

PROPOSAL

# HISTORIC GAS PLANT DISTRICT

**PRESENTED BY FOUNDATION VISION PARTNERS**

a locally led development team with deep roots and intimate knowledge of St. Petersburg and the existing site — in proud partnership with world-renowned master plan architectural firm Gensler and global civil engineering firm Stantec.

*Shared prosperity for St. Petersburg*



FOUNDATION  
VISION  
PARTNERS

Gensler

Stantec





City of St. Petersburg  
175 Fifth Street North  
St. Petersburg, FL 33701

Dear Mayor Welch, Members of City Council, and the St. Petersburg Community,

Fellow citizens of St. Petersburg, in the pages that follow, you will find an idea that is powerfully simple, yet it has not been proposed during the 40+ years that our City has wrestled with the Historic Gas Plant District. Our plan is this: 1) we co-create a master plan with the City, 2) we build the horizontal infrastructure for the City, and 3) we deliver development-ready sites to the City. Throughout the entire duration, the City retains full control and ownership of the entire 86-acre site so that we—the people of St. Petersburg—can determine the site's development future.

Foundation Vision Partners will provide the Master Plan Placemaking Advisory Services and Infrastructure Development Services that transform the 86-acre site into a seamless network of shovel-ready development parcels. Our vision is a living framework, shaped through ongoing co-creation with the community, where the City retains land ownership and engages in shared decision-making over time. The Historic Gas Plant District will grow organically—block by block, voice by voice—welcoming local businesses, diverse partners, and St. Petersburg residents as true stakeholders. We do this now, without having to wait years to see if a risky, all-or-nothing, single-developer deal will materialize.

The benefits of our strategy are undeniable and compelling:

- 1. Control & Adaptability:** The City avoids ceding control prematurely to a single master developer, eliminating "all eggs in one basket" risk and creating true optionality to adapt to evolving community needs, market conditions, and new opportunities over time.
- 2. Probability of Success:** Shifting to an adaptive, multi-developer program eliminates single-sourcing vulnerabilities, diversifies capital sources, and delivers bullet-proof execution with specialized expertise.
- 3. Optimize Fiscal Returns:** By retaining ownership and investing in master planning/public infrastructure, the City has the ability to capture full retail land value - projected north of \$510 million - while also preserving the ability to pursue community-facing objectives through land development.
- 4. Diversified Participation:** Smaller parcels lower barriers, broaden participation from local, regional, and national developers/businesses, disseminate profits/ownership within St. Petersburg, and enable selection of specialized expertise for distinct product types.
- 5. Speed to Market:** Immediate commencement on master planning and public infrastructure enables shovels in the ground years sooner, with concurrent vertical developer selection for accelerated momentum.
- 6. Relevant Experience:** Foundation Vision Partners, with deep St. Petersburg roots and site-specific knowledge, partners with Gensler and Stantec to leverage proprietary learnings and deliver thoughtful, inclusive master planning and infrastructure as a true City fiduciary.

As the composer and conductor of the Historic Gas Plant District's future, Foundation Vision Partners delivers a comprehensive scope on the City's behalf. Led by Will Conroy of Backstreets Capital and Alex Schapira, a former Hines Development Partner, together with Anddrrikk Frazier of Best Source Consulting, our team is committed to thoughtful, inclusive master planning and public infrastructure development as a City fiduciary.

The City of St. Pete, not Tampa Bay, not the region, not national interests, is the only thing that we care about. We live here, we invest our resources here and this is our City. We are myopic in the quest to ensure that the City receives the absolute best that it deserves. Right now, what our City deserves, what WE deserve, is a new path forward.

Humbly, we are Foundation Vision Partners.

Sincerely,

Will Conroy  
Backstreets Capital

Alex Schapira  
Former Hines Development Partner

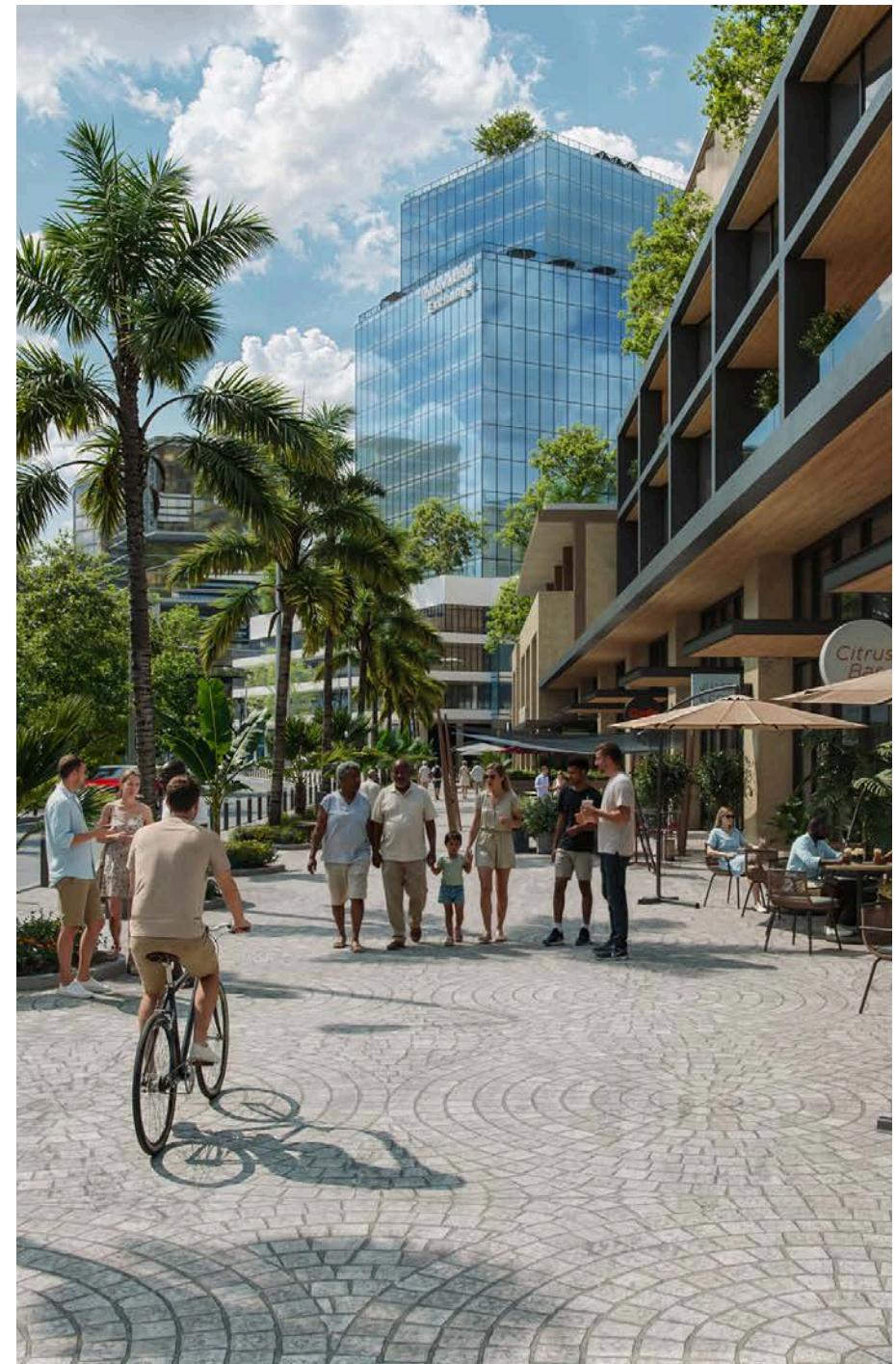
Anddrrikk Frazier  
Best Source Consulting

**“Our vision is a living framework, shaped through ongoing co-creation with the community and grounded in City land ownership to ensure shared decision-making over time. The Historic Gas Plant District will grow organically — *block by block, voice by voice* — welcoming local businesses, diverse partners, and St. Petersburg residents as true stakeholders.”**

- ALEX SCHAPIRA & WILL CONROY

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An aerial photograph of a modern urban landscape. In the foreground, a large, curved building with a glass facade and a prominent green roof is visible. To its right is a modern high-rise residential building with a blue-tinted glass facade. A large, white, angular building with a textured facade is situated in the middle ground, surrounded by a green park with a playground and a circular driveway. A multi-level highway interchange is visible in the lower-left, and a dense residential area with smaller houses and streets is in the upper-left. The overall scene is a blend of urban development and green spaces.

# EXECUTIVE SUMMARY

# A Smarter Path Forward: Master Plan & Infrastructure-First Strategy with City in Full Control

Foundation Vision Partners provides **Master Plan Placemaking Advisory Services** and **Infrastructure Development Services** that transform the 86-acre site, over time, into a seamless network of shovel-ready development parcels while the **City retains full ownership of the land**.

## SUMMARY

Past all-or-nothing deals with single-developer models bundled everything – master planning, public infrastructure, vertical development and financing across the entire 86 acres – leading to 40+ years of delays, endless RFPs, protracted negotiations, failed contingencies, and momentum lost to economic shifts or financing hurdles.

**We break that cycle** by building the public foundation first – the master plan and public infrastructure – while St. Petersburg retains control, captures value, and delivers real progress. We are conduits, representing the City and its citizens, to make sure the City's goals are realized.

## HOW IT WORKS

- **Co-Created Master Plan:** Foundation Vision Partners leads the creation of a community-driven master plan to capture local priorities, honor the district's history, and establish a shared vision.
- **Phased Public Infrastructure:** Our team leads design, permitting, and phased construction of core public infrastructure.
- **City Retains 100% Control:** City retains full ownership and decision-making authority over every development parcel throughout the infrastructure phase — no premature handoffs to any developers.
- **Block-by-Block Parcel Sale:** City runs separate concurrent process (with Foundation Vision Partners' support) to select multiple developers (local, regional, national) block-by-block or in bundles — fostering ongoing idea generation and best-fit outcomes for the community.
- **Organic Buildout Over Time:** District evolves over time, guided by the initial co-created master plan but always responsive to new community needs, priorities, and opportunities.

### 1. CREATION OF MASTER PLAN

Co-created with community

### 2. HORIZONTAL INFRASTRUCTURE

Design, permit and construct over 4 phases

### 3. DEVELOPMENT READY SITES

Delivered to City

### 4. CITY SELL SITES TO DEVELOPERS

For full retail value, not wholesale value

Foundation Vision Partners provides continual Master Plan Placemaking Advisory Services throughout every stage

# Why This Approach Works: Six Key Benefits

The **master plan and public infrastructure-first approach** is built on six pillars enabling the City to retain full control, preserve long-term adaptability, optimize land value, ensure diversified local participation, achieve faster progress, and deliver the highest-quality outcome.

## 1. Control & Adaptability

### CITY RETAINS FULL OWNERSHIP AND DECISION-MAKING AUTHORITY

City retains full ownership and decision-making authority and therefore avoids ceding control prematurely to a single-developer, eliminating "all eggs in one basket" risk inherent in past programs. It creates true adaptability over the coming years, preserving flexibility to adapt to ever-evolving community needs, market conditions, and new opportunities that will invariably arise over time. A generational project deserves to be responsive to multiple generations.

## 3. Optimize Fiscal Returns

### A PROFIT CENTER FOR THE COMMUNITY

By investing in master planning and public infrastructure while retaining property ownership, land appreciation is redirected into public coffers, rather than delivering windfall profits to a single developer. Our estimates suggest that a phased sale of the land could yield over \$510 million, \$210 million more than an immediate upfront sale, maximizing financial returns (or community benefits) to the City and the citizens of St. Pete.

## 5. Speed to Market

### NO DEVELOPER CONTINGENCIES, NO MULTI-YEAR NEGOTIATIONS

Immediate commencement on master planning and public infrastructure enables shovels in the ground sooner, with no developer contingencies or multi-year development agreement negotiations. Foundation Vision Partners strategy is designed for multiple concurrent vertical developments on a continuous basis further enhancing our programmed development velocity.

## 2. Probability of Success

### HIGHEST QUALITY OUTCOME BY ELIMINATING SINGLE-DEVELOPER MODEL

Shifting from a single-developer model dependency to an adaptive, multi-developer engagement program eliminates single-sourcing vulnerabilities while maintaining master plan placemaking integration. Furthermore, diversifying private capital sourcing models for each vertical development coupled with each vertical developer contractually validating their capital source dramatically improves capital formation outcomes. The result is a bullet-proof execution model that keeps the City in the driver's seat with the ability to harvest the outcomes in the City's best interest.

## 4. Diversified Participation

### MAXIMIZING LOCAL OPPORTUNITIES & KEEPING PROFITS IN ST PETE

Smaller development parcels (as opposed to an 86-acre single-developer contract) lower barriers, increase participation across local businesses and further disseminates profits and ownership within St. Petersburg. This strategy also enables the City to secure multiple vertical developers with specialized expertise for distinct vertical product types consistent with industry norms.

## 6. Relevant Experience

### WORLD CLASS PLANNING & EXECUTION EXPERTS

Foundation Vision Partners sole commercial focus and expertise is vested in urban redevelopments and is deeply rooted in St. Petersburg and the Historic Gas Plant District. Will Conroy, Alex Schapira, Stantec, Gensler and Best Source Consulting have deep experience and proprietary knowledge of previous learnings with the site that they will leverage to immediately add value. The City and its constituents deserve nothing less.

# World Class Planning & Execution Experts

We are a team deeply embedded in St. Petersburg, pairing unmatched local perspective and development expertise with the world-class design and infrastructure capabilities of Gensler and Stantec to build a foundation for lasting success.

## Will Conroy | BACKSTREETS

### FOUNDATION VISION PARTNERS

Founder of Backstreets Capital, a St. Petersburg family office established by Will Conroy and Craig Sher. The family has lived and worked in St. Petersburg for more than 100 years. Backstreets focuses on real estate developments, investments, acquisitions, and community-driven projects in Tampa Bay. Delivered high-impact projects including The Nolen (23-story luxury condo tower in downtown St. Pete) and the historic preservation of The Cade Allen home on Mirror Lake. Leads a small, agile team committed to relationship-first outcomes, long-term stewardship, and enhancing St. Petersburg's identity, economy, and quality of life.

## Alex Schapira

### FOUNDATION VISION PARTNERS

Development executive with over 11 years of deep mixed-use experience, most recently as Managing Director at global real estate leader Hines. Hines promoted Alex as Regional Partner for the greater Tampa Bay Region, where he led the Tampa Bay Rays-Hines proposal for the Historic Gas Plant District from 2022 to 2025, gaining intimate knowledge of the site's unique opportunities, challenges, and rich historical context. He brings proven institutional expertise in complex urban infill projects and a track record of delivering thoughtful, inclusive placemaking that respects St. Petersburg's heritage while creating vibrant, resilient, mixed-use districts.

## Anddrikk Frazier |

### EMPOWERING PEOPLE, PLACES AND POSSIBILITIES

A Tampa native with 30 years of experience in energy, construction, procurement, project management, community relations, and development, Anddrikk founded Best Source Consulting in 2020 after leadership roles at TECO Energy and IEG. A key contributor to the 2022 Tampa Bay Rays-Hines proposal, he brings expertise in community engagement, vendor procurement, and policy development. He has developed, managed, or constructed over \$1B in real estate projects with community-centered outcomes across the region.

## Gensler | Gensler

### WE ARE A POWERFUL CATALYST FOR POSITIVE CHANGE

At Gensler, the value of our work stems from its positive impact on the human experience. We are a dynamic and collaborative design firm uniting creativity, research, and innovation to create impactful, cutting-edge solutions for our clients. Together, we are reimagining the cities, places, and experiences that impact people's everyday lives. Founded in 1965, Gensler has built a team of 6,000 professionals who partner with clients in over 100 countries each year on projects that act as catalysts for growth.

