



During the summer of 2015, the City of St. Petersburg and the GAI Community Solutions Group collaborated with representatives of the institutions located in the area referred to as the St. Pete Innovation District. This report summarizes the nature of our discussions, a rubric for district activities, and a vision for the future.

KEY PARTNERS

WORKSHOP PARTICIPANTS

City of St. Petersburg Participants

Kanika Tomalin, Deputy Mayor Alan DeLisle, City Development Administrator Chris Ballestra, Development Coordination Managing Director Dave Goodwin, Planning and Economic Development Director Sophia Sorolis, Manager of Economic Development Brian Caper, Economic Development

District Participants

Amy Maguire, All Children's Hospital / John Hopkins Chris Steinocher, Chamber of Commerce Jeff Hearn, Foundation for a Healthy St. Pete Joni James, Downtown Partnership Kanika Tomalin, Deputy Mayor St. Pete Peter Betzer, Downtown Partnership Rob Kapusta, Downtown Partnership Shawna Nelson, USFSP Tim Franklin, Poynter Institute John Dickson, USFSP Tonya Elmore, Tampa Bay Innovation Center Ann Wykell, USFSP Lisa Nummi, Bayfront Health

Stakeholder Interviewees

Anita Lake, All Children's Hospital
Bill Hogarth, Florida Institute of Oceanography
Chris Steinocher, Chamber of Commerce
Darryl LeClair, Echelon LLC
Jackie Dixon, Dean, USF School of Marine Science
Joni James, Downtown Partnership
Kanika Tomalin, Deputy Mayor St. Pete
Kathy Gillette, Bayfront Health
Lisa Nummi, Bayfront Health
Peter Betzer, Downtown Partnership
Rob Kapusta, Downtown Partnership
Scott Nolin, All Children's Hospital
Tim Franklin, Poynter Institute
Tonya Elmore, Tampa Bay Innovation Center

GAI Community Solutions Group

Pete Sechler Richard Levey Andrew McCown Claudia Ray-Centeno

EXECUTIVE SUMMARY

A VISION FOR A DISTRICT

The area immediately south of downtown St Petersburg is a remarkable opportunity. Higher education, marine & life sciences, healthcare, business incubation and media communication are clustered within an area of open space, industry, aviation, port and residential. To explore new potential, several community entities and institutions have convened to discuss how to join together and thoughtfully address issues of mutual concern and shared opportunity while recognizing individual needs and objectives. St. Petersburg's 'Innovation District' includes world class specialists and ground breaking innovators. The possibilities are enormous.

DISTRICT DEFINITION

A District is an environment that allows for an integrated mix of related activities within and understandable, coordinated place. Though they can exist for a multitude of purposes, all successful districts have certain characteristics in common:

- Leadership
- Shared Ideas and Mission
- Mutual and Individual Benefits
- Vibrant Economies
- Adaptable to Meet Opportunities
- Safe and Secure

INITIAL FOCUS ACTIVITIES

DISTRICT GOVERNANCE & LEADERSHIP

- Board to adopt by-laws.
- Hire an Executive Director.

- Find a site for future board meetings within the district.
- Keep the high-level officers of the institutions involved .

STRATEGIC GUIDANCE

SUBCOMMITTEE: RESEARCH, COLLABORATION & COMMERCIALIZATION

Intellectual Collaboration

- Set up a platform and process for regular communication between district partners – which could include a quarterly or bi-annual 'share' conference.
- Establish a district newsletter focusing on programs, events and accomplishments .

Economic Leveraging

 Explore "Center of Excellence" concept for research, collaboration and technology transfer.

Marketing and Brand Identity

- Develop branding strategy for the district.
- Explore potential for leveraging the Poynter Institute platform for thought leadership and media exposure.

Funding and Finance

 Discuss recurring funding strategies in order to make strategic hires, to pay for marketing materials, and to conduct studies and design work.

CREATION OF PLACE

SUBCOMMITTEE: PLACEMAKING AND REAL ESTATE

Facility Needs

- Design Standards to enhance "urban walkability" characteristics.
- Define strategic institutional facility sites.

Supportive Uses

- Identify a "quick win" opportunity for a district support (nonclinical) use
- Explore the need for 'independent' available space to take institutional ideas and technologies to the marketplace.

Infrastructure, Circulation and Parking

- District wayfinding plan.
- Explore opportunities to bring the Looper into the District.
- Explore shared parking facility.
- Streetscapes and gateways plan.

Property Ownership

- Establish a Real Estate Working Group to explore opportunities for collaborative development on at least two clearly identified candidate locations for a **Town Center**.
- Identify linkages of available/underutilized building space for possible interim incubator use.

