

# A Strategic Assessment of the Plantation Gateway CRA Plan

September 6, 2016

Prepared By:



**KEITH and SCHNARS**  
FLORIDA'S *Big* LOCAL FIRM



# A Strategic Assessment of the Plantation Gateway CRA Plan

- I. EXECUTIVE SUMMARY.....3
- II. METHOD & APPROACH.....7
- III. EXISTING CONDITIONS.....8
  - Background.....8
  - Prior Studies.....9
  - Existing Land Use and Zoning.....12
  - Compatibility.....16
- IV. GATEWAY: FUTURE REDEVELOPMENT ASSESSMENT.....17
  - Market Demand Analysis – for select Urban Uses.....17
  - Fiscal Impact Analysis – of Proposed PGH Redevelopment.....19
  - Economic Impact Analysis of PGH Site Re-Use.....20
- V. GATEWAY: FUTURE REDEVELOPMENT POTENTIAL.....21
  - Key Opportunities & Challenges.....21
    - District-wide.....21
    - Plantation General Hospital Study Area.....26
    - Peters Road Area.....28
  - Redevelopment Concepts/Strategies.....30
    - District-wide.....30
    - Plantation General Hospital Study Area.....32
    - Peters Road Area.....37
- VI. GATEWAY PLAN: REDEVELOPMENT IMPLEMENTATION.....39
  - Implementation Actions.....39
  - Implementation Schedule.....40
  - Potential Funding & Incentives.....41
  - Administrative and Regulatory Actions.....42
- VII. APPENDICES.....43
  - Supporting Data.....43
  - Public Meetings Process.....44
  - Gateway Maps/Data.....47
  - Market Demand Analysis.....49
  - Fiscal Impacts Scenarios.....56
  - Economic Analysis.....67
  - Traffic Demand Tables.....74

# Acknowledgments

## Mayor

Diane Veltri Bendekovic

## City Council

Ron Jacobs, President

Peter Tingom, President Pro Tem

Chris Zimmerman

Lynn Stoner

Dr. Robert Levy

## Gateway Community Redevelopment Board

Mike Hooley, Chair

Jeff Burley, Vice-Chair

Rick Gibbs

Kevin Bingham

Brian Hodgers

Dwight Bradley

Davis Pulikken

## Chief Administrative Officer

Horace McHugh

## City Staff

Shelley Eichner, AICP, Acting Planning Director

Carlos Andres Gonzalez del Campo,

Redevelopment Administrator

Priscilla A. Richards, Strategic Operations Manager

## Project Team Authors

### Keith and Schnars

James Kahn, AICP, Assistant Director of Planning, Project Manager

Ken Wenning, Senior Planner

Brad Benmoshé, Urban Planner/Designer

Matthew Moshier, Graphic Designer

Debbie Love, AICP, Director of Planning & Public Outreach

Jim Anaston-Karas, Vice President of Community Solutions

### Fishkind and Associates, Inc.

Stan Geberer

Steve Schriver

### PMG and Associates

Philip Gonot

Kathy Gonot

*LIMITS/DISCLAIMER: The findings of this study are Keith and Schnars best professional efforts using best available data assumed timely and accurate. Planning or design ideas presented are conceptual only, and do not represent concurrence with property owners (public or private), nor any official land use action. The findings are based upon generally accepted market research and business standards. It is possible that Gateway District study area's surrounding area could support lower or higher quantities of retailers and restaurants yielding lower or higher sales revenues than indicated by this study, depending on numerous factors including respective business practices and the management and design of the study area.*

*Information, estimates, or opinions are conclusive as predictions or assurances that a particular level of income or profit will be achieved, that particular events will occur, or that a particular price will be offered or accepted.*

*This study is intended only for the use of the client and is void for other site locations, developers, or organizations. This study should not be the sole basis for designing, financing or planning any real estate development.*

*© 2016 by Keith and Schnars. While worked performed for the City of Plantation becomes the property of the City, reproduction or use of the contents shall be done with attribution to the authors.*

## Introduction

With a narrowly defined focus, this approximately six month planning study assesses the 2002 Plantation Gateway Community Redevelopment Agency (CRA) Plan for its effectiveness of implementation, appropriateness of desirable and undesirable land uses, and compatibility of certain land uses. Most importantly, it also evaluates new development scenarios in anticipation of the departure of Plantation General Hospital (PGH) with an emphasis on market feasibility.

## Context

The critical and convenient location of the Gateway District (the “District”) and its great potential for revitalization gave rise to the establishment in 2000 of the “Gateway 7 District”, and the legally designated Community Redevelopment Area. Following the real estate market crash and continuing challenges observed in the District, the lack of land assembly, catalyst projects, code enforcement, and meaningful incentives continues to stymie progress. In addition, improvement projects and programs totaling approximately 10 million dollars have been implemented by the CRA since 2005.

Current less-than desirable District conditions are worsened by PGH’s impending departure. With commercial square feet and residential units available, from a land use regulatory perspective, impediments to new development and infill are few. There is real potential for improvement of circulation, for beautification, and assembly of parcels. A simulation of future building development on assembled parcels illustrates the potential for an improved state. An inventory of public lands shows little potential for meaningful catalyst site redevelopment; however, the potential for future land swaps using land assets should not be foreclosed.

## Assessment Methodology

Methods used included study and evaluation of prior District plans and studies; salient issues and desires expressed by staff, Commission and the public (through workshops); field observations; review of the City’s current land development regulations; analogues of similar hospital closure or medical care districts; inventory of public land assets; and determination of market demand for various future development scenarios.

Many professional sources were consulted, including discussions and interviews with selected experts. Review of the zoning regulations yields some typical results such as deficient code enforcement of certain standards (e.g. landscaping), inconsistent aesthetic design and poor circulation; yet, the most significant gap may be effective correction of non-conforming uses.

# I. Executive Summary

## Opportunities and Challenges

Primary opportunities expressed for improving the District are to keep desired types of medical uses in the area; learn from comparative communities along State Road 7 (SR7) for successful improvement; and consider the economic conditions/market to inform future uses. Main challenges expressed are to convert the medical facilities as seamlessly (smoothly) as possible; encourage continuing medical uses by achieving meaningful cooperation with private land owners, the foremost being Hospital Corporation of America; solve funding, finance and economic problems; and attract desirable uses throughout the CRA.

## Market Forces

To successfully prepare for future development, good planning incorporates market and fiscal impact forces. Therefore, as part of this assessment a market demand study and a fiscal impact analysis were performed. The market demand study illustrates the type and amount of uses that are missing and could be successfully absorbed over a certain period of time within the CRA. The fiscal impact analysis examines the economic impact (employment and taxable values) of the development of those uses.

The market study found demand, through 2023, for 3,048 dwelling units, 643,700 square feet of retail development, and 236 assisted care living beds. Conversely, the study concluded no demand for new office development (through 2023) or for hotel uses.

## Action Plan

For the purpose of this assessment, issues and recommended policies, actions or investments were sorted into three distinct categories: District-wide, PGH Study Area, and the Peters Road Area.

## District-wide

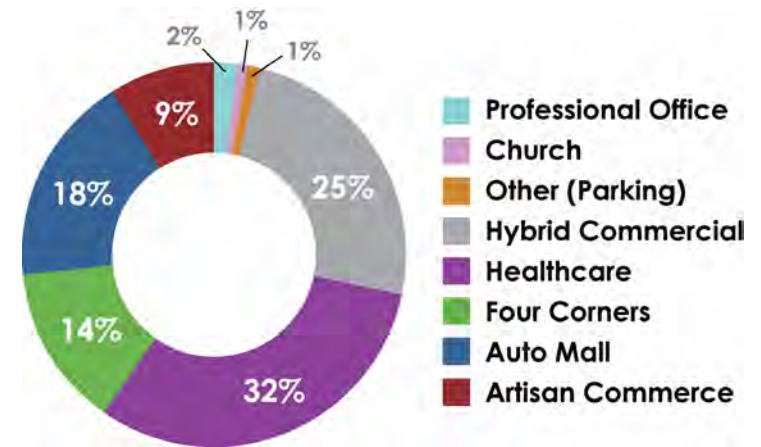
The Plantation CRA consists of 400 acres and is bounded by Sunrise Boulevard to the North, to the East (north of Broward Boulevard) is City of Lauderhill and south of Broward Boulevard is the City of Fort Lauderdale, to the south is Davie Road, and to the west is the City of Plantation.

Multiple zoning sub-districts govern allowable development within the CRA, the largest of which is Healthcare (32%), followed by Hybrid Commercial (25%), Auto Mall (18%) and Four Corners (14%).

## Strategies for Success

The district-wide strategies for improvements, which are prioritized in the body of this document, are summarized without ranking below:

Incentivize a truly catalytic improvement project at “Four Corners; assemble parcels into large enough sizes, particularly on the east side of SR7; increase code enforcement (especially landscape); solve non-conforming uses prospectively; beautify the landscape edge along the SR7 corridor by targeting buffers; fund facade grants; re-zone the Artisan Commerce District; replace the District’s tropical theme to be consistent with that used City-wide; investigate desirable annexation (north and south); and resolve boundary issues south of Broward Boulevard (Fort Lauderdale). Also include monitoring grant programs; increase uniformed officers; correct properties with out of compliance lighting; install video surveillance; seed fund installation of landscaping in lieu of code violation fines; improve pedestrian amenities and crosswalk pavers at intersections; and unify the City street sign, banner, and entrance feature theming.



CRA Sub-District Zoning

# I. Executive Summary

## PGH Study Area

The PGH Study Area encompasses 28.5 acres, of which, 13.6 acres (48 percent) is the actual hospital site. As expected, the majority (77 percent) of the uses are medical facilities; however, non-conforming automotive-related uses comprise 14 percent of the Study Area. The remaining 9 percent of uses are non-medical related office.

The impact upon the CRA and the City of the loss of PGH is clear and should be addressed pro-actively. While several scenarios were considered, based upon the result of the market demand and fiscal analyses, the preferred area alternative is the development of an Assisted Living Care Facility/Medical/Residential Village with 236 assisted living care rooms; medical offices; urgent care, various medical specialty treatment services; and 125 multi-family units.

### Strategies for Success

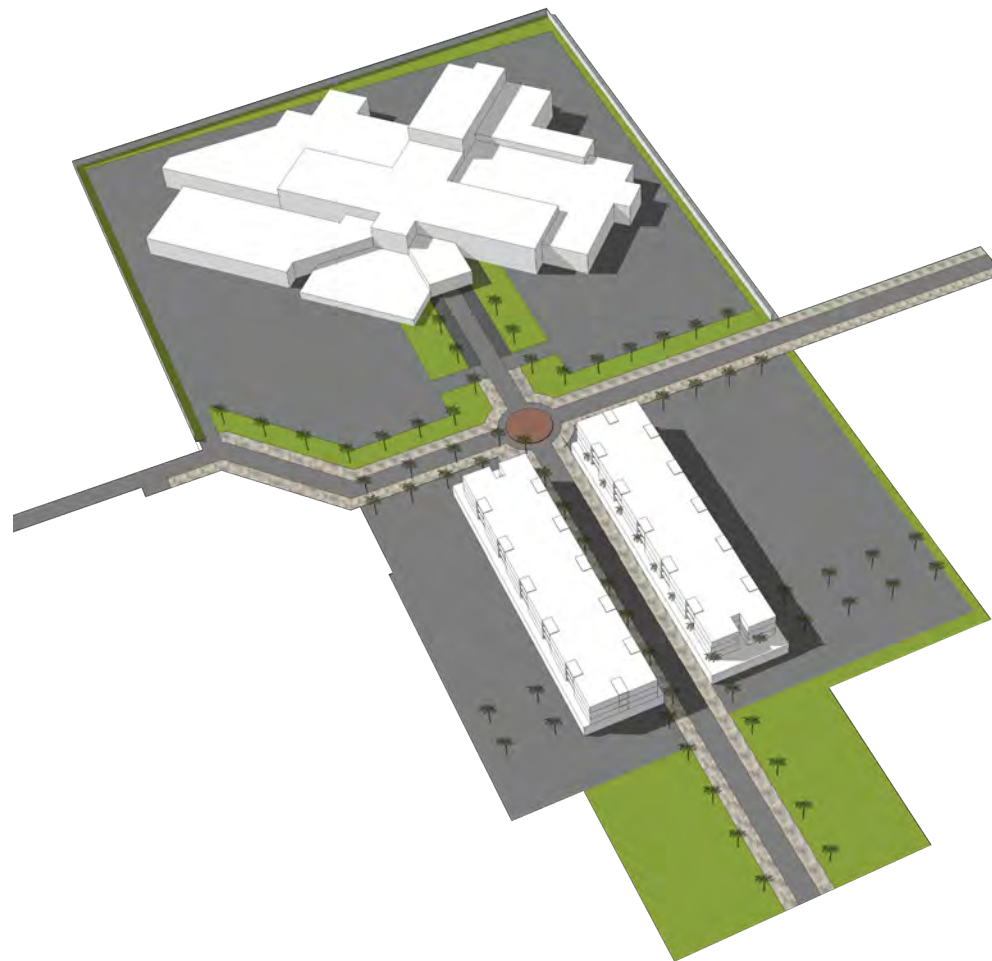
Actively coordinate with property owners, namely HCA, to continue desirable medical uses; offer hospital site developer incentives such as: reduced impact fees, expedited permitting, and cash; and target-market the District for redevelopment potential and medical uses, including the hospital site.

## Peters Study Area

The Peters Road Area includes Peters Road from SR7 to the intersection of Davie Boulevard, and is bounded by the City of Plantation and unincorporated Broward County.

### Strategies for Success

Compose a Small Area Plan to stimulate desirable redevelopment including a roundabout; use parcel assembly to stimulate investment; and employ other redevelopment tools.



Alternative Two Concept

## II. Method and Approach

Keith and Schnars (K&S) was engaged by the City of Plantation to review the Gateway District (District), not as a comprehensive critique, rather with a narrow emphasis on:

- Effectiveness of implementation
- Entertaining new development scenarios in anticipation of the departure of Plantation General Hospital (PGH), with emphasis on market feasibility
- Appropriateness of desirable and undesirable uses
- Compatibility of certain land uses

To fulfill this assignment, the approach used was to:

- Review previous District studies:
  - Community Redevelopment Plan, 2000
  - Master Plan and Design Guidelines for Gateway 7 District, 1999
  - Community Redevelopment Plan
  - Safe Neighborhood Redevelopment Plan for Gateway 7 District, 1988
  - SR-7 corridor planning by the TCRPC/SFRPC and ULI, 2004 & 2005
- Identify salient issues with staff
- Identify issues and discern vision and goals derived from a Commission workshop on April 18, 2016, and conduct public workshops - April 7 and June 9, 2016
- Conduct windshield survey, recording observations with field notes and photos
- Examine land use and Land Development Code (LDC) categories
- Conduct cursory research on analogue communities along SR7
- Conduct cursory research on analogue medical use areas which either transitioned into continuing medical uses, or phased out to entertain new uses
- Analyze publicly owned lands to determine if some opportunities for assemblage or land swaps might be used to encourage development in desired areas
- Conduct a market and fiscal analysis testing select future scenarios primarily for the hospital land uses and vicinity
- Review available information on transportation issues

Embracing a basic of strategic planning approach in this study, challenges and opportunities are first presented in an assessment of “where are we now, and where do we want to be?” Based on those findings, strategies are then recommended to pursue the desired vision and goals.



# III. Existing Conditions

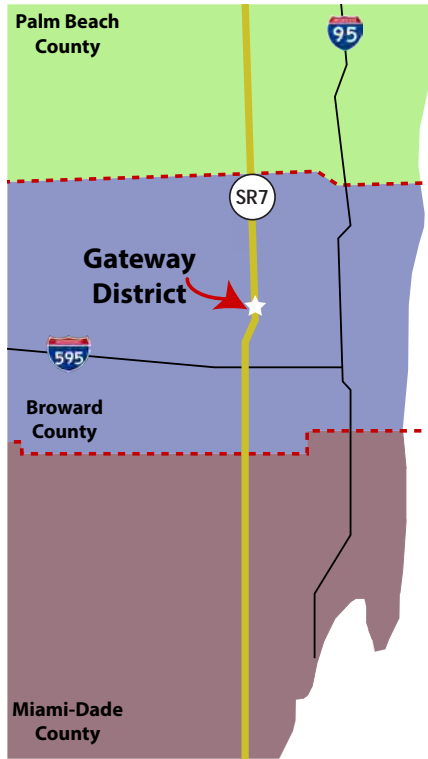


Exhibit 1

## Background

Plantation Gateway is centered around SR7, a major arterial road in Broward County. SR7 lies about midpoint and spans the length of the County. As illustrated on Exhibit 1, it connects Miami-Dade and Palm Beach counties and links numerous cities in Broward County. At one time, SR7 was the frontier where development pressures were focused.

However, during the following decades, new development continued to move further west. Today, the area and roadway continues to be a vital north-south link connecting people and places, and provides a demarcation, in other words an entrance or “gateway” into the City of Plantation.

In the late 1980s, the City of Plantation realized the corridor needed revitalization, so studies were undertaken and visioning sessions were held. As a result, the Gateway 7 District was established in 2000 followed by the creation of a Community Redevelopment Area (CRA) according to Chapter 163, Florida Statutes. The CRA boundaries are illustrated on Exhibit 2.



Exhibit 2

## Prior Studies

To assess “where we are now, and where we want to be”, the Team analyzed existing conditions and corridor recommendations proposed in previous studies and plans.

Below is a recap of the basic issues, identified in previous studies and plans, facing the corridor and District that are still applicable today:

### Master Plan and Design Guidelines for the Gateway 7 District, 1999<sup>1</sup> by Carr Smith Corradino (Corradino)

- “SR7, also known as U.S. 441, is a 6-lane commercial lane highway characterized by strip shopping centers, declining or vacant retail uses, new and used automobile dealers, a hospital complex, storage units, and small professional offices. The District lacks unity and definition.”
- “It was the first regional shopping district to develop and has been the first to deteriorate. Unlike the rest of Plantation, the Gateway 7 District lacks continuity. In fact, it does not seem to be a part of Plantation. The purpose of this master plan is to ensure that the District becomes part of the City, not just in terms of its physical location, but also in the quality of its built environment.”

### The Gateway Community Redevelopment Plan, 2000<sup>2</sup> by K&S

- “Real and perceived crime is one of the highest contributors to lack of investment in the Redevelopment Area.”
- Identified that medical office space is moving further west due to the Columbia Hospital Corporation’s focus on the west.
- “The City’s participation is the primary commitment needed to improve the overall dynamic and flow along SR7.”
- A signature catalytic project is needed at SR7 and Broward Boulevard.

### State Road 7/U.S. 441 Corridor Broward County, Florida, March 14–19, 2004<sup>3</sup> by Urban Land Institute (ULI)

- “All told, land assembly within the corridor takes time, entails holding costs, and is unpredictable. These difficulties encountered without the help, if required, of a public partner with condemnation powers greatly limit the corridor’s ability to attract quality development.”<sup>4</sup>
- “The generally unattractive appearance of large segments of the corridors, especially in the southern and central sections, is a major marketing obstacle. The prevalence of unattractive land uses along the roadway makes it essential to begin to identify and assemble parcels that are large enough for developments that can on their own create a different image of a quality environment.”<sup>5</sup>

The City of Plantation and the CRA initially identified and prioritized 22 projects as High Priority (1-3 years), Medium Priority (4-6 years), and Lower Priority (6 plus years), by their impact upon improving the corridor’s appearance, functionality and promoting community sustainability. See **Exhibit 3**. These projects were further detailed in the 2006 Community Redevelopment Plan (CRP) update with anticipated costs.<sup>6</sup> The update also included maps identifying the projects. These maps are included in the **Appendix**.

Together, the CRA and City have completed many of the recommended improvements, which total over \$10 million. “CRA Funds Expended (2005-2014)” located in the **Appendix**, itemize the projects. Recognizing the need for positive actions to accommodate unforeseen opportunities, the original 2000 implementation schedule was intended to be flexible.

<sup>1</sup> Carr Smith Corradino, *Master Plan and Design Guidelines for the Gateway 7 District, Volume 1, No. 1, 1999, (1, 3)*, <sup>2</sup> Keith and Schnars, *Community Redevelopment Plan, Volume 1, No. 1, 2000, (13, 22, 27)*.

<sup>3, 4, 5</sup> Urban Land Institute, *State Road 7/U.S. 441 Corridor Broward County, Florida, Volume 1, No. 1, 2004, (22, 23)*, <sup>6</sup> Keith and Schnars, P.A., *Community Redevelopment Plan, Volume 1, No. 2, 2006, (46)*.

# III. Existing Conditions

## CRA Redevelopment Plan Implementation Schedule

The Community Redevelopment Agency has identified 22 projects to be implemented through the Redevelopment Plan. The Agency has prioritized these projects by their significance in aesthetically improving the corridor's appearance, improving the functionality on the redevelopment areas circulation and infrastructure, promoting community sustainability, funding availability and the level of public-private sector partnerships can be utilized to promote the redevelopment effort.

	1	2	3	4	5	6	7	8	9
<b>High Priority (Action Initiated in Years 1-3)</b>									
Facade and Signage Improvements	█	█	█						
Landscape Element	█	█	█						
Enhanced Streetscape	█	█	█						
Circulation System N.W. Quadrant	█	█	█						
Enhanced Pedestrian Crossing/Four Corners	█	█	█						
Catalytic Project #1/Four Corners	█	█	█						
Street Enhancement/S.W. 38th Way	█	█	█						
Enhancement Code Enforcement/Hospital District	█	█	█						
Peters Road park	█	█	█						
<b>Medium Priority (Action Initiated Years 4-6)</b>									
Program Assistance to Residential Developers				█	█	█			
Recreation and Aesthetic to the SFWMD Property				█	█	█			
Catalytic Project #2/Four Corners				█	█	█			
Catalytic Project/Professional Office District				█	█	█			
Dead-end Street Improvements				█	█	█			
<b>Lower Priority (initiated 6+ Years)</b>									
Greenways and Parks							█	█	█
Frontage Property Reuse/Hospital District							█	█	█
Circulation Systems/S.W. 9th & Peters Road							█	█	█
<b>Other Projects for CRA Consideration*</b>									
Visual or Performing Arts District									█
Circulator Road/N.W. 42nd Ave. Broward Blvd.									█
Gridded Circulation/Neo-Traditional District									█
Park on Former Post Office Site									█

\* Implemented as redevelopment opportunities arise or funding becomes available



Exhibit 3

# III. Existing Conditions

The K&S Plan recommended catalytic investment strategies that subsequently required modification to reflect unforeseen opportunities. One such area was the “Four Corners”, located at the intersection of Broward Boulevard and SR7. The K&S Plan proposed projects for two of the corners which were designed as an entry statement and to create development synergy. The City approved a mixed-use project on the southeast corner. As the opportunity for investment occurred, Grove East (consisting of 220 residential units and 17,000 square feet of retail and office space) was developed on the southeast corner.

**Exhibit 4** identifies the proposed action items and their status based on the original implementation schedule.

Since many of the originally identified capital projects are completed, a re-ranking of priorities for the remaining projects and recommendations for additional strategies to achieve the vision is necessary. This can be found in **Section IV**.



Grove East along SR7

ACTION ITEMS	STATUS
<b>High Priority (Action Initiated in Years 1-3)</b>	
Facade and Signage Improvements	Completed
Landscape Element	Started But Not Completed
Enhanced Streetscape	Completed
Circulation System NW Quadrant	Started But Not Completed
Enhanced Pedestrian Crossing/Four Corners	Not Initiated
Catalytic Project #1/Four Corners	Completed
Street Enhancement/SW 38th Way	Completed
Enhancement Code Enforcement/Hospital District	Started But Not Completed
Peters Road Park	Completed
<b>Medium Priority (Action Initiated Years 4-6)</b>	
Program Assistance to Residential Developers	Started But Not Completed
Recreation and Aesthetic to the SFWMD Property	Completed
Catalytic Project #2/Four Corners	Completed
Catalytic Project/Professional Office District	Started But Not Completed
Dead-end Street Improvements	Completed
<b>Lower Priority (Action Initiated 6+ Years)</b>	
Greenways and Parks	Completed
Frontage Property Reuse/Hospital District	Started But Not Completed
Circulation Systems/SW 9th & Peters Road	Not Initiated
<b>Other Projects for CRA Consideration</b>	
Visual or Performing Arts District	Not Initiated
Circulator Road/NW 42nd Avenue/Broward Boulevard	Started But Not Completed
Gridded Circulation/Neo-Traditional District	Completed
Park on Former Post Office Site	Not Initiated

- = Completed
- = Started But Not Completed
- = Not Initiated

**Exhibit 4**

# III. Existing Conditions

## Existing Land Use and Zoning

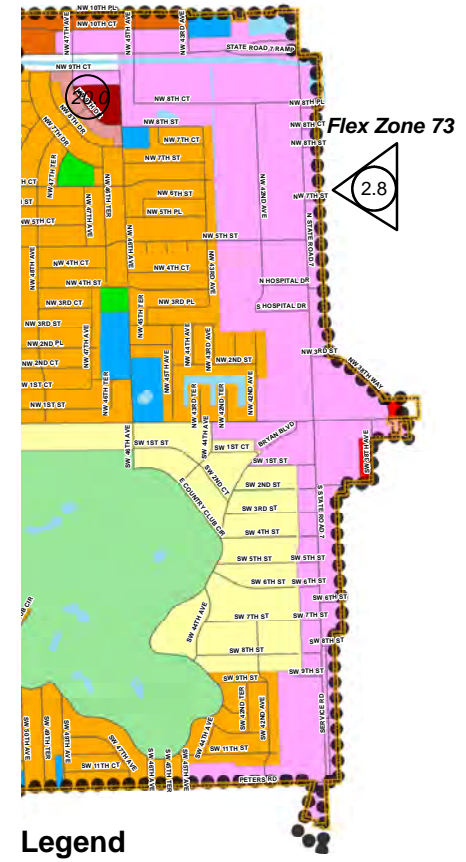
### Land Use

The City of Plantation Future Land Use Map (Exhibit 5) identifies the entire CRA as a Local Activity Center (LAC). The LAC provides a pool of approved residential and commercial entitlements. The CRA is within Flex Zone 73, and has an approved residential and commercial density and intensity table as part of the LAC. Currently within the LAC, there are 462 existing residential units, far below the approved 1,960 units. The LAC is also approved for 3,147,000 square feet of commercial and has an available balance of 1,811,962 square feet.<sup>7</sup> Therefore, from the LAC regulatory perspective, there are no impediments to new residential or commercial development.

