ECONOMIC DEVELOPMENT COMMITTEE
AGENDA

OCTOBER 9, 2018 - 4:45 P.M.

CITY HALL COUNCIL CHAMBERS
15 LOOCKERMAN PLAZA
DOVER, DELAWARE

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

AGENDA ADDITIONS/DELETIONS

1. **UPDATE - FEDERAL OPPORTUNITY ZONE PROGRAM (PATRICIA CANNON, STATE DIVISION OF SMALL BUSINESS)**

2. **UPDATE - DRAFT 2019 COMPREHENSIVE PLAN, CHAPTER 10 - ECONOMIC DEVELOPMENT**

3. **REPORT - SITE TOUR FOR KENT ECONOMIC PARTNERSHIP (KEP) AND DELAWARE PROSPERITY PARTNERSHIP (DPP)**

4. **ADJOURNMENT BY 5:45 P.M.**

/DD
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THE AGENDA ITEMS AS LISTED MAY NOT BE CONSIDERED IN SEQUENCE. PURSUANT TO 29 DEL. C. §10004(E)(2), THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE ADDITION OR THE DELETION OF ITEMS, INCLUDING EXECUTIVE SESSIONS, WHICH ARISE AT THE TIME OF THE MEETING.

DRAFT FOR EDC DISCUSSION ONLY

GOALS AND RECOMMENDATIONS – ECONOMIC DEVELOPMENT

CHAPTER 10 - 2019 COMPREHENSIVE PLAN

(AS OF AUGUST 30, 2018)

Part III– Plan Goals: Economic Development

Goal 1: *Attract and Retain High-Paying Quality Jobs by Targeting Business Sectors that are best suited for Dover and Kent County and focusing on those sectors that are under-represented in our region*

Recommendation 1: Adopt Economic Development Strategies

- Define an Economic Development Vision and Strategies for the City including a long-term economic portfolio, land/facility requirements and workforce preparation
- Work closely with Economic Development Agencies including Kent County, KEP and the State of Delaware to identify and pursue opportunities and locations for economic growth
- Create a diversity of businesses focused on Dover's strengths
- Maintain and foster workforce development
- Build private-public partnerships (P3) to encourage coordination and foster investments among private, state, county and City stakeholders
- Utilize public private partnerships to fund infrastructure development and improvements
- Build on the resources available through the City's institutions of higher education for analytics, training and research
- Recognize the value of Dover's tourism industry, including being the State Capital, proximity to regional attractions, and local history
- Recognize and promote the local and regional economic value of Dover's commercial corridors

Recommendation 2: Develop Effective Protocols for Business Attraction and Retention

Establish an organizational protocol for business recruitment and retention activities to include:

- Clarify the point of contact and the processes for City interaction with prospects, including designating a "point-of-contract for the City
- Provide timely and effective information and promotional materials to respond to inquiries
- Develop a protocol and marketing program for outreach
- Create ongoing relationships with existing companies, brokers and site selectors
- Develop capacity to assist in small business development
- Coordinate external marketing and lead management with other stakeholders
- Maintain an active leadership position in the Kent Economic Partnership, the Downtown Dover Partnership, the Kent County Tourism Office, the Greater Kent Committee, the Central Delaware Chamber of Commerce, the State Office of Small Business, and other organizations focused on job growth in Kent County.

- Streamline regulatory processes, improve incentives and proactively identify economic development opportunities
- Secure bonds/grants and other funding sources to support infrastructure and promotional investment
- Management of facilities (industrial park development)
- Incorporate the county plan recommendation for establishing an employment center/zone near Horsepond Road (consistent with county plan).

Goal 2: *Revitalize the "Historic" Downtown Dover core as a Vibrant Town Center*

Recommendation 3: Continue to Develop and Promote Incentives for Downtown Redevelopment

Understanding the interest of the public for preserving and enhancing the look and feel of Downtown Dover, evaluate the slate of incentives for redevelopment within the downtown target area, and continue to add incentives that will encourage a balanced mix of uses within the City's core.

Recommendation 4: Support the Downtown Dover Partnership

- Support and regularly coordinate with the Downtown Dover Partnership.
- Work with businesses in the Downtown Core District to keep market driven hours, continue to offer specialized products and services, properly maintain building space (inside and out), and enhance window displays.
- Heavily market all incentives to Downtown business and property owners, with emphasis in the Downtown Core District.
- Create and operate a one-stop- business development assistance function in City Hall.
- Create and publish "how to" brochures and other information for investors, prospective entrepreneurs, property owners and other business. interests
- Encourage one-on-one consulting with the business and property owners. on a regular basis to discuss the concerns and needs of owners and to identify service providers/incentives that can help address those needs.
- Businesses in the Downtown core should be encouraged to expand or contract current lines and services, expand existing business space, and open new shops.
- Undertake a comprehensive process to develop a plan and strategies to address crime, vagrancy, loitering and vandalism through community policing, code and criminal enforcement and public awareness.
- Review and modify vacant building codes and procedures to incentivize reuse, reduce exemptions, and enforce penalties on chronic vacancy.

Recommendation 5: Support the Creation of a Visual Master Plan and Form-Based Code forHistoric Downtown Core

Work with the DDP and its Committees to develop a master plan for the Loockerman Street Downtown Core area that is visually, and design based. Adopt form-based code provisions that require that any plan consistent with the overall master plan would be subject to only administrative review to the maximum extent possible.

Recommendation 6: Support Mixed-Use Development

Promote zoning districts and regulations that support the traditional mixed-use nature of the Downtown Core area.

- Ensure that regulation in the Downtown Core promote personal, professional and service-oriented businesses.
- Encourage the Downtown Dover Partnership to provide technical assistance with the permitting process and other processes necessary for opening a Downtown business.
- Create an Arts Co-op/ Arts & Entertainment District for the Downtown area and recruit artists to live and work in the area.

