

# DOWNTOWN DEVELOPMENT DISTRICT

Application for the City of Milford



Prepared by:  
City of Milford  
201 S. Walnut Street  
Milford, DE 19963

May 2016

## DOWNTOWN DEVELOPMENT DISTRICT PROGRAM DISTRICT PLAN CHECKLIST

Plan Elements <sup>4</sup>	Content
District Description	<p>Describe:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Citywide map with outlined district</li> <li><input checked="" type="checkbox"/> District map - Districts must be contiguous, and be no more than 85 acres in area for local governments with a population under 9,000 and no more than 170 acres in area for local governments with a population between 9,000 and 30,000 and no more than 225 acres for local governments with a population over 30,001. If using the maximum acreage it is recommended that you identify phasing and prioritization of the area.</li> <li><input checked="" type="checkbox"/> Districts must include a traditional mixed-use downtown area, commonly known as a Central Business District (CBD)<sup>5</sup>. The size and shape of the proposed District must make sense from an urban planning and revitalization perspective.</li> <li><input checked="" type="checkbox"/> The need for the Downtown Development District economic incentives must be documented with the use of relevant data and other methods as discussed in the application.</li> <li><input checked="" type="checkbox"/> Identify the potential positive impacts that are likely to accrue due to designation as a District.</li> </ul>
Development/ Redevelopment Strategy	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Describe overall goals and objectives for the selected area.</li> <li><input checked="" type="checkbox"/> 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.</li> <li><input checked="" type="checkbox"/> If proposing the maximum acreage, phasing and prioritization is preferable.</li> <li><input checked="" type="checkbox"/> Identify priority areas/sites.</li> <li><input checked="" type="checkbox"/> List any known projects that can be underway within 6 to 12 months</li> <li><input checked="" type="checkbox"/> Include an implementation timeline.</li> </ul>
Local Incentives	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> What local incentives will be available to the district upon its designation (e.g., fee or tax reductions, permit or licensing reform ...)?</li> <li><input checked="" type="checkbox"/> Describe how these incentives will work in concert with the Downtown Development District benefits.</li> </ul>
Consistency with other planning documents	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> The most recently certified comprehensive plan;</li> <li><input checked="" type="checkbox"/> The Strategies for State Policies and Spending;</li> <li><input checked="" type="checkbox"/> local and state land use regulations;</li> <li><input checked="" type="checkbox"/> other overlay district regulations (e.g., historic districts, BIDS, ...)</li> </ul>
Discuss land use and urban design rules and regulations that will be applied to the district	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Adequacy of current zoning</li> <li><input checked="" type="checkbox"/> Adequacy of current land use regulations</li> <li><input checked="" type="checkbox"/> Adequacy of current design standards such as historic review overlays, ...</li> <li><input checked="" type="checkbox"/> Map showing current zoning and land use regulations that apply</li> <li><input checked="" type="checkbox"/> Map showing proposed zoning and land use changes needed (if any) to accomplish goals and objectives</li> </ul>
Coordination	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Discuss how the local government envisions itself in a leadership role to guide the successful implementation of the District Plan</li> <li><input checked="" type="checkbox"/> 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.</li> </ul>
Public Comments	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> How will public input be obtained?</li> </ul>

<sup>4</sup> More detailed information on the plan elements can be found in the application document.

<sup>5</sup> 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.

# City of Milford



## Resolution 2016-08

### 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 to be known as Downtown Development Districts ("Districts"); and

WHEREAS, the State is accepting applications for the designation of the second round of Districts, with such applications being due on June 1, 2016; 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 that will help achieve the purposes set forth in the Act (the "Local Incentives"); and

WHEREAS, if an application is successful and the City of Milford 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 Milford; and

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

NOW, THEREFORE, Be It Resolved, by The City of Milford:

1. The City Council supports the Application for Designation as a Downtown Development District prepared by the City of Milford Planning Department dated May 24, 2016 (the "Application"); and
2. The City of Milford 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
3. If the Application is successful and the City of Milford 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 Mayor and/or City Manager, as applicable, 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 Milford 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 Milford for the duration of the District.

IN WITNESS WHEREOF, I hereunto set my hand and caused the Seal of the City of Milford to be affixed this 23<sup>rd</sup> day of May 2016.



Mayor Bryan W. Shupe

City Clerk

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# **Downtown Development District Plan**

## **City of Milford**

### **1.0 District Boundary**

#### **1.1 Physical Characteristics**

The District is one-hundred seventy (170) acres located in both Kent and Sussex counties centered on the City's historic central business district and the Mispillion River (see Appendix C for illustrations). Commercial land use makes up approximately one-third (1/3) of the land area, while the remaining two-thirds are low and moderate density residential uses. The District is easily accessible from Route 113 or Route 1 traveling east/west along Route 14 (NE & NW Front Street). The District Area is comprised of a mixture of downtown commercial, professional offices, government facilities, public facilities (including library, museum, senior center, riverwalk and park areas), mixed use, single family detached and semi-detached dwellings, apartments converted from single family dwellings, and multi-family housing complexes.

#### **1.2 Rationale**

The District Area was created based on the following factors: geographic features, land use, areas of highest need, and development/redevelopment potential. The District is adjacent to the Mispillion River and includes the City's Riverwalk and historic central business district. The District includes residential neighborhoods that would most benefit from a concentrated redevelopment effort and are home to some of the most economically-distressed areas in the City. These areas have higher rates of poverty, crime and vacancy, lower home ownership rates and include several buildings with code violations that are in need of repair or revitalization. The District also includes several vacant properties that offer new development opportunities in the downtown area.

The District includes the majority of the Downtown Milford, Inc. (DMI) program boundary. This “grass roots” community-driven, non-profit Main Street organization has provided assistance with economic development for the past 20 years. Although the boundaries are not identical, DMI will play an important role in the implementation of the District Plan.

### **2.0 Need and Impact**

#### **2.1 Demonstrated Need**

Downtown Milford reflects the values and identity of the community. It is the heart and economic core of our City and provides a unique sense of place. Like many downtowns, Milford's central business district was once a thriving commercial center made up of numerous retail and service-oriented businesses that served the community. In the 1970's, the development of suburban-style shopping centers and strip malls along Route 113 resulted in a migration of retail to the highway and left many store fronts empty in the downtown area. These former retail locations have been replaced with offices and churches that provide landlords with some financial stability, but offer limited economic benefits. In recent years, with the help of DMI and the State of Delaware Economic Development Office (DEDO), the downtown has gained some momentum and reclaimed some of these underutilized spaces, but these efforts have resulted in a frequent turnover of new businesses. Although there are several successful

businesses in the downtown, it lacks the retail density and dining options required to increase consumer traffic and create the desired destination status.

The same suburbanization movement that led to the migration of retail from the downtown core has affected the socioeconomic conditions of the adjacent residential neighborhoods. Many residents in the downtown neighborhoods moved to newer suburban or rural developments. Over the past 20 years, the downtown neighborhoods once composed of owner-occupied single family dwellings have transitioned primarily into lower income rental housing. According to the 2010 Census, the poverty rate for the census tracts affected by the District Area was 15.2%. This is higher than both the City (14.4%) and State (12.0%) figures. In 2010, 53.6% of the housing units in the District were rental units. This is nearly double the State percentage of 27.9%.

Approximately 73% of the residential and commercial structures within the District Area were constructed prior to 1950. Neglect of these aging structures has led to the deterioration of many downtown buildings and has contributed significantly to the lack of private redevelopment. Many of the aging structures require repairs that cost more than the assessed value of the property, making it financially infeasible for most private investors to purchase and rehabilitate many of the downtown buildings. Many homeowners cannot afford costly repairs and maintenance to their homes which has resulted in increased building and property maintenance code violations. The District Area accounted for one-quarter of the City's code violations over the past three years.

Poor economic conditions have led to higher vacancy rates and have left neighbors and the City to deal with nuisance properties. According to the 2010 Census, 14.6% of the housing units were vacant. This is about 1% lower than the State's percentage but more than 5% greater than the Citywide average. City records indicate there are 28 vacant structures, of which six have been condemned as unfit for human occupancy. There are also 55 vacant lots containing around 17 acres of land. Some of the unimproved land is a result of the demolition of dilapidated structures.

Increased poverty and blight has led to increased levels of crime. Over the past three years, approximately 19% of the criminal incidents within the City have occurred within the District Area. The District Area is home to 14% of the City's population, accordingly there is a higher crime rate per capita in the downtown area.

Over the past two decades, the City has consistently invested public funds into the downtown area through streetscape projects and the creation and expansion of the Mispillion Riverwalk. These projects have provided the foundation upon which private investment can build upon. The District designation will help to preserve the City's investment in the core and will provide the additional momentum needed to fulfill the City's vision for an economically vibrant downtown that serves local residents and attracts visitors from the region and beyond.

## **2.2 Supporting Data**

The following are general City and District characteristics that were used during the needs analysis. The District Area contains 170 acres of land which equates to approximately 3% of the City's total land area. The District Area contains 584 parcels which equates to approximately 9% of the City's individual properties. The District Area is home to approximately 1,417 people which is 14.8% of the City's population. It should be noted that the two impacted census tracts encompass approximately 4,200 acres of land and contain approximately 4,100 parcels and, in the opinion of the City, do not accurately

reflect the conditions within the District Area (See Exhibit 3A). The City utilized 2010 Census data, 2010-2014 ACS (5-year Estimates), and City data sources to produce the following analysis.

Table 1 – General City and District Characteristics

Downtown Development District	DDD	City of Milford	DDD Percentage
Total Acreage	170	6317	2.7%
Total Parcels	584	6343	9.2%
Population	1417	9559	14.8%

Poverty and Income – Table 2 provides a breakdown of median household income and poverty rate for the State, City and the Census Tracts affected by the District. The Census tract data indicates a higher than average poverty rate at 15.2%, along with lower median home value when compared to the rest of the City and the State. The City believes the census tract data for the median household income and home value are slightly higher than actual conditions and do not accurately reflect the characteristics within the District Area. See Exhibit 19 for photographs of properties within the District Area.

Table 2 – Poverty, Income & Housing Data Summary Table

	Delaware	City	Tract 42500		Tract 50104		Block(s)
Total Population	897,934	9,559	3,455		4,311		1,417
Median Household Income	\$ 60,231.00	\$ 52,274.00	\$ 37,917.00		\$ 60,013.00		
Poverty Rate, All People	12.0%	14.4%	19.3%		12.0%		
% Housing Built 1949 or earlier	13.7%	17.1%	8.3%		33.8%		
% Homeownership	72.1%	54.7%	37.4%		64.0%		46.4%
% Rental	27.9%	45.3%	62.6%		36.0%		53.6%
% Vacant Housing Units	15.7%	9.3%	9.1%		8.2%		14.6%
Median Home Value	\$ 232,900.00	\$ 181,300.00	\$ 175,500.00		\$ 160,900.00		
			Block Group 1	Block Group 2	Block Group 1	Block Group 3	
% Low / Mod Income			40.6%	73.5%	40.1%	39.2%	

Housing - According to 2010-2014 ACS (5-year Estimates), 8.3% of the housing within census tract 425 and 33.8% of the housing within census tract 501.04 were built prior to 1950. Like other census tract data, this percentage is skewed due to the overall size of the tracts compared to the District Area. In order to provide a more accurate depiction of housing conditions, the City analyzed assessment records and provided photographs of the properties within the District Area (see Exhibit 19). According to City assessment records, approximately 73% of all principal structures (commercial and residential) within the DDD area were constructed prior to 1950 (see Exhibit 8). The ongoing deterioration of the downtown building stock has led to lower property values and increased vacancy rates. Table 2 supports these statements indicating a lower than average home value when compared to the rest of the City and State and a higher than average vacant housing percentage when analyzed on the census block level. Many of these aging structures predate modern building code requirements and were not constructed with the same energy standards as newer structures, leading to higher energy consumption. Table 3 indicates that over 50% of the residential options in the downtown area are single-family residential and only 11.5% are multi-family complexes and 9.7% mixed use.

Table 3 – City Assessment Records Housing Types

Type of Housing	Count	Units	Percentage
Duplex (Common Ownership)	10	20	3.6%
Duplex (Separately Owned)	12	24	4.3%
Single Family Detached	313	313	56.3%
Townhouse	0	0	0.0%
Multi-family Housing	15	64	11.5%
Converted Single Family to Apartment	34	81	14.6%
Mixed Use	23	54	9.7%
	407	556	

Table 4 – City Assessment Records – Age of Structure

Age of Structure	Count	Percentage
2000 or newer	43	9%
1990-1999	28	6%
1980-1989	12	3%
1970-1979	8	2%
1960-1969	12	3%
1950-1959	22	5%
older than 1950	342	73%
	467	

Vacant or Condemned Structures and Vacant Land – The District includes 28 vacant residential or commercial structures/suites of which six are condemned. There are also 55 vacant lots comprising of approximately 17 acres of land (see Exhibit 11).

Residential Rental Properties – According to the 2010 Census, 53.6% of the housing units within the affected census blocks are rental properties. According to City rental licensing records, there are 171 rental licenses issued to properties within the District Area (see Exhibit 9), which accounts for 10% of the City’s rental units.

Table 5 – 2016 Residential Rental Operating Licenses

Rental Units	Downtown	City of Milford	Percentage
2016	171	1656	10%

Code Violations – Based on City records for 2013, 2014 and 2015, there were a total of 186 code violations within the District Area which accounted for 25% of the total code violations for the entire City (see Exhibit 10). The District only contains 9% of the City’s properties, which means there are higher concentrations of code violations within the target area.

Table 6 - 2013-2015 Code Enforcement Violations

Code Enforcement	Downtown	City of Milford	Percentage
2013	70	262	27%
2014	39	189	21%
2015	77	279	28%
	186	730	25%

CDBG Projects – According to data provided by Kent County CDBG, 10 projects within City limits have been funded since 2011. Of these 10, two projects occurred within the District Area. According to data provided by Sussex County CDBG, 11 projects have been funded within City limits on the Sussex County side. Of these 11, two projects occurred within the District Area. See Exhibit 12 for these locations.

Crime – Based on information provided by the Milford Police Department for 2013, 2014 and 2015, there were approximately 1,553 incidents that occurred within 50 feet of the District Area (see Exhibit 13). This accounts for approximately 19.2% of total incidents within the City limits. The District area is home to only 14.8% of the City’s population; therefore, it can be derived that there is a higher crime per capita rate within the District Area.

Table 7 - 2013-2015 Number of Incidents by Type

Incident Type	DDD Count	City of Milford Count	Percentage in DDD
Abuse/Neglect	10	63	15.9%
Assault	66	305	21.6%
Bomb Threat	1	2	50.0%
Burglary	72	292	24.7%
Criminal Impersonation	4	28	14.3%
Criminal Mischief	99	457	21.7%
Damage to Property/Vandalism	1	3	33.3%
Death Investigation	1	17	5.9%
Disorderly	376	1272	29.6%
Disorderly Establishment	3	4	75.0%
Domestic	250	1052	23.8%
Drugs	48	413	11.6%
DUI	24	119	20.2%
Forgery	12	50	24.0%
Fraud	20	290	6.9%
Fugitive	138	804	17.2%
Harassment	79	494	16.0%
Homicide	0	2	0.0%
Indecent Exposure	0	1	0.0%
Offensive Touching	31	154	20.1%
Pursuit	0	5	0.0%
Resist Arrest	9	39	23.1%
Robbery	23	61	37.7%
Sex	18	113	15.9%
Shots Fired	10	41	24.4%
Theft	217	1797	12.1%
Trespass	36	164	22.0%
Weapon	5	30	16.7%
Total	1553	8072	19.2%

### 2.3 Potential Positive Impacts

The District designation would bring significant positive effects to the business owners and residents within the District Area and provide significant benefits to the City as a whole. The District is composed of neighborhoods with higher crime rates, lower home ownership rates, higher-than-average code violations, an aging housing stock, and lower income populations that would greatly benefit from the public and private investments made as a result of the district designation.

Potential positive impacts of the proposed DDD designation include the following;

- *Significant residential and commercial private investment.* A significant private financial investment in the form of a mixed use development package in the downtown area will spur further residential and commercial growth. Increased residents help extend the life of the downtown and create greater economic stability.
- *Rehabilitation of residential and commercial buildings.* This provides property owners an opportunity to bring structures into compliance with current building and energy codes, prevent further deterioration of the structure itself, and increase their property value.
- *Rehabilitation or demolition of vacant or condemned structures.* The demolition or rehabilitation of condemned/vacant structures will positively impact the property values of the neighborhood and reintroduce these properties as productive components of the community.
- *Increased homeownership rates.* Provide affordable housing for individuals through state and local incentives with the goal of creating a stronger sense of community with more long-term citizens.
- *Diversify housing stock.* Introduce varying housing options in the downtown area that will attract a wide range of residents.
- *Rehabilitation of historical buildings.* Preservation of the City's historical character increases the attractiveness of the downtown area as a destination.

### **3.0 Development/Redevelopment Strategy**

In September 2015, over 250 citizens gathered together in focus groups and public meetings to develop the Rivertown Rebirth Plan (see Appendix B), a plan for the redevelopment and revitalization of Downtown Milford. The Rivertown Rebirth plan utilized market data, physical design and marketing to deliver a shared vision of downtown residential and commercial growth.

The Rivertown Rebirth Plan contains a series of recommendations for Milford to build upon the momentum that already exists, further enhance the downtown and address some of the opportunities and concerns identified by stakeholders. Several recommendations are tied to physical locations and further described below and in the Master Plan document. The Plan focuses on leveraging potential development sites along the river and creating stronger connections to the river.

In addition to the Rivertown Rebirth Plan, the District Plan focuses on community redevelopment through the promotion of homeownership and neighborhood revitalization. The City intends to partner with several non-profit and governmental agencies in promoting community development programs with the goal of reducing vacancy rates and code violations, and increasing safety and economic activity.

#### **3.1 Content, Goals and Objectives**

The Rivertown Rebirth Plan is broken down into three separate geographic areas; Downtown East, Downtown Core and Downtown West. Within each area, the Plan differentiates between large-scale and small-scale projects and provides implementation strategies and revitalization tactics. These projects and implementation strategies will serve as a guide for redevelopment and growth in the downtown area.

Large-scale projects include the following;

- Mixed use development projects
- Reuse of several vacant buildings
- Development of the Riverwalk Village project
- Development of a destination riverfront restaurant
- Development of an amphitheater/festival space
- Construction of an additional pedestrian bridge
- Incorporate the historic Vinyard Shipyard
- Façade programs
- Streetscape projects

Small-scale projects include the following;

- Creation of micro-retail clusters
- Creation of additional events and programming
- Enhancements to Riverwalk Plaza
- Enhancements to Park Avenue
- Beautification of park space
- Additional tree plantings
- Incorporation of ecotourism / recreation along and on the river

These large-scale and small-scale projects are aimed at increasing retail density and affordable housing options while beautifying existing structures and park space. Providing more eating and shopping options will attract consumers to the downtown area and ultimately create a destination.

The Rivertown Rebirth Plan outlines revitalization tactics related to abandoned and dilapidated buildings, establishing illustrative design guidelines, and creating a community development corporation to assist the City in its residential and commercial redevelopment efforts.

In addition to the specific development goals set forth in the Rivertown Rebirth Plan, the Downtown Development District Plan includes the following objectives;

- Improve housing stock
- Reduce vacancy rates
- Promote homeownership
- Establish long-term residents
- Strengthen the sense of community

The City is committed to increasing property maintenance and building code enforcement and is currently in the process of updating both related sections of the City Code. In addition to these updates, the City has begun discussing the need to implement a vacant building registration program. The fees collected would establish a community grant program to assist low income property owners with building and property maintenance code violations. The City is also in the process of revising the residential rental code to include a crime-free housing component. The proposed revisions would provide the City with additional enforcement capabilities for nuisance properties.

These items collectively will guide the City's residential redevelopment and positively impact the commercial growth of the downtown core.

### **3.2 Implementation Strategies; Known Projects; Key Priority Project**

The Rivertown Rebirth Plan includes an implementation strategy board that outlines tasks and responsibilities that will serve as a guide for commercial and residential redevelopment in the downtown area. This strategy board is broken down into three categories and provides target dates for the above mentioned large-scale and small-scale projects, along with goals for other implementation tools. The categories are Engage the River, Create a Destination, and Enhance Connections.

The tasks within the “Engage the River” category include those that will guide the City to becoming Delmarva’s premier Rivertown and become a place to stroll, shop and dine along the river, along with being a perfect place to get on the water. Specific tasks include construction of several mixed use projects, establishing more events on or in the river, attracting a destination riverfront restaurant and the creation of an amphitheater or festivals space.

The “Create a Destination” category includes tasks geared towards establishing a downtown with a multitude of shopping and dining options where people will love to spend their time. These items include attracting new businesses, new restaurants, implementing an extended hour’s campaign, increasing public safety, performing building enhancements and constructing streetscape projects.

The final category, “Enhance Connections”, is focused on bringing organizations and groups together to make the City the best it can be. Some of the tasks outlined under this section include creating a downtown development corporation, establishing better relationships with merchants, increasing the number of events held in downtown and focusing on diversity.

#### *Key Priority Projects*

The RiverPlace mixed use development located in the Downtown Core area was targeted as a potential redevelopment site on City-owned property. The former site of the City’s water treatment plant, this area along with adjacent City property offers the opportunity for a significant mixed use project along the river. The City has received interest from a developer to construct a mixed use residential/retail project, along with commercial and residential investments on adjacent lands totaling thirty million dollars (\$30,000,000.00). A copy of the concept rendering is provided under Exhibit 14. The project would require formal approval from the City along with revisions to the City Code related to density and height restrictions. The City is in the process of creating a new zoning category along the river in downtown for mixed use development. The new zoning district would require public input and review/approval from the Planning Commission and City Council. The developer has provided the attached letter of support outlining their goals and construction timeline (see Exhibit 16).

The Riverwalk Village (Villas) development located in the Downtown East area outlined in the Plan is a residential project that has already received preliminary site plan approval from the City’s Planning Commission. This project includes the construction of four three-story multi-family buildings totaling 48 units in an area primed for redevelopment. The surrounding residential areas are characterized by low homeownership rates, an aging housing stock and include several vacant parcels. The property is also adjacent to the historic Vinyard Shipyard and Mispillion Riverwalk. The quality of the project could determine the redevelopment potential for surrounding properties. A copy of the preliminary site plan is provided under Exhibit 15.

### *Other Known Projects*

The former M&T Bank building located at the corner of North Walnut and NW Front Streets was vacated by the bank 12 months ago. The City has made it a top priority to assist the property owner with finding a suitable reuse at this critical intersection. A goal of the City is to attract a new business, preferably a restaurant, to this vacant building.

The former site of Warren Furniture Company, located at the intersection of South Walnut and SW Front Streets, is a vacant property located at the southern end of "Main Street" that offers a prime location for commercial or mixed use infill. This property serves as a gateway to SW Front Street and will impact the redevelopment efforts of the Downtown West area.

The abandoned fire house building, located at the intersection of Church and SW Front Streets provides another opportunity for commercial or mixed use redevelopment. This three-story structure adjacent to the river is key to the redevelopment of SW Front Street and could serve as a prime location for office and residential mixed use. The owner of this property has provided the attached letter of support (Exhibit 16).

## **4.0 Local Incentives**

The City recently adopted Chapter 19 - Economic Development and Redevelopment which provides a framework for the City to develop Specific Economic Development Incentive Programs (SEDIP) for designated target areas within City limits. A draft Code amendment has been prepared by the Economic Development Committee and staff, outlining the specific incentive tools for the Downtown Development District area (see Exhibit 17). The following is a list of these incentives tools which will be adopted upon designation;

- Water, Sewer and Electric Impact Fee Waivers
- Other Permit and Fee Waivers
- Land Installment Contract
- Property Tax Abatement
- Realty Transfer Tax Rebate
- Streamlined Permitting and Approval Process

### **4.1 Water, Sewer & Electric Impact Fee Waivers**

An eligible project may qualify for a full waiver of impact fees. These waivers result in a direct reduction in the overall cost of a project.

### **4.2 Other Permit and Fee Waivers**

An eligible project within the District Area may qualify for a waiver of all City permit fees including the following; building permit fee, land use application review fees, outsourced professional service fees. If the City decides to implement business licensing, qualifying new businesses may receive a waiver of the business license fee for three years. Fee waivers are a direct reduction in the overall cost of a project.

### **4.3 Land Installment Contract**

Qualifying projects may apply to purchase City-owned property through an installment land contract at a price and upon such terms and conditions as determined by the City Council. Terms and conditions include the interest rate, financing period, and repayment schedule. An agreement would be entered into between the City and the buyer with certain required milestones. If certain milestones are not met, the buyer would be responsible for full payment of the outstanding contract balance. Land Installment Contracts provide low-interest or no-interest financing on land, potentially reducing upfront expenses for developers and reducing the overall investment cost.

### **4.4 Tax Abatements**

Qualifying properties may receive City of Milford property tax abatements for a period of up to ten years. For rehabilitation projects, if the owner improves the assessed value by more than 50% of the original value, the owner may receive a full tax abatement of City property taxes for up to ten years. Any other improvements would receive a partial tax abatement based on the value of the improvements for up to ten years. Assessments will be determined by the City Tax Assessor.

New residential or commercial construction may receive a full tax abatement for up to five years.

Properties converted from rental units to owner occupied housing may receive a full tax abatement for up to ten years.

Tax Abatements return money to the investors through annual savings and are designed to reward those individuals and entities that make significant improvements to buildings and vacant property or convert rentals into owner occupied housing within the DDD area.

### **4.5 Realty Transfer Tax Rebate**

The City will not impose the realty transfer tax for properties sold to first-time homebuyers within the District Area. This waiver is designed to promote homeownership and reduce closing costs on the buyer and seller.

### **4.6 Streamlined Permitting and Approval Process**

Eligible projects will receive expedited plan review and permit review. Additionally, the City will provide staff support services and assistance with navigating Federal, State and local agency reviews.

### **4.7 Downtown Milford, Inc. Low Interest Loan**

Downtown Milford, Inc. (DMI) has an established revolving fund with approximately \$25,000 designated for low interest loans within the DMI boundary. Although the DMI boundary and the proposed District do not completely overlap, it is worth mentioning the availability of the revolving fund loan for existing and potential business investors in the downtown area. The interest rate is typically between 3-4% and rates are established based on bank recommendations, current rates and the amount requested.

#### **4.8 Local Incentives and DDD Benefits**

For private residential development or commercial investment, the intent of the local incentive package is to reduce the direct costs associated with a project through the waiver of impact fees and other City fees. In addition to the fee waivers, a streamlined planning and building permit review process reduces the amount of time the investor must wait for a return on his/her investment. These incentives, paired with the potential rebates and other assistance provided by the State, will decrease the financial risk for potential developers and make it more attractive to invest in new development or redevelopment projects in the downtown area.

Tax abatement incentives, along with fee waivers, will incentivize property owners to invest money into their buildings with the goal of increasing their property values. Investments could be made to address vacant and dilapidated structures, properties with code violations, increase energy efficiency in an aging housing stock or other investments geared to overall enhancements. These savings paired with State grant and loan assistance would result in a reduced number of code violations and lower vacancy rates leading to higher property values.

Residential or commercial redevelopment/rehabilitation projects would also be able to take advantage of the DDD's Historic Preservation Tax Credits which provide assistance to owners interested in preserving Milford's heritage.

The realty transfer tax waiver is structured to incentive first-time homebuyer purchases. A portion of the tax abatement plan is structured to incentive the conversion of rental properties to owner occupied units. Both of these incentives paired with the Housing Development Fund and Strong Neighborhood Housing Fund programs provided by the DSHA would attract new homeowners into the downtown area, creating a stable community of potential long-term residents.

#### **5.0 Consistency with Planning Documents**

##### **5.1 Comprehensive Plan Documents**

The District Plan is consistent with the City of Milford's 2008 Comprehensive Plan. The Comprehensive Plan indicates commercial mixed use development through the center portion of the District Area with low density residential in the adjacent neighborhoods. The District Plan addresses several objectives related to economic development, housing, and environmental issues (see Exhibit 18). Highlighted objectives include the following;

- Maintain the appearance and functionality of the existing developed properties.
- Provide employment, housing, shopping and recreational opportunities within convenient distances to people living and working in the City.
- Coordinate with Downtown Milford, Inc (DMI) to integrate downtown redevelopment efforts with the parks, cultural resources and economic development plans of the City.
- Create incentives and programs to encourage the purchase and development of owner-occupied single-family homes.
- Provide current residential zoning districts and new options for residential opportunities for Milford's anticipated population growth.
- Work with CDBG to assist low income property owners to rehabilitate their structures.

- Promote the advantages of a shorter commute by placing workplaces and shopping close to residential neighborhoods.
- Develop a strategy for providing affordable housing options.
- Participate in the Mispillion River Action Team to assist in the development of pollution control strategies for the river.
- Promote the City's Historical Districts and cultural resources as a component of the Mispillion Riverwalk master plan and as an economic redevelopment tool for the central business district.
- Promote and designate Downtown Milford as an arts and entertainment district, creating a sense of Downtown Milford as a distinct district.
- Revise the zoning ordinance to promote mixed use developments.

The City is currently in the process of updating the City's Comprehensive Plan. If designated, the Downtown Development District Plan will be added as an integral component of the City's vision and goals.

## **5.2 State Strategies for Spending**

The District Area is completely within the Level 1 Investment Area as illustrated in the Strategies for State Policies and Spending. The District Plan is consistent with the goals and objectives of the Strategies for State Policies and Spending by promoting higher density, mixed use development and complete community concepts. The Plan supports a broad mix of housing options and intends to build community character by establishing long-term residents through owner-occupied housing incentives. The Plan provides incentives to attract businesses to the downtown area and promotes the redevelopment of underused or abandoned property.

## **5.3 Plan & Land Use Regulations**

The Land Use Plan from the 2008 Comprehensive Plan includes commercial mixed use through the center portion of the District surrounded by areas of low-density and moderate-density residential and open space. The District Area includes several zoning designations including C-1 (Neighborhood Commercial District), C-2 (Central Business District), C-3 (Highway Commercial District), R-2 (Residential District), R-3 (Garden Apartment and Townhouse District) and I-2 (General Industrial District). There are some properties that have zoning designations that are not consistent with the future land use plan, but the District Plan would require these properties to come into conformance.

The major commercial and residential components outlined in the Rivertown Rebirth Plan are consistent with the City's land use regulations, with the exception that some of the mixed use proposals may require density and height amendments to the zoning ordinance. Although mixed use is permitted under the C-2 (Central Business District) zoning, the City is in the process of creating a new zoning district specifically for mixed use development in the downtown area. This district would allow some flexibility related to bulk standards (including setbacks, parking, and building height) while providing higher densities for mixed use development.

## **5.4 Special Districts**

The District Area includes portions of three separate historic districts; the Shipyard District, the North Milford Historic District, and the Victorian Historic District (see Exhibit 7).

The North Milford District is located in Kent County and is generally located between N. Walnut Street and Truitt Avenue from the River to Fourth Street. This district is home to Milford's earliest beginnings as a riverside community.

The Shipyard Historic District is the smallest district and is found along a portion of the Mispillion River in Sussex County. The District contains Milford's only surviving shipyard which was established in the late eighteenth century and is a focus point of the Master Plan. This district is adjacent to the Riverwalk Villas project and will be impacted by the redevelopment of this area.

The Victorian Historic District is located in Sussex County along both sides of S. Walnut Street bounded on the north by the River and the south by the railroad. This district represents a building period during the prosperous decades of Milford's history when the south side of the River became integrated into Milford's society.

These historic areas reinforce Milford's small-town appeal and provide a diverse range of architecture. The Plan will incorporate the visible traces of the community's shipbuilding heritage in order to preserve the character of the community.

## **5.5 Energy Efficiency and Environmentally Sensitive Development**

Some of the Key Priority Projects outlined in the Plan are located within the 100-year floodplain. The City permits building construction within the floodplain as long as the construction adheres to the conditions set forth in Chapter 130 of the City's Code. In addition to the floodplain ordinance, any new development or redevelopment must adhere to the City's wetland and riparian buffer standards set forth in the zoning code.

The City is in the process of updating the City Code related to building construction and intends to implement greater energy efficiency standards. The City fully supports the initiatives from the State and the Sustainable Energy Utility and will work to implement their goals and objectives.

The City received a Surface Water Matching Planning Grant for a planning study related to the implementation of water quality improvement techniques for the Mispillion River. The project would include the construction of living shorelines, wetlands and other best management practices in the area adjacent to the Riverwalk Village project and the Goat Island Nature Area.

## **6.0 Coordination**

### **6.1 Local Government Role**

The City will utilize its leadership role to coordinate implementation efforts between local organizations, existing merchants, residents and potential investors. The Rivertown Rebirth Plan includes an implementation strategy board outlining responsibilities and target dates. The City will hold semi-annual meetings, tracking the progress of the implementation schedule, holding entities accountable for implementation efforts and adjusting strategies as needed. The City will actively promote the District Plan and provide resources to assist existing or potential investors in understanding the program, its goals and the benefits of investing in the downtown area.

The City will actively seek out properties in the District Area that may qualify for financial assistance for housing improvements and create better relationships between the City government and its residents. The City intends to make this a Citywide initiative and not just limit our focus on the District Area.

The City will monitor and adjust local incentives to ensure the overall goals and objectives of the District Plan are being achieved. The Planning department will refine processing procedures and streamline project and permit review and approval in order to minimize unnecessary delays.

The City will develop evaluation indicators to measure the District Plan's performance and monitor the program success in a holistic manner. These indicators will include occupancy rates, housing types, crime rates, code violations, homeownership rates, poverty rates and job levels and will be monitored annually and presented to City Council.

## **6.2 Other Supporting Bodies**

Downtown Milford, Inc. (DMI) is a non-profit organization continually promoting quality civic, commercial and cultural development of the historic central business district of Milford. DMI is tasked with implementing several aspects of the Rivertown Rebirth Plan related to business attraction and retention. DMI is responsible for establishing new events to attract visitors to the downtown area and promote an "extended hours" campaign with the local merchants. DMI also maintains a revolving fund loan program that is available to those businesses within their boundary. As Milford's "Main Street" organization, DMI has successfully used the *Main Street Four Point Approach* to provide leadership and develop collaborative initiatives in the downtown area.

The Chamber of Commerce for Greater Milford (CCGM) serves the business community as a resource information center, referral source and networking base to facilitate and actively promote Milford. The Chamber of Commerce will play an integral part of promoting existing businesses and attracting new businesses to the community and downtown area.

Milford Housing Development Corporation (MHDC) is a non-profit housing developer who will partner with the City of Milford and target specific abandoned buildings and vacant property for development/redevelopment. The City will work with residents and the MHDC to further promote home ownership and provide resources for housing rehabilitation. MHDC also owns several multi-family housing complexes within the District Area that would be eligible for DSHA rehabilitation assistance.

First State Community Action Agency (FSCAA) is a private nonprofit organization that provides programs to educate, motivate and support people living in poverty conditions. FSCAA will work with the City and its residents by providing housing counseling programs and workshops designed to provide guidance on obtaining, maintaining and retaining appropriate housing. The agency is interested in partnering with the City, Bayhealth and the Milford School District on establishing a proactive De-Lead program within the District Area and other parts of the City.

## **7.0 Public Comment and Council Approval**

In September 2015, the City hired Arnett Muldrow & Associates to develop a master plan of the downtown area. The consultant and City officials engaged over 250 citizens in focus groups and public meetings and developed the Rivertown Rebirth Plan. During the charrette, the project team met with

property owners, business owners and other key stakeholders to develop a unified vision for downtown redevelopment.

On January 11, 2016, the Rivertown Rebirth Plan was presented to City Council and adopted as the City's downtown development strategy. Council adopted Resolution 2016-02 in support of the Rivertown Rebirth Plan and appointed the Economic Development Committee the responsibility of implementing the plan elements. The Committee met on February 8, 2016 with downtown property owners to initiate the implementation phase of the Plan.

The City's Economic Development Committee held a public meeting in early April 2016 to discuss the local incentive portion of the Downtown Development District application. The Committee recommendations were compiled by staff and included in the application as proposed amendments to the City Code. City Council supports these amendments and will adopt the revisions upon district designation as stated in the supporting resolution.

The City's Community Affairs Committee held a public meeting on May 17, 2016 to discuss the creation of a new zoning district in the downtown area that would allow greater height and density limits. The meeting served as a guide for staff to develop a draft ordinance to be reviewed by the Planning Commission in the upcoming weeks.

City Council held public meetings regarding the Downtown Development District application on April 11, April 25, May 9 and May 23. In addition to the public meetings, the City posted the draft application on the City's website during the month of May for the public to view and provide comment. City Council adopted the supporting resolution on May 23, 2016.

APPENDIX A  
Application Form



**DELAWARE DOWNTOWN DEVELOPMENT DISTRICT  
APPLICATION FOR DESIGNATION AS A DISTRICT**



**March 2016**

## **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](mailto: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<sup>1</sup> 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.

<sup>1</sup> 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.

Completed applications will be considered by the Cabinet Committee on State Planning Issues (the Committee). The Committee will make recommendations to the Governor, who may then designate additional 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 up to 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  
FY16 Cycle:  
June 1, 2016**



# Downtown Development Districts

## Application for Designation as a District

### 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)<sup>2</sup>. Districts must be no more than 85 acres in area for jurisdictions with a population under 9,000<sup>3</sup> 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

<sup>2</sup> 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.

<sup>3</sup> Population to be based on the 2010 US Census.

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



# *Downtown Development Districts*

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## **Application for Designation as a District**

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.

<b>Section III</b> <b>Application Instructions</b>
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Local governments that wish to be considered for designation as a Downtown Development District must fill out the application form for the current FY16 application cycle.



# *Downtown Development Districts*

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## **Application for Designation as a District**

For local governments that previously applied for designation in the FY14 round, their original applications remain on file with the OSPC. If the local government would like to be considered for designation in the FY16 round, they will have the following options:

- Have their original application reviewed;
- Have their original application reviewed with supplemental materials to be provided; or
- Complete a new application.

If a local government with an application on file wishes to be considered for designation in this round, they must signify this by completing at least the Information Sheet and they must provide a new Resolution from the local legislative body.

If a local government with an application on file wishes to provide supplemental materials, the new materials must be inserted in the appropriate locations on this application form. Attachments, such as a revised District Plan, are certainly permissible. The supplemental materials must be presented in a way that clearly demonstrates what changes, updates or new information is being provided. Actually highlighting or red –lining new materials would be most helpful.

Here are some details about the various parts of the application form:

**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. All local governments must complete this form, even those with applications on file from a previous round.

**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.



## *Downtown Development Districts*

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### **Application for Designation as a District**

**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.

must have been acted upon during this FY16 application period. Resolutions from 2014 will not be accepted.

**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. All local governments must provide a resolution from the legislative body, even those with applications on file from a previous round. Resolutions



## *Downtown Development Districts*

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Application for Designation as a District

# Application Cover Sheet and Check List

Jurisdiction Name:

CITY OF MILFORD

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Date of Application 5/24/16

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

**Note: All local governments must complete this sheet, even those with applications on file from a previous round.**

Municipality / County: CITY OF MILFORD

Contact Person for Application	
Name: <u>Rob Pierce</u>	
Address: <u>201 S. Walnut Street, Milford, DE 19963</u>	
Phone: <u>302-424-3712</u>	
Email: <u>rpierce@milford-de.gov</u>	
Signature <u>[Handwritten Signature]</u>	Date <u>5/24/16</u>

Proposed District Administrator (if different)	
Name: <u>N/A</u>	
Address: <u>N/A</u>	
Phone: <u>N/A</u>	
Email: <u>N/A</u>	
Signature _____	Date _____

- New Application, never applied for DDD designation before.
- Application on file, please review with no changes.
- Application on file, please review with the addition of supplemental materials included in this application form or attached.
- Application on file. Please disregard it and review this entirely new application.

Date of certified Comprehensive Plan 07/07/2009

Population of the municipality or county (as per 2010 US Census) 9,559

Population of proposed District (based on 2010 US Census Block data) 1,417

Area of proposed District in acres 170

Area Verified by OSPC Staff _____
OSPC use only



## *Downtown Development Districts*

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### **Application for Designation as a District**

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 District is one-hundred seventy (170) acres located in both Kent and Sussex counties centered on the City's historic central business district and the Mispillion River (see Appendix C for illustrations). Commercial land use makes up approximately one-third (1/3) of the land area, while the remaining two-thirds are low and moderate density residential uses. The District is easily accessible from Route 113 or Route 1 traveling east/west along Route 14 (NE & NW Front Street). The District Area is comprised of a mixture of downtown commercial, professional offices, government facilities, public facilities (including library, museum, senior center, riverwalk and park areas), mixed use, single family detached and semi-detached dwellings, apartments converted from single family dwellings, and multi-family housing complexes.



# *Downtown Development Districts*

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## 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: Rob Pierce

Phone 302-424-3712

Email rpierce@milford-de.gov



## *Downtown Development Districts*

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### 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 District Area was created based on the following factors: geographic features, land use, areas of highest need, and development/redevelopment potential. The District is adjacent to the Mispillion River and includes the City's Riverwalk and historic central business district. The District includes residential neighborhoods that would most benefit from a concentrated redevelopment effort and are home to some of the most economically-distressed areas in the City. These areas have higher rates of poverty, crime and vacancy, lower home ownership rates and include several buildings with code violations that are in need of repair or revitalization. The District also includes several vacant properties that offer new development opportunities in the downtown area.

The District includes the majority of the Downtown Milford, Inc. (DMI) program boundary. This “grass roots” community-driven, non-profit Main Street organization has provided assistance with economic development for the past 20 years. Although the boundaries are not identical, DMI will play an important role in the implementation of the District Plan.

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 OSC

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



## *Downtown Development Districts*

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### 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 Use Plan from the 2008 Comprehensive Plan includes commercial mixed use through the center portion of the District surrounded by areas of low-density and moderate-density residential and open space. The District Area includes several zoning designations including C-1 (Neighborhood Commercial District), C-2 (Central Business District), C-3 (Highway Commercial District), R-2 (Residential District), R-3 (Garden Apartment and Townhouse District) and I-2 (General Industrial District). There are some properties that have zoning designations that are not consistent with the future land use plan, but the District Plan would require these properties to come into conformance.

The major commercial and residential components outlined in the Rivertown Rebirth Plan are consistent with the City's land use regulations, with the exception that some of the mixed use proposals may require density and height amendments to the zoning ordinance. Although mixed use is permitted under the C-2 (Central Business District) zoning, the City is in the process of creating a new zoning district specifically for mixed use development in the downtown area. This district would allow some flexibility related to bulk standards (including setbacks, parking, and building height) while providing higher densities for mixed use development.

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).

The District Area includes portions of three separate historic districts; the Shipyard District, the North Milford Historic District, and the Victorian Historic District (see Exhibit 7).

The North Milford District is located in Kent County and is generally located between N. Walnut Street and Truitt Avenue from the River to Fourth Street. This district is home to Milford's earliest beginnings as a riverside community.

The Shipyard Historic District is the smallest district and is found along a portion of the Mispillion River in Sussex County. The District contains Milford's only surviving shipyard which was established in the late eighteenth century and is a focus point of the Master Plan. This



## *Downtown Development Districts*

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### **Application for Designation as a District**

district is adjacent to the Riverwalk Villas project and will be impacted by the redevelopment of this area.

The Victorian Historic District is located in Sussex County along both sides of S. Walnut Street bounded on the north by the River and the south by the railroad. This district represents a building period during the prosperous decades of Milford's history when the south side of the River became integrated into Milford's society.

These historic areas reinforce Milford's small-town appeal and provide a diverse range of architecture. The Plan will incorporate the visible traces of the community's shipbuilding heritage in order to preserve the character of the community.



# *Downtown Development Districts*

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## **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).

Downtown Milford reflects the values and identity of the community. It is the heart and economic core of our City and provides a unique sense of place. Like many downtowns, Milford's central business district was once a thriving commercial center made up of numerous retail and service-oriented businesses that served the community. In the 1970's, the development of suburban-style shopping centers and strip malls along Route 113 resulted in a migration of retail to the highway and left many store fronts empty in the downtown area. These former retail locations have been replaced with offices and churches that provide landlords with some financial stability, but offer limited economic benefits. In recent years, with the help of DMI and the State of Delaware Economic Development Office (DEDO), the downtown has gained some momentum and reclaimed some of these underutilized spaces, but these efforts have resulted in a frequent turnover of new businesses. Although there are several successful businesses in the downtown, it lacks the retail density and dining options required to increase consumer traffic and create the desired destination status.

The same suburbanization movement that led to the migration of retail from the downtown core has affected the socioeconomic conditions of the adjacent residential neighborhoods. Many residents in the downtown neighborhoods moved to newer suburban or rural developments. Over the past 20 years, the downtown neighborhoods once composed of owner-occupied single family dwellings have transitioned primarily into lower income rental housing. According to the 2010 Census, the poverty rate for the census tracts affected by the District Area was 15.2%. This is higher than both the City (14.4%) and State (12.0%) figures. In 2010, 53.6% of the housing units in the District were rental units. This is nearly double the State percentage of 27.9%.

Approximately 73% of the residential and commercial structures within the District Area were constructed prior to 1950. Neglect of these aging structures has led to the deterioration of many downtown buildings and has contributed significantly to the lack of private redevelopment.



## *Downtown Development Districts*

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### **Application for Designation as a District**

Many of the aging structures require repairs that cost more than the assessed value of the property, making it financially infeasible for most private investors to purchase and rehabilitate many of the downtown buildings. Many homeowners cannot afford costly repairs and maintenance to their homes which has resulted in increased building and property maintenance code violations. The District Area accounted for one-quarter of the City's code violations over the past three years.

Poor economic conditions have led to higher vacancy rates and have left neighbors and the City to deal with nuisance properties. According to the 2010 Census, 14.6% of the housing units were vacant. This is about 1% lower than the State's percentage but more than 5% greater than the Citywide average. City records indicate there are 28 vacant structures, of which six have been condemned as unfit for human occupancy. There are also 55 vacant lots containing around 17 acres of land. Some of the unimproved land is a result of the demolition of dilapidated structures.

Increased poverty and blight has led to increased levels of crime. Over the past three years, approximately 19% of the criminal incidents within the City have occurred within the District Area. The District Area is home to 14% of the City's population, accordingly there is a higher crime rate per capita in the downtown area.

Over the past two decades, the City has consistently invested public funds into the downtown area through streetscape projects and the creation and expansion of the Mispillion Riverwalk. These projects have provided the foundation upon which private investment can build upon. The District designation will help to preserve the City's investment in the core and will provide the additional momentum needed to fulfill the City's vision for an economically vibrant downtown that serves local residents and attracts visitors from the region and beyond.



# *Downtown Development Districts*

## 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

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



# *Downtown Development Districts*

## 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 following are general City and District characteristics that were used during the needs analysis. The District Area contains 170 acres of land which equates to approximately 3% of the City's total land area. The District Area contains 584 parcels which equates to approximately 9% of the City's individual properties. The District Area is home to approximately 1,417 people which is 14.8% of the City's population. It should be noted that the two impacted census tracts encompass approximately 4,200 acres of land and contain approximately 4,100 parcels and, in the opinion of the City, do not accurately reflect the conditions within the District Area (See Exhibit 3A). The City utilized 2010 Census data, 2010-2014 ACS (5-year Estimates), and City data sources to produce the following analysis.

**Poverty and Income** – The Census tract data indicates a higher than average poverty rate at 15.2%, along with lower median home value when compared to the rest of the City and the State. The City believes the census tract data for the median household income and home value are slightly higher than actual conditions and do not accurately reflect the characteristics within the District Area. See Exhibit 19 for photographs of properties within the District Area.

**Housing** - According to 2010-2014 ACS (5-year Estimates), 8.3% of the housing within census tract 425 and 33.8% of the housing within census tract 501.04 were built prior to 1950. Like other census tract data, this percentage is skewed due to the overall size of the tracts compared to the District Area. In order to provide a more accurate depiction of housing conditions, the City analyzed assessment records and provided photographs of the properties within the District Area (see Exhibit 19). According to City assessment records, approximately 73% of all principal structures (commercial and residential) within the DDD area were constructed prior to 1950 (see Exhibit 8). The ongoing deterioration of the downtown building stock has led to lower property values and increased vacancy rates. Census and ACS data supports these statements indicating a lower than average home value when compared to the rest of the City and State and a higher than average vacant housing percentage when analyzed on the census block level. Many of these aging structures predate modern building code requirements and were not constructed with the same energy standards as newer structures, leading to higher energy consumption. Assessment records indicate that over 50% of the residential options in the downtown area are single-family residential and only 11.5% are multi-family complexes and 9.7% mixed use.

**Vacant or Condemned Structures and Vacant Land** – The District includes 28 vacant residential or commercial structures/suites of which six are condemned. There are also 55 vacant lots



## *Downtown Development Districts*

### **Application for Designation as a District**

comprising of approximately 17 acres of land (see Exhibit 11).

**Residential Rental Properties** – According to the 2010 Census, 53.6% of the housing units within the affected census blocks are rental properties. According to City rental licensing records, there are 171 rental licenses issued to properties within the District Area (see Exhibit 9), which accounts for 10% of the City’s rental units.

**Code Violations** – Based on City records for 2013, 2014 and 2015, there were a total of 186 code violations within the District Area which accounted for 25% of the total code violations for the entire City (see Exhibit 10). The District only contains 9% of the City’s properties, which means there are higher concentrations of code violations within the target area.

**CDBG Projects** – According to data provided by Kent County CDBG, 10 projects within City limits have been funded since 2011. Of these 10, two projects occurred within the District Area. According to data provided by Sussex County CDBG, 11 projects have been funded within City limits on the Sussex County side. Of these 11, two projects occurred within the District Area. See Exhibit 12 for these locations.

**Crime** – Based on information provided by the Milford Police Department for 2013, 2014 and 2015, there were approximately 1,553 incidents that occurred within 50 feet of the District Area (see Exhibit 13). This accounts for approximately 19.2% of total incidents within the City limits. The District area is home to only 14.8% of the City’s population; therefore, it can be derived that there is a higher crime per capita rate within the District Area.

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).

The District designation would bring significant positive effects to the business owners and residents within the District Area and provide significant benefits to the City as a whole. The District is composed of neighborhoods with higher crime rates, lower home ownership rates, higher-than-average code violations, an aging housing stock, and lower income populations that would greatly benefit from the public and private investments made as a result of the district designation.

Potential positive impacts of the proposed DDD designation include the following;

- Significant residential and commercial private investment. A significant private financial



## *Downtown Development Districts*

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### **Application for Designation as a District**

investment in the form of a mixed use development package in the downtown area will spur further residential and commercial growth. Increased residents help extend the life of the downtown and create greater economic stability.

- Rehabilitation of residential and commercial buildings. This provides property owners an opportunity to bring structures into compliance with current building and energy codes, prevent further deterioration of the structure itself, and increase their property value.
- Rehabilitation or demolition of vacant or condemned structures. The demolition or rehabilitation of condemned/vacant structures will positively impact the property values of the neighborhood and reintroduce these properties as productive components of the community.
- Increased homeownership rates. Provide affordable housing for individuals through state and local incentives with the goal of creating a stronger sense of community with more long-term citizens.
- Diversify housing stock. Introduce varying housing options in the downtown area that will attract a wide range of residents.
- Rehabilitation of historical buildings. Preservation of the City's historical character increases the attractiveness of the downtown area as a destination.



# *Downtown Development Districts*

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## 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 in the Program Guidelines 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).

In September 2015, over 250 citizens gathered together in focus groups and public meetings to develop the Rivertown Rebirth Plan (see Appendix B), a plan for the redevelopment and revitalization of Downtown Milford. The Rivertown Rebirth plan utilized market data, physical design and marketing to deliver a shared vision of downtown residential and commercial growth.

The Rivertown Rebirth Plan contains a series of recommendations for Milford to build upon the momentum that already exists, further enhance the downtown and address some of the opportunities and concerns identified by stakeholders. Several recommendations are tied to physical locations and further described below and in the Master Plan document. The Plan focuses on leveraging potential development sites along the river and creating stronger connections to the river.

In addition to the Rivertown Rebirth Plan, the District Plan focuses on community redevelopment through the promotion of homeownership and neighborhood revitalization. The City intends to partner with several non-profit and governmental agencies in promoting community development programs with the goal of reducing vacancy rates and code violations, and increasing safety and economic activity.

The Rivertown Rebirth Plan is broken down into three separate geographic areas; Downtown East, Downtown Core and Downtown West. Within each area, the Plan differentiates between large-scale and small-scale projects and provides implementation strategies and revitalization



## *Downtown Development Districts*

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### **Application for Designation as a District**

tactics. These projects and implementation strategies will serve as a guide for redevelopment and growth in the downtown area.

Large-scale projects include the following;

- Mixed use development projects
- Reuse of several vacant buildings
- Development of the Riverwalk Village project
- Development of a destination riverfront restaurant
- Development of an amphitheater/festival space
- Construction of an additional pedestrian bridge
- Incorporate the historic Vinyard Shipyard
- Façade programs
- Streetscape projects

Small-scale projects include the following;

- Creation of micro-retail clusters
- Creation of additional events and programming
- Enhancements to Riverwalk Plaza
- Enhancements to Park Avenue
- Beautification of park space
- Additional tree plantings
- Incorporation of ecotourism / recreation along and on the river

These large-scale and small-scale projects are aimed at increasing retail density and affordable housing options while beautifying existing structures and park space. Providing more eating and shopping options will attract consumers to the downtown area and ultimately create a destination.

The Rivertown Rebirth Plan outlines revitalization tactics related to abandoned and dilapidated buildings, establishing illustrative design guidelines, and creating a community development corporation to assist the City in its residential and commercial redevelopment efforts.

In addition to the specific development goals set forth in the Rivertown Rebirth Plan, the Downtown Development District Plan includes the following objectives;

- Improve housing stock
- Reduce vacancy rates
- Promote homeownership
- Establish long-term residents
- Strengthen the sense of community

The City is committed to increasing property maintenance and building code enforcement and is currently in the process of updating both related sections of the City Code. In addition to these



## *Downtown Development Districts*

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### **Application for Designation as a District**

updates, the City has begun discussing the need to implement a vacant building registration program. The fees collected would establish a community grant program to assist low income property owners with building and property maintenance code violations. The City is also in the process of revising the residential rental code to include a crime-free housing component. The proposed revisions would provide the City with additional enforcement capabilities for nuisance properties.

These items collectively will guide the City's residential redevelopment and positively impact the commercial growth of the downtown core.



## *Downtown Development Districts*

### 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 will utilize its leadership role to coordinate implementation efforts between local organizations, existing merchants, residents and potential investors. The Rivertown Rebirth Plan includes an implementation strategy board outlining responsibilities and target dates. The City will hold semi-annual meetings, tracking the progress of the implementation schedule, holding entities accountable for implementation efforts and adjusting strategies as needed. The City will actively promote the District Plan and provide resources to assist existing or potential investors in understanding the program, its goals and the benefits of investing in the downtown area.

The City will actively seek out properties in the District Area that may qualify for financial assistance for housing improvements and create better relationships between the City government and its residents. The City intends to make this a Citywide initiative and not just limit our focus on the District Area.

The City will monitor and adjust local incentives to ensure the overall goals and objectives of the District Plan are being achieved. The Planning department will refine processing procedures and streamline project and permit review and approval in order to minimize unnecessary delays.

The City will develop evaluation indicators to measure the District Plan's performance and monitor the program success in a holistic manner. These indicators will include occupancy rates, housing types, crime rates, code violations, homeownership rates, poverty rates and job levels and will be monitored annually and presented to City Council.

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<sup>4</sup> should be identified, if applicable. See the Checklist for more details (please limit your response to 750 words or less).

The Rivertown Rebirth Plan includes an implementation strategy board that outlines tasks and

<sup>4</sup> 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.



## *Downtown Development Districts*

### **Application for Designation as a District**

responsibilities that will serve as a guide for commercial and residential redevelopment in the downtown area. This strategy board is broken down into three categories and provides target dates for the above mentioned large-scale and small-scale projects, along with goals for other implementation tools. The categories are Engage the River, Create a Destination, and Enhance Connections.

The tasks within the “Engage the River” category include those that will guide the City to becoming Delmarva’s premier Rivertown and become a place to stroll, shop and dine along the river, along with being a perfect place to get on the water. Specific tasks include construction of several mixed use projects, establishing more events on or in the river, attracting a destination riverfront restaurant and the creation of an amphitheater or festivals space.

The “Create a Destination” category includes tasks geared towards establishing a downtown with a multitude of shopping and dining options where people will love to spend their time. These items include attracting new businesses, new restaurants, implementing an extended hour’s campaign, increasing public safety, performing building enhancements and constructing streetscape projects.

The final category, “Enhance Connections”, is focused on bringing organizations and groups together to make the City the best it can be. Some of the tasks outlined under this section include creating a downtown development corporation, establishing better relationships with merchants, increasing the number of events held in downtown and focusing on diversity.

#### **Key Priority Projects**

The RiverPlace mixed use development located in the Downtown Core area was targeted as a potential redevelopment site on City-owned property. The former site of the City’s water treatment plant, this area along with adjacent City property offers the opportunity for a significant mixed use project along the river. The City has received interest from a developer to construct a mixed use residential/retail project, along with commercial and residential investments on adjacent lands totaling thirty million dollars (\$30,000,000.00). A copy of the concept rendering is provided under Exhibit 14. The project would require formal approval from the City along with revisions to the City Code related to density and height restrictions. The City is in the process of creating a new zoning category along the river in downtown for mixed use development. The new zoning district would require public input and review/approval from the Planning Commission and City Council. The developer has provided the attached letter of support outlining their goals and construction timeline (see Exhibit 16).

The Riverwalk Village (Villas) development located in the Downtown East area outlined in the Plan is a residential project that has already received preliminary site plan approval from the City’s Planning Commission. This project includes the construction of four three-story multi-family buildings totaling 48 units in an area primed for redevelopment. The surrounding residential areas are characterized by low homeownership rates, an aging housing stock and



## *Downtown Development Districts*

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### **Application for Designation as a District**

include several vacant parcels. The property is also adjacent to the historic Vinyard Shipyard and Mispillion Riverwalk. The quality of the project could determine the redevelopment potential for surrounding properties. A copy of the preliminary site plan is provided under Exhibit 15.

#### **Other Known Projects**

The former M&T Bank building located at the corner of North Walnut and NW Front Streets was vacated by the bank 12 months ago. The City has made it a top priority to assist the property owner with finding a suitable reuse at this critical intersection. A goal of the City is to attract a new business, preferably a restaurant, to this vacant building.

The former site of Warren Furniture Company, located at the intersection of South Walnut and SW Front Streets, is a vacant property located at the southern end of "Main Street" that offers a prime location for commercial or mixed use infill. This property serves as a gateway to SW Front Street and will impact the redevelopment efforts of the Downtown West area.

The abandoned fire house building, located at the intersection of Church and SW Front Streets provides another opportunity for commercial or mixed use redevelopment. This three-story structure adjacent to the river is key to the redevelopment of SW Front Street and could serve as a prime location for office and residential mixed use. The owner of this property has provided the attached letter of support (Exhibit 16).



