



BAPTIST
HEALTH CARE

Moreno Street Campus Redevelopment Vision

May 23, 2022



OUR MISSION

Helping people throughout life's journey.

OUR VISION

To be *the* trusted partner for improving the quality of life in the communities we serve.

OUR VALUES

Guided by Christian values, we commit to the following:

OWNERSHIP | accountable, engaged, stewardship, responsive, committed

INTEGRITY | honest, principled, trustworthy, transparent


COMPASSION | empathetic, merciful, sensitive, kind, giving, forgiving, hopeful

EXCELLENCE | safety, quality, distinguished, learning, improving

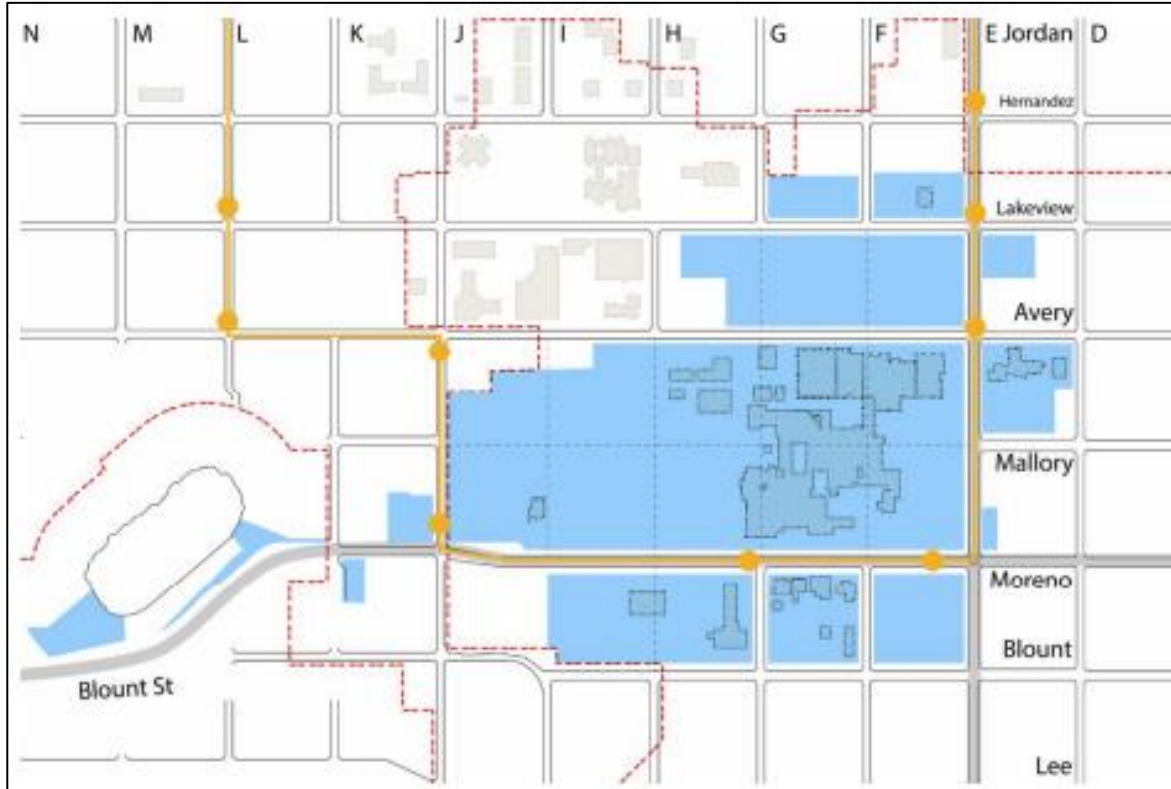
SERVICE | welcoming, attentive, humble, respectful, exceeds expectations, collaborative

