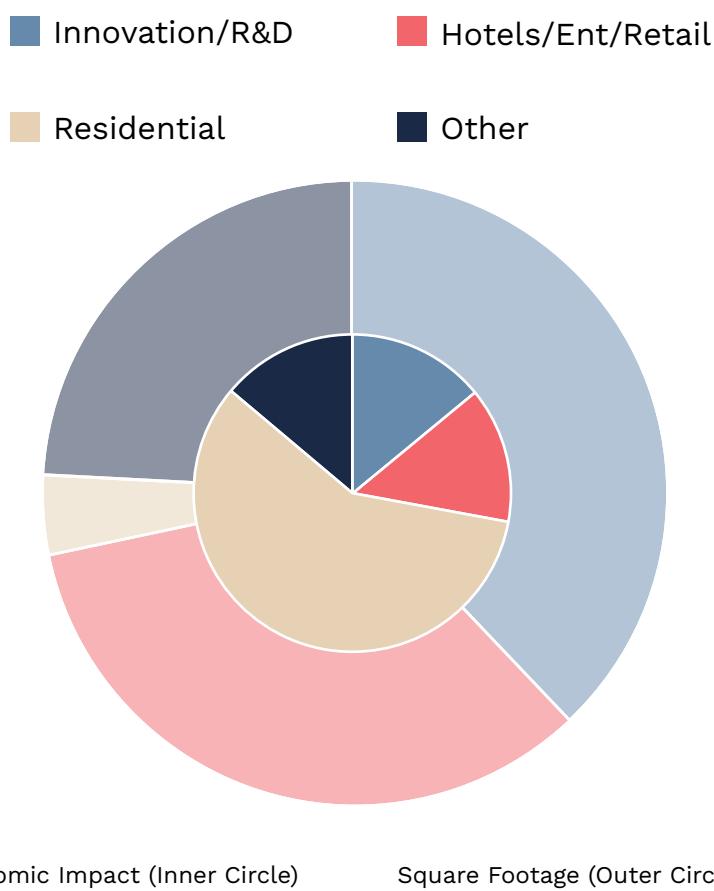
These conservative assumptions ensure credible baseline projections.

Outsized Impact of Innovation

Innovation-driven uses deliver disproportionate economic impact relative to their footprint:

- Economic Impact:** Innovation/R&D/Academic accounts for 38% of total impact, despite only 14% of gross square footage. Combined with hotels/entertainment/retail, 72% of economic value comes from 28% of the space.
- Gross Square Footage:** Residential uses dominate (58% of total SF) but contribute only 4% of economic impact.

Economic Impact vs. Square Footage



This illustrates the efficiency of innovation-related uses. Every square foot allocated to research, development, academic clusters, and supporting retail generates multiples of the economic output compared to residential or office space, maximizing long-term value through venture capital inflows, startup growth, and visitor spending.

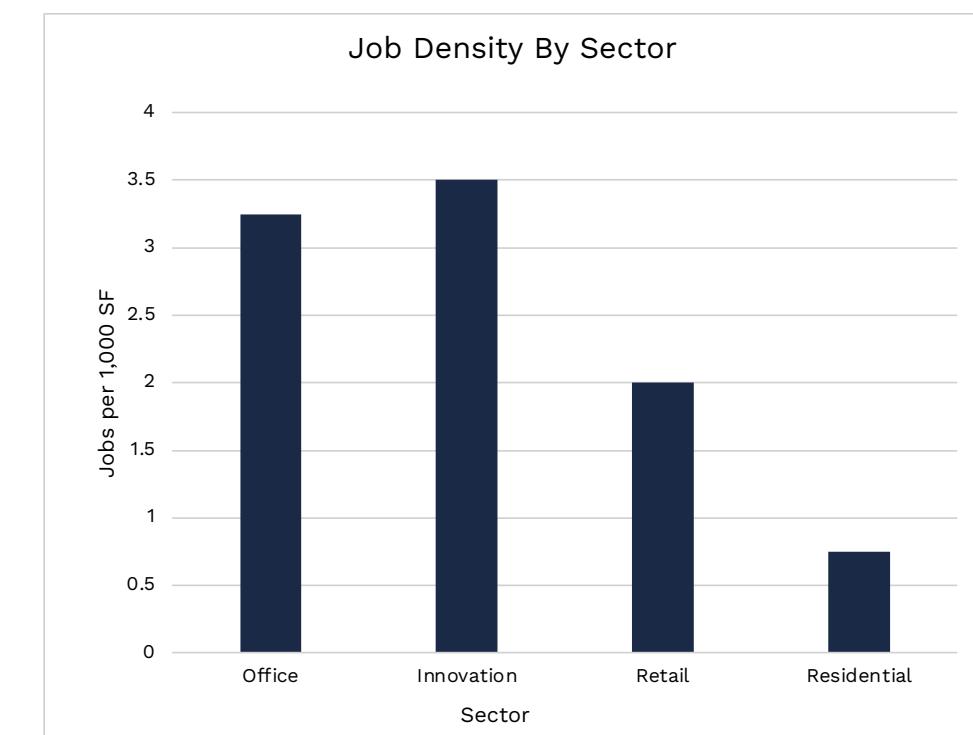
High-Wage Job Creation

Not only do innovation-driven uses generate higher output per square foot, they also skew toward higher-wage employment. Based on conservative modeling, more than 60% of permanent jobs created in the Gas Plant District will pay above Pinellas County's Area Median Income (AMI), compared to fewer than 25% in stadium-led models.

This “high-wage bias” ensures the District attracts and retains talent, reduces brain drain, and grows a resilient tax base. These outcomes will be tracked in the City’s Community Benefits Dashboard, with job quality reported alongside job quantity on a quarterly basis.

Jobs of the Future, Not Just Entertainment

- Stadiums generate seasonal, low-wage service jobs; the Gas Plant District prioritizes high-wage, knowledge-based employment in AI, fintech, and health-tech.
- The District retains and attracts talent, preventing brain drain from Tampa Bay.
- Diversification ensures resilience, with an economy driven by sustainable industries rather than sports seasons.



Gas Plant District is projected to total 19,736 total jobs (5,442 construction + 14,296 permanent, with local-hire priority) with jobs designed to skew toward knowledge-intensive, higher-wage roles tied to innovation, research, and tech.

A Global Platform, Not a Local Attraction

The Gas Plant District creates a global destination with:

- **500,000 SF** of incubation/office space.
- **200,000 SF** of Innovation Hall for technology and entrepreneurship events.
- **750,000 SF** of academic/research clusters hosting venture capital forums and innovation labs.

This attracts global investors, academics, and innovators, positioning St. Petersburg as a hub for technology and research convergence.

Tourism and External Capital Attraction

Unlike stadium models serving local fans, the Gas Plant District attracts out-of-town visitors and capital. Innovation Hall hosts convention-ready tech events, and the Music Venue drives cultural tourism. Startup incubators attract venture capital, fueling job creation and establishing St. Petersburg as a hub for future industries. This tourism-capital dynamic ensures sustainable growth.

Aggregate Economic Impact

The Gas Plant District contributes \$1.2 billion annually and \$28 billion over 30 years, including induced impacts from household spending and supply chains. A ramp-up period (first three years) and tapering (final years) ensure conservative estimates, with likely higher real-world outcomes. The project delivers thousands of high-value, permanent jobs, contrasting with stadium-driven seasonal roles.

Why Innovation is Superior to a Stadium

The Gas Plant District's innovation focus offers clear advantages over a stadium model:

Aspect	Stadium Model	Gas Plant District's Innovation-Focused Model
Core Anchor	Stadium dependent on local fans and game-day events	Ecosystem anchored by Innovation Hall, incubators, and research clusters attracting global capital
Economic Drivers	Local ticket and concession spending; limited external inflows	Tourism, venture capital, and R&D grants with high multipliers
Job Creation	Seasonal, low-wage service jobs (17,782 total)	High-wage, knowledge-based jobs in tech (14,296 sustainable)
Spillover Benefits	Limited to game days; minimal compounding	Flywheel effect: startups → investors → corporations → talent
Public Investment Efficiency	High cost (\$788.2M including \$456.3M from City) with lower ROI	Low cost (\$120M); high ROI driven by private capital
Resilience	Tied to sports seasons; vulnerable to attendance fluctuations	Diversified across technology sectors; resilient due to global appeal
Community Impact	Limited restoration; primarily entertainment-focused	Shared prosperity through Gas Plant community reinvestment

Conclusion and Policy Implications

The Gas Plant District is a strategic investment in St. Petersburg's future—prioritizing innovation, tourism, and external capital over single-tenant dependency. Built on conservative ULI/NAIOP benchmarks, the Gas Plant District outperforms stadium-driven alternatives on long-term impact, fiscal resilience, and equity. For policymakers, the choice is clear: invest in a diversified economic engine that delivers higher-value jobs, stronger tax yields, and shared prosperity for the Gas Plant community and the City at large.

Development Costs

Our Commitment: Partnering with the City of St. Petersburg

We are confident that the City of St. Petersburg, Pinellas County, and the broader community will thoroughly assess our Development Team's commitment to deliver this multi-phased project with discipline, transparency, and accountability. We are fully prepared to meet agreed-upon schedules, budgets, and standards of design and construction, ensuring that the project is both economically viable from day one and sustainable for decades to come. Equally important to our Development Team is the assurance that the City will be a true partner in this effort—bringing its vision, influence, and resources, as well as its ability to convene additional partners and capital. The commitments and collaboration outlined in this proposal are essential to catalyzing private-sector investment and risk-taking, which in turn will unlock the full development potential of this project. Together, these efforts will allow St. Petersburg to advance its most pressing community goals while elevating the City's presence on both the national and global stage.

Land Control and Partnership Framework

The Development Team will partner with the City of St. Petersburg, Pinellas County and community stakeholders to establish a clear, transparent, and equitable framework for land control and conveyance of the four-phased implementation of the Gas Plant District. This process will be guided by principles of fair market value, public benefit, and long-term community impact.

- **Public Land:** Development Team will negotiate a comprehensive Master Development Agreement (MDA) with the City granting the Development Team rights to plan, finance and implement redevelopment of all publicly owned land. The MDA will include development rights and entitlements that align zoning, land-use approvals, and regulatory frameworks ensuring that the redevelopment integrates infrastructure, cultural destinations, and public open spaces that aligns with community objectives and remains an essential part of public domain.
- **Private Land:** The MDA will further define the terms under which City/County owned parcels are sold in fee simple, including pricing methodology, community benefit obligations, and phased delivery requirements. Disposition authority will require City Council approval for the sale of publicly owned parcels, consistent with statutory requirements and at appraised value or at a value adjusted to reflect commitments to public benefits (affordable housing, workforce initiatives, cultural uses, etc.). All acquisitions will provide for clear documentation of valuation and pricing methodology to maintain public trust. The phased fee simple transfers will tie parcel sales to project milestones (e.g., infrastructure delivery, vertical construction commitments). All purchase and sale agreements (PSAs) will clearly define purchase price, closing conditions, and development obligations and include reverter or clawback provisions allowing the City/County to reclaim land if development benchmarks are not met.
- **Public Benefit & Transparency:** The Development Team will work with the City and Community Benefits Committee to integrate Community Benefit Agreements (CBAs) into the Gas Plant District redevelopment to ensure that public land transactions generate measurable and lasting value for the community. These CBAs will establish enforceable commitments to local hiring, minority- and women-owned business participation, and direct neighborhood investment. The Development Team will look to the City and Community Benefits Committee for guidance on programs that will prioritize job opportunities for local residents, expand access for diverse small businesses, and channel resources into housing, cultural spaces, and community infrastructure. By embedding CBAs into acquisition terms, master agreements, and deed restrictions, the Gas Plant District will become a model for equitable development—delivering not only transformative new buildings but also inclusive economic opportunity and long-term community benefit. In the MDA will be mechanisms to adjust CBA commitments as community needs evolve over the 20+ year buildout.
- **Regulatory Alignment (CRA):** Land uses in the Gas Plant District redevelopment will be aligned with St. Petersburg's and Pinellas County's adopted CRA objectives—especially those set forth in the Intown CRA, Intown West CRA, and South St. Petersburg CRA—and with key elements of the Historic Gas Plant RFP. The project will deliver a mix of housing across the affordability spectrum (very-low, low, moderate, workforce, and middle-income units), consistent with the City's "Housing Opportunities for All" policies and objectives to maximize affordable/workforce housing. Public infrastructure, transit and connectivity improvements will be phased in concert with development, in keeping with the CRA's mandate to remove blight, enhance public realm, and leverage tax increment financing for infrastructure and public facility improvements. Moreover, redevelopment will foster minority- and women-owned business participation (MBE/

WBE), offer local hiring goals, and integrate neighborhood investment through deed-restrictions, community benefits, and contribution to programs such as the City's Affordable Housing Redevelopment Loan program. Through these layered commitments—housing, infrastructure, and economic inclusion—the Gas Plant District will not just fulfill but advance the City's CRA goals of equitable growth, sustainable redevelopment, and neighborhood revitalization.

Land Purchase

The land would be purchased for \$202 million, reflecting the premier location and the transformative potential of the project, which includes a \$50m contribution to the City for Community Benefits and \$12m contribution to the City for the demolition of Tropicana Field.

- Land Purchase: **\$202 million**
 - **\$140 million** (net land value)
 - **\$50 million** (Community Benefits contributed to the City)
 - **\$12 million** (Tropicana Demolition contributed to the City)
- Estimated Infrastructure Investment: **\$239 million**
- Estimated Vertical Development Costs: **\$6.38 billion**
- Estimated Total All-In Cost: **\$6.82 billion**

Phased Development Costs Plan

The Gas Plant District redevelopment will be delivered in four coordinated phases, with each phase carefully structured to balance land acquisition and control, public infrastructure investment, and vertical construction. Initial costs within each phase will focus on controlling public land, securing private parcels, preparing the site for redevelopment and delivering essential infrastructure—streets, utilities, public spaces, and multimodal connections—designed to support all vertical construction. Vertical construction will then follow introducing a mix of residential, office, retail, cultural, and hospitality uses in line with market demand and community priorities. This phased approach ensures disciplined capital deployment, mitigates risk, and allows the City, County, and community to see tangible benefits and activated uses throughout the buildout of the District.

Phase	Acreage	GFA (thousands)	Development Cost (millions)
Woodson	7.77	588.0	\$343.8
Flagmon	51.23	3,054.0	\$ 2,477.6
Dunmore	23.88	3,362.6	\$2,801.6
Webb City	12.66	1,279.0	\$1,197.8
Total	95.54	8,283.6	\$6,820.8

Estimated Infrastructure Costs

Significant upfront public infrastructure investments will be essential to unlocking the long-term potential of the Gas Plant District and creating a resilient framework for private development. These investments will ensure the site is well-connected, future-ready, and capable of supporting the scale of mixed-use growth envisioned. Key infrastructure costs include roadway realignments and upgrades that improve traffic circulation and enhance multimodal access; new pedestrian and bike connections that knit the District back into surrounding neighborhoods; and utility relocation and expansion—including water, sewer, stormwater, power, and telecommunications—designed to accommodate modern demands and future resiliency standards. Structured parking and mobility hubs will provide flexible solutions that anticipate evolving transportation trends, while a robust public realm investment strategy will deliver pocket parks, open spaces, and streetscape improvements that prioritize walkability and create a welcoming environment. Together, these early infrastructure commitments establish the foundation for vertical development and ensure the District evolves as an accessible, inclusive, and connected extension of the City.

Infrastructure costs will be financed through a mix of Community Development District (CDD) bonds, Tax Increment Financing (TIF), and Capital Improvement Program (CIP) allocations and will be phased in parallel with vertical development to minimize carrying costs and ensure new assets are supported by complete systems.

Funding & Incentives

Capitalization Strategy

The Development Team anticipates pursuing a balanced mix of debt, equity, and public incentives to finance each phase of the Gas Plant District, ensuring efficient cash flow management and strong public-private alignment. Each asset—Hospitality, Innovation, Retail, Housing, Cultural, and Infrastructure—is expected to be structured to work toward financial sustainability through operational revenues, supported by flexible capital approaches and strategic partnerships adapted to evolving market conditions. Drawing on their local presence and development experience, Ellison Development and ARK Invest intend to leverage established financial networks and relationships to identify competitive capital sources. Investments are planned to be phased in alignment with land control, infrastructure delivery, and vertical construction milestones, with the objective of managing risk and fostering inclusive redevelopment that aligns with the City's long-term goals.

Gas Plant District Funding Framework

The intended funding framework is designed to support sustainable, inclusive, and long-term capital planning for the Gas Plant District redevelopment. This approach aligns with a broader mission of equitable growth, innovation, and community resilience.

Equity Fund Concept¹

An equity fund structure is envisioned as a potential cornerstone of the Gas Plant District's long-term capital strategy. The framework is designed as an evergreen model intended to accommodate phased capital deployment in line with project milestones. The intent is to provide patient, adaptive capital that contributes to both real estate development and, over time, a more robust regional innovation ecosystem.

Key Features:

- **Evergreen Orientation:** The structure is intended to support long-term development horizons, with an emphasis on community impact rather than short-term financial gains.
- **Aligned Capital Sources:** Investors who share commitments to social, cultural, and economic objectives are expected to be considered as part of the strategy, subject to applicable regulations.
- **Phased Deployment:** Capital deployment is expected to align with construction timelines and milestone achievements to optimize efficiency and risk management.
- **Regional Impact:** Beyond real estate, the framework is designed to strengthen the broader innovation and entrepreneurial ecosystem across Tampa Bay.

Community Engagement

As part of its long-term vision, the Development Team is exploring approaches to broaden community engagement in investment structures, consistent with legal and regulatory requirements. While traditional private equity models have historically been limited to institutional or high-net-worth participants, the Development Team is committed to studying pathways that could make investment access more inclusive over time.

Potential mechanisms are expected to be evaluated for feasibility, which could liquidity features or other innovations that could provide greater flexibility for participants. Such features would remain contingent on regulatory guidance, feasibility assessments, and evolving market practices.

[1] Disclaimer: This material is provided for informational purposes only. It does not constitute an offer to sell, or the solicitation of an offer to buy, any securities. Any potential investment opportunity would be conducted in compliance with applicable securities laws and made only through definitive offering materials.

Debt Financing

While equity remains the cornerstone, the capital structure will be complemented by a carefully balanced debt strategy. This includes:

- **Senior Debt:** Construction and permanent loans sourced from commercial banks, with ongoing engagement with Truist Bank.
- **Mezzanine Financing:** Targeted use of mezzanine debt or preferred equity to fund higher-risk components such as retail and hospitality.
- **Public Financing Tools:** Infrastructure costs will be supplemented through tax increment financing (TIF), municipal bonds, grants, and community development districts.

Together, these elements ensure financial stability while protecting the fund's long-term mission.

Affordable Multifamily Financing

The affordable multifamily housing at the Gas Plant District will be financed through a combination of traditional debt, private equity, and layered public incentives, including Low-Income Housing Tax Credits (LIHTC), tax-exempt bonds, and local or state housing programs. By blending these sources, the Development Team will reduce reliance on conventional debt, enhance project feasibility, and ensure long-term affordability. Strategic partnerships with mission-driven investors and housing-focused lenders will further strengthen the capital stack, allowing the multifamily component to deliver high-quality, sustainable housing while meeting the City's goals for equity and inclusivity.

- **LIHTC Funding:** In addition to equity and debt, we are pioneering a new approach to Low Income Housing Tax Credit (LIHTC) funding. By partnering with a major national player, we aim to redesign how LIHTC capital is structured

and deployed. This includes introducing greater flexibility and transparency into the equity stack ensuring that the benefits are tailored to local community needs. Our goal is to build a model that:

- Expands equity opportunities in affordable housing.
- Prioritizes community impact alongside investor returns.
- Establishes a scalable framework that can be replicated at the national level.

