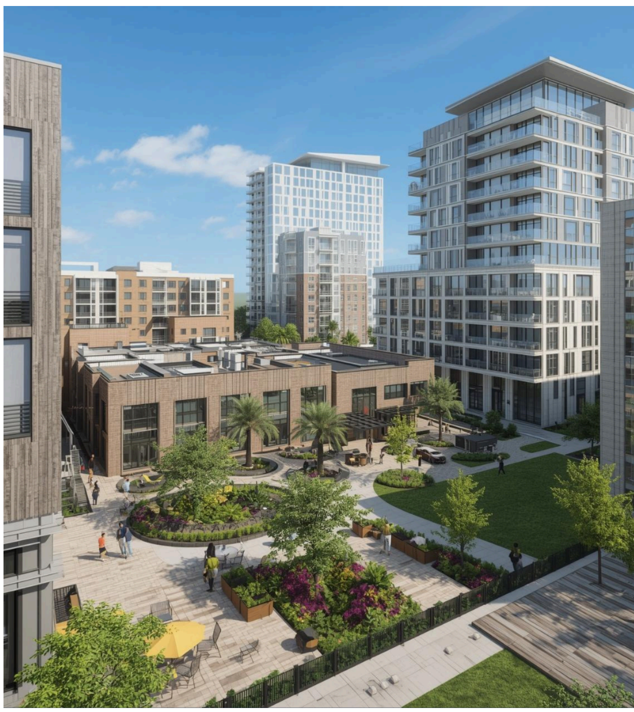

MLK Civic District

Downtown Clearwater Catalytic Mixed-Use Development

Submitted to:
City of Clearwater Community Redevelopment Agency

Reference No. 15-26

Submitted by: James Faison

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TABLE OF CONTENTS

EXECUTIVE NARRATIVE

A Civic Anchor for Downtown Clearwater

A city does not get many true “front door” moments.

This 3.3-acre assemblage at the edge of Downtown Clearwater. Seven parcels that collectively read like a single canvas, is one of them. It is the first handshake, the first impression, the first block that tells residents and visitors: “Welcome to Downtown Clearwater. This is who we are becoming.”

Our proposal treats that responsibility as a once-in-a-generation opportunity: not to “fill land,” but to anchor a new, walkable, mixed-use micro-district that can stand on its own as a destination, even before surrounding parcels redevelop. Because catalytic means it works immediately and it keeps working for decades.

This proposal is grounded in a clear understanding of the Clearwater Community Redevelopment Agency’s mandate. To catalyze long-term economic vitality, deliver measurable community benefit, and steward public land toward outcomes that the private market alone has not yet produced.

Accordingly, this submission does not treat the site as a single building opportunity. It proposes the creation of a compact, mixed-use gateway district. One that is designed to function as a complete destination from day one, even absent adjacent development, while simultaneously accelerating investment and confidence across Downtown Clearwater over the next twenty years.

The vision is straightforward and ambitious, anchored by housing that stabilizes and retains the local workforce. Hospitality that draws regional and national visitors. Commercial and public-realm uses that activate the street, support small business, and generate daily economic life through a phased, financeable delivery strategy that protects the City and CRA from execution risk.

This is not speculative placemaking. It is a disciplined, executable district strategy. Designed to meet the CRA’s stated evaluation criteria while setting a new benchmark for catalytic redevelopment in Clearwater.

The role of the proposer is not to dominate these uses, but to steward their integration, ensuring that each element strengthens the others and that the district performs as a whole economically, socially, and operationally. For decades to come.

PROJECT DESCRIPTION

Site Overview- Size, Appearance and Uses

The proposal encompasses all seven CRA-owned parcels totaling approximately **3.3 acres** within Downtown Clearwater, anchored along South Martin Luther King Jr. Avenue and Washington Avenue. The site's scale, frontage, and proximity to transit, civic institutions, and downtown assets uniquely position it to function as a district-level infrastructure, rather than a single-use development:

- 205 S Martin Luther King Jr. Ave – 88,310 SF (Parcel 0030)
- Washington Ave S – 7,850 SF (Parcel 0035)
- Washington Ave S – 7,850 SF (Parcel 0034)
- Pierce St – 4,800 SF (Parcel 0060)
- S Martin Luther King Jr. Ave – 7,500 SF (Parcel 0061)
- S Martin Luther King Jr. Ave – 7,500 SF (Parcel 0062)
- 1110 Gould St – 23,550 SF (Parcel 0063)

The proposed program is organized around three coordinated anchors, each with independent financing logic and execution discipline, yet intentionally interdependent in function:

1. Residential Anchor: A mixed-income housing component delivering market-rate, workforce, and affordable units to stabilize daily population and support downtown businesses.

