



# West Moreno District

Phase 1: Reconnaissance and Strategic Assessment &  
Phase 2 – Next Steps: Development & Implementation Strategy

Presentation to Escambia County Board of County Commissioners September 10, 2015





## 1. Project Context & Overview

## 2. Vision & Programming

## 3. Phasing Strategy

## 4. Public Participation

## 5. Next Steps



# LWLP: We Deliver Places That Thrive & Endure

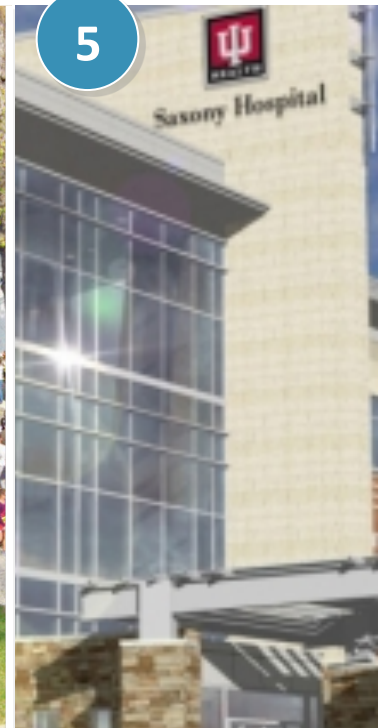
**Downtown & Urban Revitalizations**

**Resort Towns & Recreational Villages**

**College Towns & University Districts**

**Health Care Centres & Medical Districts**

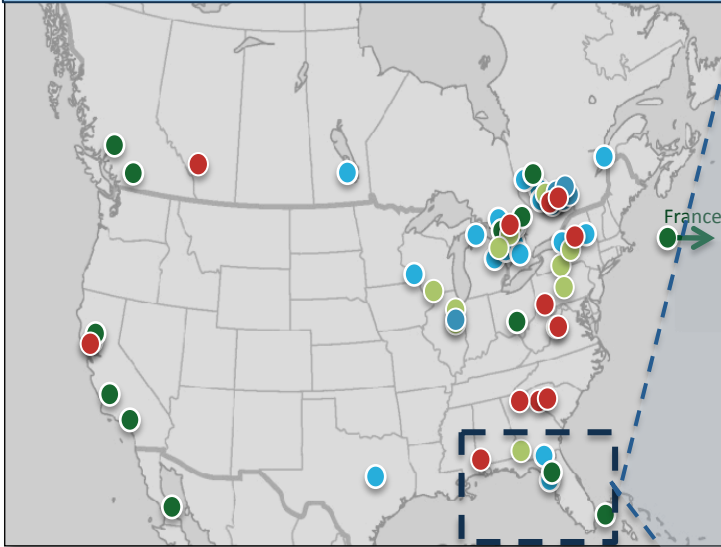
**Mixed-Use New Urbanist Communities**



# LWLP: Legacy Projects Across North America



## International



## Select Florida Experience



### Downtown Boca Raton

Boca Raton, FL



### Town of Seaside

Seaside, FL



### Marina District

Riviera Beach, FL



### The Village of Baytowne Wharf

Destin, FL



### College Town

Tallahassee, FL



### Downtown Tallahassee

Tallahassee, FL



# LWLP: What We Do



Public & Private  
Strategic  
Advisory



Deal-Making &  
Activation



Implementation  
& Master  
Development

Integrated Real Estate Expertise

# Project Goals

## Collective Goals

- New Development (Get Shovels in the Ground)
- Enhance the “E” Street Gateway/Corridor
- Catalyze Westside Neighborhood Revitalization



1. Free Existing Hospital Spaces for Medical Use
2. Consolidate Administrative Functions
3. Develop Campus Culture
4. Enhance Retail Diversity and Quality



1. Promote Healthier Communities
2. Move Prosperity Westward
3. Connect North and South
4. Improve Key Corridor and Gateways
5. Leverage Healthcare industry to spur Economic Development



1. Move Prosperity North and West of Pensacola
2. Enhance Palafox Street, “E” Street and Pace Blvd
3. Develop Workforce
4. Enhance the Walkability of Major Roadways



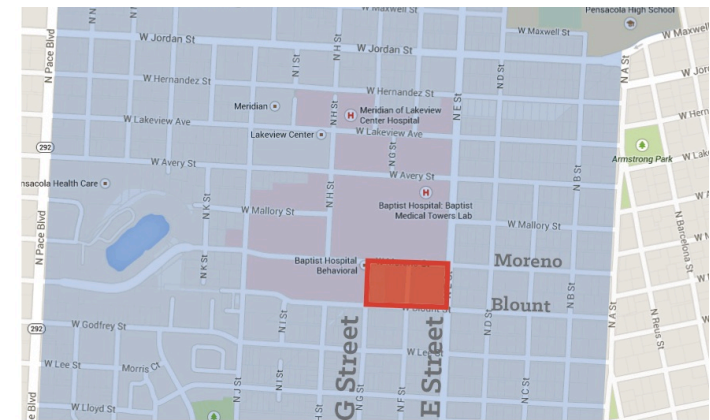
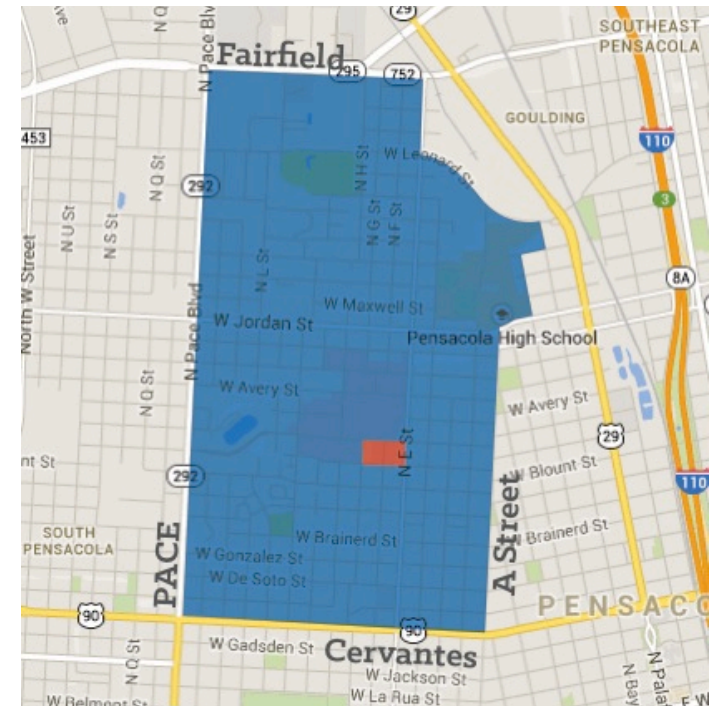
# LWLP Mandate: Phase 1

## Goals

Provide Baptist Health Care, the City of Pensacola and Escambia County with the preliminary analysis, vision, mixed-use planning and strategies to advance key community initiatives in the district, beginning with the West Moreno parcel.