- **Local and State Funding:** Local and state funding sources will play a critical role in advancing affordable housing and public infrastructure within the Gas Plant District. These programs provide flexible, cost-effective capital that can be layered into the financing stack to reduce debt burdens and ensure long-term affordability:

- Penny for Pinellas – 1% sales tax supporting long-term community needs, including housing and infrastructure.
- SHIP (State Housing Initiatives Partnership) – State funding administered by Pinellas County to directly support affordable housing initiatives.
- MMRB (Multifamily Mortgage Revenue Bonds) – Offers taxable and tax-exempt bond financing, typically requiring:
 - 20% of units at 50% AMI
 - 40% of units at 60% AMI
- SAIL (State Apartment Incentive Loan) – Competitive low-interest loans with affordability requirements (20% of units at 50% AMI or 40% at 60% AMI); capped at 25% of development cost.
- Ad Valorem Property Tax Exemption – Partial or full property tax relief for qualifying affordable housing, administered by the county appraiser.

Federal & National Funding

- NHTF (National Housing Trust Fund) – Supports Extremely Low-Income households (30–50% AMI) with funding from Fannie Mae and Freddie Mac.
- CDBG (Community Development Block Grant) – HUD funds allocated by Pinellas County.
- HOME Program – Low-interest, 20-year loans requiring 20% of units at 50% AMI.
- FHLB Affordable Housing Program – Competitive grants to close financing gaps.

Incentives & Credits

- 45L Energy-Efficient Home Credit – \$2,500–\$5,000 per unit for ENERGY STAR / Zero Energy Ready projects; extended through 2032; stackable with LIHTC.
- CCTCP (Community Contribution Tax Credit Program) – 50% Florida tax credit or sales tax refund for business contributions to affordable housing/community development, useful for gap financing.

This funding strategy represents more than a financial instrument—it is a commitment to community, inclusivity, and innovation. By blending evergreen equity, democratized access, complementary debt tools, and reimaged LIHTC structures, the Gas Plant District Fund is positioned to deliver transformative outcomes for St. Petersburg and beyond.

Federal & State Incentives

A range of federal and state incentives will be targeted to lower costs and enhance feasibility. These include Federal tools such as Historic Tax Credits, Brownfield Redevelopment Incentives, CDBG funds, and DOE/EPA sustainability grants. These resources, when combined with local incentives, will create a robust framework for delivering a transformative, inclusive, and financially sustainable district.

Alternate Financing & Funding Sources

The Development Team will explore alternate financing and funding sources to support and subsidize the project to include:

- **Community Redevelopment Agency (CRA)** - CRA funding will be coordinated with the City of St. Petersburg and Pinellas County to deploy tax increment revenues. Through formal agreements with the CRA, the Development Team will leverage these funds to offset the cost of infrastructure improvements, site preparation, public realm enhancements, and targeted development incentives.
- **Community Development District (CDD):** Development Team will seek to develop a CDD to fund infrastructure (parks, roads, sidewalks, water and sewer utilities) through the issuance of tax-exempt municipal bonds. CDD will:
 - Enable early infrastructure development without relying on City funds.
 - Ensure consistent quality and maintenance of public assets.
 - Provide high-quality infrastructure to attract anchor office tenants and residents.
 - Ensure public transparency with all financial and operational decisions made in open meetings.

- **Tax Increment Financing (TIF):** Tax Increment Financing (TIF) will be utilized to generate incremental revenue by capturing a portion of the future increase in property tax revenues generated within the redevelopment area. These revenues will be reinvested into infrastructure, public spaces, and other catalytic improvements that make the District more attractive for private investment.

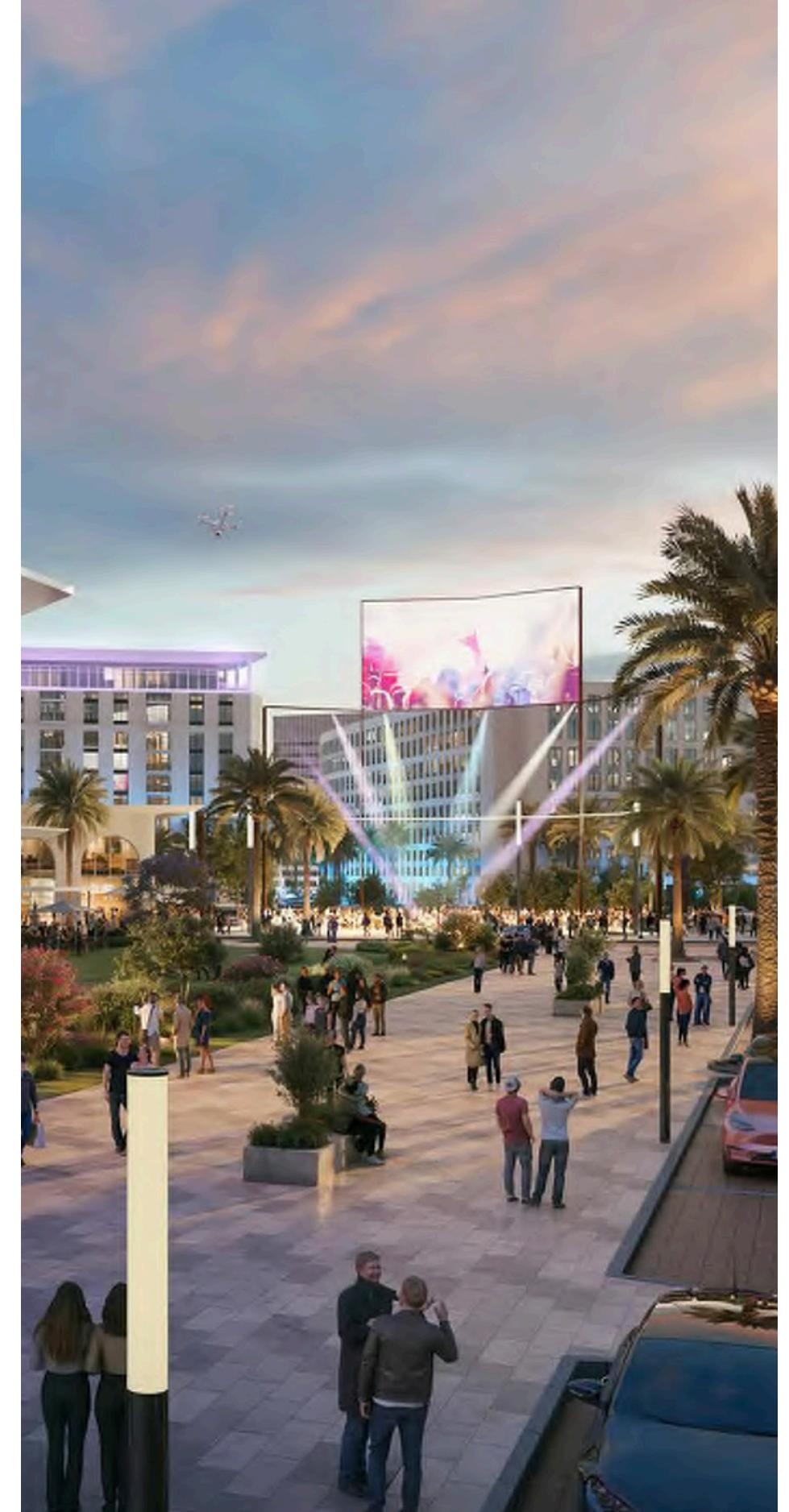
- **Tourist Development Tax (TDT):** Development Team will work with Pinellas County to leverage TDT revenues to support elements of the project that directly enhance St. Petersburg's appeal to tourists and business visitors. Specifically, TDT funding will be applied to public event spaces and plazas, cultural and entertainment venues, wayfinding, signage, and streetscape improvements, and infrastructure that supports tourism.

- **New Market Tax Credits (“NMTCs”):** Designed to stimulate private investment in low-income communities. Investors receive a 39% federal tax credit over seven years (5% annually for the first three years, 6% for the next four) in exchange for equity investments in Community Development Entities (CDEs), which then deploy capital into qualifying projects.

- **Municipal Bond Market Access:** Will involve leveraging a combination of state and local programs, legal frameworks, and conduit issuers. The focus will be on Community Redevelopment Areas (CRAs) in St. Petersburg. Each CRA has an adopted redevelopment plan and access to a redevelopment fund, which may be used to support infrastructure and mixed-use development through Tax Increment Financing (TIF) or other municipal tools.

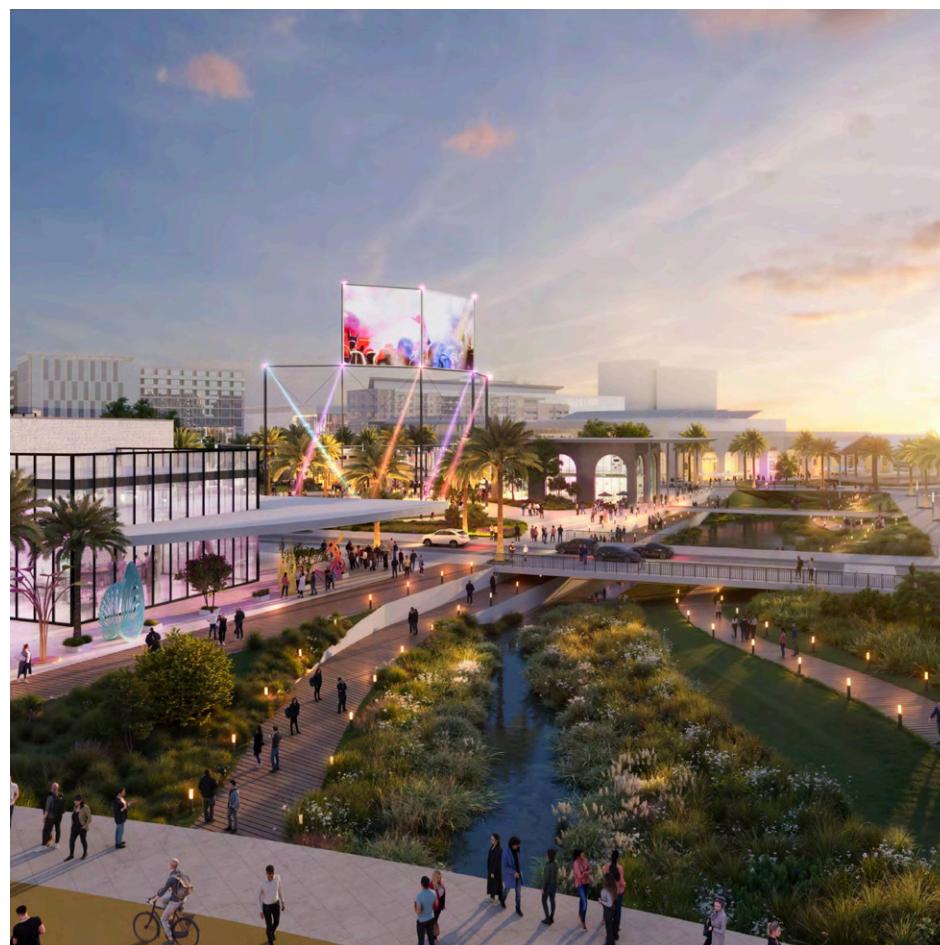
- **Opportunity Zone Funding:** The Gas Plant District is located within a designated Opportunity Zone, making it eligible for Opportunity Zone (OZ) funding—a powerful federal incentive for long-term investment in economically distressed areas. This opens the door for:

- Equity investment via QOFs into real estate and operating businesses within the district.
- Layering OZ funding with other incentives like NMTCs, municipal bonds, and Live Local Act benefits.



Governance, Partners, & Advisors

The Gas Plant District, if thoughtfully planned and successfully executed, can be transformative for the City of St. Petersburg. It has the potential to provide a long-needed ‘missing piece’ of the City providing a vibrant place for the broader community to gather, live, work and play. Importantly, and especially if the city is materially involved, invested in and demonstrably supportive of this project, our Development Team is ready and able to make a corollary commitment to invest capital, accept development and delivery risks, and dedicate key members of our development staff, over many years, to bring this exciting Gas Plant District to fruition.



Governance at a Glance

To deliver this project with discipline, transparency, and accountability, the Gas Plant District will be governed through a clear framework of entities, agreements, and reporting.

Element	Structure / Mechanism	Purpose
Entities	Master Developer, Community Development District (CDD) Board, Community Redevelopment Agency (CRA), Community Benefits Compliance Board	Aligns delivery, infrastructure financing, and community benefit oversight
Key Agreements	Master Development Agreement (MDA) with milestones & liquidated damages; Disposition & Development Agreements (DDAs) per phase; Interlocal Agreement for CRA/TIF; CDD formation resolution	Locks in deliverables, financing tools, and enforcement mechanisms
Reporting & Oversight	Quarterly public dashboard to City Council; Annual third-party audit of CBA compliance	Ensures transparency, accountability, and measurable progress

This framework ensures that commitments, from affordable housing to M/WBE participation, are enforceable, measurable, and publicly reported, giving the City confidence that promises made will be promises kept.

Development Partners

Development Partner Strategy - As Master Developer, our role will include sourcing and coordinating the development of key assets through strategic partnerships. For each component—Hospitality, Innovation, Retail, Housing, Cultural, and Infrastructure—we will engage qualified development partners who will be responsible for:

- Acquiring land designated for their specific asset type, either through direct purchase or long-term lease agreements.
- Designing their component in alignment with the District's master plan, design guidelines, and community objectives.
- Financing their development using capital structures appropriate to their asset class, including private equity, debt, or public incentives.
- Constructing and operating their assets contribute to the overall vibrancy and economic sustainability of the District.

This decentralized development model allows for specialization, accelerates delivery timelines, and ensures that each component is led by experts with proven track records in their respective sectors. The Master Developer will retain oversight to ensure cohesion, quality, and alignment with the City of St. Petersburg's goals.

The Development Team will lead the solicitation of best-in-class project partnerships utilizing minority- and women-owned business enterprises (M/WBEs) that reflect a skilled and diverse expertise within each asset class/vertical use. In addition to these core partnerships, we are forging direct collaborations with leading technology and AI start-ups to help design and build the Gas Plant District itself. This approach ensures we are not only creating a place where innovative companies will want to locate, we are actively integrating their expertise into the district's DNA from day one.



Development Advisors

To successfully deliver the multi-phased Gas Plant District, the Development Team will engage a comprehensive team of specialized advisors, including, but not limited to:



Financial & Investment Advisors:
Structuring debt and equity financing, leveraging tax credits and incentives, and analyzing economic impact.

Shumaker

Legal & Regulatory Counsel: Managing land acquisition, zoning, permitting, and environmental compliance.



Planning & Design Experts: Providing master planning, architectural, landscape, and public realm design.



Affordable Housing Advisors: Who can effectively navigate the complex financing and funding options to ensure financeable and economically feasible outcomes.

Kimley»Horn

Expect More. Experience Better.

Engineering & Construction Consultants:
Delivering civil, structural, and MEP engineering, construction management, and infrastructure planning.



Sustainability & Resilience Experts:
Ensuring green building practices, energy efficiency, and climate/flood resilience.



Market & Operational Specialists: Advising on commercial real estate leasing, hospitality operations, and cultural/entertainment programming.

This integrated advisory structure ensures that the Gas Plant District is executed efficiently, meets regulatory standards, and maximizes economic, cultural, and community impact.

Development Team

Our **LOCAL** Development Team brings unmatched design and development expertise, proven resources, and deep roots in Tampa Bay. Each member of our team embraces St. Pete's vision to deliver an inviting, inclusive and dynamic district. We are invested in the St. Petersburg community. Here's why:

- **Community Trust & Engagement:** Our Development Team's relationships with residents, business owners, and City leaders are decades in the making. We honor the historical significance of the Gas Plant site — especially its deep ties to displaced Black communities — and approach this project with respect, transparency, and accountability. These trusted connections position us to build genuine grassroots support and address community concerns with credibility and care.
- **Faster Decision-Making & Responsiveness:** With boots on the ground in St. Petersburg, we can respond to challenges and opportunities in real time. Our proximity enables rapid problem-solving, hands-on collaboration with stakeholders, and active participation in city meetings, neighborhood forums, and community events.
- **Knowledge of Local Regulations & Incentives:** Our familiarity with Florida's development landscape gives us a competitive edge. We understand how to navigate local permitting, zoning codes, and incentive programs such as the Live Local Act and SHIP funds, allowing us to accelerate timelines and unlock maximum value for the City.

- **Economic Impact & Local Hiring:** Our deep roots in St. Petersburg mean we can activate a robust network of local contractors, consultants, and vendors, keeping project dollars circulating in the regional economy. We will partner with the City to advance inclusive hiring, workforce training, and career pathways, particularly in affordable housing and public amenities.
- **Cultural Sensitivity & Place-Making:** We are deeply attuned to St. Petersburg's cultural fabric, neighborhood identities, and history. Our approach to design and planning ensures the District not only preserves these elements, but strengthens them, reconnecting neighborhoods through vibrant, walkable streetscapes along 16th Street S, 7th Avenue S and Dr. MLK Jr Street S.



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St. Petersburg has a spirit and energy all its own, something we deeply value and aim to reflect in this project. Our team lives here, works here, and has already invested here. The Gas Plant District will be designed, built, and programmed with the community, not just for it, ensuring every brick laid is a step toward prosperity, and lasting pride for generations to come.

—Casey Ellison, Ellison Development.

Meet Our Development Team



ARK Invest: Catalyzing Innovation, Capital, and Community

ARK Invest is a global investment firm founded by Cathie Wood and headquartered in St. Petersburg, Florida. Focused exclusively on disruptive innovation, ARK has spent more than a decade pioneering research and investment in transformative technologies, from artificial intelligence and robotics to energy storage, DNA sequencing, and blockchain, earning a reputation as one of the world's most forward-looking investment managers.

Recognized among Fast Company's "Most Innovative Companies" and LinkedIn's "Top 50 Startups," ARK's influence extends far beyond finance. Cathie Wood has been named one of Bloomberg's "50 Most Influential" and Forbes' "World's 100 Most Powerful Women," and honored by Institutional Investor as "ETF Manager of the Year."

In the Gas Plant District, ARK brings capital, credibility, and the bold vision to position St. Petersburg as a global epicenter for innovation. Leveraging an extensive network of venture capital partners, startup founders, corporate leaders, and institutional investors, ARK will seed and grow a thriving innovation ecosystem that attracts high-value companies, creates high-wage jobs, and drives generational economic opportunity. Its role includes:

- Recruiting and incubating high-growth startups aligned with the City's innovation priorities.
- Curating programs and partnerships that connect St. Petersburg to global innovation hubs.
- Attracting national and international investment into the Gas Plant District.
- Showcasing the Gas Plant District as a living lab for cutting-edge technology and smart city solutions.

From leading St. Petersburg's innovation ecosystem today to shaping its defining district for tomorrow, ARK's mission is to ensure the City doesn't just take part in the innovation economy, it sets the pace.

Key Players from ARK Investment Management in the Gas Plant District Project

ARK Investment Management's leadership, in collaboration with key partners from the Tampa Bay Innovation Center, operating within the ARK Innovation Center, brings unparalleled expertise in disruptive innovation, strategic operations, marketing, and community engagement to the Gas Plant District development in St. Petersburg, Florida. Below is a profile of the key players driving this transformative project, highlighting their roles, backgrounds, and contributions to creating a tech-centric hub that aligns with ARK's mission of fostering exponential technologies and inclusive growth.

Cathie Wood: Founder, CEO, and Chief Investment Officer

Cathie Wood is the visionary force behind ARK Investment Management and the architect of its focus on disruptive innovation. With over 40 years of experience in investment management and economic research, Cathie founded ARK in 2014 to identify and invest in breakthrough technologies such as artificial intelligence, robotics, energy storage, multiomic sequencing, and blockchain technology that promise to redefine industries and accelerate global productivity. Her high-conviction approach has propelled ARK's assets under management to over \$35 billion, with flagship ETFs like the ARK Innovation ETF (ARKK) delivering exceptional returns by early backing companies like Tesla and Coinbase.

