



Southeast Florida/  
Caribbean

# DOWNTOWN DEERFIELD

Deerfield Beach, Florida

Technical Assistance Panel | June 17–18, 2024

# About

## Urban Land Institute

Urban Land Institute is a global, member-driven organization comprising more than 48,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide. ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 84 countries.

Cover photo: An aerial view of the study area, including Pioneer Park and Deerfield Beach city hall. (Google)

© 2024 by the Urban Land Institute

2001 L Street, NW | Suite 200 | Washington, DC  
20036-4948

All rights reserved. Reproduction or use of the whole or any part of the contents without written permission of the copyright holder is prohibited.

## ULI Southeast Florida/ Caribbean

For more than 25 years, ULI Southeast Florida/Caribbean District Council has served as a powerful voice for best practices and the latest trends in real estate in the region. With 1,300+ members living and working in Florida's seven southernmost coastal counties (from Indian River through Monroe) and throughout the Caribbean Islands, ULI brings together leaders from across the fields of real estate and land use policy to exchange best practices and serve community needs. ULI shares knowledge through education, applied research, publishing, electronic media, events, and programs.

### District Council Leadership

#### **Tere Blanca**

District Council Chair  
Founder, Chairman, and CEO  
Blanca Commercial Real Estate, Inc

#### **Tom Roth**

Chair for Mission Advancement  
Principal, Roth Advisory

#### **Julie Medley**

Executive Director

## Technical Assistance Panel (TAP) Program

Urban Land Institute harnesses its members' technical expertise to help communities solve complex land use, development, and redevelopment challenges. In 2004, the ULI Southeast Florida/Caribbean District Council began providing these services locally through Technical Assistance Panels (TAPs) to address specific development/real estate issues in areas such as housing, parking, redevelopment, future land use, Transit-Oriented Development (TOD), and similar topics.

Drawing from its local membership base, ULI Southeast Florida/Caribbean conducts TAPs offering objective and responsible advice to local decision-makers on a wide variety of land use and real estate issues ranging from site-specific projects to public policy questions. The TAP program is intentionally flexible to provide a customized approach to specific land use and real estate issues. In fulfillment of ULI's mission, this TAP report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

Learn more at [seflorida.uli.org](https://seflorida.uli.org).

# About

## Technical Assistance Panel

### Panel Chair

#### Mike Pitchford

Former President & CEO  
Community Preservation and Development  
Corporation

### Panel Members

#### Stephanie Guerra, PE

Transportation & Traffic Engineer  
Kimley-Horn

#### Amy Harbert, PLA, LEED

Vice President  
EDSA

#### Dana Little

Urban Design Director  
Treasure Coast Regional Planning Council

#### Juan Mullerat, Assoc. AIA, APA, NCI, CNU

Founding Principal  
Plusurbia Design

#### Thuy Shutt

Planning Director  
Palm Beach County

#### Tom Roth

Principal  
Roth Investment and Advisory

### ULI Southeast Florida/Caribbean Project Staff

#### Julie Medley

Executive Director, ULI SE Florida

#### Mallory Barker

Manager, ULI SE Florida

#### Morgan Balch

Associate, ULI SE Florida

#### Kelly Annis

Report Writer, Branch Communications

## Acknowledgments

ULI SE Florida would like to thank the City of Deerfield Beach for inviting ULI to study the redevelopment opportunities around the Deerfield Beach City Hall. Additionally, ULI SE Florida would like to thank the city staff, particularly Kris Mory, director of economic development and Kaitlyn Collier, business development manager, for their insights and technical support leading up to and during the panel process. ULI would also like to thank the city's elected leadership and community members who generously shared their time, experience, and perspectives with the panel.

# Contents

Executive Summary	1
Introduction and Background	4
Pioneer Park (re)Activation	8
City Hall and Downtown Redevelopment	16
Parking and Mobility	23
Implementation	26
Next Steps	29
About the Panel	31



## Executive Summary

Situated along Florida's southeast Atlantic Coast, the City of Deerfield Beach is home to over 80,000 residents who love their community, cherish the beach along its eastern edge, and have access to the Everglades further west. The City has a small-town charm and historic character that residents enjoy in the midst of other high-rise beach developments to the north and south along the coast. Yet Deerfield Beach (the City) lacks what many might consider a downtown district.

City leaders, operating out of an outdated City Hall building tucked between Hillsboro Boulevard and Pioneer Park, recognized an opportunity to redevelop the City Hall site into something more impactful for the community. In addition to the potential redevelopment of the City Hall site, the neighboring Broward County Sheriff's Office (BSO) will soon be relocating, opening that parcel up, too, for redevelopment. To better understand the opportunities before the City, leaders turned to the Urban Land Institute Southeast Florida District Council (ULI) for insights and advice.

The City Hall site, the BSO land, and Pioneer Park combine to create a 20-acre, publicly-owned site that could become a significant nexus for Deerfield Beach activity—a new Downtown Deerfield.

Using its objective technical assistance panel (TAP) program ULI convened a panel of real estate professionals to study the site, interview stakeholders, and apply their knowledge and expertise to deliver a set of recommendations that the City can consider as it evaluates the best path forward for its City Hall property and the associated and adjacent parcels.

The panel's recommendations fell into four primary categories: Park recommendations; options for City Hall redevelopment; parking and mobility improvements; and steps to take in the implementation of a vision like the one the panel delivered.

### Pioneer Park (re)Activation

Pioneer Park is a popular spot for community softball, Little League, and tennis. The 13-acre waterfront park also features a boat launch and children's playground. The park is also inefficient in its design, with large swaths of unused space and few opportunities for shade. To address these challenges, make better use of the land, and position the park to become an active feature within Downtown Deerfield, the panel presented a vision for a redesigned Pioneer Park that provides space for passive and active recreation, space for repositioned sports facilities, and makes better use City-owned waterfront land.



GOOGLE EARTH/ULI/TAP

The Deerfield Beach City Hall is ready for redevelopment. Combined with the Broward County Sheriff's Office parcel to the east, the area could make for an interesting mixed-use development opportunity for the City—a new Downtown Deerfield.

- **Create spaces to play and learn.** The panel re-envisioned the western portion of the park to deliver shade, cultural and creative space, a large pavilion, and redesigned stormwater infrastructure that could be an educational and appealing landscaped amenity. This section of the park would become a gateway and important connection to Downtown Deerfield connecting south across NE Eller Street to NE 2nd Avenue.
- **Ensure ample space for passive recreation.** In the center of the park, a new event lawn could slope to the waterfront and feature a stage or small amphitheater. Benches or hammocks along the edges of the lawn would provide additional seating or quiet places to recline and relax in the shade.
- **Redesign spaces for active recreation.** The softball field, Little League field, and tennis courts could move to the eastern third of the park, close to the existing parking lot. The softball field could also be reoriented to point to the northeast during this move to better serve the ball players. Moving these uses frees the middle of the park for the event lawn, which will be a more inviting opening into the park and the riverfront beyond.
- **Activate the waterfront.** The waterfront is an underutilized community asset. Opening the views to the water and adding a pavilion or cafe along the waterfront is encouraged as is expanding the waterfront amenities to include a

small marina or additional dock to allow people to visit the park by boat.

## Options for City Hall and Downtown Redevelopment

The redevelopment or relocation of City Hall, the historic “main street” style retail along NE 2nd Avenue, the proximity of the park, and the BSO campus availability could combine to make Downtown Deerfield a reality. The following recommendations and careful planning will support that pursuit.

### Retain City Hall in the new development.

The relocation of City Hall within the study area provides the City with an active presence in Downtown Deerfield on day 1. The area is central and convenient for residents, and the enhanced campus can provide better connectivity between Hillsboro Boulevard. and the park.

The panel outlined three broad plans for a new City Hall and Downtown Deerfield.

- **City Hall Option “A.”** In this design, the panel moved City Hall closer to Hillsboro Boulevard. and added a formal lawn south of the building to connect to Hillsboro. This shift adds to the existing activity along NE 2nd Avenue and frees the current City Hall site for a mixed-use development and another on the BSO parcel, both of which would be oriented north to look out over the park. Townhomes could be added along NE 4th Avenue, providing the city with more housing options and helping to activate downtown in the evenings and on weekends.

- **City Hall Option “B.”** This design rebuilds City Hall in its current location, where it would be repositioned to face NE 2nd Avenue as downtown’s “main street,” and would include a small public plaza. Parking would be placed interior to the development and remain accessible for public use. This design also incorporates townhomes on the eastern edge as well as deeper into the middle of the redevelopment area.
- **City Hall Option “C.”** In this option, City Hall is moved to the BSO parcel, close to the residential uses, and might feature a design that is more residential in its presentation. The building would be closer to Hillsboro Boulevard and the relocation of the clocktower here would serve as a visual marker for those seeking City Hall from Hillsboro Boulevard. Parking again would be tucked behind buildings and mixed-use buildings would face the park.

## Parking and Mobility

Transportation, parking, and mobility throughout the area will require thoughtful planning to best support a downtown that is active, navigable, and a pleasure to visit.

- **Retain current parking assets and add additional resources.** The parking at the boat launch and the on-street parking should remain, but changing to angled on-street parking on the north side of NE Eller Street would add more parking capacity for park users. A second surface parking lot could be added at the corner

of NE 2nd Avenue and NE Eller Street, which could be used by park visitors as well as those visiting downtown. Shared parking garages, tucked behind or wrapped by the new mixed-use buildings, could provide parking for City Hall, residential uses, and overflow parking during larger community events in Downtown Deerfield. Access to these garages should be on the south side of the parcel to limit additional traffic near the park and make traffic management during future temporary street closures—for festivals, parades, or other community events—easier to manage.

- **Focus on pedestrian improvements across the study area.** A walking path should be added to the perimeter of Pioneer Park as both a recreational amenity and mobility access/option for those walking through the area. Mid-block pedestrian crosswalks should be added along NE Eller Street. Decorative pavers on NE 2nd Avenue and on NE Eller Street could also help improve the pedestrian experience by slowing drivers, and using pavers to create a visual curb supports accessibility and walkability during temporary street closures for events.

## Implementation

To create a vibrant, successful Downtown Deerfield, the public and private sectors each have important roles to play.

