PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE
AGENDA

AUGUST 10, 2015 - 3:30 P.M.

CITY HALL COUNCIL CHAMBERS
15 LOOCKERMAN PLAZA
DOVER, DELAWARE

PUBLIC COMMENTS ARE WELCOMED ON ANY ITEM AND WILL BE PERMITTED AT APPROPRIATE TIMES. WHEN POSSIBLE, PLEASE NOTIFY THE CITY CLERK (736-7008 OR E-MAIL AT CITYCLERK@DOVER.DE.US) SHOULD YOU WISH TO BE RECOGNIZED.

AGENDA ADDITIONS/DELETIONS

1. **EXCEPTION REQUEST TO ALLOCATE DOWN PAYMENT ASSISTANCE OUTSIDE OF THE DOWNTOWN DEVELOPMENT DISTRICT TARGET AREA**
   (*STAFF RECOMMENDS ALLOCATING $20,000 IN DOWN PAYMENT ASSISTANCE OUTSIDE OF THE DOWNTOWN DEVELOPMENT DISTRICT TARGET AREA TO A CLIENT EXPERIENCING A HARDSHIP*)

2. **RECREATION NEEDS ASSESSMENT**
   (STAFF RECOMMENDS ACCEPTANCE OF THE RECREATION NEEDS ASSESSMENT)

3. **STRATEGIC PLANNING AND GOAL SETTING (RESTORING CENTRAL DOVER STRATEGIC PLAN)**
   (COMMITTEE ACTION NOT REQUIRED)

4. **ADJOURNMENT BY 4:50 P.M.**

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THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE ADDITION OR THE DELETION OF ITEMS, INCLUDING EXECUTIVE SESSIONS.

ACTION FORM

PROCEEDING: Parks, Recreation & Community Enhancement Committee
DEPARTMENT OF ORIGIN: Planning Department **DATE SUBMITTED**: 7/29/15
PREPARED BY: Tracey Harvey
SUBJECT: Exception request to allocate down payment assistance outside of the Downtown Development District Target Area.
REFERENCE: N/A
RELATED PROJECT: N/A
REVIEWED BY: Ann Marie Townshend, Director of Planning & Community Development
EXHIBITS: Letters from client's Loan Officer and Housing Counselor
EXPENDITURE REQUIRED: $20,000 **AMOUNT BUDGETED**: $60,000 **FUNDING SOURCE (Dept./Page in CIP & Budget)**: FY15 Community Development Block Grant (CDBG) Budget
TIME TIMETABLE: Pending Council approval, client will purchase affordable housing in September 2015.
RECOMMENDED ACTION: Allocate $20,000 in down payment assistance outside of the Downtown Development District Target Area to a client experiencing a hardship.

BACKGROUND AND ANALYSIS

During the March 9, 2015 Parks, Recreation & Community Enhancement Committee meeting, the committee recommended $60,000 in CDBG funding to the City's Homeownership Assistance Program for first time homebuyers who purchase affordable housing in the Downtown Development District Target Area.

Planning Staff is requesting an exception to this recommendation to reallocate $20,000 of this funding to a first time homebuyer who is experiencing a hardship and is currently under contract to purchase a home outside of the Downtown Development District Target Area.

Without the $20,000 from the City's Homeownership Assistance Program, the contract will be cancelled and the client will not be eligible to purchase a home for at least ten years.

City of Dover Recreation Needs Assessment

Purpose of the Assessment



The *City of Dover 2015 Recreation Needs Assessment* is intended as a way to assess and prioritize what Dover residents have articulated as their outdoor recreation needs. The *Recreation Needs Assessment* will guide the City as we make investments in our park systems to ensure that capital investments support the articulated needs of the community. Public dollars are stretched thin, and as stewards of public land and public dollars, the City needs to ensure that the limited funds are invested in a way that best meet the needs of Dover's diverse community. Through looking at the locations of parks in relation to population and the articulated needs of residents and park users, the City can ensure that we continue to offer a quality system of parks and variety of recreation programs in an effective and efficient manner.

Parks and Recreation Services

The City of Dover Parks and Recreation Department provides a comprehensive recreational program to meet the needs of all citizens, along with a citywide park system. Programming includes special events such as the Spring/Summer Performing Arts Series, Dover Days, Youth Government Day, fitness and enrichment programs, and athletic programs/leagues. The City's athletic programs and leagues encompass softball, basketball, women's lacrosse, soccer, field hockey, volleyball, and football.

The City operates twenty-seven (27) City parks, ranging from passive planted areas to community playgrounds to larger regional parks. A full listing of City Parks and their amenities is provided in Appendix A.

While the City is a municipal recreation service provider, many of our programs and parks attract visitors from the larger Kent County region. The multi-purpose fields at Schutte Park provide a home for regional soccer and girls lacrosse programs. Silver Lake Park has served as home to many charity 5K run/walk events that draw from the larger region. Continuing to function as a regional provider while focusing primarily on addressing the recreation needs and priorities for Dover residents is important for the Parks and Recreation Department.

City of Dover Recreation Needs Assessment



Providing quality affordable recreation and leisure services that promote healthy lifestyles for residents of Dover and its surrounding communities continues to be the goal of our staff. Our sports programming consists of sports leagues, clinics, and conditioning clinics. Basketball, field hockey, lacrosse, volleyball, softball, and tennis are the most popular leagues and sports that we offer throughout the year. Fitness classes employing todays' most popular fitness routines take shape in the John W. Pitts Recreation Center and at the Dover Public Library. Leisure time classes are pleasing a variety of ages with card/craft making, cookie decorating, family movies and fun nights. Our line-up of day trips has included fishing on the Delaware Bay, the Philadelphia Flower Show and New York City for the sites and sounds. Most recently, the City has added a number of bicycle programs to promote bicycling and bicycle safety within the City. These include Bike to Work Day and the Ride of Silence.

Our Youth Connections after school program offers elementary school children a safe haven to receive tutoring, mentoring, life skill development, meet new friends, while feeling safe in the supervised environment. Summer camps held in Schutte Park and on the Delaware State University Campus offer families affordable summer options for the working parent and to give children a fun summer experience with guidance and supervision.

Operationally, the Parks and Recreation Department merged into the Department of Planning & Inspections in 2012 following the retirement of the former Parks and Recreation Director. When this organizational change was implemented, the staff offices were moved from the old recreation center at Dover Park to the John W. Pitts Recreation Center. The use of the Dover Park recreation center had declined over time, especially following the opening of the John W. Pitts Center in 2008. Functionally, the building no longer met the programming needs. Additionally, locating all department staff in one building helped to improve staff safety and the efficiency of the operations.

The Parks and Recreation staff are responsible for the recreation programming and the management of facility reservations and schedules. The Public Works Department, Grounds Division is responsible for maintenance of parks, grounds and fields. Strong collaboration is required between the two departments to ensure that park management is seamless and meets the needs of our visitors and users.

The City of Dover Comprehensive Plan has called for a citywide parks and open space plan since 1996, and while individual park plans have been developed, the City has not completed a system-wide plan. The demolition of the recreation center at Dover Park focused attention of assessing the citywide recreation needs and making capital investments in our parks to meet these identified needs. There was concern raised by the community and members of City

City of Dover Recreation Needs Assessment



Council that the City neglected the needs of residents on the east side of U.S. Route 13 through its park investments in recent years. This concern brought forward the need to fully assess the citywide recreation needs and to make the capital investments in our parks in accordance with these identified needs.

Our Anchor Parks

Dover Park

Dover Park is located on White Oak Road between U.S. Route 13 and Delaware Route 1. The park is 28.2 acres and while largely wooded, includes softball fields, a playground, pavilions, basketball courts, tennis courts, disc golf, and more. This is also the location of the former recreation center building. The recreation center building was constructed in the 1970's and became functionally obsolete over time. There was some deterioration of the building and water penetration, which ultimately contributed to the decision to demolish the structure. The outdoor amenities are well-utilized, but park patrons have raised the concerns about safety, especially as it relates to the heavily vegetated areas and lighting within the park.

Of the 506 people who completed the City's Recreation Needs Assessment Survey, 42 percent indicated that they use Dover Park. Over 56 percent of the 239 respondents to the question of the purpose of their visit to Dover Park indicated that they use the park for walking or jogging. Other popular activities identified in the response include league activities and playground use.

Schutte Park

Schutte Park functions as a regional athletic center, home to multipurpose fields used for soccer, field hockey, and girls lacrosse; lighted softball fields; and the Dover Little League Park which is leased and managed by the Dover Little League.



City of Dover Recreation Needs Assessment

Schutte Park is also home to the John W. Pitts Recreation Center, the City's indoor recreation center that opened in 2008, which includes a gymnasium and multi-purpose room. This park and the John W. Pitts Recreation Center in particular, serves as the hub for the City's recreation programming.

Of the 506 responses to the City's Recreation Needs Assessment Survey, 68 percent indicated that they visit Schutte Park. The top reason that people indicated that they visit Schutte Park is league play, followed by trail use and playground use. Forty-four percent of the 506 survey respondents indicated that they use the John W. Pitts Recreation Center. Primary purposes for visiting the John W. Pitts Recreation Center includes sports leagues, fitness classes, the walking track, and open gym.

Silver Lake Park



Silver Lake Park is a major recreation area for Dover and Central Delaware. The lake itself provides both passive and active recreational activities for all ages. Activities include fishing, waterskiing, and boating. Most of Silver Lake Park is located below the dam, and therefore along the St. Jones River. This park is a hub of activity for families, joggers, walkers, and many others. The park includes a multi-use path that now connects with the Capital City Trail, a trail system that begins along Park Drive and continues to the intersection of U.S. Route 13 and Public Safety Boulevard. Many regional walk and run events begin and end at Silver Lake Park, bringing in visitors from far beyond Dover. In coordination with DNREC and the Silver Lake Commission, the City has developed plans for a "Silver Lake Revitalization" project. The project is designed to improve water quality of the lake and the St. Jones River by providing buffers to the stream with natural vegetation and to create a management plan for the lake and St. Jones River. This project has resulted in a number of vegetated buffer plantings in Silver Lake Park and in Memorial Park along the St. Jones River.

Concerted efforts of the Silver Lake Commission for bringing awareness and educating younger generations of the value and importance of our watersheds is demonstrated with bi-annual clean up events hosted at Silver Lake Park and Mirror Lake area along Park Drive. Clean up events include soliciting youth from local schools, churches, and organizations such as the Hugh O'Brien Youth group, in addition to inviting the public to bring out their gloves, rakes & shovels. Many of the clean up events have include educational displays presented by DRNEC showing the value of the watershed and its importance. As recently as June 6, 2015, the Spring Clean Up day was held with approximately 60 HOBY youth assisting in the removal of weeds, debris/trash and invasive growth along the Park Drive area. These volunteers also spread several loads of mulch along the selected project area adding to the protection of this waterway. We will continue these efforts, while enhancing our outreach for more involvement

and educational components from our partners to garner an increased in community awareness and participation.

Of the 506 respondents to the City's recreation needs assessment survey, 65 percent reported that they visit Silver Lake Park. By far, the top reason for visiting the park (75 percent of 337 respondents) is for walking and jogging. Other popular reasons for visiting Silver Lake Park include picnicking, birdwatching, and fishing.



Neighborhood Parks

In addition to the anchor parks, the many neighborhood parks located throughout Dover provide close-to-home opportunities for residents to enjoy the open space, climb on playground equipment, walk their dogs, or just find some peace and quiet. These parks are a valuable component to the City's park network.

Other Recreation Service Providers

In addition to the parks and recreation programs provided by the City of Dover, other organizations provide a variety of recreation services in and around Dover that help to support the recreation needs of Dover residents. The City of Dover partners with some of these other providers to help coordinate resources in an efficient and effective way.

Kent County Parks and Recreation

While Kent County does not operate parks inside the City of Dover, there are several parks that are near the City boundary and serve City residents. Brecknock Park is located just south of Rodney Village in Camden and offers a variety of facilities, including a large playground, horseshoe pits, a picnic pavilion, ballfields, and a walking trail. Kent County is also constructing a new park and recreation center off New Burton Road just south of the City of Dover. The recreation center will also include an area for programming offered by the Boys and Girls Club. The Isaacs Branch segment of the St. Jones Greenway connects with Dover's newly constructed Capital City Trail and is managed by Kent County, connecting U.S. Route 13 to Delaware Route 10. While there has been little collaboration between the City of Dover and Kent County in the area of recreation, the addition of these new facilities draws attention to the need for collaboration and partnership between the two agencies.

YMCA of Dover

The Dover YMCA operates a branch in Dover that includes a fitness room, fitness studios, two indoor pools, and a gymnasium. The Dover YMCA also recently purchased the Kent Swim Club, an outdoor pool on an 18-acre site that is largely wooded. This site is surrounded by neighborhoods and has served as a popular outdoor pool for many years. Under the YMCA's

management and ownership, the role of this site in meeting the areas recreation needs will be expanded. The City of Dover participates on a committee to develop a long-range plan for the Kent Swim Club property, which could include additional recreation amenities beyond the pool and pavilions that currently exist. Additionally the YMCA has participated as a sponsor for the City's Concerts on The Green and has worked through grant funds to provide swim lessons to participants in Dover's summer day camps. Continued collaboration with the YMCA will ensure that resources are efficiently utilized to meet the needs of Dover's population.

Capital School District

The City of Dover has a long-standing collaboration with the Capital School District in the area of recreation. The Capital School District and the City of Dover have a large geographical overlap, and therefore serve many of the same constituents. The City operates an afterschool program at Towne Point Elementary School. The City of Dover's athletic leagues and sports programs often coordinate closely with the Capital School District to offer programs to youth in Dover's schools and to share field space.

Specialized Providers

The City of Dover works closely with the Delaware Special Olympics and the Delaware Senior Olympics to provide programming and opportunities that meet the needs of these more specialized constituencies.

Colleges and Universities

The City of Dover has longstanding partnerships with Delaware State University and Wesley College on programs such as athletic leagues, summer camps, and other programming. Delaware State University and Wesley College have both had college interns work with the Parks and Recreation Department to help them gain practical experience in recreation and sports management, and to help the City to offer quality affordable programming.

Outside Leagues

There are a number of outside leagues that utilize City field space to support their programming. These include the Delaware Diamonds Ladies Youth Lacrosse program, Calvary Christian Academy's soccer program, and the Delaware Union soccer program. These leagues are most frequently more regional in nature that just the City of Dover, and the City needs to balance their needs with the City's programs which are aimed principally at Dover residents.

Paying for Parks and Recreation Services



Parks and Recreation services are a general fund expense for the City of Dover. The City's recreation programs and park operations are supported through a combination of user fees and other general revenue sources. The FY 2015 operating budget for the Parks and Recreation Department is $706,400.

City of Dover Recreation Needs Assessment

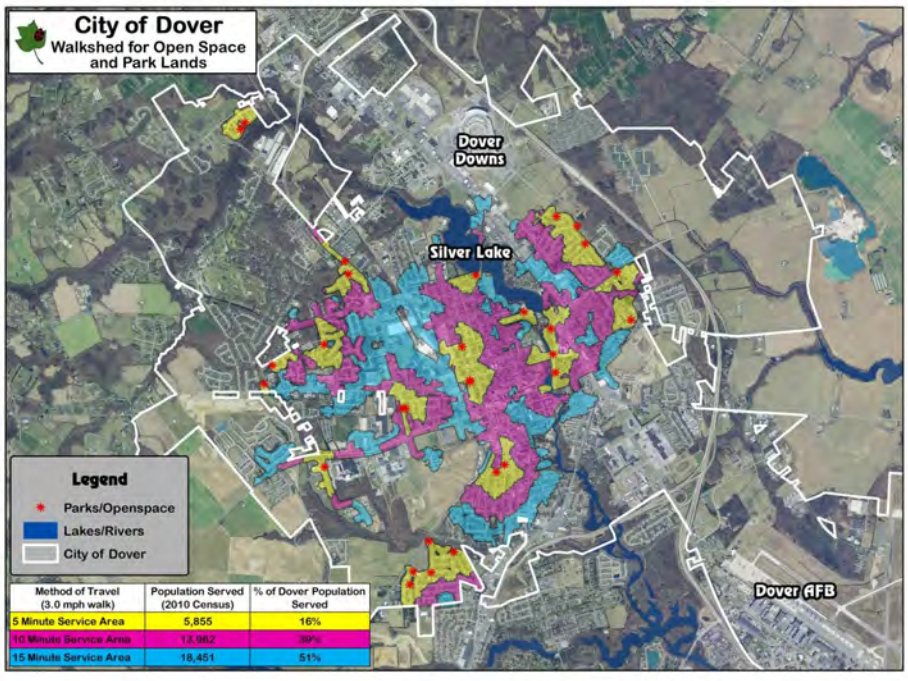
Since the Grounds Division is responsible for lawn mowing, litter pick-up, field maintenance, and other maintenance within the City's parks, a portion of the City's $1,191,900 Grounds Division budget for FY 2015 could also be attributed to support of the park system. The annual revenue associated with the Parks and Recreation Department is approximately $150,000. Approximately 21 percent of the Parks and Recreation operating budget is supported by the department's revenue. If the operating budget of the Grounds Division is included as a parks and recreation cost, only about 8 percent of the City's parks and recreation costs are supported by the department's revenue.

Capital improvements to the City's parks are funded through a combination of general fund sources, funds from the City's Parkland Reserve, and grant funds. The City works to utilize grant funds when they are available to supplement the City's capital investments. The City has utilized grant funds through the Delaware Land and Water Conservation Trust Fund program, administered by the Delaware Division of Parks and Recreation, to expand and improve our park system. The City's Parkland Reserve is funded primarily through payments from developers in lieu of providing recreation amenities within their residential developments. The Parkland Reserve has no reliable or steady stream of funding to sustain it over a long period of time.

Process for Developing Needs Assessment

Walksheds for Open Space and Parkland

In preparing the Recreation Needs Assessment, the City of Dover coordinated with the Delaware Division of Parks and Recreation, who maintains a statewide recreation and open space database. The Division has developed tools to help communities better analyze public recreation service levels and identify areas that are underserved by public parks. This is done primarily by mapping park locations and determining what areas are within a 15-minute walk of public parkland. The analysis does not consider private, homeowner association managed open space.



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Using this tool, several areas have been identified as underserved. These include neighborhoods such as Fox Hall, Fox Hall West, the Village of Westover, the Village of Cannon Mills, Hidden Creek, Morris Estates, Schoolview, Acorn Farms, Persimmon Park Place, Wild Meadows, the Meadows, and several other smaller neighborhoods. In several cases, the communities are served by privately owned open space, such as homeowners association amenities, or in some cases the Maple Dale Country Club. In other cases, this analysis identifies areas where additional investments should be made in recreation access (such as multi-use trails or additional parks). Appendix B includes a series of maps provided by the State of Delaware, including all public open space within the City (based on their Outdoor Recreation Inventory), underserved areas, and park walksheds.

Recreation Needs Assessment Survey

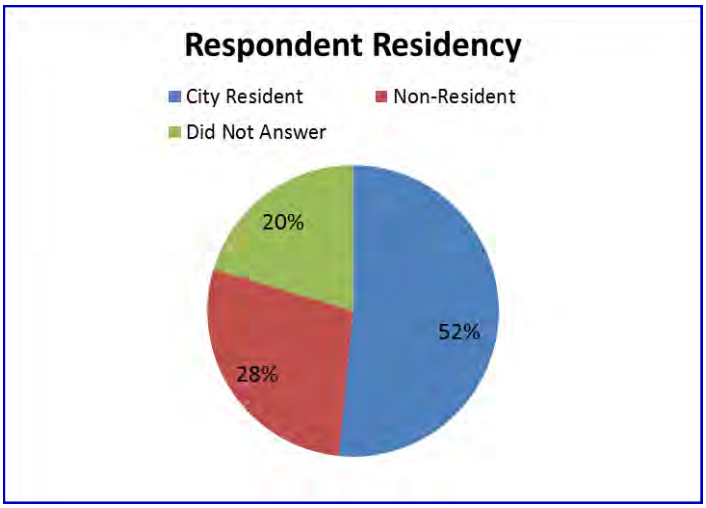


The City Department of Parks and Recreation utilized Survey Monkey to do gather information from the public for the Recreation Needs Assessment. A copy of the survey can be found in Appendix C to this document, along with a detailed summary of survey responses. Our survey process was comprised of several steps to provide a holistic picture of the recreational needs of the Dover community. Planning and design, advertising and marketing, public workshops, and methods data collection were among the main focus of the survey process. Another step in the process included our industry partners and organizations for crafting the questions and survey distribution assistance. We outlined and finalized the survey that was then distributed using multiple media formats.

Bringing in our industry partners proved to be a valuable step in the process. The survey questions were brought to meetings of the Central Delaware Recreational Committee, Silver Lake Commission and the Bicycle Pedestrian Subcommittee to name a few. The YMCA of Dover, Delaware Special Olympics, Delaware Sports Tourism, City of Newark, Delaware Senior Olympics, Delaware State University, and Wesley College represent most of the committee members. The Parks and Recreation staff solicited input from their colleagues as well as shared their own professional knowledge to bring a complete picture of our current park system and what we may need to offer for to our citizens.

The planning and design stage of the survey focused on ensuring the reader could quickly and easily understand and respond to the question and to offer a chance to tell us something we may have missed in our response options. Keeping the survey to a user friendly and short time requirement played a role in the number of questions and how they were presented.

City of Dover Recreation Needs Assessment



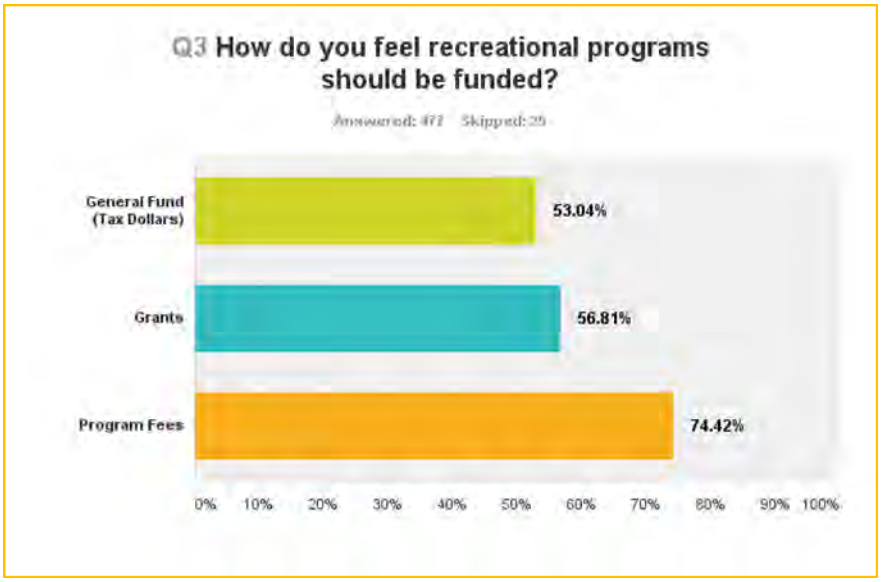
Advertising and marketing of the survey was multifaceted. The survey was posted online on various websites such as the Dover/Kent County MPO and Delaware Senior Olympics, in addition to the City of Dover postings. Multiple public services announcements were listed in the local print media, the survey link was posted on the City of Dover Verizon channel and multiple Facebook postings. Our partner organizations encouraged their memberships to participate either in hard copy or online.

Public workshops were held to offer citizens a chance to see a complete picture of the park system. With display boards and surveys in hand, workshops were held at Towne Point Elementary School, Dover Public Library, and the John W. Pitts Recreation Center. The first two meetings were poorly attended; however, through a more concerted media outreach, the third meeting was well-attended.

Surveys were available online and links to the survey were on our partner websites as well. Hard copies of the survey were available at the public workshops, the Dover Public Library, Department of Customer Services at Reed Street, and the John W. Pitts Recreation Center. All of the hard copy submissions were manually keyed and comments were entered as submitted. Data collection from all surveys completed was combined for offering the final results.

The survey included general questions, as well as focused questions on each of the three anchor parks and sections on Dover/New Street Park and Williams Park.

A total of 506 surveys were completed. Of these 52 percent were City of Dover residents; 28 percent were non-residents of Dover, and 20 percent did not answer the question of residence. While the survey methodology includes a self-selected sample and not a completely random sample of Dover residents, the number of surveys completed and the portion completed by Dover residents is helpful in discerning the priorities of Dover residents as they relate to recreation.



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Based on all of the surveys completed (506 surveys), the following needs were ranked most highly (≥25%):

Silver Lake Park	Indoor Restrooms	39.9%
Schutte Park	Expansion of Trail System	38.3%
Dover Park	Indoor Restrooms	32.0%
Schutte Park	Benches	29.6%
Dover Park	Paved Trail System (loop)	26.5%
JWP Center	Weight Room	26.3%
Silver Lake Park	Benches	26.3%
Schutte Park	Fitness Stations Along Trail	26.1%
Dover Park	Indoor Recreation Center	25.7%

People seem generally supportive that programs should be supported by a mix of fees, grants and taxes. Respondents also indicated that fundraising and seeking business sponsorships should be sought to support programs. There is also significant support for City residents paying a lower fee for programs than non-residents of Dover.

The City has discussed the need for a splash pad and a skate park for several years. Based on the survey responses, a skate park seems best suited for Schutte Park and/or Dover Park, a splash pad seems best suited for Dover Park and/or Silver Lake Park. While not highly indicated through the numerical survey responses, the comments provided on the surveys and through other outreach indicated strong support for pickle ball (particularly among seniors) and a dog park.

Statewide Comprehensive Outdoor Recreation Plan (SCORP)

The State of Delaware Division of Parks and Recreation develops a Statewide Comprehensive Outdoor Recreation Plan (SCORP) every five years. This plan helps the State to prioritize grant funding and other investments in outdoor recreation to meet the needs identified by State residents. In developing the SCORP, the State performs a random telephone survey to assess recreation participation patterns and identify needs. In performing the survey and analyzing the data, the State is divided into five regions. Kent County is identified as Region 3. In performing the survey, the State oversamples larger municipalities, including Dover, to provide meaningful data to the local recreation providers. This information can be viewed in combination with the City's survey data to develop a more comprehensive picture of recreation participation patterns and needs.

The City's survey focused principally on use of the City's park system and needs specific to the park system. The State's information can supplement this to give us a more comprehensive picture of the recreation needs in Dover.

In reviewing the data collected in the State's survey, 61% of the 267 respondents in Dover indicated that outdoor recreation in Delaware is very important to them personally. Sixty-one

City of Dover Recreation Needs Assessment

percent of Dover respondents also indicated that the principal reason for their participation in outdoor recreation is for fitness. Seventy percent of respondents indicated that they choose their locations for outdoor recreation because they live near the facility, and 57 percent indicated that they would participate more in outdoor recreation if there were areas closer to where they live.

In response to the question of what facilities would survey respondents like to see added to a park in their community, responses included:

- Improved Amenities (17%)
- Outdoor Public Swimming Pools (17%)
- Indoor Recreation Facilities (14%)
- Playgrounds (12%)
- Bike Paths (8%)
- Hiking/Walking Trails (7%)
- Paved Walkways (6%)
- Restrooms (6%)
- Football Fields (5%)

Summary of Data and Process

In looking together at all of the sources of data that help us to form a picture of recreation patterns and needs within the City, we are able to develop a plan that focuses on meeting these needs. In looking at the walksheds and seeing through the State's survey that proximity to recreation areas affects residents' participation in recreation, we are able to determine where we may need to look for opportunities to provide outdoor recreation in these areas. This could be achieved by adding a new park or by partnering with other providers who may already have facilities in the area to make their facilities more publicly accessible. The confluence of walksheds, proximity to recreation areas, the prevalence of walking and jogging as a desired recreation activity, and the connection between outdoor recreation and fitness support the need to continue to improve the pedestrian infrastructure within the City to ensure that residents have safe locations to walk or jog. Much of the area that is outside of a 15-minute walk to a park also has poor pedestrian connectivity. For example, Kenton Road lacks sidewalks, so opportunities to walk or jog safely are limited to streets within subdivision, which also lack sidewalks but experience lower traffic volumes and traffic speeds.

City of Dover Recreation Needs Assessment

Implementation Strategies

As stated previously, one of the principal purposes of this assessment is to ensure that limited dollars are invested in a way that best meets the needs of Dover's residents. To that end, the following strategies will guide the City as we plan for capital investments in our recreation infrastructure and as we work to provide the quality programming our residents have come to enjoy.

- Develop master plans for the anchor parks. Dover's anchor parks serve as regional hubs for recreation within the City of Dover. Appropriate planning for improvements to these parks needs to involve the public, and the plans for improvement to these parks will drive the City's capital plan as it relates to parks and recreation.

    - Dover Park

    As previously stated, this 28-acre park was home to the City's first indoor recreation center. Due to its functional obsolescence, deterioration over the years, and lack of successful programming following the opening of the John W. Pitts Recreation Center, this recreation center building was demolished in 2014. During the debate over the center's demolition, there was significant discussion of the importance of addressing the recreation needs of residents on the east side of U.S. Route 13 and the concern that with the investments in Schutte Park and the John W. Pitts Recreation Center, the City failed to provide for residents east of U.S. Route 13 who may not be able to access the new amenities at Schutte Park. Additionally during this discussion, concerns of safety and lighting within the park arose. A master plan for Dover Park needs to address these challenges.

    As it relates to the Recreation Needs Assessment Survey, the following amenities need to be addressed within a master plan for Dover Park:

    - Indoor Restrooms
    - Paved Loop Trail System
    - Fitness Stations along the Paved Trail System
    - Skate Park
    - Splash Pad
    - Bicycle Racks



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Additionally, the master plan needs to reserve space in the event that an indoor recreation center is needed in the future. Of the total 506 survey respondents, 25.7 percent indicated that this was a priority. While other priorities for improvements to the parks system were identified as higher priorities, it is important to provide a location of an indoor facility within Dover Park for some point in the future as our needs for indoor recreation increase. The SCORP survey did identify indoor recreation facilities as one of the more highly ranked needs in the City of Dover.

- Schutte Park

Schutte Park has served as the hub for Dover's athletic leagues and active recreation programming. In 2004, with the development of Nottingham Meadows land was donated for the expansion Schutte Park. This land had been separated from the park by Wyoming Mill Road, but with the realignment of Wyoming Mill Road in 2013, this land is now contiguous to the remainder of the park. In 2014, the City had a land survey completed of the entire Schutte Park, including the Dover Little League Park and the areas of the park utilized by the Public Works Department. The City will utilize in-house engineering staff to create a master plan for this park that includes expansion of the multi-purpose athletic fields and the parking necessary to support the field expansion and other park amenities. The master plan will also include expansion of the paved path to create a loop. Based on the feedback received through the Recreation Needs Assessment Survey, the plan might also include the addition of benches, fitness stations along the loop trail, tennis courts, and a skate park. This plan also needs to account for the potential expansion of the John W. Pitts Recreation Center in the future, as the demand for indoor recreation space increases.

Schutte Park is impacted by the Source Water Protection Overlay Zone (SWPOZ), a zoning overlay intended to protect water quality through protecting recharge areas and areas around municipal wells. Schutte Park contains both an Excellent Recharge Area and a municipal well, so the park master plan will need to ensure that these resources are protected as the park is improved to meet the population's recreation needs.

- Silver Lake Park

Silver Lake Park is centered on the St. Jones River, including the shoreline of Silver Lake just upstream of the dam and the St. Jones River below the dam. It is a popular location for community walks and 5K run events, as well as fishing, picnicking, playing, or just relaxing. Planning for Silver Lake Park needs to account for the sensitive natural resources, including the stream bank, floodplain, and the flora and fauna that depend on the St. Jones River. There have been a number of projects in recent years to improve water quality in Silver Lake and the St. Jones River, including a bank restoration project along the St. Jones River within the park. The City of Dover has worked closely with the Silver Lake Commission and DNREC on

efforts to improve the park. Any future plans for the park need to include close coordination with the Silver Lake Commission and DNREC as well. The northwest corner of the park near the parking lot off Washington Street also includes an old African American cemetery that is threatened by erosion. Planning efforts for Silver Lake Park need to include efforts to survey the extent of the cemetery and develop a plan to protect it. Coordination with the State Historic Preservation Office will be necessary in this regard.

In addition to these issues that would need to be addressed in a plan for Silver Lake Park, the Recreation Needs Assessment Survey indicates a very high priority for restrooms at this park. Other amenities to be evaluated during a park master plan would include additional benches and bike racks in the park and a splash pad.

- Continue to develop and implement improvement plans for neighborhood parks. The Statewide survey completed for the SCORP indicates both statewide and in Dover that respondents would be more likely to participate in outdoor recreation if opportunities were available closer to where they live. Seventy percent of the respondents in Dover indicated that they chose locations for outdoor recreation based on proximity to where they live. Neighborhood parks play an important role in quality of life for Dover residents, providing opportunities for daily activity. The City's capital investments in our park system need to include regular upgrades to amenities in local parks. Upgrades to existing parks should always include a process to gather inputs from the residents who live nearest to the parks to ensure that improvements are in line with residents' priorities.

- Determine appropriate location for dog park. Work with the public to design a dog park that meets the needs of the community.

- Develop a reliable and consistent stream of funding for the Parkland Reserve. Currently, the Parkland Reserve has no consistent stream of revenue. Cash-in-lieu of active recreation area is permitted in the *Zoning Ordinance* only if the Planning Commission determines that providing active recreation area within a residential development is impractical or infeasible. The need for active recreation space within residential developments is currently addressed through the requirement that developers set aside area and develop it with active recreation amenities to be maintained by the homeowners association or other private entity. Unfortunately, homeowners associations are frequently ill-equipped to manage these areas, and these areas are intended only for the use of residents within the specific community. The following

mechanisms should be evaluated as ways to provide a regular funding stream to the Parkland Reserve:

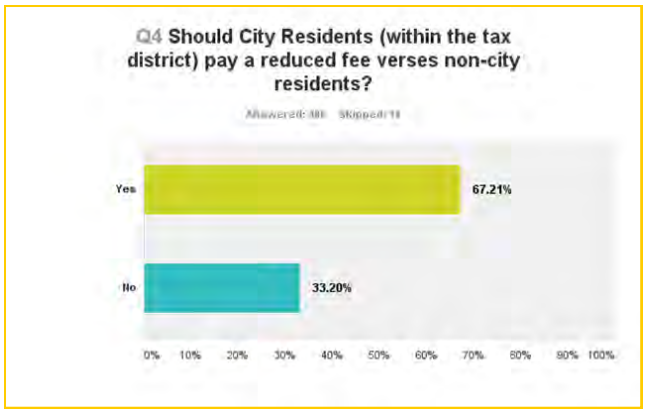
  - Amend the *Zoning Ordinance* to eliminate the requirement for active recreation area in residential developments. Replace this requirement with a surcharge on building permits that would fund the Parkland Reserve.
  - Explore other mechanisms to provide funding for the Parkland Reserve

- Work with residents and recreation partners to ensure availability of outdoor recreation opportunities for those areas that have been identified as outside of the walkshed to recreation areas.
  - Host public meetings in the neighborhoods and park areas identified for constituent feedback
  - Include industry partners such as the Dover/Kent County MPO, DelDOT, and DNREC to assist in ensuring opportunities to fill gaps while complimenting pathway/trail plans.
- Continue to build upon and develop partnerships with other agencies to expand recreational offerings within the City.
  - Keep current relationships fresh and viable while exploring the opportunity to find new partners in the area to keep focus on City of Dover recreational programming needs
  - Determine preventative measures ensure duplication of services remains limited.
  - Focus on providing Dover residents avenues to participate in our programs.
  - Develop a stronger collaboration with Kent County to ensure that we are collectively meeting the needs of residents in a way that provides value to taxpayers.
- Explore other funding mechanisms, including corporate sponsorships, to augment revenue streams.

City of Dover Recreation Needs Assessment

- Assign staff to seek corporate and foundation funding resources and grants for promoting healthy lifestyles, park amenities and services

- Develop fee differential for residents and non-residents for participation in recreation programs.



  - Consult with other recreation providers in Delaware who employ a variable rate for residents versus non-residents

  - Use data to create and implement a plan for which City of Dover residents pay a reduced participation rate, either through a non-resident surcharge or a separate fee for residents and non-residents.

- Address park maintenance needs. As new amenities are added to the City's park system, these amenities need to be maintained. In planning for amenities, maintenance needs must be taken into consideration and addressed in the planning process.

Appendix A:
Dover City Parks

City of Dover

Parks & Facilities

Park Name	*Acreage*	Pavilions	Picnic Tables	Grills	Parking Lots	Playground Equip Ages 2-5	Playground Equip Ages 5-12	Swings	Passive Area	Walking/Jogging Path	Fitness Course	Cultural / Historical	Disc Golf Course	Horseshoe Pits	Shuffleboard Courts	Basketball Courts	Softball Fields	Multipurpose Fields	Tennis Courts	Pickle Ball Courts	Recreation Centers	Boating/ Boat Ramp	Fishing
City Hall Plaza 15 E Loockerman St.	.2								◆														
Constitution Park State & North Sts.	.2											◆											
Continental Park Independence Blvd.	2.95								◆														
Crossgates Park Blue Beach Rd.	5.66								◆														
Dover & New St Park Dover & New Sts.	4.42					◆	◆	◆	◆							◆	◆						
Dover Park 1210 White Oak Rd.	28.2	◆	◆		◆	◆	◆		◆				◆	◆	◆	◆	◆	◆	◆	◆			
Division & Kirkwood Park Division & Kirkwood Sts.	.76					◆	◆									◆							
Hamlet Park Old Forge Dr.	11.5					◆		◆	◆														
Heatherfield East Heatherfield Way	1.15								◆														
Kirkwood & Mary Park Kirkwood & Mary Sts.	.15					◆	◆	◆															
Mallard Pond Park Mallard Pond	6.07			◆					◆														
Mayfair Park Alder Rd.	2.6					◆	◆	◆								◆	◆	◆					
Memorial Park Park Dr.	4.6								◆			◆											
Millcreek Park Millcreek Dr.	1.864						◆		◆														
Orville Myers Park State & Division Sts.	.20476								◆														
Paul's Property St Jones River Greenway	14.2								◆														
Richardson Park Walker Rd. & State St.	1								◆														◆
Saulsbury Park Salisbury Rd.	2.7								◆														
Schutte Park Hazlettville Rd. & Electric Ave.	71	◆	◆		◆	◆	◆			◆							◆	◆			◆		
Silver Lake Recreation Area Kings Hwy/Washington St.	182	◆	◆	◆	◆	◆	◆	◆	◆	◆	◆											◆	◆
The Green South State St.	.7								◆			◆											
Turner Drive Park Turner Dr.	1.004								◆														
Westfield Park Sweetgum Dr.	1.4								◆														
Westwind Meadows Westview Meadows	.62								◆														
Williams Park Nimitz Rd.	8.88				◆		◆	◆	◆							◆	◆	◆					
Woodbrook Westview Terrace	8.6								◆														

Appendix B:
Recreation and
Park Walkshed Maps

City of Dover
Park Lands and Openspace

Terry Campus Recreation Area
Stonebrook East
Millcreek Playground
Maple Glen
Farthing Woods
The Meadows
Fork Branch Nature Preserve
Silver Lake
Emerald Pointe
Woodcrest
Fox Hall Plantation
Silver Lake
Overlook on Silver Lake
Williams Park
Richardson Park
Bay Tree
Patriot Village
Route 1 Corridor Open Space
Route 1 Corridor Open Space
Hamlet
Ross Street Open Space
Dover Park & Recreation Area
Acorns Farms
Lexington Glen
Silver Lake Recreation Area
Westfield
Turnberry
Greenstown Meeting
Chestnut Grove
Continental Park
Cranberry Run
Fox Hall West
Colony Drive Open Space
Mary Street Park
Kings Highway Triangle
Orville Myers
Memorial Park
Clearview Meadows
Heatherfield East
Westwind Meadows
Mallard Pond
William Holden Memorial
Kirkwood Street Park
Kenton Road Open Space
Legislative Green Park
Saulsbury Park
The Green
St. Jones River Access
St. Jones River Corridor
City of Dover Open Space
Sea Chase
Village of Westover
Capital Green/Pauls Property
Queen Street Open Space
Cannon Mill
St. Jones River Greenway
New Street Park
Schutte Park
Stover
St. Jones River Open Space
Dover Little League
Eden Hill Open Space
Woodbrook
Hidden Creek
Crossgates Park
Route 13 Open Space
Mayfair Park
Route 13 Open Space
Turner Drive Park

NORTH
0 0.5 1
Miles

Legend

- Park
- Natural Area
- Open Space
- Historical Site
- Nature Preserve
- Active Recreation
- Lakes/Rivers
- City of Dover

City of Dover
Pedestrian Service Area

Dover Downs

Silver Lake

Dover AFB

Legend

- Parks/Openspace
- City of Dover
- Lakes/Rivers
- 5 Minute Pedestrian Service Area
- 10 Minute Pedestrian Service Area
- 15 Minute Pedestrian Service Area

Method of Travel (3.0 mph walk)	Population Served (2010 Census)	% of Dover Population Served
5 Minute Service Area	5,855	16%
10 Minute Service Area	13,962	39%
15 Minute Service Area	18,451	51%

City of Dover

Unserved Areas Outside The 15 Minute Walkshed

Dover Downs

Silver Lake

Dover AFB

Legend

* Parks/Openspace

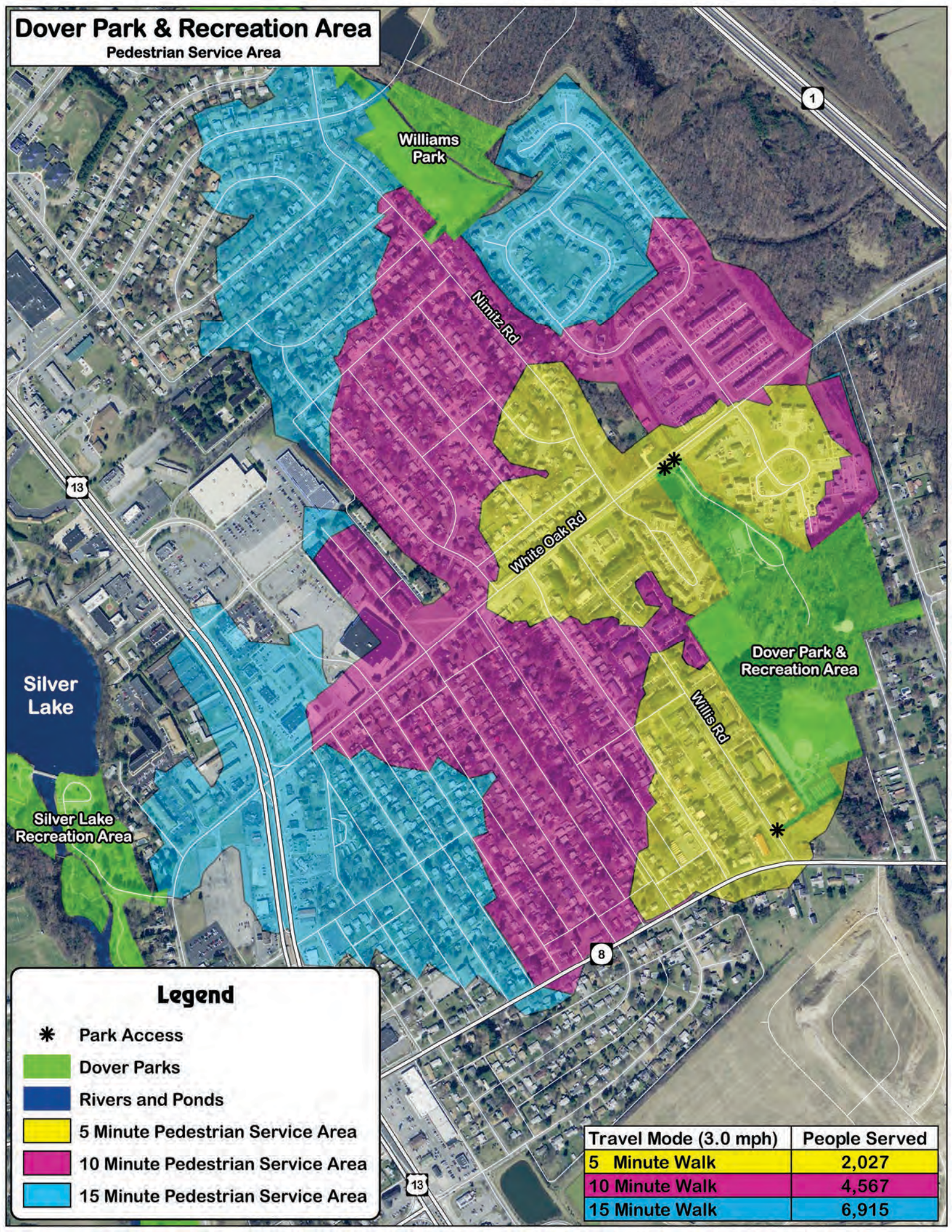
Unserved Neighborhoods

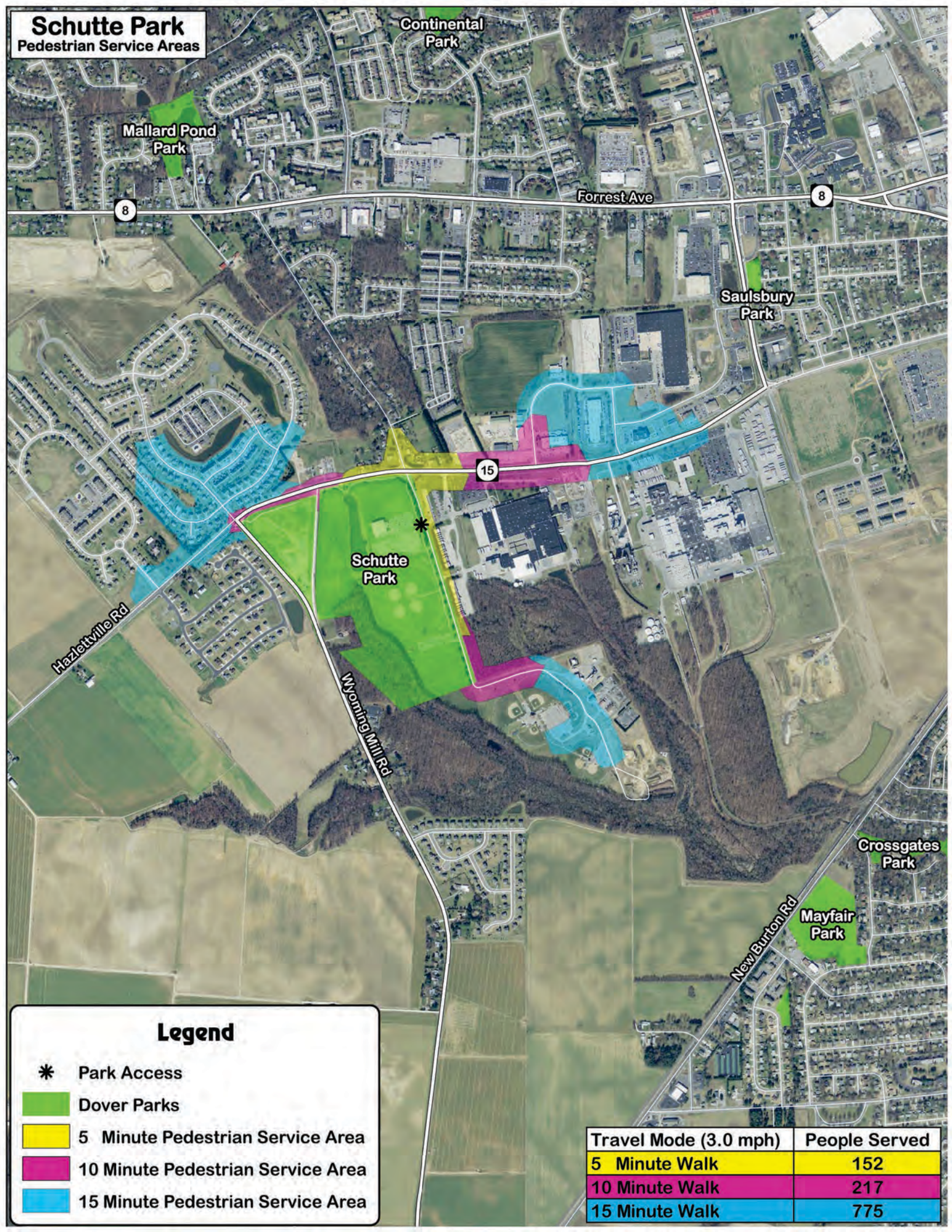
Population

High

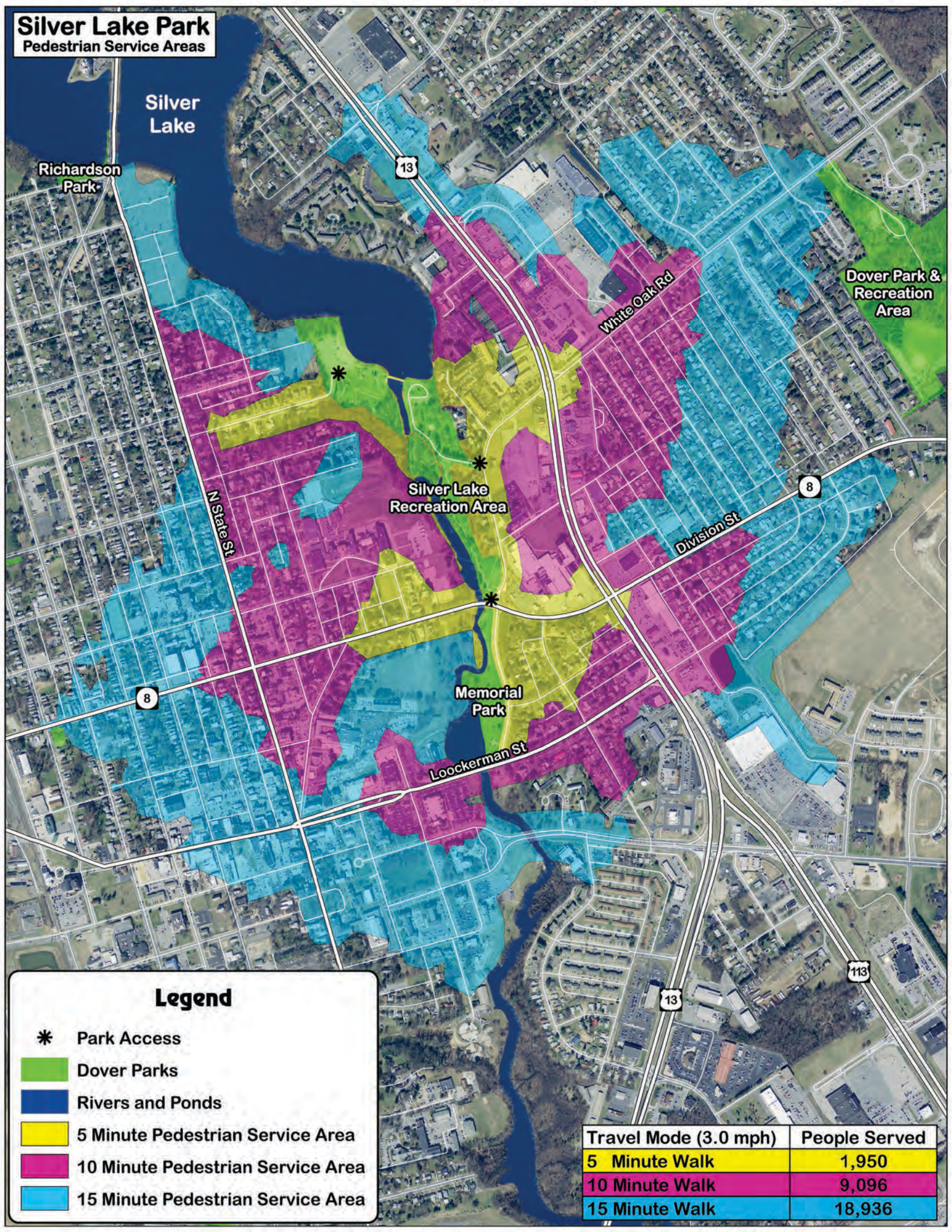
Low

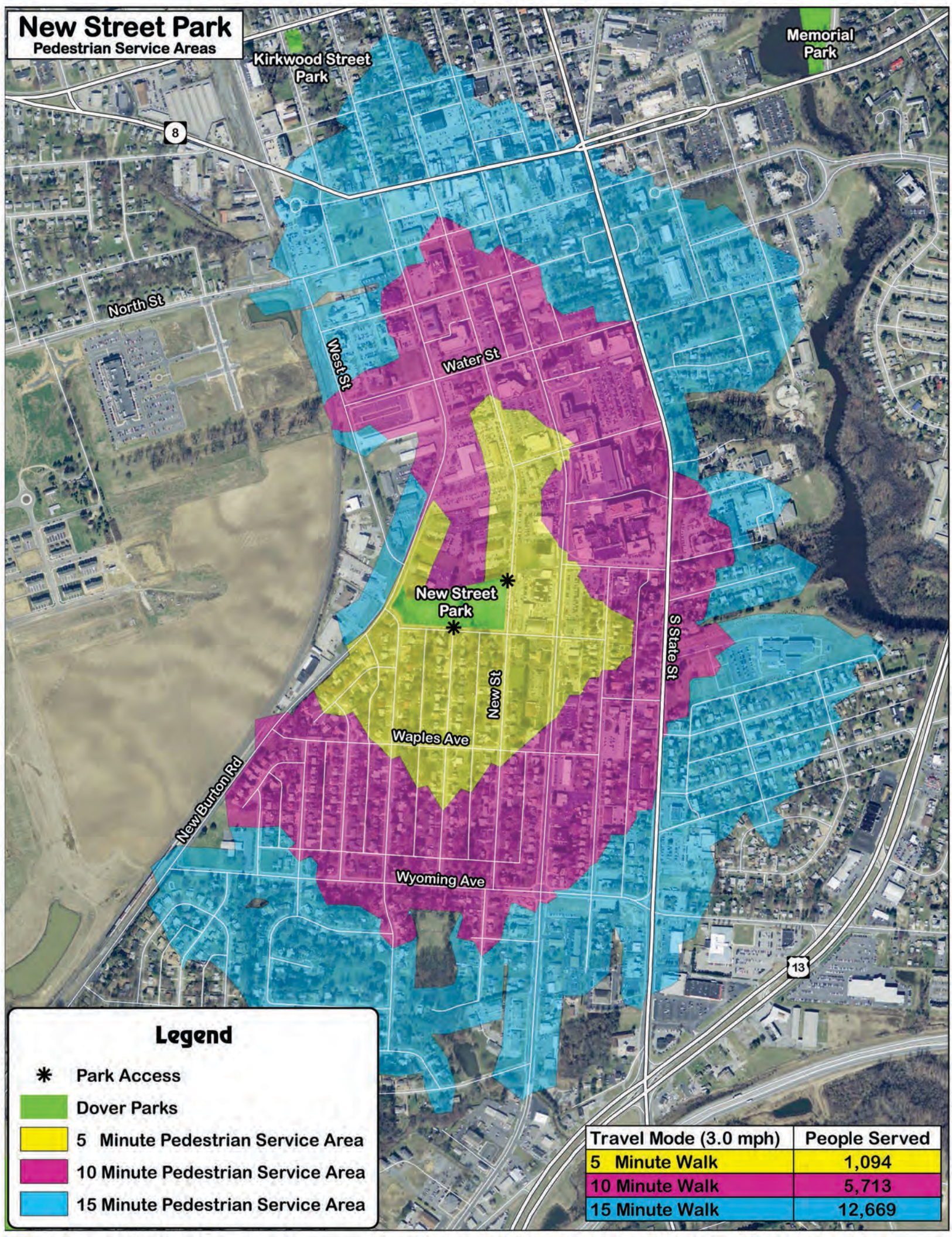
15 Minute Walkshed


Dover Park & Recreation Area
Pedestrian Service Area
Williams Park
Nimitz Rd
White Oak Rd
Willis Rd
Dover Park & Recreation Area
Silver Lake
Silver Lake Recreation Area
1
13
8
13
Legend
Park Access
Dover Parks
Rivers and Ponds
5 Minute Pedestrian Service Area
10 Minute Pedestrian Service Area
15 Minute Pedestrian Service Area
Travel Mode (3.0 mph)
People Served
5 Minute Walk
2,027
10 Minute Walk
4,567
15 Minute Walk
6,915



Travel Mode (3.0 mph)	People Served
5 Minute Walk	152
10 Minute Walk	217
15 Minute Walk	775


Silver Lake Park
Pedestrian Service Areas
Silver Lake
Richardson Park
13
White Oak Rd
Dover Park & Recreation Area
Silver Lake Recreation Area
N State St
Division St
8
Memorial Park
Loockerman St
113
Legend
Park Access
Dover Parks
Rivers and Ponds
5 Minute Pedestrian Service Area
10 Minute Pedestrian Service Area
15 Minute Pedestrian Service Area
Travel Mode (3.0 mph) | People Served
5 Minute Walk | 1,950
10 Minute Walk | 9,096
15 Minute Walk | 18,936


New Street Park
Pedestrian Service Areas
Kirkwood Street Park
Memorial Park
8
North St
West St
Water St
New Street Park
New St
S State St
Waples Ave
New Burton Rd
Wyoming Ave
13
Legend
Park Access
Dover Parks
5 Minute Pedestrian Service Area
10 Minute Pedestrian Service Area
15 Minute Pedestrian Service Area
Travel Mode (3.0 mph)
People Served
5 Minute Walk
1,094
10 Minute Walk
5,713
15 Minute Walk
12,669

Appendix C:
Survey Questionnaire
and Summary

Recreational Needs Assessment Survey

Help us provide the parks and recreational services needed to make Dover a place where people want to live, work, and play!

We want to hear from you. What programs or activities would you like to see offered? What features would you like your parks to have? Share your thoughts with us on this brief survey that will be used to shape Dover's Parks and Recreation system into the future.

You may take the survey online at the following link:

https://www.surveymonkey.com/s/CODRNA

Please return completed surveys to:

Mail: City of Dover Parks & Recreation
c/o Carolyn Courtney
PO Box 475
Dover DE 19904

Hand Delivery:
City of Dover Parks & Recreation
John W. Pitts Recreation Center
c/o Carolyn Courtney
10 Electric Avenue
Dover DE 19904

Questions, please call: (302) 736-7050

City of Dover Recreational Needs Assessment

What would you like to see offered by the City of Dover Parks & Recreation Department?

Let's start with some basics!

1. **How often do you/household members participate in a City of Dover activity, league, trip, or program?**

   Please select: Once A Year — 2 – 3 Times Monthly
   Daily — 2 – 3 Times Annually
   2 – 3 Times Weekly — Do Not Use

2. **What programs are you interested in seeing included in the programming schedule?**

   - ☐ Additional Leagues
   - ☐ Adult Sports
   - ☐ Healthy Eating Seminars
   - ☐ More Fitness
   - ☐ More Trips
   - ☐ Persons with Disabilities Programs
   - ☐ Senior Recreational Programs
   - ☐ Senior Sports Programs
   - ☐ Toddler Development Programs
   - ☐ Winter Break Camp for Youth
   - ☐ Youth Fitness
   - ☐ Youth Sports
   - ☐ Other (please specify): _____

3. **How do you feel recreational programs should be funded?**

   - ☐ General Fund
   - ☐ Grants
   - ☐ Program Fees
   - ☐ Other (please specify): _____

4. **Should city residents (within the tax district) pay a reduced fee verses non-city residents?**

   ☐ Yes ☐ No

5. **How do you typically hear about our programs?**

   - ☐ Delaware State News
   - ☐ Dover Post
   - ☐ Emails from Parks & Recreation
   - ☐ Flyer or Program Guide
   - ☐ Radio Announcement
   - ☐ Website
   - ☐ Wilmington News Journal
   - ☐ Other (please specify): _____

City of Dover Recreational Needs Assessment

Dover Park

This series of questions relates to Dover Park located at 1210 White Oak Road.

6. How often do you/household members visit Dover Park?

Please select:
- Once A Year
- Daily
- 2 – 3 Times Weekly
- 2 – 3 Times Monthly
- 2 – 3 Times Annually
- Do Not Use

7. What is the nature of your Dover Park visit?

- ☐ Basketball Courts
- ☐ Disc (Frisbee) Golf
- ☐ League Activity (ie: Softball, Field Hockey, etc)
- ☐ Playground Equipment
- ☐ Picnicking
- ☐ Softball or Multipurpose Field
- ☐ Tennis Courts
- ☐ Walking/Jogging
- ☐ Other (please specify): _____ _____

8. What would you like to see at Dover Park?

- ☐ Bike Racks
- ☐ Bocce Ball Area
- ☐ Fitness Stations Along Trail
- ☐ Indoor Recreation Center
- ☐ Indoor Restrooms
- ☐ Paved Trail System (looped)
- ☐ Pickle Ball Court
- ☐ Sand Volleyball
- ☐ Skate Park
- ☐ Splash Pad
- ☐ Other (please specify): _____

New Street Park

This series of questions relates to New Street Park located on Dover & New Streets.

9. How often do you/household members visit New Street Park?

Please select:
- Once A Year
- Daily
- 2 – 3 Times Weekly
- 2 – 3 Times Monthly
- 2 – 3 Times Annually
- Do Not Use

10. What is the nature of your New Street Park visit?

- ☐ Basketball
- ☐ Picnicking
- ☐ Playground
- ☐ Open Space Play
- ☐ Softball Field Use
- ☐ Other (please specify): _____

11. What would you like to see at New Street Park?

- ☐ Benches
- ☐ Bike Racks
- ☐ Bocce Ball Area
- ☐ Horseshoe Pits
- ☐ Indoor Restroom
- ☐ Paved Trail System w/Fitness Stations
- ☐ Pickle Ball
- ☐ Reading Garden Area
- ☐ Sand Volleyball
- ☐ Shuffleboard Court
- ☐ Skate Park
- ☐ Splash Pad
- ☐ Tennis Court
- ☐ Other (please specify): _____

Schutte Park

This series of questions relates to Schutte Park located on Hazeletville Road (West North Street).

12. How often do you/household members visit Schutte Park?

Please select:
- Once A Year
- Daily
- 2 – 3 Times Weekly
- 2 – 3 Times Monthly
- 2 – 3 Times Annually
- Do Not Use

13. What is the nature of your Schutte Park visit?

- ☐ Lacrosse
- ☐ League Activity (ie: Softball, Field Hockey, etc.)
- ☐ Playground
- ☐ Other (please specify): _____
- ☐ Picnicking
- ☐ Soccer
- ☐ Trail Use

14. What would you like to see at Schutte Park?

- ☐ Basketball Court
- ☐ Benches
- ☐ Bike Racks
- ☐ Bocce Ball Area
- ☐ Disc (Frisbee) Golf
- ☐ Expansion of Trail System
- ☐ Fitness Stations Along Trail
- ☐ Other (please specify): _____
- ☐ Horseshoe Pits
- ☐ Pickle Ball Courts
- ☐ Sand Volleyball
- ☐ Shuffleboard Court
- ☐ Skate Park
- ☐ Splash Pad
- ☐ Tennis Court

15. Do you visit the John W. Pitts Recreation Center (JWP)?

- ☐ Yes
- ☐ No

16. If Yes, to visiting the JWP, what is the nature of your visit?

- ☐ Adult Sports League
- ☐ Birthday Party Package
- ☐ Camps
- ☐ Card Making for Adults
- ☐ Challenger Sports Event
- ☐ Fitness Class
- ☐ High School Sports League
- ☐ Instructional Clinics
- ☐ Open Gym
- ☐ Senior Sports
- ☐ Walking Track
- ☐ Youth Card/Craft Making
- ☐ Youth Sports League
- ☐ Other (please specify): _____

17. What would like to see added to JWP?

- ☐ Larger Multipurpose Room(s)
- ☐ Shower Area(s)
- ☐ Weight Room
- ☐ Other (please specify):_____

Silver Lake Park

This series of questions relates to Silver Lake Park in Dover.

18. How often do you/members of your household visit Silver Lake Park?

Please select: Once A Year | 2 – 3 Times Monthly
Daily | 2 – 3 Times Annually
2 – 3 Times Weekly | Do Not Use

19. What is the nature of your Silver Lake visit?

- ☐ Bird Watching
- ☐ Boating
- ☐ Fishing
- ☐ Other (please specify): _____
- ☐ Picnicking
- ☐ Playground
- ☐ Walking/Jogging

20. What would you like to see at Silver Lake?

- ☐ Benches
- ☐ Bike Racks
- ☐ Bocce Ball Area
- ☐ Disc (Frisbee) Golf
- ☐ Horseshoe Pits
- ☐ Other (please specify): _____
- ☐ Indoor Restrooms
- ☐ Sand Volleyball
- ☐ Shuffleboard Court
- ☐ Skate Park
- ☐ Splash Pad

City of Dover Recreational Needs Assessment

Williams Park

This series of questions relates to Williams Park located behind the Towne Point & White Oak Farms development.

21. How often do you/members of your household visit Williams Park?

Please select:
- Once A Year
- Daily
- 2 – 3 Times Weekly
- 2 – 3 Times Monthly
- 2 – 3 Times Annually
- Do Not Use

22. What is the nature of your Williams Park visit?

- ☐ Basketball
- ☐ Picnicking
- ☐ Playground
- ☐ Multipurpose Field Use
- ☐ Open Space Play
- ☐ Other (please specify): _____

23. What would you like to see at Williams Park?

- ☐ Benches
- ☐ Bike Racks
- ☐ Bocce Ball Area
- ☐ Horseshoe Pits
- ☐ Indoor Restroom
- ☐ Paved Trail System w/Fitness Stations
- ☐ Other (please specify): _____
- ☐ Reading Garden
- ☐ Sand Volleyball
- ☐ Shuffleboard Court
- ☐ Skate Park
- ☐ Splash Pad
- ☐ Tennis Court

Did we miss your favorite neighborhood park?

We have many parks located in our City of Dover neighborhoods. Please share your feedback on these park areas that are in your neighborhood.

24. For which of the following neighborhood parks are you providing feedback?

- ☐ Constitution Park
- ☐ Continental Park
- ☐ Crossgates Park
- ☐ Division/Kirkwood Streets Park
- ☐ Hamlet Park
- ☐ Heatherfield East
- ☐ Kirkwood/Mary Streets Park
- ☐ Mallard Pond Park
- ☐ Mayfair Park
- ☐ Memorial (Mirror Lake) Park
- ☐ Millcreek Park
- ☐ Orville Myers Park
- ☐ Pauls Property
- ☐ Richardson Park
- ☐ Saulsbury Park
- ☐ The Green
- ☐ Turner Drive Park
- ☐ Westfield Park
- ☐ Westwind Meadows
- ☐ Woodbrook

25. What feedback would you like to offer on the park you selected? _____

_____

City of Dover Recreational Needs Assessment

Now tell us a little about yourself and family.

Having a cross section of individuals and families from all areas of Dover will help to ensure that survey results tell the story of our community. Having community wide input will give us direction in planning manageable growth.

26. Where do you live?* ***Please circle you answer.*** ***(*mandatory response is needed to validate survey)***

City of Dover Residents

Acorn Farms
Baltray
Barrister Place
Bay Tree
Bicentennial Village
Blue Hen Apartments
Brandywine Apartments
Cannon Mill
Capital Green
Cedar Chase Apartments
Chatham Court Apartments
Clearfield Apartments
Clearview Meadow
Country Club Apartments
Country Village Apartments
Cranberry Run
Crossgates
Dover Downs
Dover East Mobile Home Park
East Lake Gardens
Eden Hill Farm
Edgehill
Emerald Pointe
English Village
Fairview
Farthing Woods
Four Seasons
Fox Hall
Fox Hall West
Fox Hall West Addition
Fox Meadows
Governors Square Apartments
Greens of Dover
Hampton Square
Heatherfield
Heatherfield East
Hidden Creek
Hidden Oaks
Independence Village
Kings Cliff Mobile Home Park
Lake Club Apartments
Lexington Glen
Liberty Court
Lincoln Park
Lynnhaven
Mallard Pond
Manchester Square
Maple Glen
Mapleton Square
Marsh Creek
Mayfair
Meadows at Dover
Millcreek
Morris Estate
Morris Estates 2
Northwest Dover Heights
Nottingham Meadows
Oak Shadows
Oakmont park
Oakridge
Patriot Village
Persimmon Park Place
Pine Grove Apartments
Pine Grove Farms South
Presidential Courts
Retreat
River Chase Apartments
Riverside Mobile Home Park
Schoolview
Seskinore
Sherwood
Sherwood 2
Silver Lake Overlook
Silver Lake Townhouses
Silver Mill Apartments
Simon Circle
Somerset Park
Stonebrook East
Stonebrook West
Stoney Creek
Stover
The Beeches
The Hamlet
Towne Point
Towne Point Apartments
Turnberry
University Courtyard
Village of Westover
Vondaway
Walker Woods
Wedgewood
Westfield
Westminster
White Oak Farms
White Oak Farms Apartments
Wild Meadows
Woodbrook
Woodcrest
Woodmill Apartments
Other not listed: _____

Non-City of Dover Residents

Camden-Wyoming
Carlisle Village
Cheswold
Felton-Harrington
Hartly-Marydel
Little Creek-Leipsic
Magnolia
Rodney Village
Royal Grant
Other not listed: _____

27. How many are in your household?

- ☐ 1 – 3
- ☐ 4 - 7
- ☐ 8 – 12
- ☐ 13 or more

28. What is your HOUSEHOLD income?

- ☐ Less than $10,000
- ☐ $10,000 - $14,999
- ☐ $15,000 - $24,999
- ☐ $25,000 - $34,999
- ☐ $35,000 - $49,999
- ☐ $50,000 - $74,999
- ☐ $75,000 - $149,999
- ☐ $150,00 - $199,999
- ☐ $200,000 or more

29. What is your age?

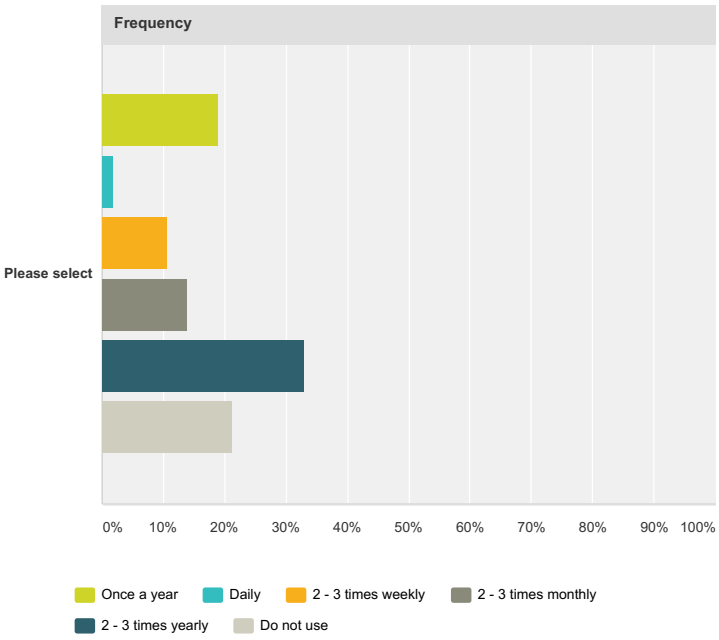
- ☐ 18 – 34
- ☐ 35 - 54
- ☐ 55 -75
- ☐ 75 - older

30. What is your gender? ☐ Female ☐ Male

31. What is your race? _____

Q1 How often do you/household members participate in a City of Dover activity, league, trip, or program?