In the Gas Plant District project, Cathie serves as the strategic lead, infusing ARK's innovation-first mindset into the development. She provides guidance in the phased rollout from tech incubators and housing to Class A office spaces for maturing startups and corporate headquarters, ensuring the District becomes a self-sustaining flywheel for St. Petersburg's tech ecosystem. Cathie's emphasis on technological convergence positions the project to attract venture capital and high-growth firms, mirroring her forecasts that innovations like AI could double U.S. GDP growth rates. Her com-

mitment to St. Petersburg, through ARK's Innovation Center and her role as Chair of the Tampa Bay Innovation Center's Board, underscores a dedication to local economic revitalization, creating thousands of jobs and establishing the city as a "Golden Triangle" for tech talent and investment.

Tom Staudt: President and Chief Operating Officer

As ARK's President and Chief Operating Officer, Tom Staudt is responsible for the global operations of the firm, identifying opportunities in financial markets and overseeing the evaluation and implementation of ARK's expanding product portfolio. Since joining ARK in 2014, Tom has played a central role in scaling the firm from a start-up manager to a global leader in disruptive innovation investing. He built out ARK's trading desk, trade integrations, and ETF operations, and later, as Head of Product Development, led the launch of new ARK investment solutions in both the U.S. and international markets. Prior to ARK, Tom worked in sales and consulting at WILX, interned at Fidelity Investments in its mutual fund department, and conducted millennial investing research at TIAA-CREF. He holds a Bachelor of Business Administration, magna cum laude, in Finance and Economics from the University of Notre Dame; a Master of Arts in Telecommunications Policy from Michigan State University; a Master of Science in New Media Management from Syracuse University's Newhouse School; and an MBA from Cornell University.

In the Gas Plant District project, Tom ensures ARK's vision is translated into disciplined operational execution. He focuses on building the governance, product, and partnership frameworks that connect ARK's investment strategies, venture activities, and district development. With extensive experience in launching and scaling complex financial products, Tom provides the operational leadership needed to align day-to-day execution with long-term goals, positioning the District as a durable, innovation-led model for public-private collaboration.

Brett Winton: Chief Futurist

Brett Winton is ARK's Chief Futurist and a core member of the investment team since 2014, specializing in long-term forecasting of disruptive innovation. Brett leads ARK's top-down research process, analyzing how converging technologies such as artificial intelligence, robotics, blockchain, energy storage, and genomics will reshape industries and global economies. With over 20 years of experience in financial and technology research, Brett has become a recognized voice on the trajectory of innovation, frequently presenting ARK's insights to policymakers, institutional investors, and media outlets.

In the Gas Plant District, Brett provides the forward-looking vision that informs strategic development decisions. His work helps anticipate the technologies and industries most likely to cluster in St. Petersburg, shaping incubator programming, corporate recruitment, and venture capital attraction. Brett's forecasts of exponential change guide the district's role as a living laboratory for innovation, ensuring that it remains adaptive to new breakthroughs and capable of drawing the next generation of entrepreneurs, investors, and talent.

Paul Wilson: Chief Financial Officer

As ARK's Chief Strategy Officer (CSO) and Chief Financial Officer (CFO), Paul Wilson is the architect of the firm's strategic vision and financial discipline, driving high-quality execution to achieve long-term objectives. In his CSO role, he shapes ARK's growth trajectory by spearheading innovative initiatives, strategic acquisitions, and expansion into adjacent asset classes, ensuring the firm remains a leader in a dynamic market. As CFO, he oversees global financial operations, including reporting, treasury, accounting, tax, and budgetary controls, providing a robust foundation for ARK's strategic ambitions. Since joining ARK in 2021, Paul has leveraged his extensive experience from his prior role as CFO for ORIX's U.S. operations, where he managed \$80 billion in assets, including \$10 billion on balance sheet, and served on its U.S. Board and subsidiaries in corporate finance, M&A advisory, real estate,

and equities. He holds a Bachelor's degree in Accounting and a Master's degree in Tax from Baylor University.

In the Gas Plant District project, Paul drives strategic alignment and financial rigor, crafting capital structures that support ARK's vision for transformative urban development. His expertise in corporate finance, M&A, and fund operations enables him to integrate investment products, venture strategies, and real estate initiatives, ensuring the project delivers both economic resilience and lasting public value. Paul's leadership positions the Gas Plant District as a benchmark for innovation-driven, sustainable growth, aligning with ARK's long-term strategic goals.

Lisa Dodd: Chief Marketing Officer and Head of Communications

Lisa Dodd is ARK's Chief Marketing Officer, responsible for crafting and executing a global marketing strategy that amplifies the firm's brand, engages stakeholders, and drives customer-centric experiences across all channels. With a background in new media management and public relations, Lisa brings a dynamic blend of strategic communication, event management, and brand-building expertise to ARK. Prior to joining in 2015, she spent five years at Pioneer Companies, a national commercial real estate firm, where she developed marketing campaigns that enhanced brand recognition and supported business development in mixed-use projects. Lisa holds a Bachelor of Arts in Sociology and Anthropology from Colgate University, where she was a Division I Varsity Ice Hockey player, and a Master of Science in New Media Management from Syracuse University's Newhouse School of Public Communications.

For the Gas Plant District, Lisa leads marketing and communications efforts, orchestrating tech-focused festivals, conferences, and showcases to position the area as a global innovation destination. Her role includes partnering with local stakeholders to promote the district's incubator spaces, affordable housing initiatives, and corporate relocation incentives, while leveraging ARK's open research ecosystem to

educate investors and entrepreneurs. Lisa's experience in real estate marketing ensures seamless promotion of the project's phases, from startup incubation to headquarters attraction, fostering community engagement and drawing media attention to St. Petersburg's rise as a tech hub.

Kellen Carter: Corporate Counsel, Chief Compliance Officer, and Community Outreach Coordinator

Kellen Carter is ARK Investment Management's Corporate Counsel and Chief Compliance Officer, with a robust background in securities regulation and legal advisory that ensures the firm's innovative strategies remain ethically sound and compliant. Holding a BS in Human and Organizational Development from Vanderbilt University and a JD from Howard University School of Law, Kellen began his career as a Securities Compliance Examiner and Attorney-Adviser at the U.S. Securities and Exchange Commission (SEC) in New York, specializing in investment management risk and examinations. Joining ARK in 2016, he has been instrumental in navigating complex regulatory landscapes for disruptive tech investments, while also serving on the board of the Tampa Bay Innovation Center since late 2024, where he focuses on forging incubator partnerships and ecosystem expansion.

For the Gas Plant District, Kellen coordinates community outreach and stakeholder engagement, bridging ARK's global vision with local priorities in St. Petersburg and Pinellas County. His role involves facilitating partnerships with city officials, economic development authorities, and community organizations to advance the project's affordable housing, job creation, and inclusive growth initiatives. Drawing on his SEC-honed expertise in compliance and risk, Kellen ensures seamless integration of ARK's venture funds with real estate development, while his board work at TBIC drives outreach efforts like town halls, educational workshops, and talent recruitment drives. This positions the District as an equitable tech hub, attracting diverse investors and residents while mitigating risks in a high-growth environment.

Alen Tomczak: Chief of Staff

Alen Tomczak joined ARK in 2025 as Chief of Staff, serving as a trusted advisor to the CEO/CIO and aligning teams and initiatives with the firm's long-term vision. He provides strategic insights and operational leadership that empower ARK's global platform to scale effectively.

Alen is a decorated U.S. Army Infantry veteran with extensive experience in military operations, strategic advisory roles, and emerging technology. He has led missions overseas and advised the U.S. government on Counter-IED operations, training programs for allied forces, and technology integration for intelligence operations. At U.S. Special Operations Command, he specialized in bridging operational requirements with science and engineering. In the private sector, Alen led Department of Defense and Intelligence Community engagements at Cellebrite, fostering collaboration between government stakeholders and industry innovators. In addition to his professional career, he serves on the board of the Pinellas County Housing Authority and is pursuing a master's degree at the University of South Florida.

In the Gas Plant District, Alen drives strategic coordination across partners, ensuring that ARK's innovation-first vision is operationally executed. His background in public service, technology, and cross-sector leadership makes him uniquely positioned to align the District's civic commitments with its innovation ecosystem, advancing both community trust and long-term economic growth.

Walker Masiclat: Graphic Designer

Walker Masiclat joined ARK in 2024 as Graphic Designer, where he designs and produces a wide range of marketing materials that bring ARK's brand and investment philosophy to life. Collaborating with marketing, client services, and research teams, he conceptualizes and executes creative campaigns that amplify ARK's mission and connect with diverse audiences.

Prior to ARK, Walker built his design career across arts, culture, education, finance, and nonprofit sectors, including two years as a freelance designer. He previously served as Designer at the Syracuse University Art Museum, where he led the institution's visual identity and managed exhibition design, publications, marketing collateral, and digital presence. Walker holds a Bachelor of Fine Arts in Communications Design from Syracuse University.

For the Gas Plant District, Walker plays a pivotal role in crafting the visual identity and presentation of the District. His design expertise ensures that the masterplan, community benefits, and innovation vision are communicated with clarity and impact, elevating how the District is perceived by civic leaders, investors, and the broader community.

Rebecca Brown: CEO, Tampa Bay Innovation Center

Rebecca (Becca) Brown is the newly appointed President and CEO of the (FKA TBIC), bringing over 20 years of experience in entrepreneurship, finance, and innovation to ARK's collaborative ecosystem in St. Petersburg. A Harvard BA and Columbia Business School MBA graduate, Rebecca previously served as a private wealth advisor and executive at Goldman Sachs, where she honed her expertise in high-stakes financial strategy and client advisory. As a serial entrepreneur, she co-founded the consumer brand SoleMates (featured on Shark Tank and distributed nationwide) and established Core Satellite Partners in 2017, a consultancy focused on scaling growth-stage companies through operational frameworks and impact-driven strategies. Her deep ties to the Tampa Bay entrepreneurial scene include mentoring tech founders through the Tampa Bay Wave Accelerator, positioning her as a bridge between finance, innovation, and community impact.

In the Gas Plant District project, Rebecca oversees TBIC's operational integration, driving the incubation and acceleration programs that align with ARK's tech themes. She leads the development of co-working spaces and startup support within the District's Phase 1, fostering collaborations that

nurture early-stage ventures in AI, biotech, and clean energy. Rebecca's appointment, endorsed by Cathie Wood, marks a pivotal chapter in TBIC's 25-year history, including a forthcoming rebrand and the management of the 45,000-square-foot ARK Innovation Center. Her emphasis on collaboration ensures the project amplifies local talent pipelines, economic development, and inclusive innovation, creating measurable job growth and investment inflows for St. Petersburg.

While the individuals above are leading the Gas Plant District initiative, the effort is backed by the full strength of ARK Investment Management. Across the firm, particularly within ARK's research and investment teams, deep domain expertise and open-source collaboration ensure that the District remains aligned with the most important technological trends and firmly on the right side of change.

Meet Our Development Team



Ellison Development: Building Landmarks, Shaping Communities

Ellison Development is a forward-thinking real estate development firm based in Tampa, Florida, led by Casey Ellison and co-founded by Sidd Pagidipati. Specializing in architecturally significant mixed-use projects, Ellison is committed to creating places that endure, developments that capture the spirit of their surroundings while elevating the communities they serve.

Ellison's track record includes some of the region's most ambitious master-planned projects. The Central in downtown St. Petersburg will bring the city's first new 4-star hotel since the Vinoy, its first trophy office tower since the 1990s, more than 500 public parking spaces, workforce housing, and vibrant retail. In Tampa Heights, the Central City YMCA Project will feature a 70,000-square-foot YMCA, 20,000 square feet of curated green space, a 200-room lifestyle hotel, 184,000 square feet of office space, 115,000 square feet of retail destinations, and 400 multifamily units — all thoughtfully integrated into the historic Tampa Heights district.

For the Gas Plant District, Ellison brings proven expertise in delivering complex, high-impact developments that drive economic growth, foster community connection and leave a lasting legacy.

Key Players from Ellison Development in the Gas Plant District Project

Ellison Development, a Tampa-based firm known for delivering transformative mixed-use projects, brings deep expertise in design-forward, community-centered urban development to the Gas Plant District. Guided by a commitment to authenticity, sustainability, and long-term value creation, Ellison's leadership team integrates financial discipline, operational excellence, and creative placemaking to shape projects that resonate locally while competing globally. In partnership with ARK Investment Management, Ellison serves as the development engine behind the Gas Plant District, ensuring the project's vision is realized through thoughtful planning, disciplined execution, and enduring community impact.

Casey Ellison: Chief Executive Officer

Casey Ellison is the CEO and founder of Ellison Development, where he leads the firm's vision to create architecturally significant, mixed-use projects that elevate communities and set new benchmarks in urban development. With roots in Tampa Bay construction, Casey evolved the family business into a modern development platform with a focus on integrating design, community engagement, and financial discipline. Under his leadership, Ellison Development has become a key player in Florida's growth market, known for delivering projects that are both globally minded and locally rooted.

For the Gas Plant District, Casey provides overall strategic leadership, ensuring the development is guided by thoughtful design, long-term sustainability, and community integration. His emphasis on authenticity and placemaking ensures the District reflects the character of St. Petersburg while positioning it as a hub for investment and innovation.

Jordan Star: Chief Development Officer

As Chief Development Officer, Jordan Star oversees the execution of Ellison's mixed-use portfolio, from site acquisition and entitlement to design and delivery. He brings a data-driven approach to development, ensuring that each project is positioned to maximize both community impact and investor value. Jordan's expertise lies in aligning capital strategies with development goals, leveraging market insights to deliver assets that are durable, vibrant, and financially sound.

For the Gas Plant District, Jordan leads day-to-day development planning and ensures coordination between architects, contractors, and city partners. His role is central to keeping the project on schedule and aligned with the community's needs, while embedding best practices in sustainable, innovation-led development.

Dave Bevirt: Chief Operating Officer

Dave Bevirt serves as Chief Operating Officer at Ellison Development, drawing on extensive experience in commercial real estate, investment, and operations. Dave has led major projects across Tampa Bay and beyond, specializing in activating large-scale developments that integrate residential, commercial, and cultural assets. At Ellison, he manages operations across the firm's pipeline, ensuring financial and operational discipline while fostering strategic partnerships with public and private stakeholders.

In the Gas Plant District project, Dave is responsible for operational execution and partner alignment. His role bridges the strategic vision with practical delivery, ensuring that the project's complexity is managed with discipline and that every phase is positioned for long-term success.

Cari Ellison: Marketing Director

As Head of Marketing, Cari Ellison is responsible for shaping and communicating the Ellison brand, ensuring that each project resonates with its surrounding community while attracting global interest. She leads efforts in brand development, storytelling, and community outreach, highlighting Ellison Development's emphasis on authenticity and locally inspired design.

For the Gas Plant District, Cari oversees marketing and communications, collaborating with ARK's team to position the District as a global destination for innovation and culture. Her efforts will ensure that St. Petersburg's unique character is celebrated, while amplifying the project's ability to attract talent, investors, and visitors from around the world.

Meet Our Development Team



Horus Construction Services: Building with Local Hands, Building for Local Futures

Horus Construction Services is a Florida-based, family-owned firm with more than two decades of experience delivering large-scale, high-quality projects across the Southeast and the Caribbean. Known for its commitment to excellence, innovation, and community, Horus has completed landmark developments in hospitality, education, healthcare, and municipal infrastructure.

In the Gas Plant District, Horus brings more than construction expertise, it brings a mission. Dedicated to inclusive economic development, Horus will prioritize local hiring, workforce training, and supplier diversity to ensure St. Petersburg residents directly benefit from the jobs and opportunities created by this project. By investing in local talent and building capacity within the community, Horus ensures the impact of construction lasts long after the final brick is laid.

From complex civic landmarks to state-of-the-art commercial spaces, Horus delivers projects on time, on budget, and with a focus on craftsmanship, sustainability, and community pride — making it an ideal partner to help build a district for, and by, the people of St. Petersburg.

Key Players from Horus Construction Services in the Gas Plant District Project

Horus Construction Services is a nationally recognized, minority-owned firm with more than 200 years of collective leadership experience in construction, operations, and community engagement. Headquartered in Tampa, Horus has delivered over \$600 million in projects across education, civic, healthcare, and commercial sectors, with a reputation for discipline, diversity, and quality. The company emphasizes supplier diversity, equitable business practices, and community-based outreach, making it an ideal partner for a project rooted in inclusion and restorative growth. In the Gas Plant District, Horus brings proven expertise in large-scale, schedule-intensive development, ensuring the District is built with precision, sustainability, and deep ties to the local community.

Jonathan D. Graham: President

Jonathan D. Graham, President of Horus Construction Services, brings more than 40 years of hands-on construction experience and leadership. Mentored in the industry since his youth, Jonathan has led projects exceeding \$600 million, including over 150 K-12 and higher education facilities. His portfolio spans complex civic, educational, and commercial developments, consistently delivered with quality and accountability. Jonathan is also recognized for championing minority- and women-owned businesses in the construction industry, advancing equitable opportunities across Florida and the Southeast.

For the Gas Plant District, Jonathan provides overall leadership and strategic oversight, ensuring that the project is delivered to the highest standards while maximizing community participation. His commitment to supplier diversity and inclusive practices reinforces the project's mission to create broad-based economic opportunity.

James D. Graham: Director of Operations

James D. Graham serves as Director of Operations at Horus, with more than 50 years of experience managing over 400 projects worth in excess of \$600 million. Licensed as a General Contractor in five states, James oversees all project delivery, from staffing and subcontractor coordination to schedule management and quality control. His deep technical knowledge and operational leadership have established Horus as a trusted partner for complex, multi-phase projects across education, civic, and commercial sectors.

In the Gas Plant District project, James directs day-to-day operations and ensures integration between construction teams, architects, and development partners. His ability to manage complex projects with discipline and precision provides the backbone for successful execution, ensuring the District is delivered on time, within budget, and to world-class standards.

Meet Our Development Team



Baker Barrios: Designing a District for Tomorrow, Together

Baker Barrios Architects is one of Florida's most respected multidisciplinary design firms, with expertise spanning master planning, architecture, interior design, and landscape architecture. With offices in Orlando, Tampa, and Nashville, the firm is recognized for creating places that are visionary yet deeply rooted in the unique character of their communities.

As master planner for the Gas Plant District, Baker Barrios is shaping a dynamic, future-ready neighborhood while creating opportunities for a consortium of top architectural talent to collaborate. Their approach blends innovation, sustainability, and inclusivity to ensure the district's design reflects St. Petersburg's cultural heritage while meeting the needs of a rapidly evolving economy.

With a portfolio that includes transformative urban districts, cultural landmarks, mixed-use destinations, and hospitality developments, Baker Barrios is known for fostering strong partnerships and meaningful community engagement. In the Gas Plant District, they will deliver world-class planning and design that is globally competitive, locally authentic, and built to thrive for generations.

Together, our Master Development Team offers the vision, expertise, and community commitment to deliver a Gas Plant District that sets a national standard for inclusive innovation. Built in St. Petersburg, for St. Petersburg.

Key Players from Baker Barrios Architects in the Gas Plant District Project

Baker Barrios Architects is one of Florida's most respected multidisciplinary design firms, with a reputation for delivering architecture, urban planning, and design solutions that integrate beauty, functionality, and community impact. With offices across the state and a portfolio of transformative projects in hospitality, mixed-use, cultural, and civic spaces, Baker Barrios brings design leadership and technical expertise that help turn visionary concepts into enduring urban landmarks. As design partners for the Gas Plant District, the Baker Barrios team ensures that architectural excellence and thoughtful placemaking are at the core of the project, creating spaces that inspire, connect, and elevate St. Petersburg's identity as a global hub for innovation and culture.

Timothy Baker: Founding Principal and Chief Executive Officer

Timothy Baker is the Founding Principal and CEO of Baker Barrios Architects, guiding the firm's strategic direction and design ethos for more than three decades. Under his leadership, Baker Barrios has become known for integrating creativity and practicality, delivering projects that combine architectural significance with economic viability. Timothy has overseen award-winning developments across Florida and beyond, spanning urban design, hospitality, mixed-use, and cultural projects.

For the Gas Plant District, Timothy provides executive oversight and design leadership, ensuring the project's architecture reflects both global ambition and local authenticity. His focus on quality, innovation, and sustainability ensures the District becomes a signature destination that balances community needs with worldclass design.