The land uses on the eastern boundary along SR7 are commercial, with residential land uses in the adjacent municipalities. The residential uses are buffered by drainage facilities, and north of Broward Boulevard there is also an alley running north-south along SR7. Broward Boulevard separates the adjacent municipal areas: north of Broward is the City of Lauderhill and south of Broward is the City of Fort Lauderdale. Each of these two areas create unique land use issues.

North of Broward Boulevard, the businesses along SR7 utilize an alley for access and, in some cases, parking. This alley is actually in the City of Lauderhill. When the area was annexed, the City of Plantation acquired the parcels along the SR7 corridor but not the alley immediately adjacent. Based upon information provided by the Plantation Police Department, the alley area suffers from crime and code enforcement violations that bleed over to the City. Unfortunately, since the City of Plantation has no jurisdiction in the alley, Plantation Police cannot patrol the alley.

South of Broward Boulevard, is a 50 foot drainage right of way that forms the municipal boundary with the City of Fort Lauderdale. The Corradino Master Plan suggested the parcel be considered as a greenway, linking the “Four Corners” the area to Peters Road.<sup>8</sup> Portion of area illustrated on Exhibit 6.



### Legend

- Municipal Boundary
- Water
- Streets
- Land Use Designations
  - Estate (1)
  - Low (3)
  - Low (5)
  - Low-Medium (10)
  - Medium (16)
  - Medium-High (25)
  - Commercial
  - Commercial Flex (3.18 Acres)
  - Local Activity Center
  - Office Park (Limited Commercial)
  - Industrial
  - Utilities
  - Community Facilities
  - Park Movable
  - Park
  - Commercial Recreation
  - Flexibility Zone Limits
- 4.1 Number indicates the maximum numbers of dwelling units per acre

Exhibit 5

<sup>7</sup> City of Plantation.

<sup>8</sup> Carr Smith Corradino, Master Plan and Design Guidelines for the Gateway 7 District, Volume 1, No. 1, 1999, (1, 4).

### III. Existing Conditions

The unincorporated drainage area was discussed at the time of annexation; however, the area was annexed into the City of Fort Lauderdale and no greenway was created. The parcel is a dry drainage area which could be reworked to provide additional land to shallow parcels along SR7, enhancing redevelopment efforts. As illustrated on **Exhibit 6**, many of the parcels currently have parking encroaching into the drainage parcel in the City of Fort Lauderdale.



Exhibit 6

# III. Existing Conditions



Country Club Park

## Publicly-Owned Lands

An inventory of publicly-owned lands was performed to assess redevelopment potential. As shown on Exhibit 7,<sup>9</sup> there is a total of 16 acres of publicly owned land in the District, not including right of ways, which consists of Plantation Elementary School, Plantation Country Club Park, and a CRA parcel on Peters Road. While potential use of these lands for redevelopment may be speculative, good planning practice is to consider many potential alternatives, i.e. land swaps, Public Private Partnership, or reduced lease fee.

Not shown are substantial public lands north and south of the District. Examples just outside of the District include: the cultural arts center and international cricket stadium located just north of Sunrise Boulevard within the City of Lauderhill; Pine Ridge Educational Center, located by Peters Road, which is owned by the Broward School Board; and adjacent to the school property on both north and south of Davie Road are parcels owned by the City of Fort Lauderdale.

In the District, there are several municipal, Broward School Board and State-owned properties: Plantation Elementary School north of PGH; and in addition to roadways, the Florida Department of Transportation has several drainage parcels around Sunrise Boulevard.

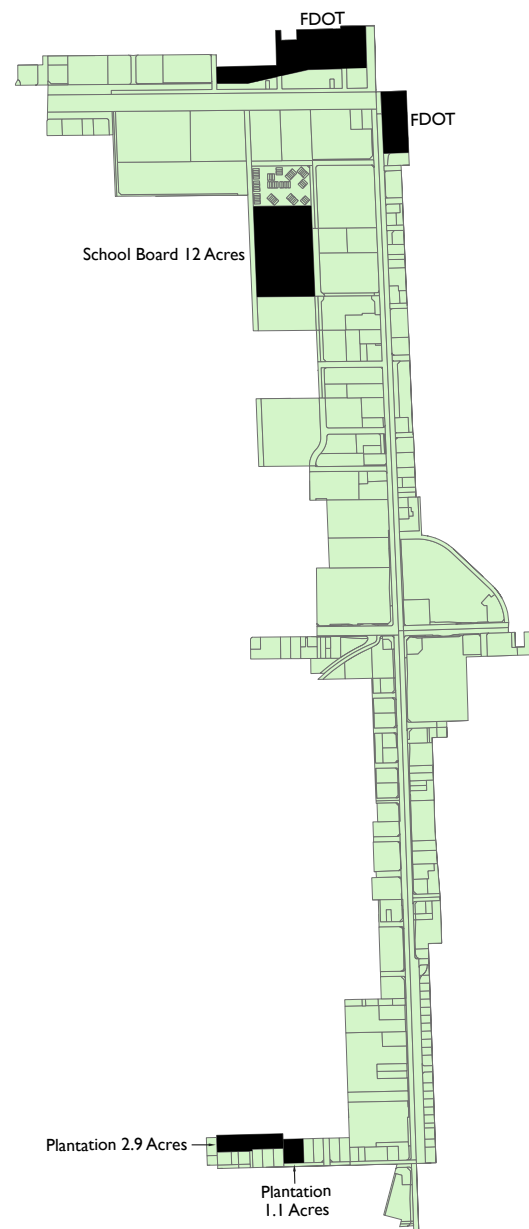


Exhibit 7

<sup>9</sup> City of Plantation GIS.

# III. Existing Conditions



Exhibit 8

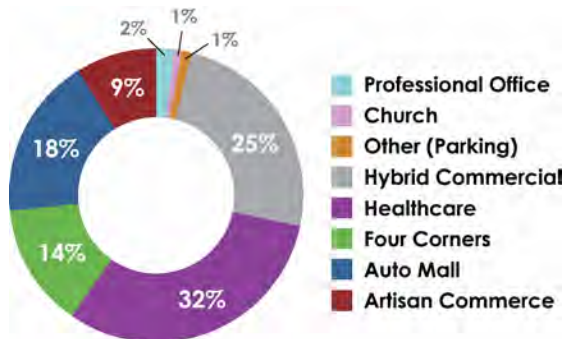


Exhibit 9

## Zoning

As shown on **Exhibit 8** and **9**,<sup>10</sup> the District has six zoning districts. The largest district is the Healthcare Services District that accounts for 32 percent of the total area, followed by Auto Mall District at 18 percent.<sup>11</sup> **Exhibit 9** identifies the districts and the percent of each within the District.<sup>12</sup>

The image of the City is a direct result of the Land Development Regulations (LDRs) which establish the urban form, architecture, aesthetics, signage and landscaping. For the City to distinguish and project a quality image along the SR7 corridor, further refinement of the LDRs and proper code enforcement is imperative.

A review of the current SR7 corridor reveals that several problem areas identified in prior studies still persist today.

- The LDRs do not adequately address non-conforming uses
- Apparent lack of code enforcement of front landscape standard
- Inconsistent aesthetic design standards
- Poor circulation between lots
- No assembly of parcels for development

**Review of Zoning District** - The intent of the Artisan Commerce (AC) has not materialized; instead, a variety of unintended uses have been approved within this zoning district. Changes in the zoning should also consider providing flexibility to achieve beneficial design standards when considering uses in an effort to stimulate redevelopment.

<sup>10</sup> Ibid.

<sup>11</sup> Ibid.

<sup>12</sup> Ibid.



# III. Existing Conditions

## Compatibility

The zoning designations, permitted uses and development standards are sufficient to ensure compatibility with surrounding areas. The majority of the compatibility issues are related to existing uses that are non-conforming. The most prevalent examples are auto related uses which exist outside the Auto Mall District. Examples of auto related uses which are not compatible are those in front of PGH, however auto related uses also exist south of Broward Boulevard in the Hybrid Commercial District.

The small motels which exist south of Broward Boulevard while grandfathered in by code are uses not compatible with the area or image of the area.

Compatibility issues are also present on Peters Road relating to the south side in Unincorporated Broward County. The intense commercial uses in the County are not compatible with the lower intensity on the north side of the road, hindering re-investment.



*Residential-Commercial compatibility issues*

# IV. Gateway: Future Redevelopment Assessment

## Market Demand, Fiscal & Economic Impacts

This assessment looked at the overall Market Demand in the CRA, with emphasis on PGH alternatives. This assessment also focused on the Economic and Fiscal Impacts of alternative development scenarios. A comprehensive analysis of each section can be found in the **Appendix**.

### Market Demand for Select Urban Uses

To further elaborate on current conditions and desirable avenues, a market demand study was conducted that analyzed the District market area based on demand and the ability of current and future population to support uses, based on spending patterns and expected use of services. Findings are summarized below first, according to current conditions and second, according to the hospital redevelopment area Alternative One:

#### Current Demand

**Adult Congregate Living Facility (ACLF)** - There is a demand for 263 beds for Assisted Living and Memory Care. The facility should be full-service with meals, activities, medical assistance and other services. Potentially, the current hospital building at the PGH site could be retrofitted to accommodate this use. Due to the age of the structure, a developer may decide to demolish the existing facility and construct a new building.

**Medical Care (Urgent Care Centers)** - Currently, there are four such facilities within the general area of the hospital site. Replacing the current emergency services from the hospital would be appropriate.

**Retail** - There is a demand for 643,700 square feet, which is approximately half the size of a regional mall; however, spread over a very large area within a 10 minute drive time of the District in the following categories:

- Electronics/Computer
- Food and Beverage Stores
- Cosmetics
- Sporting Goods/Hobby/Music/Books
- Miscellaneous Products

Restaurant demand is for 24,250 square feet of full service Specialty Restaurants.

#### Future Demand (7 Years) Based on PGH Alternative One and The Strata Development

**Restaurant:** 8,400 square feet

**General Retail:** 22,000 square feet

**Pricing:** \$13 to \$20 per square foot

## IV. Gateway: Future Redevelopment Assessment

**Office** - There is no demand for office space at this time. The existing supply of office square footage will be absorbed over the next five years; however, there is a possible demand for new office space in seven years.

**Pricing:** \$15 per square foot

**Residential** - The Gateway and Midtown Districts overlap Market Areas for residential demand. Total demand for the next seven years in the Market Area is 26,600 dwelling units within 15 minute drive time of the Districts.

There is a demand for 4,522 residential units within the Gateway market study area over the next seven years.

Currently, 1,474 units have been approved, leaving a potential absorption of 3,048 units. Calculations also include the approval of 147 units for Strata.

The units in Gateway should be primarily 1 and 2 bedroom.

**Pricing:**

- Rental 1 Bedroom - \$1,395
- Rental 2 Bedroom - \$1,815
- Condo 1 Bedroom - \$100,000
- Condo 2 Bedroom - \$155,000

**Product Split:**

- 1 Bedroom - 40 percent
- 2 Bedroom - 60 percent



Available office space along SR7



Medical building in hospital district adjacent to PGH

# IV. Gateway: Future Redevelopment Assessment

## Fiscal Impact Analysis

A fiscal impact pertains to those revenues and expenditures directly received by the local government as a result of a project's operations and construction activity. Fiscal impact revenues include as valorem taxes, gas taxes, sales taxes, charges for service, and other revenues received. Fiscal impact expenditures include items such as general government expenses, law enforcement, roads, fire department, and others. In other words, fiscal impacts directly impact the budget revenues and expenditures.

Two PGH Redevelopment scenarios were analyzed to identify the fiscal impacts to the CRA and City. A summary of each scenario is shown on Exhibit 10, with a complete analysis in Section VII.



Landscape improvements on SR7

Fishkind & Associates was contracted to provide fiscal impact analysis of two proposed development scenarios within the Gateway Redevelopment District of the City of Plantation.

**Scenario 1** included tearing down the aging hospital, medical office and support structures and constructing a residential village with 342 one and two-bedroom apartments, 10,000 square feet of commercial space and 4,400 square feet of restaurant.

This scenario is projected to have a taxable value of \$53.6 million and generate \$423,676 in operating ad valorem revenue for The City of Plantation by 2022. It is projected to have a slightly positive net fiscal impact on the city.

Year	Total Taxable Value	Ad Valorem	Total Operating Revenue	Total Operating Expenditure	Net Fiscal Impact
2022	\$53,629,841	\$423,676	\$745,280	\$616,014	\$129,266
2027	\$56,415,849	\$445,685	\$791,123	\$663,622	\$127,501
2032	\$59,347,862	\$468,848	\$839,962	\$714,909	\$125,053

\*Fishkind and Associates, Inc.

This development scenario could generate as much as \$794,650 in impact fees for the City.

**Scenario 2** included redevelopment of the hospital with 50,000 square feet of medical office and 236 ACLF units. The medical office would be removed and replaced with 125 multifamily residential units.

This scenario is projected to have a taxable value of \$47.3 million and generate \$374,166 in operating ad valorem revenue for The City of Plantation by 2022. It is projected to have a slightly positive net fiscal impact on the city.

Year	Total Taxable Value	Ad Valorem	Total Operating Revenue	Total Operating Expenditure	Net Fiscal Impact
2022	\$47,362,757	\$374,166	\$669,089	\$554,364	\$114,726
2027	\$50,042,647	\$395,337	\$712,106	\$597,207	\$114,899
2032	\$52,879,636	\$417,749	\$758,053	\$643,362	\$114,691

\*Fishkind and Associates, Inc.

This development scenario could generate as much as \$280,400 in impact fees for the City.

### Exhibit 10

# IV. Gateway: Future Redevelopment Assessment

## Economic Impact Analysis

Economic impacts consist of jobs, wages and total economic activity. These impacts are generated from construction activity, operations of commercial uses and household spending from residential uses.

There are two PGM Redevelopment scenarios considered. First is primarily a residential re-use which consists of multifamily dwellings and limited commercial restaurant space. Second is a mixed-use land use alternative which retains and re-purposes the original hospital structure and adds multifamily residential uses.

The Economic impacts are illustrated on **Exhibit 11** which summarize the economic impacts of the two alternative scenarios.

The two scenario alternatives for use have differing impact profiles. The residential scenario described as Scenario #1 has less economic impact than the mixed use Scenario #2 alternative. This is because Scenario #2 maintains significant on-site employment and requires greater construction expenditures for re-use/redevelopment.

A complete analysis can be found in **Section VII**.

### Construction Economic Impacts - Scenario Comparison

Impact Type	Employment	Labor Income	Output
<b>Construction Impacts Scenario #1</b>	268	\$13,650,850	\$41,130,329
<b>Construction Impacts Scenario #2</b>	386	\$20,184,883	\$61,023,426

Source: Fishkind & Associates, Inc.; Copyright 2016 Minnesota IMPLAN Group, Inc.

### Permanent Economic Impacts - Scenario Comparison

Impact Type	Employment	Labor Income	Output
<b>Permanent Impacts Scenario #1</b>	267	\$8,308,026	\$15,651,951
<b>Permanent Impacts Scenario #2</b>	809	\$36,934,245	\$76,406,536

Source: Fishkind & Associates, Inc.; Copyright 2016 Minnesota IMPLAN Group, Inc.

**Exhibit 11**



*Redevelopment example*

# V. Gateway: Future Redevelopment Potential

## Key Opportunities & Challenges District-wide

### Image

The place name “Gateway” expresses the importance of the area to the City. The District is the eastern boundary of the City, and should serve as a demarcation line where the City’s desired image is immediately apparent upon arrival. Through the investment of funds on the Plan’s prioritized projects, the CRA is improving the District’s built environment. Further strategic actions are needed to accomplish the desired image. A few of the current issues include:

**Theme** - Included within the SPI-2 zoning regulations governing the District, the CRA has adopted a tropical design theme, including signage. The original concept was to distinguish the District; however, the current desire is for the District to abandon the tropical theme and embrace the established City-wide vision of Plantation along the SR7 corridor to achieve a more cohesive look.

**Crime** - While Plantation has a reputation as a safe community, non-residents visiting the area contribute to increased crime along the SR7 corridor. The District accounts for only two percent of the total Plantation acreage; however, crime statistics in the District, compiled by the Plantation Police Department,<sup>13</sup> indicate a disproportionate number of criminals in many categories. Between April 2015 and April 2016, there were 3,420 crimes reported City-wide; 612 (18 percent) of those crimes were committed within the District. This concentration of crime has a negative impact on the image and businesses in the area.



<sup>13</sup> City of Plantation Police Department.

## V. Gateway: Future Redevelopment Potential



**Lighting** - Plantation's capital improvement plan included a phased installation of lighting along the SR7 corridor. The only phase remaining is the northeastern portion, which should be completed by 2017. However, street lighting is only one aspect of the lighting issues. Private properties need to provide adequate lighting to create a safe environment to attract business and help alleviate crime. While newer developments provide adequate lighting, observations indicate many of the older properties do not have adequate lighting or are not maintaining required light levels.

**Landscaping and Streetscapes** - The high quality image of the City of Plantation is partly due to the lush and mature landscaping. The CRA has completed landscaping/streetscaping improvements along the SR7 corridor which were included in the capital improvement plan. Unfortunately, many properties along the corridor lack front landscape buffers which negatively effects the desired image. Both the Corradino and K&S studies recognized the importance of landscaping and recommended a continuous landscape edge. Many of the older properties are narrow and have lost street frontage depth through the widening of SR7. It appears that any landscaping that was removed during the acquisition process, was not replaced by the property owner along the newly configured front property line. Businesses along the east side of SR7, particularly the automotive-related uses, lack sufficient landscaping. These properties are not in keeping with the City's desired image.

**Signage/Entrance Features** - Signage also reflects the image of any community. The City Council expressed the desire for consistency for all signage. The theme used on the monument entrance signs should replace the tropical theme on the banners and CRA logos attached to poles along the corridor.

**Design Manual** - Adopted as part of the zoning code, the "Plantation Tropical Design Guidelines" requires traditional colonial architectural with tropical elements. The Design Guidelines manual should be revised to de-emphasize the tropical theme characterized by the palm tree.



## V. Gateway: Future Redevelopment Potential

**Non-conforming Uses** - A negative District image is proliferated by uses that are not permitted in their respective zoning district. Unless corrective actions are taken, the uses will continue. The most prevalent example is auto-related uses that infiltrate the entire corridor.

**Code Enforcement** - More effective code enforcement is an important tool to help improve the visual image and perception created along the corridor. The City has been installing landscape along SR7, with the last portion scheduled for 2018. It is necessary for individual properties to complete the transformation by upgrading interior landscaping deficiencies to complete a unified appearance.

**Aesthetic Design** - The “Four Corners” is the commercial heart of the District and a major portal into the City. While three of the corners have had substantial improvements, the northeast corner still lacks the quality image Plantation seeks to project. This key parcel should be included in any revitalization of the corridor.



*Code enforcement*



*Non-conforming use and building*



*Poor aesthetic design*



# V. Gateway: Future Redevelopment Potential

**Poor Circulation** - Efforts should be made to achieve cross connections between properties when feasible. The project on the west side of SR7, from Broward Boulevard to NW 5th Street, is an excellent example of providing circulation for both vehicles and pedestrians off the main thoroughfare. Whenever feasible, project approvals should include providing the linking of access to reduce travel on the main thoroughfares.

**Assembly of Parcels** - With few remaining vacant parcels (not in urban development), the future of the District is through redevelopment. Individually developed small parcels are limited in design creativity due to code requirements and lot dimensions. Assemblage of lots will provide the best yield for development. Generally, lot assembly is difficult for individual developers. Intervention by agencies to assemble parcels provides the best incentive for redevelopment. Development packages can be offered that incentivize developers to choose the City of Plantation. **Exhibit 12** illustrates the vacant parcels in the District.

There are many local examples, including: the City of Boca Raton's acquisition of an outdated shopping center and leveraging it into Mizner Park; and the City of Lauderdale Lakes creation of a new project on Oakland Park Boulevard east of SR7. Two examples of potential assemblage of small projects on SR7 are illustrated on **Exhibits 13** and **14**.



Example of revised circulation on west side of SR7



Exhibit 12

## V. Gateway: Future Redevelopment Potential

Exhibit 13 shows four assembled parcels with three owners, located at SW 2nd Court and SR7. Individually, the parcels could not achieve an area sufficient for a quality development. Assembled together, they can accommodate 49,187 square feet net developed area, which provides much more design latitude to meet market demand.

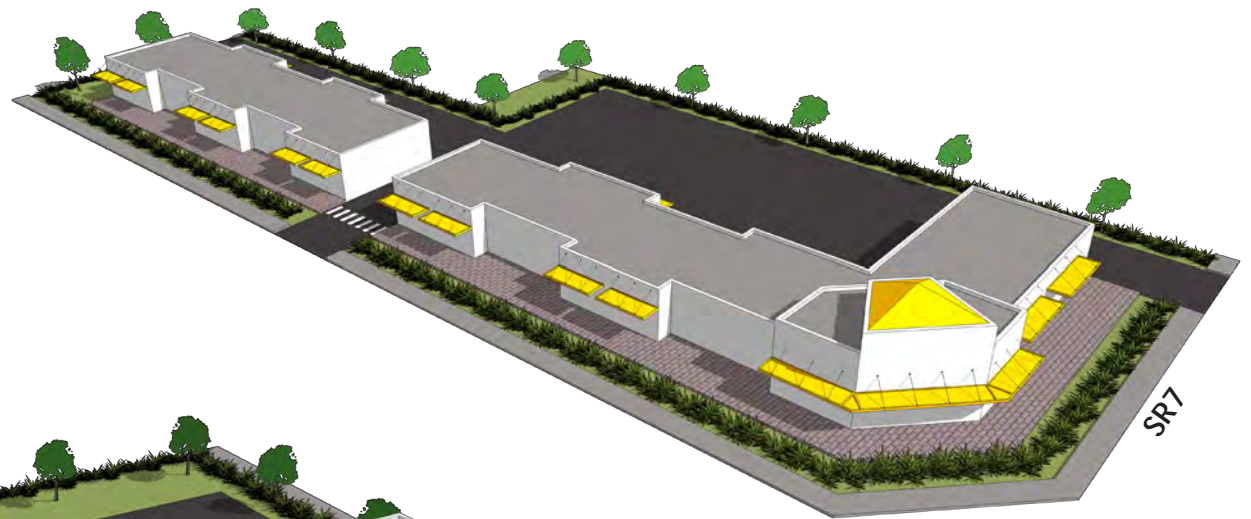


Exhibit 13

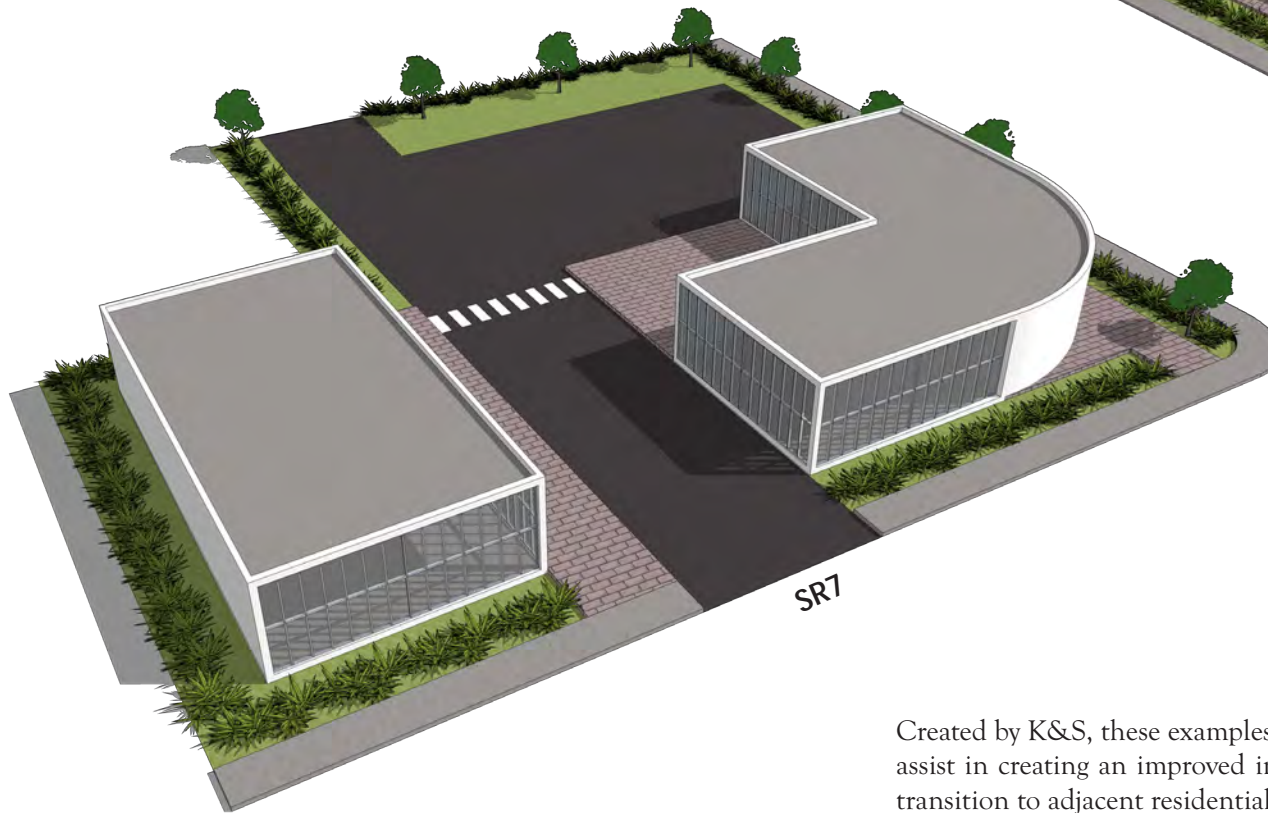


Exhibit 14

Exhibit 14 shows two assembled parcels located at SR7 and NW 7th Street. The parcels show how shallow depth parcels can be combined to create 25,799 square feet of net developable area.

