

ULI LEADERSHIP INSTITUTE

PLANTATION GENERAL HOSPITAL CAMPUS REDEVELOPMENT

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PLANTATION GENERAL HOSPITAL CAMPUS REDEVELOPMENT

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I. Team Introductions

Josh Brandsdorfer is a Senior Associate in the Boca Raton office of the law firm Nelson Mullins Riley Scarborough LLP. Since 2015, Josh has been providing transactional legal counsel to a wide variety of lending institutions, private and public real estate investment firms, family offices, joint venture groups, real estate developers, and private investors with respect to senior, mezzanine, and equity financing real estate transactions, disposition and acquisition of multi-family, office, commercial retail and pre-development opportunities, and general landlord/tenant commercial leasing. During his career, Josh has been involved in more than \$1 billion in real estate transactions. While Josh's practice focuses on real estate transactions throughout the country, he has developed strong ties to the South Florida real estate community as well through significant real estate transactions in Dade, Broward, and Palm Beach counties. In addition to his contributions to his clients and Urban Land Institute, Josh has served as the General Counsel for the Las Olas Association, Inc., a member organization serving the businesses and commerce along the integral South Florida corridor of Las Olas Boulevard in Fort Lauderdale, since 2018. Josh received his undergraduate degree from the University of Florida and his law degree from the University of Miami.

Julia Grachova is a Head of Business Development & Legal Affairs at the Miami Downtown Development Authority. In her role, she spearheads small and corporate business development for the Miami DDA District and provides legal support to the agency. Originally from Russia, Julia moved to the United States after earning her law degree. Shortly thereafter, she continued to pursue her legal career and earned a Juris Doctor from Florida Coastal School of Law. Prior to joining the Miami DDA, Julia served as the Assistant City Attorney and Interim City Attorney for the City of Sunny Isles Beach. Julia is passionate about building strategic partnerships, serving local communities and promoting economic development of the urban core.

Keith Franklin currently serves as the Vice President of Development to New Urban Development a subsidiary of The Urban league of Greater Miami, New Urban specializes in building quality, affordable housing for families within Miami's urban core, while meeting the highest quality standards for apartment living and designed to foster a sense of community. Keith is an accomplished real estate professional who is intricately involved in sourcing project funding, underwriting new developments and asset acquisitions. He brings a diverse experience to New Urban Development with over 15 years in the Finance, Construction Management, and Real Estate Development industries.

Andrea Riba is a Development Project Manager at Tavistock Development Company, with over ten years of industry experience in Real Estate Development and Architecture. As a Registered Architect in the State of Florida, Andrea has worked on multiple large-scale mixed-use, residential, hospitality, and commercial projects within Florida and the United States. Andrea is currently a development manager for the \$500M+ redevelopment of the Fort-Lauderdale's iconic Pier Sixty-Six Hotel, Luxury Residences and Marina. Andrea's expertise expands throughout all stages of the design and development process, including due diligence and project entitlements, concept and design development, budget and proforma development and reporting, subconsultant and subcontractor management, and construction administration. Andrea is a passionate advocate for design and urban planning strategies that positively impact the urban fabric of South Florida's local communities by providing efficient, design-oriented, and human-centric real estate solutions.

Ryan T. Shaw is a First Vice President with Marcus & Millichap. Based in Miami, Mr. Shaw focuses exclusively on investment sales of development land, retail and office throughout South Florida. Since becoming an agent with the firm in 2006, he has completed transaction in excess of \$600M. He is often quoted by many leading national publications including the Daily Business Review, GlobeStreet.com, South Florida Business Journal, The Real Deal, Miami Herald and Miami Today. Mr. Shaw's distinctive advantages are the relationships he has formed with private investors, developers, private equity funds, off-shore investors, syndicates, government officials, other Marcus & Millichap investment professionals as well as brokers from other national and regional brokerage firms. It is these alliances and his collaborative approach to the business that has enabled Mr. Shaw to execute the full range of services and expertise required by clients.

Justin Shaffer is currently a Director of Development at Dezer Development, based in Sunny Isles Beach. At Dezer, Justin oversees the \$1.5 billion mixed-use redevelopment of the Intracoastal Mall, Uptown Harbor. Prior to Dezer, Justin worked on multifamily projects at Waypoint Residential and retail redevelopments at Seritage Growth Properties. Justin obtained his J.D./M.B.A. from Wake Forest University and his B.A. from Swarthmore College. He serves as the Director of Programming and Events for ULI Young Leaders, Miami-Dade.

Sue Trone is the Chief of Comprehensive Planning for the City of Miami, Florida. Sue administers the Miami Comprehensive Neighborhood Plan, the City's Geo-Planning Team, the research and analysis pertaining to population, socio-demographics, and related matters. She has collaborated with teams that have proposed legislative items to City Commission, including affordable and attainable mixed-

income housing, transit- oriented development, and the recent updates to planning fees which amended the department's pre-application process. Sue brings to this position several years of experience in community development where she has cultivated a deep understanding of downtown development, affordable housing, tax increment financing, brownfield redevelopment, federal grant proposal writing and administration, construction management, and storm water management. In addition to her professional portfolio in community development, Sue has experience working in the nongovernmental (NGO)/nonprofit sector where she has opened and registered new NGOs, hired and trained new staff, negotiated and finalized MOUs, successfully responded to requests for tender, and managed social awareness projects in several countries and cultures throughout Asia and Oceania.

II. EXECUTIVE SUMMARY

Primary Project Objectives

1. 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.

2. 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.

3. 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.

Introduction and Background

The primary tangible land use and real estate challenge facing the Plantation Gateway CRA District is the significant economic impact of the relocation of Plantation General's acute care hospital ("PGH") to the campus of Nova Southeastern University in Davie, and the potential loss of the surrounding medical office uses. Negative impacts of this departure include: the reduction of adequate health care service to the community (especially to low-income, uninsured, immigrant, or otherwise vulnerable individuals in need of general medical care), the loss of property tax revenue to the municipality; and the loss of a major economic anchor of the City's north Gateway Business District.

The Plantation Hospital was built in 1966 and is located at 401 NW 42 Avenue, Plantation, FL 33317. The facility is listed as having 264 beds with the Broward County Property Appraiser; however, in November of 2021, all hospital services were relocated away from this address to the Nova Southeastern University campus in Davie, FL, except for the Emergency Room. According to the website for the Plantation General Hospital, the emergency room will remain open as a free-standing Emergency Room operating under the direction of HCA Healthcare sister facility Westside Regional Medical Center with no statement indicating a timeline to scale the services up or down.

The hospital facility and the area immediately surrounding it ("study area") encompass approximately 28.47 acres. The zoning for the study area allows for the hospital uses, along with a limited number of commercial and office uses. While overall presumption is that the office buildings within the

study area have a higher-than-average vacancy rate which may be restricting expansion of the local economy, the research shows that the vacancy rate is only around three percent (3%). There is a sense that the hospital anchors a minor agglomeration of medical-type businesses, such as doctors' offices, clinics, drug stores, etc., but the strength of the relationships between these businesses to each other appears uncertain.

