REGULAR COUNCIL MEETING
AGENDA

OCTOBER 27, 2014 - 7:30 P.M.

CITY HALL COUNCIL CHAMBERS
15 LOOCKERMAN PLAZA
DOVER, DELAWARE

OPEN FORUM - 15 MINUTES PRIOR TO OFFICIAL MEETING (7:15 P.M.)

The "Open Forum" segment is provided to extend the opportunity to the general public to share their questions, thoughts, comments, concerns, and complaints. Discussion of any item appearing on the agenda as a public hearing is prohibited during the Open Forum as an opportunity will be provided during consideration of that item. Citizen comments are limited to three (3) minutes. Council is prohibited from taking action since they are not in official session; however, they may schedule such items as regular agenda items and act upon them in the future.

INVOCATION BY BISHOP THOMAS L. HOLSEY

PLEDGE OF ALLEGIANCE LED BY THE BOY SCOUTS OF AMERICA - TROOP 903 - THE ELK'S LODGE #1903

AGENDA ADDITIONS/DELETIONS

* **CONSENT AGENDA**

Those items on the Council Agenda which are considered routine and non-controversial are marked with an asterisk (*) and will be acted upon by a single roll call vote of the Council. There will be no separate discussion of these items unless a member of Council so requests, in which event the matter shall be removed from the Consent Agenda and considered a separate item.

* **1. ADOPTION OF MINUTES - REGULAR COUNCIL MEETING OF OCTOBER 13, 2014**

2. PRESENTATIONS
- **A. LEED GOLD CERTIFICATION - DOVER PUBLIC LIBRARY** (DOUG MOSS)
- **B. CERTIFICATE OF CONGRATULATIONS - KRAFT FOODS 50TH ANNIVERSARY**

3. PUBLIC HEARING/FINAL READING - PROPOSED ORDINANCE #2014-18 WITH STAFF AMENDMENT #1 (SA#1)

THE FIRST READING OF THE PROPOSED ORDINANCE WAS ACCOMPLISHED DURING THE COUNCIL MEETING OF AUGUST 25, 2014. THE FINAL READING WAS DEFERRED DURING THE COUNCIL MEETING OF OCTOBER 13, 2014. COPIES ARE AVAILABLE AT THE ENTRANCE OF THE COUNCIL CHAMBERS.

A. #2014-18 WITH STAFF AMENDMENT #1 AMENDING APPENDIX B - ZONING, ARTICLE 3 - DISTRICT REGULATIONS, SECTION 24 - PLANNED NEIGHBORHOOD DESIGN OPTION (PND), SUBSECTION 24.62 - BUFFERS AND ARTICLE 4 - ZONING BULK AND PARKING REGULATIONS, SECTIONS 4.10 AND 4.11

4. PUBLIC HEARING - VIOLATION OF THE DANGEROUS BUILDING ORDINANCE - PROPERTY LOCATED AT 1370 COLLEGE ROAD, OWNED BY SARAH E. JONES

(Staff recommends: 1. Declaring this building and all accessory structures on this property dangerous; 2. Ordering the property repaired or demolished by November 27, 2014 by the owner or equity owner at their own risk; 3. Ordering the Building Inspector to cause the demolition of the structures if not completed by the owner within 10 days of the date established by City Council; 4. Ordering the City Manager with the assistance of the City Solicitor to cause the cost of demolition to be charged against the land on which the building exists as a municipal lien or cause such cost to be added to the tax duplicate as an assessment, or to be levied as a special tax, or to be recovered in a suit at law against the owner.)

5. PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE REPORT - OCTOBER 13, 2014

* **A. UPDATE - RECREATION NEEDS ASSESSMENT**

(Committee action not required)

* **B. BENCHMARKS ESTABLISHED FOR THE ECONOMIC DEVELOPMENT OFFICE**

(Committee action not required)

C. REVIEW OF DRAFT DOWNTOWN DEVELOPMENT DISTRICT APPLICATION AND PROPOSED RESOLUTION NO. 2014-13 IN SUPPORT OF APPLICATION FOR DESIGNATION AS A DOWNTOWN DEVELOPMENT DISTRICT

(Committee recommended endorsement of the Draft Downtown Development District application, acknowledging that staff will continue to refine the application prior to its final presentation to City Council, and adoption of Resolution No. 2014-13 as submitted)

* **6. UTILITY COMMITTEE REPORT - OCTOBER 13, 2014**

A. TUDOR PUMP STATION - ACCEPTANCE AND DEDICATION OF INFRASTRUCTURE

(Committee recommended acceptance and dedication of the Tudor Pump Station to allow the City of Dover Department of Public Works to take on all operation and maintenance responsibilities (excluding the gravity wastewater system internal to the site, as that infrastructure will remain the responsibility of the property owner) in an effort to protect and maintain the safety, health, and welfare of the public in this area)

B. TEA/NAES REPORT *(JULY AND AUGUST)*

(Committee recommended acceptance of the reports)

* **7. QUARTERLY REVENUE REPORT**

* **8. SEMI-ANNUAL INSPECTION BY CITY MANAGER - ROBBINS HOSE COMPANY**

9. TENTATIVE LABOR CONTRACT WITH AMERICAN FEDERATION OF STATE, COUNTY AND MUNICIPAL EMPLOYEES (AFSCME)

* **10. APPOINTMENT OF JUDGES - ROBBINS HOSE COMPANY ELECTION - NOVEMBER 17, 2014**

A. JAMES HOWLETT

B. JAMES HURLEY, JR.

C. WILLIAM H. HURLEY IV *(ALTERNATE)*

* **11. APPOINTMENTS/REAPPOINTMENTS RECOMMENDED BY MAYOR ROBIN R. CHRISTIANSEN**

A. AWARDS COMMITTEE - RONALD R. GOUGH (*To fill the expired term of Mary Skelton***)**

B. ELECTION BOARD

B-1. CURTIS E. RAYMOND (THIRD DISTRICT) (*To fill the unexpired term of John J. Davis - term to expire May 2016***)**

B-2. M. MILFORD CALDWELL (FOURTH DISTRICT) (*To fill the unexpired term of Lillie Mae Johnson - term to expire May 2016***)**

12. FIRST READING OF PROPOSED ORDINANCE #2014-23 - REZONING REQUEST FOR PROPERTY LOCATED AT 603 WEST DIVISION STREET

THE FIRST READING IS OFFERED ON THE PROPOSED ORDINANCE. IT IS RECOMMENDED FOR REFERRAL TO THE PLANNING COMMISSION ON NOVEMBER 17, 2014 AND THAT A PUBLIC HEARING BE SET FOR DECEMBER 8, 2014 AT 7:30 P.M., AT WHICH TIME THE FINAL READING AND COUNCIL ACTION WILL TAKE PLACE. COPIES ARE AVAILABLE AT THE ENTRANCE OF THE COUNCIL CHAMBERS OR CAN BE OBTAINED FROM THE CITY CLERK'S OFFICE.

A. PROPERTY LOCATED AT 603 WEST DIVISION STREET, CONSISTING OF TWO (2) PARCELS (16,538 S.F $^{+/-}$ AND 14,465 S.F. $^{+/-}$), OWNED BY WEST DIVISION HOLDINGS, LLC. THIS PROPERTY IS CURRENTLY ZONED M (MANUFACTURING), SUBJECT TO COZ-1 (CORRIDOR OVERLAY ZONE) AND THE PROPOSED ZONING IS C-3 (SERVICE COMMERCIAL), SUBJECT TO COZ-1 (CORRIDOR OVERLAY ZONE)

(TAX PARCEL: ED-05-076.08-01-19.00-000 AND ED-05-076.08-01-19.01-000, FOURTH COUNCIL DISTRICT; PLANNING REFERENCE: Z-14-03)

13. FINAL READING - PROPOSED ORDINANCE #2014-22

THE FIRST READING OF THE PROPOSED ORDINANCE WAS ACCOMPLISHED DURING THE COUNCIL MEETING OF OCTOBER 13, 2014. COPIES ARE AVAILABLE AT THE ENTRANCE OF THE COUNCIL CHAMBERS.

A. PROPOSED ORDINANCE #2014-22 - BUDGET AMENDMENT RELATED TO CAPITAL INVESTMENT PLAN - FISCAL YEAR 2014 (FY14) CARRY-FORWARD BALANCES

14. COUNCIL MEMBERS' ANNOUNCEMENTS

/TM

S:\AGENDAS-MINUTES-PACKETS-PRESENTATIONS-ATT&EXH\COUNCIL-AGENDAS\2014\10-27-2014.WPD

REGULAR COUNCIL MEETING

The Regular Council Meeting was held on October 13, 2014 at 7:30 p.m. with Council President Bonar presiding. Council members present were Mr. Anderson, Mr. Dixon, Mr. Lynn, Mr. Perza, Mr. Slavin, Mrs. Williams, and Mr. Hutchison. Mr. Hare was absent.

Council staff members present were Police Chief Bernat, Mrs. Mitchell, Mrs. Townshend, Deputy Fire Chief Hall, Mr. Koenig, City Solicitor Rodriguez, and Mrs. McDowell. Mayor Christiansen was also present (departed at 8:16 p.m.).

OPEN FORUM

The Open Forum was held at 7:15 p.m., prior to commencement of the Official Council Meeting. Council President Bonar declared the Open Forum in session and reminded those present that Council was not in official session and could not take formal action.

There was no one present wishing to speak during the Open Forum.

The invocation was given by Reverend Theodore Henderson, followed by the Pledge of Allegiance.

AGENDA ADDITIONS/DELETIONS

Council President Bonar requested that the Certificate of Congratulations for Kraft Food's 50th anniversary be deferred until the next meeting.

Mr. Hutchison moved for approval of the agenda, as amended, seconded by Mrs. Williams and unanimously carried.

Mr. Slavin moved for approval of the consent agenda, seconded by Mrs. Williams and carried by a unanimous roll call vote (Mr. Hare absent).

ADOPTION OF MINUTES - SPECIAL COUNCIL MEETING OF AUGUST 25, 2014

The Minutes of the Regular Council Meeting of August 25, 2014 were unanimously approved by motion of Mr. Slavin, seconded by Mrs. Williams and bore the written approval of Mayor Christiansen.

ADOPTION OF MINUTES - REGULAR COUNCIL MEETING OF SEPTEMBER 22, 2014

The Minutes of the Regular Council Meeting of September 22, 2014 were unanimously approved by motion of Mr. Slavin, seconded by Mrs. Williams and bore the written approval of Mayor Christiansen.

CERTIFICATE OF APPRECIATION - AMY MULLEN

The City Clerk read the following Certificate of Appreciation into the record:

CERTIFICATE OF APPRECIATION

presented to

Amy Mullen

for her countless hours spent organizing and managing the Loockerman Way Farmers' Market held during the Summer and Fall of 2014. Beginning preparations early during the previous winter, Ms. Mullen amassed vendors for the market, developed entertainment enhancements to draw visitors to the downtown area, and facilitated and marketed the event. Her energy and enthusiasm have contributed greatly to the success of the Farmers' Market, and her efforts are greatly appreciated by the Downtown Dover Partnership, the City of Dover, and the entire local community.

In grateful appreciation October 13, 2014

On behalf of the Downtown Dover Partnership (DDP), City of Dover, and all of the vendors involved, Mayor Christiansen expressed appreciation and presented the certificate to Ms. Mullen.

Mr. Bill Neaton, Economic Development Director, stated his opinion that the Farmers' Market went from a "ho-hum" event to a "wow" event this year, and this was all due to Ms. Mullen.

On behalf of the Board of the DDP, Mr. Gregg Moore, President, expressed his appreciation to Ms. Mullen for the countless hours put into the Farmers' Market and requested that she return next year.

Mr. Slavin expressed concurrence with the previous comments and thanked Ms. Mullen for the many hours devoted to the Farmers' Market.

Ms. Mullen stated her appreciation for the opportunity to work on the Farmers' Market and thanked the DDP for their patience as she learned the protocol for operating the event.

PRESENTATION - COLONEL ALLEN MCLANE PUBLIC SYMPOSIUM (*TOM WELCH*)

Mr. Tom Welch, Historical Interpreter and Coordinator, Allen McLane Symposium, attended the meeting in period dress and advised members that a group of citizens had planned an all-day symposium at Wesley College on Saturday, October 25, 2014 to honor local Delaware hero Colonel Allen McLane and the other men and women who fought during the American Revolution. Mr. Welch recounted a brief history of Colonel McLane and invited members to attend the symposium, noting that all who attended would receive a copy of a book, entitled, "Allen McLane - Patriot, Soldier, Spy, Port Collector," and that prints of post cards printed in 1975-1976 during the American Bicentennial would also be distributed. He explained that the event would begin at 9:00 a.m. in the Peninsula Room on the second floor at Wesley College, and many outstanding speakers would be attending.

Council President Bonar thanked Mr. Welch for the information presented.

PRESENTATION - 2014 MAYOR'S ARTS AWARDS

The Mayor's Arts Award was established to recognize the importance of the arts in Dover and to honor groups and individuals that have made outstanding contributions to the artistic and cultural life of our great city. The award honors visual and performing artists, arts educators, arts organizations, arts volunteers, and supporters of the arts.

The recipients of this prestigious award exemplify excellence, inspire the community through their artistic pursuits, and ensure a cultural legacy for future generations.

Mayor Christiansen and Mr. Brian Miller, representing the Mayor's Arts Council, presented awards, as follows:

Sharon Crossen

Mrs. Crossen thanked her family and friends for their support and stated that it was a honor and a privilege to work with children, young adults, and parents in a community such as Dover that supports the arts.

The Delaware Friends of Folk

Mr. John Kidd, Co-President, Delaware Friends of Folk, expressed thanks to the Mayor, noting that the Delaware Friends of Folk had been performing folk music in Dover for well over 20 years and they wished more people to be aware of their events. He explained that their next event, a musical performance by Guy Davis, was scheduled for November 22, 2014 at Wesley College Chapel and invited those present to attend.

Gary Knox

Mr. Knox thanked the Mayor, Council, and the Mayor's Arts Council, stating that receiving such an award made getting up "at the crack of dawn," as well as the gas mileage spent going back and forth to Bombay Hook, worthwhile. He noted that residents have a beautiful city, thanks to the groundskeepers, and a beautiful State, and that it was a honor to share what he sees with everyone else.

PRESENTATION - 2014 MAYOR'S YOUTH ARTS AWARDS

Also recognizing the value and importance of young people's contributions to the arts, the Mayor's Youth Arts Award was established to identify, encourage, and honor talented high school arts students. This award highlights the importance of an arts education in fostering future citizens of our great city.

Mayor Christiansen and Mr. Brian Miller, representing the Mayor's Arts Council, presented awards, as follows:

Elizabeth Stant
Alex Brown (unable to attend)
Marius Sander
Tymir Thompkins

By unanimous consent, the meeting recessed for light refreshments.

Meeting recessed at 7:51 p.m.

By unanimous consent, the meeting reconvened at 8:04 p.m.

PRESENTATION - DOWNTOWN DEVELOPMENT DISTRICT PROGRAM (CONSTANCE HOLLAND)

Ms. Constance Holland, Director, Office of State Planning Coordination (OSPC), stated that the idea for a Downtown Development District came from the Governor in January 2013 and that Senate Bill 191 establishing the districts was introduced in April 2013 and passed with no opposition. She explained that in the Application for Designation as a District, local governments must identify proposed Downtown Development Districts in accordance with the Act. She encouraged the City to be sure that the application is filled out completely and offered the assistance of the OSPC staff, including herself and Mr. David Edgell, Principal Planner for Kent County. Ms. Holland reviewed information from a presentation entitled, "Delaware Downtown Development Districts - Application Process for Designation as a District" ***(Exhibit #1)***.

Ms. Holland advised members that the City of Milford had put together a master plan before this program was available. At this point, the area in Milford was "shovel ready" and the municipality would not have to change their Comprehensive Plan, Zoning Ordinance, or site plan, which Ms. Holland stated would be extremely attractive to any developer in Milford.

Ms. Holland explained that the Application for Designation would be due November 1, 2014. The Office of State Planning would review all applications during November and December and they would be scored based on a rubric. She reminded members that the funds would go to the developer rather than the local government, but it is important that the developer goes by the District Plan. Ms. Holland noted that funds had been received from the Secretary of the Delaware Economic Development Office (DEDO) for municipalities. In addition, she suggested if consultants had been contacted in regard to the application, that receipts be saved, as it was hoped that DEDO would provide grants for the local jurisdictions to help with the master plan. She stated that the Cabinet Committee on State Planning would make recommendations for designation and the Governor would designate the Districts in January/February of 2015.

On behalf of Council and staff, Council President Bonar expressed appreciation for the information and for the $7M the legislature had allocated to help communities address their problems with downtown development efforts. He stated that the program was extremely important and hoped that the City would be able to take advantage of it.

PROCLAMATION - NATIONAL COMMUNITY PLANNING MONTH

The City Clerk read the following Proclamation into the record:

WHEREAS, in every community, change is constant and affects all of us however community planning and plans can help manage this change in a way that provides better choices for how people work and live; and

WHEREAS, community planning provides an opportunity for all residents to be involved in making choices that determine the future of their community; the full benefits of planning requires public officials and citizens who understand, support, and demand excellence in planning and plan implementation; and

WHEREAS, the American Planning Association and its professional institute, the American Institute of Certified Planners, endorse National Community Planning Month as an opportunity to highlight the contributions sound planning and plan implementation make to the quality of our communities and environment; and

WHEREAS, the celebration of National Community Planning Month gives us the opportunity to publicly recognize the participation and dedication of the members of the City of Dover Planning Commission and other citizen planners who have contributed their time and expertise to the improvement of the City of Dover.

NOW THEREFORE, I, ROBIN R. CHRISTIANSEN, MAYOR OF THE CITY OF DOVER, DELAWARE, do hereby proclaim the month of October 2014 as **NATIONAL COMMUNITY PLANNING MONTH** in the City of Dover, and encourage all citizens to recognize the valuable contributions made by community and regional planners and our partner agencies at the State and county level, and extend our heartfelt thanks for the continued commitment to public service by these professionals.

Mrs. Ann Marie Townshend, Director of Planning and Community Development, expressed her opinion that Delaware was a great place to be a planner because of the relationships formed among planners and because there is less red tape than in other locations. She also felt that it was a good time to be a planner.

Ms. Holland stated that she was very fortunate to have her current job and to work with the individuals that she encounters in her work. She also expressed gratitude for being a part of the City of Dover, State of Delaware, and Kent County, where planners know and respect each other and want the very best for the State.

Council President Bonar stated that the City of Dover has a fine Planning Department and credited Ms. Holland for "bringing along" Mrs. Townshend and Mr. David Edgell, who was formerly employed as a planner with the City of Dover. Mr. Bonar stated that long after Mrs. Holland retires, Mrs. Townshend and Mr. Edgell will exemplify the quality of planning and directorship that Ms. Holland had demonstrated at the county and state levels. He thanked Ms. Holland for making Dover and Delaware better.

PUBLIC HEARING/FINAL READING - PROPOSED ORDINANCE #2014-18

A public hearing was duly advertised for this time and place to consider approval of proposed zoning text amendments to Appendix B - Zoning, Article 3 - District Regulations, Section 24 - Planned Neighborhood Design Option (PND), Subsection 24.62 - Buffers and Article 4 - Zoning Bulk and Parking Regulations, Sections 4.10 and 4.11.

Mr. Slavin moved that the Final Reading of Proposed Ordinance #2014-18 be acknowledged by title only, seconded by Mr. Dixon and unanimously carried. *(The First Reading of the ordinance was accomplished during the Council Meeting of August 25, 2014.)*

Mrs. Ann Marie Townshend, Director of Planning and Community Development, advised members that the ordinance would eliminate the requirement for a 40-foot buffer around the perimeter of developments approved under the Planned Neighborhood Design (PND) option. She noted that no structure could be built in this buffer and this provision had not posed a problem in many cases since staff had worked over the years to attain this 40 feet in the open space. However, in a number of places, she explained, houses had been built right to the 40-foot line; therefore residents could not construct sheds, decks, fences, and other types of improvements that are typical in a rear yard. Mrs. Townshend indicated that the buffer requirement was put in place when the PND section was originally developed, possibly due to concerns regarding compatibility with surrounding development; however, it had been shown that PNDs blend to their surroundings and the 40-foot buffer was not needed. She explained that the ordinance would also change front and rear property setbacks but not lot coverage, and this would provide builders more flexibility in laying out lots. She informed members that a public hearing for the ordinance was held before the Planning Commission in September and approval was unanimously recommended.

Mrs. Townshend advised members that, when reviewing the meeting packet materials, she realized that the amendment recommended by the Planning Commission was not included in the packet. She recommended proceeding with the public hearing, tabling the ordinance, and taking final action on the ordinance at the City Council meeting scheduled for October 27, 2014. She stated that Staff Amendment #1 would add language to the ordinance to clarify that it was intended to be retroactive and that developments previously approved with the 40-foot buffer as part of the requirement would not be subject to the buffer. She apologized for the error.

Noting that placement of fences, sheds, and outbuildings was not permitted outside of the setback areas, Mr. Perza questioned why it was not proposed to change the code to permit placement of non-residential structures outside of the setback areas rather than making drastic changes to the code, as proposed in the ordinance. Mrs. Townshend explained that approximately one (1) year ago, staff began reviewing this matter with additional amendments being considered for the PND. Consideration was given to allowing certain things within the 40-foot buffer; however, staff concluded that the buffer requirement did not really add any value. The choice was to provide exceptions regarding what could be put in the buffered area or remove the buffer and allow the setbacks to remain.

Mr. Perza inquired if modifying the setbacks by trimming them back by 10 to 15 feet would provide the value that the people of the community were looking for, versus modifying the entire 40-foot safety zone.

Responding, Mrs. Townshend explained that modifying the setbacks would only address a portion of the problem because, for example, the 40-foot buffer would override a 20-foot setback. As an example, she explained that the Zoning Ordinance would allow for an open deck in the rear setback; however, because of the 40-foot buffer, staff had to deny deck permits.

Mr. Perza questioned if the Planning Commission had considered trimming the buffer from 40 feet to 20 feet. Responding, Mrs. Townshend stated that this was not discussed and the ordinance was sponsored by Council members, drafted, and evaluated based on the way it was drafted.

In response to Mr. Anderson regarding whether City code required a 40-foot buffer for any other type of development, Mrs. Townshend indicated that it did not. Mr. Anderson stated his feeling that this was a unique experiment that did more harm than good and, based on feedback received from individual lot owners, Mrs. Townshend concurred.

Mr. Anderson advised members that during his previous service as a civilian member of the Parks, Recreation, and Community Enhancement Committee, he had some concern about the buffer requirement and stated that he was glad this was being reviewed, as he felt it had harmed using the PND code.

In response to Mr. Anderson, Mrs. Townshend stated she did not recall an instance where an applicant had opted not to pursue the PND designation due to the "red tape" involved; however, she reminded members that there had not been a great deal of PND activity since 2006 when she joined the City. She indicated that the PND classification had been used since that time for senior citizen housing projects and had become an issue in the Village of Cannon Mill and Clearview Meadow, where lots were affected by the 40-foot buffer.

Responding to Mr. Lynn as to whether or not Council should proceed with the public hearing on this matter, given the absence of information from the meeting packet, Mr. Nicholas Rodriguez, City Solicitor, stated that it would be better to hold the public hearing during the next Council meeting.

Responding to Mr. Lynn regarding which subdivisions this ordinance was aimed to address, Mrs. Townshend stated that most of the related issues had been brought up in the Village of Cannon Mill and Clearview Meadow developments. Other subdivisions had kept 40-feet in open space; therefore, there had been no associated problems. To address these subdivisions retroactively, Mrs. Townshend stated that if the ordinance were adopted, affected property owners would be notified in writing that they could record an updated survey which would show the required buffer being removed. She stated that there were no other subdivisions "in the pipeline" that would seek to take advantage of this change.

Mr. Hutchison stated that this proposal was a "housecleaning" matter and concurred with the recommendation to defer consideration of this matter.

Mr. Slavin moved to defer consideration of this item, seconded by Mrs. Williams.

Noting that the public hearing was advertised for this evening and anyone who was interested in being present for the hearing was aware of the deferral, Mrs. Townshend questioned if the City would be in violation of public notice. Mr. Rodriguez stated that there was no violation, in his opinion.

The motion to defer consideration of Ordinance #2014-18 was carried by a unanimous roll call vote (Hare absent).

PUBLIC HEARING/FINAL READING - PROPOSED ORDINANCE #2014-20

A public hearing was duly advertised for this time and place to consider approval of proposed zoning text amendments to Appendix B - Zoning, Article 10 - Planning Commission, Section 2 - Site Development Plan Approval.

Mr. Hutchison moved that the Final Reading of Proposed Ordinance #2014-20 be acknowledged by title only, seconded by Mr. Slavin and unanimously carried. *(The First Reading of the ordinance was accomplished during the Council Meeting of August 25, 2014.)*

Mrs. Ann Marie Townshend, Director of Planning and Community Development, reminded members that on July 14, 2014, City Council adopted Ordinance #2014-08, which rewrote the commercial and office zones within the Zoning Ordinance and streamlined processes for zoning administration. One change that helped to streamline processes allowed for an existing building expanding by up to 15% to be reviewed administratively. In drafting the language, staff did not develop similar language for expansion of impervious cover, although that was the intent. The proposed amendment would correct this omission and allow for up to 15% expansion of impervious cover on a site to be reviewed administratively. She explained that the omission was discovered when working with Playtex on a proposed expansion project.

Mrs. Townshend explained that a public hearing was held before the Planning Commission on September 15, 2014, no members of the public spoke regarding the ordinance, and the Planning Commission unanimously recommended approval.

Council President Bonar declared the hearing open.

There being no one present wishing to speak during the public hearing, Council President Bonar declared the hearing closed.

Mrs. Williams moved for adoption of the ordinance, as recommended by the Planning Commission. The motion was seconded by Mr. Hutchison and, by a unanimous roll call vote (Hare absent), Council adopted Ordinance #2014-20, as follows:

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

That Appendix B - Zoning, Article 10 - Planning Commission, Section 2 - Site Development Plan Approval, subsection 2.1 - Required, of the Dover Code be amended to read as follows:

Section 2. - Site development plan approval.

2.1 *Required.* Site development plan approval shall be required for the erection or enlargement of all structures and the establishment of any use for which site development plan approval is required by this ordinance. Site development plan shall be required according to the following criteria:

2.11 *Planning commission site plan review*. Site development plans shall be subject to review and approval by the planning commission if they meet the following thresholds:

(a) *New structures*. Site plans for new structures of 5,000 square feet or greater in floor area; or

(b) *Additions to existing structures*. Site plans for additions to existing structures that (1) constitute 15 percent or more of the existing floor area, and (2) new floor area is greater than 5,000 square feet; or

(c) *Additions of Impervious surface*. Site plans that propose new or additional impervious surfaces that (1) constitute 15% or more of the existing impervious surface area and (2) are equal to or greater than 5,000 square feet of impervious surface; or

(d) *Adjacent to residential*. Nonresidential site plans with site disturbance greater than 2,500 square feet and adjacent to residential uses or residential zones.

2.12 *Site development master plan.* Site development master plans shall be subject to review and approval by the planning commission in accordance with subsection 2.44.

2.13 *Zoning review.* For site development plans involving construction of a single-family detached, single-family attached, or single-family semidetached dwelling; an accessory structure; or a nonresidential change of use for which no building addition or increase in impervious surface is proposed, the city planner or his designee may approve the site development plan in conjunction with building permit review.

2.14 *Administrative site plan.* All site development plans that do not meet the thresholds for zoning review in accordance with subsection 2.13 or planning commission site plan review in accordance with subsection 2.11 shall be reviewed as administrative site development plans.

ADOPTED: OCTOBER 13, 2014

UTILITY COMMITTEE REPORT - SEPTEMBER 22, 2014

The Utility Committee met on September 22, 2014 with Chairwoman Williams presiding.

Amendments to the Lakeland Interconnection Agreement (Tidewater Utilities)

Mr. Scott Koenig, City Manager, informed members that the Lakeland Interconnection is located on South State Street, past Wolf Creek and Highview Avenue, which extend back to St. Jones Commons. He explained that the City of Dover extended water to that area in 2002-2003, and, in May 2004, the City of Dover and Tidewater Utilities, Inc. (TUI) entered into an interconnection agreement for the primary purpose of providing fire protection (water supply) assistance to Tidewater's service territory on South State Street. This interconnection, known as the Lakeland Interconnection, had been functioning in this capacity since the agreement was

signed. Mr. Koenig stated that in late July 2014, TUI submitted a request to City staff to alter the agreement so that domestic water supply could be purchased for this area at the "in city" rate. TUI indicated that the domestic demand in this area had been between 800,000 and 1,200,000 gallons per month.

Having reviewed the request, Mr. Koenig felt that amending the agreement would be in the best interest of both entities. Provided a monthly facilities charge for the existing 6" meter (currently billed at $497.55 per month per Tidewater's tariff) remained in place, Mr. Koenig stated that staff had no objections to extending the "in city" rate, since this would amount to a substantial bulk purchase of water. Mr. Koenig informed members that Mr. Bruce Patrick, Director of Engineering, TUI, advised him that in order for TUI to continue to provide domestic water service, they would be facing significant upgrades, such as putting in an elevated storage tank or additional pumping system.

Mr. Koenig stated that, upon approval of the agreement, the City would bill TUI a monthly facilities charge based on the in-city rate, and TUI would then bill their individual customers. He advised members that the monthly facilities charge was identified in TUI's tariff; therefore, it would fluctuate based on any changes to TUI's tariff, noting that it had gravitated upward significantly over time. Mr. Koenig explained that under the initial agreement with TUI for fire protection, the City billed TUI a facilities charge on a quarterly basis and, if there was a fire, they were also billed on the fire demand. Mr. Koenig stated that under the new proposal TUI would buy domestic supply as well as fire supply.

Mr. Koenig indicated that the relationship with TUI had been well established since around 1997-1998 and noted the profitability that the relationship had brought to the City. He informed members that the City had several existing interconnection agreements with TUI, including Carlisle Village, Winding Ridge, and Lakeland, as well as a two (2) way, stand-by agreement for an interconnection at Wilmington College that would allow TUI to buy water from the City or vice versa in the event of an emergency. Mr. Koenig stated that if the amendments were approved by Council, TUI would expect to open the connection for domestic supply in early 2015. Staff recommended that the City Manager be authorized to amend the existing Lakeland Interconnection Agreement with Tidewater Utilities, Inc., to include the monthly facilities charge allowed in Tidewater's tariff and to also include the supply of both domestic water and fire protection at the meter location.

Responding to Mr. Perza regarding the cost to the City, Mr. Koenig indicated that there would be no additional expense to the City since the interconnection was already in place and the pipe had been in place for 12-15 years. Mr. Koenig said that the only cost was to produce and supply the water; all other costs were imbedded in the already existing agreement.

Mr. Perza questioned whether providing domestic water to Lakeland could drain the City's supply or create shortages in other areas. Responding, Mr. Koenig assured members that this would not create a drain on capacity. He explained that the usage

was between 800,000 - 1.2M gallons per month and the City had been planning for capacity. He noted that TUI was a good customer and a substantial user, the agreement would bring revenue, and only one (1) meter would be required, rather than 25 or 50.

In response to Mrs. Williams regarding whether this expansion would set a precedent, Mr. Koenig stated that this would not be the case, explaining that the interconnection agreement was already in place relating to fire demand using the "in-city" rate. He said that the City had the right to set rates as long as it follows the Council approval process. In addition, Mr. Koenig noted that the facilities charge was unique to this customer and helped to offset the "in-city" rate.

Responding to Mayor Christiansen regarding fire hydrants in the area, Mr. Koenig stated that there were fire hydrants on Highview Avenue and that the feed into the Lakeland Mobile Home Park also had a hydrant. He was uncertain of the number or location of other hydrants in the area. Mayor Christiansen questioned who would bear the expense of additional hydrants, if necessary. Responding, Mr. Koenig assured members the City would not be responsible for adding hydrants in the TUI service territory and confirmed that use of City of Dover fire hydrants would be required if more hydrants were installed.

The Committee recommended approval of staff's recommendation to authorize the City Manager to amend the existing Lakeland Interconnection Agreement with Tidewater Utilities, Inc., to include the monthly facilities charge allowed in Tidewater's tariff and to also include the supply of both domestic water and fire protection at the meter location.

By consent agenda, Mr. Slavin moved for approval of the Committee's recommendation, seconded by Mrs. Williams and carried by a unanimous roll call vote (Hare absent).

By consent agenda, Mr. Slavin moved for acceptance of the Utility Committee Report, seconded by Mrs. Williams and carried by a unanimous roll call vote (Hare absent).

LEGISLATIVE, FINANCE, AND ADMINISTRATION COMMITTEE REPORT - SEPTEMBER 22, 2014

The Legislative, Finance, and Administration Committee met on September 22, 2014 with Chairman Slavin presiding.

Proposed Financial Reforms - Compensation Policies *(Deferred during the Committee Meeting of August 11, 2014)*

During the Committee meeting of June 23, 2014, Mr. Slavin advised members that during the June 11, 2014 Special City Council Meeting - Budget Review he proposed a series of 14 financial reforms to be addressed over the next six (6) to nine (9) months that would assist in shaping the City's Budget for FY 2015/2016. He stated that the proposed reforms were clustered into four (4) separate areas, as follows: 1) public safety; 2) compensation policies; 3) property tax governance; and 4) restrictions on uses of appropriations. He requested that members consider the

public safety area first and that staff be requested to review the reforms, develop recommendations, and provide information on any financial gap that may result. He explained that the review would allow members to identify whether there was a need to create policy, ordinances, or Charter changes to implement any changes that may result from those discussions.

Mr. Slavin reviewed the three (3) financial reforms related to proposed compensation policies, as follows:

6) Council will not authorize pay raises, bonuses, or other forms of compensation in consecutive fiscal years for any City employee, including Council appointees. A two-thirds vote of Council is required to authorize an exception to this policy.

7) Council will not authorize more than 1% compensation increases (which shall include the total of salary, bonus, and other forms of compensation) for any one fiscal year. A two-thirds vote of Council is required to authorize an exception to this policy.

8) Council will not authorize any compensation package with a bargaining unit which results in a total compensation increase of more than 2.5% in any three-year period. A two-thirds vote of Council is required to authorize an exception to this policy.

In reference to proposal #8, Mr. Slavin requested that the phrase "with a bargaining unit" be stricken, noting that the reforms were intended to address all employees equally. He explained that the reforms were intended to provide policy level guidance to executive branch staff on the compensation of all employees, including both employees who were represented by unions and those who were not. He indicated that his experience had been that there had been some "fairly alarming miscommunication" occurring between the executive branch and the legislative body regarding compensation. He stated that he did not believe that this was the fault of anyone but Council and that Council needed to state its expectations in relation to compensation early in the process. Absent this policy-level guidance from Council, he felt that the City would continue to find itself in situations similar to one that occurred two (2) weeks ago, when the negotiating team returned with results of negotiations and found that they were unacceptable to Council. Mr. Slavin indicated that these reforms were also intended to send a very plain and simple message that the City was not the type of employer that would be able to give annual increases which are out of alignment with its resources and the status of the rest of the economy. He stated that City employees do "a great job," expressed pride in serving with them, and indicated that this was not a statement against employees but merely a statement of fact. Mr. Slavin expressed his opinion that the City could not afford to be the type of employer that it had been in the past.

Mr. Anderson expressed his feeling that this was a well thought out item and stated appreciation that it was brought forward, noting that it would open up a discussion about where the City was going with its budgets. However, he indicated that he was unsure whether he was "on board" with some of the specifics because he felt they may be too restrictive, with inflation. Mr. Anderson expressed skepticism that the rate of inflation would be less than 2% in a year and 6% over the course of three (3) years. Mr. Anderson stated that it would be important to take inflation rates and other realities into account if a cap were to be set. In addition, he stated that he did not wish to preclude negotiations before they begin. Mr. Anderson noted that he definitely believed in fiscal restraint and had a problem with the 9% raises in a one (1) year period and 6% retroactive raises that were recently proposed for the American Federation of State, County, and Municipal Employees (AFSCME) contract. He felt that the City had gotten out of control in the past with raises that became unsustainable and did not want to see the City at that point again, particularly when revenues were not as strong as they could be. However, he was unsure if the proposed numbers were realistic.

Mr. Hutchison stated that he firmly believed that this was about building a policy and a partnership with employees regarding future pay raises and he felt that the City must work with employees to reach some standard or understanding about what could and could not be done. He expressed his opinion that sometimes the City is its own worst enemy, noting that discussions are held about the City's financial matters and then contrary actions are taken, such as building a library or doing other things that are not budgeted for. After having been a part of the City for more than 40 years, he felt that it was "way past time" to clearly establish guidelines in regard to payroll, income, and expenses that everyone could work with.

Referring to his memorandum to members of the Committee, dated August 5, 2014, regarding proposed compensation policies, Mr. Scott Koenig, City Manager, reiterated that he was very concerned about the potential impact of these proposed compensation policies. He stated that the City had been operating in a very contentious union environment since he became City Manager in 2011. He advised members that he realized that the economic conditions facing the City and its citizens were not ideal by any means; however, expressed his opinion that the City's financial issues were still well within the manageable scale. From a recruiting and retention perspective, Mr. Koenig stated that the proposed compensation constraints, especially by individual employee, would likely hinder the City's recruiting and retention efforts. He noted that there were existing wage compression issues that could be further expounded by implementing the policies as written. He advised members that the Consumer Price Index (CPI) had ranged from 1.1% - 2.5% per year from February 2008 - February 2014 and the proposed compensation increases seem unrealistic, especially in a union-dominated environment.

Mr. Koenig stated that, while the implementation of such policies was within the Council's legal authority, he believed that it may not promote good public policy. From a negotiator's perspective, as well as management's perspective, the policies

represented initiatives that would ultimately handcuff the ability to be creative at the bargaining table and would, therefore, not be helpful to the negotiating process. The ability to consider all possible solutions to any given issue at the table is critical to success. While Mr. Koenig agreed that these policies represented a strict adherence to fiscally conservative positions, they would likely increase the City's costs associated with the negotiation process as the unions would be agitated by the restrictions from the start. In addition, he stated that any policy that is limited strictly to bargaining units had the potential to create legal issues for the City. He explained that the National Labor Relations Act (NLRA) protects employees' rights to organize and bargain without employer interference.

Mr. Koenig agreed, from a negotiating standpoint, that staff would like clear and concise direction; however, he believed that this direction should be in the form of strategies discussed in executive session rather than formal policies. He noted that staff needed the ability to be flexible and creative in the negotiation process and a lot of ideas, comments, constraints, and opinions go into this. He indicated that he would gravitate toward direction being provided to the negotiating team as informal and directive comments rather than formal policy.

Responding to Mr. Sudler as to whether his concerns had been discussed with the City Solicitor, Mr. Koenig stated that these policies had not been discussed with the City Solicitor; however, he had provided them to Baird Mandalas Brockstedt, LLC, the City's labor attorneys, who were very careful to say that in an ideal world it is best not to be constrained by any specific policies when entering into negotiations because it limits the ability to be creative at the table. Mr. Koenig reiterated that it would be within Council's legal authority to adopt the policies; however, in some cases it would create additional challenges in the negotiating environment.

In response to Mr. Sudler regarding whether feedback had been received from the union, Mr. Koenig stated that he had not received direct feedback. He expressed his belief that someone from the Fraternal Order of Police (FOP) and a representative from the American Federation of State, County, and Municipal Employees (AFSCME) had spoken to Mr. Glenn Mandalas, Baird Mandalas Brockstedt, LLC, regarding this, but there had been no comments on the record from Mr. Mandalas regarding consideration of this item during the current meeting.

In response to Mr. Anderson regarding the cost of legal fees and staff preparation for arbitration, Mr. Koenig stated that typically these discussions go to mediation first, and costs had ranged from approximately $5,000 to $15,000 in legal fees, in addition to the cost of staff time. He advised members that legal fees for arbitration with the International Brotherhood of Electrical Workers (IBEW) were roughly $20,000, with an additional $15,000 spent for expert witness preparation. Mr. Koenig estimated that the total costs in arbitration, which involves a lot of detailed submissions and expert testimony, would be easily in the $30,000 - $50,000 range. Mr. Anderson noted that there would be additional time spent prior to arbitration in negotiations and mediation.

Responding to Mr. Anderson regarding the percentage of pay that mediation and arbitration costs would represent in an average contract, Mr. Koenig stated that he was unsure of this figure at this time; however, he estimated that approximately 3% of the IBEW contract amount would equate to about $80,000. He indicated that for contracts related to some of the smaller bargaining units, 3% would be in the range of approximately $80,000 - $90,000 for one (1) year, which would be compounded going forward.

Mr. Anderson questioned if successful negotiations could result in a potential savings of 1% per year. Responding, Mr. Koenig stated that the City's legal fees could range $50,000 - $80,000 per year, depending on the intensity of negotiations.

Mr. Slavin inquired if Mr. Anderson's questions regarding the cost of arbitration were based on the assumption that the proposed policies would cause arbitration more often. Responding, Mr. Anderson stated his feeling that the potential for arbitration would exist more often.

Mr. Slavin indicated that the example that was cited (IBEW) referenced arbitration that occurred before the proposed policies were on the table and noted that the City had been in arbitration before.

Referring to the IBEW contract previously referenced, Mr. Anderson stated that a goal of a 0% raise was set at that time for the negotiators, which eventually happened, noting that negotiators did not have a lot of flexibility at the time this contract was negotiated.

Mr. Slavin explained that the compensation policies were put forth not to be strictly prohibitive, noting that the changes were proposed at the policy rather than ordinance level, and that there was allowance for an override by a two-thirds vote of Council. He stated that when an annual 3% increase is discussed, the City is often shortsighted and the cost of the contract is not advertised; it is merely stated that a four (4) year contract was presented with 3% raises in each of the four (4) years and that this is an aggregate 12% increase. However, Mr. Slavin noted that these raises are much more expensive because they carry forward beyond the term of the contract and are added onto by the next contract. These costs are not calculated; only the four (4) year cost is considered, and then it is said that funds will be saved with the retirement benefits that are realized over 20 years. He felt that the true picture would show that some of the raises that had been given by contract were hurting the City's finances because they escalate exponentially as the years go by.

Mr. Matt Knight, past President, Dover FOP Lodge 15, advised members that he had been asked to attend by the current FOP President Dave Gist, and that the FOP was monitoring this matter and was concerned. He felt that the proposed policies would be constraints to contract negotiations and explained that the FOP had reached out

to its attorney, who reached out to Mr. Mandalas. Mr. Knight indicated that the union was "keeping an eye" on this discussion. He stated that he understood the override provided but reiterated that these policies would constrain negotiations.

Mr. Anderson inquired if the FOP, to Mr. Knight's knowledge, was skeptical about the idea of any constraints at all or about the numbers reflected in the proposed reforms. Responding, Mr. Knight stated that the FOP was concerned about "both"; however, he indicated that, based on his knowledge of past negotiations, any constraints at all were a concern going into negotiations. He concurred with Mr. Koenig that these matters could be discussed individually among each union negotiating team.

Mr. Anderson expressed his opinion that there was some merit to the proposed policies and that they needed to be discussed; however, stated that before proceeding he would like to obtain an opinion from the City Solicitor on these items and to determine, if they are moved forward, how this could be done. He expressed a desire to make sure that everything was "on firm legality" before proceeding.

Mr. Anderson moved to recommend that the proposed compensation policies be referred to the City Solicitor for a legal opinion, seconded by Mr. Sudler.

Mr. Slavin stated that this was a prudent step, noting that he felt that there was some discomfort regarding the vehicle by which these proposals could be accomplished but not the intent of the proposals.

The Committee recommended that the proposed compensation policies be referred to the City Solicitor for a legal opinion.

By consent agenda, Mr. Slavin moved for approval of the Committee's recommendation, seconded by Mrs. Williams and carried by a unanimous roll call vote (Hare absent).

Bank Qualified Loan for the Completion of the Street and Storm Water Improvements at the Garrison Oak Technical Park (GOTP), Self-Contained Breathing Apparatus (SCBA) (Fire), and Radios (Fire and Police)

Mrs. Donna Mitchell, Controller/Treasurer, advised members that City of Dover Finance Department solicited proposals from local banks to finance the following projects as presented in the Fiscal Year 2015 Budget presentation:

GOTP - Street & Stormwater Improvements	$2,600,000
Radios - Police	329,500
Radios - Fire	296,800
Self Containing Breathing Apparatus - Fire	292,000
Issuance Cost	61,000
Total	$3,579,300

Mrs. Mitchell explained that she had reviewed the proposals and they were also reviewed by Public Financial Management, Inc. (PFM), the City's financial advisor, and PFM indicated that PNC Bank had the best proposal in terms of financing rates. Mrs. Mitchell stated that the rate proposed by PNC Bank was 66% of the London Interbank Offered Rate (LIBOR), and other proposals were 66% or 67% of LIBOR plus 1%; therefore, there was a vast difference. She indicated that she had asked PFM to request the other submitters to provide a best and final rate, which was done; however, PNC's was still the best proposal.

Staff recommended acceptance of the PNC Bank proposal and adoption of Resolution No. 2014-12 authorizing the issuance and sale of up to $4,135,000 General Obligation Bonds of the City of Dover. *[City Clerk's Office Note: Subsequent to the meeting, the legal authority for the resolution was revised to list the City of Dover Charter rather than the Laws of Delaware. This change was approved by Ms. Emilie Ninan, City of Dover Bond Counsel, as well as Mr. Nicholas Rodriguez, City Solicitor, and Resolution No. 2014-12 was amended accordingly.]*

Noting that the loan was amortized for 20 years, Mr. Anderson inquired if the City was planning to pay it back in seven (7) years. Responding, Mrs. Mitchell stated that the amortization schedule was based on 20 years, which would reduce the payments; however, at the end of seven (7) years, it was planned to refinance the loan, along with an additional loan related to the Dover Public Library. She indicated that these loans would probably be merged together and there would be a bond issue to pay them off, or another loan would be obtained to extend payments on the balance. Mrs. Mitchell stated that this loan was broken into two (2) facilities since the City was also refinancing its 2003 bond issue, which had only two (2) remaining payments; however, the interest rate was so much better that the City would save approximately $15,000 - $20,000 in interest. She noted that this amortization would keep the principle payments at the same level they would have been if the bonds were paid. Mrs. Mitchell indicated that payments would be higher during first two (2) years and amounts would then drop off for the last five (5) years.

Mr. Sudler questioned what the forecast for the loan payoff would be without merging it with the Dover Public Library loan. Responding, Mrs. Mitchell stated that $190,000 per year was forecast for radio and fire equipment in the budget forecast model. The total in the forecast model for this loan was $440,000 per year, without the additional debt service.

The Committee recommended acceptance of the PNC Bank proposal and adoption of Resolution No. 2014-12 authorizing the issuance and sale of up to $4,135,000 in General Obligation Bonds.

By consent agenda, Mr. Slavin moved for approval of the Committee's recommendation. The motion was seconded by Mrs. Williams and, by a unanimous roll call vote (Hare absent), Council adopted Resolution No. 2014-12, as follows:

A RESOLUTION AUTHORIZING THE ISSUANCE AND SALE OF UP TO [$4,135,000] GENERAL OBLIGATION BONDS OF THE CITY OF DOVER TO REFINANCE CERTAIN PRIOR DEBT; FINANCE STREET AND STORM WATER INFRASTRUCTURE AT THE GARRISON OAK TECHNOLOGY PARK, RADIO EQUIPMENT FOR POLICE AND FIRE OPERATIONS, AND SELF-CONTAINED BREATHING APPARATUS FOR FIREFIGHTERS; AND AUTHORIZING ALL NECESSARY ACTION IN CONNECTION THEREWITH

WHEREAS, the City of Dover (the "City") is authorized pursuant to Section 50, Volume 77, Chapter 130, as amended ("the City Charter") to issue general obligation bonds for the municipal purposes of the City as set forth in a resolution authorizing such issuance; and

WHEREAS, pursuant to the City Charter, the City desires to issue general obligation bonds in one or more series for the municipal purposes set forth herein (the "2014 Bonds");

WHEREAS, the City has (I) certain Series of 2003 Bonds that can be refunded for savings (the "Prior Bonds"), and (ii) approved certain capital construction projects and improvements and desires to issue the 2014 Bonds to finance the costs of said improvements, including, but not limited to the following:

1. Street and storm water infrastructure at the Garrison Oak Technology Park
2. Radio equipment for Police and Fire operations
3. Self-contained breathing apparatus for firefighters

(collectively, the "Projects").

NOW THEREFORE THE CITY OF DOVER HEREBY ORDAINS (AT LEAST THREE FOURTHS OF THE MEMBERS OF COUNCIL CONCURRING HEREIN):

Section 1. Amount and Purpose of the Bonds. Acting pursuant to the City Charter, the City shall issue its general obligation bonds in the maximum aggregate principal amount not to exceed [$4,135,000] to finance or refinance a portion of the cost of the Projects.

The monies raised from the sale of the 2014 Bonds (including the investment earnings thereon) after the payment of the costs of issuance, shall be expended only for the purposes authorized herein or as may otherwise be authorized by subsequent action by City Council. Authorized purposes include the costs of planning, constructing, acquiring and equipping the Projects or any portion thereof; interest on the 2014 Bonds and any interim financing during the construction period and for a period of up to one year following the estimated date of completion; the costs of issuance of the 2014 Bonds and any interim financing; the repayment of temporary loans incurred with respect to the Projects; and the reimbursement of authorized costs previously expended by the City from other funds.

Section 2. Terms of the Bonds. The 2014 Bonds shall be sold in one or more series to PNC Bank, National Association (the "Lender") pursuant to a proposal dated August 20, 2014 (the "Commitment") which is hereby approved by the City and the other terms and conditions to be contained in a Loan Agreement between the City and the Lender (the "Loan Agreement"). The new

money 2014 Bonds are anticipated to bear interest at a variable rate during the construction period and may be converted to a fixed rate at the end of the construction period or remain at variable rate. The refunding portion of the 2014 Bonds shall bear interest at a fixed rate not to exceed 0.90%.

Section 3. Security for the Bonds. The full faith and credit of the City shall be pledged to pay principal and interest on the 2014 Bonds.

Section 4. Qualified Tax-Exempt Obligation. The Bond is hereby designated as a qualified tax-exempt obligation within the meaning of § 265(b)(3)(B) of the Internal Revenue Code of 1986, as amended (the "Code"). For purposes of § 265(b)(3) of the Code, the Issuer and all entities that issue on behalf of the issuer do not reasonably anticipate issuing more than $10,000,000, inclusive of the Bond, of tax-exempt obligations in calendar year 2014.

Section 5. Details of the Bonds. The Mayor and City Treasurer are authorized to determine the details of the 2014 Bonds including the following: the date or dates of the 2014 Bonds; provisions for either serial or term bond; sinking fund or other reserve fund requirements; due dates of the interest thereon; the form of the 2014 Bonds; the denominations and designations of the 2014 Bonds; registration, conversion and transfer provisions; provisions for the receipt, deposit and investment of the proceeds of the 2014 Bonds; provisions for the replacement of a lost, stolen, mutilated or destroyed 2014 Bonds; and provisions for issuing uncertificated obligations and all procedures appropriate for the establishment of a system of issuing uncertificated debt. The 2014 Bonds shall be executed by the manual or facsimile signature of the Mayor and City Treasurer, shall contain an impression of the City Seal of a facsimile thereof and shall be attested by the manual signature of the City Clerk.

Section 6. Further Action. Each of the Mayor, the President of the City Council, the City Treasurer, the City Manager and the City Clerk are authorized and directed to take such other action on behalf of the City, as may be necessary or desirable to effect the adoption of this Resolution and the issuance and sale of the 2014 Bonds and to provide for their security and to carry out the intent of this Resolution, including the publication of notices and advertisements and the execution and delivery of customary closing certificates.

Section 7. Effective Date. This Resolution shall become effective immediately upon its passage. The City Clerk is hereby directed to publish once in a newspaper published in the City a notice in substantially the following form:

"NOTICE IS HEREBY GIVEN that the City Council of The City of Dover, Delaware on October 13, 2014 pursuant to Chapter 130, Volume 77, Delaware Laws, as amended, adopted a resolution entitled as follows:

"RESOLUTION AUTHORIZING THE ISSUANCE AND SALE OF UP TO [$4,135,000] GENERAL OBLIGATION BONDS OF THE CITY OF DOVER TO REFINANCE CERTAIN PRIOR DEBT; FINANCE STREET AND STORM WATER INFRASTRUCTURE AT THE GARRISON OAK TECHNOLOGY PARK, RADIO EQUIPMENT FOR POLICE AND FIRE OPERATIONS AND SELF-CONTAINED BREATHING APPARATUS FOR FIREFIGHTERS; AND AUTHORIZING ALL NECESSARY ACTION IN CONNECTION THEREWITH"

"The purpose of the issuance and sale of said bonds is to provide funds (approximately $4,135,000) to pay a portion of the costs of certain projects including, but not limited to, (a) refinancing certain prior debt; (b) financing (1) street and storm water infrastructure at the Garrison Oak Technology Park, (2) radio equipment for Police and Fire operations, and (3) self-contained breathing apparatus for firefighters; and © pay costs of issuance of said bonds."

"Any action or proceeding to contest the validity of said resolution or any of its provisions must be commenced within thirty (30) days after publication of this notice. After expiration of such period of limitation, no right of action or defense founded upon the invalidity of said resolution or any of its provisions shall be asserted, nor shall the validity of said resolution or any of its provisions be open to question in any court upon any ground whatsoever, except in an action or proceeding commenced within such period."

By order of the City Council of the City of Dover.

ADOPTED: OCTOBER 13, 2014

Proposed Ordinance #2014-22 - Budget Amendment Related to Capital Investment Plan - Fiscal Year 2014 (FY14) Carry-Forward Balances

Mrs. Donna Mitchell, Controller/Treasurer, advised members that the purpose of the proposed ordinance was to rebudget project carry-forward balances from Fiscal Year 2014 (FY 14) projects. Balances for those projects had been calculated, and the ordinance would incorporate those project balances in the FY 15 budget. She noted that placing these carry-forward balances into the budget by ordinance would save the Finance Department the time and trouble of having to manually place them in the financial systems and ensure that the projects do not go over budget, and that this matter was being moved along sooner than usual this year. Mrs. Mitchell reviewed the City of Dover - General Fund - Major Capital Investment Plan (CIP) Projects - Quarterly Report as of July 1, 2014. She explained that figures listed under the Total Project - Past, Current & Future Budgets (Original Project Budget, Latest Project Budget, Project To Date Expenses, Project Budget Balance, and % Budget Spent) provided information regarding the total project. She noted that the Original Project Budget column included amounts as adopted by Council in the original City budget in the individual CIP sheets. The Latest Project Budget section reflected new project amounts based on any budget revisions brought forth through Council or through staff changes. The columns under Current Fiscal Year (Current Fiscal Year Budget, Revised Fiscal Year Budget, Fiscal YTD Expenses, Budget Balance, and % Budget Spent) applied to the Current Fiscal Year. Mrs. Mitchell explained that rebudgeting the carry-forward balances would result in changes to the Current Fiscal Year Budget and the Revised Fiscal Year Budget columns.

Referring to the City of Dover General Fund FY 15 Project Tracking Report As of July 1, 2014, Mrs. Mitchell explained that this document was an internal schedule used by the Finance Department to track projects to make sure that they stay on budget as approved by Council. She stated that amounts in the Addition (Reduction) column were based on action items brought to Council and were also included in the

Revised Budget column. The Internal Revisions represented project revisions made internally within the budget amendment procedure, for example, savings that may need to be used in other projects. Mrs. Mitchell indicated that this information was provided to show how report numbers change from the original budget to the revised budget.

Noting that projects appeared to be on budget, Mr. Anderson inquired if there were any "red flags" that members should be aware of. Responding, Mrs. Mitchell stated that this process did not indicate that there were any problems at this time. She explained that any projects that were brought forth from July, such as Garrison Oak projects, had been folded into the budget ordinance and that Council was aware of such projects.

The Committee recommended adoption of Proposed Ordinance #2014-22, as recommended by staff.

By consent agenda, Mr. Slavin moved for approval of the Committee's recommendation, seconded by Mrs. Williams and carried by a unanimous roll call vote (Hare absent). *(The First Reading of the ordinance will take place during the latter part of the meeting.)*

Community Transportation Project - Third-Party Sponsorship - Solid Rock Baptist Church Community Outreach Center

Mr. Scott Koenig, City Manager, informed members that staff had received a request from the Solid Rock Baptist Church for the City of Dover to become a third-party sponsor so that Community Transportation Funds (CTF) could be used on a portion of a parking lot to be constructed for the Community Outreach Center at 113 North West Street. He stated that staff met with members of the church, their contractor, Senator Brian Bushweller and members of the Delaware Department of Transportation (DelDOT) late last week to discuss whether this project would fit into the guidelines of the CTF program. It was agreed that the request from Solid Rock Baptist Church could be brought forward, if endorsed by the City of Dover to enter into a third-party sponsorship agreement, so that approximately $25,000 of CTF funds could be secured. Mr. Koenig stated that this would essentially pay for the paving component of the parking lot, and the church and their contractor would be responsible for the layout, and the stone and base preparation associated with the proposed parking lot. He explained that the church would sign a blanket public easement for the parking area to provide public parking for the next 20 years, as required by DelDOT. Provided that the church the agreed to the 20-year easement, the City, through the City Manager's Office, would agree to put out a Request for Proposals (RFP) for paving, using prevailing wage to comply with all the components of CTF funds. Mr. Koenig stated that the contractor would be selected based on the lowest proposal submitted, and agreements would be put in place before the work could start. There would be no engineering requirements from City staff; however, some administrative time would be required from the City Manager's Office to prepare the solicitation for quotes. Payment would be routed through the City's billing system, as had been done for previous CTF projects, such as Wesley

College. Mr. Koenig indicated that he originally did not want to participate in this project; however, as the components were discussed with the DelDOT representative, he was assured that the City could maintain its status as an entity that diligently processes these funds by signing the agreements and funding a component of the project. The City could also keep the project on the timeline that had been identified. It was expected that all of the work could be completed by the end of the calendar year.

Mr. Koenig stated that the request was for Council to authorize the City Manager to enter into a CTF agreement with DelDOT, process the funding as a third-party sponsor, work with members of the Solid Rock Baptist Church or their designee to get the correct narrative language for the bid document, and complete the project in a timely manner.

Noting that the funding was expected to be $25,000, Mr. Shevock questioned where extra funds would come from if bids were received in excess of this amount. Responding, Mr. Koenig stated that excessive bids would have to be rejected; however, he noted that the scope of work was very narrow and expectations had been discussed with some contractors. Knowing that the prevailing wage rates were considered when developing the project, staff was reasonably confident that bids would come in under $25,000 because the project had been tailored to meet this criteria.

Mr. Shevock questioned if the use of community funds for this project would affect any other funds that come to the City from DelDOT. In response, Mr. Koenig stated that this project would not affect other DelDOT funds. He indicated that each legislator receives approximately $250,000 in discretionary funds to be used for sidewalk, lighting, and paving projects and that associated agreements are project specific.

Mr. Hare indicated that he had no problem with this project. He noted that there was a section of West Street near the recycling facility that needed work and questioned if this project could be tied together with the proposed project. Responding, Mr. Koenig stated that this was a separate project which would be addressed through the City's Street Program and assured members that staff would get this project done.

Mr. Sudler moved to recommend approval of staff's recommendation to authorize the City Manager to enter into a Community Transportation Fund (CTF) agreement with DelDOT, process the funding as a third-party sponsor, work with members of the Solid Rock Baptist Church or their designee to get the correct narrative language for the bid document, and complete the project in a timely manner. The motion was seconded by Mr. Hare.

In response to Mr. Hutchison as to whether the City had entered into a third-party sponsorship with any other entities, Mr. Koenig indicated that the City had completed a handful of similar projects which were not the norm but were somewhat unique

public/private partnerships. He cited projects related to Wesley College, the Inner City Cultural League, and a public easement agreement regarding a portion of the brickwork in front of the Wesley United Methodist Church Fellowship Hall.

Mr. Hutchison inquired if this project had been reviewed by the City Solicitor. Responding, Mr. Koenig stated that this specific project had not been reviewed by the solicitor; however, the Wesley College project did go through the solicitor's office. He reiterated that an easement would be developed to indicate that it is a public parking lot and would be signed by the property owner, recorded, and a copy would go to DelDOT. The City would solicit and review paving proposals and, once the paving was laid, maintenance and any associated agreement would be the responsibility of the property owner.

In response to Mr. Hutchison, Mr. Koenig stated that a 20-year agreement would be developed in relation to this project that would be binding between all parties.

Mr. Anderson stated that he favored this project because it would be an effective way to leverage private money and would cost the City only some staff time. He indicated that this would help the community in the very near future without putting the City's taxpayers "on the hook" for maintenance, building, or anything else. Mr. Anderson noted that the money set aside by the State legislators, if not taken, could end up anywhere else in the legislative district, and he felt that this project would benefit the youth in the community.

Mr. Shevock questioned if any of the associated costs, such as advertising for bids, would come from the $25,000 in CTF funds. Responding, Mr. Koenig stated that advertising had not typically been charged to these funds in the past; however, expressed his understanding that this could be done, noting that all project costs that qualified under the agreement would qualify for reimbursement.

Pastor William Grimes, Solid Rock Baptist Church, thanked members for the opportunity to bring this matter forward. He stated that he met for over an hour with Mr. Koenig and, as stated previously, Mr. Koenig was not initially in favor of the project. However, Pastor Grimes indicated that he left with the opinion "there is someone in the City Manager's Office who is about integrity," because Mr. Koenig's whole focus was to ensure that this approach was legal. He expressed his appreciation that Mr. Koenig took the time to hear the concerns of the church.

Mr. Anderson questioned how much money the church had invested in the project. Responding, Mr. Grimes stated that more than $50,000 of the church's funds had been allocated and that a loan had been secured through the National Association on Life and Labor Research (NCALL) for $625,000.

Mr. Slavin questioned, by show of hands, how many of those attending were in support of the project and 10 members in the audience raised their hands.

The Committee recommended approval of staff's recommendation to authorize the City Manager to enter into a Community Transportation Fund (CTF) agreement with DelDOT, process the funding as a third-party sponsor, work with members of the Solid Rock Baptist Church or their designee to get the correct narrative language for the bid document, and complete the project in a timely manner.

By consent agenda, Mr. Slavin moved for approval of the Committee's recommendation, seconded by Mrs. Williams and carried by a unanimous roll call vote (Hare absent).

By consent agenda, Mr. Slavin moved for acceptance of the Legislative, Finance, and Administration Committee Report, seconded by Mrs. Williams and carried by a unanimous roll call vote (Hare absent).

SPECIAL DOVER HUMAN RELATIONS COMMISSION REPORT - SEPTEMBER 23, 2014 WORKSHOP

A Special Dover Human Relations Commission (DHRC) Workshop was held on September 23, 2014 at 5:30 p.m. with Chairman Wilson presiding.

Presentation - Dover Public Library Changing America Exhibit Steering Committee Volunteers

Ms. Michelle Hughes, Head of Adult Services, Dover Public Library, advised members that the Dover Public Library would be presenting a traveling exhibit, entitled "Changing America - The Emancipation Proclamation, 1863 and the March on Washington, 1963," from January 7 - February 20, 2015 and provided members with an informational brochure. She stated that, as a grant requirement, the library would offer an opening event and at least two (2) adult programs related to the exhibit free of charge to the community. Ms. Hughes invited members to volunteer to be part of a steering committee to develop public programs around the exhibit. She explained that the exhibit would focus on the 100-year span between the Emancipation Proclamation and the March on Washington. She indicated that she had a number of programs planned that would target the 19th century; however, she requested support on programs focused on the 20th century and asked members to email her if they had any suggestions.

In response to Mr. McGiffin's request for clarification of the specific needs, Ms. Hughes stated that several scholars had agreed to attend and speak on the abolitionist movement in the 19th century, but there were not as many who could focus on the 1950s and 1960s. If members knew of local scholars that could address this time period, she said that she would gladly take contact information.

Mr. McGiffin inquired if a presentation on desegregation of the Delaware schools would be relevant, and Ms. Hughes affirmed that tying in local history would draw in more people. Mr. McGiffin stated that his wife, Ms. Kathy Doyle, was an expert on the school desegregation issue, had written a book on this topic, and might be inclined to assist.

Mr. Henderson questioned if Ms. Hughes had contacted Delaware State University (DSU) history teachers. Responding, Ms. Hughes stated that staff had worked with DSU teachers on the "Created Equal" film series held from July - September 2014, so she had some contacts from DSU; however, she wanted to reach out to members for other contacts who were not used previously in order to obtain different perspectives.

Ms. Hughes provided her email address and invited members who were interested in serving on the steering committee to contact her, noting that all final program paperwork must be submitted by the end of November. She explained that serving on the committee would involve helping to provide contact information for members of the community who might be willing to give their time to help with the project, including publicity and marketing.

Presentation - Re-Entry Opportunity Program

Mr. Ken Abraham advised members that he was involved in a non-profit group, Citizens for Criminal Justice, but was attending on behalf of the Dover Interfaith Mission for Housing (DIMH). Mr. Abraham explained that he was working with DIMH in a new program assisting men with re-entry into society upon their release from prison, noting that DIMH was the recipient of a three (3) year grant for this purpose. He advised members that he had provided a presentation on this topic to City Council during their meeting held on September 8, 2014. He had requested Council to make a commitment to set an official policy to interview individuals who had been screened by DIMH for appropriate employment opportunities with the City, or to issue a proclamation or statement affirming that the City supported the hiring of qualified convicted felons for appropriate jobs. Mr. Abraham requested that the DHRC recommend that the City respond positively to this request. He also expressed his hope that the City would provide a letter to DIMH, signed by the Mayor, Council, and/or the DHRC Commissioners, to be presented to local major employers, stating that they and other members of the community were encouraged to hire qualified job applicants who may be convicted felons. Mr. Abraham expressed confidence that this would be a win/win situation for those who had made mistakes but paid their dues and for those who employ them in terms of getting good, qualified, responsible employees.

Mr. Wilson stated that, as a Commissioner, he believed in this initiative and that he was glad to see that community support was being offered. He indicated that he, personally, would approve of recommending it to Council; however, his biggest concern was making sure that safeguards were there for the public.

Mr. Henderson complimented Mr. Abraham on the "great" presentation that he provided previously to City Council and questioned if he could provide an example of a success story. Responding, Mr. Abraham stated that one (1) participant was working as a chef at Dover Downs and offered to follow up with other examples.

Mr. Henderson inquired whether the individuals involved were heavily minority, and Mr. Abraham stated this was the case since the prison population was heavily minority; however, individuals were from every background.

Responding to Mr. Wilson as to whether individuals involved were from the local community, Mr. Abraham stated that most were local and others came from Sussex and New Castle Counties, as well as Maryland.

Mr. Ruane stated that he had researched House Bill 167, the so-called "ban the box" legislation which would prohibit public employers from asking applicants to indicate, typically by checking a box on an employment application, if they have been convicted of a crime until after an initial interview. Mr. Abraham felt that this legislation was "progress but very little," stating his understanding that it would apply only to government entities and not private employers. In addition, it was his belief that the ban the box requirement would apply only to the initial employment inquiry.

Noting that he had reviewed the City of Dover job application and that it did not include such a check box, Mr. Ruane felt that it appeared that the City of Dover had no choice but to give fair and equal opportunity and questioned, therefore, what would be gained from a supportive letter. He inquired if DIMH had spoken to the City of Dover Human Resources Department and whether the City was utilizing any practices that were detrimental to the clients being served by DIMH.

Mr. Abraham stated that there were no such detrimental practices to his knowledge and that DIMH had steered individuals toward jobs with the City. He felt that the City's relationship with DIMH was "good but could be a lot better" and reiterated his hope of obtaining a commitment from the City to interview qualified, responsible, dependable applicants after screening for technical or other job skills.

Mr. Ruane stated that he agreed with the intent of the program and hoped for its success; however, that employers, including the City, were bound by other processes, including qualifying applicants before an interview. He stated that ensuring that a particular group would be granted interviews might result in challenges related to discrimination against other qualified applicants.

Mr. Abraham explained that it was not desired that undue favoritism be given to these individuals and stated his expectation that they would go through the normal process.

Mr. Nicholas Rodriguez, City Solicitor, stated that Dover had a city manager/council form of government and the City Manager was responsible for overseeing employment in the City; therefore, he felt that this matter would be up to the City Manager. Mr. Rodriguez advised members that he was not familiar with the City's application process. He indicated that Mr. Abraham had given a very good presentation before Council and that he had told Mr. Abraham that perhaps feedback would be received from the City and staff regarding applications.

Mr. Wilson expressed thanks to Mr. Abraham for his presentation.

Discussion - DHRC Authority and Complaint Process/Formulation of Complaint Process and Form

Mr. Nicholas Rodriguez, City Solicitor, advised members that Chapter 58 - Human Relations, Article II - Human Relations Commission, Sec. 58-32 states that the DHRC is an advisory commission rather than a decision-making commission. He indicated that, in the past, complaints had been submitted to the DHRC, and the Solicitor's Office had stated that the DHRC should not hear such complaints because it is an advisory body that, in his opinion, was "way beyond the application and complaint process." Mr. Rodriguez advised members that Sec. 58-33(e) Functions limited, of the Dover Code states that "the Commission shall not involve itself in activities or functions already assigned by law or decree to other governmental bodies," such as the Department of Labor, the City, and the State. He indicated that the purpose of the Commission was to advise Council, obtain community input, discuss diversity and discrimination, and make recommendations. Simple complaints, in his opinion, were below the role of the Commission.

Mr. Wilson questioned if the DHRC had the authority to develop a complaint form of any nature.

Mr. Rodriguez recommended that a complaint form not be developed because this would result in the receipt of individual complaints that the DHRC could not hear, as had occurred in the past. He stated that he had reviewed the Draft DHRC Strategic Plan 2015-2018 prepared by Mr. Ruane (subsequent agenda item) which he felt looked "fantastic" and that this type of activity was what the City of Dover had wanted the Commission to do when it was enacted.

Commissioner Gail Launay-Tarlecki, Vice Chair, State of Delaware Human Relations Commission (SHRC), advised members that the SHRC's website states that the Commission strives to "promote amicable relationships among the various racial and cultural groups within the State of Delaware" and that the DHRC would attempt to perform this function within the City of Dover. She indicated that not having jurisdiction would not prevent complaints from coming before the DHRC so that the DHRC could look for avenues to assist people. It was her belief that a complaint process would be a legitimate method for logging issues and bringing them to the Commission to discuss and work on as a whole; however, she cautioned members to be careful regarding how such complaint forms are viewed, indicating that she did not have the impression that the DHRC was a hearing body. Ms. Launay-Tarlecki advised members that individuals bring concerns to the SHRC, sometimes repetitively, and although the SHRC does not have jurisdiction over some types of issues, they serve as a point of reference and note on the complaint form that an individual was referred to the appropriate place. This gives the appearance that the SHRC is an active, viable body that is doing work for the community. She questioned if Mr. Rodriguez was referring to legal complaints.

Mr. Rodriguez stated that he was referencing individual complaints, as opposed to those brought forward from groups.

Ms. Launay-Tarlecki explained that there was precedent in other cities for human relations commissions to have a complaint process that is not necessarily to hear cases, noting that the City of Philadelphia's commission has such a complaint process and their commission sits under their state commission.

Mr. McGiffin felt that the existence of a complaint form and acceptance of the form by the DHRC would imply that the Commission could offer some kind of redress, and stated that Mr. Rodriguez had indicated that this was not to be done. He agreed with the City Solicitor that the complaint form could be more trouble than it would be worth since it would suggest a promise that the DHRC could not deliver. However, Mr. McGiffin felt it would be a legitimate and valid function to be open to general information issues, not formal complaints that come to the DHRC's attention, if the DHRC wanted to be an information and referral source.

Mr. Henderson expressed confusion about the role and responsibilities of the DHRC.

Ms. Launay-Tarlecki stated that a complaint form would allow members to learn why someone would be coming before the Commission before they do so, which would provide time to consider the issue so that it could be referred to the appropriate body. This referral could then be noted on the complaint form, even if the matter was out of the Commission's jurisdiction. The complaint form would be an "action document" that showed the work of the Commission. She felt that this would be a way for the Commission to review issues to see if there is a way to provide amicable relations within the City. Ms. Launay-Tarlecki stated that she was not familiar with the DHRC's empowering legislation; however, she indicated that State commissioners regularly receive such complaints and, through experience and the diversity within the SHRC, offer help, usually including a name and phone number of an appropriate agency. This information is recorded on the State form. Ms. Launay-Tarlecki stated that the SHRC had a sunset review by the General Assembly approximately a dozen years ago and, in the course of this review, the forms proved useful as a way of keeping a record of the SHRC's activities and tracking issues.

Mr. Wilson suggested that a draft DHRC complaint form be developed and submitted to the City Solicitor to determine if it would be legal and binding for the City. He stated his understanding that the form would help the public understand the identity of the DHRC and would validate the Commission's existence, as well as the two (2) commissioners in each district who would be receiving complaints. He felt that it was necessary to have an avenue for complaints, even if it this would be just for referral to the State or other agencies that could provide help.

Mr. Rodriguez stated that he did not recommend a complaint form, because this would lead to individual complaints, as had been received in the past, which would be referred to the City Solicitor, who would tell the Commission that it did not have

jurisdiction because the DHRC is an advisory body. By referring individuals elsewhere, perhaps suggesting a private attorney or the State, the DHRC would be giving advice, and this could create problems. He reiterated his opinion that the DHRC should not have a complaint process, noting that it had not worked in the past, and that the role of the DHRC was to go out into the community to find out where problems were occurring.

Mr. Wilson suggested that this issue be further explored and that the DHRC develop a recommendation regarding the complaint process for City Council during the DHRC meeting scheduled for October 28, 2014. He questioned if the functions that the DHRC could and could not perform were already legally in place, and Mr. Rodriguez confirmed that this was the case. Mr. Rodriguez stated that he respectfully disagreed with the State, noting that the State had much more authority than the DHRC and it was his opinion that the DHRC was not created for the purpose of receiving and responding to individual complaints.

Ms. Launay-Tarlecki stated that she had not seen the DHRC's enabling documents; however, she questioned how members would record what they were hearing as the "ears" of their districts, what would be the point of hearing it, and what was desired to occur as a result. She stated her opinion that this is what the form should reflect.

Mr. Rodriguez expressed his opinion that Commissioners would receive verbal complaints, and if individual commissioners received written complaints, Chairman Wilson would bring them before the Commission. He stated that it was desired to move the DHRC away from individual complaints that they have no jurisdiction over.

Mr. Ruane concurred with Mr. Rodriguez that complaint forms should not be developed and the DHRC should not deal with individual discrimination cases. He noted that one (1) of the long-term objectives stated in the draft DHRC Strategic Plan 2015-2018 (subsequent agenda item) was "to define when a diversity, inclusion and or a human relations issue exists and specify the types of these issues that will be accepted by the Commission" and then develop a process for acceptance, which he stated may or may not include a form. He explained that the DHRC's first responsibility was to make sure that the City of Dover administration, government, and Council were favoring and promoting diversity, had policies and programs that reflect that diversity, and did not have a practice, service, or program that had systemically become a human relations issue. If a form were needed to document issues, he felt that it would be a DHRC diversity issue statement and the DHRC would then make a recommendation to City Council to change this program. Mr. Ruane stated that once the focus was on diversity, the Commission would be considering much broader issues than anti-discrimination complaints. He indicated that the first focus would be on the City; then on engaging the community to try to get the same sense of diversity, openness, and inclusiveness in other places in the City; and then supporting and engaging with other groups that are trying to do the

same thing, such as the Hispanic Council, and Inner-City Cultural League, and the Dover Public Library. He felt that there were great challenges in determining the status of diversity of the City of Dover, beginning with programs and government.

Mr. Wilson mentioned that the City was in the process of distributing a Recreational Needs Assessment survey that may be a matter for consideration.

Mr. Wilson thanked Mr. Rodriguez for attending. Mr. Rodriguez expressed concurrence with Mr. Ruane's comments, stating that they articulated the purpose of the DHRC in his opinion.

Ms. Launay-Tarlecki stated that she was not saying that the DHRC would have a court and hear cases; however, she stated that within the function of the Commission, a form or process for keeping track would be the right answer, reiterating that she was not familiar with the DHRC empowering laws.

Mr. Ruane questioned if the State's compliant form could be provided by the City; for example, if the City Clerk's Office could be empowered to refer an individual with an employment discrimination complaint to the SHRC and provide an SHRC form without giving advice. Ms. Launay-Tarlecki stated that a SHRC business card could be provided and that the State's complaint form was available online.

Mr. Wilson stated that, in this event, he would like to meet with the City Clerk and make sure that the Clerk's Office was on the same page as the DHRC and the Council President.

Mr. McGiffin stated that Mr. Rodriguez had recommended against the DHRC providing information and referral, because by doing so the Commission would be accepting responsibility for sending people to the correct entity. He indicated that the City Solicitor had suggested that if the City Clerk's Office were instructed by the DHRC to provide a complaint form but gave the wrong type of referral, this could cause problems. Mr. McGiffin stated that if the DHRC decided to provide information and referral, this would be decided knowing that Mr. Rodriguez would have an issue with it.

Mr. Ruane withdrew his suggestion to provide referral in view of the legal advice provided.

Mr. Wilson suggested that members come forward with their ideas regarding complaint forms at the meeting scheduled for October 28, 2014 and that a decision would be made at that time. He reminded members that the City Solicitor had spoken; however, members could discuss documenting Commission actions, as suggested by Ms. Launay-Tarlecki, and determine what could be developed that was in line with the City's Solicitor's recommendation.

Mr. Henderson questioned where notes regarding complaints in the community should be referred, if the DHRC could not develop a form and did not have jurisdiction.

Responding, Mrs. Traci McDowell, City Clerk, stated that when members take such notes and report comments and issues to the Commission in terms of City programs that the DHRC needs to look at, this would be reflected in the meeting minutes, which are the permanent, formal record on these matters.

Review of Draft DHRC 2015-2018 Strategic Plan

Mr. Ruane stated that developing the identity and function of the DHRC had been a problem for a long time and suggested that this be settled. He reviewed the Draft DHRC Strategic Plan 2015-2018 and requested that members agree to a mission statement and add to or subtract from the objectives included, emphasizing that the document was a draft. Mr. Ruane advised members that the start year for the Draft Plan was stated as 2015 to allow time to establish the plan and suggested that three (3) year, long-term strategic objectives be organized around the components of the DHRC's mission, noting that performance measures or short-term action steps were not included at this time. Once objectives were agreed upon, he suggested that three (3) commissioners and/or citizens help flesh out each objective.

Mr. Ruane explained that he had taken information from the DHRC legislation and placed it in three (3) concise mission components, as follows:

1. Work to ensure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversity, inclusiveness and cultural competency in its organization and services.
2. By involving all segments of the community, the Commission promotes an understanding and appreciation of the benefits of diversity, inclusion, and positive intergroup relations among residents of varying backgrounds in the city; and, advocates for an environment of fairness and respect.

3. Works with the City Council and the City Administration and other community organizations to strengthen inter-group relationships and to eliminate discrimination; and, to anticipate, prepare for and resolve incidents of intergroup conflicts and disputes within the city.