Created by K&S, these examples illustrate how assemblage of property can assist in creating an improved image along the corridor, and improve the transition to adjacent residential areas.

# V. Gateway: Future Redevelopment Potential

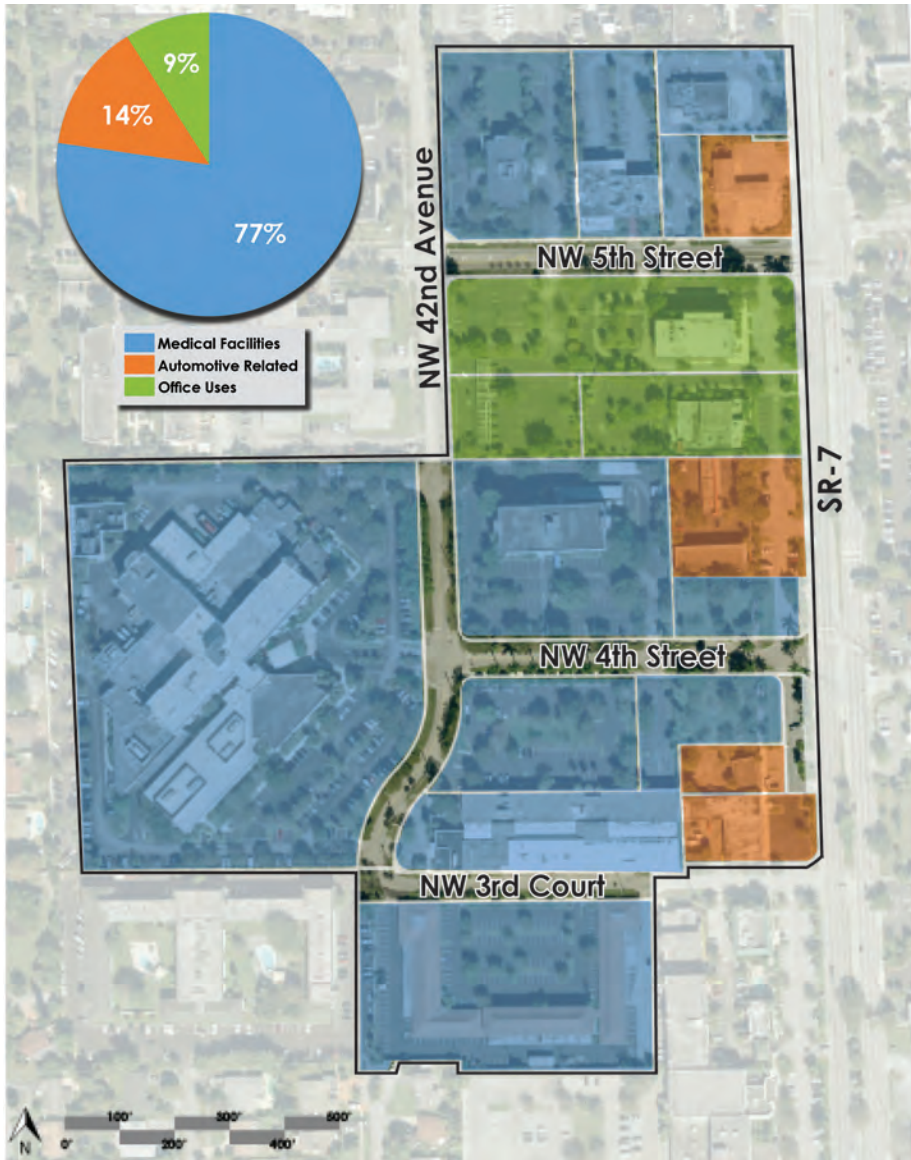


Exhibit 15

## Plantation General Hospital Study Area

Plantation General Hospital (PGH) is an acute care facility that has served the community for 50 years. It also serves as the anchor of the medical land uses in the District. The property is approximately 13.68 acres<sup>14</sup> and consists of several parcels that connect to SR7 at NW 4th Street. The Broward County Property Appraiser (BCPA) records indicate that the hospital building is 214,053 square feet with 264 beds, and the freestanding medical office building is 48,246 square feet.<sup>15</sup>

PGH plans to relocate the hospital in 3 to 5 years. Concerns about the potential negative impacts of this departure include: provision of adequate health care service to the community, tax consequences, and loss of jobs.

For study purposes, the City established an impact area surrounding PGH. As illustrated on Exhibit 15, the PGH Study Area is approximately 28.47 acres<sup>16</sup> and includes a variety of buildings; however, 77 percent of the uses are medically related.<sup>17</sup> In addition, there are other medical offices outside of the study area that may also be affected by the loss the hospital facility.

Other uses within the study area include office and automobile-related along SR7. PGH and supportive business represent a large employment sector and a major driver of the local economy; therefore, planning for the eventual void left by PGH becomes critical to the attractiveness and economic vitality of the area.

<sup>14</sup> Property Search. (2016, April 8). Retrieved from <http://www.bcpa.net6>.

<sup>15</sup> Ibid.

<sup>16</sup> Property Search. (2016, April 8). Retrieved from <http://www.bcpa.net6>.

<sup>17</sup> City of Plantation GIS.

# V. Gateway: Future Redevelopment Potential

PGH is a major employer in the area and as such relies on Broward County Transit (BCT) to provide access for many employees and visitors at four nearby stops. BCT has a stop north of PGH entrance (5335) and one just to the south (3876). The northbound stop (1388) on the east side of SR7 is just south of PGH entrance, see **Exhibit 16** for a map of the BCT stops.

The latest weekday ridership counts from 2014 show stop 5335, at 44 on and off per day. Northbound stop 1388 averaged 21 on and offs.<sup>18</sup> Counts were not available for each year; however, in 2008 the station at 3876 had 69 on and offs and did show the stop 5335 in front of PGH that accounts for the double ridership figures. The stops are located surrounding PGH are route midpoints which are a testament to the need for a major employer. Stops to the south at Broward Boulevard are major stops with a much higher ridership.

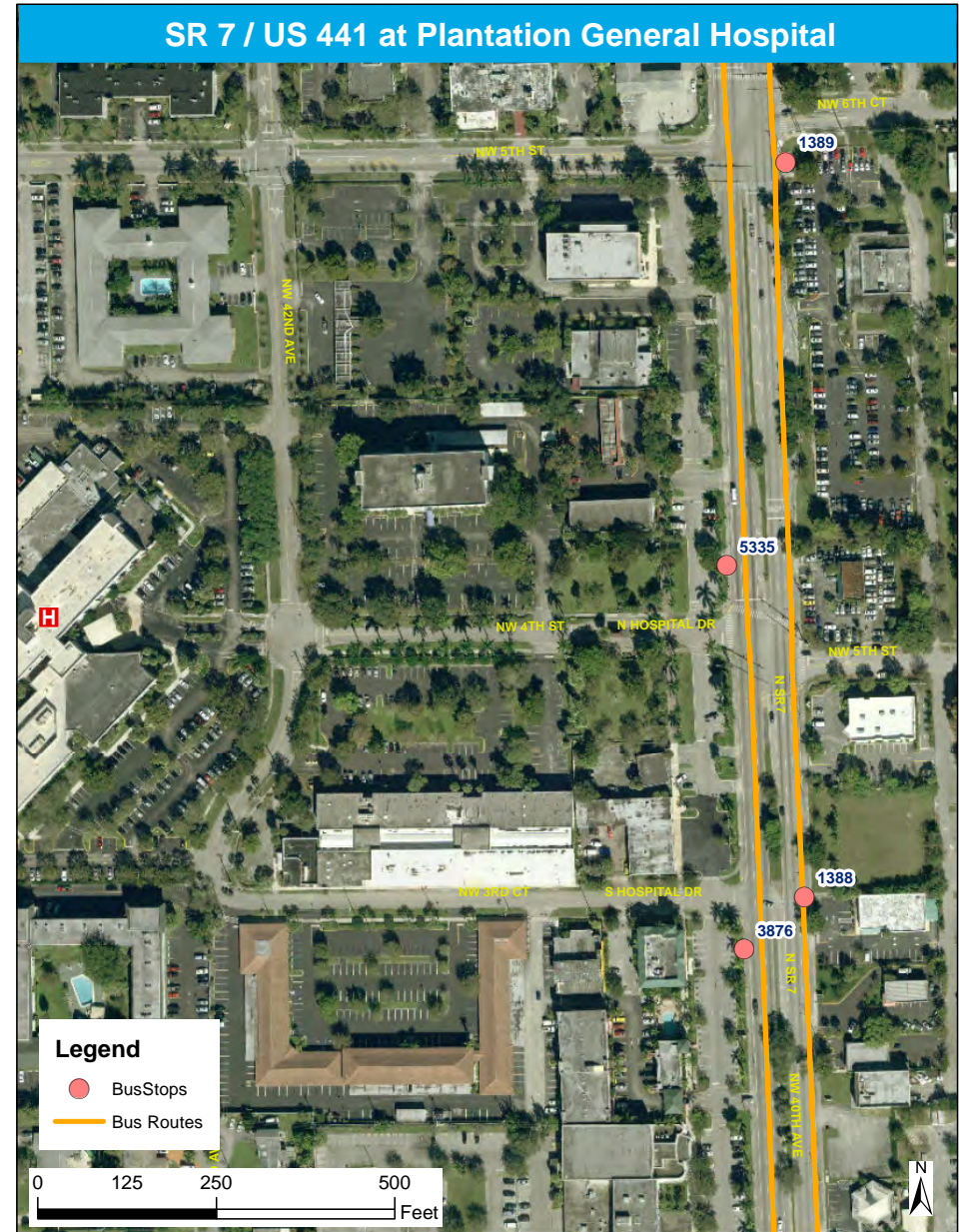


Exhibit 16

<sup>18</sup> Broward County Transit.

# V. Gateway: Future Redevelopment Potential

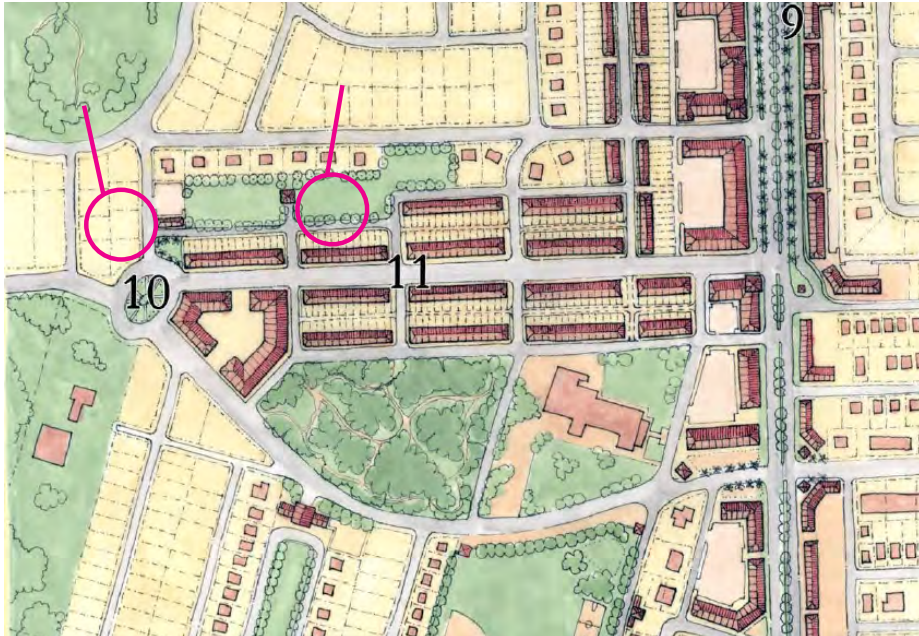


Exhibit 17

Village

## Peters Road Area

The Peters Road Area (PRA) is another District focal point offering redevelopment and infill potential due to a combination of the current property character, good transportation access, and interspersed public land ownership. The PRA was identified in the 2005 Treasure Coast Regional Planning Council (TCRPC) SR7 Collaborative Report<sup>19</sup> as an area of special interest.

Peters Road defines the City limit of the area with unincorporated Broward County on the south side of the road. Most of the parcels along Peters Road within the City abut the relatively spacious 2.9 acre Country Club Park accessed by SW 45th Avenue. The City also owns a 1.1 acre parcel fronting on Peters Road and contiguous with the park. The adjacent individual small parcels along Peters Road are currently developed with a mixture of commercial businesses, with some interspersed undeveloped land. Urban development on the south side of the Peters Road is more service/industrial in nature and a deterrent for the type of desired redevelopment and investment on the Plantation side.

The dated TCRPC design emphasis involves both sides of Peters Road in an effort to create a higher density residential village, anchored by a roundabout at Davie Road as illustrated in Exhibit 17. An illustration (Exhibit 18) of the roundabout created by K&S shows conceptually how traffic can be calmed at a multiple non-right angle intersection and create a distinctive feature.

Residential, commercial and mixed use are permitted in the Hybrid Commercial (HC) and Artisan Commercial (AC) zoning districts on the North side of Peters Road and SR7 in the City of Plantation. The South side of Peters Road in unincorporated Broward County is zoned Intense Commercial Business (B-3) and Commercial Warehouse District (C-1), except for the parcel at the intersection with Davie Boulevard which is General Commercial (B-2).



Exhibit 18

Roundabout

<sup>19</sup> State Road Charrette, 2005, Treasure Coast Regional Planning Council.

## V. Gateway: Future Redevelopment Potential

In the professional opinion of this Project Team, such redevelopment design concepts authored by the TCRPC and subsequently supported by the ULI study has considerable urban planning merit. Given the lack of perceived public, landowner and elected official support and the zoning and annexation impediments, such an alternative is infeasible. This assertion is buoyed by the current market condition showing 3,048 residential units future absorption in the market area (in addition to 1,474 units approved), and the Local Activity Center (LAC) land use designation allowing about three times the small current residential inventory, or approximately 1300 more units. Expressed another way, if the District is to accommodate this influx of urban activity from significant new housing (3000 new residents), considering the lack of other available land in the District, the Peters Road area holds promise.

A more palatable alternative is a Peters Road Special Area Plan combined with a means to improve the attractiveness of the corridor through a negotiated Interlocal Agreement with Broward County. This alternative is described further in the actions/recommendations section of this Assessment (Section VI).



City Parcel on Peters Road

# V. Gateway: Future Redevelopment Potential

## Redevelopment Concepts/Strategies

Having examined the current conditions and desired direction in Section V, this section presents recommended action items, in other words - how will the desired redevelopment of the District be achieved?

### District-wide

To the credit of the District and City, while many recommended projects have been accomplished, others are lagging and new opportunities present themselves. The following is a list of the priority implementation strategies to continue on a path for success of the CRA.

#### Miscellaneous District-Wide

- a. Follow through on a truly catalytic improvement project (larger scale) at the “Four Corners” location.
- b. Assemble parcels into meaningful and marketable sizes for redevelopment.
- c. Review property code compliance especially in areas of landscape requirements and non conforming uses.

#### Zoning/Code Issues

- a. Modify the Land Development Code section relative to the non-conforming uses so they are terminated upon sale.
- b. Aggressively pursue continuing the landscape edge along the SR7 corridor, by targeting non-conforming landscape buffers. Program should include funding for property owners to comply.
- c. Yearly funding for facade grants should be included in budgets.
- d. Rezone the Artisan Commercial (AC) District to Hybrid Commercial (HC) with specific design standards to promote redevelopment.
- e. Revise the SPI-2 code to remove the tropical theme and replace it with consistency for signage, architectural style, streetscaping and other factors affecting aesthetics and “urban feel” with the rest of Plantation. The Design Guidelines manual should be revised to de-emphasize the tropical theme.

#### Annexation

- a. Investigate amending Plantation’s municipal boundary relative to the north-south alley paralleling SR7. Negotiate with the City of Lauderhill to accomplish such annexation/de-annexation.
- b. Discuss with the City of Fort Lauderdale the possible annexation of the drainage parcel abutting the properties fronting on SR7 south of Broward Boulevard.

#### Assembly of Parcels

- a. Establish, fund, and market a program to assemble targeted small properties on the east side of SR7 for redevelopment that will provide incentives to develop projects that will improve the image of the District and increase the tax base.

# V. Gateway: Future Redevelopment Potential

## Intergovernmental Coordination

- a. Renew, enhance, and formalize communication with the City of Lauderhill to collaborate toward positive mutual improvements along the SR7 corridor. Options include: adopting a Joint Planning Agreement with joint strategic goals, regular liaison through CRA staff with quarterly reporting, a joint planning workshop.
- b. Resolve any boundary issues with parcels south of Broward Boulevard adjacent to the City of Fort Lauderdale municipal limits to promote efficient development of parcels along SR7.
- c. Pursue an interlocal agreement with Broward County on the future of the south side of Peters Road, including increase code compliance and beautification.

## Crime

- a. Increase presence of uniformed police officers to reduce crime.
- b. Identify properties that are not in compliance with zoning code outdoor lighting standards and offer cash incentives to upgrade.
- c. To deter crime, install video surveillance at selected locations monitored by Plantation Police. While this has been tried unsuccessfully in the past through a cost-sharing program, it remains a preferred strategy that has proven positive results in other locales.



*Graffiti on signage along SR7*

## Landscaping/Streetscape

- a. Continue funding the completion of a continuous landscape street edge along SR7.
- b. Provide a fund to offer incentives for property owners to install landscaping in lieu of code violation fines.
- c. Continue to improve pedestrian amenities and enhance crosswalk paver materials that clearly delineate the intersection crossing.

## Signage

- a. Establish and incorporate a unified City theme for street signs, banners, and entrance features.

## Theme

- a. Modify the SPI-2 code to move towards a unified Plantation by amending the code to remove the tropical theme.



# V. Gateway: Future Redevelopment Potential

## Plantation General Hospital Study Area

It is essential that the City be prepared for the eventual loss of PGH and potential loss of surrounding medical offices. The loss of hospital facilities has impacted many communities around the county. In fact, it was noted in the K&S 2000 Community Redevelopment Plan that "...based upon information provided by the hospital, fifty percent of the professional medical space surrounding the facility is vacant. This is primarily attributed to a movement by the Columbia Hospital Corporation to focus the newly outfitted medical office development further west along Broward Boulevard."<sup>20</sup> Today, the office vacancy rate in the hospital vicinity is high (23 percent), which includes many non-medical uses.

Over the last few decades, conversion of hospitals into other uses has become widespread. Hospitals have been converted into everything from residential uses (apartments, condos, and affordable housing) to cancer treatment centers. There are also examples of hospital conversion to retail, office space and hotels.

For this assessment, over 25 conversions across the country were reviewed stretching from California to Florida. Many former hospitals have been closed for decades. The cost of conversion varies widely, each with unique circumstances. Typical issues relate to environmental concerns, such as asbestos, lead paint, potential irradiated soils, and other environmental related issues. These buildings and sites may require costly remediation and/or renovation.



<sup>20</sup> Keith and Schnars, *Community Redevelopment Plan, Volume 1, No. 1, 2000, (18)*.

## V. Gateway: Future Redevelopment Potential

This assessment analyzes what are considered to be two of the most feasible alternatives for the PGH property. These were selected through a combination of best professional judgment, discussion with staff and Council, research of similar opportunities, community input, and market analysis. The selected alternatives are analyzed according to land development regulations, traffic impacts, tax consequences, and economic impacts to the City. The two alternatives are described below.

### Alternative One: Residential Village

This alternative includes the demolition of the existing PGH facility and free-standing medical office building, and constructing residential units. The Market Demand Analysis indicates a demand for 3,048 multi-family residential units. Based upon a cap of 25 units per acre for the entire property, 342 units could be permitted. The 342 unit project is equal in size to projects in Midtown; however, these are proposed as multiple buildings. The HSC zoning district permits residential and the units are available in the Local Activity Center (LAC).

The discussion concept is to construct four-story residences in two phases. A total of 4 multi-story buildings would be constructed. The front two buildings would include approximately 12,000 square feet of commercial space and 4,200 square feet of sit-down restaurant space; both of these uses are supported by the Market Demand Analysis.<sup>21</sup> It is intended that the project would resemble a village design with pedestrian-friendly features. It is envisioned that the residential village could expand as medical facilities become vacant and demand occurs for additional residential. Eventually, a small village community could exist in the area as illustrated on Exhibits 19 and 20.



PGH Property Residential Development  
Exhibit 19



PGH Property with Adjacent Parcels  
Developing as Residential  
Exhibit 20

<sup>21</sup> PMG Associates, Market Demand Analysis, 2016.

## V. Gateway: Future Redevelopment Potential

The economic impact from the development of the Alternative One on the PGH site has two components; 1) Fiscal Impacts (taxable impacts), and 2) Economic Impact (jobs and community economic benefits).

The fiscal impact to the City of the Alternative One scenario indicates that revenues generated by the project exceed the cost of providing City services by \$129,266, as projected in 2022, which is the projected build-out year. The complete Fishkind analysis<sup>22</sup> is included in the **Appendix**.

The analysis of the annual economic impact of the Alternative One scenario indicates the creation of 267 jobs.<sup>23</sup> The details are included in the **Appendix**. Economic impact of \$15,651,951.

A comparison of the traffic generation by new residential development compared to existing vehicle trips was completed, which concluded that the existing PGH facility generates more daily trips (5,907), compared to Alternative One (4,250) or 28 percent fewer daily vehicular trips. See **Appendix**.

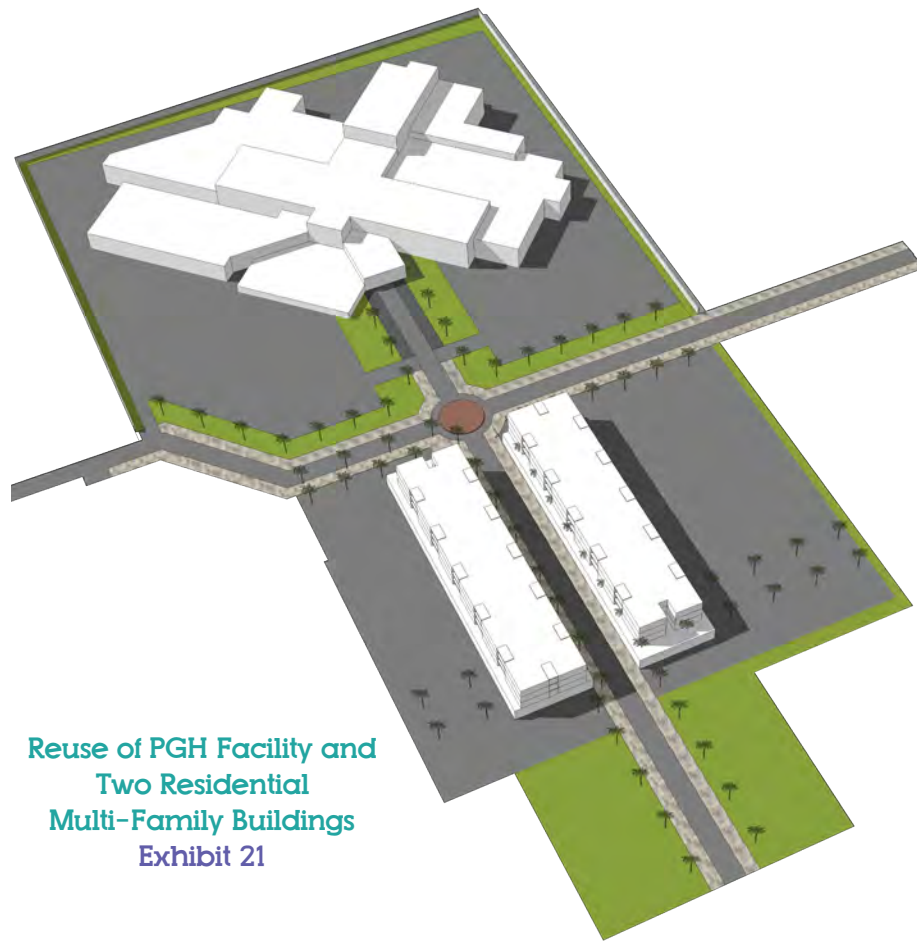


Existing PGH Emergency Entrance

<sup>22</sup> Fishkind & Associates, Inc. - *The Fiscal Impacts of Proposed Redevelopment In Plantation Gateway District*, April 29, 2016.

