



# West Moreno District

Pensacola, Florida

Development Plan & Implementation Strategy

December 2016







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A photograph of an outdoor cafe or park setting. In the foreground, a man with a beard and sunglasses sits at a wooden picnic table, looking towards a woman with blonde hair who is also seated at the table. They appear to be in conversation. The table has a glass of orange juice and some papers on it. In the background, other people are seated at similar tables under large red and white striped umbrellas. The scene is set in a park-like area with trees and a fence in the distance. The lighting suggests it's a sunny day.

# Executive Summary



# Executive Summary

## Project Goals & Context

In 2014, Baptist Health Care ('BHC' or 'Baptist'), the City of Pensacola ('CoP' or the 'City'), and Escambia County ('EC' or the 'County') engaged Live Work Learn Play ('LWLP') to produce a Reconnaissance and Strategic Assessment report. The report proposed a vision to redevelop an underutilized two-block site at the corner of West Moreno Street and E Street, into a mixed-use neighborhood center that would create much-needed gathering space and amenities for Baptist Hospital and the surrounding community, while catalyzing a broader resurgence of Pensacola's west side, LWLP was reengaged in 2015 to refine this vision into a detailed plan by deeply exploring and defining the opportunity for moving forward with the project and revitalization effort, in pursuit of the collective and individual goals of the parties.



The result of this second phase of work is this Development Plan and Implementation Strategy report, which summarizes the recommended physical planning, development options and feasibility to help realize this potentially transformative redevelopment initiative for the area now being referred to as the West Moreno District. This report was developed through the refinement of a development program that takes into account the needs expressed by all parties and the broader community, the physical articulation of a master plan in conjunction with a world renowned master-planning firm, as well as a preliminary budgeting and costing exercise. This entire plan and strategy was developed in response to, and informed by feedback from, a robust stakeholder outreach and community engagement process that ongoing throughout the creation of this report.

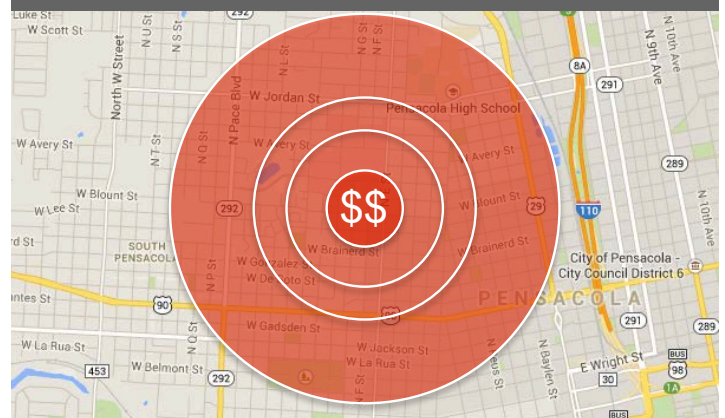
## Focused Westside Investment

One of the desired outcomes of this report, which underpins the project and related initiatives, is to highlight the need for a concerted, targeted public and private investment strategy for Pensacola's Westside, to begin reversing decades of disinvestment in the area and the neighborhood deterioration that has resulted. Following the successes of major investments in Downtown Pensacola in recent years, this project presents the opportunity to make a strategic investment, in concert with BHC (the major private sector economic and employment anchor in the area,) to achieve appreciable change. But this will require prioritizing, focusing and coordinating CoP and EC resources (financial and otherwise) within the targeted geography of this project to be effective.

**Before: Dispersed Investment**



**Recommended: Focused Investment**



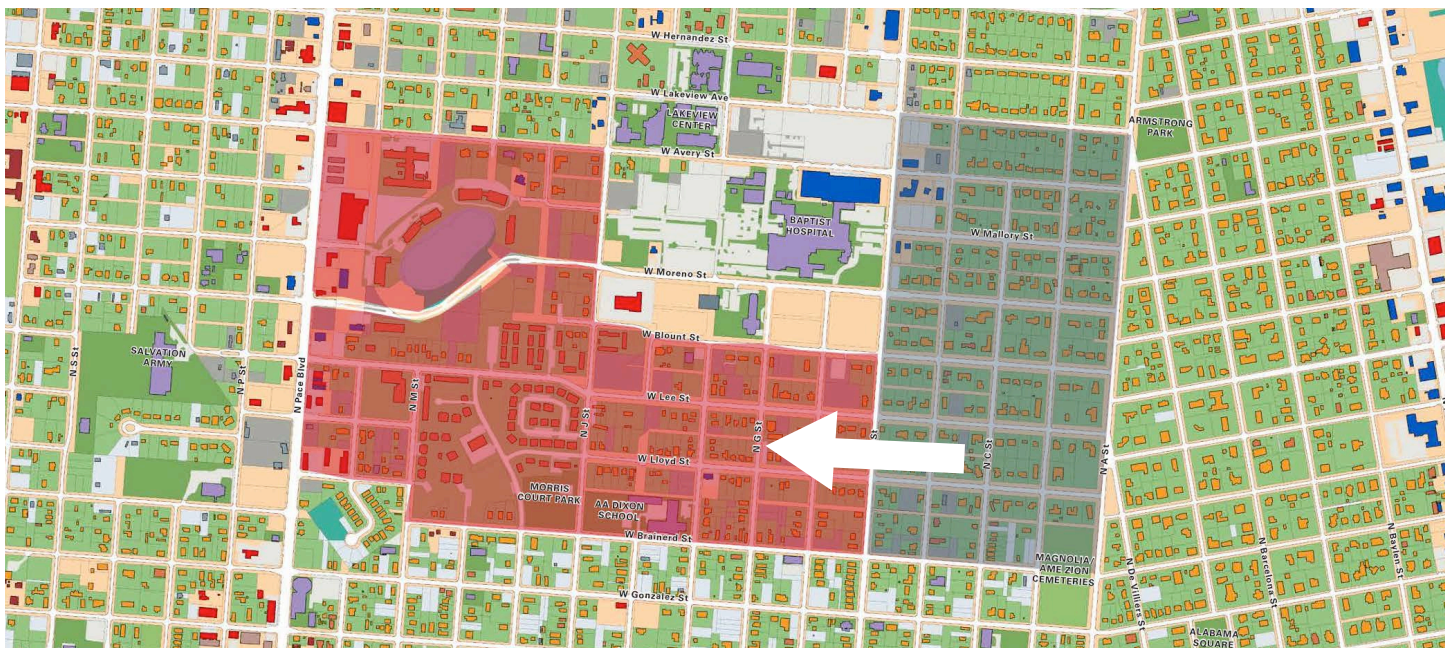


## Stretching Prosperity Westward, Across E Street

At the district level, E Street is a visible dividing line, with a significant discrepancy east and west of the comparative levels of blight and general upkeep of the housing stock and neighborhood character. The neighborhood improvement strategy thus has two important goals aimed at correcting this imbalance:

1. Stop any additional deterioration of the neighborhood and halt the progression of blight from further spreading eastward
2. Move prosperity westward, by making a significant and visible investment west of E Street that will start to positively improve and create value for that neighborhood and its surroundings – change that can reverberate out over time

Successful realization of these goals would yield tremendous compound benefits for the City, County and Baptist Health Care and the communities they each serve and represent in the area.



## Site Context & Issues to Address

The specific development program and recommendations provided in this report were also informed by the subject site's urban context within Pensacola. The site is not located along a major commercial corridor, meaning any commercial amenities must stand on their own economically, and it sits in a primarily residential neighborhood that has experienced significant blight, as evidenced by the concentration of vacant and dilapidated properties in the area. The recommendations also include specific measures to target issues affecting both the subject site and the surrounding area, including the notable state of disrepair of public infrastructure, and a lack of public realm elements that create a livable and attractive neighborhood. Specifically, there are several major elements that are either broken or lacking in the neighborhood and that the proposed strategy directly addresses:

### What's Broken

- Inconsistent & Incomplete Streetscapes
- Vacant Land & Dilapidated Housing
- Ad-Hoc Stormwater Management
- Flooding

### What's Missing

- Retail & Restaurant Amenities
- Quality Public Space
- Green Space & Recreational Amenities



# Executive Summary (cont'd)

## Recommended Redevelopment Program

The program components that form part of the strategy incorporate improvements to the neighborhood through new vertical development (built-form), and improvements to the public realm. The common goal is to improve the quality of the “place” and overall neighborhood experience, attracting different user groups to the site by fulfilling their needs and creating a diversity of reasons for varied people to spend time and money there.

### Built Form

A mixed-use professional office building with commercial amenities activating the ground floor is proposed as the major private investment component of the redevelopment program:



#### Office

Based on internal analysis, BHC has identified the need for approximately 43,830 square feet of professional office space to accommodate various administrative functions, which would be relocated from their existing medical office buildings in order to liberate that space for clinical use.



#### Retail

Based on a Commercial Economic Study (‘CES’) conducted by LWLP that estimated the potential economy of spending to support commercial development, it is estimated that the project could eventually support up to 17,000 square feet of commercial space over time. This is intended to provide the hospital employee, patient, and visitor populations, as well as community residents, with improved retail amenities and eating options.

While currently envisioned as professional office space, the program of the upper-storey space could vary based on evolving BHC needs, but the ground-level retail program is essential to maintain in any vertical development in order to generate visible economy and activity while providing desired commercial amenities.

### Public Realm

Based on conversations with the CoP Departments of Public Works & Facilities, and Parks & Recreation, along with other community stakeholders and subject matter experts, the plan proposes a series of public realm improvements to address a diversity of neighborhood challenges and issues previously identified:



Community Park & Green Space



Public Plaza Space

New community park and green space to serve as a safe, beautiful, central gathering place and recreational space that encourages a healthy lifestyle, while also serving as a functional piece of neighborhood stormwater management infrastructure. The park program incorporates:

- New stormwater management ponds that address flooding issues in an aesthetic manner while also acting as a public amenity integrated the park
- Trees and landscaping with walking/running trails and seating
- Children's play amenities and recreational field facilities
- A community garden with educational programs for local students and residents, and to provide produce to the Baptist Hospital food-service program and the restaurants in the project

Public plaza space outside the mixed-use office building to provide comfortable and inviting space for users of the ground floor retail and restaurants, upper floor office, the hospital, and the wider community



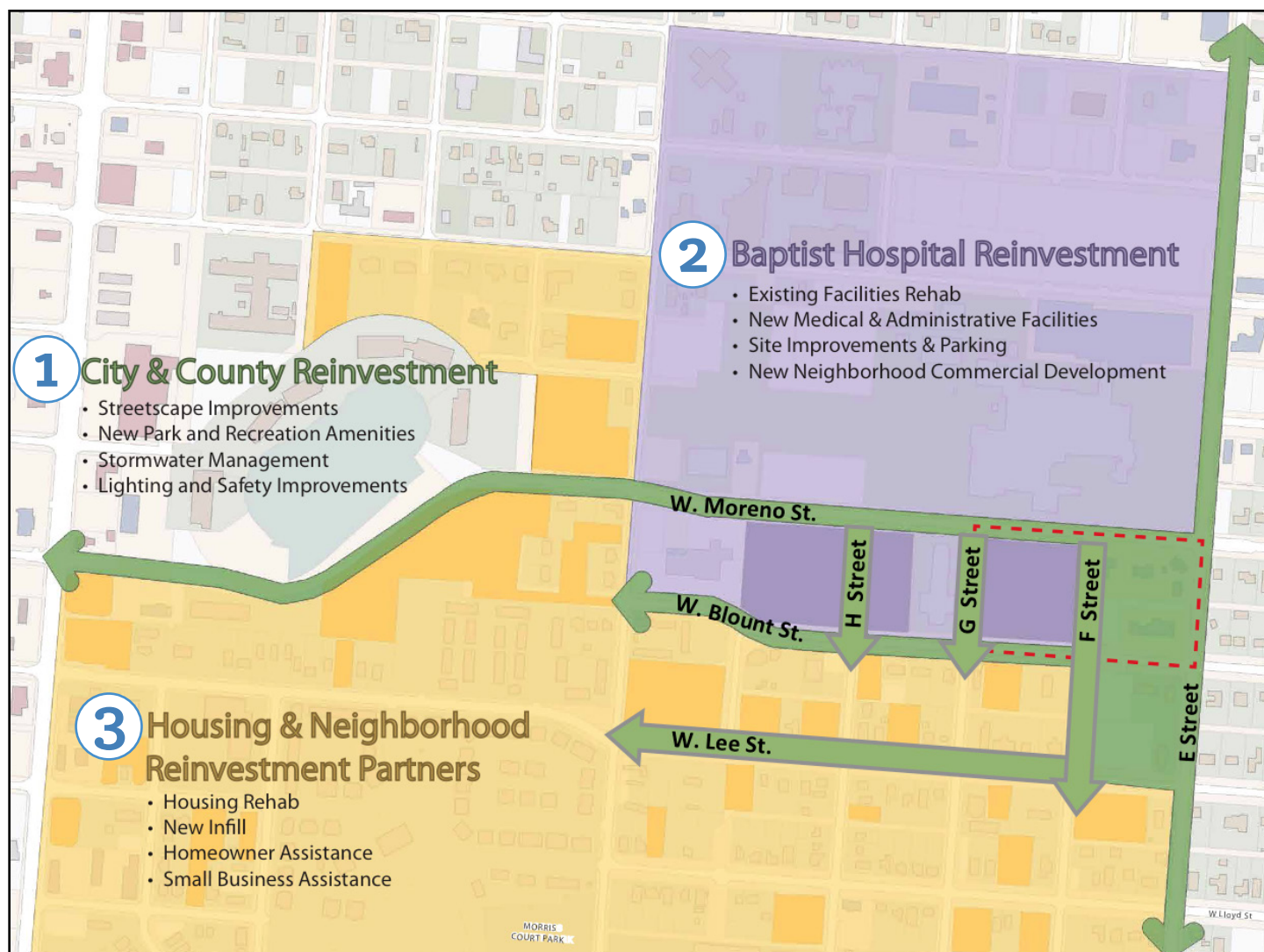
## Public Realm (cont'd)



A series of streetscape improvements, including new sidewalks, landscaping and lighting, along targeted streets surrounding the hospital, the new building, the park, and proximate residential properties, that will enhance pedestrian connections and experience, feelings of safety, and parking options

### 3-Part Reinvestment Strategy

In order to implement the project program previously summarized in a way that will generate the greatest impact, a concerted, public and private effort comprised of three major parties – each with individual reinvestment responsibilities – will be required. BHC has a responsibility, pursuant to its business needs, to reinvest in and improve its campus and engage in responsible redevelopment activity, as it has committed to doing. The CoP and EC must invest in improving the public infrastructure in the area in order to send a strong message regarding their long-term commitment to the westside communities, and set the stage for neighborhood improvement and broader revitalization to occur. And finally, local housing authorities, alongside future private investment partners, will be needed to implement the housing strategy recommendations outlined in this report.

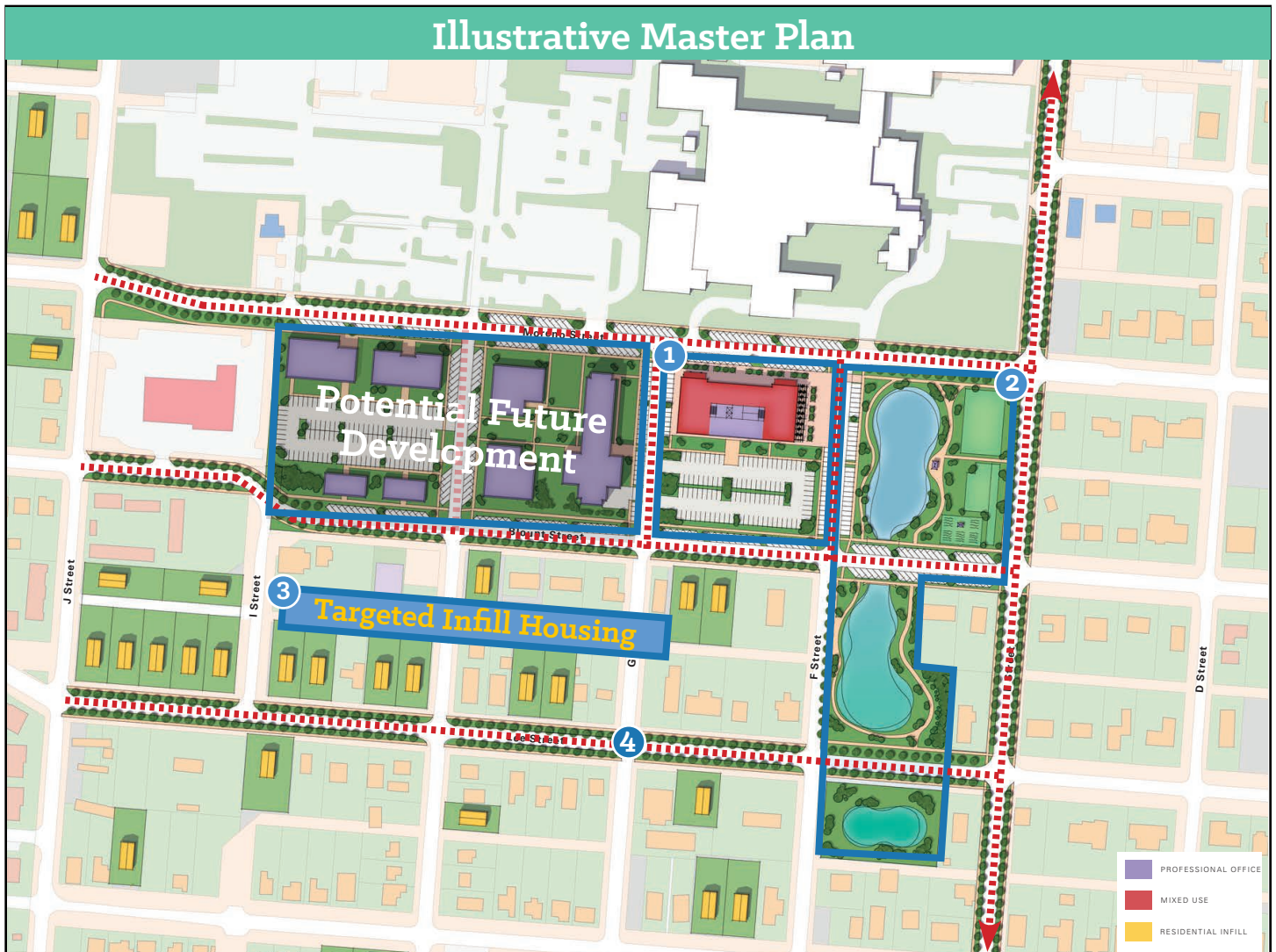




# Executive Summary (cont'd)

## Master Plan

The proposed Master Plan, summarized below and then articulated in further detail, integrates the proposed development program and strategic direction in a manner that achieves the project's stated neighborhood improvement objectives and sets the stage for broader revitalization to occur over time. The four principal components of this master plan will require the action of private and public actors to fully achieve the plan's intended goals, and are summarized below.



- 1 Mixed-Use Office Building
- 2 Community Park & Stormwater Improvements
- 3 Targeted Infill Housing & Rehab
- 4 Streetscape Improvements

To enable to creation of the proposed public park which sits at the foundation of the overall strategy proposed, Baptist would be willing to provide 2.44 acres of its most visible land for public use in perpetuity.

In the event of phased implementation of the proposed public improvements due to budgetary constraints, the park and surrounding streets, should be prioritized for initial investment.

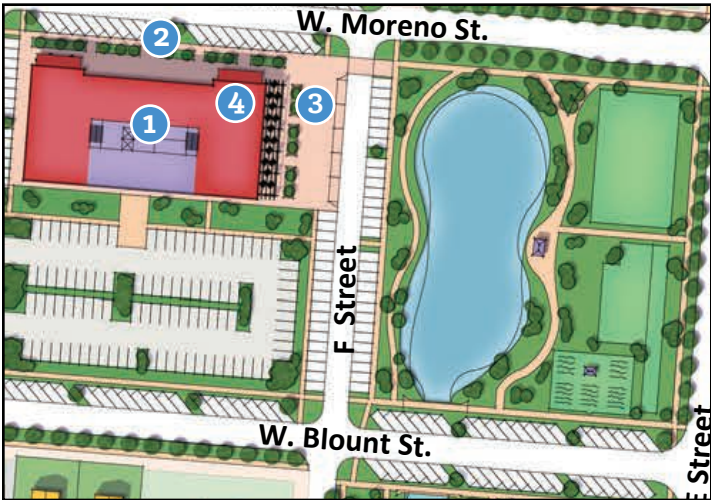


# New Professional Mixed-Use Office Building

## Overview

The mixed-use office building is conceived as a 3-storey structure, with Baptist professional office space on the 2nd and 3rd floors, as well as a portion of the ground floor. The ground floor space fronting West Moreno is envisioned to comprise retail offerings that include a mixture of food services, daily services and amenities along with general and health and wellness retail offerings, all to serve the diversity of identified end-users from Baptist Hospital and the community. A promenade runs along West Moreno connecting pedestrians to the park.

Floor	Net Retail	Net Professional Office	Core, Circulation, Exterior Walls	Total
1	14,100	3,400	4,950	22,450
2	--	19,295	3,155	22,450
3	--	19,295	3,155	22,450
Total	14,100	41,990	11,260	67,350
Parking Required		167 (Professional Office Only)		
		Surface	On-Street	Total
Parking Provided		99	154	253



- 1 Baptist Professional Office Space
- 2 Moreno Promenade
- 3 Public Plaza Facing Park
- 4 Retail/Restaurant Services & Amenities (see below)

## Preliminary Ground-Level Commercial Program



Medical Retail



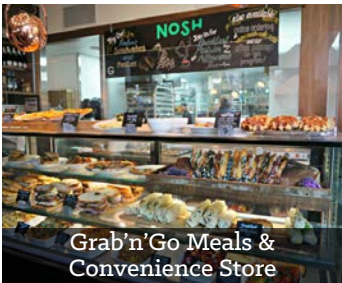
Coffee Shop



Fitness Concept



Casual Full-Service Restaurant



Grab'n'Go Meals & Convenience Store



Flower & Gift Shop



Ice Cream & Treats



All-Day Diner



# Executive Summary (cont'd)

## Master Plan (cont'd)

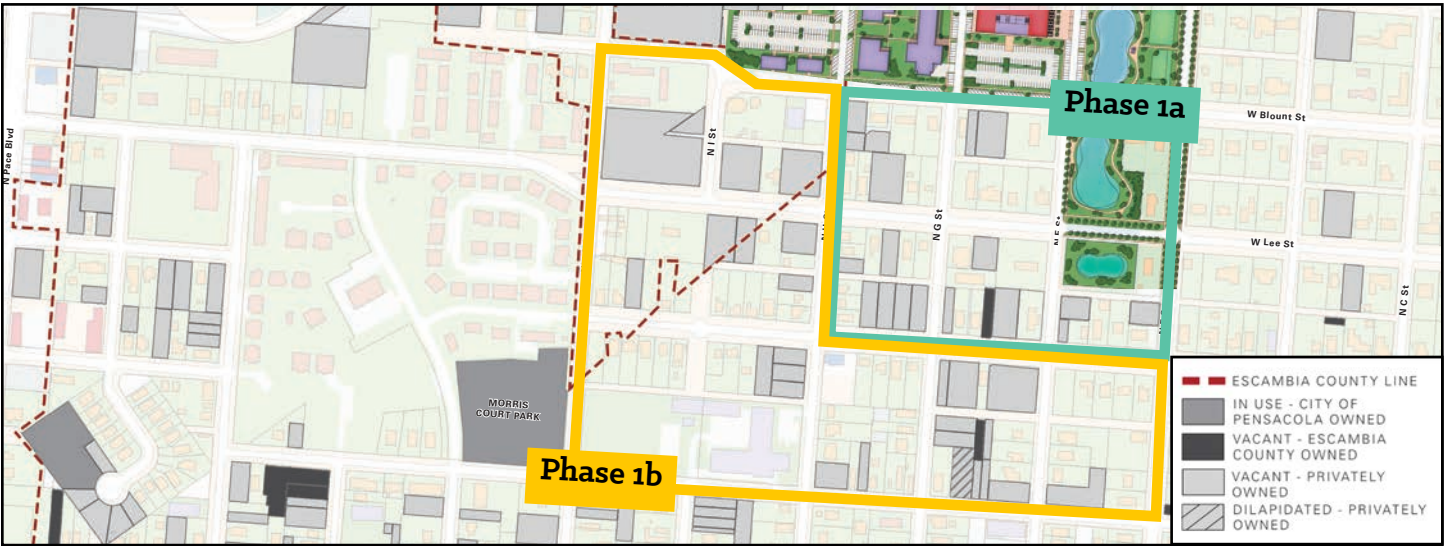
### Community Park

This new proposed community park with a major water feature, addresses and responds to the key program and strategic direction, By combining Baptist and City-controlled lands, a ~4 acre park can be interconnected and integrated across three city blocks, integrating wet and dry stormwater ponds surrounded by green space, recreational facilities, and all landscaped into an important community amenity. Its location also creates a compelling sense of arrival to the district and a strong, visible signal of reinvestment into the neighborhood.



### Targeted Infill Housing

There are a significant number of vacant and dilapidated properties in the neighborhood surrounding the project, the majority of which are privately owned. A proactive, targeted and concerted, long-term effort is required by public housing authorities at all levels of government, likely in collaboration with private sector partners, to develop or re-development some of these properties in a phased manner, starting in a focused geographic area immediately surrounding the project:

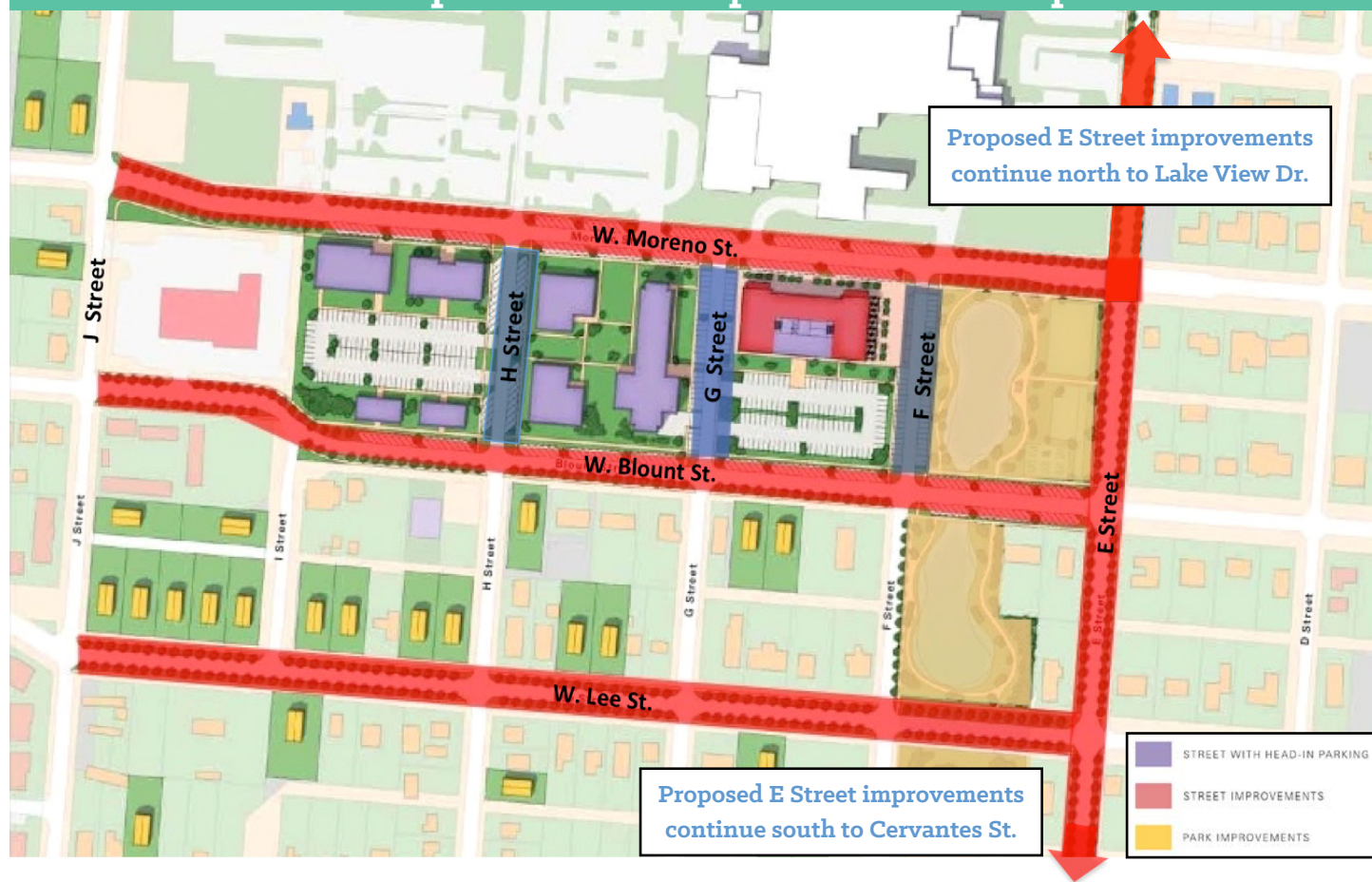




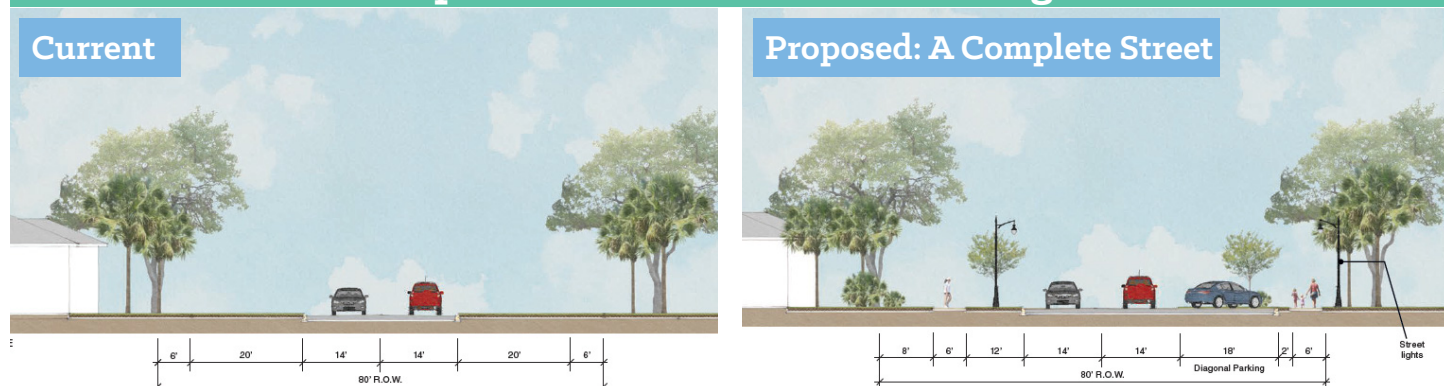
## Streetscape Improvements

Wholesale improvements to the streetscapes along key neighborhood corridors as well as connective streets within the grid are essential to the plan. These include rebuilding streets with appropriate lighting, landscaping, sidewalks, parking, vehicular lanes and subsurface infrastructure, all within the existing public right-of-way, in order to improve pedestrian connections and beautify the overall neighborhood experience. The ultimate goal is to create an interconnected grid of true “Complete Streets”, beginning with the streets highlighted in the map below. An example of a proposed intervention is also illustrated.