## Key Objectives

1. Develop a Strategic Vision & Market Position
2. Complete a Relevant Trade Area Analysis
3. Assess Target Market End-User Profiles
4. Identify Anchor Programming
5. Provide Implementation Strategies



District Area

Site Area

# Strengths



**Baptist Health Care’s Regional & International Reputation & Leadership**



**Baptist District Revitalization a Key Priority for City and County**



**Downtown Pensacola Serves as a Great Local Precedent for Walkable Environments**



**Quality & Historic Nature of Nearby North Hill’s Building Stock**



# Weaknesses

## Limited Wayfinding In and Around Hospital



Vehicular Wayfinding on Avery Street

## Sense of Arrival is Lacking



“E” Street and West Moreno Street Gateway

## Limited Quality Food Options



Baptist Hospital Subway

## Baptist Area Stigmatized By Blight



“N” Street and Lloyd Street

## Poor Perception of Campus Safety



Security Escorts to Parking

## Limited Diversity of Third Places

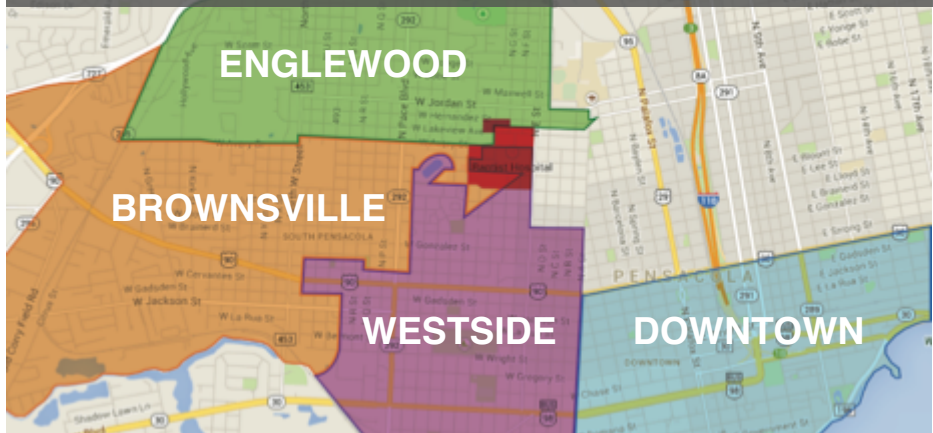


Baptist Hospital Staff Break Room



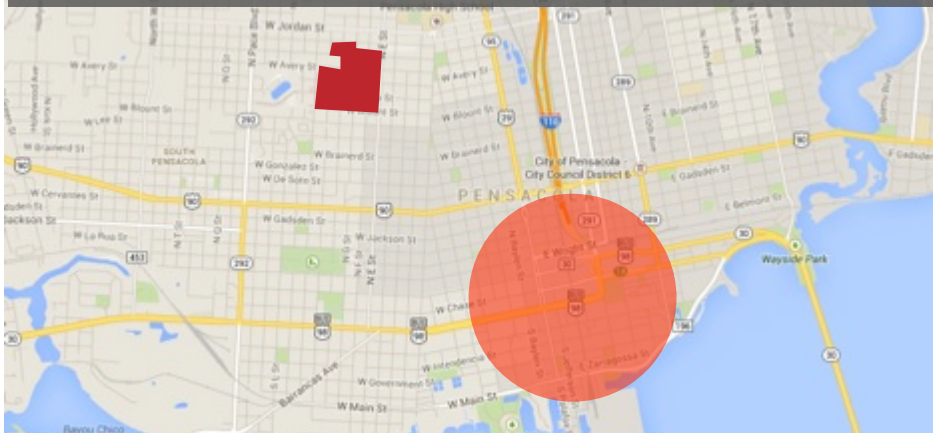
# Opportunities

**Baptist Hospital is Centrally Located  
Between the City & County CRAs**



City and County CRA Areas in Relation to Baptist Hospital

**Baptist Hospital  
Proximity to Downtown Pensacola**



5-10 minute Drive from Baptist Hospital to Downtown

**Neighborhood Identity Improvements are  
an Ongoing City Initiative**



East Hill Neighborhood Sign

**The Mayor's Objectives for the City are  
Aligned with the Project's Goals**



Mayor Ashton Hayward and Commissioner Lumon May



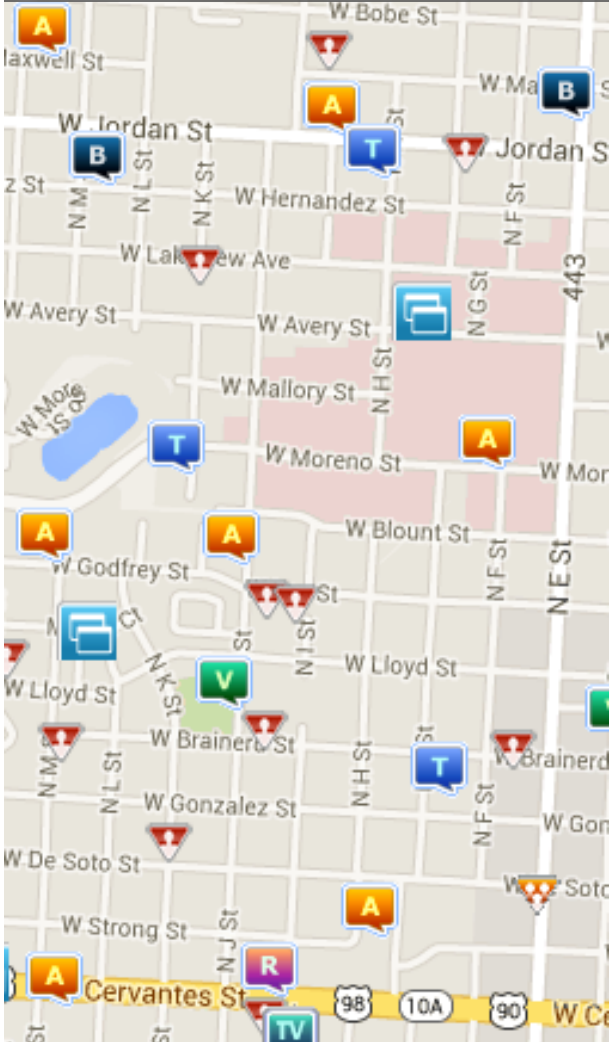
# Threats

Lack of Funding for Infrastructure Improvements & Maintenance



Streetlight Maintenance

Crime



Various Crimes Occurring in the Westside Neighborhood

Commercial Uses Along Pace Boulevard are Disappearing



Former Super Thrift Store Space on Pace Boulevard

# From Treatment to Prevention: A Place-Based Approach



## Healthy Community Design Principles

- Mixed-land use: homes, shops, schools, and work are close together
- Public transit, pedestrian and bicycle-friendly
- Accessible and socially equitable community
- Housing for different incomes and different stages of life
- Green spaces and parks that are easy to walk to
- Safe public places for social interaction
- Fresh, healthy food outlets