<sup>23</sup> Fishkind & Associates, Inc. - *Economic Impact Analysis of Plantation Hospital Site Re-Use*, April 27, 2016.

## V. Gateway: Future Redevelopment Potential



Reuse of PGH Facility and  
Two Residential  
Multi-Family Buildings  
Exhibit 21

### Alternative Two: Adult Congregate Living Facility (ACLF) and Residential Units

This alternative analyzes the remodeling of the existing PGH facility to an ACLF with 50,000 square feet of medical facilities, removal of the freestanding medical office building, and utilizing the front parcels for multi-family residential units. A wide range of medical uses from emergency care to dialysis treatment and MRI could also be incorporated into the PGH building. The Market Demand Analysis<sup>24</sup> indicates a demand for 3,048 rental residential units and 263 ACLF units. Based on the cap of 25 units per acre for the entire property 125 units could be permitted. This alternative includes both uses based on the demand. The HSC zoning district permits the ACLF, medical and residential uses. The residential units are available in the LAC.

The proposed concept would be built as two separate projects: the residential, consisting of two multi-story buildings on the front parcels, and the ACLF on the large rear parcel, as illustrated on Exhibit 21.

A comparison of the traffic generation was performed to determine the impacts of the ACLF, and medical and residential uses as compared to existing traffic. Utilizing the ITE 9th Edition Trip Generation Rates, the existing PGH facility produces 5,907 daily trips, compared to 3,199 trips for Alternative Two, resulting 54 percent fewer vehicular daily trips, see Appendix.

The economic impact analysis of this alternative includes; 1) Fiscal Impacts (taxable impacts), and 2) Economic Impact (jobs and community economic benefits).

<sup>24</sup> PMG Associates.

## V. Gateway: Future Redevelopment Potential

The fiscal impact to the City for this scenario indicates that revenues generated by the project exceed the cost of providing City services by \$114,726, as projected in 2022, which is the build-out year, as analyzed by Fishkind and Associates.<sup>25</sup> However, Alternative Two generates approximately \$10,000 less net physical impact than Alternative One in year 2032. The complete analysis is included in the **Appendix**.

From an economic standpoint, this alternative increases the number of jobs to 809 as illustrated in the **Appendix**, which is 542 more jobs than Alternative One. The details are included in the **Appendix**.

### Summary of Alternatives: Preferred Alternative

Each of the alternatives has positive merits; however, when weighing the impacts of job creation and positive economic impacts, Alternative Two is the preferred alternative.

#### Alternative Two is considered the best re-use of the property based on:

- The economic impact of the re-use of the hospital facility provides three times more jobs than the residential alternative.
- The total economic effect to the community supporting a diversity of businesses.
- Difference in amount of taxable revenue is not significant.
- Traffic is less and potential for transit is consistent.
- Market Demand supports use.

The net fiscal impact between the two alternatives is not significant enough to rank Alternative One higher overall.

In the final analysis, it is important that the City provides proactive assistance to the property owner to attract another use for the property. Research shows hospital sites which remain vacant for extended periods of time is not a benefit to either the community or the property owner.

### Strategies for the Hospital Study Area

- a. City should actively coordinate with the property owner(s), especially PGH, to explore desired uses of the hospital property and surrounding medical users; such coordination may involve establishing a cooperative City/land owner working committee.
- b. Offer menu of incentives to prospective developers such as: reduced impact fees, expedited permitting, and cash incentives for redevelopment of the PGH property.
- c. Obtain property owner consent to market property by creating national, regional and local advertising campaign for reuse of property.

<sup>25</sup> Fishkind & Associates, Inc. - *The Fiscal Impacts of Proposed Redevelopment In Plantation Gateway District*, April 29, 2016.

# V. Gateway: Future Redevelopment Potential

## Peters Road Area

### Compose a Small Area Plan (SAP)

The planning area should encompass the lands shown in **Exhibit 22** which includes parcels on Peters Road and SR7 within the CRA. These parcels encompass HC and AC zoned districts, have the ability to redevelop with mixed-use, retail/office or residential, and can leverage the synergy of the 2.9 acre City park and adjacent City-owned one acre parcel on Peters Road. The SAP would establish a desirable vision, which should include coordination with Broward County for the south side of Peters Road. Following the Plan, the first implementation phase would include parcel assembly, targeting desirable acreage on the north side of Peters Road. Redevelopment tools designed to entice private developers include public purchase and marketing, public private partnership, land swaps, and public ownership with reduced leases for private developers. Within the area are several parcels which individually or assembled offer great development potential. An example of combing parcels to create a unified signature project which provides access to both SR7 and Peters Road is illustrated on **Exhibit 23**. A signature project in this area could be a catalyst for redevelopment of the area. The concept illustrated shows residential with a commercial SR7 frontage and is only designed to indicate the potential possibilities.



Exhibit 22



Exhibit 23

# V. Gateway: Future Redevelopment Potential

## South Side Peters Road Improvements

Annexation of some areas south of Peters Road has been studied and determined infeasible and not supported by the public. If such study were renewed in the future, a determination should be made whether portions are desirable for annexation into Plantation by evaluating such factors as: potential jobs generation, positive net revenue (ad valorem income compared to cost of City service provision), and a change in public desires. The potential area of interest is shown in **Exhibit 24**.

- a. Broward County Interlocal: Now lacking the support of such investigation, a more actionable and shorter-term strategy is to negotiate with Broward County in an Interlocal Agreement, which achieves such objectives as streetfront beautification and/or streetscaping, facade beautification and improvement, and code enforcement.

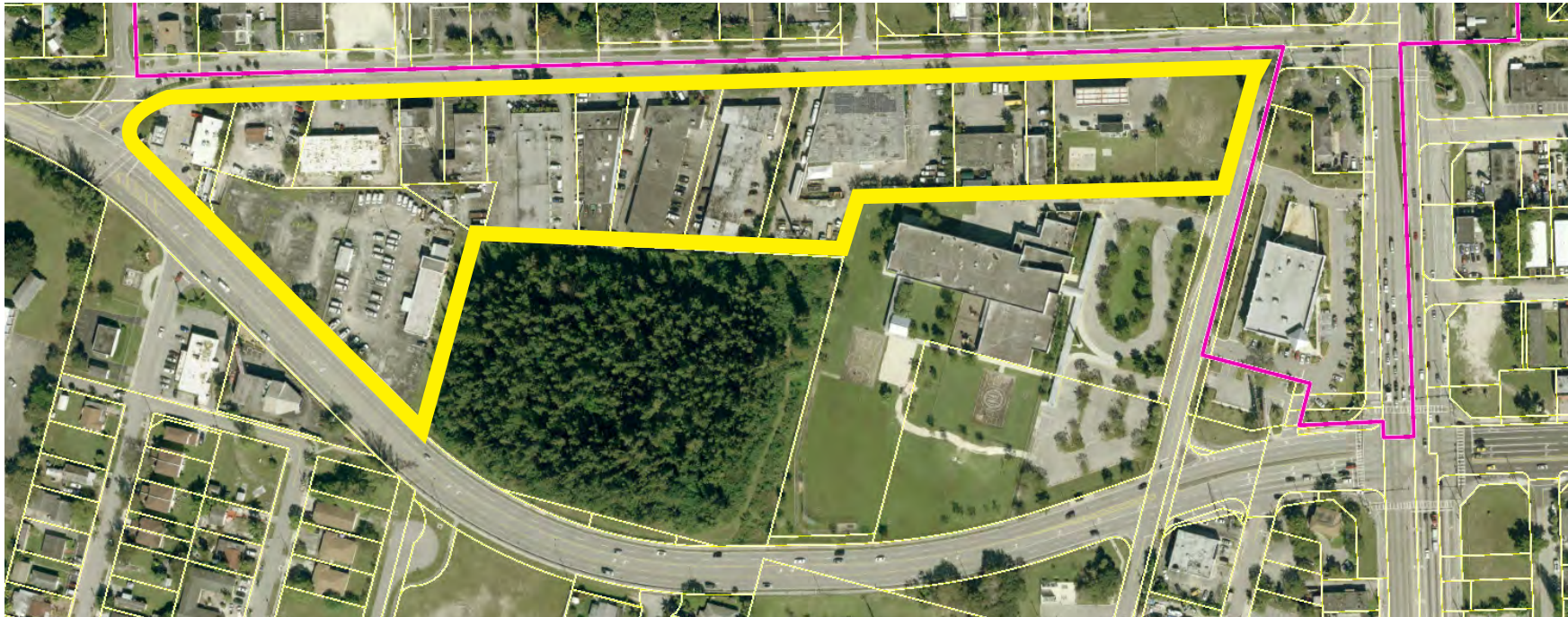


Exhibit 24

# VI. Gateway Plan: Redevelopment Implementation

The strategies listed in the prior section are summarized below in (Exhibit 25) according to purpose and benefit. In (Exhibit 26), the strategies are ranked by high, medium, and low priority.

## Implementation Actions

Action	Purpose	Benefit (s)
<b>Code Changes</b>	Flexibility on development type and location	Higher quality development, expand tax base
1. Rezone Artisan Commercial	Change Artisan Commercial to Hybrid Commercial	Allow for greater mix of businesses
2. Modify non-conforming Section of code	Eliminate uses not permitted	Establish uses that are approved and support vision
3. Identify non-conforming properties	Establish list for follow up action	Over time eliminate improper uses and structures
4. Revise code relative to Tropical Theme	Theme not consistent with City Identity	Create a "One Plantaion" theme
<b>Design Guidelines</b>	Remove requirement for Tropical Theme	Provide Developers flexibility for diverse architectural styles
1. Unified City Banners and entrance features	Promote " One Plantation" and eliminate Tropical Theme	Provides consistent identification with the City of Plantaton
<b>Incentives</b>	Provide Opportunities	Improved tax base and quality of District
1. Assemble parcels	Assist in redevelopment opportunities	Provide ready to develop parcels
2. Offer incentives for PGH site	Provide prospective developer array of opportunities	Entice developer to make substational investment
3. Provide incentives for redevelopment	Stimulate development	Increases tax base
4. Funding of Facade grants	Provide cash incentives for improvements	Aesthetic improvements and increase in property values
5. Establish fund for landscape improvements	Alternative to code violations	Increases property values and enhances CRA vision
<b>Marketing of District</b>	Promote Gateway District to Developers	Increase tax base
1. Jointly market PGH property	Find user for PGH site	Fiscal benefit, keeps jobs and economic viability of CRA
<b>Studies</b>	Create vision for area	Increase property values
1. Small Area Plan (SAP) for Peters Road	Establish vision for area	Promote desired development and redevelopment
<b>Administrative</b>	Improve quality of District	Improve liveability and quality
1. Increase uniformed police officers	Ensure safety of residents and business	Reduced crime will increase investment
2. Resolve East boundary issues with Fort Lauderdale	Provide increased development on small properties east of SR7	Redevelopment increases tax base
3. Investigate alley north of Broward Blvd. with Lauderhill	Code enforcement and crime prevention	Increase in crime prevention
4. Pursue Interlocal Agreement with Broward County	Agreement on code issues and redevelopment south of Peters Rd.	Provides developers certainty of future vision
5. Video Surveillance	Monitor crime activity	Reduce crime and assist in identification
6. Improve pedestrian amenities	Improve intersection safety and design	Pedestrian safety and continuity in District
7. Follow through on catalytic improvement at Four Corners	Improve entrance into City of Plantation	Increase in property values
8. Enhance communication with the City of Lauderhill on SR7 Corridor	Collaborate on Vision of SR7	Take advantage of development synergy
9. Coordinate with PGH on desired uses	Achieve mutual goals	Redevelopment that benefits the City
10. Incorporate strategic assessment as amendment to previous plan	Update conditions, opportunities and constraints	Assess progress and define actions to continue success

Exhibit 25



# VI. Gateway Plan: Redevelopment Implementation

## Implementation Schedule

	MONTHS							
	6	12	18	24	30	36	42	48
<b>High Priority</b>								
Rezone Artisan Commercial								
Modify Non-conforming Section of code								
Identify Non-conforming properties								
Revise code relative to Tropical Theme								
Unified City Banners and entrance features								
Assemble parcels								
Offer incentives for PGH site								
Provide incentives for redevelopment								
Funding of Facade grants								
Jointly market PGH property								
Small Area Plan (SAP) for Peters Road								
Increase uniformed police officers								
Coordinate with PGH on desired uses								
Incorporate strategic assessment as amendment to previous plan								
<b>Medium Priority</b>								
Establish fund for landscape improvements								
Pursue Interlocal Agreement with Broward County								
Improve pedestrian amenities								
Follow through on catalytic improvement at Four Corners								
<b>Low Priority</b>								
Resolve East boundary issues with Fort Lauderdale								
Investigate alley north of Broward Boulevard with Lauderhill								
Video Surveillance								
Enhance communication with the City of Lauderhill on SR 7 Corridor								

Note: Rankings subject to change based on unforeseen opportunities and fundings.

Exhibit 26

# VI. Gateway Plan: Redevelopment Implementation

## Potential Funding & Incentives

- a. Implement an aggressive program that promotes incentives to developers to invest in the District. Items to consider include:
  - Cash incentives or rebates on taxes that promote quality development at targeted locations.
  - Reduce building and impact fees for redevelopment.
  - Provide a mechanism for expedited review and approval for projects that improve the image, provide jobs and increase the tax base.
- b. Actively market the District: Through City, CRA in-house initiatives, or use of an outside consultant, promote the availability of the PGH Property (with consent). Promote the possible future land uses outlined in this analysis, and the virtues and redevelopment achievements in the District. Use methods which saturate the real estate channels, including social media, on-line videos, marketing at redevelopment conferences and other desirable means. Cost estimate of video production available upon request. Target medical industry leaders, real estate developers, and other desirable niches which correspond to the market study.
- c. Reinstate the facade grants program by providing annual funding.



*Vacant property on SR7 and SW 2nd Court*



*Grove East*

# VI. Gateway Plan: Redevelopment Implementation

## Administrative and Regulatory Actions

This strategic assessment is intended to be utilized as a tool to assess existing conditions and where the CRA needs to focus future efforts to achieve success. Special emphasis was placed on PGH leaving the CRA and consequences which will impact not only the CRA but the City of Plantation. There are several administrative and regulatory recommendations which are identified in the Implementation Actions Table. Prime examples of regulatory issues relate to zoning district amendments and code enforcement. Administrative issues with the exception of items relating to preventing crime and coordinating with PGH are relatively low priority.



Example of redevelopment

## Supporting Data

This Section Presents Supportive Information and Data as Follows:

- Public Meetings Process
- CRA and Non-CRA Funds Expended (Prepared by City staff)
- City of Plantation CRA Improvement Maps (Prepared by K&S)
- Market Demand Analysis (Prepared by the project team as part of this scope of work)
- Fiscal Impacts of Proposed Redevelopment in Plantation Gateway District (Prepared by the project team as part of this scope of work)
- Economic Impact Analysis of Plantation Hospital Site Re-Use (Prepared by the project team as part of this scope of work)
- PGH Traffic Demand Tables

## Public Meetings Process

### Key Opportunities and Challenges

The City of Plantation designed a public participation process and solicited input over a six month study period. The City of Plantation mailed notices to District property owners and affected Plantation communities. Public input opportunities included workshops with the City Council, and a joint Gateway CRA Board and Planning and Zoning Board meeting. During the meetings, several common concerns and ideas were expressed. The emerging themes are:

- Image
- Economic considerations
- Jobs
- Retaining medical facilities
- Market constraints

The following is a recap of the first outreach meeting:

### Kickoff Meeting

April 7, 2016 • 6:00PM • Jim Ward Community Center

With approximately 18 persons attending, a presentation summarized (1) the goals and parameters of the study; (2) the result of the analysis of current data focusing on PGH; and (3) assessment timeline. Following the presentation K&S facilitated an exercise to allow attendees to identify the perceived opportunities and challenges of the District. At the conclusion, the participants ranked preferences for opportunities and constraints with a dotting exercise.

The greatest opportunities were perceived to be keeping some types of medical uses in the area, searching for analogues along the SR7 corridor which might be instructive, and examining economic information to inform decisions about the best future uses. These ideas are further described below as items 2, 6 and 9.

As for the greatest challenges, converting the medical facilities as seamlessly as possible; achieving as much cooperation with HCA as possible considering it is private; solving funding, finance and economic problems; and attracting desirable uses throughout the CRA. These correspond below to items 1, 2, 4 and 8.

The complete list of opportunities and challenges and the priority of importance is illustrated on **Exhibit 27**.

## Opportunities

1. Continue providing adequate health care in the area
- ★ 2. Learn from other similar opportunities, especially along the 441 corridor (analogues).
3. Attract new businesses (e.g. sit-down restaurants such as Alexander's, Flannigan's)
4. Attract a hotel which accommodates various visitors from concerts, sports events; add a casino with high-end shops.
5. Attract a college to the area
- ★ 6. Short of an entire hospital, maintain several health care services such as the Emergency Room intake; outpatient surgical center; children's services including mental health services; family and elder care including Assisted Living Facilities. Consider minimal disruption, retrofit with minimal demolition. Additionally, maintain and grow upon existing medical businesses within the PGH area to create a medical campus. House pharmaceutical industries, which could include research and development facilities/ laboratories.
7. Sponsor a farmers market with an emphasis on healthy food
8. Evaluate CRA to identify what has previously worked/not worked.
- ★ 9. Make planning decisions based on best economic data project consultants can obtain.
10. Establish specialized or niche medical services facility.

Exhibit 27

## Challenges

- ★ 1. Convert medical facilities as seamlessly as possible.
- ★ 2. Solve funding, finance, and economic challenges.
3. Maintain and create a safe environment especially for pedestrians.
- ★ 4. Observing HCA's private ownership, seek smoothest transition as possible; it is paramount. Get buy in from HCA
5. Satisfy demand (Certificate of Need process) to get more hospital beds as warranted
6. Answer on-site parking needs
7. Prevent loss of transit service in the Community Redevelopment Area.
- ★ 8. Attract desirable uses to other areas of the Community Redevelopment Area during the interim health care services property (hospital) transition.

## Reflections

- Unfinished thoughts
- Impressed at initiative
- Starting point
- Poor turn out
- Communication
- Large health care focus
- Alternate uses



## Council Workshop April 18, 2016 • 6:30PM • City Hall

Below is a summary of the issues discussed:

- Tropical theme should be replaced to be consistent with Plantation City theming
- Optional early review of projects - non binding
- Fast track projects
- Medical uses preferred at PGH
- Image needs to change, need positive image - possible marketing for same
- Streetscapes
- Lighting
- Entrance features
- Design standards

## Public Meeting - Gateway Board & Planning and Zoning Board June 9, 2016 • 12:00PM • Jim Ward Community Center

Comments and issues discussed at the meeting:

- Prioritize recommended strategies
- Annexation of areas around Peters Road not feasible or desired
- Treasure Coast Regional Planning Council Village concept not achievable
- Artisan Commerce code should be revised
- Possible inter local agreement with Broward County on planning and improvements to the unincorporated side of Peters Road
- Medical or life care facilities preferred at PGH

## Council Review Meeting September 14, 2016 • 7:30PM • City Hall

## Gateway Maps/Data

CRA Funds Expended (2005-2014)	
Catalytic Investment Strategy Program	Funds Spent
CIS Grants - General Expenses	\$138,973.17
GT McDonald Enterprises	\$50,000.00
Plantation General Hospital (MRI Building Construction)	\$560,405.00
Altman Development Corp. - Grove East	\$2,500,000.00
PC Plantation - Grove East	\$531,000.00
S & D Motels - Plantation Plaza Building	\$150,000.00
S & D Motels - Plantation Inn Hotel	\$150,000.00
Impact Communications Inc.	\$60,000.00
City Purchase - Peters Road Ex-Trailer Park Site	\$393,000.00
<b>Total</b>	<b>\$4,533,378.17</b>
<b>Other Projects</b>	
<b>NW Quad Projects</b>	
Parallel Shopping Drive	\$500,000.00
Landscape Edge & irrigation	\$15,873.29
Multituse Recreational Trail - Survey, Application & Env. Study	\$8,925.00
<b>SW Quad Streets</b>	
Dead End Street - SW 7 St	\$72,044.88
Dead End St - SW 3 St	\$804.88
<b>Entry Signs</b>	
Gateway Entry Signs	\$78,386.00
<b>Bus Shelters</b>	
New Bus Shelters (4)	\$143,339.00
Bus Shelters' Signage	\$9,424.00
<b>Peters Road</b>	
Sanitary Sewer	\$300,000.00
Street Sidewalk	\$50,000.00
Landscape & Irrigation Median	\$7,044.00
Landscape Edge	\$7,670.94
<b>Landscape Edge &amp; Irrigation Improvements</b>	
Steel enclosures to protect water back flow preventors on SR 7	\$5,662.00
Massey-Yardley Landscape Easement Area	\$12,313.00
IHOP Restaurant Landscape Easement Area	\$6,990.00
<b>Total</b>	<b>\$1,218,476.99</b>
<b>FPL Power Lines Underground Project *</b>	
Payments to FPL (Deposit, Design Fees, Re-Design Fee, Underground Agreement Fee)	\$1,028,920.00
ATT Underground Agreement	\$18,279.50
Comcast UG Agreement	\$187,988.32
Underground of Power lines into four (4) businesses	\$29,310.00
Survey Services for NW 3 Street	\$600.00
Demolition & Restoration Services - U/G Conversion	\$2,168.10
Landscape Design Plan + Survey (PBS&J)	\$100,262.00
<b>Total</b>	<b>\$1,367,527.92</b>
<b>Security Grant Program to Businesses (2013)</b>	
Public Safety Grants	\$42,197.11
<b>Grand Total</b>	<b>\$7,161,580.19</b>