### Overview of Proposed Streetscape & Corridor Improvements



### Example: Blount Street Section Diagrams

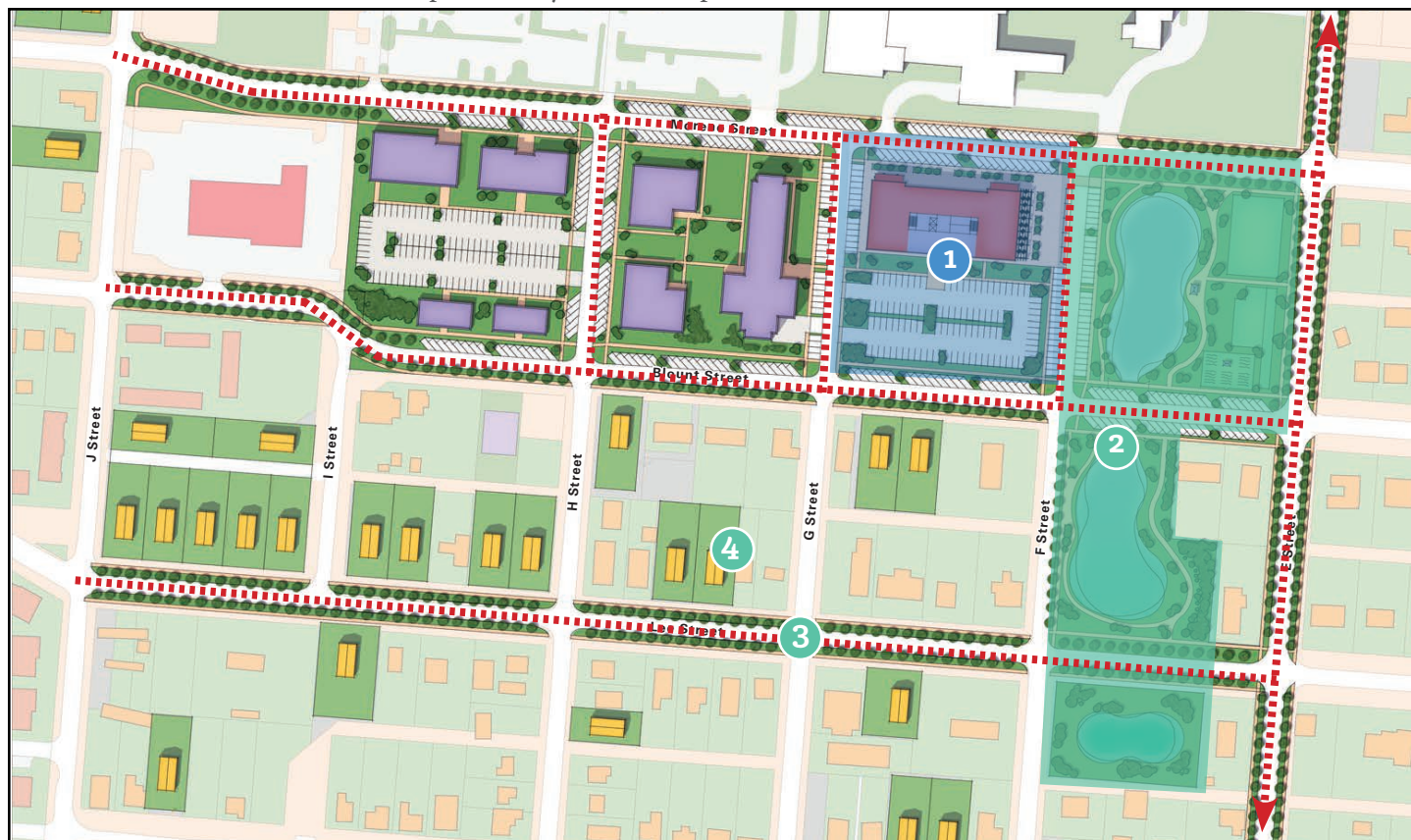




# Executive Summary (cont'd)

## Budgeting

The total costs associated with the proposed public and private interventions are shown below. Private construction costs were estimated based on estimates provided by experts from the local development community. The community park and associated stormwater improvement costs were estimated based on figures provided by the CoP Department of Public Works, and were also informed by the City's experience with building Admiral Mason Park. Streetscape improvement costs were determined based on construction cost estimated provided by the CoP Department of Public Works.



**1 Mixed-Use Office Building & Public Space<sup>1</sup>:** **\$16,019,477**

*Sub-Total – Estimated Private Investment:* **\$16,019,477<sup>1,2</sup>**

**2 Community Park & Stormwater Improvements:** **\$3,127,620<sup>2</sup>**

**3 Streetscape Improvements:** **\$9,255,000**

**4 Housing Infill & Property Rehabilitation:** **TBD<sup>3</sup>**

*Sub-Total – Estimated Public Investment:* **\$12,382,629<sup>3</sup>**

### Notes:

<sup>1</sup>Does not include value of land upon which the office mixed-use building is proposed to be built.

<sup>2</sup>Does not include value of land that Baptist is proposing to contribute for the formation of the park. This land should be appraised as part of any final agreements in order to accurately reflect the value of Baptist's contribution in this regard.

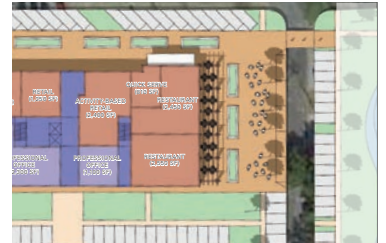
<sup>3</sup>Cost of community housing and rehab program not included because the scope of the initiative has yet to be formally quantified and thus could not be estimated yet at the time of this report.



## Next Steps

### 1 Mixed-Use Office Building Development

- Organizational planning & decision-making required from Baptist senior leadership on relocation of administrative functions and development of this facility, relative to other campus-wide investment priorities.
- Baptist to secure a development partner to develop the building.
- Develop a small business incentive program to support and attract local business owners to locate in the building.



### 2 Public Park Implementation

- Confirm land parameters and structure agreements between City of Pensacola and Baptist regarding Baptist provision of its land for park use.
- Immediately activate the city block at the southwest corner of W. Moreno and E Street to function as an interim park, ahead of the formal park being developed.
- Develop detailed physical, engineering and operational plans for the park that meet programmatic and functional goals, working with relevant City departments and a highly qualified landscape architecture firm



### 3 Housing Infill/Rehabilitation Strategy

- Setup a focused cross-disciplinary working group/committee composed of key leaders from City and County housing organizations, local public representatives, and other value-add stakeholders to proactively address, strategize on, and implement solutions.
- This group should develop an action plan for targeted investment into infill and rehabilitation of properties in the area.



### 4 Streetscape & Infrastructure Improvements

- City & County should develop a comprehensive plan for all neighborhood infrastructure improvements, including required subsurface infrastructure improvements, and a set of coherent urban design guidelines for streetscape improvements.
- Implement the improvements on a phased basis, in lockstep with other neighborhood improvements to which they relate.



### 5 Funding of Public Improvements

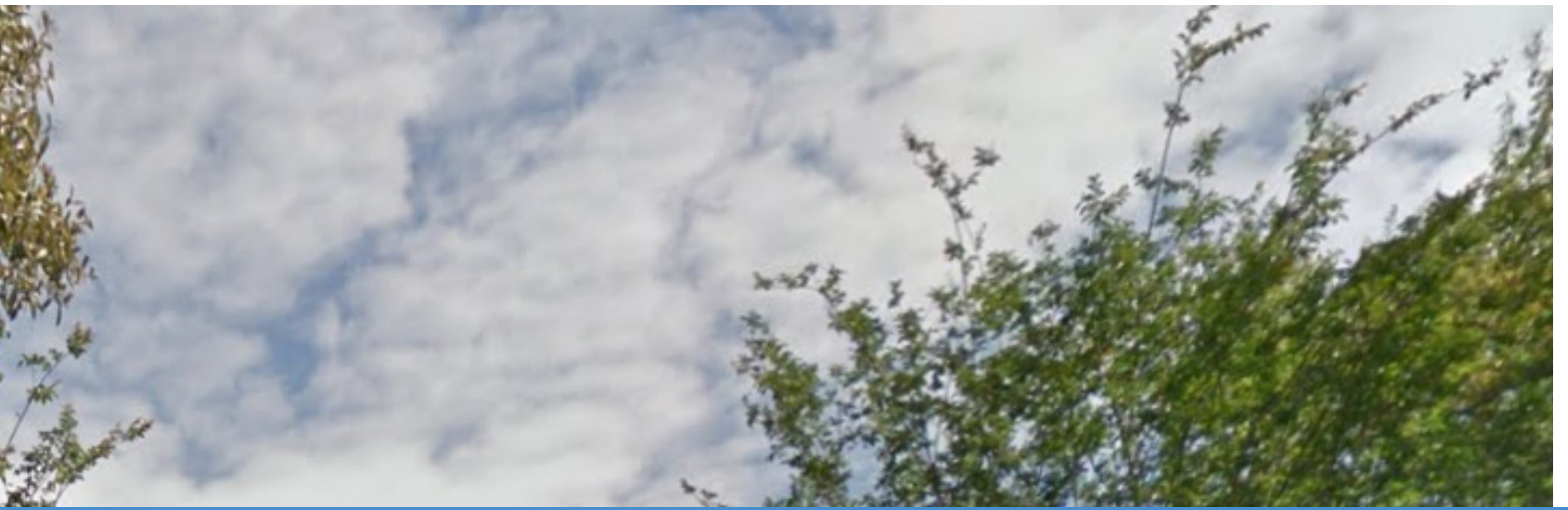
- City and County leadership must work together collaboratively to establish a funding and financing strategy for the proposed neighborhood improvements, identifying and potentially pooling a diversity of sources and approaches that may be available relative to the different improvements targeted.
- Strategy should be put forth with initial funds allocated during the next budgeting window in order to demonstrate progress and commitment to moving forward.











# Project Background & Mandate

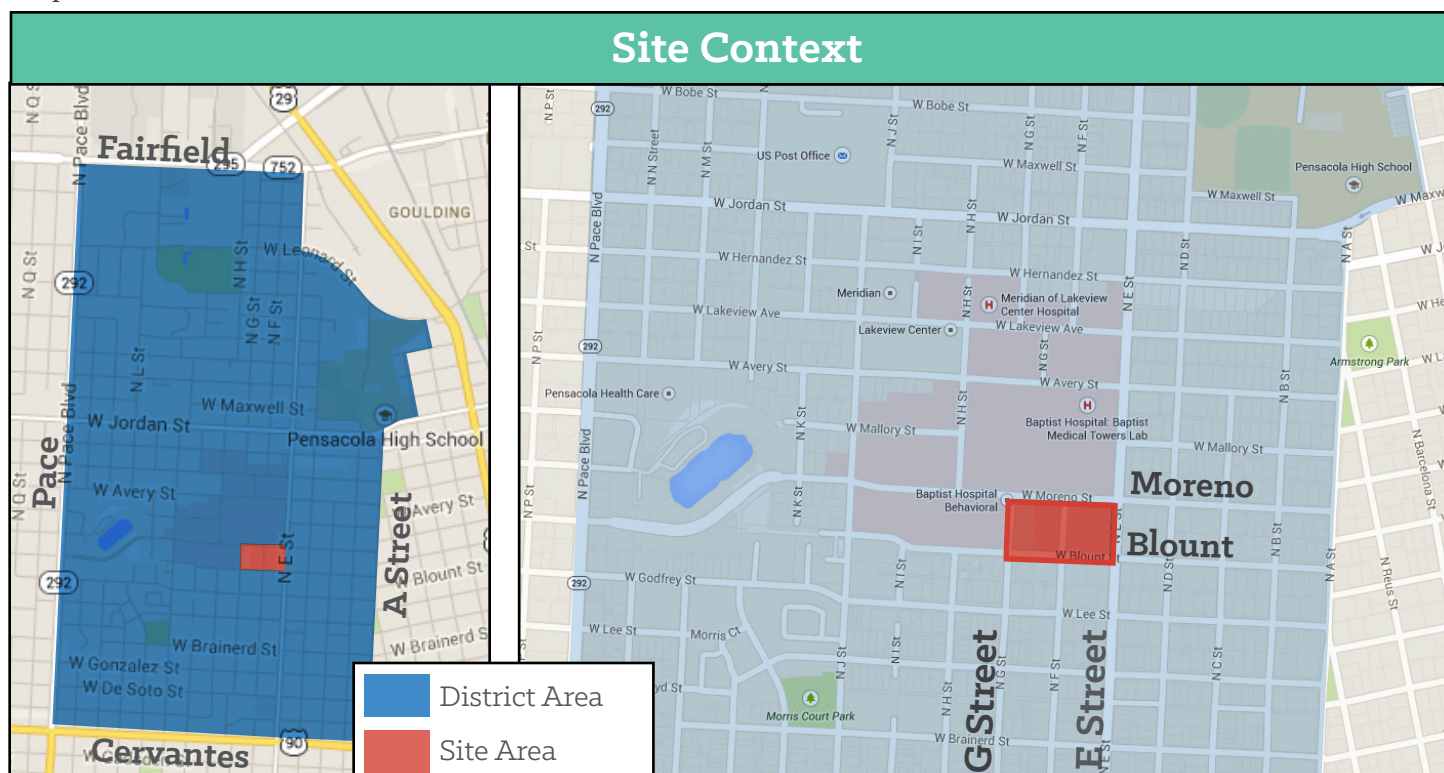
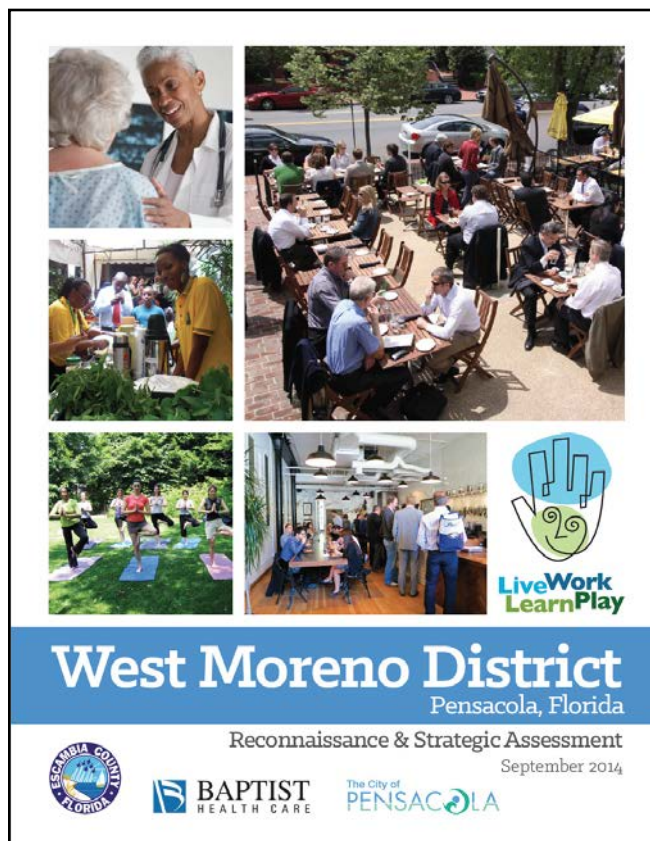




# Reconnaissance & Strategic Assessment Report

In 2014, Live Work Learn Play (LWLP) was engaged by the City of Pensacola (CoP), Escambia County (EC) and Baptist Health Care (BHC) to develop a Reconnaissance and Strategic Assessment of the neighborhood surrounding Baptist Hospital on Pensacola's west side in order to explore and generate consensus around a preliminary strategy and collaborative public-private framework for the revitalization of the area, given the working name of West Moreno District. This effort included a focus on a vision for the potential redevelopment of an underutilized two-block site on Baptist's campus, located on the southwest corner of West Moreno and E Street (across from the hospital).

After great collaboration with and input from the parties, the community and stakeholder groups, the report proposed a vision for a mixed-use neighborhood center that could accommodate the needs of Baptist Hospital for additional administrative office space, while offering needed retail, food and public realm amenities to the entire neighborhood. The redevelopment effort is envisioned as creating a central gathering place that will improve and generate value for the neighborhood and community by activating the area for visitors to the hospital, its employees and local residents. The study identified how the redevelopment of these blocks might serve as a catalyst for broader improvement and reinvestment across the west side neighborhood and the “E Street Corridor”, while setting a foundation for future growth and expansion opportunities for BHC – all with the potential to create a national model for hospital-anchored revitalization efforts.

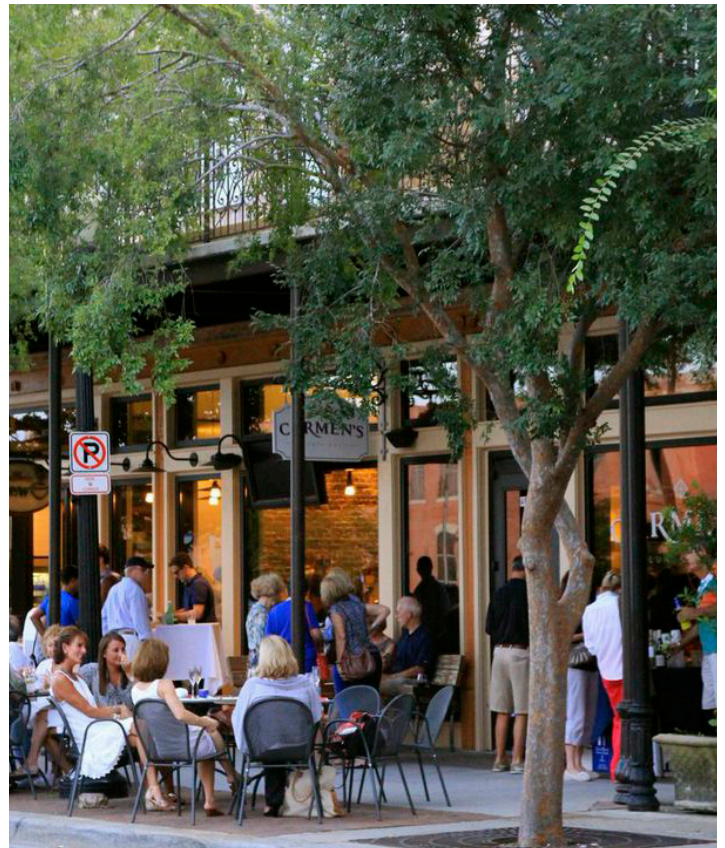




Following community consensus and the support of the parties for the vision and findings of the Reconnaissance & Strategic Assessment, LWLP was reengaged in December 2015 to more deeply explore and define the opportunity for moving forward with the project and revitalization effort, while generating additional community and stakeholder input and consensus around the strategy. This Development Plan and Implementation Strategy summarizes the recommended physical planning, feasibility and development options to help realize this potentially transformative redevelopment initiative for the West Moreno District.

## Key Objectives

- 1** Refine the proposed development program and anchor uses that can be implemented in the project
- 2** Develop a master plan that integrates the proposed development program and strategies into a preferred physical layout and design for the site and surrounding area
- 3** Clearly articulate the development strategies to be achieved by the master plan and their associated rationale
- 4** Identify the roles and responsibilities of each the parties in implementing and realizing the project
- 5** Engage with and incorporate feedback from the community, other stakeholders and potential partners to ensure support and buy-in for the effort



# Methodology



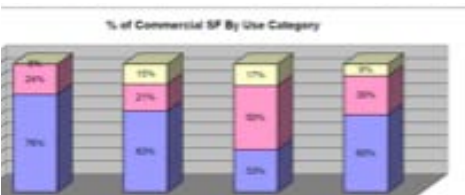
## Program Refinement

Considerations for program refinement include not only market research, but also updated space/facility needs for BHC, community needs based on stakeholder input from both residents, community groups, as well as CoP and EC staff, as well as site physical capacity testing. Development costs and real estate feasibility are also ever-present underlying factors when determining the potential for a redevelopment initiative of this nature.



## Physical Articulation

Based on the vision, research, and refined program, a collaborative and iterative master planning process was undertaken. This design process has resulted in a physical master plan for the site and area, which has effectively integrated all of the desired goals and outcomes, program and design elements, and project vision within the policy, zoning framework and site constraints, while informed by best practices in urban design and placemaking. The master planning process was led by LWLP working with Urban Design Associates, a world-renowned master planning firm with experience working in Pensacola as well as experience with challenging community redevelopment initiatives across the country.



## Budgeting & Costing

Costs for proposed public sector infrastructure improvements were informed by estimates provided by relevant CoP departments based on recent comparables for similar municipal investments. Development construction costing and assumptions were informed by discussions with local stakeholders in development and construction.



## Stakeholder Outreach & Community Feedback

The constant and key factor through this work, initiated during the LWLP's initial Reconnaissance and Strategic Assessment stage, and continued through the development of this report, has been the involvement of the community and stakeholder groups. The creation of the development plan, which positively addresses and integrates the various needs of the parties and the community, was an outgrowth of the continuous feedback elicited, which was received through various means.

A Strategic Advisory Group, composed of representatives from the CoP, EC and BHC provided LWLP with weekly direction and input on the strategic direction of the efforts as they evolved. This was supplemented with interviews and discussions, both group and individual, over the course of the mandate with CoP and EC staff and leadership from various departments, as well as multiple touch points with individual CoP council members, the Mayor's office and the District 3 County Commissioner.

Throughout the development of this report, community engagement was also essential. LWLP engaged in various individual meetings with community and business leaders representing different relevant constituencies and groups in Pensacola. Additionally, formal public community meetings were held:

- February 1, 2016 at the Pathways for Change Family Center
- June 7, 2016 at Friendship Primitive Baptist Church

This robust engagement process has ensured that the master plan and strategy described in this report has strong support from public and private sector stakeholders and the communities it will impact.



# Goals of the Three Parties

As articulated in the Reconnaissance & Strategic Assessment report, the coalition of the CoP, EC, and BHC would not have been possible without the intersection of key civic and corporate objectives. First, Baptist's desire to plan for a new campus development opportunity, coupled with the CoP and EC's longstanding desire to invest in and revitalize the Westside of Pensacola, and the result is a unique opportunity to catalyze the resurgence of a neighborhood that has been long underserved. The collective and individual goals of the three parties are resummarized below.

## Collective Goals

Generate New Development and  
"Get Shovels in the Ground"



Enhance the E Street Gateway/  
Corridor



Catalyze Westside Neighborhood  
Revitalization



## Individual Party Goals



Meet Professional Office Space  
Need

Creating Healthier Communities

Move Prosperity North and West  
of Pensacola

Improve the Campus Experience  
for Patients, Visitors and  
Employees

Moving Prosperity Westward

Enhance Palafox Street, "E"  
Street and Pace Blvd.

Improve the Lives of People in its  
Community

Connecting North and South  
Areas of Pensacola

Develop the County's Workforce

Plan for Responsible Campus  
Redevelopment Activity

Improve Key Corridor and  
Gateways

Enhance Walkability of Major  
Roadways

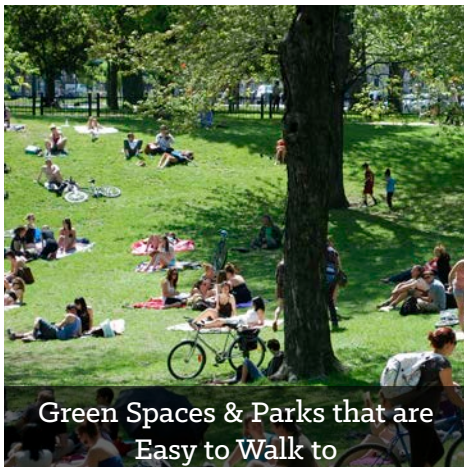
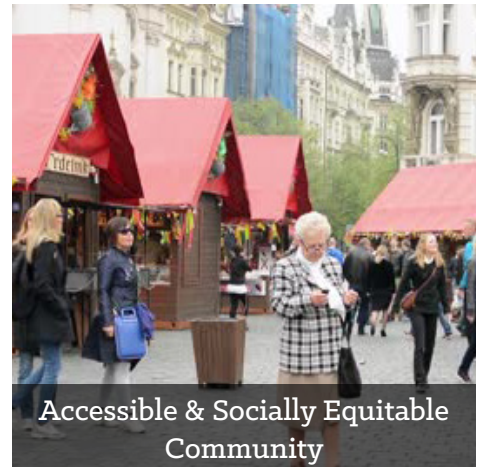
Leverage Healthcare Industry to  
Spur Economic Development



# Creating Healthy Communities

As described in the Reconnaissance & Strategic Assessment report, creating a healthy, active community is a core goal of this project. The development strategy and master plan outlined in this report is informed by the Healthy Community Design Principles set forth by the Centers for Disease Control and Prevention. These principles outline some of the key components of a healthy community.

## Healthy Community Design Principles





# Focused Westside Investment

## Downtown Investment Success

Also discussed in the Reconnaissance & Strategic Assessment report was the need for a focused, and collaborative westside investment strategy. Targeted strategic public investments have yielded positive results for Downtown Pensacola in recent years by using public investments to catalyze private investment potential, which has helped generate significant new investment in the Downtown. This has led to the successful realization of a number of public improvement projects:



Vince J. Whibbs Sr. Community Maritime Park



Main Street Streetscape Improvements



Admiral Mason Park



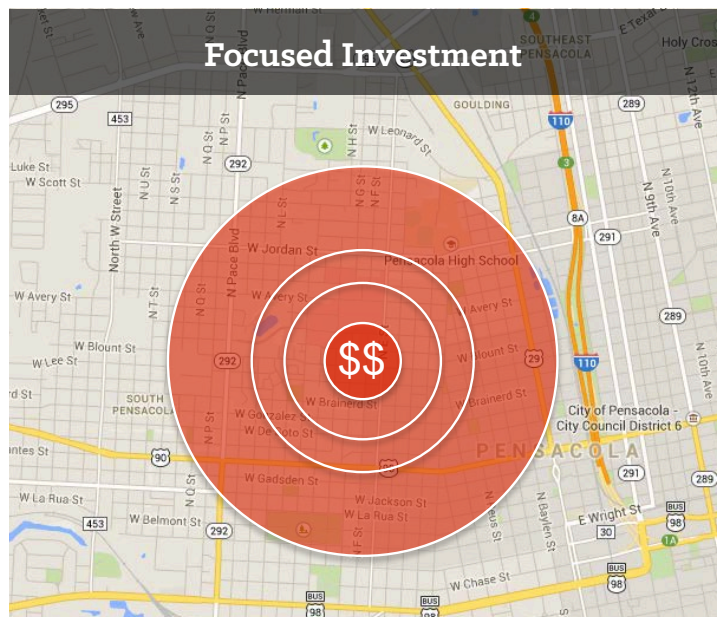
Downtown YMCA

## Investing in the Westside

Public investment into Pensacola's westside has been limited in recent years and executed in a piecemeal fashion, in a well-intentioned attempt to simultaneously address, with limited funds, multiple and significant needs across a large underserved geography. This project presents the opportunity to make a strategic investment, in concert with BHC (the major private sector economic and employment anchor in the area,) to achieve appreciable change that will resonate and improve the surrounding neighborhood. But this will require prioritizing, focusing and coordinating CoP and EC financial resources within the targeted geography of this project to be effective.



Dispersed Investment



Focused Investment



# Review of Visions & Guiding Principles

To set the stage for the neighborhood improvement strategy outlined in this report, it is important to recall the visions and guiding principles for the West Moreno District and its initial redevelopment project that were set out in the Reconnaissance and Strategic Assessment report. These have informed the programming of uses and experiences reflected in the master plan, as well as the broader overall plan and strategy proposed for the area.

## West Moreno District Vision



The **next great Pensacola district**, characterized by a **world-renown hospital anchor**, diverse living options, a **broad mix of retail services and amenities**, and an **active and accessible public realm** that invites pedestrian activity. It will be a **catalyst** for the **resurgence** of Pensacola's Westside, and **emblematic** of the culture of historically African-American neighborhoods.



## Guiding Principles



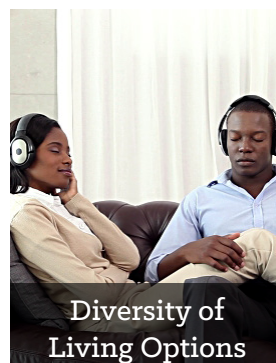
A Safe, Walkable  
Neighborhood



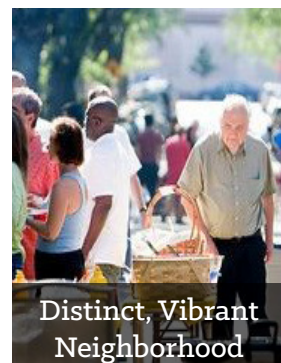
A Great Place  
to Work



Everyday  
Conveniences



Diversity of  
Living Options



Distinct, Vibrant  
Neighborhood





## Project Vision



The new development at West Moreno and “E” Street will be a **catalytic project** for both Baptist Hospital and the surrounding neighborhood, and a national model for the hospital-anchored civic revitalization efforts. It will be a **safe and inclusive gathering place** that physically and experientially **integrates** Baptist with its surroundings, and improves the quality of life for employees and residents with **diverse retail amenities** and an **active urban environment**.