2. Hospitality Anchor: A boutique, soft-branded hotel providing visitor demand, group activity, and evening/weekend economic lift.

3. Commercial / Civic Anchor: A ground-floor destination designed as a food-hall-led market, flexible event space, and small-business incubator, serving as the district's public living room.

This structure allows each component to perform independently while reinforcing the district as a whole. No single use carries the project alone. Risk is distributed. Activity is constant.

RESIDENTIAL ANCHOR & WORKFORCE COMMITMENT

The residential component is structured as a 75 unit mixed-income delivery, combining market-rate units with workforce and affordable housing in a manner consistent with CRA priorities and Downtown Clearwater's long-term housing needs.

The residential component is intentionally positioned as the first phase and stabilizing anchor of the district. Delivering immediate occupancy, predictable demand for on-site commercial uses, and long-term community presence.

Importantly, the residential program is paired with a workforce development commitment, not as an accessory, but as a core value proposition:

- Job training and placement pathways tied to onsite hospitality, food, and commercial operations
- Small-business incubation support for residents and local entrepreneurs
- Collaboration with institutional and academic workforce and community design programs to align education, training, and real-world opportunity

The City is not only enabling housing delivery, but anchoring a system that produces jobs, skills, and long-term economic participation.

DENSITY, ZONING & FUTURE OPTIONALITY

The project is designed to be fully compliant under current zoning assumptions, including baseline parking requirements, while preserving the ability to pursue density optimization strategies, including Live Local Act provisions or Downtown bonus frameworks, in collaboration with the City post-award.

This optionality is deliberate.

By preserving vertical and programmatic flexibility, the City retains leverage to:

- Increase unit yield if housing demand or funding conditions warrant
- Reduce per-unit land cost through scale rather than subsidy
- Balance parking strategy over time through structured solutions rather than surface dominance

The initial proposal does not rely on these tools to be viable, but demonstrates the foresight to deploy them responsibly if aligned with City objectives.

HOSPITALITY ANCHOR (MARKET SIGNAL & DEMAND ENGINE)

The hospitality component is structured as an 80–100 key boutique hotel, intentionally scaled for downtown Clearwater's urban infill context and designed to complement, not compete with existing lodging supply.

The hospitality anchor serves three primary functions within the district:

• It introduces consistent visitor demand that supports on-site commercial tenants and surrounding downtown businesses.

• It extends economic activity into evenings and weekends, strengthening daypart diversity across the district.

• It signals market confidence by bringing institutional hospitality underwriting to the site.

The hotel is anticipated to align with a soft-brand strategy, allowing for independent positioning and locally rooted identity while leveraging the strength of a national reservations and distribution system. This structure balances authenticity with performance discipline.

Importantly, the hospitality component is capitalized independently from the residential and commercial phases. A separate entity structure will finance, develop, and operate the hotel, ensuring underwriting clarity and reducing cross-phase exposure.

This separation strengthens overall feasibility while maintaining coordinated design and programming across the district.

The hospitality anchor is not speculative. It is a calibrated demand generator designed to support small businesses, activate the civic core, and reinforce downtown Clearwater as a destination market.

COMMERCIAL / CIVIC ANCHOR (CATALYTIC CORE)

The commercial component, approximately 50,000 square feet. It is intentionally designed as the project's civic face and economic engine.

Rather than traditional retail, the program follows a proven national–style model, adapted for Clearwater's scale and market:

- 35–45% Market Hall / Food Hall (Anchor Use)
  A curated mix of local food operators, specialty vendors, and small concepts designed to lower barriers to entry while generating daily foot traffic.

- 15–25% Flexible Event & Assembly Space
  Convertible space for community gatherings, private events, corporate functions, and cultural programming—supporting both revenue generation and civic use.