Robert Ledford II: Principal and Director of Design

Since joining the firm in 1994, Rob Ledford's career at Baker Barrios has given him exceptional insight into the integration of architecture, interior design, and project management. Ledford's dynamic role and vast knowledge in all facets of the industry have allowed him to work closely with clients in public and private sectors, fostering relationships and strengthening the firm's brand. He credits his success to the firm's core values which emphasize the importance of mentorship, creative excellence, innovative solutions and long-term relationships for the next generation of talent.

For the Gas Plant District, Rob provides strategic oversight across disciplines, ensuring alignment between design, delivery, and client goals. His leadership fosters seamless collaboration, driving efficient execution and long-term value for the community.

Wayne Dunkelberger: Chief Design Officer

Wayne Dunkelberger is the Chief Design Officer for Baker Barrios. In this role, he integrates complex program requirements to design buildings tailored to the needs and cultures of his clients. Dunkelberger has more than 25 years experience in the design profession and leads a variety of projects, collaborating with clients and project teams to pursue new levels of design excellence.

In the Gas Plant District project, Wayne serves as the creative lead, guiding the design of public spaces, cultural anchors, and mixed-use developments to ensure they foster inclusivity and innovation. His design vision helps translate the district's goals into a built environment that inspires creativity, attracts talent, and enhances St. Petersburg's urban fabric for generations to come.

Anzhelika Arbatskaia: Lead Master Planner

Anzhelika Arbatskaia brings over a decade of experience in architectural visualization and design. Anzhelika's ability to think at both the big picture and detail level makes her especially effective on complex, multi-phase projects. Fluent in both Russian and English, Anzhelika brings a global mindset and collaborative spirit to every project she touches.

For the Gas Plant District, Anzhelika develops high-impact visuals that communicate design intent with clarity and precision. Her cross-disciplinary approach supports coordination across teams and phases, helping translate vision into actionable, buildable outcomes.

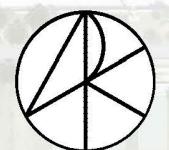
Appendices



THE GAS PLANT DISTRICT REDEVELOPMENT MASTER PLAN

09.30.2025

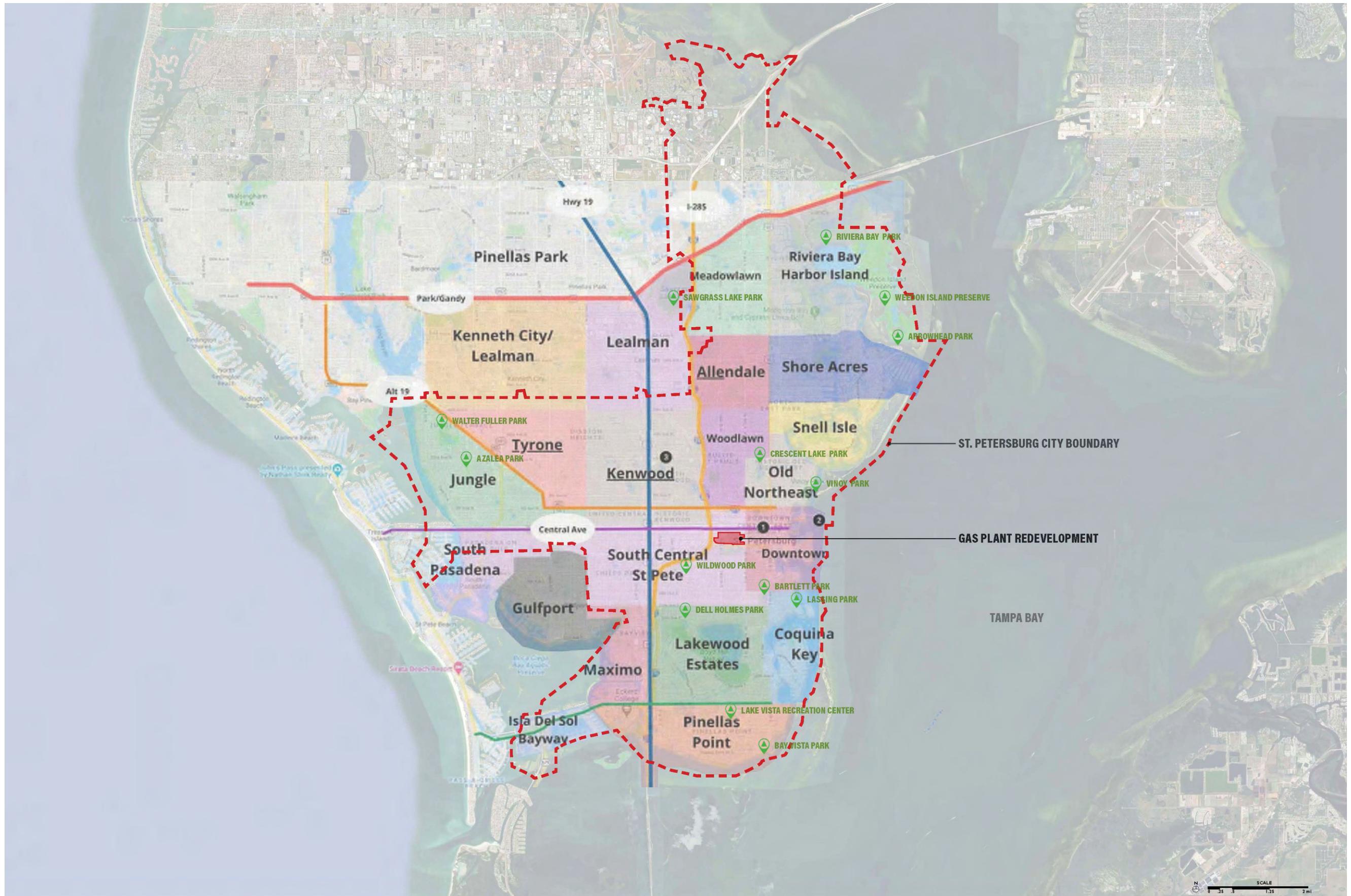
 Baker Barrios
The shape of things to come.
AA0002981 • LC26000427

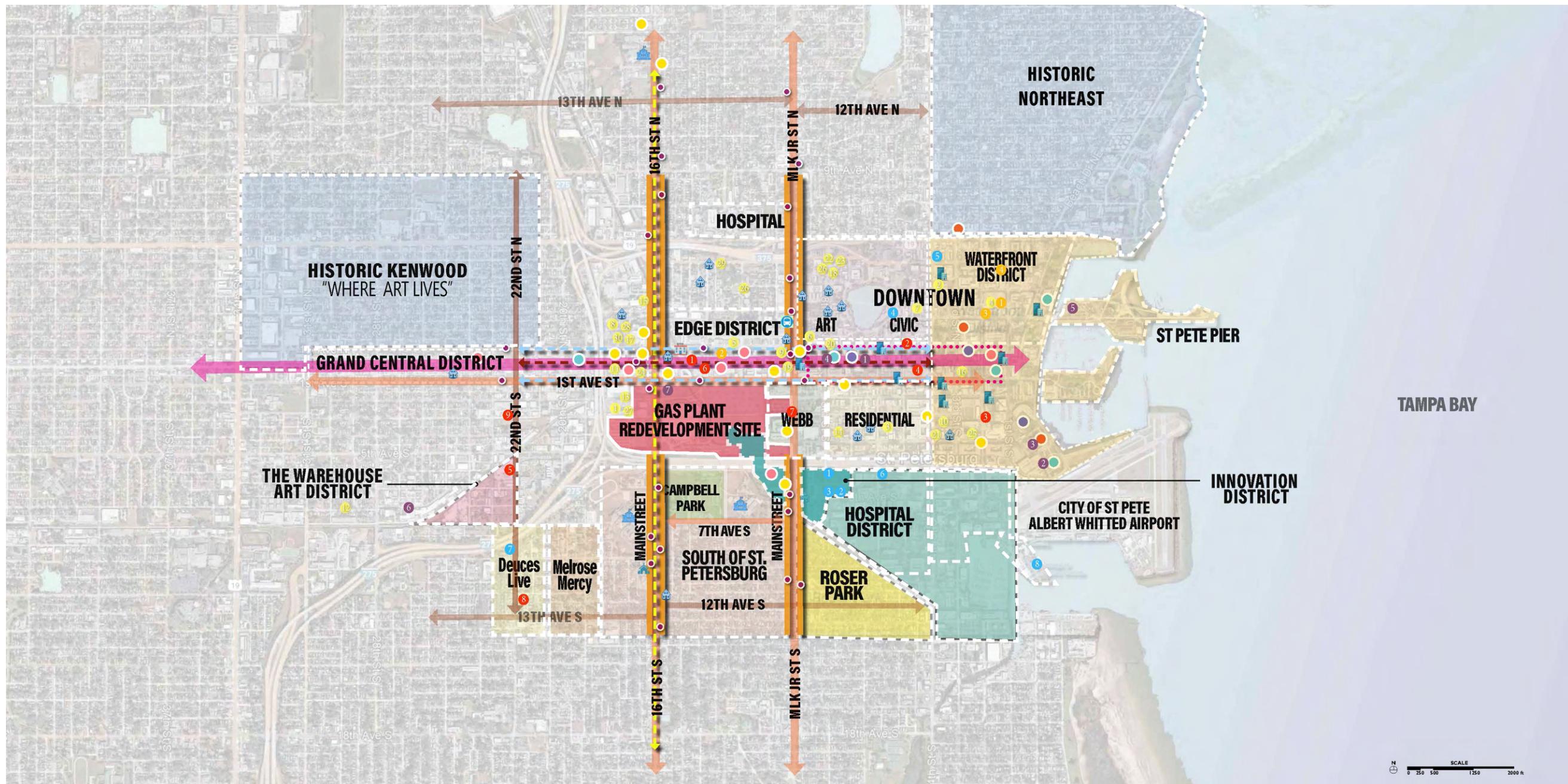


ELLISON
DEVELOPMENT

HORUS







LEGEND:

- ↔ RETAIL CORRIDOR
- ↔ MAJOR ROAD TRAVERSING THE SITE
- ↔ PSTA (PINELLAS SUNCOAST TRANSIT AUTHORITY) BUS ROUTE WITHIN/ NEAR THE SITE
- ↔ SUNRUNNER WITHIN/ NEAR THE SITE
- ↔ CENTRAL AVENUE TROLLEY
- ↔ NEW COMPLETE ST MAINSTREET PROGRAM
- ↔ BUS/ TROLLEY STATION WITHIN/ NEAR THE SITE
- ↔ GREYHOUND BUS STATION
- ↔ SCHOOL
- ↔ POLICE
- ↔ NOTABLE EXISTING OFFICE BUILDING
- ↔ MUSEUMS
- ↔ ENTERTAINMENT VENUES
- ↔ PERFORMING ARTS AND THEATRES
- ↔ HOTEL
- ↔ RESIDENTIAL/ MULTI-FAMILY
- ↔ CHURCH

DOWNTOWN PROJECTS CURRENTLY PROPOSED OR UNDER CONSTRUCTION DURING 2024 AS PER SPDP 2025 DEVELOPMENT GUIDE

- ARTS AND CULTURE**
 - 1 CENTRAL PARK FOOD HALL
 - 2 THE DALÍ MUSEUM EXPANSION
 - 3 FLORIDA ORCHESTRA CENTER FOR MUSIC EDUCATION AND INNOVATION
 - 4 MOREAN ARTS CENTER EXPANSION
 - 5 ST. PETERSBURG HISTORY MUSEUM EXPANSION
 - 6 ST. PETERSBURG ATHLETIC PADDLE AND SOCIAL CLUB
 - 7 WOODSON AFRICAN AMERICAN MUSEUM OF FLORIDA

- HOTEL**
 - 1 TEMPO BY HILTON
 - 2 EDGE BOUTIQUE HOTEL
 - 3 CORDOVA INN EXPANSION
 - 4 1888 HOTEL

- INSTITUTIONAL**
 - 1 ORLANDO HEALTH IMAGING CENTERS

- ② ORLANDO HEALTH MEDICAL PAVILION
- ③ ORLANDO HEALTH WOMEN'S PAVILION
- ④ BERNIE MCCABE SECOND DISTRICT COURT OF APPEALS
- ⑤ CHABAD CENTER FOR JEWISH LIFE
- ⑥ JOHNS HOPKINS ALL CHILDREN'S HOSPITAL EXPANSION
- ⑦ LEGACY CENTER FOR SOCIAL JUSTICE
- ⑧ COLLEGE OF MARINE SCIENCE CENTER OF EXCELLENCE IN ENVIRONMENTAL AND OCEANOGRAPHIC SCIENCES

MIXED USE

- 1 THE CENTRAL
- 2 450 1ST AVE. N.
- 3 WALDORF ASTORIA RESIDENCES ST. PETERSBURG
- 4 THE RESIDENCES AT 400 CENTRAL
- 5 SANKOFA ON THE DEUCES
- 6 EDGE COLLECTIVE II
- 7 298 MLK JR. ST. S.
- 8 TANGERINE PLAZA
- 9 I-MIX

RESIDENTIAL (OVER 50 UNITS)

- 1 MODERA ST. PETERSBURG
- 2 333 3RD AVE. N.
- 3 511, 533, 543, 551 3RD AVE. S.
- 4 RESIDENTIAL TOWER (FORMER EXCHANGE/INDIGO HOTEL)
- 5 KETTLER EDGE DEVELOPMENT
- 6 825 ARLINGTON AVE. N.
- 7 MIRROR LAKE RED APPLE DEVELOPMENT
- 8 LECESSE TOWER
- 9 VIV APARTMENTS
- 10 3RD & 3RD
- 11 ALEXAN 1700
- 12 FAIRFIELD APARTMENTS
- 13 GALLERY HAUS
- 14 TUXEDO COURT
- 15 SKY ST. PETE
- 16 ART HOUSE
- 17 1641 1ST AVE. N.
- 18 TOMLINSON ADULT LEARNING CENTER REDEVELOPMENT
- 19 900 CENTRAL

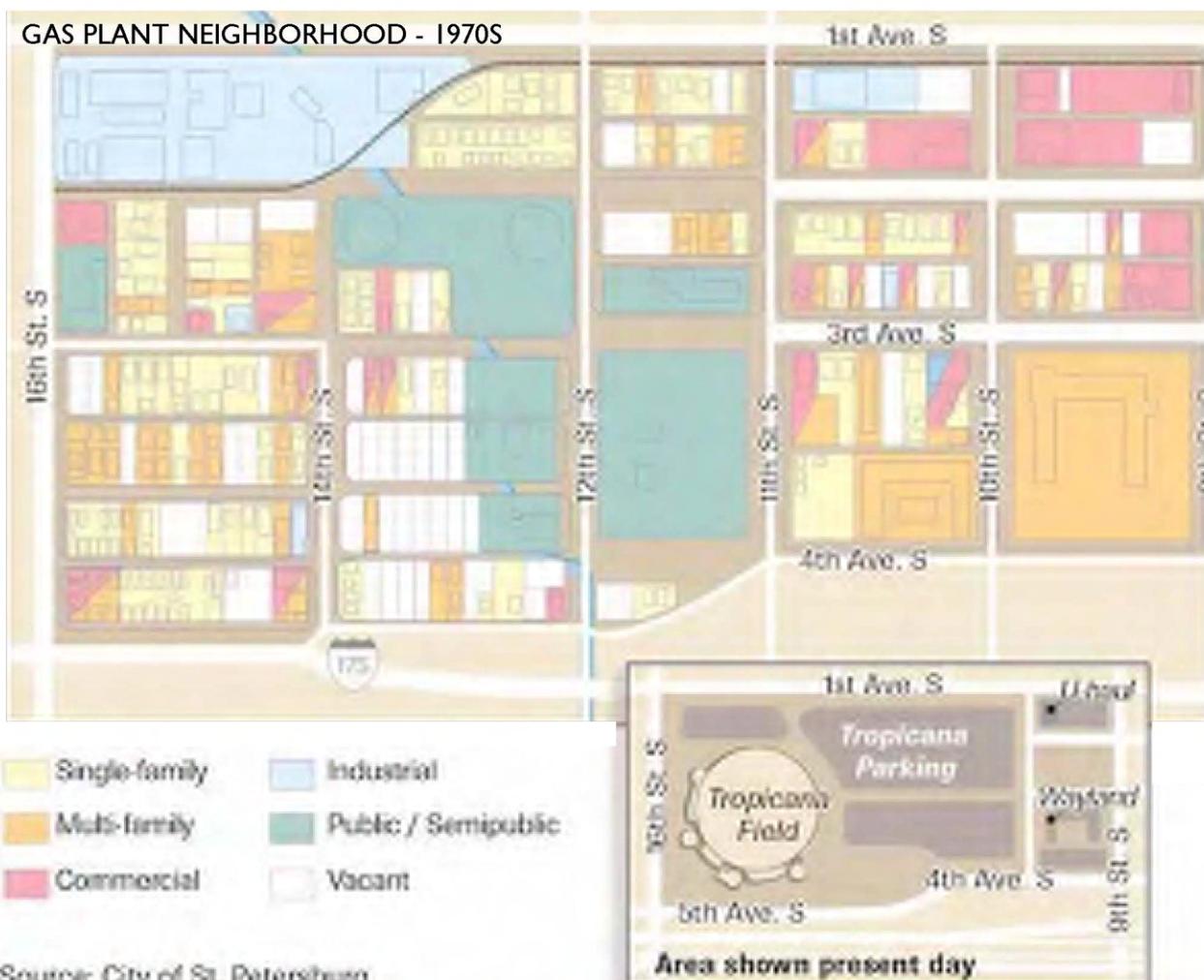
- 699 1ST AVE. N.
- ROCHE BOBOIS RESIDENCES
- ELLINGTON PLACE DOWNTOWN
- 747 4TH AVE. N.
- 1663 1ST AVE. S.
- CAMDEN PIER DISTRICT EXPANSION
- REFLECTION
- HINES-RAYS AFFORDABLE RESIDENTIAL
- ELLINGTON PLACE EDGE DISTRICT
- VINCENTIAN VILLAGE
- 1ST AVE. N.