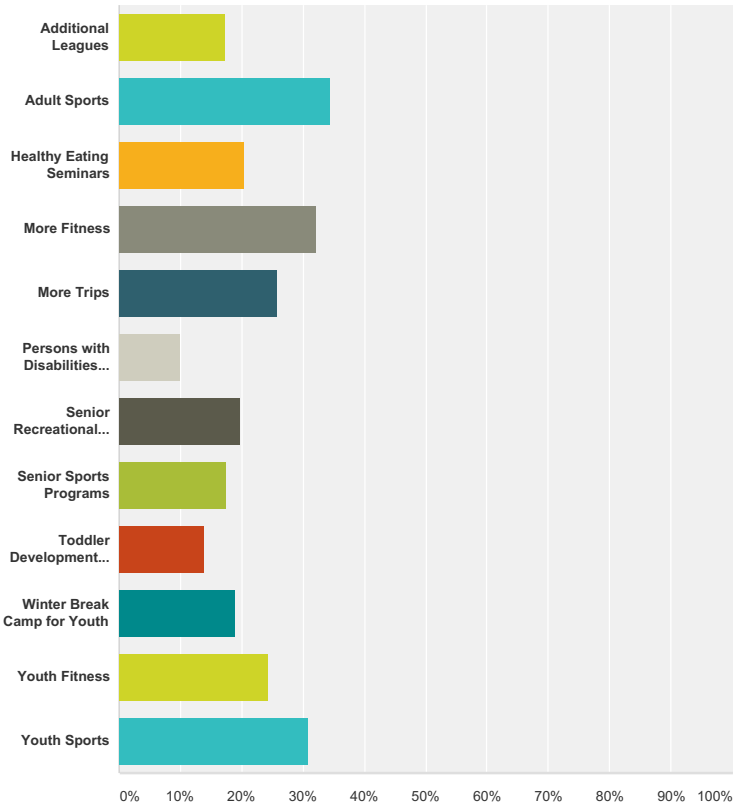
Answered: 478 Skipped: 28



Frequency							
	Once a year	Daily	2 - 3 times weekly	2 - 3 times monthly	2 - 3 times yearly	Do not use	Total
Please select	**19.04%** 91	**1.88%** 9	**10.67%** 51	**14.02%** 67	**33.05%** 158	**21.34%** 102	478

Q2 What programs are you interested in seeing added to the programming schedule?

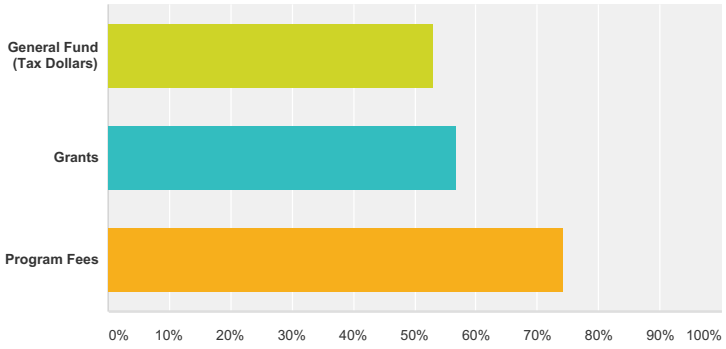
Answered: 446 Skipped: 60



Answer Choices	Responses	
Additional Leagues	**17.26%**	77
Adult Sports	**34.53%**	154
Healthy Eating Seminars	**20.40%**	91
More Fitness	**32.06%**	143
More Trips	**25.78%**	115
Persons with Disabilities Programs	**10.09%**	45
Senior Recreational Programs	**19.73%**	88
Senior Sports Programs	**17.49%**	78
Toddler Development Programs	**13.90%**	62
Winter Break Camp for Youth	**19.06%**	85
Youth Fitness	**24.44%**	109
Youth Sports	**30.94%**	138
Total Respondents: 446		

Q3 How do you feel recreational programs should be funded?

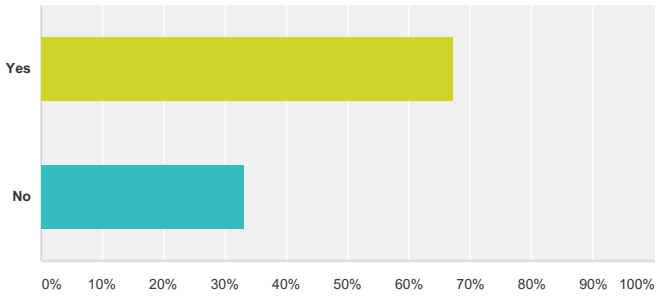
Answered: 477 Skipped: 29



Answer Choices	Responses	
General Fund (Tax Dollars)	**53.04%**	253
Grants	**56.81%**	271
Program Fees	**74.42%**	355
Total Respondents: 477		

Q4 Should City Residents (within the tax district) pay a reduced fee verses non-city residents?

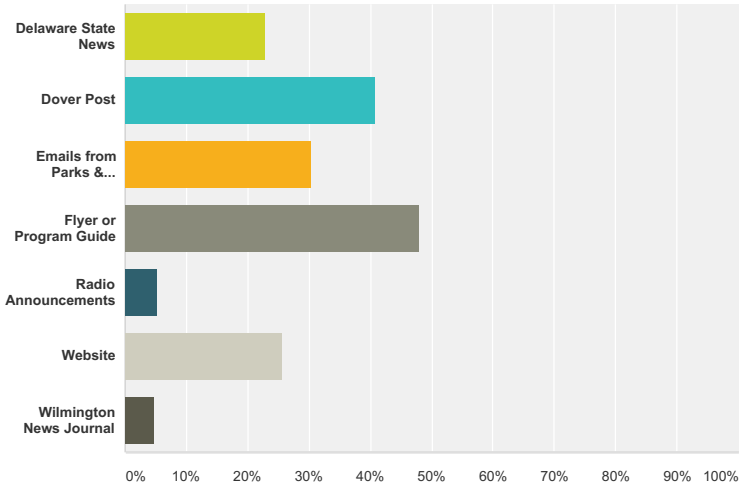
Answered: 488 Skipped: 18



Answer Choices	Responses	
Yes	**67.21%**	328
No	**33.20%**	162
Total Respondents: 488		

Q5 How do you typically hear about our programs?

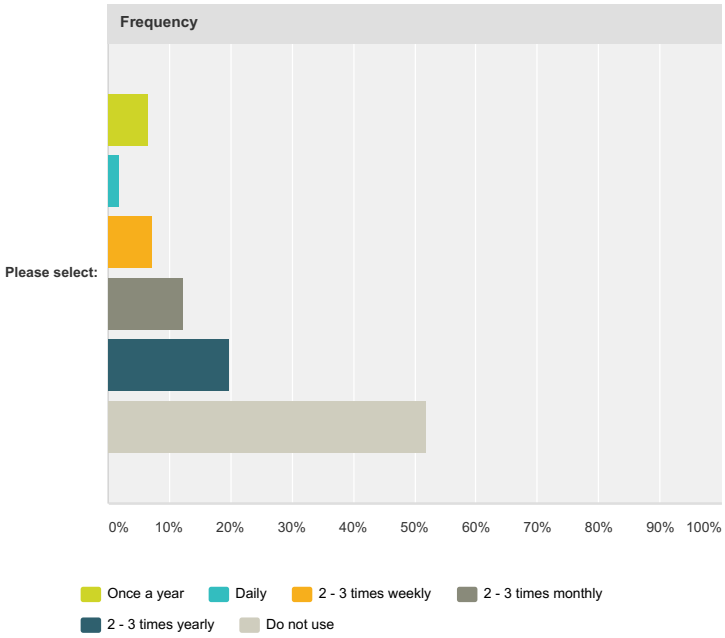
Answered: 452 Skipped: 54



Answer Choices	Responses	
Delaware State News	**23.01%**	104
Dover Post	**40.93%**	185
Emails from Parks & Recreation	**30.53%**	138
Flyer or Program Guide	**48.01%**	217
Radio Announcements	**5.31%**	24
Website	**25.66%**	116
Wilmington News Journal	**4.87%**	22
Total Respondents: 452		

Q6 How often do you/household members visit Dover Park?

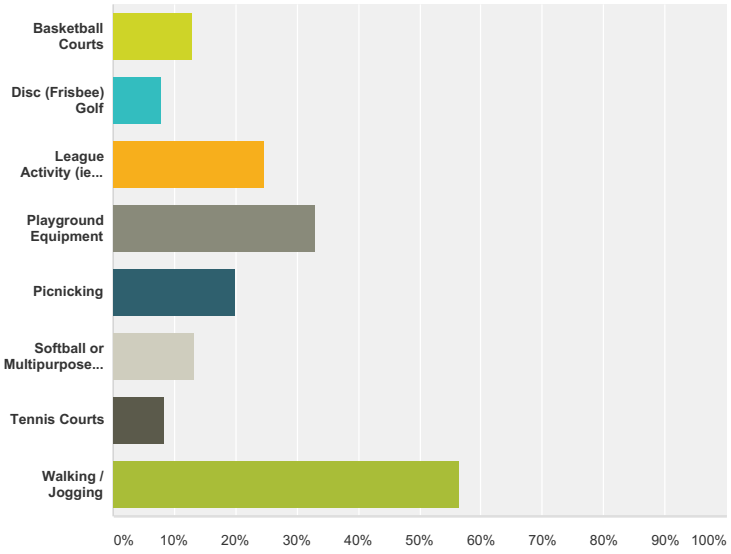
Answered: 448 Skipped: 58



Frequency							
	Once a year	Daily	2 - 3 times weekly	2 - 3 times monthly	2 - 3 times yearly	Do not use	Total
Please select:	**6.70%** 30	**1.79%** 8	**7.37%** 33	**12.28%** 55	**19.87%** 89	**52.01%** 233	448

Q7 What is the nature of your Dover Park visit?

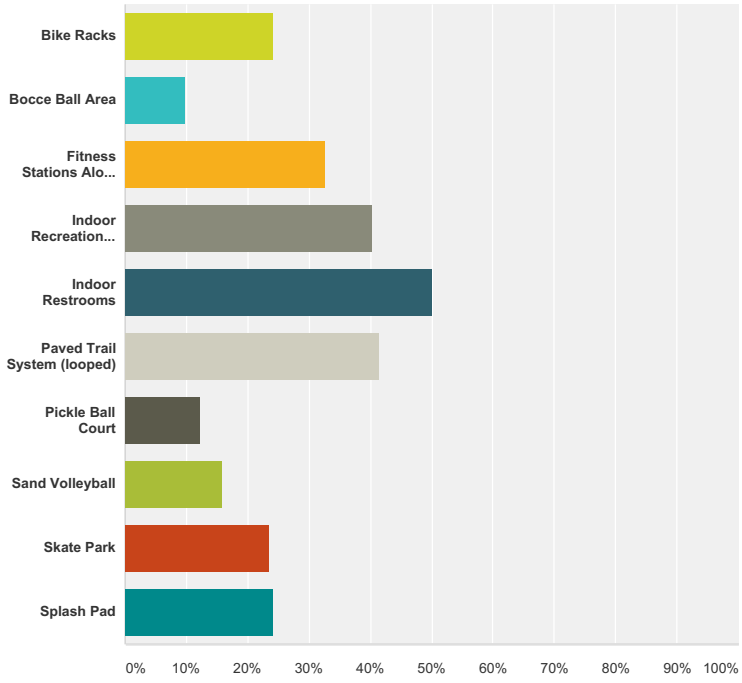
Answered: 239 Skipped: 267



Answer Choices	Responses	
Basketball Courts	12.97%	31
Disc (Frisbee) Golf	7.95%	19
League Activity (ie: Softball, Field Hockey, etc.)	24.69%	59
Playground Equipment	33.05%	79
Picnicking	20.08%	48
Softball or Multipurpose field	13.39%	32
Tennis Courts	8.37%	20
Walking / Jogging	56.49%	135
Total Respondents: 239		

Q8 What would you like to see at Dover Park?

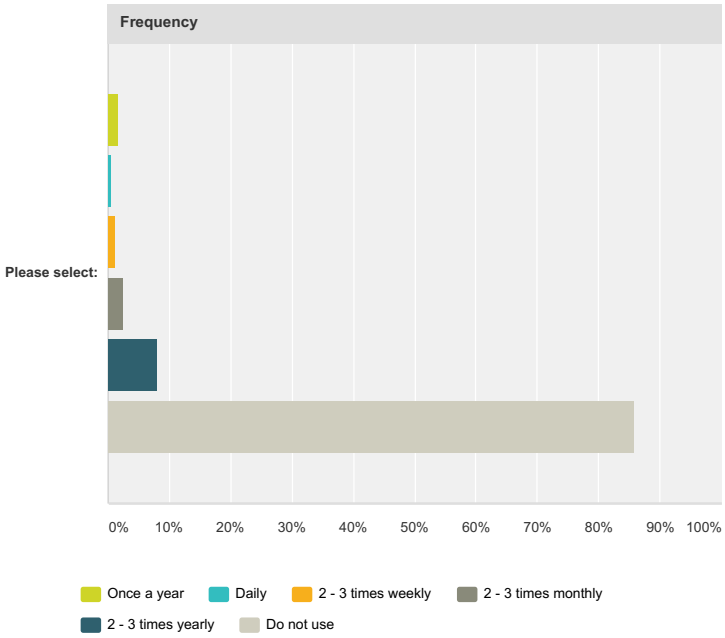
Answered: 323 Skipped: 183



Answer Choices	Responses	
Bike Racks	**24.15%**	78
Bocce Ball Area	**9.91%**	32
Fitness Stations Along Trail	**32.82%**	106
Indoor Recreation Center	**40.25%**	130
Indoor Restrooms	**50.15%**	162
Paved Trail System (looped)	**41.49%**	134
Pickle Ball Court	**12.38%**	40
Sand Volleyball	**15.79%**	51
Skate Park	**23.53%**	76
Splash Pad	**24.15%**	78
Total Respondents: 323		

Q9 How often do you/household members visit New Street park?

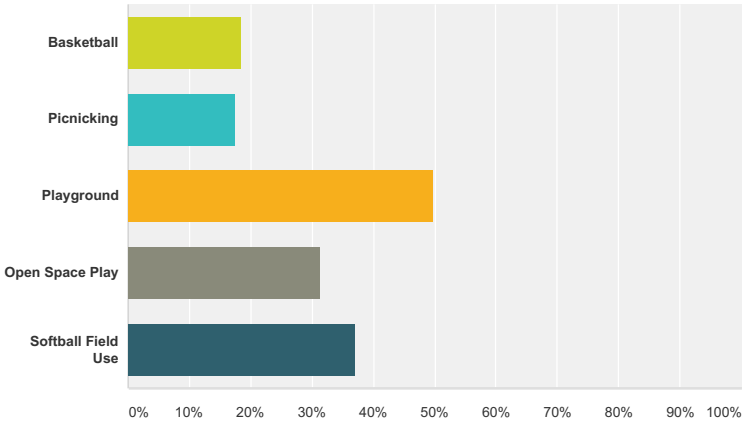
Answered: 443 Skipped: 63



Frequency							
	Once a year	Daily	2 - 3 times weekly	2 - 3 times monthly	2 - 3 times yearly	Do not use	Total
Please select:	**1.58%** 7	**0.68%** 3	**1.35%** 6	**2.48%** 11	**8.13%** 36	**85.78%** 380	443

Q10 What is the nature of your New Street Park visit?

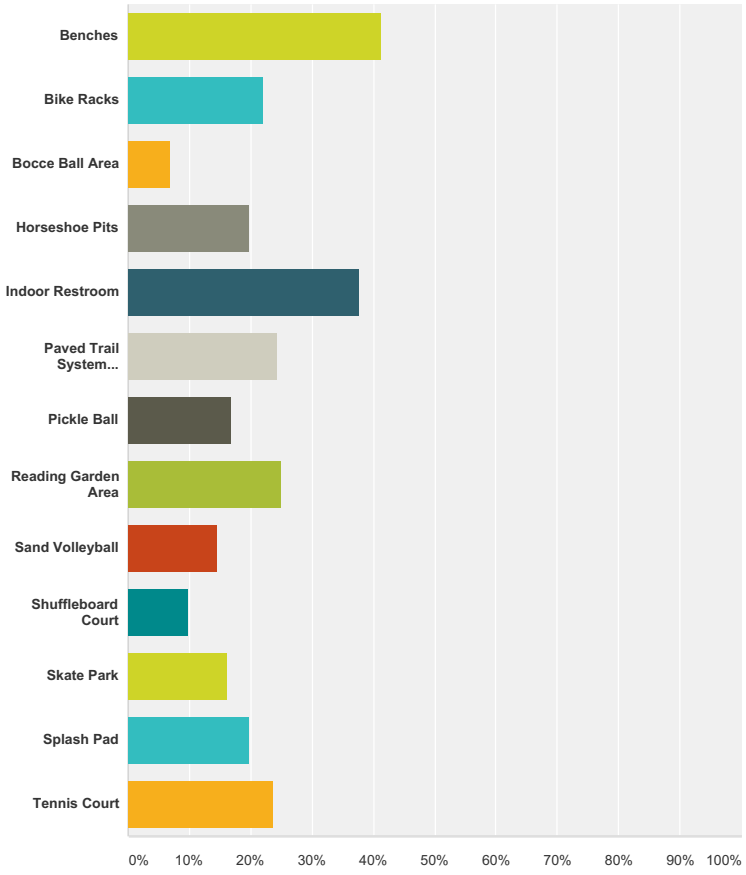
Answered: 86 Skipped: 420



Answer Choices	Responses	
Basketball	**18.60%**	16
Picnicking	**17.44%**	15
Playground	**50.00%**	43
Open Space Play	**31.40%**	27
Softball Field Use	**37.21%**	32
Total Respondents: 86		

Q11 What would you like to see at New Street Park?

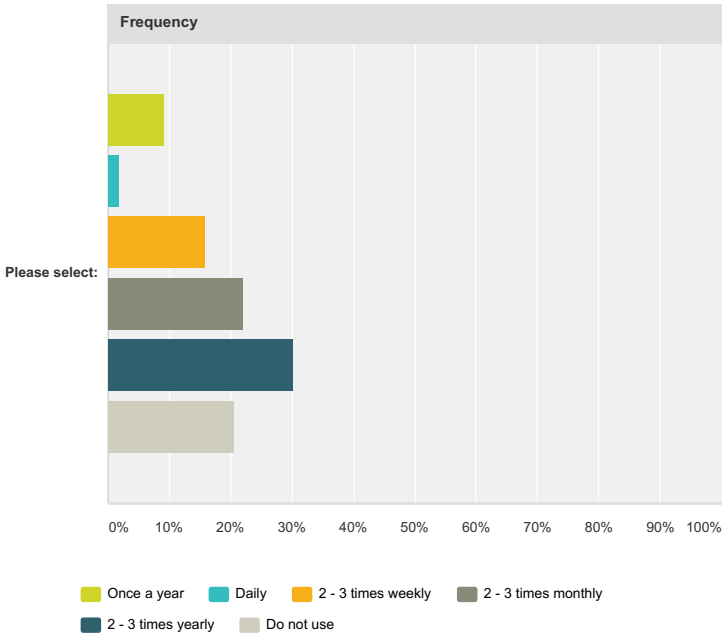
Answered: 172 Skipped: 334



Answer Choices	Responses	
Benches	41.28%	71
Bike Racks	22.09%	38
Bocce Ball Area	6.98%	12
Horseshoe Pits	19.77%	34
Indoor Restroom	37.79%	65
Paved Trail System w/Fitness Stations	24.42%	42
Pickle Ball	16.86%	29
Reading Garden Area	25.00%	43
Sand Volleyball	14.53%	25
Shuffleboard Court	9.88%	17
Skate Park	16.28%	28
Splash Pad	19.77%	34
Tennis Court	23.84%	41
Total Respondents: 172		

Q12 How often do you/household members visit Schutte Park?

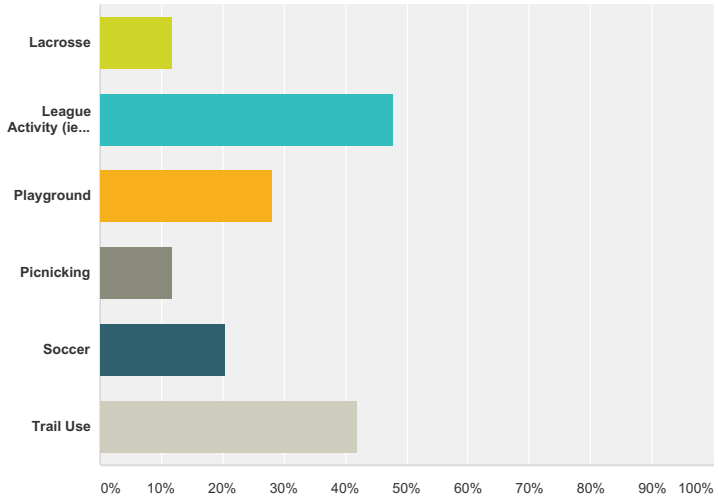
Answered: 434 Skipped: 72



Frequency							
	Once a year	Daily	2 - 3 times weekly	2 - 3 times monthly	2 - 3 times yearly	Do not use	Total
Please select:	**9.22%** 40	**1.84%** 8	**15.90%** 69	**22.12%** 96	**30.18%** 131	**20.74%** 90	434

Q13 What is the nature of your Schutte Park visit?

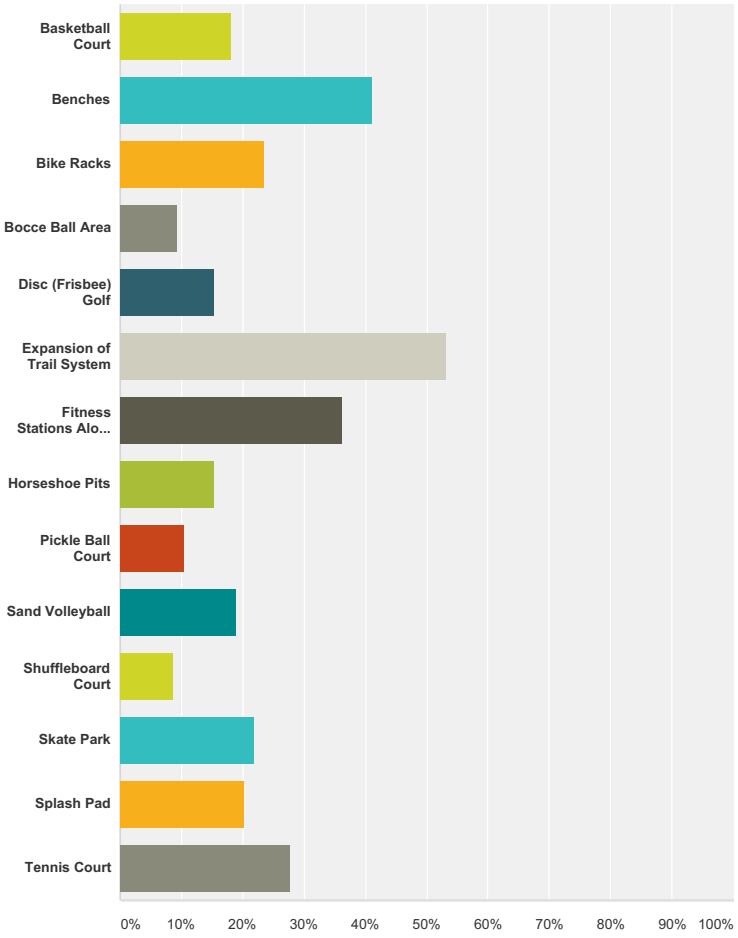
Answered: 329 Skipped: 177



Answer Choices	Responses	
Lacrosse	**11.85%**	39
League Activity (ie: Softball, Field Hockey, etc)	**47.72%**	157
Playground	**28.27%**	93
Picnicking	**11.85%**	39
Soccer	**20.36%**	67
Trail Use	**41.95%**	138
Total Respondents: 329		

Q14 What would you like to see at Schutte Park?

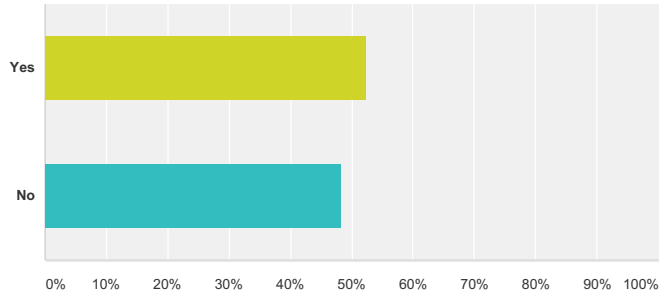
Answered: 364 Skipped: 142



Answer Choices	Responses	
Basketball Court	18.13%	66
Benches	41.21%	150
Bike Racks	23.63%	86
Bocce Ball Area	9.34%	34
Disc (Frisbee) Golf	15.38%	56
Expansion of Trail System	53.30%	194
Fitness Stations Along Trail	36.26%	132
Horseshoe Pits	15.38%	56
Pickle Ball Court	10.44%	38
Sand Volleyball	18.96%	69
Shuffleboard Court	8.79%	32
Skate Park	21.98%	80
Splash Pad	20.33%	74
Tennis Court	27.75%	101
Total Respondents: 364		

Q15 Do you visit the John W. Pitts Recreation Center (JWP)?

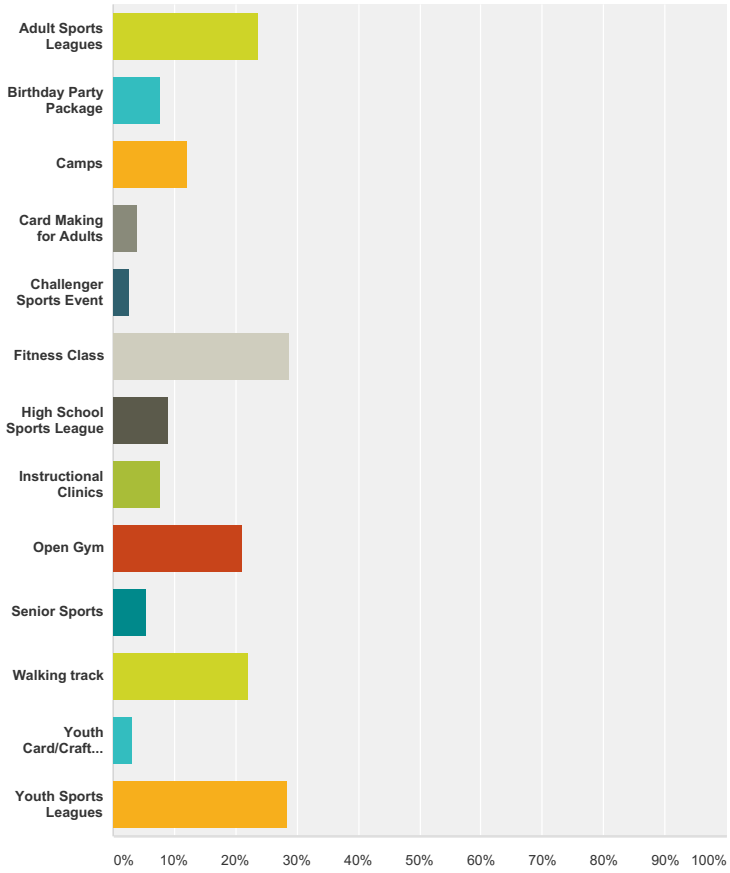
Answered: 422 Skipped: 84



Answer Choices	Responses	
Yes	**52.37%**	221
No	**48.34%**	204
Total Respondents: 422		

Q16 If Yes, to visiting the JWP, what is the nature of your visit?

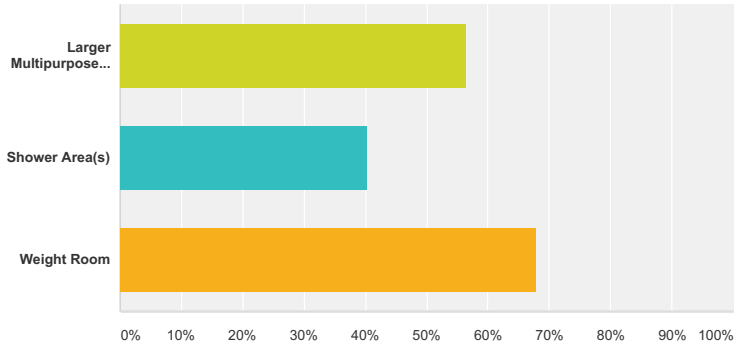
Answered: 222 Skipped: 284



Answer Choices	Responses	
Adult Sports Leagues	23.87%	53
Birthday Party Package	7.66%	17
Camps	12.16%	27
Card Making for Adults	4.05%	9
Challenger Sports Event	2.70%	6
Fitness Class	28.83%	64
High School Sports League	9.01%	20
Instructional Clinics	7.66%	17
Open Gym	21.17%	47
Senior Sports	5.41%	12
Walking track	22.07%	49
Youth Card/Craft Making	3.15%	7
Youth Sports Leagues	28.38%	63
Total Respondents: 222		

Q17 What would you like to see added to JWP?

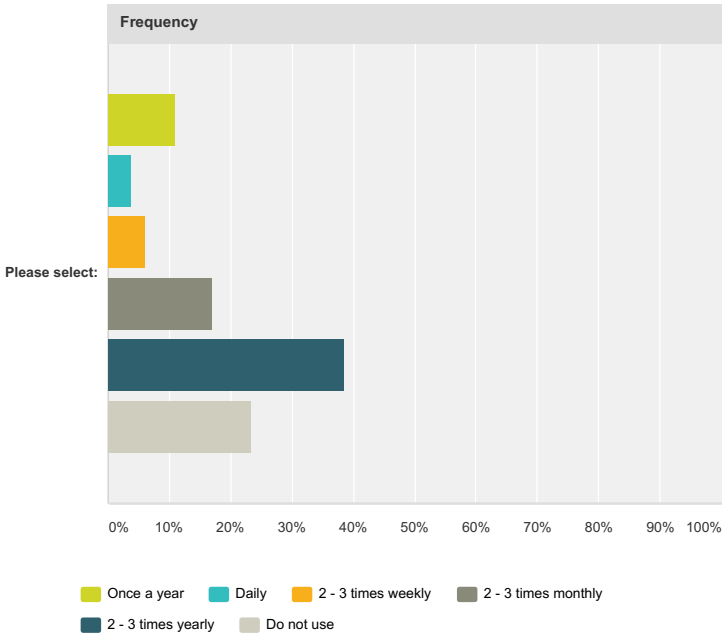
Answered: 196 Skipped: 310



Answer Choices	Responses	
Larger Multipurpose Room(s)	**56.63%**	111
Shower Area(s)	**40.31%**	79
Weight Room	**67.86%**	133
Total Respondents: 196		

Q18 How often do you/members of your household visit Silver Lake Park?

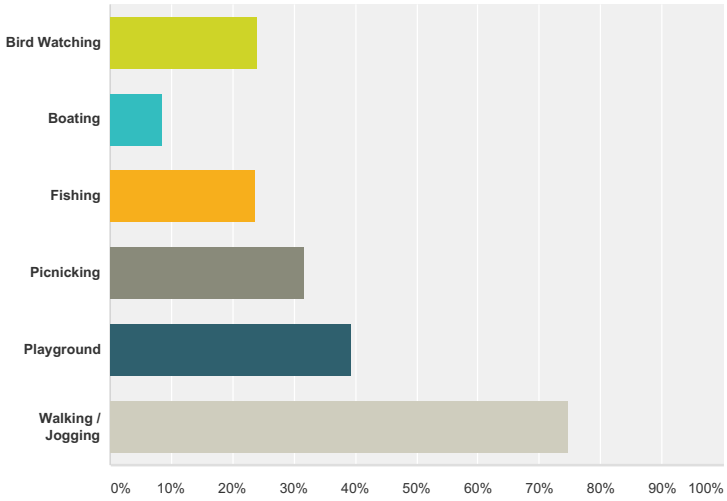
Answered: 432 Skipped: 74



Frequency							
	Once a year	Daily	2 - 3 times weekly	2 - 3 times monthly	2 - 3 times yearly	Do not use	Total
Please select:	**11.11%** 48	**3.70%** 16	**6.02%** 26	**17.13%** 74	**38.66%** 167	**23.38%** 101	432

Q19 What is the nature of your Silver Lake visit?

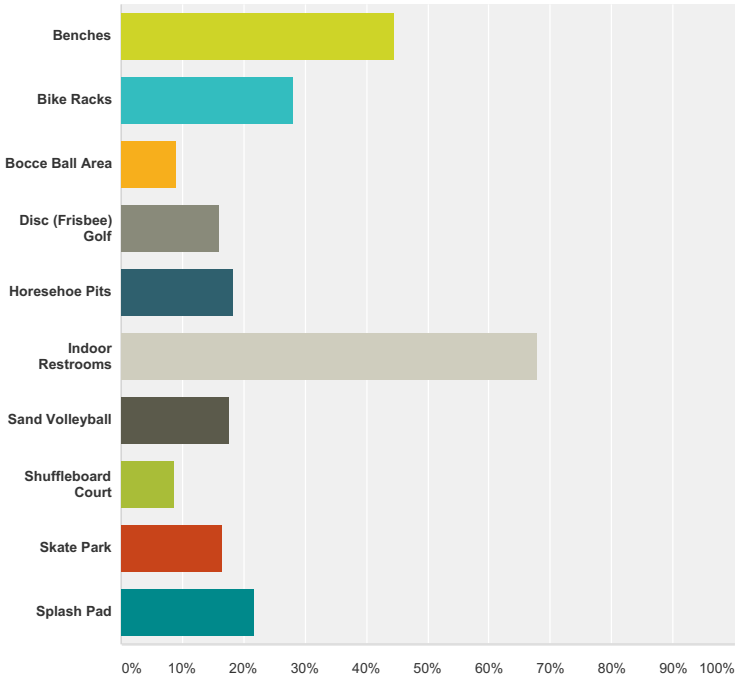
Answered: 337 Skipped: 169



Answer Choices	Responses	
Bird Watching	**24.04%**	81
Boating	**8.61%**	29
Fishing	**23.74%**	80
Picnicking	**31.75%**	107
Playground	**39.47%**	133
Walking / Jogging	**74.78%**	252
Total Respondents: 337		

Q20 What would you like to see at Silver Lake?

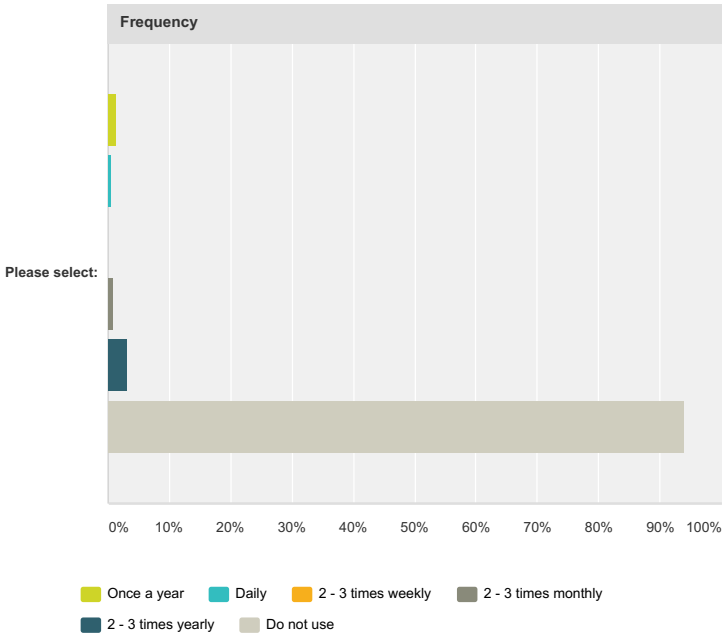
Answered: 298 Skipped: 208



Answer Choices	Responses	
Benches	**44.63%**	133
Bike Racks	**28.19%**	84
Bocce Ball Area	**9.06%**	27
Disc (Frisbee) Golf	**16.11%**	48
Horesehoe Pits	**18.46%**	55
Indoor Restrooms	**67.79%**	202
Sand Volleyball	**17.79%**	53
Shuffleboard Court	**8.72%**	26
Skate Park	**16.44%**	49
Splash Pad	**21.81%**	65
Total Respondents: 298		

Q21 How often do you/household members visit Williams Park?

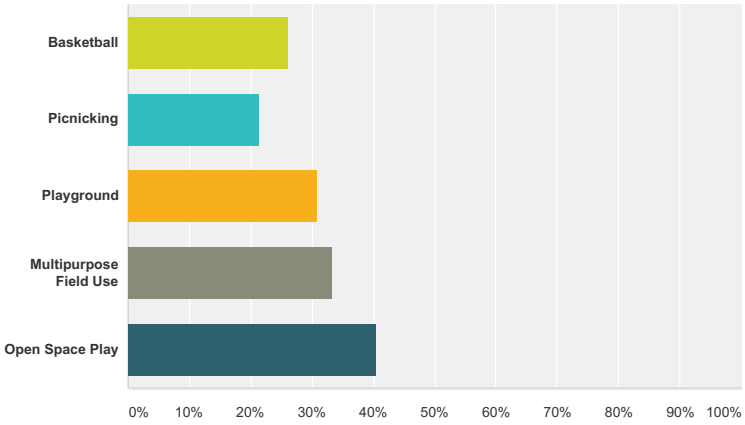
Answered: 428 Skipped: 78



Frequency							
	Once a year	Daily	2 - 3 times weekly	2 - 3 times monthly	2 - 3 times yearly	Do not use	Total
Please select:	**1.40%** 6	**0.70%** 3	**0.00%** 0	**0.93%** 4	**3.04%** 13	**93.93%** 402	428

Q22 What is the nature of your Williams Park visit?

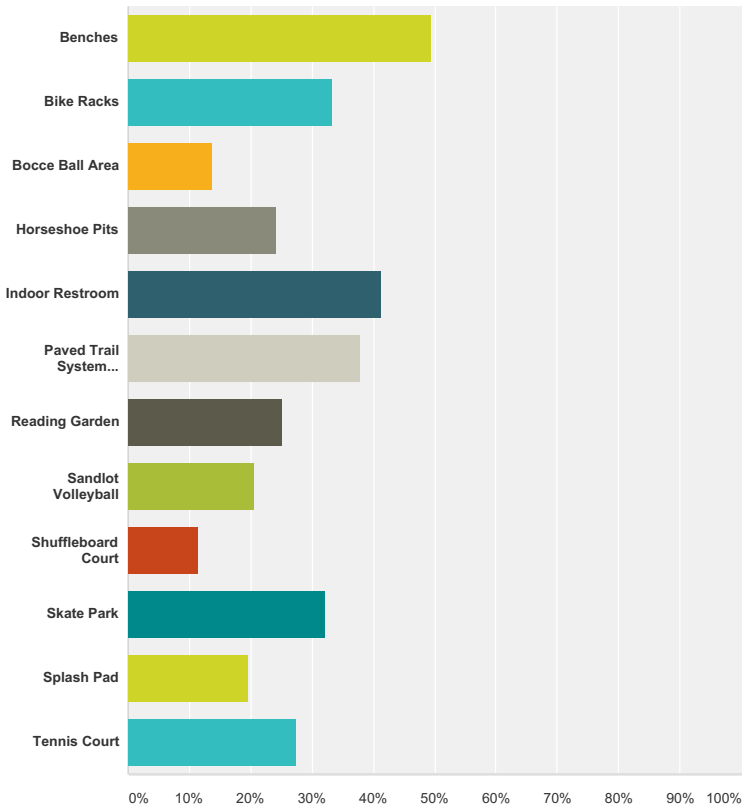
Answered: 42 Skipped: 464



Answer Choices	Responses	
Basketball	**26.19%**	11
Picnicking	**21.43%**	9
Playground	**30.95%**	13
Multipurpose Field Use	**33.33%**	14
Open Space Play	**40.48%**	17
Total Respondents: 42		

Q23 What would you like to see at Williams Park?

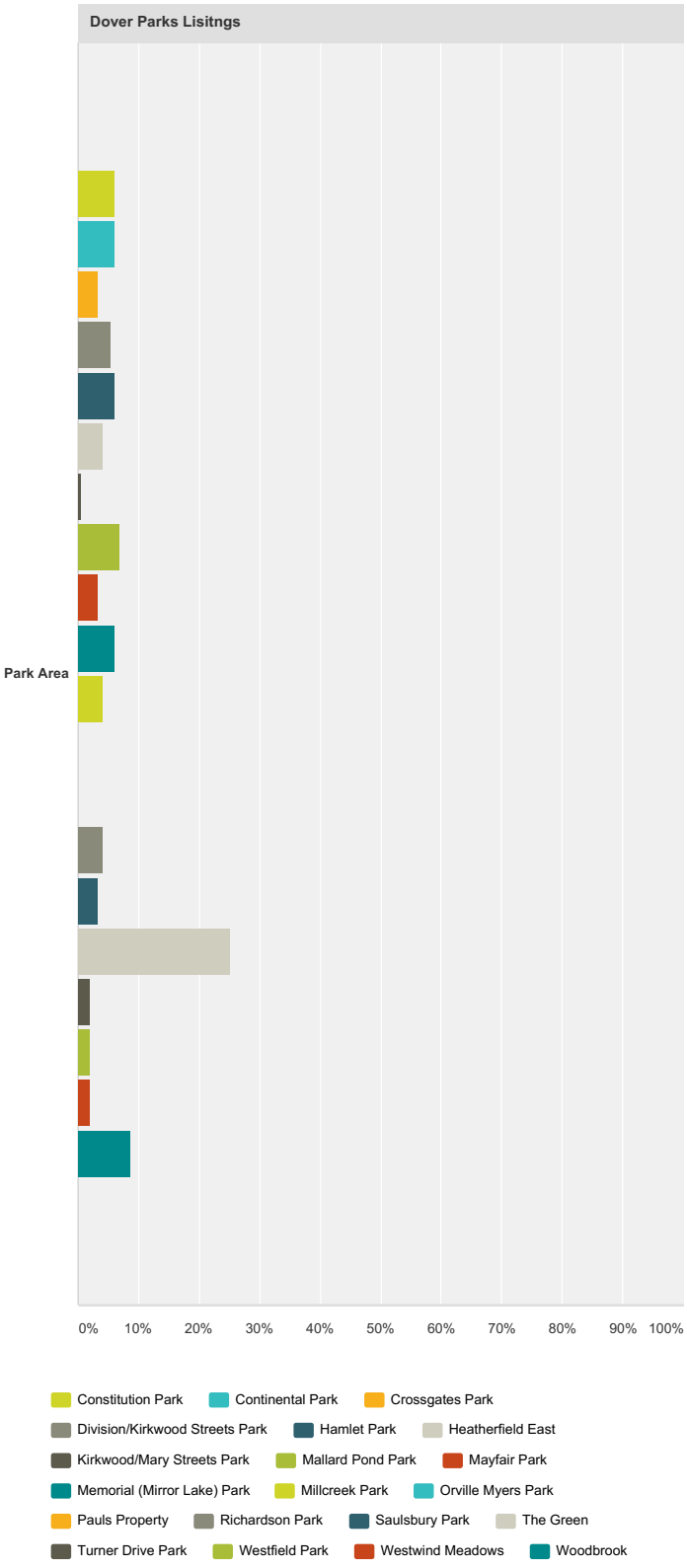
Answered: 87 Skipped: 419



Answer Choices	Responses	
Benches	**49.43%**	43
Bike Racks	**33.33%**	29
Bocce Ball Area	**13.79%**	12
Horseshoe Pits	**24.14%**	21
Indoor Restroom	**41.38%**	36
Paved Trail System w/Fitness Stations	**37.93%**	33
Reading Garden	**25.29%**	22
Sandlot Volleyball	**20.69%**	18
Shuffleboard Court	**11.49%**	10
Skate Park	**32.18%**	28
Splash Pad	**19.54%**	17
Tennis Court	**27.59%**	24
Total Respondents: 87		

Q24 Where is your neighborhood park located that you are providing feedback?

Answered: 147 Skipped: 359



Dover Parks Lisitngs

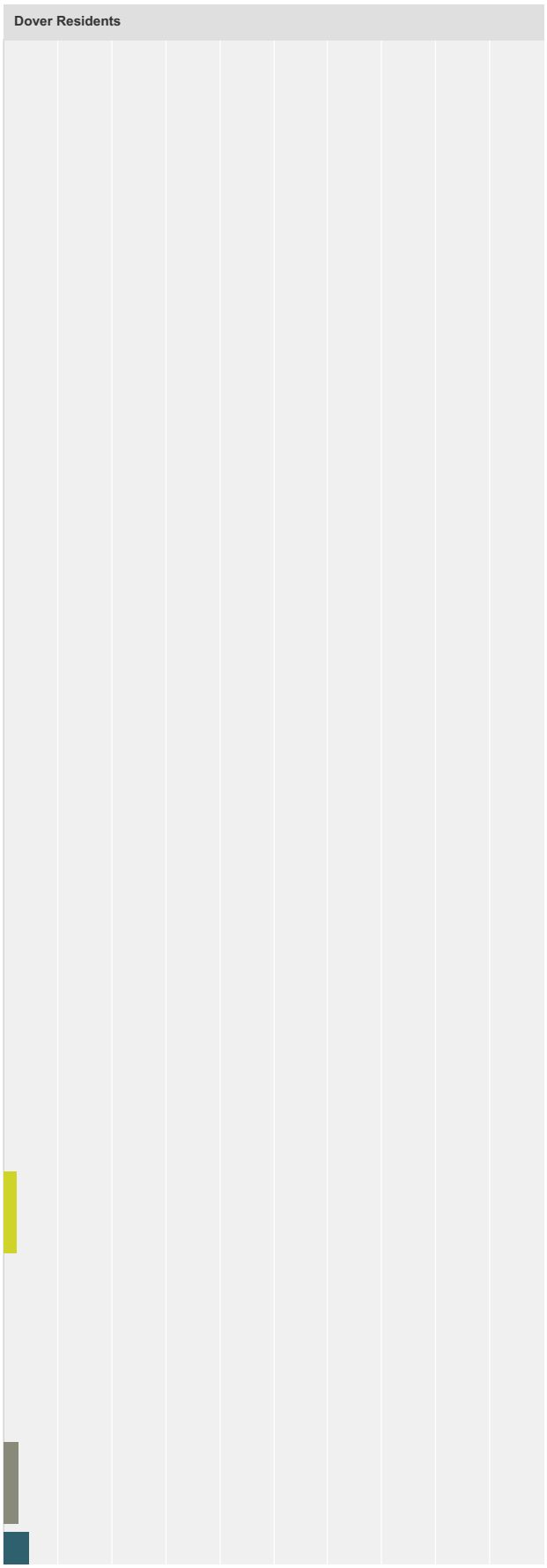
	Constitution Park	Continental Park	Crossgates Park	Division/Kirkwood Streets Park	Hamlet Park	Heatherfield East	Kirkwood/Mary Streets Park	Mallard Pond Park	Mayfair Park	Memorial (Mirror Lake) Park	Millcreek Park	Orville Myers Park	Pauls Property	Richardson Park	Sa Pa
Park Area	**6.12%** 9	**6.12%** 9	**3.40%** 5	**5.44%** 8	**6.12%** 9	**4.08%** 6	**0.68%** 1	**6.80%** 10	**3.40%** 5	**6.12%** 9	**4.08%** 6	**0.00%** 0	**0.00%** 0	**4.08%** 6	

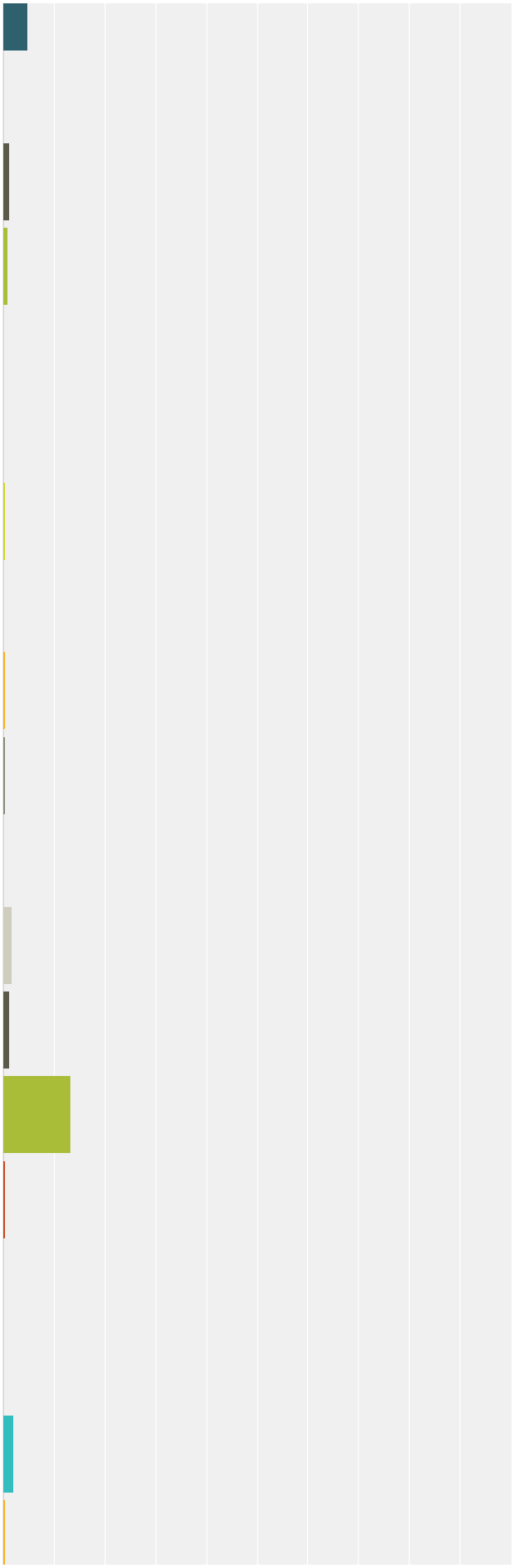
Q25 What feedback would like to offer on the park you selected?

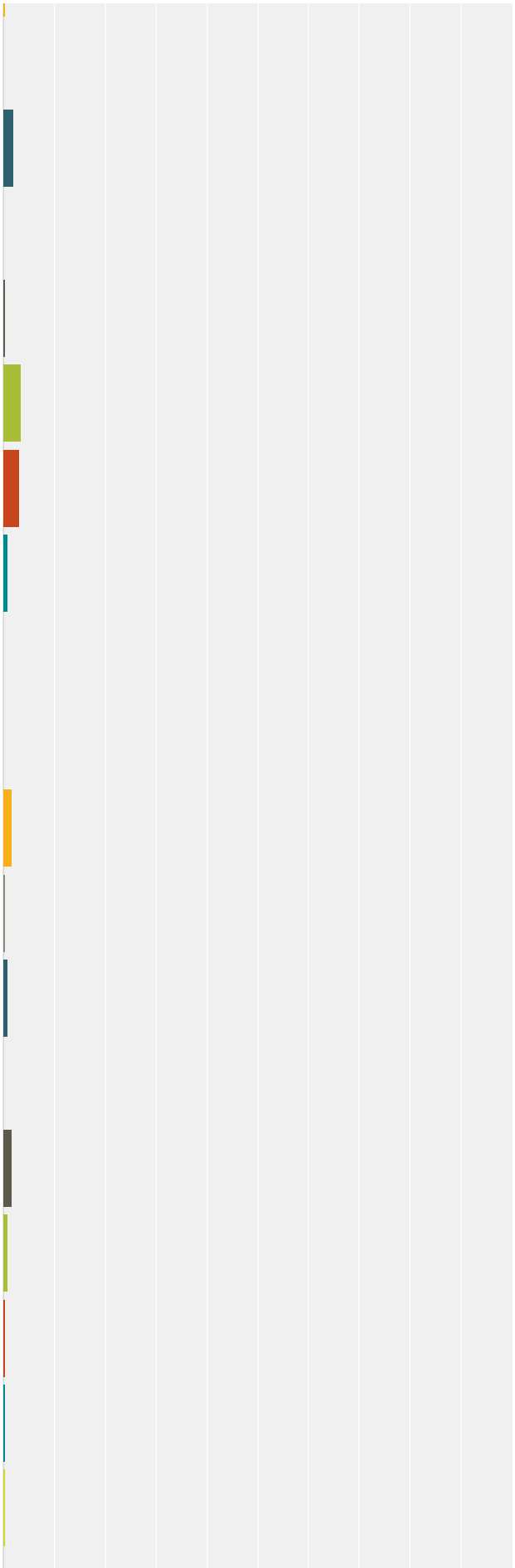
Answered: 89 Skipped: 417

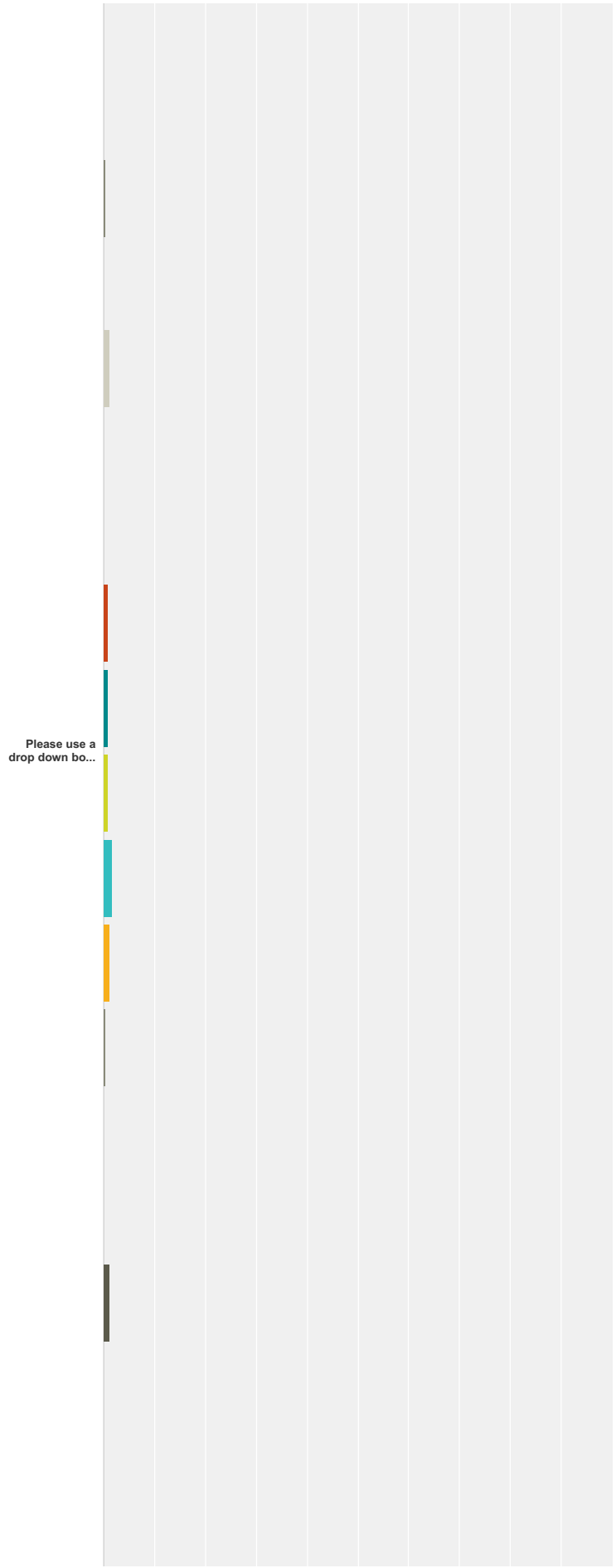
Q26 Where do you live?

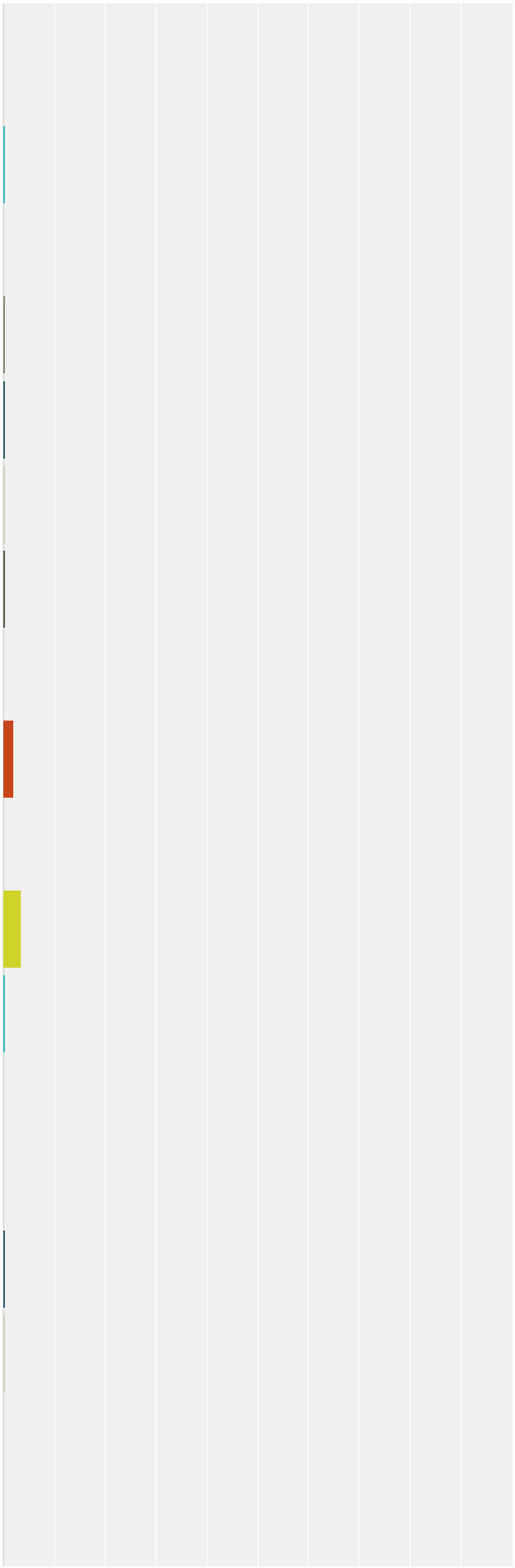
Answered: 403 Skipped: 103

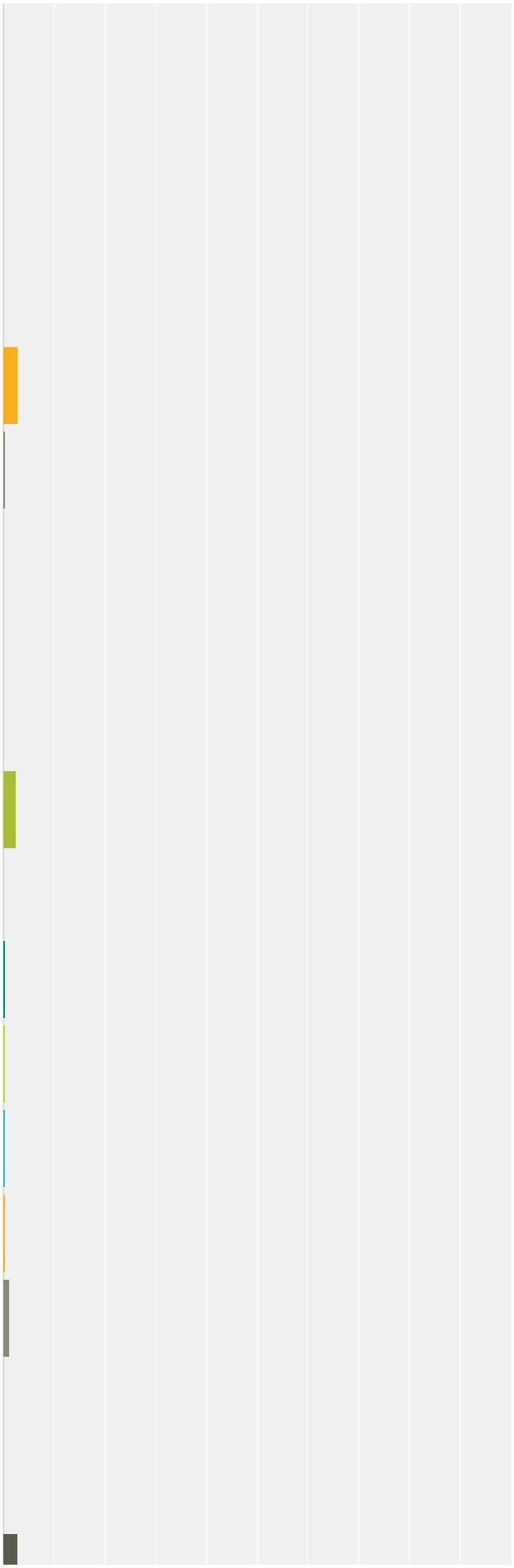


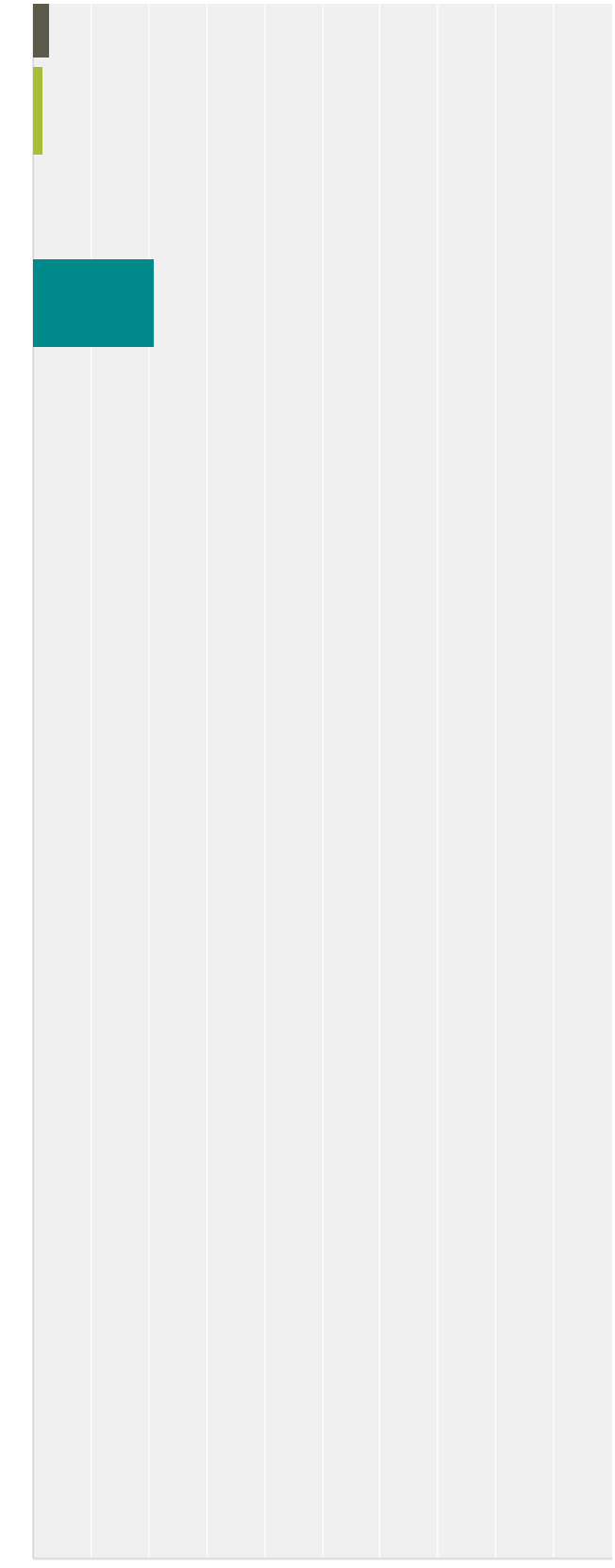




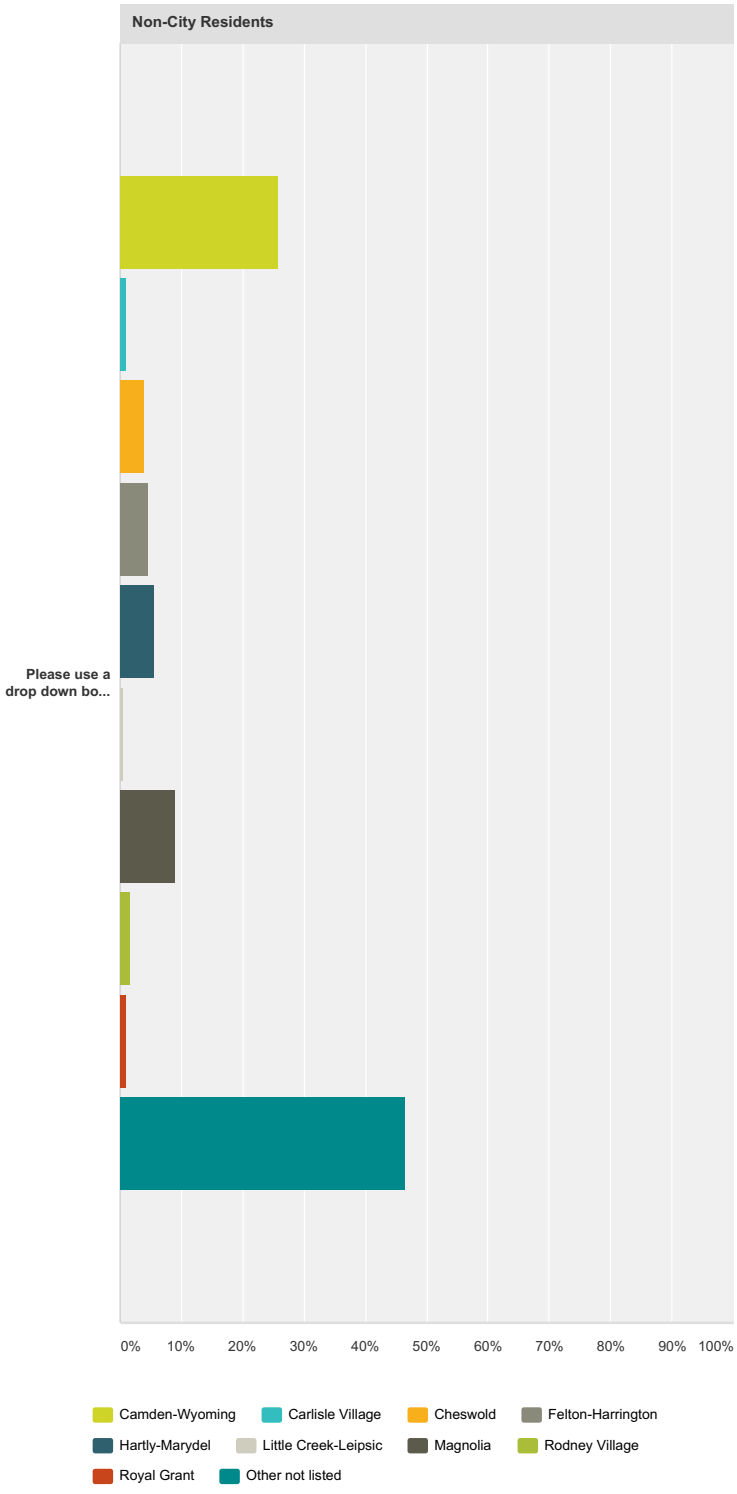

Please use a drop down bo...