**Who We Are,
Why We Exist, and
Why We are
Approaching the
Redevelopment This
Way**

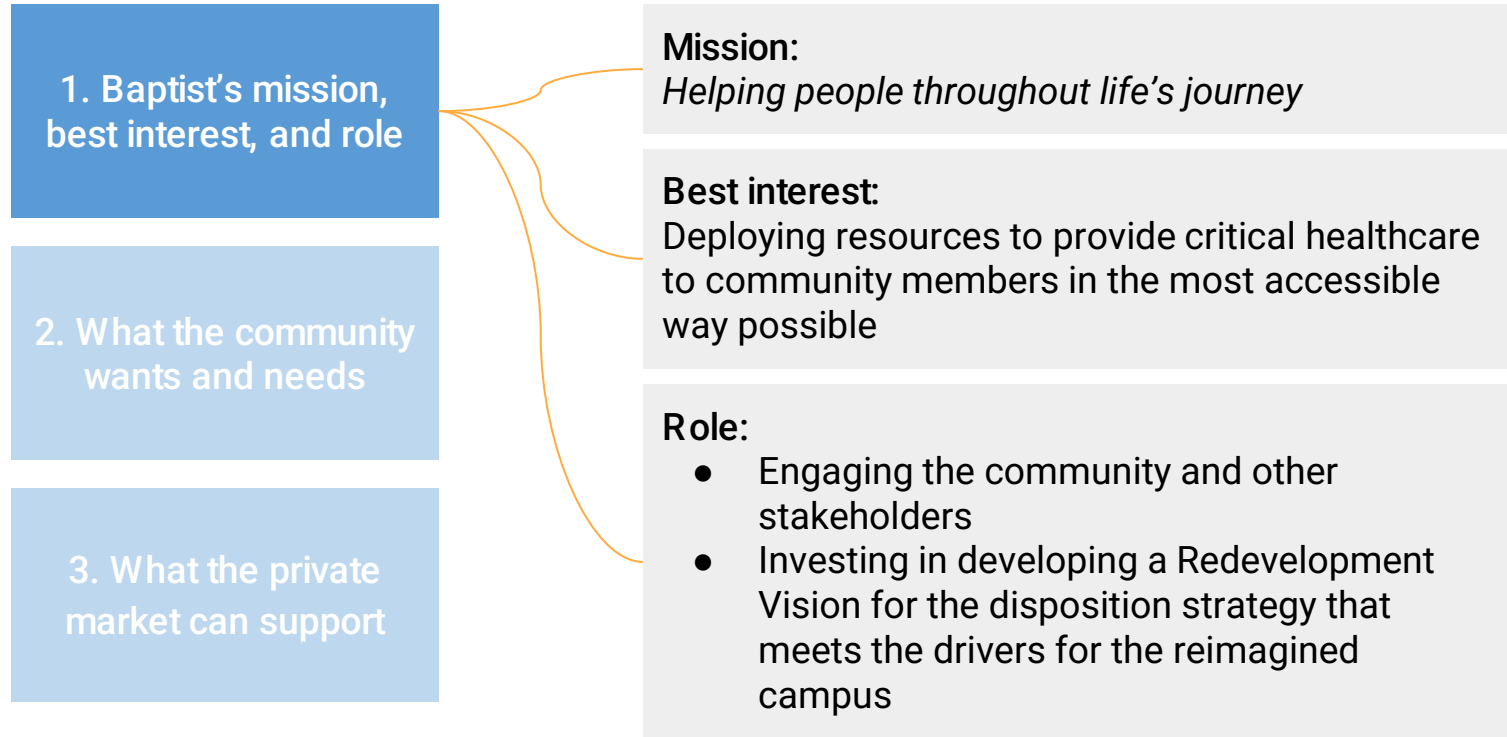
Historical Context

- Announced in June, 2019 about new Baptist Hospital campus at Brent Lane & I-110. At time of announcement, committed to be intentional about the redevelopment of our current Baptist Hospital campus.
- Could have waited until after move or listed property outright – ***But we chose a different path.***
- Sought significant community and neighborhood input
- Invested in engagement of JLP+D Urban Planners 
- Participated in national Center for Community Investment learning collaborative June – November, 2021
- Engaging in partnership discussions related to the redevelopment
- Dr. Paul created Special Committee of the Board June '21 – February '22