DEFINING A DISTRICT

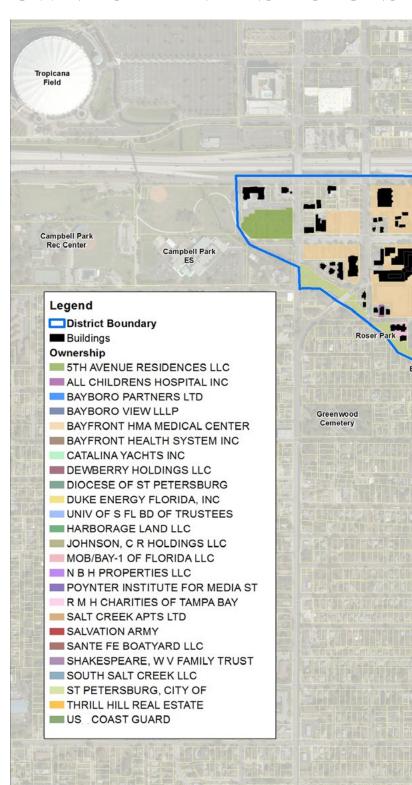
Just south of downtown St. Petersburg, Florida, institutions and property owners have come together with the help of the City, Chamber of Commerce, Downtown Partnership and economic development groups, to change their collective futures. Traditionally known as Bayboro, the area roughly forms a triangle flanked on the north by downtown, on the west by residential neighborhoods, and on the east by Tampa Bay.

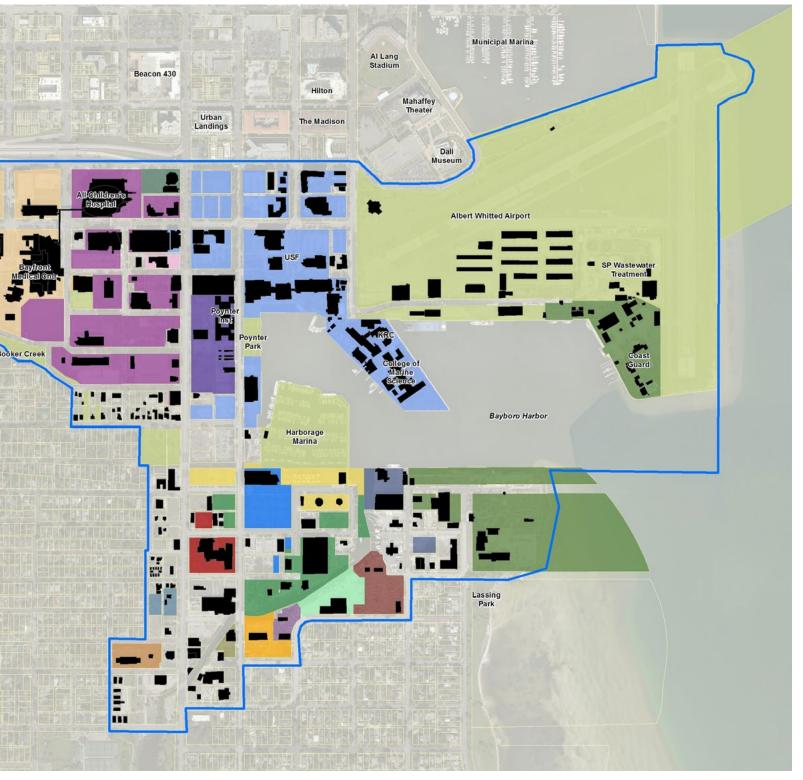
Within this pocket, a critical cluster of institutional and industrial members are actively working to form a cohesive district centered on the common theme of innovation. Individually, these members are dedicated to healthcare, education, research, oceanography and a wide range of other specializations, but collectively these disparate groups are devoted to creating a collaborative place driven by common goals and needs.

A list of major institutions and owners within the district includes:

- All Children's Hospital/Johns Hopkins Medicine
- Bayfront Hospital
- University of South Florida St. Pete
- University of South Florida College of
- Marine Science
- The Poynter Institute for Media Studies
- National Oceanic and Atmospheric Administration
- US Geological Survey
- US Coast Guard
- Florida Fish and Wildlife Conservation Commission
- Albert Whitted Airport
- SRI International

OWNERSHIP AND INSTITUTIONS





DEFINING A DISTRICT

TRADITIONAL MODEL VS. DISTRICT MODEL

The traditional model for institutional planning was singular and simplistic: how to get people to the parking, to the office or institutional building, and back out. Many times, little effort was made to provide for or connect to the broader context of daily uses that people need. Streets outside the immediate area of the institution that connect to other unrelated institutions were not a priority. In contrast, the district model recognizes the individual needs of the institutions within the district, but also attempts to link them together in innovative ways and to connect with surrounding supportive uses. Physical connections are made with coordinated transportation infrastructure, wayfinding, and shared gathering spaces, while non-physical connections are made through governance, branding and marketing, information sharing, and programmatic coordination.