Goal 3: *Ensure that Zoning Requirements City-wide Encourage the Uses Desired and Do Not Create Impediments to Desired Business Growth*

Recommendations 7: Review and Modify Zoning Districts to Ensure that Desired Uses Are Encouraged and Incompatible Uses are Tightly Controlled

- Review and realign existing industrial, office and commercial zones to ensure that industrial uses are separated from incompatible uses and that zoning districts support the economic development strategy.
- Separate light and heavy manufacturing to prohibit non-manufacturing entities within the heavy manufacturing zone.
- Evaluate and update home occupation requirements in the Zoning Ordinance to encourage infill and better align uses.
- Better define permitted and conditional uses in commercial and industrial zones
- .Develop appropriate zoning and other provisions that support development and expansion of targeted businesses, such as the Civil Air Terminal/Kent County Aeropark for aviation and aeronautics uses.

Recommendation 8: Protect existing establishments from encroachment:

- Protect existing industrial, office park, and manufacturing establishments from encroachment by incompatible land uses, which could result in nuisance complaints, hazardous situations, and human conflict via regulations reducing/eliminating development surrounding these areas.
- Protect Dover Air Force Base (DAFB) from encroachment by preventing incompatible commercial and/or residential development east of SR 1 and within the Airport Environs Overlay Zone (AEOZ).

Goal 4: *Create an Environment For Long Term Economic Investment in Dover Focusing on Balanced Growth, Green Technology and Entrepreneurial Businesses*

Recommendations 9: Separate light and heavy manufacturing to prohibit non-manufacturing entities in that respective zone. Sustainability, balanced sector growth, avoid over dependence, promote small businesses and startups, avoid buffalo hunting v. economic gardening idea

Goal 5: *Actively Market Garrison Oak Technology Park*

Recommendation 10: Develop a Master Plan for Garrison Oak that allows for interested parties to expedite the planning and building phases including the following:

- Change the minimum lot size requirements for the IPM-2 zone.
- Acknowledge the need for infrastructure improvements and compose a cost estimate for such improvements in order to make the site "shovel-ready."
- Under the direction of the Economic Development Manager, create a committee for marketing Garrison Oak.
- Pursue cooperation with chairs of cluster groups at the State level of economic development with the Dover Economic Development Manager.
- Ensure that the intent of the purchase as expressed in the epilogue language of the Delaware FY2000 Bond Bill is incorporated in the planning of the site as a "high technology industrial park."
- Urge DelDOT and the Dover/Kent MPO to undertake planning and design for a dedicated connector from Route 1 to the Garrison Oak Technology Park to improve access and marketability.

Recommendation 11: Market Garrison Oak as a potential site for green, alternative and low-carbon energy plant(s), and for large technological and manufacturing firms that support these industries.

Recommendation 12: Explore the Creation of a Tax Increment Financing (TIF) District for Garrison Oak

Explore the creation of a TIF overlay district for Garrison Oak allows the City to fund the necessary infrastructure improvements that will enable the City to market the site as a "shovel-ready" technology park.

<u>Goal 6. Peruse economic development linked to active recreation</u>

Recommendation #13: Promote business entrepreneurship linked with Dover's trails, parks, natural areas and other active recreation resources. Entrepreneurship may take many forms, including retail, tour operators, concessions, and maintenance services.

- Contract with local businesses to provide services, such as maintenance and concessions services, to city-owned park and recreation facilities
- Identify opportunities to use parks and trails as catalysts for economic development, such as mixed-use development and other zoning changes near key parks
- Evaluate and promote economic development strategies (e.g. monetary or incentives, linked to natural resources)

<u>Goal 7: Pursue economic development linked to improved healthy food access.</u>

Recommendation #14: Encourage new ventures that expand healthy food options across Dover, including corner markets, produce carts, food hubs, farm stands and farmers markets. Support existing grocery stores and other food retailers in expanding healthy food availability through distribution chain development, technical assistance, marketing and incentives.

- Support farmers market programs, and seek to expand them in priority areas

- Support the development of a City or County sponsored cart program
- Advocate for development of a local food hub
- Advocate for the founding of a healthy corner store program

Goal 8: Promote inclusive workforce development programs, strategies and partnerships, especially for disadvantaged groups

Recommendation #15: Support the development of workforce development programs, strategies and partnerships that increase training and employment opportunities for all residents, especially for youth and young adults, and for low income, communities of color, people with disabilities, ex-offenders, and others that face economic injustices and barriers to employment.

- Collaborate with government and civil society partners on workforce development initiatives
- Work closely with Dover's institutions of higher education to link economic development opportunities and targets with skills and professional training curricula.
- Prioritize contracting with women and minority-owned business

Goal 9: Promote the revitalization and redevelopment of the Center City

Recommendation #16: Support initiatives to foster economic activity throughout the greater center city areas adjacent to the Historic Downtown Core to develop linkages, enhance community resources, promote neighborhoods, and create opportunities that are complementary to the goals of the Restoring Central Dover and Downtown Development Programs.

- Support the development of a neighborhood development strategy for the areas surrounding Governors, New, Queen, Kirkwood and West Streets along W. Division Street, to include creating an identity, fostering housing opportunities, promoting neighborhood-scale businesses and building on the increasingly successful blight removal efforts.

- Implement recommendations of prior studies and plans for the Westside, the Transit Center Neighborhood and the Forest/Loockerman gateway/corridors, including linking redevelopment activities along S. Governors Avenue, Water Street, Bank Lane and West Street with the Bayhealth Medical Center complex, the State Courts and other governmental and educational facilities in the area.

- Develop a Government/Civic Complex plan that addresses the future needs of the City including City Hall and other City offices, the old Dover Library, government complex parking, recreation and open space, and the Mirror Lake/Loockerman Street gateway to the City.