 1/35 1ST AVE. N.
RESIDENTIAL (UNDER 50 UNITS)

VISION/ MISSION

- DIVERSE HOUSING OPTIONS (SENIOR, AFFORDABLE AND MARKET RATE)
- WOODSON MUSEUM
- MIX-USE PLACEMAKING
- MULTI-DISCIPLINARY COMMUNITY FACILITY
- INCLUSIVE, ASPIRATIONAL AND INVESTABLE
- INNOVATION AND INTEGRATION OF USES
- WALKABILITY AND CONNECTIVITY
- CELEBRATING PUBLIC SPACES
- SUSTAINABILITY
- COMMUNITY ENGAGEMENT
 - EDUCATION
 - EQUITABLE DEVELOPMENT
 - NEIGHBORHOOD SAFETY
 - EMPLOYMENT

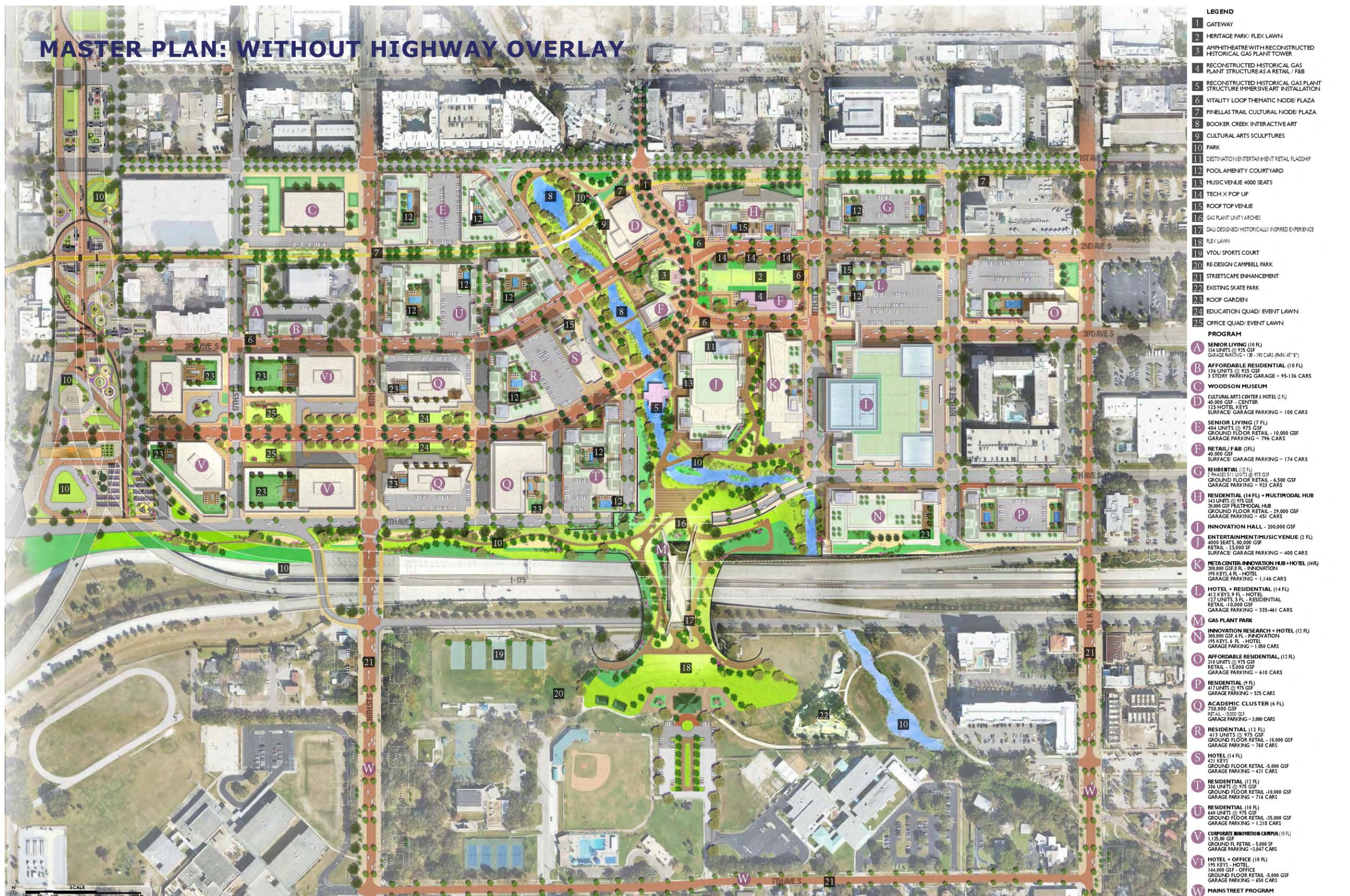
CELEBRATING HISTORY

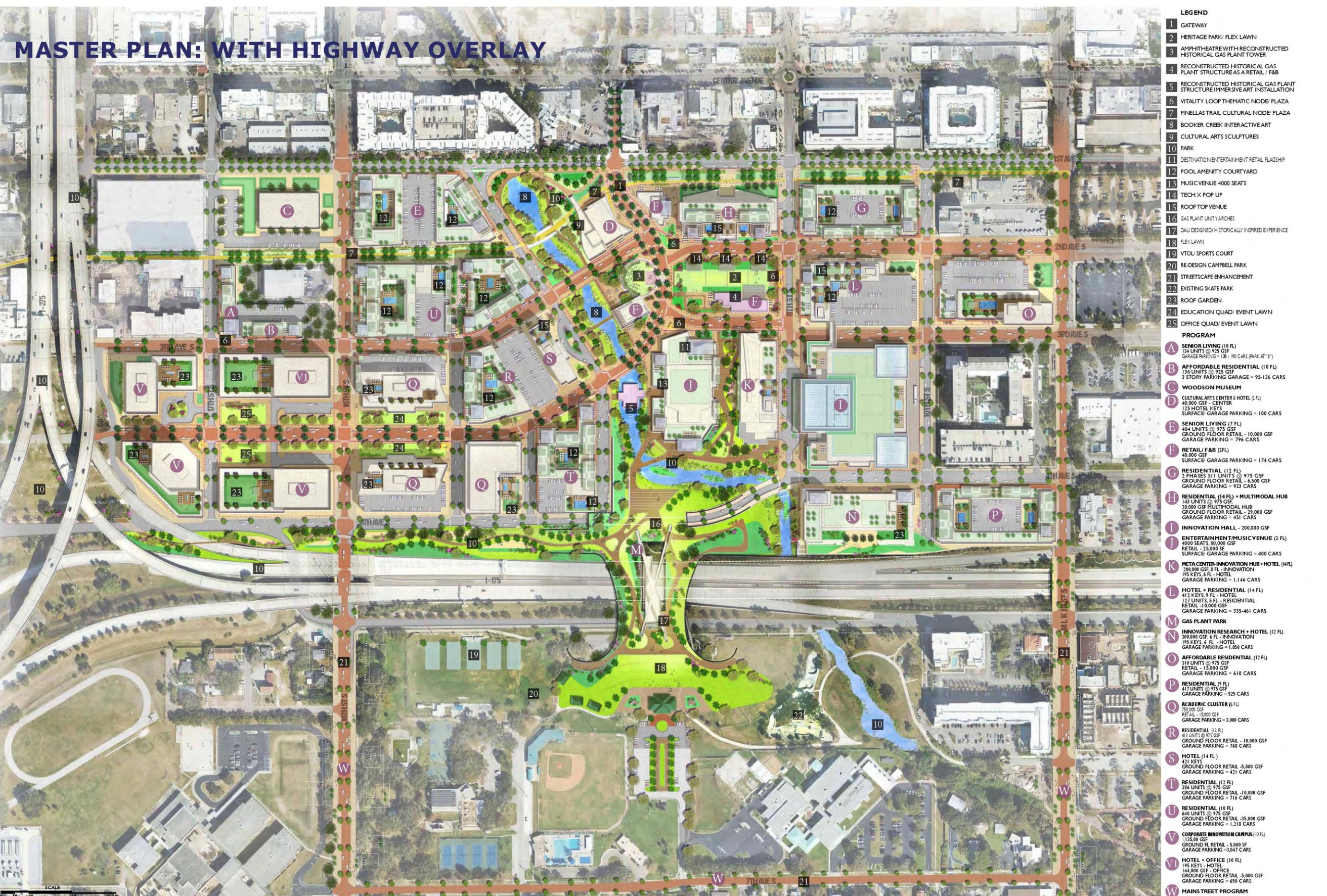


REBUILDING A COMMUNITY

- RE-CONNECTING ONCE SEPARATED NEIGHBORHOODS
- HONORING HISTORICAL AND CULTURAL HERITAGE
- INCLUSIVE PLACEMAKING
- BRINGING BACK DISPLACED RESIDENTS AND THEIR SUCCESSORS
- 20-MINUTE NEIGHBORHOOD
- EDUCATIONAL AND JOB OPPORTUNITIES
- PLACE-BASED CULTURAL PROGRAMMING









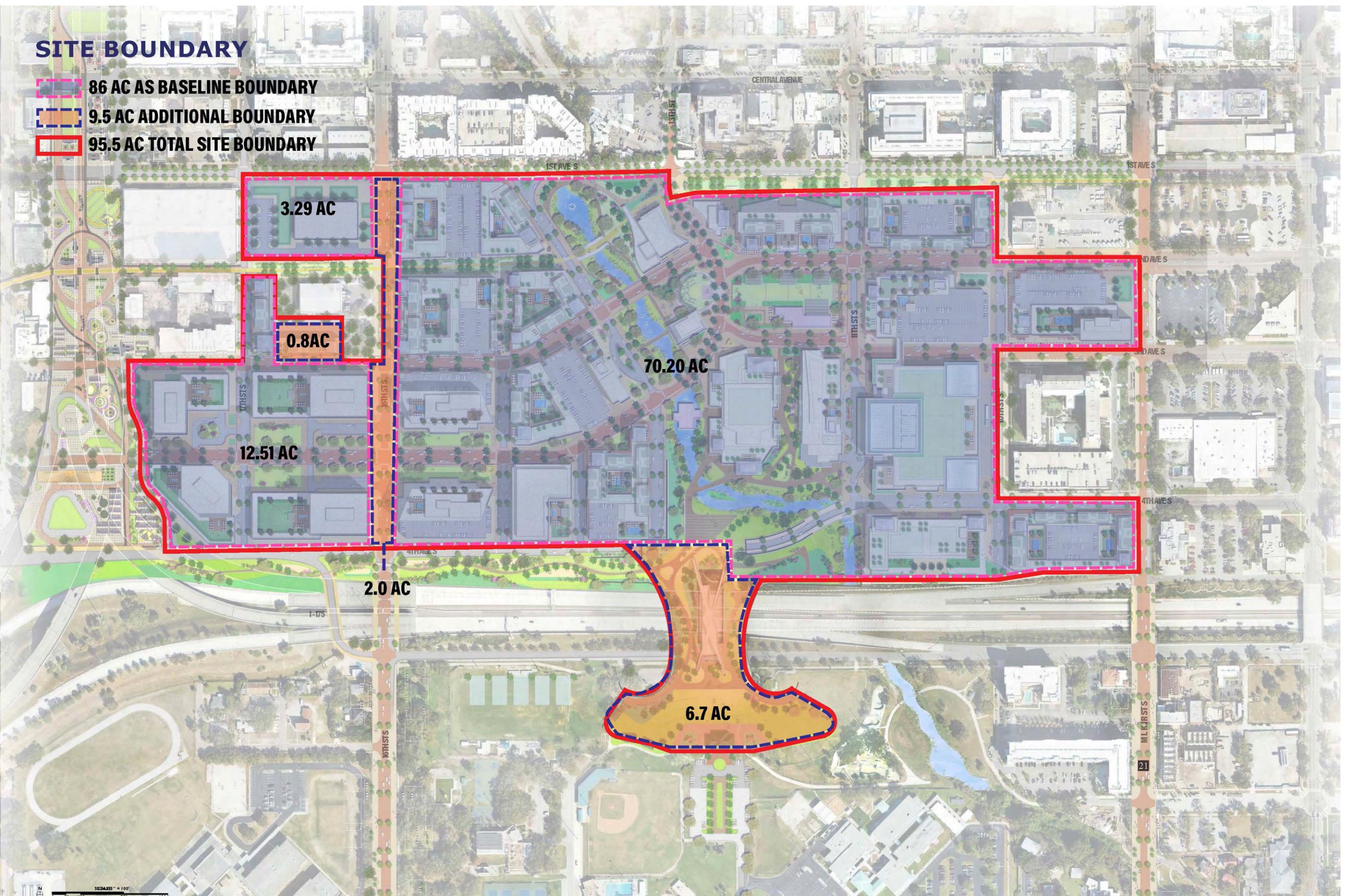
PHASING

SITE BOUNDARY

86 AC AS BASELINE BOUNDARY

9.5 AC ADDITIONAL BOUNDARY

95.5 AC TOTAL SITE BOUNDARY



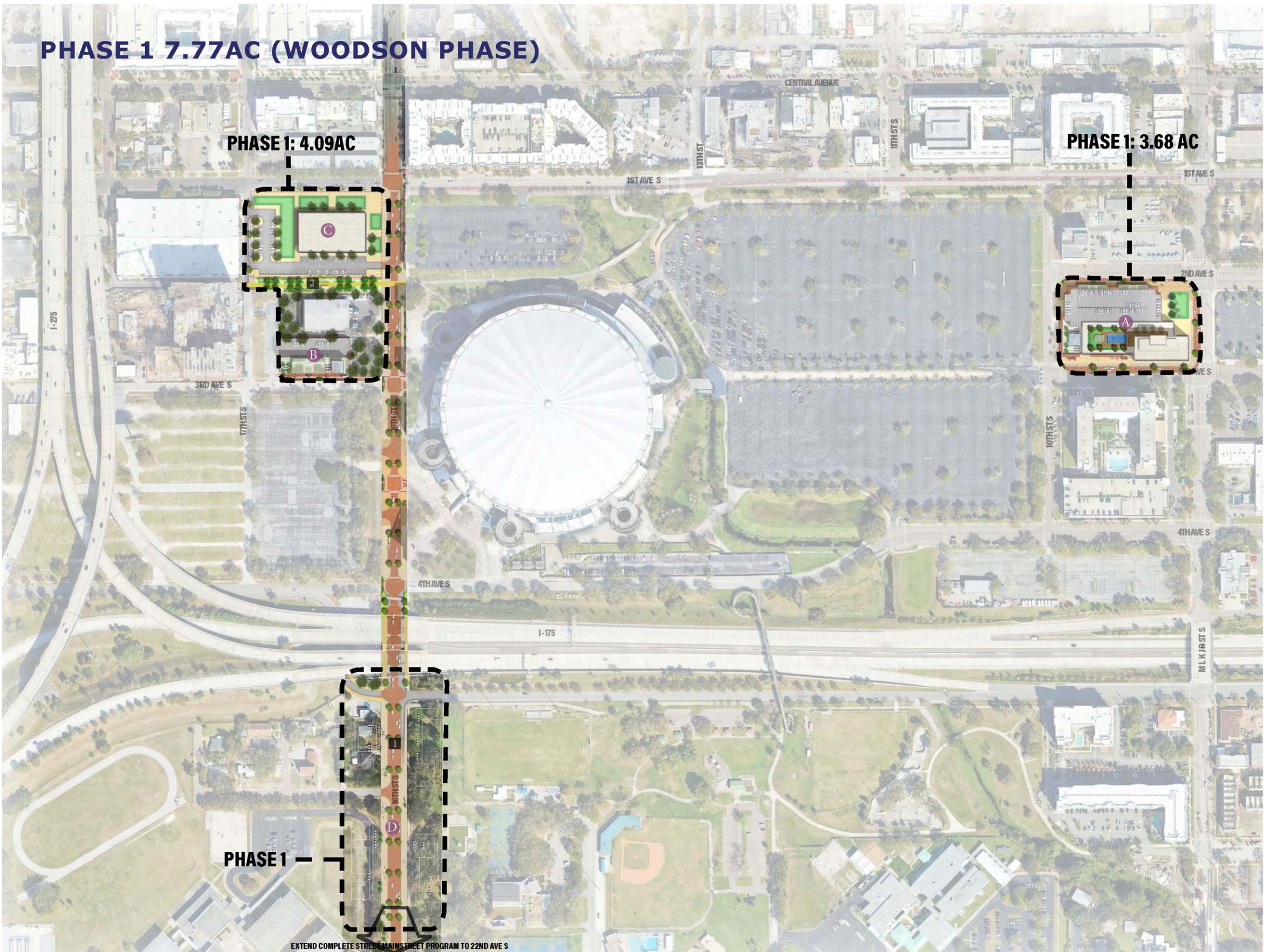
ELLISON
DEVELOPMENT



THE GAS PLANT DISTRICT REDEVELOPMENT
250203.00 09.30.2025

ARCHITECTURAL SITE PLAN





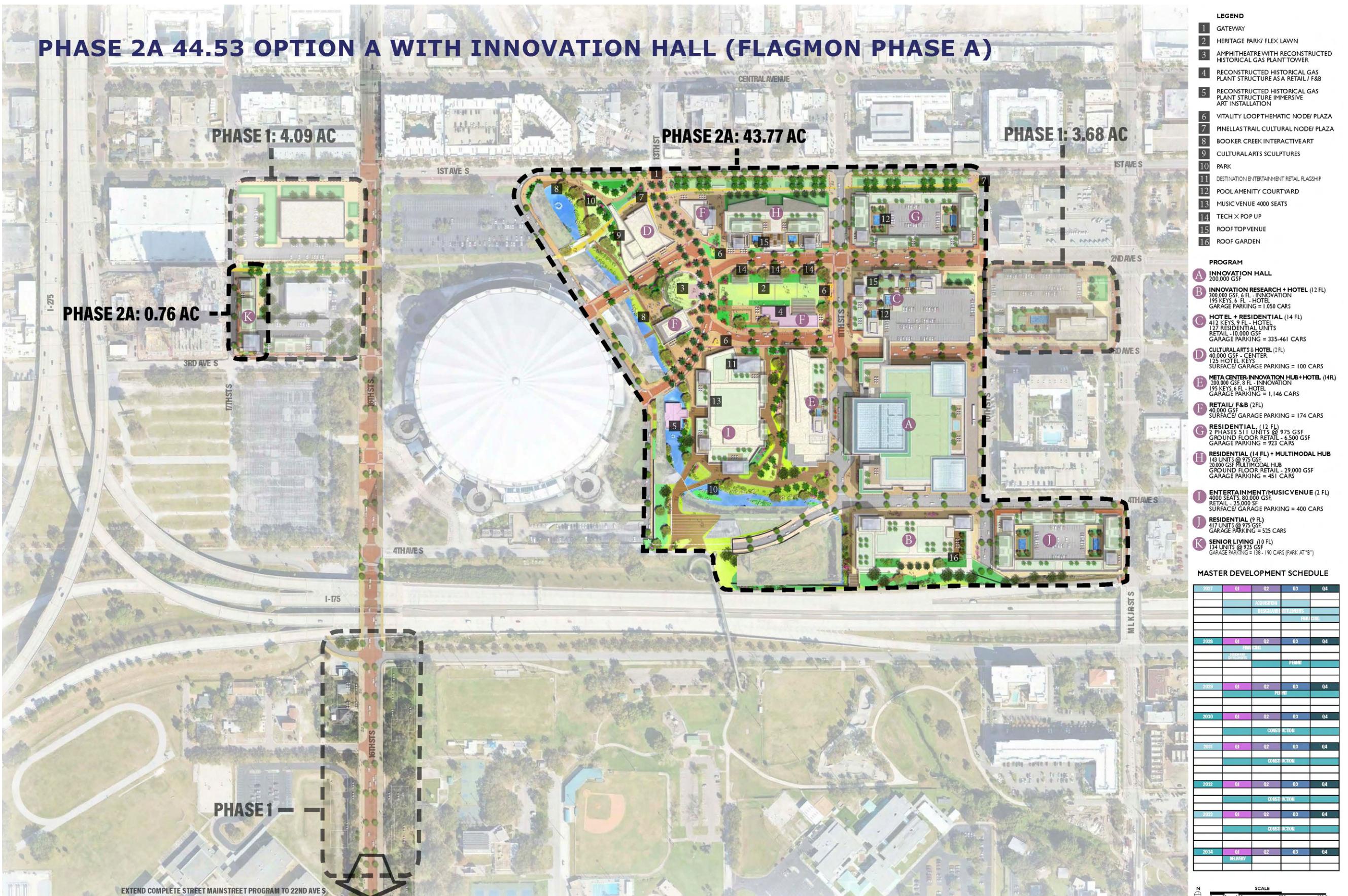
 **ELLISON**
DEVELOPMENT

HORUS

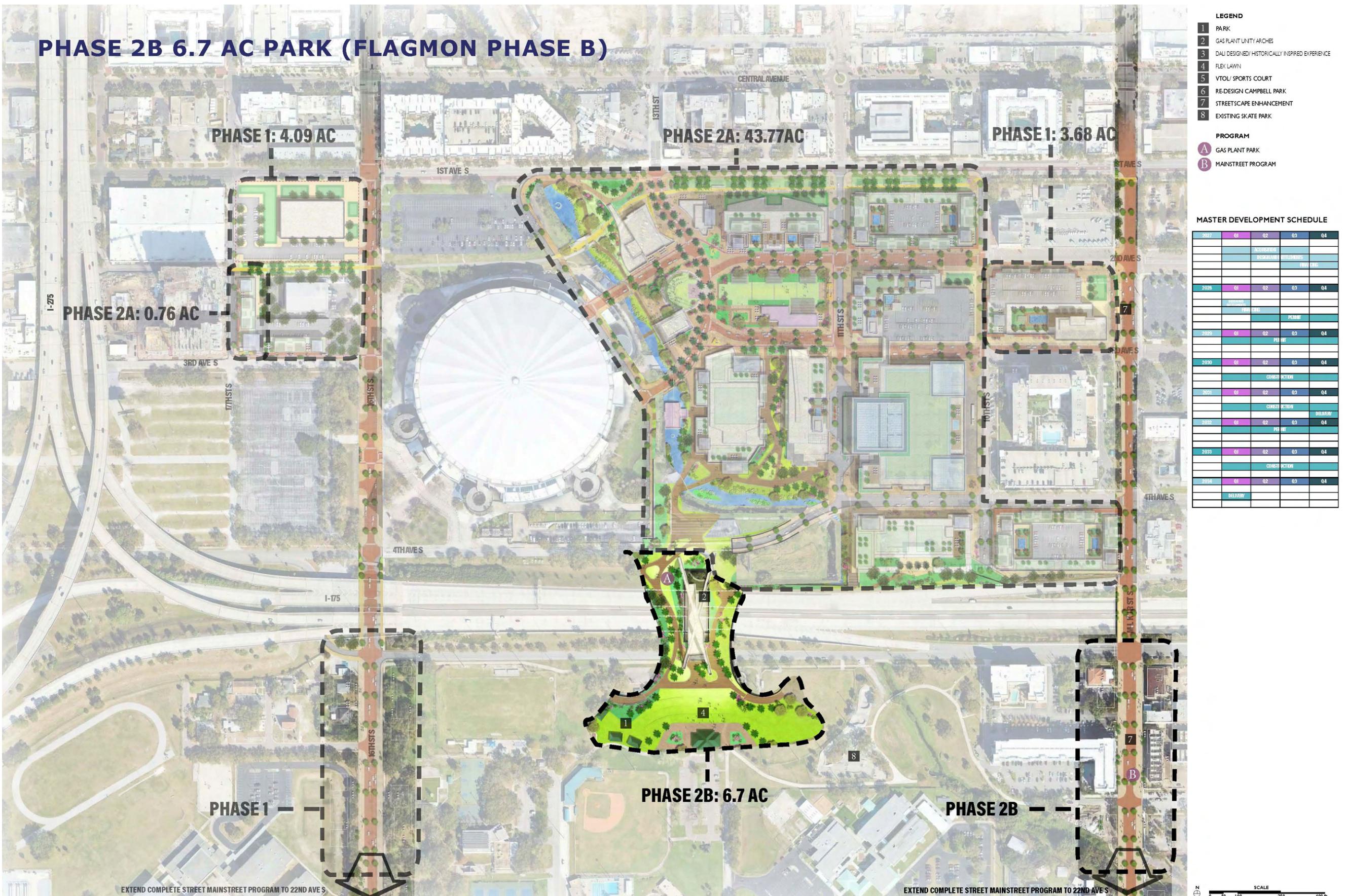
THE GAS PLANT DISTRICT REDEVELOPMENT
250203.00 09.30.2025