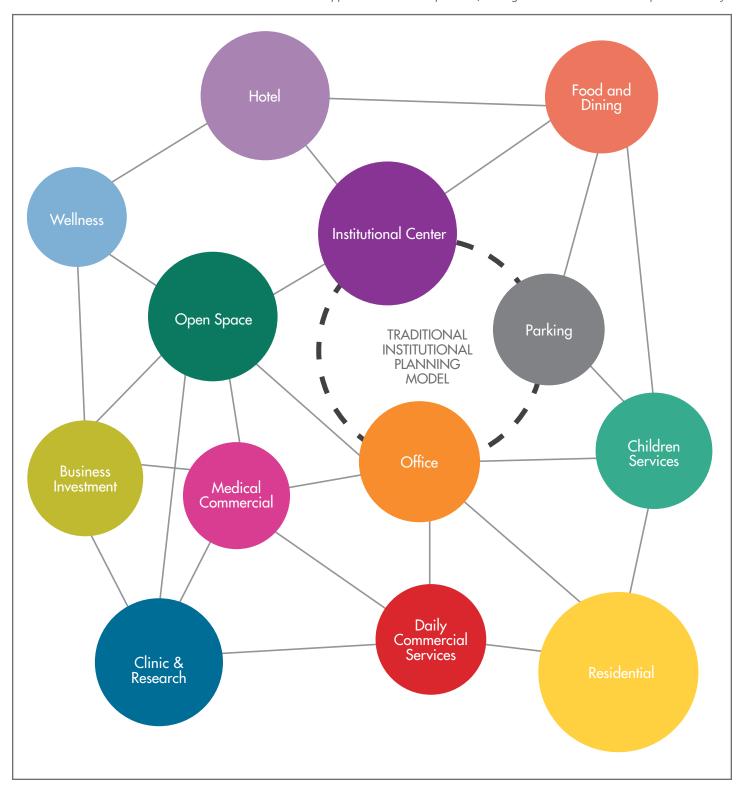
For the integrated district model to be a successful platform for collaboration and economic development there are three key roles that the district must play and that the participating institutions must embrace.

- 1. The District Environment is part of the Delivery of each Institutional Mission: The functions of the district are integrated into and enhance the delivery of each institution's broader mission. Since the mission of the institutions are different, each learns how to leverage the district in its own unique way.
- 2. The District Environment is part of the each Institution's Image and Brand: The image of the district must be seen as a benefit to each institution's image and brand, but likewise, the effectiveness of the district cannot be maximized without early and widespread adoption.
- 3. The District provides the critical Real Estate
 Platform to deliver the Mission Driven and Support
 Needs: The district can play a critical and somewhat
 independent real estate function to provide for support
 needs that are common across institutions. These
 needs are essential for a properly functioning integrated
 district, but may not be supported by any one particular
 institution.



INTEGRATED DISTRICT MODEL

Traditional Models of Institutional Planning are focused on the individual 'silo' of core facilities and parking. Today, dynamic places of innovation, health and livability incorporate an integrated array of institutional, community and quality of life 'support' uses to make places of lasting value and increased competitive vitality.



EXPLORING A SPECIAL PLACE

APPROACH

DISTRICT BOARD FORMATION

Building a coalition that will guide and shape the innovation district takes participation, buy-in, and leadership from groups within the district.

DISTRICT VISION

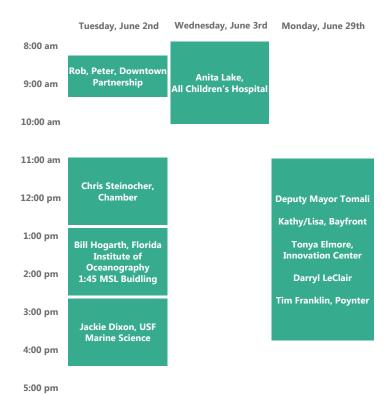
The Community Solutions Group of GAI consultants were engaged by the City, to help focus the efforts of the board and to start bringing the vision of the district into view. The group conducted interviews with multiple stakeholders throughout the district including representatives from the hospitals, universities and others.