## *Downtown Development Districts*

### 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.

Downtown Milford, Inc. (DMI) is a non-profit organization continually promoting quality civic, commercial and cultural development of the historic central business district of Milford. DMI is tasked with implementing several aspects of the Rivertown Rebirth Plan related to business attraction and retention. DMI is responsible for establishing new events to attract visitors to the downtown area and promote an “extended hours” campaign with the local merchants. DMI also maintains a revolving fund loan program that is available to those businesses within their boundary. As Milford’s “Main Street” organization, DMI has successfully used the Main Street Four Point Approach to provide leadership and develop collaborative initiatives in the downtown area.

The Chamber of Commerce for Greater Milford (CCGM) serves the business community as a resource information center, referral source and networking base to facilitate and actively promote Milford. The Chamber of Commerce will play an integral part of promoting existing businesses and attracting new businesses to the community and downtown area.

Milford Housing Development Corporation (MHDC) is a non-profit housing developer who will partner with the City of Milford and target specific abandoned buildings and vacant property for development/redevelopment. The City will work with residents and the MHDC to further promote home ownership and provide resources for housing rehabilitation. MHDC also owns several multi-family housing complexes within the District Area that would be eligible for DSHA rehabilitation assistance.

First State Community Action Agency (FSCAA) is a private nonprofit organization that provides programs to educate, motivate and support people living in poverty conditions. FSCAA will work with the City and its residents by providing housing counseling programs and workshops designed to provide guidance on obtaining, maintaining and retaining appropriate housing. The agency is interested in partnering with the City, Bayhealth and the Milford School District on establishing a proactive De-Lead program within the District Area and other parts of the City.



## ***Downtown Development Districts***

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### **Application for Designation as a District**

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



## *Downtown Development Districts*

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### 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).

Some of the Key Priority Projects outlined in the Plan are located within the 100-year floodplain. The City permits building construction within the floodplain as long as the construction adheres to the conditions set forth in Chapter 130 of the City's Code. In addition to the floodplain ordinance, any new development or redevelopment must adhere to the City's wetland and riparian buffer standards set forth in the zoning code.

The City is in the process of updating the City Code related to building construction and intends to implement greater energy efficiency standards. The City fully supports the initiatives from the State and the Sustainable Energy Utility and will work to implement their goals and objectives.

The City received a Surface Water Matching Planning Grant for a planning study related to the implementation of water quality improvement techniques for the Mispillion River. The project would include the construction of living shorelines, wetlands and other best management practices in the area adjacent to the Riverwalk Village project and the Goat Island Nature Area.

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).

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

The District Plan is consistent with the City of Milford's 2008 Comprehensive Plan. The Comprehensive Plan indicates commercial mixed use development through the center portion of the District Area with low density residential in the adjacent neighborhoods. The District Plan addresses several objectives related to economic development, housing, and environmental issues (see Exhibit 18). Highlighted objectives include the following;

- Maintain the appearance and functionality of the existing developed properties.
- Provide employment, housing, shopping and recreational opportunities within convenient



## *Downtown Development Districts*

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### **Application for Designation as a District**

distances to people living and working in the City.

- Coordinate with Downtown Milford, Inc (DMI) to integrate downtown redevelopment efforts with the parks, cultural resources and economic development plans of the City.
- Create incentives and programs to encourage the purchase and development of owner-occupied single-family homes.
- Provide current residential zoning districts and new options for residential opportunities for Milford's anticipated population growth.
- Work with CDBG to assist low income property owners to rehabilitate their structures.
- Promote the advantages of a shorter commute by placing workplaces and shopping close to residential neighborhoods.
- Develop a strategy for providing affordable housing options.
- Participate in the Mispillion River Action Team to assist in the development of pollution control strategies for the river.
- Promote the City's Historical Districts and cultural resources as a component of the Mispillion Riverwalk master plan and as an economic redevelopment tool for the central business district.
- Promote and designate Downtown Milford as an arts and entertainment district, creating a sense of Downtown Milford as a distinct district.
- Revise the zoning ordinance to promote mixed use developments.

The City is currently in the process of updating the City's Comprehensive Plan. If designated, the Downtown Development District Plan will be added as an integral component of the City's vision and goals.

The District Area is completely within the Level 1 Investment Area as illustrated in the Strategies for State Policies and Spending. The District Plan is consistent with the goals and objectives of the Strategies for State Policies and Spending by promoting higher density, mixed use development and complete community concepts. The Plan supports a broad mix of housing options and intends to build community character by establishing long-term residents through owner-occupied housing incentives. The Plan provides incentives to attract businesses to the downtown area and promotes the redevelopment of underused or abandoned property.



# *Downtown Development Districts*

## 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
Water, Sewer and Electric Impact Fee Waivers	5/24/10	Entire City, based on job creation levels
Water, Sewer and Electric Impact Fee Waivers	3/28/16	Greater Milford Business Complex
Other permit and fee waivers	3/28/16	Greater Milford Business Complex
Land Installment Contract	3/28/16	Greater Milford Business Complex
DMI Revolving Fund		DMI Boundary Only
Realty Transfer Tax Waiver		Entire City, First Time Home Buyer



# *Downtown Development Districts*

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## **Application for Designation as a District**




## *Downtown Development Districts*

### 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
Water, Sewer and Electric Impact Fee Waivers	The incentive will not be based on job creation levels.	DDD Only
Other permit and fee waivers	The incentive will not be based on job creation levels.	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
Tax Abatements	Upon Designation	DDD Only
Streamlined permitting and approval process	Upon Designation	DDD Only
		DDD Only



## *Downtown Development Districts*

### Application for Designation as a District

		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
Water, Sewer and Electric Impact Fee Waiver	Waiver of Fees - These impact fees are utilized for capital expenditures related to infrastructure expansion and improvements. These funds are not utilized to balance the operating budget. The City will reduce the revenue projections for these items.
Other permit and fee waivers	Waiver of Fees - Permits and Fees are a revenue source to balance the general fund. The City will reduce projected revenue for these items.
Tax Abatements	<p>Reduction or Waiver of Taxes - For the properties receiving abatements for significant property improvements (more than 50% of the assessed value), the City will budget accordingly based on estimated number of participants per year.</p> <p>The remaining tax abatements are based on increased assessment values as a result of redevelopment or development activities. It can be assumed that without the DDD program, these potential increases in the tax base would not occur and there would be minimal changes in tax revenue.</p>
Land Installment Contract	No funding required; this is still a revenue generating mechanism.
Realty Transfer Tax Rebate	Rebate of Taxes - The City will project less revenue from Real Estate Transfer Taxes by



## *Downtown Development Districts*

### Application for Designation as a District

	estimating the potential transfers within the District Area.
Streamlined permitting and approval process	In-kind Services - This incentive utilizes existing staff resources.
DMI Revolving Fund	Loan fund is self-sufficient

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.

Water, Sewer and Electric Impact Fee Waivers - An eligible project may qualify for a full waiver of impact fees. Applications would be submitted to the Planning Department for review and approval prior to the issuance of a building permit. Impact fee waivers result in a direct reduction in the overall cost of a project.

Permit and Other Fee Waivers - An eligible project within the District Area may qualify for a waiver of all City permit fees including the following; building permit fee, land use application review fees, outsourced professional service fees. If the City decides to implement business licenses, qualifying new businesses may receive a waiver of the business license fee for three (3) years. Fee waivers are a direct reduction in the overall cost of a project. Applications would be submitted to the Planning Department for review and approval.

Land Installment Contract - Qualifying projects may apply to purchase City-owned property through an installment land contract at a price and upon such terms and conditions as determined by the City Council. Terms and conditions include the interest rate, financing period, and repayment schedule. An agreement would be entered into between the City and the buyer with certain required milestones. If certain milestones are not met, the buyer would be responsible for full payment of the outstanding contract balance. Land Installment Contracts provide low-interest or no interest financing on land, potentially reducing upfront expenses for a developer and reducing the overall investment cost.

Tax Abatements - Qualifying properties may receive City of Milford property tax abatements for a period of up to ten (10) years. For rehabilitation projects, if the owner improves the assessed value by more than 50% of the original value, the owner may receive a full tax abatement of City property taxes for up to ten (10) years. Any other improvements would receive a partial tax abatement based on the value of the improvements for up to ten (10) years. Assessments will be



## *Downtown Development Districts*

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### **Application for Designation as a District**

determined by the City Tax Assessor.

New residential or commercial construction may receive a full tax abatement for up to five (5) years.

Properties converted from rental units to owner occupied housing may receive a full tax abatement for up to ten (10) years.

Tax Abatements return money to the investors through annual savings and are designed to reward those individuals and entities that make significant improvements to buildings and vacant property or convert rental properties into owner occupied housing within the DDD area.

Realty Transfer Tax Rebate - The City will not impose the realty transfer tax for properties sold to first-time homebuyers within the District Area. This waiver is designed to promote homeownership and reduce closing costs on the buyer and seller. Forms would be filled out by the buyer and seller at settlement and submitted to the Recorder of Deeds Office for each respective County.

Streamlined Permitting and Review Process - Eligible projects shall receive expedited City Plan and Permit reviews. Additionally, the City will provide staff support services and assistance with navigating Federal, State and local agency reviews.

Downtown Milford, Inc. (DMI) has an established revolving fund with approximately \$25,000 designated for low interest loans within the DMI boundary. Although the DMI boundary and the proposed District do not completely overlap, it is worth mentioning the availability of the revolving fund loan for existing and potential business investors in the downtown area. The interest rate is typically between 3-4% and rates are established based on bank recommendations, current rates and the amount requested.



## *Downtown Development Districts*

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### 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).

The City recently adopted Chapter 19 - Economic Development and Redevelopment which provides a framework for the City to develop Specific Economic Development Incentive Programs (SEDIP) for designated target areas within City limits. A draft Code amendment has been prepared by the Economic Development Committee and staff, outlining the specific incentive tools for the Downtown Development District area (see Exhibit 17).

For private residential development or commercial investment, the intent of the local incentive package is to reduce the direct costs associated with a project through the waiver of impact fees and other City fees. In addition to the fee waivers, a streamlined planning and building permit review process reduces the amount of time the investor must wait for a return on his/her investment. These incentives, paired with the potential rebates and other assistance provided by the State, will decrease the financial risk for potential developers and make it more attractive to invest in new development or redevelopment projects in the downtown area.

Tax abatement incentives, along with fee waivers, will incentivize property owners to invest money into their buildings with the goal of increasing their property values. Investments could be made to address vacant and dilapidated structures, properties with code violations, increase energy efficiency in an aging housing stock or other investments geared to overall enhancements. These savings paired with State grant and loan assistance would result in a reduced number of code violations and lower vacancy rates leading to higher property values.

Residential or commercial redevelopment/rehabilitation projects would also be able to take advantage of the DDD's Historic Preservation Tax Credits which provide assistance to owners interested in preserving Milford's heritage.

The realty transfer tax waiver is structured to incentive first-time homebuyer purchases. A portion of the tax abatement plan is structured to incentive the conversion of rental properties to owner occupied units. Both of these incentives paired with the Housing Development Fund and Strong Neighborhood Housing Fund programs provided by the DSHA would attract new homeowners into the downtown area, creating a stable community of potential long-term residents.



# *Downtown Development Districts*

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## **Application for Designation as a District**



## *Downtown Development Districts*

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Application for Designation as a District

### **Legislative Body Resolution**

**Note: All local governments must provide a resolution from the local legislative body, even those with an application on file from a previous round. Applicants with applications on file must provide a resolution acted upon during the current application period. Resolutions from 2014 will not be accepted.**

**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 05/23/16

Resolution Number 2016-08

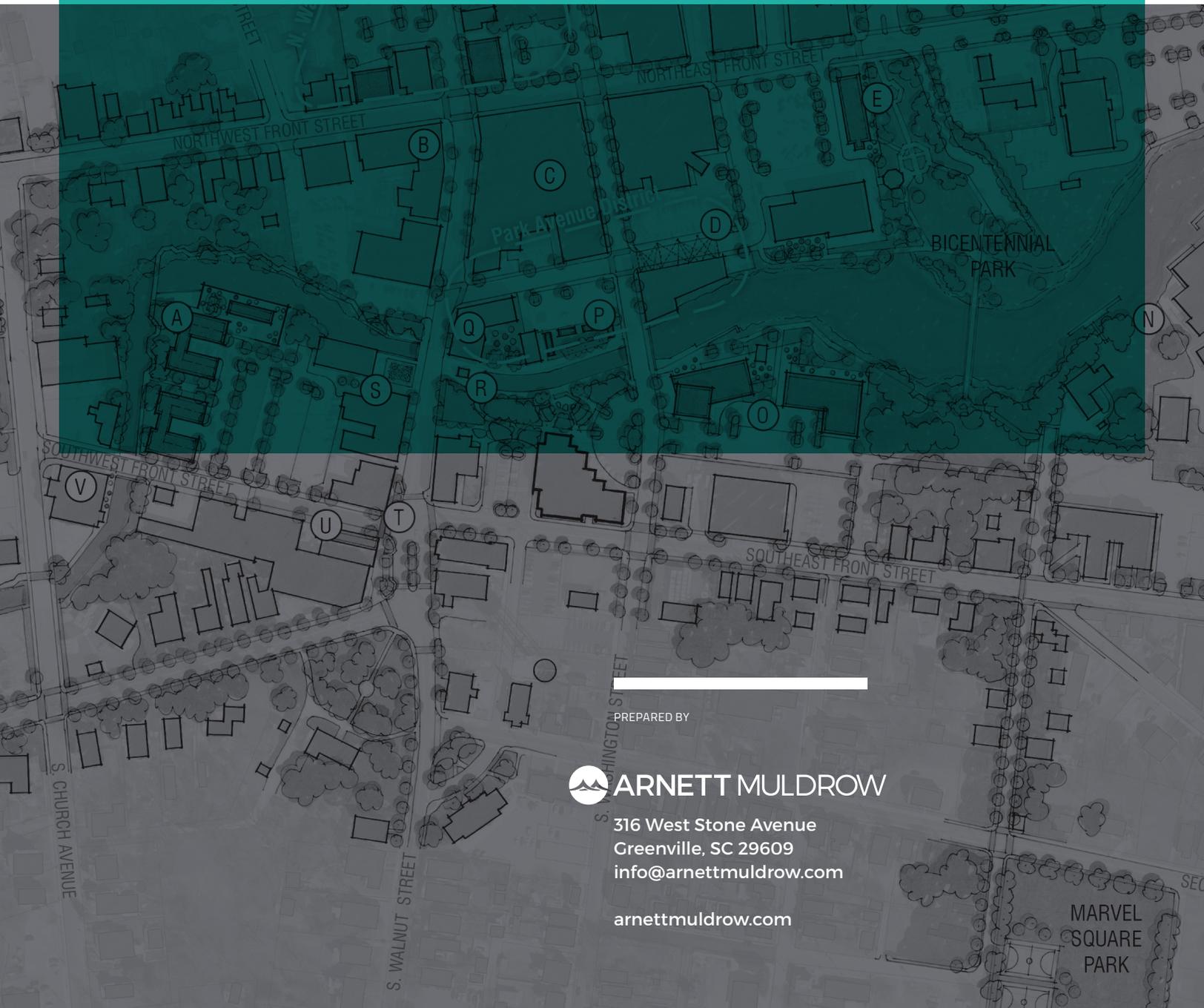
Resolution Attached.

**APPENDIX B**  
**Rivertown Rebirth Plan**



# Milford Rivertown Rebirth Plan 2025

A plan for the redevelopment and revitalization of Milford, Delaware's Downtown District and the riverfront district of the Mispillion River.



PREPARED BY



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MARVEL  
SQUARE  
PARK

Creativity  
transforms  
a place in a  
home





## Conceptual Vision Plan

Every community has a heart.  
A place where its soul is derived. That heart beats in our  
Historic Downtown, where unique character abounds.

After years of capacity building, The City of Milford, along with the Chamber of Commerce, Downtown Milford Inc. and the Delaware Economic Development Office came together to craft a vision for downtown Milford. The purpose of this vision was to harness the potential of downtown Milford, and the unique character it provides, to push the momentum of the community forward and convert long-standing public sector catalyst projects into private sector investment.

On September 17, 2015, led by Arnett Muldrow & Associates of Greenville, South Carolina, over 250 citizens gathered together in focus groups and public meetings to craft this vision for the people of Milford. This is truly a shared vision. A plan of the people, and a plan that is for the people. We place the utmost focus on quality of life and project that help to create the sensation that Milford is the place to be.

With a combination of market data, physical design, and branding and marketing, this plan not only covers the pretty pictures, but delves into the true market potential as well as how to invite new investors and new customers as we proceed.

The plan represents the first major step in what we are calling the **Rivertown Rebirth. And it all starts today.**



Vision is  
the **ART** of  
seeing what is  
**INVISIBLE** to  
others.

-JOHNATHAN SWIFT



# 1.0 Rivertown Rebirth

We are a community born of the river. It was the mill at the crossing of the Mispillion that inspired our name. This river was home to two centuries of shipbuilding that made us a center of maritime industry. This river inspires craftsmanship. This river remains our link to the vital waters of this great peninsula.

Though the nature of the river has changed, it is no less important to our lives. It bisects our downtown, makes us the heart of two counties, and is the focus of a rebirth centered on recreation, education, the arts, and creating and keeping a warm community.

Our downtown is the heart of our creative transformation. Our galleries, shops, and performance spaces are gathering places for people from all walks of life. Our events allow us to celebrate the place we call home.

We remain a center of commerce for a rural community, an escape from the pressures of urban life, and a community centered on family. We are the kind of place where a children's class inspires leaders, a landscape inspires artists, and a history inspires vision.

**We are** the waters of the Mispillion River.

**We are** the families gathered for the Little League Parade.

**We are** the fresh baked cookies and amazing coffee from a downtown bakery.

**We are** kayakers and paddlers, cyclists and walkers.

**We are** artists and art lovers.

**We are** teachers, students, & parents who are dedicated to shaping our future.

**We are** neighbors, and we are honored to share this special place with you.

**We are Milford.**  
River Town. Art Town.  
Home Town.



# 1.1 Character

The unique character of a place is derived from its people, architecture, scale, and flavor. The things we see, hear, smell and taste all become the essence of the community.

## Physical Character

Milford benefits from a strong positive physical character that reinforces its small town atmosphere and a defined sense of place. Stakeholders have identified a variety of characteristics including the rich diversity of architecture, both old and new; the visible traces of the community's shipbuilding heritage; murals and flower plantings. Most significantly, however, is the river and its defining presence in downtown. The Mispillion's varying widths, edges, adjacent environments (built and natural); and the twists and turns that afford a variety of views allow for a rich diversity of how Milford interacts with the river. All of these attributes in combination with the people themselves define a very positive image for residents and visitors. Milford's attributes and challenges are described in more detail below.



The Mispillion River and Silver Lake define Downtown Milford.





# 1.2 Attributes

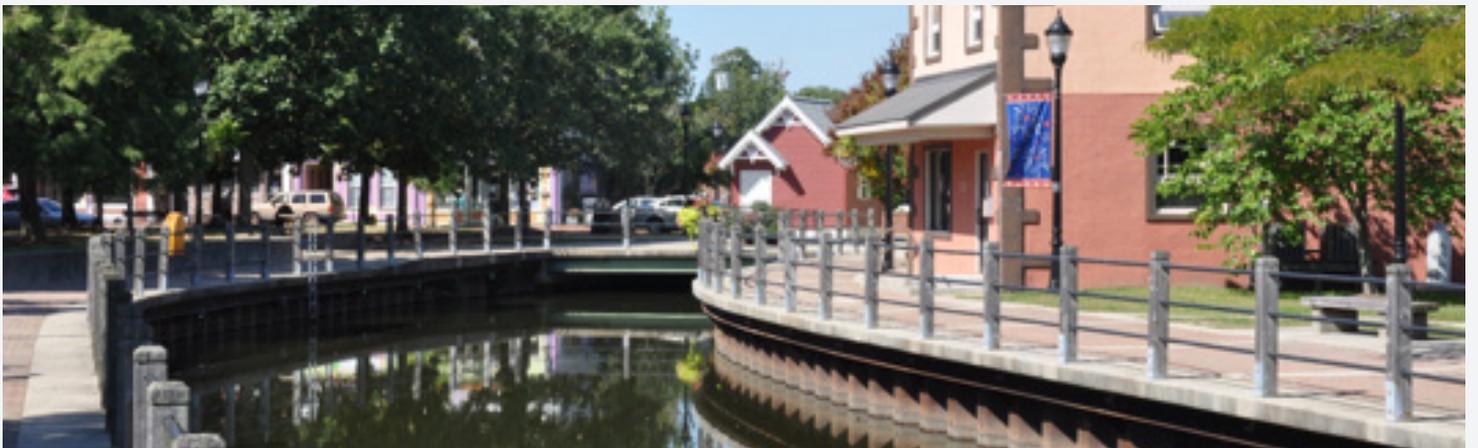
Accentuate the positives. Eliminate the negatives. Understand your strengths, and enhance your weaknesses.



## Positive Attributes

The time is ripe to focus on planning for Milford’s future as there is already a significant base upon which to build as defined by the town’s inherent qualities and a number of projects and efforts. These include:

- **The River:** The Mispillion River defines downtown Milford. The community’s history is rooted in the river and the river is even more important for its future.
- **Riverwalk:** The Riverwalk affords residents and visitors a diverse range of ways that they can engage with the waterway. In the downtown core, one can appreciate the tight framing of the river by buildings, some of which project into the river. Further out from the core, one can appreciate the wider expanse, park environments and long views up and down the river. Goat Island offers yet another experience and immerses one in the natural environment.





# 1.2 Attributes



**Amazing Park System:**  
Goat Island, Bicentennial Park and Marvel Square Park create a strong network of park spaces within and close to the downtown core.



- **Compact Core:** The downtown core is very compact and walkable and provides a strong framework upon which to build. Even uses that are perceived to be far away, such as Riverwalk Plaza, are actually close to the core. Additional infill development and public space enhancements can help shorten these perceived distances.
- **Organic Street Grid:** One of the most compelling aspects of downtown Milford is the organic street “grid”. While the streets form a well-connected network, they are not purely orthogonal resulting in slight twists and bends in the network. As a result, many sightlines terminate on architecture or the river rather than down and endless straight road. Additionally, remnant spaces are formed which add interest to the experience of being downtown.
- **Attractive “Main Street”:** Significant investment has been made on streetscape enhancements along North and South Walnut Street and NW Front Street.
- **Architectural Character:** There is a diverse range of architecture within the downtown which contributes greatly to the character of the community. The architecture along NW Front Street is particularly notable.
- **Heritage:** Not only does the river define the community physically, but it is the root of the rich ship-building heritage.
- **Significant Opportunity Sites:** Numerous opportunity sites exist downtown for redevelopment, new uses or new infill development. Not only do the opportunities exist, but they are located in areas where investment could make a significant positive impact in leveraging better access to the river, more downtown activity and stronger connections among downtown destinations.
- **Development Plans:** Riverfront Village is currently planned adjacent to the Milford Shipyard. This development will bring new residents and help increase downtown activity.



# 1.2 Attributes



## Challenges

While there are many opportunities in Milford, these are accompanied by challenges as well.

- **Potential for Suburban Style Development:** As additional businesses are attracted to downtown, many may try to make the case for developing in a suburban style. It will be important for the City to hold firm and require that new buildings are built to the street edge, matching existing build-to-lines, with parking located to the side or rear (or on street and in shared resources). Additionally, new development should consider its context and transition to and connect with existing development.
- **Riverfront Village Development:** Related to the point above, preliminary plans for Riverfront Village illustrate a site plan that maximizes views to the river but lacks any kind of relationship to the surrounding existing neighborhood.
- **Limited “Eyes on the Parks”:** While there is a great network of park spaces, particularly along the river, there are some negative uses that occur because there is a lack of positive activity. Activities such as loitering keep many people from using the park or limiting their use to certain areas.
- **Highest and Best Uses:** The basketball courts along the river are well used but they are not providing spillover activity in the park and do not represent the highest and best use for a waterfront location.
- **Park Tree Cover:** There is limited shade in some of the park spaces, particularly Bicentennial Park. Much of the vegetation includes shrubbery and small ornamental trees which does not cast enough shade. Additionally, this type of planting can obscure sightlines which are important to keep open in park spaces.
- **Sign Messaging:** The riverfront, Riverwalk, and the associated park spaces are an important asset to downtown, yet the visitors are bombarded with negative messaging at many of the park gateways.



# 1.3 Rivertown Rebirth Plan

## Moving Forward

Following is a series of recommendations for Milford to build upon the momentum that already exists, further enhance the downtown and address some of the opportunities and concerns identified by stakeholders. Several recommendations are tied to physical locations. These are described below and identified in the Illustrative Master Plan. Essentially, the recommendations outlined below are all about the river. Whether it is leveraging the development potential for sites along the river, providing better use and more activity of park spaces or creating stronger connections to the river, the success of downtown Milford is tied to the Mispillion River.





**LEGEND**

- A River Bend Mixed-Use
- B Skip's Corner
- C Milford Skating Center
- D String Lights
- E Bicenennial Park Mixed-Use
- F Riverwalk Plaza Enhancements
- G Potential Riverfront Restaurant
- H Potential Amphitheater/Festival Space
- I Alternative Location for Splash Pad
- J Living Shoreline
- K Stage
- L Potential Bridge
- M Riverwalk Village
- N Historic Milford Shipyard
- O Riverplace Mixed-Use
- P Vineyard Village Pop-Up Retail
- Q CREATE
- R Downtown Bike Police Substation & Visitors Center
- S Splash Pad
- T Gateway Arch
- U Warren's Furniture Property
- V Fire House Reuse
- W God's Way Property



# 1.4 Focus Areas

The recommendations below are described in terms of “big moves” – large projects that would likely be developed over the long term; and “small moves” – smaller projects that could be implemented sooner in the short term. For purposes of this plan, these recommendations are divided out into three geographic areas: Downtown





East, Downtown Core and Downtown West. Additionally, recommendations that pertain to the entire downtown and not just associated with one of the geographic areas identified above are described under “general enhancements”.





## 2.1 Downtown East

Downtown East provides the most wide open space. It presents the opportunity to further connect with the Riverwalk and drive private sector development.

### Big Moves

#### 1. Amphitheater/Festival Space



Some community stakeholders have been developing a concept for an amphitheater and festival space on the north side of the river, at the eastern end of downtown. The Becker Morgan Group developed an ambitious concept showing an amphitheater, performance shell, Riverwalk extension, new pedestrian bridge over the river and a large plaza area with incubator retail opportunities, restrooms and concessions. Overall, the concept has significant merit; however, some aspects of the plan should be reconsidered. The plaza is very large and has the potential, like Bicentennial Park, to be underutilized except during major events. The location for incubator retail, while appropriate for large events in the space, are too far removed from the downtown core to be successful. As the concept for the amphitheater is refined, the following should be considered:

- Reduce the size of the plaza area significantly and anchor the west side of the amphitheater with an active use, such as a restaurant, so that the new park space can be activated and enjoyed on a daily basis. Plaza space can then be associated with the new restaurant and utilized for outdoor seating and coordinated with the new pedestrian bridge.
- Work with the adjacent property owner to expand and connect parking resources to maximize efficiency. If necessary, some spaces can be assigned to specific users while others remain for the amphitheater and restaurant use.
- Locate the performance shell so that it frames, rather than blocks, views across the river to the water tower.
- Set the Riverwalk back from the edge substantially enough to incorporate a living shoreline along the edge of the amphitheater space. Extend boardwalk and trail connections off of the main Riverwalk to provide interpretive opportunities along the living shoreline and add to the diversity of user experiences.
- Use extensive new tree planting to reinforce the edges of the space, frame views and provide opportunities for shaded seating areas for spectators. Trees should be predominantly tall canopy trees so that sightlines can be maintained across the space.
- Provide sidewalk and crosswalk connections to Riverwalk Plaza to utilize parking resources and encourage patrons to the amphitheater events to utilize restaurants in the Plaza.



## LEGEND

- A River Bend Mixed-Use
- B Skip's Corner
- C Milford Skating Center
- D String Lights
- E Bicentennial Park Mixed-Use
- F Riverwalk Plaza Enhancements
- G Potential Riverfront Restaurant
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- S Splash Pad
- T Gateway Arch
- U Warren's Furniture Property
- V Fire House Reuse
- W God's Way Property



## 2.1 Downtown East



### 2. Destination Riverfront Restaurant

As described above, locate a destination restaurant on the along the river, at the western edge of the amphitheater space. The restaurant would further activate the Riverwalk and amphitheater space. The design should draw upon shipyard vernacular styles and utilize large windows and outdoor seating to engage the river and the new amphitheater.

### 3. Pedestrian Bridge

Provide a second pedestrian bridge crossing across the Mispillion River to the east of the historic Milford Shipyard. Coordinate the bridge landings with the new restaurant and amphitheater described above.

### 4. Historic Milford Shipyard

Work with the existing property owner and any future property owners to preserve the historic Milford Shipyard as an attraction and visitor destination in downtown. The collection of buildings, grounds and exhibit that the current property owners assembled are an important part of Milford's heritage.



### 5. Riverwalk Village

While the general site plan is set for Riverwalk Village, work with the developer to create a strong street edge along the southern and eastern perimeters of the property that helps integrate the new development into the existing neighborhood. The emphasis should be on creating a traditional streetscape of regularly space canopy trees. Trees with a more vertical habit should be considered so that they could be set behind the existing overhead utility lines.





# 2.1 Downtown East



## Small Moves

### 1. Riverwalk Plaza Enhancements

Riverwalk plaza is in close proximity to downtown yet feels disconnected and distant because it is primarily a vehicular environment. The Plaza includes important businesses and uses that serve downtown residents and visitors. Consideration should be given to enhancing this shopping center so that it can remain viable and be better connected to other parts of downtown. Trends in retail development include repositioning shopping centers so that they can be more attractive and comfortable for customers. Trends include provide outdoor dining and gathering areas and using landscape to provide shade, seasonal interest and to help better define circulation routes. Enhancements to Riverwalk Plaza might include:

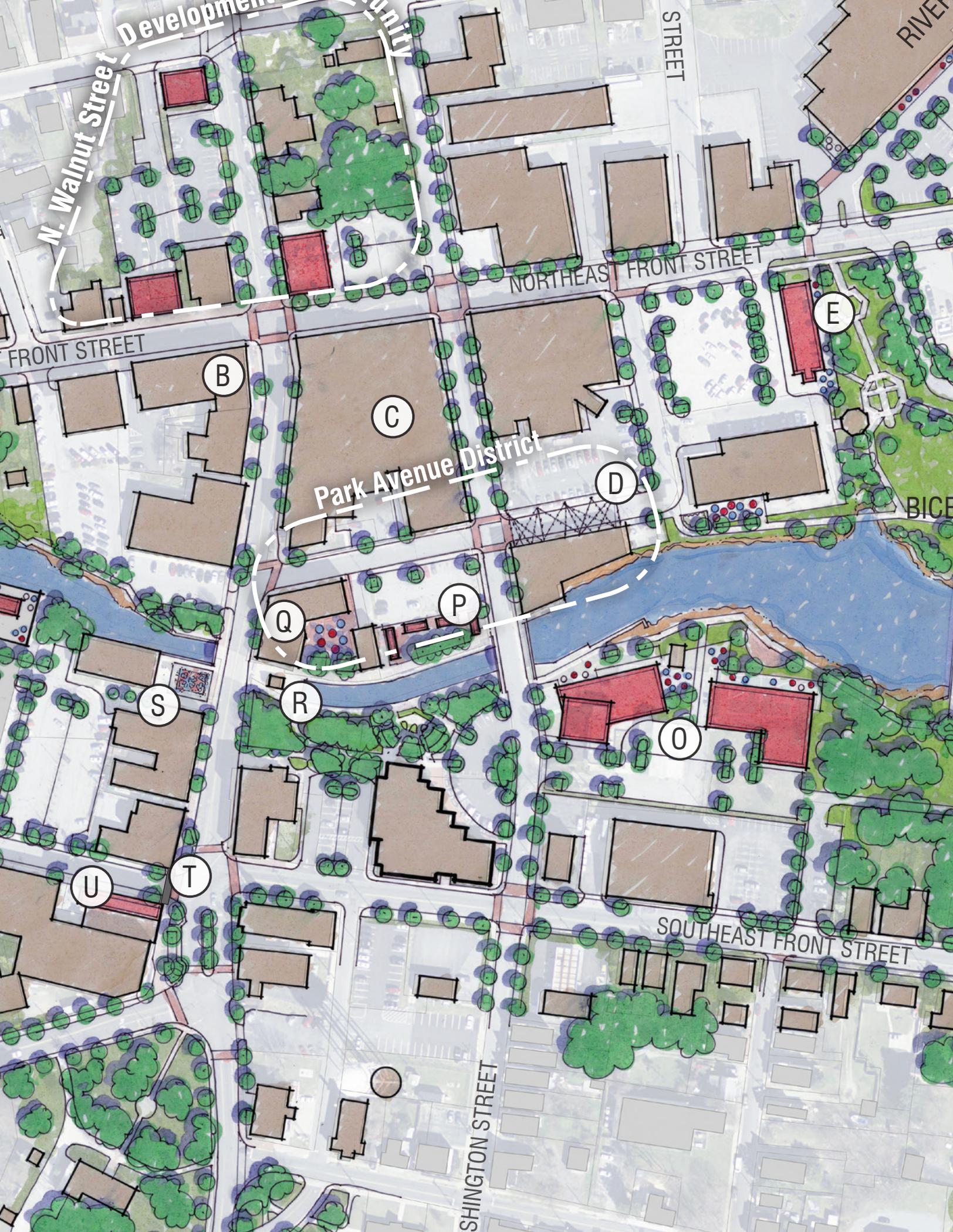
- Expand the sidewalk area along the front of the building to provide opportunities for planting and outdoor dining areas.
- Utilize planting islands and tall canopy trees to better define the circulation in front of the building and reinforce connections to Northeast Front Street.
- Improve pedestrian crosswalks within the parking area and across Northeast Front Street to better connect the shopping center to downtown and the proposed restaurant and amphitheater described above.



### 2. Tree Planting

In addition to the tree planting associated with projects described above, increase the tree canopy within the riverfront park space south of Goat Island and west of the dog park. Utilize tall canopy trees to better define (not fill) open spaces and provide shade near the Riverwalk and seating areas.





Development  
Quality  
N. Walnut Street

STREET

RIVER

FRONT STREET

NORTHEAST FRONT STREET

Park Avenue District

BICYCLE

B

C

E

D

Q

P

S

R

O

U

T

SOUTHEAST FRONT STREET

SHINGTON STREET



# 3.1 Downtown Core

The Downtown Core is the true heart of our community. This is the area where retail density should be achieved and destination status cultivated.



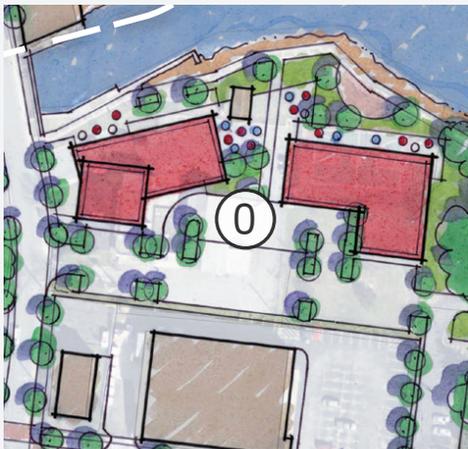
## DOWNTOWN CORE

### Big Moves

#### 1. RiverPlace Mixed Use

Relocate the basketball courts to Marvel Square Park and develop this important site with mixed-use development. Development is important in this location to further activate the riverfront and provide more uses and downtown living options close to the core. Specific considerations include:

- Utilize multi-story structures with active restaurant/retail uses on the lower level
- Consider upper floor residential or office uses.
- Utilize large windows to leverage views of the water and provide “eyes” on the Riverwalk and Bicentennial Park.
- Locate the buildings along the riverfront and include outdoor patios and dining areas to take advantage of river views.
- Locate parking on the south side of the development, away from the riverfront.





## 3.2 Riverplace

### *RiverPlace (Existing Conditions):*

*The riverwalk along the Mispillion River is an unmistakable asset that provides a pedestrian circulation route and ordering system to the downtown area. At this location a basketball court exists that could be relocated to make room for a significant infill development to address stated needs for downtown, namely additional residential options. Moreover, by coupling residential uses with retail uses, this section of the riverwalk would become activated like the other side of the river and the additional “eyes on the riverwalk” would promote safety and likely mitigate the current vagrant issue plaguing this area.*



### *RiverPlace (Proposed Conditions, Phase 1):*

*The first floors of any proposed infill development should include restaurant and retail uses that front the riverwalk. By including outdoor dining ‘decks’ for the restaurants, the riverwalk would be further activated as people like to “see and be seen.” The upper two floors should include housing options such as apartments and/or condominiums as preferred by the developer. The third floor should step back from the second to both introduce balcony/rooftop deck options as well as to cause the dominant architectural form to be two stories in height similar to most of the buildings in downtown Milford.*

## 3.2 Riverplace



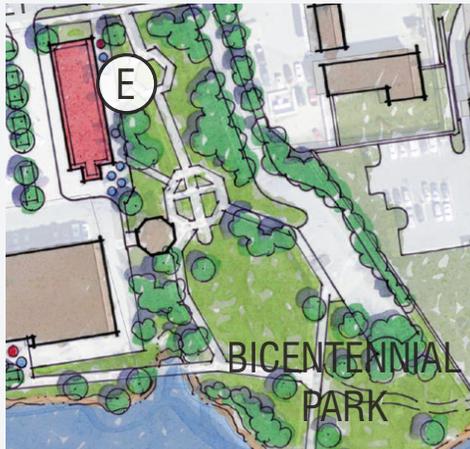
*RiverPlace (Proposed Conditions, Phase 2 (above) and 3):*

*In addition to everything noted previously, this version simply shows the impact of significant shade trees as they mature on the site in conjunction with the architectural development. The first floors of any proposed infill development should include restaurant and retail uses that front the riverwalk. By including outdoor dining 'decks' for the restaurants, the riverwalk would be further activated as people like to "see and be seen." The upper two floors should include housing options such as apartments and/or condominiums as preferred by the developer. The third floor should step back from the second to both introduce balcony/rooftop deck options as well as to cause the dominant architectural form to be two stories in height similar to most of the buildings in downtown Milford.*



# 3.3 Downtown Core

New projects spur interest and adaptive reuse of old buildings reinforce how a dynamic and ever-changing a historic downtown can be.



## 2. Bicentennial Park Mixed Use

Help activate Bicentennial Park with the development of a mixed-use building on the northwest edge of the park, along NE Front Street. The building would not only provide more “eyes” on the park, but it could help better connect Riverwalk Plaza with downtown by filling in one of the development gaps between them. Because of its location, the design of the building should consider its “four front doors” and give equal design consideration to all facades. Ideally, restaurant uses could be incorporated with outdoor dining/gathering areas that face onto Bicentennial Park.



## 3. North Walnut Development

The north side of the intersection of NE Front and North Walnut Streets presents a significant opportunity for Milford. The highly visible bank building on the northwest corner of the intersection should be considered for reuse, ideally as a restaurant, and infill development can be incorporated to make better use of the sites on both sides of North Walnut Street. Specific considerations include:

- Reorganize the surface parking lot associated with the bank to remove redundant travel (and drive-thru) lanes and increase the efficiency of the parking.
- Preserve and reuse the existing bank building and maintain its architectural integrity with renovations.
- Remove the existing drive-thru canopy and preserve this site for infill development to create a continuous street edge along NW Front Street. Alternatively (or in the interim) consider this space as an area for an outdoor dining courtyard associated with the restaurant.
- Preserve the northeast corner of the parking lot (the southwest corner of North Walnut Street and Second Street North) for a small building infill to anchor the street corner. It could be an ancillary use to the restaurant or an independent use altogether.
- Preserve an opportunity to develop a new building at the northeast corner of North Walnut and NE Front Streets, within the existing public parking lot. This corner is too important as an anchor and gateway to downtown to remain as surface parking.





## 2.3 Park Avenue

Districts begin to emerge as small pockets of unique character, playing off their strengths, and creating a dynamic environment motivating people to explore.

### Small Moves

#### 1. Park Avenue District



Park Avenue is an important link between North Walnut Street and existing and proposed restaurants to the east, along the river. Currently the street is utilitarian in nature and is defined by a multitude of overhead utility lines. Since the lines can't be hidden, consider embracing their character and enhancing the street with overhead string lights, other lighting and potentially public art. This could help define a "Park Avenue District" that is distinct from other parts of downtown.





### 3.5 Vinyard Village

Micro-retail clusters help to build retail density while taking advantage of under-utilized space in downtown. 300-400 sq. ft . retail are affordable and profitable.



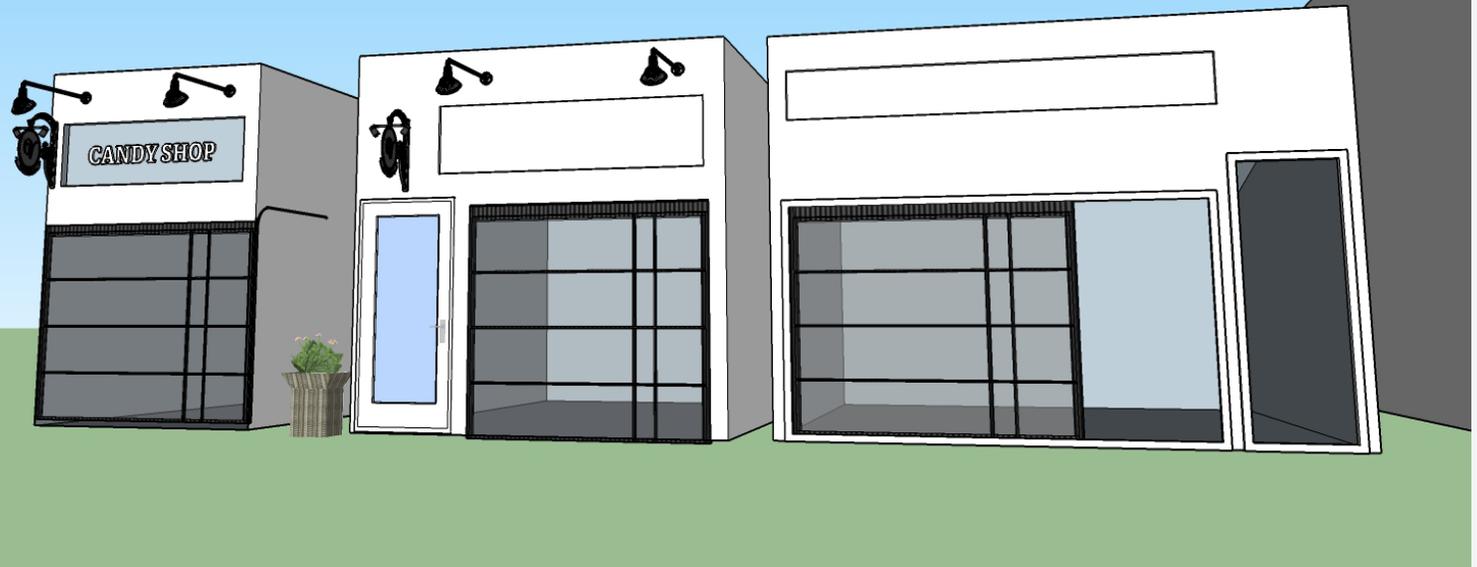
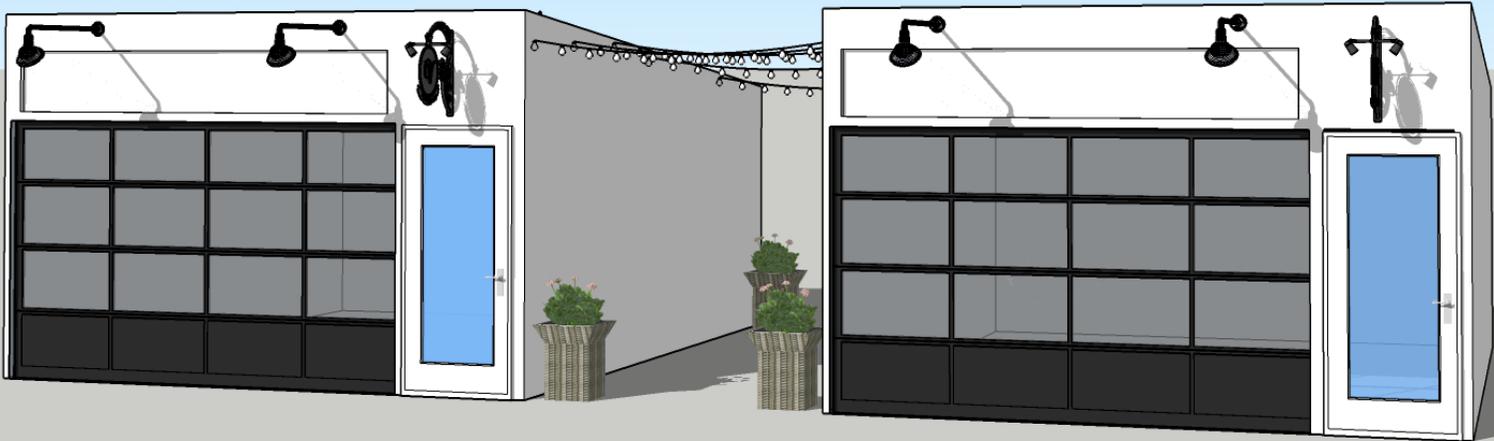
#### 2. Vinyard Village Pop-Up Retail

Pop up retail opportunities are important ways to incubate additional downtown businesses and create more diversity in product available to customers. Just as the name describes, these are small retail venues that are extremely flexible in where they are located and how long they stay in operation. Ideally, pop-up businesses would eventually grow into permanent businesses and populate storefronts in the downtown.



As describe earlier, the proposed amphitheater area is not a viable location for incubator or pop-up retail uses which need to be located closer in to the downtown core. The surface parking lot at the southwest corner of Park Avenue and North Walnut Street is well-suited for this use, however. The location is near the center of downtown, it is along the riverfront and is highly visible. Additionally, the site is the appropriate scale in that just one or two active pop up retailers would feel successful. The existing shade trees also provide a positive setting for the retailers.







### 3.6 Art Town Square

The green in front of the theater should be rebranded Art Town Square. Flanked on all sides by the arts, the space should act as the true geographic heart of Milford.



**Splash Pad (Proposed Conditions):**

*The general public stated on numerous occasions the desire to have child-oriented assets in the downtown area. A specific recommendation to satisfy this desire was a splash pad that is essentially a water fountain/feature that is flush with the ground so that liability issues associated with traditional fountains are removed. The forecourt of the theater would make a fantastic venue for the splashpad because when not in use, if designed properly, the fountain area would appear to be a plaza and could accommodate crowds as they waited for performances in the theater. Moreover, the fountain area could double as a skating rink in the winter. This would put a year-round activity generator in the heart of downtown.*

### 3. Art Town Square

There has been community interest in developing a splash pad amenity within the downtown area. While the splash pad would serve as a recreational amenity, it could also be considered a visual amenity, suggesting a highly visible location. The grass plot in front of the Riverfront Theater could be such a location, providing highly visible activity along both Walnut Street and the riverfront. In order to be in this location, the splash pad would need to be designed so that the space could also serve as a useable entrance plaza or breakout space to the theater.

If this location is not feasible, consideration should be given to locating it in Bicentennial Park on the north side of the river. A location here could be strategic in that it would help to activate this part of the park which is under-utilized on a daily basis.

### 4. Bicentennial Park Enhancements

*Riverfront Theater represents a terrific asset for Milford in general and downtown specifically. It's site located in the heart of downtown and adjacent to the Mispillion River makes it a prime gathering spot during performances. The 'forecourt' of the theater currently features a grass lawn.*





### 3.7 Bicentennial Park

Built in 1976 as the City’s first park, Bicentennial Park has the opportunity to serve as an even greater contributor to the Quality of Life in Milford.



Bicentennial Park is a tremendous asset to downtown Milford. While major enhancements are not needed, minor enhancements should be considered to make the park spaces more useable on a daily basis. These enhancements include:

- Relocate the basketball courts as described above to open up opportunities for mixed-use development. While this development may reduce the overall size of the park, it could introduce positive activity into the park and “eyes on the park” to increase the sense of security for park users.
- Consider removal of some of the shrub plantings, which can require a high level of maintenance.
- Plant additional trees throughout the park, primarily along the edges, to better define park spaces and provide more shade for park users. It is important to emphasize tall canopy trees that do not obscure sightlines.
- Consider introducing a splash pad in the portion of the park on the north side of the river to create a destination use, if the recommended location in front of the theater is not feasible.





## 3.7 Retail Density



### ***DBF Building (Existing Conditions):***

*This building, occupied by the engineering firm of Davis, Bowen and Friedel suffers from a lack of retail along the street frontage. While DBF is a terrific tenant and supporter of downtown, the absence of any retail presence along the street frontage kills any street activity and, frankly, makes the building --as well as stretches in the downtown such as this-- appear 'empty.'*



### ***DBF Building (Proposed Conditions):***

*Please see the Facade Component Grant section of this report for more information regarding how the illustration above would be funded. By erecting a series of demising walls approximately 10-15' inside the front wall of the building, DBF can remain the anchor tenant of this building while three micro-retail spaces can be inserted along the street frontage. The advantage of this approach is threefold: 1) great professional office tenants such as DBF can remain in place; 2) micro-retail stores are placed at the front of the building, providing much-needed retail offerings and activating the street so it doesn't appear dead; 3) the property owner secures more monthly income to offset any expenses incurred that would not be covered by the demising wall aspect of the facade component grant program.*



### 3.8 Façade Improvement

The Skating Center could receive a facade enhancement with roll-up doors, awnings for child pick, and a new overall paint scheme





### 3.8 Façade Improvement

Lou's Bootery, built in 1804, with the third floor being added in 1843, should be restored and serves as a pivotal building on Milford's main intersection.





### 3.8 Façade Improvement

The Art League Building as it is now known received a paint job five years ago, but is all ready chipping and flaking. This new scheme highlights the architecture.





## 4.1 Downtown West

Home to the former Draper Cannery, South West Front street serves as a potential character district connecting and fueling rebirth in downtown.

### 1. River Bend Mixed Use

The existing State offices located on the north side of SW Front Street, along the riverfront, don't fully utilize this important setting, particularly with surface parking located along the riverfront. There is a long-term opportunity to demolish the existing building one-story building and develop moderate density residential uses along the waterfront, with parking located behind. This consolidates surface parking with that which exists behind the businesses on South Walnut Street, leaving the most valuable riverfront property for development. Additionally, the consolidated surface parking creates a large enough, centrally located area that would be well-suited for structured parking, should a parking structure ever be needed in downtown.

It should be noted that one of the interesting features of the existing building is that it projects into the river. The feasibility of maintaining this foundation and using the structure, or a portion of it, as an outdoor terrace or pavilion should be considered as an amenity for the residential development and the downtown. Additionally, the residential development may also consider incorporating some small retail or restaurant venue at the northern end to take advantage of this terrace and its proximity to the river.

### 2. Fire House Re-use

The old fire house presents a tremendous re-use opportunity on a significant and





Development

SECOND STREET NORTH

NORTH STREET

WEST STREET

N. Walnut Street

NORTHWEST FRONT STREET

A

S

T

U

V

W

SOUTHWEST FRONT STREET

CAUSEY AVENUE

S. CHURCH AVENUE

S. WALNUT STREET

SILVER LAKE



## 4.1 Downtown West

This simple street has the opportunity to provide 50% more retail options if the perception of connectivity is achieved.

visible site along the river. Currently it feels disconnected from the downtown core, however, the development of River Bend Mixed-Use (described above) and enhancements to SE Front Street (described below) will help create a stronger connection. Re-use should consider restaurant or other active uses and should engage the river.

### 3. God's Way Property

The God's Way property is a highly visible site located at the western gateway to downtown, with frontage on two spurs of the river and Silver Lake. Currently the site is dominated by surface parking and does not engage the water. Should the property owner wish to redevelop the property, consideration should be given to the following:

- Consider mixed-use, multi-story development that takes advantage of long views down Silver Lake and to the east, down the length of the river toward North Church Street.
- Consider how the development can respond to the water and better activate the Riverwalk.
- Consider how the development can establish a downtown gateway presence along Maple Avenue, particularly at the southern end of the property where Maple Avenue crosses the river.
- Consider mixed-use development with active ground level uses along some frontages.
- Develop a site plan that provides a hierarchy of open spaces (public and private) that transition from the development to the Riverwalk.

### 4. Warren Furniture Property

The former site of the Warren Furniture Company, at the intersection of South Walnut and SW Front Streets represents an important infill development site in the core of downtown. Development of this corner with the right uses will not only further activate South Walnut Street, but could also help to create a stronger connection to the old firehouse. The infill development should be multi story and include active ground floor retail or restaurant uses. Additionally, the facades facing both South Walnut and SW Front Streets should be considered "front facades" and activate each of these streets.



## 4.2 West Gateway

### *SW Front Street Infill (Existing Conditions):*

Regrettably, a fire consumed the old Warren Furniture building that previously existed at the corner of Walnut and SW Front Street. Additionally, there is an awkward barrier a few yards down SW Front that prevents the street from being two-way as it was for most of its history. This street is a gateway of sorts into an area that features the downtown trailhead to the Mispillion River riverwalk and important assets such as the Fire House.



### *SW Front Street Infill (Proposed Conditions):*

The infill building illustrated above shows an appropriate architectural approach for this corner site that responds to the dominant architectural precedent in the downtown area. It features several retail and restaurant spaces along SW Front street. SW Front Street needs to revert to two-way traffic along its entire length to promote ease of access to these retail and restaurant venues. Since the street is a gateway to the riverwalk trailhead and Fire House, a railroad themed arch is suggested along Walnut Street to suggest entry into a distinct node within the downtown area.



## 4.3 Downtown West

### Small Moves

#### 1. Southwest Front Street

SW Front Street has a great scale and has the potential to be a great pedestrian-friendly connection linking the Downtown Core with Downtown West. In conjunction with, or independent from, the redevelopment of the Warren Furniture Property, enhance the streetscape to strengthen these connections. Should the public parking resource be expanded in the future to include a parking deck, as described previously with the River Bend Mixed-Use, streetscape enhancements will help connect this resource and the associated development to the businesses along South Walnut Street, in addition to the Old Firehouse. Enhancements to consider should include:



- Façade improvements to buildings that face onto SW Front Street.
- Enhanced lighting for pedestrian safety. This could include wall mounted ornamental lighting, up-lighting or down-lighting of facades, or ornamental pedestrian street lights.
- Introduce street trees where possible. Utilize columnar forms so that they can be placed behind and not interfere with the overhead utility lines.
- Consider other elements to activate the street environment such as overhead string lights, planter pots and/or public art.
- Create a gateway element at each end of SW Front Street to distinguish this street as a unique district within the downtown and to further activate it as a pedestrian connection between the Downtown Core and Downtown West.



## 5.1 Enhancements

### Big Moves

#### Streetscapes

The completed streetscapes along North and South Walnut Streets, NW Front Street and a portion of NE Front Street have done much to transform downtown Milford. Not only do these streetscapes create a positive visual impression, they also create a comfortable pedestrian environment, one that supports walkability and browsing. As the downtown continues to revitalize, streetscape investment should extend to additional streets to help reinforce connections and support and/or leverage additional private investment. Streetscape enhancements should be considered for the following streets:

**Northeast Front Street:** Between the alley just east of North Walnut Street to North Rehoboth Boulevard. Enhancements should consider the following:

- Conversion of the shoulder into on-street parallel parking to support adjacent amenities such as the proposed amphitheater and to provide traffic calming
- Introduction of curb extensions (bump-outs) and pedestrian crosswalks to better connect destinations and provide traffic calming
- Sidewalks
- Ornamental street lights
- Wayfinding signage
- Street trees, using columnar canopy trees that can be set back from and not interfere with the overhead utilities.



**Front Street (Existing Conditions):**

Front Street represents an important gateway thoroughfare into the downtown area. To the right in the above photo is a vibrant retail strip center that hosts terrific restaurants and retail venues. In the future, a major development is proposed to the left of this photo. That development might include a major urban park and amphitheater along the river. Adjacent to the park/amphitheater, a brew pub is recommended along the riverwalk. The roadway/streetscape itself features full-width shoulders that could accommodate parallel parking and/or bike lanes. Powerlines exist on both sides of the road, and there is a lack of trees along the roadway.



**Front Street (Proposed Conditions):**

Introduce clearly demarcated crosswalks at key intersections for pedestrian crossings (e.g. at the proposed amphitheater) and curb cuts (e.g. entry into the strip center). Include bulb-outs at each crosswalk to shorten the travel distance for the pedestrian and to create opportunities for additional landscaping adjacent to the roadway. Place columnar trees (e.g. maples as shown) behind the utility lines. Install banners on existing poles leading into downtown. Also install a comprehensive wayfinding signage system including gateway trailblazers as shown in the foreground.



## 5.2 Streetscape

Streets are a community’s connections, not just for cars, but for walkers and bikers as well. A well connected street system lays the groundwork for a vibrant community.

**Southwest Front Street:** Between North Walnut Street and South Church Avenue (as described in the previous section of the report).

Other important streetscapes include the following:

**Southeast Front Street:** Between South Walnut Street and Marshall Street.

**Park Avenue/Denney Row:** Between North Walnut Street and NE Front Street.

**South Church Street:** Between NW Front Street and Causey Avenue.

**Causey Avenue:** Between South Walnut Street and Maple Avenue.

**South and North Washington Street:** Between NE Front Street and SE Front Street.

**Franklin Street:** Between Bicentennial Park and Marvel Square Park.





## 5.3 Enhancements



### Small Moves

In addition to the streetscape enhancements described above, additional general enhancements should be considered throughout the downtown area. These projects can be implemented as projects in and of themselves or as part of adjacent development projects.

#### 1. Tree Planting

The many mature trees found throughout Milford play an important role in defining the small town quality and charm of the community. In addition to aesthetic qualities, however, trees offer environmental and economic benefits in addition to comfort for pedestrians during the hot summer months. Many communities across the country with mature canopies are taking steps to ensure that they maintain and increase their tree canopy coverage. Specific recommendations to consider for Milford include:

- **Use of Large Canopy Trees:** Wherever possible, plant long-lasting large canopy trees (Oaks, Maples, Plane Trees, Elms, Etc.) as they make the most impact in defining spaces, allowing for unobstructed sightlines beneath their canopies, provide the most cooling shade and visually reduce the scale of wide paved areas. If there is room for a large tree, provide a large tree. Small ornamental trees such as Crape Myrtles and Flowering Cherries should be reserved for accent planting.
- **Tree Replacement:** Work with an arborist to identify existing mature trees in the community that are in poor health and near the end of their life and plant new trees nearby (or in their place if removed).
- **Tree Planting Easements:** Work with private property owners to acquire tree planting easements where planting within the public right-of-ways is difficult. Many property owners may not be interested in allowing a tree to be planted on their property which is OK, however, many may be interested in participating. The focus should be on identifying those properties where property owners are receptive to granting a tree planting easement.
- **Tree Planting Programs:** Establish Tree Planting Programs that volunteer groups can participate in and that can be used to leverage grant funding for tree planting, particularly the planting of larger canopy trees within park spaces. For example, grants may be used to obtain trees and volunteers can be coordinated to plant them.



