ECONOMIC DEVELOPMENT COMMITTEE
AGENDA

JANUARY 15, 2019 - 4:30 P.M.

CITY HALL COUNCIL CHAMBERS
15 LOOCKERMAN PLAZA
DOVER, DELAWARE

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

AGENDA ADDITIONS/DELETIONS

1. **DRAFT 2019 COMPREHENSIVE PLAN, CHAPTER 10 - ECONOMIC DEVELOPMENT PLAN**
   (DURING THEIR MEETING OF DECEMBER 10, 2018, COUNCIL APPROVED THE COMMITTEE'S RECOMMENDATION TO CONTINUE FORWARD WITH THE CURRENT VERBIAGE WITH THE CAVEAT THAT THEY HAVE CONCERNS, AND THAT STAFF BRING THE DRAFT LANGUAGE BACK TO THE ECONOMIC DEVELOPMENT COMMITTEE MEETING ON JANUARY 15, 2019)

2. **DOVER IN 2018 - AN ECONOMIC DEVELOPMENT PERSPECTIVE**

3. **ADJOURNMENT BY 5:30 P.M.**

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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

CHAPTER 10 REVISED GOALS – REVISED January 9, 2019

CHAPTER 10: ECONOMIC DEVELOPMENT PLAN
GOALS, RECOMMENDATIONS AND ACTIONS – PRELIMINARY REVIEW DRAFT
OCTOBER 5, 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

Recommendation 1 Define an Economic Development Vision and Strategies for the City to create a diversity of businesses and foster development of a broad workforce

- Identify and pursue opportunities and locations for economic growth, working with other economic development entities to build on the City's and county's strengths
- Build private-public partnerships (P3) to encourage coordination and foster investments among private, state, county and City stakeholders,
- Build on the resources available through the City's institutions of higher education for analytics, training and research

Recommendation 2: Promote well-planned commercial and business development and redevelopment complexes along Dover's principal corridors and in commercial centers

- Recognize the value of Dover's local and regional commercial corridors
- Value our tourism industry, including promoting the City as the State Capital.
- Promote Dover as the central commercial location in the county and as a regional magnet for retail and commerce, entertainment and culture

Recommendation 3: Market Dover's Central Delaware location for business, professional and health services, and for manufacturing locations and facilities

- Coordinate with other economic development entities and the private sector to share information to cooperatively market Dover's resources

Recommendation 4: Promote opportunities to create aviation-based business opportunities surrounding the Central Delaware Aviation Facility and the capture the economic benefits of DAFB

- Promote the establishment of Joint Use Agreements and other opportunities to coordinate with DAFB
- Work closely with the county to develop an aviation and aeronautics focused employment center near DAFB

- 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).

Recommendation 5: Develop effective protocols for business attraction and retention activities

- Designate a ‘‘point of contact “and the processes for City interaction with prospects, including a coordinated marketing program with other public and private stakeholders
- Maintain an active leadership position with organizations focused on job growth in Kent County.
- Ensure that the City is “ready” for economic development through streamlined regulatory process, incentives, funding opportunities, and infrastructure investments, as appropriate.

Goal 2; Encourage the economic revitalization and integrity of Dover's Downtown, including the historic core and the traditional community surrounding it

Recommendation 6: Support the Downtown Dover Partnership and Restoring Central Dover

- Coordinate with and encourage efforts of the Downtown Dover Partnership and Restoring Central Dover programs, and support as appropriate the NCALL Real Estate Development Plan for Central Dover.
- Undertake and support new business creation initiatives such as “Unlock the Block” and “Launcher”.
- Encourage one-on-one consulting with business and property owners to discuss their concerns and needs, and to identify service providers/incentives that can help address those needs.
- Work with businesses in the Downtown District to keep market driven hours, offer specialized products and services, properly maintain building space (inside and out), enhance window displays. expand or contract current lines and services, expand existing business space, and open new shops.
- Create and publish “how to” brochures and other information for investors, prospective entrepreneurs, property owners and other business interests
- Undertake a comprehensive planning and strategic process 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 7: Develop and Promote Incentives for Downtown Redevelopment

- Evaluate and market a slate of incentives for redevelopment within the downtown target area and continue to add incentives that will encourage a balanced mix of uses, with the intention of improving opportunities, correcting negative conditions and eliminating vacancies.

