

PLANTATION GENERAL HOSPITAL CAMPUS REDEVELOPMENT

ULI LEADERSHIP INSTITUTE - 2022



Introduction to the Team:

- Private-Sector Experience
- Public Sector Regulation and Economic Development



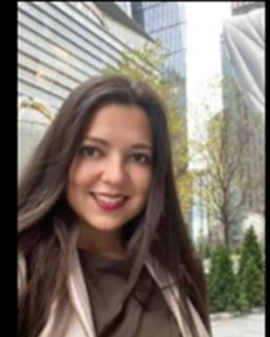
KEITH FRANKLIN



JULIA GRACHOVA



JUSTIN SHAFFER



ANDREA RIBA



RYAN SHAW



JOSH BRANDSDORFER



SUE TRONE

PLANTATION GENERAL HOSPITAL CAMPUS REDEVELOPMENT

PROBLEM STATEMENT:

Client: Plantation Gateway Community Redevelopment Agency

Problem: Economic decline of the area following PGH's hospital closure and relocation

- Impact to 90+ neighboring medical businesses
- Reduction in healthcare access to low-income residents
- Lower tax-base
- Loss of an economic anchor of East Plantation

PLANTATION GENERAL HOSPITAL CAMPUS REDEVELOPMENT

TEAM OBJECTIVES:

CRA Ask #1

- Seeks **recommendations on Zoning and Land use regulations** to encourage the location of desirable alternate uses/users to the facility and/or prospective developers for redevelopment of the PGH property/medical complex

CRA Ask #2

- Seeks **recommendations on financial incentives**, to attract and retain existing medical businesses within the PGH area to maintain the medical campus i.e. house pharmaceutical industries, R&D facilities/ laboratories, Biomedical Sciences etc

CRA Ask #3

- Seeks elements and strategies vital to help them create a **marketing deck** to market the PGH property/medical complex by creating an advertising campaign for redevelopment of the building/campus



