

THE WELL

ULI Leadership Institute 2025



Presented for:

The City of Deerfield Beach

June 23, 2025



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INTRODUCTION

As part of the Urban Land Institute's 2025 South Florida Leadership Institute program, Team 4 has been charged with assisting the City of Deerfield Beach in its plans to re-purpose its water treatment property into an engaging community space (to be named "The Well") within a newly created Cultural Arts District.

Team 4 is a group of South Florida-based professionals with varied skills and interests, representing a robust cross-section of all industries prominent at ULI. With our experiences and creative minds in tow, we intend to deliver to the City of Deerfield Beach the most attractive and best use scenarios for The Well site, the budding center of the City's new Cultural Arts District.

We trust this meets with your immediate requirements and thank you for utilizing our team's services on this important project.

Sincerely,

Team 4

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LOCATION & HISTORY

The City of Deerfield Beach is located in Broward County, Florida, just south of the Palm Beach County line. The site in question is located at 220 NW Eller Street, with two lots, one south of the Eller Street corridor, the other north of it.

The entire site (pictured to the right) is approximately 3.13 acres in size; however, 1.15 acres is north of Eller Street and the primary focus of the initial phase of development, while 1.98 acres is south of Eller Street, and contemplated for subsequent phases of development, each as further outlined herein.

North Lot: The north lot currently contains a large stormwater detention pond, not pictured in full, as the aerial photography is out of date. The city intends to activate this lot first, due to its proximity to the Focal Point Senior Center and Bezos Academy.



South Lot: The south portion of the site houses a water treatment facility, which is intended to remain untouched in its function. The north portion of the site is generally flat in topography and previously housed extensions of the water treatment facility. Such were previously demolished; however, our team understands that some of the underground structures such as foundations remain. We have appended the old site plan for the water treatment plan to the back of this report for reference. The northwest portion currently houses a small stormwater detention ditch. The northeast corner contains a maintenance structure for the local wellfield, which is fenced off. This structure is to remain untouched during re-development as well.



Pictured: A historical aerial photo of the site prior to demolition. Provided by City of Deerfield Beach.

The adjacent property use is as follows:

- North – A parking lot which services the nearby Braithwaite Center for Active Aging, a community senior center. The facility also contains the Bezos Academy, which is a preschool located within the newly built childcare center.
- South – Immediately south, industrial. Further south, restaurant/retail.
- East – A mixture of industrial and single-family home residential along the Eller Street corridor. The street continues onto an underpass underneath the North Dixie Highway, eventually leading into the City Hall Campus/Pioneer Park/Downtown Deerfield Beach area.
- West – A mixture of industrial and single-family home residential along the Eller Street corridor.



HISTORY

The City of Deerfield Beach, originating as a small settlement in the 1890s along the Hillsboro River, has grown to a population of 86,859 as of the 2020 census. Named for the deer that grazed along its riverbanks, the area was primarily an agricultural community for the first half of the 20th century.

The development of the Florida East Coast Railroad and its route through the city led to Deerfield's natural evolution into the tourism, distribution, manufacturing and office industries. The Pioneer Grove Design Standards, adopted by the city in 2017 as a guideline for new development within the Pioneer Grove Local Activity Center (LAC), emphasize and promote the significance of the railroad to the historical legacy of the city and its future growth.



Diversity is a defining factor in Deerfield Beach's history and cultural heritage. The demographic makeup of the area includes a robust African American community, a large Hispanic population, as well as some of the country's highest percentages of Brazilian and Haitian residents as a percentage of total population. The Central City Area neighborhood specific to this project features the following demographic statistics: Black (48.7%), White (25.2%), Hispanic (21.0%), two or more races (14.5%) and Asian (1.0%). As such, it is crucial that any promotion of a cultural arts district build upon these vibrant foundations.

PROJECT OUTLINE

GENERAL BACKGROUND

The City of Deerfield Beach has identified a need to revitalize the Central City Area with a four-tiered strategy of Building and Strengthening Community Relations, Supporting Small Businesses and Incentivizing Local Employment, Reducing and Preventing Blight, and Incentivizing Catalytic Development.

In its prior efforts over the past decade to develop economic development strategies, the city has identified that creating a livable and connected downtown is critical to reaching both local and city-wide revitalization goals. The vision of this downtown area is one of a central hub of urban activity, an active place for residents, a business destination and an economic engine of dining, retail, entertainment, and culture.

To date, the City of Deerfield Beach has taken multiple steps in promoting this vision. The first step was establishing the Pioneer Grove Local Activity Center (LAC). In 2015, the American Planning Association developed a Town Center Plan for the City of Deerfield Beach. This analysis identified strategies to guide the city's growth into redevelopment opportunities that promoted walkability and connectivity, as well as the cultural and historical character of the area. A primary focus was to re-invigorate the "*heart*" of old Deerfield Beach.

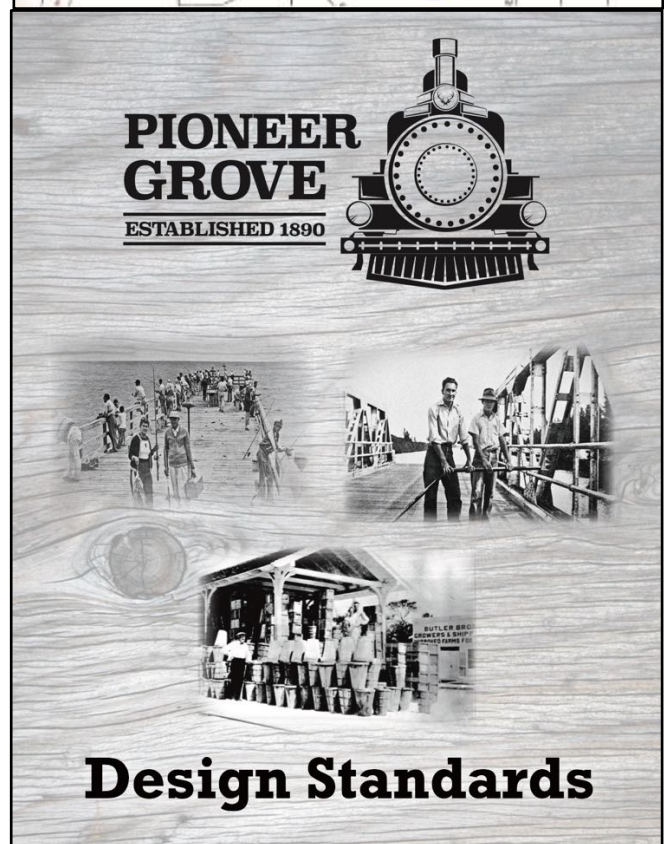
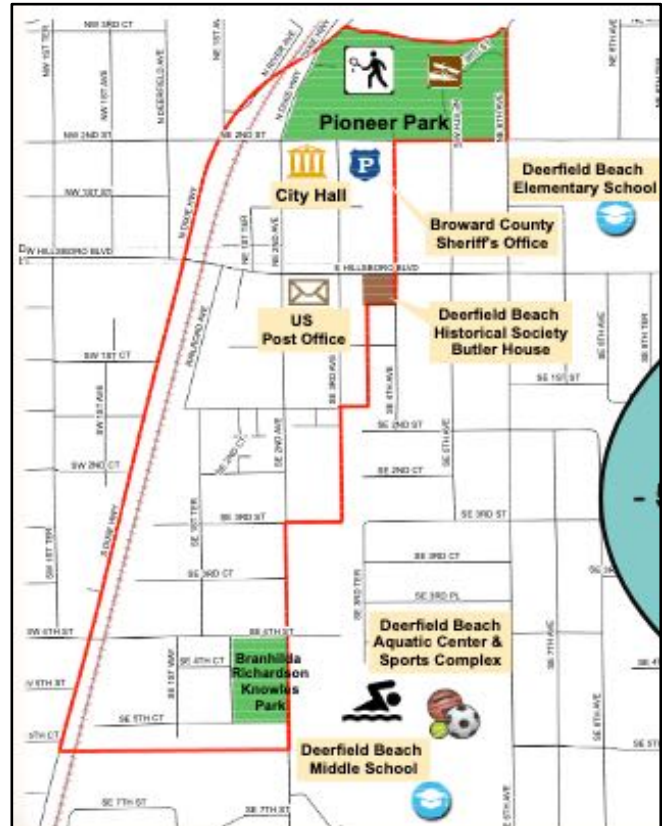


Pictured: An onsite photo of "*The Well*" south lot, facing the southeast corner.

In line with this analysis, the Pioneer Grove LAC, established in 2017, encompasses approximately 119 acres of the oldest parts of the city. The LAC borders the Dixie Highway corridor on the west perimeter, Pioneer Park on the north perimeter, and one-half block south of SE 5th on the south perimeter. The intent of the zoning district is to revive the heart of the Deerfield downtown area, drawing on its pioneer history and promoting mixed use, walkable development.

The next step was establishing the Pioneer Grove Design Standards. This set of standards gave new development guidelines for the following categories: Architectural Design Theme, Pedestrian Activity, Parking & Streets, Lighting, Landscaping and Signage. The general aesthetic is an “*industrial architectural style*”, drawing on the city’s 20th century industrial heritage.

Imagery related to the railroad and train cabooses is prominent throughout the document. Industrial and natural materials such as brick, wood, stone and metal are encouraged. A natural earth tone color palette is required. Green spaces, walls, and roofs are promoted, with walkability and outdoor tenant spaces a central focus of the design standards.



The City of Deerfield Beach has engaged the Urban Land Institute (ULI) for assistance with establishment of a Cultural Arts District within the Pioneer Grove LAC as well as recommendations specific to the repurposing of the lot containing the water treatment plant described above.

This report will focus on the greater goal of establishment of a Cultural Arts District, the linking of “The Well” and the Eller Street corridor to the Pioneer Grove LAC, as well as specific questions posed by the city, including:

- Addressing the swale and stormwater retention requirements of the project
- Incorporating pedestrian space (sidewalk, curbs and gutter settings) in and around the project area
- Integrating entryway signage into key streets intersecting the project area
- Expanding connectivity of the project to include the Downtown Deerfield Beach redevelopment project, extending through the Dixie Highway railroad tracks
- Recommendations for alternative materials for project design
- Incorporation of a theme to connect both sides of Eller Street
- Inclusion of street parking and shared parking options in and around the project area
- Recommendations on connecting the Braithwaite Center for Active Aging and the Bezos Academy Preschool to The Well for a seamless gathering place
- Recommendations for designs fostering creativity, functionality, vibrancy and interconnectivity
- Recommendations to address environmental challenges such as Phase I/ Phase II Environmental Site Assessment findings

SITE & CITY VISIT

On February 14, 2025, Team 4, accompanied by our ULI advisor for “The Well”, Mike Pitchford, met with representatives of the City of Deerfield Beach to discuss the preliminary parameters and background information for the project and tour the site, downtown Deerfield Beach, the Braithwaite Center for Active Aging, and the surrounding areas.



On June 4, 2025, the team returned to Deerfield’s City Hall for our presentation to the City Manager and the corresponding Department Heads. The fantastic engagement and feedback from the various city representatives and stakeholders has been taken into consideration for this final report.



PHASING OVERVIEW



The Well will capitalize on existing community resources and strategic positioning to establish a vibrant, connected, and identity-rich Cultural Arts District. This vision is anchored by The Well Phase I, located just north of Eller Street, which serves as a natural catalyst for the district's formation. Building upon the momentum of the Bezos Academy and the Braithwaite Center for Active Aging, both located adjacent to The Well Phase I, the district will ultimately transform the area into a cultural and connected hub within the City.

A central objective of the plan is to create strong connectivity between The Well and the Downtown Deerfield Beach City Hall Campus, which already boasts a mix of civic activity, retail, and public gathering spaces, along with Pioneer Park, an expansive community resource. The key to achieving this connection lies in the intentional redefinition of the Eller Street Corridor, the primary east-west thoroughfare, which will be activated through the development of The Well. Following The Well Phase I, the intent is to focus on The Well Phase 2, just south of Eller Street, and thereafter, work east down Eller Street as the connectivity to Downtown is bridged through redevelopment.

By enhancing public realm features, supporting creative industry uses, and encouraging pedestrian-oriented design along Eller Street, the corridor will serve as the spine of the new Cultural Arts District. Utilizing The Well as the catalyst to transform Eller Street from a pass-through road in need of redevelopment into an engaged cultural connector supports broader city goals around placemaking and economic development.