Dover Industrial Tour: Area Overview

0 0.25 0.5 1 1.5 Miles

N W E S

6

7

5

8

9

10

11

4

3

2

1

State Hwy 1

KW Blvd

McKee Rd

College Rd

N Dupont Hwy

Whiteoak Rd

Kenton Rd

Walker Rd

N New St

E Division St

N Little Creek Rd

Forrest Ave

W North St

Bay Rd

Horsepond Rd

Beuvale Ln

S State St

New Burton Rd

Lafferty Ln

Area #1: Kent County Aeropark

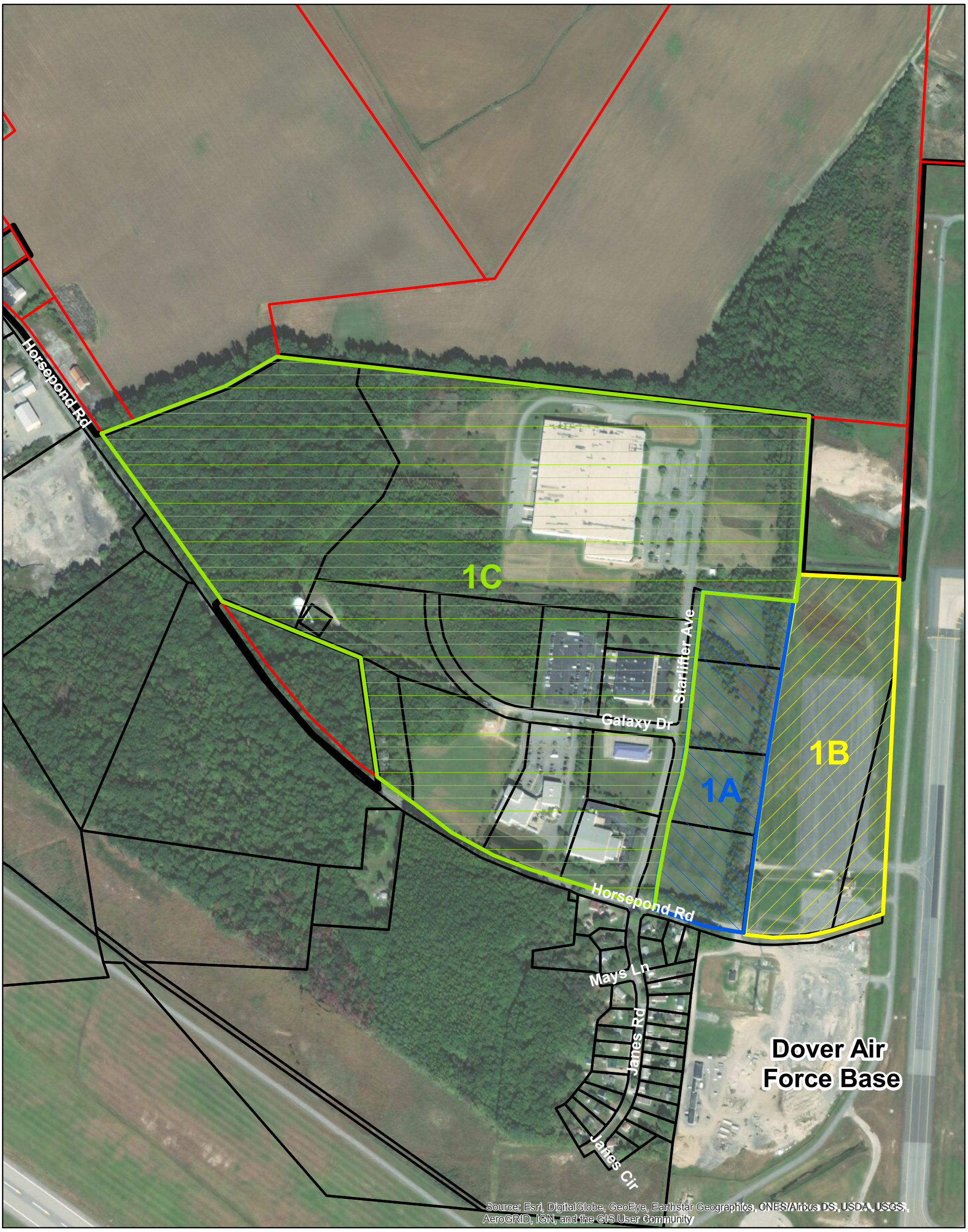
Area #1A: Aeropark Development parcels
(13.2 acres, owned by Kent County)
Area #1B: Civil Air Terminal
(20 acres, owned by State of Delaware through DelDOT)
Area #1C: Remainder of Aeropark
(103.9 acres, various owners)
Zoning: IPM (with possible future IPM3 designation), AEOZ

