

Legacy Baptist Hospital Campus Redevelopment



OUR MISSION

Helping people throughout life's journey.

OUR VISION

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

OUR VALUES

Guided by Christian values, we commit to the following:

OWNERSHIP | accountable, engaged, stewardship, responsive, committed

INTEGRITY | honest, principled, trustworthy, transparent

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

EXCELLENCE | safety, quality, distinguished, learning, improving

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

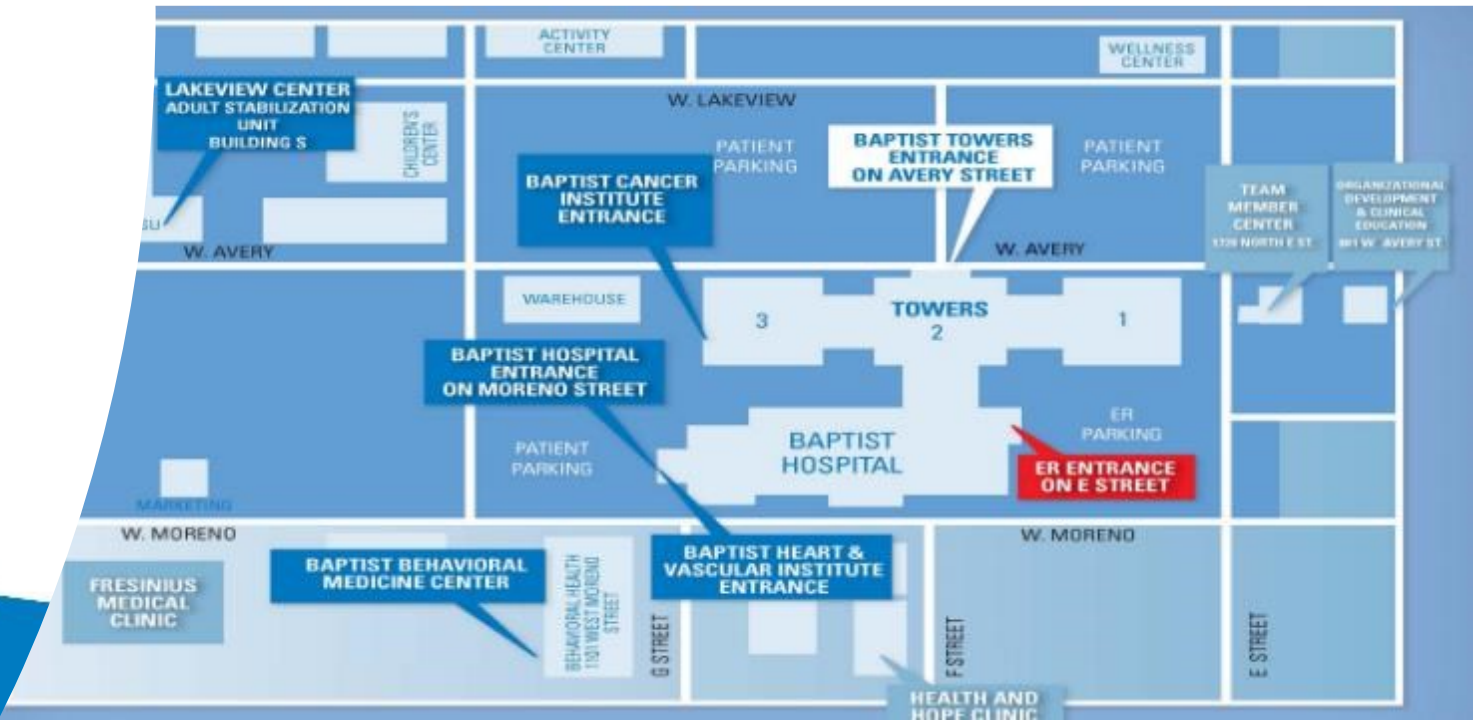
**Who We Are,
Why We Exist, and
Why We are
Approaching the
Redevelopment this
Way**