III. Project Research and Due Diligence

1. Site Overview

The Plantation General Hospital study area (shown below) which is in the City's north Gateway Business District, is bordered by State Road 7/441 to the east, single family housing to the west, car dealerships to the north and newly constructed multifamily housing to the south. The PGH area includes the PGH medical complex and over 94 medically related businesses.

The immediate PGH campus ("study area") is approximately 28.47 acres with HCA Florida being the largest property owner representing approximately 40% of the total square footage within the study area. There are multiple property owners within the PGH campus across more than 12 buildings, representative of 18 individual property folios including the 4 HCA owned lots. The campus is comprised of the PGH medical complex and a variety of other building typologies ranging from single story low-rise to mid-rise structures mostly focused or geared towards medical or ancillary medical services. The existing buildings within the study area appear disjointed and lack typical cohesion of urban planning seen in areas with thriving economic and civic systems.

The PGH campus is physically walled off with a now defunct entry gate from the single-family houses and neighboring businesses to the south, west, and north. The surrounding area along State Road 7/441 has suffered from urban blight and disinvestment over many years. Unfortunately, HCA Florida relocated its Plantation General acute care hospital to the campus of Nova Southeastern University in Davie, Florida, compounding the ongoing disinvestment in the PGH area. The team's expansive due diligence indicates the Plantation Inn, which abuts the PGH campus as arguably the main contributing factor to the urban blight in the immediately surrounding area and is locally known to be a driving cause of community disruption.

While some businesses and residents may believe the gates and walls of the PGH campus help protect them from the negative impacts of blight and community disruption, the installation of physical barriers appears to have had unintended economic consequences. The PGH campus has, over time, unfortunately created an unintended physical and psychological detachment from the surrounding community and any prospective patrons of the campus.

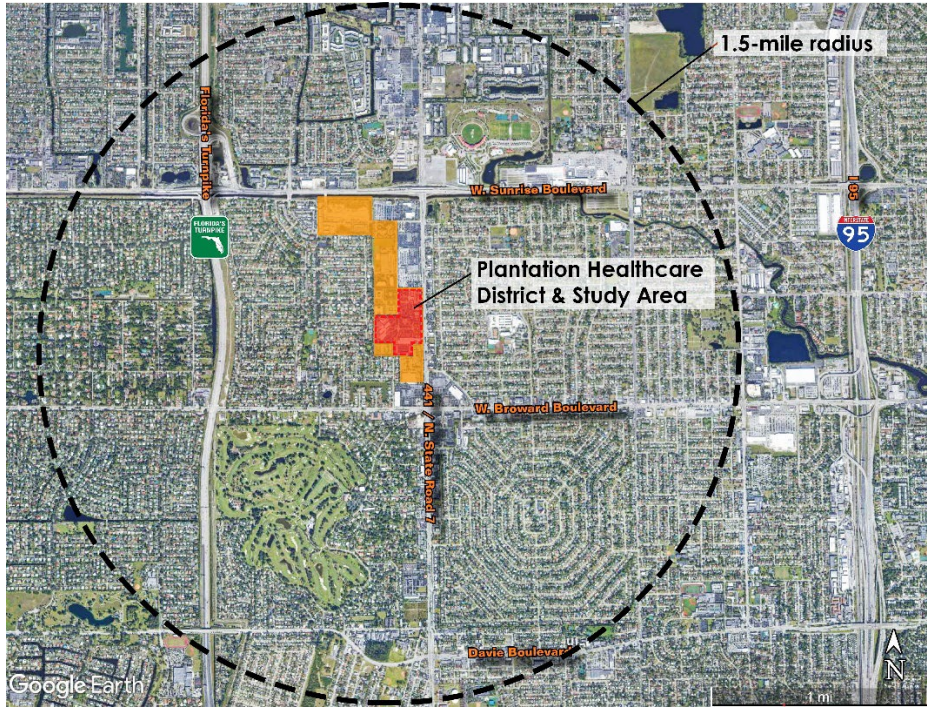


Image 1. Study Area - Location Context

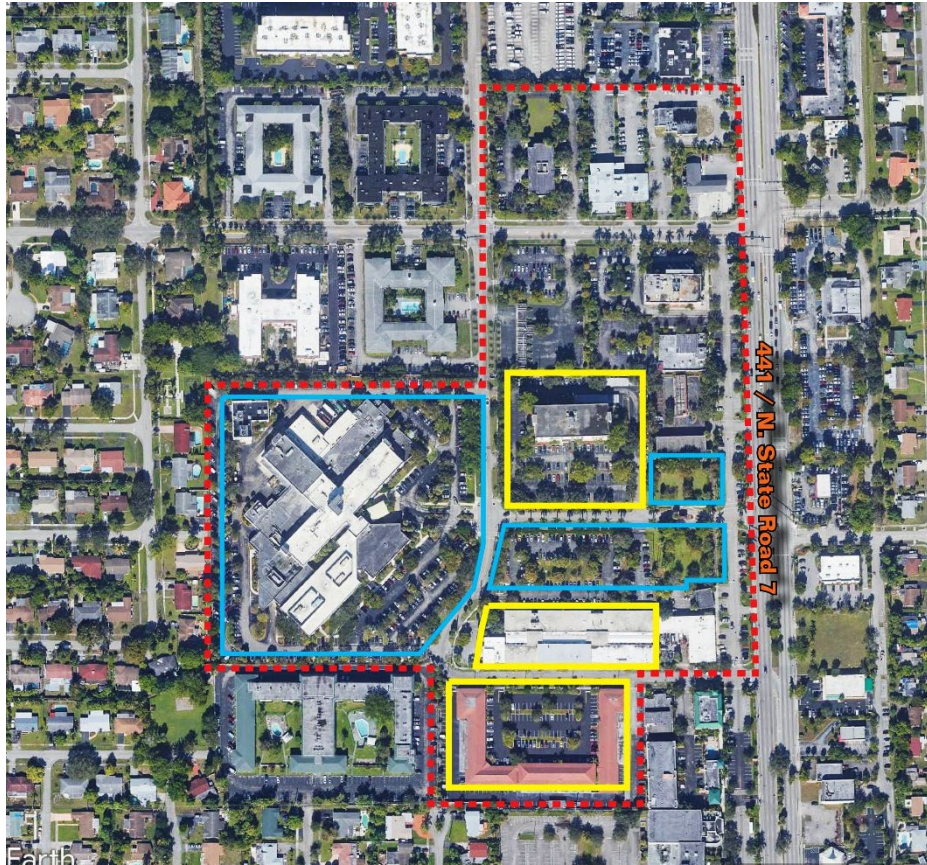


Image 2. Study Area Boundary (Blue: HCA-owned properties; Yellow: adjacent Medical Office Buildings)