1. Project Context & Overview

**2. Vision & Programming**

3. Phasing Strategy

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5. Next Steps

# West Moreno District

## Vision

West Moreno will be 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



**Safe, Walkable  
Neighborhood**



**A Great Place  
to Work**



**Everyday  
Conveniences**



**Diversity  
of Living Options**



**Distinct, Vibrant  
Neighborhood**



# Baptist Health Care Site

## 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 improving 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

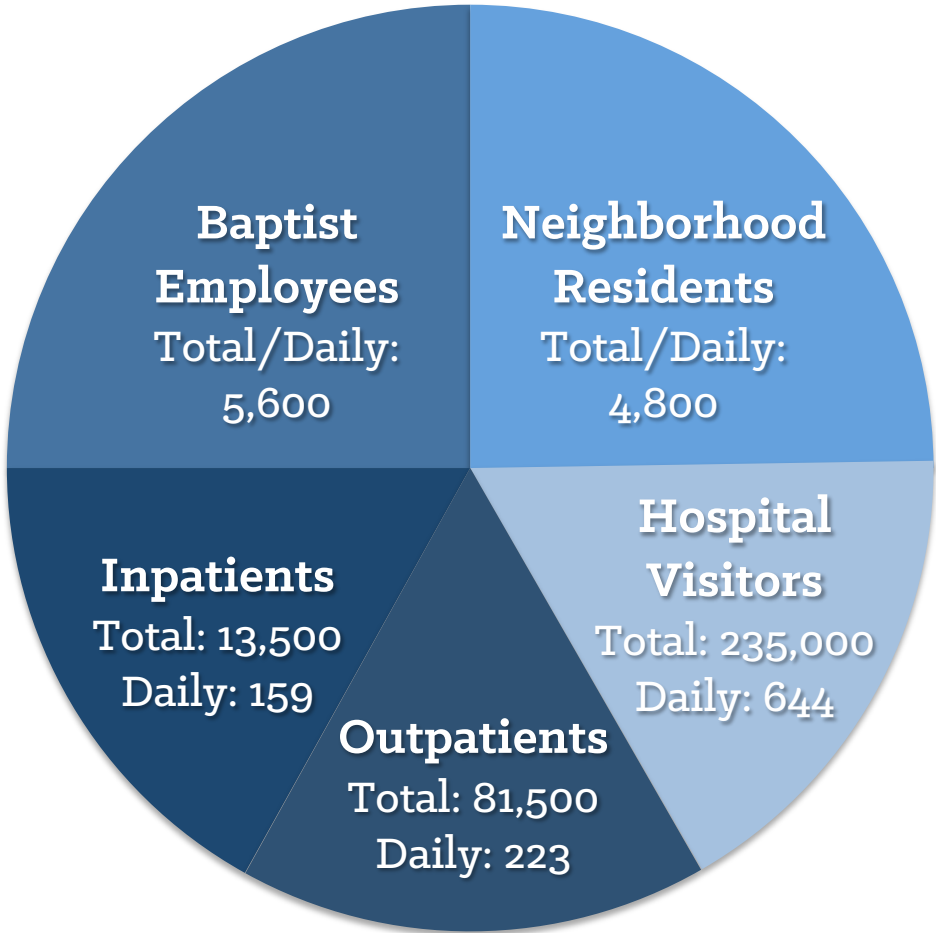


Thoughtful Urbanism

# Target Market of End-Users Summary

## Primary Draw Area

11,426 Daily Population  
6,626 Baptist Daily Population



## Secondary Draw Area



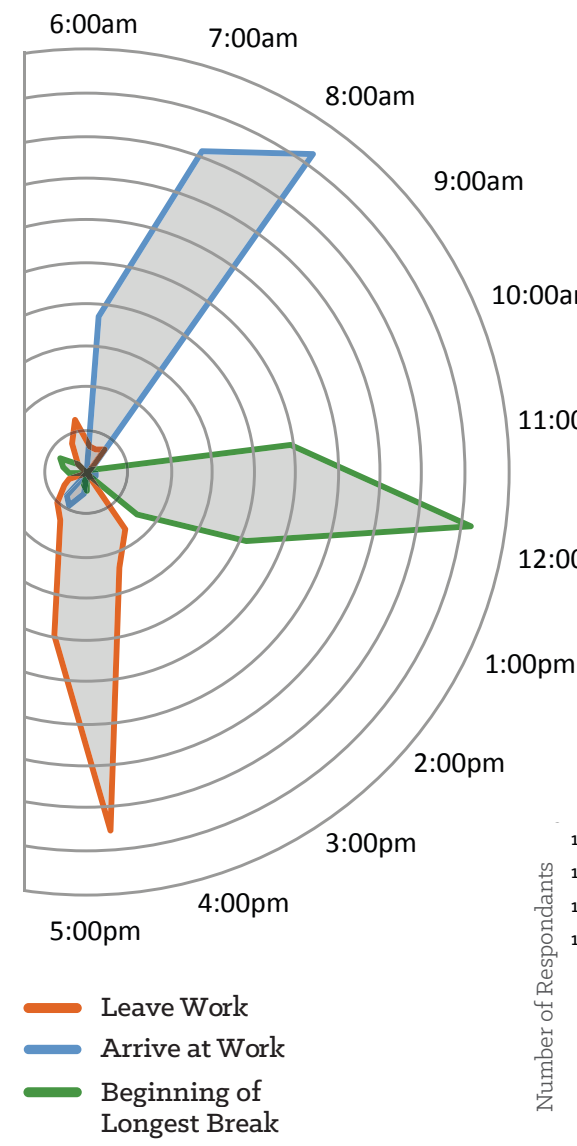
## Tertiary Draw Area



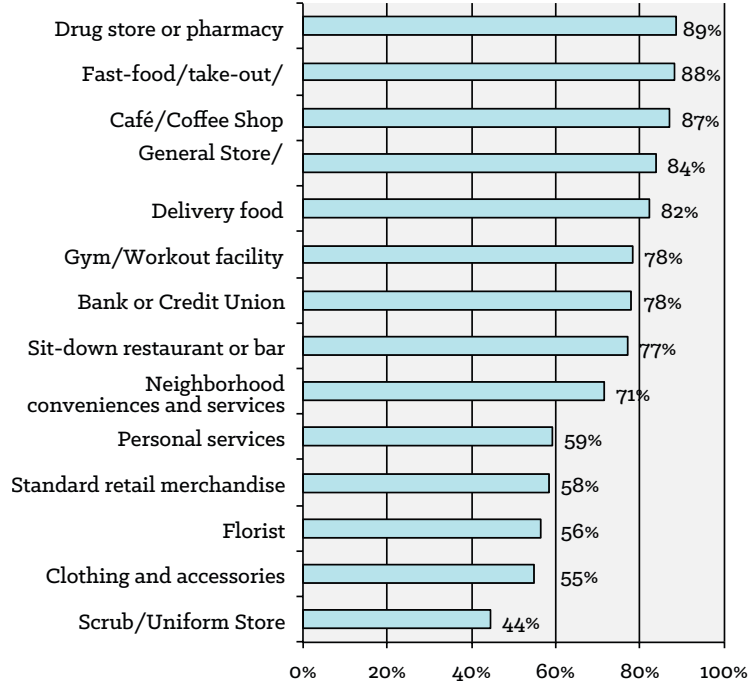


# Employee Survey Results

## Employee Workday Behavior



Employees report being at least “somewhat likely” to utilize the following a minimum of once per week