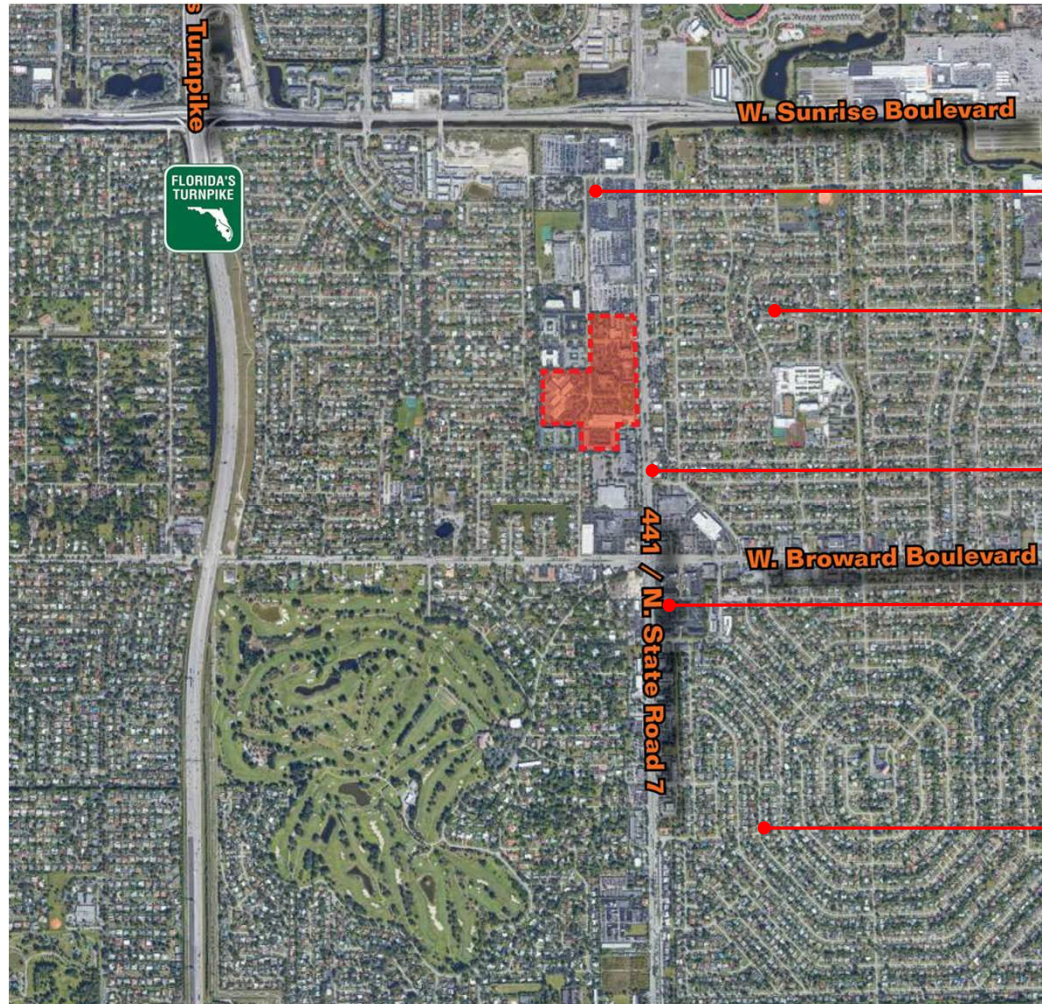
Project Research & Due Diligence

Area of Study, Current Zoning Analysis, Land Ownership, Stakeholder Interviews, Market Analysis



AREA OF STUDY

Location Context



City of Plantation

West of State Road 7

City of Lauderdale

East of State Road 7

**Plantation Gateway
CRA District**

State Road 7

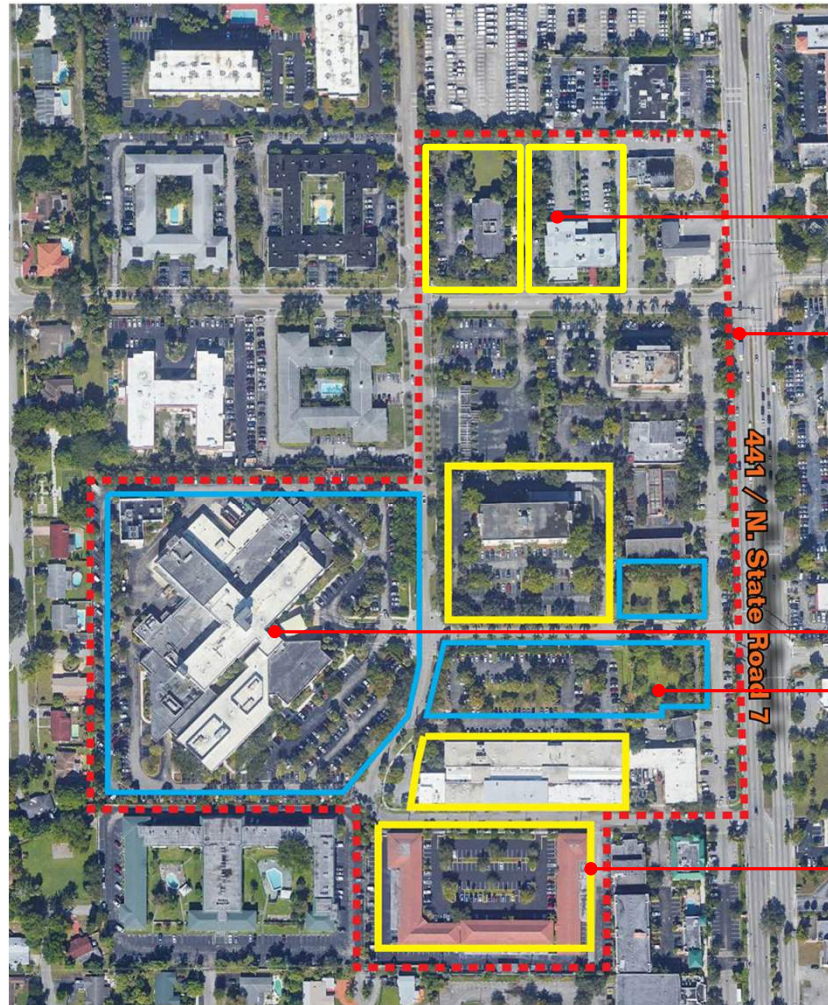
Major Thoroughfare and
Gateway into City of
Plantation

City of Fort Lauderdale

East of State Road 7
South of Broward Blvd.