The dearth of shade makes Bicentennial park uninviting on a hot day.



# 5.3 Enhancements



## 2. Living Shoreline

As described in an earlier section for the proposed amphitheater, explore opportunities to introduce a living shoreline wherever possible along the Mispillion River. Living shorelines include techniques to help stabilize eroding shorelines using a combination of native wetland plants and natural structures in place of traditionally engineered structures. The ability to introduce living shorelines will need to be evaluated on a site by site basis but can be introduced incrementally. The proposed amphitheater area may be an ideal candidate for a living shoreline where it can provide both aesthetic and educational benefits.



## 3. Bicycle Facilities

With the flat topography, Milford is well suited for bicycling – not only as a form of recreation but as a means of transportation throughout the community. Continue to build upon the bicycle network and provide the following facilities:

- **Connections:** Create a bicycle network throughout the community and explore which routes are best suited to accommodate bikes. This may involve a combination of off-road trail, on road bike lane and/or shared lanes using “sharrow” pavement markings.
- **Bike Routes:** Designate bike routes throughout the community on less heavily traveled roadways, using bike lanes on wide roads and/or “sharrow” markings on narrow roads to designate shared lanes.
- **Signage:** Provide wayfinding signage for bikes to mark bike routes.
- **Bike Racks:** Incorporate bike racks at key destinations throughout the community.



## 4. Events/Programming

Introduce additional programming into the community, particularly within underutilized open spaces. For example, food trucks or vendors can set up in parking lots or along street edges during events, certain days of the week and/or certain times of day. Additionally, small regularly scheduled music events can be programmed in different locations to get people used to coming to and exposing them to certain areas and/or projects within the downtown. For example, Park Avenue and SW Front Street could be considered venues for small events.

The image features a warm, orange-toned background. On the left, a multi-story building with windows and a balcony is visible. A street lamp stands near the building. On the right, a fence runs along a body of water, which reflects the scene. The overall atmosphere is serene and nostalgic.

The **future**  
belongs to  
those who  
believe in the  
beauty of their  
dreams



## 6.1 Revitalization Tactics



# FACADE GRANT APPROACHES: Component, Overall, Master Plan

**Incentives:** Three types of facade grants should be considered for downtown Milford that include, but are not limited to: Component Facade Grants, Overall Facade Grants, and a Facade Master Plan.

## Component Facade Grants

Since many building owners are intimidated by overall façade renovations coupled with a grant process, the City or Main Street program might consider simplifying the initial phases of the façade grant program and focusing solely on individual façade elements --or components, such as signs, awnings, paint, etc.-- instead of expensive, overall façade improvement approaches. In other words, consider conducting a facade component grant program such as an awning grant program, or a paint program, or a slipcover removal program, or a signage grant program in the initial phases of this incentive. Once property owners become familiar with individual façade component programs and the process of improving one's building is demystified, then consider moving on to entire-façade-based grant programs.

In the case of Milford, our primary and initial recommendation is to fund demising walls as the first component of this grant approach. This would enable property owners to affordably modify buildings that are currently occupied by professional office tenants to construct micro-retail spaces at the fronts of the buildings along the street. This approach would mitigate the current conditions in downtown that cause downtown to appear 'dead' since there are so many gaps in retail and restaurant frontages along the downtown streets. Please see page 7 of this report for an illustration of this approach on the building currently occupied by Davis, Bowen and Friedel.

*Beaufort, SC: Main Street Beaufort initiated a component grant program featuring awnings.*



*Searcy, Arkansas: Main Street Searcy initiated a component facade grant program featuring building rear treatments.*





*Milford, DE: The diagram at the left illustrates how a typical building in downtown could be modified by the construction of a demising wall to achieve higher income from the space for the property owner while accommodating retail micro-space along the street to activate downtown.*



*Conway, SC: This furniture company was the first in downtown to remove the metal slipcover from their building to expose a beautiful building underneath.*



*Conway, SC: The local government, in association with the Main Street program, realized the positive impact slipcover removal made to the Carolina Furniture Building (above right). Therefore, they enacted a component facade grant program for slipcover removal and five other buildings in downtown removed their slipcovers. See before (above) and after (right) photos of these five buildings along Main Street. The visual improvement to their main street was remarkable!*





## Overall Facade Grants

Once the methodology for applying for component facade grants is established and the Main Street program has a proven track record for administering them, consider ‘graduating’ up to overall facade grants that address the entire face of a building. This approach would be reserved for more ‘troublesome’ buildings that require far more physical enhancement than a singular component approach could provide. However, this approach requires far more financial capital and administrative oversight to execute than a component grant approach.



*Pascagoula, MS: The owner of this former office supply and paper store took advantage of an overall facade grant from Main Street Pascagoula to retrofit the building to a restaurant and exposed its historic storefront.*



## Facade Master Plan

At some point, a more ambitious approach to enhancing multiple façade in a relatively short time period might be warranted. In this case, the Façade Master Plan approach as developed by Community Design Solutions and other communities across America might be appropriate. Unlike a traditional facade improvement program, the Façade Master Plan is a comprehensive rehabilitation of many downtown buildings at once. The instrument that makes this new approach to building enhancement possible is an easement. The property owner gives the City, or local non-profit administering agent, a temporary easement on the facade of their building allowing the local government to spend funds on its improvement. In exchange for this temporary easement, the grant funds pay for the facade improvements. The advantages of this type of façade program are that it allows for a single source of project management, a single source of design, and a single source for construction.

The Facade Master Plan is explained in even greater detail on the following pages. Moreover, The author of this report is pleased to offer all the documentation necessary to promote and execute such a plan to Milford. A download link to these documents is available at the following link:

<http://www.communitydesignsolutions.com/public/FacadeMasterPlanDocs.zip>



## The Façade Master Plan

### A Comprehensive Approach to Enhancing Downtown Facades

**Description:** Unlike a traditional facade improvement program, the Façade Master Plan is a comprehensive rehabilitation of many downtown buildings at once. The instrument that makes this new approach to building enhancement possible is an easement. The property owner gives the City, or local non-profit administering agent, a temporary easement on the facade of their building allowing the local government to spend funds on its improvement. In exchange for this temporary easement, the grant funds pay for the facade improvements. The advantages of this type of façade program are that it allows for a single source of project management, a single source of design, and a single source for construction.

**Benefits:** The single source of project management streamlines the project and removes the burden of façade enhancement from each individual property owner. The single source of design, used in conjunction with the Main Street Program's Design Committee or a set of quality design guidelines, ensures that all façade enhancements are sympathetic to the historic architectural heritage of their place. The single source of construction allows for dramatic cost savings since the contractor purchases all construction supplies for the entire enhancement project, rather than each property owner having to buy their own sign, door, windows, paint, awnings, etc. However, the biggest advantage to this approach is the ability for a downtown district to receive an overall appearance facelift in a remarkably short amount of time. Moreover, when used in conjunction with a grant source like federal CDBG funds, an individual state's department of commerce grant, or other federal, state, or local funding sources, the facade enhancements are realized with no costs to the building owner or tenant. If the funding and/or grant source requires a match from the property owner, the enhancements are still realized with nominal investment on their part that is far less than if they improved their façade on their own using solely private sector funds.

#### Lessons Learned:

- While design is important, it isn't all-important. It is necessary to address the underlying economy of the place –reflected in the retail vibrancy of the downtown buildings—at the same time as façade enhancements are performed. Said simply, a comprehensive/holistic approach to downtown revitalization must be utilized in the process of enhancing the exteriors of the buildings.
- While it is appropriate to establish the overall project budget on a per façade basis, it should NOT be the basis for actual improvements as each building has unique needs that will cost more or less than others.
- The administration of the façade master plan must be nimble. If the process for the owner is cumbersome or there is no flexibility in the product, participation will be compromised.
- Receive bids on an add-alternate basis to ensure you have a “buildable project” regardless of the low bid.
- There are good ways and frustrating ways to fund the Façade Master Plan.
- There are good practices and frustrating practices for interfacing with your SHPO if required.



### Process:

- Apply for and receive grant funding for design and construction.
- Develop guidelines for the administration of the grant funds.
- Solicit RFQ for design professionals to develop the facade enhancement designs.
- Negotiate and hire design professional.
- Design professional photographs subject properties and interviews each property owner/tenant to ascertain appropriate enhancement approach.
- Design professional develops renderings and technical recommendations for each facade.
- Administrative party and design professional develop specifications and bid documents.
- Prospective contractors pre-qualified.
- Bid package submitted to pre-qualified contractors.
- Negotiate with and hire low bidder.
- Construction commences with oversight by administrative party and design professional.
- Punch list and project close out.

### Budget:

- Design & Project Management: \$1,000 - \$1,500/facade
- Construction Allowance: \$5,000 - 10,000/facade
- Scope: To be determined by the local government. Generally speaking, include at least 20 facades, but consider executing 40-80 so that the improvements can affect entire blocks of downtown structures.
- Total: As determined/multiplied by the number of facades being considered against the budget estimates noted above
- Schedule: Begin phase one immediately upon receipt of grant or private funding.
- Responsible Party: Local government or downtown revitalization agency.
- Funding Source Design: TIF Funds, CDBG Grants, Department of Commerce grants, local bank consortium funds/low-interest loans, fund raising, private sector investment, local government budget.
- Funding Source Construction: TIF Funds, CDBG Grants, Department of Commerce grants, local bank consortium funds/low-interest loans, fund raising, private sector investment, local government budget, foundation grant funding.



*Example of a Façade Master Plan from Whitmire, SC.  
Existing & proposed conditions rendering of the 100 block of East Main Street.  
22 Facades were completed in 5 months.*



*Example of a Façade Master Plan from Union, SC.  
Actual before and after photographs from Main Street.  
80+ facades were completed in 18 months.*



## Dealing with Abandoned & Dilapidated Buildings: Strategies for Saving, Maintaining and Enhancing Our Downtown Architectural Assets

In cities and towns of all sizes, municipal officials point to dilapidated structures as a challenge in their efforts to promote the highest possible quality of life and bring economic growth to their hometowns. The failure of offending property owners to repair or demolish dilapidated structures creates blight and a financial drain on community resources. It shifts the cost of abating violations from the responsible party to all taxpayers.

Dealing with these unsafe commercial and residential structures is a challenging task that requires officials to consider and carefully balance the rights of the offending property owners with rights of the owners of adjacent properties and the community at large. Because of the wide array of situations encountered and sensitivity of the property rights issue, municipalities must have a variety of tools that can be selected and effectively applied to the specific circumstances of each code enforcement case.

### What's Available

Cities and towns can adopt ordinances relating to the upkeep of property. These ordinances may provide for notification to the owner outlining the conditions needing to be corrected and may require the owner to take the necessary steps to correct the conditions. The ordinances may also outline how the municipality may correct the conditions if the owner fails to take appropriate action.

As with any ordinance, cities and towns must have procedures in place that provide for due process and proper notification to the property owner when the city moves to abate a problem. Likewise, any local ordinance needs to spell out explicitly the notice procedures, method of notice as well as a procedure for appeals of decisions made by the code enforcement officials.

State law gives cities and towns the authority to enforce the International Building Codes and to adopt by reference certain appendices to this code. One of the most widely adopted appendices is the International Property Maintenance Code, which establishes standards to help ensure public health, safety and welfare of the community by requiring the maintenance of existing structures and premises. The International Property Maintenance Code provides a framework for dealing with dilapidated structures in any city no matter the size.

The International Property Maintenance Code contains a prescribed and tested process of providing proper notice as well as a specific method of serving the notice to property owners. Because this code can be adopted by reference with only minor modifications, it is a good option for municipalities starting a new code enforcement program or looking to modify their existing program. A PDF version of this code may be found by following this link:

[https://www.dropbox.com/s/upw4ttgdgusxoz0/2012\\_International\\_Property\\_Maintenance\\_Code.pdf](https://www.dropbox.com/s/upw4ttgdgusxoz0/2012_International_Property_Maintenance_Code.pdf)

What happens when property owners fail to correct serious code violations? One option available to the municipality is to correct the violation. If the municipality corrects the unsafe conditions associated with the property, most state law allows the municipality to place a lien equal to the cost of the abatement on the property and collect the lien in the same manner as municipal taxes.

### Challenges

These code enforcement methods have limited effectiveness in certain situations. Liens on property generally can only be collected when a property is sold, and many county governments do not recognize code enforcement liens at tax sales. This means that liens might not be collected at tax sales.

Another problem with liens is that there is often a significant lag between filing the lien and collecting payment because sales of dilapidated properties occur infrequently. Likewise, ordinance summons are not effective when a property owner cannot be located or lives outside of the community or state. Ordinance summons must be personally served upon the offender.



These tools also have limited effectiveness when the property owner lacks the financial resources to abate the violations. Jailing offenders only increases the cost to the municipality and often fails to correct the violation.

Clearly, there are no “silver bullet” solutions that can solve each unique situation in every community. However, all across America certain strategies for dealing with abandoned and dilapidated buildings have begun to gain traction in dealing with this issue. A few of these strategies are noted below.

*Adapted from December 2012 issue of Uptown, a publication of the Municipal Association of South Carolina*

## Strategies for Abandoned and Dilapidated Buildings

### 1. Early Warning Database

Use an early warning database to identify problem properties and to facilitate collaboration.

Too often, municipalities only find out about vacant properties after they have started to cause serious problems. An early warning database collects and organizes basic information about conditions that suggest a property is likely to become vacant. Local officials and organizations can use that information to identify at-risk properties and take action before a problem grows or gets out of control. A database can be useful for code enforcement officials, police and fire departments, community development departments, Main Street programs and neighborhood organizations.

A database can be as simple as a spreadsheet that lists problem properties and indicates whether each property has one or more of the key indicators of vacancy or abandonment, such as tax delinquency, nuisance abatement actions, utility shut-offs, or foreclosure filings. It can also be expanded to include information about the district where the property is located, such as demographic data, crime statistics, and real estate conditions. An even more comprehensive database could include information about these properties from various municipal departments. Many municipalities already collect much or all of the information in a basic database, and it is just a matter of putting that information together in one place. Even the most simple database can be used to identify problem properties and neighborhoods, guide decision making, and coordinate activity across municipal departments.

#### Key Benefits

##### Identify problem properties

A database helps a municipality identify properties that are vacant or at risk for vacancy, making it possible to intervene early and avoid more serious problems for the property.

##### Coordinate municipal action

A database helps a municipality share critical information with various local government departments and other key stakeholders and use it to coordinate action and facilitate collaboration.



## 2. Minimum Maintenance Ordinance

Use a minimum maintenance ordinance to provide an objective, district-wide standard of care for properties.

The failure to maintain property directly impacts property values of adjacent property and, in the worst case, can provide an area that attracts criminal activities. To protect a district from deterioration, a number of local governments have established property maintenance standards. There is a limit, however, on how far a jurisdiction may go in regulating unsightly areas on private property. It is an open question in many states whether their courts would uphold a beautification ordinance or a property maintenance or appearance code if the regulation is based purely upon aesthetic grounds.

The premise is that failure to provide minimum maintenance creates unsanitary and unsafe conditions, negatively impacts the aesthetic value of the community, and reduces property values. Local governments considering property standards need to work with legal counsel to make sure that the necessary procedural requirements are included in any public nuisance or property maintenance ordinance and that staff responsible for enforcement receive the necessary training.

The hardships encountered when enforcing MMOs are typically two-fold. First, the local government lacks the political will or manpower to enforce the ordinance. Second, the municipality lacks the funding required to enforce the ordinance by providing temporary clean-up and/or stabilization and weatherization measures.

### Key Benefits

#### Objective standards

Every property owner is held to the same standard of care. This should hopefully address concerns that enforcement is due solely on the grounds of subjective aesthetic standards.

#### Legal authority

Assuming due process and clear communications are in effect, a MMO provides solid legal grounds for enforcing upkeep on any individual property for the sake of the community good in terms of safety and welfare.

## 3. Visual Enhancement Treatments

Use visual enhancement treatments as a temporary means of improving the appearance of a building while it is being prepared for occupancy or sale.

The appearance of vacancies in the downtown area can send a negative message and create the perception of a lack of retail vibrancy. To combat those perceptions and “buy time” until a building becomes occupied, any of the approaches noted below and illustrated at right can be considered.

Place artwork in vacant display windows if the interior space appearance is satisfactory. If the interior space is in detrimental condition, consider masking the windows from the interior with butcher paper or from the exterior with vinyl cling wraps. The masks can feature nostalgic photos or historic postcards of the community or images such as a map of downtown highlighting shopping and dining destinations. Place “community hero” posters in the windows to build community pride and draw attention away from the vacant building.

### Key Benefits

#### Inexpensive

The above-noted techniques are inexpensive yet can reap significant visual rewards and temper perception of the district while buildings are being rehabilitated or sold.



## 4. Financial Incentives

Use financial incentives to stimulate private sector building renovation investment.

While it can be argued that a property owner that has neglected their property should not be rewarded with a financial incentive, by the same token, the economic and community benefit derived from an improved building typically outweighs perceived injustices. There are a whole host of potential incentives that can be brought to bear on this issue. Some of the most common and strategic methods are noted below.

- **Facade Grants:** Either single components (e.g. signs, awnings, paint) or overall facade grants can motivate an owner to enhance their building.
- **Historic Preservation Tax Credits:** Qualifying buildings are eligible for either 10% or 20% federal tax credits while many states match the federal credits up to 25%.
- **Tax Abatement:** This strategy freezes the taxable rate at the pre-renovation value so that improvements to the building do not render an immediate spike in property taxes.

### Key Benefits

#### Gap financing

Sometimes these financial incentives are the difference between rehabilitating a building or letting it sit vacant. Through a nominal incentive from the public sector, the private sector might be motivated to invest in the renovation of an otherwise marginal property.

## 5. Vacant Building Registry

Use a vacant building registry to motivate owners to maintain buildings and return them to productive use, identify the party responsible for problem properties, monitor vacant properties, and defray costs of providing related municipal services.

A vacant building registry is an ordinance that requires owners (and, in some cases, financial institutions with an interest in a property) to register vacant buildings with a municipality. Effective registry programs also require registrants to pay a fee at regular intervals, which defrays the additional costs of providing municipal services associated with such properties. Fees also create a strong financial incentive for owners to secure and maintain vacant property and return it to productive use. Effective programs require registrants to provide 24-hour contact information, which makes it easier for a municipality to contact the owner or the owner's agent if there is a problem with the property. Some registry programs go further and include provisions that compel registrants to maintain, secure and insure vacant properties, and prepare and implement plans to return them to productive use. Good registry programs are implemented in conjunction with strong code enforcement and often include steep fines for noncompliance. A model Vacant Building Ordinance from Emporia, Kansas may be found at the following link: [http://www.communitydesignsolutions.com/public/VBO\\_Emporia\\_Kansas.docx](http://www.communitydesignsolutions.com/public/VBO_Emporia_Kansas.docx)

### Key Benefits

#### Motivate owners

Code enforcement alone isn't always enough to motivate owners to maintain vacant properties. Vacant building registries usually require payment of fees, and these added costs create an additional incentive for owners to maintain their properties.

#### Identify responsible parties to contact if there is a problem

Municipalities can use the information collected in the registry to contact the party responsible for a property if there is a problem.

#### Defray costs

Revenue generated from registration fees helps cover costs incurred by municipalities in monitoring vacant properties and enforcing vacant property requirements.



## 6. Receivership

Ensure that someone with the necessary expertise and resources repairs or rehabilitates a vacant property.

Receivership is a powerful but infrequently used tool for ensuring that seriously troubled properties are repaired or rehabilitated. Receivership is sometimes used as a last resort when other strategies, like traditional code enforcement, don't motivate an owner to perform necessary maintenance and repairs and a property is a danger to the community. If a property is not being properly maintained, a municipality can go to court and seek to have a receiver appointed to take care of the property. If the court appoints a receiver, this third party is authorized to act as if it owns the property. The receiver can take any step the court authorizes to repair or rehabilitate the property.

Receivers can finance the work with cash loans from banks or the municipality. In exchange, the receiver gives the lender a special certificate, which basically guarantees that it will get the full value of the loan back with interest. If the owner of the property doesn't pay back the receiver's loan with interest, the certificate becomes a lien on the property, which must be paid back before all other encumbrances on the property except taxes. This process provides the receiver with funds needed to repair the property and allows the bank or municipality financing the repairs to make a profit on its loan.

### Key Benefits

#### Repair and rehabilitate vacant property

When other methods fail to motivate an owner to maintain a property, this process, enabled by state law, can give a receiver powerful tools to ensure that troubled properties are repaired or rehabilitated.

#### Pay for repairs and rehabilitation

It is often difficult to get financing to repair or rehabilitate a vacant property. The receivership process, if enabled by state law, gives receivers this critical tool to finance such repair activity.

#### Property owner rights

Since the property owner may retrieve the property at any point in the process by reimbursing the receiver for all costs associated with the project, the issue of property takings is addressed.

## 7. Acquisition or Demolition

Acquire properties to stabilize or rehabilitate individual properties or to redevelop an entire area or district in communities with large numbers of vacant properties. Demolish vacant properties that pose significant danger to the community and cannot be adequately addressed in any other way.

**Acquisition:** In districts where property values have fallen significantly, owners and private investors may not take proper care of a property. This neglect can cause problems for adjacent properties, and the problems can begin to spiral out of control. In situations where the private market has little incentive to act, the best alternative may be for a municipality to acquire properties.

The municipality can act aggressively (especially if it possesses a Community Development Corporation or a Redevelopment Authority) to improve a single property that is causing problems, or to improve several properties in an effort to redevelop a larger area. Municipalities can acquire properties individually or as part of a coordinated acquisition and redevelopment strategy. Where downtown stabilization or revitalization efforts require acquisition of larger numbers of properties, land banks have proven to be a very effective strategy. Though acquiring properties can be a useful and powerful tool, it is not a quick solution to a pressing problem—the process often takes a very long time.

**Demolition:** When a property is causing very serious problems that present a danger to the surrounding community, and the owner is not taking necessary steps to address the problem, a municipality may initiate demolition proceedings. After complying with procedures specified by state law and/or municipal ordinance, the municipality can demolish the property.



While the preservation of a downtown's architectural assets --especially its historic buildings-- is of paramount importance, occasionally the demolition of a delinquent building may cost a municipality less than taking care of a troubled property. What's more, under some circumstances, a municipality can recover the costs associated with the demolition. Carefully targeted demolition can help stabilize property values in the surrounding community and help lay the foundation for redevelopment.

### **Key Benefits: Acquisition**

#### **Return properties to productive use**

By acquiring vacant properties that have no near-term prospect of being redeveloped by the private market, municipalities can return them to productive use, helping to stabilize communities more quickly.

#### **Promote redevelopment**

Property acquisition allows municipalities to reshape an entire district.

### **Key Benefits: Demolition**

#### **Remove blight**

Demolishing seriously troubled buildings can help stabilize or improve struggling districts. Demolition may be the best option when vacant properties are hurting the community around them and nothing else can restore the property to productive use.

#### **Prompt owners to take responsibility**

Sometimes a threat by the municipality to demolish a property compels recalcitrant owners to take responsibility for troubled properties.

#### **Minimize municipal costs**

While demolishing a building is expensive, it is sometimes less expensive in the long run than incurring all of the municipal costs associated with taking care of a troubled building.



## Illustrative Design Guidelines

Honoring your architectural past and safeguarding current investment.

**Description:** Architectural design guidelines, when developed and used properly, simultaneously honor the architectural character of a community while safeguarding subsequent development investment. However, in many instances design guidelines have been written in such a way as to be difficult to understand and interpret and, therefore, have been viewed as an impediment to redevelopment, or worse still, merely a local government telling the property owner what they cannot do.

**Distinctions:** Illustrative design guidelines vary from those forms of design guidelines in two distinct ways. The first distinction of illustrative design guidelines is how they are developed. In the traditional way, a design professional would simply write the guidelines --often using highbrow design and planning language that the common citizen cannot understand-- and they are adopted by the local government and subsequently enforced by a design review board. In the illustrative design guideline approach the guidelines are actually developed with input from the property owners that will be affected by them. The design professional shows participants photographs of buildings from their downtown and asks a series of questions that unveil an understanding of the design and planning characteristics of the community itself. These characteristics, such as, but not limited to, building height, dominant building materials, levels of detail, degree of ornament, kinds of doors and windows, etc. establish the baseline of architectural character for the guidelines. Said simply, the goal of the guidelines is to simply safeguard the architectural character that already exists within a place, NOT to impose an external style or standard of care beyond what is already there.

The second distinction is that illustrative design guidelines feature copious photographs and minimal text. People intuitively understand photographs, while trying to use words to describe design criteria can lead to misunderstanding and multiple interpretations. Therefore, with illustrative design guidelines, the topic of windows be handled in this manner: a simple statement of intent would be crafted that articulates key goals pertaining to windows...perhaps limited to the desire to use windows that are to scale and in a style that is compatible with the dominant window forms in the downtown. Thereafter, dozens of photos of acceptable windows would be featured. If necessary, a few photos of inappropriate windows might also be featured to highlight the contrast between the two types of windows.

Aiken, SC: (below, top) Conducting property owner workshop to determine the architectural characteristics of downtown Aiken before drafting the guidelines. (below, bottom) Photo-montages of typical blocks in downtown Aiken that became the objective standard for typical design issues such as building height, setback, massing, materials, etc.





## Historic Districts Are Good for Your Pocketbook:

The Impact of  
Local Historic Districts  
on House Prices in  
South Carolina

**Economic Impact:** The document at right is one of many studies that have demonstrated the economic benefit of design review and design guidelines that result in higher appraised real estate values. A copy of the report at right may be found at the following URL:  
<http://shpo.sc.gov/pubs/Documents/hdgood-forpocketbook.pdf>

**Benefits:** Illustrative design guidelines have two significant benefits. The first is that the resultant document features hundreds of “can do” solutions to common design issues facing a property owner. The tone of the document turns on its head the sentiment that design guidelines tell a property owner what they cannot do to their buildings to an education document that portrays hundreds, if not thousands, of appropriate things that can do with their building. Moreover, given the fact that the property owners had a voice in their formation, they do not feel like an external standard being imposed upon them from without, but rather a self-imposed standard to ensure the architectural character of their place has been maintained and their investment in their building is safeguarded. Their investment in their building is safeguarded by the understanding that there is an agreed-upon standard of design care that all property owners now share. Said simply, an investor has no fear that his neighbor can do the wrong thing an adjacent property and thereby adversely affect the value of their property.

The final benefit of illustrative design guidelines is that they are good for business. Study after study has demonstrated that properties within areas that are governed by design review and objective design criteria such as illustrative design guidelines appreciate at a rate significantly higher than their non-regulated counterparts. The study illustrated by the adjacent image was performed in South Carolina and revealed that neighborhoods that had design review and design guidelines appreciated at a rate of 16-26% higher than non-regulated neighborhoods.



GUIDELINES FOR NEW BUILDINGS
BALCONIES

**Balconies** are railed or balustraded platforms that project from the building to create a sense (sometimes actual, sometimes implied) of the interior of a building being extended to the outside. Second story balconies are characteristic of a number of buildings found in downtown Aiken. When used appropriately in new buildings, balconies can add color, detail and functionality (i.e. access to outdoors from upper floors) that a building would otherwise lack.

Well executed balcony and support bracket

Example of porches/balcony/canopy from downtown Aiken.

Contemporary interpretation of traditional balcony element creates a sense of extending the inside of the building to the outside.

Contemporary interpretation of traditional balcony element on this building introduces color and detail.

Appropriate balcony installation in downtown Aiken.

Probably, this balcony installation provides a level of detail/ornament. Negatively, it should be questioned why you would have a balcony that is inaccessible/non-functional since the windows behind are fixed in nature.

**Guidelines**

- ❖ Integrate the balcony into the structure either by setting it into the building or by incorporating a well-detailed supporting bracket system.
- ❖ Introduce ornament and detailing in balcony railings to add character and visual interest to the building.
- ❖ Use appropriately scaled and detailed brackets or supports.

29

**Aiken, SC:** A sample page from the Aiken design guidelines illustrating acceptable balcony solutions for buildings in the downtown area.

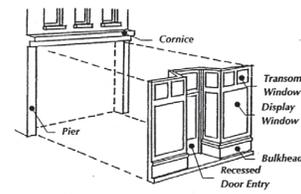
### 3.1.3

## Storefront Renovation and Replacement

For most traditional buildings, large panes of glass at the display window level with solid kick plates below are appropriate. Multi-pane designs that divide the storefront window into small components should only be used if they restore proven historic elements and original openings.

Preserve the original kick plate, or bulkhead, whenever possible. For buildings with historic significance, restore the original bulkhead from documentary evidence. If original information is not available, develop a new simplified design that retains the original character and dimensions of the bulkhead that would most likely have been on the building. For renovations where there is no documentary evidence, appropriate bulkhead materials are: brick, painted wood panels, stone, and glazed tile or painted metal in muted tones. Align the bulkhead with those of other traditional buildings in the block.

The use of a clear glass transom over doors within the upper part of the display window area is most appropriate. Retain the original materials and proportions of the transom opening. If the framing that defines the transom has been removed, re-establish it in a new design. If the interior ceiling is lower than the transom line due to later renovation, raise the dropped ceiling up from the window to maintain its traditional dimensions. Align transom framing with other adjacent buildings to maintain a clear line along the block face. The area above the transom or storefront cornice has traditionally been used for a sign or decorative element.



Examples of inappropriate storefront renovations & replacements.

- Guidelines**
- ❖ Maintain traditional recessed entries where they exist.
  - ❖ Maintain the original size, shape and proportion of storefronts and openings to retain the historic scale and character.
  - ❖ Maintain the bulkhead, or kick plate, below the storefront display window element.
  - ❖ Preserve the transom and sign board area features.

**Hartsville, SC:** A sample page from the Hartsville design guidelines illustrating acceptable storefront solutions for buildings in the downtown area.



## What is a Community Development Corporation?

Community development corporations (CDCs) are 501(c)(3) non-profit organizations that are created to support and revitalize communities, especially those that are impoverished or struggling. CDCs often deal with the development of affordable housing. They can also be involved in a wide range of community services that meet local needs such as education, job training, healthcare, commercial development, and other social programs.

While CDCs may work closely with a representative from the local government, they are not a government entity.

As non-profits, CDCs are tax-exempt and may receive funding from private and public sources.

CDCs run the gamut from large, well-established organizations like New Community Corporation in Newark, NJ (which owns and manages 2,000 units of housing and employs more than 500 people) to community groups that meet in a church basement. Large or small, CDCs have in common an involvement in development work. They generally have a staff and some degree of incorporation.

It's important to note that CDCs are self-identified. That is, there is no specific tax ID or certification that distinguishes a CDC from other non-profits. There are state and local associations that work specifically with CDCs (such as the Philadelphia Association of Community Development Corporations), but there has been no national association directly representing CDCs since the National Congress for Community Economic Development (NCCED) dissolved in 2006. The National Alliance of Community Economic Development Association (NACEDA) represents state and regional associations but does not directly represent CDCs.



## CDCs in numbers

The NCCED estimated that in 2006, there were around 4,600 CDCs nationally. There has not been a more recent count. Some experts guess the number is lower due to the decline of available public and private sector resources caused by the economic recession, although it's worth noting that the demand for CDCs services has increased (also because of the recession).

Unlike some other states, Pa. does not have a state-level CDC association. There is no state-wide count or report of CDCs.

Two of the larger CDC associations in Pa. are the Philadelphia Association of Community Development Corporations (PACDC) and the Pittsburgh Community Reinvestment Group (PCRG).

PACDC put out a report at the end of 2012 estimating Philadelphia CDCs contributed \$5.1 billion to Pennsylvania's economy (and \$3.3 billion to Philly's economy) over the past 20 years. This includes 37,100 jobs state-wide and 11,600 in the city.

According to the report, the majority (72 percent) of Philadelphia CDC investment has gone to home construction and rehabilitation, with 21 percent to small business construction and rehabilitation and seven percent to streetscape/vacant lot greening projects.



## A brief history of CDCs

Robert F. Kennedy played a big role in setting up the first CDC through the Special Impact Program, an amendment to the Economic Opportunity Act of 1964, allowing the federal funding of community development projects in poor urban areas. Kennedy created an action plan for community development, which led to the formation of the Bedford Stuyvesant Restoration Corporation, considered the first CDC in the country.

Historically, many CDCs grew out of the Civil Rights movement to fight against redlining and divestment issues in cities. Many had a community organizing/activism background.

While traditionally CDCs were location-based, there are organizations that target specific demographics (for example, the Women's Revitalization Project in Philadelphia serves low-income women and their families). And CDCs now typically focus on development rather than activism.

## How do CDCs work?

CDCs follow a bottom-up approach; they are set up and run by community members or local groups like churches and civic associations. In fact, a key feature of CDCs is the inclusion of community representatives in their governing/advisory boards. While it's difficult to enforce because CDCs act independently, the rule of thumb is at least one third of the board is comprised of local residents.

As non-profit institutions, CDCs are tax-exempt and may receive unlimited donations and grants from private and public sources. A significant portion of funding comes from local government and through state and federal grants, such as the U.S. Department of Housing and Urban Development's Community Development Block Grant. CDCs can also receive funding from philanthropic foundations like the Ford Foundation and the Surdna Foundation.

CDCs may also apply for funding through intermediary organizations (like the Local Initiative Support Corporation and NeighborWorks America nationally and



local organizations like Pittsburgh's Neighborhood Allies) that receive government resources and then allocate funding to community groups.

In Pennsylvania, CDCs can get support from local business partnerships through a state-wide tax credit called the Neighborhood Assistance Program, administered by the Pennsylvania Department of Community and Economic Development (DCED). CDCs can also apply for funding for affordable housing projects through the Pennsylvania Housing Finance Agency (PHFA), which administers the federal low-income housing tax credit program and PA State Housing Trust Fund (PHARE), among other programs. (This funding is not limited to non-profits or CDCs).

There are also city-level funding opportunities for CDCs. For example, Philadelphia has its own CDC grants and tax credit programs and its own housing trust fund. The City of Pittsburgh's Community Development Administration Division allocates city resources through its Advisory Commission on Community Based Organizations (ACCBO).

One criticism of CDCs is that they are too dependent on government and foundational funding streams. Although CDCs are meant to meet the specific needs of a local community, a large amount of available funding might be tailored to specific types of projects (like affordable housing). Because of this, CDCs may be compelled to focus efforts based on what funds are available, rather than responding primarily to community demand.

Some CDCs are finding ways to diversify their funding streams. For example, Bickerdike Redevelopment Corporation (Chicago) has its own rental properties and a for-profit construction company, which generate income.



Gourmet cafeterias, discounted gym memberships and expensive artwork used to be luxuries afforded only by big corporate offices.

Entrepreneurs can now get the same or better amenities from a co-working space. These communal offices are an affordable solution to a private office, and offer perks that working in a solo office doesn't.

We've come up with a list of some of the coolest co-working spaces in America, from coast to coast.



There is no  
**COMMUNITY**  
without  
**UNITY**



## 6.1 Brand Values

Milford, Delaware is undergoing a rebirth, and a clear concise message is essential to creating an impact as we introduce ourselves to the region and nation.

The Brand Manual is essentially a set of rules that explain how your brand works.

Brand guidelines should be flexible enough for your community to be creative, but rigid enough to keep your brand easily recognizable. Consistency is key, especially if you need the brand to extend across multiple media platforms.



# 6.1 Logo

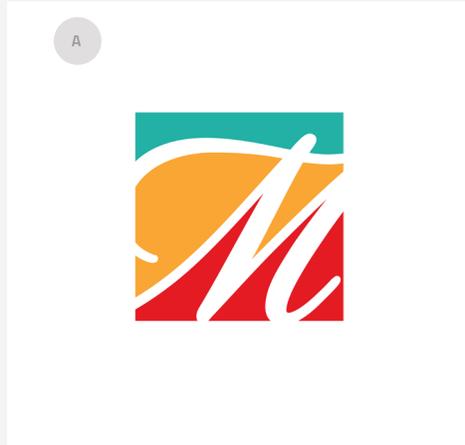
Your community already has a personality. The job of the brand is to preserve that personality while helping the community to realize its vision of its future.

## A. LOGOMARK

A logomark is an identifying mark or symbol that doesn't contain the business name. Think of the Nike 'swoosh', Shell, WWF, Mercedes or Adidas.

## B. WORDMARK

A wordmark refers to words or the name of a business that is designed in a special way. Examples include Pinterest, eBay or Google.



## C. LOGO

The logo is the combination of the logomark and logotype along with the tagline to graphically convey the identity of the community.





## 6.2 Logo Variants

Choosing the right dominant color for your brand is crucial. This color should appear on all your materials, including your logo and signage.

### LOGO USAGE

As much as possible, the color you choose should set you apart, work with your industry and image, and tie to your brand promise. It should also take into account color psychology, which is fairly complex. Colors can mean different things depending on the culture, situation and industry.





## 6.3 Minimum Size

A logo lockup refers to the formalized position/relationship of the brand's logo (symbol) and its wordmark (logotype)

### A. MINIMUM SIZE

Smaller than about 3/4 of an inch, and most logos become ineffective. It doesn't mean you can't make them smaller, you just have to know the rule before you break the rule.



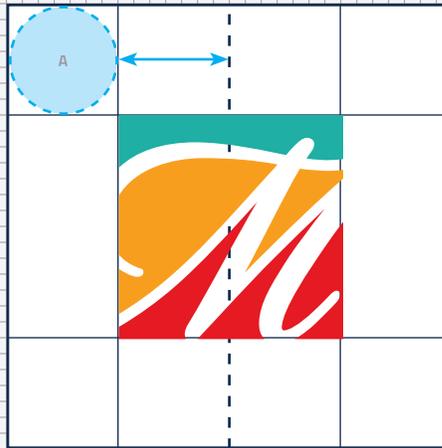


## 6.4 Logo Clearspace

The area that surrounds the logo known as “clear space” is as important as the logo itself

### WHAT IS CLEARSPACE

The area that surrounds the logo is as important as the logo itself. The minimum area of A, known as “clear space,” provides breathing room to the logo and eliminates visual clutter (text, graphic elements or other logos) that can compete with logo legibility – thereby diminishing the effectiveness of the logo.





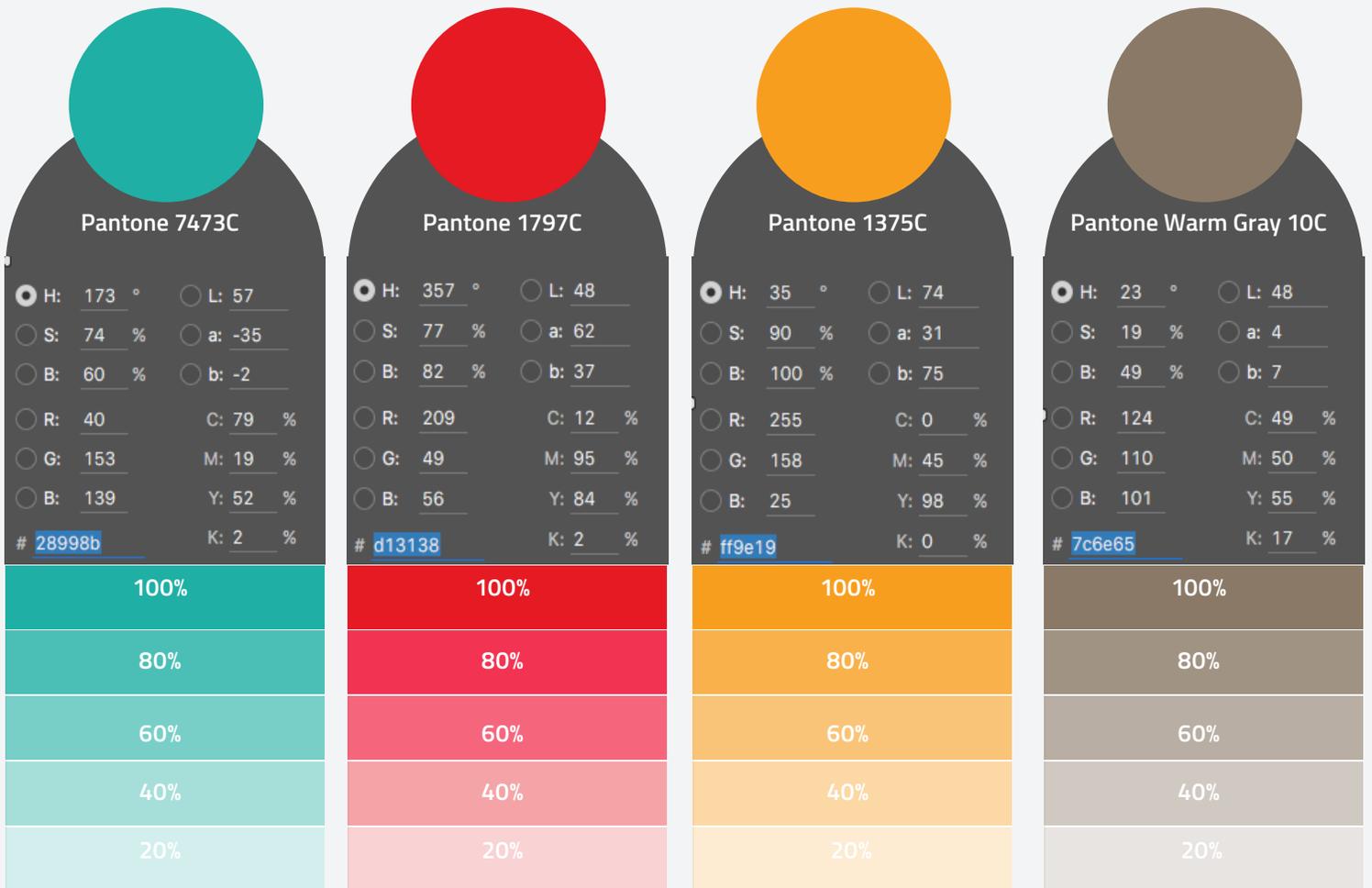
# 7.1 Color Wheel

Color palette choices are used to differentiate items, create depth, add emphasis, and help organize information

### COLOR THEORY

Every time a consumer interacts with a brand, an opportunity exists for the company to influence their audiences' perceptions. It is up to the marketer to decipher which design and colors will influence the consumer to purchase. By educating oneself on the psychology behind color theory, marketers can further tap into branding techniques and better connect with their market, leading to a stronger brand-consumer relationship and increased profit.

### Color Swatches





## 7.2 Color Variations

The core values define the strengths and needs to achieve a vision

Almost 90% of people's assessment on products or services is based on colors alone. Due to colors' strong influence on moods and feelings, their association with products can influence our attitudes and affect purchasing power towards brands



## 8.2 Typography

I do not think  
of type as  
something  
that should  
be readable.  
It should  
be beautiful.



DEFINITION

Typography is the visual component of the written word.

A text is a sequence of words. A text stays the same no matter how it's rendered. Consider the sentence "I like pizza." I can print that text on a piece of paper, or read it aloud, or save it in a file on my laptop. It'll be the same text, just rendered different ways—visually, audibly, digitally.

But when "I like pizza" is printed, typography gets involved. All visually displayed text involves typography—whether it's on paper, a computer screen, or a billboard.

Don't infer from the highway-sign example that typography is another word for font. Fonts are part of typography, but typography goes beyond fonts.

[www.practicaltypography.com/what-is-typography.html](http://www.practicaltypography.com/what-is-typography.html)





## 8.2 Brand Typeface

Typography plays a crucial role in the design of your brand identity. The typography in your logo can be as impactful as a graphic

### SWATCHES

Typography is the visual component of the written word.

A text is a sequence of words. A text stays the same no matter how it's rendered. Consider the sentence "I like pizza." I can print that text on a piece of paper, or read it aloud, or save it in a file on my laptop. It'll be the same text, just rendered different ways—visually, audibly, digitally.

But when "I like pizza" is printed, typography gets involved. All visually displayed text involves typography—whether it's on paper, a computer screen, or a billboard.

Don't infer from the highway-sign example that typography is another word for font. Fonts are part of typography, but typography goes beyond fonts.

[www.practicaltypography.com/what-is-typography.html](http://www.practicaltypography.com/what-is-typography.html)

I'm Perpetua.

The primary  
brand typeface

Univers is  
the second  
typeface



# 8.3 Type Hierarchy

In order to guide the reader, then, headings are usually large, sub-headings are smaller, and body type is smaller still

## LEADING

For legible body text that's comfortable to read, a general rule is that your leading value should be greater than the font size; from 1.25 to 1.5 times

## TRACKING

The space between letters in a block of text. In CSS this is defined with the letter-spacing property

## WIDOWS & ORPHANS

A single word at the end of a column is a widow and if it's at the top of a new column it's an orphan. They look bad and can be hard to read.

Milford

H1

Milford

H2

Milford

H3

Milford

H4

Milford

BODY COPY

Milford

CAPTION

Milford

CC



## 8.4 Primary Typeface

Hello I'm:

Perpetua

ABCDEFGHIJKLMNO

PQRSTUVWXYZ

abcdefghijklno

pqrstuvwxyz

1234567890

### Perpetua Bold

ABCDEFGHIJKLMN**OPQRSTUVWXYZ**

abcdefghijkl**mnopqrstuvwxyz**

1234567890!**@£\$%^&**

### Perpetua Italic

*ABCDEFGHIJKLMN**OPQRSTUVWXYZ***

*abcdefghijkl**mnopqrstuvwxyz***

*1234567890!**@£\$%^&***



## 8.5 Secondary Typeface

Hello I'm:  
Univers

ABCDEFGHIJKLMNO  
PQRSTUVWXYZ  
abcdefghijklno  
pqrstuvwxyz  
1234567890

Univers Bold

**ABCDEFGHIJKLMN  
OPQRSTUVWXYZ  
abcdefghijklno  
pqrstuvwxyz  
1234567890!@£\$%^&**

Univers Bold Italic

***ABCDEFGHIJKLMN  
OPQRSTUVWXYZ  
abcdefghijklno  
pqrstuvwxyz  
1234567890!@£\$%^&***



# 9.1 Wayfinding

The wayfinding system should be introduced as part of the brand because it plays such an important role in by perception and flow in the downtown district.



**PRIMARY GATEWAYS**

These gateways are the primary intersection points and main entry ways to town. They need to be highly visible and introduce the brand.

**BUILDING MARKERS**

The markers can be either wall mounted or monument style and denote important landmarks in the downtown district.

**TRAILBLAZERS**

Trailblazers are the directing signs leading motorists to the main attractions in the area. These should have between three and four locations per sign and should carry motorists from gateway to parking lot. Colors can be used to distinguish between different districts and can become smaller as the scale and speed of the roadway narrows. These Trailblazers including cattail sculptures, thus blurring the line between signage and public art.

**STREET BANNERS**

Banners are very popular and help to add color and movement to the lanes of travel, acting as a speed control. They too can be color coded by district and can promote local events as well as promoting the brand.

**PARKING SIGNAGE**

Identifying parking is important in creating a parking system in downtown. Visitors are more likely to walk a block or two to shop if the signage system leads them directly to a public parking lot and tell them how to proceed. The parking markers can be by themselves or as attachments to trailblazer signs.

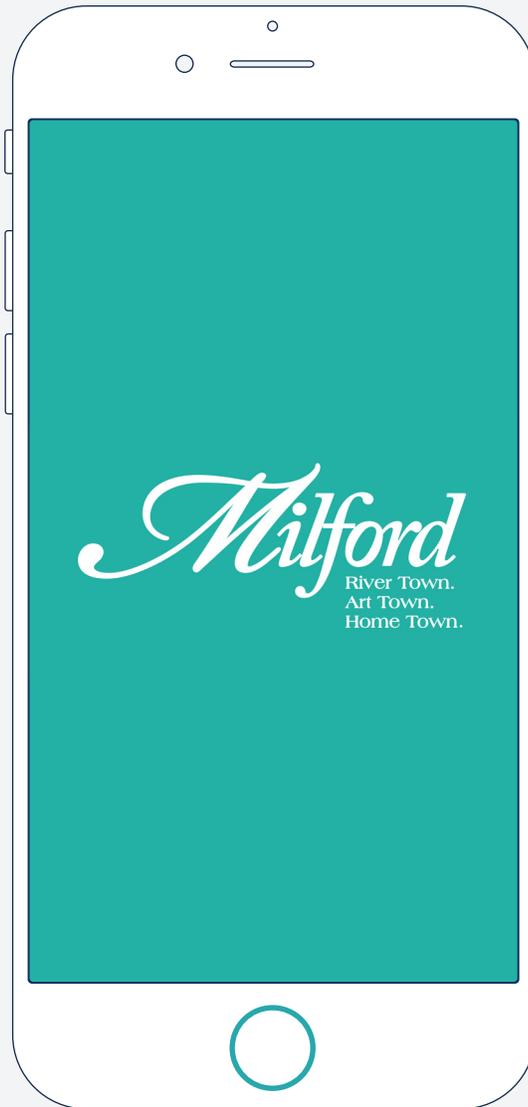
**INFORMATIONAL KIOSKS**

The final piece of the plan is the informational kiosk, which serves as the transition point for vehicular traffic to pedestrian traffic. These kiosks should be located at major public parking lots and should include a map and the shopping & dining guide, along with the walking tour brochures.



## 9.2 App Design

iPhone apps are available through the Apple App Store and are designed to run on Apple's iOS mobile operating system





# 10.1

## Logo Contact Sheet

### File Format Guide

All of the included graphic files might not work on your machine, but that does not mean that the file is corrupted or that there is something wrong with your machine. These files address all of the normal uses that a community implemented design would require. Always make sure to inform vendors that you have these different file formats available.



File Type: Portable Document Format  
Category: Page Layout Files

File Description: Cross-platform document created by Adobe Acrobat or a program with the Acrobat plug-in; commonly used for e-mail attachments or for saving publications in a standard format for viewing on multiple computers; usually created from another document instead of from scratch.

Program(s) that open pdf files:

Mac OS Adobe Reader to view (free)  
Adobe Acrobat to edit (commercial)  
Apple Preview

Windows Adobe Reader to view (free)  
Adobe Acrobat to edit (commercial)  
Brava! Reader



File Type: JPEG Image File  
Category: Raster Image Files

File Description: Compressed graphic format standardized by the JPEG (Joint Photographic Experts Group) group; commonly used for storing digital photos since the format supports up to 24-bit color; also a common format for publishing Web graphics; compressed using lossy compression, which may noticeably reduce the image quality if a high amount of



File Type: Adobe Illustrator File  
Category: Vector Image Files

File Description: Vector image file created by Adobe Illustrator; composed of paths, or lines connected by points, instead of bitmap data; may include objects, color, and text; often referred to as a Illustrator drawing. Illustrator documents can be opened with Photoshop, but the image will be rasterized, meaning it will be converted from a vector image to a bitmap.

Program(s) that open ai files:

Mac OS Adobe Illustrator, Acrobat, Reader  
Adobe Photoshop (rasterized)  
Apple Preview

Windows Adobe Illustrator, Acrobat, Reader  
Adobe Photoshop (rasterized)



File Type: Encapsulated PostScript  
Category: Vector Image Files

File Description: PostScript (.PS) file that may contain vector graphics, bitmap images, and text; includes an embedded preview image in bitmap format; often used for transferring between different operating systems.

Program(s) that open eps files:

Mac OS Apple Preview  
Adobe Illustrator, Acrobat, or Photoshop  
QuarkXpress

Windows CorelDRAW, Adobe Illustrator, Acrobat, or Photoshop, QuarkXpress



File Type: PNG Image File  
Category: Raster Image Files

File Description: Portable Network Graphics (PNG) is a raster graphics file format that supports lossless data compression. PNG supports palette-based images, grayscale images (with or without alpha channel), & full-color non-palette-based RGB images (with or without alpha channel). PNG was designed for transferring images on the Internet, not for professional-quality print graphics, & therefore does not support non-RGB color spaces such as CMYK.

In Microsoft Office, you can place EPS or PDF files that support transparency by going to the "Insert" menu and selecting "Photo>Picture from File..." This will ensure your files are using the highest resolution graphics for output.



Abbott's logo Final.jpg



Bud&Bug.jpg



Bug&Bud.jpg



Design.jpg



Diversity Mural-4C.jpg



DMI-1C-Gray.jpg



DMI-1C-Green.jpg



DMI-B&W.jpg



DMI-Main.jpg



Eat in the Street.jpg



ER.jpg



FarmersMarket.jpg



FiveforFree.jpg



HolidayStroll copy.jpg



HolidayStroll.jpg

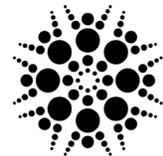


HouseTour.jpg



INTERNATIONAL  
FOOD FESTIVAL  
HOMETOWN MILFORD

InternationalFood-4C.jpg



INTERNATIONAL  
FOOD FESTIVAL  
HOMETOWN MILFORD

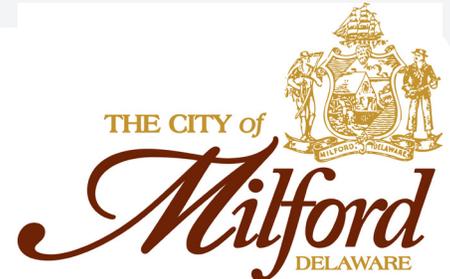
InternationalFood-B&W.jpg



Milford-City-Horz-2C.jpg



Milford-City-Horz-B&W.jpg



Milford-City-Vert-2C.jpg



Milford-City-Vert-B&W.jpg



Milford-DE-1C-Gray.jpg



Milford-DE-1C-Green.jpg



Milford-DE-2C.jpg



Milford-DE-B&W.jpg



Milford-DE-REV-1C-Gray.jpg



Milford-DE-REV-B&W.jpg



Milford-DT-1C-Gray.jpg



Milford-DT-1C.jpg



Milford-DT-2C.jpg



Milford-DT-4C.jpg



Milford-DT-B&W.jpg



Milford-DT-WT-1C-Gray.jpg



Milford-DT-WT-1C-Green.jpg



Milford-DT-WT-2C.jpg



Milford-DT-WT-B&W.jpg



Milford-DT-WT-Rev-1C-Gray.jpg



Milford-DT-WT-Rev-1C-Green.jpg



Milford-DT-WT-Rev-B&W.jpg



Milford-Tag-1C-Green.jpg



Milford-Tag-1C-Red.jpg



Milford-Tag-1C-Rev.jpg



Milford-Tag-1C-Yellow.jpg



Milford-Tag-4C-Rev.jpg



Milford-Tag-4C.jpg



Milford-Tag-B&W-Rev.jpg



Milford-Tag-B&W.jpg



**ORGANIZATION**

Org.jpg



**PROMOTION**

Promo.jpg



Rebirth-4C.jpg



Riverplace.jpg



SantaClaus.jpg



St.Patties.jpg



**# WeAreMilford**

WeAreMilford.jpg



# 11.1 Market Data

The following is a collection of the market data gathered during the process.



# Executive Summary 2015

## DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total

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- The population in this area is estimated to change from 12,234 to 12,886, resulting in a growth of 5.3% between 2010 and the current year. Over the next five years, the population is projected to grow by 4.9%.

The population in the United States is estimated to change from 308,745,538 to 319,459,991, resulting in a growth of 3.5% between 2010 and the current year. Over the next five years, the population is projected to grow by 3.5%.

The current year median age for this area is 39.3, while the average age is 39.9. Five years from now, the median age is projected to be 39.3.

The current year median age for the United States is 37.9, while the average age is 38.7. Five years from now, the median age is projected to be 38.8.

Of this area's current year estimated population:

67.8% are White Alone, 19.3% are Black or African Am. Alone, 0.6% are Am. Indian and Alaska Nat. Alone, 1.2% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 8.2% are Some Other Race, and 2.7% are Two or More Races.

Of the United States's current year estimated population:

71.1% are White Alone, 12.7% are Black or African Am. Alone, 1.0% are Am. Indian and Alaska Nat. Alone, 5.2% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.6% are Some Other Race, and 3.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 16.6%, while the United States current estimated Hispanic or Latino population is 17.6%.

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- The number of households in this area is estimated to change from 4,745 to 4,940, resulting in an increase of 4.1% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 4.5%.

The number of households in the United States is estimated to change from 116,716,292 to 121,099,157, resulting in an increase of 3.8% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 3.7%.

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- The average household income is estimated to be \$64,335 for the current year, while the average household income for the United States is estimated to be \$74,165 for the same time frame.

The average household income in this area is projected to change over the next five years, from \$64,335 to \$70,384.

The average household income in the United States is projected to change over the next five years, from \$74,165 to \$79,486.

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# Executive Summary 2015

## DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total



■ For this area, 87.4% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.3% are in the Armed Forces, 55.5% are employed civilians, 8.0% are unemployed civilians, and 36.3% are not in the labor force.

For the United States, 90.2% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, 57.4% are employed civilians, 6.2% are unemployed civilians, and 36.0% are not in the labor force.

The occupational classifications for this area are as follows:

25.3% hold blue collar occupations, 54.7% hold white collar occupations, and 20.0% are occupied as service & farm workers.

The occupational classifications for the United States are as follows:

20.4% hold blue collar occupations, 60.6% hold white collar occupations, and 19.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

0.7% are in Architecture and Engineering, 0.5% are in Arts, Entertainment and Sports, 3.0% are in Business and Financial Operations, 0.9% are in Computers and Mathematics, 5.7% are in Education, Training and Libraries, 5.6% are in Healthcare Practitioners and Technicians, 2.0% are in Healthcare Support, 0.4% are in Life, Physical and Social Sciences, 9.4% are in Management, 14.0% are in Office and Administrative Support.

2.9% are in Community and Social Services, 5.9% are in Food Preparation and Serving, 0.8% are in Legal Services, 2.9% are in Protective Services, 10.8% are in Sales and Related Services, 4.0% are in Personal Care Services.

4.2% are in Building and Grounds Maintenance, 4.7% are in Construction and Extraction, 0.9% are in Farming, Fishing and Forestry, 3.9% are in Maintenance and Repair, 9.3% are in Production, 7.5% are in Transportation and Moving.

For the civilian employed population age 16 and over in the United States, it is estimated that they are employed in the following occupational categories:

1.8% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 4.7% are in Business and Financial Operations, 2.6% are in Computers and Mathematics, 6.1% are in Education, Training and Libraries, 5.6% are in Healthcare Practitioners and Technicians, 2.6% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.6% are in Management, 13.6% are in Office and Administrative Support.

1.7% are in Community and Social Services, 5.8% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.2% are in Protective Services, 11.0% are in Sales and Related Services, 3.7% are in Personal Care Services.

4.0% are in Building and Grounds Maintenance, 5.0% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.3% are in Maintenance and Repair, 6.0% are in Production, 6.1% are in Transportation and Moving.

## Executive Summary 2015

### DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total

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- Currently, it is estimated that 7.2% of the population age 25 and over in this area had earned a Master's Degree, 0.7% had earned a Professional School Degree, 0.5% had earned a Doctorate Degree and 12.0% had earned a Bachelor's Degree.

In comparison, for the United States, it is estimated that for the population over age 25, 7.6% had earned a Master's Degree, 1.9% had earned a Professional School Degree, 1.2% had earned a Doctorate Degree and 18.1% had earned a Bachelor's Degree.

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- Most of the dwellings in this area (64.1%) are estimated to be Owner-Occupied for the current year. For the entire country the majority of the housing units are Owner-Occupied (65.0%).