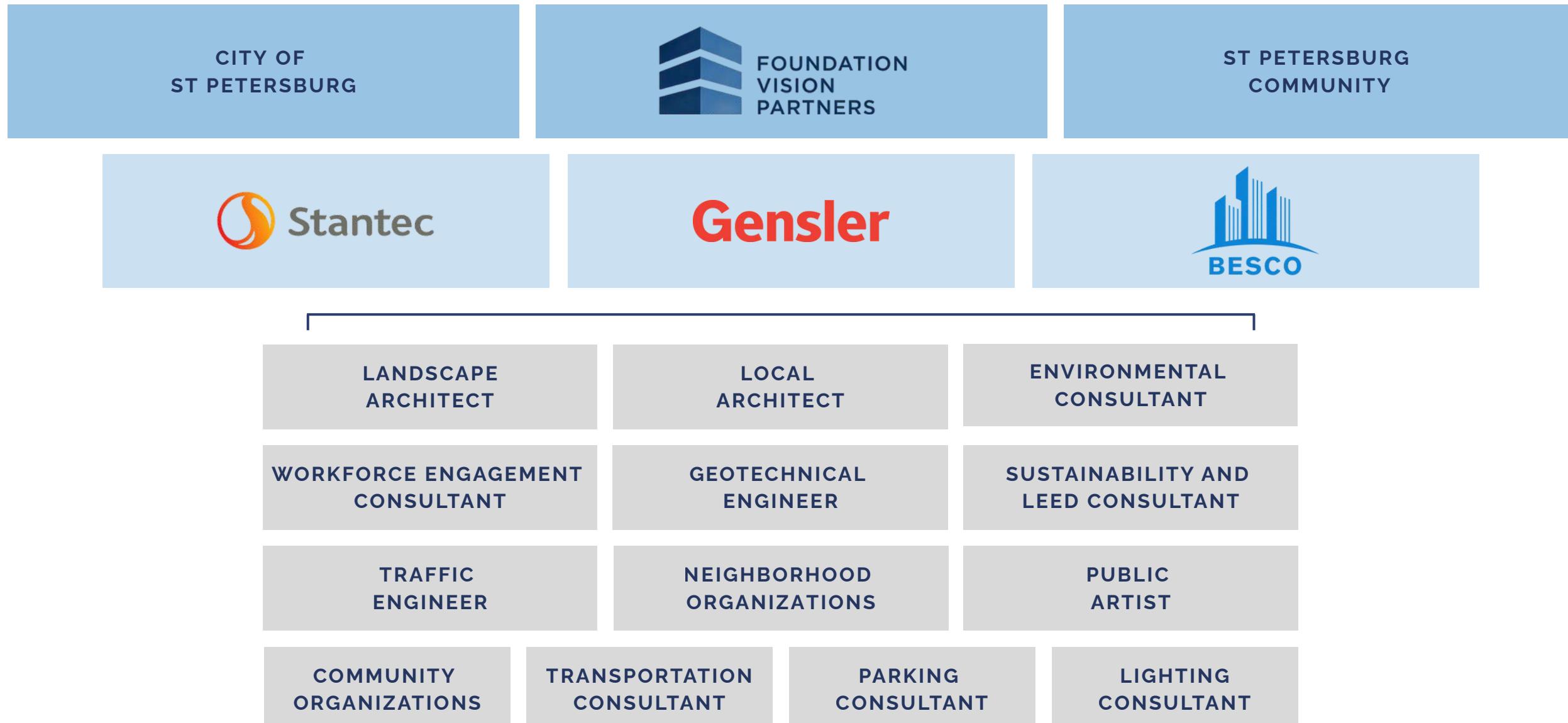
## Stantec |

### GLOBAL LEADER IN SUSTAINABLE ENGINEERING & INFRASTRUCTURE

34,000 professionals in 450+ locations across six continents, specializing in integrated infrastructure, water, energy, buildings, and environmental solutions. Renowned for resilience, equity, and long-term stewardship on complex urban projects. Delivers the technical and innovative engineering required for the 86-acre site's roads, utilities, greenspace, and remediation—building a durable, adaptable foundation for St. Pete's future.

# How We Are Organized

Working hand-in-hand with the City and Community at every stage, we are building an exceptional team that serves as true partners, committed public stewards, and fiduciaries to the City and community stakeholders.





**“A generational project deserves to be responsive to multiple generations.”**

- ANDRIKK FRAZIER



# SITE HISTORY



# Historical Context

## THE GAS PLANT DISTRICT BEFORE BASEBALL

The Historic Gas Plant District emerged in the late 19th century as one of St. Petersburg's earliest and most vibrant African American neighborhoods. Founded between 1890–1900 from the relocation of Black railroad workers, it offered rare opportunities for homeownership in an era of widespread discrimination. Communities like Cooper's Quarters grew into tight-knit hubs of culture, commerce, and family life—forming a vital cornerstone of the city's heritage and resilience.

By the mid-20th century, under the weight of segregation, the district flourished as a self-sustaining center of Black life. Named for its iconic gas cylinders, it was alive with families, thriving businesses, churches, schools, and social institutions that demonstrated extraordinary community strength and independence in the face of systemic barriers.

Tragically, mid-century urban changes shattered this legacy. The construction of Interstate-175 in the 1960s and 1970s displaced residents and physically fractured the neighborhood, eroding its cohesion and vitality. In the 1980s, the city's pursuit of Major League Baseball triggered further large-scale displacement; hundreds of families and businesses were uprooted to clear the site. Completed in 1990 as the Florida Suncoast Dome (later Tropicana Field), it stands as one of the last fully enclosed, non-retractable domed stadiums of its era in MLB—a fixed-roof relic designed for Florida's humid climate and frequent storms, marking the end of an architectural style that defined earlier multi-purpose venues.

Rays pull out of new ballpark project, leaving future in St. Petersburg uncertain

## St. Petersburg plans 'major' announcement on Trop today

BY COLLEEN WRIGHT  
Times Staff Writer

ST. PETERSBURG —

# A forward looking autopsy on the failed Rays stadium

Spectators have been coming to the stadium financially for over 20 years. FOX 13 News Weather Sports Good Day We Live Here Contests More

## Gas Plant District in St. Pete: One of the oldest Black neighborhoods razed for baseball

# 800

BLACK RESIDENTS DISPLACED by a city plan, created in the 1970s, to redevelop the Gas Plant neighborhood for better housing and jobs. Instead, the city dropped the plan in favor of building a baseball stadium.

PLACE

## Sugar Hill, Midtown Future of the Trop announcement

Published 4 years ago on June 29, 2022  
By Veronica Brezina

BY JAY CRIDLIN  
Times Staff Writer  
St. Petersburg's vision for the future of Tropicana Field is coming into a little more focus.  
Weeks after unveiling the

Four proposals make St. Petersburg's shortlist for the Tropicana Field site project.

led by local group TRS Development Services submitted a \$475 million plan that did not include potential pricing for a new baseball stadium. Another group that included West Palm Beach storage

## St. Pete Goes Back to Drawing Board for Tropicana Field

# Deal is just more failed 'trickle-down' economics for St. Pete

In the 1980s, President Ronald Reagan promoted the idea that tax cuts for the rich would lead to an age of prosperity for all Americans. The idea behind Reaganomics was that by allowing those at the top to have

development, in the hopes that the wealth will trickle down to the rest of us. And just like tax cuts for the rich, there is no evidence that the benefits residents will receive from this project will come anywhere near the wealth given away to those at the top.

**39**  
THE NUMBER OF YEARS since 1985, when the last residents of the Gas Plant neighborhood moved out. The first round of affordable housing in the new Historic Gas Plant District must be done by 2030, per the developers' deal with the city. By then, 45 years will have passed without anyone living on the grounds where a community once thrived.

## A 'TRANSFORMATIVE' PROJECT For Hines, \$6.5B Rays stadium deal fulfills vision

BY REBECCA LIEBSON AND JAY CRIDLIN  
The Texas real estate development firm,

and more jobs. Hines was one of the Tropicana Field

# A Pivotal Moment for St. Petersburg

## TOO BIG TO FAIL

The Historic Gas Plant District represents one of the most significant urban community redevelopment opportunities in the United States. **This crown jewel is a one-of-a-kind, 86-acre site that comprises nearly 15% of St. Petersburg's downtown core.** As the city's prominent western gateway, it shapes the first impression for visitors and holds deep historical and symbolic importance to the community. **It is a neighborhood that will define the next phase of our great city.**

## THE TIME IS NOW FOR A NEW DIRECTION

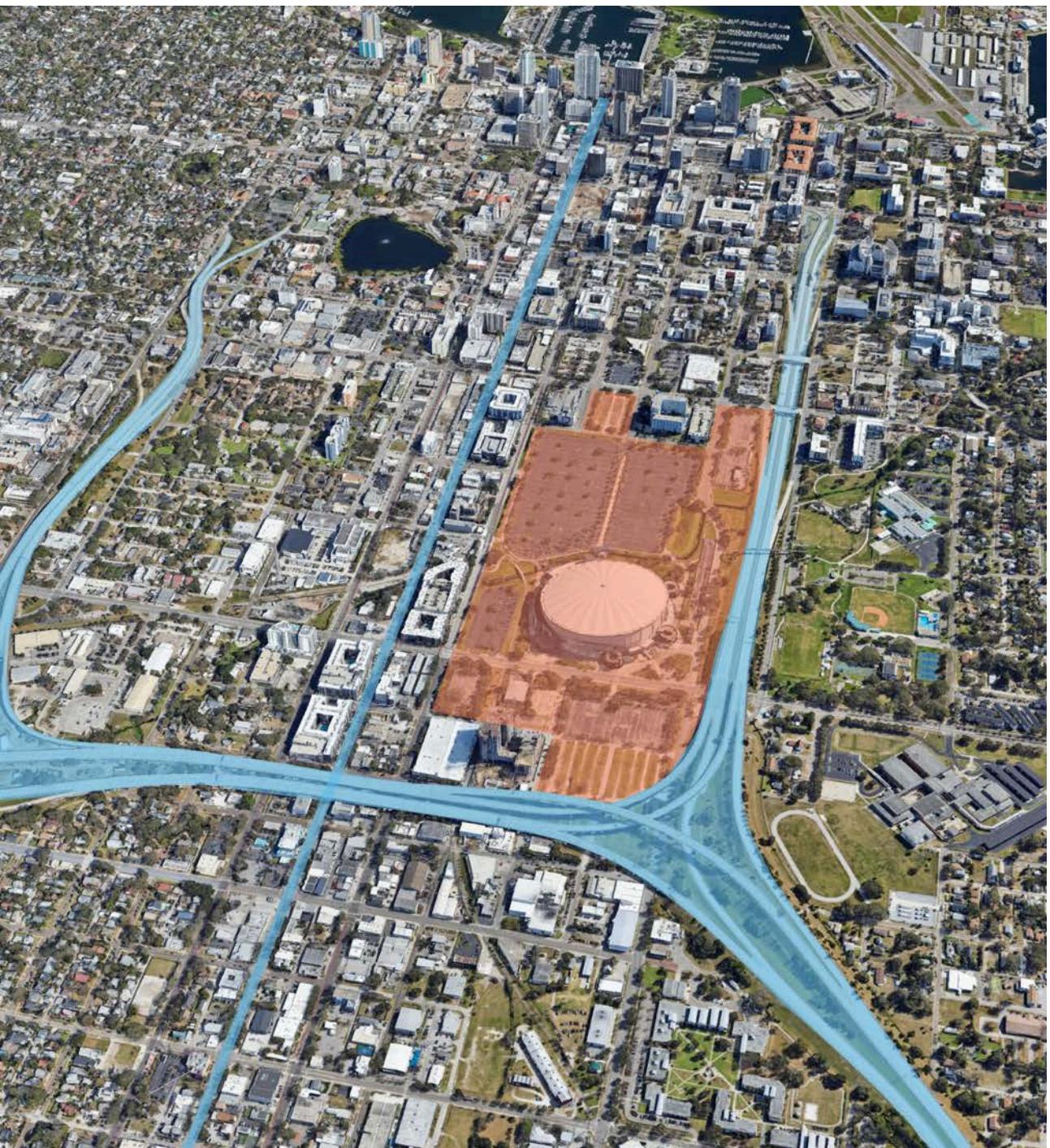
The redevelopment of the Historic Gas Plant District has been defined by three high-profile all-or-nothing redevelopment attempts during the past two decades.



In **2007-2008**, the Tampa Bay Rays proposed a \$450 million open-air waterfront stadium at Al Lang, with funding explicitly tied to the redevelopment and sale of the Tropicana Field site. Initial excitement gave way to abandonment in mid-2008 as the Global Financial Crisis hit, bringing rising costs, financing difficulties, and economic uncertainty that halted plans indefinitely and left the district untouched.

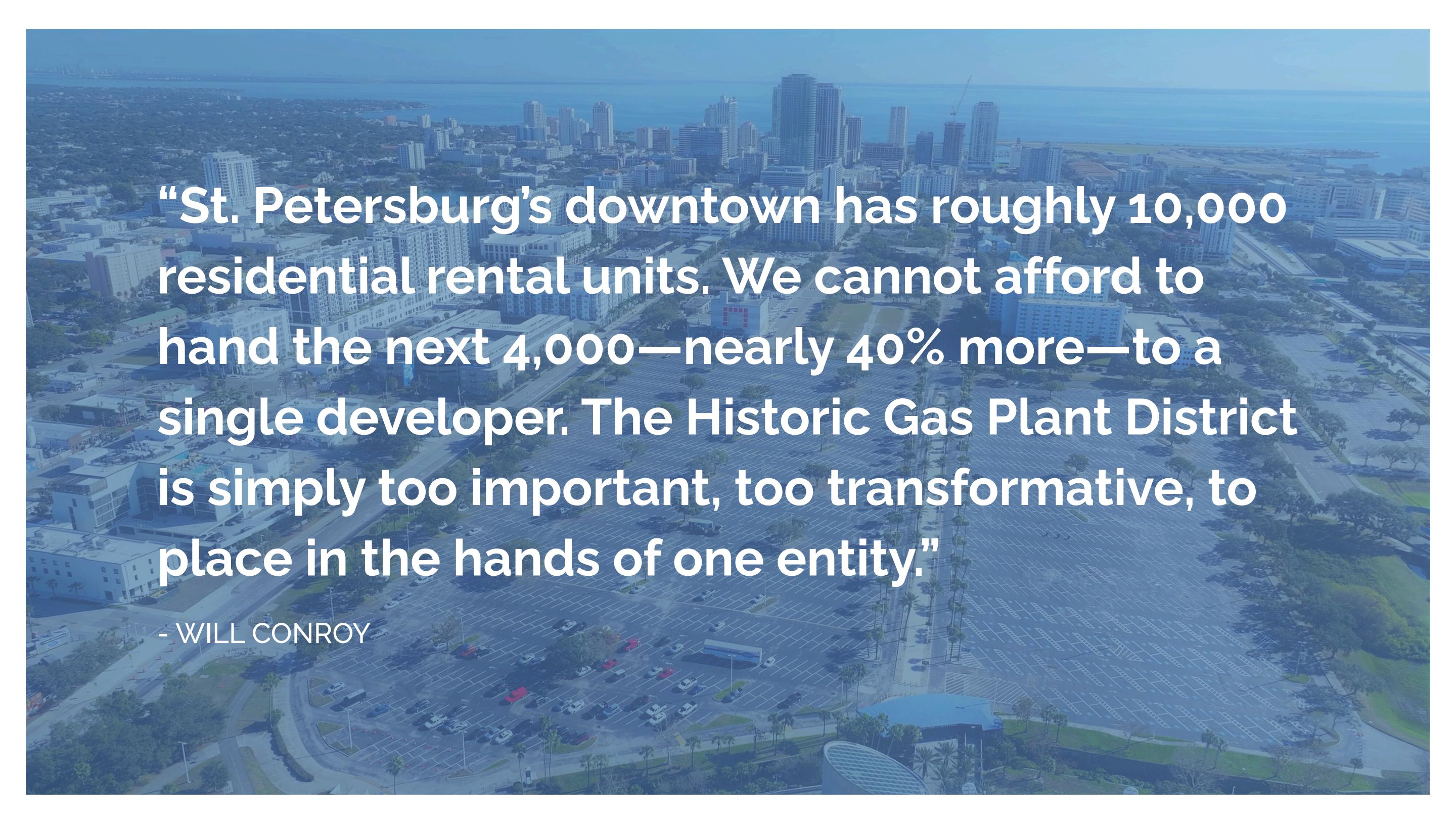
The **2020 RFP** attracted multiple proposals for mixed-use redevelopment of the 86-acre site, some including a stadium and others not. After an initial preferred proposal was selected, the City later discontinued the process due to changed economic conditions, evolving city priorities, and a stronger emphasis on equity and affordable housing.

Most recently, the **2022 RFP** drew four competitive bids, leading to the selection of the Rays/Hines partnership for a \$6+ billion stadium-anchored district. Years of intensive negotiations followed, but the deal collapsed in early 2025, once again resulting in no tangible outcomes.





# DIFFERENTIATED STRATEGY: MASTER PLAN & INFRASTRUCTURE FIRST

An aerial photograph of St. Petersburg, Florida, featuring a dense urban center with numerous skyscrapers and lower residential buildings. The city is situated along a coastline, with a large body of water visible in the background. In the foreground, there are several large, mostly empty parking lots and some green spaces. The overall scene is a mix of modern city infrastructure and natural coastal beauty.

**“St. Petersburg’s downtown has roughly 10,000 residential rental units. We cannot afford to hand the next 4,000—nearly 40% more—to a single developer. The Historic Gas Plant District is simply too important, too transformative, to place in the hands of one entity.”**

- WILL CONROY



# Laying the Foundation for a Thriving Mixed-Use District

## BUILDING FOR THE FUTURE

Adopting Foundation Vision Partners master plan and infrastructure first approach restores City control, accelerates progress, and builds an inclusive, resilient mixed-use neighborhood shaped by the community — block by block, over time. It does not lock the City into a Development Agreement now that may not meet community and market demands decades from now.

## KEY SITE FACTS

- 86 acres, nearly 15% of downtown St. Petersburg's land mass
- Up to 8.4 million square feet of density allowable
- Downtown zoning district

## THEORETICAL FULL BUILDOUT - COMMUNITY AND CITY- DETERMINED

- **Residential (Mixed Income):** 4,700+ Units
- **Office and Medical:** 825,000+ SF
- **Retail & Restaurant:** 450,000+ SF
- **Civic & Cultural:** 200,000+ SF
- **Entertainment:** 150,000+ SF
- **Parks & Open Space:** 20+ acres
- **Hotel:** 600+ Keys
- Plus a **district anchor** such as a sports facilities, convention space, and many other flexible uses to meet evolving community needs.