AREA OF STUDY

Plantation Gateway CRA
District Area of Interest



Ancillary Office & Medical Buildings

Study Area Boundary

HCA Florida Plantation General Hospital

HCA Additional Properties

Ancillary Office & Medical Buildings

Research & Data Analysis: Zoning Overview

I. Commercial Business Districts (B)

There are three (3) Special Public Interest (SPI) Districts in Plantation:

- A. The SPI-1 Plantation Acres, Rural District
- B. The State Road 7 SPI-2 District (Area of Study)
- C. The SPI-3, Plantation Midtown District

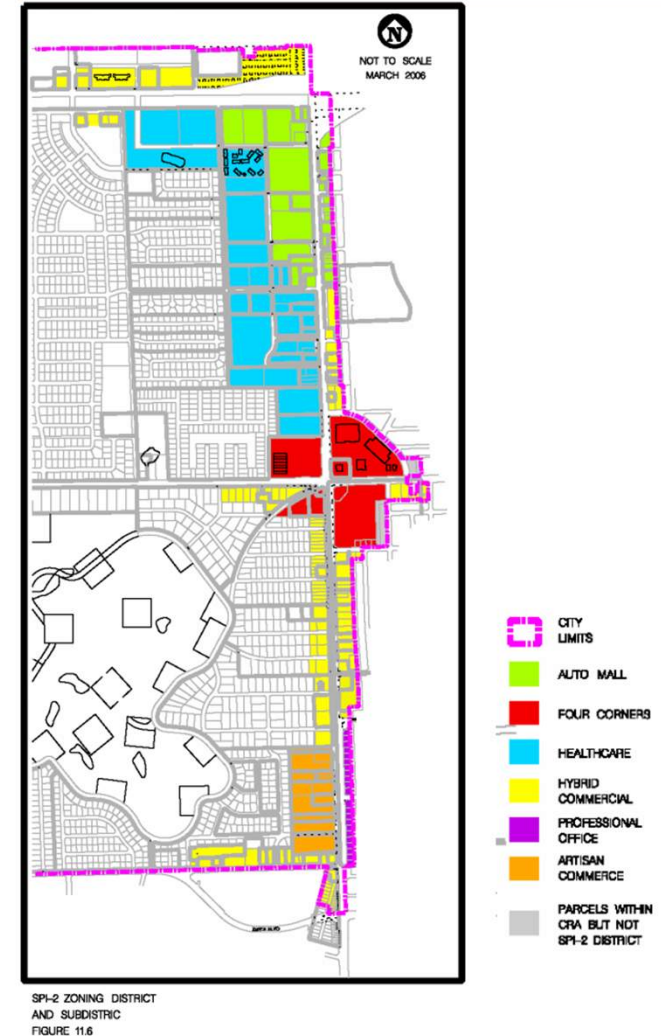
2. The State Road 7 - Special Public Interest SPI-2 District

The State Road 7 SPI-2 District is focused on the need to develop and redevelop the State Road 7 area, which serves as a principal entry into the city, and as an important community service and business area (Land Use Designation: Commercial and Community Facilities).

3. Subdistrict B-HCS: Gateway Healthcare Services District

The B-HCS District has been created to **promote and retain the Plantation General Hospital and associated health care uses along the State Road 7 corridor** and to harmoniously integrate them with community commercial uses.

The list of current Permitted Uses within B-HCS Zoning is ample and includes a wide array of Health Care Uses. Animal Care, Offices & Business Support Services, Community Service (Library and Museum), General Retail Sales and Services & Personal Services, Eating & Drinking Establishments, Commercial Recreational / Entertainment (Auditorium or Theater and Gymnasium), limited Educational uses, and limited Day Care.