## Guiding Principles



Local Independent Operators



Neighborhood Destination



Health & Wellness



Thoughtful Urbanism









# Context & Overview

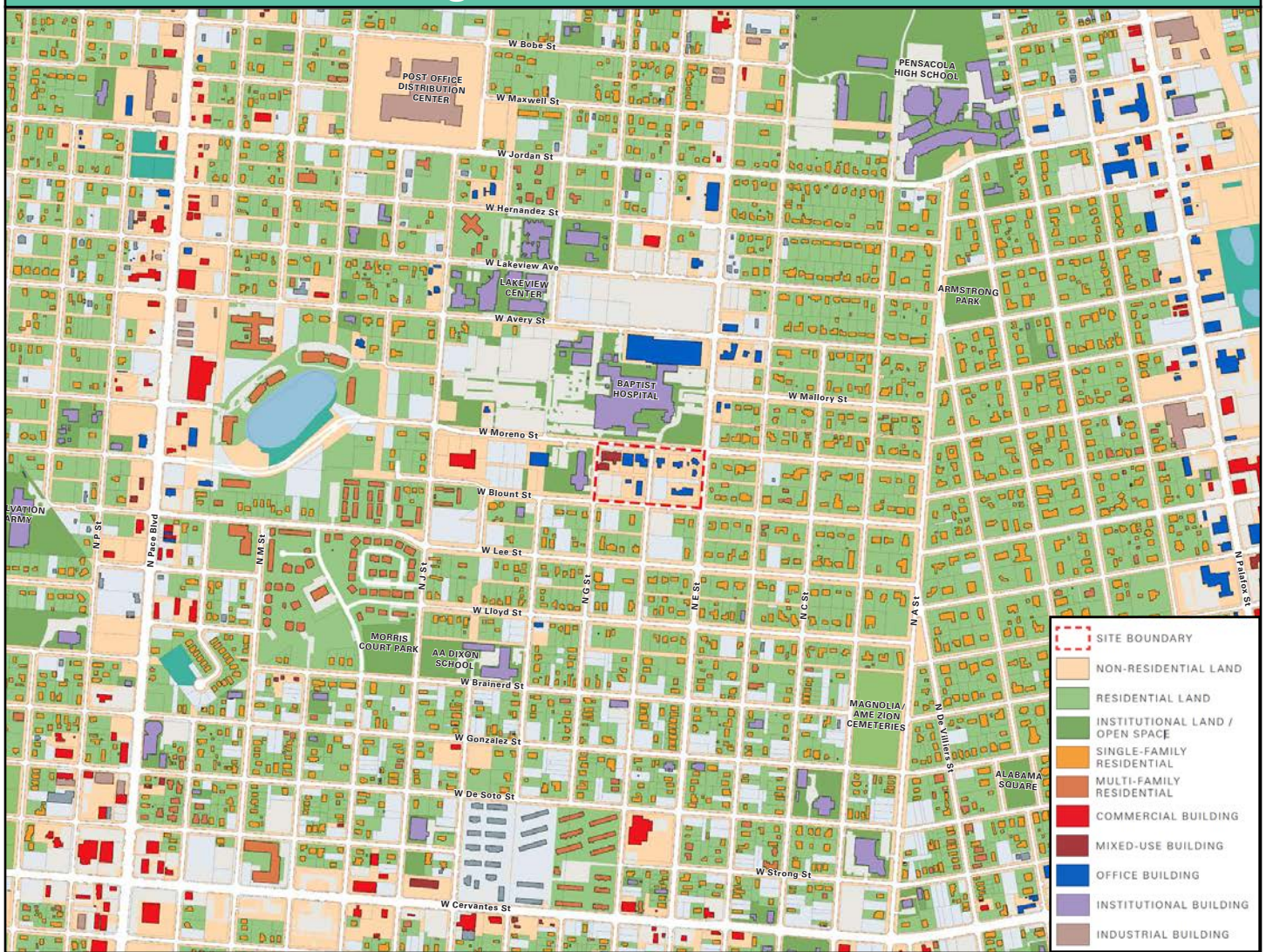


# Review of Neighborhood Context & Conditions

The neighborhood improvement strategy proposed for the West Moreno District has examined the proposed redevelopment initiatives within the broader context of Pensacola's westside. The area surrounding Baptist Hospital offers a key opportunity to coordinate Baptist's future growth with a strategic plan to revitalize and directly enhance the surrounding neighborhood. While an analysis of site and neighborhood conditions was outlined in the Reconnaissance & Strategy Assessment report, additional planning "X-Rays" were performed of the neighborhood as part of this current study. They highlight some important considerations, related to both the Baptist facilities as well as the surrounding neighborhood, that this strategic plan must be particularly sensitive to addressing in order to be effective..

## Not on a Commercial Corridor

### Portrait of Existing Conditions and Commercial Corridors

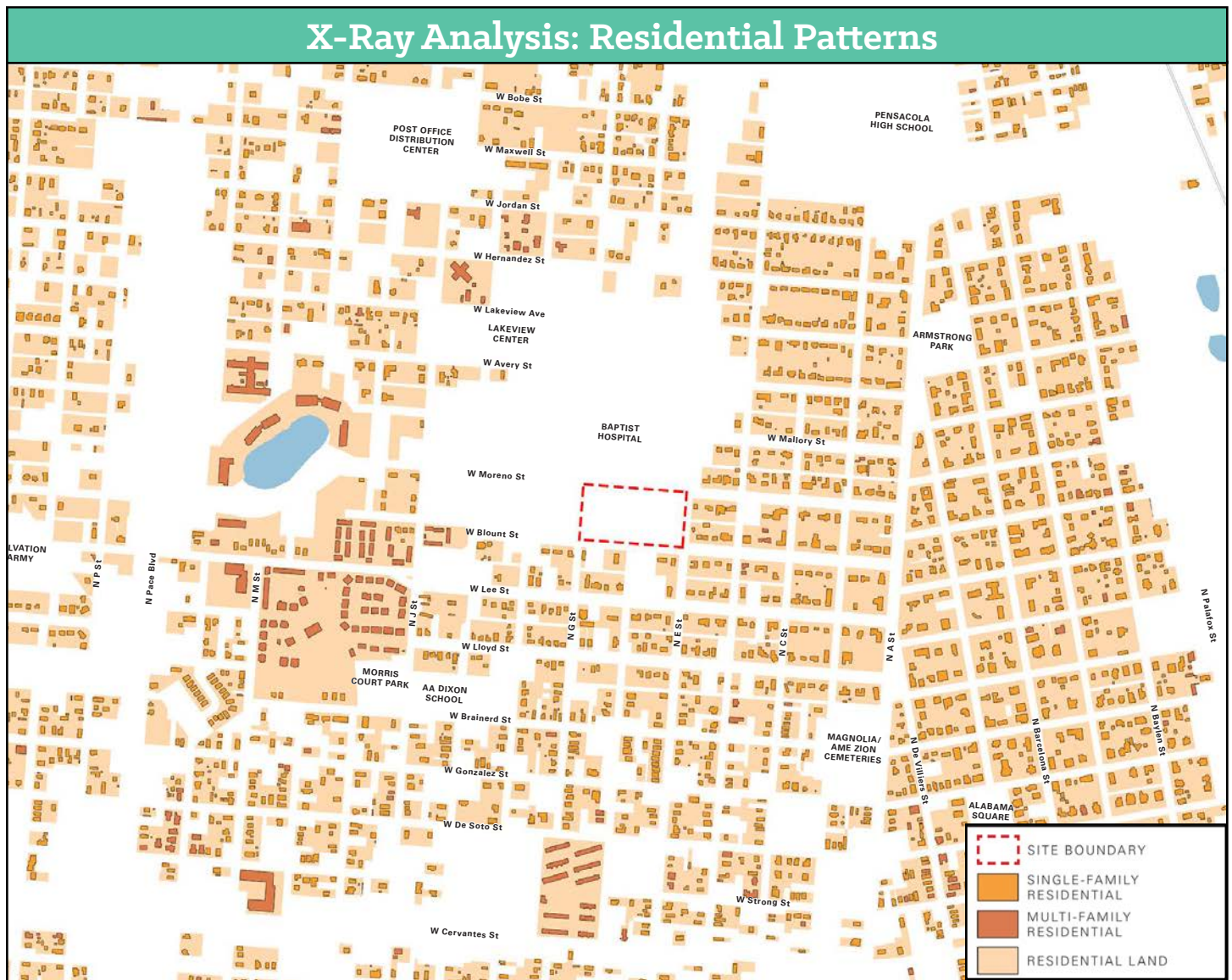


As evidenced by the map, Baptist Hospital and the lands targeted for redevelopment, are not in a commercial area or along a commercial corridor. Cervantes St. to the south, Pace Blvd. to the west, and Palafox to the east are all a significant distance away. This presents unique considerations for the strategic plan and any proposed commercial development, as commercial uses will need to be self-sustaining from the proximate Baptist employee, patient, and visitor base and the surrounding residential population, while catering primarily to them. In essence, the project must stand on its own in becoming a new nucleus of economic activity.





## Residential Neighborhood Context



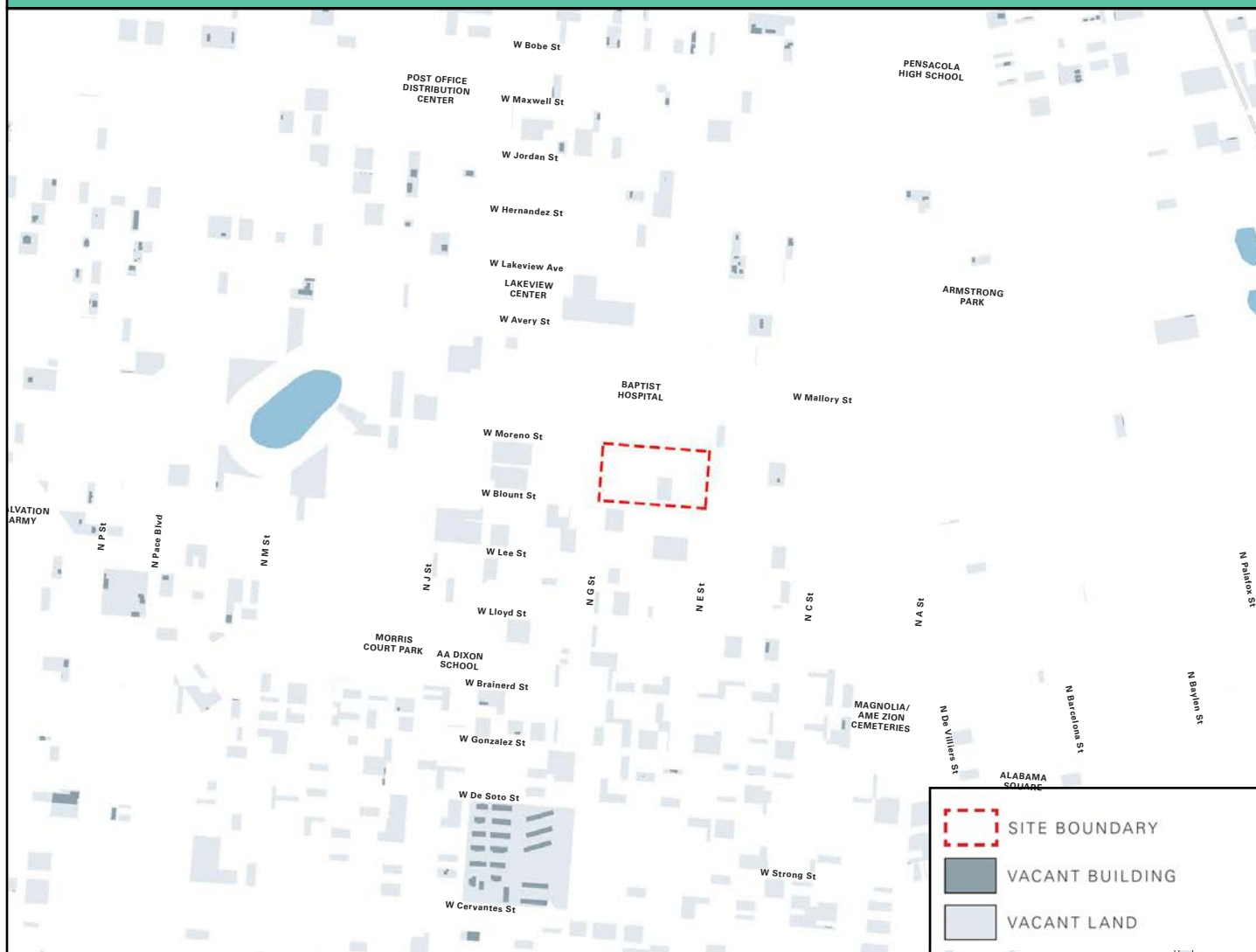
As evidenced by the map, Baptist Hospital is located in an almost entirely residential neighborhood. This presents the challenge of developing responsibly, remaining sensitive to campus edges and the impacts of large surface parking lots and back of house operational considerations on residential neighbors. The neighborhood improvement plan must be cognizant of this reality and assist with these effort by ensuring appropriate, quality transitions between the hospital campus and the surrounding community, creating the positive staging for neighborhood improvement to occur over time.



# Review of Neighborhood Context & Conditions (cont'd)

## Significant Vacant Land

### X-Ray Analysis: Vacant Land



Within the neighborhood surrounding the Baptist campus, there are considerable vacant or abandoned lots, contributing to the area feeling void of economic development. While the area to the east of E street shows strong property ownership and upkeep, the areas to the south and west show significant concentrations of vacant property. This reinforces how important it is to set the stage for these areas to improve through targeted investment, but also highlights the magnitude of the need and the sustained effort required to facilitate that goal over time.







# Neighborhood Issues to Address

The SWOT analysis conducted as part of the Reconnaissance and Strategic Assessment revealed several issues affecting both the site and its surrounding area. Some of those issues are more specifically highlighted here as they reflect items that are being directly responded to through the programming and investment strategy in the proposed master plan for the site and the broader neighborhood improvement strategy.

## What's Broken?



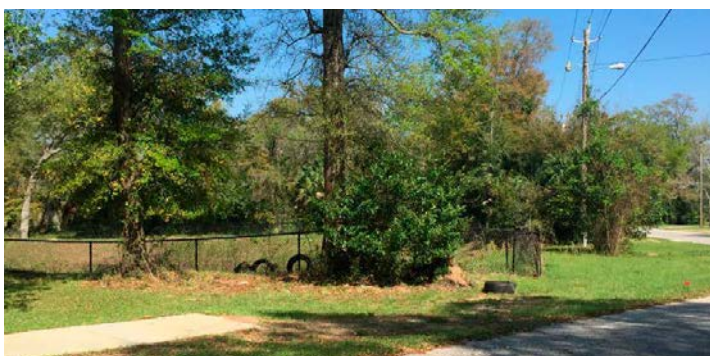
**Inconsistent & Incomplete Streetscapes**

Many of the streets surrounding Baptist Hospital are in a poor state of repair, and are uninviting to pedestrians due to broken, unfinished or missing sidewalks. Additionally, inadequate street lighting was specifically highlighted at community meetings as a concern of neighborhood residents that contributes to the area feeling unsafe at night and to enabling the incidence of crime.



**Vacant Land & Dilapidated Housing**

As discussed previously, the neighborhood to the south and west of the hospital contains many vacant, abandoned, and deteriorating properties that contribute to the area feeling neglected, unsafe, and unwelcoming. Additionally, this negatively impacts the value of the adjacent homes and land, disincentivizing those owners from reinvesting in their properties, as well as any new external private investment into the area.



**Ad-Hoc Stormwater Management**

A lack of a consolidated plan or design standards for addressing flooding and surface run-off issues in the area has led to piecemeal, reactionary ways of dealing with stormwater that have both been inadequate as well as detrimental to the character of the neighborhood. In particular, the propensity for digging holes, with chain-link fences around them, to collect the stormwater in runoff areas, completely devalues surrounding properties, whereas there are solutions for dealing with it in a manner that is both functional and aesthetic.



**Flooding**

In light of inadequate stormwater management, recurrent flooding during incidences of high precipitation causes visible pooling of water in certain areas, and damage to public infrastructure and many private properties in the area requiring frequent investments to their repair and maintenance. In a recent case, the CoP even had to purchase, for demolition, private homes due to recurrent flooding damage. This additionally impacts investment potential and the overall neighborhood character.



The quality and degree of (dis)repair of a neighborhood's public infrastructure and public realm has a determinative impact on safety and public perception of the area, investment and growth potential, and community pride.

## What's Missing?



**Retail & Restaurant Amenities**

The area does not offer local residents or hospital populations enough quality, healthy, convenient, and affordable places to eat, or access to basic services and amenities. Baptist has limited, simple commercial offerings within the hospital, and the only street-facing restaurant, the popular Sunshine Café, will be closing next year when the owner retires.



**Quality Public Space**

The area also lacks any formal or inviting public gathering space or plaza where local residents, employees, patients or visitors can gather to socialize, eat lunch, or take a break in an attractive environment that is setup and designed to invite social interaction and connections.



**Green Space & Recreational Amenities**

There is also a lack of formal green space or naturalized areas for people to escape, exercise, sit, walk, relax and passively enjoy. If someone from the hospital wants to go for an afternoon walk that isn't around a parking lot, or if a local family with children wants to go to a well-maintained park, with a place for their kids to play, or access field space for recreational activities, there are no options currently available to them.









# Programming





# Recommended Development Program

In response to the site analysis and goals, a series of key, macro program components were identified and formed part of the baseline planning direction for the master plan.

These components can be classified into two distinct categories: target programming in the built form, and in the public realm. The program components in both of these categories share a common goal: to attract different user groups to the site by creating a diversity of reasons for varied people to spend time and money there, generating the critical mass of activity required for the birth of a vibrant “place” at the doorstep of Baptist Hospital, and at the heart of the neighborhood.

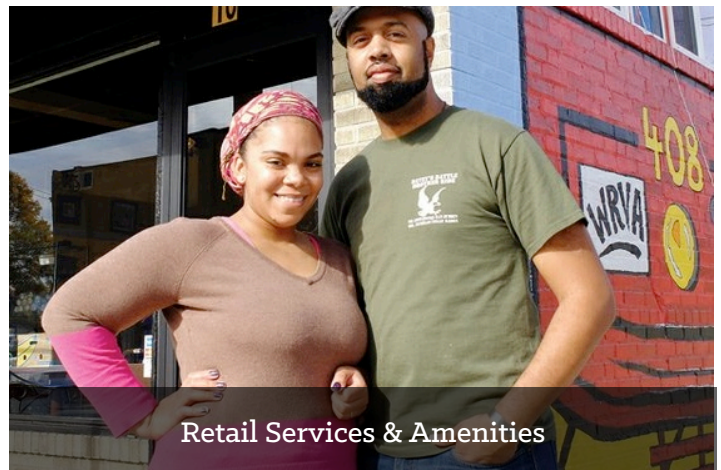
## Built Form

The development strategy recommends the development of a mixed-use office building with office uses on the upper level, and retail and restaurant amenities on the ground floor.



Professional Mixed-Use Office Building

The upper-level office program is intended to serve the current priority need expressed by Baptist Health Care to re-locate their administrative functions from their principal medical office buildings.



Retail Services & Amenities

The ground-level commercial program is intended to provide the hospital employee, patient, and visitor populations, as well as community residents, with improved retail amenities and eating options.

## Flexibility of Upper Story Space Use

Within this proposed building, using the upper-level space for administrative office space is only one possibility for Baptist, and could be replaced with other hospital or medical functions should they determine a more pressing priority regarding their space or business needs. An activated ground floor with retail and eating options, however, is crucial to realizing the project's goal of generating visible activity and an economy by servicing latent community needs. However, for this new commercial development to be successful, its surrounding context must first be significantly improved to set the stage, hence the target public realm program.

## Permanent Green Space: The Evolution in Thinking

In the Reconnaissance and Strategic Assessment Report, green space and field space were initially envisioned as a temporary or interim land uses to activate the target site until it was ultimately fully developed out over time. Through the process of developing this study, however, the rationale and enormous benefits of creating permanent green space to address a diversity of identified issues, while accomplishing overall project goals, emerged as the clear preferred direction. Consensus converged around this approach being what's truly best for the project, and executing the proposed transformative public park amenity successfully is an essential foundation of the long-term success of the parties' efforts.



## Public Realm

The public realm program recommended in the development strategy and physically articulated in the master plan is comprised of four general components that each target addressing specific issues and opportunities previously outlined.



Community Park & Green Space

A community park with green space is proposed to serve as a safe, central gathering and recreation place for the West Moreno District community, its families, and its children, as well as the hospital populations, providing needed public amenities that contribute to overall community health. It will become a permanent fixture of the neighborhood, and address the community's need for green space – as expressed through public meetings and affirmed by the City of Pensacola's Parks & Recreation department.



Stormwater Management & Public Amenity

This park can play an important role in stormwater management for the area, not only due to its natural capacity to absorb surface runoff during important storms or floods, but also because it will feature important stormwater retention and detention ponds. The ponds will serve two purposes: as functional pieces of stormwater management infrastructure, and as a public amenity to complement the public park as a whole.



Public Plaza Space

Outside of the mixed-use office building, a public plaza is proposed to provide comfortable and inviting space for users of the ground floor retail and restaurants, or others, to sit, eat or just take a break and enjoy the surroundings. This plaza is intended to act as a third place for members of the hospital population and surrounding community, and be another visible signal of economic and human activity in the area.



Streetscape Improvements

Additionally, the program proposes a set of improvements to the streetscapes in targeted streets surrounding the hospital, the new mixed-use office building, the park, and proximate residential properties. These improvements include:

- The repair and addition of sidewalks to enhance pedestrian connections and experience;
- The repair and addition of street lighting to enhance the feeling of safety in the neighborhood;
- The introduction of on-street parking to provide a buffer between cars and pedestrians, as well as help fulfill the need for convenient parking for the park, retail, office, and hospital users.



# Program Refinement & Viability/Rationale

The macro program components described in the previous section, were then additionally validated and refined to provide greater specificity and direction to the master plan – all based on studies, research, analysis and stakeholder interviews that confirmed their viability, and provided specificity in terms of office and retail sizing, and preliminary public realm design components and programming.

## Office

At the time of the Reconnaissance and Strategic Assessment Report, Baptist Health Care had originally communicated a range of potential space needs for their proposed professional office component of the mixed-use development. As shown in the table below, a revised audit performed by Baptist generated a refined need for approximately 43,830 square feet, divided among various administrative functions:

Baptist Professional Office Building Space Planning Exercise	
Administrative Functions	Sq. Ft.
Medical Records	2,000
Quality	4,000
Information Services	6,000
Discharge Planning	2,500
Planning	1,500
Reimbursement	830
Financial Analysis	1,600
Insurance Verification	900
BMG Recruiting/MKT	900
Foundation	1,000
Facility Mgt.	1,700
Outreach	1,000
Ormis	1,100
Decision Support	2,800
GRC	5,500
BMG Admin	3,500
Marketing	4,000
Billing Office - Cashier Counter	500
Meeting Rooms	2,500
<b>Total</b>	<b>43,830</b>

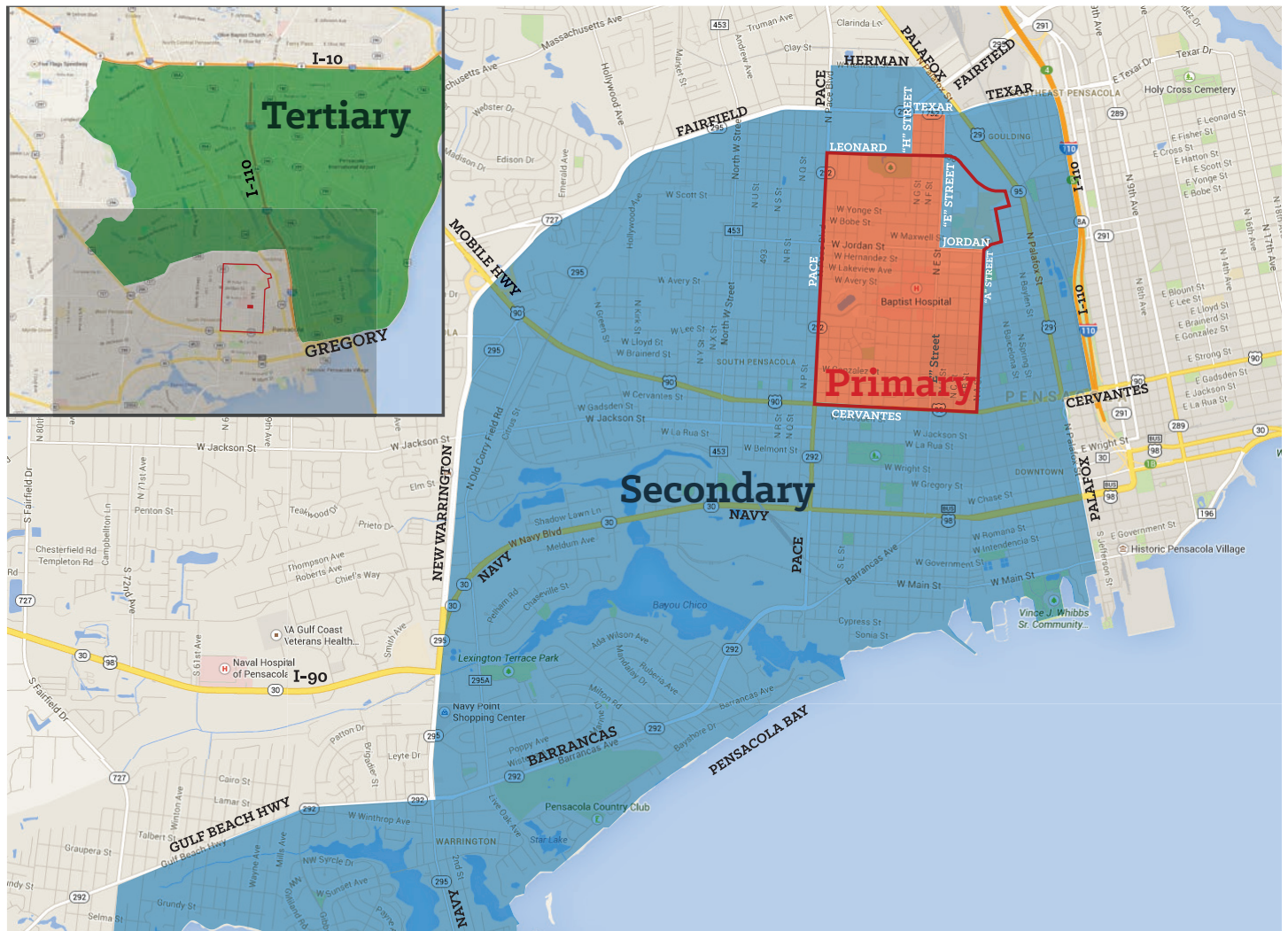
**Note: All sizes are approximate and subject to reasonable modification and fluctuation.**



## Retail

### Review of Target Market

In order to estimate the potential commercial economy for the retail and food components of the mixed-use development, LWLP relied on the target market analysis and customers segmented, quantified and described in the Reconnaissance & Strategic Assessment report. For facility, this is summarized below:



#### Primary Draw Area

Daily Population	11,281
Baptist Daily Population	6,481
Baptist Employees	5,600 total/daily
Inpatients	13,500 total/ 159 daily
Outpatients	81,500 total/ 223 daily
Hospital Visitors	~236,000 total/ 499 daily
Neighborhood Residents	4,800 total/daily

#### Secondary Draw Area

Residents	27,852 total
Employees*	6,563 total

#### Tertiary Draw Area

Residents	73,677 total
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\*Secondary Draw Area employee population is lower than indicated in the original Target Market Analysis, as downtown employees have been removed.



# Program Refinement & Viability/Rationale (cont'd)

## Retail (cont'd)

### Commercial Economic Study (CES™)

The Commercial Economic Study (CES) is a demand-based model that estimates the potential economy of spending to support commercial development by taking into account behavioral spending patterns by customer segment. Factored into the model are the following considerations and assumptions:

- Potential end-users by target market customer segment
- Frequency of visitation by customer segment
- Capture rate of customer segments
- Average spend per visit
- Targeted sales per square foot (viability threshold for the commercial operators)
- Competitive supply of commercial space (retail and food & beverage)

This CES is a preliminary model based on the target market segments identified, quantified and (in some cases) surveyed as part of LWLP's original Reconnaissance & Strategic Assessment report, with additional inputs and assumptions based on interviews with Baptist leadership, staff and employees, community residents, and LWLP's expertise in purchasing patterns and consumer behavior.

The CES estimates that the project will be able to support up to approximately 17,000 square feet of small-scale commercial development. It is important to note that this represents a potential stabilized economy, that may take several years to achieve as businesses establish themselves, build their customer bases and market familiarity, and grow their sales as customers change their spending behaviors and become familiarized with the new offerings. Given the existing context today, it should be expected that new businesses may struggle in the initial years and thus appropriate incentives, support and financial engineering should be planned for.

Please refer to the CES Summary on the opposing page, and to Appendix A for the complete CES model.



West Moreno District Project Commercial Development Potential	
Projected Annual Stabilized Commercial Economy	\$6,852,649
Commercial Operator Sales Per Square Foot Viability Threshold	\$400
Viable Square Footage of New Commercial Development	17,132

Commercial Economic Study Summary					
Commercial Target Market - Customer Segments	Population Base	Estimated Annual Achievable Customer "People Days"	Estimated Daily Achievable Customer "People Days"	Projected Annual Stabilized Commercial Economy	% of Expenditures by Customer Segment
Primary Draw Area					
Primary Draw Area: Baptist Hospital					
Employees					
Total Baptist Hospital Employees (including Lakeview Center)	5,674	425,550	1,166	\$5,106,600	75%
Patients					
Inpatients (# bed nights)	57,915	2,896	8	\$28,958	0.4%
Outpatients	81,500	8,150	22	\$81,500	1%
Estimated Annual Patients	139,415				
Estimated Daily Patients	382				
Visitors					
Baptist Hospital Visitors	182,000	91,000	249	\$910,000	13%
Medical Office Visitors	54,000	13,500	37	\$135,000	2%
Estimated Annual Hospital Visitors	236,000				
Estimated Daily Visitors	647				
Primary Draw Area: Baptist Hospital Daily Total	6,703	541,096	1,482	\$6,262,058	91%
Primary Draw Area: Neighborhood Residents Total	4,854	14,562	40	\$72,810	1%
Primary Draw Area Total	11,557	555,658	1,522	6,334,868	92%
Secondary Draw Area					
Employees	6,563	32,815	90	\$393,780	6%
Residents	27,852	14,632	40	\$79,796	1.2%
Secondary Draw Area Total	34,415	47,447	130	\$473,576	7%
Tertiary Draw Area					
Residents	73,677	3,684	10	\$44,206	1%
Tertiary Draw Area Total	73,677	3,684	10	\$44,206	1%
Total Daily Target Market	119,649				
Total		606,789	1,662	\$6,852,649	100%



# Program Refinement & Viability/Rationale (cont'd)

## Community Park Programming

To determine the more specific programming concepts and parameters for the community park and its surroundings, LWLP engaged in discussions with:

- The CoP Parks & Recreation Department to explore potential recreational programming elements that they felt could be well used by the community and effectively managed by their department;
- The CoP Department of Public Works and Facilities to determine how the park might holistically address the neighborhood stormwater management and flooding issues previously identified, both in terms of needed capacity as well as design format;
- Innisfree Hotels, a community-focused hotel management company with a community garden program in Pensacola, regarding the potential to create a new one as part of this West Moreno District neighborhood improvement initiative.