Through this framework, The Well becomes more than a standalone development as it will serve as the gateway of a Cultural Arts District that ties together education, culture, recreation, and government.

SYMBOLISM AND COMMUNITY ENGAGEMENT

A water well, across many cultures, symbolizes life and community, often representing a source of essential nourishment and renewal. Many cultures consider wells as sacred places, and historically wells were community hubs, serving as gathering places for people to access water and socialize.

“There’s no value in digging shallow wells in a hundred places. Decide on one place and dig deep.”

SRI S. SATCHIDANANDA

The City of Deerfield Beach has conducted extensive community engagement via surveys to identify top community needs and best use cases for the city-owned lot. Common answers highlighted a desire for a community gathering space, outdoor activity areas, a place to host events encompassing music, education, food, and art, as well as ample parking and connectivity.

Our team believes that water wells are the perfect symbolism for this new community space. The name *“The Well”* will align the project’s branding between the etymology the word, the agricultural and industrial history of the area, and the community’s needs for a multi-purpose gathering space and source of life and connection for generations to come.

PHYSICAL & REGULATORY

ENGINEERING ASSESSMENT

Historically, Deerfield Beach has deployed traditional dry retention ponds to manage stormwater. These ponds efficiently collect and retain runoff, reducing flood risks and promoting groundwater recharge especially in drainage restricted areas such as wellfields. However, these surface ponds consume significant space and can limit the development potential of valuable land. Underground dry retention chambers are a newer application designed to optimize land use while maintaining effective stormwater management. These chambers are installed below ground level, providing a hidden reservoir to collect and retain stormwater runoff. Constructed using durable materials, these chambers ensure long-term performance and reliability. Other benefits include but are not limited to space optimization, enhanced development flexibility and aesthetic improvement. This application has been accepted by other South Florida stormwater management agencies and municipalities as an acceptable alternative and can be used at the site.



Additional assessment will be required to determine the full capabilities of the available space. Documents necessary include:

- a. Geotechnical Report
 - i. A detailed evaluation of subsurface soil, rock, and groundwater conditions used to guide the safe and effective design of construction projects by analyzing soil strength, stability, and drainage characteristics. The report must include site conditions, soil analysis from borings, groundwater data, and engineering recommendations for pavement design, drainage, grading, and any necessary soil improvements.
- b. Phase I Environmental Assessment
 - i. A report that evaluates the potential environmental impacts of a proposed development by examining factors like soil contamination, water quality, air emissions, noise, and effects on local ecosystems. It should include site history, identification of hazardous materials, assessment of environmental risks, regulatory compliance requirements, and mitigation strategies to minimize negative impacts on the environment and surrounding community. Should this assessment result in discoveries that require further evaluation, a Phase II Environmental assessment may be required.
- c. Survey: A precise measurement and mapping of a property's boundaries, topography, and existing features, providing essential data for planning and designing developments like parking lots and recreation spaces. The survey must include property lines, easements, elevations, utility locations, existing structures, and any legal encumbrances to ensure accurate design, drainage planning, and regulatory compliance. An ALTA Land & Title Survey is recommended as it is the standard requirement should any financing be required for the property.

REGULATORY, PERMITTING & UTILITY COORDINATION

The City of Deerfield Beach has established a comprehensive regulatory and permitting framework to guide development and manage stormwater within its jurisdiction. This framework is rooted in several key documents and plans listed below.

- 2022 Comprehensive Plan
- City's Code of Ordinances
- Land Development Regulations
- 2022 Stormwater Management and Flood Resiliency Strategies Master Plan.

These documents collectively provide the policies and technical standards necessary to ensure that development is consistent with community goals, environmental sustainability, and public safety. Our team suggests establishing a regulatory framework for a new Neighborhood Revitalization District (NRD), potentially named the "Well District NRD," to develop a cohesive plan for the subject properties of this study and the surrounding area, aiming to create a unique and distinctive neighborhood.

Regulatory oversight and permitting responsibilities are distributed across multiple agencies. At the municipal level, the City of Deerfield Beach Engineering & Utilities Department plays a central role. It collaborates with the following county and state agencies.

- Florida Department of Health - Broward County
- Broward County Traffic Engineering Division
- Broward County Environmental Protection & Growth Management Department
- Florida Department of Environmental Protection.

Each of these entities contributes specific expertise and regulatory authority to ensure comprehensive oversight of land use, infrastructure, and environmental protection.

Utility coordination is another critical component of development review and permitting. The City owns and operates both the water supply and distribution systems

and the wastewater collection and transmission systems. Wastewater treatment is provided through an interlocal agreement with Broward County at the North Regional Wastewater Treatment Plant. Additionally, solid waste services are contracted to Waste Connections, Inc.

For a small development aimed at enhancing recreation and entertainment areas, adjacent water mains can be tapped to provide necessary water supplies, supporting the installation of water fountains and hose bibs. Additionally, utilizing nearby sewer lines can connect restroom infrastructures, offering a more permanent solution compared to portable restroom facilities. The City can efficiently manage these utilities.

Private utility providers in the project area include:

- Florida Power and Light (FPL)
- Comcast
- AT&T
- TECO/Peoples Gas

Electric power and communications will need to coordinate with FP&L and telecommunication companies. FP&L offers programs that install solar canopies, providing both shade structures and electrical generation at their locations which can be used for lighting and charging stations. Offering free Wi-Fi services can also attract the public to visit The Well.

Each utility provider must be coordinated with during development to ensure service continuity and infrastructure integration. This multi-layered regulatory and utility coordination approach ensures that development in Deerfield Beach is well-regulated, resilient, and responsive to both current and future community needs.



PUBLIC PRIVATE PARTNERSHIPS

BENEFITS OF A P3 STRUCTURE FOR THE WELL

Utilizing a public-private partnership for The Well offers numerous benefits to the City and community. In a P3, the City partners with a private entity (or consortium) to **share responsibilities, risks, and rewards** in developing and operating the project. This model can be especially advantageous for an arts/culture redevelopment project of this kind. Key benefits include:

- **Leverage Private Capital and Expertise:** A P3 allows the City to tap into private financing and developer expertise to fund, build and/or operate the project. Rather than relying solely on municipal funds, the City can attract private investment to cover upfront development costs in exchange for a stake in the project's success. The private partner also brings specialized experience – for example, in creative placemaking, venue management, or marketing – which can improve the quality and innovation of the development. By partnering with the private sector, public needs can be met with private financing and know-how, reducing the City's direct financial burden.
- **Mitigate Public Sector Risk:** In a P3 structure, certain project risks are transferred to the private partner – such as construction cost overruns, schedule delays, or operating risks. The private entity often assumes responsibility for designing, building, and even operating the facilities under agreed performance standards, which protects the City from shouldering the full brunt of these risks. For an ambitious project like The Well, this means the City can avoid potential pitfalls like budget overruns or underutilization by requiring the partner to perform to specified outcomes. The partnership contract can be structured so that the private partner's return on investment is linked to successful project delivery and operation, aligning their incentives with the public interest.

- **Enhance Innovation and Efficiency:** P3s encourage innovative solutions and efficient project delivery. The private sector is typically adept at creative problem-solving and value engineering to make projects financially viable. In the context of The Well, a private development team might propose novel design features (for example, reimagining the water tanks as interactive art installations or unique event venues) and efficient construction techniques to realize the City’s vision within budget. Innovation in design and programming is a hallmark of the P3 model, as private partners leverage their expertise to develop distinctive, attractive destinations. Additionally, private operators often introduce entrepreneurial management of facilities – ensuring that the arts campus remains active, well-maintained, and programmatically rich without direct day-to-day management by the City.
- **Long-Term Community and Economic Benefits:** A well-structured P3 for The Well can generate enduring benefits for the Deerfield Beach community and local economy. First, the partnership can accelerate the timeline of the project – delivering the cultural amenities sooner than a traditional public project might, which means the community enjoys the benefits earlier. Once open, The Well is expected to attract visitors, support local artists and small businesses, and spur activity in the surrounding area, contributing to economic development. For example, new foot traffic can benefit nearby shops and restaurants, and the site could become a catalyst for revitalizing the Pioneer Grove historic downtown district. Over time, this can expand the city’s tax base and advance broader economic development objectives. Moreover, by engaging a partner to operate or co-manage the venue, the City can ensure the site remains financially sustainable through earned revenues (e.g. event rentals, concessions, or leasing studio space). **In summary, the P3 approach not only helps to finance and build the project, but also to animate and sustain it as a dynamic cultural anchor, all while stimulating the local economy and enhancing quality of life for residents.**

P3 PROCESS OVERVIEW AND NEXT STEPS

Implementing a public-private partnership for The Well will involve a structured process guided by Florida's P3 statutes and best practices for procurement. The City will need to undertake several key steps to launch the partnership and move the project through its two planned phases. Below is an overview of the P3 process and recommended next steps:

1. **Project Definition and Preparation:** The City should first refine the vision and requirements for The Well. This includes confirming the desired program elements (artist studios, event space, etc.), development parameters for the site, and the goals for Phase I vs. Phase II. At this stage, conducting outreach (such as community input sessions or a feasibility study) can help validate the concept. The outcome is a clear "Project Brief" that the City can present to potential partners, outlining what the City will contribute (e.g. the land, expedited permitting, seed funding for interim phase) and what is expected from a developer (e.g. capital investment, construction of facilities, operation of the site). With this groundwork, City staff and advisors can also craft a procurement strategy in line with Florida's P3 law (Florida Statutes §255.065), and ensure the City Commission is supportive of pursuing a P3 for this project.
2. **Solicitation of Private Partner (Phase II Developer/Operator):** The next step is to formally solicit proposals from the private sector. Florida law allows for unsolicited P3 proposals. Alternatively, and more typically, the City can issue a competitive solicitation such as a Request for Proposals (RFP) or an Invitation to Negotiate (ITN) specifically for the redevelopment of City owned property on Eller Street. In this solicitation, the City would describe the project vision and site parameters, and ask developers to submit their qualified development plans, designs, financial proposals, and experience. The Phase I/Phase II approach should be clearly outlined, so proposers can address how they would assist with interim site activation in Phase I and execute the permanent Phase II construction. The solicitation can also define the business terms the City envisages – for example, a long-term ground lease of the property, requirements for preserving on-site water detention and storage, and public art components, revenue-sharing arrangements, and any city incentives or contributions. By casting a wide net through an RFP/ITN, the City can attract

qualified cultural developers and compare different ideas, ensuring a competitive selection that delivers the best value for the community.

3. **Proposal Evaluation and Partner Selection:** Once proposals are received, the City will evaluate them against criteria such as developer qualifications, quality of the design/program, financial feasibility, level of private investment, and community benefits. This often involves an evaluation committee (which may include City officials, subject matter experts, and advisors) who score the proposals. The City might also engage a real estate or P3 advisor to help analyze the financials and risk allocation in each proposal, as was done in Hollywood (where an advisory firm helped vet proposals for a similar P3). After evaluations, the top-ranked proposal is identified and presented to the City Commission for approval to enter negotiations with that private entity. (If multiple proposals are very strong, the City could also conduct interviews or ask for “best and final offers” before final ranking, a strategy used in other cities’ P3 competitions.) Ultimately, the City Commission would authorize staff to proceed with the highest-ranked partner, kicking off the formal partnership.
4. **Negotiation of the P3 Agreement:** With a development partner selected, the City enters into detailed negotiations to establish a comprehensive agreement (sometimes called a development agreement or P3 contract) and associated documents such as a ground lease. In this phase, both parties agree on all business and legal terms: the project scope (exact facilities to be built in Phase II, any interim improvements in Phase I), the financing plan, the construction schedule, roles and responsibilities, risk-sharing provisions, and the long-term operations and maintenance plan. For example, the contract will specify the private partner’s obligations to design and construct the amphitheater and studios by a certain date, the requirement to maintain the public areas and schedule a minimum number of events, as well as the City’s obligations (perhaps providing the land lease at nominal cost, or contributing some funds or tax incentives). Florida P3 projects typically involve extensive negotiation to protect the public interest – often resulting in a term sheet approved by the Commission, followed by a final agreement and lease that legally binds both parties. Before final execution, the agreement may be reviewed by legal counsel and presented to the City Commission for a final green light in a public meeting, ensuring transparency.