- 15–25% Coworking / Incubator / Membership Workspace (Weekday Driver)
  Dedicated space for entrepreneurs, creators, small businesses, and workforce programming, ensuring weekday daytime demand and stabilizing NOI.

- Balance: Signature Concepts & Supporting Retail
  One to two destination operators or locally rooted concepts that extend dwell time and anchor identity.

This mix is not aesthetic. It is underwriting logic.
It creates 7-day, multi-daypart demand, reduces weekend dependence, and supports sustainable operations without relying on speculative leasing assumptions.

The commercial anchor is designed to be walkable, porous, and civic in character, intentionally blurring the line between public space and private enterprise, exactly the condition that successful urban districts require.

2. PURCHASE PRICE OFFER

Proposed Purchase Price

The Proposer recognizes the City of Clearwater CRA's stated preference for strong financial consideration in the disposition of these seven parcels, including the appraised value of $2,520,000 and the competitive interest that the site has generated.

At the same time, this proposal is intentionally structured around the CRA's broader mandate: to catalyze long-term economic vitality, deliver workforce and affordable housing outcomes, and activate Downtown Clearwater in ways that the private market has not yet produced on this site.

Accordingly, the Proposer submits a purchase price offer below the appraised value of Two Million One Hundred Fifty Thousand Dollars ($2,150,000), paired with a development program that internalizes significant public benefit directly into the project Economics.

This approach reflects a widely established redevelopment precedent in CRA-led urban core revitalization efforts nationwide, where public entities elect to recapture value through outcomes rather than land price alone, particularly when:

- Workforce or affordable housing is a core project component;
- The site requires catalytic activation rather than speculative holding;
- The proposed development materially advances CRA goals beyond what a highest-price bidder is likely to deliver.

In this case, the requested land pricing structure directly enables:

- The delivery of mixed-income workforce housing on a site where land cost is a primary feasibility constraint;
- The creation of permanent construction-to-employment pathways tied to both the build-out and ongoing operations of the district;
- A phased, financeable development strategy that reduces execution risk to the CRA while ensuring full build-out rather than partial or delayed development;
- A mixed-use district that produces sustained tax base, job creation, and economic activity exceeding the one-time incremental gain of a higher land sale price.

The Proposer respectfully submits that maximizing public return for this site is best measured not solely by upfront land proceeds, but by the long-term economic, housing, and community outcomes generated over the life of the project.

For this reason, the purchase price offer should be evaluated in concert with the project's documented ability to:

- Deliver catalytic redevelopment at a critical downtown gateway;
- Close demonstrated financing gaps without future extraordinary subsidy requests;
- Produce a materially higher return on public investment over time through housing stability, employment, and private reinvestment.

The Proposer welcomes collaboration with the CRA to finalize a purchase structure that balances immediate consideration with long-term public value, consistent with the intent and flexibility articulated in the solicitation.

FINANCIAL PRESENTATION

D. Sources and Uses Summary

Uses

Category	Amount
Land	$2,150,000
Hard Costs	$45,750,000
Soft Costs	$8,035,000
Contingency	$2,450,000
Site & Infrastructure	$4,015,000
Total	**$66,400,000**

Sources

Source	Allocation
Residential Debt & Equity	$20,250,000
Hospitality Debt & Equity	$22,500,000
Commercial Debt & Equity	$17,250,000
Sponsor / District Equity	$4,250,000
Total	**$66,400,000**

Development budgets (by anchor) are detailed in the Appendix.

Please note- The development team has secured a formal Letter of Interest from a regional financial institution to finance the acquisition of the subject property, subject to customary underwriting and closing conditions.

This indication of financing demonstrates immediate post-award capital readiness and confirms lender confidence in the feasibility and structure of the proposed district.

Land acquisition financing will be executed independently from the residential and hospitality vertical capital stacks, ensuring disciplined sequencing and minimizing pre-development risk exposure.

PROJECT TIMELINE

The MLK Civic District will be delivered through a disciplined, phased implementation strategy designed to reduce capital risk, allow coordinated infrastructure delivery, and ensure stable market absorption.

All milestone timing below is measured from the date of formal CRA award and execution of a Development Agreement.