The program elements highlighted here are by no mean an exhaustive representation of all possible viable uses, and should in fact serve as a starting point for the envisioning and programming of this community park, which should aim to attract and serve the greatest number of people for diverse reasons, activating it at various times of the day. When moving into detailed park design, all potential ideas should be revisited and considered.



Community Garden



Stormwater Pond Amenity

A community garden would create a draw for both the residential community around the park and for Baptist employees. Providing an opportunity for people to grow – and learn about growing – healthy, local and organic food, while interacting with each other, would create an excellent opportunity to form community bonds between Baptist and its neighbors, while also contributing to the increased health and nutritional education of both parties. The garden could include educational programs with local schools, residents and community groups, including the nearby senior housing complexes, and the food produced could be used by Baptist Hospital's food service program, as well as by the new eateries forming part of the project. Exact sizing of the garden would depend on the number of planting beds, and should be determined based on more detailed study and need.

Turning the issue of stormwater management from a problem into an asset, appropriately sized stormwater retention and detention ponds can be designed, engineered and landscaped into a beautiful public amenity located within this community park. Admiral Mason Park downtown provides an award winning, and lauded precedent for such an initiative, that can replicated in a contextually appropriate way. In discussions with the Department of Public Works, it was determined that a combination of both a retention (wet) pond and a detention (dry) basin could effectively manage existing neighborhood stormwater demands and fix current flooding issues (assuming, as will be discussed, that as certain streetscapes and underground infrastructure around the project are rebuilt, water can be piped from some areas of the district over into the future park basins.)

While currently envisioned as part of the park, the community garden's location is potentially flexible and could also be located elsewhere nearby, if operational considerations or space needs demand it.





Children's Sports Field

Whereas a full-size adult sports field was deemed too large to locate on the site, a smaller 25 x 40 yard field (or potentially multiple fields) can be accommodated on the site, perfect for community sports programs for children under 8 years old, which would contribute to improving youth recreation in the area.



Obstacle/Challenge Course

This increasingly popular park programming idea is a need and facility that the Parks & Recreation Department expressed does not currently exist anywhere in the city. Incorporating a timed challenge course and 40-yard dash, it is popular with NFL youth programs. Aimed primarily at youth and teenagers, it would also help achieve the goal of improving the health of the community, and provide a unique attraction that would set this community park apart from others in the city.



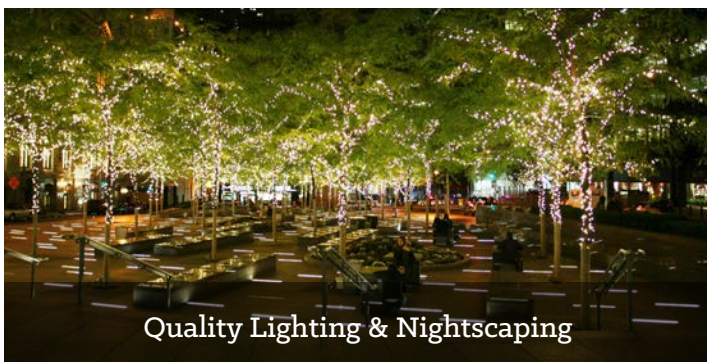
Children's Play Structure

For neighborhood families with young children to enjoy.



Walking Paths & Seating Options

For passive enjoyment by all throughout the day and evening.



Quality Lighting & Nightscaping

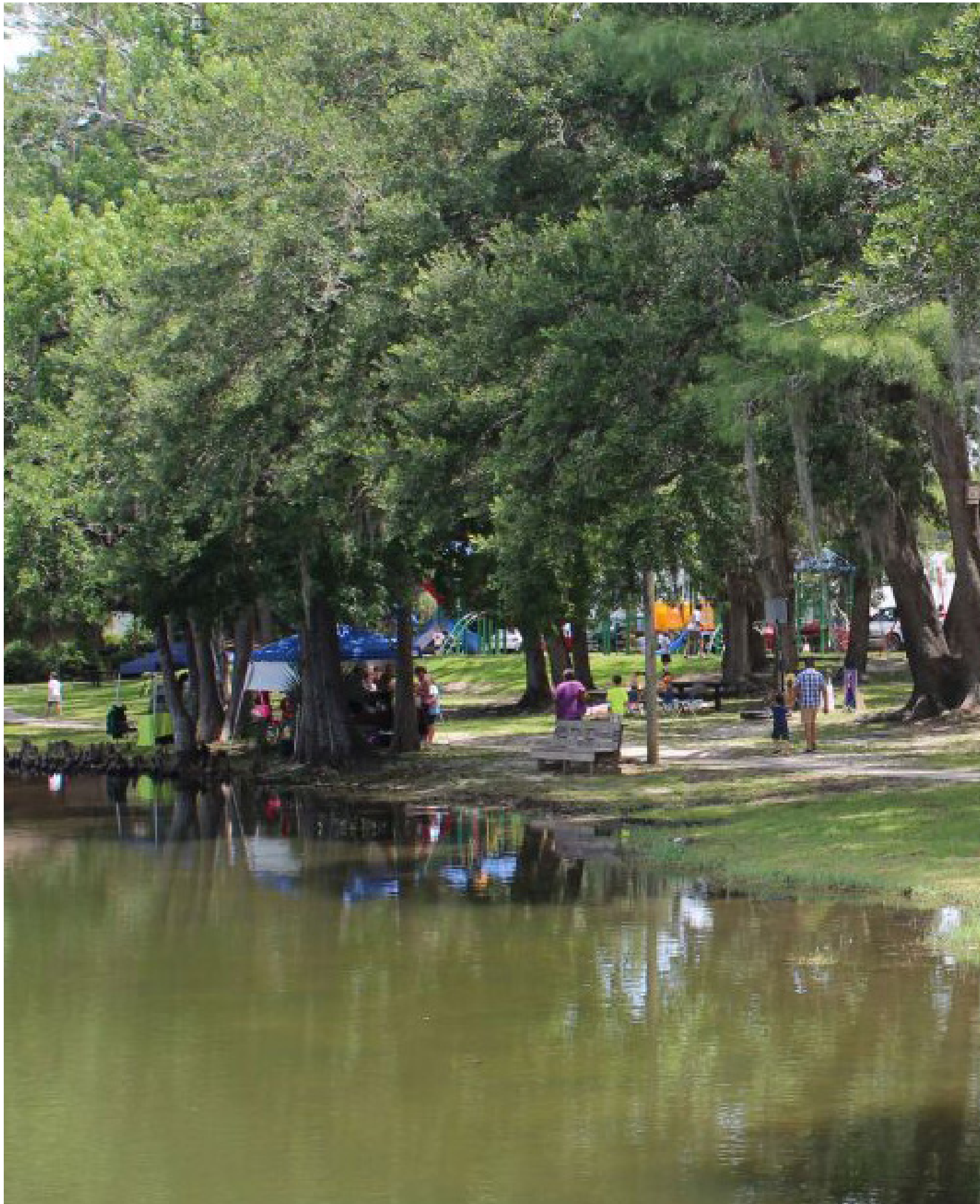
To ensure feelings and perception of safety and the ability to program and use the fields and amenities into the evening hours.



Public Restrooms

Whether part of the mixed-use building, or within the park, restrooms will likely be required.









# Neighborhood Improvement Action Plan & Strategy









# Strengthen Neighborhood & Stretch Prosperity

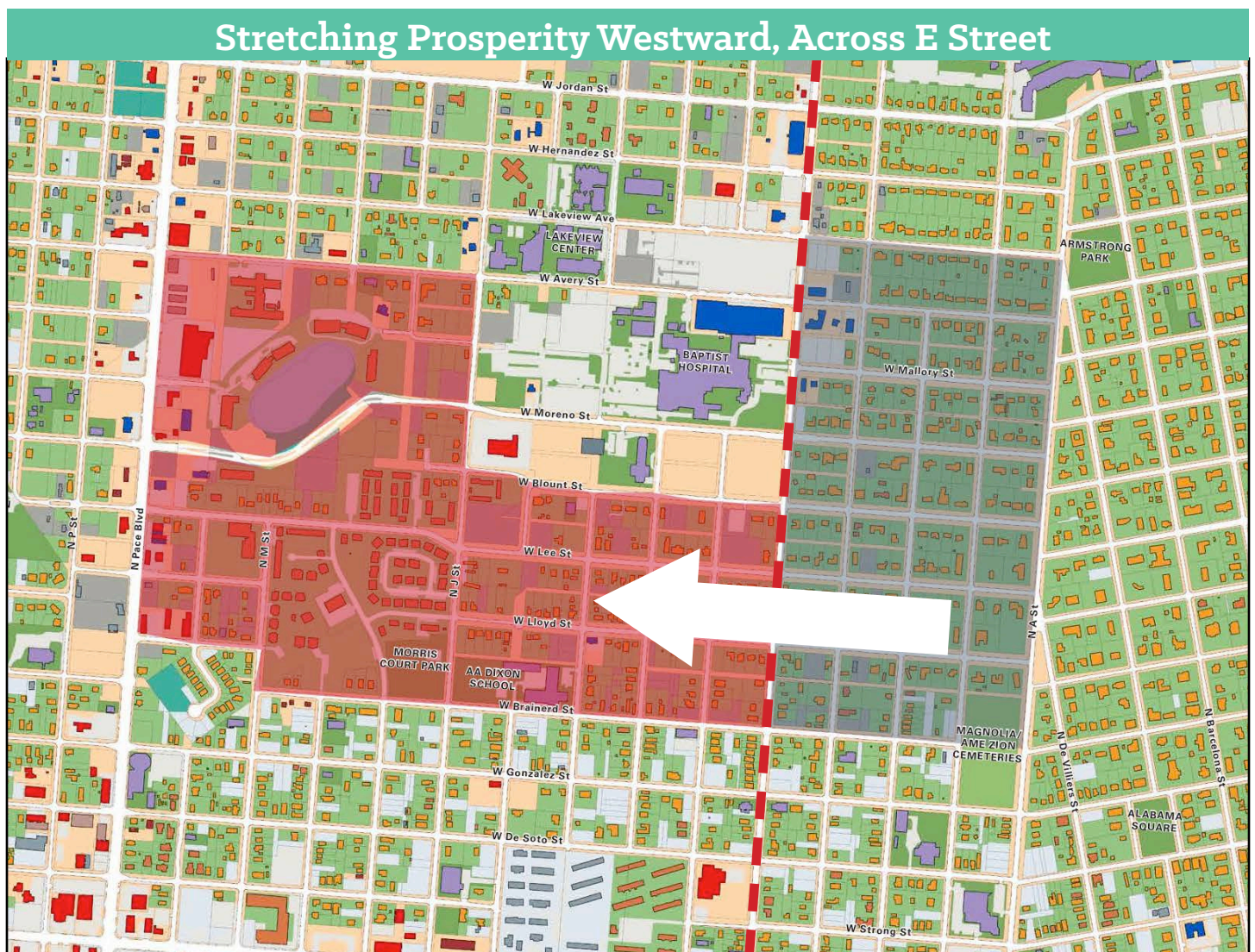
One of the main goals of the plan and strategy outlined in this report is to have the redevelopment of the target site be an important catalyst to creating positive change and broader revitalization of the surrounding West Moreno District.

There is currently an imbalance in terms of economic investment and vitality in the area. E-Street is a clear dividing line between two areas that have experienced two different fates over the years. West of E Street, the area south and west of Baptist Hospital is visibly and significantly blighted, both in terms of private property and public infrastructure, which speaks to a decades-long lack of neither public nor private investment into the area. This will continue to degenerate unless action is taken. East of E street, vacant lots are much less common, and the average upkeep of the housing stock and neighborhood character is appreciably better.

The neighborhood improvement strategy thus has two important goals in this context:

1. Stop any additional deterioration of the neighborhood and halt the progression of blight from further spreading eastward
2. Move prosperity westward, by making a significant and visible investment west of E Street that will start to positively improve and create value for that neighborhood and its surroundings – change that can reverberate out over time

Successful realization of these goals would yield tremendous compound benefits for the City, County and Baptist Health Care and the communities they each serve and represent in the area.

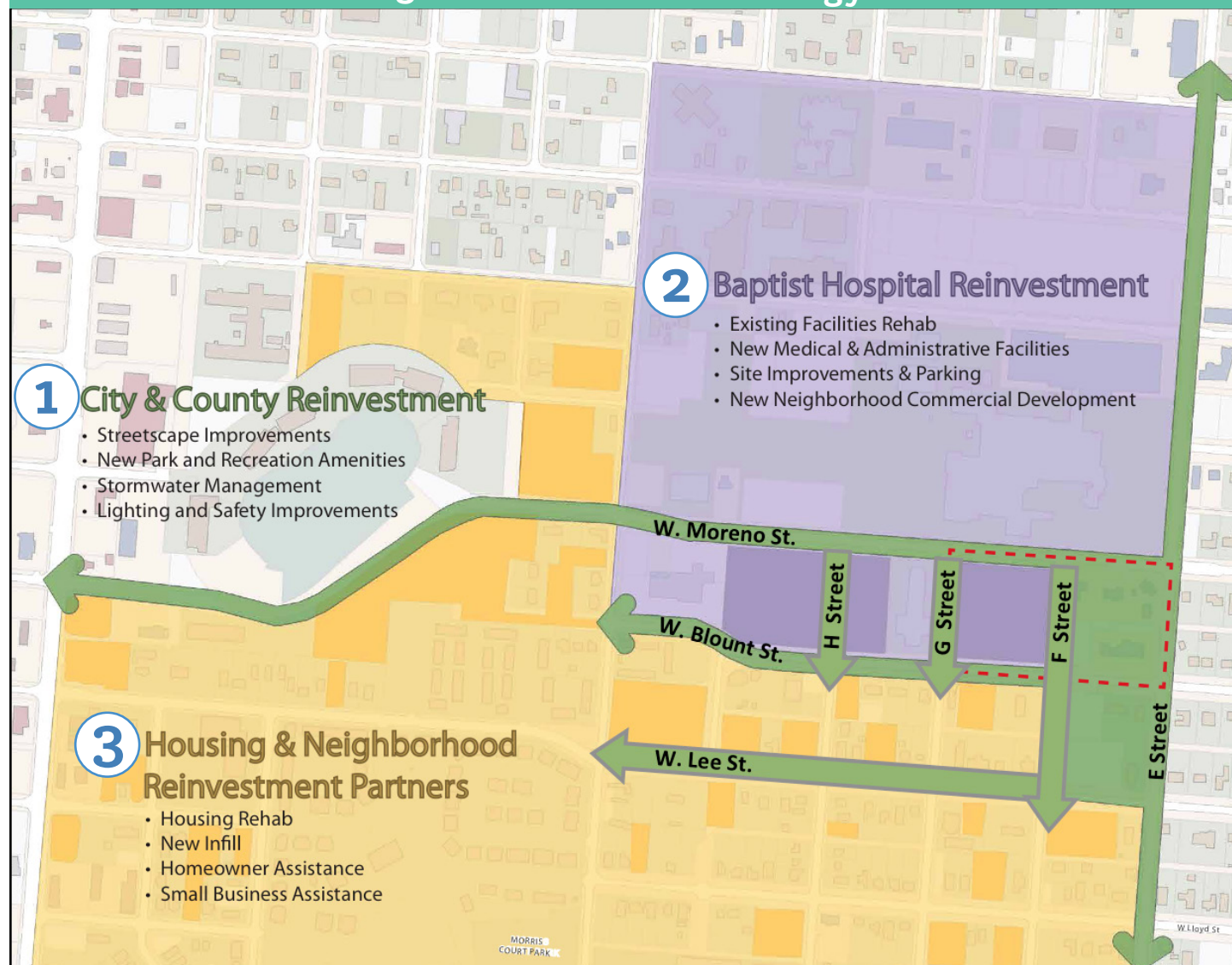




# Key Initiatives: A 3-Part Reinvestment Strategy

For these benefits to materialize, however, a concerted and coordinated public and private reinvestment strategy is needed to holistically address the deep, and longstanding needs of the neighborhood.

## 3-Part Investment Strategy



Each of the three components of the strategy have independent merit and warrant being individually pursued by the parties, but the coordinated collaboration of all three will create the greatest impact. The public infrastructure investments provide the essential foundational staging for redevelopment activity and investment to occur and will increase the viability of the desired commercial amenities.



## Reinvestment Responsibilities

### 1 City & County Reinvestment

As they have in Downtown Pensacola, the public sector partners must invest in improving the public infrastructure in the area in order to send a strong message regarding their long-term commitment to the westside communities, and set the stage for neighborhood improvement and broader revitalization to occur.



#### This includes:

- Streetscape improvements to enhance the pedestrian experience
- Development and creation of a new park and green space for the community, with associated recreational amenities
- Stormwater management improvements that are aesthetically sensitive, including of one or more retention/detention ponds that double as a public amenity to complement the new park.
- Lighting and safety improvements to improve visibility and user comfort, and encourage more frequent and prolonged visitation to the area at all times of the day and evening

### 2 Baptist Hospital Reinvestment

As the major private sector employer, landowner and economic anchor, Baptist has a responsibility, pursuant to its business needs, to reinvest in and improve its campus and engage in responsible redevelopment activity, as it has committed to doing.



#### This includes:

- Rehabilitation of existing hospital facilities to signal reinvestment and dedication towards the neighborhood, and improved care for all hospital users and workers
- Development of new medical and administrative facilities to enhance Baptist's quality of care and offerings in a regionally and nationally competitive industry
- Exterior site improvements and improved parking infrastructure to soften its campus edges and reduce impacts on its residential neighbors
- Introduction of new commercial development into the neighborhood that would serve and benefit both the Baptist populations (employees, patients, and visitors), and the wider community

### 3 Housing & Neighborhood Reinvestment Partners

The blight of decades of property disinvestment in the area will not reverse course by itself, and requires a concerted and targeted effort by local housing authorities, working with state, federal, and eventually experienced private partners.



#### This includes:

- Rehabilitation of dilapidated residential structures in the neighborhood to encourage re-use and meet a community need for affordable housing
- Infill housing to make productive use of vacant land and begin stitching together a more complete, walkable urban fabric for the neighborhood
- Provision of homeowner assistance to help residents maintain and beautify interior and exterior components of their properties
- Provision of small business assistance to encourage entrepreneurship and business development in the neighborhood



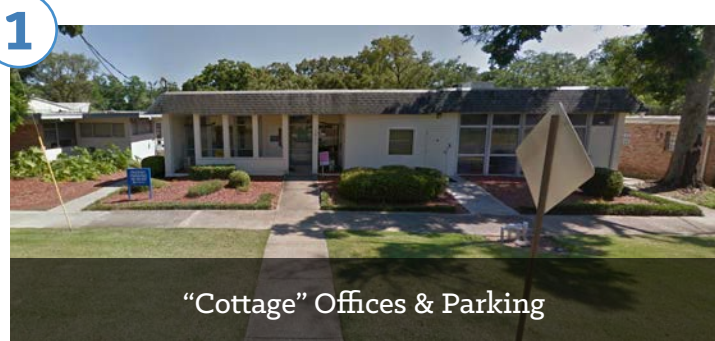
# Site Development Context Today

The area targeted for redevelopment is currently comprised of and surrounded by of a mix of vacant and underutilized land or properties in various states of disrepair.



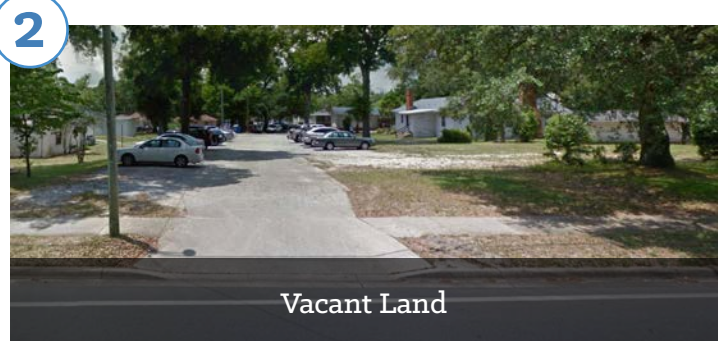
## Baptist Properties

Baptist properties located south of the hospital are largely under-utilized today.



"Cottage" Offices & Parking

This entire city block contains certain Baptist administrative uses, as well as the Sunshine Café, housed in older deteriorating structures fronting West Moreno Street, with additional parking space for the hospital in the back interspersed among large canopied trees.



Vacant Land

This important block on the high visibility street corner of E Street and West Moreno is currently vacant, as certain older structures that formerly occupied it were demolished this year. It also has a significant number of large trees and feels park-like even in its natural state.



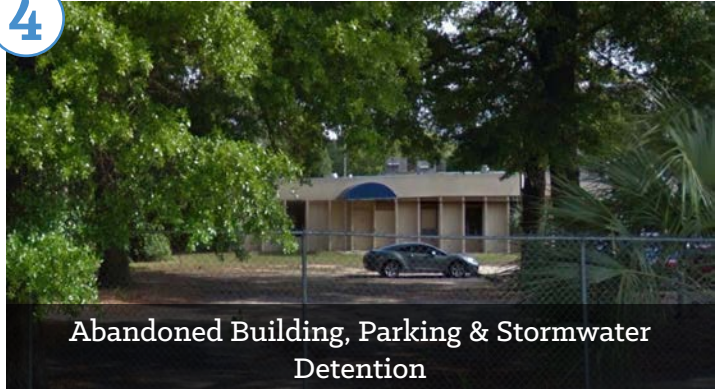
3



Overflow Parking Lot

This property is an overflow parking lot for Baptist, but is generally not used and sits mostly vacant.

4



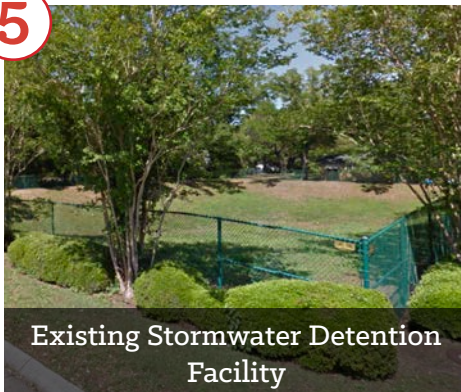
Abandoned Building, Parking & Stormwater Detention

This block is severely underutilized, containing an abandoned structure that used to house the Baptist sleep disorders clinic, with parking in the back, as well as a stormwater detention facility created to accommodate runoff from the dialysis center to the west.

## Current City Stormwater Initiative

The CoP Department of Public Works has undertaken several stormwater management initiatives in areas south of the hospital. The Department has plans to expand an existing stormwater facility north of Lee Street by combining it with a future facility planned on a newly acquired lot south of Lee Street, and by permanently removing the section of Lee Street between the two lots. The resulting larger facility, as currently conceived, would exist in the same form as the smaller one today (i.e. a large hole in the ground with a fence around it.)

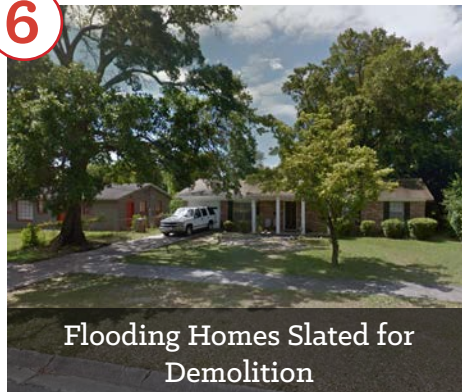
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Existing Stormwater Detention Facility

This property on the north side of Lee Street is a current city stormwater detention facility in the form of a dry hole surrounded by a chain-link fence.

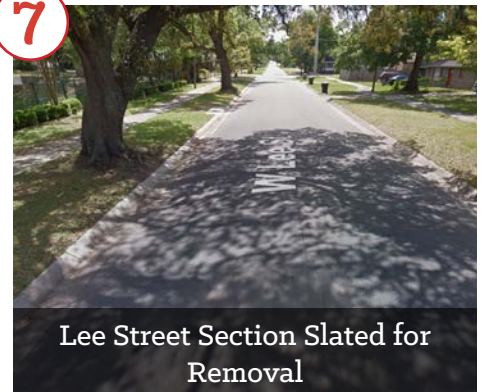
6



Flooding Homes Slated for Demolition

On the south side of Lee Street, there are three homes that flood persistently and that the CoP has secured funding to purchase and demolish, while relocating the occupants. Once the homes are demolished, the CoP Department of Public Works intends to use the land for additional stormwater detention, as it is a condition of their funding.

7



Lee Street Section Slated for Removal

In order to connect the existing stormwater facility with the one proposed on the south side of Lee Street, a portion of Lee Street between E Street and F Street is expected to be removed under the current CoP Department of Public Works plan.

The Department of Public Works has indicated that they are open to exploring alternatives for addressing the stormwater issue in order to avoid removing Lee Street as currently planned. **It is LWLP's firm recommendation that Lee Street should not be removed**, as to do so would continue the trend of neighborhood disinvestment the parties are trying to reverse, and adversely impact flow and connectivity as well as the value of surrounding properties.



# The Master Plan

## Master Plan Overview – Key Strategies & Considerations

The proposed Master Plan, summarized below and articulated in further detail in the following pages, integrates the proposed development program and strategic direction in a manner that achieves the project's stated neighborhood improvement objectives and sets the stage for broader revitalization to occur over time.

### Illustrative Master Plan



#### 1 New Development Fronting West Moreno Street

New Baptist development demonstrates private investment in the neighborhood and several key strategies are reflected in the plan:



- Reinforces Moreno as Baptist's institutional main street corridor
- New building faces existing hospital, creating a 2-sided, urban-feeling street with scale
- Retail on ground floor activates the street-front
- Promenade along Moreno invites pedestrian flow to plaza and park
- Plaza space faces park for public use, activation and flow
- Significant, convenient pull-in and diagonal street parking services demand and limits the required size of the surface lot in back



## 2 New, Expanded, Active Park & Pond Space

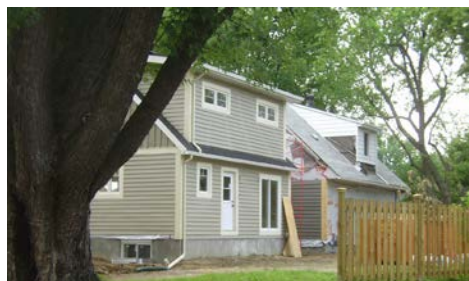
This new, substantial, activated civic green space is an essential foundation of the overall strategy:



- Creates a compelling sense of arrival to the district
- Serves as a highly visible “billboard” along E St., signifying investment in the westside neighborhood
- Public investment west of E Street stretches prosperity across E St. and creates value for surrounding neighborhood residents
- Addresses area flooding/stormwater issues comprehensively
- Creates space and opportunity for additional recreational amenities and park programming

## 3 Targeted Infill Housing

Beginning to repair the surrounding neighborhood:



- Provides new housing options for existing, new, or returning residents in need of quality places to live, by developing and making productive use of underutilized or vacant residential land
- Begins to complete a disjointed urban fabric and create a cohesive neighborhood that is well-maintained and cared for
- Signals to the wider community, including both public and private sectors, an interest and reinvestment in the area

## 4 Potential Future Development

Plan allows for Baptist to accommodate potential additional future development needs over time, outside its hospital:



- Buildings should continue to front Moreno, to continue the reinforcement of the institutional corridor
- Buildings should also front Blount, if possible, to improve the built-form response to the residential community on the south side
- Vacated segment of H Street between Blount and Moreno should be reinstated to improve connectivity and maintain block structure
- Storm water facility adjacent to the dialysis center can be removed to free up land for development, by redirecting stormwater runoff into the new park

### Prioritize the Park

In the event of phased implementation of the proposed public improvements due to budgetary constraints, the park and surrounding streets, should be prioritized for initial investment.

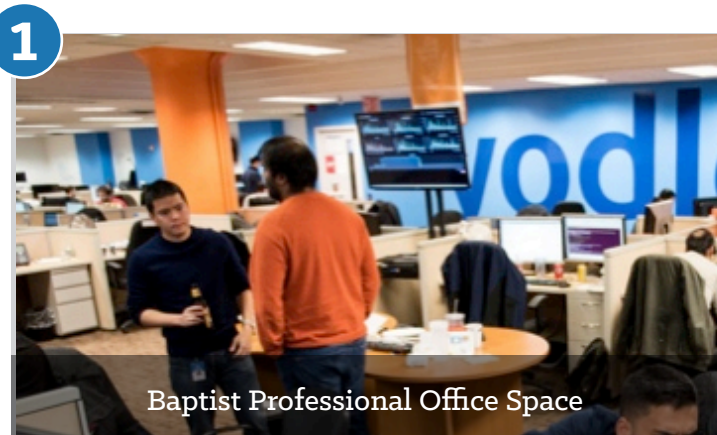
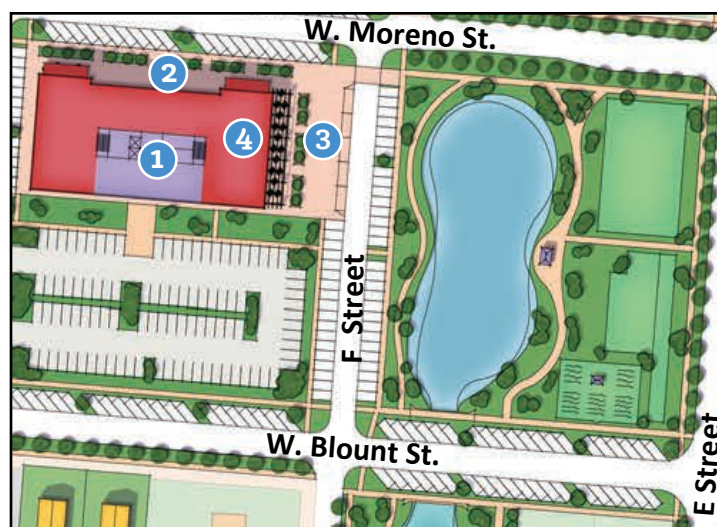


# The Master Plan (cont'd)

## Potential Mixed-Use Office Building

The mixed-use office building is conceived as a 3-storey structure, with Baptist professional office space on the 2nd and 3rd floors, as well as a portion of the ground floor. The building's main entrance is on West Moreno, but also has direct access from surface parking in the rear. Retail and restaurant space occupies the ground floor of the building fronting West Moreno, activating the envisioned promenade, patio and plaza space.