- **The public sector should lead the park redesign.** The City should take the lead on setting a vision for Pioneer Park that is dynamic and active, which will help drive private investment south of the park in the new downtown. The City should also pursue further public engagement to ensure the park meets stakeholder needs. Culture and arts could be infused into the park redesign, and infrastructure improvements—lighting, landscape, shade, and streetscape improvements—will signal the City’s own investment in and commitment to the area. The City should also pursue the design and construction of small kiosks to store and manage game equipment rentals and provide food and beverage concessions.
- **The private sector will assist in the park.** The private sector can assist with the park improvements by adding residential units near the park, which will help activate the area and enhance safety. The private sector should also take on the role of food/beverage purveyor in the park and should also lead the way in bringing entertainment to the park.
- **Public-private partnerships may be needed.** A public-private process can guide the operation of the kiosks the panel recommended for games, rentals, and food and beverage offerings. A request for proposals (RFP) can assist the City in locating viable operators who can run these kiosks under a lease with the City.
- **Downtown development should start with a master planner.** The City should engage a master planner to design and guide development downtown—with input from the community—identifying sites for private development and sites for municipal redevelopment. With a master plan in place, the City can issue an RFP for a master developer.
- **Focus on restaurants, entertainment, and residential.** Attracting restaurants and entertainment to Downtown Deerfield should be a high priority as should residential development, which will bring people to the area and support vibrancy in the district. Food and beverage operations and game rentals in the park should also be a high priority. Retail in the new downtown will follow over time and should be shaped by market demands.

Creating a sense of place in the area will be key to establishing Downtown Deerfield. Pulling the park, its vibrancy and activation, across NE Eller Street and into the commercial areas to the south will help create a cohesive, energetic district that will appeal to residents and visitors alike. The redevelopment of City Hall and the relocation of the BSO create a generational opportunity for the City to create something really special for Deerfield Beach. The opportunity to likewise redesign Pioneer Park to better meet the needs of contemporary park users should also be of interest to the City and its residents. Together, these 20 acres can be the start of something new and something uniquely Deerfield.



# Introduction and Background

The City of Deerfield Beach, Florida, has its eye on a new City Hall facility. The current location, near Hillsboro Boulevard and Interstate 95, is convenient for the City's constituents, but the building is outdated and in need of repair and expansion to meet the City's current and anticipated future needs.

When faced with the prospect of redeveloping the current City Hall site or moving to a new location, the City recognized a generational opportunity to redevelop the site and the surrounding City-owned land into a more robust public service campus or even a new downtown district for Deerfield.

To better identify and evaluate the potential opportunities for the site and its surroundings, the City of Deerfield Beach turned to the Urban Land Institute Southeast Florida District Council (ULI) for assistance and to make recommendations the City can consider for the location of City Hall and the development of Downtown Deerfield.

The City asked ULI to consider more than just the City Hall parcel in its study. With the pending relocation of the Broward County Sheriff's Office (BSO) elsewhere in Broward County, the parcel directly east of City Hall and east of NE 3rd Avenue could be incorporated into any new development in the area. Additionally, the City asked that ULI factor Pioneer Park into its evaluation as well. While the City has no intention of turning the park over for development, the land and uses within the park could be better positioned to provide the recreational amenities residents desire, make more efficient use of the land



The study area, in the shaded area, includes land that is publicly owned.

within the park boundaries, and possibly provide new recreational amenities that are more aligned with the future vision/development of the area as a downtown destination.

Using its trusted and objective technical assistance panel (TAP) program, ULI assembled a panel of real estate professionals with the expertise needed to answer the City's questions regarding the future of the City Hall site and its surroundings. With expertise in the areas of development, urban planning and design, landscape architecture and planning, transportation and traffic engineering, and municipal operations, the panel reviewed the briefing materials provided by the city, toured

## TAP Questions

Provide recommendations for project layout, massing, placemaking, and community gathering spaces:

- What is the highest and best use of the site?
- How can this site be developed to maximize efficient delivery of municipal services while creating a signature city center campus, public recreation and gathering space?
- How can we create inviting public spaces that encourage interaction and gathering, like plazas, parks, or outdoor performance areas?
- What types of venues/cultural assets might be considered?
- Given the unique characteristics of the community and the site, what opportunities and/or urban design can be implemented to create a sustainable downtown and Cultural Arts District that reflects the community's history, art, and culture?
- What are the best project layout/best use recommendations that will make the downtown economically viable?

the study area, and interviewed a wide range of stakeholders, including elected officials and area residents.

With the information from the City and insights from the stakeholders in hand, the panel turned their professional expertise to the evaluation of the physical opportunities at the site as well as the cultural and connectivity potential it holds. The following guiding principles emerged to further guide the panel in its recommendation formation.

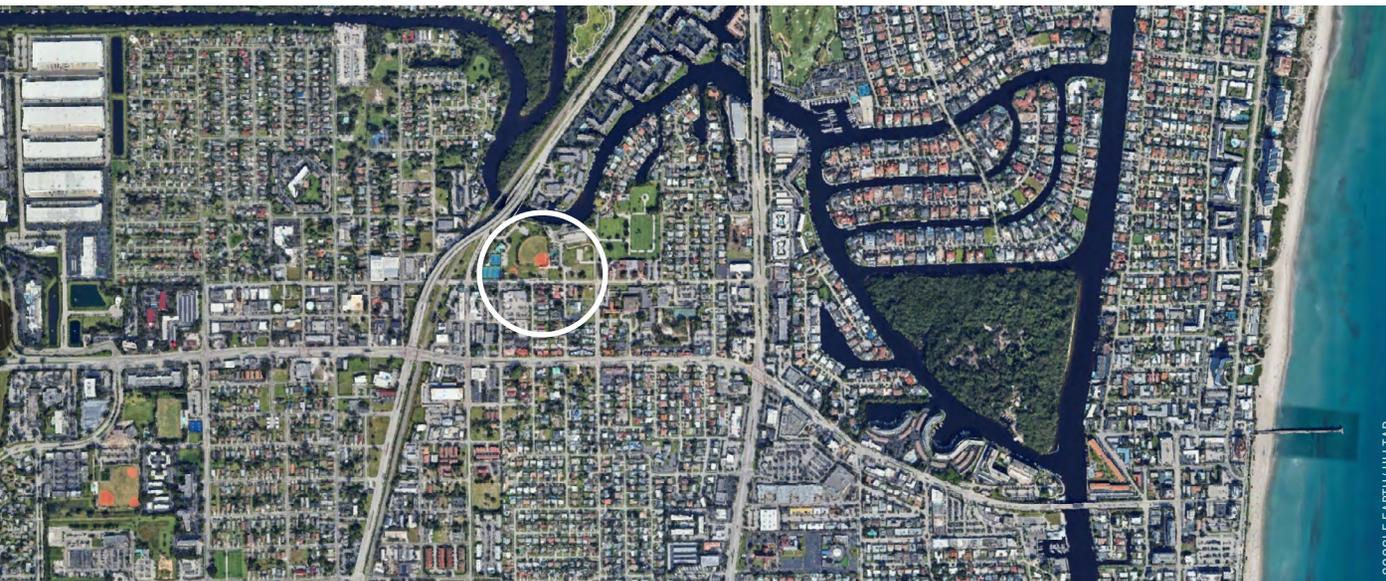
- **Value this central space.** This area of Deerfield Beach holds value as the traditional heart of the city's civic life with the municipal services delivered at the site, the activities held at Pioneer Park, and its proximity to the future rail station to the south.
- **Highlight this distinct district.** The study area is distinct from the areas along the

beach, different from the uses along US Highway 1 / Hillsboro Boulevard, and separate from Interstate 95.

- **Activate the waterfront.** The park is a community treasure and features 13.7 publicly-owned waterfront acres that could be activated further.
- **Enhance walkability and connectivity.** The area should be ultimately walkable—making walking the easy and safe choice for those using the park, walking to and from the elementary school, and those moving between Hillsboro Boulevard and the City Hall campus. Connections between all of these destinations need to be more visible and inviting to also support walkability.
- **Design a park for everyone.** Pioneer Park is a cherished community asset, yet its uses today cater to ball players (softball

## What the Panel Heard

- People love Pioneer Park (“it used to be great”) and highly value it
- There is a lot of history here and maintaining historic character is important
- A better City Hall is desperately needed
- People want a vibrant downtown area with culture, entertainment, and gathering space
- Pioneer Park’s ballfields, courts, and boat launch are well used
- Shade, dog parks, and play areas are lacking in the park
- Parking and transportation options are limited around the site
- People want new restaurants and places to gather and connect
- “Go big and go bold”



The study area, shown in the circle, sits between the beach and I-95 and is close to Hillsboro Boulevard and Dixie Highway.

## Panel Observations/Learnings

- Site is 20 total acres; 13.7 in park
- Eller is an important street
- The park has vast underutilized space
- Uses within park are mobile
- Park concessions are possible
- City Hall can move anywhere
- Cell towers need to stay
- More parking is needed at City Hall
- NE 2nd Avenue buildings are welcoming and walkable

and Little League), tennis players, and those using the boat ramp. The park should be reactivated and redesigned to provide a wider range of activities and access points.

- **Create a destination.** The City already wants to create a destination, as evidenced in the questions to the panel. Thoughtful design and curation of uses will support the City's goals to create a downtown that is a destination for residents and visitors alike.
- **Build community.** Redesigned, the area could become a special place for locals to engage. Off the beaten path for visitors, the area is well-known by residents. Offering residents a special plan, designed with their lifestyles in mind, will encourage residents' use, which supports community building in Deerfield Beach.
- **Create both active and passive spaces.** Parks should provide everyone with opportunities to get outside and enjoy the open space. Some uses may be highly active, such as tennis or softball, while others, like walking or reading in a quiet spot, should be considered just as important in the design and delivery. A completely updated park should have active sports facilities and passive recreational components.
- **Blend urban and park uses.** The proximity of the park to the City Hall site

is important and should be leveraged. The connections between the potential urban district uses at the City Hall site and the park should create an environment where the two uses exist symbiotically, blending together and leveraging the proximity rather than operating in stark contrast.

- **Celebrate history.** The opportunity to use the site to create a district that celebrates the waterfront, connects to Hillsboro Boulevard, and pays tribute to local history is particularly compelling. Residents are eager to connect to the City's history and see their own part in its future. The redevelopment of this site can meet that need.