The majority of dwellings in this area (70.9%) are estimated to be structures of 1 Unit Detached for the current year. The majority of dwellings in the United States (61.5%) are estimated to be structures of 1 Unit Detached for the same year.

The majority of housing units in this area (30.4%) are estimated to have been Housing Unit Built 2000 to 2009 for the current year.

The majority of housing units in the United States (15.3%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

## Executive Summary 2015

### DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total

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- The population in this area is estimated to change from 22,370 to 23,546, resulting in a growth of 5.3% between 2010 and the current year. Over the next five years, the population is projected to grow by 5.0%.

The population in the United States is estimated to change from 308,745,538 to 319,459,991, resulting in a growth of 3.5% between 2010 and the current year. Over the next five years, the population is projected to grow by 3.5%.

The current year median age for this area is 40.7, while the average age is 40.4. Five years from now, the median age is projected to be 40.6.

The current year median age for the United States is 37.9, while the average age is 38.7. Five years from now, the median age is projected to be 38.8.

Of this area's current year estimated population:

71.7% are White Alone, 17.4% are Black or African Am. Alone, 0.6% are Am. Indian and Alaska Nat. Alone, 1.1% are Asian Alone, 0.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.5% are Some Other Race, and 2.6% are Two or More Races.

Of the United States's current year estimated population:

71.1% are White Alone, 12.7% are Black or African Am. Alone, 1.0% are Am. Indian and Alaska Nat. Alone, 5.2% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.6% are Some Other Race, and 3.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 13.7%, while the United States current estimated Hispanic or Latino population is 17.6%.

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- The number of households in this area is estimated to change from 8,558 to 8,913, resulting in an increase of 4.1% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 4.5%.

The number of households in the United States is estimated to change from 116,716,292 to 121,099,157, resulting in an increase of 3.8% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 3.7%.

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- The average household income is estimated to be \$65,137 for the current year, while the average household income for the United States is estimated to be \$74,165 for the same time frame.

The average household income in this area is projected to change over the next five years, from \$65,137 to \$70,081.

The average household income in the United States is projected to change over the next five years, from \$74,165 to \$79,486.

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# Executive Summary 2015

## DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total



■ For this area, 88.2% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.3% are in the Armed Forces, 55.4% are employed civilians, 7.4% are unemployed civilians, and 36.8% are not in the labor force.

For the United States, 90.2% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, 57.4% are employed civilians, 6.2% are unemployed civilians, and 36.0% are not in the labor force.

The occupational classifications for this area are as follows:

25.2% hold blue collar occupations, 55.1% hold white collar occupations, and 19.7% are occupied as service & farm workers.

The occupational classifications for the United States are as follows:

20.4% hold blue collar occupations, 60.6% hold white collar occupations, and 19.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

0.9% are in Architecture and Engineering, 0.5% are in Arts, Entertainment and Sports, 3.4% are in Business and Financial Operations, 0.9% are in Computers and Mathematics, 6.1% are in Education, Training and Libraries, 5.7% are in Healthcare Practitioners and Technicians, 2.3% are in Healthcare Support, 0.7% are in Life, Physical and Social Sciences, 8.5% are in Management, 13.5% are in Office and Administrative Support.

2.6% are in Community and Social Services, 6.2% are in Food Preparation and Serving, 0.8% are in Legal Services, 2.8% are in Protective Services, 11.6% are in Sales and Related Services, 3.3% are in Personal Care Services.

4.1% are in Building and Grounds Maintenance, 5.0% are in Construction and Extraction, 1.0% are in Farming, Fishing and Forestry, 4.5% are in Maintenance and Repair, 8.1% are in Production, 7.6% are in Transportation and Moving.

For the civilian employed population age 16 and over in the United States, it is estimated that they are employed in the following occupational categories:

1.8% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 4.7% are in Business and Financial Operations, 2.6% are in Computers and Mathematics, 6.1% are in Education, Training and Libraries, 5.6% are in Healthcare Practitioners and Technicians, 2.6% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.6% are in Management, 13.6% are in Office and Administrative Support.

1.7% are in Community and Social Services, 5.8% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.2% are in Protective Services, 11.0% are in Sales and Related Services, 3.7% are in Personal Care Services.

4.0% are in Building and Grounds Maintenance, 5.0% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.3% are in Maintenance and Repair, 6.0% are in Production, 6.1% are in Transportation and Moving.

## Executive Summary 2015

### DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total

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- Currently, it is estimated that 7.3% of the population age 25 and over in this area had earned a Master's Degree, 0.7% had earned a Professional School Degree, 0.5% had earned a Doctorate Degree and 11.7% had earned a Bachelor's Degree.

In comparison, for the United States, it is estimated that for the population over age 25, 7.6% had earned a Master's Degree, 1.9% had earned a Professional School Degree, 1.2% had earned a Doctorate Degree and 18.1% had earned a Bachelor's Degree.

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- Most of the dwellings in this area (72.2%) are estimated to be Owner-Occupied for the current year. For the entire country the majority of the housing units are Owner-Occupied (65.0%).

The majority of dwellings in this area (74.9%) are estimated to be structures of 1 Unit Detached for the current year. The majority of dwellings in the United States (61.5%) are estimated to be structures of 1 Unit Detached for the same year.

The majority of housing units in this area (31.4%) are estimated to have been Housing Unit Built 2000 to 2009 for the current year.

The majority of housing units in the United States (15.3%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

## Executive Summary 2015

### DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total

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- The population in this area is estimated to change from 34,998 to 36,599, resulting in a growth of 4.6% between 2010 and the current year. Over the next five years, the population is projected to grow by 4.5%.

The population in the United States is estimated to change from 308,745,538 to 319,459,991, resulting in a growth of 3.5% between 2010 and the current year. Over the next five years, the population is projected to grow by 3.5%.

The current year median age for this area is 40.7, while the average age is 40.3. Five years from now, the median age is projected to be 40.6.

The current year median age for the United States is 37.9, while the average age is 38.7. Five years from now, the median age is projected to be 38.8.

Of this area's current year estimated population:

72.9% are White Alone, 17.3% are Black or African Am. Alone, 0.6% are Am. Indian and Alaska Nat. Alone, 1.1% are Asian Alone, 0.1% are Nat. Hawaiian and Other Pacific Isl. Alone, 5.4% are Some Other Race, and 2.7% are Two or More Races.

Of the United States's current year estimated population:

71.1% are White Alone, 12.7% are Black or African Am. Alone, 1.0% are Am. Indian and Alaska Nat. Alone, 5.2% are Asian Alone, 0.2% are Nat. Hawaiian and Other Pacific Isl. Alone, 6.6% are Some Other Race, and 3.2% are Two or More Races.

This area's current estimated Hispanic or Latino population is 11.7%, while the United States current estimated Hispanic or Latino population is 17.6%.

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- The number of households in this area is estimated to change from 13,288 to 13,797, resulting in an increase of 3.8% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 4.2%.

The number of households in the United States is estimated to change from 116,716,292 to 121,099,157, resulting in an increase of 3.8% between 2010 and the current year. Over the next five years, the number of households is projected to increase by 3.7%.

---



- The average household income is estimated to be \$64,484 for the current year, while the average household income for the United States is estimated to be \$74,165 for the same time frame.

The average household income in this area is projected to change over the next five years, from \$64,484 to \$68,703.

The average household income in the United States is projected to change over the next five years, from \$74,165 to \$79,486.

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# Executive Summary 2015

## DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total



■ For this area, 88.5% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, 55.7% are employed civilians, 7.2% are unemployed civilians, and 36.7% are not in the labor force.

For the United States, 90.2% of the labor force is estimated to be employed for the current year.

The employment status of the population age 16 and over is as follows:

0.4% are in the Armed Forces, 57.4% are employed civilians, 6.2% are unemployed civilians, and 36.0% are not in the labor force.

The occupational classifications for this area are as follows:

26.6% hold blue collar occupations, 53.2% hold white collar occupations, and 20.2% are occupied as service & farm workers.

The occupational classifications for the United States are as follows:

20.4% hold blue collar occupations, 60.6% hold white collar occupations, and 19.0% are occupied as service & farm workers.

For the civilian employed population age 16 and over in this area, it is estimated that they are employed in the following occupational categories:

0.8% are in Architecture and Engineering, 0.6% are in Arts, Entertainment and Sports, 3.3% are in Business and Financial Operations, 0.8% are in Computers and Mathematics, 5.9% are in Education, Training and Libraries, 5.5% are in Healthcare Practitioners and Technicians, 2.6% are in Healthcare Support, 0.8% are in Life, Physical and Social Sciences, 8.4% are in Management, 13.3% are in Office and Administrative Support.

2.3% are in Community and Social Services, 6.4% are in Food Preparation and Serving, 0.7% are in Legal Services, 2.9% are in Protective Services, 11.1% are in Sales and Related Services, 3.1% are in Personal Care Services.

4.1% are in Building and Grounds Maintenance, 5.8% are in Construction and Extraction, 1.1% are in Farming, Fishing and Forestry, 5.0% are in Maintenance and Repair, 7.7% are in Production, 8.1% are in Transportation and Moving.

For the civilian employed population age 16 and over in the United States, it is estimated that they are employed in the following occupational categories:

1.8% are in Architecture and Engineering, 1.9% are in Arts, Entertainment and Sports, 4.7% are in Business and Financial Operations, 2.6% are in Computers and Mathematics, 6.1% are in Education, Training and Libraries, 5.6% are in Healthcare Practitioners and Technicians, 2.6% are in Healthcare Support, 0.9% are in Life, Physical and Social Sciences, 9.6% are in Management, 13.6% are in Office and Administrative Support.

1.7% are in Community and Social Services, 5.8% are in Food Preparation and Serving, 1.2% are in Legal Services, 2.2% are in Protective Services, 11.0% are in Sales and Related Services, 3.7% are in Personal Care Services.

4.0% are in Building and Grounds Maintenance, 5.0% are in Construction and Extraction, 0.7% are in Farming, Fishing and Forestry, 3.3% are in Maintenance and Repair, 6.0% are in Production, 6.1% are in Transportation and Moving.

## Executive Summary 2015

### DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total

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- Currently, it is estimated that 6.4% of the population age 25 and over in this area had earned a Master's Degree, 0.6% had earned a Professional School Degree, 0.5% had earned a Doctorate Degree and 11.3% had earned a Bachelor's Degree.

In comparison, for the United States, it is estimated that for the population over age 25, 7.6% had earned a Master's Degree, 1.9% had earned a Professional School Degree, 1.2% had earned a Doctorate Degree and 18.1% had earned a Bachelor's Degree.

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- Most of the dwellings in this area (75.2%) are estimated to be Owner-Occupied for the current year. For the entire country the majority of the housing units are Owner-Occupied (65.0%).

The majority of dwellings in this area (74.7%) are estimated to be structures of 1 Unit Detached for the current year. The majority of dwellings in the United States (61.5%) are estimated to be structures of 1 Unit Detached for the same year.

The majority of housing units in this area (29.9%) are estimated to have been Housing Unit Built 2000 to 2009 for the current year.

The majority of housing units in the United States (15.3%) are estimated to have been Housing Unit Built 1970 to 1979 for the current year.

## RMP Opportunity Gap - Retail Stores

### DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales & Eating, Drinking Places	203,003,938	523,943,105	(320,939,167)
Motor Vehicle & Parts Dealers-441	36,087,896	163,115,355	(127,027,459)
Automotive Dealers-4411	29,711,377	155,882,872	(126,171,495)
Other Motor Vehicle Dealers-4412	3,434,125	339,918	3,094,207
Automotive Parts/Accessories, Tire Stores-4413	2,942,394	6,892,564	(3,950,170)
Furniture & Home Furnishings Stores-442	3,891,733	5,183,044	(1,291,311)
Furniture Stores-4421	2,048,542	1,258,597	789,945
Home Furnishing Stores-4422	1,843,190	3,924,447	(2,081,257)
Electronics & Appliances Stores-443	3,593,231	4,889,729	(1,296,498)
Appliance, TV, Electronics Stores-44311	2,797,374	2,305,357	492,017
Household Appliances Stores-443111	498,341	44,352	453,989
Radio, Television, Electronics Stores-443112	2,299,032	2,261,005	38,027
Computer & Software Stores-44312	712,326	2,584,372	(1,872,046)
Camera & Photographic Equipment Stores-44313	83,531	0	83,531
Building Material, Garden Equipment Stores -444	21,109,736	123,102,217	(101,992,481)
Building Material & Supply Dealers-4441	18,054,329	121,953,949	(103,899,620)
Home Centers-44411	7,328,287	6,307,944	1,020,343
Paint & Wallpaper Stores-44412	304,665	358,947	(54,282)
Hardware Stores-44413	1,829,205	1,319,288	509,917
Other Building Materials Dealers-44419	8,592,172	113,967,770	(105,375,598)
Building Materials, Lumberyards-444191	3,184,140	42,624,434	(39,440,294)
Lawn/Garden Equipment/Supplies Stores-4442	3,055,407	1,148,268	1,907,139
Outdoor Power Equipment Stores-44421	905,890	0	905,890
Nursery & Garden Centers-44422	2,149,517	1,148,268	1,001,249
Food & Beverage Stores-445	25,552,200	50,713,419	(25,161,219)
Grocery Stores-4451	16,781,871	37,427,280	(20,645,409)
Supermarkets, Grocery Stores-44511	15,671,434	34,669,247	(18,997,813)
Convenience Stores-44512	1,110,437	2,758,033	(1,647,596)
Specialty Food Stores-4452	2,013,089	52,092	1,960,997
Beer, Wine & Liquor Stores-4453	6,757,240	13,234,047	(6,476,807)
Health & Personal Care Stores-446	12,890,091	12,307,947	582,144
Pharmacies & Drug Stores-44611	10,375,903	10,918,154	(542,251)
Cosmetics, Beauty Supplies, Perfume Stores-44612	913,558	152,068	761,490
Optical Goods Stores-44613	453,339	159,732	293,607
Other Health & Personal Care Stores-44619	1,147,292	1,077,993	69,299

## RMP Opportunity Gap - Retail Stores

### DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	20,092,743	57,953,005	(37,860,262)
Gasoline Stations with Convenience Stores-44711	14,689,646	56,289,371	(41,599,725)
Other Gasoline Stations-44719	5,403,097	1,663,634	3,739,463
Clothing & Clothing Accessories Stores-448	9,042,086	6,649,583	2,392,503
Clothing Stores-4481	4,864,559	1,476,336	3,388,223
Men's Clothing Stores-44811	224,430	0	224,430
Women's Clothing Stores-44812	1,072,124	1,001,131	70,993
Children's, Infants' Clothing Stores-44813	319,105	39,181	279,924
Family Clothing Stores-44814	2,620,167	405,143	2,215,024
Clothing Accessories Stores-44815	209,267	0	209,267
Other Clothing Stores-44819	419,467	30,881	388,586
Shoe Stores-4482	737,097	87,406	649,691
Jewelry, Luggage, Leather Goods Stores-4483	3,440,431	5,085,842	(1,645,411)
Jewelry Stores-44831	3,076,982	5,085,842	(2,008,860)
Luggage & Leather Goods Stores-44832	363,448	0	363,448
Sporting Goods, Hobby, Book, Music Stores-451	3,589,078	705,665	2,883,413
Sporting Goods, Hobby, Musical Inst Stores-4511	3,163,256	705,665	2,457,591
Sporting Goods Stores-45111	1,630,338	365,807	1,264,531
Hobby, Toy & Game Stores-45112	938,181	302,984	635,197
Sewing, Needlework & Piece Goods Stores-45113	294,914	36,874	258,040
Musical Instrument & Supplies Stores-45114	299,822	0	299,822
Book, Periodical & Music Stores-4512	425,822	0	425,822
Book Stores & News Dealers-45121	359,315	0	359,315
Book Stores-451211	311,552	0	311,552
News Dealers & Newsstands-451212	47,763	0	47,763
Prerecorded Tape, CD, Record Stores-45122	66,507	0	66,507
General Merchandise Stores-452	23,851,485	71,965,579	(48,114,094)
Department Stores, Excl Leased Departments-4521	10,162,834	55,839,613	(45,676,779)
Other General Merchandise Stores-4529	13,688,651	16,125,966	(2,437,315)
Miscellaneous Store Retailers-453	5,541,428	9,294,442	(3,753,014)
Florists-4531	204,716	934,536	(729,820)
Office Supplies, Stationery, Gift Stores-4532	2,504,366	4,549,174	(2,044,808)
Office Supplies & Stationery Stores-45321	1,188,984	0	1,188,984
Gift, Novelty & Souvenir Stores-45322	1,315,381	4,549,174	(3,233,793)
Used Merchandise Stores-4533	384,993	536,736	(151,743)
Other Miscellaneous Store Retailers-4539	2,447,354	3,273,995	(826,641)
Non-Store Retailers-454	17,870,375	6,087,340	11,783,035

## RMP Opportunity Gap - Retail Stores

### DrvTim 1: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 5 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Foodservice & Drinking Places-722	19,891,857	11,975,780	7,916,077
Full-Service Restaurants-7221	8,938,274	7,876,244	1,062,030
Limited-Service Eating Places-7222	7,963,092	3,653,345	4,309,747
Special Foodservices-7223	2,191,933	283,511	1,908,422
Drinking Places -Alcoholic Beverages-7224	798,558	162,680	635,878
 GAFO *	 46,471,978	 93,942,774	 (47,470,796)
General Merchandise Stores-452	23,851,485	71,965,579	(48,114,094)
Clothing & Clothing Accessories Stores-448	9,042,086	6,649,583	2,392,503
Furniture & Home Furnishings Stores-442	3,891,733	5,183,044	(1,291,311)
Electronics & Appliances Stores-443	3,593,231	4,889,729	(1,296,498)
Sporting Goods, Hobby, Book, Music Stores-451	3,589,078	705,665	2,883,413
Office Supplies, Stationery, Gift Stores-4532	2,504,366	4,549,174	(2,044,808)

## RMP Opportunity Gap - Retail Stores

### DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales & Eating, Drinking Places	377,206,041	791,579,067	(414,373,026)
Motor Vehicle & Parts Dealers-441	68,358,446	270,111,072	(201,752,626)
Automotive Dealers-4411	56,106,727	255,158,326	(199,051,599)
Other Motor Vehicle Dealers-4412	6,738,504	4,479,834	2,258,670
Automotive Parts/Accessories, Tire Stores-4413	5,513,216	10,472,912	(4,959,696)
Furniture & Home Furnishings Stores-442	7,189,419	6,043,929	1,145,490
Furniture Stores-4421	3,766,541	1,298,390	2,468,151
Home Furnishing Stores-4422	3,422,878	4,745,539	(1,322,661)
Electronics & Appliances Stores-443	6,579,454	5,950,564	628,890
Appliance, TV, Electronics Stores-44311	5,127,260	3,001,996	2,125,264
Household Appliances Stores-443111	925,685	44,352	881,333
Radio, Television, Electronics Stores-443112	4,201,575	2,957,644	1,243,931
Computer & Software Stores-44312	1,299,279	2,948,569	(1,649,290)
Camera & Photographic Equipment Stores-44313	152,914	0	152,914
Building Material, Garden Equipment Stores -444	39,820,654	177,004,986	(137,184,332)
Building Material & Supply Dealers-4441	34,008,306	173,035,083	(139,026,777)
Home Centers-44411	13,717,055	10,607,040	3,110,015
Paint & Wallpaper Stores-44412	578,757	358,947	219,810
Hardware Stores-44413	3,405,138	2,636,661	768,477
Other Building Materials Dealers-44419	16,307,356	159,432,435	(143,125,079)
Building Materials, Lumberyards-444191	5,985,096	59,628,413	(53,643,317)
Lawn/Garden Equipment/Supplies Stores-4442	5,812,348	3,969,903	1,842,445
Outdoor Power Equipment Stores-44421	1,783,491	167,942	1,615,549
Nursery & Garden Centers-44422	4,028,857	3,801,961	226,896
Food & Beverage Stores-445	47,298,853	67,267,776	(19,968,923)
Grocery Stores-4451	31,102,879	46,589,499	(15,486,620)
Supermarkets, Grocery Stores-44511	29,043,583	43,114,871	(14,071,288)
Convenience Stores-44512	2,059,296	3,474,629	(1,415,333)
Specialty Food Stores-4452	3,729,555	104,109	3,625,446
Beer, Wine & Liquor Stores-4453	12,466,419	20,574,168	(8,107,749)
Health & Personal Care Stores-446	23,939,389	17,636,337	6,303,052
Pharmacies & Drug Stores-44611	19,263,986	15,578,312	3,685,674
Cosmetics, Beauty Supplies, Perfume Stores-44612	1,696,448	152,068	1,544,380
Optical Goods Stores-44613	848,942	319,232	529,710
Other Health & Personal Care Stores-44619	2,130,013	1,586,726	543,287



## RMP Opportunity Gap - Retail Stores

**DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total**

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	37,236,066	68,138,822	(30,902,756)
Gasoline Stations with Convenience Stores-44711	27,226,404	66,119,148	(38,892,744)
Other Gasoline Stations-44719	10,009,663	2,019,675	7,989,988
<b>Clothing &amp; Clothing Accessories Stores-448</b>	<b>16,512,525</b>	<b>8,319,214</b>	<b>8,193,311</b>
Clothing Stores-4481	8,878,101	1,947,177	6,930,924
Men's Clothing Stores-44811	412,420	0	412,420
Women's Clothing Stores-44812	1,963,758	1,322,587	641,171
Children's, Infants' Clothing Stores-44813	571,145	44,230	526,915
Family Clothing Stores-44814	4,778,124	535,492	4,242,632
Clothing Accessories Stores-44815	383,486	0	383,486
Other Clothing Stores-44819	769,169	44,867	724,302
Shoe Stores-4482	1,342,189	174,684	1,167,505
Jewelry, Luggage, Leather Goods Stores-4483	6,292,235	6,197,353	94,882
Jewelry Stores-44831	5,622,384	6,197,353	(574,969)
Luggage & Leather Goods Stores-44832	669,851	0	669,851
<b>Sporting Goods, Hobby, Book, Music Stores-451</b>	<b>6,586,053</b>	<b>1,283,041</b>	<b>5,303,012</b>
Sporting Goods, Hobby, Musical Inst Stores-4511	5,807,131	1,283,041	4,524,090
Sporting Goods Stores-45111	2,991,656	623,801	2,367,855
Hobby, Toy & Game Stores-45112	1,708,646	622,366	1,086,280
Sewing, Needlework & Piece Goods Stores-45113	557,010	36,874	520,136
Musical Instrument & Supplies Stores-45114	549,819	0	549,819
Book, Periodical & Music Stores-4512	778,922	0	778,922
Book Stores & News Dealers-45121	657,254	0	657,254
Book Stores-451211	569,052	0	569,052
News Dealers & Newsstands-451212	88,202	0	88,202
Prerecorded Tape, CD, Record Stores-45122	121,668	0	121,668
<b>General Merchandise Stores-452</b>	<b>43,907,985</b>	<b>129,862,899</b>	<b>(85,954,914)</b>
Department Stores, Excl Leased Departments-4521	18,612,236	104,368,301	(85,756,065)
Other General Merchandise Stores-4529	25,295,749	25,494,598	(198,849)
<b>Miscellaneous Store Retailers-453</b>	<b>10,295,356</b>	<b>12,494,622</b>	<b>(2,199,266)</b>
Florists-4531	385,155	1,190,769	(805,614)
Office Supplies, Stationery, Gift Stores-4532	4,624,620	6,005,849	(1,381,229)
Office Supplies & Stationery Stores-45321	2,200,900	0	2,200,900
Gift, Novelty & Souvenir Stores-45322	2,423,720	6,005,849	(3,582,129)
Used Merchandise Stores-4533	704,123	537,475	166,648
Other Miscellaneous Store Retailers-4539	4,581,457	4,760,529	(179,072)
<b>Non-Store Retailers-454</b>	<b>32,997,987</b>	<b>10,002,471</b>	<b>22,995,516</b>



## RMP Opportunity Gap - Retail Stores

**DrvTim 2: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 10 Minute(s) Total**

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Foodservice & Drinking Places-722	36,483,854	17,463,333	19,020,521
Full-Service Restaurants-7221	16,381,712	10,526,776	5,854,936
Limited-Service Eating Places-7222	14,606,291	6,318,355	8,287,936
Special Foodservices-7223	4,024,094	420,789	3,603,305
Drinking Places -Alcoholic Beverages-7224	1,471,757	197,413	1,274,344
<b>GAFO *</b>	<b>85,400,056</b>	<b>157,465,496</b>	<b>(72,065,440)</b>
General Merchandise Stores-452	43,907,985	129,862,899	(85,954,914)
Clothing & Clothing Accessories Stores-448	16,512,525	8,319,214	8,193,311
Furniture & Home Furnishings Stores-442	7,189,419	6,043,929	1,145,490
Electronics & Appliances Stores-443	6,579,454	5,950,564	628,890
Sporting Goods, Hobby, Book, Music Stores-451	6,586,053	1,283,041	5,303,012
Office Supplies, Stationery, Gift Stores-4532	4,624,620	6,005,849	(1,381,229)

## RMP Opportunity Gap - Retail Stores

### DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales & Eating, Drinking Places	588,815,538	965,408,235	(376,592,697)
Motor Vehicle & Parts Dealers-441	107,822,703	293,873,322	(186,050,619)
Automotive Dealers-4411	88,498,988	273,051,414	(184,552,426)
Other Motor Vehicle Dealers-4412	10,743,229	8,894,985	1,848,244
Automotive Parts/Accessories, Tire Stores-4413	8,580,486	11,926,923	(3,346,437)
Furniture & Home Furnishings Stores-442	11,080,762	9,847,351	1,233,411
Furniture Stores-4421	5,790,161	4,918,745	871,416
Home Furnishing Stores-4422	5,290,601	4,928,606	361,995
Electronics & Appliances Stores-443	10,158,202	13,068,342	(2,910,140)
Appliance, TV, Electronics Stores-44311	7,919,880	9,954,742	(2,034,862)
Household Appliances Stores-443111	1,437,359	46,003	1,391,356
Radio, Television, Electronics Stores-443112	6,482,521	9,908,739	(3,426,218)
Computer & Software Stores-44312	2,002,618	3,113,600	(1,110,982)
Camera & Photographic Equipment Stores-44313	235,703	0	235,703
Building Material, Garden Equipment Stores -444	62,034,012	211,298,648	(149,264,636)
Building Material & Supply Dealers-4441	52,901,380	205,257,847	(152,356,467)
Home Centers-44411	21,305,019	11,185,786	10,119,233
Paint & Wallpaper Stores-44412	898,211	358,947	539,264
Hardware Stores-44413	5,285,300	3,770,410	1,514,890
Other Building Materials Dealers-44419	25,412,849	189,942,704	(164,529,855)
Building Materials, Lumberyards-444191	9,298,372	71,039,384	(61,741,012)
Lawn/Garden Equipment/Supplies Stores-4442	9,132,632	6,040,801	3,091,831
Outdoor Power Equipment Stores-44421	2,833,825	439,836	2,393,989
Nursery & Garden Centers-44422	6,298,807	5,600,965	697,842
Food & Beverage Stores-445	73,999,322	76,056,899	(2,057,577)
Grocery Stores-4451	48,691,394	49,879,215	(1,187,821)
Supermarkets, Grocery Stores-44511	45,452,856	45,947,048	(494,192)
Convenience Stores-44512	3,238,538	3,932,167	(693,629)
Specialty Food Stores-4452	5,843,832	735,435	5,108,397
Beer, Wine & Liquor Stores-4453	19,464,096	25,442,249	(5,978,153)
Health & Personal Care Stores-446	37,090,918	29,300,363	7,790,555
Pharmacies & Drug Stores-44611	29,840,306	26,888,031	2,952,275
Cosmetics, Beauty Supplies, Perfume Stores-44612	2,626,202	168,658	2,457,544
Optical Goods Stores-44613	1,323,495	364,541	958,954
Other Health & Personal Care Stores-44619	3,300,915	1,879,132	1,421,783



## RMP Opportunity Gap - Retail Stores

### DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	58,606,096	120,012,503	(61,406,407)
Gasoline Stations with Convenience Stores-44711	42,869,706	117,398,766	(74,529,060)
Other Gasoline Stations-44719	15,736,391	2,613,737	13,122,654
Clothing & Clothing Accessories Stores-448	25,428,428	8,551,776	16,876,652
Clothing Stores-4481	13,748,205	2,072,564	11,675,641
Men's Clothing Stores-44811	640,196	0	640,196
Women's Clothing Stores-44812	3,044,334	1,434,471	1,609,863
Children's, Infants' Clothing Stores-44813	879,307	44,230	835,077
Family Clothing Stores-44814	7,397,729	541,443	6,856,286
Clothing Accessories Stores-44815	594,475	0	594,475
Other Clothing Stores-44819	1,192,165	52,420	1,139,745
Shoe Stores-4482	2,087,975	281,859	1,806,116
Jewelry, Luggage, Leather Goods Stores-4483	9,592,248	6,197,353	3,394,895
Jewelry Stores-44831	8,552,378	6,197,353	2,355,025
Luggage & Leather Goods Stores-44832	1,039,870	0	1,039,870
Sporting Goods, Hobby, Book, Music Stores-451	10,109,974	2,219,420	7,890,554
Sporting Goods, Hobby, Musical Inst Stores-4511	8,916,043	2,219,420	6,696,623
Sporting Goods Stores-45111	4,593,167	1,337,478	3,255,689
Hobby, Toy & Game Stores-45112	2,615,420	702,340	1,913,080
Sewing, Needlework & Piece Goods Stores-45113	858,475	36,874	821,601
Musical Instrument & Supplies Stores-45114	848,980	142,728	706,252
Book, Periodical & Music Stores-4512	1,193,932	0	1,193,932
Book Stores & News Dealers-45121	1,006,444	0	1,006,444
Book Stores-451211	869,305	0	869,305
News Dealers & Newsstands-451212	137,139	0	137,139
Prerecorded Tape, CD, Record Stores-45122	187,488	0	187,488
General Merchandise Stores-452	68,229,933	141,511,918	(73,281,985)
Department Stores, Excl Leased Departments-4521	28,817,956	109,764,296	(80,946,340)
Other General Merchandise Stores-4529	39,411,977	31,747,622	7,664,355
Miscellaneous Store Retailers-453	16,071,135	15,431,088	640,047
Florists-4531	598,942	1,390,200	(791,258)
Office Supplies, Stationery, Gift Stores-4532	7,156,985	6,904,998	251,987
Office Supplies & Stationery Stores-45321	3,406,593	0	3,406,593
Gift, Novelty & Souvenir Stores-45322	3,750,392	6,904,998	(3,154,606)
Used Merchandise Stores-4533	1,086,308	746,577	339,731
Other Miscellaneous Store Retailers-4539	7,228,900	6,389,313	839,587
Non-Store Retailers-454	51,134,260	22,101,563	29,032,697



## RMP Opportunity Gap - Retail Stores

### DrvTim 3: NW FRONT ST AT N WALNUT ST, MILFORD, DE 19963, 15 Minute(s) Total

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus
Foodservice & Drinking Places-722	57,049,793	22,135,041	34,914,752
Full-Service Restaurants-7221	25,610,493	12,793,213	12,817,280
Limited-Service Eating Places-7222	22,841,002	8,699,540	14,141,462
Special Foodservices-7223	6,290,867	441,789	5,849,078
Drinking Places -Alcoholic Beverages-7224	2,307,432	200,499	2,106,933
GAFO *	132,164,284	182,103,805	(49,939,521)
General Merchandise Stores-452	68,229,933	141,511,918	(73,281,985)
Clothing & Clothing Accessories Stores-448	25,428,428	8,551,776	16,876,652
Furniture & Home Furnishings Stores-442	11,080,762	9,847,351	1,233,411
Electronics & Appliances Stores-443	10,158,202	13,068,342	(2,910,140)
Sporting Goods, Hobby, Book, Music Stores-451	10,109,974	2,219,420	7,890,554
Office Supplies, Stationery, Gift Stores-4532	7,156,985	6,904,998	251,987

Nielsen' RMP data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey , or CEX), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census of Retail Trade (CRT), which is made available by the U.S. Census. Additional data sources are incorporated to create both supply and demand estimates.

The difference between demand and supply represents the opportunity gap or surplus available for each retail store type in the specified reporting geography. When this difference is positive (demand is greater than the supply), there is an opportunity gap for that retail store type; when the difference is negative (supply is greater than demand), there is a surplus.

\*GAFO (General Merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales Including Eating and Drinking Places.

*Milford*  
DELAWARE

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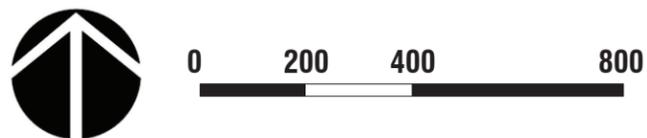
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**LEGEND**

A	River Bend Mixed-Use
B	Skip's Corner
C	Milford Skating Center
D	String Lights
E	Bicentennial Park Mixed-Use
F	Riverwalk Plaza Enhancements
G	Potential Riverfront Restaurant
H	Potential Amphitheater/Festival Space
I	Alternative Location for Splash Pad
J	Living Shoreline
K	Stage
L	Potential Bridge
M	Riverwalk Village
N	Historic Milford Shipyard
O	Riverplace Mixed-Use
P	Vineyard Village Pop-Up Retail
Q	CREATE
R	Downtown Bike Police Substation & Visitors Center
S	Splash Pad
T	Gateway Arch
U	Warren's Furniture Property
V	Fire House Reuse
W	God's Way Property



Vision Plan for Downtown Milford, DE  
*Illustrative Master Plan*

# A Plan for Downtown Milford...to make Milford known as a dynamic place to do business; a successful, lively and historic rivertown capturing all of the best of creativity and vibrancy, a community loved by its citizens, attractive to businesses, and a destination for people who want to relax.



## STRATEGIES

## 2016-17

## 2018-19

## 2020 & Beyond

## Vision

### Engage the River

Milford will become Delmarva's premier rivertown, for a place to stroll, shop and dine along the river, along with being a perfect place to get on the water.

- Vinyard Village Microretail
- Hold River Race to expose region to river
- Create a New Event to Highlight River
- Position Milford as Gateway to Bayshore

- Splash Pad
- Fire House Reuse
- Amphitheater / Festival Space
- Destination Riverfront Restaurant

- RiverPlace Mixed Use
- River Bend Mixed-Use
- God's Way Property

Milford is the region's premier rivertown, and the Mispillion is know throughout the region for its beauty.

### Create a Destination

Milford will be a vibrant downtown district, with a multitude of shopping options, a selection of restaurants, and the kind of place where people love to spend their time.

- Extended Hours Campaign
- Attract One new Restaurant
- Attract Three New Businesses (Net Gain)
- Building Enhancements
- Public Safety Campaign
- Co-working Space
- Build Public Restroom/ATM
- Vacant Building Treatments

- Extended Hours Full Weekend
- Art League Building Enhancements
- Warren Furniture Property
- Park Avenue District
- Attract Five New Businesses (Net Gain)
- Riverwalk Plaza Enhancements

- 20 Hour Downtown
- Streetscapes
- Historic Milford Shipyard
- Centennial Park Mixed Use

Milford is the perfect, vibrant, comfortable, engaging small town, the destination to truly enjoy yourself.

### Enhance Connections

Milford will come together as one community, realizing that its many groups and organizations are working to make this Milford the best Milford it can be.

- Create a Downtown Development Corp.
- Downtown Entrepreneur Group
- Reconnect with the Downtown Merchants
- Rivertown Rebirth Update
- Bi-annual Rebirth Review
- Chamber Economic Development
- Lights on Park Ave

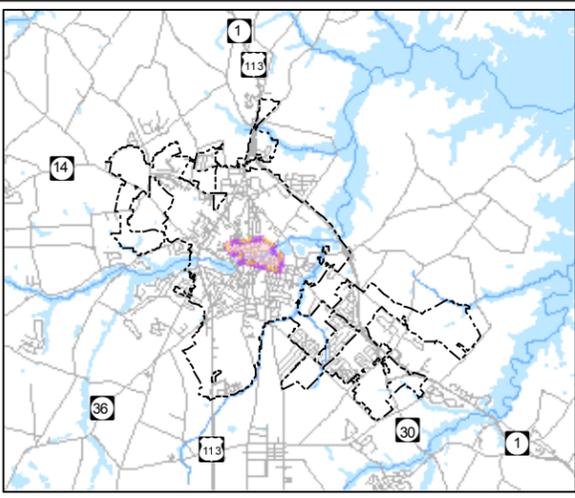
- Tree Planting
- Extended Street Scape
- Move Basketball Courts
- Events/Programming
- Facade Enhancement Strategies
- Signs to Parking
- Bi-annual Rebirth Review
- Cohesive Business Community

- Facade Masterplan
- Full Wayfinding System
- Bi-annual Rebirth Review

Milford is one community. Through communication, inclusion, & caring, we create a community that symbolizes unity.

APPENDIX C  
Exhibits/Maps

**EXHIBIT 1**  
**Comprehensive Plan Future Land Use Map**



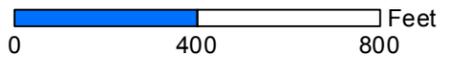
**City of Milford  
Downtown Development District**

Future Land Use Map  
2008 Comprehensive Plan

**Exhibit 1**



- Downtown Development District
- Municipal Boundary
- Business Park
- Employment
- Government
- Highway/Commercial
- Industrial
- Institutional
- Low Density Residential
- Moderate Density Residential
- Open Space



Date: 4/12/2016 User Name: RPierce  
2016\_DDD\_Future\_Land\_Use

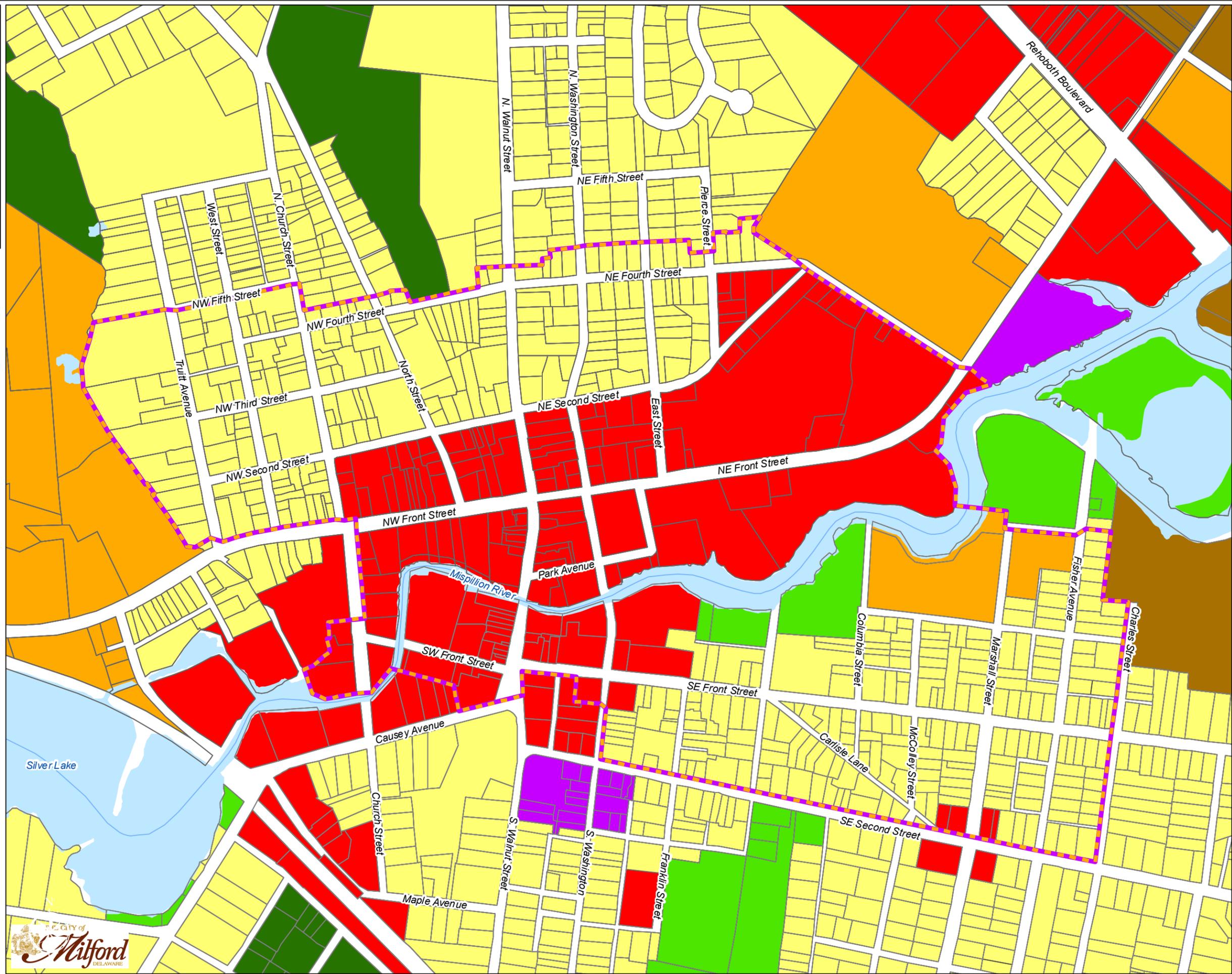
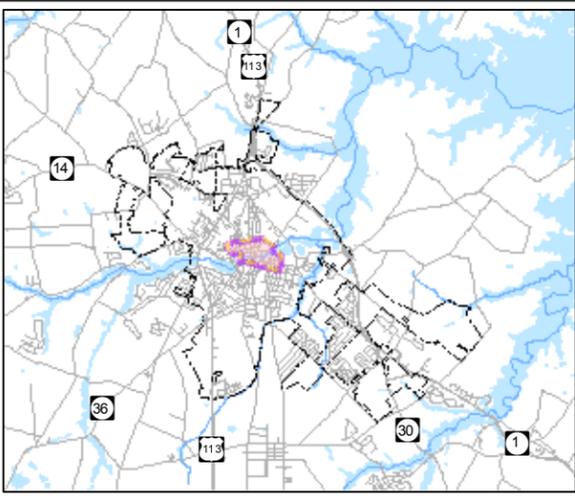


EXHIBIT 2  
Existing Zoning Map



**City of Milford  
Downtown Development District  
Existing Zoning Map  
Exhibit 2**



- Downtown Development District
- Municipal Boundary
- BP - Business Park
- C-1 - Neighborhood Commercial
- C-2 - Central Business
- C-3 - Highway Commercial
- H-1 - Institutional Development
- I-1 - Limited Industrial
- I-2 - General Industrial
- IS - Institutional Service
- OB-1 - Office Building
- OC-1 - Office Complex
- R-1 - Single-Family Residential
- R-2 - Residential
- R-3 - Garden Apartment and Townhouse
- R-8 - Garden Apartment and Townhouse



Date: 4/12/2016 User Name: RPierce  
2016\_DDD\_Existing\_Zoning

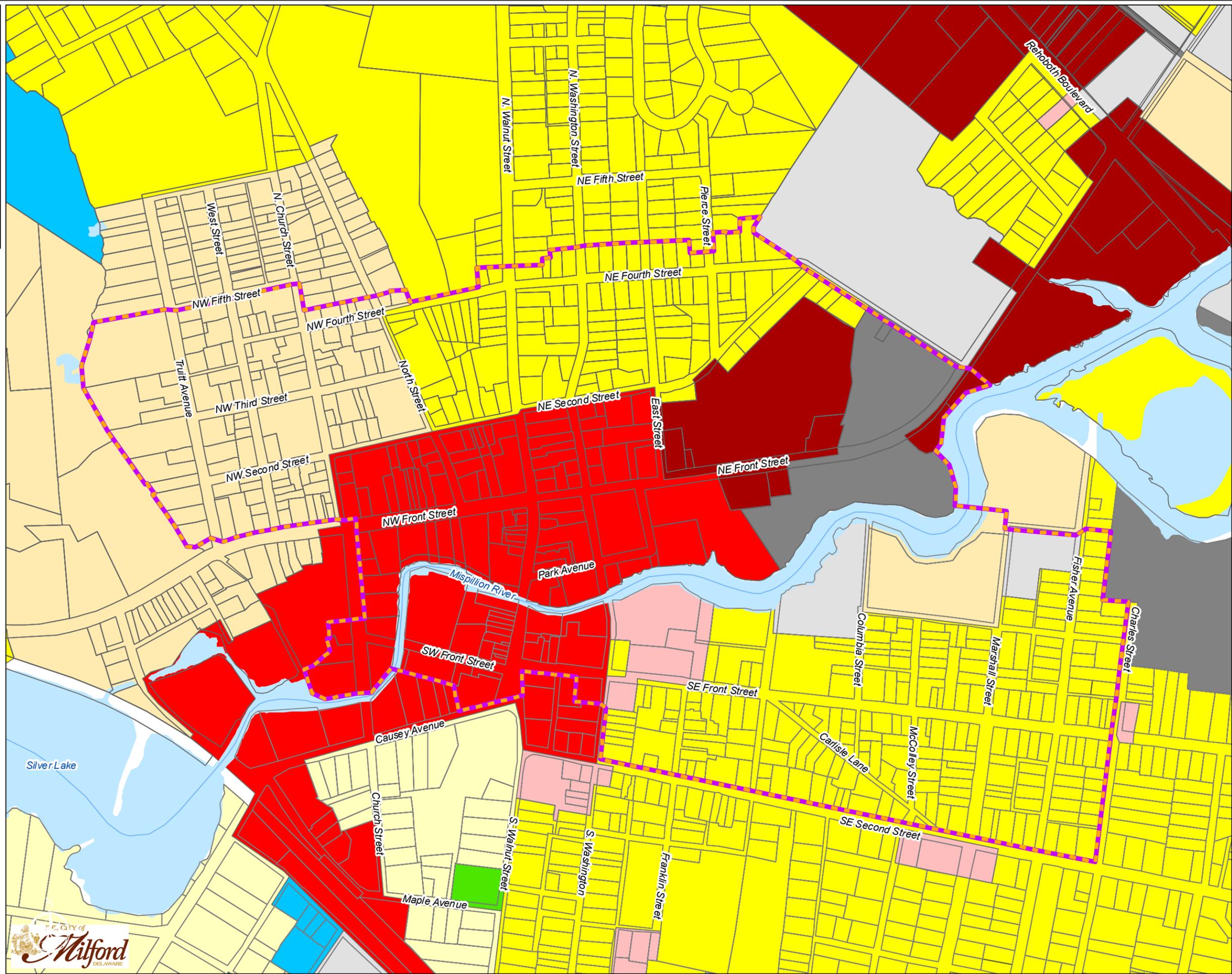
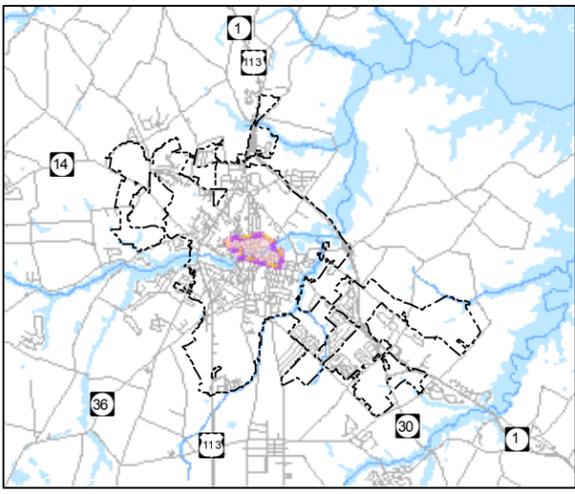


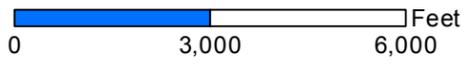
EXHIBIT 3  
Census Tracts and Blocks Map



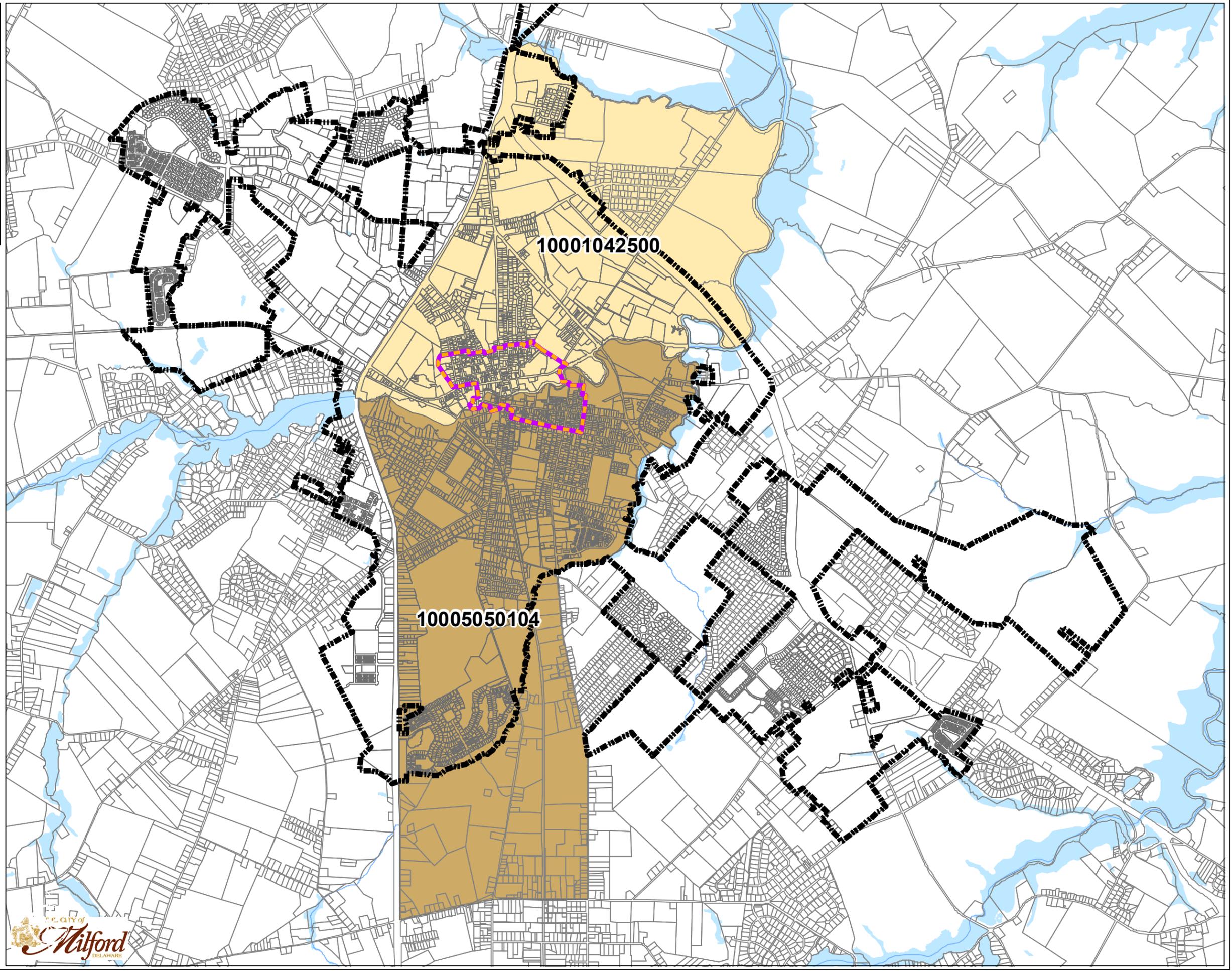
**City of Milford**  
**Downtown Development District**  
2010 Census Tracts  
**Exhibit 3A**

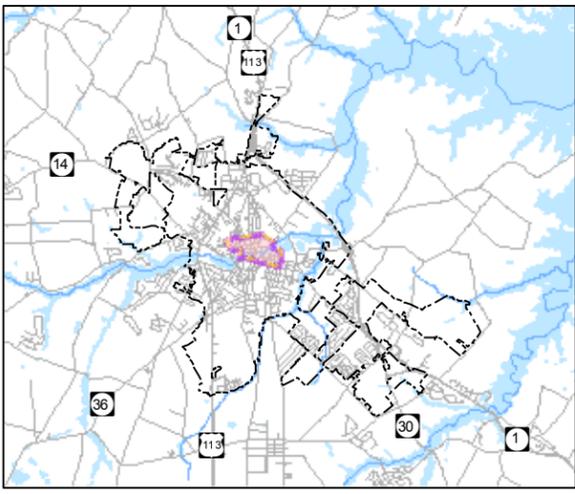


-  Census Tract 42500
-  Census Tract 50104
-  Downtown Development District
-  Municipal Boundary



Date: 5/16/2016 User Name: RPierce  
2016\_DDD\_CensusTracts

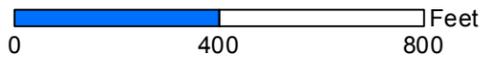




### City of Milford Downtown Development District 2010 Census Tracts & Blocks Exhibit 3B



- Downtown Development District
- Municipal Boundary



Date: 5/16/2016 User Name: RPierce  
2016\_DDD\_CensusBlocks

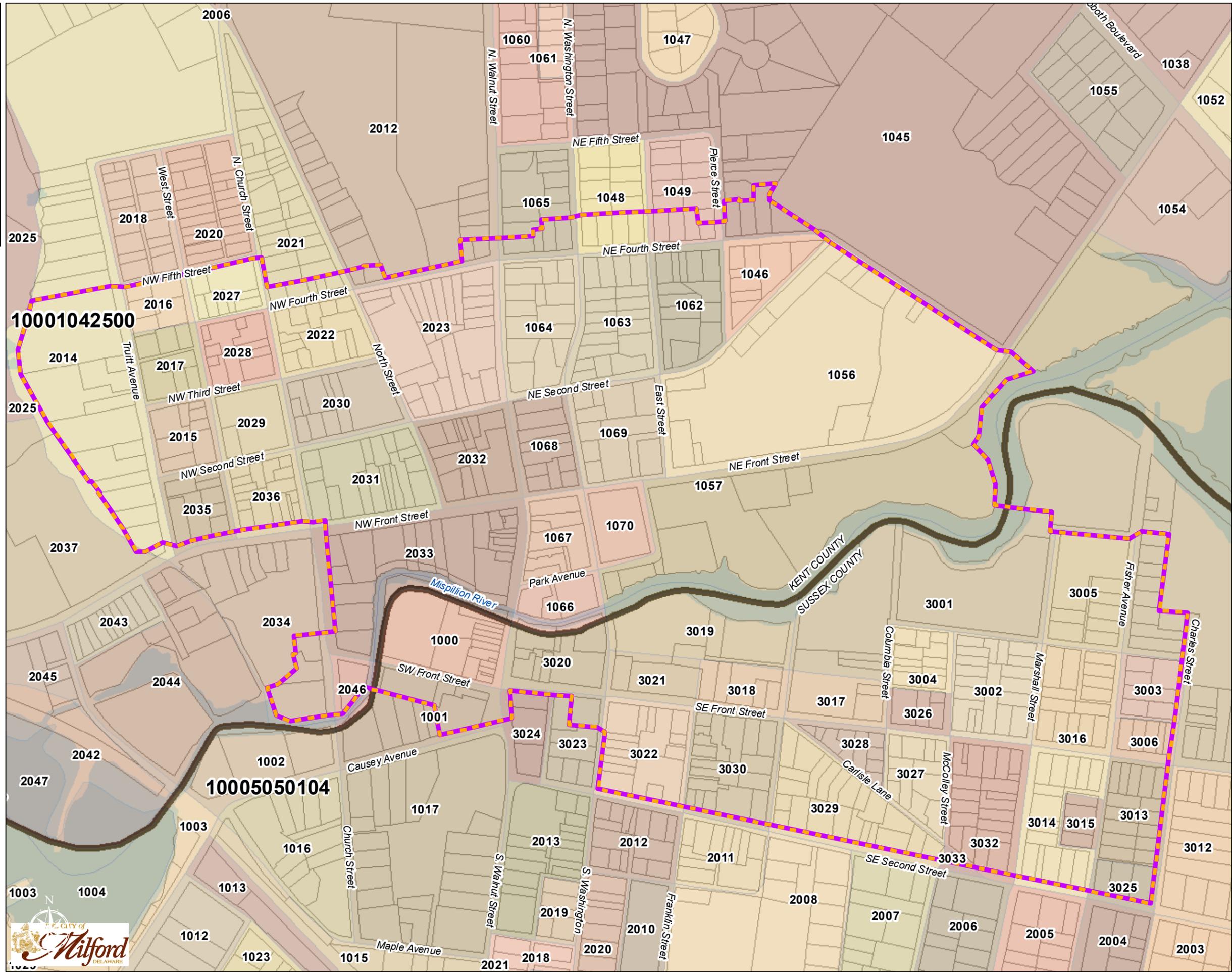


EXHIBIT 4  
Census Data

Table 1 – City of Milford, Census Tract and Census Block Summary

	Delaware	City	Tract 42500		Tract 50104		Block(s)
Total Population	897,934	9,559	3,455		4,311		1,417
Median Household Income	\$ 60,231.00	\$ 52,274.00	\$ 37,917.00		\$ 60,013.00		
Poverty Rate, All People	12.0%	14.4%	19.3%		12.0%		
% Housing Built 1949 or earlier	13.7%	17.1%	8.3%		33.8%		
% Homeownership	72.1%	54.7%	37.4%		64.0%		46.4%
% Rental	27.9%	45.3%	62.6%		36.0%		53.6%
% Vacant Housing Units	15.7%	9.3%	9.1%		8.2%		14.6%
Median Home Value	\$ 232,900.00	\$ 181,300.00	\$ 175,500.00		\$ 160,900.00		
			Block Group 1	Block Group 2	Block Group 1	Block Group 3	
% Low / Mod Income			40.6%	73.5%	40.1%	39.2%	

Table 2 – City of Milford Census Block Summary

Census Tract	Blocks	Total Population	Housing Units	Housing Units Rented	Housing Units Occupied	Housing Units Vacant	% Vacant Housing
42500	Next Page	1213	484	197	416	68	14.0%
50104	Next Page	764	255	131	221	34	13.3%
		1977	739	328	637	102	13.8%



DP-1-Geography-Milford city, Delaware:  
2010 Census Summary File 1

Subject	Number	Percent
<b>SEX AND AGE</b>		
Total population	9,559	100.0
Under 5 years	743	7.8
5 to 9 years	644	6.7
10 to 14 years	574	6.0
15 to 19 years	589	6.2
20 to 24 years	596	6.2
25 to 29 years	674	7.1
30 to 34 years	646	6.8
35 to 39 years	518	5.4
40 to 44 years	551	5.8
45 to 49 years	565	5.9
50 to 54 years	586	6.1
55 to 59 years	613	6.4
60 to 64 years	599	6.3
65 to 69 years	497	5.2
70 to 74 years	343	3.6
75 to 79 years	280	2.9
80 to 84 years	232	2.4
85 years and over	309	3.2
Median age (years)	37.9	( X )
16 years and over	7,476	78.2
18 years and over	7,228	75.6
21 years and over	6,893	72.1
62 years and over	2,022	21.2
65 years and over	1,661	17.4
Male population	4,507	47.1
Under 5 years	368	3.8
5 to 9 years	322	3.4
10 to 14 years	265	2.8
15 to 19 years	319	3.3
20 to 24 years	267	2.8
25 to 29 years	335	3.5
30 to 34 years	295	3.1
35 to 39 years	242	2.5
40 to 44 years	272	2.8
45 to 49 years	258	2.7
50 to 54 years	279	2.9
55 to 59 years	273	2.9
60 to 64 years	279	2.9
65 to 69 years	227	2.4
70 to 74 years	163	1.7
75 to 79 years	126	1.3
80 to 84 years	100	1.0
85 years and over	117	1.2
Median age (years)	36.6	( X )
16 years and over	3,493	36.5