\* Paid for FPL project related expenses up through 09/12/2014

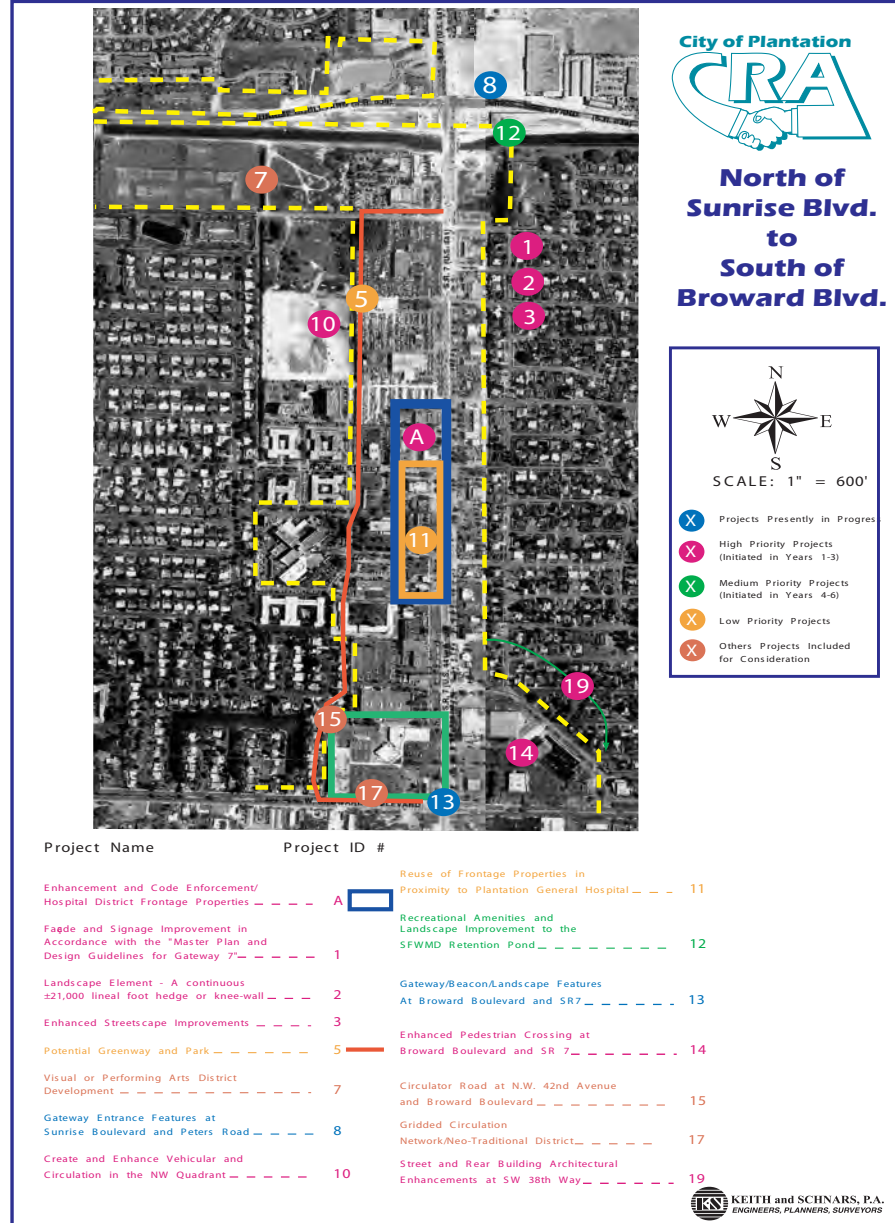
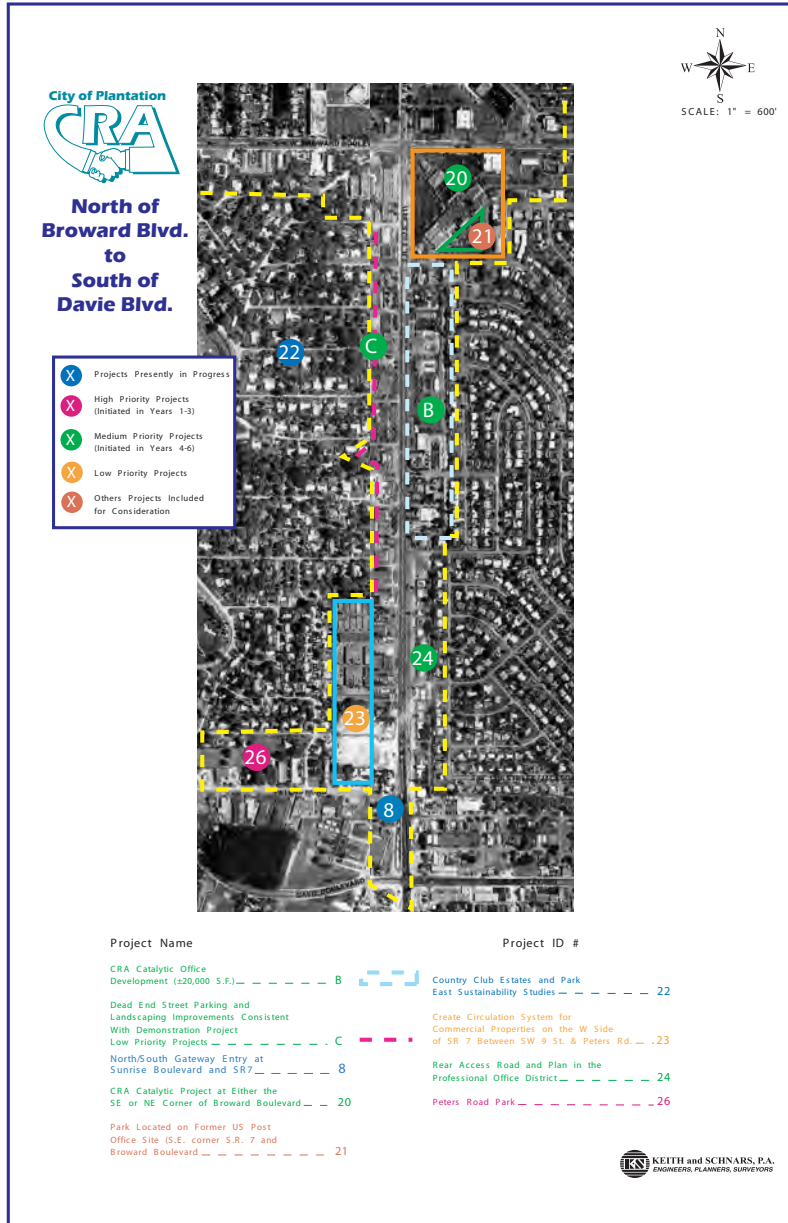
Non - CRA Funds Expended in CRA			
Econ Development Grants	Project #	Funds Spent	Funding Source
Longo - façade grant	n/a	\$3,542.83	Econ Dev
PWB - façade grant	n/a	\$52,805.00	Econ Dev
Burley Business Plaza - façade grant	n/a	\$100,000.00	Econ Dev
Mr. Electric - façade grant	n/a	\$31,562.88	Econ Dev
900 S SR 7 - façade grant	n/a	\$28,750.00	Econ Dev
Elite Holdings - façade grant	n/a	\$93,318.00	Econ Dev
Workingman's Used Cars - façade grant	n/a	\$5,000.00	Econ Dev
Vaha Corp - M&M Mobile - façade grant	n/a	\$2,675.00	Econ Dev
Dean's Glass - façade grant	n/a	\$2,940.05	Econ Dev
Plantation Firestone - façade grant	n/a	\$45,000.00	Econ Dev
Port Royale - façade grant	n/a	\$40,000.00	Econ Dev
Mercedes Showroom - façade grant	n/a	\$5,000.00	Econ Dev
Medical Office Bldg - façade grant	n/a	\$5,000.00	Econ Dev
Smith Mental Health - façade grant	n/a	\$7,211.94	Econ Dev
Platt Realty - façade grant	n/a	\$10,821.28	Econ Dev
West Broward Shopping Mall	n/a	\$100,000.00	Econ Dev
West Broward Shopping Mall	n/a	\$5,000.00	Econ Dev
Freedom Building	n/a	\$38,500.00	Econ Dev
<b>Total</b>		<b>\$577,126.98</b>	
<b>NW Quad Projects</b>			
Parallel Shopping Drive	182	\$753,174.93	Road & Traffic/ FDOT Grant
Retention Pond at Sunrise Blvd/N.SR 7	265	\$64,699.43	CDBG
DOT-SR 7 & Sunrise	238	\$104,087.44	PG Capital
<b>NW Quad Streets</b>			
NW 38th Way	14	\$82,450.00	CDBG
NW 38th Way	14	\$117,676.22	Road & Traffic/ FDOT Grant
NW 5th Street Enhancements	188	\$83,290.70	CDBG
NW 4th Street Signal at PGH Entrance		\$100,000.00	Road & Traffic
<b>SW Quad Streets</b>			
Dead End St - SW 3 St	187	\$126,900.00	CDBG
Dead End Street - SW 7 St	8	\$28,874.27	Road & Traffic
<b>SW Quad Landscape</b>			
Landscape Edge Treatment - SR 7	271	\$514,703.10	PG Capital
<b>SE Quad Landscape</b>			
SE Quad Landscape Edge -SR 7	15	\$24,257.60	PG Capital
<b>Peters Road</b>			
Peter Road Sewer	619	\$202,578.94	CDBG
<b>Total</b>		<b>\$2,202,692.63</b>	
<b>Security Grant Program</b>			
Public Safety Grants		\$61,711.34	PG Capital
<b>Grand Total</b>		<b>\$2,841,530.95</b>	

PG Capital: Plantation Gateway Fund

Funds expended approximately between 2003-2013



# VII. Appendices



## Market Demand Analysis



### MARKET DEMAND ANALYSIS GATEWAY AREA – PLANTATION, FLORIDA

The analysis of demand for commercial and industrial uses in the Gateway Area of Plantation focuses on the ability of the population, both current and future, to support these prospective uses. The demand analysis is based on spending patterns of the public and expected use of services.

#### PROJECT AREA

The Gateway Area extends along State Road 7 from just north of Sunrise Boulevard to just south of Peters Road. This area includes a total of 380 acres which contain 327 businesses and 609 residential units (as illustrated in the following table).

**TABLE 1  
EXISTING RESIDENTIAL UNITS IN GATEWAY**

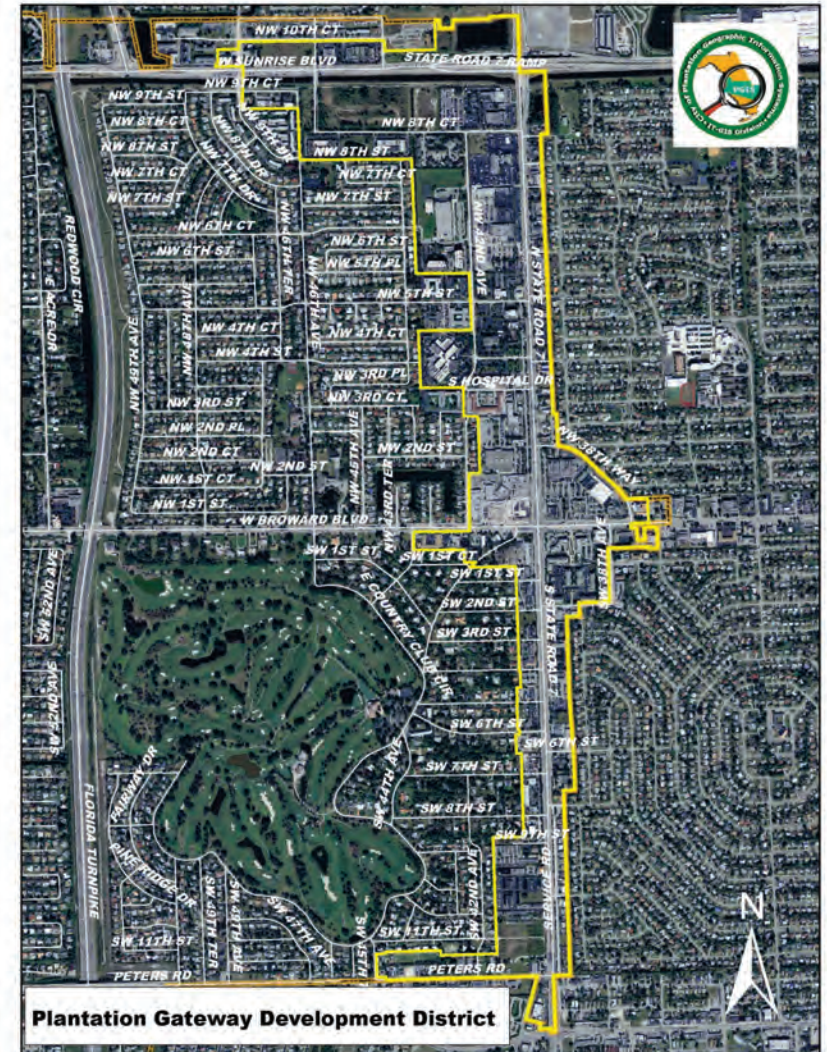
Category	Type	Number	Location
Existing (462)	Single Family	5	South section
	Townhomes	70	Park Court- North section
	High Rise	167	Landmark Apartments: on NW 42 Avenue-North section
	Garden Apartments	220	Grove East – Central section
Future (147)	Townhomes	147	Strata – north section- W. Sunrise Blvd. just west of N. SR 7
<b>Total</b>		<b>609</b>	

Source: City of Plantation

The most significant property in the area is the Plantation General Hospital site with the surrounding support buildings (primarily office uses), on 32 acres. The owners of the hospital have announced that they will move the hospital to a site in Davie within three years. The development scenario for the Gateway Area must include the reuse of the hospital property.

The entire Gateway Area is illustrated in Exhibit 1, with the Plantation General Hospital site depicted in Exhibit 2.

**EXHIBIT 1**



# VII. Appendices

## EXHIBIT 2

### Plantation General Hospital Study Area



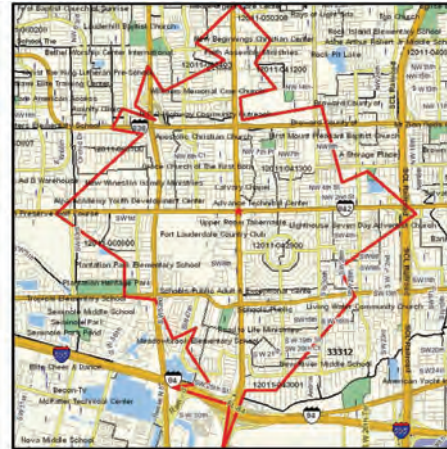
## MARKET AREA

The most reflective method to define the Market Area of a property or district is to measure “Drive Time” which is the distance a person can drive in the allotted amount of time. Since the general public is so dependent on the car for access to any work or shopping need, this measure represents the most accurate service area.

The “Drive Time” areas considered for this analysis includes a 5-minute, 10-minute and 15-minute driving distance from the Gateway area. The areas covered by these drive times are shown in Exhibits 3, 4 and 5.

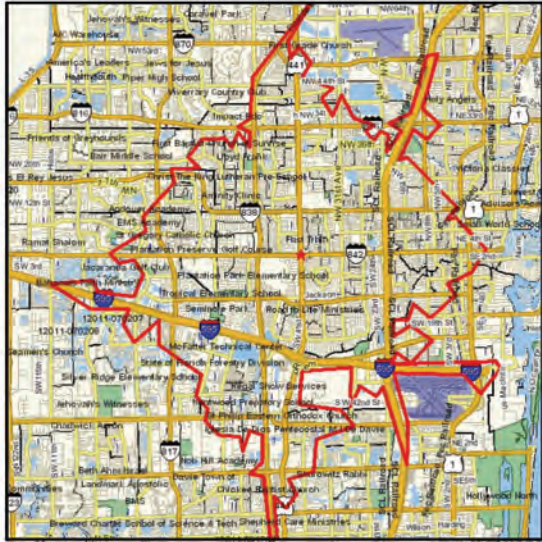
## EXHIBIT 3

### 5-MINUTE DRIVE TIME MAP



Source: Claritas

**EXHIBIT 4  
10-MINUTE DRIVE TIME MAP**



Source: Claritas

**EXHIBIT 5  
15-MINUTE DRIVE TIME MAP**



Source: Claritas

## DEMOGRAPHICS

**TABLE 2  
SELECTED DEMOGRAPHIC DATA – GATEWAY BY DRIVE TIME**

	5 minute	10 minute	15 minute
<b>Population (2015 Estimate)</b>	55,588	259,294	697,581
<b>Population (2020 Projection)</b>	57,800	272,727	736,307
<b>Households (2015 Estimate)</b>	17,884	96,950	278,734
<b>Households (2020 Projection)</b>	18,568	102,208	294,585
<b>Median Age</b>	36.0	36.8	39.4
<b>Average Household Size</b>	3.09	2.64	2.48
<b>Attended College</b>	35.9%	46.5%	50.3%
<b>Average Household Income</b>	\$58,366	\$57,811	\$63,447
<b>Employed Over 16 Years of Age</b>	57.4%	56.9%	58.7%
<b>Unemployment rate</b>	15.7%	15.5%	13.7%
<b>Average Commute (minutes)</b>	30.1	29.1	29.3
<b>Owner Occupied Units</b>	65.8	56.3	60.0
<b>Median Value Housing</b>	\$170,210	\$156,743	\$173,928
<b>Median Year Structure Built</b>	1966	1974	1976
<b>Average Length of Residence (years)</b>	14.8	12.3	12.0
<b>Families Below Poverty Rate</b>	17.2%	19.2%	15.5%

Source: Claritas

	5 minute	10 minute	15 minute
<b>Population Aged 65+</b>	6,691	33,733	100,823
<b>65 + with Disability (at 32.7%)</b>	2,188	11,031	32,969
<b>Population Aged 18 to 64</b>	35,490	166,619	448,948
<b>18 to 64 with Disability (at 6.2%)</b>	2,200	10,330	27,835

Source: Claritas

The above table shows the population of people aged 65 and above. According to the American Community Survey (2010-2014 5 year estimate), 32.7% of the City of Plantation citizens aged 65 and above had a disability. This percentage was used to extrapolate the population size of person 65+ with a disability within 5, 10 and 15 minute radii.

# VII. Appendices

Existing businesses and employment in the Drive Time Market Areas are found in Table 3

**TABLE 3  
GATEWAY BUSINESSES AND EMPLOYMENT**

	5 Minute Drive Time		10 Minute Drive Time		15 Minute Drive Time	
	Establishment	Employees	Establishment	Employees	Establishment	Employees
Total Businesses	1,649	12,342	13,950	137,520	39,112	362,905
Private Sector	1,580	11,864	13,130	127,382	37,056	344,633
Public Administration	13	396	343	9,504	632	16,234
Agriculture, Forestry, Fishing and Hunting	1	3	11	57	35	196
Mining, Quarrying, and Oil and Gas Extraction	0	10	5	37	11	81
Utilities	1	4	9	137	20	311
Construction	112	492	944	7,021	2,649	18,153
Manufacturing	39	236	360	5,460	1,131	16,480
Wholesale Trade	36	195	441	3,406	1,373	11,398
Transportation and Warehousing	33	160	310	8,953	934	14,894
Information	33	136	272	3,449	689	9,249
Real Estate and Rental and Leasing	87	401	795	4,520	2,439	14,924
Professional, Scientific, and Technical Services	142	620	2,454	14,685	5,800	34,560
Management of Companies and Enterprises	4	9	20	94	53	371
Administrative, Support, Waste Management Remediation Services	105	921	735	12,090	2,103	23,395
Educational Services	33	963	264	8,472	658	20,784
Healthcare and Social Assistance	203	2,778	1,528	14,906	4,801	54,424
Arts, Entertainment, and Recreation	24	134	205	2,250	623	7,146
Retail Trade	306	2,559	1,845	15,079	5,418	47,068
Finance and Insurance	90	316	908	12,358	2,568	22,589
Accommodation and Food Services	81	698	557	7,130	1,845	27,957
Other Services (except Public Administration)	252	1,229	1,467	7,278	3,905	20,652

Source: Claritas

## DEMAND ANALYSIS

The analysis of Market Demand will concentrate on seven potential uses including:

1. Residential
2. ACLF
3. Office
4. Retail
5. Urgent Care Centers
6. Public Storage
7. Hotel

## Residential Development Demand

Projected growth of residential units for Gateway is mixed with the Midtown area since there is an overlap of Market Areas. Using the 15-Minute Drive Time, it is estimated that there will be demand in the next seven years for 26,600 dwelling units. This study area includes other municipalities such as Sunrise, Davie and Tamarac within the 15 minute drive time.

Absorption of this demand was estimated based on the amount of vacant land available and potential redevelopment sites in these jurisdictions. Demand for the Plantation study areas in the seven years is 4,522, or 17.4% of the total. There are currently plans for 1,474 units in Plantation leaving a potential absorption of 3,048. This planned unit figure is derived from the housing analysis provided by the City. The current projects either approved or planned are found in Table 4.

**TABLE 4  
APPROVED AND SUBMITTED RESIDENTIAL PROJECTS**

Category	Project	Units
Approved Site Plans - Midtown		
	Camden	269
	Crossroads	287
	Lakeside	271
	Subtotal	827
Outside Midtown		
	Broadstone	250
	Strata	147
	Millcreek/Holiday Inn	250
	Subtotal	650
<b>TOTAL</b>		<b>1,474</b>

Source: City of Plantation

These units will be absorbed over the seven year period throughout the two Study Areas (Gateway and Midtown). The units in Gateway will be primarily 1 and 2 bedroom with the following size distribution and pricing.

Product Split:  
1 Bedroom – 40%  
2 Bedroom – 60%

**Pricing:**

Rental 1 Bedroom - \$1,395  
 Rental 2 Bedroom - \$1,815  
 Condo 1 Bedroom - \$100,000  
 Condo 2 Bedroom - \$155,000  
 Source: PMG Associates, Inc.

**ACLF Demand**

Projection of demand for ACLF units is based on the elderly population, particularly those who cannot live independently.

Tables 5 and 6 show the FloridaHealthFinder.gov supply and demand for Assisted Care Living Facilities (ACLFs) within a 5 and 10 mile radius of Broward Blvd and 441. According to the American Community Survey (2010-2014 5 year estimate), 7.9% of the City of Plantation citizens aged 65 and above have an independent living disability. This percentage was used to extrapolate the size of the target market within a 5 and 10 mile radii. FloridaHealthFinder.gov was used to search in the area for existing ACLFs. The use of ACLF facilities by the population with Independent Living Difficulty is 42.75%.

**TABLE 5  
ELDERLY POPULATION AND DEMAND FOR ACLF BEDS – CURRENT**

	5 mile	10 mile
<b>Population Aged 65+</b>	56,786	201,710
<b>65 + with independent living difficulty (at 7.9%)</b>	4,486	15,935
<b>Assisted Care Licensed Beds</b>	1,685	6,812

Source: Claritas; American Community Survey; FloridaHealthFinder.gov

**TABLE 6  
CURRENT ACLF PROPERTIES**

	5 mile	10 mile
<b>ACLFs with less than 10 beds</b>	29	127
<b>10 – 49 beds</b>	20	41
<b>50 - 100</b>	7	20
<b>100 and Over</b>	4	26
<b>Total ACLFs</b>	60	214
<b>Assisted Care Licensed Beds</b>	1,685	6,812
<b>Average per facility</b>	28.1	31.8

Source: FloridaHealthFinder.gov

To project the demand for ACLF units in the future, the expected growth in the elderly population was determined and the percentages of this target group with living difficulties and use of ACLFs was assumed to be constant. The 15 Minute radius was used since the market area for quality ACLF usage is broader. Based on this analysis, a total demand for 263 ACLF units was projected. This calculation is presented in Table 7.

**TABLE 7  
CALCULATION OF ACLF DEMAND – 15 MINUTE RADIUS**

Category	Number
Increase in Population 65+	7,802
Number with Independent Living Difficulty (7.9%)	616
Number demanding ACLF facilities (42.75%)	263

Source: American Community Survey; FloridaHealthFinder.gov; PMG Associates, Inc.

**Office Demand**

Office demand is a function of the services required for the population. Most office districts are concentrated and focused on larger buildings. Office uses do exist in commercial districts and retail areas. However, they are typically a small percentage of the total space.

Currently, five office buildings are located near to the Hospital with 186,500 square feet of space. A recent inspection of the properties reveals that approximately 23% of the space is vacant. Many of the current uses are also not medical related.

Recent publications that address the office market in Broward County have revealed the conditions in the Plantation market. Based on this data, the existing supply of office space will be absorbed in 5+ years.

**TABLE 8  
OFFICE SPACE DEMAND**

Category	Inventory	Absorption
Total Inventory (square feet)	3,409,918	
Vacancy Rate	15.4%	
Vacant Inventory	525,127	
Absorption 2015 (square feet)		96,988
Time Frame to Absorb Inventory		5.4 years

Source: Newmark Grubb Knight Frank

Office uses could be added toward the end of the study time period. However, the overall demand is not sufficient in the Gateway area to support new projects.

# VII. Appendices

## Retail Demand

Tables are provided in the Appendix defining the Opportunity Gap or Surplus for several different Retail categories within different drive times of the Gateway study area. The column for demand indicates how much of the retail category residents in the area purchased. The Supply column indicates how much retail stores sold of each category. A positive number in the Opportunity column indicates that there is an Opportunity Gap, that residents are buying products but are leaving the area to do it.

In general, there is an Opportunity Surplus in Retail. In a 10 minute drive time area, nearly \$1.9 billion more goods were sold by stores than bought by residents in 2015. However, a few notable Opportunity Gaps stand out. Electronics & Appliance Stores, Food and Beverage Stores, Sporting Goods, Hobby, Book, and Music Stores, Cosmetics and Miscellaneous Products have a demand for additional retail space in the area.

There is also a demand for Specialty Food Service in the Study Area with an Opportunity Gap of over \$6 Million.

There are other retail segments that have Opportunity Gaps including, Heavy Appliances, Building Materials and similar products. These items were not included since they are not appropriate for location in the Study Area.

Current demand for 643,700 square feet in the following categories:

- Electronics/Computer
- Food and Beverage Stores
- Cosmetics
- Sporting Goods/Hobby/Music/Books
- Miscellaneous Products

**TABLE 9  
CALCULATION OF RETAIL DEMAND**

Category	Opportunity Gap	Square Feet
Electronics/Computer	\$8,821,342	
Food and Beverage Stores	\$91,456,855	
Cosmetics	\$289,044	
Sporting Goods/Hobby/Music/Books	\$21,126,356	
Miscellaneous	\$39,232,616	
Total	\$160,926,213	
Ratio of Square Feet to Spending		250
Demand for Square Footage		643,705

Source: Claritas; PMG Associates, Inc.

Current Restaurant demand is for 24,250 square feet of Specialty Restaurant is based on \$6,062,500 in Gap divided by \$250 in sales per square foot.

## Future Demand (7 years):

The demand for retail space in the future based on population growth is derived by multiplying the number of new units (150 at Strata and 350 at the Hospital site) by the spending per household as determined by Claritas (a nationally recognized provider of demographic and marketing data).

**TABLE 10  
SPENDING PER HOUSEHOLD - GATEWAY**

Stores	5 minute	10 minute	15 minute
Electronics & Appliances Stores	\$707	\$681	\$705
Food & Beverage Stores	\$5,200	\$4,912	\$5,002
Sporting Goods, Hobby, Book, Music Stores	\$687	\$646	\$662
General Merchandise Stores	\$4,967	\$4,565	\$4,588
Foodservice & Drinking Places	\$3,951	\$3,961	\$4,184

Source: Claritas

Future demand for retail space.