**Note:** These represent only conceptual building designs and plans, which should be expected change and evolve during any detailed design process, due to building efficiencies, value engineering and evolving market conditions.



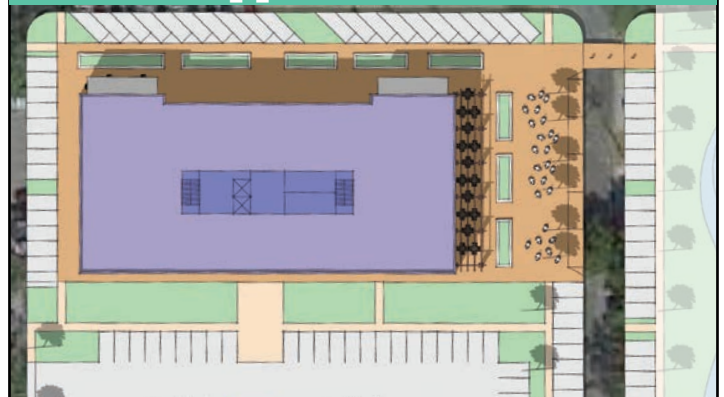


## Ground Floor Plan



Floor	Net Retail	Net Professional Office	Core, Circulation, Exterior Walls	Total
1	14,100	3,400	4,950	22,450
2	--	19,295	3,155	22,450
3	--	19,295	3,155	22,450
<b>Total</b>	<b>14,100</b>	<b>41,990</b>	<b>11,260</b>	<b>67,350</b>
<b>Parking Required</b>		<b>167 (Professional Office Only)</b>		
		Surface	On-Street	Total
<b>Parking Provided</b>		<b>99</b>	<b>154</b>	<b>253</b>

## Upper Floor Plan



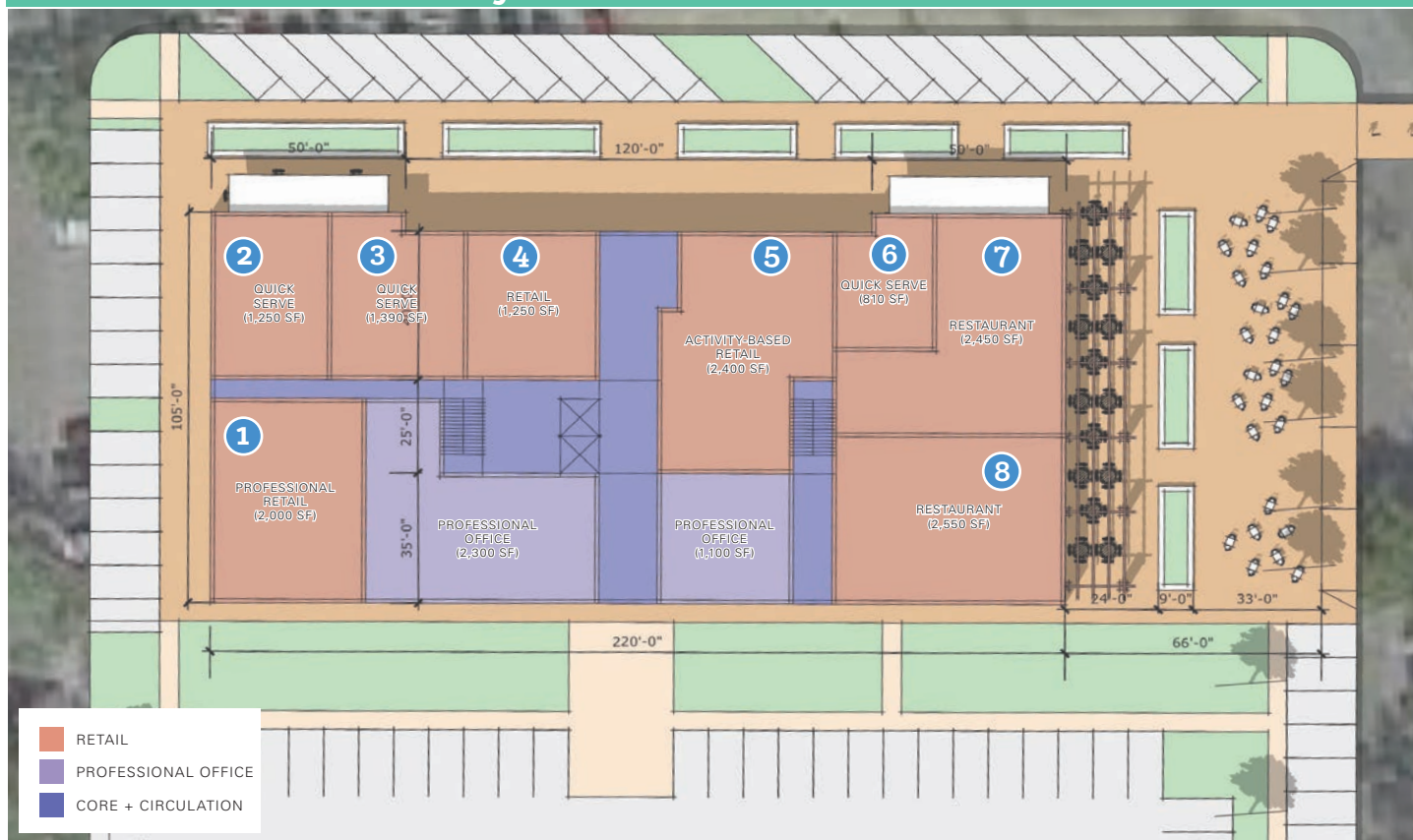


# The Master Plan (cont'd)

## Preliminary Commercial Program

The retail offering envisioned for the ground floor of the development includes a mixture of food services, daily services and amenities along with general and health and wellness retail offerings, all to serve the diversity of identified end-users.

### Preliminary Ground Floor Retail Tenant Mix




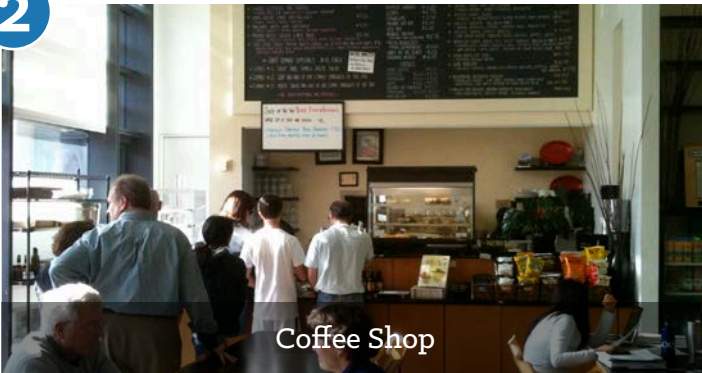
Category	Concept	Gross Leasable Area (Sq. Ft.)
1. Professional Retail	Medical Retail	2,000
2. Quick-Serve	Coffee Shop	1,250
3. Quick-Serve	Grab'n'Go Meals & Convenience Store	1,390
4. Retail	Flower & Gift Shop	1,250
5. Activity-Based Retail	Fitness Concept	2,400
6. Quick-Serve	Ice Cream & Treats	810
7. Restaurant	Casual Full-Service Restaurant	2,450
8. Restaurant	All-Day Diner	2,550
<b>Total</b>		<b>14,100</b>


**Note:** This suggested commercial tenant mix program is preliminary direction and will need to be additionally validated through market testing as the development moves forward.





## Preliminary Retail Concepts


- 

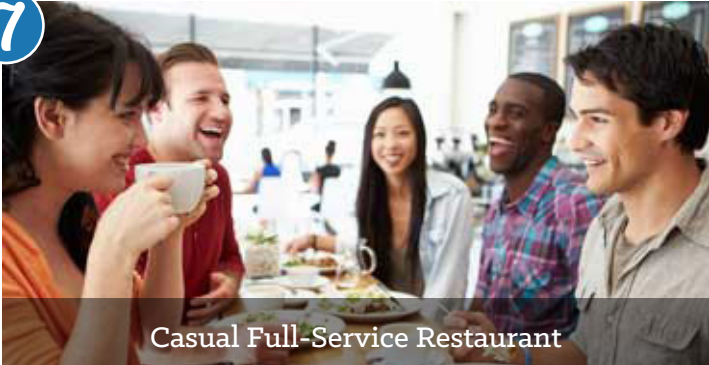
Medical Retail
- 


Coffee Shop
- 

Grab'n'Go Meals & Convenience Store
- 

Flower & Gift Shop
- 

Fitness Concept
- 

Ice Cream & Treats
- 

Casual Full-Service Restaurant
- 

All-Day Diner



# The Master Plan (cont'd)

## Community Park & Amenities

This new proposed community park with a major water feature, addresses and responds to the key program direction previously articulated. By combining Baptist and City-controlled lands, a ~4 acre park can be interconnected and integrated over 3 city blocks, incorporating wet and dry stormwater ponds surrounded by green space, all landscaped into an important community amenity. Ample walking trails and seating options surround the ponds, and provision has been made for a community garden, as well as both a multi-purpose children's sports field and an obstacle/fitness course, located along E Street to highlight visible recreation and activity. The park is also surrounded by convenient pull-in parking for parents and other visitors.

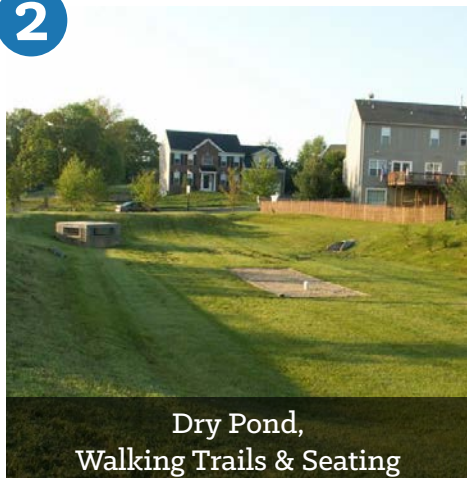
### Community Park Programming

1



Park Space, Stormwater Ponds,  
Walking Trails & Seating

2



Dry Pond,  
Walking Trails & Seating

3



Multi-Purpose Children's Sports  
Field

4



Obstacle/Fitness Course

5



Small Child's Playground

6



Community Garden

The development of this park as an important new community asset will require close work with the Parks and Recreation department to coordinate the proposed programming, construction, operation and maintenance, as well as with the Department of public works to ensure the stormwater functions are appropriately engineered to serve the area's needs.







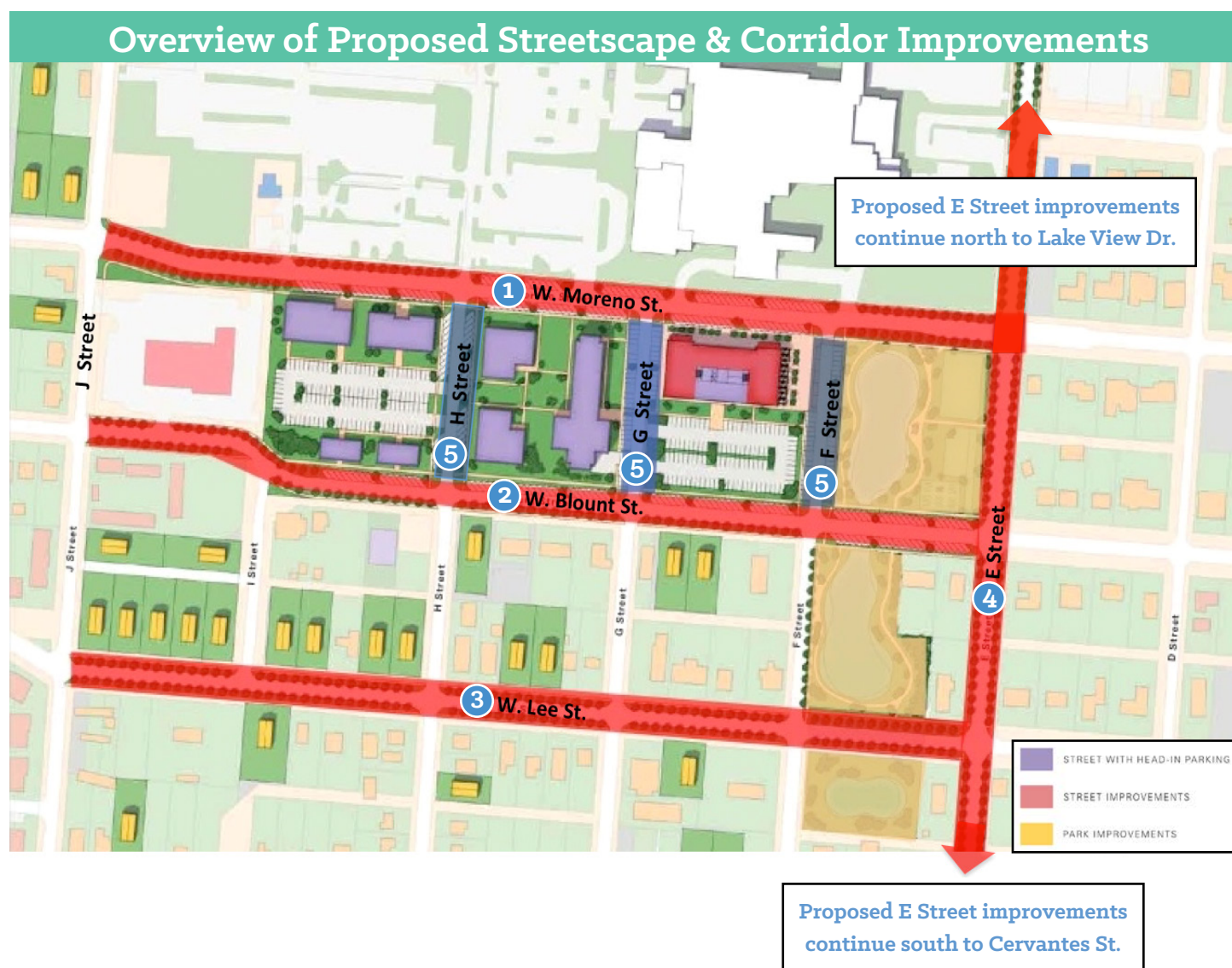
# The Master Plan (cont'd)

## Proposed Streetscape & Corridor Improvements

Wholesale improvements to the streetscapes along key neighborhood corridors as well as connective streets within the grid are essential to the plan. These include rebuilding streets with appropriate lighting, landscaping, sidewalks, parking, vehicular lanes and subsurface infrastructure – all within the existing public right-of-way. The ultimate goal is to create an interconnected grid of true “Complete Streets” that don’t currently exist in the area, in order to set the stage for redevelopment activity.

These proposed investments will improve pedestrian connections and the overall pedestrian experience in a bid to generate more street life, and facilitate access to the proposed new community park. Additionally, beautifying and reinvesting in the neighborhood’s public realm in this targeted way will create an epicenter of regeneration and investment. This will form the nucleus of a desirable, walkable neighborhood character that sets an important precedent for the future that can be expanded out over time to other parts of the neighborhood.

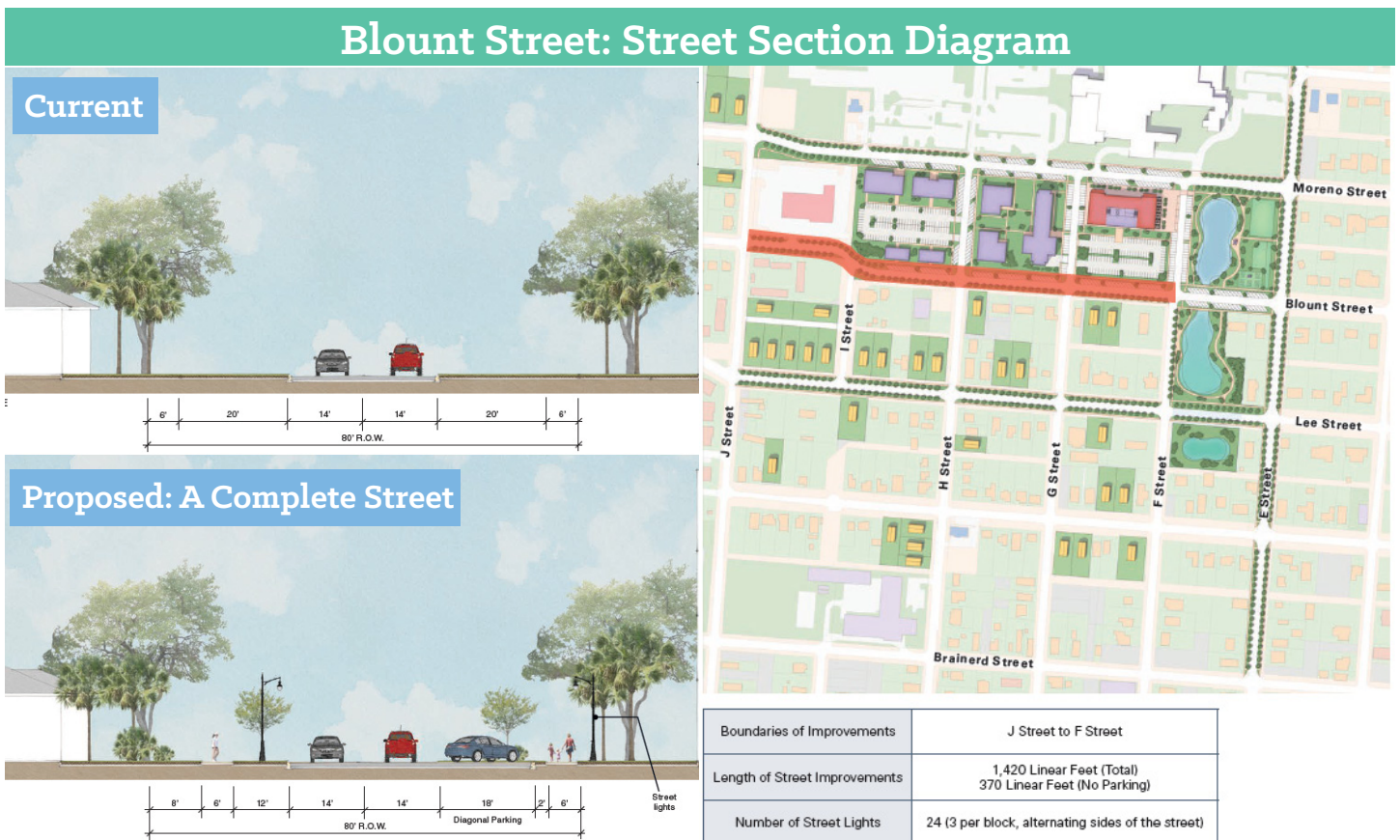
Each street in this plan will have its own unique character, and serve particular functions within this new and improved urban grid that will become the foundational staging for the emergence of this West Moreno District.





- 1 West Moreno Street**  
Establish as the key institutional corridor and Baptist's "Main Street", with activity on both sides of the street (hospital to the north, and the park, the mixed-use office building, and proposed new development to the south.)
- 2 West Blount Street**  
Reinforce as an essential transitional corridor between Baptist to the north, and the residential neighborhood to the south
- 3 West Lee Street**  
Set the foundation for significant infill housing opportunities to strengthen the area south of Baptist
- 4 E Street**  
Create a proper southern gateway and sense of arrival to the district from Cervantes, and improve access to Baptist and the overall neighborhood
- 5 F, G & H Streets**  
These side streets will maximize pull-in and diagonal parking

## Streetscape Improvements: Blount Street Example

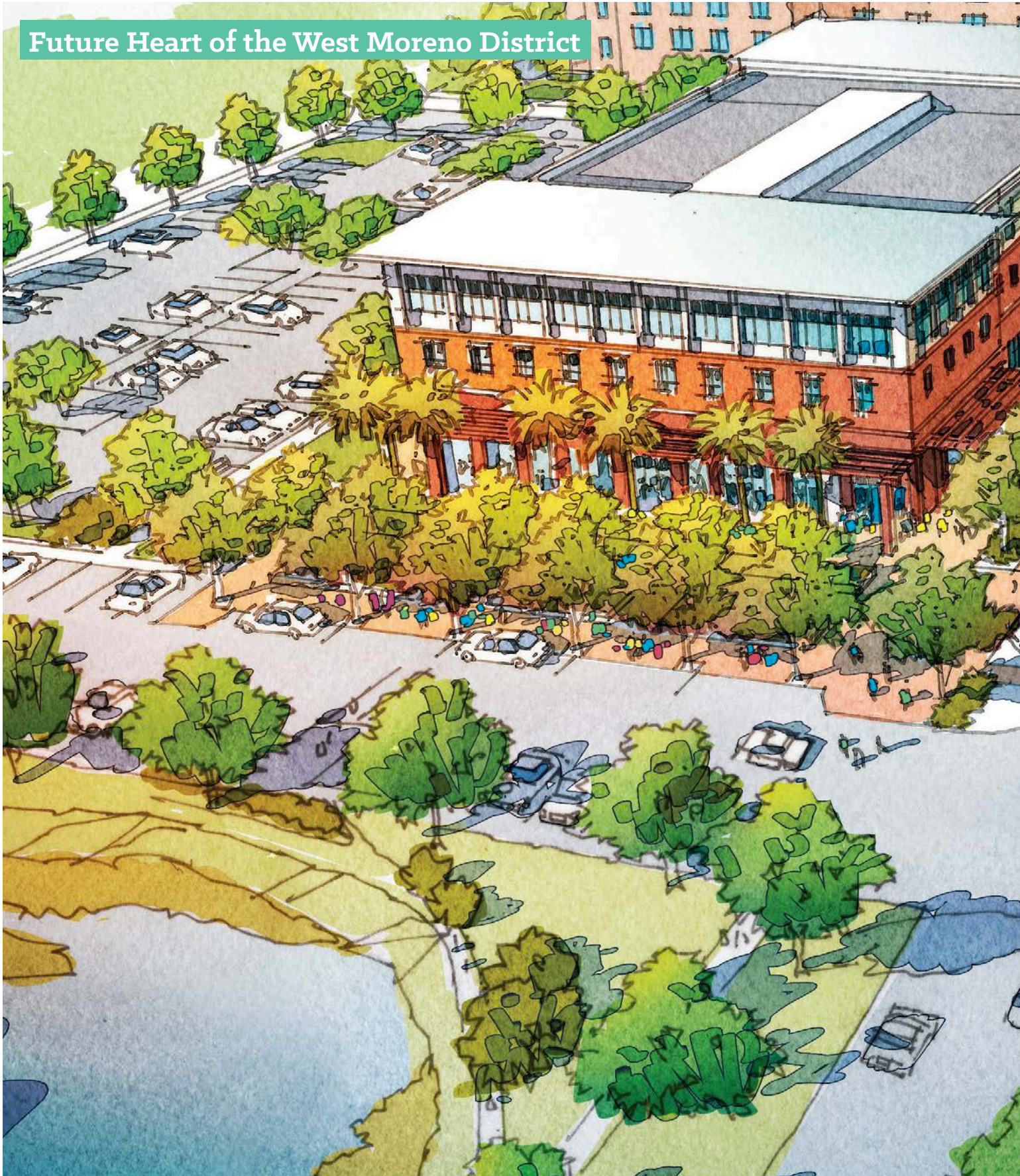


Detailed street section diagrams of each of these streets, illustrating their current condition and proposed improvements can be found in Appendix B.



# Aerial Perspective

## Future Heart of the West Moreno District





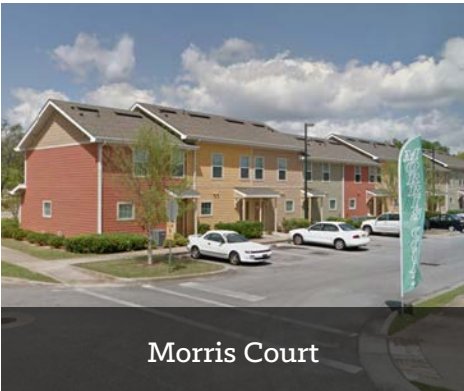


*Aerial perspective of proposed new development, looking west from E Street along West Moreno Street*



# Community Housing Strategy

## Housing Infill & Rehabilitation



Morris Court

### State of the Neighborhood

As has been discussed, there are a significant number of vacant and dilapidated properties in the neighborhood surrounding the project. As indicated in the map (opposite page), while a limited number of these properties are controlled by the City or County, the vast majority of them are privately owned. Additionally, there are numerous private homes, as well as older non-market rate housing projects in the broader area (including parts of Morris Court,) where residents continue to live, but subsist in substandard accommodations. Given the economic condition and levels of poverty in the area, these lands will not be privately developed or improved on their own, as in most cases the owners would not have the money to do so, nor do market conditions currently support any kind of a return on an investment of that nature.

### Collaborative Housing Development Partnerships

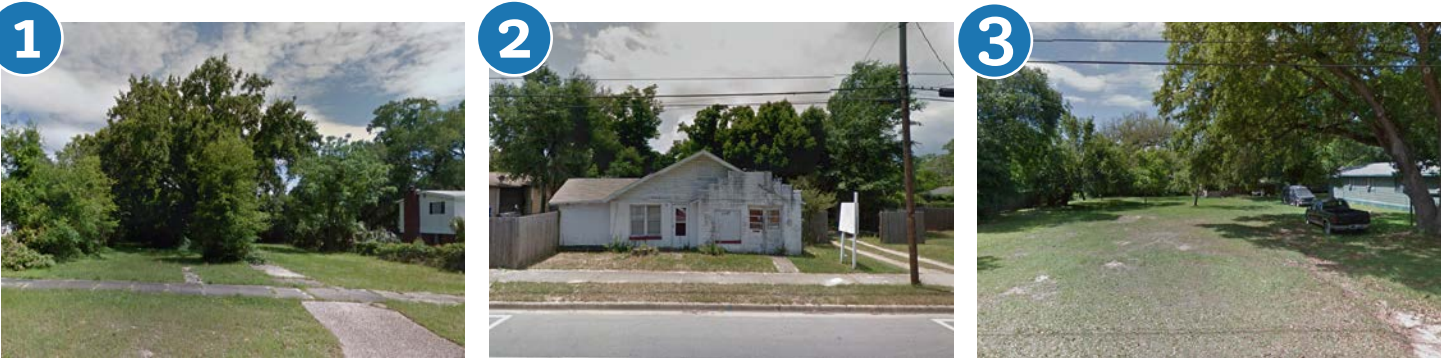
As a result, a proactive, targeted and concerted, long-term effort is required by public housing authorities at all levels of government, but that must be initiated locally, and then ultimately championed to the state and federal levels. This effort should pursue coordination among some or all of these organizations (as well as others):

Local	State	Federal
<ul style="list-style-type: none"><li>• City of Pensacola Housing Office</li><li>• Escambia County Housing Finance Authority</li><li>• Escambia County Department of Neighborhood and Human Services</li></ul>	<ul style="list-style-type: none"><li>• Florida Housing Finance Corporation</li><li>• Housing &amp; Community Development Division of the Florida Department of Community Affairs</li></ul>	<ul style="list-style-type: none"><li>• U.S. Department of Housing and Urban Development</li></ul>

On the implementation side, we would ultimately recommend exploring working with private sector developers with experience in the affordable/workforce housing development realm in order to ensure the quality of the end product.

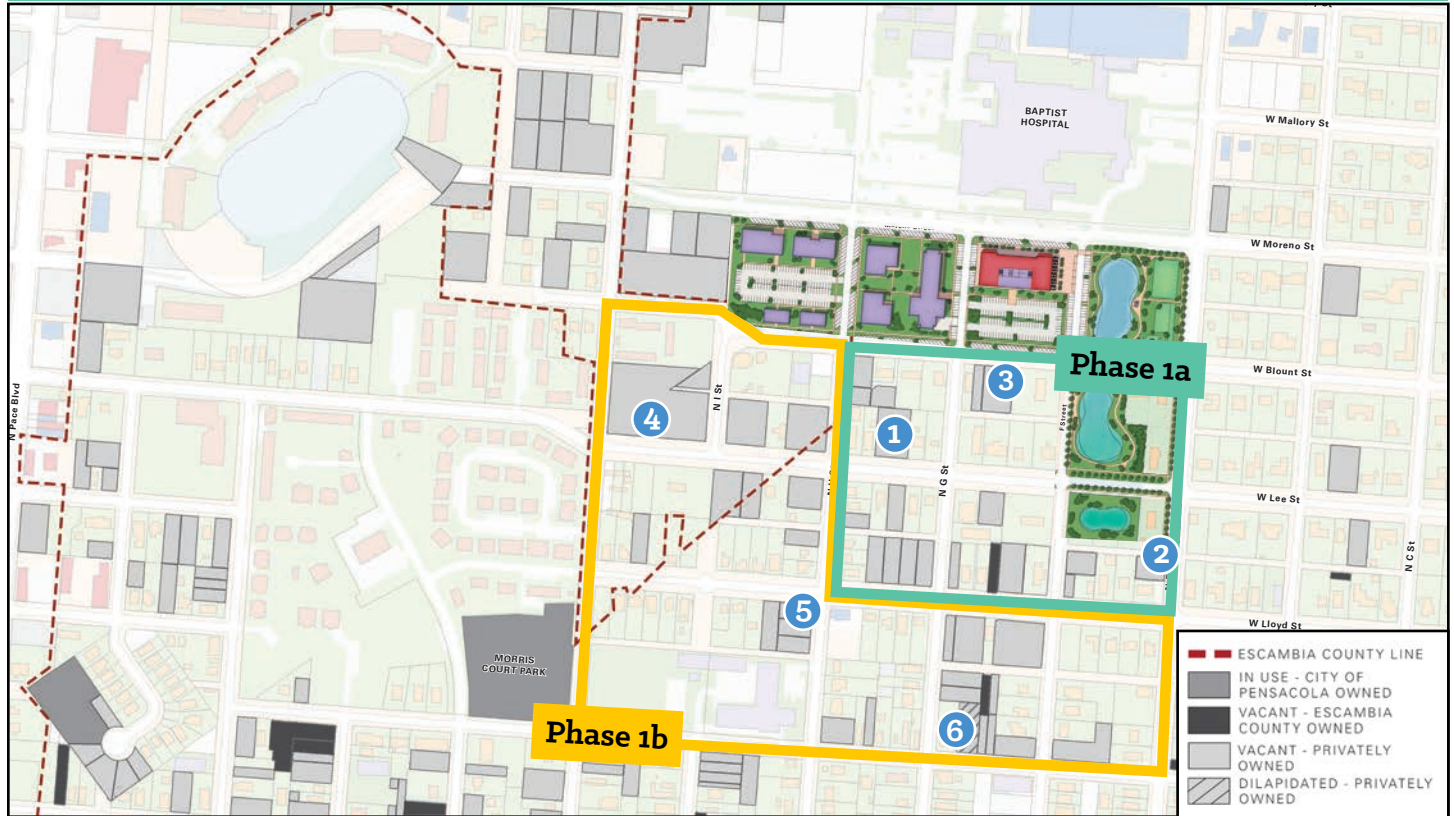
It is essential that the redeveloped housing stock, even if delivered and developed inexpensively, must look and feel of high quality and engender pride and respect for the neighborhood, both to ensure the dignity of the future residents, as well as to truly set the stage for broader longer-term investment and improvement.