Goal 3: Promote the revitalization and redevelopment of the Center City

Recommendation 8: Foster economic activity throughout the greater center city areas adjacent to the Historic Downtown Core; develop linkages, enhance community resources, promote neighborhoods, and create opportunities that are complementary to the goals of the Restoring Central Dover and Downtown Development District Programs.

- Support a neighborhood development strategy for the areas surrounding Governors, New, Queen, Kirkwood and West Streets and along W. Division Street, to include an identity, a variety of housing opportunities, neighborhood-scale businesses and continued 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.
- Link 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 addressing 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.
- Leverage positive investment from DSHA, the Strong Neighborhood Housing Fund, the Neighborhood Building Block Fund, the Opportunity Zone Program, and other sources to assist with neighborhood redevelopment efforts.

Recommendation 9: Promote zoning districts and regulations that support the traditional mixed-use nature of the Downtown area.

- Ensure that regulation in the Downtown promotes personal, professional and service-oriented businesses and alternative work-live and co-work opportunities.
- 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 designation for the Downtown area and recruit artists to live and work in the area.

Goal 4: Ensure that land development, zoning, infrastructure and other development requirements encourage the economic development and uses desired.

Sound economic development is a balance between business opportunities and those regulations and processes designed to promote safe, well designed, well planned communities. The intent is to strike that balance between the property exercise of public policy and a sustainable and viable economy.

Recommendation 10: Review and Modify Regulations to ensure that Desired Uses Are Encouraged

New business activities and services, driven in large part by emerging technologies, are constantly changing the local economic landscape. The City must constantly be aware of these trends to remain competitive and viable.

- Implement appropriate zoning and other provisions that support development and expansion of targeted businesses, ensure the appropriateness of uses within respective

zones, promote sustainability, encourage balanced growth, promote small businesses and startups, and ensure responsiveness to emerging economic and societal trends

- Update provisions addressing the growing variety and complexity of home occupations and accessory business activities in residential areas as the line defining traditional work evolves
- Be ready and flexible with contemporary zoning provisions that are responsive to emerging business opportunities and activities, especially in the health care, arts and entertainment, and tourism sectors.

Goal 5: Actively market Garrison Oak Business and Technology Center **(GOBTC)**

Garrison Oak Business and Technology Center (GOBTC) is a City-developed business-ready large site facility in the City well suited for larger and technology focused enterprises to help balance the City's options for economic development and job creation. Recently renamed, "Garrison Oak Business and Technology Center" has a broad appeal to a larger universe of potential business activities, consistent with the original intent of the facility

Recommendation 11: Develop a Strategic Marketing Plan for Garrison Oak

- Work with the Kent Economic Partnership and the state to effectively market the Center
- Urge DelDOT and the Dover/Kent MPO to undertake planning and design for a dedicated connector from Route 1 to the Center to improve access and marketability.
- Explore the potential of the Garrison Oak Business and Technology Center for designation as a foreign trade zone.

Goal 6. Peruse economic development linked to active recreation

Recreational pursuits, whether as a regular part of life or as a vocation or function of travel and tourism can be important contributors to the local economy.

Recommendation #12: Promote business opportunities linked with Dover's and nearby trails, parks, natural areas and public and private active recreation resources.

- Identify opportunities to use parks, trails, natural resources and commercial recreation facilities as catalysts for economic development.
- Evaluate and promote economic development strategies linked to natural resources such as forests, wetlands, beaches and wildlife areas for travel and tourism benefits.

Goal 7: Pursue economic development linked to improved healthy food access.

Food is an essential component of health and a basic necessity of life It is also one on the foundations of a local economy, whether through growing, processing, marketing or consumption. Adequate access to food is a key element of a health quality of life, especially in urban and depressed areas.

Recommendation #13: Encourage new ventures that expand healthy food options across Dover, including corner markets, produce carts, food hubs, community gardens, farm stands and farmers markets. Support expanding healthy food availability through planning for food availability throughout the City.