Referring to the first mission component, Mr. Ruane stated that an example of this function would be for the DHRC to determine if the City's recreation program is diverse.

In reference to the third mission component, Mr. Ruane stated that incidents that had recently transpired in Ferguson, Missouri showed the need to have a plan in place for dealing with conflict at the neighborhood or City level. He proposed that the DHRC determine what type of role it would have in the case of community conflict, noting that training and experience would be necessary for Commissioners to serve in this role.

Mr. Ruane suggested that the major goals of the DHRC be organized around its mission statement and reviewed the proposed vision statement, affirming that, "The Commission's vision is a city whose government, organizations, groups and individual citizens value diversity, inclusion, respect and trust." He recommended dividing members into four (4) committees, as follows: 1) Government Policy, Programs, and Practices Committee; 2) Community Engagement Committee; 3) Education Committee; and 4) Communications Committee. Mr. Ruane proposed that committee members meet and bring specifics, such as timetables and measurement tools for objectives, to the Commission.

Mr. Wilson suggested that two (2) DHRC members serve on each of the committees and that the at-large commissioner and the DHRC Chair rotate among committees if desired. He requested that members review the committees and decide on which committee they would like to serve, noting that they could serve on more than one if they chose to. He stated that he had reviewed the plan, as well as the City's related ordinances and code, and compared it with other cities and that Mr. Ruane had done extensive work on this.

Mr. McGiffin noted that Mr. Ruane had done a great deal of work on the plan, to the DHRC's benefit, and thanked him for his efforts.

Ms. Smith stated that it was evident that Mr. Ruane had put a great deal of time and energy into the Draft Strategic Plan.

Mr. Ruane stated his understanding that committees could assemble before the October 28, 2014 meeting, which could then be dedicated to hearing preliminary specifics on how the larger objectives could be realized during the three (3) year period.

The Commission recommended adoption of the City of Dover Human Relations Commission Strategic Plan 2015-2018.

By consent agenda, the City of Dover Human Relations Commission Strategic Plan 2015-2018 (*Exhibit #2*) was adopted by motion of Mr. Slavin, seconded by Mrs. Williams and carried by a unanimous roll call vote (Hare absent).

Mr. Wilson felt that holding meetings of the DHRC on a quarterly basis would not be often enough to accomplish what must be done, noting that the Commission had recently held additional special meetings.

Referring to Exhibit #1 to the Draft DHRC Strategic Plan 2015-2018, Definition for Diversity CUNY Queensborough in New York City, Mr. Ruane pointed out that the section entitled, "A diversity issue exists when," provided some language that might help members understand when the Commission would be activated. He explained that a diversity issue would not apply in an individual case; however, if a policy, business practice, or service had a different impact on a particular group in the City, the DHRC would go into action. Mr. Ruane stated that the DHRC goes beyond the individual and strives to change the system, based on an analysis of current practices and the development of better practices. If something on the street helps to educate a commissioner, this could be brought to the table when a particular program is being discussed.

Ms. Smith stated her experience that complaints typically start with one (1) person and can lead a group to follow that individual, referencing the individual who was shot in Ferguson, Missouri, and questioned at what point the DHRC should become involved. In addition, she stated that the perception of a diversity issue may differ from one (1) person to another based on their varying experiences and questioned, as a commissioner, whether this determination should be based on the commissioner's perceptions or those of the people being served.

Mr. Henderson felt that all diversity issues start with an individual and expressed his fear that if an overly analytical approach were taken, the DHRC would end up "running after the problem trying to solve it." He felt that the Commission must be proactive.

Mr. McGiffin stated that Mr. Ruane had designed a strategic plan that would allow the DHRC to determine ahead of time whether the potential for an incident like Ferguson existed in Dover so that the Commission could encourage the City to address whatever "tinder was out there that might give rise to a Ferguson blaze before it goes on fire;" therefore, this type of action would be inherently proactive. However, the DHRC would only become aware of potential problems by hearing from the community. He indicated that if City policies were reviewed by the Government Policy, Programs, and Practices Committee and determined to be inadequate, then members would improve them so the City would be prepared should that situation arise. The DHRC would have done its job by advising the City that this was a potential problem and providing ideas on how to solve it.

Mr. Wilson advised members that they would hear things in their communities and would be able to execute actions and advise Council on what to do. He recalled that during one (1) of his meetings with two (2) of the DHRC Commissioners and two (2) Council representatives, a Commissioner stated that they had never seen the Council members in the City districts before. Mr. Wilson asked members to consider how difficult it would be to obtain conflict resolution without a strategic plan, such as the one developed by Mr. Ruane, and if the entities involved did not know one another, it would result in a disservice to the entire City. Mr. Wilson stated his understanding that the City would be reviewing the 1988 Consent Decree that resulted from the

NAACP vs. the City of Dover lawsuit, noting that the City was considering changing its existing type of government and that some would be in favor and others would not. He stated that developing a strategic plan would allow the DHRC to be structured in such a way that the elected officials could be involved in decision making that would advance everyone in the City.

Mr. Wilson stated that the Strategic Plan would be on the agenda for October 28, 2014 for further discussion, and that he wished to hear from the State on the plan as well.

Ms. Launay-Tarlecki stated that she had read the Draft Strategic Plan cursorily and that a lot of good work went into it. She still felt that members might find use for some type of form, although it might not be the complaint form initially envisioned. She thought that the form might convey information in addition to what was stated in the minutes, provide a way to communicate with and obtain contact information for individuals who approach members on the street with issues, and be helpful in recording and reporting. Ms. Launay-Tarlecki felt that the Strategic Plan was "fantastic" and expressed pride in the DHRC for moving quickly to adopt it. She stated that the SHRC had access to training resources through the University of Delaware conflict resolution and public policy programs, which provided education on mediation, negotiation, and hostages and terrorism. She indicated that these resources may be available to the DHRC members. Ms. Launay-Tarlecki felt that the DHRC Strategic Plan 2015-2018 would provide a good foundation for the Commission.

Mr. Ruane questioned if Mr. Wilson intended for members to sign up for a particular committee and meet before the October meeting and provide a report.

Responding, Mr. Wilson inquired if members had made choices in terms of committee assignments.

The Commission recommended committee assignments, as follows: 1) Government Policies, Programs, and Practices Committee - Mr. Ruane (Chair) and Mr. McGiffin; 2) Community Engagement - Mr. Roach (Chair) and Ms. Hicks; 3) Education Committee - Mr. Henderson (Chair) and Mrs. Sadusky; and 4) Communications Committee - Ms. Smith (Chair) and Ms. Stewart.

By consent agenda, Mr. Slavin moved for approval of the Commission's recommendation, seconded by Mrs. Williams and carried by a unanimous roll call vote (Hare absent).

Mr. Wilson stated that he would serve on all committees and help them as best he could. He advised members that it would be up to the committee chairs to decide when to meet prior to October 28, 2014 and requested that the City Clerk be informed so that emails could be sent regarding the date, time, and place.

Commission Members' Announcements

Mr. Wilson reminded members that Diversity, Respect & Harassment Awareness Training for City of Dover employees was available on October 7, 2014 8:30 a.m. - 9:30 a.m.; 10:00 a.m. - 11:00 a.m. and October 14, 2014 8:00 a.m. - 9:00 a.m. and 9:30 a.m. - 10:30 a.m.

Mr. Ruane advised members that a Hispanic Heritage Celebration was scheduled for October 4, 2014 from 10:00 a.m. - 4:00 p.m. and would conclude with a concert at the Schwartz Center for the Performing Arts at 4:00 p.m. He indicated that the Community Engagement Committee might want to touch base and partner with this group and perhaps the DHRC could partner in putting on this event in the future.

UTILITY COMMITTEE REPORT - OCTOBER 13, 2014

The Utility Committee met on October 13, 2014 with Chairwoman Williams presiding. (*Except for the following time sensitive issue, the Utility Committee Report of October 13, 2014 will be presented to Council during their Regular Meeting of October 27, 2014 for review and consideration.)*

Dedication of Rights-of-Way and Public Infrastructure - Village of Cannon Mill (Phases I, II, III, and IV)

The Utility Committee met on October 13, 2014 with Chairwoman Williams presiding. Except for the following time sensitive item, the Committee Report from October 13, 2014 will be presented to Council during their Regular Meeting of October 27, 2014 for review and recommendation.

Staff submitted a request that all public infrastructure improvements related to the Village of Cannon Mill (Phases I, II, III, and IV) be dedicated to the City of Dover for permanent ownership and maintenance. Members reviewed a list of the public improvements associated with each phase of the development, as well as a map showing the general location and configuration of the subject rights-of-way, broken into phases. The total construction value of the public improvements was $2,602,919.

Mr. Scott Koenig, City Manager, indicated that the original developer of the Village of Cannon Mill filed for bankruptcy, which resulted in work stoppage within the subdivision. The final wearing course and punch list items remained to be completed to meet the City of Dover standards and specifications for Public Works construction and had been outstanding for many years. He assured members that the City was prepared to complete the work required, pending rights-of-way and public infrastructure dedication, as well as acceptance of a paving improvements bid by City Council.

Mr. Koenig reminded members that in 2013, staff had submitted a request for the dedication of a portion of the Village of Cannon Mill. It was his recollection that, although the Committee recommended acceptance, when the matter was presented to City Council for approval there were concerns regarding bonding and a failed letter of credit that needed to be addressed. As a result, the dedication was deferred. At

this time, he stated that staff was requesting the dedication of the entire subdivision's incomplete infrastructure, explaining that the City had been working with legislators to secure funding from the Community Transportation Fund (CTF). Mr. Koenig informed members that Mr. Tony Ashburn, Ashburn Homes, Inc., and Artisans' Bank had pledged funds, either through a letter of credit or letter of commitment, to complete the infrastructure in portions of the development in Phases III and IV; however, Mr. Koenig stated that the City had not been successful with action related to the original letter of credit with the First National Bank of Wyoming. He stated that the City had submitted a bank draft on the letter of credit and there was related correspondence between the attorneys. He noted that there had been several developers since the original developer, Moore Cannon Mill, and that the City did not secure the correct letters of credit to ensure that the protections would carry forward. As a result, the City was currently in the process of completing approximately $800,000 worth of infrastructure in the Village of Cannon Mill and, in order to obtain funding from the State CTF, the City needs to accept the dedication of the infrastructure and sign agreements to complete the infrastructure.

Mr. Koenig stated that there was currently a gap of approximately $300,000 between what is necessary to complete all infrastructure and the funding available associated with the complete paving and concrete finishing for the development.

Staff recommended acceptance of the dedication of rights-of-way and public infrastructure of the Village of Cannon Mill Subdivision, with the dedication to include all of the referenced public improvements.

Mr. Koenig advised members that during the City Council meeting scheduled for later in the evening, members would consider a request for approval of a construction contract that would allow approximately $824,000 of work to complete the rights-of-way and public infrastructure. He explained that the caveat on the bids was that the City would complete only the work which could be done with the funds the City has available. Rather than utilizing City funds, he stated it may be necessary to delay some of the paving until additional CTF funding becomes available from the State. Mr. Koenig noted that approximately $550,000 in non-City funding was available for the project. Since some funding agreements were coming in under budget, he stated that it was the City's intention to move those excess monies, provided the State legislators agree to the project. However, Mr. Koenig expressed the need to first accept the dedication of rights-of-way and public infrastructure of the Village of Cannon Mill Subdivision. He advised members that the subdivision was originally proposed to consist of 375 units and 250-275 units had been constructed, explaining that some residents had lived there since 2005, 2006, 2007, etc. Mr. Koenig explained the difficulty in providing services (snow removal, street sweeping, etc.) since the roads had not been completed.

Responding to Mr. Perza, Mr. Koenig stated that the total value of all infrastructure was $2.6M; however, the only financial risk the City would have if funding were not received from the State would be the costs of paving the roadways, in the amount of $825,000. He explained that the City had received commitment letters from the

legislators and letters of credit totaling $540,000; therefore, the maximum exposure for the City would be $285,000. However, he stated that the City would only complete the work for which the City had obtained funding and then return to legislators to request additional funds during their next funding of CTF projects. Although legislators are provided CTF funds on July 1st of each year, they do not always use all available funding. Mr. Koenig noted that Representative Darryl Scott had committed a large portion of the required funding, in the amount of $250,000, for this project; Senator Brian Bushweller had committed up to $65,000; and Senator Colin Bonini had committed approximately $5,000. Mr. Koenig stated that there may be additional funding available as a result of other agreements coming in under budget between the current time and when the work is actually completed.

In response to Mrs. Williams' question regarding why the letter of credit was not secured, Mr. Koenig explained that typical letters of credit are "evergreen", renewing automatically unless returned by the City. In this instance, the original developer, Moore Cannon Mill, obtained a one (1) year letter of credit from the First National Bank of Wyoming which was very specific in the funding language that it would only be active for one (1) year. In addition, Mr. Koenig stated that Moore Cannon Mill sold the development to another LLC that was associated with the Robino Corporation. As a result, the City did not check the expiration date of the letter of credit since they typically automatically renew until given back. Therefore, although the City had the original letter of credit, it had an expiration date, and no additional letter of credit was provided for the project.

Responding to additional questions of Mrs. Williams, Mr. Koenig stated that the new developer had made promises to complete the infrastructure and request the dedication by the City. However, when the economy declined, there were three (3) developments (Village of Westover, Nottingham Meadows, and Village of Cannon Mill) whose developers claimed bankruptcy. The Village of Cannon Mill was the only development for which the City was not provided protective documentation. He stated that the letter of credit provided to the City was issued by the First National Bank of Wyoming and was unfamiliar to staff, explaining that all other letters of credit were received from Wilmington Trust and had a very specific format that is familiar to staff. Mr. Koenig stated that, as a result, staff made an error in this regard and he took full responsibility for this oversight. He stated that the developers who currently hold property in the development, Artisans' Bank and Mr. Ashburn, had committed funds to pave the roadway in front of their properties and that approximately $95,000 of the $540,000 related to these properties.

Mr. Koenig stated that if the City were unable to obtain the $825,000 necessary to complete the projects and had only $540,000, it would leave approximately one quarter of the paving work incomplete until additional funds could be obtained. He advised members that the extension of Tribbett Street was currently under construction in association with the construction of Leander Lakes Apartments and that there had been several complaints and concerns regarding that connection opening, which was a condition of the Planning Commission approval of the construction of the new Dover High School. He noted that the legislators had quietly

questioned if the opening of this interconnection was best and he explained that any change would require approval from the Planning Commission. Mr. Koenig stated that, although there had been concerns with the possibility of a lot of "cut through" traffic in the Village of Cannon Mill, there had been no test done to make this determination.

Mrs. Williams suggested, if the City does not obtain the necessary funds to complete Phase IV of the development, that the service road be closed to traffic until all roadways have been completed. Responding, Mr. Koenig felt that this was a matter that could be discussed in the future.

The Committee recommended approval of staff's recommendation for the acceptance of the dedication of rights-of-way and public infrastructure for the Village of Cannon Mill, to include all of the referenced public improvements, and contingent upon the City obtaining third-party matching funds, as described by staff, being lines of credit and grants from the Community Transportation Fund; there being the understanding that if it becomes necessary at some point in the future, City Council can remove the contingency.

During the City Council meeting, Mrs. Williams advised members that there were several sources of funding for this project and stressed the need to ensure that it did not affect the General Fund.

Mrs. Williams moved for acceptance of the dedication of rights-of-way and public infrastructure for the Village of Cannon Mill, to include all of the referenced public improvements, and contingent upon the City obtaining third-party matching funds, as described by staff, being lines of credit and grants from the Community Transportation Fund; there being the understanding that if it becomes necessary at some point in the future, City Council can remove the contingency. The motion was seconded by Mr. Dixon and carried by a unanimous roll call vote (Hare absent).

Mrs. Williams moved for acceptance of the Utility Committee Report, seconded by Mr. Slavin and unanimously carried.

MONTHLY REPORTS - AUGUST 2014

By motion of Mr. Slavin, seconded by Mrs. Williams, the following monthly reports were accepted by consent agenda:

City Assessor's Report
City Manager's Report
City Planner's Report
Controller/Treasurer's Budget Report *(July and August)*
Economic Development Office Report
Fire Chief's Report
Police Chief's Report

EVALUATION OF BIDS - VILLAGE OF CANNON MILL PAVING IMPROVEMENTS PROJECT

Mr. Scott Koenig, City Manager, advised members that the original developer of the Village of Cannon Mill had filed for bankruptcy, which resulted in work stoppage within the subdivision. The final wearing course and punch list items remained to be completed to meet the City of Dover Standards and Specifications for Public Works Construction and had been outstanding for many years. As such, the current infrastructure within the subdivision was in disrepair. City Council accepted the Dedication of Rights-of-Way and Public Infrastructure for the Village of Cannon Mill earlier in the evening and the City was in the process of obtaining the funds to correct the infrastructure deficiencies by way of community transportation funds and bonds.

Mr. Koenig advised members that staff had been working for more than a year on trying to get several of the unfinished developments through the process. Staff completed a detailed estimate of all four (4) phases of the Village of Cannon Mill for the bid package. Bids were received from George & Lynch, Inc., Daisy Construction, and A-Del Construction. Based on the evaluation of bids, George & Lynch, Inc., was the lowest responsive bidder at $824,740. This would be a unit price contract to complete the paving and miscellaneous concrete work. The available funding, as of October 2, 2014, was $540,069. It was proposed to award a unit price contract based on the bid documents and to allow staff to adjust unit prices up to the level available funding; therefore, if additional funding were secured, the City would be allowed to add to this up to the lowest bid of $824,740.75. If unable to secure this funding, work would be performed up to the funding secured and staff would return to this project at a later date, through Community Transportation Funds or some other source of funds, so that the General Fund would not subsidize this work.

Staff recommended awarding a unit price contract, based on Bid #15-001PW, for the Village of Cannon Mill Paving Improvement Project to George & Lynch, In. The Public Works Director may add or delete from the contract, up to 35% based on available funding throughout the contract period and inform the City Manager of such additions and deletions. All work will be paid for at the unit prices bid for work completed and accepted by the City of Dover. Work to be authorized will not exceed available funding.

Mr. Lynn stated his recollection that Council had directed that the letter of credit be called from the Village of Cannon Mill or Village of Westover from the First National Bank of Wyoming, now Wilmington Savings Fund Society, and stated that he had not received an update on this. Responding, Mr. Koenig stated that there were two (2) separate letters of credit for these developments and the City had called a letter of credit with the Village of Westover and completed the work. Some funding was still available and would be used in Village of Cannon Mill. In the Village of Cannon Mill, an initial letter of credit was provided from the First National Bank of Wyoming which covered only Phases I and II; however, an expiration clause was included, which was not typical of other such letters of credit. When staff called the letter of credit, the attorney for the First National Bank of Wyoming indicated that they had notified the City of the expiration of the letter of credit. Mr. Koenig explained that this was sent certified versus registered mail, which became an issue. Mr. William Pepper, Deputy City Solicitor, asked staff to obtain hard numbers on all the bids, which was done in August of 2014; however, Mr. Pepper felt that too much time had lapsed and the distinction between registered and certified mail was not strong enough to initiate any proceeding beyond the transfer of correspondence.

Mr. Lynn stated that this matter had not returned to Council after Council gave instructions to call the letter of credit, noting that this was not criticism of Mr. Koenig. He indicated that this matter had been discussed on the floor by himself, Mr. Perza, and others who knew the difference between registered and certified mail, and instructions were given to Mr. Pepper to file a lawsuit or do what needed to be done to ensure that this money would not come out of taxpayer pockets but from the bank. Mr. Lynn indicated that it was vexing to hear a year or two (2) later that Council's instructions were not followed.

Mr. Koenig stated that he understood Mr. Lynn's frustration, however, unfortunately, his personal opinion was that he had made a mistake regarding this letter of credit, which would not happen again because staff had refined the process. He stated that 250 plus residents had been dealing with a difficult situation in this development since approximately 2009 and the legislators had been assisting staff with trying to get out of this problem. Staff was trying to finish the development and had been receiving complaints for the last three (3) years about not being able to provide service to the residents because the roads were unfinished and there were difficulties during the winter months. Mr. Koenig and Mrs. Townshend had talked to various people in regard to getting the homeowners association up and running so that the community could be brought back to where it needed to be so that property values could begin accelerating again versus declining. Mr. Koenig stated that this was the one (1) development where staff did not "have a good grip" on the letter of credit; however, the City was fortunate in that, to his recollection, when Council originally considered this matter a couple of years ago, exposure to the City at that time consisted of the Village of Westover Phase VI, Clearview Meadow, the Village of Cannon Mill, and Eden Hill. Since that time, the City had finished the Village of Westover, a developer had completed all of the work in Clearview Meadow for the City, and the City had an active letter of credit from a developer for Eden Hill.
Mr. Lynn stated his opinion that it was not necessary for Mr. Koenig to take blame, indicating that Council knew many of the facts that he discussed and instructed staff to pursue the matter with the First National Bank of Wyoming and questioned why this did not occur.

Mr. Koenig stated that after this meeting, a call letter on the letter of credit was sent. The attorney for First National Bank of Wyoming responded to Mr. Koenig and Mr. Pepper. Mr. Pepper requested additional cost estimates, which took quite a long time due to staff availability. When these were obtained earlier this summer, Mr. Pepper felt that the timeframe between the original action and now was substantial. The corporate entity had dissolved or had been transferred from First National Bank of Wyoming to Wilmington Savings Fund Society (WSFS) and it was believed that the issue of registered versus certified mail was not a very strong argument.

Mr. Lynn stated that WSFS was the successor in interest to First National Bank of Wyoming and, therefore, beholden to their obligations. He expressed unhappiness that this was not done and did not feel that these decisions could be made behind closed doors without returning to Council to weigh in when Council specifically gave orders to pursue the matter with the bank. Mr. Lynn's interpretation of that was that the bank should be sued and he was unhappy that this was not done, noting that cases had been won and lost on the distinction between registered and certified mail.

Mr. Koenig stated that he was unsure if the City would be barred from doing the work and still filing an action.

Mr. Perza expressed his opinion that Mr. Lynn's points were all accurate and important in that there may be liabilities that had not yet been resolved; however, the needs of the community were being balanced on a local level. The residents of Cannon Mill and other developments in the area did not care what was happening with the bond, knowing that winter was coming with snow, other complications related to the new high school in the area, and traffic and did not want to be "held hostage" in this matter. Mr. Perza stated that Utility Committee went out of its way to ensure that the City would not be left "holding the bag" if something went wrong. The motions coming out of the Committee were all contingent upon making sure that parties other than City of Dover taxpayers would be supplying the funds to correct the problem, which would be a short-term fix. Mr. Perza did not believe that moving forward would close the book on looking at some of the old lines of credit and banks who defaulted on obligations in order to help the local community; however, for purposes of assisting the local community, he felt that the City had an interest in wrapping up this situation. Mr. Perza was comfortable moving forward as long as the City taxpayers were protected and the City reserved the right to examine whether the City could effectively have the State taxpayers reimburse for this, which is where much of the money would come from. He also stated that he was willing to address the legal issues that Mr. Lynn had mentioned with counsel.

Mrs. Williams questioned whether the cost of litigation had been discussed with Mr. Pepper. Responding, Mr. Koenig stated that the cost of litigation had not been mentioned or determined; therefore, this had not been considered to be a deterrent to proceeding.

Responding to Mr. Bonar regarding whether the funds that were expected from legislators were Community Transportation Funds, Mr. Koenig stated that there were several sources of funding, including approximately $320,000 in CTF funds, management fees associated with called letters of credit from other developments, and some partial letters of credit for Phases III and IV that the City did not have previously from both Artisan's Bank (commitment letter) and from developer Tony Ashburn for some lots in Phase III or IV, noting that the banks had acquired these lots and were attempting to develop them now.

Responding to Mr. Bonar's concerns regarding the expected time frame for completion of the project in view of the impending winter, Mr. Koenig stated that he was hopeful that George & Lynch, Inc. could mobilize quickly and staff had been talking to them about beginning immediately; therefore, it was expected that at least a portion of the work would be completed before winter sets in.

Mrs. Williams moved to award a unit price contract, based on Bid #15-001PW, for the Village of Cannon Mill Paving Improvement Project to George & Lynch, Inc. The Public Works Director may add or delete from the contract, up to 35% based on available funding throughout the contract period and inform the City Manager of such additions and deletions. All work will be paid for at the unit prices bid for work completed and accepted by the City of Dover. Work to be authorized will not exceed available funding. The motion was seconded by Mr. Dixon and unanimously carried (Hare absent).

Mr. Lynn moved to seek compensation from the First National Bank of Wyoming or its successors in interest relative to the letter of credit that they issued on this project, seconded by Mrs. Williams.

Mr. Perza questioned whether it was the intent to defer to legal counsel on this matter or whether Council was directing legal counsel to do this.

Mr. Lynn stated his understanding that counsel had previously been directed to do so.

The motion to seek compensation from the First National Bank of Wyoming or its successors in interest relative to the letter of credit that they issued on this project was carried by a roll call vote of seven (7) yes (Anderson, Dixon, Lynn, Slavin, Williams, Hutchison, and Bonar), one (1) no (Perza), and one (1) absent (Hare).

Mr. Perza stated his opinion that Council had the right to do this whether Council voted to do so or not.

EVALUATION OF BIDS - ARC-RATED FLAME RESISTANT CLOTHING PROGRAM

Members were advised that, in accordance with the International Brotherhood of Electrical Workers (IBEW) Local 1238 contract, the City agreed to set up a vendor which would allow the employee to purchase clothing directly from the vendor and the City would set up an allotment for each employee. The allotment for FY 15 is $1,200 and the contract covers 29 staff members; therefore, the contract total for FY2015 is $34,800.

Mr. Scott Koenig, City Manager, reminded members that when the City brought forward the IBEW contract many months ago, there was a discussion about clothing in the contract and the City and the union wished to improve the quality of the clothing, provide options for various clothing that was not in the old bid, and re-bid the services. Over the last few months, members from the IBEW, Electric Department management, and staff from the Finance Department and Procurement Division had met and prepared a Request for Proposals (RFP) for flame retardant clothing for Electric Department employees that was put into a bid package.

Proposals were received from five (5) potential vendors; however, four (4) were rejected due to the vendors not meeting the minimum requirements set forth in the RFP. The remaining proposal was evaluated using the following minimum requirements: Sizing, delivering, returning/exchanging, purchasing/selling, and repairing flame retardant clothing. Upon review it was determined that Tyndale Company, Inc. was the only qualified vendor. The main requirement that was not met by the four (4) disqualified vendors was that they did not offer repairs to their garments if needed. The duration of the contract would be for one (1) year, with four (4) one-year extensions allowed at the option of the City dependent upon satisfactory performance. It was noted that Tyndale may have a price escalation based on price increases from the supplier, not to exceed 4% annually with supporting documentation.

Staff recommended awarding the contract for ARC-rated flame resistant clothing to Tyndale Company, Inc. It was believed, in the long run, that this would be a cost-savings measure based on original proposals from the union. Although there would be a set-up cost in the first year, in subsequent years a cost savings would be realized. The recommendation was based on a performance specification rather than on a low bid, which was a different direction for the City for a clothing contract; however, staff was comfortable with the proposal and the union was also in favor of it.

Mrs. Williams noted the accident that occurred several years ago involving Electric Department staff which resulted in many issues; however, the personnel from the City were not wearing fire protective equipment. She questioned if the proposed contract would enhance the probability that employees would wear the proper equipment. Responding, Mr. Koenig stated that additional safety inspection measures had been put in place since the accident occurred. He noted that many employees saw the result of that accident and recognized this type of accident as being a very real possibility, which helped to improve safety. In addition, staff would be more willing to wear certain items provided through this proposal because they were more customized. Mr. Koenig felt that safety had improved for many different reasons and the contract being brought forward was an additional reason why this problem should never occur again.

Mr. Perza noted that the requirement that the provider be able to take back damaged clothing had disqualified the other four bids and questioned how much extra this would cost and how often this occurs. Responding, Mr. Koenig stated that if a garment is damaged, the other vendors would want the City to purchase a new garment, whereas this vendor, assuming that it could be done under the safety code, would repair the garment. He was unable to quantify the frequency of this occurring; however, he did not feel that the cost proposal was extravagantly higher than the current cost.

Mr. Slavin moved to award the contract for ARC-rated flame resistant clothing to Tyndale Company, Inc., seconded by Mr. Hutchison and carried by a unanimous roll call vote (Hare absent).

FIRST READING - PROPOSED ORDINANCE #2014-22

Council President Bonar reminded the public that copies of the proposed ordinance are available at the entrance of the Council Chambers or can be obtained from the City Clerk's Office. Final action by Council on the proposed ordinances will take place during the Council Meeting of October 27, 2014.

Mrs. Donna Mitchell, Controller/Treasurer, advised members that the purpose of Proposed Ordinance #2014-22 was to adjust the budgets for the projects that were not completed during FY 2014. Budget balances had been calculated, and the ordinance would adjust the FY 2015 budget to bring those budget balances forward so that the projects could be completed with the budget in place.

Responding to Mr. Anderson regarding the $104,000 transfer from the Parkland Reserve Fund, Mrs. Mitchell stated that she was unsure of the details of the transfer but offered to provide this information at a later date. *[City Clerk's Office Note: Subsequent to the meeting, Mrs. Mitchell advised members that the transfer from the Parkland Reserve of $104,000 was to carry forward $65,000 for the John W. Pitts Recreation Center HVAC project from FY 14 plus an additional $39,000 that was approved by Council in FY 14 after the project was re-bid to include both labor and equipment.]*

In accordance with Section 1-9 of the Dover Code, Council acknowledged the First Reading of the Ordinance Amendment as read by the City Clerk, by title only, as follows:

PROPOSED ORDINANCE #2014-22 - BUDGET AMENDMENT RELATED TO CAPITAL INVESTMENT PLAN - FISCAL YEAR 2014 (FY14) CARRY-FORWARD BALANCES

COUNCIL MEMBERS' ANNOUNCEMENTS

Mr. Hutchison stated that he attended the Dover Police Department promotion ceremony during the previous week and noted that they should all be very proud of the men and women of the Police Department, both active duty and civilian. He stated that Mr. Mark Hall, Deputy Fire Chief and full-time 911 Dispatcher, was recognized as outstanding employee of the year. Mr. Hutchison recognized and congratulated Mr. Hall for his achievements, noting that he had gone well beyond the call of duty.

Mr. Anderson advised that October 2014 was designated as Domestic Violence Awareness Month and thanked those who volunteer in the City and Kent County to help women, men, and children who are victims of domestic violence. He encouraged these individuals to continue to do their good work and encouraged all to support them.

Mr. Dixon moved for adjournment, seconded by Mr. Anderson and unanimously carried.

Meeting adjourned at 9:05 P.M.

TRACI A. McDOWELL
CITY CLERK

All orders, ordinances, and resolutions adopted by City Council during their Regular Meeting of October 13, 2014, are hereby approved.

ROBIN R. CHRISTIANSEN
MAYOR

/TM
S:\AGENDAS-MINUTES-PACKETS-PRESENTATIONS-ATT&EXH\Council-Minutes\2014\10-13-2014.wpd

Exhibits
Exhibit #1 - Delaware Downtown Development Districts - Application Process for Designation as a District
Exhibit #2 - City of Dover Human Relations Commission Strategic Plan 2015-2018

OSPC
Delaware
Office of State Planning Coordination

Delaware Downtown Development Districts

Application Process for Designation as a District

EXHIBIT #1
Regular City Council Meeting of 10/13/2014

Downtown Development Districts Act

- Governor proposed in State of the State – Jan. 2013
- Senate Bill 191 – Introduced Apr. 2013
- Prime sponsors: Sens. Henry, Bushweller, Marshall; Reps. Keeley, Bolden, D. Scott
- What the DDD Act did:
  - Authorized creation of Districts
  - Laid out the application process
  - Authorized DSHA to issue DDD Grants, subject to annual funding

Dual Purposes of DDD Program

1. Housing & Community Development:

Help build stable community of long-term residents in Districts and neighborhoods

- Improve housing for persons of all incomes and backgrounds
- Increase homeownership
- Reduce number of vacant houses

Dual Purposes of DDD Program

2. Economic Development:

Improve commercial vitality of Districts and neighborhoods

- Stimulate job growth
- Help build diverse array of businesses
- Harness attraction of our downtowns

There are Three Processes

- Application for Designation as a District
  - OSPC Responsibility
  - Local Governments are applicants
  - CCSPI makes recommendations to Governor
  - Governor designates
- DDD Grants
  - DSHA responsibility
- Neighborhood Building Blocks
  - DEDO responsibility

Goals of Application Process

- Competitive process
- Realizes that all local jurisdictions are different, and will have different revitalization strategies and plans
- Flexibility in application to allow for creativity

Application for Designation

- Local governments must identify proposed Downtown Development Districts in accordance with the Act.
- Then they must complete the application
  - Size limits for Districts based on population
  - Application must include:
    - Need for District
    - District Plan
    - Local Incentives

Need for the District

- Applicant must describe the need for economic incentives that are available for the District.
- Need must be documented with relevant data and other methods
- Examples of data include:
  - Homeownership
  - Poverty
  - Vacancy Rates
  - Abandoned Buildings

Need for District

- What we are looking for:
  - Applicant must describe potential positive impacts if the District is designated
  - Greatest need based on data

District Plan

- A plan used to guide redevelopment activities and revitalization efforts in the District.
- A detailed strategy for the overall development of the District
- Must be consistent with certified comprehensive plan and the *State Strategies.*
- Must demonstrate coordination with other governmental, non-governmental or quasi-governmental entities.

District Plan

- We are looking for:
  - Overall Vision
  - Clarity of actions to be taken
  - Capacity and will to implement plan
- Any changes to plan must be reviewed by CCSPI
- District Designations may be rescinded if District Plan is not adhered to

Local Incentives

- Local Government must implement an incentive package as described in their application.
- Incentives may include such things as:
  - Reduction in fees or taxes
  - Special zoning
  - Regulatory reform
- Should be targeted to the proposed DDD

Local Incentives

- What we are looking for:
  - Incentives must be enacted within a reasonable time after DDD designation
- Any changes to the Incentive Package must be reviewed by the CCSPI
  - Failure to enact or adhere to the approved Incentive Package is grounds for the District to be rescinded

Geographic Extents of District

- Must make sense from and urban planning and revitalization perspective
- Must include a Central Business District (CBD)
- Geographic concentration of incentives is encouraged
- Different size limits based on the population of the local government

Central Business District (CBD)

- An area around the downtown portion of the city or town allowing for higher intensity residential uses as well as commercial, office, personal services, governmental and similar uses intended to serve the community and surrounding areas of the city or town.







What does a successful program look like?

1. *Inclusive:*
   - Large and small developers
   - Non-profit and for-profit businesses
   - Residents/homeowners

What does a successful program look like?

2. *Maximizes state resources ("multiplier effect"):*
   - Leverages private dollars
   - Concentrates benefits in small area
   - Meaningful local incentives
   - Shows commitment of local government, residents, and businesses

What does a successful program look like?

3. *Well- Coordinated:*

- User-friendly
- Cuts (or at least minimizes) red tape
- Clear lines of authority
- Accountable
- Measurable

Next Steps

- Applications are received on or before Nov. 1
- OSCP Staff Review: Nov. / Dec.
- Cabinet Committee on State Planning Issues Meeting: Dec. / Jan.
- Governor Designates Districts: Jan. / Feb.
- All dates after Nov. 1 are tentative and subject to change

Thank You!

- See our website for more information:

  http://stateplanning.delaware.gov/ddd/

City of Dover Human Relations Commission Strategic Plan 2015-2018

I. INTRODUCTION

The establishment, purpose, powers and duties of the City of Dover Human Relations Commission (hereinafter, "the Commission") are provided for in Part II of the Dover, Delaware Code of Ordinances, Chapter 58-Human Relations Article II Human Relations Commission.

Broadly representative of racial, religious, gender and ethnic groups residing in Dover the nine volunteer members of the Commission are all residents of the City of Dover. They are appointed by the president of the Dover City Council, based upon recommendations from and subject to confirmation by the Council.

The Commission has begun a strategic planning process to better define its strategy, focus, and direction over the next three years: 2015-2018.

In developing the first phase of this planning process the Commission has organized its three-year long- term strategic objectives around the components of its mission and its commitment to competency, transparency, and public accountability.

II. MISSION

Committed to a philosophy of inclusion, intergroup cooperation and fair treatment, the City of Dover Human Relations Commission works to ensure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversity[i], inclusion[ii] and cultural competency[iii] in its organization and services.

Additionally, by involving all segments of the community, the Commission promotes an understanding and appreciation of the benefits of diversity, inclusion, and positive intergroup relations among residents of varying backgrounds in the city; and, advocates for an environment of fairness and respect.

The Commission works with the City Council and the City Administration and other community organizations to strengthen inter-group relationships and to eliminate discrimination; and, to anticipate, prepare for and resolve incidents of intergroup conflicts and disputes within the city.

III. VISION

The Commission's vision is a city whose government, organizations, groups and individual citizens value diversity, inclusion, respect and trust.

IV. LONG-TERM OBJECTIVES

Mission component:

A. Work to ensure that the City of Dover has and utilizes policies, programs, ordinances, organizational practices, specialized resources and appropriately trained employees to support diversity, inclusiveness and cultural competency in its organization and services.

Long-term Objectives

A.1 In cooperation with the City of Dover Manager and its Human Resources Department evaluate the current "state and climate of diversity and inclusion" and cultural competency within Dover's government organization, services and vendor relationships; and, make recommendations to the City Manager and the Dover City Council which identify policies and best organizational practices which support diversity, inclusion and cultural competency within city government, its services; and, vendor relationships.

A.2 Building on its partnership with the Dover Police Department, identify additional human relations approaches and lessons that can be integrated into the Dover Police Department's ongoing Community Relations strategy.

Mission Component:

B. By involving all segments of the community, the Commission promotes an understanding and appreciation of the benefits of diversity, inclusion, and positive intergroup relations among residents of varying backgrounds in the city; and, advocates for an environment of fairness and respect.

Long-term Objectives

B.1 Assess how the community of Dover is organized and identify organizations, churches, fraternities, sororities and other organizations with whom the DHRC should establish partnerships; and, to enter into agreements with these organizations to more effectively carry out its mission.

B.2 Provide a report to the Dover City Council and to the public which analyzes the current "state and climate of diversity and inclusion" and cultural competency within the Dover community and makes recommendations for programs, policies and practices that support diversity, inclusion and cultural competency.

B.3 Identify, support and participate in programs and events within the city of Dover which celebrate its diversity or promote greater understanding of the issues, concerns and needs of our diverse population. (e.g., the African American and Hispanic Festivals and the Dover Public Library's Created Equal Project)

B.4 Create and implement an external education process and program that provides the pubic with a better understanding of diversity, inclusion; and, human relations issues; and, conflict management; and, that develops skills in effectively fostering greater understanding, inclusion and fairness in the city.

Mission Component

C. Works with the City Council and the City Administration and other community organizations to strengthen inter-group relationships and to eliminate discrimination; and, to anticipate, prepare for and resolve incidents of intergroup conflicts and disputes within the city

Long-term Objectives

C.1 Define when a diversity, inclusion and or a human relations issue[iv] exists and specify the types of these issues that will be accepted by the Commission; and, identify and implement a process for receiving and responding to such issues by taking action to correct or improve the situation.

C.2 Develop an understanding with the State Human Relations Commission that will delineate the roles and procedures of the two Commissions in the solution of alleged discrimination complaints which fall within the jurisdiction of the State Human Relations Commission and identify and maintain specific ways the two Commissions will work together.

C.3 Review the City of Dover's Code of Ordinances and make recommendations to the Dover City Council that will improve the city's efforts to eliminate discriminatory behavior.

C.4 In cooperation and partnership with city officials, law enforcement, clergy, community organizations and public and private mediation services, assist in developing plans for monitoring sources of intergroup conflict and for responding to and managing community conflicts and disruptions in Dover; and, participate in managing community conflicts in accordance with these plans.

COMPETENCY TRANSPARENCY and ACCOUNTABILITY

D. The Commission is committed to acting with a high degree of competency, and transparency and accountability both to the Dover City Council and to the community.

Long-term Objectives

D.1 Regularly provide an update on the Commission's activities, progress and accomplishments to the Dover City Council; and, provide opportunities for the Council to review and affirm the Commission's Strategic Plan, including a process which encourages Council members to identify specific diversity, inclusion and human relations issues that may be particularly critical or relevant within each City Council District.

D.2 Improve community awareness of the Commission and a better understanding of its role by developing, implementing; and, maintaining a comprehensive communications plan which creates a process for routine communications to the community, including supporting policies and procedures for managing communications and for using supporting tools, such as, a web-based hub of information and resources.

D.3 Create and implement an internal education process and program that provides the Dover City Council, the City Administration and the members of the Commission with a better understanding of diversity, inclusion; and, human relations issues; and, conflict management; and, that strengthens their skills in effectively fostering greater understanding, inclusion and fairness in the city.

D.4 Provide due notice and access to the public by conducting all meetings in accordance with the Delaware Freedom of Information Act (FOIA) and City of Dover procedures.

D.5 Identify and seek funding from other governmental, philanthropic or private organizations to more effectively carry out its responsibilities.

V. IMPLEMENTATION AND ORGANIZATIONAL STRUCTURE

Once the Commission adopts these proposed long-term strategic objectives the Commission will develop and implement specific work plans for each long-term strategic objective within the assigned year or years. These work plans will include short-term goals/priorities/initiatives with specific performance measures and action items to be accomplished within shorter time periods.

The Dover Code of Ordinances centralizes decision making at the Commission level. However, it is suggested that a functional committee structure be utilized to move these long-term strategic objections into actual performance.

Each of these Committees shall consist of at least three members of the DHRC and may include outside advisors, citizens, and City staff members to more effectively develop and execute the work plans. Individual Commissioners may serve on one or more Committees.

These functional Committees are advisory, not decision-making. They are transparent and accountable to the Commission and the community at large. They will meet on a regular basis to develop, implement and monitor work plans for the specific long-term strategic objectives assigned to the committee. Their work plans will be presented to and adopted by the full Commission prior to implementation.

The Commission may assign one or more long term strategic objectives to the Commission "acting as a whole".

Additionally, in order to respond to an emergent human relations issue that may not be identified in this plan, the Commission may from time to time create an additional functional committee. Such committees are intended to convene, and make recommendations for action to the full Commission; and, then disband when they are no longer relevant or needed.

Based on the set of proposed long-term objectives identified in this strategic plan, it is suggested that the following functional committees be established:

Government Policy, Programs, and Practices Committee—to develop, implement and monitor work plans for Objectives A.1, A.2, C-3 and C.4

Community Engagement Committee—to develop, implement and monitor work plans for Objectives: B.1, B.2 and B.3.

Education Committee—to develop and implement plans for Objectives: B.4, D.3.

Communications Committee—to develop, implement and monitor work plans for Objectives D.1, and D.2.

The Commission as a "whole" to develop implement and monitor work plans for Objectives: C.1, C.2, D.4 and D.5.

Actions History

10/13/2014 - Approved by City Council
09/23/2014 - Introduced at Dover Human Relations Commission
09/08/2014 - Draft prepared by Eugene B. Ruane, City of Dover Human Relations Commissioner

[i] It is critical that the Commission agree on a definition of **diversity**. Howard J. Ross, one of the nation's recognized leaders on diversity and organizational change notes that "diversity has generally represented an acceptance of difference, a lack of discrimination due to difference, and a presence of different kinds of people in organizations". However, he argues that in this narrow view, diversity "has been related to as a means to erase or fix problems" rather than as a "way to create a new future vision". The focus of this limited understanding is "the level of challenges (or "illness")" that some people face: "bias, discrimination, lack of access, oppression, physical and emotional violence, and soon." The response was then on "passing laws and then instituting compliance measures to make it illegal to continue these practices." The goal was to "create a

state of social diversity, where people were not denied their rights, were more appropriately represented in organizations, and were not actively discriminated against." He calls this approach "the health-care metaphor" focused on efforts to "create organizations in which people are no longer "sick". (Howard J. Ross, ReInventing Diversity Transforming Organizational Community to Strengthen People, Purpose, and Performance (Lanham, Maryland : Rowman & Littlefield Publishers, Inc. 2011, page 33)

Mr. Ross promotes a broader understanding that goes beyond simply prohibiting discrimination and getting people in the door. He states that a diversity focus or program "means creating opportunities for people to be a part of the fundamental fabric of the way the organization functions---decision-making, responsibility, leadership—and then creating organizations that are culturally competent, culturally intelligent, and culturally flexible." We have to "really develop a sense of inclusion" and "a certain level of competence in understanding the needs of various people we are working with and serving". This requires a "systematic approach to incorporating an awareness of diversity and skills related to diversity into everything an organization does." (Ibid. 34)

(Author's Comment: A brief internet search of diversity programs has revealed that many organizations have adopted the broader approach that Mr. Ross has formulated. These programs reframe the conversation to focus on fair treatment and respect, and away from discrimination and "protected classes". An example from CUNY Queensborough Community College in New York City is attached. See: Definition for Diversity in Exhibit 1.)

[ii] **Inclusion** "is not simply a function of how fully involved people are in the structures of their organizations and societies". It is "a function of connection". "It is the ability of people to feel integrated into the cultural dynamics, leadership, and decision-making structures of the organization". (Ibid., 38)

[iii] **Cultural competency** is "the organizational ability to have and utilize the policies, appropriately trained and skilled employees, and specialized resources to systematically anticipate, recognize, and respond to the varying expectations (language, cultural, and religious) of customers, clients, patients, and co-workers of diverse backgrounds." It requires a certain amount of "**cultural intelligence**" in that "people need to have knowledge of both distinctions of culture and of the specific traits of different cultures". It requires a certain amount of "**cultural humility** "in that we need to be able to recognize that our cultural models may simply be different from , rather than better than, those of other people." And, "people also require a degree of "**cultural flexibility**" "to facilitate interaction with others on their own terms." (Ibid. 38)

[iv] Queensborough Community College in New York has included a description of when "a diversity issue exists" in its Definition for Diversity. See Exhibit 1.)

Definition for Diversity

The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual.

Diversity is a reality created by individuals and groups from a broad spectrum of demographic and philosophical differences. It is extremely important to support and protect diversity because by valuing individuals and groups free from prejudice, and by fostering a climate where equity and mutual respect are intrinsic.

"Diversity" means more than just acknowledging and/or tolerating difference. Diversity is a set of conscious practices that involve:

- Understanding and appreciating interdependence of humanity, cultures, and the natural environment.
- Practicing mutual respect for qualities and experiences that are different from our own.
- Understanding that diversity includes not only ways of being but also ways of knowing;
- Recognizing that personal, cultural and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others;
- Building alliances across differences so that we can work together to eradicate all forms of discrimination.
-

Diversity includes, therefore, knowing how to relate to those qualities and conditions that are different from our own and outside the groups to which we belong, yet are present in other individuals and groups. These include but are not limited to age, ethnicity, class, gender, physical abilities/qualities, race, sexual orientation, as well as religious status, gender expression, educational background, geographical location, income, marital status, parental status, and work experiences. Finally, we acknowledge that categories of difference are not always fixed but also can be fluid, we respect individual rights to self-identification, and we recognize that no one culture is intrinsically superior to another.

A diversity issue exists when

An issue (policy or business practice - formal, informal, internal, or external) has a different **impact** on a particular group (i.e., impact on men vs. women, black vs. white, American vs. foreign, urban vs. rural, married vs. single, etc.)

Exhibit 1 City of Dover Human Relations Strategic Plan 2015-2018 Definition for Diversity CUNY Queensborough in New York City

It **happens more frequently** to a particular group (i.e., different groups may have dramatically different "numbers" - turnover, terminations, promotions, discipline, few or no role models, etc.) It is **more difficult for one group to overcome** (i.e., upward mobility for a particular group within an organization - "glass ceilings")

A diversity issue exists where the policy or business practice has an impact exclusive of difference (not inclusive of difference). Is there a trend or pattern (intentional or unintentional)?

Having a diversity issue is not necessarily a bad thing. Doing nothing about it given you have knowledge of the issue is where organizations go wrong (negligence). Being in denial about these issues do not make them go away. Ignorance is not bliss inside or outside the courtroom. The real question is why do we have this issue and can we take action to correct it or improve the situation.

Source: http://www.qcc.cuny.edu/diversity/definition.html Queensborurgh Community College in New York CUNY

CERTIFICATE OF CONGRATULATIONS

In 1964, Kraft Foods opened its Dover plant and began producing a variety of popular household products, such as Jell-O, Kool-Aid, Stove Top Stuffing, and Shake 'N Bake, for national and international distribution. Over the years, Kraft Foods has become a cornerstone of our community, and on September 20, 2014, Kraft Foods celebrated its 50th anniversary of production in the City of Dover.

Kraft Foods is the third largest employer in the Dover area, employing approximately 550 employees. Its economic impact to the area has been estimated at a minimum of $45 million annually in payroll, utilities, taxes, and local goods and services. Kraft Foods has also received multiple awards, including the 2013 Capital School District Partner of the Year Award, 2010 Delaware Department of Labor Veteran's Hiring Award, 2010 Kraft Award for Safety Excellence, and 2009 Kraft Award for Environmental Excellence.

Kraft Foods has invested in our community by supporting local organizations and events, such as the Special Olympics, African American Festival, Big Brothers Big Sisters of Delaware, and the American Heart Walk. It has shown its commitment to fighting hunger and promoting healthy lifestyles by donating a Kraft Mobile Food Pantry to the Food Bank of Delaware and sponsoring the building of a KaBOOM! playground in Dover in 2010.

THE MAYOR AND COUNCIL OF THE CITY OF DOVER, DELAWARE,

Congratulate

Kraft Foods on its 50th Anniversary

October 27, 2014

ROBIN R. CHRISTIANSEN
MAYOR

DAVID L. BONAR
COUNCIL PRESIDENT

CITY OF DOVER PROPOSED ORDINANCE #2014-18 WITH STAFF AMENDMENT #1 (SA#1)
(Staff Amendment #1 Indicated in Green Text)

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

That Appendix B - Zoning, Article 3 - District Regulations, Section 24 - Planned Neighborhood Design Option (PND), Subsection 24.62 - Buffers, of the Dover Code be amended by deleting it in its entirety and re-designating the remaining Subsections accordingly.

BE IT FURTHER ORDAINED

That Appendix B - Zoning, Article 4 - Zoning Bulk and Parking Regulations, Section 4.10 of the Dover Code be amended by striking the text indicated in red, strikeout and inserting the bold, blue text, as follows:

Section 4.10. R-20, R-15, R-10, R-8, RM-1, RM-2 planned neighborhood design option and recreation and open space zone (ROS).

Bulk and parking standards for PND within the following zones: R-20, R-15, R-10, R-8, RM-1, RM-2, as well as Bulk and Parking Standards for the ROS zone are as follows:

	One-Family Detached Dwellings	One-Family Lot Line Dwellings	Duplex Dwellings	Multiplex Dwellings
Minimum requirements per dwelling unit:				
Lot area (sq. ft.)	7,500	6,000	4,500	4,000
Lot width (ft.)	70	65	40	
Lot depth (ft.)	100	90	100	
Off-street parking spaces	2	2	2	2
Minimum requirements per building:				
Front yard (ft.)	~~25~~ ***15***	20	~~25~~ ***15***	30
Minimum side yard (ft.)	8	—	—	10
Total side yards (ft.)	20	30	10	30
Rear yard (ft.)	~~30~~ ***20***	40	~~30~~ ***20***	20
Lot width (ft.)				80
Lot depth (ft.)				80
Maximum permitted:				
Building height				
Stories	2½	2	2½	3
Feet	35	24	35	35
Lot coverage	40%	45%	45%	50%
Number of dwelling units per building	1	1	2	5

BE IT FURTHER ORDAINED

That Appendix B - Zoning, Article 4 - Zoning Bulk and Parking Regulations, Subsection 4.11 of the Dover Code be amended by striking the text indicated in red, strikeout and inserting the bold, blue text, as follows:

Section 4.11. R-20, R-15, R-10, R-8, RM-1, RM-2 planned neighborhood design option and recreation and open space zone (ROS).

Bulk and parking standards for PND within the following zones: R-20, R-15, R-10, R-8, RM-1 and RM-2, as well as Bulk and Parking Standards for the ROS zone are as follows:

	Patio Houses	Townhouses	Garden Apts.
Minimum requirements per dwelling unit:			
Minimum average lot area (sq. ft.)	3,500	2,200	1,800
Minimum lot area (sq. ft.)	3,000	2,000	1,800
Lot width (ft.)	40	22	
Lot depth (ft.)	70	80	
Off-street parking spaces	2	2	2
Minimum requirements per building:			
Lot area			1 acre
Lot width (ft.)			100
Lot depth (ft.)			125
Building setback			
From street (ft.)	15	~~30~~ *20*	50
From property line (ft.)	—	~~20~~ *10*	50
Building spacing	—	30	50
Patio area	60%		
Patio dimension (ft.)	20		
Maximum permitted:			
Building height			
Feet	24	35	35
Stories	2	3	2
Lot coverage	60%	75%	60%
Average No. of dwelling units per building	1	8	24

BE IT FURTHER ORDAINED

That the provisions of this ordinance shall be retroactive to developments previously approved by the Planning Commission that utilize the Planned Neighborhood Design Option (PND) provisions of Section 24.

ADOPTED: *

S:\ORDINANCES\2014\DRAFT\Ordinance #2014-18 w SA#1 Amending Appendix B - Zoning - PND-Final Reading-Rev. 10-20-2014.wpd

SYNOPSIS

The proposed ordinance amends the Planned Neighborhood Design to eliminate the 40-foot buffer around the perimeter of the development and to reduce the front and rear setbacks. The amendment also provides for retroactivity of the new provisions to previously approved developments.

(SPONSORS: HUTCHISON, WILLIAMS, AND TOWNSHEND)

Actions History

10/27/2014 - Public Hearing/Final Reading Scheduled at City Council
10/13/2014 - Public Hearing/Final Reading Deferred Until October 27, 2014
08/25/2014 - First Reading Held at City Council
08/11/2014 - Introduced at Parks, Recreation, and Community Enhancement Committee

ACTION FORM

PROCEEDING: City Council

DEPARTMENT OF ORIGIN: Planning & Inspections **DATE SUBMITTED**: October 17, 2014

PREPARED BY: Tim Taraila, Code Enforcement Supervisor; Ann Marie Townshend, AICP, Director of Planning and Community Development

SUBJECT: 1370 College Rd, Dover, Delaware – Violation of Dangerous Building Ordinance

REFERENCE:Chapter 22, Article XI – Dangerous Buildings, Sec. 22-385 - Hearing before Council and Chapter 22, Article XI - Dangerous Buildings Case # 14-3147 & 13-3566

RELATED PROJECT: N/A

APPROVALS: N/A

EXHIBITS: PowerPoint Presentation and File Photos to be presented at the Council meeting.

EXPENDITURE REQUIRED: Preliminary estimate is $10,000-$15,000.

AMOUNT BUDGETED: $150,000 Budgeted for all demolitions Citywide in the FY-2015 Budget; As of October 17, 2014, there is $116,422.64 remaining in the line item.

FUNDING SOURCE (Dept./Page in CIP & Budget): 110-1600-534-30-33.

TIMETABLE:As soon as possible.

RECOMMENDED ACTION:

1. Declare this building and all accessory structures on this property dangerous.
2. Order the property to be repaired or demolished by **November 27, 2014** by the owner or equity owner at their own risk.
3. Order the Building Inspector to cause the demolition of the structures if not completed by the owner **within 10 days of the date established by City Council**.
4. Order the City Manager with the assistance of the City Solicitor to cause the cost of demolition to be charged against the land on which the building exists as a municipal lien or cause such cost to be added to the tax duplicate as an assessment, or to be levied as a special tax, or to be recovered in a suit at law against the owner.

BACKGROUND AND ANALYSIS

The property is owned by Sarah E. Jones. The property is a two-story wood-framed single family home. The structure was registered as a vacant building on November 8, 2013. On May 8, 2014 the property was found to be unsecured with numerous exterior and interior code violations. The owners were ordered to secure the property and compliance was made on May 27, 2014. On August 18, 2014, after several re-inspections of the property, with no corrections to the code violations being made, the structure was condemned as unfit for human occupancy. Currently the structure is still unoccupied, with no active utility services and in a serious state of disrepair.

PARKS, RECREATION, AND COMMUNITY ENHANCEMENT COMMITTEE

The Parks, Recreation, and Community Enhancement Committee Meeting was held on October 13, 2014, at 3:30 p.m. with Chairman Dixon presiding. Members present were Mr. Hutchison, Mr. Anderson (arrived at 3:45 p.m.), Mr. Caldwell, and Mrs. Horsey. Mayor Christiansen was also present.

AGENDA ADDITIONS/DELETIONS

Chairman Dixon requested that item #3, Update - Recreation Needs Assessment, be moved to be considered as item #1, with items #1 and #2 becoming items #2 and #3 respectively.

Mr. Hutchison moved for approval of the agenda, as amended, seconded by Mrs. Horsey and unanimously carried.

Update - Recreation Needs Assessment

Mrs. Ann Marie Townshend, Director of Planning and Community Development, provided members with the displays that were utilized during the public workshops. She advised members that three (3) public workshops were held for the Recreation Needs Assessment and that, although no one attended the first two (2) workshops, the third workshop was well attended.

Mrs. Townshend reviewed the map on display that depicted the walk and bicycle zones in the larger parks and noted that the majority of the residential areas in the City of Dover, there are recreational resources situated in close proximity to residents. She reminded members that a survey was conducted and that to date, there have been 429 responses. She stated that Wednesday, October 15, 2014, is the last day the survey will be available for the public at which time, staff will gather the data from the survey and then develop recommendations based on that data.

Mrs. Townshend stated it is her hope to have a solid draft in December to be presented to the Committee and that additional workshops be held in early January to allow for public feedback and then in February/March a final recommendation be presented for adoption.

Mrs. Townshend relayed appreciation for the work provided by Ms. Carolyn Courtney, noting that she has been responsible for much of the work involved with his project, including all public relations, completion of survey, etc.

Responding to Mr. Hutchison, Mrs. Townshend stated that the survey data will be combed through to determine those responses submitted by City of Dover residents and those who reside outside of the City limits. Mr. Hutchison requested that Staff provide a comprehensive breakdown of all recreation provided to include what is provided by the State of Delaware (in Kent County), Kent County, Boys and Girls Club, local churches, schools, etc.

Benchmarks Established for the Economic Development Office

Mr. Bill Neaton, Economic Development Director, reviewed the benchmarks and results that were established for the Economic Development Office, which includes the Downtown Dover Partnership (DDP), Downtown Dover Business Growth, and City-Wide Economic Development.

Mr. Neaton announced that he was just recently elected the Executive Director of the DDP. At his request, Mr. Ed Perez, Downtown Coordinator, reviewed the benchmarks related to the DDP. Referring to the number of new businesses in the downtown target area, he noted that the report reflects four (4) new businesses; however, since its printing, there have been two (2) additional new businesses for a total of six (6) and eight (8) new jobs. Of the six (6) new businesses, four (4) are minority/women owned businesses.

Mr. Perez referred to the strategic objective: Advance Initiatives of the Downtown Dover Partnership - Develop a recruitment strategy to attract new business to downtown with the assistance of the Recruitment Subcommittee of the Economic Development Committee. He stated that although this is an ongoing project, the DDP is a part of the Kent County "Open for Business", which is a group of economic development network partners, such as the Small Business Administration, DDP, Economic Development Office, USDA, Delaware State University, Del Tech, Kent County Executive Director, Score, etc., with the Chamber of Commerce serving as the lead. This project gives an opportunity for individuals wishing to establish a business, to seek resources at a "one-stop shop". To date, there have been 12 inquiries regarding a desire to open small businesses. He explained that although this does not necessarily mean that there will be 12 additional businesses, it does mean that meetings were held with 12 individuals who have a concept, and are either looking for space, financing, technical assistance in putting their business together, etc. In addition, he stated that the DDP is a part of the Kent County Network Group that established the Annual Summit.

Mr. Perez stated that the DDP continues to update the marketing brochure which includes a current vacant property list and a map of the downtown district and is made available on the DDP Website. Mr. Neaton advised members that recently, he and the Mayor met with individuals interested in property in the downtown area. He had requested that the vacant property list be updated and was pleasantly surprised that there were only a few store fronts that remain available, noting that downtown Dover is beginning to revitalize. It was his feeling that this is the result of a very active Merchants Committee that is a part of the DDP.

As a part of DDP's support to NCALL, Mr. Perez assured members that information and support is continuously being provided to NCALL for the "Restoring Central Dover" initiative. The DDP is currently involved with the Positive Outcome and Strong Community Subcommittees and just completed the final phase of the plan that will be reviewed and submitted for a grant.

Responding to Mr. Hutchison's question to Mr. Perez regarding the Loockerman Exchange and the old Library location, Mayor Christiansen stated that there are two (2) possibilities for the use of the Loockerman Exchange, one (1) of which is contingent upon the State of Delaware awarding grant money to Main Street and the other is the development of upscale student housing, explaining that the owner of that property has met with individuals who are interested in such a concept.

In response to Mr. Hutchison regarding E-Z Pass, Mr. Neaton stated that he is in contact with Ms. Susan Forrester-Coates who is the TransCore Manager for E-Z Pass and reported that E-Z Pass is pleased with their facility in the downtown area. He noted that there are 85 employees and that there have been no parking problems. He noted that they have relayed some security concerns; however, he assured members that he, along with the Mayor and Police Chief, will be meeting with Ms. Forester-Coats to resolve these issues. Mr. Perez advised members that since E-Z Pass moved to downtown, other businesses have seen a spike in their sales volume.

Mr. Caldwell relayed his pleasure with the business growth that has occurred in the downtown area over the past year and hopes that these efforts will continue in the future.

In response to Mr. Anderson regarding the 2013-2014 results in the number of businesses opened in the Downtown Target Area, Mr. Perez explained that there were 15 new businesses that were open last year and that 24 jobs were created. Of those businesses, six (6) were minority owned and 11 were women owned, and seven (7) were of the service category, three (3) were of the retail category, and one (1) restaurant. During this same reporting period, he stated that there were ten (10) businesses that closed, which resulted in a net of five (5) additional businesses in the downtown target area. He explained that of those ten (10) businesses, there were over 27 employees and that some of these businesses were in operation for over 20 years (Simons, Delaware Made, Dreamer's Gallery, and Smither's).

Mr. Neaton advised members that at the request of Mr. Hutchison, the Economic Development Office created a Development Incentives Awarded Report ***(Attachment #1)***. He stated that over the last five (5) years, there have been 45 incentive packages were issued varying from facade grants to tax abatements to impact fee waivers, etc. He noted that there was concern that incentive packages were being provided and then the business would close and there would be no return to the City for providing the incentives. As reflected in the report, he stated that none of those businesses that were provided an incentive have closed, which is an indication that the incentive packages are working as planned and as such, he urged their continuation.

Review of Draft Downtown Development District Application and Proposed Resolution No. 2014-13 in Support of Application for Designation as a Downtown Development District

Mrs. Ann Marie Townshend, Director of Planning and Community Development, advised members that the Delaware General Assembly enacted the Downtown Development District Act in June 2014. She explained that under this law, the Governor will designate three (3) Downtown Development Districts in the first round of designations, one (1) from each county. Development projects within designated Districts will be eligible for a 20% rebate for project costs over $25,000. She noted that the City of Dover is well positioned to submit a successful application for Downtown Development District designation, since the City has several redevelopment incentives in place. In addition, the City has two (2) master plan documents: *The Dover Transit Center Neighborhood Plan and Design Book; and Restoring Central Dover*, that complement each other in support of revitalizing the downtown.

Mrs. Townshend reminded members that staff had previously submitted the proposed District boundary and some proposed incentives that would be enacted if the City is designated as a Downtown Development District. She noted that the Downtown Development District application is due on November 1, 2014 and that although a draft application was provided to members for their review, staff will continue to refine the application prior to its presentation to City Council for approval during their Regular Meeting of October 27, 2014.

Mrs. Townshend explained that there are three (3) components of the application for designation as a District, as follows: 1) the need and impact of the District designation, accounting for 50% of the consideration given to scoring each application; 2) the quality of the District Plan, accounting for 30% of the consideration given to scoring each application; and 3) the quality of the local incentives offered, accounting for 20% of the consideration given to scoring each application.

Mrs. Townshend briefly reviewed the application as well as the numerous attachments that will be submitted. She distributed Attachment #2 of the application - Documentation of Need and Impact (Photographs) ***(Attachment #2)*** which was not included in the packet submitted to the committee, which will also be made a part of the Downtown Development District Application. Although Attachment #5 of the application - Letters of Support also was not included in the packet, she advised members that several letters have been received and that additional letters are anticipated, assuring members that they will be included in the presentation to City Council on October 27, 2014.

Mrs. Townshend explained that once the application is submitted, the City will be bound to its contents. As an example, she explained that if the City includes an incentive that would provide a business license fee waiver for new businesses for three (3) years, the City cannot make any change to this incentive. She stated that if a Downtown Development District is designated for the City, and the City does not comply with the plan and does not follow through on incentives, the designation can be rescinded. Therefore, she stated that this application will result in a commitment from the City of Dover and require Code amendments.

Members were provided Proposed Resolution No. 2014-13 for their review and recommendation. Mrs. Townshend advised members that such a Resolution is required to be submitted with the application that indicates the local government's desire to apply for the designation as a District, and the local government's willingness to adhere to the District Plan and the Local Incentives for the duration of the District designation.

Staff recommended endorsement of the Draft Downtown Development District application, acknowledging that staff will continue to refine the application prior to final presentation to City Council, and adoption of Resolution No. 2014-13 as submitted.

Mr. Hutchison relayed his support for the application and the desire to address home ownership, which he has been concerned for several years. He felt that the designation will help in this regard. Responding, Mrs. Townshend stated that there are partners that will also help such as Habitat for Humanity, Dover Housing Authority, etc. She also noted that with the CDBG Program, the proposed Consolidated Plan would allow, for purchases within the Downtown Development District, down

payment assistance and rehabilitation, explaining that a new property owner wishing to purchase property could obtain down payment assistance as well as rehabilitation funds from the City, noting that several properties in the area are in need of maintenance.

Mr. Anderson thanked Staff for the work conducted on the project and Chairman Dixon for championing the Wells Fargo Grant, noting that the $90,000 has been helpful and an enormous value to the City. Noting that the designation will require the adoption of ordinances and that staff proposes their consideration in the Spring of 2015, he questioned if members would be committed to the language contained in the draft ordinances. Responding, Mrs. Townshend stated that the proposed Resolution is what is required to be adopted by City Council on October 27, 2014; however, in terms of any proposed ordinances, which are primarily related to the incentives, she stated that it is hoped to have them in place by the Spring of 2015. In order to do so, she stated that staff will begin drafting the proposed ordinances once the application is submitted and expects that they will be presented to members for their review and recommendation beginning in January 2015.

In response to Mr. Anderson regarding the backlog in housing rehabilitation due to the decline in federal support, Mrs. Townshend stated that the City could provide some assistance in this matter through the rebates available through the Downtown Development District Program, although the first $25,000 would be out of pocket. She stated that other alternatives would be from the next phase of the Wells Fargo Foundation since housing rehabilitation is under funded. It is anticipated that the Steering Committee will continue under the leadership of NCALL and that the next grant application would provide funds for housing rehabilitation. She also noted that within the Restoring Central Dover Plan, there are different plans such as a volunteer based repair programs that have been successful in other locations and that Milford Housing has indicated an interest to work with the City on this a program. As a result, she felt confident that with the implementation of Restoring Central Dover, there will be other resources the City can investigate, explaining that the rebate provided under the Downtown Development District Program is only one of those resources.

Responding to Mr. Anderson, Mrs. Townshend stated that it is anticipated that the Restoring Central Dover Plan will be finalized within the next two (2) months, noting that a draft was just recently submitted.

Mrs. Horsey noted that according to Map #2B - Downtown Development District with the Land Development Plan per the 2008 Comprehensive Plan, there is a lot of mixed use within those boundaries and questioned if it would be desirable. Responding, Mrs. Townshend explained that Map #2B reflects the adopted Comprehensive Plan. She stated that Staff anticipates some degree of flexibility in zoning so that the strong residential area does show as medium density residential and the areas where there are a mix of uses. She felt as more planning has been done in the downtown area and as the Comprehensive Plan is updated, this area will be reviewed to determine the best way to move forward.

Mrs. Townshend relayed her appreciation for those employees who have assisted in bringing this matter forward, Mr. Bill Cook, Planner I, and Mr. Jeremy Gibb, GIS Technician, who have dedicated a lot of their time on this project.

Mr. Anderson moved to recommend approval of staff's recommendation for the endorsement of the Draft Downtown Development District application, acknowledging that staff will continue to refine the application prior to its final presentation to City Council and adoption of Resolution No. 2014-13, as submitted *(Attachment #3)*. The motion was seconded by Mrs. Horsey and unanimously carried.
[Clerk's Office Note: Subsequent to the meeting, Mrs. Townshend submitted a revised Downtown Development District application for presentation to City Council during the regular meeting of October 27, 2014 ***(Attachment #4)****.]*

Mr. Hutchison moved for adjournment, seconded by Mr. Caldwell and unanimously carried.

Meeting adjourned at 4:30 p.m.

Wallace R. Dixon
Chairman

WRD/JG/mk/js/dd/tm
S:\AGENDAS-MINUTES-PACKETS-PRESENTATIONS-ATT&EXH\Committee-Minutes\2014\10-13-2014 PR&CE.wpd

Attachments
Attachment #1 - Development Incentives Awarded Report
Attachment #2 - Downtown Development District Application Attachment #2 - Documentation of Need and Impact
Attachment #3 - Proposed Resolution No. 2014-13
Attachment #4 - Revised Downtown Development District Application

ATTACHMENT #1

PR&CE Committee Meeting of 10/13/2014

Development Incentives Awarded

Year	Incentive Type	Project Address	Active (Yes/No)
2014	Construction/Tax Waiver/Impact Fee	1225 N DuPont Hwy (Former Uno's)	No
2014	Construction/Tax Waiver/Impact Fee	1211 N DuPont Hwy (Former Litho)	Under construction
2014	Construction/Tax Waiver	Family Dollar 300 W Loockerman St	Yes
2014	Construction/Tax Waiver	Baird, Mandelas, Brockstedt 6 S State St	Yes
2014	Construction	Inner City Cultural League 39 S West St	Under construction
2014	Façade Grant	Dinos & Darlings 9 W Loockerman St	Yes
2014	Façade Grant	Signature Stitches 29 W Loockerman St	Yes
2014	Façade Grant	210-212 S Governors Ave	Vacant Storefront
2013	Construction/Tax Waiver/Impact Fee	E-ZPass 22-24 W Loockerman St	Yes
2013	Construction/Tax Waiver/Impact Fee	WalMart 1574 DuPont Highway	No - Work not started
2012	Construction/Tax Waiver/Impact Fee	Cross Fit 155 Commerce Way	Yes
2012	Construction/Tax Waiver/Impact Fee	Redner's - Greentree Shopping Center	Yes
2012	Construction/Tax Waiver/Impact Fee	The Greene Turtle 391 N Dupont Hwy	Yes
2012	Construction	318 Fulton St (Single Family House)	
2012	Construction/Tax Waiver/Impact Fee	Grotto's Pizza (US 13 North)	Yes
2012	Construction	33 West 33 W Loockerman St	Yes
2012	Construction	22-24 W Loockerman St	Yes
2012	Façade Grant	Zuha Trend 207 W Loockerman St	Yes
2012	Façade Grant	Beehive Beauty Shop 136 W Loockerman St	Yes/Moved to 27 W Loockerman
2011	Construction	Bayhealth 640 S State St	Yes
2011	Construction/Tax Waiver/Impact Fee	Bayard Plaza 216-220 W Loockerman St	Yes
2011	Design Demonstration Grant	Dover Art League 21 W Loockerman	Yes
2010	Construction	NAPA 39 West St	Yes
2010	Construction	CENDEL Foundation 101 W Loockerman St	Yes
2010	Construction	Interfaith Coalition for Housing 684 Forest St	Yes
2010	Façade Grant	Cobblestone Café - 408 S State St	Yes

Development Incentives Awarded

Year	Incentive Type	Project Address	Active (Yes/No)
2010	Façade Grant	Mitten & Winters 117-119 W Loockerman St	Yes
2010	Façade Grant	Dover Army - Navy Store, Inc. 222-224 W Loockerman	Yes
2010	Façade Grant	CENDEL Foundation 101 W Loockerman St	Yes
2010	Façade Grant	125B W Loockerman St	Yes
2010	Façade Grant	123 W Loockerman St	Yes
2009	Construction/Tax Waiver	125 W Loockerman St	Yes
2009	Construction	CENDEL Foundation 101 W Loockerman St	Yes
2009	Construction	Mitten & Winters 117-119 W Loockerman St	Yes
2009	Construction	Bayhealth 640 S State St	Yes
2009	Construction	57 S Queen St (Single Family House)	
2009	Construction	49 S Queen St (Single Family House)	
2009	Façade Grant	Center for Human Development - 148 S Bradford St	Yes
2009	Construction/Tax Waiver	The Center for Mental Wellness - 121 W Loockerman St	Yes
2009	Façade Grant	The Center for Mental Wellness - 121 W Loockerman St	Yes
2008	Façade Grant	Bel Boutique 28 W Loockerman St	Yes
2008	Façade Grant	Dover Newsstand 25 W Loockerman St	Yes

City of Dover

Downtown Development District Application

Documentation of Need and Impact

The Central Business District

West Loockerman Street is the spine of Dover's Central Business District. The block of West Loockerman Street between State Street and Governors Avenue is mostly occupied with businesses. However, the Priscilla Block Building at the northwest corner of State and Loockerman Street has been vacant for many years. Also, the amount of vacancy increases and the quality of the building stock declines as you travel west on Loockerman Street, particularly west of Governors Avenue.







City of Dover

Downtown Development District Application

Documentation of Need and Impact













New buildings, such as the Family Dollar and Bayard Plaza, have helped to move the business energy further west on Loockerman Street. These new buildings pose a stark contrast to some of the neighboring vacant buildings.

City of Dover

Downtown Development District Application

Documentation of Need and Impact

The areas of South Bradford Street and South Governors Avenue just off of Loockerman Street experience the same challenges with building vacancy and condition.













The *Dover Transit Center Neighborhood Plan and Design Book* recommends transforming the former Acme site on Governors Avenue (above left) to a multi-story, mixed use building (above right). The Downtown Dover Partnership owns the property, but the economy has made it difficult to find a development partner.

The Residential Neighborhoods





These buildings are located on the north corners of Bradford and Mary Streets. Moving southwest the quality of the building stock begins to decline.

City of Dover

Downtown Development District Application

Documentation of Need and Impact









City of Dover

Downtown Development District Application

Documentation of Need and Impact







City of Dover

Downtown Development District Application

Documentation of Need and Impact













Division Street

Delaware Route 8, or Division Street, is Dover's principal east/west route. This road serves as a gateway to Dover, and the first impression of the State Capital, for visitors from points west, including Washington, D.C. and Baltimore. Unfortunately, visitors' first impression of the City of Dover is the view of dilapidated buildings, litter, utility lines, and deteriorating curbing and sidewalks.





Coming east, immediately after crossing the railroad tracks, the above landscapes welcome visitors to the downtown.





City of Dover

Downtown Development District Application

Documentation of Need and Impact









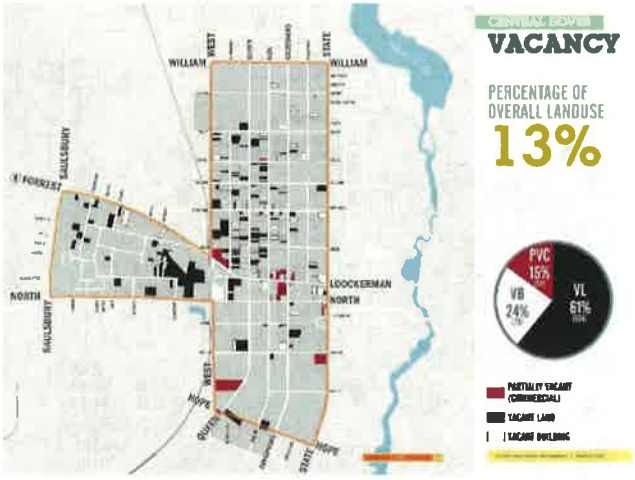




City of Dover

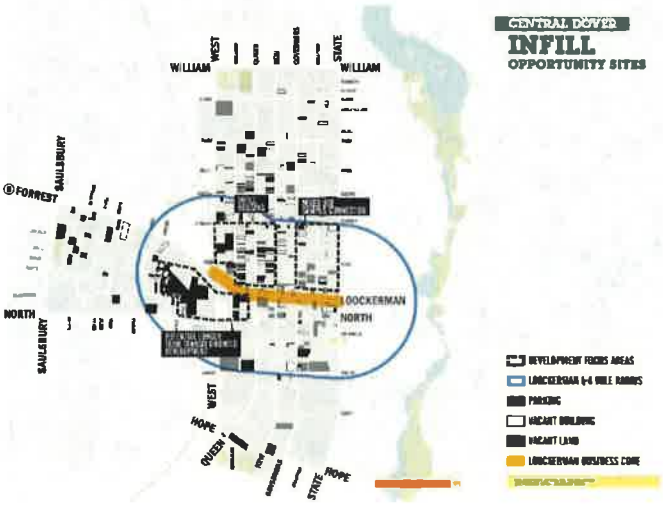
Downtown Development District Application

Documentation of Need and Impact



05 Map of vacant land and buildings

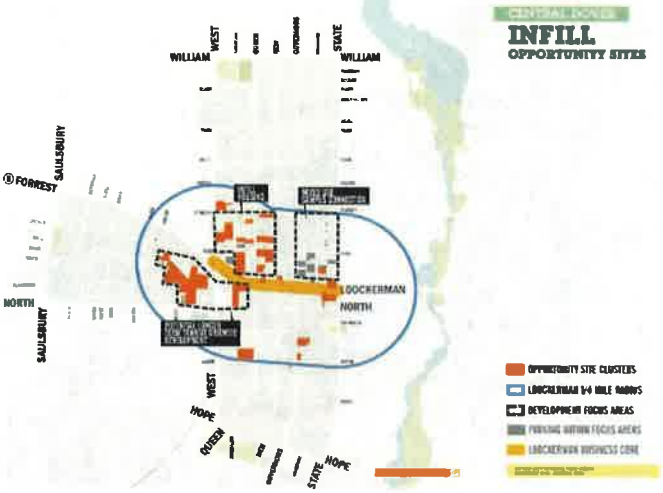
SOURCE: Field survey, Nov 2013 - Jan 2014



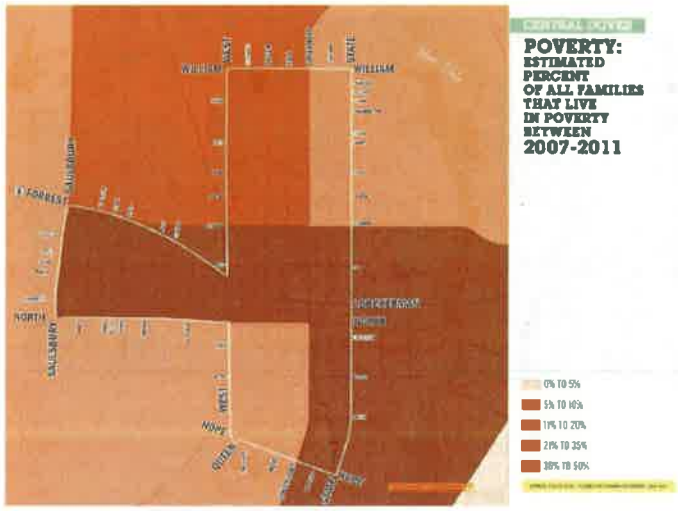


24 Aggregated vacant land area

SOURCE: Field survey, Nov 2013 - Jan 2014



The *Restoring Central Dover Plan* demonstrates both the need and the opportunity created by vacant land and buildings throughout the downtown. The *Plan* also shows the high poverty rate in the downtown area.