Legend

- Dover Boundary
- Dover Parcels
- Parcels Outside Dover

N

0 287.5 575 1,150 1,725 2,300 2,875
Feet



Area #2: Proposed County Employment Center

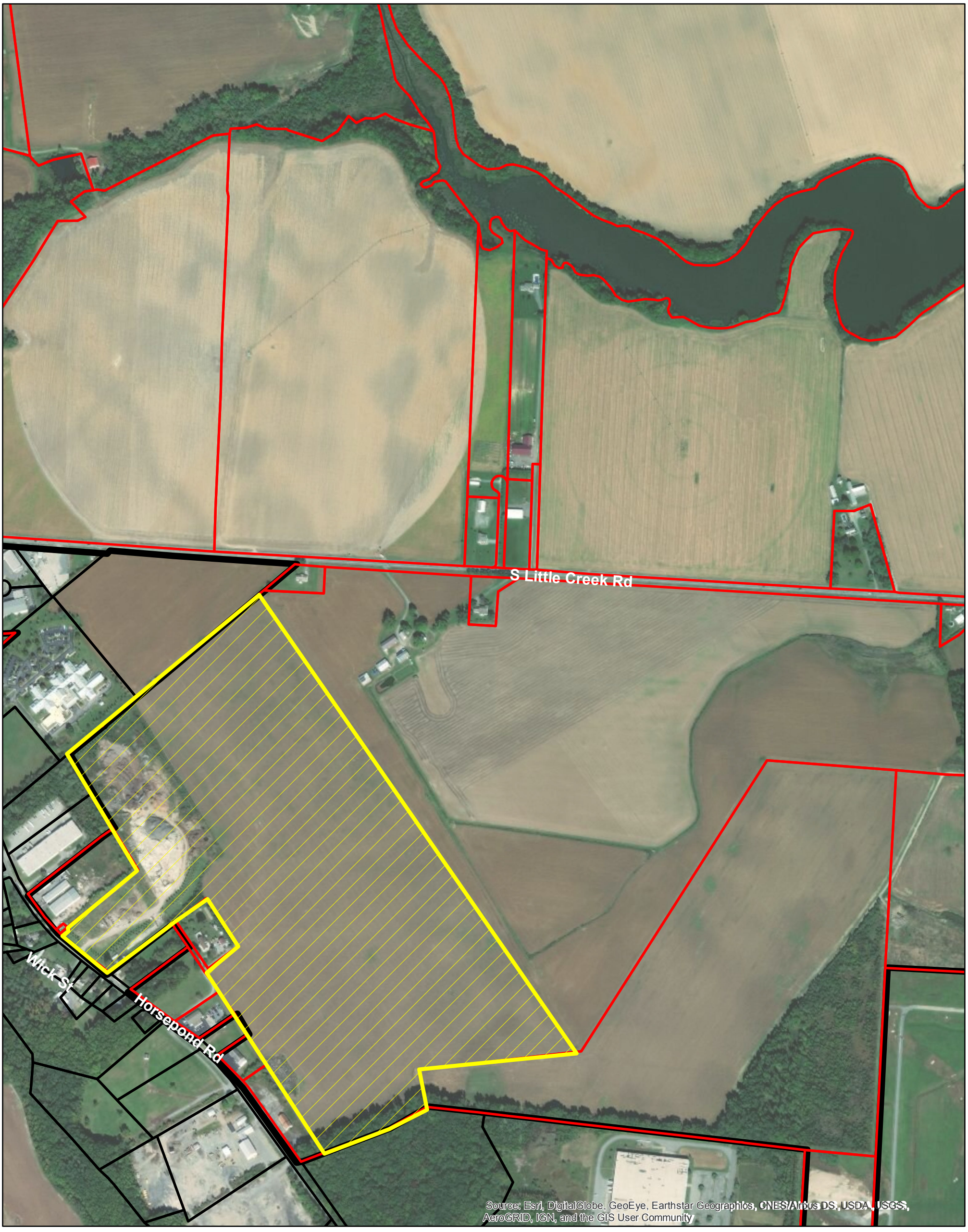
Owners: Eastern Woodland Holdings LLC
Size: 122.1 acres
Zoned: AC (County Designation)

Legend

- Dover Boundary
- Dover Parcels
- Parcels Outside Dover

N

0 412.5 825 1,650 2,475 3,300 4,125
Feet



Legend

- Dover Boundary
- Dover Parcels
- Parcels Outside Dover

Area #3: Lafferty Lane and Horsepond Road

Various Owners
Size: 225.9 acres
Zoning: M, IPM, AEOZ

N

0 410 820 1,640 2,460 3,280 4,100
Feet



Area #4: Bay Road/Blue Hen Corporate Center/Value City Locations

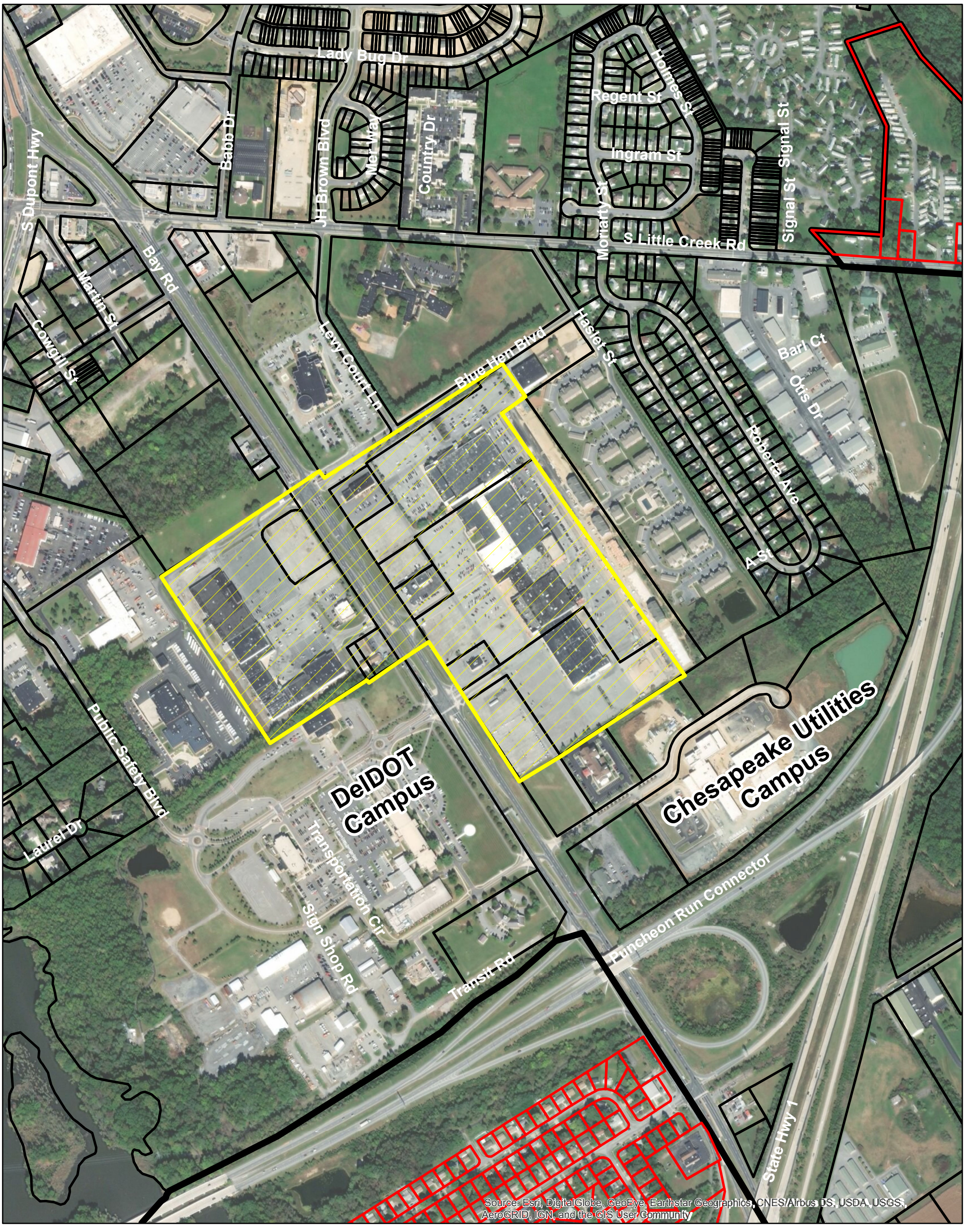
Various Owners
Size: 73.1 acres
Zoning: SC-2, C-4, SWPOZ-3