0%
10%
20%
30%
40%
50%
60%
70%
80%
90%
100%
Acorn Farms
Baltray
Barrister Place
Bay Tree
Bicentennial Village
Blue Hen Apartments
Brandywine Apartments
Cannon Mill
Capital Green
Cedar Chase Apartments
Chatham Court Apartments
Clearfield Apartments
Clearview Meadow
Country Club Apartments
Country Village Apartments
Cranberry Run
Crossgates
Downtown Dover
Dover East Mobile Home Park
East Lake Gardens
Eden Hill Farm
Edgehill
Emerald Pointe


English Village
Fairview
Farthing Woods
Four Seasons
Fox Hall
Fox Hall West
Fox Hall West Addition
Fox Meadows
Governors Square Apartments
Greens of Dover
Hampton Square
Heatherfield
Heatherfield East
Hidden Creek
Hidden Oaks
Independence Village
Kings Cliff Mobile Home Park
Lake Club Apartments
Lexington Glen
Liberty Court
Lincoln Park
Lynnhaven
Mallard Pond
Manchester Square
Maple Glen
Mapleton Square
Marsh Creek
Mayfair
Meadows at Dover
Millcreek
Morris Estate
Morris Estates 2
Northwest Dover Heights
Nottingham Meadows
Oak Shadows
Oakmont park
Oakridge
Patriot Village
Persimmon Park Place
Pine Grove Apartments
Pine Grove Farms South
Presidential Courts
Retreat
River Chase Apartments
Riverside Mobile Home Park
Schoolview
Seskinore
Sherwood
Sherwood 2
Silver Lake Overlook
Silver Lake Townhouses
Silver Mill Apartments
Simon Circle
Somerset Park
Stonebrook East
Stonebrook West
Stoney Creek
Stover
The Beeches
The Hamlet
Towne Point
Towne Point Apartments
Turnberry
University Courtyard
Village of Westover
Vondaway
Walker Woods
Wedgewood
Westfield
Westminster
White Oak Farms
White Oak Farms Apartments
Wild Meadows
Woodbrook
Woodcrest
Woodmill Apartments
Other not listed



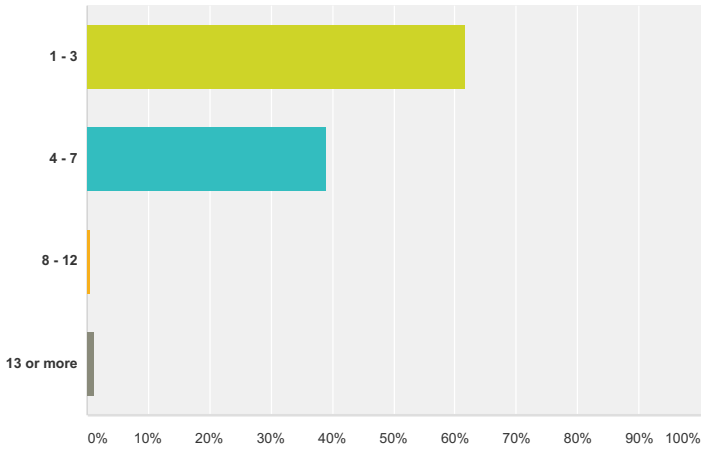
Dover Residents

	Acorn Farms	Baltray	Barrister Place	Bay Tree	Bicentennial Village	Blue Hen Apartments	Brandywine Apartments	Cannon Mill	Capital Green	Cedar Chase Apartments	Chatham Court Apartments	Clearfield Apartments	Clearview Meadow	Country Club Apartments	Country Village Apartments
Please use a drop down box to select where you live.	**2.42%** 6	**0.00%** 0	**0.00%** 0	**2.82%** 7	**4.84%** 12	**0.00%** 0	**1.21%** 3	**0.81%** 2	**0.00%** 0	**0.00%** 0	**0.40%** 1	**0.00%** 0	**0.40%** 1	**0.40%** 1	**0.00%** 0

Non-City Residents											
	Camden-Wyoming	Carlisle Village	Cheswold	Felton-Harrington	Hartly-Marydel	Little Creek-Leipsic	Magnolia	Rodney Village	Royal Grant	Other not listed	Total
Please use a drop down box to select where you live.	**25.84%** 46	**1.12%** 2	**3.93%** 7	**4.49%** 8	**5.62%** 10	**0.56%** 1	**8.99%** 16	**1.69%** 3	**1.12%** 2	**46.63%** 83	178

Q27 How many are in your household?

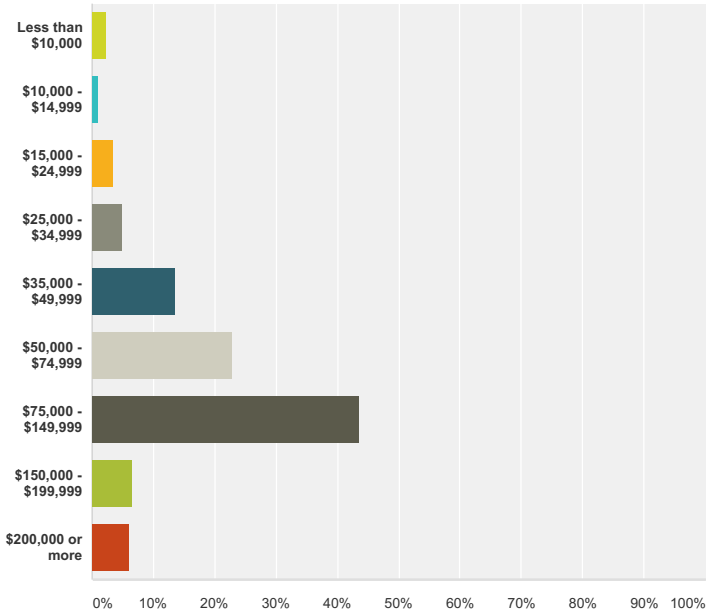
Answered: 413 Skipped: 93



Answer Choices	Responses	
1 - 3	**61.74%**	255
4 - 7	**38.98%**	161
8 - 12	**0.73%**	3
13 or more	**1.21%**	5
Total Respondents: 413		

Q28 What is your HOUSEHOLD income?

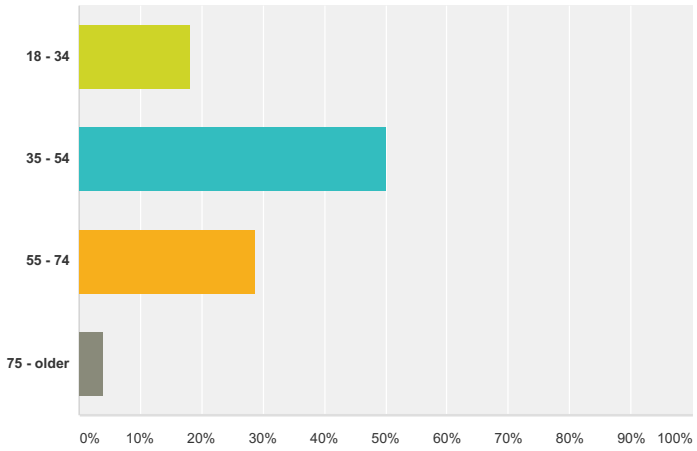
Answered: 362 Skipped: 144



Answer Choices	Responses	
Less than $10,000	**2.21%**	8
$10,000 - $14,999	**1.10%**	4
$15,000 - $24,999	**3.59%**	13
$25,000 - $34,999	**4.97%**	18
$35,000 - $49,999	**13.54%**	49
$50,000 - $74,999	**22.93%**	83
$75,000 - $149,999	**43.65%**	158
$150,000 - $199,999	**6.63%**	24
$200,000 or more	**6.08%**	22
Total Respondents: 362		

Q29 What is your age?

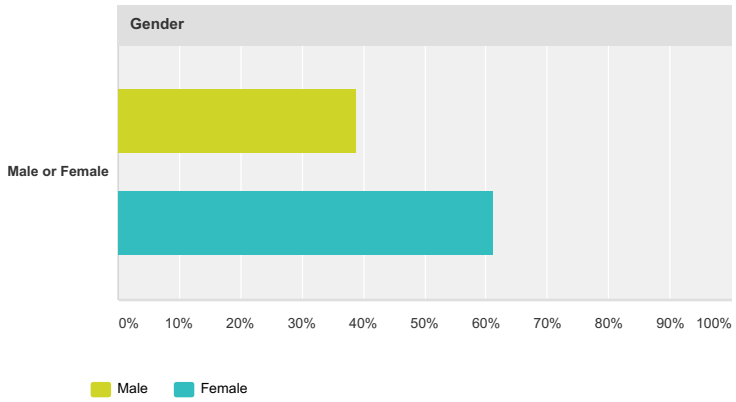
Answered: 403 Skipped: 103



Answer Choices	Responses	
18 - 34	**18.11%**	73
35 - 54	**50.12%**	202
55 - 74	**28.78%**	116
75 - older	**3.97%**	16
Total Respondents: 403		

Q30 What is your gender?

Answered: 412 Skipped: 94



Gender			
	Male	Female	Total
Male or Female	**38.83%** 160	**61.17%** 252	 412

Q31 What is your race?

Answered: 419 Skipped: 87



RESTORING CENTRAL DOVER

OUR VISION FOR VITALITY

EXECUTIVE SUMMARY

RESTORING CENTRAL DOVER LEADERSHIP

The Restoring Central Dover Plan was made possible by generous funding from the Wells Fargo Regional Foundation, SPEER Trust, the City of Dover, NeighborWorks America, Federal Home Loan Bank of Pittsburgh, and NCALL Research, Inc. The plan process was led by NCALL Research, Inc. and a commited Steering Committee comprised of local stakeholders, elected officials, residents, and service providers.

PLANNING TEAM

INTERFACE STUDIO LLC
Scott Page, Principal
Leah Murphy, Principal
Rapheal Randall, Urban Designer

V LAMAR WILSON ASSOCIATES
Lamar Wilson, Principal

ABOUT NCALL

The National Council on Agricultural Life and Labor Research Fund, Inc. (NCALL), based in Dover, Delaware, was incorporated in 1955 and began providing housing development services in 1976; added homeownership education and counseling in 1989; became a U.S. Treasury-certified Community Development Financial Institution (CDFI) in 2004 in order to provide housing and community facility lending; launched financial literacy training in 2005; added default & foreclosure prevention counseling at the end of 2007; and was selected as the Kent County partner for the $tand by ME® financial coaching initiative in 2012 and became lead organization for the Restoring Central Dover planning initiative in 2013. NCALL has become a leader in affordable housing development and services in Delaware, creating affordable housing alternatives and helping families statewide to access and maintain homeownership.

NCALL RESEARCH, INC.

www.ncall.org
(302) 678-9400
363 Saulsbury Road
Dover, DE 19904

STEERING COMMITTEE MEMBERS

Debbie Armstrong, United Way
Paul Bernat, Dover Police Chief
Dianne Bogle, Capital School District
Justina Brewington, Dover Housing Authority
Shelly Cecchett, Greater Kent Committee
David Clendaniel, Dover Federal Credit Union
Susan Cooper, Dover Presbyterian Church
Elizabeth Daniels, Neighborhood Representative
Wallace Dixon, Dover City Council
Tenish Gregory, CenDel Foundation
Pastor Will Grimes, Solid Rock Baptist Church
Tracey Harvey, City of Dover, Planning and CDBG
Clay Hammond, Delmarva Black Chamber of Commerce
Kent Hurst, Wesley College
Chanda Jackson, Neighborhood Representative
Jeanine Kleimo, Dover Interfaith Mission for Housing
Herb Konowitz, Dover Interfaith Mission for Housing
Bishop Marion Lott, House of Pride
Mike Metzing, Bayhealth
Joe Myer, NCALL
Bill Neaton, City of Dover, Economic Development
Ed Perez, Downtown Dover Partnership
Maggie Pleasant, NCALL
Delcina Ramsey, Public Ally
Mary Reed, Dover Presbyterian Church
Ida Rios, Neighborhood Representative
Michael Rogers, Interdenominational Ministerial Association
Reuben Salters, Inner City Cultural League
Ami Sebastian-Hauer, Dover Housing Authority
Pauline Smith, Neighborhood Representative
Karen Speakman, NCALL
Roy Sudler, Neighborhood Representative
Jocelyn Tice, Central Delaware Habitat for Humanity
Ann Marie Townshend, City of Dover, Planning and CDBG
Amy Yarnell, Wesley United Methodist Church

Restoring Central Dover, "Our Vision for Vitality," is an initiative that grew out of the CenDel Foundation's Safety Task Force and broadened into a community wide effort to work at revitalization planning for central Dover. The planning process has been amazing and very engaging. Thank you to Steering Committee members who invested so much time, energy, and enthusiasm throughout the past year and worked through the thoughtful and exciting recommendations herein. Thank you to Interface Studio for your expertise and guidance in crafting this creative blueprint. Thank you to residents who assisted with the community survey, attended the Community Leadership Institute, helped organize block parties, and put their heart into this effort.

This plan looks at affordable housing, business development, strong community, and infrastructure needs for central Dover to become a vibrant business corridor and community as our State Capital.

The plan is meant to be a living document that guides our implementation steps both now and years to come. No doubt there will be changes and modifications as efforts evolve, as new partnerships and collaboration takes place, and as new funding becomes available. The recommendations within this plan will be evaluated regularly with the goal of making them even more applicable and achievable.

With the completion of this plan, Restoring Central Dover will transition into the implementation phase. Central Dover has a wealth of assets and some very real needs. We believe this plan will enable central Dover to become even a more wonderful place to live, work and play.

As you view this plan and its vision, please think about what role you might play to make it a reality, whether it be your leadership, support, or funding.

Sincerely,

Joe L. Myer, Chair
Restoring Central Dover

RESTORING CENTRAL DOVER

OUR VISION FOR VITALITY

INTRODUCTION

PURPOSE OF THE PLAN

In 2013, a "Central Dover Neighborhood Planning" collaboration was convened between NCALL, the CenDel Foundation/Greater Kent Committee, Dover Interfaith Mission for Housing, and the City of Dover (including the Downtown Dover Partnership and Dover Police Department) to address the high-priority needs of low-income Central Dover residents with the goal of achieving long-term benefits by way of affordable housing, neighborhood safety and desirability, opportunities for economic growth, and essential services for children and families. With generous support from the Wells Fargo Regional Foundation and other sources, NCALL and its partners initiated the Restoring Central Dover planning process and recruited a steering committee comprised of local stakeholders, elected officials, residents, and service providers to lead a community-driven vision with the goal of ultimately establishing a solid community infrastructure that will result in long-term and successful revitalization and meaningful opportunities for residents.

Over the course of the year-long process, concerned residents, community groups, neighborhood-based institutions, city representatives, and local businesses were engaged in generating ideas for a better community and the ways in which we can all help to achieve that vision together. As this vision began to take shape, plan leadership recognized the need for this initiative to focus on where efforts should be placed within the next five years to establish a foundation for longer-term positive change. With an eye towards truly Restoring Central Dover, this plan is centered on short-term incremental strategies founded on the idea that revitalization is about reinvesting in both people and in place. This plan is intended to:

- Empower community members as agents of change in Central Dover
- Strengthen neighborhood streets and expand affordable housing options
- Raise the profile of Central Dover to attract new residents, businesses, and investment
- Expand economic opportunity and ensure that the revitalization of Central Dover benefits all residents



01 Restoring Central Dover planning area

- Bring resources to support the needs of disadvantaged residents and families
- Revitalize Loockerman Street as a vibrant commercial corridor and asset to adjacent neighborhoods
- Coordinate the efforts of the city, nonprofit organizations, churches and residents to make the most of resources
- Assure informed funding decisions and secure resources for neighborhood investments

This document represents extensive hours of work volunteered by the many residents, stakeholders, and local leaders dedicated to envisioning a path towards Restoring Central Dover. The planning process itself was a critical step towards plan implementation, as the members of the plan's leadership recognize that they will be agents of change in Central Dover and will continue to collaborate in realizing the goals and objectives outlined in this plan.

PLANNING CONTEXT

A number of planning initiatives have been completed or are currently underway in and around Central Dover that have helped and will continue to help guide the City and local partners in bringing about positive change. This plan seeks to reinforce and incorporate the results of these prior planning efforts while providing an overarching vision for Central Dover coordinated with ongoing planning processes. Each of the following plans provided valuable insight and direction to the development of these recommendations.

COORDINATION WITH ONGOING INITIATIVES:

It is important to realize that Restoring Central Dover is one among multiple initiatives currently underway that will bear great relevance to implementation efforts emerging from this process. Part of the mandate for this plan is to ensure active coordination with these other activities:

> CITY OF DOVER BICYCLE AND PEDESTRIAN PLANS

During the Restoring Central Dover planning process, the City of Dover, the Dover/Kent County Metropolitan Planning Organization, and the Delaware Department of Transportation released drafts of updates to the City's bicycle and pedestrian plans. The community expressed great interest in addressing a range of mobility issues as a part of Restoring Central Dover, and the feedback and recommendations put forth in this document are intended to serve to further inform the City's efforts to plan for improving alternative transportation in Central Dover.

> CITY OF DOVER CDBG ACTION PLAN

Since the City of Dover became an entitlement community to receive CDBG funding in 1995 to present, there has always been an emphasis in the city's annual plan to address the needs in the Downtown Target Area. The top priorities that were determined by the stakeholders in the community were: housing needs, infrastructure needs, public service needs, homeless needs and public facility needs. As a result of the needs determined in the city by the stakeholders, several homes in the target area have been brought up to housing code through the homeowner rehabilitation program.

The City of Dover's Comprehensive Plan and annual CDBG Action Plan have led to an increased emphasis on building codes and their enforcement, resulting in the demolition of several dilapidated properties, the construction of some new buildings (including affordable apartments) in the business district, and the upgrading or renovation of other properties. To a great extent, the success of Restoring Central Dover will rely upon close coordination with the City's own ongoing planning initiatives and allocation of resources.

> ECONOMIC INCLUSION STUDY OF DOVER

Commissioned by the DelMarVa Black Chamber of Commerce (DBCC), the City-funded Economic Inclusion Study of Dover is currently underway and is is modeled off of a similar analysis of Pittsburgh, PA concluding that, among other contributing factors, racial equity and inclusion are cornerstones of sustained development and successful, healthy economies for that particular region. The Restoring Central Dover plan and the prospects of it leveraging public and private resources present a unique opportunity to advance both agendas by linking economic inclusion as a policy and practice with community revitalization as a goal.

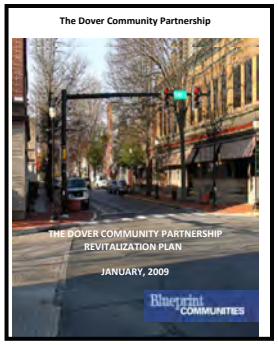
FOUNDATIONAL DOCUMENTS

As demonstrated above, there is a lot of ongoing planning work intended to bring local partners together and improve Central Dover. To be truly effective, this work must also build upon the foundation set by the plans and strategies that have come before. These include:

> DOVER TRANSIT CENTER NEIGHBORHOOD PLAN AND DESIGN BOOK (JAN 2011)

The Dover Transit Center Neighborhood Plan and Design Book provided the City of Dover with a design and planning strategy to guide development around the new Dover Transit Center and to improve transportation infrastructure in Central Dover. The planning area included a portion of the Restoring Central Dover boundary south of Loockerman to South Street. The plan was focused primarily on long-term physical development scenarios and is considered an important companion piece to Restoring Central Dover, which is centered on what needs to happen in the short term in order to position Central Dover for longer-term investment and positive change.





> DOVER COMMUNITY PARTNERSHIP REVITALIZATION PLAN (JAN 2009)

The Dover Housing Authority formed the Dover Community Partnership in 2003 to address concentrated poverty and housing issues. The general consensus was that the homeownership rate and economic opportunities in the area were poor and an initiative was needed to address the issues. The resulting Dover Community Partnership Revitalization Plan [covering a 20-block area now within the Restoring Central Dover boundary and comprising about 12% of this effort's planning area] set forth a set of strategies geared toward:

- Creating a safe environment for current and future residents to live, work, and play.
- Providing a range of housing opportunities that address the needs of the homeless to homeowners. Special care will be taken to ensure that housing initiatives do not displace current residents but instead enhance their living conditions.
- Supporting the efforts of the Downtown Dover Partnership to promote the public welfare of the residents of the City of Dover via the development of the economic, cultural and historic resources of the downtown area.

These objectives were considered a jumping off point for Restoring Central Dover, the outcomes of which harmonize well with this previous effort. The overlap in leadership between the Dover Community Partnership and the Restoring Central Dover steering committee, as well as the synergies between the two efforts, should capitalize on opportunities to collaborate in bringing needed resources to the Central Dover community.

PLANNING PROCESS

The planning process was designed to be both data-driven and people-driven. This required us to:

LISTEN through a variety of Community Outreach & Engagement activities—a key component of the plan and the basis for the recommendations.

COLLECT & ANALYZE DATA to provide a comprehensive picture of the challenges Central Dover faces today.

COMMUNITY OUTREACH AND ENGAGEMENT

Restoring Central Dover: Our Vision for Vitality was conceived as a true, community-driven plan that will serve as a unified voice for local residents, business owners, institutions, youth, community leaders, and political representatives, among others. As such, the planning process was designed to not only engage the public, but also help to build a sense of community among the area's diverse constituency.

To create a plan grounded in the realities of Central Dover requires an open and ongoing public dialog. The process informed and brainstormed with residents and stakeholders using a range of outreach tools including:

Monthly Steering Committee meetings conducted throughout the process brought together stakeholders to guide all aspects of the project. The Steering Committee is comprised of local residents, community leaders, elected officials, and representatives from local institutions.

Ten confidential ***one-on-one interviews*** with a sample of residents, community leaders, business owners, service providers, and City officials.

Three ***focus groups*** to discuss unique concerns and perspectives regarding the future of Central Dover. The focus groups brought together leaders of the faith-based community, social service providers, and representatives of the business community to discuss their perspectives and ideas for Central Dover.

An ***interactive open house*** to publicly launch the plan and invite community members in to provide their opinions on the community. At the beginning of May 2014, the open house utilized the 1st floor community room of Bayard Plaza on Loockerman Street and was open seven times

over the course of nine days. The planning team created temporary window installations on both sides of Loockerman to draw attention to the open house and filled the interior with information, a photo suggestion booth and other exercises designed to get residents thinking creatively. At least 177 residents participated in this event. The input provided by residents at the open house led to many of the strategies in this plan.

A number of ***collaborative maps*** were used to help residents pinpoint specifically where they had concerns about their community. A large-scale collaborative map was used in the open house that asked residents to identify mode-specific transportation issues. Residents were also engaged in public realm mapping to identify hotspots for crime, illegal dumping, poor lighting and flooding.

A ***"do-it-yourself" budget*** exercise at the open house allowed participants to allocate play money in multiple denominations to piggy banks representing general budget categories, such as "transportation networks" and "housing and neighborhoods."

Community members wrote their big ideas for Central Dover on a dry erase board, which they posed next to for a snapshot in the ***"photo suggestion booth"*** at the open house.

A ***resident perception survey*** to collect the perceptions and concerns of residents across all of the Central Dover neighborhoods. Community volunteers that administered the survey received 224 completed surveys representing 18% of households in Central Dover.

Following the open house, a final ***public meeting*** was held in July 2014 to allow the community to review preliminary recommendations and participate in an exercise designed to set priorities among the range of ideas presented to determine where limited funds and resources should be directed.













PUTTING THE PLAN TOGETHER

To understand the underlying trends and socio-economic characteristics of Central Dover, the planning team utilized The Reinvestment Fund's [TRF] Policy Map data sets. This data on population, race, income, housing and other aspects of the community was augmented where necessary with other US Census information, parcel data provided by the City of Dover, Dover Police Department crime data, and other datasets.

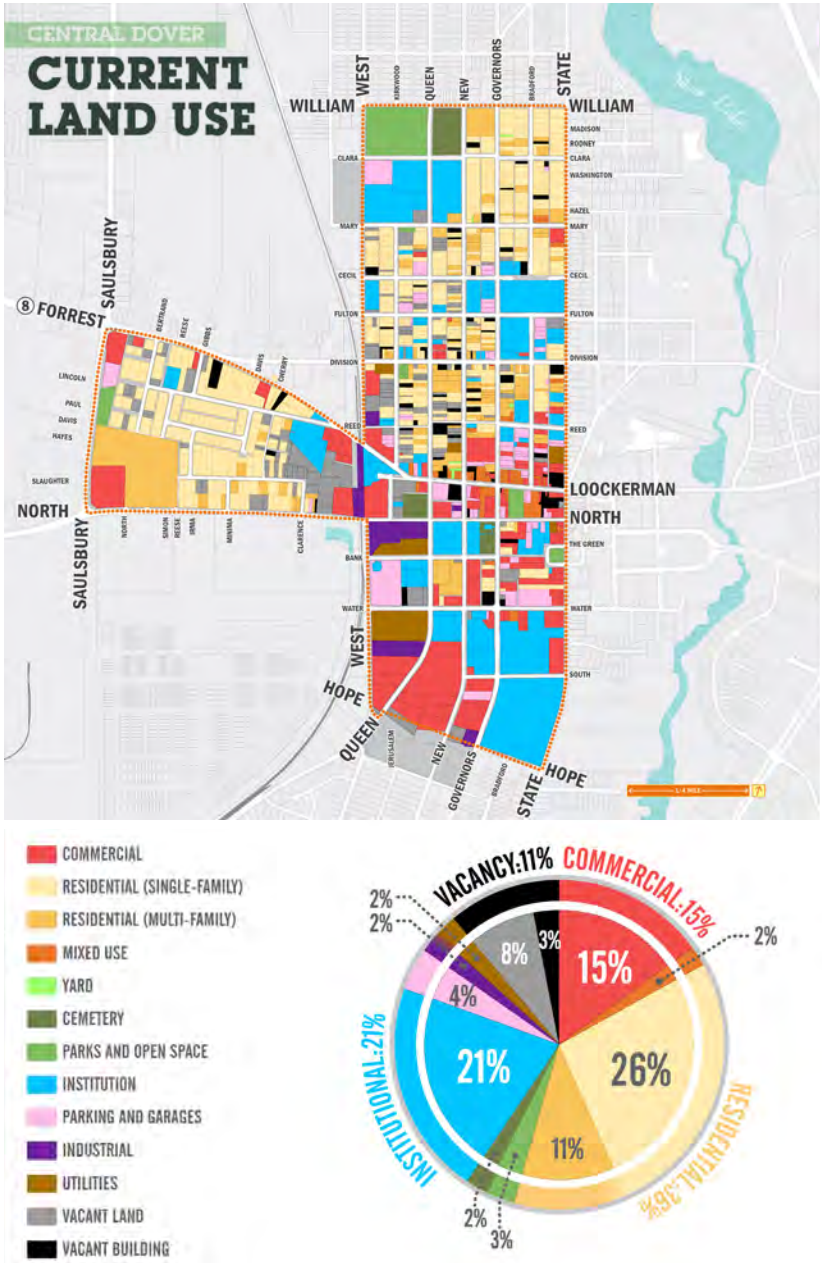
In addition to the base data described above, the planning team conducted a parcel by parcel survey of every property in the Central Dover study area. The survey collected detailed information on each property, including land use and condition but also recorded physical observations regarding housing, businesses, parks, roads, maintenance, safety , and so on.

The planning process consisted of three phases:

1. RESEARCH & EXISTING CONDITIONS

During the first phase of work, which was defined by research and data collection, the planning team explored and documented the physical and economic conditions in Central Dover through:

- A GIS parcel by parcel mapping of land use, building condition and vacancy data to create an up-to-date land use map
- An in-depth examination of the physical environment to assess the existing commercial and retail mix, the quality of the natural environment, local traffic and circulation patterns, the transit system, and pedestrian / bicycling amenities
- Research using Policy Map and the Census to evaluate demographic and socioeconomic changes within the community over time
- A review of existing planning documents whose boundaries overlap with those of the study area
- The launch of a public outreach initiative beginning with the door-to-door resident survey and followed by the public open house designed to get a handle on the qualitative aspects of the neighborhood
- The facilitated discussion of specific concerns raised during the process to date over a series of three focus groups
- A series of one-on-one interviews to review our work and discuss possible solutions with key stakeholders and funders
- Processing the information collected during the analysis to identify opportunities and challenges for the future of Central Dover
- Review of this information by the Steering Committee



02 Land use survey map and breakdown

Existing land use was one of the data points collected during the parcel-by-parcel physical survey conducted during Phase I of Restoring Central Dover.
SOURCE: Field survey, Nov 2013 - Jan 2014



2. PRELIMINARY RECOMMENDATIONS

During the second phase of the process, the planning team worked closely with community partners to develop well-tailored recommendations in response to the research findings and community input collected in Phase I. Phase II resulted in:

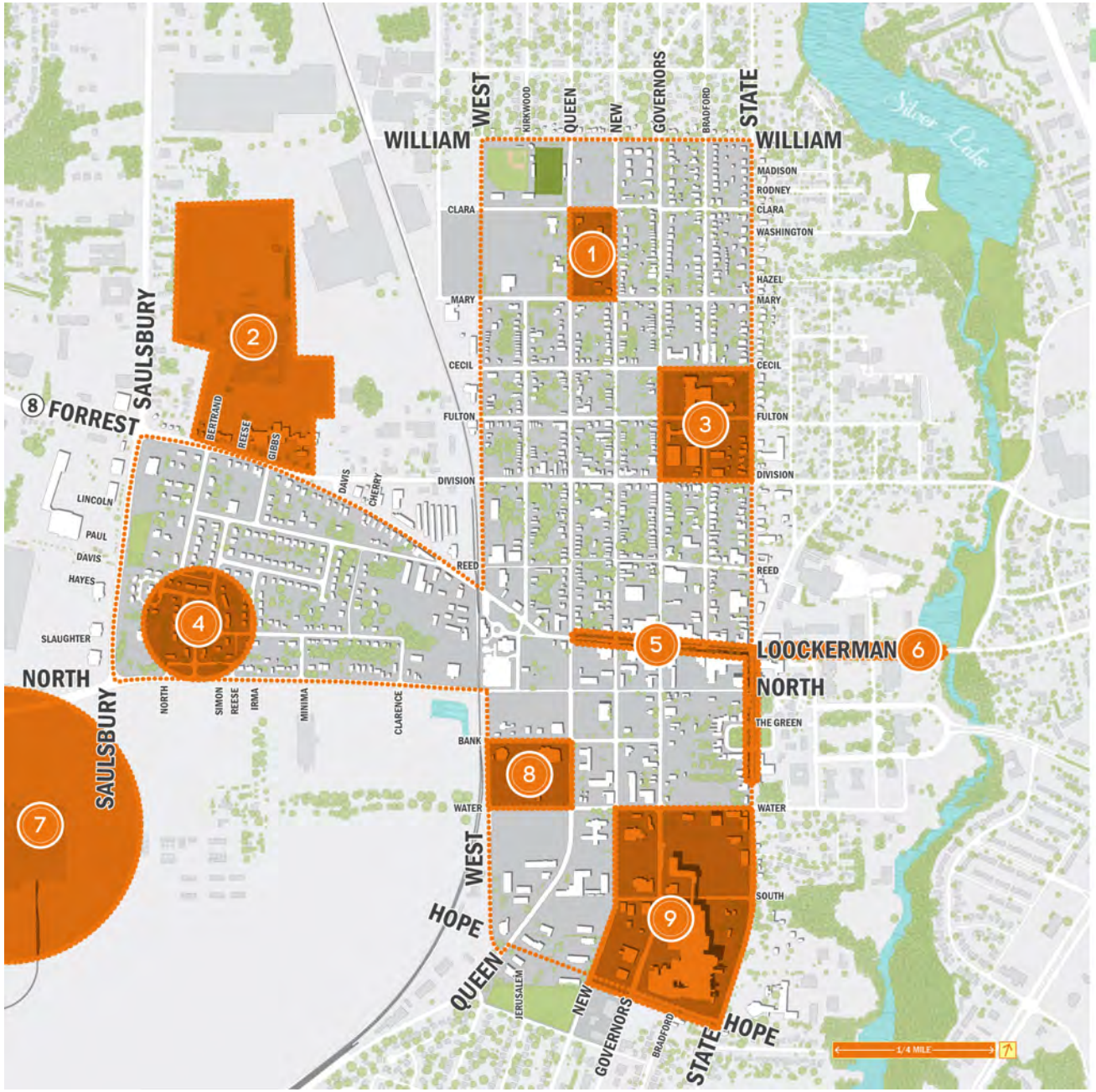
- A list of goals and objectives based upon public input
- A series of preliminary recommendations for achieving such goals and balancing observed trends and projections with desired outcomes
- Presenting the preliminary recommendations to the community for feedback and critique at a public meeting, along with a prioritizing exercise



3. FINAL MASTER PLAN

During the third phase of work, the planning team refined the recommendations, incorporating the input collected from members of the Steering Committee and the general public at the end of Phase II. The analysis and revised implementation recommendations are packaged together in this report to guide the next steps in coming weeks, months, and years.

The Central Dover area, its network of involved neighborhood institutions and leaders, and all interested community members will assume responsibility for the revitalization plan, its acceptance by the City of Dover, and its implementation.



CENTRAL DOVER

AREAS OF INTEREST

1. FLEMING GOODWIN UNITED STATES RESERVES CENTER
2. BOOKER T WASHINGTON ELEMENTARY AND WILLIAM HENRY MIDDLE SCHOOL
3. WESLEY COLLEGE
4. SIMON CIRCLE PUBLIC HOUSING
5. LOOCKERMAN CORRIDOR & THE GREEN
6. GOVERNMENTAL CORRIDOR
7. KRAFT FOODS
8. DOVER POLICE DEPARTMENT & JUSTICE OF THE PEACE
9. BAYHEALTH MEDICAL CENTER & MEDICAL OFFICES

SOURCE: FIELD SURVEY (NOVEMBER 2013 - JANUARY 2014)

03 Central Dover Landmarks

SOURCE: Field survey, Nov 2013 - Jan 2014

A SNAPSHOT OF CENTRAL DOVER

WELCOME TO CENTRAL DOVER

Dover, the capital city of the first state, is centered on the area referred to as Central Dover, comprised of a number of distinct areas clustered around the historic Loockerman Street commercial corridor. Let's start off by getting our bearings in Central Dover:

Loockerman, once a thriving traditional main street [A], is anchored by Dover City Hall and the Dover Library on the east end and a recent commercial development at the west end, where Loockerman connects to Route 8 (an important gateway to Central Dover) via Forrest Street. The corridor features primarily two and three-story historic buildings [B], some with active ground floor commercial uses, but some with vacant storefronts.

The Wesley College campus [C], which serves about 2,500 students, is located just north of the Loockerman corridor. The campus is surrounded by residential blocks featuring larger houses (some which have been converted to office uses) with predominantly well maintained historic architecture [D].

Just north of Loockerman between Governors Avenue and West Street lay a few blocks of distressed residential streets with concentrated vacancy and below average building conditions [E]. This area has been targeted by the city in recent years to bring housing up to code and demolish hazardous structures.

The Norfolk Southern rail line divides the Dover Housing Authority's Simon Circle and Lincoln Park neighborhoods and surrounding primarily residential streets to the west.

The Green, a historic park located in the old downtown Dover area, was during colonial times a center of civic life and activity, and is now used for large scale events. 79 historic buildings contribute to the Dover Green Historic District—many of these buildings are now being used for law, finance, and other professional offices [F].

The Southern portion of the study area is defined by a number of large footprint public, government and medical uses such as Bayhealth [G], as well as senior housing and commercial offices. The block structure results in a much looser urban fabric, in contrast to the more pedestrian-friendly scale found north of Loockerman. This area is a significant center of employment in Dover, but feels physically disconnected from Loockerman and adjacent neighborhoods.

[A]



[B]



[C]



[D]



[E]



[F]



[G]



EXISTING CONDITIONS TAKE-AWAYS

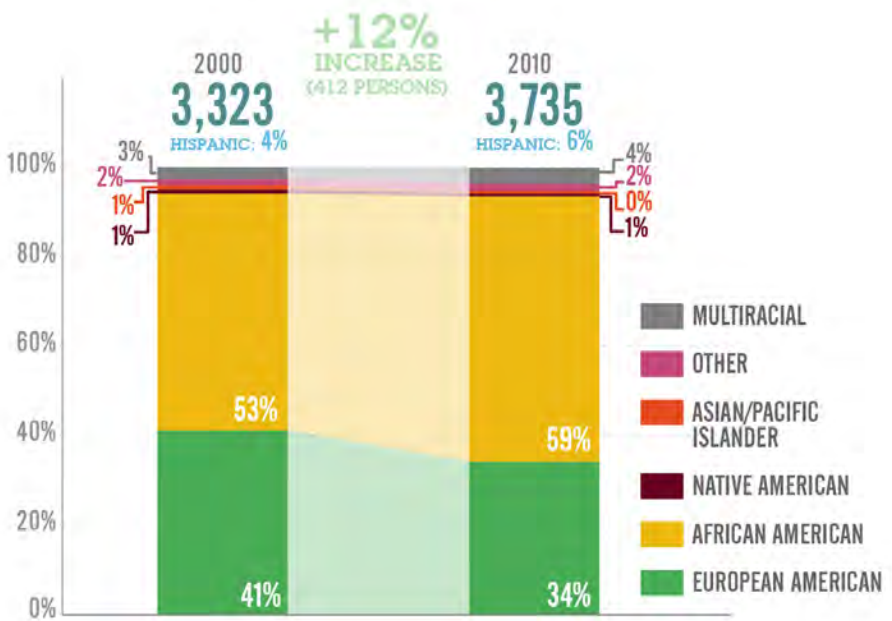
The analysis of existing conditions conducted in Phase I of Restoring Central Dover led to some important conclusions that formed the basis, along with community input, for the drafting of recommendations. The broad stroke highlights of the opportunities and challenges among these follow. More detail can be found in the full plan.

POPULATION DYNAMICS IN CONTEXT

Central Dover is predominantly African American (59%), with the number of African American residents increasing by 6% between 2000 and 2010. The 12% increase in population overall in Central Dover [Fig 04] is on par with the City of Dover's 14% increase; but the population of Kent County increased 28% over the same period, far outpacing local growth. The rate of population growth in the Central Dover area continues to decline relative to the rates in other areas in the City and County. As long-term vitality relies on short-term stabilization of deteriorated blocks, strategies to ***retain existing residents as well as attract new neighbors*** should be a priority of Restoring Central Dover.

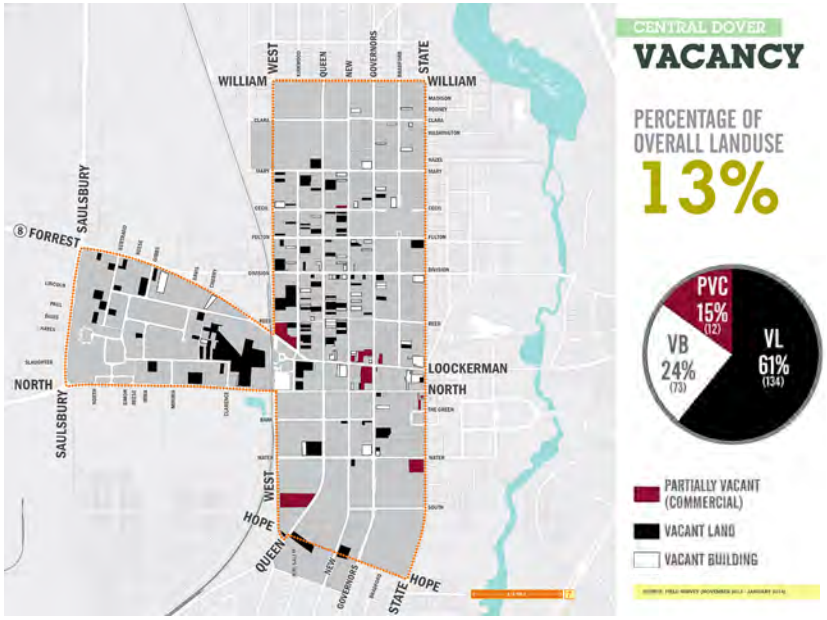
VACANCY

There has been comparatively modest population growth and vacancy remains a challenge in Central Dover. As an overall percentage of parcel area, vacant land and buildings comprise 13% of Central Dover. The aggregated area of vacant land in Central Dover is equal to 25 football fields. The effects of vacancy impact perception and can hinder reinvestment, especially when concentrated on individual blocks [Fig 05]. At the same time, these clusters of vacancy are also ***opportunities for infill development***.



04 Change in population and racial breakdown, 2000-2010

SOURCE: 2000 & 2010 US Census



05 Map of vacant land and buildings

SOURCE: Field survey, Nov 2013 - Jan 2014

BUILDING CONDITIONS

The parcel survey included rating buildings on a scale according to their apparent condition as observed from the street, with an "A" rating given to buildings in "Excellent" condition, through an "F" rating given to buildings in "Very Poor" condition [Fig 07]. Some patterns emerge in concentrations of buildings in below average condition relative to the study area overall [Fig 06], which coincide with concentrations of vacant buildings and land. These distressed residential streets speak to the need not only for infill development, but ***targeted home repair assistance to preserve existing housing stock*** where possible.

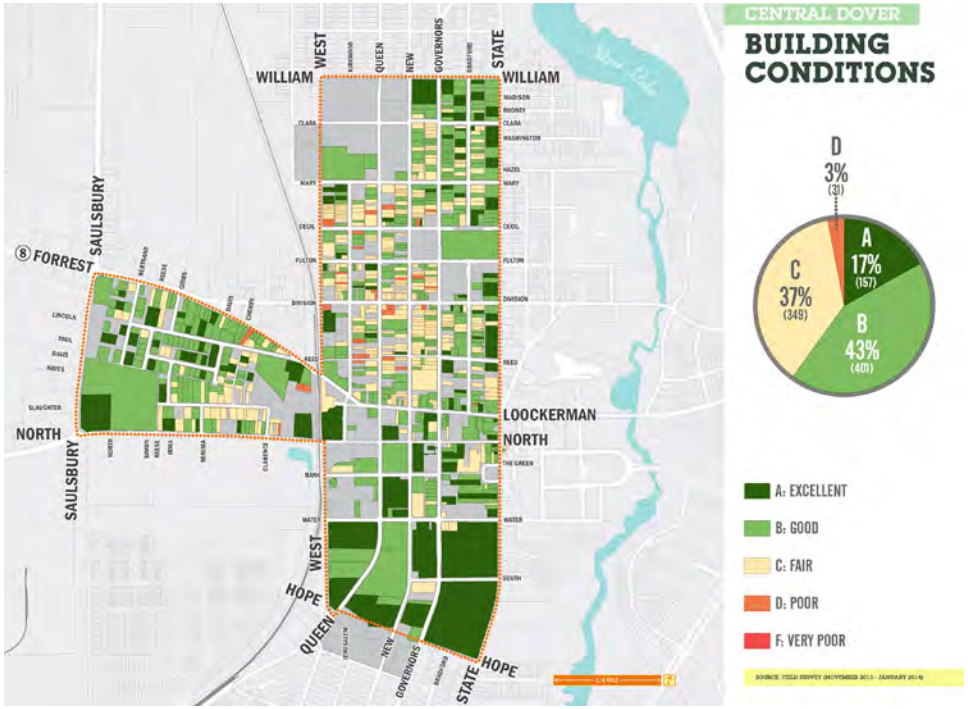
COMMERCIAL SERVICES

Though the land use survey counted a number of commerical uses in the study area, most of them are concentrated in the southern end and are offices and other commercial typologies that don't serve the daily needs of Central Dover's residents. Local residents typically travel outside of Central Dover to more suburban/auto-oriented commercial developments situated along Route 13 or Route 8. For existing residents without a car, this is a significant distance to travel to access services and goods or retail jobs.

The Loockerman commercial corridor is an opportunity to ***bring commercial services within walking distance*** of Central Dover residential neighborhoods. However, the challenges to overcome in revitalizing the corridor include perception of safety, high vacancy and tenant turnover rates, and a lack of readily leasable spaces due to deferred maintenance and lack of property owner resources to rehabilitate properties.



Bayard Plaza, a recent mixed use development on Loockerman Street



06 Surveyed building conditions

It should be noted that because the building condition survey typically relies on judgments based only on what is visible from the street, it is fair to say that the survey results overestimate the condition of buildings, as defects on the sides and rears of buildings are often not visible.
SOURCE: Field survey, Nov 2013 - Jan 2014



07 Building condition ratings criteria

SOURCE: Field survey, Nov 2013 - Jan 2014

Capitalizing on housing development opportunities on or within walking distance of Loockerman would help change perception of this struggling commercial corridor, as well as bring a denser customer base to support commercial revitalization. Recent developments along Loockerman, such as the large new office building at the west Loockerman gateway, the mixed use development at Bayard Plaza, and the recruitment of The Delaware EZ-Pass Customer Service Center and Division of Motor Vehicles Call Center, can be leveraged to continue to ***build momentum and critical mass along Loockerman***.

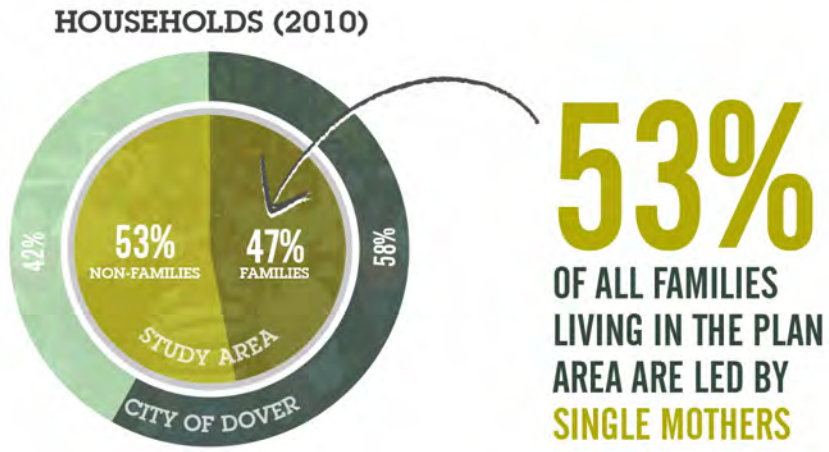
SOCIOECONOMIC CHALLENGES

Some Central Dover residents have faced disadvantages in life that have placed them at the margins. The area's weighted average median income, $34,730 is 27% lower than the City of Dover's $47,754. More than half of families in Central Dover are headed by a single female householder [Fig 08], compared to one in three families with single female householders city-wide. Many Central Dover residents face considerable housing cost burdens, with a significant portion of the study area showing 81% or more of renters paying more than 30% of their income towards gross rent [Fig 09]. The ***preservation of and increased access to affordable housing*** will be key to providing housing opportunities to Central Dover residents.

Add to those factors a high unemployment rate [10% in 2010] and lower educational attainment levels, and it becomes clear that many members of the Central Dover community face a number of challenges that will require the ***continued expansion of local services to meet the needs of of residents***.

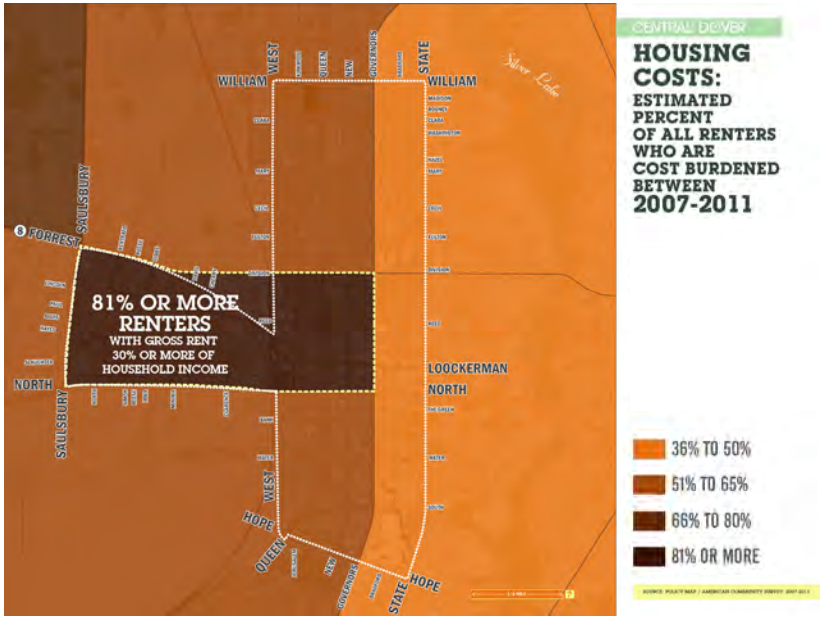
CRIME AND PERCEPTION OF SAFETY

One of the most prominent major quality of life issues that arose in community discussions during the Restoring Central Dover process—and one that impacts efforts to retain residents and businesses as well as



08 Household characteristics

The concentrated college student population is classified in the "non-family" group by the Census, which likely explains why the non-family share in Central Dover is 11% higher than that of the City of Dover. The rate of 53% of families being headed by single female householders refers only to the 47% of households that are considered a "family" and does not include students.
SOURCE: 2010 US Census

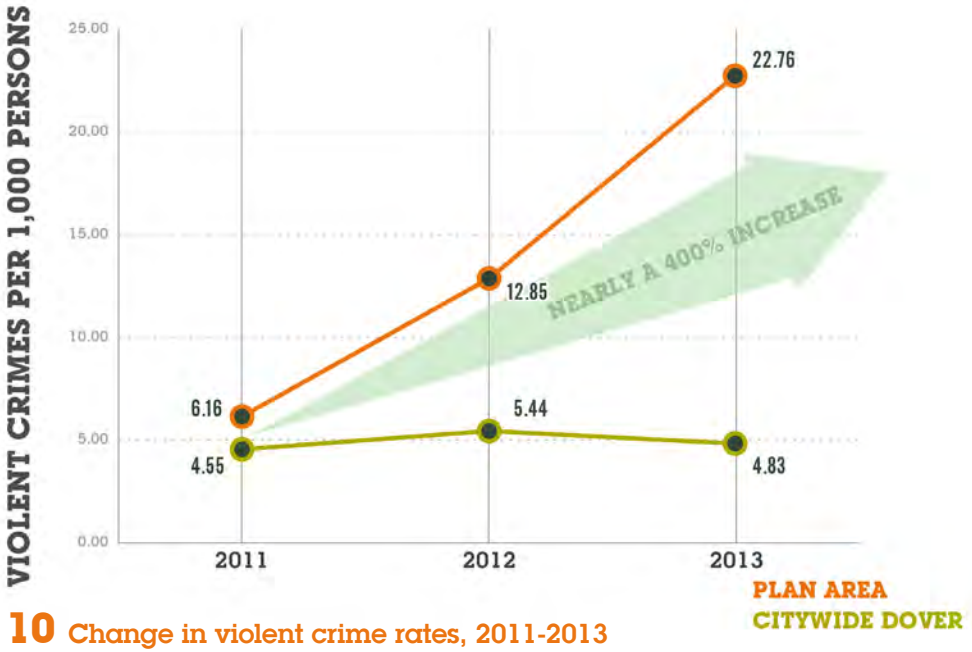


09 Percent cost-burdened renters

Percent of renter households for whom gross rent is 30% or more of household income. Gross rent is the contract rent plus the estimated average monthly cost of utilities.
SOURCE: American Community Survey, 2007-2011

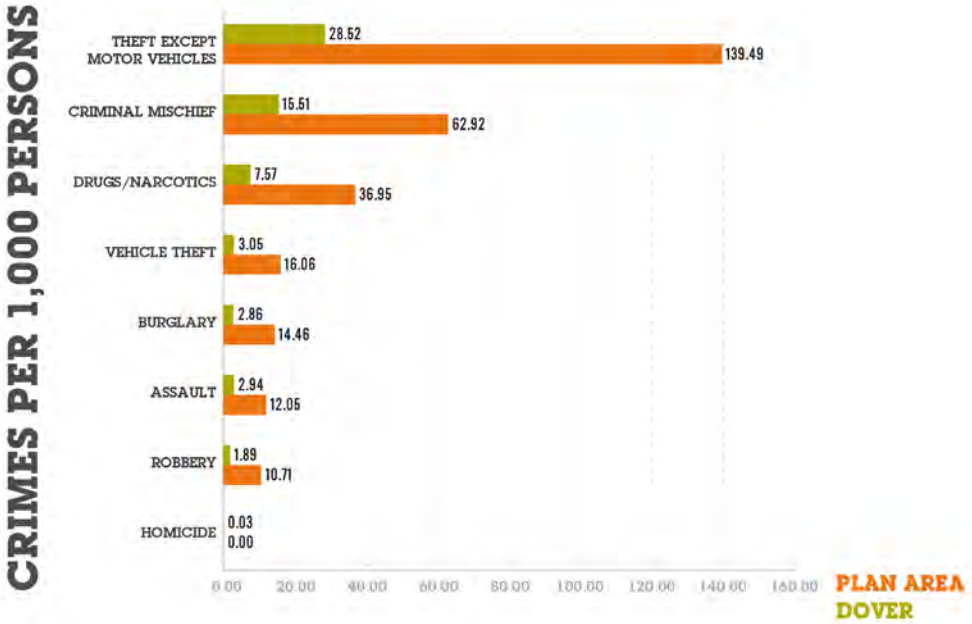
attract new ones—was crime and perception of safety. When asked what they liked least about Central Dover, 42% of resident survey participants identified "Safety in the community," which received the greatest number of "least liked" responses by a margin of 12%.

Crime data from the Dover Police Department shows that the number of violent crimes per 1,000 persons in the Central Dover area rose from 6.16 per person in 2011, to 22.76 per person in 2013, a nearly 400% increase over a three year period [Fig 10]. In 2013 alone, nearly all forms of reported crimes in the plan were 3- to 5-times that of Dover overall [Fig 11]. These figures were alarming to the Central Dover community and plan leadership, and indicates a clear need to bring more resources to ***ensure the safety of the Central Dover community***.



10 **Change in violent crime rates, 2011-2013**

SOURCE: Field survey, Nov 2013 - Jan 2014



11 **2013 Crime rate breakdown: Central Dover and City-wide**

SOURCE: Field survey, Nov 2013 - Jan 2014

OUR VISION FOR VITALITY

This plan represents our community's vision for restoring the vitality of Central Dover. It offers a range of achievable strategies, implemented over a five year period, designed to lay the foundation for future opportunities to fully realize Central Dover's potential as a place to live, work, and play.

GOAL AREAS

A range of strategies towards achieving our vision for vitality are organized in three goal areas designed to achieve:

1. **A STRONG COMMUNITY**
2. **POSITIVE DEVELOPMENT**
3. **AN INTEGRATED PUBLIC REALM AND INFRASTRUCTURE**



1 A STRONG COMMUNITY

01 BUILD COMMUNITY CAPITAL

Community support is critical to implementing the goals of this plan. Working to strengthen community cohesion through the cultivation of neighborhood groups will not only provide spaces for residents to enjoy each other's company as well as address issues collectively. It will also encourage them to root themselves in Central Dover, as well as attract new residents looking for a deeper sense of community.

ESTABLISH RESIDENT-LED CIVIC GROUPS

SHORT TERM

Initial Action Steps: Determine existing groups, organize leadership, hold meetings, and develop leadership.

DEVELOP COMMUNITY BUILDING PARTNERSHIP WITH ANCHOR INSTITUTIONS

SHORT TERM

Initial Action Steps: Overtures to Wesley and Bayhealth; Discussions with Wesley about their Strategic Plan and BayHealth on their Community Impact Plan; Implement community building partnership.

CREATE ANNUAL "CELEBRATING CENTRAL DOVER" BLOCK PARTY

SHORT TERM/ANNUALLY

Initial Action Steps: Develop timeframe fall or spring; Assemble partners and sponsors; Plan and hold event.

EXPAND ON "COMMUNITY CLEAN-UP DAYS"

SHORT TERM

Initial Action Steps: Convene prior partners; Envision new plan going forward and hold events.

DEVELOP AND DISTRIBUTE COMMUNITY CALENDAR OF ACTIVITIES AND EVENTS

SHORT TERM

Initial Action Steps: Assemble dates, publish and distribute.

EVALUATE LEVEL OF ACCESS TO COMMUNITY FACILITIES FOR SERVICES

INTERMEDIATE TERM

Initial Action Steps: Create inventory of existing facilities; Evaluate current usage and determine areas where needs are not being met by existing facilities.

DEVELOP COMMUNITY FACILITIES FOR SERVICES

LONG TERM

Initial Action Steps: Explore the development of community facilities as community social service needs are identified; Predevelopment and feasibility work leading to development phase; Construction of Community Facilities.

02 INCREASE PUBLIC SAFETY

Expanding efforts to make an at-risk community safe is imperative for any neighborhood revitalization initiative. Without a viable plan for reducing crime, attempts to attract investment, businesses, and new residents can be inhibited or even rendered impossible. Reducing illicit activities in Central Dover will greatly benefit current residents and improve efforts to attract investment, businesses, and new residents.

ESTABLISH COLLABORATIVE/COMMUNITY POLICING

SHORT TERM

Initial Action Steps: Form citizen oversight committee on community policing; Create neighborhood watch network.

DEPLOY POLICE FOOT AND BIKE PATROLS

SHORT TERM/ON-GOING

Initial Action Steps: Convene meeting to discuss options with partners; Develop action plan and seek funding and deploy.

EXPAND SURVEILLANCE CAMERA NETWORK

INTERMEDIATE TERM

Initial Action Steps: Cost estimate for expanded system; Seek community buy-in; Seek funding for expanded surveillance cameras.

IMPROVE LIGHTING IN TARGETED AREAS

INTERMEDIATE TERM

Initial Action Steps: Research and develop scenarios for resident assisted porch lighting program; Work with Sustainable Energy Utilities and install street lighting in poorly lit areas.



03 ENGAGE YOUTH IN COMMUNITY

Finding ways to involve youth in the revitalization and stewardship of Central Dover will not only provide activities for young people to take part in or simply provide employment opportunities. This will help reinforce the need for their active participation in shaping their community and keep them accountable to sustaining it and protecting Central Dover's vitality.

SUSTAIN AND EXPAND YOUTH PROGRAMMING

SHORT TERM

Initial Action Steps: Evaluate existing youth programming level of service; Seek resources to expand programming where needed.

ESTABLISH POLICE ATHLETIC LEAGUE

SHORT TERM

Initial Action Steps: Dover Police Department is planning to establish PAL; Market PAL to community; Implement the program.

CREATE YOUTH OUTREACH AND EDUCATIONAL SUPPORT CENTER

SHORT TERM/INTERMEDIATE TERM

Initial Action Steps: Complete construction of facilities; Develop programming and curriculum; Examine access to broader community recreational assets and improve transportation to these assets for youth in Central Dover.

PROVIDE COMMUNITY DEVELOPMENT VOCATIONAL OPPORTUNITIES FOR YOUTH

INTERMEDIATE TERM

Initial Action Steps: Examine Youth Build or similar programs for feasibility; Develop intern and mentoring opportunities in year 3, 4 and 5.



04 EXPAND ADULT AND FAMILY SERVICES

Restoring Central Dover must include strengthening support for residents who live on the margins by providing opportunities for them to actively pursue improving their employment situations. According to the American Community Survey, approximately 46% of Central Dover households earn less than $30,000 annually.

STRENGTHEN AND EXPAND TRANSITIONAL HOUSING AND RELATED SERVICES

INTERMEDIATE TERM

Initial Action Steps: Target housing towards families with children; Convene partners and develop plan; Develop housing.

ESTABLISH A FAMILY SERVICES COLLABORATIVE

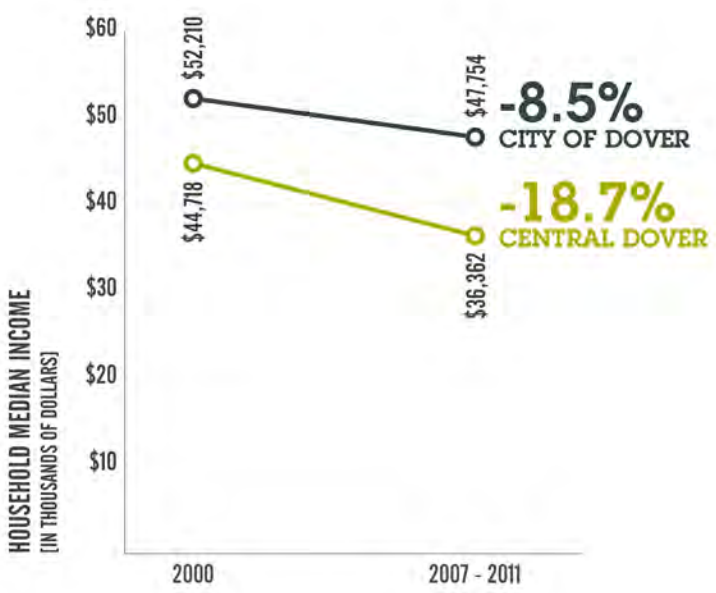
SHORT TERM

Initial Action Steps: Steering Committee facilitate initial meetings; Collaborative then establishes its ongoing agenda.

EXPAND FINANCIAL EDUCATION AND HOUSING COUNSELING SERVICES

SHORT TERM/ON-GOING

Initial Action Steps: Strategize ways to enagage the community residents; Identify site for workshops in the plan area; Refer to NCALL's on-going programs.



CHANGE IN MEDIAN HOUSEHOLD INCOME

Change in median household income

SOURCE: 2000 U.S. Census, American Community Survey, 2007 - 2011


EXIT
WILLIAM
STATE
WEST
RESTORING CENTRAL DOVER
OUR VISION FOR



POSITIVE DEVELOPMENT

05 STRENGTHEN EXISTING HOUSING

Neighborhood building conditions shape perception of neighborhood character and potential. Distressed buildings falling into disrepair, especially when concentrated, can make streets appear unsafe, deterring new residents and investors. Developing strategies to help maintain and improve housing stock is essential to ensuring long-term neighborhood vitality and encouraging reinvestment in Central Dover.

EXPAND ACCESS TO HOUSING REPAIR PROGRAMS

SHORT TERM/INTERMEDIATE TERM

Initial Action Steps: Examine recent repair program statistics to assess impact program is making in Central Dover and expand outreach to homeowners; Meet with partners to determine plan to serve Central Dover and implement; Provide educational resources and training for homeowners in rehabilitation techniques, homeownership responsibliites, and financial management; Consider allowing first time buyers to utilize repair funds when purchasing in Central Dover.

INITIATE VOLUNTEER-BASED NEIGHBORHOOD HOUSING REPAIR ORGANIZATION

INTERMEDIATE TERM

Initial Action Steps: Meet with potential partners to determine plan for going forward and implement.

STRENGTHEN CODE ENFORCEMENT

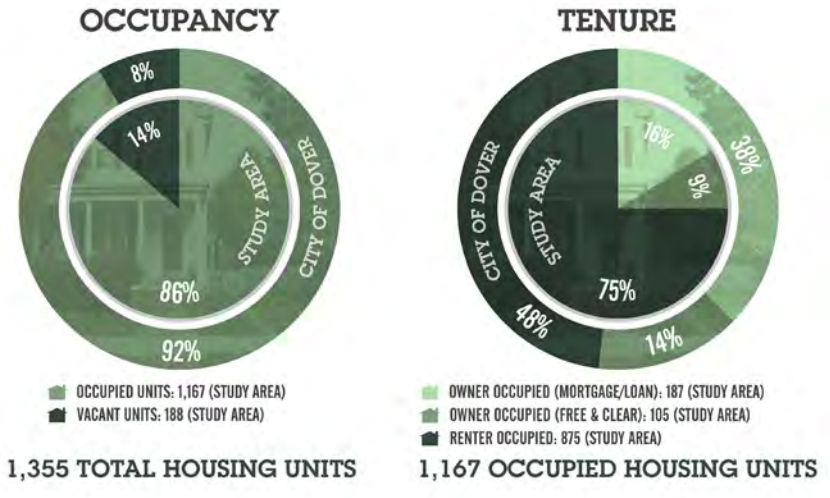
SHORT TERM

Initial Action Steps: Work with city to engage an independent consulting firm to assess department efficiency and identify areas for improvement; Work with homeowners and landlords to provide education and financial incentives to maintain housing units; City will be notified by DHA and DSHA when a housing unit or property fails a Section 8/Voucher housing inspection.

EXPLORE WAYS TO BOOST HOMEOWNERSHIP

SHORT TERM/INTERMEDIATE TERM

Initial Action Steps: Bringing together all parties to brainstorm on methods of boosting homeowneship such as employer assisted housing, incentives, and education and come up with an implementation plan; Recruit from existing renters and workers commuting to Central Dover and provide homebuying education and financial incentives.



Housing occupancy and tenure

SOURCE: 2010 U.S. Census, 2007-2011 American Community Survey

06 SUPPORT NEW DEVELOPMENT

The Central Dover area has enough vacant land to comprise 25 football fields. Opportunities for residential and commercial development in the plan area are considerable. Removing certain regulatory and property acquisition barriers to development may encourage infill construction.

ENCOURAGE GREATER ZONING FLEXIBILITY TO ENABLE INFILL HOUSING DEVELOPMENT

SHORT TERM

Initial Action Steps: Develop zoning overlay for Downtown Redevelopment District to allow condominiums and townhouse styles; Allow some flexibility in setbacks and block standards for architectural and design elements that complement area; Engage neighborhood residents to share ideas for design and neighborhood standards in Central Dover.

FACILITATE PARCEL ASSEMBLY AND REDEVELOPMENT

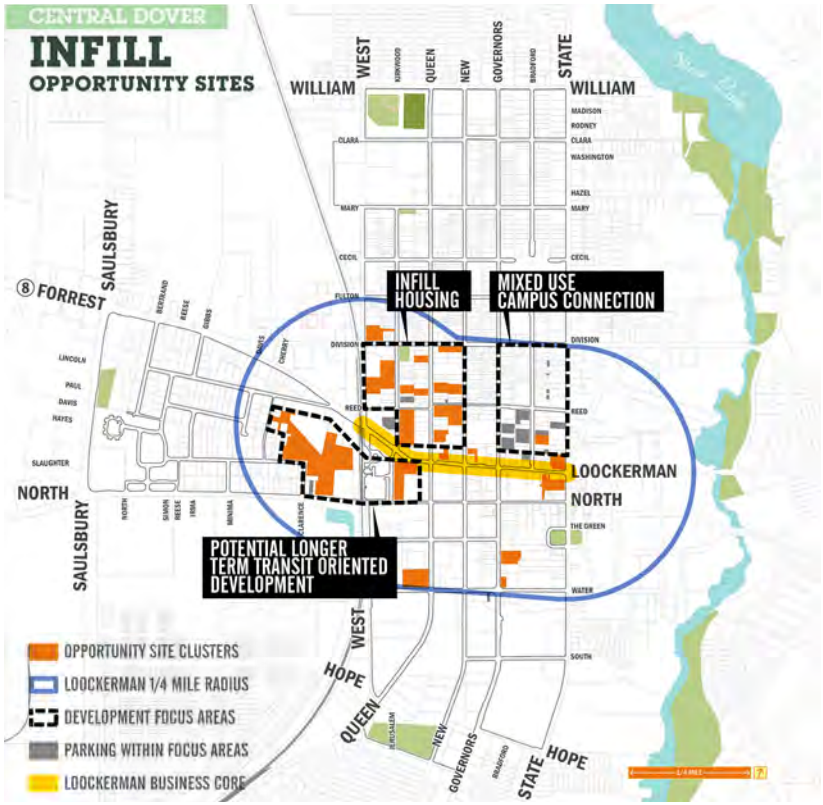
INTERMEDIATE TERM

Initial Action Steps: Explore land banking and land trust options for assembling parcels and redevelopment efforts; Meet with Diamond State Community Land Trust to explore what is possible; Establish a parcel assembly process and make lots available for development.

EVALUATE WAYS OF PROVIDING FINANCIAL INCENTIVES FOR DEVELOPMENT

SHORT TERM

Initial Action Steps: City consider waiving impact fees, lowering permitting fees, and real estate taxes (PILOT) for developers of new housing and especially affordable housing.



Infill development opportunity sites

From a the full inventory of vacant buildings, vacant land, and parking lots in the Central Dover study area clusters of development opportunity sites within walking distance of Loockerman are identified in orange. Prioritizing development close to Loockerman will reinforce commercial corridor revitalization efforts.
SOURCE: Field survey, Nov 2013 - Jan 2014

DEVELOP AFFORDABLE HOUSING OPTIONS

INTERMEDIATE TERM

Initial Action Steps: Recuit and select housing developers to repair and to build new affordable and market-rate housing for homeownership and rental housing; Secure capital for projects; Undertake predevelopment activities and start the development process.

PROVIDE ASSISTANCE IN ACTIVATING UPPER STORIES ALONG LOOCKERMAN STREET

LONG TERM

Initial Action Steps: Research existing, successful programs; Pilot financial assistance programs to assist businesses and building owners to enact façade improvements and repairs to help attract residential tenants; Improvements will provide incentives for upper floor renters such as lower utility costs, increased security and other amenities.

EXPLORE OPPORTUNITIES TO CREATE CENTRALIZED STUDENT HOUSING OPTIONS OFF CAMPUS

INTERMEDIATE TERM

Initial Action Steps: Engage Wesley, City, and DDP to develop list of housing options for students and faculty within Central Dover; Explore off-campus mixed use student housing options linking the campus to Loockerman Street; Develop a plan.





07 REINVEST IN COMMERCIAL CORRIDORS

Loockerman Street, Central Dover's main commercial corridor of Central Dover, has a unique character and great potential, but currently struggles with high vacancy and turnover rates. Developing a strategy to fill vacancies along Loockerman and recast the corridor as a vibrant and bustling destination will improve the revenue streams and draw visitors from all over Delaware and the tri-state area.

BUILD AND EXPAND ON MARKETING/ BRANDING EFFORTS FOR THE LOOCKERMAN STREET CORRIDOR AND CENTRAL DOVER

SHORT TERM/INTERMEDIATE TERM

Initial Action Steps: Review, revise and implement current Downtown Marketing Plan with updated marketing information/materials tailored to potential investors and small business inquiries; Recruit new retail and businesses to locate in Downtown Dover.