## Select Targeted Infill Lots





## Map of Vacant/Dilapidated Lots & Early Phase Focus Areas



### A Phased & Targeted Approach

Given the scale of the neighborhood deterioration today, and the vast number of properties that require attention, a very targeted, concentrated and phased approach must be employed that works to reinforce and leverage the other investments being contemplated as part of the strategy outlined in this report. This plan recommends an initial 15-block area, sub-focused initially on rehabilitating properties in the blocks immediately surrounding the proposed new community park and Baptist development, and moving outwards from there over time.

See Appendix C for more detailed map of vacant/dilapidated properties in the neighborhood.

4



5



6



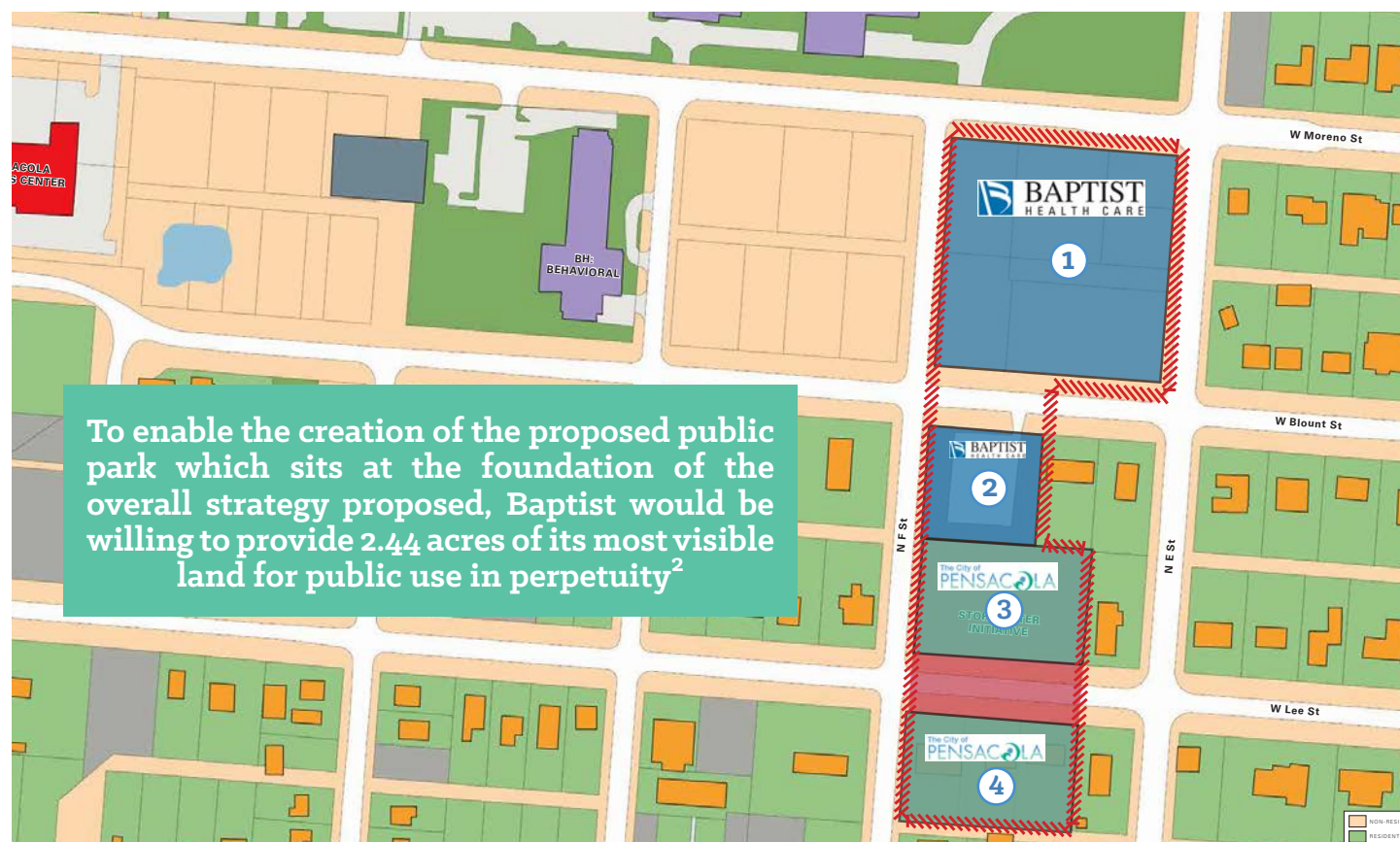


# Land Ownership Considerations

As evidenced by the master plan, an important assumption underlying the neighborhood improvement strategy articulated is Baptist's willingness to allow some significant parcels of land that they own to be gifted for public use as part of the future neighborhood park envisioned. The entire city block owned by Baptist at the southwest corner of West Moreno and E Street is one of the most visible and highest profile undeveloped properties on their campus, and the two Baptist properties potentially forming part of the park constitute approximately 2.44 acres of land, or approximately 62% of the proposed park space. Baptist leadership has indicated willingness to potentially provide these lands to the City in the interest of community stewardship, in exchange for a firm commitment from their public sector partners to investing in building, programming and managing this important green space and community amenity, as well as to improving the surrounding streetscape infrastructure and urban context as described.

## Breakdown of Current Ownership of Potential Park Land

Parcel	Land Owner	Size (Acres)	% of Total Potential Park
①	Baptist Health Care	1.91	48.7%
②	Baptist Health Care	0.53	13.5%
<b>Sub-total</b>		<b>2.44</b>	<b>62.2%</b>
③	City of Pensacola	0.77	19.6%
④	City of Pensacola <sup>1</sup>	0.71	18.1%
<b>Sub-total</b>		<b>1.48</b>	<b>37.8%</b>
<b>Total</b>		<b>3.92 Acres</b>	<b>100%</b>



<sup>1</sup>Lands currently in private ownership but slated to be purchased by the city due to flooding issues.

<sup>2</sup>This land should be appraised as part of any final agreements in order to accurately reflect the value of Baptist's contribution in this regard.





HOSPITAL MAIN ENTRANCE

VISITOR/VALET PARKING

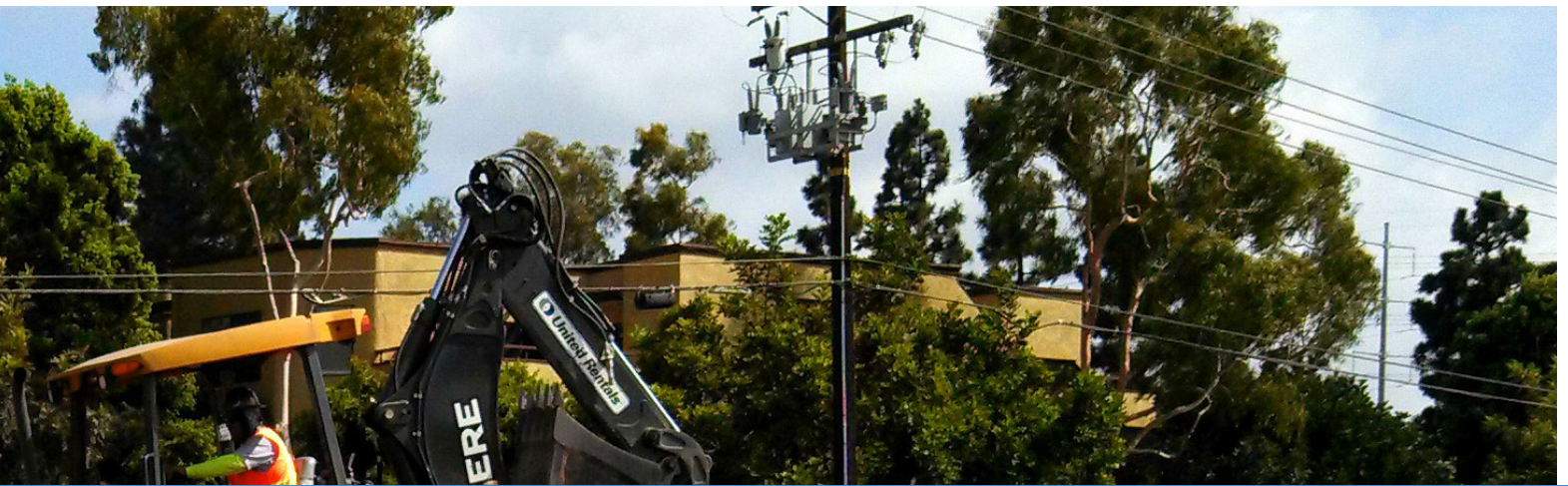
PROCEDURE CHECK-IN











# Budgeting & Economic Impact

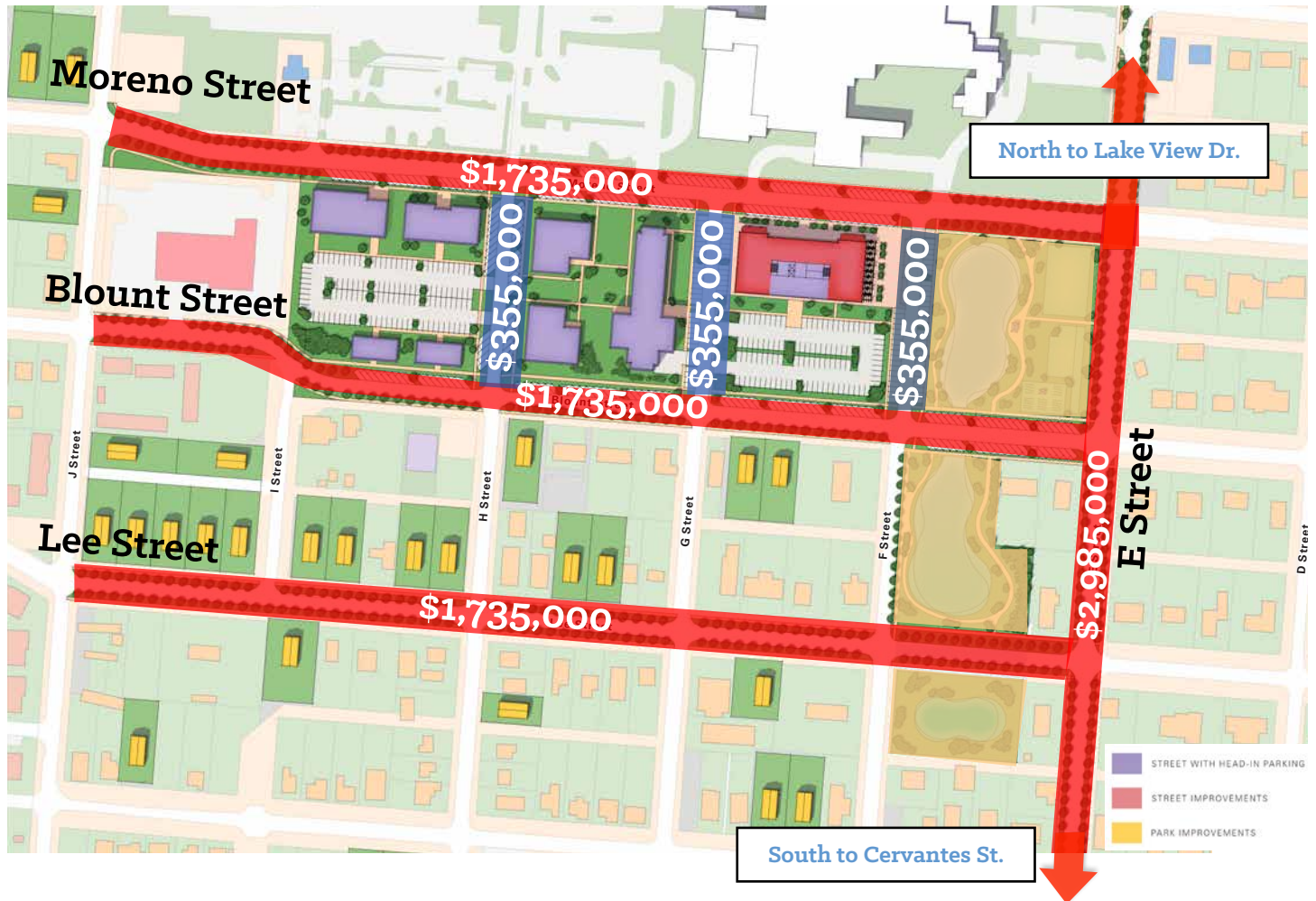




# Neighborhood Infrastructure Budget

## Streetscape Improvements

The costs associated with the proposed targeted streetscape improvements are estimated below. The estimates assume a cost of \$1,000 per linear foot of street improvement, as provided by the CoP Department of Public Works. This budget includes the complete rebuilding of the streetscape, including all subsurface infrastructure, roadways, sidewalks, landscaping and lighting.



### Street Improvement Costs (\$1,000/Linear Foot)

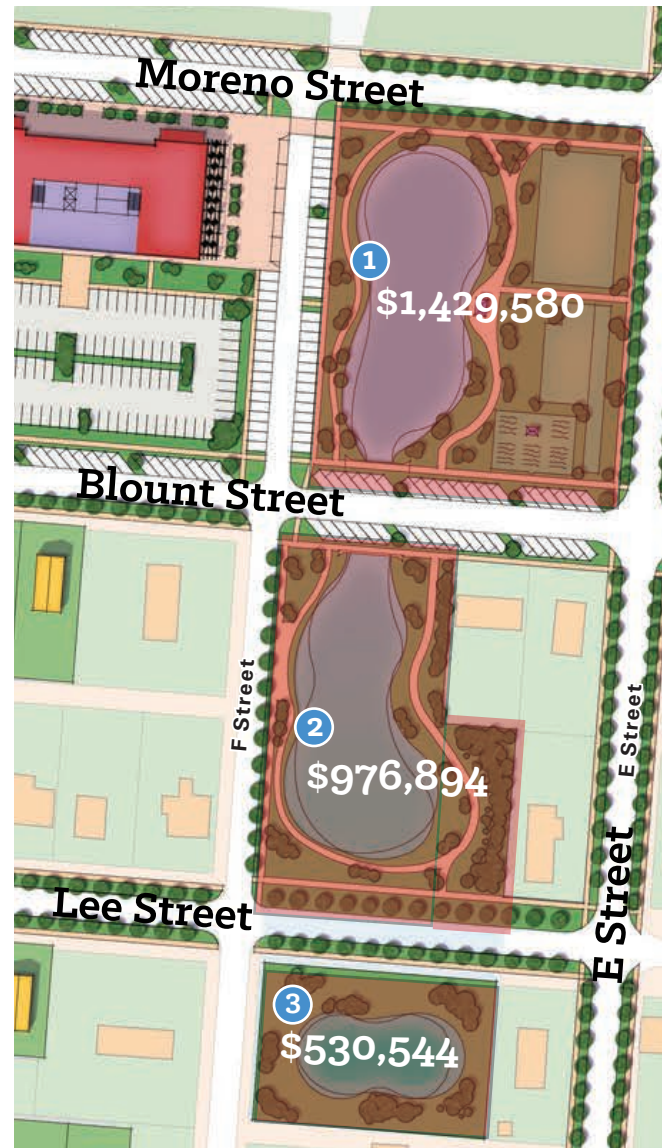
Street	Linear Footage	Total Cost
Moreno Street	1,735	\$1,735,000
Blount Street	1,735	\$1,735,000
Lee Street	1,735	\$1,735,000
E Street	2,985	\$2,985,000
F Street	355	\$355,000
G Street	355	\$355,000
H Street	355	\$355,000
<b>Total Street Improvements</b>	<b>9,255 feet</b>	<b>\$9,255,000</b>



## Park & Stormwater Improvements

The costs associated with the proposed park and stormwater improvements are estimated below. The estimates assume a baseline cost of \$750,000 per acre of park area, as provided by the Department of Public Works and informed by the City's experience with building Admiral Mason Park. LWLP have increased the estimated cost for the northern portion of the park to \$850,000 per acre, to account for the additional recreational and other programming contemplated within it, which will increase the baseline cost.

Park/Stormwater Costs			
Park Section	Unit Cost (per Acre)	Acres	Total Cost
①	\$850,000	1.91	\$1,620,191
②	\$750,000	1.30	\$976,894
③	\$750,000	0.71	\$530,544
<b>Total Park/Stormwater Improvements</b>		<b>3.92 Acres</b>	<b>\$3,127,629</b>



Total Neighborhood Improvements		
Improvements	Area	Cost
Streets	9,255 Linear Feet	\$9,255,000
Park/Stormwater	3.92 Acres	\$3,127,629
<b>Total</b>		<b>\$12,382,629</b>

See Appendix D for more detailed neighborhood infrastructure budget information



# Mixed-Use Office Building Budget

## Construction Budget

This conceptual budget provides preliminary estimated construction costs associated with the construction of the mixed-use office building, and associated parking and public space improvements within the block. This budget will need to be refined with the development partner ultimately selected and value-engineered through the development process. Cost of land is not included as Baptist has indicated its willingness to contribute the land to the project at no cost to improve development economics and feasibility.

	SF	\$ / SF	Total \$	% of Total Cost
<b>Hard Costs<sup>1</sup></b>				
<b>Site Work</b>				
Demolition of Existing Buildings			\$50,000	0.3%
Underground Utilities (Incl. Stormwater Pre-Treatment); Dirt Work; Parking Lot Treatment (Incl. Paving, Striping, Signage)			\$520,000	3%
Public Plaza & Promenade	17,250	\$16.00	\$276,000	2%
<b>Site Work Sub-Total</b>		<b>\$12.56</b>	<b>\$846,000</b>	<b>5%</b>
<b>Building Cost (Shell &amp; Finish)</b>				
Shell & Common Areas	67,350	\$140.00	\$9,429,000	59%
Professional Office Space-Build Out	41,990	\$75.00	\$3,149,250	20%
Retail Space Tenant Allowance	14,100	\$25.00	\$352,500	2%
<b>Building Cost (Shell &amp; Finish) Sub-Total</b>		<b>\$191.99</b>	<b>\$12,930,750</b>	<b>81%</b>
<b>Total Hard Costs</b>		<b>\$204.55</b>	<b>\$13,776,750</b>	<b>86%</b>
<b>Soft Costs<sup>2</sup></b>				
<b>Administration &amp; Design</b>				
Architecture, Construction Management, Construction Period Taxes, Builder's Risk Insurance, Loan Origination & Closing Fees, Legal, Interest Carry, Lease Fees, Developer Fee & Contingency		\$33.30	\$2,242,727	14%
<b>Total Soft Costs</b>		<b>\$33.30</b>	<b>\$2,242,727</b>	<b>14%</b>
<b>Total Construction Costs</b>		<b>\$237.85</b>	<b>\$16,019,477</b>	<b>100%</b>

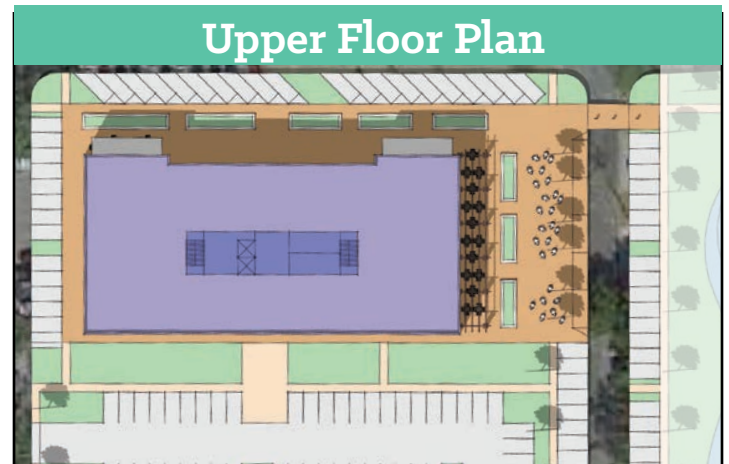
### Notes:

<sup>1</sup> Hard Cost estimates provided by Williams Browns Inc., 2016

<sup>2</sup> Soft Cost estimates based on local market research and LWLP experience



Floor	Net Retail	Net Professional Office	Core, Circulation, Exterior Walls	Total
1	14,100	3,400	4,950	22,450
2	--	19,295	3,155	22,450
3	--	19,295	3,155	22,450
<b>Total</b>	<b>14,100</b>	<b>41,990</b>	<b>11,260</b>	<b>67,350</b>
<b>Parking Required</b>				
<b>167 (Professional Office Only)</b>				
		Surface	On-Street	Total
<b>Parking Provided</b>		<b>99</b>	<b>154</b>	<b>253</b>





TO COME











A photograph of a street festival. In the foreground, a group of people are gathered on a paved street. Some are standing, while others are crouching or kneeling, possibly participating in a chalk art activity. A large black dog is visible in the middle ground. To the left, there are green and white striped umbrellas and American flags hanging from a building. In the background, there are large green trees and a purple tent with a logo on it. The sky is clear and blue. A blue banner with the text "Next Steps" is overlaid on the right side of the image.

# Next Steps



# Next Steps



In order to begin the implementation of this neighborhood improvement strategy, there are a number of initiatives that need to be advanced both in parallel and in conjunction with one another to begin effecting change. What is important to emphasize, as highlighted in the report, is that while the greatest possible impact can be garnered by implementing the comprehensive strategy, each individual initiative has independent merit and warrants being pursued. Underpinning all of the next steps below, is the necessity for a regular communication process between Baptist, City and County leadership to discuss, collaborate and coordinate as different components of the project move forward:

## Mixed-Use Office Building Development

### 1 Organizational Planning & Decision-Making

Baptist senior leadership to make formal decision on whether to move forward with relocation of administrative office functions, or other development to occupy upper storeys of the proposed building, to be considered in context of a comprehensive look at organizational priorities, other campus-wide investment opportunities, and public sector appetite for corresponding neighborhood investment.

### 2 Secure Development Partner

Upon deciding to move forward, Baptist should identify and secure a private development partner to develop the building, with the appropriate legal structuring and financial arrangements underpinning the agreement. The development partner would be responsible for the detailed design and construction of the facility.



### 3 Small Business Incentive Program

In advance of development, and to facilitate and support targeted leasing efforts to secure the commercial businesses that will form part of the project, a small business incentive program should be developed to help put quality local operators successfully into business at the project, which program may include rental subsidies or preferred financing tools, all to assist with up front investment and operating capital requirements until economic stabilization.





## Public Park Implementation

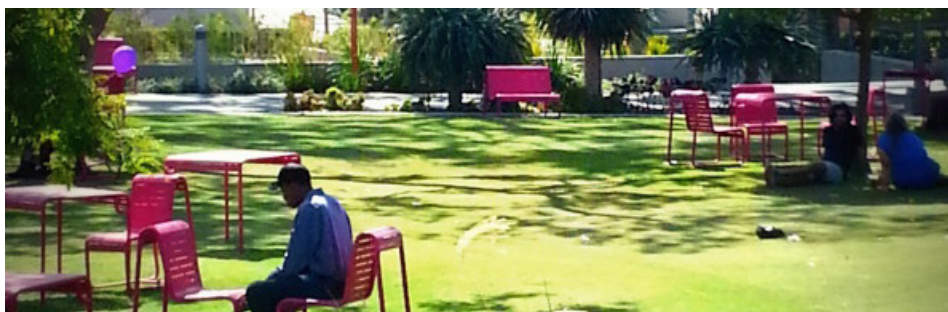
### 1 Confirm Park Land Parameters & Structure Agreements

Given that the proposed park land involves a consolidation of two Baptist-owned properties, a city-owned storm-water facility, and private homes being acquired by the City via a state grant due to persistent flooding, the parties should meet to discuss the status of all, any considerations surrounding the initiative on all sides, and to ultimately structure and formalize the terms, conditions and timing surrounding Baptist's provision of its land to the City for this public use, so that the City can begin detailed planning and engineering on that basis.



### 2 Interim Park Activation

The city block at the southwest corner of West Moreno and E Street should be converted into an interim park space immediately. The block is currently empty (Baptist having demolished the remaining buildings in 2016) and has significant existing trees and greenery to be leveraged. Simple, low-cost interventions to create walking trails, seating and landscaping could allow it to function as a passive green space and community amenity immediately, in advance of the formal park being designed and developed. This approach will also begin to build familiarity and use of the site for its intended long-term purpose.



### 3 Detailed Park Planning & Engineering

In coordination with Baptist & the County, the City (including the Departments of Public Works & Facilities, Engineering and Parks & Recreation) should secure and work with a highly qualified landscape architecture firm to develop a detailed plan for the park that meets both the programmatic and functional goals outlined in this report. The programming recommended in this report should serve as the starting point, and be enhanced and refined based on conversations with all potential community partners. The planning process should also incorporate a detailed operational plan and strategy to ensure the park is heavily programming and activated, which will be essential to its success.



# Next Steps (cont'd)

## Housing Infill/Rehabilitation Strategy



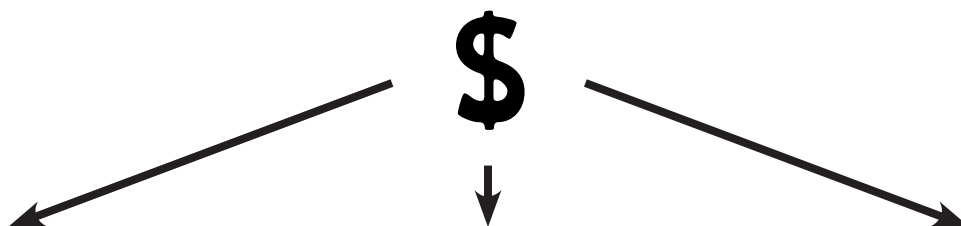
### 1 Setup of a Focused Working Group/Committee

A formal cross-disciplinary working group or committee should be established, composed of key leaders from City and County housing organizations, local public representatives, and other value-add stakeholders. This working group should have a broad mandate to work in close collaboration on an ongoing, long-term basis towards proactively addressing, strategizing and implementing solutions to this long-standing issue. As an outgrowth of this report, steps have already been taken to begin a more active dialogue, and closer communication between stakeholders has begun – this should continue and become formalized to ensure long-term sustainability and results.



### 2 Action Plan For Targeted Investment

The working group should be tasked with establishing an action plan for the infill and rehabilitation of properties in the area, which plan should include strategies and tactics, with clear goals and metrics of success. The plan should also incorporate the official designation and prioritized concentration of investment, resources and efforts within the targeted geography surrounding the project, as recommended.





## Streetscape & Infrastructure Improvements

### Infrastructure Planning & Engineering

A comprehensive plan should be developed for all neighborhood infrastructure improvements. The plan should detail:



**Subsurface Infrastructure Improvements**

All desired subsurface infrastructure improvements and engineering throughout the targeted master plan area (and beyond, as required), to bring them up to a modern standard. This will necessarily include marrying the storm water runoff and storm-sewer strategy with the enhanced capacity of the future park to eliminate neighborhood flooding.



**Cohesive Design Standards**

Coherent and detailed enhanced standards for all above-grade streetscape improvements, ensuring a high-quality, consistent, and cohesive urban aesthetic for the neighborhood as improvements are phased in over time to create the complete streets contemplated in this report. The street sections should be consistent with those proposed in this report and respect the different functions and goals of each street.

Improvements will likely be implemented on a phased basis, but should be done so in lockstep with other neighborhood improvements they relate to, while leveraging potential economies of scale and cost savings once construction and work begins.

## Funding of Public Improvements



City of Pensacola and Escambia County leadership must work together collaboratively to establish a funding and financing strategy for the proposed neighborhood improvements, identifying and potentially pooling a diversity of sources and approaches that may be available relative to the different improvements targeted (park space vs. underground infrastructure vs. streetscapes vs. housing). Some sources initially contemplated include the Local Option Sales Tax (LOST), the local Community Redevelopment Agencies, leveraging the Promise Zone designation for the area, as well as other potential State and Federal grants or preferential financing mechanisms that have not yet been identified or explored. A strategy should be put forth with initial funds allocated during the next budgeting window in order to demonstrate progress and commitment to moving forward.