Legend

- Dover Boundary
- Dover Parcels
- Parcels Outside Dover

N

0 360 720 1,440 2,160 2,880 3,600 Feet



Area #5: Garrison Oak Technology Center

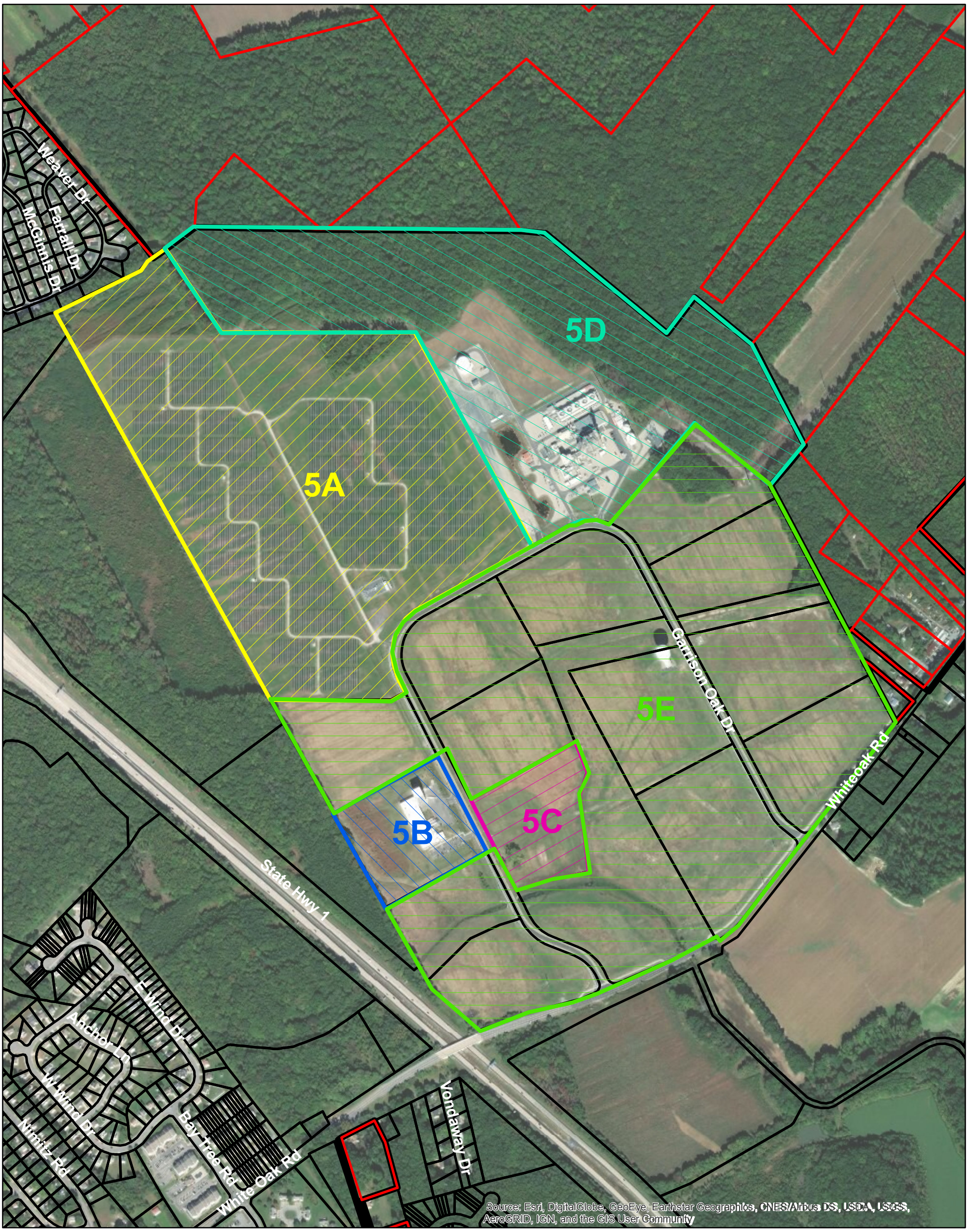
Area #5A: Sun Park Solar (103.7 acres, owned by City of Dover)
Area #5B: Uzin Utz (11.5 acres, owned by Ufloor Systems Inc)
Area #5C: Advantech (10.1 acres, owned by Protective Properties LLC)
Area #5D: Galpine Power Plant (85.9 acres, owned by City of Dover)
Area #5E: Remaining properties (169.2 acres, owned by City of Dover)
Zoned IPM2, SWPOZ-2