18 years and over	3,345	35.0
21 years and over	3,175	33.2
62 years and over	914	9.6
65 years and over	733	7.7
Female population	5,052	52.9
Under 5 years	375	3.9
5 to 9 years	322	3.4
10 to 14 years	309	3.2
15 to 19 years	270	2.8
20 to 24 years	329	3.4
25 to 29 years	339	3.5
30 to 34 years	351	3.7
35 to 39 years	276	2.9
40 to 44 years	279	2.9
45 to 49 years	307	3.2
50 to 54 years	307	3.2
55 to 59 years	340	3.6
60 to 64 years	320	3.3
65 to 69 years	270	2.8
70 to 74 years	180	1.9
75 to 79 years	154	1.6
80 to 84 years	132	1.4
85 years and over	192	2.0
Median age (years)	39.1	( X )
16 years and over	3,983	41.7
18 years and over	3,883	40.6
21 years and over	3,718	38.9
62 years and over	1,108	11.6
65 years and over	928	9.7
RACE		
Total population	9,559	100.0
One Race	9,303	97.3
White	6,215	65.0
Black or African American	2,128	22.3
American Indian and Alaska Native	50	0.5
Asian	110	1.2
Asian Indian	33	0.3
Chinese	16	0.2
Filipino	25	0.3
Japanese	4	0.0
Korean	1	0.0
Vietnamese	6	0.1
Other Asian [1]	25	0.3
Native Hawaiian and Other Pacific	22	0.2
Native Hawaiian	0	0.0
Guamanian or Chamorro	21	0.2
Samoan	1	0.0
Other Pacific Islander [2]	0	0.0
Some Other Race	778	8.1
Two or More Races	256	2.7
White; American Indian and Alaska	22	0.2

White; Asian [3]	14	0.1
White; Black or African American [3]	100	1.0
White; Some Other Race [3]	24	0.3
Race alone or in combination with one		
White	6,404	67.0
Black or African American	2,304	24.1
American Indian and Alaska Native	115	1.2
Asian	137	1.4
Native Hawaiian and Other Pacific	45	0.5
Some Other Race	838	8.8
HISPANIC OR LATINO		
Total population	9,559	100.0
Hispanic or Latino (of any race)	1,510	15.8
Mexican	632	6.6
Puerto Rican	302	3.2
Cuban	7	0.1
Other Hispanic or Latino [5]	569	6.0
Not Hispanic or Latino	8,049	84.2
HISPANIC OR LATINO AND RACE		
Total population	9,559	100.0
Hispanic or Latino	1,510	15.8
White alone	561	5.9
Black or African American alone	74	0.8
American Indian and Alaska Native	19	0.2
Asian alone	10	0.1
Native Hawaiian and Other Pacific	16	0.2
Some Other Race alone	760	8.0
Two or More Races	70	0.7
Not Hispanic or Latino	8,049	84.2
White alone	5,654	59.1
Black or African American alone	2,054	21.5
American Indian and Alaska Native	31	0.3
Asian alone	100	1.0
Native Hawaiian and Other Pacific	6	0.1
Some Other Race alone	18	0.2
Two or More Races	186	1.9
RELATIONSHIP		
Total population	9,559	100.0
In households	9,296	97.2
Householder	3,743	39.2
Spouse [6]	1,560	16.3
Child	2,599	27.2
Own child under 18 years	1,967	20.6
Other relatives	683	7.1
Under 18 years	259	2.7
65 years and over	71	0.7
Nonrelatives	711	7.4
Under 18 years	78	0.8
65 years and over	28	0.3
Unmarried partner	256	2.7

In group quarters	263	2.8
Institutionalized population	241	2.5
Male	148	1.5
Female	93	1.0
Noninstitutionalized population	22	0.2
Male	16	0.2
Female	6	0.1
<b>HOUSEHOLDS BY TYPE</b>		
Total households	3,743	100.0
Family households (families) [7]	2,356	62.9
With own children under 18 years	1,053	28.1
Husband-wife family	1,560	41.7
With own children under 18 years	556	14.9
Male householder, no wife present	200	5.3
With own children under 18 years	113	3.0
Female householder, no husband	596	15.9
With own children under 18 years	384	10.3
Nonfamily households [7]	1,387	37.1
Householder living alone	1,165	31.1
Male	427	11.4
65 years and over	138	3.7
Female	738	19.7
65 years and over	370	9.9
Households with individuals under 18	1,207	32.2
Households with individuals 65 years	1,123	30.0
Average household size	2.48	( X )
Average family size [7]	3.06	( X )
<b>HOUSING OCCUPANCY</b>		
Total housing units	4,126	100.0
Occupied housing units	3,743	90.7
Vacant housing units	383	9.3
For rent	153	3.7
Rented, not occupied	2	0.0
For sale only	97	2.4
Sold, not occupied	2	0.0
For seasonal, recreational, or	49	1.2
All other vacants	80	1.9
Homeowner vacancy rate (percent) [8]	4.5	( X )
Rental vacancy rate (percent) [9]	8.3	( X )
<b>HOUSING TENURE</b>		
Occupied housing units	3,743	100.0
Owner-occupied housing units	2,049	54.7
Population in owner-occupied	4,993	( X )
Average household size of owner-	2.44	( X )
Renter-occupied housing units	1,694	45.3
Population in renter-occupied	4,303	( X )
Average household size of renter-	2.54	( X )

Source: U.S. Census Bureau, 2010

DP04: SELECTED HOUSING  
2010-2014 American Community Survey 5-

Subject	Milford city, Delaware			
	Estimate	Margin of	Percent	Percent
<b>HOUSING OCCUPANCY</b>				
Total housing units	4,393	+/-380	4,393	(X)
Occupied housing units	3,720	+/-291	84.7%	+/-3.7
Vacant housing units	673	+/-196	15.3%	+/-3.7
Homeowner vacancy rate	4.7	+/-4.0	(X)	(X)
Rental vacancy rate	16.3	+/-6.6	(X)	(X)
<b>UNITS IN STRUCTURE</b>				
Total housing units	4,393	+/-380	4,393	(X)
1-unit, detached	2,780	+/-335	63.3%	+/-4.2
1-unit, attached	209	+/-93	4.8%	+/-2.1
2 units	284	+/-119	6.5%	+/-2.7
3 or 4 units	249	+/-100	5.7%	+/-2.3
5 to 9 units	338	+/-142	7.7%	+/-3.1
10 to 19 units	300	+/-99	6.8%	+/-2.3
20 or more units	233	+/-82	5.3%	+/-1.8
Mobile home	0	+/-18	0.0%	+/-0.7
Boat, RV, van, etc.	0	+/-18	0.0%	+/-0.7
<b>YEAR STRUCTURE BUILT</b>				
Total housing units	4,393	+/-380	4,393	(X)
Built 2010 or later	50	+/-40	1.1%	+/-0.9
Built 2000 to 2009	1,199	+/-186	27.3%	+/-3.3
Built 1990 to 1999	397	+/-148	9.0%	+/-3.3
Built 1980 to 1989	389	+/-154	8.9%	+/-3.4
Built 1970 to 1979	674	+/-180	15.3%	+/-4.4
Built 1960 to 1969	433	+/-156	9.9%	+/-3.3
Built 1950 to 1959	500	+/-150	11.4%	+/-3.2
Built 1940 to 1949	178	+/-76	4.1%	+/-1.7
Built 1939 or earlier	573	+/-139	13.0%	+/-2.9
<b>ROOMS</b>				
Total housing units	4,393	+/-380	4,393	(X)
1 room	37	+/-34	0.8%	+/-0.8
2 rooms	21	+/-27	0.5%	+/-0.6
3 rooms	433	+/-147	9.9%	+/-3.0
4 rooms	694	+/-164	15.8%	+/-3.6
5 rooms	859	+/-235	19.6%	+/-4.6
6 rooms	932	+/-214	21.2%	+/-4.9
7 rooms	698	+/-159	15.9%	+/-3.6
8 rooms	381	+/-116	8.7%	+/-2.5
9 rooms or more	338	+/-92	7.7%	+/-2.0
Median rooms	5.7	+/-0.3	(X)	(X)
<b>BEDROOMS</b>				
Total housing units	4,393	+/-380	4,393	(X)
No bedroom	47	+/-39	1.1%	+/-0.9
1 bedroom	475	+/-129	10.8%	+/-2.7
2 bedrooms	1,124	+/-246	25.6%	+/-4.6
3 bedrooms	2,126	+/-249	48.4%	+/-4.7

4 bedrooms	554	+/-127	12.6%	+/-2.9
5 or more bedrooms	67	+/-41	1.5%	+/-0.9
<b>HOUSING TENURE</b>				
Occupied housing units	3,720	+/-291	3,720	(X)
Owner-occupied	2,327	+/-300	62.6%	+/-4.8
Renter-occupied	1,393	+/-172	37.4%	+/-4.8
Average household size of owner-	2.52	+/-0.21	(X)	(X)
Average household size of renter-	2.67	+/-0.37	(X)	(X)
<b>YEAR HOUSEHOLDER MOVED INTO</b>				
Occupied housing units	3,720	+/-291	3,720	(X)
Moved in 2010 or later	998	+/-196	26.8%	+/-5.3
Moved in 2000 to 2009	1,815	+/-288	48.8%	+/-6.2
Moved in 1990 to 1999	357	+/-110	9.6%	+/-2.9
Moved in 1980 to 1989	316	+/-141	8.5%	+/-3.7
Moved in 1970 to 1979	117	+/-61	3.1%	+/-1.6
Moved in 1969 or earlier	117	+/-57	3.1%	+/-1.6
<b>VEHICLES AVAILABLE</b>				
Occupied housing units	3,720	+/-291	3,720	(X)
No vehicles available	369	+/-119	9.9%	+/-3.0
1 vehicle available	1,202	+/-244	32.3%	+/-5.1
2 vehicles available	1,450	+/-216	39.0%	+/-5.3
3 or more vehicles available	699	+/-134	18.8%	+/-4.0
<b>HOUSE HEATING FUEL</b>				
Occupied housing units	3,720	+/-291	3,720	(X)
Utility gas	762	+/-129	20.5%	+/-3.1
Bottled, tank, or LP gas	237	+/-87	6.4%	+/-2.3
Electricity	1,465	+/-196	39.4%	+/-4.5
Fuel oil, kerosene, etc.	1,172	+/-189	31.5%	+/-4.2
Coal or coke	0	+/-18	0.0%	+/-0.8
Wood	72	+/-52	1.9%	+/-1.4
Solar energy	0	+/-18	0.0%	+/-0.8
Other fuel	0	+/-18	0.0%	+/-0.8
No fuel used	12	+/-21	0.3%	+/-0.6
<b>SELECTED CHARACTERISTICS</b>				
Occupied housing units	3,720	+/-291	3,720	(X)
Lacking complete plumbing facilities	50	+/-66	1.3%	+/-1.8
Lacking complete kitchen facilities	92	+/-61	2.5%	+/-1.7
No telephone service available	54	+/-40	1.5%	+/-1.0
<b>OCCUPANTS PER ROOM</b>				
Occupied housing units	3,720	+/-291	3,720	(X)
1.00 or less	3,582	+/-347	96.3%	+/-2.5
1.01 to 1.50	138	+/-90	3.7%	+/-2.5
1.51 or more	0	+/-18	0.0%	+/-0.8
<b>VALUE</b>				
Owner-occupied units	2,327	+/-300	2,327	(X)
Less than \$50,000	66	+/-47	2.8%	+/-1.9
\$50,000 to \$99,999	79	+/-57	3.4%	+/-2.4

\$100,000 to \$149,999	569	+/-201	24.5%	+/-6.5
\$150,000 to \$199,999	647	+/-126	27.8%	+/-5.3
\$200,000 to \$299,999	725	+/-127	31.2%	+/-5.6
\$300,000 to \$499,999	230	+/-91	9.9%	+/-3.5
\$500,000 to \$999,999	4	+/-14	0.2%	+/-0.6
\$1,000,000 or more	7	+/-16	0.3%	+/-0.7
Median (dollars)	181,300	+/-13,413	(X)	(X)
MORTGAGE STATUS				
Owner-occupied units	2,327	+/-300	2,327	(X)
Housing units with a mortgage	1,726	+/-243	74.2%	+/-4.6
Housing units without a mortgage	601	+/-137	25.8%	+/-4.6
SELECTED MONTHLY OWNER COSTS				
Housing units with a mortgage	1,726	+/-243	1,726	(X)
Less than \$300	0	+/-18	0.0%	+/-1.7
\$300 to \$499	0	+/-18	0.0%	+/-1.7
\$500 to \$699	111	+/-69	6.4%	+/-3.7
\$700 to \$999	262	+/-97	15.2%	+/-5.8
\$1,000 to \$1,499	599	+/-170	34.7%	+/-7.8
\$1,500 to \$1,999	425	+/-135	24.6%	+/-6.9
\$2,000 or more	329	+/-117	19.1%	+/-6.3
Median (dollars)	1,380	+/-150	(X)	(X)
Housing units without a mortgage				
Housing units without a mortgage	601	+/-137	601	(X)
Less than \$100	0	+/-18	0.0%	+/-4.9
\$100 to \$199	22	+/-25	3.7%	+/-4.1
\$200 to \$299	94	+/-62	15.6%	+/-9.3
\$300 to \$399	155	+/-58	25.8%	+/-8.9
\$400 or more	330	+/-107	54.9%	+/-11.5
Median (dollars)	415	+/-30	(X)	(X)
SELECTED MONTHLY OWNER COSTS				
Housing units with a mortgage	1,726	+/-243	1,726	(X)
Less than 20.0 percent	622	+/-155	36.0%	+/-7.0
20.0 to 24.9 percent	275	+/-89	15.9%	+/-4.9
25.0 to 29.9 percent	215	+/-101	12.5%	+/-5.6
30.0 to 34.9 percent	118	+/-54	6.8%	+/-3.1
35.0 percent or more	496	+/-138	28.7%	+/-6.6
Not computed				
Not computed	0	+/-18	(X)	(X)
Housing unit without a mortgage				
Housing unit without a mortgage	582	+/-135	582	(X)
Less than 10.0 percent	211	+/-79	36.3%	+/-10.6
10.0 to 14.9 percent	102	+/-47	17.5%	+/-7.1
15.0 to 19.9 percent	109	+/-50	18.7%	+/-8.2
20.0 to 24.9 percent	23	+/-24	4.0%	+/-3.9
25.0 to 29.9 percent	70	+/-43	12.0%	+/-6.4
30.0 to 34.9 percent	18	+/-21	3.1%	+/-3.5
35.0 percent or more	49	+/-35	8.4%	+/-5.8
Not computed				
Not computed	19	+/-24	(X)	(X)
GROSS RENT				
Occupied units paying rent	1,322	+/-172	1,322	(X)

Less than \$200	26	+/-29	2.0%	+/-2.1
\$200 to \$299	105	+/-72	7.9%	+/-5.3
\$300 to \$499	176	+/-97	13.3%	+/-7.5
\$500 to \$749	339	+/-119	25.6%	+/-8.8
\$750 to \$999	293	+/-132	22.2%	+/-9.1
\$1,000 to \$1,499	282	+/-92	21.3%	+/-6.7
\$1,500 or more	101	+/-67	7.6%	+/-4.8
Median (dollars)	810	+/-165	(X)	(X)
No rent paid	71	+/-48	(X)	(X)
GROSS RENT AS A PERCENTAGE OF				
Occupied units paying rent (excluding	1,275	+/-173	1,275	(X)
Less than 15.0 percent	266	+/-129	20.9%	+/-9.8
15.0 to 19.9 percent	80	+/-68	6.3%	+/-5.3
20.0 to 24.9 percent	158	+/-86	12.4%	+/-6.6
25.0 to 29.9 percent	183	+/-84	14.4%	+/-6.4
30.0 to 34.9 percent	78	+/-58	6.1%	+/-4.5
35.0 percent or more	510	+/-157	40.0%	+/-10.7
Not computed	118	+/-61	(X)	(X)

DP03: SELECTED ECONOMIC  
2010-2014 American Community Survey 5-

Subject	Milford city, Delaware			
	Estimate	Margin of	Percent	Percent
<b>EMPLOYMENT STATUS</b>				
Population 16 years and over	7,691	+/-286	7,691	(X)
In labor force	4,606	+/-336	59.9%	+/-4.3
Civilian labor force	4,570	+/-339	59.4%	+/-4.4
Employed	4,104	+/-322	53.4%	+/-4.2
Unemployed	466	+/-155	6.1%	+/-2.0
Armed Forces	36	+/-44	0.5%	+/-0.6
Not in labor force	3,085	+/-378	40.1%	+/-4.3
Civilian labor force	4,570	+/-339	4,570	(X)
Percent Unemployed	(X)	(X)	10.2%	+/-3.2
Females 16 years and over	4,121	+/-237	4,121	(X)
In labor force	2,179	+/-277	52.9%	+/-6.9
Civilian labor force	2,179	+/-277	52.9%	+/-6.9
Employed	1,963	+/-272	47.6%	+/-6.9
Own children under 6 years	975	+/-280	975	(X)
All parents in family in labor force	596	+/-279	61.1%	+/-17.6
Own children 6 to 17 years	1,290	+/-224	1,290	(X)
All parents in family in labor force	832	+/-212	64.5%	+/-13.2
<b>COMMUTING TO WORK</b>				
Workers 16 years and over	4,068	+/-322	4,068	(X)
Car, truck, or van -- drove alone	3,419	+/-331	84.0%	+/-4.8
Car, truck, or van -- carpooled	371	+/-152	9.1%	+/-3.6
Public transportation (excluding	6	+/-11	0.1%	+/-0.3
Walked	119	+/-77	2.9%	+/-1.9
Other means	25	+/-38	0.6%	+/-0.9
Worked at home	128	+/-75	3.1%	+/-1.8
Mean travel time to work (minutes)	22.7	+/-2.2	(X)	(X)
<b>OCCUPATION</b>				
Civilian employed population 16 years	4,104	+/-322	4,104	(X)
Management, business, science, and	1,228	+/-236	29.9%	+/-5.2
Service occupations	587	+/-173	14.3%	+/-4.3
Sales and office occupations	892	+/-217	21.7%	+/-5.0
Natural resources, construction, and	581	+/-176	14.2%	+/-4.4
Production, transportation, and	816	+/-280	19.9%	+/-6.3
<b>INDUSTRY</b>				
Civilian employed population 16 years	4,104	+/-322	4,104	(X)
Agriculture, forestry, fishing and	11	+/-19	0.3%	+/-0.5
Construction	449	+/-189	10.9%	+/-4.8
Manufacturing	811	+/-279	19.8%	+/-6.4
Wholesale trade	22	+/-28	0.5%	+/-0.7
Retail trade	639	+/-168	15.6%	+/-4.1
Transportation and warehousing, and	190	+/-97	4.6%	+/-2.3
Information	35	+/-35	0.9%	+/-0.9

Finance and insurance, and real	127	+/-78	3.1%	+/-1.9
Professional, scientific, and	264	+/-96	6.4%	+/-2.4
Educational services, and health care	820	+/-196	20.0%	+/-4.1
Arts, entertainment, and recreation,	300	+/-130	7.3%	+/-3.1
Other services, except public	214	+/-107	5.2%	+/-2.5
Public administration	222	+/-98	5.4%	+/-2.4
<b>CLASS OF WORKER</b>				
Civilian employed population 16 years	4,104	+/-322	4,104	(X)
Private wage and salary workers	3,397	+/-318	82.8%	+/-4.3
Government workers	533	+/-142	13.0%	+/-3.3
Self-employed in own not	174	+/-90	4.2%	+/-2.2
Unpaid family workers	0	+/-18	0.0%	+/-0.7
<b>INCOME AND BENEFITS (IN 2014</b>				
Total households	3,720	+/-291	3,720	(X)
Less than \$10,000	318	+/-108	8.5%	+/-2.7
\$10,000 to \$14,999	314	+/-153	8.4%	+/-3.8
\$15,000 to \$24,999	363	+/-121	9.8%	+/-3.4
\$25,000 to \$34,999	353	+/-130	9.5%	+/-3.3
\$35,000 to \$49,999	391	+/-105	10.5%	+/-2.8
\$50,000 to \$74,999	956	+/-174	25.7%	+/-4.7
\$75,000 to \$99,999	414	+/-149	11.1%	+/-3.9
\$100,000 to \$149,999	479	+/-133	12.9%	+/-3.4
\$150,000 to \$199,999	74	+/-56	2.0%	+/-1.5
\$200,000 or more	58	+/-50	1.6%	+/-1.3
Median household income (dollars)	52,274	+/-3,447	(X)	(X)
Mean household income (dollars)	62,555	+/-7,740	(X)	(X)
With earnings	2,552	+/-201	68.6%	+/-4.5
Mean earnings (dollars)	69,461	+/-11,086	(X)	(X)
With Social Security	1,454	+/-231	39.1%	+/-4.2
Mean Social Security income	17,328	+/-1,621	(X)	(X)
With retirement income	945	+/-159	25.4%	+/-4.1
Mean retirement income (dollars)	19,015	+/-3,503	(X)	(X)
With Supplemental Security Income	196	+/-75	5.3%	+/-2.1
Mean Supplemental Security	11,456	+/-3,320	(X)	(X)
With cash public assistance income	208	+/-104	5.6%	+/-2.6
Mean cash public assistance	813	+/-445	(X)	(X)
With Food Stamp/SNAP benefits in	767	+/-154	20.6%	+/-4.3
Families	2,412	+/-217	2,412	(X)
Less than \$10,000	87	+/-58	3.6%	+/-2.4
\$10,000 to \$14,999	166	+/-127	6.9%	+/-4.9
\$15,000 to \$24,999	144	+/-77	6.0%	+/-3.2
\$25,000 to \$34,999	276	+/-122	11.4%	+/-4.8
\$35,000 to \$49,999	228	+/-82	9.5%	+/-3.3
\$50,000 to \$74,999	676	+/-149	28.0%	+/-6.4
\$75,000 to \$99,999	331	+/-123	13.7%	+/-4.9
\$100,000 to \$149,999	418	+/-126	17.3%	+/-5.2
\$150,000 to \$199,999	39	+/-29	1.6%	+/-1.2
\$200,000 or more	47	+/-47	1.9%	+/-2.0
Median family income (dollars)	59,365	+/-5,046	(X)	(X)
Mean family income (dollars)	72,841	+/-11,132	(X)	(X)

Per capita income (dollars)	25,084	+/-3,360	(X)	(X)
Nonfamily households	1,308	+/-214	1,308	(X)
Median nonfamily income (dollars)	25,341	+/-6,529	(X)	(X)
Mean nonfamily income (dollars)	38,247	+/-7,071	(X)	(X)
Median earnings for workers (dollars)	29,400	+/-3,902	(X)	(X)
Median earnings for male full-time,	42,208	+/-8,277	(X)	(X)
Median earnings for female full-time,	31,842	+/-4,799	(X)	(X)
<b>HEALTH INSURANCE COVERAGE</b>				
Civilian noninstitutionalized population	9,565	+/-111	9,565	(X)
With health insurance coverage	8,564	+/-270	89.5%	+/-2.7
With private health insurance	6,284	+/-518	65.7%	+/-5.4
With public coverage	4,020	+/-445	42.0%	+/-4.7
No health insurance coverage	1,001	+/-255	10.5%	+/-2.7
Civilian noninstitutionalized	2,349	+/-282	2,349	(X)
No health insurance coverage	128	+/-93	5.4%	+/-3.9
Civilian noninstitutionalized	5,595	+/-273	5,595	(X)
In labor force:	4,198	+/-320	4,198	(X)
Employed:	3,751	+/-302	3,751	(X)
With health insurance coverage	3,222	+/-347	85.9%	+/-4.5
With private health insurance	3,028	+/-352	80.7%	+/-5.0
With public coverage	347	+/-154	9.3%	+/-4.0
No health insurance coverage	529	+/-160	14.1%	+/-4.5
Unemployed:	447	+/-159	447	(X)
With health insurance coverage	256	+/-110	57.3%	+/-22.5
With private health insurance	117	+/-68	26.2%	+/-15.7
With public coverage	149	+/-92	33.3%	+/-18.8
No health insurance coverage	191	+/-138	42.7%	+/-22.5
Not in labor force:	1,397	+/-340	1,397	(X)
With health insurance coverage	1,244	+/-286	89.0%	+/-6.5
With private health insurance	659	+/-233	47.2%	+/-9.8
With public coverage	760	+/-215	54.4%	+/-13.3
No health insurance coverage	153	+/-107	11.0%	+/-6.5
<b>PERCENTAGE OF FAMILIES AND</b>				
All families	(X)	(X)	13.1%	+/-5.7
With related children under 18 years	(X)	(X)	18.9%	+/-8.6
With related children under 5 years	(X)	(X)	46.2%	+/-23.3
Married couple families	(X)	(X)	4.9%	+/-4.5
With related children under 18 years	(X)	(X)	0.9%	+/-1.5
With related children under 5 years	(X)	(X)	0.0%	+/-22.2
Families with female householder, no	(X)	(X)	42.5%	+/-17.4
With related children under 18 years	(X)	(X)	53.2%	+/-19.2
With related children under 5 years	(X)	(X)	83.6%	+/-22.0
All people	(X)	(X)	14.4%	+/-4.7
Under 18 years	(X)	(X)	21.3%	+/-10.7
Related children under 18 years	(X)	(X)	21.3%	+/-10.7
Related children under 5 years	(X)	(X)	34.0%	+/-18.7
Related children 5 to 17 years	(X)	(X)	12.4%	+/-8.4

18 years and over	(X)	(X)	12.1%	+/-3.7
18 to 64 years	(X)	(X)	12.6%	+/-4.2
65 years and over	(X)	(X)	10.2%	+/-5.2
People in families	(X)	(X)	12.3%	+/-5.6
Unrelated individuals 15 years and	(X)	(X)	22.7%	+/-7.8

DP-1-Geography-Census Tract 501.04,  
2010 Census Summary File 1

Subject	Number	Percent
<b>SEX AND AGE</b>		
<b>Total population</b>	<b>4,311</b>	<b>100.0</b>
Under 5 years	344	8.0
5 to 9 years	312	7.2
10 to 14 years	267	6.2
15 to 19 years	258	6.0
20 to 24 years	277	6.4
25 to 29 years	326	7.6
30 to 34 years	317	7.4
35 to 39 years	252	5.8
40 to 44 years	243	5.6
45 to 49 years	262	6.1
50 to 54 years	292	6.8
55 to 59 years	280	6.5
60 to 64 years	233	5.4
65 to 69 years	166	3.9
70 to 74 years	127	2.9
75 to 79 years	121	2.8
80 to 84 years	97	2.3
85 years and over	137	3.2
Median age (years)	35.9	( X )
16 years and over	3,339	77.5
18 years and over	3,233	75.0
21 years and over	3,075	71.3
62 years and over	792	18.4
65 years and over	648	15.0
Male population	2,057	47.7
Under 5 years	170	3.9
5 to 9 years	152	3.5
10 to 14 years	118	2.7
15 to 19 years	141	3.3
20 to 24 years	134	3.1
25 to 29 years	171	4.0
30 to 34 years	151	3.5
35 to 39 years	122	2.8
40 to 44 years	123	2.9
45 to 49 years	116	2.7
50 to 54 years	145	3.4
55 to 59 years	136	3.2
60 to 64 years	105	2.4
65 to 69 years	86	2.0
70 to 74 years	56	1.3
75 to 79 years	52	1.2
80 to 84 years	37	0.9
85 years and over	42	1.0
Median age (years)	34.7	( X )
16 years and over	1,591	36.9

18 years and over	1,529	35.5
21 years and over	1,448	33.6
62 years and over	346	8.0
65 years and over	273	6.3
Female population	2,254	52.3
Under 5 years	174	4.0
5 to 9 years	160	3.7
10 to 14 years	149	3.5
15 to 19 years	117	2.7
20 to 24 years	143	3.3
25 to 29 years	155	3.6
30 to 34 years	166	3.9
35 to 39 years	130	3.0
40 to 44 years	120	2.8
45 to 49 years	146	3.4
50 to 54 years	147	3.4
55 to 59 years	144	3.3
60 to 64 years	128	3.0
65 to 69 years	80	1.9
70 to 74 years	71	1.6
75 to 79 years	69	1.6
80 to 84 years	60	1.4
85 years and over	95	2.2
Median age (years)	37.4	( X )
16 years and over	1,748	40.5
18 years and over	1,704	39.5
21 years and over	1,627	37.7
62 years and over	446	10.3
65 years and over	375	8.7
RACE		
Total population	4,311	100.0
One Race	4,198	97.4
White	3,143	72.9
Black or African American	578	13.4
American Indian and Alaska Native	16	0.4
Asian	17	0.4
Asian Indian	3	0.1
Chinese	5	0.1
Filipino	3	0.1
Japanese	0	0.0
Korean	0	0.0
Vietnamese	0	0.0
Other Asian [1]	6	0.1
Native Hawaiian and Other Pacific	13	0.3
Native Hawaiian	0	0.0
Guamanian or Chamorro	12	0.3
Samoan	1	0.0
Other Pacific Islander [2]	0	0.0
Some Other Race	431	10.0
Two or More Races	113	2.6
White; American Indian and Alaska	18	0.4

White; Asian [3]	10	0.2
White; Black or African American [3]	41	1.0
White; Some Other Race [3]	7	0.2
Race alone or in combination with one		
White	3,226	74.8
Black or African American	648	15.0
American Indian and Alaska Native	52	1.2
Asian	32	0.7
Native Hawaiian and Other Pacific	26	0.6
Some Other Race	449	10.4
HISPANIC OR LATINO		
Total population	4,311	100.0
Hispanic or Latino (of any race)	833	19.3
Mexican	406	9.4
Puerto Rican	122	2.8
Cuban	1	0.0
Other Hispanic or Latino [5]	304	7.1
Not Hispanic or Latino	3,478	80.7
HISPANIC OR LATINO AND RACE		
Total population	4,311	100.0
Hispanic or Latino	833	19.3
White alone	317	7.4
Black or African American alone	33	0.8
American Indian and Alaska Native	9	0.2
Asian alone	5	0.1
Native Hawaiian and Other Pacific	10	0.2
Some Other Race alone	428	9.9
Two or More Races	31	0.7
Not Hispanic or Latino	3,478	80.7
White alone	2,826	65.6
Black or African American alone	545	12.6
American Indian and Alaska Native	7	0.2
Asian alone	12	0.3
Native Hawaiian and Other Pacific	3	0.1
Some Other Race alone	3	0.1
Two or More Races	82	1.9
RELATIONSHIP		
Total population	4,311	100.0
In households	4,198	97.4
Householder	1,603	37.2
Spouse [6]	714	16.6
Child	1,201	27.9
Own child under 18 years	905	21.0
Other relatives	320	7.4
Under 18 years	125	2.9
65 years and over	27	0.6
Nonrelatives	360	8.4
Under 18 years	48	1.1
65 years and over	11	0.3
Unmarried partner	118	2.7

In group quarters	113	2.6
Institutionalized population	105	2.4
Male	24	0.6
Female	81	1.9
Noninstitutionalized population	8	0.2
Male	3	0.1
Female	5	0.1
<b>HOUSEHOLDS BY TYPE</b>		
Total households	1,603	100.0
Family households (families) [7]	1,046	65.3
With own children under 18 years	488	30.4
Husband-wife family	714	44.5
With own children under 18 years	276	17.2
Male householder, no wife present	93	5.8
With own children under 18 years	58	3.6
Female householder, no husband	239	14.9
With own children under 18 years	154	9.6
Nonfamily households [7]	557	34.7
Householder living alone	462	28.8
Male	197	12.3
65 years and over	68	4.2
Female	265	16.5
65 years and over	126	7.9
Households with individuals under 18	550	34.3
Households with individuals 65 years	425	26.5
Average household size	2.62	( X )
Average family size [7]	3.14	( X )
<b>HOUSING OCCUPANCY</b>		
Total housing units	1,747	100.0
Occupied housing units	1,603	91.8
Vacant housing units	144	8.2
For rent	62	3.5
Rented, not occupied	2	0.1
For sale only	34	1.9
Sold, not occupied	0	0.0
For seasonal, recreational, or	14	0.8
All other vacants	32	1.8
Homeowner vacancy rate (percent) [8]	3.2	( X )
Rental vacancy rate (percent) [9]	9.7	( X )
<b>HOUSING TENURE</b>		
Occupied housing units	1,603	100.0
Owner-occupied housing units	1,026	64.0
Population in owner-occupied	2,525	( X )
Average household size of owner-	2.46	( X )
Renter-occupied housing units	577	36.0
Population in renter-occupied	1,673	( X )
Average household size of renter-	2.90	( X )

DP-1-Geography-Census Tract 425, Kent  
2010 Census Summary File 1

Subject	Number	Percent
<b>SEX AND AGE</b>		
<b>Total population</b>	<b>3,455</b>	<b>100.0</b>
Under 5 years	328	9.5
5 to 9 years	261	7.6
10 to 14 years	228	6.6
15 to 19 years	253	7.3
20 to 24 years	273	7.9
25 to 29 years	281	8.1
30 to 34 years	227	6.6
35 to 39 years	179	5.2
40 to 44 years	220	6.4
45 to 49 years	219	6.3
50 to 54 years	210	6.1
55 to 59 years	195	5.6
60 to 64 years	155	4.5
65 to 69 years	131	3.8
70 to 74 years	88	2.5
75 to 79 years	93	2.7
80 to 84 years	60	1.7
85 years and over	54	1.6
Median age (years)	32.1	( X )
16 years and over	2,586	74.8
18 years and over	2,482	71.8
21 years and over	2,332	67.5
62 years and over	511	14.8
65 years and over	426	12.3
Male population	1,617	46.8
Under 5 years	160	4.6
5 to 9 years	139	4.0
10 to 14 years	103	3.0
15 to 19 years	135	3.9
20 to 24 years	118	3.4
25 to 29 years	142	4.1
30 to 34 years	95	2.7
35 to 39 years	79	2.3
40 to 44 years	114	3.3
45 to 49 years	106	3.1
50 to 54 years	95	2.7
55 to 59 years	83	2.4
60 to 64 years	72	2.1
65 to 69 years	54	1.6
70 to 74 years	43	1.2
75 to 79 years	39	1.1
80 to 84 years	19	0.5
85 years and over	21	0.6
Median age (years)	30.4	( X )
16 years and over	1,191	34.5

18 years and over	1,128	32.6
21 years and over	1,054	30.5
62 years and over	218	6.3
65 years and over	176	5.1
Female population	1,838	53.2
Under 5 years	168	4.9
5 to 9 years	122	3.5
10 to 14 years	125	3.6
15 to 19 years	118	3.4
20 to 24 years	155	4.5
25 to 29 years	139	4.0
30 to 34 years	132	3.8
35 to 39 years	100	2.9
40 to 44 years	106	3.1
45 to 49 years	113	3.3
50 to 54 years	115	3.3
55 to 59 years	112	3.2
60 to 64 years	83	2.4
65 to 69 years	77	2.2
70 to 74 years	45	1.3
75 to 79 years	54	1.6
80 to 84 years	41	1.2
85 years and over	33	1.0
Median age (years)	33.5	( X )
16 years and over	1,395	40.4
18 years and over	1,354	39.2
21 years and over	1,278	37.0
62 years and over	293	8.5
65 years and over	250	7.2
RACE		
Total population	3,455	100.0
One Race	3,324	96.2
White	1,603	46.4
Black or African American	1,321	38.2
American Indian and Alaska Native	26	0.8
Asian	42	1.2
Asian Indian	13	0.4
Chinese	11	0.3
Filipino	7	0.2
Japanese	2	0.1
Korean	1	0.0
Vietnamese	0	0.0
Other Asian [1]	8	0.2
Native Hawaiian and Other Pacific	5	0.1
Native Hawaiian	0	0.0
Guamanian or Chamorro	5	0.1
Samoan	0	0.0
Other Pacific Islander [2]	0	0.0
Some Other Race	327	9.5
Two or More Races	131	3.8
White; American Indian and Alaska	7	0.2

White; Asian [3]	7	0.2
White; Black or African American [3]	52	1.5
White; Some Other Race [3]	18	0.5
Race alone or in combination with one		
White	1,696	49.1
Black or African American	1,411	40.8
American Indian and Alaska Native	51	1.5
Asian	51	1.5
Native Hawaiian and Other Pacific	13	0.4
Some Other Race	371	10.7
HISPANIC OR LATINO		
Total population	3,455	100.0
Hispanic or Latino (of any race)	613	17.7
Mexican	206	6.0
Puerto Rican	144	4.2
Cuban	1	0.0
Other Hispanic or Latino [5]	262	7.6
Not Hispanic or Latino	2,842	82.3
HISPANIC OR LATINO AND RACE		
Total population	3,455	100.0
Hispanic or Latino	613	17.7
White alone	206	6.0
Black or African American alone	34	1.0
American Indian and Alaska Native	13	0.4
Asian alone	5	0.1
Native Hawaiian and Other Pacific	2	0.1
Some Other Race alone	314	9.1
Two or More Races	39	1.1
Not Hispanic or Latino	2,842	82.3
White alone	1,397	40.4
Black or African American alone	1,287	37.3
American Indian and Alaska Native	13	0.4
Asian alone	37	1.1
Native Hawaiian and Other Pacific	3	0.1
Some Other Race alone	13	0.4
Two or More Races	92	2.7
RELATIONSHIP		
Total population	3,455	100.0
In households	3,430	99.3
Householder	1,355	39.2
Spouse [6]	453	13.1
Child	1,054	30.5
Own child under 18 years	810	23.4
Other relatives	278	8.0
Under 18 years	105	3.0
65 years and over	25	0.7
Nonrelatives	290	8.4
Under 18 years	31	0.9
65 years and over	8	0.2
Unmarried partner	104	3.0

In group quarters	25	0.7
Institutionalized population	25	0.7
Male	23	0.7
Female	2	0.1
Noninstitutionalized population	0	0.0
Male	0	0.0
Female	0	0.0
<b>HOUSEHOLDS BY TYPE</b>		
Total households	1,355	100.0
Family households (families) [7]	830	61.3
With own children under 18 years	415	30.6
Husband-wife family	453	33.4
With own children under 18 years	181	13.4
Male householder, no wife present	91	6.7
With own children under 18 years	51	3.8
Female householder, no husband	286	21.1
With own children under 18 years	183	13.5
Nonfamily households [7]	525	38.7
Householder living alone	442	32.6
Male	174	12.8
65 years and over	50	3.7
Female	268	19.8
65 years and over	112	8.3
Households with individuals under 18	490	36.2
Households with individuals 65 years	336	24.8
Average household size	2.53	( X )
Average family size [7]	3.15	( X )
<b>HOUSING OCCUPANCY</b>		
Total housing units	1,490	100.0
Occupied housing units	1,355	90.9
Vacant housing units	135	9.1
For rent	75	5.0
Rented, not occupied	0	0.0
For sale only	17	1.1
Sold, not occupied	1	0.1
For seasonal, recreational, or	8	0.5
All other vacants	34	2.3
Homeowner vacancy rate (percent) [8]	3.2	( X )
Rental vacancy rate (percent) [9]	8.1	( X )
<b>HOUSING TENURE</b>		
Occupied housing units	1,355	100.0
Owner-occupied housing units	507	37.4
Population in owner-occupied	1,294	( X )
Average household size of owner-	2.55	( X )
Renter-occupied housing units	848	62.6
Population in renter-occupied	2,136	( X )
Average household size of renter-	2.52	( X )

Source: U.S. Census Bureau, 2010

DP04: SELECTED HOUSING  
2010-2014 American Community Survey 5-

Subject	Census Tract 425, Kent County, Delaware				Census Tract 501.04, Sussex County, Delaware			
	Estimate	Margin of	Percent	Percent	Estimate	Margin of	Percent	Percent
<b>HOUSING OCCUPANCY</b>								
Total housing units	1,554	+/-205	1,554	(X)	1,778	+/-206	1,778	(X)
Occupied housing units	1,217	+/-172	78.3%	+/-7.1	1,597	+/-175	89.8%	+/-5.0
Vacant housing units	337	+/-128	21.7%	+/-7.1	181	+/-98	10.2%	+/-5.0
Homeowner vacancy rate	0.0	+/-5.6	(X)	(X)	5.1	+/-4.8	(X)	(X)
Rental vacancy rate	16.5	+/-9.5	(X)	(X)	14.3	+/-13.7	(X)	(X)
<b>UNITS IN STRUCTURE</b>								
Total housing units	1,554	+/-205	1,554	(X)	1,778	+/-206	1,778	(X)
1-unit, detached	679	+/-193	43.7%	+/-8.8	1,477	+/-209	83.1%	+/-6.0
1-unit, attached	63	+/-44	4.1%	+/-2.8	61	+/-46	3.4%	+/-2.5
2 units	150	+/-93	9.7%	+/-5.9	127	+/-76	7.1%	+/-4.4
3 or 4 units	146	+/-85	9.4%	+/-5.8	30	+/-22	1.7%	+/-1.2
5 to 9 units	199	+/-110	12.8%	+/-6.5	63	+/-60	3.5%	+/-3.3
10 to 19 units	147	+/-85	9.5%	+/-5.8	0	+/-11	0.0%	+/-1.7
20 or more units	170	+/-72	10.9%	+/-4.6	14	+/-26	0.8%	+/-1.4
Mobile home	0	+/-11	0.0%	+/-1.9	6	+/-11	0.3%	+/-0.6
Boat, RV, van, etc.	0	+/-11	0.0%	+/-1.9	0	+/-11	0.0%	+/-1.7
<b>YEAR STRUCTURE BUILT</b>								
Total housing units	1,554	+/-205	1,554	(X)	1,778	+/-206	1,778	(X)
Built 2010 or later	0	+/-11	0.0%	+/-1.9	17	+/-26	1.0%	+/-1.4
Built 2000 to 2009	142	+/-79	9.1%	+/-4.7	218	+/-99	12.3%	+/-5.1
Built 1990 to 1999	205	+/-122	13.2%	+/-7.4	107	+/-60	6.0%	+/-3.2
Built 1980 to 1989	258	+/-121	16.6%	+/-7.6	102	+/-58	5.7%	+/-3.2
Built 1970 to 1979	503	+/-169	32.4%	+/-11.5	222	+/-85	12.5%	+/-4.7
Built 1960 to 1969	206	+/-108	13.3%	+/-6.3	167	+/-84	9.4%	+/-4.6
Built 1950 to 1959	111	+/-66	7.1%	+/-4.1	344	+/-112	19.3%	+/-6.1
Built 1940 to 1949	22	+/-30	1.4%	+/-1.8	135	+/-65	7.6%	+/-3.7
Built 1939 or earlier	107	+/-68	6.9%	+/-4.2	466	+/-129	26.2%	+/-6.6
<b>ROOMS</b>								
Total housing units	1,554	+/-205	1,554	(X)	1,778	+/-206	1,778	(X)
1 room	0	+/-11	0.0%	+/-1.9	0	+/-11	0.0%	+/-1.7
2 rooms	21	+/-27	1.4%	+/-1.7	0	+/-11	0.0%	+/-1.7
3 rooms	275	+/-119	17.7%	+/-6.8	86	+/-62	4.8%	+/-3.3
4 rooms	351	+/-120	22.6%	+/-7.5	257	+/-115	14.5%	+/-6.2
5 rooms	306	+/-157	19.7%	+/-8.6	353	+/-122	19.9%	+/-6.8
6 rooms	381	+/-139	24.5%	+/-9.6	318	+/-117	17.9%	+/-6.3
7 rooms	101	+/-56	6.5%	+/-3.8	399	+/-139	22.4%	+/-7.3
8 rooms	99	+/-66	6.4%	+/-4.1	197	+/-96	11.1%	+/-4.9
9 rooms or more	20	+/-28	1.3%	+/-1.8	168	+/-74	9.4%	+/-4.0
Median rooms	4.9	+/-0.4	(X)	(X)	6.1	+/-0.5	(X)	(X)
<b>BEDROOMS</b>								
Total housing units	1,554	+/-205	1,554	(X)	1,778	+/-206	1,778	(X)
No bedroom	10	+/-18	0.6%	+/-1.1	0	+/-11	0.0%	+/-1.7
1 bedroom	317	+/-107	20.4%	+/-6.4	87	+/-59	4.9%	+/-3.2
2 bedrooms	460	+/-168	29.6%	+/-9.3	418	+/-115	23.5%	+/-6.1
3 bedrooms	740	+/-144	47.6%	+/-8.6	1,009	+/-184	56.7%	+/-7.4
4 bedrooms	27	+/-28	1.7%	+/-1.8	221	+/-101	12.4%	+/-5.5
5 or more bedrooms	0	+/-11	0.0%	+/-1.9	43	+/-33	2.4%	+/-1.8
<b>HOUSING TENURE</b>								
Occupied housing units	1,217	+/-172	1,217	(X)	1,597	+/-175	1,597	(X)
Owner-occupied	482	+/-165	39.6%	+/-9.6	1,237	+/-191	77.5%	+/-7.8
Renter-occupied	735	+/-109	60.4%	+/-9.6	360	+/-128	22.5%	+/-7.8
Average household size of owner-	2.41	+/-0.46	(X)	(X)	2.53	+/-0.27	(X)	(X)
Average household size of renter-	2.96	+/-0.64	(X)	(X)	2.62	+/-0.51	(X)	(X)
<b>YEAR HOUSEHOLDER MOVED INTO</b>								
Occupied housing units	1,217	+/-172	1,217	(X)	1,597	+/-175	1,597	(X)
Moved in 2010 or later	503	+/-126	41.3%	+/-10.9	217	+/-107	13.6%	+/-6.2
Moved in 2000 to 2009	382	+/-170	31.4%	+/-11.4	736	+/-175	46.1%	+/-9.8
Moved in 1990 to 1999	124	+/-66	10.2%	+/-4.8	232	+/-82	14.5%	+/-4.8
Moved in 1980 to 1989	133	+/-65	10.9%	+/-5.4	227	+/-110	14.2%	+/-6.9
Moved in 1970 to 1979	37	+/-30	3.0%	+/-2.4	103	+/-56	6.4%	+/-3.2
Moved in 1969 or earlier	38	+/-30	3.1%	+/-2.5	82	+/-49	5.1%	+/-3.0
<b>VEHICLES AVAILABLE</b>								
Occupied housing units	1,217	+/-172	1,217	(X)	1,597	+/-175	1,597	(X)
No vehicles available	227	+/-104	18.7%	+/-7.6	77	+/-61	4.8%	+/-3.6
1 vehicle available	406	+/-156	33.4%	+/-9.6	468	+/-135	29.3%	+/-7.5

2 vehicles available	424	+/-93	34.8%	+/-9.5	754	+/-171	47.2%	+/-8.6
3 or more vehicles available	160	+/-75	13.1%	+/-5.8	298	+/-103	18.7%	+/-6.8
<b>HOUSE HEATING FUEL</b>								
Occupied housing units	1,217	+/-172	1,217	(X)	1,597	+/-175	1,597	(X)
Utility gas	57	+/-57	4.7%	+/-4.7	52	+/-46	3.3%	+/-2.7
Bottled, tank, or LP gas	58	+/-54	4.8%	+/-4.4	158	+/-68	9.9%	+/-3.9
Electricity	812	+/-142	66.7%	+/-10.7	456	+/-125	28.6%	+/-7.0
Fuel oil, kerosene, etc.	278	+/-148	22.8%	+/-10.5	868	+/-142	54.4%	+/-7.4
Coal or coke	0	+/-11	0.0%	+/-2.4	0	+/-11	0.0%	+/-1.9
Wood	0	+/-11	0.0%	+/-2.4	63	+/-48	3.9%	+/-3.0
Solar energy	0	+/-11	0.0%	+/-2.4	0	+/-11	0.0%	+/-1.9
Other fuel	0	+/-11	0.0%	+/-2.4	0	+/-11	0.0%	+/-1.9
No fuel used	12	+/-21	1.0%	+/-1.7	0	+/-11	0.0%	+/-1.9
<b>SELECTED CHARACTERISTICS</b>								
Occupied housing units	1,217	+/-172	1,217	(X)	1,597	+/-175	1,597	(X)
Lacking complete plumbing facilities	0	+/-11	0.0%	+/-2.4	50	+/-66	3.1%	+/-4.1
Lacking complete kitchen facilities	0	+/-11	0.0%	+/-2.4	58	+/-67	3.6%	+/-4.2
No telephone service available	10	+/-18	0.8%	+/-1.4	14	+/-26	0.9%	+/-1.6
<b>OCCUPANTS PER ROOM</b>								
Occupied housing units	1,217	+/-172	1,217	(X)	1,597	+/-175	1,597	(X)
1.00 or less	1,101	+/-228	90.5%	+/-7.5	1,597	+/-175	100.0%	+/-1.9
1.01 to 1.50	116	+/-83	9.5%	+/-7.5	0	+/-11	0.0%	+/-1.9
1.51 or more	0	+/-11	0.0%	+/-2.4	0	+/-11	0.0%	+/-1.9
<b>VALUE</b>								
Owner-occupied units	482	+/-165	482	(X)	1,237	+/-191	1,237	(X)
Less than \$50,000	17	+/-21	3.5%	+/-4.2	47	+/-41	3.8%	+/-3.1
\$50,000 to \$99,999	20	+/-25	4.1%	+/-4.5	67	+/-45	5.4%	+/-3.5
\$100,000 to \$149,999	141	+/-123	29.3%	+/-17.2	383	+/-129	31.0%	+/-8.8
\$150,000 to \$199,999	207	+/-77	42.9%	+/-14.5	439	+/-115	35.5%	+/-8.2
\$200,000 to \$299,999	75	+/-41	15.6%	+/-9.2	239	+/-80	19.3%	+/-6.1
\$300,000 to \$499,999	15	+/-24	3.1%	+/-5.3	53	+/-42	4.3%	+/-3.2
\$500,000 to \$999,999	0	+/-11	0.0%	+/-6.0	9	+/-16	0.7%	+/-1.3
\$1,000,000 or more	7	+/-16	1.5%	+/-3.1	0	+/-11	0.0%	+/-2.4
Median (dollars)	175,500	+/-26,382	(X)	(X)	160,900	+/-8,912	(X)	(X)
<b>MORTGAGE STATUS</b>								
Owner-occupied units	482	+/-165	482	(X)	1,237	+/-191	1,237	(X)
Housing units with a mortgage	324	+/-147	67.2%	+/-11.8	875	+/-165	70.7%	+/-7.6
Housing units without a mortgage	158	+/-58	32.8%	+/-11.8	362	+/-111	29.3%	+/-7.6
<b>SELECTED MONTHLY OWNER COSTS</b>								
Housing units with a mortgage	324	+/-147	324	(X)	875	+/-165	875	(X)
Less than \$300	0	+/-11	0.0%	+/-8.8	0	+/-11	0.0%	+/-3.4
\$300 to \$499	0	+/-11	0.0%	+/-8.8	0	+/-11	0.0%	+/-3.4
\$500 to \$699	41	+/-31	12.7%	+/-10.0	98	+/-71	11.2%	+/-7.5
\$700 to \$999	30	+/-25	9.3%	+/-8.5	192	+/-98	21.9%	+/-10.8
\$1,000 to \$1,499	95	+/-79	29.3%	+/-17.4	321	+/-119	36.7%	+/-11.8
\$1,500 to \$1,999	100	+/-55	30.9%	+/-15.5	195	+/-97	22.3%	+/-9.8
\$2,000 or more	58	+/-83	17.9%	+/-18.9	69	+/-42	7.9%	+/-4.7
Median (dollars)	1,447	+/-523	(X)	(X)	1,177	+/-116	(X)	(X)
Housing units without a mortgage	158	+/-58	158	(X)	362	+/-111	362	(X)
Less than \$100	0	+/-11	0.0%	+/-17.2	0	+/-11	0.0%	+/-7.9
\$100 to \$199	0	+/-11	0.0%	+/-17.2	22	+/-25	6.1%	+/-6.6
\$200 to \$299	31	+/-32	19.6%	+/-18.5	54	+/-52	14.9%	+/-13.0
\$300 to \$399	35	+/-29	22.2%	+/-17.1	67	+/-36	18.5%	+/-9.2
\$400 or more	92	+/-51	58.2%	+/-22.2	219	+/-92	60.5%	+/-16.3
Median (dollars)	430	+/-108	(X)	(X)	429	+/-37	(X)	(X)
<b>SELECTED MONTHLY OWNER COSTS</b>								
Housing units with a mortgage	324	+/-147	324	(X)	875	+/-165	875	(X)
Less than 20.0 percent	118	+/-74	36.4%	+/-16.8	335	+/-113	38.3%	+/-10.8
20.0 to 24.9 percent	61	+/-45	18.8%	+/-13.4	122	+/-69	13.9%	+/-7.2
25.0 to 29.9 percent	24	+/-28	7.4%	+/-8.4	166	+/-100	19.0%	+/-10.6
30.0 to 34.9 percent	21	+/-26	6.5%	+/-7.5	51	+/-45	5.8%	+/-5.3
35.0 percent or more	100	+/-87	30.9%	+/-17.5	201	+/-98	23.0%	+/-10.1
Not computed	0	+/-11	(X)	(X)	0	+/-11	(X)	(X)
Housing unit without a mortgage	158	+/-58	158	(X)	343	+/-107	343	(X)
Less than 10.0 percent	37	+/-27	23.4%	+/-17.7	136	+/-76	39.7%	+/-16.1
10.0 to 14.9 percent	18	+/-22	11.4%	+/-14.6	79	+/-52	23.0%	+/-13.9
15.0 to 19.9 percent	42	+/-38	26.6%	+/-20.5	63	+/-36	18.4%	+/-10.0
20.0 to 24.9 percent	7	+/-16	4.4%	+/-9.7	0	+/-11	0.0%	+/-8.4
25.0 to 29.9 percent	36	+/-36	22.8%	+/-19.4	17	+/-21	5.0%	+/-5.8

30.0 to 34.9 percent	10	+/-16	6.3%	+/-9.6	24	+/-27	7.0%	+/-7.9
35.0 percent or more	8	+/-13	5.1%	+/-8.0	24	+/-26	7.0%	+/-7.2
Not computed	0	+/-11	(X)	(X)	19	+/-24	(X)	(X)
<b>GROSS RENT</b>								
Occupied units paying rent	697	+/-115	697	(X)	321	+/-125	321	(X)
Less than \$200	26	+/-29	3.7%	+/-3.9	0	+/-11	0.0%	+/-8.9
\$200 to \$299	88	+/-70	12.6%	+/-9.6	17	+/-19	5.3%	+/-6.3
\$300 to \$499	125	+/-89	17.9%	+/-12.9	18	+/-21	5.6%	+/-6.6
\$500 to \$749	254	+/-109	36.4%	+/-15.3	44	+/-43	13.7%	+/-12.4
\$750 to \$999	126	+/-88	18.1%	+/-12.3	75	+/-60	23.4%	+/-15.9
\$1,000 to \$1,499	78	+/-75	11.2%	+/-10.3	78	+/-60	24.3%	+/-15.5
\$1,500 or more	0	+/-11	0.0%	+/-4.2	89	+/-64	27.7%	+/-18.5
Median (dollars)	626	+/-49	(X)	(X)	1,021	+/-151	(X)	(X)
No rent paid	38	+/-35	(X)	(X)	39	+/-34	(X)	(X)
<b>GROSS RENT AS A PERCENTAGE OF</b>								
Occupied units paying rent (excluding	656	+/-115	656	(X)	321	+/-125	321	(X)
Less than 15.0 percent	173	+/-104	26.4%	+/-16.4	81	+/-64	25.2%	+/-16.9
15.0 to 19.9 percent	80	+/-68	12.2%	+/-9.7	0	+/-11	0.0%	+/-8.9
20.0 to 24.9 percent	39	+/-55	5.9%	+/-8.3	67	+/-51	20.9%	+/-14.5
25.0 to 29.9 percent	124	+/-78	18.9%	+/-11.4	33	+/-30	10.3%	+/-10.1
30.0 to 34.9 percent	30	+/-30	4.6%	+/-4.5	13	+/-25	4.0%	+/-7.8
35.0 percent or more	210	+/-101	32.0%	+/-14.3	127	+/-88	39.6%	+/-21.6
Not computed	79	+/-51	(X)	(X)	39	+/-34	(X)	(X)

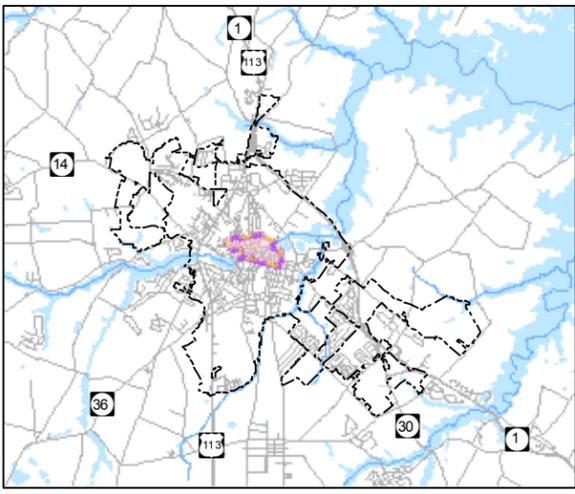
DP03: SELECTED ECONOMIC  
2010-2014 American Community Survey 5-