BOARD WORKSHOP

A workshop was held on July 31 with members of the district board and the City to explore further the opportunities and challenges that face the district. The workshop followed the format:

- 1. **SCAN** review of data and impressions of the district.
- **2. FOCUS** group activities intended to generate ideas and opportunities.
- **3. ACT** directives on how to move forward and next steps.

STAKEHOLDER MEETINGS AND FACILITY TOURS





SCAN

The Scan portion of the workshop was devoted to providing the board with structured information gathered from observations of the consultant team, case studies, and comments from the stakeholder interviews. The data included existing physical conditions and land use, research activities and programs, planned expansions and building projects, challenges, and areas of opportunity. Most of the items discussed could be organized in to the following categories.

DISTRICT GOVERNANCE & LEADERSHIP

PROGRAM AND ACTIVITIES

STRATEGIC GUIDANCE

- Intellectual Collaboration
- Economic Leveraging
- Marketing and Brand Identity
- Funding and Finance

CREATION OF PLACE

- Facility Needs
- Supportive Uses
- Infrastructure, Circulation & Parking
- Property/Ownership





EXPLORING A SPECIAL PLACE

IMPRESSIONS OF THE DISTRICT: Institutional Activity

Through facility tours and stakeholder interviews, the planning team became even more familiar with the richness and depth of activities within the study area. This is a place of world class knowledge and research, and fascinating idea generation. The most impactful stakeholder input, however, was the message of unrealized potential due to typical institutional barriers and personal insulation as people address the day to day issues of their work. Can a district create a platform for shared knowledge and leveraged opportunity across so many diverse activities?

HIGH TOUCH / HIGH TECH



COLLABORATIVE, ENERGETIC LEARNING



WORLD CLASS RESEARCH



A SENSE OF OPPORTUNITY



INCREDIBLE STORIES TO LEARN AND SHARE



IMPRESSIONS OF THE DISTRICT: Place Based - Urban Form

The urban form of the district is characterized by fragmented moments of urban and environmental linkage with disconnection and lack of services. The basic 'bones' of traditional blocks are navigable by foot. But many streets do not support a convenient, comfortable access between buildings, support services and places of respite and community interaction. The streets are generally large, auto oriented barriers between land uses that are generally far apart. A compelling sense of place can be created with more walkable, multi-modal environment, with more proximate support uses, accessible open space and urban form.



GATEWAY YET BARRIER RELATIONSHIP COMMUNITY



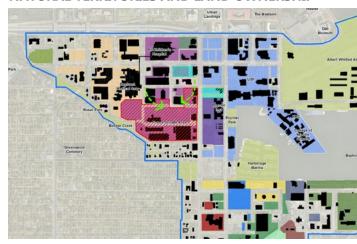
RSE POPULATION WITH SHARED



UNDERUTILIZED PROPERTY AND PLACES



NATURAL TERRITORIES AND LAND OWNERSHIP



EXPLORING A SPECIAL PLACE

CASE STUDIES: Creating a Dynamic Program

UNIVERSITY CITY / PHILADELPHIA, PA

University City, in Philadelphia, Pennsylvania is a district anchored by three major educational/healthcare institutions in very close proximity. Over the years, these institutions have nurtured a host of highly collaborative programs ranging from community service, to social events, to economic development. These programs expanded to encompass common branding and communication platforms that define the district and promote the upward mobility of the surrounding neighborhoods.



CASE STUDIES: A Central Place

ELIZABETH AVE. / CHARLOTTE. NC

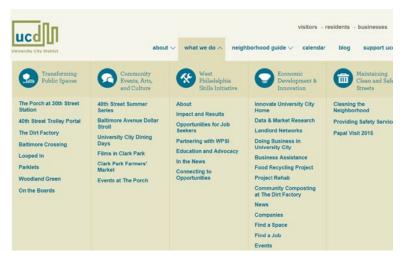
Elizabeth Avenue in Charlotte, North Carolina is a telling case study of a district that needed a central place. The two anchoring institutions - a college and a hospital - were separated by an underutilized area ripe for redevelopment. A partnership of city, county and institutions with a third party developer is creating a place that provides for common support services such as residential and commercial, and also linked the two anchors with pedestrian and transit connectivity and a common human-scale character.



DISCOVERY GREEN / HOUSTON, TX

The Discovery Green in Houston, Texas is a high-quality, high-tech urban park and gathering place developed through a public-private-partnership. The park is adjacent to major facilities such as the convention center, Minute Maid Park, and the Toyota Center, and functions as a central feature of the downtown. The park features many options for passive and active recreation and maintains numerous programs and events while conveying an image of downtown Houston as a growing, sophisticated high tech place.