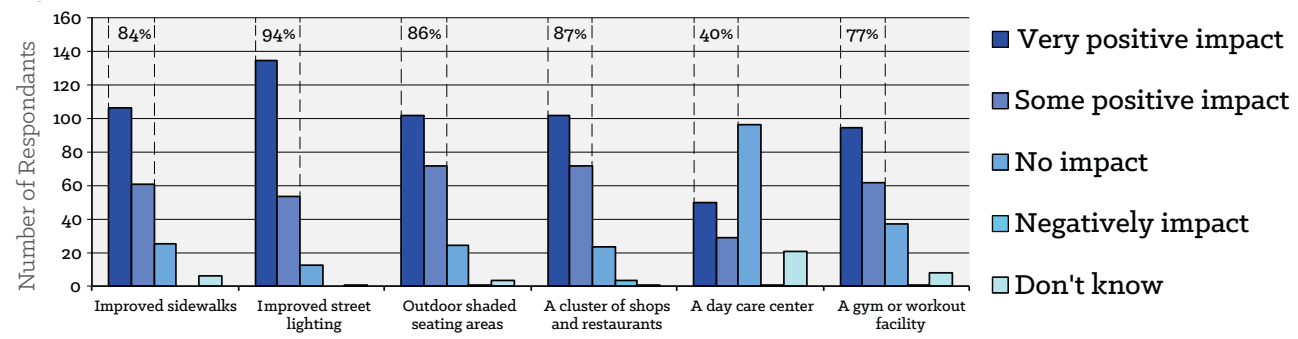


90% of employees **eat lunch** on the Baptist Campus at least once a week

50% of employees **eat lunch** on the Baptist Campus at least twice a week

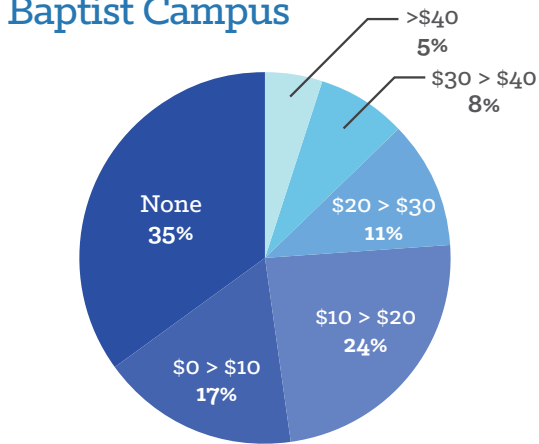
56% of employees **eat breakfast** on the Baptist Campus at least once a week

## Impact of Potential Uses on the Baptist Campus



# Patient & Visitor Survey Results

## Amount of money Visitors spend per day/visit on the Baptist Campus



**\$3,027,880**  
Potential Annual  
Visitor Retail Revenue  
(based on an estimated 236,000 visitors per year)

↓ ↓ ↓  
**Not even a coffee?**

**% of visitors reported NOT using the following:**

Coffee Shop	62.5%
Tower Pharmacy	69.5%
Gift Shop	71.6%
Sunshine Café	88.5%

(Discrepancy between what visitors want, and what visitors do points to a significant latent demand)

**89%**

of **patient** survey respondents believe a walkable retail environment will **improve the Baptist Campus experience**  
(only 4.5% believe such an environment will have no impact)