ACTIVATE VACANT STOREFRONTS

SHORT TERM

Initial Action Steps: Coordinate the implementation of creative work by area youth and displays by nonprofit organizations in the vacant store fronts; Encourage pop-up stores and incubator businesses by providing free rent incentives.

ADDRESS CONCENTRATED LOITERING

SHORT TERM

Initial Action Steps: Revisit licensing requirements and zoning restrictions as well as a direct approach to nuisance business owners about ways to change their business' image.



Conceptual visualization of temporary vacant storefront installation

EXPAND SMALL BUSINESS DEVELOPMENT PROGRAMS FOR NEW AND EXISTING BUSINESS OWNERS

INTERMEDIATE TERM

Initial Action Steps: Continue the implementation of Downtown Dover Partnership Technical Assistance Program (Small Business Development Workshops, Intake Assessment, Loan Programs, incentives, and space referrals); Examine and pilot other possible programs that could be implemented.

RECRUIT MAJOR LOCAL EMPLOYERS TO ESTABLISH SATELLITE OFFICES ON COMMERCIAL CORRIDORS

INTERMEDIATE TERM

Initial Action Steps: Implement a recruitment initiative focusing on relocating smaller operations and targeting specific, mid-size available and/or vacant office spaces within the downtown corridor.



08 ENSURE EQUITABLE ECONOMIC DEVELOPMENT

The racial and ethnic composition of Central Dover has grown more diverse over the past decade. From 2000 to 2010, the plan area saw a 12% increase in total population, from 3,323 to 3,735 residents. During that period, the percentage of those identifying as persons of color increased by 6%, with the European American cohort dropping from 41% to 34%.

DEVELOP A COMPREHENSIVE WORKFORCE DEVELOPMENT STRATEGY

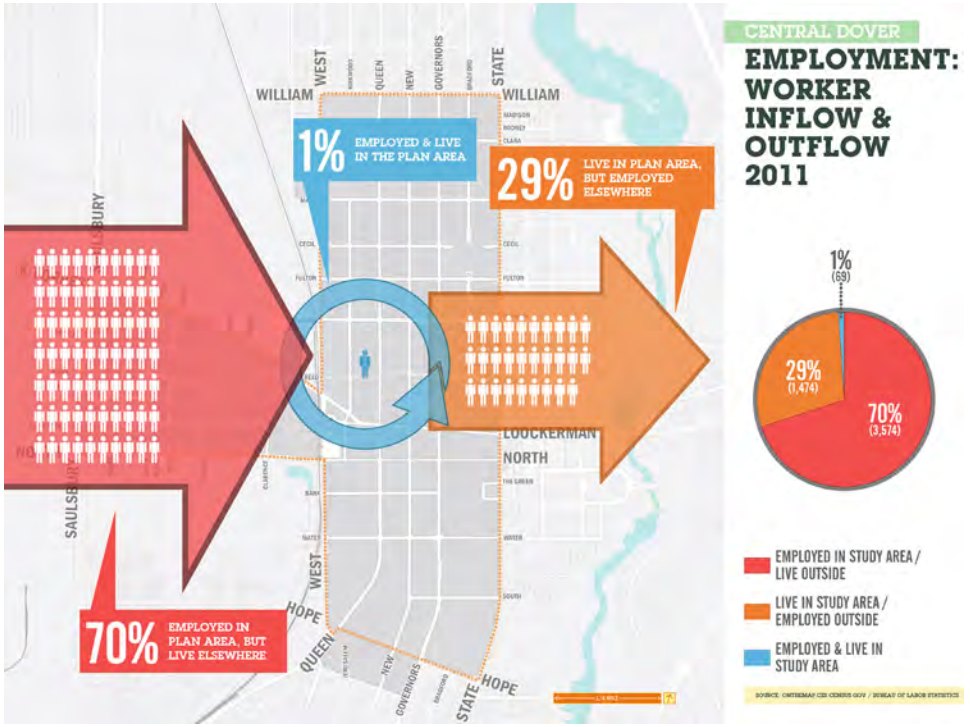
INTERMEDIATE TERM

Initial Action Steps: Explore potential pilot programs such as "Ice House" Entrepreneurship Program and Small Business Development Program Phase I; Implement a pilot program.

COMPLETE ECONOMIC INCLUSION STUDY

INTERMEDIATE TERM

Initial Action Steps: Implement recommendations from study that is presently underway upon approval of committee.



Worker inflow & outflow

SOURCE: Bureau of Labor Statistics


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AN INTEGRATED PUBLIC REALM AND INFRASTRUCTURE

09 IMPROVE TRANSPORTATION INFRASTRUCTURE

Much of the Central Dover area is a fairly walkable urban fabric, however, the contextual land use patterns and low-density development standard in the region result in a pervasive reliance on cars for personal transportation. The community's hopes for improved alternative transportation options resulted in a number of recommendations towards improving mobility and achieving more balanced streets.

EXPAND AND ENHANCE TRANSIT SERVICES

INTERMEDIATE TERM

Initial Action Steps: Learn what transportation studies have been done for the plan area and if needed, request that an in-depth transportation accessibility study for Central Dover; Advocate for better bus routes and better times of operations to serve Central Dover with DelDOT; Change name of bus route 109 to Central Dover.

IMPROVE BUS STOPS AND TRANSIT DEPOT

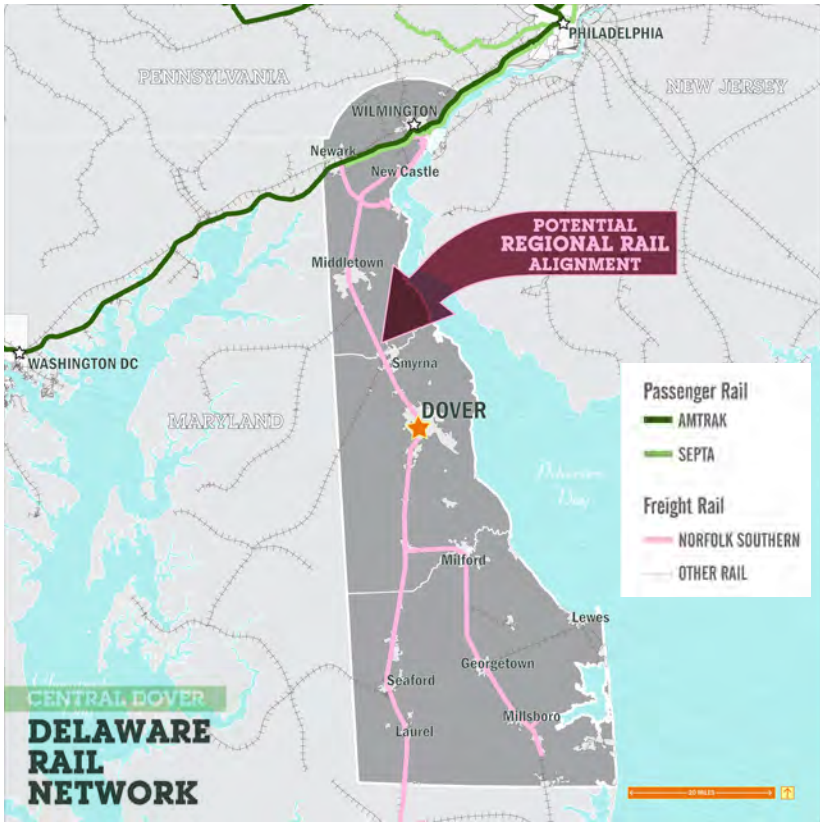
INTERMEDIATE TERM

Initial Action Steps: Meet with the community to determine placement of additional bus shelters; Construct additional bus shelters within the target area; Improve the Dover Transit Center with seating, shelter, public rest rooms and real-time schedule displays.

ADVOCATE FOR A REGIONAL TRANSIT CONNECTION STUDY

LONG TERM

Initial Action Steps: Initiate conversation with DelDOT regarding status of study regarding the feasiblity of a commuter rail services from Wilmington to Dover; Examine feasibility of additional bus service from Dover to other DE destinations.



Potential regional rail connection

SOURCE: DelDOT, 2011 Delaware State Rail Plan

WORK TO SUBSIDIZE YOUTH AND FAMILY TRANSIT ACCESS

INTERMEDIATE TERM

Initial Action Steps: Examine other subsidized transit programs for low-income families and youth; Seek ways to reduce the cost to low-income riders in Central Dover and implement a process with the State Social Service Dept. and Dept. of Labor to reduce bus transportation costs for Central Dover residents.

BUILD ON EXISTING BIKE INFRASTRUCTURE

LONG TERM

Initial Action Steps: Support the proposed network of existing and improvement ideas for the bicycle network in Central Dover, especially the enhanced through-access on Route 8 and Loockerman Street; Examine the possiblities for bike lanes such as the right-of-ways on Route 8 for a separated bicycle infrastructure as well as a North - South bicycle route through Dover.

IMPROVE PEDESTRIAN CONNECTIVITY AND INFRASTRUCTURE

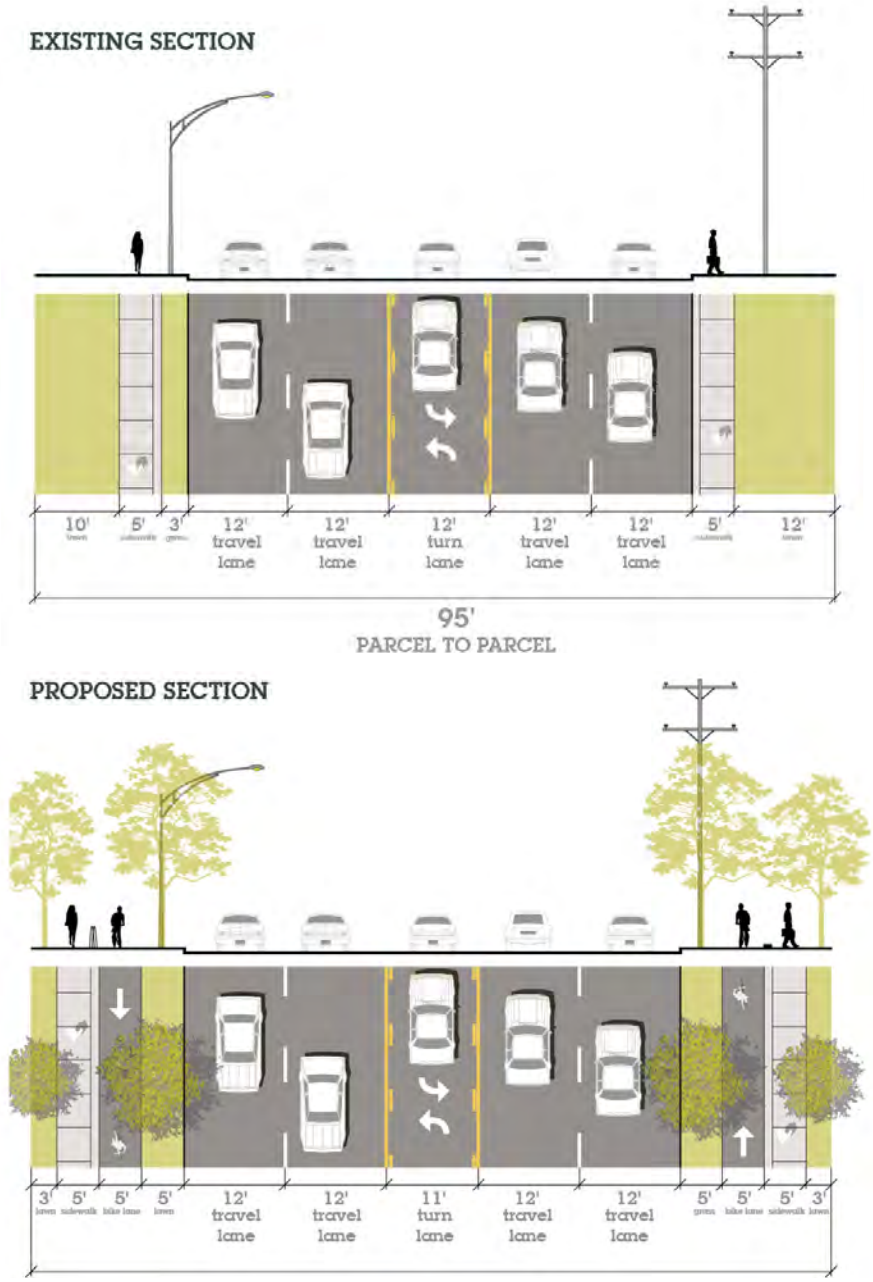
INTERMEDIATE TERM

Initial Action Steps: Repair all broken and eroding sidewalks in Central Dover; widen where possible.

CONDUCT A COMPREHENSIVE PARKING STUDY FOR CENTRAL DOVER

SHORT TERM

Initial Action Steps: Examine the parking study conducted by the City of Dover/DDP to determine if the allocation and number of parking spaces for business employees vs customers is adequate; Conduct another study if necessary and implement recommendations such as developing a map of the parking areas, a parking ap and/or electric signage.



Existing and proposed Forest Street/Route 8 right of way configuration

10 ENHANCE OPEN SPACES AND EXPAND GREEN INFRASTRUCTURE

The Central Dover community shared a wealth of ideas for improving parks and creating more green space. Investing in Central Dover's public gathering spaces and green infrastructure will bring several benefits, including raising the profile of the neighborhood and attracting new residents, businesses, and visitors.

DEVELOP PROGRAMMED RECREATION SPACES

INTERMEDIATE TERM

Initial Action Steps: Examine existing and other options for recreational spaces in Central Dover for best use according to community needs; Upgrade, and make the existing parks in the plan area accessible and user friendly.

STRATEGICALLY DEVELOP POCKET PARKS ON VACANT LOTS

INTERMEDIATE TERM

Initial Action Steps: Create pocket parks where vacant land exists that could be used for recreation, relaxing or community gardens.

CREATE A WEST LOOCKERMAN GATEWAY PARK

LONG TERM

Initial Action Steps: Determine site owner's willingness to partner; Develop plan for the park and construct the park.



Potential pocket park opportunity sites

ENABLE PLAY STREET DESIGNATION

LONG TERM

Initial Action Steps: Meet with the residents to identify the streets and best times during the year to close off a street as a play street; Work with the City to determine the procedure for turning a street into a play street during summer months; Establish the procedure; Establish and publicize the schedule or calendar of when certain blocks of each street would be a play street.

INTEGRATE GREEN STORMWATER MANAGEMENT ON WATER STREET

LONG TERM

Initial Action Steps: Contact the City to learn what the plans are for stormwater improvements along Water Street and advocate for the integration of green stormwater management.

PROJECTED PLAN IMPLEMENTATION COSTS

A STRONG COMMUNITY	$8,090,000
POSITIVE DEVELOPMENT	$21,070,000
AN INTEGRATED PUBLIC REALM AND INFRASTRUCTURE	$4,185,000

TOTAL IMPLEMENTATION COST: $33,345,000




RESTORING CENTRAL DOVER
OUR VISION FOR VITALITY

RESTORING CENTRAL DOVER LEADERSHIP

The Restoring Central Dover Plan was made possible by generous funding from the Wells Fargo Regional Foundation, SPEER Trust, the City of Dover, NeighborWorks America, Federal Home Loan Bank of Pittsburgh, and NCALL Research, Inc. The plan process was led by NCALL Research, Inc. and a commited Steering Committee comprised of local stakeholders, elected officials, residents, and service providers.

PLANNING TEAM

INTERFACE STUDIO LLC
Scott Page, Principal
Leah Murphy, Principal
Rapheal Randall, Urban Designer

V LAMAR WILSON ASSOCIATES
Lamar Wilson, Principal

ABOUT NCALL

The National Council on Agricultural Life and Labor Research Fund, Inc. (NCALL), based in Dover, Delaware, was incorporated in 1955 and began providing housing development services in 1976; added homeownership education and counseling in 1989; became a U.S. Treasury-certified Community Development Financial Institution (CDFI) in 2004 in order to provide housing and community facility lending; launched financial literacy training in 2005; added default & foreclosure prevention counseling at the end of 2007; and was selected as the Kent County partner for the $tand by ME® financial coaching initiative in 2012 and became lead organization for the Restoring Central Dover planning initiative in 2013. NCALL has become a leader in affordable housing development and services in Delaware, creating affordable housing alternatives and helping families statewide to access and maintain homeownership.

NCALL RESEARCH, INC.

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Dover, DE 19904

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Paul Bernat, Dover Police Chief
Dianne Bogle, Capital School District
Justina Brewington, Dover Housing Authority
Shelly Cecchett, Greater Kent Committee
David Clendaniel, Dover Federal Credit Union
Susan Cooper, Dover Presbyterian Church
Elizabeth Daniels, Neighborhood Representative
Wallace Dixon, Dover City Council
Tenish Gregory, CenDel Foundation
Pastor Will Grimes, Solid Rock Baptist Church
Tracey Harvey, City of Dover, Planning and CDBG
Clay Hammond, Delmarva Black Chamber of Commerce
Kent Hurst, Wesley College
Chanda Jackson, Neighborhood Representative
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Herb Konowitz, Dover Interfaith Mission for Housing
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Mike Metzing, Bayhealth
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Ed Perez, Downtown Dover Partnership
Maggie Pleasant, NCALL
Delcina Ramsey, Public Ally
Mary Reed, Dover Presbyterian Church
Ida Rios, Neighborhood Representative
Michael Rogers, Interdenominational Ministerial Association
Reuben Salters, Inner City Cultural League
Ami Sebastian-Hauer, Dover Housing Authority
Pauline Smith, Neighborhood Representative
Karen Speakman, NCALL
Roy Sudler, Neighborhood Representative
Jocelyn Tice, Central Delaware Habitat for Humanity
Ann Marie Townshend, City of Dover, Planning and CDBG
Amy Yarnell, Wesley United Methodist Church

Restoring Central Dover, "Our Vision for Vitality," is an initiative that grew out of the CenDel Foundation's Safety Task Force and broadened into a community wide effort to work at revitalization planning for central Dover. The planning process has been amazing and very engaging. Thank you to Steering Committee members who invested so much time, energy, and enthusiasm throughout the past year and worked through the thoughtful and exciting recommendations herein. Thank you to Interface Studio for your expertise and guidance in crafting this creative blueprint. Thank you to residents who assisted with the community survey, attended the Community Leadership Institute, helped organize block parties, and put their heart into this effort.

This plan looks at affordable housing, business development, strong community, and infrastructure needs for central Dover to become a vibrant business corridor and community as our State Capital.

The plan is meant to be a living document that guides our implementation steps both now and years to come. No doubt there will be changes and modifications as efforts evolve, as new partnerships and collaboration takes place, and as new funding becomes available. The recommendations within this plan will be evaluated regularly with the goal of making them even more applicable and achievable.

With the completion of this plan, Restoring Central Dover will transition into the implementation phase. Central Dover has a wealth of assets and some very real needs. We believe this plan will enable central Dover to become even a more wonderful place to live, work and play.

As you view this plan and its vision, please think about what role you might play to make it a reality, whether it be your leadership, support, or funding.

Sincerely,

Joe L. Myer, Chair
Restoring Central Dover

RESTORING CENTRAL DOVER

OUR VISION FOR VITALITY

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RESTORING CENTRAL DOVER IN CONTEXT



INTRODUCTION

PURPOSE OF THE PLAN

In 2013, a "Central Dover Neighborhood Planning" collaboration was convened between NCALL, the CenDel Foundation/Greater Kent Committee, Dover Interfaith Mission for Housing, and the City of Dover (including the Downtown Dover Partnership and Dover Police Department) to address the high-priority needs of low-income Central Dover residents with the goal of achieving long-term benefits by way of affordable housing, neighborhood safety and desirability, opportunities for economic growth, and essential services for children and families. With generous support from the Wells Fargo Regional Foundation and other sources, NCALL and its partners initiated the Restoring Central Dover planning process and recruited a steering committee comprised of local stakeholders, elected officials, residents, and service providers to lead a community-driven vision with the goal of ultimately establishing a solid community infrastructure that will result in long-term and successful revitalization and meaningful opportunities for residents.

Over the course of the year-long process, concerned residents, community groups, neighborhood-based institutions, city representatives, and local businesses were engaged in generating ideas for a better community and the ways in which we can all help to achieve that vision together. As this vision began to take shape, plan leadership recognized the need for this initiative to focus on where efforts should be placed within the next five years to establish a foundation for longer-term positive change. With an eye towards truly Restoring Central Dover, this plan is centered on short-term incremental strategies founded on the idea that revitalization is about reinvesting in both people and in place. This plan is intended to:

- Empower community members as agents of change in Central Dover
- Strengthen neighborhood streets and expand affordable housing options
- Raise the profile of Central Dover to attract new residents, businesses, and investment
- Expand economic opportunity and ensure that the revitalization of Central Dover benefits all residents



01 Restoring Central Dover planning area

- Bring resources to support the needs of disadvantaged residents and families
- Revitalize Loockerman Street as a vibrant commercial corridor and asset to adjacent neighborhoods
- Coordinate the efforts of the city, nonprofit organizations, churches and residents to make the most of resources
- Assure informed funding decisions and secure resources for neighborhood investments

This document represents extensive hours of work volunteered by the many residents, stakeholders, and local leaders dedicated to envisioning a path towards Restoring Central Dover. The planning process itself was a critical step towards plan implementation, as the members of the plan's leadership recognize that they will be agents of change in Central Dover and will continue to collaborate in realizing the goals and objectives outlined in this plan.

PLANNING CONTEXT

A number of planning initiatives have been completed or are currently underway in and around Central Dover that have helped and will continue to help guide the City and local partners in bringing about positive change. This plan seeks to reinforce and incorporate the results of these prior planning efforts while providing an overarching vision for Central Dover coordinated with ongoing planning processes. Each of the following plans provided valuable insight and direction to the development of these recommendations.

COORDINATION WITH ONGOING INITIATIVES:

It is important to realize that Restoring Central Dover is one among multiple initiatives currently underway that will bear great relevance to implementation efforts emerging from this process. Part of the mandate for this plan is to ensure active coordination with these other activities:

> CITY OF DOVER BICYCLE AND PEDESTRIAN PLANS

During the Restoring Central Dover planning process, the City of Dover, the Dover/Kent County Metropolitan Planning Organization, and the Delaware Department of Transportation released drafts of updates to the City's bicycle and pedestrian plans. The community expressed great interest in addressing a range of mobility issues as a part of Restoring Central Dover, and the feedback and recommendations put forth in this document are intended to serve to further inform the City's efforts to plan for improving alternative transportation in Central Dover.

> CITY OF DOVER CDBG ACTION PLAN

Since the City of Dover became an entitlement community to receive CDBG funding in 1995 to present, there has always been an emphasis in the city's annual plan to address the needs in the Downtown Target Area. The top priorities that were determined by the stakeholders in the community were: housing needs, infrastructure needs, public service needs, homeless needs and public facility needs. As a result of the needs determined in the city by the stakeholders, several homes in the target area have been brought up to housing code through the homeowner rehabilitation program.

The City of Dover's Comprehensive Plan and annual CDBG Action Plan have led to an increased emphasis on building codes and their enforcement, resulting in the demolition of several dilapidated properties, the construction of some new buildings (including affordable apartments) in the business district, and the upgrading or renovation of other properties. To a great extent, the success of Restoring Central Dover will rely upon close coordination with the City's own ongoing planning initiatives and allocation of resources.

> ECONOMIC INCLUSION STUDY OF DOVER

Commissioned by the DelMarVa Black Chamber of Commerce (DBCC), the City-funded Economic Inclusion Study of Dover is currently underway and is is modeled off of a similar analysis of Pittsburgh, PA concluding that, among other contributing factors, racial equity and inclusion are cornerstones of sustained development and successful, healthy economies for that particular region. The Restoring Central Dover plan and the prospects of it leveraging public and private resources present a unique opportunity to advance both agendas by linking economic inclusion as a policy and practice with community revitalization as a goal.

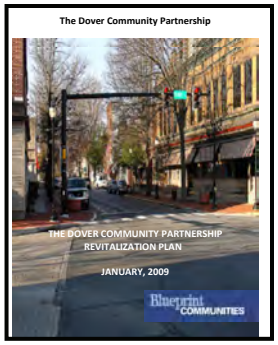
FOUNDATIONAL DOCUMENTS

As demonstrated above, there is a lot of ongoing planning work intended to bring local partners together and improve Central Dover. To be truly effective, this work must also build upon the foundation set by the plans and strategies that have come before. These include:

> DOVER TRANSIT CENTER NEIGHBORHOOD PLAN AND DESIGN BOOK (JAN 2011)

The Dover Transit Center Neighborhood Plan and Design Book provided the City of Dover with a design and planning strategy to guide development around the new Dover Transit Center and to improve transportation infrastructure in Central Dover. The planning area included a portion of the Restoring Central Dover boundary south of Loockerman to South Street. The plan was focused primarily on long-term physical development scenarios and is considered an important companion piece to Restoring Central Dover, which is centered on what needs to happen in the short term in order to position Central Dover for longer-term investment and positive change.





> DOVER COMMUNITY PARTNERSHIP REVITALIZATION PLAN (JAN 2009)

The Dover Housing Authority formed the Dover Community Partnership in 2003 to address concentrated poverty and housing issues. The general consensus was that the homeownership rate and economic opportunities in the area were poor and an initiative was needed to address the issues. The resulting Dover Community Partnership Revitalization Plan [covering a 20-block area now within the Restoring Central Dover boundary and comprising about 12% of this effort's planning area] set forth a set of strategies geared toward:

- Creating a safe environment for current and future residents to live, work, and play.
- Providing a range of housing opportunities that address the needs of the homeless to homeowners. Special care will be taken to ensure that housing initiatives do not displace current residents but instead enhance their living conditions.
- Supporting the efforts of the Downtown Dover Partnership to promote the public welfare of the residents of the City of Dover via the development of the economic, cultural and historic resources of the downtown area.

These objectives were considered a jumping off point for Restoring Central Dover, the outcomes of which harmonize well with this previous effort. The overlap in leadership between the Dover Community Partnership and the Restoring Central Dover steering committee, as well as the synergies between the two efforts, should capitalize on opportunities to collaborate in bringing needed resources to the Central Dover community.

PLANNING PROCESS

The planning process was designed to be both data-driven and people-driven. This required us to:

LISTEN through a variety of Community Outreach & Engagement activities—a key component of the plan and the basis for the recommendations.

COLLECT & ANALYZE DATA to provide a comprehensive picture of the challenges Central Dover faces today.

COMMUNITY OUTREACH AND ENGAGEMENT

Restoring Central Dover: Our Vision for Vitality was conceived as a true, community-driven plan that will serve as a unified voice for local residents, business owners, institutions, youth, community leaders, and political representatives, among others. As such, the planning process was designed to not only engage the public, but also help to build a sense of community among the area's diverse constituency.

To create a plan grounded in the realities of Central Dover requires an open and ongoing public dialog. The process informed and brainstormed with residents and stakeholders using a range of outreach tools including:

Monthly Steering Committee meetings conducted throughout the process brought together stakeholders to guide all aspects of the project. The Steering Committee is comprised of local residents, community leaders, elected officials, and representatives from local institutions.

Ten confidential ***one-on-one interviews*** with a sample of residents, community leaders, business owners, service providers, and City officials.

Three ***focus groups*** to discuss unique concerns and perspectives regarding the future of Central Dover. The focus groups brought together leaders of the faith-based community, social service providers, and representatives of the business community to discuss their perspectives and ideas for Central Dover.

An ***interactive open house*** to publicly launch the plan and invite community members in to provide their opinions on the community. At the beginning of May 2014, the open house utilized the 1st floor community room of Bayard Plaza on Loockerman Street and was open seven times

over the course of nine days. The planning team created temporary window installations on both sides of Loockerman to draw attention to the open house and filled the interior with information, a photo suggestion booth and other exercises designed to get residents thinking creatively. At least 177 residents participated in this event. The input provided by residents at the open house led to many of the strategies in this plan.

A number of ***collaborative maps*** were used to help residents pinpoint specifically where they had concerns about their community. A large-scale collaborative map was used in the open house that asked residents to identify mode-specific transportation issues. Residents were also engaged in public realm mapping to identify hotspots for crime, illegal dumping, poor lighting and flooding.

A ***"do-it-yourself" budget*** exercise at the open house allowed participants to allocate play money in multiple denominations to piggy banks representing general budget categories, such as "transportation networks" and "housing and neighborhoods."

Community members wrote their big ideas for Central Dover on a dry erase board, which they posed next to for a snapshot in the ***"photo suggestion booth"*** at the open house.

A ***resident perception survey*** to collect the perceptions and concerns of residents across all of the Central Dover neighborhoods. Community volunteers that administered the survey received 224 completed surveys representing 18% of households in Central Dover.

Following the open house, a final ***public meeting*** was held in July 2014 to allow the community to review preliminary recommendations and participate in an exercise designed to set priorities among the range of ideas presented to determine where limited funds and resources should be directed.













PUTTING THE PLAN TOGETHER

To understand the underlying trends and socio-economic characteristics of Central Dover, the planning team utilized The Reinvestment Fund's [TRF] Policy Map data sets. This data on population, race, income, housing and other aspects of the community was augmented where necessary with other US Census information, parcel data provided by the City of Dover, Dover Police Department crime data, and other datasets.

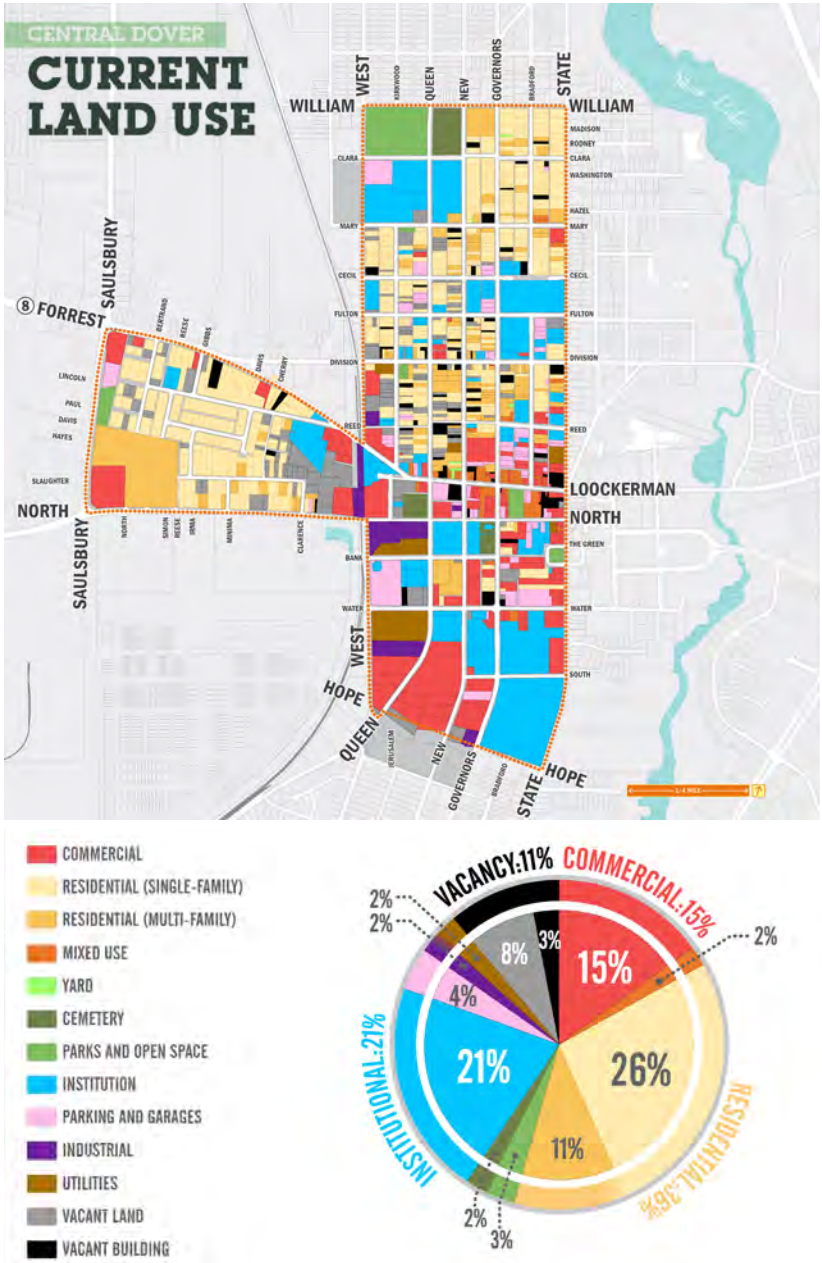
In addition to the base data described above, the planning team conducted a parcel by parcel survey of every property in the Central Dover study area. The survey collected detailed information on each property, including land use and condition but also recorded physical observations regarding housing, businesses, parks, roads, maintenance, safety , and so on.

The planning process consisted of three phases:

1. RESEARCH & EXISTING CONDITIONS

During the first phase of work, which was defined by research and data collection, the planning team explored and documented the physical and economic conditions in Central Dover through:

- A GIS parcel by parcel mapping of land use, building condition and vacancy data to create an up-to-date land use map
- An in-depth examination of the physical environment to assess the existing commercial and retail mix, the quality of the natural environment, local traffic and circulation patterns, the transit system, and pedestrian / bicycling amenities
- Research using Policy Map and the Census to evaluate demographic and socioeconomic changes within the community over time
- A review of existing planning documents whose boundaries overlap with those of the study area
- The launch of a public outreach initiative beginning with the door-to-door resident survey and followed by the public open house designed to get a handle on the qualitative aspects of the neighborhood
- The facilitated discussion of specific concerns raised during the process to date over a series of three focus groups
- A series of one-on-one interviews to review our work and discuss possible solutions with key stakeholders and funders
- Processing the information collected during the analysis to identify opportunities and challenges for the future of Central Dover
- Review of this information by the Steering Committee



02 Land use survey map and breakdown

Existing land use was one of the data points collected during the parcel-by-parcel physical survey conducted during Phase I of Restoring Central Dover.
SOURCE: Field survey, Nov 2013 - Jan 2014



2. PRELIMINARY RECOMMENDATIONS

During the second phase of the process, the planning team worked closely with community partners to develop well-tailored recommendations in response to the research findings and community input collected in Phase I. Phase II resulted in:

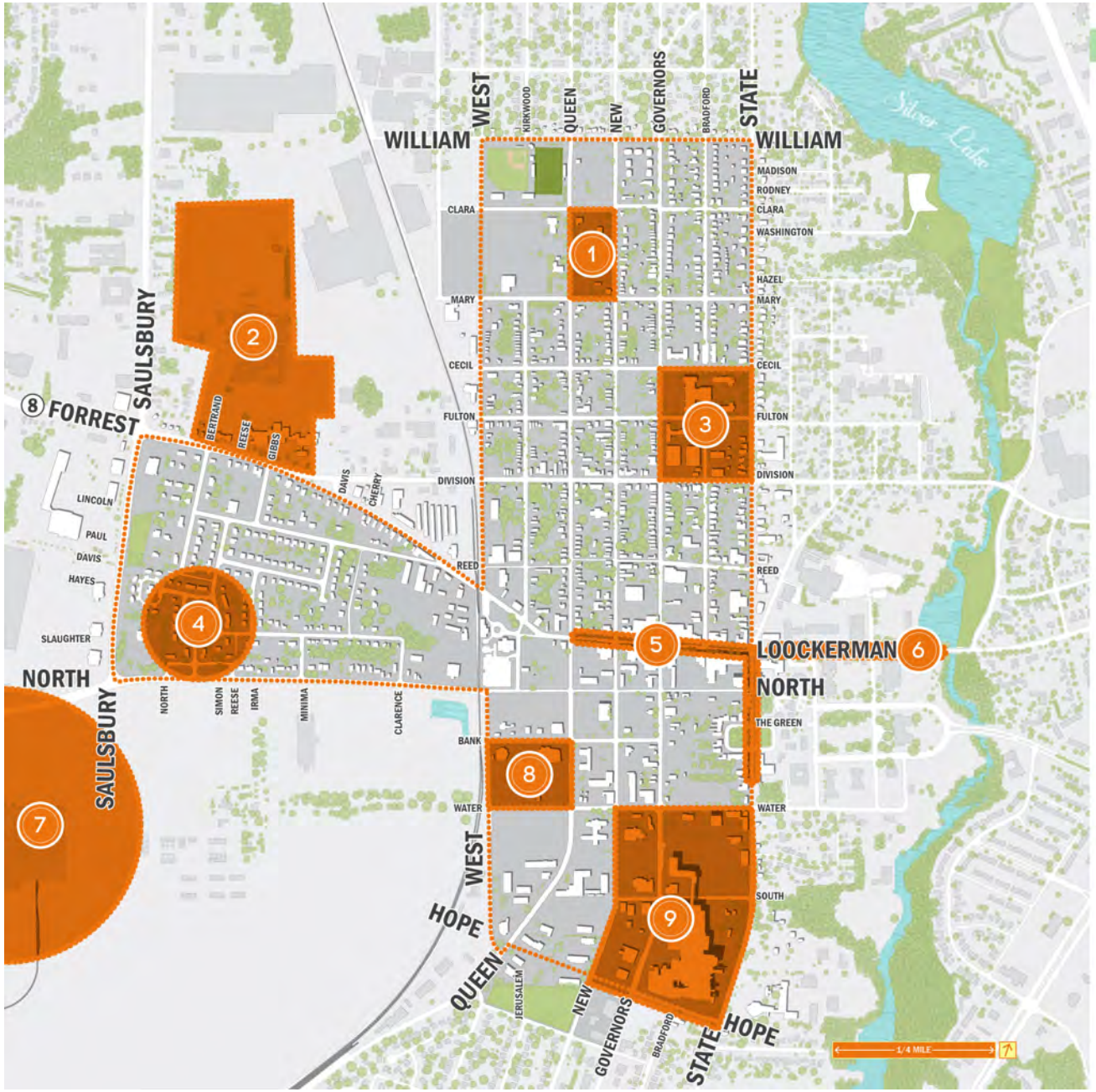
- A list of goals and objectives based upon public input
- A series of preliminary recommendations for achieving such goals and balancing observed trends and projections with desired outcomes
- Presenting the preliminary recommendations to the community for feedback and critique at a public meeting, along with a prioritizing exercise



3. FINAL MASTER PLAN

During the third phase of work, the planning team refined the recommendations, incorporating the input collected from members of the Steering Committee and the general public at the end of Phase II. The analysis and revised recommendations are packaged together in this report, along with an implementation strategy to guide the next steps in coming weeks, months, and years.

The Central Dover area, its network of involved neighborhood institutions and leaders, and all interested community members will assume responsibility for the revitalization plan, its acceptance by the City of Dover, and its implementation.



CENTRAL DOVER

AREAS OF INTEREST

1. FLEMING GOODWIN UNITED STATES RESERVES CENTER
2. BOOKER T WASHINGTON ELEMENTARY AND WILLIAM HENRY MIDDLE SCHOOL
3. WESLEY COLLEGE
4. SIMON CIRCLE PUBLIC HOUSING
5. LOOCKERMAN CORRIDOR & THE GREEN
6. GOVERNMENTAL CORRIDOR
7. KRAFT FOODS
8. DOVER POLICE DEPARTMENT & JUSTICE OF THE PEACE
9. BAYHEALTH MEDICAL CENTER & MEDICAL OFFICES

SOURCE: FIELD SURVEY (NOVEMBER 2013 - JANUARY 2014)

03 Central Dover Landmarks

SOURCE: Field survey, Nov 2013 - Jan 2014

A SNAPSHOT OF CENTRAL DOVER

WELCOME TO CENTRAL DOVER

Dover, the capital city of the first state, is centered on the area referred to as Central Dover, comprised of a number of distinct areas clustered around the historic Loockerman Street commercial corridor. Let's start off by getting our bearings in Central Dover:

Loockerman, once a thriving traditional main street [A], is anchored by Dover City Hall and the Dover Library on the east end and a recent commercial development at the west end, where Loockerman connects to Route 8 (an important gateway to Central Dover) via Forrest Street. The corridor features primarily two and three-story historic buildings [B], some with active ground floor commercial uses, but some with vacant storefronts.

The Wesley College campus [C], which serves about 2,500 students, is located just north of the Loockerman corridor. The campus is surrounded by residential blocks featuring larger houses (some which have been converted to office uses) with predominantly well maintained historic architecture [D].

Just north of Loockerman between Governors Avenue and West Street lay a few blocks of distressed residential streets with concentrated vacancy and below average building conditions [E]. This area has been targeted by the city in recent years to bring housing up to code and demolish hazardous structures.

The Norfolk Southern rail line divides the Dover Housing Authority's Simon Circle and Lincoln Park neighborhoods and surrounding primarily residential streets to the west.

The Green, a historic park located in the old downtown Dover area, was during colonial times a center of civic life and activity, and is now used for large scale events. 79 historic buildings contribute to the Dover Green Historic District—many of these buildings are now being used for law, finance, and other professional offices [F].

The Southern portion of the study area is defined by a number of large footprint public, government and medical uses such as Bayhealth [G], as well as senior housing and commercial offices. The block structure results in a much looser urban fabric, in contrast to the more pedestrian-friendly scale found north of Loockerman. This area is a significant center of employment in Dover, but feels physically disconnected from Loockerman and adjacent neighborhoods.

[A]



[B]



[C]



[D]



[E]



[F]



[G]



EXISTING CONDITIONS TAKE-AWAYS

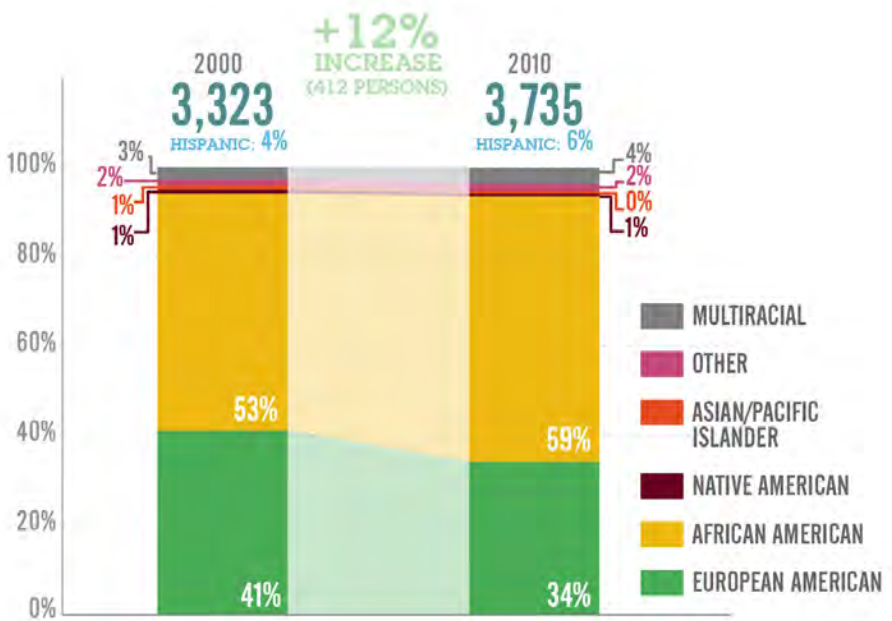
The analysis of existing conditions conducted in Phase I of Restoring Central Dover led to some important conclusions that formed the basis, along with community input, for the drafting of recommendations. The broad stroke highlights of the opportunities and challenges among these follow, with additional more specific references to the analysis threaded through the recommendations chapter. The existing conditions appendix includes any remaining elements of research and public input not included elsewhere in the document.

POPULATION DYNAMICS IN CONTEXT

Central Dover is predominantly African American (59%), with the number of African American residents increasing by 6% between 2000 and 2010. The 12% increase in population overall in Central Dover [Fig 04] is on par with the City of Dover's 14% increase; but the population of Kent County increased 28% over the same period, far outpacing local growth. The rate of population growth in the Central Dover area continues to decline relative to the rates in other areas in the City and County. As long-term vitality relies on short-term stabilization of deteriorated blocks, strategies to ***retain existing residents as well as attract new neighbors*** should be a priority of Restoring Central Dover.

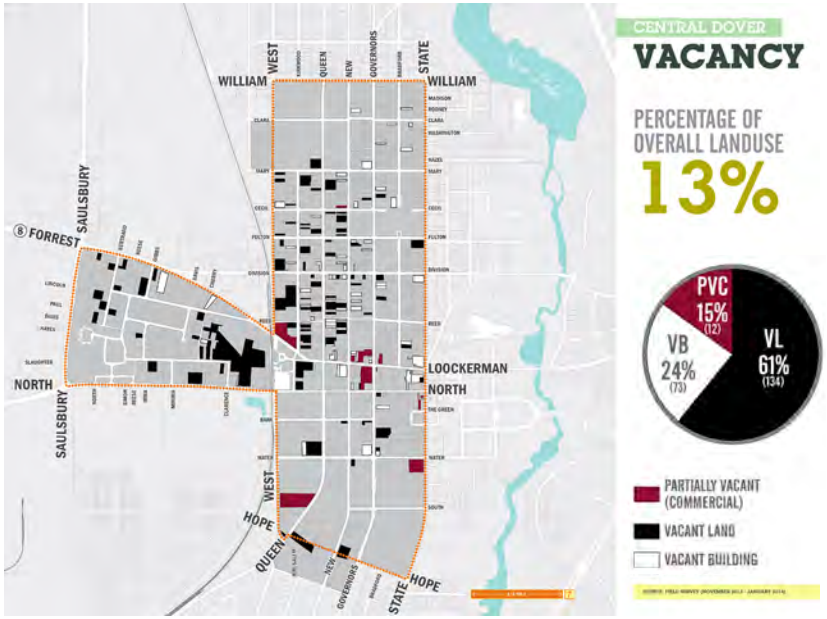
VACANCY

There has been comparatively modest population growth and vacancy remains a challenge in Central Dover. As an overall percentage of parcel area, vacant land and buildings comprise 13% of Central Dover. The aggregated area of vacant land in Central Dover is equal to 25 football fields. The effects of vacancy impact perception and can hinder reinvestment, especially when concentrated on individual blocks [Fig 05]. At the same time, these clusters of vacancy are also ***opportunities for infill development***.



04 Change in population and racial breakdown, 2000-2010

SOURCE: 2000 & 2010 US Census



05 Map of vacant land and buildings

SOURCE: Field survey, Nov 2013 - Jan 2014

BUILDING CONDITIONS

The parcel survey included rating buildings on a scale according to their apparent condition as observed from the street, with an "A" rating given to buildings in "Excellent" condition, through an "F" rating given to buildings in "Very Poor" condition [Fig 07]. Some patterns emerge in concentrations of buildings in below average condition relative to the study area overall [Fig 06], which coincide with concentrations of vacant buildings and land. These distressed residential streets speak to the need not only for infill development, but ***targeted home repair assistance to preserve existing housing stock*** where possible.

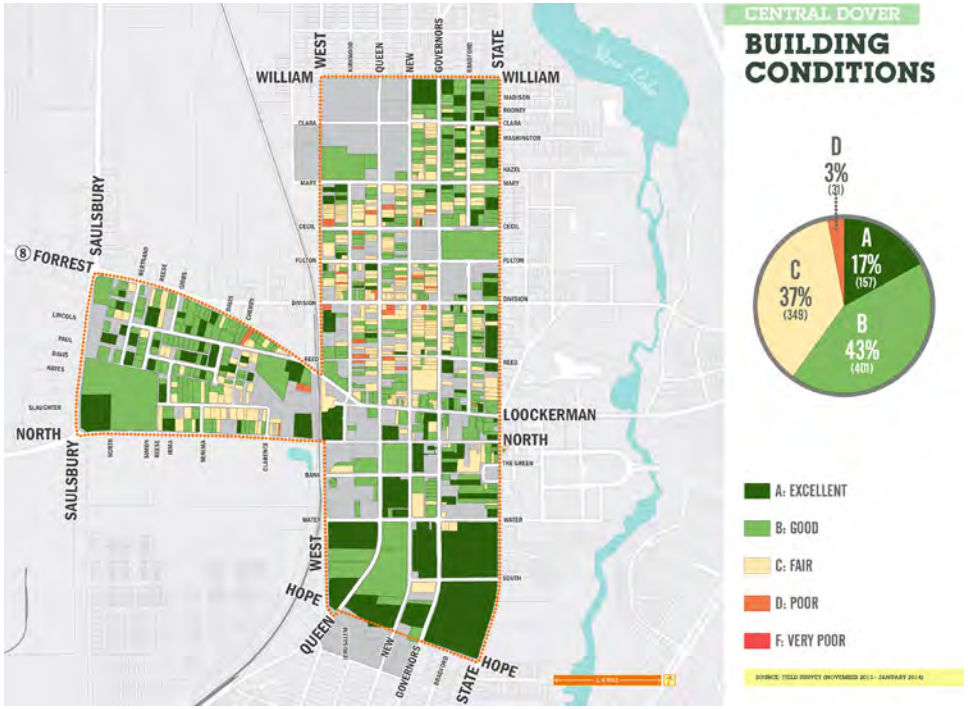
COMMERCIAL SERVICES

Though the land use survey counted a number of commerical uses in the study area, most of them are concentrated in the southern end and are offices and other commercial typologies that don't serve the daily needs of Central Dover's residents. Local residents typically travel outside of Central Dover to more suburban/auto-oriented commercial developments situated along Route 13 or Route 8. For existing residents without a car, this is a significant distance to travel to access services and goods or retail jobs.

The Loockerman commercial corridor is an opportunity to ***bring commercial services within walking distance*** of Central Dover residential neighborhoods. However, the challenges to overcome in revitalizing the corridor include perception of safety, high vacancy and tenant turnover rates, and a lack of readily leasable spaces due to deferred maintenance and lack of property owner resources to rehabilitate properties.



Bayard Plaza, a recent mixed use development on Loockerman Street



06 Surveyed building conditions

It should be noted that because the building condition survey typically relies on judgments based only on what is visible from the street, it is fair to say that the survey results overestimate the condition of buildings, as defects on the sides and rears of buildings are often not visible.
SOURCE: Field survey, Nov 2013 - Jan 2014



07 Building condition ratings criteria

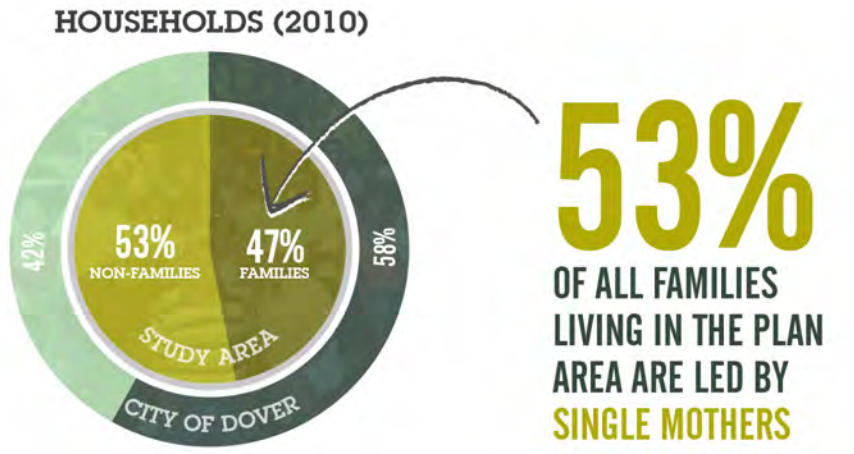
SOURCE: Field survey, Nov 2013 - Jan 2014

Capitalizing on housing development opportunities on or within walking distance of Loockerman would help change perception of this struggling commercial corridor, as well as bring a denser customer base to support commercial revitalization. Recent developments along Loockerman, such as the large new office building at the west Loockerman gateway, the mixed use development at Bayard Plaza, and the recruitment of The Delaware EZ-Pass Customer Service Center and Division of Motor Vehicles Call Center, can be leveraged to continue to ***build momentum and critical mass along Loockerman***.

SOCIOECONOMIC CHALLENGES

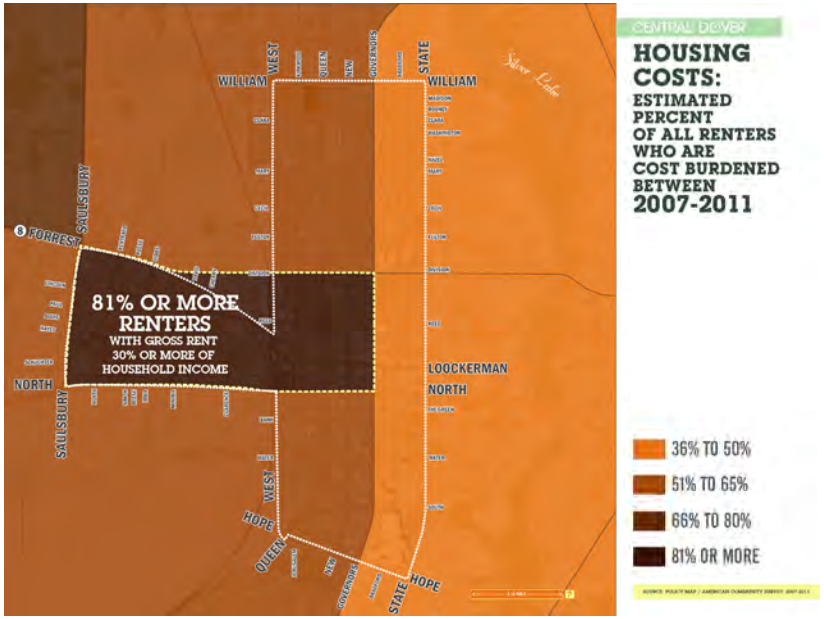
Some Central Dover residents have faced disadvantages in life that have placed them at the margins. The area's weighted average median income, $34,730 is 27% lower than the City of Dover's $47,754. More than half of families in Central Dover are headed by a single female householder [Fig 08], compared to one in three families with single female householders city-wide. Many Central Dover residents face considerable housing cost burdens, with a significant portion of the study area showing 81% or more of renters paying more than 30% of their income towards gross rent [Fig 09]. The ***preservation of and increased access to affordable housing*** will be key to providing housing opportunities to Central Dover residents.

Add to those factors a high unemployment rate [10% in 2010] and lower educational attainment levels, and it becomes clear that many members of the Central Dover community face a number of challenges that will require the ***continued expansion of local services to meet the needs of of residents***.



08 Household characteristics

The concentrated college student population is classified in the "non-family" group by the Census, which likely explains why the non-family share in Central Dover is 11% higher than that of the City of Dover. The rate of 53% of families being headed by single female householders refers only to the 47% of households that are considered a "family" and does not include students.
SOURCE: 2010 US Census



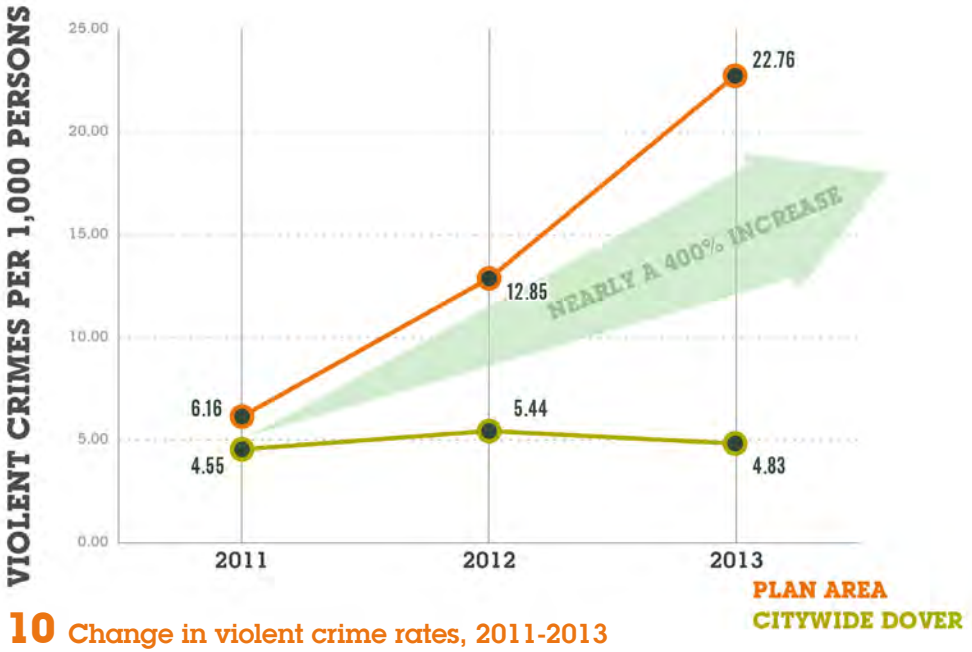
09 Percent cost-burdened renters

Percent of renter households for whom gross rent is 30% or more of household income. Gross rent is the contract rent plus the estimated average monthly cost of utilities.
SOURCE: American Community Survey, 2007-2011

CRIME AND PERCEPTION OF SAFETY

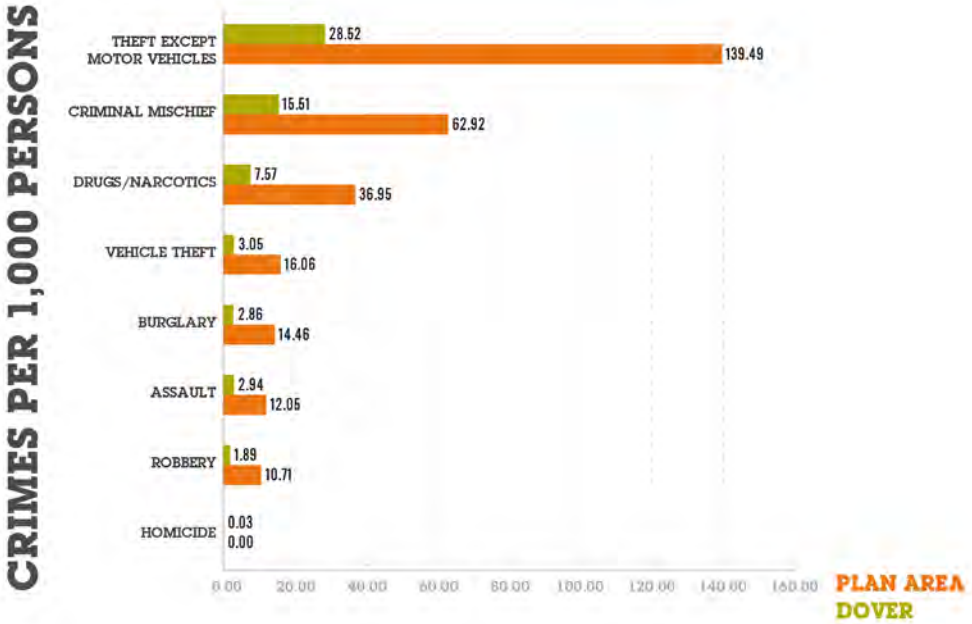
One of the most prominent major quality of life issues that arose in community discussions during the Restoring Central Dover process—and one that impacts efforts to retain residents and businesses as well as attract new ones—was crime and perception of safety. When asked what they liked least about Central Dover, 42% of resident survey participants identified "Safety in the community," which received the greatest number of "least liked" responses by a margin of 12%.

Crime data from the Dover Police Department shows that the number of violent crimes per 1,000 persons in the Central Dover area rose from 6.16 per person in 2011, to 22.76 per person in 2013, a nearly 400% increase over a three year period [Fig 10]. In 2013 alone, nearly all forms of reported crimes in the plan were 3- to 5-times that of Dover overall [Fig 11]. These figures were alarming to the Central Dover community and plan leadership, and indicates a clear need to bring more resources to ***ensure the safety of the Central Dover community***.



10 Change in violent crime rates, 2011-2013

SOURCE: Field survey, Nov 2013 - Jan 2014



11 2013 Crime rate breakdown: Central Dover and City-wide

SOURCE: Field survey, Nov 2013 - Jan 2014

OUR VISION FOR VITALITY

This plan represents our community's vision for restoring the vitality of Central Dover. It offers a range of achievable strategies, implemented over a five year period, designed to lay the foundation for future opportunities to fully realize Central Dover's potential as a place to live, work, and play.

GOAL AREAS

A range of strategies towards achieving our vision for vitality are organized in three goal areas designed to achieve:

1. **A STRONG COMMUNITY**
2. **POSITIVE DEVELOPMENT**
3. **AN INTEGRATED PUBLIC REALM AND INFRASTRUCTURE**

PLAN RECOMMENDATIONS

RESTORING CENTRAL DOVER

OUR VISION FOR VITALITY


EXIT
WILLIAM
STATE
WEST
RESTORING CENTRAL DOVER
OUR VISION FOR



1 A STRONG COMMUNITY


UNITY
Respect
ALL
Cultures!!
Community Oriented
Family Structure
Business Opportunities
to Public
MORE JOBS
BETTER School System
MORE COMMUNITY ENGAGEMENT
(LIKE THIS)

01 BUILD COMMUNITY CAPITAL

Community support is critical to implementing the goals of this plan. Working to strengthen community cohesion through the cultivation of neighborhood groups will not only provide spaces for residents to enjoy each other's company as well as address issues collectively. It will also encourage them to root themselves in Central Dover, as well as attract new residents looking for a deeper sense of community.

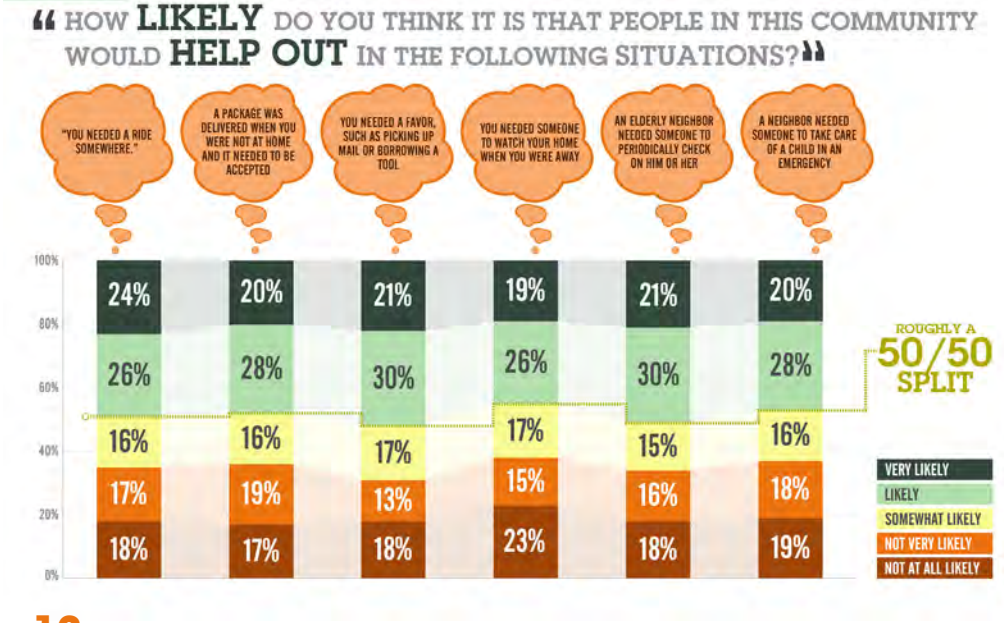
ESTABLISH RESIDENT-LED CIVIC GROUPS

In order to effect change in their community, residents have to work together. This means collectively developing an organizational model of neighborhood representation and community stewardship. By developing neighborhood groups, those wishing to take part in helping restore Central Dover will be better able to pursue resources to improve their neighborhood, create necessary dialogue about ways forward, and develop programming focused on engaging residents in the pursuit of positive change for their community.

The resident survey led by the Central Dover Steering Committee asked neighbors how likely they think other people in the community would provide assistance in a variety of situations [Fig 12]. Roughly half of the responses indicated that Central Dover residents don't necessarily feel they can rely on their neighbors. There is an opportunity to improve the bonds between neighbors, which could be fostered by individual involvement in neighborhood groups and resident-led initiatives.

In Central Dover, there are a number of churches and religious institutions who currently conduct a number of outreach services; and these institutions could be helpful in initiating the establishment of neighborhood groups in Central Dover. Utilizing this religious network will also help lay the groundwork for a collaborative set of neighborhood groups, working toward similar aims, as well as provide facilities in the interim while these grassroots groups get off the ground.

As a first step, develop a list of local neighborhood leaders that will help to organize and map out existing groups in and adjacent to the plan area to determine what established networks can be built on. Existing neighborhood boundaries or affinity areas, such as Lincoln Park, Simon Circle, Kirkwood/Queen/New Streets, and so on, can serve as jumping off points for structuring neighborhood group facilitation and organization.



12 Resident expectation of assistance from neighbors

For a variety of hypothetical situations, surveyees generally felt they would likely receive help from a neighbor half the time.
SOURCE: NeighborWorks resident survey

DEVELOP COMMUNITY BUILDING PARTNERSHIP WITH ANCHOR INSTITUTIONS

Historically, Wesley College has been a good neighbor engaged with the community and it is a goal of this effort to see that continue. Community engagement is an area of focus of the college's strategic planning process currently underway. There may be some short-term and longer-term opportunities to connect Wesley with the Restoring Central Dover plan implementation. Local partners can begin laying the groundwork for and opening formal channels of communication between the Wesley College administration, other anchor institutions, and community residents to connect and work on common issues affecting Central Dover. Determine where existing resources are available and where new ones are needed to address community building priorities that emerged from the Restoring Central Dover Plan, including:

- Encourage community residents and Wesley College students to become "We Care" team members as part of the proposed Neighborhood Watch Network to enhance safety and security on a block-by-block basis. Partnerships with local anchor institutions could also be helpful in cultivating neighborhood watch groups and coordinating communication between campus security, Dover Police Department patrols, and neighborhood watch activities.
- Provide more opportunities for residents to engage with one another in social and cultural settings, informal and formal.
- Build effective working relationships among neighbors to address safety and maintenance issues at the block level.
- Educational, vocational, and mentoring programs for children and youth working with the schools serving the neighborhood and parents of those students.
- Community improvement projects focused initially in areas closest to the campus and most visible to the general community so as to build excitement and encourage others to want to participate. Such projects could include targeted beautification projects on residential blocks, garden tours, and public recognitions of particularly well-presented flower and produce gardens and exterior home renovations. These activities would serve as initial steps for creating and sustaining model blocks throughout Central Dover.



Use experiences with Wesley to open up communication channels with other institutions located in or serving Central Dover to recruit workers from Central Dover. These companies include but are not limited to: Bayhealth, Energizer, Playtex, Kraft, the State of Delaware, other area colleges and universities (DelTech and Del State), and public schools serving the community. In addition to exploring workforce development opportunities, conversations with managers of these businesses should explore, among other objectives, student internships, summer youth employment, career exploration and vocational programs, and work-study and scholarships.

Coordinate and align these activities with schools and the new community centers under construction and where programming is already underway.

CREATE ANNUAL "CELEBRATING CENTRAL DOVER" BLOCK PARTY

Central Dover is perceived by some as a section of the city that should be, for the most part, avoided by those from outside. However, when Central Dover residents were asked how likely they would be to recommend the community as a good place to live, 67% stated they would recommend it. This highlights a disparity between outside perception of Central Dover, and the view of those living in the neighborhood. If not addressed, this could inhibit reinvestment and revitalization efforts. While efforts should be made to continue and build on the existing events such as First Fridays and the farmer's market on the Plaza to bring people downtown, one way to improve the view of those living outside Central Dover would be to host an annual block party showcasing what Central Dover has to offer.

With an annual block party, residents could show what they love so much about living here. There are opportunities to hold talent shows, market wares made by the community's ambitious makers and entrepreneurs, allow businesses and social services agencies to talk to residents about what they offer, and so on. Organizers could consider a multiple-location event to encourage unity across neighborhoods within Central Dover.

EXPAND ON "COMMUNITY CLEAN-UP DAYS"

In recent years, the Dover Housing Authority, Central Delaware Habitat for Humanity, Wesley College, the Office of Senator Carper, and the City of Dover have organized a "123 = ABC" Community Event. During this event, 500 incoming students, faculty, staff, student athletes, and community members, have worked to improve the curb appeal and streetscape of 20 blocks. Volunteers clean the blocks of trash, plant flowers and shrubbery, and paint curbs. However, resources are not currently available to continue this effort. Wesley and local partners should engage in coordination efforts to resume this event, which could help kick start similar projects led by residents. Recently formed neighborhood groups and established church groups could hold similar events monthly, with the help of sponsors who support the 123=ABC event.