Restaurant: 8,400 square feet (500 units at \$4,184 per household)

General Retail: 22,000 square feet (500 units at \$10,957 per household)

Pricing:

The current lease rates for the area are: \$13 to \$20 per square foot

## Medical Care (Urgent Care Centers) Demand

Currently there are four facilities in the general area of the hospital site. Replacing the current service from the hospital would be appropriate.

## Public Storage Demand

The following facilities are located within the 5 minute Drive Time of the Gateway Area. This time frame was chosen since it represents the typical travel distance of public storage users. Demand for Indoor Storage Facilities (Air Conditioned) is approximately 22% of the total self-storage space. This ratio was verified through examination of other areas of Broward County. The remainder of the self-storage facilities are referred to as Drive-up Garage Style (outdoor) facilities. The inventory of Indoor self-storage in the study area matches this percentage as indicated in Table 11.

**TABLE 11  
SELF-STORAGE INVENTORY – GATEWAY MARKET AREA**

Facility	Address	City	Type	Square Footage
Public Storage	1500 N State Road 7	Lauderhill	Outdoor	55,204
Storage Post Self Storage	3901 W Sunrise Blvd	Fort Lauderdale	Outdoor	107,553
iStorage Fort Lauderdale	540 SW 27 Ave	Fort Lauderdale	Outdoor	67,119
Extra Space Storage	2100 S State Rd 7	Fort Lauderdale	Indoor	92,088
Cube Smart Self Storage	3901 Riverland Rd	Fort Lauderdale	Outdoor	91,719

Source: PMG Associates, Inc.; Broward County Property Appraiser

National studies determine that the demand for self-storage is 8.3 square feet per person in the area. With a population of 55,588 in the five minute Drive Time, the total demand is 461,380 square feet. The Indoor self-storage is computed at 22%, or 101,504 square feet.

The current supply of Indoor self-storage is 92,088 square feet, leaving a demand for 9,416 square feet. A facility of this size is not economically feasible. A reasonable size for Indoor self-storage is between 60,000 and 100,000 square feet.

There is no demand for Self-Storage, at this time. In the future, the demand could only increase by another 2,200 square feet.

## Hotel Demand

Demand for hotel rooms is derived from the attraction of patrons due to uses such as business centers, entertainment and other facilities that draw visitors. The Gateway area does not have such a draw. Consideration should be paid to the potential attraction of visitors to the Cricket Stadium in Lauderdale, which is adjacent to Gateway.

A review of the history of the Cricket Stadium indicates that only two international events have been conducted at the site since its opening. The facility has failed to attract a reasonable amount of events (either domestic or international). Plans have been suggested to modify the facility to attract other events. However, no specific bookings have occurred.

The gateway area currently has a total of seven hotel/motel facilities with 135 rooms available. These facilities range from 41 to 59 years of age and are not kept at modern standards. Additionally, only one (Plantation Inn Hotel) is of moderate size. The remainder are very small facilities.

**TABLE 12  
HOTEL/MOTEL FACILITIES - GATEWAY**

Name	Address	Units	Year Built
Town Motel	1140 S SR7	10	1959
Town Motel Extension	1120 SW 40 Avenue	9	1960
Melrose Park Motel	1010 S SR7	8	1960
Amble Inn	790 S SR7	8	1957
Haven Motel	1001 S SR7	15	1962
Plantation Inn Hotel	375 N SR7	76	1975
Plantation Motel	950 S SR7	9	1956
Total		135	

Source: Broward County Property Appraiser

Plantation does offer a significant hotel sector in Midtown with 10 facilities housing 1,537 rooms. All facilities are “Flag” hotels (franchises of large nationally known hotel chains). These facilities must be maintained to specific standards to retain their certification.

**TABLE 13  
HOTEL/MOTEL FACILITIES - MIDTOWN**

Name	Address	Units	Year Built
Renaissance	1230 S Pine Island Road	250	2003
Courtyard	7780 SW 6 Street	149	1989
Sheraton	311 N University Drive	264	1994
Residence Inn	130 N University Drive	138	2000
La Quinta	7901 SW 6 Street	106	1991
Hyatt Place	8530 W Broward Boulevard	126	2000
Hampton	7801 SW 6 Street	128	2001
Extended Stay	7755 SW 6 Street	104	2001
Staybridge	410 N Pine Island Road	141	2002
La Quinta	8101 Peters Road	131	1999
Total		1,537	

Source: Broward County Property Appraiser

There is no demand for hotel facilities, at this time since any demand can be easily served by the hotels at Midtown which is less than five miles away.



## Fiscal Impacts Scenarios

### The Fiscal Impacts Of Proposed Redevelopment In Plantation Gateway District



April 29, 2016

Prepared by

Fishkind & Associates, Inc.  
12051 Corporate Boulevard  
Orlando, Florida 32817  
407-382-3256  
[fishkind.com](http://fishkind.com)

#### The Fiscal Impacts of Proposed Redevelopment in Plantation Gateway District

##### Executive Summary

Fishkind & Associates was contracted to provide fiscal impact analysis of two proposed development scenarios within the Gateway Redevelopment District of the City of Plantation.

**Scenario 1** included tearing down the aging hospital, medical office and support structures and constructing a residential village with 342 one and two-bedroom apartments, 10,000 square feet of commercial space and 4,400 square feet of restaurant.

This scenario is projected to have a taxable value of \$53.6 million and generate \$423,676 in operating ad valorem revenue for The City of Plantation by 2022. It is projected to have a slightly positive net fiscal impact on the city.

Year	Total Taxable Value	Ad Valorem	Total Operating Revenue	Total Operating Expenditure	Net Fiscal Impact
2022	\$53,629,841	\$423,676	\$745,280	\$616,014	\$129,266
2027	\$56,415,849	\$445,685	\$791,123	\$663,622	\$127,501
2032	\$59,347,862	\$468,848	\$839,962	\$714,909	\$125,053

This development scenario could generate as much as \$794,650 in impact fees for the City.

**Scenario 2** included redevelopment of the hospital with 50,000 square feet of medical office and 236 ACLF units. The medical office would be removed and replaced with 125 multifamily residential units.

This scenario is projected to have a taxable value of \$47.3 million and generate \$374,166 in operating ad valorem revenue for The City of Plantation by 2022. It is projected to have a slightly positive net fiscal impact on the city.

Year	Total Taxable Value	Ad Valorem	Total Operating Revenue	Total Operating Expenditure	Net Fiscal Impact
2022	\$47,362,757	\$374,166	\$669,089	\$554,364	\$114,726
2027	\$50,042,647	\$395,337	\$712,106	\$597,207	\$114,899
2032	\$52,879,636	\$417,749	\$758,053	\$643,362	\$114,691

This development scenario could generate as much as \$280,400 in impact fees for the City.

## The Fiscal Impacts of Proposed Redevelopment in Plantation Gateway District

**1.0 Introduction**

Fishkind & Associates, Inc (“the Consultant”) has been contracted by the City of Plantation through Keith and Schnars (“Client”) to conduct a fiscal impact analysis of two potential projects to be located in the City of Plantation.

The City of Plantation has designated the State Road 7 corridor as the Plantation Gateway Development District. The redevelopment of properties within this district is promoted through the District operations which are supported by a 2 mill property tax.

Plantation General Hospital is moving outside the city in the next two to three years. City Staff have requested an analysis of two potential redevelopment scenarios for the hospital site.

The first scenario involved tearing down the aging hospital, medical office and support structures and constructing a residential village on the land. The proposed residential development will include 342 one and two-bedroom apartments, 10,000 square feet of commercial space and 4,400 square feet of restaurant.

The second scenario involved the renovation of the hospital building to include 50,000 square feet of medical service and offices and 236 ACLF living units. The medical office building will be removed and replaced with 125 rental units. It is assumed that several of the medical offices will move into the space in the renovated hospital building.

The parcels involved in these redevelopment projects are:

5041 01 09 0010  
5041 01 30 0010  
5041 01 37 0010  
5041 01 20 0010  
5041 01 37 0020

The following report provides a detailed analysis complete with appendix tables for the projected ad valorem tax revenues and other operating revenues and expenditures resulting from the redevelopment project and its residents and employees.

## The Fiscal Impacts of Proposed Redevelopment in Plantation Gateway District

**2.0 Fiscal Impact of Proposed Scenarios****2.1 Introduction**

A fiscal impact pertains to those revenues and expenditures directly received by the local government as a result of a project’s operations and construction activity. Fiscal impact revenues include ad valorem taxes, gas taxes, sales taxes, charges for service, and other revenues received. Fiscal impact expenditures include items such as general government expenses, law enforcement, roads, fire department, and others. In other words, fiscal impacts directly impact the budget revenues and expenditures.

The focus of the remainder of this report is to quantify the revenues and expenditures generated by the proposed developments on the City of Plantation.

**2.2 Taxable Property Values – Scenario 1**

Table 1 provides the projected total taxable value at build out and at 5-year intervals. These values are also provided in detail in Appendix Table 3. The taxable values are offset by one year for the timing of their appearance on the tax roll. By 2022, the year after build out, the Scenario 1 development will have a taxable value of \$53.6 million.

*The taxable value of the parcels involved in this redevelopment scenario is \$23,947,006, including tangible personal property. Of this total value, \$4,781,800 is land value that remains with the new project. The building values of \$10,941,930 are lost in Scenario 1 and partially lost in Scenario 2. The tangible personal property taxable value is \$8,223,286.*

**2.3 Fiscal Impacts of Redevelopment Scenario 1**

The fiscal impacts, as presented in this study, have been calculated using the estimated table values for the new development. Table 1 provides a summary of the overall fiscal impacts of the development on the City of Plantation. Additional details are provided Appendix Table 4. This table shows that the ad valorem taxes generated by the Scenario 1 redevelopment project will reach \$423,626 by build out in 2022.

*Prior to redevelopment, the hospital and office building that this project is replacing was generating \$189,181 in property tax and tangible personal property tax.*

# VII. Appendices

## The Fiscal Impacts of Proposed Redevelopment in Plantation Gateway District

The City will also receive other revenues generated by the development's residents and employees such as sales tax, gas taxes, franchise fees, excise tax and permit fees. Total annual revenues flowing from the project to the City are projected at \$745,280 by 2022.

**Table 1: Fiscal Impacts Gateway Scenario 1**

Year	Total Taxable Value	Ad Valorem	Total Operating Revenue	Total Operating Expenditure	Net Fiscal Impact
2022	\$53,629,841	\$423,676	\$745,280	\$616,014	\$129,266
2027	\$56,415,849	\$445,685	\$791,123	\$663,622	\$127,501
2032	\$59,347,862	\$468,848	\$839,962	\$714,909	\$125,053

Expenditures will be made by the City on behalf of the residents and employees generated by the development. These expenditures include general government services, police, fire, transportation, economic development, etc. and are projected to be \$616,014 in 2022.

Revenues generated by the Project for the City are projected to exceed the expenditures made on behalf of the residents and employees of the redevelopment project. The annual net fiscal benefit for the City of Plantation will be \$129,266 by 2022 based upon the current operating budget. This project is forecast to have a slightly positive to neutral impact on the City's operations.

The City of Plantation charges impact fees to cover the cost of capital facilities. We have calculated the approximate impact fee based upon the proposed development program. It is unknown at this whether or not any new development will garner impact fee credits for the structures that have been removed. Therefore, the fees presented in Table 2 are the maximum fees and do not include any credits. The redevelopment project is projected to pay approximately \$794,650 in impact fees (Table 2).

## The Fiscal Impacts of Proposed Redevelopment in Plantation Gateway District

**Table 2: Impact Fee Revenues**

Impact Fee	Total
Law Enforcement	\$169,038
Fire	\$176,310
EMS	\$140,288
Parks	\$171,342
Library	\$19,152
Public Buildings	\$118,519
Total Capital Revenue	\$794,650

### 2.4 Fiscal Impacts of Redevelopment Scenario 2

The fiscal impacts have been calculated using the estimated table values of \$47,362,757 for the development in the Gateway Scenario #2. Table 3 provides a summary of the overall fiscal impacts of the development on the City of Plantation. Additional details are provided Appendix Table 4. This table shows that the ad valorem taxes generated by the Scenario 2 redevelopment project will reach \$374,166 by build out in 2022.

*Prior to redevelopment, the office building that this project is replacing had a taxable value of \$4,193,040 and the tangible personal property was valued at \$424,922. Combined, they generated \$36,482 in property tax and tangible personal property tax.*

The City will also receive other revenues generated by the development's residents and employees such as sales tax, gas taxes, franchise fees, excise tax and permit fees. Total annual revenues flowing from the project to the City are projected at \$669,089 by 2022.

**Table 3: Fiscal Impacts Gateway Scenario 2**

Year	Total Taxable Value	Ad Valorem	Total Operating Revenue	Total Operating Expenditure	Net Fiscal Impact
2022	\$47,362,757	\$374,166	\$669,089	\$554,364	\$114,726
2027	\$50,042,647	\$395,337	\$712,106	\$597,207	\$114,899
2032	\$52,879,636	\$417,749	\$758,053	\$643,362	\$114,691

## The Fiscal Impacts of Proposed Redevelopment in Plantation Gateway District

Expenditures will be made by the City on behalf of the residents and employees generated by the development. These expenditures include general government services, police, fire, transportation, economic development, etc. and are projected to be \$554,364 in 2022.

Revenues generated by the Project for the City are projected to exceed the expenditures made on behalf of the residents and employees of the redevelopment project. The annual net fiscal benefit for the City of Plantation will be \$114,726 by 2022 based upon the current operating budget. This project is forecast to have a slightly positive to neutral impact on the City's operations.

The City of Plantation charges impact fees to cover the cost of capital facilities. We have calculated the approximate impact fee based upon the proposed development program. It is unknown at this whether or not any new development will garner impact fee credits for the structures that have been removed. The Impact fees shown are only for the new residential construction and do not include any fees related to the renovation of the hospital building into medical office and ACLF units. The redevelopment project is projected to pay approximately \$280,400 in impact fees (Table 4).

**Table 4: Impact Fee Revenues**

Impact Fee	Total
Law Enforcement	\$58,125
Fire	\$60,625
EMS	\$51,275
Parks	\$62,625
Library	\$7,000
Public Buildings	\$40,750
<b>Total Capital Revenue</b>	<b>\$280,400</b>

### 3.0 Fiscal Impact Model Methodologies

#### 3.1 Modified Per Capita Methodology

A variety of methods exist for quantifying the revenue impacts flowing from a development opportunity such as the one presented here. The approach used in this report is the modified per capita approach.

The per capita approach involves the calculation of revenues using the latest published financial reports for the appropriate population basis (i.e.

## The Fiscal Impacts of Proposed Redevelopment in Plantation Gateway District

per person, per employee, per person and employee, etc.). Ad valorem and some other fees and tax revenues for the Project are usually estimated directly.

From an economic perspective, the per capita approach is equivalent to assuming that average revenue generation applies to the particular situation being evaluated. This is a reasonable assumption in most cases for two reasons. First, local governments must run balanced budgets, so that current costs and current revenues balance and are appropriate for current circumstances. Second, assuming that long-term averages are predictive also means that any excess capacity is maintained in the various systems and not allocated to the project. Furthermore, there is nothing peculiar about the location or the type of project that indicates that per capita parameters estimated from the latest budgets would not be reflective of actual costs and revenues.

#### 3.2 City Fiscal Impact Calculations

Property taxes are calculated based upon the taxable property value and the current Millage rate (see Appendix Tables 3 and 6). Multifamily taxable value is calculated at 90 percent of estimated sales price. Non-residential development has been valued at estimated construction costs or original taxable value (net of tangible personal property values).

Most other revenues and expenditures were made from the per capita methodology. The per capita numbers used are the full-time equivalents (FTE) residents, employees and, when appropriate, FTE visitors. The residential FTE is based upon the number of people per household using an average of 1.83 people per household and multiplying by the equivalent factor of 76.19 percent. The employee FTE calculation is based upon the number of workers and the percentage of time they spend at work (40 hours per every 168-hour week). The FTE visitor number is calculated by the projected average occupancy and average people per room. The revenues and expenditures are calculated by multiplying the FTE residents and/or employees and/or visitors by the per capita amounts from the City Budget.

The Budget revenues and expenditures from the City's General Fund, and Road and Traffic Fund were divided by the FTE City population, the FTE City employment, and when appropriate, the FTE visitors to provide the per capita amount used for each new resident and employee.

### 3.3 Assumptions – Appendix Table 6

Appendix Table 6 contains the basic data, assumptions and sources used in the fiscal impact model. These are provided for completeness and allow for the replication of our results. The estimated sales values were based upon the Gonot Market Study projected rental rates and a 12 percent cap rate.

Plantation Gateway FIAM.docx

## APPENDIX TABLES

### Scenario 1

**Appendix Table 1  
Gateway Residential Village  
Development Impact Summary**

<u>(End of Year Totals)</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
<b>Households</b>	172	342	342	342	342	342	342	342
<b>Resident Population</b>	315	626	626	626	626	626	626	626
<i>Full-Time Equivalent Population</i>	279	388	554	554	554	554	554	554
<b>Employment</b>								
Retail / Commercial	15	15	15	15	15	15	15	15
Restaurant	31	31	31	31	31	31	31	31
<b>Total Employees</b>	46	46	46	46	46	46	46	46
<i>Full-Time Equivalent Employees</i>	11	11	11	11	11	11	11	11
<b>City of Plantation</b>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Total Operating Revenues Generated	\$195,284	\$442,016	\$745,280	\$754,218	\$763,270	\$772,437	\$781,721	\$791,123
Total Operating Expenditures Generated	\$300,690	\$427,841	\$616,014	\$625,254	\$634,633	\$644,152	\$653,814	\$663,622
Net Fiscal Impact of Operations	-\$105,406	\$14,175	\$129,266	\$128,964	\$128,637	\$128,285	\$127,906	\$127,501
	<u>5 Years</u>	<u>10 Years</u>	<u>20 Years</u>	<u>30 Years</u>				
Net Present Value of Operating Impact	\$160,969	\$481,201	\$774,740	\$880,686				
Total Capital Revenue	\$413,306	\$381,344	\$0	\$794,650	\$0	\$0	\$0	\$0

**Appendix Table 1  
Gateway Residential Village  
Development Impact Summary**

<u>(End of Year Totals)</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>
<b>Households</b>	342	342	342	342	342	342	342	342
<b>Resident Population</b>	626	626	626	626	626	626	626	626
<i>Full-Time Equivalent Population</i>	554	554	554	554	554	554	554	554
<b>Employment</b>								
Retail / Commercial	15	15	15	15	15	15	15	15
Restaurant	31	31	31	31	31	31	31	31
<b>Total Employees</b>	46	46	46	46	46	46	46	46
<i>Full-Time Equivalent Employees</i>	11	11	11	11	11	11	11	11
<b>City of Plantation</b>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>
Total Operating Revenues Generated	\$800,645	\$810,288	\$820,054	\$829,945	\$839,962	\$850,106	\$860,381	\$870,787
Total Operating Expenditures Generated	\$673,576	\$683,680	\$693,935	\$704,344	\$714,909	\$725,633	\$736,517	\$747,565
Net Fiscal Impact of Operations	\$127,069	\$126,608	\$126,119	\$125,601	\$125,053	\$124,474	\$123,864	\$123,222
Net Present Value of Operating Impact								
Total Capital Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

**Appendix Table 2  
Gateway Residential Village  
Development Scenario #1**

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
<b>Residential (cumulative units)</b>								
Multifamily 1-Bedrm	69	137	137	137	137	137	137	137
Multifamily 2-Bedrm	103	205	205	205	205	205	205	205
Total Residential Units	172	342	342	342	342	342	342	342
<b>Non-Residential (cumulative units)</b>								
Total Retail/Commercial (sq.ft.)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Restaurant (sq.ft.)	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400

**Appendix Table 3  
Gateway Residential Village  
Taxable Property Values**

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>	<u>2026</u>	<u>2027</u>
Multifamily 1-Bedrm	\$1,570,359	\$8,724,218	\$17,520,462	\$17,695,667	\$17,872,624	\$18,051,350	\$18,231,863	\$18,414,182
Multifamily 2-Bedrm	\$3,064,733	\$17,026,297	\$34,193,160	\$34,535,092	\$34,880,443	\$35,229,247	\$35,581,540	\$35,937,355
Retail - Neighborhood (sq.ft.)	\$121,800	\$1,218,000	\$1,236,270	\$1,254,814	\$1,273,636	\$1,292,741	\$1,312,132	\$1,331,814
Restaurant - Sit Down (sq.ft.)	\$66,990	\$669,900	\$679,949	\$690,148	\$700,500	\$711,007	\$721,673	\$732,498
<b>Total Taxable Value</b>	\$4,823,883	\$27,638,416	\$53,629,841	\$54,175,721	\$54,727,203	\$55,284,345	\$55,847,208	\$56,415,849

Taxable values are shown in the year following construction

**Appendix Table 2  
Gateway Residential Village  
Development Scenario #1**

	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>
<b>Residential (cumulative units)</b>								
Multifamily 1-Bedrm	137	137	137	137	137	137	137	137
Multifamily 2-Bedrm	205	205	205	205	205	205	205	205
Total Residential Units	342	342	342	342	342	342	342	342
<b>Non-Residential (cumulative units)</b>								
Total Retail/Commercial (sq.ft.)	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Total Restaurant (sq.ft.)	4,400	4,400	4,400	4,400	4,400	4,400	4,400	4,400

**Appendix Table 3  
Gateway Residential Village  
Taxable Property Values**

	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>
Multifamily 1-Bedrm	\$18,598,324	\$18,784,307	\$18,972,150	\$19,161,872	\$19,353,490	\$19,547,025	\$19,742,485	\$19,939,920
Multifamily 2-Bedrm	\$36,296,729	\$36,659,696	\$37,026,293	\$37,396,556	\$37,770,521	\$38,148,227	\$38,529,709	\$38,915,006
Retail - Neighborhood (sq.ft.)	\$1,351,791	\$1,372,068	\$1,392,649	\$1,413,539	\$1,434,742	\$1,456,263	\$1,478,107	\$1,500,278
Restaurant - Sit Down (sq.ft.)	\$743,485	\$754,637	\$765,957	\$777,446	\$789,108	\$800,945	\$812,959	\$825,153
<b>Total Taxable Value</b>	\$56,990,329	\$57,570,708	\$58,157,049	\$58,749,413	\$59,347,862	\$59,952,459	\$60,563,270	\$61,180,358

# VII. Appendices

**Appendix Table 4  
Gateway Residential Village  
Fiscal Impact Detail**

	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Revenues</b>									
Ad Valorem Taxes (1)	\$38,109	\$218,343	\$423,676	\$427,988	\$432,345	\$436,746	\$441,193	\$445,685	\$450,224
Local Option Fuel Taxes (1)	\$5,174	\$7,371	\$10,600	\$10,759	\$10,920	\$11,084	\$11,250	\$11,419	\$11,590
Utility Taxes (1)	\$43,577	\$62,082	\$89,277	\$90,616	\$91,975	\$93,355	\$94,755	\$96,176	\$97,619
Licenses & Permits (1)	\$33,809	\$48,165	\$69,264	\$70,303	\$71,357	\$72,427	\$73,514	\$74,617	\$75,736
Intrigovernmental (1)	\$257	\$367	\$528	\$535	\$543	\$552	\$560	\$568	\$577
State Revenue Sharing (2)	\$8,873	\$12,536	\$18,177	\$18,450	\$18,726	\$19,007	\$19,292	\$19,582	\$19,875
Sales Tax - Half Cent	\$18,608	\$26,510	\$38,123	\$38,694	\$39,275	\$39,864	\$40,462	\$41,069	\$41,685
Gas Taxes	\$2,019	\$2,876	\$4,135	\$4,197	\$4,260	\$4,324	\$4,389	\$4,455	\$4,522
Charges for Services (1)	\$35,364	\$50,381	\$72,451	\$73,538	\$74,641	\$75,761	\$76,897	\$78,050	\$79,221
Judgments, Fines and Forfeitures (3)	\$2,850	\$4,060	\$5,839	\$5,927	\$6,016	\$6,106	\$6,197	\$6,290	\$6,385
Interest and Other Earnings (1)	\$785	\$1,101	\$1,560	\$1,560	\$1,560	\$1,560	\$1,560	\$1,560	\$1,560
Rents and Royalties (1)	\$3,461	\$4,858	\$6,883	\$6,883	\$6,883	\$6,883	\$6,883	\$6,883	\$6,883
Miscellaneous Revenues (1)	\$2,398	\$3,366	\$4,768	\$4,768	\$4,768	\$4,768	\$4,768	\$4,768	\$4,768
<b>Total Revenues</b>	<b>\$195,284</b>	<b>\$442,016</b>	<b>\$745,280</b>	<b>\$754,218</b>	<b>\$763,270</b>	<b>\$772,437</b>	<b>\$781,721</b>	<b>\$791,123</b>	<b>\$800,645</b>
<b>Expenditures</b>									
Executive-General (1)	\$3,563	\$5,075	\$7,299	\$7,408	\$7,519	\$7,632	\$7,746	\$7,863	\$7,981
Financial and Administrative (1)	\$12,110	\$17,253	\$24,811	\$25,183	\$25,561	\$25,944	\$26,333	\$26,728	\$27,129
Comprehensive Planning (1)	\$3,450	\$4,915	\$7,068	\$7,174	\$7,281	\$7,391	\$7,502	\$7,614	\$7,728
Other General Government (1)	\$28,582	\$40,719	\$58,556	\$59,434	\$60,326	\$61,230	\$62,149	\$63,081	\$64,027
Law Enforcement (1)	\$121,759	\$173,463	\$249,448	\$253,190	\$256,998	\$260,842	\$264,755	\$268,726	\$272,757
Fire Control (1)	\$41,776	\$59,516	\$85,586	\$86,870	\$88,173	\$89,496	\$90,838	\$92,201	\$93,584
Phys Environment/Cons./Resource Mgt. (1)	\$2,488	\$3,545	\$5,098	\$5,175	\$5,252	\$5,331	\$5,411	\$5,492	\$5,574
Road/Street Facilities (1)	\$42,126	\$60,014	\$86,304	\$87,598	\$88,912	\$90,246	\$91,600	\$92,974	\$94,368
Parks/Recreation (2)	\$44,475	\$62,831	\$91,105	\$92,472	\$93,859	\$95,267	\$96,696	\$98,146	\$99,618
Cultural Services (2)	\$361	\$510	\$739	\$750	\$762	\$773	\$785	\$796	\$808
<b>Total Expenditures</b>	<b>\$300,690</b>	<b>\$427,841</b>	<b>\$616,014</b>	<b>\$625,254</b>	<b>\$634,633</b>	<b>\$644,152</b>	<b>\$653,814</b>	<b>\$663,622</b>	<b>\$673,576</b>
<b>Net Fiscal Impact</b>	<b>-\$105,406</b>	<b>\$114,175</b>	<b>\$129,266</b>	<b>\$128,964</b>	<b>\$128,637</b>	<b>\$128,285</b>	<b>\$127,906</b>	<b>\$127,501</b>	<b>\$127,069</b>