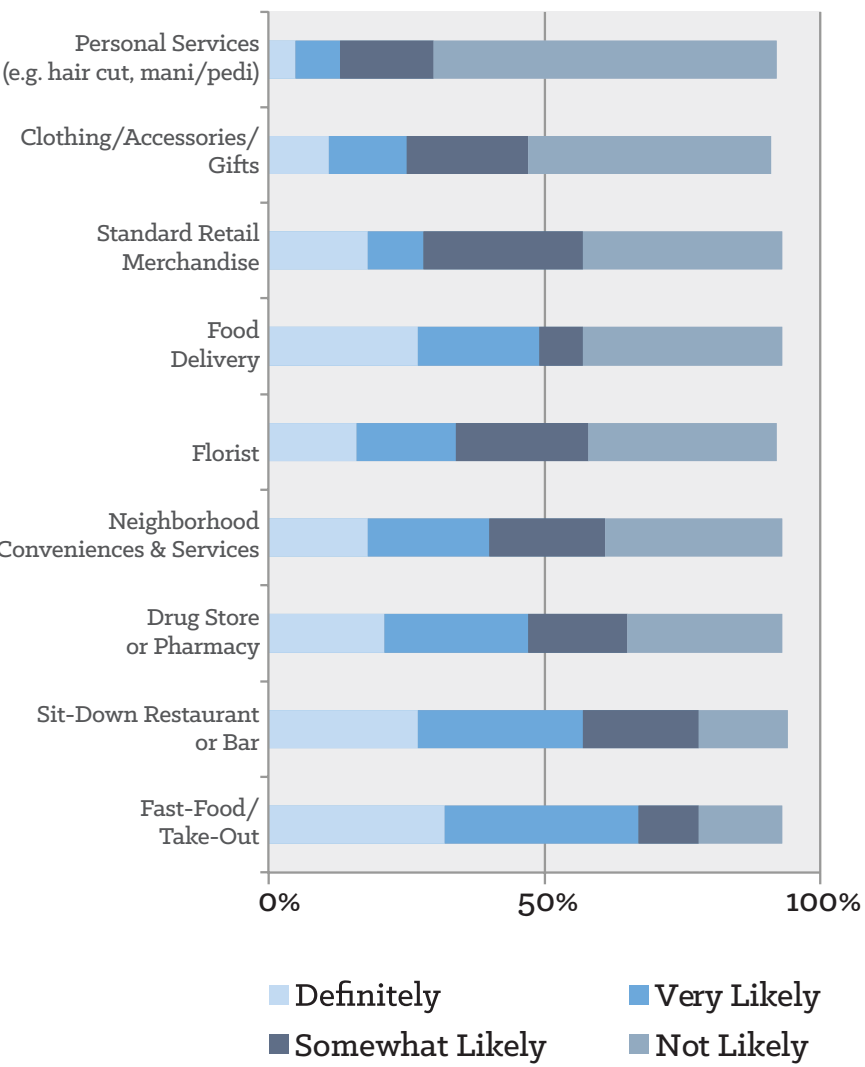
**75%**

of **visitor** survey respondents believe a walkable retail environment will **greatly improve the Baptist Campus experience**  
(only 4% believe such an environment will have negative or no impact)

**48%**

of visitors are **at least somewhat likely** to use **lodging**, if it is **on or near** the Baptist Campus

## When visiting the Baptist Campus, how likely would you be to utilize the following retail offerings if they existed?





# Retail Programming Principles



**Local Independent Operators**



**Meet the needs of the Primary Draw Area**



**Encourage Healthy Living**



**Versatile Commercial Concepts**



# Potential Retail Programming

## Food & Drink



Quick Serve



Casual Full Service Dining



Neighborhood Grill & Pub



Coffee & Sandwich Shop



Healthy Treats

## Daily Services & Amenities



Neighborhood Market



Pharmacy



Salon



Day Care



Dry Cleaner

## Health & Wellness



Fitness Center



Wellness/Day Spa

## General Retail



Florist/Gift Shop



Occupational Retail



# Public Space Design Principles & Programming

## Design Principles



Scale



Affordability



Comfort/Accessibility



Surface Permeability/Green Space

## Potential Programming



Public Plaza



Terrace/Patios



Functional Public Art



Nightscaping

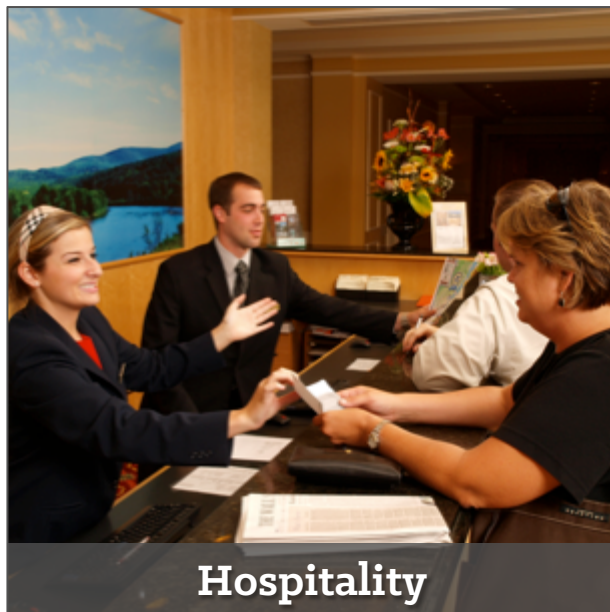
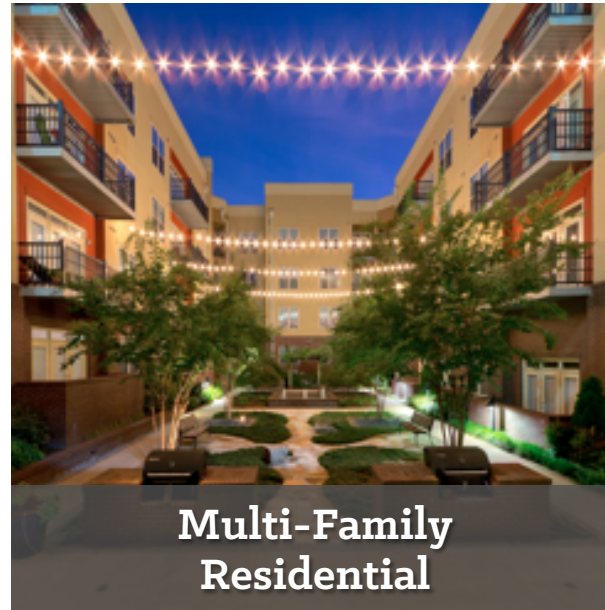