19 Poverty rate map

SOURCE: Policy Map / American Community Survey 2007 - 2011

City of Dover

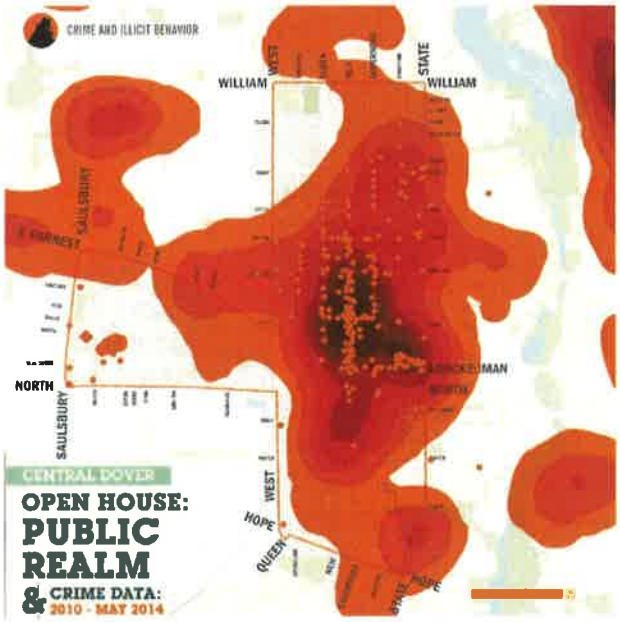
Downtown Development District Application

Documentation of Need and Impact



13 Community-identified illegal dumping/trash hot spots

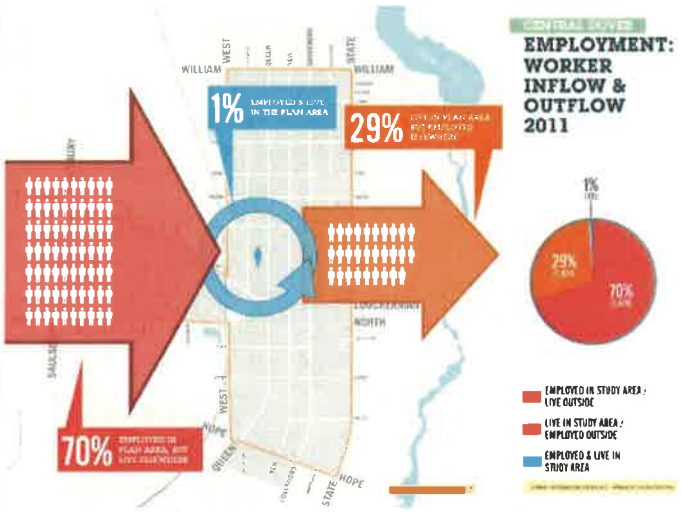
SOURCE: Public open house input



16 Known and perceived crime hotspots

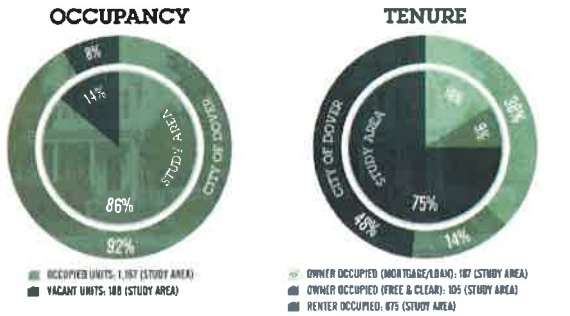
At the public open house, community members identified locations in Central Dover they see as hotspots for crime and illicit behavior (shown in orange circles above). For the most part, perceived hotspots coincide with Dover Police Department crime data: hotspots (generalized and shown in darker areas above). Perceptions of high crime rates at The Green and Seven 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



30 Worker inflow & outflow

SOURCE: Bureau of Labor Statistics



1,355 TOTAL HOUSING UNITS

1,167 OCCUPIED HOUSING UNITS

22 Housing occupancy and tenure

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

The *Restoring Central Dover Plan* shows the perceived and actual crime hot spots, the community-identified areas with trash and illegal dumping, the high rate of rental housing, and the low percentage of people who live and work in the downtown area. The Downtown Development District designation could help to turn around these trends through an increased investment in the downtown area.

City of Dover

MAYOR AND COUNCIL

DRAFT PROPOSED COUNCIL RESOLUTION NO. 2014-13

A RESOLUTION IN SUPPORT OF APPLICATION FOR DESIGNATION AS A DOWNTOWN DEVELOPMENT DISTRICT

WHEREAS, under the Downtown Development Districts Act, 22 Del.C. §§ 1901 et seq. (the "Act"), the State of Delaware may designate districts within Delaware's cities, towns, and unincorporated areas that will qualify for significant development incentives and other State benefits; and

WHEREAS, these districts are known as Downtown Development Districts ("Districts"); and

WHEREAS, the State is accepting applications for the designation of the initial round of Districts, with such applications being due on November 1, 2014; and

WHEREAS, under the Act, each applicant must submit a plan that includes the boundaries of, and a detailed planning and development strategy for, the proposed District (the "District Plan"); and

WHEREAS, under the Act, each applicant must also propose incentives that address local economic and community conditions, and that will help achieve the purposes set forth in the Act (the "Local Incentives"); and

WHEREAS, if an application is successful and the City receives District designation, the District Plan and Local Incentives proposed by an applicant shall be binding upon the applicant; and

WHEREAS, the incentives associated with designation as a Downtown Development District would greatly benefit current and future residents, businesses, non-profit organizations, and others within the City of Dover; and

WHEREAS, the City Council of the City of Dover strongly believes that it is in the best interest of the City of Dover to apply for District designation.

NOW THEREFORE, BE IT RESOLVED THAT:

1. The City Council supports the Application for Designation as a Downtown Development District prepared by the Dover Planning Office and dated October 27, 2014 (the "Application"); and

2. The City of Dover is authorized to appoint a District administrator (the "Administrator") to file the Application on behalf of the City, and to provide such other documents and information as may be necessary or desirable in connection with the Application; and

Draft

3. If the Application is successful and the City of Dover receives notice that it has been selected for designation as a District:
   a. The City shall adhere to the District Plan and the Local Incentives contained in the Application for the duration of the District designation; and
   b. The Administrator, or his or her designee(s), is authorized to execute such documents and enter into such agreements as may be necessary or desirable in connection with the Downtown Development Districts program and the rights and obligations of the City of Dover thereunder; and
   c. The Administrator, or his or her designee(s), is authorized to carry out all District administrative and reporting requirements on behalf of the City of Dover for the duration of the District.

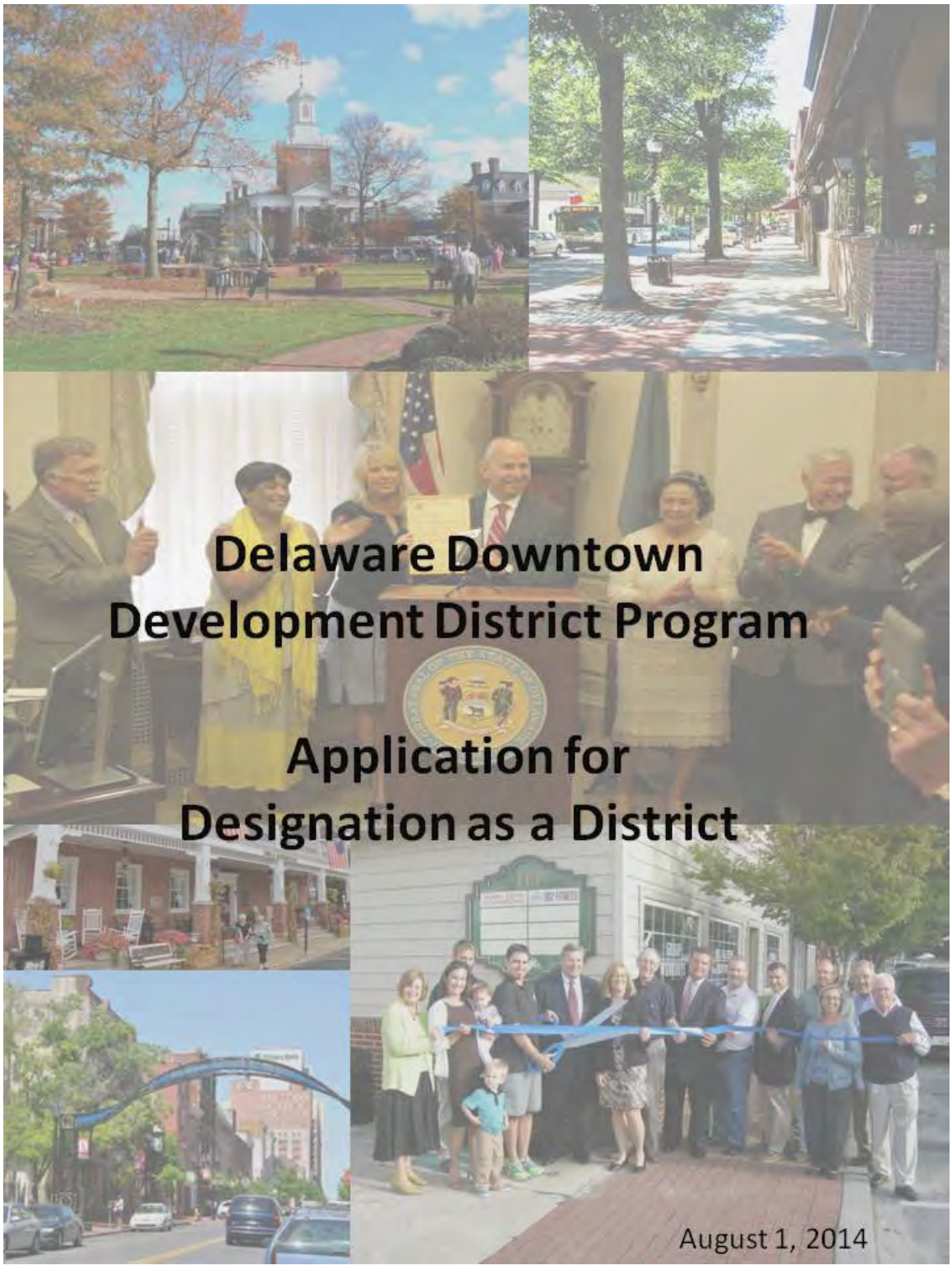
ADOPTED: *

S:\RESOLUTIONS-PROCLAMATIONS-TRIBUTES\2014\Draft\Resolution No. 2014-13 In Support of the Application for Designation as a Downtown Development District.wpd

ROBIN R. CHRISTIANSEN	DAVID L. BONAR
MAYOR	COUNCIL PRESIDENT

Actions History:
October 13, 2014 - Introduced at Parks, Recreation, and Community Enhancement Committee

Draft


Delaware Downtown
Development District Program
Application for
Designation as a District
August 1, 2014

Downtown Development District Program
How to Use this Application Form

This application is a Microsoft Word document that has been modified. The text in the document is "locked" meaning that you can't edit it. The fields where you are supposed to enter information are "open" allowing you to type or paste information into these fields. The fields that can be edited are in gray.

First, we recommend that you save this document with a unique file name that includes the name of your jurisdiction. An example would be "DDD-Application-Dagsboro." Then you can work on the document without fear of overwriting it, and when you send it to us we will know who it came from (and we won't be in danger of overwriting it).

Some of the fields are informational in nature, such as places to type in the name and address of your jurisdiction. It should be relatively straightforward to type this information in and save it. Some of the fields are check boxes, which are similarly straightforward.

Many of the fields are questions that ask you to respond in either 100 or 750 words. You might find it helpful to write and edit your responses in a separate Word document and then paste them in to the application once they are complete. The 100 word statement is to be used internally for review and in printed materials where we need a concise description of each proposed District. Almost all other questions are suggested to be no more than 750 words, which is about a page and a half of text (using 12 point font). In these responses it is important to clearly and concisely answer each question. Your District Plan can go into much more detail about each topic, and it is appropriate and expected that you will reference your District Plan in these 750 word responses. There is no penalty for exceeding 750 words, but if you find that you are writing much more than 750 words please consider putting the additional information in your District Plan.

There are numerous attachments mentioned throughout this application. The most obvious one will be the District Plan. The application also asks for various maps, spreadsheets, letters of support, resolutions and data to be attached associated with particular questions. Please compile all of the attachments into one Adobe Acrobat (.pdf) document. It would be wonderful if you could include a table of contents, and organize these attachments in the order of the questions.

It is likely that when you are done with the application form (Word document) and the attachments (.pdf document) the combination of both documents will be larger than 15mb, which is the limit for external email in the State system. In these cases, we will arrange for you to have access to a sftp file transfer site to upload your documents. Email the OMB Application Team at OMB_APP_Team@state.de.us to request an account and a password to upload the file. You must include the following information in your email in order for the OMB Application Team to process your account access: Name, Company, Email Address, and Phone Number.

OSPC will provide technical assistance with Census data and GIS mapping if requested by local governments that can demonstrate the need for the assistance. We will provide assistance to all local governments on the technical aspects of completing this application and transmitting / uploading finished applications. To request assistance or if you have questions about any part of this application or the program in general please contact your Circuit Rider Planner at the Office of State Planning Coordination, (302) 739-3090.

Downtown Development Districts

Application for Designation as a District

Section I
General Guidelines

The Downtown Development Districts Act of 2014 (the Act) was enacted by the General Assembly in order to:

- Spur private capital investment in commercial business districts and other neighborhoods;
- Stimulate job growth and improve the commercial vitality of such districts and neighborhoods;
- Help build a stable community of long term residents by improving housing opportunities; and
- Assist local governments in strengthening neighborhoods while harnessing the attraction that vibrant downtowns hold for talented people, innovative small businesses and residents from all walks of life.

Local governments[1] that wish to take advantage of this program must identify a downtown district in their community and apply for designation. To make an application for designation this form must be completed, supporting materials must be attached, and the entire packet submitted to the Office of State Planning Coordination as detailed herein in order for the request to be considered.

Completed applications will be considered by the Cabinet Committee on State Planning Issues (the Committee). The Committee will make recommendations to the Governor, who will then designate between one and three Downtown Development Districts in the current program year. Additional Districts may be designated in future program years. The number of Districts is limited to 15 at any one time. District designations last for 10 years, and the Committee can consider up to two five year extensions.

Selection as a Downtown Development District will entitle private construction projects within the identified District to receive grants to offset 20% of their capital construction costs. There are a host of other benefits that will be described in more detail in other materials. Grant funds will be administered by the Delaware State Housing Authority (DSHA).

Applications must be addressed to the Office of State Planning Coordination as follows:

Mrs. Constance C. Holland, AICP
Director
Office of State Planning Coordination
122 Martin Luther King Jr. Blvd, S.
Dover, DE 19901

Application Due Date for FY15 Cycle:
November 1, 2014

[1] Municipalities and counties are eligible to apply for Downtown Development District designation. Throughout this document, the terms "local government" and "applicant" refer to either the municipality or county that is presenting the application.

Section II
Specific Requirements

Local governments must identify proposed Downtown Development Districts in accordance with the Act. Districts must include a traditional mixed-use downtown area, commonly known as a Central Business District (CBD)[2]. Districts must be no more than 85 acres in area for jurisdictions with a population under 9,000[3] persons, no more than 170 acres in area for jurisdictions with a population between 9,000 and 30,000 persons, and no more than 225 acres in area for jurisdictions with a population over 30,001 persons. Applicants are encouraged to geographically concentrate the incentives to the greatest extent possible.

The size and shape of the proposed District must make sense from an urban planning and revitalization perspective. The applicant must fully describe the rationale for choosing the boundaries as a part of this application. Guidelines for preparing District boundaries are found elsewhere in this application.

A map of the District is required as a part of this application. Local governments must also supply maps showing the future land use and zoning of the district area, and discuss how the plan and land use regulations support the application for the District.

The Act identifies three components of the application for designation as a District:

- The need and impact of the District designation;
- The quality of the District Plan
- The quality of the local incentives offered

Each of these components will now be described in more detail.

Need and Impact: The applicant must describe the need for the economic incentives that will be available in designated District. The need must be documented through the use of relevant data and other methods. The conditions of the local economy, income, poverty, homeownership rates, prevalence of vacant or abandoned buildings and other metrics may be used to make the case that the proposed District is in need of the incentives.

In addition, the applicant must describe the potential positive impacts that are likely to accrue due to designation as a District. Applicants are encouraged to describe the impacts using both data and other methods.

The **Need and Impact** section will account for 50% of the consideration given to scoring each application.

District Plan – The local government must present a District Plan that will be used to guide development activities and

[2] Central Business District: An area around the downtown portion of the city or town allowing for higher intensity residential uses as well as commercial, office, personal services, governmental, and similar uses intended to serve the community and surrounding areas of the city or town.

[3] Population to be based on the 2010 US Census.

revitalization efforts in the District. The District Plan is to be a detailed description of the overall strategy for the development of a proposed district.

The applicant must demonstrate that the District Plan is consistent with the local government's certified Comprehensive Plan and the *Strategies for State Policies and Spending* and any other local planning documents or studies that are applicable. Additionally, if other governmental, non-governmental and/or quasi governmental organizations are involved with revitalization efforts in the downtown area they must be identified and it must be demonstrated that coordination of all activities will be part of the District Plan.

The District Plan should clearly and concisely describe the key actions and strategies that are in place and / or will be used to guide growth and revitalization efforts in the proposed District. The overall vision of the plan, the clarity of actions to be taken, and proof of the ability and the will of the municipality or county and other partners to implement the plan will be key considerations when evaluating this section of the application.

Changes to the District Plan must be reviewed by the Committee. District designation may be rescinded if the District Plan is not adhered to.

The quality of the **District Plan** will account for 30% of the consideration given to scoring each application.

Local Incentives – The local government must detail a package of local development incentives that will apply within the proposed District. These incentives may include, but are not limited to, a reduction in fees or taxes; regulatory flexibility; permit process and licensing reform; special zoning districts; or exemptions from local ordinances. These incentives may either be currently in place and in use by the municipality or county or they may be proposed for implementation upon designation as a District.

Upon designation as a District the local government is required to implement the incentive package as described and proposed for the duration of the District designation. Grant funds will not be available to projects until the incentive package is adopted by the local government and made available to the project developer. Changes to the incentive package must be approved by the Committee. The District designation may be rescinded by the Committee if these conditions are not adhered to.

The quality of the **Local Incentives** will account for 20% of the consideration given to scoring each application.

Section III
Application Instructions

Check List - self-explanatory.

Information Sheet - The local government must supply the jurisdiction's name, mailing address, and phone numbers. The applicant must provide the date of the last update of the

comprehensive plan and briefly describe the District being proposed.

Map of the Proposed District – The local government must submit a map of the proposed District in sufficient detail to clearly identify the boundaries of the District and calculate its area. Maps should be created with GIS software, and the associated computer files should be made available to aid our review of the proposal. Districts must be contiguous, and be no more than 85 acres in area for local governments with a population under 9,000 persons, no more than 170 acres in area for jurisdictions with a population between 9,000 and 30,000 persons, and no more than 225 acres in area for jurisdictions with a population over 30,001 persons. There are guidelines detailed elsewhere in this application that must be followed when preparing the proposed District boundaries. Applicants must also supply maps showing the future land use and zoning of the district area, and discuss how the plan and land use regulations support the application for the District.

Summary of Need and Impact – The local government must complete this form to summarize the need for District designation and the potential positive impact of the district. Supporting documentation should be attached to this form.

Summary of District Plan – The local government must complete this form to summarize the District Plan for the proposed District. Copies of the District Plan or Plans must be attached to this form, along with any relevant supporting documentation.

Written Documentation from Supporting Organizations – The local government must supply written documentation from other organizations that will be relied upon to implement the District Plan. The documentation must be attached to the "Summary of District Plan" form.

Summary of Local Incentives – The local government must complete this form to summarize the local incentive package to be made available within the District upon designation. The local ordinances (or other regulations or documentation) enabling and governing these incentives must be attached to this form, along with any relevant supporting documentation. In the case of incentives proposed upon designation, the draft ordinances must be attached.

Legislative Body Resolution – The local government must attach an adopted resolution from the jurisdiction's legislative body that indicates the local government's desire to apply for designation as a District, and the local government's willingness to adhere to the District Plan and the Local Incentives for the duration of the District designation.

Application for Designation as a District

Application Cover Sheet and Check List

Jurisdiction Name:
City of Dover

Date of Application October 27, 2014 Date Received ____

Check List for Application Materials

☒ **Application Cover Sheet and Check List.**

☒ **Information Sheet.**

☒ **Map of the Proposed District (GIS files encouraged).**

☒ **Map of Future Land Use in Proposed District (GIS files encouraged)**

☒ **Map of Zoning in Proposed District (GIS files encouraged)**

☒ **Summary of Need and Impact (with attachments).**

☒ **Summary of District Plan (with attachments).**

☒ **Written Documentation from Supporting Organizations.**

☒ **Summary of Local Incentives (with attachments).**

☒ **Legislative Body Resolution.**

Downtown Development Districts

Application for Designation as a District

Information Sheet

Municipality / County: City of Dover _____

Contact Person for Application	Proposed District Administrator (if different)
Name: Ann Marie Townshend	Name: _____
Address: PO Box 475, Dover, DE 19903	Address: _____
Phone: 302-736-7196	Phone: _____
Email: atownshend@dover.de.us	Email: _____
Signature Date	Signature Date

Date of certified Comprehensive Plan Adopted February 9, 2009 - Certified April 24, 2009

Population of the municipality or county (as per 2010 US Census) 36,041

Population of proposed District (based on 2010 US Census Block data) 1,989

Area of proposed District in acres 220

Brief description of the proposed Downtown Development District (100 words or less)
Note: this description will be used as a summary for internal review and in printed materials

The proposed Downtown Development District encompasses the heart of Dover's downtown Central Business District and the adjoining residential neighborhoods. The proposed District is prime for redevelopment, but presents significant challenges as well. The proposed District includes the area generally bounded by Mary Street to the north, Water Street to the south, the railroad tracks to the west, and State Street/Governors Avenue to the east. It also includes the portion of Lincoln Park east of Cherry Street. Lincoln Park is a historically African-American middle class neighborhood immediately west of the railroad tracks. The east side of this neighborhood has experienced a deterioration of the housing stock in recent years due to high concentrations of rental properties.

Application for Designation as a District

Map of the Proposed Downtown Development District

Instructions: Prepare a map of the proposed Downtown Development District. The map must clearly show the boundaries of the District. The area of the proposed District, in acres, must be calculated from the boundaries designated on the map. The following guidelines must be adhered to when preparing the boundaries of the proposed District:

- The maximum size of the District is 85 acres for local governments with populations below 9,000, 170 acres for local governments with a population between 9,000 and 30,000, and 225 acres for local governments with populations over 30,001 (population as per the 2010 US Census).
- Districts must be contiguous.
- Districts must include the streets and right-of-ways within it. These count towards the maximum acreage.
- Enclaves within District boundaries are not acceptable.
- Prioritizing, phasing and /or timing of redevelopment activities in different geographic areas of the District is acceptable, and will be considered favorably when it can be demonstrated that this will concentrate the incentives to achieve specific revitalization goals.
- If any portion of the proposed District is in the floodplain, the FEMA floodplain map must be included as a layer on the map. Contact OSPC for technical assistance if needed.

Attach the map of the proposed Downtown Development District

Attach a map showing the future land use in the proposed District from the municipality's or county's certified Comprehensive Plan. Attach a map showing the zoning or land use regulations that apply to lands within the District. Discuss how the plan and land use regulations support the application for the District.

It is encouraged that the map(s) be created using GIS software. If the municipality or county is able to use this software, please submit digital files to our office to supplement the application and aid us in our review. Please contact OSPC if you need assistance and / or to arrange to electronically transfer the files.

☒ District Boundaries Map Attached

☒ GIS data is available and will be electronically transferred to OSPC

Name of person who created the map: Jeremy Gibb

Phone 302-736-7025 Email jgibb@dover.de.us

Application for Designation as a District

Map of the Proposed Downtown Development District - continued

Describe the rationale for choosing the boundaries of the proposed District (please limit your response to 750 words or less).

The proposed District was chosen based on a number of critical factors. The City's Downtown Redevelopment Target Area (Target Area) is defined in Dover Code. This Target Area is over 400 acres, so we knew that we needed to shrink the area for our District. In determining how to shrink the area, we focused primarily on Need and Impact. We removed areas where the need is not as great and where the beneficiaries would be institutional users. Areas that are within the City's Target Area defined by code but not within the proposed District boundary include the State of Delaware complex, the east side of The Green, Wesley College, and Bayhealth Medical Center. The proposed District includes the traditional Central Business District along Loockerman Street, the commercial and residential neighorhoods radiating from Loockerman Street, and the eastern portion of the Lincoln Park neighborhood. These areas include old buildings which have deteriorated over time, vacant land, and a variety of socioeconomic challenges.

Attach a map showing the future land use of the District from the local government's certified Comprehensive Plan.

☒ Map Attached

☒ GIS data is available and will be electronically transferred to OSCP

Attach a map showing the zoning or land use regulations that apply to lands within the District

☒ Map Attached

☒ GIS data is available and will be electronically transferred to OSPC

Application for Designation as a District

Map of the Proposed Downtown Development District - continued

Discuss how the plan and land use regulations support the application for the District (Please limit your response to 750 words or less).

The Land Development Plan (Map 12-1 from the 2008 Comprehensive Plan) shows most of the area within the proposed Downtown Development District as a Land Use Classification of "Mixed Use," which would allow for a variety of zoning designations. The eastern portion of the Lincoln Park neighborhood, just west of the railroad tracks, and the northwest residential area of the District are shown as "Residential Medium Density." The far northwest corner, principally the area where Teal Construction is located (West Street, south of Mary Street), is identified as "Industrial and Public Utilities." The Transit Center, located at the corner of Water and South Queen Streets, and properties owned by Wesley College in the northeast portion of the District are identified as "Institutional." All zoning in the District complies with the Land Use Classifications in the Land Development Plan.

The proposed District includes a number of different zoning classifications. The commercial district surrounding Loockerman Street is principally C-2 (Central Commercial Zone), which allows for a mix of commercial and residential uses. There is no parking requirement associated with this zone, and properties can be built without building setbacks. This zone was developed with the intent of allowing for traditional downtown development and uses.

The residential areas within the District are principally RG-1 (General Residence Zone). This zone allows primarily one-family detached residences. The bulk standards allow for smaller setbacks and greater lot coverage than the One-Family Residence zones. Many of the RG-1 properties within the proposed District are legal, non-conforming with respect to the current bulk standards. There is a provision within the RG-1 Zone that allows for administrative waivers of bulk standards for lots that do not conform with current minimum lot size and dimension requirements. This allows for many of the small lots to be developed without needing to apply to the Board of Adjustment for a variance. Within the RG-1 Zone, many single-family detached homes had previously been converted to roominghouses or apartments. In 2003 and 2006, the City of Dover changed the provisions of the zone to prohibit roominghouses and the conversion of single family homes to apartments. These amendments also to apply restrictions for student housing. There are still many legal-nonconforming apartment houses and student homes. There are also illegal roominghouses that the Department of Planning and Inspections identifies and addresses through routine housing inspections. The Restoring Central Dover Plan identifies the need to evaluate the RG-1 Zone to allow for a variety of housing types. The Planning Office has begun working on the development of infill standards and the ability to construct different housing styles within the RG-1 Zone; however, these amendments are not imminent.

The area along State Street is largely RGO (General Residence and Office), which allows for a variety of residential and office uses. Other zones within the District include C-1A (Limited

Commercial), C-2A (Limited Central Commercial), IO (Institutional and Office), C-3 (Service Commercial), and RG-4 (General Residence Zone for Multi-Story Apartments).

The eastern portion of the District and the central portion of the District are also located within the Historic District Zone. This Zone is subject to the Design Standards and Guidelines for the City of Dover Historic District Zone and also to oversight by the Historic District Commission for exterior improvements to buildings and properties. Within the Historic District Zone, exterior improvements are subject to an Architectural Review Certificate, which is approved by the City Planner, the Historic District Commission, or the Planning Commission, depending on the degree of the proposed improvement. The Standards and Guidelines help to protect the historic character of the downtown; however, the presence of the Historic District Zone also adds a layer of review for new construction that adds additional time to the review of new development. The Planning Office is evaluating options for amending the process to allow for a more streamlined review without sacrificing the integrity of the Historic District.

The goals of the 2008 Comprehensive Plan, in several chapters and in the Land Development Plan, support the application for the Downtown Development District. A copy of the 2008 Comprehensive Plan Goals is attached with the related goals highlighted.

Are there other special overlays, districts, or areas that intersect the proposed District? Examples of such special areas include historic districts, BID taxing districts, etc. Please describe any of these special areas and how they will interact with the proposed Downtown Development District. Include maps, if applicable. (Please limit your response to 750 words or less).

There are a number of special boundaries that intersect the proposed District. These include: the Downtown Redevelopment Target Area, the Business Improvement District, and the Historic District Zone. Maps are provided for each of these boundaries and how they relate to the proposed district. The Downtown Redevelopment Target Area is the geographic area defined in Dover Code of Ordinances (Appendix C) where the City offers redevelopment incentives. If successful in achieving the Downtown Development District designation, the City will review this boundary to determine how to incorporate the proposed District boundary. The boundary of the Business Improvement District includes three zones, where commercial property owners pay a Business Improvement District Tax that helps to support downtown revitalization efforts. The Business Improvement District Tax supports the operations of the Downtown Dover Partnership, which serves as Dover's Main Street organization. The Historic District Zone is the area of the City where specific guidelines and design standards are applied to ensure that the historic character of the area is preserved. There has been discussion about modifying the boundaries of the Historic District Zone, but even if modified there will always be a portion of the proposed

Application for Designation as a District

District within the Historic District Zone.

The proposed District also includes two Historic Districts on the National Register of Historic Places, as well as sites and buildings individually listed on the National Register. A portion of the First State Heritage Park is also located within the proposed District, including a number of State museum sites.

Application for Designation as a District

Summary of Need and Impact
50%

Instructions: Complete this form to document the need for the District designation and its potential to positively impact your community. Attachments of data and other documentation are required. There is no specific page or word limit on the information that can be attached, ***however*** please be aware that applications that provide clear and concise documentation that is directly related to the need and impact of the District proposal will be scored the highest.

Please describe the **need for** the Downtown Development District designation in your community (please limit your response to 750 words or less).

Dover's downtown was once a thriving hub of activity, including bustling businesses and well-kept residences. Like many downtowns, suburbanization and the prominance of auto oriented strip malls of Route 13 have left the downtown underutilized and deteriorating in some areas. A lot of energy in the last two decades has focused on downtown revitalization. There have been a number of successes along the way, but success has been spotty and often centered east of Governors Avenue. A number of factors have created impediments to achieving real success in downtown revitalzation. The deterioration of existing building stock and costs associated with renovation of buildings that have been neglected for decades, along with the deterioration of the downtown neighborhoods due to neglected housing stock, low homeownership rates, and crime, have created signficant challenges to downtown revitalization. True downtown revitalization cannot be realized without addressing the deterioration of the downtown neighborhoods that abut the Central Business District. Failure to address this deterioration not only jeopardizes revitalization of the Central Business District, but it also jeopardizes the stability of other residential neighborhoods just outside of the downtown area.

Because the challenges are so significant, the costs of revitalization are high. Developers, builders, and potential property owners are often deterred from investing in the downtown because the cost of renovating or building on a property often exceeds the value of the property with the improvements. Prospective businesses are often undercapitalized and cannot complete building renovations necessary to make their shops code compliant, purchase their equipment and inventory, and pay expenses until they are able to turn a profit. There is a sense that it is easier and less expensive to build new somewhere else. Prospective homeowners are deterred by perceptions of safety and crime, as well as a high residental rental rate, and the deteriorated condition of much of the housing stock. This leaves much of the housing inventory in the downtown area as marginally compliant rental properties, many of which are owned by absentee or unresponsive landlords.

Application for Designation as a District

Since 2008, the City has taken a very strong stance on code enforcement and has demolished many deteriorated buildings both in the downtown area.While demolition eliminates the blight and safety issues associated with vacant, deteriorated buildings, it does little to revitalize the neighborhood, as it leaves vacant lots. To achieve success in revitalizing the downtown neighborhood, replacing demolished buildings with new, occupied homes or other structures is necessary.

The Restoring Central Dover Plan identifies strategies to address both the deterioration in the downtown neighborhoods and the economic revitalization of the downtown business district.

Application for Designation as a District

Summary of Need and Impact – continued
50%

Attach relevant data to that demonstrates and documents the **need for** the Downtown Development District designation.

The following table summarizes the **required** data from the US Census. Input the data into the summary spreadsheet provided, and attach any other written documentation that can summarize the data. Contact OSPC for assistance with the Census data, if needed.

Required Data from the US Census

The municipality or county as a whole			
Median Income	Poverty Rate	Age of Structures	% Homeownership
% Rental	Vacancy	Median Home Value	
The Census Tract(s) that contains the proposed District			
Median Income	Poverty Rate	Age of Structures	% Homeownership
% Rental	Vacancy	Median Home Value	% Low / Mod Income
The Census Block(s) that most closely correspond to the proposed District			
Total Population	% Homeownership	% Vacancy	

☒ Summary spreadsheet and other documentation attached

Please provide any other data that support the municipality's application for the District. The following table contains some **suggested** data sources that can serve to supplement the required data. Please attach any that apply, and any other data that is relevant. Cite the source for each dataset.

Suggested Data from a Variety of Sources

Blight	Condemned Properties	Code Violations
Crime Statistics	Economic Analysis	CDBG Program Statistics
Market Studies	Redevelopment Authority Activities	Public Works Projects
Education Data	Infrastructure Condition or Need	Other

☒ Additional data and documentation attached

Application for Designation as a District

Summary of Need and Impact – continued
50%

Describe how the attached data demonstrates the **need for** the Downtown Development District designation in your community (please limit your response to 750 words or less).

The data provided demonstrate the need for the Downtown Development District in Dover, and specifically in the area chosen for the District.

1. Housing - Based on the data from the 2010 Decennial Census (by Census block), 15.3% of housing units in the blocks comprising the District were vacant. Of the occupied housing units, 84.4% were rental, and only 15.5% were owner occupied (with or without a mortgage). By comparison, the American Community Survey for 2008-2012 shows a homeownership rate within the City of 55.1%.
2. Vacant and Dangerous Buildings - The District includes 49 registered vacant buildings, 7 buildings that have been declared dangerous by staff or City Council, and 25 lots where buildings have been demolished by either the City or the owner since 2008 due to a dangerous building declaration. A disproportionate number of vacant and dangerous buildings and lots where buildings have been demolished are located within the District and areas immediately surrounding the District. The designated dangerous buildings only reflect the worst of Dover's building stock. Many other buildings are in marginal but habitable condition, as demonstrated by the number of active code enforcement cases within the proposed District (See Map #4, 5 and 6).
3. Crime - Map #7 shows crime density within the District. Additionally, the Restoring Central Dover Plan shows several crime density maps, broken down by violent crimes, property crimes, and drug crimes. The highest concentrations of these crimes are within the area bounded by Loockerman, Queen, Division, and State Streets.
4. Poverty and Income - Unfortunately, poverty and income data are not available by Census block so it cannot be directly correlated to the District boundary; however, anecdotally and by looking at the housing statistics and condition, the Downtown Development District includes high concentrations of poverty, homelessness, and low income population. In looking at the block groups comprising the District, which is geographically larger than the District, 56.7% of household are low to moderate income. By contrast, the Census block groups which encompass the City of Dover (although a larger area than the incorporated boundary) show that 44.4% of households are low to moderate income.
5. CDBG Investment - The City of Dover has invested Community Development Block Grant (CDBG) funds to improve the downtown area through the housing rehabilitation, infrastructure rehabilitation, and support of the Dover Interfaith Men's Shelter over the past ten years. Street, sidewalk and curb rehabilitation was completed for areas of South New Street, South Queen Street, North West Street, North Kirkwood Street, and Mary Street between 2003 and 2006. Map #8 shows the locations and types of projects that the City has funded within the District using

CDBG funding.

Describe the potential positive impacts of the proposed Downtown Development District designation in your community. Impacts can include economic, social and / or cultural impacts among others. Attach supporting documentation if applicable (please limit your response to 750 words or less).

Downtown Development District designation has the potential to transform Downtown Dover. The City has struggled with downtown redevelopment for over two decades, and we have seen a number of successes. Unfortunately success has been hampered by the costs of downtown redevelopment and the challenges that face the residential neighborhoods of Central Dover, adjacent to the Central Business District. Designation as a Downtown Development District has the potential to address both of these challenges.

As it relates to the costs of renovating deteriorated buildings, many of which were built before indoor plumbing and electric, the incentives that would be offered within the District by the State, Kent County, and the City of Dover significantly reduce the costs, allowing projects that would otherwise be infeasible to become feasible. In addition to incentives offered by the State, Kent County, and the City of Dover, the City will work with other partners, such as the Sustainable Energy Utility, NCALL, and the Kent County Association of Realtors to leverage additional resources. The Restoring Central Dover Plan is being developed with the assistance of a grant through the Wells Fargo Foundation. With the completion of the Plan and District designation, additional resources for Plan implementation may be available through the Wells Fargo Foundation. These funds would further leverage the public incentives and private investment. Through leveraging and pooling resources, projects that previously were infeasible may now be possible.

The City of Dover and the Downtown Dover Partnership have developed a track record of success in transforming the vision of a vibrant downtown into a reality. With the plans in place and resources to support plan implementation and to leverage private investment, the City and the Downtown Dover Partnership are poised to seek out private sector development partners to bring the ideas identified in the District Plan to reality. Between November and March, the Downtown Dover Partnership and the City of Dover will hold a stakeholder/developer forum, and invite property owners, developers, and the real estate community, to share information about the Downtown Development District program and all of the potential resources and incentives available under the program, and to cultivate the partnerships necessary with the property owners and development community to encourage investment in their properties.

As it relates to the residential neighborhoods that comprise the heart of Central Dover, the

Application for Designation as a District

Restoring Central Dover Plan offers a variety of implementation measures that would address the physical, social and economic challenges that have contributed to the deterioration of these neighborhoods. By infusing resources with clear strategies to improve the housing stock and increase homeownership, the Downtown Development District Plan and designation provide momentum, strategies, and resources that were previously unavailable to the stakeholders in the area. Through partnerships with NCALL, Habitat for Humanity, the Kent County Association of Realtors, Milford Housing Development Corporation, Dover Housing Authority, and Delaware State Housing Authority, the City will be in a position to improve the housing stock and promote homeownership. In addition, the Restoring Central Dover Plan provides a series of economic and safety recommendations that can be implemented by the City of Dover Police Department and others to improve safety in the District. This comprehensive approach is necessary to achieve success. By providing the resources to implement the Plan strategies, a significant impact is not only possible but probable.

Many resources will be pooled in the area of housing to achieve success in increasing homeownership. NCALL provides housing counseling and credit repair assistance to prospective homebuyers. Many of the funding sources available to low to moderate income homebuyers require housing counseling as a condition of the assistance (for example, the City of Dover's CDBG down payment assistance). NCALL will also be able to leverage their loan fund as a Treasury certified lending institution. Dover Housing Authority has agreed to use the Housing Choice Vouchers to support mortgage payments for low income homeowners. In addition, Central Delaware Habitat for Humanity and Milford Housing Development Corporation are enthusiastic about furthering the goal of homeownership in the District. As identified in Restoring Central Dover, the City of Dover will allow homebuyers in the District to obtain CDBG funds both for down payment assistance and for housing rehabilitation, so that a qualifying homebuyer can purchase a home within the District with down payment assistance and then use CDBG funds also to renovate the property to make it code compliant. With the current condition of many houses in Central Dover, this in conjunction with the State rebates will make purchasing a home in the District more attractive to prospective buyers. Kent County Association of Realtors will also be a key partner in furthering the goal of homeownership. The City of Dover and NCALL will bring all of the housing partners together to develop an even more cohesive strategy for successful homeownership growth in late 2014 to turn the implementation strategies into a clear action plan with performance measures.

Application for Designation as a District

Summary of District Plan
30%

Instructions: through this application the municipality or county will be presenting the District Plan that will guide future revitalization, growth and development activities in the District. Upon designation, the local government will be required to adhere to the District Plan in order to qualify for grants and other incentives. Attach the District Plan, and summarize the content, goals, and objectives in the space provided.

The District Plan Checklist is provided as a separate document. The proposed District Plan must be prepared in accordance with the Checklist.

Attach the District Plan.

☒ District Plan Attached.

Summarize the content, goals and objectives of the District Plan. (please limit your response to 750 words or less).

There have been a number of planning studies over the years that address redevelopment of Downtown Dover. The two principal and most recent plans include the Dover Transit Center Neighborhood Plan and Design Book and the Restoring Central Dover Plan, which is currently still in draft form. These plans together comprise Dover's Downtown Development District Plan. The Dover Transit Center Neighborhood Plan is driven largely by design and the form of downtown redevelopment. By contrast, the Restoring Central Dover Plan addresses many of the social challenges that have been identified as obstacles to downtown redevelopment. This is the first plan in recent years that focuses on the social and economic issues that confront the downtown area. The following goals and objectives are addressed in both plans, although with slightly different focus.

1) Mixed use development
2) Retail uses within the Central Business District
3) Increase the number/percent of owner-occupied homes
4) Increase the density of development
5) Build on vacant lots
6) Bring buildings close to the street to line the sidewalk
7) Strategic location of open spaces, parks and gateways

Both plans provide more detailed strategies for implementation, many of which require collaboration among the private, public and non-profit sectors. Over the next six months, the

Application for Designation as a District

City of Dover will work with stakeholders, including the Downtown Dover Partnership and the Restoring Central Dover Steering Committee, to develop clear performance measures based on the goals and implementation strategies articulated in the District Plan and to track and report on these performance measures so that we can evaluate the short-term and long-term success of our plan implementation.

Application for Designation as a District

Summary of District Plan – continued
30%

Please summarize how the local government envisions itself in a leadership role to guide the successful implementation of the District Plan (please limit your response to 750 words or less).

The City of Dover envisions itself in a leadership role and as an active partner in the full implementation of the District Plan. Specifically, the City will provide leadership in the following three areas:

1) Leadership and Facilitation - As the City works with stakeholders across all sectors, the City is well-positioned to provide leadership among the stakeholders and to facilitate the various implementation activities. In this regard, the City will develop outreach materials and help prospective developer's to navigate the development and/or renovation process, including how to obtain the available incentives. The City will work in coordination with the Downtown Dover Partnership and the Restoring Central Dover Steering Committee to facilitate implementation of the District Plan and to develop and track performance measures to evaluate success in plan implementation.

2) Financial Incentives - The financial incentives offered by the City are important to the success of the Downtown Development District Plan in Dover. The cost associated with rehabilitation of deteriorated buildings and redevelopment in the downtown area is large. The combination of the State's rebate, Kent County's rebate, and the City's incentives significantly reduces the cost of downtown redevelopment projects. The City will administer the City's incentives associated with the District.

3) Regulatory Framework - Several of the implementation strategies relate to the City's regulatory framework, whether it is the issue of site lay-out, zoning changes, or streamlining the permitting/development process, modifications to the City's regulatory framework will be necessary for the success of the program. Many changes have been made to the City's Zoning Ordinance to streamline the development process, but there are additional changes specifically referenced within the Restoring Central Dover Plan.

List key implementation strategies for the District Plan. Please also list any known projects or proposals that can be underway within six to twelve months of District designation. Key Priority Projects[4] should be

[4] Key Priority Projects are specific projects identified in the District Plan that are considered to be potential catalysts for other redevelopment activity and / or contribute to superior urban design or other benefits to the District.

identified, if applicable. See the Checklist for more details (please limit your response to 750 words or less).

The planning documents that comprise the City of Dover's District Plan include a series of implementation strategies. The following are some of the key implementation strategies:
- Reinforce key intersections with significant new buildings. (This could also include the renovation and re-use of existing buildings at key intersections.)
- Encourage mixed use development that includes residential uses, as defined in the plan.
- Encourage flexible design criteria based on the project's collective merits to the downtown area.
- Phase structured parking replacement on existing or new surface parking lots to accommodate additional developmental density.
- Develop overall downtown parking strategy.
- Create expedited permitting process.
- Work to re-establish Dover Police Department downtown foot and bike patrols.
- Expand surveillance camera network.
- Improve lighting in targeted areas.
- Provide additional transitional housing.
- Expand access to housing repair programs and establish rehabilitation revolving loan fund.
- Initiate volunteer based neighborhood housing repair organization.
- Strengthen code enforcement.
- Explore ways to boost homeownership.
- Encourage greater zoning flexibility to enable infill housing development.
- Evaluate ways of providing financial incentives for development in the Central Dover areas.
- Provide assistance in establishing upper-floor apartments along Loockerman Street.
- Build and expand on marketing/branding efforts for the Loockerman Street Corridor and Central Dover.
- Expand small business development programs for new and existing business owners.

There are a number of projects and implementation strategies that can be started, and possibly completed, within six to twelve months of District designation. One of the Strategies is to "reinforce key intersections with significant new buildings." Unfortunately, there are several key intersections where anchor buildings sit vacant. Attracting viable businesses for these vacant buildings at key intersections is at least as important as new construction at key intersections. One building that is prime for a new tenant if the City receives the Downtown Development District designation is the Priscilla Block Building at the northwest corner of State and Loockerman Streets. A strong prospective business has approached the City with interest in the Downtown Development District Program, and has indicated that with the incentives and rebates available under the program, this site is likely to house a new business.

Upper-floor apartments on Loockerman Street are also likely to be a short-term success of Downtown Development District designation. Many of the shops on Loockerman Street have active apartments above them. Others have the potential for apartments, but lack the capital

necessary for completing the renovations. The promise of the Downtown Development District designation has created interest in this area as well.

The addition of new housing units in the Central Dover neighborhoods within the District is also highly likely within six to twelve months of District designation. With partners on-board, including Habitat for Humanity, Kent County Association of Realtors, Dover Housing Authority, and Milford Housing Development Corporation, as well as the availability of land for housing development, there is strong potential for new housing units to be constructed shortly after Downtown Development District designation.

Other items that can be addressed in the short-term are: police foot and bike patrols, expansion of surveillance camera network, improvements to lighting, and amendments to the Zoning Ordinance to allow for greater flexibilty to spur downtown redevelopment.

The Dover Transit Center Neighborhood Plan and Design Book identifies some "key projects" that could be catalysts in spurring additional downtown redevelopment. These include redevelopment of the former "Acme Site", which is currently home to a daycare center and auto parts store. This property was purchased by the Downtown Dover Partnership and has the potential to be a mixed use redevelopment project that could lead to additional redevelopment. The Downtown Dover Partnership has been marketing the project and has completed some land planning for the site. Unfortunately, to date a development partner has not ben identified. The added incentives of the Downtown Development District Program could attract a development partner to the site and facilitate a large-scale mixed use redevelopment project that could spur additional redevelopment in the area.

Another "key project" is the completion of a building at the Transit Center facility. This has been a subject of discussion since the Transit Center property was acquired. Unfortunately, the economic recession has created challenges with attracting a development partner to make this project feasible.

Other "key projects", such as the consolidation of parking lots on North Street and the creation of a plaza at the former Collegian Site on Loockerman Street, have been completed. The construction of the Loockerman Way Plaza provides the opportunity for four building pads along the plaza's hardscape. The designation as a Downtown Development District may create an atmosphere where sale and development of these building pads is possible. With the North Street improvements that were undertaken over the last two years, the Downtown Dover Partnership and the City of Dover have demonstrated leadership and success in implementing the Dover Transit Center Neighborhood Plan and Design Book. Not only were the improvements completed under budget, but the addition of a pocket park at the corner of South Governors Avenue and North Street is a welcome addition to the project. The pocket park revitalizes a corner that was once a deteriorated building that the City of Dover demolished. The City ultimately acquired the property, and together with the Downtown Dover Partnership, turned this former eyesore property into an asset to the downtown. Even with this addition, the Downtown

Application for Designation as a District

Dover Partnership returned money to the State of Delaware that had been allocated the project but still unspent after the project was completed.

Application for Designation as a District

Summary of District Plan – continued
30%

List any other governmental, quasi-governmental or non-governmental organizations that will be involved in the creation and / or implementation of the District Plan. A Main Street organization would be an example of such an organization. For each organization, describe how the local government will coordinate their activities to encourage revitalization and economic development in the District.

1) Downtown Dover Partnership - The Downtown Dover Partnership (DDP) is Dover's Main Street organization. The DDP works hand-in-hand with City staff, property owners, business owners, and others in the community to promote downtown redevelopment. The DDP also serves as the redevelopment corporation for downtown Dover and has overseen a number of successful redevelopment projects, including brownfield clean-ups and building renovations. The DDP has agreed to secure an architect and provide funding to assist new businesses with the architectural services needed to open a new business in an existing tenant space. The DDP will be a full partner with the City of Dover and other stakeholders in implementing the District Plan and will continue to play a strong leadership role in making downtown redevelopment a reality.

2) NCALL - NCALL is a Community Development Financial Institution certified by the U.S. Treasury. They provide housing counseling for prospective home buyers and lend money for affordable housing and community facilities. NCALL has been the convener of the Streering Committee and the leader for the Restoring Central Dover Plan. NCALL is a key partner in working with all stakeholders in implementing the Restoring Central Dover Plan and will continue to provide leadership in convening the Restoring Central Dover Steering Committee as we work on plan implementation.

3) Habitat for Humanity - Central Delaware Habitat for Humanity is a key partner in providing homeownership opportunities to low income families. They have worked closely with the City throughout their existence, and there are a number of successful Habitat houses in the downtown. Habitat has been a vital member of the Restoring Central Dover Steering Committee, and will be a key partner in implementing the plan and achieving the goal of homeownership in the downtown.

4) Milford Housing Development Corporation - Milford Housing Development Corporation (MHDC) is a non-profit housing developer who has worked in partnership with the City of Dover to improve housing opportunities through managing the City's housing rehabilitation and emergency repair programs which are funded through the Community Development Block Grant program. MHDC offers a variety of programs and products that will help to further the goal of

affordable homeownership opportunities in the downtown area and will be a partner in revitalizing the neighborhoods within the proposed District.

5) Dover Housing Authority - The Dover Housing Authority has long been a partner with the City in working to increase homeownership in the downtown area. They have been an active partner in the Restoring Central Dover Plan and will continue to work to further the goal of homeownership in central Dover.

6) Wesley College - Wesley College's primary campus is not physically located within the proposed District, but Wesley is a key stakeholer in the downtown and a key partner in achieving success in downtown redevelopment. The issues of safety and blight that have plagued downtown Dover impact Wesley's success in attracting quality students. Wesley has demonstrated commitment in helping improve the downtown with their commitment to the Schwartz Center for the Performing Arts and their new Health Sciences Building, both of which are in the heart of the City's proposed District.

7) Dover Interfaith Mission for Housing - Since their inception in 2007, the Dover Interfaith Mission for Housing has worked to provide emergency shelter for homeless men. They have worked with their clients to move them into permanent housing and provide them the resources they need to gain employment.

8) Kent County Association of Realtors - Kent County Association of Realtors is an instrumental partner in achieving the goal of increasing homeownership and getting information about incentives out to prospective homeowners. They are also a key link with the development community.

9) Sustainable Energy Utility - Restoring Central Dover includes recommendations to improve lighting in targeted area. The City will work with the Sustainable Energy Utility to address this through the use of energy efficient LED lighting in an effort to reduce energy use while improving lighting. This could include improving street lighting as well as porch lighting at private residences.

Attach written documentation (in the form of letters of agreement, memorandums of understanding, board resolutions etc) from each of the above listed organizations indicating support for this application to be designated as a Downtown Development District and identifying a willingness to coordinate with the municipal government to implement the District Plan.

☒ Written documentation attached from all other organizations

Application for Designation as a District

Application for Designation as a District

Summary of District Plan – continued
30%

Describe any actions your local government has taken to ensure energy efficient and environmentally sensitive development, and to prepare for flooding and sea level rise, if applicable. How will these efforts be implemented in the proposed District? (please limit your response to 750 words or less).

There is very little, if any, area within the proposed District that is affected by floodplains, wetlands, recharge areas, or other natural features. The City of Dover prohibits new construction within the 100-year floodplain, and the City's Zoning Ordinance protects wetlands and buffers around streams. While there is a small area in the Central Business District that is mapped as an excellent recharge area, this area is exempted from Source Water Protection Overlay Zone requirements due to environmental contamination underground from prior land uses.

Specifically within the District, implementation of the District Plan will include clean-up and redevelopment of brownfield sites. We would also look to the Sustainable Energy Utility to provide incentives to include energy efficiency improvements with new development and redevelopment or renovation of existing buildings and sites.

The City's Zoning Ordinance includes provisions to allow solar and wind energy as accessory uses on properties. The proposed District includes a network of sidewalks along streets and a number of transit stops throughout the District. The City has an active program for replacing sidewalks as they deteriorate.

Downtown Dover has a wonderful canopy of street trees that the City has worked hard to maintain. As trees die or need to be removed, additional street trees are planted. The presence of tree canopy helps to reduce energy use through providing shade and also helps to improve air quality and overall quality of life.

Through implementation of the District Plan, densification of land uses and improvements to bicycle and pedestrian infrastructure will help to reduce vehicle trips and vehicle miles traveled by having jobs and housing centrally located.

Describe how the District Plan is consistent with your certified Comprehensive Plan and the *Strategies for State Policies and Spending* (please limit your response to 750 words or less).

Application for Designation as a District

http://stateplanning.delaware.gov/strategies/

The District Plan is consistent with the City of Dover's certified Comprehensive Plan in that it implements a number of goals and objectives related to downtown redevelopment, economic development and housing. The Comprehensive Plan specifically calls for creation of a downtown plan that will improve predictability in the process of downtown redevelopment.

The proposed District is entirely within a Level 1 Investment Area as shown in the Strategies for State Policies and Spending. This is the highest priority area for State investment. Therefore, the proposed District and District Plan are consistent with the goals and objectives of the Strategies for State Policies and Spending.

Application for Designation as a District

Summary of Local Incentives
20%

Instructions: The municipality or county must complete this form to summarize the local incentive package to be made available within the District upon designation. The local ordinances (or other regulations or documentation) enabling and governing these incentives must be attached to this form, along with any relevant supporting documentation. In the case of incentives proposed upon designation, the draft ordinances must be attached.

Attach the Local Incentives. The following table includes **suggested** local incentives. Please attach any that are relevant, and others that have not been listed.

Suggested Local Incentives

Fee or Tax Reductions	Regulatory Flexibility	Permit or Licensing Reform
Special Zoning Districts	Exemptions from Local Ordinances	Streamlined Permitting
Other		

☒ Written documentation attached for all Local Incentives

List the Local Incentives that are already in place. Please detail the geographic extent of each incentive (i.e. is the incentive available throughout the entire jurisdiction, or only in certain geographic areas?)

Local Incentive	In effect since (approx.)	Geographic area covered
City Impact Fee Waivers	2000/2008	Downtown Redevelopment Target Area
Building Permit Fee Waivers	2000	Downtown Redevelopment Target Area
Tax Abatement on Value of Improvements	2000	Downtown Redevelopment Target Area
First Time Homebuyer Transfer Tax Exemption	1996	Citywide
First Time Homebuyer Transfer Tax Exemption for Seller	2000	Mary Street to Loockerman Street & Governors Avenue to West Street
Homeowner Property Tax Abatement for Owner Occupied	2000	Mary Street to Loockerman Street & Governors Avenue to

Application for Designation as a District

		West Street
Historic Preservation Tax Credit	1998/2000	Historic District Zone

Application for Designation as a District

Summary of Local Incentives - continued
20%

List any of the existing Local Incentives that will be modified to have specific benefits to properties in the proposed District.

Local Incentive	How modified?	Geographic area covered
Transfer Tax Abatement for Seller of House to First-Time Homebuyer/owner occupied in area bounded by Mary Street, Governors Avenue, Loockerman Street & West Street	Modify boundary to match District boundary	DDD Only
Waiver of City Impact Fees (Water & Sewer)	Expand beyond multi-story, mixed use	DDD Only
Tax Abatement for owner occupied housing in area bound by Mary Street, Governors Avenue, Loockerman Street & West Street	Modify boundary to match District boundary	DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only

List the Local Incentives that are new and will be available only in the proposed District.

Local Incentive	Date enacted (or proposed date of adoption)	Geographic area covered
Waiver of Business License fee for new businesses for three years	Spring 2015	DDD Only
Rebate of 50% of transfer tax for qualifying project upon issuance of Certificate of Occupancy	Spring 2015	DDD Only

Architectural services support up to $5,000 for renovation for new business or business expansion	Immediately upon designation	DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only

Summary of Local Incentives - continued
20%

Please describe how each local incentive will be funded. If the incentive involves a reduction or waiver of taxes or fees, or in-kind services (for example, expedited permitting utilizing existing staff resources) please note that here.

Local Incentive	Funding Source
Tax abatement and fee waivers	All waived income that the City does not receive due to incentives are a "cost" to the revenue into the General Fund, except the Impact Fee waivers, which are a "cost" to the Water/Wastewater Fund revenues.
Architectural Services Support	This will be funded through the Downtown Dover Partnership budget. In future fiscal years this may result in a transfer from the City's General Fund to the Downtown Dover Partnership in accordance with the City's approved budget.

Application for Designation as a District

For each Local Incentive to be provided, please describe the specifics of how the incentive works (details are needed), and how the incentive encourages economic development and revitalization in your community.

For the Building Permit and Impact Fee waivers and the abatement of taxes on the value of the improvements, the Dover Code prescribes an application process. Applications are submitted to the Economic Development Office, who reviews the applications in accordance with criteria prescribed in the Dover Code and makes a recommendation to the City Manager. The City Manager issues a letter informing the applicant of the incentives for which they have been approved. The letter is copied to the Department of Planning and Inspections and the Tax Office so that the incentives can be appropriately implemented. For these incentives, the applicant pays 10 percent of the value of the incentive to the Downtown Dover Partnership.

For the First Time Homebuyer tax incentives, there are forms that are signed by the buyer and seller at settlement and turned in to the Tax Office. In addition to these incentives, the City offers down payment assistance to low and moderate income homebuyers. Within the District boundary, the Planning Office will also recommend expansion of CDBG funding to include combining the down payment assistance with funds to rehabilitate an existing house.

The process for the Historic Preservation Tax Credit is specified in Dover Code. Application is made to the Planning Office prior to the proposed rennovation and the credit is reviewed and approved by the Historic District Commission as a part of the approval of the Architectural Review Certificate.

Application for Designation as a District

Summary of Local Incentives - continued
20%

Summarize the package of Local Incentives, and describe how these incentives will work in concert with the Downtown Development District benefits to encourage revitalization and economic development in your proposed District (please limit your response to 750 words or less).

If the City of Dover is selected for the Downtown Development District designation, the City will create a package of information about the various incentives available, including those at the City, County and State level. We will work with our partners in the housing and development community (such as the Kent County Association of Realtors and NCALL) to promote the incentives and inform the public. The Downtown Dover Partnership (DDP) will work to recruit new businesses, using the incentives as a selling point.

As an example of how this could work in Dover, if a prospective business owner had interest in opening in Dover, typically that person would contact the DDP. The DDP staff or volunteers would provide them with the packet of information describing the incentives available and would answer any questions the prospective business owner might have. If there is a tenant space chosen, the DDP staff would let the prospective business owner know of the architectural services available through the DDP. DDP staff would also refer the owner to the Department of Planning and Inspections for an intitial meeting with the Planning Staff, Building Inspector and Fire Marshal. The applicant would begin the process of applying for a Building Permit and would complete the incentive paperwork at that time. The combination of Building Permit fee waiver, Impact fee waiver, tax abatement on the value of the improvements, and waiver of Business License fees would be cost savings as the project goes through the process. Upon completion of the project, the applicant would submit the proper paperwork to receive the rebate from the State and Kent County, and if applicable the Transfer Tax rebate.

While application for State and Kent County incentives would be completed directly with the appropriate State and County departments, City staff would provide technical assistance to applicants to assist in navigating the application and rebate processes. City staff will also track the value of the incentives available on each project. City staff would work with developers to help them leverage the various resources and incentives available to make their project feasible.

Application for Designation as a District

Application for Designation as a District

Legislative Body Resolution

Instructions: Attach a resolution that has been adopted by the legislative body of your municipality or county. The resolution must affirmatively indicate that the legislative body supports the application for designation as a Downtown Development District and is willing to adhere to the District Plan and the Local Incentives for the duration of the District designation.

Date of Resolution October 27, 2014

Resolution Number #2014-13

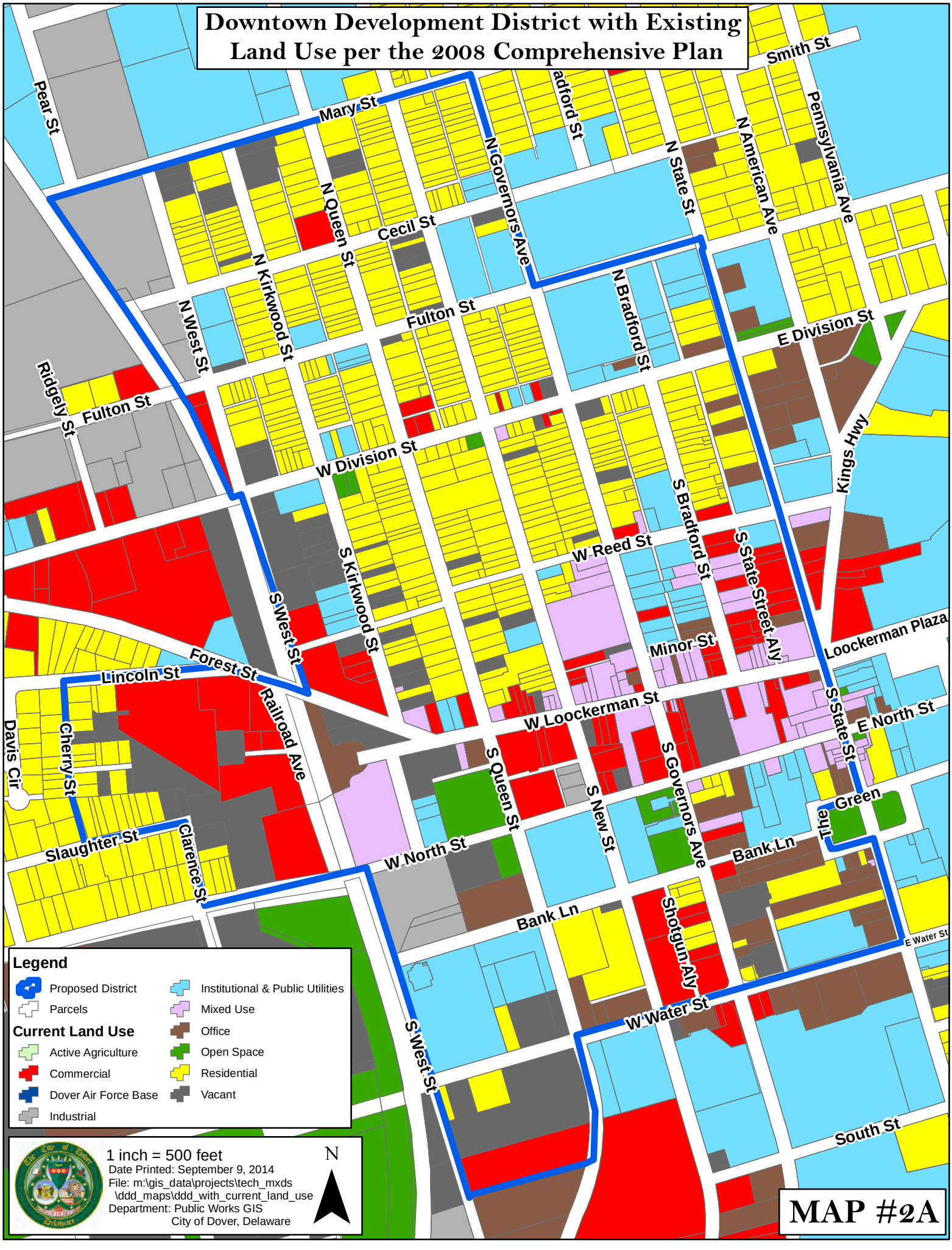
☒ Resolution Attached.

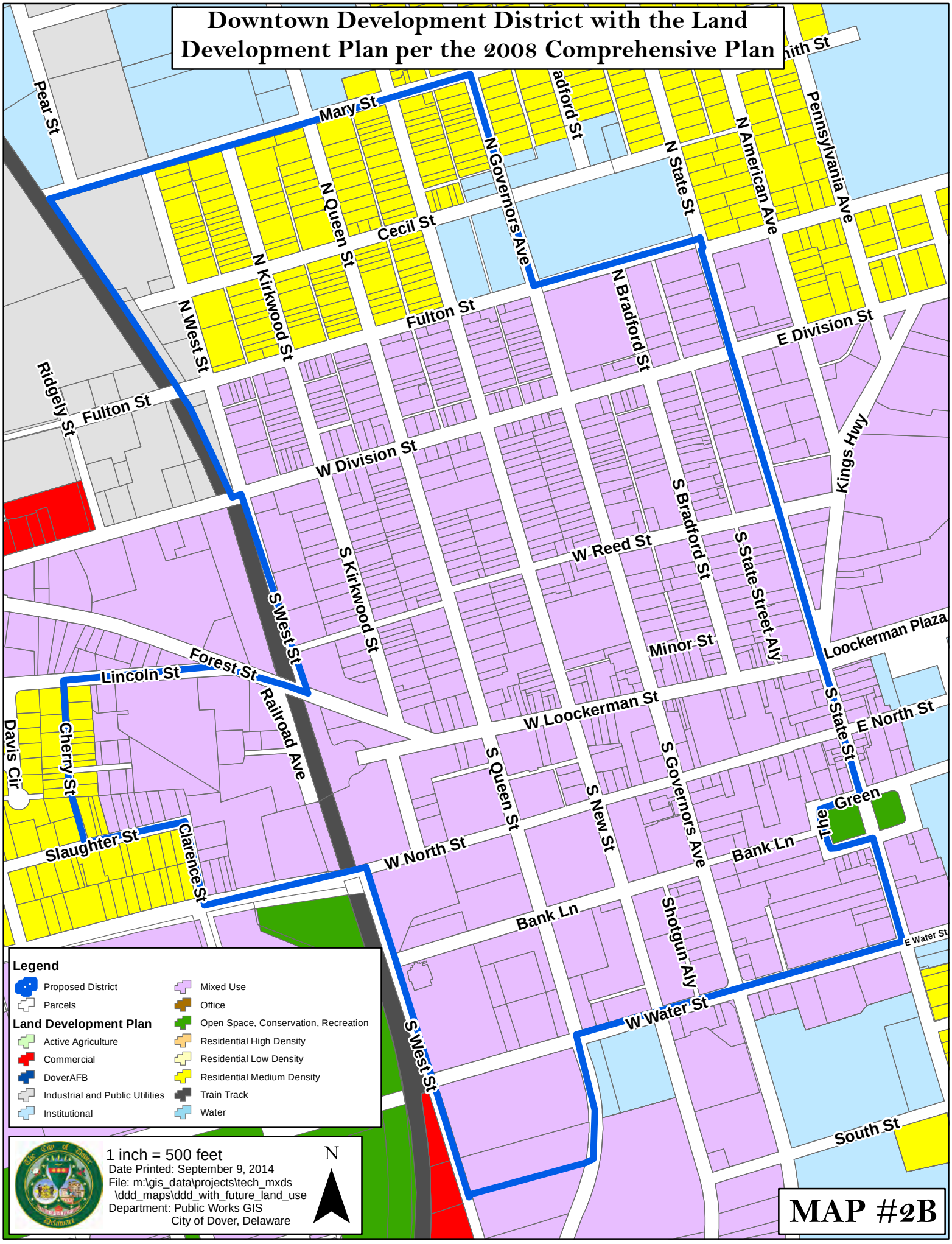
City of Dover, Delaware
Downtown Development District Application
Index of Attachments

Map Number	Title
Map #1	Downtown Development District Boundary
Map #2A	Downtown Development District with Existing Land Use per the *2008 Comprehensive Plan*
Map #2B	Downtown Development District with the Land Development Plan per the *2008 Comprehensive Plan*
Map #3	Downtown Development District with Current Zoning
Map #4	Downtown Development District with Dangerous Buildings
Map #5	Downtown Development District with Vacant Buildings
Map #6	Downtown Development District: Properties with Active Code Enforcement
Map #7	Downtown Development District with Crime Density
Map #8	Downtown Development District with CDBG Locations
Map #9	Downtown Development District with Dover Transit Center Neighborhood Plan Boundary
Map #10	Downtown Development District with Central Dover Study Area
Map #11	Downtown Development District with Downtown Redevelopment Target Area
Map #12	National Register Historic Districts

Attachment Number	Title
Attachment #1	*2008 Comprehensive Plan* Goals
Attachment #2	Documentation of Need and Impact – Photographs
Attachment #3	Demographic Summary
Attachment #4	Existing Incentives
Attachment #5	Letters of Support
Attachment #6	Resolution #2014-13
Attachment #7	Downtown Development District Plan


Downtown Development District Boundary
Size: 220 Acres
Mary St
Pear St
Bradford St
Smith St
Pennsylvania Ave
N American Ave
N State St
N Governors Ave
N Queen St
Cecil St
N Kirkwood St
N West St
Fulton St
N Bradford St
E Division St
Ridgely St
Fulton St
W Division St
Kings Hwy
S Bradford St
S State Street Aly
W Reed St
S Kirkwood St
S West St
Minor St
Loockerman Plaza
Forest St
Lincoln St
Railroad Ave
W Loockerman St
E North St
S State St
Davis Cir
Cherry St
S Queen St
S New St
S Governors Ave
Green
The
Slaughter St
Clarence St
W North St
Bank Ln
Bank Ln
Shotgun Aly
E Water St
Banning St
S West St
W Water St
South St
Legend
Parcels
Proposed District
1 inch = 500 feet
Date Printed: August 18, 2014
File: m:\gis_data\projects\tech_mxds
\ddd_maps\proposed_ddd
Department: Public Works GIS
City of Dover, Delaware
N
MAP #1


Downtown Development District with Existing Land Use per the 2008 Comprehensive Plan
Pear St
Mary St
N Governors Ave
adford St
Smith St
Pennsylvania Ave
N American Ave
N State St
N Queen St
Cecil St
N Kirkwood St
N West St
Fulton St
N Bradford St
E Division St
Ridgely St
Fulton St
W Division St
Kings Hwy
S Bradford St
W Reed St
S State Street Aly
S Kirkwood St
S West St
Minor St
Loockerman Plaza
Forest St
Lincoln St
Railroad Ave
W Loockerman St
S State St
E North St
Davis Cir
Cherry St
S Queen St
S Governors Ave
S New St
Green
The
Slaughter St
Clarence St
W North St
Bank Ln
Bank Ln
Shotgun Aly
E Water St
W Water St
S West St
South St
Legend
Proposed District
Parcels
Current Land Use
Active Agriculture
Commercial
Dover Air Force Base
Industrial
Institutional & Public Utilities
Mixed Use
Office
Open Space
Residential
Vacant
1 inch = 500 feet
Date Printed: September 9, 2014
File: m:\gis_data\projects\tech_mxds
\ddd_maps\ddd_with_current_land_use
Department: Public Works GIS
City of Dover, Delaware
N
MAP #2A


Downtown Development District with the Land Development Plan per the 2008 Comprehensive Plan
Mary St
Pear St
N Governors Ave
N State St
N American Ave
Pennsylvania Ave
Cecil St
N Queen St
N Kirkwood St
N West St
Fulton St
N Bradford St
E Division St
Ridgely St
Fulton St
W Division St
Kings Hwy
S Bradford St
W Reed St
S State Street Aly
S Kirkwood St
S West St
Minor St
Loockerman Plaza
Forest St
Lincoln St
Railroad Ave
W Loockerman St
E North St
S State St
Davis Cir
Cherry St
S Queen St
S New St
S Governors Ave
The Green
Slaughter St
Clarence St
W North St
Bank Ln
Shotgun Aly
E Water St
W Water St
S West St
South St
Legend
Proposed District
Parcels
Land Development Plan
Active Agriculture
Commercial
DoverAFB
Industrial and Public Utilities
Institutional
Mixed Use
Office
Open Space, Conservation, Recreation
Residential High Density
Residential Low Density
Residential Medium Density
Train Track
Water
1 inch = 500 feet
Date Printed: September 9, 2014
File: m:\gis_data\projects\tech_mxds
\ddd_maps\ddd_with_future_land_use
Department: Public Works GIS
City of Dover, Delaware
N
MAP #2B

Downtown Development District with Current Zoning



ZONING TYPES

For complete text, refer to *City of Dover, Code of Ordinances,* Appendix B: *Zoning Ordinance.*

RG-1 (General Residence Zone) permitting single family dwellings, off street parking with conditions. Permitted conditionally: Planned Senior Housing Developments, day cares, churches, schools, hospitals, funeral homes, philanthropic and charitable organizations, membership clubs, bed & breakfast inns, student homes, and multiple dwellings (but not allowing multiple dwellings as resulting from the conversion of a single family house to a multi-family dwelling).

RG-3 (Group Housing Zone) permitting single family dwellings, townhouses, and row houses for single family group dwellings. Permitted conditionally: Planned Senior Housing Developments, day cares, churches, schools, hospitals, funeral homes, philanthropic and charitable organizations, and membership clubs.

RG-4 (General Residence zone for Multi-Story Apartments) permitting single family dwellings and high-rise apartments. Permitted conditionally are day cares, the sale of commodities and services accessory to the apartments, churches, schools, hospitals, funeral homes, philanthropic and charitable organizations, and membership clubs.

RGO (General Residence & Office Zone) permitting single family dwellings, single family lot line dwellings, duplex dwellings, multiplex dwellings, townhouses, rooming houses for 5 or less people, garden apartments, and offices. Permitted conditionally: Planned Senior Housing Developments, day cares, small retail business along S. State Street, bed & breakfast inns, churches, schools, hospitals, funeral homes, philanthropic and charitable organizations, and membership clubs.

C-1 (Neighborhood Commercial Zone) permitting convenience retail stores; personal service establishments; service establishments; restaurants; one-family residences; and apartments and multi-family dwellings. The size of stores or establishments is limited to 2,500 S.F. of floor space. Conditionally permitting Planned Senior Housing Developments and day cares.

C-1A (Limited Commercial Zone) permitting retail stores; personal service establishments; service establishments; restaurants; business, professional and governmental offices; one-family residences; and apartments and multi-family dwellings. Conditionally permitting drive-throughs accessory to a permitted use, day cares, and Planned Senior Housing Developments.

C-2 (Central Commercial Zone) allowing retail stores; restaurants; hotels, including bed and breakfast inns; art galleries and studios; service establishments; personal service establishments; business, professional and government offices; and apartments and multi-family dwellings, provided that no dwelling units shall be permitted in the first floor on the street frontage of Loockerman Street. Conditionally permitting throughout the zone are parking lots and parking structures as a principal use; places of public assembly; manufacturing, assembling, converting, altering, finishing, cleaning, or any other processing of products where goods so produced or processed are to be sold at retail exclusively on the premises, day cares, and Planned Senior Housing Developments.

C-2A (Limited Central Commercial Zone) permitting retail stores; business, professional and governmental offices; personal service establishments; restaurants; service establishments; hotels; places of public assembly; drive-throughs; one-family residences; apartments and multi-family dwellings. Conditionally permitting social service agencies, day cares, and Planned Senior Housing Developments.

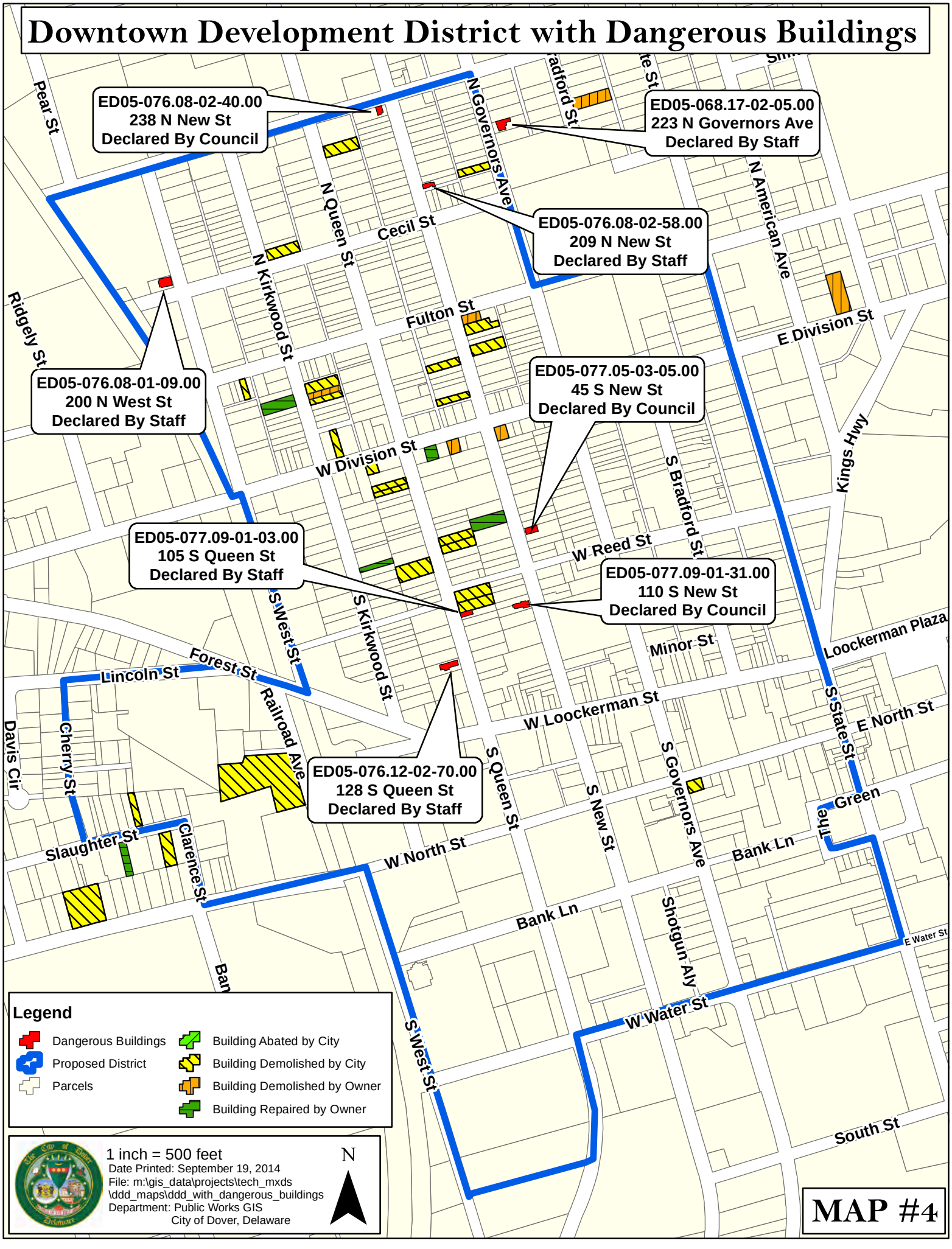
C-3 (Service Commercial Zone) permitting service establishments, personal service establishments; business, professional or governmental offices; retail uses accessory to a permitted use; drive-throughs accessory to a permitted use; wholesale, storage and warehousing establishments; indoor recreation and amusement establishments; motor vehicle, boat or farm equipment sales or service (subject to specific regulations); manufacturing with less than 25 employees, and mini-storage facilities. Conditionally permitting day cares and Planned Senior Housing Developments.