### Areas of Recommendations

Based on these guiding principles, the site's characteristics, and the panel's professional insights, the recommendations for the City fell into the following four categories:

- Reactivate Pioneer Park
- Plan for Downtown Deerfield
- Consider development opportunities for City Hall and its surroundings
- Plan for and improve parking and mobility

The panel outlined a series of steps that can assist the City in implementing the recommendations and setting the study area on a path toward becoming a new Downtown Deerfield.



The train caboose that sits between City Hall and Pioneer Park provides connections to the City's history.



# Pioneer Park (re)Activation

It quickly became clear to the panel that the community loves Pioneer Park—and that it needed to remain a park as it is central to the community’s identity. The community also has a special affinity for a certain number of uses and activities that take place in Pioneer Park. The softball field is well-used and well-loved. The Little League field is likewise in active use as are the tennis courts. The boat ramp and associated parking lot are also often used.

At the same time, during the panel’s tour of the park and its surroundings, several areas of improvement were apparent. The park has vast swaths of unused space where shade is scarce and even the grass struggles to take hold. The playground is adequate but the equipment is in full sun and the facilities are ready for an upgrade. While the ball fields are used regularly, the stands lack shade, making it uncomfortable for the families and fans of the players.

## Community Goals for the Park

During the stakeholder interviews, the panel gathered the following “wish list” for the park and its facilities.

- **Improve connectivity.** Each use today is isolated within the park and there is little, if anything connecting the sports fields and play areas.
- **Provide seating.** The seating around the playground and ball fields is helpful, but there are few other seating areas or benches throughout the rest of the park.
- **Provide shade.** The sun is intense for the majority of the year and the trees scattered

around the edges and sprinkled across the lawn are not able to provide adequate shade for park visitors. Additionally, a shaded play area would be welcome. There are shade structures next to the playground, where visitors can sit, relax, and enjoy the shade, but the play structures themselves, and therefore the children playing on them, are in the full sun.

- **Create an entertainment area.** A number of stakeholders expressed a desire for a central gathering space, amphitheater, or entertainment area for performances and festivals.
- **Allow for events such as farmer’s market.** Community events would also be a welcome addition to the park. Farmer’s markets, food truck rallies, and other gatherings provide welcome opportunities for residents and visitors to get out and enjoy the park and explore the vendors’ offerings.
- **Improve walkability and active uses.** Residents voiced a desire for a more walkable environment across the park, which could include a walking trail around the perimeter as well as interior paths. Other residents asked for venues for more active uses, such as a field for soccer.
- **Provide multi-generational activities.** The park is surrounded by neighborhoods that are full of people of all ages. Park uses should provide opportunities for all generations to get outside and enjoy the open space and amenities.



Pioneer Park’s picnic areas, underutilized open space and sunny playgrounds are ready for improvement.



- **Improve boater's experience.** The boat launch would be more functional with improved access and infrastructure.

In addition to the goals and desires expressed by the community and stakeholders, and the clear signal that the ball fields and tennis courts should remain at the park, the panel identified a host of additional opportunities to program the park in ways that will help meet some of those community needs and provide other amenities that will support more widespread community use.

- **Create an event lawn and stage.**  
To provide space for play and for performances, the panel envisions a central lawn that could feature a stage at one end and room for multiple rows of temporary seating or become a field for organized (or spontaneous) games. This lawn area would remain flexible, allowing for a variety of uses as well as passive activities like sitting or picnicking.
- **Provide a shaded children's play area.**  
As noted, the playgrounds lack shade on the play structures, leaving guardians to negotiate with children to balance play time with safer time in the shade. More shade is needed.
- **Shade game areas and grilling zones.** In addition to structured play areas, adding game zones and grilling areas that are also shaded would be welcome. Giant chess boards, Connect 4 sets, lawn bowling, and other games can be placed in shady spots. Similarly placing grills in

shaded areas will please those tasked with tending a hot grill.

- **Host games kiosks.** The games noted above may not survive long if left out in the elements. The park could feature a couple of small kiosks where the games could be stored safely. Volunteers or high schoolers seeking an internship could staff the kiosks.
- **Activate and connect to the waterfront.** The waterfront serving as the park's northern boundary is a highly under-leveraged amenity for the City that should activate beyond the current boat launch. Seating along the water, whether park seating or seating for a cafe or restaurant, would be prized by residents and visitors alike. Providing other

opportunities for water-based activity, such as kayaking and paddleboarding, would also be a great way to further utilize this public asset.

- **Expand picnic areas.** Park users might enjoy more opportunities to picnic beyond the capacity of the park's current four picnic tables near the boat launch parking lot and playground. Additional picnic tables and a pavilion with seating for large groups should be added.

To address this expanded programming, the panel looked at the park's acreage with a fresh eye. Knowing that the ballfields and tennis courts will remain, but could be moved to a different location within the park and reoriented to better suit optimal play, the panel created a new design for the 13 acres that groups uses into four primary categories: play and learn; passive recreation; active recreation; and waterfront. Each category generally aligns with a geography within the park, maximizes space, and remains flexible for multiple uses and accommodating a variety of park visitors.

It is important to note that the plan that the panel outlined is a vision only and should not be seen as prescriptive. The spaces and uses have been roughly placed and "test fit" to provide the City with an idea of what is possible in the spaces outlined. The City will want to engage a design team who will take the time to study the site in depth and engage with the community in a manner beyond the two-day format that the TAP typically provides.



OFFICE OF JAMES BURNET

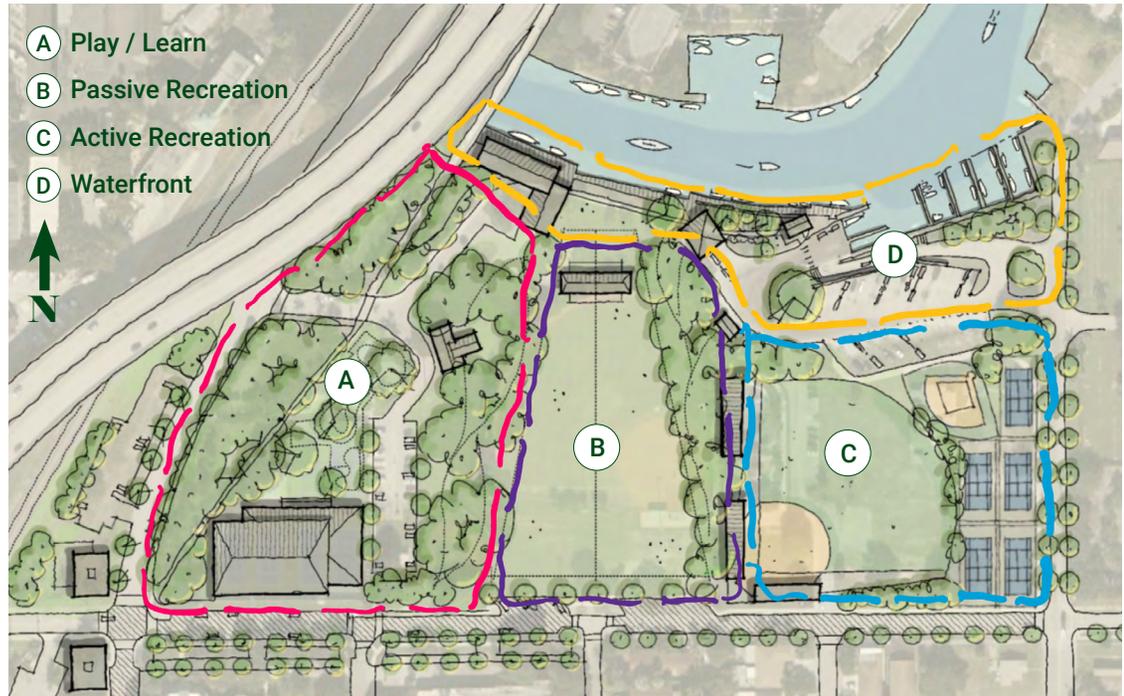
Games in shady areas and paddleboarding would be welcome additions to the park.

## A Play and Learn

The families and students from the nearby elementary school are frequent visitors to Pioneer Park, and thus creating a space where children of all ages can play was important to the panel. Within the western one-third of the park, where the tennis courts sit today, the panel envisioned a space that features ample shade, cultural and creative space, and opportunities for multiple generations to enjoy the park together. A large pavilion in this area and fronting the street would provide a welcome and shaded gathering space and opportunities for outdoor classrooms. It would also be easy to access, given its proximity to NE Eller Street and NE 2nd Avenue. The existing stormwater infrastructure would remain but could be transformed into an integral feature, providing learning opportunities for park visitors. This corner, matching on both sides to mark the entrance to downtown and amplified with branding and placemaking, becomes a gateway for a wide variety of park users.

## B Passive Recreation

In the center of the park, the panel envisioned an event lawn flanked by passive recreation spaces. The lawn would slope gently to the waterfront where a small stage could be positioned, creating a casual amphitheater that would work well for performances and just as well for yoga, picnics, or other structured or unstructured play. The area along the eastern edge of this zone could be a wonderful location for additional shade opportunities, terraced seating, small pavilions, or even a grove of hammocks.



The panel envisions four primary areas of activation within the park, which would meet the community's current needs, open the park to additional uses, and make more efficient use the space for the benefit of more residents.