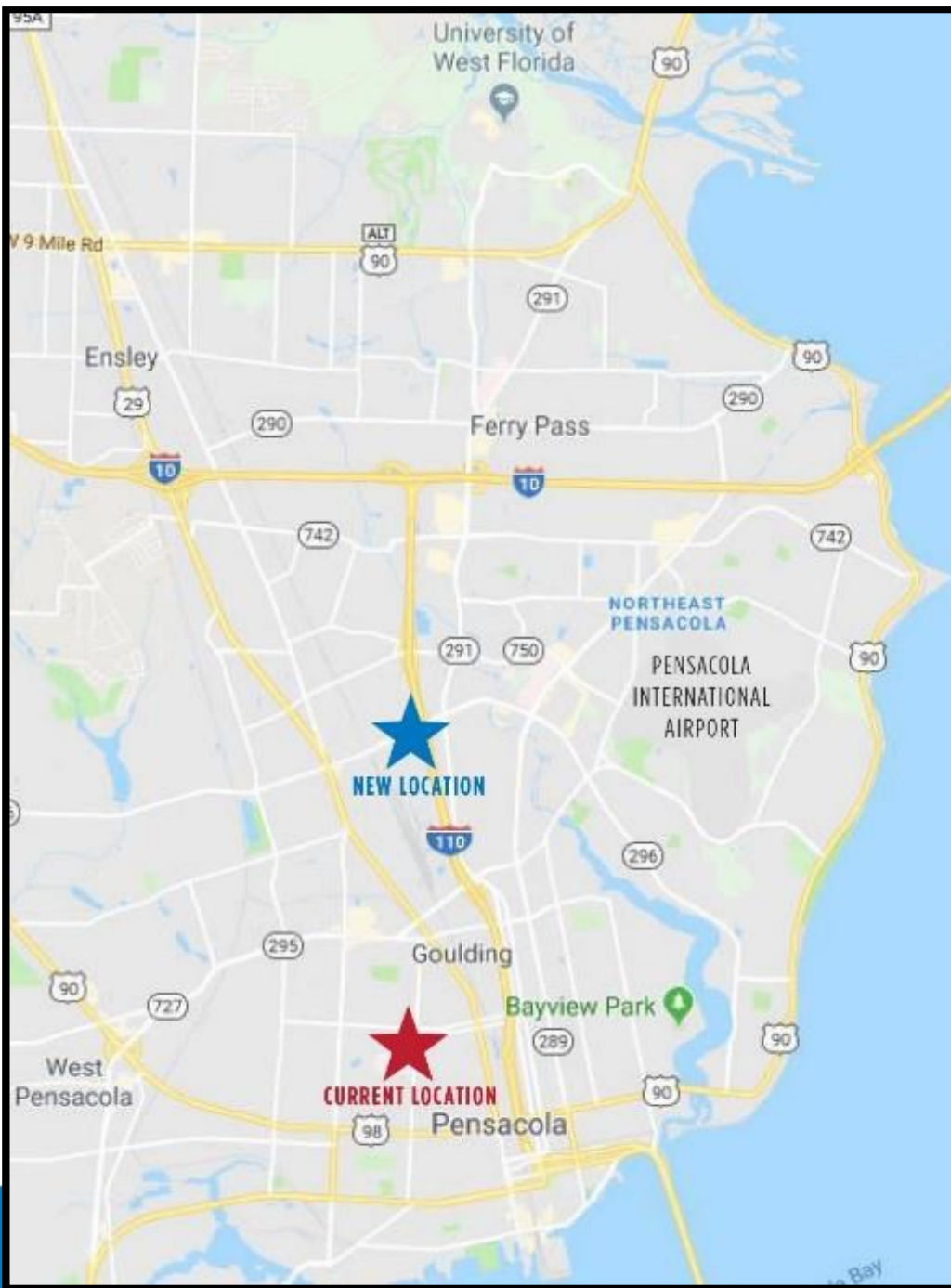
Baptist Hospital Pensacola, FL

Opened in 1951



Escambia County
32501

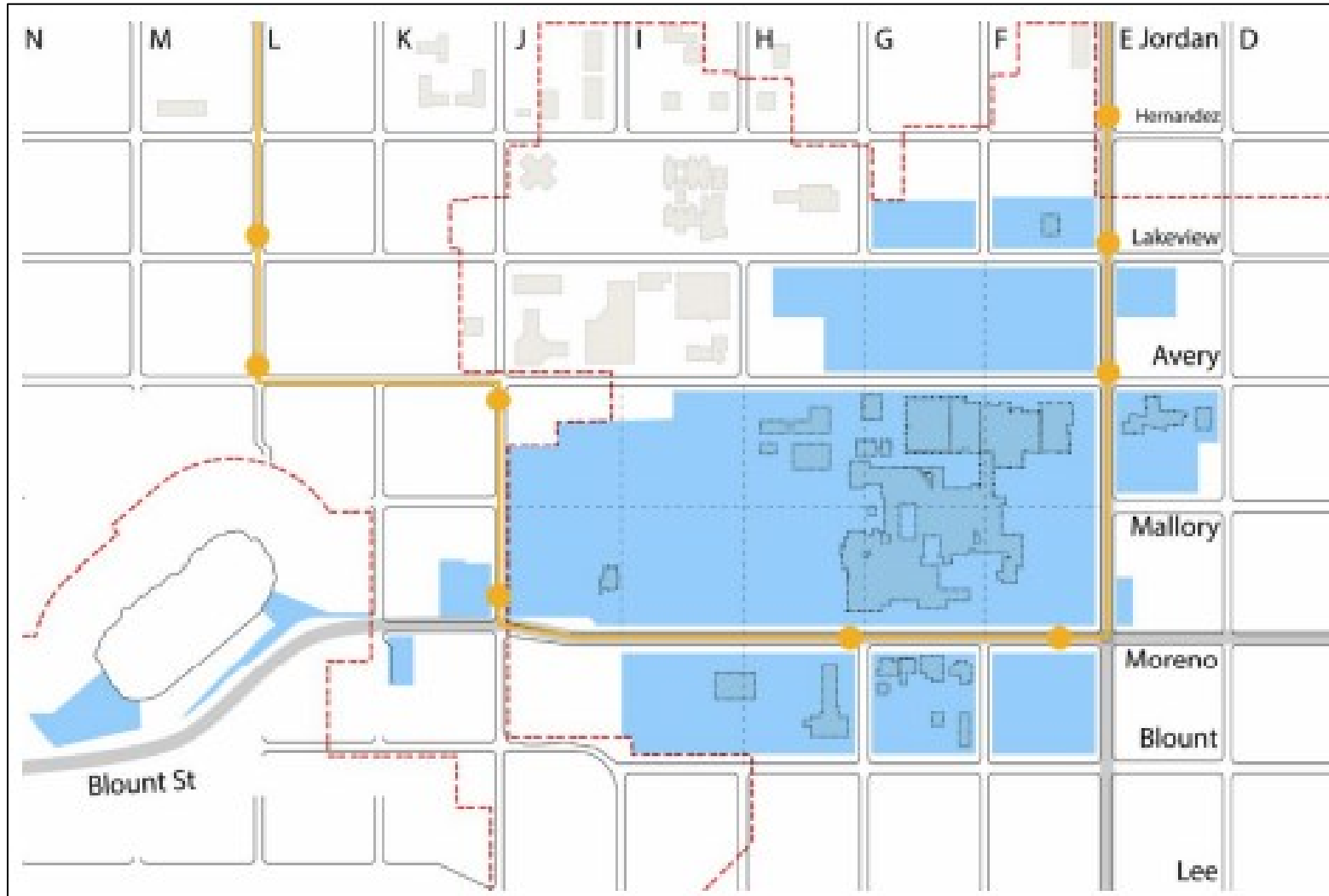




Announced move to new location in June, 2019:


- Less than 2.5 miles from current location
- Convenient access to growing communities we serve
- Legacy neighborhood residents had concerns about us leaving – opened October, 1951
- Served as gathering place and still as point of pride for community

Moreno Street Campus



- 51 acres in the heart of the City of Pensacola
- Close to downtown, waterfront, interstate, and airport
- Likely will never again have this amount of acreage for redevelopment