Trees & Shade



Outdoor Seating

# Future Programming







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# Project Phasing Strategy





# Interim Land Use & Activation Strategy

## Community Gardens



## Recreation Fields



## Events Programming





# Parking Strategy

## Short Term

Reorient Parking Zones  
to Allow for Interaction  
with Retail District



Time-Limited  
Street Parking  
along West Moreno



Prioritize  
Bicycle Parking



Off-Street Surface  
Parking



## Long Term

Hidden/Obscured Deck Parking







1. Project Overview

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# Vested Partnerships



**Public Private Partnerships can catalyze economic growth and create better places**

## Tallahassee, FL



**Public Investment**  
**\$75MM**



**Private Investment**  
**\$360MM**

## New Haven, CT



**Public Investment**  
**\$32.5MM**



**Private Investment**  
**\$370MM**

## Pensacola, FL

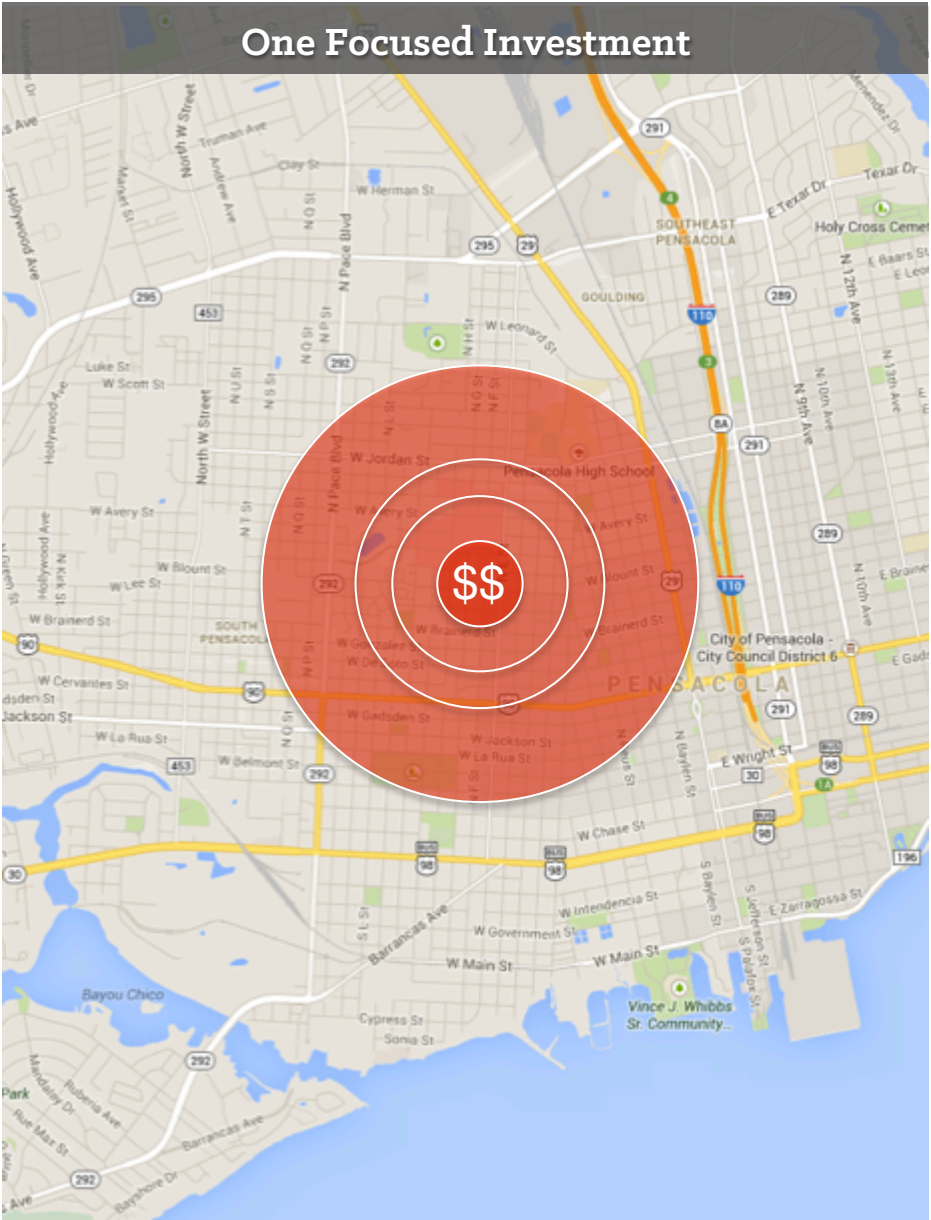
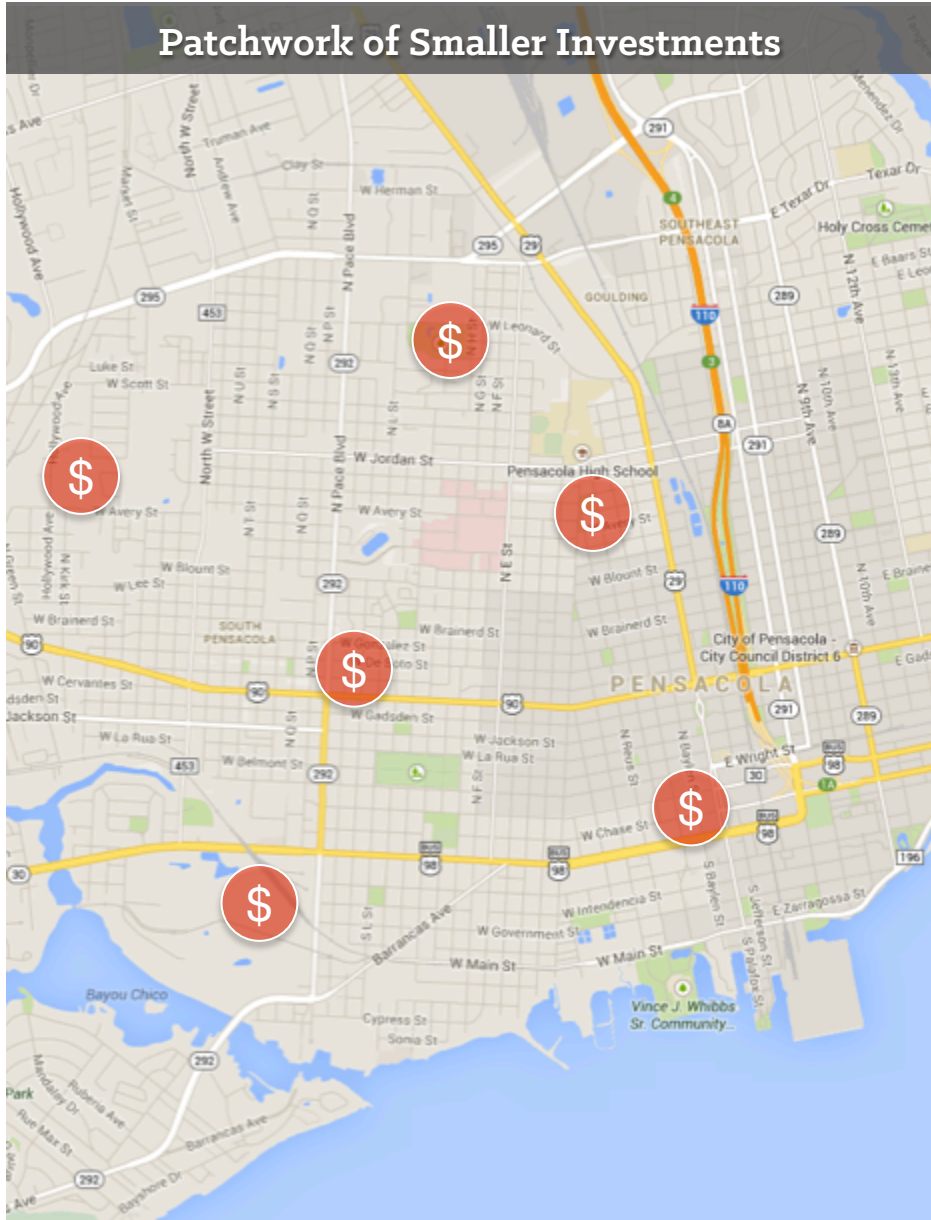
**Total Public Investment in Urban Core**  
**\$42.1MM**