5. **Phase I – Interim Site Activation:** While the above procurement and negotiation steps are underway (a process that can take many months), the City can pursue Phase I temporary improvements to begin activating the site. Early activation serves to build community awareness and excitement for The Well, and can be done in coordination with the eventual private partner or by the City directly. Examples of Phase I actions might include: cleaning and securing the site, installing decorative lighting or murals on the water tanks, creating basic landscaping or a pop-up park area, and hosting pilot events like food truck nights, art fairs, or outdoor movie screenings. These low-cost, flexible improvements can often be permitted quickly (sometimes under temporary use permits) and do not preclude the later construction. If a private partner is on board early, the City could allow them to manage interim uses as a preview of their vision (for instance, a developer might bring in shipping-container art studios or a portable stage to test the concept). Phase I is essentially about “quick wins” – demonstrating the site’s potential and starting to generate cultural programming, even before permanent facilities are built. This phased approach was recommended in order to maintain momentum: the community doesn’t have to wait years for Phase II to feel the benefits of the project.
6. **Phase II – Construction and Implementation:** With the P3 agreement in place and necessary development approvals obtained, the project moves into Phase II, the permanent development stage. The private partner will undertake final design (working with input from City planners and the community), secure building permits, and then finance and construct the permanent features of The Well. During this phase, the City’s role is to provide oversight and facilitate any permitting or support promised (for example, fast-tracking permits or coordinating infrastructure improvements to the site). The agreement will likely set a timeline for construction and penalties or performance bonds to ensure it stays on track. Once construction is completed, The Well can officially open as a permanent arts and culture campus. The private partner may then operate some or all of the site under the terms of the lease or management agreement – for instance, running the amphitheater events, managing studio rentals, and handling maintenance – while the City monitors compliance with service standards. In some P3 arrangements, after a certain term (e.g. 30

years), the facilities may revert fully to City ownership, but during the lease the private partner will have the right (and obligation) to manage the property for the agreed period.

7. **Ongoing Partnership and Community Benefits:** Even after Phase II completion, the P3 structure means the City and private partner maintain a long-term relationship. Regular reporting, public feedback channels, and oversight mechanisms should be established to ensure The Well continues to meet its public-purpose goals (arts programming, inclusion of local artists, etc.) throughout the life of the partnership. The City can form a stakeholder advisory board or use its staff to liaise with the operator to adapt programming as needed. Over time, the partnership can be adjusted (within the contract's allowances) to respond to changing community needs or opportunities – for example, adding new exhibits or expanding facilities if the site is very successful. The ultimate goal is a thriving cultural destination that remains financially sustainable and continuously engaging, achieved by the combined strengths of the public and private sectors.

Recommended Next Steps: To summarize the immediate path forward, the City should consider the following actions in the coming months: (a) finalize the project scope and obtain Commission approval to pursue a P3 structure for The Well; (b) prepare and issue a P3 solicitation (RFP/ITN) or, if an unsolicited proposal emerges, follow the statutory process to review same or seek alternative proposals; (c) evaluate developer proposals and select a qualified partner through a transparent process; (d) negotiate a comprehensive development agreement and ground lease that protect the City's interests and outline the phase-by-phase implementation; and (e) initiate Phase I site improvements and programming (potentially with input from the chosen partner) to activate the space while Phase II plans are being drafted and approved.

By moving deliberately through these steps, the City can harness the advantages of a P3 while ensuring that The Well remains aligned with Deerfield Beach's community vision at each stage.

Examples of Successful P3 Cultural Projects in Florida

Public-private partnerships have been used by many Florida cities – both large and mid-sized – to deliver successful arts, culture, and public space projects. Below are a few relevant case studies that illustrate how a P3 structure can work for similar initiatives:

- **Fort Lauderdale – International Swimming Hall of Fame Redevelopment:** The City of Fort Lauderdale partnered with a private development group to revitalize its aging aquatic complex and Hall of Fame museum on the barrier island. This \$190 million P3 project involves demolishing old facilities and constructing new public and cultural amenities, including an ocean rescue station, a public promenade and docks, a welcome center, museum and aquarium, a café/gift shop, office space, and a parking garage. The project is being executed in phases and will modernize a key cultural/tourism venue (the Swimming Hall of Fame) without the City bearing the full cost. Instead, a private partner (Hall of Fame Partners, LLC) is financing and building much of the improvement in exchange for a long-term interest in the development. This P3 allows Fort Lauderdale to upgrade a public attraction and waterfront park through private sector innovation and funding – a model that Deerfield Beach can emulate on an appropriate scale for The Well.
- **Hollywood, FL – Community Center and Arts Park P3:** The City of Hollywood is currently working with a private developer (The Related Group) on a public-private partnership to redevelop a 3.5-acre city-owned site on Hollywood Beach. The plan will deliver a brand-new oceanfront culture and community center, an expanded public park with art features, and improved public parking – all funded by the private partner’s construction of a residential condominium on part of the property. In this P3 deal, the public gets enhanced cultural and recreational facilities at minimal cost, while the developer earns a return from the condo units. The partnership was formed after Hollywood received an unsolicited proposal and then invited competitive bids, ultimately selecting a private plan that best met the city’s goals. The Hollywood project demonstrates how a city can leverage private development interest to obtain public amenities: much like Deerfield’s Well project, it blends art, community space, and private investment. It’s also an example of phasing – Hollywood’s

project will be built in stages, with the community center and park improvements tied to the timeline of the private building construction.

- **Boca Raton – Mizner Park Cultural District:** One of Florida’s hallmark public-private success stories is Boca Raton’s Mizner Park, a downtown mixed-use district centered on arts and culture. In the early 1990s, the City of Boca Raton and its Community Redevelopment Agency partnered with a private developer to transform a defunct shopping mall into a thriving cultural and entertainment hub. Through this partnership (which included the City/CRA, the developer, and nonprofit cultural institutions), Mizner Park was developed with a mix of private retail/restaurant components and public cultural facilities. The site features the Boca Raton Museum of Art, a public amphitheater (Count de Hoernle Amphitheater), a community arts center, as well as shops, dining, and park spaces all integrated into an attractive plaza design. The public contributed land and infrastructure funding, while the private sector built and manages the commercial elements; together they created a vibrant destination that draws people downtown day and night. Mizner Park’s ongoing success – often cited as a model for downtown revitalization – shows how a P3 can inject new life into a blighted area by combining cultural venues with private development in a mutually supportive way. Deerfield Beach’s Well project, though smaller in scale, shares the goal of enlivening a public space through arts and community activities, and could likewise benefit from the synergy of a public-private development approach.

Each of the above examples underscores the potential of P3 structures to deliver complex projects that serve the public interest. By leveraging private capital, creativity, and efficiency, cities have built cultural centers, parks, and mixed-use districts that they might not have achieved on their own. At the same time, these partnerships are crafted so that the community gains enduring assets – be it museums, theaters, parks, or art studios – while the private partners earn a reasonable return, often through complementary commercial or residential development. For Deerfield Beach, learning from these case studies and tailoring the P3 approach to local needs will increase the likelihood that The Well becomes a signature arts and culture destination and a point of pride for the city, delivered in a fiscally responsible and innovative manner.

TOOLS FOR REVITALIZATION

Neighborhood Planning and Economic Development Revitalization Tools

The City can leverage several urban redevelopment tools to catalyze the revival of The Well and the surrounding neighborhood. These tools – a tailored **Neighborhood Revitalization zoning overlay**, a **Business Improvement District (BID)**, and **Tax Increment Financing (TIF)** – each serve a distinct purpose. **In combination, they align regulatory incentives, private investment, and public funding to support an arts-and-culture-driven renaissance in this community.** The sections below describe each tool’s purpose, benefits, and implementation in the context of The Well, and explain how they complement each other to achieve the City’s revitalization goals.

Neighborhood Revitalization Overlay District (Zoning Tool)

Purpose & Context: A Neighborhood Revitalization District or similar zoning overlay would build upon Pioneer Grove’s existing Local Activity Center (LAC) zoning to encourage the kind of mixed-use, arts-focused development envisioned for the area. Pioneer Grove was rezoned in 2017 with design standards and an Enhancement Program to “culturally and economically revive the old heart of downtown”. This overlay can be refined to specifically support arts and culture uses anchored by The Well. It would modify land development regulations to spur creative enterprises, adaptive reuse of buildings, and context-sensitive higher-density projects, while preserving the neighborhood’s historic character.

Benefits: A revitalization overlay in Pioneer Grove would offer targeted incentives and flexible standards to attract investment around The Well:

- **Encourage Arts & Mixed-Use Development:** The overlay could expand permitted uses (studios, galleries, live/work lofts, cafes, etc.) and allow greater building height or density for projects that include cultural spaces or public amenities. For example, Miami’s Wynwood Neighborhood Revitalization District (NRD-1) allowed developers to gain extra building capacity by contributing to public benefit programs like affordable artist housing, parks, or cultural funds. A similar incentive matrix in Pioneer Grove’s code would reward developments that provide community benefits (e.g. performance space or streetscape improvements) in exchange for density bonuses. This encourages private developers to include arts and public gathering venues as part of their projects.
- **Preserve Character & Heritage:** The overlay can include design guidelines that protect Pioneer Grove’s unique character (its “pioneer” history and mid-century buildings) even as new projects come in. Wynwood’s NRD, for instance, was crafted to preserve the district’s famed street art and industrial aesthetic while guiding new construction. Likewise, Deerfield Beach can require new development near The Well to incorporate the area’s historical context (perhaps through architectural elements or public art installations) so that growth **enhances** rather than erases local identity. This balance keeps The Well’s arts campus authentic and rooted in place.
- **Streamlined Approvals:** A revitalization overlay can simplify zoning approvals for desired projects. By establishing clear standards upfront (for building design, parking reductions for historic building reuse, outdoor event allowances, etc.), the City can expedite permitting for developments that meet the overlay criteria. This reduces uncertainty for developers interested in rehabilitating warehouses or vacant lots near The Well into creative venues. Predictable rules and possible administrative approvals (as used in special districts elsewhere) make it easier for public-private partnerships to form quickly.
- **Flexible, Walkable Urban Form:** The overlay would promote a pedestrian-friendly “downtown arts village” environment in Pioneer Grove. Regulations might relax parking minimums or allow shared parking solutions, recognizing that visitors to The Well and surrounding galleries will park once and walk. It can also require active ground-floor uses and public open spaces. In Wynwood’s NRD, regulations fostered a *dense, walkable urban framework with new housing, retail, and open space in an arts district*, while funding improvements like centralized parking and parks through development contributions. Similarly, a Pioneer Grove overlay could channel private investment into streetscape upgrades – for example, requiring developers to contribute to a fund for public art, plazas, or a parking facility that supports The Well’s events.

Implementation Considerations: Establishing this overlay would involve a City-initiated zoning text and map amendment, crafted with input from stakeholders (property owners, local artists, the Deerfield Beach Historical Society, etc.). The process could be completed within a year, aligning with comprehensive plan goals. Key steps include defining the boundary, writing new land-use provisions (uses, heights, incentive criteria), and setting up any special review boards if needed (as Miami did with a design review committee for Wynwood). Notably, the City of Miami collaborated closely with the local BID when creating the Wynwood NRD – a model Deerfield Beach can follow by engaging local business/civic groups to ensure the overlay reflects a shared vision. Once adopted, the overlay becomes a powerful policy tool: it “front-loads” the City’s expectations for community benefits into the private development process, effectively formalizing a partnership where developers help achieve public goals in exchange for profitable development rights. This kind of zoning tool lays the groundwork for success of the other initiatives (BID and TIF) by creating an attractive regulatory environment for investment in The Well and Pioneer Grove.

Business Improvement District (BID)

Purpose & Structure: A Business Improvement District is a defined area (in this case, centered on The Well and Pioneer Grove’s commercial corridors) within which property owners agree to pay an extra assessment to fund improvements and services that benefit the district. Establishing a Pioneer Grove BID would unite local businesses, property owners, and possibly cultural institutions in sustaining a vibrant arts and entertainment destination. The BID acts as a unified voice and management entity for the district, advocating for its needs and coordinating enhancements. It ensures that once physical redevelopment occurs, the area remains active, well-maintained, and marketed – critical for The Well’s long-term success as a cultural hub.