Moreno Street Campus



Three Drivers of the Future of the Campus



Three Drivers of the Future of the Campus

1. Baptist's mission, best interest, and role

2. What the community wants and needs

3. What the private market can support

Community Advisory Council

- 73 stakeholders from government, neighborhood associations, business, education, non-profit, law enforcement, and faith community
- 7 meetings (2019 – 2021)
- Reviewed previous studies of the West Moreno District (including LWLP Study)
- Key focus on attainable workforce housing (rental and home ownership) as well as additional community-enhancing services that build community

Targeted local stakeholder interviews

- 15+ meetings during Summer/Fall 2021 between JLP+D team and local stakeholders

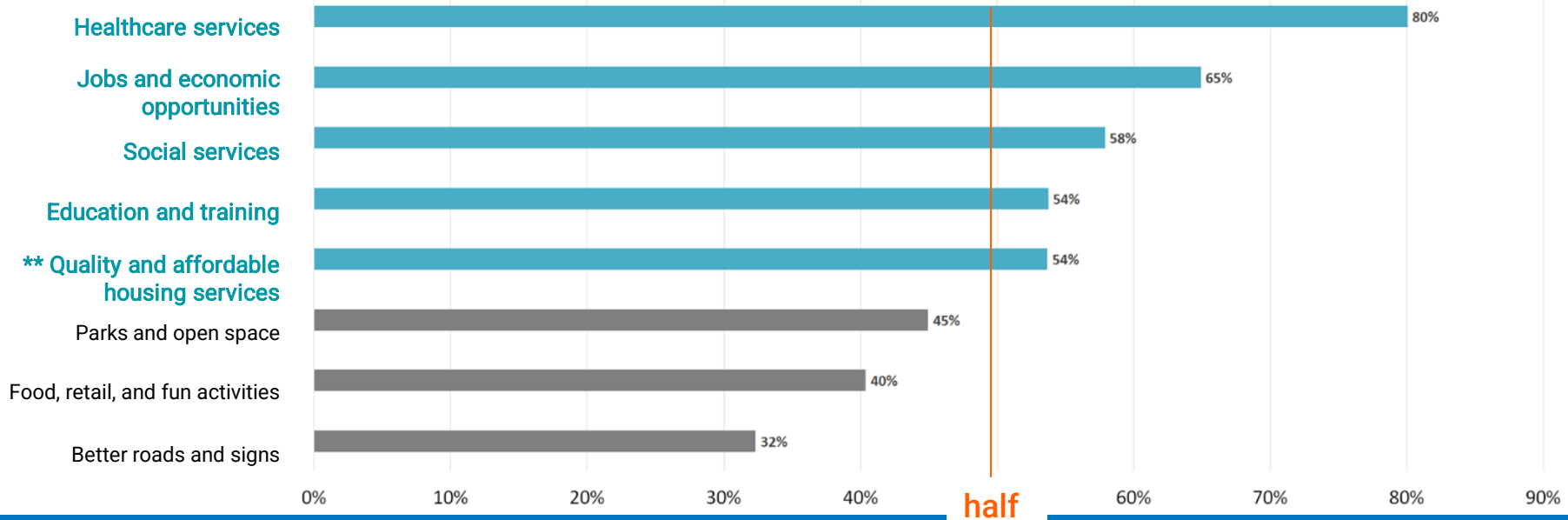
Survey of neighborhood

- Sent to addresses within 1 mile from the hospital, partnered with churches
- Received 160 responses during Summer/Fall 2021

Community Survey Responses

What future uses on the campus will benefit you, your family, and your community? *

Estimated share of residents who choose each category, based on survey responses



Three Drivers of the Future of the Campus

1. Baptist's mission, best interest, and role

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Real estate data analysis:

- Location
- Land, demolition, and infrastructure cost
- Construction cost
- Achievable rents and sale prices

Comparable development:

The scale of the campus provides both opportunity and challenge for complex, transformative projects in a phased approach.