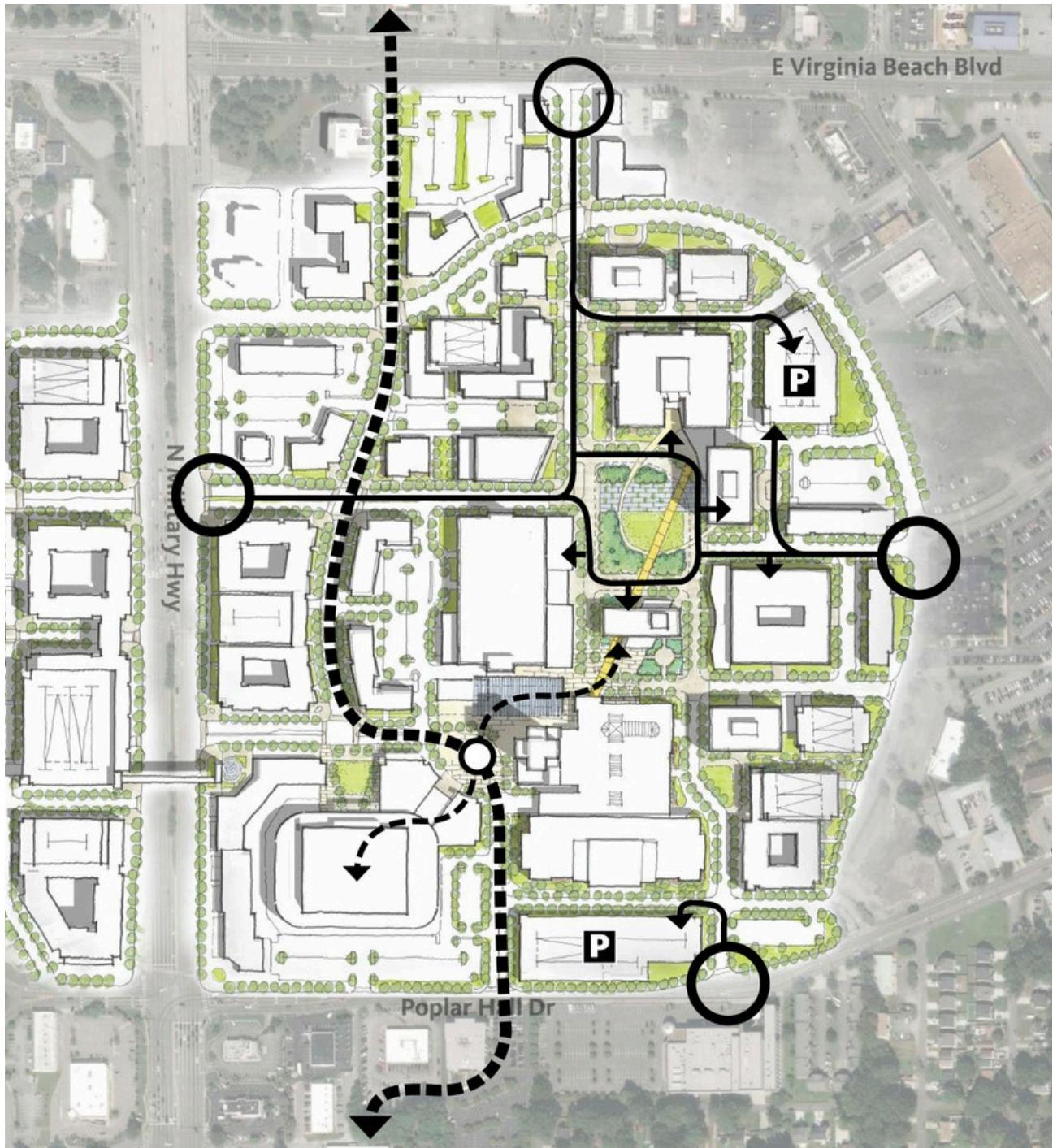
# Master Planning: A Critical First Step for St. Petersburg

Master planning for a large infill site like the Historic Gas Plant District refers to the comprehensive strategic framework that defines the long-term vision, structure, and guiding rules for transforming the entire site into a cohesive, integrated urban place.

## KEY COMPONENTS INCLUDE

- **Overall Site Vision and Guiding Principles:** A clear vision statement supported by core urban design, sustainability, connectivity, and community principles that bind all future decisions on the site.
- **Land Use Framework and Parcelization Strategy:** A high-level land use plan showing the proposed mix and distribution of residential, commercial, office, civic, and open space uses, together with indicative parcel layouts, block sizes, density targets, and flexibility for different development scenarios.
- **Built Form and Massing Controls:** Conceptual height zones, building envelopes, and typology recommendations to ensure compatible scale, appropriate transitions to surrounding neighborhoods, and protection of key views or character elements.
- **Public Realm and Open Space Network:** Hierarchy of parks, plazas, trails, greens, and civic spaces, integrated with landscape and resilient infrastructure strategies.
- **Movement and Connectivity Framework:** A complete streets hierarchy and multimodal network (pedestrian, cyclist, transit, and vehicular) that integrate the site into the surrounding urban fabric.
- **Phasing and Implementation Roadmap:** A logical sequencing of development phases tied to infrastructure delivery and market absorption.

Master planning is essential to establish the "big picture" rules so that all future detailed designs, zones, and buildings align with a unified placemaking outcome rather than resulting in fragmented incoherent development. **Together with the community and our world-renowned partners in Gensler and Stantec, we will co-create a master plan that honors the site's history and creates the foundation for a thriving mixed-use placemaking district.**



# Public Infrastructure Investment: Why is it Essential?

While the master plan establishes the strategic vision, land use framework, guidelines and placemaking rules to ensure a cohesive mixed-use district, **public infrastructure delivers the essential physical backbone that make that vision buildable, connected, resilient, and accessible for the entire community.**

Public infrastructure for a large infill site like the Historic Gas Plant District refers to the essential, publicly accessible and publicly funded improvements that provide the foundational backbone for the entire redevelopment. It is deliberately focused on site-wide, shared elements - think sidewalks, roads, utilities, and greenspaces - rather than private parcel-specific utilities or building interiors.

## KEY COMPONENTS INCLUDE

- **Interconnected Streets & Multi-Modal Networks:** A grid of public streets, complete streets (with dedicated pedestrian, bicycle, and transit accommodations), sidewalks and crosswalks that connect seamlessly to surrounding neighborhoods.
- **Utilities Installation:** Comprehensive underground systems including potable water supply mains, sanitary sewer collection and transmission, stormwater drainage, electrical and gas distribution lines, telecom conduits, and smart city-ready conduits.
- **Environmental Remediation and Site Preparation:** Cleanup of any historical contamination, extensive site grading/earthwork, soil stabilization, flood mitigation measures, and elevation adjustments to create safe, buildable, and resilient land.
- **Public Greenspace:** Dedicated public parks and water ways (Booker Creek), plazas, civic greens, linear trails (Pinellas Trail), tree-lined streets and integrated stormwater features that form the site's primary open space.

Public infrastructure is critical to unlocking the site's potential and creating a unified, high-quality urban environment. Delivered in coordination with the master plan, these elements lay the groundwork for a thriving mixed-use district.



An aerial photograph of a modern urban area. The scene is dominated by a dense cluster of high-rise residential and commercial buildings in the center-right. To the left, there is a mix of lower residential buildings and green spaces, including several parks with baseball diamonds. A major highway with multiple lanes of traffic cuts through the city. The overall image has a slightly blue-tinted, high-angle perspective.

# VALUE PROPOSITION

By prioritizing master planning and essential public infrastructure, the strategy delivers six key and undeniable advantages over alternative single-developer proposals: **Control & Adaptability, Probability of Success, Optimize Fiscal Returns, Diversified Participation, Speed to Market, and Relevant Experience.**

CONTROL & ADAPTABILITY

PROBABILITY OF SUCCESS

OPTIMIZE FISCAL RETURNS

DIVERSIFIED PARTICIPATION

SPEED TO MARKET

RELEVANT EXPERIENCE

# I. Control & Adaptability: City Retains Ownership and Ongoing Decision-Making Authority

## ACCOMMODATES MANY SCENARIOS WITHOUT A PREMATURE COMMITMENT

City retains full ownership and decision-making authority, avoiding ceding control prematurely to a single master developer and eliminating "all eggs in one basket" risk inherent in past processes. It creates true optionality over the coming years, preserving flexibility to adapt to ever-evolving community needs, market conditions, and new opportunities that will invariably arise over time.

- **De-couples control from any single development entity** - Preventing future City reliance on one developer to finance and execute a \$6B project
- **Preserves true optionality and flexibility over time** - Allows the City to adapt to evolving market conditions, technology advances, community priorities and emerging opportunities for decades to come
- **Enables block-by-block, phased disposition strategies**
- **Keeps programming and community benefits adaptable** - Community benefits, densities, land uses, building heights and other development parameters remain flexible
- **Ensures continuous community voice and co-creation** - Dialogue is open across all phases, from initial master planning through public infrastructure and vertical development
- **This structure "future proofs" asset** - Accommodating a wide-range of potential outcomes, including major civic uses (sports stadium, convention center, etc.), corporate campus or entirely new opportunities that emerge over the coming years

# 2. Probability of Success: Shifting Away From a Single-Developer Dependency

## A HIGHER QUALITY, LOWER RISK MODEL THAT WORKS

The iterative, interactive process – driven by ongoing community co-creation, adaptive guidelines, long-term placemaking excellence, and healthy competition among diverse developers – delivers a superior result.

- **Leverages specialized expertise across product types** - Many developers excel in specific product types and a diversified model lets the city hand-pick the "best of the best" for each parcel while still ensuring master plan placemaking excellence
- **Reduces risk through incremental financing** - Breaking the project into smaller one-project-at-a-time financings avoids the large \$6B mega project financing
- **Fosters collaboration and cumulative placemaking** - Creates a more dynamic, authentic and resilient urban environment
- **Creates a fundamentally higher-quality, lower-risk pathway** - Our strategy dramatically improves the odds of delivering a thriving, financeable, enduring district that meets the community needs
- **Re-engages high-caliber product type specialists** - Past all-or-nothing processes deterred high quality product type specific developers from competing upfront. This open framework invites them back to the table.



### 3. Optimize Fiscal Returns: \$510M Full Retail Land Value for the City

#### CREATING A PROFIT CENTER FOR THE CITY

Land control means the City and community will reap massive economic rewards by redirection of land appreciation profits back into public coffers, rather than allowing windfall profits to accrue to a single private developer.

- **City captures appreciation from public investments** - City makes upfront investments in master planning and public infrastructure that will drive land value appreciation. Value should accrue to the City, instead of delivering windfall profits to a private developer.
- **Creates a profit center for City** - \$210M+ in land value appreciation or \$510M+ in total.
- **Self-funding mechanism for future infrastructure** - Projected land value growth and cumulative district activation is expected to generate sufficient proceeds to fund all future public infrastructure phases
- **Optimizes community returns** - City has the ability to direct development objectives which will maximize the return on the City's investment

### 4. Diversified Participation: Maximizing Opportunities for Engagement

#### LOWER BARRIERS THROUGH SMALLER, MANAGEABLE PARCELS

Dividing the district into numerous development parcels broadens participation and significantly reduces the financial scale, bonding requirements, and risk profile needed to participate. We open the door for participants that are excluded from a single-developer model.

- **Broadens access and lowers barriers to entry** - Smaller parcels reduce the capital, bonding capacity, and risk profile required of participants, which increases participation opportunities for local businesses
- **Keeps economic value and profits localized** - Distributed development opportunities across many participants channels profits and job creation back into St. Petersburg's local economy
- **Promotes generational equity in St. Petersburg** - Long-term wealth building for St. Petersburg residents, businesses and institutions
- **Supports a full spectrum of participants** - This is the St. Petersburg way, as everyone from large-scale, national developers through emerging local developers, entrepreneurs and community organizations are able to participate



## 5. Speed to Market: Delivering Immediate Progress

### NO DEVELOPER CONTINGENCIES, NO MULTI-YEAR NEGOTIATIONS

This is a straightforward path to immediate action: no multi-year development agreements, no financing contingencies, no re-trades: just focused progress on master planning and public infrastructure that support the foundation for a thriving future district.

- **Eliminates lengthy “all or nothing” negotiations** - Bypassing complex, high-stakes agreements with a single developer
- **Decouples start date from developer financing** - Master planning and infrastructure work can begin immediately upon approval, independent of any private entity's ability to secure billions in project financing
- **Enables dual-track timeline** - While master planning and infrastructure advance, the City can simultaneously launch competitive, parcel-by-parcel solicitations for vertical developers with Foundation Vision Partners as an advisor
- **Removes developer contingencies and lock-up periods** - No developer financing contingencies, political re-trades, macro-economic shifts and protracted legal negotiations that can stall the project for years

## 6. Relevant Experience: World Class Planning & Execution Experts

### A MULTI-DEVELOPER CONCEPT THAT WORKS

Foundation Vision Partners sole commercial focus and expertise is vested in urban redevelopments and is deeply rooted in St. Petersburg and the Historic Gas Plant District specifically. Will Conroy, Alex Schapira, Stantec, Gensler and Best Source have deep experience and proprietary knowledge of previous learnings with the site that they can leverage to immediately add value. The City, City staff, and its constituents deserve nothing less.

- **Deep local and site-specific expertise** - The team's longstanding involvement in St. Petersburg, including the prior Hines-Tampa Bay Rays efforts, provides unmatched proprietary insights into the district's opportunities and constraints
- **Proven track record in complex urban transformations** - Partners like Gensler and Stantec bring global-scale experience in mixed-use district planning.
- **Local leadership with demonstrated success in St. Petersburg** - Extensive dealings with City of St. Petersburg staff across all City departments.
- **Immediate value through learnings from past site interactions** - Leverage hard-won lessons to avoid previous pitfalls, accelerate progress and align with evolving community goals without starting from scratch
- **Multi-developer framework** - Specialized Master Plan and Placemaking Advisory Services provides a backbone to support consistent, high-caliber oversight, adaptive guidelines and accountability

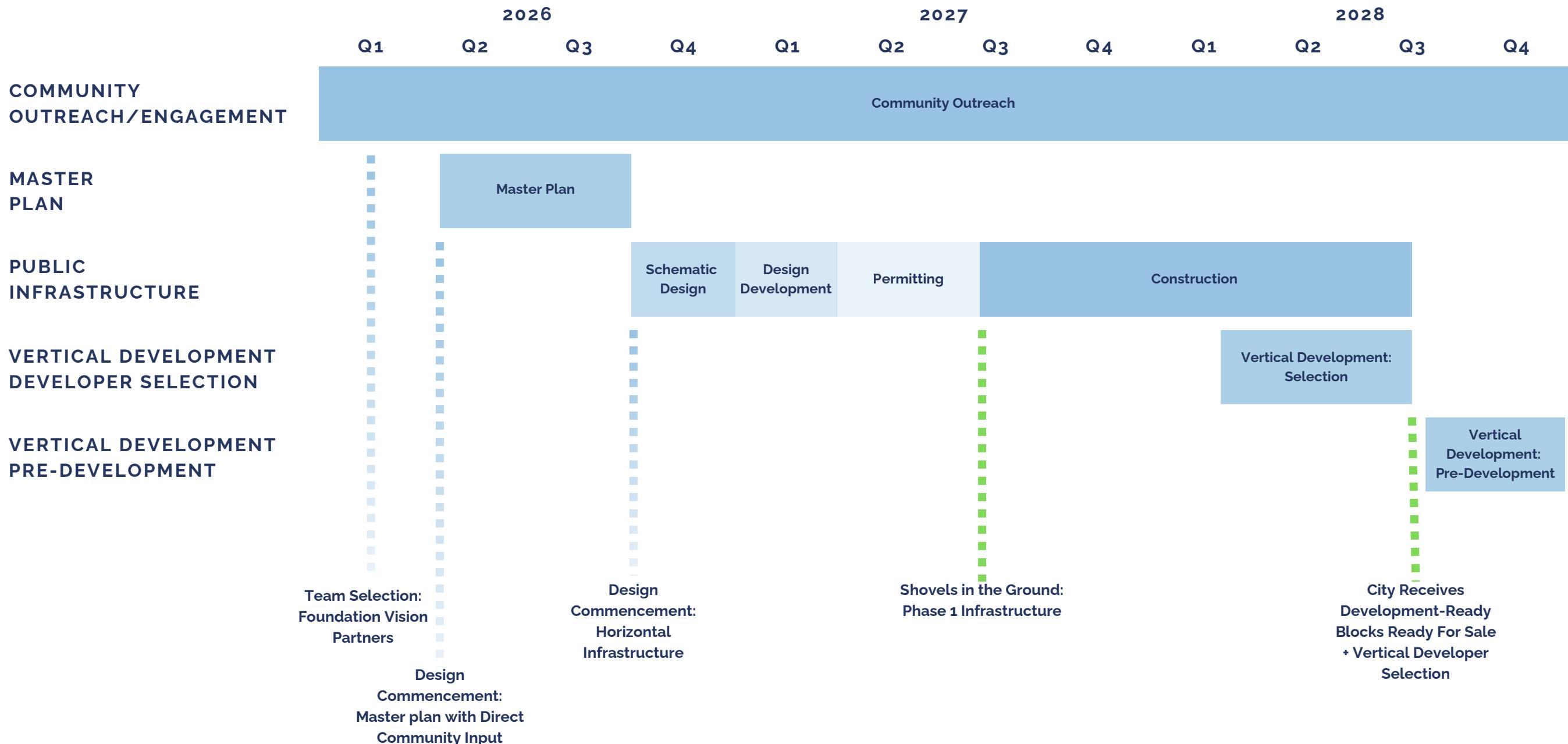


# Our Role: Designing & Executing Master Plan Placemaking

Foundation Vision Partners provides a focused, City-controlled scope of services through three core components: **Master Plan Placemaking Advisory Services** and **Infrastructure Development Services** (DM and CM) to **unlock \$510M in land value**.