Benefits: A BID would directly support The Well and its surroundings through enhanced services and programming beyond what the City alone can provide:

- **District Marketing & Events:** The BID can promote Pioneer Grove as Deerfield Beach's arts and culture district, funding branded marketing campaigns, wayfinding signage, and events that draw patrons to The Well. For example, the Fort Lauderdale Beach BID focuses on marketing its area as a premier destination, sponsoring special events and managing a district website to highlight local businesses and attractions: fortlauderdalecra.com. A BID could sponsor monthly art walks, outdoor concerts, or cultural festivals centered around The Well's venue. These events not only increase foot traffic for local businesses (cafes, galleries, shops) but also raise The Well's profile regionally as a must-visit arts destination.
- **Beautification & Maintenance:** Funds from the BID would be used to keep the area surrounding The Well clean, safe, and visually appealing. This could include enhanced sanitation (regular litter removal, graffiti clean-up), landscaping and public art installations, and security or ambassador programs. The result is a welcoming atmosphere for visitors. For instance, Downtown Coral Gables' BID has taken on beautification projects and acts as a *"strategic catalyst for overall improvement of the area"* through advocacy and additional services. Similarly, a Pioneer Grove BID could maintain improved streetscapes (perhaps those built with TIF funds) and ensure that The Well's public spaces (plazas, courtyards) are well-kept and animated with art displays or performers.
- **Business Support & Unified Advocacy:** By pooling resources, BID members can undertake initiatives that individual businesses could not afford alone – such as hiring district-wide security patrols during evening events at The Well, or contracting shared valet parking for area restaurants on busy nights. The BID can also serve as a liaison with the City, providing feedback on policies or capital projects. In Coral Gables, the Miracle Mile BID's mission includes *speaking collectively to governmental organizations to bring prosperity to the district*. In Pioneer Grove, the BID would similarly give merchants and property owners a collective influence – for example, coordinating with the City on parking solutions or lobbying for supportive ordinances (like relaxed noise regulations for outdoor music events). This public-private coordination helps align City services with the district's unique needs as an arts cluster.

Implementation Considerations: Forming a BID requires building consensus among local stakeholders. The City can initiate outreach to property owners within a defined Pioneer Grove BID boundary (perhaps focusing on the blocks immediately around The Well and along Dixie Highway) to explain the benefits and proposed assessment. In Florida, BIDs or similar Neighborhood Improvement Districts are enabled by statute (F.S. Chapter 170 and 163 for special assessments) and typically require a majority support of property owners representing a majority of property value in the district. The City Commission would create the district by ordinance, establishing its boundaries, governance (often a board of the property owners or their designees), and the assessment rate. Given Pioneer Grove's relatively nascent stage of redevelopment, the City may need to spearhead initial efforts – for example, by seeding some funds or matching the BID's assessments in early years to jump-start programs until more businesses populate the district. A realistic timeline might be 6–12 months of organization and outreach, aiming to have the BID operational to coincide with new development openings at The Well. Notably, this tool is inherently a P3 mechanism: it relies on private funding (the assessments) and private-sector leadership in decision-making, but works in tandem with the public sector (City enabling legislation, perhaps providing services in-kind). The Wynwood Arts District in Miami offers a precedent – its property owners formed the Wynwood BID in 2013, which then partnered with the City to plan zoning changes and invest in area improvements. Deerfield Beach can similarly expect the Pioneer Grove BID to be a long-term steward of the district, complementing City and CRA efforts with sustained private-sector commitment.

Tax Increment Financing (TIF)

Purpose & Mechanism: Tax Increment Financing provides a dedicated funding stream for reinvestment in a redevelopment area by capturing the growth in property tax revenues over time. In Florida, the typical vehicle for TIF is a Community Redevelopment Agency (CRA) established under state law. Deerfield Beach's CRA can allocate TIF funds generated from increases in property values within its boundaries back into projects in that area. Applying TIF to Pioneer Grove means that as The Well and other new developments raise property values, the resulting "increment" in tax revenue is set aside specifically to fund improvements in Pioneer Grove, rather than going into the general fund. This creates a virtuous cycle: public improvements spur private investment, which increases property values and tax receipts, which then finance further improvements.

Benefits: TIF, through the CRA, is the financial engine for physical redevelopment and can significantly bolster The Well/Pioneer Grove initiative:

- **Infrastructure and Streetscape Improvements:** TIF funds can be used to design and construct the public infrastructure that a vibrant arts district needs. This includes upgraded streetscapes (wide sidewalks, pedestrian lighting, street trees, public art installations), improved transit or shuttle connections, parking facilities, and utility enhancements in Pioneer Grove. The availability of TIF funding is especially important for Pioneer Grove because the area may have underutilized or aging infrastructure from its “old downtown” era that needs modernization to support new activity. For example, Deerfield’s CRA has recently invested in utility undergrounding and streetscape upgrades on the Dixie Highway corridor – improvements that align with making Pioneer Grove more walkable and attractive. With TIF, the City could undertake similar capital projects on NW Eller Street and adjacent roads to create a cohesive arts campus feel around The Well (such as decorative lighting, signage, and a public plaza or outdoor performance space). These enhancements reduce the burden on individual developers and create a quality public realm that encourages people to linger.
- **Site Redevelopment and Cultural Facilities:** TIF can be used as a gap-financing tool in public-private partnerships, directly supporting the development or expansion of cultural facilities. If The Well itself requires renovation or expansion, TIF funds could potentially contribute to those bricks-and-mortar costs (as part of the CRA’s mandate to eliminate blight and encourage economic development). A high-profile precedent is Tampa’s downtown CRA committing \$25 million in TIF funds to the Straz Performing Arts Center’s major expansion, helping fund new public amenities like a riverfront terrace and education center as part of a \$100 million project. While The Well is on a smaller scale, the principle holds: the CRA can invest in The Well’s capital needs (or those of complementary projects, like a co-working space for creatives or an incubator) to anchor Pioneer Grove’s revitalization. Such investments are justified by the broader economic and social benefits of a thriving arts destination – for instance, increased tourism and job creation, which in turn boost tax values.
- **Façade Grants and Business Incentives:** Beyond large projects, TIF can fund incentive programs to assist private property owners in Pioneer Grove with improvements that align with the district’s revitalization. The CRA might offer matching grants or low-interest loans for façade improvements, code compliance upgrades, or adaptive reuse of historic structures. This directly helps small businesses or nonprofits (perhaps a local gallery or

café) to establish themselves around The Well. By lowering the cost barrier, TIF-funded programs encourage quicker occupancy of vacant buildings by arts and culture-related uses. The result is a more activated district and a quicker increase in property values. Such programs have been successfully used in many Florida CRAs – for example, Delray Beach’s CRA offers site development assistance grants to spur upgrades in its downtown. Deerfield’s CRA could tailor a similar program for Pioneer Grove, focusing on uses that support The Well’s mission (e.g., converting an underutilized property into an artist studios or a rehearsal space with the CRA covering part of the renovation cost).

- **Leverage for Grants and Partnerships:** A critical yet less tangible benefit of having TIF funding available is that it positions the City to leverage additional grants and private investments. CRA funds can serve as local match for state or federal grants (for streetscape beautification, cultural facilities, etc.), multiplying the impact. Additionally, developers are more likely to partner on projects if they see the City has “skin in the game” via CRA incentives. In Pioneer Grove, the CRA could, for instance, partner with a developer on a mixed-use project by contributing land or infrastructure paid for with TIF – making an otherwise borderline project financially viable. This kind of public-private cost sharing is at the heart of the P3 approach.

Implementation Considerations: Deerfield Beach’s CRA is the entity that manages TIF funds. Pioneer Grove is within the CRA’s area (which includes the Dixie Highway corridor and adjacent neighborhoods) – meaning the TIF mechanism is likely *already* in place and generating revenue as property values rise. The key is to prioritize this new subset of Pioneer Grove projects in the CRA’s redevelopment plan and budget. Implementation involves a few dimensions:

- **Planning/Budgeting:** The CRA Board (typically the City Commission) would identify capital projects and programs in Pioneer Grove to fund each fiscal year. Early-year increments may be modest, but as The Well’s success drives up values, funds will grow. For timely impact, the CRA can consider issuing revenue bonds against future TIF (if legally permissible) to fund major projects upfront – accelerating the delivery of, say, a parking garage or a streetscape overhaul in time for new businesses opening.

- **Coordination with County:** Because TIF affects county tax revenue too, Broward County's cooperation is important. Fortunately, Deerfield's CRA is already established; any significant expansion of its area or extension of its timeframe would need County approval. If Pioneer Grove's redevelopment proves highly successful, the City could explore extending the CRA's sunset or adjusting boundaries to ensure enough time and coverage to recapture the investments being made.
- **Transparency and Public Buy-in:** Using TIF for an arts/culture district should be communicated as an investment in economic development. The City can highlight case studies (for instance, Pompano Beach CRA's creation of the BaCA arts center and cultural hub using CRA funds, which revitalized its Old Town district) to show how arts-led redevelopment increases the tax base. It will be important to regularly report the "return on investment" – e.g., how TIF-funded improvements around The Well have increased property values, business tax receipts, and community pride. This keeps elected officials and the public supportive of committing TIF dollars to Pioneer Grove.

Synergy and Public-Private Partnership (P3) Approach

Each tool discussed – zoning overlay, BID, and TIF/CRA – provides unique leverage, but it is their integration that truly drives revitalization of The Well and Pioneer Grove. Together they form a coordinated P3 strategy, aligning the interests and resources of the City and private stakeholders:

- **Strategic Sequencing:** The revitalization overlay establishes a development-friendly environment (clear rules and incentives) that attracts private projects. Those projects, in turn, increase the tax base, fueling TIF revenue. As funds accumulate, the CRA invests in infrastructure that further attracts businesses and visitors. The BID then ensures those public and private investments are maximized through ongoing maintenance and promotion. In effect, the zoning overlay is the *policy catalyst*, TIF provides the *capital catalyst*, and the BID offers the *operations catalyst*. This sequencing has been effective elsewhere – Fort Lauderdale's Central Beach area, for example, layered a special zoning (Regional Activity Center) with a CRA and a BID. The BID and CRA "have common geographic areas and co-sponsor special events...advancing redevelopment objectives" meaning the BID handled promotions like holiday lights and festivals while the CRA funded major public projects, each reinforcing the other. Deerfield Beach can expect similar positive feedback loops in Pioneer Grove.

- **Shared Costs, Shared Benefits:** A P3 approach ensures no single entity bears the full burden of redevelopment. The City (through the CRA TIF) invests in public goods and offers regulatory incentives; private developers invest in projects aligned with the vision; local businesses invest in quality-of-life through the BID. All parties then share in the benefits: property owners see higher values and foot traffic; the City sees economic growth and an enhanced cultural landscape; residents gain a downtown destination for arts and entertainment. For instance, when Tampa's CRA partnered with the Straz Center, the public sector pledged funding while the private/non-profit side raised matching funds— together delivering a project neither could do alone. In Pioneer Grove, perhaps a new cultural facility or affordable live-work loft project could emerge from a similar cost-sharing arrangement (CRA contributing land or grants, a developer building the project, and the BID helping program the space once open).
- **Avoiding Duplication and Filling Gaps:** The three tools are complementary by design. The zoning overlay drives what gets built (and preserves what should remain); TIF funding builds where and how those projects connect via public infrastructure; the BID dictates how the area is managed daily and who is attracted to it via marketing. This means each tool addresses a different “piece of the puzzle.” Without the overlay, the risk is generic development that might not serve the arts vision. Without TIF, critical infrastructure or catalyst projects could stall for lack of funding. Without a BID, the area might not realize its full potential in terms of vibrancy and could fall into disrepair. By deploying all three, redevelopment of the neighborhood surrounding The Well is comprehensive – physical, economic, and social revitalization occur in tandem.
- **Flexibility and Sustainability:** A final advantage of combining these tools is adaptability over time. The overlay and BID can be adjusted as Pioneer Grove evolves (the overlay's incentives can be recalibrated, the BID's services can shift focus as needed), and TIF revenues adjust with economic conditions. This creates a resilient framework that can respond to challenges. For example, if early on the BID finds that security is a concern during nighttime events at The Well, it can allocate more budget to ambassador patrols, while the CRA might redirect some TIF to install street lighting – a coordinated response thanks to the P3 framework. All tools are oriented toward long-term sustainability: the BID renews periodically with stakeholder support, the CRA typically operates on a 30-year horizon, and zoning changes endure but can be amended with due process. Thus, the arts district initiative is not a one-off project but an ongoing partnership.

In conclusion, implementing a Neighborhood Revitalization overlay, a BID, and leveraging TIF in neighborhood surrounding The Well will significantly increase the likelihood of The Well's success and the area's transformation into a lively arts and culture destination. The approach balances technical planning insight (crafting zoning and financing mechanisms) with policy clarity and stakeholder collaboration – giving elected officials a clear roadmap of who will do what. The result is a self-reinforcing revitalization: **zoning lays the groundwork, public/private funding builds the momentum, and collective management sustains the energy**. This balanced strategy not only supports a P3 approach – it essentially *is* another P3 approach, woven into the fabric of local governance and community development.