ARCHITECTURAL SITE PLAN

 **Baker Barrios**
The shape of things to come.
AA0002981 + LC26000427









LEGEND

- 1 VITALITY LOOP THEMATIC NODE/PLAZA
- 2 PINELLA TRAIL CULTURAL NODE/PLAZA
- 3 POOLAMENITY COURTYARD
- 4 ROOF TOP VENUE
- 5 ROOF GARDEN
- 6 EDUCATION QUADI EVENT LAWN

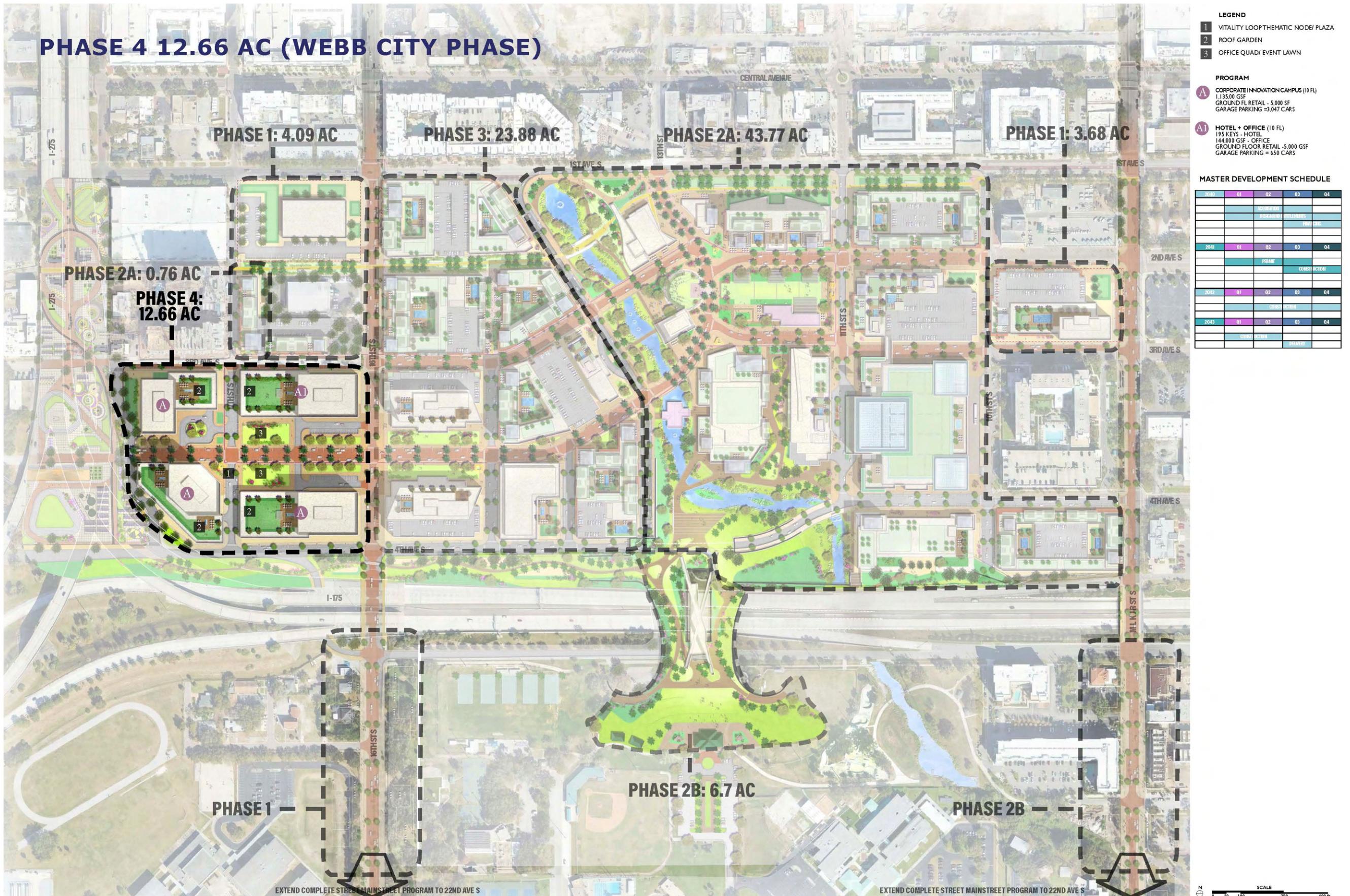
PROGRAM

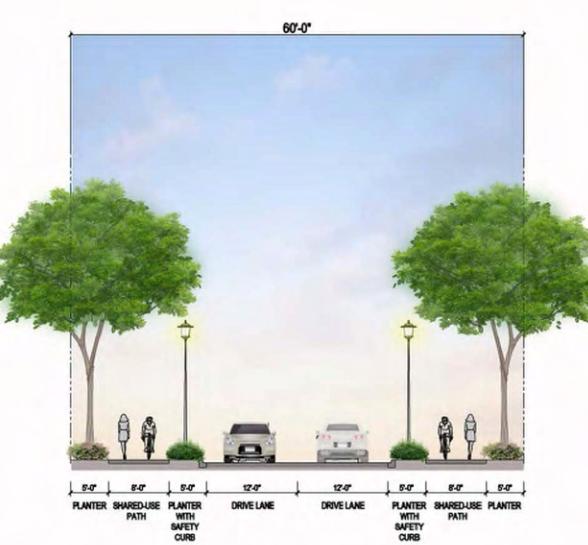
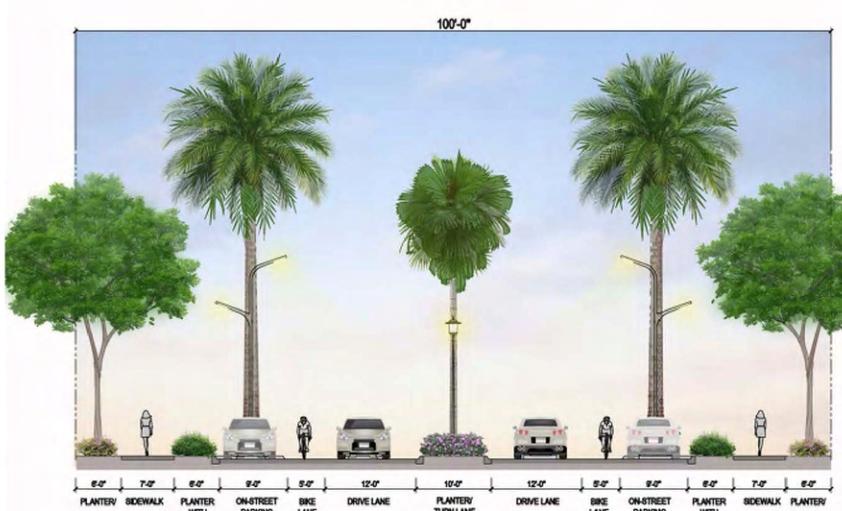
- (A) SENIOR LIVING (7 FL)
480 UNITS @ 975 GSF
GROUND FLOOR RETAIL - 10,000 GSF
GARAGE PARKING = 796 CARS
- (B) ACADEMIC CLUSTER (FL)
750,000 GSF
RETAIL - 15,000 GSF
GARAGE PARKING = 3,000 CARS
- (C) RESIDENTIAL (12 FL)
413 UNITS @ 975 GSF
GROUND FLOOR RETAIL - 10,000 GSF
GARAGE PARKING = 768 CARS
- (D) HOTEL (14 FL)
421 KEYS
GROUND FLOOR RETAIL - 5,000 GSF
GARAGE PARKING = 421 CARS
- (E) RESIDENTIAL (12 FL)
384 UNITS @ 975 GSF
GROUND FLOOR RETAIL - 10,000 GSF
GARAGE PARKING = 711 CARS
- (F) RESIDENTIAL (10 FL)
640 UNITS @ 975 GSF
GROUND FLOOR RETAIL - 35,000 GSF
GARAGE PARKING = 1,218 CARS

MASTER DEVELOPMENT SCHEDULE

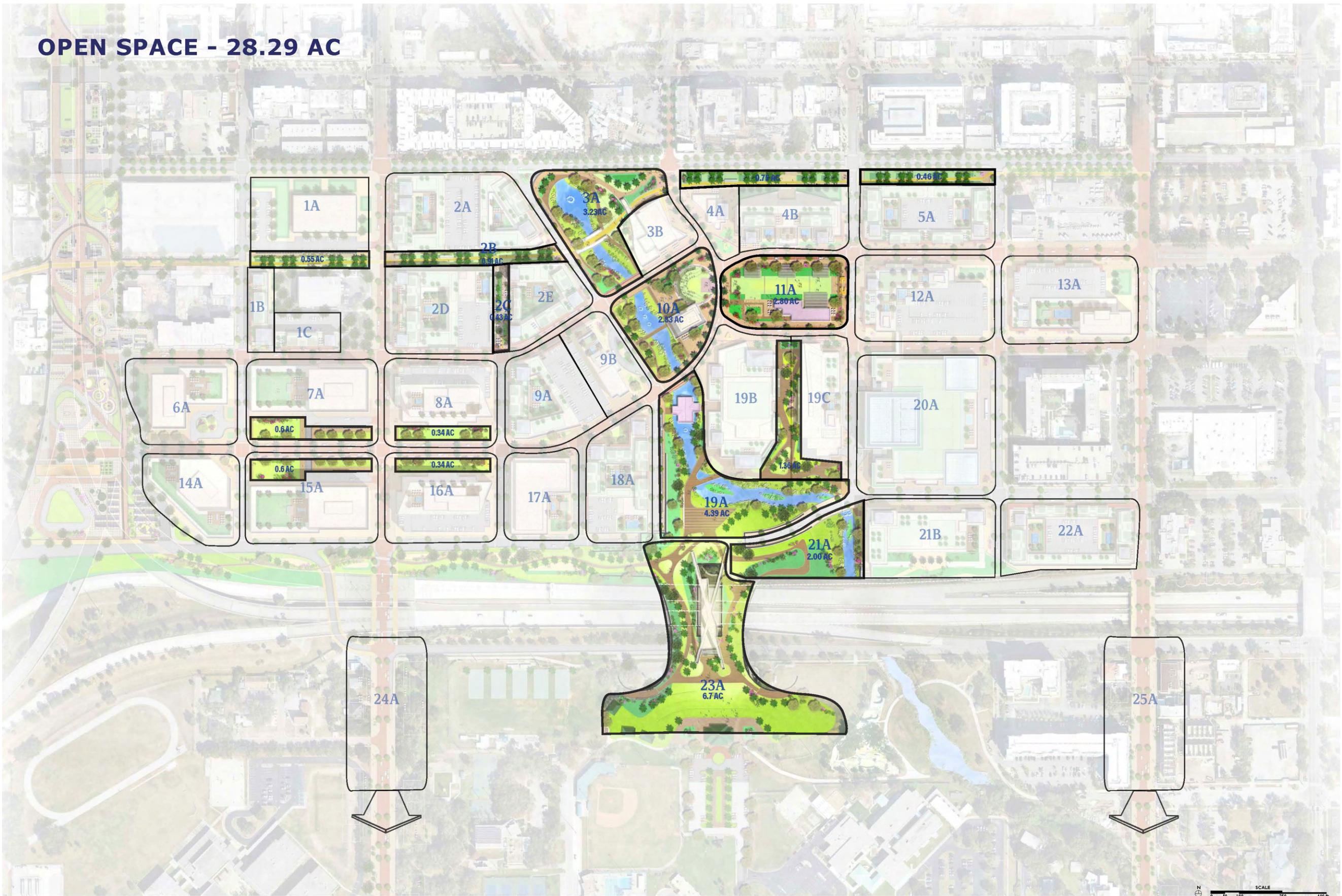
2003	Q1	Q2	Q3	Q4
				Planning
2004	Q1	Q2	Q3	Q4
	Acquisition	Initial Site Work	Initial Site Work	
2005	Q1	Q2	Q3	Q4
	Residential Workshops	Infrastructure	Infrastructure	
2006	Q1	Q2	Q3	Q4
	Planning	Permit		
2007	Q1	Q2	Q3	Q4
	Construction			
2008	Q1	Q2	Q3	Q4
	Construction			
2009	Q1	Q2	Q3	Q4
	Construction			
2010	Q1	Q2	Q3	Q4
	Construction	Delivery		

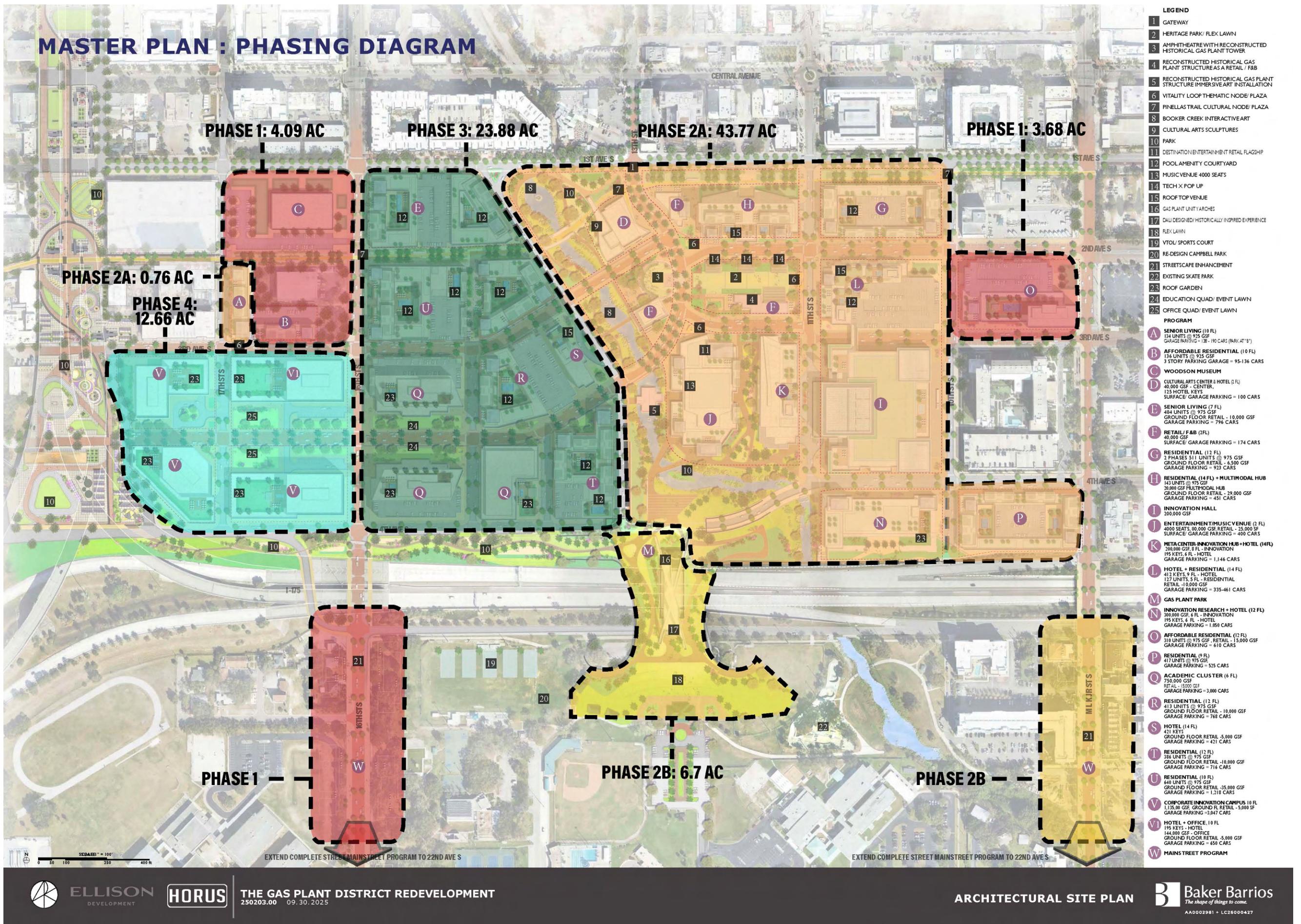
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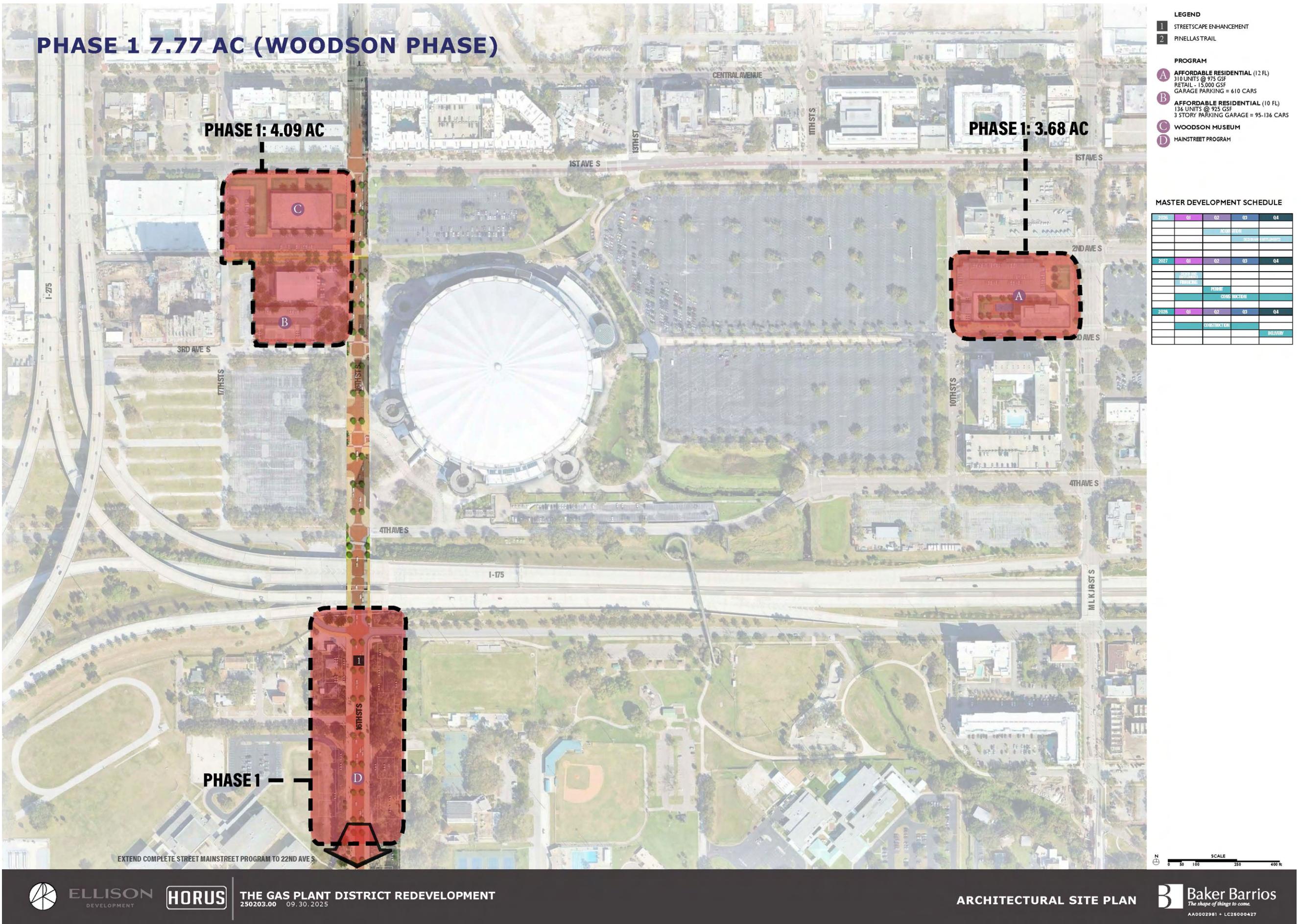