Philadelphia's University City is more than just a neighborhood. It's the region's leader in education, science, and innovation, with world-class universities and medical institutions. It's a destination for food lovers and culture seekers, with internationally acclaimed dining, museums, and galleries. It's a vibrant, close-knit community, full of









EXPLORING A SPECIAL PLACE

LONGWOOD MEDICAL CENTER / BOSTON, MA

The Longwood Medical Center in Boston, Massachusetts is a massive, urban hospital and medical education district proximate to sports facilities, the arts, and downtown. In such a large and densely packed district, with thousands of employees, visitors, and patients traveling to and from the area every day, transportation and wayfinding are essential to proper functioning. The district has used the opportunity to incorporate these systems into their own brand and identity, with and area of "Livable Urbanism"



INDIANAPOLIS CULTURAL TRAIL / INDIANAPOLIS, IN

The Indianapolis Cultural Trail is an urban bike and pedestrian trail that connects through downtown and into the surrounding neighborhoods. The trail incorporates bike share, public art, open space, environmental graphics, wayfinding, and other cultural themes into its design as it passes through a variety of streetscape types. It takes the form of an off-street trail, a separated cycle track, or a shared space in various segments along its route.



MEDICAL CITY / LAKE NONA, FL

Medical City, Lake Nona is a master planned healthcare, research, and medical education community in Southeast Orlando, Florida. The community features an integrated hierarchy of streetscapes and open spaces that celebrates its unique focus of healthcare innovation and environmental heritage. The system sets up a grid of identifiable geographies within the larger district that allow for individualized public realm opportunities within a mixed use residential development.















DESCRIBING A SPECIAL PLACE

FOCUS 1: Intellectual Collaboration & Economic Leveraging

The first of the "Focus", or small group breakout activities, was to explore opportunities within the district for intellectual collaboration between the institutions and how to leverage features of the district for economic development. The participants split into two smaller groups to brainstorm and then came back together to discuss as a larger group.

INTELLECTUAL COLLABORATION

- Host conferences and programs between district members to share research and innovation topics – What are we all working on? We may discover intersections here that otherwise would not be known.
- Collaborate on potential commercialization of technologies and research – maybe grant funding is available to help figure this out.
- Regular newsletter of activities and programs put on by the institutions.
- Many of these opportunities could lead to full blown public-private-partnerships.
- Resource Round Table what are needs that someone else may be able to provide?
- The Hospitals currently collaborate in various medical programs and services. Are the opportunities for more?
- The Arts are in St. Pete's DNA. There have to opportunities for collaboration in this area.
- Can we work together to find places to house startups?
- DNA storage at All Children's Hospital. What is the potential here?
- "St. Pete Talks" the local version of "TED Talks.

COLLABORATION / SCIENCE



COLLABORATION / LECTURE





ECONOMIC LEVERAGING

- Underutilized building space and vacant land is found in pockets around the district.
 - -The question of who you are targeting must be answered.
 - Startups and incubators may not be able to afford the prevailing price points.
 - Are there opportunities for Public-Private-Partnerships to bridge this potential gap with underutilized existing office space?
- Marketing the technology that is coming out of the District.
- Fund "Centers of Excellence" that specifically study potential intersections of technology and needs between institutions in the district, and their broader commercial potential.
- More PhD programs are needed at USF/USFSP leverage the current PhD's to lure more. Can business collaborate on this front?
- Create "apostles" for the district, both internally and externally.
- Many institutions have parking and meeting spaces that could be leveraged and shared for more efficiency.

STORING LIFE SCIENCES RESEARCH



TEACHING LIFE SCIENCE



DESCRIBING A SPECIAL PLACE

FOCUS 2: Supportive Uses and Places

The second breakout session was to explore the opportunities around the district where support uses fill common needs. Many uses and potential opportunity areas were discussed, using maps to identify potential locations. In many cases, opportunities were found in parking lots, vacant land, or underutilized land. The list included:

- Range of food and beverage pub, coffee, café
- Neighborhood serving retail pharmacy, grocery, etc.
- · Workshop and rapid prototyping facilities
- Hotel and convention space
- Wet lab and research space
- Incubator space
- Daycare (including extended hours)
- Recreation , open spaces and fitness
- · Performance/gathering venues

TECHNOLOGY SQUARE / ATLANTA, GA



LAKE BEAUTY PARK / ORLANDO, FL



MIXED-USE



FARMERS MARKET





What are the supportive uses and amenities our employees, faculty and guest need?