CONNECTIVITY & TRANSPORT

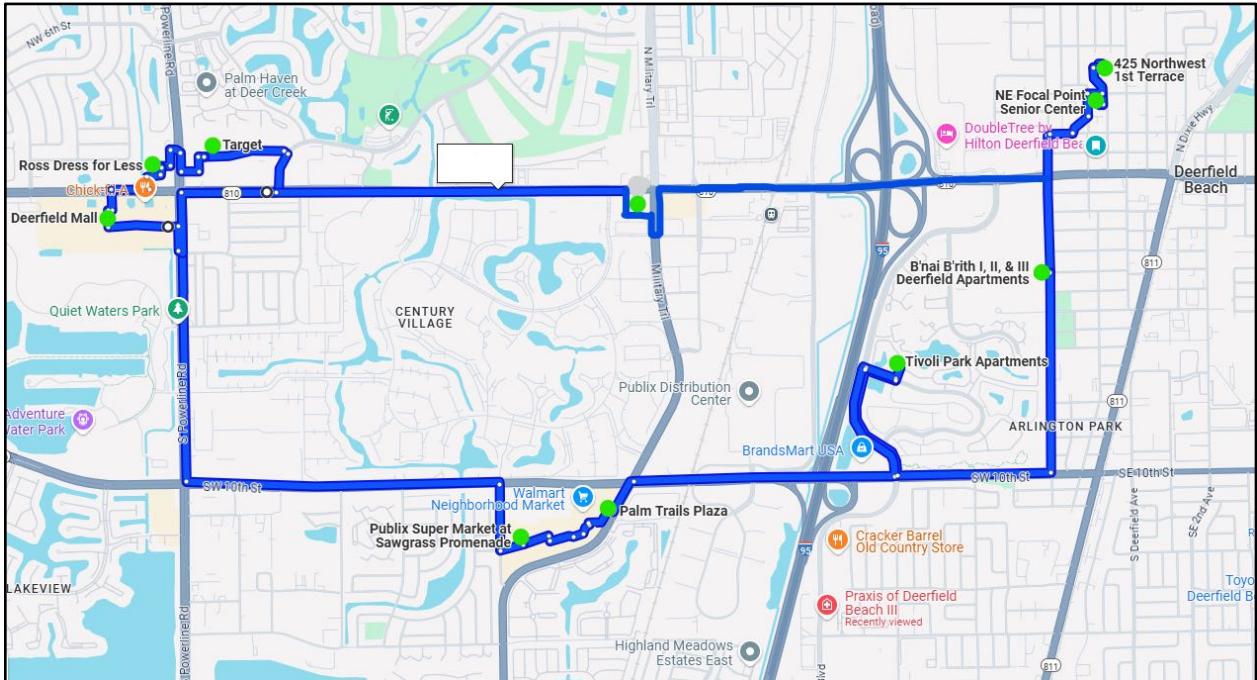
Connectivity includes not just transit, but walkability and parking availability as well. Part and parcel of transforming The Well into the anchor for the City's future Cultural Corridor is ensuring that residents, using all modes of transportation, can safely and easily access the site. Our recommendations for connectivity change slightly with the implementation of each phase. It is helpful to know that most of the existing transportation that the city already utilizes need only be slightly adjusted to meet the needs of the first phase of the development, and just slightly more thereafter. Overall, the mechanisms have already taken root and will only require relatively minimal modification.

TRANSIT

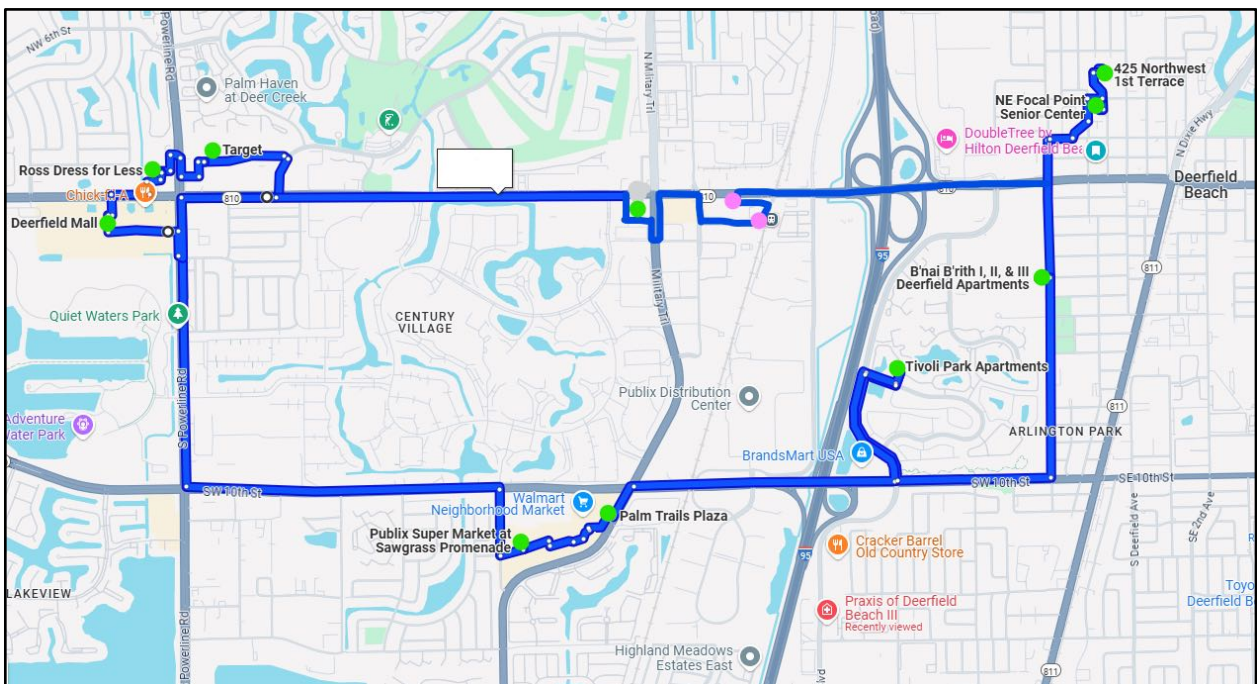
Deerfield Beach Express Community Shuttle

The City's current fixed route circulator, the Deerfield Beach Express Community Shuttle, operates two routes Monday through Friday from 8 am to 4 pm, and Saturday from 8 am to noon, and again from 1 pm to 4 pm. Headway times are one hour on each route, with two vehicles on the circuit daily. Since the hours of activation for the first phase of the site will likely occur after the shuttle's regular hours of operation, the City could source other funding (perhaps a small portion from the \$2.92 million appropriated for the development of the Cultural Arts District), to provide transportation to and from The Well from easy points of transfer. City Hall would be the first and easiest location (for those who can only get closest by driving), followed by the Deerfield Beach train station on the westside of the highway (to accommodate and incentivize visitors from far and wide arriving by transit).

The two routes (Express I: "East/West" and Express II: "East/North and South") serve major points of interest including several apartment complexes, shopping centers, grocery stores, and Broward Health North Hospital. The advantage of this existing service, as it pertains to the development of The Well, is that both routes already serve the NE Focal Point Senior Center/Braithewaite Center.



Current Express I, East/West Route, 12.26 miles



Suggested Express I, East/West Route, 12.62 miles

(Includes two added stops: Deerfield Beach Train Station & Regional Courthouse)

Since the Senior Center is already a stop on both routes, the only adjustment needed (perhaps as a second phase effort) would be to relocate, or add, a stop closer to The Well (the southernmost part of the same parking lot, south of the Bezos Academy). Given that the funding mechanism of the Express Shuttle is Penny for Transportation, which is administered by Broward County Transit (BCT), there may be an approval process the City may need to undergo to make that small adjustment to the route.

For the other suggested additions to the routes, we recommend reaching out to the Broward County Transit Department, as the City's receipt of surtax funds are likely to be contingent upon adherence to an interlocal agreement between the City and the County. The City may consider the following options when adjusting (or adding) to the Community Shuttle routes:

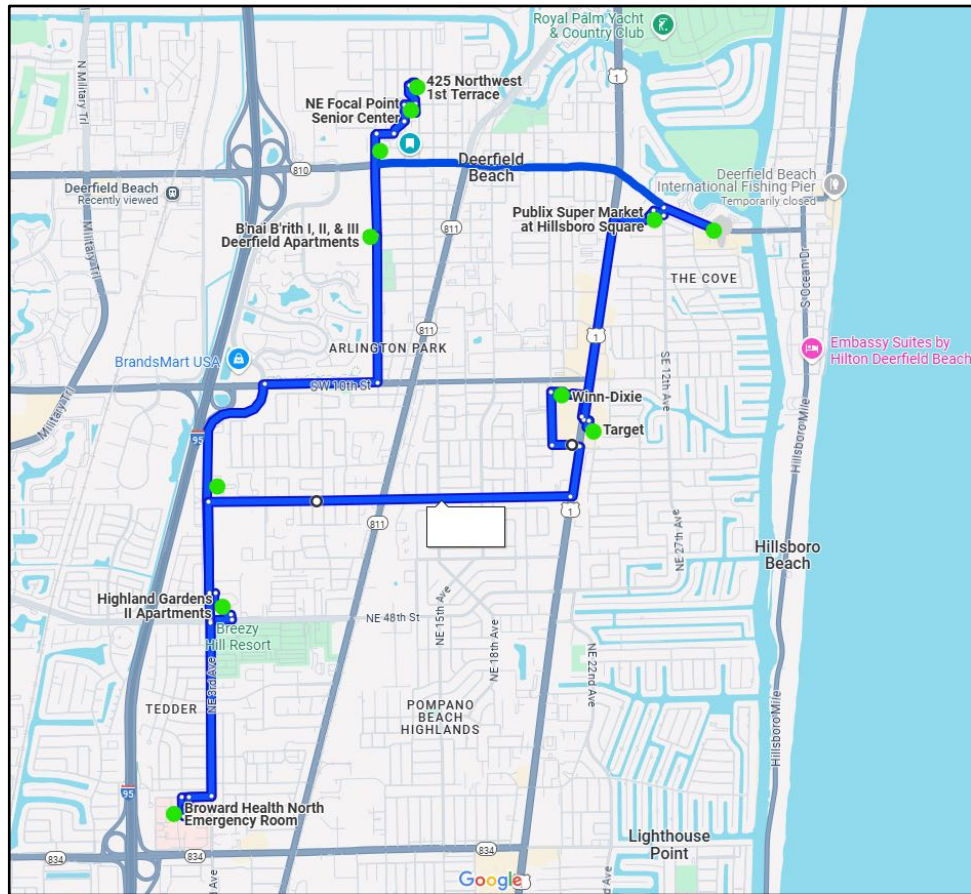
Express I:

- Deerfield Beach Train Station (for connection to Tri-Rail and Amtrak)
- North Broward Regional Courthouse

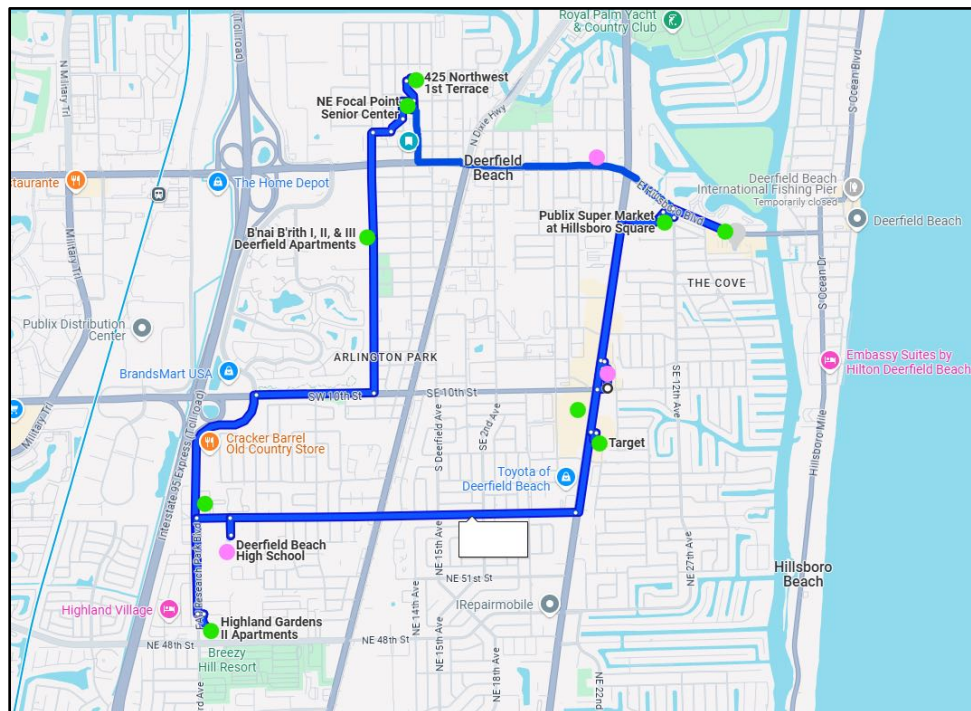
Express II:

- Deerfield Beach High School (during relevant school hours only)
- Village Mart Shopping Center
- Deerfield/Percy White Library

Obtaining approval for connecting to a major point of transfer (Deerfield Beach train station) with the County's Transit Department should not be difficult. Looking at ridership demand and projected boardings by observing origin-and-destination/ travel patterns would be required to determine whether a proposed new stop would add value to the route. Another important component to consider is bus stop spacing to ensure that proposed stops would not inhibit traffic flow (bus bays may need to be installed), and that all parts of the route can accommodate the width and height of the shuttle. The most relevant changes for the purposes of providing access to The Well are: 1) an adjustment to accommodate a "pre-stop" by Phase I of The Well before going to Focal Point (as it is within the same parking lot); and, 2) the addition of the Deerfield Beach Train Station stop on Express I, which should be prioritized.