Subject	Census Tract 425, Kent County, Delaware				Census Tract 501.04, Sussex County, Delaware			
	Estimate	Margin of	Percent	Percent	Estimate	Margin of	Percent	Percent
<b>EMPLOYMENT STATUS</b>								
Population 16 years and over	2,494	+/-205	2,494	(X)	3,338	+/-326	3,338	(X)
In labor force	1,467	+/-220	58.8%	+/-7.8	2,226	+/-287	66.7%	+/-5.5
Civilian labor force	1,467	+/-220	58.8%	+/-7.8	2,199	+/-290	65.9%	+/-5.7
Employed	1,321	+/-229	53.0%	+/-8.1	1,888	+/-242	56.6%	+/-5.4
Unemployed	146	+/-90	5.9%	+/-3.6	311	+/-148	9.3%	+/-4.2
Armed Forces	0	+/-11	0.0%	+/-1.2	27	+/-42	0.8%	+/-1.3
Not in labor force	1,027	+/-217	41.2%	+/-7.8	1,112	+/-212	33.3%	+/-5.5
Civilian labor force	1,467	+/-220	1,467	(X)	2,199	+/-290	2,199	(X)
Percent Unemployed	(X)	(X)	10.0%	+/-6.1	(X)	(X)	14.1%	+/-5.9
<b>Females 16 years and over</b>								
Population 16 years and over	1,245	+/-157	1,245	(X)	1,727	+/-225	1,727	(X)
In labor force	592	+/-138	47.6%	+/-9.5	1,067	+/-180	61.8%	+/-8.8
Civilian labor force	592	+/-138	47.6%	+/-9.5	1,067	+/-180	61.8%	+/-8.8
Employed	506	+/-141	40.6%	+/-10.1	951	+/-164	55.1%	+/-8.7
Own children under 6 years	354	+/-171	354	(X)	395	+/-204	395	(X)
All parents in family in labor force	152	+/-141	42.9%	+/-32.7	304	+/-197	77.0%	+/-25.4
Own children 6 to 17 years	547	+/-132	547	(X)	515	+/-168	515	(X)
All parents in family in labor force	253	+/-121	46.3%	+/-23.7	392	+/-173	76.1%	+/-20.8
<b>COMMUTING TO WORK</b>								
Workers 16 years and over	1,290	+/-231	1,290	(X)	1,900	+/-241	1,900	(X)
Car, truck, or van -- drove alone	1,123	+/-276	87.1%	+/-8.8	1,557	+/-220	81.9%	+/-6.5
Car, truck, or van -- carpooled	68	+/-78	5.3%	+/-6.2	188	+/-111	9.9%	+/-5.4
Public transportation (excluding	0	+/-11	0.0%	+/-2.3	2	+/-5	0.1%	+/-0.2
Walked	86	+/-67	6.7%	+/-5.6	40	+/-33	2.1%	+/-1.8
Other means	0	+/-11	0.0%	+/-2.3	36	+/-42	1.9%	+/-2.2
Worked at home	13	+/-20	1.0%	+/-1.6	77	+/-68	4.1%	+/-3.5
Mean travel time to work (minutes)	25.3	+/-5.4	(X)	(X)	20.7	+/-2.2	(X)	(X)
<b>OCCUPATION</b>								
Civilian employed population 16 years	1,321	+/-229	1,321	(X)	1,888	+/-242	1,888	(X)
Management, business, science, and	181	+/-90	13.7%	+/-6.8	614	+/-155	32.5%	+/-7.7
Service occupations	246	+/-129	18.6%	+/-10.1	207	+/-94	11.0%	+/-5.2
Sales and office occupations	143	+/-85	10.8%	+/-6.8	490	+/-168	26.0%	+/-7.9
Natural resources, construction, and	341	+/-172	25.8%	+/-13.2	263	+/-88	13.9%	+/-4.2
Production, transportation, and	410	+/-237	31.0%	+/-14.2	314	+/-163	16.6%	+/-8.0
<b>INDUSTRY</b>								
Civilian employed population 16 years	1,321	+/-229	1,321	(X)	1,888	+/-242	1,888	(X)
Agriculture, forestry, fishing and	11	+/-19	0.8%	+/-1.4	0	+/-11	0.0%	+/-1.6
Construction	291	+/-175	22.0%	+/-13.3	152	+/-79	8.1%	+/-4.1
Manufacturing	404	+/-232	30.6%	+/-13.9	294	+/-140	15.6%	+/-7.3
Wholesale trade	0	+/-11	0.0%	+/-2.2	12	+/-23	0.6%	+/-1.3
Retail trade	145	+/-89	11.0%	+/-6.7	303	+/-119	16.0%	+/-5.9
Transportation and warehousing, and	6	+/-33	0.5%	+/-2.5	130	+/-80	6.9%	+/-4.0
Information	17	+/-27	1.3%	+/-2.1	5	+/-8	0.3%	+/-0.5
Finance and insurance, and real	37	+/-52	2.8%	+/-4.3	50	+/-50	2.6%	+/-2.6
Professional, scientific, and	5	+/-9	0.4%	+/-0.7	91	+/-70	4.8%	+/-3.7
Educational services, and health care	159	+/-73	12.0%	+/-5.4	483	+/-156	25.6%	+/-7.5
Arts, entertainment, and recreation,	110	+/-88	8.3%	+/-6.7	133	+/-80	7.0%	+/-4.3
Other services, except public	73	+/-67	5.5%	+/-5.1	124	+/-88	6.6%	+/-4.4
Public administration	63	+/-52	4.8%	+/-3.9	111	+/-68	5.9%	+/-3.4
<b>CLASS OF WORKER</b>								
Civilian employed population 16 years	1,321	+/-229	1,321	(X)	1,888	+/-242	1,888	(X)
Private wage and salary workers	1,187	+/-242	89.9%	+/-5.3	1,562	+/-229	82.7%	+/-6.1
Government workers	118	+/-60	8.9%	+/-4.7	242	+/-97	12.8%	+/-4.8
Self-employed in own not	16	+/-25	1.2%	+/-2.0	84	+/-57	4.4%	+/-3.0
Unpaid family workers	0	+/-11	0.0%	+/-2.2	0	+/-11	0.0%	+/-1.6
<b>INCOME AND BENEFITS (IN 2014)</b>								
Total households	1,217	+/-172	1,217	(X)	1,597	+/-175	1,597	(X)
Less than \$10,000	214	+/-84	17.6%	+/-6.2	52	+/-41	3.3%	+/-2.4
\$10,000 to \$14,999	145	+/-117	11.9%	+/-8.4	117	+/-78	7.3%	+/-4.8
\$15,000 to \$24,999	64	+/-45	5.3%	+/-3.7	212	+/-96	13.3%	+/-6.0
\$25,000 to \$34,999	153	+/-86	12.6%	+/-6.5	79	+/-49	4.9%	+/-2.8
\$35,000 to \$49,999	151	+/-77	12.4%	+/-6.4	169	+/-73	10.6%	+/-4.5
\$50,000 to \$74,999	257	+/-92	21.1%	+/-8.3	508	+/-132	31.8%	+/-7.6
\$75,000 to \$99,999	135	+/-102	11.1%	+/-8.2	180	+/-92	11.3%	+/-5.5
\$100,000 to \$149,999	66	+/-36	5.4%	+/-3.0	185	+/-95	11.6%	+/-5.8

\$150,000 to \$199,999	12	+/-21	1.0%	+/-1.8	48	+/-45	3.0%	+/-2.7
\$200,000 or more	20	+/-26	1.6%	+/-2.1	47	+/-47	2.9%	+/-2.9
Median household income (dollars)	37,917	+/-14,428	(X)	(X)	60,013	+/-5,528	(X)	(X)
Mean household income (dollars)	46,934	+/-9,421	(X)	(X)	74,561	+/-16,758	(X)	(X)
With earnings	791	+/-104	65.0%	+/-8.6	1,198	+/-142	75.0%	+/-5.8
Mean earnings (dollars)	56,368	+/-13,538	(X)	(X)	79,489	+/-22,318	(X)	(X)
With Social Security	449	+/-156	36.9%	+/-9.0	603	+/-133	37.8%	+/-6.8
Mean Social Security income	14,819	+/-2,377	(X)	(X)	19,554	+/-2,427	(X)	(X)
With retirement income	226	+/-74	18.6%	+/-5.8	366	+/-107	22.9%	+/-6.3
Mean retirement income (dollars)	20,060	+/-8,465	(X)	(X)	15,183	+/-4,417	(X)	(X)
With Supplemental Security Income	64	+/-54	5.3%	+/-4.6	68	+/-49	4.3%	+/-3.0
Mean Supplemental Security Income	8,131	+/-6,652	(X)	(X)	13,884	+/-3,965	(X)	(X)
With cash public assistance income	118	+/-81	9.7%	+/-6.1	65	+/-58	4.1%	+/-3.5
Mean cash public assistance	401	+/-478	(X)	(X)	1,011	+/-595	(X)	(X)
With Food Stamp/SNAP benefits in	465	+/-124	38.2%	+/-10.8	199	+/-95	12.5%	+/-5.7
Families	796	+/-123	796	(X)	1,081	+/-136	1,081	(X)
Less than \$10,000	62	+/-54	7.8%	+/-6.6	13	+/-16	1.2%	+/-1.4
\$10,000 to \$14,999	91	+/-105	11.4%	+/-11.9	75	+/-73	6.9%	+/-6.5
\$15,000 to \$24,999	68	+/-52	8.5%	+/-6.4	79	+/-51	7.3%	+/-4.7
\$25,000 to \$34,999	146	+/-91	18.3%	+/-11.2	48	+/-37	4.4%	+/-3.2
\$35,000 to \$49,999	51	+/-33	6.4%	+/-4.1	125	+/-66	11.6%	+/-5.8
\$50,000 to \$74,999	212	+/-79	26.6%	+/-11.1	367	+/-106	34.0%	+/-9.1
\$75,000 to \$99,999	99	+/-81	12.4%	+/-9.4	133	+/-77	12.3%	+/-6.7
\$100,000 to \$149,999	46	+/-29	5.8%	+/-3.7	181	+/-92	16.7%	+/-8.2
\$150,000 to \$199,999	12	+/-21	1.5%	+/-2.7	13	+/-17	1.2%	+/-1.5
\$200,000 or more	9	+/-21	1.1%	+/-2.5	47	+/-47	4.3%	+/-4.4
Median family income (dollars)	43,269	+/-22,432	(X)	(X)	62,236	+/-10,190	(X)	(X)
Mean family income (dollars)	50,258	+/-10,722	(X)	(X)	86,327	+/-24,998	(X)	(X)
Per capita income (dollars)	18,154	+/-4,042	(X)	(X)	29,652	+/-6,983	(X)	(X)
Nonfamily households	421	+/-144	421	(X)	516	+/-123	516	(X)
Median nonfamily income (dollars)	16,607	+/-18,506	(X)	(X)	32,000	+/-21,536	(X)	(X)
Mean nonfamily income (dollars)	29,902	+/-12,769	(X)	(X)	45,945	+/-10,610	(X)	(X)
Median earnings for workers (dollars)	25,401	+/-3,317	(X)	(X)	31,545	+/-5,610	(X)	(X)
Median earnings for male full-time	31,670	+/-4,080	(X)	(X)	50,266	+/-15,207	(X)	(X)
Median earnings for female full-time	24,890	+/-5,875	(X)	(X)	37,096	+/-6,449	(X)	(X)
HEALTH INSURANCE COVERAGE								
Civilian noninstitutionalized population	3,340	+/-239	3,340	(X)	4,055	+/-371	4,055	(X)
With health insurance coverage	2,979	+/-253	89.2%	+/-4.2	3,625	+/-332	89.4%	+/-4.1
With private health insurance	1,656	+/-361	49.6%	+/-11.0	2,999	+/-366	74.0%	+/-7.6
With public coverage	1,731	+/-321	51.8%	+/-8.2	1,533	+/-398	37.8%	+/-9.0
No health insurance coverage	361	+/-143	10.8%	+/-4.2	430	+/-181	10.6%	+/-4.1
Civilian noninstitutionalized	935	+/-197	935	(X)	955	+/-194	955	(X)
No health insurance coverage	6	+/-19	0.6%	+/-2.1	74	+/-72	7.7%	+/-7.2
Civilian noninstitutionalized	1,968	+/-183	1,968	(X)	2,405	+/-296	2,405	(X)
In labor force:	1,363	+/-210	1,363	(X)	2,014	+/-275	2,014	(X)
Employed:	1,236	+/-222	1,236	(X)	1,717	+/-228	1,717	(X)
With health insurance coverage	1,012	+/-249	81.9%	+/-9.8	1,520	+/-213	88.5%	+/-4.5
With private health insurance	936	+/-256	75.7%	+/-10.5	1,442	+/-222	84.0%	+/-6.2
With public coverage	102	+/-74	8.3%	+/-6.3	206	+/-127	12.0%	+/-7.2
No health insurance coverage	224	+/-116	18.1%	+/-9.8	197	+/-83	11.5%	+/-4.5
Unemployed:	127	+/-88	127	(X)	297	+/-140	297	(X)
With health insurance coverage	104	+/-71	81.9%	+/-32.9	148	+/-83	49.8%	+/-29.1
With private health insurance	23	+/-28	18.1%	+/-20.5	80	+/-67	26.9%	+/-23.6
With public coverage	81	+/-62	63.8%	+/-33.4	78	+/-63	26.3%	+/-21.7
No health insurance coverage	23	+/-43	18.1%	+/-32.9	149	+/-129	50.2%	+/-29.1
Not in labor force:	605	+/-187	605	(X)	391	+/-168	391	(X)
With health insurance coverage	497	+/-159	82.1%	+/-11.5	381	+/-169	97.4%	+/-4.3
With private health insurance	74	+/-54	12.2%	+/-8.6	299	+/-159	76.5%	+/-16.6
With public coverage	445	+/-145	73.6%	+/-11.7	205	+/-148	52.4%	+/-22.0
No health insurance coverage	108	+/-80	17.9%	+/-11.5	10	+/-15	2.6%	+/-4.3
PERCENTAGE OF FAMILIES AND								
All families	(X)	(X)	23.2%	+/-13.6	(X)	(X)	9.1%	+/-6.6
With related children under 18 years	(X)	(X)	23.1%	+/-15.8	(X)	(X)	17.7%	+/-14.3
With related children under 5 years	(X)	(X)	91.0%	+/-25.4	(X)	(X)	50.9%	+/-40.3
Married couple families	(X)	(X)	14.4%	+/-13.9	(X)	(X)	0.6%	+/-0.9
With related children under 18 years	(X)	(X)	0.0%	+/-12.1	(X)	(X)	0.0%	+/-8.8
With related children under 5 years	(X)	(X)	0.0%	+/-100.0	(X)	(X)	0.0%	+/-37.7
Families with female householder, no	(X)	(X)	57.5%	+/-26.7	(X)	(X)	37.9%	+/-29.1
With related children under 18 years	(X)	(X)	80.9%	+/-24.6	(X)	(X)	58.9%	+/-36.2

With related children under 5 years	(X)	(X)	100.0%	+/-36.3	(X)	(X)	100.0%	+/-39.9
All people	(X)	(X)	19.3%	+/-9.7	(X)	(X)	12.0%	+/-7.2
Under 18 years	(X)	(X)	20.3%	+/-15.6	(X)	(X)	21.2%	+/-17.8
Related children under 18 years	(X)	(X)	20.3%	+/-15.6	(X)	(X)	21.2%	+/-17.8
Related children under 5 years	(X)	(X)	36.3%	+/-28.6	(X)	(X)	46.6%	+/-35.1
Related children 5 to 17 years	(X)	(X)	9.4%	+/-11.9	(X)	(X)	5.6%	+/-7.1
18 years and over	(X)	(X)	19.0%	+/-8.9	(X)	(X)	9.2%	+/-5.2
18 to 64 years	(X)	(X)	19.7%	+/-10.4	(X)	(X)	9.8%	+/-6.4
65 years and over	(X)	(X)	15.8%	+/-10.5	(X)	(X)	7.1%	+/-5.4
People in families	(X)	(X)	18.2%	+/-11.6	(X)	(X)	9.5%	+/-7.8
Unrelated individuals 15 years and	(X)	(X)	23.6%	+/-11.4	(X)	(X)	23.5%	+/-15.3

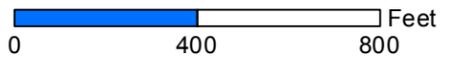
EXHIBIT 5  
FEMA Floodplain Map



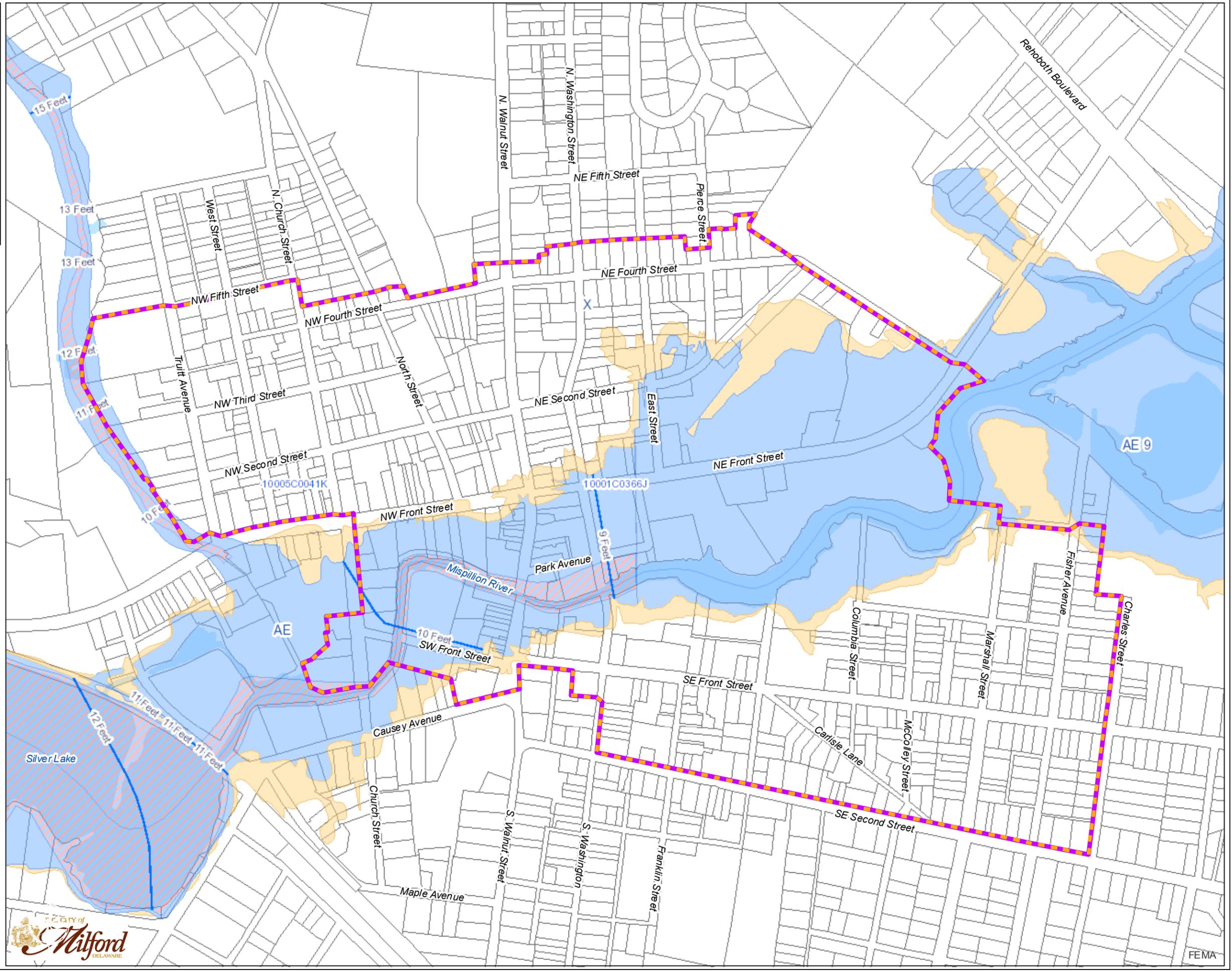
**City of Milford  
Downtown Development District  
FEMA Firm Map  
Exhibit 5**



- Downtown Development District
- Municipal Boundary
- Base Flood Elevation
- A
- AE
- AE, FLOODWAY
- VE
- X, 0.2 PCT ANNUAL CHANCE FLOOD HAZARD

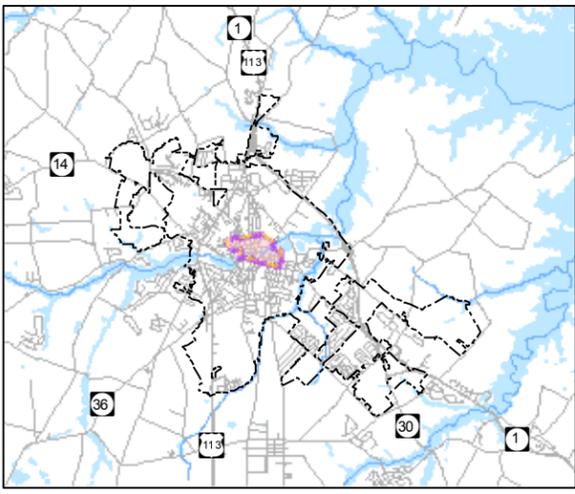


Date: 4/12/2016 User Name: RPierce  
2016\_DDD\_FEMA



FEMA

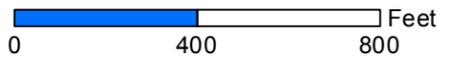
**EXHIBIT 6**  
**Public Facilities Plan**



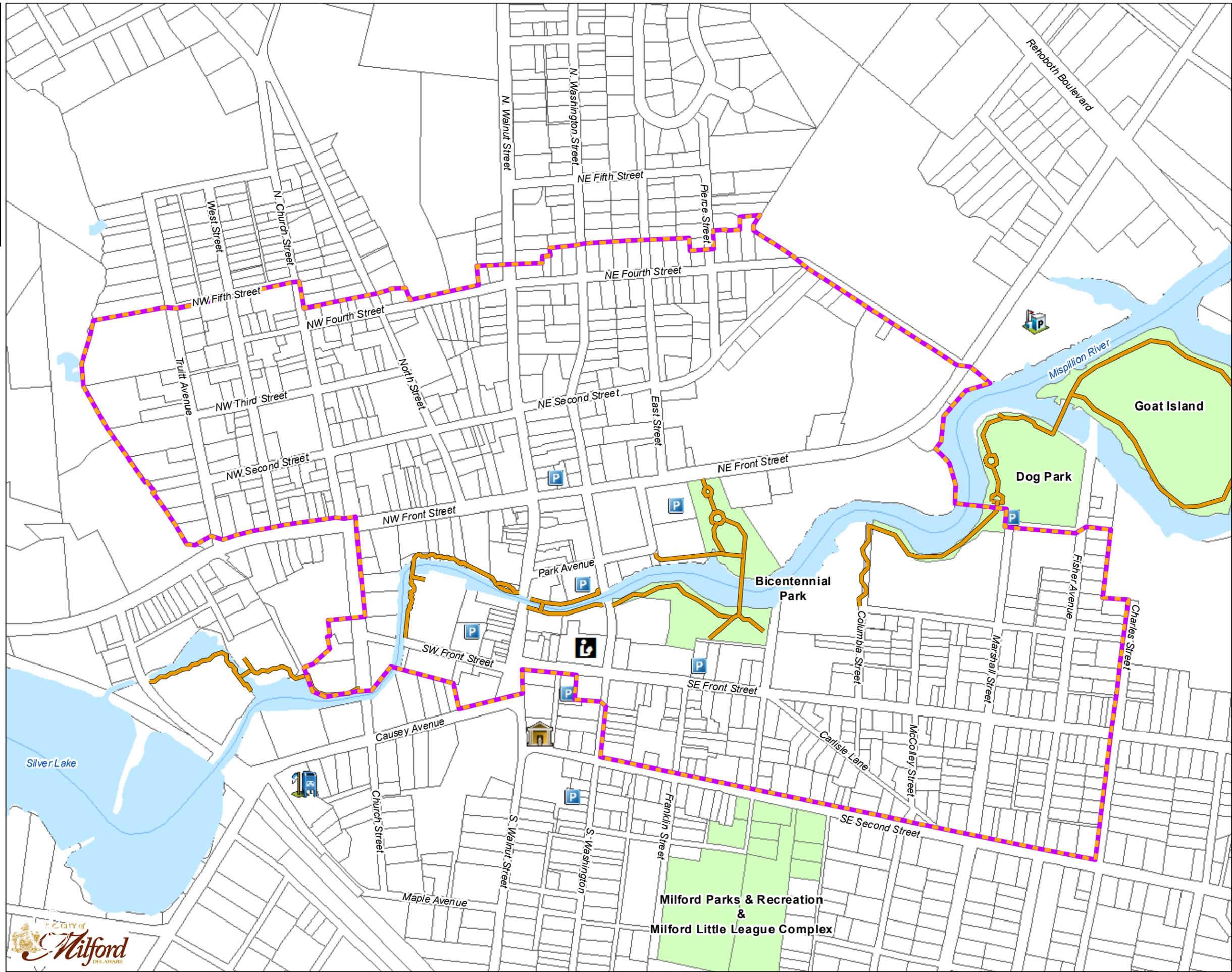
**City of Milford  
Downtown Development District  
Public Facilities Plan  
Exhibit 6**



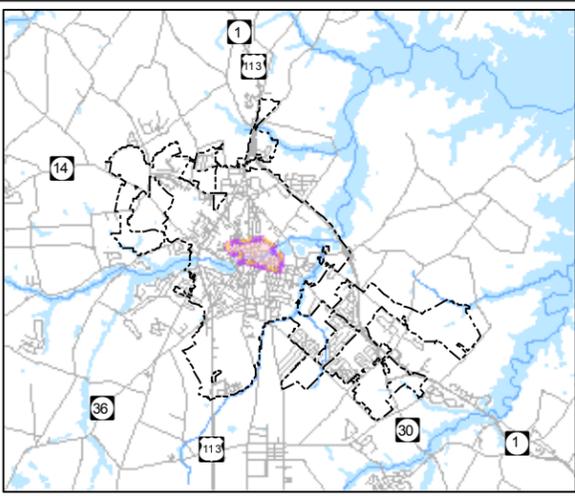
-  Downtown Development District
-  Municipal Boundary
-  Mispillion Riverwalk
-  Public Parking
-  Milford Public Library
-  Milford Museum
-  Milford Police Station
-  Milford Post Office
-  Park and Open Space Areas



Date: 4/12/2016 User Name: RPierce  
2016\_DDD\_PublicFacilities



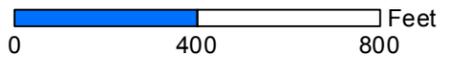
**EXHIBIT 7**  
**Residential and Commercial Building Types**



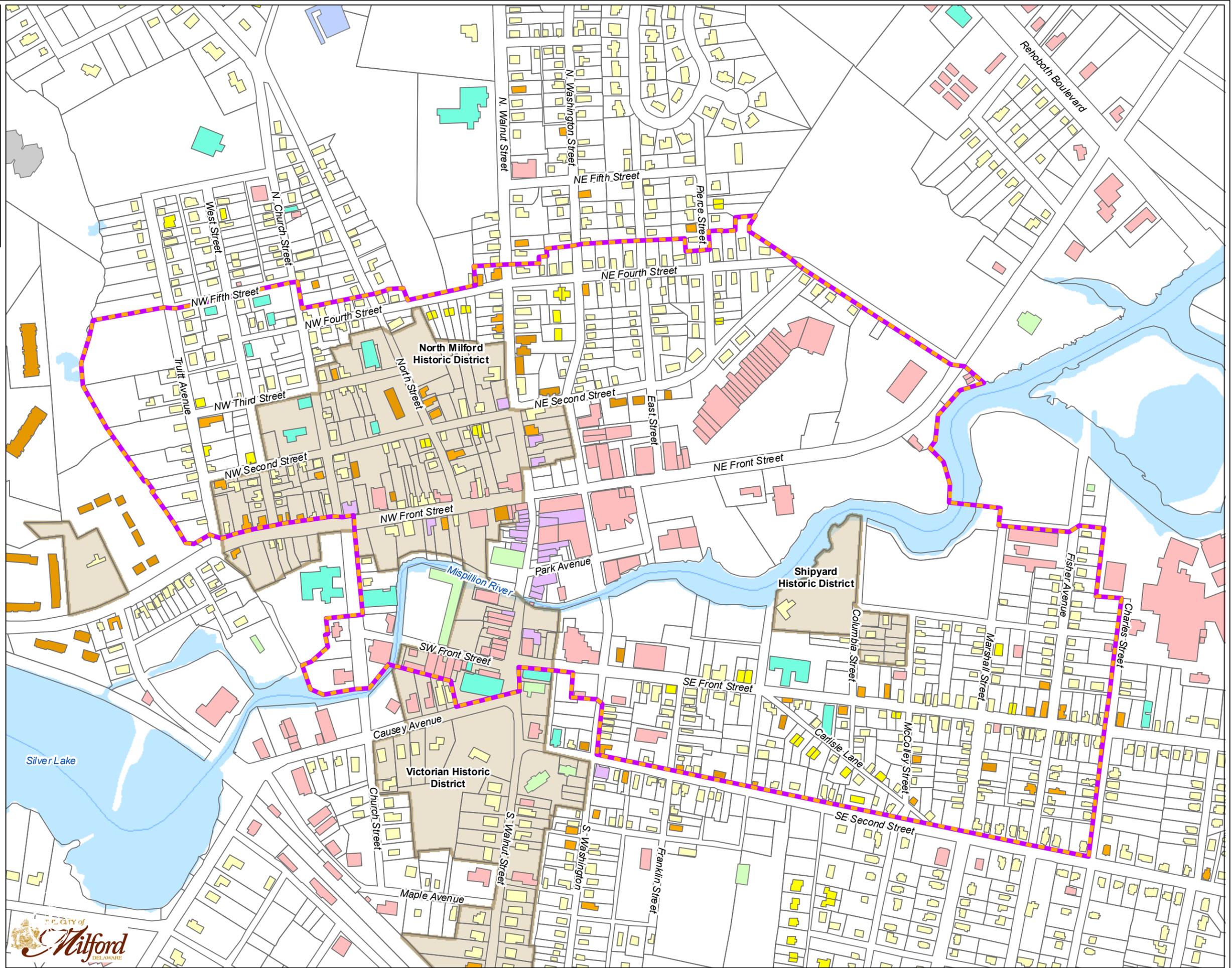
**City of Milford**  
**Downtown Development District**  
 Residential & Commercial Building Types  
**Exhibit 7**



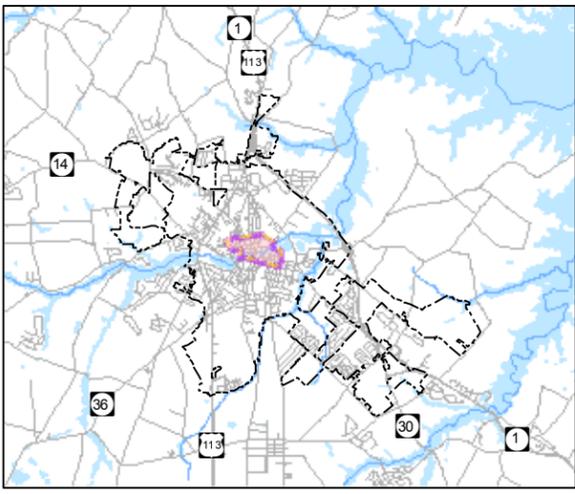
- Downtown Development District
- Municipal Boundary
- Apartments
- Church
- Commercial
- Converted Single Family to Multiple Family
- Single Family Semi-detached
- Government
- Institutional
- Mixed Use - Commercial w/Apartment
- School
- Single Family Detached
- Historic Districts



Date: 4/12/2016 User Name: RPierce  
 2016\_DDD\_ResidentialCommercialBuildings



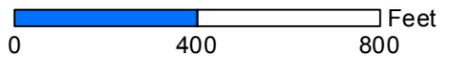
**EXHIBIT 8**  
**Residential and Commercial Building Age**



**City of Milford**  
**Downtown Development District**  
 Residential & Commercial Building Age  
**Exhibit 8**



- Downtown Development District
- Municipal Boundary
- 2000 or newer
- 1990 - 2000
- 1980 - 1990
- 1970 - 1980
- 1960 - 1970
- 1950 - 1960
- older than 1950



Date: 4/12/2016 User Name: RPierce  
 2016\_DDD\_ResidentialCommercialBuildingAge

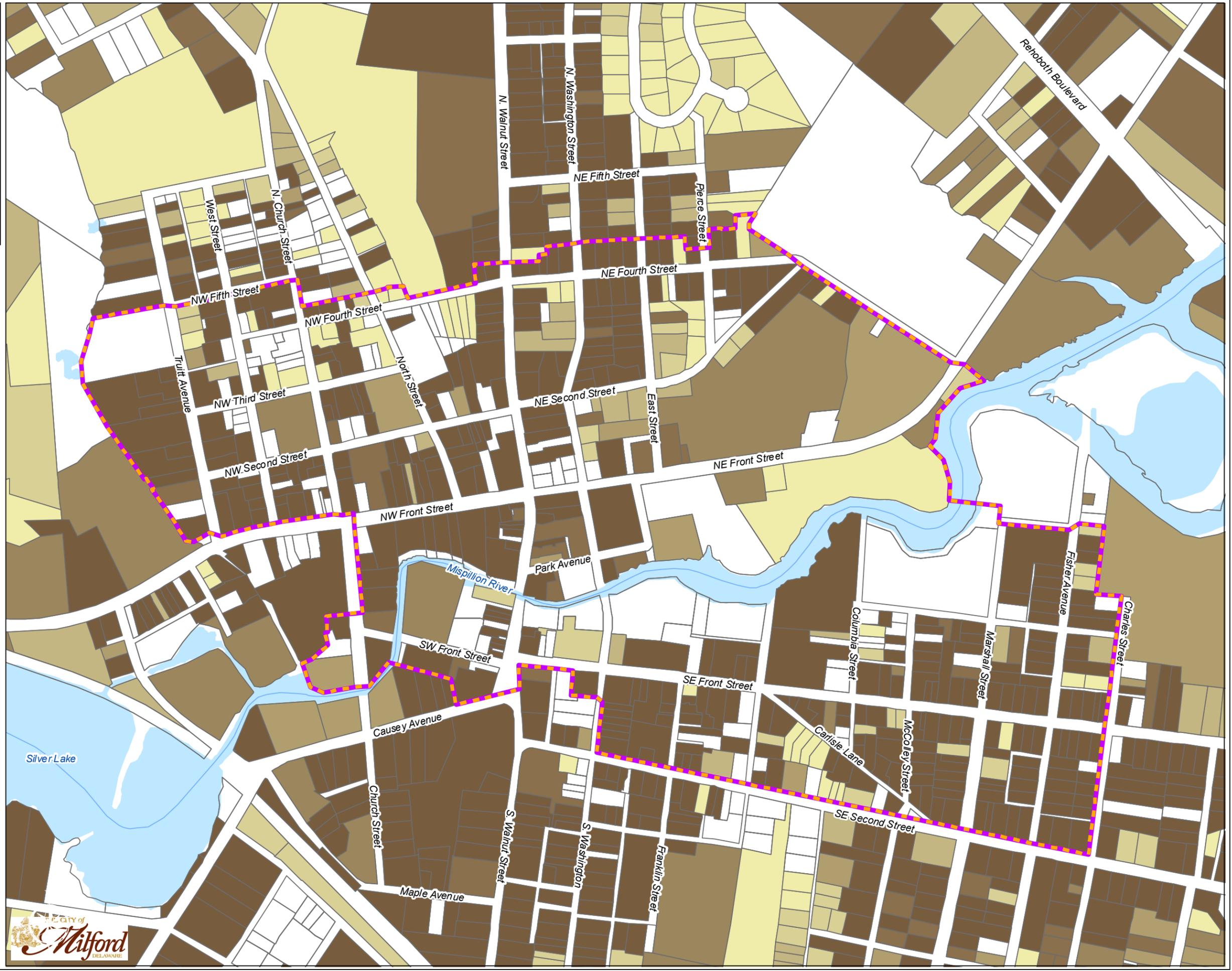
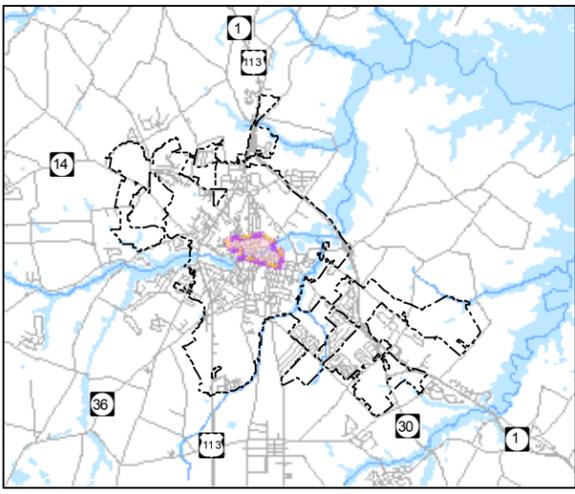


EXHIBIT 9  
Residential Rental License Map



**City of Milford  
Downtown Development District  
2016 Residential Rental Licenses  
Exhibit 9**



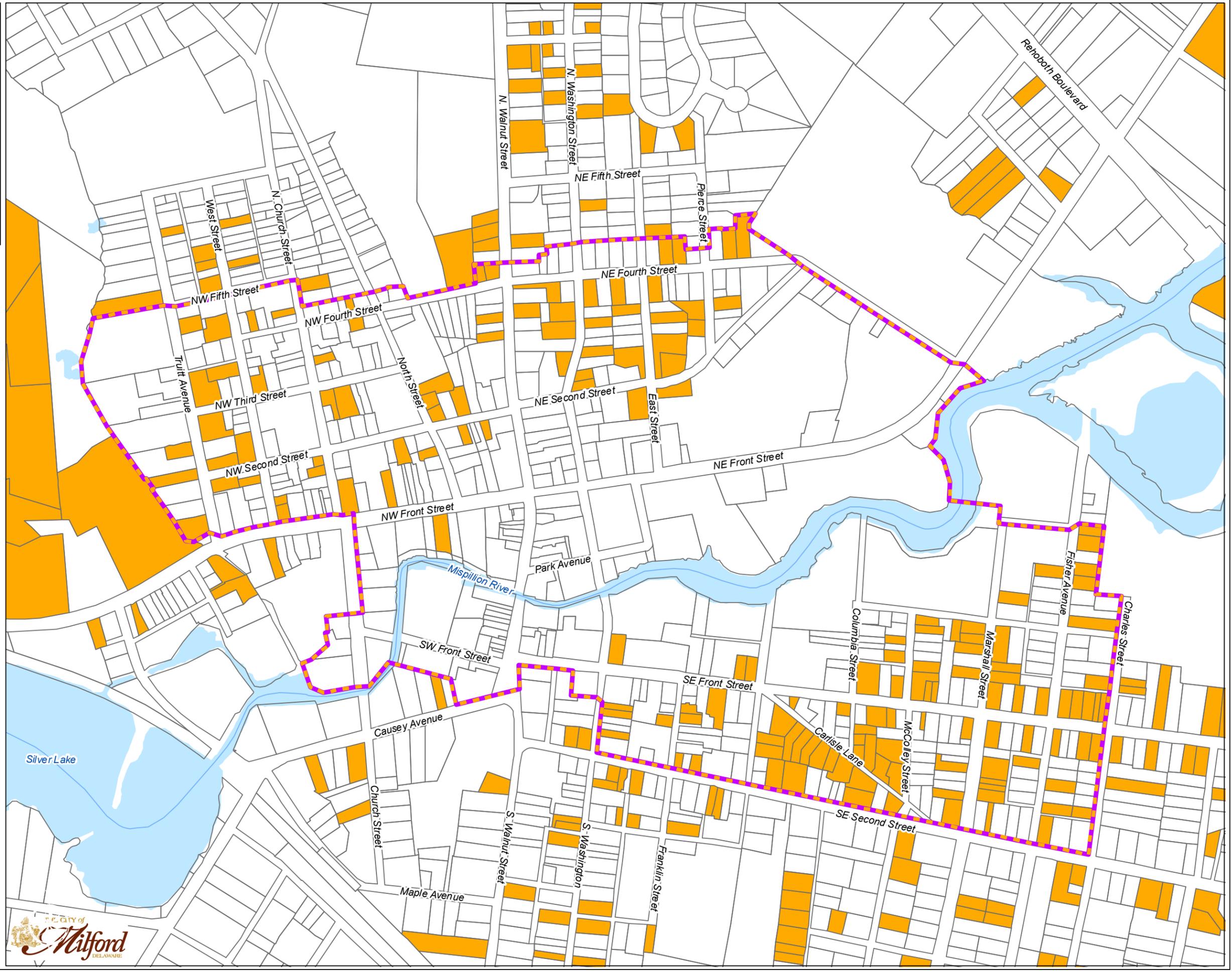
- Downtown Development District
- Registered Residential Rentals

City of Milford  
 Number of Rentals: 1656  
 Total Area (Acres): 6317  
 Rentals/Acre: 0.26

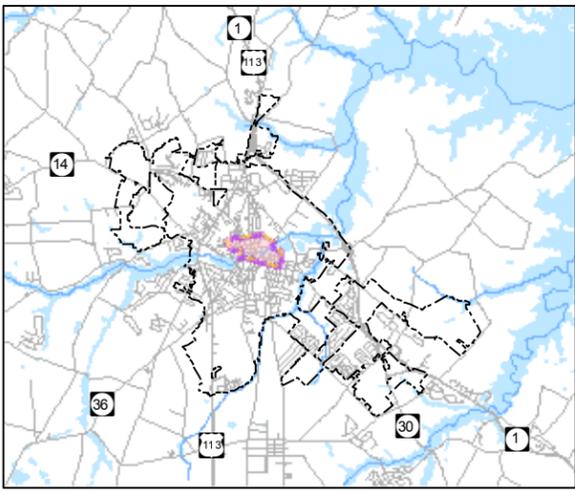
Downtown Development District  
 Number of Rentals: 171  
 Total Area (Acres): 170  
 Rentals/Acre: 1.00



Date: 4/12/2016 User Name: RPierce  
 2016\_DDD\_Rentals2016



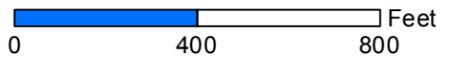
**EXHIBIT 10**  
**Code Violations**



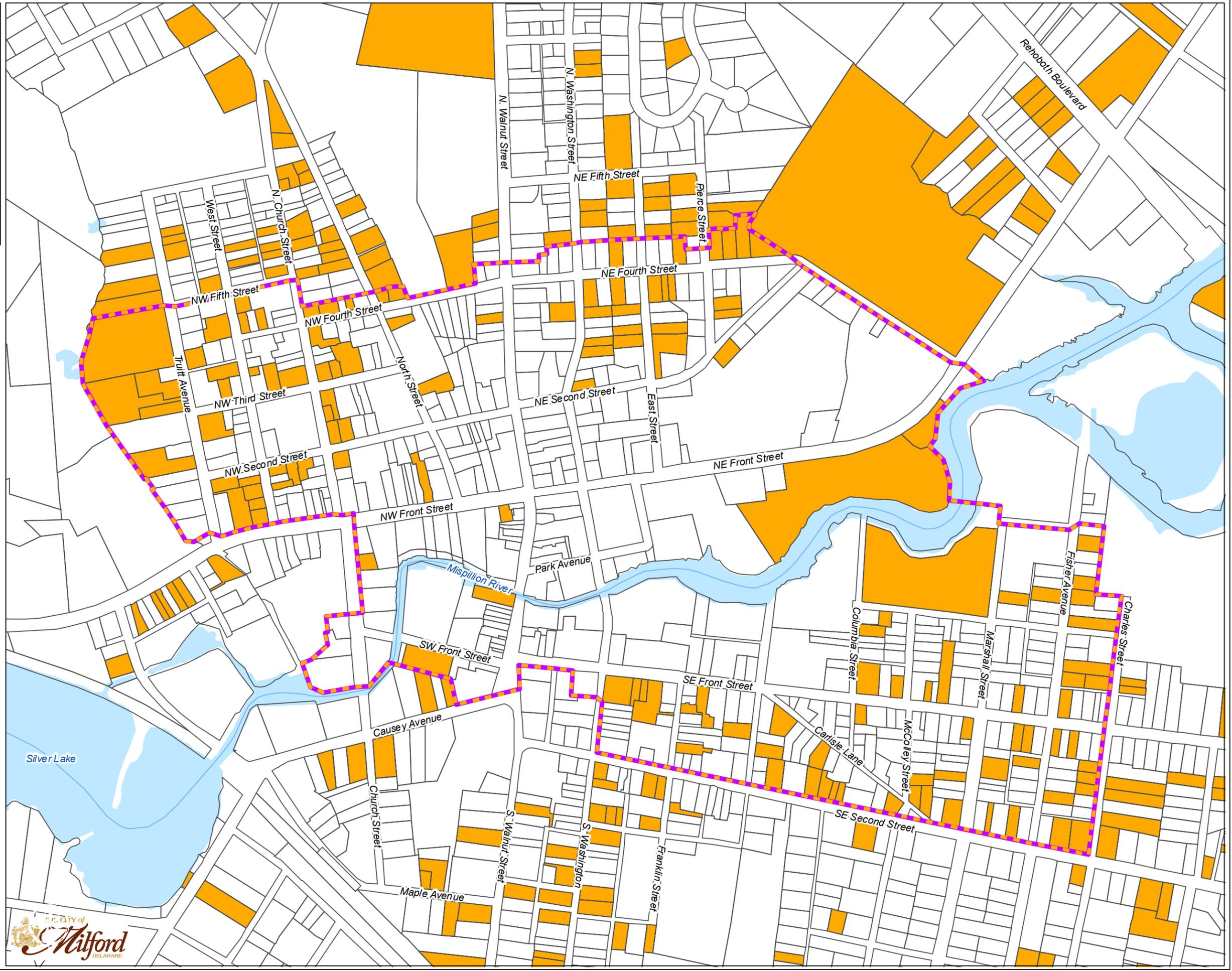
**City of Milford**  
**Downtown Development District**  
 2013-2015 Code Enforcement Violations  
**Exhibit 10**



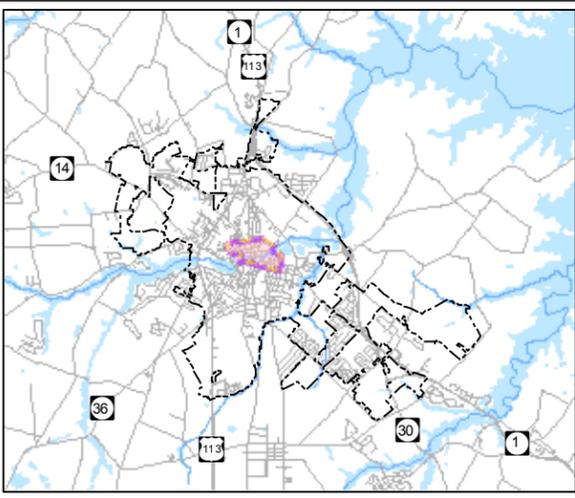
-  Downtown Development District
-  Municipal Boundary
-  Code Enforcement Violations



Date: 4/12/2016 User Name: RPierce  
 2016\_DDD\_CodeEnforcement2013-2015

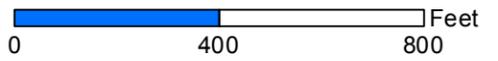


**EXHIBIT 11**  
**Vacant/Condemned Structures & Vacant Land**

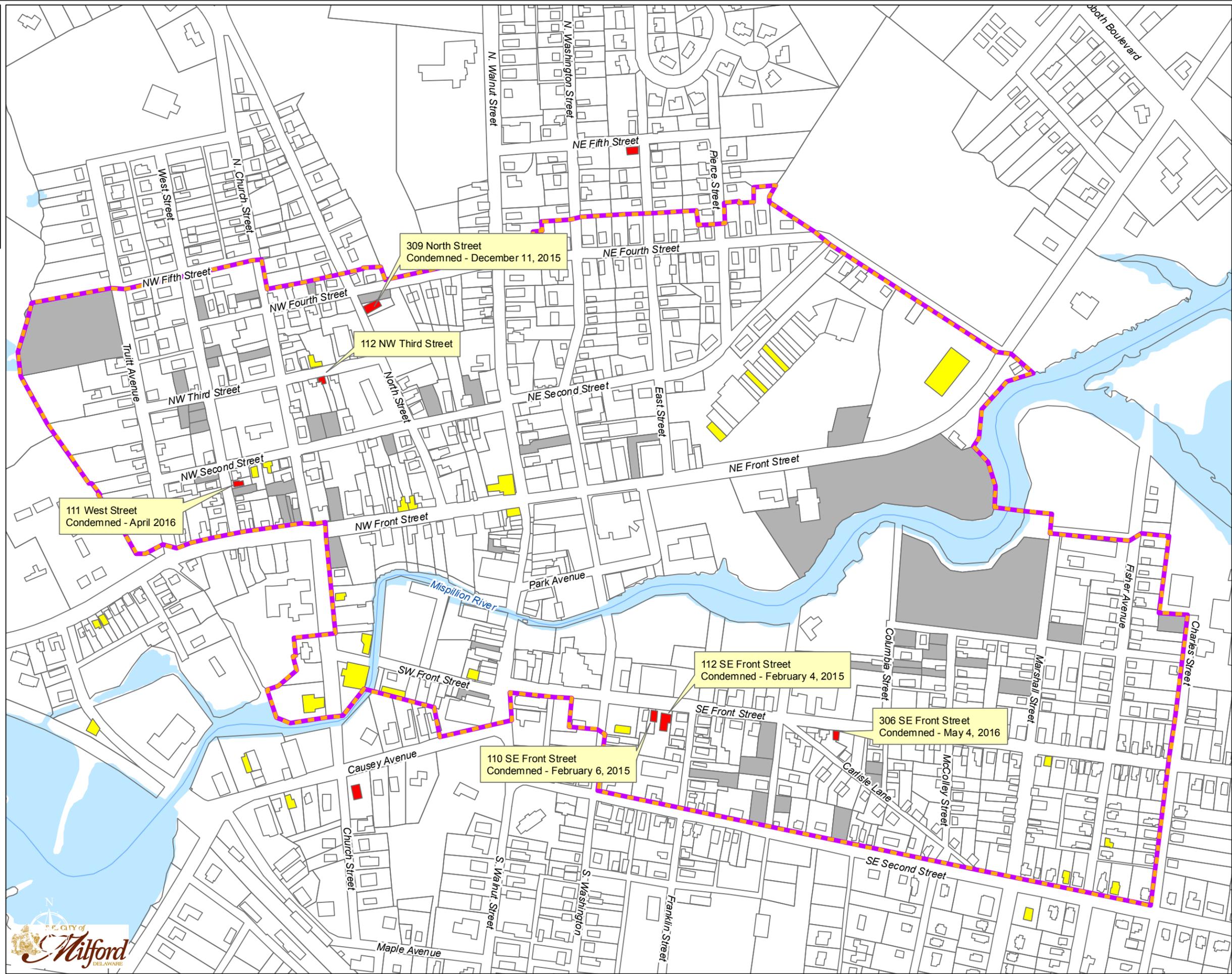


**City of Milford  
Downtown Development District  
Vacant or Condemned  
Structures & Land  
Exhibit 11**

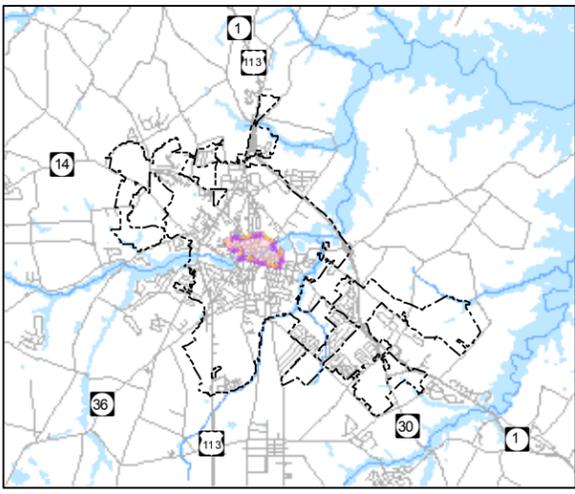
-  Downtown Development District
-  Buildings
-  Condemned Building
-  Vacant Building / Suite
-  Vacant Land



Date: 5/20/2016 User Name: RPierce  
2016\_DDD\_VacantBuildingsAndLand



**EXHIBIT 12**  
**CDBG Projects**

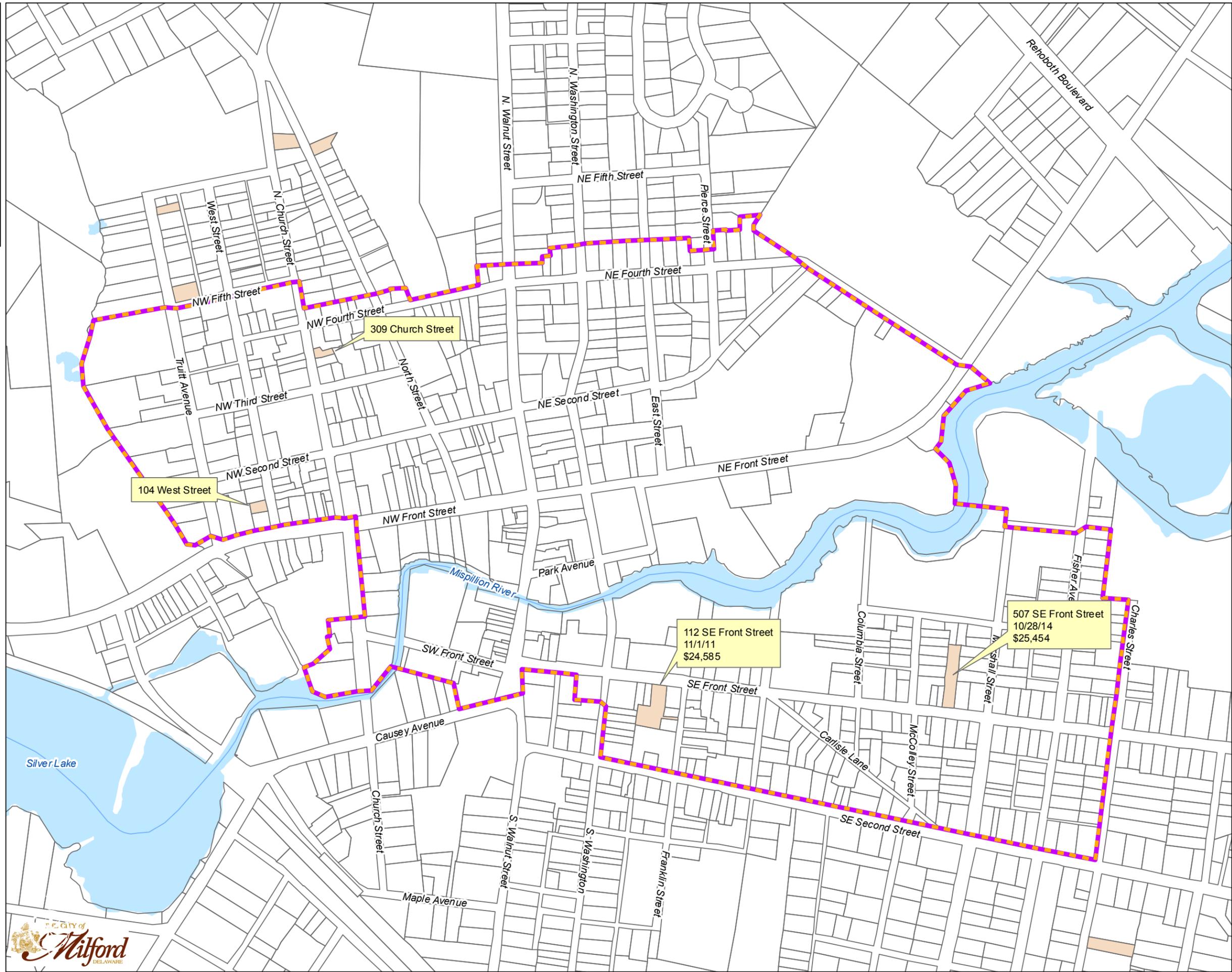


**City of Milford**  
**Downtown Development District**  
 Community Development Block  
 Grant Projects - 2011-2015  
**Exhibit 12**

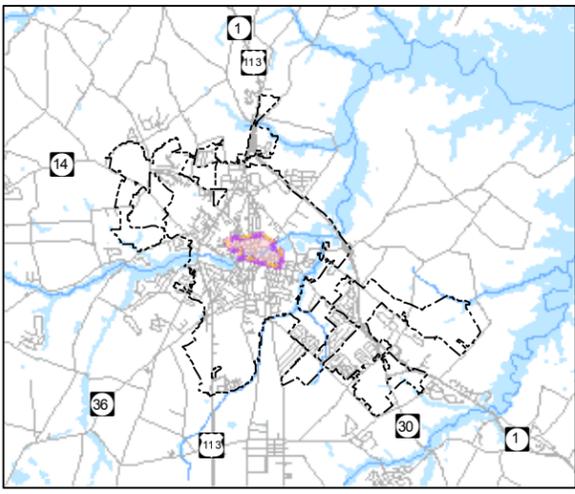
 Downtown Development District  
 CDBG

0 400 800 Feet

Date: 4/26/2016 User Name: RPierce  
 2016\_DDD\_CDBG



**EXHIBIT 13**  
**Crime Analysis Map**



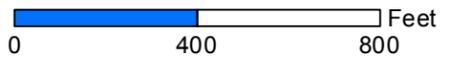
**City of Milford**  
**Downtown Development District**  
 Crime Activity 2013-2015  
**Exhibit 13**



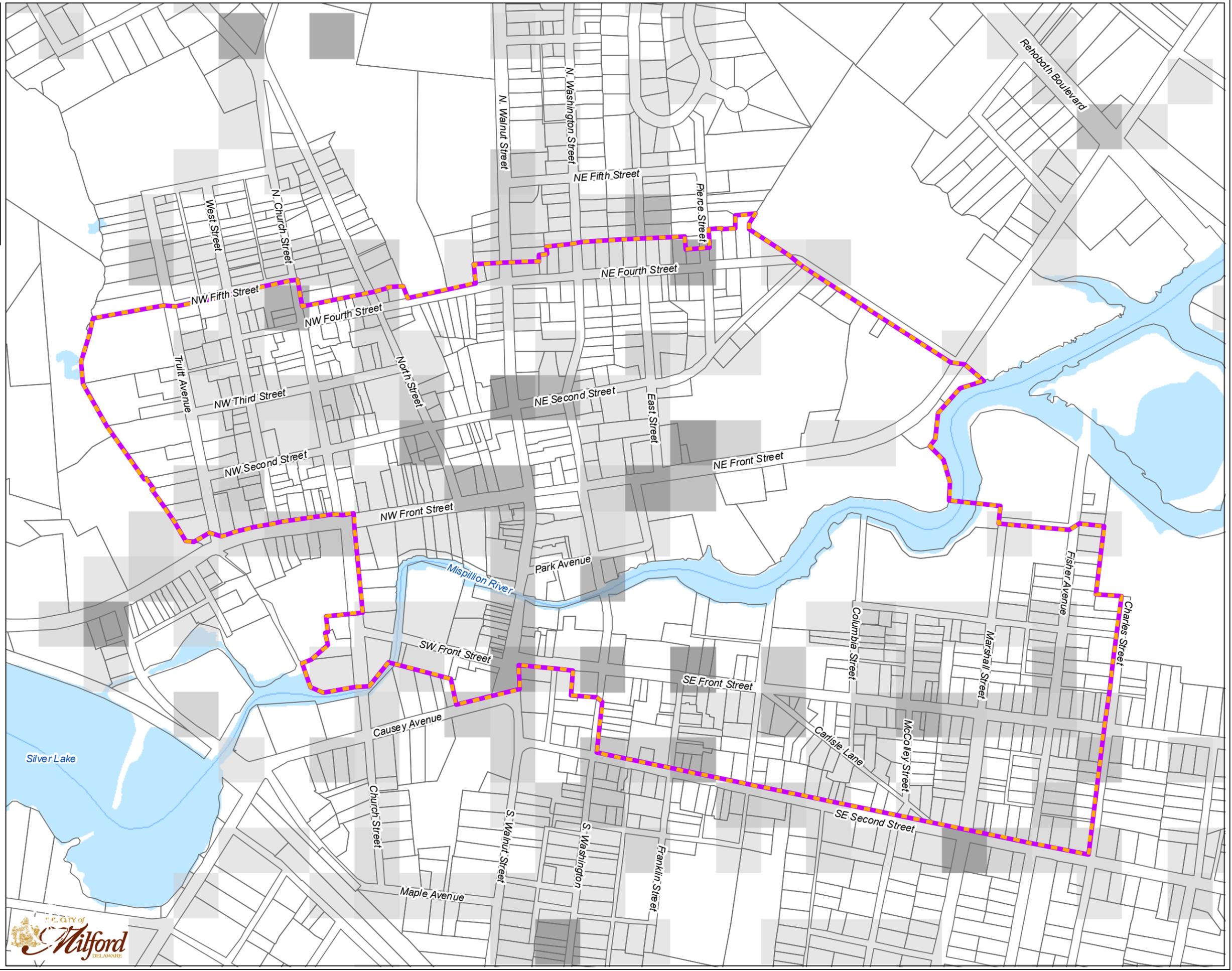
- Municipal Boundary
- Downtown Development District