2. Current Zoning Overview – B-HCS District (Business Health Care Services)

The Plantation Gateway Development District (Study Area) is located within one of only three (3) Special Public Interest (SPI) Districts in Plantation, namely:

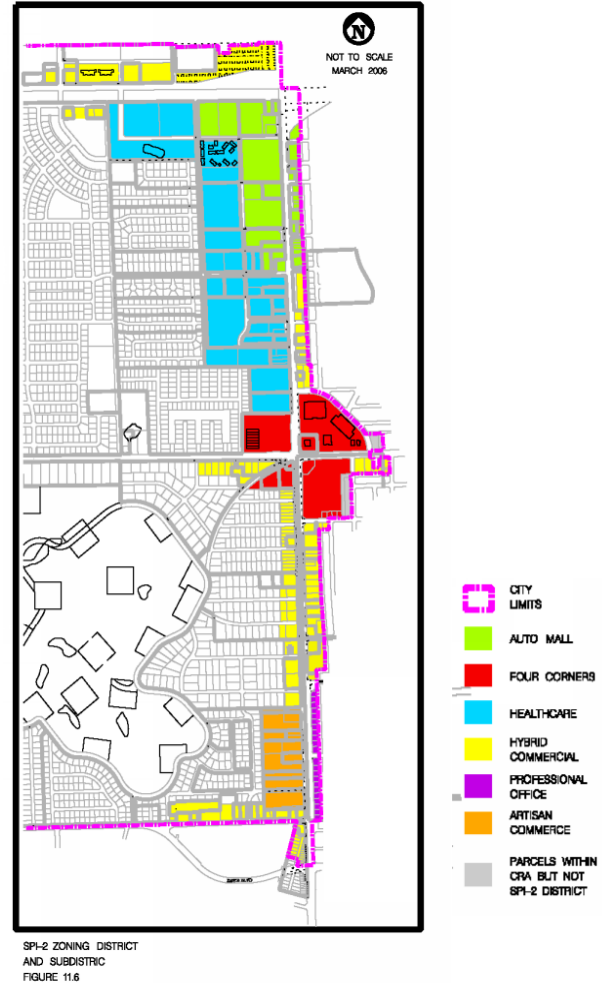
A. The SPI-1 Plantation Acres, Rural District

B. The State Road 7 SPI-2 District, which is further subdivided into the following zoning sub-districts:

1. AM: Auto Mall
2. **HCS: Health Care Services; (STUDY AREA)**
3. PO: Professional Office;
4. HC: Hybrid Commercial;
5. FCC: Four Corners Commercial;
6. AC: Artisan Commerce);

C. The SPI-3, Plantation Midtown District (which is an overlay zoning district)

Image 3. Zoning District SPI-2 (Subdistrict B-HCS: Gateway Healthcare Services District shown in blue)



The State Road 7 SPI-2 District is of special and substantial public interest because of the need to develop and redevelop the State Road 7 area. This area shall serve as a principal entry into the city, and as an important community service and business area. The use of subdistrict regulations for this district is intended to stabilize and improve property values while at the same time protecting the capacity of State Road 7 as a major carrier of large volumes of both regional and local traffic. The SPI-2 District includes lands enjoying a commercial and community facility comprehensive plan future land use designation. Subdistricts within the SPI-2 District will create zoning regulations to promote the goals and purposes set out in the City of Plantation Comprehensive Plan, the Carr Smith Corradino Concept Plan approved by the city governing body on February 24, 1999, and other ordinances and plans adopted to promote the development of the State Road 7 area.

The B-HCS District has been created to promote the redevelopment of the Plantation Gateway District consistent with the goals of the Plantation Gateway Redevelopment Plan. The purpose of the district is 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.

3. Demographic Data analysis – 2021 ESRI Demographic Report

As part of the due diligence process, the team requested and reviewed available demographic data for the study area. In general, demographic data is extremely important in developing land use, planning and policy decisions, and business development and marketing strategies. The community profile is a summary of baseline conditions and trends in a community and study area. It establishes the context for assessing potential impacts and for project decision-making.

The team reviewed the 2021 Esri Demographics Report for the study area to better understand the existing conditions and description of the community's current status. Based on the report, the population in the study area was approximately 427,830 where 49.2% were male and 50.8% were female population. The median age in the area was 36.6, compared to U.S. median age of 38.5. In 2021, 11.2% of population in the study area identified as White, 82.5% identified as Black and 22.1% identified as persons of Hispanic origin. The median household income in the area was \$52,127 which is lower compared to \$64,730 for the US households. The average household income was \$74,164 in the study area, compared to \$90,054 for the US households. While employment data was not available to the team, it is clear that there is a need for better paid jobs in the community. Based on the data provided above, it is important to increase work opportunities for the younger sector of the population in this area.

4. Medical market analysis

A key question as part of the overall Site Analysis and Due Diligence for the project was for the team to understand the current Medical Market needs in the area, to best determine whether the current zoning is appropriate for the needs of the City of Plantation and the region surroundings, of if there was a need to consider alternative uses in the area. The team sought the expertise of Flagler Investment Properties ("Flagler"), a real estate and development investment group focused exclusively on healthcare projects and widely recognized as one of the nation's most innovative and fastest growing healthcare real estate companies. In seeking Flagler's case study analysis, we were able to identify a number of interesting factual data points useful in our recommendations for the CRA. While Broward County has an extremely strong medical market compared to other counties around the county (rankings in the 93rd percentile nationwide), there still exist significant gaps in both breadth of availability and accessibility, especially

given the site’s unique geographical location on the eastern border of the City of Plantation. Outpatient facilities typically require high visibility, and the site’s location proves a challenge in this regard, as most the facilities within the study area are set back from State Road 7, a main arterial roadway that garners over 47,000 cars of traffic per day. Below is a summary of the additional key findings within the report:

A. 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.

B. 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.

C. 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.

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

Image 4. Market Analysis – Medical Services Demand (Flagler Investments Report)

5. Due Diligence - HCA Engagement and Interviews

HCA Healthcare, Inc. is a major stakeholder within the Plantation General Hospital District Study Area. The team was advised that HCA had not been actively participating in conversations regarding redevelopment with City of Plantation or the CRA prior to the commissioning of this study. As a key stakeholder in the planning process, it was of utmost importance for the project team to engage HCA and understand current and future for the property and PGH building. The project team engaged HCA by contacting key local representatives for HCA, and scheduling two interviews with the ULI team.

A. HCA February Interview:

The first interview, which was held February 28, 2022, with HCA employees Kristin Hinsley (VP Business Development – HCA East Florida Division), Marta Cortizo (VP Business Development), and Mike Schubert (Senior Asset Manager – Corporate Real Estate), was an introductory meeting in which ULI communicated to HCA the intent of the redevelopment study commissioned by the CRA. The team shared the concerns from the CRA and the City of Plantation of the effects that the vacant hospital is having on the area and inquired from HCA plans for redevelopment or sale of the property, as well as suggested and offered ways the parties could work collaboratively to revitalize and redevelop the area for the communal good.