**Appendix Table 4  
Gateway Residential Village  
Fiscal Impact Detail**

	2029	2030	2031	2032	2033	2034	2035
<b>Revenues</b>							
Ad Valorem Taxes (1)	\$454,809	\$459,441	\$464,120	\$468,848	\$473,624	\$478,450	\$483,325
Local Option Fuel Taxes (1)	\$11,764	\$11,941	\$12,120	\$12,301	\$12,486	\$12,673	\$12,863
Utility Taxes (1)	\$99,083	\$100,570	\$102,078	\$103,609	\$105,163	\$106,741	\$108,342
Licenses & Permits (1)	\$76,872	\$78,025	\$79,195	\$80,383	\$81,589	\$82,813	\$84,055
Intrigovernmental (1)	\$585	\$594	\$603	\$612	\$621	\$631	\$640
State Revenue Sharing (2)	\$20,174	\$20,476	\$20,783	\$21,095	\$21,411	\$21,733	\$22,059
Sales Tax - Half Cent	\$42,310	\$42,945	\$43,589	\$44,243	\$44,907	\$45,580	\$46,264
Gas Taxes	\$4,590	\$4,658	\$4,728	\$4,799	\$4,871	\$4,944	\$5,018
Charges for Services (1)	\$80,409	\$81,616	\$82,840	\$84,082	\$85,344	\$86,624	\$87,923
Judgments, Fines and Forfeitures (3)	\$6,481	\$6,578	\$6,676	\$6,777	\$6,878	\$6,981	\$7,086
Interest and Other Earnings (1)	\$1,560	\$1,560	\$1,560	\$1,560	\$1,560	\$1,560	\$1,560
Rents and Royalties (1)	\$6,883	\$6,883	\$6,883	\$6,883	\$6,883	\$6,883	\$6,883
Miscellaneous Revenues (1)	\$4,768	\$4,768	\$4,768	\$4,768	\$4,768	\$4,768	\$4,768
<b>Total Revenues</b>	<b>\$810,288</b>	<b>\$820,054</b>	<b>\$829,945</b>	<b>\$839,962</b>	<b>\$850,106</b>	<b>\$860,381</b>	<b>\$870,787</b>
<b>Expenditures</b>							
Executive-General (1)	\$8,100	\$8,222	\$8,345	\$8,470	\$8,597	\$8,726	\$8,857
Financial and Administrative (1)	\$27,536	\$27,949	\$28,368	\$28,794	\$29,226	\$29,664	\$30,109
Comprehensive Planning (1)	\$7,844	\$7,962	\$8,081	\$8,203	\$8,326	\$8,450	\$8,577
Other General Government (1)	\$64,988	\$65,963	\$66,952	\$67,956	\$68,976	\$70,010	\$71,060
Law Enforcement (1)	\$276,849	\$281,001	\$285,216	\$289,495	\$293,837	\$298,245	\$302,718
Fire Control (1)	\$94,988	\$96,413	\$97,859	\$99,327	\$100,816	\$102,329	\$103,864
Phys Environment/Cons./Resource Mgt. (1)	\$5,658	\$5,743	\$5,829	\$5,916	\$6,005	\$6,095	\$6,187
Road/Street Facilities (1)	\$95,784	\$97,221	\$98,679	\$100,159	\$101,661	\$103,186	\$104,734
Parks/Recreation (2)	\$101,113	\$102,629	\$104,169	\$105,731	\$107,317	\$108,927	\$110,561
Cultural Services (2)	\$821	\$833	\$845	\$858	\$871	\$884	\$897
<b>Total Expenditures</b>	<b>\$683,680</b>	<b>\$693,935</b>	<b>\$704,344</b>	<b>\$714,909</b>	<b>\$725,633</b>	<b>\$736,517</b>	<b>\$747,565</b>
<b>Net Fiscal Impact</b>	<b>\$126,608</b>	<b>\$126,119</b>	<b>\$125,601</b>	<b>\$125,053</b>	<b>\$124,474</b>	<b>\$123,864</b>	<b>\$123,222</b>

**Appendix Table 5  
Gateway Residential Village  
Capital Impacts**

	2020	2021	Total
<b>Capital Revenues</b>			
Law Enforcement	\$89,988	\$79,050	\$169,038
Fire	\$93,860	\$82,450	\$176,310
Recreation	\$70,554	\$69,734	\$140,288
Parks	\$86,172	\$85,170	\$171,342
Library	\$9,632	\$9,520	\$19,152
Public Buildings	\$63,099	\$55,420	\$118,519
Total Impact Fee Revenue	\$413,306	\$381,344	\$794,650

**Appendix Table 6  
Gateway Residential Village  
Fiscal Impact Assumptions**

Taxable Assessment Ratio	90% (from input data)		
Homestead Exemption	\$50,000 (from input data)		
% Multifamily with Homestead	0% (from input data)		
<u>Millage</u>			
General Fund	5.9000 Mills		
Gateway Development Dist.	2.0000 Mills		
		<u>Equivalent</u>	<u>Full-Time</u>
		<u>Factor</u>	<u>Equivalent</u>
Population-Working Residents	42,229	0.7619	32,174
Population-Non-Working Residents	45,240	1.0000	45,240
Population- Seasonal	183	0.34615	63
Population (peak season)	87,652		77,478
Population (total)	87,469		
ESRI Business Summary 2016			
Employment (total)	54,140	0.2381	12,891
ESRI Business Summary 2016			
Persons per Household - Single Family	2.52 * (FI Population Studies, 2014)		
Persons per Household - Multifamily	1.83		
<u>Employment Assumptions</u>			
		<u>Project</u>	
Commercial (sq.ft.)	667 sq. ft. per employee		
Restaurant - Sit Down (sq.ft.)	142 sq. ft. per employee		
Annual growth rate of Residential Propert	1.0%		
Annual growth rate of Non-Residential Pr	1.5%		
		<u>Average</u>	
Multifamily 1-Bedrm	\$139,500		
Multifamily 2-Bedrm	\$181,500		
Commercial (sq.ft.)	\$120		
Restaurant - Sit Down (sq.ft.)	\$150		

## APPENDIX TABLES

### Scenario 2



# VII. Appendices

**Appendix Table 1  
Gateway ACLF & Multifamily  
Development Summary Scenario 2**

<b>(End of Year Totals)</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
<b>Households</b>	125	125	125	125	125	125	125	125
<b>Resident Population</b>	465	465	465	465	465	465	465	465
<i>Full-Time Equivalent Population</i>	206	411	411	411	411	411	411	411
<b>Employment</b>								
ACLF	232	232	232	232	232	232	232	232
Medical Office	240	240	240	240	240	240	240	240
<b>Total Employees</b>	473	473	473	473	473	473	473	473
<i>Full-Time Equivalent Employees</i>	113	113	113	113	113	113	113	113
<b>City of Plantation</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Total Operating Revenues Generated	\$192,150	\$660,820	\$669,089	\$677,468	\$685,957	\$694,559	\$703,275	\$712,106
Total Operating Expenditures Generated	\$269,050	\$546,171	\$554,364	\$562,679	\$571,119	\$579,686	\$588,381	\$597,207
Net Fiscal Impact of Operations	-\$76,900	\$114,649	\$114,726	\$114,789	\$114,838	\$114,873	\$114,893	\$114,899
	<b>5 Years</b>	<b>10 Years</b>	<b>20 Years</b>	<b>30 Years</b>				
Net Present Value of Operating Impact	\$260,745	\$531,157	\$802,290	\$904,881				
Total Capital Revenue	\$280,400							

**Appendix Table 1  
Gateway ACLF & Multifamily  
Development Summary Scenario 2**

<b>(End of Year Totals)</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>2035</b>
<b>Households</b>	125	125	125	125	125	125	125	125
<b>Resident Population</b>	465	465	465	465	465	465	465	465
<i>Full-Time Equivalent Population</i>	411	411	411	411	411	411	411	411
<b>Employment</b>								
ACLF	232	232	232	232	232	232	232	232
Medical Office	240	240	240	240	240	240	240	240
<b>Total Employees</b>	473	473	473	473	473	473	473	473
<i>Full-Time Equivalent Employees</i>	113	113	113	113	113	113	113	113
<b>City of Plantation</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>	<b>2035</b>
Total Operating Revenues Generated	\$721,055	\$730,122	\$739,310	\$748,619	\$758,053	\$767,611	\$777,297	\$787,112
Total Operating Expenditures Generated	\$606,165	\$615,258	\$624,487	\$633,854	\$643,362	\$653,012	\$662,807	\$672,749
Net Fiscal Impact of Operations	\$114,890	\$114,864	\$114,823	\$114,766	\$114,691	\$114,599	\$114,490	\$114,362
Net Present Value of Operating Impact								
Total Capital Revenue								

**Appendix Table 2  
Gateway ACLF & Multifamily  
Development Scenario 2**

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Multifamily 1-Bedrm	50	50	50	50	50	50	50	50
Multifamily 2-Bedrm	75	75	75	75	75	75	75	75
Total Residential Units	125	125	125	125	125	125	125	125
ACLF Nursing Home Beds	236	236	236	236	236	236	236	236
Office - Medical/Professional (sq.ft.)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

**Appendix Table 3  
Gateway ACLF & Multifamily  
Taxable Property Values**

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>
Multifamily 1-Bedrm	\$1,141,250	\$6,340,275	\$6,403,678	\$6,467,715	\$6,532,392	\$6,597,716	\$6,663,693	\$6,730,330
Multifamily 2-Bedrm	\$2,227,277	\$12,373,763	\$12,497,500	\$12,622,475	\$12,748,700	\$12,876,187	\$13,004,949	\$13,134,998
Multifamily-ACLF/Nursing Home beds	\$1,823,454	\$18,234,540	\$18,416,885	\$18,601,054	\$18,787,065	\$18,974,935	\$19,164,685	\$19,356,332
Office - Medical/Professional (sq.ft.)	\$989,625	\$9,896,250	\$10,044,694	\$10,195,364	\$10,348,295	\$10,503,519	\$10,661,072	\$10,820,988
<b>Total Taxable Value</b>	<b>\$6,181,606</b>	<b>\$46,844,828</b>	<b>\$47,362,757</b>	<b>\$47,886,608</b>	<b>\$48,416,451</b>	<b>\$48,952,357</b>	<b>\$49,494,398</b>	<b>\$50,042,647</b>

Taxable values are shown in the year following construction

**Appendix Table 2  
Gateway ACLF & Multifamily  
Development Scenario 2**

	2028	2029	2030	2031	2032	2033	2034	2035
Multifamily 1-Bedrm	50	50	50	50	50	50	50	50
Multifamily 2-Bedrm	75	75	75	75	75	75	75	75
Total Residential Units	125	125	125	125	125	125	125	125
ACLF Nursing Home Beds	236	236	236	236	236	236	236	236
Office - Medical/Professional (sq.ft.)	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000

**Appendix Table 3  
Gateway ACLF & Multifamily  
Taxable Property Values**

	2028	2029	2030	2031	2032	2033	2034	2035
Multifamily 1-Bedrm	\$6,797,633	\$6,865,609	\$6,934,265	\$7,003,608	\$7,073,644	\$7,144,381	\$7,215,824	\$7,287,983
Multifamily 2-Bedrm	\$13,266,348	\$13,399,012	\$13,533,002	\$13,668,332	\$13,805,015	\$13,943,065	\$14,082,496	\$14,223,321
Multifamily-ACLF/Nursing Home beds	\$19,549,895	\$19,745,394	\$19,942,848	\$20,142,276	\$20,343,699	\$20,547,136	\$20,752,607	\$20,960,134
Office - Medical/Professional (sq.ft.)	\$10,983,303	\$11,148,052	\$11,315,273	\$11,485,002	\$11,657,277	\$11,832,136	\$12,009,618	\$12,189,763
<b>Total Taxable Value</b>	<b>\$50,597,179</b>	<b>\$51,158,067</b>	<b>\$51,725,388</b>	<b>\$52,299,218</b>	<b>\$52,879,636</b>	<b>\$53,466,718</b>	<b>\$54,060,546</b>	<b>\$54,661,200</b>

**Appendix Table 4  
Gateway ACLF & Multifamily  
Fiscal Impact Detail**

	2020	2021	2022	2023	2024	2025	2026	2027	2028
<b>Revenues</b>									
Ad Valorem Taxes (1)	\$48,835	\$370,074	\$374,166	\$378,304	\$382,490	\$386,724	\$391,006	\$395,337	\$399,718
Local Option Fuel Taxes (1)	\$4,771	\$9,686	\$9,831	\$9,979	\$10,128	\$10,280	\$10,434	\$10,591	\$10,750
Utility Taxes (1)	\$40,187	\$81,580	\$82,803	\$84,045	\$85,306	\$86,586	\$87,884	\$89,203	\$90,541
Licenses & Permits (1)	\$31,178	\$63,292	\$64,241	\$65,205	\$66,183	\$67,176	\$68,183	\$69,206	\$70,244
Intragovernmental (1)	\$237	\$482	\$489	\$497	\$504	\$512	\$519	\$527	\$535
State Revenue Sharing (2)	\$6,551	\$13,298	\$13,498	\$13,700	\$13,906	\$14,114	\$14,326	\$14,541	\$14,759
Sales Tax - Half Cent	\$17,161	\$34,836	\$35,358	\$35,889	\$36,427	\$36,973	\$37,528	\$38,091	\$38,662
Gas Taxes	\$1,861	\$3,779	\$3,835	\$3,893	\$3,951	\$4,011	\$4,071	\$4,132	\$4,194
Charges for Services (1)	\$32,613	\$66,205	\$67,198	\$68,206	\$69,229	\$70,267	\$71,321	\$72,391	\$73,477
Judgments, Fines and Forfeitures (3)	\$2,628	\$5,336	\$5,416	\$5,497	\$5,579	\$5,663	\$5,748	\$5,834	\$5,922
Interest and Other Earnings (1)	\$723	\$1,447	\$1,447	\$1,447	\$1,447	\$1,447	\$1,447	\$1,447	\$1,447
Rents and Royalties (1)	\$3,192	\$6,384	\$6,384	\$6,384	\$6,384	\$6,384	\$6,384	\$6,384	\$6,384
Miscellaneous Revenues (1)	\$2,211	\$4,422	\$4,422	\$4,422	\$4,422	\$4,422	\$4,422	\$4,422	\$4,422
<b>Total Revenues</b>	<b>\$192,150</b>	<b>\$660,820</b>	<b>\$669,089</b>	<b>\$677,468</b>	<b>\$685,957</b>	<b>\$694,559</b>	<b>\$703,275</b>	<b>\$712,106</b>	<b>\$721,055</b>
<b>Expenditures</b>									
Executive-General (1)	\$3,285	\$6,669	\$6,769	\$6,871	\$6,974	\$7,079	\$7,185	\$7,293	\$7,402
Financial and Administrative (1)	\$11,168	\$22,672	\$23,012	\$23,357	\$23,707	\$24,063	\$24,424	\$24,790	\$25,162
Comprehensive Planning (1)	\$3,182	\$6,458	\$6,555	\$6,654	\$6,753	\$6,855	\$6,958	\$7,062	\$7,168
Other General Government (1)	\$26,358	\$53,507	\$54,310	\$55,124	\$55,951	\$56,791	\$57,642	\$58,507	\$59,385
Law Enforcement (1)	\$112,286	\$227,942	\$231,361	\$234,831	\$238,354	\$241,929	\$245,558	\$249,241	\$252,980
Fire Control (1)	\$38,526	\$78,208	\$79,381	\$80,571	\$81,780	\$83,007	\$84,252	\$85,515	\$86,798
Phys Environment/Cons./Resource Mgt. (1)	\$2,295	\$4,659	\$4,728	\$4,799	\$4,871	\$4,944	\$5,019	\$5,094	\$5,170
Road/Street Facilities (1)	\$38,849	\$78,863	\$80,046	\$81,247	\$82,465	\$83,702	\$84,958	\$86,232	\$87,526
Parks/Recreation (2)	\$32,834	\$66,653	\$67,653	\$68,668	\$69,698	\$70,743	\$71,804	\$72,881	\$73,974
Cultural Services (2)	\$266	\$541	\$549	\$557	\$566	\$574	\$583	\$591	\$600
<b>Total Expenditures</b>	<b>\$269,050</b>	<b>\$546,171</b>	<b>\$554,364</b>	<b>\$562,679</b>	<b>\$571,119</b>	<b>\$579,686</b>	<b>\$588,381</b>	<b>\$597,207</b>	<b>\$606,165</b>
<b>Net Fiscal Impact</b>	<b>-\$76,900</b>	<b>\$114,649</b>	<b>\$114,726</b>	<b>\$114,789</b>	<b>\$114,838</b>	<b>\$114,873</b>	<b>\$114,893</b>	<b>\$114,899</b>	<b>\$114,890</b>

# VII. Appendices

**Appendix Table 4  
Gateway ACLF & Multifamily  
Fiscal Impact Detail**

	2029	2030	2031	2032	2033	2034	2035
<b>Revenues</b>							
Ad Valorem Taxes (1)	\$404,149	\$408,631	\$413,164	\$417,749	\$422,387	\$427,078	\$431,823
Local Option Fuel Taxes (1)	\$10,911	\$11,075	\$11,241	\$11,409	\$11,581	\$11,754	\$11,931
Utility Taxes (1)	\$91,899	\$93,277	\$94,676	\$96,097	\$97,538	\$99,001	\$100,486
Licenses & Permits (1)	\$71,298	\$72,367	\$73,453	\$74,555	\$75,673	\$76,808	\$77,960
Intragovernmental (1)	\$543	\$551	\$559	\$568	\$576	\$585	\$594
State Revenue Sharing (2)	\$14,980	\$15,205	\$15,433	\$15,665	\$15,900	\$16,138	\$16,380
Sales Tax - Half Cent	\$39,242	\$39,831	\$40,428	\$41,035	\$41,650	\$42,275	\$42,909
Gas Taxes	\$4,257	\$4,321	\$4,385	\$4,451	\$4,518	\$4,586	\$4,655
Charges for Services (1)	\$74,579	\$75,698	\$76,833	\$77,986	\$79,155	\$80,343	\$81,548
Judgments, Fines and Forfeitures (3)	\$6,011	\$6,101	\$6,192	\$6,285	\$6,379	\$6,475	\$6,572
Interest and Other Earnings (1)	\$1,447	\$1,447	\$1,447	\$1,447	\$1,447	\$1,447	\$1,447
Rents and Royalties (1)	\$6,384	\$6,384	\$6,384	\$6,384	\$6,384	\$6,384	\$6,384
Miscellaneous Revenues (1)	\$4,422	\$4,422	\$4,422	\$4,422	\$4,422	\$4,422	\$4,422
<b>Total Revenues</b>	<b>\$730,122</b>	<b>\$739,310</b>	<b>\$748,619</b>	<b>\$758,053</b>	<b>\$767,611</b>	<b>\$777,297</b>	<b>\$787,112</b>
<b>Expenditures</b>							
Executive-General (1)	\$7,513	\$7,626	\$7,740	\$7,856	\$7,974	\$8,094	\$8,215
Financial and Administrative (1)	\$25,539	\$25,923	\$26,311	\$26,706	\$27,107	\$27,513	\$27,926
Comprehensive Planning (1)	\$7,275	\$7,385	\$7,495	\$7,608	\$7,722	\$7,838	\$7,955
Other General Government (1)	\$60,276	\$61,180	\$62,097	\$63,029	\$63,974	\$64,934	\$65,908
Law Enforcement (1)	\$256,774	\$260,626	\$264,535	\$268,503	\$272,531	\$276,619	\$280,768
Fire Control (1)	\$88,100	\$89,422	\$90,763	\$92,124	\$93,506	\$94,909	\$96,333
Phys Environment/Cons./Resource Mgt. (1)	\$5,248	\$5,326	\$5,406	\$5,487	\$5,570	\$5,653	\$5,738
Road/Street Facilities (1)	\$88,839	\$90,171	\$91,524	\$92,897	\$94,290	\$95,704	\$97,140
Parks/Recreation (2)	\$75,084	\$76,210	\$77,354	\$78,514	\$79,692	\$80,887	\$82,100
Cultural Services (2)	\$609	\$618	\$628	\$637	\$647	\$656	\$666
<b>Total Expenditures</b>	<b>\$615,258</b>	<b>\$624,487</b>	<b>\$633,854</b>	<b>\$643,362</b>	<b>\$653,012</b>	<b>\$662,807</b>	<b>\$672,749</b>
<b>Net Fiscal Impact</b>	<b>\$114,864</b>	<b>\$114,823</b>	<b>\$114,766</b>	<b>\$114,691</b>	<b>\$114,599</b>	<b>\$114,490</b>	<b>\$114,362</b>

**Appendix Table 5  
Gateway ACLF & Multifamily  
Capital Impacts**

	2020	Total
<b>Capital Revenues</b>		
Law Enforcement	\$58,125	\$58,125
Fire	\$60,625	\$60,625
Recreation	\$51,275	\$51,275
Parks	\$62,625	\$62,625
Library	\$7,000	\$7,000
Public Buildings	\$40,750	\$40,750
Total Impact Fee Revenue	\$280,400	\$280,400

\* Assumes that redevelopment of Hospital does not incur any impact fees

**Appendix Table 6  
Gateway ACLF & Multifamily  
Fiscal Impact Assumptions**

Taxable Assessment Ratio	90% (from input data)		
Homestead Exemption	\$50,000 (from input data)		
% Multifamily with Homestead	0% (from input data)		
<b>Millage</b>			
General Fund	5.9000 Mills		
Gateway Development Dist.	2.0000 Mills		
	Equivalent Factor	Full-Time Equivalent	
Population-Working Residents	42,229	0.7619	32,174
Population-Non-Working Residents	45,240	1.0000	45,240
Population- Seasonal	183	0.34615	63
Population (peak season)	87,652		77,478
Population (total)	87,469		
ESRI Business Summary 2016			
Employment (total)	54,140	0.2381	12,891
ESRI Business Summary 2016			
Persons per Household - Single Family	2.52 *	(FI Population Studies, 2014)	
Persons per Household - Multifamily	1.83		
<b>Employment Assumptions</b>		<b>Project</b>	
Commercial (sq.ft.)	667	sq. ft. per employee	
Restaurant - Sit Down (sq.ft.)	142	sq. ft. per employee	
Annual growth rate of Residential Proper	1.0%		
Annual growth rate of Non-Residential P	1.5%		
	<b>Average</b>		
Multifamily 1-Bedrm	\$139,500		
Multifamily 2-Bedrm	\$181,500		
Office - Medical/Professional (sq.ft.)	\$195		
ACLF/Nursing Home beds	\$85,000		

Economic Analysis

**ECONOMIC IMPACT  
ANALYSIS OF PLANTATION  
HOSPITAL SITE RE-USE**

**April 27, 2016**

**Prepared for:**

**City of Plantation, FL  
C/O Keith & Schnars Assoc.**

**Prepared by:**

**Fishkind & Associates, Inc.  
12051 Corporate Blvd.  
Orlando, Florida 32817  
407-382-3256**



Plantation General Hospital Site Re-Use - Economic Impact Analysis

**Table of Contents**

Section	Title	Page
	<i>Executive Summary</i> .....	ii
1.0	Introduction .....	1
2.0	Construction Impacts .....	2
3.0	Permanent Economic Impacts .....	5
4.0	Summary of Economic Impacts and Conclusions .....	9
5.0	Methodology - IMPLAN.....	10

## Executive Summary

Plantation Hospital is expected to relocate to a new facility in 2020 and will vacate the existing 13.68+/- acre site located in Plantation, Florida.