Current Express II, East/North and South Route, 11.5 miles



Suggested second Express II, East/North and South Route, 9.52 miles
(Eliminates stop at Broward ER and adds stops to DBHS, Village Mart Shopping Center, and Percy White Library)

If funding permits, the City may want to consider adding a second vehicle to the Express II route to decrease the headway times and to access another key spot, Deerfield Beach High School. With two vehicles on this route, one with the southernmost destination being Broward Health North Hospital, and the other's being Deerfield Beach High School (during school hours only), all other points of interest on the route would have wait times cut in half, and the service would be more accessible, reliable, and thus more desirable to more people. Moreover, if The Well held activations for high school age children, this added route would provide direct access for those students to reach the site.

Additionally, since the Express I route already accesses the Century Plaza Public Library, the Express II route should consider adding a stop to the Percy White Public Library, already on the return from The Cove to the Focal Point Senior Center.

Finally, to draw public attention to the routes, it may help to assign more creative names to the routes which avoid directional titles (north, west, etc.) or enumerated "Express" names. For instance, the route which stops by the Deerfield Beach High School can be called the Buck route; the route which swoops down to the Broward North Emergency Room could be called the Butler route (an homage to the first mayor of the City), and the Express I route could be renamed the Flagler route, once it is adjusted to stop at the Deerfield Beach train station (or perhaps the Hillsboro route, since half the route tracks along Hillsboro Boulevard). Words like Pioneer, Cove, Deer, Blue Wave, Sea Turtles—anything to illicit a sense of hometown pride for the residents—may help to achieve the charm for and attraction to the shuttle service.

Senior Transportation

When The Well is prepared to provide programming for seniors (which is highly recommended), the city already has a Senior Transportation service in place which provides door-to-door service for registered Northeast Focal Point (NEFP) members and residents. This service provides transport to and from the Braithwaite Center for Active Aging and could simply adjust its drop-off area to The Well just 100 yards south when there is planned programming for seniors. In fact, personnel from the Braithwaite Center might even like to assist with programming at The Well for their seniors.

On-Demand

Currently, the City touts limited on-demand service through Freebee. The funding mechanism for this service may also complicate adjustments during the first phase of The Well but may ultimately prove to be the most seamless adjustment on the transit end. The Deerfield Beach Community Redevelopment Agency (CRA) currently funds the Freebee service, which may pick up passengers anywhere within the City's 15-square mile limit but prevents the vehicles from terminating rides anywhere other than the CRA area. Currently, the City can expend non-CRA funds for special events and perhaps may do so during the first few months of the launch of The Well. Meanwhile, the City may consider two possible options for the second phase of The Well (and servicing Deerfield Beach residents in general):

1. Releasing a Request for Proposals (RFP) for an on-demand service that reaches all corners of its jurisdiction (which could be Freebee or a competitor), or
2. Exploring piggyback contract options from other municipalities that employ other on-demand services.

BeachRidesUSA Rideshare

A fourth transportation option currently accessible to Deerfield Beach residents and visitors is the BeachRidesUSA rideshare service, which operates between key hotels and businesses along the beaches. The service is funded by the surrounding businesses, which in turn receive patrons. BeachRidesUSA has expressed interest in expanding its services to include more inland small businesses. One vehicle operates seven days a week from 5:30 pm to 10:00 pm. Rides are free for the passengers, who can hail transport from any of the hotels and businesses within the area—a mile north of the pier, to 1.5 miles south and half a mile inland. A potential arrangement with BeachRidesUSA might include transit service for tourists and residents from the coast to The Well—during hours which do not interfere with the timeframe already obligated to their existing sponsors. This could be subsidized by the City. BeachRidesUSA may also be helpful in spreading the word to its passengers of The Well activations and other City-sponsored events as well.

WALKABILITY

The first phase of the Well site is bordered along the west, south, and east by sidewalks. Neighboring residents could easily access the site, but consideration should be made for wider sidewalks that would permit micromobility such as bicycles. Notably missing from the walkable landscape is a sidewalk on the south side of Eller Street, which will eventually be necessary for connection to Phase II of The Well. We recommend beautifying the walkable environment by extending the Pioneer Park Streetscape Plans west of the federal highway, which would draw attention and quite literally pave the way along the nascent Cultural Arts Corridor. The raised crosswalks are an essential part of this connectivity element, as they encourage pedestrian activity and provide traffic calming measures for the area.



Pictured: Eller Street facing eastward. Sidewalks present on northside abutting Phase I but absent on the south for Phase II.

PARKING

Access to The Well will inevitably require that the City provides sufficient parking options. Emphasis on other modes of transportation should be marketed to the residents. For Phase I, primary parking can be offered on the surface lot that is connected to the Bezos Academy (approximately 42 spots), followed by overflow parking in the south lot (the future Phase II), and eventually, if needed, parking in front of the warehouses just east on Eller Street.

Furthermore, parking agreements with neighboring business owners could likely be made if intended for after business hours. An example of this is provided by Lincoln's Beard Brewing Co. in Miami-Dade County which operates in a warehouse district (east of the Palmetto Expressway and south of Bird Road). Using an A-frame at its entrance, the brewing company demonstrates to patrons which nearby warehouses are friendly to brewery patron parking. See images below:



Pictured: Parking Map on A-Frame in front of Lincoln's Beard Brewing Co., and sign at entrance with more instructions.



Pictured: Parking, in front of warehouse across the street from the brewing company.

Another parking alternative can be offered at City Hall, with shuttles making the rounds to and from the site during hours of activation. This solution relies on the fact that the shuttles are owned by Deerfield Beach and can therefore be used at its discretion (using funds other than BCT Penny for Transportation funds) for special events. As previously mentioned, the rounds could include a stop on the west side of the highway at the train station to increase accessibility for residents on the west side as well as anyone arriving by train.

OTHER MODES

Not to be overlooked, micromobility options (such as bicycle), are an increasingly formidable method of transit and should be considered during all phases of development for The Well. Additionally, accommodations for the parking of micro-vehicles should be provided. The existing four elongated parking spaces on the northwest corner of Phase I of The Well could easily be transformed into a bike parking station. Encouraging micromobility forms of transportation mitigates traffic congestion, traffic noise (which could potentially interrupt programming), and reduces the need to provide more parking spaces. Best safety practices should be encouraged (such as wearing helmets, using proper arm signals for turning, etc.).

Overall, non-automotive forms of transit should be incentivized, perhaps via rewards, by the City (e.g., free popcorn, drink ticket, Deerfield Beach tchotchkes, etc.). Habits for reaching the site will be made early on, so it is important for the City to promote these alternative methods of transportation from the start. Just maybe, getting there without a car could become an iconic and charming feature to the site itself, further emphasizing the sense of community and togetherness that The Well intends to foster.

STREET SCAPE

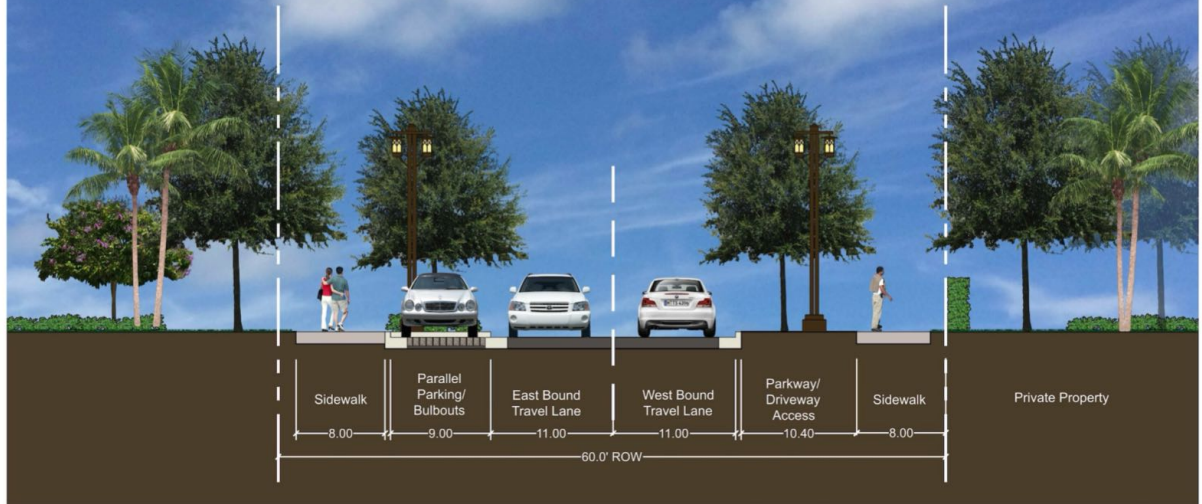
Roadway improvements are set to bring significant enhancements to the area, particularly from The Well to City Hall through NW Eller Street. These upgrades will feature wider sidewalks to ensure pedestrian comfort, two lanes for smoother traffic flow, and ample parking spaces. Additionally, updated lighting will be installed to improve visibility and safety. This phase of improvements aims to greatly enhance the aesthetics of the area, making it more inviting for both residents and visitors.

Besides these enhancements, necessary drainage improvements will be implemented to comply with the Deerfield Beach Stormwater Master Plan. These upgrades will be instrumental in managing stormwater effectively, preventing flooding, and maintaining the infrastructure's longevity. Collectively, these improvements will contribute to a more functional, attractive, and sustainable urban environment.

Bermello, Ajamil & Partners were engaged by the City of Deerfield Beach to develop streetscape improvement plans. An example of such is pictured below, with the full documents provided by the city to be appended to this report.