- Proximate residential range workforce housing, efficiency apartments,
- Bike Share and Trolley Looper

There was also discussion regarding the possibility of a new "town center" that could function as a focal point for the district. Though the exact location was not settled, the participants were very clear about what its characteristics should be. The town center should:

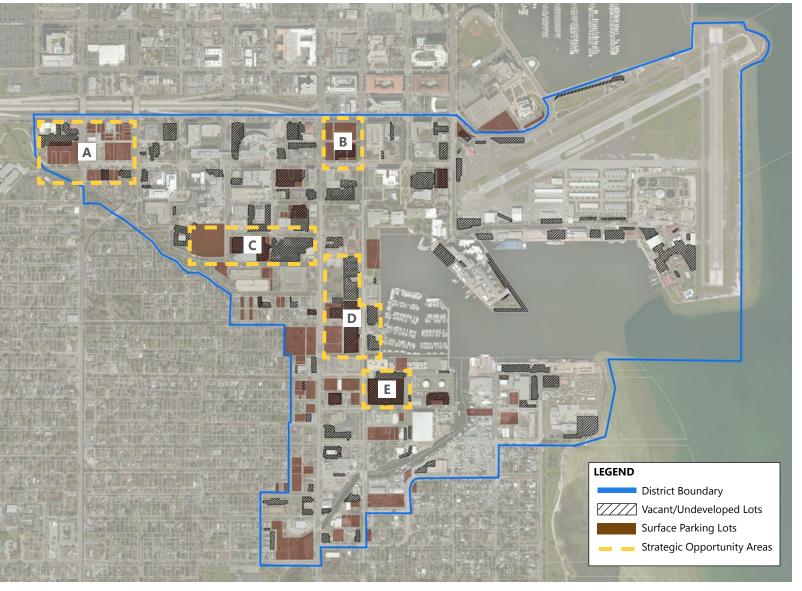
- Feature mixed use buildings with retail on the ground floor and offices, wet lab, or hotel above;
- Incorporate a feature green space/gathering space;

- Be capable of hosting signature events;
- Be accessible by multiple modes of transportation;
- Have great aesthetics; and
- Be a 24-hour space

Strategic Opportunity Areas

There are many underutilized properties within the district that provide sites for future development. However, a few specific 'zones' are considered strategic due to their suitability for possible town center, retail/commercial services, hotel / conferencing, research and residential. Five of these areas are labeled 'A through E' on the below map.

OPPORTUNITIES MAP



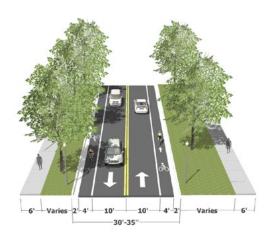
DESCRIBING A SPECIAL PLACE

FOCUS 3: Circulation Modes & Character

The third and final Focus activity dealt with the character of streets around the district. Existing sections for streets at key locations were shown to the group to illustrate the wide range of street types and characteristics, and to introduce the need for a more cohesive and context sensitive hierarchy of design. The groups confirmed what the proper roles of each street should be within a hierarchy of four street types: Campus "A" Streets, Campus Parkways, Campus Fabric Streets, and Campus Services Streets.

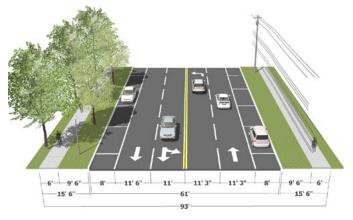
3RD STREET S - TYPICAL SECTION

3rd Street already has a reduced role for vehicles, but more can be done to enhance its role as a pedestrian street. It is considered very important to maintain vehicular access on 3rd Street.



6TH STREET S @ CHILDREN'S HOSPITAL

6th Street connects the Hospitals with USFSP. It has 4 lanes and a very wide ROW leading to major opportunities for enhancing the pedestrian environment..

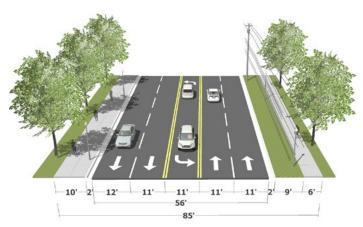


Campus "A" Street

Campus A Streets are the roads with higher vehicular capacity which provide the bulk of the access into and through the district. Despite this, they must balance the need to move cars with the multi-modal aspirations of the district. They must still be appropriately pedestrian and accommodate bikes and transit.

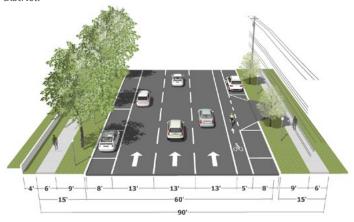
4TH STREET S - TYPICAL SECTION

4th Street is the main north-south automobile road through the district. There is ample ROW to make it a truly multi-modal street while maintaining vehicular capacity. If 3rd Street is closed, however, 4th Street will be more difficult to "tame".