Historical Context

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

Drivers of the Future of the Campus

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

Best interest:

- Deploying resources to provide critical healthcare to community members in the most accessible way possible

Role:

- Engaging the community and other stakeholders;
- Investing in developing a set of Guiding Principles and Planning Scenarios for the disposition strategy that meets the drivers for the reimagined campus

2. What the community wants and needs

Community Advisory Council:

- 73 stakeholders from government, neighborhood associations, business, education, non-profit, law enforcement, and faith community
- 7 meetings (2019 – 2021)

Targeted local stakeholder interviews:

- 15 meetings during Summer/Fall 2021

Survey of neighborhood:

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

3. What the private market can support

Real estate data analysis:

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

Comparable development:

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

How Does it All Fit Together?

	Community	Achieve as many community priorities as possible
Private market's contribution		<ul style="list-style-type: none">• Purchasing Baptist property and securing entitlement• Capital investment and expertise for new phased development
Government/ Public Support		<ul style="list-style-type: none">• Development subsidy and incentive programs<ul style="list-style-type: none">• Direct investment in public amenities and infrastructure• Service and program operation• Continued support for neighborhood enhancement

Baptist

- Continued fulfillment of our core mission - delivery of healthcare services
- Investment in stakeholder engagement and developing **Redevelopment Vision**
- Disposition process: Market Offering (with partner commitments), negotiation, execution

Engagement of Potential Partners

Government:

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

Affordable Housing Developers

Potential Lessees to meet community needs:

- CAP-C/ Headstart
- CareerSource EscaRosa
- Community Health Northwest Florida
- Post-secondary education/training partners

Redevelopment Vision



Redevelopment Vision

✓ What this IS:

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

X What this IS NOT:

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

The Redevelopment Vision:

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

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

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

Multi Family Attainable Workforce Housing

Multi Family Mixed-Income Housing

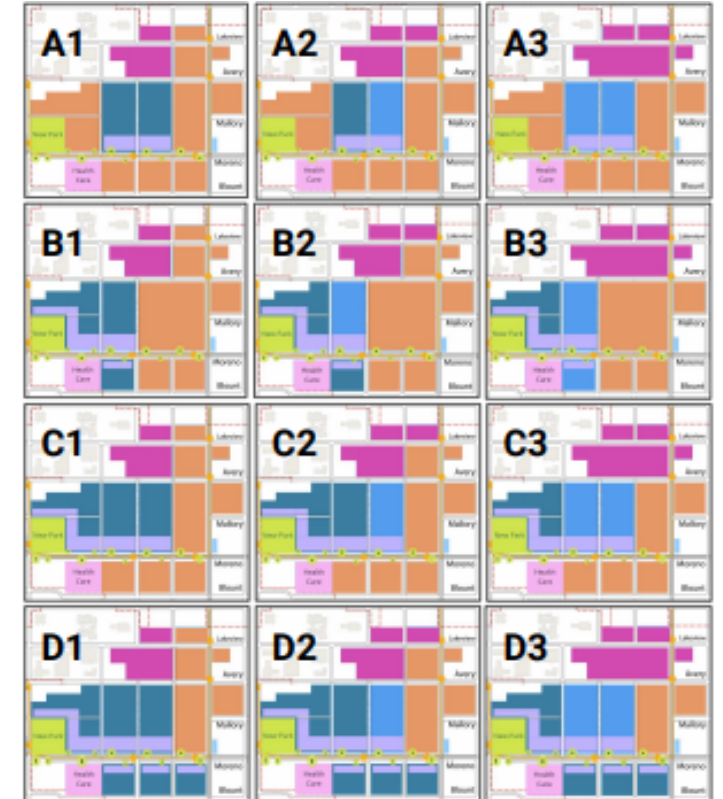
Single Family Attainable Workforce Housing

Single Family Market Rate Housing

New Park/ Town Center

Resident Services

Activated Ground Floor Space



How the redevelopment vision makes the reimagination more feasible

1

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

2

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

3

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

4

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

5

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

So What Has Happened?