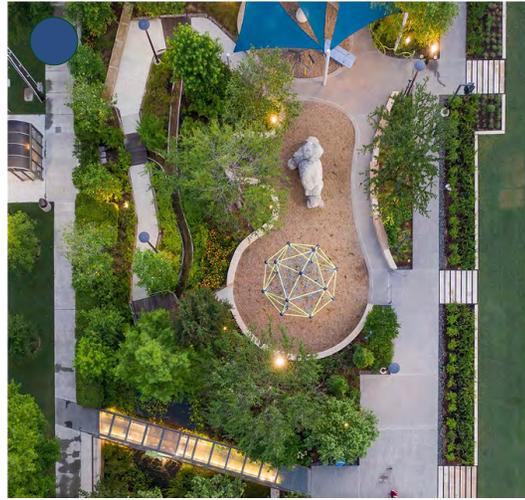
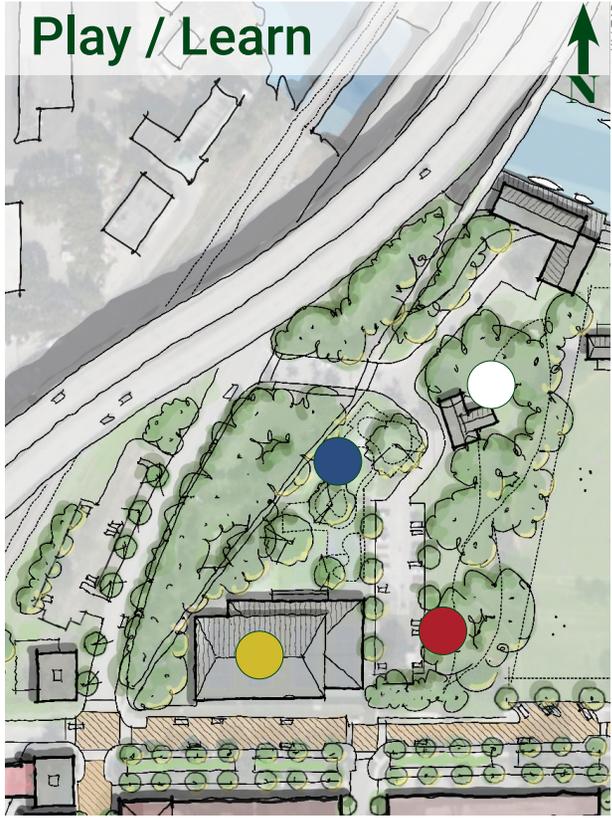
## C Active Recreation

The active recreation needs of the community were clear from the stakeholder meetings. The softball field is used throughout the year, the Little League team loves their right-sized field, and the tennis courts see frequent use. By shifting all three of these uses to the eastern one-third of the park, close to the boat launch parking lot, these active uses would have great vehicular access, can reorient to the east to better serve the ball players, and opens the middle of the park to a wider population of users and more direct connections to the water beyond.

## D Waterfront

The waterfront is an underutilized community asset. Opening the vista beyond the event lawn could create a wonderful visual draw and connection through the center of the park. Adding a pavilion, cafe, or other structures along the waterfront at the northwest corner of the park could create opportunities for waterside dining, space for educational programming along the river, or other commercial opportunities to offset park redevelopment costs. Expanding and improving the boat launch area to also include a small marina or additional boat dock could allow people to visit the park by boat and dock at the park while they go play or eat.

# Play / Learn



OFFICE OF JAMES BURNET



DESIGN WORKSHOP

The Play and Learn section of the park could feature a community pavilion, improvements to and access along the stormwater infrastructure, shaded play areas, and more. Community art projects could enliven blank spaces and the City's caboose could find a new home here, inviting exploration and further investigation into the region's history.



OFFICE OF JAMES BURNET



HASTINGS ARCHITECTURE / DANIEL MEIGS



DESIGN WORKSHOP

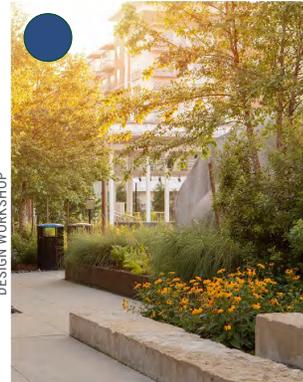


DESIGN WORKSHOP

# Passive Recreation



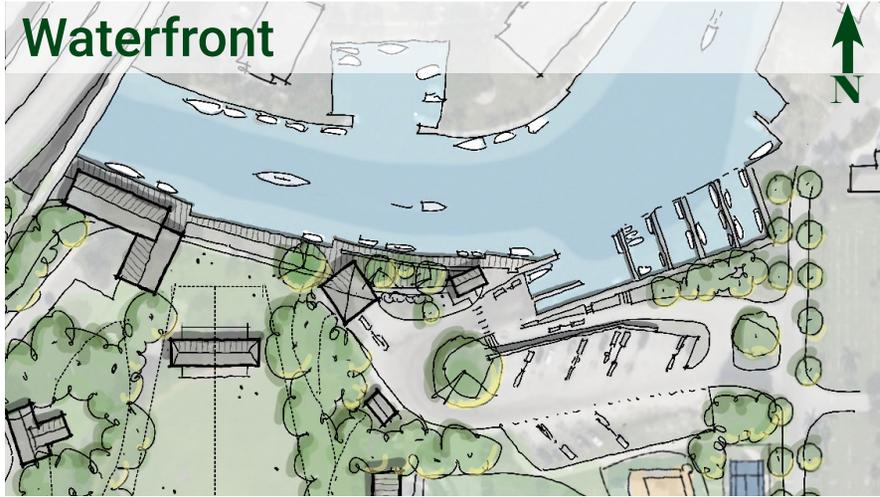
Through the center of the park, a new event lawn could host performances, games, and unstructured play. Views to the water could be opened to the north, seating and walkways could be added, and a hammock grove could line the eastern edge in the shade.



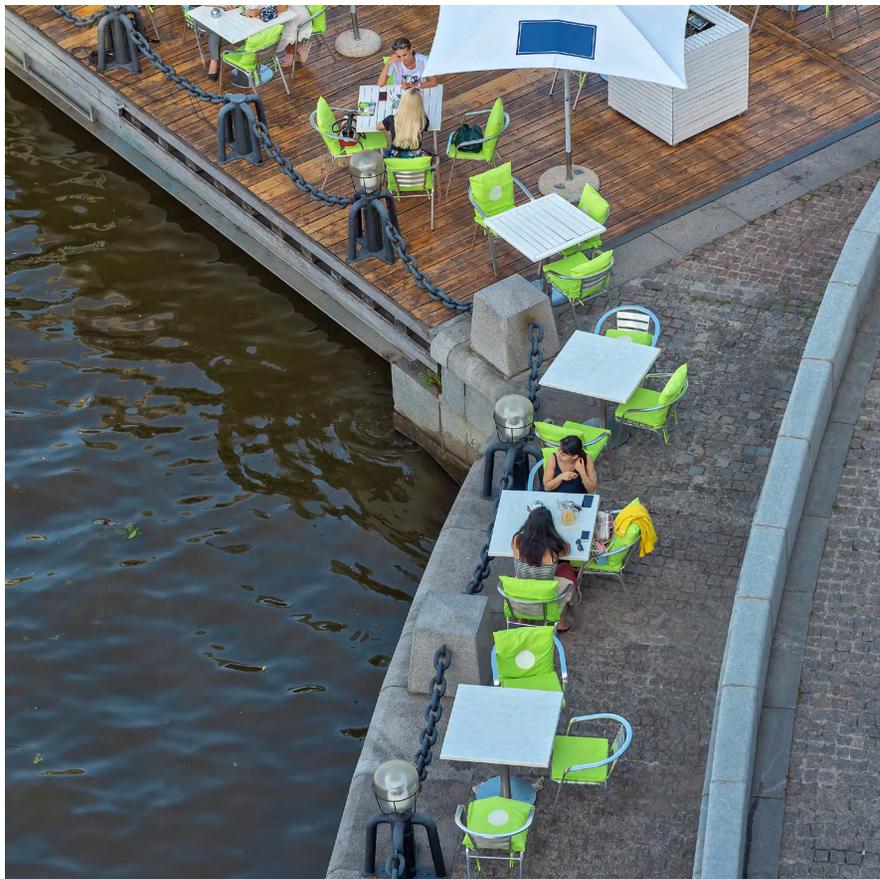
DESIGN WORKSHOP

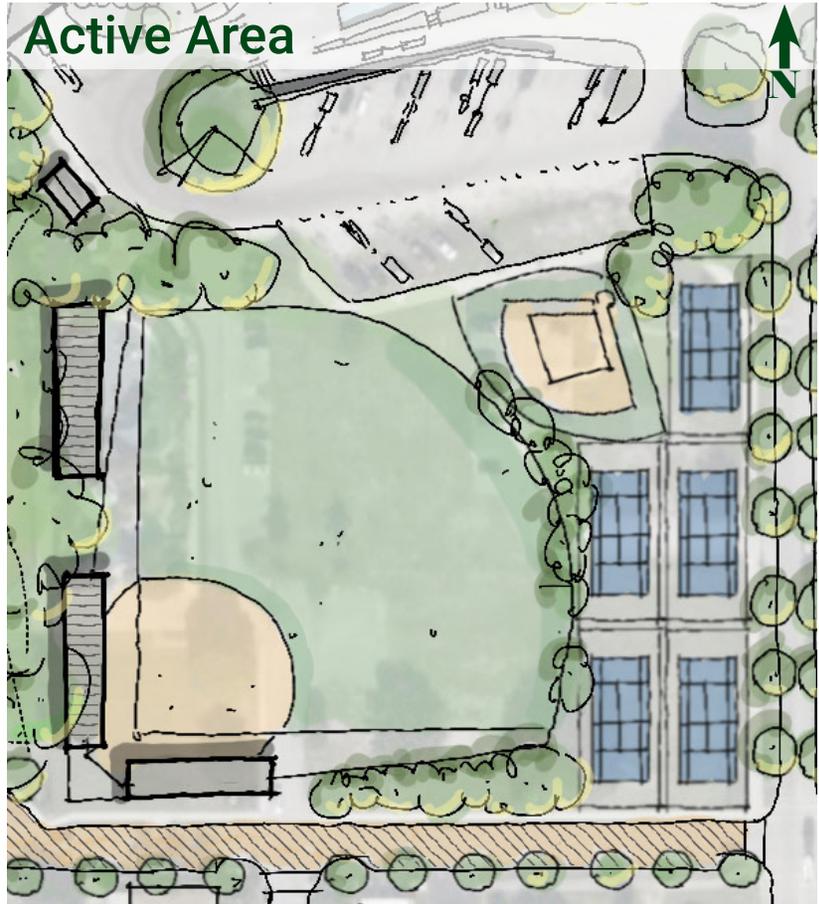
OFFICE OF JAMES BURNET

# Waterfront



The park's waterfront area is largely underused beyond the boat launch but represents a tremendous city asset as publicly-owned waterfront land. Opening the tree canopy along the river to allow views of the water from the event lawn would be a welcome addition. Expanding the boat launch to include a small marina or dock and providing space for a waterfront cafe would encourage people to explore and enjoy the river.





The orientation of the community's cherished softball field currently positions players so they are looking into the afternoon sun. Reorienting the field, to face northeast, and moving it to the eastern portion of the park, will better serve the players and make better use of the park's existing parking spaces. The Little League field could also fit in this area, as could the tennis courts, creating an active section of the park that could cater more directly to the athletes using these fields and courts.