HCA shared and discussed with the team the following highlights:

1. HCA is currently in the process of developing a plan for the property. The HCA team has stated they are in the “fact finding” stage and will present various plans internally within 30-45 days.
2. The immediate intent is for the emergency room on property to remain operational. The current lack of visibility of the current Emergency Room from the main street is of concern to HCA.
3. Looking toward the future they discussed an ideal situation of having a new building for the emergency room. A 11,000 square feet building with frontage on 441 (State Road 7). Other than maintaining the emergency room open, they currently expressed no concrete plans for the existing Plantation General Hospital building.
4. One of the main concerns for HCA for redevelopment is the condition of blight in the area. The problems described in the area by HCA included criminal activity associated with the

nearby Plantation Inn, lack of area security, and the incompatible nearby uses such as automotive stores surrounding their property which lessened the curb appeal.

5. HCA will continue to work on a plan with their corporate office to determine future plans for their property in the area. ULI and the CRA will share updates per findings from the commissioned study in the area, to continue to further engagement with HCA.
6. HCA stated they are not currently considering selling the property.
 - a. HCA currently holds 60+ urgent cares / ambulatory centers throughout Florida.
 - b. Property sale is not aligned with their current business plans.

B. Meeting with City of Plantation:

After initial discussions with the ULI team, for the first time in over five (5) years a meeting was held between HCA constituents, City of Plantation officials, the CRA, and the Mayor of the City of Plantation. After the meeting, the local HCA team in Ft. Lauderdale submitted to HCA corporate a plan for consideration of the best approach to address the existing property concerns, highlight communications with City of Plantation, and prepare future plans for the property and area.

C. HCA April 12, 2022 Follow-Up Interview:

The ULI team scheduled a follow-up interview with HCA in mid-April to learn the status of current and future plans for the area, after communications between HCA and City of Plantation.

HCA shared and discussed with the team the following highlights:

1. Relocating and rebuilding the Emergency Room was considered a good idea and a potential future plan by multiple stakeholders.
2. The HCA team is evaluating the current existing conditions of the Plantation General Hospital building and the building's mechanical and operational systems, which are thought to be outdated. HCA is considering the possibility of demolishing and rebuilding all or a portion of the building.
3. HCA is developing a 5-to-10-year plan for the building/area and considering multiple resources for the planning of the medical services at this location, with a wide-range of possibilities that require further study (from a small hospital to various types of care facilities).

4. HCA has stated their long-term commitment and interest in staying in the community but would like to maintain open communications and discuss plans with City to ensure there is parallel commitment to the area.
 - a. HCA has stated they are in the business of taking care of people and doing what is right to take care of the community. HCA acknowledges the continued need for community support from a healthcare standpoint.
5. HCA would like to understand if there is a bigger vision / plan for redevelopment in Plantation, and the impact this could have on the redevelopment or rebuilding of their medical facilities (potential for a medical office building surrounding the campus, ambulatory and rehabilitation services, etc.).

The ULI plantation team's main objectives to engage HCA were to communicate the needs and concerns from the City and the CRA to the HCA executives (both local and corporate team members), to understand the viewpoint from HCA including current issues and concerns in the area, and to understand future plans for the property and the existing building (as it represents 40% of the study area, and is the central catalyst for the Plantation Healthcare District redevelopment area). Additionally, another key objective for the ULI team was to facilitate present and future communications between HCA, City of Plantation, the CRA and other key officials and stakeholders in order to spur engagement and incentivize communications regarding current and future redevelopment plans for the area. The team considers these objectives successfully met, especially given the reopened line of communication between HCA and the City of Plantation, which had been dormant for several years prior.

6. Key Stakeholder Interviews

As part of our research and data analysis we completed additional key stakeholder interviews with the intent of gathering information to provide context to the underlying needs of the area as seen through the lens' of employers and employees in the study area. Key stakeholders interviewed included office building's businesses, employers/employees in the study area, local elected officials, and an expert in the field of transit and transit-oriented development (TOD) While asking the interview participants questions, many common themes began to surface regarding areas of concern and areas of opportunity as they see them. However, it is important to note that our team also discovered some level of divergence in suggestions to remedy the challenges seen in and around the study area. Synopses of feedback obtained from the interviews are shared below.

Key Stakeholders:

❖ Study Area Office Buildings Employers/Employees – Areas of Concern

- The relocation of HCA has caused a local loss of medical services including but not limited to 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

❖ Study Area 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

❖ 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 Lauderdale 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

7. Plantation Hospital Redevelopment District - Study Area SWOT Analysis: *Strengths, Weaknesses, Opportunities, and Threats*

The team has analyzed the study area with an eye toward policy options, external and economic forces that present both headwinds and tailwinds for the Community Redevelopment Agency (CRA). For this particular redevelopment area, where Plantation Hospital has been the cornerstone of the community and a reliable provider of broad healthcare services for over 50 years, the loss of the institution presents a myriad of consequences for local residents and policymakers. The CRA remains saddled with a nearly-all-vacant hospital building as an anchor to this redevelopment area. Nevertheless, the area has other uses and is auspiciously located near State Road 7 and our study finds the economy to be primed for diversity.

A. Strengths: The location of the study area along SR7 means there is a great deal of traffic through the area that can support the immediate economy. Stakeholder interviews with medical office tenants suggest that the hospital was not a magnet for them; the two medical office respondents consulted for this study both stated that their patients had no ties to the former Plantation Hospital. As such, other forces brought medical tenants to the area.

B. Weaknesses: All respondents described the area using various descriptors to share that they feel the study area is “blighted.” The wall surrounding the study area locks in the blight and creates a mental barrier from the rest of the community. HCA, owner of the hospital, is uncertain about its future plans about what it will do with the hospital.

C. Opportunities: According to a market analysis conducted for the completion of this study, Broward County demonstrates great demand for post-acute care and outpatient medical services. Further, Broward County’s population is projected to grow into the future. Growth among residents in retirement age makes up a good portion of the growing population in the county.

D. Threats: Though the CRA might offer financial incentives to property owners in the study area to improve properties or to undertake other worthwhile projects toward redevelopment, the current volatile conditions in the economy create uncertainty, especially to an increase in interest rates for mortgages and loans. Property owners who may take on redevelopment are exposed to some amount of uncertainty with the review and approval environment for land development with local permitting departments may begin pulling back in an economy like this. Finally, other office parks and medical buildings are built out with new, modern amenities that compete with the study area.