	Master Plan Placemaking Advisory Services	Development Management (DM)	Construction Management (CM)
CORE RESPONSIBILITIES	Develop and refine foundational design guidelines; provide continuous oversight for district cohesion.	Provide specialized oversight and coordination exclusively for the public infrastructure phase.	Oversee full execution of public infrastructure works across the 86-acre site, in multiple phases.
SPECIFIC ACTIVITIES / DELIVERABLES	<ul style="list-style-type: none"> <li>Develop foundational design guidelines (architectural quality, public realm, sustainability, resilience, equitable programming, stakeholder engagement)</li> <li>Help establish a clear, district-wide rubric for delivering community benefits across the entire parcel (as directed by City)</li> <li>Ongoing review of parcel-level proposals (as directed by City)</li> <li>Periodic guideline updates based on City/community feedback</li> <li>Ensure incremental projects interconnect seamlessly</li> <li>Create clear, transparent reference materials that assist the City in supporting future land disposition by providing prospective developers with predictable design expectations and parameters</li> <li>Facilitate developer due diligence by offering pre-established guidelines that reduce uncertainty, accelerate entitlement processes, and enhance parcel marketability</li> <li>Full development team included</li> </ul>	<ul style="list-style-type: none"> <li>Market analysis and feasibility for infrastructure phasing and parcel configuration - Assist City in horizontal procurement and readiness milestones</li> <li>Support community engagement on infrastructure priorities</li> <li>Manage horizontal due diligence (entitlements, zoning alignment)</li> <li>Facilitate knowledge transfer/handover to City's disposition team</li> <li>Ensure phased delivery to match vertical development demand and build out.</li> <li>Capacity building and workforce development</li> </ul>	<ul style="list-style-type: none"> <li>Lead procurement and contractor selection</li> <li>Manage permitting, scheduling, budgeting, cost control, quality assurance, safety</li> <li>Coordinate utilities, stormwater/resilience, street grid, greenspace, remediation</li> <li>Regular progress reporting to City</li> </ul>
ONGOING / PHASED ROLE	Begins immediately; continues throughout infrastructure phase and extends into vertical buildout period for advisory review and guideline refinement.	Activated during infrastructure delivery; winds down upon horizontal completion and readiness certification; no role in vertical development.	Active during horizontal build phase only; completes upon delivery of shovel-ready parcels.
KEY OBJECTIVE	Maintain placemaking integrity and unified district identity as multiple future contributors build out block-by-block; maximizes outcome for the City.	Enable seamless transition from infrastructure delivery to flexible, retail-value parcel releases on City timeline	Deliver fully built, interconnected, shovel-ready canvas of parcels free of environmental/access barriers
FEES STRUCTURE	\$150,000 monthly, terminating at construction commencement per phase	4.0% of construction cost, plus all third-party costs (including civil and master planning)	3.0% of construction cost, plus all third-party costs (including civil and master planning)

# Speed to Market: An Efficient Process with Concurrent Processes





**“By holding the land, selling parcels gradually at retail prices to a variety of developers, and capturing the appreciation along the way, the City optimizes public returns — filling public coffers instead of handing windfall profits to a single private developer, while also preserving long-term control over a neighborhood that will help define the next phase of our great city.”**

- ALEX SCHAPIRA



PHASING & FUNDING

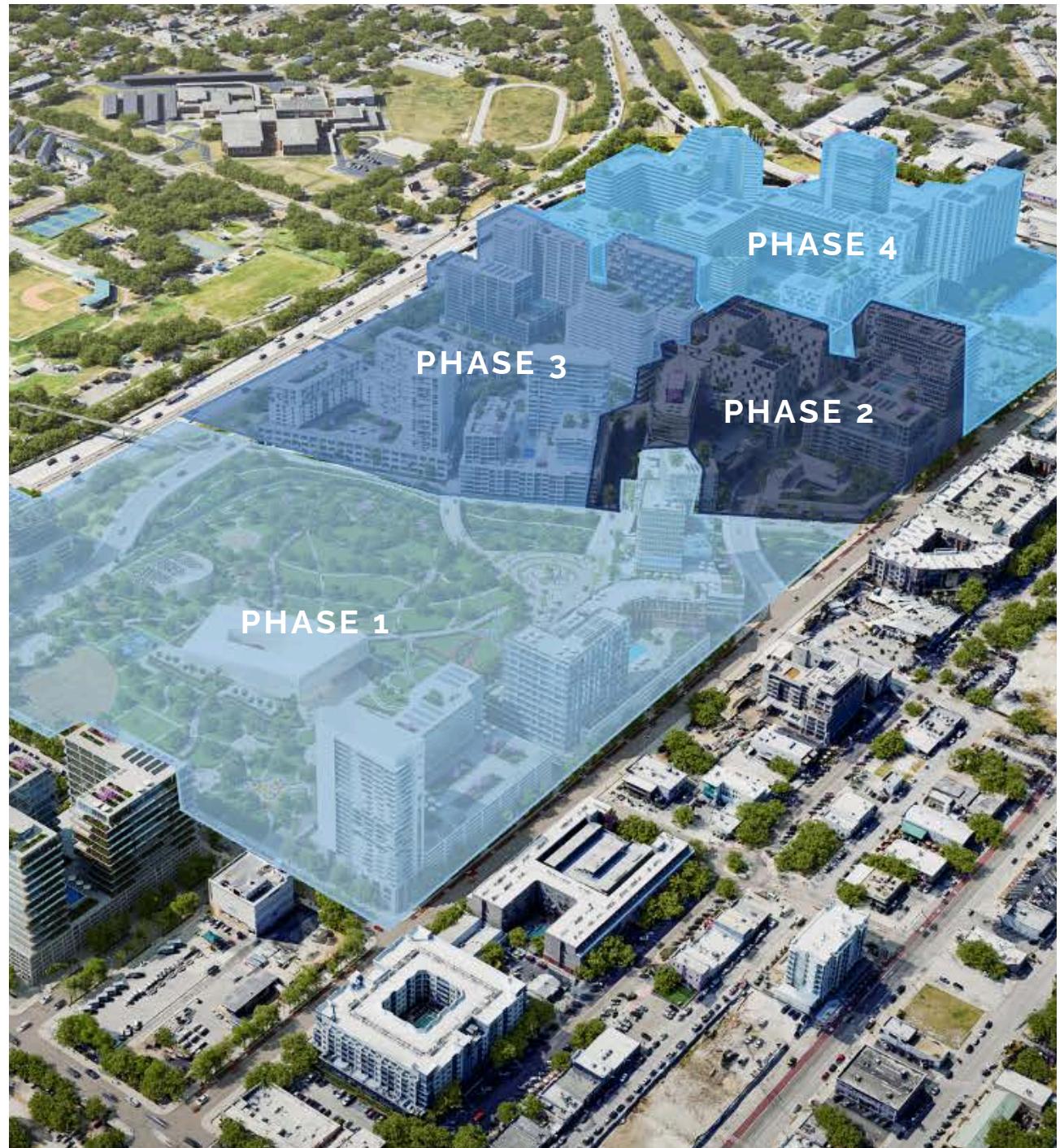
# Thoughtful Infrastructure Phasing

## OVERVIEW

Our approach delivers a multi-phased infrastructure strategy spanning four distinct periods over an estimated 20-year horizon. Each phase is carefully calibrated to balance essential public infrastructure investments with realistic buildout timelines.

## PHASING APPROACH STRATEGY

- **Market-Driven Progression:** Advances to the next phase only after prior developments activate on the ground, new property taxes flow into City coffers, and sustainable revenue momentum is confirmed. Strategy aligns progress with actual market absorption rates to avoid overbuilding and minimize City financial risk.
- **Four Phases:** The 86-acre site is divided into four sequential phases, enabling incremental infrastructure delivery and allowing the City to adapt or pivot future phases as conditions evolve.
  - Phase 1: \$67 million
  - Phase 2: \$50 million
  - Phase 3: \$37 million
  - Phase 4: \$85 million
  - **Total: \$239 million**
- **Built-in Flexibility:** This phased structure provides inherent adaptability and “future-proofing,” giving the City the ability to adjust without committing to the full master plan and infrastructure vision upfront.
- **East-to-West Progression:** Phasing proceeds logically from east to west, starting with the surface parking lots east of Booker Creek to build early momentum, connectivity, and visible success as each phase completes and transitions smoothly into the next.



# Funding the Master Plan & Public Infrastructure

An initial City-led investment of \$67M in the first master planning and infrastructure phase **turns an unproductive site into a profit-generating engine** for the City, unlocking \$510M in future land sales and leading to a self-fund mechanism for the remaining infrastructure phases.

## CREATING A PROFIT CENTER FOR THE CITY

Phase 1 master planning, design, permitting, and construction of essential public infrastructure will be funded through an initial investment by the City via a combination of Community Redevelopment Agency (CRA) funds, other municipal sources and grants secured through the state and Federal government.

Today, the Historic Gas Plant District is a burden on the community: it generates zero dollars in property tax revenues and also requires taxpayer-funded insurance and maintenance. With the City's \$67M upfront investment in the first phase of infrastructure, the site will be transformed from a costly site to a profit-generating engine that results an estimated \$510M in future land sales as well as ongoing property tax revenues for the city.

**+\$30M**

*Projected annual property tax revenue generation at full buildout*

**+\$210M**

*Incremental land appreciation that should contribute to city coffers, not line the pockets of one developer*

**+\$510M**

*Total land value*

**+\$1.4B**

*Projected annual economic impact at full build out*

## IMMEDIATE REVENUE GENERATION

Upfront City investment in Phase 1 infrastructure enables early parcel activations, generates property tax revenues in the near term.

## SIGNIFICANT LAND VALUE APPRECIATION

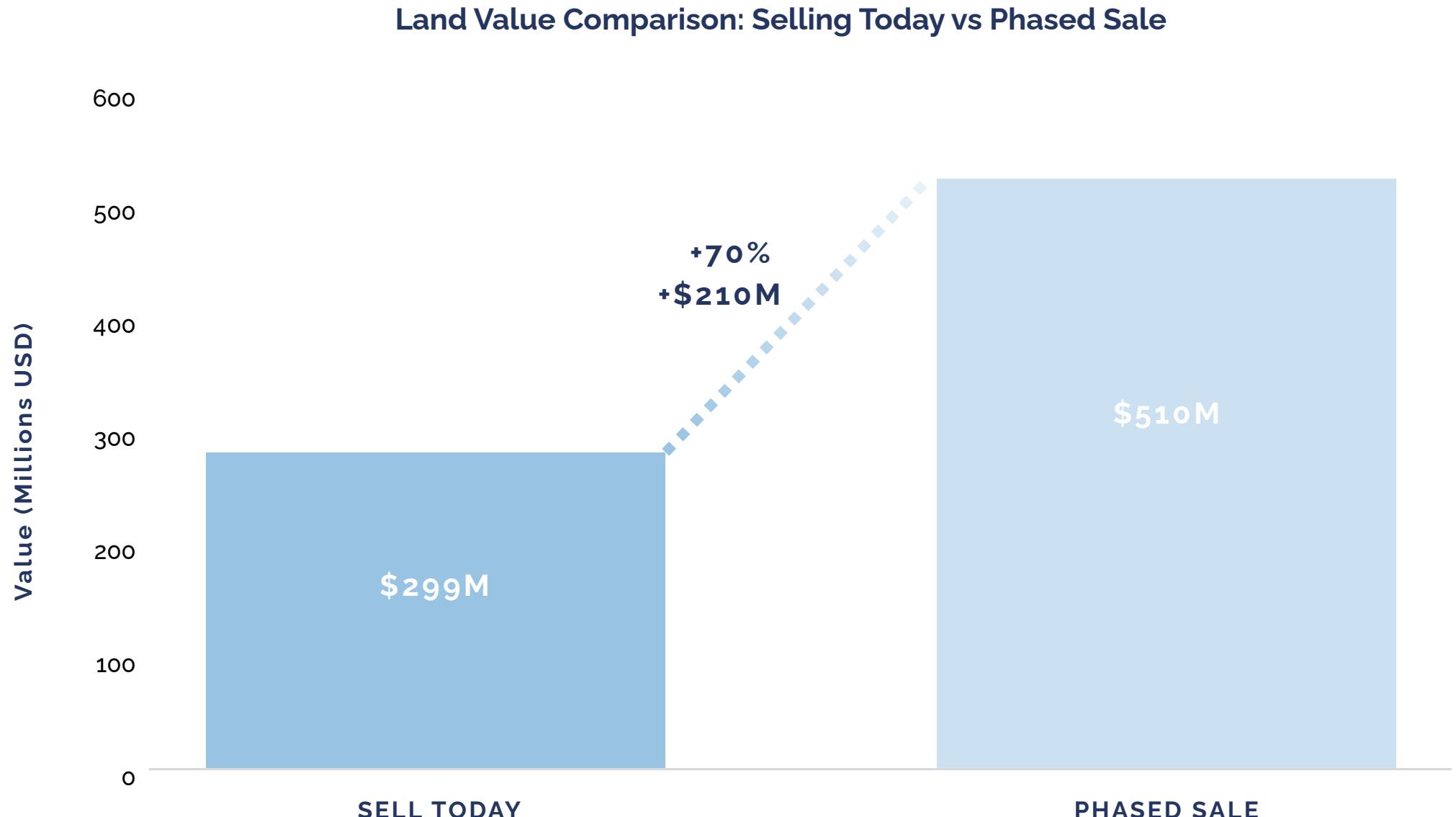
Post-Phase 1 momentum drives substantial uplift in land values, accruing entirely to the City as landowner.

## SELF-FUNDING MECHANISM

As a result of the City retaining ownership of the land, the estimated land value appreciation is over **\$210M, enough to cover all remaining site infrastructure in addition to other community benefits.**

# Retaining the Land Captures Full Retail Value

Selling today means accepting an estimated \$210 million discount by forgoing substantial future land appreciation generated by the City's upfront master planning and public infrastructure investments.



The City captures full retail land value -projected to surpass **\$510 million** - with appreciation redirected entirely to public benefits and community reinvestment, **instead of enriching a private single-sourced developer with windfall profits worth hundreds of millions of dollars.**

# Securing Grants & Subsidies

Foundation Vision Partners recognizes that balancing community needs with the City's capital improvements budget is central to project success. In early phases, we provide experience-based rough cost estimates to guide design decisions. As design refines, we deliver detailed estimates, monitor changes and cost impacts, and validate the master infrastructure plan to ensure an inspired yet achievable outcome.

**State/Federal Funding Assistance:** Stantec's grants and infrastructure subsidy team delivers integrated grant funding support to help municipalities like the City of St. Petersburg secure and manage state and federal resources for infrastructure, resilience, sustainability, utilities, and public safety projects. Through our North America Funding Program (NAFP), we align funding strategies with engineering, planning, environmental compliance, and implementation to maximize competitiveness for grants from FEMA, FDOT, EPA, and other agencies. Our proven track record and deep regulatory expertise—built on extensive experience and strong contacts across these subsidy networks—ensure effective resource acquisition and project delivery.

We bring specialized expertise to key programs, including:



BRIC, HMGP, FMA (coastal/flood risk mitigation, benefit-cost analysis, sea level rise/climate assessments, nature-based/green infrastructure, full post-award compliance)



Discretionary programs for roadway safety, multimodal/complete streets, and resilient transportation (safety analysis, crash reduction data, equity narratives, readiness documentation)



Clean Water/Drinking Water State Revolving Funds, WIFIA, Brownfields



US Army Corps of Engineers®

Florida Division of Emergency Management, U.S. Army Corps of Engineers, HUD disaster recovery, and State of Florida resilience initiatives (multi-source coordination for complex projects)

Stantec provides end-to-end grant services: identifying programs, assessing eligibility, developing Florida-tailored multi-source strategies, preparing compelling applications (technical narratives, costs, schedules, resilience/sustainability/safety benefits, GIS visualization), and managing post-award compliance, reporting, procurement, budget tracking, and agency coordination.



**“Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.”**

- JANE JACOBS

A large, translucent, blue-toned dome structure, possibly a tent or a large canopy, is positioned over a park. In the foreground, several people are walking or sitting on the grass. In the background, a city skyline with several skyscrapers is visible under a clear sky.