Interested developers and investors:

JLP+D and Baptist interviewed for-profit and not-for-profit developers and investors with interest, many with demonstrated success in mixed-use, mixed-income development.

How Does it All Fit Together?



Engagement of Potential Partners

Government:

- City of Pensacola
Department of Housing
- Pensacola CRA
- Escambia County CRA
- City and County
Leadership
- Escambia County Housing
Finance Authority
- Florida Housing Coalition

Affordable Housing Developers

Potential Lessees:

- CAPC/ Headstart
- CareerSource EscaRosa
- Post-secondary
education/training partners

Redevelopment Vision

Redevelopment Vision

✓ What this IS:

- A redevelopment vision that includes seven general recommendations on the programmatic components of the future redevelopment.
- They are developed based on economic and market analyses, community inputs, placemaking potential, and policy review.
- Baptist has engaged government and non-profit partners in creation of the redevelopment vision.

✗ What this IS NOT:

- This is NOT a prescriptive final plan that designs the definitive details of development.
- This is NOT a rigid design plan that dictates what must be built. Developers can bring their own insights and creativity.
- Developers who come to agreement with Baptist will determine the details of projects, subject to unknown future market conditions.
- This does NOT represent the final stage of community input, which will happen during detailed planning and development processes for any projects receiving public funds.



1

Public sector invests in a new park on the western side of the main campus and a Moreno Street greenway.



Kupfrian House

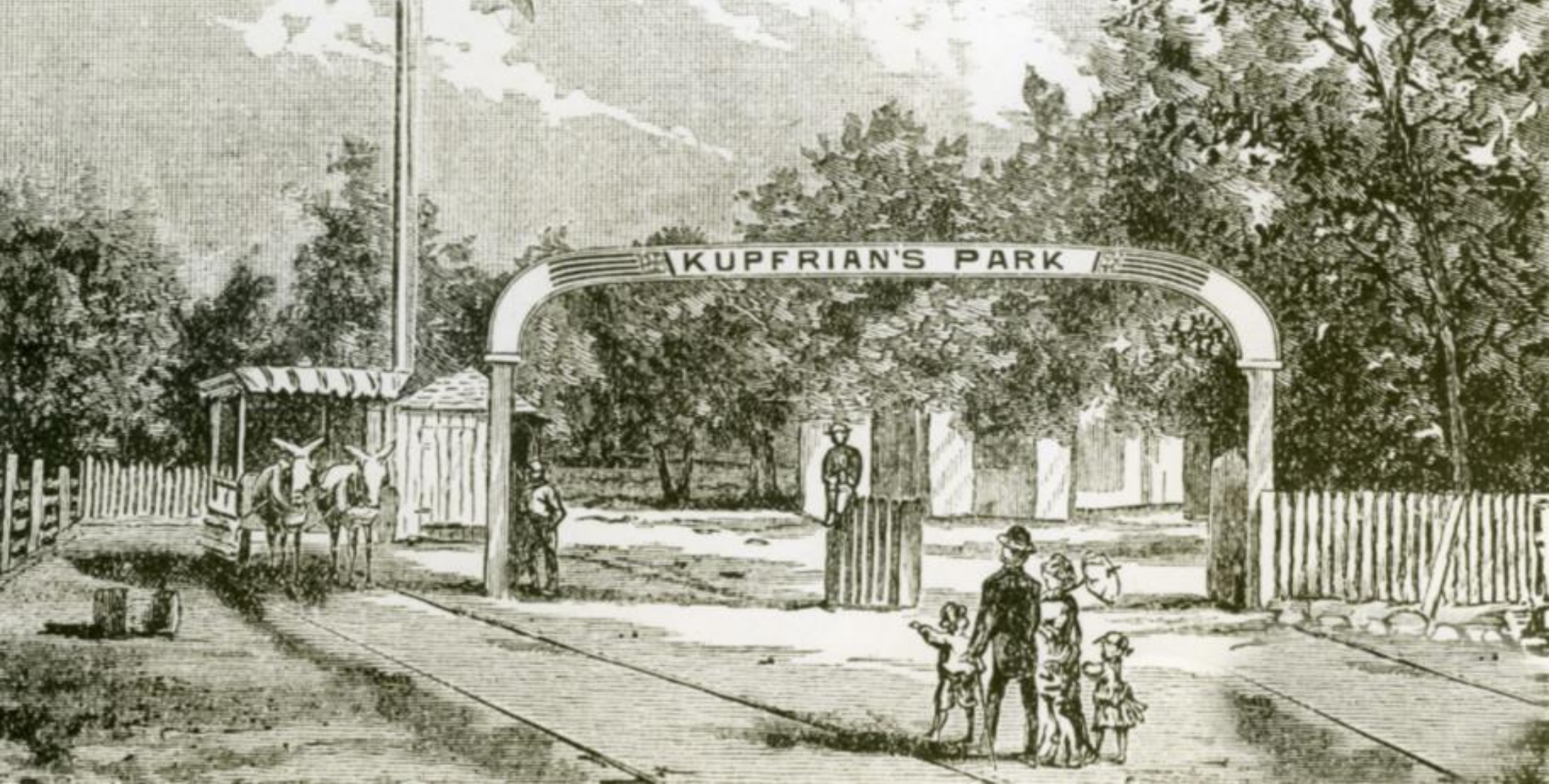
Historical home of the creator of the city's first streetcar line and Kupfrian Park - a vital part of the city's entertainment tradition and family gathering place