# City Hall and Downtown Redevelopment

The relocation of the Broward County Sheriff's Office and the need to address a new or redeveloped City Hall has placed two rather large parcels of publicly-owned land on the table for potential redevelopment. Recognizing this significant opportunity and seeing a need for a civic environment akin to a typical "downtown," the City asked the panel to consider the study area and make recommendations for creating a downtown for Deerfield at the site.

The location of these parcels—their proximity to Hillsboro Boulevard, Dixie Highway, the historic retail buildings on NE 2nd Avenue, the river, and the park—makes it a particularly interesting development opportunity for the City and the broader Deerfield Beach community. The potential public-private partnership that could be used to develop these parcels could also produce revenue the City could use to reinvest in the park and other public services. The intersection of public sector services and community meetings at City Hall brings people to the area today, as do the activities in the park. Adding dining options, additional commercial space, residential options, and additional parking can provide reasons for people to linger, enjoy, and explore the area more. Ideally, this new downtown environment would feature space for these complementary uses through the addition of multi-story, mixed-use buildings. Situated along Eller, these buildings would bring a mix of uses, active at different times of the day, to downtown and create a more urban, walkable streetscape that complements the activities in the park.

## Options for City Hall and Downtown Redevelopment

The panel identified the following components as critical pieces of this new redevelopment opportunity: enhance connectivity to Pioneer Park, which is retained for recreation; redevelopment or relocation of City Hall; amplify NE 2nd Avenue and its row of historic "main street" style retail; leverage the BSO campus; and identify the appropriate form and scale of redevelopment in the area.

The study area tour and conversations with stakeholders also shed light on a number of key principles that the panel identified as important to the redevelopment and future vision for this section of Deerfield Beach.

- Create a flexible environment.**

The redevelopment of this area should be designed with flexibility in mind. By creating a mixed-use environment, the spaces within downtown can respond to market shifts and continue to deliver what the market seeks.



The parcels within the study area could combine to create a compelling new downtown and center for civic activity in Deerfield Beach.



City Hall is positioned between the BSO parcel and the properties along NE 2nd Avenue, both of which could be folded into a broader Downtown Deerfield plan.



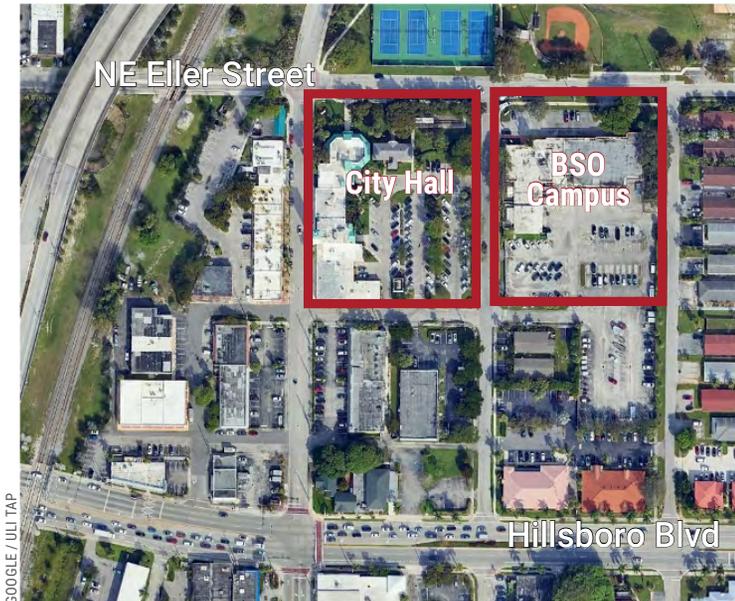
- **View NE 2nd Avenue as Main Street.** The form of buildings along NE 2nd Avenue creates an inviting, walkable streetscape that would be the envy of other cities. Building on that character and amplifying NE 2nd as Downtown’s Main Street will support the success of existing businesses and help ensure that these and any additional storefronts remain active.
- **Create shaded connections.** Providing pedestrians with opportunities for shade is critical to supporting a walkable environment across the district and enhancing connectivity to the park. Multi-modal connections—bicycles, scooters, ride-share, and the like—throughout the district are also important to help ensure that people can get where they need to go without having to turn to a personal auto for every trip.
- **Focus development south of NE Eller Street.** The panel recognized the potential of NE Eller Street to serve Downtown Deerfield while remaining walkable for those crossing north and south. With park uses to the north, mixed-use development and redevelopment should occur south of NE Eller Street.
- **Plan for parking.** Large parking areas—structured garages or surface lots—should be designed to meet the needs of the planned uses in Downtown Deerfield. These parking resources should be relegated to the back of buildings and away from street frontages, which would

provide proximate access but reserve street frontages for active uses only.

- **Leverage on-street parking.** Like most urban environments, on-street parking should be available for temporary, short-term parking across Downtown Deerfield. On-street parking also helps to slow traffic through corridors and provides a barrier between moving traffic and pedestrians on the sidewalk.
- **Enhance NE Eller Street as a connector.** Not only is NE Eller an important east-west street in the area, it is also an important bridge connecting Downtown and Pioneer Park. Crosswalks, parallel parking, and angled parking can assist in slowing traffic and providing pedestrians with safe access to the areas north and south of the street. People should feel comfortable crossing Eller to play in the park and connect into downtown for meals, shopping, and additional parking.

### City Hall Redevelopment

Following the tour of City Hall and after hearing from stakeholders, it was clear that the City Hall and municipal campus required attention. The building is cramped and too small for the plethora of services operating within. The public must navigate a small maze of corridors to find public-facing departments, the roof leaks in heavy rains and drips into office space, and the City Council chambers are inadequate and barely accessible to those requiring Americans with Disabilities Act accommodation.



The City has a recent market report from Colliers International, which will shed important light on the options for a new City Hall, including space needs, constraints, and associated costs to house the City's municipal functions. It will be up to the City to decide how to proceed and whether to build a new facility elsewhere, build a new facility in its current location, or refurbish the current building. Based on an initial review of the Colliers report, building a new City Hall could be just as cost-effective as refurbishing the existing building. With that cursory understanding, the panel outlined three options for a downtown design that incorporates a City Hall building and considers its location in other positions in Downtown Deerfield to suit the City's functions and enhance the public's access to the spaces within.

The relocation of City Hall within the study area provides the City with the following important benefits:

- The presence of City Hall from Day 1 in Downtown Deerfield contributes to establishing this new downtown

center without having to wait for market forces to support the development.

- The site remains near the center of Deerfield Beach geographically, making it convenient for a large number of Deerfield's residents.
- The daytime uses at City Hall, the employees in the spaces and the visitors accessing City Hall functions, will enhance the daytime population, activity, and vibrancy of the downtown.
- The enhanced campus will create a helpful linkage between Pioneer Park and Hillsboro Boulevard.

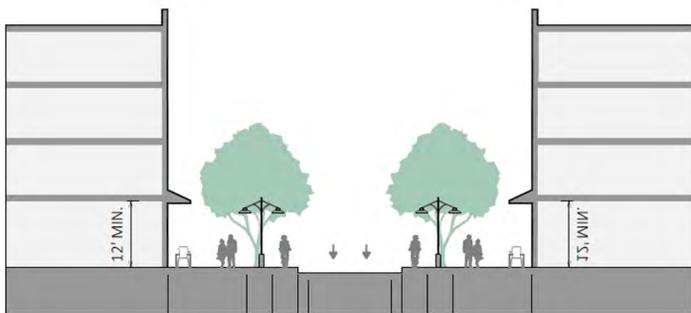
With the goal of integrating Pioneer Park with Downtown Deerfield, the panel outlined the following options for a new City Hall and reconfiguration of the surroundings to better suit the City and Deerfield Beach community.

### City Hall Option "A"

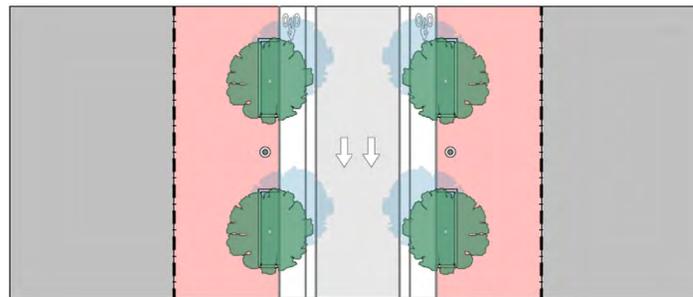
In this first design, the panel moved City Hall south so it can benefit from Hillsboro Boulevard frontage and visibility. This move would require some additional consideration



The Delray Beach City Hall faces an inviting public lawn.



This cross section of a new NE 2nd Avenue shows how the buildings could line the street.



This overhead view shows how NE 2nd Avenue could function as a one-way street.



Clematis Street, West Palm Beach, is a good example of how NE 2nd Avenue could evolve.

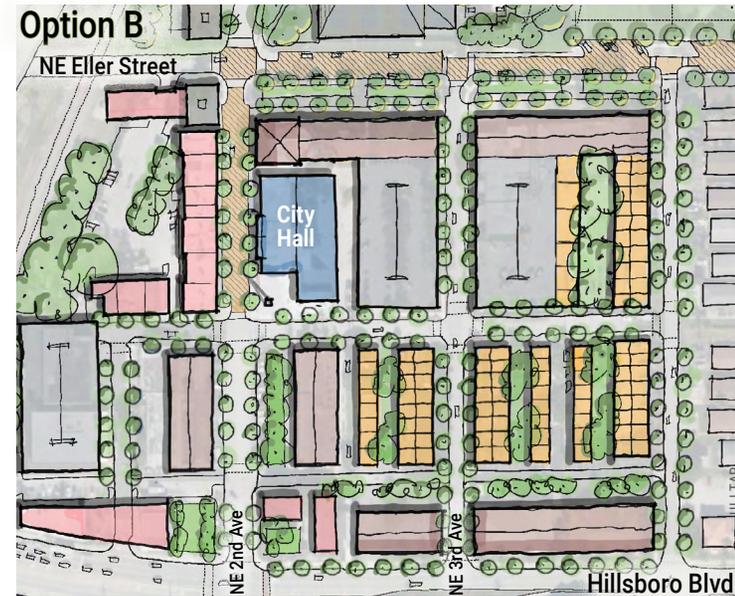
as the City does not currently own nor control the intended parcel, but this move could create a more formal presence and visibility for City Hall along this important commercial corridor and could feature a welcoming lawn to the south. Structured parking could be placed in the block west of the new building to serve both City Hall and downtown. In this design, mixed-use buildings would be developed on the City Hall and BSO parcels, making use of the views of the park to the north and the views along NE 2nd Avenue. This configuration would create an inviting streetscape and complement to the existing buildings on the west side of NE 2nd Avenue.