PROPOSED SECTION NE ELLER STREET



BA
Barringer Associates & Partners

NE ELLER STREET STREETScape IMPROVEMENTS CITY OF DEERFIELD BEACH



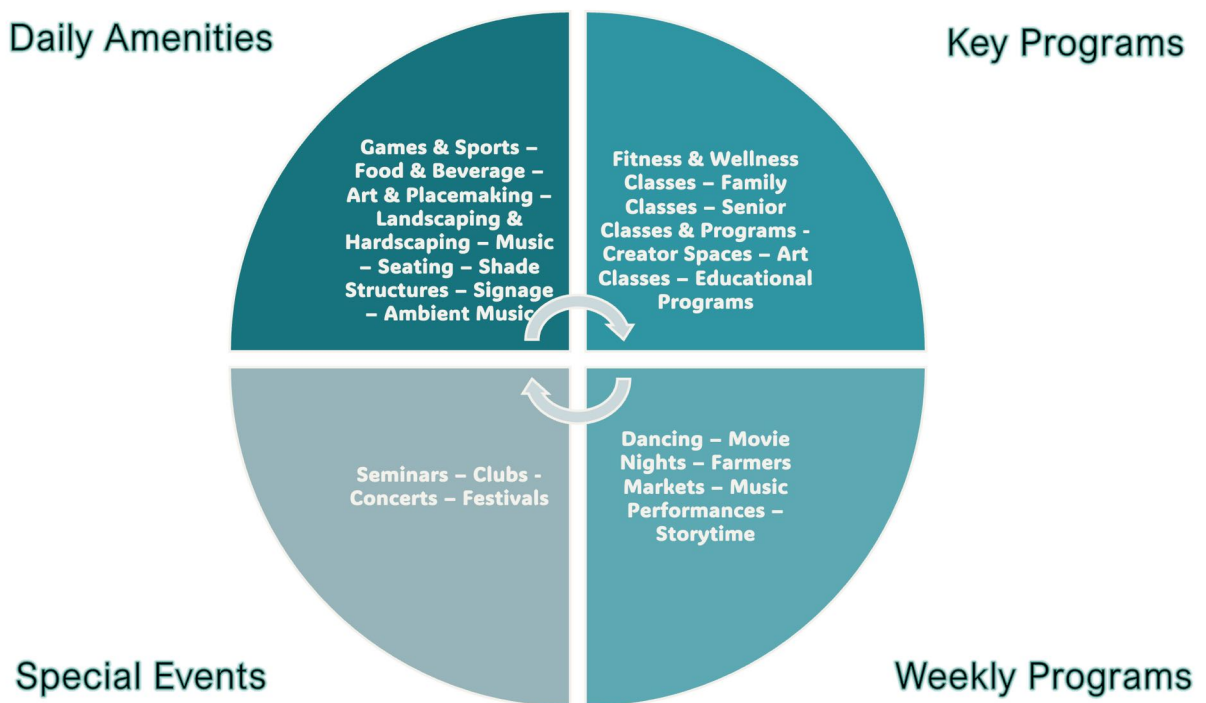
November 12, 2019

PROGRAMMING

PROGRAMS & EVENTS

Using other public spaces that have had successful redevelopment efforts into parks and venues, it is apparent that clear and intelligently informed programming makes all the difference in a space's utilization. It is our group's recommendation that the programming of The Well be determined first and used to inform the layout and design of the site.

Based on the research of consultants who specialize in park revitalization, such as Biederman Redevelopment Ventures, engaging daily use of the site and building and sustaining a critical mass of recurring users should be the priority. As such, Daily Amenities are the most important programming features, followed by Key Programs, Weekly Programs, and Special Events, in descending order of importance. The below chart demonstrates this concept and how such programs would be classified.



The timing of programming events will be equally important in The Well's success. Depending on the time of day, one can anticipate different user groups, with different needs. Early risers, fitness fanatics, and families with small children will prefer an earlier timetable for events. Workers from nearby business will enjoy taking their lunch break in the shade of The Well's tree cover. Seniors will prefer early afternoon activities, provided the weather is mild. After-school events and sports activities for students will begin as school lets out in the afternoon. Finally, adult residents can enjoy the outdoor amenities and events after their 9-5.



SPECIFIC PROGRAMMING FEATURES – PHASE I

Kimley-Horn graciously agreed to commit resources to produce a concept layout for both Phase I and II. Snippets are seen below, with the full versions of the plans to be appended to the back of this report.



Arts & Culture:

Mural walls at the west perimeter will turn blank walls into canvases for local artists, creating an instant visual draw and a constantly evolving gallery.

A cluster of creatively painted and repurposed shipping containers are placed to the east of the basketball court, some with open doors showcasing artist studios, others acting as small exhibition spaces. Provide affordable studio space for artists and unique gallery spaces by repurposing readily available shipping containers, and pedestals for artists to place sculptures.

A simple, open space with a small stage area (maybe just a platform) surrounded by comfortable seating (perhaps repurposed benches or hay bales) would serve as an outdoor performance area. We have included a circular flex space for outdoor performances, film screenings, and community events, using low-cost materials to define the space.

A collaborative art piece or a "photo op" installation that invites audience interaction could be placed south of the flex space. Engage visitors and make the space more fun and memorable by incorporating interactive elements or playful installations.

Landscaping & Placemaking:

The Eller St. pedestrian path can be lined with brightly colored umbrellas suspended overhead, creating a playful and inviting atmosphere. Transform an ordinary walkway into a whimsical, photo-worthy experience while providing shade and a touch of weather protection.

Strategically placed string lights strung across the space and colorful spotlights will highlight key art installations. This will create an inviting and magical ambiance, especially at night, with relatively low-cost lighting solutions.

Phase I can feature a small garden area with raised beds and greenery, possibly incorporating vertical gardening elements. Integrate nature, provide a calming contrast to the urban environment, and perhaps even a space for residents to cultivate plants or herbs.

Sports and Games:

Sport is a cornerstone of a healthy community, promoting physical activity, cooperation and teamwork, and bringing people together for one common goal. With the diverse makeup of Deerfield Beach and the surrounding neighborhood, our team included a variety of sport opportunities located in Phase I (North Lot).

Two pickleball courts are located at the northwest corner of the lot. A putting green is presented in between the pickleball courts and the small parking area on the north lot. A full-size basketball court is proposed in the center of the lot, as our team was not able to find a public basketball court in the surrounding area.

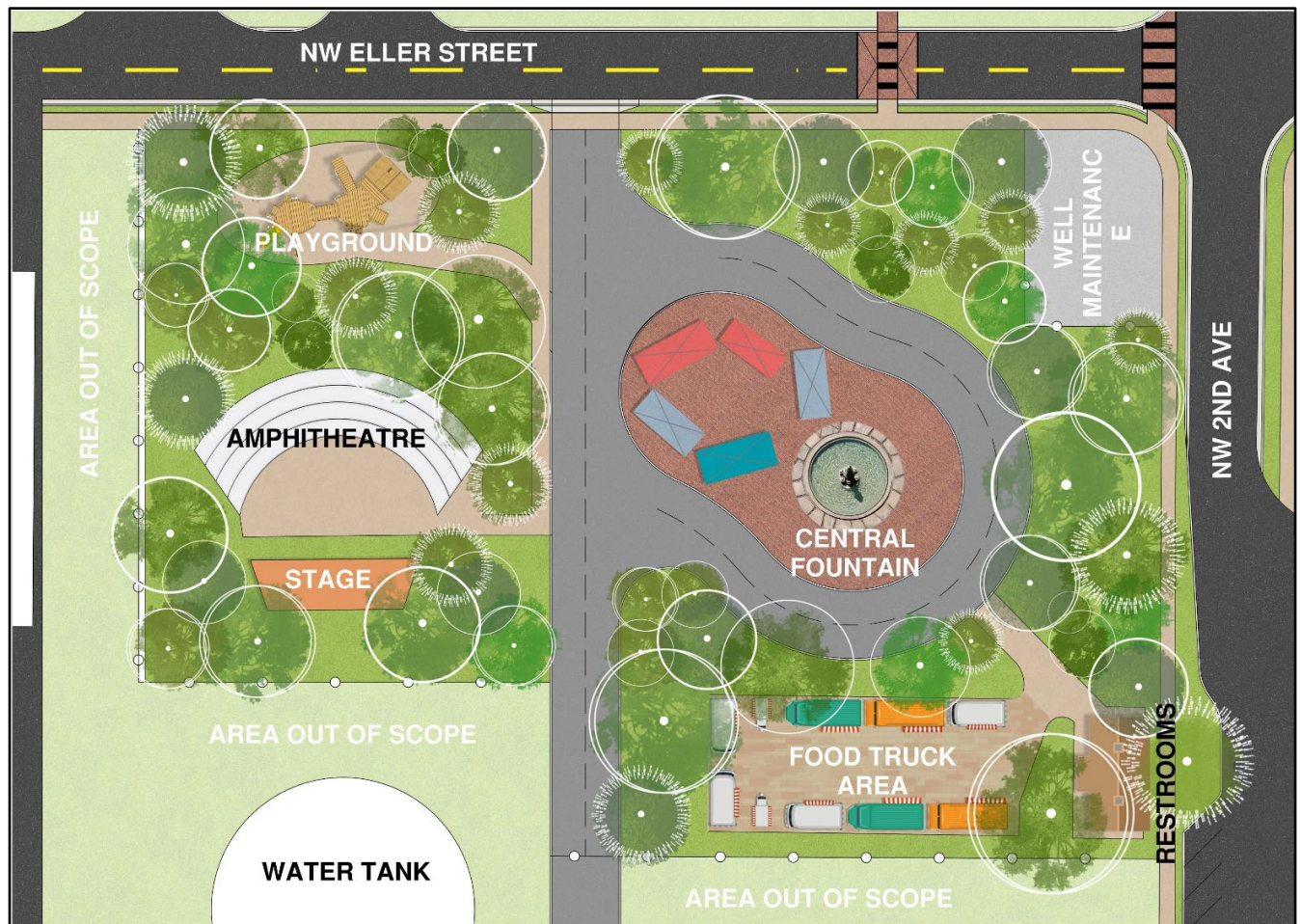
Food and Beverage:

Based on our discussions with park development professionals, food and beverage is a primary driver in getting people onsite. The parking lot in Phase I provides a space for food trucks to serve food and drinks to visitors. At the southeast side of Phase I, shaded tables and chairs provide a space for people to sit, eat, socialize and cool off. After learning from consultants in the park redevelopment industry, our team recommends that the tables and chairs be movable, to allow for flexibility and modularity in the setup and programming of Phase I.

Parking & Restrooms:

There is a dedicated Phase I parking lot at the southwest corner of the lot. This will likely be for ADA spaces, as well as food trucks. The Bezos Center and Preschool Parking Lot can serve as the primary overflow lot. While undeveloped, Phase II has ample dirt parking to serve as the secondary overflow. Per discussion with the city, restrooms from the Bezos Center and Preschool will not be available to visitors of The Well. As such, porta-potties are likely a low cost, temporary alternative until the permanent restrooms in Phase II are constructed.

SPECIFIC PROGRAMMING FEATURES – PHASE II



Arts & Culture:

An amphitheater and stage are placed on the west side of Phase II to allow for larger musical and theater performances as well as seminars. Noise ordinances will have to be considered for performances in this residential area. Beer and wine licenses could be sought by vendors for adult-oriented programming.

If budgetary constraints allow, one idea is to aim projectors onto the water tank to allow for an ever-shifting backdrop for performances. The projectors could also be utilized to display company logos for sponsored events, bringing additional revenue to the well.

Landscaping & Placemaking:

A central fountain is located in the center of the east lot of Phase II, serving as a focal point for the dining areas and representing the symbolism of “The Well”.

A playground is provided at the northeast perimeter of Phase II, to serve as both an outlet for the younger visitors and providing a welcome break to their caretakers.

A local artist may be engaged to paint a mural on one or both of the water towers, drawing the eye to The Well from the surrounding streets.

Food and Beverage:

A dedicated food truck area is provided in Phase II on the southeast part of the lot. Per our team’s research, permanent water hookups would be a welcome upgrade for the food truck vendors. Further, permanent electrical hookups would remove the need for the noisy and smelly generators that would otherwise power the trucks.

Around the central fountain, a marketplace with shade structures and seating areas would provide a place for people to eat and relax.

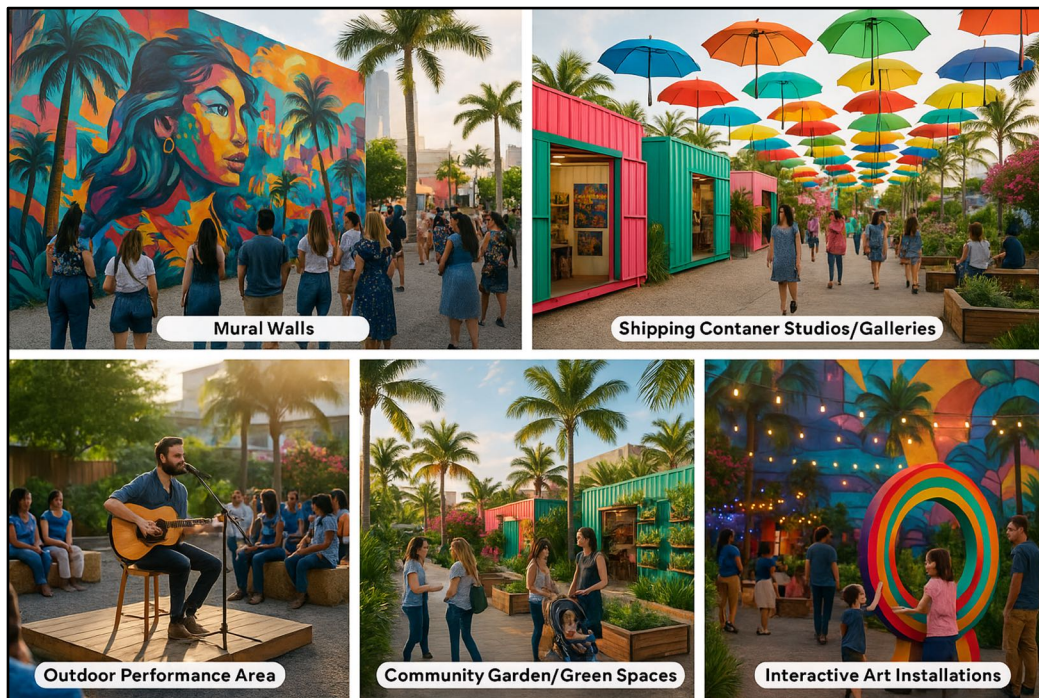
Parking & Restrooms:

As the popularity of Phase I and Phase II ramp up, and as the build-out of Phase II removes the optionality for overflow parking on the south lot, considerations will have to be made for parking. A shared parking arrangement with the surrounding businesses could solve this need.