IO (Institutional and Office Zone) permitting business, professional, and governmental offices; banks; research, design and development laboratories; public and institutional uses; day care centers; and emergency shelters and transitional housing. Conditionally permitting Planned Senior Housing Developments, fire arm ranges, correctional facilities, public incinerators, hotels and restaurants.

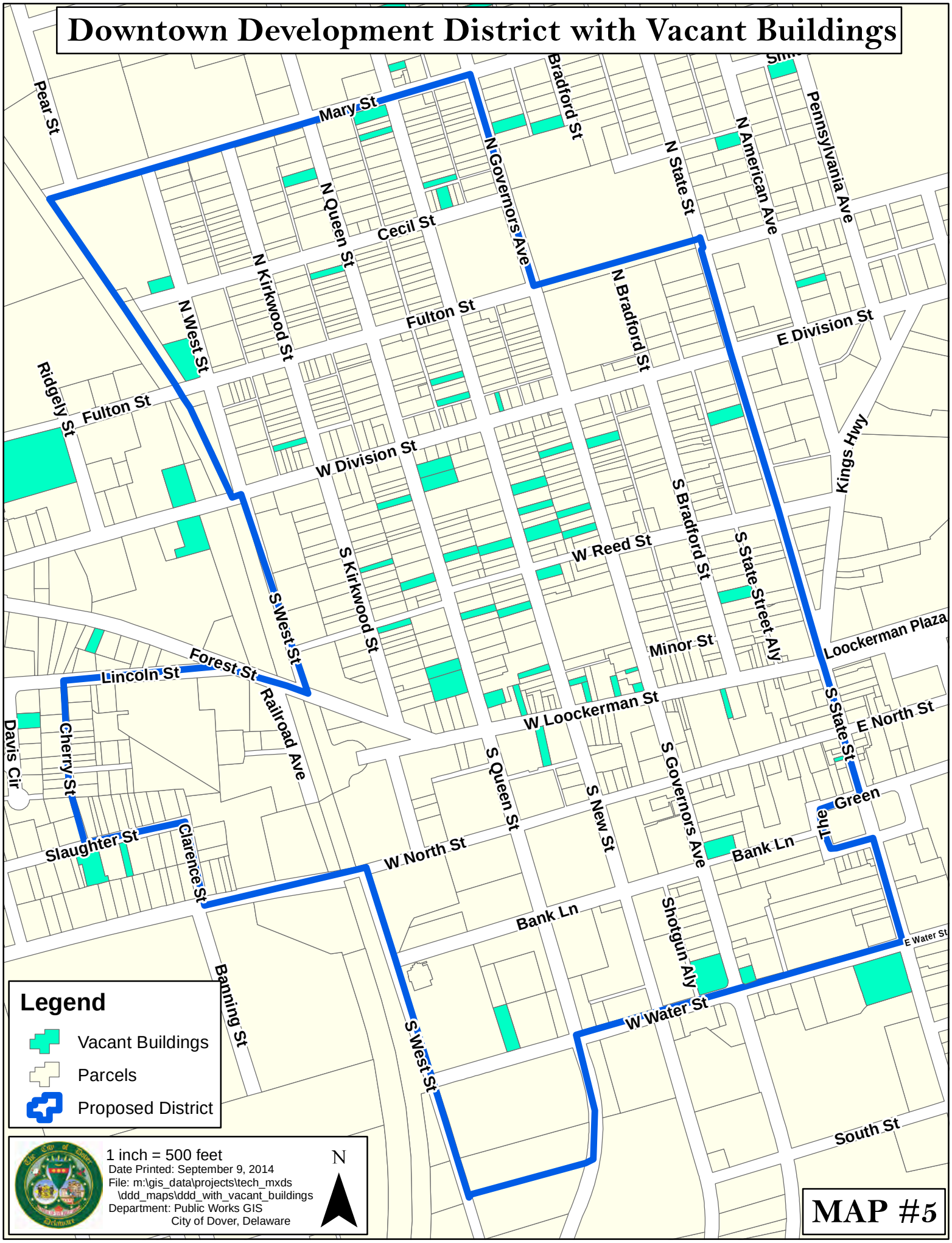
M (Manufacturing Zone) permitting manufacturing, assembling, processing or storage of products/materials, laboratories, wholesale storage and warehousing, building contractors' yards, public utility uses, and mini-storage facilities.

H (Historic District Zone) requiring Architectural Review Certifications subject to compliance with the Design Standards & Guidelines for demolition, construction, reconstruction, alteration or restoration of any new or existing structure within the designated district.

Downtown Development District with Dangerous Buildings



Downtown Development District with Vacant Buildings



Legend

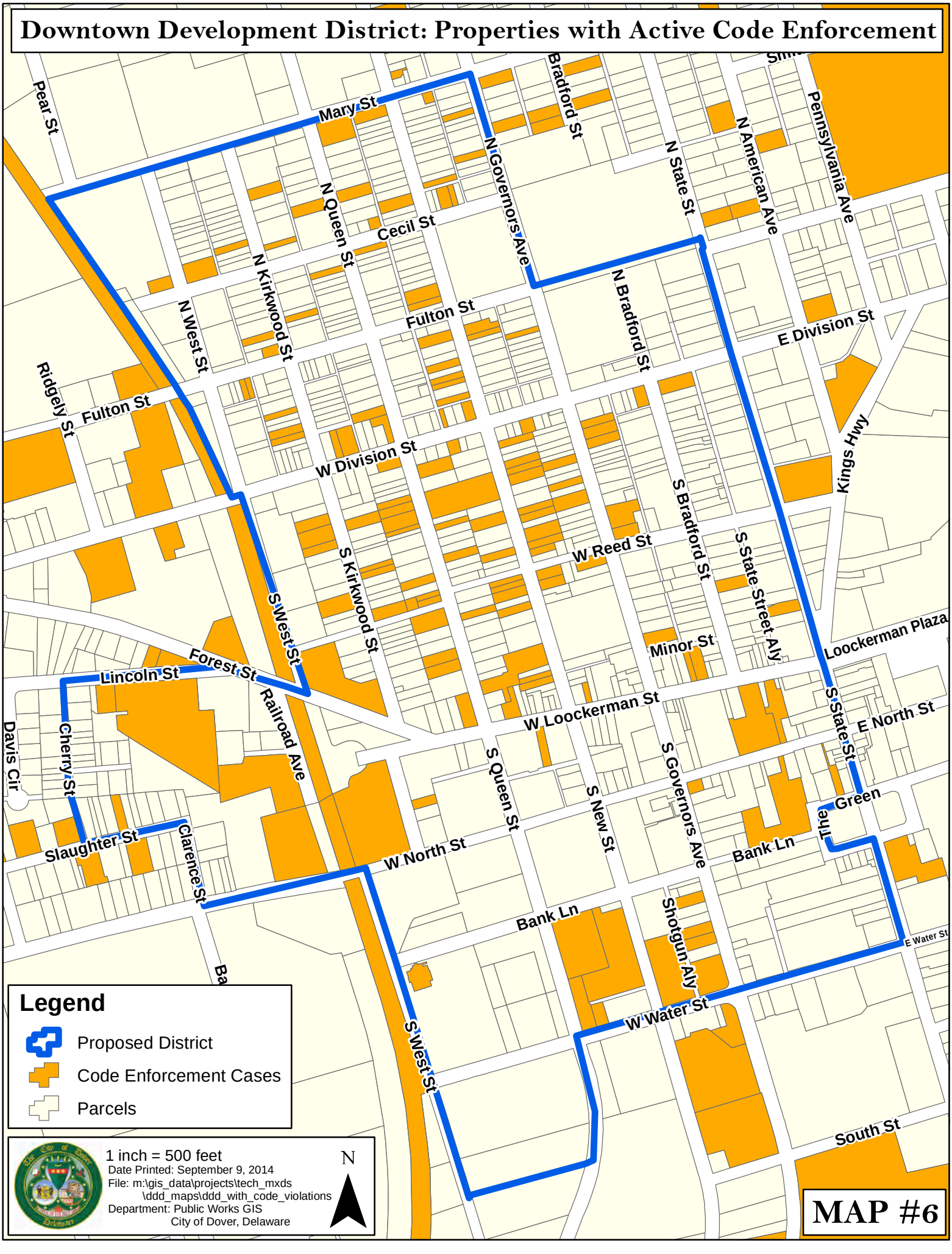
- Vacant Buildings
- Parcels
- Proposed District

1 inch = 500 feet
Date Printed: September 9, 2014
File: m:\gis_data\projects\tech_mxds
\ddd_maps\ddd_with_vacant_buildings
Department: Public Works GIS
City of Dover, Delaware

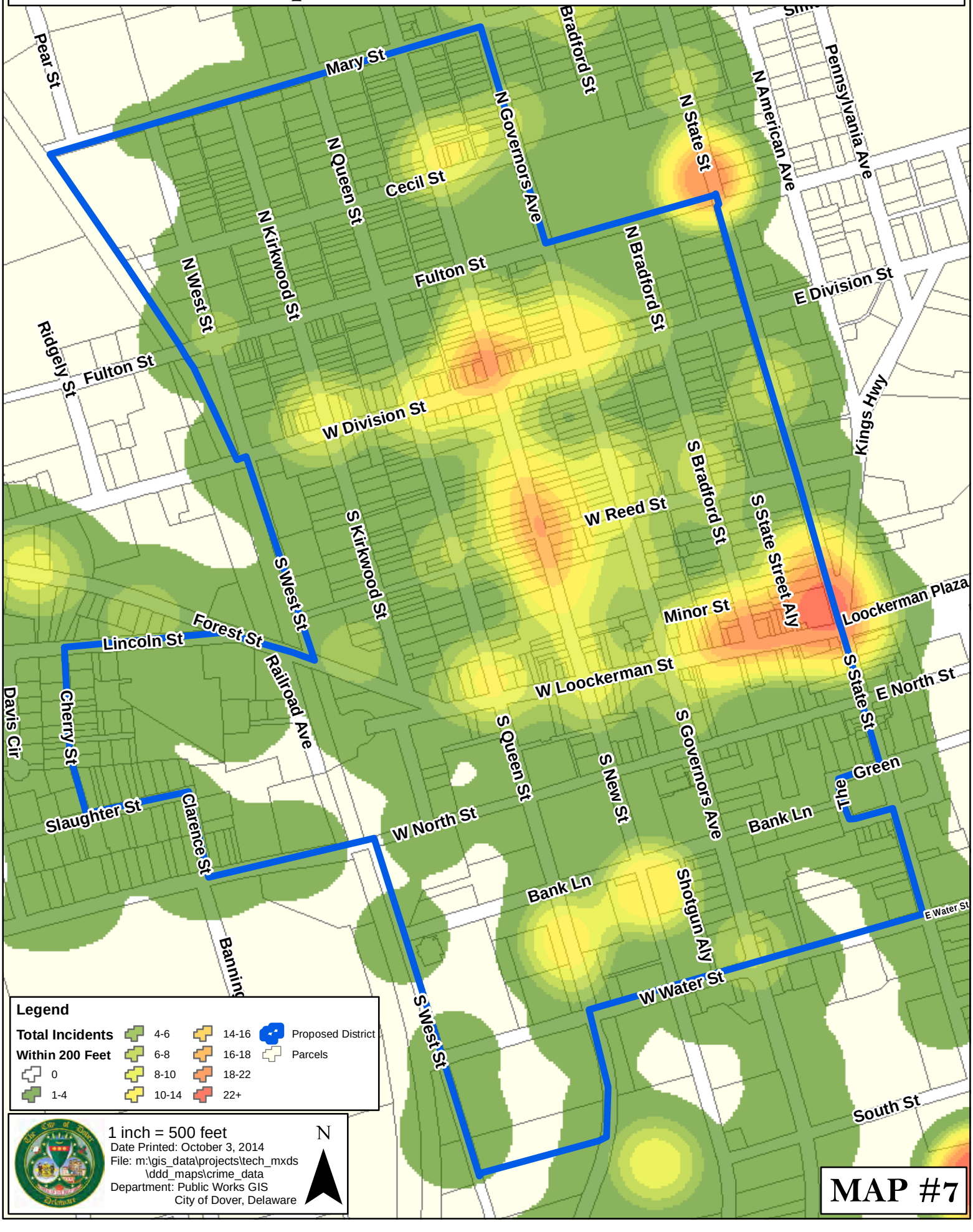
N

MAP #5

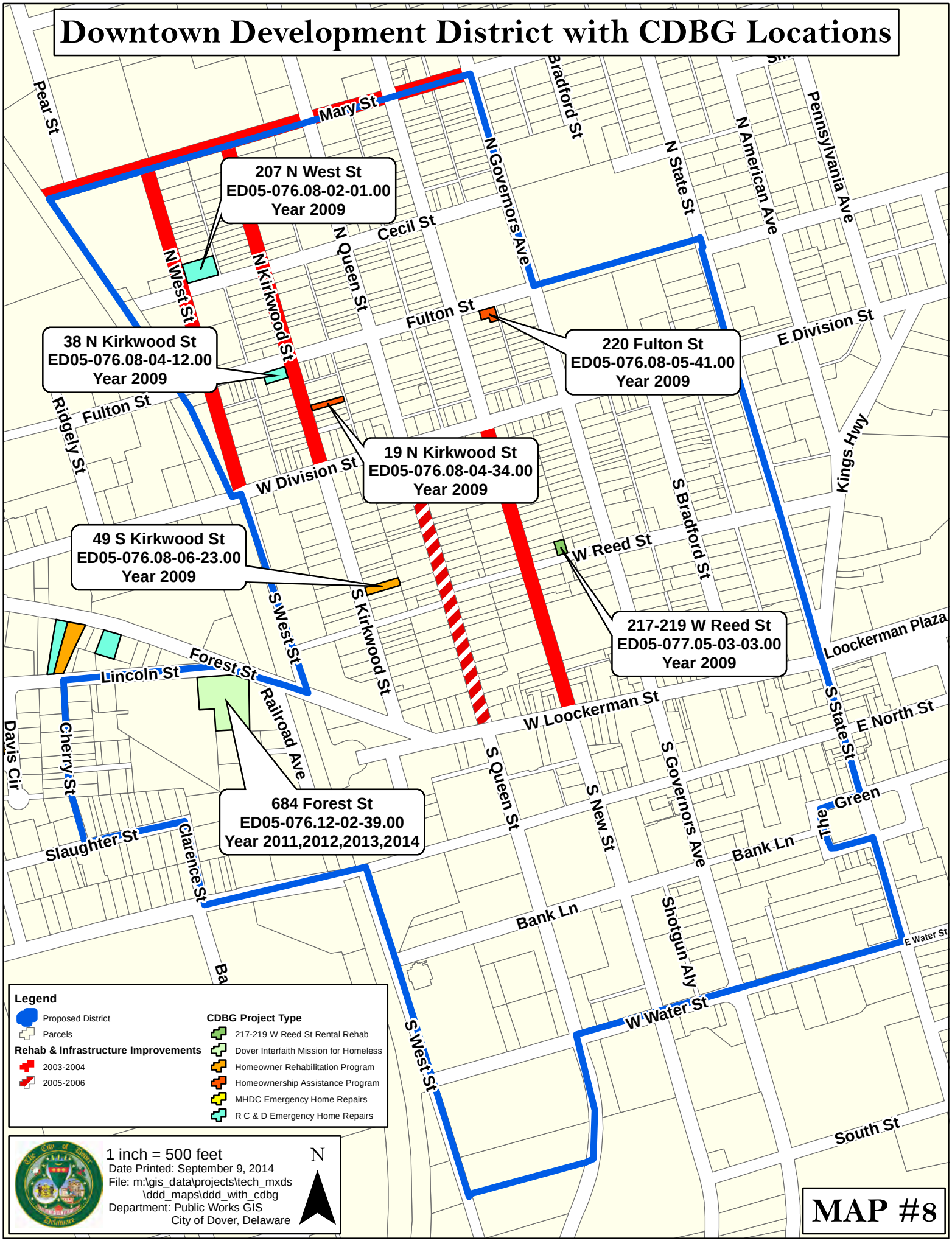
Downtown Development District: Properties with Active Code Enforcement

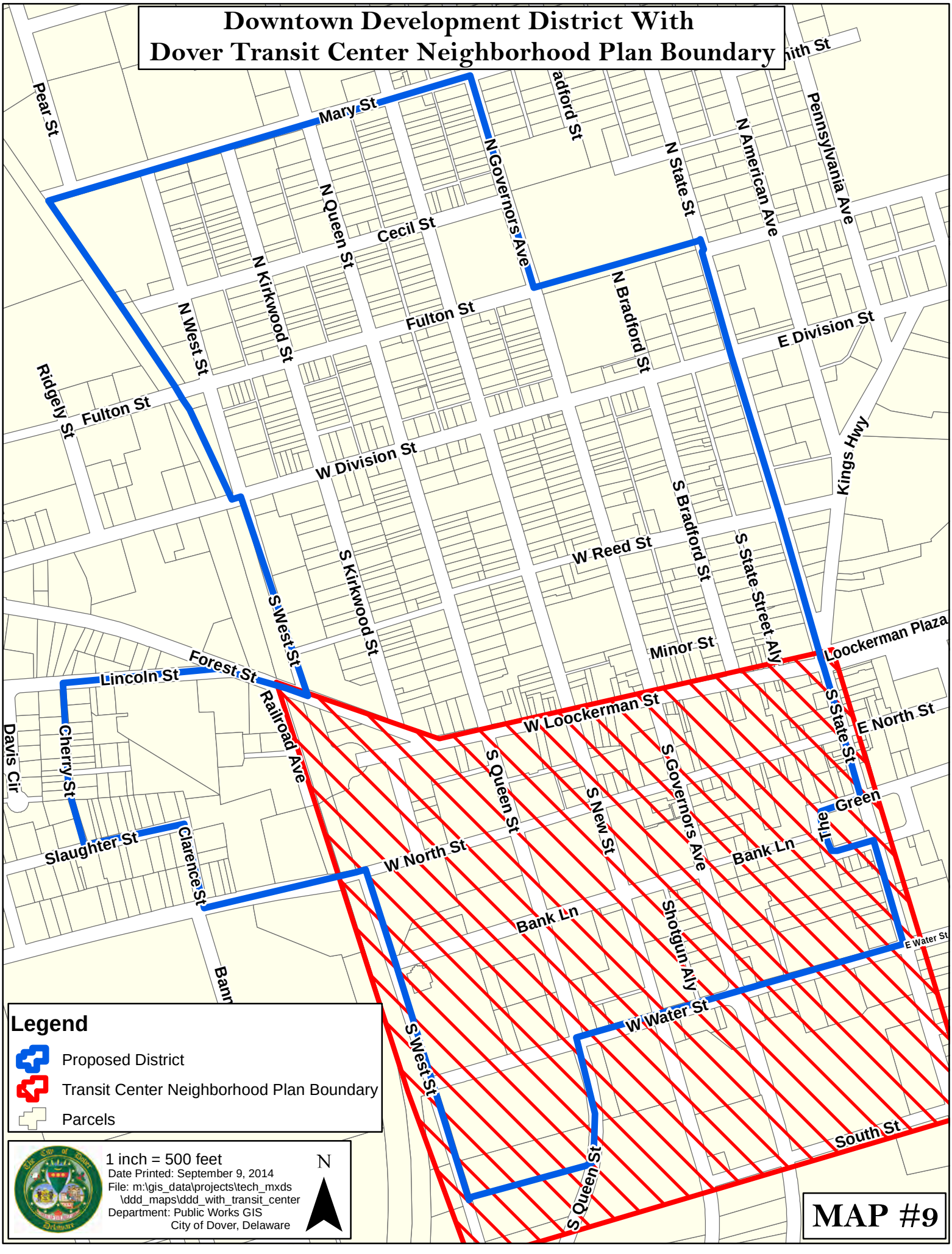


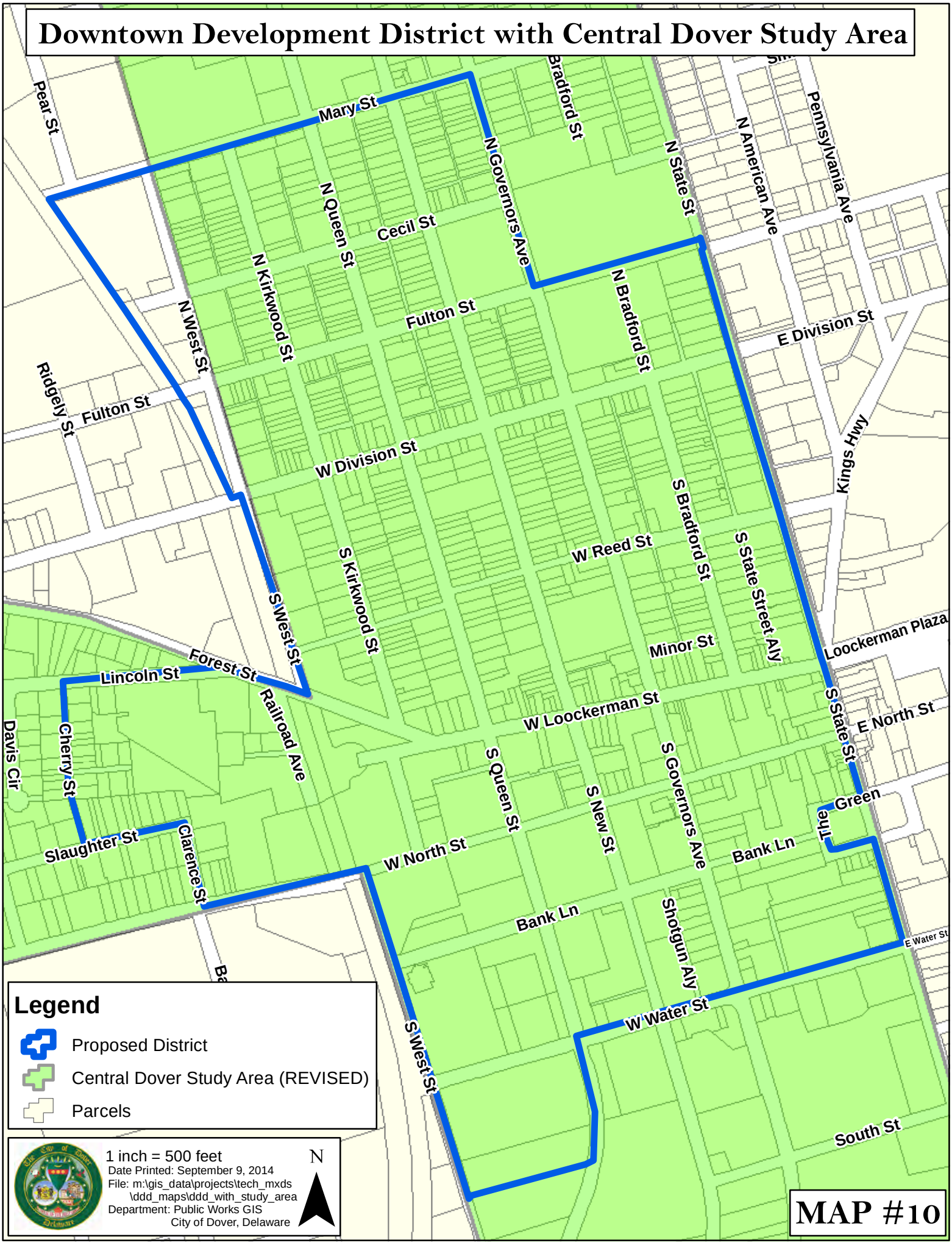
Downtown Development District with Crime Data: 2010-2014



Downtown Development District with CDBG Locations

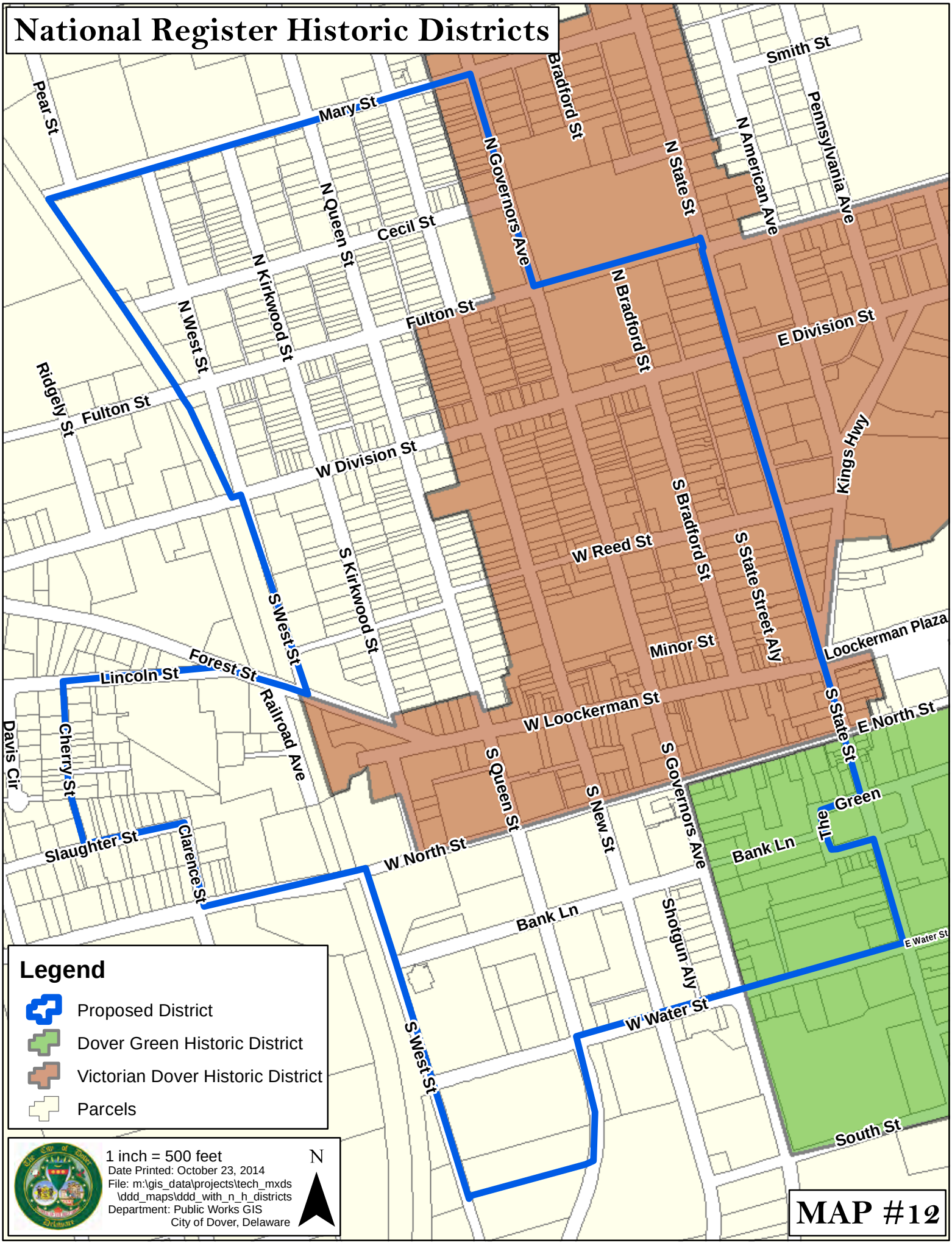



Downtown Development District With
Dover Transit Center Neighborhood Plan Boundary
Pear St
Mary St
N Queen St
Cecil St
N Kirkwood St
N West St
Fulton St
Ridgely St
Fulton St
W Division St
N Governors Ave
N Bradford St
N State St
N American Ave
Pennsylvania Ave
E Division St
Kings Hwy
S Bradford St
S State Street Aly
W Reed St
S Kirkwood St
S West St
Minor St
Loockerman Plaza
Forest St
Lincoln St
Railroad Ave
W Loockerman St
S State St
E North St
Davis Cir
Cherry St
Slaughter St
Clarence St
S Queen St
S New St
S Governors Ave
Green
The
Bank Ln
W North St
Bank Ln
Shotgun Aly
E Water St
W Water St
S West St
S Queen St
South St
Legend
Proposed District
Transit Center Neighborhood Plan Boundary
Parcels
1 inch = 500 feet
Date Printed: September 9, 2014
File: m:\gis_data\projects\tech_mxds
\ddd_maps\ddd_with_transit_center
Department: Public Works GIS
City of Dover, Delaware
N
MAP #9


Downtown Development District with Central Dover Study Area
Pear St
Mary St
N Governors Ave
Bradford St
N State St
N American Ave
Pennsylvania Ave
N Queen St
Cecil St
N Kirkwood St
N West St
Fulton St
N Bradford St
E Division St
Ridgely St
Fulton St
W Division St
Kings Hwy
S Kirkwood St
W Reed St
S Bradford St
S State Street Aly
S West St
Minor St
Loockerman Plaza
Forest St
Lincoln St
Railroad Ave
W Loockerman St
E North St
Davis Cir
Cherry St
S Queen St
S New St
S Governors Ave
S State St
Green
The
Slaughter St
Clarence St
W North St
Bank Ln
Bank Ln
Shotgun Aly
E Water St
W Water St
S West St
South St
Legend
Proposed District
Central Dover Study Area (REVISED)
Parcels
1 inch = 500 feet
Date Printed: September 9, 2014
File: m:\gis_data\projects\tech_mxds
\ddd_maps\ddd_with_study_area
Department: Public Works GIS
City of Dover, Delaware
N
MAP #10

Downtown Development District with Downtown Redevelopment Target Area




National Register Historic Districts
Pear St
Mary St
Bradford St
Smith St
N American Ave
Pennsylvania Ave
N Governors Ave
N State St
N Queen St
Cecil St
N Kirkwood St
N West St
Fulton St
N Bradford St
E Division St
Ridgely St
Fulton St
Kings Hwy
W Division St
S Bradford St
S State Street Aly
W Reed St
S Kirkwood St
S West St
Minor St
Loockerman Plaza
Forest St
Lincoln St
Railroad Ave
W Loockerman St
E North St
S State St
Davis Cir
Cherry St
S Queen St
S New St
S Governors Ave
Green
The
Bank Ln
Slaughter St
Clarence St
W North St
Bank Ln
Shotgun Aly
E Water St
W Water St
S West St
South St
Legend
Proposed District
Dover Green Historic District
Victorian Dover Historic District
Parcels
1 inch = 500 feet
Date Printed: October 23, 2014
File: m:\gis_data\projects\tech_mxds
\ddd_maps\ddd_with_n_h_districts
Department: Public Works GIS
City of Dover, Delaware
N
MAP #12

Attachment #1 –
2008 Comprehensive Plan Goals

Table 1-1: Plan Chapter Goals:

Natural Resources and Environmental Protection	**Goal 1:** Protect the Natural Environment **Goal 2:** Improve Watershed Quality **Goal 3:** Encourage Green Development and Sustainable Energy Practices
Historic Preservation	**Goal 1:** Preserve and Protect Historic Resources **Goal 2:** Provide and Promote Incentives for Preservation Activities **Goal 3:** Increase Public Information on Historic Resources **Goal 4:** Collaborate with Diverse Groups and Governments
Public Utilities and Community Infrastructure	**Goal 1:** Proactively Maintain Existing Infrastructure and Expand Infrastructure When Beneficial **Goal 2:** Enhance Infrastructure to Meet Community Needs **Goal 3:** Meet or exceed the State and Federal requirements of the NPDES permit and Stormwater Management Plan
Community Services and Facilities	**Goal 1:** Provide a System of Interconnected Open Space Areas and Recreational Opportunities **Goal 2:** The City must be prepared to face and quickly address potential disasters both natural and man-made. **Goal 3:** The City should provide and Maintain high quality police, fire, and ambulance services to all residents, properties, and visitors within Dover. **Goal 4:** The City should work to ensure the protection and preservation of its own resources ranging from natural, historic, and cultural including the physical facilities containing these resources. **Goal 5:** Protect and Preserve the City Owned Resources
Transportation	**Goal 1:** Preserve and Maintain the Existing Transportation System **Goal 2:** Increase Coordination with Agencies **Goal 3:** Develop and Expand Alternate Modes of Transportation **Goal 4:** Create Recommendations and Policies for Roadways and Development **Goal 5:** Air Quality: The Ozone Challenge
Economic Development	**Goal 1:** Attract and Retain High-Paying Quality Jobs by Targeting Large Firms and Businesses to Major Growth Areas in the City **Goal 2:** Revitalize Downtown Dover as a Vibrant Town Center Integrating the Hospital, the Colleges & Universities, the State and City Governments with Business (Retail and Professional), Housing and Tourism **Goal 3:** Ensure that Zoning Requirements Encourage the Uses Desired and Do Not Create Impediments to Desired Business Growth **Goal 4:** Create an Environment for Long Term Economic Investment in Dover Focusing on Green Technology and Entrepreneurial Businesses **Goal 5:** Actively Market Garrison Oak

Housing & Community Development	**Goal 1:** Encourage Balanced Housing Opportunities for All Income Levels and Phases in Life **Goal 2:** Preserve Existing Housing Stock **Goal 3:** Provide Safe Livable Neighborhoods **Goal 4:** Provide Homeownership Opportunities for Low/Moderate Income

Source: The 2008 Dover Comprehensive Plan

Table 1-2: Land Development Plan Goals

Residential Land Uses	To develop and maintain an adequate supply of housing of varying type, size, and densities that are aesthetically pleasing and located within neighborhoods designed or redesigned to promote convenience, conservation, and access to the greater community, but which are properly buffered through distance and landscaping from incompatible land uses.
Downtown Dover	Enhance the role of Downtown Dover as a major employment, residential and commercial center as well as the symbolic and cultural heart of the community, and recognize its unique heritage and historic resources. Provide for mixed use development allowing greatest variation of uses.
Mixed Use	• Continue to facilitate project development processes for construction in accordance with approved Master Plan Pattern Book and TND concept. • Support efforts to implement the road and walking trail connections linking Eden Hill Farm TND to the existing circulation network. • Encourage quality architecture within the development in accordance with the Pattern Book and intent of the TND Ordinance. • Participate in the planning for the project's open space areas including the area of the historic farm complex, alleys, and southern portion of the project near Puncheon Run.
Commercial Land Uses	Maintain and improve the City's position as a regional commercial center, while providing its citizens convenient access to needed goods and services through well designed and spaced community and neighborhood commercial centers.
Government and Institutional Land Uses	Maintain and improve the City's position as a center of government, education, and medicine through support of existing institutions and encouraging well designed campuses that are integrated into the community and have room to expand.
Employment Centers	Create a more vibrant, growing economy with a broader range of job opportunities through an increase in office and industrial development in appropriate and designated areas.
Dover Air Force Base	Create a favorable and compatible environment for Dover Air Force Base through a resolute commitment to provide all reasonable planning

Attachment #2 – Documentation of Need and Impact (Photographs)

City of Dover

Downtown Development District Application

Documentation of Need and Impact

The Central Business District

West Loockerman Street is the spine of Dover's Central Business District. The block of West Loockerman Street between State Street and Governors Avenue is mostly occupied with businesses. However, the Priscilla Block Building at the northwest corner of State and Loockerman Street has been vacant for many years. Also, the amount of vacancy increases and the quality of the building stock declines as you travel west on Loockerman Street, particularly west of Governors Avenue.







City of Dover

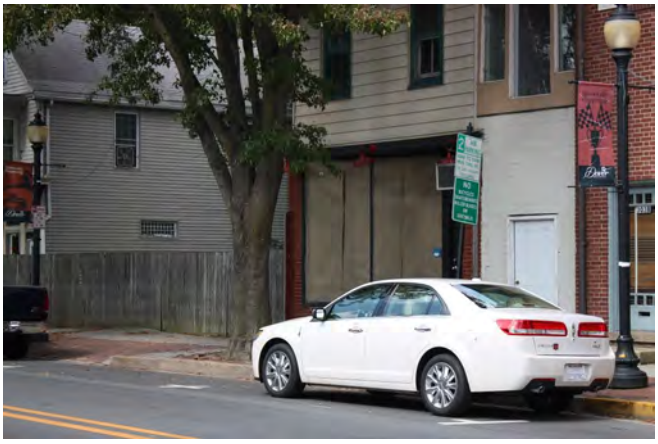
Downtown Development District Application

Documentation of Need and Impact













New buildings, such as the Family Dollar and Bayard Plaza, have helped to move the business energy further west on Loockerman Street. These new buildings pose a stark contrast to some of the neighboring vacant buildings.

City of Dover

Downtown Development District Application

Documentation of Need and Impact

The areas of South Bradford Street and South Governors Avenue just off of Loockerman Street experience the same challenges with building vacancy and condition.









City of Dover

Downtown Development District Application

Documentation of Need and Impact





The *Dover Transit Center Neighborhood Plan and Design Book* recommends transforming the former Acme site on Governors Avenue (above left) to a multi-story, mixed use building (above right). The Downtown Dover Partnership owns the property, but the economy has made it difficult to find a development partner.

The Residential Neighborhoods





These buildings are located on the north corners of Bradford and Mary Streets. Moving southwest the quality of the building stock begins to decline.

City of Dover

Downtown Development District Application

Documentation of Need and Impact









City of Dover

Downtown Development District Application

Documentation of Need and Impact







City of Dover

Downtown Development District Application

Documentation of Need and Impact













City of Dover

Downtown Development District Application

Documentation of Need and Impact

Division Street

Delaware Route 8, or Division Street, is Dover's principal east/west route. This road serves as a gateway to Dover, and the first impression of the State Capital, for visitors from points west, including Washington, D.C. and Baltimore. Unfortunately, visitors' first impression of the City of Dover is the view of dilapidated buildings, litter, utility lines, and deteriorating curbing and sidewalks.





Coming east, immediately after crossing the railroad tracks, the above landscapes welcome visitors to the downtown.





City of Dover

Downtown Development District Application

Documentation of Need and Impact









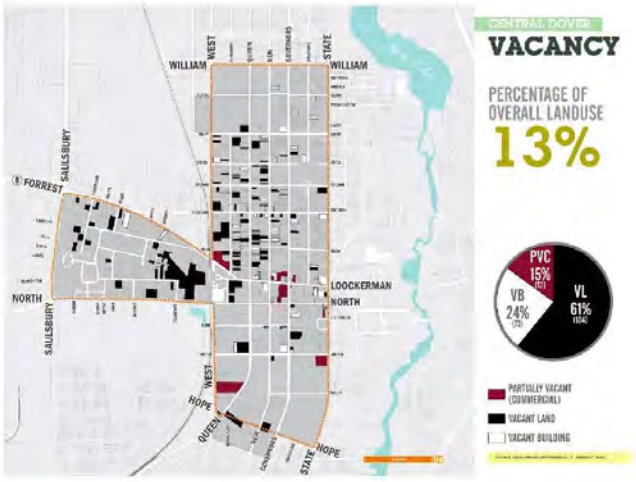




City of Dover

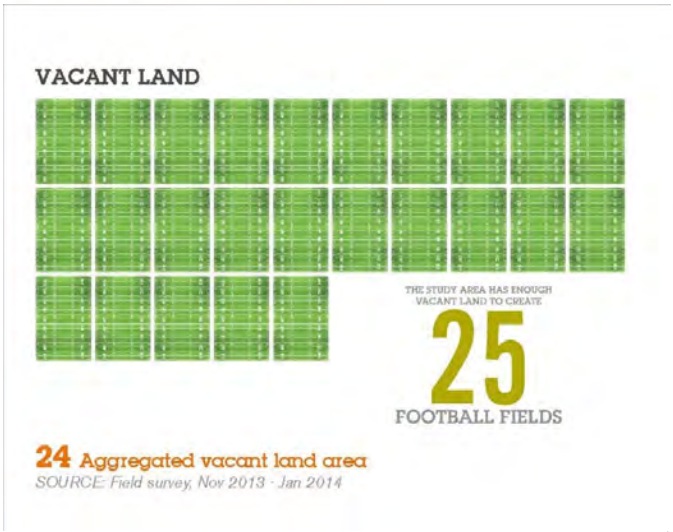
Downtown Development District Application

Documentation of Need and Impact



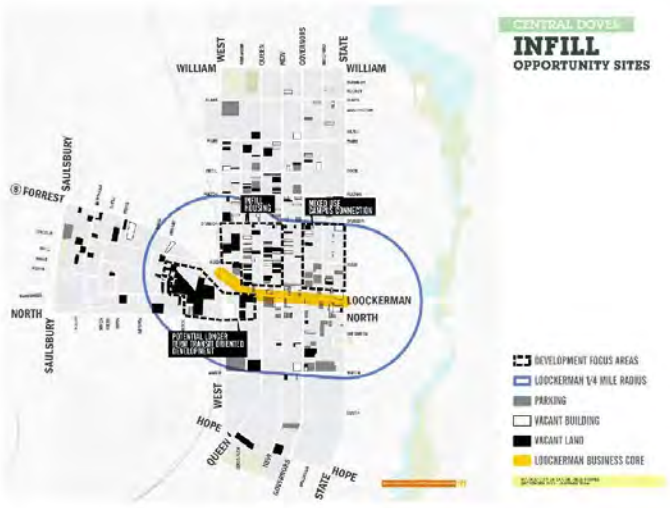
05 Map of vacant land and buildings

SOURCE: Field survey, Nov 2013 - Jan 2014



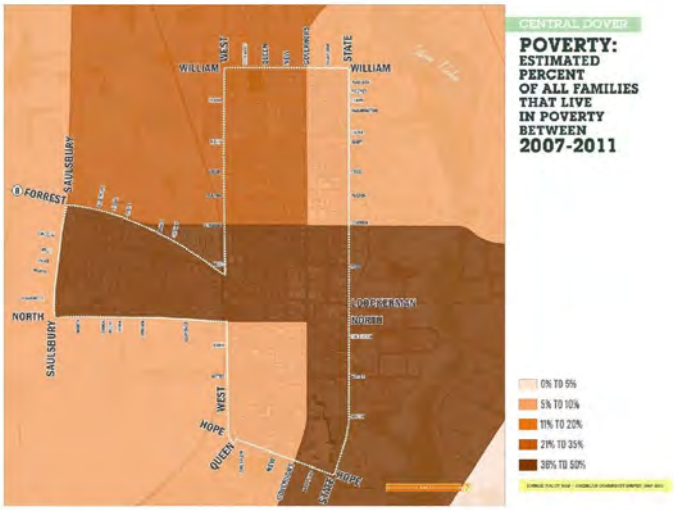
24 Aggregated vacant land area

SOURCE: Field survey, Nov 2013 - Jan 2014





The *Restoring Central Dover Plan* demonstrates both the need and the opportunity created by vacant land and buildings throughout the downtown. The *Plan* also shows the high poverty rate in the downtown area.



19 Poverty rate map

SOURCE: Policy Map / American Community Survey, 2007 - 2011

City of Dover

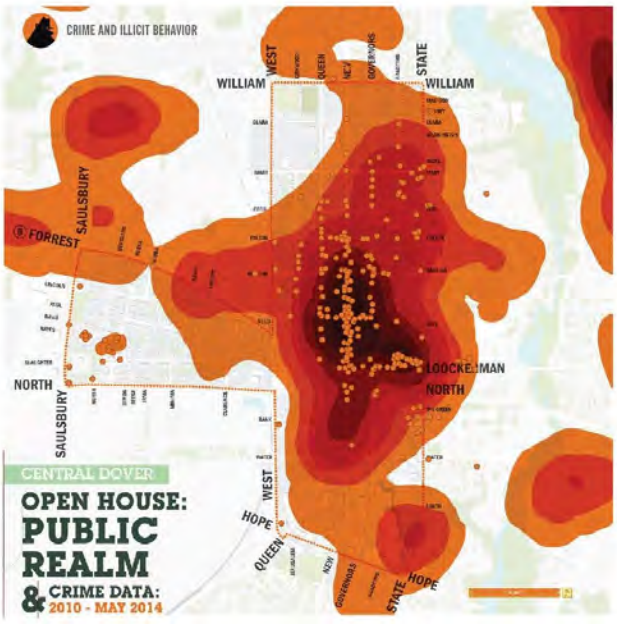
Downtown Development District Application

Documentation of Need and Impact



13 Community-identified illegal dumping/trash hot spots

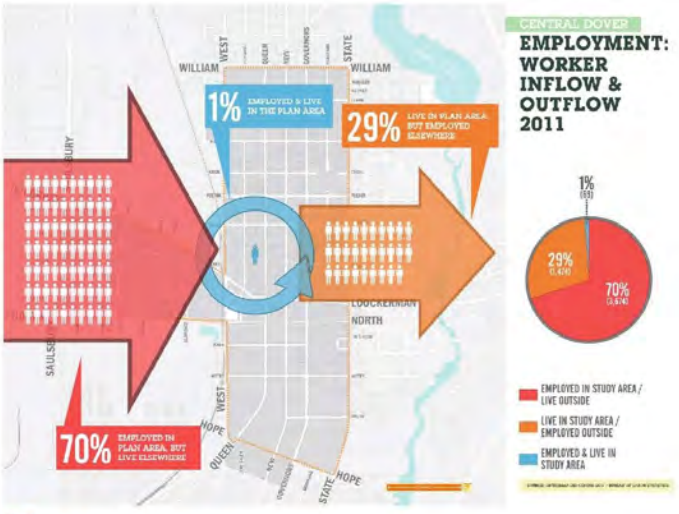
SOURCE: Public open house input



16 Known and perceived crime hotspots

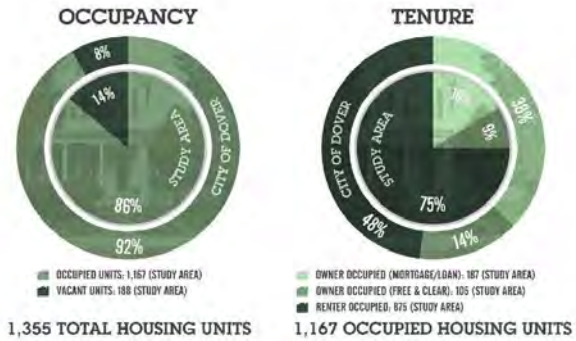
At the public open house, community members identified locations in Central Dover they see as hotspots for crime and illicit behavior [shown in orange circles above]. For the most part, perceived hotspots coincide with Dover Police Department crime data hotspots [generalized and shown in darker areas 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



30 Worker inflow & outflow

SOURCE: Bureau of Labor Statistics



22 Housing occupancy and tenure

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

The *Restoring Central Dover Plan* shows the perceived and actual crime hot spots, the community-identified areas with trash and illegal dumping, the high rate of rental housing, and the low percentage of people who live and work in the downtown area. The Downtown Development District designation could help to turn around these trends through an increased investment in the downtown area.

Attachment #3 – Demographic Summary

City of Dover
Housing and Population

	DDD Total of Blocks	Percentage
POPULATION		
Total	1,989	
HOUSING UNITS		
Total	873	
Occupied	*739*	84.7%
Vacant	*134*	15.3%
OCCUPIED HOUSING UNITS, BY TENURE		
Total Occupied Housing Units	739	
Owner-Occupied w/ Mortgage or Loan	*75*	10.1%
Owner-Occupied, free & clear	*40*	5.4%
Renter-Occupied	*624*	84.4%

Source: 2010 Decennial Census, SF-1, total of all Census blocks in proposed DDD.

City of Dover

Summary Demographic Data & Geographic Comparison

	City of Dover	Kent County	Delaware	Tract 409	Tract 413	Tract 414	Tract 433	DDD (1)
Total Population	36,259	162,785	900,131	2,540	2,077	3,283	6,060	1,989
Median Household Income	$48,117	$55,786	$60,119	$25,774	$33,500	$35,083	$46,719	
Poverty Rate, All People	16.9%	12.4%	11.5%	16.5%	41.9%	26.2%	15.3%	
% Housing Built 1949 or earlier	10.3%	9.5%	14.4%	40.5%	33.9%	8.5%	15.0%	
Total Units Built 1949 or earlier	1,476	6,203	58,479	451	344	137	256	
Total Units Built	14,338	65,394	405,883	1,113	1,014	1,620	1,709	873
% Homeownership	55.1%	72.9%	72.7%	39.3%	36.1%	38.6%	46.5%	13.2%
% Rental	44.9%	27.1%	27.3%	60.7%	63.9%	61.4%	53.5%	71.5%
% Vacant Housing Units	13.0%	11.6%	17.7%	20.3%	12.6%	22.5%	16.6%	15.3%
Median Home Value	$187,500	$205,100	$241,100	$223,400	$162,500	$186,400	$180,100	

Source: ACS-2012 5-Year Data

(1) Downtown Development District, sum of 2010 Decennial Census data, by Census block

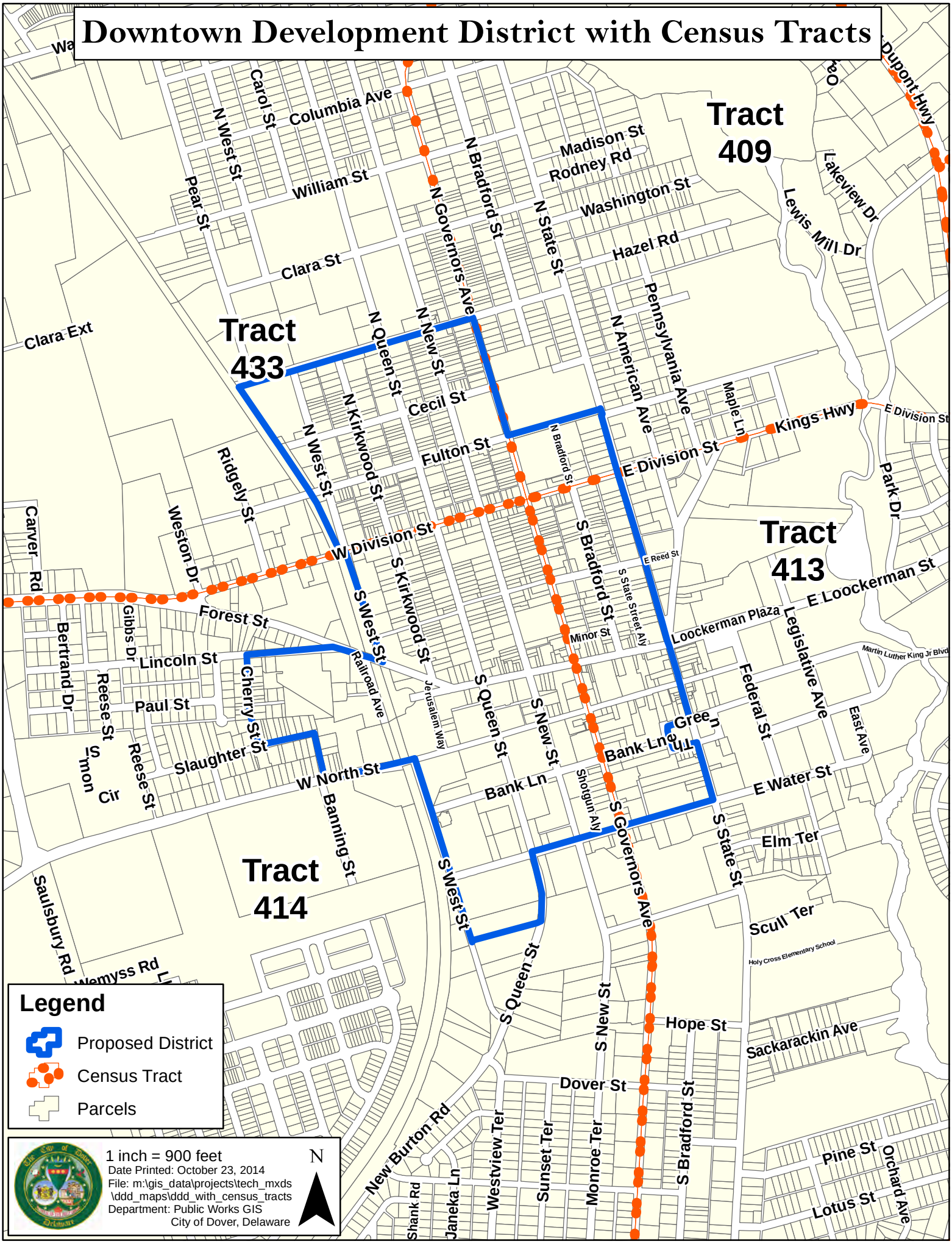
City of Dover

Population Below Low/Moderate Income Threshold (FY2014)

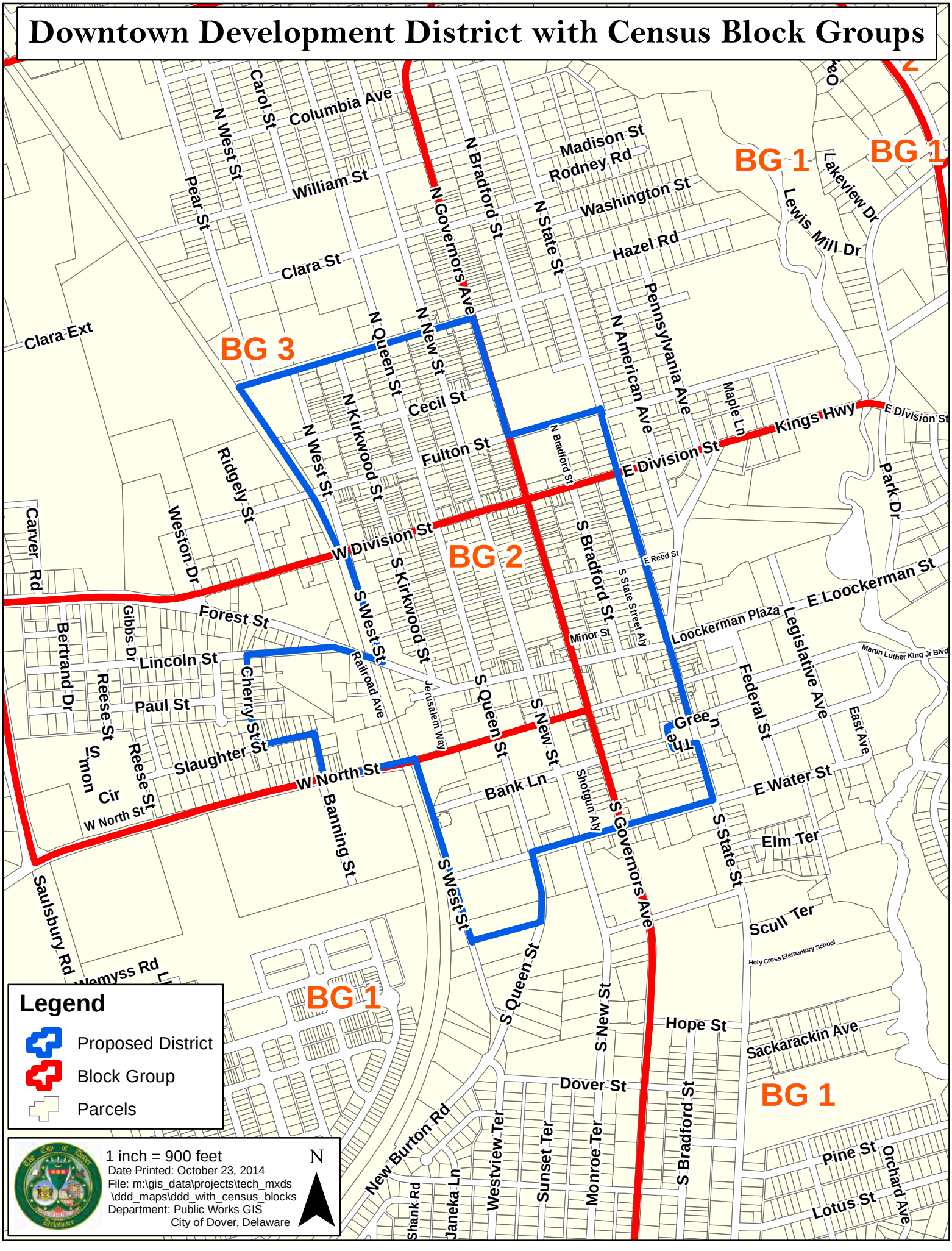
Census Geography		Population		
Tract	Block Group	% <Low/Mod	# <Low/Mod	Total
5-BLOCK GROUP AREA				
409	1	52.3%	910	1,739
413	1	56.5%	1,080	1,911
414	1	41.2%	775	1,881
414	2	82.6%	1,115	1,349
433	3	57.9%	825	1,424
Total Area		56.7%	4,705	8,304
20-BLOCK GROUP AREA				
405	1	49.0%	1,155	2,357
405	2	75.5%	2,125	2,814
405	2	39.4%	475	1,205
407	1	12.3%	255	2,073
407	2	65.1%	940	1,443
407	3	33.3%	475	1,426
409	1	52.3%	910	1,739
410	1	41.8%	875	2,093
410	2	40.3%	1,400	3,473
411	2	53.9%	345	640
412	1	30.1%	620	2,059
413	1	56.5%	1,080	1,911
414	1	41.2%	775	1,881
414	2	82.6%	1,115	1,349
415	1	33.3%	785	2,357
418	3	22.1%	835	3,778
418	1	37.2%	1,160	3,118
433	1	52.3%	675	1,290
433	2	57.6%	965	1,675
433	3	57.9%	825	1,424
Total Area		44.4%	17,790	40,105

Source: PolicyMap and HUD, 2014 HUD FY CDBG income limit data using 2010 Census geographies

Downtown Development District with Census Tracts



Downtown Development District with Census Block Groups



Legend

- Proposed District
- Block Group
- Parcels

1 inch = 900 feet
Date Printed: October 23, 2014
File: m:\gis_data\projects\tech_mxds\ddd_maps\ddd_with_census_blocks
Department: Public Works GIS
City of Dover, Delaware

N

Attachment #4 – Existing Incentives

A. Dover Code of Ordinances, Appendix C – Downtown Redevelopment
B. Dover Code of Ordinances, Chapter 102 – Taxation, Article III – Realty Transfer Tax (excerpts)
C. Dover Code of Ordinances, Chapter 102 – Taxation, Article IV – Abatement of Real Estate Taxes (excerpts)
D. Dover Code of Ordinances, Chapter 102 – Taxation, Article V – Tax Credits for Historic Properties

A. Dover Code of Ordinances,

Appendix C : Downtown Redevelopment

ARTICLE I. INTENT

The city council has deemed it to be in the best interests of the residents of the city and in furtherance of their health, safety and welfare to promote the redevelopment of downtown Dover. In order to promote the redevelopment, [the] council has determined that incentives in the forms of tax abatements, impact fee waivers and building permit caps should be offered.

ARTICLE III. ELIGIBILITY

Section 1. Development incentive eligibility.
Section 2. Development incentive ineligibility.
Section 3. Revocation of eligibility.

Section 1. Development incentive eligibility.

In order to be eligible for development incentives, the owner of an eligible project must agree to contribute ten percent of the total value of the incentives received to the Downtown Dover Partnership for reinvestment in downtown Dover.

(Ord. of 4-28-2003(3); Ord. No. 2014-01, 2-10-2014)

Section 2. Development incentive ineligibility.

An otherwise eligible project shall be ineligible for development incentives if:

(a) An application for a building permit for the project was filed prior to the effective date of this ordinance; or

(b) Construction or renovation commenced prior to the effective date of this ordinance; or

(c) Issuance of the certificate of occupancy and/or the completion and finalization of the building permit occurs before the application for development incentives is received; or

(d) The subject property is exempt from City of Dover real estate taxes; or

(e) The beneficiary of the incentives is delinquent on any of the obligations listed in section 1-13(b).

(Ord. of 1-11-1999; Ord. No. 2014-01, 2-10-2014)

Section 3. Revocation of eligibility.

The beneficiary of the incentives provided by this Appendix must remain current on all obligations due the city. If, at any time after the incentives have been granted, the beneficiary of the incentives becomes delinquent on any of the obligations listed in section 1-13(b), the city manager shall revoke the eligibility for any portion of the incentives not yet received by the beneficiary. Notice shall be given to such beneficiary in writing.

(Ord. No. 2014-01, 2-10-2014)

ARTICLE IV. DEVELOPMENT INCENTIVES

Section 1. [Waiver of permit fees.]
Section 2. [Waiver of impact fee.]
Section 3. [Period of tax waiver.]

Section 1. [Waiver of permit fees.]

Fees for building, plumbing, mechanical, and fire protection permits shall be waived for eligible projects.

(Ord. of 1-10-2000)

Section 2. [Waiver of impact fee.]

Eligible projects that have received conditional approval from the planning commission after January 31, 2008, that involve multiple story new construction or renovation of an existing building, and have a combination of residential, office, retail, or commercial service uses so that at least two of these uses are established shall qualify for city impact fee waiver of the cost of such fees. Eligible projects that have received conditional approval from the planning commission on or before January 31, 2008, and that are multiple-story new construction on one lot, and have a combination of residential, office, retail, or commercial service uses so that at least two of these uses are established shall qualify for city impact fee waiver of one half the cost of such fees.

(Ord. of 1-10-2000; Ord. of 1-28-2008(1))

Section 3. [Period of tax waiver.]

Eligible projects shall receive property tax waivers for a period not to exceed ten years so that improvements to the properties made in accordance with the intent of this ordinance will not be taxed for a period of time not to exceed ten years from the date of the making of the improvements. The said ten-year period will commence with the date of issuance of a building permit.

ARTICLE V. ADMINISTRATION

The city manager and his staff shall develop the administrative procedures necessary to implement this ordinance. The city manager and his staff shall promulgate reasonable standards to be used in determining whether an eligible project shall receive development incentives and, if so, which incentives shall be granted. Administrative staff shall review applications for development incentives and grant incentives to eligible projects. Applicants shall be notified of the action taken on their applications by mail.

ARTICLE VII. SEVERABILITY AND EFFECTIVE DATE

Section 1. [Severability.]
Section 2. [Effective date.]

Section 1. [Severability.]

Should any section or provision of this ordinance be declared to be unconstitutional or otherwise invalid, such decision shall not affect the validity of the ordinance as a whole or any part thereof other than the parts so declared to be unconstitutional or invalid.

Section 2. [Effective date.]

This ordinance shall be effective as of January 1, 1991.

Who we Are...

The Downtown Dover Partnership is a nonprofit organization dedicated to revitalizing our Historic Downtown Business District. The DDP works hand in hand with the National Trust for Historic Preservation's National Main Street Center and the Downtown Delaware Main Street Initiative to create a variety of programs that serve to improve our district.

DDP EVENTS

- ⇒ First Fridays
- ⇒ Second Saturdays
- ⇒ Capital Holiday Celebration
- ⇒ Home for the Holidays
- ⇒ St Patrick's Day Parade
- ⇒ Loockerman Way Farmers Market



101 W Loockerman St, Suite 1A
Dover, DE 19904

www.downtowndoverpartnership.com

William E. Neaton, Interim Executive Director
Phone: 302-678-2940
Fax: 302-678-2132
E-mail: wneaton@dover.de.us

Downtown Dover Development Incentives

DOWNTOWN DOVER PARTNERSHIP

Tel 302-678-2940

Downtown Dover Development Incentives

WHAT PROJECTS ARE ELIGIBLE?

- New construction or renovation projects
- Located within the target area
- Fair market value of the materials to be used and the labor to be performed on the project exceeds the sum of $15,000
- Is for commercial, office or a residential use

WHAT IS THE TARGET AREA?

- The geographic boundaries of the downtown redevelopment area are defined in the Dover Code and include the Business Improvement District.
- The Dover Code can be accessed at **http:// www.cityofdover.com** Select Quick Links—Municipal Code

A map of the target area is provided on rear panel of this brochure.

WHAT ARE THE INCENTIVES?

Waiver of Permit Fees

- Building, plumbing, mechanical & fire protection

Impact Fee Waiver

- Requires multiple story new construction or renovation on one lot
- Combination of retail, office, residential or commercial services (at least two)
- Waiver of City sewer and water impact fees

Property Tax Waiver

- 10-year waiver of property tax on improvements
- 10-year period begins with building permit issuance

Contribution to Downtown Dover Partnership

- 10 % of the value of incentives must be contributed to the DDP

A detailed description of these incentives and the redevelopment target area can be found in the Dover Code, Appendix C

DDP INCENTIVES

Facade Improvement Grant

- Matching grants from $250 to $2500

These grants are subject to the review and approval of the DDP Design Committee and the availability of funds.

www.downtowndoverpartnership.com

DDP PROGRAMS

- A variety of financial incentives
- Small Business Development Workshops
- Small Business Loans in conjunction with the US SBA
- Express Technical Assistance Program
- Facade Grants to downtown property owners for exterior improvements to their buildings
- Special events and activities to engage the community at large

CITY OF DOVER PO BOX 475 DOVER DE 19903	DOWNTOWN DOVER PARTNERSHIP APPLICATION FOR DEVELOPMENT INCENTIVES
PLEASE TYPE OR PRINT	
I. APPLICANT(S) INFORMATION	**II. INFORMATION ABOUT YOUR BUSINESS:**
Name:	**Name of Business:**
Address:	**Address:**
Phone No.:	
Soc. Sec. No.:	**Phone No.:**
	Type of Business:
	Date Established:
	# of Empls: FT_____PT_____
	Empl. Tax ID No.:

III. SUBJECT PROPERTY DATA:

Location/Address: _____

Street/P.O. Box **City** **State** **Zip**

Current Usage: _____

_____

Current Zoning: _____

_____

Owner's Name: _____

Owner's Address: _____

Street/P.O. Box **City** **State** **Zip**

IV. PROJECT DESCRIPTION (Use additional sheet if necessary):

Provide a description of the proposed project, including its physical features; any land and/or building acquisition and development; the status and timing of land control, zoning and permits; and the estimated cost and timing of construction and captial improvements.

V. ASSURANCES:

All information in the application is complete and true to the best of my/our knowledge. I/We also have read and understand the Development Incentive Ordinance and agree to contribute ten percent (10%) of the total value of the incentives received to the Downtown Dover Partnership for investment in downtown Dover. I/We further understand that if I/we do not comply with the provisions of the development incentives program, the City may terminate the incentives.

_____ _____

Date Signature of Applicant

VI. STAFF ACTION

	Approved	Denied
Building Permit		

_____
Date

	Approved	Denied
Tax Waiver		

_____
Date

	Approved	Denied
City Impact Fees		

_____
Date

_____
Signature of City Manager

B. Dover Code of Ordinances

Chapter 102, Article III: Realty Transfer Tax

Sec. 102-71. Definitions.

(a) The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

(1) *Document* means any deed, instrument or writing whereby any real estate within the corporate limits of the city, or any interest therein, shall be quitclaimed, granted, bargained, sold or otherwise conveyed to the grantee, but shall not include the following:

a. Any will;

b. Any lease other than those described or defined in subsection (a)(2) of this section;

c. Any mortgage;

d. Any conveyance between corporations operating housing projects pursuant to 31 Del. C. § 4501 et seq., and the shareholders thereof;

e. Any conveyance between nonprofit industrial development agencies and industrial corporations purchasing from them;

f. Any conveyance to nonprofit industrial development agencies;

g. Any conveyance between a husband and wife;

h. Any conveyance between persons who were previously husband and wife, but who have since been divorced, provided that such conveyance is made after the granting of the final decree in divorce and the real estate or interest therein subject to such conveyance was acquired by the husband and wife, or husband or wife prior to the granting of the final decree in divorce;

i. Any conveyance between parent and child or the spouse of such a child;

j. Any conveyance:

1. To a trustee, nominee or straw party for the grantor as beneficial owner;

2. For the beneficial ownership of a person, other than the grantor, where, if such person were the grantee, no tax would be imposed upon the conveyance pursuant to this chapter; or

3. From a trustee, nominee or straw party to the beneficial owner;

k. Any conveyance between a parent corporation and a wholly owned subsidiary corporation, provided that such conveyance is without actual consideration;

l. Correctional deeds without actual consideration;

m. Any conveyance to or from the United States, this state or to any of their instrumentalities, agencies or political subdivisions and the University of Delaware;

n. Any conveyance to or from a corporation, or a partnership, where the grantor or grantee owns stock of the corporation or an interest in the partnership in the same proportion as his interest in, or ownership of, the real estate being conveyed; provided, however, that this subsection shall not apply to any distribution in liquidation or other conveyance resulting from the partial or complete liquidation of a corporation, unless the stock of the corporation being liquidated has been held by the grantor or grantee for more than three years;

provided, further, this subsection shall not apply to any conveyance from a partnership to its partners, unless the partners' interest in the partnership has been held for more than three years;

o. Any conveyance by the owner or previously occupied residential premises to a builder of new residential premises when such previously occupied residential premises are taken in trade by such builder as a part of the consideration from the purchaser of new, previously unoccupied premises;

p. Any conveyance to the lender holding a bona fide mortgage, which is genuinely in default, either by a sheriff conducting a foreclosure sale, or by the mortgagor in lieu of foreclosure;

q. Any conveyance to a religious organization or other body or person holding title to real estate for a religious organization, if such real estate will not be used following such transfer by the grantee, or by any privy of the grantee, for any commercial purpose; provided, however, that only that portion of the tax which is attributable and payable by the religious organization or other body or person holding title to real estate for a religious organization under 30 Del. C. § 5402 shall be exempt;

r. Any conveyance to or from a volunteer fire company organized under the laws of this state; provided, however, that only that portion of the tax which is attributable to and payable by the volunteer fire company by this article shall be exempt;

s. Any conveyance of a "mobile home," as defined in 25 Del. C. § 7003;

t. Any conveyance without consideration to an organization exempt from tax under section 501(c)(3) of the federal Internal Revenue Code (26 USC 501(c)(3));

u. Any conveyance to a nonprofit conservation organization, when the property is purchased for open space preservation purposes;

v. Any conveyance to or from a nonprofit corporation or organization of real estate acquired for the purpose of rehabilitation and resale without profit.

(2) *Document* includes the following:

a. Any writing purporting to transfer a title interest or possessory interest for a term of more than five years in a condominium unit or any unit properties subject to the Unit Property Act pursuant to 25 Del. C. § 2201 et seq.

b. Any writing purporting to transfer a title interest or possessory interest of any lessee or other person in possession of real estate owned by the state or other political subdivision thereof.

c. Any writing purporting to assign or transfer a leasehold interest or possessory interest in residential property under a lease for a term of more than five years. For this purpose, the term "residential property" means any structure or part of a structure which is intended for residential use, and excluding any commercial unit subject to tax under 30 Del. C. § 2301(a)(88) relating to commercial lessors.

(3) *First-time homebuyer* means a natural person who has at no time held an interest in residential real estate, wherever located, and which has been occupied as their principal residence, and who intends to occupy the property being conveyed as his principal residence, within 90 days following recordation of the deed. The first-time homebuyer must file an affidavit certifying to his qualifications before the exemption can be granted. In order to alleviate claims for rebate of the transfer tax paid, no

rebate shall be made once the deed for the transaction has been recorded. First-time homebuyers submitting a false affidavit in any respect, which would entitle them to the exemption, shall be subject to payment of the unpaid transfer tax, plus interest at the rate of one and one-half percent per month and, upon direction by the council, referral to the attorney general of the state for criminal prosecution. This subsection shall apply to all real estate settlements held on or after January 2, 2000. First-time homebuyers are exempt from the transfer tax as provided herein. The first-time homebuyer exemption shall apply to the seller of property that qualifies for the first-time buyer exemption but only for property situated in the area from Mary Street to Loockerman Street and Governors Avenue to West Street. Council shall have the right to deny this exemption to any property owner where the sale and purchase appears to be done fraudulently to take advantage of the realty transfer tax exemption ordinance.

(4) *Transaction* means the making, executing, delivering, accepting or presenting for recording of a document.

(5) *Value* means, in the case of any document granting, bargaining, selling or otherwise conveying any real estate or interest or leasehold interest therein, the amount of the actual consideration therefor, including liens or other encumbrances thereon, and ground rents which encumber the interest in real estate and any other interest in real estate conveyed, provided, that, in the case of a transfer for an amount less than the highest appraised full value of said property for local real property tax purposes, the term "value" shall mean the highest such appraised value, unless the parties or one of them can demonstrate that fair market value is less than the highest appraised value, in which case, the term "value" shall mean fair market value, or actual consideration, whichever is greater. A demonstration that the transaction was at arm's length between unrelated parties shall be sufficient to demonstrate that the transaction was at fair market value.

(b) In determining the term of a lease, it shall be presumed for the purpose of computing the lease term, that any rights or options to renew or extend will be exercised.

(c) For the purpose of subsection (a)(5) of this section, in the case of a document described in subsection (a)(2) of this section under which the consideration is based, in whole or in part, on a percentage of the income or receipts to be received in the future, actual consideration shall include the amounts actually received under such percentage of income or receipts provision; provided, however, and notwithstanding any other provisions of this article, that the tax imposed by this article shall be due and payable to the controller/treasurer within 30 days after the date such amounts become due and payable under the agreement.

(d) Transfers through conveyance of interest.

(1) Except as provided in subsections (d)(2) and (3) of this section, where beneficial ownership in real estate is transferred through a conveyance or series of conveyances of intangible interests in a corporation, partnership or trust, such conveyance shall be taxable under this article as if such property were conveyed through a duly recorded "document" as defined in subsection (a)(1) of this section, and subject to the exemptions contained therein, except those exemptions contained in subsections (a)(1)j. and (a)(1)n. of this section.

(2) No bona fide pledge of stock or partnership interests as loan collateral, nor any transfer of publicly traded stock or publicly traded partnership interest shall be deemed subject to taxation under this subsection (d).

(3)

Where the beneficial owners of real property, prior to the conveyance or series of conveyances referred to in this subsection (d), own 80 percent or more of the beneficial interest in the real estate following said conveyance or series of conveyances, such transfers shall not be subject to tax under this subsection (d). Where the beneficial owners of real property, prior to the conveyance or series of conveyances referred to in this subsection (d), own less than 80 percent of the beneficial interest in the real estate following said conveyance or series of conveyances, such transfers shall not be subject to tax under this subsection (d), unless under regulations promulgated by the city assessor, such transfer or transfers are properly characterized as a sale of real property. Such characterization shall take into account the timing of the transaction, beneficial ownership prior to and subsequent to the conveyance or conveyances, the business purpose of the corporation, partnership or trust, and such other factors as may be relevant.

(Code 1981, § 19.5-19; Ord. of 6-27-1988; Ord. of 4-22-1996; Ord. of 8-10-1998; Ord. of 12-13-1999; Ord. of 8-8-2005(1); Ord. No. 2009-23, 10-26-2009; Ord. No. 2011-17, 8-8-2011)

CITY OF DOVER
RESIDENTIAL FIRST-TIME HOME BUYER

AFFIDAVIT OF EXEMPTION
BUYER/SELLER

This form must be accompanied by the State of Delaware Realty Transfer Tax Return and Affidavit of Gain and Value form 5402. Only properties classified as residential on form 5402, Part C are eligible for exemption consideration.

NAMES OF ALL BUYERS

_____ _____

_____ _____

ADDRESS OF PROPERTY BEING PURCHASED *

_____

I/We swear/affirm under penalty of law, that the following statements are true and correct.

I/We, either jointly or individually, have **NEVER** had an ownership interest in any real estate, wherever located, which has been occupied as my/our principal residence.

The above purchased property is my current principal residence or i/we intend to make it my/our principal residence within 90 days following recordation.

_____ _____

_____ _____

Buyer's Signature Buyer's Signature

*Property must be situated in the area from Mary St. to Loockerman St. and Governors Ave. to West St. to be eligible. (Full ordinance may be viewed at www.cityofdover.com Sec102-71(a)(3))

C. Dover Code of Ordinances

Chapter 102, Article IV: Abatement of Real Estate Taxes

Sec. 102-111. Purpose.

In the opinion of city council, the abatement of city real estate taxes for certain qualifying industries and businesses defined herein best promotes the public welfare by providing incentives for them to expand or locate in the city, thereby creating new employment opportunities for the citizens of the city and ultimately strengthening the city's tax base.

In the opinion of council of the City of Dover, the abatement of city real estate taxes for certain qualifying homeowners in certain designated areas of the city thus promotes the public welfare by providing incentives for these homeowners to purchase residences and locate in these areas in the city.

(Code 1981, § 19.5-31; Ord. of 12-11-2000; Ord. of 8-8-2005(2); Ord. No. 2014-01, 2-10-2014)

Sec. 102-112. Authority.

Article VIII, section 1 of the constitution of the state provides that real property located within the boundaries of any incorporated municipality may be exempted from municipal property tax by the municipality when, in the opinion of the municipality, it will best promote the public welfare.

(Code 1981, § 19.5-32; Ord. of 12-11-2000)

Sec. 102-113. Qualifications.

(a) *Definitions.* The following words, terms and phrases, when used in this section, shall have the meanings ascribed to them in this subsection, except where the context clearly indicates a different meaning:

Control with respect to a corporation means ownership, directly or indirectly, of stock possessing 50 percent or more of the total combined voting power of all classes of the stock of such corporation entitled to vote and 50 percent or more of the shares of such corporation entitled to vote and 50 percent or more of the total number of shares of all other classes of such corporation's stock.

Control with respect to a trust means ownership, directly or indirectly, of 50 percent or more of the beneficial interest in the principal or income of such trust. The ownership of stock in a corporation, of a capital of profits interest in a partnership or association, or of a beneficial interest in a trust shall be determined in accordance with the rules for constructive ownership of stock provided in section 267(c) of the Internal Revenue Code (26 USC 267(c)).

Expanded facility means any qualified property that is modified with an improvement or addition (other than a replacement resulting from the acquisition, construction, reconstruction, installation, or erection of improvements or additions resulting from repairing, refurbishing, retooling, recycling, or other similar process or procedure that merely preserves or restores the value of an existing facility and not including any improvement or addition that, in the determination of the council, does not constitute an integral part of a qualified activity), if such improvements or additions are placed in service by the taxpayer after January 1, 2001. Abatement will only be to the extent of the taxpayer's qualified investment in such improvements or additions.

Large vacant commercial facility means a building of 20,000 square feet or larger and vacant continuously for 18 months or more.

New facility means any qualified facility (other than an expanded facility or a replacement facility) constructed by the taxpayer after January 1, 2001. For the purposes of this article, the term "constructed" means the issuance of a building permit for $1,000,000.00 or more with regards to subsection (b)(1) of this section, and the issuance of a building permit for $3,000,000.00 or more with regards to subsection (b)(2) of this section.

Placed in service and *original use* have the meanings ascribed to such terms under section 167 of the Internal Revenue Code (26 USC 167) and regulations promulgated thereunder.