The panel also considered the addition of townhomes along NE 4th Avenue. Adding residential uses to the downtown area will create activity in the evenings and on weekends. The design of the townhomes, typically two or three stories tall, could also be a helpful transition in density and height from the contemplated mixed-use buildings that could be three, four, or more stories tall to the single-story homes east of downtown.

### City Hall Option "B"

With City Hall Option "B," the panel presented a site plan that would rebuild City Hall in its present location. While this could be challenging logistically, with staff moving into and then out of temporary space during construction, it was worth considering as it was an option studied by the Colliers team.

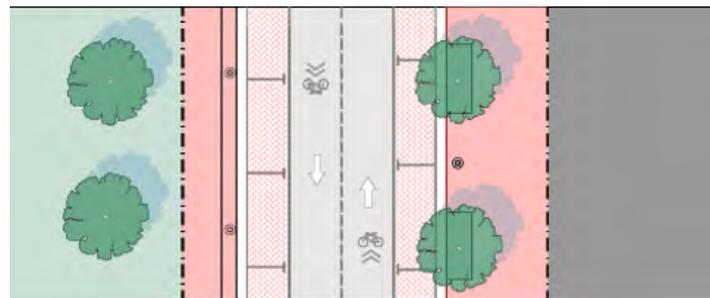
In this design, with City Hall rebuilt in place, the southwest corner of the block could include a small public plaza that could become an iconic focal point for those traveling north from Hillsboro Boulevard. The building could be repositioned to face and engage with the "main street" businesses along the west side of the street (i.e., designed to add to the pedestrian experience and not be a long blank wall). The clocktower could remain in its current location, adding to the presence of the building and streetscape. In this version, parking would be placed interior to the development, tucked behind buildings, and remain accessible for public use but not a dominant along the streetscape. This design also features additional public spaces (noted in blue in the sketch to the right) that could be



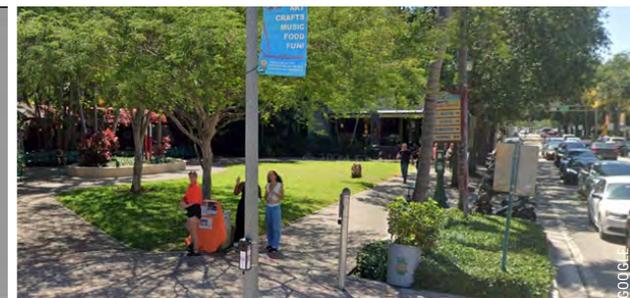
This City Hall faces a public plaza and features proximate structured parking.



This cross section of NE Eller Street demonstrates how the new mixed-use buildings would front the street and the park beyond.



This overhead view shows how an improved NE Eller Street would provide parking, multi-use lanes, and sidewalks on both sides of the street.



Worthing Park, along Delray Beach's Atlantic Avenue, provides a welcome break in the streetscape.

used for cultural or educational purposes for the community.

This design also incorporates residential uses, also in the form of townhomes, and adds more townhomes deeper into the center of the redevelopment area.

### City Hall Option “C”

In this third option for City Hall redevelopment, the panel considered moving the building to the BSO parcel, closer to NE 4th Avenue and the residential uses beyond. Many of the other uses in Downtown Deerfield are similar to Option B—the additional public spaces, the location of the parking structures, and the mixed-use buildings along NE Eller Street—but the location of City Hall close to the residential blocks prompted the panel to recommend a City Hall design that is more residential in its presentation. Using a townhouse style, City Hall’s uses could be configured inside

a building that would be a natural fit on a residential street. The clocktower could move the southeast corner of the new City Hall and be easily visible from Hillsboro Boulevard.

### Other Considerations

The relocation of the BSO outside of the study area is an important step worth emphasizing. At present, the BSO campus, buildings, and uses do not contribute meaningfully to the critical mass and function of the area. The low-slung buildings, set back from and separated from NE Eller Street by a parking lot, lend to a suburban feel to the neighborhood rather than a more dense, walkable, and inviting downtown. The BSO move out of the area will open up an important parcel of land that can be redeveloped in a manner that helps reinforce both the park uses and the residential uses to the east.

Finally, the panel noted that while both the US Post Office and the Broward County

Library are potentially interested in moving to Downtown Deerfield, the panel did not consider those uses of significant impact on its design or the eventual vibrancy and success of a downtown district.



Townhomes, as seen in these two images, could provide an important density transition within the redevelopment area, moving from the multi-story mixed-use buildings to the single-family residential beyond. Townhomes could also provide the community with additional housing options.

## Case Studies

### Oakland Park

Oakland Park, Florida



From the City of Oakland Park: This transformative mixed-use project from NR Investments is bringing the vision for a vibrant and walkable downtown to life. The Sky Building will include a mix of residential, commercial, and retail space to support local businesses and spur economic investment in the community. Through an innovative public-private partnership between the City and developer NR Investments, Oakland Park will move operations to the west side of Dixie Highway and serve as a landmark tenant in the Sky Building.

Designed by Zyscovich Architects, the project encompasses two buildings connected by a skybridge across Park Lane. Steps from Jaco Pastorius Park, the City is working with NR Investments to ensure the building complements Oakland Park's small-town charm and reflects the desired aesthetic for new development. The design will complement new City facilities projects underway to create

a unified, signature look, that reflects the vision for Oakland Park's Second Century.

#### Project Overview

136 units ranging from studios to two-bedroom apartments, including:

- 119 residential units
- 17 "live/work" spaces
- 15,000 square feet of commercial space
- 318 structured and on-street parking spaces

The project is expected to include attainable housing opportunities.



### Boynton Beach Town Square

Boynton Beach, Florida



From the City of Boynton Beach: The 16.5-acre Town Square Project has been identified as the catalyst in the redevelopment of both the Boynton Beach Boulevard and Cultural Districts within the BBCRA area. The Town Square project consists of:

- Adaptive reuse of the city's historic high school building into a cultural/convention/community center
- Streetscape and pedestrian improvements
- Urban park space and amphitheater
- City Hall/library building
- District Energy Building
- Fire Station No.1

The team was made up of the BBCRA, City of Boynton Beach, and E2L Real Estate Solutions. The total cost of the public sector components will total approximately \$80,000,000. The BBCRA obtained approval from both the City and County to contribute tax increment revenue toward the project and entered into an Interlocal Agreement with the City of Boynton Beach to secure this funding.

The new City Hall and library building was completed in July 2020. The historic high school building, now known as the Cultural Center, was completed in September 2020 with event and activity programming beginning in early 2021. Lastly, the two public playgrounds and Amphitheater completed the public sectors of the Town Square project in October 2020.





# Parking and Mobility

Transportation, parking, and mobility will require adjustments in order to facilitate a downtown district that is active, navigable, and a pleasure to visit. To that end, the panel identified a range of parking improvements that will accommodate current and future capacity needs and street treatments, particularly crossings and temporary closures, that will aid in pedestrian mobility, amenity access, and overall district walkability. The City is also encouraged to consider creating an enhanced mobility strategy in and around the downtown that will also support connections to future rail to and from this center.

### Parking Improvements

Parking in Pioneer Park today is largely consolidated near the boat launch and along NE Eller Street. The panel recommends retaining these parking assets but shifting the on-street parking on the north side of NE Eller to angled parking to allow for greater parking capacity and using paving material similar to that used downtown to visually enhance the connection. The vacant parcel along the far west side of the park, at the northwest corner of NE 2nd Avenue



The panel identified several areas for enhanced parking resources in the study area. They also noted where pedestrian improvements should be made and how vehicular access should be routed to further support walkability in Downtown Deerfield.



The Boynton Beach City Hall sits across E Ocean Avenue from a park and amphitheater. Mid-block crossings aid pedestrian access and angled parking increases parking capacity along the street.



The Abacoa Town Center in Jupiter, Florida, also makes use of angled on-street parking to provide additional on-street capacity.

and NE Eller Street, would be a good location for a second parking lot that could serve park visitors as well as visitors to downtown.

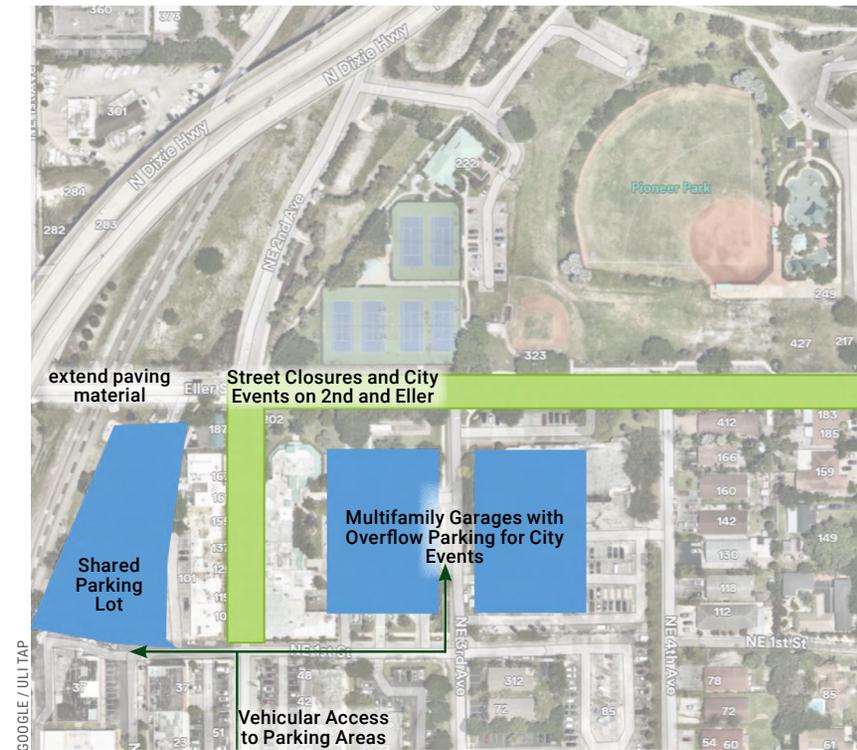
The panel also recommends creating shared parking resources. With a mix of activities throughout the day and into the evening, a parking space that serves an employee at City Hall could also serve a restaurant patron in the evening. These shared resources could take the form of a parking lot south of NE Eller and east of the rail line and shared garages tucked behind the mixed-use buildings that line NE Eller Street. These garages could also provide overflow parking during larger community events that may eventually take place in Downtown Deerfield.