A permanent restroom structure has been included on the southeast corner of Phase II, a welcome amenity to The Well’s many visitors.

VISION BOARD & CONCEPTUAL RENDER

Our group endeavored to provide the city with a vision board to visualize some of the programming features described below. A Large Language Model with built-in image rendering was used to produce the below images. Bright and colorful schemes were used to draw the eye to the placemaking features and engage the curiosity and creativity of The Well's visitors. The conceptual render is meant for inspiration and is not reflective of our final layout.



FUNDING & REVENUE

FUNDING

The Well project, located in Deerfield Beach's Cultural Arts District and Central City Area, aligns with goals of environmental sustainability, cultural arts, and community engagement. Below, we outline key funding sources and revenue options to develop and sustain the park, leveraging City ownership and the active well as a unique asset.

Funding Sources:

Local Grants:

- Broward County Cultural Division Grants: Supports art-themed features like the stage through programs like the Cultural Investment Program (broward.org/Arts).
- Community Development Block Grant (CDBG): Federal funds (\$708,864 allocated in 2024-2025) for park improvements in low- to moderate-income areas (deerfield-beach.com).

State Grants:

- Florida Recreation Development Assistance Program (FRDAP): Up to \$200,000 for recreational features like playgrounds (floridadep.gov).
- Florida Division of Cultural Affairs: Funds cultural facilities like the stage, with applications due June 2025 (dos.myflorida.com/cultural).
- Federal and Private Grants:
- National Endowment for the Arts (NEA) Our Town Grant: Supports community arts integration, competitive but viable (arts.gov).
- Community Foundation of Broward: Funds environmental and cultural projects, such as native landscaping (cfbroward.org).

REVENUE

Revenue Options

- **Event Management Partnerships:** Lease the stage and plaza to firms like South Florida Events (southfloridaevents.com) for concerts and markets. The operator pays rent, manages events, and shares profits, covering maintenance.
- **Food and Beverage Operators:** Partner with operators like The Wharf (thewharfftl.com) to manage a food truck hub, generating vendor fees and funding upkeep.
- **Corporate Sponsorships:** Companies can sponsor the park, leveraging the well's water theme, with maintenance agreements.
- **Nonprofit Management:** Groups like Friends of the Everglades (everglades.org) can run educational programs, securing grants for maintenance.

Fundraising Ideas

- **Crowdfunding:** Launch an “Our Well Park” campaign (e.g., GoFundMe) with donor recognition (e.g., engraved bricks).
- **Local Business Sponsorships:** Offer branding opportunities to downtown businesses.
- **Utility-Themed Events:** Host “Water & Arts” fundraisers to support initial costs and ongoing maintenance.

Maintenance and Revenue Strategy

City ownership enables lease agreements with private partners (e.g., event firms, food operators) to generate revenue via ticket sales, vendor fees, and sponsorships. A maintenance fund, supported by these leases and fundraising, ensures sustainability.

Conclusion

The Well can be funded through a mix of high-accessibility local grants (CRA, Broward Cultural), state programs (FRDAP), and private partnerships. Prioritize CRA grants for initial construction and public-private partnerships for long-term revenue and maintenance. Engage the community through crowdfunding and events to build support, ensuring the park thrives as a cultural and environmental hub.

CONCLUSIONS & RECOMMENDATIONS

To summarize the findings of this report, we recommend that the following be considered throughout the development & preconstruction phases of the project:

- The proper Due Diligence should be conducted, including:
 - a. A Geotechnical Engineer should be engaged to produce a Geotechnical Report and determine subsurface conditions.
 - b. A Phase I Environmental Site Assessment (ESA) should be obtained to determine environmental considerations, if any, and if a Phase II is necessary. Ensure adequate contingency in the development budget for unknown conditions and potential remediation.
 - c. An ALTA Land & Title Survey should be performed.
- The following steps should be conducted during design phase:
 - a. Programmatic requirements for The Well should be established. Programmatic requirements should directly inform the design. The City of Deerfield Beach should consider further community input, such as a town hall, if necessary.
 - b. Early engagement of the local artist community is recommended due to the nature of the project and many programming elements that involve art. Design standards should be established, perhaps integrating the Pioneer Grove Design Standards if the city wishes to promote an aesthetic link between the Pioneer Grove LAC, and The Well.
 - c. A Civil Engineering & Landscape Architecture firm should be engaged to develop the design of Phase I and II of The Well and incorporate the streetscape improvements into the overall plan. Ideally, the MEP and Structural Engineering requirements of the project are minimal such that separate consultants are not required.
 - d. The electrical, domestic water, sewer, stormwater and parking requirements should be determined. Will-Serve Letters should be obtained from the relevant utilities.

- Determine the execution model, whether self-developed or via a Public-Private Partnership. If a P3 structure is desired, the city should:
 - a. Finalize the project scope and obtain Commission approval to pursue a P3 structure for The Well
 - b. Prepare and issue a P3 solicitation (RFP/ITN) or, if an unsolicited proposal emerges, follow the statutory process to review same or seek alternative proposals
 - c. Evaluate developer proposals and select a qualified partner through a transparent process
 - d. Negotiate a comprehensive development agreement and ground lease that protect the City's interests and outline the phase-by-phase implementation
 - e. Initiate Phase I site improvements and programming (potentially with input from the chosen partner) to activate the space while Phase II plans are being drafted and approved. By moving deliberately through these steps, the City can harness the advantages of a P3 while ensuring that The Well remains aligned with Deerfield Beach's community vision at each stage.
- Implement a Neighborhood Revitalization overlay, a Business Improvement District, and leverage Tax Increment Financing in the neighborhood surrounding The Well to significantly increase the likelihood of The Well's success and the area's transformation into a lively arts and culture destination.
- Create Connectivity Options for all modes of transportation to the site once it is activated:

TRANSIT

- a. Community Express Shuttle: Adjust routes to accommodate convenient drop-off to Phase I of The Well.
- b. On-Demand: Using funds for special events, use Freebee service to bring patrons to The Well (this is not a long-term solution). Meanwhile:
 - Release an RFP for on-demand services to entire city (not limited to CRA), or
 - Identify a piggyback contract from another municipality to provide on-demand service to all residents.
- c. Senior Transportation: Need only be adjusted to drop off seniors off closer to the site.
- d. BeachRidesUSA Rideshare: Meet with Founder Ryan Morgan for possible agreements on providing service from A1A to The Well during off-hours, as well as potential advertising agreements.

WALKABILITY & OTHER MODES

- a. Install sidewalks south of Eller Street. Extend Pioneer Grove Streetscape Plan westward to The Well. Create pathways for bicycles. Provide parking on surface parking lot for bicycles.

PARKING

- a. Incentivize visitors to arrive all other ways before driving. Provide parking and shuttle service from City Hall, as well as another pick-up point at Deerfield Beach train station.
 - b. Allow for parking at the Bezos Academy/Senior Center lots (after hours), and provide parking availability in south lot during Phase I.
 - c. Form parking agreements during after business hours with surrounding warehouses.
- Establish Funding & Revenue Sources. The Well can be funded through a mix of high-accessibility local grants (Broward Cultural), state programs (FRDAP), and private partnerships. Prioritize CRA grants for initial construction and public-private partnerships for long-term revenue and maintenance. Engage the community through crowdfunding and events to build support, ensuring the park thrives as a cultural and environmental hub.
 - General preconstruction recommendations:
 - a. The city should be involved in the interview and selection of General Contractors and subcontractors.
 - b. Ensure a Value Engineering process is established to ensure budget is in line with comparable projects in the region.
 - c. Work with the developer and contractor to establish the budgets and schedules for Phase I, Phase II and Phases IIIA/B.
 - d. A development budget should be crafted, taking into account all funding sources, the cost of construction, an owner's/developer's contingency.
 - e. A proforma should be created to model The Well's projected financials over the first years of operation, taking into account projected revenue and expenses such as maintenance, insurance, etc.

Our team would like to thank ULI Southeast Florida/Caribbean, our advisor Mike Pitchford, the internal resources at Kimley-Horn, and the City of Deerfield Beach for the continued engagement and support throughout this project.

SOURCES

- Google Maps - www.maps.google.com
- City of Deerfield Beach – Historical Aerial Data & Imaging
- General Information - https://en.wikipedia.org/wiki/Deerfield_Beach,_Florida
- Deerfield Beach Express Community Shuttle & Freebee info:
 - <https://www.broward.org/bct/documents/services/deerfieldbeach.pdf>
 - <https://www.deerfield-beach.com/2189/Freebee-Rideshare>
- BeachRidesUSA Information: <https://beachridesusa.com/>
 - Founder & Owner Ryan Morgan, (585) 370-9468
- ADS Pipe - under-parking stormwater detention case study - <https://www.adspipe.com/resources/case-studies/brightview-senior-housing>
- City of Deerfield Beach Comprehensive Plan Volumes 1 –12, (April 19, 2022)
- City of Deerfield Beach 2022 Stormwater Management and Flood Resiliency Strategies Master Plan - <https://www.deerfield-beach.com/DocumentCenter/View/17315/SMP-Final-2022>
- Wynwood NRD: <https://www.miami.gov/My-Government/Departments/Planning/Urban-Design-Main-Landing-Page/Neighborhood-Revitalization-Districts/Neighborhood-Revitalization-District-1-NRD-1>
- Pioneer Grove - Local Activity Center <https://www.deerfield-beach.com/1390/Pioneer-Grove---Local-Activity-Center-LA>
- Comprehensive Plan <https://www.deerfield-beach.com/1080/Applications-Forms#compelements>
- Conceptual Render & Vision Board – www.chatgpt.com
- Pioneer Grove Design Standards <https://www.deerfield-beach.com/DocumentCenter/View/8626/Land-Use-and-Urban-Design-Plan>
- APA Town Center Plan - <https://www.planning.org/publications/document/9192551/>
- 52 Deerfield Moments - <https://deerfieldbeachhistoricalsociety.com/52moments/>
- Potential Funding & Revenue Sources
 - Community Development Block Grant (CDBG) - Deerfield Beach Community Services Department, 954-480-2641, www.deerfield-beach.com

- Florida Recreation Development Assistance Program (FRDAP) - Florida Department of Environmental Protection, 850-245-2501, www.floridadep.gov/lands/land-and-recreation-grants
- Florida Communities Trust (FCT)- FCT, FloridaCommunitiesTrust@floridadep.gov, www.floridadep.gov
- Arts & Culture Grants - Broward County Cultural Division, 954-357-7457, www.broward.org/Arts
- Community Foundation of Broward - Community Foundation of Broward, 954-761-9503, info@cfbroward.org, www.cfbroward.org
- Community Development District (CDD) - Deerfield Beach Planning & Development Services, 954-480-4200, www.deerfield-beach.com
- LISC South Florida - LISC South Florida, 305-856-9716, miami@lisc.org, www.lisc.org/south-florida
- Deerfield Beach CRA Programs - Deerfield Beach CRA, 954-480-4262, www.deerfield-beach.com/1561/CRA-Programs

APPENDIX

1. Team Member Resumes
2. The Well Phase 1 and 2 proposed layouts - Kimley-Horn
3. Proposed streetscape improvements – Bermello, Ajamil & Partners – provided by the City of Deerfield Beach
4. Early Site Layout Concept – provided by the City of Deerfield Beach
5. City of Deerfield Beach Comprehensive Plan (map excerpt)
6. East and West Water Treatment Modifications/Improvements (excerpt)