WORLD CLASS PLANNING  
& EXECUTION EXPERTISE

## WILL CONROY | BACKSTREETS

Headed by Will Conroy, Backstreets Capital is a family office of the Conroy and Sher families, which specializes in real estate development throughout the west coast of Florida. Their award-winning portfolio includes an extensive array of projects throughout St. Petersburg, and just since 2020 alone, Backstreets has delivered more than \$250MM of real estate right here in our City. Will Conroy and Craig Sher – the founding principals of Backstreets – have been personally involved in some of the City's most enduring legacy projects including Sundial, University Village, Ovation, The Salvador, The Nolen, and The Cade. Backstreet's passion lies in transforming underutilized spaces into thriving places that enhance and energize the community.

The family's roots in St. Petersburg date back to the early 1900s, and we have been engaged with the City continuously since that time. Our civic board service (past and present) includes The Dali Museum, All Childrens Johns Hopkins, The Florida Holocaust Museum, The Museum of Fine Arts, Habitat for Humanity, Shorecrest Preparatory School, The St. Petersburg Downtown Partnership, The James Museum, and The Pinellas County Education Foundation. We love this City and cannot wait to see what the next 100 years hold.



## ALEX SCHAPIRA

Alex Schapira was previously a Managing Director at Hines, a global real estate investment, development, and management firm with \$93B in assets under management that has developed, redeveloped, or acquired over 595M square feet across residential, commercial, and mixed-use properties worldwide. With over 11 years of experience in real estate development and investment experience, Hines promoted Alex to Regional Partner for the greater Tampa-St. Petersburg Region in 2022. He spearheaded the Historic Gas Plant District redevelopment efforts with the Tampa Bay Rays, a \$6B, 8.4M square foot MLB-anchored mixed-use placemaking district in St. Petersburg, at the time the largest development in Hines' history, which included mixed-income multifamily housing, medical, office, retail, and entertainment spaces.

Alex's deep passion for St. Petersburg and detailed knowledge of the Historic Gas Plant District lies in creating great places that enhance and energize neighborhoods, as demonstrated by his leadership in Hines' growing practice area focused mixed-use, placemaking developments. His commitment to the city's long-term vitality is reflected in his participation in Leadership St. Petersburg (2025) and his mentorship of junior colleagues and aspiring real estate professionals.



## ANDDRIKK FRAZIER



With nearly 30 years of experience in Energy, Construction, Procurement, Project Management, Community Relations, Resiliency, Sustainability and Development, Anddrikk has been a Tampa Bay area small business owner since 2015 and formed Best Source Consulting in 2020 after having leadership roles with TECO Energy and the Integrys Energy Group. As President & CEO of Best Source Consulting, he has delivered services in the following areas: Community Engagement, Procurement and Measurement of Vendor Community Success, Process & Strategy Guidelines and Policies. Anddrikk was also responsible for community engagement and developing the Community Benefits package for the Rays/Hines Historic Gas Plant Project. Anddrikk is also a member of the Tampa Bay Partnership Housing Affordability Taskforce. Collectively, Anddrikk has developed, managed or constructed over \$1B worth of industrial, commercial and residential development. Anddrikk has also served on several local community boards including the University Area Community Development Corporation, the Ybor City Development Corporation, the Boys & Girls Club of Tampa Bay, Tampa Bay YMCA's Governance Board, the Tampa Bay Chamber of Commerce Executive Board, the Tampa Bay Economic Development Corporation, Tampa Preparatory School Board of Trustees, the Westshore Alliance, the TECO Streetcar and Northside Mental Health Boards.

## AMBER BRINKLEY



Kippen Communications

Amber Brinkley is a Tampa Bay native and communications strategist with over 25 years of experience helping organizations tell their stories, build trust, and strengthen connections. As Principal of Kippen Communications, she has led public relations, branding, and stakeholder engagement initiatives for clients across a wide range of industries. In addition to her professional work,

Brinkley has dedicated much of her career to civic and public service. She served as Communications Chair for Laura Hine's 2020 School Board campaign and as Campaign Manager for her successful 2024 re-election. She currently serves as Board Chair of The Studio@620, a cornerstone of St. Petersburg's cultural community, and was the founding chair of the Coffee Pot Turkey Trot 5K, now a beloved neighborhood tradition that brings residents together each year. Her commitment to local schools and families has included serving as SAC Secretary for Northeast High School and holding numerous leadership and volunteer roles throughout her children's education. Past board positions include Clothes to Kids, The Ophelia Project of Tampa Bay and Friends of North Shore. Brinkley is a graduate of the University of Florida and a member of the 2007 Leadership St. Pete class.



Gensler is a global architecture, design, and planning firm with 57 locations and more than 6,000 professionals networked across the Americas, Europe, Asia, and the Middle East. Founded in 1965, the firm serves more than 4,000 clients in virtually every industry. We are guided by determined optimism, we are leveraging design to spark positive change and shape a better future for all.

Gensler's inclusive One-Firm Firm culture is rooted in the belief that we are a constellation of stars, strengthened by our global connectivity and local expertise. The collective efforts of Gensler's people, working from 56 offices across 16 countries offers our clients a diversity of ideas and a level of local knowledge and authentic community ties that is second to none in the industry. Our seamless, integrated, and inclusive culture make our design work exponentially more powerful.

## RECENT ACCOLADES

Fast Company 2024 **#1 in Urban Development** and Real Estate

Architectural Record 2025 Top 300, **#1 Architecture Firm**

Building Design+Construction 2024 Giants 400, **#1 Architecture Firm**

Forbes 2025 America's **Best Large Employers**

Fast Company 2024 **#6 World's Most Innovative Companies**

Fast Company 2025 **#7 Most Innovative Architecture Companies**



Stantec unites more than 33,000 employees across over 450 locations on six continents, bringing together engineers, designers, planners, scientists, and project managers at the intersection of community, creativity, and client relationships. Founded in 1954, the firm blends local knowledge with global expertise to deliver creative, community-driven solutions for infrastructure and facilities, with a comprehensive, sustainability-focused approach that makes it a trusted partner for urban redevelopment.

In Florida, Stantec employs 890 staff across 17 offices, providing deep expertise in land use planning, urban design, transportation, economic development, revitalization, master development, open space, green infrastructure, and sustainability. The firm has served the Tampa Bay region for over 30 years, with more than 400 local professionals actively engaged in the community and supporting the City of St. Petersburg on a wide range of infrastructure projects.

#### FIRM CAPABILITIES & SERVICES

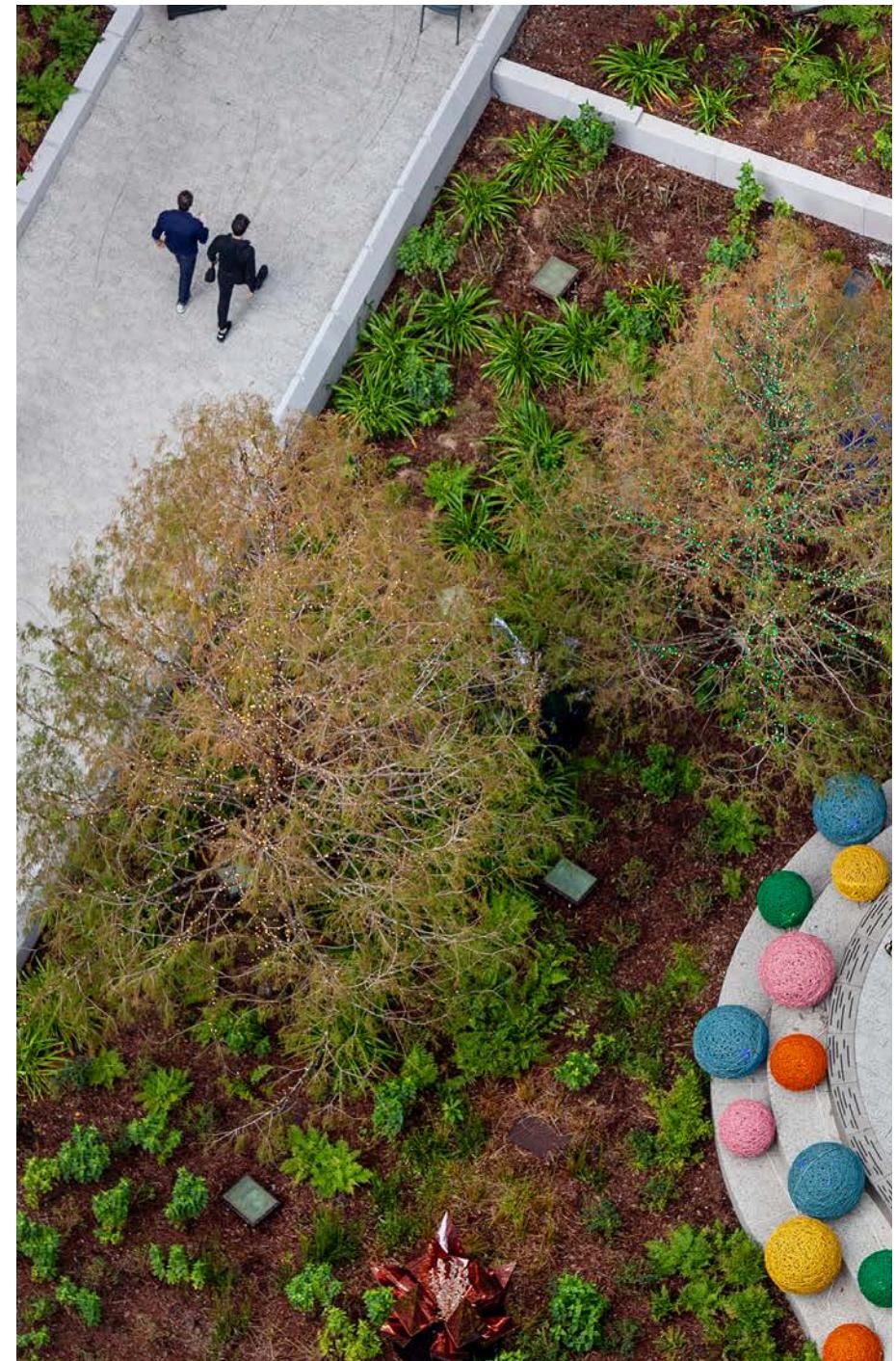
**Multi-Disciplinary Expertise:** Stantec's in-house team includes civil engineers, landscape architects, urban designers, land surveyors, and environmental assessors.

**Brownfield Redevelopment:** Stantec is highly experienced in transforming underutilized properties through turnkey brownfield services, resulting in commercial and residential projects.

**Accreditations & Collaboration:** Stantec's professionals hold ENVISION® and LEED® credentials. The firm partners with Minority, Women, and Small Business Enterprises.

**Signature Projects:** Notable local work includes Water Street Tampa, Gas Worx, Midtown Tampa, and Channel District Redevelopment.

**Full-Service Redevelopment Support:** Services span civil/site engineering, environmental permitting, land surveying, transportation infrastructure/planning, and landscape architecture.





Historic Third Ward District - Milwaukee, WI



St. Petersburg, FL

# Lower Hill District Master Plan

Some projects do it all. Lower Hill District — Pittsburgh's reimagined destination for all things lifestyle, workplace, and entertainment — is one of those projects

Lower Hill District signals Pittsburgh's future. This connective, vivacious, storied neighborhood—once called "The Crossroads of the World" by Harlem Renaissance poet Claude McKay—blends rich history with dynamic energy and renewed sense of place. It showcases Gensler's best work, weaving retail, entertainment, residential, hotel, and office components into a cohesive, energizing destination at the city's heart.

Robust market analysis, deep contextual understanding, and strong community engagement shaped the vision. The team studied user psychographics and behaviors, compared Pittsburgh districts to spot gaps, and built community input as the foundation. Key master plan characteristics emerged: abundant green space and exceptional walkability.

A corridor of greenery links the neighborhood to downtown, with shade trees and major parks forming a calm core reminiscent of Central Park. The site's 150-foot grade change becomes a feature—embracing natural topography and views. Walkability avoids single-use zones, blending work, lifestyle, and entertainment to keep the district active around the clock. Food trucks, community kiosks, public art, and outdoor gameday screenings let people spend full days outdoors.

Lower Hill District serves the full urban spectrum: a 6,400-seat indoor/outdoor concert venue for major events, spaces for boutique retailers and small vendors, and a new 530,000 sf high-rise office tower (Block G1) with ground-level retail and parking. Adjacent to PPG Paints Arena, it attracts short-term visitors and long-term residents alike—becoming a true destination. Lower Hill District's moment has arrived; Pittsburgh is gaining a new crown jewel.



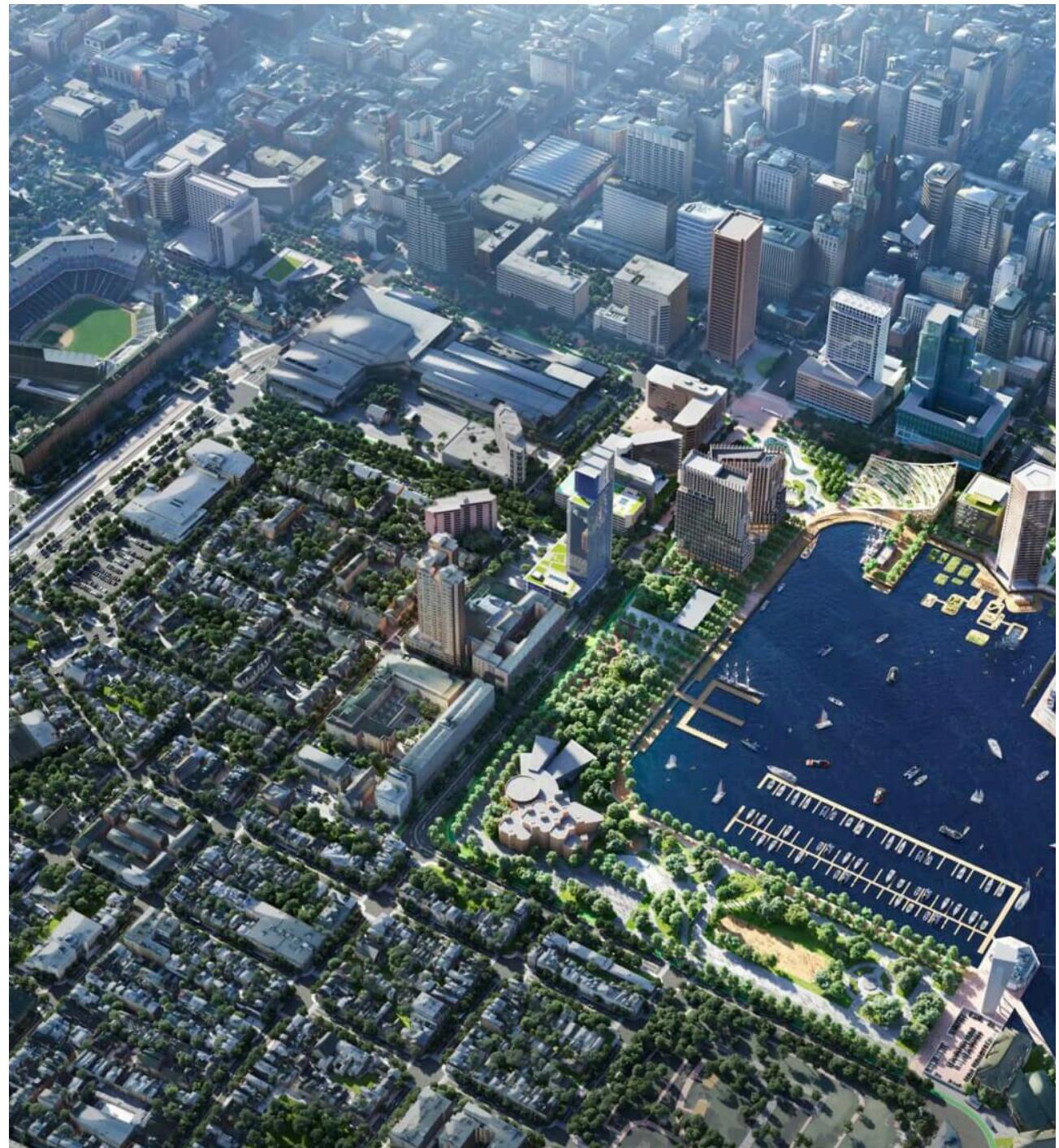


5th & Broadway - Nashville, TN

# Harborplace Master Plan

The project is a mixed-use development to reflect the generational change away from indoor malls to a more active multi-use space for living, gathering, recreating, eating and shopping.

The redevelopment of Baltimore Inner Harbor is an historic moment for the country. The original Inner Harbor project developed by the Rouse Company in the 1980s became a prototype as cities began to reclaim downtown areas during that time. Along with Faneuil Hall in Boston and South Street Seaport in NY, Baltimore Inner Harbor exemplified the creation of "people places" using the festival marketplace style bringing together retail, restaurants and entertainment as a new lifestyle center concept. Over the last 20 years however, Baltimore Inner Harbor has been on the decline, due to numerous economic and land use issues. Recently, developer David Bramble purchased the original Inner Harbor property and reimagined its uses, building types, scale and impact. He and his partners worked with Gensler to create a compelling new vision for the Inner Harbor. Key to the new vision is the addition of hundreds of new residential units along with restaurants, entertainment, and life sciences office space. The reimagined Baltimore Inner Harbor by Gensler is an important example of our vision for the future of cities.