Legend

- Dover Boundary
- Dover Parcels
- Parcels Outside Dover

N

0 400 800 1,600 2,400 3,200 4,000 Feet



Area #6: Wilmington University

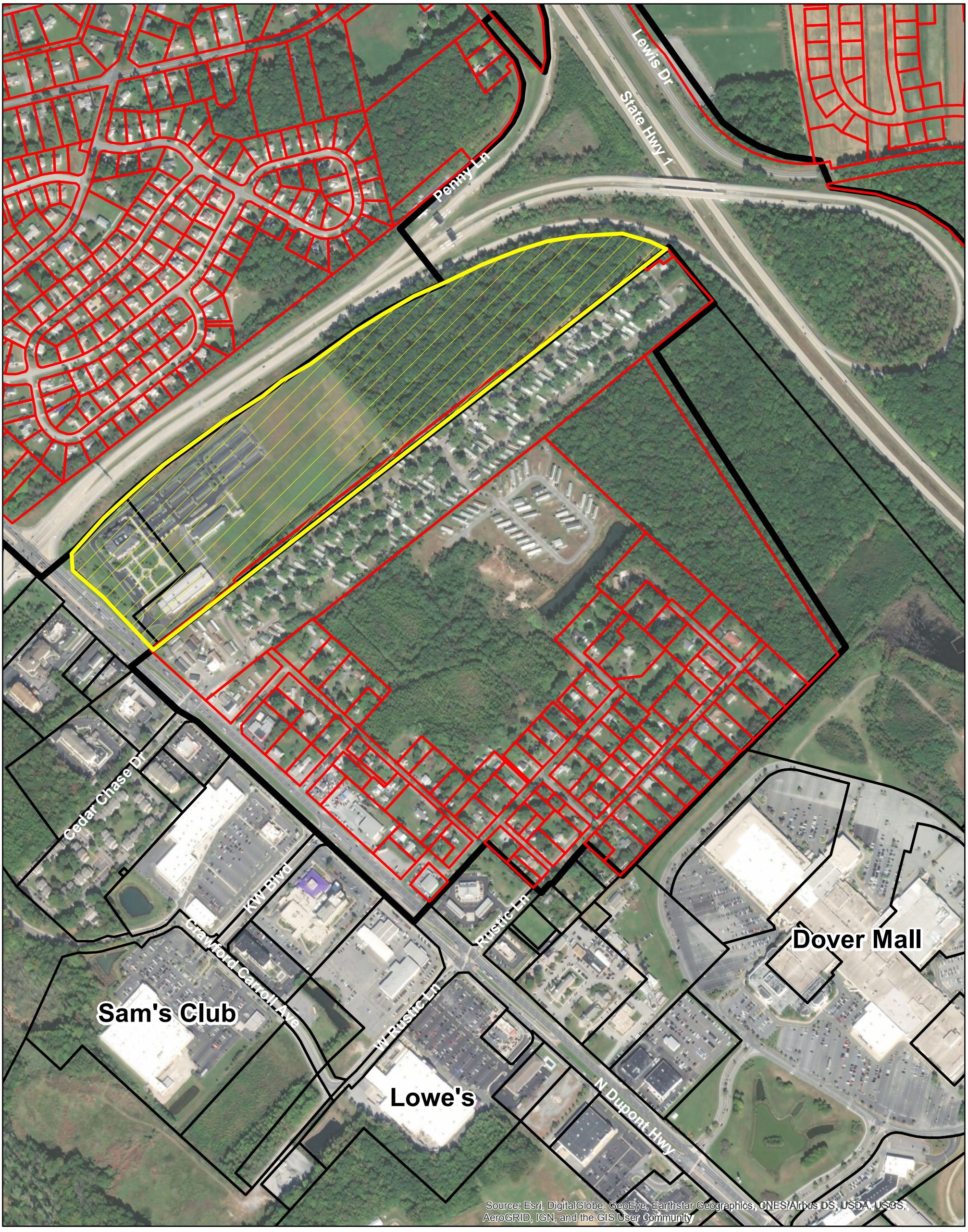
Owner: Wilmington University
Size: 50.6 acres
Zoned: IO