Legacy Campus Timeline: 2019 - 2022

- 2019 – 2020: Community and key stakeholder input
- 2021: Special Committee of the Baptist Board; JLP+D engagement; participation in Center for Community Investment (CCI)/RWJF “Setting the Course” national learning opportunity – 1 of 8 health systems selected nationally
- 2022:
 - Redevelopment Vision approved by Baptist board and supported by City of Pensacola;
 - Went to market with the community development opportunity allowing for bids on a portion or all of the campus redevelopment;
 - No developers willing to take on entire campus; received only offers for low-income tax credit housing development projects;
 - Selected Paces Foundation/Soho Housing partners; City supported the projects and first ever LGAO for Pensacola

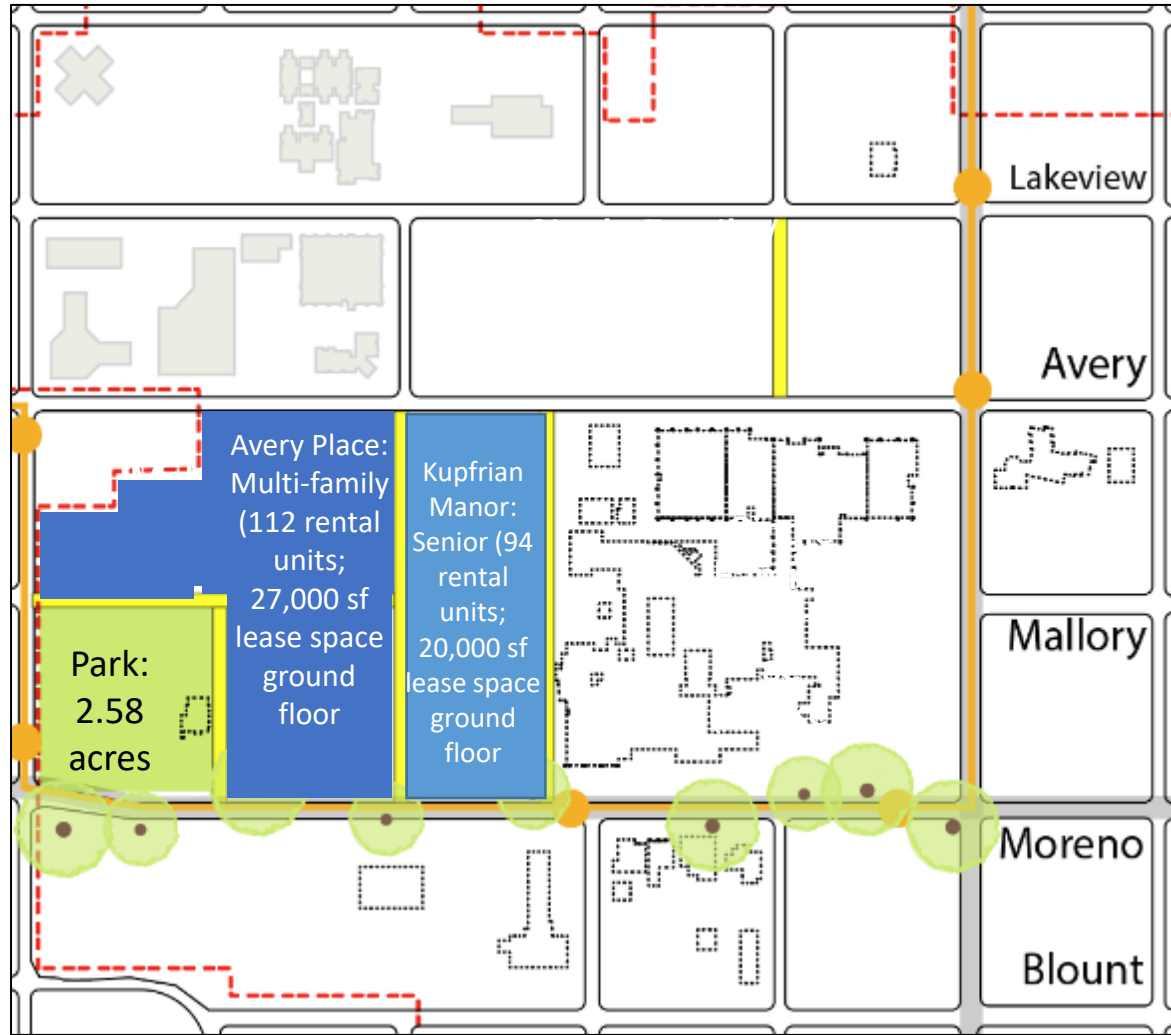
Legacy Campus Timeline - 2023

- Florida legislature provided historic funding for attainable workforce housing projects on public land;
- Began material conversations with City of Pensacola about a donation of campus to City if funding for demolition/abatement received;
- City awarded \$5M commercial revitalization CDBG grant for this redevelopment project; Baptist collaborates with City on a health community center grant that is funded, blocks from the legacy campus
- Baptist determines will maintain 5 buildings/parking lots for team member locations following September move to new campus and maintains many health programs in the legacy campus neighborhood
- Baptist board approves donation of proceeds from future Paces land sale and the donation of the balance of the campus (37 acres) to the City of Pensacola

Legacy Campus Timeline - 2024

- Mayor DC Reeves (City of Pensacola) and Mark Faulkner (President & CEO of Baptist) signed a letter of intent stating that if the City received sufficient funding to demolish and remediate the legacy campus, Baptist will donate the legacy campus to the City for redevelopment. The demolition and abatement are estimated at \$16.5 million.
- City and Baptist continue work to build the funding stack for demolition and redevelopment
- Both Paces projects are approved by Florida Housing Finance Authority – expect closing by end of CY24 & demo to begin April / May 2025

Phase 1: Paces Foundation/ Soho Housing



- ✓ Not-for-profit
- ✓ Maximum number of units