The City has undertaken a planning study with Keith & Schnars to determine highest and best use market based and planning alternatives for re-use and redevelopment of the site, once the hospital has vacated the premises. Keith & Schnars has provided these alternative development scenarios to Fishkind & Associates for analysis of the economic impacts of redevelopment. There are two scenarios considered. First is primarily a residential re-use which consists of multifamily dwellings and limited commercial restaurant space. Second is a mixed-use land use alternative which retains and re-purposes the original hospital structure and adds multifamily residential uses.

Economic impacts consist of jobs, wages and total economic activity. These impacts are generated from construction activity, operations of commercial uses and household spending from residential uses. Tables E1 and E2 summarize the economic impacts of the two alternative scenarios.

The two scenario alternatives for use have differing impact profiles. The residential scenario described as Scenario #1 has less economic impact than the mixed use Scenario #2 alternative. This is because Scenario #2 maintains significant on-site employment and requires greater construction expenditures for re-use/redevelopment. A summary comparison of the two alternatives is shown below.

**Table E1. Construction Economic Impacts - Scenario Comparison**

Impact Type	Employment	Labor Income	Output
<b>Construction Impacts Scenario #1</b>	268	\$13,650,850	\$41,130,329
<b>Construction Impacts Scenario #2</b>	386	\$20,184,883	\$61,023,426

Source: Fishkind & Associates, Inc.; Copyright 2016 Minnesota IMPLAN Group, Inc.

**Table E2. Permanent Economic Impacts - Scenario Comparison**

Impact Type	Employment	Labor Income	Output
<b>Permanent Impacts Scenario #1</b>	267	\$8,308,026	\$15,651,951
<b>Permanent Impacts Scenario #2</b>	809	\$36,934,245	\$76,406,536

Source: Fishkind & Associates, Inc.; Copyright 2016 Minnesota IMPLAN Group, Inc.

## 1.0 Introduction

Two scenarios for site redevelopment and re-use are being contemplated for the purposes of evaluating the range of economic impacts from site re-use. These scenarios include option #1: residential multifamily use and option #2 mixed use medical facilities plus a residential multifamily component.

This analysis examines the economic impact, associated income, and employment effects of the temporary construction period, permanent business operations and household spending among new households, as a result of the planned program.

The two alternative scenarios are as follows. These alternatives provide a range of potential economic impacts from which effects of redevelopment can be assessed.

### Scenario #1: Residential Village

Net acres: 13.68

Net density: 25 Du's / acre

Gross Density: 342 Dwelling Units (25 du/ac)

Commercial in ground floor of building: 10,000 SF of retail/ office

Restaurant: 4,400 sf (specialty sit down not fast food) in building ground floor

Timing: Hospital not expected to relocate for 3 to 5 years, for assumption purposes use 4 years begin demolition (2020) Demolition of the hospital building to take 1 year, office building 6 months. The project will be in 2 phases:

Phase 1: start construction on parking lot parcel in 2020 for 85 rental units immediately, concurrently demo the office building which should take 6 months and start construction immediately after for another 85 units. Buildings to be 3 to 4 floors with surface parking.

Approximate demolition costs: Hospital Building - \$653,000  
Office Building - \$171,000

342 Multifamily units;  
1bedroom=137 units @ \$1,395/mo 2 bedroom= 205 units @\$1,815/mo

Phase 2: demolition to commence on hospital site in 2020 and take 1 year. Phase 2 consists of two buildings of 86 units each total of 172 units. Buildings will be 3 to 4 floors with surface parking. No retail or restaurants.

**Scenario #2: ACLF with 236 living units (existing building if feasible)**

Including urgent care facility, Dialysis treatment and other medical services approximately 50,000 SF in existing hospital building, existing medical building demolished for residential

125 Multi family units;  
1bedroom=50units @ \$1,395/mo 2 bedroom= 75 units @\$1,815/mo

Timing:  
ACLF/ medical - 6 to 8 months to rehab existing building. (2020)

Residential- existing medical office building to be demolished/ site prep- 6 months. Construction 2 residential buildings – 1 year, complete 2020

**2.0 Economic Impact Analysis of Construction**

**2.1 Economic Impact Analysis Overview**

The Consultant conducted the analysis to determine the economic impacts of the construction. This study relies on data gathered from the following sources:

- Primary Data for two planned redevelopment scenarios as provided by Keith & Schnars
- Economic Impact Modeling using IMPLAN

A systematic analysis of local level economic impacts is essential for effective planning in the public- and private-sectors. The Consultant has used IMPLAN multipliers for this analysis, for the Broward County economy.

The economic impacts of the Plantation General Hospital site redevelopment include three components for each scenario:

- Temporary construction impacts
- ongoing business operations impacts
- effects of new household spending

**2.2 Economic Impacts of Construction**

Economic impacts are concerned with the amount of spending that takes place in the local community (called the direct effect) and the impact of that spending when it is re-spent in the community (the multiplier effect), by local businesses and workers in Broward County. Because some of the total project cost is initially spent outside the local area, for the purchase of specialty materials and services not produced locally, the direct effect spending is seen to be a reduced amount when compared with the total project cost.

Typically, in construction, labor costs are 50% of project totals and materials are 50%. Of the materials, Fishkind estimates 60%+/- are purchased outside of Broward County and 40%+/- of materials are purchased or manufactured locally. As a result of the out of area materials purchase, it is estimated between 65% and 70% of total project spending takes place within Broward County.

**Scenario #1 Construction Impacts**

The estimated cost of demolition is \$824,000. The estimated cost of new construction is \$34.7 million. Demolition and construction is projected to take approximately 1 year. Total project construction cost is estimated at \$35.6 million, of which \$23.4 million is direct spending (spent locally). It is this direct spending amount which creates the multiplier effect when it is re-spent in the community. Table 1 provides the summary of the direct effect of construction spending and the resulting multiplier effect.

**Table 1 - Scenario #1 Economic Impacts of Construction**

Impact Type	Employment	Labor Income	Output
<b>Direct Effect</b>	114	\$7,511,189	\$23,413,043
<b>Indirect Effect</b>	94	\$3,607,122	\$10,074,171
<b>Induced Effect</b>	61	\$2,532,539	\$7,643,114
<b>Total Effect</b>	268	\$13,650,850	\$41,130,329

Source: Fishkind & Associates, Inc.; Minnesota IMPLAN Group, Inc., Copyright 2016

# VII. Appendices

Total local employment generated by the construction program will reach 268 jobs. The economic impact of construction will reach \$41,130,000. Some \$13,650,000 will be paid in construction wages.

Table 3 details the local industries across which the economic impacts are distributed. These top industries account for 72% of all the wages paid over the construction period as a result of the construction program and resulting multiplier effect.

**Table 2 Key Economic Sectors Benefitted by Scenario #1 Construction**

Description	Employment	Labor Income	Output
Constr. of new multifamily resi. structures	110	\$7,244,981	\$22,589,043
Retail - Clothing and accessories	18	\$462,671	\$1,500,151
Retail - Non-store retailers	12	\$304,199	\$1,409,928
Retail - Miscellaneous store retailers	10	\$295,663	\$459,757
Real estate	9	\$126,634	\$1,347,251
Retail - Health and personal care stores	8	\$330,033	\$630,601
Retail - General merchandise stores	5	\$150,458	\$380,799
Wholesale trade	5	\$458,358	\$1,268,569
Maint. and repair construction of nonres. struc.	5	\$305,344	\$945,139
Employment services	4	\$164,057	\$228,219
<b>Subtotal of Key Industries</b>	<b>187</b>	<b>\$9,842,397</b>	<b>\$30,759,458</b>
<b>Total Construction Impacts</b>	<b>268</b>	<b>\$13,650,850</b>	<b>\$41,130,329</b>

Source: Fishkind & Associates, Inc.; Minnesota IMPLAN Group, Inc., Copyright 2016

## Scenario #2 Construction Impacts

The estimated cost of demolition is \$171,000. The estimated cost of new construction and building rehab is \$54.6 million. Demolition and construction is projected to take approximately 1 year. Total project construction cost is estimated at \$54.8 million, of which \$36.2 million is direct spending (spent locally). It is this direct spending amount which creates the multiplier effect when it is re-spent in the community. Table 3 provides the summary of the direct effect of construction spending and the resulting multiplier effect.

**Table 3 - Scenario #2 Economic Impacts of Construction**

Impact Type	Employment	Labor Income	Output
<b>Direct Effect</b>	177	\$11,667,063	\$36,222,999
<b>Indirect Effect</b>	120	\$4,773,906	\$13,501,780
<b>Induced Effect</b>	90	\$3,743,914	\$11,298,647
<b>Total Effect</b>	<b>386</b>	<b>\$20,184,883</b>	<b>\$61,023,426</b>

Source: Fishkind & Associates, Inc.; Minnesota IMPLAN Group, Inc., Copyright 2016

Total local employment generated by the construction program under Scenario #2 will reach 386 jobs. The economic impact of construction will reach \$61,000,000. Some \$20,180,000 will be paid in construction wages. Scenario #2 has greater economic impact of construction than Scenario 1 due to higher construction costs for rehabilitation of the existing hospital and finish out costs to provide medical offices and ACLF in the existing hospital structure.

Table 4 details the local industries across which the economic impacts are distributed. These top industries account for 73% of all the wages paid over the construction period as a result of the construction program and resulting multiplier effect.

**Table 4 Key Economic Sectors Benefitted by Scenario #2 Construction**

Description	Employment	Labor Income	Output
Maint. and repair constr. of nonres. struc.	104	\$6,863,213	\$21,243,873
Construction of new multifamily resi. struc.	74	\$4,859,538	\$15,151,500
Retail - Clothing and accessories stores	21	\$541,896	\$1,757,027
Retail - Nonstore retailers	14	\$356,721	\$1,653,362
Real estate	13	\$178,350	\$1,897,458
Retail - Miscellaneous store retailers	12	\$349,644	\$543,698
Retail - Health and personal care stores	9	\$392,433	\$749,831
Retail - General merchandise stores	8	\$239,094	\$605,133
Wholesale trade	8	\$707,612	\$1,958,415
Full-service restaurants	6	\$155,856	\$326,699
<b>Subtotal of Key Industries</b>	<b>270</b>	<b>\$14,644,359</b>	<b>\$45,886,995</b>
<b>Total Construction Impacts</b>	<b>386</b>	<b>\$20,184,883</b>	<b>\$61,023,426</b>

Source: Fishkind & Associates, Inc.; Minnesota IMPLAN Group, Inc., Copyright 2016

## 3.0 Permanent Economic Impacts

### 3.1 Permanent Economic Impacts of Scenario #1

Scenario # 1 is primarily a multifamily residential project with limited on-site employment. The majority of permanent economic impacts from this scenario are generated by the spending of household incomes from the new homes developed.

Permanent economic impacts of the Scenario #1 will generate 217 jobs in direct employment and total employment of 267 jobs, including the indirect and induced multiplier effects. Upon completion of the construction program, the estimated additional annual operations payroll will reach \$8.3

million annually. The annual economic impact of new operations associated with the project will reach \$15.7 million including direct, indirect and induced impacts. This represents the economic effects of 342 new multifamily housing units, associated household spending, plus limited on site retail and restaurant.

Table 4 shows the annual, ongoing permanent economic impact from the operational activity of new facilities.

**Table 4 - Scenario #1  
Annual Economic Impacts of New Multifamily**

Impact Type	Employment	Labor Income	Output
<b>Direct Effect</b>	217	\$6,125,443	\$9,163,698
<b>Indirect Effect</b>	13	\$638,212	\$1,826,100
<b>Induced Effect</b>	37	\$1,544,372	\$4,662,153
<b>Total Effect</b>	267	\$8,308,026	\$15,651,951

Source: Fishkind & Associates, Inc.; Copyright 2016 Minnesota IMPLAN Group, Inc.

### 3.2 Permanent Economic Impact of Scenario #1 on Key Industries

The impacts of the redeveloped hospital site can be described and illustrated among different industries and areas of business in the local economy. Table 5 illustrates the most prominent industries throughout the county which will benefit from the expanded facilities and operations.

**Table 5 Scenario #1 Impact on Key Industries**

Description	Employment	Labor Income	Output
Private households	126	\$2,503,860	\$2,523,736
Full-service restaurants	34	\$900,795	\$1,888,203
Transit and ground transportation	22	\$890,577	\$1,724,349
Retail - General merchandise stores	22	\$617,489	\$1,562,828
Local govt, education	11	\$708,177	\$836,320
Offices of physicians	9	\$743,661	\$1,048,627
Real estate	5	\$63,318	\$673,639
Limited-service restaurants	2	\$41,926	\$115,714
Employment services	2	\$75,168	\$104,566
Retail - Food and beverage stores	1	\$38,795	\$84,574
<b>Subtotal of Key Industries</b>	232	\$6,583,768	\$10,562,556
<b>Permanent Impacts of Scenario #1</b>	267	\$8,308,026	\$15,651,951

Source: Fishkind & Associates, Inc.; Copyright 2016 Minnesota IMPLAN Group, Inc.

The ongoing impact of new residential development on the hospital site is felt throughout the local economy, benefitting a variety of industries and supporting economic diversity. Key industries benefitted by the new homes and small retail and restaurant uses include household employment, transportation services, local government and schools among others.

### 3.3 Permanent Economic Impacts of Scenario #2

Scenario # 2 contemplates keeping the hospital building and replacing the uses within the hospital with ACLF, medical offices and medical services. In addition, the existing free standing medical office building will be demolished and replaced with new multifamily residential development.

Permanent economic impacts of the Scenario #2 will generate 535 jobs in direct employment and total employment of 809 jobs, including the indirect and induced multiplier effects. Upon completion of the construction program, the estimated additional annual operations payroll will reach \$37 million annually. The annual economic impact of new operations associated with the project will reach \$76.4 million including direct, indirect and induced impacts. This represents the economic effects of an ACLF facility, medical services and offices, and 125 new multifamily housing units. Scenario #2 has greater economic impacts than Scenario #1 because it maintains on-site employment on a similar scale to existing activity plus adds a residential component.

Table 4 shows the annual, ongoing permanent economic impact from the operational activity of ACLF, medical office and new residential units.

**Table 4 - Scenario #2  
Annual Economic Impacts of Hospital Rehab and New Homes**

Impact Type	Employment	Labor Income	Output
<b>Direct Effect</b>	535	\$25,317,155	\$41,646,580
<b>Indirect Effect</b>	110	\$4,755,063	\$14,046,393
<b>Induced Effect</b>	164	\$6,862,028	\$20,713,563
<b>Total Effect</b>	809	\$36,934,245	\$76,406,536

Source: Fishkind & Associates, Inc.; Copyright 2016 Minnesota IMPLAN Group, Inc.



# VII. Appendices

### 3.4 Permanent Economic Impact of Scenario #2 on Key Industries

The impacts of Scenario #2 are described and illustrated among different industries and areas of business in the local economy. Table 5 illustrates the most prominent industries throughout the county which will benefit from the replacement of hospital facilities with ACLF, medical office and new residential units.

**Table 5 Scenario #2 Impact on Key Industries**

Description	Employment	Labor Income	Output
Individual and family services	234	\$7,320,060	\$10,656,753
Offices of physicians	133	\$11,438,267	\$16,128,952
Outpatient care centers	79	\$3,640,543	\$10,650,205
Private households	47	\$939,846	\$947,306
Medical, diagnostic laboratories	43	\$2,361,927	\$3,770,539
Real estate	37	\$513,463	\$5,462,706
Employment services	19	\$752,429	\$1,046,699
Full-service restaurants	12	\$331,386	\$694,636
Limited-service restaurants	10	\$208,225	\$574,695
Transit and ground transportation	9	\$360,620	\$698,238
<b>Subtotal of Key Industries</b>	<b>625</b>	<b>\$27,866,767</b>	<b>\$50,630,730</b>
<b>Permanent Impacts of Scenario #2</b>	<b>809</b>	<b>\$36,934,245</b>	<b>\$76,406,536</b>

Source: Fishkind & Associates, Inc.; Copyright 2016 Minnesota IMPLAN Group, Inc.

The ongoing impact of new uses within the original hospital building plus new residential development is felt throughout the local economy, benefitting a variety of industries and supporting economic diversity. Key industries benefitted by the new uses within the hospital building and new homes include primarily medical and personal care services (ACLF), restaurants, transportation services, and others.

### 4.0 Summary of Economic Impacts and Conclusions

There will be significant additions and enhancements to the Broward County economy resulting from redevelopment or re-use of the Plantation General Hospital site.

The two scenario alternatives for use have differing impact profiles. The residential scenario described as Scenario #1 has less overall economic impact than the mixed-use Scenario #2 alternative. This is because Scenario #2 maintains significant on-site employment and requires greater construction expenditures for re-use/redevelopment. A summary comparison of the two alternatives is shown below.

**Table 6. Construction Economic Impacts - Scenario Comparison**

Impact Type	Employment	Labor Income	Output
<b>Construction Impacts Scenario #1</b>	268	\$13,650,850	\$41,130,329
<b>Construction Impacts Scenario #2</b>	386	\$20,184,883	\$61,023,426

Source: Fishkind & Associates, Inc.; Copyright 2016 Minnesota IMPLAN Group, Inc.

**Table 7. Permanent Economic Impacts - Scenario Comparison**

Impact Type	Employment	Labor Income	Output
<b>Permanent Impacts Scenario #1</b>	267	\$8,308,026	\$15,651,951
<b>Permanent Impacts Scenario #2</b>	809	\$36,934,245	\$76,406,536

Source: Fishkind & Associates, Inc.; Copyright 2016 Minnesota IMPLAN Group, Inc.

## 5.0 Economic Impact Methodology - IMPLAN

The economic impact methodology utilized to determine the multiplier effects is IMPLAN (IMpact Analysis for PLANning).

*IMPLAN's Social Accounting Matrices (SAMs) capture the actual dollar amounts of all business transactions taking place in a regional economy as reported each year by businesses and governmental agencies. SAM accounts are a better measure of economic flow than traditional input-output accounts because they include "non-market" transactions. Examples of these transactions would be taxes and unemployment benefits.*

### Multipliers

*Social Accounting Matrices can be constructed to show the effects of a given change on the economy of interest. These are called Multiplier Models. Multiplier Models study the impacts of a user-specified change in the chosen economy for 440 different industries. Because the Multiplier Models are built directly from the region specific Social Accounting Matrices, they will reflect the region's unique structure and trade situation.*

*Multiplier Models are the framework for building impact analysis questions. Derived mathematically, these models estimate the magnitude and distribution of economic impacts, and measure three types of effects which are displayed in the final report. These are the direct, indirect, and induced changes within the economy. Direct effects are determined by the Event as defined by the user (i.e. a \$10 million dollar order is a \$10 million dollar direct effect). The indirect effects are determined by the amount of the direct effect spent within the study region on supplies, services, labor and taxes. Finally the induced effect measures the money that is re-spent in the study area as a result of spending from the indirect effect. Each of these steps recognizes an important leakage from the economic study region spent on purchases outside of the defined area. Eventually these leakages will stop the cycle.*

## PGH Traffic Demand Tables

**Table 1**  
**Existing Plantation General Hospital and Medical Office Building Trip Generation**

Land Use Description		Density	Units	Land Use Code	ITE 9th Edition Trip Generation Rate or Formula (1)	Gross Trips	Inbound		Outbound		
							%	Trips	%	Trips	
DAILY	A	Medical Office	48,246	Sq. Ft.	720	$T = 40.89(X) - 214.97$	1,758	50%	879	50%	879
	B	Hospital	264	Beds	610	$T = 7.33(X) + 2213.85$	4,149	50%	2,075	50%	2,075
	<b>Gross Daily Trips:</b>						<b>5,907</b>	50%	<b>2,954</b>	50%	<b>2,954</b>
AM PEAK HOUR	A	Medical Office	48,246	Sq. Ft.	720	$T = 2.39(X)$	115	79%	91	21%	24
	B	Hospital	264	Beds	610	$T = 1.32(X)$	348	72%	251	28%	97
	<b>Gross AM Peak Hour Trips:</b>						<b>463</b>	74%	<b>342</b>	26%	<b>121</b>
PM PEAK HOUR	A	Medical Office	48,246	Sq. Ft.	720	$\ln(T) = 0.90 \ln(x) + 1.53$	151	28%	42	72%	109
	B	Hospital	264	Beds	610	$T = 1.42(X)$	375	33%	124	67%	251
	<b>Gross PM Peak Hour Trips:</b>						<b>526</b>	32%	<b>166</b>	68%	<b>360</b>

**NOTES:**

(1) Trip rates are based on the Institute of Transportation Engineers' Trip Generation, 9th Edition.

**Table 2**  
**Plantation General Hospital Site - Alternative 1 Development Trip Generation**

Land Use Description		Density	Units	Land Use Code	ITE 9th Edition Trip Generation Rate or Formula (1)	Gross Trips	Inbound		Outbound		
							%	Trips	%	Trips	
<b>DAILY</b>	A	Apartments	342	D.U.	220	$T = 6.06(X) + 123.56$	<b>2,196</b>	50%	<b>1,098</b>	50%	<b>1,098</b>
	B	Retail	10,000	Sq. Ft.	820	$\text{Ln}(T) = 0.65\text{Ln}(x) + 5.83$	<b>1,520</b>	50%	<b>760</b>	50%	<b>760</b>
	C	High-Turnover Restaurant	4,200	Sq. Ft.	932	$T = 127.15(X)$	<b>534</b>	50%	<b>267</b>	50%	<b>267</b>
	<b>Gross Daily Trips:</b>						<b>4,250</b>	50%	<b>2,125</b>	50%	<b>2,125</b>
<b>AM PEAK HOUR</b>	A	Apartments	342	D.U.	232	$T = 0.49(X) + 3.73$	<b>171</b>	20%	<b>34</b>	80%	<b>137</b>
	B	Retail	10,000	Sq. Ft.	820	$\text{Ln}(T) = 0.61\text{Ln}(x) + 2.24$	<b>38</b>	62%	<b>24</b>	38%	<b>15</b>
	C	High-Turnover Restaurant	4,200	Sq. Ft.	932	$T = 10.81(X)$	<b>45</b>	55%	<b>25</b>	45%	<b>20</b>
	<b>Gross AM Peak Hour Trips:</b>						<b>254</b>	33%	<b>83</b>	67%	<b>172</b>
<b>PM PEAK HOUR</b>	A	Apartments	342	D.U.	232	$T = 0.55(X) + 17.65$	<b>206</b>	65%	<b>134</b>	35%	<b>72</b>
	B	Retail	10,000	Sq. Ft.	820	$\text{Ln}(T) = 0.67\text{Ln}(x) + 3.31$	<b>128</b>	48%	<b>61</b>	52%	<b>67</b>
	C	High-Turnover Restaurant	4,200	Sq. Ft.	932	$T = 9.85(X)$	<b>41</b>	60%	<b>25</b>	40%	<b>16</b>
	<b>Gross PM Peak Hour Trips:</b>						<b>375</b>	59%	<b>220</b>	41%	<b>155</b>

**NOTES:**

(1) Trip rates are based on the Institute of Transportation Engineers' Trip Generation, 9th Edition.

**Table 3**

**Plantation General Hospital Site - Alternative 2 Development Trip Generation**

Land Use Description		Density	Units	Land Use Code	ITE 9th Edition Trip Generation Rate or Formula (1)	Gross Trips	Inbound		Outbound		
							%	Trips	%	Trips	
DAILY	A	Assisted Living	263	Beds	254	$\text{Ln}(T) = 0.56 \text{Ln}(x) + 3.07$	488	50%	244	50%	244
	B	Medical Office	50,000	Sq. Ft.	720	$T = 40.89(X) - 214.97$	1,830	50%	915	50%	915
	C	Apartments	125	D.U.	220	$T = 6.06(X) + 123.56$	881	50%	441	50%	441
	<b>Gross Daily Trips:</b>						<b>3,199</b>	50%	<b>1,600</b>	50%	<b>1,600</b>
AM PEAK HOUR	A	Assisted Living	263	Beds	254	$T = 0.14(X)$	37	65%	24	35%	13
	B	Medical Office	50,000	Sq. Ft.	720	$T = 2.39(X)$	120	79%	95	21%	25
	C	Apartments	125	D.U.	232	$T = 0.49(X) + 3.73$	65	20%	13	80%	52
	<b>Gross AM Peak Hour Trips:</b>						<b>222</b>	59%	<b>132</b>	41%	<b>90</b>
PM PEAK HOUR	A	Assisted Living	263	Beds	254	$T = 0.22(X)$	58	44%	26	56%	32
	B	Medical Office	50,000	Sq. Ft.	720	$\text{Ln}(T) = 0.90 \text{Ln}(x) + 1.53$	156	28%	44	72%	112
	C	Apartments	125	D.U.	232	$T = 0.55(X) + 17.65$	86	65%	56	35%	30
	<b>Gross PM Peak Hour Trips:</b>						<b>300</b>	42%	<b>126</b>	58%	<b>174</b>

**NOTES:**

(1) Trip rates are based on the Institute of Transportation Engineers' Trip Generation, 9th Edition.



**KEITH and SCHNARS**  
FLORIDA'S *Big* LOCAL FIRM

6500 North Andrews Avenue • Fort Lauderdale, Florida 33309

Phone: (954) 776-1616 • Fax: (954) 771-7690

Toll Free: (800) 488-1255

[www.KSFLA.com](http://www.KSFLA.com)