# Appendix





# Appendix A: Commercial Economic Study (CES™)

**CES Table 1.1**

## Population of Target Customer Segments

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-
<b>Primary Draw Area: Baptist Hospital</b>	
<u>Employees (including Lakeview Center)</u>	
Doctors and Senior-Level Executives and Managers	1,972
Clinicians, Nursing Staff and Mid-Level Managers	1,540
Administrative Support, Service Workers and Support Personnel	1,387
Independent Contractors <sup>(1)</sup>	775
<b>Baptist Hospital Employees (including Lakeview Center)</b>	<b>5,674</b>
<u>Patients</u>	
Inpatients (# bed nights) <sup>(2)</sup>	57,915
Outpatients	81,500
<b>Estimated Annual Patients</b>	<b>139,415</b>
<b>Estimated Daily Patients</b>	<b>382</b>
<u>Hospital Visitors</u>	
Baptist Hospital Visitors <sup>(3)</sup>	182,000
Medical Office Visitors	54,000
<b>Estimated Annual Hospital Visitors</b>	<b>236,000</b>
<b>Estimated Daily Visitors</b>	<b>647</b>
<b>Primary Draw Area: Baptist Hospital Daily Total</b>	<b>6,703</b>
<b>Primary Draw Area: Neighborhood Residents</b>	
Neighborhood A <sup>(4)</sup>	810
Neighborhood B <sup>(5)</sup>	4,044
<b>Primary Draw Area: Neighborhood Residents Total</b>	<b>4,854</b>
<b>Total Primary Daily Draw Target Customers</b>	<b>11,557</b>
<b>Secondary Draw Area <sup>(6)</sup></b>	
<u>Employees</u>	
Zone A -- Employees to the North (Fairfield Drive Area)	6,563
<b>Total Employees</b>	<b>6,563</b>
<u>Residents</u>	
Zone A -- North Hill Area	4,119
Zone B -- Downtown Area	14,858
Zone C -- West of Pace Boulevard	4,136
Zone D -- Bayou Grande Area	4,739
<b>Residents</b>	<b>27,852</b>
<b>Total Secondary Draw Target Customers</b>	<b>34,415</b>
<b>Tertiary Draw Area</b>	
Residents <sup>(7)</sup>	73,677
<b>Total Tertiary Draw Target Customers</b>	<b>73,677</b>
<b>Total Daily Target Market <sup>(8)</sup></b>	<b>119,649</b>



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**References & Assumptions -- CES TABLE 1.1**

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Currently, BHC only keeps a full spectrum of data on their full-time employees, rather than their independent

(1) contractors. Therefore, the total number of employees has been estimated based on an extrapolation of the totals provided by BHC.

(2) Calculated as total number of annual patients (13,500) multiplied by the average length of stay (4.29 days)

(3) Visitation estimation based on inpatients receiving 1.5 visitors per day, and 50% of outpatients being accompanied.

(4) Claritas, Inc. (Border Definition: North - W Jordan St, South - Cervantes, East - A St, West - E St)

(5) Claritas, Inc. (Border: North - Leonard, H St, Texar; South - Cervantes; East - E St; West - Pace)

(6) Claritas, Inc. (See map for secondary draw area boundaries)

(7) Claritas, Inc. (See map for tertiary draw area boundaries)

Calculated as aggregate of: total Baptist Hospital employees; total daily patients; total daily hospital visitors;

(8) primary draw area residents; secondary draw area employees; secondary draw area residents; & tertiary draw area residents

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# Appendix A: Commercial Economic Study (CES™)

**CES Table 1.2**

Estimated Annual Visitation of Target Customers (Targeted “People Days”)  
Population x Estimated Annual Visitation

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-	Estimated Visitation (Annual Days of Commercial Spending Potential at West Moreno Site)	Annual Targeted “People Days”
<b>Primary Draw Area: Baptist Hospital</b>			
<u>Employees (including Lakeview Center)</u>			
Total Baptist Hospital Employees (including Lakeview Center)	5,674	100	567,400
<u>Patients</u>			
Inpatients (# bed nights)	57,915	1	57,915
Outpatients	81,500	1	81,500
<u>Visitors</u>			
Baptist Hospital Visitors	182,000	1	182,000
Medical Office Visitors	54,000	1	54,000
<b>Primary Draw Area: Neighborhood Residents</b>			
Neighborhood A	810	12	9,720
Neighborhood B	4,044	12	48,528
<b>Secondary Draw Area</b>			
<u>Employees</u>			
Zone A -- Employees to the North	6,563	50	328,150
<u>Residents</u>			
Zone A -- North Hill Area	4,119	12	49,428
Zone B -- Downtown Area	14,858	2	29,716
Zone C -- West of Pace Boulevard	4,136	2	8,272
Zone D -- Bayou Grande Area	4,739	2	9,478
<b>Tertiary Draw Area</b>			
Residents	73,677	1	73,677
<b>Total</b>			<b>1,499,784</b>

Assumptions: Visitation Patterns (Annual Days of Commercial Spending Potential at West Moreno Site)

Commercial Target Market	Estimated Visitation Frequency
<b>Primary Draw Area</b>	
Total Baptist Hospital Employees (including Lakeview Center) *	2 days/week * 50 weeks
Inpatients (# bed nights)	1 day/bed night
Outpatients	1 day/day visit
Baptist Hospital Visitors	1 day/day visit
Medical Office Visitors	1 day/day visit
Neighborhood A	1 visit/month
Neighborhood B	1 visit/month
<b>Secondary Draw Area</b>	
<u>Employees</u>	
Zone A -- Employees to the North	1 day/week * 50 weeks
<u>Residents</u>	
Zone A -- North Hill Area	1 visit/month
Zone B -- Downtown Area	1 visit/6 months
Zone C -- West of Pace Boulevard	1 visit/6 months
Zone D -- Bayou Grande Area	1 visit/6 months
<b>Tertiary Draw Area</b>	
Residents	1 visit/year



**References & Assumptions: Visitation Patterns**

\*

Hospital employee visitation patterns assumption is based on survey results that suggest currently 90% of hospital employees eat lunch on campus at least 1x/week; 56% eat breakfast on campus at least 1x/week; and 50% eat lunch on campus at least 2x/week.

Additionally, 75-90% of employees said they would be somewhat likely to utilize services such as a pharmacy, fast food/take out, coffee shop, general store, delivery food, gym, bank, sit-down restaurant/bar, or conveniences.

# Appendix A: Commercial Economic Study (CES™)

## CES Table 1.3

Estimated Percentage Capture of Target Customers

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-	Estimated Visitation (Annual Days of Commercial Spending Potential at West Moreno Site)	Annual Targeted "People Days"	Estimated Capture
<b>Primary Draw Area: Baptist Hospital</b>				
<u>Employees (including Lakeview Center)</u>				
Total Baptist Hospital Employees (including Lakeview Center)	5,674	100	567,400	75%
<u>Patients</u>				
Inpatients (# bed nights)	57,915	1	57,915	5%
Outpatients	81,500	1	81,500	10%
<u>Visitors</u>				
Baptist Hospital Visitors	182,000	1	182,000	50%
Medical Office Visitors	54,000	1	54,000	25%
<b>Primary Draw Area: Neighborhood Residents</b>				
Neighborhood A	810	12	9,720	25%
Neighborhood B	4,044	12	48,528	25%
<b>Secondary Draw Area</b>				
<u>Employees</u>				
Zone A -- Employees to the North	6,563	50	328,150	10%
<u>Residents</u>				
Zone A -- North Hill Area	4,119	12	49,428	20%
Zone B -- Downtown Area	14,858	2	29,716	10%
Zone C -- West of Pace Boulevard	4,136	2	8,272	10%
Zone D -- Bayou Grande Area	4,739	2	9,478	10%
<b>Tertiary Draw Area</b>				
Residents	73,677	1	73,677	5%
<b>Total</b>			<b>1,499,784</b>	<b>40%</b>



**CES Table 1.4**

Estimated Annual & Daily *Achievable Customers* “People Days” or “Traffic”  
 (Annual Targeted “People Days” x Capture % (divided by 365 for Daily Value))

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-	Estimated Visitation (Annual Days of Commercial Spending Potential at West Moreno Site)	Annual Targeted “People Days”	Estimated Capture	Estimated Annual Achievable Customer “People Days”	Estimated Daily Achievable Customer “People Days”	Percent of total annual achievable customer “people days”
<b>Primary Draw Area: Baptist Hospital</b>							
<u>Employees (including Lakeview Center)</u>							
Total Baptist Hospital Employees (including Lakeview Center)	5,674	100	567,400	75%	425,550	1,166	70%
<u>Patients</u>							
Inpatients (# bed nights)	57,915	1	57,915	5%	2,896	8	0%
Outpatients	81,500	1	81,500	10%	8,150	22	1%
<u>Visitors</u>							
Baptist Hospital Visitors	182,000	1	182,000	50%	91,000	249	15%
Medical Office Visitors	54,000	1	54,000	25%	13,500	37	2%
<b>Primary Draw Area: Neighborhood Residents</b>							
Neighborhood A	810	12	9,720	25%	2,430	7	0%
Neighborhood B	4,044	12	48,528	25%	12,132	33	2%
							92%
<b>Secondary Draw Area</b>							
<u>Employees</u>							
Zone A -- Employees to the North	6,563	50	328,150	10%	32,815	90	5%
<u>Residents</u>							
Zone A -- North Hill Area	4,119	12	49,428	20%	9,886	27	2%
Zone B -- Downtown Area	14,858	2	29,716	10%	2,972	8	0%
Zone C -- West of Pace Boulevard	4,136	2	8,272	10%	827	2	0%
Zone D -- Bayou Grande Area	4,739	2	9,478	10%	948	3	0%
							8%
<b>Tertiary Draw Area</b>							
Residents	73,677	1	73,677	5%	3,684	10	1%
<b>Total</b>			<b>1,499,784</b>	<b>40%</b>	<b>606,789</b>	<b>1,662</b>	<b>100%</b>

# Appendix A: Commercial Economic Study (CES™)

## CES Table 2.1

Estimated Average Expenditures Per Person Per Visit

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-	Estimated Visitation (Annual Days of Commercial Spending Potential at West Moreno Site)	Annual Targeted "People Days"	Estimated Capture	Estimated Annual Achievable Customer "People Days"	Estimated Average Expenditure Per Person, Per Visit
<b>Primary Draw Area: Baptist Hospital</b>						
<u>Employees (including Lakeview Center)</u>						
Total Baptist Hospital Employees (including Lakeview Center)	5,674	100	567,400	75%	425,550	\$ 12.00
<u>Patients</u>						
Inpatients (# bed nights)	57,915	1	57,915	5%	2,896	\$ 10.00
Outpatients	81,500	1	81,500	10%	8,150	\$ 10.00
<u>Visitors</u>						
Baptist Hospital Visitors	182,000	1	182,000	50%	91,000	\$ 10.00
Medical Office Visitors	54,000	1	54,000	25%	13,500	\$ 10.00
<b>Primary Draw Area: Neighborhood Residents</b>						
Neighborhood A	810	12	9,720	25%	2,430	\$ 5.00
Neighborhood B	4,044	12	48,528	25%	12,132	\$ 5.00
<b>Secondary Draw Area</b>						
<u>Employees</u>						
Zone A -- Employees to the North	6,563	50	328,150	10%	32,815	\$ 12.00
<u>Residents</u>						
Zone A -- North Hill Area	4,119	12	49,428	20%	9,886	\$ 5.00
Zone B -- Downtown Area	14,858	2	29,716	10%	2,972	\$ 5.00
Zone C -- West of Pace Boulevard	4,136	2	8,272	10%	827	\$ 5.00
Zone D -- Bayou Grande Area <sup>(a)</sup>	4,739	2	9,478	10%	948	\$ 12.00
<b>Tertiary Draw Area</b>						
Residents <sup>(a)</sup>	73,677	1	73,677	5%	3,684	\$ 12.00
<b>Total</b>			<b>1,499,784</b>	<b>40%</b>	<b>606,789</b>	<b>\$ 11.29</b>

References & Assumptions: Average Expenditures Per Day/Visit

(a) Average expenditure is higher in these residential areas based on higher average household incomes and lower levels of poverty than in others in the study.



## CES Table 2.2

### Projected Annual Commercial Economy

Commercial Target Market - Customer Segments	Annual Population Base -Base Year (2014)-	Estimated Visitation (Annual Days of Commercial Spending Potential at West Moreno Site)	Annual Targeted "People Days"	Estimated Capture	Estimated Annual Achievable Customer "People Days"	Estimated Average Expenditure Per Person, Per Visit	Projected Annual Stabilized Commercial Economy
<b>Primary Draw Area: Baptist Hospital</b>							
Employees (including Lakeview Center)							
Total Baptist Hospital Employees (including Lakeview Center)	5,674	100	567,400	75%	425,550	\$ 12.00	\$ 5,106,600
<b>Patients</b>							
Inpatients (# bed nights)	57,915	1	57,915	5%	2,896	\$ 10.00	\$ 28,958
Outpatients	81,500	1	81,500	10%	8,150	\$ 10.00	\$ 81,500
<b>Visitors</b>							
Baptist Hospital Visitors	182,000	1	182,000	50%	91,000	\$ 10.00	\$ 910,000
Medical Office Visitors	54,000	1	54,000	25%	13,500	\$ 10.00	\$ 135,000
<b>Primary Draw Area: Neighborhood Residents</b>							
Neighborhood A	810	12	9,720	25%	2,430	\$ 5.00	\$ 12,150
Neighborhood B	4,044	12	48,528	25%	12,132	\$ 5.00	\$ 60,660
<b>Secondary Draw Area</b>							
Employees							
Zone A -- Employees to the North	6,563	50	328,150	10%	32,815	\$ 12.00	\$ 393,780
<b>Residents</b>							
Zone A -- North Hill Area	4,119	12	49,428	20%	9,886	\$ 5.00	\$ 49,428
Zone B -- Downtown Area	14,858	2	29,716	10%	2,972	\$ 5.00	\$ 14,858
Zone C -- West of Pace Boulevard	4,136	2	8,272	10%	827	\$ 5.00	\$ 4,136
Zone D -- Bayou Grande Area	4,739	2	9,478	10%	948	\$ 12.00	\$ 11,374
<b>Tertiary Draw Area</b>							
Residents	73,677	1	73,677	5%	3,684	\$ 12.00	\$ 44,206
<b>Total</b>			<b>1,499,784</b>	<b>40%</b>	<b>606,789</b>	<b>\$ 11.29</b>	<b>\$ 6,852,649</b>

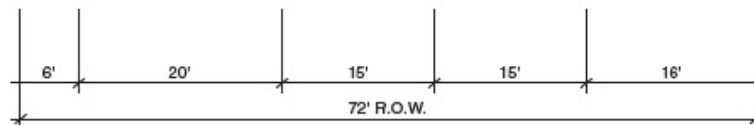
# Appendix B: Street Section Diagrams

## Moreno Street

### Current



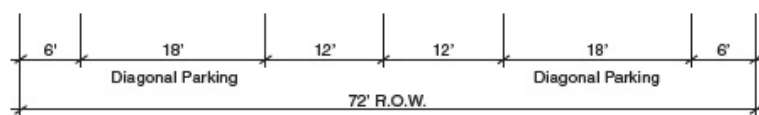
BEFORE



### Proposed



AFTER



Street  
lights



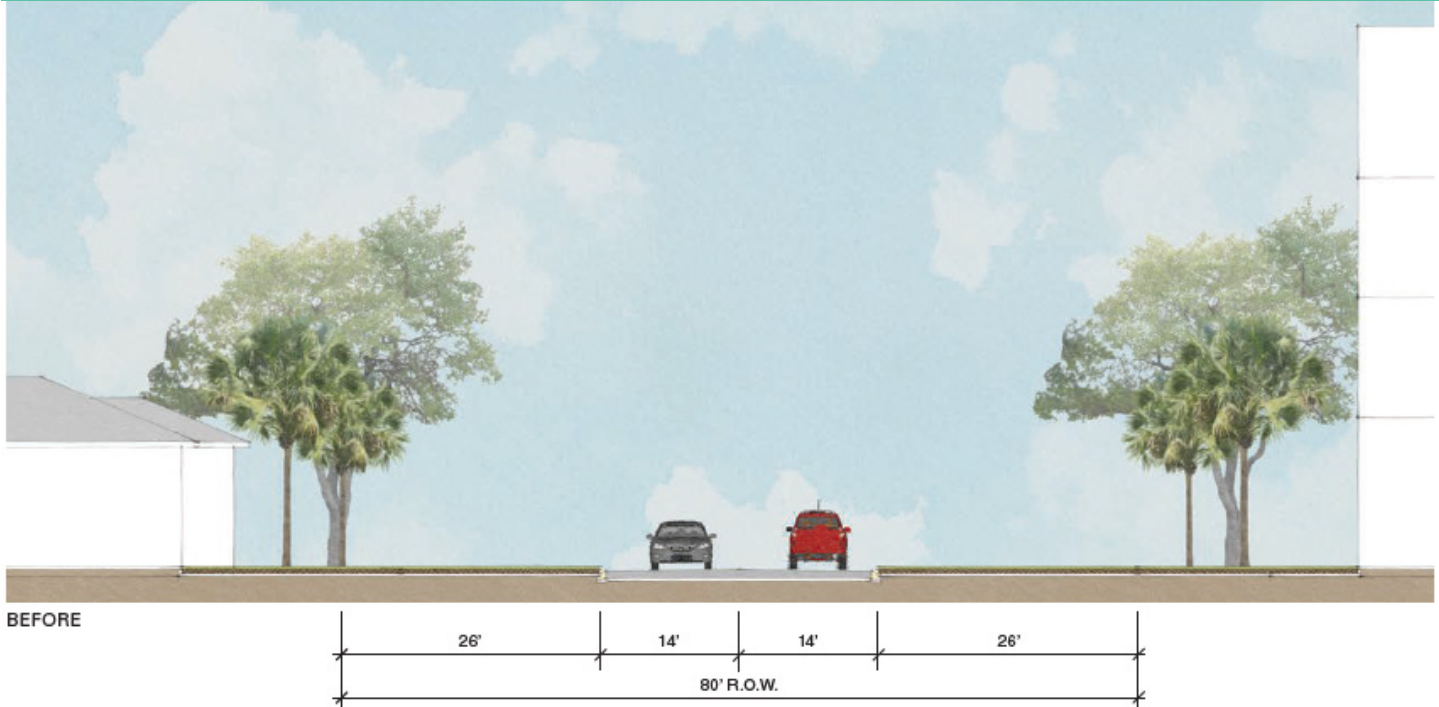


Boundaries of Improvements	J Street to E Street
Length of Street Improvements	1,735 Linear Feet (Total) 550 Linear Feet (No parking) 375' Linear Feet (One Side Parking)
Number of Street Lights	15 (3 per block)

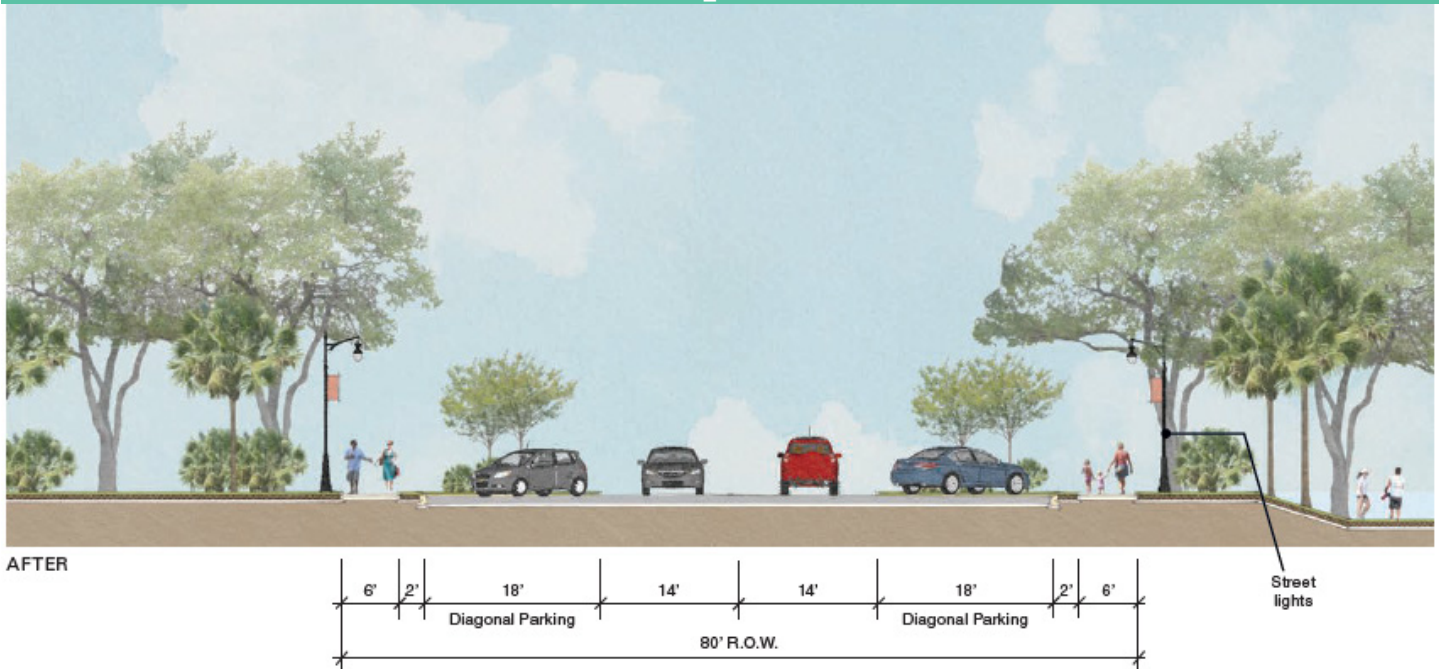
# Appendix B: Street Section Diagrams

## Blount Street Park Entrance

### Current



### Proposed





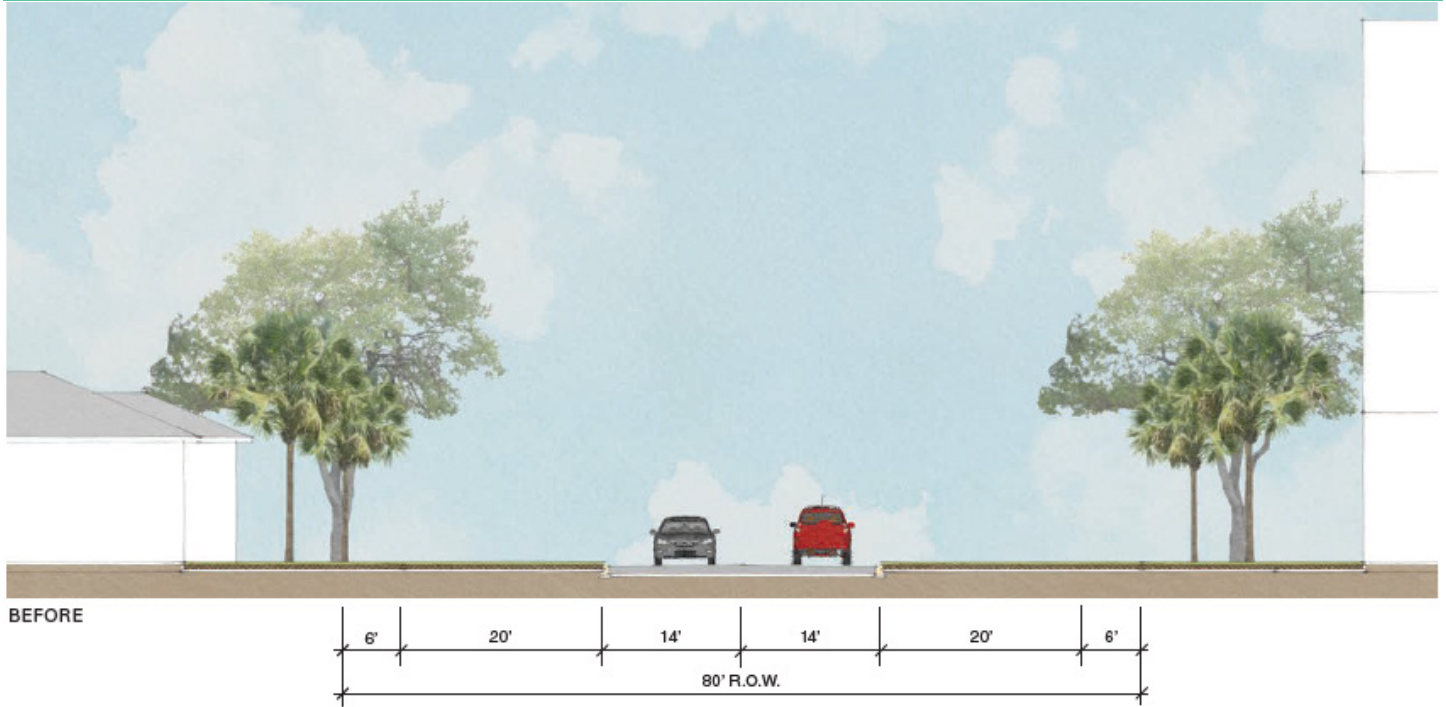


Boundaries of Improvements	F Street to E Street
Length of Street Improvements	315 Linear Feet
Number of Street Lights	3

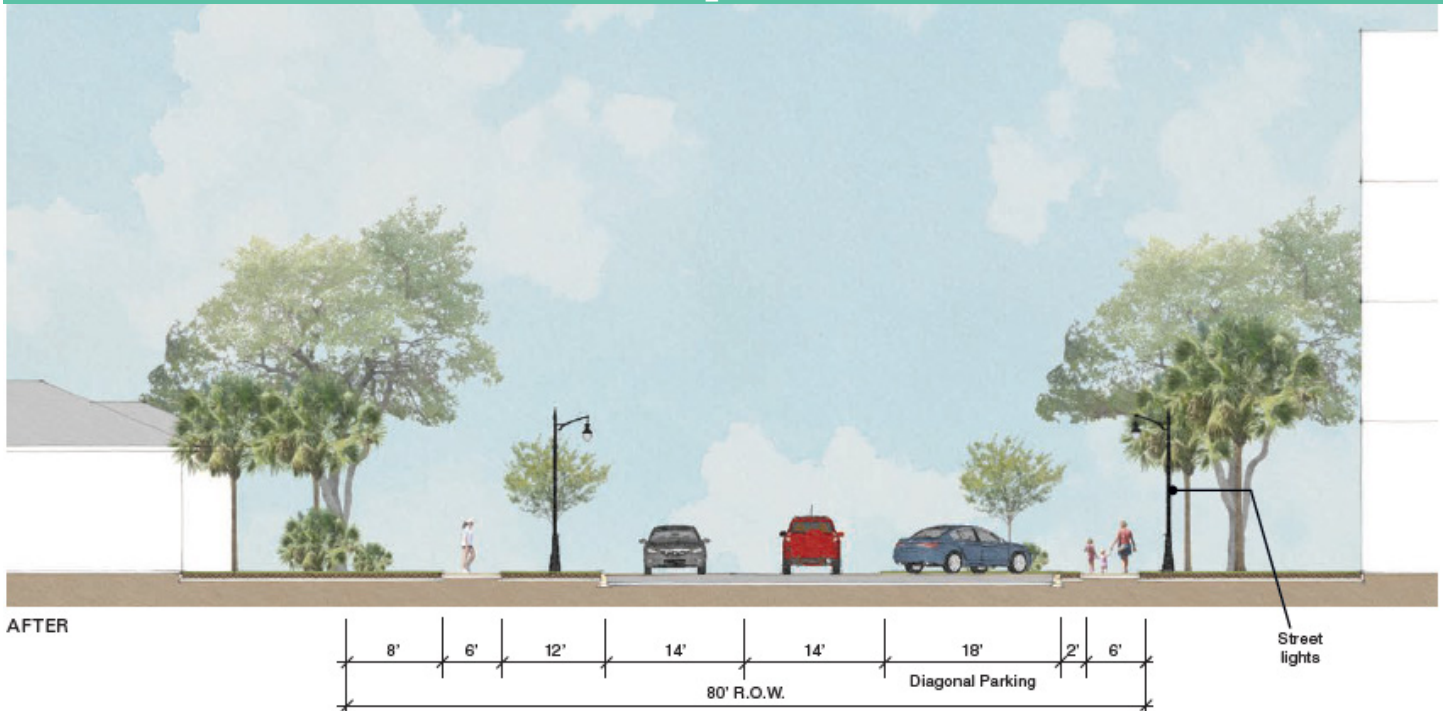
# Appendix B: Street Section Diagrams (cont'd)

## Blount Street

### Current



### Proposed







Boundaries of Improvements	J Street to F Street
Length of Street Improvements	1,420 Linear Feet (Total) 370 Linear Feet (No Parking)
Number of Street Lights	24 (3 per block, alternating sides of the street)

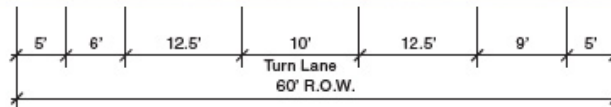
# Appendix B: Street Section Diagrams (cont'd)

## E Street (North of Blount)

### Current



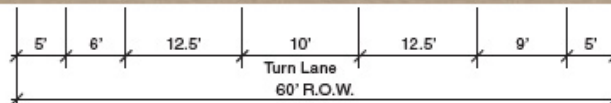
BEFORE



### Proposed



AFTER



Street  
lights with  
banners



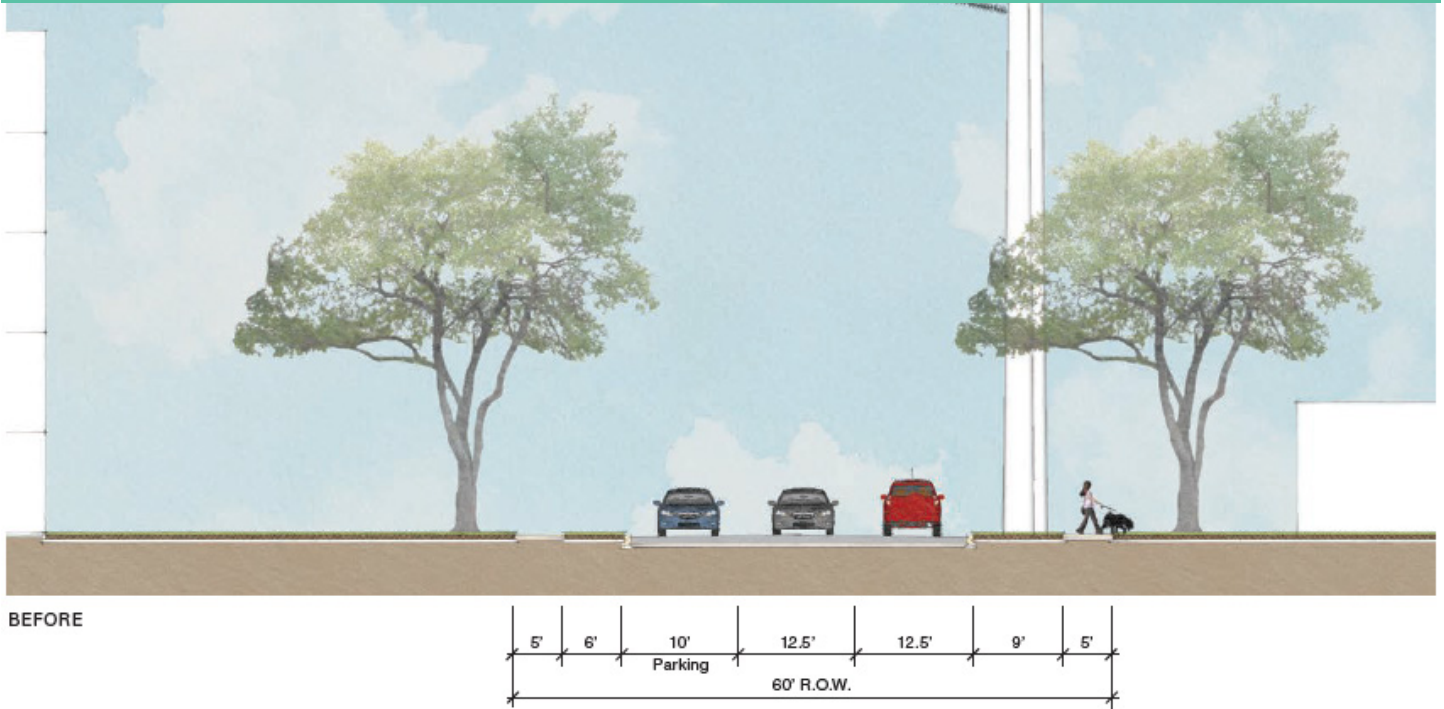


Boundaries of Improvements	Lake View Drive to Blount Street
Length of Street Improvements	1,480 Linear Feet
Number of Street Lights	16 (2 per block, at intersections)