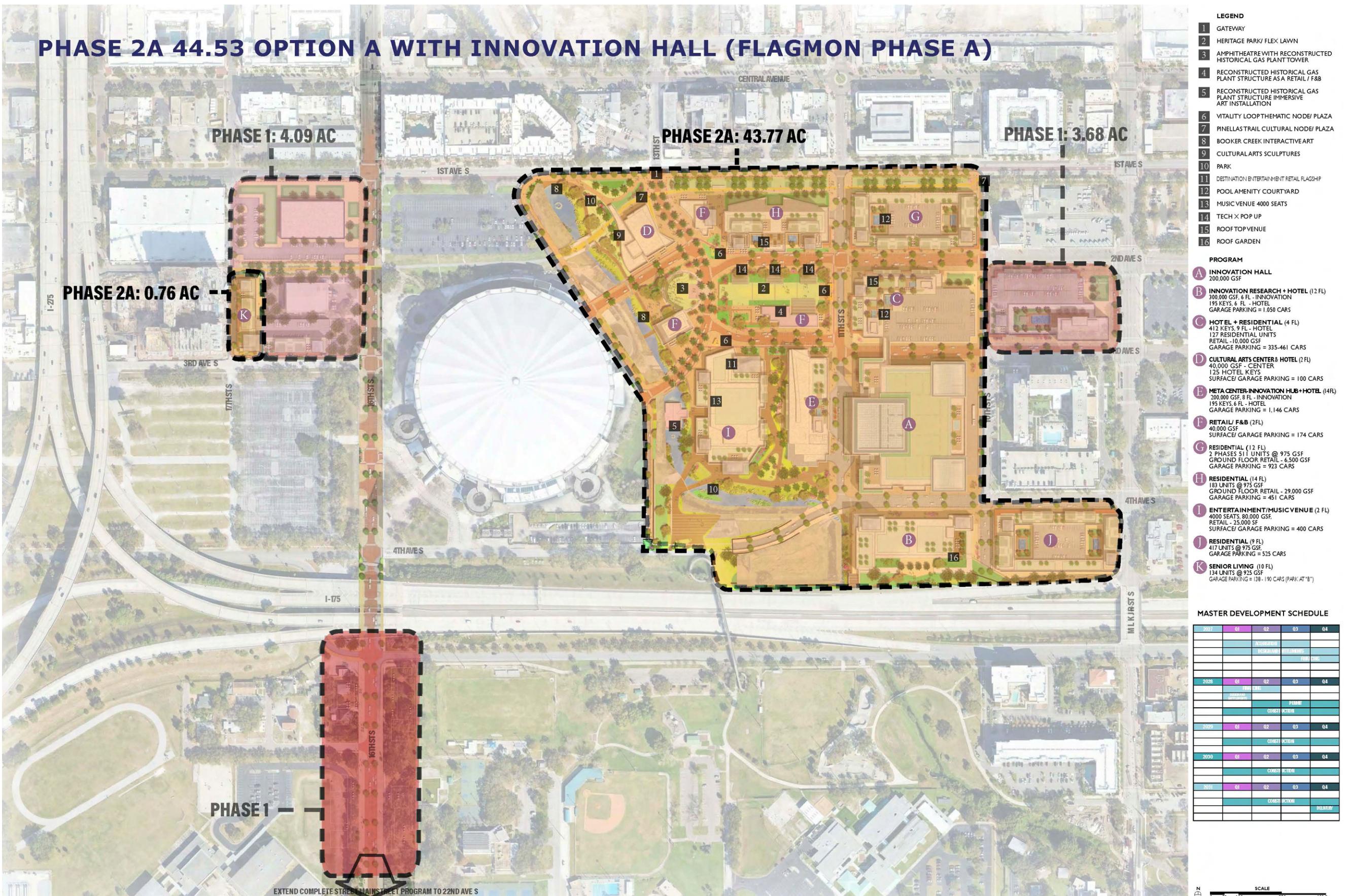


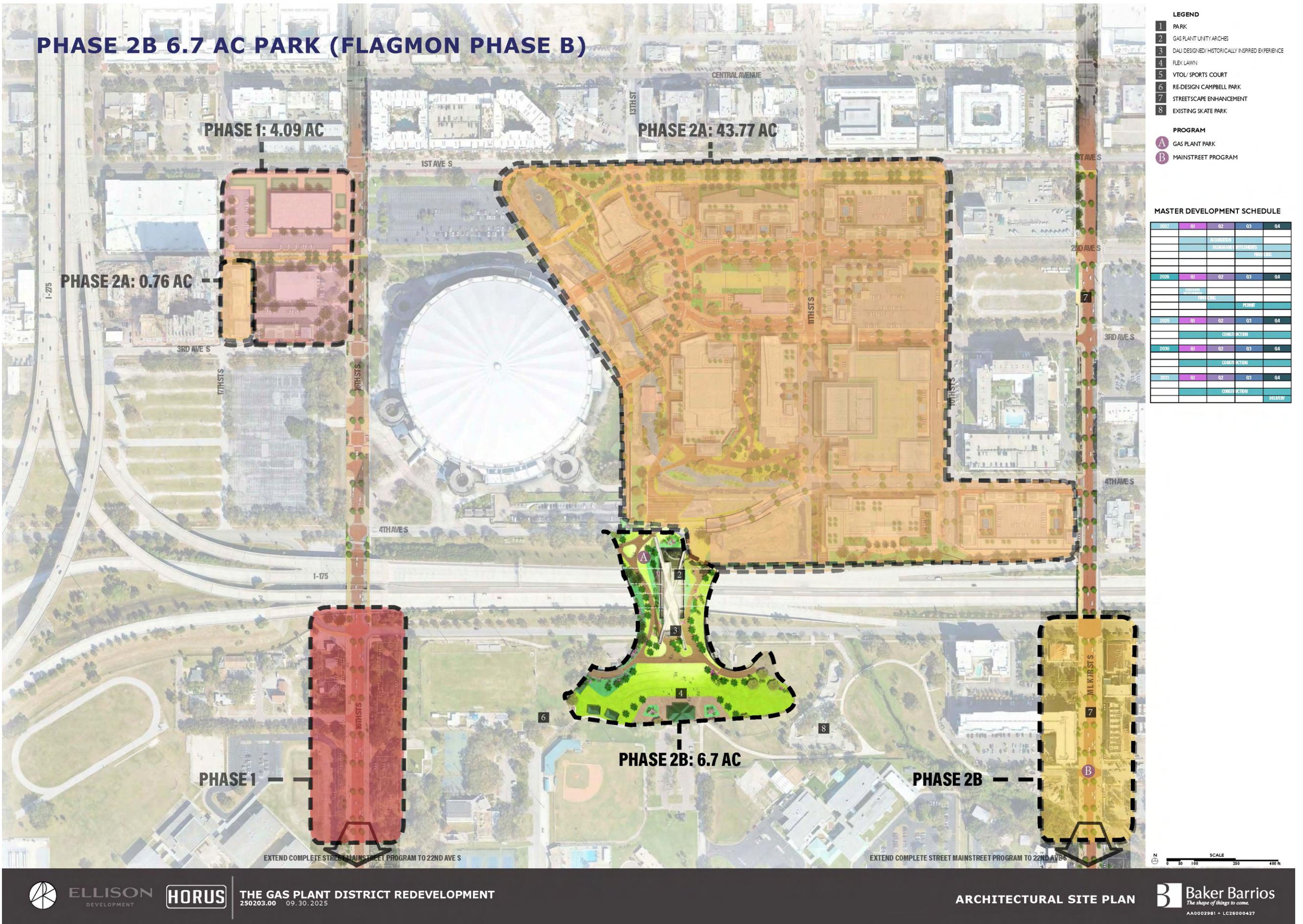
OPEN SPACE - 28.29 AC

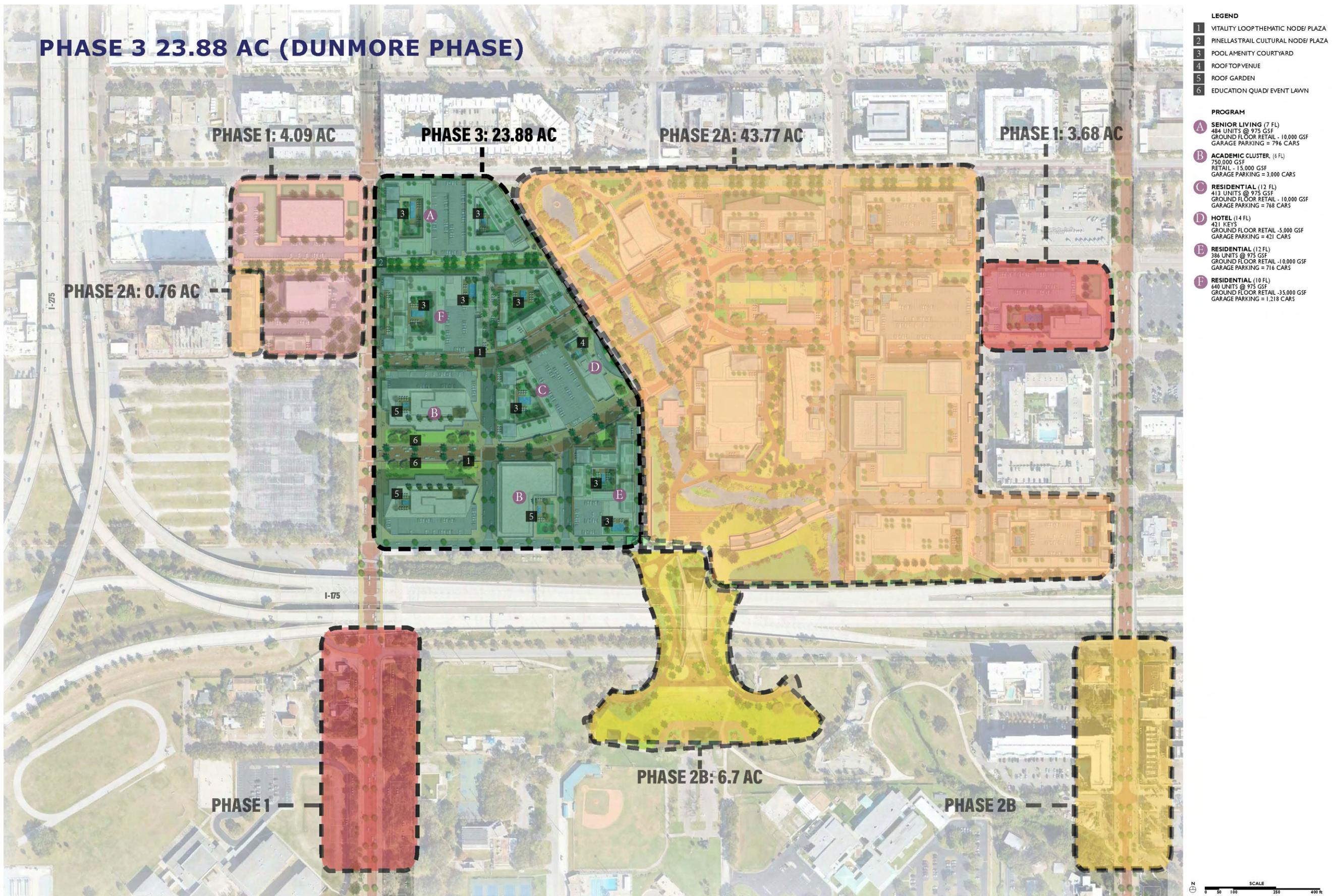


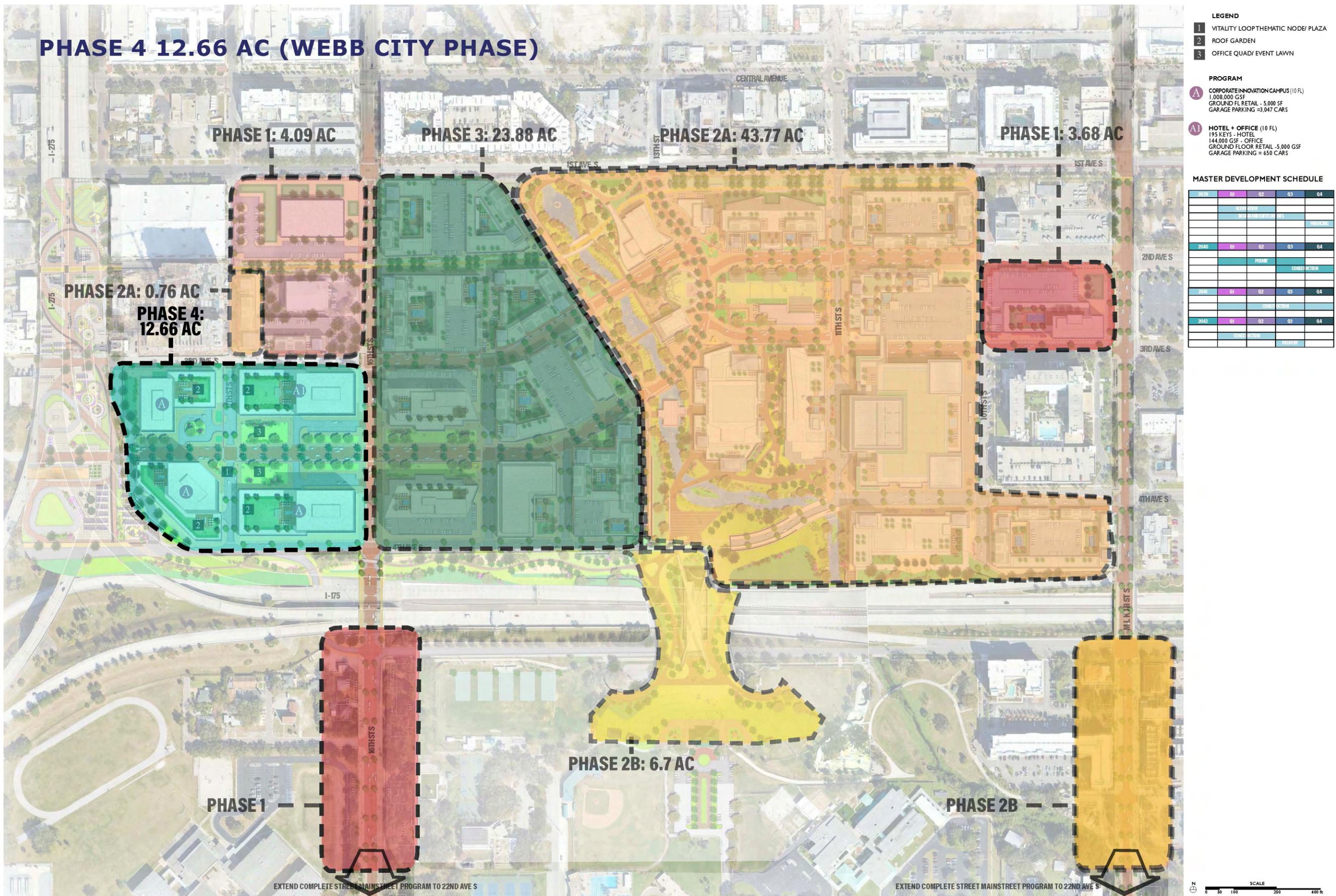


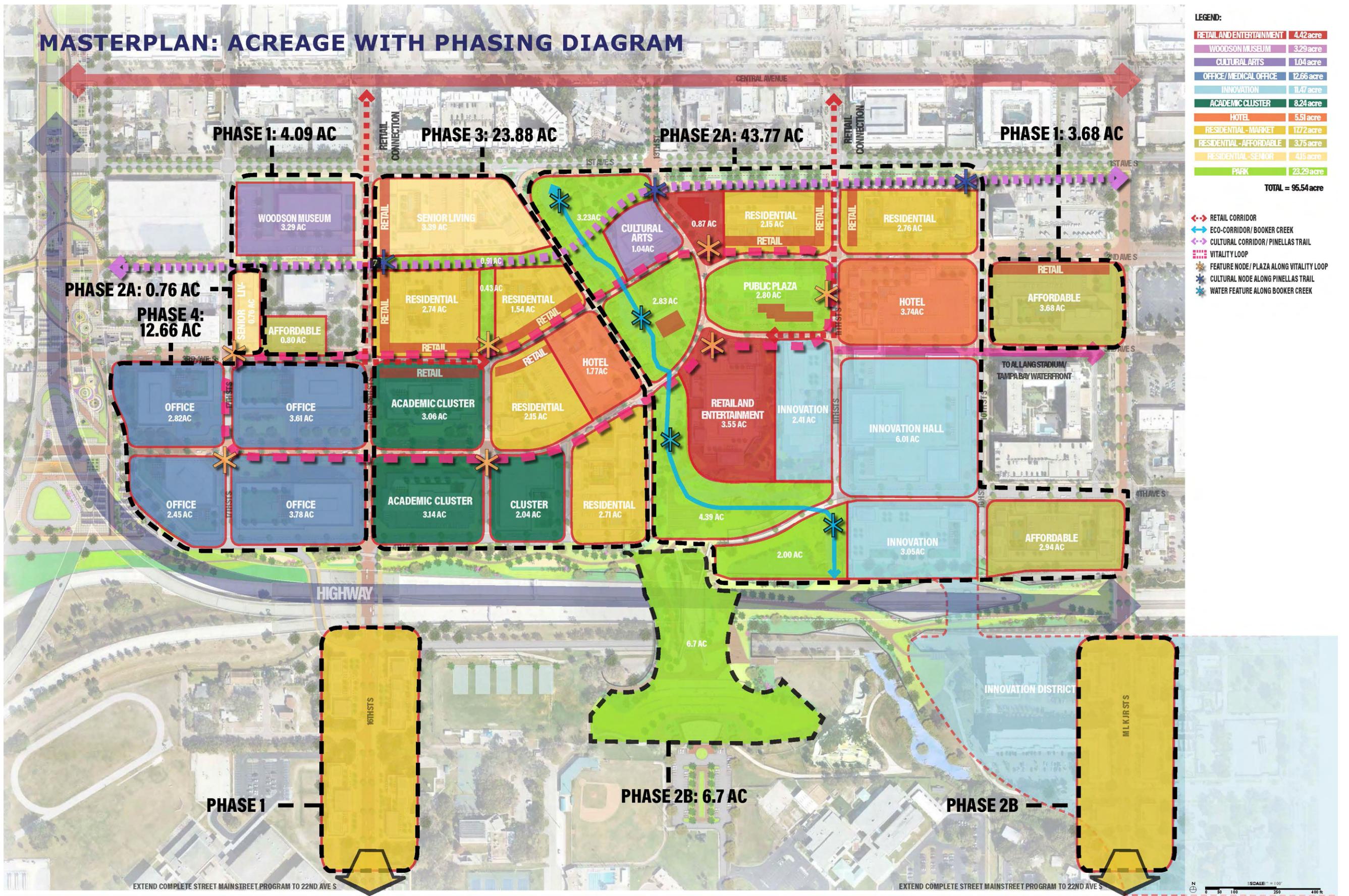










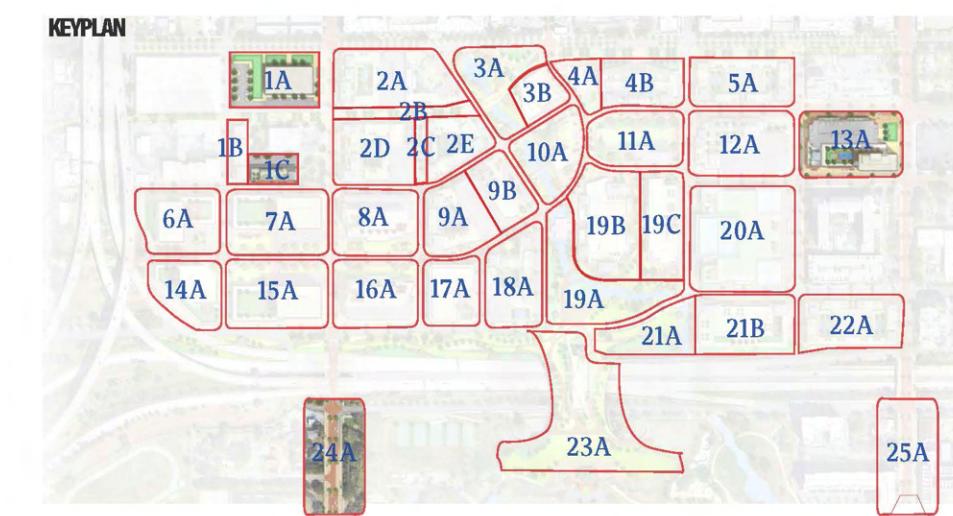


WOODSON PHASE- DEVELOPMENT SUMMARY

- **WOODSON MUSEUM** - The Cultural Heart of the District, Honoring History, Heritage, Culture and Community
- **SERVICE HOUSING AND AFFORDABLE HOUSING**
Core of the Woodson Phase Bringing the Neighborhood Back Into the Community