Riverfront District - Jacksonville, FL

# Hines/Rays Master Plan

**Gensler was the master plan architect for the previously-awarded redevelopment of the Historic Gas Plant District in St. Petersburg**

Nearly 40 years ago, members of the Historic Gas Plant community were displaced by the ultimately successful pursuit of Major League Baseball and the eventual construction of what became Tropicana Field. While the move brought the Tampa Bay Rays to St. Petersburg, residents and businesses were forced to relocate with promises of jobs, opportunity, and equitable development that did not materialize.

Co-General Partners Hines and the Tampa Bay Rays—along with master plan architect Gensler, affordable housing partner Dante Partners, ballpark architect Populous, civil and transportation partner Kimley-Horn, landscape architect EDSA, and many other local and national entities—were selected to lead a proposed transformational redevelopment. The plan envisioned a vibrant, placemaking mixed-use village surrounding a state-of-the-art new ballpark for the Tampa Bay Rays. It aimed to continuously provide intentional and restorative opportunities for economic equity and inclusion for Black/African American and other marginalized groups, while honoring the Historic Gas Plant District legacy and connecting and elevating St. Petersburg and its surrounding communities.

In addition to a stadium, the Hines and Rays team proposed building a senior living facility, 40,000 square feet of conference space as part of the ballpark, and a new Woodson African American Museum of Florida at the development's entryway on Booker Creek.



# Military Circle Mall Master Plan Redevelopment

The redevelopment of Norfolk Military Circle Mall breathes life into an old and storied site, where families, visitors, and companies can come together to live, play, and innovate at the heart of a strong region.

Imagined by Gensler, the redevelopment plan envisions a new livable, mixed-use district grounded in the community to catalyze economic growth and revitalization in and around the Military Circle Mall site. At the heart of the Hampton Roads region, it provides a central destination for an innovative workforce, sports and recreation, retail, and affordable neighborhoods. The creation of the concept master plan, commissioned by Norfolk's Economic Development Authority, emphasized local quantitative and qualitative context to arrive at an implementable, impactful planning framework. The analysis engaged with local voices, examined the regional markets, and contextualized the site placement. The team then derived local themes and design drivers, catering the program mix to the existing market opportunities.

The master plan encompasses a series of recommendations on how the site will integrate with the city, the economic impact of additional tax revenue and jobs, and insight on how best to support the unmet needs of the community. The site is positioned centrally in the world's leading "Military Metro," making it ideally located for complementary uses for defense focused industries such as research, education, and innovation sectors. Here, innovative Research and Development firms, manufacturing firms, workforce training, and higher education can create a bedrock for a thriving economy in the region. The site also lies at the junction of primary transportation corridors in the Hampton Roads region, positioning it not only as an anchor for Norfolk but a destination for the entire 757.

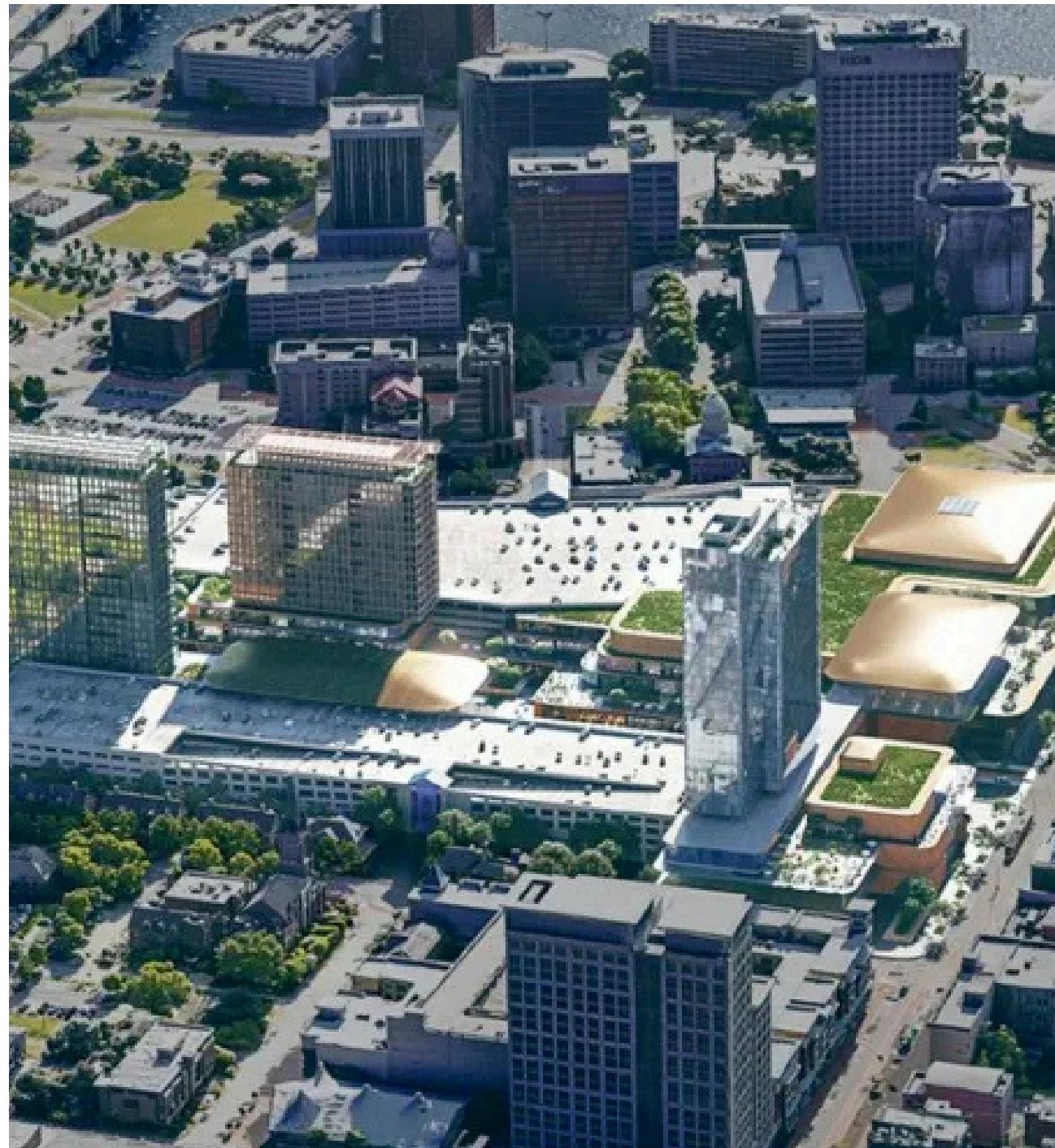


# MacArthur Center Master Plan Redevelopment

Gensler has been working with the City of Norfolk, Virginia, since 2019—specifically with the Office of Economic Development and the Office of the Mayor—to master plan a series of city and downtown sites and adjacent areas to envision a revitalized downtown positioned to thrive in rapidly changing economic, demographic, and climate conditions.

Gensler's strategy, branding, and urban design teams came together and conducted comprehensive stakeholder outreach, real estate analytics, urban exploration, and master planning. Our proposal for the site and surrounding areas included a new convention center, residential, health-centered mixed-use developments, retail, hospitality, sports-anchored entertainment, and cultural offerings.

The 100-acre site would act as catalysts for greater city-wide impact as well as adjacent and surrounding place-based assets. Our work included improving connections to the waterfront and between sites while creating synchronizing with the city's extensive resilience plans.



# Lakeforest Mall Repositioning Master Plan

A deserted mall transforms into a community destination that embraces human interaction, innovation, and convenience.

WRS Inc. partnered with Gensler to completely re-imagine approximately 100 acres of Lakeforest property, creating additional residential, retail, and workplace opportunities. Nestled within 4 major roadways, the former mall is uniquely positioned to offer a wide range of users access to connected urban experiences.

The proposed design is separated into 6 blocks. Program elements include an event space, approximately 1,600 housing units, retail podiums, a research lab, workplace, a boutique hotel, and a transit center.

The project is currently in the schematic design phase. During this phase, Gensler proposed three design scenarios that would encourage pedestrian movement throughout the area: Parkway, Paseo, and Plaza.

Much of the site's northern portion will be concentrated with public amenities, acting as the community's new "downtown". These amenities include a movie theater, retailers, and a plethora of open spaces for event space or parking. This open space will overlook a water feature that doubles as a stormwater retention pond.



# Water Street Tampa

SSP had a vision for 55+ acres of parking and warehouses in downtown Tampa: the creation of a sustainable, walkable urban district that would land Tampa on the list of cities with renaissance downtowns. Fusing amenities, culture, multiple uses, a new street system, and a memorable public realm, Water Street Tampa will emerge as a walkable new urban neighborhood and a nationally known destination.

To bring SPP's vision to life, Stantec started with early planning, zoning, and infrastructure studies, followed by a deep dive into infrastructure planning. Our plan turned streets designed primarily for cars into a pedestrian-focused framework of landscaped streets, parks, and plazas designed to support a broad range of activities. The plan fills in this framework with 9,000,000 SF of condos, apartments, offices, unique shops, restaurants, and a medical school.

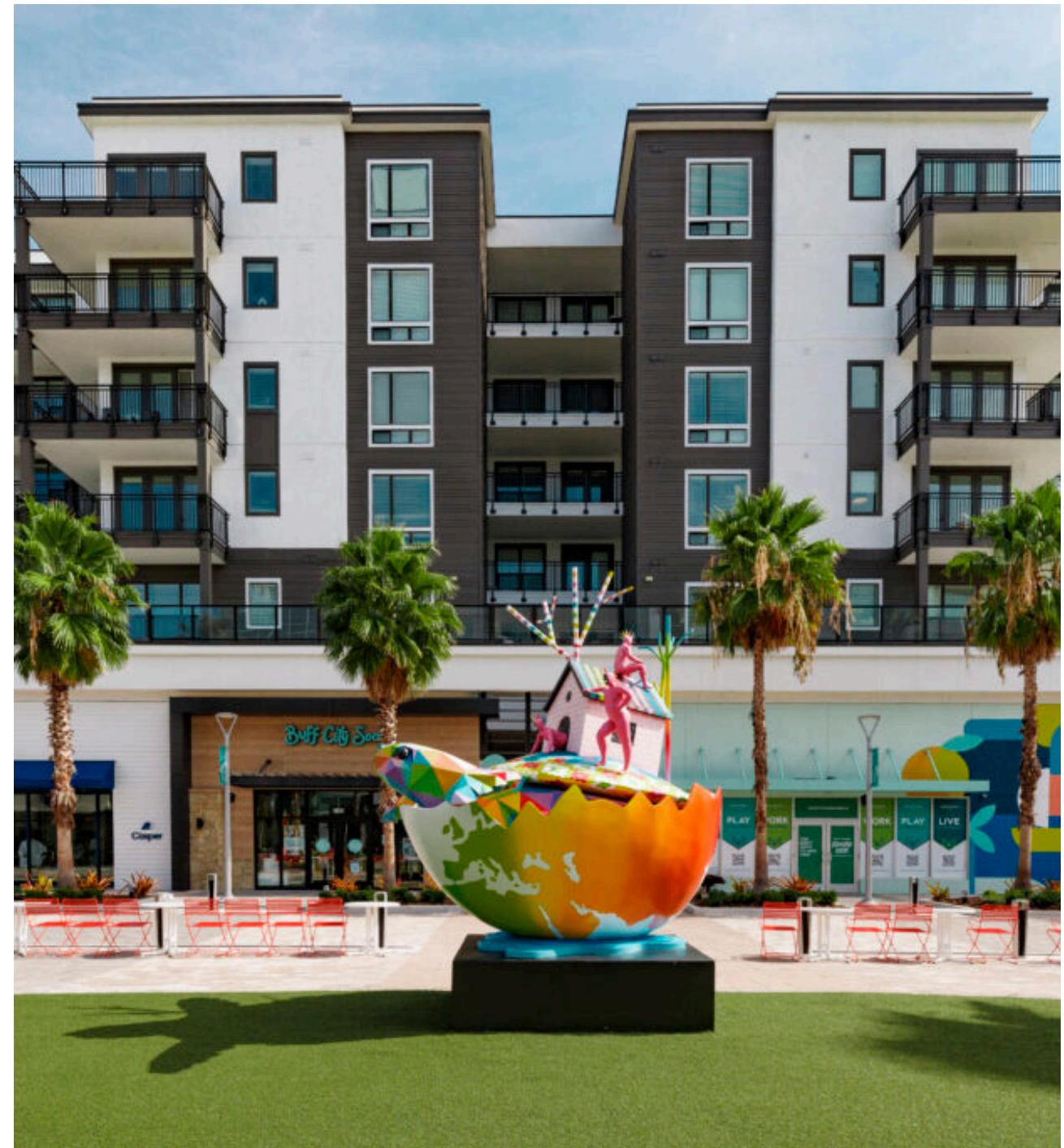
Stantec's scope of work also included civil infrastructure design and permitting for roadway realignment/reconstruction; stormwater, water, and sewers; a district chilled water/cooling network; and underground utility construction/relocation.



# Midtown Tampa

Midtown Tampa is a 20-acre mixed-use development project in the City of Tampa. The project includes office, retail, hotel and residential uses, much of which was vertically integrated inwalkable district setting. The development has 24,000 sq. ft. of ground-level retail, 7,000 sq. ft. of ground-level office, six stories of office space totaling 142,000 sq. ft. on the upper levels, and parking structures with some on-street parking.

In addition to serving as the civil engineer for the overall project master infrastructure, Stantec was trusted to be the civil engineer for five different parcels, each with its own developer. Our team successfully balanced the needs of each developer as well as the master developer so that everything came together as a cohesive district. We also worked with the City of Tampa, TECO, and the Florida Department of Transportation to secure permitting for featured amenities.



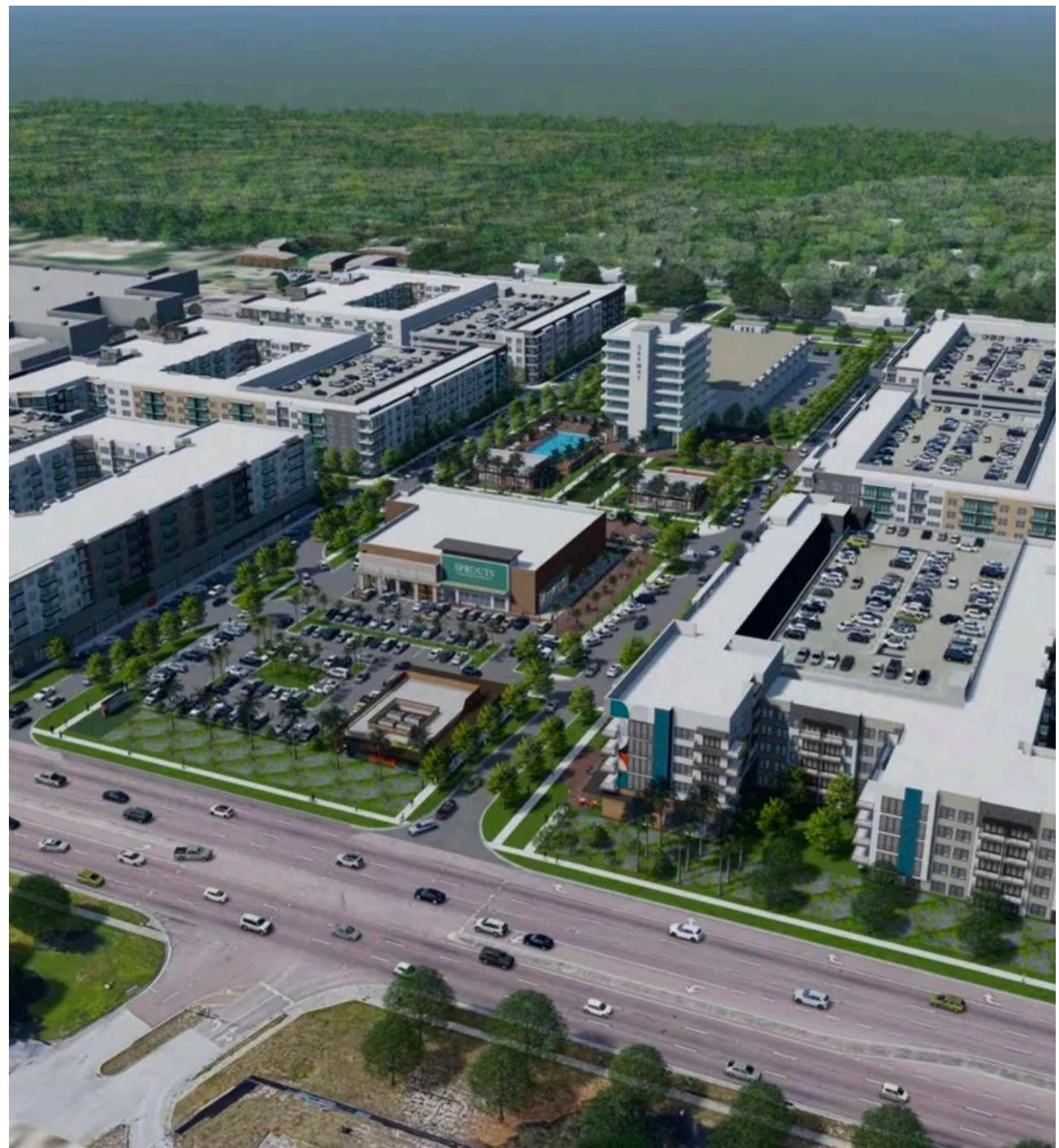
# Skyway Village

Skyway Village is a proposed mixed-use development that will transform the former the 34.3-acre Ceridian campus located in St. Pete's Skyway Marina District into a thriving and livable community.