Phase 0: Pre-Development & Entitlement (0–9 Months Post-Award)

- Execute Development Agreement with CRA
- Complete site surveys, geotechnical studies, and due diligence
- Finalize architectural design and engineering
- Confirm density approach (baseline zoning or Live Local provisions, if applicable)
- Submit site plan and building permit applications
- Secure vertical financing commitments
- Close on land acquisition

This phase culminates in financial closing and readiness for vertical construction.

Phase I: Residential Anchor Construction (9–24 Months Post-Award)

- Commence construction of mixed-income residential building
- Deliver structured or compliant parking solution as approved
- Begin workforce development programming coordination during construction
- Lease-up begins approximately 18–24 months post-award

Residential delivery establishes the permanent resident base that anchors the district's long-term vitality.

Phase II: Hospitality Anchor Construction (12–30 Months Post-Award)

- Form independent hospitality entity
- Secure construction financing and brand alignment
- Commence hotel construction following residential vertical progress
- Hotel delivery targeted within 24–30 months post-award

Phasing hospitality slightly behind residential reduces absorption risk and aligns opening with established district activation.

Phase III: Civic / Commercial Activation (18–32 Months Post-Award)

• Final build-out of food hall, incubator, and event spaces
• Anchor tenant onboarding
• Workforce and small business incubation programming launch
• Coordinated grand opening aligned with residential stabilization and hotel opening

This sequencing ensures the civic component opens into a district already populated by residents and supported by hospitality demand.

Execution Discipline

The phased approach allows:

• Independent capital stacks for each anchor
• Controlled exposure to market volatility
• Flexibility in density execution
• Early residential occupancy to support later phases
• Scalable district growth if demand warrants expansion

The Proposer is prepared to initiate Phase 0 activities immediately upon award and Development Agreement execution.

EXECUTION TEAM & COMPARABLE EXPERIENCE

Residential execution will be co-developed with already identified, nationally experienced affordable housing development partners with extensive mixed-income portfolios across 18 states and a CDC affiliated partner.

Hospitality execution will be delivered by a development and management team with more than 40 ground-up hotel developments across 19 states, including urban infill boutique and soft-brand properties.

Architectural services provided by an AIA-licensed firm with multi-family, hospitality, and mixed-use urban infill experience.

The CRA is not selecting a single individual; it is selecting a delivery team.

Our team structure is intentionally built to meet the RFP requirement for “completed projects of similar or greater scope and cost” through the execution partners responsible for each discipline:

- Residential execution partner: comparable workforce/affordable/mixed-income multifamily delivery
- Hospitality execution partner: comparable boutique hotel delivery and operations readiness
- District Lead / Steward (Proposer): project orchestration, stakeholder alignment, procurement discipline, and partnership integration

Comparable projects for the execution partners are detailed in the Appendix.

CONCLUSION

This proposal does not ask the City of Clearwater to take a leap of faith.

It asks the City to take a measured step forward. Guided by discipline, optionality, and a clear understanding of what makes downtowns endure.

The project is designed to grow with the City, not ahead of it.

To serve residents, not displace them.

To activate land, not simply occupy it.

Most importantly, it is structured so that twenty years from now, the City can look back and say:

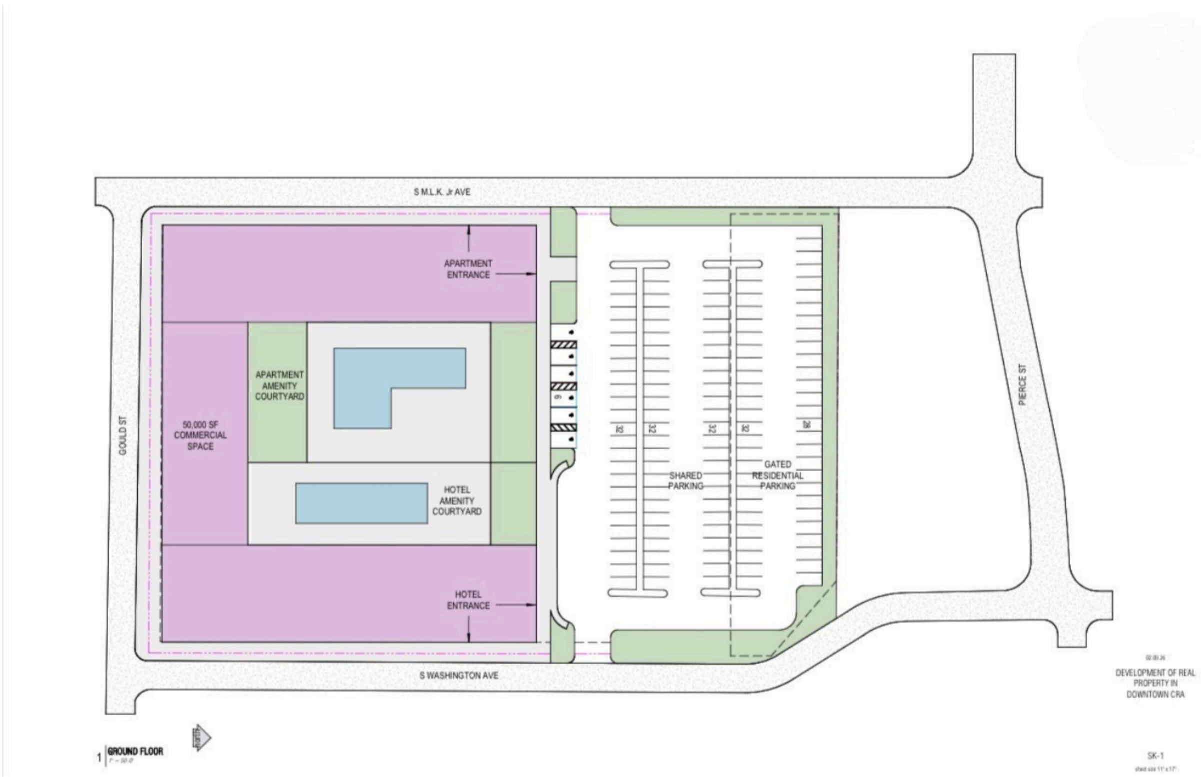
This was the right use.

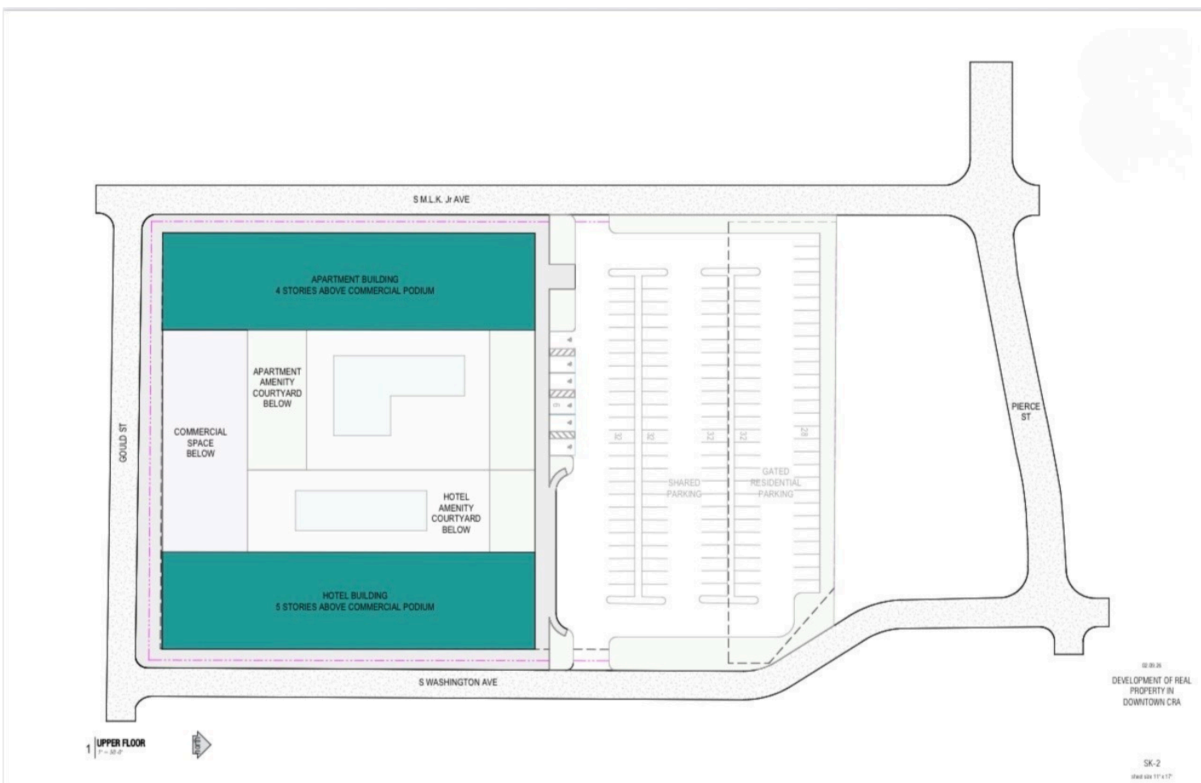
This was the right moment.