- **MIXED USE - AFFORDABLE HOUSING**
- **16TH STREET MAINSTREET PROGRAM**
 - 16th Street Corridor - stitching the community back together
 - New Main Street - a complete street, walkable with mixed use live, work and play.
 - Cast the retail with local business, active and vibrant ground plane.
 - Affordable and workforce residential above
 - Restoring opportunity back to the neighborhood with branded, active, safe and welcoming neighborhood streets.
 - Residential: affordable housing bringing the neighborhood back into the district

PROGRAM	SQUARE FOOTAGE	NO. OF UNITS	BLOCK NO.	NO. OF FLOORS
WOODSON MUSEUM	50,000	-	1A	3
AFFORDABLE HOUSING		136	1C	10
MIXED USE/ AFFORDABLE	15,000	310	13A	12



FLAGMON PHASE- DEVELOPMENT SUMMARY

HIGHLIGHTS

- Innovation Hall and Hotel - 200,000 sq. ft. tech-driven anchor for the Districts innovation ecosystem, Corporate launches, Trade shows, Sporting events, and Immersive experiences.
- Hotel + Residential Tower - 412 hotel keys + 127 units
- Cultural Arts Center & Hotel - 40,000 sq. ft. cultural venue with 125 keys and event spaces
- Meta Center & Hotel - 200,000 sq. ft. incubator + 195 hotel keys
- Music & Entertainment Venue - 4,000 seats for concerts and events + 25,000 retail
- Residential Development - 1332 units across towers and mixed-use blocks
- Office Hotel - 300,000 sq. ft. office + 195 key hotel
- Gas Plant Park- 28.29 acres with flex lawn and Dali-inspired immersive space.
- Booker Creek Promenade - Elevated greenway and community connector with Unity Arches
- MLK Mainstreet Development

PROGRAM	SQUARE FOOTAGE	NO. OF UNITS	BLOCK NO.	NO. OF FLOORS
SENIOR HOUSING		134 UNITS	1B	10
CULTURAL ARTS HOTEL	40,000	125 KEYS	3B	5-7
INNOVATION HALL & HOTEL	200,000	412 KEYS 127 UNITS	12 A+ 20A	14
META CENTER & HOTEL	200,000	195 KEYS	19C	14
MUSIC/ ENTERTAINMENT VENUE	105,000 4,000 SEATS	-	19B	2-3
RESIDENTIAL MIXED USE	55,500 RETAIL	781 UNITS 12A	4B,5A, 12A	12-14
OFFICE- HOTEL	300,000	195 KEYS	21B	12



DUNMORE PHASE- DEVELOPMENT SUMMARY

Design Vision

- **Westward Expansion** - Extending the District further west, strengthening its regional impact.
- **Booker Creek Promenade Completion** - Finalizing the linear greenway as a signature community connector.
- **Destination Hotel** - A landmark hotel with event space and an activated rooftop experience.
- **Education & Talent Hub** - A cradle-to-career education component designed to fuel talent development for the Innovation Cluster.
- **2nd Avenue Corridor Growth** - Expanding the culinary and cultural corridor with new art, dining, and retail destinations.
- **Residential Expansion** - Additional market-rate, affordable, and workforce housing to sustain a diverse 24/7 community.

PROGRAM	SQUARE FOOTAGE	NO. OF UNITS	BLOCK NO.	NO. OF FLOORS
DESTINATION HOTEL	50,000	421 KEYS	9B	14
EDUCATION & TALENT HUB	750,000 + 15,000 RETAIL	-	8A, 17A & 16A	7
RESIDENTIAL MIXED USE	65,000 RETAIL	1923 UNITS	2A,2D, 2E,9A, 18A	10-12



WEBB CITY PHASE- DEVELOPMENT SUMMARY

Design Vision

- **Corporate Innovation Campus:** A nationally recognized hub for innovative companies, driving high-wage jobs and establishing the "Silicon Valley of the South."
- **Hotel + Office Hybrid:** A hospitality anchor with dedicated venues for conferences, gatherings, and community events. designed to welcome visiting executives, researchers, and investors.
- **Event-Driven Campus:** Outdoor plazas and office quads that double as event lawns, creating a seamless flow between work, networking, and public life, while transforming for major events.
- **Iconic Architecture:** Sleek glass towers and rooftop gardens that signal St. Pete's role as a global hub for innovation and economic opportunity.

PROGRAM	SQUARE FOOTAGE	NO. OF UNITS	BLOCK NO.	NO. OF FLOORS
CORPORATE INNOVATION CAMPUS	1,008,000	-	6A,7A 14A,15A	10-12
HOTEL + OFFICE HYBRID	144,000+ 5,000 RETAIL	195 KEYS	7A	10-12



VISION RENDERINGS

RENDER 1 - THE GAS PLANT DISTRICT BIRD EYE VIEW



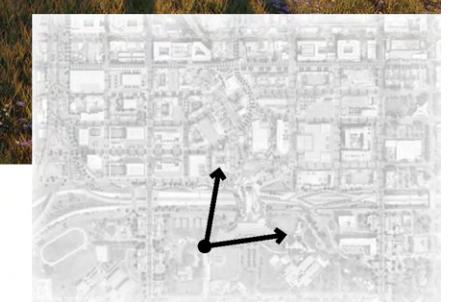
RENDER 2 - GAS PLANT PARK



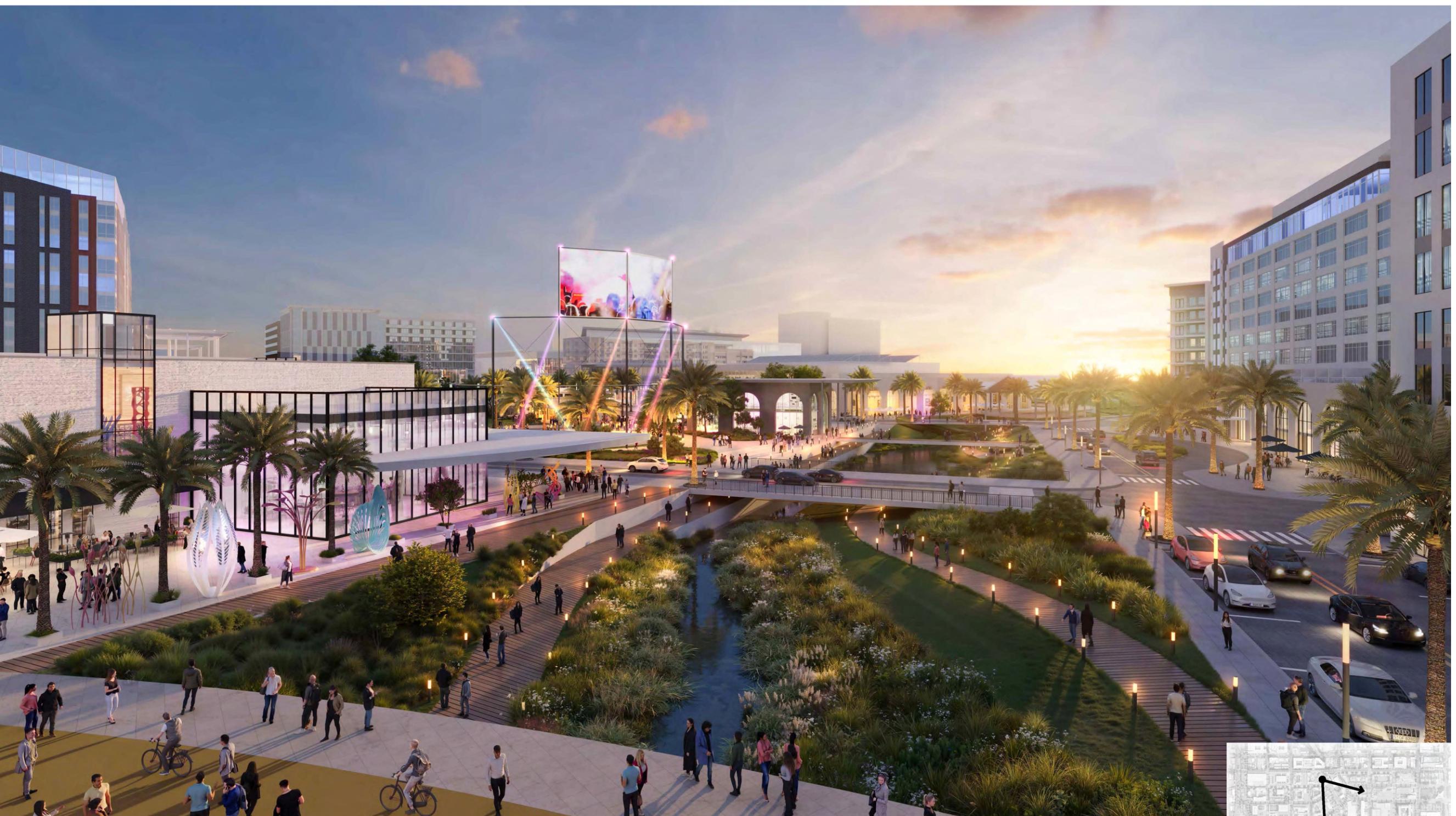
RENDER 2 - GAS PLANT PARK



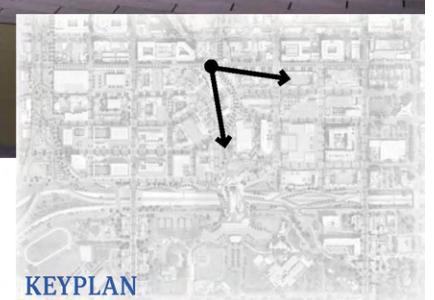
RENDER 2 - GAS PLANT PARK



RENDER 3 - BOOKER CREEK VIEW



RENDER 4 - GATEWAY AT 13TH ST



RENDER 5 - AMPHITHEATER AND PLAZA VIEW



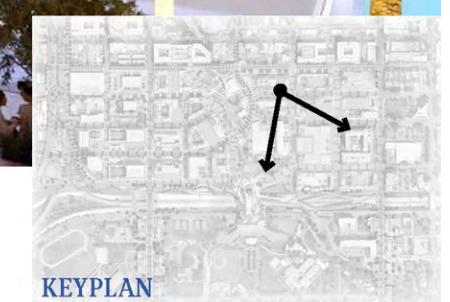
KEYPLAN

RENDER 6 - HERITAGE PARK/ FLEX LAWN



KEYPLAN

RENDER 7 - HOTEL AND INNOVATION PARK

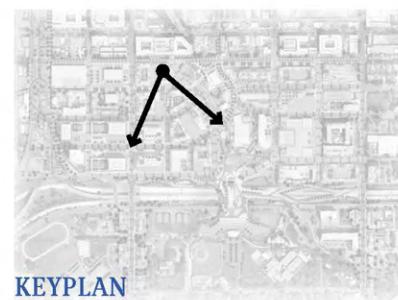
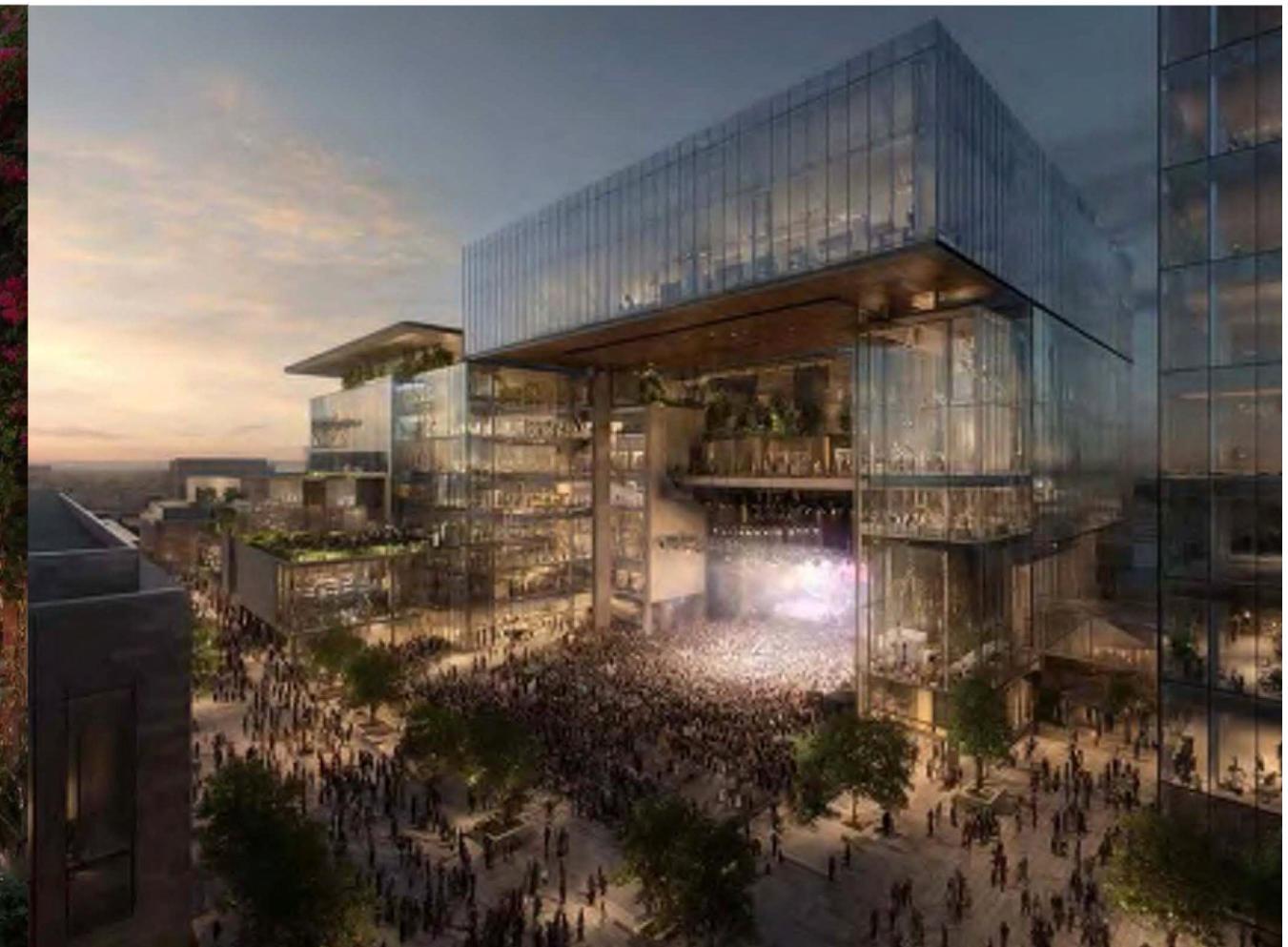


KEYPLAN

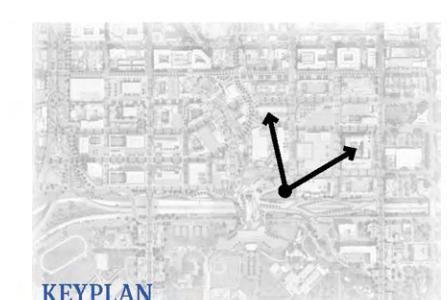
RENDER 8 - PEDESTRIAN ALLEY



RENDER 9 - GAS PLANT HALL



KEYPLAN



KEYPLAN



ELLISON
DEVELOPMENT



THE GAS PLANT DISTRICT REDEVELOPMENT
250203.00 09.30.2025

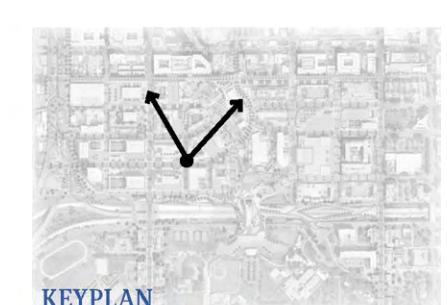
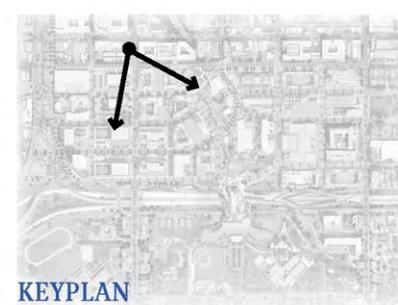
RENDERING 8 & 9

Baker Barrios
The shape of things to come.
AA0002981 + LC26000427

RENDER 10 - RESIDENTIAL STREET



RENDER 11 - LIVE-WORK PLAZA



ELLISON
DEVELOPMENT



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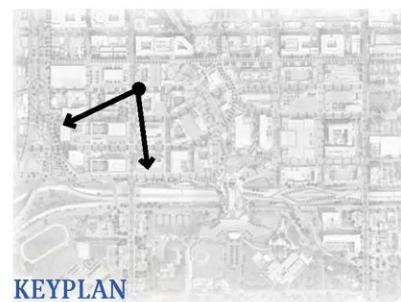
RENDERING 10 & 11

Baker Barrios
The shape of things to come.
AA0002981 + LC26000427

RENDER 12 - 16TH STREET



RENDER 13 - MLK JR. STREET



KEYPLAN



KEYPLAN

RENDER 14 - GAS PLANT HALL



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RENDERING 14

Baker Barrios
The shape of things to come.
AA0002981 + LC26000427