Skyway Village will feature apartments in six five-story buildings with individual parking garages, retail, self-storage, and a shared amenity tower. The nine-story amenity tower, which will offer fitness centers, co-work space, a dog spa, and a Sky Lounge, will be the adaptive reuse of the existing Ceridian office tower.

Skyway Village will also offer commercial space, including a national grocer focused on organic and fresh produce, and ground-level retail throughout the two mixed-use buildings. The retail spaces will line the private roads and face the grocer, creating a dynamic and convenient community village environment. The development will also include self-storage space, which will be the adaptive reuse of another existing office building.

Skyway Village will be connected to the rest of the Skyway Marina District and the City through improved access to public transportation, bike lanes, and sidewalks. The development will also create a new urban grid with the addition of two avenues and two streets, which will form the basis for seven city blocks. The new grid will include on-street parking and several green spaces for the residents and the neighborhood to enjoy. The project is designed by WDG Architecture and Stantec is serving as civil engineering firm.



# Gasworx

Gasworx is a visionary project that will transform 43 acres of land near Ybor City and Channelside into a vibrant residential and retail community. The project will offer 5,000 new residences, including 325 units of affordable housing, 500,000 square feet of office space, and 140,000 square feet of retail stores. Gasworx will also feature a food hall, a park, a bandshell, and green space, creating a lively and diverse urban environment.

Designed to be a transit-oriented development, Gasworx will add a new stop for the TECO street car and a connection to the Selmon Greenway.

Gasworx will enhance the mobility and accessibility of the area, allowing residents and visitors to enjoy the rich culture and history of Ybor City, and the modern amenities of Channelside and downtown Tampa.

The Stantec team is providing civil engineering and permitting services, inclusive of access, circulation, and parking planning and design; grading of the new driveways and sidewalk improvements, stormwater control elevations, and finished floor elevations of structures; stormwater and drainage design, utility coordination, planning, and design; and best management practices plan. Permitting for this project is coordinated through various entities, including the City of Tampa, Southwest Florida Water Management District, Florida Department of Environmental Protection, and the Environmental Protection Commission of Hillsborough County.



# New St. Petersburg Pier

The New St. Petersburg Pier consists of two phases: the eastern portion located on a 4-acre deck elevated above Tampa Bay known as "Pier Park", and the western section known as the "Pier Approach". The combination of the two phases will be known as the "The Pier District" in St. Petersburg. Stantec provided civil engineering, ecological, and preliminary marine structural engineering services for the Pier Park portion of the project. Stantec also provided engineering services for the replacement of the Marina Bulkhead Wall along the north side of the pier approach.

Civil improvements included new water and sewer services, including two (2) small grinder type wastewater pumping stations, stormwater collection, and area grading. In addition to the City, the permitting/approval process included the Southwest Florida Water Management District (SWFWMD), the US Army Corps of Engineers (USACE), US Coast Guard, National Marine Fisheries, and the Florida Fish and Wildlife Conservation Commission.

The design of the new pier and its modified operational policies will provide net environmental enhancements while existing ecological resources will be minimally impacted by the construction of the new pier facility.

The addition of a breakwater/reef and "spur" feature to create an area of quiescent waters to provide protection of near-shore seagrass beds, increase the potential for colonization by invertebrates (oysters), and the creation of additional essential fish habitat.

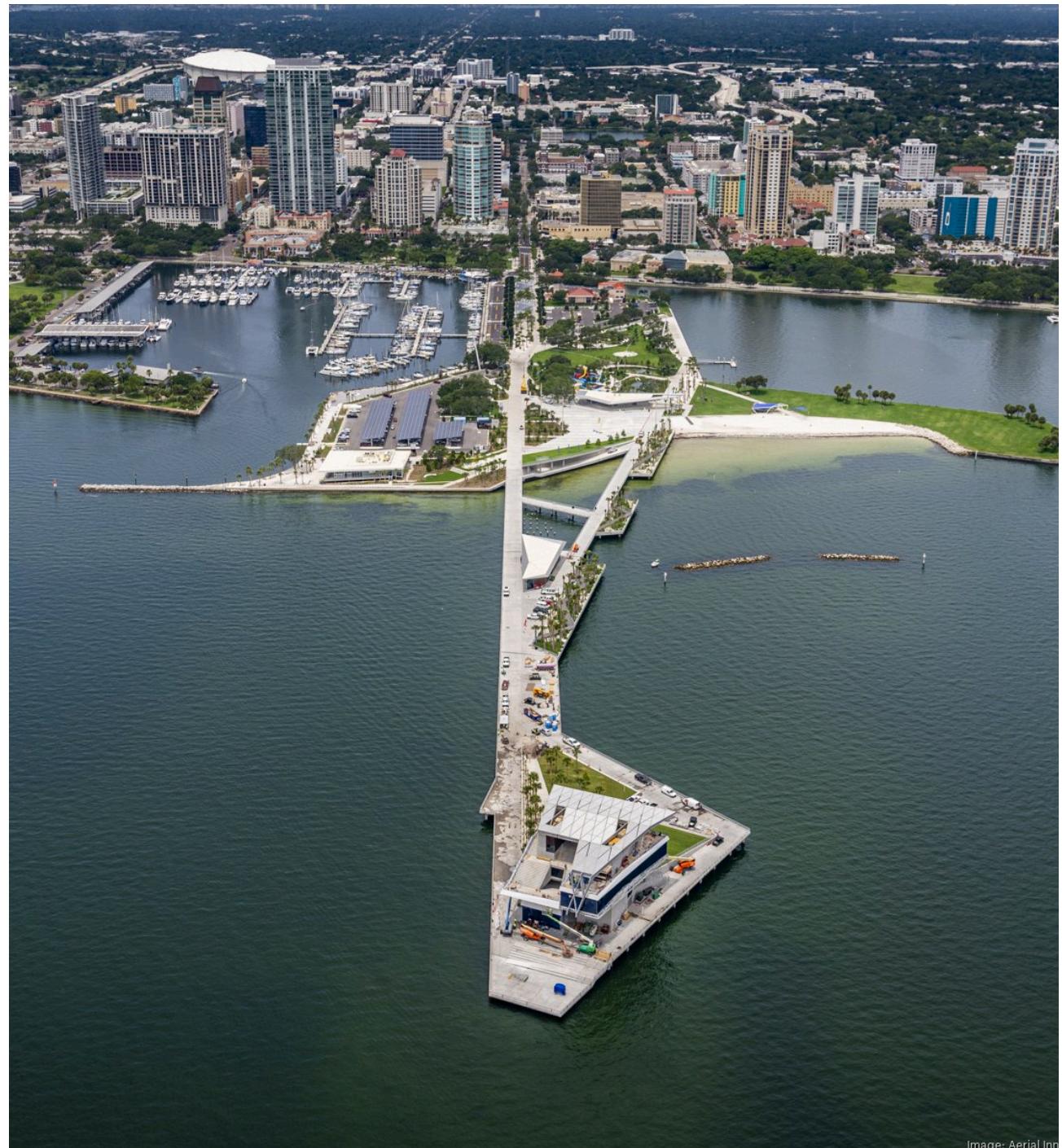


Image: Aerial Inn



St. Pete Pier - St. Petersburg, FL

# Blue and Green Corridors Project

Blue and Green Corridors is the largest of the Gentilly Residence District projects that aims to reduce flood risk, slow land subsidence, and encourage neighborhood revitalization. This is done by creating a network of canals, recreational parks, and community spaces along eight linear miles of the public right-of-way. Along the streets slated as "blue corridors", the City is constructing linear wetlands and canals within the wide neutral grounds between vehicle travel lanes to receive and manage runoff, and immediately relieve stress on the pumping system, allowing it to "catch up." Along the streets slated as "green corridors", the City is building a variety of green infrastructure practices—such as bioswales, bumpouts, and permeable pavement—to allow stormwater runoff to be stored and seep slowly back into the ground.

Stantec re-envisioned the neighborhoods to use the large neutral grounds to store water during flood events and create beneficial water areas to enhance the community. Elysian Fields will have a beautifully planted canal with water features and play spaces to bring the community together. The other major avenues will have landscaped neutral grounds that reduce flooding and filter runoff. Green infrastructure interventions were designed to reintroduce water to the ground to reduce subsidence and reduce heat island effect. A "Complete Streets" approach prioritizes pedestrians, bicyclists, and public transit to create a safer multi-modal environment. Vacant lots have been repurposed to provide multiple uses for community spaces and stormwater management.





# APPENDIX

# Our Integrated Team Model Serves You

We assemble the right specialists for each project to ensure excellence in every dimension — planning, urban design, funding, resilience, and community engagement.

Our team brings **deep expertise in placemaking, urban design, and destination creation**, enabling an integrated approach that accelerates decision-making, reduces risk through proven methodologies, and elevates quality using lessons learned from national precedent. This collaborative model strengthens credibility with community members, tenants, and municipal partners while supporting a clear path through entitlements and funding with strong documentation and vision alignment. **Together, our global perspective and multidisciplinary experience provide the leadership and guidance needed to help this project fulfill its full potential.**



# Curating the Right Mix

We specialize in transforming underutilized districts into high-density, mixed-use environments that attract investment, strengthen community life, and unlock long-term economic potential. Working alongside cities, private developers, and public agencies, we create visionary yet implementable plans that balance place, program, and performance—an approach well aligned with the opportunities of this site.

## GETTING THE MIX RIGHT

Our team brings a market-driven perspective to determining the highest and best use for complex urban properties. By analyzing local assets, existing conditions, and emerging opportunities, we tailor each program to the realities of the site and the needs of the surrounding community. This results in a flexible, future-ready development strategy that attracts people, strengthens value, and delivers meaningful returns.

## CONNECTIVITY & PUBLIC REALM

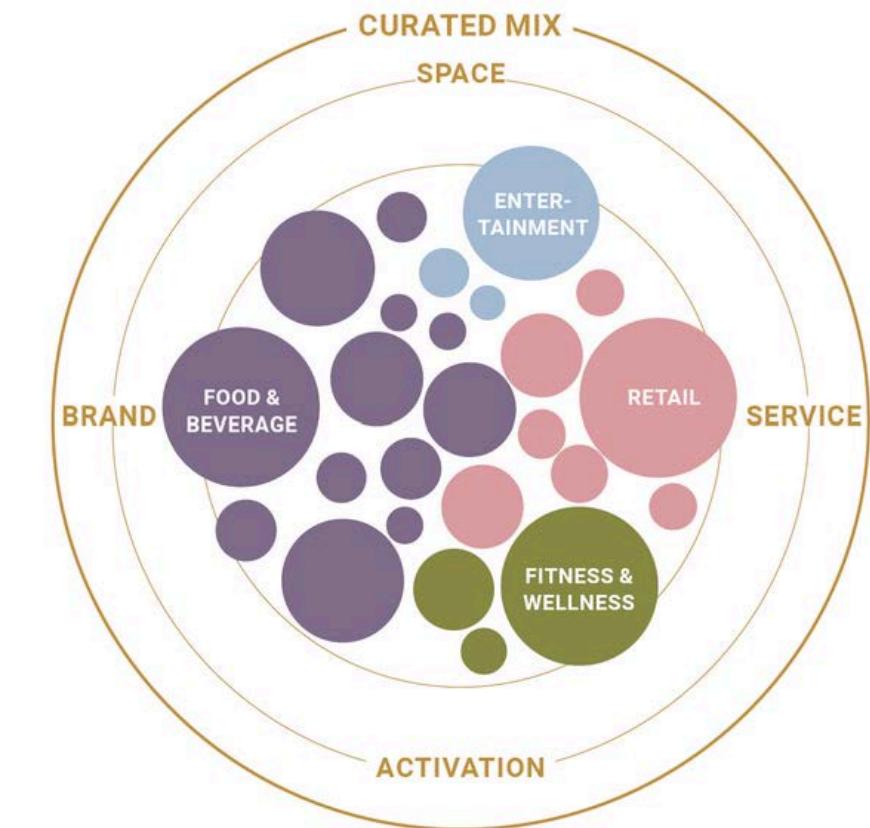
Successful mixed-use districts depend on the seamless integration of mobility, public space, and daily life. We design walkable, connected environments that maximize land efficiency through shared amenities, multimodal access, and intuitive circulation. Purposeful public spaces—supported by green infrastructure and active edges—encourage social interaction and support a resilient, people-centered district.

## COMMUNITY

Mixed-use places thrive when they reflect and elevate the social energy of the communities they serve. By blending work, leisure, culture, and living, we create environments that spark activity throughout the day and reinforce safety, identity, and belonging. The result is a destination that draws people in, encourages repeat visitation, and builds sustained market strength.support a resilient, people-centered district.

## PLACE-BASED, PHASED & FLEXIBLE

Grounded in economic analysis, demographic insight, community engagement, and policy awareness, our planning approach creates a development framework that enhances quality of life while enabling long-term economic growth. Each plan is intentionally flexible—capable of adapting to market shifts through a phased near-, mid-, and long-term strategy. This balance of vision and agility is essential for delivering a vibrant district that evolves with its community and remains resilient over time.



# Designing a Destination

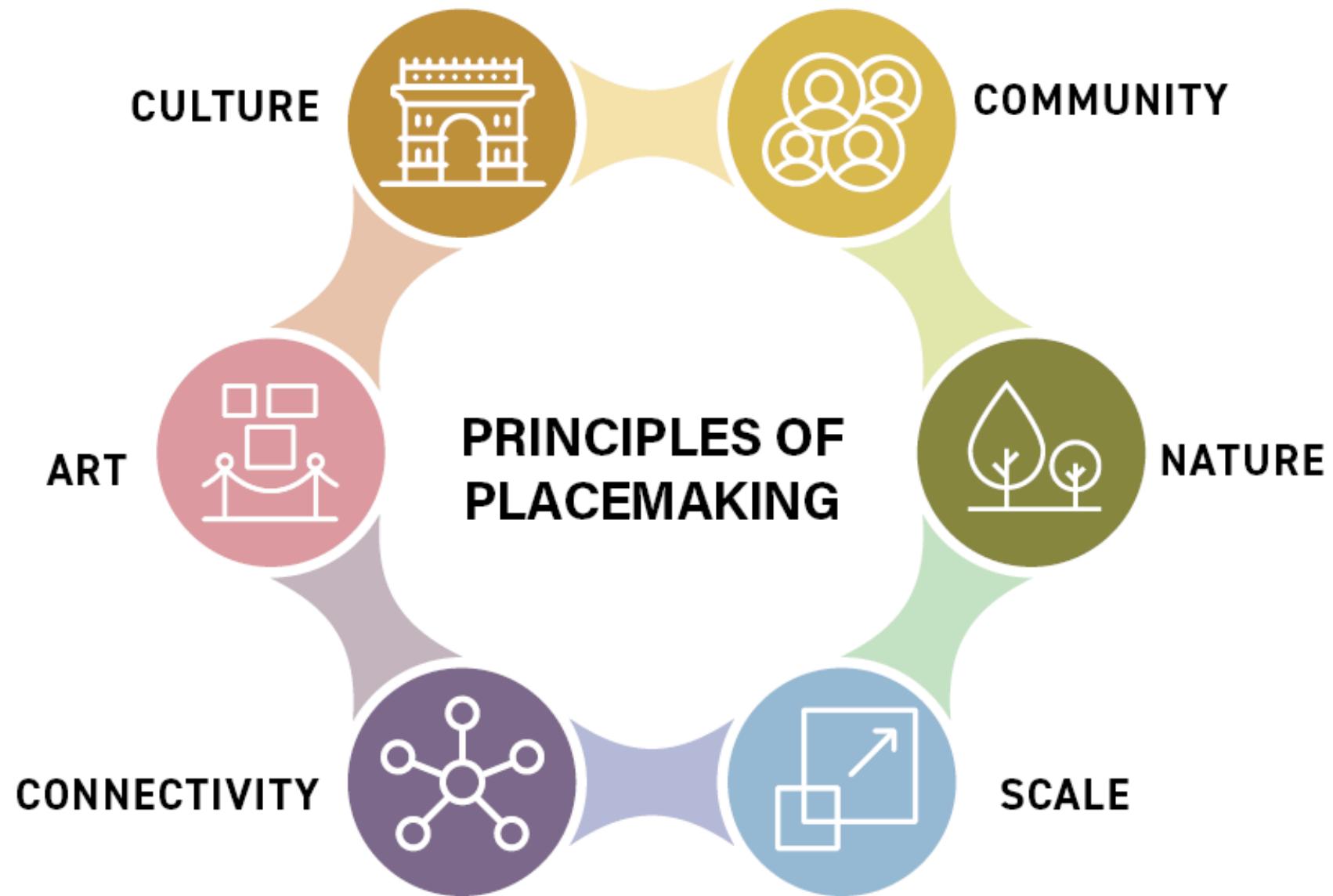
Placemaking is more than assembling uses on a site plan—it's the intentional craft of forging meaningful, lasting relationships between people, culture, and place.