Research & Data Analysis: Medical market analysis – Flagler Investments

■ Demand for Medical Services:

The market void analysis shows a need for Inpatient Care (long term acute care, inpatient rehab, and skilled nursing), and Outpatient (ambulatory surgery center and medical office space). The study area is characterized by a dense and older population, with overall lower access to care.

■ Subject Site Location:

Outpatient facilities require high visibility, 401 NW 42 AV is not located immediately on a heavily used road; however, it is easily accessed from SR7. Careful site design must be considered to leverage this transportation advantage to good effect.

■ Impact of Plantation General Hospital:

Freestanding Inpatient Rehab Facilities (IRF) are typically more efficient than in-hospital IRF; it is not necessary for these uses for the Hospital to be in Operation.

Market Legend

oversupply

undersupply

Type	Facility	Unit	Total required	Supply	Net Need	Typical size	Square Footage for Typical Size
Post Acute Care	Inpatient Rehabilitation Facilities	Bed	440	319	121	50	40,000
	Long Term Acute Care hospital	Bed	366	214	152	50	40,000
	Skilled Nursing	Bed	8,525	3,242	5,283	50	25,000
Outpatient	Ambulatory Surgery Center	Operating room	138	134	4	4	14,000
	MOB – specialists*	Physicians	3,553	3,640	-87	30	36,000
	MOB - primary care	Physicians	2,498	2,218	280	60	90,000

Research & Data Analysis: Demographics & Area Vacancy

2021 ESRI Demographic Report

- Population 427,830
- 49.2% male / 50.8% female
- Median age 36.6 (U.S. median age 38.5)
- 11.2% White / 82.5% Black / 22.1% Hispanic
- Median household income \$52,127
(U.S. median household income \$64,730)
- Average household income \$74,164
(U.S. average household income \$90,054)

Study Area Vacancy Analytics

(Not including PGH)

- 18 properties (folios) in the study area
- 3 Properties Sold in 2021
- 2 Properties Listed For Sale
- 97% Occupancy Rate – June 2022 (CoStar)
- 3.0% Vacancy Rate – June 2022 (CoStar)
- 50% single tenant / 50% multiple tenants occupied
- \$25.44 Market Rent/SF

Due Diligence – HCA Engagement and Interviews

A. HCA Healthcare, Inc. is a publicly traded company that owns approx. 2,300 healthcare sites (US and UK)

B. HCA owns approximately 40% of the Study Area:

- Four Parcels totaling 11.21 acres
- Plantation General Hospital Building:
 - 214,053 square feet & 264 beds
 - Built in 1966
 - 2021 relocation to NSU
 - Currently vacated (Except the ER)

C. HCA Interviews with ULI and Plantation:

- February 21 at HCA Broward Office
- April Meeting with City Mayor
- April 13th Follow up Phone Conversation



HCA Officials:

Kristin Hinsley, VP Business Development - HCA East FL Division

Marta Cortizo, VP Business Development

Mike Schubert, Sr. Asset Mgr - Corporate Real Estate



Due Diligence – HCA Next Steps

Emergency Room:

- Emergency Room will remain open
- HCA is considering relocating the E.R. within the Study Area:
New 11,000 SF bldg. with State Road 7 Frontage (visibility / access).

Plantation General Hospital:

- HCA is evaluating existing conditions of PGH building (mechanical and operational systems are outdated)
- HCA is considering the potential to demolish and rebuild
 - New Hospital smaller in size to cater to the Local Demographics
 - Add services such as Long-Term Care, Physician Clinics, Ambulatory and Rehabilitation Services

Planning for the Future:

- Long-term commitment and interest in staying in the community (no plans to sell). HCA currently holds 60+ urgent cares / ambulatory centers throughout Florida.
- HCA is developing a 5-to-10-year plan for the building / properties.



Due Diligence – HCA Needs

- City of Plantation to address the area's blight:
 - **Criminal activity** in the surrounding area, particularly as associated with the Plantation Inn
 - **Security concerns** make the area feel safer for employees
 - **Improve the area's curb appeal**; e.g. Automotive Businesses are visually unattractive, and bring pollution and waste
 - **Remove incompatible uses** in future plans for the area
- Maintain open communications between HCA and the City and discuss plans to ensure parallel commitment to the area.
- HCA is interested in the bigger vision / plan for redevelopment in Plantation and the Healthcare District.
- The CRA to share with HCA ULI report findings to continue further engagement with HCA.