Qualified activity means any activity constituting manufacturing (other than any repair, refurbishing, retooling, recycling or other similar process or procedure that merely preserves or restores the value of a product or that does not change the inherent nature of a product or material). Such term includes any activity engaging in business as a wholesaler; the CCBA and any subsequent legislation as enacted by the state; any home offices and operating units of insurance companies; and any combination of activities described herein.

Qualified employee means any person employed within the city/county on a regular and full-time basis.

Qualified facility means any qualified property located in the city that constitutes a new or an expanded facility, located within the industrial park manufacturing district, industrial park manufacturing 2 district, or manufacturing district, and that is used by a taxpayer in or in connection with a qualified activity.

Qualified investment for any taxable year is based on the value of a qualified facility as of the last business day of such taxable year.

Qualified property means any building and its structural components, and any other improvement to real property. Such term includes the land on which such building or other improvements are located, if ownership of said land and structural improvements is identical. If any property is owned or leased by the taxpayer in common with any other person or persons, such property may constitute "qualified property" only to the extent of the taxpayer's proportionate interest.

Related person means a corporation, partnership, association, or trust controlled by the taxpayer; or an individual, corporation, partnership, association, or trust that is in control of the taxpayer; or a corporation, partnership, association, or trust controlled by an individual, corporation, partnership, association, or trust that is in control of the taxpayer.

(b) *Established.* Industries/businesses may qualify for property tax abatement either by meeting the industry function qualifications detailed in the following subsection (b)(1) or the investment qualifications detailed in the following subsection (b)(2) or the occupancy qualifications detailed in the following subsection (b)(3):

(1) *Qualifying industries/businesses by function.*

a. Manufacturers and financial institutions as defined by the FCDA, CCBAA, and subsequent legislation and home offices and operating units of insurance companies shall be qualifying industries, including, but not be limited to,

distributors, transportation (air, rail, barge, truck), printing and publishing, and food processing.

b. *Investment and employees.* The qualifying industry must invest at least $1,000,000.00 in a qualifying new or expanded facility in the city and hire at least 20 qualified employees (including owners/operators), 75 percent of whom shall be city/county residents not employed by the qualifying industry/activity at the time of its relocation/expansion within the city. The council may, at the time of application, reduce the 75 percent requirement to a lesser percentage, but not less than 50 percent. The qualifying industry agrees to supply information verifying compliance with this section in whatever legally acceptable manner the council shall so request.

(2) *Qualifying industry/businesses by investment.* Industries/businesses that do not meet the qualifications as specified in subsection (b)(1) of this section can nevertheless qualify for property tax abatement by investing a minimum of $3,000,000.00 in a new or expanded facility in the city located within the industrial park manufacturing district, industrial park manufacturing 2 district, or the manufacturing district, and hire at least 15 qualified employees (including owners/operators), 75 percent of whom shall be city/county residents not employed by the qualifying industry/activity at the time of its relocation/expansion within the city. The council may, at the time of application, reduce the 75 percent requirement to a lesser percentage, but not to less than 50 percent. The qualifying industry agrees to supply information verifying compliance with this section in whatever legally acceptable manner the council shall so request.

(3) *Qualifying industry/business by occupying a large vacant commercial facility.* Entities that do not qualify for property tax abatement under subsection (b)(1) or (b)(2) can qualify for property tax abatement by (a) purchasing a large vacant commercial facility if the purchase of the large vacant commercial facility will result in the employment of 15 or more full-time employees; or (b) leasing a large vacant commercial facility if the initial lease term is at least ten years, the lease of the large vacant commercial facility will result in the employment of 15 or more full-time employees, and the occupying tenant submits a letter of intent to lease and requests the abatement for either their own benefit when the tax burden is the responsibility of the tenant, or on behalf of the owner when the tax burden is the responsibility of the owner. The demolition of a large vacant building and the construction of a new replacement 20,000 square feet or greater that meets the conditions of [subsection] (b)(3) of section 102-113, Qualifications, shall qualify for abatement.

(c) *Benefits.*

(1) The council may abate city real estate taxes on a ten-year sliding scale as follows, or upon any other scale or method deemed most advantageous by the council for the public welfare:

Fiscal Year Construction Ended	100 percent reduction of taxes
First year of operation	90 percent reduction of taxes
Second year of operation	80 percent reduction of taxes
Third year of operation	70 percent reduction of taxes
Fourth year of operation	60 percent reduction of taxes
Fifth year of operation	50 percent reduction of taxes
Sixth year of operation	40 percent reduction of taxes
Seventh year of operation	30 percent reduction of taxes
Eighth year of operation	20 percent reduction of taxes

Ninth year of operation	10 percent reduction of taxes
Tenth year of operation	0 percent reduction of taxes

(2) Unless otherwise directed by the council, year one of the abatement period will commence with the first property tax billing following the completion of the qualifying new or expanded facility and the meeting of all requirements as detailed in subsections (b)(1) and (b)(2) of this section. Abatement for expanded facilities will be limited to expansion value only.

(3) All quarterly property taxes for new construction, as defined in section 49A of the city Charter, will likewise be abated for qualifying new or expanded facilities.

(4) The property tax abatement program will have no effect on both citywide revaluations of property values for taxation purposes and the institution of those new values.

(d) Any persons purchasing residential real property in which they will reside within the area defined as Mary Street to Loockerman Street and Governors Avenue to West Street shall be given tax relief from the payment of real estate taxes in the following manner: first year of ownership, total tax abatement; second year of ownership, 75 percent tax abatement; third year of ownership, 50 percent tax abatement; fourth year of ownership, 25 percent tax abatement; fifth year of ownership, no tax abatement. Provided however that the homeowner is required to occupy the home as their principal place of residence during the entire time that the taxes are abated and if the property ceases to be their principal place of residence at any time during the four-year period of abatement, then they shall lose their right of abatement and shall be required to pay immediately all taxes abated up to the time that the home ceases to be their principal residence. In order to obtain the tax abatement, the homeowner must make application by affidavit submitted to the city clerk showing qualification for the abatement and each year thereafter, submit a similar affidavit showing their continued right to the abatement. If qualification for the abatement ceases within the four-year period of abatement the homeowner is required to notify the city clerk of the lack of qualification for the abatement and within 90 days from the date the qualification ceases, pay all taxes abated in the past.

First year of owner occupancy	100 percent reduction of taxes
Second year of owner occupancy	75 percent reduction of taxes
Third year of owner occupancy	50 percent reduction of taxes
Fourth year of owner occupancy	25 percent reduction of taxes
Fifth year of owner occupancy	0 percent reduction of taxes

(Code 1981, § 19.5-33; Ord. of 12-11-2000; Ord. of 8-8-2005(3); Ord. No. 2011-11, 7-11-2011; Ord. No. 2011-17, 8-8-2011)

Sec. 102-116. Affordable apartment housing complexes.

(a) A multifamily apartment complex which meets all of the following criteria shall be entitled to a five-year phase-in of real property taxes:

(1) It must consist of no less than 30 units.

(2) It must be required by a deed restriction or other legal document to lease not less than 80 percent of the residential units located therein to persons whose annual income is

60 percent or less of area median income adjusted by household size as defined by the Federal Department of Housing and Urban Development (HUD) for Kent County, Delaware.

(3) It must have been approved by the Delaware State Housing Authority (DSHA) for financing of new construction, or DSHA-defined substantial rehabilitation of existing housing; and, acquisition if DSHA-defined substantial rehabilitation is being done.

(b) The phase-in of real property taxes shall be in accordance with the following table:

Year of Operation	Reduction of Taxes (Percent)
1	100
2	75
3	50
4	25
5	0

(c) Unless otherwise directed by the council, year one of the abatement period begins in the tax year after the completion of the new construction or rehabilitation of existing housing.

(d) All quarterly property taxes for new construction, as defined in section 49A of the City Charter, will likewise be abated for apartment complexes that meet the aforementioned criteria..

(e) This property tax abatement program will have no effect on both citywide revaluations of property values for taxation purposes and the institution of those new values.

(f) Any person who purchases a property for which an application for the abatement was made, or for which the abatement was approved, will have the rights and benefits of the application or approved abatement.

(g) The approval of all abatements under this program shall be by the city assessor. Notice of action taken in determining entitlement to the abatement shall be given to the property owner. The property owner shall have rights of appeal as outlined in section 47 of the Dover City Charter.

(Ord of 7-10-2006)

Message from the City of Dover

Congratulations on the purchase of your first home!

We are proud to offer this Incentive Program to our first time homeowners in the City of Dover.

If you have any questions do not hesitate to contact one of our Tax Assessor's Office employees who are more than willing to aid you in the process and to answer any questions you may have.

CITY OF DOVER

Tax Assessor's Office
PO Box 7100
Dover, DE 19903

Phone:
302-736-7022

Transfer Tax

City of Dover First Time Homeowner Exemption



Requirements

Persons who have never owned property, anywhere, have the right to benefit from an exemption with the City of Dover Realty Transfer Tax.

The person(s) must live in the dwelling within ninety (90) days of their settlement day and must use this property as their principal dwelling.

Requirements

This exemption shall apply to the Seller of the property that qualifies for the first time buyer exemption, but only for property situated in the area from Mary Street to Loockerman Street and Governor's Avenue to West Street.

Information

To receive this First Time Home Buyer Exemption, a First Time Home Buyer form must be filled out and submitted to the tax office at the time of payment of the Realty Transfer Tax to the City of Dover.

Pursuant to City of Dover [Ordinance]; no refunds for a First Time Home Buyer Exemption can be given after the recording of the deed has been made.

If, however, the attorney or the buyer realizes that the exemption was not given, and the deed has ***not*** been recorded than a refund can be given for the excess transfer tax paid to the City of Dover.

We apologize, however no other exceptions can be made.

Chapter 102, Article V: Tax Credits for Historic Properties

ARTICLE V. TAX CREDITS FOR HISTORIC PROPERTIES

Sec. 102-151. Voluntary tax credits for preservation, restoration, and/or rehabilitation.
Sec. 102-152. Application requirements.
Sec. 102-153. Application review and approval.
Secs. 102-154—102-180. Reserved.

Sec. 102-151. Voluntary tax credits for preservation, restoration, and/or rehabilitation.

Owners of historic properties located in the city historic district zone, as shown on the city zoning map, or properties listed on the National Register of Historic Places may be entitled to tax credits for preservation, restoration, and/or rehabilitation of the exterior architectural facades of their buildings, subject to the following special procedures and requirements:

(1) *Applicability.* Tax credits shall be applicable only for preservation, rehabilitation, and/or restoration of exterior architectural improvements which are not covered by insurance claims due to recent damage of the property.

(2) *Amount.* Tax credits shall be provided at 50 percent of the total cost of the approved preservation, restoration, and/or rehabilitation, up to a maximum credit of $6,000.00 (with a total project cost minimum of $12,000.00). The cost of the project must be at least $1,200.00, resulting in a minimum tax credit for the project of $600.00.

(3) *Run with property.* Tax credits shall run with the property for a ten-year period. However, the credit shall not transfer to any new owners of the property.

(4) *Prorated.* Tax credits shall be prorated over the ten-year period. For example, a $6,000.00 credit shall be applied in $600.00 increments each year toward a property owner's city real estate tax. If the credit is less than the annual tax due on a property, the owner shall pay the difference to the city through the real estate billing process. If the credit is more than the annual tax due on a property, the owner's credit shall be deemed to be equivalent to the annual tax due.

(5) *Total credit.* The owners of a property may apply more than once for tax credits; however, the total credit shall not exceed $600.00 per year in any given year, and a property may not receive a total abatement greater than $12,000.00.

(Code 1981, § 19.5-40; Ord. of 1-12-1998; Ord. of 1-10-2000)

Sec. 102-152. Application requirements.

(a) *Submissions to historic district commission.* Property owners shall submit a historic tax credit application, and, when applicable, a building permit application to the historic district commission.

(b)

When submitted. The application and related information shall be submitted to the city planner at least 30 days prior to the historic district commission meeting at which review or approval is requested.

(c) *Plans.* A tax credit request submittal shall include the type and number of plans and specifications required for a building permit and, in addition, elevation plans and specifications, showing the impact of the proposed work on the exterior architectural facade of the building.

(d) *Photographs.* A tax credit application submittal shall include current color photographs of the property, showing the present condition of the property, and accurately representing the existing materials and texture. All photographs shall be labeled indicating the direction of view.

(e) *Other information.* Other information may be required by the city planner to facilitate review of such tax credit submittal.

(f) *Cost estimate.* An itemized cost estimate shall be submitted, which shall be the basis for the tax credit.

(Code 1981, § 19.5-41; Ord. of 1-12-1998)

Sec. 102-153. Application review and approval.

(a) *Factors considered.* The historic district commission shall first review the submitted applications, plans, photos, and related information to determine if the property is a qualifying historic property. In making this determination, the commission shall consider the following:

(1) The property's significant value as part of the historical, cultural, artistic, social, ethnic or other heritage of the nation, state or city;

(2) The property's association with an important person or event in national, state, or local history;

(3) Whether the property is representative of the distinguishing characteristics of an architectural type inherently valuable for the study of a period, style, craftsmanship, method of construction or use of an indigenous material;

(4) Whether the property is the notable work of a master builder, designer, architect, or artist whose individual genius has influenced an era.

(b) *Review.* If the historic district commission determines that the property is a qualifying property, they shall review the submitted application plans, specifications, and related information for compliance with the following:

(1) The proposed application constitutes an exterior preservation project seen readily from a street, sidewalk, or public way, where measures are applied to sustain the existing form, integrity, and material of the building or structure, including stabilization work, where necessary, as part of ordinary maintenance and repair;

(2) The proposed application constitutes an exterior rehabilitation project readily seen from a street, sidewalk or public way, which would return the property to a state of utility through repair or alteration which makes possible an efficient use of the building, while preserving those portions or features of the property which are central to its historic, architectural, and cultural significance;

(3) The proposed application constitutes an exterior restoration project readily seen from a street, sidewalk, or public way, which accurately recovers the form and detail of a property and its setting as it appeared at a particular period of time in the past by means of removal of later work or by the replacement of missing earlier work; or

(4)

The proposed application conforms with the recommended practices and treatments of the design standards and guidelines for the city historic district. Practices and treatments designated as not recommended or inappropriate in the guidelines, or determined by the historic district commission to be inappropriate shall not qualify for this tax credit.

(c) *Vote on approval.* The historic district commission, after reviewing whether the proposed project is eligible and conforming with the requirements of these sections, shall, by a majority vote of members present at a publicly held meeting, approve, approve with conditions, or disapprove the tax credit request. The applicant shall have the right to appeal a tax credit disapproval to the city council.

(d) *Expense report.* Upon the completion of the work for which a tax credit has been approved, the property owner or his contractor shall submit to the city planner a written expense report, which verifies the costs associated with the project and shall request an inspection of the completed work by the city planner.

(e) *Tax credits.* The tax assessor shall apply approved tax credits during the fiscal year subsequent to the submittal to the city planner by the applicant of the contractor's final invoice to verify the cost of the repairs to the building and following certification from the city planner that the work has been completed in accordance with the approval of the historic district commission.

(Code 1981, § 19.5-42; Ord. of 1-12-1998)

Secs. 102-154—102-180. Reserved.

Attachment #5 – Letters of Support

Downtown Dover Partnership
101 W. Loockerman St. Suite 1a
Dover, Delaware, 19904
302-678-2940

October 10, 2014

Ann Marie Townshend, AICP
Director of Planning & Community Development
Planning and Inspections / Parks and Recreation
City of Dover
P.O. Box 475
Dover, DE 19901

Dear Ann Marie:

The Downtown Dover Partnership (DDP) serves as Dover's Main Street Program and has a strong relationship with the City of Dover. The DDP enthusiastically supports the City of Dover's Downtown Development District application and commits to being a strong partner in implementation of the District Plan. We have made a lot of progress, particularly in recent years, with bringing businesses to Downtown Dover and improving the building stock, but we are far from our vision of a thriving downtown. The North Street improvements and renovation of 22-24 W. Loockerman Street for the new location of EZ Pass are two success stories that demonstrate the energy and support for downtown revitalization. Unfortunately, the perceptions of safety and the challenges faced by the residential neighborhoods adjoining the Central Business District pose significant challenges to achieving full success in creating a vibrant downtown.

The *Restoring Central Dover Plan* and the *Dover Transit Center Neighborhood Plan and Design Book* together lay out a cohesive strategy for addressing the myriad of issues surrounding downtown revitalization. Designation of Dover as a Downtown Development District provides a set of tools not currently available that have the potential to transform the downtown of Delaware's capital city.

The Downtown Dover Partnership is fully committed to working with the City of Dover and partners in the business community and non-profit sector to achieve true success in downtown redevelopment.

Sincerely,

Gregory V. Moore, P.E.
President

GVM/rlh

ddp/2014

NATIONAL COUNCIL ON AGRICULTURAL LIFE
AND LABOR RESEARCH FUND, INC.
"First in housing services, because we care."

October 10, 2014

BOARD OF DIRECTORS
James McGiffin, Jr.
President
J. Randall Kunkle
Vice President
Tracey Harvey
Secretary
Dan Kuennen
Treasurer
David Annis
Rev. Richard Avant
Joe Belden
Vickie Bryant
Christine Harris
William Hughes
Jeanine Kleimo
Scott Lynch
John Moore
Amy Walls

EXECUTIVE DIRECTOR
Joe L. Myer

BOARD MEMBER EMERITUS
Lee Reno
John Frisk
Roland R. Ridgeway (dec.)

Ann Marie Townshend
Director of Planning
City of Dover
15 Loockerman Street Plaza
Dover, DE 19901

Dear Ms. Townshend:

On behalf of NCALL and the Restoring Central Dover steering committee, I am writing in support of the City of Dover's application to the state for Downtown Development District designation.

As you know, for the past year the Restoring Central Dover steering committee has been working through a resident and stakeholder engaged planning process for Central Dover, the majority of which falls within the City's proposed designation area. The planning included parcel, land use, and structure condition mapping; a community survey; focus groups and opinion surveys; an open house and public meetings; and work groups to come up with and test the final recommendations. The Restoring Central Dover, Our Vision for Vitality, plan sets forth specific recommendations and projects for A Strong Community, Positive Development, and An Integrated Public Realm and Infrastructure, along with implementation steps and costs. They focus on affordable housing, business development, reducing crime, and improving infrastructure.

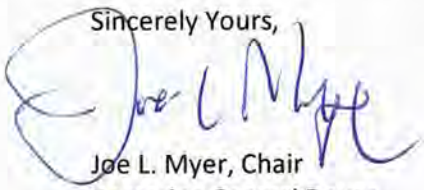
Our Steering Committee is comprised of a broad representation of residents, nonprofit providers, businesses, faith communities, City government, and anchor institutions such as Wesley College, Capital School District, and Bayhealth. These 30 people/organizations have met monthly investing time, energy, and expertise. The Wells Fargo Regional Foundation funded the planning consultant, Interface Studio, to work with us through the process. This plan will be the centerpiece of neighborhood and business corridor revitalization for the next five years. It provides an action-oriented blueprint for the City of Dover and all of its stakeholders, and the projects herein have been vetted by the community.

A major goal of this plan revolves around improving the condition of existing housing stock, increasing the rate of homeownership, and increasing housing options. Projects include in-fill housing on vacant lots, a home repair initiative, parcel assembly for development, financial education for residents, activating upper stories along Loockerman Street, exploring student housing options, and more.

NCALL is a Community Development Financial Institution certified by US Treasury and lends regularly for affordable housing and community facilities projects throughout Delaware. We have already loaned $1,000,000 within the plan area for Dover Interfaith's men's shelter, Solid Rock Baptist Church's community center, Inner City Cultural League's arts center, and Dover Community Partnership for two homes. NCALL stands ready to provide and leverage additional resources along with the city and state to move this plan to reality.

The City of Dover has been an important stakeholder in this plan by serving on the Steering Committee and by helping to fund it. NCALL and the Restoring Central Dover steering committee look forward to working with you and the City in carrying out initiatives under this plan that qualify for Downtown Development District assistance. I am pleased we can offer this plan to be a catalyst for action in Dover.

Sincerely Yours,



Joe L. Myer, Chair
Restoring Central Dover

Attachment: Restoring Central Dover steering committee

RESTORING CENTRAL DOVER

OUR VISION FOR VITALITY

Steering Committee

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

Central Delaware Habitat for Humanity®

October 14, 2014

Ms. Ann Marie Townsend
City of Dover Planning
15 Loockerman Plaza
Dover, DE 19901

Dear Ms. Townsend;

Central Delaware Habitat for Humanity fully supports the City of Dover's application to becoming a designated Downtown Development District. This opportunity will help strengthen the downtown by creating an incentive to improve facades, attract new businesses, increase homeownership thus creating a better place to live, work, and play.

This designation would play a key role in implementing the Restoring Central Dover Plan. The intent of this plan is to empower residents, attract new residents, businesses and investments, expand economic opportunity, revitalize Loockerman as a commercial corridor and coordinate the efforts of the city, nonprofits, investors, churches and other key players in the target community. Through this designation, there would be an incentive for investors, business owners, non-profits and others to address many of the real property investments identified in the implementation phase.

On another note, Central Delaware Habitat seeks to invest in downtown Dover area by providing affordable homeownership to low-income residents. This designation would be important to helping further homeownership in this area by allowing Central Delaware Habitat to use the rebate to leverage other funding for our homeownership projects. By providing homeownership in this area, homeowners have the availability of public transportation, employment opportunities, public services and other community assets that allow residents to invest in their own community.

Again, Habitat fully supports the application and looks forward to investing in downtown Dover.

If you need any additional information, please contact me at (302) 526-2366.

Sincerely,

Jocelyn Tice
Executive Director

544 Webbs Lane, Dover, DE 19904

Phone: (302) 526-2366 Fax: (302) 526-7506 www.centraldelawarehabitat.org

977 East Masten Circle
Milford, DE 19963

MHDC
AFFORDABLE HOUSING SOLUTIONS

302-422-8255 *phone*
302-422-8260 *fax*
www.milfordhousing.com

October 17, 2014

Ann Marie Townshend
City of Dover
15 Loockerman Plaza
Dover, DE 19901

Re: Support of City of Dover

Milford Housing Development Corporation (MHDC) fully supports City of Dover's application to become a designated Downtown Development District. This opportunity will help strengthen the downtown by creating an incentive for businesses, developers and investors to improve facades, attract businesses, increase homeownership and thereby creating a better place to live, work and play.

This designation would play a key role in implementing the Restoring Central Dover Plan. The intent of this plan is to empower residents, attract new residents, businesses and investments, expand economic opportunity, revitalize Loockerman as a commercial corridor and coordinate the efforts of the city, nonprofits, investors, churches and other key players in the target community. Through this designation, there would be an incentive for investors, business owners, non-profits and others to address many of the real property investments identified in the implementation phase.

MHDC, a leading nonprofit housing developer will be seeking to invest in Downtown Dover area by providing affordable housing opportunities to very low and low income households. MHDC has a variety of programs, products and development capacity to assist the City of Dover and its residents in furthering housing opportunities. This incentive and designation from the City of Dover will assist MHDC in meeting its mission.

We look forward to partnering and working with the City of Dover and we support their application to become designated as a Downtown Development District. If you need and additional information or have any questions, please do not hesitate to contact me.

Sincerely,

David W. Moore
President and CEO

Dover Housing Authority

Serving the City of Dover since 1944

RECEIVED
OCT 13 2014
CITY OF DOVER
PLANNING & INSPECTIONS

October 9, 2014

Ann Marie Townshend, AICP
Director of Planning and Community Development
City of Dover
P.O. Box 475
Dover, DE 19901

Dear Ms. Townshend:

On behalf of the Board of Commissioners and staff of the Dover Housing Authority, I am happy to offer our support to the City of Dover's Downtown Development District application.

The Dover Housing Authority has been involved in the revitalization efforts in the downtown area for several years as research and data reports indicated an increase in poor housing conditions and a decrease of owner-occupied homes in the area. Those factors spurred the Housing Authority to become more involved in improving the quality of life for residents beginning with our participation as a Blueprint Community, continuing to our administration of the Carper/City of Dover Homeownership Initiative to our newest project, Kent Community Gardens.

We fully support the City of Dover's Downtown Development District application as a vehicle to increase homeownership opportunities and to improve the housing stock for those residents who are not ready to become homeowners. The Dover Housing Authority administers several homeownership programs, including a homeownership program for our Section 8 Housing Choice Voucher Program participants, which we feel would be a great compliment to the City of Dover's efforts to revitalize Downtown Dover.

The Dover Housing Authority looks forward to continuing our partnership with the City of Dover.

Thank you.

Ami Sebastian Hauer
Executive Director

76 Stevenson Drive, Dover, DE 19901 * 302.678.1965 *voice* * 302.678.1971 *fax*

Wesley
COLLEGE

October 7, 2014

The Honorable Jack Markell
Governor of Delaware
150 Martin Luther King Jr. Blvd. South
Dover, DE 19901

Dear Governor Markell,

As President of Wesley College, it is a pleasure to offer this letter of support for the City of Dover as it makes application to be selected as a Downtown Development District. With its main campus located only two city blocks from the heart of Dover and the new Wesley College health Sciences Building located within the designated district, the College and City have a mutual respect and interdependence in which they build on each other's success. With enrollment at 1,600 students, and staff and faculty numbering over 400, Wesley invests approximately $40 million a year into the economy.

As a Downtown Development District, the potential exists for the Wesley community to benefit and support enhanced housing opportunities, new retail operations and a general improvement to the well-being of the neighborhood. Our faculty, staff and students need new housing and retail options for them to become more fully invested in Dover. Approximately 500 Wesley students reside in off-campus housing and rental units. The benefit of enhancing the downtown district will provide more walkable and inviting housing and retail operations. Also, positive growth of this nature will assist in creating an environment that reinforces safety and an outstanding living learning community.

On behalf of Wesley College, I enthusiastically support this application and have full faith that the City of Dover and private investors will take full advantage to help realize the potential this designation provides.

Most sincerely,

Dr. William N. Johnston
President of the College

Great Things Await

Office of the President | 120 North State Street | Dover, Delaware 19901-3875
tel (302) 736-2508 | fax (302) 736-2312 | www.wesley.edu

RECEIVED
OCT 13 2014
CITY OF DOVER
PLANNING & INSPECTIONS

DOVER INTERFAITH
MISSION FOR HOUSING

PO Box 1148, Dover DE 19903 684 Forest Street, Dover DE 19904 302-736-3600

October 9, 2014

Ann Marie Townshend, Director of Planning and Community Development
City of Dover
15 Loockerman Plaza
Dover DE 19901

Dear Ann Marie,

We wish to express the support of the Dover Interfaith Mission for Housing for the City of Dover's application for a Downtown Development District. Our shelter for 36 men and nearby transitional housing for the formerly-homeless and now employed seek to assist many of the city's least fortunate citizens. These men and others like them would benefit greatly from economic development efforts in the downtown area.

Our work has taken many men off the streets, making downtown seem safer for city residents and businesses and contributing to a sense of civic improvement; however, further efforts are needed to create the commercial environment and employment opportunities that would further benefit all residents.

Many of our residents seek to live in the downtown Dover area, to work there, and even to start businesses that would achieve their goals for income and stability. We hope that some of them will become productive contributors to new housing and business opportunities.

Our organization has enjoyed the opportunity to collaborate with you and other city officials in the Revitalizing Central Dover effort. This collaborative venture and the community-based study it generated have demonstrated that renewed efforts focusing on Downtown Dover will have many widespread benefits. There is considerable momentum at this stage to have local citizens and organizations work together on some concrete actions.

Please let us know how we might contribute to or participate in the Downtown Development District initiative.

Sincerely,

Jeanine Kleimo
Chair

Kent County Association of REALTORS®

October 10, 2014

CITY OF DOVER
Ms. Ann Marie Townshend, Director
Department of Inspections
The Plaza
Dover, DE 19901

Dear Ms. Townshend,

The Kent County Association Of REALTORS® (KCAR) is proud to support the City Of Dover's Downtown Development District initiatives. KCAR is excited about the program and will work with its 350 REALTOR® Members to help promote the incentives that are available through this program. Our Association will be an active partner in working to increase the level of homeownership in the downtown.

We believe that the combination incentives that come with designation as a Downtown Development District would help with downtown redevelopment, business growth and also increase in the homeownership rate.

The Kent County Association Of REALTORS® promotes homeownership and advocates for personal property rights. We believe this program will be a benefit to the City of Dover.

Sincerely,

Doug Doyle
President, Kent County Association Of REALTORS®

Office Address
838 Walker Road
Suite 21-2
Dover, DE 19904

Phone: 302-678-9750
Fax: 302-678-0848
Info@KCAR.org
www.KCAR.org

Delaware Sustainable Energy Utility

October 22, 2014

Ann Marie Townshend, AICP
Director of Planning & Community Development
Planning and Inspections / Parks and Recreation
P.O. Box 475
Dover, DE 19901

Dear Ann Marie

Congratulations on the City of Dover's efforts to revitalize its downtown. I understand that through the leadership of NCALL and the generosity of the Wells Fargo Foundation, the *Restoring Central Dover: Our Vision for Vitality* represents a broad-based planning effort that identifies the challenges facing central Dover and presents strategies to address the challenges. I understand that the concerns voiced by many stakeholders through the planning process center around safety and that the *Restoring Central Dover* makes recommendations to improve lighting in targeted areas, both through public street lighting and residential porch lighting. The Delaware Sustainable Energy Utility is a 501(c)3 nonprofit corporation founded by the State of Delaware for the purpose of provided energy efficiency and clean energy programs to Delawareans. The Delaware Sustainable Energy Utility would welcome the opportunity to participate with the City of Dover to improve lighting and energy efficiency through programs to replace and supplement existing street lights with LED lights. We would also be willing to work with homeowners to improve porch lighting by helping to support the cost of conversion of porch lights to LED.

I look forward to speaking to you further about this important project.



109 S. State Street, Dover DE 19901
Office: 302-883-3048 I Fax: 302-736-9717
Tony.deprima@deseu.org I Energizedelaware.org

Attachment #6 – Resolution #2014-13

DRAFT PROPOSED COUNCIL RESOLUTION NO. 2014-13

A RESOLUTION IN SUPPORT OF APPLICATION FOR DESIGNATION AS A DOWNTOWN DEVELOPMENT DISTRICT

WHEREAS, under the Downtown Development Districts Act, 22 Del.C. §§ 1901 et seq. (the "Act"), the State of Delaware may designate districts within Delaware's cities, towns, and unincorporated areas that will qualify for significant development incentives and other State benefits; and

WHEREAS, these districts are known as Downtown Development Districts ("Districts"); and

WHEREAS, the State is accepting applications for the designation of the initial round of Districts, with such applications being due on November 1, 2014; and

WHEREAS, under the Act, each applicant must submit a plan that includes the boundaries of, and a detailed planning and development strategy for, the proposed District (the "District Plan"); and

WHEREAS, under the Act, each applicant must also propose incentives that address local economic and community conditions, and that will help achieve the purposes set forth in the Act (the "Local Incentives"); and

WHEREAS, if an application is successful and the City receives District designation, the District Plan and Local Incentives proposed by an applicant shall be binding upon the applicant; and

WHEREAS, the incentives associated with designation as a Downtown Development District would greatly benefit current and future residents, businesses, non-profit organizations, and others within the City of Dover; and

WHEREAS, the City Council of the City of Dover strongly believes that it is in the best interest of the City of Dover to apply for District designation.

NOW THEREFORE, BE IT RESOLVED THAT:

1. The City Council supports the Application for Designation as a Downtown Development District prepared by the Dover Planning Office and dated October 27, 2014 (the "Application"); and

2. The City of Dover is authorized to appoint a District administrator (the "Administrator") to file the Application on behalf of the City, and to provide such other documents and information as may be necessary or desirable in connection with the Application; and

Draft

3. If the Application is successful and the City of Dover receives notice that it has been selected for designation as a District:
   a. The City shall adhere to the District Plan and the Local Incentives contained in the Application for the duration of the District designation; and
   b. The Administrator, or his or her designee(s), is authorized to execute such documents and enter into such agreements as may be necessary or desirable in connection with the Downtown Development Districts program and the rights and obligations of the City of Dover thereunder; and
   c. The Administrator, or his or her designee(s), is authorized to carry out all District administrative and reporting requirements on behalf of the City of Dover for the duration of the District.

ADOPTED: *

S:\RESOLUTIONS-PROCLAMATIONS-TRIBUTES\2014\Draft\Resolution No. 2014-13 In Support of the Application for Designation as a Downtown Development District.wpd

ROBIN R. CHRISTIANSEN	DAVID L. BONAR
MAYOR	COUNCIL PRESIDENT

Actions History:
October 13, 2014 - Introduced at Parks, Recreation, and Community Enhancement Committee

Draft

Attachment #7 – Downtown Development District Plan

A. Downtown Development District Plan Summary
B. Dover Transit Center Neighborhood Plan and Design Book
C. Restoring Central Dover: Our Vision for Vitality (10/7/2014 Draft)

Downtown Development District Plan Summary

There are a number of planning documents developed in recent years that the City of Dover uses to guide downtown redevelopment. The two principal and most recent plans include the *Dover Transit Neighborhood Plan and Design Book* and the *Restoring Central Dover Plan*, which is currently still in draft form. These documents identify a series of clear strategies for the City and other partner organizations to take in support of revitalizing the downtown commercial district and neighboring residential community. The support for these documents is found in the *City of Dover 2008 Comprehensive Plan*. Together, these documents provide vision, goals, strategies, and specific implementation measures to revitalize Dover's downtown core.

The *Dover Transit Center Neighborhood Plan and Design Book* is driven largely by design and the form of downtown redevelopment, focusing on buildings that address the sidewalk, open space and gateways, and pedestrian scale of development. The *Restoring Central Dover Plan* addresses many of the social challenges that have been identified as obstacles to downtown redevelopment. Each of the plans encompasses a slightly different geographic area of the downtown. Maps are included that show the overlap between the areas addressed in each of the plans and the Downtown Development District Boundary. A summary of each of the plans is provided.

Dover Transit Center Neighborhood Plan and Design Book

The purpose of the *Dover Transit Center Neighborhood Plan and Design Book* is "to use the new transit center as an impetus for redevelopment that will transform and energize the surrounding area." The plan was developed through a partnership between the Dover/Kent County Metropolitan Planning Organization (MPO) and the Downtown Dover Partnership. The project included two phases: a five-day charrette where the public was invited in to discuss issues and identify ideas and solutions; and the creation of visual design guidelines that graphically represent the findings and recommendations of the charrette. The plan analyzed existing development patterns and presented concepts for infill development that would introduce the density, scale and urban aesthetic found in the historic area to other areas of the study area. Active buildings would front the street and parking would be located behind the buildings. The plan identifies the need for increased density surrounding the Dover Transit Center, as well as additional residential development in the downtown area.

The plan provides recommendations to address building placement and form, parking location, downtown gateways, plazas and parks. The plan also provides a series of implementation strategies, some of which have been implemented and others which have not yet been implemented. The plan also engendered the North Street Improvements implemented by the Downtown Dover Partnership, with support of funding through the State of Delaware. The North Street Improvements include streetscape and pavement improvement to North Street between State Street and Governors Avenue, consolidation of several parking lots on North Street to improve layout and gain spaces, and the conversion of property known as the Collegian site to a plaza area. These improvements have introduced a new energy to the downtown, and the Loockerman Way Plaza now serves as the location for the Dover Farmer's Market on Wednesday afternoons during the summer, as well as other downtown events.

The Implementation Strategies section of the Plan (found on page 46-47), include a series of goal statements, under which each of the implementation items is listed. These include:

- Establish a business development and retention strategy to promote and enhance overall business and economic vitality in the study area and downtown.
- Improve the gateways and entrance corridors of the study area with buildings, coordinated signage and streetscapes that frame views, and provide a sense of arrival.
- Strengthen key North-South and East-West road connections to area activity centers, such as Wesley College, St. Jones River, Eden Hill Farm and Bayhealth Medical Center Campus.
- Coordinate streetscape and road improvements to provide a better connection between Wesley College and the southern part of the study area.
- Reinforce the study area with land use and additional mixed use, housing, retail and cultural/civic uses.
- Establish a coordinated signage and streetscape program to capture and present a consistent image in the Downtown area.

Restoring Central Dover

The *Restoring Central Dover Plan* came out of a safety task force convened by the Greater Dover Committee (now the Greater Kent Committee). The stakeholders convened by the Greater Dover Committee identified a number of issues that culminated in safety concerns in the downtown area. The Dover Police Department conducted a resident survey, which identified the concerns of downtown residents. These concerns included crime, condition of housing, responsiveness of landlords, and other related challenges. The task force submitted an application to the Wells Fargo Foundation, with NCALL as the lead agency on the grant, to complete a planning study of the downtown so that we can begin to develop strategies that will improve the quality of life and safety in the downtown area.

The process was led by the consultant and a Steering Committee representing stakeholder groups throughout the downtown community. There was a detailed survey that included door-to-door questionnaires administered by local stakeholders trained by the consulting team. The consulting team also completed a detailed land use survey and building condition survey. With the results of these surveys, the Steering Committee and consulting team hosted a week-long open house, where members of the public could participate in interactive processes to provide input on the challenges and potential solutions facing central Dover. Once the consulting team compiled the results from the Open House, they presented preliminary recommendations in a public workshop. Then members of the Steering Committee provided feedback on the recommendations and strategies to ensure that the recommendations in the plan met the local need. The plan is nearing completion and still in draft form, but the recommendation section has been released in draft form and addresses strategies for improving redevelopment opportunities in the downtown area.

As with the *Dover Transit Center Neighborhood Plan and Design Book*, and other downtown studies before it, *Restoring Central Dover* addresses the need to improve housing, attract residents, and increase homeownership. This plan goes further with its recommendations relating to housing than

prior planning studies and includes a series of implementation strategies directly related to improving the housing stock, redevelopment of vacant residential land, and improving the homeownership rate.

The *Restoring Central Dover Plan* compares demographic information for the plan study area with the City as a whole, and identifies some of the significant demographics that create challenges in Central Dover. As it relates to the 2010 U.S. Census, Central Dover has a higher rate of vacant housing units (14% vs. 8%), a much higher rate of rental versus owner-occupied housing units (75% vs. 48%), a higher percentage of non-family households (53% vs. 42%), and higher concentrations of crime.

Restoring Central Dover is the first of the plans for Downtown Dover that includes strategies to address the complex social challenges facing Central Dover. Other studies have identified that perceptions of safety pose challenges to downtown redevelopment, but *Restoring Central Dover* goes further in analyzing these social challenges and developing community-based strategies to address them.

Restoring Central Dover identifies a number of goals, grouped by three categories, each with specific recommendations:

- A Strong Community
    - Build Community Capital
    - Prevent Crime and Increase Public Safety
    - Engage Youth in Community
    - Expand Adult and Family Services
- Positive Development
    - Strengthen Existing Housing Stock
    - Support New Housing and Mixed Use Development
    - Encourage Reinvestment in Commercial Corridors
    - Focus on Economic Development and Inclusion
- An Integrated Public Realm and Infrastructure
    - Improve Transportation Infrastructure
    - Enhance Open Spaces and Expand Green Infrastructure

The housing strategies included under “Positive Development” provide the structure and partnerships needed to successfully increase the homeownership rate. Through housing counseling provided through NCALL, leveraging a variety of financial resources, and support through many partner providers, we can work collectively to renovate deteriorated housing stock, construct new housing, and bolster homeownership. Through leveraging such resources as Housing Development Fund, NCALL’s Loan Fund, City CDBG funds, Housing Choice Vouchers administered through Dover Housing Authority, NCALL’s housing counseling services, and the expertise of partners such as the Kent County Association of Realtors, Milford Housing Development Corporation, and Central Delaware Habitat for Humanity, central Dover’s residential neighborhoods can be successfully revived.

NCALL will submit an application for implementation funding to the Wells Fargo Foundation in fall 2014. If successful, up to $750,000 would be available for implementation of the *Restoring Central Dover Plan*.

This funding would further leverage the investment of State dollars through the Downtown Development District.

Bringing Together the Plans and the Downtown Development District

When taken together, the *Dover Transit Center Neighborhood Plan and Design Book* and the *Restoring Central Dover Plan* provide a roadmap for downtown redevelopment in Dover that addresses the physical issues of building design and placement, gateways and open space, the transportation network, business retention and recruitment, the mix of land uses, and a housing strategy. Both plans were developed with significant stakeholder involvement and complement each other in terms of how they address downtown redevelopment. The geographic study area for each of the plans is slightly different, but there is significant overlap. Dover's defined Downtown Development District boundary includes an area that overlaps with both study areas but places priority on areas with the greatest need. The Downtown Development District includes the area immediately surrounding the new Transit Center, the Loockerman Street corridor, and the residential neighborhoods abutting the downtown business district.

Goals and recommendations presented in both plans provide a strategy for implementation of the Downtown Development District that balances the need for reinvestment in distressed commercial properties with revitalization of residential neighborhoods and the growth of homeownership. Success in both of these realms has shown to be costly and frequently economically infeasible. The added resources of the State's incentives with the Downtown Development District, Kent County's match to this investment, private investment, and Dover's existing and added incentives will make redevelopment of Dover's commercial and residential core economically feasible.

In the coming months, the City of Dover will work with the Downtown Dover Partnership and the Restoring Central Dover Steering Committee to develop performance measures to track success of the plan implementation. Such performance measures will likely include measures such as: number of new homes constructed within the District, number of houses rehabilitated within the District, number of owner-occupied homes within the District, number of permanent jobs within the District, number of previously-vacant commercial buildings occupied, assessed value of property within the District, and other similar measures that would document the impact. Once developed, these measures will be submitted to the Office of State Planning Coordination and reported on regularly.

Dover Transit Center Neighborhood Plan and Design Book



Dover/Kent County MPO

DOWNTOWN DOVER PARTNERSHIP

BECKER MORGAN GROUP
ARCHITECTURE
ENGINEERING

RENAISSANCE PLANNING GROUP

March 9, 2011

Table of Contents



City of Dover Vision - Year 2035

Executive Summary	ii
A. Introduction	1
A.1 Project Mission	2
A.2 Community Vision	3
A.3 Public Planning Process	4
B. History, Background & Analysis	6
B.1 History of the City of Dover	7
B.2 Transit Center Neighborhood Plan Study Area	9
B.3 Land Use / Zoning (Existing / Future)	10
B.4 Existing Development Patterns	12
B.5 Existing Street Network & Parking	16
B.6 Existing Environment / Open Space	18
B.7 Existing Transit	
B.8 State Capital Comparisons Demographics / Market	21
B.9 Development Marketing and Program Brief	22
C. Plan	23
C.1 Plan Framework	24
C.2 Downtown Neighborhood Plan	26
C.3 Gateways	29
C.4 Streets	32
C.5 Parking	37
C.6 Building Types	39
C.7 Civic Plaza, Open Space and Parks	42
D. Implementation (Next Steps)	45
E.1 Implementation Strategies Summary	46
E. Acknowledgements	48
Appendix	50

Executive Summary



Dover Transit Center Neighborhood Plan

The purpose of the Dover Transit Center Neighborhood Plan and Design guidelines is to provide the City of Dover with a design and planning strategy for development around the new transit center. The plan also offers strategies to improve all modes of transport throughout downtown.

The Dover/Kent County Metropolitan Planning Organization (MPO), in cooperation with the Downtown Dover Partnership (DDP), conceived sponsored and implemented the neighborhood plan.

The effort was a two-part process. The first phase was a five-day design charrette that brought together local and national design teams to study the strengths and opportunities available in the study area. The charrette was an open process where the charette design group and a variety of public and private stakeholders could discuss issues, identify ideas and craft solutions. The second phase was the creation of visual design guidelines that graphically depicted the design group's findings, recommendations and implementation strategies.

The plan study area is generally defined as an area of influence surrounding the new Dover Transit Center. The area is roughly 16 blocks and is bound by Loockerman Street, State Street, South Street and West Street. It includes The Green, the historic downtown retail corridor, the legislative office area, museum square and medical offices.

The plan addresses the physical characteristics of the transit center in the context of this historic area, and is organized around the following major themes and strategies:

- Improve the gateway entrances to the downtown area with building and improved streetscapes that frame views and provide a sense of arrival
- Centralize parking in locations that encourage redevelopment, maintain streetscapes and provide a coordinated parking strategy for the entire downtown
- Develop Queen, Water and North Streets as improved corridors for vehicle and pedestrian traffic
- Encourage new development that compliments the existing historical architecture of Dover in scale, character and urban context
- Create a network of civic squares, open spaces and public gathering places within the study area that also provide greater connectivity throughout the city
- Use the transit center as an anchor for mixed use redevelopment, a 24-hour activity area and intermodal forms of transportation including passenger rail.

The above strategies summarize the plan's intent and should be used as a basic roadmap to guide future studies. The following steps advance these strategies:

- Create an implementation plan that identifies and prioritizes projects within the overall framework
- Identify economic drivers in the downtown and evaluate where joint public/private development opportunities exist that could facilitate redevelopment and investment in the area
- Simplify, revise and coordinate city zoning codes and regulations to support the plan's vision
- Identify a "champion" of the plan and seek to build public ownership through continued involvement with citizens and businesses.
- Maintain City, County , State and interagency cooperation for plan refinement
- Create a downtown developers forum to get feedback from local developers and property owners



Acknowledgements

Acknowledgements

Study Facilitators

Dover/Kent County MPO

Juanita Wieczoreck
Jim Galvin
Kate Layton
Catherine Samardza

Downtown Dover Partnership

Bill Neaton
Gregg Moore
Beverly Jackson

Design Team

Renaissance Planning Group, Tampa, FL

Clarence Eng
John Moynihan
Shilpa Mehta
David Stamm

Becker Morgan Group, Inc. Dover, DE

Gregg Moore
Arden Bardol
Bill Sieg
Ann Camper
Scott Gordon

Community Involvement

City Cab
City of Dover City Council
City of Dover Parks and Recreation
City of Dover Planning Department
Delaware Office of State
Planning Coordination
Delaware State Housing Authority
Delaware State University
Delaware Transit Corporation
Department of Transportation
Division of Facilities Management
Division of Public Health
Dover Library
Wesley College
State Historic Preservation Office
Schwartz Center for the Arts

The preparation of this document was financed in part with funds provided by the federal government, including the Federal Transit Administration, through the Joint Simplification Program, and the Federal Highway Administration of the United States Department of Transportation.

USDA Rural Development has provided funding for DDP marketing and training initiatives which benefit businesses in "Historic Downtown Dover."



Introduction

A.1 - Project Goals





The purpose of the Dover Transit Center Neighborhood Plan is to use the new transit center as an impetus for redevelopment that will transform and energize the surrounding area. The Dover/Kent County Metropolitan Planning Organization (MPO) and the Downtown Dover Partnership (DDP) conceived the plan.

The effort offers an opportunity for the community to influence the future of the neighborhood and downtown by exploring simple urban design questions such as appropriate building height, the pedestrian experience, the character of neighborhood roads and streetscapes, and building setbacks. To have the area develop using transit-oriented design, with the new transit center as the focal point, and to drive growth and economic opportunity in the area are additional goals.

The MPO and DDP are committed to working with the City of Dover and the State of Delaware to put the necessary tools in place, such as reviewing and revising existing codes and ordinances to entice redevelopment, encourage public-private investments, partnerships and forums, and utilize key community stakeholders in generating changes that are needed to help fulfill the project's mission.

This master plan, created through a public charrette process, serves as a vehicle to implement the community's vision through the following series of specific strategies:

- Develop a downtown neighborhood plan with community and stakeholder involvement
- Leverage the transit center to encourage downtown revitalization
- Identify context sensitive, adaptive use, and infill development options
- Promote walkability and integrate multimodal transportation solutions
- Improve the gateways and entrance corridors to the downtown area with buildings, coordinated signage, and streetscapes that frame views and provide a sense of arrival
- Strengthen key North-South and East-West road connections to area activity centers, such as Wesley College, the St. Jones River, Eden Hill and the Bayhealth Medical Center campus
- Reinforce the architectural character of downtown Dover through the rehabilitation and redevelopment of key downtown buildings, lots, and intersections
- Create a network of parks, civic squares, and public gathering spaces within the neighborhood plan area that will enhance the downtown and lead to increased public use
- Create an identity for the future that builds on Dover's history
- Develop an orderly framework for growth (including community design guidelines and standards) that enhances economic development
- Identify the codes and policies needed to foster growth and redevelopment that are consistent with the master plan's goals and overall vision

A.2 - Community Vision



Dover, as the capital of Delaware, is growing and evolving to meet the challenges and opportunities that come with serving as the center of the region and the home of the legislature. The city provides a range of regional services, uses, and governmental functions, and must provide access to these services.

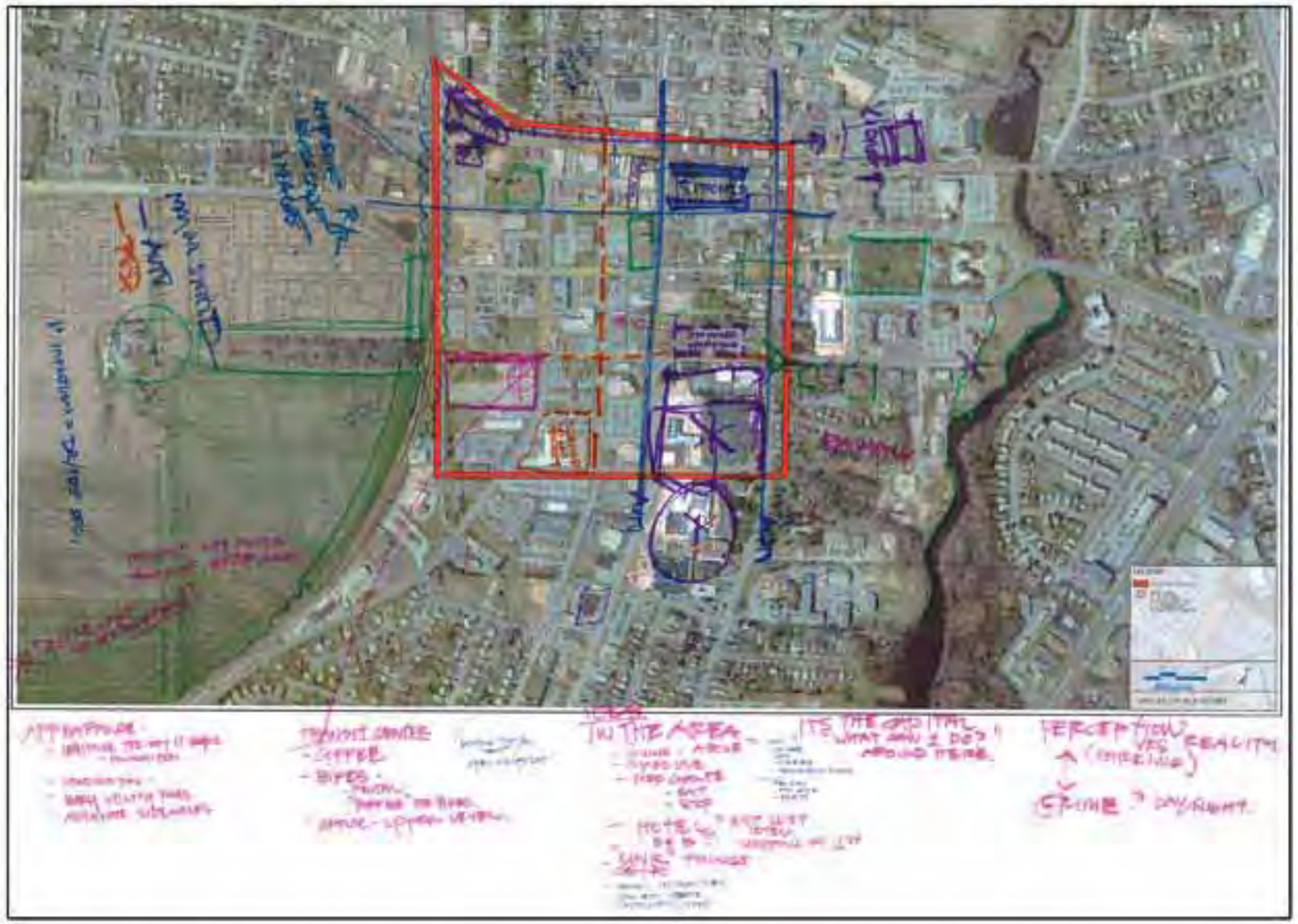
The Dover/Kent County Metropolitan Planning Organization (MPO) sought community input on what the future of the neighborhood should be, with special focus on the activities that were adjacent to the new transit center. The Downtown Dover Partnership, whose mission is to promote development and economic growth within downtown Dover, expressed an interest in the planning process and served as a cosponsor to the MPO's neighborhood plan study.

The MPO promotes alternative modes of transportation as a function of its program. The downtown Dover neighborhood depicted in the plan is the center of transit in Kent County. For several years, Dover's transit hub stood on Water Street between State Street and Governor's Avenue. In 2010, the state relocated the transit hub less than a mile away to a larger site at Queen and Water streets. The new transit center represents a great opportunity to revitalize downtown and reconnect parts of the city that do not function cohesively. The new location also creates a broader opportunity for the transit hub to serve the region.

While no single characteristic represents the community's vision, there were several important themes and goals for Dover that reoccurred during the process that led to the neighborhood plan. The following points represent the most important items to consider:

- The plan needs to look several generations ahead
- City residents and business people are anxious to see new development
- The downtown area does not have a cohesive layout
- Underground pollution and brown field sites need to be addressed
- The population around the transit center is not dense enough
- The transit center should be a destination and not just a transfer station
- New construction should complement the scale and context of downtown Dover's historic buildings
- The area at the edge of the St. Jones River – access, parking, trails and activities should be improved
- Walkability of downtown should be improved through architecture and streetscapes
- Build a train station near the transit center
- Rail right-of-way designs should improve to create more defined and attractive edges
- People agree that parking is a perceived problem, not an actual problem
- Develop shared parking facilities and district-wide parking
- Create consistent streetscapes with crosswalks and lighting, and consider burying utility lines
- "Mixed-use" should include retail on the first floors of buildings and residential on upper floors
- The residential mix needs to include student and workforce housing, such as apartments, townhomes, small, single homes and condominiums.
- North Street needs to have "fronts" of buildings and include office, service, and residential uses
- Create new "rules" for the area and incentives for development
- Integrate new green areas to link pedestrian pathways
- Reconnect Water Street across railroad tracks to Eden Hill Farm

A.3 - Public Planning Process



The Dover/Kent County Metropolitan Planning Organization (MPO) wanted to solicit community input on how the neighborhood adjacent to the new transit facility could look. The MPO, in coordination with the DDP, decided that the best process for the creation of a comprehensive, usable, and viable neighborhood plan would be to hold a design charrette.

A charrette is a collaborative planning process that harnesses the talents and energies of a design team in an intensive, multi-day community planning and design event. A charrette serves as an open public process where issues are discussed, ideas are identified, and solutions are crafted collectively. The design team for the five-day charrette was composed of local and national planning experts (Becker Morgan Group, Inc. and Renaissance Planning Group, respectively) who worked with various public and private stakeholders identified by the MPO and the DDP. The charrette was set in an on-site, temporary studio to provide a short feedback loop and offer the stakeholders maximum accessibility to the design team.





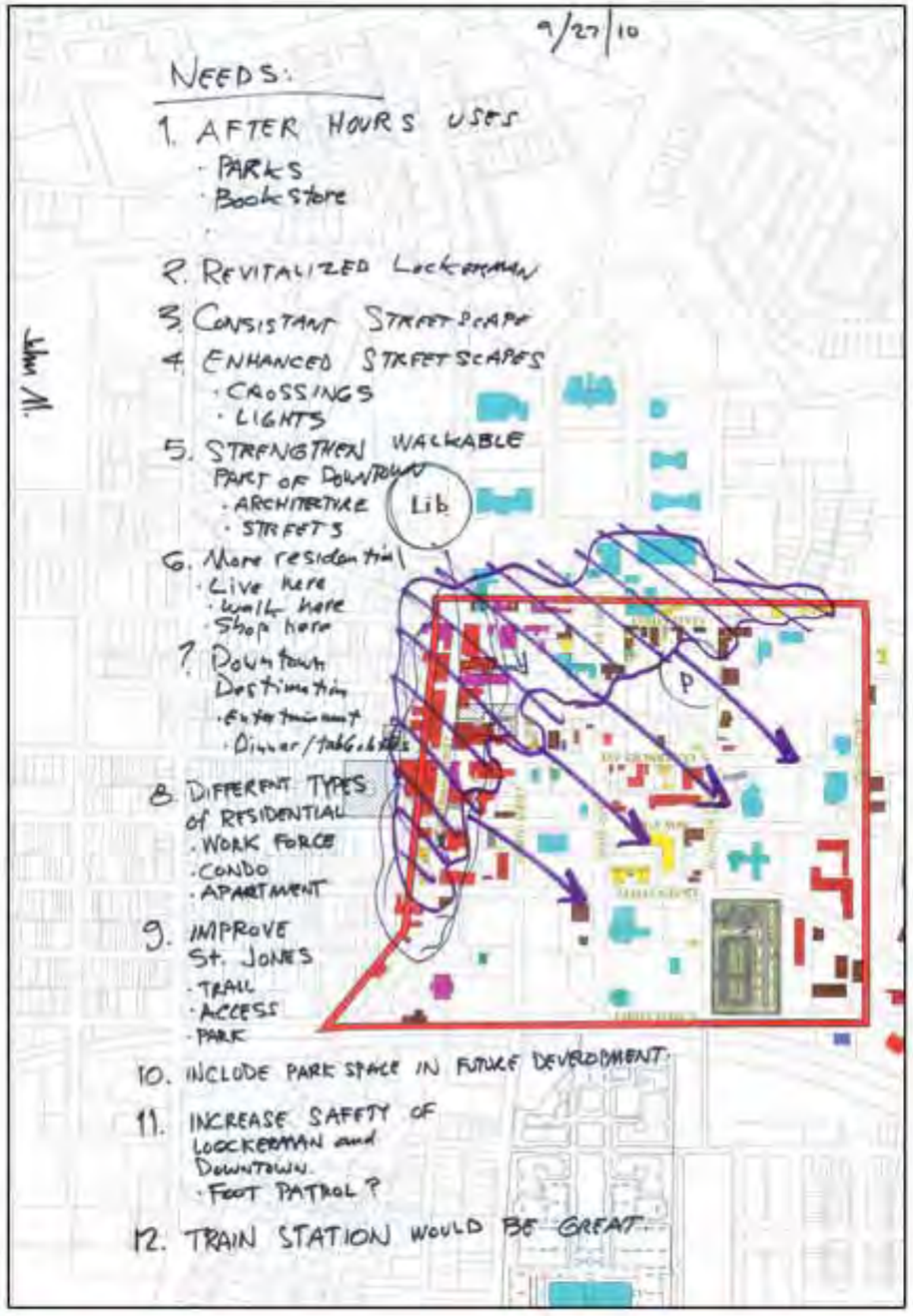
One month before the charrette, the design team accumulated base documents of the neighborhood plan study area that included the following:

- Existing and proposed land use and zoning maps
- Historic district maps
- Existing building inventory maps
- New transit center plans and renderings
- Aerial survey and base maps of the neighborhood plan study area
- Study of existing circulation and parking patterns
- Study of gateway and natural features and restraints

There was also a detailed review of prior studies, reports, governmental regulations, and codes. Existing physical and functional conditions associated with the new transit facility and the adjacent downtown neighborhoods were also analyzed. Most notable were the following:

- Dover Comprehensive Plan 2008
- Downtown Economic Enhancement Strategy 2006 (Hyett Palma Report)
- Design Standards and Guidelines for the City of Dover Historic District Zone

A.3 - Public Planning Process







The charrette took place during the week of September 27, 2010. More than 100 participants attended the various meetings including Dover City Council members, city, county, and state agency staff, Downtown Dover Partnership representatives, community leaders, developers, business owners, and citizens. The design team worked more than 450 hours during the charette. The major events that contributed to the process were as follows:

- An opening presentation was held on September 27, 2010 at the Eden Hill Medical Center conference room. The project's design principles, planning context, overview of the study area's constraints, strengths and challenges were provided in a PowerPoint presentation and numerous, large printed displays. Participants engaged in roundtable discussions, which provided the design team with feedback and direct citizen input.

- Numerous stakeholder and focus group meetings, as well as individual and group discussions, were held at the Becker Morgan Group offices September 27, 2010 through September 29, 2010.

- An open house was held on September 29, 2010, at the Becker Morgan Group office. The design team presented its work from the previous three days, as well as preliminary neighborhood plan and development goals derived from feedback it received during stakeholder and roundtable discussions. The open house was well attended and community members provided additional feedback.

- A closing presentation was held on October 1, 2010 at the Eden Hill Medical Center conference room. The neighborhood vision plan, action plan framework, proposed urban design framework, opportunity plans and sites, demographic study, state capital comparison, and plan implementation recommendations were presented through a PowerPoint presentation and numerous large printed displays. The team held a question and answer session after the presentation to gain further feedback and public input.

The final component of the MPO's planning process will be to create a document that catalogs the work completedprior to and during the charrette in written and visual formats. This document will serve as a road map for downtown development and implementation of the vision plan, as well as a marketing tool to showcase the development potential of downtown Dover for private and public stakeholders.



History, Background & Analysis

B.1 - History of the City of Dover



City of Dover Aerial Rendering - Circa 1885

The first official settlement in the area of Dover was in 1680 when Governor Edmund Andros saw need for a county court that would be safer and easier to travel to than the existing court in what is now the town of Lewes. The governor created St. Jones County (now called Kent County) and the first court and county seat were established in the home of a Justice of the Peace, near the mouth of the St. Jones River. In 1683, William Penn was deeded the land grant to what is now Delaware by the Duke of York and authorized "the surveyor to lay out for the Governor a town to be called Dover," somewhere in the middle of the county. Around 1690, the county seat was moved to a tavern at the head of the river, near where Dover was to be established. The land for the town of Dover was purchased in 1694, and in 1697 the original courthouse for the county was built in the location of the existing courthouse.

In 1717, the original town of Dover was laid out, comprising the area that is presently bounded on the north by North Street, on the south by what is now Water Street, on the east by King Street, which used to run in front of the Old State House, and on the west by what is now Governors Avenue. This remained the extent of the settlement in and around Dover for some time. By 1730, there were said to be no more than 40 families in Dover.

In 1777, the British captured Delaware's colonial capital, New Castle. The State Assembly fled south to Dover to begin meeting in the county courthouse. Soon thereafter, Dover was designated the capital of the state and state officials shared the undersized courthouse until 1792 when the Old State House was completed. It served as both the county seat and state capitol until 1873, when the county courthouse was built.

Still, reflective of its setting in the center of a rural, agricultural region, Dover remained more of a market and government town than a city in which to live. By 1838, there were no more than 600 inhabitants within the city limits.

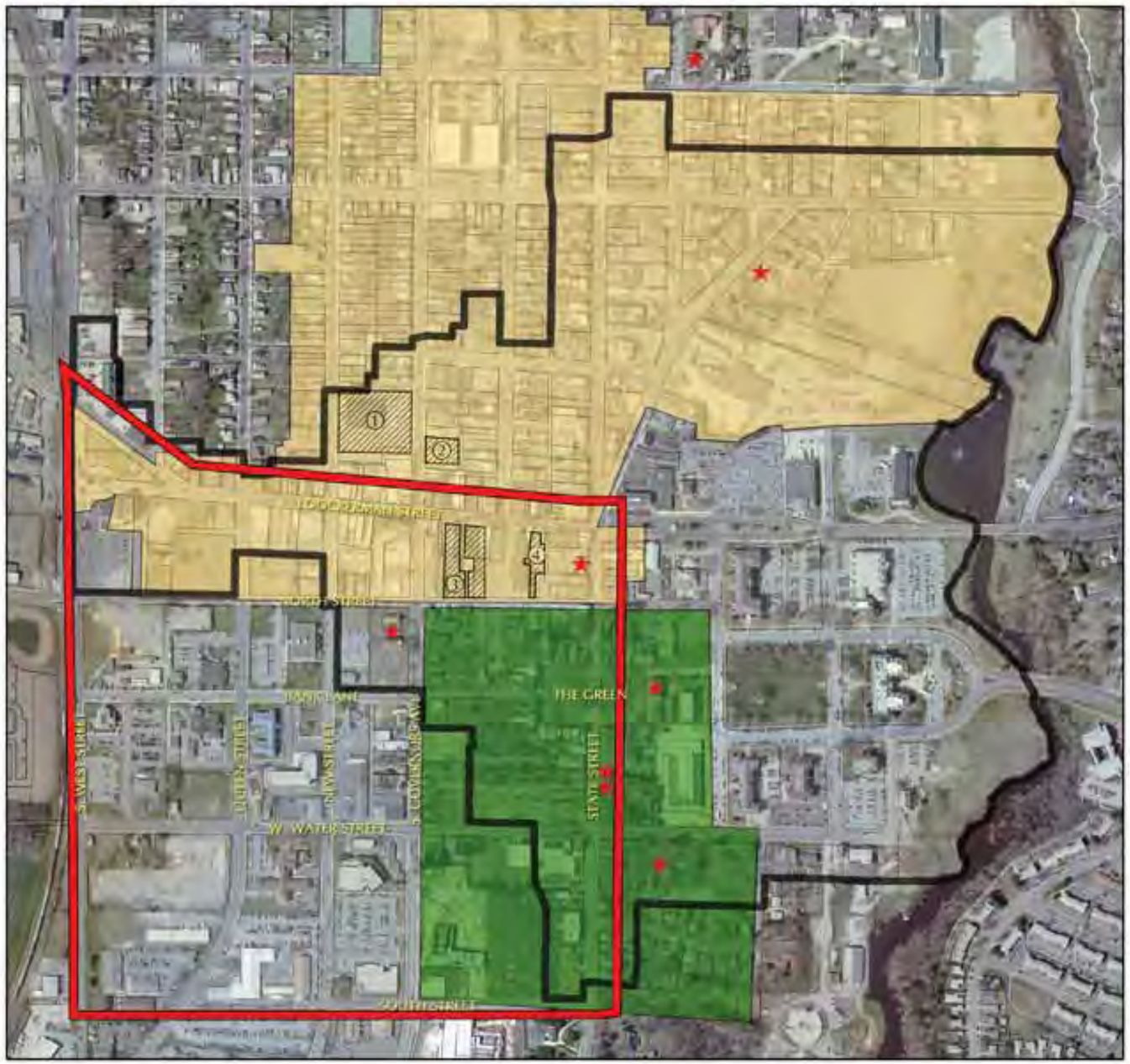
When the railroad extended to Dover in 1855, the city was ideally situated to support industries such as the Richardson and Robbins Cannery which could provide large markets with local agriculture and aqua culture products. Several industries located in Dover around mid-century, requiring a stable labor force and housing, were generating a significant amount of wealth. The Green, which had always been a market square, was gentrified and turned into the park-like setting it is today. Commercial growth began to occur north of The Green along State Street. When the Civil War ended, Dover flourished.

Several local landowners to the north of the oldest section of the city began to sub-divide their lots and extend the city grid with new streets. Commercial development moved west along Loockerman Street and the city itself expanded in 1868 to annex the new sub-divisions. By 1885, the new section of the city was well on its way to being fully developed. It is obvious from the number and quality of the houses that were built at this time that Dover had become a very prosperous place for many inhabitants.

Dover's growth slowed somewhat around the turn of the century. During the Depression, the Works Projects Administration produced the new Capital Square area. Large industries began to locate around Dover, but beyond what is now the historic area. After World War II, suburbs were built and the city continually expanded to annex what had been agricultural land. Earlier developments continued to be infilled with new construction.

Today, there are several strip developments on the outskirts of Dover that have a distinctly 'suburban' character. The historic area of the city is somewhat isolated from this kind of development. While social characteristics have changed, such as where people do most of their shopping and go for entertainment, the appearance and character of the historic sections of the city have been largely unaffected by 'modern' development. The center of Dover remains an attractive and appealing place to live.

B.1 - History of the City of Dover



City of Dover Historic Districts

Dover has three historic districts: The National Register Historic Districts and one local Historic District zone, established by the City of Dover Zoning Ordinance.

The two National Register districts are known as the Dover Green Historic District and the Victorian Dover Historic District. These districts are separate but share a boundary along North Street. The Dover Green Historic District recognizes the significance of the evolution of Dover during the eighteenth and early nineteenth centuries when its population was less than 600 people and development was concentrated within the original city boundaries. The Victorian Dover Historic District recognizes the significance of Dover's rapid post-Civil War development when the city boundaries expanded northward to provide land for rapid residential development that took place during the late nineteenth century.

The City of Dover Historic District zone is a local historic district that overlaps parts of each of the National Register Districts and includes properties that are outside of the National Register Historic districts.

LEGEND

- MPO Study Boundary
- DDP Sites
  1. Acme Site
  2. Harry Louie Site
  3. Collegian Site
  4. DDP Building
- National Register of Historic Places Victorian Dover Historic District
- National Register of Historic Places Dover Green Historic District
- City of Dover Historic District Zone
- National Register of Historic Places Listing

There are important distinctions between the National Register Historic Districts and the Dover Historic District zone. When a district is listed on the National Register of Historic Places, it is given official and professional recognition that it is significant to the history of its region, and for the historic integrity it has retained. Under Section 106 of the National Historic Preservation Act of 1966, agencies of the federal government must take into consideration the historical significance of listed buildings, objects, or areas when they are undertaking projects that might affect them. However, listing on the National Register places no restrictions on private owners or on what private owners may do with their properties.

Local Historic District zones, in contrast to National Register Districts, are authorized by state statutes and enacted via local ordinances. Local Historic District zones are created to preserve not only individual historic buildings that are considered significant but also to preserve the historic character of the district as a whole. They frequently involve design controls on private property concerning changes to exterior architectural and landscape features. The design review process, often abetted by design guidelines, are important tools in that process.

The City of Dover Historic District zone was established in 1961. Construction projects within the local historic district have been subject to design review by way of the Architectural Review Certification process since its inception. The Design Guidelines for the City of Dover Historic District zone are intended for use as a general reference by the community and a basic reference for the Historic District Commission and/or the Planning Commission in their deliberations as they review applications for Architectural Review Certificates.

Text excepted from "Design Standards and Guidelines for the City of Dover Historic District Zone," undated, Section 1, Page 2-4

B.2 - Transit Center Neighborhood Plan Study Area



Transit Center Neighborhood Plan Study Area

LEGEND

- MPO Study Boundary
- New Transit Center Site
- DDP Sites
  1. Acme Site
  2. Harry Louie Site
  3. Collegian Site
  4. DDP Building

The study area is defined by Loockerman Street, State Street, South Street, and West Street, as highlighted within the red border in the aerial overlay on this page. Both sides of the street were included in the study area so the character of the street and streetscape could be better studied and understood. The study area represents roughly 16 blocks and includes a major North-South thoroughfare (S. Governors Avenue) as well as other important streets such as North Street and Water Street. North Street provides one of the main gateways and access points into the city from west of downtown and was identified prior to the charrette as an important access street that could benefit from improvement. Water Street has significance as the historical connection between downtown Dover commerce, Eden Hill Farm, and the St. Jones River. Water Street is also important as the access to both the new and old transit center sites and as the northern boundary to the Bayhealth Medical Center campus and other medical uses to the south.

The streets within the study area form a traditional urban grid that transitions to a more suburban pattern south of Water Street. It should be noted that the urban fabric, with regard to density, street presence of buildings, and context, is divided along North Street, S. Governors Avenue and Water Street. The character of the streetscapes and buildings east and north of these streets feels very urban and active while the areas to the south and west are less dense and more suburban in character, especially in regard to how parking and pedestrian access is handled. The new transit center site has an advantageous location on the edge of downtown and Eden Hill Farm, which will be the largest new growth area of the city in the next 10-20 years. The rail line, which serves as a divider between downtown and Eden Hill Farm, is adjacent to the transit center and represents an opportunity for better connectivity in the future.

B.3 - Land Use / Zoning



Current Land Use

USE LEGEND

- Mixed Use
- Institutional
- Industrial
- Business / Office
- Commercal / Retail
- Residential
- Open Space
- Vacant

- Study Boundary
- DDP Sites
  1. Acme Site
  2. Harry Louie Site
  3. Collegian Site
  4. DDP Building



Current Zoning

ZONING LEGEND

- RGO- General Residence and Office
- IO - Institutional and Office
- C-1A - Limited Commercial
- C-2 - Central Commercial
- C-2A - Limited Central Commercial
- C-3 - Service Commercial
- CPO - Commercial Professional Office
- RG-1 - General Residence
- RG-4 - Multi-Story Apartments
- R-8 - One-Family Residence
- TND - Traditional Neighborhood Design
- ROS - Recreational and Open Space

The study area consists of 258 parcels on 89 acres, with a variety of existing land use categories. The Loockerman Street corridor represents the primary downtown retail district and its primary land uses are mixed-use and commercial retail. State Street also has a well established urban fabric and features a variety of uses, including institutional, business/office, mixed-use and some residential. The rest of the study area is not as well defined in character as these two areas. Institutional uses make up the majority of the land use in regards to the remaining portion of the study area especially to the south and west of State and Loockerman streets. Large public facilities are prominent, such as the City of Dover police station, Justice of the Peace Court 7, Bayhealth Medical Center campus, and the J. Allen Frear Federal Building. There are also residential, commercial and business uses throughout this area, including senior housing along Queen Street and commercial uses along S. Governors Avenue.

B.3 - Land Use / Zoning



Proposed Land Use

USE LEGEND

- Mixed Use
- Institutional
- Industrial
- Business / Office
- Commercal / Retail
- Residential
- Open Space
- Vacant

Proposed land use for the study area, as shown in the Dover Comprehensive Plan, is intended to support the existing development pattern as well as add flexibility for future development and redevelopment opportunities. Based on this, the majority of the study area is defined as mixed-use with smaller areas reserved for institutional and residential uses. The institutional uses are primarily related to the Bayhealth Medical Center campus and the existing governmental and legislative uses to the east of State Street. Single-family residential uses are primarily located to the southeast of the study area in the Elm Terrace neighborhood and Sherwood 2 to the southwest.

B.4 - Existing Development Patterns



Existing Activity Centers

For the purposes of developing a neighborhood plan based around the transit center site and the adjacent study area, the design team analyzed activity centers. The identified major activities were medical uses to the south and west, a commercial/retail core area along Loockerman Street, governmental and legislative uses to the east of State Street and the Wesley College campus to the north. There are also cultural uses in the northeast area of the study near State Street, and within the study area along North Street including the Biggs Museum of American Art and the Schwartz Center for the Arts.



Existing Density and Street Frontages

The center of the study area lacks an identifiable character and activity center. The analysis looked at the existing density and street frontages throughout the study area. As the graphic clearly shows, the buildings along State Street and Loockerman Street are located close to the street edge and create a strong, walkable urban character. The density and street edges diminish outside of these two streets and need improvement to create pedestrian character in this area. There are remnants of street edges along portions of Water Street, North Street and Governors Avenue that infill development could strengthen. Most of the area has a more suburban character with one-to-two-story buildings located in the center of the property and surface parking areas along the edges.

B.4 - Existing Development Patterns





State Street

State Street is home to many of Dover's more historically significant buildings. The tree-lined street features an array of building uses, including government buildings and business offices. Some buildings have been maintained as private residences and are on the National Register of Historic Places.



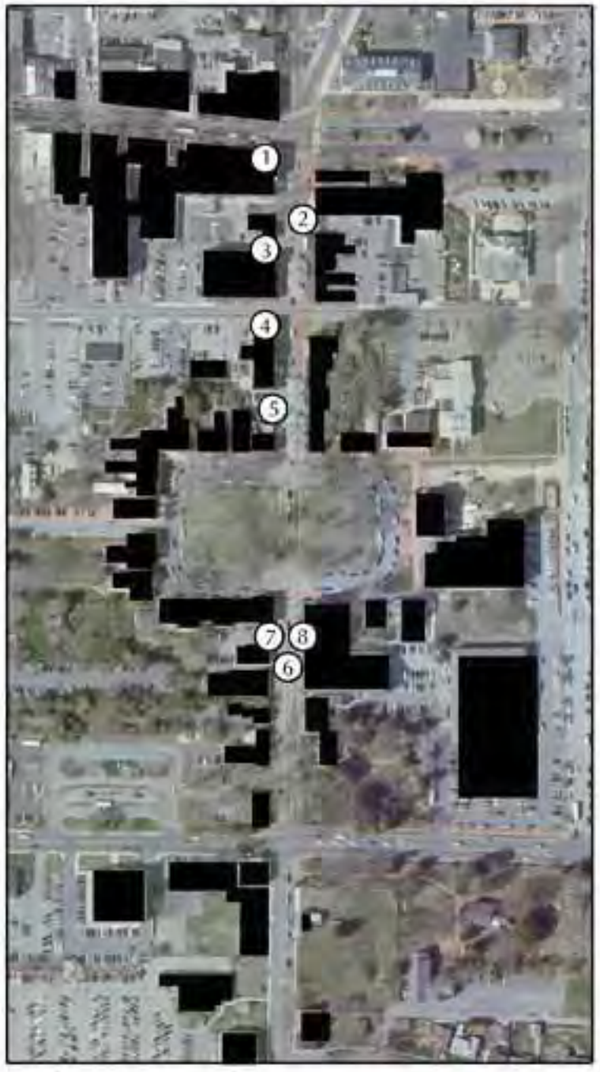












B.4 - Existing Development Patterns



















Water Street

Water Street is a mixture of urban uses. At the time of this study, the DART Transit Hub was located along Water Street and the new facility was under construction two blocks west. There are numerous office buildings, including medical offices that are supported by the Bayhealth Medical Center campus, located one block south of the transit hub. A handful of retail shops, multi-family residential, and institutional buildings line the eclectic corridor.

B.4 - Existing Development Patterns









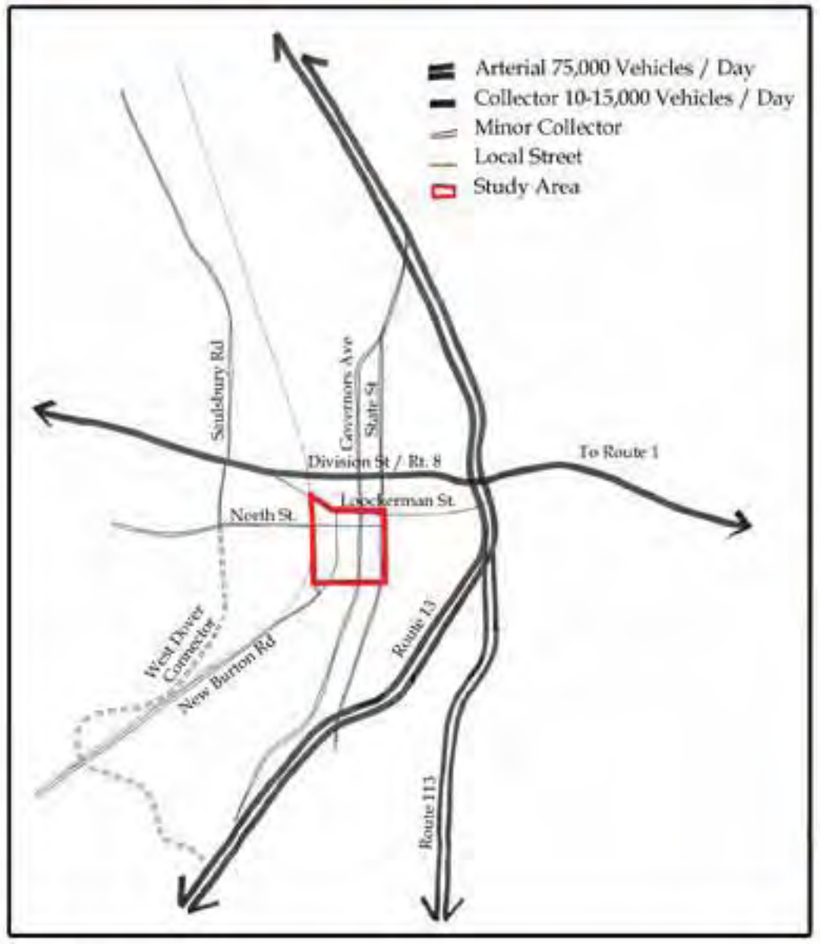




North Street

North Street is utilized as a service alleyway for the buildings that face Loockerman Street, and as a moderately traveled access street from the capital area to many residential subdivisions, stores and restaurants on the west side of the city.