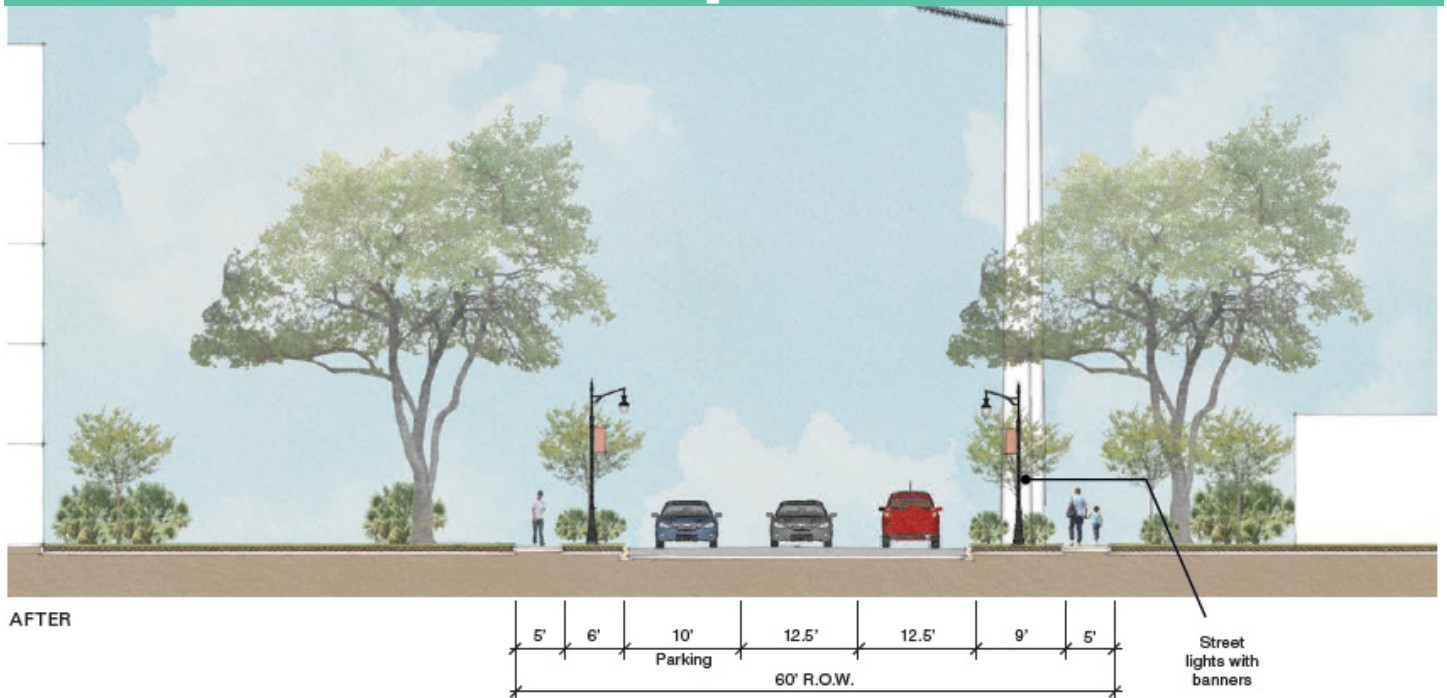
# Appendix B: Street Section Diagrams (cont'd)

## E Street (South of Blount)

### Current



### Proposed



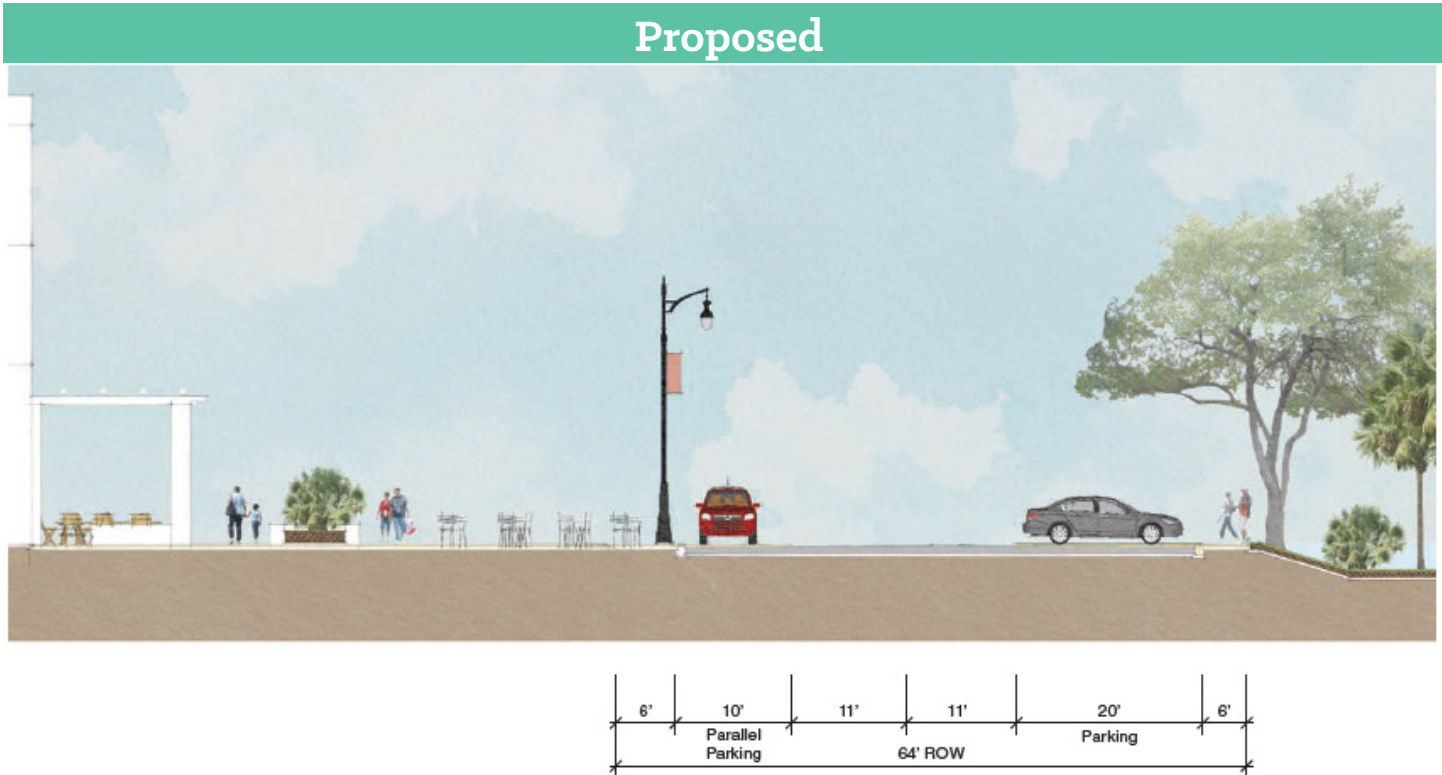




Boundaries of Improvements	Blount Street to Cervantes Street
Length of Street Improvements	2,640 Linear Feet
Number of Street Lights	42 (2 per block, at intersections)

# Appendix B: Street Section Diagrams (cont'd)

## F Street





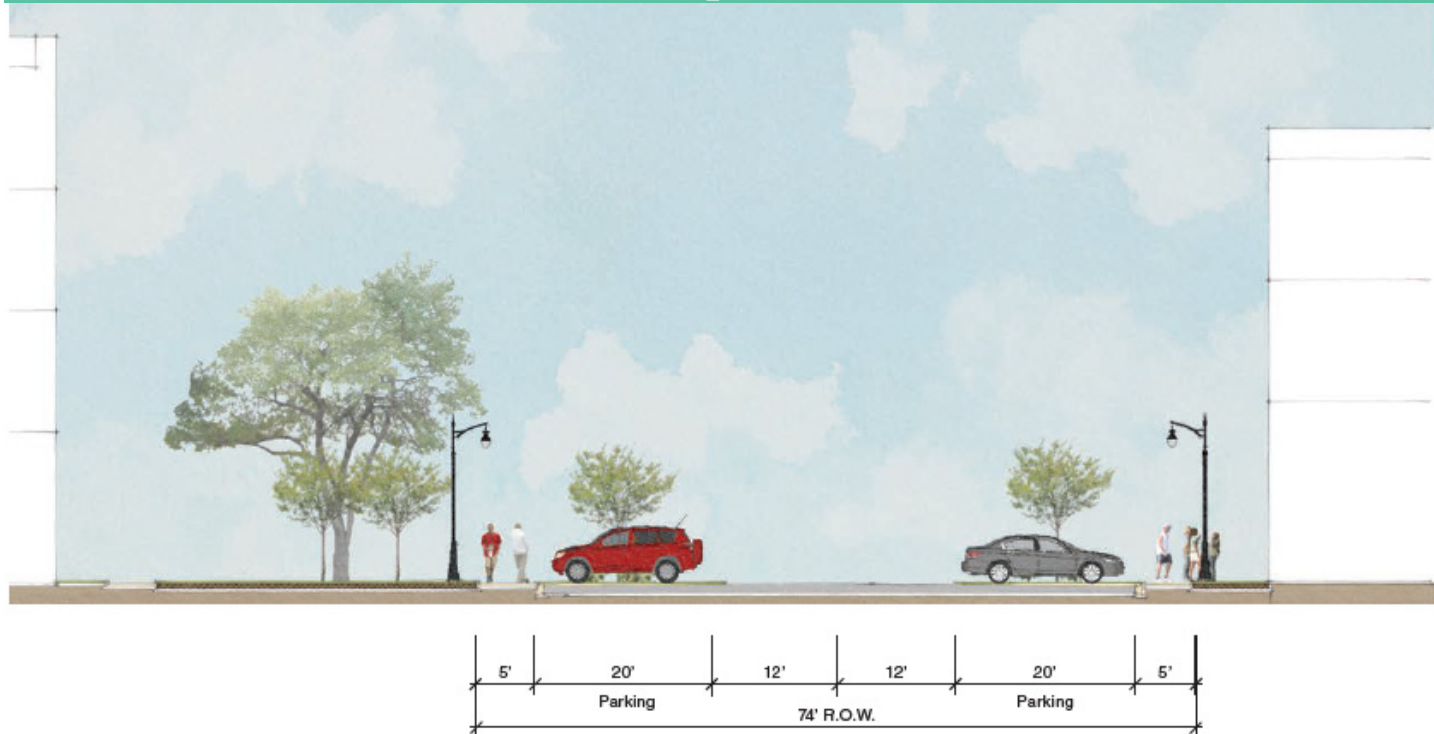


Boundaries of Improvements	Moreno Street to Blount Street
Length of Street Improvements	355 Linear Feet
Number of Street Lights	3

# Appendix B: Street Section Diagrams (cont'd)

## G Street

### Proposed





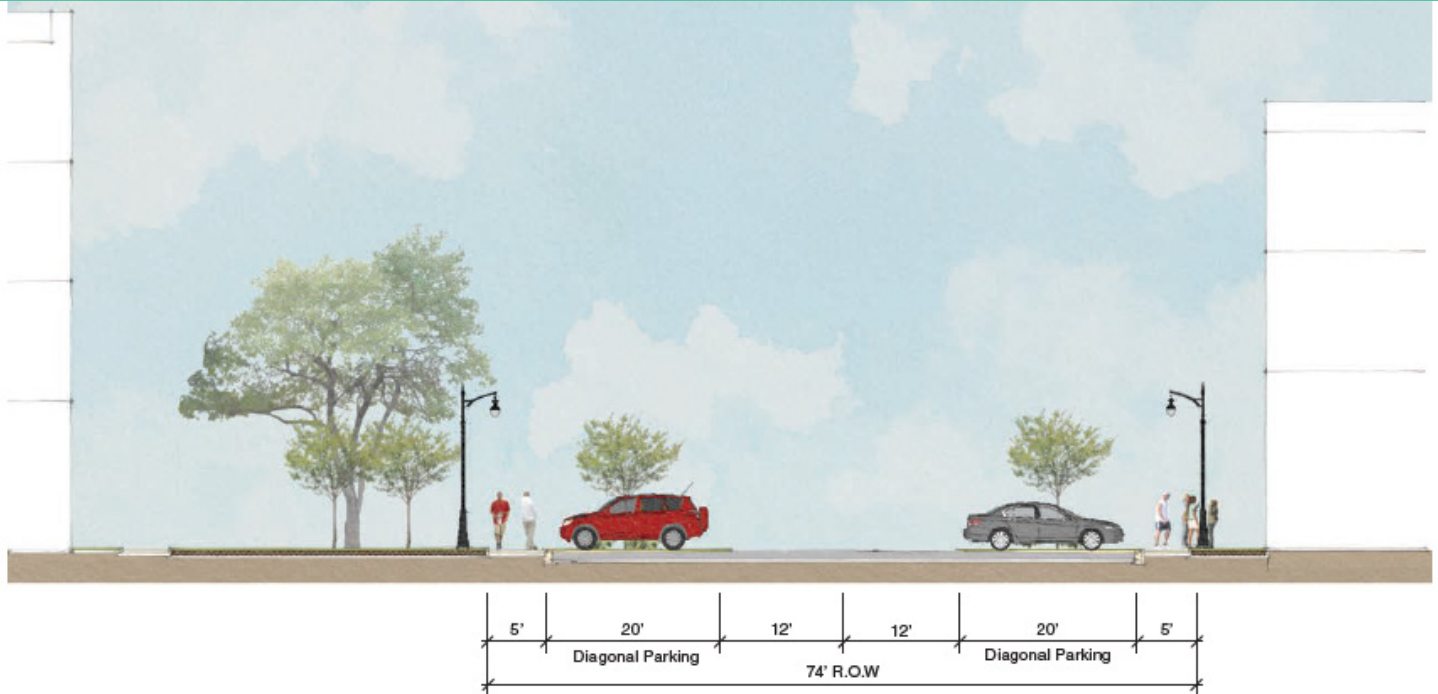


Boundaries of Improvements	Moreno Street to Blount Street
Length of Street Improvements	355 Linear Feet
Number of Street Lights	3

# Appendix B: Street Section Diagrams (cont'd)

## H Street

### Proposed





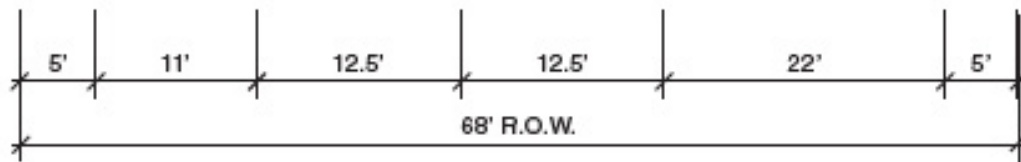
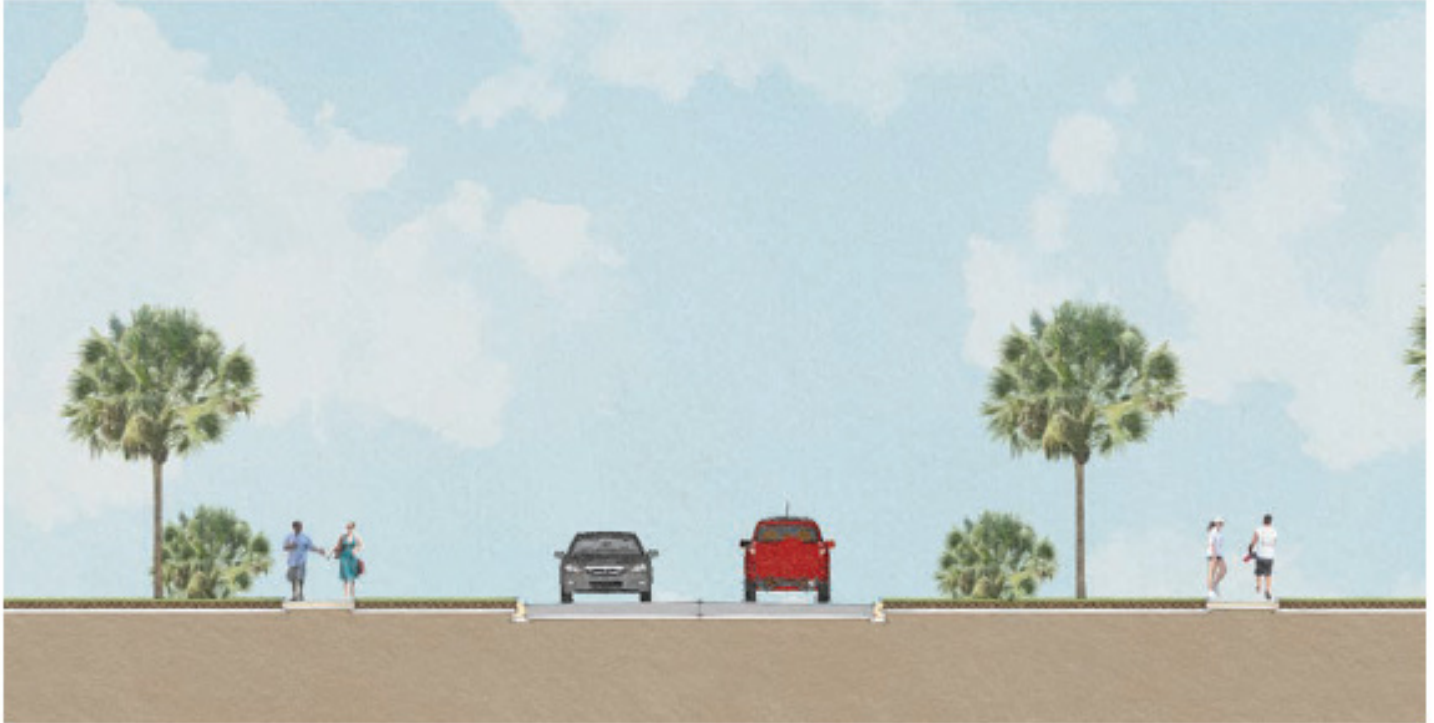


Boundaries of Improvements	Monero Street to Blount Street
Length of Street Improvements	355 Linear Feet
Number of Street Lights	3

# Appendix B: Street Section Diagrams (cont'd)

## Lee Street

### Proposed

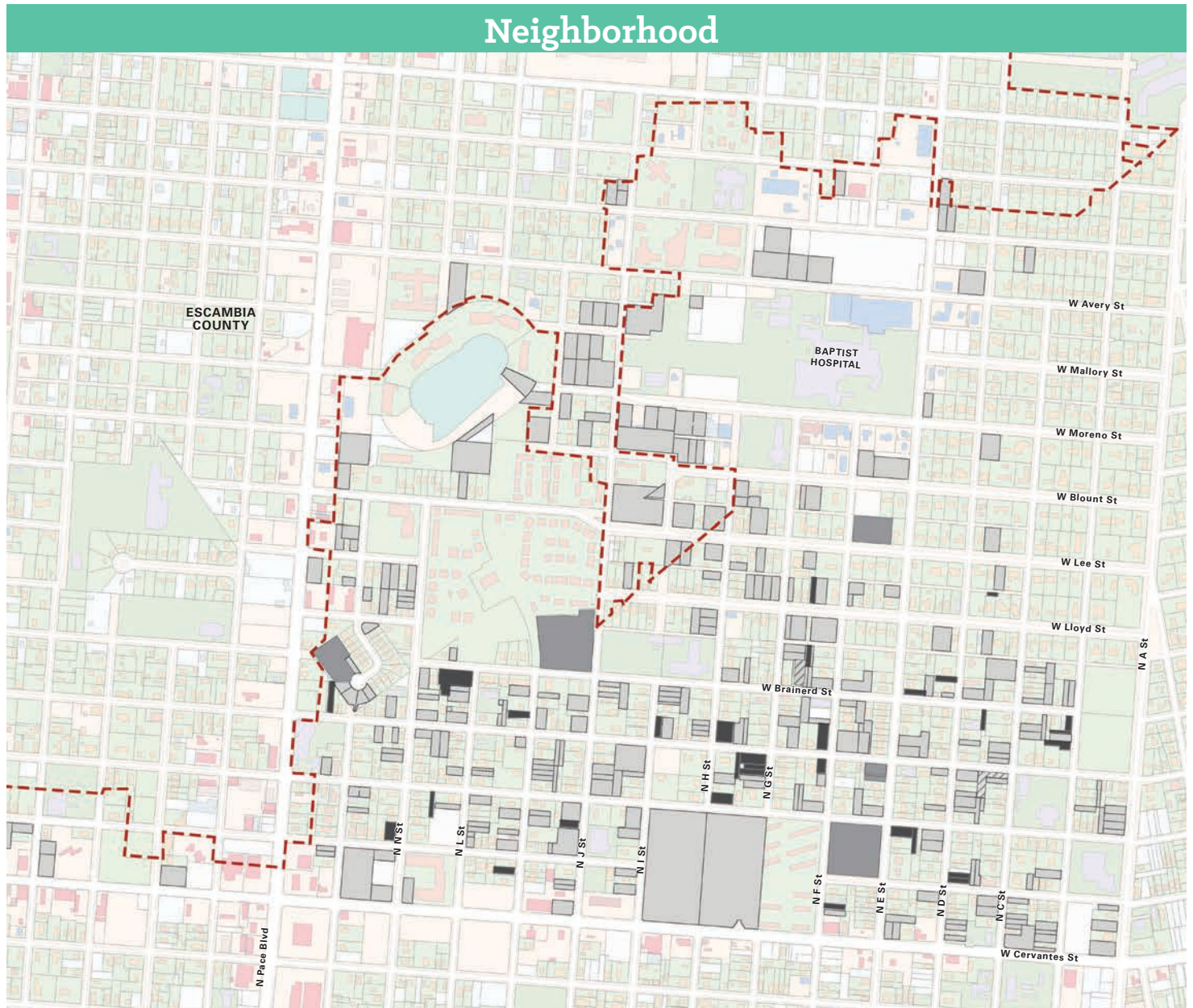






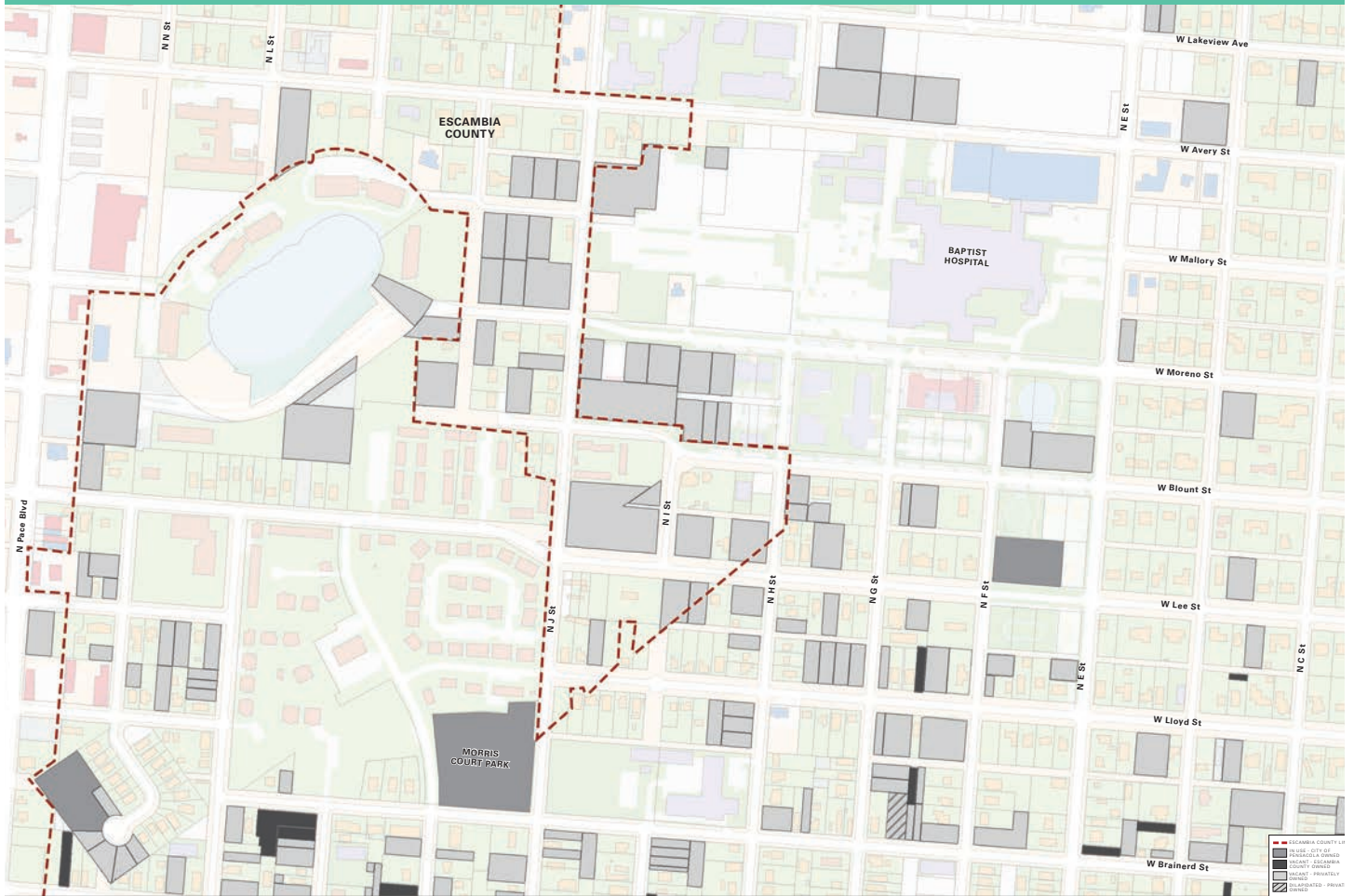
Boundaries of Improvements	E Street to F Street
Length of Street Improvements	315 Linear Feet
Number of Street Lights	3

# Appendix C: Vacant/Dilapidated Properties Map





## Zoom-In



- ESCAMBIA COUNTY LINE**
- IN USE - CITY OF PENSACOLA OWNED**
- VACANT - ESCAMBIA COUNTY OWNED**
- VACANT - PRIVATELY OWNED**
- DILAPIDATED - PRIVATELY OWNED**

# Appendix D: Neighborhood Infrastructure Budgets

Street Improvement Costs (\$1,000/Linear Foot)				
Street	Boundaries	Linear Footage	Unit Cost (per Linear Ft.)	Total Cost
Moreno Street				
	E Street to F Street	225	\$1,000	\$225,000
	F Street to H Street	810	\$1,000	\$810,000
	H Street to I Street	375	\$1,000	\$375,000
	I Street to J Street	325	\$1,000	\$325,000
	Sub Total	1,735	\$1,000	\$1,735,000
Blount Street				
	E Street to F Street	315	\$1,000	\$315,000
	F Street to I Street	1,050	\$1,000	\$1,050,000
	I Street to J Street	370	\$1,000	\$370,000
	Sub Total	1,735	\$1,000	\$1,735,000
Lee Street				
	E Street to J Street	1,735	\$1,000	\$1,735,000
	Sub Total	1,735	\$1,000	\$1,735,000
E Street				
	Moreno St to Blount St	345	\$1,000	\$345,000
	Blount St to Lee St	350	\$1,000	\$350,000
	Lee St to Lloyd St	365	\$1,000	\$365,000
	Lloyd St to Cervantes	1,925	\$1,000	\$1,925,000
	Sub Total	2,985	\$1,000	\$2,985,000
F Street				
	Moreno St to Blount St	355	\$1,000	\$355,000
	Sub Total	355	\$1,000	\$355,000
G Street				
	Moreno St to Blount St	355	\$1,000	\$355,000
	Sub Total	355	\$1,000	\$355,000
H Street				
	Moreno St to Blount St	355	\$1,000	\$355,000
	Sub Total	355	\$1,000	\$355,000
Total Street Improvements		9,255	\$1,000	\$9,255,000



Park/Stormwater Costs (\$750,000/Acre)				
Park Section	Boundaries	Acres	Unit Cost (per Acre)	Total Cost
E Street				
	E Street to F Street	1.91	\$850,000	\$1,620,191
	F Street to H Street	1.30	\$750,000	\$976,894
	H Street to I Street	0.71	\$750,000	\$530,544
Total Street Improvements		3.92		\$3,127,629

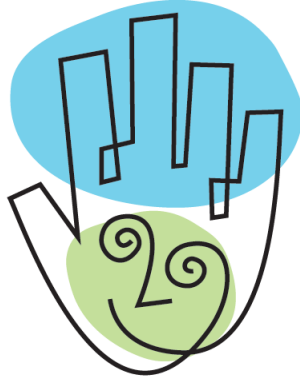
Total Neighborhood Improvements		
Improvements	Area	Cost
Streets	9,255 Linear Feet	\$9,255,000
Park/Stormwater	3.92 Acres	\$3,127,629
Total		\$12,382,629

TO COME





TO COME



**LiveWork**  
**LearnPlay**



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West Moreno District  
Development Plan & Implementation Strategy  
December 2016