Due Diligence – Local Area Tenants Interviews



Office Buildings Employers / Employees – Areas of Concern

- Relocation of HCA = loss of medical services
 - *pediatrics, OB-GYN and several other services*
- The study area and surrounding area are unsightly and lack beautification
- Significant deferred maintenance by property owners of existing buildings/properties
- Increased incidence of loitering since HCA's relocation

Office Buildings Employers / Employees – Areas of Opportunity

- Property improvements such as beautification, added amenities and capital improvements of building systems and facades
- Activate study area to encourage user connectivity both psychologically and physically



Due Diligence – Elected Officials Interviews

Local Elected Officials – Areas of Concern

- Lack of economic development coordination between the City of Plantation and abutting municipalities
- Area lacks walking/biking trails and green space
- HCA's relocation has caused loss of important primary healthcare services
- Increasing blight in the area, part of which is perceived to be driven by the Plantation Inn
- Incompatible land uses such as car dealerships and automotive shops acting as the flagship to the "Gateway" into the City

Local Elected Officials – Areas of Opportunity

- Reassess which land uses are compatible with the areas urban planning
- Increase coordination between the Cities of Plantation and Lauderhill specifically in this gateway corridor
- Increase amount of community amenities such as walking trails and open green space


Transit Oriented Development Expert – Areas of Opportunity

- Add community shuttle services to points of interest
- Utilize principals of urban design and tactical urbanism to increase mobility, accessibility, and inclusion of study area



Ask #1: Zoning & Land Use Recommendations

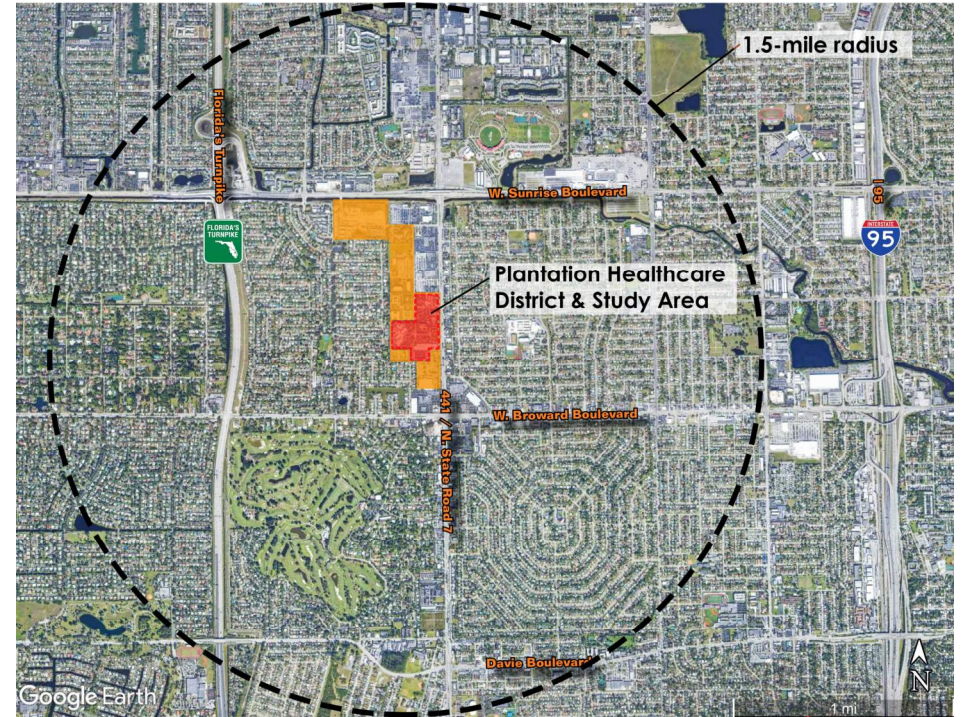
The CRA seeks recommendations on Zoning and Land use regulations to encourage the location of desirable alternate uses/users to the facility and/or prospective developers for redevelopment of the PGH property/medical complex