Through our focused work on transformative urban districts, we've learned that the most **resilient and beloved destinations are built on six foundational principles: community, nature, scale, connectivity, art and culture.**

For the Historic Gas Plant District, Foundation Vision Partners, along with our world-class master plan architect, Gensler, apply these principles as the core framework to guide the master plan. We begin by **deeply embedding local stories, while centering surrounding neighborhoods through continuous, inclusive engagement** like workshops, listening sessions, and true co-creation. This builds genuine community ownership right from the start.

By prioritizing a highly walkable, interconnected public realm with flexible gathering spaces, integrated green infrastructure, and room for local businesses, cultural anchors, and everyday vitality, we **design a district that feels authentic and alive on day one** while remaining adaptable for generations.

This isn't about parachuting in new development—it's about **collaboratively shaping a vibrant, inclusive place** where residents feel truly seen and invested, visitors return again and again, businesses put down lasting roots, and the Historic Gas Plant District becomes a proud, enduring extension of St. Petersburg's soul.



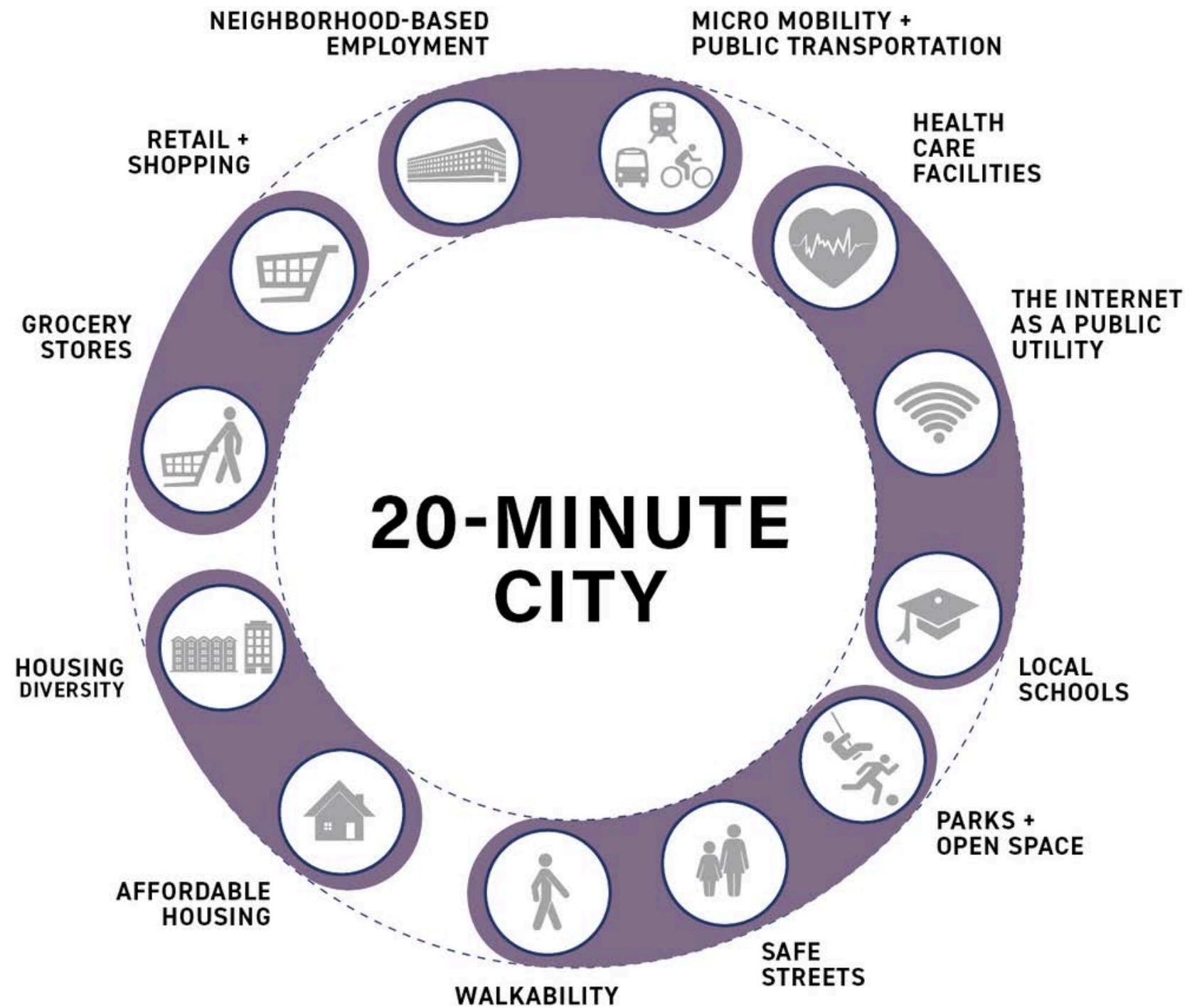
# Developing a 20-Minute City

## PUTTING PEOPLE AT THE CENTER

As urban populations grow and change rapidly, future cities must be shaped by the values, cultures, and daily experiences of their residents. **Successful urban places are never generic; they uniquely reflect their climate, heritage, economy, and history.** By centering people in design, planners and architects build healthy, vibrant, resilient communities that adapt over time. Urban design profoundly affects how we live, work, and connect —it can expand or restrict access to opportunity, well-being, and resources, with disparities often deciding who truly thrives.

Research increasingly shows that well-designed, dense neighborhoods advance both sustainability and equity. Higher density creates walkable and bikeable areas closely tied to daily needs. The **“20-minute city” concept captures this: residents reach essential services, jobs, amenities, and social spaces via short walks or rides.** This approach boosts outcomes, deepens social cohesion, and improves access to the elements that support health, prosperity, and quality of life.

Ultimately, the city of the future honors its distinct identity while embracing inclusive, people-centered principles to foster lasting, dynamic communities for all.



# Multi-Channel Outreach Meets Community Where They Are.

Our team brings a **dynamic set of engagement methods and tools**, led by Best Source, who facilitate participatory, energetic, and empathetic public engagement grounded in justice-centered, inclusive practices. We connect with a broad diversity of residents, City Council members, nearby businesses, City staff and community stakeholders through a **combination of analog and digital approaches**, ensuring accessibility across populations. Engagement is sustained throughout the project lifecycle—supported by a **Community Advisory Committee** that serves as an ongoing forum for dialogue and feedback—to help transform the 86-acre site into a truly resilient neighborhood made by and for St. Petersburg. Engagement processes and outcomes are synthesized into clear, concise summaries to ensure transparency and alignment with local leadership.



## ON THE GROUND

Include different scales of in-person outreach and engagement to **build personal relationships** and supplement digital outreach.

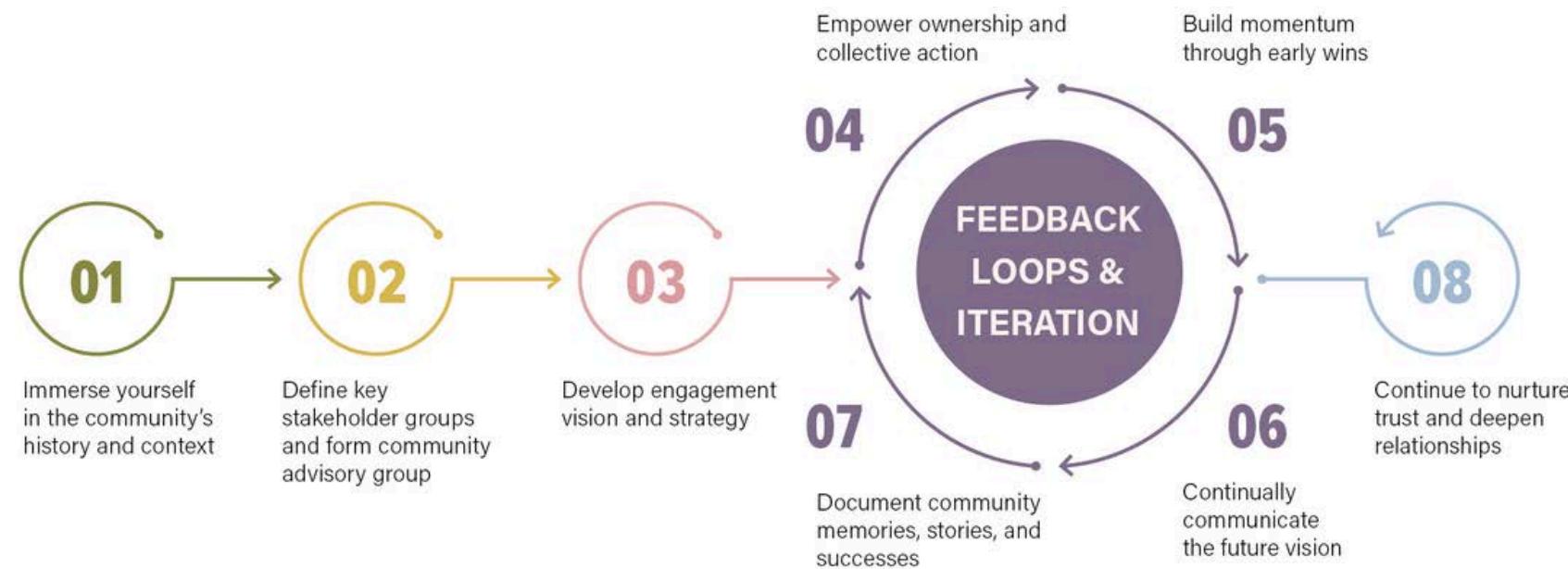
## DIGITAL & PRINT

Include different scales and types of communication formats that **reinforce in-person engagement** and expand outreach.

# Co-Creation Starts with Community Engagement

Our master planning effort for the Historic Gas Plant District is structured in phases, with **community engagement embedded as a continuous, collaborative thread throughout the entire lifecycle of the project**. This sets our approach apart by ensuring residents, stakeholders, and local organizations have meaningful input not only upfront in shaping the infrastructure, but also concurrently through a City-led process that defines vertical elements (building uses, intensities and densities) on a block-by-block basis.

Our approach to engagement is reflected in the diagram below. This ongoing dialogue allows real-time adaptation, nurturing trust through transparency, inclusivity, and accessibility while making participation effective, memorable, and joyful.



[Download this photo](#)

# Master Planning Expertise with Global Learnings

## MASTER PLANNING (GENSLER)

Our mission is to leverage our creativity, knowledge and global reach so that our clients can gain every competitive advantage from the innovative design solutions we deliver.

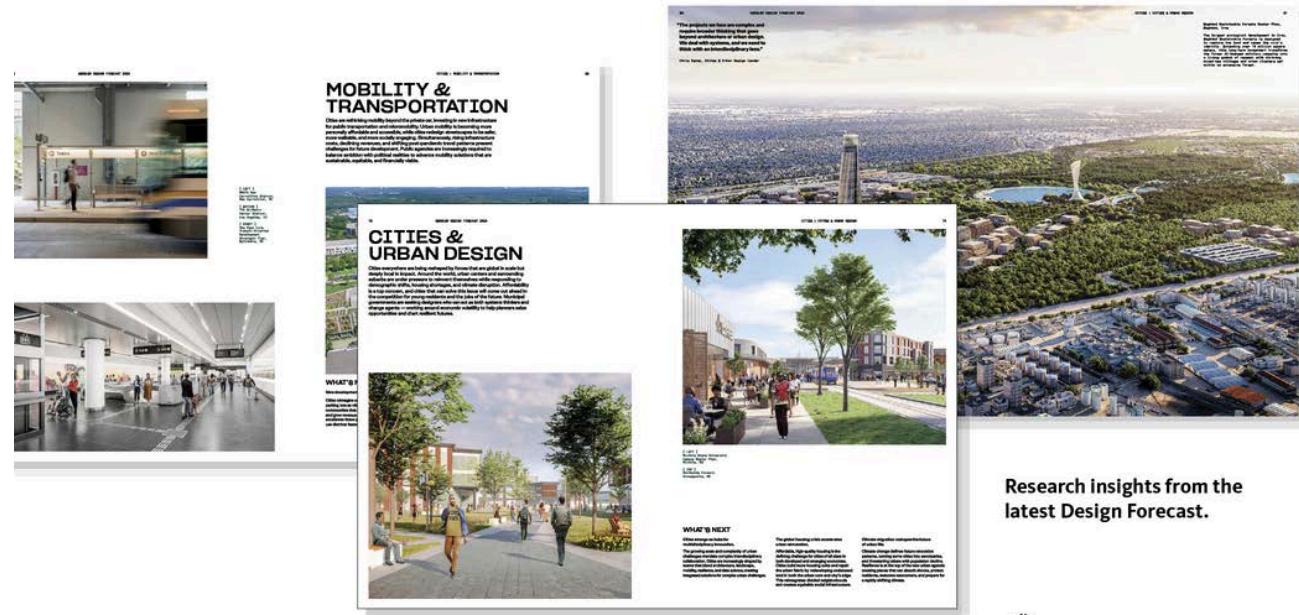
Our aim is to create places where people want to be, to help enrich our communities and to contribute to the success of cities in which we serve. Gensler's dedicated master planning team combines the skills of regional and site planners, urban designers, landscape architects and placemaking specialists to offer a complete range of services dealing with the planning and design of the built environment.

## APPROACH

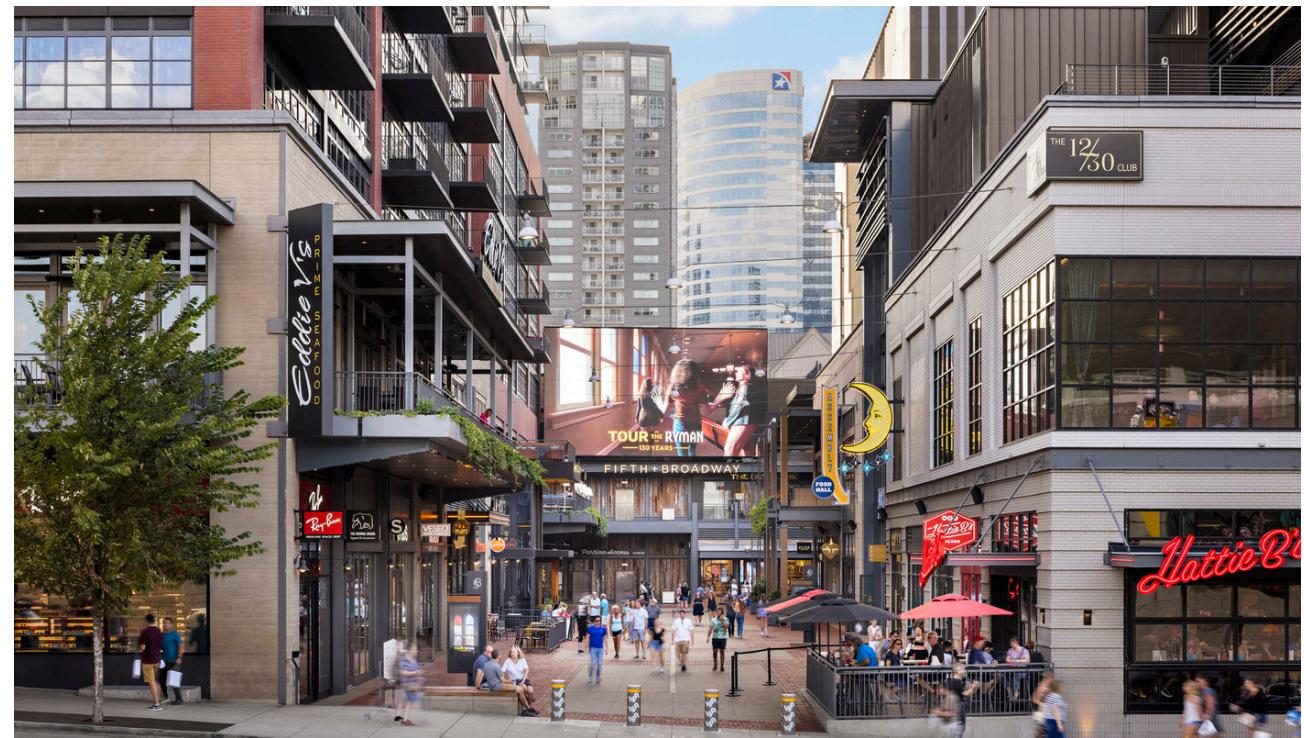
Based on methodical research and analysis, our approach to master planning is grounded in a thorough understanding of what makes an attractive place. We seek out creative and innovative solutions, whilst responding to the very specific conditions of a site, city or region, as well as addressing sustainability. We work in close collaboration with our clients and communities to develop high quality environments that respond to the aspirations and needs of their users.

## MASTER PLANNING SERVICE

- Create Zoning Codes
- Urban regeneration and site development work
- Urban design frameworks
- Design codes and guides
- Feasibility studies and site assessment
- Site assembly
- Legacy issue assessment
- Consultation and community engagement
- Participatory planning and design
- Placemaking and marketing
- Planning applications
- Team leadership and project management



Research insights from the latest Design Forecast.





Gensler

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VISION  
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