8TH STREET S - TYPICAL SECTION

This three lane road forms a one-way pair with MLK Jr Street through one of the largest redevelopment opportunities in the district.



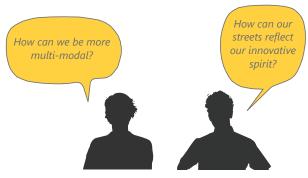


Campus Fabric

Campus Fabric streets are those that fill in the grid. They are not major roads, but they serve the important function of distributing traffic within the district. These streets must be appropriately sized and must accommodate

Campus Parkway

Campus Parkways are special streets that are treated to greatly enhance the pedestrian experience. With wide sidewalks, bike facilities, and intense landscaping, these

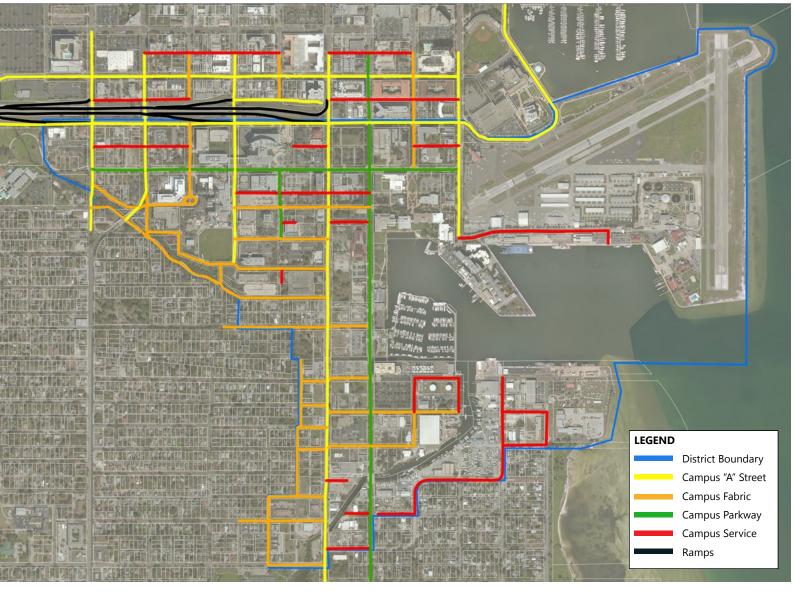


streets have a park-like atmosphere. When appropriate, Campus Parkways may even be shared spaces with flush roadway conditions.

Campus Service

This street type is primarily used to access the service areas of major facilities or industrial areas. Many are dead-end or short connector streets. Though not primarily pedestrian in nature, they should still incorporate features that minimize hostility towards the pedestrian.

STREET HIERARCHIES MAP



IMAGINING A SPECIAL PLACE

ACT: The Vision

The possibilities for the Innovation District include a rich tapestry of urban form that can enhance the profile of each institution, support business development and recruitment, provide energy for neighborhood reinvestment and jobs at all salary and education levels. The Innovation District is a central asset to the future of the St. Petersburg community.

The accompanying visualization depicts significant new institutional growth coordinated with support commercial services, research and business development, marine industrial and residential between the neighborhoods near Roser Park and the Downtown – all within a distinctly walkable 'urban' form with livable, connected, multimodal streets and accessible open space.

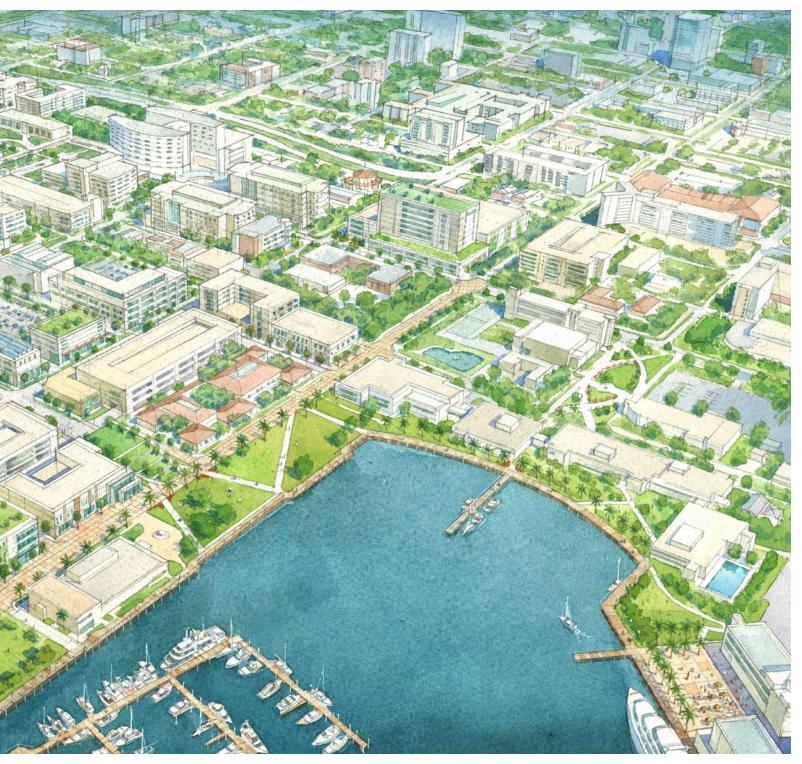
Many 'sunbelt' cities are interested in developing this type of integrated place, but very few have the necessary cornerstone elements in already place as St. Petersburg does to achieve the vision. Even fewer cities have those elements situated at location of with compelling natural environmental resources and economic characteristics to attract talent and jobs.