Healthcare District: Redevelopment Plan Context

Reasons to support the development of a Healthcare Campus:

- **Location:** Adjacent to major thoroughfares in the region:
 - State Road 7 (441) to the East
 - Broward Boulevard (South) & Sunrise Boulevard (North).
 - Florida's Turnpike and Interstate Highway I-95 (2-mile radius), and proximity to Interstate Expressway 595 (south)
- **Demand for Medical Services:** Market analysis reflects a need for increased medical services to support the local population
- **Current Zoning:** SPI-2 Special District Zoning which already allows for a broad variety of mixed-uses, primarily medical-related.
- **Existing context:** Existing healthcare community in the area (Plantation General Hospital building and surrounding Medical Offices and businesses). Dense residential community surrounding the Healthcare District area
- **Future context (20-Year Plan):** Population density in Broward County and the South Florida Region is expected to continue to grow in conjunction with increasing land values



Healthcare District: Redevelopment Plan Vision (Long-Term)

Redevelopment strategies for a unified Healthcare Campus:

- Consolidate and combine multiple parcels where feasible
- Increased building height and density. Due to continuously increasing population and land values, the redevelopment vision anticipates the need for dense, mid-rise development for economic feasibility.
- Reduce setback requirements (particularly along 441 / State Road 7 for greater visibility and accessibility)
- Enhance the pedestrian experience at the sidewalk and ground floor
- Limit vehicular access within the campus (eliminate limited-use roads).
- Promote development of structured parking at key locations to serve the entire Healthcare Campus. Provide electrical shuttles and innovative transportation options.
- Create an active greenway to connect the campus and pocket parks to serve both the healthcare campus and the adjacent local communities



Image: PROFILEmiami – 2021

Aventura Health District, FL. Rieber Developments plans for Ivory 21, a 10-story medical and professional office building

Healthcare District: Redevelopment Plan Zoning Recommendations

The Plantation Healthcare District - Zoning Mixed-Use Recommendations:

- Medical buildings and services
- Educational Facilities (related to medical services)
- Limited residential development (temporary living facilities for medical practitioners, healthcare students, or patients)
- Hotels and hospitality uses (facilities required for out-of-state patients, providers, or visitors; facilities to serve medical tourism)
- Other: research labs, innovative biomedical and technological uses, medical offices and co-working spaces, etc.



Image: PROFILEmiami – 2021

Aventura Health District, FL. Rieber Developments plans for 12|12 Aventura, a mixed-used project with offices for medical professionals, a luxury senior living component and vibrant dining and shopping.

Healthcare District: Plan Review and Code Recommendations

The Plantation Healthcare District – Plan Review and Code Recommendations

- Ensure process and procedures are streamlined for Site plan review:
 - Limit exposure to public hearing for smaller-scale projects
- Address streetscape within code:
 - Require sidewalk, bicycle lanes, street furniture with redevelopment of private property
 - Encourage structured parking
 - Allow for on-street parking



Healthcare District: Plantation General Hospital Redevelopment

The Plantation General Hospital Building:

- The existing hospital building is at the heart of the Plantation Healthcare District.
- Upgrading and expanding existing aging medical facilities is a costly endeavor that requires planning, governmental and community support, and proper master planning to anticipate future needs.
- With proper redevelopment plans and local support, the existing facilities and campus can continue to be an asset for the community and serve the growing medical needs of the city and region at large.
- Promote Adaptive Reuse of Building through incentive programs.

Roadmap strategies to spur redevelopment of the existing PGH building:

- **Develop an Economic Impact Analysis:** Quantify the socio-economic impact of the Hospital in the area and potentially substantiate the need for financial incentives that could be granted in favor of redeveloping the Hospital.
- **Develop a Master Program and a Master Plan:** Examine different scenarios for consideration (such as continuing the use of the building as a hospital or adapting its use for an alternative medical purpose). Master planning shall extend to the overall Healthcare Campus Plan.
- **Community Engagement:** Encourage key partnerships between the landowners/developers, the CRA, City of Plantation, and other governmental agencies, and the community at large.