IV. Zoning and Land Use Recommendations – Long Term Plan

1. The Plantation Healthcare District – Redevelopment Vision

The Plantation Healthcare District is in a key location within the City of Plantation to both provide much needed local healthcare / community services, and to be considered a key regional healthcare district in the future. The study area is centrally located between major traffic thoroughfares within Broward County, namely Florida’s Turnpike State Road to the West, State Road 7 (441) to the East, Broward Boulevard to the South, and Sunrise Boulevard to the North. It is also in proximity to Interstate Highway I-95 to the East, and Interstate Expressway 595 to the south. A strong residential community surrounding the Healthcare District area, and the existence of the current Hospital Building and surrounding Medical Offices and associated businesses, as well as a current zoning that permits a broad variety of mixed uses, makes it an ideal location to continue developing and enhancing the existing area as the future Healthcare District of the region.

The Plantation Healthcare District was anchored by the Plantation General Hospital, a large medical complex owned and operated by HCA, which has recently been vacated (except for the Emergency Room) and relocated to Davie. Plans and strategies to encourage the redevelopment of the existing hospital building will also serve as an engine to spur additional redevelopment in the area.

Population density in Broward County and the South Florida Region is expected to continue to grow in conjunction with increasing land values. Therefore, the redevelopment plan anticipates the need for dense, mid-rise development for economic feasibility.

Key Redevelopment Strategies:

The proposed redevelopment vision for the Plantation Healthcare District includes a mixed-use medical center where a variety of associated uses will coexist, to include: medical buildings and services,

medical-related educational facilities, limited residential development associated with medical uses (such as temporary living facilities for medical practitioners, healthcare students, or patients), hotels and hospitality uses to serve the healthcare district (facilities required for out-of-state patients, providers, or visitors; and facilities to serve medical tourism), research labs, innovative biomedical and technological uses, offices and co-working spaces, etc.

Regarding building placement, the area redevelopment envisions the study area as a unified Healthcare Campus. Redevelopment strategies shall include consolidating and combining multiple parcels where feasible, allowing for increased building height and density, reducing setback requirements especially along 441 / State Road 7 to allow building frontages to be located closer to the street for greater visibility and accessibility, and enhancing the pedestrian experience at the sidewalk and ground floor.

Additionally, a large portion of the existing land use is dedicated to parking lots, potentially due to the existing street grid and code parking requirements for each individual parcel. This creates a disconnected experience that is not pedestrian friendly. The redevelopment vision includes limiting vehicular access within the campus (eliminating limited-use roads) and consolidating and re-assigning parking requirements to promote the development of structured parking at key locations to serve the entire Healthcare Campus. Providing electrical shuttles and other innovative transportation methods to move around the campus will enhance the user and human experience.

In keeping with the Healthcare vision, the redevelopment plan includes creating an active greenway to connect the campus (a space for physical activities such as walking, running, biking) and pocket parks to serve both the healthcare campus and the adjacent local communities.

The Plantation General Hospital (Existing Building):

The existing hospital building is at the heart of the Plantation Healthcare District. The existing facilities and campus are an asset for the community and with proper redevelopment plans, will continue to serve the medical needs of the city and region at large. Upgrading and expanding existing aging medical facilities is a costly endeavor that requires planning, governmental and community support, and proper master planning for future needs. The team has devised the following strategies to spur development of the existing PGH building:

a. Develop an Economic Impact Analysis: Engage a specialty consultant to quantify the impact of the Hospital redevelopment in the area. This study would serve as a fundamental data tool for redevelopment by current or potential future building owners, and to substantiate the need for financial incentives that could be granted in favor of redeveloping the building and area.

b. Develop a Master Program and a Master Plan: Engage a specialty consultant to plan the redevelopment of the existing hospital building, examining 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.

c. Community Engagement: Once the scope of required redevelopment and the impact of such redevelopment to the area is quantified, encouraging key partnerships between the landowners/developers, the CRA, City of Plantation, and other governmental agencies, and the community at large will be key to substantiate and move forward the development plans for the Hospital and the area.

2. The Plantation Healthcare District – Zoning Recommendations

Uses: Overview

The Use Chart of the Zoning Code has 179 uses listed on it, identifying which uses are Permitted Uses, Conditional Uses, Or Prohibited Uses. In sum, 125 uses are Prohibited; 44 uses are Permitted; and 10 uses are Conditionally Permitted. In general, the zoning code reflects that the uses for the study area are intended to support the health care industry with some ancillary retail, office, and commercial uses that support health care.

2A. Educational Uses

The current zoning code prohibits various educational uses that would allow for the development of research activities in the study area. The liberalization of the code to allow for educational uses for traditional classrooms or research space (specialty schools) and vocational schools will contribute to the reinvention of the space beyond merely a hospital/health services outlet to a facility that allows for the cultivation of world-class medical knowledge as well.

2B. Residential Use

Encourage residential use within the B-HCS zoning designation by conditional use permit. The underlying future land use designation, Local Activity Center, allows density as “a functional component” in the future land use, according to comprehensive plan Policy 1.14.10. Throughout the entire SPI-2 zoning designation, the boundaries of which are coterminous with the CRA, the comprehensive plan states that there are a total of 1,960 dwelling units allotted throughout the entire area—the proportion of these dwelling units which are designated for the study area are unclear. Zoning regulations that allow for residential use in the study area can open the door for true mixed-use, walkable research campus for the

healthcare industry. This density can be set aside for students, researchers, or support staff as deemed necessary. Furthermore, the density can be used for transient use, such as hotels, already allowed by the code, but only by conditional use. Permitting lodging by-right would go a long way to bringing about great change to the character of the district, and supporting the vision for this plan. A more dramatic embrace of this recommendation is to implement the underlying future land use policy providing density with regulations that allow or encourage mixed-use development that includes residential use.

Current Zoning Commercial Uses – Review and Recommendations:

B-HCS - COMMERCIAL USES PER CURRENT ZONING & RECOMMENDATIONS		
Animal Care Uses	Veterinary hospital/clinic	PERMITTED
Business Support Services	Business service center/	PERMITTED
Business Support Services	Employment agency	PERMITTED
Business Support Services	Office supply store	PERMITTED
Business Support Services	Travel agency	PERMITTED
Commercial Recreational / Entertainment Uses	Auditorium or theater	PERMITTED
Commercial Recreational / Entertainment Uses	Gymnasium	PERMITTED
Eating and Drinking Establishments	Bakery, retail	PERMITTED
Eating and Drinking Establishments	Restaurant – fast food	PERMITTED
Eating and Drinking Establishments	Restaurant – dine in	PERMITTED
Eating and Drinking Establishments	Restaurant – take out	PERMITTED
Eating and Drinking Establishments	Restaurant bar	CONDITIONAL
Motor Vehicle Sales and Services	Gasoline filling station	CONDITIONAL
Office Uses	General or Professional office	PERMITTED
Office Uses	Government Administrative Office	PERMITTED
Office Uses	Office – high density	PERMITTED
Personal Services	Bank and financial institution	PERMITTED
Personal Services	Massage Establishment	CONDITIONAL
Personal Services	Optical stores	PERMITTED
Personal Services	Personal and Household goods repair establishment	PERMITTED
General Retail Sales and Services	Auto tag agency	PERMITTED
General Retail Sales and Services	Book or media shop	PERMITTED
General Retail Sales and Services	Detective agency	PERMITTED
General Retail Sales and Services	Florist	PERMITTED
General Retail Sales and Services	Fitness center/health club (2,500 sq. Ft or less)	PERMITTED
General Retail Sales and Services	Fitness center/health club (over 2,500 sq. Ft.)	CONDITIONAL
General Retail Sales and Services	Drug store or Pharmacy	PERMITTED
General Retail Sales and Services	Health and beauty aids	PERMITTED
General Retail Sales and Services	Small electronics	PERMITTED
General Retail Sales and Services	Other retail sales establishment	PERMITTED
General Retail Sales and Services	Smoke shop	PERMITTED
Visitor Accommodation Uses	Hotel or motel	CONDITIONAL
Visitor Accommodation Uses	Hotel	RECOMMEND EXPAND HOTEL USES IF RELATED TO MEDICAL CAMPUS (CURRENTLY ZONING CONDITIONAL)
Community Service Uses	Library	PERMITTED
Community Service Uses	Museum	PERMITTED
Day Care Uses	Adult day care center	CONDITIONAL
Day Care Uses	Child day care center	CONDITIONAL
Day Care Uses	Day nursery	PERMITTED
Educational Uses	Business school	PERMITTED
Educational Uses	Educational tutoring	PERMITTED
Educational Uses	Specialty school (2,000 Sq. ft. or less)	RECOMMENDED ADD
Educational Uses	Specialty School (over 2,000 sq. ft.)	RECOMMENDED ADD
Educational Uses	Vocational or trade school	RECOMMENDED ADD
Educational Uses	Driving school	PERMITTED
Educational Uses	Modeling schools	PERMITTED
Educational Uses	Traffic schools	PERMITTED
Educational Uses	College or University	RECOMMENDED ADD
Government Uses	Post office	CONDITIONAL
Health Care Uses	Medical office	PERMITTED

Health Care Uses	Mental healthcare facility	PERMITTED
Health Care Uses	Mobile medical lab	CONDITIONAL
Health Care Uses	Urgent care facility	PERMITTED
Health Care Uses	General hospital	PERMITTED
Health Care Uses	Outpatient surgical center	PERMITTED
Health Care Uses	Medical or dental lab	PERMITTED
Health Care Uses	Nursing home/Assisted living (no individual kitchens)	PERMITTED
Other Institutional	Civic Associations	PERMITTED
Industrial Service Uses	Educational, scientific, or industrial research and development (including labs)	RECOMMENDED ADD
Industrial Service Uses	Repair of consumer electronics	PERMITTED
Transportation Uses	Helistop	CONDITIONAL

2C. Process / Procedures:

At times, redevelopment is challenged due to cumbersome processes, such as public hearings or slow permit processing. The following are some options that may be considered if municipal processes or procedures could be modified to facilitate redevelopment for the CRA. These are general ideas for processes and procedures intended to streamline the review process for site plans.

Consider:

Development in the B-HCS zone for a structure that does not exceed ten thousand dollars (\$10,000.00) in cost and affects the scale of the street or block frontage, or that affects the location, relocation, or enlargement of vehicular ways or parking areas outside public rights-of-way may be approved administratively.

Projects of larger scope should be approved by a public hearing. Consider the following as site plans that must be approved by public hearing:

- Projects in excess of one hundred thousand (100,000) square feet of FAR, excluding parking and loading.
- Projects with a single use or combination of uses requiring or proposing to provide in excess of a net increase of thirty (30) off-street parking spaces (NOTE: this is a model regulation if a plan is adopted that assumes off-street parking becomes the norm).

NOTE: These are proposed as concepts that may be helpful in streamlining review and reducing the amount of site plan applications that must be approved through public hearing. Consultation with the local planning department is essential in determining the appropriateness of these recommendations.

2D. Address Blight through Design Guidelines:

Stakeholder interviews with executives from HCA, tenants in office buildings, elected officials of Plantation and Lauderhill universally expressed feelings ranging from concern, unease, to severe distaste for the blight in the study area. Regulations can be adopted into the zoning code that could alleviate some physical aspects of blight on private property as well as within the public realm. Consider the following:

- Address the public realm to more appropriately address the pedestrian scale. This can be done by requiring street scape improvements with redevelopment, such as a complete streets program, which will most likely be on a larger scale with the entire SPI-2 area for more meaningful effect. Example policy changes may require sidewalks, bicycle lanes, more visible pedestrian facilities, and street furniture.
- Consider a change to minimum parking requirements to increase the efficiency of land use within the study area. A great deal of the study area is used for surface parking that is not otherwise activated for economic-generating activity and stimulating community growth. Recommended changes include policies to encourage or require structured parking, reductions in minimum parking (or maximum parking) requirements, changes to lot size requirements and allow for more on-street parking and multi-modal development.

3. Plantation General Hospital – Potential for Redevelopment and Adaptive Reuse

Adaptive reuse is not a new phenomenon; however, it has become an even more popular development option in recent years. Adaptive reuse (aka building reuse) refers to the repurposing of an existing structure which outlived its original purpose for new use or functions. Adaptive reuse allows stakeholders to take a second look at vacant spaces, especially those that are located in struggling areas. While often used for the purpose of preservation and restoration of historic structures, adaptive reuse is also commonly used as a strategic tool to spark redevelopment and create a new brand identity for an area. For the Plantation CRA, implementation of successful adaptive reuse projects can trigger a chain reaction of development and revitalization in the area and generate public engagement and excitement. Great adaptive reuse can create new perspectives.

Additional Advantages of Adaptive Reuse Benefits:

Community Revitalization: reinvestment encourages revitalization of the structures that might otherwise remain vacant. Adaptive reuse puts vacant property to work, removes blight to the neighborhood and increases the city's tax basis.

Cost Savings: adaptive reuse projects can result in cost savings when compared to demolishing an existing structure and rebuilding a new structure.

Time Savings: adaptive reuse projects are generally less time-consuming to complete when compared to the time needed to demolish and build a space from scratch.

Environmental Benefits: according to the United States Environmental Protection Agency, sources of building-related construction and demolition debris account for approximately 48 percent of the waste

stream every year. Reusing rather than demolishing existing buildings reduces the number of resources required, puts less waste in landfills and consumes less energy than demolishing buildings.

While adaptive reuse tactics can be employed for any kind of real estate, there are many examples of adaptive reuse specifically for hospital facilities.

Examples of Adaptive Reuse of Hospital Facilities

A. Linda Vista Community Hospital; Los Angeles, CA

Repurposed Use: Affordable senior living

Linda Vista Community Hospital officially opened in 1904 and provided care to the Los Angeles community for 87 years. After closing in 1991, the vacant hospital was converted into 123 affordable senior living units.