Access in and out of these parking areas should be positioned on the south end of the buildings. By channeling traffic to the south, the City will support a more walkable environment along NE 2nd Avenue and NE Eller Street and safer pedestrian connections across Eller and into the park. This pushing of vehicular traffic to the south also helps lighten the vehicular load on both NE 2nd and Eller, which would make the temporary closing of either or both streets easier should the City wish to host—or allow other organizations to host—a street festival, art fair, green market, or other community-facing event or gathering.

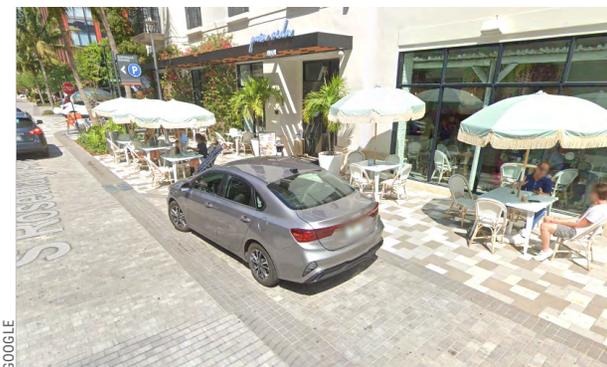
## Pedestrian Improvements

Pedestrian connectivity across the study area would benefit from a few key modifications and improvements. A walking path that circles the perimeter of Pioneer Park would be a

welcome addition, supporting those seeking an active walk or jog as well as creating an easy way to connect between the park's activity areas. Mid-block pedestrian crosswalks would also be a welcome addition to NE Eller Street and aid those park users who also want to access Downtown Deerfield amenities or use the shared parking garages. Decorative landscaping and pavers, on the street and also blending into the pedestrian areas, can also support a safer pedestrian environment as the visual impact of the pavers helps to slow drivers. These pavers can also be used to create a visual curb when a physical curb is not desired. This configuration works well for streets that will also double as event spaces during temporary closures as the visual transition creates delineation without the physical curb that can cause pedestrians to trip or stumble.



By channeling traffic to the southern portion of downtown buildings and streets, NE 2nd Avenue and NE Eller Street can become more pedestrian friendly and, through temporary street closure, host possible community events or festival sites.



The use of decorative pavers creates a visual impact that naturally slows drivers. The differences in the patterns helps drivers understand which spaces are for parking spaces and which are for pedestrians. The patterns also serve as curb in place of a physical barrier, which creates a more open pedestrian area in the case of street closures for community events.

---

# Implementation

The vision that the panel outlined for the redevelopment of the study area, which begins to bring to life Downtown Deerfield, relies on creating a sense of place across the site. To create a vibrant, successful downtown district that lasts, the public and private sectors each have roles to play and important contributions to make.

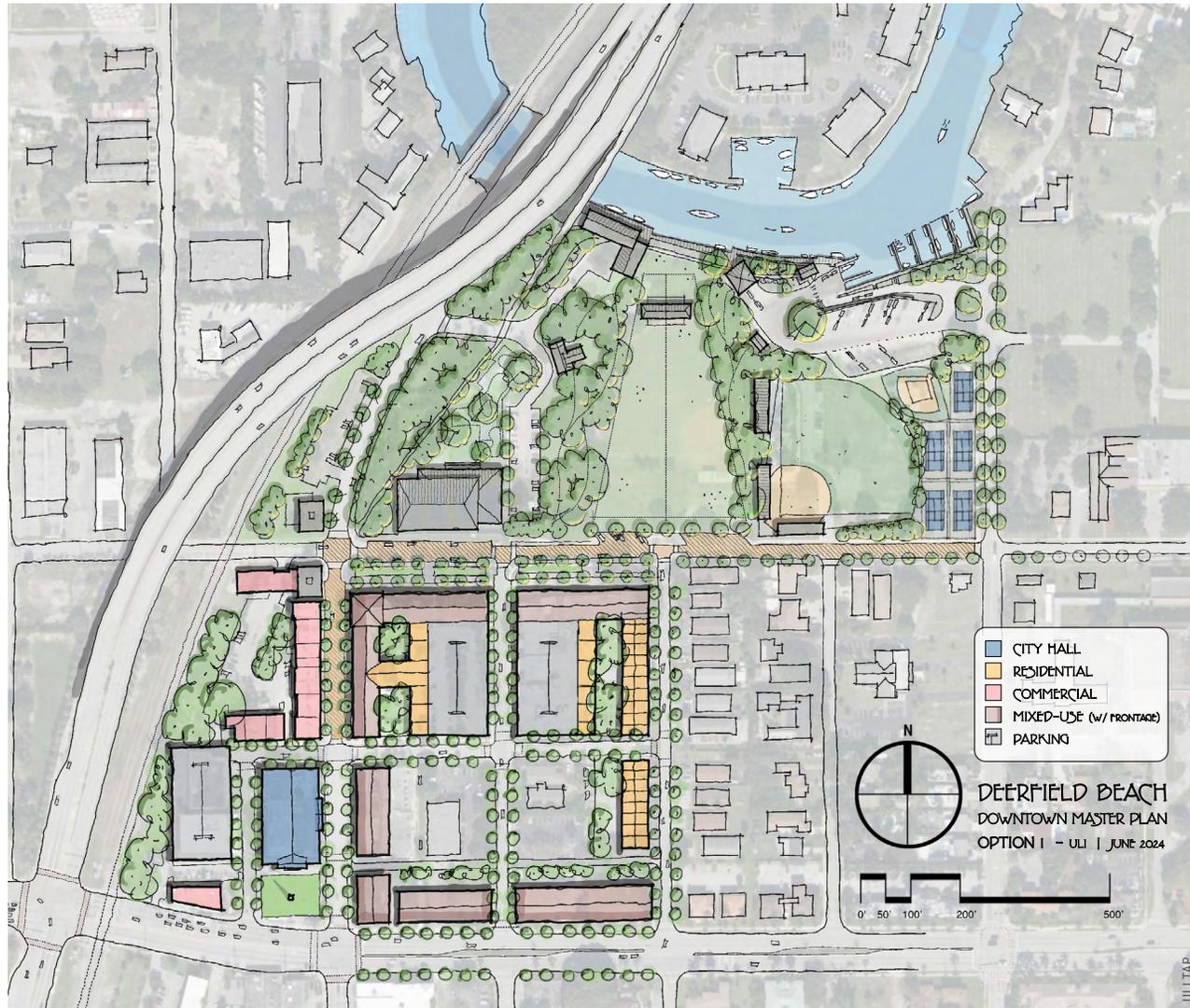
### Public Sector Park Developments

The City should take the lead on the following updates and additions to the park.

- **Park vision.** Ensure that Pioneer Park is a dynamic park anchor for the area that will help drive private investment interest in the development opportunities south of NE Eller Street.
- **Culture and arts infusion.** Working alone or in concert with relevant nonprofit organizations, the City can lead the curation and installation of cultural and arts offerings that will complement the park activities and help tell the story of Deerfield Beach.
- **Infrastructure improvements.** The improvements to the landscape and lighting and the reconfiguration and updates to the streetscape (pavers, on-street parking alignments, surface parking in the park) should be the City’s responsibility.

### Private Sector Park Developments

The City should look to the private sector to provide the following park components.



- **Residential density.** The City can issue a request for proposals for the development of housing around the park, but the housing development will ultimately fall on the private sector. The addition of residential units will help

activate the areas close to the park, infusing people into the neighborhood and putting more eyes on the park, both of which can enhance the vitality and sense of safety across the district.

- **Food, beverage, and entertainment.** Like the residential development, the provision of food and beverage options in the park should be provided by the private sector as should any entertainment that takes place in the park. These elements will also attract more people to the park and help activate Downtown Deerfield.

## Public-Private Partnerships

A public-private process can guide a number of other functions within the park, notably the operation of the services and kiosks the panel recommended for the games, rentals, and even the food and beverage options that may located in the park. The City is encouraged to engage a designer for the kiosks, carts, and public pavilions and then hire a construction firm to build each. Another request for proposals (RFP) can assist the City in locating entities that can run these kiosks and operate under the guidelines and within the lease agreements (which should be flexible) that the City will need to establish. It is also possible that the kiosks could be used to display and sell the works of local artists, another public-private partnership, this time between the City and perhaps the nonprofit arts organizations.

## Downtown Developments

For the areas south of NE Eller Street, the City should take the lead in guiding development.

- **Engage master planner.** Working with real estate consultant input, the City is encouraged to engage a master planner to help design and guide the development of the city-owned land and identify opportunities for the surrounding areas.
- **Identify sites for private development.** Working with the consultant, the City should identify concrete sites that could be developed privately and in keeping with the City’s vision for Downtown.
- **Establish a development RFP.** Using the following guidelines, the City should establish an RFP for development addressing:
  - » The mix of uses, identifying height limits, uses, density targets;
  - » Housing affordability components, to support attainable housing options in the community;
  - » Financing structure, making clear how the City would like to hold the land (likely through a long-term lease) or sell land if/as needed;
  - » The terms of the development agreement, including the sale or lease price, schedule for delivering the project, etc.; and
  - » The qualifications and experience of the team to demonstrate knowledge of these types of developments and their capacity to do the work.

## Commercial Development

Development across the site will likely take many forms.

- **Focus on restaurants and entertainment.** Attracting restaurants and entertainment to Downtown Deerfield should be a high priority and should include a carefully curated mix. Locating these businesses along the perimeter of the park and at key corners will help bridge uses across NE Eller Street and help create a sense of place.
- **Focus on residential development.** Residential development should also be a high priority. There is good demand in the market for residential offerings, there are ample developers who could tackle the work well, and the infusion of additional residents in Downtown Deerfield will add vibrancy to the district beyond office hours at City Hall.
- **Pursue the kiosks.** The kiosks, pavilions, and carts should also be pursued early and developed pursuant to the RFP established by the City.
- **Let the market shape retail.** Finally, retail development will be a part of the mix in Downtown Deerfield, but will likely follow at a later date, once the residential units have been added and additional density is found across the site. Support services that align with the residential uses would be helpful, and creating flexible first-floor retail opportunities will be essential to ensure that the spaces can flex to meet varying market demand.