Legend

- Dover Boundary
- Dover Parcels
- Parcels Outside Dover

N

0 350 700 1,400 2,100 2,800 3,500 Feet



Area #7: Enclave

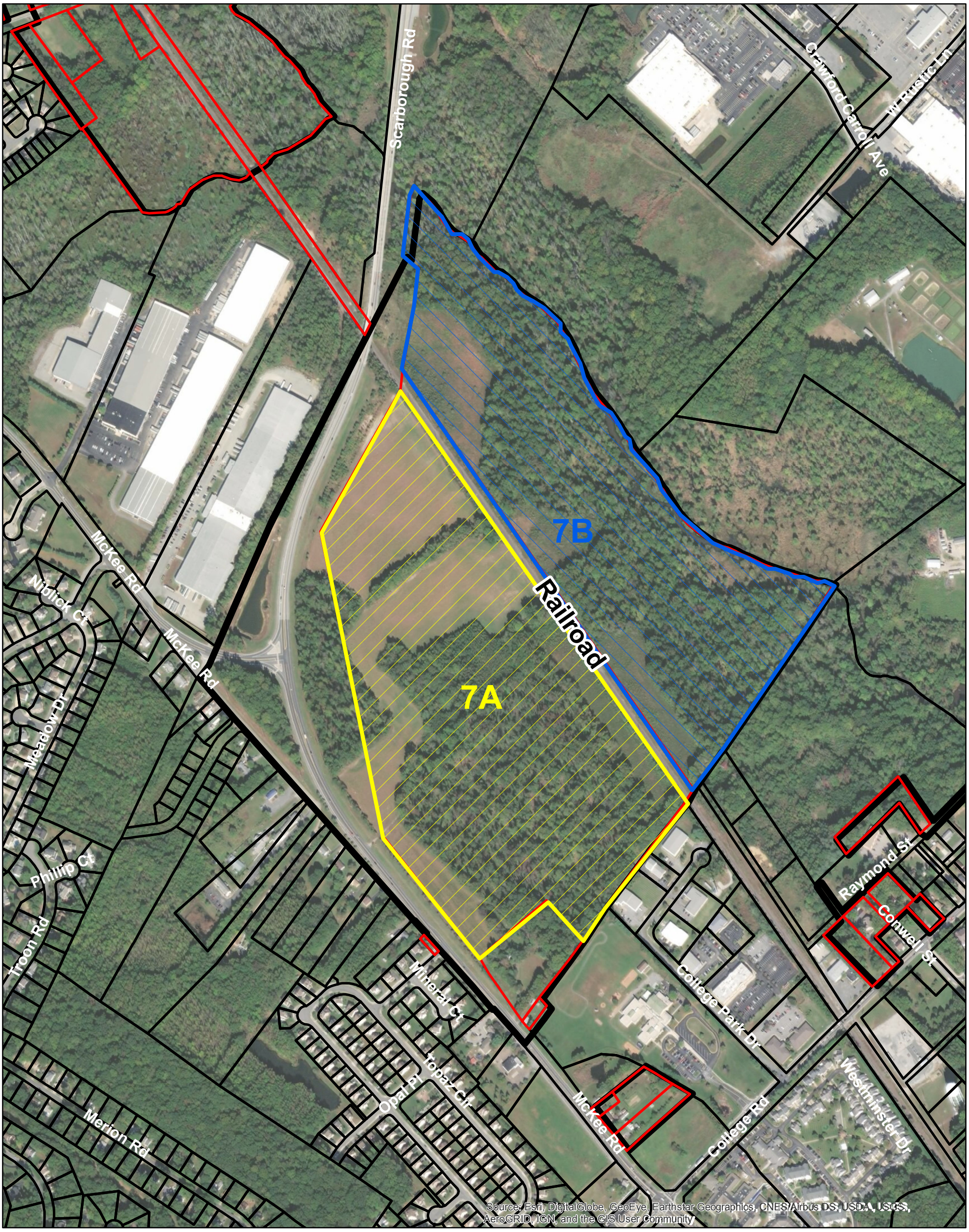
Area #7A: Lands of MEB Properties LLC (72.4 acres)
Area #7B: Lands of State of Delaware (58.3 acres)
Zoned RS1 (County Designation)

Legend

- Dover Boundary
- Dover Parcels
- Parcels Outside Dover

N

0 350 700 1,400 2,100 2,800 3,500 Feet



Area #8: West Center Properties

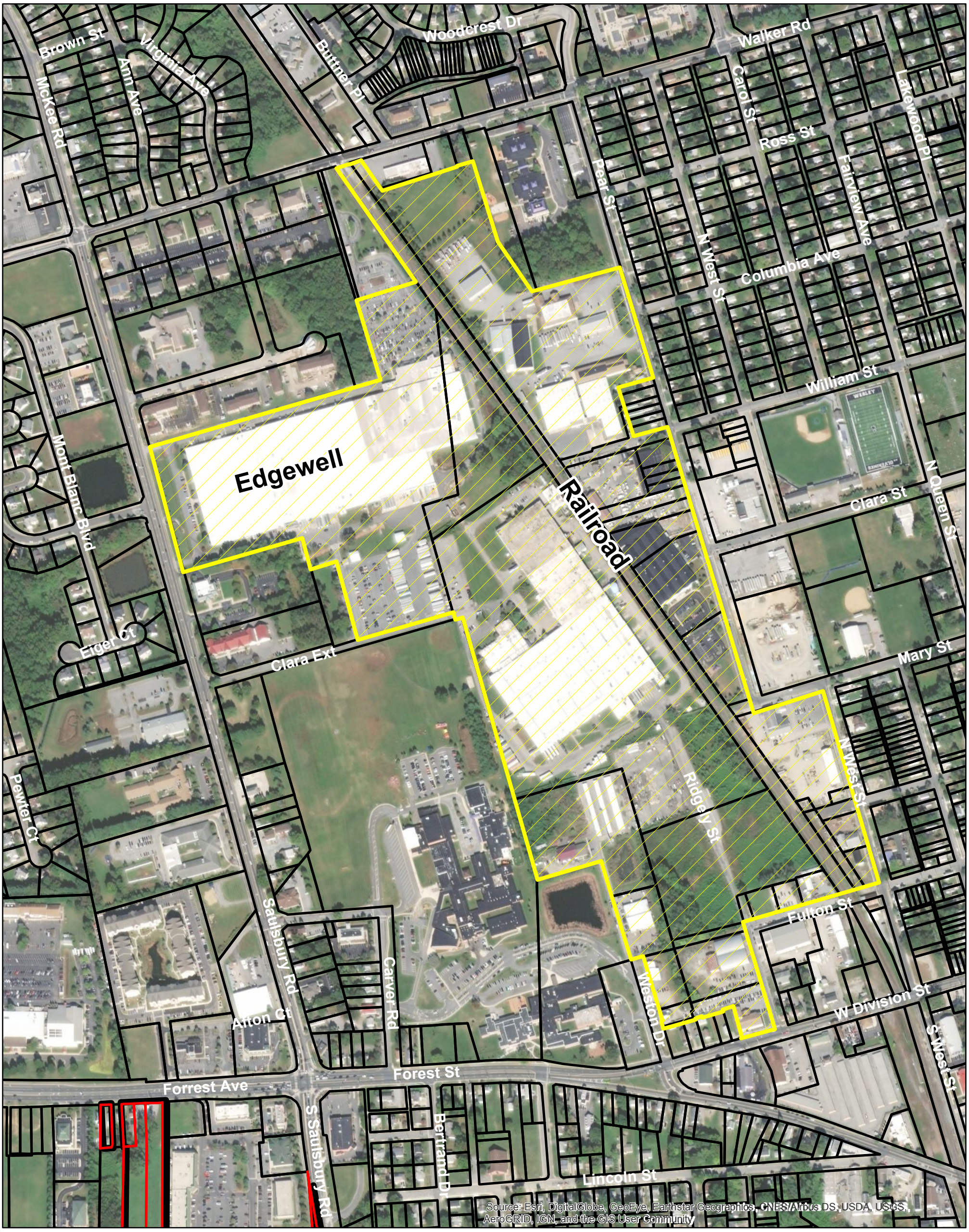
Various Owners
Area: 115.6 acres
Zoned: M, IPM, C-2A, C-3, IO, COZ-1