B. Sharp Cabrillo Hospital; San Diego, CA

Repurposed Use: Education building

Built in 1975 and operating until 2009, the Sharp Cabrillo Hospital was purchased by international education company Education First (“EF”). The six-acre hospital campus was converted into an international language school to serve over 1,000 students from around the world and a student activities center complete with a theater, an auditorium, a coffee bar and outdoor amenities including a pool, sand volleyball courts and a soccer field.

C. St. Vincent Hospital; Santa Fe, NM

Repurposed Use: Hospitality

After the hospital was relocated in 1977, St. Vincent Hospital fell into disrepair before Drury Hotels purchased it in 2007. Drury converted the old hospital into a 182-room hotel.

D. State of Vermont Hospital; Waterbury, VT

Repurposed Use: Office

The State of Vermont Hospital was erected in 1890 and operated as a psychiatric hospital for more than 100 years. Over time, an increasing number of the buildings on the 100-acre campus were shut down and converted to state offices. Over 1,000 state employees currently work at the new facilities.

E. Henry Ford Hospital, Detroit, MI

Repurposed Use: Innovation campus

The 80-year-old building has become a center for commercializing the innovations of people working throughout Henry Ford Health System, nurturing a number of inventions. The space is used as a “think tank” for developing new advances in medical technology, such as application for real time diagnosis of cancer and artificial lungs.

F. Barnert Hospital, Paterson, NJ

Adaptive Use: Medical Art Complex

Following the hospital's closure in 2008, the building was purchased by Community Healthcare Associates and reorganized as a "medical arts complex". Working closely with community and municipal representatives, CHA sought to determine the community's healthcare requirements, targeted medical tenants, and formulated a plan for significant building infrastructure upgrades. Today, the Barnert Medical Arts Complex is occupied with a diverse mix of national, regional, and local physicians and healthcare providers.

As demonstrated by the examples above, health care facilities can be successfully turned into adaptive reuse projects. In general, property owners that hold unproductive real estate should carefully consider whether adaptive reuse is a strategy that makes sense for their organization. A successful adaptive reuse strategy will be to benefit the property owner as well as the surrounding community where the real estate is located. To meet this goal, the approach must be population-centered and linked to the needs of the community. Adaptive reuse requires a shift in mindset from traditional hospital facility to a population-centered design.

Recommended Adapted Uses include but are not limited to:

- Medical Education Center
- Rehabilitation & Wellness Facility
- Medical Mall
- Research & Innovation Campus
- Plastic Surgery & Cosmetic Treatment Complex

CRA's Tactics to Encourage Adaptive Reuse

Close examination of the City's zoning ordinances, land development ordinance and design guidelines should be a part of the strategy to encourage adaptive reuse. Zoning regulations can promote adaptive reuse by offering a greater range of permitted uses. Flexibility of uses can be integral to attracting innovative activities. Considerations may include, but not be limited to, the following:

1. Allow higher density
2. Increase building height
3. Maximize floor space usage
4. Expedite permit review

V. Financial incentives for Development (CRA Funds) – Immediate Actions

1. Immediate Area Improvements

Although large scale economic redevelopment can be time intensive and require methodical planning, similar to turning a large ship at port, there are immediate actions that can be taken in the interim to make the longer-term goals more readily achievable. Recommendations for immediate area improvements include the following:

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

Removing the physical barriers of entry to the campus can create a more open, inviting environment for economic participants and the community at large. History is marked with examples of developers and property owners adding physical walls and gates to act as a barrier to undesirable components of a given community. However, data is inconclusive that erecting walls and/or gates around communities increases safety or reduces unwanted behavior. In some cases, these physical barriers result in increased incentive for unwanted behavior. In an article on Bloomberg, Sarah Goodyear posits that “By fostering suspicion and societal divisions, the argument goes, gate communities can paradoxically compromise safety rather than increasing it. And because they cut residents off from the larger community, writes Edward Blakely, author of *Fortress America*, they can ‘shrink the notion of civic engagement and allow residents to retreat from civic responsibility’”.

Adding public parks and open green spaces can create connectivity to the surrounding community and encourage would be healthcare district patrons, employees, and visitors to not only engage with each other but also with businesses within the area. Encouraging increased foot and vehicular traffic is essential to the City’s efforts to transform this blighted area into a beacon of economic prosperity. Vacating the secondary roadway parallel to State Road 7/441 would allow for even more park space and pedestrian wayfinding throughout the study area.

The secondary road that currently exists creates an unsafe pedestrian environment for any pedestrian looking to navigate along or across State Road 7/411. A safe environment perceived or real is a key driver of the prosperity of any community. Removing safety concerns such as vacating the secondary

road or reconsidering the elimination of incompatible land uses such as inns, etc. that are contributing to blight will only further the economic efforts of the City.

The City of Plantation has been working with Broward County to add a community shuttle service to connect points of interest and routing to areas where the Broward County transit system is not currently serving. Through principles of urban design and tactical urbanism, the Plantation Gateway CRA can look to other redevelopment projects (both locally and nationally) for guidance. For instance, in the early 2010s the Art Walk around Wynwood in Miami was not as it appears now. Urban blight and lack of community prevented this area from thriving as a haven for creativity, art, and design. Furthermore, in Bryant Park in New York City – an area once known for drugs and criminal activity, sought to rebel against the notion that closing off an area to the public would make things better. Instead, opening up these areas and slowly integrating a sense of community through local events, food trucks, and farmers markets, Art Walk and Bryant Park are now destination areas for local residents and travelers from all over the world. Neither of these projects utilized major infusions of funding – both strategically considered how to incrementally reintegrate these spaces into communal life and these initiatives are further data points for the Plantation Gateway CRA to consider to strategically remove certain real and psychological barriers to entry, allowing tactical urbanism, which emphasizes low cost, temporary fixes to an area in an effort to increase attraction, and encourage foot traffic in traditionally untapped areas of a city’s existing footprint. The City of Plantation has been supportive of the Broward MPO’s efforts to expand multi-use recreational trails, also known as MURTs, throughout the county, and funding for MURT projects may be available to the CRA in conjunction with the proposed redevelopment and redesign set forth herein.

To effectuate the intended creation of a more vibrant community in East Plantation, the CRA may be able to tap into certain County funds as a result of county implemented transportation surtaxes to add more substantial and safe transportation shelters. Over time, and through a strong and committed incremental approach of tactical urbanism, the good activity and sense of community in this area can displace the few bad actors limiting current economic and development growth

2. Implementation of a Development Incentive Program

The CRA has the ability to deploy over \$3 millions of tax increment financing (TIF) to effectuate change within the current framework of the site, while also investing and exploring redevelopment opportunities and the related economic incentives that function as a product of such opportunities.

The CRA may want to consider bridging the gap between the City of Plantation and the neighboring City of Lauderdale just a few hundred feet from the CRA site to the east. One idea would be to create or implement a special business district in the area, thereby encouraging collaboration and

cohesion amongst these close neighbors. This type of cohesion can create a trickle-down effect on residents, current businesses and tenants, as well as future residents (both residential and commercial). The Flagler study can be used as the first step in the CRA's further evaluation and future creation of a program to focus on the Economic Impact Analysis at this site.