And this was the right steward.

APPENDIX

Appendix A – Conceptual Site Plan/Program Verification





The attached conceptual site plan has been prepared to verify that the proposed program can be accommodated on the 3.3-acre site under current zoning parameters.

The plan illustrates:

• Two primary vertical components:

- A residential tower (approximately 4 stories above activated ground floor)
- A hospitality tower (approximately 5 stories above activated ground floor)

• Approximately 50,000 square feet of ground-level commercial and civic activation, including:

- Market hall / food hall anchor
- Event and flexible assembly space
- Lobby and amenity functions for both residential and hotel components

• A central courtyard designed as shared amenity and public-facing open space.

• Surface parking configured to meet current baseline code requirements:

- 1.0 space per apartment unit
- 0.75 space per hotel key
- Total required: 150 spaces
- Total provided: 162 spaces (12 spaces above minimum)

This plan reflects compliance under existing density allowances. Should additional density tools (including Live Local provisions or development bonuses under Section C-301) be utilized, structured parking would be incorporated to preserve ground-level activation and urban design quality.

This drawing is intentionally schematic and demonstrates physical feasibility. Final design would be refined in collaboration with City staff following award and confirmation of development pathway.

District Investment Summary

A. Development Budget – Residential

Total: $20,250,000

Category	Amount
Hard Construction	$15,750,000
Soft Costs	$2,835,000
Contingency	$900,000
Allocated Sitework	$765,000
Total	**$20,250,000**

Stabilized Assumptions:

- Avg Rent: $2,050/month
- Vacancy: 8%
- Expense Ratio: 35%
- NOI: ~$1,100,000

B. Development Budget – Hospitality

Total: $22,500,000

Category	Amount
Hard Costs	$18,000,000
Soft Costs	$3,500,000
Contingency	$1,000,000
Total	**$22,500,000**

Stabilized Assumptions:

- ADR: $215
- Occupancy: 68%
- NOI: ~$1,800,000

Capitalized through a separate entity.

C. Development Budget – Civic / Commercial

Total: $17,250,000

Category	Amount
Hard Costs	$13,000,000
Soft Costs	$2,600,000
Contingency	$650,000
Site Allocation	$1,000,000
Total	**$17,250,000**

Stabilized Assumptions:

- Blended Rent: $26/SF
- Vacancy: 12%
- Expense Ratio: 25%
- NOI: ~$858,000

The Proposer intends to form a single-purpose development entity, Clearwater MLK Civic District Holdings, LLC, prior to closing, for purposes of land acquisition and project execution. The Managing Member will be controlled by the District Lead and structured to allow vertical execution partners to participate in discrete phases as appropriate.

Comparable Project Summaries – Execution Partners

I. Hospitality Development & Operations Experience

(Hospitality Anchor)

Firm Overview

A full-service hospitality development and management firm with experience spanning more than 40 ground-up hotel developments across 19 states, in addition to numerous adaptive reuse projects, brand conversions, and repositionings. The firm has operated in urban cores, resort markets, and destination-driven environments with particular expertise in boutique, independent, and soft-branded properties.

Relevant Comparable Experience:

Port Washington, WI

- Urban waterfront leisure market
- Walkable downtown location
- Brand repositioning from Holiday Inn to independent property
- Subsequent conversion to soft branded hotel

Relevance to Clearwater Proposal:

Demonstrates successful repositioning and soft-brand alignment in a leisure-driven waterfront market similar in scale and tourism orientation to downtown Clearwater. Achieved increased ADR and expanded group demand following strategic brand repositioning.