Source: Pensacola Historical Society



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Source: Pensacola Historical Society

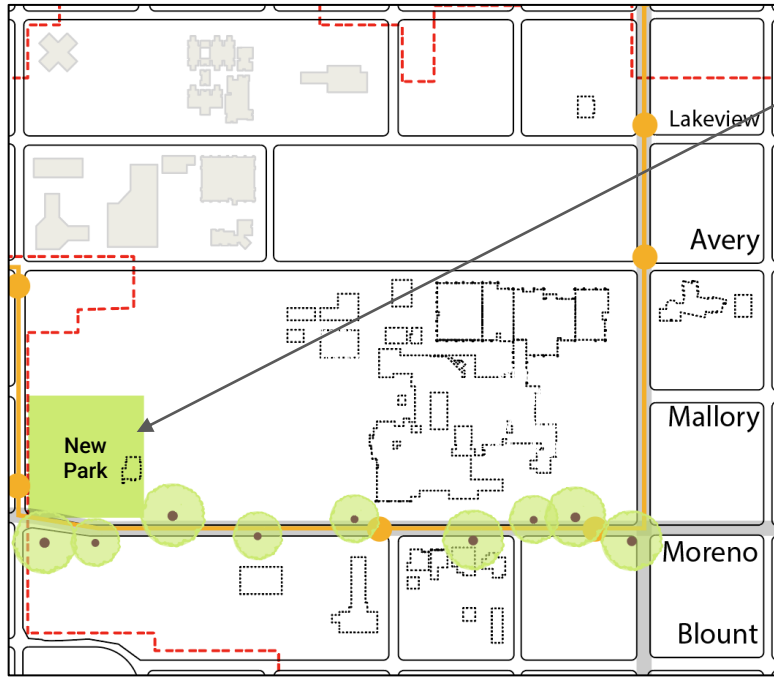


Source: Pensacola Historical Society



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1

City of Pensacola invests in a new park on the western side of the main campus and a Moreno Street greenway.

Potential size: 2.5 acres (subject to change)

The location is rich in existing mature trees and landscape. As a new park in a predominantly residential neighborhood, it can **preserve community character** and **create pride and a sense of place**.

Kupfrian House can be preserved as a community space and/or park concession space.

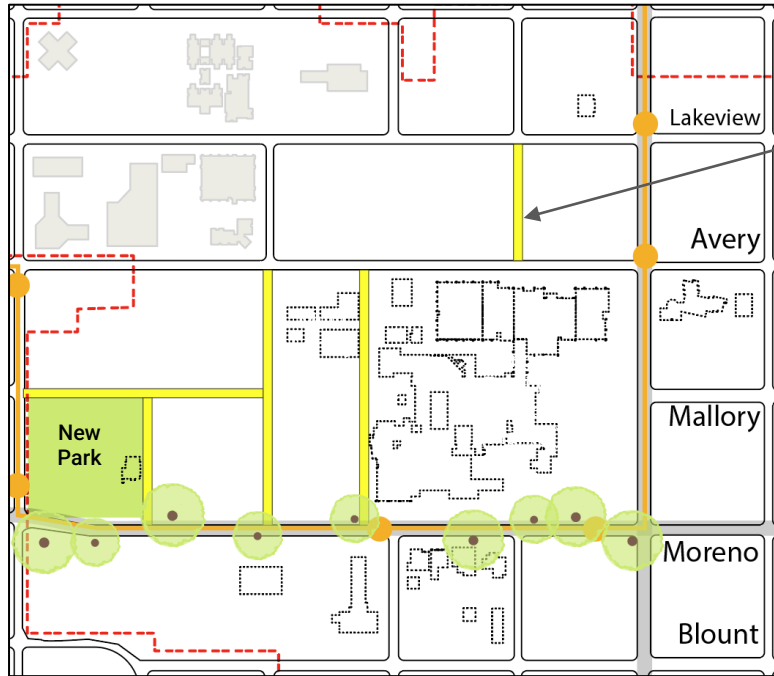
The greenway as a new neighborhood boulevard can bring **environmental and social benefits** to residents.

Incorporating existing mature oak trees into the new park can potentially also **reduce park development costs**.

The new park at the western end of the campus also potentially make developments more appealing in parts of the campus that can **benefit from greater value increase**.

Example:
Seville Square
1.8 acres
(footprint shown in scale)





2

City of Pensacola funds the cost to restore selected street connections to the original street grid, including the reconnection of I Street between Mallory and Moreno Streets.

Potential length: 2500 linear feet (specific roads subject to change based on details of the redevelopment when finalized)

The streets will create walkable neighborhood blocks and **enhance neighborhood access.**

Private developers and companies will then bear the responsibility for **other necessary roadway and infrastructure upgrades** depending on the uses and density.



80% of community residents consider **healthcare services** as an important component of the future development, according to a 2021 survey with residents living within 1 mile from the hospital

3

Baptist ensures there is a solution for health care that meets the needs of the neighborhood and surrounding areas.

4

Housing developers build mid-rise multifamily buildings (approximately 4 stories), possibly around the new park, including both workforce housing and mixed-income developments.



4

Housing developers build mid-rise multifamily buildings, possibly around the new park, including both workforce housing and mixed-income developments.

Potential for many lot and building sizes (subject to change based on developer interest). Examples could include:

- Mixed-income: 9 acres (330k - 460k BldSF, 3 buildings)
- 100% Workforce: 4 acres (162k - 217k BldSF, 2 buildings)
- These 5 sample buildings could yield 90 – 120 market-rate housing units and 370 – 500 income-restricted housing units (subject to change based on developer interest.)

Multifamily development brings much needed housing stock to the neighborhood and the City for residents of various income levels.

Income-restricted* units, both in 100% workforce housing and mixed-income development, can **activate government funding**. The recommended quantity above could potentially optimize government funding, reduce financing gaps, and **increase the economic viability** of development.

*Income-restricted development to pay **market acquisition costs**. Mixed-income projects with an average AMI of 60% **qualify for LIHTC** to the full extent of eligible costs.



5

Housing developers build market-rate single family homes and/or townhouses, likely toward the eastern side of the campus.

6

Housing developers build workforce single family homes and/or townhouses, likely toward the northern part of the campus.