Benefits of Adaptive Reuse:

- Community Revitalization
- Cost Savings
- Time Savings
- Environmental Benefits

Healthcare District: Plantation General Hospital Potential for Adaptive Reuse

Adaptive Reuse allows stakeholders to take a second look at vacant spaces and repurpose them for new use or function.

Healthcare facilities can be successfully turned into adaptive reuse projects. It requires a shift in mindset from traditional hospital facility to a **population-centered design**.

Suggested Repurposed Uses:

- Medical education center
- Rehabilitation & Wellness facility
- Medical mall or complex (diverse mix of healthcare providers)
- Innovation campus
- Research facility
- Plastic Surgery & Cosmetic Treatment Center

Tactics to Encourage Adaptive Reuse:

- Expedited Permit Review
- Incentive Programs
- Façade Improvement Grants
- Marketing campaign



Ask # 2: Financial Incentives

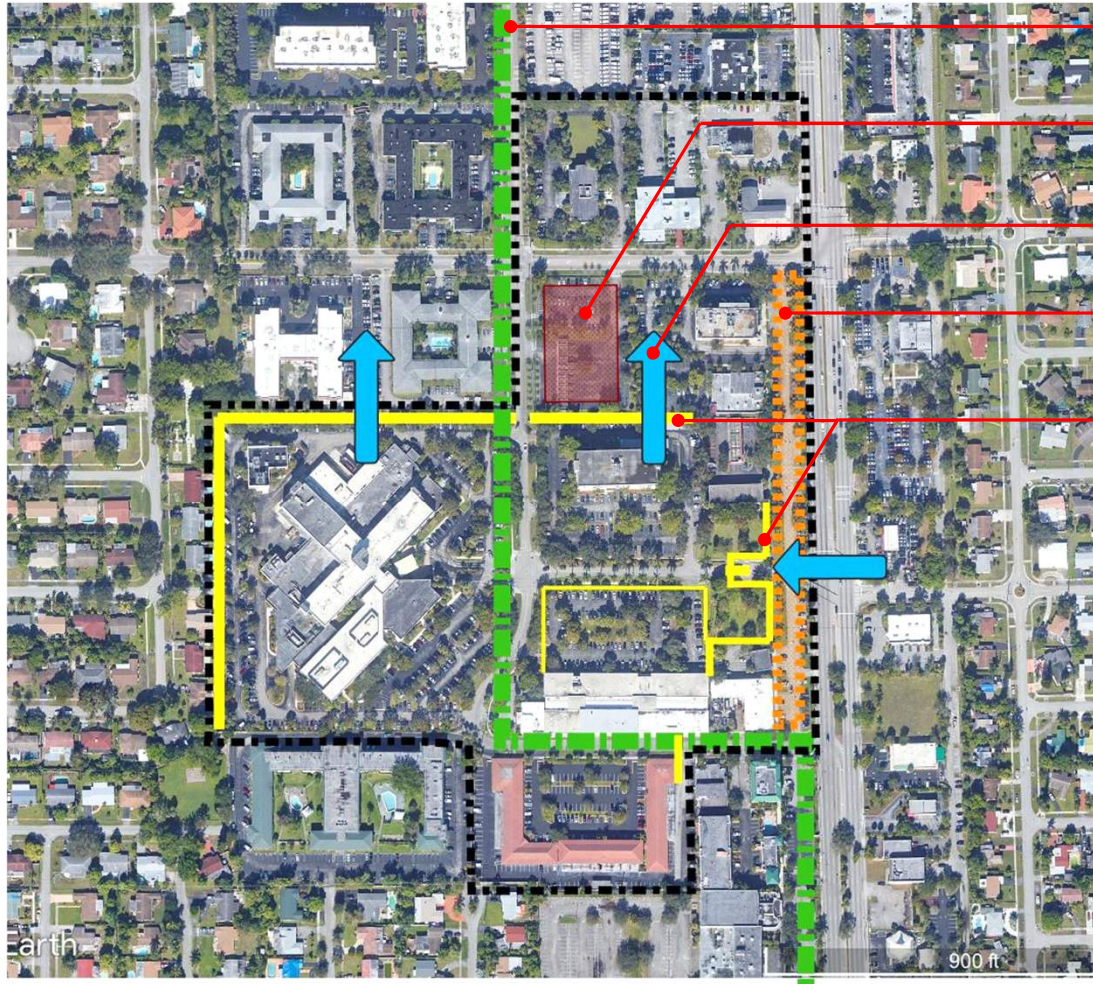
The CRA seeks recommendations on financial incentives, to attract and retain existing medical businesses within the PGH area to maintain the medical campus i.e. house pharmaceutical industries, R&D facilities / laboratories, Biomedical Sciences etc.