DEVELOP AND DISTRIBUTE COMMUNITY CALENDAR OF ACTIVITIES AND EVENTS

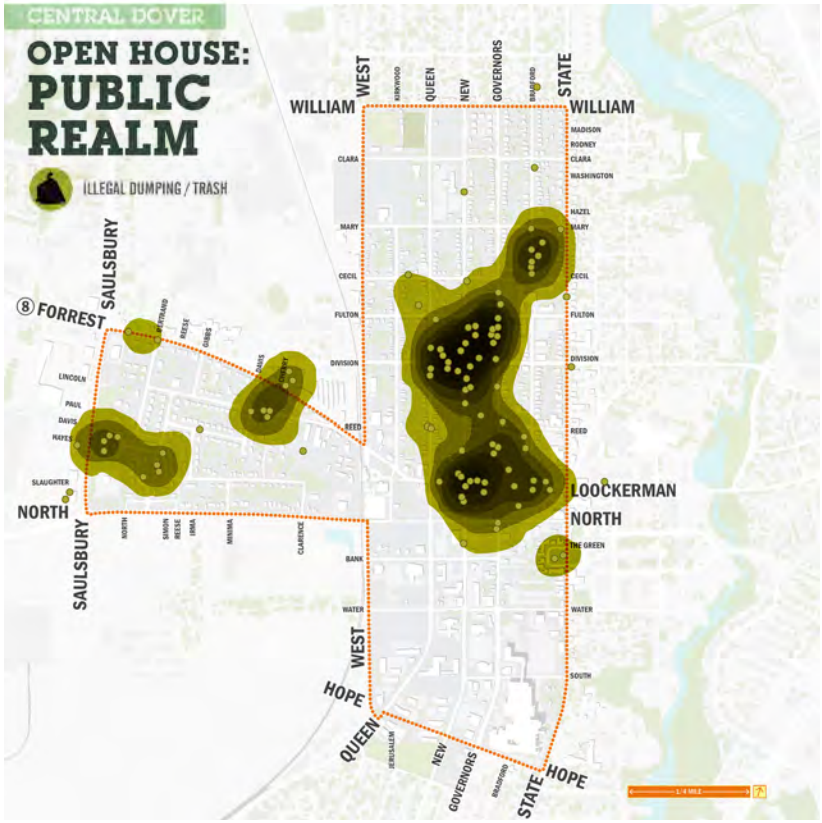
Produce a regularly updated and distributed listing of information/events/activities in Central Dover to keep the community informed of what's going on in Central Dover in general and, in particular, to highlight efforts towards achieving the goals of Restoring Central Dover. The updates could be coordinated with local press, distributed through mass email to subscribers, and have a constant presence online and through social media.

EVALUATE LEVEL OF ACCESS TO COMMUNITY FACILITIES FOR SERVICES

Two community facilities—Inner City Cultural League's cultural arts center and Solid Rock Baptist Church's community center—are presently under construction to provide a variety of services to Central Dover. Following the establishment of these new facilities, the City and local partners should evaluate Central Dover's inventory of community facilities and access to social services to determine whether there is need for additional facilities to improve access within the community to these important services.

DEVELOP COMMUNITY FACILITIES FOR SERVICES

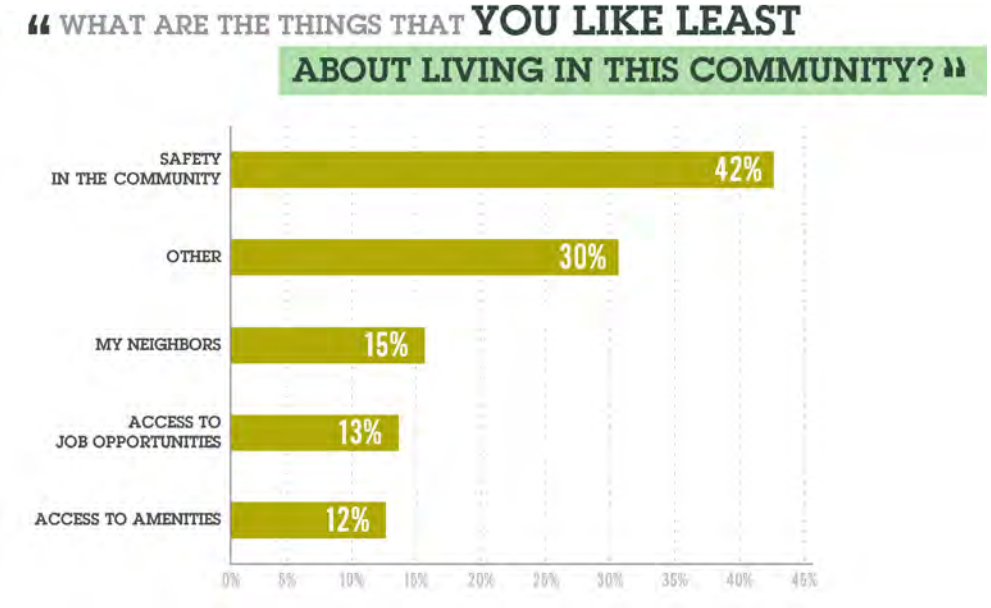
Following a comprehensive evaluation of level of access to community services, explore the development of community facilities where needs are identified. Seek resources for design, property acquisition (if necessary), and construction or renovation.



13 Community-identified illegal dumping/trash hot spots

SOURCE: Public open house input





14 **Aspects of Central Dover least liked by residents**

Residents identified crime and safety as the least liked aspect of living in Central Dover.
SOURCE: NeighborWorks resident survey



02 INCREASE PUBLIC SAFETY

Expanding efforts to make an at-risk community safe is imperative for any neighborhood revitalization initiative. Without a viable plan for reducing crime, attempts to attract investment, businesses, and new residents can be inhibited or even rendered impossible. Reducing illicit activities in Central Dover will greatly benefit current residents and improve efforts to attract investment, businesses, and new residents.

As it stands, both residents and visitors have the perception that Central Dover has a serious crime issue. According to the resident survey, 42% said crime and safety issues are what they liked least about living in the community [Fig 15]. This sense of Central Dover being a high crime area is also backed by Dover Police Department crime data, indicating that the plan area has the largest concentrations of crime and illicit behavior citywide and that concentration has intensified by almost 400% from 2011 to 2013 [Fig 10 and 11]. In short, Central Dover is an area in dire need of innovative community-oriented approaches to crime prevention. What follows are a series of recommendations that can help begin reducing criminal activity and help develop better communication between the community and public safety officials.



15 Resident support for a neighborhood watch program

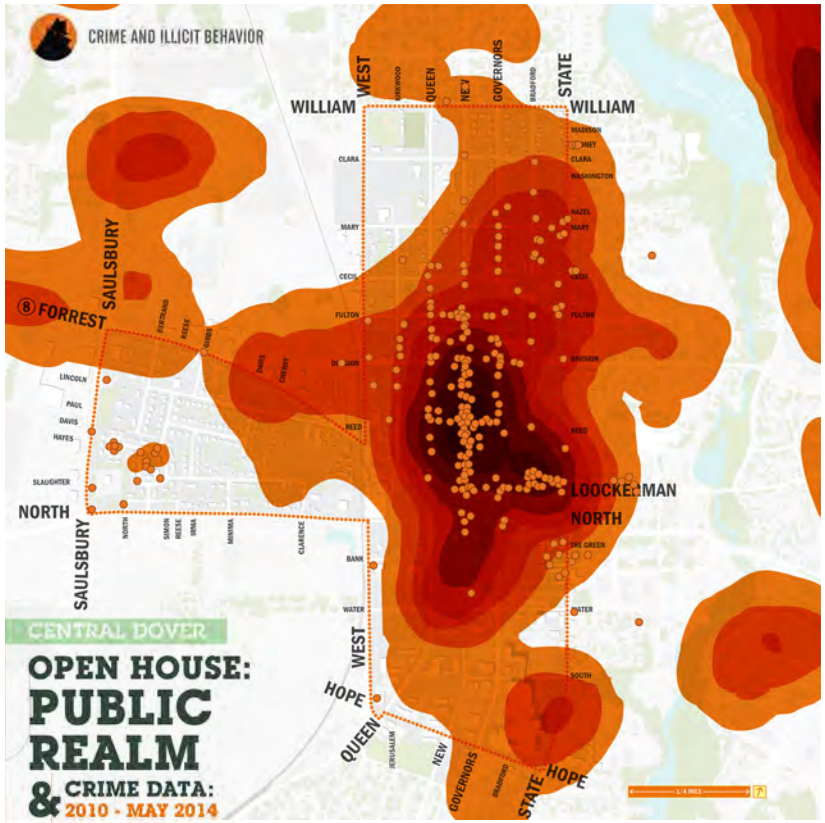
SOURCE: NeighborWorks resident survey

ESTABLISH COLLABORATIVE/COMMUNITY POLICING

Building a stronger relationship between the Dover Police Department and the residents of Central Dover will go a long way in helping improve public safety. Relationship-building can be aided by creating opportunities for the community to not just report criminal activity taking place in the community, but to take part in the decision-making in regards to the type of community policing initiated in the neighborhood.

> CREATE NEIGHBORHOOD WATCH NETWORK

With residents using their relationships to hold each other accountable, neighborhood watch programs have great potential to prevent crime and improve safety in Central Dover. Residents in the plan area are ready to take an active role in helping restore safe conditions throughout the neighborhood. A number of current residents believe establishing a neighborhood watch could deter criminal behavior. 60% of all resident surveyees would like to see a neighborhood watch formed in Central Dover; and 42% of those respondents would volunteer if it is created. With the help of the Dover Police Department as well as local institutions and church groups, organizers could begin recruiting members for neighborhood watch groups, and educate members as to the role the neighborhood watch should play; how best to communicate with the police department; what neighborhood-specific crime patterns to look out for; and how to patrol the streets safely.



16 **Known and perceived crime hotspots**

At the public open house, community members identified locations in Central Dover they see as hotspots for crime and illicit behavior [shown in orange dots above]. For the most part, perceived hotspots coincide with Dover Police Department crime data hotspots [generalized and shown in darker areas above]. Perception of high crime rates at The Green and Simon Circle are not necessarily reinforced by reported crime incidents, which could be a factor of lack of crime reporting or simply a perception issue.
SOURCE: Dover Police Department & public open house input

As a first step, the Restoring Central Dover Steering Committee will meet with Dover Police to discuss an implementation strategy, including mapping out existing neighborhood watch areas in or adjacent to the plan area and determining whether existing adjacent watch areas could be expanded to include Central Dover or if new groups should be established.

> FORM A CITIZEN ADVISORY COMMITTEE

Creating a citizen advisory committee will establish that the Dover Police Department is deeply committed to addressing the concerns of the community, and is open to hearing its ideas in regards to how it could adjust policing practices and procedure. Selecting a set of community leaders to review issues will help bring more residents forward to participate in collaborative efforts to help diminish crime in the plan area. Creating more dialogue between the community and police will also serve to educate residents and police alike about the community, improve awareness of policing and crime prevention procedures, and build mutual trust, among other benefits.

DEPLOY POLICE FOOT AND BIKE PATROLS

Foot and bike patrols are not only recognized as great methods to deploy officers through a neighborhood to prevent crime; they also provide opportunities for officers to build relationships with residents and business owners, which enables information sharing that also supports crime prevention. The Dover Police Department has conducted foot patrols along Loockerman Street in the past, but these were eliminated due to the budget constraints incurred due to the recent economic downturn and dwindling federal and state funding. However, residents and local business owners are calling for a re-establishment of the foot patrols to reduce loitering along Loockerman and drug activity in the Queen/New Street portion of plan area.

Officers would be encouraged to check in to each business, and record their visit in a ledger retained by each business owner—a technique used by some other commercial corridor foot patrons to support face-to-face engagement between police and businesses. Community members also strongly support the establishment of bike patrols along streets identified as high drug and illicit activity areas in the Central Dover area.

EXPAND SURVEILLANCE CAMERA NETWORK

Since the onset of the economic downturn, police departments around the country have had to expand their capacity with fewer resources to support them. In order to address this issue, the Dover Police Department worked with Advantech, a security camera firm based in Dover, Delaware, to put in place a 24-hour surveillance platform operating primarily in downtown Dover. The police department can now monitor crimes as they take place, and relay real-time information to responding officers about the occurring incidents.

Department officials report that this has greatly improved capacity to fight crime and they are looking to expand the surveillance camera network to other sections of the city. Currently, the department has a plan to add 21 cameras throughout the city and better integrate the existing camera network into an improved single-user interface located at the Dover Police Department's Dispatch Center. Working with both the City of Dover and the police department to secure more funding for the network expansion will improve public safety in Central Dover.

IMPROVE LIGHTING IN TARGETED AREAS

Public safety can be greatly improved by the installation of better lighting in areas known for high criminal activity. Pedestrian-scale lighting along commercial corridors and throughout residential areas can enhance traffic for businesses and increase the number of residents willing to walk at night through their neighborhoods, while simultaneously deterring illicit activity.

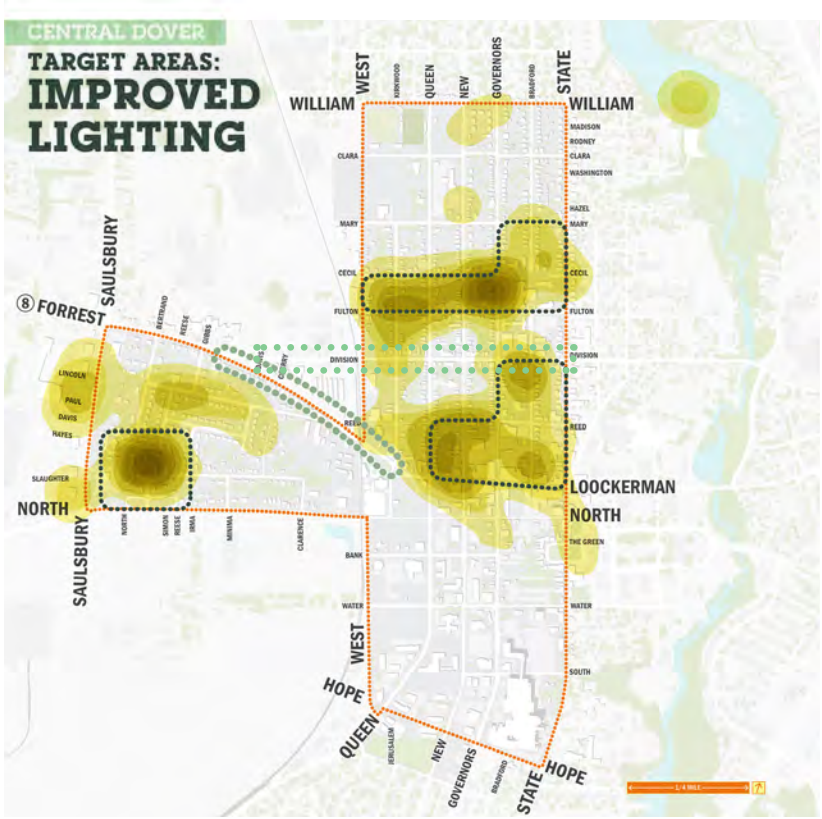
During the planning process, residents expressed concern about the lack of proper lighting and its connection to criminal activity and vagrancy. Areas identified by residents in serious need of more lighting were Simon Circle, Wesley College, the New/Queen Street section, and portions of South State Street [Fig 17]. Other areas where extra lighting could improve the pedestrian and cycling experience would be along the southern portion of Forest Street to Loockerman, and all of Division Street.

> CREATE RESIDENT-ASSISTED PORCH/FAÇADE LIGHTING PROGRAM

Installing low-cost porch/façade lighting in areas with high concentrations of illicit activity will reduce crime and increase safety for neighborhood residents. Identifying funding sources would be the first step in developing a program which will assist residents with the purchase of motion-detecting or solar power lighting that can be affixed to their porches or business façades.

> INSTALL PEDESTRIAN-SCALE LIGHTING

The typical cobra-style street lamps seen posted along main thoroughfares in the plan area do not provide sufficient lighting to deter illegal behavior or enhance the streetscape. Installing pedestrian-scale street lighting will better illuminate walkways and public spaces while eliminating the gaps between lit areas.



17 Community-identified areas in need of improved lighting

SOURCE: Public open house input

UC BRITE PROGRAM

The UC BRITE program provided matching funds for property owners around the University of Pennsylvania in Philadelphia to purchase and install exterior lighting. The popular program offered assistance to 114 property owners on 58 blocks in the University City area, contributing to a significant improvement in street lighting. The program was started in the late 1990s as a collaboration between the energy company and the University of Pennsylvania to improve safety in the neighborhood, and later handed over to the University City District [UCD].

Following the success of UC BRITE, in 2009 UCD installed 71 pedestrian lights on Baltimore Avenue from 45th to 50th Streets and the University launched a Neighborhood Lighting Initiative to partner with landlords to install new pedestrian lights between Walnut and Spruce and 40th and 43rd Streets.

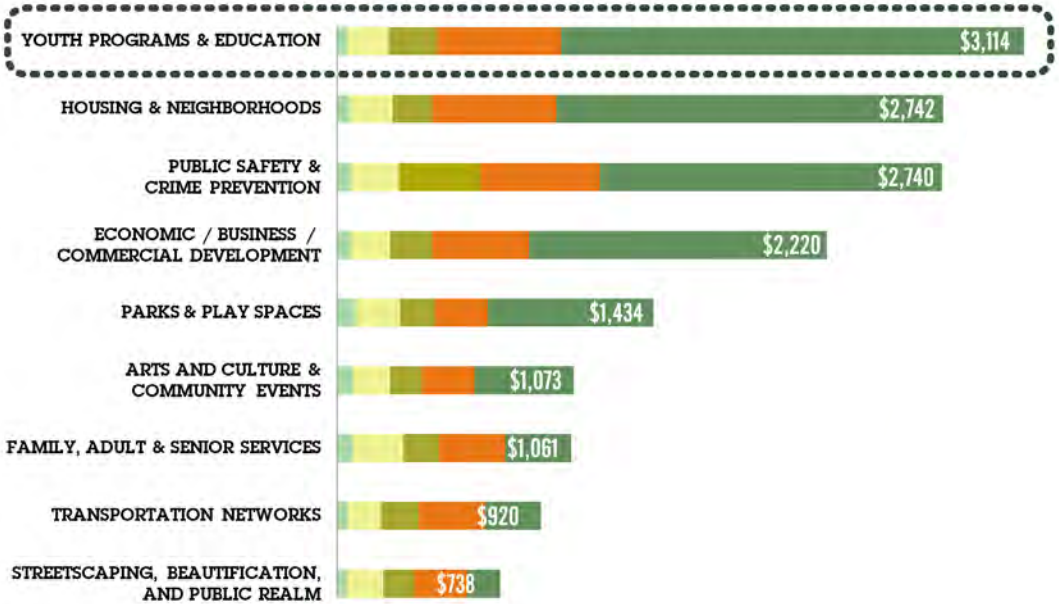
WHERE WOULD YOU LIKE TO SEE YOUR DOLLARS SPENT?

TAKE THE BUNDLE OF **MONEY** GIVEN TO YOU AND **DISTRIBUTE IT** AMONG THE **9 FOLLOWING CATEGORIES:**

- ECONOMIC/BUSINESS/ COMMERCIAL DEVELOPMENT
- PUBLIC SAFETY & CRIME PREVENTION
- ARTS AND CULTURE & COMMUNITY EVENTS
- TRANSPORTATION NETWORKS
- STREETSCAPING, BEAUTIFICATION, AND PUBLIC REALM
- PARKS & PLAY SPACES
- YOUTH PROGRAMS & EDUCATION
- FAMILY, ADULT, & SENIOR SERVICES
- HOUSING & NEIGHBORHOODS



D.I.Y. BUDGET ALLOCATION



18 Community do-it-yourself budget results

SOURCE: Public open house input



03 ENGAGE YOUTH IN COMMUNITY

Finding ways to involve youth in the revitalization and stewardship of Central Dover will not only provide activities for young people to take part in or simply provide employment opportunities. This will help reinforce the need for their active participation in shaping their community and keep them accountable to sustaining it and protecting Central Dover's vitality.

Though youth of ages 17 and under make up only 15% of the Central Dover population, this figure belies the actual density of youth living in Central Dover compared to the City of Dover. The share of minors is skewed by the density of the college student population aged 18 to 24, which comprises 32% of Central Dover's population. However, there are over 1,000 residents under 18 per square mile living in Central Dover, which is much more concentrated than the city-wide youth density figure, 330 residents under 18 per square mile. Though the youth population is concentrated here, there are very limited opportunities and spaces readily accessible to them, and many residents expressed concern about how this could push neighborhood youth to engaging in negative behaviors.

The residents of Central Dover want more opportunities available to their youth; the neighborhood youth deserve a chance to grow and thrive. This was evident during the "do-it-yourself" budget community engagement exercise held at the public open house in May 2014. Participants were being asked how they would distribute budget resources for City of Dover amongst nine different programmatic categories. Out of the nine categories, "Youth Programs & Education" ranked as the top priority [Fig 18]. Also, throughout numerous interviews and stakeholder focus groups, many asserted the need for more youth-oriented programming and services. Therefore, engaging youth has to become an integral component of plan implementation.

Ensuring youth have safe and positive ways to learn, socialize, and stay healthy will help prepare them for a productive adulthood and strengthen the community as a whole. The following efforts should be pursued, among others, to support and expand youth programming in Central Dover.

SUSTAIN AND EXPAND YOUTH PROGRAMMING

Involve local elementary and middle schools and the Capital School District, along with youth activity service providers, to comprehensively review after school programming and GED classes available to Central Dover's children and youth to determine where there might be areas of improvement. In the near term, steps should be taken to ensure that youth programming continues at Simon Circle after the Boys & Girls Club leaves the facility. Local partners should approach other youth-oriented nonprofits to determine whether they have the capacity and resources to fill the gap. Feedback heard during the planning process indicated that there is a specific need for services addressing the needs of youth aging out of foster care, including housing.

ESTABLISH POLICE ATHLETIC LEAGUE

Building relationships between local police and neighborhood youth through friendly sports competition is an approach to crime prevention and community building that could have a great impact on the levels of illicit activity taking place in Central Dover. Re-establishing the Police Athletic League in Central Dover in partnership with Delaware State University (who will provide the necessary recreational space), will begin the process of bridging the gap in a positive way between officers and kids in the community.

CREATE YOUTH OUTREACH AND EDUCATIONAL SUPPORT CENTER

A number of residents are concerned about the lack of readily-accessible spaces or facilities where youth can congregate and take part in positive activities. To remedy this, Solid Rock Baptist Church plans to open a 4,200-square-foot Community Outreach Center on West Street. The center will offer recreational programs, as well as classrooms featuring advanced technology that tutors will utilize to provide a different and enhanced learning experience for youth. The new outreach center is scheduled to open in 2015.

PROVIDE COMMUNITY DEVELOPMENT VOCATIONAL OPPORTUNITIES FOR YOUTH

The experience of taking an active role in neighborhood revitalization can have immeasurable impact on a young person's sense of both self and purpose. Helping rehabilitate housing, as well as reclaiming vacant lots and transforming them into pocket parks, teaches youth transferrable skills and shows them the importance of investing energy in their community.



YOUTHBUILD USA

YouthBuild USA is one example of a program that seeks to merge community development work with vocational training for at-risk youth. Eligible students learn building construction skills and the process of thorough on-site training while working to complete their high school studies. Currently, there are 264 YouthBuild programs across the country engaging approximately 10,000 young adults per year; and since 1994, over 120,000 YouthBuild students have built over 22,000 units of affordable housing.

CREATE YOUTH OUTREACH AND EDUCATIONAL SUPPORT CENTER



RE-ESTABLISH POLICE ATHLETIC LEAGUE



04 EXPAND ADULT AND FAMILY SERVICES

Restoring Central Dover must include strengthening support for residents who live on the margins by providing opportunities for them to actively pursue improving their employment situations. According to the American Community Survey, approximately 46% of Central Dover households earn less than $30,000 annually.

Working to reduce barriers of entry inhibiting access to the formal economy as well as providing vocational education opportunities can improve the living conditions of struggling individuals and families, as well as cultivate deeper trust between the neighborhood residents and the social service agencies identifying them as constituents.

STRENGTHEN AND EXPAND TRANSITIONAL HOUSING AND RELATED SERVICES

Establish and strengthen networking and coordination of housing and family support services among all local providers. This strengthened communication will facilitate broader access to information on available services and eligibility requirements through different media, including informed word-of-mouth, print and broadcast advertising and promotion, and computer/web-based/smart phone technologies.

It is critical to support emerging service centers, such as Dover Interfaith Mission for Housing, to help program the space and ensure full access to services by residents. Link community residents to educational, employment and financial services that support their healthy growth.

Additional transitional housing units in the Central Dover area should avoid geographic concentration, integrate appropriate programming and services targeting children and families, and seek a variety of housing types designed for families of all sizes.



CHANGE IN MEDIAN HOUSEHOLD INCOME

19 Change in median household income

SOURCE: 2000 U.S. Census, American Community Survey, 2007 - 2011

ESTABLISH A FAMILY SERVICES COLLABORATIVE

Establish a formal Family Services Collaborative comprised of the providers representing social/human service agencies and programs serving Central Dover. The central goal of the collaborative should be to enhance communications and coordination among community service providers in order to better connect Central Dover residents to available services. The services collaborative would:

- Link and advertise their services and eliminate any gaps in scope and delivery. (Note: the existing 2-1-1 service provides information about available services; however, more advertising of these services is needed to get the word out.)
- Promote their services, eligibility, performance and outcomes to residents.
- Assess program outcomes and impacts, and use those findings to advocate for resources to fill any existing gaps.
- As an intermediate term strategy where service gaps exist locally, provide transportation options for Central Dover residents to access services outside the area.
- Facilitate networking and collaborations among neighborhood service providers to: better coordinate inter-agency services and service delivery; support one another in identifying, competing for and securing capital to finance their programs; and facilitate interagency collection of program data, tracking of performance and measurement of outcomes over time.
- Sponsor and hold inter-organizational meetings to discuss roles and responsibilities for ensuring quality services and service delivery.
- Host community fairs and partner with churches to get the word out about existing and new services.
- Sponsor and facilitate continuing education classes and life skills training, especially to enhance life-long learning and skill development abilities of residents previously incarcerated.
- Create more opportunities for peer-to-peer learning through which parents, caregivers, and enablers coordinate the support of childhood, youth and family development.

EXPAND FINANCIAL EDUCATION AND HOUSING COUNSELING SERVICES

Involve local financial institutions such as NCALL in providing educational resources and training for Central Dover residents in the areas of financial management and credit repair, housing counseling and financial coaching services, tax preparation, and savings programs such as Individual Development Accounts.

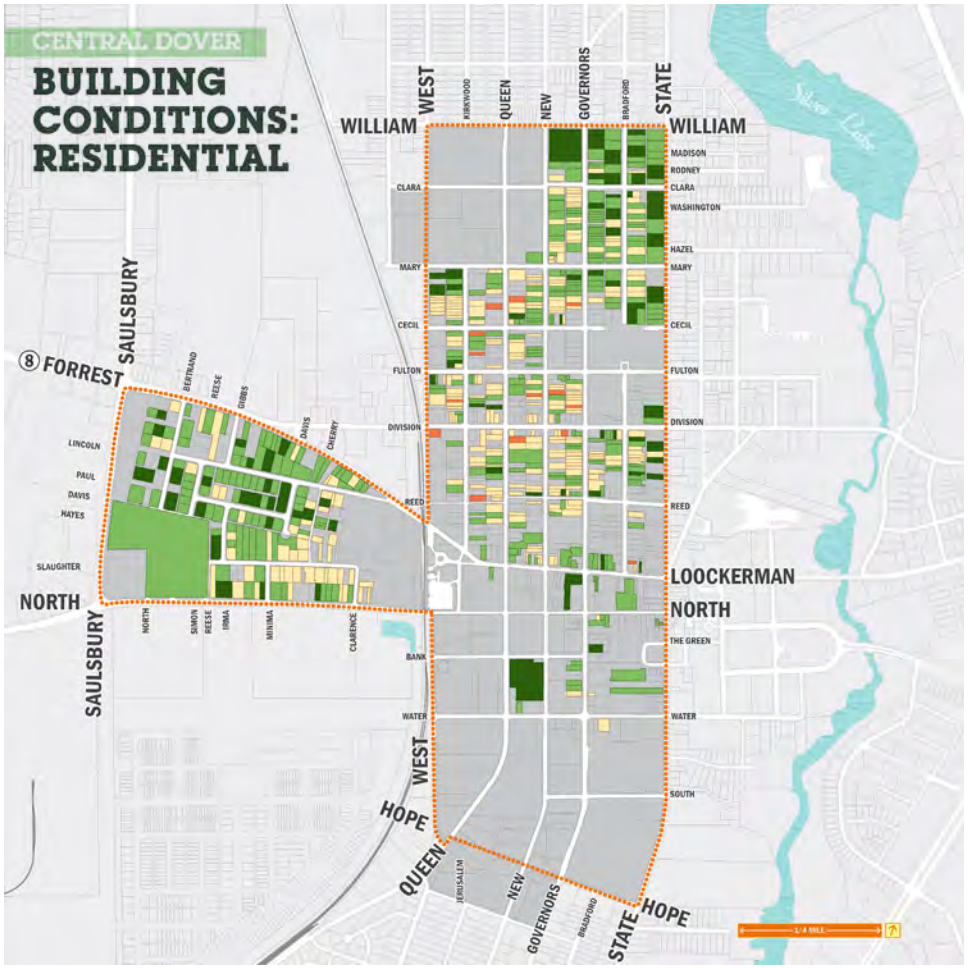


WEST PHILADELPHIA SKILLS INITIATIVE

The West Philadelphia Skills Initiative [WPSI] provides workforce development for both youth and adults throughout the University City District. Employers include the Children's Hospital Of Philadelphia, Drexel University, Mercy Philadelphia Hospital, the National Board of Medical Examiners, Penn Medicine, the University of the Sciences, and the University of Pennsylvania. WPSI's youth program prepares local high school students for career opportunities with real world work experience through its summer jobs program, professional internships program, small business after school program, and service learning program. The service learning program encourages young people to design and implement projects in their own community. A past project included a Lancaster Avenue Corridor Management Project in which students surveyed and analyzed local businesses and corridor activity. Adult programs are based on an 'earn while you learn' model, where individuals develop skills and transition to full time employment after training. Career paths include certified medical assistance, health information technology, and animal care. These opportunities provide benefits, offer wages that can support a family, and sometimes include subsidized tuition. WPSI also provides career coaching, apprenticeships, and professional development for high school graduates.

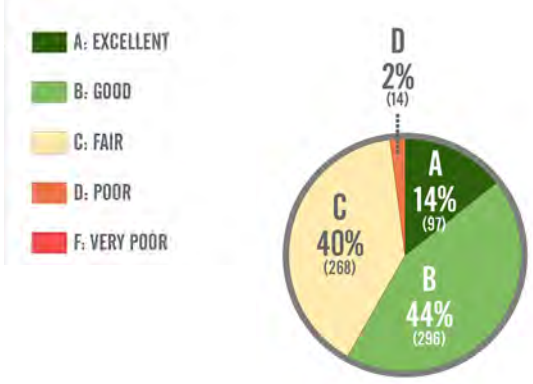


POSITIVE DEVELOPMENT





20 Building condition ratings criteria



21 Surveyed building conditions of residential properties

It should be noted that because the building condition survey typically relies on judgments based only on what is visible from the street, it is fair to say that the survey results overestimate the condition of buildings, as defects on the sides and rears of buildings are often not visible.
SOURCE: Field survey, Nov 2013 - Jan 2014

05 STRENGTHEN EXISTING HOUSING

Neighborhood building conditions shape perception of neighborhood character and potential. Distressed buildings falling into disrepair, especially when concentrated, can make streets appear unsafe, deterring new residents and investors. Developing strategies to help maintain and improve housing stock is essential to ensuring long-term neighborhood vitality and encouraging reinvestment in Central Dover.

The Central Dover building conditions survey conducted as a part of this planning process indicated that over a third of properties in the study area were found to be in "Fair" condition, meaning that there are highly visible cosmetic defects as well as visible indications of minor structural issues present. Property owners have maintained their buildings fairly well in the majority of the study area, but the map of building conditions reveals concentrations of housing that is in need of repairs and potentially substantial renovations.

EXPAND ACCESS TO HOUSING REPAIR PROGRAMS

Housing repairs are currently available to a limited number of lower income homeowners annually through the City of Dover's CDBG program. Help existing residents, particularly low- to moderate-income households preserve the affordability of their homes through the establishment of an expanded housing repair program. Set as a housing priority the preservation of existing and development of more affordable housing for low- to moderate-income residents, focusing on homeownership to enable families to have a stake in their community. Provide educational resources and training for homeowners in the areas of:

- Repair and rehabilitation techniques
- Homeownership and financial responsibilities
- Financial management and credit repair

Establish a rehabilitation revolving loan fund capitalized by CDBG funds at a low interest rate (in the neighborhood of 1%) and attract a foundation, bank or CDFI to match the initial amount at a low rate of interest so it is affordable. As repayments are made, the principal is lent out again to new borrowers, thus the revolving nature of the loan pool to sustain it over time.



INITIATE VOLUNTEER-BASED NEIGHBORHOOD HOUSING REPAIR ORGANIZATION

42% of Central Dover's housing stock is in either "C" or "D" (Fair or Poor) condition. With a little professional guidance, resources, and elbow grease, these properties could be restored and improve block perception, helping to stabilize residential streets in the area. Central Delaware Habitat for Humanity is interested in bringing their minor repair program currently operating in Frederica to Dover in late 2015. The program encompasses

exterior painting/minor exterior repairs per home in which volunteers from business, industry and the community pitch in with the owners to take on home repair and beautification projects in the neighborhood. There are also similar mission-based groups active in Central Dover that could be partnered with to help restore existing housing. Additionally, MHDC currently provides emergency housing repairs and First State CAA operates a weatherization / repair program which could be targeted to the area.

These recommendations provide for an opportunity for Central Dover to link this kind of investment with the proposed model block concept and related community building activities described in the previous chapter. To that end, a task force should be created to:

- Identify the nature and extent of any incentives—financial and technical—needed to bring such a program to the community.
- Bring it to scale over time and ensure that it targets strategic locations consistent with the Restoring Central Dover Plan.
- Leverage other investments in the blocks targeted and in other initiatives that are priorities and spelled out in the Plan.
- Improve and/or extend partnerships with local government agencies, and technical and financial intermediaries to work closer together to avoid any duplication of effort in fashioning the program.

LANDLORD TRAINING

The nationally recognized Landlord Training Program in Portland, OR has been adopted by over 400 cities and counties across the nation, and includes a separate focus on Section 8 housing. The training workshop focuses on keeping rental properties safe and free of illegal activity by training landlords in effective property management and techniques for dealing with illegal activities by tenants.

LEARN MORE portlandonline.com/BDS/index

The Good Landlord Program in Ogden City, Utah provides incentives for landlords and apartment managers who go through training and implement the lessons on eliminating code violations, illegal activity and public nuisances through discounts on business permits and disproportionate impact fees.

LEARN MORE ogdencity.com/en/doing_business/

STRENGTHEN CODE ENFORCEMENT

One of the issues residents raised repeatedly as a major concern by Central Dover stakeholders was the lack of accountability displayed by some property owners, particularly absentee rental property owners. Holding property owners responsible for derelict housing by strengthening code enforcement in areas with high concentrations of renters and safety code violations is essential to ongoing neighborhood revitalization efforts in Central Dover.

- Initiate a third party needs assessment to determine whether staffing or technology solutions (such as a web-based permitting and development resource center) would help improve code enforcement efficiency.
- Provide educational resources and training to homeowners and landlords to help them make better decisions about their properties.
- Explore with City and state programs to provide financing incentives for code compliance for rental properties.
- Begin notification to the City of Dover by the Dover Housing Authority (DHA) and the Delaware State Housing Authority when Vouchers and Section 8 Rental Payments are suspended for a rental housing unit due to a failed DHA or DSHA inspection.



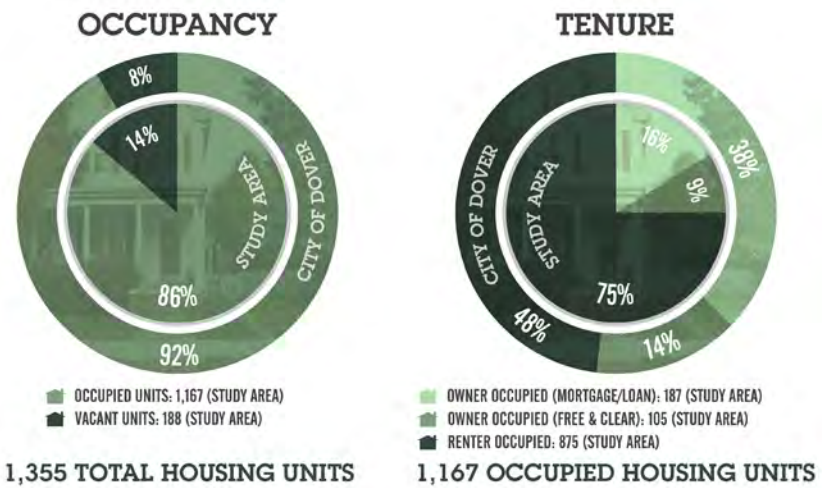
Creating a web-based permitting and development resource center could make information more accessible than it currently is in pamphlet form at City Hall.

EXPLORE WAYS TO BOOST HOMEOWNERSHIP

The 25% homeownership rate in Central Dover stands in stark contrast to the City of Dover's 52% homeownership rate. Explore the potential for employer-assisted homeownership programs modeled off programs such as Delaware's Live Near Your Work, the University of Pennsylvania's Enhanced Forgivable Loan Program, and Philadelphia's "Home-Buy-Now" program that provide down-payment and closing costs assistance to company employees towards the purchase of a home in Central Dover. Start with major institutions and employers such as Bayhealth Medical Center, Wesley College, State of Delaware, Kraft Foods, etc.

Explore with the City allowing qualified first-time home buyers in Central Dover to use CDBG home repair program funds to complete basic repairs when purchasing their new home. This, along with other home repair programs and down payment assistance will help boost homeownership rates in the neighborhood.

Initiate discussions with the City regarding waiving impact fees and/or discounting permit fees to incentivize affordable and market rate housing in Central Dover primarily for homeownership.



22 Housing occupancy and tenure

SOURCE: 2010 U.S. Census, 2007-2011 American Community Survey

From the existing tenant population of Central Dover and from workers regularly commuting to Central Dover, recruit potentially interested first-time home-buyers by introducing them to counseling programs and financial incentives available through NCALL as well as from Delaware State Housing Authority (DSHA) programs and the City of Dover. These include:

NCALL

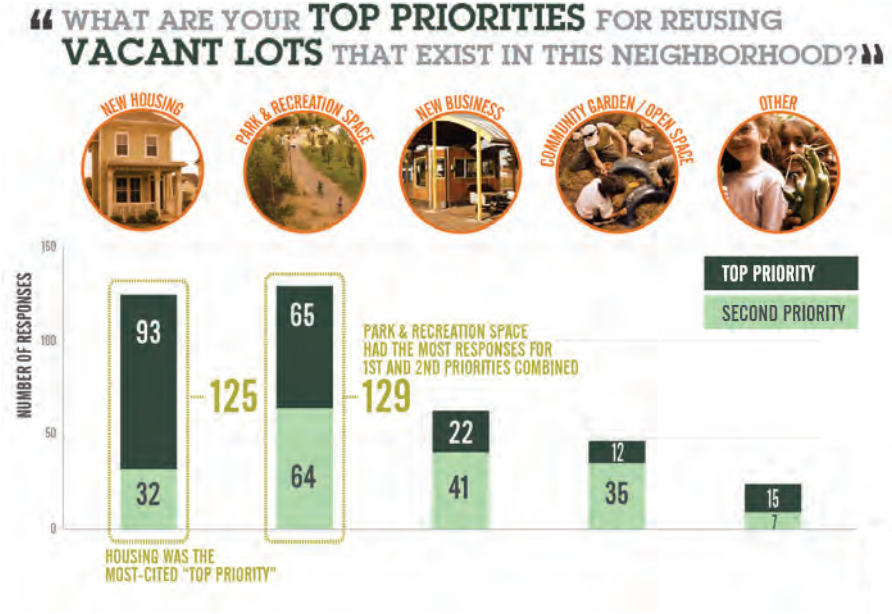
- Homeownership counseling helps households become mortgage-ready for conventional financing and special federal financing programs, such as FHA and VA mortgage loans.

DSHA

- Homeownership Loan Program that provides first mortgage financing at below-market interest rates to qualified homebuyers.
- Delaware First-Time Homebuyer Tax Credit federal income tax credit designed to help make homeownership more affordable to qualified homebuyers. Homebuyers who elect to use the federal tax credit are eligible to claim a portion of the annual interest paid on their mortgage as a special tax credit.
- Second Mortgage Assistance Loan (SMAL) assists income qualified borrowers in the purchase of their own home by providing down-payment and closing cost assistance in the form of second mortgages.
- Advantage 3 grant program assists qualified borrowers in the purchase of their own home by providing down payment and closing costs assistance in the form of a grant equal to three percent (3%) of the first mortgage loan amount.

CITY OF DOVER

- Dover First Start provides down payment and settlement assistance to low and moderate income families who purchase eligible properties in the City of Dover.



23 **Resident priority uses for vacant land**

Residents identified new housing development as a top priority among ways to reuse the plan area's vacant lots.
SOURCE: NeighborWorks resident survey.



06 SUPPORT NEW DEVELOPMENT

The Central Dover area has enough vacant land to comprise 25 football fields. Opportunities for residential and commercial development in the plan area are considerable. Removing certain regulatory and property acquisition barriers to development may encourage infill construction.

Encouraging more affordable and market rate housing and mixed use development can help better unify the urban fabric by eliminating vacant lots, as well as bring in new residents and businesses.

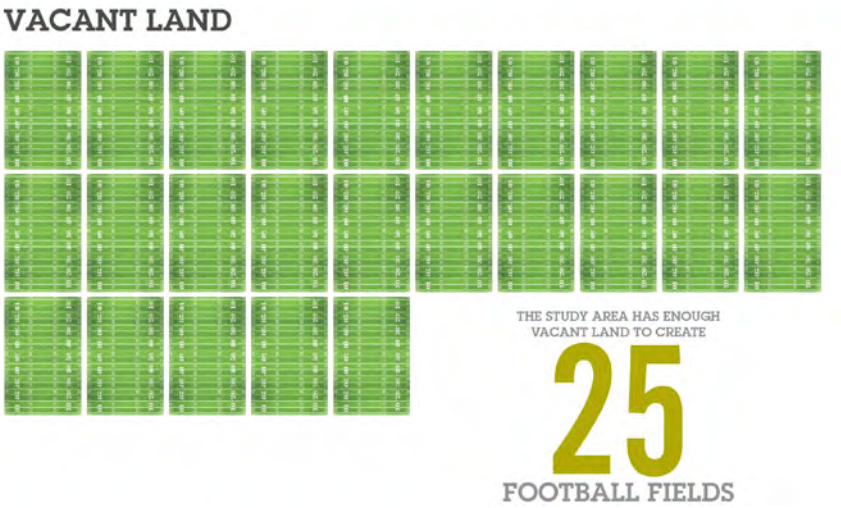
ENCOURAGE GREATER ZONING FLEXIBILITY TO ENABLE INFILL HOUSING DEVELOPMENT

The City of Dover is in the process of revisiting the zoning code to make redevelopment projects easier to get off the ground. This will require a new framework that will steer infill development with new guidelines and standards about acceptable building typologies and uses.

Development of duplexes and townhouses—residential typologies that would be appropriate for the urban character of Central Dover—are currently not allowed within the zoning regulations. Developing a zoning overlay covering the Downtown Redevelopment District that identifies townhouse and duplex developments as acceptable conditional uses could speed up the approval process and encourage residential development. There could also be allowances made as part of the Planned Neighborhood Design code, which would provide more flexibility in terms of setbacks and other block standards in exchange for architectural elements that complement the character of the area. Encourage neighborhood residents to be part of setting the neighborhood and infill standards.

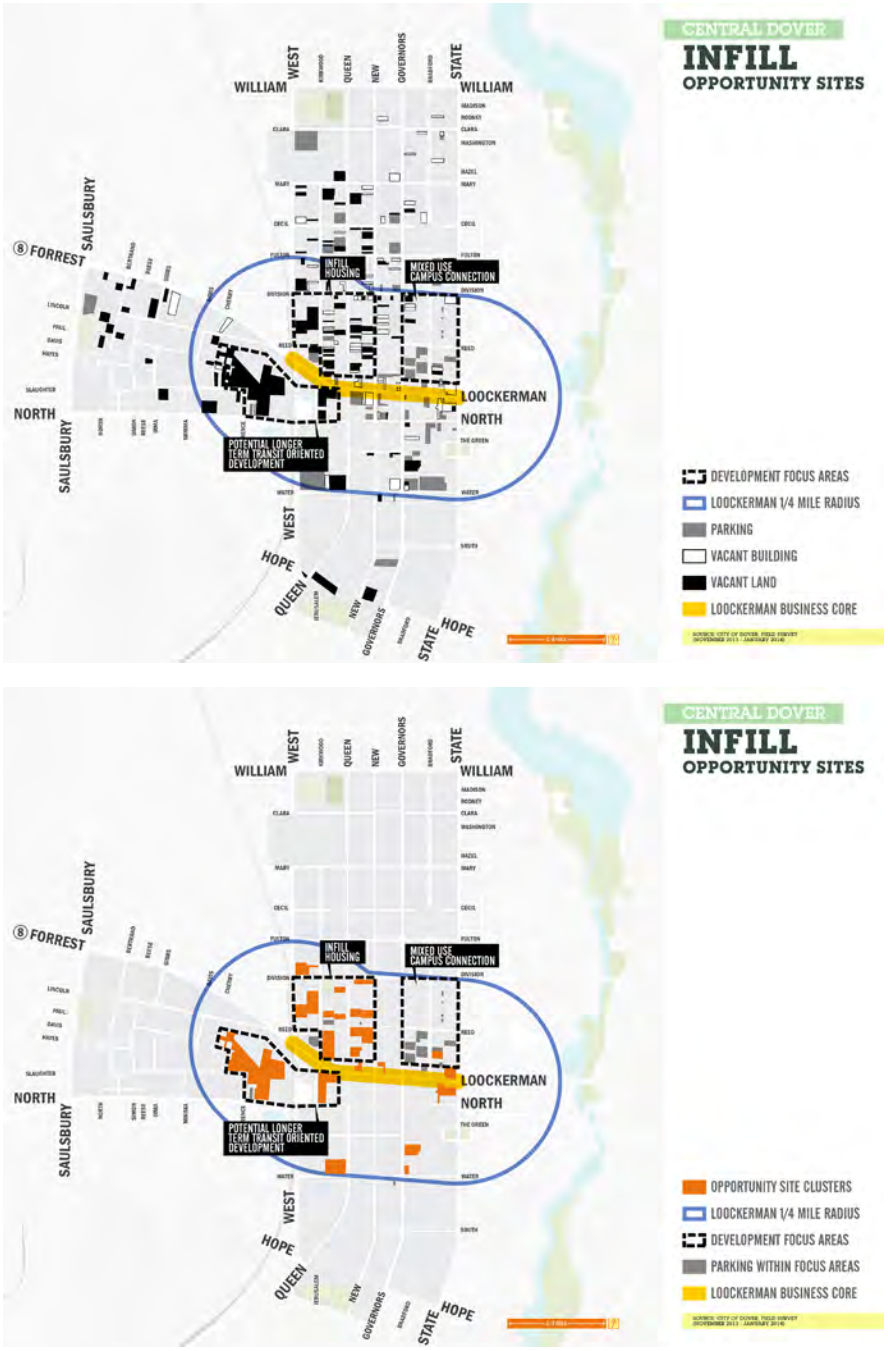
FACILITATE PARCEL ASSEMBLY AND REDEVELOPMENT

Though there are 207 vacant properties in the Central Dover plan area (73 vacant buildings and 134 vacant lots), realizing the potential these properties hold can be challenging. 10% of all currently vacant lots are owned by the City of Dover, meaning the majority of properties are held privately, and in some cases, property owners are resistant to selling their holdings because of a perceived or anticipated investment and building boom in downtown Dover. In order to encourage investment in the plan area, the City should explore the following innovative mechanisms, among others, to facilitate parcel assembly and redevelopment.



24 Aggregated vacant land area

SOURCE: Field survey, Nov 2013 - Jan 2014



LAND BANK

A land bank is "a public authority created to efficiently hold, manage and develop tax-foreclosure property" and can be utilized as a planning tool for long-term community development. Land banks use legal and financial tools to put vacant, abandoned, and/or tax delinquent properties back into the market for productive uses; and in most cases, because vacant, abandoned, and/or tax delinquent properties are found within older/economically depressed communities, the land bank encourages redevelopment in these blighted areas. Across the country, municipalities are establishing or reviewing the potential of land banks to reclaim blighted areas. A land bank can also be established by a private organization in coordination with the City of Dover. Central Dover could follow suit and create a land bank as part of its revitalization efforts.

LAND TRUST

A community land trust is a non-profit, community-based organization that works to provide perpetually affordable home ownership opportunities. The land trust acquires land and removes it from the speculative, for-profit, real estate market. The land trust then holds the land it owns "in trust" forever for the benefit of the community by ensuring that it will always remain affordable for homebuyers. The land trust provides permanently affordable housing by owning the land of a particular property but selling the home on the land to an income-qualified buyer. The homeowner then leases the land from the land trust through a 99-year, renewable ground lease. Local housing advocates and other partners should open dialogue with the City, potentially consulting the Diamond State Community Land Trust, about whether or not this approach would serve Central Dover well.

25 Infill development opportunity sites

From a the full inventory of vacant buildings, vacant land, and parking lots in the Central Dover study area (above left), clusters of development opportunity sites within walking distance of Loockerman are identified in orange (below left). Prioritizing development close to Loockerman will reinforce commercial corridor revitalization efforts. Proposed development typologies include infill housing, mixed use campus development, and potential longer-term transit-oriented development, pending establishment of regional rail connections discussed in the following chapter.
SOURCE: Field survey, Nov 2013 - Jan 2014

EVALUATE WAYS OF PROVIDING FINANCIAL INCENTIVES FOR DEVELOPMENT

Property acquisition and construction costs are higher in Dover than in neighboring areas—without commensurately higher rents or sales prices. In order to attract developers to the Central Dover area, the City should consider waiving City impact fees and/or discount permit fees and real estate taxes to incentivize housing in general and affordable housing in particular.

DEVELOP AFFORDABLE HOUSING OPTIONS

Recruit and select housing developers such as NCALL, MHDC, Central Delaware Habitat and others to develop affordable and market rate housing for homeowners in Central Dover. For example, Central Delaware Habitat for Humanity serves Kent County targeting families with incomes at and below 60% of area-wide median income. Their program holds and services all the mortgages on completed homes sold to first-time homebuyers. Habitat for Humanity is currently pursuing financing and other needed resources to build homes in Central Dover and NCALL has executed support letters indicating the project is consistent with the ongoing planning process. The targeted properties are located on Kirkwood and Queen Street.



Habitat for Humanity



26 Barriers to homeownership

63% of surveyed residents report that they would not consider buying a house in Central Dover. Highlighting the need for more affordable housing in Central Dover, slightly more than half of renters identified their personal financial situation as the primary reason why they have not yet bought a home.
SOURCE: NeighborWorks resident survey

PROVIDE ASSISTANCE IN ACTIVATING UPPER STORIES ALONG LOOCKERMAN STREET

There have been a number of initiatives aimed at filling vacant commercial spaces along Loockerman Street. Though businesses along Loockerman have strengthened in recent years, Loockerman still has the potential to become a vibrant commercial district. One way to push it in that direction would be to encourage residents to live along the corridor in upper story apartments so they can be at the center of momentum building in Central Dover. Property owners should be supported in their efforts to create high quality housing with good tenants. Assistance can come in the form of permitting and design assitance to convert upper stories, as well as potentially relaxed regulations to facilitate conversion, as long as such flexibility does not compromise safety standards.

Coordinating with the Downtown Dover Partnership, local partners should seek to establish financial assistance programs for basic systems repair and façade improvements for owners who cannot afford them on their own. Such improvements lower utility costs and enhance security for tenants, while also lowering operating costs and enhancing the property value for landlords.

The upper buildings of some buildings more readily lend themselves to other uses, especially where a second means of egress cannot be created to support residential units above the first floor. Upper story artist studios, small offices, and coworking spaces would bring increased activity to Loockerman, as well as support existing businesses along the corridor.



EXPLORE OPPORTUNITIES TO CREATE CENTRALIZED STUDENT HOUSING OPTIONS OFF CAMPUS

Wesley College is an anchor educational institution with 2,100 students situated in the northeastern section of the plan area. The college has been looking for ways to deepen its relationship within the community it is embedded in. Neighborhood residents would like Wesley to take a bigger role in helping revitalize the neighborhood and encourage students to become a part of the community fabric. One way to do this would be to expand off-campus mixed use student housing offerings linking the campus to Loockerman. Mixed use development with ground floor retail in this area would also make it more pedestrian-friendly and encourage students to frequent stores on the Loockerman commercial corridor.



07 REINVEST IN COMMERCIAL CORRIDORS

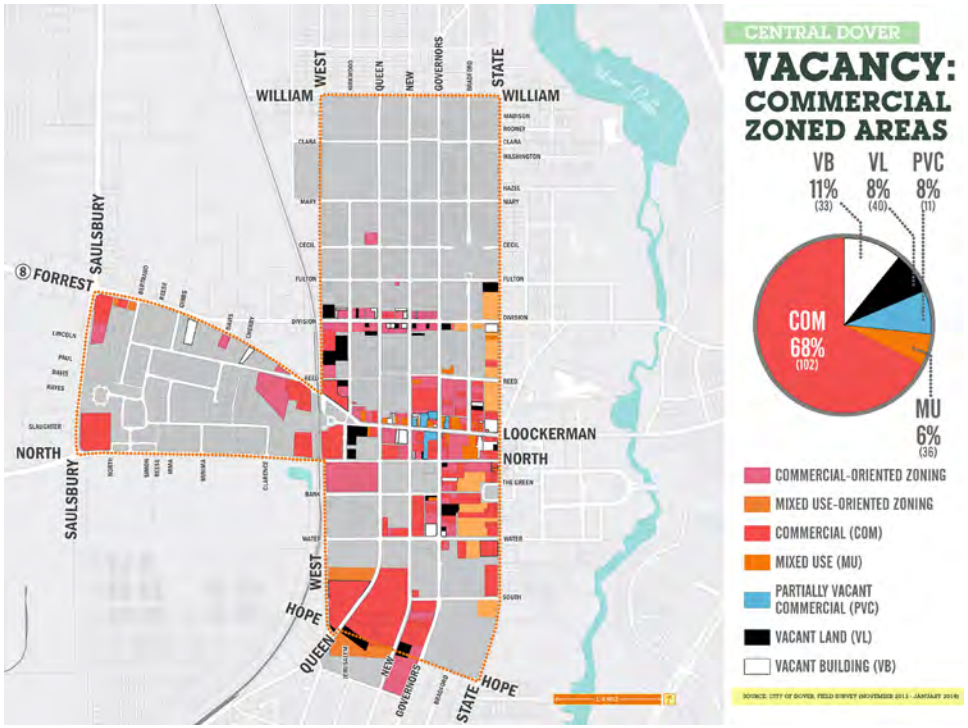
Loockerman Street, Central Dover's main commercial corridor of Central Dover, has a unique character and great potential, but currently struggles with high vacancy and turnover rates. Developing a strategy to fill vacancies along Loockerman and recast the corridor as a vibrant and bustling destination will improve the revenue streams and draw visitors from all over Delaware and the tri-state area.

Presently, there are 16 vacant buildings, 6 partially vacant commercial spaces, and 2 vacant lots on Loockerman alone that can be repurposed and re-imagined. The vacancy rate changes monthly as two new retail shops opened in September 2014. Developing a strategy to not only fill vacancy in commercial areas, but also recast corridors like Loockerman as vibrant and bustling consumer attractions, will not only improve the revenue streams of existing businesses, but will also draw visitors from all over Delaware and the tri-state area to experience the newly restored Central Dover and its small business-oriented retail corridor.

BUILD AND EXPAND ON MARKETING/ BRANDING EFFORTS FOR THE LOOCKERMAN STREET CORRIDOR AND CENTRAL DOVER

Marketing will play a big role in helping change the perception of the Loockerman Street Corridor. A review and potential revision of the current marketing tag line, "Historically Happening," as well as the Downtown Market Plan should be completed in the near term. Identifying who the various customer groups and business types Central Dover should be targeting will help shape the type of marketing and branding plan necessary to draw-in the retail and entertainment that will position Loockerman to become a vibrant and lively commercial district. Recruitment of the needed retail and businesses will need to occur as well. Marketing materials and social media efforts tailored to potential residents, investors, and businesses should be developed to promote reinvestment in the area.

ACTIVATE VACANT STOREFRONTS



27 Vacancy and utilization of areas zoned for commercial uses

SOURCE: Field survey, Nov 2013 - Jan 2014

Though there a number of new businesses popping up along Loockerman Street, high vacancy and turn-over rates are persistent issues. With downtown revitalization efforts already underway, one approach to quickly turn around the negative effects of vacancy along commercial corridors is to develop an interim strategy that transforms empty commercial spaces into temporary gallery spaces showcasing the creative work of youth living in Central Dover or displays about area nonprofit organizations. Many of the commercial spaces along Loockerman have large display windows, providing an opportunity to brand the corridor as a creative place, add color and interest to the streetscape, and establish exhibition venues for emerging artists. Temporary storefront installations could also be an opportunity to merge commercial corridor revitalization with social services through an art therapy program such as the Creative Vision Factory in Wilmington, Delaware. In addition, the City and its partners should encourage "pop-up" stores and incubator businesses for a three month trial with three months free rent, which would serve to both activate gaps in the corridor and create opportunities for entrepreneurs and small retailers to establish themselves in Central Dover.

ADDRESS CONCENTRATED LOITERING

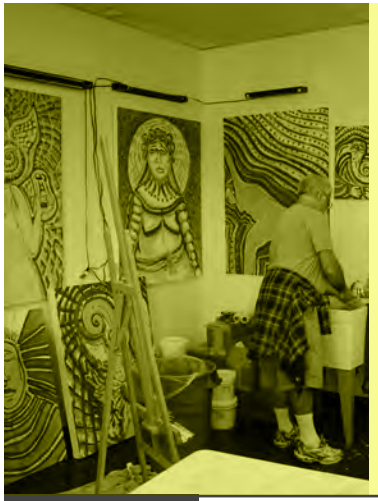
The vitality of Central Dover's commercial corridors relies on perception of the area. Some businesses in the vicinity of Loockerman are generating activities that deter customers and new businesses. Though such operations generate revenue for the City, in Central Dover they contribute to loitering and exacerbate vagrancy in the area. The perception is that the loitering and vagrancy leads to high crime incidents. Revisiting licensing requirements, zoning restrictions, and potential ordinances regarding nuisance businesses as well direct approaches to such business owners about how to change their business' image and patronage, will be useful in protecting the commercial viability of Central Dover, and will ensure that the negative impact of nuisance businesses will be minimized over time.

EXPAND SMALL BUSINESS DEVELOPMENT PROGRAMS FOR NEW AND EXISTING BUSINESS OWNERS

Small business owners like those who own the boutiques and specialty shops along Loockerman are entrepreneurs who have taken a risk to open an enterprise to sell a product or service they believe the community wants or needs. Sustaining new and existing small businesses can be a difficult task in today's fast paced economy. There are opportunities to help prepare burgeoning entrepreneurs and long-time business owners



28 Conceptual visualization of temporary vacant storefront installation



CREATIVE VISION FACTORY

The mission of the Creative Vision Factory in Wilmington, Delaware, is to support artistic endeavors of those with behavioral health disorders and encourage their participation in the local artistic community through exhibitions and workshops. The factory recognizes the value of creativity and expression in assisting in the promotion of recovery. Michael Kalmbach, who developed the Factory, feels it can serve as a path to employment. The communal workspace is free to those with behavioral health disorders and open to the community for a minimal monthly membership fee.

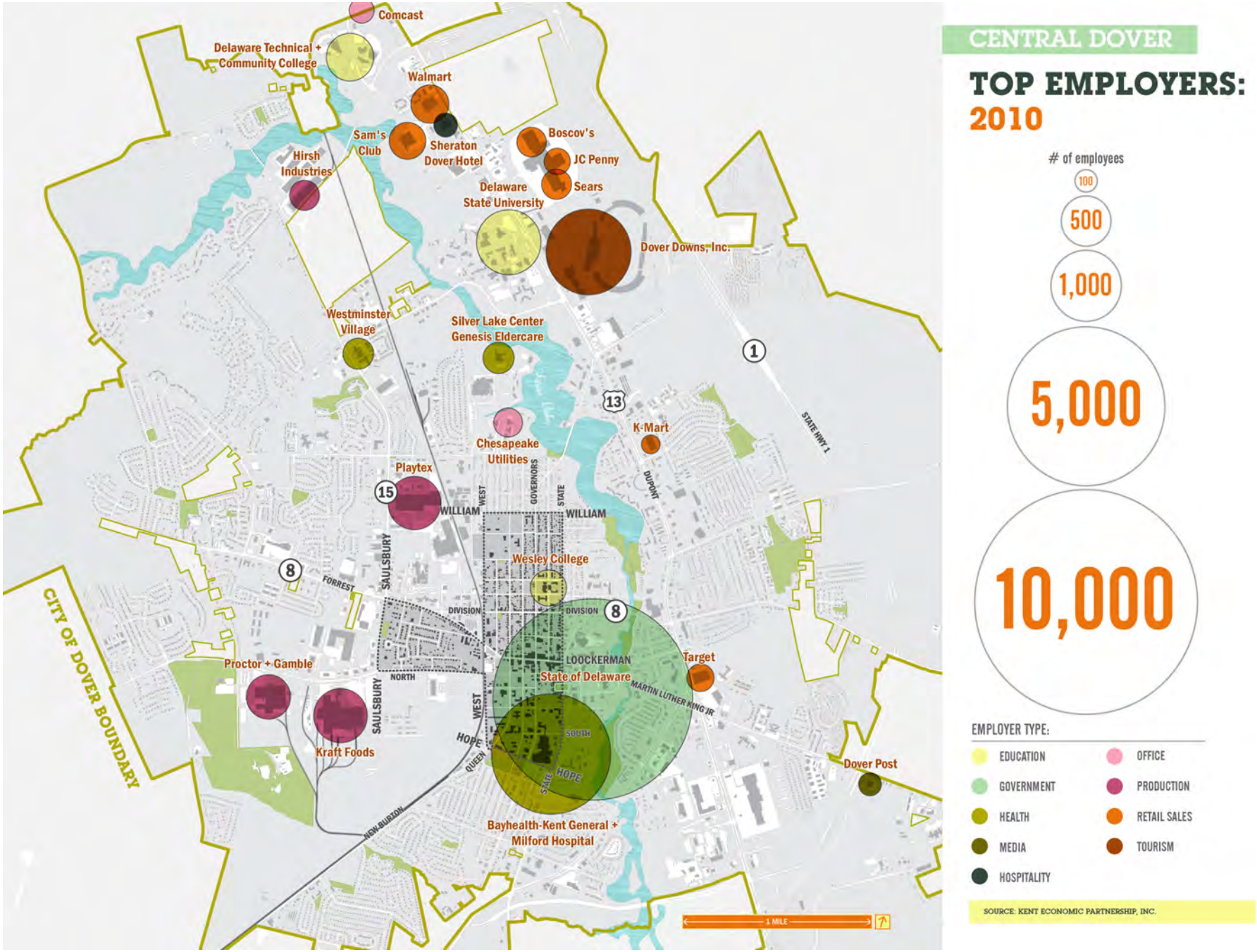
LEARN MORE thecreativevisionfactory.org

for the constant fluctuation of the market and consumer taste. Currently, the Downtown Dover Partnership offers some business assistance in the form of information on "loan programs, available incentives and grants, and available spaces" in the downtown area. A network exists among the small business assistance providers to coordinate efforts; this collaboration should continue and an expansion of the services offered will improve the stability of Central Dover's commercial base and broaden its diversity and offerings.

RECRUIT MAJOR LOCAL EMPLOYERS TO ESTABLISH SATELLITE OFFICES ON COMMERCIAL CORRIDORS

Dover is home to several notable private corporations and institutions. Kraft, Playtex, Proctor and Gamble, Wesley College, and Bayhealth-Kent General are some of the major local employers within city boundaries. Encouraging these major employers to relocate their smaller operations and/or divisions to unoccupied commercial spaces within the plan area such as the new E-ZPass location on Loockerman Street will bring more employees into the downtown areas to shop and eat, which will strengthen Loockerman as a commercial corridor and encourage continued revitalization in surrounding areas.





29 Top employers in Dover

SOURCE: Kent Economic Partnership, Inc

08 ENSURE EQUITABLE ECONOMIC DEVELOPMENT

The racial and ethnic composition of Central Dover has grown more diverse over the past decade. From 2000 to 2010, the plan area saw a 12% increase in total population, from 3,323 to 3,735 residents. During that period, the percentage of those identifying as persons of color increased by 6%, with the European American cohort dropping from 41% to 34%.

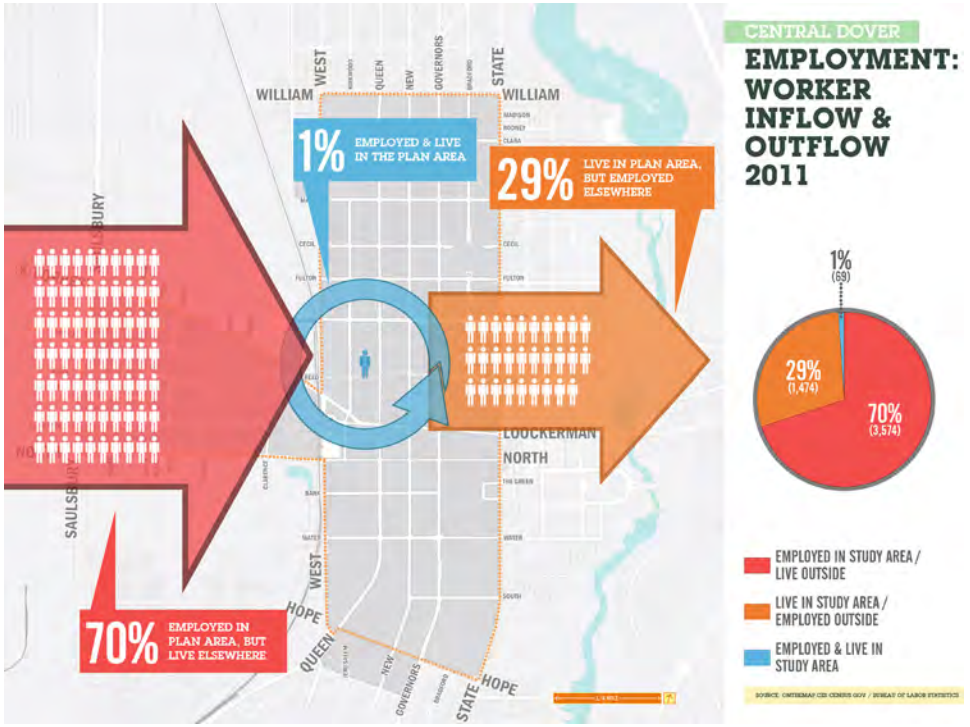
While the plan area's population has grown more diverse, it appears employment opportunities have not. In 2010, the unemployment rate for Central Dover was approximately 10%; and while over 3,500 employees work within the plan area, only 1% actually resides and works in Central Dover. Truly restoring Central Dover must involve community and business leaders working together to confront the lack of access and disparity Central Dover's people of color are currently facing.

DEVELOP A COMPREHENSIVE WORKFORCE DEVELOPMENT STRATEGY

Linking Central Dover residents with the skills they need to compete for quality jobs will support both regional economic strength and local vitality. Equalizing economic opportunity requires the cooperation of private, public, and nonprofit sectors. The nature of this collaboration and partnership brings benefits to all participants: local residents secure family wage jobs and employers' participation in building a skilled workforce ensures their own success.

A critical part of this effort will be to leverage existing major employers to drive growth and boost local employment. Invite local business and industry to help address the unemployment and underemployment issue in Central Dover. Among the ideas and initiatives to explore include:

- Mechanisms that promote job growth and better enable African Americans and other disenfranchised individuals to overcome systemic barriers to living wage employment.
- Development of industry partnership programs between employers and workforce representatives with targeted recruitment efforts in



30 Worker inflow & outflow

SOURCE: Bureau of Labor Statistics

Central Dover.

- Investments in:
  - Prisoner and ex-offender education programs as part of workforce development.
  - Youth workforce and internship programs.
  - Entrepreneurship and capacity building programs for minority- and women-owned business enterprises.
- Corporate and institutional policies that increase workforce diversity (especially at management levels), and the hiring of ex-offenders.

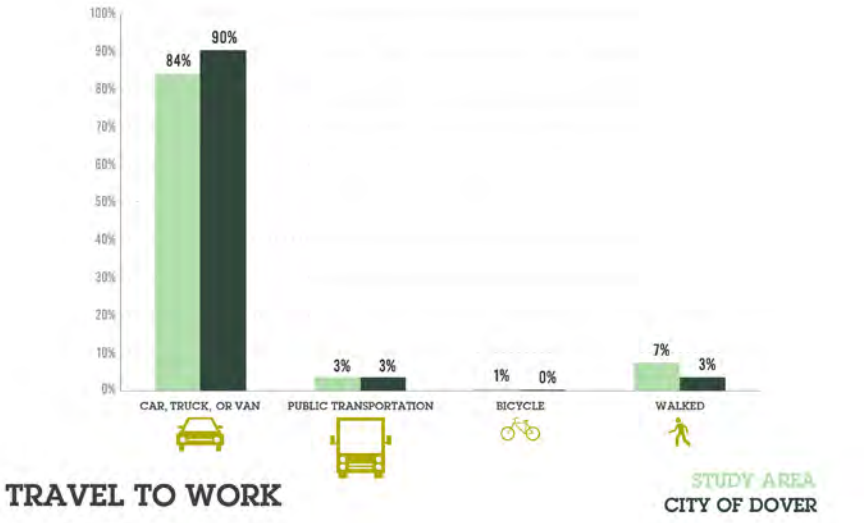
Explore potential pilot programs with the DelMarVa Black Chamber of Commerce modeled after Incubator Without Walls and the Ice House Entrepreneurship Program. Incubator Without Walls (IWOW) is a program for developing a skilled workforce to help power economic growth and the Ice House Entrepreneurship Program promotes entrepreneurship working with young adults to achieve learning objectives.

COMPLETE ECONOMIC INCLUSION STUDY

As a first step towards ensuring diversity within business opportunities, complete and publish the City-funded Economic Inclusion Study of Dover – commissioned by the DelMarVa Black Chamber of Commerce (DBCC) that is modeled off of a similar analysis of Pittsburgh, PA concluding that, among other contributing factors, racial equity and inclusion are cornerstones of sustained development and successful, healthy economies for that particular region. The lack of minority participation in a number of high-profile and large construction projects (in the Central Dover community and the Dover region in general) recently and over time prompted DBCC to bring the need for such an analysis to light publicly and to seek partners to help sponsor and fund it. The Restoring Central Dover plan and the prospects of it leveraging public and private resources present a unique opportunity to advance both agendas by linking economic inclusion as a policy and practice with community revitalization as a goal.



AN INTEGRATED PUBLIC REALM AND INFRASTRUCTURE



31 Mode of travel to work: Central Dover versus City of Dover

SOURCE: 2007-2011 American Community Survey



09 IMPROVE TRANSPORTATION INFRASTRUCTURE

Much of the Central Dover area is a fairly walkable urban fabric. However, the contextual land use patterns and low-density development standard in the region result in a pervasive reliance on cars for personal transportation. The community's hopes for improved alternative transportation options resulted in a number of recommendations towards improving mobility and achieving more balanced streets.

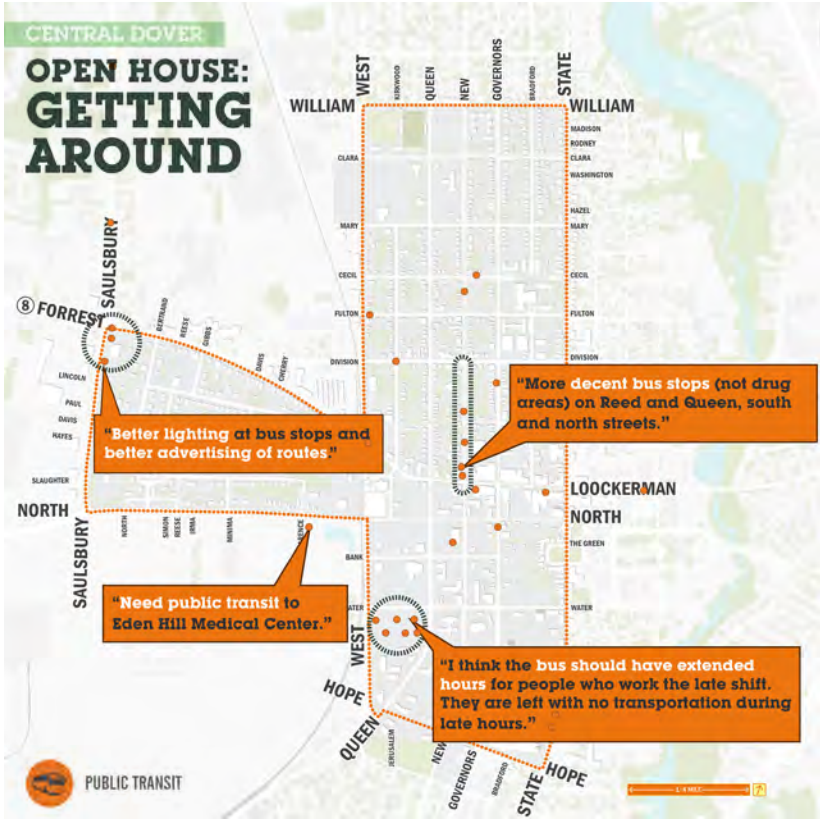
The worker inflow and outflow, as well as travel mode to work data also suggest the same. More than 3,500 workers come into the Central Dover area from areas outside and 84% of workers living in Central Dover use a personal vehicle to get to work. There are a number of reasons to make a concerted effort to improve and expand levels of service for alternative transportation options in Central Dover, including:

- As costs of owning and maintaining a car continue to trend upward, improving public transportation infrastructure will expand access to the city and provide stability for Central Dover's low-income residents looking to broaden their opportunities.
- Enhanced public transportation and more balanced streets will improve quality of life for Central Dover's senior population and those with physical disabilities.
- Investing in alternative transportation can help boost economic development efforts by attracting new residents and businesses who are attracted to these amenities.
- Promoting walking and biking can help fight the childhood obesity epidemic and encourage healthier lifestyles in general.

The following recommendations seek to improve mobility and establish more balanced streets in the Central Dover area.

EXPAND AND ENHANCE TRANSIT SERVICES

Central Dover residents and stakeholders were vocal about the need for expanded DART bus services. Though only 3% of Dover residents use public transit, this may be due to the limited routes and times of operation provided. According to residents who participated in the May Open House, the bus is simply not an option for individuals working late shifts, with services ending at 9 p.m. and no buses running on the weekends. Also,



32 Community-identified public transit issues

SOURCE: Public open house input

there are no regional routes for workers who are employed in surrounding suburbs or towns. For these reasons, city officials and neighborhood civic groups should be advocating for more routes and better times of operations to ensure all workers who need public transit have a way to their jobs. As a first step, an in-depth transportation accessibility study specifically for Central Dover should be completed focusing on the needs of existing and potential transit users, as well as evaluating current levels of service. This information should be used to form the foundation of decision-making on the part of city officials and transit authorities to improve alternative transportation options and accessibility for Central Dover residents, workers, and visitors.

Feedback generated as a part of this process suggested this study should explore:

- Establishing a bus line with frequent service along Route 13 and 113 through all three counties
- Linking Central Dover residents to employment centers outside the neighborhood to increase access to job opportunities
- Feasibility of extending hours of operations on nights and weekends to better accommodate workers
- Potential demand for mid-day routes targeting the elderly and those accessing child care
- Whether or not the renaming of lines using place names would help improve the user experience by boosting awareness of which lines serve which locations. For instance, the route 109 service line could be renamed the "Central Dover – Dover Mall" line to readily indicate the two endpoints of the route.

The process for this study should include in-depth public outreach and community engagement to ensure that transit service decisions are informed by local demand and feedback.

IMPROVE BUS STOPS AND TRANSIT DEPOT

In many cases, waiting for the bus in Central Dover can be a trying experience. The lack of proper bus shelters make for very uncomfortable conditions for residents waiting on buses. Some residents have witnessed "people waiting in ditches…in the rain or extreme weather without cover." Providing covered bus shelters for frequently used locations would not only improve the public transportation experience, they would also increase the visibility and awareness of the bus stop locations, which can in turn boost ridership. Attractive bus shelters also serve well as streetscape amenities



Dover transit depot

that have the potential to raise the image and perception of Central Dover. Bus shelters should be equipped with clear route maps and schedules, which could also serve as opportunities to raise awareness of locations of arts, cultural, and historic destinations and events in the area.

A comprehensive assessment of existing bus stop infrastructure in Central Dover should be coordinated with above mentioned transit access study and completed in the near term to determine:

- Which bus stops need to be improved to meet accessibility standards
- Whether there are locations along existing routes that should become new bus stops

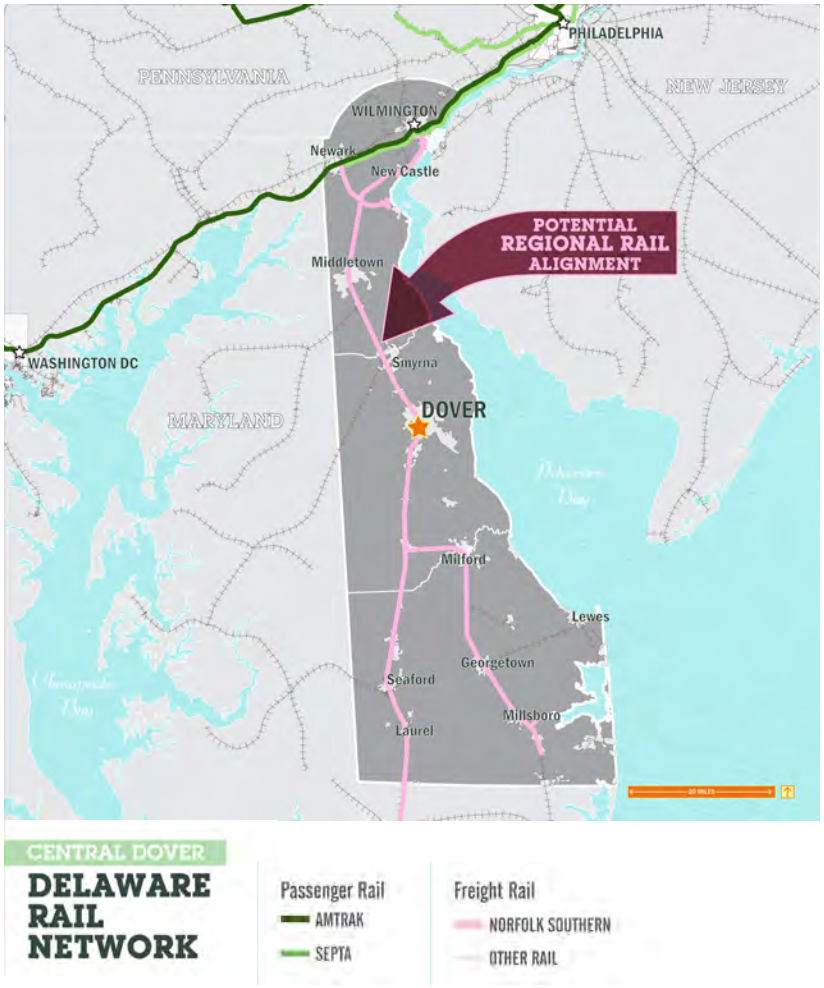
In addition to bus shelters, other community members highlighted the need for improvements to the Dover Transit Center located along W. Water Street. Proposed improvements called for included seating, shelter, public rest rooms, and real-time schedule displays. Original plans for the Transit Center called for a second building that would house bathrooms, stores, eateries, and office space. These amenities would serve to activate the Transit Center and improve perception of the area. DelDOT, the State of Delaware, and City of Dover should resume conversations about the feasibility of moving forward with completion of this plan.

ADVOCATE FOR A REGIONAL TRANSIT CONNECTION STUDY

Though it is the State capital and is centrally located in Delaware, Dover has no regional rail transit connecting it to Wilmington or other cities along the eastern seaboard. Community leaders and residents in Central Dover see great potential in leveraging Central Dover's proximity to beaches along the coastline, Dover Downs, and other major destinations by linking Wilmington to the mid-Atlantic passenger rail network. There is the sense that Central Dover is perceived as a "pass-through" or "pass-around" place for the visitors coming through the region. Locating a regional train station and multi-modal hub here would bring visitors to Central Dover itself, which could have great impacts on job development and reinvestment.

A central component of DelDOT's 2011 Delaware State Rail Plan was to provide an implementation framework for both passenger and freight rail improvement initiatives in Delaware. Named as a "High" priority among the proposed studies to initiate in order to continue to explore the feasibility of potential rail improvement projects, a commuter rail link between Kent County and New Castle County could be established along the Norfolk Southern rail alignment [Fig 33]. A passenger rail service along this line would bring travelers to the threshold of the Loockerman corridor, while also providing a regional connection within walking distance of Dover's cluster of government and justice system buildings. Local partners should push for the completion of this study and advocate for the passenger rail link.

Improved east-west regional bus transit connections would better link Dover to beach destinations along the shore less than 20 minutes away, as well as Washington, DC, 2 hours west. These routes would most likely be served by private intercity bus common carriers and a demand study demonstrating sufficient need may be necessary to recruit companies. The scope of this study could be folded into the DART study referenced above.

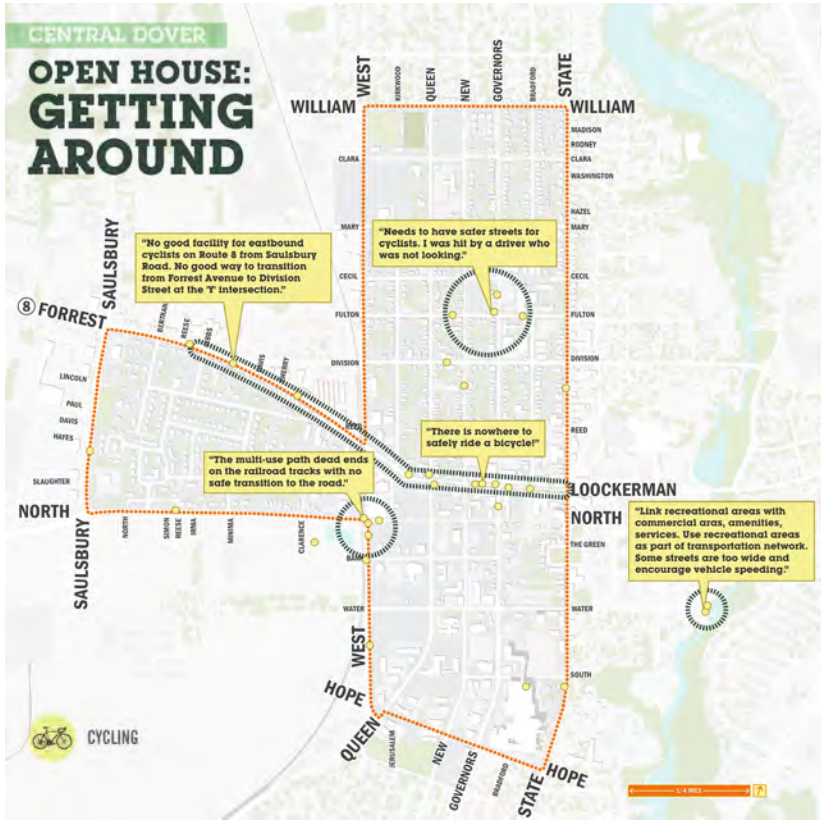


33 Potential regional rail connection

SOURCE: DelDOT, 2011 Delaware State Rail Plan

WORK TO SUBSIDIZE YOUTH AND FAMILY TRANSIT ACCESS

46% of Central Dover households make less than $30,000 a year. In many cases, low-income families living in the plan area are likely to spend a sizeable portion of their earnings on transportation to work and school. To help lighten their load, DART and the City of Dover should consider subsidizing transit costs for low-income families and the elderly. A useful model may be found in San Francisco's Municipal Transportation Agency, which currently allows low-income youth to ride public transit for free. The State Social Service Department should explore whether they may be able to integrate this subsidy as part of the benefits provided to the families and individuals qualifying for specific social services.



34 Community-identified bicycle network issues

SOURCE: Public open house

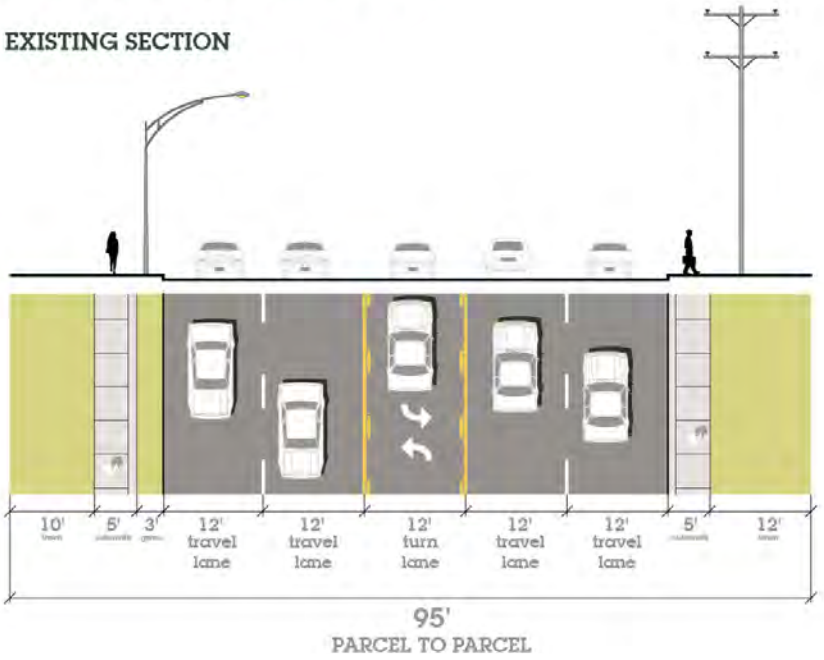
BUILD ON EXISTING BIKE INFRASTRUCTURE

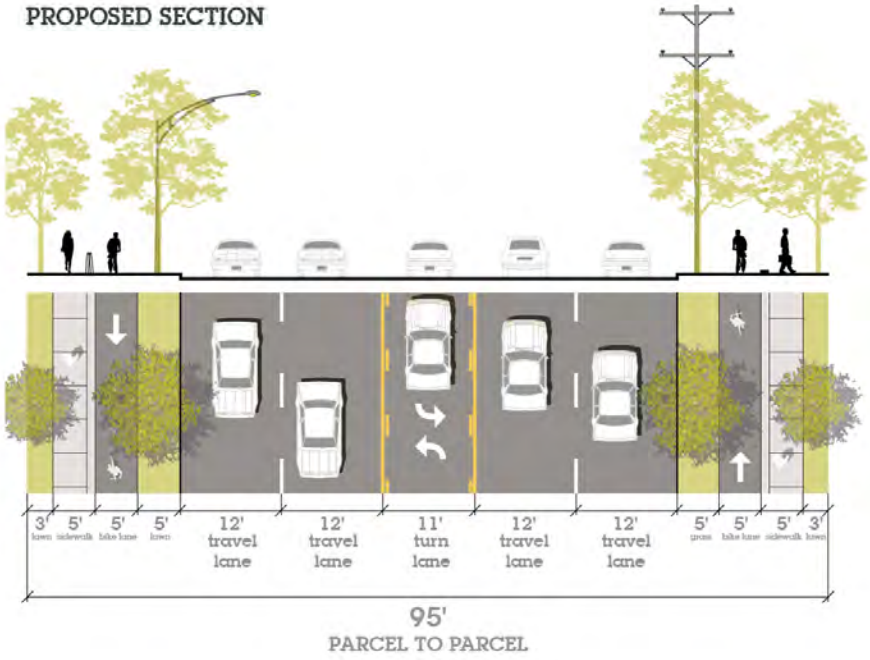
Parallel to the Restoring Central Dover planning process, the City of Dover conducted its own city-wide comprehensive bicycle and pedestrian planning process. The ideas related to bicycle and pedestrian improvements as a part of this study are intended to supplement this work with accessibility and public realm improvement ideas specific to the Central Dover area. The map in Fig 35 shows a network of existing and proposed improvements to the bicycle network in the Central Dover area. The network intends to link existing and potential off-street bike trails along Silver Lake Park and Capital Green to the Dover Transit Center and Wesley campus, while also providing enhanced through-access on Division/Route 8 and Loockerman.



35 Proposed bicycle network improvements

FOREST STREET / RT. 8







> The generous right-of-way width of Forest Street/Route 8 allows for opportunities to install separated bicycle infrastructure that would both improve bikeability and elevate the image and perception of this main gateway into Central Dover. The existing and proposed typical street sections demonstrate that bike trails separated from the vehicle travel lanes by a 5-foot landscaped buffer could be established without sacrificing level of service for vehicles. Rebranding the corridor as part of a major streetscaping effort such as this, "Forest Street Parkway" or "Forest Street Bikeway," for example, could promote and highlight it as a local amenity.

36 **Existing and proposed Forest Street/Route 8 right of way configuration**

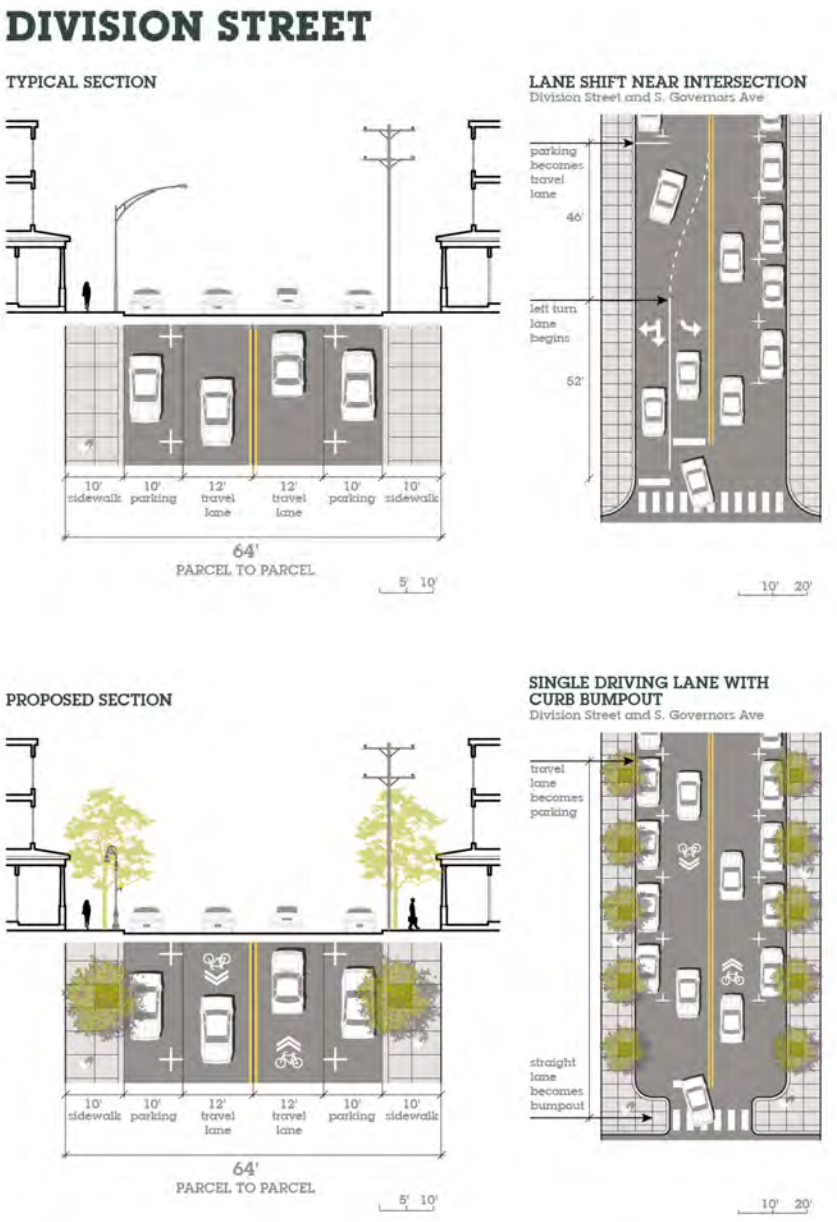
- As a main thoroughfare and secondary commercial corridor, there is much room to improve the streetscape along Division Street and make it safer for bikers and pedestrians. While some blocks have been recently repaved, there are some stretches of sidewalks along Division that have eroded entirely. Reconsidering intersection circulation along Division Street could allow for more pedestrian-oriented provisions. Division Street currently requires through-traffic to continually jog over to the right outer edge of intersections, where otherwise there are mid-block on-street parking aisles except at corners. Traffic turning left is given sole access to the left travel lane. This pattern currently precludes the creation of bump-outs, which would make pedestrians more visible and reduce crossing distances. Traffic levels may not necessitate the dedication of the travel lane to left turns only. Local partners should work with DelDOT to explore other alternatives that are more equitable across modes.

IMPROVE PEDESTRIAN CONNECTIVITY AND INFRASTRUCTURE

For Central Dover's seniors, getting around on the neighborhood's sidewalks can be difficult—not just as a result of the mobility challenges of aging, but because many sidewalks are in need of repair. These issues are problematic for other users as well, including physically challenged individuals, and pedestrians pushing strollers or shopping caddies.

Many property owners may not be aware of their responsibility to keep adjacent sidewalks in good shape. One result of this has been that the City has taken on the task of repairing or replacing sidewalks in need. A marketing and awareness campaign is needed to encourage property owners to repair their sidewalks. It would be more effective if this campaign included financial assistance to help with making repairs. However, the pervasiveness of broken and eroded sidewalks alongside vacant lots and buildings requires other solutions, as attempts to encourage owners of abandoned properties will likely prove fruitless. The City should be supported with increased resources for sidewalk repair to handle cases where property owners cannot be held accountable for sidewalk condition. In some cases trees may need to be removed and replaced where roots have created hazardous conditions for pedestrians.

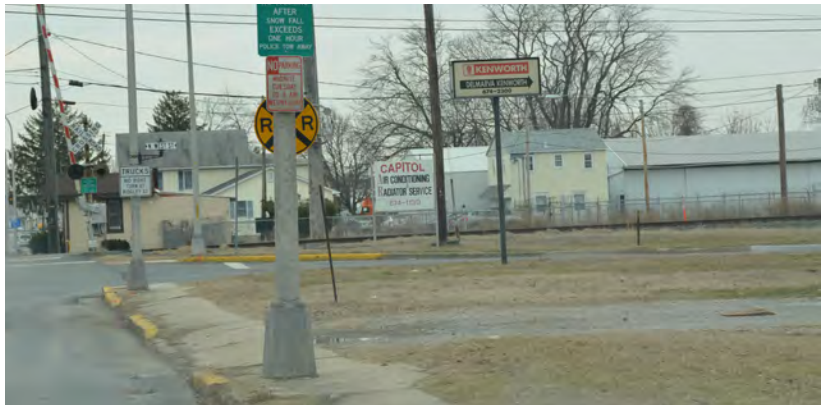
In addition to keeping Central Dover's sidewalks in good shape, community members highlighted the need for more signage and streetscape improvements to increase visibility of pedestrians and remind motorists



37 Existing and proposed Division Street right of way configuration

when pedestrians have the right of way. Specifically mentioned was the need to protect pedestrians in crosswalks from motorists, especially when they are making left turns through an intersection. In addition to targeted enforcement of traffic laws, bumpouts, signage, and striping enhancements can help improve pedestrian safety. The City and DelDOT should be supported in their efforts to implement improvements resulting from the City of Dover's Pedestrian Plan, developed concurrently with the Restoring Central Dover plan.





The lack of pedestrian connectivity from Simon Circle to Saulsbury Road Park and Gateway West Shopping Center [above] has forced residents to create their own path. Division Street at the rail line [below] is well-traveled by students walking to or from Booker T Washington Elementary, William Henry Middle School, Academy of Dover Charter School, and other schools located off of Forest Street west of the rail line. However, the sidewalk along this busy street is impassable, as it has significantly deteriorated and infrastructure has been located in the middle of the path, leaving little room for pedestrians.

CONDUCT A COMPREHENSIVE PARKING STUDY FOR CENTRAL DOVER

Parking became a somewhat contentious issue close to the completion of the planning process. Throughout the majority of conversations related to parking, stakeholders reported that parking is only perceived to be a problem, and that only larger-scale events can present issues for those who arrive to the greater Loockerman corridor looking for parking. Some felt that many have the expectation that they or their customers should be able to park on the same block as their destination, but that this is not a realistic expectation. Some offered criticism of public parking spaces being dedicated to particular entities, which reduces their utility overall. Another facet to this is that while there is available parking in the Governors Avenue parking lot, perceptions of safety in this area make this an undesirable location for many to park. Local partners should seek resources to conduct a comprehensive parking inventory and analysis to determine what strategies might be most appropriate for a range of development scenarios along the greater Loockerman corridor area, as well as what improvements can be made to improve perception of safety in existing parking lots.

Central Dover is fortunate to have had city leaders with the good sense to situate parking lots behind buildings fronting the Loockerman, rather than creating activity gaps in the commercial corridor by placing parking directly adjacent to the street. However, it can be difficult to judge from the street whether there are parking spaces available in these lots, and, if so, whether they are public or dedicated parking spaces. The parking study should explore the feasibility and desirability of developing a smart phone app that provides real-time map information identifying parking spaces available nearby. Parking lots could also feature electronic signs near the entrance displaying the number of parking spaces publicly available at any given time.

An interim solution would be to produce a printed map handout showing locations of parking lots in the Loockerman area and distribute them to local businesses. This would be an easy way for business owners to help their customers find parking available nearby if on-street spaces are not available.


Dover needs more safe play areas
Dover Town !!
We would enjoy more family & dog friendly parks & Rec areas!
Dover & Divine
Recreation/ Community
Center with Rock Climbing Pool, indoor turf stadium...

10 ENHANCE OPEN SPACES AND EXPAND GREEN INFRASTRUCTURE

The Central Dover community shared a wealth of ideas for improving parks and finding space for more green. Investing in Central Dover's public gathering spaces and green infrastructure will bring several benefits, including raising the profile of the neighborhood and attracting new residents, businesses, and visitors.

DEVELOP PROGRAMMED RECREATION SPACES

Central Dover community members were vocal about the need to program existing open spaces with equipment and activities to keep neighborhood youth active. Local partners should consider pursuing resources to refresh local parks and play spaces not only to improve them as community amenities, but as a venue for continued community building among residents and neighborhood dialogue. Public input should be a key component of decision making around redesigning and investing in Central Dover's parks and open spaces. Resources for community-driven design initiatives should be secured to re-envision these community assets.

STRATEGICALLY DEVELOP POCKET PARKS ON VACANT LOTS

When asked what types of new uses should be prioritized in the reuse of vacant lots in Central Dover, a combined 69% of the responses identified new housing as their top or second priority. 70% identified park and recreation space as their top two priorities, with still others identifying community gardens and open spaces. Temporary improvements to vacant lots could go a long way towards improving perception of the area, especially along and near main thoroughfares like Loockerman and Division. Priority should be placed on residential and mixed use infill development on vacant lots within walking distance of the Loockerman corridor in order to promote the residential density needed to revitalize and sustain this struggling commercial corridor. That said, this study identifies clusters of vacant land at the edge of this quarter mile catchment area that should be explored as opportunities for new open space amenities, including pocket parks, community gardens, tot lots, playgrounds, and so on.



38 Potential pocket park opportunity sites

CREATE A WEST LOOCKERMAN GATEWAY PARK

The recent commercial real estate development at the western gateway to Loockerman at Forest Street retained a large vacant lot for a future phase development. Given the perception issues impacting Loockerman and the need to improve the image of the corridor, this vacant lot is strategically positioned to serve as a temporary gateway park amenity. Low-cost improvements including branding and plantings could go a long way towards making a positive impression for those entering Loockerman from the west. The City and local partners should explore potential improvement scenarios for this lot and surrounding streetscape. This location should also be considered for a bus shelter.

ENABLE PLAY STREET DESIGNATION

Playstreets are temporary street closings established during the summer months by municipal order to allow kids to play without the interruption of car traffic. This is a very low to no cost way to add safe places for kids to play where parents and neighbors can keep watch over them. Typically, residents can suggest when and where they would like a playstreet created, subject to City approval. The City of Dover should consider establishing a playstreets policy and program to enable resident groups to establish playstreets to give neighborhood kids more accessible spaces for play.

To establish a playstreet in Philadelphia, for example, an application with signatures from 75% of block residents must be filed with the Department of Recreation by the end of May. These streets can be programmed with equipment such as wading pools and sprinklers, volleyball nets, or basketball hoops, or they can be left for spontaneous play. There are several small residential streets in Central Dover that would be good candidates for playstreets—especially those that are only a block or two long and do not carry heavy through traffic. Establishing play streets could be a component of early initiatives to cultivate neighborhood groups in Central Dover.



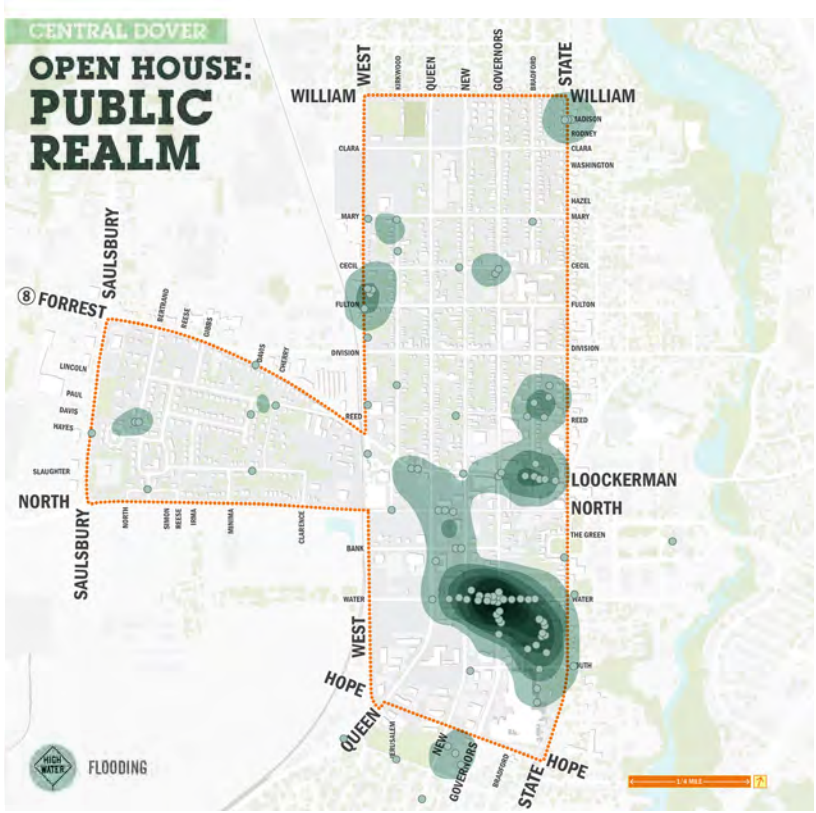
39 Location of potential Loockerman gateway park



A Restoring Central Dover event temporarily closed the street

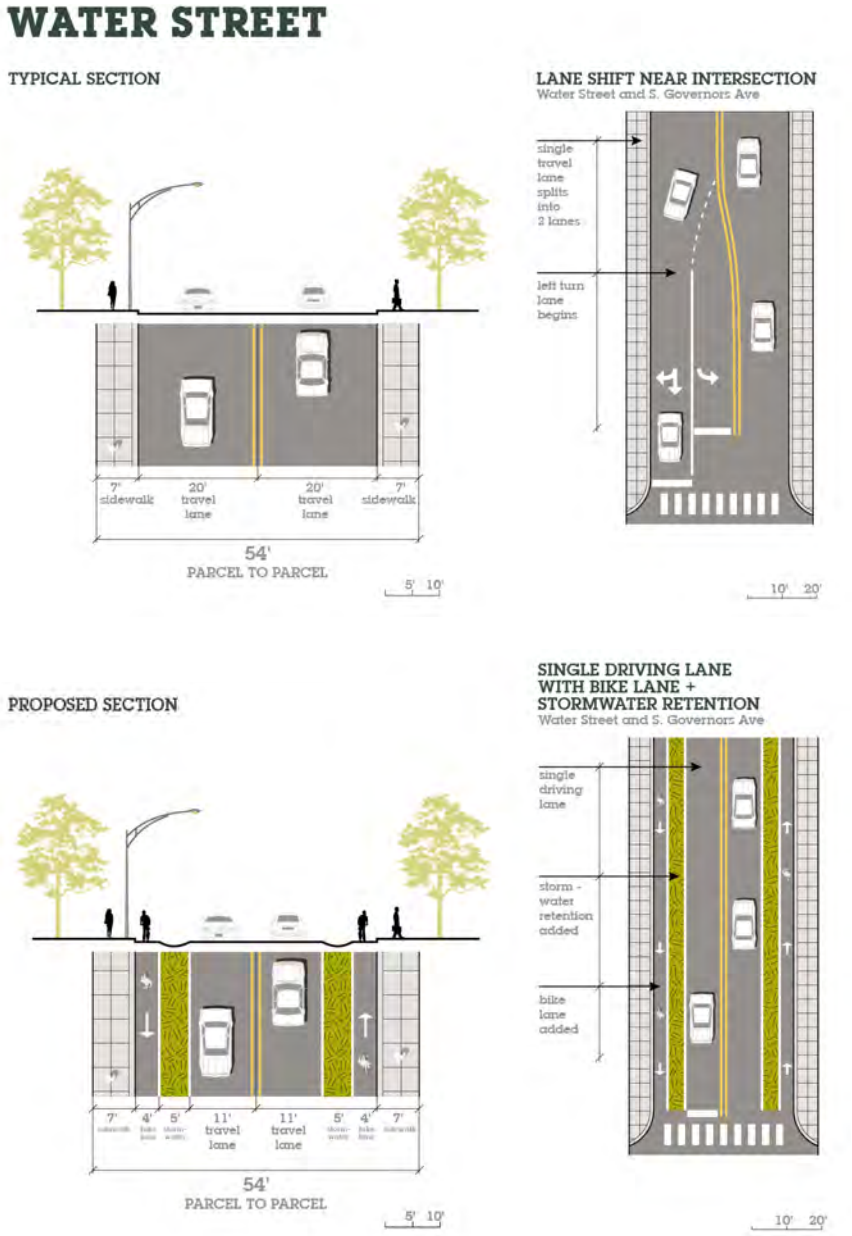
INTEGRATE GREEN STORMWATER MANAGEMENT ON WATER STREET

Community members identified Water Street as a problematic flooding hotspot during rain events. The City is addressing this issue through underground stormwater infrastructure improvements to increase capacity. There may also be some value in using green stormwater infrastructure at street level to retain excess runoff on Water Street and adjacent streets that drain towards Water Street. Thinking of this infrastructure as an amenity that can be designed into the street along with a stretch of the proposed bike network would allow the City to generate increased community benefits from the public investment. The rain gardens and retention beds would also serve to create a buffer between Water Street vehicular traffic and bicycle lanes.



40 Community-identified flooding areas

SOURCE: Public open house



41 Existing and proposed Water Street right of way configuration

APPENDIX A: IMPLEMENTATION APPROACH



IMPLEMENTATION APPROACH

The Restoring Central Dover plan outlines paths for the community to continue to guide change over the next five years. The preceding plan narrative describes multiple strategies for the plan's leadership and partners to pursue, each recommendation requiring a different set of partners, which enables many proposals to be addressed concurrently. In addition, many of the recommendations are tailored to low-cost solutions that can be implemented by volunteer efforts and through the existing capacity of local organizations. Looking at the range of recommendations through the lens of phasing, responsibilities, costs, and sources of funds organizes the plan into actionable steps, giving guidance on how and when each initiative should be taken on.

The following implementation matrix tables should be actively used, updated, and changed to track the implementation progress. It should be noted that the costs are preliminary and will need to be refined as efforts move forward with each recommendation item. Similarly, although a number of potential funding sources are identified for some items, it is the responsibility of the plan's leadership to determine the most attainable source of funds at the time fundraising efforts are underway.

CAPACITY TO IMPLEMENT: CHALLENGES AND OPPORTUNITIES

The implementation of many of these recommendations will require strong local capacity to guide actions, raise funds, organize community members and groups, and coordinate activities. NCALL has demonstrated its capacity to implement a range of programs, bring resources to the community, and provide community leadership in Central Dover. In taking steps toward implementation, this leadership role must be shared with city agencies, community nonprofits, and local institutions with which NCALL has fostered strategic partnerships. Ideally, in developing roles and structure among the community leaders and community based nonprofits of Central Dover, these groups will recognize that this plan is just as much theirs to implement as NCALL's.

Taking a first step towards that end, as a more formal structure to guide the plan's implementation, NCALL should create an Implementation Committee that is accountable for tracking the status of initiatives set forth in the plan and the progress of the different individuals / committees that are overseeing each component. The Implementation Committee should meet monthly to coordinate and report on implementation achievements. Each sub-committee / individual must take responsibility for their part of implementation, set aggressive schedules and monitor progress.

PRIORITY ACTION ITEMS

The first action item for NCALL is to present this plan to city leadership for review. The intent is to get the plan recognized by these representatives as the designated plan for the Central Dover area and to raise awareness that significant strides have been made to improve the community. This should occur immediately following the plan's finalization in October 2014. Further priority actions related to transitioning the plan into the implementation phase are:

- Present the Restoring Central Dover plan to the City of Dover for approval
- Present the plan to the Wells Fargo Regional Foundation and submit for a Neighborhood Implementation Grant
- Organize a committee structure for implementation

  Committees should be organized at two levels. An Implementation Committee should be set up to provide oversight to a series of sub-committees tasked with implementing recommendations that fall within the five recommendations areas. The Implementation Committee should pull from the staff and Board of NCALL, the Steering Committee that oversaw the plan's development, and Board members from other local partners and institutions.

The sub-committees should welcome broader participation from residents and stakeholders regardless of their affliations with any one organization. There should be one sub-committee that corresponds with each of the recommendation areas, ideally built upon the Steering Committee working groups assembled during plan development: A Strong Community, Positive Development, and An Integrated Public Realm and Infrastructure. Each sub-committee should be chaired by a member of the Implementation Committee.

> Market the plan & expand the local base of volunteers; share the plan with local partner organizations and foundations

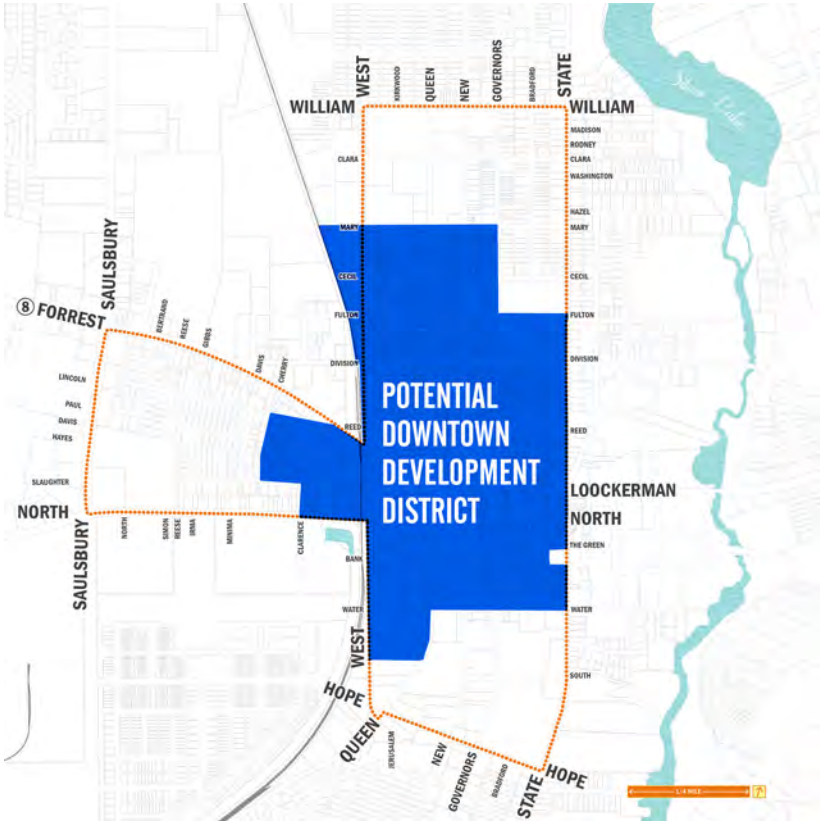
> Hand-deliver notice of the plan's completion along with printed copies of the Executive Summary and a digital copy of the full plan to adjacent neighborhood organizations, local partners, city agencies, and foundations. Leave miniature versions of the Executive Summary in local stores, churches, etc. to raise awareness among residents.

> Post a digital copy of the plan and executive summary on NCALL's and the City of Dover's website and encourage partner organizations to do the same. Ideally, the web page should enable individuals to be able to get in touch with the plan's leadership if they are interested in learning more or getting involved in implementation initiatives.

> Write an op-ed column for the local newspaper and blogs dedicated solely to the need for volunteer assistance with the plan's implementation.

> Seek Downtown District Designation to facilitate and fund affordable housing and business development activities

The Downtown Development District Act of 2014 was enacted by the Delaware Legislature to spur private capital investment in commercial business districts; stimulate job growth and commercial vitality; help build stable communities of long term residents by improving housing opportunities; and assist local governments in strengthening neighborhoods and downtowns to be vibrant and attractive to residents from all walks of life. The City of Dover applied for this designation during the first round in 2014. Selection as a Downtown Development District will entitle private construction projects with the identified District to receive grants to offset 20% of their capital construction costs as well as other benefits.





> Explore applying for a HUD Choice Neighborhood Grant

Use the "Restoring Central Dover Plan" when completed to set context for Dover Housing Authority's potential application to HUD for a Choice Neighborhood Implementation grant. The grant would be used to support the revitalization of Authority-owned and publicly assisted housing in the 20-square block area of Loockerman to Mary, from State to West. Choice Neighborhoods Implementation Grants support those communities that have undergone a comprehensive local planning process and are ready to implement their "Transformation Plan" to redevelop the neighborhood. A successful Wells Fargo Regional Foundation grant would serve as part of the required matching funds required by HUD to be considered. Among the key partners that the Dover Housing Authority should include to strengthen its application are: the City of Dover, Wesley College Bayhealth, Dover Community Partnership, Inc., NCALL, and Capital School District.

The following implementation matrix tables are sequenced according to the same chapter / recommendation areas that organized the plan itself.

It is critical to anticipate that this plan can—and should—be updated in five to ten years. Funding sources, political representatives, community leaders and even some local priorities will change in ways that are impossible to fully predict. This plan serves as a beginning. As different recommendations move forward, priorities should be re-evaluated, and, if necessary, new recommendations should be considered that reinforce the principles set forth during this process.

1 A STRONG COMMUNITY

1 BUILD COMMUNITY CAPITAL								
	Recommendation	Timeframe	Responsibility / Partners	Estimated Non-Capital Cost	Source of Funds	Estimated Capital Cost	Source of Funds	Total Costs
	ESTABLISH RESIDENT-LED CIVIC GROUPS	Short Term	Steering Committee / NCALL/ CDHfH/ Dover Housing Authority	$5,000	NeighborWorks America	$0		$5,000
	Initial Action Steps - Determine existing groups, organize leadership, hold meetings, and develop leadership							
	DEVELOP COMMUNITY BUILDING PARTNERSHIP WITH ANCHOR INSTITUTIONS	Short Term	Wesley / Steering Committee / NCALL / BayHealth	$2,500	Wesley / Steering Committee / NCALL / BayHealth	$0		$2,500
	Initial Action Steps - Overtures to Wesley and Bayhealth Discussions with Wesley about their Strategic Plan and BayHealth on their Community Impact Plan Implement community building partnership							
	CREATE ANNUAL "CELEBRATING CENTRAL DOVER" BLOCK PARTY	Short Term / annually	Steering Committee / DIMH / NCALL	$25,000	NeighborWorks America and Sponsors	$0		$25,000
	Initial Action Steps - Develop timeframe fall or spring Assemble partners ans sponsors Plan and hold event							
	EXPAND ON "COMMUNITY CLEAN-UP DAYS"	Short Term	Wesley / CDHfH / DHA / City of Dover	$25,000	WFRF/Partners and Sponsors	$0		$25,000
	Initial Action Steps - Convene prior partners Envision new plan going forward and hold events							
	DEVELOP AND DISTRIBUTE COMMUNITY CALENDAR OF ACTIVITES AND EVENTS	Short Term	DDP/ Steering Committee	$12,500	DDP	$0		$12,500
	Initial Action Steps - Assemble dates, publish and distribute							
	EVALUATE LEVEL OF ACCESS TO COMMUNITY FACILITES FOR SERVICES	Intermediate Term	Family Services Collaborative	$5,000	WFRF	$0		$5,000
	Initial Action Steps - Create inventory of existing facilities Evaluate current usage and determine areas where needs are not being met by existing facilities							
	DEVELOP COMMUNITY FACILITIES FOR SERVICES	Long Term	Downtown Dover Partnership / NCALL / City of Dover / Social Services Collaborative	$15,000	WFRF / Service Provider	$2,000,000	NCALL Loan Fund/ Bank/Private Funding	$2,015,000
	Initial Action Steps - Explore the development of community facilities as community social service needs are identified. Predevelopment and feasibility work leading to development phase. Construction of Community Facilities.							

2 PREVENT CRIME AND INCREASE PUBLIC SAFETY									
	Recommendation	Timeframe	Responsibility / Partners	Estimated Non-Capital Cost	Source of Funds	Estimated Capital Cost	Source of Funds	Total Costs
	ESTABLISH COLLABORATIVE/COMMUNITY POLICING	Short Term	Dover PD / City of Dover Human Relations Commission / Neighborhood Leaders	$25,000	WFRF / Dover Police Dept.	$0		$25,000
	Initial Action Steps - Form citizen oversight committee on community policing Create neighborhood watch network							
	DEPLOY POLICE FOOT AND BIKE PATROLS	Short Term / On-going	Dover PD / Downtown Dover Partnership / City of Dover	$500,000	DDP / City of Dover / Law Enforcement grants	$0		$500,000
	Initial Action Steps - Convene meeting to discuss options with partners Develop action plan and seek funding and deploy							
	EXPAND SURVEILLANCE CAMERA NETWORK	Intermediate Term	Dover PD / DDP / Community Leaders	$0		$100,000	DDP / City of Dover / Law Enforcement grants	$100,000
	Initial Action Steps - Cost estimate for expanded system Seek community buy-in Seek funding for expanded surveillance cameras							
	IMPROVE LIGHTING IN TARGETED AREAS	Intermediate Term	City of Dover / DDP / SEU/Community Leaders	$25,000	WFRF/ SEU / City of Dover	$2,500,000	City of Dover/SEU	$2,525,000
	Initial Action Steps - Research and develop scenarios for resident assisted porch lighting program Work with Sustainable Energy Utilities and install street lighting in poorly lit areas							

3 ENGAGE YOUTH IN COMMUNITY									
	Recommendation	Timeframe	Responsibility / Partners	Estimated Non-Capital Cost	Source of Funds	Estimated Capital Cost	Source of Funds	Total Costs
	SUSTAIN AND EXPAND YOUTH PROGRAMMING	Short Term	Steering Committee / NCALL	Coordinator's time	WFRF			
	Initial Action Steps - Evaluate existing youth programming level of service Seek resources to expand programming where needed							
	ESTABLISH POLICE ATHLETIC LEAGUE	Short Term	Dover Police Department	$25,000	Dover PD / Faith Communities/ Volunteers	$25,000	Dover PD / Faith Communities/ Sponsors	$50,000
	Initial Action Steps - Dover Police Department is planning to establish PAL Market PAL to community Implement the program							
	CREATE YOUTH OUTREACH AND EDUCATIONAL SUPPORT CENTER	Short Term / Intermediate Term	Solid Rock Baptist Church / Inner City Cultural League	$250,000	WFRF / Foundations / Faith Communities/ Events	$50,000	Events/ Banks/ Foundations	$300,000
	Initial Action Steps - Complete construction of facilities Develop programming and curriculum Examine access to broader community recreational assets and improve transportation to these assets for youth in Central Dover							

	PROVIDE COMMUNITY DEVELOPMENT VOCATIONAL OPPORTUNITIES	Intermediate Term	CDHfH / Dover Housing Authority / DDP/ Polytech	$225,000	Depts. of Labor and Education	$0		$225,000
	Initial Action Steps - Examine Youth Build or similar programs for feasibility Develop intern and mentoring opportunities in year 3, 4 and 5.							

4 EXPAND ADULT AND FAMILY SERVICES								
	Recommendation	Timeframe	Responsibility / Partners	Estimated Non-Capital Cost	Source of Funds	Estimated Capital Cost	Source of Funds	Total Costs
	STRENGTHEN AND EXPAND TRANSITIONAL HOUSING AND RELATED SERVICES	Intermediate Term	Dover Interfaith / DHA / Shepherd's Place / People's Place	$150,000	Potter Trust/ TD Bank	$2,000,000	HDF/ FHLB/CDFIs	$2,150,000
	Initial Action Steps - Target housing towards families with children Convene partners and develop plan Develop housing							
	ESTABLISH A FAMILY SERVICES COLLABORATIVE	Short Term	Steering Committee / Social Service Agencies	$25,000	WFRF	$0		$25,000
	Initial Action Steps - Steering Committee facilitate initial meetings Collaborative then establishes its ongoing agenda							
	EXPAND FINANCIAL EDUCATION AND HOUSING COUNSELING SERVICES	Short Term/ On-going	NCALL/ Credit Unions	$100,000	WRFR/ NeighborWorks /Banks	$0		$100,000
	Initial Action Steps - Strategize ways to enagage the community residents Identify site for workshops in the plan area Refer to NCALL's on-going programs							

TOTAL COSTS	**$1,415,000**	**$6,675,000**	**$8,090,000**

2 POSITIVE DEVELOPMENT

5 STRENGTHEN EXISTING HOUSING STOCK

	Recommendation	Timeframe	Responsibility / Partners	Estimated Non - Capital Costs	Source of Funds	Estimated Capital Costs	Source of Funds	Total Costs
	EXPAND ACCESS TO HOUSING REPAIR PROGRAMS	Short Term / Intermediate Term	City of Dover /CDHfH / MHDC / NCALL Coordinator	$125,000	WFRF / Banks	$1,875,000	CDBG / City of Dover / DSHA / DDD	$2,000,000
	Initial Action Steps - Examine recent repair program statistics to assess impact program is making in Central Dover and expand outreach to homeowners							
	Meet with partners to determine plan to serve Central Dover and implement							
	Provide educational resources and training for homeowners in rehabilitation techniques, homeownership responsibliites, and financial management							
	Consider allowing first time buyers to utilize repair funds when purchasing in Central Dover							
	INITIATE VOLUNTEER-BASED NEIGHBORHOOD HOUSING REPAIR PROGRAM	Intermediate Term	CDHfH / MHDC / Catholic Charities	$40,000	Sponsor Organizations	$200,000	DSHA / DOE	$240,000
	Initial Action Steps - Meet with potential partners to determine plan for going forward and implement							
	STRENGTHEN CODE ENFORCEMENT	Short Term	City of Dover / Independent Consultant	$5,000	City of Dover	$0		$5,000
	Initial Action Steps - Work with city to engage an independent consulting firm to assess department efficiency and identify areas for improvement							
	Work with homeowners and landlords to provide education and financial incentives to maintain housing units							
	City will be notified by DHA and DSHA when a housing unit or property fails a Section 8/Voucher housing inspection							
	EXPLORE WAYS TO BOOST HOMEOWNERSHIP	Short Term / Intermediate Term	City of Dover / NCALL / DSHA / Employers	$25,000	City of Dover	$250,000		$275,000
	Initial Action Steps - Bring together all parties to brainstorm on methods of boosting homeowneship such as employer assisted housing, incentives, and education and come up with an implementation plan.							
	Recruit from existing renters and workers commuting to Central Dover and provide homebuying education and financial incentives.							

6 SUPPORT NEW HOUSING AND MIXED USE DEVELOPMENT

	Recommendation	Timeframe	Responsibility / Partners	Estimated Non - Capital Costs	Source of Funds	Estimated Capital Costs	Source of Funds	Total Costs
	ENCOURAGE GREATER ZONING FLEXIBILITY TO ENABLE INFILL HOUSING DEVELOPMENT	Short Term	City of Dover / Planning / DDP / NCALL	$5,000	City of Dover	$0		$5,000
	Initial Action Steps - Develop zoning overlay for Downtown Redevelopment District to allow condominiums and townhouse styles							
	Allow some flexibility in setbacks and block standards for architectural and design elements that complement area							
	Engage neighborhood residents to share ideas for design and neighborhood standards in Central Dover							
	FACILITATE PARCEL ASSEMBLY AND REDEVELOPMENT	Intermediate Term	City of Dover / Planning / DDP / NCALL	$40,000	City Of Dover/DSHA/ DDD	$500,000	HDF/FHLB/Foundations	$540,000
	Initial Action Steps - Explore land banking and land trust options for assembling parcels and redevelopment efforts							
	Meet with Diamond State Community Land Trust to explore what is possible							
	Establish a parcel assembly process and make lots available for development							
	EVALUATE WAYS OF PROVIDING FINANCIAL INCENTIVES FOR DEVELOPMENT	Short Term	City of Dover / Planning / DDP / NCALL	$5,000	City of Dover/ DDP	$0		$5,000
	Initial Action Steps - City consider waiving impact fees, lowering permitting fees, and real estate taxes (PILOT) for developers of new housing and especially affordable housing							
	DEVELOP AFFORDABLE HOUSING OPTIONS	Intermediate Term	NCALL / CDhfH/ MHDC / DIMH / DHA / City of Dover	$100,000	City of Dover/ DDP	$12,000,000	HDF/ FHLB/ DDD / CDFIs / Banks	$12,100,000
	Initial Action Steps - Recuit and select housing developers to repair and to build new affordable and market-rate housing for homeownership and rental housing							
	Secure capital for projects.							
	Undertake predevelopment activiites and start the development process.							

	PROVIDE ASSISTANCE IN ACTIVATING UPPER STORIES ALONG LOOCKERMAN STREET	Long Term	City of Dover / DDP / NCALL	$5,000	City of Dover/ DDP	$100,000	DSHA/ DDD / CDFIs	$105,000
	Initial Action Steps - Research exisiting, successful programs Pilot financial assistance programs to assist businesses and building owners to enact façade improvements and repairs to help attract residential tenants Improvements will provide incentives for upper floor renters such as lower utility costs, increased security and other amenities							
	EXPLORE OPPORTUNITIES TO CREATE CENTRALIZED STUDENT HOUSING OPTIONS OFF CAMPUS	Intermediate Term	Wesley College / City of Dover / DDP	$25,000	Wesley College	$5,000,000	Wesley College/ Lenders	$5,025,000
	Initial Action Steps - Engage Wesley, City, and DDP to develop list of housing options for students and faculty within Central Dover Explore off-campus mixed use student housing options linking the campus to Loockerman Street. Develop a plan.							

7 ENCOURAGE REINVESTMENT IN COMMERCIAL CORRIDORS								
	Recommendation	Timeframe	Responsibility / Partners	Estimated Non - Capital Costs	Source of Funds	Estimated Capital Costs	Source of Funds	Total Costs
	BUILD AND EXPAND ON MARKETING/BRANDING EFFORTS FOR THE LOOCKERMAN STREET CORRIDOR AND CENTRAL DOVER	Short Term / Intermediate Term	Downtown Dover Partnership / Black Chamber	$25,000	DDP / DDO/ Kent Co. Tourism	$0		$25,000
	Initial Action Steps - Review, revise and implement current Downtown Marketing Plan with updated marketing information/materials tailored to potential investors and small business inquiries. Recruit new retail and businesses to locate in Downtown Dover							
	ACTIVATE VACANT STOREFRONTS	Short Term	Downtown Dover Partnership / Black Chamber / City of Dover	$25,000	DDP/ City of Dover / Greater Kent Committee	$125,000	DDP City of Dover Greater Kent Committee	$150,000
	Initial Action Steps - Coordinate the implementation of creative work by area youth and displays by nonprofit organizations in the vacant store fronts. Encourage pop-up stores and incubator businesses by providing free rent incentives							
	ADDRESS CONCENTRATED LOITERING	Short term	City of Dover / Dover PD / DDP	$5,000	City of Dover/DDP	$0		$5,000
	Initial Action Steps - Revisit licensing requirements and zoning restrictions as well as a direct approach to nuisance business owners about ways to change their business' image.							
	EXPAND SMALL BUSINESS DEVELOPMENT PROGRAMS FOR NEW AND EXISTING BUSINESS OWNERS	Intermediate Term	Downtown Dover Partnership / Black Chamber / City of Dover / FSCLF	$60,000	State of DE	$400,000	DDP/ DDO/FSCLF/ DDD	$460,000
	Initial Action Steps - Continue the implementation of Downtown Dover Partnership Technical Assistance Program (Small Business Development Workshops, Intake Assessment, Loan Programs, incentives, and space referrals) Examine and pilot other possible programs that could be implemented.							
	RECRUIT MAJOR LOCAL EMPLOYERS TO ESTABLISH SATELLITE OFFICES ON COMMERCIAL CORRIDORS	Intermediate Term	Downtown Dover Partnership / Black Chamber / City of Dover	$10,000	DDP/ City of Dover/ Greater Kent Committee/ DEDO/ Central DE Chamber of Commerce	$0		$10,000
	Initial Action Steps - Implement a recruitment initiative focusing on relocating smaller operations and targeting specific, mid-size available and/or vacant office spaces within the downtown corridor							

8 FOCUS ON ECONOMIC DEVELOPMENT AND INCLUSION								
	Recommendation	Timeframe	Responsibility / Partners	Estimated Non - Capital Costs	Source of Funds	Estimated Capital Costs	Source of Funds	Total Costs
	DEVELOP A COMPREHENSIVE WORKFORCE DEVELOPMENT STRATEGY	Intermediate Term	Downtown Dover Partnerships / Black Chamber / City of Dover / Greater Kent Committee/ State of Delaware	$100,000	Central Delaware Chamber of Commerce/DEDO	$0		$100,000
	Initial Action Steps - Explore potential pilot programs such as "Ice House" Entrepreneurship Program and Small Business Development Program Phase I Implement a pilot program							
	COMPLETE ECONOMIC INCLUSION STUDY	Intermediate Term	Downtown Dover Partnerships / Black Chamber / City of Dover	$20,000	City of Dover/ DEDO	$0		$20,000
	Initial Action Steps - Implement recommendations from study that is presently underway upon approval of committee							

TOTAL COSTS	**$620,000**	**$20,450,000**	**$21,070,000**

3 AN INTEGRATED PUBLIC REALM AND INFRASTRUCTURE

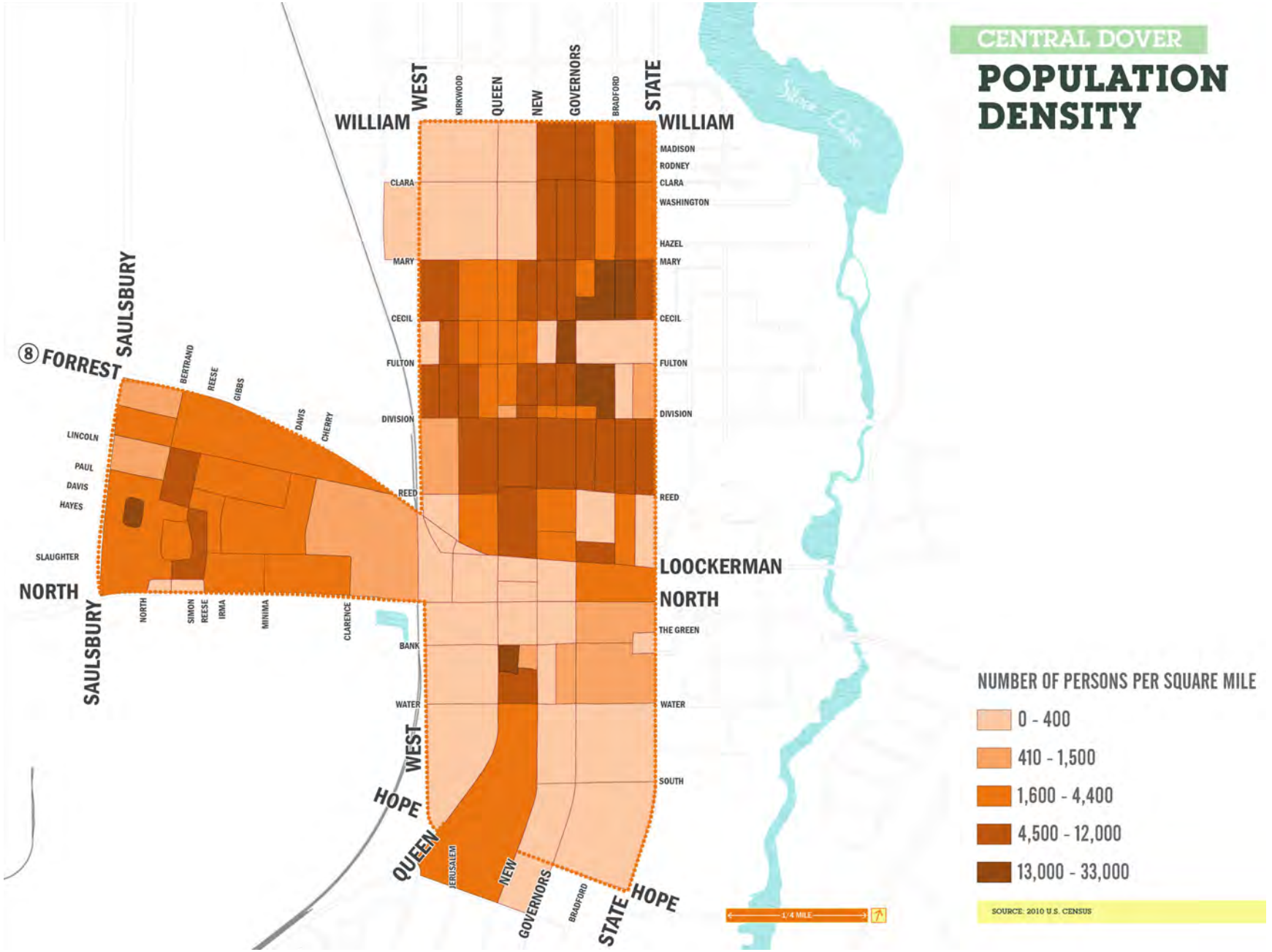
9 IMPROVE TRANSPORTATION INFRASTRUCTURE								
	Recommendation	Timeframe	Responsibility / Partners	Estimated Non-Capital Cost	Source of Funds	Estimated Capital Costs	Source of Funds	Total Costs
	EXPAND AND ENHANCE TRANSIT SERVICES	Intermediate Term	DelDOT, City of Dover, Steering Committee	$20,000	DelDOT	$0		$20,000
	Initial Action Steps - Learn what transportation studies have been done for the plan area and if needed, request that an indepth transportation accessibility study for Central Dover be completed Advocate for better bus routes and better times of operations to serve Central Dover with DelDOT Change name of bus route 109 to Central Dover							
	IMPROVE BUS STOPS AND TRANSIT DEPOT	Intermediate Term	DelDOT, City of Dover, Steering Committee	$10,000	DelDOT / City of Dover	$750,000	DelDOT / City of Dover	$760,000
	Initial Action Steps: Meet with the community to determine placement of additional bus shelters. Construct additional bus shelters within the target area. Improve the Dover Transit Center with seating, shelter, public rest rooms and real-time schedule displays							
	ADVOCATE FOR A REGIONAL TRANSIT CONNECTION STUDY	Long Term	Steering Committee, DelDOT/ DDO/ CDCC	$50,000	DelDOT / Federal Govt	$0		$50,000
	Initial Action Steps - Initiate conversation with DelDOT regarding status of study regarding the feasiblity of a commuter rail services from Wilmington Examine feasibility of additional bus service from Dover to other DE destinations							
	WORK TO SUBSIDIZE YOUTH AND FAMILY TRANSIT ACCESS	Intermediate Term	DE Dept. of Social Service, Dept. of Labor, DelDOT, Steering Committee	$10,000	DE Dept. of Social Services / DelDOT	$150,000	DE Dept. of Social Services / DelDOT	$160,000
	Initial Action Steps - Examine other subsidized transit programs for low-income families and youth Seek ways to reduce the cost to low-income riders in Central Dover and implement a process with the State Social Service Dept. and Dept. of Labor to reduce bus transportation costs for Central Dover residents.							
	BUILD ON EXISITING BIKE INFRASTRUCTURE	Long Term	DelDOT, City of Dover	$20,000	DelDOT, City of Dover	$2,000,000		$2,020,000
	Initial Action Steps - Support the proposed network of exisiting and improvement ideas for the bicycle network in Central Dover, especially the enhanced through-access on Route 8 and Loockerman Street. Examine the possiblities for bike lanes such as the right-of-ways on Route 8 for a separated bicycle infrastructure as well as a North - South bicycle route through Dover							
	IMPROVE PEDESTRIAN CONNECTIVITY AND INFRASTRUCTURE	Intermediate Term	City of Dover and Owners	$5,000	City of Dover	$500,000	City of Dover and homeowners	$505,000
	Initial Action Steps - Repair all broken and eroding sidewalks in Central Dover; widen where possible							
	CONDUCT A COMPREHENSIVE PARKING STUDY FOR CENTRAL DOVER	Short Term	City of Dover / DDP	$50,000	City of Dover / DDP	$0		$50,000
	Initial Action Steps - Examine the parking study conducted by the City of Dover/DDP to determine if the allocation and number of parking spaces for business employees vs customers is adequate Conduct another study if necessary and implement recommendations such as developing a map of the parking areas, a parking ap and/or electric signage.							

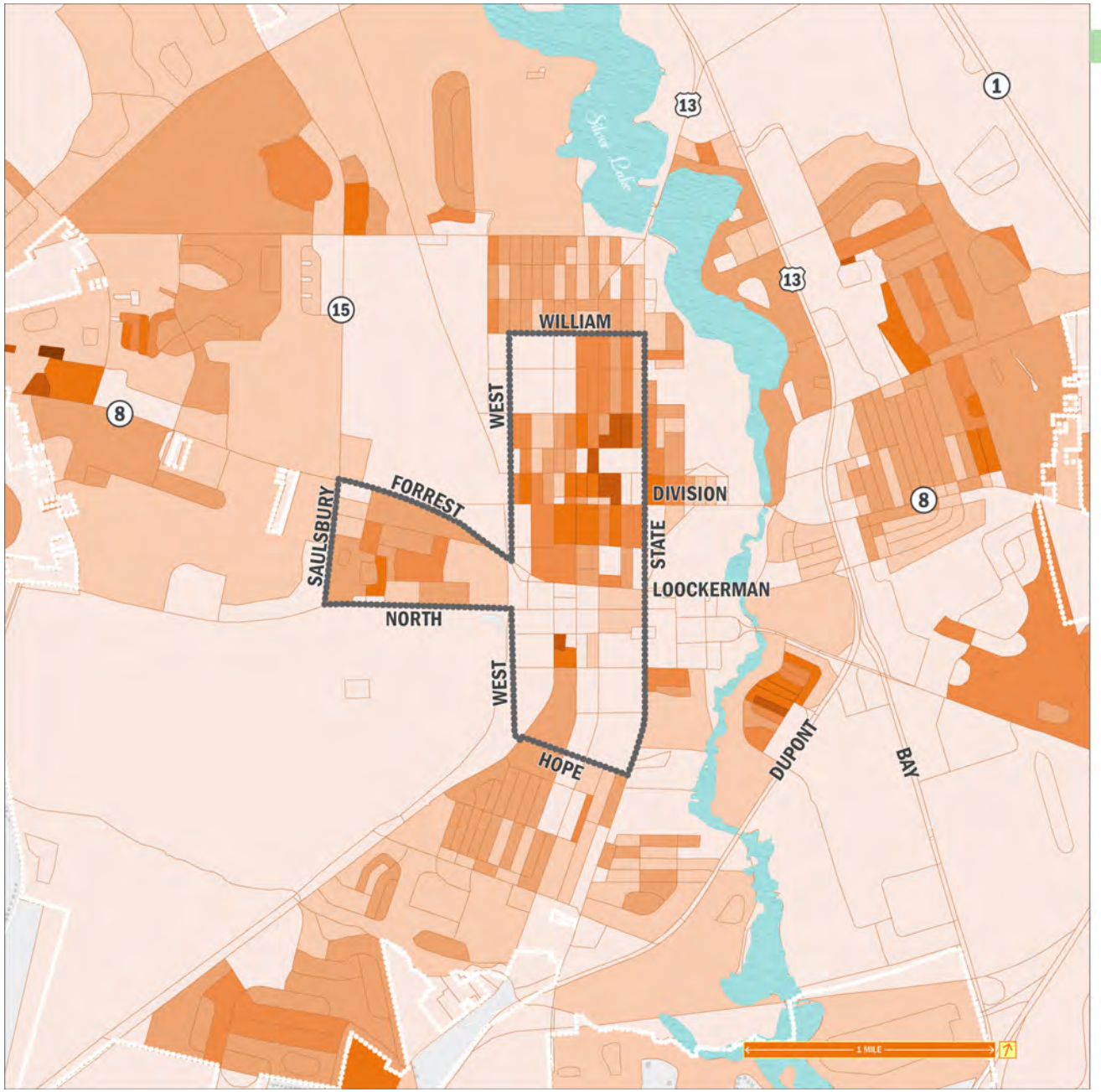
10 ENHANCE OPEN SPACES AND EXPAND GREEN INFRASTRUCTURE								
	Recommendation	Timeframe	Responsibility / Partners	Estimated Non-Capital Cost	Source of Funds	Estimated Capital Costs	Source of Funds	Total Costs
	DEVELOP PROGRAMMED RECREATION SPACES	Intermediate Term	City Dept. of Parks and Recreation	$20,000	State and City	$250,000	State and City	$270,000
	Initial Action Steps - Examine existing and other options for recreational spaces in Central Dover for best use according to community needs Upgrade, and make the existing parks in the plan area accessible and user friendly							
	STRATEGICALLY DEVELOP POCKET PARKS ON VACANT LOTS	Intermediate Term	DDP, City OF Dover	$25,000	WFRF/DDP / City and property owners	$250,000	State and City /DDP	$275,000
	Initial Action Steps - Create pocket parks where vacant land exists that could be used for recreation, relaxing or community gardens.							
	CREATE A WEST LOOCKERMAN GATEWAY PARK	Long Term	City of Dover	$5,000	Owner and City of Dover	$50,000	Owner and City of Dover	$55,000
	Initial Action Steps - Determine site owner's willingness to partner Develop plan for the park and construct the park							
	ENABLE PLAY STREET DESIGNATION	Short Term	Residents / Steering Committee	$10,000	WFRF/NeighborWorks	$0		$10,000
	Initial Action Steps - Meet with the residents to identify the streets and best times during the year to close off a street as a play street Work with the City to determine the procedure for turning a street into a play street during summer months Establish the procedure Establish and publicize the schedule or calendar of when certain blocks of each street would be a play street							
	INTEGRATE GREEN STORMWATER MANAGEMENT ON WATER STREET	Long Term	City of Dover / DNREC	$10,000	State and City of Dover	$0		$10,000
	Initial Action Steps - Contact the City to learn what the plans are for stormwater improvements along Water Street and advocate for the integration of green stormwater management							
	TOTAL COSTS			**$235,000**		**$3,950,000**		**$4,185,000**

APPENDIX B: EXISTING CONDITIONS

RESTORING CENTRAL DOVER

OUR VISION FOR VITALITY


CENTRAL DOVER
POPULATION DENSITY
WILLIAM
WEST
KIRKWOOD
QUEEN
NEW
GOVERNORS
BRADFORD
STATE
WILLIAM
MADISON
RODNEY
CLARA
WASHINGTON
HAZEL
MARY
CECIL
FULTON
DIVISION
REED
⑧ FORREST
SAULSBURY
BERTRAND
REESE
GIBBS
DAVIS
CHERRY
LINCOLN
PAUL
DAVIS
HAYES
SLAUGHTER
NORTH
SAULSBURY
NORTH
SIMON
REESE
IRMA
MINIMA
CLARENCE
LOOCKERMAN
NORTH
THE GREEN
BANK
WATER
SOUTH
HOPE
QUEEN
JERUSALEM
NEW
GOVERNORS
BRADFORD
STATE
HOPE
1/4 MILE
NUMBER OF PERSONS PER SQUARE MILE
0 - 400
410 - 1,500
1,600 - 4,400
4,500 - 12,000
13,000 - 33,000
SOURCE: 2010 U.S. CENSUS



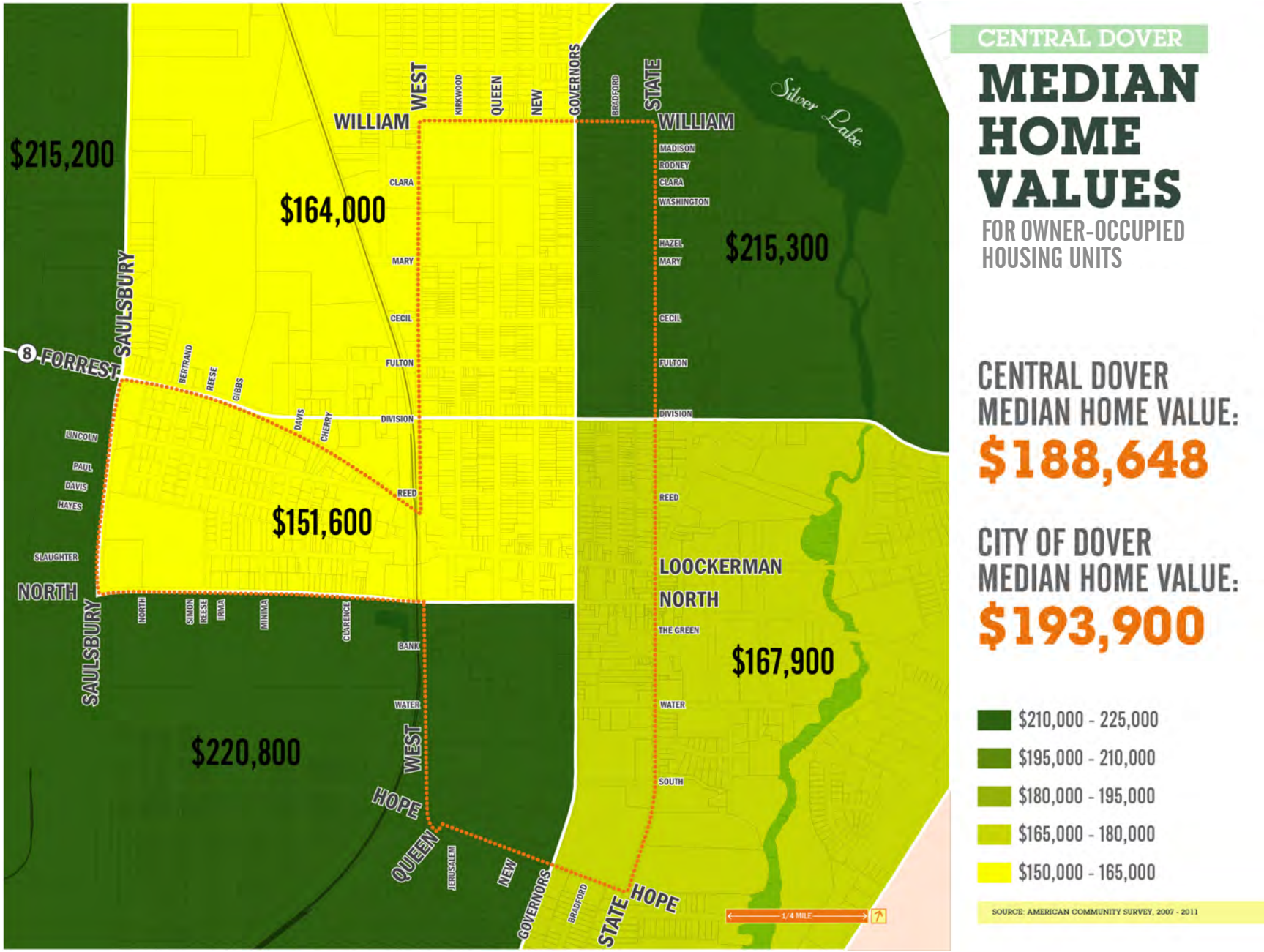
CENTRAL DOVER

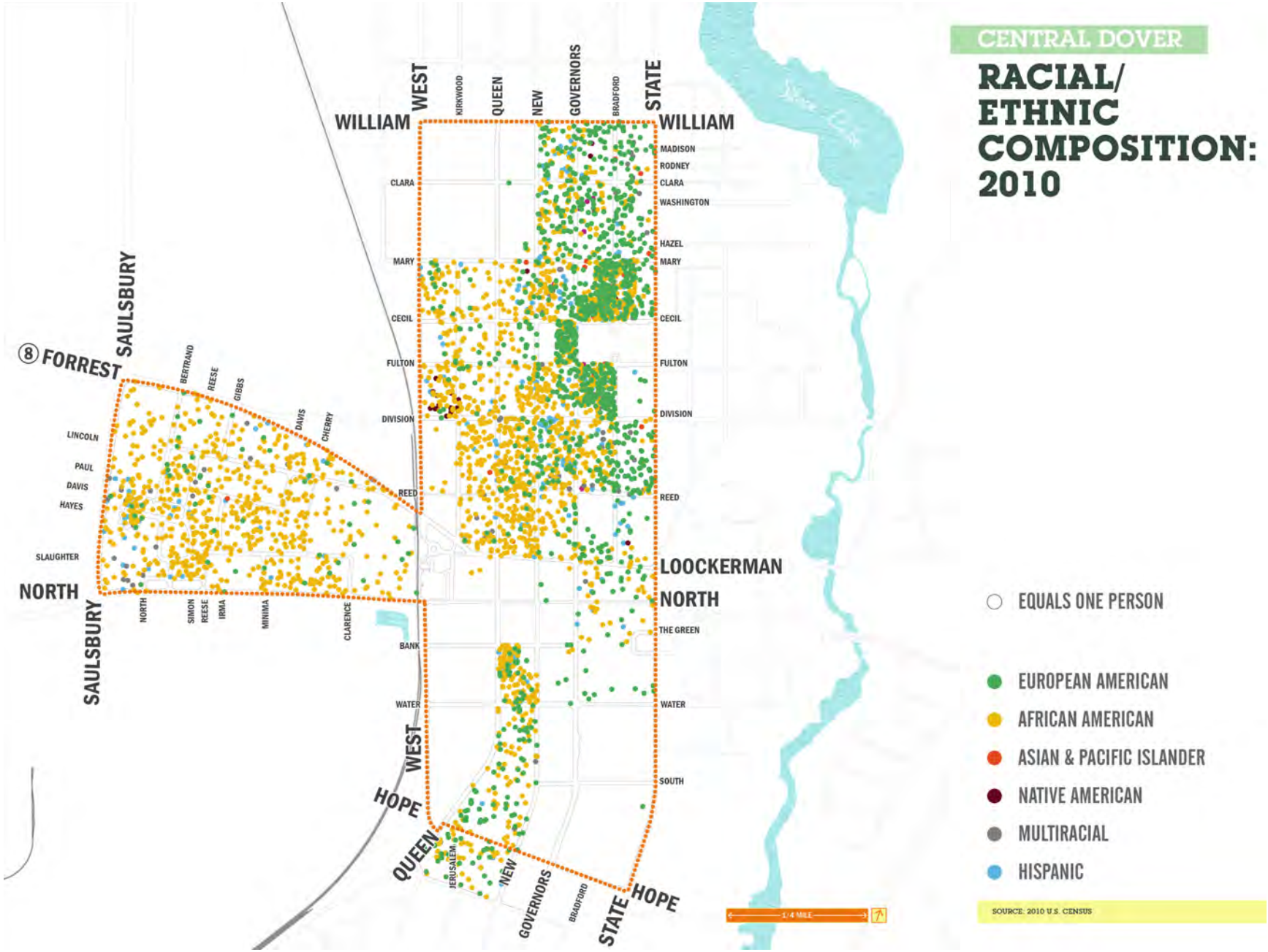
POPULATION DENSITY

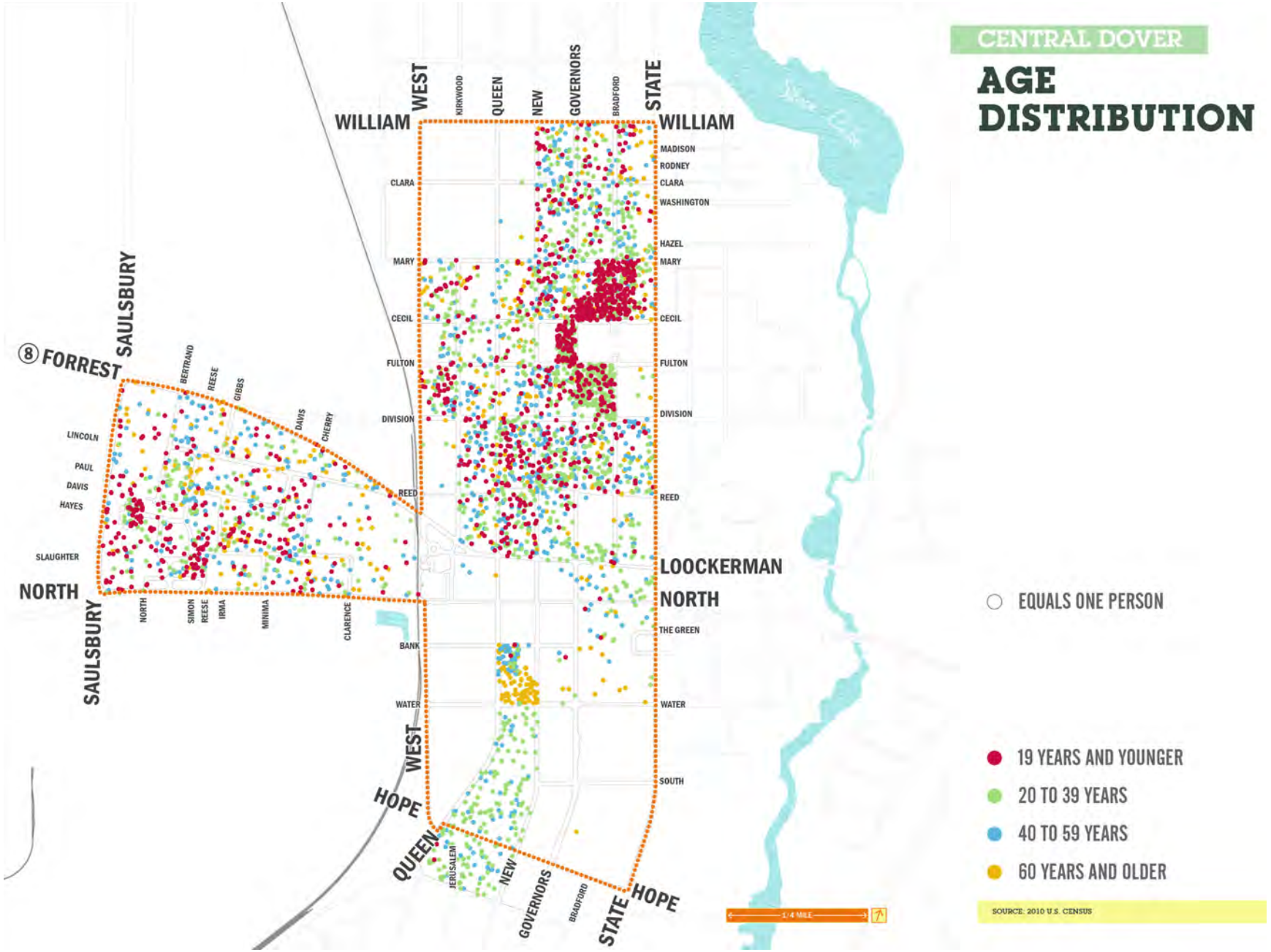
NUMBER OF PERSONS PER SQUARE MILE

- 0 - 1,443
- 1,519 - 4,083
- 4,113 - 7,113
- 7,237 - 12,775
- 13,007 - 24,585
- 27,362 - 55,057
- 73,689 -123,120
- 254,118 - 287,459

SOURCE: 2010 U.S. CENSUS


CENTRAL DOVER
MEDIAN HOME VALUES
FOR OWNER-OCCUPIED HOUSING UNITS
$215,200
$164,000
$215,300
$151,600
$220,800
$167,900
WILLIAM
WEST
KIRKWOOD
QUEEN
NEW
GOVERNORS
BRADFORD
STATE
WILLIAM
Silver Lake
MADISON
RODNEY
CLARA
WASHINGTON
HAZEL
MARY
CECIL
FULTON
DIVISION
REED
SAULSBURY
FORREST
BERTRAND
REESE
GIBBS
DAVIS
CHERRY
LINCOLN
PAUL
DAVIS
HAYES
SLAUGHTER
NORTH
SAULSBURY
NORTH
SIMON
REESE
IIMA
MINIMA
CLARENCE
BANK
WATER
WEST
HOPE
QUEEN
JERUSALEM
NEW
GOVERNORS
BRADFORD
STATE
HOPE
LOOCKERMAN
NORTH
THE GREEN
WATER
SOUTH
1/4 MILE
CENTRAL DOVER MEDIAN HOME VALUE:
$188,648
CITY OF DOVER MEDIAN HOME VALUE:
$193,900
$210,000 - 225,000
$195,000 - 210,000
$180,000 - 195,000
$165,000 - 180,000
$150,000 - 165,000
SOURCE: AMERICAN COMMUNITY SURVEY, 2007 - 2011


CENTRAL DOVER
RACIAL/ ETHNIC COMPOSITION: 2010
WILLIAM
WEST
KIRKWOOD
QUEEN
NEW
GOVERNORS
BRADFORD
STATE
WILLIAM
MADISON
RODNEY
CLARA
WASHINGTON
HAZEL
MARY
CECIL
FULTON
DIVISION
REED
LOOCKERMAN
NORTH
THE GREEN
WATER
SOUTH
HOPE
QUEEN
JERUSALEM
NEW
GOVERNORS
BRADFORD
STATE
HOPE
⑧ FORREST
SAULSBURY
BERTRAND
REESE
GIBBS
DAVIS
CHERRY
LINCOLN
PAUL
DAVIS
HAYES
SLAUGHTER
NORTH
SAULSBURY
NORTH
SIMON
REESE
IRMA
MINIMA
CLARENCE
BANK
WATER
WEST
1/4 MILE
EQUALS ONE PERSON
EUROPEAN AMERICAN
AFRICAN AMERICAN
ASIAN & PACIFIC ISLANDER
NATIVE AMERICAN
MULTIRACIAL
HISPANIC
SOURCE: 2010 U.S. CENSUS

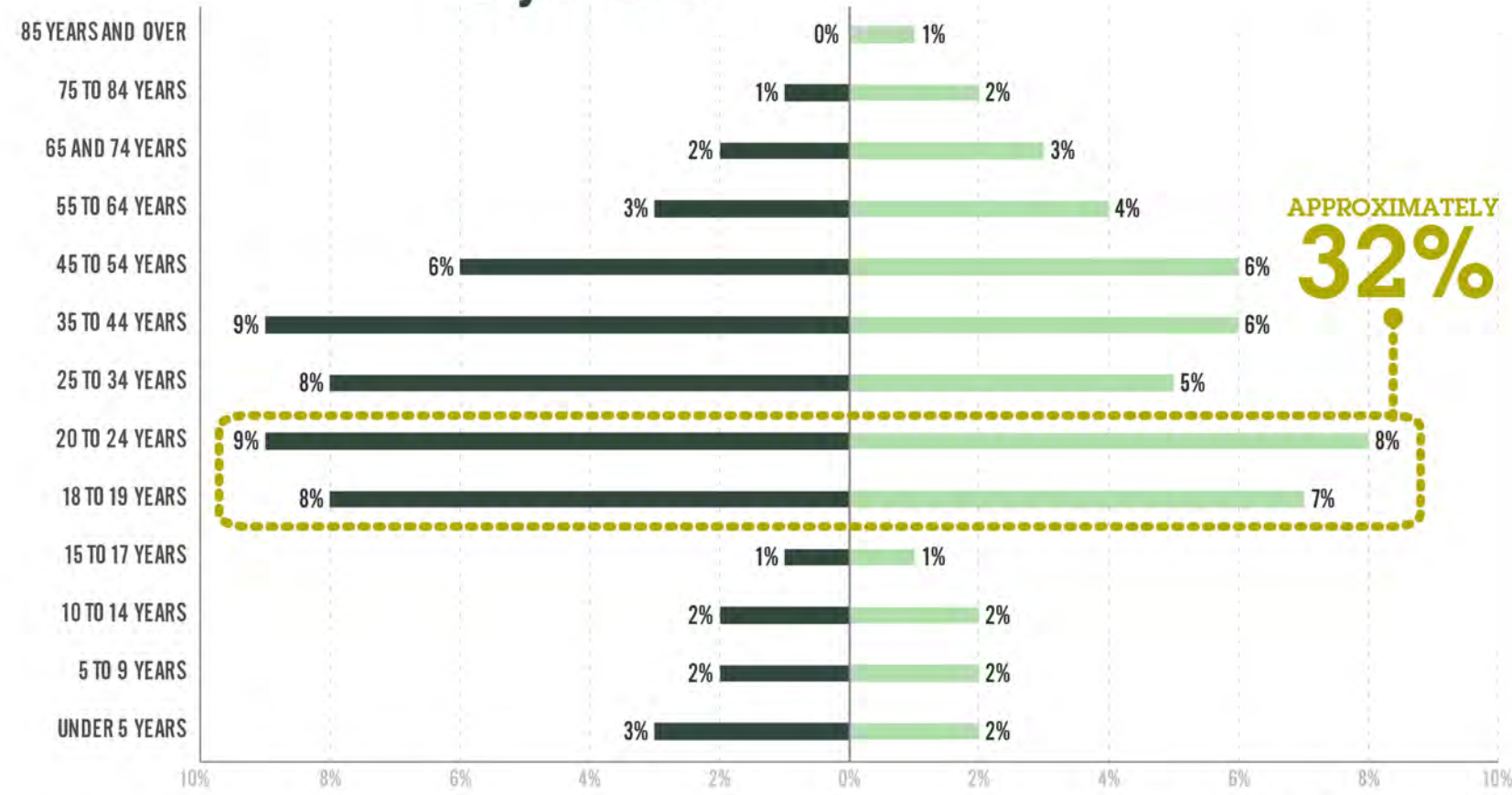

CENTRAL DOVER
AGE DISTRIBUTION
WILLIAM
WEST
KIRKWOOD
QUEEN
NEW
GOVERNORS
BRADFORD
STATE
WILLIAM
MADISON
RODNEY
CLARA
WASHINGTON
HAZEL
MARY
CECIL
FULTON
DIVISION
REED
LOOCKERMAN
NORTH
THE GREEN
WATER
SOUTH
HOPE
CLARA
MARY
CECIL
FULTON
DIVISION
REED
BANK
WATER
SAULSBURY
⑧ FORREST
BERTRAND
REESE
GIBBS
DAVIS
CHERRY
LINCOLN
PAUL
DAVIS
HAYES
SLAUGHTER
NORTH
SAULSBURY
NORTH
SIMON
REESE
IRMA
MINIMA
CLARENCE
WEST
HOPE
QUEEN
JERUSALEM
NEW
GOVERNORS
BRADFORD
STATE
HOPE
1/4 MILE
EQUALS ONE PERSON
19 YEARS AND YOUNGER
20 TO 39 YEARS
40 TO 59 YEARS
60 YEARS AND OLDER
SOURCE: 2010 U.S. CENSUS

CENTRAL DOVER

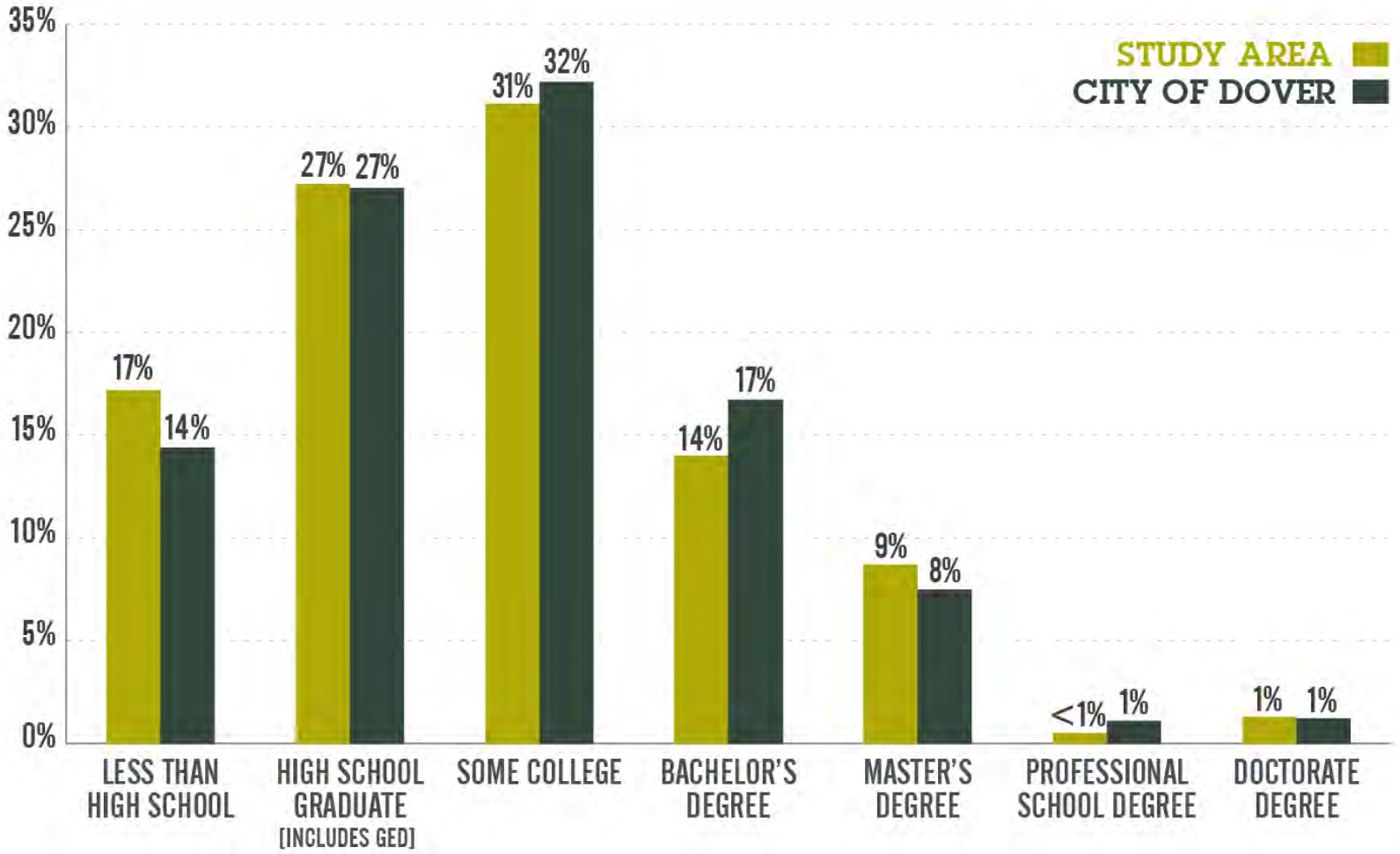
DEMOGRAPHICS

SOURCE: 2010 U.S. CENSUS

THERE ARE APPROXIMATELY **3,735** RESIDENTS LIVING IN THE STUDY AREA.



SEX & AGE PYRAMID



EDUCATIONAL ATTAINMENT

CENTRAL DOVER

DEMOGRAPHICS

SOURCE: U.S. CENSUS BUREAU, ONTHEMAP

1,555: THE NUMBER OF WORKERS LIVING WITHIN THE STUDY AREA (2011)

57%: THE PERCENTAGE OF WORKERS BETWEEN THE AGES OF 30 AND 54

PRIMARY INDUSTRIES

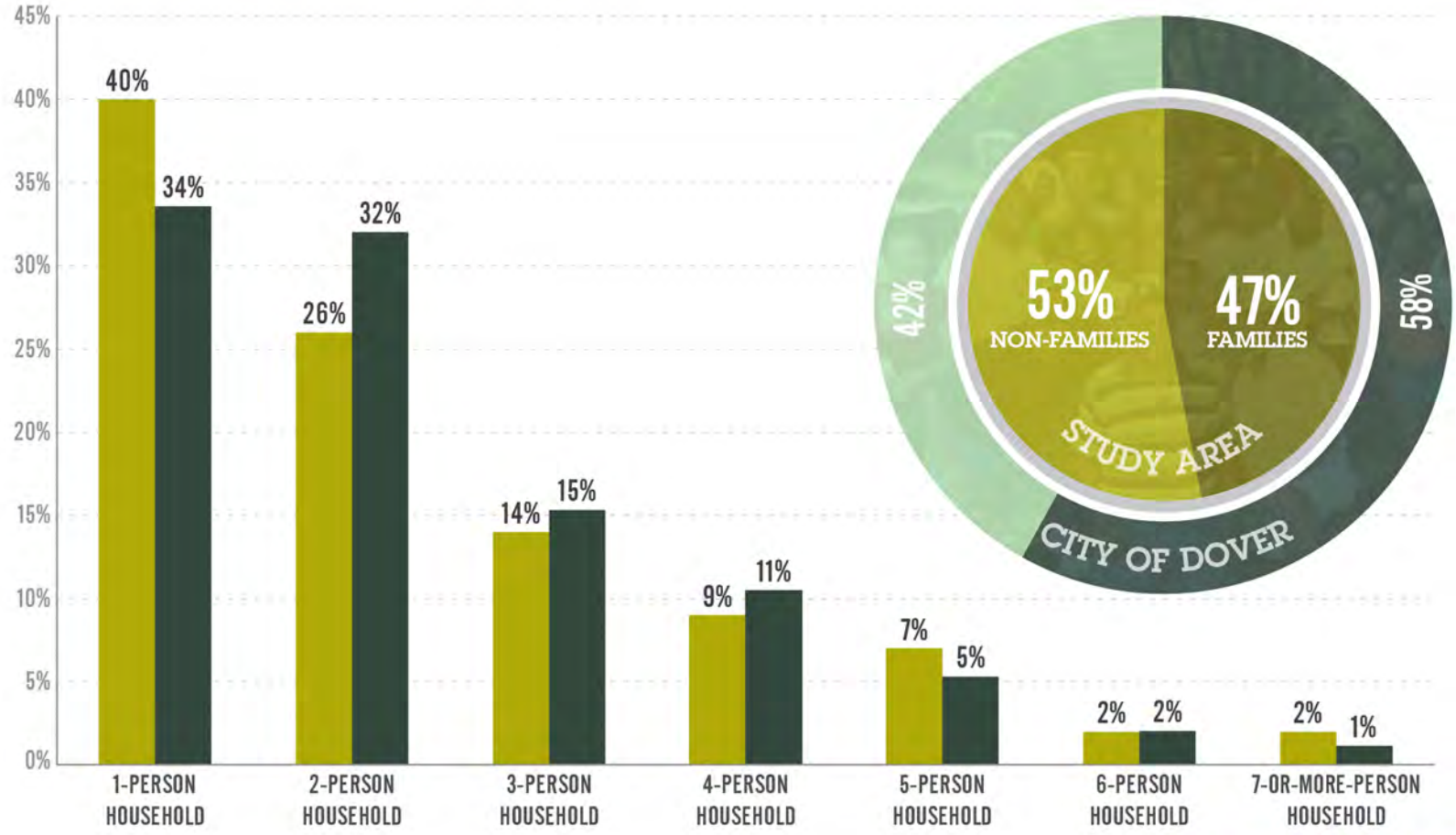
54% OF WORKERS ARE EMPLOYED IN THESE SECTORS

- HEALTH CARE AND SOCIAL SERVICES: 20%
- RETAIL TRADE: 13%
- EDUCATIONAL SERVICES: 11%
- ACCOMMODATION AND FOOD SERVICE: 10%

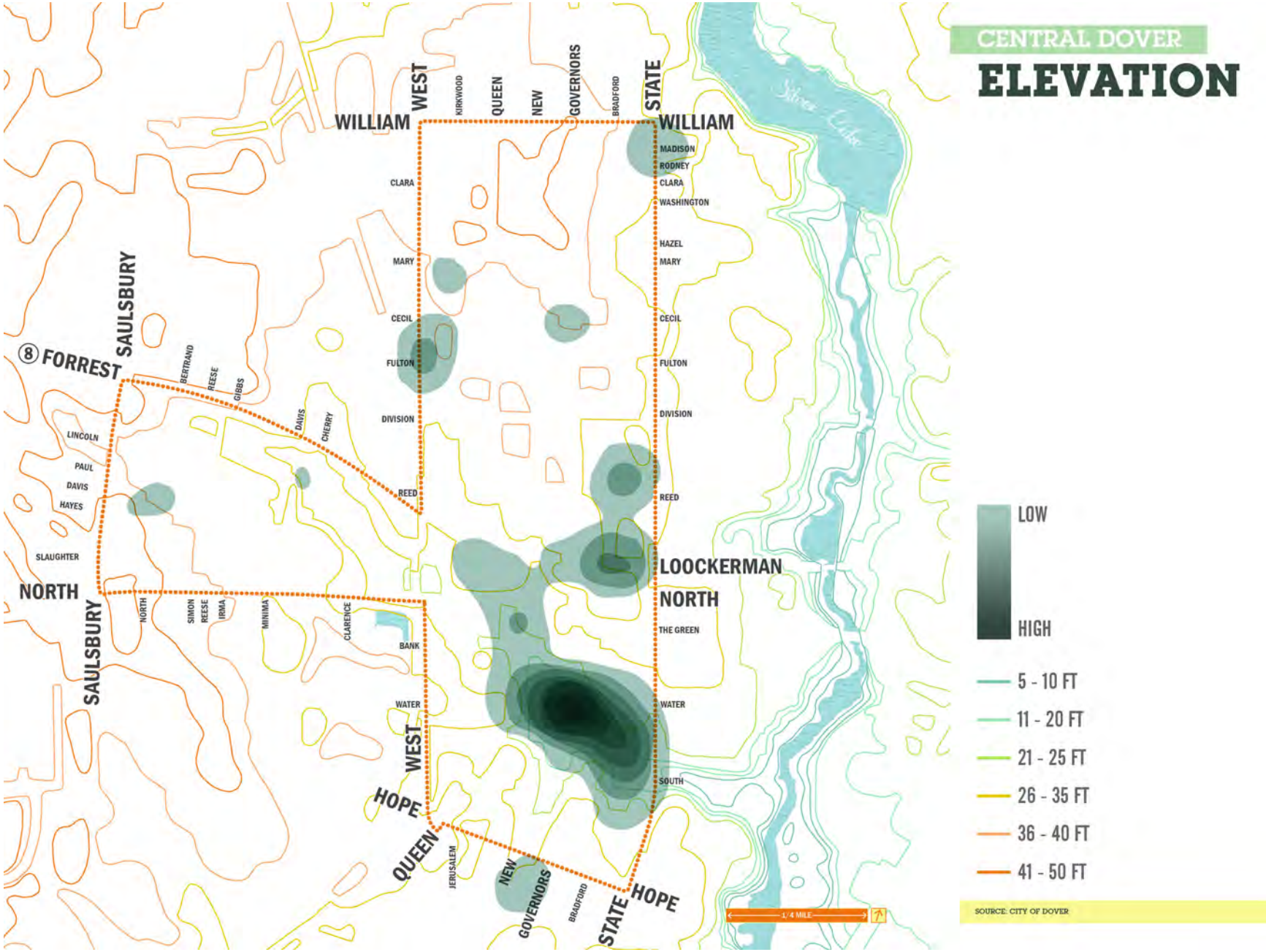
CENTRAL DOVER

DEMOGRAPHICS

SOURCE: 2010 U.S. CENSUS

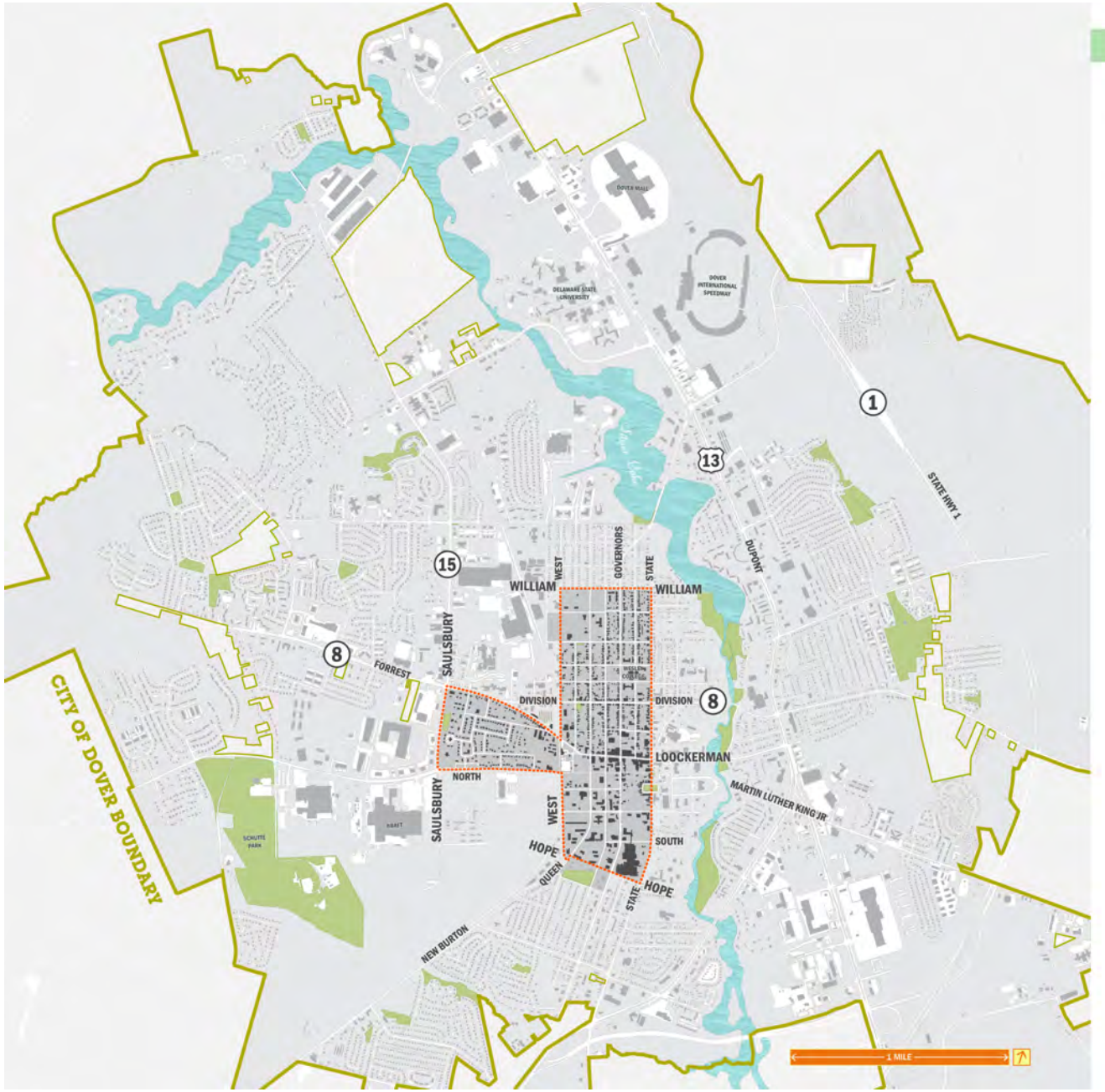


HOUSEHOLD SIZE & TYPES


CENTRAL DOVER
ELEVATION
WILLIAM
WEST
KIRKWOOD
QUEEN
NEW
GOVERNORS
BRADFORD
STATE
WILLIAM
MADISON
RODNEY
CLARA
WASHINGTON
HAZEL
MARY
CECIL
FULTON
DIVISION
REED
LOOCKERMAN
NORTH
THE GREEN
WATER
SOUTH
CLARA
MARY
CECIL
FULTON
DIVISION
REED
BANK
WATER
SAULSBURY
8 FORREST
BERTRAND
REESE
GIBBS
DAVIS
CHERRY
LINCOLN
PAUL
DAVIS
HAYES
SLAUGHTER
NORTH
SAULSBURY
NORTH
SIMON
REESE
IRMA
MINIMA
CLARENCE
WEST
HOPE
QUEEN
JERUSALEM
NEW
GOVERNORS
BRADFORD
STATE
HOPE
Silver Lake
1/4 MILE
LOW
HIGH
5 - 10 FT
11 - 20 FT
21 - 25 FT
26 - 35 FT
36 - 40 FT
41 - 50 FT
SOURCE: CITY OF DOVER

CENTRAL DOVER

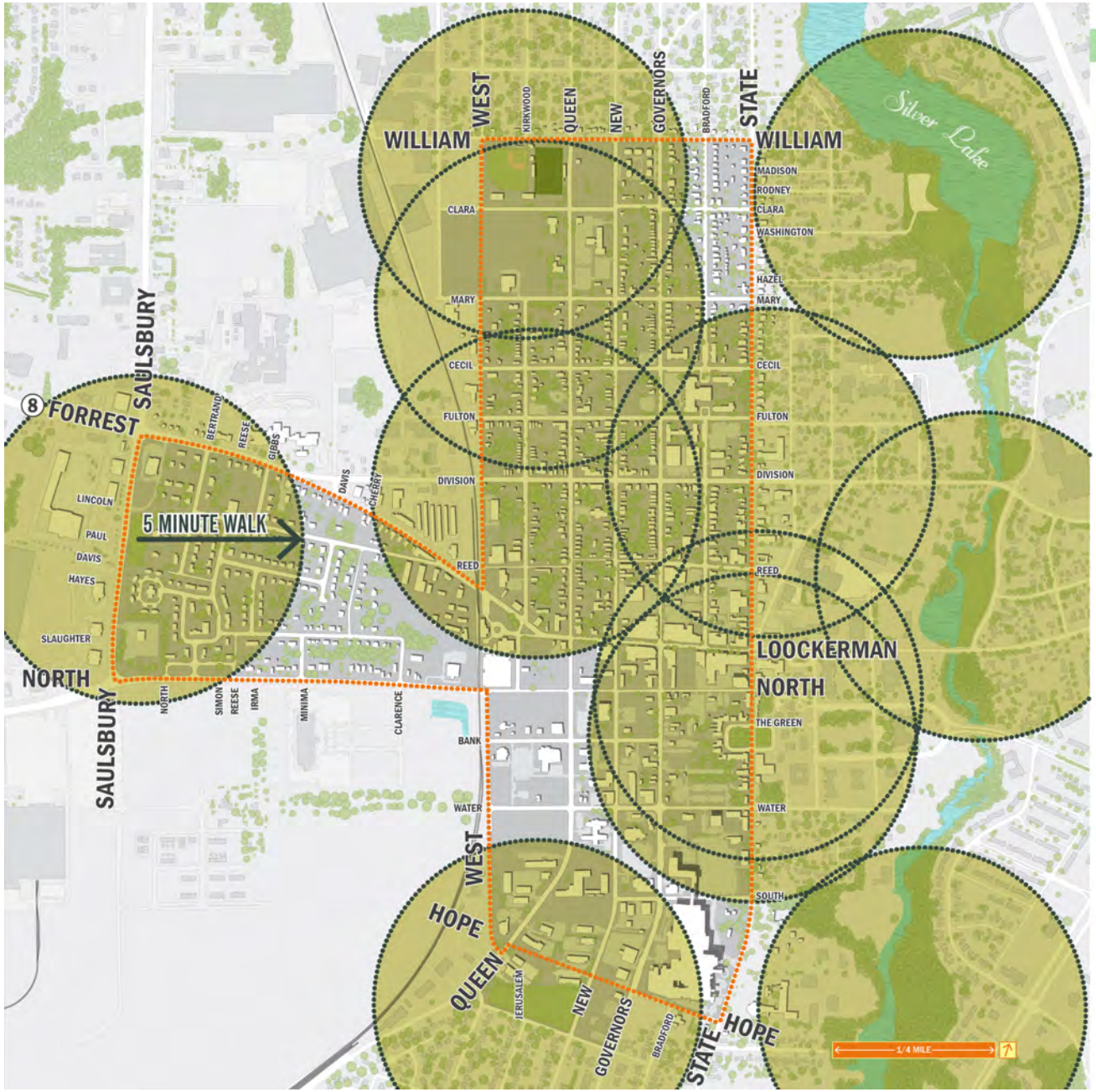
CITYWIDE CONTEXT



SOURCE: 2010 U.S. CENSUS

CENTRAL DOVER

OPEN SPACE ACCESS



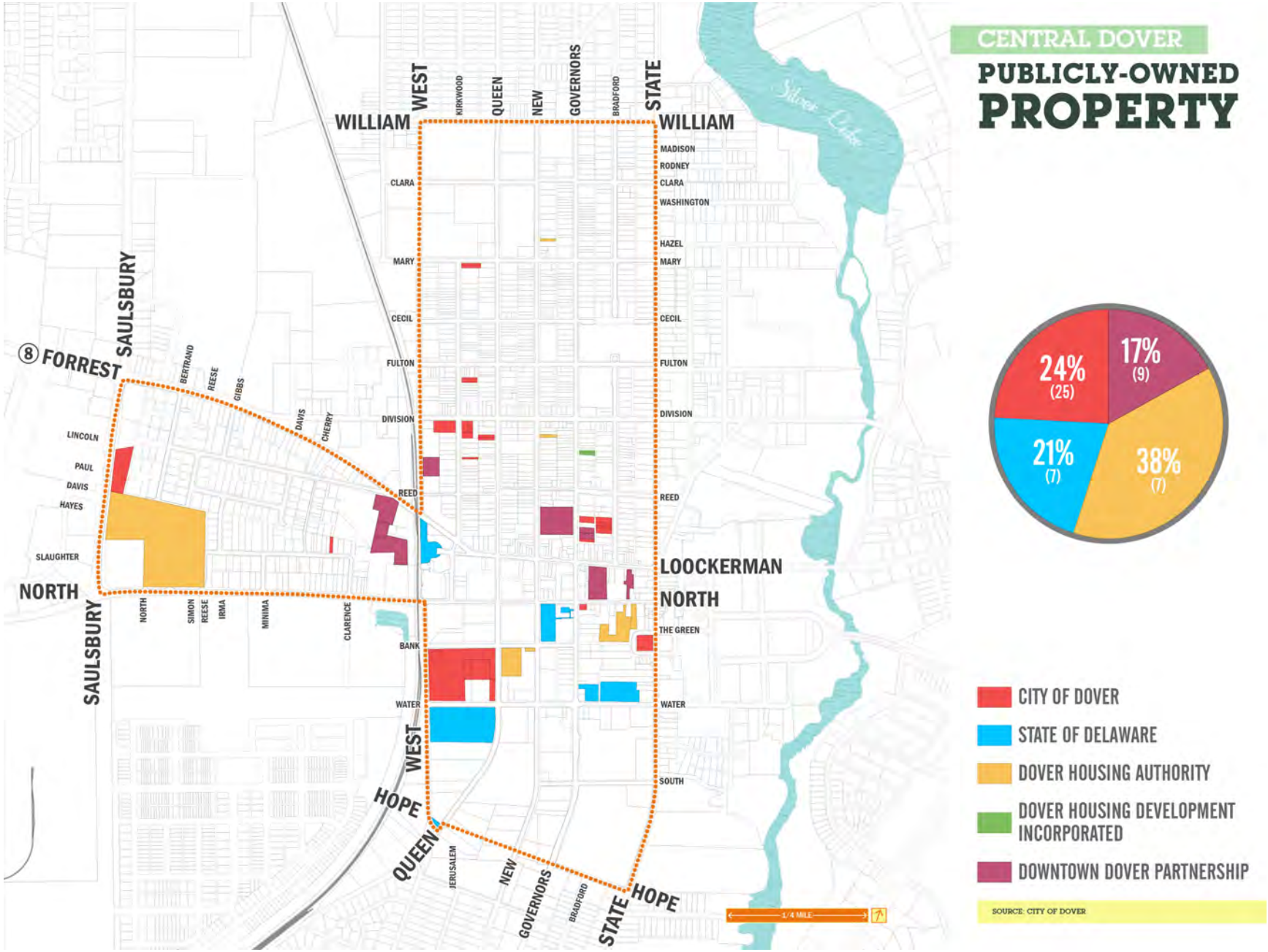


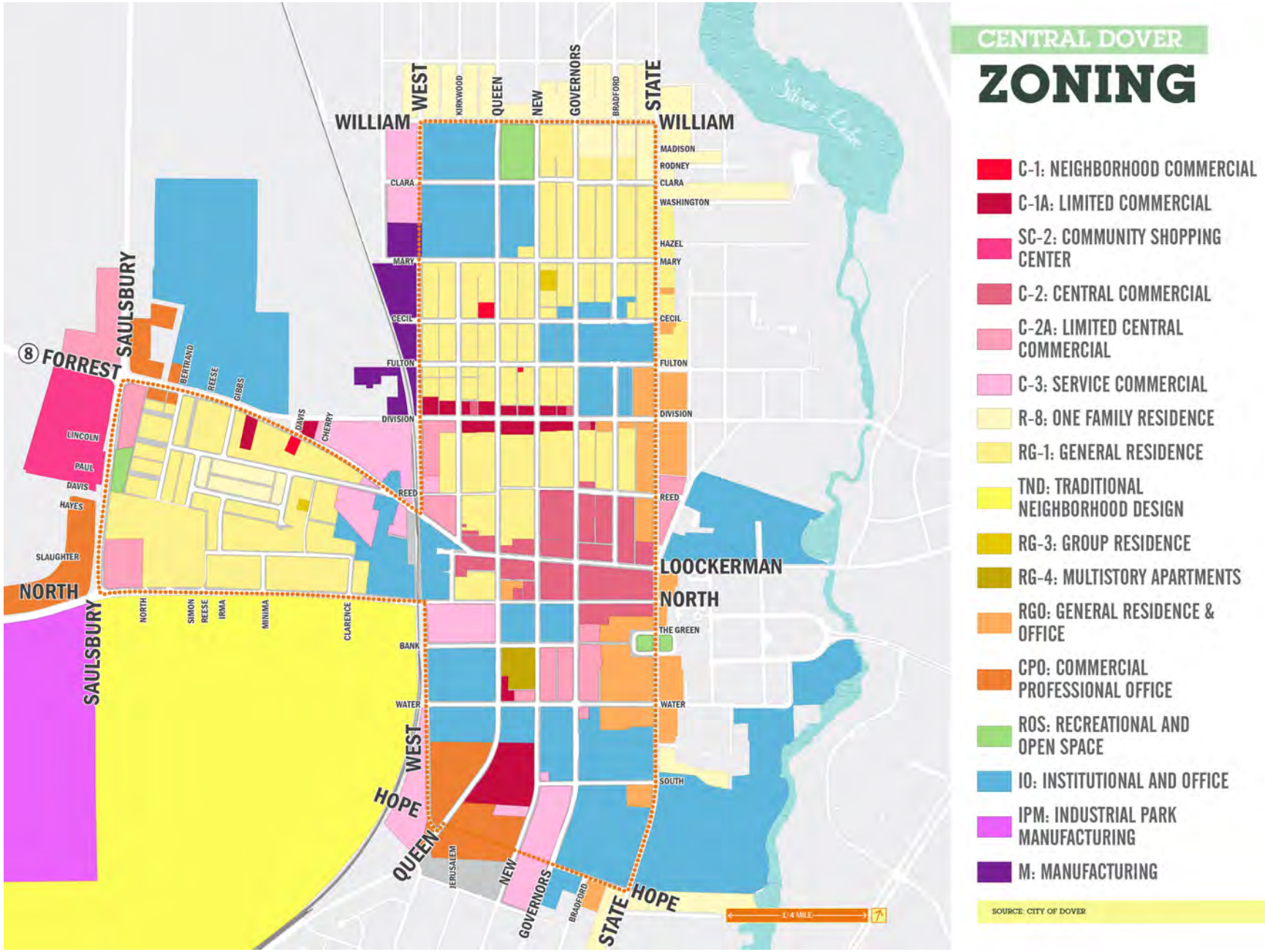
CENTRAL DOVER

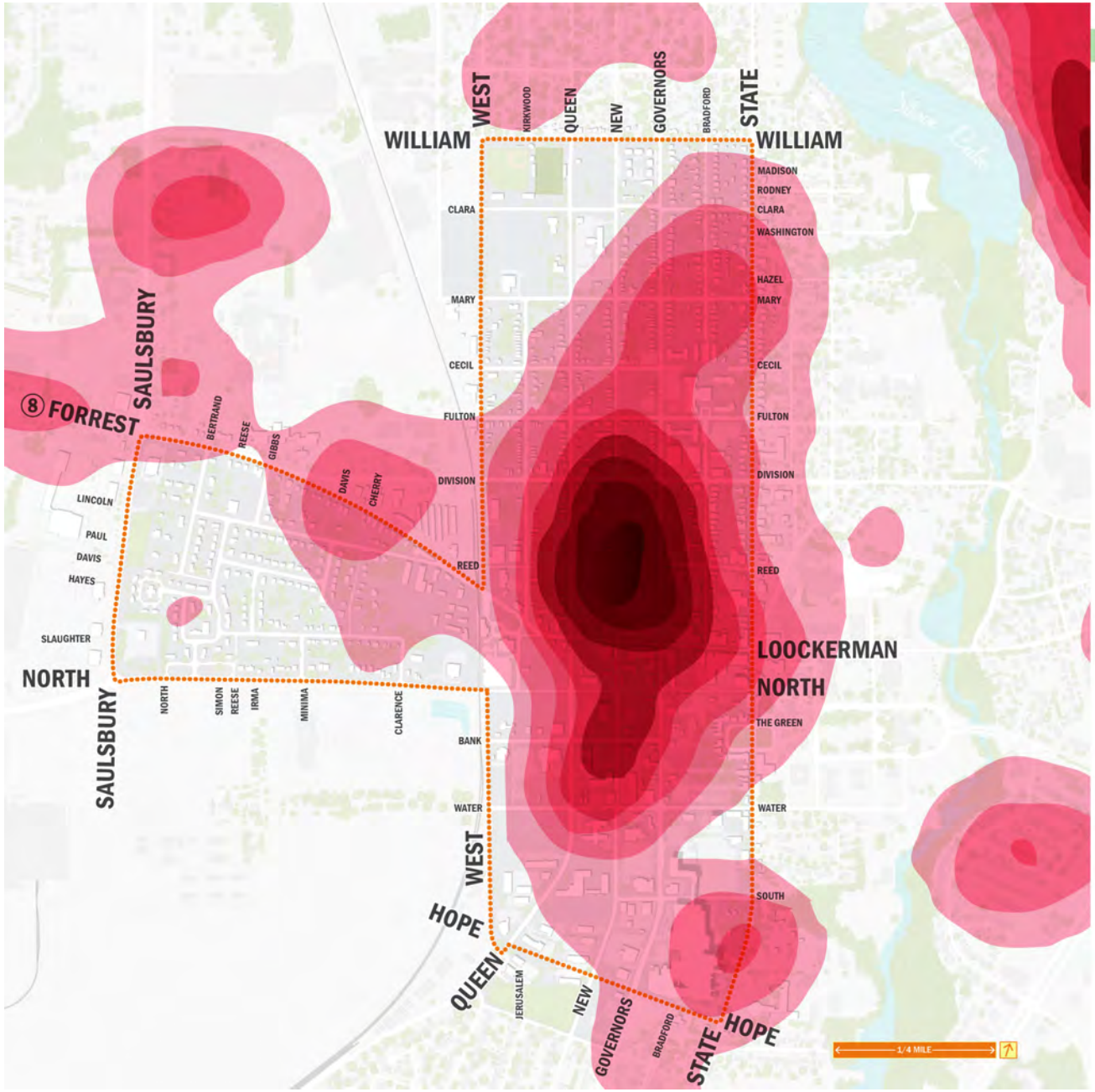
COMMUNITY ASSETS

1. CAMPUS COMMUNITY HIGH SCHOOL
2. CONGREGATION BETH SHOLOM
3. MT. CARMEL CHURCH OF THE LIVING GOD
4. SOLID ROCK BAPTIST CHURCH
5. WESLEY COLLEGE
6. BOOKER T. WASHINGTON SCHOOL
7. HOLY TRINITY CHURCH
8. BETHUEL SEVENTH-DAY ADVENTIST
9. JOHN WESLEY A.M.E. CHURCH
10. HOPE UNITED METHODIST CHURCH
11. BIBLE WAY TEMPLE CHURCH OF GOD
12. PEOPLE'S UNITED CHURCH
13. DOVER PRESBYTERIAN CHURCH
14. HABITAT FOR HUMANITY RE-STORE
15. CENTERPOINT CHURCH
16. WESLEY PRE-SCHOOL
17. WESLEY UNITED METHODIST CHURCH
18. DOVER HOUSING & COMMUNITY DEVELOPMENT
19. DELAWARE DEPT. OF EDUCATION
20. BIGGS MUSEUM OF AMERICAN ART
21. DOVER PUBLIC LIBRARY
22. BESTEMPS OF DOVER
23. JOBS FOR DELAWARE GRADUATES
24. JOHNSON VICTORLA MUSEUM
25. DOVER HOUSING AUTHORITY
26. MORNING NEWS
27. BAYHEALTH MEDICAL CENTER

SOURCE: FIELD SURVEY (NOVEMBER 2013 - JANUARY 2014), GOOGLE MAPS


CENTRAL DOVER
PUBLICLY-OWNED
PROPERTY
WILLIAM
WEST
KIRKWOOD
QUEEN
NEW
GOVERNORS
BRADFORD
STATE
WILLIAM
MADISON
RODNEY
CLARA
WASHINGTON
HAZEL
MARY
CECIL
FULTON
DIVISION
REED
LOOCKERMAN
NORTH
THE GREEN
WATER
SOUTH
HOPE
QUEEN
JERUSALEM
NEW
GOVERNORS
BRADFORD
STATE
HOPE
SAULSBURY
⑧ FORREST
BERTRAND
REESE
GIBBS
DAVIS
CHERRY
LINCOLN
PAUL
DAVIS
HAYES
SLAUGHTER
NORTH
SAULSBURY
NORTH
SIMON
REESE
IRMA
MINIMA
CLARENCE
BANK
WATER
WEST
HOPE
Silver Lake
24%
(25)
17%
(9)
21%
(7)
38%
(7)
CITY OF DOVER
STATE OF DELAWARE
DOVER HOUSING AUTHORITY
DOVER HOUSING DEVELOPMENT INCORPORATED
DOWNTOWN DOVER PARTNERSHIP
SOURCE: CITY OF DOVER
1/4 MILE


CENTRAL DOVER
ZONING
C-1: NEIGHBORHOOD COMMERCIAL
C-1A: LIMITED COMMERCIAL
SC-2: COMMUNITY SHOPPING CENTER
C-2: CENTRAL COMMERCIAL
C-2A: LIMITED CENTRAL COMMERCIAL
C-3: SERVICE COMMERCIAL
R-8: ONE FAMILY RESIDENCE
RG-1: GENERAL RESIDENCE
TND: TRADITIONAL NEIGHBORHOOD DESIGN
RG-3: GROUP RESIDENCE
RG-4: MULTISTORY APARTMENTS
RGO: GENERAL RESIDENCE & OFFICE
CPO: COMMERCIAL PROFESSIONAL OFFICE
ROS: RECREATIONAL AND OPEN SPACE
IO: INSTITUTIONAL AND OFFICE
IPM: INDUSTRIAL PARK MANUFACTURING
M: MANUFACTURING
SOURCE: CITY OF DOVER
WILLIAM
WEST
KIRKWOOD
QUEEN
NEW
GOVERNORS
BRADFORD
STATE
MADISON
RODNEY
CLARA
WASHINGTON
HAZEL
MARY
CECIL
FULTON
DIVISION
REED
LOOCKERMAN
NORTH
THE GREEN
BANK
WATER
SOUTH
HOPE
JERUSALEM
SAULSBURY
FORREST
BERTRAND
REESE
DIBBS
DAVIS
CHERRY
LINCOLN
PAUL
HAYES
SLAUGHTER
SIMON
IRMA
MINIMA
CLARENCE
1/4 MILE