Hillsborough, NC

- Historic downtown hotel
- Full renovation and conversion to soft brand
- Third-party management by proposed partner

Relevance:

Shows experience operating within historic downtown contexts, balancing preservation with brand performance. Demonstrates ability to enhance distribution without compromising local character.

Fort Myers Beach, FL

- Waterfront independent hotel
- Leisure-driven Florida coastal market
- Owned and operated by proposed partner

Relevance:

Demonstrates direct Florida coastal market execution and performance in a tourism-driven environment comparable to Clearwater's visitor base.

Proposed Role:

Hospitality execution partner responsible for hotel capitalization, development oversight, brand alignment strategy, and operational management through a separately capitalized entity.

II. Residential Mixed-Income Development Experience

CDC-Affiliated Development Execution Team

(with Co-Development Structure Supported by Experienced Affordable Housing Partners)

The residential anchor will be delivered through a co-development framework supported by CDC-affiliated leadership and nationally recognized affordable housing development expertise.

Representative Comparable Projects (National Affordable Housing Portfolio)

Portfolio Overview:

Multi-state developer with extensive experience delivering affordable and mixed-income communities utilizing layered capital structures and long-term ownership models. Experience includes LIHTC, HOME, bond financing, and public-private housing partnerships.

Portsmouth, Virginia

Program / Scale: 50 residential units with integrated first-floor commercial space supporting restaurant and community-oriented operators.

Clearwater Relevance:

- Demonstrates housing paired with activated street-level uses
- Supports mixed-use implementation aligned with civic anchor strategy

Atlanta, Georgia

Program / Scale: 56 mixed-income units serving residents from multiple AMI levels, including supportive housing and shared resident amenities.

Clearwater Relevance:

- Demonstrates execution of mixed-income residential delivery
- Aligns with workforce and affordability objectives identified by CRA priorities

Norfolk, Virginia

Program / Scale: 128-unit residential community redevelopment including upgraded community amenities and long-term asset stewardship.

Clearwater Relevance:

- Shows ability to execute financially disciplined housing programs
- Reinforces operational stability and responsible long-term ownership

Hickory, North Carolina

Program / Scale: 50-unit elevator-served residential building with community spaces and transit-adjacent location.

Clearwater Relevance:

- Demonstrates efficient mid-rise multifamily delivery
- Supports density strategies tied to walkability and transit access

III. Commercial / Civic Anchor Design & Urban Planning Experience

Urban Mixed-Use & Hospitality Architecture

Professional Overview:

Registered Architecture firm with experience in mixed-use, hospitality, multifamily, and urban infill development. Experience includes site planning, density optimization, podium integration, and parking strategy within constrained downtown environments.

Relevant Project Types:

Armature Works (The Heights)-Tampa, Florida

Program / Scale: Adaptive reuse of a historic industrial building into a market hall featuring food vendors, restaurants, event venues, coworking space, and public plaza activation.

Relevant Experience: Demonstrates design leadership for a civic-oriented commercial anchor where food hall, event space, and flexible programming operate as a unified economic engine.

Clearwater Relevance:

- Proven precedent for a market hall–driven catalytic district
- Supports 7-day activation through mixed uses
- Direct analogue for the proposed civic anchor strategy

The Pearl Apartments (The Heights)- Tampa, Florida

Program / Scale: 314 residential units with approximately 28,000 SF of ground-floor retail integrated with structured parking and internal courtyards.

Relevant Experience: Mixed-use residential podium design integrating housing, retail, and parking within a walkable district framework.

Clearwater Relevance:

- Demonstrates residential stabilization paired with commercial activation
- Illustrates effective parking integration within urban constraints

- Directly aligns with proposed residential-plus-civic layering strategy

Madeira Beach Town Center Master Plan- Madeira Beach, Florida

Program / Scale: Town-center redevelopment including hotels, mixed-use buildings, retail corridors, civic plazas, marina integration, and pedestrian-oriented public realm.

Relevant Experience: District-scale planning and placemaking where multiple program elements operate cohesively rather than as isolated projects.