Legend

- Dover Boundary
- Dover Parcels
- Parcels Outside Dover

N

0 290 580 1,160 1,740 2,320 2,900
Feet



Area #9: Westside/DDP Properties & Brownfield Sites

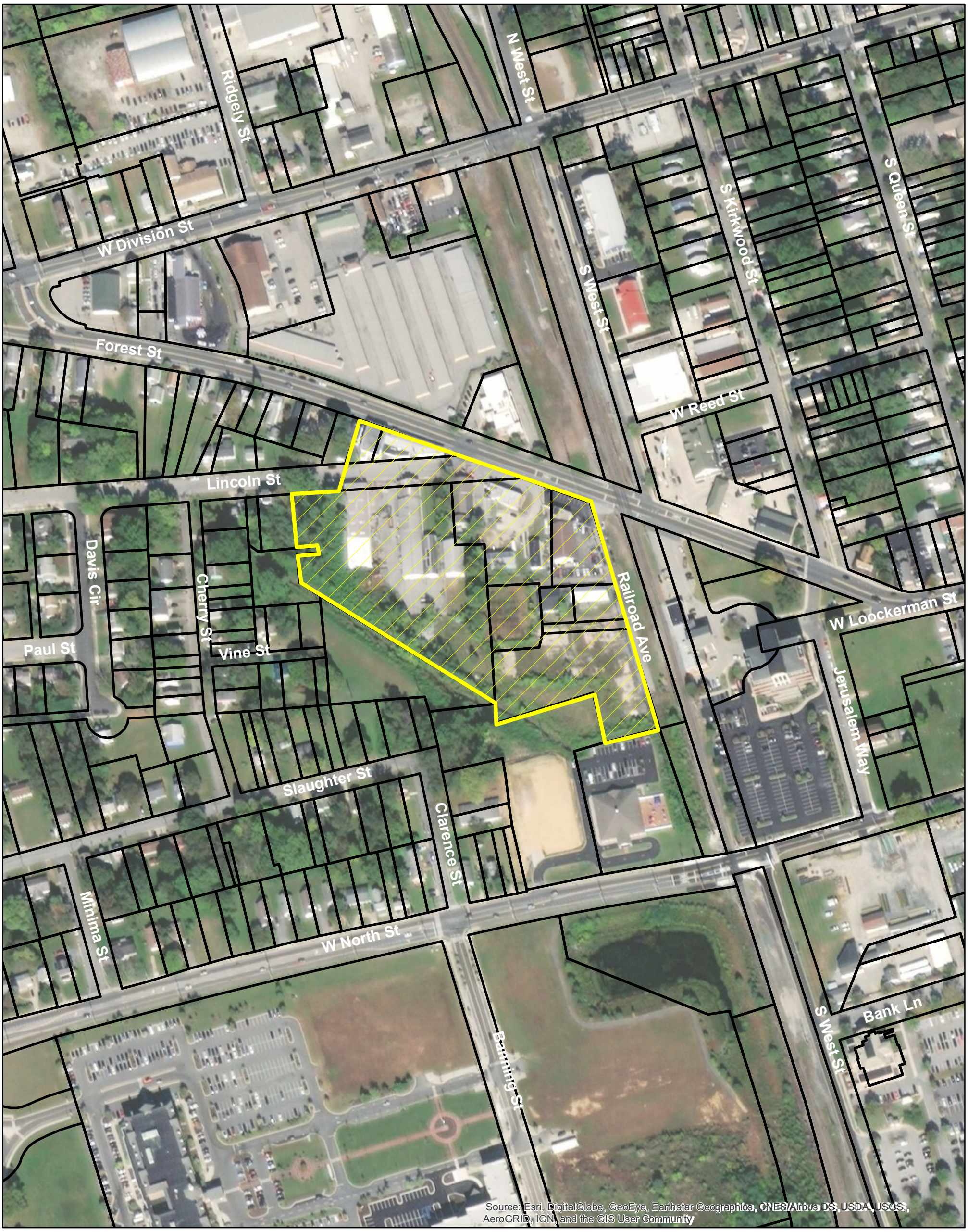
Various Owners
Area: 7.5 acres
Zoned: C-3, IO, COZ-1

Legend

- Dover Boundary
- Dover Parcels
- Parcels Outside Dover

N

0 145 290 580 870 1,160 1,450 Feet



Area #10: Enterprise Park, Kraft-Heinz, General Foods, and Others

Various Owners
Area: 332.3 acres
Zoned: IPM, CPO, RG-2, COZ-1, SWPOZ-3

Legend

- Dover Boundary
- Dover Parcels
- Parcels Outside Dover

N

0 350 700 1,400 2,100 2,800 3,500 Feet



Area #11: 1436 New Burton Road

Owner: Larry Kesselring
Area: 38.7 acres
Zoned: IPM

Legend

- Dover Boundary
- Dover Parcels
- Parcels Outside Dover

N

0 350 700 1,400 2,100 2,800 3,500 Feet