**Total Private Investment in Urban Core**  
**\$127.5MM**



# Focused Investment ➡ Exponential Impact



# Public Investment Opportunities

## District Level Investments



Neighborhood Gateways



Signage & Wayfinding



Streetscapes  
(Sidewalks, Street Lights)

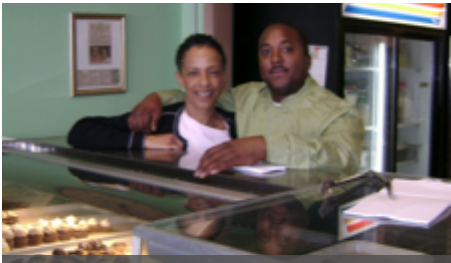


Focus Policies,  
Programs, & Support

## Project Level Investments



Public Square



Small Business Incentives



Street Trees



Foundational Infrastructure



Benches



Bike Racks



Community Gardens





1. Project Context & Overview

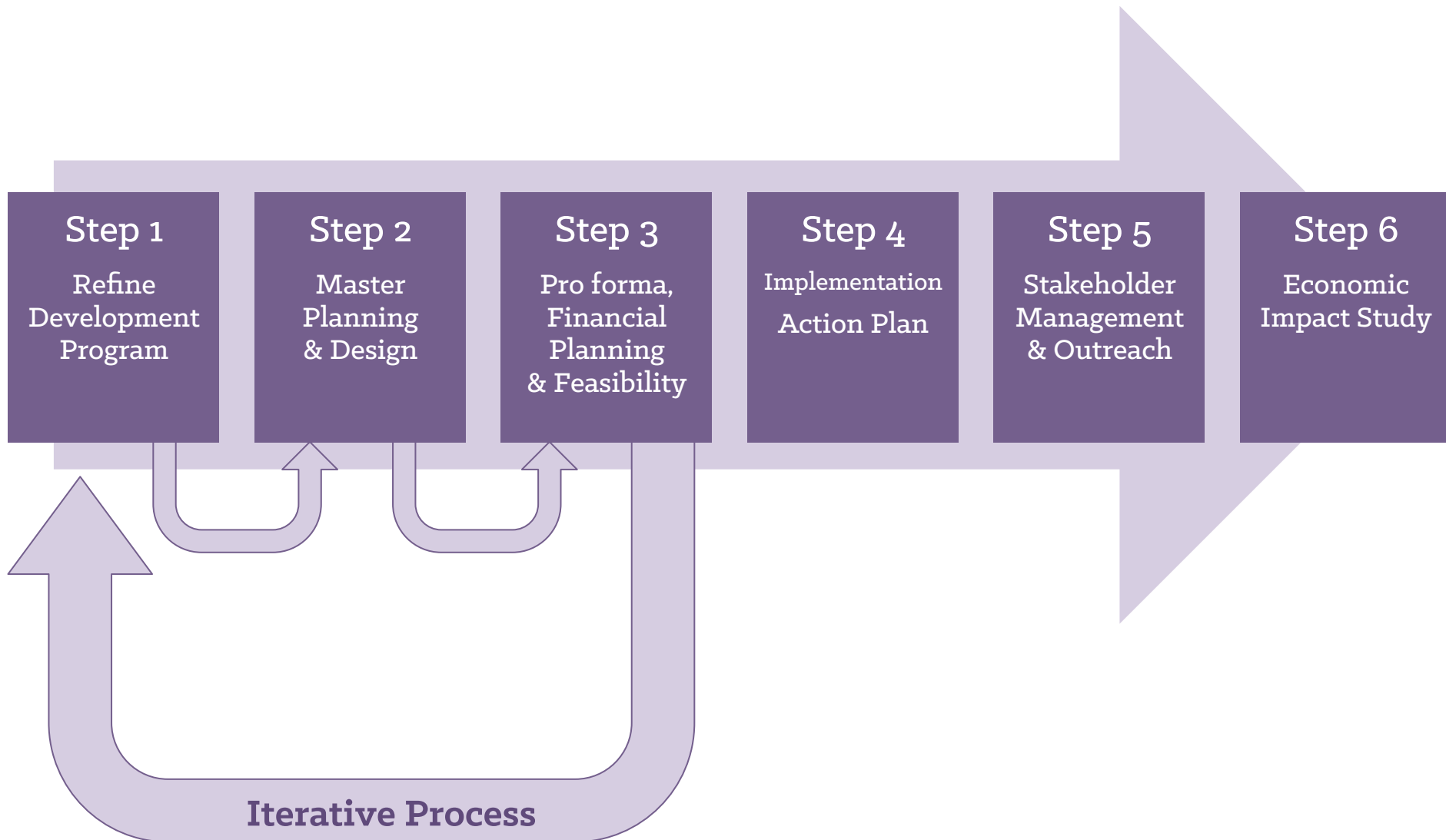
2. Programming

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# Next Steps: Phase 2 – Development & Implementation Strategy