5

Housing developers build market-rate single family homes and/or townhouses, likely toward the eastern side of the campus. The goal is to maintain a strong street wall along E and Moreno Streets.

Potential lot and building size (subject to change based on developer interest):
21 acres (183k - 426k BldSF)

Potential housing units: 120 – 280 (subject to change based on developer interest)

This location capitalizes on the parts of the campus that have higher real estate value due to proximity to North Hill.

Developments of market-rate homes at this location are potentially capable of **absorbing major demolition and abatement costs** associated with the hospital building and towers.

6

Housing developers build workforce single family homes and/or townhouses, possibly at the northern part of the campus.

Potential lot and building size (subject to change based on developer interest):
6 acres (33k - 78k BldSF)

Potential housing units: 37 - 87

The inclusion of this component with housing finance partners' support can help reduce home purchasing prices for the community, ensuring affordability.

7

Developers include selected non-residential active ground floor spaces in their development plans. The spaces can be used for neighborhood retail, community facilities, and other public realm-enhancing uses.







65% of community residents consider **jobs and economic opportunities** as an important component of the future development - **the 2nd highest ranked choice** after healthcare, according to a 2021 survey with residents living within 1 mile from the hospital

7

Developers include selected non-residential active ground floor spaces in their development plans. The spaces can be used for neighborhood retail, community facilities, and other public realm-enhancing uses.

Potentially adjacent to or incorporated in one or more multifamily developments, on the ground floor or standalone, subject to developer's design and financial feasibility.

These uses not only contribute to the vibrancy of the neighborhood around the new park/greenway cluster, but also provide access to economic opportunities for area residents.

The Redevelopment Vision:

A mixed-use development which seeks to incorporate multi-family and single family housing as well as community-enhancing services.

In total, potentially 615 - 996 new housing units help meet the growing demand for quality homes at different income levels, depending on density of the developments.

A new park, greenway, streets, healthcare facility, and active ground floor spaces help create a **sense of place**, provide **crucial services** to the community, increase the **value** and the **vibrancy** of this neighborhood.

Multi Family Attainable Workforce Housing

Multi Family Mixed-Income Housing

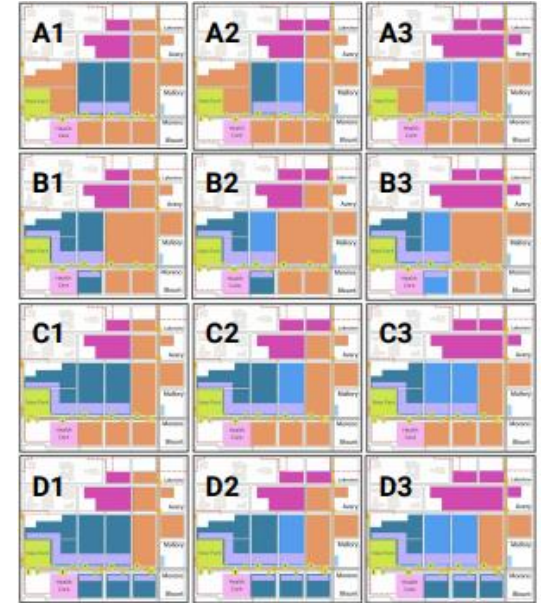
Single Family Attainable Workforce Housing

Single Family Market Rate Housing

New Park/ Town Center

Healthcare Facility

Activated Ground Floor Space



How the redevelopment vision makes the reimagination more feasible

Your support in the form of a Resolution would bring the market confidence and increase the likelihood of the vision coming to life.

1

The allocation of uses and typologies reflect **real estate financial feasibility**.

2

Strategic placemaking and amenities (park, roads, services) generate **new market demand** that does not exist today.

3

The vision **lowers the risk profile** of the listing by incorporating **community inputs** (healthcare, housing, jobs, services).

4

The vision indicates the **critical need for government support** in the redevelopment of the campus.

5

Market feasibility, community support, and partner engagement increase the **momentum** to redevelop the campus.

Discussion