Recommendations on Immediate Area Improvements

- Removing the physical barriers of entry to the campus.
- Creating public park spaces to serve the healthcare district.
- Vacate the secondary roadway parallel to State Road 7/441
- Eliminate building and zoning uses incompatible with the healthcare district (such as inns and car repair shops).
- Provide a shuttle service and other transportation initiatives.
- Implementing Urban Design and Tactical Urbanism strategies.





- Create a green pathway connecting to existing greenways
- Seek opportunities for combined Structured Parking in lieu of Individual Parking Lots
- Improve Connectivity throughout Campus to other Medical Uses
- Reclaim the State Road 7 street frontage for usable space: Retail, Mixed-Use, Pedestrian Pathway
- Remove Physical Campus Barriers including surrounding walls, parking lot fences, access security gate and booth, outdated PGH building signage



Implementation of Incentive Programs – Case Studies

■ Hillsborough County – Case Study

- Incentives included expedited site plan development and construction plan review, permit and impact fee grant programs, demolition programs
- Encourage private sector investment in sites and buildings that encourage retention and attraction

■ Mississippi Development Authority – Case Study

- Industry zone incentive program, providing qualified businesses with accelerated state income tax depreciation deductions and sales tax incentives for equipment and materials
- Allowed counties and cities to grant a property tax "free in lieu" for 10 years for certified projects





Implementation of Incentive Programs

- Recommended Grant Programs to incentivize development:
 - Activation Grant Programs
 - Adaptive Reuse Grants
 - Façade Improvement Grant Programs (2019-2021)
 - Place emphasis on projects that fulfill local need and cross-pollination among existing businesses
- Community engagement and feedback:
 - Joint effort – starts with City of Plantation and City of Lauderhill
 - Transparency is key

Ask # 3: Marketing Strategies & Framework

The CRA Seeks elements and strategies vital to help them create a marketing deck to market the PGH property/medical complex by creating an advertising campaign for redevelopment of the building/campus

Marketing Strategies and Framework

■ Neighborhood Rebranding

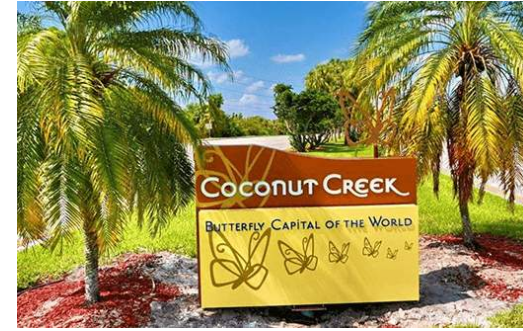
- Tag the CRA district as a health and innovation district
 - Engage HCA and other community partners as part of this process
 - Example of microneighborhood rebrands
 - F.A.T. Village: Fort Lauderdale
 - Innovation Quarter: Winston-Salem, NC
- Leverage existing amenities of neighboring Plantation
 - Greenspace and low-density environment
 - Lauderhill Performing Arts Center



Marketing Strategies and Framework

■ Physical Community Image

- As part of the rebranding the CRA should look at:
 - Murals
 - By engaging local artists such beautification can be performed at limited cost
 - Cities from West Palm Beach to Hallandale have Wynwood inspired art.
 - Street Banners
 - Entranceway signage
- Improving the CRA's curb appeal is an integral part of any rebrand



Hallandale Beach





Southeast Florida/
Caribbean

Plantation General Hospital Campus - Q&A