Clearwater Relevance:

- Comparable district assembly model (hospitality + retail + public space)
- Demonstrates experience designing catalytic urban environments
- Supports long-term civic identity and destination positioning

Salvador Condominiums- St. Petersburg, Florida

Program / Scale: 13-story residential tower including ground-level restaurant and activated lobby frontage.

Relevant Experience: Urban frontage activation and vertical residential integration within dense downtown conditions.

Clearwater Relevance:

- Illustrates street-level programming supporting pedestrian engagement
- Reinforces philosophy of active edges rather than inward-facing development

Bliss Condominiums- St. Petersburg, Florida

Program / Scale: High-rise residential development utilizing advanced parking integration to maximize land efficiency.

Relevant Experience: Parking strategy integration within constrained urban sites.

Clearwater Relevance:

- Supports feasibility of structured parking solutions if density increases
- Demonstrates architectural expertise addressing parking as design infrastructure

The Graham at Gracepoint- Tampa, Florida

Program / Scale: Affordable/supportive housing community including residential units, shared services, workforce-support facilities, and community spaces.

Relevant Experience: Integration of housing with supportive services and community-focused programming.

Clearwater Relevance:

- Directly reinforces workforce development and community benefit commitments
- Demonstrates design capability supporting long-term social and economic outcomes

Appendix D – Governance/Execution Framework

Governance & Execution

The proposed MLK Civic District will be delivered through a coordinated development structure that combines centralized project oversight with specialized execution partners. The intent is to provide clear accountability, disciplined delivery, and a seamless integration of residential, hospitality, and civic-commercial components into one cohesive district.

District Lead Oversight

The Proposer will serve as the District Lead, responsible for overall project coordination, including:

- District vision, planning, and phasing
- Alignment between residential, hospitality, and commercial components
- Coordination with the CRA and City of Clearwater
- Integration of community and workforce commitments
- Oversight of execution partners to ensure cohesive delivery

This structure ensures a single point of accountability while allowing each component to be executed by experienced specialists.

Residential Execution

Residential execution will be co-developed with nationally experienced affordable housing development partners with extensive mixed-income portfolios across multiple states.

Key responsibilities include:

- Residential financing and underwriting
- Housing compliance and affordability execution
- Construction delivery
- Property operations and lease-up

The residential component is positioned as the first stabilizing phase, providing long-term occupancy and daily demand for the broader district.

Hospitality Execution

The hospitality component will be delivered through an experienced hotel development and management team with a national track record in boutique and soft-branded properties.

Key responsibilities include:

- Hotel capitalization and financing
- Brand and market positioning
- Development execution and opening
- Ongoing operational management

Hospitality financing and execution will operate as an independent structure while remaining aligned with overall district strategy.

Commercial / Civic Anchor Execution

The commercial civic component will be developed under the direction of the District Lead, working with specialized operators and leasing partners to implement the market hall, incubator, and event-driven programming.

Key responsibilities include:

- Leasing and tenant curation
- Food hall and market hall implementation
- Event and community programming
- Long-term asset stewardship

This component serves as the district's public-facing economic and placemaking engine.

Design & Planning Team

The project is supported by experienced urban design and architectural leadership responsible for:

- Conceptual site planning
- Massing and layout strategy
- Parking and circulation planning
- Mixed-use district integration

Design work at this stage is conceptual and intended to demonstrate feasibility and cohesive district intent.

Execution Summary

This framework creates a clear and disciplined delivery model:

- One master development vision
- Specialized execution by asset class
- Separate capital stacks coordinated under unified oversight
- Integrated community and workforce outcomes

Together, this structure ensures the project can move from concept to execution while maintaining flexibility, accountability, and alignment with CRA objectives.

Academic & Workforce Integration Experience

Institutional & Academic Collaboration: Workforce & Community Design Programming

While not a formal development partner, already identified institutional collaboration would include alignment with workforce development, community design research, and entrepreneurship programming.

Potential Areas of Collaboration:

- Workforce training pathways connected to hospitality and commercial operations
- Community design engagement
- Small-business incubation advisory
- Research partnerships related to mixed-use urban development

This partnership framework enhances long-term community benefit and aligns with CRA priorities without requiring binding pre-development agreements at submission.

Thank You

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