Number of Major Incidents

- 1 - 5
- 6 - 10
- 11 - 15
- 16 - 20
- 21 - 25
- 26 - 30
- 31 - 35
- 36 - 40
- 41 - 45
- 46 - 50
- 50+



Date: 4/12/2016 User Name: RPierce  
 2016\_DDD\_Crime



**EXHIBIT 14**  
**Mixed Use Development Concept Plan**



# FISHER

ARCHITECTURE

## MILFORD TOWN REDEVELOPMENT



- LEGEND**
- A MIXED USE BUILDING
  - B APARTMENT BUILDING
  - C ONE STORY RETAIL
  - D PARKING
  - E RETAIL BUILDING (14,500 S.F)
  - F RETAIL BUILDING (7,700 S.F)
  - G AMPITHEATHER
  - H EXISTING RETAIL
  - I EXISTING RETAIL
  - J EXISTING CITY PUMP HOUSE
  - PHASE TWO



**EXHIBIT 15**  
**Riverwalk Villas Preliminary Site Plan**

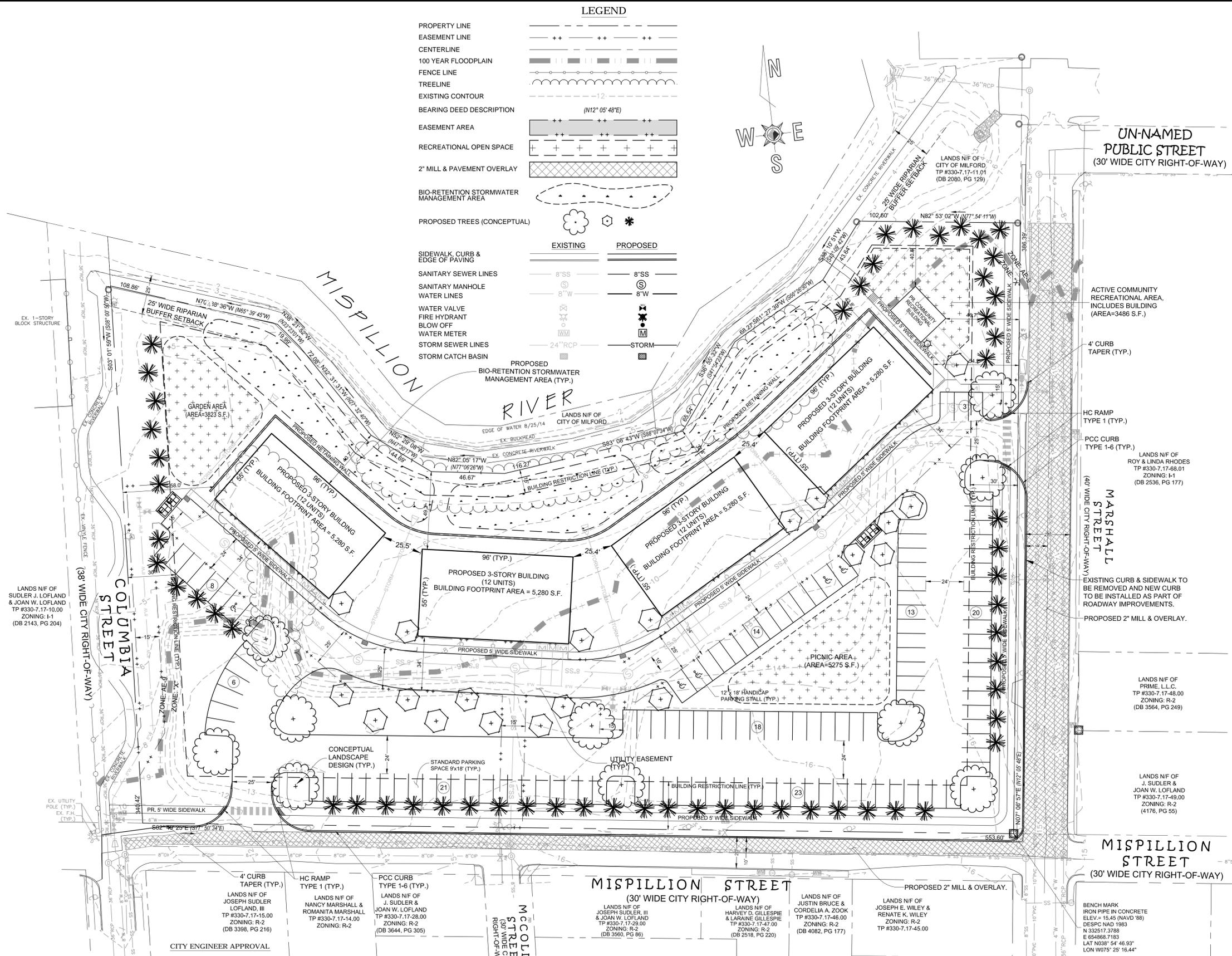
**LEGEND**

PROPERTY LINE	---	---
EASEMENT LINE	++	++
CENTERLINE	---	---
100 YEAR FLOODPLAIN	---	---
FENCE LINE	---	---
TREELINE	---	---
EXISTING CONTOUR	---	---
BEARING DEED DESCRIPTION	(N12° 05' 48"E)	
EASEMENT AREA	---	---
RECREATIONAL OPEN SPACE	---	---
2" MILL & PAVEMENT OVERLAY	---	---
BIO-RETENTION STORMWATER MANAGEMENT AREA	---	---
PROPOSED TREES (CONCEPTUAL)	---	---
SIDEWALK, CURB & EDGE OF PAVING	---	---
SANITARY SEWER LINES	8"SS	8"SS
SANITARY MANHOLE	8"W	8"W
WATER LINES	---	---
WATER VALVE	---	---
FIRE HYDRANT	---	---
BLOW OFF	---	---
WATER METER	---	---
STORM SEWER LINES	24"RCP	STORM
STORM CATCH BASIN	---	---



**PLAN DATA:**

PARCEL I.D. NO.	330-7.17-11.00																																										
DEED REFERENCE	DEED BOOK 3381, PAGE 96																																										
EXISTING ZONING	R-3 (GARDEN APARTMENTS AND TOWNHOUSE DISTRICT)																																										
PROPOSED ZONING	R-3 (GARDEN APARTMENTS AND TOWNHOUSE DISTRICT)																																										
EXISTING LAND USE	VACANT																																										
PROPOSED LAND USE	GARDEN APARTMENTS																																										
SEWER	CITY OF MILFORD SANITARY SEWER SYSTEM THE SEWER SYSTEM IS SUBJECT TO APPROVAL OF THE CITY OF MILFORD DEPARTMENT OF PUBLIC WORKS AND THE DELAWARE DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENTAL CONTROL.																																										
WATER SUPPLY	CITY OF MILFORD THE WATER SYSTEM IS SUBJECT TO THE APPROVAL OF THE CITY OF MILFORD DEPARTMENT OF PUBLIC WORKS AND THE DELAWARE DEPARTMENT OF NATURAL RESOURCES AND ENVIRONMENTAL CONTROL.																																										
OWNER/DEVELOPER	MISPILLION STREET PARTNERS, L.L.C. DON A. LOCKWOOD 26412 BROADKILL ROAD MILTON, DE 19968 PHONE: (302) 684-4766																																										
VERTICAL DATUM	NAVD '88 (NORTH AMERICAN VERTICAL DATUM - 1988)																																										
HORIZONTAL DATUM	NAD 83 (DELAWARE STATE PLANE COORDINATE SYSTEM NAD 1983 - BY GPS)																																										
LOT AREA RATIONALE	GROSS AREA = 3.892 ACRES (100.00%) BUILDING FOOTPRINT AREA = 0.485 ACRE (12.5%) RECREATIONAL BUILDING AREA = 0.014 ACRE (0.4%) IMPERVIOUS AREAS (NOT INCLUDING BUILDINGS) = 1.443 ACRES (37.1%) STORMWATER MANAGEMENT AREAS = 0.289 ACRES (7.4%) OPEN SPACE AREA = 1.661 ACRES (42.7%)																																										
PROJECT DENSITY	NO. OF CONDOMINIUM UNITS = 48 GROSS DENSITY = 12.33 D.U./ACRE MAXIMUM PERMITTED DENSITY = 16 D.U./ACRE																																										
HEIGHT, AREA & SETBACK TABLE	<table border="1"> <tr> <th></th> <th>REQUIRED: R-3</th> <th>PROVIDED</th> </tr> <tr> <td>MAXIMUM PERMITTED DENSITY (D.U./ACRE)</td> <td>16</td> <td>12.33</td> </tr> <tr> <td>ALLOWABLE D.U./BUILDING</td> <td>12</td> <td>12</td> </tr> <tr> <td>MAX. LOT (BUILDING) COVERAGE</td> <td>33,910 (20%)</td> <td>21,120 (12.5%)</td> </tr> <tr> <td>MAX. BUILDING HEIGHT (FT.)</td> <td>35(3 STORIES)</td> <td>35(3 STORIES)</td> </tr> <tr> <td>MINIMUM LOT AREA PER UNIT (S.F.)</td> <td>2,500</td> <td>3,532</td> </tr> <tr> <td>MINIMUM LOT WIDTH (FT.)</td> <td>50</td> <td>53</td> </tr> <tr> <td>MINIMUM REAR YARD (FT.)</td> <td>25</td> <td>25</td> </tr> <tr> <td>MINIMUM FRONT YARD (FT.)</td> <td>N/A</td> <td>30</td> </tr> <tr> <td>MINIMUM SIDE YARD (FT.)</td> <td>N/A</td> <td>15</td> </tr> <tr> <td>MINIMUM REAR YARD (FT.)</td> <td>N/A</td> <td>N/A</td> </tr> <tr> <td>MINIMUM OPEN SPACE</td> <td>19,200</td> <td>44,067</td> </tr> <tr> <td>(@400 S.F. PER DWELLING UNIT)</td> <td>9,600</td> <td>12,584</td> </tr> <tr> <td>MINIMUM RECREATIONAL SPACE (S.F.) (@50% OF REQUIRED OPEN SPACE)</td> <td></td> <td></td> </tr> </table>		REQUIRED: R-3	PROVIDED	MAXIMUM PERMITTED DENSITY (D.U./ACRE)	16	12.33	ALLOWABLE D.U./BUILDING	12	12	MAX. LOT (BUILDING) COVERAGE	33,910 (20%)	21,120 (12.5%)	MAX. BUILDING HEIGHT (FT.)	35(3 STORIES)	35(3 STORIES)	MINIMUM LOT AREA PER UNIT (S.F.)	2,500	3,532	MINIMUM LOT WIDTH (FT.)	50	53	MINIMUM REAR YARD (FT.)	25	25	MINIMUM FRONT YARD (FT.)	N/A	30	MINIMUM SIDE YARD (FT.)	N/A	15	MINIMUM REAR YARD (FT.)	N/A	N/A	MINIMUM OPEN SPACE	19,200	44,067	(@400 S.F. PER DWELLING UNIT)	9,600	12,584	MINIMUM RECREATIONAL SPACE (S.F.) (@50% OF REQUIRED OPEN SPACE)		
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PARKING RATIONALE	48 DWELLINGS @ 2 SPACES PER D.U. = 120 SPACES PARKING PROVIDED (BY THIS PLAN) = 126 SPACES (INCLUDES 6 HC SPACES)																																										



- GENERAL NOTES:**
- ALL CONSTRUCTION AND MATERIALS SHALL BE CONSTRUCTED IN ACCORDANCE WITH THE CITY OF MILFORD STANDARD SPECIFICATIONS FOR INSTALLATION OF UTILITY CONSTRUCTION PROJECTS AND SUBDIVISION PAVEMENT DESIGN, THE STATE OF DELAWARE STATE HIGHWAY DEPARTMENT STANDARD SPECIFICATIONS, DATED AUGUST 2001 AND THE DELAWARE EROSION AND SEDIMENT CONTROL HANDBOOK, LATEST EFFECTIVE DATE.
  - PERIMETER BOUNDARY SURVEY WAS PERFORMED BY MERESTONE CONSULTANTS, INC., DATED 12 JUNE 2006.
  - EXISTING TOPOGRAPHY, SITE FEATURES AND LOCATIONS ARE THE RESULT OF A FIELD SURVEY PERFORMED BY MERESTONE CONSULTANTS, INC., AUGUST 2014.
  - EXISTING UTILITIES, UNLESS OTHERWISE NOTED ON THE PLANS, ARE SHOWN IN ACCORDANCE WITH THE BEST AVAILABLE INFORMATION. IT SHALL BE THE CONTRACTOR'S RESPONSIBILITY TO CONTACT "MISS UTILITY" 1-800-282-8555 (3) THREE DAYS PRIOR TO CONSTRUCTION IN ORDER TO VERIFY AND ALLOW FOR THEIR LOCATION AND DEPTH IN THE FIELD.
  - THE STATE OF DELAWARE CRITICAL AREA MAPS WERE REVIEWED FOR THIS SITE AND NO SOURCE WATER PROTECTION AREAS WERE FOUND TO EXIST.
  - THE STATE OF DELAWARE CRITICAL AREA MAPS WERE REVIEWED FOR THIS SITE AND NO STATE REGULATED WETLAND AREAS WERE FOUND TO EXIST. A WETLAND DELINEATION REPORT, PREPARED BY ENVIRONMENTAL CONSULTING, INC., DATED SEPTEMBER 17, 2015 INDICATES THAT THERE ARE NO STATE OF FEDERALLY REGULATED WETLANDS EXISTING WITHIN THIS SITE AND THEREFORE NO STATE OR FEDERAL WETLAND PERMITS WILL BE REQUIRED.
  - PORTIONS OF THIS SITE ARE LOCATED WITHIN ZONE "AE" WITH A BASE FLOOD ELEVATION DETERMINED TO BE 9.0. SPECIAL FLOOD HAZARD AREAS SUBJECT TO INUNDATION BY THE 1% ANNUAL CHANCE FLOOD AS DESIGNATED ON THE FLOOD INSURANCE RATE MAP NUMBER 10050C0041 K, LAST REVISED MARCH 16, 2015. ALL DEVELOPMENT AND/OR CONSTRUCTION ACTIVITIES WITHIN THE DESIGNATED FLOOD ZONE SHALL BE PERFORMED IN ACCORDANCE WITH THE FLOOD PLAIN STANDARDS AND SPECIFICATIONS SET FORTH BY THE CITY OF MILFORD.
  - ALL FIRE LANES, FIRE HYDRANTS, AND FIRE DEPARTMENT CONNECTIONS SHALL BE MARKED IN ACCORDANCE WITH THE STATE FIRE PREVENTION REGULATIONS.
  - NO SITE PREPARATION, SITE DISTURBANCE, EXCAVATION OR OTHER CONSTRUCTION ACTIVITIES SHALL TAKE PLACE UNTIL THE DEVELOPER HAS RECEIVED THE NECESSARY APPROVALS FROM THE SUSSEX CONSERVATION DISTRICT AND BEEN GRANTED PERMISSION BY THE CITY OF MILFORD.
  - THIS DRAWING DOES NOT INCLUDE NECESSARY COMPONENTS FOR CONSTRUCTION SAFETY. ALL CONSTRUCTION MUST BE DONE IN COMPLIANCE WITH THE OCCUPATIONAL SAFETY AND HEALTH ACT OF 1970 AND ALL RULES AND REGULATIONS THERE TO APPURTENANT.

**MULTI-FAMILY RESIDENTIAL SITE PLAN**  
**R-3 GARDEN APARTMENTS**  
**PROJECT: RIVERWALK VILLAS**  
 PREPARED FOR:  
**MISPILLION STREET PARTNERS, L.L.C.**  
 SITE IN:  
**CITY OF MILFORD \* SUSSEX COUNTY**  
**STATE OF DELAWARE**  
 TAX PARCEL #: 330-7.17-PARCEL 11.00  
 SCALE: 1" = 30'

**CITY ENGINEER APPROVAL**  
 CONSTRUCTION IMPROVEMENTS PLANS HAVE BEEN REVIEWED AND ARE FOUND TO BE IN GENERAL CONFORMANCE WITH THE CITY OF MILFORD CONSTRUCTION STANDARDS AND SPECIFICATIONS FOR WATER, SEWER AND STREETS. THE OWNER AND HIS ENGINEER AND/OR SURVEYOR ASSUME ALL RESPONSIBILITY FOR DESIGN AND ACCURACY OF INFORMATION SHOWN HEREON.

SIGNATURE: ERIK RETZLAFF, P.E. DATE: \_\_\_\_\_

**CITY OF MILFORD APPROVAL**

CITY MANAGER: \_\_\_\_\_ DATE: \_\_\_\_\_

**OWNER/DEVELOPER CERTIFICATION**  
 I, DON A. LOCKWOOD, HEREBY CERTIFY THAT MISPILLION STREET PARTNERS, L.L.C. IS THE LEGAL OWNER OF THE PROPERTY SHOWN ON THIS PLAN, THAT THE PLAN WAS MADE AT ITS DIRECTION, THAT IT ACKNOWLEDGES THE SAME TO BE ITS ACT, AND DESIRES THE PLAN TO BE DEVELOPED IN ACCORDANCE WITH ALL APPLICABLE LAWS AND REGULATIONS.

MISPILLION STREET PARTNERS, L.L.C.  
 C/O DON A. LOCKWOOD  
 26412 BROADKILL ROAD  
 MILTON, DE 19968  
 PHONE: 302-542-0823

DATE: \_\_\_\_\_

**ENGINEER'S CERTIFICATION**  
 I, ROGER A. GROSS, P.E. HEREBY CERTIFY THAT I AM A REGISTERED PROFESSIONAL ENGINEER IN THE STATE OF DELAWARE, AND THAT THE PLAN SHOWN AND DESCRIBED HEREON, CONSISTING OF ONE SHEET, HAS BEEN PREPARED UNDER MY SUPERVISION AND TO THE BEST OF MY KNOWLEDGE AND BELIEF IS TRUE AND CORRECT TO THE ACCURACY REQUIRED BY ACCEPTED STANDARDS AND PRACTICES AND BY THE CITY OF MILFORD ZONING REGULATIONS.

ROGER A. GROSS, P.E. # 7842  
 MERESTONE CONSULTANTS, INC.  
 19633 BLUE BIRD LANE \* SUITE 9  
 REHOBOTH BEACH, DELAWARE 19971  
 PHONE: 302-226-5880

DATE: \_\_\_\_\_

**MERESTONE CONSULTANTS, INC.**  
 ENGINEERS - PLANNERS - SURVEYORS

5215 WEST WOODMILL DRIVE 19633 BLUE BIRD LANE, SUITE 9  
 WILMINGTON, DE 19808 REHOBOTH BEACH, DE 19971  
 PH: 302-992-7900 PH: 302-226-5880  
 FAX: 302-992-7911 FAX: 302-226-5883

10/12/15	PER CITY COMMENTS DATED 9/16/15	R.A.G.
DATE	REVISION	CHKD.

DRAWN BY: R.A.G. DATE: APRIL 27, 2015 SHEET#: SP-2

PLAN #: 20239RA-327471

EXHIBIT 16  
Written Documentation from Supporting Organizations



**Board of Directors**

**Officers**

SaraKate Hammer  
President

Lisa Fitzgerald  
Vice President

Robert G. Starkey  
Treasurer

Patricia Sparks  
Secretary

**Members at Large**

Irvin M. Ambrose  
Richard Carmean  
Brad Dennehy  
Mark Dissinger  
Cheryl Doucette  
Paige Evers  
Walter Hepford

**Executive Director**

Lee Nelson

*DMI is a tax-exempt,  
non-profit organization  
as described in section  
501 c (3) of the IRS  
code for 1984, as  
amended*

To Whom It May Concern,

The Board of Directors of Downtown Milford Inc (DMI) strongly supports the City of Milford's application for Downtown Development District (DDD) Designation.

DMI has actively partnered with the City of Milford since 1995 to help make Milford a destination known for a good quality of life. More recently in 2015, our 200+ volunteers devoted over 6,385 hours of service (equal to 3.1 full time employees) valued at over \$146,000 to make these dreams a reality.

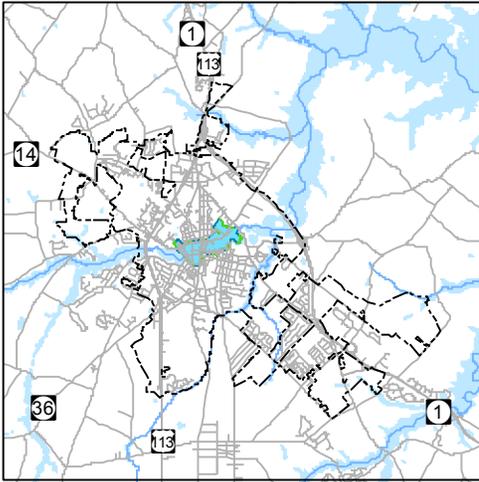
Our future in Downtown Milford is challenging. We need dedicated efforts from both the public and private sectors to generate success. If Milford becomes a DDD, DMI stands ready to partner in all phases of the Downtown Development District. Following the guidelines of the recent Rivertown Rebirth Vision Planning for the Downtown Milford central business district, DMI is committed to the hard work that will need to happen to realize all phases of this exciting economic plan. With designation as a DDD, Milford would have the tools and resources it needs to realize our plans and build the foundation for a successful tomorrow.

DMI is focused on an area of 30 square blocks in historic downtown Milford that overlays the DDD, but our vision is to partner with all Milford entities to make Milford a better place to live, work, play and shop. If the City of Milford becomes a Downtown Development District we will continue our work to make to reach these goals.

Regards,

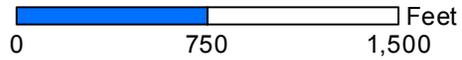
SaraKate Hammer

President, Downtown Milford, Inc.

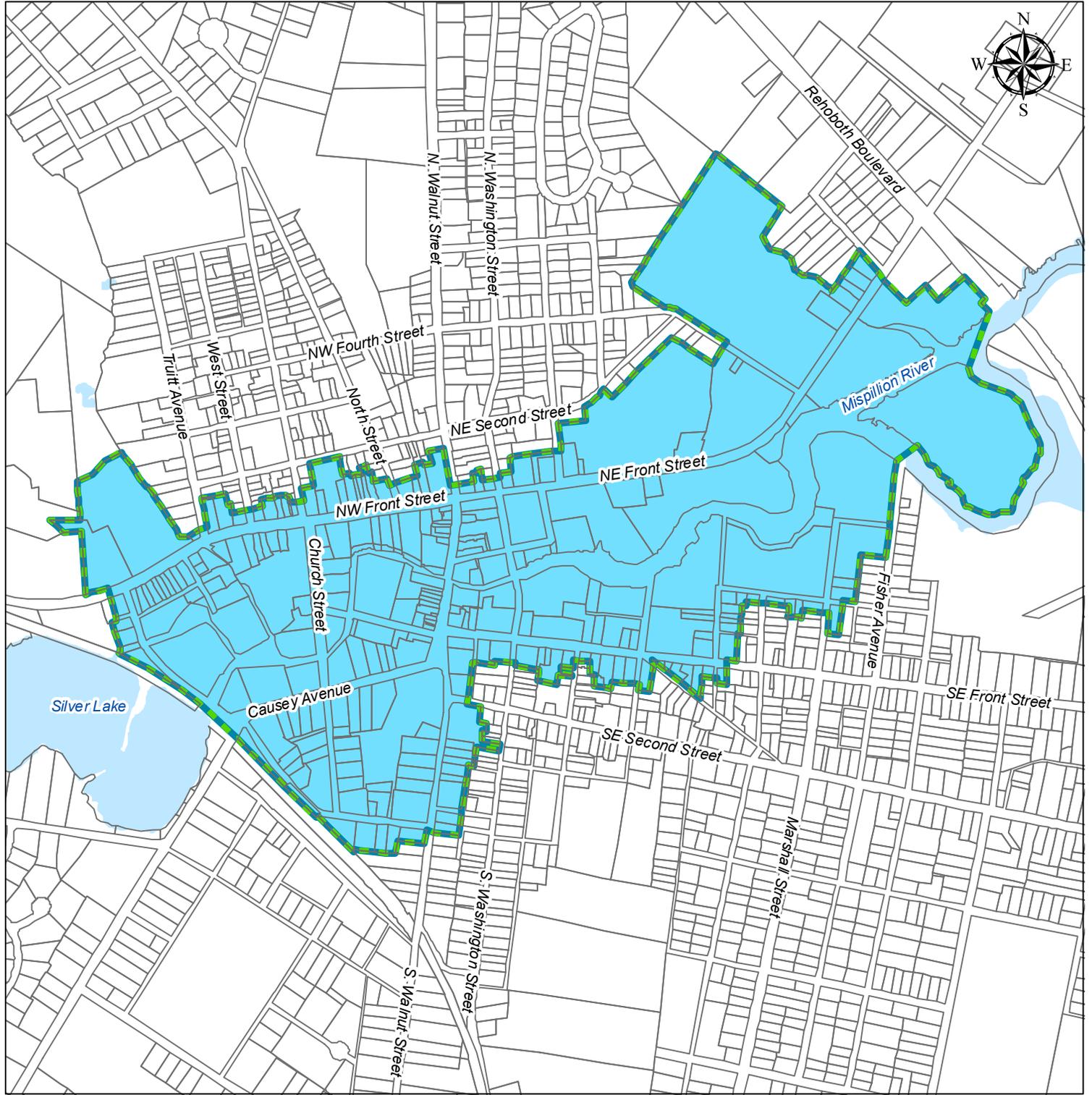


**Exhibit A**

-  Program Area
-  Municipal Boundary



Date: 4/13/2016 User Name: RPierce  
2016 DMI Boundary



## Chamber of Commerce for Greater Milford, Inc.



411 N. Rehoboth Blvd.  
Milford, DE 19963  
Phone: 302-422-3344  
Fax: 302-422-7503  
[www.milfordchamber.com](http://www.milfordchamber.com)  
Email: [milford@milfordchamber.com](mailto:milford@milfordchamber.com) or  
[Jschmeiser@milfordchamber.com](mailto:Jschmeiser@milfordchamber.com)

May 4, 2016

City of Milford Manager  
Eric Norenberg  
201 S. Walnut Street  
Milford, DE 19963

Eric,

As Milford continues to grow, the Chamber of Commerce for Greater Milford Board of Directors, Economic Development Commission, and members of the chamber will continue to support the City of Milford economic development plans.

The chamber believes if the City of Milford is chosen to receive the Downtown Development District Grant it will enable the city to move forward with the improvements needed to continue to attract businesses, residents and visitors to Milford. It is important that we have an active, thriving down town today, and for future generations.

Milford is positioned to move forward with its economic development plan. Therefore, the Downtown Development District Grant is of vital importance for this worthwhile economic development project.

Sincerely,

Terri Favata  
President

Jo Schmeiser  
Executive Director

Dave Hitchens  
Economic Development  
Commission Chairperson

977 East Masten Circle  
Milford, DE 19963



302-422-8255 *phone*  
302-422-8260 *fax*  
[www.milfordhousing.com](http://www.milfordhousing.com)

April 18, 2016

Mr. Eric Norenberg  
City Manager  
Milford City Hall  
201 S. Walnut Street  
Milford, DE 19963

Dear Mr. Norenberg:

Please accept this letter of support for the City of Milford's application to be designated a Downtown Development District (DDD) by the State of Delaware. Milford Housing Development Corporation (MHDC) is supportive of your efforts to achieve this designation, which would provide multiple benefits to the community and its residents.

MHDC has a long, successful history of working together with the City of Milford to provide affordable housing solutions to the people of our community. We have always found the City to be committed and supportive of our mission of providing decent, affordable housing. We are delighted to partner with the City of Milford in much of their work within the city. We encourage and support their efforts as they continue their work of improving the quality of life for city residents, and in particular in providing affordable housing options to those less fortunate.

If I can answer any questions or provide additional information, please do not hesitate to contact me at 302-422-8255, or via email at [dmoore@milfordhousing.com](mailto:dmoore@milfordhousing.com).

Yours in Purpose,

A handwritten signature in black ink that reads 'David W. Moore'. The signature is written in a cursive style with a large, prominent 'D' and 'M'.

David W. Moore  
President/CEO



Terence M. Murphy, FACHE  
President and Chief Executive Officer  
640 S. State Street ~ Dover, DE 19901  
302.744.7000 ~ 302.744.7181 fax

May 12, 2016

Eric Norenberg  
Milford City Manager  
201 S. Walnut Street  
Milford, DE 19963

Dear Mr. Norenberg:

Bayhealth Medical Center, Inc. strongly supports the City of Milford's application for the state's Downtown Development District designation.

As Bayhealth breaks ground on a new health campus in southern Delaware, we remain focused on the redevelopment of our Clarke Avenue facility located within walking distance of downtown Milford.

Bayhealth is proud of its longstanding relationship with the City of Milford. We believe the incentives and benefits offered by the Downtown Designation District program will spur investment and community development. In turn, a vibrant downtown district will assist in Bayhealth's vision to recruit and retain top quality physicians and specialists who will support our community. With improvements made to the downtown area, Bayhealth will be even more attractive to Magnet® designated nurses, fellowship-trained physicians, and families who are seeking quality and compassionate healthcare.

Thus, Bayhealth supports the efforts of the City of Milford as they seek funding to improve the downtown area. A program that can help revitalize our downtown will benefit our patients, employees, and the community at large.

Sincerely,

A handwritten signature in blue ink, appearing to read "Terry Murphy". The signature is stylized and overlaps the text below it.

Terry Murphy, FACHE  
President and Chief Executive Officer

# Milford Development Associates LLC

656 Quince Orchard Road, Suite 720, Gaithersburg, MD 20878  
Tel. (301) 921 8700

May 12, 2016

## **Re: Milford's Application for DDD Grant Designation**

To Whom It May Concern:

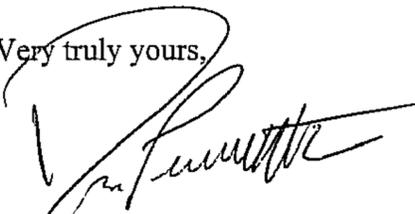
One of Milford Development Associates LLC affiliated companies is currently working in Seaford, Delaware revitalizing several properties designated in its downtown district.

Milford Development Associates LLC has targeted several downtown properties in Milford, Delaware with an initial investment range of \$20,000,000.00 to \$ 30,000,000.00.

We are currently working with Milford city officials to turn this dream into a reality.

Should Milford become a newly designated district in the DDD program, Milford Development Associates LLC will pursue the above opportunities and begin the rebirth for Downtown Milford.

Very truly yours,



David Perlmutter

**Mobious Investments, LLC**  
**PO Box 898**  
**Ocean View, DE 19970**

May 12, 2016

Mr. Rob Pierce  
Planning & Economic Activities Coordinator  
City of Milford  
201 South Walnut Street  
Milford, DE 19963

Dear Rob:

We are encouraged to see that the city of Milford is endeavoring to be adopted into the existing Downtown Development District Act, which would enable businesses in the Milford district to be eligible to apply for DDD grants. Mobious Investments LLC is owner of seven properties located within the planned district. Our properties are located at 10-12 and 11-13 N. Church Avenue, 10 S. Front Street, 13-15 S.W. Front Street, 24 N.W. Front Street, 18 N. Walnut Street and 1 Maple Avenue. Our portfolio within the district comprises of 68,000 square feet of gross leasable commercial and office space.

As you know, the 17,000 square foot Firehouse building located at 11-13 N. Church Avenue has been vacant for nearly four years. We have had several interested tenants over the years, however, the current building requires an extensive renovation to meet our plans to maintain the historical character of the building's façade while upgrading the interior into a modern mixed use community building. The DDD redevelopment incentives would enable us to move forward with our plans to enhance a long vacant historical building.

The DDD's designation would also allow us to coordinate long term re-development plans with the City of Milford that would create a private-public partnership that would help reach the revitalization goals of the City of Milford and the property owners located in Downtown Milford.

Please let me know if there is anything we can do to help this important and necessary initiative that would serve as a much needed jumpstart to the revitalization of Milford.

Regards,



T. Michael Nally  
Member

**EXHIBIT 17**  
**Draft Ordinances and Public Participation**

# CHAPTER 19 – ECONOMIC DEVELOPMENT AND REDEVELOPMENT

## Article I – General Provisions

### § 19-1 Purpose

The City Council has deemed it to be in the best interest of the residents of the City and in furtherance of their health, safety and welfare to promote economic development and redevelopment within the City of Milford. In order to promote development and redevelopment, City Council has determined that incentives in the form of impact fee waivers, fee waivers, and other options should be made available to qualifying persons and businesses.

### §19-2 Definitions

As used in this article, the following terms shall have the meanings indicated:

**DIRECT JOB**-refers to a Full-Time Equivalent Job that is created by the Incentive Beneficiary that did not exist prior to the receipt of notice of eligibility for a Specific Economic Development Incentive Program available under this Chapter. To be considered a Direct Job, there must be an increase in the total number of Full-time Equivalent Jobs employed by the Incentive Beneficiary.

**ELIGIBLE PROJECT**-refers to a project of an Incentive Beneficiary that is approved by the City Manager to receive economic incentives under a Specific Economic Development Incentive Program offered under this chapter.

**FULL-TIME EQUIVALENT JOB**-calculated as total hours worked in jobs created divided by the number of hours in a Full-time Schedule.

**FULL-TIME SCHEDULE**-an average of thirty (30) hours per week, or at least one-hundred and thirty (130) hours in a month.

**INCENTIVE BENEFICIARY**-refers to the person or entity that has applied for and been approved to receive economic incentives made available under this Chapter. Any individual who owns 50% or more of an entity that has been approved for economic incentives under this Chapter shall also be identified as an Incentive Beneficiary.

**INCENTIVIZED PROJECT**-refers to the specific project identified in the application submitted by the Incentive Beneficiary for receipt of economic incentives under this Chapter.

**INDIRECT JOB**-refers to a job that is created by a person or entity who is not an Incentive Beneficiary but has created an indirect job as a result of an economic incentives offered to an Incentive Beneficiary under this Chapter.

**INSTALLMENT LAND CONTRACT**-refers to a real estate contract between the City and the Incentive Beneficiary whereby the City agrees to sell to the Incentive Beneficiary city-owned property for an agreed

upon price that is to be paid by the Incentive Beneficiary through monthly, quarterly or annual installments. The City shall retain title to the real property until the full purchase price is paid by the Incentive Beneficiary.

**OWNER OCCUPIED** – refers to a residential property that is owned and occupied by the same persons.

**PART-TIME JOB**-refers to a job for which an employee averages less than thirty (30) hours per week on a regular basis.

**SPECIFIC ECONOMIC DEVELOPMENT INCENTIVE PROGRAM (SEDIP)**-refers to any incentive program under Article III that City Council has ordained to be made available to qualifying applicants. Each program may incorporate any of the economic incentives identified under Article II, subject to any unique terms and conditions as City Council may deem appropriate.

**TAX ABATEMENT** – refers to the waiver or reduction of City of Milford property taxes.

#### §19-3 Administration

The City Manager and his or her staff shall develop the administrative procedures necessary to implement any SEDIP available under this Chapter 19. The City Manager or such person as he or she may designate shall promulgate reasonable standards to be used in determining whether an applicant is eligible for economic incentives under the particular SEDIP being applied for in accordance with Article II and the specific terms and conditions of the SEDIP. The City Manager or his or her designee shall be responsible for auditing the Incentive Beneficiary as required. Revocation of eligibility shall be determined by the City Manager.

#### §19-4 Appeals

Any applicant denied eligibility or who is subject to revocation of eligibility may appeal the decision to the City Council within 30 days from the receipt of notice of denial or revocation of eligibility. The appeal shall be made by filing a written request with the City Clerk.

#### §19-5 Miscellaneous

**Severability:** Should any section or provision of this Chapter be declared void, illegal or otherwise invalid by a Court of competent jurisdiction such decision shall not affect the validity of any other provisions of this chapter not otherwise declared invalid or inapplicable.

### **Article II - Economic Development Programs**

#### §19-6 Incentive Options

The following are a list of the incentive options that may be made available for any SEDIP offered under Article III of this Chapter, subject to any specific conditions or restrictions as may be identified in the specific program:

- A. **Impact Fee Waiver or Reduction:** A SEDIP may offer qualifying Incentive Beneficiaries a waiver or reduction from any City assessed water, sewer or electric impact fees to the extent provided for under the SEDIP.

B. Permit and Fee Waiver or Reduction: A SEDIP may offer qualifying Incentive Beneficiaries a waiver or reduction from any of the following permits or fees:

- (1) Building permit fee
- (2) Water service connection fee
- (3) Sewer inspection fee
- (4) Electric service connection fee
- (5) Fees associated with any preliminary or final site plan review
- (6) Other fees associated with professional services provided by the City as it pertains to planning, engineering and legal review.
- (7) **Business License**

C. Fees that cannot be waived: Any fees or taxes assessed by the State, County or School District and special fees payable for fire or public safety protection cannot be waived and must be paid by the Incentive Beneficiary to maintain eligibility under the Chapter.

D. Installment Land Contract: When applicable, a SEDIP may permit the City Manager, on behalf of the City, to enter into a real estate contract between the City and the Incentive Beneficiary in which the City provides financing to the Incentive Beneficiary, and whereby the Incentive Beneficiary purchases the property through monthly, quarterly or yearly installments. The City shall remain the title owner of the property until full payment is received.

E. **Tax Abatements: A SEDIP may offer full or partial tax abatements on City of Milford property taxes for a specified period of time.**

#### §19-7 Eligibility

A. Eligibility for participation in any SEDIP shall be determined by the City Manager according to the specific provisions and requirements of the SEDIP being applied for.

B. An otherwise eligible applicant shall be ineligible for any SEDIP if:

- (1) An application for a building permit for the project was filed prior to the effective date of this Chapter; or
- (2) The Incentive Beneficiary is delinquent on any taxes, assessments, sewer, water, electric, trash charges and any other fees due to the City of Milford for any property owned or leased by the Incentive Beneficiary; or
- (3) The Incentive Beneficiary has previously had its eligibility revoked for any SEDIP offered under this Chapter.

C. Revocation of Eligibility. If the Incentive Beneficiary is in default of any of the terms and conditions required under this Chapter, including any requirements specific to the SEDIP or an Installment Land Contract, the City Manager shall provide a written notice of default to the Incentive Beneficiary. In the event the default is not substantially cured within fifteen (15) days, the City Manager shall immediately revoke the Incentive Beneficiary's eligibility and assess the Incentive Beneficiary the full cost of all impact and permit fees that were reduced or waived.

## Article III – Specific Economic Development Incentive Programs

An applicant for economic incentives under this Chapter must apply for and meet the conditions of one of the SEDIP programs available under this Article III.

### §19-8 Greater Milford Business Complex Incentive Program

#### A. Eligibility

Eligible Projects shall include any new construction on city-owned, undeveloped land within the Greater Milford Business Complex. Eligibility shall be based on the creation of full-time equivalent jobs as outlined in Table 1 under this Section. The Incentive Beneficiary shall enter into an agreement with the City of Milford to ensure the eligibility criteria are met and maintained.

#### B. Target Area – Greater Milford Business Complex

The Greater Milford Business Complex refers to the business park created by the City of Milford, as located on the south side of Airport Road in Milford, Kent County, Delaware, as further depicted in a Revised Record Plan of record in the Recorder of Deeds in and for Kent County, Delaware under Plot Book 68, Page 44.

#### C. Development Incentives

##### (1) Impact Fee Waivers

- a) Incentive Beneficiaries may qualify to select a waiver of any of the following impact fees according to the tiers provided in Table 1 below: Water, Sewer or Electric.
- b) The City will audit the Incentive Beneficiary three (3) years after the issuance of the first certificate of occupancy to verify the job creation levels are achieved. If the required Full-Time Equivalent Job levels are not met or maintained, the Incentive Beneficiary is responsible for payment of all fees and costs not otherwise waived or reduced under this program, including any fees and costs assessed by Kent County or other governmental agencies.

##### (2) Permit and Other Fee Waivers

- a) The City will provide a one-time reduction of all permits and fees identified under §19-6(b) in accordance with Table 1 below.
- b) The City will audit the Incentive Beneficiary three (3) years after the issuance of the first certificate of occupancy to verify the job creation levels are achieved. If the required Full-Time Equivalent Job levels are not met, the Incentive Beneficiary is responsible for payment of any waived or reduced fees.
- c) The Incentive Beneficiary is responsible for obtaining all required local, State, County, and Federal permits and approvals as may be required to complete the project.
- d) The Incentive Beneficiary shall be responsible for the Carlisle Enhancement Fee as outlined in the City of Milford Code.

(3) Installment Land Contract

- a) The Incentive Beneficiary may apply to purchase the City owned property through an installment land contract at a price and upon such terms and conditions as may be determined by the City Manager. The acceptance of the contract is subject to the express approval of City Council, which approval may be withheld in its complete discretion.
- b) The City will audit the Incentive Beneficiary annually to verify that the Incentive Beneficiary has created and maintained the required number of Full-Time Equivalent Jobs as identified in the installment land contract. Audits shall begin thirty-six (36) months from the date of contract signing and continue until full payment is made to the City. If the Full-Time Equivalent Job level averages below the required number for a period of three (3) consecutive years, excluding the first three years, the City Manager may determine that the Incentive Beneficiary is in default and provide notice as required.
- c) In the event the default is not cured, in addition to such other remedies as may be available, the Incentive Beneficiary shall be required to choose between the following two options:
  - i. Surrender all improvements and the property to the City; or
  - ii. Pay the entire remaining principal balance to the City within 45 days following the date the default notice was issued.

D. Greater Milford Business Complex Economic Incentive Program Tier Incentives

Tier	Full-time Equivalent Jobs Created	Impact Fee Waivers	Waiver of Permits & Other Fees
1	5-9	1	20%
2	10-14	2	40%
3	15-19	3	60%
4	20-24	4	80%
5	25-29	5	All
6	30+	All	All

**§19-9. – Downtown Development District Incentive Program**

**A. Eligibility**

- (1) Eligible Projects shall include any new residential or commercial construction, redevelopment, or expansion within the Downtown Development District and meet the following criteria:
  - a) Is located within the target area; and
  - b) The fair market value of the materials to be used and the labor to be performed on the project exceeds the sum of \$15,000; and
  - c) Is for commercial, office or a residential use; and
  - d) Conforms to the intent of this ordinance.
- (2) In order for a residential use to be an eligible project, the object of the construction or renovation must be a dwelling unit as defined in the City of Milford zoning ordinance. Construction or renovation of an

accessory building as defined in the City of Milford zoning ordinance shall not be eligible for development incentives.

## **B. Target Area – Downtown Development District**

The Downtown Development District refers to the area defined by Resolution/Ordinance of City Council. A copy of the district map shall be on file at City Hall, 201 S. Walnut Street, Milford, Delaware.

## **C. Development Incentives**

### **(1) Impact Fee Waivers**

- a) Incentive Beneficiaries may qualify for a full waiver of impact fees.

### **(2) Permit and Other Fee Waivers**

- a) The City will provide a one-time waiver of permits and fees identified under §19-6(b)(1), (5) and (6) for all eligible projects.
- b) The City will provide a waiver of the business license fee for new businesses for three (3) years.
- c) The Incentive Beneficiary is responsible for obtaining all required local, State, County, and Federal permits and approvals as may be required to complete the project.
- d) The Incentive Beneficiary shall be responsible for the Carlisle Enhancement Fee as outlined in the City of Milford Code.

### **(3) Installment Land Contract**

- a) The Incentive Beneficiary may apply to purchase City owned property through an installment land contract at a price and upon such terms and conditions as may be determined by the City Manager. The acceptance of the contract is subject to the express approval of City Council, which approval may be withheld in its complete discretion.
- b) In the event the conditions outlined in the contract are not met, the City Manager may determine that the Incentive Beneficiary is in default and provide notice as required.
- c) In the event the default is not cured, in addition to such other remedies as may be available, the Incentive Beneficiary shall be required to choose between the following two options;
  - i. Surrender all improvements and the property to the City; or
  - ii. Pay the entire remaining principal balance to the City within 45 days following the date the default notice was issued.

### **(4) Abatement of Property Taxes**

- a) Incentive Beneficiaries may qualify to receive City of Milford property tax abatements for a period not to exceed ten (10) years. The abatement period shall commence from the date of final certificate of occupancy.
- b) Rehabilitation Projects
  - i. If the incentive beneficiary improves the assessed value, as determined by the City Tax Assessor, by more than 50% of the original assessed value, the incentive beneficiary may receive a full abatement of City property taxes for up to ten (10) years.
  - ii. If the incentive beneficiary improves the assessed value, as determined by the City tax assessor, by less than 50% of the original assessed value, the incentive beneficiary

may receive a partial abatement of City property taxes on the value of the improvements for up to ten (10) years.

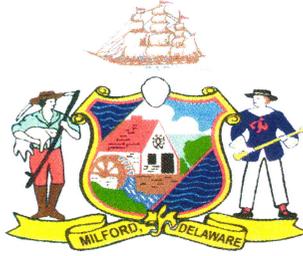
- c) New residential or commercial construction may receive a full tax abatement for up to five (5) years.
- d) Properties converted from rental units to owner occupied housing may receive a full tax abatement for up to ten (10) years, subject to continued occupancy by the property owner.

(5) Realty Transfer Tax Waiver

- a) There shall be no realty transfer tax imposed on those transfers where the buyer qualifies as a first-time homebuyer. See Chapter § 178-2(D).

DRAFT

# City of Milford



## CITY COUNCIL AGENDA

May 23, 2016 - 7:00 P.M.

Joseph Ronnie Rogers Council Chambers  
Milford City Hall  
201 South Walnut Street  
Milford, Delaware

## PUBLIC HEARING

ORDINANCE 2016-03

Code of the City of Milford Part II-General Legislation  
Chapter 230-Zoning Code Article I-General Provisions  
§230-4 - Definitions and Word Usage  
Adoption/Ordinance 2016-03

ORDINANCE 2016-07

Adoption/Ordinance 2016-07/Parks & Recreation/Extends Sunday Park Hours

## COUNCIL MEETING

Call to Order - Mayor Bryan Shupe

Invocation

Pledge of Allegiance

Recognition

Proclamation 2016-04/American Cancer Society/Relay for Life/Paint the Town Purple Day

Communications & Correspondence

Unfinished Business

Appointment/Reappointment of Workforce Development Commissioners

Appointment/City of Milford Planning Commissioner

Appointment/City of Milford Appeal Board

DDD Presentation/Planning Coordinator Rob Pierce

Adoption/Resolution 2016-08/Authorization to Submit DDD Application

New Business

Bid Award/DBF/Truitt Avenue and Washington Street Utility Repair Project\*

Chapter 77 Waiver/Chamber of Commerce for Greater Milford/Alcohol Waiver/Red, White & Brew 5K\*\*\*

FY 2015-16 Budget Adjustment/Council Expense/International Association of Chiefs of Police Conference Expenses/Councilman Morrow & Councilman Burk

FY 2015-16 Budget Adjustment/Council Expense/Laptop Replacement

Recess into Executive Session\*\*

{Pursuant to 29 Del. C. §10004(b)(4)} (Collective Bargaining Update)

{Pursuant to 29 Del. C. §10004(b)(2)} (Purchase and Sale of Land)\*\*\*\*

{Pursuant to 29 Del. C. §10004(b)(2)} (Purchase of Land)\*\*\*\*

Return to Open Session

Teamsters Local 326 Agreement

Purchase & Sale of City Property\*\*\*\*

Confirmation/Funding Source/Previously Approved Land Purchase\*\*\*\*

Adjourn

This agenda shall be subject to change to include additional items including executive sessions or the deletion of items including executive sessions which arise at the time of the public body's meeting.

SUPPORTING DOCUMENTS MUST BE SUBMITTED TO THE CITY CLERK IN ELECTRONIC FORMAT NO LATER THAN ONE WEEK PRIOR TO MEETING; NO PAPER DOCUMENTS WILL BE ACCEPTED OR DISTRIBUTED AFTER PACKET HAS BEEN POSTED ON THE CITY OF MILFORD WEBSITE.

031516 033116 051216 \*051716 Late Addition (Info Rec'd this Date) \*\*051816 Late Addition Request of City Manager  
\*\*\*051816 Late Addition by City Clerk (Event Date) \*\*\*\*051916 Late Addition by City Manager

# City of Milford



## *City Council Committee Meeting Agenda*

**Committee Meeting**

**May 17, 2016**

*Joseph Ronnie Rogers Council Chambers, Milford City Hall  
201 South Walnut Street, Milford, Delaware*

### COMMUNITY AFFAIRS COMMITTEE

5:30 p.m.

Call to Order - Chairwoman Lisa Ingram Peel

Zoning Code Amendment—Mixed use zoning designation(s) specifically for mixed use development in commercial district(s) to allow some flexibility related to setbacks, parking, and building height, while providing higher densities for mixed use development.

Adjourn

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# City of Milford



## **CITY COUNCIL AGENDA**

**May 9, 2016 - 7:00 P.M.**

Joseph Ronnie Rogers Council Chambers  
Milford City Hall  
201 South Walnut Street  
Milford, Delaware

### **COUNCIL MEETING**

Call to Order - Mayor Bryan Shupe

Invocation

Pledge of Allegiance

Approval of Previous Minutes

Recognition

MPD Recognition/Chief Kenneth Brown

Monthly Police Report

City Manager Report

Committee & Ward Reports

Communications & Correspondence

Unfinished Business

City Council Committee Considerations

Appointment/Reappointment of Workforce Development Commissioners

Appointment/City of Milford Planning Commissioner

Appointment/City of Milford Appeal Board

Application Presentation/Downtown Development District

New Business

Introduction/Ordinance 2016-03/Code of the City of Milford Part II-General Legislation  
Chapter 230-Zoning Article I-General Provisions §230-4-Definitions and Word Usage

Introduction/Ordinance 2016-07/Parks & Recreation/Extends Sunday Park Hours\*

Monthly Finance Report

Executive Session\*

Recess into Executive Session

{Pursuant to 29 Del. C. §10004(b)(9)} (Worker Compensation Matter)

Return to Open Session

Authorization/Extension of Benefits

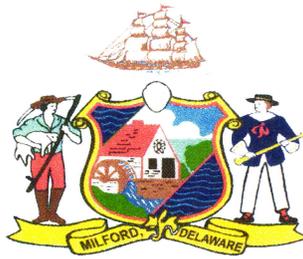
Adjourn

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031416 042316 042516 050216 \*050516 Late Additions: Accommodates DMI Brewgrass Festival Hour; Executive Session Requested by City HR Manager

# City of Milford



## CITY COUNCIL AGENDA

April 25, 2016 - 7:00 P.M.

Joseph Ronnie Rogers Council Chambers  
Milford City Hall  
201 South Walnut Street  
Milford, Delaware

## COUNCIL MEETING

Call to Order - Mayor Bryan Shupe

Invocation

Pledge of Allegiance

Recognition

MPD Recognition/Chief Kenneth Brown

Communications & Correspondence

Downtown Development District Application Status\*

Unfinished Business

Adoption/Ordinance 2016-04/Chapter 174-Property Maintenance Code Amendment

Adoption/Ordinance 2016-05/Chapter 88-Building Construction/Article III-Board of Appeals Amendment

New Business

Adoption/Resolution 2016-07/Property Tax Penalty Forgiveness Program

Delaware Solid Waste Authority/Discount Disposal Fee Agreement\*

City Council/Email Use Policy\*

Adjourn

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031516 033116 041816 \*042016 Late Addition by City Manager

# City of Milford



## CITY COUNCIL AGENDA

April 11, 2016 - 7:00 P.M.

Joseph Ronnie Rogers Council Chambers  
Milford City Hall  
201 South Walnut Street  
Milford, Delaware

### COUNCIL MEETING

Call to Order - Mayor Bryan Shupe

Invocation

Pledge of Allegiance

Approval of Previous Minutes

Recognition

Introduction/Chief Kenneth Brown/Milford Police Department Officers

Monthly Police Report

City Manager Report

Committee & Ward Reports

Communications & Correspondence

Unfinished Business

Authorize/Letter of Intent/AMP Smart Meter Project

Introduction/Ordinance 2016-04/Chapter 174-Property Maintenance Code Amendment\*

Introduction/Ordinance 2016-05/Chapter 88-Building Construction/Article III-Board of Appeals Amendment\*

New Business

Comprehensive Plan Update Process/City Planner Rob Pierce

Downtown Development District Process/City Planner Rob Pierce

City of Milford 2016 Annual Election:

Certification/2016 Voter Registration Log

Confirmation/Appointment/City of Milford Election Board

Confirmation/Appointment/Election Workers

Monthly Finance Report

Adjourn

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030116 032816 040416 \*040516 Late Addition by City Planner

# City of Milford



## *City Council Committee Meeting Agenda*

**Committee Meeting**

**April 11, 2016**

*Joseph Ronnie Rogers Council Chambers, Milford City Hall  
201 South Walnut Street, Milford, Delaware*

### **ECONOMIC DEVELOPMENT COMMITTEE 6:00 p.m.**

Call to Order - Chairman Garrett Grier

Downtown Development District Project

Incentive Program

Adjourn

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040416

# City of Milford



## **CITY COUNCIL AGENDA**

**February 8, 2016 - 7:00 P.M.**

Joseph Ronnie Rogers Council Chambers  
Milford City Hall  
201 South Walnut Street  
Milford, Delaware

### **COUNCIL MEETING**

Call to Order - Mayor Bryan Shupe

Invocation

Pledge of Allegiance

Approval of Previous Minutes

Recognition

Carlisle Volunteer Fire Company/Check Presentation

Milford Police Department/Introductions & Commendation

Proclamation 2016-01/Black History Month\*

Monthly Police Report

City Manager Report

Committee & Ward Reports

Communications & Correspondence

Unfinished Business

Planning Commission Vacancy

Downtown Master Plan/Rivertown Rebirth Update/Muldrow and Associates\*

New Business

Bid Approval/138kV Dead End Structure, Switch & Accessories/Electric Department

Monthly Finance Report

Recess into Executive Session\* {Pursuant to 29 Del. C. §10004(b)(4)} (Collective Bargaining Update)  
Teamsters Local 326 Contract

Collective Bargaining Matter

Adjourn

This agenda shall be subject to change to include additional items including executive sessions or the deletion of items including executive sessions which arise at the time of the public body's meeting.

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011215 012016 012216 012616 \*020416 Late Addition by City Manager

MILFORD CITY COUNCIL  
MINUTES OF MEETING  
February 8, 2016

A Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall on Monday, February 8, 2016.

PRESIDING: Mayor Bryan Shupe

COUNCIL MEMBERS  
IN ATTENDANCE: Councilpersons Garrett Grier III, Lisa Peel, James Burk, Owen Brooks Jr.,  
Douglas Morrow and James Starling Sr.

City Manager Eric Norenberg, Police Chief Kenneth Brown and  
City Clerk/Recorder Terri Hudson

COUNSEL: City Solicitor David Rutt, Esquire

CALL TO ORDER

Mayor Shupe called the Council Meeting to order at 7:02 p.m.

INVOCATION AND PLEDGE

The Pledge of Allegiance followed the invocation given by Councilman Starling.

APPROVAL OF PREVIOUS MINUTES

Motion to approve the January 5, 11 and 25, 2016 Committee and Council Meeting minutes made by Mr. Brooks, seconded by Mr. Morrow. Motion carried.

RECOGNITION

*Carlisle Volunteer Fire Company/Check Presentation*

Mayor Shupe presented Carlisle Fire Chief Duane Fox with a check for its annual allotment of \$140,000 from the city.

*Milford Police Department/Introductions & Commendations*

Chief Brown introduced his staff to council, the majority of whom were recently promoted. He advised that Captain Gary Bailey has been with the department for approximately 27 years and will be his second in command; Lieutenant Edward Huey, also a 27-year veteran, is the primary IT person and fleet services manager; Lieutenant Rick Jefferson, who oversees the criminal and communications division in addition to training, has been with the department the same amount of time. Lieutenant David Wells, a 19-year veteran, oversees the entire patrol division.

Chief Brown then introduced Officers Brandon Dodd and Officer Miles Kosiorowski. He noted that these two officers are totally on board with the chief's vision of enhanced community policing and exhibited that by assisting one of our seniors. They were patrolling Hearthstone Manor the Sunday following the recent snowstorm and observed a female starting to shovel her driveway. Concerned, they asked why she needed to shovel her driveway and she informed them she had to go to a doctor's appointment the following day. These two officers then exited their patrol vehicles and proceeded to shovel her driveway.

Mayor Shupe and Chief Brown then presented the officers with a Certificate of Recognition for an act above and beyond by aiding an elderly Milford resident on January 24, 2016.

Mayor Shupe thanked Chief Brown for keeping with his commitment to community services. He added that they also

had an officer come into his business to notify them of a situation and appreciates the personal interaction by these officers.

He then thanked all the officers in attendance for their services to our residents and businesses..

*Proclamation 2016-01/Black History Month*

Mayor Shupe read the following proclamation into record:

*WHEREAS, Black History Month was first celebrated in February 1976 by the Association for the Study of African American Life and History (ASALH); and*

*WHEREAS, the Association continues to support the study of African American History in homes, schools, churches, organizations, businesses, and government; and while it believes that Black history, like American history, should be studied 365 days a year, it continues to view February as the critical month for pursuing this mission; and*

*WHEREAS, the Association continues to support the study of African American history in homes, schools, churches, organizations, businesses, and government; and while it believes that Black history, like American history, should be studied 365 days a year, it continues to view February as the critical month for pursuing this mission; and*

*WHEREAS, the history of African Americans unfolds across the canvass of America, beginning before the arrival of the Mayflower and continuing to the present. From port cities where Africans disembarked from slave ships to the battle fields where their descendants fought for freedom, from the colleges and universities where they pursued education to places where they created communities during centuries of migration, the imprint of Americans of African descent is deeply embedded in the narrative of the American past. These sites prompt us to remember and over time became hallowed grounds; and*

*WHEREAS, the Association has made "Hallowed Grounds: Sites of African American Memories" the Black History theme for the month-long celebration in 2016 to bring attention to the centennial celebration of the National Park Service and the more than twenty-five sites and the Underground Railroad Network to Freedom that are part of America's hallowed grounds, including the home of the father of black history, Dr. Carter G. Woodson; and*

*WHEREAS, Milford is the home of the Milford Eleven, a special group who gained national attention as the first African American students to attend a previously all-white Milford School in 1954. Though only in the Milford School District for 28 days, their impact was far reaching as they proudly paved the way for future generations.*

*NOW, THEREFORE, I, Bryan W. Shupe, Mayor of the City of Milford, Delaware, on behalf of Milford City Council, proclaim the month of February 2016 as BLACK HISTORY MONTH and urge all citizens of Milford to participate in the appropriate programs and activities of our schools, churches, museum, library, and other organizations that recognize and honor the significant contributions Americans of African heritage have made to the City of Milford, the State of Delaware, to the Nation and throughout the World.*

MONTHLY POLICE REPORT

Mr. Morrow presented the monthly report on behalf of Chief Brown. He moved to accept the January report, seconded by Mr. Burk. Motion carried.

CITY MANAGER REPORT

Mr. Norenberg referenced the departmental reports in the packet.

The city manager then discussed a few vehicles that are many years out of date. He informed council that a process is needed for disposal of such items and he will be working on that. He will follow up with council via an e-mail within

two weeks.

He will need to speak with the city solicitor about including a defined process in the codified ordinances. Because council approves vehicle purchases, he feels they should be informed when a vehicle is being disposed of as well.

Mr. Norenberg also noted that the process of easement approvals for the Bayhealth Campus is underway.

A draft agreement has been submitted to the Milford Aquarium director which is under review by their board. Once approved by their board, the city will provide the funding previously approved by city council.

A few weeks ago, council established a charter review committee. Some internal review has been done and he will consult with the city solicitor when the items will be presented at the charter review committee.

He anticipates the first charter review committee meeting will be held the end of the month.

Motion made by Mr. Grier and seconded by Mr. Starling to accept the city manager report. Motion carried.

#### COMMITTEE & WARD REPORTS

No reports provided.

#### COMMUNICATIONS & CORRESPONDENCE

Included in packet.

#### UNFINISHED BUSINESS

##### *Planning Commission Vacancy*

Mr. Norenberg has only heard of one potential candidate. She will meet with the city planner to learn more about the position. He anticipates an application will be submitted for review and a possible appointment made at the next council meeting.

##### *Downtown Master Plan/Rivertown Rebirth Update/Muldrow and Associates*

Ben Muldrow of Muldrow and Associates referred to the strategy board (attached) summary. He explained that a one hundred page report was reduced to a one page implementation plan. It breaks out the first year goals to accomplish in year 2016-2017, followed by years 2018-2019, then 2020 and beyond.

Three major categories were created--"Engage the River", "Create a Destination" and "Enhance Connections".

Mr. Muldrow explained there are seven primary partners in the implementation of this process. They include the City of Milford, Chamber of Commerce, Downtown Milford, Parks and Recreation, private sector, Downtown Development Corporation and Milford Police Department.

Mr. Muldrow then discussed the first year of implementation. One of the first things they are excited about is the idea of the Vinyard Village Micro Retail Space that will provide additional retail density along the river.

They are also recommending an annual river race to connect with the river. A meeting will be held to discuss that second year event which will be sponsored by DMI and Parks and Recreation during the Bug and Bug Festival on April 23rd.

The third idea is to create a new event to highlight the river. Create another strategic event during a different time during

the year that may engage in the water in a different way.

The fourth recommendation is to position Milford as a gateway to the bayshore.

— Mr. Muldrow explained that DNREC recently launched the region in the eastern part of the state known as the Delaware Bayshore; Milford plays an opportunity to serve as a gateway. With that, Milford may be able to tap into state level support.

In the second category “Create a Destination”, DMI needs to engage our business community to create an ‘extended hour campaign’. This will be a targeted campaign focused on getting our downtown stores to stay open longer. He feels this is a long process and most likely a three-year plan will be needed to complete an extended hour campaign. During the first year, the goal is to add one night a month. In year two, migrate to one night a week. By the third year, move into an extended weekend.

We also want to attract one new restaurant into the downtown district and they would like the city to lead that charge. In addition, attract three new businesses in a net gain. What has been occurring in downtown is an overall churn and instead an overall net gain can be accomplished.

Milford Skating Center and Lou’s Bootery building enhancements were recommended and both have owners who are amenable.

Mr. Muldrow noted that public safety is a perception issue and there are actual safety issues versus the perception of safety. We want to take advantages of the recent leadership changes to reinvigorate the sense of safety downtown.

They want DMI organization to go out and target a co-working space. This is a space in downtown that provides an office space for professionals to share.

— One of the major items is a public restroom and an ATM in the downtown. Some funding mechanisms are possible where the city can partner with a local bank and install an ATM; the revenue transactions can then actually fund the upkeep of the bathrooms.

Mr. Muldrow then reviewed the “Enhance the Connections” category. He urged the city to create a Downtown Development Corporation which would be a 501(c)(3) nonprofit organization that would be used as a partner in this community. It can help leverage property, help make real estate transactions and make deals work where it may not as a city. This would be a volunteer board made up by representatives of downtown property owners, city council and DMI board members.

The Downtown Entrepreneur Group is something that DMI has already done. They are planning a second meeting later this month at which time they will be learning about the downtown plan.

He also feels that now is a time to re-engage with the community by reconnecting with the downtown merchants and recent changes in some of the downtown businesses. Ongoing rivertown rebirth updates to the community and a biannual rebirth review are suggested, such as a leadership summit among these partner groups.

The Chamber of Commerce recently kicked off an economic development effort and there is a need to keep a focus on downtown.

Parks and Recreation will provide some public beautification by adding overhead decorative lighting on Park Avenue.

— Mr. Muldrow pointed out the next step involves Mayor Shupe and Mr. Muldrow planning the first Rivertown Rebirth review.

The consultant stated that every six months, this group will review the summary page. They will grade each point; at

that time, they will re-evaluate why they accomplished what they did and any reasons why they did not. That will establish appropriate goals moving forward.

This document will become a living document and at each meeting, it will be updated and will continue to grow and change.

Mayor Shupe noted that several residents and business owners have been instrumental in getting this started. He said there have been many questions about when this will get started and concluded by stating that time is very close. He looks forward to using the strengths and abilities of our residents and business owners in seeing this come to fruition.

#### NEW BUSINESS

##### *Bid Approval/138kV Dead End Structure, Switch & Accessories/Electric Department*

PE Alan Cobb of Progressive Engineering, Charlotte, North Carolina, oversaw this process and submitted the following recommendation:

Sealed bids were received, publicly opened and read on January 14, 2016 for furnishing the referenced equipment to be installed in your 138 kV Delivery #1. As shown by the enclosed tabulation of bids received, Substation Enterprises, Inc. offered the most attractive proposal in the amount of \$45,426.00. We have reviewed the proposal and believe it to be in compliance with the requirements of the specifications and therefore recommend this proposal for acceptance.

City Manager Norenberg said this project was budgeted and will modernize some of the equipment that will increase safety and prevent future outages. It will also increase the safety of our employees as they open and close these switches.

Mr. Brooks moved to award the bid, in the amount of \$45,426.00, to Substation Enterprises, Incorporated, seconded by Mr. Starling. Motion carried.

#### MONTHLY FINANCE REPORT

Through the sixth month of Fiscal Year 2015-2016 with 50% of the fiscal year having passed, 55% of revenues have been received and 46% of the operating budget expended.

Mr. Grier moved to accept the December 2015 Finance Report, seconded by Mr. Brooks. Motion carried.

#### EXECUTIVE SESSION

Mr. Grier moved to go into Executive Session reference below reason, seconded by Mr. Morrow:

Pursuant to 29 Del. C. §10004(b)(4), Collective Bargaining Update/Teamsters Local 326

Motion carried.

Mayor Shupe recessed the Council Meeting at 7:28 p.m. for the purposes as are permitted by the Delaware Freedom of Information Act.

##### *Return to Open Session*

City Council resumed their regular session at 8:00 p.m.

*Collective Bargaining Update/Teamsters Local 326*

Mr. Rutt stated that the motion will be to authorize the city manager, police chief and negotiating team to negotiate within the perimeters discussed in Executive Session.

Ms. Peel moved to adopt the motion as stated, seconded by Mr. Grier. Motion carried.

ADJOURN

Mr. Brooks moved to adjourn the meeting, seconded by Mr. Morrow. Motion carried.

The Council Meeting adjourned at 8:01 p.m.

Respectfully submitted,

A handwritten signature in black ink that reads "Terri K. Hudson". The signature is written in a cursive style with a large initial "T" and "H".

Terri K. Hudson, MMC  
City Clerk/Recorder

Attachment:  
Rivertown Rebirth Strategy Implementation Plan

A Plan for Downtown Milford...to make Milford known as a dynamic place to do business; a successful, lively and historic rivertown capturing all of the best of creativity and vibrancy, a community loved by its citizens, attractive to businesses, and a destination for people who want to relax.



**STRATEGIES**

**2016-17**

**2018-19**

**2020 & Beyond**

**Vision**

## Engage the River

Milford will become Delmarva's premier rivertown, for a place to stroll, shop and dine along the river, along with being a perfect place to get on the water.

- Vinyard Village Microretail
- Hold River Race to expose region to river
- Create a New Event to Highlight River
- Position Milford as Gateway to Bayshore

- Splash Pad
- Fire House Reuse
- Amphitheater / Festival Space
- Destination Riverfront Restaurant

- RiverPlace Mixed Use
- River Bend Mixed-Use
- God's Way Property

Milford is the region's premier rivertown, and the Mispillion is know throughout the region for its beauty.

## Create a Destination

Milford will be a vibrant downtown district, with a multitude of shopping options, a selection of restaurants, and the kind of place where people love to spend their time.

- Extended Hours Campaign
- Attract One new Restaurant
- Attract Three New Businesses (Net Gain)
- Skating Center Building Enhancements
- Lou's Bootery Building Enhancements
- Public Safety Campaign
- Co-working Space
- Build Public Restroom/ATM

- Extended Hours Full Weekend
- Art League Building Enhancements
- Warren Furniture Property
- Park Avenue District
- Attract Five New Businesses (Net Gain)
- Riverwalk Plaza Enhancements

- 20 Hour Downtown
- Streetscapes
- Historic Milford Shipyard
- Centennial Park Mixed Use

Milford is the perfect, vibrant, comfortable, engaging small town, the destination to truly enjoy yourself.

## Enhance Connections

Milford will come together as one community, realizing that its many groups and organizations are working to make this Milford the best Milford it can be.

- Create a Downtown Development Corp.
- Downtown Entrepreneur Group
- Reconnect with the Downtown Merchants
- Rivertown Rebirth Update
- Bi-annual Rebirth Review
- Chamber Economic Development
- Lights on Park Ave

- Tree Planting
- Extended Street Scape
- Move Basketball Courts
- Events/Programming
- Facade Enhancement Strategies
- Signs to Parking
- Bi-annual Rebirth Review
- Cohesive Business Community

- Facade Masterplan
- Full Wayfinding System
- Bi-annual Rebirth Review

Milford is one community. Through communication, inclusion, & caring, we create a community that symbolizes unity.

- City of Milford
- Milford Chamber of Commerce
- Downtown Milford Inc.
- Private Sector
- Milford Parks & Rec
- Downtown Development Corp.
- Milford Police

# City of Milford



## **CITY COUNCIL AGENDA**

**January 11, 2016 - 7:00 P.M.**

Joseph Ronnie Rogers Council Chambers  
Milford City Hall  
201 South Walnut Street  
Milford, Delaware

### **COUNCIL MEETING**

Call to Order - Mayor Bryan Shupe

Invocation

Pledge of Allegiance

Swearing In/Police Chief Kenneth Brown

Approval of Previous Minutes

Recognition

Adoption/Resolution 2016-02/Downtown Master Plan/Rivertown Rebirth Report/Muldrow & Associates

Appointment/Rivertown Rebirth Committee

Monthly Police Report

City Manager Report

Committee & Ward Reports

Economic Development Committee:

Appraisal Proposal/Masten Realty/Funding Source

Land Installment Concept

Communications & Correspondence

Unfinished Business

Appointment/Holiday Decorating Committee

Schedule Meeting/Charter Review Committee

Approval/Date/Hungry to Help Event

Approval/Mailings/Hungry to Help\*

New Business

Adoption/Resolution 2016-01/Appointment DEMEC Director & Assistant Director\*\*

DMI/City of Milford Code Waiver & Approvals/Chapter 77 & Chapter 165/2016 Brewgrass Festival

Introduction/Ordinance 2016-01/Change of Zone of Annexed Lands belonging to Mispillion Realty LLC  
Tax Parcel 1-30-3.00-080.02/2.00 +/- Acres/Current Zone MR/Proposed Zone R3

Planning Commission Vacancy

Approval/City of Milford FY15-16 Budget Adjustment/Tyler Technologies/Additional Services Addendum

Monthly Finance Report

Recess into Executive Session

{Pursuant to 29 Del. C. §10004(b)(9)} (Police Chief Kenneth Brown Contract)

{Pursuant to 29 Del. C. §10004(b)(2)} (City Property Lease Agreement)

Return to Open Session

Police Chief Contract

City Property Lease Agreement

Adjourn

This agenda shall be subject to change to include additional items including executive sessions or the deletion of items including executive sessions which arise at the time of the public body's meeting.

SUPPORTING DOCUMENTS MUST BE SUBMITTED TO THE CITY CLERK IN ELECTRONIC FORMAT NO LATER THAN ONE WEEK PRIOR TO MEETING;  
NO PAPER DOCUMENTS WILL BE ACCEPTED OR DISTRIBUTED AFTER PACKET HAS BEEN POSTED ON THE CITY OF MILFORD WEBSITE.

MILFORD CITY COUNCIL  
MINUTES OF MEETING  
January 11, 2016

A Meeting of Milford City Council was held in the Joseph Ronnie Rogers Council Chambers at Milford City Hall on Monday, January 11, 2016.

PRESIDING: Mayor Bryan Shupe

COUNCIL MEMBERS IN ATTENDANCE: Councilpersons Christopher Mergner, Garrett Grier III, Lisa Peel, James Burk, Owen Brooks Jr., Douglas Morrow, James Starlin Sr. and Katrina Wilson

City Manager Eric Norenberg, Police Chief Kenneth Brown and City Clerk/Recorder Terri Hudson

COUNSEL: City Solicitor David Rutt, Esquire

Retiring Police Chief Keith Hudson was also in attendance.

#### CALL TO ORDER

Mayor Shupe called the Council Meeting to order at 7:02 p.m.

#### INVOCATION AND PLEDGE

The Pledge of Allegiance followed the invocation given by Councilman Starling.

#### SWEARING IN/POLICE CHIEF KENNETH BROWN

The ceremony commenced with Mayor Shupe acknowledging the overflow crowd in attendance for the change of command and swearing in ceremony. He said it is both impressive and heartwarming to have almost every officer from Milford Police Department, as well as officers and police chiefs from outside agencies, in attendance this evening.

Mayor Shupe then administered the Oath of Office to the newly appointed Chief of Police Kenneth Brown while his fiancé Sue held the bible and his children, Erin and Chris stood beside him. At its conclusion, Chief Brown signed the Oath of Office followed by his fiancé pinning his new chief's badge on.

Chief Brown thanked the nearly one hundred people that attended the ceremony and Mayor and Council for the honor and privilege of being able to serve in this position. He also expressed his appreciation to family and friends in attendance and to Retired Chief Hudson for his years of service. He also acknowledged the men and women of the department for their ongoing support and encouragement.

Chief Brown then presented Retiring Police Chief Keith Hudson with an American flag that was flown at the police department and removed this date, commemorating the change of command.

Retired Chief Hudson thanked and congratulated Chief Brown wishing him well; he then embraced each person at the dias expressing his appreciation for their commitment to the department over the years.

#### APPROVAL OF PREVIOUS MINUTES

Motion made by Mr. Brooks, seconded by Mr. Mergner to approve the minutes of the November 2, November 18, November 23 and December 8, 2015 Committee Meetings and the November 9, December 14 and December 16, 2015 Council Meetings as presented. Motion carried.

#### RECOGNITION

*Downtown Master Plan/Rivertown Rebirth Report/Muldraw & Associates  
Adoption/Resolution 2015-02  
Appointment/Rivertown Rebirth Committee*

Mayor Shupe introduced Ben Muldraw recalling the number of meetings with business owners, property owners and residents that were held to create a Downtown Master Plan.

Mr. Muldraw then provided a quick overview of what has been accomplished as a result. He said that in September he oversaw a process that was primarily funded through a grant from the Delaware Economic Development Office. He explained that a three-firm team conducted an onsite charrette process. During that time, they met with over two hundred people and on the third night, provided a presentation at Abbotts Grill.

He said a lot of people asked why should we invest in downtown and explained there is an automatic value and reliability. When we sell our story as a community, we build brand equity and cultivate the necessary motivation for investors to take a chance in our community.

The intent is to have a vision plan that will create a holistic vision for downtown. As council leads this community forward, we are able to consider every presentation and recommendation, as well as any potential project, as a part of the holistic picture in lieu of looking at it piece by piece and trying to determine if it is valid in its own little vacuum.

Mr. Muldraw referenced the following comparison of two properties in Ashville, North Carolina:

	<u>Walmart Site</u>	<u>Downtown Business</u>
Land Consumed	34 Acres	.2 Acre
Total Property Taxes Per Acre	\$6,500	\$634,000
Retail Taxes Per Acre	\$47,500	\$83,600
Residents Per Acre	0	90
Jobs Per Acre	5.9	73.7

He explained that without the ability to measure a potential development and decide whether a potential project is a good project, there is no way to know how to incentivize that project.

Mr. Muldraw emphasized the need to understand standard commercial corridors that are filled with national brands. National brands who are focused on their own personality and that personality overshadows the individual unique personality of a place.

He emphasized that Downtown Milford provides the unique character for this community. Anyone choosing to locate their business in a commercial corridor is choosing to be part of that retail environment; people taking a risk in downtown are choosing to focus on a different level of customer service.

The consultant explained that all their recommendations are made off real market potential. They look at zip codes even though a municipality does not typically consider that. The population of the primary Milford zip code is approximately 12,000 and the median age is 39. Because that is two years older than the average national median, that usually means there is a higher number of retirees in this community.

There has been an increase of 4.5% in the number of households over the past five years with almost 5,000 households in the Milford zip code.

Mr. Muldraw likes to look at retail leakage which is the comparison of what stores sell compared to what consumers in the area spend. This asks the question how we can capture the money that already exists to fuel new business in the community.

For example, we are leaking approximately \$6.2 million in the hobby/toy/game and sporting goods shops which is more than enough to support a downtown oriented business.

In addition, Milford is losing approximately \$11.6 million in clothing stores; and losing \$12.8 million in full service restaurants. The furniture, antique and home furnishings category is losing \$1.2 million.

All of these categories will fuel the kind of shopping experience we want in Milford.

He said the economic development sweet spot is the convergence of where education, safety and healthcare come together to create a prime quality of life. Safety is a huge issue in every community and having a successful force helps perceive a true sense of safety.

He noted the recent referendum that was approved to help fuel additional operational funding for our school district. In addition, there are current plans for huge healthcare developments in this community.

Mr. Muldrow said that Milford is primed and ready for economic growth because the city has been focusing on all three of those key factors for sometime now.

He is recommending the city adopt an economic development incentive policy with goals and objectives and financial incentive tools. A point system can be created so that when development projects are brought to council, points are allocated for those items council feels is important to this community. That process will be much easier moving forward in terms of cultivating business development.

Mr. Muldrow then referred to the physical design of the plan. He revealed an overall plan document that includes North and South Front Streets and the bulk of the downtown core on Walnut Street.

In downtown east, he said there have been several discussions about developing an amphitheater and outdoor park in the hook of the river. He believes that use would be very appropriate and would help this community better catalyze the idea of this being a 'rivertown'. They feel there is a major opportunity for private sector investment as a catalyst of the public sector investment.

Mr. Muldrow also stressed that any private money being invested is spurring public sector investment to go along with building a tax base. Without an increasing tax base, they will not be able to maintain it.

Also a future pedestrian bridge will help connect the two sides of the river and increase viability with residential development that has already been approved.

The appropriate architecture can engage with the river while providing some sort of restaurant usage and possibly river front dining which is something the community wants. The site on the south side of the river is a site with an approved site plan that will bring additional residential uses along the river front.

He pointed out the one problem with the site is it is treated as a single site that disrupts the street grid that exists there. Being able to use tree barriers, etc. to create a continuity and buffer between two different housing types is important to fit in that neighborhood.

Referring to the Riverwalk Plaza north of Front Street, Mr. Muldrow said the center has recently gone through a renovation and the fascia was upgraded with stone veneer that added to the columns. They are recommending some additional outdoor space for dining. That will allow the businesses in the center to grow their square footage without growing the building itself.

The downtown core comprises several different opportunity sites. One of the best is the south side of the river just east of Washington Street where the former city water plant was located. It serves the potential of a huge development opportunity.

Mr. Muldrow said that to engage in the river, he recommends giving the private sector the opportunity to develop market-driven property that helps consumers engage with the river. They recommend a multi-floor mixed use development with a first floor retail restaurant and second and third floor that can be used as an office, residential or a mixture of both.

By planting tree buffers and they start to grow overtime, it starts to minimize the impact of the structure. It also continues the feel of the adjacent parks.

The idea of creating this river place development can potentially drive a lot of high-end interest into Milford. Having the plan on the table shows the city has an aspiration and vision that is extremely high.

The east side of the municipal lot has infill development potential that directly engages the Bicentennial Park. This is another opportunity to take city-owned property and place it back on the tax rolls while giving additional opportunities to grow retail density in the downtown core.

They also heard that some of the activities in the Bicentennial Park may potentially deter people from using this space. By constructing a building that fronts the park directly adds more eyes on that space, thus creating a safer area.

Considering Park Avenue as a possible district, there is currently a menagerie of electric wires. To bury those wires would cost a tremendous amount. What they suggest is making this street more of a character-driver region and run decorative lights through the wires. Mr. Muldrow recommends taking advantage of the roof/canopy created with those lights which results in a warm, charming area.

Another important element is to show private sectors how they can invest and enhance buildings that currently exist. Milford Skating Center is a great building in terms of providing activity. Architecturally it is a big blue box. He presented a simple modification to the skating center with a change of the building color and the addition of two roll up doors that would allow them better use of their lobby space.

In the future, should this skating rink no longer be viable, it would be ready to convert into three bays for three different businesses that immediately becomes a contributor to the downtown.

His team was also very interested in the area connected to the Washington Street parking lot. They feel this is an idea site for a micro-retail development. Very small retail buildings can be added which will allow people to start a business and actually succeed because the rent is low; the square footage is manageable and this does not require a lot of merchandise.

This area will be referred to as Vinyard Village and was inspired by some things they have seen throughout the country. Currently, this area is very dark at night and with increased activity through retail and mixed uses, it will become a much more engaging place on the river.

Mr. Muldrow said the team actually designed 16x20 feet 'modular retail bays' which can be placed in two parking spaces. They can be built off site and brought in on a trailer and placed on the site. Three sizes were designed.

He emphasized the importance for the community to develop a physical space that acts as the heart of the community. He noted the number of playgrounds in Milford. But a square in the heart of downtown is a place where physical space, buildings, retail and mixed use all come together. This would be a great place to host small events and have people interact with not just green space, but architecture as well.

They feel the green area in front of 2<sup>nd</sup> Street Players Theater is the appropriate place. The designer of this site was focused on the same purpose and wanted a green space that could be used by the community. Unfortunately that did not work. It has a nice green space though it has not served as the gathering space it needs to be.

His team came up with a splash pad idea. Mr. Muldrow said some people like them and some people hate them. He emphasized this is a water feature that does not need a lifeguard.

This green space then becomes more of a plaza. In that plaza, a number of programming potentials are possible. But physically it serves as the appropriate place for this to exist because we want to preserve the tree canopy directly across the street where the farmer market is held.

Mr. Muldrow reported that they met with private business and property owners to infuse some inspiration in what their properties could look like. He referenced the art league building that was revitalized and repainted approximately six years

ago. Unfortunately the pre-treatment was unsuccessful so the paint is coming off. They showed how that building could be painted to better highlight the architectural character it has.

Mr. Muldrow then referenced the 1804 Lou's Bootery building on Walnut and Front Streets showing where he took the store front back to how it was designed in 1954. The building currently has cracking stucco, roof and other infrastructure that needs to be repaired.

He then focused on downtown west which has a main focus on Southwest Front Street. There are buildings in this area that juts out into the river that can no longer be built in that manner. He referenced the two large parking lots on Southwest Front Street. He suggests thinking of this entire square as a single redevelopment potential. For example, realigning the buildings so they re-engage the riverwalk. It could be a mixed use with a primary focus on residential. Keeping the footing that juts out into the river creates some sort of amenity that services the residential, but then consolidating a central parking lot would provide a shared resource with increased parking capacity. In addition, it sets up the potential in the future for a deck parking lot when needed.

The consultant noted the redevelopment potential right along the Warren Furniture property site. He presented a photo rendering that illustrates the relationship between public sector investment, by creating a space and private sector investment in redevelopment. They would like to see some sort of architectural element denoting this as a special district.

Having some sort of architectural standard is needed in the historic core but appropriate to scale in the downtown.

Mr. Muldrow referenced a map displaying areas where the streetscape project exists along Walnut and Front Streets and where it should be extended. In addition, the basketball courts that currently exist along the riverbank should be relocated and multiplied in the front space of the Parks and Recreation building.

He emphasized the need to maintain pedestrian friendliness and connectivity to resources for recreation in the community.

In the report, Mr. Muldrow referenced full details on how to implement a facade master plan. That allows a single source renovation or revitalization of facades throughout the downtown area. The city can also do some dynamic things by coupling things such as tax increment financing districts along with these facade improvements. This provides long term infrastructure funding mechanisms that are put in place as the work is done.

Mr. Muldrow then spoke about the importance of retail density in downtown areas. Having a service and professional presence in downtown is great, but it also creates a huge gap in retail. By dividing it, facades and new businesses/retails could be created. In addition to new micro retail opportunities, it provides more continuity along the streetscapes.

He recalled six years ago when DMI and the city adopted the new branding system. DMI was instrumental in getting the brand out to various organizations. Recently Milford School District adopted a new logo that incorporates the same word type.

Mr. Muldrow would like to take it one step further and brand this process "Rivertown Rebirth". He said everything being done to reinvigorate the downtown is captured by this idea.

He advised the final report, consisting of 108 pages, is complete. During the first week of February, an implementation summit will be held. That summit will involve a Strategy Board who will gather information from various community organizations. He will then come back on February 8<sup>th</sup> with the Strategy Board presentation.

Mr. Burk asked if Mr. Muldrow has contacted the owners of Milford Skating Center to determine if they are willing to consider his ideas for that building.

Mr. Muldrow confirmed they met with all the property owners prior to the renderings. In this case, both properties have the same owner who is very excited about the potential. The owner was amazed at the difference a very small investment in the skating center could actually make.

Mayor Shupe asked Mr. Muldrow to discuss public investment spurring private investment and what type of strategies

are recommended. He has had people ask how we will afford all of this. He has informed them that the city will make a public investment to encourage private investment.

Mr. Muldrow explained that over the past fifty years, communities have become more pro-active into the economic development arena. Certain things are needed by cities including tax base and tax revenue to drive that investment. A lot of towns do things because neighboring communities do it.

He said the question when spending money on these type situations, is how will one dollar becomes two, four or eight from an investor or business owner.

The consultant emphasized to council to think about additional investments downtown. Six years ago when he first came to Milford, there was little or no potential for the public or private sector growth along the river. Today, there is an unbelievable catalyst site along the river. Fortunately, the city controls most of that river front space.

With that in mind, a public dollar should set up the opportunity for private sector investment.

He said they are recommending city council approve the creation of a new Community Development Corporation (CDC). That corporation would operate as a 501(c)(3) with a focus on economic development. It would then be eligible for grant sources that municipalities often do not qualify for. That CDC could own, sell or give property away. These type corporations are widely used throughout the country and work together and share dynamic tactics.

When council creates an incentive package, that often puts them in a difficult place. The question is often asked why one person gets something and another person is turned down. Having something in place to control the city's destiny is important though there are many funding mechanisms such as tax increment financing districts which do not involve a tax increase, but captures tax growth that occurs in a district and goes back into infrastructure improvement.

Mr. Muldrow said there are also business improvement districts considered special taxing districts. He feels that Milford is not quite there where residents will vote a tax on themselves, but there are a number of funding mechanisms to help realize this.

He reported that the reason Milford received the grant for this process was because it had proven they could use grant money effectively. That is the reason Milford received the funding over other communities.

Mayor Shupe added that this sets Milford up for the next application of the Delaware Downtown Districts. He referred to Wilmington, Dover and Seaford and the sizable amounts of money that are being invested into each of their communities through grants and services from the State of Delaware.

Motion made by Mr. Grier, seconded by Mr. Brooks to adopt the following resolution:

*WHEREAS, the City Council of the City of Milford has found that it is in the best interest of the City of Milford, its residents, visitors and business and commercial interests to promote the development of the downtown area; and*

*WHEREAS, the Economic Development Committee recognized the importance of a Downtown Master Plan and presented the idea to City Council who approved the concept in April 2015; and*

*WHEREAS, the City of Milford and the Delaware Economic Development Office entered into an agreement with Arnett Muldrow & Associates to oversee the preparation of a plan that would promote and encourage commercial development of the downtown area; and*

*WHEREAS, throughout the month of September 2015, city leaders, business owners, community organizations and residents met during several planning sessions to discuss the future of downtown Milford and ways to develop a holistic plan that would celebrate the beauty of the city's natural resources, encourage the ingenuity of our residents and business owners while preserving the quality of life; and*

*WHEREAS, the Rivertown Rebirth Report, presented to City Council on January 11, 2016, provides priorities for*

*Milford's downtown district and focuses on ways the Mispillion River can be used for recreation, education and arts, as well as creating and keeping a warm and inviting community; and*

*WHEREAS, the Economic Development Committee is hereby tasked with developing clear, definitive incentives to assist with existing and expanding businesses and attracting new businesses to Milford that will result in job creation opportunities for local residents.*

*NOW, THEREFORE, Be It Resolved, by The City of Milford as follows:*

*'Rivertown Rebirth', as presented in a public meeting on this date, is hereby adopted by the City Council of the City of Milford, Delaware*

Motion carried.

Mr. Muldrow concluded by stating that he will return on February 8<sup>th</sup>.

#### MONTHLY POLICE REPORT

Mr. Morrow presented the monthly report on behalf of Chief Brown. He then moved to approve the report, seconded by Mr. Burk. Motion carried.

#### CITY MANAGER REPORT

City Manager Norenberg stated that it is an honor to be here this evening for his first meeting. He reported his first week went well.

Mr. Norenberg then referenced the public works reports from each department noting the street department did not submit one due to the absence of some personnel.

He then reported the cemetery wall project is going well and the restoration is underway. Equipment is ready for snow removal when needed and leaf collection is nearly done for the year.

Mr. Brooks asked when the leaf stops; Mr. Norenberg advised that Street/Solid Waste Supervisor Tim Webb informed him it would possibly wrap up by the end of this week.

Ms. Wilson moved to accept the city manager report, seconded by Mr. Starling. Motion carried.

#### COMMITTEE & WARD REPORTS

##### *Economic Development Committee*

Economic Development Committee Chairman Grier reported that his committee met last Tuesday. The main focus was incentives for the business park and how to spur development on the remaining lots. The city planner will later present some ideas for an incentive plan.

##### *Appraisal Proposal/Masten Realty/Funding Source*

Planning and Economic Activities Coordinator Rob Pierce referenced the proposal submitted by Jamie Masten to perform an appraisal on the remaining two parcels in the Greater Milford Business Park and vacant lots in Independence Commons. Once this is completed, we can more accurately represent the value of those lots.

Mr. Grier moved to authorize payment of the Masten Realty proposal in the amount of \$1,950 from economic development funds, seconded by Mr. Starling. Motion carried.

##### *Land Installment Concept*

# City of Milford



## RESOLUTION 2016-02 *Adoption of Rivertown Rebirth*

WHEREAS, the City Council of the City of Milford has found that it is in the best interest of the City of Milford, its residents, visitors and business and commercial interests to promote the development of the downtown area; and

WHEREAS, the Economic Development Committee recognized the importance of a Downtown Master Plan and presented the idea to City Council who approved the concept in April 2015; and

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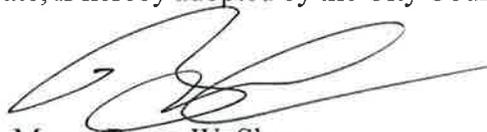
WHEREAS, throughout the month of September 2015, city leaders, business owners, community organizations and residents met during several planning sessions to discuss the future of downtown Milford and ways to develop a holistic plan that would celebrate the beauty of the city's natural resources, encourage the ingenuity of our residents and business owners while preserving the quality of life; and

WHEREAS, the Rivertown Rebirth Report, presented to City Council on January 11, 2016, provides priorities for Milford's downtown district and focuses on ways the Mispillion River can be used for recreation, education and arts, as well as creating and keeping a warm and inviting community; and

WHEREAS, the Economic Development Committee is hereby tasked with developing clear, definitive incentives to assist with existing and expanding businesses and attracting new businesses to Milford that will result in job creation opportunities for local residents.

NOW, THEREFORE, Be It Resolved, by The City of Milford as follows:

'Rivertown Rebirth', as presented in a public meeting on this date, is hereby adopted by the City Council of the City of Milford, Delaware.

  
Mayor Bryan W. Shupe

City Clerk 

Date: January 11, 2016

EXHIBIT 18  
2008 Comprehensive Plan Goals

# 1. ECONOMIC DEVELOPMENT

*VISION: The City of Milford is dedicated to providing a quality living and working environment that will ensure a balanced mix of commercial development and employment opportunities, that serve its residents, and promotes its image as a desirable and economically stable community.*

<b>OBJECTIVES</b>	<b>IMPLEMENTATION STRATEGIES</b>	<b>PARTICIPANTS</b>	<b>TIME FRAME FOR COMPLETION</b>
<b><i>GOAL 1: Make the City of Milford an attractive environment for economic development by maintaining and improving the quality of life in the City.</i></b>			
<u>Objective 1.1</u> Recognize that agricultural and associated business are intimately tied to many of the City’s large employers and product producers.	<u>Strategy 1.1.1</u> Develop policies and/or programs to encourage this arrangement.	City Council Planning Commission Delaware Dept of Agriculture	Mid Term
<u>Objective 1.2</u> Support state and county programs that keep farming profitable such as agricultural preservation and transfer of development rights.	<u>Strategy 1.2.1</u> Review and revise existing zonings and land development requirements.	City Council Office of State Planning Planning Commission Delaware Dept of Agriculture	Mid Term

<p><u>Objective 1.3</u> Create a variety of suitable zoning categories and targeted land use areas within the City to accommodate the assortment of business sectors.</p>	<p><u>Strategy 1.3.1</u> Review and revise the zoning ordinance to ensure that there are suitable zoning districts.</p>	<p>City Council Planning Commission</p>	<p>Short Term</p>
<p><u>Objective 1.4</u> Promote the Milford Industrial Park and Greater Milford Business Park through its own initiatives and in concert with the Greater Milford Chamber of Commerce.</p>	<p><u>Strategy 1.4.1</u> Encourage bi-monthly progress meetings regarding the status of these parks and their development.</p>	<p>City Council Chamber of Commerce</p>	<p>Ongoing</p>
<p><u>Objective 1.5</u> Recognize that manufacturing, retailing and other commercial enterprises and profit and non-profit providers of education and medical and institutional medical arts services are a valuable asset to the economic vitality of the City of Milford.</p>	<p><u>Strategy 1.5.1</u> Create a collaborative process among the City, Chamber of Commerce and local educational institutions to provide access to business opportunities for all people through education and technical assistance.</p>	<p>City Council Chamber of Commerce Planning Commission University of Delaware Delaware State University</p>	<p>Mid Term</p>
	<p><u>Strategy 1.5.2</u> Continue to diversify, revitalize and promote the Downtown and the City of Milford as the cultural, commercial, educational district.</p>	<p>Chamber of Commerce City Council Downtown Milford, Inc.</p>	<p>Ongoing</p>

<p><u>Objective 1.6</u> The City will continue to advocate Milford as an employment center by providing adequate water and sewer facilities and by promoting the availability of natural gas and state-of-the-art telecommunications infrastructure.</p>	<p><u>Strategy 1.6.1</u> Preserve and protect the quality of surface and subsurface water resources from impacts of development.</p>	<p>City Council Engineering DNREC</p>	<p>Ongoing</p>
	<p><u>Strategy 1.6.2</u> Promote water conservation through public education.</p>	<p>Administration DNREC</p>	<p>Ongoing</p>
<p><u>Objective 1.7</u> Accommodate the growing number of medical service businesses that preferred to locate along US Rt 113 and in the business complex.</p>	<p><u>Strategy 1.7.1</u> Review options for the location of these medical service businesses.</p>	<p>City Council Chamber of Commerce Planning Commission Planning Department</p>	<p>Mid Term</p>
	<p><u>Strategy 1.7.2</u> Conduct a community assessment needs to determine the sizes of types of facility appropriate for the City of Milford.</p>	<p>Administration Area Medical Organizations City Council Planning Department</p>	<p>Mid Term</p>

<p><b>Objective 1.8</b> Maintain the appearance and functionality of the existing developed properties.</p>	<p><b>Strategy 1.8.1</b> Conduct an Annual Clean-up Day to maintain the existing quality of these residential and commercial properties.</p>	<p>Civic Organization Administration Downtown Milford Inc Chamber of Commerce</p>	<p>Ongoing</p>
	<p><b>Strategy 1.8.2</b> Establish a Community Beautification Program which recognizes residents, developers, and business persons who improve properties within the City.</p>	<p>Planning Commission Chamber of Commerce City Council</p>	<p>Mid Term</p>
<p><b>Objective 1.9</b> Provide employment, housing, shopping, and recreational opportunities within convenient distances to people living and working in the City of Milford.</p>	<p><b>Strategy 1.9.1</b> Develop standards that promote mixed-use development and alternative housing options.</p>	<p>City Council Administration Planning Commission</p>	<p>Short Term</p>
	<p><b>Strategy 1.9.2</b> Revise the PUD Conditional Use regulations to promote mixed-use development and “smart growth” concepts.</p>	<p>City Council Administration Planning Commission Planning Department</p>	<p>Short Term</p>

<p><u>Objective 1.10</u> Coordinate with Downtown Milford Inc. to integrate downtown redevelopment efforts with the parks, cultural resources and economic development plans of the City of Milford.</p>	<p><u>Strategy 1.10.1</u> Develop policies to promote redevelopment efforts with the DMI and Parks and Recreation.</p>	<p>City Council Administration Planning Commission Parks and Recreation</p>	<p>Ongoing</p>
	<p><u>Strategy 1.10.2</u> Research how other communities are addressing this coordination of downtown property owners with recreational opportunities and economic development/redevelopment.</p>	<p>Planning Department Downtown Milford Inc Chamber of Commerce</p>	<p>Long Term</p>
<p><u>Objective 1.11</u> Coordinate with the Delaware Economic Development Office to expand employment opportunities and facilities.</p>	<p><u>Strategy 1.11.1</u> Meet with DEDO on a bi-monthly basis to review new opportunities.</p>	<p>Administration Delaware Economic Development Office Milford Economic Development Study Group</p>	<p>Ongoing</p>
	<p><u>Strategy 1.11.2</u> Establish economic development priorities.</p>	<p>City Council Delaware Economic Development Office Planning Department Planning Commission</p>	<p>Ongoing</p>

## 2. HOUSING

*VISION: The City of Milford will preserve and protect the neighborhood character and quality of life in residential neighborhoods; encourage balanced range of housing type and opportunities; promote opportunities for clean, safe, and affordable housing; and maintain safety, appearance, and harmony within neighborhoods.*

OBJECTIVES	IMPLEMENTATION STRATEGIES	PARTICIPANTS	TIME FRAME FOR COMPLETION
<b>GOAL 1: Preserve and improve the character and quality of life in traditional single family neighborhoods.</b>			
<p><u>Objective 2.1</u> Create incentives and programs to encourage the purchase and development of owner-occupied single-family homes.</p>	<p><u>Strategy 2.1.1</u> Strengthen the Rental Housing and Zoning Ordinances.</p>	<p>Planning Department Planning Commission City Council</p>	<p>Short Term</p>
	<p><u>Strategy 2.1.2</u> Develop a local group to facilitate the sale, purchase, renovation and occupancy of single-family homes specifically for owner-occupancy to local residents who meet set income criteria.</p>	<p>City Council Community Development Organizations Real Estate Community Financial Institutions Civic Organizations</p>	<p>Mid Term</p>
<p><u>Objective 2.2</u> Participate in programs and initiatives that forward the concept of having residents live, work, shop and recreate such as “Live Near Work” program.</p>	<p><u>Strategy 2.2.1</u> Work with developers to see the benefits of “Live Near Work” developments.</p>	<p>Local Developers Planning Commission City Council</p>	<p>Ongoing</p>

	<u>Strategy 2.2.2</u> Survey newcomers, retirees, and regional development agencies to explain the benefits of this type of development.	Developers Real Estate Community Planning Department City Council	Long Term
<u>Objective 2.3</u> Provide economic incentives for people to locate their homes near Milford’s employers.	<u>Strategy 2.3.1</u> Review Federal, State, and Local Housing Programs that encourage this type of development.	Federal Housing Agencies State Housing Agencies Local Housing Agencies Administration	Ongoing
	<u>Strategy 2.3.2</u> Survey City residents to determine housing preferences, needs, and future plans.	Planning Department Real Estate Community	Long Term
<u>Objective 2.4</u> Provide current residential zoning districts and new options for residential opportunities for Milford’s anticipated population growth.	<u>Strategy 2.4.1</u> Review the existing Zoning Ordinance to determine the sections that need to be revised.	Planning Commission Administration	Ongoing

	<u>Strategy 2.4.2</u> Meet with local developers to establish a dialogue to review their opinions on proposed revisions regarding mixed use developments.	Local Developers Real Estate Community Planning Commission Administration	Ongoing
<u>Objective 2.5</u> Work with Community Development Block Grant Program to assist low income property owners to rehabilitate their structures.	<u>Strategy 2.5.1</u> Identify Target Areas to utilize the CDBG Program.	City Council County CDBG Staff Planning Commission	Long Term
	<u>Strategy 2.5.2</u> Identify new Federal and State programs that assist low income property owners.	State Housing Agency Local Developers	Long Term
<u>Objective 2.6</u> Promote the advantages of a shorter commute by placing workplaces and shopping close to residential neighborhoods.	<u>Strategy 2.6.1</u> Revise the Zoning Ordinance to encourage mixed use developments.	Planning Commission Local Developers Planning Department City Council	Short Term

	<u>Strategy 2.6.2</u> Revise PUD district regulations to promote mixed-use development and “smart growth” designs and create standards to encourage transit oriented development.	Planning Commission Planning Department City Council	Long Term
<u>Objective 2.7</u> Develop a strategy for providing affordable housing options.	<u>Strategy 2.7.1</u> Identify all options including federal, state and local programs to assist in the development of affordable housing.	State Housing Authority Local Developers Real Estate Community City Council	Ongoing

### 3. ENVIRONMENT

*VISION: The vision of the City of Milford is to preserve and improve a living environment for all residents of the City that maximizes the enjoyment of all the natural resources contained in the City.*

OBJECTIVES	IMPLEMENTATION STRATEGIES	PARTICIPANTS	TIME FRAME FOR COMPLETION
<b><i>GOAL 1: Protect the physical environment and enhance the character, quality and livability of the city by preserving its natural environment.</i></b>			
Objective 3.1 Promote preservation of agricultural and environmental resources beyond the city limits of Milford.	Strategy 3.1.1 Identify the valuable agricultural and environmental resources beyond the city limits of Milford.	City Council Planning Commission Delaware Department of Agriculture DNREC	Ongoing
	Strategy 3.1.2 Investigate various options such as purchase of development rights, open space easements, and open space trust fund, as may be appropriate to help preserve agricultural and environmental resources beyond the city limits of Milford.	Department of Agriculture State Planning Office Planning Commission	Long Term
Objective 3.2 Assure adequate water supplies for the City of Milford by completing and updating the general water facility plan.	Strategy 3.2.1 Review on a semi-annual basis the existing water supply and future water supply needs/demands for the City of Milford.	City Council DNREC Engineering Department	Ongoing

	<u>Strategy 3.2.2</u> Complete water system upgrades and extensions to the City of Milford.	Engineering Department Utility Departments	Ongoing
<u>Objective 3.3</u> Develop a Water Source Protection Ordinance for the City of Milford.	<u>Strategy 3.3.1</u> A Water Source Protection Ordinance was completed and approved by City Council.	City Council DNREC	Short Term
	<u>Strategy 3.3.2</u> Meet with developers to explain this ordinance and the need to protect these areas.	Local Developers City Staff	Ongoing
<u>Objective 3.4</u> Develop a Preservation Corridor Ordinance for new development and a riparian buffer standard as an alternative to a screening requirement.	<u>Strategy 3.4.1</u> Consider amending the subdivision ordinance to require developers provide additional buffers along the water courses within the City of Milford.	Planning Commission Administration Parks and Recreation DNREC	Long Term

	<u>Strategy 3.4.2</u> Adopt a comprehensive greenways and open space corridor which identifies critical preservation areas and implementation strategies.	Planning Commission DNREC	Long Term
<u>Objective 3.5</u> Participate in the Mispillion River Tributary Action Team to assist in the development of pollution control strategies for the river.	<u>Strategy 3.5.1</u> Once a MRTAT has been formed, Council will name the appropriate members to this team.	DNREC Administration Planning Commission City Council	Ongoing
<u>Objective 3.6</u> Promote the elimination of individual septic systems, where feasible near and adjacent to the Mispillion River.	<u>Strategy 3.6.1</u> Identify and record these failed septic systems and develop strategies to eliminate these failed systems.	DNREC Administration	Ongoing
<u>Objective 3.7</u> Review and update the existing floodplain management ordinance.	<u>Strategy 3.7.1</u> Consult with DNREC regarding revisions to the existing floodplain ordinance.	DNREC Administration Planning Department	Short Term

	<u>Strategy 3.7.2</u> Review Federal and State regulations concerning proposed development in the Floodplain. Attend seminars and conferences to so that staff is up-to-date regarding these regulations.	DNREC Planning Department Building Department	Ongoing
<u>Objective 3.8</u> Promote the advantages of a shorter commute by placing workplaces and shopping close to residential neighborhoods.	<u>Strategy 3.8.1</u> Revise the Zoning Ordinance to encourage mixed use developments.	Planning Commission Local Developers Planning Department City Council	Short Term
	<u>Strategy 3.8.2</u> Revise PUD regulations to promote mixed-use development and “smart-growth” designs and create standards to encourage transit oriented development.	Planning Commission Planning Department City Council	Long Term
	<u>Strategy 3.8.3</u> Meet with developers and County Planning Commissioners to consider developing a TDR program to discourage sprawl.	Planning Department County Planning Department Administration State Planning Office Local Developers	Mid Term

	<u>Strategy 3.8.4</u> Revise the ordinance to promote a smart code development for Milford.	Planning Department State Planning Office	Ongoing
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## 4. PARKS AND OPEN SPACE

*VISION: The City is committed to providing high quality public open space facilities and services. The City recognizes that public open space and recreational activities are an integral part in the development of the City.*

OBJECTIVES	IMPLEMENTATION STRATEGIES	PARTICIPANTS	TIME FRAME FOR COMPLETION
<b><i>GOAL 1: Improve the living environment for families and residents in order to maximize the natural resources and open spaces provide in the City of Milford.</i></b>			
Objective 4.1 Continue the Mispillion Greenway expansion to Goat Island on the East and to the old Peninsula Oil site on Mill Street to the West.	Strategy 4.1.1 Partner with State, Local, and Civic organizations to continue this valuable resource.	DNREC City Council Planning Commission Parks and Recreation	Ongoing
	Strategy 4.1.2 Continue to implement open space/greenway acquisition objectives adopted by City Council.	Administration DNREC Parks and Recreation	Ongoing
Objective 4.2 Actively pursue easements or land purchases to expand the Riverwalk to the West with the goal of developing an interpretive center.	Strategy 4.2.1 Revise the Subdivision Ordinance to require developers to donate easements or construct walkways.	Developers City Council Planning Department Parks and Recreation	Ongoing

	<u>Strategy 4.2.2</u> Preserve and enhance buffer areas around water bodies to mitigate environmental and visual impact from adjacent uses and activities.	Planning Department Engineering Department Administration	Long Term
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## 5. RECREATION

<i>VISION: To provide the maximum recreational opportunities for all residents of the City of Milford.</i>			
<b>OBJECTIVES</b>	<b>IMPLEMENTATION STRATEGIES</b>	<b>PARTICIPANTS</b>	<b>TIME FRAME FOR COMPLETION</b>
<b><i>GOAL 1: To provide additional Recreational opportunities for the present and future residents of the City of Milford.</i></b>			
<u>Objective 5.1</u> Actively support a regional blueway canoe and kayak trail from Abbott’s Mill Nature Center through Haven Lake and Silver Lake to Goat Island. Extend to all of Mispillion to the new nature center at Slaughter Beach.	<u>Strategy 5.1.1</u> Develop and adopt a comprehensive trail plan which identifies critical preservation areas and implementation strategies.	Planning Department Planning Commission City Council DNREC Parks and Recreation	Long Term
	<u>Strategy 5.1.2</u> Continue to implement open space and greenway acquisition objective adopted by City Council.	Planning Commission City Council Parks and Recreation DNREC	Long Term
<u>Objective 5.2</u> Encourage the preservation of areas along all streams, lakes and ponds as recreational uses.	<u>Strategy 5.2.1</u> Develop Neighborhood Area plans which include delineated open space and recreational needs and potential, and encourage and assist neighborhoods in setting aside recreational and open space.	Planning Department Planning Commission City Council	Long Term

<p><u>Objective 5.3</u> Incorporate recreational opportunities into redevelopment plans and programs.</p>	<p><u>Strategy 5.3.1</u> Support and involve community and neighborhood organizations in voluntary efforts to enhance redevelopment and recreational opportunities.</p>	<p>Planning Commission Community Development</p>	<p>Mid Term</p>
<p><u>Objective 5.4</u> Actively support the development of a committee for the development of a skateboard park.</p>	<p><u>Strategy 5.4.1</u> Survey other municipalities on how a facility was constructed and maintained.</p>	<p>Parks and Recreation</p>	<p>Long Term</p>

## 6. CULTURAL RESOURCES

*VISION: The City is committed to providing and protecting its cultural resources and its public facilities and services. The City strongly encourages and will lead in establishing partnerships with local community groups, other agencies, and businesses for providing quality cultural resources and facilities.*

OBJECTIVES	IMPLEMENTATION STRATEGIES	PARTICIPANTS	TIME FRAME FOR COMPLETION
<b>GOAL 1: Develop a role for the City of Milford in the cultural growth of the City.</b>			
<p><u>Objective 6.1</u> Actively use the Mispillion Riverwalk to connect this recreational use with the Historical Districts and central core area of the City of Milford.</p>	<p><u>Strategy 6.1.1</u> Identify the necessary resources to make this a reality.</p>	<p>Planning Commission Downtown Milford Inc DNREC State Historical Preservation Milford Historical Society Milford Museum</p>	<p>Mid Term</p>
<p><u>Objective 6.2</u> Continue to support the Milford Historical Society and the Milford Commission of Landmarks and Museum through civic recognition and support for their events and functions.</p>	<p><u>Strategy 6.2.1</u> Review on an annual basis the activities of these organizations and recognize them for their achievements.</p>	<p>Administration Downtown Milford Inc State Historical Preservation Office</p>	<p>Ongoing</p>
<p><u>Objective 6.3</u> Place informational markers indicating the three Historical Districts and signage along Rt 1, Rt 113 and Rt 13 identifying the districts.</p>	<p><u>Strategy 6.3.1</u> Conduct a city-wide survey to document and identify those resources that meet the criteria for listing at the national, state, and local criteria for historic preservation.</p>	<p>State Historical Preservation Office Administration</p>	<p>Ongoing</p>

<p><u>Objective 6.4</u> Promote the City's Historical Districts and cultural resources as a component of the Mispillion Riverwalk master plan and as an economic redevelopment tool for the central business district.</p>	<p><u>Strategy 6.4.1</u> Revise the district boundary for the Downtown area to better define and highlight the economic potential for the central business district.</p>	<p>Downtown Milford Inc Planning Department</p>	<p>Ongoing</p>
<p><u>Objective 6.5</u> Assist in the development of a historical district ordinance which will enhance the rehabilitation of all buildings located in the three historical districts.</p>	<p><u>Strategy 6.5.1</u> Council has been furnished with a Draft Copy of a proposed Ordinance.</p>	<p>Planning Department City Council Downtown Milford Inc</p>	<p>Short Term</p>
<p><u>Objective 6.6</u> Provide and promote alternative transportation options to link the City's historical structures, museum, theaters, and library together.</p>	<p><u>Strategy 6.6.1</u> Investigate all options and activities to promote additional transportation options to these cultural resources.</p>	<p>Administration Planning Department Planning Commission Parks &amp; Recreation Department Downtown Milford Inc</p>	<p>Ongoing</p>

## 7. PUBLIC SERVICE

*VISION: The City of Milford will promote a vision to build a healthy, engaged and vibrant community utilizing all available resources.*

OBJECTIVES	IMPLEMENTATION STRATEGIES	PARTICIPANTS	TIME FRAME FOR COMPLETION
<b><i>GOAL 1: Protect and improve the existing public services in the City of Milford.</i></b>			
<u>Objective 7.1</u> Continue the commitment for cost-effective provisions of public service for its citizens.	<u>Strategy 7.1.1</u> Develop outreach programs to evaluate existing programs within the community regarding public service for the citizens of Milford.	City Council Administration	Ongoing
<u>Objective 7.2</u> Continue the maintenance and expansion of the utilities of the City of Milford to meet the needs of a growing population.	<u>Strategy 7.2.1</u> Develop a five (5) year Capital Improvement Budget for the City of Milford.	City Council Utility Departments	Ongoing
<u>Objective 7.3</u> Continue to use a series of long-range facility management plans for expansion, evaluation, and implementation of the utility services.	<u>Strategy 7.3.1</u> Develop a long range Capital Improvement Budget for the next ten (10) years.	City Council Administration	Ongoing

<p><u>Objective 7.4</u> Maintain and update the zoning map as well as work with Kent and Sussex Planning Offices and the Office of State Planning in coordinating GIS Data, annexations, zoning, rezoning, and tax parcel numbering.</p>	<p><u>Strategy 7.4.1</u> Meet at least four times a year with both Kent County and Sussex County Planning Departments to discuss options for partnerships between these governmental organizations, as well as annexations, zonings, rezoning, and other issues of concerns.</p>	<p>Kent County Sussex County Planning Department Planning Commissions</p>	<p>Ongoing</p>
<p><u>Objective 7.5</u> Update the zoning ordinance to reflect the objectives of the City's Comprehensive Plan.</p>	<p><u>Strategy 7.5.1</u> Develop a procedure to update the Zoning Ordinance to reflect the City's Comprehensive Plan.</p>	<p>Planning Department Planning Commission City Council</p>	<p>Mid Term</p>
<p><u>Objective 7.6</u> Refer to the Comprehensive Plan for rezoning and annexation agreements.</p>	<p><u>Strategy 7.6.1</u> Develop a procedure regarding a rezoning or annexation that the Comprehensive Plan should be reviewed and consulted prior to approval.</p>	<p>Planning Department Planning Commission City Council</p>	<p>Ongoing</p>

## 8. STATE GOALS AND POLICIES

<i>VISION: Develop Delaware using strategies for State Policies</i>			
<b>OBJECTIVES</b>	<b>IMPLEMENTATION STRATEGIES</b>	<b>PARTICIPANTS</b>	<b>TIME FRAME FOR COMPLETION</b>
<b><i>GOAL 1: Develop Delaware using Livable Delaware as a guide.</i></b>			
<u>Objective 8.1</u> To help manage new growth while revitalizing town and cities and protecting the State's environment.	<u>Strategy 8.1.1</u> Use the State strategy mapping to guide growth.	State Planning Office	Ongoing
<u>Objective 8.2</u> Preservation of farmland along the tidal reaches of the Mispillion River.	<u>Strategy 8.2.1</u> Develop strategies to preserve and protect these critical areas.	State Planning Office DNREC	Ongoing

## 9. ADDITIONAL MAJOR OBJECTIVES

*VISION: To further improve the opportunities and challenges in order to make the city a better place to play, shop and work.*

OBJECTIVES	IMPLEMENTATION STRATEGIES	PARTICIPANTS	TIME FRAME FOR COMPLETION
<b>GOAL 1: To improve the City of Milford by recognizing these major Goals.</b>			
Objective 9.1 Establish a unified open space and greenways network that connects with city parks, areas adjacent to the Riverwalk, and bicycle and pedestrian ways.	Strategy 9.1.1 Develop or revise the Open Space Plan to provide for a greenway network that will connect all parts of the City.	Parks and Recreation Planning Department City Council	Ongoing
Objective 9.2 Ensure that the design of new developments complements and enhances the City's unique character.	Strategy 9.2.1 Develop and adopt architectural review standards for major residential and commercial developments.	Planning Department Planning Commission Downtown Milford Inc City Council	Long Term
Objective 9.3 Promote and designate Downtown Milford as an arts and entertainment district, creating a sense of Downtown Milford as a distinct district.	Strategy 9.3.1 Encourage the improvement of privately owned and underused areas in downtown as outdoor sitting/eating areas.	Downtown Milford Inc Parks and Recreation Planning Commission	Ongoing

<p><u>Objective 9.4</u> Participate in area transportation planning efforts.</p>	<p><u>Strategy 9.4.1</u> Revisit study options for a bypass from Rt 1 to Rt 113 that would serve both future annexation/ growth corridors and reduce congestion on Rt 113 if warranted by City Council.</p>	<p>City Council DelDOT Local Developers</p>	<p>Mid Term</p>
	<p><u>Strategy 9.4.2</u> Participate in regional studies to explore transportation alternatives that best serve the residents of the City of Milford.</p>	<p>City Council Planning Commission DelDOT</p>	<p>Ongoing</p>
<p><u>Objective 9.5</u> Improve traffic options as well as any access roads in the vicinity of Rt 1 and Rt 30.</p>	<p><u>Strategy 9.5.1</u> Participate in studies with DelDOT to improve not only these intersections but any future development and access roads in this area.</p>	<p>DelDOT Local Developers City Council</p>	<p>Ongoing</p>
<p><u>Objective 9.6</u> Improve traffic flow in the area of 10<sup>th</sup> Street and NE Front Street and Rt 1.</p>	<p><u>Strategy 9.6.1</u> Construct an access road to facilitate the development of this area as part of the proposed grade-separated intersection at SR1 and NE Front St.</p>	<p>Administration Local Developers DelDOT City Council</p>	<p>Short Term</p>

<p><u>Objective 9.7</u> Establish and assist in the development and recruitment of an institution of higher education.</p>	<p><u>Strategy 9.7.1</u> Develop a strategy plan to attract an institution of higher education.</p>	<p>Planning Commission City Council University of Delaware Delaware State University Delaware Technical &amp; Community College</p>	<p>Ongoing</p>
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EXHIBIT 19  
Photographs



