CENTRAL DOVER

CRIME DATA: 2010 - MAY 2014 DRUG CRIMES

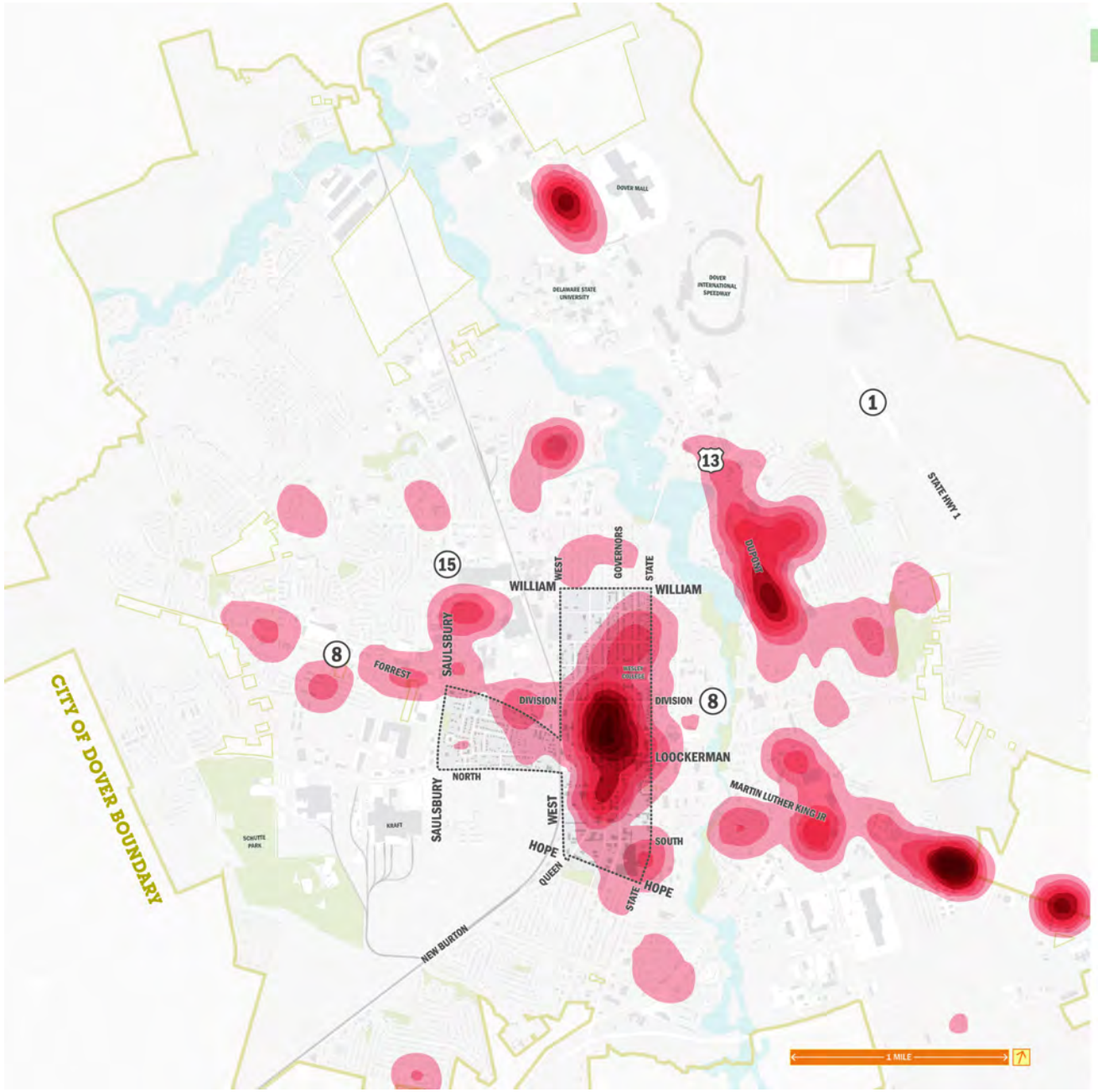
LOW CONCENTRATION

HIGH CONCENTRATION

SOURCE: DOVER POLICE DEPARTMENT

CENTRAL DOVER

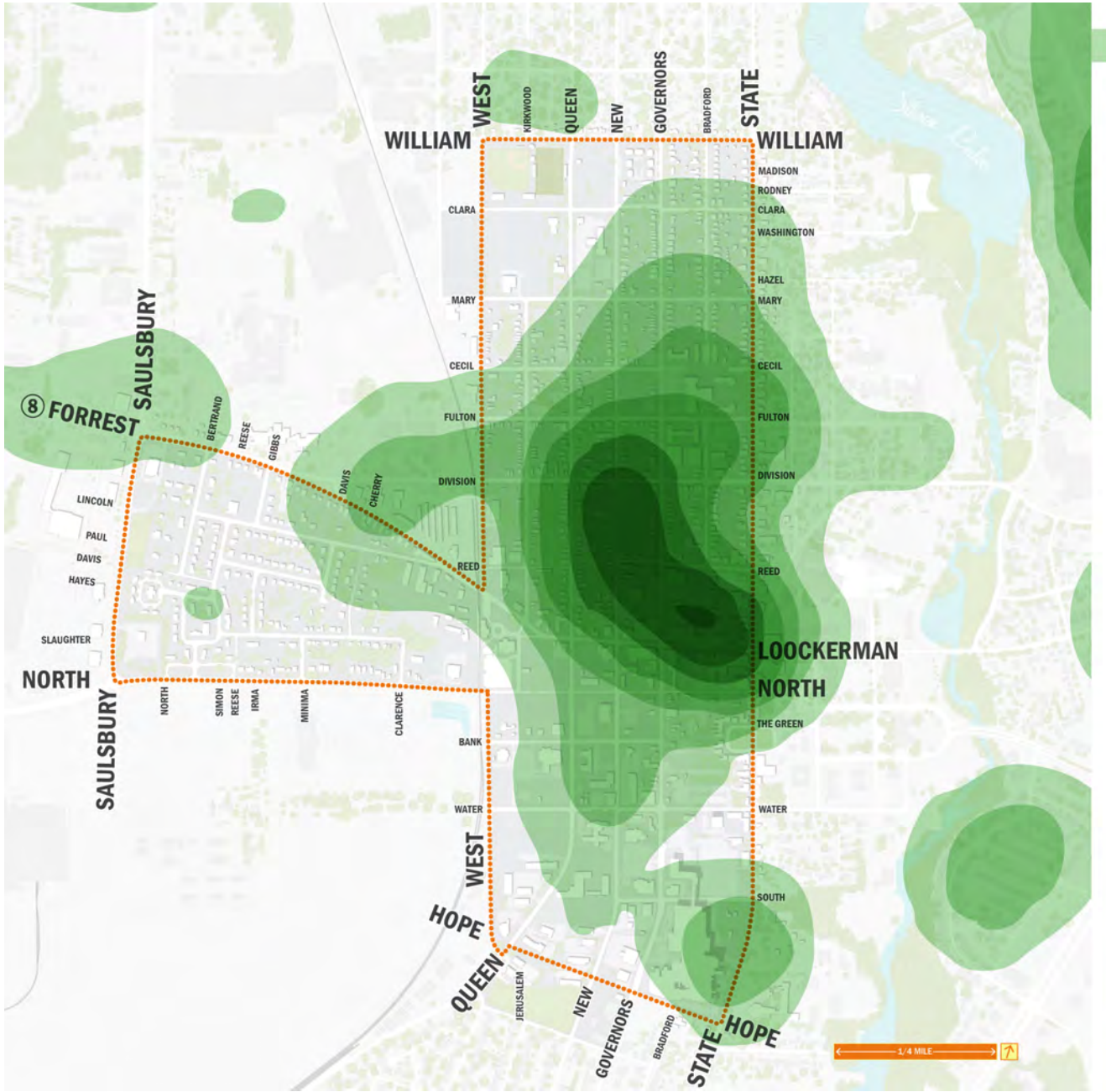
CRIME DATA: 2010 - MAY 2014 DRUG CRIMES



LOW CONCENTRATION

HIGH CONCENTRATION

SOURCE: DOVER POLICE DEPARTMENT



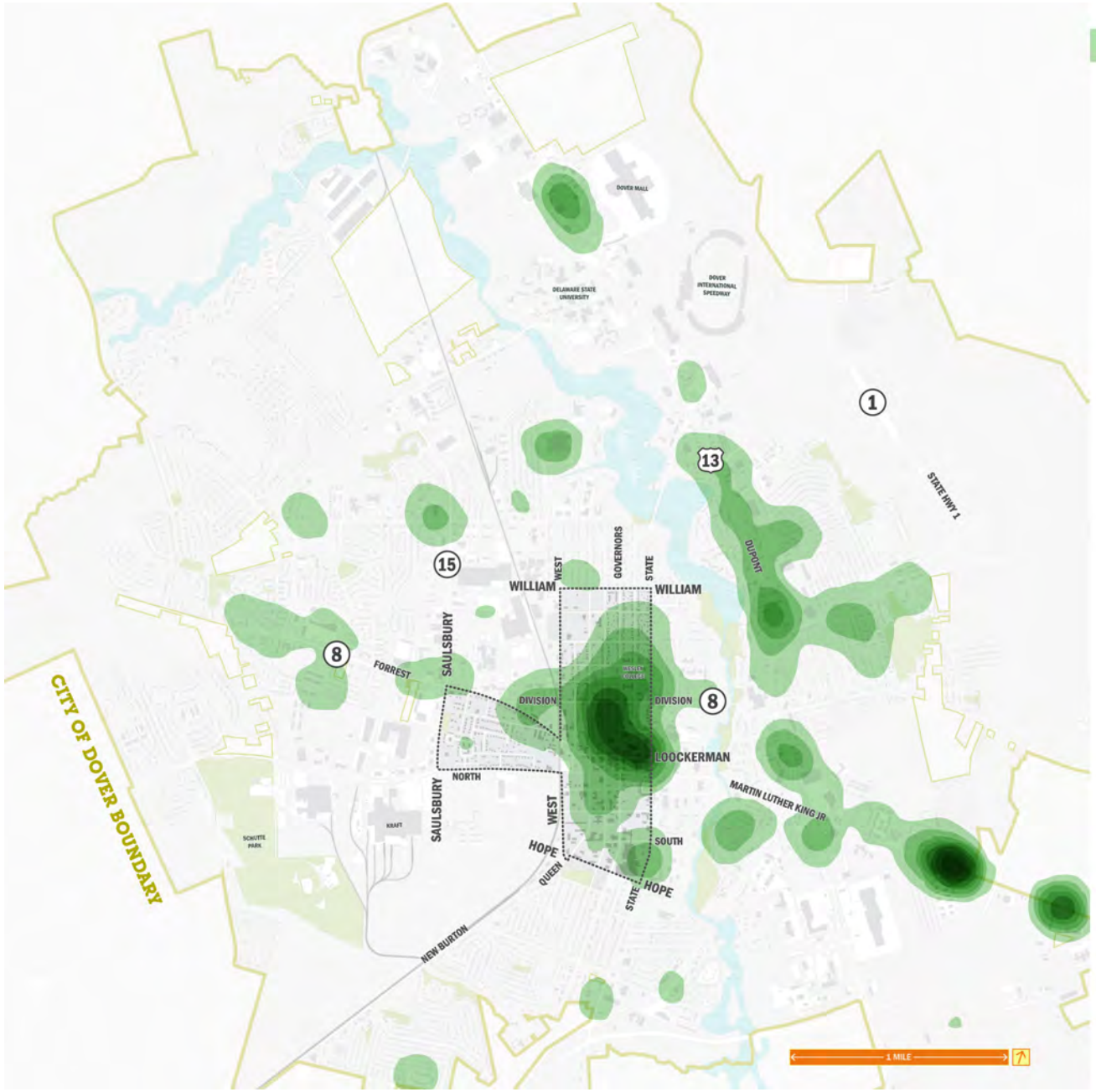
CENTRAL DOVER

CRIME DATA: 2010 - MAY 2014 PROPERTY CRIMES

LOW CONCENTRATION

HIGH CONCENTRATION

SOURCE: DOVER POLICE DEPARTMENT



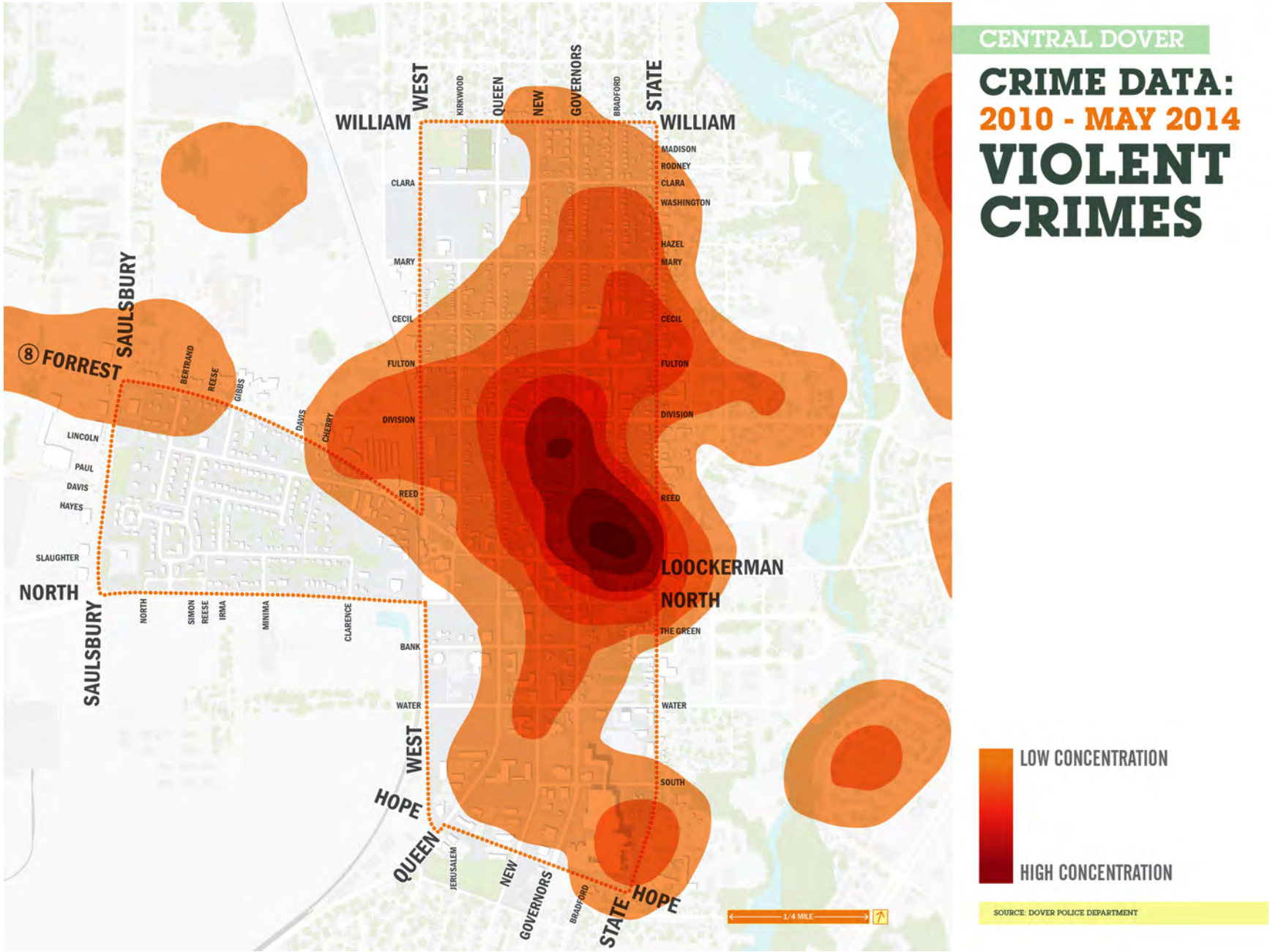
CENTRAL DOVER

CRIME DATA: 2010 - MAY 2014 PROPERTY CRIMES

LOW CONCENTRATION

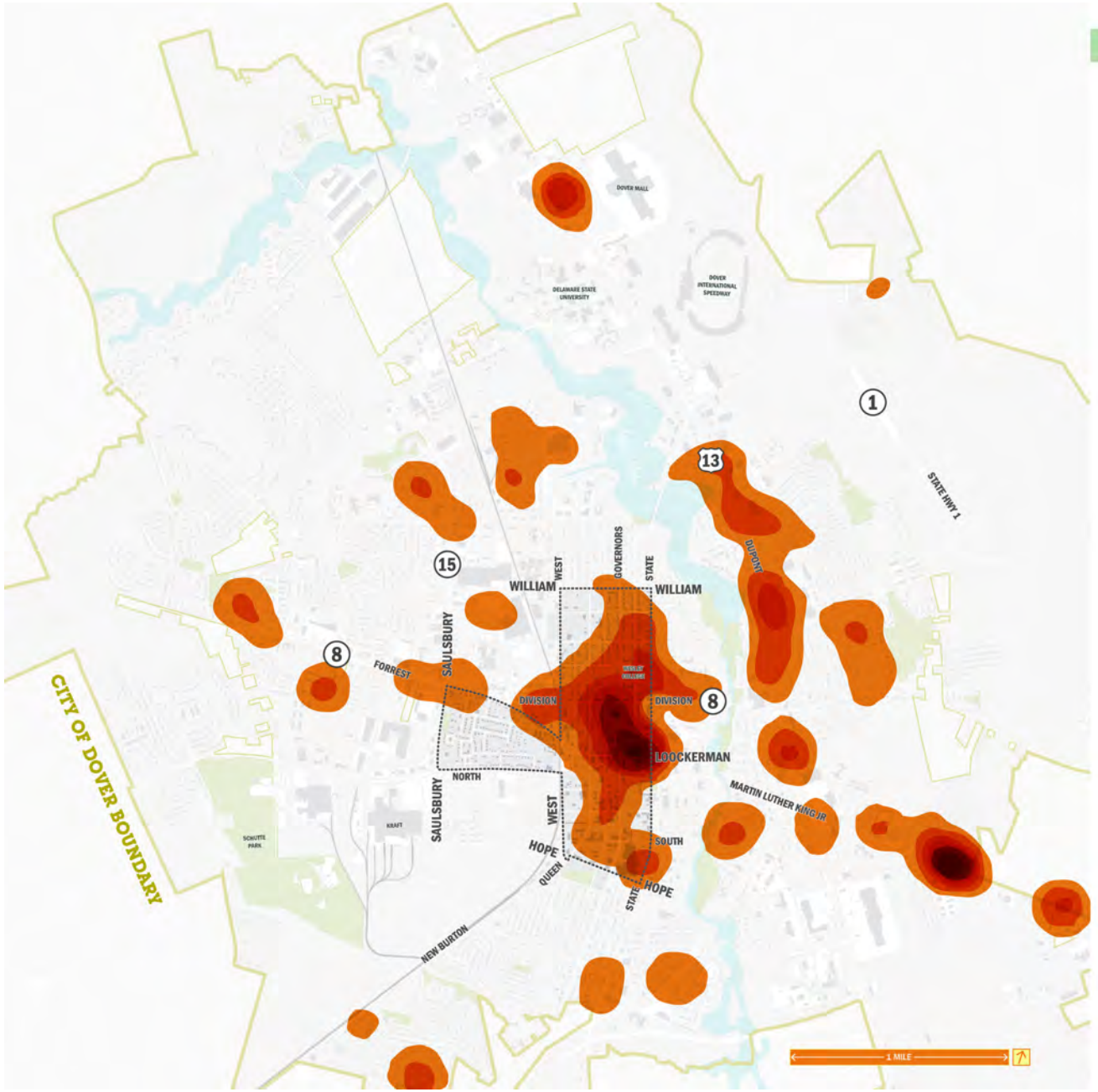
HIGH CONCENTRATION

SOURCE: DOVER POLICE DEPARTMENT


CENTRAL DOVER
CRIME DATA:
2010 - MAY 2014
VIOLENT CRIMES
WILLIAM
WEST
KIRKWOOD
QUEEN
NEW
GOVERNORS
BRADFORD
STATE
WILLIAM
MADISON
RODNEY
CLARA
WASHINGTON
HAZEL
MARY
CECIL
FULTON
DIVISION
REED
LOOCKERMAN
NORTH
THE GREEN
WATER
SOUTH
HOPE
QUEEN
JERUSALEM
NEW
GOVERNORS
BRADFORD
STATE
HOPE
SAULSBURY
⑧ FORREST
BERTRAND
REESE
GIBBS
DAVIS
CHERRY
LINCOLN
PAUL
DAVIS
HAYES
SLAUGHTER
NORTH
SAULSBURY
NORTH
SIMON
REESE
IRMA
MINIMA
CLARENCE
BANK
WATER
WEST
HOPE
1/4 MILE
LOW CONCENTRATION
HIGH CONCENTRATION
SOURCE: DOVER POLICE DEPARTMENT

CENTRAL DOVER

CRIME DATA: 2010 - MAY 2014 VIOLENT CRIMES



LOW CONCENTRATION

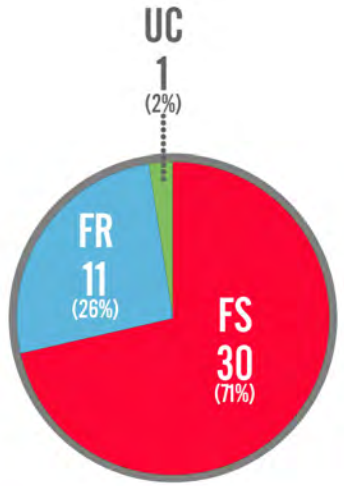
HIGH CONCENTRATION

SOURCE: DOVER POLICE DEPARTMENT

CENTRAL DOVER

REAL ESTATE ACTIVITY



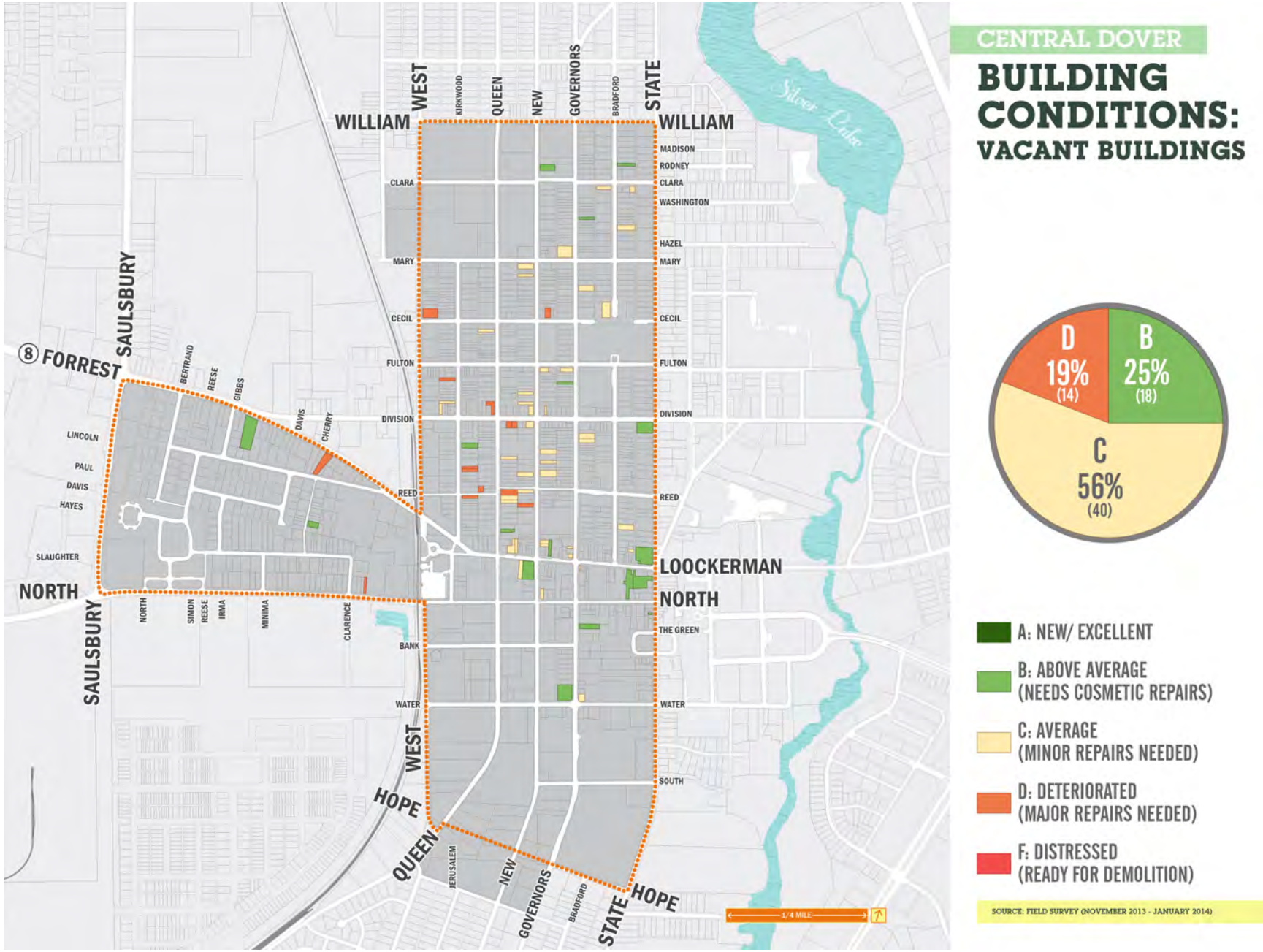


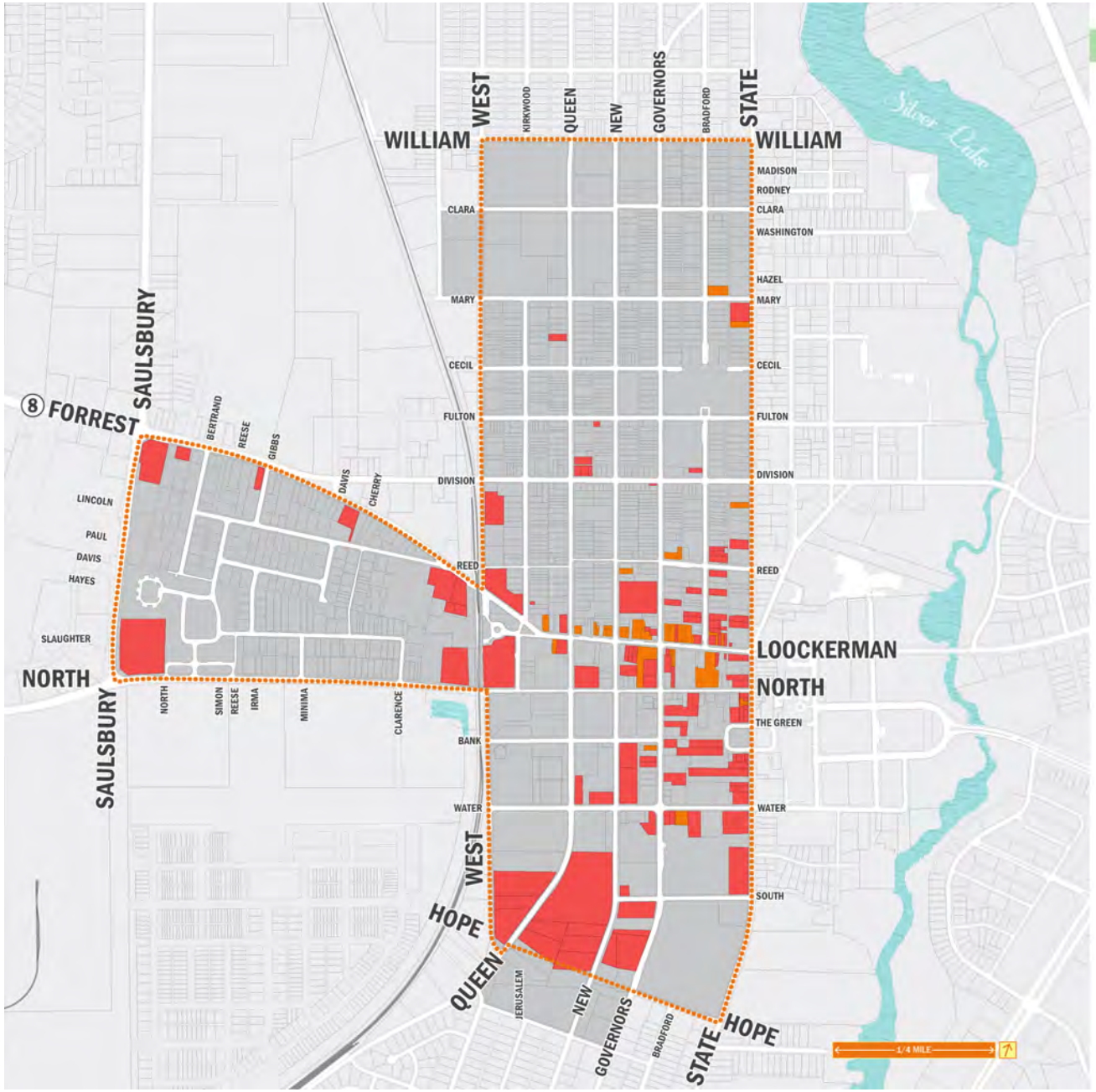
FOR SALE (FS)

FOR RENT/LEASE (FR)

UNDER CONSTRUCTION (UC)

SOURCE: FIELD SURVEY (NOVEMBER 2013 - JANUARY 2014)


CENTRAL DOVER
BUILDING CONDITIONS:
VACANT BUILDINGS
D 19% (14)
B 25% (18)
C 56% (40)
A: NEW/ EXCELLENT
B: ABOVE AVERAGE (NEEDS COSMETIC REPAIRS)
C: AVERAGE (MINOR REPAIRS NEEDED)
D: DETERIORATED (MAJOR REPAIRS NEEDED)
F: DISTRESSED (READY FOR DEMOLITION)
SOURCE: FIELD SURVEY (NOVEMBER 2013 - JANUARY 2014)
WILLIAM
WEST
STATE
KIRKWOOD
QUEEN
NEW
GOVERNORS
BRADFORD
Silver Lake
MADISON
RODNEY
CLARA
WASHINGTON
HAZEL
MARY
CECIL
FULTON
DIVISION
REED
LOOCKERMAN
THE GREEN
WATER
SOUTH
HOPE
JERUSALEM
⑧ FORREST
SAULSBURY
BERTRAND
REESE
GIBBS
DAVIS
CHERRY
LINCOLN
PAUL
DAVIS
HAYES
SLAUGHTER
NORTH
SIMON
IRMA
MINIMA
CLARENCE
BANK
1/4 MILE

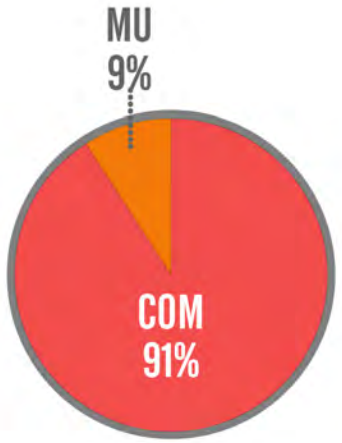


CENTRAL DOVER

COMMERCIAL USES

PERCENTAGE OF OVERALL LANDUSE

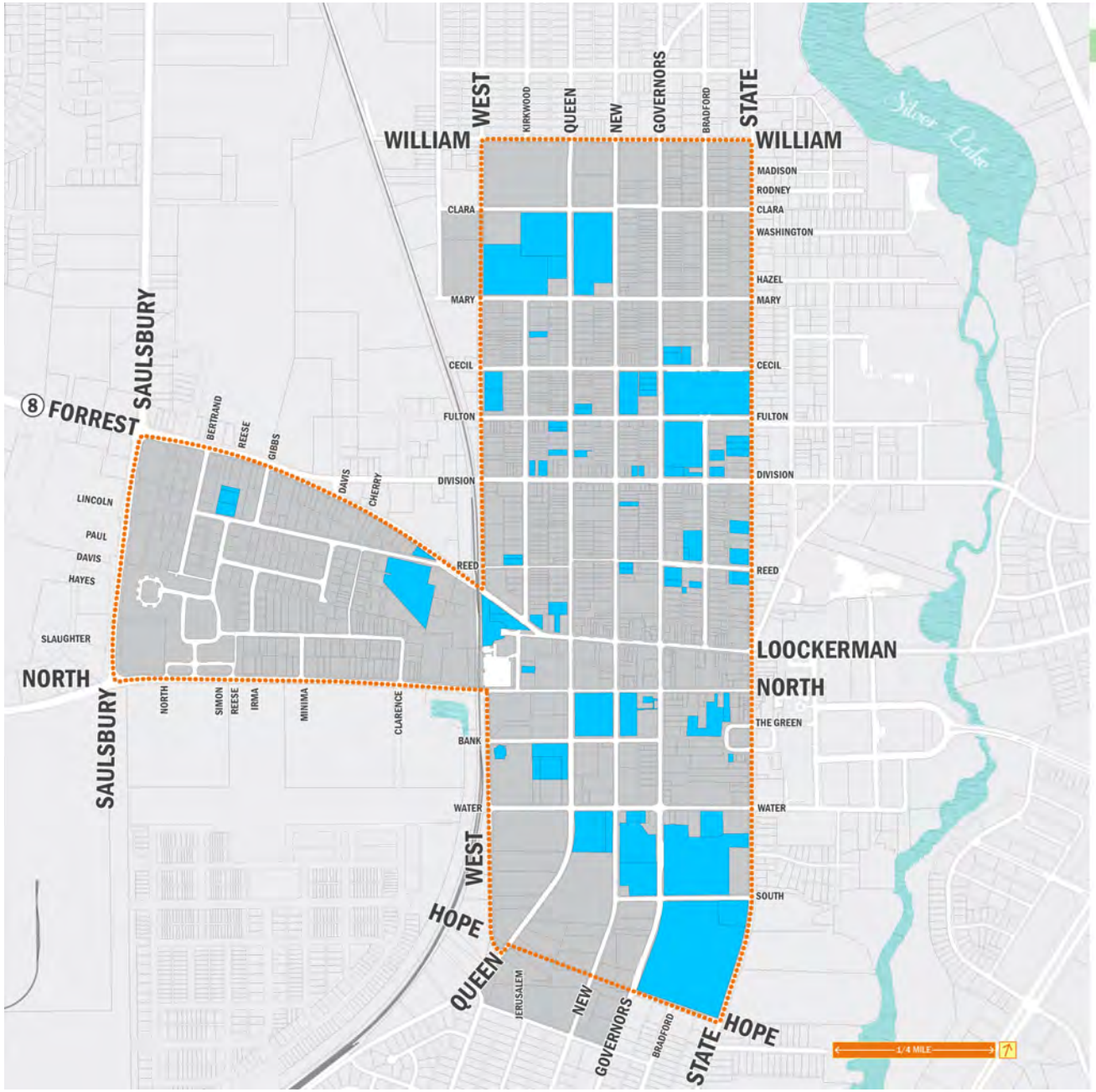
17%



COMMERCIAL

MIXED USE

SOURCE: FIELD SURVEY (NOVEMBER 2013 - JANUARY 2014)



CENTRAL DOVER

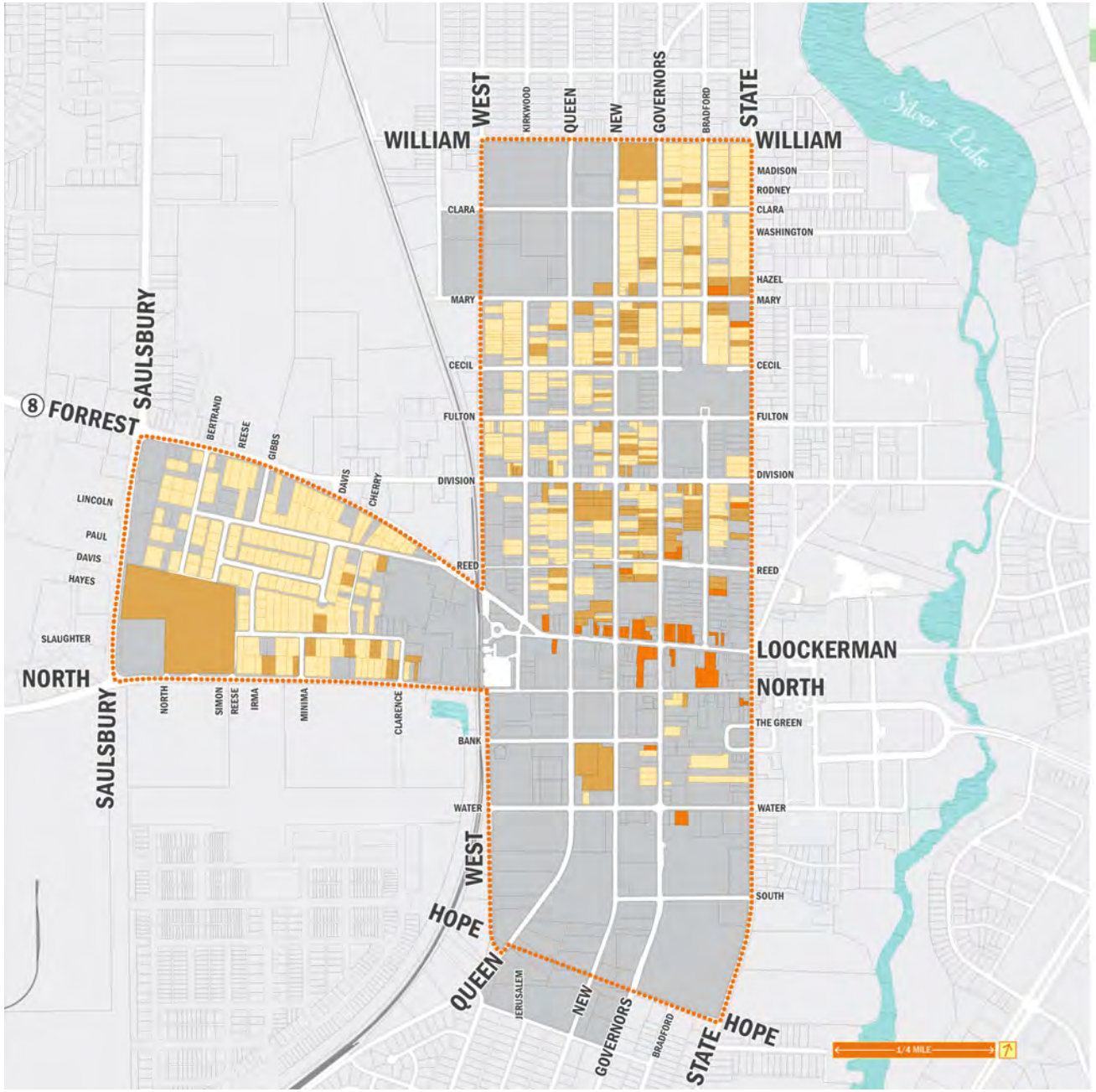
INSTITUTIONAL USES

PERCENTAGE OF OVERALL LANDUSE

21%

INSTITUTIONAL

SOURCE: FIELD SURVEY (NOVEMBER 2013 - JANUARY 2014)

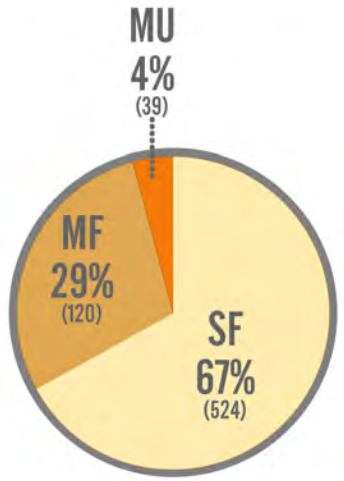


CENTRAL DOVER

RESIDENTIAL USES

PERCENTAGE OF OVERALL LANDUSE

38%



RESIDENTIAL (SINGLE-FAMILY)

RESIDENTIAL (MULTI-FAMILY)

RESIDENTIAL (MIXED USE)

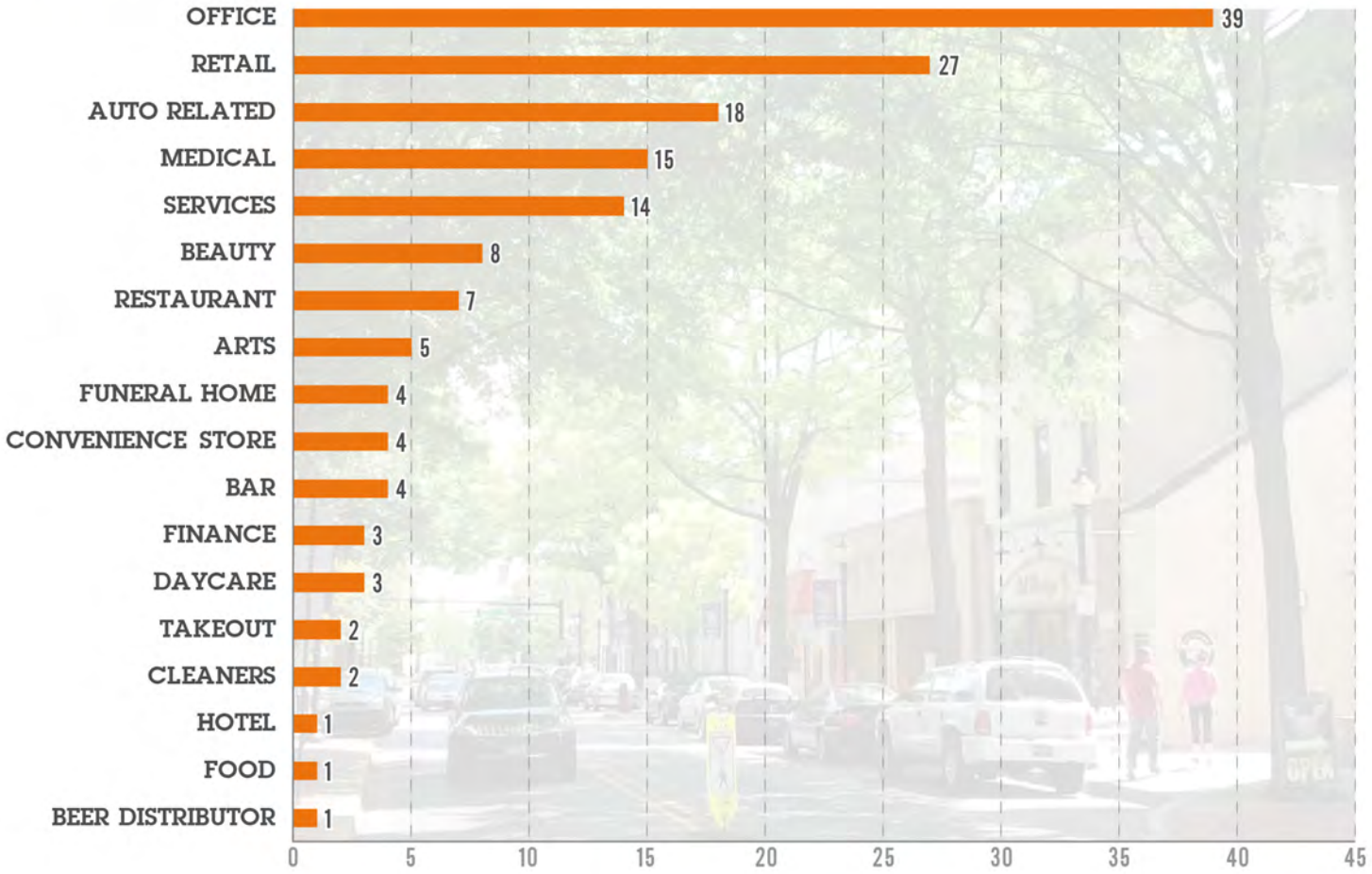
SOURCE: FIELD SURVEY (NOVEMBER 2013 - JANUARY 2014)

CENTRAL DOVER

LAND USE

SOURCE: FIELD SURVEY (NOVEMBER 2013 - JANUARY 2014)

COMMERCIAL USES: 158



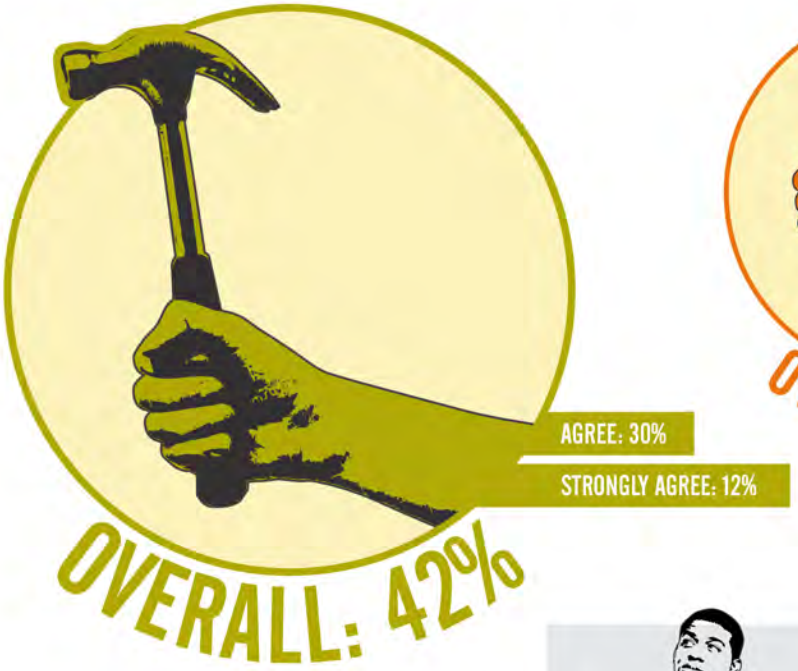
CENTRAL DOVER

RESIDENT SURVEY RESULTS

SOURCE: NCALL, NEIGHBORWORKS

QUESTION #15

"IF SOMETHING IS WRONG IN MY NEIGHBORHOOD, I KNOW PEOPLE WHO LIVE HERE WILL TRY TO FIX IT."



AGREE: 30%

STRONGLY AGREE: 12%

OVERALL: 42%



DISAGREE: 8%

STRONGLY DISAGREE: 6%

OVERALL: 14%



43% OF ALL RESPONDENTS NEITHER AGREE OR DISAGREE



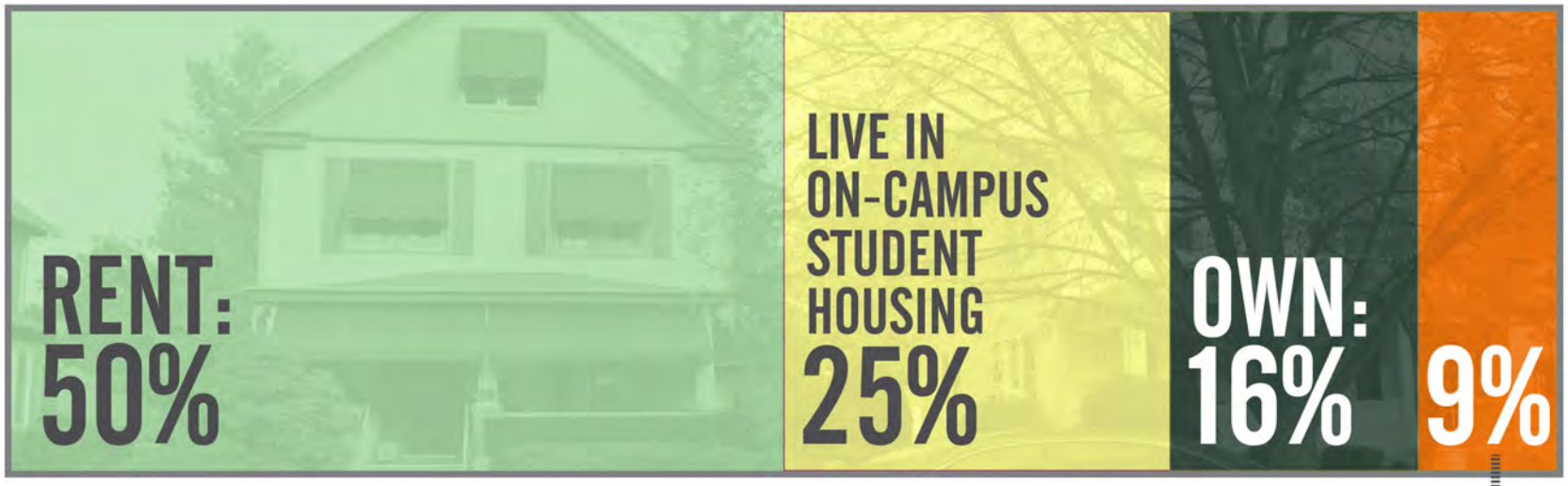
CENTRAL DOVER

RESIDENT SURVEY RESULTS

SOURCE: NCALL, NEIGHBORWORKS

QUESTION #17

"DO YOU CURRENTLY RENT YOUR HOME OR DO YOU OWN IT?"



CENTRAL DOVER

RESIDENT SURVEY RESULTS

SOURCE: NCALL, NEIGHBORWORKS

QUESTION #2

"WHICH OF THESE WAS A MAJOR REASON YOU DECIDED TO LIVE IN THIS COMMUNITY?"



"FAMILY" 26%

"COLLEGE" OR "SCHOOL" 24%



OTHER REASONS:

"AFFORDABILITY OF HOUSING" 9% EACH
"BORN HERE"

6% "NO CHOICE/NOWHERE TO GO"

"TO BE CLOSE TO WORK" 5%

3% EACH
- "ACCESSIBILITY TO AMENITIES"
- "PROXIMITY TO PUBLIC TRANSPORTATION"
- "ACCESS TO JOB OPPORTUNITIES"
- "SAFETY IN THE COMMUNITY"

"SCHOOL FOR MY CHILDREN" 2%

CENTRAL DOVER

RESIDENT SURVEY RESULTS

SOURCE: NCALL, NEIGHBORWORKS

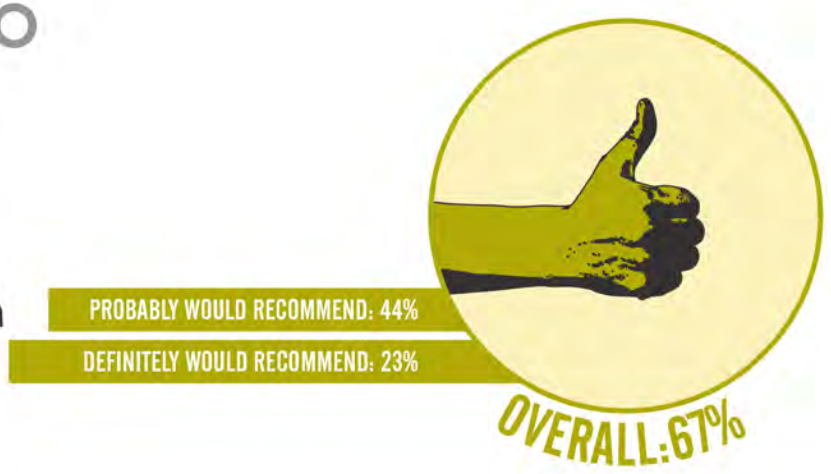
QUESTION #4

"OVERALL, CONSIDERING EVERYTHING, HOW **SATISFIED** WOULD YOU SAY YOU ARE LIVING IN THIS COMMUNITY?"



QUESTION #5

"RIGHT NOW, HOW LIKELY ARE YOU TO **RECOMMEND** THIS COMMUNITY TO SOMEONE ELSE AS A GOOD PLACE TO LIVE?"



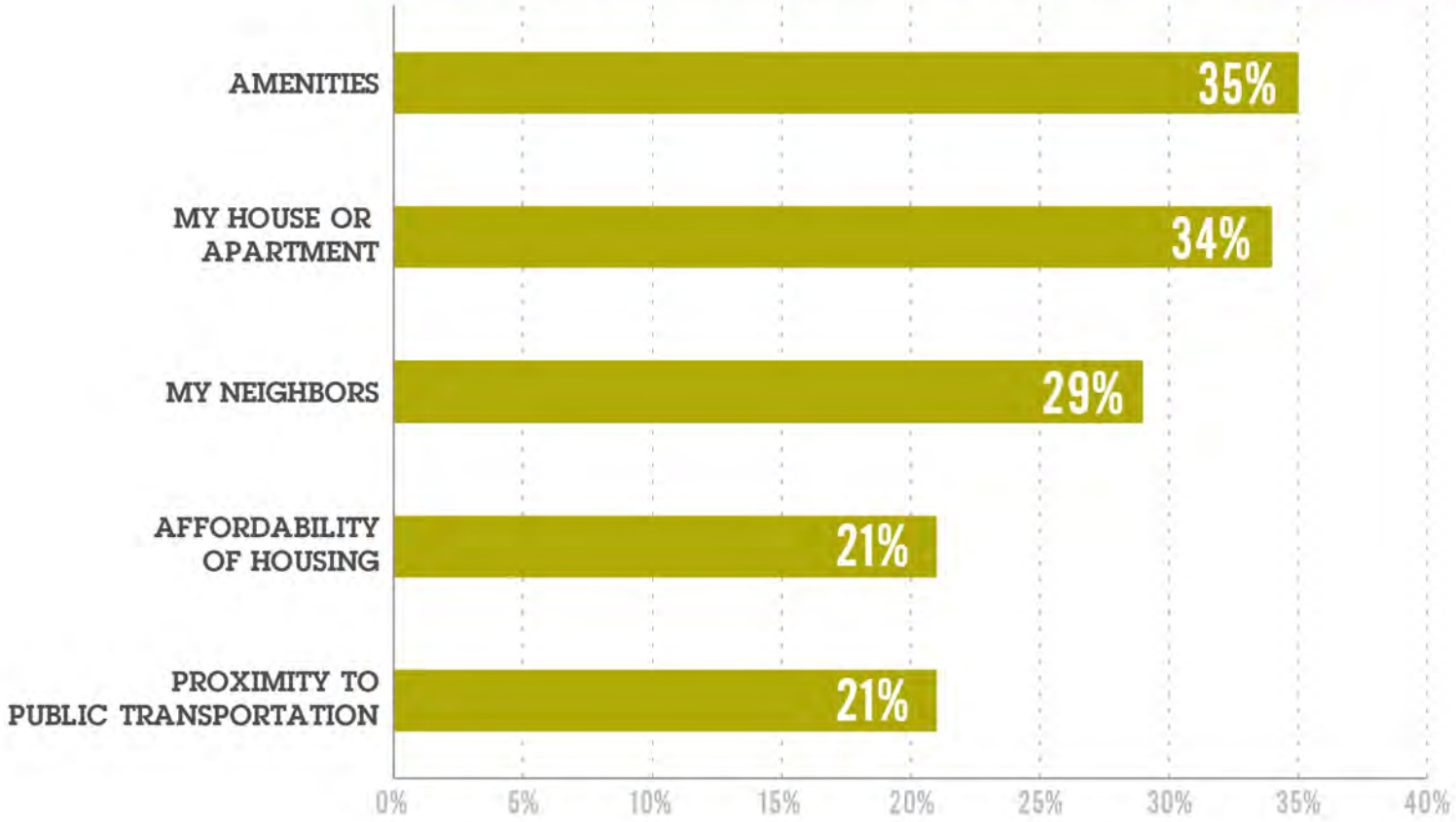
CENTRAL DOVER

RESIDENT SURVEY RESULTS

SOURCE: NCALL, NEIGHBORWORKS

QUESTION #9

"WHAT ARE THE THINGS THAT YOU LIKE BEST ABOUT LIVING IN THIS COMMUNITY?"



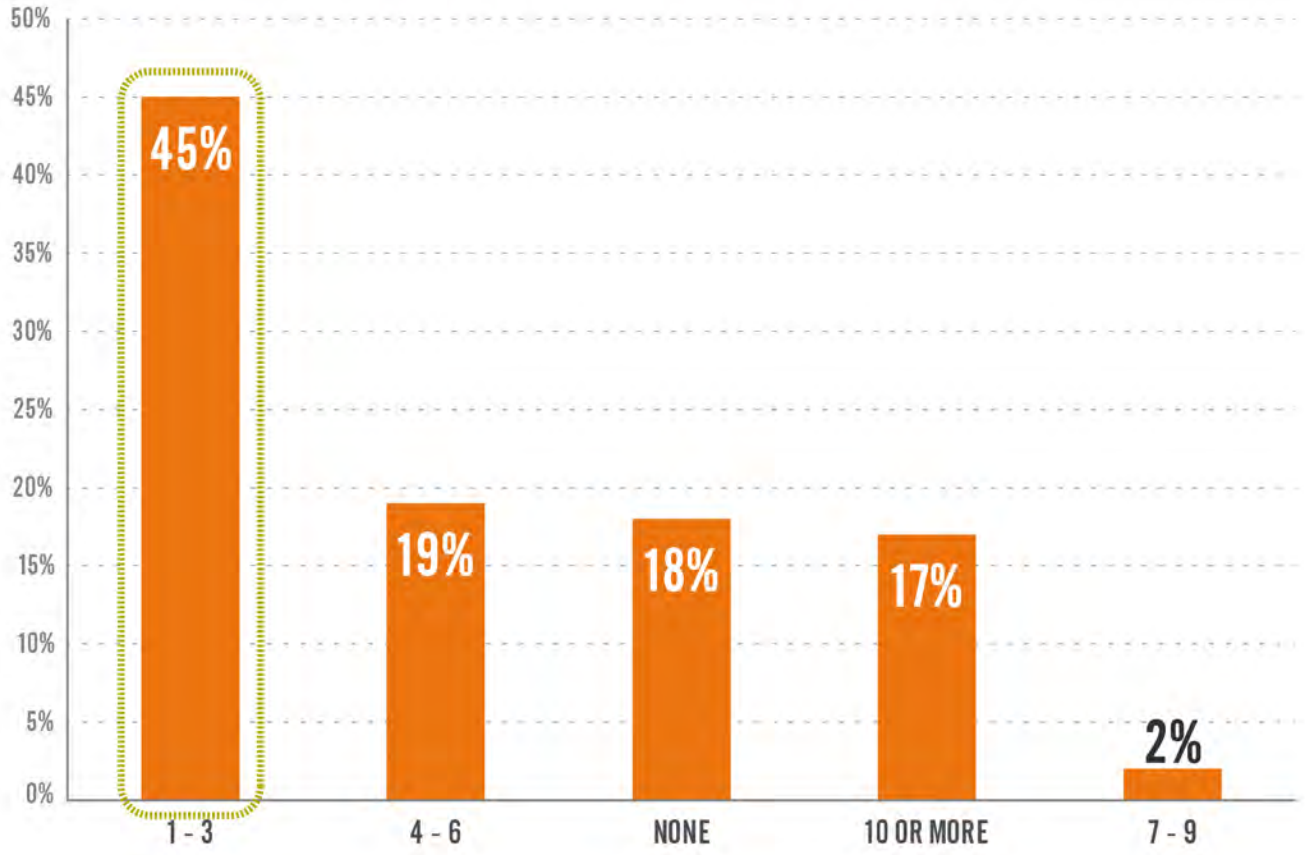
CENTRAL DOVER

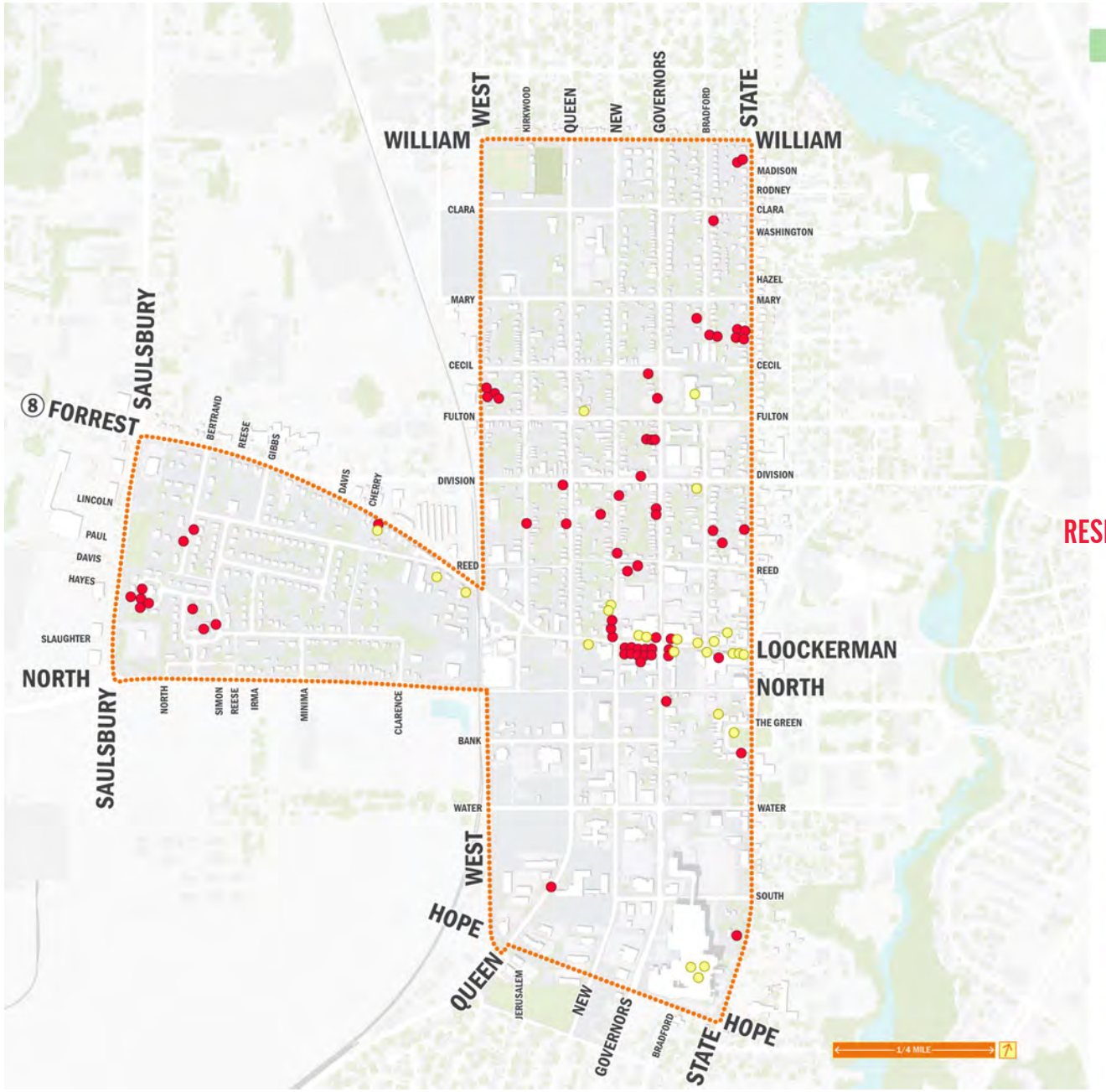
RESIDENT SURVEY RESULTS

SOURCE: NCALL, NEIGHBORWORKS

QUESTION #13

"WITH HOW MANY OF YOUR NEIGHBORS DO YOU SPEAK REGULARLY FOR 5 MINUTES OR MORE?"



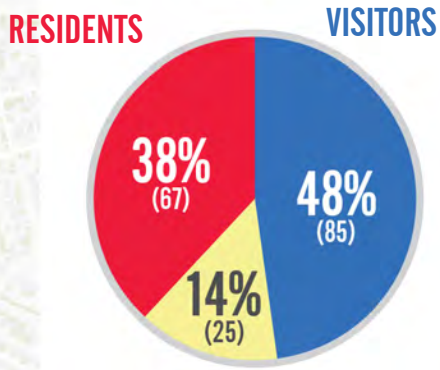


CENTRAL DOVER

OPEN HOUSE: YOUR CONNECTION

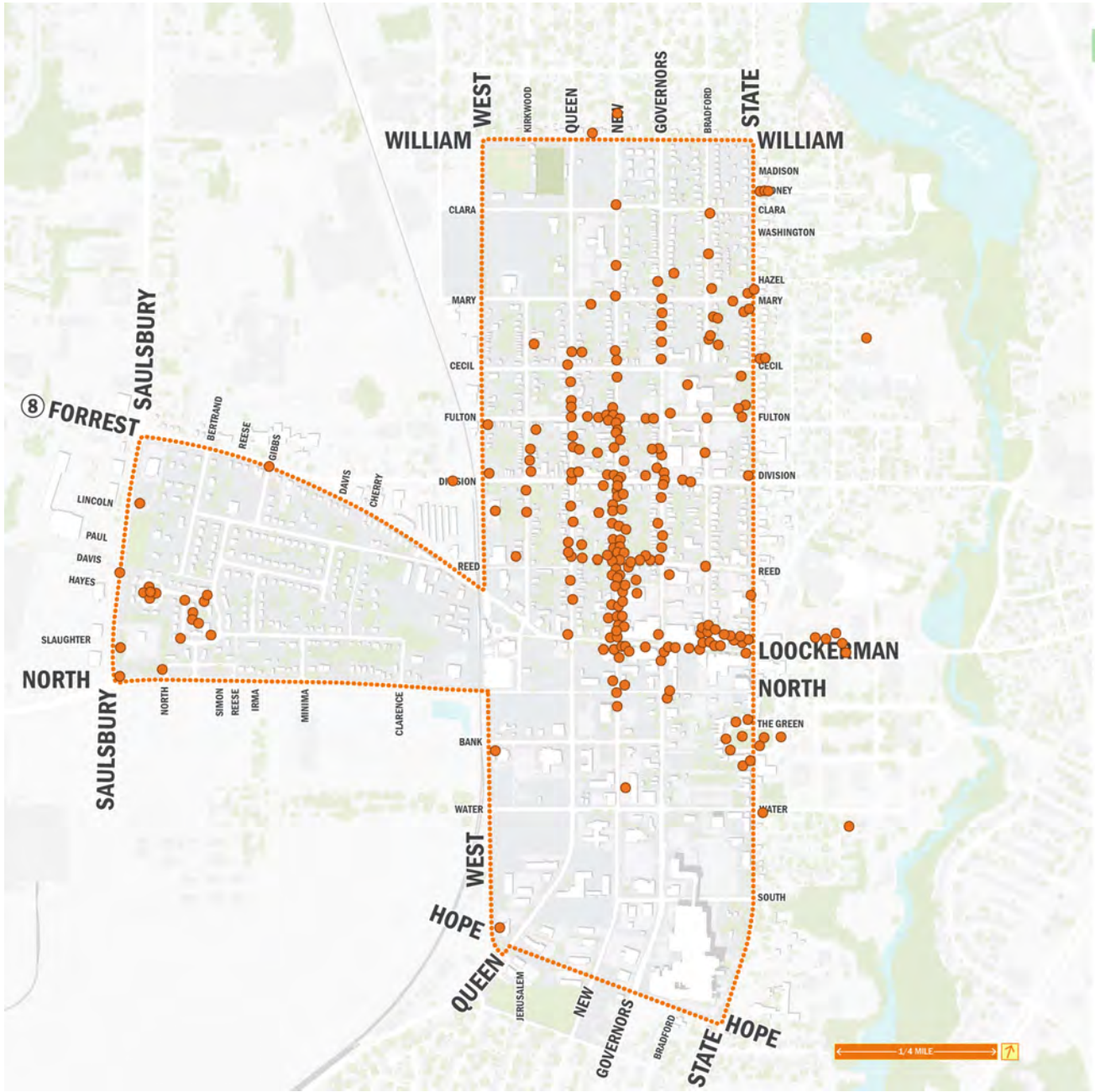
NUMBER OF MAP PARTICIPANTS

177



"I LIVE HERE"

"I WORK HERE"



CENTRAL DOVER

OPEN HOUSE: PUBLIC REALM

NUMBER OF MAP MARKERS PLACED

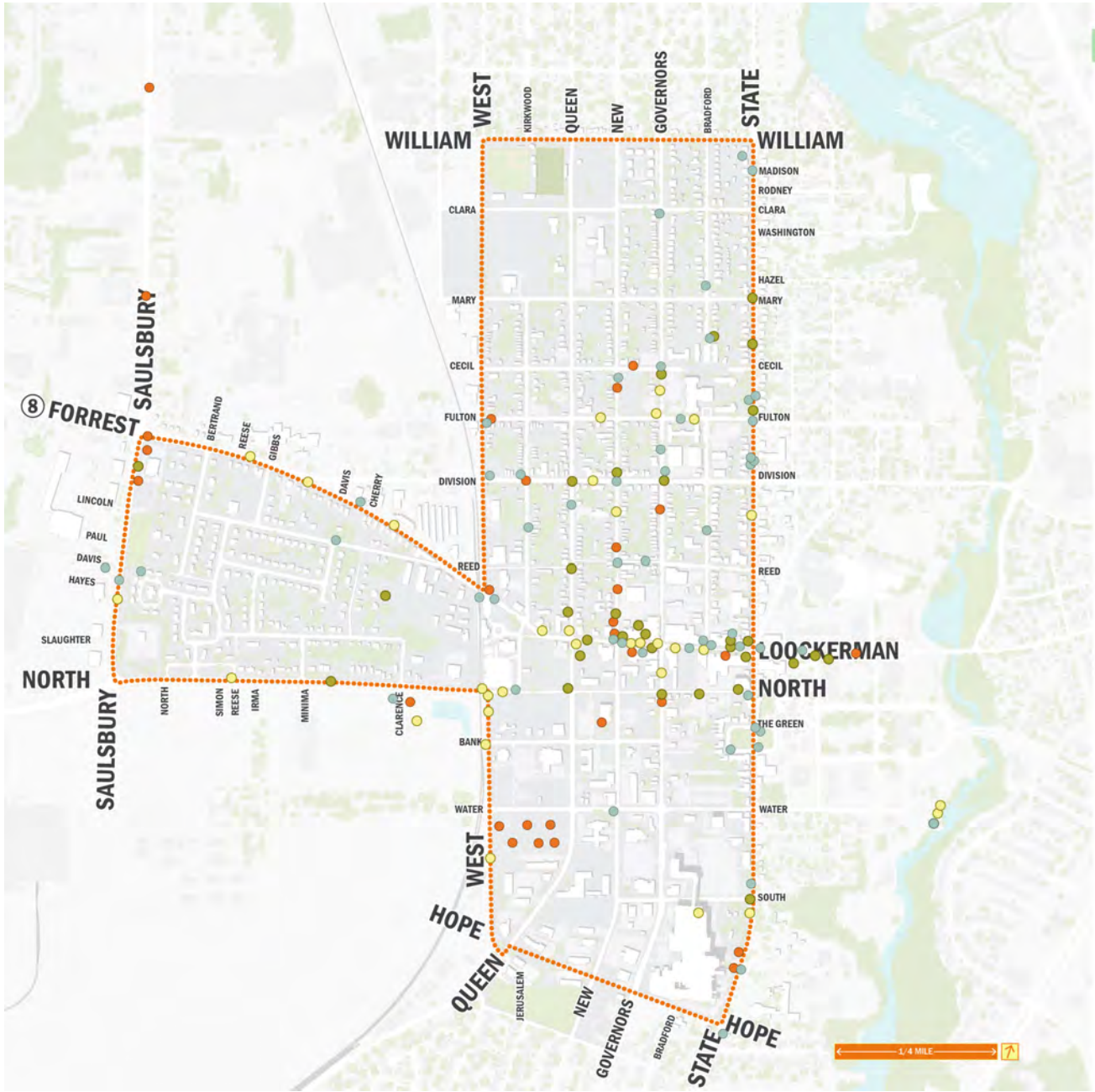
239

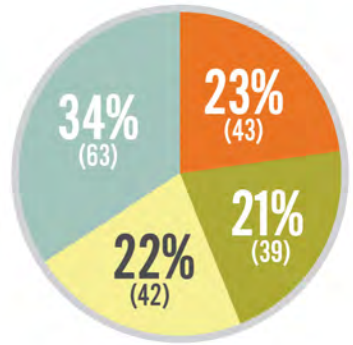
(46%)

CRIME AND ILLICIT BEHAVIOR

CENTRAL DOVER

OPEN HOUSE: GETTING AROUND





WALKING

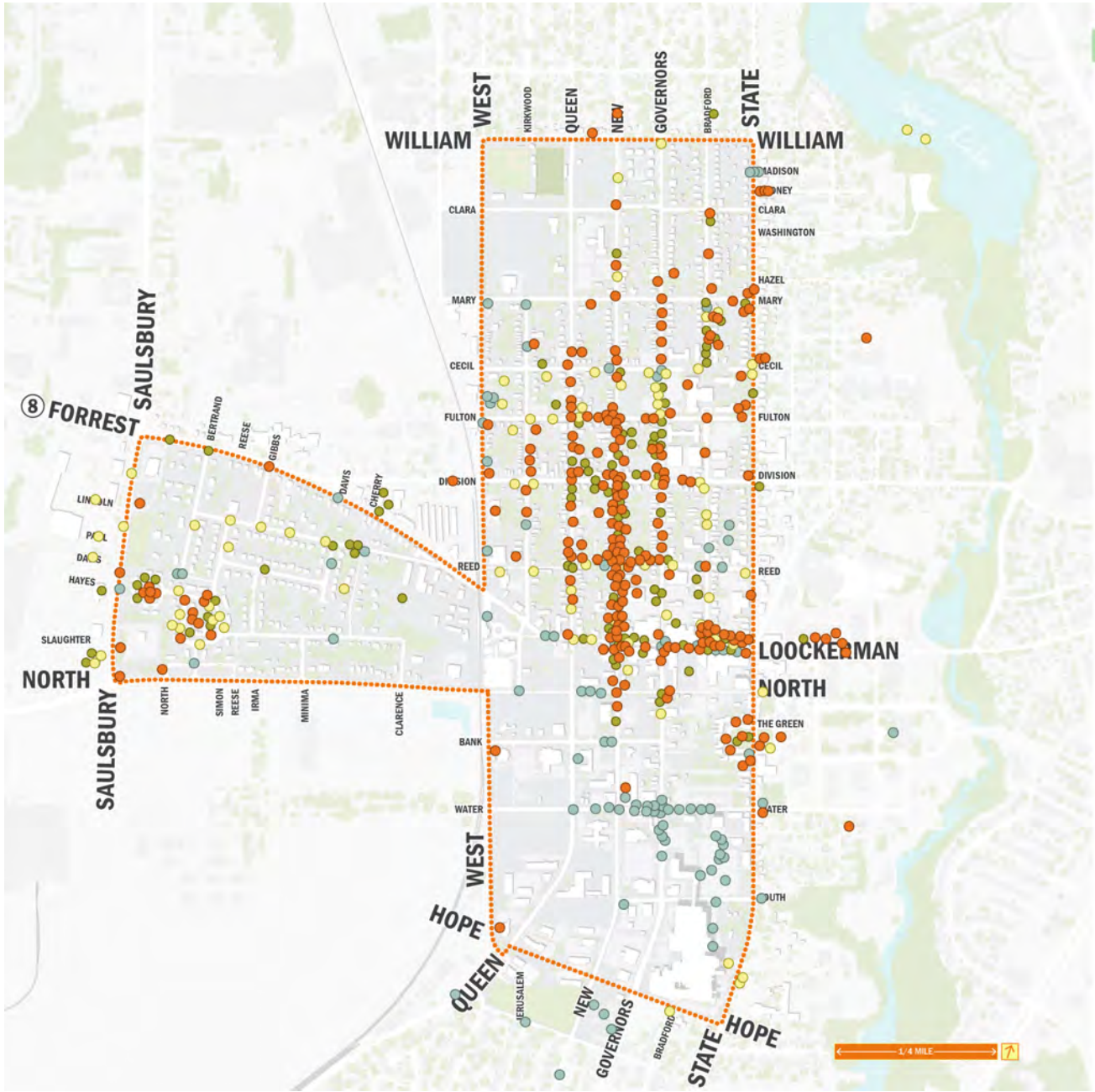
CYCLING

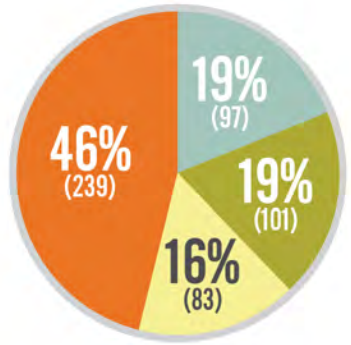
DRIVING

PUBLIC TRANSIT

CENTRAL DOVER

OPEN HOUSE: PUBLIC REALM





CRIME AND ILLICIT BEHAVIOR

POORLY LIT AREAS

ILLEGAL DUMPING / TRASH

FLOODING

CENTRAL DOVER

OPEN HOUSE RESULTS

SUGGESTION BOX ENTRIES: FOCUS AREAS



CENTRAL DOVER

OPEN HOUSE RESULTS

SUGGESTION BOX ENTRIES



77

PARTICIPANTS

Shared their thoughts with "The City of Dover" via the Open House Suggestion box!

CENTRAL DOVER

OPEN HOUSE RESULTS

SUGGESTION BOX CARDS:

NOTABLE SUGGESTIONS / COMMENTS

"Urban gardening, neighborhood community gardens (see Detroit). I think these would be helpful in bringing together the Wesley students and long-time 'diverse' residents. It might also bring together the churches in the area and improve the culture of the neighborhood; and reduce crime by building community relations; and potentially accountability between residents."





"Maintain the diverse character of the buildings in the area and work with owners to maintain them better. This could lead to a better sense of character, pride, and safety in the area."

"1) Economic development training and jobs for people who live in Central Delaware. 2) Educational and Cultural Development for our youth. 3) Development of non-polluting industries. 4) Dover needs a convention center."




UNITY
Respect All Cultures!!
Community Owned Family Structure
Business Opportunities for Public
MORE JOBS
SAFER IN CITY!
Crime Free
Safety in Our Community
SAFER COMMUNITY
Safer City
LESS CRIME
MORE ACTIVITIES FOR YOUTH
Recreation
Community