VISION OF AN INTEGRATED PLACE



EXISTING





IMAGINING A SPECIAL PLACE

OPPORTUNITY PLACES

Several strategic areas are highlighted as candidate locations for the integrated, collaborative development. This includes town center ideas with hotel / conferencing, ground floor retail, new research areas and residential infill sites.



FRAMEWORK STREETS

While all streets should be positioned for walkability, the district will be defined by the solutions to a few key corridors and gateways where signature elements can be define a livable place of multi-modal circulation and activity. These including 6th Avenue, 3rd, 4th and 5th Streets – all of which have different roles within the core of the District. Each must strike the right balance of auto access, walking, biking, circulator transit and creation of corridor parkway 'places'.



A LIVABLE, PLACE OF ACTIVITY AND COLLABORATION

The pedestrian experience should be comfortable and supportive of walking, biking, transit and calmed driving. New Development should include urban, humanized ground floors, with opportunities for shared open space and plazas for activity, respite and renewal.

The visualization of 6th Avenue between 3rd and 4th Street for research, hotel, conference, office and residential. capitalizes on the large available right-of-way to position a linear parkway that accommodates cars, but supports all forms of circulation. New Development along the corridor

addresses this feature street in a manner that provides animation, ground floor retail activity, outdoor gathering, art, culture and even the familiar, popular food trucks. The development blocks themselves are significant enough in their ownership patterns to support years of growth for new institutional facilities, as well as well as shared opportunities

EXISTING



VISION OF A LIVABLE PLACE



A MODEL FOR DISTRICT ACTIVITIES

GETTING STARTED

During the Visioning Process, the workshop group discussed the many functions of a District, aligned to guiding Intellectual Collaboration and Creation of Place. This rubric will be refined as the District develops, however, this is structure forms a starting point for organizing all the major categories of District Activity. Specifically, two subcommittees were discussed, as refinements to the current working groups:

Research, Collaboration and Communication. This committee focuses on creating a platform to facilitate the exploration of Shared Knowledge and possibility for Technology Transfer within the marketplace. This requires an environment of institutional endorsement and leadership participation, district branding and dynamic communication. This is necessary to foster an environment of district identify, appreciation and awareness of the power of individual activities.

The fruits of this effort should allow new opportunities for research, collaboration and development of breakthrough ideas and technology within a more unified place of increased prestige and recognition.

Real Estate and Placemaking. This committee focuses on the physical requirements of a more livable urban place, both in terms of infrastructure as well as land holdings and property development. The real estate aspect of the mission is to explore and develop opportunities for needed shared uses such as retail, commercial services, hotel / conference, independent incubator research & office space and residential without compromising key institutional facility growth sites. The committee also focused on the built form of the physical environment, ensuring a more livable place for transportation and campus / district friendly buildings to create a more humanized, livable physical environment.

The results of this effort be a more attractive, usable district environment that support the daily needs of a large population of employees, visitors, patients, families, professionals and students – while attracting new talent and supporting the upward mobility of the surrounding downtown St. Petersburg environs.

Looking Ahead. Over time, it is likely that new programs will develop that will create the need for further subdivision and specialization of the existing committees, and the creation of new entities to meet emergent opportunities. However, as a starting point, this structure of District Activities and early term actions provide a usable framework for immediate traction and success.





DISTRICT GOVERNANCE & LEADERSHIP

- Board to adopt by-laws.
- Hire an Executive Director.

- Find a site for future board meetings within the district.
- Keep the high-level officers of the institutions involved.

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