B.5 - Street Network and Parking

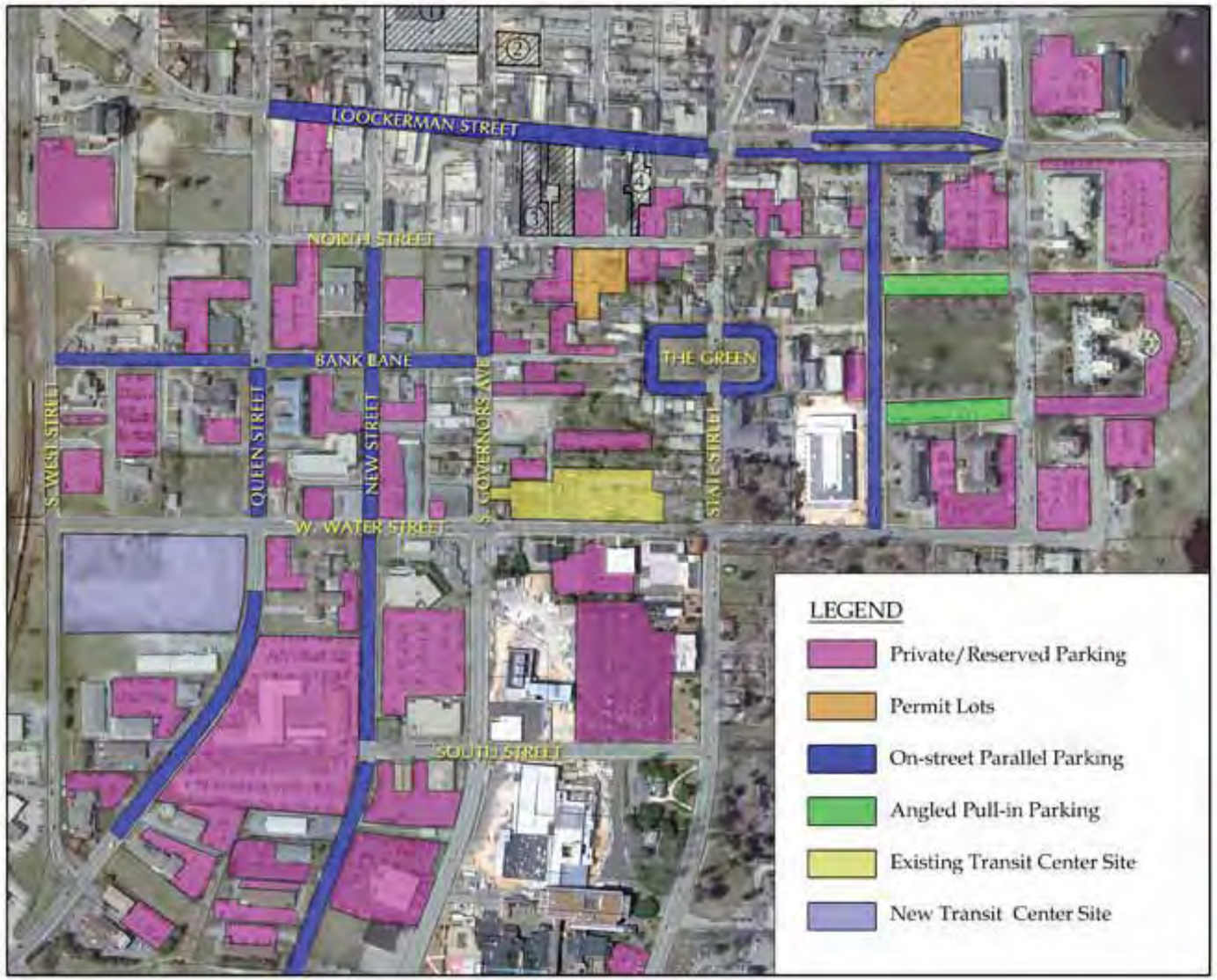


Street Hierarchy

The study area, and downtown Dover in general, is located west of the major highways (US Route 13 and DE Route 1) that run north to south. There is also a major bypass (West Dover Connector) planned to the west of the metropolitan area. When constructed, this road will greatly alter traffic patterns on North Street and New Burton Road. North Street is the main gateway into downtown from the west. Division Street, located north of the project area, is the major east-west route running through downtown.



B.5 - Street Network and Parking



Parking Diagram



Multiple Surface Lots along North Street



Parallel Parking along Queen Street



Parallel Parking around The Green

Parking patterns in and around the study area consist primarily of grade-level surface parking lots and on-street parking (both parallel and pull-in). At the time of this study, there was a private, structured parking area under construction associated with Bayhealth Medical Center campus, located in the southeast section of the study area. The charrette design team noted in its parking analysis that there is an opportunity to improve parking throughout the downtown area by implementing an area parking strategy. North Street, shown at the top right, has potential for consolidated surface parking, or a multi-level parking structure.

B.6 - Existing Environment / Open Space



Existing Open Spaces

The public open spaces within the study area consist primarily of The Green and a small urban pocket park, named Constitution Park, that is located at the corner of North and State streets. There are also private open spaces within the study area, such as the cemeteries along North Street. The major open spaces outside the project area include the St. Jones River to the east, the perimeter open space at Eden Hill Farm and the central alley that is the western terminus of Water Street, Legislative Mall, the boulevard section of Loockerman Street and Dover Park in the Sherwood 2 neighborhood with a playground and sports fields just two blocks south of the study area boundary.



Legislative Mall

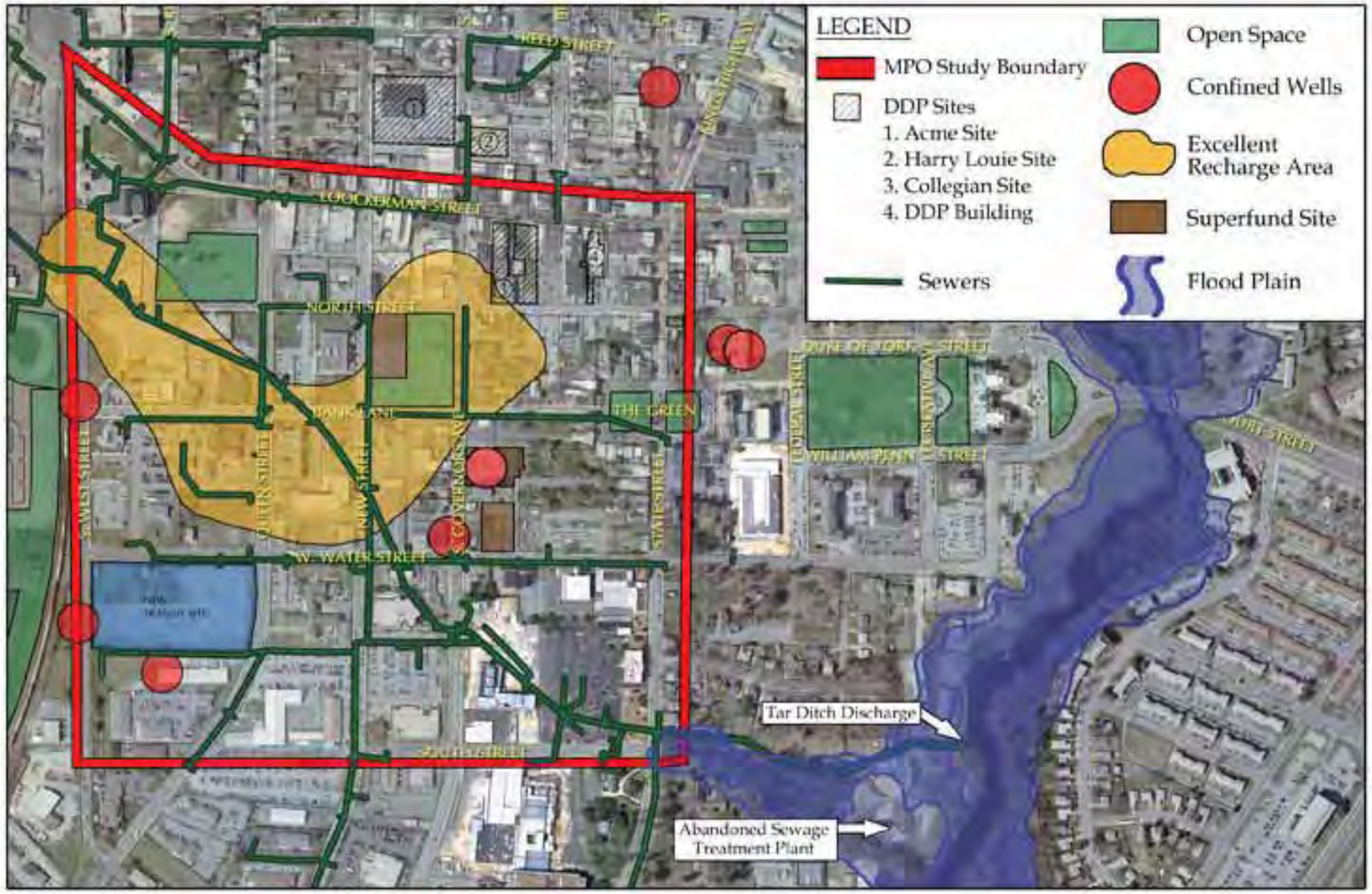


Constitution Park



The Green

B.6 - Existing Environment / Open Space



Environmental Constraints



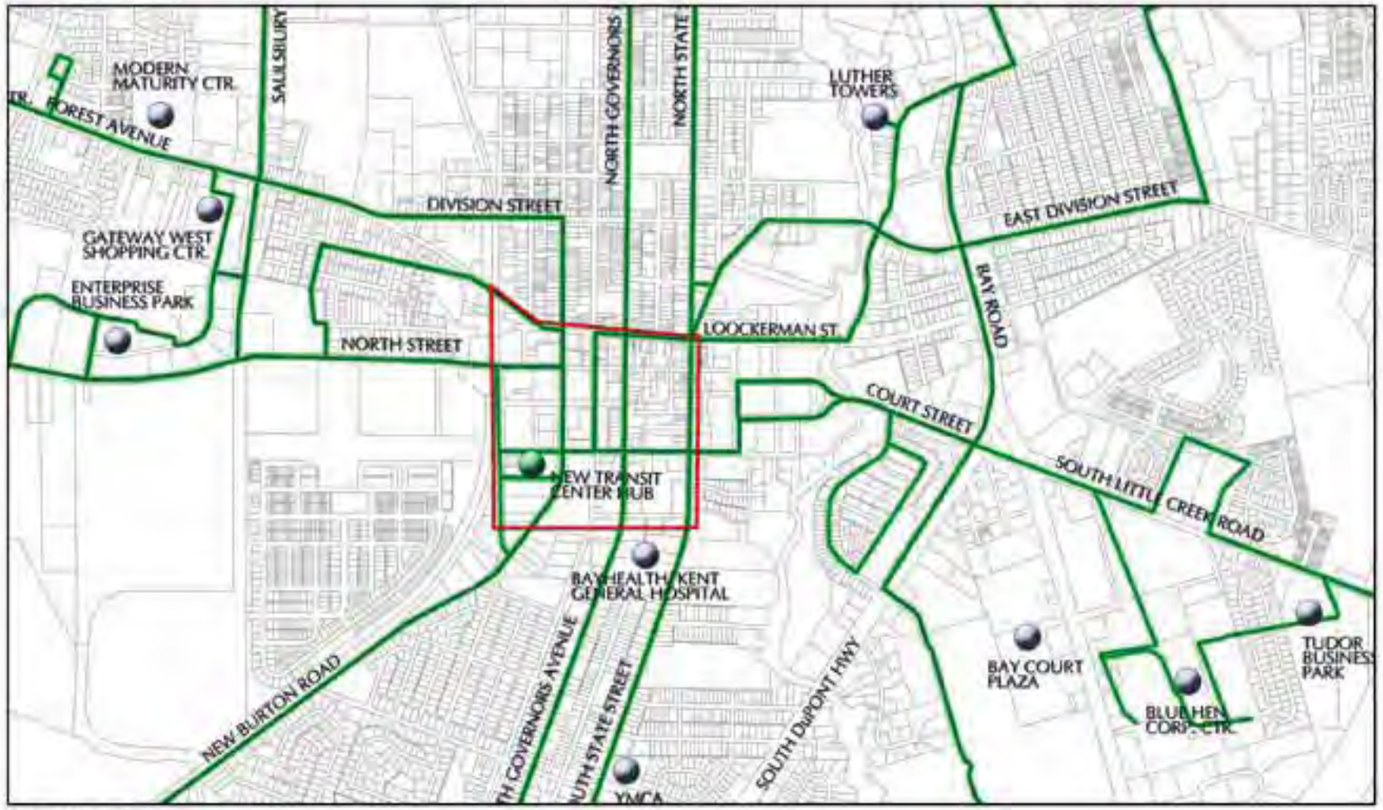
Cemetery



St. Jones River

There are some environmental constraints affecting redevelopment in the study area. These constraints include the edge condition formed by the Norfolk-Southern railroad spur that runs adjacent to West Street, three brownfield sites (Braun Property, former Capitol Cleaners Site and the former Dover Gas Light Company site) and underground contamination from a tar ditch. The tar ditch runs from the northwest corner of the study area and discharges into the St. Jones River south of Water Street. The underground ditch often floods streets due to the deteriorating condition of the outdated infrastructure. Project costs, environmental concerns associated with opening the ditch, and locations of major flooding have prohibited remediation. At the south terminus of Legislative Avenue are an abandoned sewer treatment facility, trash incinerator and other city infrastructure. This area along the edge of the St. Jones River presents an opportunity to repurpose and redevelop into a riverwalk park.

B.7 - Transit



New Bus Routes

LEGEND

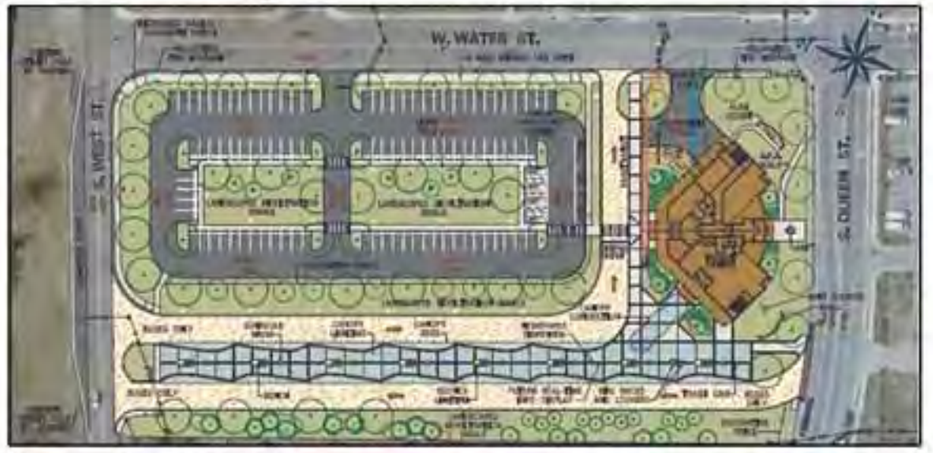
- Study Area
- Bus Route
- Destination
- New Transit Center Hub

The Delaware Department of Transportation (DelDOT), through a public/private partnership, is building a new facility adjacent to the bus lanes and parking lot to act as the center of transit services in Dover. It shall serve as a central distribution point for the DART system in Dover. It will also house the interstate buses and taxi companies that serve Dover. The facility will include an interior waiting area with vending capacity, restrooms and a retail outlet for bus passes and tickets. There will be tenant space available for other organizations and companies.

The MPO has a responsibility to promote alternative modes of transportation as a function of its program. The neighborhood outlined in this study is the functional center of transit in Kent County. The City of Dover and DelDOT have begun promoting bicycle facilities to serve riders. This neighborhood is walkable with some minor limitations. One preferred outcome from the process is to identify improvements to walkability and to eliminate impediments.



Aerial View of Existing and New Transit Site



Proposed Transit Site Plan



New Transit Bus Terminal

B.8 - State Capital Comparisons / Demographics



Jefferson City, Mo.



Concord, N.H.

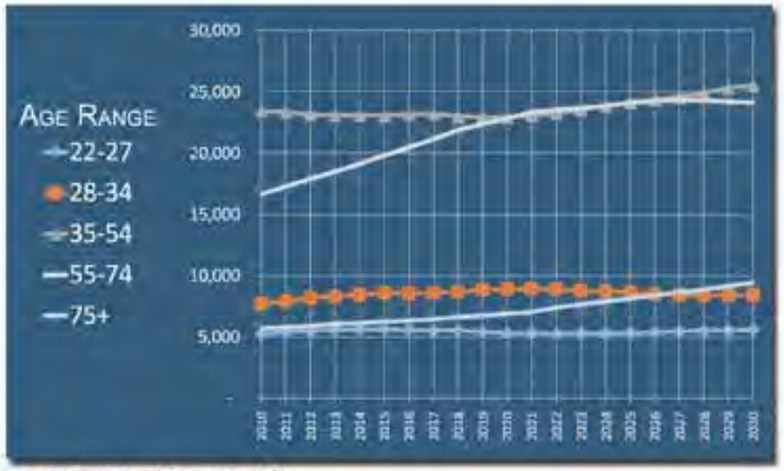


Annapolis, Md.

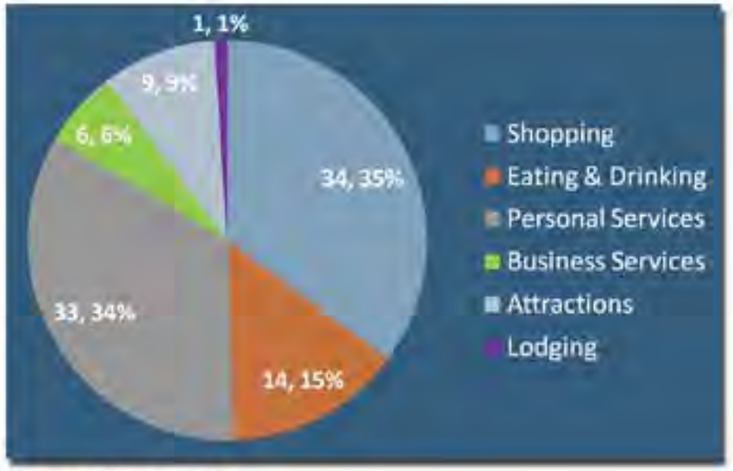
State Capital	Population	Legislature Size	Legislative Staff	Downtown Jobs
Dover, DE	36,560	62	125	9,713
Annapolis, MD	36,879	188	732	5,301
Concord, NH	42,546	424	179	n/a
Frankfort, KY	27,382	138	679	6,330
Helena, MT	29,939	150	237	12,487
Jefferson City, MO	41,297	197	509	12,342
Juneau, AK	30,796	60	460	6,075

Downtown Dover boasts much economic strength, similar to those of other state capitals of comparable size such as Annapolis, Md, Concord, N.H., and Jefferson City, Mo. While greater Dover has seen its share of suburban sprawl, it retains its rich, historic architecture. Within the downtown, and within proximity of the study area, there are major economic anchors, including state, city, and county government, as well as Wesley College and the Bayhealth Medical Center campus. The city also offers amenities to its residents and visitors, including a new public library under construction. Many churches are located throughout the city, as well as numerous museums and galleries. The city is host to a number of organized special events throughout the year including First Night Dover, Dover Days, and the Dover 4th of July celebration. Dover also has a decorative fountain downtown, which is another example of the cultural amenities that the city could build upon to create a desirable destination for locals and visitors.

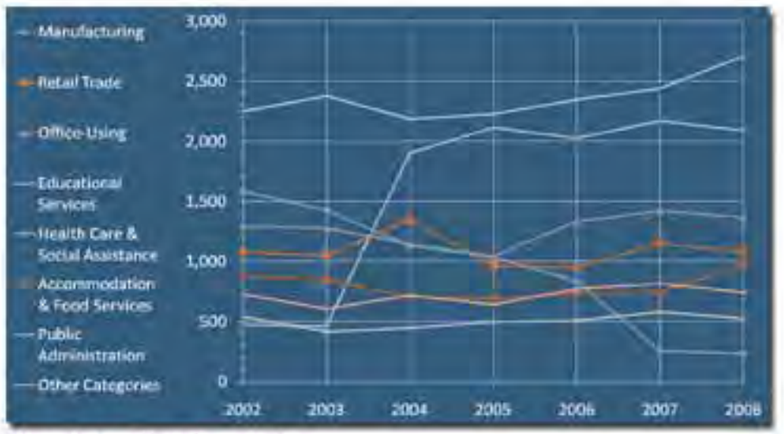
B.9 - Development Marketing & Program Brief



Kent County Household
Projections Through 2030



Existing Business Mix



Downtown Employment
By Sector

PRIMARY RETAIL NEEDS

Coffee Shops	Florist
Sandwhich Shops	Optical
Ice Cream	Drugstore
Candy	Toys / Hobbies
Urban Grocery	Cigars
Specialty Food	Restaurants - All Types
Furniture and Decor	Boutique Hotels

Potential Funding Sources:

- Funds raised from existing property owners
- Business Improvement District – ad valorem tax
- Special Development District – ad valorem tax or special assessment
- Parking Authority Benefit District - assessment
- Recurring downtown revenues
- Tax Increment Financing (TIF)District – regular property tax
- Broad-based recurring revenues
- Realty transfer tax
- Hotel tax (collected by state)

Financing Source Issues:

- Assessments and new ad valorem taxes burden existing property owners and could discourage investment
- TIF revenue generation is relatively weak due to a low tax rate and assessments, and ability to only capture the city's share of the tax bill
- Realty transfer tax may be committed to the city's general government needs
- Hotel tax would need to be allocated to the city by the state through an agreement

Recurring Revenue Sources:

- Finding a recurring revenue source would be ideal
- Adds stability in funding; could be bonded
- Allow for upfront investment in public improvements
- Realty Transfer Tax
- Twenty years of pledged revenue could potentially support a bond of up to $13 million
- Hotel Tax
- Twenty years of the state's general fund share could potentially support a bond of up to $55 million



Plan

C.1 - Plan Framework



Neighborhood Plan Study Area



Bank Lane View Towards Eden Hill Farm



Streetscape at Courtney Square

The study area for this plan is identified by Loockerman Street, State Street, South Street and West Street. The plan framework is based upon the scale and natural boundaries of existing downtown elements that form separations, destinations, and gateways to downtown. The four perimeter streets have the following characteristics:

Loockerman Street: Traditional retail area and downtown main street that serves as a major east-west thoroughfare in the city. It also separates the residential uses to the north from the institutional, industrial, and commercial uses to the south. Loockerman Street has a good inventory of historic buildings and an active streetscape.

State Street: A major entry into the downtown area from the south. It separates the downtown from the institutional and legislative uses to the east. State Street bisects the major historical open space and The Green, which has a tight urban context with numerous historic buildings framing the street.

South Street: The traditional southern boundary of downtown. The urban block network and scale of downtown drastically changes to a more suburban feel past this point. The area has had a diversity of density and uses, which prior urban renewal projects diminished.

West Street: A major boundary and separation to the western edge of the city due to the nature of the road, adjacent rail line and type of development. It provides little to no connectivity with Eden Hill Farm, which will serve as a major growth area in the next 20 years. Similar to South Street, this area lacks density, diversity of uses and has a suburban feel compared to the rest of the study area.

C.1 - Plan Framework



State Street at Loockerman, Dover

This plan is intended to make the neighborhood plan area a more diverse and attractive area for business, commercial and residential activities. Mixed-use redevelopment opportunities that take advantage of the new transit center, as well as the other local economic drivers such as Bayhealth Medical Center, Eden Hill Medical Center, Wesley College, and the legislative complex, are encouraged. The design principles and planning context of the plan are listed below:

Design Principles

- Create a sense of place through
  - -Diversity and design
  - -Proximity and accessibility
  - -Destination
- Provide an integrated mix of uses
  - -Places to live, shop, work, and interact
- Improve and provide an organizing structure within the study area
  - -Buildings and urban design
  - -Hierarchy of roads
  - -Open space network



Loockerman Street, Dover

- Identify locations for infill development, redevelopment and growth
  - -Analyze parcels and combinations of parcels that have the highest potential for development and redevelopment
  - - Create an opportunities map based on the above analysis
  - -Analyze and propose the best strategy to address perceived parking concerns in the downtown area. Work towards a district-wide parking solution that benefits long term business growth and enhances streetscapes and the pedestrian experience
  - -Identify gateway areas into the downtown area and improve these locations as needed

Planning Context

- Land Use and Development Patterns
  - -Analyze existing codes, zoning, and comprehensive plans
  - -Analyze future potential development areas based on stakeholder input
  - -Analyze methods and opportunities for infill of the urban core with buildings previously removed during urban renewal projects
- Market Economics
  - -Compare with other capital cities of similar population
  - -Research economic drivers that effect development (past, present and future)
  - -Identify uses that are underserved



Water Street, Dover

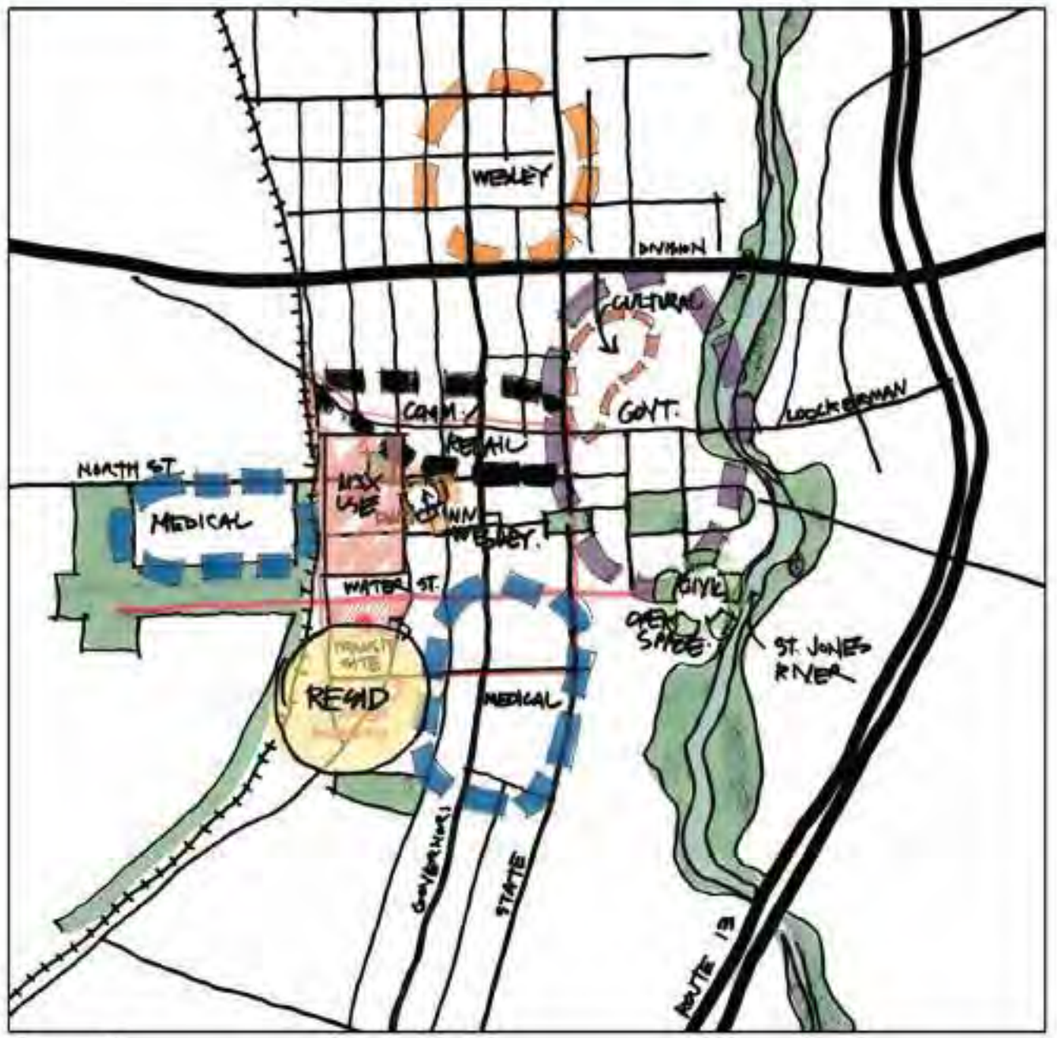
- Transportation Network
  - -Analyze existing and proposed DART bus routes
  - -Access needs and opportunities provided by increased interstate bus and taxi use at the transit center site
  - -Analyze opportunities to provide additional means of transportation utilizing the transit center such as increased bicycle use, and passenger and commuter rail.
  - -Identify where improvements to a city-wide network of pedestrian access can be made, such as opportunities for better connectivity of Wesley College, Bayhealth Medical Center, St. Jones River, and Eden Hill Farm with the downtown core.
- Analyze Downtown Dover Strengths
  - -Historic architecture
  - -Pedestrian-oriented design
  - -Major civic and institutional destinations
  - -Civic amenities, attractions and events
- Analyze Downtown Dover Challenges
  - -Lack of residential population in study area
  - -Perceived safety
  - -Competing with businesses on Route 13
  - -Lack of attractions and services
  - -Lack of funding sources for improvements
  - -Slow pace of improvements and redevelopment

C.2 - Downtown Neighborhood Plan



Concept 1

The overall concept for the neighborhood plan is to create a downtown that is worthy of the First State's capital. The concept was based on the project mission that the new transit center should serve as an impetus and focal point for redevelopment that can transform and energize the surrounding area for the core of downtown Dover. What became clear early on in the design process was that the transit center alone could not completely revitalize the downtown area. Two main ideas came out of this process. First, was the need to extend the density and character of historic Dover that is established on Loockerman and State Street into the rest of the study area, and secondly, to fill in the center of the study area with new activities and uses.



Concept 2

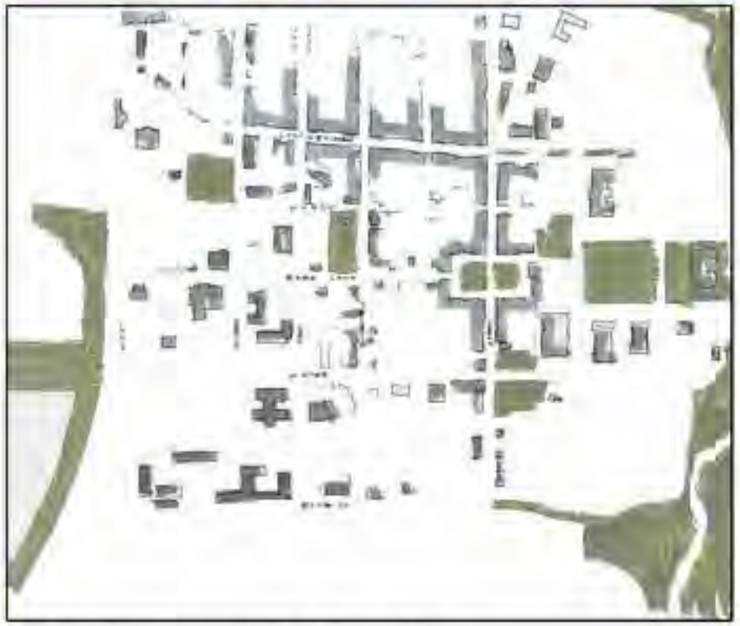
The second concept is shown most clearly in the bubble diagram graphic above which shows additional activities and uses moving into the center of the study area, including residential, university/medical school and mixed- use development. These uses all have the opportunity to be economic drivers in the area in conjunction with the transit center. The lack of activity in the center of the study area is associated with discontinuity between streets and sidewalks, creating poor pedestrian connectivity.

C.2 - Downtown Neighborhood Plan



Dover - Circa 1885

The concept of expanding the density, character, and urban context of the established areas along Loockerman and State streets to the south and west of Dover has some historic context in the way the city originally grew. An aerial rendering of Dover, circa 1885, shows development density in essentially the same areas as it is today. The Meeting House Branch stream was a divider between the urban downtown area and agrarian uses. This branch is now completely below grade, but it still identifies an important divider to two types of development. In this context, the urban core remains where it has always been and more suburban development is on the south side of the branch. The suburban development was largely a result of past urban renewal efforts that removed large swaths of housing built after 1885.



Existing Frontage and Open Space Diagram

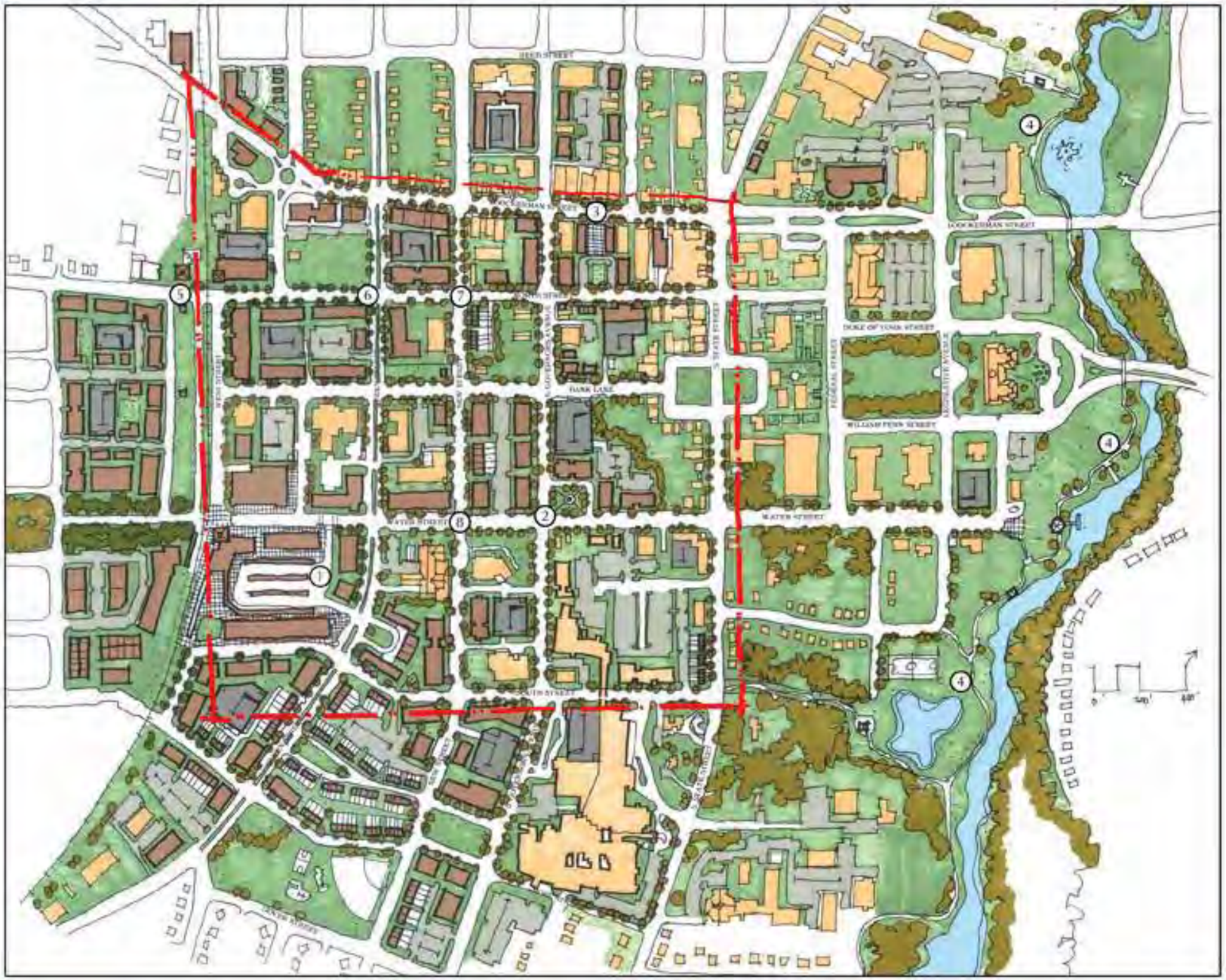


Improved Frontage and Open Space Diagram

The diagrams above show the existing and proposed building facades and their relationship to street edges. The neighborhood plan recommends introducing the density, scale and urban aesthetic found in the historic areas to the south side of the Meeting House Branch. The plan proposes a variety of ways to do this, with basic design principles such as:

- Create buildings that engage the street and provide a clear edge
- Concentrate parking at the center of blocks and away from the street edges
- Build upon the history and character of existing architecture
- Create vibrant and well connected streetscapes
- Create pocket parks and other public open space areas that energize the area

C.2 - Downtown Neighborhood Plan

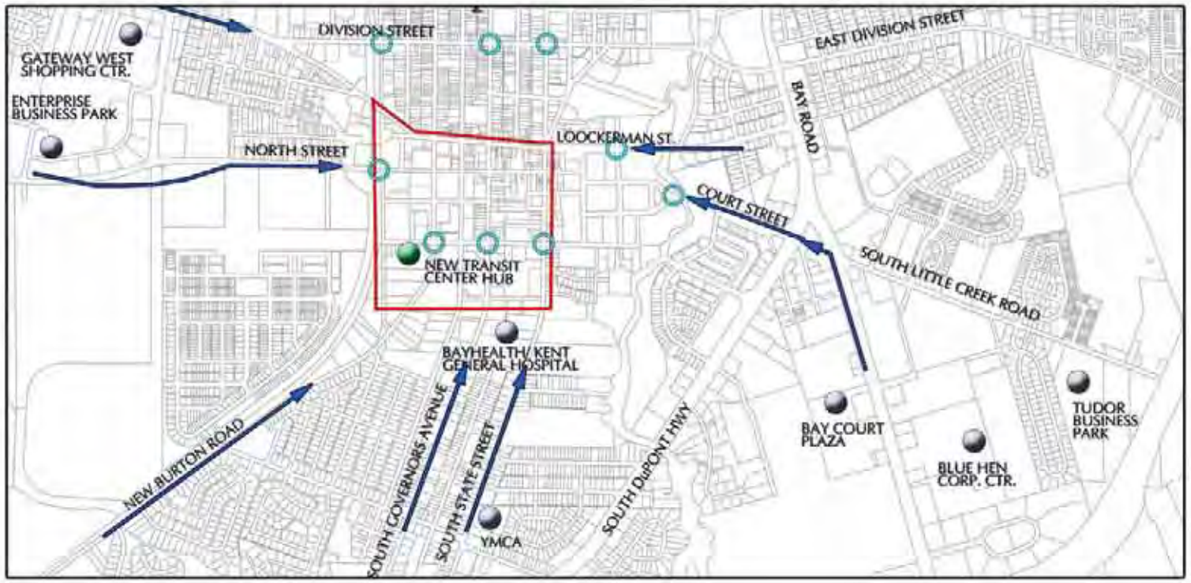


The Downtown Neighborhood Plan illustrates a redevelopment vision based on a twenty-five year build out. The plan includes new construction, infill construction, redevelopment and renovation of existing structures. New development is represented as brown buildings. Existing buildings are shown as tan. Surface parking is represented as light grey areas, and possible locations for structured parking, are denoted in dark grey. Other important redevelopment opportunity areas are represented by the numbered keys; These include Loockerman Commons, Governors Square, the multi-modal transit center and the riverwalk. There are numerous streetscape improvements that are planned throughout the area.

Existing Buildings
Parking Structures
New Buildings
Surface Parking

1. Multi-Modal Transit Center
2. Governors Square Green
3. Loockerman Commons
4. River walk
5. North Street Gateway
6. Streetscape Improvements North & Queen
7. Streetscape Improvements North & New
8. Streetscape Improvements Water & New

C.3 - Gateways



Major Gateways to Study Area

Gateways are defined as areas or visual cues that help define a sense of arrival into a designated area. These gateways are marked by a variety of urban design cues, such as important intersections, change of use, change in street character, change in density or a recognizable building, public space or landmark.



Sign Gateway



Architectural Gateway



Monumental Architectural Gateway

C.3 - Gateways



North Street Gateway (View East)



North Street Gateway (View East) - Proposed

During the analysis phase of the charrette, design team members and community stakeholders identified the major gateway areas into the downtown study area. Group members defined these areas as gateways to downtown Dover:

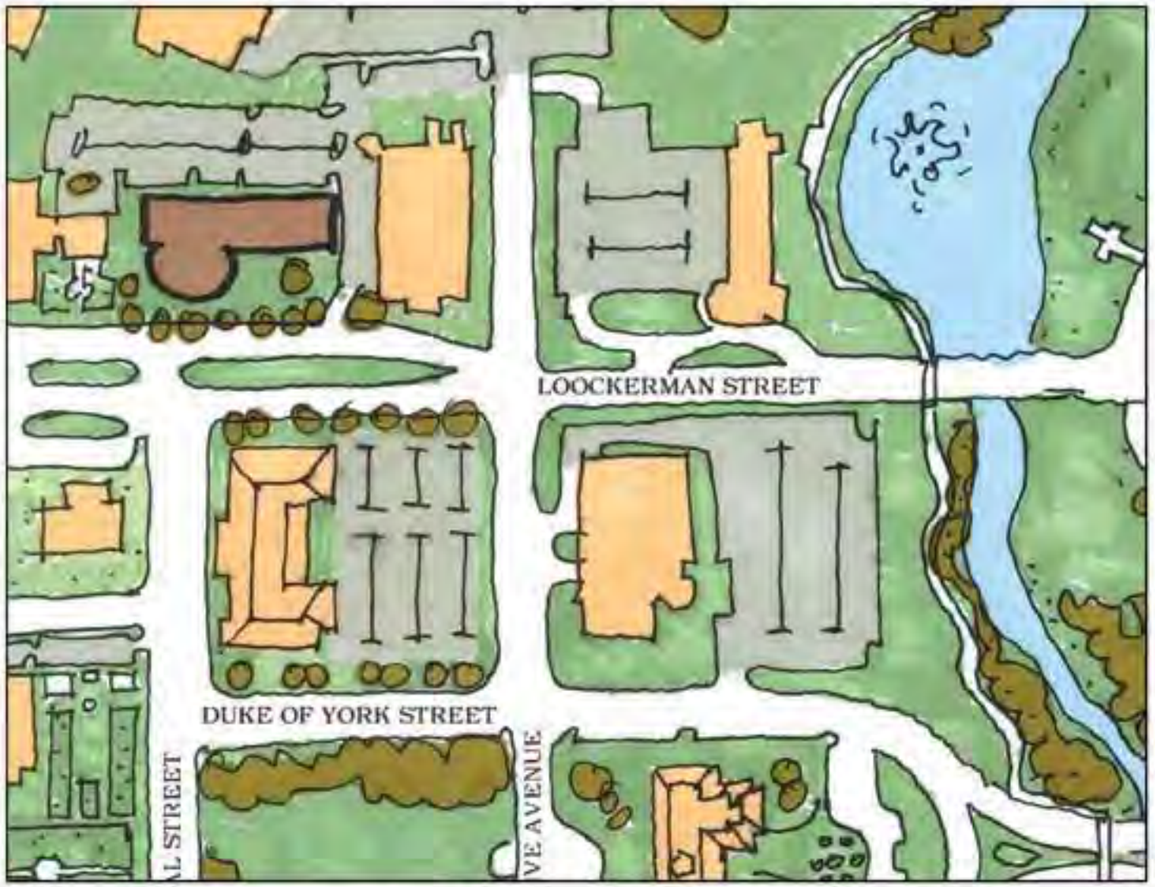
- The intersection of North Street and West Street
- Loockerman Street as it crosses the St. Jones River Bridge, continuing to State Street
- State Street and South Governors Avenue as they intersect with Water Street

While some of the identified gateways provide a clear sense of arrival and a good first impression of downtown Dover, others could be better defined. The neighborhood plan looks at all three of these gateways and makes the following design recommendations:

Intersection of North Street and West Street:

North Street is a primary corridor into downtown, yet it presents a "back of building" appearance. The intersection of North and West streets is unattractive, marked by traffic congestion and a poor visual identity and a lack of a continuous streetscape. It is recommended that North Street be widened so that a better streetscape can be provided with the addition of on-street parallel parking where possible. The existing storm water area at the southwest corner of the intersection should be converted into a park/open space area. Once the new West Dover Connector is built, West Street should be closed at Water Street at the new transit center site. The closing of West Street at this point will ease the traffic moving north to the intersection. There is an opportunity for infill development both at the intersection and moving east along North Street. New buildings should be constructed as close to the street as possible to help provide a clearly defined edge and a vibrant streetscape. Streetscape improvements would include a wider and continuous sidewalk, trees, site furniture, and buried utility lines. Buildings taller than the two-to-three stories in the downtown area might be appropriate. Consideration should be given for shorter buildings by providing higher elements at corners.

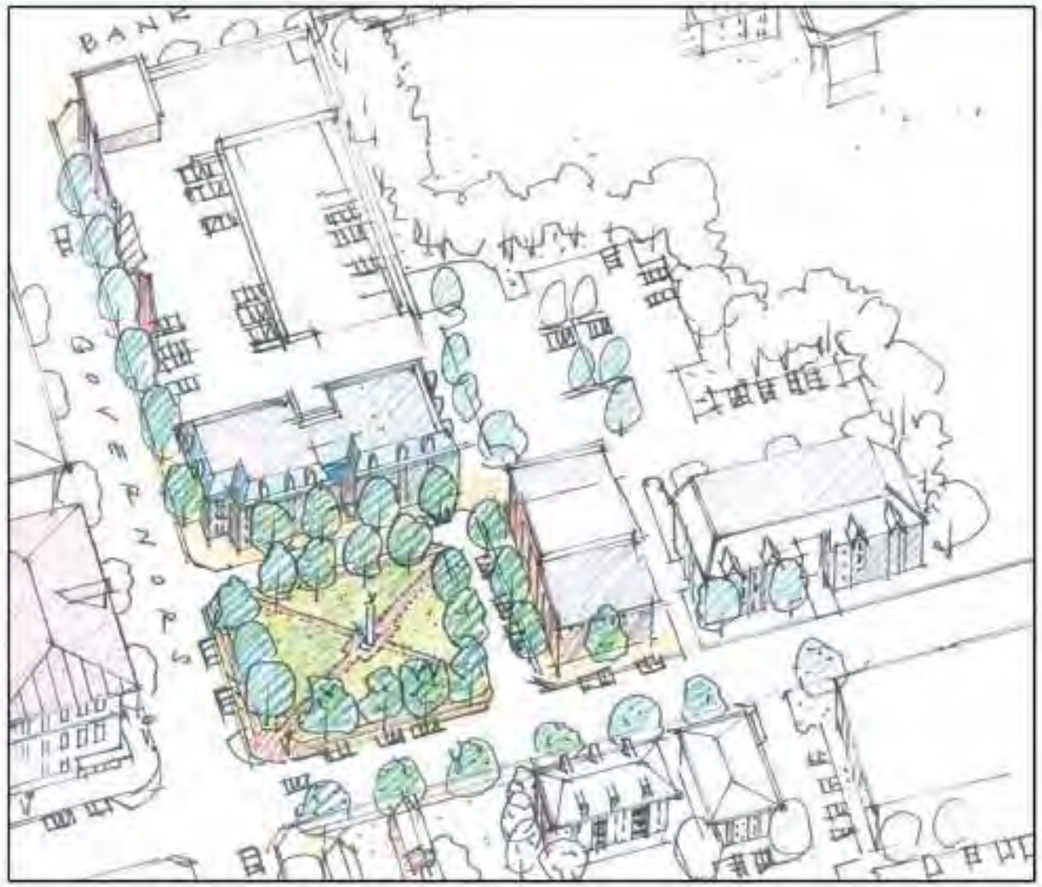
C.3 - Gateways



Lookerman Street Gateway from Route 13

Loockerman Street as it crosses the St. Jones River Bridge continuing to State Street:

This gateway is clearly defined and presents a distinct and attractive entry into the city from the east. The boulevard section of Loockerman Street is well kept with established and diverse streetscaping. There is an opportunity to further accent this gateway through the creation of a riverwalk as shown in the neighborhood plan. Due to the high visibility of the riverwalk from this gateway, activities along the water's edge will be visible to pedestrian, automotive and transit travelers as they arrive downtown via Loockerman Street. The new library is located along Loockerman Street and provides an opportunity to further strengthen the street edge and streetscape.



Governors Square Green

Water Street as it intersects with State Street and S. Governors Avenue:

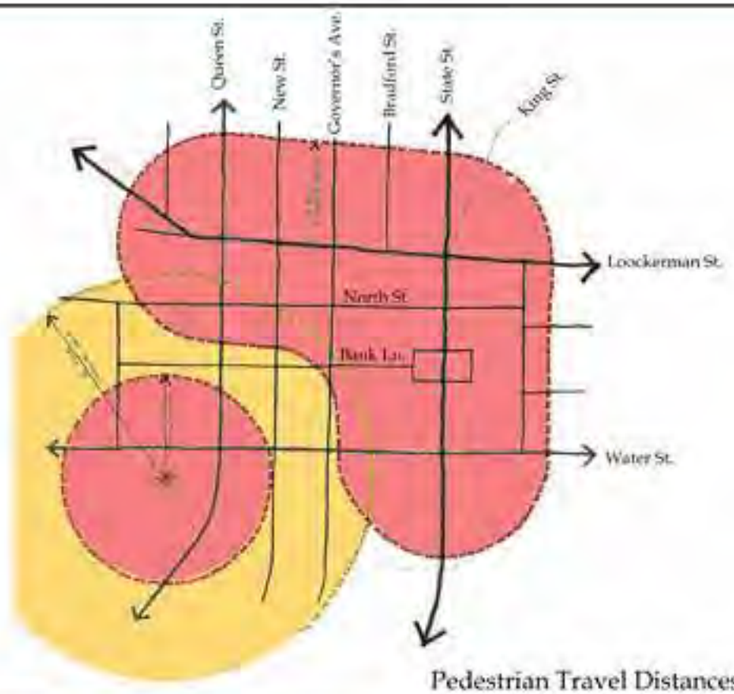
This area represents both a change in density as well as street character as these major north-south connector roads intersect with Water Street. The Bayhealth Medical Center campus defines the street edge to the south at both of these intersections. The intersection of Water and State streets presents a connection opportunity for the well established streetscape along Water Street to the east, continuing through to the transit center. This would help identify Water Street as the major crossroad into the historic core of downtown. This distinction already occurs to some extent, as both the street and sidewalk materials change at this intersection. The intersection of S. Governors Avenue and Water Street is currently defined by commercial buildings on three sides that do not engage the corner, reinforce the historic character of downtown Dover, or enhance the pedestrian experience. The plan envisions all three of these sites as redevelopment opportunities that could provide a clear identity to this area. The neighborhood plan envisions a pocket park, "Governors Square Green," at the northeast corner of this intersection. The open space would provide a point of interest at the intersection and along Water Street.

C.4 - Streets

"We need to recapture in our modern terms the aesthetic qualities of the ancient street- the quiet, the sense of neighborhood, the fine urban scale." ~ Lawerence Halprin

What makes a good street? There are many design elements that contribute to the making of a good street. The following ideas have been identified as important criteria in strengthening the character of downtown Dover's streets:

- Reinforce street edges with active buildings fronting the street
- Provide a variety and scale of new development that contributes to human scale and the pedestrian environment
- Streets with well designed building fronts create memorable experiences
- Develop streetscape improvements that reflect and enhance the character of downtown Dover's heritage and traditions
- Employ landscape treatments, shade trees, site furnishings, lighting and streetscape materials that provide an aesthetically pleasing environment and interesting pedestrian experience
- Foster a walking environment where there is a comfortable relationship between pedestrians, vehicles, and public and private space.



Pedestrian Travel Distances from Transit Center

The relocation of the transit center introduces a new activity center and an opportunity to create desirable destinations within walking distance of the transit center. By enhancing the streetscapes, pedestrians are encouraged to walk from the transit center to destinations within a quarter-to-half-mile radius. Adding a residential component around the transit center will support downtown businesses and give life to the area after business hours. Residents will enjoy the proximity to the transit center making the commute outside of downtown easily accessible.



Milford Streetscape



Dover Streetscape

Recommendations for Street Design Standards

- All street improvements associated with existing roads should be designed to reduce vehicle speed, minimize vehicular interaction with pedestrians, and encourage safe bicycle circulation with dedicated lanes
- Trees and landscaping should be provided to enhance the aesthetics of the streetscape while limiting the expanse of pavement within the street right-of-way
- Where possible, sidewalks should be widened, provided on both sides of the street and designed to facilitate better pedestrian circulation and movement. Pedestrian amenities such as trees, landscaping, street furnishings, and way-finding elements should be provided.
- Sidewalk improvements should ensure complete pedestrian accessibility throughout downtown and between major activity centers. Design criteria based on the Americans with Disabilities Act requirements should be incorporated
- Street furnishings should be consistent with other neighborhood design elements, and provide a variety of functional amenities that contribute to the interest, quality and comfort of the pedestrian. Street furnishings should not impede pedestrian traffic
- A uniform sidewalk material or pattern should be used throughout individual downtown neighborhoods and districts to give the area its own character. Material choices should complement existing architecture, design elements and historic features.

C.4 - Streets



Density and Street Fronatges - Proposed

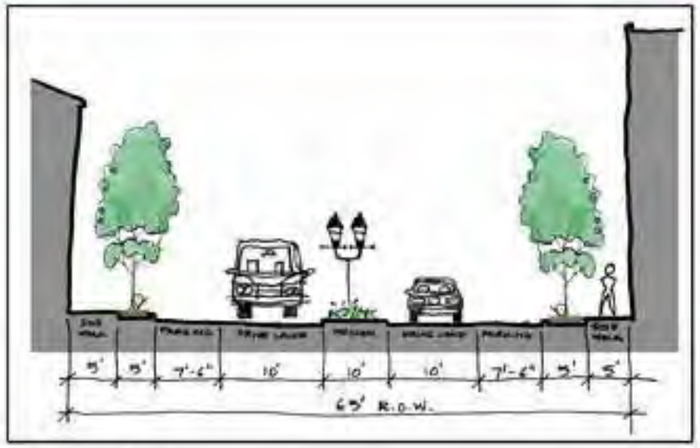
Buildings addressing the sidewalk and street create a walkable pedestrian character. Existing buildings in the study area along Loockerman and State streets illustrate a well defined edge. New buildings should be close to the street edge, allowing easy pedestrian access to the buildings. A variety of building types, styles and scales would create a visually diverse streetscape. Streets and buildings that are designed to work together create memorable experiences in a downtown setting.



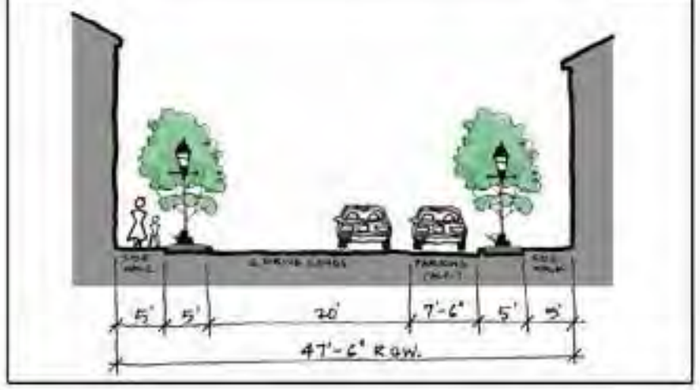
Street Network Improvements

LEGEND

- 'A' Streets
  - Division Street
  - Loockerman Street
  - Water Street
  - State Street
  - Governors Avenue
- 'B' Streets
  - Bradford Street
  - North Street
  - Bank Lane
  - Queen Street
  - New Street
- Pedestrian 'B' Streets
- Streetscape Treatments
  - Lighting
  - Street Trees & Furnishings
- Streetscape Improvements
  - 10' Wide Drive Lanes
  - On-Street Parking
  - Planted Median (Queen St)
  - Landscape Buffers
- Bike Lane
- Multi-Use Trails



'A' Street Section



'B' Street Section

C.4 - Streets

1. North Street Gateway - Provide open space greens along West Street that lead south along the rail line. Provide signage and architectural features that indicate a sense of arrival to downtown. There is an opportunity for new development north of the intersection of North and West streets. This would be a suitable site for a larger scale building, as shown in the gateway renderings that highlight the importance of the location, and complement the scale of the adjacent Duncan Center.

2. North at Queen Street - Provide residential and mixed-use infill development that supports the new Wesley College nursing school that will be located in the renovated Frear Building.

3. North Street at New Street - There is an opportunity to renovate the masonry of a building at the northeast corner of this intersection and provide new mixed-used infill development that fronts the street. The existing area at the southeast corner of the intersection could either be left open and converted to a public park (view in rendering) or converted to townhouses or mixed-use development to support the functions at the Wesley nursing school.

4. Loockerman Plaza - The North Street side of Loockerman Plaza is designed to provide both parking and vehicular access to the plaza. There is also a green open space that could be used for community events. The area could be closed to traffic, combining The Green and the plaza.

5. North Street Mixed-Use (structured parking) - The neighborhood plan envisions development in this location, with a mixed-use building that fronts and engages the street, with a structured parking component behind the building. Structured parking in this area would help to create a regional approach to parking along North and Loockerman streets. This would free developers to use more of their property for building area and encourage walking from North Street to Loockerman Street.





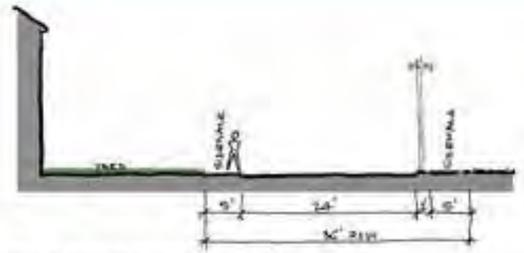
North Street at New Street (View East) - Existing



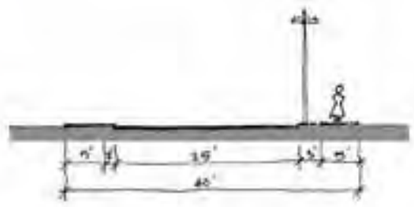
North Street at New Street (View East) - Proposed

North Street Development Concepts/Opportunities:

North Street is important to downtown, but is not perceived well due to its narrow right-of-way, poor aesthetics, and lack of a pedestrian scale (disconnected sidewalks, lack of street furniture, appropriate lighting, and landscaping). North Street appears as an alley and service area that supports the retail and mixed uses along Loockerman Street. However, it also functions as a moderately traveled thoroughfare from the legislative areas to west of the city. The plan envisions a new identity for North Street that is more in line with its location and traffic volume.



Existing Street Section: North Street between New and Queen streets



Existing Street Section: North Street between Governors Avenue and New Street

- Provide new buildings and infill development that front North Street and provide active facades that engage the street
- New buildings should be made from materials that are consistent with downtown Dover design standards
- Enhance the pedestrian experience by improving sidewalks (both sides of street where possible), providing landscape buffering and/or removing existing surface parking lots, and adding pedestrian scale street lights to improve comfort and safety
- Provide trees, benches and other site furniture, and ground level landscaping

C.4 - Streets



Queen Street Development Concepts/Opportunities:

Queen Street is an underutilized street that is more suburban than urban in character. There are several large buildings set back from the street that do not engage the sidewalk. There are also a number of surface parking lots along Queen Street that serve buildings that front New and Water streets. This makes the street feel more like an alley and a "back-door" than an urban street. Due to the large right-of-way, the neighborhood plan envisions a more dynamic and active boulevard which would become an important transportation corridor to the new transit center.

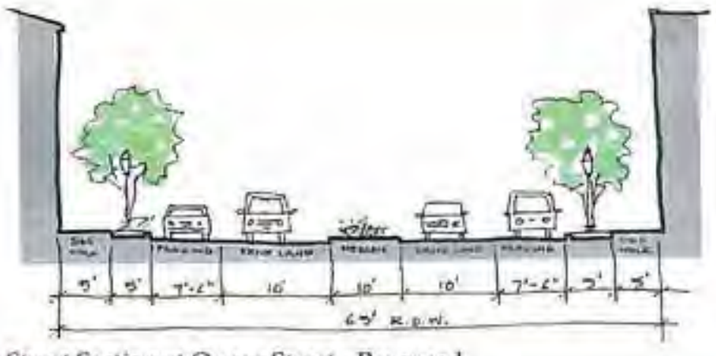
1. Queen Street at Loockerman Street - new infill construction engages the corner and provides mixed-use development that helps extend Loockerman Street's density and pedestrian character westward. Utilizes the model-block concept of providing parking in the middle and interior of the block.

2. Queen Street (East Side) at North Street - Provide residential and mixed-use infill development that supports the new Wesley College nursing school that will be located in the renovated Frear building.

3. Queen Street (West Side) at North Street - Provide residential development that supports the new Wesley College nursing school across the street. Parking is provided at the interior of the block. Future structured parking could serve both uses on-block as well as overflow for Frear building uses.

4. Queen Street at South Street – Provide a block of mixed-use development that engages and supports the activity across the street at the transit center. Spence's Market could be relocated to this site and expanded. A public green that fronts Queen Street serves as an open space for both the market and transit center.

5. Queen Street Residential – Townhomes and mixed-use development establishes a residential edge along Queen Street. The irregularly shaped block allows for structured or surface parking at interior/mid-block and alley-way access to the townhouses.



Street Section at Queen Street - Proposed



Queen Street at North Street (View South) - Existing



Queen Street at North Street (View South) - Proposed

Queen Street Design Principles:

- New buildings and infill development creates a mixed-use corridor that connects Eden Hill Farm and the riverwalk

- New buildings oriented towards the street, and at a scale consistent with downtown Dover design standards

- New buildings to be constructed of materials that are consistent with downtown Dover design standards

- Enhance the pedestrian experience by widening and improving sidewalks (both sides of street), providing landscape buffering to existing surface parking lots, and adding pedestrian scale street lighting to improve comfort and safety. Provide a 10-foot-wide planted median at the center of Queen Street from Reed Street to Dover Street. The median strip would utilize Queen Street's existing, large right-of-way and create a boulevard that becomes an important transportation corridor between the uses to the north and south of the transit center.

- Provide trees, benches and other site furniture and ground level landscaping.

C.4 - Streets



Water Street Development Concepts/Opportunities:

Water Street is the historic connection between agrarian and commerce uses and the St. Jones river. The master plan envisions a stronger connection and the street regaining it's preminence as a major east-west urban connector.

1. Water Street at New Street - new infill construction engages the corner and provides mixed use development that feeds off of the synergy that the transit center creates. Second floor residential use is available for students and medical employees. Retail service opportunities are on the first floor.

2. Governors Square - An urban plaza with surrounding mixed-used development creates a new gateway to the downtown urban core.

3. Transit Center – A 24-hour multi modal transportation hub includes bus, public and charter/Greyhound, taxi and, commuter rail line. Surrounding development as shown in the plan includes an urban grocer, senior housing and market-rate residential units.

4. Eden Hill Farm connection – Water Street extends to Eden Hill Farm. Connects visually as well as physically to the historic farm house, allee of trees and medical uses on the Eden Hill campus. Provides improved connection to downtown from new residential areas in Eden Hill Farm (largest residential growth area in the city).

5. St. Jones River connection – Water Street terminates at the riverwalk with a park and open air gazebo/bandstand that engages the river. Future structured or surface parking lots, as shown in the neighborhood plan accommodate overflow downtown parking for river festivals and other special events.

Water Street design principles:

- New buildings and infill development creates a mixed-use corridor that connects Eden Hill Farm and the riverwalk
- New buildings are oriented towards the street at a scale consistent with downtown Dover design standards
- New buildings are made from materials that are consistent with downtown Dover design standards
- Enhancee the pedestrian experience by widening and improving sidewalks (both sides of street), providing landscape buffering to existing surface lots, and adding pedestrian scale street lighting to improve comfort and safety
- Provide trees, benches, and other site furniture, and ground level landscaping.
- Create a dedicated bike lane that connects from the riverwalk to Eden Hill Farm

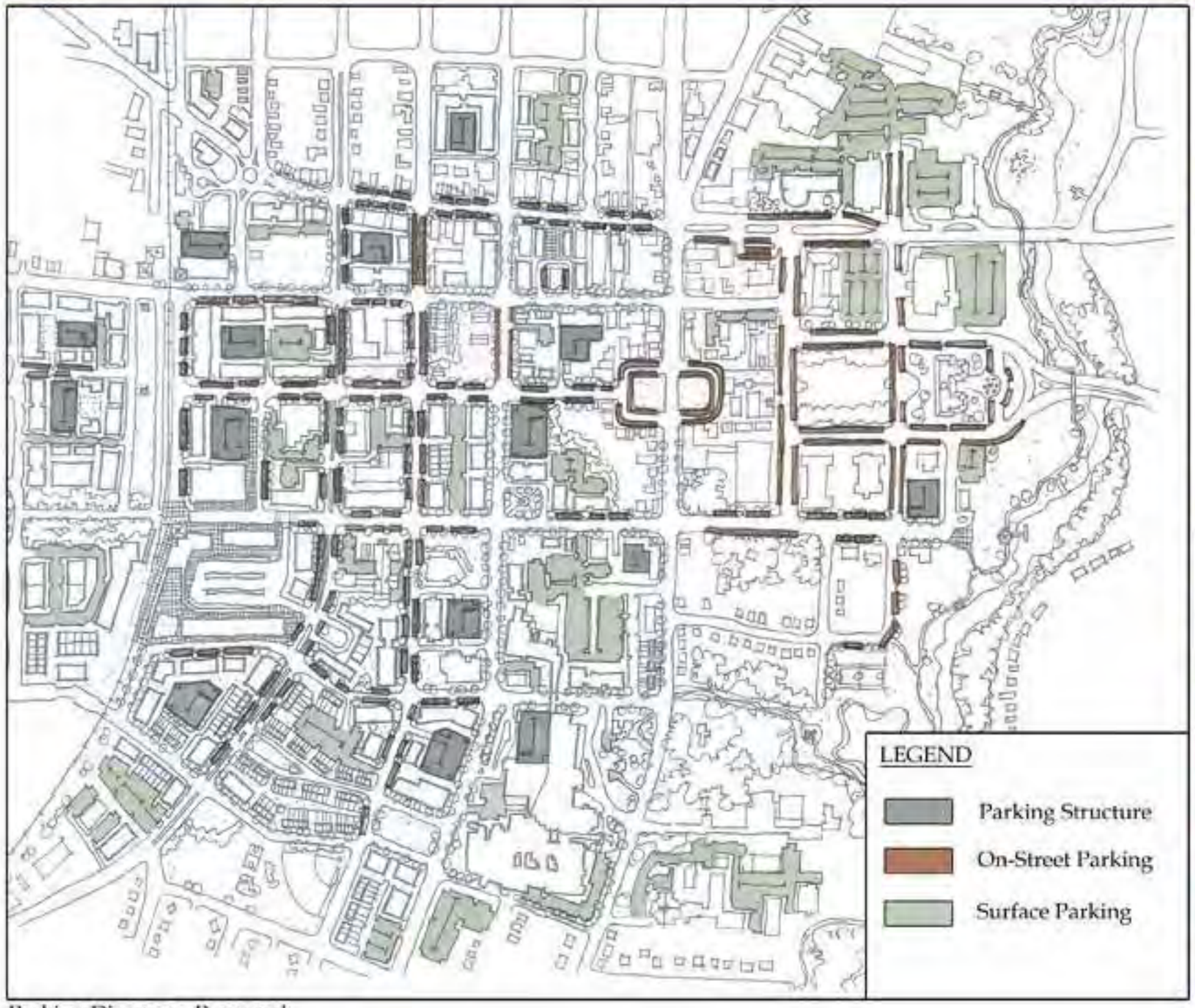


Water Street at New Street (View West) - Proposed



Water Street at New Street (View West) - Existing

C.5 - Parking



Parking Diagram - Proposed

The challenge of locating parking is to provide convenient vehicle storage without compromising or detracting from the pedestrian character of downtown Dover. Although a strong public transit system is in place, adequate parking is essential to maintain economic viability for retail, office and residential uses.

A district-wide approach is recommended with a combination of parking types provided; on street parking (parallel and pull in), surface lots and structured parking. Surface parking and structured parking areas should be designed to blend into the urban fabric of the area.



On Street Parking - Pull In - Loockerman Plaza



On-Street Parallel Parking - Loockerman Street



On Street Parallel Parking -
State Street and Kings Highway

C.5 - Parking



Parking Structure - Center Block Location Neighborhood Plan

Parking design principles:

- Provide district-wide parking solutions and change the perception of a parking shortage
- Locate parking near activity centers that is flexible to serve combined uses
- Design surface lots with dimensions that prepare themselves for upgrades to structured parking
- Encourage development that builds out to the street edge with parking behind, or on, the street
- Promote parking that improves walkability between activity centers and does not interfere with pedestrian traffic


Surface Lot Screening - Fencing and Landscape - Boston, Mass.


Mixed Use - Parking / Retail - Boulder, Colo.


Mixed Use - Parking / Retail - Belmar, Colo.

Recommendations for parking design standards:

- Access to parking lots should be from minor streets and alleyways if possible, and located mid-block.
- Access to parking areas should minimize curb cuts and interruption to sidewalks, streetscapes, and pedestrian movement
- Parking structures should incorporate retail and/or mixed uses along the first floor street frontage.
- Parking structures should be designed with massing, articulation, architectural detailing, and materials that are similar and/or complementary to existing buildings.
- Parking lots and structured parking should provide pedestrian scale features and enhancements as well as clearly defined pathways for pedestrian and vehicular traffic
- Surface parking should be located in the rear of the building or within the building footprint where possible
- Surface parking lots should be screened from the public right-of-way by landscaping, fencing or architectural detailing.
- Lighting for parking should be compatible with the character of downtown. Scale and style of light fixtures should be compatible with university / medical schoolstreet lighting and the architectural character of the neighborhood


Parking Structure - Center Block Location - Neighborhood Plan

C.6 - Building Types











SHORT TERM PROJECT OPPORTUNITIES

Collegian Site
1. Loockerman Commons and mixed-uses adjacent to Museum Square

Courtney Square
2. Residential, retail, mixed-use

DHSA/Parking Area
3. Consolidated parking and mixed-uses

Duncan Center
4. Office, mixed-uses and parking

Fryar Building
5. Wesley nursing school, housing, and a park

New Transit Center
6. Transit and mixed-uses

Transit Center/Old Capitol Cleaners
7. Boutique hotel and parking

The City of Dover benefits from a significant amount of eighteenth, nineteenth and early twentieth century buildings that are generally well preserved and provide an excellent aesthetic for new buildings to emulate. Within the neighborhood plan study area, noteworthy buildings are largely concentrated around Loockerman Street, State Street, Water Street and The Green. There is an opportunity for new and infill development to occur throughout the study area that builds upon the strength of Dover's existing traditional architecture. New development should be sensitive to the existing context, scale, massing and materials of existing buildings and seek to create a harmonious mixture between old and new. Building types that help to create vibrant neighborhoods are strongly encouraged as well as uses that contribute to a downtown and expand opportunities for employment, entertainment and housing.





C.6 - Building Types



Water Street at New Street (Courtney Square)



Infill Development between West Street and New Street



Aerial View of Infill Development between West Street and New Street



Existing Building Context State and North Street

Building Design Principles:

New and infill development should be undertaken with the following goals in mind:

- Buildings should be oriented to the street, human scaled, and encourage pedestrian activity.
- Create attractive buildings based on traditional urban architecture. Ensure buildings work together to reinforce the character of downtown as a vital and lively place with an abundant diversity of commercial, retail, and residential uses.
- Enrich the quality of the pedestrian experience at street level of buildings by the use of lighting, signage, and storefront design.
- Buildings should be adaptable to future uses and have an architectural variety.
- Buildings should have a mass that is articulated by varying building volume, roof height, and roof types.
- Size, bulk and scale of new buildings should be generally compatible with adjacent structures and the architectural character of the surrounding neighborhood. Some variety is encouraged as long as it does not overwhelm existing buildings.
- Mixed-use buildings are strongly encouraged.
- Building design character should be consistent over the entire building.
- Encourage adaptive re-use of underutilized historic buildings.



New Infill Devolopment Oriented to Street, State and Water streets



Building Context Loockerman Street Storefronts

C.6 - Building Types



Mixed Use Residential near Transit, Hospital and Parks.
Townhouse Units with Alley Access



Proposed Urban Grocery Adjacent to Transit on Water Street



1. Example of Service Side Screening, Urban Grocery Gaithersburg, Md.



Townhouse Units with Alley Access Gaithersburg, Md.

Recommendations for Building Design Standards:

- Corner buildings should be distinctive with consideration given to rounded or angled corners to facilitate pedestrian flow and add visual interest
- Outdoor spaces, such as courtyards, plazas and patios should be encouraged
- Fences and landscape walls should be considered as an attractive way to separate public and private space; fence materials should be consistent with the building's architecture and relate to the streetscape
- Roofs should be simple in mass and form. Infill buildings should respect the alignment of neighboring building cornices, roof lines and other horizontal elements
- Architectural roof enhancements (porches, dormers, gables, decorative trim) should be encouraged
- Roof-mounted mechanical equipment should be screened from view by roof forms that are designed as an integral part of the building's architecture
- Decks and stairs should relate to the mass, scale, placement and detailing of a building and should be consistent with traditional architecture
- Windows and doors are encouraged to be of a generally traditional type and material and should relate to the rhythm of the individual street. Retail and commercial buildings should have open storefronts and unique bays that add interest to the streetscape.
- Service entries should be designed with simple detailing to blend into the surrounding building façade. Trash and storage areas that are located near service entries should be enclosed and screened, via design elements that are consistent with the style of the building
- Materials and textures on infill building facades should be consistent with traditional Dover architecture, and complement the neighborhood's architectural character

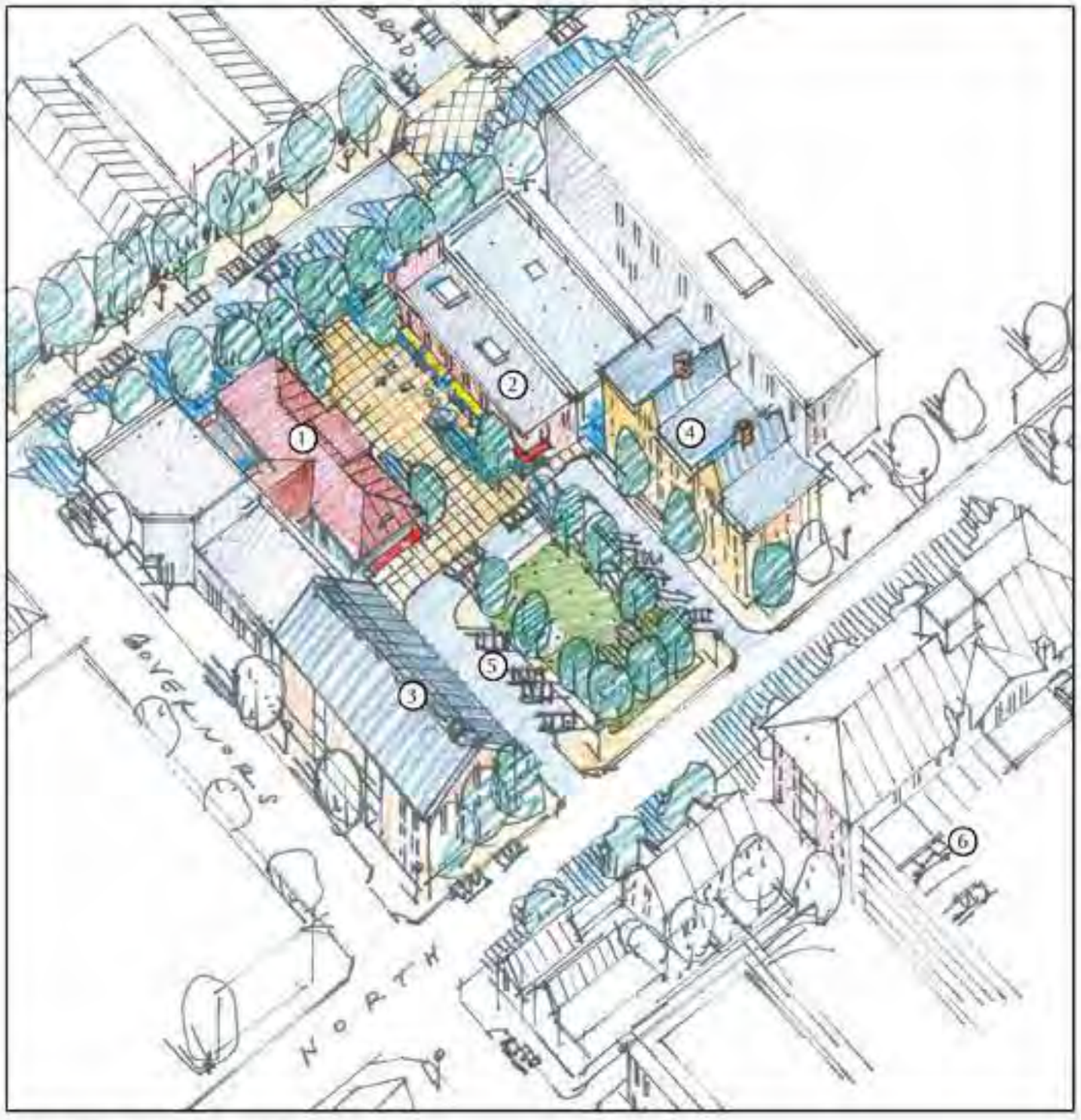


Mixed Use - Gaithersburg, Md.



Townhouse Units with Alley Access - Kentlands, Md.