- ✓ Ground floor space for activation/services
- ✓ Parks/ playground/ recreation & communal areas
- ✓ Location supports redevelopment vision
- ✓ Maximizes potential for phase 2 of redevelopment
- ✓ Proven commitment to area through Fairfield Manor, Century Park and Brownsville Manor
- ✓ Engage community in design



**Yellow roads and park are part of City Council Resolution dated 5-26-22; specifics are not yet final*

Where Are We Now?

- Funding stack has been built:
 - Paces land sale donation from Baptist Health Care: \$2.95M
 - Florida funding through 2024 legislative project appropriation: \$7M
 - City of Pensacola contribution: \$1M
 - Anticipated Escambia County funding: \$2M
 - City of Pensacola CDBG grant for commercial aspects of redevelopment: \$5M
 - Baptist pledge of additional funding if needed July, 2025, to match City/County combined pledge of \$3M
\$3M
 - Still many state and federal grant opportunities as well as an additional legislative session
- Baptist remains committed to this path for the most expedient and community-focused redevelopment
- City has begun access period for testing/inspection; once complete, donation agreement will be finalized

Yellow Parcels Baptist will Retain			Acres
1	The Wellness Center (CHNWF?)	1901 North E Street	1 acre
2	Training Center	801 W Avery St.	0.23 acres
3	Team Member Center	1720 North E St.	1.45 acres
4	Kupfrian House	1300 W Moreno St.	0.3 acres
5	Fishbowl Building	1001 W Moreno St.	0.26 acres
6	Storage	1201 W. Moreno St.	0.6 acres
7	Parking	W Lakeview & N E St.	0.56 acres

+/- 36.18 Acres to Donate



Key Lessons Learned

- Begin with the end in mind (our 3 priorities), and know this work will take years so start early (*we've been working on this over 5 years, while building a new 57-acre campus and managing through the pandemic*)
- Bring in the experts
- Think beyond what has been done before
- Learn from other communities
- Build a vision WITH your community and stick to it! (There will always be naysayers)
- It takes a significant amount of leadership time and attention AND resources to sustain an effort like this
- **Dream BIG!**

Discussion

More information on this redevelopment journey can be found at:

[Transforming Baptist - E and Moreno Street Campus | Baptist Health Care \(ebaptisthealthcare.org\)](#)