In evaluating what such an Economic Impact Analysis may look like, our team used existing examples in Hillsborough County and Mississippi as guideposts for this recommendation.

Hillsborough County implemented an incentive program for pilot projects to address opportunities within the unincorporated portion of the county to enhance development in declining valued areas or areas underutilized to their location, with a primary objective to encourage private sector investment in sites and buildings that encourage retention and attraction of businesses and jobs to aide in community redevelopment. Such incentives include expedited site development and construction plan review, permit and impact fee grant programs, demolition programs, and other improvement incentive programs that aide in both speed and efficiency of traditional corporate and political red tape in an effort to quickly and efficiently encourage revitalization opportunities. These efforts, often times, require a typical "first mover" approach – where subsequent investment and opportunities will follow once a first-mover has committed to the intermediate and long-term redevelopment opportunity. Our site may not have to look far to find its "first mover" given that HCA Florida has and continues to have significant real estate holdings in this area.

Further to the above, the Mississippi Development Authority's Financial Resource Division created an industry zone incentive program to increase health care jobs in the state and expand residents' access to high-quality medical care by encouraging health care-related businesses to locate or expand in specified "Health Care Zones" within the state. In creating these "Health Care Zones" the incentive program provided qualified businesses with accelerated state income tax depreciation deductions and sales tax exemptions for certain equipment and materials purchased. Most significantly, the program allowed counties and cities to grant a property tax "free in lieu" for 10 years for certified projects with certain minimum investment parameters.

The Plantation Gateway CRA should consider further research and review of the potential to create a unified health care zone/hub in this area.

Grant Programs

Financial Incentive programs such as Adaptive Reuse Grant or Façade Improvement Grant Program can be implemented (or re-implemented). In late 2019 (and again in April 2021), the Plantation Gateway CRA did commence a Façade Improvement Grant Program available for properties located in the

Plantation Gateway Redevelopment District. Approved applications were considered for grant funding to improve the building façades in the area. Given the uncertainty of the market from late 2019 through mid-2021, it may be a good idea to reintroduce this program once again. Further emphasis should be made on projects that fulfil local needs and bring cross-pollination among existing businesses. For example, the City of Madras, Oregon, in response to signs of physical and economic decline in their commercial core, has implemented numerous programs to assist local business and property owners, including an Adaptive Reuse Grant Program, which resulted in multiple projects being accomplished since its inception (<https://www.ci.madras.or.us/bc-mrc/page/business-assistance-programs>).

Development of an Economic Master Plan

In conjunction with the redevelopment master plan for the CRA, the CRA may want to consider creating its own declaration of covenants, conditions, and restrictions – thereby codifying its intent for the maintenance, ownership, and operational functions of the area, with buy in from existing (and future site owners) or seeking insight from a consultant or agency who specializes in providing such assistance. This concept could provide current and future owners with valuable information to better understand the economic incentives at play in an attempt to promote revitalization and redevelopment projects in this area. Through collaboration with the City of Plantation, the master plan would facilitate the identification of gaps for professional services in the area, and provide the framework for economic incentives, including, without limitation enhanced tenant improvement allowances, reduction in taxable basis (both ad valorem and/or sales tax exemptions), expedited planning and communication with city officials.

Community Engagement and Feedback

Communication and transparency with the community at-large may require a bifurcated approach. In order to create a sense of community, a joint effort between the City of Plantation and the City of Lauderhill would be a great starting point to engage community feedback. The wide-ranging future availability of medical services in this area will not only serve the constituents of Plantation, but Lauderhill residents are likely to be just as invested in this redevelopment project due to the close vicinity of the site of Lauderhill city limits. Additionally, given the site's location near SR7, public transportation via Broward County Transit buses creates an available and viable access point directly across from the site on both the northbound and southbound sides on SR7.

Transparency is key. City residents of both Plantation and Lauderhill (amongst other Broward cities) need to understand the incentives and goals of this area.

VI. Marketing Framework Recommendations

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.

As mentioned throughout the report, an area of opportunity for improvement for the PGH Campus and the overall CRA includes repositioning its image within the community at large. The rebranding strategies listed below can set the stage for successful redevelopment.

1. Neighborhood Branding

It would be prudent for the CRA to look into a city tag line or marketing plan to rebrand the area as the “Health District”. In South Florida alone there have been some successful examples for ‘micro neighborhoods” such as F.A.T. Village in Fort Lauderdale. The CRA should engage an outside firm to perform recommendations on a tagline or name. While on a much larger scale, downtown Winston-Salem, NC was rebranded as the Innovation Quarter to build its appeal to medical and life sciences. This was a multi-year effort in conjunction with Wake Forest University. While the CRA lacks a large university in the immediate vicinity, it should work with key community partners including HCA. By working with a partner, the marketing efforts will be more cohesive and magnified.

In its marketing the CRA should leverage the strength and cultural history of Plantation. A distinguishing feature of the community is the low density and vast greenspaces especially compared to neighborhoods just east closer to Fort Lauderdale. In 2020, the Plantation Parks and Recreation Department began a strong social media campaign and such efforts should be expanded upon. The CRA site itself has some notable landmarks. Most notably, the Central Broward Regional Park which includes the Lauderhill Performing Arts Center is just over one mile north of the site. Since the pandemic, the Parks department has sponsored Yoga classes, farmer’s markets, food truck festivals and other community events. These efforts should be continued and expanded upon. Developing a community profile involves identifying community issues and attitudes, locating notable features in the study area, and assessing social and economic conditions and trends in the community and region that have a bearing on the project.

2. Physical Community Image

The Plantation community also needs improvements in the physical image. Currently the streetscapes and major intersections appear cold and indistinguishable. In conjunction with the marketing

campaign themes, the City should look at banners and upgraded street signage. At a limited cost expense, Plantation could look at community mural and garden programs. Inspired by Wynwood Miami, F.A.T. Village in Fort Lauderdale, and Downtown West Palm Beach have extensive community mural programs. The CRA may also want to look at welcome entry arches, sculptures and other beautification features. As mentioned above, the CRA is secluded by a gate and brusque concrete wall. This entryway will need to be addressed in any redevelopment. The CRA should engage the community for any beautification efforts.

In addition to the CRA, the City of Plantation will undergo a transformation between the sale of Plantation Inn. As these redevelopments occur, it is important the CRA and city of Plantation have guiding themes to grow and sustain the community.

3. Promotion

Marketing efforts that openly promote adoptive reuse and development climate should be implemented. A new brand identity for the area should be considered. What attracts users, residents and innovators and investors to reuse projects is a compelling positive vision of future. While adaptive reuse starts with an action of the city, afterwards it is a market-driven process where developers and property owners are leading stakeholders.