C.7 - Civic Plaza, Open Space and Parks



Civic Plaza at Collegian Site

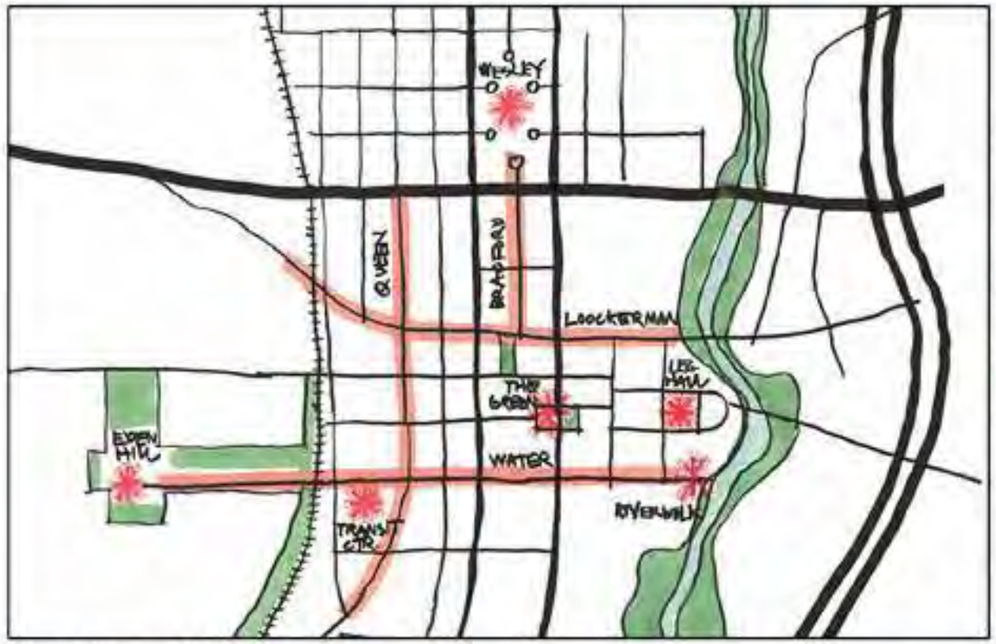
A civic plaza proposed in a vacant lot between Loockerman and North streets can provide the much needed link for pedestrians and motorists. The plaza could serve as a town commons for civic events and festivals. Two new buildings will provide additional retail and mixed use occupancy on the desirable plaza setting.

Parking near the plaza would be accessible from North Street, providing an alternative to parallel parking on Loockerman Street. In addition, a multi-story parking garage could be built to consolidate the multiple parking lots along the south edge of North Street. There is an opportunity for another multi-story, mixed-use building on North Street.

LEGEND

1. Mixed-use infill building
2. Mixed-use infill building
3. Building at the corner of S. Governors Avenue and North Street
4. Building addressing North Street and The Green area
5. Additional parking to serve North Street and Loockerman Street area destinations
6. Multi-level parking garage with a mixed-use building on North Street

C.7 - Civic Plaza, Open Space and Parks



Circulation and Linkages



3. Pocket Park



4. Water Street



Open Space

The transit center's site presents an opportunity to strengthen the circulation and links between activity centers. The graphic above highlights the following connections:

- Strengthen the pedestrian link to Wesley College using Bradford Street
- Provide a direct connection between Eden Hill Farm/Rail Trail and the St. Jones Riverwalk along Water Street with streetscape and bike paths
- Improve aesthetics and walkability with a planted median along Queen Street
- Extend streetscape and pedestrian lighting along Loockerman Street to West Street



1. Open Space at Eden Hill Farm adjacent to Rail/Trail



2. Governors Square Green

The Neighborhood Plan's overall open space/parks strategy is graphically depicted in the above diagram. The basic design principles are as follows:

- Create urban greens and pocket parks that expand the city's original Penn plan
- Create parks and open space at major civic and cultural buildings
- Create a river walk with active and passive recreation spaces along the St. Jones River
- Utilize the Water Street corridor as a connector between Eden Hill Farm, the transit center and the St. Jones River.
- Utilize green spaces, parks, plazas, improved streetscapes and landscaping to improve pedestrian movement and strengthen connectivity between activity centers in the downtown core.

C.7 - Civic Plaza, Open Space and Parks



Riverwalk Site Plan


Riverwalk - Wilmington, Del.

1.Proposed riverwalk connection point to existing trails along the St. Jones River
2.Water Street Plaza - open space/gathering area at eastern terminus of Water Street. Connection point for bike and pedestrian access that links the Transit Center and Eden Hill Farm to the west.
3.Riverwalk connections to existing residential neighborhoods
4.Regional storm water management pond. Also serves as recreational and aesthetic feature to the riverwalk Park area
5.Proposed location for sports courts, a playground, and activity areas. No such facilities exist in the downtown core
6.Proposed walking trail connection to the Bayhealth Medical Center campus
7.Open air bandstand and riverfront pavilion. Opportunity for canoe/boat launch storage and rental (located at #2 -- Water Street).


Riverwalk - Wilmington, Del.


Riverwalk Bandstand - Sunapee, N.H.


Riverwalk Pavilion - Wilmington, Del.


Boat/Canoe Rental Dock - Columbia, Md.



Implementation (Next Steps)

D.1 - Implementation Strategies Summary

The neighborhood plan contains projects consisting of public, private and joint public/private efforts that may take twenty years or more to complete. The following charts provide recommendations concerning proposed projects within the study area. It is important that the redevelopment program is flexible to take advantage of unforeseen opportunities such as private sector development initiatives or newly created government programs and funding sources which may provide additional benefits for financing.

Improvements in the study area will strengthen the vitality of the overall downtown. Action items are recommended in the chart below with priority project completion timeframes. These priorities may shift and grow through time, however the immediate action items will provide a critical conduit to revitalization.

Establish a business development and retention strategy to promote and enhance overall business and economic vitality in the study area and dowatown.		Project Completion	Responsible Agency
Item 1.	Create an expedited permitting process.	**Immediate** Jan. 2011	City of Dover
Item 2.	Pursue public/private development or redevelopment opportunities for large scale projects in the study area to build interest, increase revenues, and create business activity.	**Short Term** 1-5 years	City of Dover DDP
Item 3	Create/update business retention and recruitment strategies with key implementation steps for the Loockerman Street retail corridor identified by location.	**Immediate** Jan. 2011	City of Dover DDP
Item 4.	Maintain a list and map of properties that are available and/or vacant for development and redevelopment.	**Immediate** Jan. 2011	DDP
Item 5.	Create a developer's forum to gain further input into development options on these properties.	**Immediate** Jan. 2011	City of Dover
Item 6.	Prepare and distribute a quarterly "Downtown Redevelopment Report" to provide information about development activities, reinvestment opportunities, financial statistics, and/or legislative changes.	**Immediate** Jan. 2011	MPO
Item 7.	Develop a tourism or visitation strategy to include further evaluation of hospitality demand in the area.	**Short Term** 1-5 years	DDP

Improve the gateways and entrance corridors to the study area with buildings, coordinated signage and streetscapes that frame views and provide a sense of arrival.		Project Completion	Responsible Agency
Item 1.	Coordinate with DelDOT to identify the appropriate landscape/streetscape treatments that are feasible, as defined in the plan, and discuss potential funding.	**Short Term** 1 year	City of Dover
Item 2.	Provide streetscape and signage improvements at key gateway entrances as defined in the plan.	**Short Term** 1-3 years	City of Dover DDP
Item 3	Develop a "Downtown Beautiful" program with a best practices guide to demonstrate and encourage improved aesthetics, community pride, and plantings (consider a contest for plantings or other improvements).	**Immediate** Mar. 2011	City of Dover DDP

Strengthen key North-South and East-West road connections to area activity centers, such as Wesley College, St. Jones River, Eden Hill Farm and the Bayhealth Medical Center campus.		Project Completion	Responsible Agency
Item 1.	Implement an area-wide traffic study and make recommendations for changes to streets and intersections. Have the Dover City Council adopt and enforce this plan.	**Short Term** 1-5 years	City of Dover DelDOT
Item 2.	Coordinate and focus road improvements on major North-South roads such as Queen Street and Governors Avenue and major East-West roads such as Bank Lane, Water Street, and North Street.	**Short Term** 1-5 years	DelDOT
Item 3.	Work with the City of Dover and DelDOT to improve crossings and to provide pedestrian-activated crosswalks at important intersections in the study area.	**Short Term** 1-3 years	City of Dover DelDOT
Item 4.	Reinforce key intersections with significant new buildings.	**Short Term** 1-5 years	City of Dover DDP
Item 5.	Reconnect Water Street to Eden Hill Farm at West Street.	**Long Term**	City of Dover DelDOT
Item 6.	Close West Street at transit center once new West Dover Connector (North-South bypass) is complete.	**Long Term**	City of Dover DDP

Reinforce the architectural character of dowatown Dover through rehabilitation and redevelopment of key buildings, lots and intersections.		Project Completion	Responsible Agency
Item 1.	Update/establish a grant program to assist with building exterior facelifts, renovation, and restoration that are consistent with the plan's design guidelines.	**Immediate** Mar. 2011	City of Dover
Item 2.	Prepare design guidelines to define and illustrate the desired architectural style for new development, rehabilitation, and renovation to maintain Dover's historic character.	**Short Term** 1-5 years	City of Dover
Item 3.	Evaluate redevelopment opportunities on the four (4) DDP properties that have been identified in the plan.	**Short Term** 1-3 years	DDP
Item 4.	Evaluate and update programs for facade improvements to historic buildings on State Street, Loockerman Street and Governors Avenue to provide a better street presence.	**Short Term** 1-5 years	City of Dover DDP
Item 5.	Encourage reconstruction and infill construction along Loockerman Street.	**Short Term** 1-5 years	City of Dover
Item 6.	Through the DDP, continue to evaluate the purchase of key parcels for redevelopment and disposition in the downtown.	**Ongoing**	City of Dover DDP

D.1 - Implementation Strategies Summary

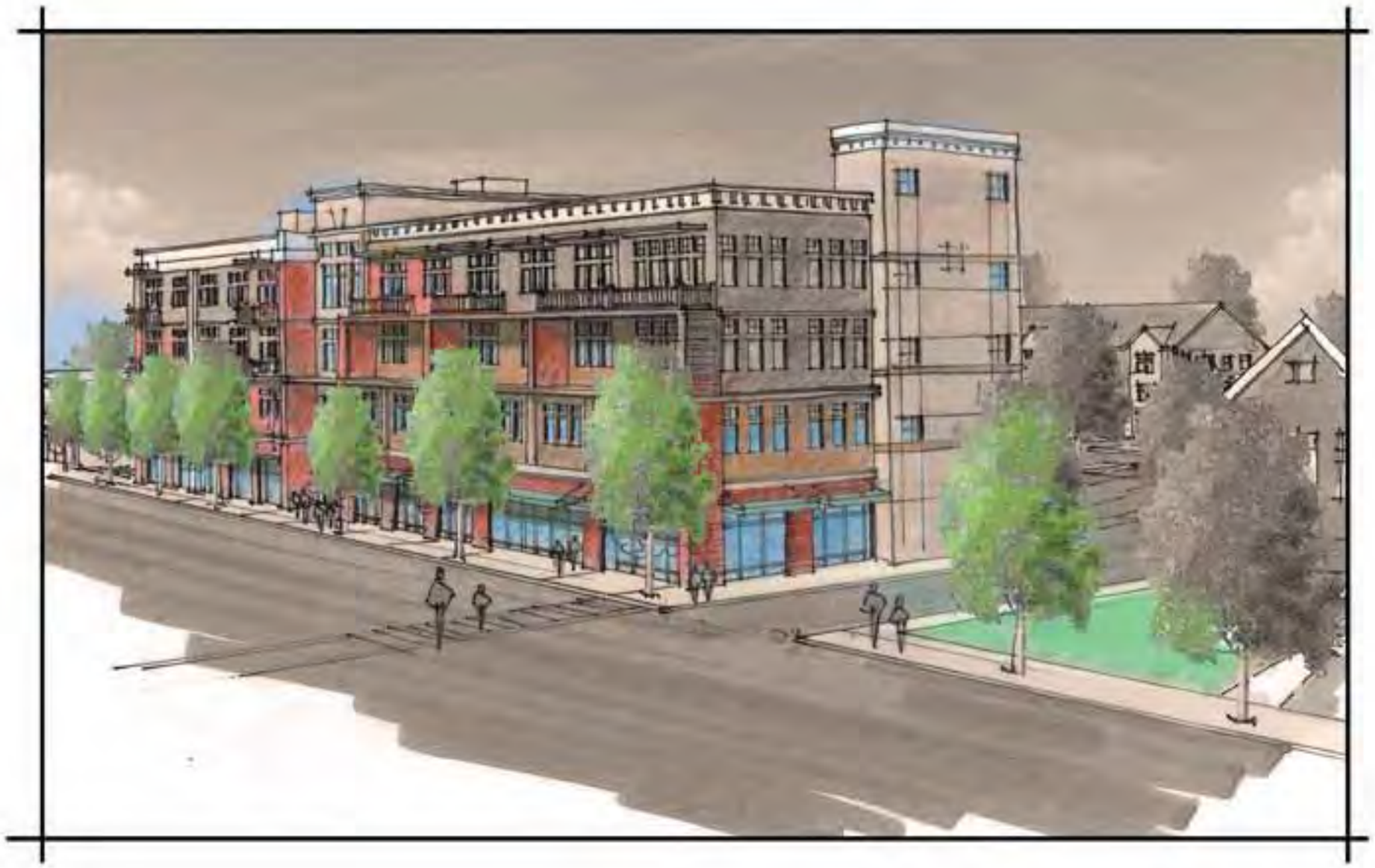
Create a network of parks, civic squares, and public gathering spaces within the neighborhood plan area.		Project Completion	Responsible Agency
Item 1.	Promote the use of the St. Jones River, and improve its accessibility and use with parking, a continuous riverwalk, open space and activity areas.	**Short Term** 1-3 years	City of Dover DNREC
Item 2.	Create a series of greens as outlined in the plan.	**Short Term** 1-5 years	City of Dover DNREC
Item 3.	Develop a fundraising program to promote, renovate, or reconstruct parks and streetscapes in the downtown area, including brick-for-purchase, adopt-a-bench, etc.	**Short Term** 1-3 years	City of Dover DDP
Item 4.	Sponsor, promote, and consider establishment of new activities to attract significant numbers of people on a regular basis.	**Short Term** 1-3 years	City of Dover DDP Tourism Board
Item 5.	Ensure that the Transit Center site has significant public plazas and gathering spaces as depicted in the Plan.	**Short Term** 1-3 years	City of Dover DelDOT
Item 6.	Consider the Collegian site (DDP Site #3) as an area for a public plaza that will energize Loockerman Street, as well as connect North Street and south points to Wesley College.	**Short Term** 1-5 years	City of Dover DDP

Coordinate streetscape and road improvements to provide a better connection between Wesley College and the southern part of the study area.		Project Completion	Responsible Agency
Item 1.	Establish a program to promote paving, maintaining, and striping parking in downtown alleys for commercial or residential use.	**Short Term** 1-5 years	City of Dover
Item 2.	Designate a bicycle lane on Water Street connecting Eden Hill Farm and the St. Jones River.	**Short Term** 1-5 years	City of Dover DelDOT
Item 3.	Coordinate with State of Delaware on future transit service options including passenger rail that can utilize the new transit center site.	**Long Term**	City of Dover DelDOT
Item 4.	Develop an overall downtown parking strategy.	**Short Term** 1-5 years	City of Dover DDP
Item 5.	Phase structured parking replacement on existing or new surface parking lots to accommodate additional developmental density.	**Long Term**	City of Dover DDP
Item 6.	Identify an area for a North-South bicycle lane that connects Wesley College to the Downtown Retail District, Transit Center, and Bayhealth Campus.	**Short Term** 1-5 years	City of Dover

Reinforce the study area land use with additional mixed use, housing, retail and cultural/civic uses.		Project Completion	Responsible Agency
Item 1.	Encourage mixed-use developments that include residential uses, as defined in the Plan. Encourage flexible site design criteria-based on the projects collective merits to downtown area.	**Immediate** Mar. 2011	City of Dover
Item 2.	Petition City Council to adopt a district parking strategy where individual parking requirements are not tied to project size.	**Short Term** 1-3 years	City of Dover DDP
Item 3.	Encourage a diversity of urban housing alternatives, including multifamily, live-work, senior, loft, townhouse, for-sale condominium, and rental to serve a range of needs and family sizes in downtown.	**Short Term** 1-5 years	City of Dover

Establish a coordinated signage and streetscape program to capture and present a consistent image in the Downtown area.		Project Completion	Responsible Agency
Item 1.	Develop and implement a wayfinding plan consistent with adopted design guidelines to create signage that will direct the public to specific City destinations.	**Short Term** 1-5 years	City of Dover
Item 2.	Design and construct streetscape enhancements concurrently with infrastructure repair and replacement within the Plan area with initial emphasis placed on the North Street and Water Street..	**Short Term** 1-5 years	City of Dover DelDOT
Item 3.	Establish a program for purchase of dedicatory and memorial benches, light poles, and other street furniture with pre-selected locations for the furniture.	**Short Term** 1-5 years	
Item 4.	Develop a plan to bury utility lines along important roads and corridors in the study area. Prioritize North and Water Streets.	**Long Term**	





Appendix

E.1 - DDP Properties



DDP Properties



Former Acme Site



Harry Louie Site and Adjacent Parking



DDP Property - Loockerman Street

The Downtown Dover Partnership (DDP) owns a number of properties within proximity to the Dover Transit Center Neighborhood Plan's study area. The final presentation of the charrette findings was presented to the DDP Board of Directors and committees. The DDP held a one-day charrette on October 7, 2010 to solicit input for development opportunities at DDP-owned properties. The properties studied in conjunction with the Dover Transit Center Neighborhood Plan include:

1. The former Acme grocery building and site
2. Harry Louie Dry Cleaners and adjacent parking lot
3. Vacant lots stretching from Loockerman Street to North Street, known as the Collegian Site
4. The DDP Property, which has a one-story vacant building fronting on Loockerman Street, with access from North Street

The DDP recently completed a parking improvement project at the Harry Louie site and decided not to explore any other redevelopment opportunities for this site at this time. A fifth project opportunity was identified north of the study area. This project would consolodate individual parking lots along the south side of North Street between State Street and S. Governors Avenue. The resulting concepts for each property were presented to each of the DDP committees.

E.2 - Acme Site

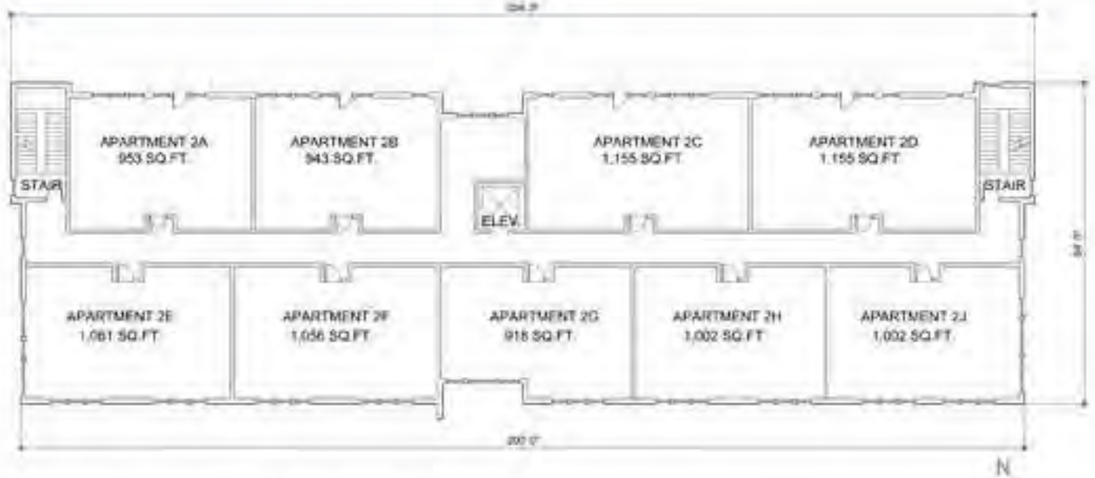


Acme Site Plan

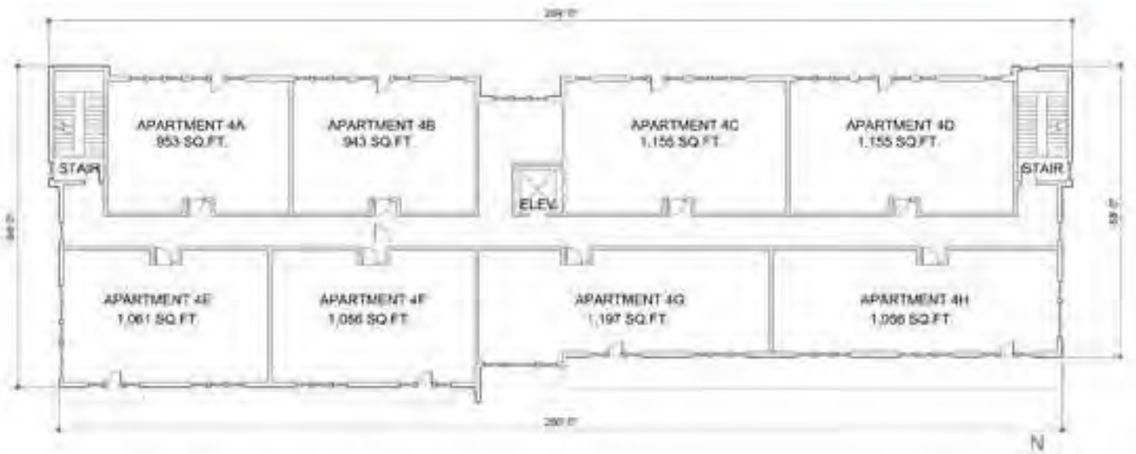
The Dover Transit Center Neighborhood Plan identified a need for mixed-use buildings in the City of Dover, specifically, buildings with retail and services on the first floor and residential above. In keeping with this identified goal, the DDP developed an idea for the Acme site that includes a four-story mixed-use building fronting S. Governors Avenue and single-family residential units (townhomes) that front New Street. Residential and customer parking would be nestled in the center of the block and screened from view. This would reinforce the area's urban character, with buildings of multiple heights facing the streets to create a pedestrian-oriented streetscape.



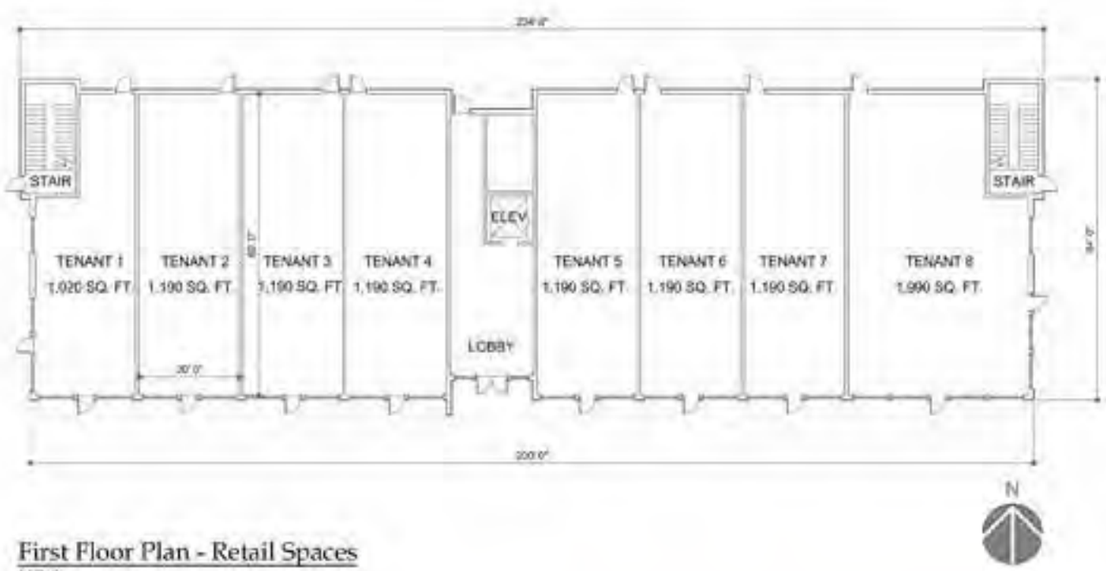
Rendering of Mixed-use Retail / Residential Building, Parking and Townhomes



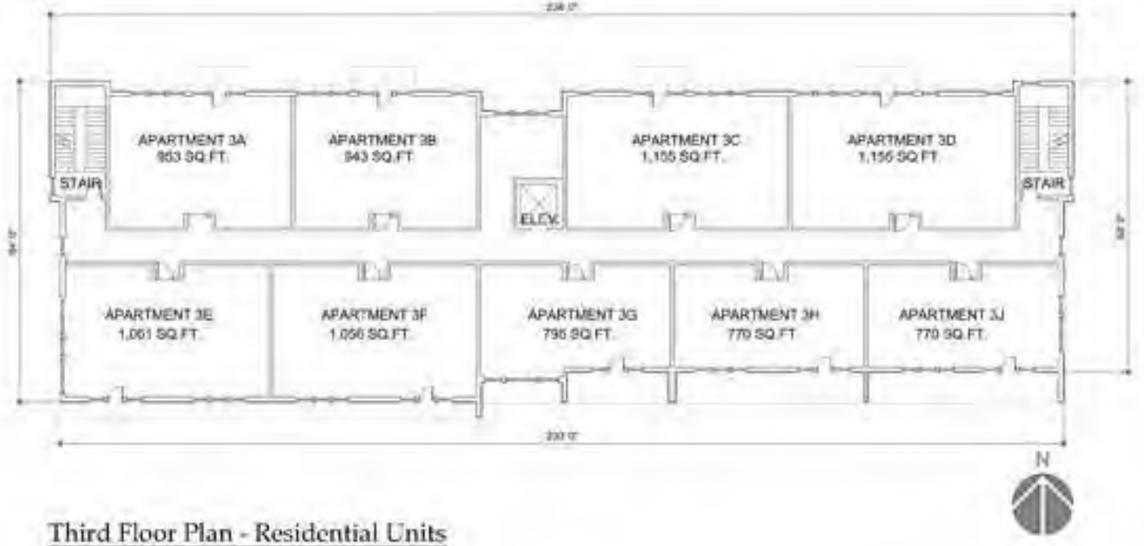
Second Floor Plan - Residential Units
N.T.S.



Fourth Floor Plan - Residential Units
N.T.S.



First Floor Plan - Retail Spaces
N.T.S.



Third Floor Plan - Residential Units
N.T.S.

E.3 - Loockerman Plaza



Loockerman Plaza - Site Plan Concept 1



Loockerman Plaza - Site Plan Concept 2



Loockerman Plaza - Site Plan Concept 3



Rendering of Loockerman Plaza

Often referred to as the Collegian site, this vacant lot connects Loockerman Street to North Street in the heart of the historic retail area of Dover. The Collegian site is an ideal means to connect two thoroughfares for pedestrian traffic. The DDP developed three concepts for improvements on this land that creates a landscaped plaza for community events, additional mixed-use buildings, and off-street parking.

Concept 1:
- Eighteen parking spaces added as an alternative to parallel parking on Loockerman Street
- Plaza area features hardscape and plantings for an attractive pedestrian route
- Plaza can be a venue for events

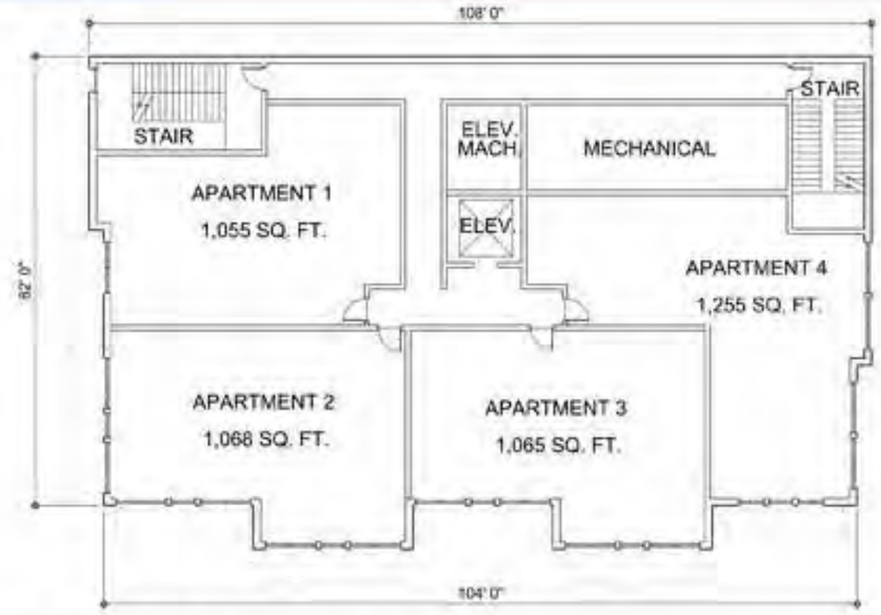
Concept 2:
- Thirty-six parking spaces added as an alternative to parallel parking on Loockerman Street
- Plaza area features hardscape and plantings for an attractive pedestrian route
- Plaza can be a venue for events

Concept 3:
- Thirty-six parking spaces added as an alternative to parallel parking on Loockerman Street
- Plaza area features hardscape and plantings for an attractive pedestrian route
- New mixed-use buildings can be built on either side of the plaza to enhance the pedestrian experience through the plaza and give the plaza a lot of energy around the business that will occupy the buildings.

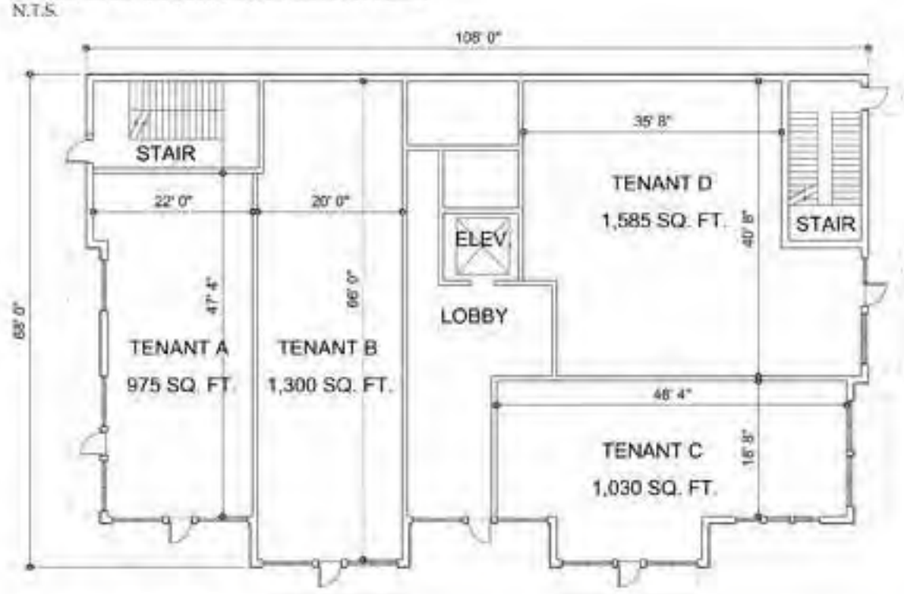
E.3 - Loockerman Plaza



Rendering of Loockerman Plaza with Mixed-Use Buildings



Second Floor Plan - Residential Units
N.T.S.



First Floor Plan - Retail Spaces
N.T.S.

Note: Building footprint and plan may be mirrored on each side of the Plaza

E.4 - DDP Property



Loockerman Street Facade



North Street Access/Service Area

The DDP Property is located at 22-24 W. Loockerman Street. Formerly known as C'Moore's restaurant, the building has two entrances on Loockerman Street. The property has rear access off of North Street, , but it is unappealing. The DDP determined that adding a formal North Street entrance and renovating the building's facade would give the building a modern look. Adding a porte cochere from the edge of North Street to the back of the existing building would screen the neighboring property's utilities. ,Adding windows and signs to the North Street building face would not only make the building more attractive, but improve the pedestrian experience along North Street.



Rendering of Loockerman Street Facade Improvements



Rendering of North Street Facade Improvements

E.4 - DDP Property



DDP Property - Aerial View with Proposed Porte Cochere



DDP Property - Proposed Tenant Space Plan

E.5 - North Street Parking Lots



Existing Parking Lots on North Street
Existing Parking Provided - 172 Spaces

On North Street, between S. State Street and S. Governors Avenue, there are seven individual parking lot entrances on the south side of the street, not counting private drive ways. This creates congestion on the moderately traveled street as motorists enter and exit the lots. Concepts were developed to consolidate the lots and expunge existing lot lines to minimize the number of entrances off of North Street and create a more efficient parking lot. This site is also an ideal location for a multi-level parking structure to serve visitors and employees traveling to Loockerman Street, government buildings and state agencies at The Green and Legislative Mall. A detailed study of this area was not done.



Conceptual Surface Parking Consolidation
Proposed Parking Provided - 206 Spaces



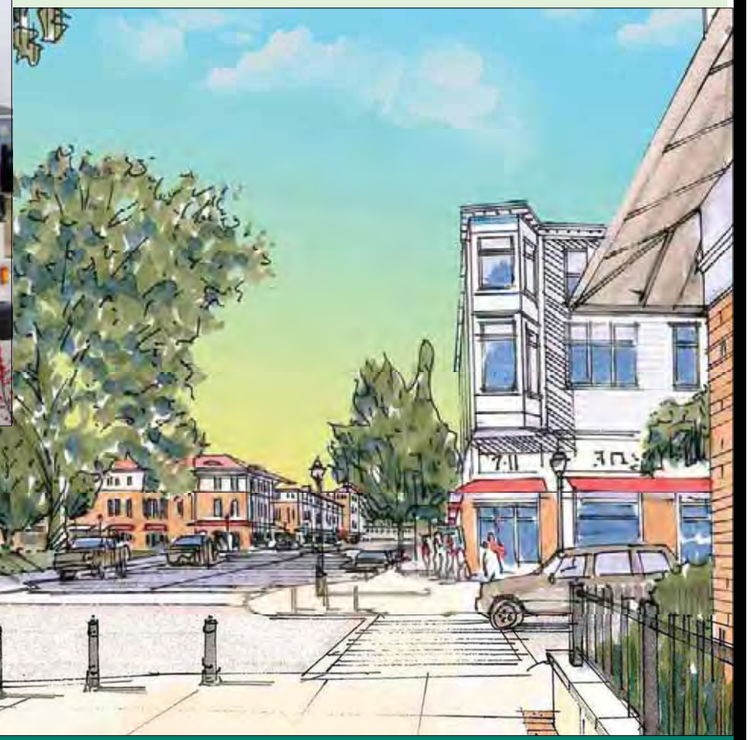
Conceptual Multi-Level Parking Structure and Mixed-Use Building
Proposed Parking Provided - 55 Surface Spaces & 65+/- Spaces per parking structure level















Dover Transit Center Neighborhood Plan



RESTORING CENTRAL DOVER

OUR VISION FOR VITALITY

10.23.2014 DRAFT

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.

STEERING COMMITTEE MEMBERS

Debbie Armstrong, United Way
Paul Bernat, Dover Police Chief
Dianne Bogle, Capital School District
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

01 TABLE OF CONTENTS

RESTORING CENTRAL DOVER IN CONTEXT 1

INTRODUCTION 2
- Purpose of the plan....2
- Planning context....3
- Planning process....4
- Putting the plan together....6

A SNAPSHOT OF CENTRAL DOVER 9
- Welcome to Central Dover....9
- Existing conditions take-aways....10

OUR VISION FOR VITALITY 14

PLAN RECOMMENDATIONS 15

ONE A STRONG COMMUNITY 17
1. Build community capital....19
2. Increase public safety....23
3. Engage youth in community....27
4. Expand adult and family services....29

TWO POSITIVE DEVELOPMENT 31
5. Strengthen existing housing....33
6. Support new development....37
7. Reinvest in commercial corridors....41
8. Ensure equitable economic development....45

THREE AN INTEGRATED PUBLIC REALM AND INFRASTRUCTURE 47
9. Improve transportation infrastructure....49
10. Enhance open spaces and expand green infrastructure..57

APPENDICES 61

APPENDIX A: IMPLEMENTATION APPROACH 61

Capacity to implement: challenges and opportunities....62
Priority action items....62
Implementation matrices....65

APPENDIX B: EXISTING CONDITIONS 73

Census data....74
Other data sources....83
Physical survey....95
Neighborworks resident survey....101
Open house public input....107


VISION
for
VITALITY
WE ARE THE CAPITAL
CITY OF THE "1ST" STATE
SO WE SHOULD BE
"THE FIRST CLASS
CITY OF THE 1ST
STATE"

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 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.

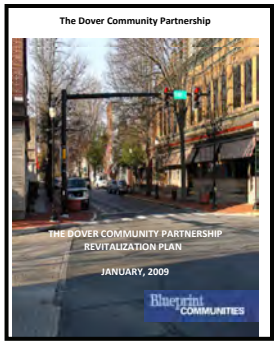
FOUNDATIONAL DOCUMENTS

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 both:

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 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 into 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 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.

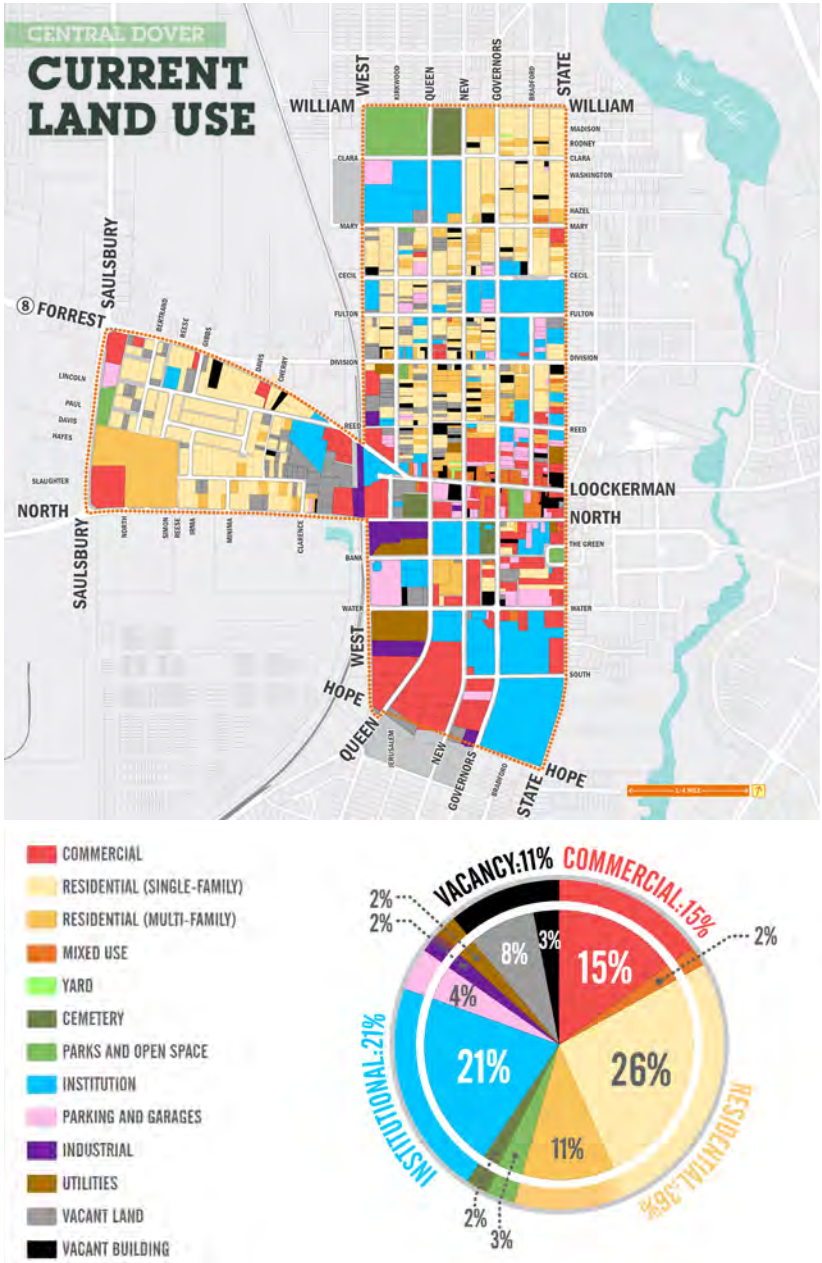
In addition to the base data described above, the planning team conducted a parcel by parcel survey of every property in the Central Dover study area. The survey collected detailed information on each property, including land use and condition but also recorded physical observations regarding housing,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

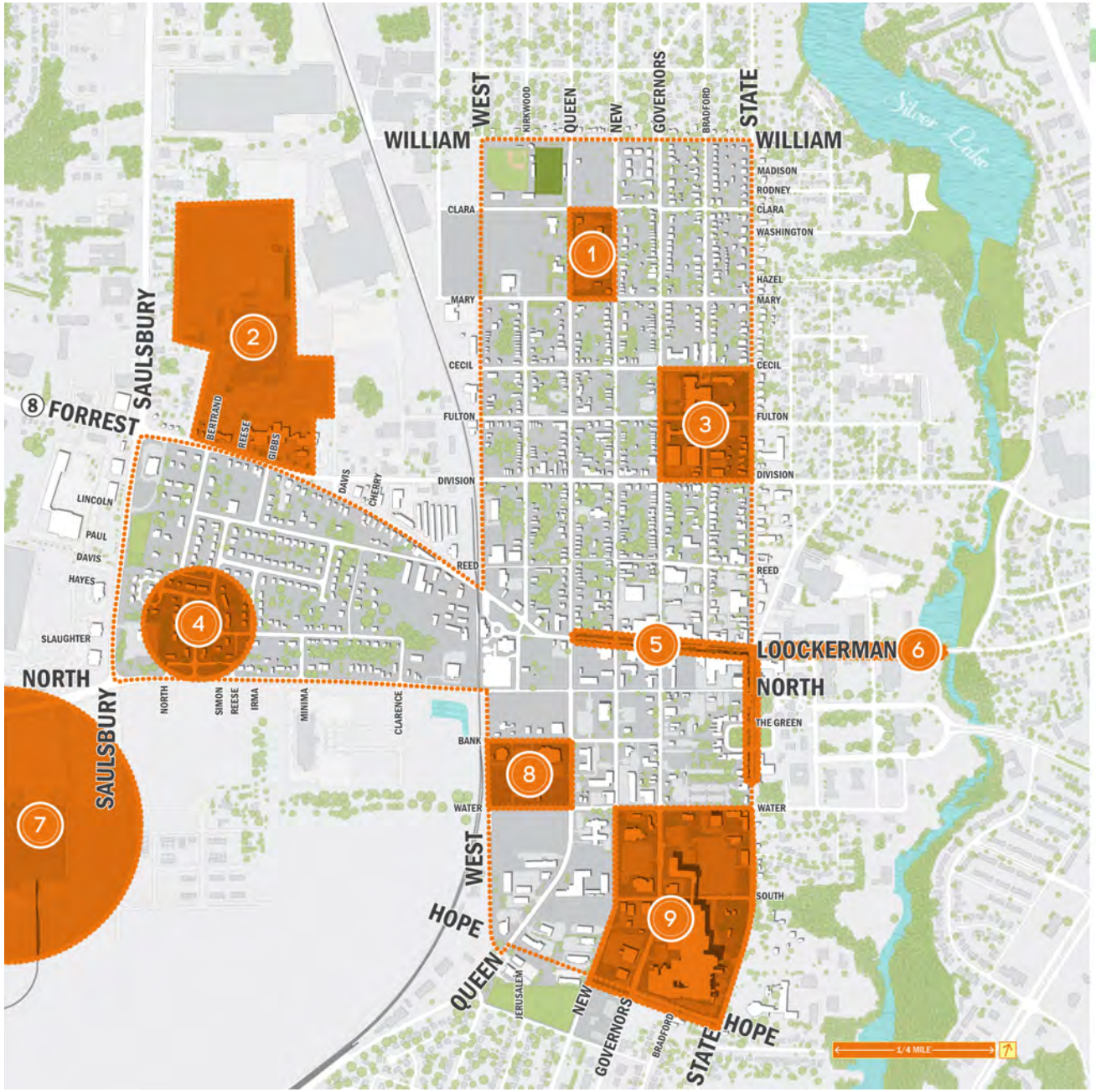
- A list of goals and objectives based upon public input
- A series of preliminary recommendations for achieving such goals and balancing observed trends and projections with desired outcomes
- Presenting the preliminary recommendations to the community for feedback and critique at a public meeting, 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 SCHOOL
3. WESLEY COLLEGE
4. SIMON CIRCLE
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 neighborhood 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

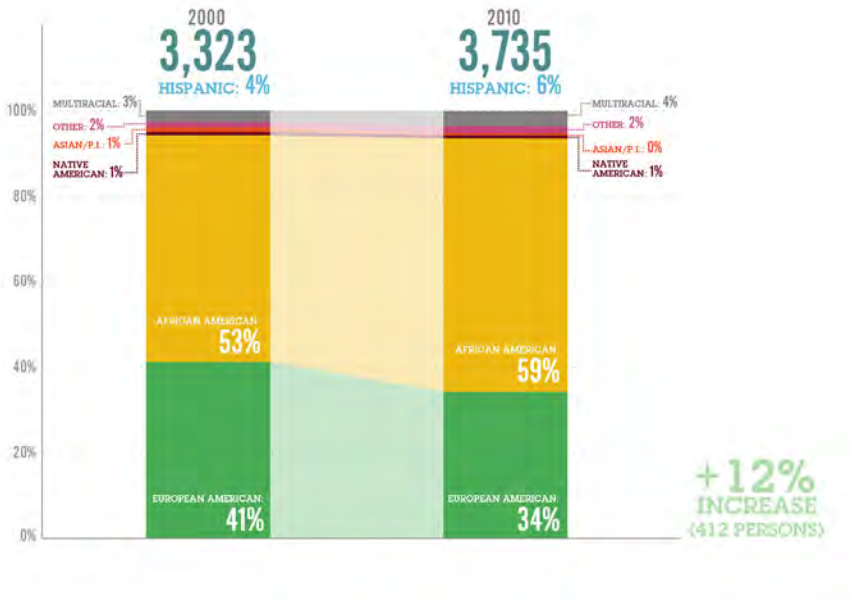
The analysis of existing conditions conducted in Phase I of Restoring Central Dover led to some important conclusions that formed the basis, along with community input, for the drafting of recommendations. The broad stroke highlights of the opportunities and challenges among these follow, with additional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

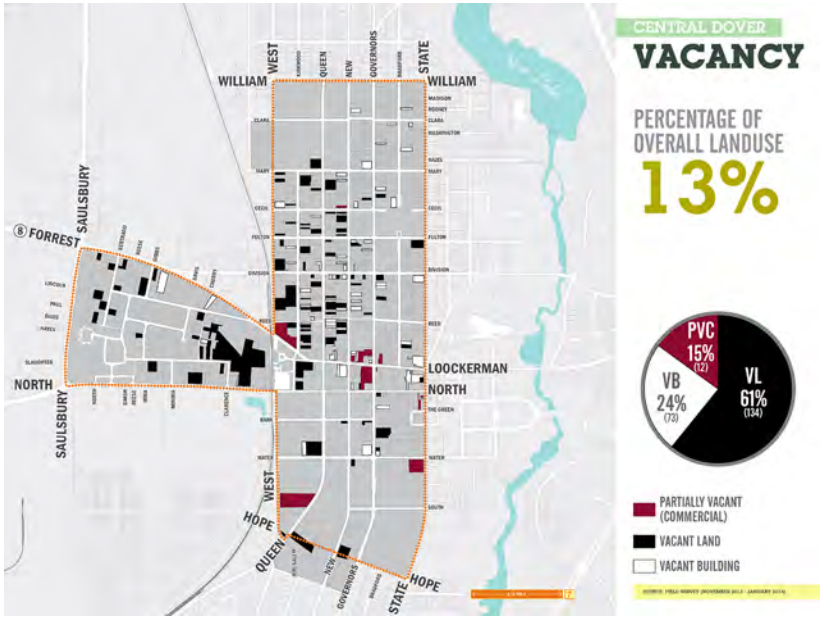
VACANCY

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 exisiting housing stock*** where possible.

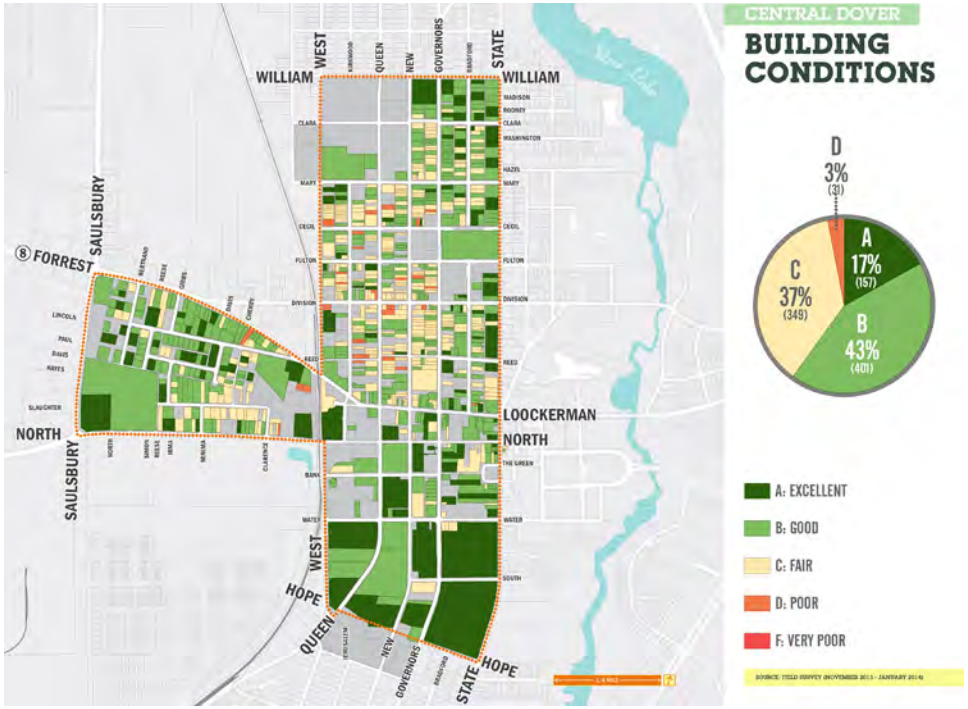
COMMERCIAL SERVICES

Though the land use survey counted a number of commerical uses in the study area, most of them are concentrated in the southern end of the study area 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



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

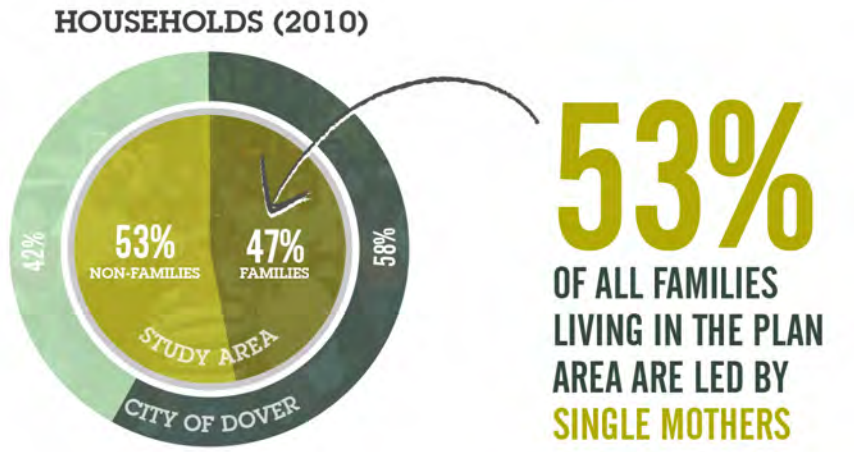
and tenant turnover rates, and a lack of readily leasable spaces due to deferred maintenance and lack of property owner resources to rehabilitate properties.

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.

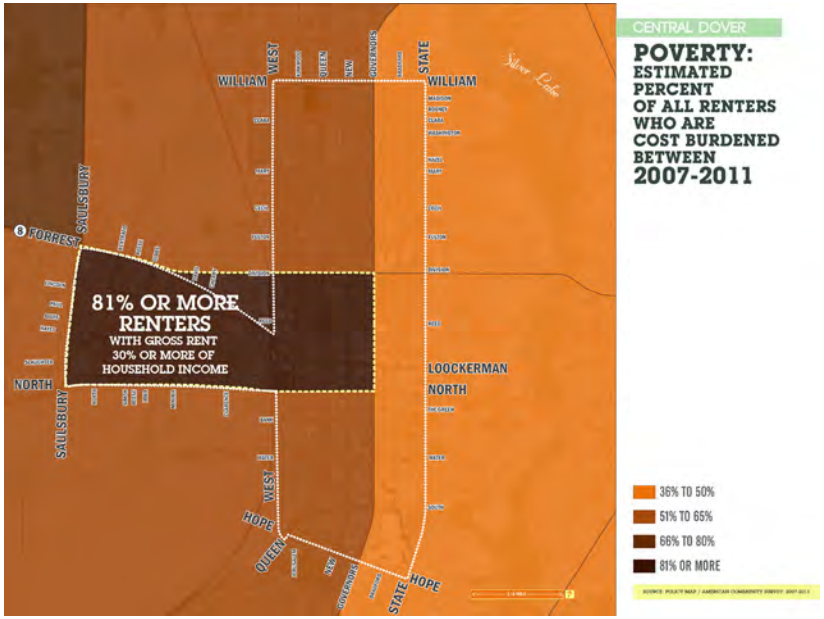
Add to those factors a high unemployment rate [10% in 2010] and lower educational attainment levels, and it becomes clear that many members of the Central Dover community face a number of challenges that will require the ***continued expansion of local services to meet the needs of of residents***.



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 Household characteristics

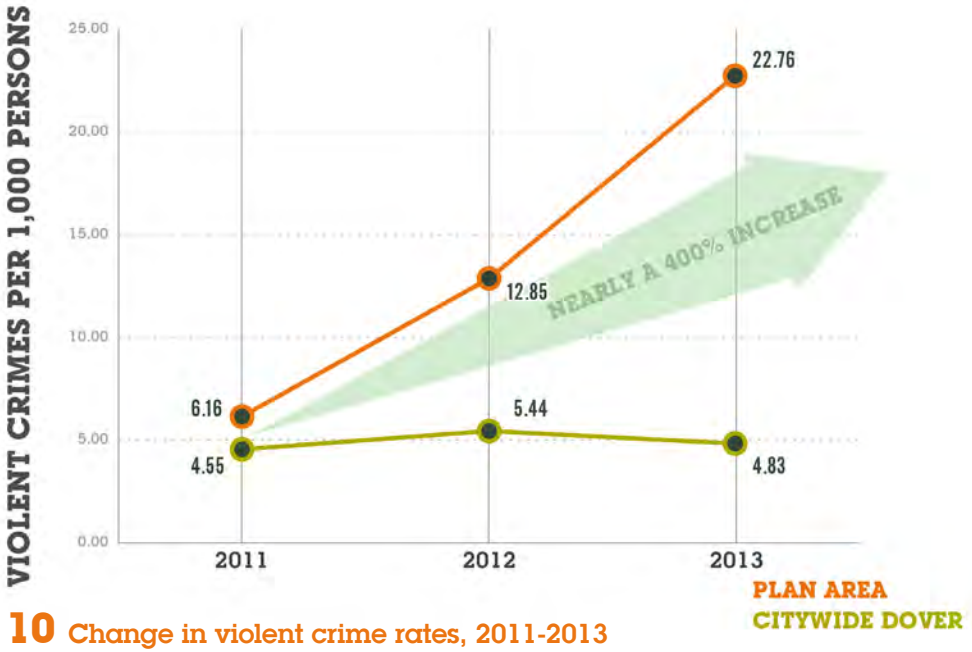
Percent of renter households for whom gross rent is 30% or more of household income. Gross rent is the contract rent plus the estimated average monthly cost of utilities.

SOURCE: American Community Survey, 2007-2011

CRIME AND PERCEPTION OF SAFETY

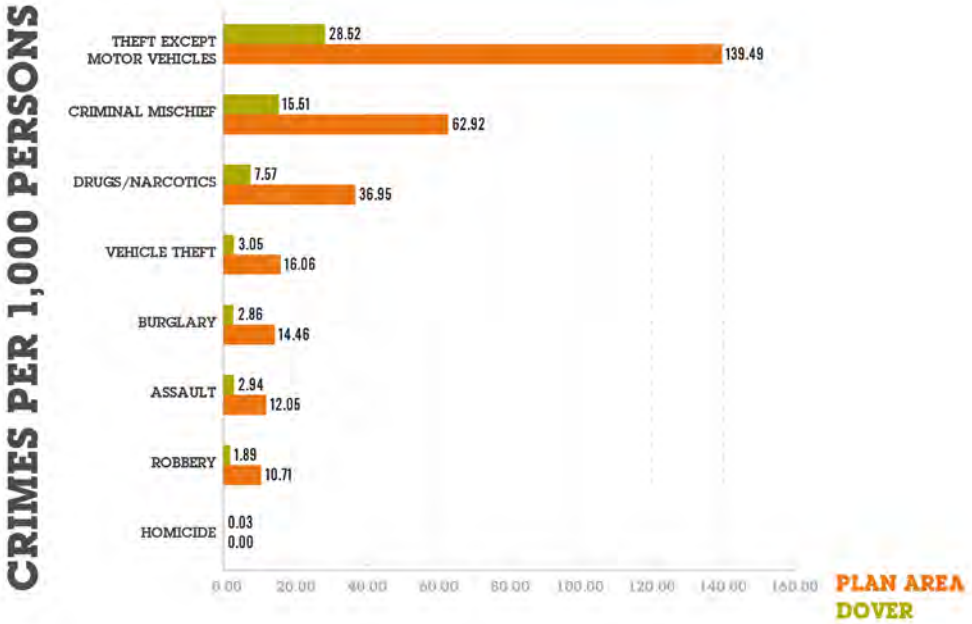
One of the most prominent major quality of life issues that arose in community discussions during the Restoring Central Dover process—and one that impacts efforts to retain residents and businesses as well as attract new ones—was crime and perception of safety. When asked what they liked least about 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.

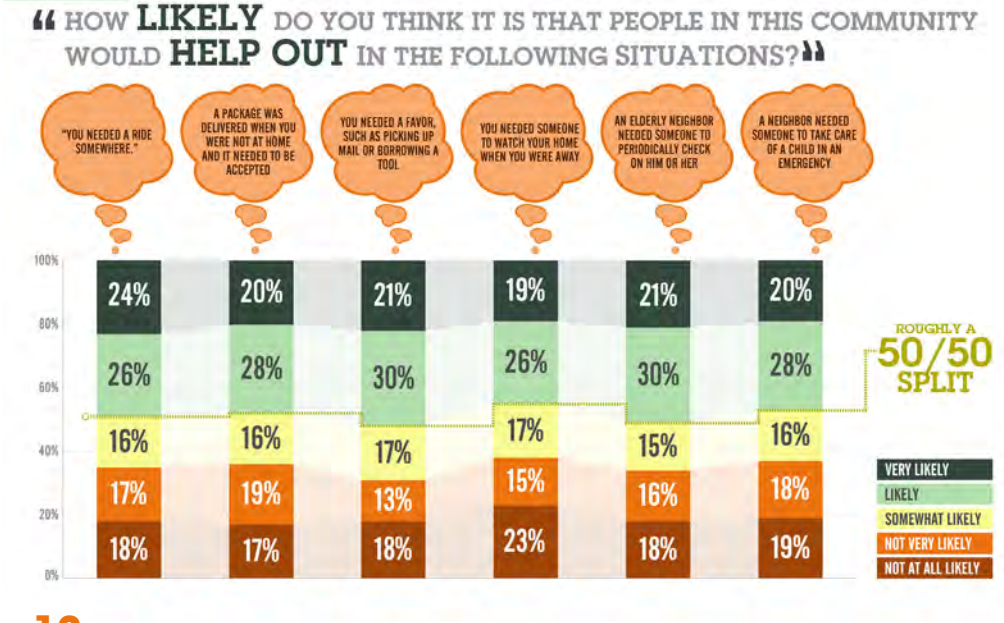
ESTABLISH RESIDENT-LED CIVIC GROUPS

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 of with other anchor 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, the 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 the public schools and the new community centers under construction and where the 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 celebratory block party showcasing the very best Central Dover has to offer.

With an annual block party, residents could show what they love so much about living in 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 different neighborhoods within Central Dover.

EXPAND ON "COMMUNITY CLEAN-UP DAYS"

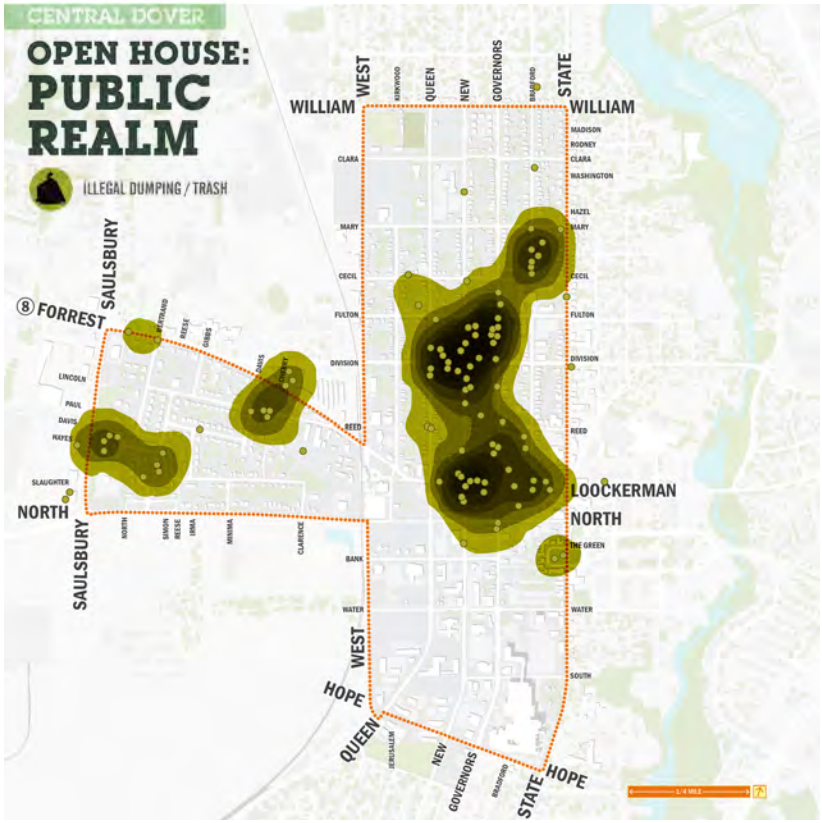
In recent years, the Dover Housing Authority, Central Delaware Habitat for Humanity, Wesley College, the Office of Senator Carper, and the City of Dover have organized a "123 = ABC" Community Event. During this event, 500 incoming students, along with faculty, staff, student athletes, and community members, have worked to improve the curb appeal and streetscape"of 20 blocks situated within the City of Dover/Carper Homeownership Program Target Area (bounded by Loockerman, West, Mary, and Governors). 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

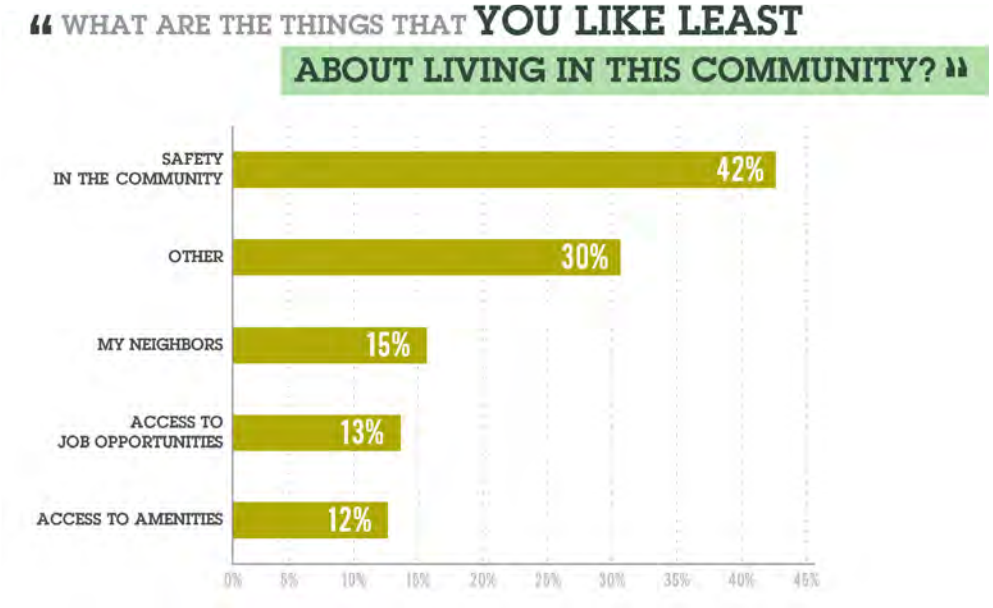
Two community facilities—Inner City Cultural League's cultural arts center and Solid Rock Baptist Church's community center—are presently under construction to provide a variety of services to Central Dover. Following the establishment of these new facilities, the City and local partners should evaluate 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.



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

Developing a collaborative/community policing strategy which makes 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. For a neighborhood like Central Dover, reducing illicit activities in the area will greatly improve quality of life for current residents and improve efforts to attract potential developers, businesses and new residents.

As it stands, both residents and visitors have the perception that Central Dover has a serious crime issue. According 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

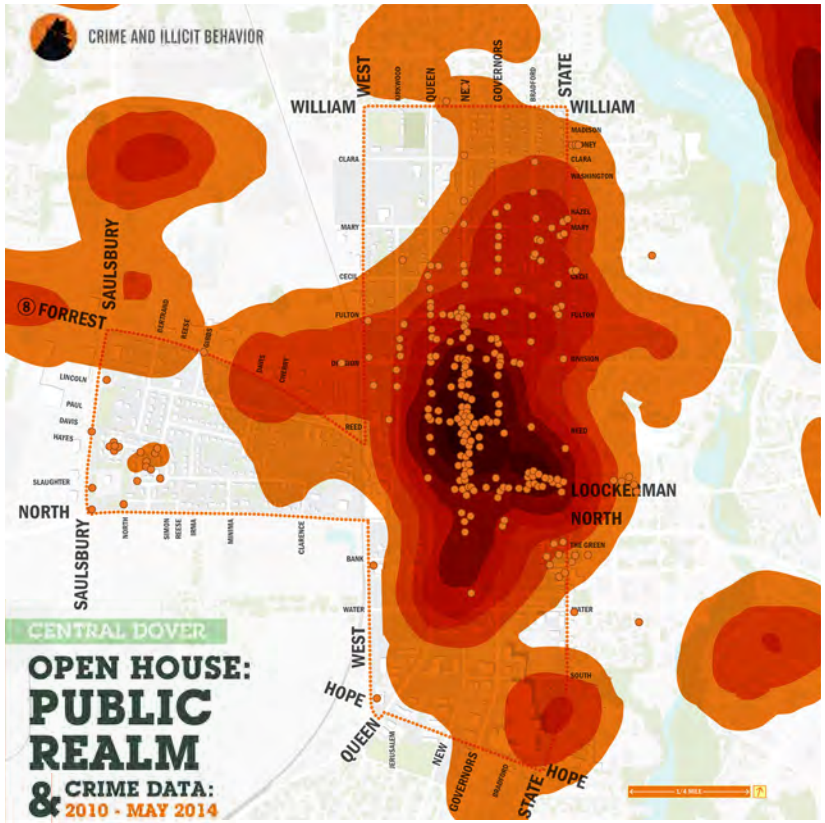
SOURCE: NeighborWorks resident survey

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 areas 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 Departments 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.

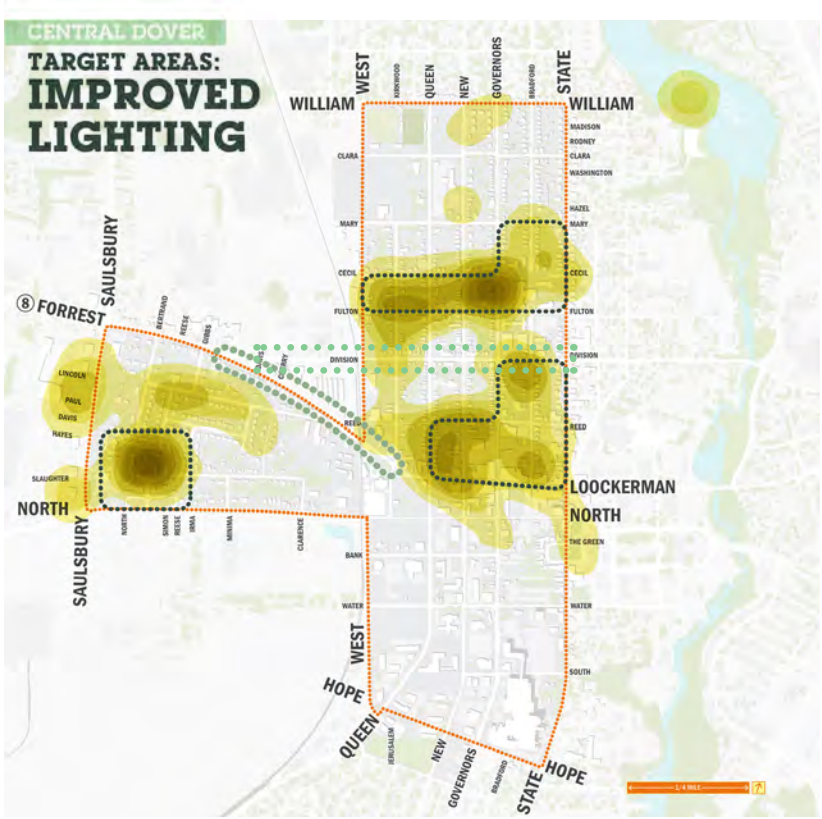
During the planning process, residents expressed concern about the lack of proper lighting and its connection to criminal activity and vagrancy. Areas identified by residents in serious need of more lighting were Simon Circle, Wesley College, the New/Queen Street section, and portions of South State 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.

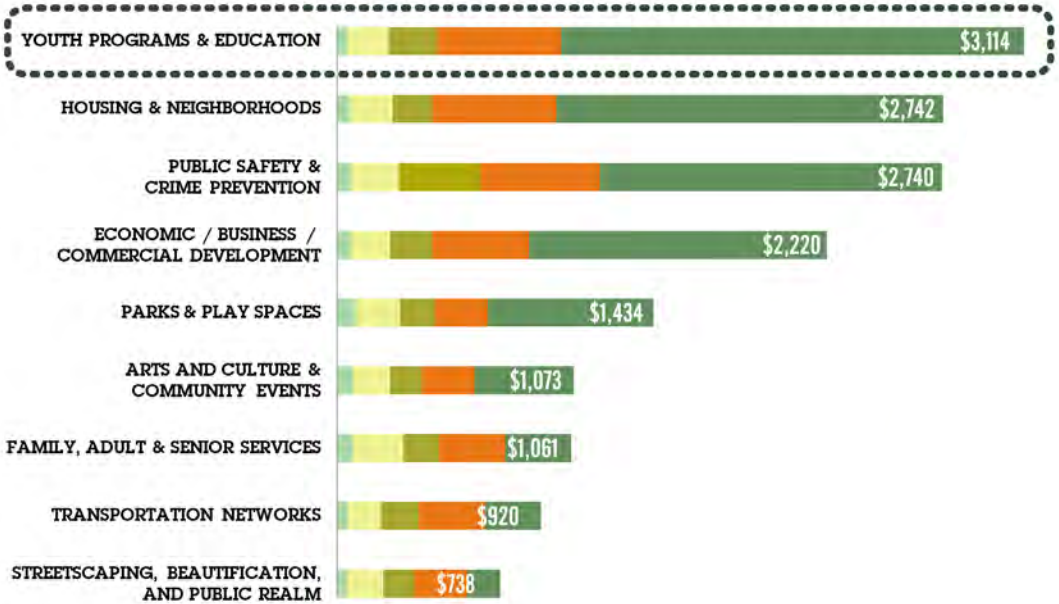
WHERE WOULD YOU LIKE TO SEE YOUR DOLLARS SPENT?

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.

RE-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.

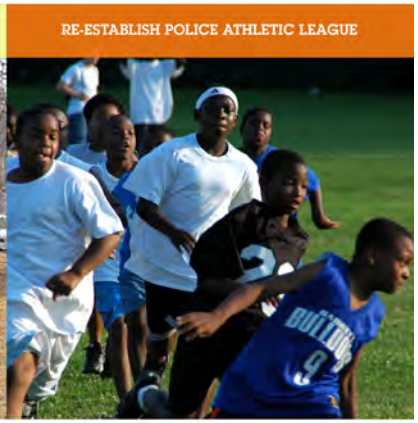
CREATE YOUTH OUTREACH AND EDUCATIONAL SUPPORT CENTER

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.

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 residents 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 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.

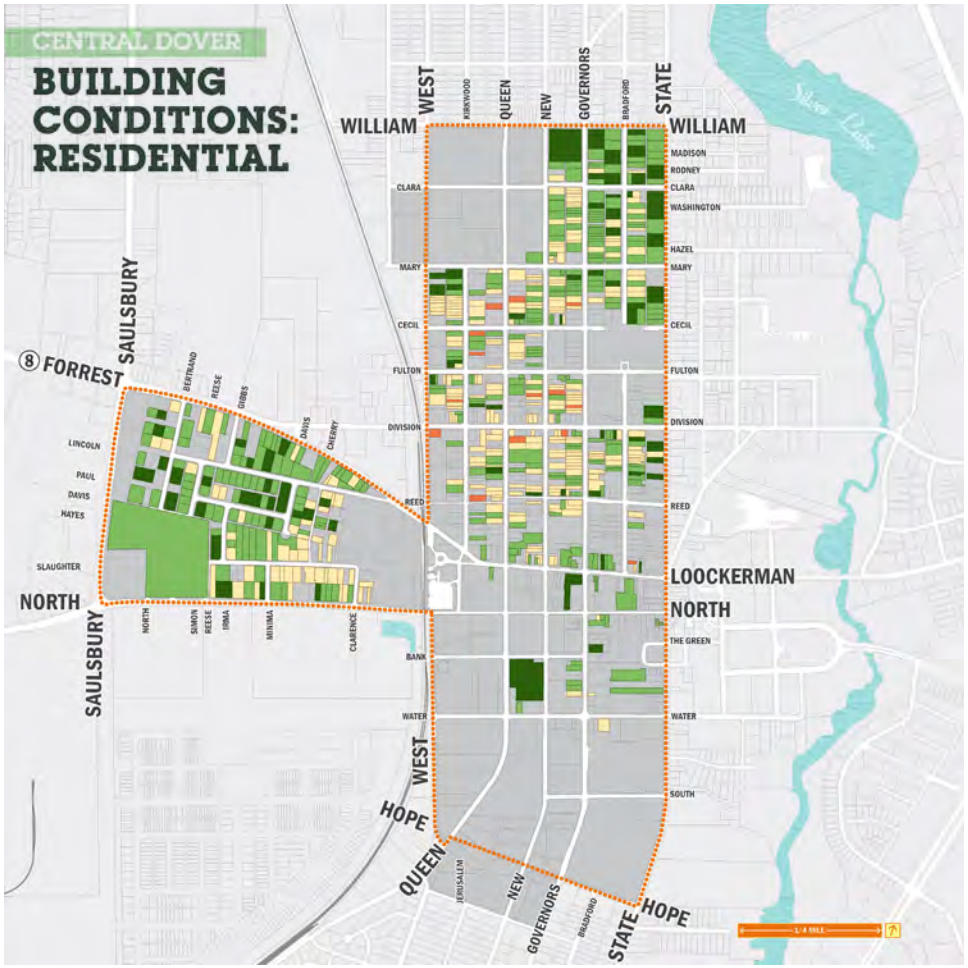


WEST PHILADELPHIA SKILLS INITIATIVE

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.

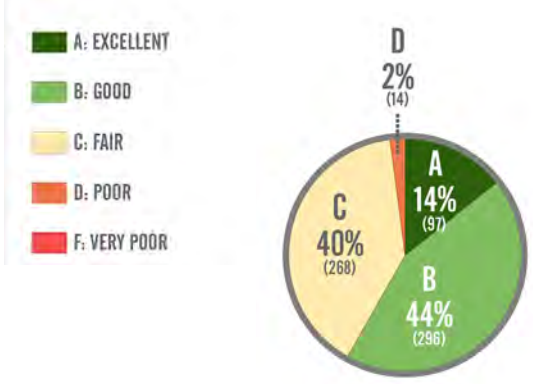


POSITIVE DEVELOPMENT





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.



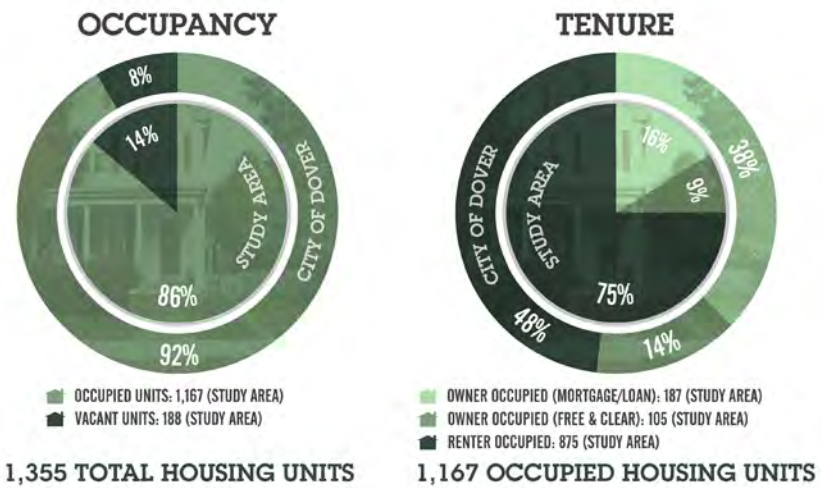
Creating a web-based permitting and development resource center could make information more accessible than it currently is in pamphlet form at City Hall.

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

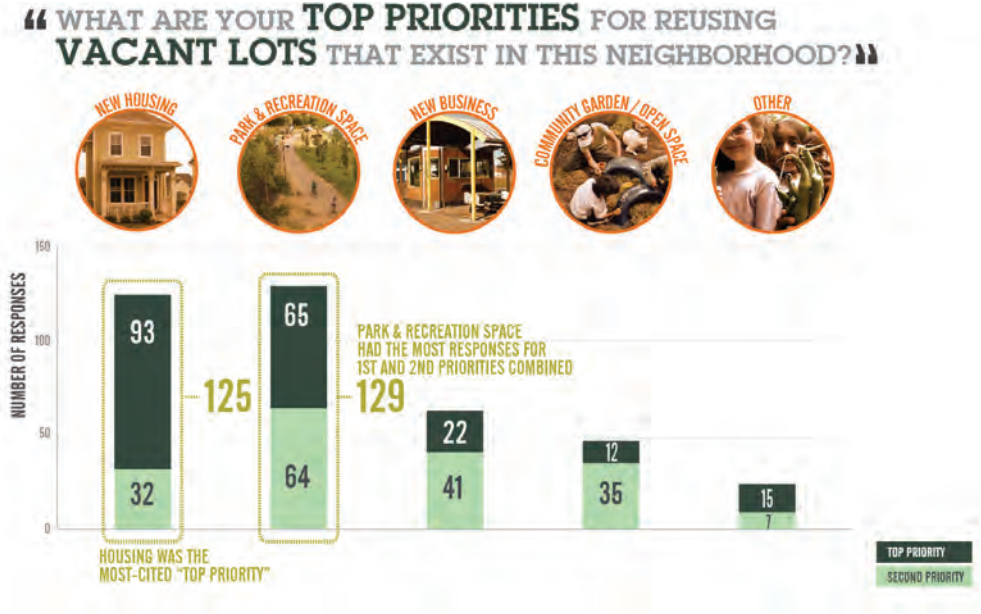
- Homeownership counseling helps households become mortgage-ready for conventional financing and special federal financing programs, such as FHA and VA mortgage loans.