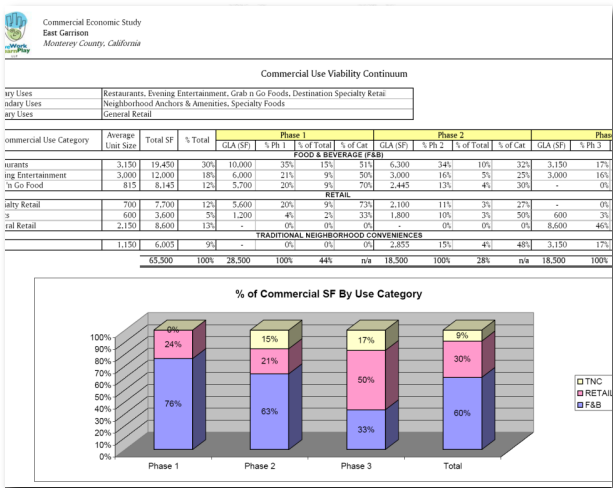




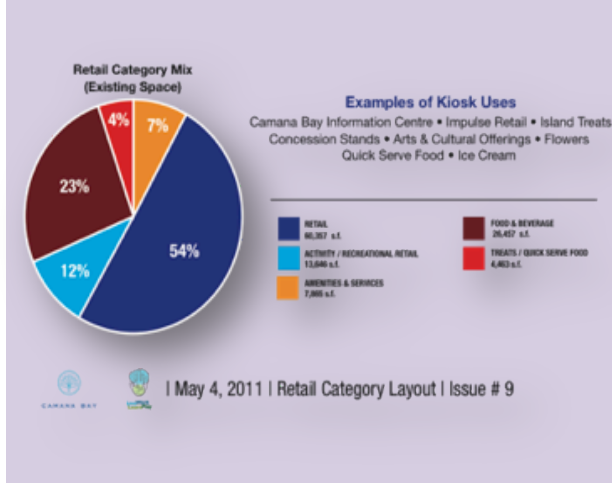
# Step 1: Refine Development Program



Anchor & Secondary Use Selection



Commercial Economic Study



Optimal Space Requirements



Future Development Uses



Interim Land Uses

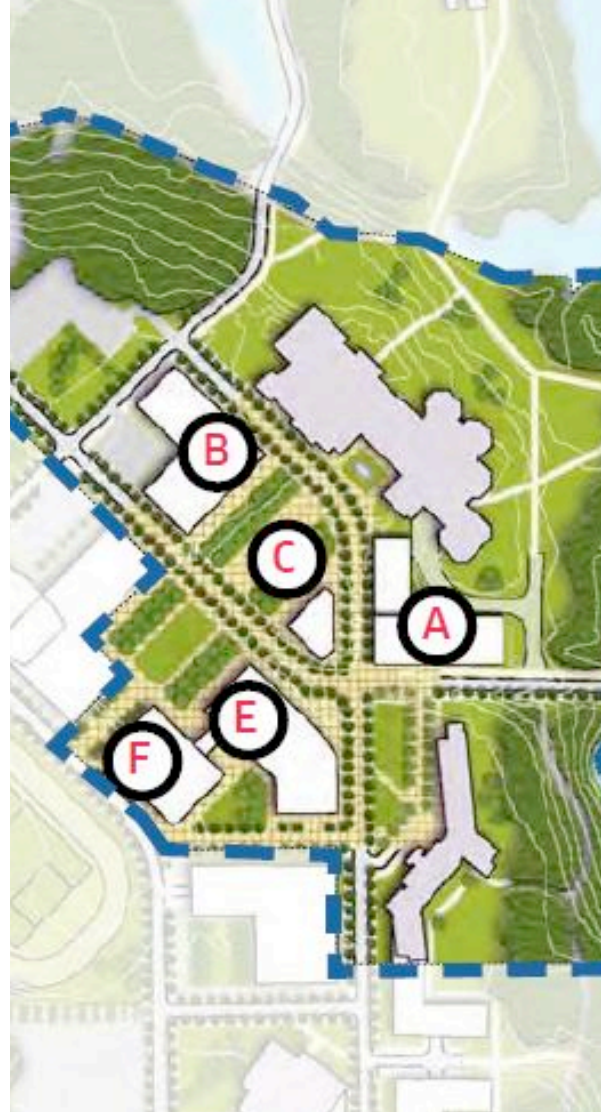


# Step 2: Master Planning & Design

Physical Articulation  
of Uses



Phasing Strategy



Infrastructure &  
Public Realm





# Step 3: Proforma, Financial Planning & Feasibility

**Vertical Development Costs**

**Infrastructure Costs**

**Anticipated Revenue  
Analysis**

**Gap Funding Analysis**



**Development Business Plan  
& Funding Strategy**

# Step 4: Implementation Action Plan

**Phasing Plan,  
Benchmark Goals,  
& Critical Path**



**Preferred Developer Selection  
& Support**



**Partnership Roles,  
Responsibilities, &  
Funding Commitments**





# Step 5: Stakeholder Management



**Facilitate Community Design Session**



**Civic, Corporate, and Community Stakeholder Engagement**



**Public Presentation of Master Plan**



# Step 6: Economic Impact Study

**Gross Economic Output  
(Infrastructure & Construction)**



**Job Creation, Salary Income &  
Induced Economic Activity**

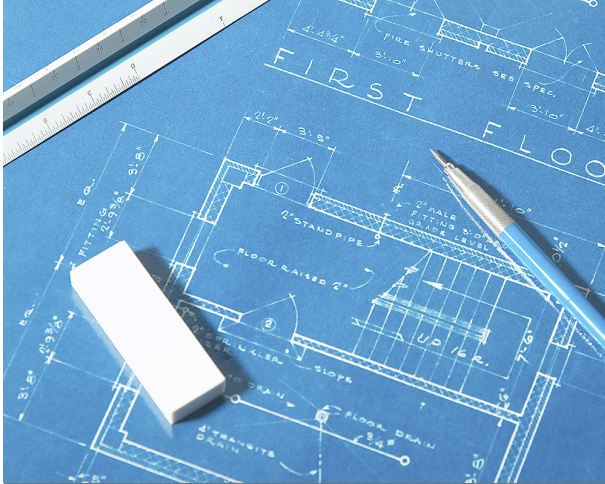


**Tax Revenue  
(To City, County & State)**





# Looking Ahead: Implementation & Vertical Development



Architecture  
& Engineering



Public Launch



Site Preparation



Targeted Leasing  
& Casting™



Construction  
& Delivery





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