---

## Next Steps

The City of Deerfield Beach has recognized the potential for a new City Hall development, when packaged with other publicly-owned land, to catalyze something bigger and more impactful than just a new municipal building. When evaluated within the context of a broader 20-acre site, 13 of which is waterfront parkland, the redevelopment of City Hall becomes a much more compelling opportunity and could become the downtown that the City has been missing.

By redesigning Pioneer Park, the City can better meet the needs of current park users and create an even more versatile and activated park for a wider array of visitors.

By leveraging the historic “main street” nature of NE 2nd Avenue, the City has a jump-start on the type of retail that will draw additional visitors and shoppers to Downtown Deerfield.

Through the addition of mixed-use buildings, including new housing units, the area around City Hall can see activity across more hours of the day and into the evening. The area could also become home to cultural and arts installations, bringing residents from across the City to dive deeper into the history of Deerfield Beach.

With careful planning, the pedestrian experience around the area can encourage people to leave their cars behind and walk around Downtown, crossing safely into and out of the park and enjoying the environment rather than just passing through.

Development takes time and should not be rushed. The City has a number of decisions to make, and, with the vision the panel has sketched out for Downtown Deerfield, the opportunities for a new downtown district are exciting. From restaurants to entertainment to new residential units and more, the area will be known for far more than being the home of City Hall. The park could become a crown jewel for the City, complementing the activities downtown while still hosting the beloved softball games and tennis matches.

With the information from the Colliers study, additional and more specific input from the community, and under the careful guidance of a real estate consultant, the City can begin to realize its vision for Downtown Deerfield and a new City Hall campus.

The next time the Deerfield Beach Bucks bring home a title, the parade and celebration will be in Downtown Deerfield.



---

# About the Panel

## Mike Pitchford

Panel Chair

Former President & CEO

Community Preservation and Development Corporation

J. Michael “Mike” Pitchford recently retired from the role of President and CEO of Community Preservation and Development Corporation (CPDC). In this role, he was responsible for the company’s strategic direction and the leadership of the real estate development, asset management, and resident services functions which create and support CPDC’s 30+ affordable housing communities. Trained as a commercial real estate lender, Mike previously led the Community Development Equity Group at Bank of America Corporation in Charlotte, NC. The Group developed or rehabilitated 23,000 units of affordable housing and increased LIHTC equity commitments by 3,000%, to \$3 Billion, during his ten years leading the organization.

Throughout his career, Mike participated in or led workshops, conferences, and forums on housing policy, community development, and the sharing of best practices. Since formally retiring Mike has remained active in the housing world. He has served as an interim CEO, engaged in consulting with troubled housing organizations, and supported not-for-profit mergers.

Mike is a member of the Urban Land Institute and served on the Advisory Board of the Terwilliger Center for Housing.

He also serves on the Boards of the Housing Partnership Equity Trust (Chair), the Maryland Affordable Housing Coalition (Past Chair), the Boys & Girls Club of Annapolis and

Anne Arundel County (Vice Chair), Arundel Community Development Services, the Anne Arundel Affordable Housing Coalition (Past Chair) and the Carol M. Jacobsohn Foundation.

Mike earned his bachelor’s and master’s degrees from Old Dominion University. He has served as an Adjunct Professor in the School of Public Policy at the University of Maryland and as an Instructor at the Colvin Institute of Real Estate Development in the School of Architecture, Planning & Preservation at the University of Maryland. He is a graduate of Leadership Greater Washington and Leadership Anne Arundel.

CPDC, founded in 1989, is a 501(c) (3) organization dedicated to expanding the supply of affordable housing in the mid-Atlantic region. Wherever possible, CPDC worked to invest in the communities with a technological infrastructure and on-site educational and economic empowerment programs. CPDC completed over 10,000 units of housing during its first 30 years.

Beginning in late 2016, Mike led the organization in a merger due diligence which led CPDC to become an affiliate of Enterprise Community Investments on January 1, 2018. As contemplated in the merger agreement, CPDC was merged with another Enterprise affiliate, Enterprise Homes on January 1, 2020, to form Enterprise Community Development. The combined entity is a developer, owner, operator, and service provider to residents in 13,000 affordable apartment units in three states and the District of Columbia.



**Stephanie Guerra, PE**  
**Transportation & Traffic Engineer**  
**Kimley-Horn**

Stephanie graduated from the University of Florida with a Bachelor of Science in Civil Engineering. She has 11 years of experience working on transportation engineering projects with Kimley-Horn. Her software experience includes AutoCAD, HCS+, and Synchro. Stephanie is experienced in conducting traffic operational analyses, traffic impact analyses, signal warrant analyses, all-way stop warrant analysis, parking studies, and traffic calming studies.

**Amy Harbert, PLA, LEED**  
**Vice President**  
**EDSA**

With a passion for designing equitable spaces for all to enjoy, Amy utilizes her background in public outreach and engagement to define strong synergies between people and place. She has devoted her 20+ year career to the development and enhancement of multi-use public areas and amenities with an emphasis on urban waterfronts, parks, green space and recreational trails. Amy's creative process includes a strong consideration for the needs of each community, ensuring functional programs and processes deliver on the wants of the end-user. Inspired to evoke lasting environmental and social change, Amy has a knack for returning broken ecosystems back to their natural state as an enhancement to the places people live, work and play. Prior to joining EDSA, Amy was Managing Principal at Design Workshop and an Instructor of Landscape Architecture at Texas Tech University.

**Dana Little**  
**Urban Design Director**  
**Treasure Coast Regional Planning Council**

Dana Little has over thirty years of experience in architectural and urban design projects throughout the United States and Canada with particular emphasis in traditional town planning and urban revitalization. He has worked with the firms of Duany Plater-Zyberk and Company, Dover-Kohl and Partners, Gibbs Planning Group, and was principal of Sardegna and Little Partners, Inc. Until 2003, Dana was the City Urban Designer for the City of West Palm Beach implementing the Downtown Master Plan, a plan crafted by Duany Plater-Zyberk.

Dana is the Urban Design Director for the Treasure Coast Regional Planning Council and has been with the Council since 2003.

Dana has a professional degree in architecture from the University of Miami. He lives in a historic downtown neighborhood in West Palm Beach with his son Aidan and daughter Lauren Elizabeth.

**Juan Mullerat, Assoc. AIA,**  
**APA, NCI, CNU**  
**Founding Principal**  
**Plusurbia Design**

Juan Mullerat is the Founding Principal of Plusurbia Design – a Miami-based urban design and planning firm specializing in city planning and urban design. Juan serves on several International Boards and Committees that deal with livability and the built environment, including as former Chair of the American Planning Association's Florida Gold Coast Section.

Trained as an Architect with over 25 years of experience, Juan has authored projects on five continents ranging from neighborhood parks to citywide master plans.

Among them, the 2019 International Livable Cities Award and the Little Havana Revitalization Plan, the Wynwood Master Plan, and recipient of the APA's 2017 National Economic Planning Award, among others. Juan has been honored with the AIA Miami Urban Designer of the Year Award and lectures at several universities on urban revitalization, placemaking, transportation planning, and safe streets.

His work strives to create and capture the essence of places that transcend trends and value culture. Juan believes that society can be understood and thrive by the nature of its public spaces and their democratic planning.

## **Thuy Shutt**

**Planning Director**  
**Palm Beach County**

Thuy is a licensed architect and a certified FRA Redevelopment Administrator with more than 30 years of professional experience in the public and private sectors. Originally from Vietnam, she grew up in the D.C. metropolitan area and is a Virginia Tech Hokie. Thuy began her career in the D.C. area and then moved to South Florida to continue her professional practice at a traditional architectural firm.

She served as Principal Planner for Palm Beach County Zoning Division and progressed to community redevelopment as the City of Delray Beach's first Urban Designer and more recently in executive positions of several Palm Beach County Community Redevelopment Agencies (CRA). Under her leadership, these CRAs have partnered with private and nonprofit developers to deliver over 500 affordable housing units and award-winning Public-Private Partnership (P3) Projects and millions of dollars in leveraged grant funding for pivotal capital and infrastructure projects.

Thuy has also served on numerous local and regional planning and economic development advisory boards and civic organizations. In her current position as the Palm Beach County Planning Director, she will be assisting County leadership with achieving a balance between sustainable development and preservation of the County's diverse lifestyles.

## **Tom Roth**

**Principal**  
**Roth Investment and Advisory**

Tom Roth has a track record of executing successful projects of all kinds around the world. He has developed and acquired well over \$1 billion in commercial real estate in the U.S. and abroad.

Tom's experience covers the full spectrum of commercial development, financing, leasing and marketing and asset management, and through that experience, Roth Investment & Advisory performs services to investors, developers, corporate entities, institutions and family offices.

From Chicago, Illinois, Tom attended the University of Michigan – Ann Arbor and received his MBA from Northwestern University's Kellogg Graduate School of Management. As Vice President of Acquisitions at Walsh, Higgins & Company in Chicago he developed over \$400 million in single tenant build-to-suit projects as well as provided development advisory and program management services on high profile projects such as the redevelopment of Chicago's landmark Navy Pier.

In his 10-year tenure as a development executive at Hines his development experience included office, retail and land developments in Chicago, South Florida and in Barcelona, Spain where he led the development of Diagonal Mar Centre, a 3 million gross square foot regional shopping center on the Mediterranean Sea.

As a Project Officer in Miami, Tom developed, leased and sold the highly-successful 2525

Ponce de Leon Building in Coral Gables, acquired over 2 million square feet of office buildings and was awarded the Program Management on the Frank Gehry designed New World Symphony Center in Miami Beach.

Tom has been engaged full-time in vertical development since 2014 as a co-founding principal at Grass River Property. Along with multi-family, hotel and streetfront retail projects, the most noteworthy achievement was the redevelopment of CocoWalk, the legendary lifestyle urban retail center in the heart of Coconut Grove, Florida.

Tom is active in the Urban Land Institute (ULI) as Vice-Chair and leader of the jury which nominates and awards the Project of the Year. He has served on ULI's Advisory Services Panel, as a board member of CareerSource South Florida and as an Advisor to the Real Estate Technology Fund-Lab Ventures PropTech Fund.