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.

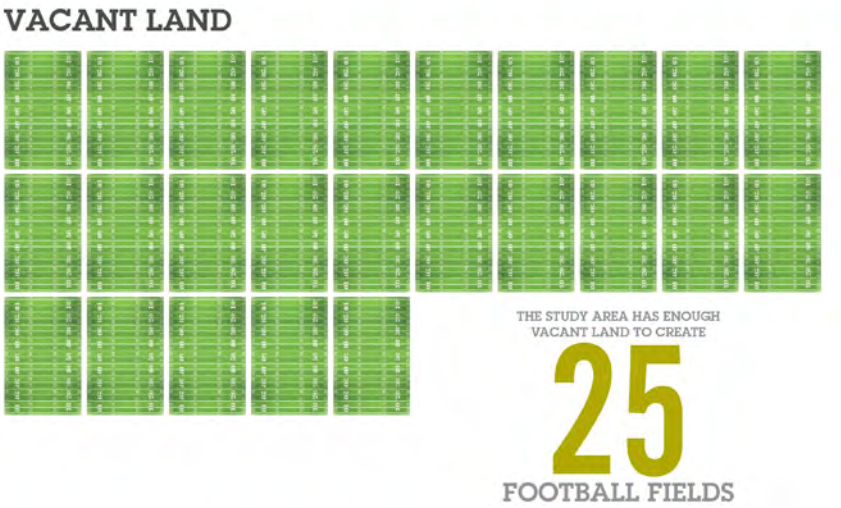
ENCOURAGE GREATER ZONING FLEXIBILITY TO ENABLE INFILL HOUSING DEVELOPMENT

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.

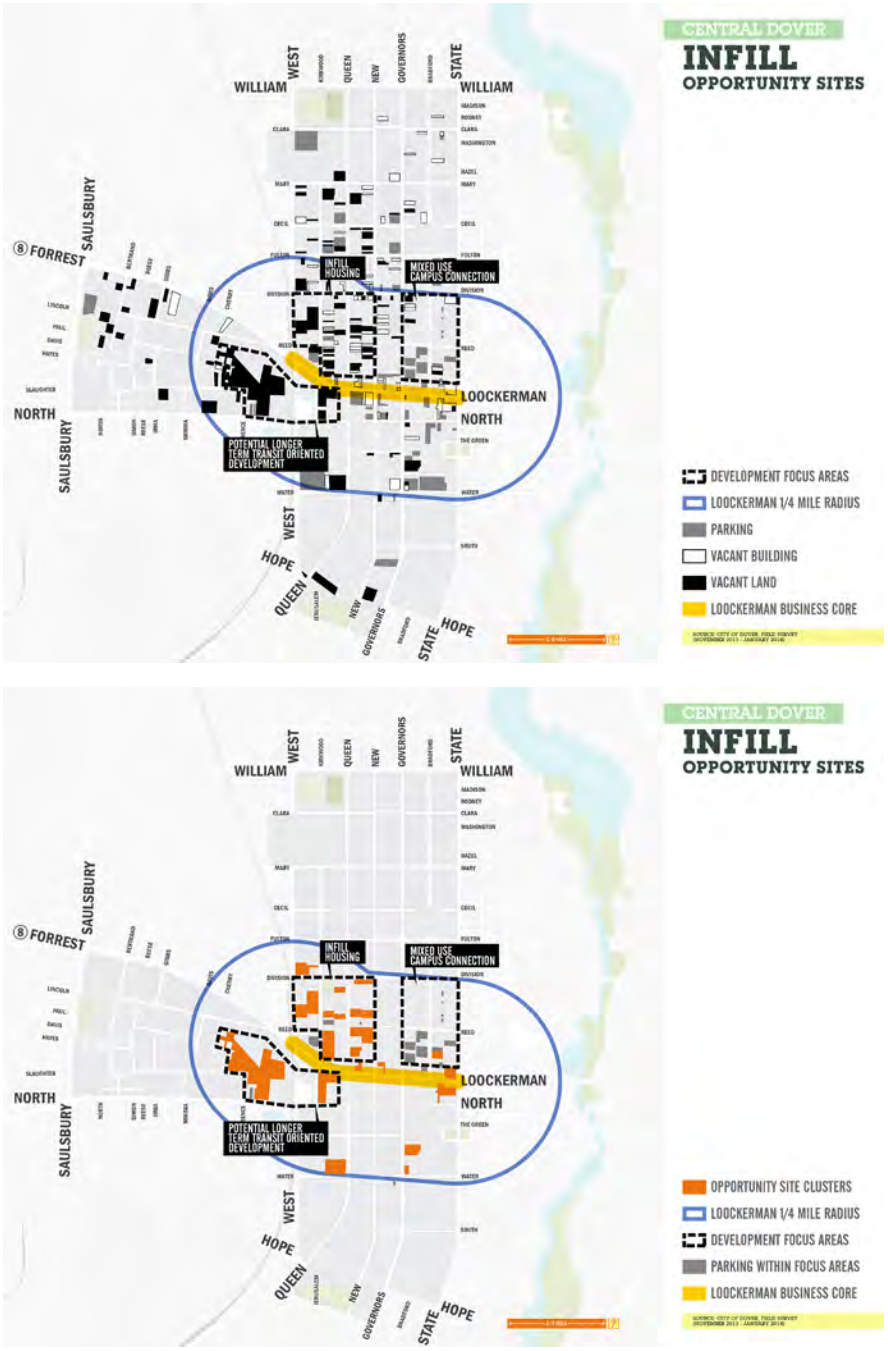
FACILITATE PARCEL ASSEMBLY AND REDEVELOPMENT

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

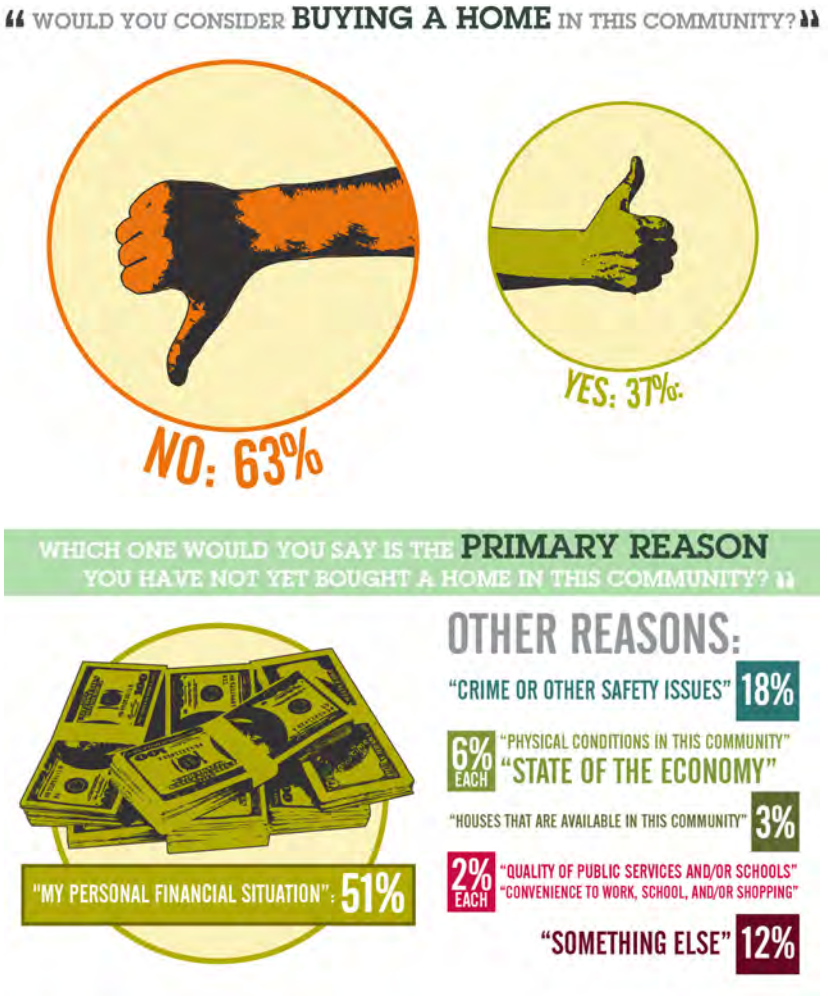
EVALUATE WAYS OF PROVIDING FINANCIAL INCENTIVES FOR DEVELOPMENT

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.

EXPAND ACCESS TO AFFORDABLE HOUSING

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.





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 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.

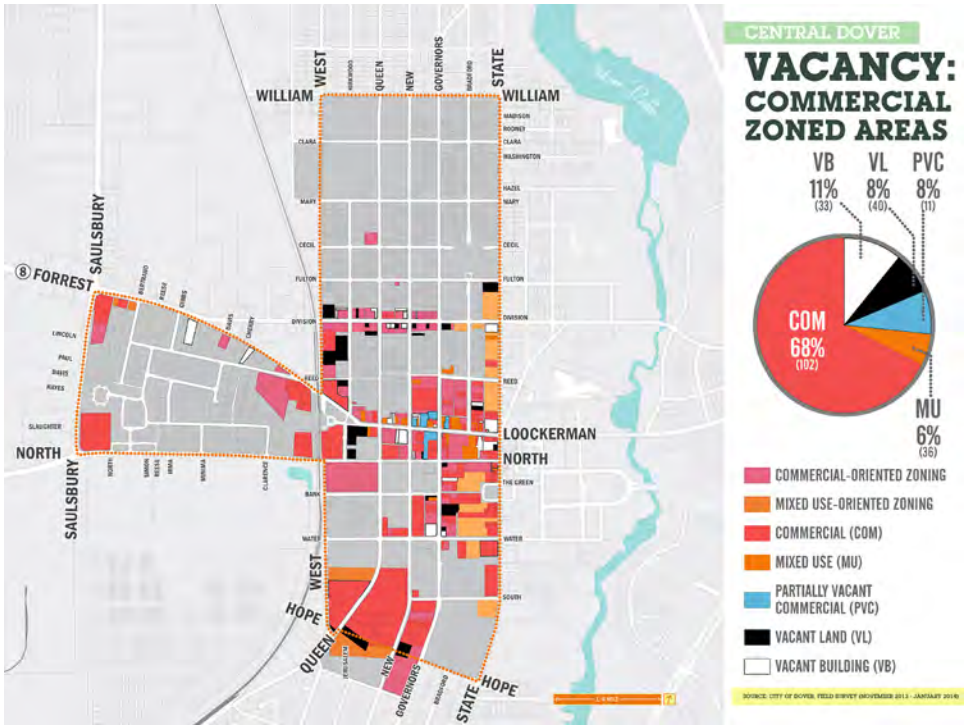


07 REINVEST IN COMMERCIAL CORRIDORS

Loockerman Street is home to the main commercial corridor of Central Dover. Currently, Loockerman is made up primarily of small, locally-owned boutique or specialty shops; only one retail chain occupies space along the strip, which gives the corridor a unique character and identity. However, the turnover rate is high and there are a number of vacant commercial spaces and lots that could provide ground for new forms of retail and entertainment. 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 plan to open 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.



27 Vacancy and utilization of areas zoned for commercial uses

SOURCE: Field survey, Nov 2013 - Jan 2014

ACTIVATE VACANT STOREFRONTS

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

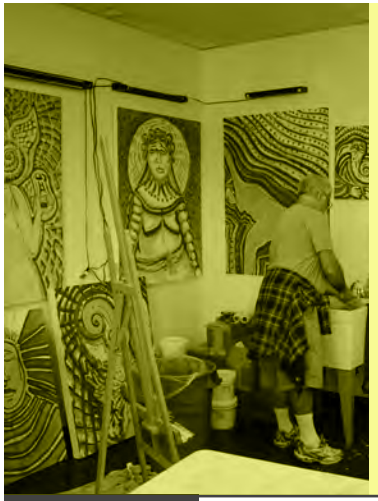
The vitality of Central Dover's commercial corridors relies on perception of the area. Some businesses in the vicinity of Loockerman are generating activities that deter customers and new businesses. Though such operations generate revenue for the City, in Central Dover they contribute to loitering and 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



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.

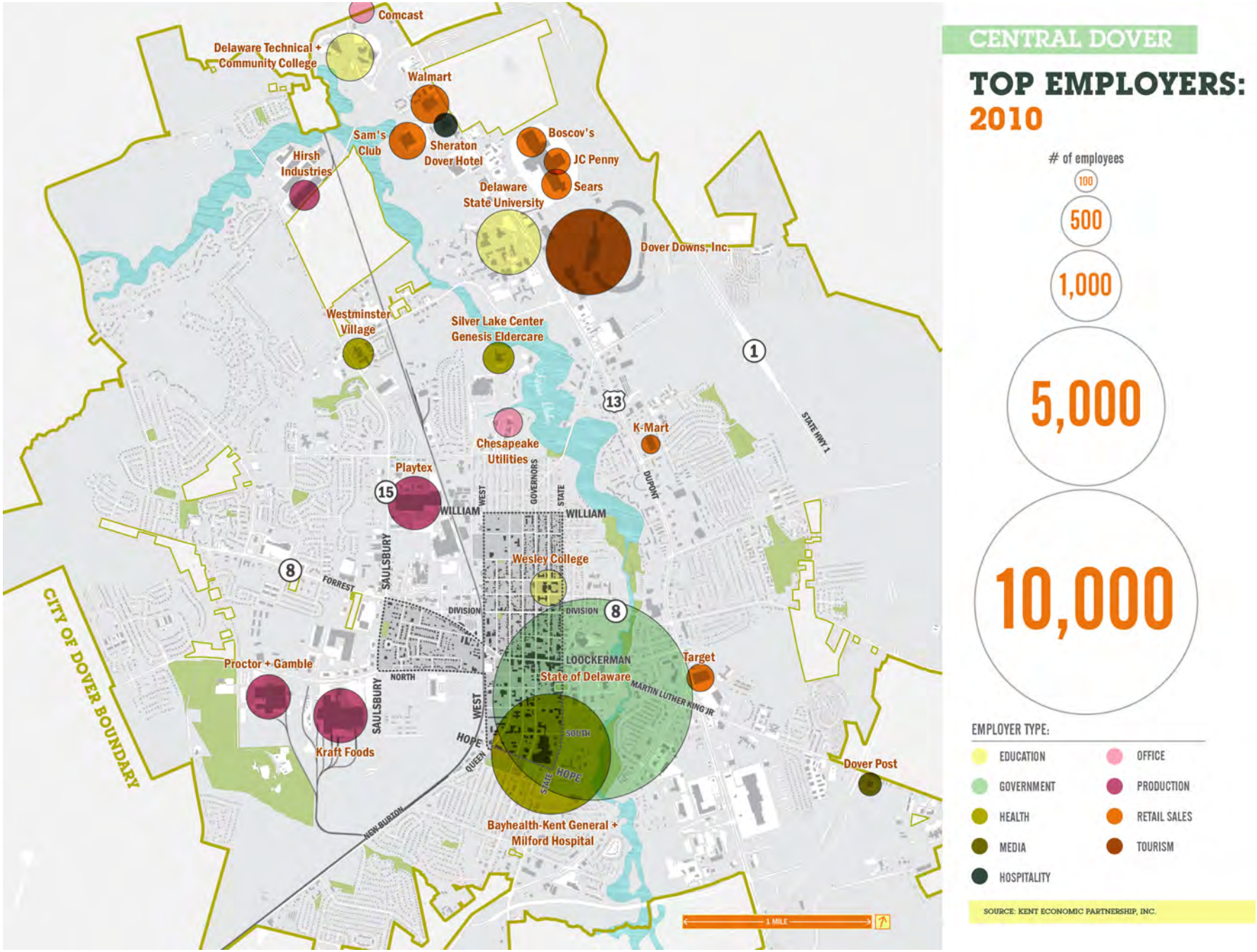
LEARN MORE thecreativevisionfactory.org

difficult task in today's fast paced economy. There are opportunities to help prepare burgeoning entrepreneurs and long-time business owners 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%.

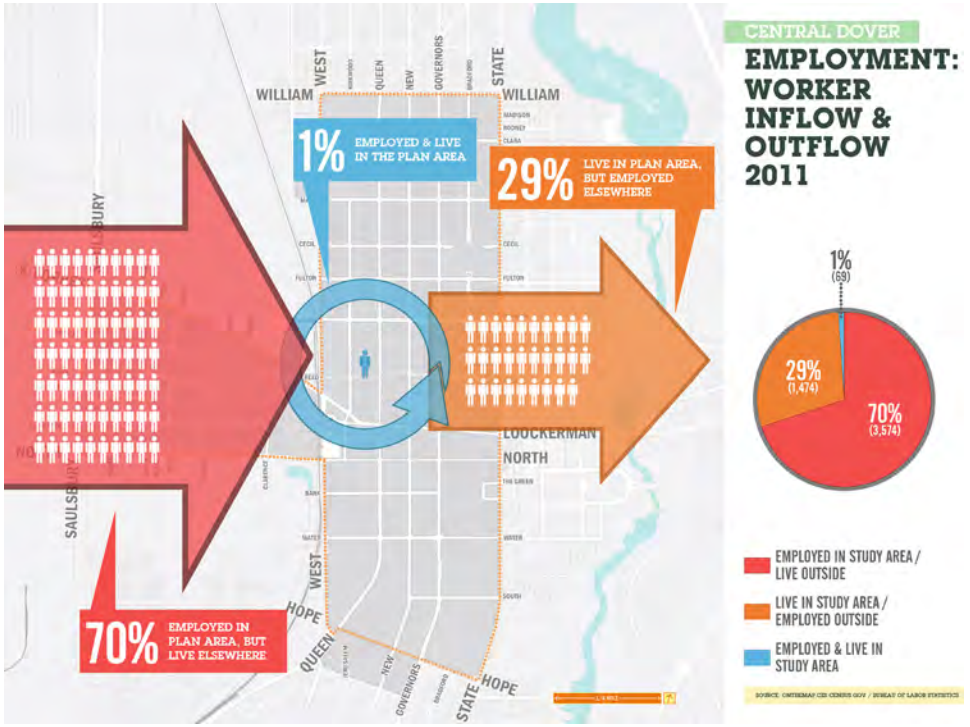
While the plan area's population has grown more diverse, it appears employment opportunities have not. In 2010, the unemployment rate for Central Dover was approximately 10%; and while over 3,500 employees work within the plan area, only 1% actually resides and works in Central Dover. Truly restoring 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.

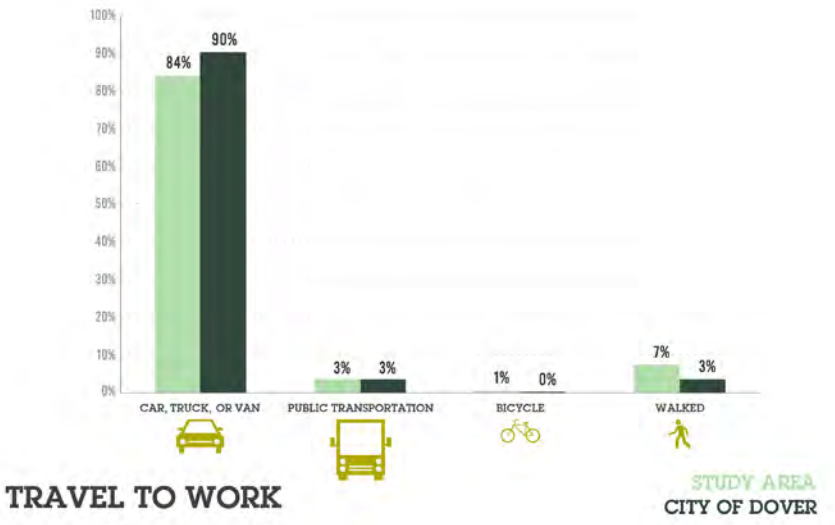
Explore potential pilot programs with the DelMarVa Black Chamber of Commerce modeled after Incubator Without Walls and the Ice House Entrepreneurship Program. Incubator Without Walls (IWOW) is a program for developing a skilled workforce to help power economic growth and the Ice House Entrepreneurship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

Aside from the largely institutional areas south of Loockerman, 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 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, there are no regional routes for workers who are employed in surrounding suburbs or towns. For these reasons, city officials and neighborhood civic



32 Community-identified public transit issues

SOURCE: Public open house input

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 that have the potential to raise the image and perception of Central Dover.



Dover transit depot

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

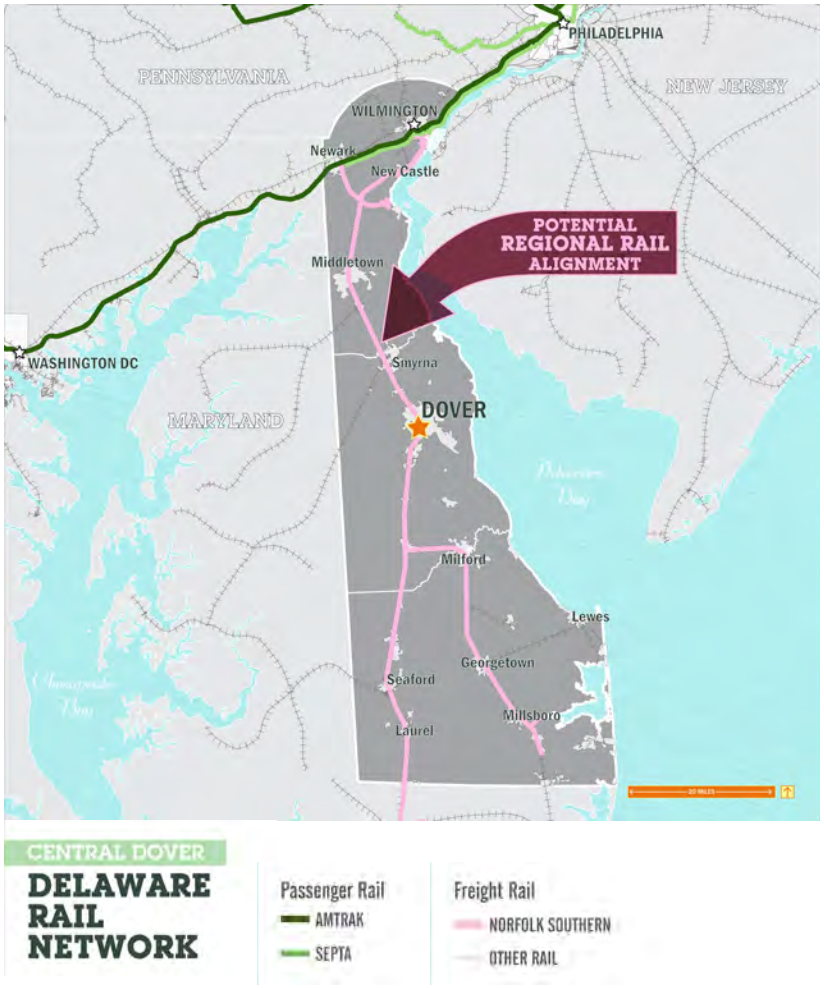
In addition to bus shelters, other community members highlighted the need for improvements to the Dover Transit Center located along W. Water Street. Proposed improvements called for included seating, shelter, public rest rooms, and real-time schedule displays. Original plans for the Transit Center called 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.

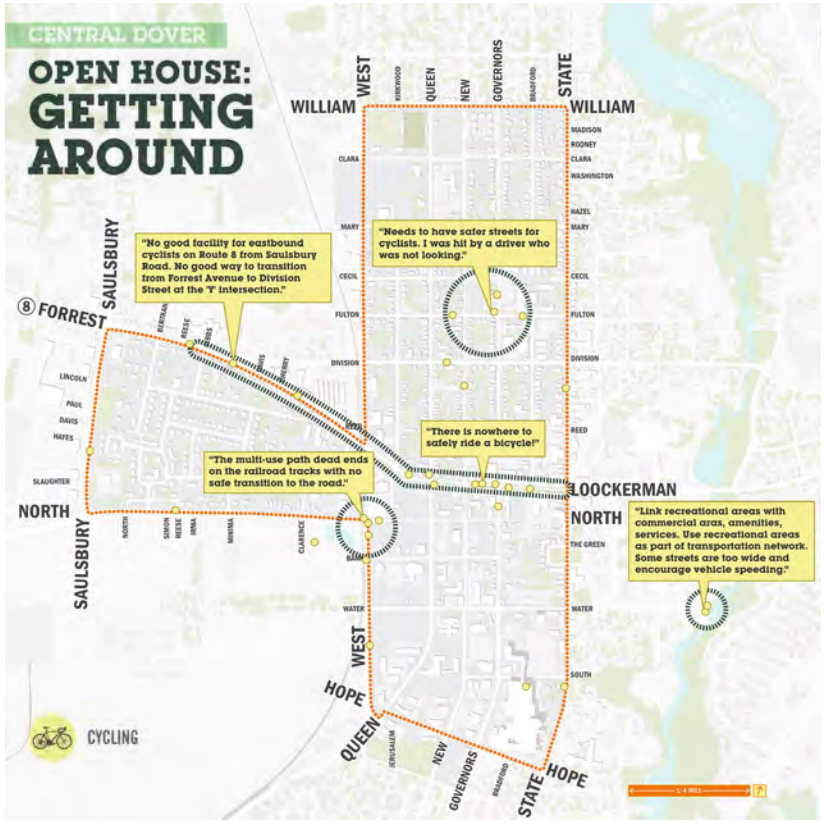


33 Potential regional rail connection

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

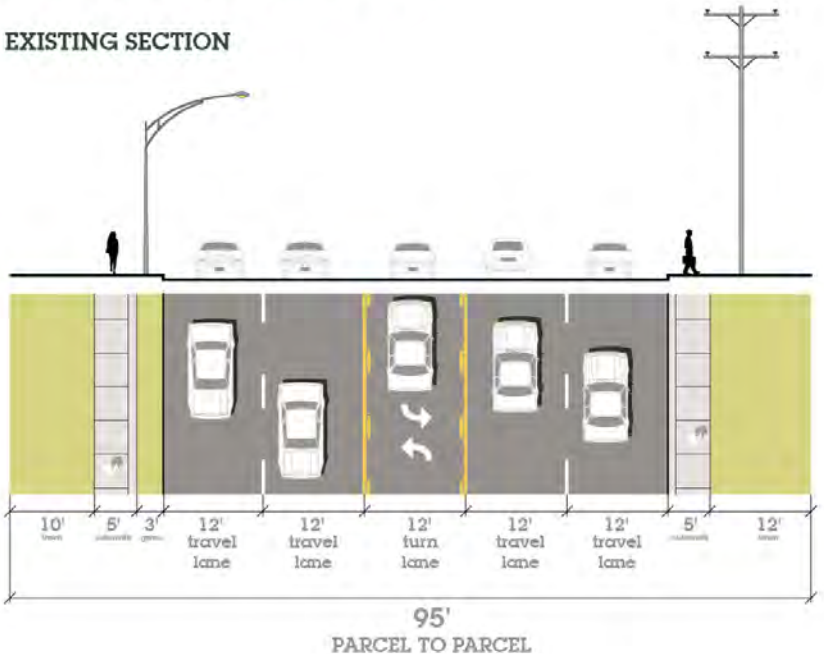
BUILD ON EXISTING BIKE INFRASTRUCTURE

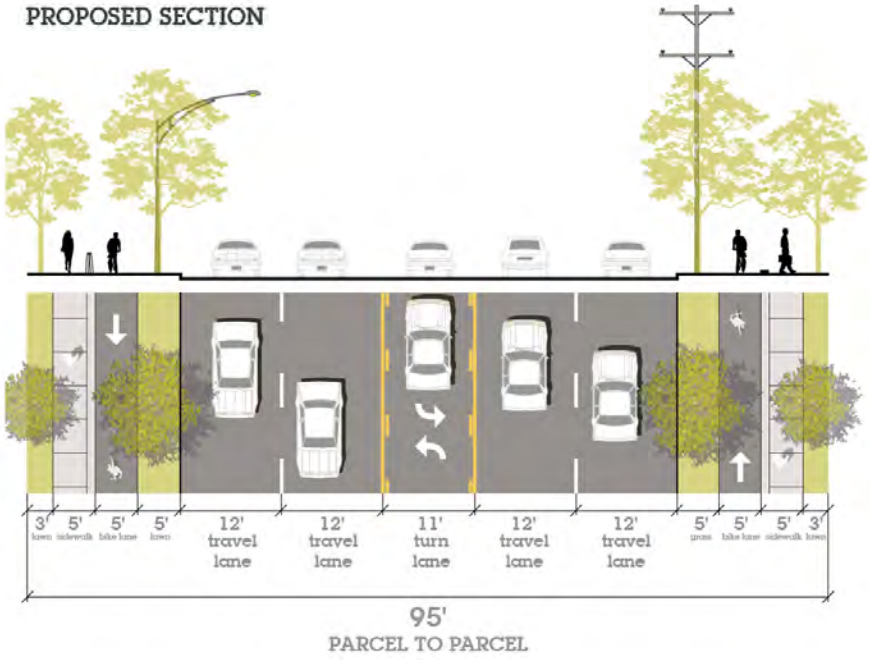
Parallel to the Restoring Central Dover planning process, the City of Dover conducted its own city-wide comprehensive bicycle and pedestrian planning process. The ideas related to bicycle and pedestrian improvements as a part of this study are intended to supplement this work with accessibility and public 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**

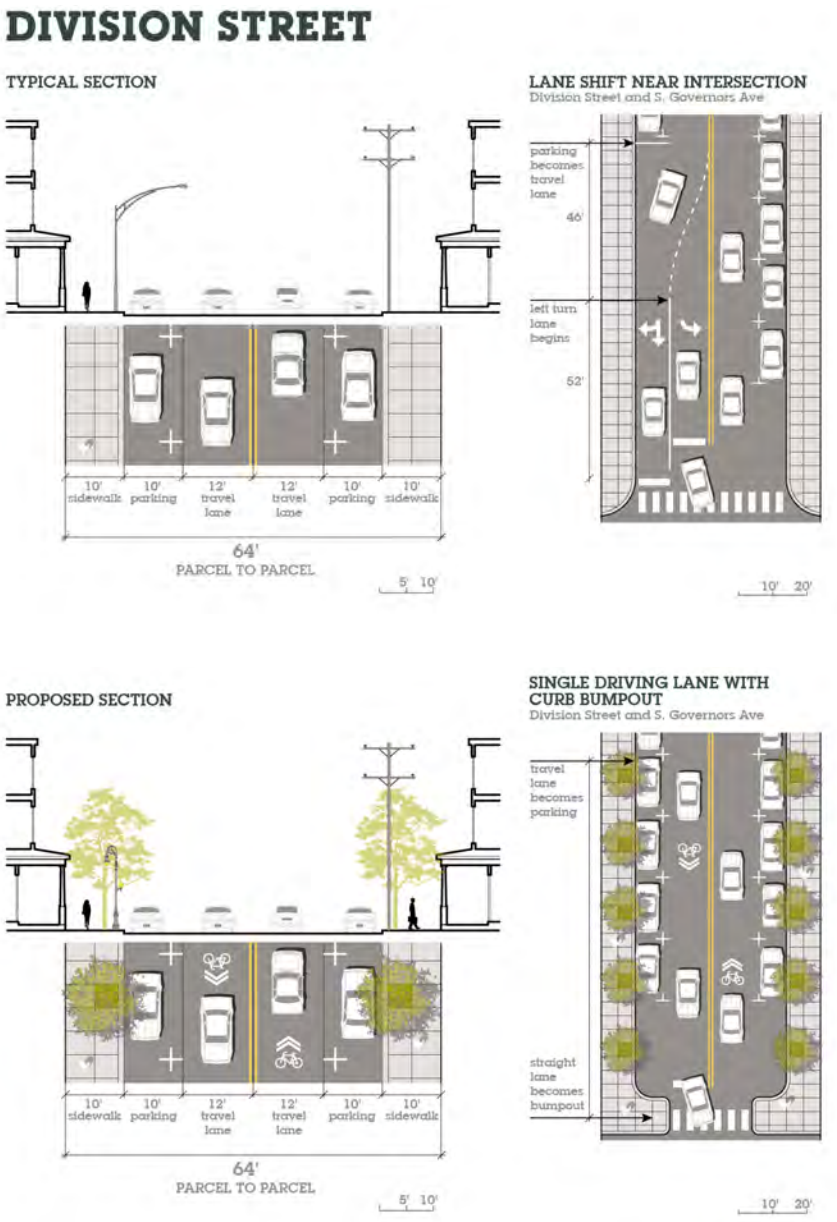
- As a main thoroughfare and secondary commercial corridor, there is much room to improve the streetscape along Division Street and make it safer for bikers and pedestrians. While some blocks have been recently repaved, there are some stretches of sidewalks along Division that have eroded entirely. Reconsidering 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 of 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!
Recreation/
Community
Center with Rock Climbing
Pool, indoor turf
stadium...

10 ENHANCE OPEN SPACES AND EXPAND GREEN INFRASTRUCTURE

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.

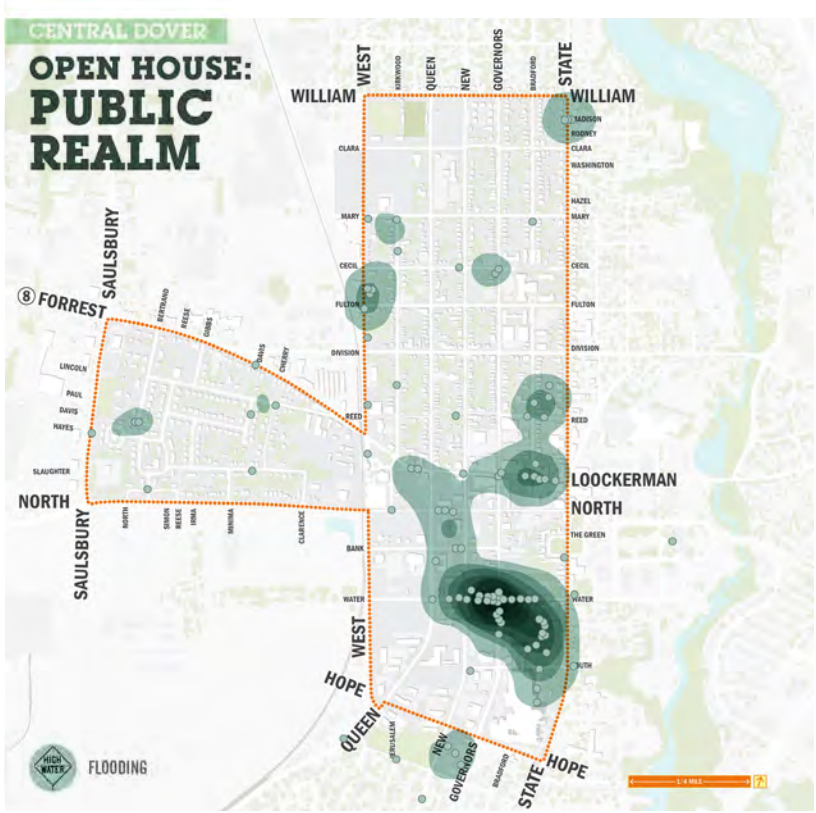
To establish a playstreet in Philadelphia, for example, an application with signatures from 75% of block residents must be filed with the Department of Recreation by the end of May. These streets can be programmed with equipment such as wading pools and sprinklers, volleyball nets, or basketball hoops, 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

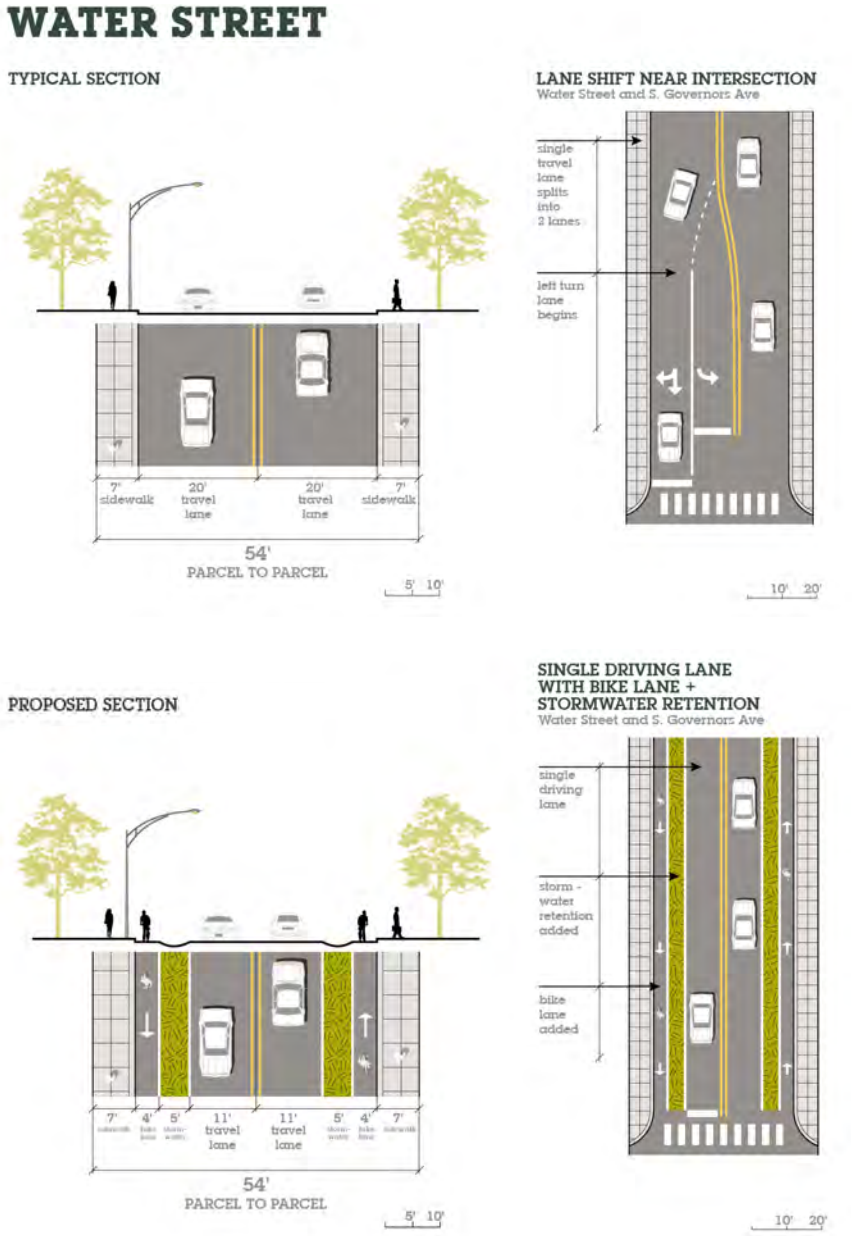
INTEGRATE GREEN STORMWATER MANAGEMENT ON WATER STREET

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

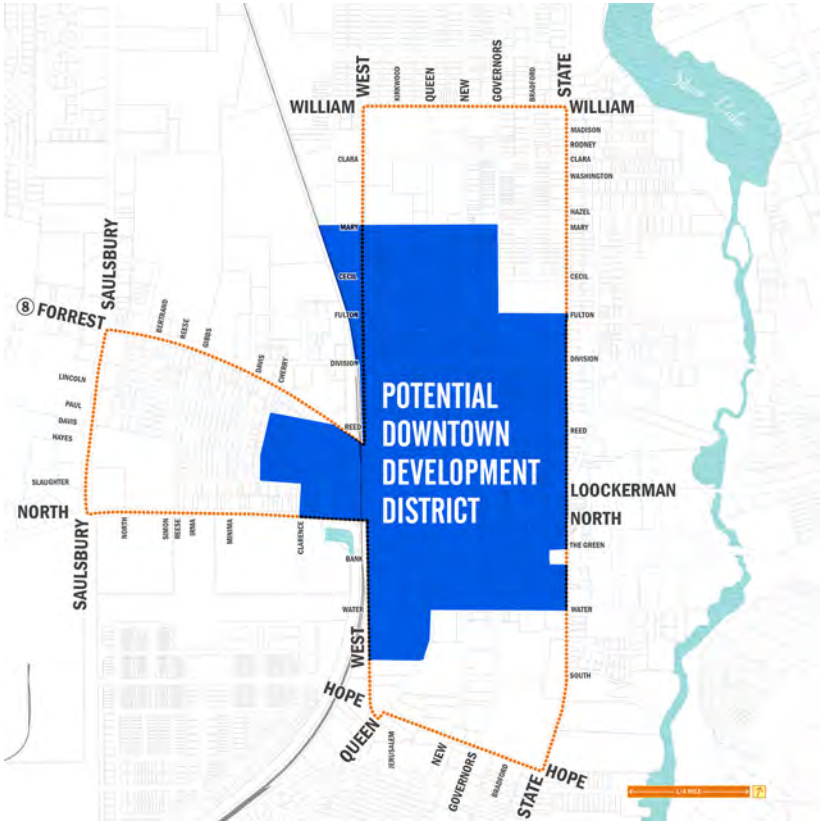
> Hand-deliver notice of the Plan's completion along with printed copies of the Executive Summary and a digital copy of the full plan to adjacent neighborhood organizations, local partners, city agencies, and foundations. Leave miniature versions of the Executive Summary in local stores, churches, etc.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

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			
SUPPORT EFFORTS TO EXPAND YOUTH ACTIVITY PROGRAMMING - Restablish 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							
	PROVIDE 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							$6,075,000

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							
	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.							

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 compliment 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							

UTILITY COMMITTEE

The Utility Committee Meeting was held on October 13, 2014 at 5:15 p.m. with Chairwoman Williams presiding. Members present were Mr. Perza, Mr. Blakeman, and Mr. Snaman. Mr. Slavin was absent. Members of Council present were Mr. Anderson and Mr. Dixon. Mayor Christiansen was also present.

AGENDA ADDITIONS/DELETIONS

Mr. Blakeman moved for approval of the agenda as presented, seconded by Mr. Snaman and unanimously carried.

Dedication of Rights-of-Way and Public Infrastructure - Village of Cannon Mill (Phases I, II, III, and IV)

Staff submitted a request that all public infrastructure improvements related to the Village of Cannon Mill (Phases I, II, III, and IV) be dedicated to the City of Dover for permanent ownership and maintenance. Members reviewed a list of the public improvements associated with each phase of the development, as well as a map showing the general location and configuration of the subject rights-of-way, broken into phases. The total construction value of the public improvements was $2,602,919.

Mr. Scott Koenig, City Manager, indicated that the original developer of the Village of Cannon Mill filed for bankruptcy, which resulted in work stoppage within the subdivision. The final wearing course and punch list items remained to be completed to meet the City of Dover standards and specifications for Public Works construction and had been outstanding for many years. He assured members that the City was prepared to complete the work required, pending rights-of-way and public infrastructure dedication, as well as acceptance of a paving improvements bid by City Council.

Mr. Koenig reminded members that in 2013, staff had submitted a request for the dedication of a portion of the Village of Cannon Mill. It was his recollection that, although the Committee recommended acceptance, when the matter was presented to City Council for approval there were concerns regarding bonding and a failed letter of credit that needed to be addressed. As a result, the dedication was deferred. At this time, he stated that staff was requesting the dedication of the entire subdivision's incomplete infrastructure, explaining that the City had been working with legislators to secure funding from the Community Transportation Fund (CTF). Mr. Koenig informed members that Mr. Tony Ashburn, Ashburn Homes, Inc., and Artisans' Bank had pledged funds, either through a letter of credit or letter of commitment, to complete the infrastructure in portions of the development in Phases III and IV; however, Mr. Koenig stated that the City had not been successful with action related to the original letter of credit with the First National Bank of Wyoming. He stated that the City had submitted a bank draft on the letter of credit and there was related correspondence between the attorneys. He noted that there had been several developers since the original developer, Moore Cannon Mill, and that the City did not secure the correct letters of credit to ensure that the protections would carry forward. As a result, the City was currently in the process of completing approximately $800,000 worth of infrastructure in the Village of Cannon Mill and, in order to obtain funding from the State CTF, the City needs to accept the dedication of the infrastructure and sign agreements to complete the infrastructure.

Mr. Koenig stated that there was currently a gap of approximately $300,000 between what is necessary to complete all infrastructure and the funding available associated with the complete paving and concrete finishing for the development.

Staff recommended acceptance of the dedication of rights-of-way and public infrastructure of the Village of Cannon Mill Subdivision, with the dedication to include all of the referenced public improvements.

Mr. Koenig advised members that during the City Council meeting scheduled for later in the evening, members would consider a request for approval of a construction contract that would allow approximately $824,000 of work to complete the rights-of-way and public infrastructure. He explained that the caveat on the bids was that the City would complete only the work which could be done with the funds the City has available. Rather than utilizing City funds, he stated it may be necessary to delay some of the paving until additional CTF funding becomes available from the State. He noted that approximately $550,000 in non-City funding was available for the project. Since some funding agreements were coming in under budget, he stated that it was the City's intention to move those excess monies, provided the State legislators agree to the project. However, he expressed the need to first accept the dedication of rights-of-way and public infrastructure of the Village of Cannon Mill Subdivision. He advised members that the subdivision was originally proposed to consist of 375 units and 250-275 units had been constructed, explaining that some residents had lived there since 2005, 2006, 2007, etc. He explained the difficulty in providing services (snow removal, street sweeping, etc.) since the roads had not been completed.

Responding to Mr. Perza, Mr. Koenig stated that the total value of all infrastructure was $2.6M; however, the only financial risk the City would have if funding were not received from the State would be the costs of paving the roadways, in the amount of $825,000. He explained that the City had received commitment letters from the legislators and letters of credit totaling $540,000; therefore, the maximum exposure for the City would be $285,000. However, he stated that the City would only complete the work for which the City had obtained funding and then return to legislators to request additional funds during their next funding of CTF projects. Although legislators are provided CTF funds on July 1st of each year, they do not always use all available funding. Mr. Koenig noted that Representative Darryl Scott had committed a large portion of the required funding, in the amount of $250,000, for this project; Senator Brian Bushweller had committed up to $65,000; and Senator Colin Bonini had committed approximately $5,000. Mr. Koenig stated that there may be additional funding available as a result of other agreements coming in under budget between the current time and when the work is actually completed.

In response to Mrs. Williams' question regarding why the letter of credit was not secured, Mr. Koenig explained that typical letters of credit are "evergreen", renewing automatically unless returned by the City. In this instance, the original developer, Moore Cannon Mill, obtained a one (1) year letter of credit from the First National Bank of Wyoming which was very specific in the funding language that it would only be active for one (1) year. In addition, Mr. Koenig stated that Moore Cannon Mill sold the development to another LLC that was associated with the Robino Corporation. As a result, the City did not check the expiration date of the letter of credit since they typically automatically renew until given back. Therefore, although the City had the original letter of credit, it had an expiration date, and no additional letter of credit was provided for the project.

Responding to additional questions of Mrs. Williams, Mr. Koenig stated that the new developer had made promises to complete the infrastructure and request the dedication by the City. However, when the economy declined, there were three (3) developments (Village of Westover, Nottingham Meadows, and Village of Cannon Mill) whose developers claimed bankruptcy. The Village of Cannon Mill was the only development for which the City was not provided protective documentation. He stated that the letter of credit provided to the City was issued by the First National Bank of Wyoming and was unfamiliar to staff, explaining that all other letters of credit were received from Wilmington Trust and had a very specific format that is familiar to staff. Mr. Koenig stated that, as a result, staff made an error in this regard and he took full responsibility for this oversight. He stated that the developers who currently hold property in the development, Artisans' Bank and Mr. Ashburn, had committed funds to pave the roadway in front of their properties and that approximately $95,000 of the $540,000 related to these properties.

Mr. Koenig stated that if the City were unable to obtain the $825,000 necessary to complete the projects and had only $540,000, it would leave approximately one quarter of the paving work incomplete until additional funds could be obtained. He advised members that the extension of Tribbett Street was currently under construction in association with the construction of Leander Lakes Apartments and that there had been several complaints and concerns regarding that connection opening, which was a condition of the Planning Commission approval of the construction of the new Dover High School. He noted that the legislators had quietly questioned if the opening of this interconnection was best and he explained that any change would require approval from the Planning Commission. Mr. Koenig stated that, although there had been concerns with the possibility of a lot of "cut through" traffic in the Village of Cannon Mill, there had been no test done to make this determination.

Mrs. Williams suggested, if the City does not obtain the necessary funds to complete Phase IV of the development, that the service road be closed to traffic until all roadways have been completed. Responding, Mr. Koenig felt that this was a matter that could be discussed in the future.

Mr. Perza moved to recommend approval of staff's recommendation for the acceptance of the dedication of rights-of-way and public infrastructure for the Village of Cannon Mill, to include all of the referenced public improvements, and contingent upon the City obtaining third-party matching funds, as described by staff, being lines of credit and grants from the Community Transportation Fund; there being the understanding that if it becomes necessary at some point in the future, City Council can remove the contingency. The motion was seconded by Mr. Blakeman and unanimously carried. *(City Clerk's Office Note: Due to time constraints, this item was placed on the Council agenda for the meeting being held later in the evening.)*

Tudor Pump Station - Acceptance and Dedication of Infrastructure

Mr. Scott Koenig, City Manager, reminded members that the Tudor Industrial Park was constructed during the 1990s. Since that time, all City Managers (including James O'Connor, Anthony DePrima and Scott Koenig) were willing to present the associated private wastewater pump station to City Council for dedication as long as minimum upgrades were made by the owner to meet current City of Dover requirements. Mr. Koenig informed members that the owner completed the upgrade requirements to the subject station, which provides wastewater service for multiple buildings within and immediately adjacent to the Tudor Industrial Park.

Mr. Koenig advised members that the current station was not compatible with the City of Dover's Wastewater System Supervisory Control and Data Acquisition (SCADA) system, which notifies the City's 24/7 Systems Operations Center when problems with a station arise. Instead, he explained, this pump station had a beacon light which flashes when there is a problem with the station. If the light is on, anyone from the neighboring communities can contact the Systems Operations Center and report the situation. This same protocol exists at another pump station located on Maureen Place in the Wild Meadows development. He stated that an easement had been drafted, as well as a good faith agreement with the property owners to contact the City if they observe the beacon light flashing.

Mr. Koenig indicated that the estimated value of the pump station was $43,000 and it would become a part of the City's inventory upon its acceptance and dedication.

Staff recommended that City Council accept the dedication of the Tudor Pump Station to allow the City of Dover Department of Public Works to take on all operation and maintenance responsibilities in an effort to protect and maintain the safety, health, and welfare of the public in this area. However, Mr. Koenig stated that the City of Dover would not accept responsibility of the gravity wastewater system internal to the site, as that infrastructure would remain the responsibility of the property owner.

Responding to Mr. Perza, Mr. Koenig assured members that the City had conducted an inspection of the pump station and found it to be adequate for dedication.

Mr. Perza moved to recommend the acceptance and dedication of the Tudor Pump Station to allow the City of Dover Department of Public Works to take on all operation and maintenance responsibilities (excluding the gravity wastewater system internal to the site, as that infrastructure will remain the responsibility of the property owner) in an effort to protect and maintain the safety, health, and welfare of the public in this area, as recommended by staff, seconded by Mr. Blakeman and unanimously carried.

TEA/NAES Report *(July and August)*

The TEA/NAES Monthly Reports for July and August 2014 were provided to members to enable them to monitor electric sales and revenues received, which will provide a better understanding of any fluctuations that occur and allow the opportunity to make improvements if deemed necessary.

Mr. Scott Koenig, City Manager, referred to Page 12 of the August report, and noted that it provided a year-to-date summary. Thus far, he stated that the City was $1M positive for operations. He explained that the load had been lower since it had been a cool year, resulting in lower costs as well as lower revenues. During the summer, there were several opportunities for Units 1, 2, and 3 to run; therefore, the generation revenues were higher than budgeted. As a result of the cool weather this year, he stressed the importance of monitoring revenues, explaining that although the City's expenses were reduced, a certain amount of revenues is necessary to maintain percentages and budgets.

Referring to Pages 8 and 9 of the August Report, Mr. Blakeman noted the City wrote off $13,825 of Solar Renewable Energy Credits (SREC) by retiring them and that there is only one (1) viable market located in Philadelphia. He questioned if it was required for the credits to be sold at the

current rate or if they could be sold at a discount. Responding, Mr. Koenig indicated that, although he did not know the answer to that specific question, the City was acting on the advice of both The Energy Authority (TEA) and Mr. Harry Maloney, City of Dover Electric Director.

Responding to Mr. Anderson, Mr. Koenig stated that although the City had generated more electricity than planned, there had not been any associated increase in maintenance costs; however, it had been necessary to buy fuel oil. Mr. Koenig explained that as a result of the previous severe winter, PJM had issued new requirements and the City had to increase the fuel oil levels at McKee Run, at a cost of approximately $750,000, to meet reserve requirements for running on fuel oil. He stated that staff had concerns and, after discussions with TEA, the offer price of Units 1, 2, and 3 had been changed earlier in the year with the intent they would run more often, with the assurance that this would not cause higher maintenance costs. Mr. Koenig advised members that this had held true to date and the City was still anticipating the retirement of Units 1 and 2. He noted that staff was very conscious of those units running due to potential concerns of any expenses that would result from unplanned required maintenance, or taking the risk of not doing the maintenance. He stated that these issues are discussed monthly at the staff level and include discussions with TEA.

Mr. Koenig reminded members that a decision was made to take Units 1 and 2 out in Power Year 2018, which would result in 34 megawatts of capacity that must be replaced, and it had not yet been determined how this would occur. The power purchase agreement being discussed with Calpine, if it comes to fruition as intended, could replace the 34 megawatts and provide additional capacity. He advised members that other options were being evaluated, such as building some type of combustion turbine that would replace that power or potentially partnering with the Delaware Municipal Electric Corporation (DEMEC) or others to build generation.

Mr. Blakeman requested that an asterisk be placed next to those items on the PJM invoice that make up the PJM credit or that these items be somehow highlighted, noting that he was having difficulty determining this.

By unanimous consent, members recommended acceptance of the TEA/NAES Monthly Reports for July and August 2014.

Mr. Snaman moved for adjournment, seconded by Mr. Blakeman and unanimously carried.

Meeting adjourned at 5:53 p.m.

Beverly C. Williams
Chairwoman

BCW/TM/js/dd/jg
S:\AGENDAS-MINUTES-PACKETS-PRESENTATIONS-ATT&EXH\Committee-Minutes\2014\10-13-2014 UTILITY.wpd

CITY OF DOVER
FISCAL YEAR JULY 1, 2014 TO JUNE 30, 2015
QUARTERLY REVENUE REPORT
As of September 2014

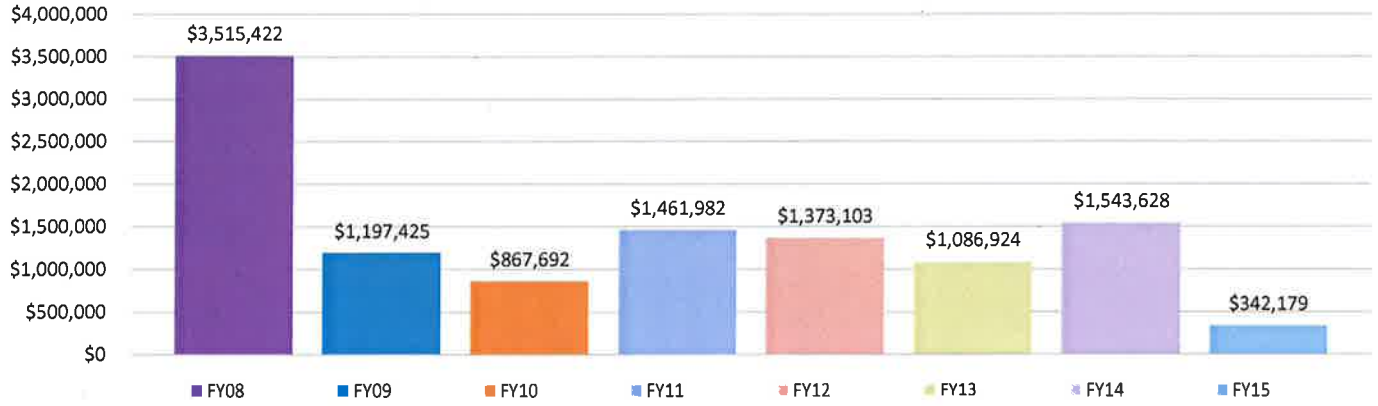
				25.0%					
	GENERAL FUND	**FY15 BUDGET**	**YTD REVENUES**	**% BUDGET RECEIVED**	**FY14 PROJ'D**	**FY15 BUDGET**	**COMMENTS**	**FY14 REVENUES**	**FY13 REVENUES**
1	Property Taxes	$ 10,782,200	$ 10,745,500	99.7%	$10,778,300	$ 10,782,200		$ 10,777,800	$ 10,768,815
2	Payment In Lieu of Taxes	317,000	43,200	13.6%	317,200	317,000	Luther Towers	316,700	357,580
3	Transfer from Electric Fund	10,000,000	500,000	6.3%	8,000,000	10,000,000	Timing of cash requirements	8,000,000	8,000,000
4	Intrafund Service Receipts Electric	3,508,100	752,500	21.1%	3,487,200	3,508,100		3,442,100	3,195,818
5	Transfer from Transfer Tax Fund	1,250,000	329,200	23.6%	**1,393,000**	1,250,000	Thru September	1,543,700	1,107,959
6	Business Licenses	1,460,000	1,371,400	93.9%	1,460,000	1,460,000		1,487,400	1,462,503
7	Intrafund Service Receipts Water/Wastewater	1,354,900	288,300	21.2%	1,350,000	1,354,900		1,219,100	1,046,492
8	Sanitation Fees	2,595,600	645,500	24.9%	2,595,600	2,595,600		2,595,600	2,624,877
9	Permits & Other Licenses	1,354,200	380,300	28.5%	1,300,500	1,354,200		1,604,200	1,162,765
10	Transfer from Municipal Street Aid Fund	663,900	-	0.0%	663,900	663,900		663,900	531,121
11	Fines & Police Revenue	629,300	237,300	41.3%	573,900	629,300		646,600	612,193
12	Police Extra Duty Fees	659,500	26,400	4.1%	650,000	659,500		562,900	703,575
13	Transfer from Police Grant Funds	124,000	3,100	2.4%	126,800	124,000		80,200	113,980
14	Court of Chancery Fees	1,023,000	262,100	26.2%	1,002,200	1,023,000	Thru September	945,300	917,700
15	Transfer from Water/Wastewater Fund	500,000	125,000	25.0%	500,000	500,000		500,000	500,000
16	Transfer from Civil Traffic Penalties Fund	500,000	59,900	16.3%	368,400	500,000	August 2014; Still waiting on July/Sept.	320,500	299,828
17	Library Revenues & County Reciprocal Pymt	521,600	57,200	10.8%	530,500	521,600		498,600	471,065
18	Franchise Fees	636,000	-	0.0%	636,000	636,000	Due in Sept/Oct;	563,800	618,347
19	General Fund Grant Receipts	623,500	-	0.0%	623,500	623,500		571,000	777,987
20	Recreation Revenue	148,800	27,200	18.3%	148,800	148,800		151,900	144,490
21	Other Miscellaneous Receipts	159,300	58,700	28.8%	203,600	159,300		482,750	228,729
22	Interest Income	40,000	4,300	10.8%	40,000	40,000		21,400	93,173
	TOTALS	$ 38,850,900	$ 15,917,100	42.9%	$36,749,400	$ 38,850,900		$ 36,995,450	$ 35,738,997
	Final Budget							**$ 37,127,200**	**$ 35,569,000**

CITY OF DOVER
FISCAL YEAR JULY 1, 2014 TO JUNE 30, 2015
QUARTERLY REVENUE REPORT
As of September 2014

	WATER/WASTEWATER FUND	FY15 BUDGET	YTD REVENUES	25.0% % BUDGET RECEIVED	FY14 PROJ'D	FY15 BUDGET	COMMENTS	FY14 REVENUES	FY13 REVENUES
1	Water Fees	$ 4,616,400	$ 1,347,200	30.6%	$ 4,396,000	$ 4,616,400		$ 4,459,800	$ 4,551,840
2	Wastewater Fees	3,706,800	1,013,300	28.7%	3,529,000	3,706,800		3,562,400	3,564,615
3	Wastewater Adjustment Fees - County Trtmt	2,902,600	828,900	28.6%	2,900,000	2,902,600		2,930,300	2,926,616
4	Groundwater Inflow Adjustment	1,862,500	468,700	36.0%	1,302,300	1,862,500		1,316,200	1,314,033
5	Water Impact Fees	472,700	90,300	34.4%	262,700	472,700		252,200	220,362
6	Wastewater Impact Fees	427,900	81,700	34.3%	237,900	427,900		230,200	385,986
7	Water Tank Space Leasing	331,900	27,200	8.5%	321,200	331,900		360,300	300,067
8	Interest Income	23,000	-	0.0%	10,000	23,000		-	13,507
9	Other Miscellaneous Revenues	156,600	17,700	27.5%	64,400	156,600		65,900	73,312
10	Grant Receipts	-	-	0.0%	-	-		-	50,876
	TOTALS	$ 14,500,400	$ 3,875,000	29.8%	$13,023,500	$ 14,500,400		$ 13,177,300	$ 13,401,214
	Final Budget							**$ 13,023,500**	**$ 13,822,200**

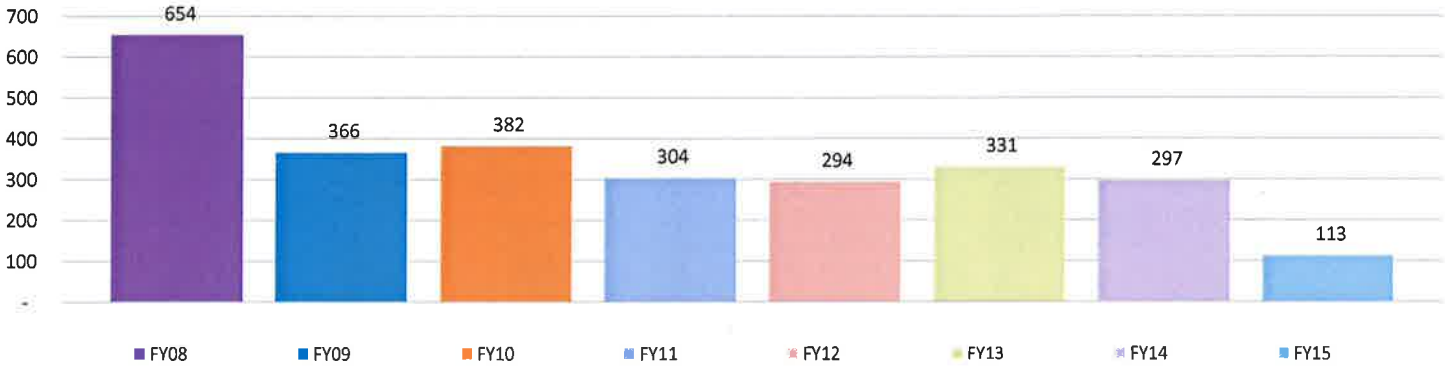
	ELECTRIC REVENUE FUND	FY15 BUDGET	YTD REVENUES	25.0% % BUDGET RECEIVED	FY14 PROJ'D	FY15 BUDGET	COMMENTS	FY14 REVENUES	FY13 REVENUES
1	Sales to Customers	$ 78,043,000	$ 21,709,400	27.5%	$78,792,300	$ 78,043,000		$ 76,928,300	$ 86,887,345
2	Purchased Power Adjustment	-	-	0.0%	-	-		-	-
3	Utility Tax	1,296,900	355,200	27.1%	1,309,300	1,296,900		1,259,000	1,443,852
4	Transfer from Rate Stabilization Reserve	2,000,000	-	0.0%	7,000,000	2,000,000		7,000,000	5,400,000
5	Miscellaneous Revenue	954,600	255,300	28.7%	889,100	954,600		906,300	2,026,127
6	Interest Income	12,000	1,800	15.0%	12,000	12,000		(5,000)	137,718
7	Intrafund Service Fees - Water/Wastewater	-	-	0.0%	98,500	-		94,200	136,413
	TOTALS	$ 82,306,500	$ 22,321,700	25.3%	$88,101,200	$ 82,306,500		$ 86,182,800	$ 96,031,455
	Final Budget							**$ 88,283,600**	**$ 95,971,700**

Transfer Taxes - Annual Receipts
Through September 2014

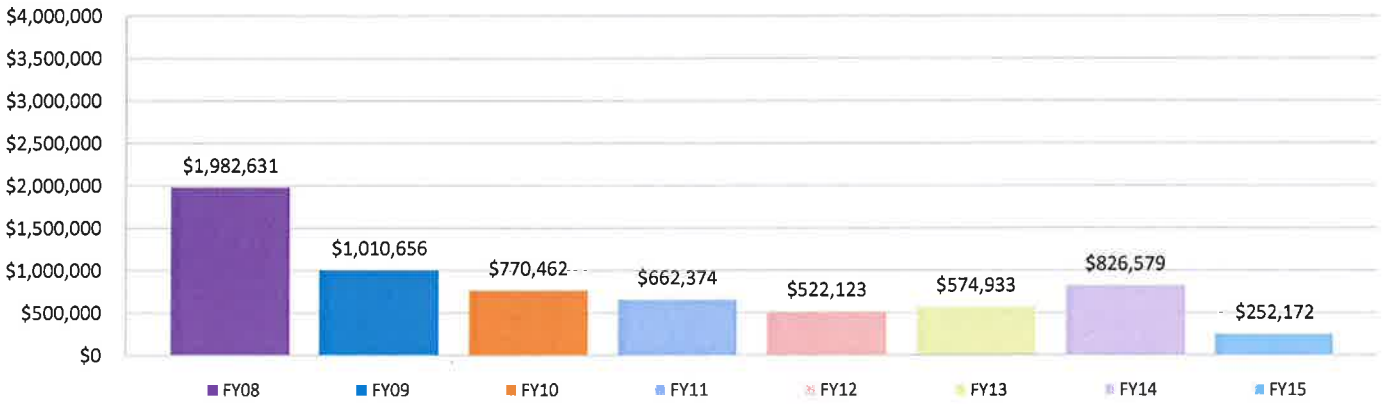


	2008	2009	2010	2011	2012	2013	2014	2015
Avg. Receipt $	$3,074	$2,777	$2,033	$2,238	$1,838	$1,780	$2,890	$2,292

Transfer Taxes - Annual Applications
Through September 2014



Transfer Taxes - Annual Receipts Excluding Large Receipts
(Properties Valued over $1 million)
Through September 2014



City of Dover

Memorandum

Office of the City Manager
PO Box 475
Dover, DE 19903
Phone: (302) 736-7005
Fax: (302) 736-7002
E-mail: skoenig@dover.de.us

To: Mayor and City Council

From: Scott D. Koenig, P.E., City Manager

Date: October 20, 2014

Subject: Semi Annual Inspection – Robbins Hose Company

In accordance with Section 46-43 of the City Code, I performed the required semi-annual inspection of the Dover Fire Department on Friday, October 17, 2014 at 1:30 p.m. with Chief Matthew Carey. This inspection was held at Robbins Hose Station No. 1. The following items were discussed:

1) As a follow up to the last inspection of Station #1 in October 2013, the Chief indicated there were no problems to report related to the asphalt parking lot, the building structure or vehicles associated with Station #1. There was some minor discussion about private vehicles parking in the lot area adjacent to Bradford Street for extended periods of time; however, no action is necessary as this time.

2) The Chief and City Manager reviewed the various types of response calls identified on the monthly report so the City Manager has a better understanding of the types of calls to which personnel are responding.

3) The City Manager reiterated the request to create electronic files of the maintenance records for each vehicle in the inventory and store those files and the associated summary spreadsheets in the Fortis system so they can be reviewed by city staff and are readily available for future considerations of vehicle replacements. The City Manager spoke with the Fire Chief's Assistant, Mr. Patrick Smith, several days prior to the inspection regarding the same request.

4) The Fire Chief will include a summary report regarding type of alarm and attendance in future monthly reports. A copy of the type of information being requested is attached for reference purposes.

As of the writing of this report, an offer for employment has been extended for the vacant Fire Dispatcher position. The Robbins Hose Company continues to provide an outstanding level of service to the City of Dover and the unincorporated areas of the fire district. Please feel free to contact me if you have any questions or concerns.

SDK/yml
Attachment

cc: Matthew Carey, Fire Chief
Donna Mitchell, Controller
Patrick Smith, Fire Chief's Assistant

Dover Fire Department

Alarm Attendance Report

From 7/1/2014 to 10/17/2014

[redacted]	General	Silent	Crew	Officer	Mult	Total
[redacted]	0	0	0	0	0	0
[redacted]	0	0	0	0	0	0
[redacted]	0	0	0	0	0	0
[redacted]	0	0	0	0	0	0
[redacted]	0	0	0	0	0	0
[redacted]	0	0	0	0	0	0
[redacted]	0	0	0	0	0	0
Total Alarms By Catagory	**187**	**82**	**6**	**77**	**1**	**353**
Total Attendance	**3,551**	**1,060**	**77**	**376**	**43**	**5,107**
Average Attendance	**18.99**	**12.93**	**12.83**	**4.88**	**43.00**	**14.47**

PETITION TO AMEND THE ZONING DISTRICT
First Reading before the Dover City Council
October 27, 2014

Applicants/Owners:	West Division Holdings LLC
Address:	603 West Division Street
Location:	North side of West Division Street, immediately west of the railroad tracks
Tax Parcel ID #:	ED05-076.08-01-19.00-000 ED05-076.08-01-19.01-000
Size:	31,003 SF +/-
Present Use:	Vacant
Proposed Use:	Car Dealership
Comprehensive Plan Designation:	Industrial and Public Utilities
Present Zoning:	M (Manufacturing Zone)/COZ-1 (Corridor Overlay Zone)
Proposed Zoning:	C-3 (Service Commercial Zone)/COZ-1 (Corridor Overlay Zone)
Reason for Request:	To allow for auto dealership
File Number:	Z-14-03
Ordinance Number:	2014-23

City of Dover

Department of Planning & Inspections

Application No.: Z-14-03



Plan Title: 603 West Division Street
Location: West Division Street, west of railroad tracks
Plan Type: Rezoning
Tax Parcels: ED-05-076.08-01-19.00-000 & ED-05-076.08-01-19.01-000
Current Zoning: M and COZ-1
Proposed Zoning: C-3 and COZ-1
Owners: West Division Holdings, LLC
Date: 10/21/14

Legend

- Dover Parcels
- Zoning
- Subject Parcels

N W E S

0 165 330 660 Feet

FIRST READING

CITY OF DOVER
PROPOSED ORDINANCE #2014-23

AN ORDINANCE AMENDING THE ZONING ORDINANCE AND ZONING MAP OF THE CITY OF DOVER BY CHANGING THE ZONING DESIGNATION OF TWO (2) PARCELS OF PROPERTY LOCATED AT 603 WEST DIVISION STREET

WHEREAS, the City of Dover has enacted a zoning ordinance regulating the use of property within the limits of the City of Dover; and

WHEREAS, it is deemed in the best interest of zoning and planning to change the permitted use of two (2) parcels of property described below from M (Manufacturing Zone) and subject to the COZ-1 (Corridor Overlay Zone) to C-3 (Service Commercial Zone) and subject to the COZ-1 (Corridor Overlay Zone).

NOW, THEREFORE, BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:

1. That from and after the passage and approval of this ordinance the Zoning Map and Zoning Ordinance of the City of Dover have been amended by changing the zoning designation from M (Manufacturing Zone) and subject to the COZ-1 (Corridor Overlay Zone) to C-3 (Service Commercial Zone) and subject to the COZ-1 (Corridor Overlay Zone) on two (2) parcels of property located at 603 West Division Street, on the north side of West Division Street just west of the railroad tracks, consisting of 16,538 S.F.$^{+/-}$ and 14,465 S.F.$^{+/-}$, owned by West Division Holdings, LLC.
   (Tax Parcel: ED-05-076.08-01-19.00-000 and ED-05-076.08-01-19.01-000; Planning Reference Z-14-03)

ADOPTED: *

S:\ORDINANCES\2014\DRAFT\Ordinance #2014-23 Rezoning - 603 West Division Street-First Reading.wpd

Actions History
10-27-2014 - Scheduled for First Reading by Council

Draft

CITY OF DOVER ORDINANCE # 2014 - 22
2014-2015 BUDGET ORDINANCES - FIRST AMENDMENT

GOVERNMENTAL CAPITAL PROJECTS FUND
REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Eight Million, Seven Hundred Fifty Four Thousand, Nine Hundred Dollars ($8,754,900) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1,2014 and ending June 30, 2015:

REVENUES

	ORIGINAL 2014/15 BUDGET	REVISED 2014/15 BUDGET
BEGINNING BALANCE	$ 117,100	$ 2,323,100
BEGINNING BALANCE - LIBRARY PROJECT	-	330,500
REVENUES		
STATE GRANTS - OTHER	153,000	208,000
PROPOSED BOND/BANK PROCEEDS - Street	2,661,100	2,675,000
LEASE PURCHASE OF FIRE AND POLICE EQUIPMENT	918,300	918,300
TRANSFER FROM GENERAL FUND FOR PROJECTS	2,196,000	2,196,000
TRANSFER FROM PARKLAND RESERVE	-	104,000
TOTAL REVENUES	5,928,400	6,101,300
TOTAL BEGINNING BALANCE AND REVENUES	**$ 6,045,500**	**$ 8,754,900**

EXPENSE SUMMARY

DEPARTMENT EXPENSES	ORIGINAL 2014/15 BUDGET	REVISED 2014/15 BUDGET
FIRE	$ 827,300	$ 827,300
GROUNDS MAINTENANCE	68,100	86,700
RECREATION	146,000	364,400
POLICE	499,100	499,100
STREETS	1,370,300	1,793,800
STREETS - GARRISON FARM INFRASTRUCTURE	2,600,000	4,226,700
SANITATION	256,500	256,500
CENTRAL SERVICES	-	55,000
BOND/LOAN ISSUANCE COST	61,100	61,100
DEPARTMENT SUBTOTAL	5,828,400	8,170,600
TRANSFERS & MISCELLANEOUS EXPENSES		
TRANSFER TO PARKLAND RESERVE	100,000	100,000
TRANSFER TO CAPITAL PROJECT RESERVE	-	330,500
TRANSFERS & MISCELLANEOUS SUBTOTAL	100,000	430,500
TOTAL EXPENSES AND TRANSFERS	5,928,400	8,601,100
CURRENT YEAR BALANCE	117,100	153,800
TOTALS	**$ 6,045,500**	**$ 8,754,900**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED:

2014-2015 BUDGET ORDINANCES - FIRST AMENDMENT CONTINUED

WATER/WASTEWATER IMPROVEMENT & EXTENSION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Seventeen Million, Four Hundred Twenty Eight Thousand, One Hundred dollars ($17,428,100) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

CASH RECEIPTS

	ORIGINAL 2014/15 BUDGET	REVISED 2014/15 BUDGET
PRIOR YEAR BALANCE - WATER	$ 1,021,200	$ 7,490,100
PRIOR YEAR BALANCE - WASTEWATER	1,060,000	5,597,400
TOTAL BEGINNING BALANCES	2,081,200	13,087,500
RECEIPTS		
TRANS FROM OPERATING FUND FOR WATER	1,200,000	1,200,000
TRANS FROM OPERATING FUND FOR WASTEWATER	1,800,000	1,800,000
TRANSFER FROM WASTEWATER IMPACT FEE RESERVE	1,315,600	1,315,600
INTEREST INCOME	25,000	25,000
TOTAL RECEIPTS	4,340,600	4,340,600
TOTALS	**$ 6,421,800**	**$ 17,428,100**

EXPENSE SUMMARY

EXPENSES	ORIGINAL 2014/15 BUDGET	REVISED 2014/15 BUDGET
WATER	$ 1,336,900	$ 7,526,500
WASTEWATER	3,273,200	7,757,300
WATER TREATMENT PLANT	38,100	38,100
TOTAL EXPENSES	4,648,200	15,321,900
CURRENT YEAR BALANCE - WATER	858,700	1,138,000
CURRENT YEAR BALANCE - WASTEWATER	914,900	968,200
CURRENT YEAR BALANCE SUBTOTALS	1,773,600	2,106,200
TOTALS	**$ 6,421,800**	**$ 17,428,100**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED:

2014-2015 BUDGET ORDINANCES - FIRST AMENDMENT CONTINUED

ELECTRIC UTILITY IMPROVEMENT AND EXTENSION FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating Ten Million, Nine Hundred Eighty Seven Thousand Nine Hundred Dollars ($10,987,900) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

CASH RECEIPTS

	ORIGINAL 2014/15 BUDGET	REVISED 2014/15 BUDGET
BEGINNING BALANCE	$ 3,362,200	$ 5,963,100
RECEIPTS		
TRANSFER FROM ELECTRIC	4,750,000	4,750,000
GENERAL SERVICE BILLING	250,000	250,000
INTEREST EARNINGS	24,800	24,800
TOTAL RECEIPTS	5,024,800	5,024,800
TOTALS	**$ 8,387,000**	**$ 10,987,900**

EXPENSE SUMMARY

EXPENSES	ORIGINAL 2014/15 BUDGET	REVISED 2014/15 BUDGET
ELECTRIC GENERATION	$ 2,240,000	$ 2,739,300
TRANSMISSION AND DISTRIBUTION	1,033,000	1,574,100
ELECTRICAL ENGINEERING	1,663,100	3,030,300
TOTAL EXPENSES	4,936,100	7,343,700
CURRENT YEAR BALANCE	3,450,900	3,644,200
TOTALS	**$ 8,387,000**	**$ 10,987,900**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED:

2014-2015 BUDGET ORDINANCES - FIRST AMENDMENT CONTINUED

COMMUNITY TRANSPORTATION IMPROVEMENT FUND
CASH RECEIPTS/REVENUES AND BUDGET FOR 2014-2015

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE CITY OF DOVER, IN COUNCIL MET:
The amount hereinafter named aggregating One Million, Eight Hundred Twenty One Thousand Eight Hundred Dollars ($1,821,800) or so much thereof as may be necessary are hereby appropriated from current revenues and other funds for the use by several departments of the Municipal Government for the fiscal year beginning July 1, 2014 and ending June 30, 2015:

OPERATING REVENUES

	ORIGINAL 2014/15 BUDGET	REVISED 2014/15 BUDGET
PRIOR YEAR BALANCE	$ 78,900	$ 143,500
GRANTS REVENUE - DELDOT	500,000	1,677,800
INTEREST INCOME	500	500
TOTAL REVENUES	500,500	1,678,300
TOTALS	**$ 579,400**	**$ 1,821,800**

OPERATING EXPENSES

	ORIGINAL 2014/15 BUDGET	REVISED 2014/15 BUDGET
PROGRAM EXPENSES - DELDOT	$ 500,000	$ 1,677,800
TOTAL EXPENDITURES	500,000	1,677,800
CURRENT YEAR BALANCE	79,400	144,000
TOTALS	**$ 579,400**	**$ 1,821,800**

The City Manager is hereby authorized, without further approval of the City Council, to make interdepartmental transfers of up to five percent of the amount hereinafter appropriated to any department with the exception of any transfers prohibited by City Procedure #F306.

ADOPTED: