



# **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

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

<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.



# Downtown Development Districts

## 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.

### Section III Application Instructions

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:

Smyrna/Kent

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Date of Application 5/26/2016

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: Smyrna/Kent

<p>Contact Person for Application</p> <p>Name: <u>Wilmer Abbott</u></p> <p>Address: <u>27 South Market Street Plaza, PO Box 307, Smyrna, DE 19977</u></p> <p>Phone: <u>302.653.9231</u></p> <p>Email: <u>wabbott@smyrna.delaware.gov</u></p> <p>Signature <u>Wilmer E. Abbott Jr.</u> Date <u>5/26/16</u></p>	<p>Proposed District Administrator (if different)</p> <p>Name: <u>same</u></p> <p>Address: _____</p> <p>Phone: _____</p> <p>Email: _____</p> <p>Signature _____ Date _____</p>
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- ☐ 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 2/4/13

Population of the municipality or county (as per 2010 US Census) 10,065

Population of proposed District (based on 2010 US Census Block data) 5,208

Area of proposed District in acres 10 acres

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 proposed boundary is as follows:

The western side of Rt. 13 from E. North Street to S. Main Street;  
the eastern side of S. Main Street from Rt. 13 to S. Delaware Street;  
the northern side of W. South Street from S. Main Street to S. Delaware Street;  
the eastern side of S. Delaware Street from W. South Street to W. Mt. Vernon Street;  
the southern side of W. Mt. Vernon Street from S. Delaware Street to N. Main Street;  
the eastern side of N. Main Street from Mount Vernon Street to E. North Street;  
the southern side of E. North Street from N. Main Street to Rt. 13..



## ***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: Janet Vinc/Wilmer Abbott

Phone 302-653-9231

Email wabbott@smyrna.delaware.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).

By identifying an area that was inclusive of the Town of Smyrna Historic District and proximate to its core commercial and residential downtown areas, the town intends to maximize the impact and value of the Downtown Development District designation.

This rationale is supported by a belief that developers/redevelopers will perceive that mixed-use projects in the proposed district will provide the best return on investment opportunity and, therefore, will have the highest impact for all concerned. The town also believes that pursuing new commercial and residential growth in the proposed district is a goal that is compatible with historic preservation goals in the same area.. Also, by selecting this area, the town is able to advance Smyrna's "walkable" community goals. This makes commercial, cultural, are and entertainment venues "proximate" to one another. It also gives new meaning to the invitation to "Live, Work and Shop" in Smyrna.

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

☒ Map Attached

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

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

☒ Map Attached

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



## ***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 Downtown Development District is predominantly composed of properties with an existing and future Downtown Mixed Use land use designation. Many of the properties are listed as contributing elements in Smyrna's Historic District. This is the original commercial heart of the town. The relatively small size of lots, existing improvements and close proximity of the structures, and variable uses all combine to create the need for a flexible use area with only minimal bulk, parking and other standards.

General business uses of a community-wide nature, professional offices, government offices, business services, limited retail uses and medium and higher density residential uses are planned for new and redevelopment sites in the Downtown Mixed Use area. The purpose of the Downtown Mixed Use area is to promote development of a compact, pedestrian-oriented town center, consisting of a diverse mix of residential, business, commercial, office, institutional, educational and cultural and entertainment activities for workers, visitors, and residents. By accommodating mixed-use buildings serving retail, service and other uses on the ground floor and residential units above the nonresidential space; allowing for commercial use of a scale and intensity compatible with adjacent residential neighborhoods; permitting for the development of exclusively residential buildings of a scale and intensity compatible with the Town's traditional neighborhood design; allowing residential zoning to promote the preservation of historic residential buildings; encouraging development that exhibits the physical design characteristics of pedestrian-oriented, storefront style shopping streets; and providing flexibility for adaptive re-use of old buildings in the area will create a sense of place that represents Smyrna as a unique, attractive and memorable destination for both visitors and residents alike.

Additionally, those areas in the District adjacent to Route 13 are designated with Central Corridor Commercial future land use designation. Despite being one of the most commercially developed sections of the Route 13 Corridor, the central section was originally developed as a bypass of the historic downtown with few amenities for pedestrians or bicyclists. As it is often times associated as the historic, center part of town, the Central Corridor must be redeveloped as the environment that creates the "sense of place" for Smyrna and provides the context for the rest of the corridor.

By constructing buildings close to the road while providing parking in the rear, requiring architectural form and streetscape improvements to be consistent with the Historic District theme, permitting a mixture of uses (including residences, offices and retail space), providing pedestrian connections and transit amenities, creating an attractive urban town center connecting the historic center of the town with the remainder of the corridor. The land use plan locates several high and medium density residential areas adjacent to the downtown mixed use and



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central corridor commercial land use areas, thus encouraging the revitalization of the downtown by promoting the reuse of historic structures and thoughtful infill development in the central core of the Town thus securing new economic activity in the community.

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 proposed District encompasses portions of the Historic Preservation Overlay District. In July of 2003, the Town adopted a Historic Preservation ordinance. The ordinance identified areas of the town which should be located within a Historic Preservation Overlay District in order to preserve and enhance structures that are important to the history, character, architecture, culture, tradition and economic values of the Town of Smyrna.

Under the provisions of the Historic Preservation ordinance, Town Council established a public body, the Historic District Review Board, to assess the District's architecture, assist property owners in preservation awareness, and establish guidelines for exterior design alterations to existing structure or new construction planned in the district, to enhance the attractiveness of the Historic Preservation Overlay District.

The provisions of the Historic Preservation Ordinance promote the understanding and participation in preserving and enhancing Smyrna's heritage, which can spur new investment and reinvestment in the downtown area, fostering community pride and creating an environment that is attractive to residents and visitors as a place to live, work and recreate, contributing to the economic health of the town.



## *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).

In its regional context Smyrna is a small player, dominated by larger markets south and north and with a limited number of unique attractions or resources (no Grand Canyon or ocean) that sets it apart from other places, and for some time has been perceived as an exit off a major road – and owing to multiple factors – not as commercially viable as Middletown or Dover. That, however, is changing. Since the 2000 Census a state-wide demographic shift uniquely recast Smyrna as the center of the State’s population, making it as proximate to residents and visitors to the south as it is to the north. With this shift comes the opportunity to grow residentially and commercially, but to overcome decades of perception, Smyrna needs help.

Help in the form of real and valued incentives are urgently needed to cause a corollary shift in how Smyrna is perceived as a place to invest and live. Generally speaking, investors assess the risk factors associated with any given investment. Meaningful incentives often mitigate risk factors, and such incentives will be essential to successfully implementing or District Plan. Though Town efforts are gaining traction and contributing toward economic and sense of place goals, Smyrna has not yet reached a “tipping point”. The Town’s interest in becoming a Downtown Development District is driven by the opportunity the designation presents to accelerate (and maintain) current momentum and to push past the tipping point at a time when the Town has the organizational capacity and resources to maximize the benefits of this designation.

In a related sense, according to the Town’s most recent Opportunity Gap Analysis (discussed more completely in the District Plan section), Smyrna’s new and existing residential base is “under-served” in numerous categories of consumer goods and professional services. Stated differently, Smyrna residents must leave the area to acquire a variety of goods and professional services because the demand for these goods and services is not provided (supplied) for locally. New business opportunities are, therefore, “leaking” to other regional areas and states. Many of the properties within the proposed district provide for “residential over commercial” use and



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

occupancy and these properties have not been maintained or reinvested in over a period of time and, as such, are not code compliant by today's standard.

The Town is hopeful that the DDD incentive would help overcome one of the foremost redevelopment downtown challenges it faces, which is, "how can an investor justify improvements to the entire real estate asset and get a reasonable return on their investment?" Numerous properties within the proposed DDD are negatively impacted by this challenge. Downtown Smyrna redevelopment opportunities often just don't "pencil out". For many downtown buildings investors find that the projected new rents will not support the cost of bringing the building into code compliance.

As a result, prospective investors see this dynamic as a "non-starter", and historically these properties remain vacant or only partially occupied. The DDD incentive would, in effect, provide investors with equity in these types of projects, thus making it possible to expand the "residential over retail" scope of work for each project, and in so doing would have a profound commercial and residential growth impact on the district. Without such financial incentives the Town will continue to struggle to find projects that will meet the debt service requirements of prospective new investors.



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### **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



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### **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 proposed District's demographic data is a major factors in establishing a case for "need". The District population, and even the population for the Town as a whole demonstrate low population density. Income levels in the District are approximately 5% lower than the Town as a whole, and both the Town and the District median income levels are lower than the State's median income. These two demographic factors (population and income) are among the most common critical factors that site selectors for retail and professional goods and service providers focus upon.

Smyrna's easy access from out-lying areas, however, gives it terrific access to a potential regional customer. Town research has expressed this to site selectors in terms of 10, 20, and 30 minute drive-times, accessing significantly more people with higher median income levels well within the criteria of these site selectors (see Opportunity Gap Analysis). Smyrna recognizes the critical role that incentives will play in helping investors mitigate the risk associated with locating in areas that are proximate to their customers, but that do not conform with prevailing site selection criteria.

Of the 427 Smyrna houses built before 1949, 311 of them are located within the district area indicating that 73% of the oldest housing stock is located in the proposed district. Many of these homes are in need of improvement. There is a slightly higher rate of vacancy in the prospective district by Census Tract and Block (9%) than on a town-wide basis (8%) indicating a need to direct new economic resources to this area. There is also slightly higher percentage of low to moderate income levels in the proposed District in comparison to Town-wide.

New Jobs creation would provide local employment and home ownership opportunities to an area that the data suggests needs the help. Also there is a significantly higher percentage of home rental in concentrated Census Blocks within the proposed District in comparison to the Town (45% versus 33%) In addition, Smyrna Police statistics indicate a higher rate of criminal activity occurring in the proposed District than in the outlying areas, particularly in terms of theft, prostitution and drug related activities (detail available on [www.raidsonline.com](http://www.raidsonline.com)); new reinvestment and redevelopment in the proposed districtis anticipated to reduce crime in this area.



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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).

Economic - The total combined impact of the Smyrna DDD could exceed \$20,000,000 in new private reinvestment taking into account the following factors: 89 new jobs created new consumer spending potential of the new worker daytime population re-purposing or activating 59,400 square feet of vacant or under-utilized commercial space in the district 17 new residences (combined owner and rental units) the annualized consumer spending potential for the estimated 34 new downtown residents the private reinvestment in new residential housing the new annualized income to property owners derived from new Property values, assessed value, and rents derived from redevelopment in the proposed District are anticipated to increase by 10 to 20 percent.

These increases in value will have a corresponding and positive impact on non-targeted properties in the District as well. Social and Cultural Positive Impacts Crime will be reduced— It is the experience of the Smyrna Police department that “more people on the streets” are a by-product of “more commercial and residential day-to-day activity”, which has the net effect of discouraging (thus reducing) criminal activities.

There will be a Reduction in Blighted property – New incentives will make the reinvestment necessary to retain the historic core, enhance the overall attractiveness of the area, and direct and invite visitors and residents to make the downtown part of their daily experience a reality. This reinvestment will extend to the significant number of buildings in varying degrees of decay and in need of attention.

Cherished cultural, artistic, historic and entertainment attractions and venues will be preserved and sustained – Among these attractions and venues are the Smyrna Opera House, Smyrna Public Library, and the Duck Creek Museum, as well as a number of churches, lodges and public facilities (schools, post office, and town hall). With these cherished “anchors” intact the Town will utilize festivals, special events, parades, art shows, performance, and similar recreational and cultural activities to celebrate and sustain them.



## *Downtown Development Districts*

### 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).

With respect to Smyrna's objectives, there are three (3) distinct, but inter-connected and related areas of focus:

I. For the Town Overall Objective 1 - Uniqueness and identity – Create an identity that sets it apart from “just another place along the highway”

Objective 2 – Maintain an ongoing understanding our market/assessing the data/understanding the demographics/ addressing the opportunities.

Objective 3 - Capture the value of the State Route 1, its interchanges and access to the Region

Objective 4 – Assure that Smyrna is appealing and attractive as a place to live, work, shop, educate, heal, and recreate

Objective 5 – Encourage and assure extended and sustainable economic vitality, supporting a broad mix of businesses and jobs

Objective 6 – Lead the effort to create well planned, efficient, attractive development

Objective 7 - Retain and nourish, and grow our assets (economic gardening and buffalo shooting)

Objective 8 - Attract the “right” fit, not just any fit

Objective 9 - Provide first class public services and utilities Specific Objectives for the U.S. Route 13 Corridor (based on the U.S. Route 13 Corridor plan of 2012) \_



## ***Downtown Development Districts***

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

<p>Objective 1 - Develop a “unique sense of place, and identity” for Smyrna</p> <p>Objective 2 - Ensure mobility and safety, promoting interconnections, addressing form and function</p> <p>Objective 3 - Enhance aesthetics, promoting flexible urban design and development</p> <p>Objective 4 - Promote economic viability</p> <p>Specific Objectives for the Downtown _____</p> <p>Objective 1 – Retain the scale, charm and historic character</p> <p>Objective 2 – Make downtown a safe and secure, walkable and accessible environment</p> <p>Objective 3 - Promoting mixed use</p> <p>Objective 4 - Promote and cherish the cultural, arts and entertainment attributes</p> <p>Objective 5 - Create a sense of destination, a unique, boutique, trendy sense of place</p> <p>Objective 6 - Ensure adequate parking and other services</p>
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## ***Downtown Development Districts***

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### **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 Town Council has demonstrated leadership in its actions. Town Council has been a guiding and supporting force regarding the implementation strategies that are facilitating new economic growth in Smyrna. Council's leadership in working with the Economic Development Committee and in establishing the Redevelopment Authority is not conceptual. Their leadership has been demonstrated by their actions.

The most recent examples of their proactive leadership include: To attract and secure the commitment of a new and compelling downtown business, Council agreed to amend a Town Ordinance to allow a manufacturing use in the downtown, and provided utility (water, sewer, and electric) abatements (2013-14, Painted State Distillery) To attract and secure the commitment of a new and compelling downtown business Council agreed to convey Town owned property to a private party at a deeply discounted rate in an effort to transform a central part of the downtown To attract and secure the commitment of a new and compelling business Council agreed to undertake the purchase of a property and lease this property to a craft Brewery (Blue Earl Brewery opened 2015).

Council has made economic development a priority responsibility for the Town Manager, authorized hiring of an economic development consultant, engaged a well-qualified (Delaware) marketing firm, provided funding in tight budgets for promotional activities, and asked the ViceMayor to chair the Economic Development Committee.

The Mayor has taken a very personal and direct role in seeking new businesses, championing events to better promote the town, and encouraging owners of blighted or underutilized properties to repair them and put them into use. Additionally, with the full support of the Mayor and Council, Smyrna is an active member of the Greater Kent Committee, the Central Delaware Chamber of Commerce, The Kent County Economic Development Roundtable and the Delaware League of Local Governments to facilitate a coordinated regional approach to economic development opportunities.

List key implementation strategies for the District Plan. Please also list any known projects or proposals that can be underway within six to



## *Downtown Development Districts*

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

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 following represents an outline of Key Implementation Strategies/Projects for the District Redevelopment Authority (RDA) In Sept/Oct of 2014 the Town of Smyrna funded the RDA with approximately \$50,000 to begin targeted programming and initiative implementation efforts.

Here are their key areas of focus and accomplishment from their first 3 meetings:

Establish Revolving Loan Fund - Application for RDLEG grant to establish additional RDA funding was completed in late November 2014. The RDA has made small business loans to District "start-ups, expansions and capital equipment purchases necessary to grow and promote small business vitality.

Advance Catalytic Projects - Catalytic Project commencing September 2014 – 6, 8, 10 North Main Street - Peterson building – recently purchased along with 2 North Main Street - Koehler's – vacant commercial. Identified a redeveloper to transform this block located at the "4 corners" and heart of the district (Commerce and Main). Incentives and funding are still being sought to make this development a reality. The first floor use is anticipated to be an upscale restaurant. The total investment for this project will exceed \$500,000. The Town conveyed 6, 8, and 10 North Main to a redeveloper for \$1 as an incentive to the developer (the appraised value of the property was \$125,000). As part of the purchase the developer is obligated to make improvements. The developer subsequently purchased 2 N Main at market rates to assemble the footprint necessary for redevelopment.

The RDA is assisting with this project and has secured a revolving loan program that offers favorable interest rates to the developers as a means of supplying some of the capital necessary to restore all floors of this building and prepare the ground floor for a new restaurant occupancy. This project also benefited greatly from the DDD incentives. The developer is at risk (therefore committed) because these properties have been purchased. This project was completed in 2015.

Redevelopment of One North Main - A chronically vacant and corner building 1st floor occupancy is under contract with the "Drunken Baker". Construction was completed in 2015 the Town will continue to encourage and support upper floor renovations as office/commercial and some market rate residential housing.

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<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***

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### **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.

The RDA is presently completed a Building and Property Conditions Assessment in the 4th quarter 2014 in an effort to target specific opportunities based on actual present day conditions. These conditions are being "punch-listed" as the basis for having "informed" and constructive conversations to address deferred maintenance and capital improvement conditions. The project is intended to elevate the visual appeal of the District and outlying areas, and elevate real estate values. Needless to say, targeted property owners would benefit greatly from DDD incentives.

The RDA has re-started the Façade Improvement Funding Program and has offered façade improvement financial participation up to 50% of the qualified investment, "capped" at a fixed dollar amount. The RDA has adopted the Vacancy Treatment Standard and has agreed to fund two new vacancy/storefront treatments to mitigate the negative impact of key vacant sites and to promote new commercial opportunities. (Attached)

The Town engaged an Economic and Business Development Consultant to provide strategic planning and implementation-focused business recruitment, retention, and expansion services and technical assistance to businesses free of charge - to work with on a one-on-one basis - whenever it is necessary to advance the goals on the district plan

A key goal is to recruit in the home furnishings and women's apparel and accessories categories to support recent business expansions of existing downtown merchants. These efforts are presently underway with the direct assistance of the Mayor and the Town Consultant

Another key project is the ongoing recruitment support to bring medical and educational related occupancy to the Wellness Center to continue the momentum established with the most recent successful negotiation with First State Orthopedics who recently signed a lease for 7300 sf in the Wellness Center. Branding - The town completed a branding initiative in 2011 which was formally adopted October 21, 2013 and will continue to be implemented in the proposed district. The goal is to link the branding message with the vacancy treatment and façade improvement objectives to leverage awareness of the Smyrna brand and particularly for people to view Smyrna as a growth market.



## ***Downtown Development Districts***

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

Marketing - The Town has hired a marketing firm and initiated a Comprehensive Marketing Program Phase One Tactics Overview Messaging & Audience identification and segmentation Regional and national site selection teams Real estate investors Tour groups History groups Culinary tourism groups Segmented messaging appropriate for each audience Collateral development:

The Case for Smyrna brochure (preliminary title);

Direct Mail campaign;

Inbound marketing;

Web development;

New landing page and supporting pages aimed specifically at site selection and development teams;

Search engine optimization to generate keywords for target audiences;

Social media marketing strategy;

Smyrna Blog;

Targeted Smyrna social media campaign, including promoted posts;

Event management;

Leverage proximity to well-known events (Firefly/NASCAR) to produce signature cultural events that build and reinforce quality of life standards and draw tourists and investment to Smyrna;

Hosted four "SMYRNA AT NIGHTS" to date;

Media Relations strategy;

National outreach to position Smyrna as a strategic community for development, retirement, history, cultural and culinary tourism.

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).

A Source Water Protection ordinance was adopted by the Town on February 21, 2012. The regulations of the Source Water Protection ordinance improve the Town's ability to protect its sources of public drinking water. All of the Town's public water supply wells draw from aquifers that are recharged within the locality of the Town, a large portion of the District is located within a wellhead area therefore those development projects located within this area will be required to adhere to these regulations, if applicable. The town has undertaken an aggressive program to retro fit street lighting with high-efficiency LED fixtures, is developing lighting standards for new development based on LED technology, completed an energy assessment of Town Hall, is working with DEMEC to build a 1.5mw solar facility in town, has adopted design focus (thereby more efficiently using land resources) for portions of the US13 corridor, and is pursuing a fleet policy that promotes increased vehicle fuel efficiency..

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/>

In the planning process for the most recent Smyrna Comprehensive Plan update, the primary motivating forces of the Plan are strategies to: identify appropriate locations for and to attract new businesses to the community; achieve a more compact and cost-effective pattern of residential and neighborhood commercial development; encourage the revitalization of the downtown by promoting reuse of historic structures in the central core of the Town, securing new economic activity in the community; protection against uncontrolled development which would affect the character, attractiveness, and livability of the Town; and to protect the scenic resources of the area.

The State Strategies map designates the Town of Smyrna as an Investment Level 1, which depicts areas with adequate infrastructure, compact development, an array of services, a variety



## ***Downtown Development Districts***

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

of housing options and a human, walkable scale. The District Plan is consistent with both the Comprehensive Plan and the Strategies for State Policies and Spending because it encourages the following: reinvestment in the historic core of the Town by enabling efficient use of existing public infrastructure, compact development through the adaptive reuse and revitalization of existing buildings, preserving the walkable, human-scale streetscape, and promoting compatible mixed use development; all which will secure new economic development activity in the community



## ***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?)

<b>Local Incentive</b>	<b>In effect since (approx.)</b>	<b>Geographic area covered</b>
Chapter 70 - Utilities Article IV – Discount of Electric Utility Charges for Qualifying Projects	2003	Applies to the District
Chapter 32 – Impact Fees Sec. 32-3.	2003	Applies to District
Chapter 18 – Building & Building Regulations Article I – In General Division 2. Cap on permit fees for qualifying projects - Sec. 18-28.1	2005	Applies to District
Chapter 18 – Building & Building Regulations Article XII – Redevelopment Authority Division 4. Waiver of Town Taxes, Charges	2005	Town-wide



## ***Downtown Development Districts***

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

and Fees - Sec. 18-801		
Technical Assistance	Since 2009	Town-wide
Design and Code Review	2009	Town-wide
Adoption of a Vacancy Treatment	4 <sup>th</sup> Quarter 2014	Town-wide
Chapter 18 - Building & Building Regulations Article XII - Redevelopment Authority Division 3 - Façade Improvement Matching Grant Program	2005	Applies to District
Revolving loan fund	2015	District only



## ***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.

<b>Local Incentive</b>	<b>How modified?</b>	<b>Geographic area covered</b>
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only

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

<b>Local Incentive</b>	<b>Date enacted (or proposed date of adoption)</b>	<b>Geographic area covered</b>
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only



## ***Downtown Development Districts***

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

### **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.

<b>Local Incentive</b>	<b>Funding Source</b>
Façade Improvemen	Funded by Town Council with money derived from the Town Ordinance that assess penalties for vacant property that is not actively being marketed by the property owner
Vacancy Treatment Standard Implementation	same as above.
Design and Code Review	Town funded utilizing Town personnel and consultants when necessar
Chapter 70 - Utilities Article IV – Discount of Electric Utility Charges for Qualifying Projects	Town
Chapter 32 – Impact Fees Sec. 32-3.	Town
Chapter 18 – Building & Building Regulations Article I – In General Division 2. Cap on permit fees for qualifying projects - Sec. 18-28.1	Town
Technical Assistance	Town funds an annual contract with consultant to provide these services. These services are offered FREE OF CHARGE to stakeholders and prospective stakeholders
Rent subsidy on Town owned buildings	Town deferred and reduced rent for a period of time to secure Blu Earl Brewing Company committment

For each Local Incentive to be provided, please describe the specifics of how the incentive works (details are needed), and how the incentive



## ***Downtown Development Districts***

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

encourages economic development and revitalization in your community.

Reduction in impact fees, property taxes, building permit fees, abated and/or discounted utility charges, efforts to streamline the permitting process, saving time, low-cost access to capital, façade improvement assistance, vacancy treatment assistance, marketing and promotional assistance, and free business development technical assistance on a variety of start-up and expansion topics all facilitate economic development because they mitigate or eliminate start-up or expansion costs, save time, and allow business owner's to reallocate their savings to other line items within their opening budget.

All of these incentives demonstrate – in practice, not rhetoric - that the Town is not just businessfriendly, but more importantly, empathetic to the risks and barriers to entry that small businesses face when looking to grow or start-up their business. The Town's goal in offering such incentives is to offer distinguishing and compelling reasons to invest in Smyrna and not somewhere else.



## ***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).

Vacant Building Chapter 70 - Utilities Article IV – Discount of Electric Utility Charges for Qualifying Projects Sec. 70-190 The monthly metered electric utility charge shall be discounted 50% for a period of 6 months.

Chapter 32 – Impact Fees Sec. 32-3. Waiver of Impact Fees for Qualifying Projects The impact fees shall be fully waived, provided that the rehabilitation, renovation, reconstruction, restoration or replacement of the existing building or structure is (1) similar in kind, use or intensity; and (2) does not cause a significant increase in “municipal and/or public services” as defined in Section 32-2, as reasonably defined by the town manager.

Chapter 18 – Building & Building Regulations Article I – In General Division 2. Cap on permit fees for qualifying projects - Sec. 18-29 Qualifying projects in commercially-zoned areas or in the historic preservation overlay district are eligible for a cap on building permit fees. The maximum building permit fee shall be \$40.00 for the first \$1,000.00 of value and \$11.00 per each additional \$1,000.00 of value, not to exceed \$1,129.00 regardless of the total cost of the project.

Chapter 18 – Building & Building Regulations The town council may waive, in whole or part, by resolution, any tax, charge, fee, obligation and/or duty owed to the town if such waiver is necessary to effectuate the purposes and intent of this article. The waiver shall include, but is not limited to, property taxes, impact fees, building permit fees and the monthly metered electric utility charge (excluding any public utility tax, state and/or federal tax/surcharge, purchase power adjustment, and/or transmission/distribution fees).

Technical Assistance – The Town has engaged the annual professional services and technical assistance of Retail Market Answers, LLC (RMA). RMA’s services are available to current and prospective investors in the following areas of focus:

Business Recruitment Assistance to Property Owner and Real Estate Brokerage (These services are offered free of charge to stakeholders and prospective stakeholders) – targeting specific business prospects for recruitment pursuant to the Town plan including: value added strategies that compliment economic and sense of place goals, gathering market data, researching/providing site selection criteria and contact information for national and regional retail goods and professional service prospects (and facilitating meetings with same)

Business Retention – providing one on one assistance to targeted business in an effort to stabilize or improve business performance, succession planning, sale and disposition of businesses or real estate assistance to retain categories of business (if not the current business operator/owner)



## ***Downtown Development Districts***

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

Business expansion assistance One-On-One Business Owner Technical Assistance Strategic business development planning Developing financial projections for redevelopment and development projects.

Small business plan development Retail Merchandising assessments, Product mix, Signage, and Store-layout assistance Debt restructuring Loan assistance to support access to capital needs (recommending providers and articulating the needs of the business in the context of the lenders requirements)

Site selection assistance - We maintain an inventory of available land and buildings, and work with businesses to realize the potential of their properties. Through our work with organizations like the Kent County Chamber of Commerce, the Smyrna Business Development Committee, and Smyrna Downtown Renaissance Association, and the RDA we promote the quality of life and business in the Town of Smyrna.

Grant writing assistance Primary and secondary Marketing research Market Demographics Gap Analysis Marketing and event assistance

Business Outreach/Mixers/Meetings assistance Ongoing Implementation assistance

Design and Code Review – The Town regularly engages in design and code review activities with prospective new businesses as a means of streamlining cost, clarifying scope of work, expediting the regulatory process and to demonstrate in its practices that the Town genuinely supports new business growth, and values their interest.

Guidance and Assistance: Redevelopment Authority Resources - The RDA is in the process of establishing a revolving loan fund (funded by the USDA RDLEG program). This fund will be used to foster and assist development, renewal, improvement of businesses, and the creation of jobs. This fund would allow the Town of Smyrna to offer investors access to capital at more competitive rates than traditional lending institutions and provide opportunity for specific economically viable businesses to locate, expand, or remain in the Town.

The RDA is implementing a vacancy treatment initiative as a financial incentive for property and business owners to mitigate the negative impact of vacancy (particularly from a visitor's perspective). In addition the RDA intends to provide a financial Façade Improvement incentive as a means of stimulating new interest in addressing storefront conditions and elevating the visual appeal of the DDD.

Reduction in impact fees, property taxes, building permit fees, abated and/or discounted utility charges, streamlining the permitting process (saving time) low-cost access to capital, façade improvement assistance, vacancy treatment assistance, marketing and promotional assistance, and free business development technical assistance on a variety of start-up and expansion topics all facilitate economic development because they mitigate or eliminate start-up or expansion costs, save time, and allow business owner's to reallocate their savings to other line items within their opening budget. All of these incentives demonstrate – in practice, not rhetoric - that the Town is not just businessfriendly, but more importantly, empathetic to the risks and barriers to entry that small businesses face when looking to grow or start-up their business. The Town's goal in offering such incentives is to offer distinguishing and compelling reasons to invest in Smyrna and not somewhere else.



## ***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    5/25/2016

Resolution Number

☒ Resolution Attached.

RESOLUTION - APPLICATION  
FOR DESIGNATION AS A  
DOWNTOWN DEVELOPMENT  
DISTRICT  
APPLICATION ROUND #2

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

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

**WHEREAS**, The State is accepting applications for the designation of the 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, and that will help achieve the purposes set forth in the Act (the "**Local Incentives**"); and

**WHEREAS**, if an application is successful and the Town of Smyrna 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 Down town Development District "would greatly benefit current and future residents, businesses, non-profit organizations, and others within the Town of Smyrna; and

**WHEREAS**, the Town Council of the Town of Smyrna strongly believes that it is in the best interest of the Town of Smyrna to apply for District designation.

**NOW THEREFORE, BE IT RESOLVED THAT:**

1. The Town Council supports the Application for Designation as a Downtown Development District prepared by the Town Manager and dated June 1, 2016 (the "**Application**"); and
2. The Town of Smyrna is authorized to appoint a

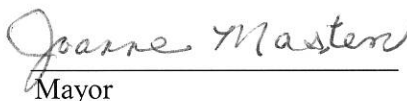
District Administrator (the "**Administrator**") to file the Application on behalf of the town and to provide such other documents and information as may be necessary or desirable in connection with the Application; and

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

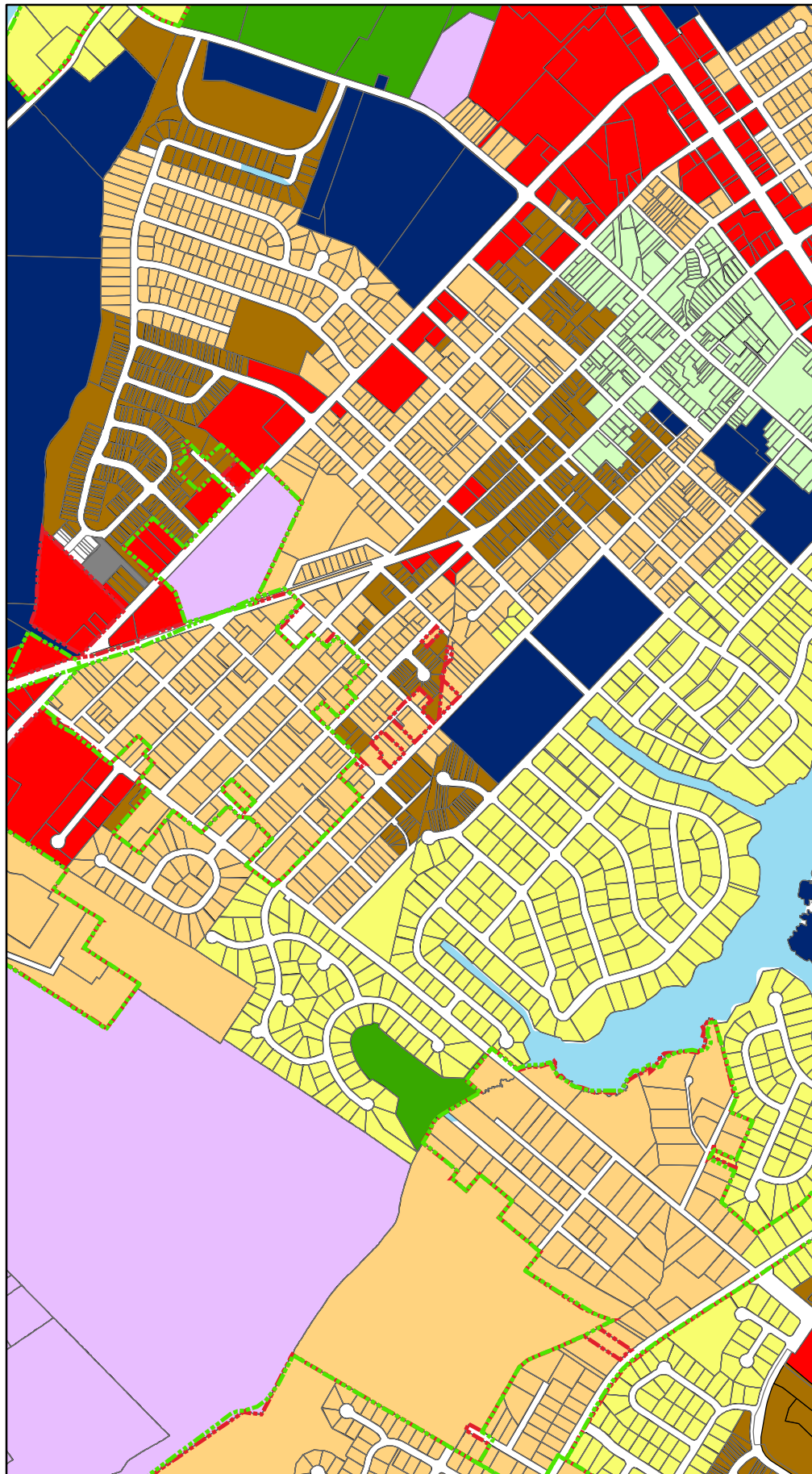
**RESOLVED** this 25<sup>th</sup> day of May, 2016.

ATTEST:

  
Council Secretary

  
Mayor

The map displays the Town of Smyrna's Downtown Development District. A yellow title box at the top center reads "Town of Smyrna Downtown Development District". The map features a grid of streets including E Glenwood Ave, E North St, E Mount Vernon St, E Commerce St, E South St, S Main St, S Market St, S Delaware St, W Mount Vernon St, N Main St, N Union St, W Commerce St, W South St, S Union St, Hamilton Ln, Kent Way, Tyler Ln, Ransom Ln, Monrovia Ave, Oak Dr, Harkins Dr, Fairfield Dr, Locust St, and Lake Dr. Numerous numbered blocks are labeled throughout the district. Three specific tracts are highlighted: Tract 402.01, Tract 402.03, and Tract 402.02. Two areas are designated as BG 1 and BG 2, indicated by orange dashed lines. Major roads are marked with route shields for US-13, GA-300, and SR-6.



**Historic Town of  
Smyrna  
Delaware  
COMPREHENSIVE  
PLAN  
2012 UPDATE**

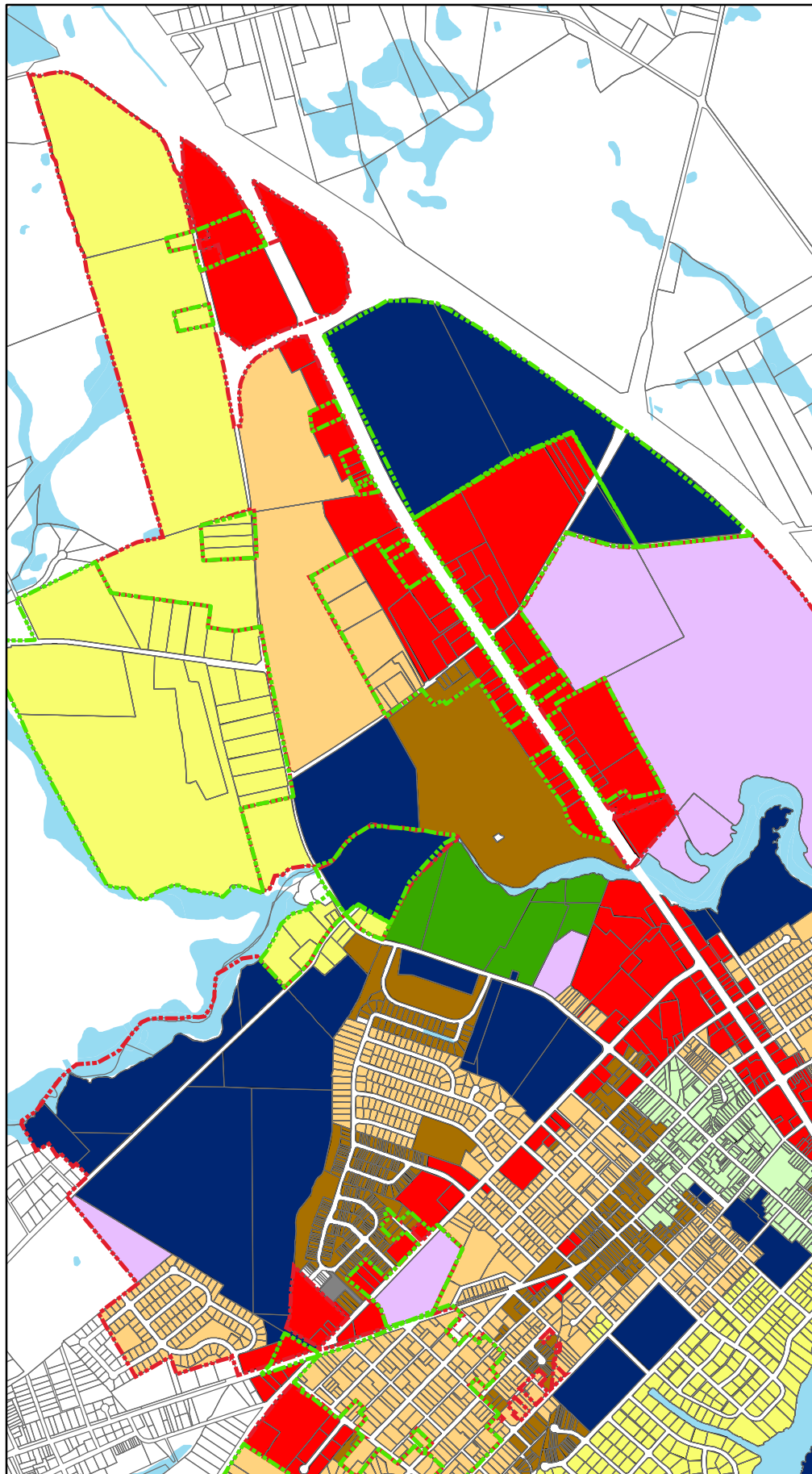
***FUTURE LAND USE  
within the  
Town of Smyrna  
(as in 2012)***

**Legend**

- High Density Residential
- Medium Density Residential
- Low Density Residential
- Downtown Mixed Use
- Parks and Open Space
- Commercial
- Employment Ctr./Light Industrial
- Institutional/Community Use
- Utilities
- Smyrna, December 2012
- Annexation Growth Boundaries

0 700 1,400  
Feet

**Figure No. 3-1**



**Historic Town of  
Smyrna  
Delaware  
COMPREHENSIVE  
PLAN  
2012 UPDATE**

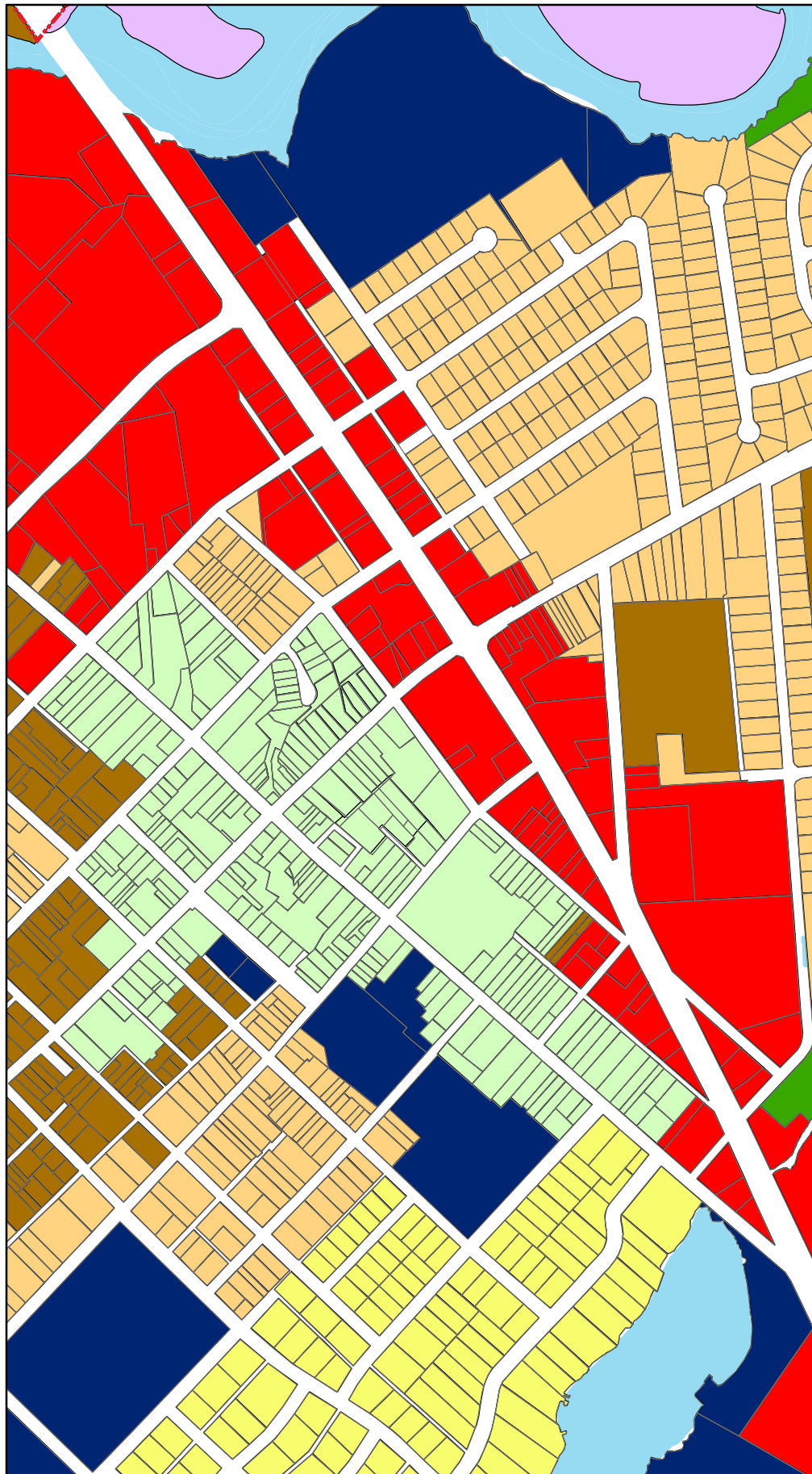
***FUTURE LAND USE  
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- Institutional/Community Use
- Utilities
- Smyrna, December 2012
- Annexation Growth Boundaries

0 1,000 2,000  
Feet











**Figure No. 3-2**



**Historic Town of  
Smyrna  
Delaware  
COMPREHENSIVE  
PLAN  
2012 UPDATE**

***FUTURE LAND USE  
within the  
Town of Smyrna  
(as in 2012)***

**Legend**

-  High Density Residential
-  Medium Density Residential
-  Low Density Residential
-  Downtown Mixed Use
-  Parks and Open Space
-  Commercial
-  Employment Ctr./Light Industrial
-  Institutional/Community Use
-  Smyrna, December 2012
-  Annexation Growth Boundaries

0 375 750  
Feet

**Figure No. 3-4**

## **Delaware Downtown Development District**

### ***MOVING FORWARD IN SMYRNA!***

The Town of Smyrna is a demonstrable success story of economic development and urban renewal made possible through teamwork and innovative investment. Buildings have been rehabilitated, facades improved and jobs have been created in the targeted area. From the Town Council to the many engaged citizen-volunteers, the Town of Smyrna has a formula that works!

The *Path Forward* described the 2014 Downtown Development District application. Our commitment to this multi-faceted economic development program did not waver when the State of Delaware chose other applicants. Quite to the contrary, the town partnered with the USDA and established revolving loan fund that provided \$300,000 of financing for a centerpiece downtown redevelopment project, *The Inn at Duck Creek*.

And, in 2016, the Town of Smyrna continues *Moving Forward* with the redevelopment of the Wright Mansion – which is located at the gateway into our historic downtown.

A vast array of dedicated volunteers and professionals are working through the Town Manager and with staff to identify properties and projects. Prospects and supporting groups are partnered in ways that provide the most effective means of advancing business interests in ways that complement the vision of our elected and appointed leadership.

For more than a decade, the Town of Smyrna has aggressively pursued the enhancement of historic, economic and recreation facilities in the “heart” of our town. For example, in 1999, the town applied for Community Redevelopment Funds that would have re-purposed an empty industrial plant to be a modern indoor recreation facility – right next to our largest municipal park.

Then, in 2003, the town codified a Historic Preservation Ordinance and established a Review Board for building permit applications. The goal of enhancing the aesthetic appeal of our historic downtown was furthered through a matching façade improvement grant program in 2005. More than \$70,000 in improvements were made to the most visible homes and businesses in our community in the two years that followed. This program was re-instituted in 2015 with four projects completed in the downtown district that year. Four additional projects, outside of the district, are “on the books” as well.

In 2007, the Town of Smyrna adopted a package of incentives that would provide applicants with reduced impact and utility fees. No less than eight businesses have qualified for these reductions between 2007 and 2015.

During 2009-10, the Town of Smyrna worked with the USDA to redevelop its downtown historic district through a complex streetscape and infrastructure improvement project. The establishment of the Slum Clearance and Redevelopment Authority followed. This autonomous municipally chartered entity identifies and acquires distressed properties in critical places within our town. It is through this authority that the properties at 6-10 Main Street were acquired and then converted to use as part of *The Inn at Duck Creek* project.

Retail Market Answers, LLC was contracted to conduct a Smyrna Business Survey in 2011. The survey provided a “gap analysis” for consumer demand which has provided a basis for business recruitment and retention. As a follow-up to this exercise, a “vacancy standard” was developed. This standard provides examples of aesthetically pleasing treatments for vacant storefronts and similar high visibility, under-utilized, businesses.

The Economic Development Committee and Business Development sub-committee have been diligently meeting and advancing opportunities for more than five years, now. The projects and policies advanced by these appointed volunteers receive critical support from staff and then are considered for adoption by Town Council. More often than not, the answer has been “yes”!

In summary, the Town of Smyrna has been implementing all of the strategies espoused by the Downtown District Designation program for many years...and we’ve been very successful at it!

#### Always Improving

The constructive criticism shared in the response to our 2014 Downtown Development District application, furthermore, has served to better align our activities with the goals articulated by our state agency partners.

The following are examples of a conscious effort to continuously improve our performance, as an economic development partner with the State of Delaware.

#### Green Infrastructure Practices Implemented, More Planned

Our partners with the Department of Natural Resources and Environmental Control, for example, mentioned the need to incorporate more green infrastructure practices in Smyrna. We are proud to say that the Town of Smyrna has replaced 242 standard street and highway lights with high-efficiency LED lights. Sixty of these lights were installed in and immediately adjacent to the area designated as our Downtown Development District, too.

The plan to preserve open space, in the targeted area, as a “pocket park” has been affirmed through agreements and the town is prepared to move forward with landscaping and other low-impact improvements.

The importance of accessible services and a walkable downtown has, furthermore, been an integral aspect of the site selection process for a new public library. The site will be just a block away from the current location and will continue to be within the cultural hub of Smyrna.

Last, but not least, the Town of Smyrna is aggressively pursuing the GIS mapping of its storm water management system. The completion of this program will enable the town to better manage discharges into surface waters and meet EPA MS4 compliance standards.

Town staff and contracted engineers are working cooperatively with the Department of Transportation and the City of Dover to meet and exceed all regulatory requirements related to MS4. Matching funding for the Surface Water Matching Planning Grant will be sought through the next budget cycle process.

#### A Holistic Approach to Transportation Planning

The walkability of Smyrna's Downtown Development District is complimented by the incorporation of multi-modal paths to workplaces and destinations. This is best exemplified through the way in which the Town of Smyrna and the Delaware Transit Corporation have evaluated bus stop locations and accessibility to the same. Siting changes and related improvements will better serve both the working and elder demographic of our community.

The establishment of the U.S. route 13 Corridor as a distinct zone, with unique transportation and accessibility standards, is a proactive measure that ensures developer driven projects will support pedestrian, bicycle, bus and orderly automobile access is another demonstration of commitment to goals shared by our partners at the Department of Transportation.

The new Planning and Zoning Manager has, additionally, engaged our partners in the Dover Kent MPO by joining the Technical Advisory Committee. Upcoming transportation planning related activities include a joint meeting with the Office of State Planning Coordination and the Del DOT Division of Planning – to discuss the inclusion of Brenford Road on the list of Capital Improvement Projects and the creation of a Transportation Improvement District along the soon-to-be developed Duck Creek Road on the north side of town.

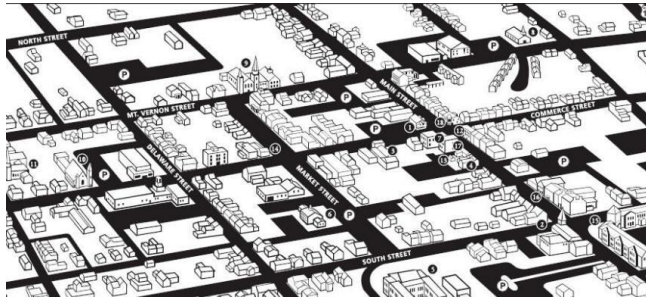
#### More than Just “Outreach”

In 2013, the Town of Smyrna contracted with Strongpoint Marketing in an effort to put forward the best possible image of Smyrna as a desirable place to live, work, start a business and to visit. A Community Video Tour was produced through CGI Communications that year. Later, that year Gable Music Ventures was contracted as a producer of the “Smyrna at Night” entertainment festivals.

Our partners with Strongpoint continue to guide us through this outreach effort and have developed a dynamic “toolbox” for entrepreneurs through the [www.mysmyrnade.com](http://www.mysmyrnade.com) website – a dynamic link that complements the town's “.gov” domain. In short, *Smyrna is Cool!*

# Application for Town of Smyrna Downtown Development District

## Downtown Development District Plan



### Overview

Economic development planning is about setting out a strategy that addresses the long term economic health of the community. It is not necessarily about capturing just the “home run” business opportunity (some have likened this to “buffalo hunting”). The District Plan is more of an “economic gardening approach” and by taking into account the following:

- Achieving a balance in the overall mix of economic activities;
- Achieving variety in the types and intensity of business opportunities,
- creating a business “destination”;
- Differentiating the community from its neighbors and competitors;
- Providing for long term vitality and stability during economic cycles;
- Anticipating (and adapting to) the constant changes in tastes, technology, and the population, and
- Capturing and building upon the special attributes of the community and its component sectors and districts.

The Town of Smyrna sees its role much more as *economic gardener* than *buffalo hunter*, and as such will work incrementally and proactively in that role as part of its day-to-day practice.

### What do we want for Smyrna?

- A finely grained mix of retail, manufacturing, technology, professional services and other business components;
- A business mix (and zoning practices) that is flexible and adaptable over time to changing economic conditions;
- A sense of “economic place” and the access to local jobs and community reinvestment that come with such places;
- Defined commercial and business centers and districts focused on their attributes;
- Goods and services that meet a substantial part of residents’ daily needs;

# Application for Town of Smyrna Downtown Development District

- Good design and quality construction that conveys a positive image and longevity;
- A positive image of the town, its businesses and economic opportunities;
- Site “readiness” for key commercially viable areas so as to respond to economic opportunities when they present themselves;
- Real and relevant incentives that will actually facilitate all of the above.

## ***What is the District Strategic Plan and its Context?***

Successful Economic Development Planning requires a context and a plan of action. The Smyrna Economic Development Committee created a Strategic Plan in 2013-14, and the seized the opportunity to refine that strategy when the Town applied for the DDD in 2014-15.

Today, Smyrna’s Downtown Development District Plan guides all current and future economic undertakings and initiatives in Smyrna’s downtown. The Town of Smyrna wants to impress upon the Downtown Development District (DDD) selection committee that implementation of the Smyrna Downtown District Plan is ongoing and has been since filing our original DDD Application. ***This has proven to be a successful plan, yielding many positive results as seen by an overview of Smyrna’s most recent Jobs Creation Assessment:***

2015-16 Actual Jobs by Employer	Full-Time	Part-Time	Total	Comments
Inn at Duck Creek	8	34	42	Provided by business Owner, Howard Johnson
Drunk n Baker	3	7	10	Provided by business Owner, Janet Forest
Royal Treatments	1	2	3	Provided by business Owner, Karen Gill
Smyrna Cards and Gifts	1	2	3	Provided by business Owner, Karen Gill
Painted Stave	1	4	5	Provided by business Co-Owner, Ron Gomes. Job includes Master Distiller
Premier Physical Therapy	5	6	11	Provided by, Tom Windley, President, Premier Physical Therapy. Jobs include - 1 FT Reception, 3 FT Physical

## Application for Town of Smyrna Downtown Development District

				Therapists, 1 FT PT Assistant
First State Orthopedics	6	10	16	Provided by David Blauer, Chief Administrator, First State Orthopedics. Jobs include - 3 to 4 full-time doctors and 2 full time administration staff
<b>Total</b>	<b>21</b>	<b>64</b>	<b>90</b>	

Projects underway for the next 12 month period and the Jobs Creation goals are as follow:

<b>2016-17 Anticipated Jobs by Employer</b>				
Maverick Texas BBQ	10	9	10	Per owner, Dave Dettra projections
Wellness Center	25	25	50	Projections based on Professional space vacancy/historical data
Wright Mansion	2	4	6	Projected by the Smyrna RDA
<b>Total</b>	<b>37</b>	<b>38</b>	<b>66</b>	

The DDD would significantly enhance, if not make possible, the Town's effort to facilitate the redevelopment of the Wright Mansion and the Wellness Center.

As previously suggested, the Town of Smyrna Strategic Plan, inclusive of the Downtown District Plan, did not come about as a result of a single exercise. It is part of an ongoing and evolving process that was shaped and informed by the Town's Comprehensive Planning process certified on February 4, 2013. The 2013 US 13 Corridor Study, the body of discussions and initiatives taking place in Smyrna on a recurring and incremental basis complement the strategic goals. The collaborative efforts of multiple partners like New Castle and Kent Counties, the Greater Kent Committee, the Delaware Economic Development Office (DEDO) and the Central Delaware Chamber of Commerce support our efforts, as well.

# Application for Town of Smyrna Downtown Development District

These programs and partners support the “boots on the ground” efforts of Town personnel, its consultants, members and Committees of Town Council, the Smyrna Downtown Renaissance Association (SDRC), the Smyrna Redevelopment Authority (RDA), town businesses and property owners, real estate developers, and numerous other public and private partners.

This plan was formally adopted by the Smyrna Town Council in 2014 and serves as the guide for the Town’s coordinated community and economic development efforts. There are three distinct, but inter-connected areas of focus, and each are outlined in this document:

1. Specific Objectives **for the Town Overall;**
2. Specific Objectives **for the U.S. Route 13 Corridor;**
3. Specific Objectives **for the Downtown Development District Plan.**

Each area of our strategic planning effort has a specific set of **Objectives** and **Supporting Initiatives** listed below. Since the economic and business development process is fluid and dynamic, it is anticipated that this document will be subject to changes and modifications as market conditions and implementation efforts dictate. In fact, the Town recently assessed its implementation effort for the period spanning 2014-5. In an effort to assess organizational and town progress in terms of community, business, and economic development, these performance metrics rated an A (-) in the assessment (see Appendices).

The plan is annotated with current progress on various Supporting Initiatives that are underway, when it is appropriate to do so.

## **FOR THE TOWN OVERALL:**

**Objective 1 - Uniqueness and identity** – Smyrna is dominated in size and by the market influence of its nearest competitors, the City of Dover and the Town of Middletown. Rather than compete head on with these or other even larger economic entities in the region, the challenge for Smyrna is to be distinctly different. Our goal is to have an identity that sets us apart and creates an identity that is not “just another place along the highway”. Smyrna is a destination in its own right, with a strong sense of place that is supported by residents and businesses.

**Supporting Initiative** – The Town of Smyrna will contract with an economic and business development consultant that will provide strategic planning and implementation-focused services. Business recruitment, retention, and expansion of the business core will be the key objective. In addition, this consultant will be a dedicated resource for prospective and current businesses. One-on-one consultation with prospective and growing businesses may be provided whenever it is necessary to advance the goals on the district plan.

**Implementation Steps** - The Town has entered into a year-to-year contract with the economic and business development consultant.

**Supporting Initiative** – The development and implementation of a branding program that will be used everywhere, whether on official documents or just built into daily

# Application for Town of Smyrna Downtown Development District

promotion, is our second Supporting Initiative. The brand will permeate every aspect of town business, whether public or private.

**Implementation Steps** - The town completed this branding initiative in 2011 and it was formally adopted October 21, 2013. Implementation of this initiative is ongoing.

## The Smyrna Brand Statement

We are Smyrna Delaware, born on the banks of the pristine Duck Creek, and grown of a place where people crossed paths. Our history defines us while our geography connects us. We are close enough for us, yet far enough to escape. We are a community that works hard yet we can pause to take in the splendor of our natural surroundings. We are forward thinking yet anchored in our two hundred and fifty year history. We nurture small town life while we embrace cutting edge technology. We remember the importance of a handshake, and we honor those we call family. We celebrate life and community and still appreciate the importance of a good parade. From Duck Creek to Lake Como, Bombay Hook to Main Street, we are focused.

*On Our Past.*

*On Our Present. On Our Future.*

*We are Smyrna, Delaware. Always Marching Forward.*

The Town Logo and  
throughout the Town



related collaterals are used

**Supporting Initiative** – The Town of Smyrna will establish a program to effectively market vacant or under-used buildings through advertising, window posters, real estate fairs, marketing literature and other appropriate means. The town developed a vacant building treatment initiative that the Redevelopment Authority (RDA) and Business Development Sub Committee are now implementing.

**Implementation Steps** – The RDA undertook steps to initiate a “Vacancy Treatment Standard (see Appendix for the full standard).

The goal of the Vacancy Treatment Standard is to establish a written protocol for the treatment of vacancy so as to acknowledge vacant buildings in a unified manner and thereby mitigate the effect that vacancy has on the overall appearance of the downtown and the Route 13 corridor areas as a whole. The logic here is that commercial districts should reflect commercial activity whenever possible.

# Application for Town of Smyrna Downtown Development District

Leaving the premises in an obviously vacant condition should be thought of as the least desirable option when a business closes.

The goal is to see the standard adopted by cooperating property owners because it is in their business interest to do so. The outcome of the implementation of this standard will be real visual examples of improved storefronts (in the spirit of, “a picture is worth a thousand words”) that will help property owners to understand the collective benefits of adopting the vacancy standard.

***NOTE: If the Town of Smyrna is successfully designated as a Downtown Development District the vacancy treatment standard will be one of the tools used to gain awareness about this designation and its benefits.***

The standard establishes Four Priorities and approaches vacancy with a series of “fallback” positions. In an effort to provide property owners with business attraction assistance and to suggest meaningful ways to utilize their storefronts as they seek permanent tenants, the priorities are as follows:

## **PRIORITY ONE: Identify and Attract a Long-term New Business**

Assessment of Long Term Prospects and Steps to Business Recruitment: The Town offers property owners access to its business development consultant (free of charge), which, by extension, offers access to a database of commercial prospects actively seeking business start-up and expansion opportunities.

## **PRIORITY TWO: Assessment of Short-term Business Prospects**

If no long term prospect is imminent, then **short-term** business recruitment strategies are recommended for temporary occupancy (for example, these can be “seasonal businesses” like a Christmas store, fall pumpkins and gourds, summertime themes, etc.).

Assessment of Short Term or Temporary Prospects: The identification and prospecting techniques and assistance include:

- *The assistance offered “targets”* merchants already in town who may benefit from having a second temporary or “seasonal” presence in the vacant space. For example, a gift shop could open a “stocking stuffer” store in a vacant space for a six week period, through the holiday. The store would feature better selling seasonal items and then close. This is a strong business retention concept as new revenue opportunities stabilize and/or grow an existing business.
- *The town encourages participation* in the State’s Pop-Up program and any related incentive that leverages the collective resources of valued partners, as often as possible. Smyrna is home to one of the Pop-up programs most successful start-ups, Royal Treatments. This home goods and home design specialty retailer opened in 2013. It has entered into a lease next door and opened Smyrna Cards and Gifts in November of 2014.

## Application for Town of Smyrna Downtown Development District

- *The utilization* of area shopping center merchants for a second temporary, or “seasonal”, presence in vacant spaces is another short-term strategy.. This is the same concept as above, but is offered to merchants outside the area, after first offering the opportunity to an existing merchant.
- Finally, *the utilization* of merchants from neighboring communities, for a second temporary or “seasonal” presence in the vacant space, provides short-term prospects for the growth of our business community..

### **PRIORITY THREE: Utilize the Vacant Window to Display of Goods and Services**

- The Town of Smyrna will encourage the display of an existing downtown business’s goods and services in vacant windows. This is a proven business retention practice.
- The active enrollment of targeted businesses in the vacant window display program will present an opportunity “pipeline” that ensures continued interest.
- The town will make new businesses or struggling businesses the priority when providing this market by display assistance. We will target “at risk” businesses, in need of retention assistance, so that the business will benefit from this additional exposure and increased market awareness.



### **PRIORITY FOUR: Pleasing Window Graphic**

- The town will encourage the installation of a graphic design or other decorative element that improves the visual aesthetic of a storefront or window.



The goal is to reflect a positive image, as an alternative to vacancy, whenever it is possible to do so.

# Application for Town of Smyrna Downtown Development District

**Supporting Initiative** – The Town has a Comprehensive marketing strategy and program to support the Downtown Development District Plan. It includes:

1. Marketing communications planning for the Town of Smyrna,
2. Marketing content development for use in Town communications strategy and initiatives,
3. Online marketing – web content, social media, blog,
4. Media relations,
5. Collateral material design and development,
6. Event planning and management,
7. Community relations.

**Implementation Steps – Undertake a Town-wide Comprehensive marketing effort.** Get the word out that the Town of Smyrna is interested in attracting responsible and value-added growth. To that end, in early 2014, the town engaged the services of a marketing and strategic communications company to develop a comprehensive marketing plan

USDA funds are an integral part of the Town of Smyrna’s Marketing and Communications Plan, helping fuel the success of the Town’s economic and business development activities since 2014. The Town of Smyrna received two USDA Rural Business Enterprise Grants(RBEG) in June, 2014 and June, 2015, respectively. The purpose of this funding was to conduct the planning and development (Phase One) of a multi-year marketing strategy and to implement that strategy (Phase Two). This was designed to leverage the town’s Economic Development activities, promote Smyrna’s historic and cultural assets, grow tourism, attract development and to foster economic activity. We have seen tremendous success in all these areas as a result.

Our goal is to sustain and expand this success in the coming year (Phase Three). This commitment is supported by our new grant application activity. To this end, our current application for the RBEG grant asks for increased assistance.

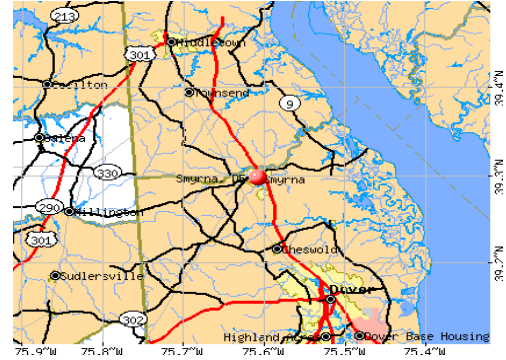
The town and the local business community have matched the USDA grants in the spirit and practice of public private partnership. The town’s marketing strategy exemplifies this..

**Objective 2 – Maintain an ongoing understanding our market through a continuous assessment of demographic data and using this data to address opportunities.** Good decisions must be based on good data. Knowing who we are and how we are changing, and knowing where there are opportunities, is essential to focusing limited resources on those business components that bring added value and balance to the community. Routine analyses of demographic data, gap analysis and similar tools are a critical part of the overall economic development plan.

**Supporting Initiative** – Maintaining a regular program of procurement and analysis of economic and demographic data is essential. Such analyses must be communicated to

# Application for Town of Smyrna Downtown Development District

residents, businesses, the media, governmental and economic development entities, etc. Salient findings should be a part of a marketing/outreach package.



**Implementation Steps** – The town recently “refreshed” its syndicated demographic, Gap Analysis, Senior Trends, and traffic volume data. This data is expressed in “radii” spanning a 3, 5, and 10 miles radius from the center of the district, and in terms of “drive times” covering 10, 20 and 30 minute drives.

- Our team has developed and distributed information packets and other materials to enable prospective Smyrna businesses to better understand the trade area opportunity in terms of drive times. These drive times show remarkable access to larger population and median incomes.
- The Town Website has been revised [www.smyrna.delaware.gov](http://www.smyrna.delaware.gov) and is linked to our economic development website [www.mysmyrnade.com](http://www.mysmyrnade.com).
- Through these websites, this information more widely available for current and prospective businesses, as well as developers, for their internal planning and external marketing efforts.

**Supporting Initiative** - It is also critical to develop a current understanding of evolving and available business locations. Knowing the site selection criteria of local, regional and national business prospects is a critical component of Smyrna’s marketing strategies. It is also very important to maintain a current understanding of business trends. This will enable the town to be more nimble in its prospect identification and business recruitment efforts.

**Implementation Steps** – The Town personnel and its business development consultant regularly:

- Maintain an active list of targeted business prospects and their site selection criteria;
- Maintain access to local, regional and national prospective tenant database;
- Meet regularly with the Business Development Sub Committee, Economic Development Committee, and the Redevelopment Authority to discuss strategies and market trends;
- Provide periodic briefings to Town Council to keep them apprised of progress, strategies and trends;

## Application for Town of Smyrna Downtown Development District

- Meet with landowners, developers, site selection firms, business consultants, Realtors, etc. to get their input and expectations;

Currently:

The Town Manager and the Consultant meet one to four times per year with the four major developers that have vested interest in Smyrna, in an effort to support and understand their growth objectives.

The town and its consultant meet with local and regional real estate brokerage with similar frequency. These conversations over coffee build trust and serve to keep the lines of communication open!

The Town Consultant maintains a database of local, regional, and national retail goods and professional service providers. This database is made available to stakeholders and potential stakeholders on a regular basis.

**Supporting Initiative** - Inventories of businesses, business successes and failures, available properties, property attributes, owners/developers/agents are being developed, maintained and shared. These are regularly accessible.

**Implementation Steps – The Town maintains an Inventory and a current listing of available sites** (see appendices).

**Objective 3 - Capture the value of the State Route 1, its interchanges and access to the region.** By virtue of the community's central Delaware location and outstanding access to Route 1 and the I-95 corridor, the town is well poised to service not only its immediate area but also the greater mid-Atlantic region. These attributes, particularly expressed in terms of **travel** times and **proximity** to much of the east coasts population, are key marketing assets that must be widely promoted.

**Supporting Initiative** - Marketing materials and outreach tools needed to reflect travel times and access advantages are under development. Linking that information to a current inventory of attractions, facilities, services, etc. is also critical.

**Implementation Steps** – The implementation of this supporting initiative is currently underway (see further – additional information pertaining to the Town's Marketing strategy below).

**Supporting Initiative** - Continued efforts to promote and implement the evolution of US 13 into an urban boulevard as set forth in the Corridor Plan of 2013. One of the goals of this plan is to implement design and planning principles that will allow visitors to utilize Route 13 in more ways than “as a means to an end”. This is accomplished by converting “pass thru” traffic to “consumer” oriented traffic. In part, this initiative recognizes the opportunity to direct and redirect traffic to points of interest, as well as to goods and services in the downtown district.

# Application for Town of Smyrna Downtown Development District

**Implementation Steps** – The town has joined with Kent County, The Greater Kent Committee, and numerous other towns in creating County-wide economic development initiatives to gain State-wide focus, interest and funding. Smyrna’s project requires an ongoing commitment, through land use and transportation planning and strategic investments, which includes:

- Developing a “unique sense of place”, a “Smyrna” identity;
- Ensuring mobility and safety for all users;
- Enhancing aesthetics improving economic viability and the quality of life;
- Promoting interconnections between properties;
- Making form and function a priority over use;
- Encouraging flexible urban design and development;
- Re-invigorating, preserving and enhancing sustainability of the commercial and public investments;
- Providing new infrastructure investment north of Duck Creek; and
- Capturing visitor traffic to enhance both the corridor and Smyrna’s historic downtown businesses.

**Implementation Steps – Council passed resolution of endorsement** – The Town Council is fully committed to economic development on a regular basis.

“NOW, THEREFORE, the Town Council of the Town of Smyrna hereby expresses its support of the Greater Kent Committee and the Kent County Economic Development Roundtable and endorses the “Kent County Economic Development Projects...”

FURTHERMORE, the Town pledges its support to secure needed funding for such initiatives.

ADOPTED this 15<sup>th</sup> day of April, 2013”.

**Implementation steps** – The Town was the beneficiary of funds that were available through the Greater Kent Committee for approximately \$75,000 allocated as part of a “beautification” initiative along Route 13. The funds were utilized for median landscaping to create access awareness and way-finding assistance into the downtown and other points of interest at Simon’s Corner interchange.

**Objective 4 – Assure that Smyrna is appealing and attractive as a place to live, work, shop, educate, heal, and recreate.** The future for Smyrna, as expressed in its approach to community planning and complemented by its location, geography, culture and history, is as a well - balanced community, providing the ideal location to live, work, shop and achieve educational family goals. Enjoyment of varied recreational and cultural opportunities in a “real” place with a strong sense of **identity** and a continuing commitment to a high quality of life can yours, here!

# Application for Town of Smyrna Downtown Development District

**Supporting Initiative** – In anticipation of the continued growth throughout its surrounding area, particularly along the U.S. Route 13 Corridor, the Town of Smyrna began to explore the best planning practices. Creating a plan that would regulate how the Route 13 corridor and its adjacent land uses would be critical. The outcome of this process would be a pattern that is consistent with the existing, historic character of the Town. This Route 13 Corridor Plan established a strategy to promote development along the corridor that is compatible with safe, efficient travel and will enhance the aesthetic character of the Town. Improved economic vitality of existing and future businesses will surely follow.

**Implementation Steps** – In order to realize the development strategy outlined in the Corridor Plan the following need to occur:

- Revisions were made to Town of Smyrna Zoning Ordinance to encourage development compatible with the goals/land use of the plan.
- New development projects will be constructed in accordance with the goals/land use of the plan.
- Any future DelDOT projects along the corridor will be constructed in accordance with the goals of the plan.
- A phased capital projects plan will be developed to address implementation items that are the town's responsibility (burying utilities, decorative lighting, landscaping, decorative banners, town-owned parks adjacent to the corridor, etc.).
- It is necessary to identify possible State capital projects that will address implementation items that are the State's responsibility (sidewalks, road improvements, etc.).
- Concurrent work with DelDOT and the regional Metropolitan Planning Organization (MPO) to explore the establishment of a U.S. 13 Transportation Improvement District (TID) is another important implementation step.

**Objective 5 – The Town of Smyrna will encourage and assure extended and sustainable economic vitality, by supporting a broad mix of businesses and jobs.** The places that are viable and active during the day, as well as night, provide residents with abundant opportunities. This kind of activity supports a variety of businesses and promotes the notion of “**community**”. The strategy integrates varying uses, such that business districts are active and busy day and night, and creates an environment where residents can satisfy their shopping needs without leaving the community.

**Supporting Initiative** – The Town of Smyrna maintains regular communications with commercial property owners and developers throughout Smyrna and the region. Through these communications, regular opportunities to discuss mutual economic and financial goals are realized - in a spirit of partnership (also supports Objective 2)

# Application for Town of Smyrna Downtown Development District



**Implementation Steps** – Steps include targeting specific properties on the corridor and in the downtown. Collaboration with property owners and creating site specific business development strategies has been an important step, too.

As a result, Smyrna is in the news:

As an example, in 2014, 2 -10 North Main and 1 North Main were targeted for redevelopment (and a developer agreed to undertake these projects). During that same time-frame, the Town filed a Downtown Development District application in hopes of assuring that this project and others like it would come to fruition. The result was transformative to this area of town and the Inn at Duck Creek opened in December of 2015.

For the purposes of DDD designation, the town has done a significant amount of due diligence in identifying and assessing building conditions throughout the District. The town is in regular communication with key property owners in an effort to understand their goals and objectives. Our team seeks to find creative ways to align with these goals, while bringing about new growth and positive change. For example, a Roundtable discussion was held on March 24, 2016 in a effort to solicit fresh ideas and create new downtown initiatives (see table on p. 22).

**Objective 6 – The Town of Smyrna will lead the effort to create well planned, efficient and attractive development.** Too many places look like too many other places. This lack of a unique identity misses-out on the “wow” factor that sets those places apart and fails to capture each town’s special character and charm.

Smyrna must not be just one more exit off the interstate. Businesses and future residents increasingly seek **places** that function well, that have a clear identity, that are **aesthetically pleasing** and that generate a sense of excitement. Part of this strategy entails using the two SR1 interchanges to “bookend” the corridor business district with attractive, well designed and integrated commercial centers that create gateways to the community.

**Supporting Initiative** – The Town regularly reviews and evaluates innovative contemporary codes and ordinances such as form based zoning, design guidelines, streamlined permitting processes, mixed use occupancy and permitted density. This encourages development that provides convenient, controlled access and reduces the need for additional curb cuts. Furthermore, it promotes interconnectivity between lots through off-street parking located at the rear or side of buildings. This off-street parking also reduces the visual impact of parking lots.

In similar fashion, buildings that are constructed near the roadway, possessing an architectural form and theme reflective of the character of Smyrna’s Historic District create a sense of “place” and add value to the location. Retail and service establishments that supply commodities or perform services that will meet the needs of adjacent residential neighborhoods, as well as the needs of travelers, also enhances the market value of each land use. A greater diversity of housing choices has been created by

# Application for Town of Smyrna Downtown Development District

permitting residential uses located directly above 1<sup>st</sup> floor retail or office space in the Central Commercial zone (the Downtown Development District).

Finally, consistent standards regulating the height, placement, lighting and materials of signage have had effect of improving pedestrian and multi-modal connectivity and safety. Examples of this include: requiring sidewalks and crosswalks, replacing streetlights, establishing walking and bike trails. In short, the Town of Smyrna has embraced “complete” site design through various design standards, such as landscaping, decorative element interconnectivity and open space requirements.

**Implementation Steps** – The town has recently adopted a hybrid form-based code, a type of ordinance that focuses much more on the look and feel of the area and places less emphasis on land uses. The adopted North Corridor and South Corridor zoning districts specifically address those commercially zoned properties located in the northern and southern “gateways” into the Town of Smyrna. This form serves the function of a gateway by visually advising drivers that they are entering a unique place. The central section will soon see the adoption of these design standards.

**Supporting Initiative** – The town has continued its efforts to promote and implement the evolution of US 13 into an urban boulevard as set forth in the Corridor Plan. This will have the effect of creating better flow and access to the Downtown Development District.

**Implementation Steps** – The town has completed the access management plan with DelDOT. It is now developing a pedestrian and biking plan. The sidewalk scheme will require working with property owners/developers and design professionals in order to integrate concepts, early. Lighting improvements and the re-location of transit stops are tasks that are already underway.

**Supporting Initiative** – The town has continued the implementation of Smyrna’s branding program. It is used everywhere...whether on official documents or just built into daily promotion. And it is featured on pole banners throughout the Corridor and into the Downtown Development District.

**Implementation Steps** – On October 21, 2013 the town adopted the new brand and related media. Staff have ensured the implementation of this program by integrating it with all signage for Historic Smyrna, Route 13, and the downtown. Special events and related marketing and media communication efforts within the district and on the corridor demonstrate an ongoing commitment to the program..

**Objective 7 – The Town of Smyrna will retain, nourish, and grow our assets (economic gardening and buffalo shooting).** The existing businesses and services that comprise the town’s economy are valuable assets. They must be **nourished** and cultivated if they are to succeed and flourish over time. Our economic development strategy includes helping businesses through marketing and promotion, regulation, outreach and assistance, public reinvestment where appropriate, and a cooperative spirit. It also includes having a business friendly, helpful,

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informative approach to economic development. That approach is coupled with an up-front, leading the way, making it happen, promotional attitude. This fosters an involved, integrated, coordinated and highly responsive outreach to businesses, economic development groups, property/business owners and others.

In the Downtown Development District, the town will encourage, support, and facilitate the use of DDD incentives among current and future property and business owners in order to stabilize and/or grow their investments in the district.

Smyrna must maintain and enhance its connectivity to the regions unique “locational assets” which include proximity to Bombay Hook National Wildlife Refuge, the Delaware Bay and tributaries to the Chesapeake Bay. These resources are complemented by hunting clubs on the Eastern Shore and Mid-state Delaware, as well as multiple nurseries and tree farms within a 10 mile radius. Linking these locational assets to the Downtown Development District will advance this sense of place and spur new commercial and residential growth opportunities.

Additionally, Smyrna must maintain, embellish and continue to cultivate relationships with non-profits and civic organizations that favor economic development. These relationships are essential to long-term economic and cultural growth. The organizations include the Lions, Rotary, SDRA, the Smyrna Opera House, Boy and Girl Scouts and churches. Collectively, these organizations represent the “fabric” of our Smyrna community.

**Supporting Initiative** – The Town of Smyrna will actively participate in and support the efforts of the Delaware Economic Development Office, the Greater Kent Committee, the Kent Economic Roundtable, the Central Delaware Chamber of Commerce and the county. This will promote economic development in the region.

We will utilize the support of Town Council, as it is fully committed to regional economic development and to Kent County.

**Implementation Steps** – The town will maintain membership and participation with the Greater Kent Committee, assign responsibility for ongoing coordination of economic development activities and reporting to all key groups and organizations.

**Objective 8 – The Town of Smyrna will attract the “right” fit, not just any fit.** Not every use or business best fits every location. Nor should it even should be pursued. A poor fit brings the wrong business to an area or utilizes a prime location for a lesser activity creates the risk that significant opportunities may be missed in the rush for short term gains. The Town’s economic development strategies, based on sound data, must include an element of **selectivity and choice**. if for no other reason than to create and maintain Smyrna’s uniqueness, this approach will ensure that limited resources are used wisely.

**Supporting Initiative** - A regular program of procurement and analysis of economic and demographic data is essential and done periodically. Such analyses must be

# Application for Town of Smyrna Downtown Development District

communicated to residents, businesses, the media, governmental and economic development entities, etc. Salient findings will be a part of a marketing/outreach package.

**Implementation Steps** – The Town of Smyrna will establish a regular reporting and information sharing program. This will be a part of marketing efforts that include the preparation of materials for press, other media, and council. These materials will publicize activities and successes. There will also be frequent state-wide press releases that culminated in multiple stories in numerous publications across the state.



The Economic Development Committee held a March 24, 2016 “Roundtable” discussion with downtown landlords, property and business owners, and developers. The meeting lasted ½ day and was moderated by Ken Anderson and Diane Laird with the Delaware Economic Development Office. The meeting produced fresh ideas to implement new projects and provided an opportunity to recruit new volunteers. (Please note the matrix on p. 22)

The Redevelopment Authority is routinely kept apprised of all such meetings and new information that may pertain to their work. Members of the Redevelopment Authority attended the April Roundtable and participated firsthand. (See also the Marketing section - comprehensive marketing strategy, herein).

**Objective 9 - Provide first class public services and utilities-** The commitment to economic development includes an equally important commitment to having the highest quality public services and facilities planned and operated to meet present and future needs of the community in an efficient and sustainable manner.

**Supporting Initiative** - An ongoing and well-planned program of investment in infrastructure has been designed in order to foster and accommodate future growth. This Capital Budget and Program will ensure investors’ confidence.

**Implementation Steps** – From 2014 through 2015, the town completed the installation of a water and sewer system north of Duck Creek to Paddock Road. It has been affirmed that this extension of services will continue north, through the state Rest Area, in 2016.

The Town is presently working with developers in this northern growth area - extending utility services to a large office and industrial research park. The

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planned extensions to the remainder of the northern growth zone are being publicized through key developer contacts.

**Supporting Initiative** – The town is making investments in manpower, equipment, technology and maintenance to ensure the highest level of services and utilities. This is critical to keep it looking prosperous and well maintained..

**Implementation Steps** – In 2015, the town appropriated \$50,000 to fund the Redevelopment Authority (RDA) during its first full operating year and to fund initial projects. This included nine completed façade improvements throughout the downtown. The town intends to continue to fund the RDA with proceeds from assessments from the town’s Vacancy Ordinance.

This will likely provide an additional \$40,000 to \$60,000 for 2016 and will serve to continue the RDA’s work. These funds are in addition to the USDA grant that the RDA received as part of its initial operating capital. This enabled the RDA to fund the redevelopment of numerous buildings now occupied by the Inn At Duck Creek. The initial loan to the redeveloper is now being paid back to the RDA and available for small business lending.

*The Town intends to combine the DDD incentives with RDA incentives to make downtown Smyrna a more compelling and financially realistic (and feasible) investment choice.*

## **Specific Objectives for the U.S. Route 13 Corridor (based on the U.S. Route 13 Corridor plan of 2012)**

**Objective 1 – The Town of Smyrna will develop a “unique sense of place, and identity”.** Smyrna’s DuPont Highway/US 13 corridor is unattractive, under-utilized, and functions primarily to move vehicles through the region. For too many travelers it is their first and maybe only impression of Smyrna. Other than the Rest Area little else sets-off the roadway, or the town, as something special. Strategies to improve the image, capture the attention of travelers, and promote enhanced economic activity are critical.

**Supporting Initiative** – The town will continue its branding and marketing initiatives.

**Implementation Steps** – Marketing efforts, which include publications and advertising efforts, have made information readily available to travelers (see also the Marketing section - comprehensive marketing strategy, herein).

**Objective 2 - Ensure mobility and safety, promoting interconnections, addressing form and function** – By virtue of its limited focus on moving vehicles and the virtually non-existent mobility options, US 13 is not transportation/mobility friendly or necessarily safe. Additionally,

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the roadway does not provide for a broad range of traffic movements, relying instead of entrances and exits from the primary roadway rather than from an internal network that would separate through traffic from shopping traffic. Strategies are needed to encourage alternatives modes of travel, improve functionality and increase safety. Working with DeIDOT to preemptively plan for access management and promoting better traffic design with developers is essential.

**Supporting Initiative** – Completing and implementing access management and mobility plans for corridor zones with in cooperation with DeIDOT and DART will ensure funding support for our shared goals.

**Implementation Steps** – The town is presently working with DART to review Smyrna bus stops, and continues to seek funding and implement plans.

**Objective 3 – The Town of Smyrna will enhance aesthetics and promote flexible urban design and development.** US 13 reflects its history as a major transportation arterial, designed, operated and managed for what are generally “highway oriented” purposes. Although medians are broad and grassed at each end, the entire roadway lacks an attractive, cohesive appearance. Strategies are necessary to transform the corridor to an “urban boulevard” that is more appealing to businesses, integrates the roadway with the adjacent uses, and fosters better building, and site design.

**Supporting Initiative** – Throughout the visioning, the drafting and the eventual adoption of the U.S. Route 13 Corridor Plan and the North and South Corridor zoning district regulations, the Town of Smyrna has maintained a collaborative approach to these planning processes by encouraging innovative ideas, promoting partnerships and ensuring open communications, all of which have resulted in the clear representation of the desired type and style of future development for the corridor while attempting to offer reasonable flexibility, thus ensuring that those desirable projects will undergo a timely review and approval process.

**Implementation Steps** – The town intends to continue to work with developers and designers/engineers to incorporate good design concepts; challenge and recognize/reward successful projects; seek funding and commit to continued median and safety improvements. Median improvements have been part of our strategy for over five years.

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**Objective 4 – The Town of Smyrna will promote economic viability.** As a result of limited utility availability, poor aesthetics, and narrow focus, it has been difficult to attract new economic activity in the corridor.

Some of this has been the result of changes in shopping patterns. This includes competition from larger markets because of the improved regional access by way of the limited access highway SR1. A combination of a fresh approach to planning and managing the corridor, coupled with essential public infrastructure investments, could be the catalyst for renewed economic growth. Strategies that create a sense of identity, improve aesthetics, bring needed infrastructure, manage access, capture visitor traffic and bridge the connection to the historic downtown district are essential.

Economic development is a primary duty of the Mayor and Vice Mayor of the Town. Smyrna's Mayor, the Honorable Joanne Masten has been a particularly effective "agent of change" for the Town. She regularly participates in meetings with State, Regional and Local elected officials, Cabinet Secretaries, business and property owners, as well as related stakeholders, who are all necessary to achieve Smyrna's economic and sense of place our related goals.

**Supporting Initiative** – Developing projects to integrate the roadways with the adjacent uses is a key supporting initiative. The Downtown Development District designation will serve to foster better building, site design, and access/way-finding to all commercial areas.

**Implementation Steps** – The initial project with the Greater Kent Committee was a beautification and way-finding initiative. It was completed in 2015. The medians along the corridor have been and will continue to be upgraded to provide greater visual appeal, and future steps include a comprehensive approach to "way-finding".

Making access and directional assistance to the Downtown Development District very user-friendly is the desired outcome of this implementation step. Plans are presently underway to elevate the quality of way-finding features. Attention to style and consistency of themes will raise an awareness on SR 1 and Route 13 that will more effectively promote the town's historic, cultural, commercial, and ecological attractions.

## **ATTRIBUTES AND STRATEGIES FOR THE DOWNTOWN DEVELOPMENT DISTRICT:**

**Objective 1 – Our goal is to retain the scale, charm and historic character of our downtown.** Smyrna's downtown is characterized by its compact, human-scaled historic development. It is these attributes that create charm and foster the "small town" sense of place. Future economic development strategies for the downtown should build and enhance upon the

# Application for Town of Smyrna Downtown Development District

character of the downtown. Strongly reinforcing the retention of historic buildings and minimizing the intrusion of non-compatible buildings and other improvements, this effort will foster renovation and rehabilitation over removal. This will encourage specialty and boutique businesses, and emphasize the Downtown District's "Main Street/4 Corners" identity.

**Supporting Initiative** – The Town of Smyrna will develop specific branding, public relations, and marketing initiatives, in conjunction with an overall plan.

## **Implementation Steps**

- Continue the Comprehensive Marketing Communications and Public Relations efforts that started in 2014;
- Support the active participation of Business Development Sub Committee (BDC) promotions and outreach initiatives, the RDA and their respective strategies;
- Support local business and merchant efforts that advance this initiative;
- Actively support SRDA efforts that advance this objective.

**Objective 2 – The downtown will become a safe and secure, walkable and accessible environment.** Foremost to the viability of the downtown business district is the real and perceived image that Smyrna's downtown is a place that people want to visit, shop, dine and live. This requires attention to cleanliness and maintenance of public and private spaces, adequate public safety presence, appropriate lighting and signage, and retention of its human scale. That human scale requires the existence of buildings up close to street, trees, plantings and street furniture. The Town conducted a lighting survey in the downtown that resulted in the significant additional LED lighting upgrade, including five new lights in the municipal parking lot.

NOTE regarding public safety: When consulted about the district plan and this application it has been the experience of the police department that "more people on the streets" are a by-product of "more commercial and residential day-to-day activity". This which has the net effect of discouraging and reducing criminal activities. The Smyrna Police Department supports the goals of the District Plan.

**Supporting Initiative** – The Town of Smyrna will pay special attention to details of lighting, signage, plantings, presence of police, call boxes and favorable public relations.

**Implementation Steps** – Lighting upgrades, signage and a way-finding plan are important first steps. Consistent design themes will continue into 2016. Plans are currently underway to add a "parkette" - consistent with some of the "place-making" techniques occurring elsewhere around the country - to the downtown as part of the Town's commitment to introduce more green into downtown.

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**Objective 3 – The Town of Smyrna will promote mixed use of downtown commercial properties.** For the downtown to prosper, it has to be “open” more than just the standard business hours. It must include a significant residential component and support a range of business uses that “fit” a downtown setting. Providing goods and services that meet the needs of a broad sector of the community will foster a sense of “**being busy**”.

**Supporting Initiative** – Identifying the types of uses and projects that the Town would like to encourage investors to pursue for the district, is a supporting initiative that will help us to focus critical resources.

**Implementation Steps** – Based on initial research and discussion, here are some of the targeted categories of business that the Town of Smyrna is actively seeking:

- Home Furnishings
  - Art/re-purposing objects, furnishings
- Electronics (software, computer repair etc)
- Specialty Buildings Materials/Hardware – restoration oriented
- Specialty Clothing (men’s, women’s, children, family)
- Gift/Accessories
- Sporting Goods (including hobby, games etc.)
- Office Supply
- Full Service, Limited Service and Specialty Food Service
- E Commerce (encouraging existing businesses to look at the “click” potential for their business by expanding to the internet)
- Medical Professional
- Educational Uses
- Food Innovation
  - Specialty Craft artisanal uses (craft beer, spirits, cider, home beer making etc.
  - Agri-tourism (specialty shops)
  - Farmers Market Growth

NOTE: see also, *What are the targeted properties for specific focus and how have they been categorized* below

**Implementation Steps** – The town will ensure that the new library creates the focus and becomes a core of downtown initiatives. We will also redevelop the “plaza” with the aim to support festivals and events. Finally, a park and recreation activities and programs will be used to compliment this place-making effort.

***What is the Marketing Plan to support this Implementation Strategy?***

**Supporting Initiative** – The town will continue promotional efforts with signage, etc.

# Application for Town of Smyrna Downtown Development District

## Implementation Steps

- Town brochures will be placed in various shops, and strategic locations such as rest stops, the Interstate 95 Travel Center in Newark, etc.;
- Direct Mail campaigns to target market areas may be used, as well.

**Objective 4 – The Town of Smyrna will promote and cherish the cultural, arts and entertainment attributes of our downtown district.** The downtown is the location for a number of outstanding cultural and related facilities that bring pride and tradition to Smyrna.

This creates tourist opportunities and supports a variety of economic activities. Among these are the Smyrna Opera House, Smyrna Public Library, and the Duck Creek Museum. A number of churches, lodges and public facilities (schools, Post Office, and Town Hall) are also integral part of Smyrna’s historic downtown.. Smyrna’s downtown is ideal for festivals, special events, parades, art shows, theater, marathon and similar recreational activities. Economic development strategies must promote the downtown for these purposes. This will extend the audience and creating synergies with retail, food and other services.

**Supporting Initiative** – The Town of Smyrna will be supportive of festivals, events, ribbon cuttings, parades and other activities that attract both residents and visitors to the downtown district.

**Implementation Steps** – Our staff and consultants will reach out to and engage the Smyrna Opera House, SRDA, Smyrna Museum/Historical Society, Horticultural Society, 4<sup>th</sup> of July Committee and similar local, volunteer supported organizations..

Smyrna Opera House is promoting live music and is actively seeking more programming alternatives. It is tied to the Smyrna at Night marketing initiative and plans to continue doing so.

Since August 2014, the town has engaged Strongpoint Communications and Gable Music Ventures to actively build and promote its “signature” Smyrna at Night (SAN) events. These events routinely feature multiple live performances, concurrently performing in distinct downtown venues.

In addition, there are often numerous specialty boutique and food street vendors and many participating Smyrna merchants and businesses that operate throughout the events. These events are intended to happen multiple times throughout the year and are intentionally designed to attract large and small crowds alike.

On some occasions, SAN has attracted thousands of people from the region and, on other occasions, it has attracted smaller crowds for merchant/business driven functions. Big or small, people are learning to enjoy *Smyrna At Night!*

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More of the Smyrna at Night events are on the way, too. These events have leveraged private sector donations to make SAN a true public-private partnership. On June 10, 2016 the Town expects thousands of visitors for its next Smyrna At Night event.

**Supporting Initiative** - Recreational opportunities, especially for families, will be promoting exercise, wellness and healthy living..

**Implementation Steps** – The Town of Smyrna plans to re-establish parks and recreation programs on the plaza, downtown. Plans to designate walking trails will complement the promotion of bicycling through the use of new trails, signs, bike racks and the construction of a downtown “parkette” in 2016.

**Objective 5 – The Town of Smyrna will create a sense of destination, a unique, boutique and trendy sense of place.** Residents and visitors increasingly seek out unique places to visit and shop. In many cases, they want to live right there!. Economic development strategies need to capture the historic character of the downtown, build on its small town flavor, and promote businesses and services that create this kind of interest. Becoming destinations themselves, these places embrace the changing demographics and spending patterns of a “new” economy.

**Supporting Initiative** – The Downtown Development District Plan for Smyrna will build upon and promote history by actively marketing history based events. This will be, reflected in branding materials.

**Implementation Steps** – Brochures and history trails will support scheduled talks and events; historic markers on buildings, etc.

**Supporting Initiative** – The Smyrna economic development team will identify and recruit downtown businesses activities that create destinations. A craft distillery that offers tours and hosts events is a good example of a destination-style business.

**Implementation Steps** – Creating synergies among downtown business around shared events (tasting and Opera House show, car show and street sale; after theater desserts, etc.) is an important step toward achieving this goal of attracting destination-style businesses.

**Objective 6 – Our Downtown Development Plan will ensure adequate parking and other services.** The downtown must function efficiently and meet resident, business, customer and visitor needs. Strategies must ensure adequate and necessary signage, provide helpful direction/way-finding features, access to convenient and secure parking, appropriate lighting, provisions for event and seasonal decoration and lighting, will make Smyrna’s downtown more functional and comfortable for users.

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**Supporting Initiative** - Signage, way finding, kiosks, printed materials, ambassadors/guides, well maintained and convenient parking areas.

**Implementation Steps** – Downtown concept plan; create ambassadors program, guides and events calendars, marketing materials, special events (pop-up restaurant idea).

In March 2016 a Business and property owner Roundtable was held that resulted in the following projects:

	Economic Development & “Utilitarian”	Branding & Marketing
EASY WINS	<ul style="list-style-type: none"> <li>• DelDOT Signage for major roadways</li> <li>• More street lighting (Completed Spring of 2016!)</li> <li>• Parking signage (Phase 1 completed Spring 2016)</li> <li>• Add parking locations to Town website</li> </ul>	<ul style="list-style-type: none"> <li>• Vacant building window displays</li> <li>• Outdoor movie season (partnership with Smyrna Opera House)</li> <li>• PR pushes for store openings, anniversaries, etc.</li> <li>• Creation of parklet (planning already underway)</li> </ul>
HIGH PRIORITY	<ul style="list-style-type: none"> <li>• Targeting un- or under-engaged property owners</li> <li>• Historic District signage</li> <li>• Parking signage (long-term solution)</li> <li>• Incentive program for business signs (new &amp; existing businesses)</li> </ul>	<ul style="list-style-type: none"> <li>• Developing branded signage</li> <li>• Downtown entryway</li> <li>• Targeting vicinity homeowners; research advertising opportunities</li> <li>• Walking Tour: Self-guided Historic Tour</li> <li>• Walking Tour: Food &amp; Beverage</li> <li>• Town of Smyrna Facebook page improvements</li> <li>• Smyrna at Night monthly events (ID events to align with S@N branding)</li> </ul>
MID PRIORITY/ NEXT STEPS	<ul style="list-style-type: none"> <li>• Consideration of Main Street Program</li> <li>• Regular roundtable discussions (led by SDRA?)</li> <li>• Creation of Merchant’s Association OR Chamber of Commerce (led by SDRA)</li> </ul>	<ul style="list-style-type: none"> <li>• Walking/Biking Tour: Ecotourism</li> </ul> <p><i>“Next steps” after High Priorities:</i></p> <ul style="list-style-type: none"> <li>• Advertising Smyrna as Historic District to CVB’s, tourism offices</li> <li>• Add “Visiting Smyrna?” page to the Town website</li> <li>• Enhanced visitor web presence / creation of Smyrna app</li> </ul>
LOW PRIORITY		<ul style="list-style-type: none"> <li>• Chalk project</li> <li>• Murals</li> </ul>

**Objective 7 - Eliminate blight and neglect by repurposing and reusing the built environment** – Smyrna’s downtown is fortunate to retain a significant number of buildings, included in the historic district, that reflect its earlier times . The beauty, architectural integrity, scale and history of the downtown is one of the town’s strengths. Coupled with recent streetscape improvements and convenient parking the area is conducive to more leisurely shopping, café style dining, and general browsing. But some significant buildings are in serious stages of **neglect** and a few are at great at risk of loss. Strategies must encourage the **reinvestment** necessary to retain the historic core, enhance the overall attractiveness of the area, and direct and invite shoppers and visitors to make the downtown part of their daily experience.

**Supporting Initiative** - Redevelopment Authority

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**Implementation Steps** – Established and provided initial funding for the RDA in 2014 to lead this effort, securing additional funding options (relending program), designated targeted redevelopment areas, opportunities/sites/buildings, and develop additional incentives

## TOWN OF SMYRNA

### FAÇADE IMPROVEMENT GRANTS

2016-01	103 S. Dupont Blvd.	front entrance	pending
2016-02	622 W. Glenwood		pending
2015-01	127 Collins Ave.	Driveway, front porch	open
2015-02	441 Baldwin Dr.		not done
2015-03	126 S. Main	painting, repairs	closed
2015-04	1 N. Main St.	entrance, façade	closed
2015-05	2 N. Main St.	roof repairs	closed
2015-06	6 N. Main St.	painting, windows	closed
2015-07	131 W. South St.	windows	closed
2015-08	19/21 S. Delaware St.	front doors, windows	closed

#### **Supporting Initiative - District Plan**

**Implementation Steps** – Develop plan, identify and capture involvement of potential investors/visionaries, seek funding, work the plan

**Supporting Initiative - Vacant building marketing scheme, see Objective One in the Overall Town Plan above)**

**Implementation Steps** – Revisit prior concept, adopt theme and implement within context of marketing scheme

# Application for Town of Smyrna Downtown Development District

## **What are the targeted properties for specific focus, how have they been categorized, and what projects have been successfully and creatively undertaken?**

*Establishing priorities and focus* - All properties with the DDD could benefit from the incentives offered as part of the designation, but the following is an update regarding recently completed projects and an overview of properties that *have been assessed as part of the preparation for submitting this application* and are targeted for initial assistance and focus:

### **Characterized as Challenges** (i.e. very poor condition, chronically vacant)

- **47 East Commerce Street** - Wright Mansion – vacant residential. The Town recently acquired this property at Sheriff sale and turned it over to the RDA. The RDA prepared and published a Request for Proposals (RFP) in May 2016 with the intent of identifying a qualified redeveloper of the property. The Town, of course, intends to provide as much “incentive” as it is able, including technical assistance, to assure that the property is re-purposed in accordance with its highest and best use (consistent with the Downtown Development District Plan). The DDD designation would be a compelling additional incentive that could make a profound impact toward achieving the Town’s goals with this site.
- **Most Recently Completed Project:** 6, 8, 10 North Main Street - Peterson building – recently purchased along with 2 North Main Street - Koehler’s – *vacant commercial* Redevelopment Authority (RDA) and EDC driven with the support of Town Council.

*Commencing September 2014 – 6, 8, 10 North Main Street - Peterson building – recently purchased along with 2 North Main Street - Koehler’s – vacant commercial. In 2014-5 the DDD incentive was not available for this developer, but the Town was committed to addressing this chronic vacancy and impediment to neighboring commercial growth. As the Town pursued the DDD designation it took concurrent steps to increase its “capacity” to meet economic and business development challenges vis-à-vis the efforts of Town Council, the EDC and the RDA.*

*The Town identified a redeveloper to transform this block located at the "4 corners" and heart of the district (Commerce and Main). This location is now home to an upscale restaurant called the Inn At Duck Creek. The total investment for this project exceeded \$700,000.*

*The Town conveyed 6, 8, and 10 North Main to a redeveloper for \$1 as an incentive to the developer (the appraised value of the property was \$125,000). As part of the purchase the developer was obligated to make improvements. The developer subsequently purchased 2 N Main at a market rate value to assemble the footprint necessary for redevelopment.*

## Application for Town of Smyrna Downtown Development District

*Incentives and funding were required to make this project a reality. The RDA assisted with this project by establishing a revolving loan program that offered an initial “0” percent interest loan to the developer as a means of supplying some of the capital necessary to restore all floors of this building and prepare the ground floor for a new restaurant occupancy. Going forward, Smyrna would like to work on new projects with this same developer, but this will be more difficult without additional tools to assist the developer with meaningful “risk mitigation” tools.*

*The transformation of downtown Smyrna’s “Four Corners”:*



*2014-5 “before” renovation*



*Rendering of proposed redevelopment*



*Inn At Duck Creek 2016*

## Application for Town of Smyrna Downtown Development District

- **Another new project:** 1 North Main Street – vacant commercial/vacant residential – *project commenced in 2015.*

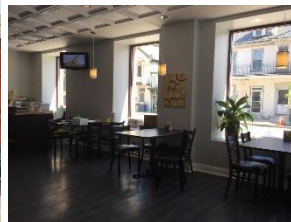
*Redevelopment of One North Main – This chronically vacant and (key) corner building 1st floor occupancy is occupied by the "Drunken Baker". Funding for the project was secured privately, and the Town provided several incentives. The project requires further investment to complete the exterior finishes and upper floors.*

*In 2016 the Town will continue to encourage and support upper floor renovations consisting of new office/commercial and market rate residential housing. If the DDD designation is awarded to the Town of Smyrna this project would likely among the first projects as the DDD incentive would be catalytic to completing this portion of the transformation of One North Main*

*Here is the rendering of the new design:*



*Today here is what the nearly completed project looks like:*



- **19 West Commerce Street** – This is the site of the former City Tap, which had a history of unlawful and violent activity. This property is slated to be home to Maverick Texas BBQ and a building permit was submitted on May 10, 2016. The owner/developer is a small business and the Town has extended a significant amount of technical assistance

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and incentives to support this undertaking. Since acquiring the site in 2013 – 14, the property owner has – out of financial necessity – undertaken a slow and incremental approach, first saving and accumulating enough money to undertake the next portion of the project. The DDD Small project incentive would push this project to the finish line.

- **The Smyrna Health and Wellness Center**, 100 South Main Street – This property is enormously important to downtown Smyrna, offering a significant number of jobs to local and regional residents, and provides an enormous amount of daily visitor traffic to and from Town daily. The building consists of 3 floors, and each floor is approximately 33,000 square feet. While the first 2 floors of the building historically maintain a 90 % occupancy rate, the 3<sup>rd</sup> floor has remained – until recently - un-improved (not fitted out for occupancy) for nearly the past decade. Originally this area of the building was intended as future for a Christiana Care surgical center, which never came to fruition. In 2015, First State Orthopedics and Premier Physical Therapy leased approximately 7,000 square feet. The remaining 26,000 square feet represents unimproved vacancy which has proven difficult to lease for two reasons:
  1. Despite meeting local code parking requirements parking seems to be at capacity during weekday business hours. As a consequence, there is a perception that there is not enough parking to service the building tenants.
  2. The capital cost associated with “building out” the remaining 26,000 square feet have been a barrier to finding occupants when combined with the capital required to fit the space out for medical/professional office use.

The DDD incentive would provide a basis to break the cycle of economic “infeasibility” and challenge to fully leasing this building.



### **Transitional** *(some deteriorating conditions, not utilized @ full potential/value, some vacancy)*

- 15 North Main Street - Howard's Amusements - under-utilized (storage)
- Oh Phoebe's – 10 South Main Street (under-utilized, partial operating hours and in need of investment)
- 16 North Main Street – Lefty's – vacant commercial/residential
- 29, 31 West Commerce Street - Choice Market & Deli – vacant commercial/occupied residential
- 23 West Commerce Street

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- 9 East Commerce Street - Colonial Hotel - occupied residential
- 5 East Commerce Street - Whittaker's – vacant commercial/ occupied residential
- 53 West Commerce Street - Victorian Springs – vacant commercial
- 28 West Commerce Street - Adam Samuel's building – vacant commercial/occupied residential
- 8 South Main Street – David Bright's building – occupied commercial/occupied residential
- 30, 32 South Main Street – Peoples Place – occupied commercial/ vacant commercial
- 34 South Main Street - Odd Fellows building – occupied commercial/vacant residential
- 17 North Main Street - Gentle Touch Dentistry – occupied commercial – 2<sup>nd</sup> floor vacancy
- 111 South Main Street - Stokesbury House – (under-utilized) used for storage
- 11 North Main Street - Masonic Lodge/occupied residential
- 35 North Main Street – former Smyrna Market – occupied commercial/occupied residential
- 20 South Market Street Plaza – acquired by Town for municipal building expansion
- 24 South Market Street Plaza – acquired by Town for municipal building expansion
- 18 East South Street – occupied residential

### **Public/Institutional Anchors** – (Build on these anchors, build synergy)

- The Barracks/Smyrna Museum Complex – 11 South Main Street
- School Administration Building (former Post Office building) – 22 South Main Street
- Opera House/Library – Corner of South and Main Streets – 101-107 South Main Street
- JBM Intermediate School – Intersection of South Market Street Plaza and South Street
- Citizen's Bank – 5 West Commerce Street
- Citizens' Hose Fire Company – 101 West Commerce Street
- Levin Center – 25 North Main Street
- Municipal Lot (center of downtown Smyrna) Future Library Site - current project
- Town Hall – 27 South Market Street Plaza
- Post Office – 13 South Market Street Plaza

### **Streetscape/Parks** (*streetscape improvements, downtown green-space, nurture develop/redevelop*)

- East Commerce Street (streetscape)
- West Commerce Street (streetscape)
- North Main Street (streetscape)
- South Market Street Plaza (streetscape/parking reconfiguration and plaza lighting)
- North Market Street (parking reconfiguration)
- Vest-pocket park – 13 West Commerce Street – (projected 2016 )

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*The “blue” arrow indicates the location of the proposed pocket-park to be constructed later this year.*

### **Commercial Anchors**

- Sayers’ Jewelers – 15,17,19 South Main Street
- Smyrna Cards and Gifts (celebrated one year anniversary in April 2016) 16 South Main Street
- Royal Treatments – 12 South Main Street
- Faries Funeral Home – 29 South Main Street
- Smyrna Health & Wellness Center – 100 South Main Street
- Smyrna Sporting Goods – Corner of Main and Commerce Streets – 2 South Main Street
- Smyrna Music Garden – Corner of Main and Commerce Streets – 1 West Commerce Street
- Sheridan’s – 42 West Commerce Street
- Finacchiaro’s building (Barber shop/Law office) – 7 West Commerce Street
- Former Sun Times building (Dentist) – 25 West Commerce Street
- Martial Arts Studio – 50 West Commerce Street
- Kelly’s Hair Studio – 52 West Commerce Street
- Collectibles and Photography – 62 West Commerce Street
- Delaware Eye Care Center – Vacant
- Records-Gebhart Insurance – 2 North Market Street

### **Parking lots - Public**

- PNC parking lot (accessible from South Main Street)
- Municipal parking lot (accessible from South Main and East South Street)
- Levin Center parking lot (accessible from West Mount Vernon and North Main Street)
- Library/Opera House parking lot

### **Parking lots – Private**

- Citizen’s bank parking lot (accessible from North Main and West Commerce Street)

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- Smyrna Wellness Center – employee parking (corner of South East and East South Street)
- Smyrna Wellness Center – patient/customer parking (accessible from South Main and East South Streets)

## **Vacant Land/Redevelopment Opportunities**

- West Commerce Street lot – 13 West Commerce Street (see above)
- Lot adjacent to 18 East South Street

## ***What are the dedicated resources that are available to implement the Town of Smyrna District Plan?***

The key to Smyrna’s recent growth is the Town’s investment in planning and expanded **organizational capacity**, which has allowed/provided the Town with the tools necessary to **implement** its growth strategy. Since investors who make qualified real estate improvements in a District would be entitled to receive **Downtown Development District (DDD) Grants** of up to 20% of their “hard costs” (such as exterior, interior, and structural improvements) it is critical that a DDD community have strong relationships with the regional development community. To that end the Town of Smyrna meets regularly with property owners, businesses, and developers in the region and from around the country. Here are a few of the key organizational public and private resources available to advance the Town plan:

**Smyrna Economic Development Committee** (designated by Town Council and “chaired” by the former, Vice Mayor, Regina Brown)

The specific mission of the Economic Development Committee (EDC) is to:

- **Retain:** help local businesses maintain, grow and expand in Smyrna.
- **Recruit:** identify and market to appropriate potential new businesses to locate and establish a presence in Smyrna.
- **Assist:** provide high quality public services, ensure fair regulation, and participate in local promotional and business events.
- **Inform:** provide marketing and other business information, report on federal and state initiatives and proposals, and involve the business community in policy and regulatory processes.
- **Promote:** market Smyrna’s assets and opportunities, develop and provide promotional materials, coordinate on behalf of Smyrna’s business community with economic development and business entities locally and regionally.
- **Communicate:** provide information about the activities, goals and results of BDC efforts, in addition to meeting periodically with Smyrna stakeholders and prospective stakeholders to share information with a primary purpose of advancing business and sense of place goals.

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## **EDC Priorities and Support**

As part of its mission, the EDC is committed to advancing specific goals:

- **Job Creation**
  - Business recruitment/attraction
  - Business retention and expansion
  - Business creation - entrepreneurship, start-ups, etc.
- **Business Infrastructure Advocacy**
  - New infrastructure (water and sewer have been added north of Duck Creek up to the Route 1 interchange and will be completed in 2014.)
  - Roadway improvements
- **Downtown Revitalization**
  - Support of the Smyrna Downtown Renaissance Association, which works with a highlighted focus on all things “downtown.”
  - The addition of the Smyrna Farmers Market
  - Arts & Entertainment Functions and Festivals
- **Corridor Revitalization**
  - Annexation of new areas and expanding the Town of Smyrna
  - Route 13 Corridor Plan – Re-casting Route 13 as a vibrant urban corridor, reversing the current “pass-thru” traffic dynamic and encouraging visitors to experience Smyrna.

It shall be the purpose of the Business Development Sub Committee to meet regularly with the Town Manager, Manager of Planning & Zoning, other staff and the town’s economic development consultants to review and offer recommendations on:

- The overall policies and rules under which business development services are to be provided
- The employment of consulting services for the objectives of the committee and the priorities to be assigned to such consultants,
- Identifying issues and constraints, and recommending solutions, to help local businesses prosper,
- Assisting in the identification of desirable and appropriate potential new businesses and in developing outreach techniques and opportunities,
- The form, content and distribution of marketing and promotional materials and messages to encourage business vitality and growth,
- Determination of adequate staffing and other operating budget resources to ensure that such services are delivered effectively, efficiently, safely and equitably,
- Ensuring the highest standards of quality services consistent with available resources

## **The Economic Development Committee shall also:**

- Communicate with the Town Manager regarding concerns, issues and opportunities brought to their attention by business owners and residents

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- Encourage business owners and residents to communicate their concerns in a timely manner to the Town Manager
- Confirm that the Town staff has responded responsibly and appropriately to business inquiries and opportunities
- Work cooperatively with the Town Manager and the Manager of Planning & Zoning to set goals and objectives to carry out the committee's mission

***How will the Redevelopment Authority Resources Guide and Assist with the Implementation of the District Plan:*** - The RDA established a revolving loan fund (funded by the USDA RDLEG program), and will use this fund for small business lending to foster and assist development, renewal, improvement of businesses, and the creation of jobs. This fund allows the Town of Smyrna to offer investors access to capital at more competitive rates than traditional lending institutions and provide opportunity for specific economically viable businesses to locate, expand, or remain in the Town. Loans are anticipated to fund the targeted categories of business as more fully described in the District Plan section of this application.

**CURRENT PROJECTS:** In Sept/Oct of 2014-15 the Town of Smyrna funded the RDA with approximately \$50,000, and is projected to fund another \$40,000 to \$60,000 in 2016 to fund business and commercial development goals, including façade improvement. There were 9 completed façade improvement projects in 2015 and the RDA would like to fund that same number in 2016.

In addition, repayment of the principal loan made by the RDA in 2015 is underway. Repayment accrues at the rate of \$2,500 per month and is available for re-lending now. As projects are identified for business attraction and/or expansion the RDA is poised to use this funding to leverage new growth.

It is anticipated that the RDA will also seek additional USDA funding to help “leverage” the new provided with the DDD designation should Smyrna be so designated. 2016 RDA priorities are as follow:

- Continue the Façade Improvement Funding, offering façade improvement financial participation up to 50% of the qualified investment, "capped" at \$2,500 per façade;
- Implement Smyrna's Vacancy Treatment Standard;
- Seek additional funding for the Revolving Loan Fund for small business loans to District "start-ups, expansions and capital equipment purchases necessary to grow and promote small business vitality;
- Continued vigilance regarding Building and Property Conditions Assessments. These conditions are being "punch-listed" as the basis for having "informed" and constructive conversations to address deferred maintenance and capital improvement conditions. The project is intended to elevate the visual appeal of the District and outlying areas, and elevate real estate values. Needless to say, targeted property owners would benefit greatly from DDD incentives.

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***What is the anticipated role of a Supporting and Responsive Town Council re: “Practices That Facilitate New Growth”*** – The most recent examples of this Incentive include:

- To attract and secure the commitment of a new and compelling downtown business Council agreed to ***amend a Town Ordinance*** to allow a manufacturing use in the downtown, provided utility (water, sewer, and electric) abatements (2013-14, Painted State Distillery).

The Town’s openness to business needs continues to foster conversations about extending hours of operation and related considerations that will allow the growing “craft” sector in Smyrna to stabilize and grow their respective brands.

- To attract and secure the commitment of new and compelling downtown businesses, the Town is willing to acquire and ***convey Town owned property*** to a private party at a deeply discounted rate. This will transform the downtown. Such practices enabled the Town to attract Blue Earl Brewing Company (outside of downtown), the Inn at Duck Creek, and, hopefully, 47 East Commerce Street – known as The Wright Mansion.

***What is the Marketing Plan to support the Smyrna Plan?***



## **MARKETING OUTREACH STRATEGY**

Among other requirements, in order to achieve Town-wide goals, Smyrna must attract a more diverse audience by informing and motivating potential investors, developers, businesses, tourists and others to visit, explore and engage with Smyrna’s development strategy. This requires a multi-year Marketing Outreach Strategy and investment which has been underway since 2014, and has added to Smyrna’s **capacity** to implement on its growth initiatives.

The town has the leadership, commitment, momentum and strategy to grow and prosper as a model for responsible rural development, but needs to leverage its current momentum by attracting a critical mass of stakeholder support. To do this, Smyrna must reach out to new and existing stakeholders with a compelling business case for investment in the town’s future. ***The DDD designation is a potentially key incentive to advance the case for investment/reinvestment.***

Fortunately, Smyrna has already invested considerable resources in the necessary infrastructure,

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and in creating one of the most vibrant, attractive, mixed use communities in the state, or indeed the region. If the brass ring for a small town can be defined as a mix of forward thinking government, civic-minded commercial interests, a diverse mix of residential properties, a passion for preserving historic features and an eye fixed firmly on the future, then Smyrna's brass ring is waiting to be grabbed.

In many ways, Smyrna has a lead on similar communities throughout the region. Smyrna has cultivated a strong, diverse community leadership that is inclusive, collaborative, and connected. Government has identified the town's unique assets and has created a plan for development. There exists a strategic partnership among community stakeholders. Smyrna has invested in infrastructure. And Smyrna's leaders have been proactive in connecting on a regular basis to assess, plan, and work together--fostering a sense of momentum that is unmistakable.

Yet, for all this progress, there remains a sense that Smyrna has not put the pieces together; that the sum of the parts does not yet create a cohesive whole. That Smyrna's story remains untold.

## **Marketing Outreach Goal**

The goal of Smyrna's Marketing Outreach Strategy is to create a shared, consistent and compelling portrait of Smyrna's future that will motivate existing and potential stakeholders to take an active interest in engaging with Smyrna.

The strategy will form the basis for a wide range of collateral materials, outreach efforts and quality of life events that will draw the attention of regional and national attention site selection teams, business developers and others whose vision aligns with that of Smyrna, Delaware. A consistently implemented marketing outreach strategy will leverage Smyrna's strategic, historic, natural, infrastructure and leadership qualities to generate a growing awareness for the town that drives a steady flow of stakeholder inquiries.

## **Marketing Outreach: A Multi-Year Market Vision**

Some of the impressions Smyrna anticipates creating over a multi-year period:

- Smyrna is a nationally recognized historic town with a network of owner-occupied, restored historic homes, a thriving commercial district based on specialty retail, and an active food and entertainment community that attracts visitors year-round from throughout the region;
- Route 13 is a thriving urban boulevard, with safe sidewalks;
- The Four Corners area is renovated and is closer in appearance to South Main Street;
- Real estate values have increased substantially;
- There is a thriving business campus with a mix of larger commercial interests;
- New library/new police station/addition to town hall;
- A year-round calendar of signature events creates ongoing reasons for tourism;
- Downtown living options for several audiences;
- All downtown vacancies are occupied or refurbished;
- More diverse entertainment options available.

## **Audiences**

- Site selection executives

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- Local, regional and national businesses in multiple sectors
- Clean/low-impact businesses
- Real estate investors
- History and cultural event tourists

## Strategies

- Generate a shared external vision for the future of Smyrna
- Create a “warm” selling environment for attracting site selection executives
- Create broad awareness of Smyrna’s blend of commercial and cultural assets
- Showcase Smyrna’s historical, residential and commercial assets by stimulating diverse cultural engagement with the town
- Drive commercial and residential interest in Smyrna and generate business and investment inquiries

## PHASE ONE MARKETING PROJECT - 2014

In Phase One, implemented April, 2014- March 2015 (partially funded by a USDA RBEG Grant), the town focused on developing and implementing a broad range of fundamental marketing tools. These tools included the development of a comprehensive marketing strategy document outlining the goals, strategies and tactics for its marketing activities; identifying key audiences for its outreach efforts; crafting strategic message points; developing and producing key collateral materials, including a new outreach brochure; updating its website with new messaging and content, and engaging new audiences with a social media campaign.

## Phase One Tactics Overview

- **Messaging & Audience identification and segmentation**
  - Regional and national site selection teams
  - Real estate investors
  - Tour groups
  - History groups
  - Culinary tourism groups
  - Segmented messaging appropriate for each audience
- **Collateral development**
  - The Case for Smyrna brochure (*preliminary title*)
  - Direct Mail campaign
  - Inbound marketing
- **Web development**
  - New landing page and supporting pages aimed specifically at site selection and development teams
  - Search engine optimization to generate keywords for target audiences
- **Social media marketing strategy**
  - Smyrna Blog
  - Targeted Smyrna social media campaign, including promoted posts
- **Event management**

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- Leverage proximity to well-known events (Firefly/NASCAR) to produce signature cultural events that build and reinforce quality of life standards and draw tourists and investment to Smyrna
- **Media Relations strategy**
  - National outreach to position Smyrna as a strategic community for development, retirement, history, cultural and culinary tourism

## **PHASE TWO MARKETING PROJECT - 2015**

Smyrna received a second USDA grant in June of 2015 for “Phase Two” of the marketing and communications strategy, which ran from June 2015 to present (April 2016). To-date, the Town has developed a broad range of fundamental marketing tools, including a comprehensive marketing strategy outlining the goals, strategies, and tactics for its marketing activities; identification of key audience for its economic development outreach efforts; strategic message points; development of a well-recognized event brand that drives tourism and economy stimulation; and development of a new website and social media strategy aimed at attracting and retaining businesses.

### **Phase Two Tactics Overview**

Under Phase Two, and with the technical assistance of Strongpoint Marketing, the Town of Smyrna;

- Maintained and improved upon collateral, media, and social media activities accomplished in Phase One.
- Reviewed and re-prioritized the town’s promotional collateral strategy in favor of an online strategy.
- Designed and developed an Economic Development Committee website, aimed at attracting economic development to Smyrna.
  - All design, copywriting, photography, and coding have been built on a dynamic, up-to-the-minute web platform;
  - Website strategy links economic outreach to the Town’s existing website;
  - Website content focuses on the town’s rich support system for new business owners and developers, the wide range of potential development situations, and the town’s extensive infrastructure;
  - Website is continually updated to highlight new development opportunities.
- Designed and implemented a series of events known as *Smyrna At Night* that have significantly increased the town’s regional visibility as a thriving economic hub
  - Businesses in Downtown Smyrna reported earning a full week’s worth of revenue in a single night during *Smyrna At Night*;
  - The event attracted significant financial support from small and mid-sized businesses throughout the Smyrna-Clayton area, consolidating a sense of prosperity and economic growth that reverberates to this day;
  - The “*Smyrna At Night*” moniker -- with a strong social media presence -- now serves as a central organizing theme for existing and emerging businesses

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- throughout Smyrna;
- Furthermore, we've developed a year-long calendar of *Smyrna At Night* "signature" events and complimenting sponsorship solicitation program, aiming to create additional awareness for and patronage of the town's growing food/beverage and entertainment sectors;
- The next *Smyrna At Night* event will take place on June 10, 2016 and is anticipated to be the largest SAN event to date.
- Through media relations activities, helped achieve valuable notoriety for Smyrna in Delaware's largest newspapers, significantly improving Smyrna's ranking in online search engines and generating a significant "buzz" throughout the state.
  - Under the headline, "Is Smyrna Cool?" the front-page story highlights in exceptionally positive tones the fact that Smyrna is building a reputation for excellent food and beverage offerings, engaging attractions, enhanced cultural experiences, and a rich environment for millennials and young families.
- Engaged business owners and operators, landlords, developers, and community leaders to meet regularly for an open dialogue about Smyrna's economic development challenges and opportunities.
  - Engaged with Delaware Economic Development Office (DEDO) to conduct, a public economic development survey (at no cost to Smyrna) to identify town-specific economic development challenges from the perspective of downtown constituents;
  - Held two "round table" meetings to-date with members of the Economic Development Committee and downtown constituents;
  - Identified areas of suggested improvement and classified by High-, Medium- and Low-Priority initiatives;
  - Took immediate action to address and substantially enhance suggested areas of improvement; i.e. additional street lighting, additional parking signs, and way finding improvement efforts.
- During this period of time the Town attracted and recruited the following businesses, resulting in approximately 85 new jobs.

## **2015 Phase Two Tactics Overview**

- **Web development**
  - Prioritized online presence in favor of physical collateral material;
  - Developed an abundant economic development website aimed at site selection and development teams.
- **Event Management**
  - Leveraged proximity to well-known events (Firefly/NASCAR) to produce signature cultural events that build and reinforce quality of life standards and draw tourists and investment to Smyrna;
  - Developed year-long schedule of events;
  - Developed sponsorship solicitation strategy and program.
- **Media Relations Strategy**
  - National outreach to position Smyrna as a strategic community for development, retirement, history, cultural, and culinary tourism;

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- Local media outreach to position Smyrna as a cultural asset and attractive place to live, shop, eat, work, and play.

As a result of this ongoing marketing strategy, paid for in part by the Town of Smyrna and by support from a wide range of area businesses, the Town of Smyrna has consolidated the support of Town Council, the Economic Development Committee and has mobilized residents, businesses, property owners and other stakeholders in a collective effort that is fostering a higher quality of life, a rich sense of place and a welcoming business environment in and around Smyrna.

## **2016 - Phase Three Goals**

The primary goals of Phase Three are to:

- Support the Economic Development Committee efforts to:
  - **Create jobs** through:
    - Business Recruitment
    - Business retention and expansion
    - Promoting entrepreneurial activity
  - **Advocate for Business Infrastructure** through:
    - Roadway improvements
    - Waterway improvements
    - Downtown improvements
    - Way finding and signage improvements
  - **Promote Downtown Revitalization** through:
    - Ongoing, positive media attention
    - Expansion of events like Smyrna At Night
    - Social Media Campaign
    - PR pushes to highlight businesses
- Create a healthy, abundant environment for new businesses in Smyrna
  - Utilize strategic community feedback to identify and address significant challenges and barriers to entry;
  - Improve curb appeal of Business and Downtown Districts;
  - Leverage incentives and business owner testimonials via EDC website, targeted marketing and direct outreach.

## **PHASE THREE MARKETING PROJECT - 2016**

### **Marketing Outreach: Leveraging Smyrna's Economic Environment**

For the Downtown District Area:

- Smyrna is a nationally-recognized historic town with a network of owner-occupied, restored historic homes, a thriving commercial district based on specialty retail, and an active food and entertainment community that attracts visitors year-round from throughout the region;
- The Four Corners area is renovated and is closer in appearance to South Main Street;

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- New library/new police station/addition to Town Hall;
- A year-round calendar of signature events creates ongoing reasons for tourism;
- Downtown living options for several audiences;
- All downtown vacancies are occupied or refurbished;
- More diverse entertainment options available;
- Smyrna offers a network of business support and incentives for prospective business owners and developers.

## Audiences

- Site selection teams
- Business and site developers
- Healthy mix of new businesses, with a specific need for additional retail
- History and cultural event tourists

## Strategies

- Further Smyrna's "warm" selling environment for attractive site selection teams
- Showcase the abundant incentive program and support system for new businesses in Smyrna
- Showcase Smyrna's historical, residential and commercial assets by stimulating diverse cultural engagement with the town
- Drive commercial interest in Smyrna and generate business inquiries

## Phase Three Tactics Overview

- Ongoing media relations, social marketing, collateral
- Advertising
- Event Strategy & Management
- Administration

**In summary**, the Town of Smyrna is *poised to achieve the goals set out in this District Plan* and has been laying the foundation to succeed by investing in the capacity it takes to consistently work on economic development matters. That said, the incentives offered in conjunction with the DDD designation could mean the difference between projects going forward or falling short based on feasibility concerns.

So, if saying "please" will help... *please designate the Town of Smyrna as a Downtown Development District.*

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## **Designation as a Downtown Development District: Need and Impact**

### *Overview: Need and Impact*

In recent years the Town of Smyrna has initiated economic and business development strategies (including implementation efforts) and made significant new investments in infrastructure in two separate Town geographies: the Downtown and the Route 13 corridor (see further “District Plan”). While the focus of this section is on need and impact it bears underscoring that the Town’s strategic planning extends to the areas outside of the designated district because these areas serve as the primary means of access and egress to the district. These gateways and corridors set the tone for visitor experience and impression. What people see and experience in these areas will shape their perspective in terms of Smyrna as a place to invest in, which is why the Town believes a broader than district (comprehensive and complimentary) planning focus optimizes the impact of any incentives offered.

### *Measuring Impact*

Jobs and better jobs are the historical gauges of economic development success.

Creating jobs is an important goal for Smyrna, but it is not the only goal. Economic, social and environmental goals and objectives have replaced, if not supplemented, job growth as the measure of economic development success in communities across the country. Smyrna is paying attention to these trends.

The Town is finding that replacing jobs as a metric for economic development success and redefining success in light of the new goals and objectives is a challenge. At the heart of new and developing success metrics are key performance indicators (KPIs), which are the internal measures that reflect on an organization’s day-to-day operations. As Smyrna now has more organizational capacity (an economic and business development consultant, a progressive Town Council, new planning and zoning practices, an aggressive Economic Development Committee led by the Mayor and former Vice Mayor, and a Redevelopment Authority) than it ever had in the past, the Town intends to embrace these additional metrics to evaluate its day-to-day operations and success.

For Smyrna the definition of success for its projects and incentives will focus on only those metrics that best reflect the strategic priorities and function of the economic development organization. In this way a flexible definition of success has the ability to change over time as the District Plan is “tempered” by real market conditions. Going forward we expect the goals and direction of our economic development practices and methods of evaluation to change as well.

Here are three metrics that speak directly to impact and will be used to define the economic development success as we continue to implement our District Plan:

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**Private-Sector Investment.** Investment attracted, particularly from the private sector or from outside the community, is a metric that indicates the health of the local economy and is a measure of the success of economic development efforts.

**Increased Property Values.** In specific geographic areas like proposed DDD, the increase in property values is of major concern and an economic development goal. An increase in property value translates to an enhanced tax base, and higher rents to landlords.

**Targeted Business.** Attraction and expansion of businesses in targeted geographic areas, as we have planned for the proposed DDD, can be a strategy as well as a success metric.

Defining economic development success is a first step in maximizing performance and aligning the Smyrna's various organizations in our overall development strategies.

***Smyrna's case for "Need" and the "Impact" that will follow with the State's support is not described only in terms of where Smyrna is deficient, but it can also be described in terms of the public/private investments made to date and the assistance it continues to need as it reaches the "tipping point" and is re-cast as an up and coming, desired place to visit and live.***

In its regional context, Smyrna is a small player, dominated by larger markets south and north, with a limited number of unique attractions or resources (no Grand Canyon or ocean) that sets it apart from other places. For some time, Smyrna has been just another exit off a major road. The challenge is to not be just like any other place, but to create sufficient identity that brings business and visitors, characterizes the community as a special place, and makes it a destination. Our goal is to proactively bring goods and services that can't be found just up the road. The town is focusing on a mix of national, regional and Delaware-based businesses that might otherwise locate near, but not "in", Smyrna. We seek a mix of business and employment options that serve young and old (strong data suggests demand for both). Those with basic skills and those with advanced education and training. This blend of employment opportunities should also offer career opportunities, as well as transitional employment with the kind of diversity that will survive and prosper over time.

***To achieve this goal the Smyrna strategic planning effort must be supported by compelling and valued incentives that will be favorably catalytic to the question our potential investors ask, "Why Smyrna?"***

As part of its strategic planning, the Town developed foundational tools that contribute to the impact of the district plan and combines them with numerous local and state incentives. These tools have been producing measurable economic growth in the targeted district. ***But more is needed.*** Examples of these results are seen "town-wide" and include:

- Several new residential subdivisions continue to build or are approved to be built. Some of these are now actively being developed after a period of very limited activity. Subdivisions that have not started but will be under development in the next few years

## Application for Town of Smyrna Downtown Development District

include Ashland, Brenford Station 2, Graceville/Centerville, North Park, SBCL Smyrna Properties, and the Watson Farm.

- The subdivisions that continue to be built include Bon Ayre, Cambria Village, Christina Apartments, Hickory Hollow, Huntfield, Lake Como Woods, Sunnyside Village and Sunnyside Village Apartments and Worthington. Apartment units are especially in demand with few vacancies and often with waiting lists before units are completed.
- Outside of town demand for new single family houses is strong in the \$200,000 to \$250,000 range.

*Note: Residential developments outside of the district are an important and (targeted) demographic for downtown District businesses. According to our most recent Opportunity Gap Analysis (discussed more completely in the District Plan section), Smyrna's new and existing residential base is "under-served" in numerous categories of consumer goods and professional services.*

*Stated differently, Smyrna residents must leave the area to acquire a variety of goods and professional services because the demand for these goods and services is not provided locally. New business opportunities are, therefore, "leaking" to other regional areas and states. This serves as a basis for prospective residents to view Smyrna as "not measuring up" to their expectations of available discretionary goods and services. This bodes poorly for new – in and out of district - residential and commercial growth opportunities.*

*Moreover, businesses that have already decided to locate in Smyrna need synergistic new co-tenancies and neighbors that share a common customer base. This enables them to draw from an expanded and proximate customer base that is regional, rather than a local customer base. In this respect, a Smyrna DDD, combined with our District Plan, will help the Town support this need. These new businesses and business activities include:*

### New – Complimentary to Downtown

- a new dealership and shop for Willis Ford;
- the addition of a stand-alone emergency department at BayHealth Medical Center,
- Mr. Tire retail center;
- American Legion Ambulance Station;
- New commercial space on Carter Road;
- KRM – owns a large parcel off Route 13 and SR 1 on the north end of Town. In an effort to streamline approvals to activate its 200 acre technology/industrial park development, the Town has invested in bringing sewer and water to the north end of Smyrna. **This project will need to be supported by new occupancies and amenities to attract an expanding workforce;**
- 14 Acre salvage yard located at the Exit 114/Route 1 interchange is under contract to a new owner for redevelopment. This is a critical inter-change and gateway to the Town;
- Blue Earl Brewing Company located in a Town-owned building opened in 2015.

# Application for Town of Smyrna Downtown Development District

NOTE: These efforts have been supported by significant investments in Infra-structure - a second 50 MW gas fired electric generator at the Delaware Municipal Electric Corporation's Beasley Power Plant, in addition to the new town sewer and water service from north of Duck Creek to the Department of Transportation Rest Area that will be completed by the end of 2016.

## New – Within Downtown

- Repurposed a chronically vacant former downtown movie theatre is now occupied by Painted Stave Distillery, and a professional services office, both recently celebrated their 2nd anniversary in this location. Painted Stave is currently evaluating expansion opportunities for storage and additional event space;
- A 7300 square foot commitment to activate the 3<sup>rd</sup> floor of the Wellness Center to be occupied by First State Orthopedics and Premier Physical Therapy (opened in 2015);
- Royal Treatment (opened 2013-14), and subsequent expansion into the space next door with "Smyrna Cards and Gifts" with the same investor;
- The Drunken Baker opened and is currently celebrating their one year anniversary;
- A new authentic Texas BBQ called Maverick BBQ restaurant (opening later in 2016).

These efforts have been supported by significant investments in downtown infrastructure – streetscape improvements (sidewalks, curbing and streets), utility services and additional lighting.

***Note: The Town's experience to date is that the impact of any planning initiative, combined with incentives, is maximized when Town personnel and professional resources take a focused approach to linking and leveraging all of the resources at hand with targeted business and/or property owners/decision makers. The Town currently operates this way and will continue to do so.***

***Smyrna maintains a downtown business and building inventory database and captures a wide variety of data that will assist site selectors by aligning new business prospects with locations that fit their site requirements. Similarly, the Town and its business consultant have many pre-existing relationships with property owners, developers, and decision makers. They can readily engage the decision makers regarding new opportunities..***

***The Town has no doubt that it can and will maximize the impact of that prospective DDD incentives will bring to the table.***

## **Need and Impact (and Opportunity) – Commercial and Residential Perspective**

Many of the properties within the proposed district provide for "residential over commercial" use and occupancy. Most of the buildings on these properties have not been maintained over a period of time and, as such, are not code compliant by today's standard. The Town is hopeful that the

# Application for Town of Smyrna Downtown Development District

DDD incentive would help overcome one of the foremost redevelopment downtown challenges that many towns with historic buildings and infrastructure face. This challenge is: “how can an investor justify improvements to the entire real estate asset and get a reasonable return on their investment?” Numerous properties within the proposed DDD are negatively impacted by this challenge.

Financially assessing downtown opportunities, investors find that the projected new rents will not support the cost of bringing the building into code compliance. As a result, prospective investors see this dynamic as a “non-starter”, and typically, these properties remain vacant or only partially occupied.

The DDD incentive would provide investors with equity in these types of projects. This makes it possible to expand the “residential over retail” scope of work for each project. In so doing, the DDD designation would have a profound impact upon both commercial and residential growth in the district.

Without such financial incentives, the Town will continue to struggle to find projects that will meet the debt service requirements of new investors.

## ***The impact of turning vacant/under-utilized properties to occupied properties***

The Town intends to use the DDD incentive as a catalyst for reinvestment throughout the designated area and has identified numerous sites that need investment. The 2014-15 findings of a property assessment indicated an opportunity to lease or re-purpose 30 sites, representing approximately 59,400 square feet of commercial space, with a corresponding opportunity to add at least 17 new downtown residences. Some of the previously listed sites from the Town’s first DDD application have been stricken from the current assessment because they are completed projects. The following land and buildings are characterized as vacant and/or under-utilized and have become a point of focus in our current District (strategic) Plan:

- Municipal Lot (2 acres)
- Christiana Wellness 3<sup>rd</sup> floor
- 28 West Commerce
- 47 East Commerce Street - Wright Mansion – vacant residential
- 15 North Main Street - Howard’s Amusements
- 16 North Main Street – Lefty’s – vacant commercial/occupied residential
- 29, 31 West Commerce Street - Choice Market & Deli – vacant commercial/occupied residential
- 23 West Commerce Street - -occupied commercial, vacant residential
- 9 East Commerce Street - Colonial Hotel - occupied residential
- 5 East Commerce Street - Whittaker’s – vacant commercial/ occupied residential
- 53 West Commerce Street - Victorian Springs – vacant commercial
- 28 West Commerce Street - Adam Samuel’s building – vacant commercial/occupied residential
- 8 South Main Street – David Bright’s building – occupied commercial/occupied residential

## Application for Town of Smyrna Downtown Development District

- 30, 32 South Main Street – Peoples Place – occupied commercial/ vacant commercial
- 34 South Main Street - Odd Fellows building – occupied commercial/vacant residential
- 17 North Main Street - Gentle Touch Dentistry – occupied commercial – 2<sup>nd</sup> floor vacancy
- 111 South Main Street - Stokesbury House – used for storage
- 11 North Main Street - Masonic Lodge/occupied residential
- 35 North Main Street – former Smyrna Market – occupied commercial/occupied residential
- 18 East South Street – occupied residential

This list represents approximately 54,400 square feet of commercial space.

In its first DDD application and based on experience and trending, the Town anticipated that 2014-15 new jobs created by the redevelopment of the above-mentioned sites would equate to approximately **89** new jobs within the Downtown Development District (projecting 1.5 retail goods and professional services jobs for each 1,000 square feet of commercial space). In fact, this projection proved to be very conservative as **actual jobs created for that period was significantly more than forecasted**. Seven of the completed projects and new or expanded businesses accounted for 85 new full and part-time jobs (see below):

2015-16 Actual Jobs by Employer	Full-Time	Part-Time	Total	Comments
Inn at Duck Creek	8	34	42	Provided by business Owner, Howard Johnson
Drunk n Baker	3	7	10	Provided by business Owner, Janet Forest
Royal Treatments	1	2	3	Provided by business Owner, Karen Gill
Smyrna Cards and Gifts	1	2	3	Provided by business Owner, Karen Gill
Painted Stave	1	4	5	Provided by business Co-Owner, Ron Gomes. Job includes Master Distiller
Premier Physical Therapy	5	6	11	Provided by, Tom Windley, President, Premier Physical Therapy. Jobs include - 1 FT Reception, 3 FT Physical Therapists, 1 FT PT Assistant
First State Orthopedics	6	10	16	Provided by David Blauer, Chief Administrator, First State Orthopedics. Jobs include - 3 to 4 full-time doctors and 2 full time administration staff
<b>Total</b>	<b>21</b>	<b>64</b>	<b>90</b>	

## Application for Town of Smyrna Downtown Development District

Using the same conservative jobs metrics (1.5 jobs per 1000 square feet), the Town anticipates creating an additional 82 jobs. This is with the understanding that recent experience indicates that actual jobs created may be significantly higher.

***The unemployment rate in Smyrna is 6.10 percent (U.S. avg. is 6.30%). Recent job growth is negative, Smyrna jobs have decreased by 0.51 percent for the period assessed in 2014. The Town has a demonstrated track record for making progress in the area of local and regional job creation. It believes that the leveraged impact of new private investment spurred by a DDD designation would further advance new jobs growth and employment opportunities.***

**Measured/Projected Impact:** The consumer spending potential of this new daytime population conservatively equates to **\$213,200 per year** in additional spending within the district (82 new jobs/\$10 per employee/5 days per week/52 weeks per year)

The new commercial development/redevelopment costs/investment associated with planned and or anticipated projects in just the targeted properties equates to \$8,160,000+/- in new private reinvestment within the Downtown Development District (54,400sf/\$150 psf).

The private reinvestment in residential housing based on these targeted areas is estimated to be in the magnitude of \$2,250,000+/- (15,000 sf/\$150 psf). Smyrna's downtown is fortunate to retain a significant number of buildings, included in the historic district, that reflect its earlier times. The beauty, architectural integrity, scale and history of the downtown is one of the town's strengths. Coupled with recent streetscape improvements and convenient parking the area is conducive to more leisurely shopping, café style dining, and general browsing. But some significant buildings are in serious stages of **neglect** and a few are at great at risk of loss. Strategies must encourage the **reinvestment** necessary to retain the historic core, enhance the overall attractiveness of the area, and direct and invite shoppers and visitors to make the downtown part of their daily experience.

The annualized income to property owners for 17 new rental residential units equates to approximately \$204,000 (17/\$12,000/12), and the annualized consumer spending potential for the estimated 34 new downtown residents is estimated to be \$34,000 to \$52,500 per year based on annual expenditures for local goods and services estimated to be \$1,000 to \$1,500 per resident.

***The leveraged impact of DDD incentives would also preserve, and potentially enhance, previous funding utilized for rehabilitation from multiple state and federal programs***

Town of Smyrna Housing and Community Development Funding activity for Fiscal Year 2010 through Present (July 1, 2010 – June 30, 2014) utilized Delaware State Housing Authority and Rural Development funding from the Community Development Block Grant (CDBG), HOME Investment Partnerships Act, Housing Preservation Grant (HPG) and Neighborhood Stabilization Program (NSP) funding, Kent County Levy Court was able to support housing activities in the Town of Smyrna as follows:

# Application for Town of Smyrna Downtown Development District

CDBG, HOME and HPG - \$ 327,980 for the rehabilitation of 19 occupied housing at the following locations:

- |                            |                               |
|----------------------------|-------------------------------|
| 1.) 424 Roland Lane        | 11.) 10 South Howard St.      |
| 2.) 313 Julia Way          | 12.) 424 Baldwin Dr.          |
| 3.) 12 West South St.      | 13.) 303 South Delaware St.   |
| 4.) 720 West South St.     | 14.) 317 Commerce St.         |
| 5.) 382 Roberts St.        | 15.) 37 North Albright St.    |
| 6.) 241 South Delaware St. | 16.) 429 Baldwin Dr.          |
| 7.) 717 Mount Vernon St.   | 17.) 604 South St.            |
| 8.) 117 North East St.     | 18.) 52 East Mount Vernon St. |
| 9.) 247 East North St.     | 19.) 614 Lexington Ave.       |
| 10.) 207 West Commerce St. |                               |

NSP - \$ 895,902 for the purchase, rehabilitation and re-sale of foreclosed and vacant houses at the following locations:

- |                           |                           |
|---------------------------|---------------------------|
| 1.) 24 Drexel Ct.         | 4.) 587 Alfalfa Ct.       |
| 2.) 43 Albright Dr. North | 5.) 173 S. Main St.       |
| 3.) 641 Dairy Dr.         | 6.) 165 Greens Branch Rd. |

Note- 3 of the above NSP homes were market-rate and 3 were partnered with Habitat for Humanity

NOTE: The Town has only quantified the impact in terms of “targeted” properties within the district. These numbers do not reflect the new private reinvestment that is anticipated once some of the additional “catalytic” projects are underway. The Town expects that non-targeted property and business owners and investors will be motivated (and incentivized the same as those who are targeted) to address deferred maintenance issues and/or make new capital investments in their properties and businesses.

**Property values, assessed value, and rents** derived from redevelopment in the proposed District are anticipated to increase by 10 to 20 percent. These increases in value will have a corresponding and positive impact on non-targeted properties in the District as well.

The Town intends to assist property and business owners with other incentives in addition to those provided to DDD designees (see further the Incentives portion of this application). One example presently underway is being led by the Smyrna Redevelopment Authority (RDA). The

# Application for Town of Smyrna Downtown Development District

RDA is conducting a building conditions assessment as part of an effort to spark new capital investment throughout the district.

***The RDA hopes to change the visual appeal of the downtown and leverage the impact of prospective DDD and related incentives.*** The RDA focus is upon the most common and visible sub-standard storefront and building façade conditions that, if addressed collectively, would make a dramatic visual improvement to the entire downtown. The RDA “punch-listed” these items as the basis for future conversations with property and business owners. The Town’s experience is that many sub-standard conditions are “hiding in plain view” from otherwise conscientious owners who have failed to address the slow and incremental decline of these conditions. The Town expects that an awareness of these conditions combined with meaningful financial incentives to address them will serve as a spark to impact new reinvestment. The focus is on the following elements:

- Lighting
- Awnings
- Glass
- Concrete and masonry
- Paint
- Signage
- Metalwork
- Woodwork

***Leveraged Impact:*** Multipliers that reflect the public to private reinvestment ratio in successful programs like “Main Street” often range between 3 and 20. Based on this metric, non-targeted private reinvestment could very conservatively equate to the same levels as with the “targeted” properties. ***The total combined impact of the Smyrna DDD could therefore exceed \$20,000,000 in new private reinvestment.***

***Capacity and Impact:*** Possessing incentives like the one being pursued in this application, along with other Town incentives are critical to success, but the Town has found that incentives alone are not enough. It has been **committed to building the capacity** to utilize such incentives effectively over the past several years. As such, the Town of Smyrna has invested in the professional resources, expanded Town personnel and responsibilities, added an economic development focus to its day-to-day operations, amended and enacted business-friendly ordinances, and streamlined the approval process to facilitate and attract new investment. Most importantly, however, the Town has worked very intentionally to create and maintain relationships with property owners and developers. These relationship will serve as the basis for new opportunity, investment, and economic impact.

***Smyrna Police statistics indicate a higher rate of criminal activity occurring in the proposed District than in the outlying areas, particularly in terms of theft, prostitution and drug related activities (detail available on [www.raidsonline.com](http://www.raidsonline.com)); new reinvestment and redevelopment in the proposed District is anticipated to reduce crime in this area.*** It is the experience of the

## Application for Town of Smyrna Downtown Development District

police department that “more people on the streets” are a by-product of “more commercial and residential day-to-day activity”, which has the net effect of discouraging (thus reducing) criminal activities.

***Though tens of thousands of automobile travelers are proximate to Smyrna’s downtown on a daily basis, our downtown needs compelling incentives to attract new investment in order to compel travelers to change their behavior and come downtown.*** Since the last Census, Smyrna is now the center of the State’s population and as such it would be strategic to place new business growth proximate to - in state and out of state – consumers of new business products and/or services. Though Route 13 automobile traffic could and should be a major economic driver to the local economy, this visitor segment remains significantly under-utilized because Route 13 functions as a pass through route, serving more like as a means to an end when it could be supporting destination travel. Recent research suggests the leakage of approximately \$100 million in shopping goods sales from the Smyrna Trade Area, suggesting that Smyrna could support an in combination with additional 225,000 sq. ft. in shopping goods stores, some of which would be directed to the proposed DDD.

# Local Incentives: Downtown Development District

## INTRODUCTION

*Successful development and redevelopment projects often have multiple partners and funding sources as a means of mitigating risk and articulating a compelling investment story. The Town intends to leverage DDD incentives with all other local, state and federal incentives available to make downtown Smyrna a more compelling and financially realistic (and feasible) investment choice.*

The Town utilizes a comprehensive account of incentives - mostly in the form of loan and grant opportunities - available in the United States from various public, private and quasi-public resources. This document is a working tool that is made available to all stakeholders and potential stakeholder focused on specific projects and the means to fund them in the spirit of public/private partnership.

**NOTE: Organizational resources are discussed more fully in the District Plan section of this application and are incorporated by reference as the Town believes they too act as an incentive to invest in Smyrna**

**Here is an accounting of the current Town of Smyrna incentives:**

***Vacant Building Incentives*** – The following incentives are offered to stimulate reinvestment in vacant properties:

- **Chapter 70 - Utilities**  
**Article IV – Discount of Electric Utility Charges for Qualifying Projects**

### **Sec. 70-190**

The monthly metered electric utility charge shall be discounted 50% for a period of 6 months.

- **Chapter 32 – Impact Fees**

### **Sec. 32-3. Waiver of Impact Fees for Qualifying Projects**

The impact fees shall be fully waived, provided that the rehabilitation, renovation, reconstruction, restoration or replacement of the existing building or structure is (1) similar in kind, use or intensity; and (2) does not cause a significant increase in “municipal and/or public services” as defined in Section 32-2, as reasonably defined by the town manager.

- **Chapter 18 – Building & Building Regulations**

- **Article I – In General**

- **Division 2. Cap on permit fees for qualifying projects - Sec. 18-29**

Qualifying projects in commercially-zoned areas or in the historic preservation overlay district are eligible for a cap on building permit fees. The maximum building permit fee shall be \$40.00 for the first \$1,000.00 of value and \$11.00 per each additional \$1,000.00 of value, not to exceed \$1,129.00 regardless of the total cost of the project.

- **Chapter 18 – Building & Building Regulations**

- **Article XII – Redevelopment Authority**

- **Division 4. Waiver of Town Taxes, Charges and Fees - Sec. 18-801**

The Town Council may waive, in whole or part, by resolution, any tax, charge, fee, obligation and/or duty owed to the town if such waiver is necessary to effectuate the purposes and intent of this article. The waiver shall include, but is not limited to, Fees property taxes, impact fees, building permit fees and the monthly metered electric utility charge (excluding any public utility tax, state and/or federal tax/surcharge, purchase power adjustment, and/or transmission/distribution fees).

***Technical Assistance*** – The Town has engaged the annual professional services and technical assistance of Retail Market Answers, LLC (RMA). RMA’s services are available to current and prospective investors in the following areas of focus:

- **Business Recruitment Assistance to Property Owner and Real Estate Brokerage** – targeting specific business prospects for recruitment pursuant to the Town plan including:
  - value added strategies that compliment economic and sense of place goals,
  - gathering market data,
  - researching/providing site selection criteria and contact information for national and regional retail goods and professional service prospects (and facilitating meetings with same)
- **Business Retention** – providing one on one assistance to targeted business in an effort to stabilize or improve business performance, succession planning, sale and disposition of businesses or real estate assistance to retain categories of business (if not the current business operator/owner)
- Business expansion assistance
- One-On-One Business Owner Technical Assistance
  - Strategic business development planning
  - Developing financial projections for redevelopment and development projects
  - Small business plan development
  - Retail Merchandising assessments,
  - Product mix,
  - Signage, and
  - Store-layout assistance

- Debt restructuring
- Loan assistance to support access to capital needs (recommending providers and articulating the needs of the business in the context of the lenders requirements)
- Site selection assistance - We maintain an inventory of available land and buildings, and work with businesses to realize the potential of their properties. Through our work with organizations like the Kent County Chamber of Commerce, the Smyrna Business Development Committee, and Smyrna Downtown Renaissance Association, and the RDA we promote the quality of life and business in the Town of Smyrna.
- Grant writing assistance
- Primary and secondary Marketing research
  - Market Demographics
  - Gap Analysis
- Marketing and event assistance
- Business Outreach/Mixers/Meetings assistance
- Ongoing District Plan Implementation assistance

***Design and Code Review*** – The Town regularly engages in design and code review activities with prospective new businesses as a means of streamlining cost, scope of work, expediting the regulatory process and to demonstrate in its practices that the Town genuinely supports new business growth, and values their interest.

***Supporting and Responsive Town Council Practices That Facilitate New*** – The most recent examples of this Incentive include:

- To attract and secure the commitment of a new and compelling downtown business Council agreed to ***amend a Town Ordinance*** to allow a manufacturing use in the downtown, provided utility (water, sewer, and electric) abatements (2013-14, Painted State Distillery)
- To attract and secure the commitment of a new and compelling downtown business Council agreed ***convey Town owned property*** to a private party at a deeply discounted rate in an effort to transform a central part of the downtown
- To attract and secure the commitment of a new and compelling business Council agreed to undertake the ***purchase of a property and lease this property*** to a craft brewery. The terms of this lease facilitated this business start-up. Blue earl Brewing Company is now celebrating its one year anniversary.
- To attract and secure the commitment of a new and compelling business Council agreed to undertake the ***purchase of a property and undertake the issuance of an RFP for the redevelopment of 47 East Commerce Street.***

***Guidance and Assistance: Economic Development Committee and its sub-committees*** – In addition to the detailed description of the EDC mission, role and assistance in the District Plan Section of this application, the Outreach Subcommittee provides the following incentive:

- **Business –To-Business Networking Opportunities:** This service originally extended the producing “Mixers” that promoted networking and connectivity to the business community and Town activities. Over time Smyrna through its EDC has hosted a variety of events like economic summits and seminars. In April of 2016 the EDC conducted a

downtown-wide property and business owner roundtable. The purpose of the meeting was to share information regarding the District Plan and solicit new ideas and participation from those most connected to the downtown's successful.

***Guidance and Assistance: Redevelopment Authority Resources*** - The RDA established a revolving loan fund (funded by the USDA RDLEG program), and will use this fund for small business lending to foster and assist development, renewal, improvement of businesses, and the creation of jobs. This fund allows the Town of Smyrna to offer investors access to capital at more competitive rates than traditional lending institutions and provide opportunity for specific economically viable businesses to locate, expand, or remain in the Town. Loans are anticipated to fund the targeted categories of business as more fully described in the District Plan section of this application.

The RDA is implemented a ***vacancy treatment initiative*** as a financial incentive for property and business owners to mitigate the negative impact of vacancy (particularly from a visitor's perspective).

In addition the RDA provides a financial ***Façade Improvement incentive*** as a means of stimulating new interest in addressing storefront conditions and elevating the visual appeal of the Downtown Development District. Nine projects were successfully completed in 2015.

## **TOWN OF SMYRNA**

### **FAÇADE IMPROVEMENT GRANTS**

2016-01	103 S. Dupont Blvd.	front entrance	pending
2016-02	622 W. Glenwood		pending
2015-01	127 Collins Ave.	Driveway, front porch	open
2015-02	441 Baldwin Dr.		not done
2015-03	126 S. Main	painting, repairs	closed
2015-04	1 N. Main St.	entrance, façade	closed
2015-05	2 N. Main St.	roof repairs	closed
2015-06	6 N. Main St.	painting, windows	closed
2015-07	131 W. South St.	windows	closed
2015-08	19/21 S. Delaware St.	front doors, windows	closed

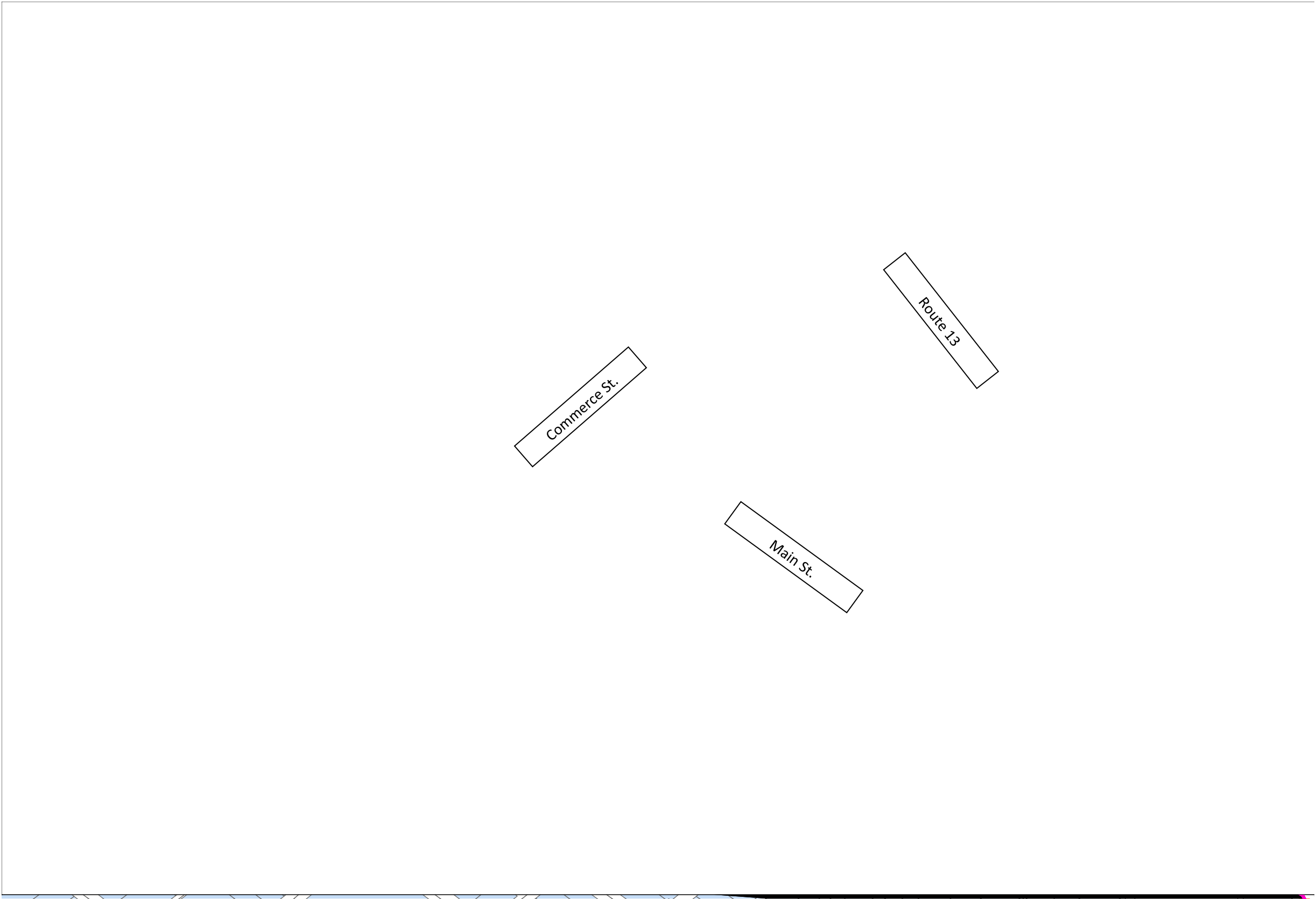
Other RDA and EDC collaborative efforts will include applying DDD incentives toward developing business opportunities in the following categories:

- **Business Expansion and Retention:** To encourage Smyrna businesses to remain in the Town and expand operations and employment opportunities
- **Residential and mixed-use Expansion:** To encourage upper-floor and other residential growth opportunities in the DDD
- **Entrepreneurial:** To provide assistance to higher-risk businesses that meet general program criteria and provide compelling reasons to locate or expand in the Town.
- **Educational:** Same as **Entrepreneurial** above, but the incentive would be used to attract targeted educational uses or new medical/professional uses (targeting 3rd floor Wellness Center)
- **Medical:** Same as **Entrepreneurial** above, but the incentive would be used to attract targeted medical uses (targeting 3rd floor Wellness Center)
- **Tourism:** Same as **Entrepreneurial** above, but the incentive would be used to attract targeted tourist destination businesses uses like the emerging “craft” sector investing in Smyrna
- **Arts and Entertainment:** Same as **Entrepreneurial** above, but the incentive would be used to attract targeted art, cultural and entertainment venues uses.

***Marketing and Communication Assistance*** – See further, the Comprehensive Marketing section in the District Plan

***How do these incentives Promote Economic Development*** - Reduction in impact fees, abated and/or discounted utility charges, efforts to streamline the permitting process, saving time, low-cost access to capital, façade improvement assistance, vacancy treatment assistance, marketing and promotional assistance, and free business development technical assistance on a variety of start-up and expansion topics all facilitate economic development because they mitigate or eliminate start-up or expansion costs, save time, and allow business owner’s to reallocate their savings to other line items within their opening budget.

All of these incentives demonstrate – in practice, not rhetoric - that the Town is not just business-friendly, but more importantly, it is empathetic to the risks and barriers to entry that small businesses face when looking to grow or start-up their business. The Town’s goal in offering such incentives is to offer distinguishing and compelling reasons to invest in Smyrna and not somewhere else.



Portions of the Historic Preservation Overlay District intersect the proposed District. In July of 2003, an ordinance to amend the Town Code of the Town of Smyrna by adding a new Chapter 19 entitled “Historic Preservation Ordinance” was adopted. The purpose and policy of this ordinance was declared to be a matter of public policy that safeguarded the heritage of the Town, and would preserve and protect structures and districts having historic, architectural, cultural, and aesthetic values, which are in the best interests of the citizens of the Town of Smyrna.

The Historic Preservation Overlay Zone has been established specifically to include the street frontages on both sides of the street, whether occupied by a structure or not.

The Town of Smyrna Economic Development Committee (EDC) is comprised of Town professional staff and volunteer stakeholders. The EDC actively promotes the economic growth of the town and has several active and “engaged” sub-committees, including a Business Development sub-committee which has the following **Mission**:

- **Retain**: help local businesses maintain, grow and expand their businesses in Smyrna
- **Recruit**: identify and market to appropriate potential investors and new businesses to locate and establish a presence in Smyrna
- **Assist**: provide high quality public services, ensure fair regulation, and participate in local promotional and business events
- **Inform**: provide marketing and other business information, report on federal and state initiatives and proposals, and involve the business community in policy and regulatory processes
- **Promote**: actively market the community’s assets and opportunities, develop and provide promotional materials, and coordinate on behalf of Smyrna’s business community with economic development and business entities locally and regionally
- **Communicate**: provide information about the activities, goals and results of BDC efforts, in addition to meeting periodically with Smyrna stakeholders and prospective stakeholders to share information about Smyrna, topics of relevance to business and property owners with a primary purpose of advancing business and sense of place goals.

Members of the EDC and its subcommittee’s enthusiastically support the Town of Smyrna efforts to gain the Downtown Delaware District designation.

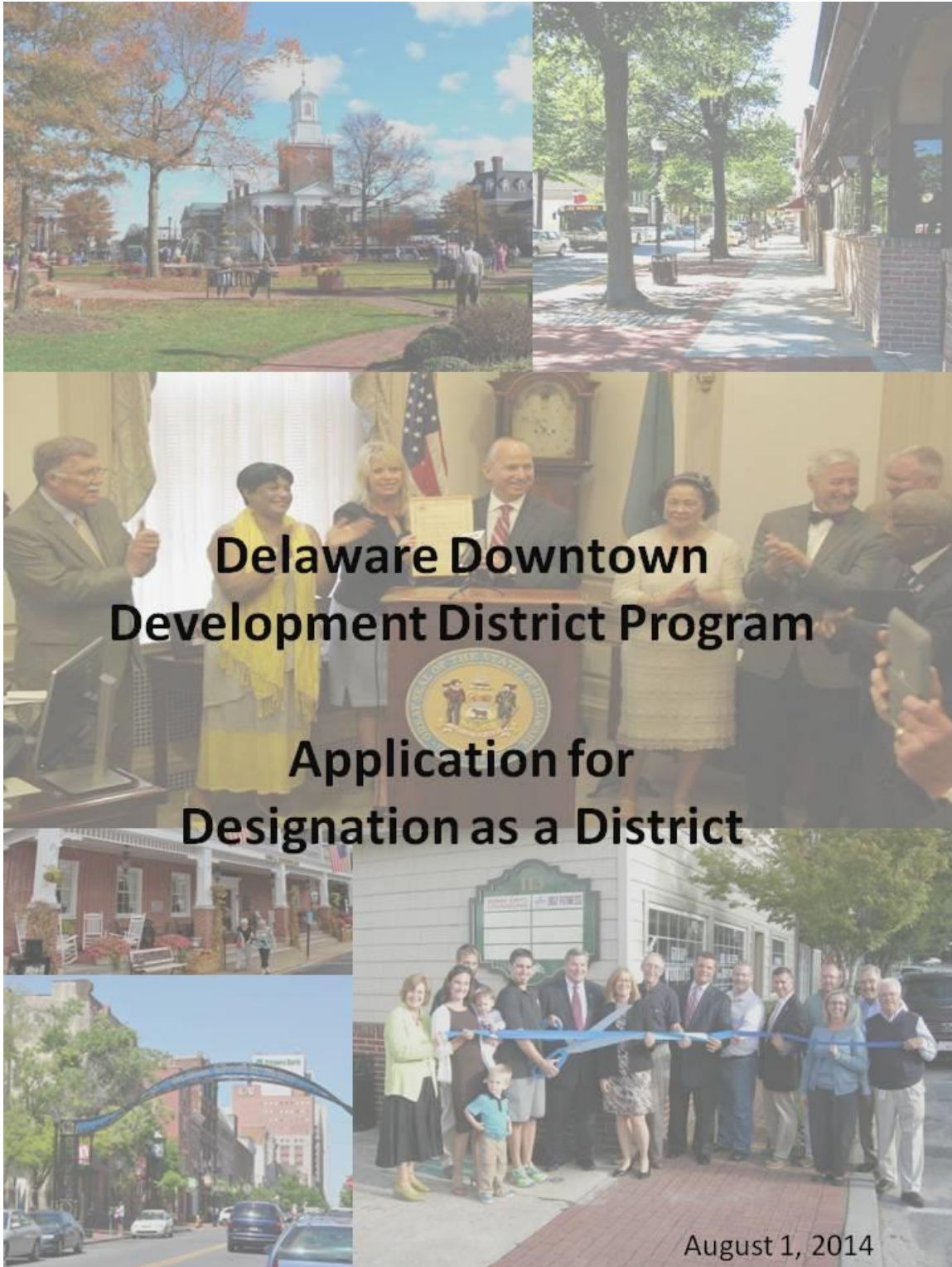
The Smyrna Redevelopment Authority seeks to facilitate commercial, industrial, and residential, redevelopment; promote economic development, homeownership and rehabilitation, and eradicate blighted and distressed properties within the Town Of Smyrna per the mandates and authority of Title 31 Chapter 45 Delaware Code.

The RDA supports the Town's application to be designated as a Downtown Development District.

The purpose of the Smyrna Downtown Renaissance Association (SRDA) is to incorporate the approach of the National Trust for Historic Preservation's Main Street Program Model to develop strong public/private partnerships that will work to enhance and preserve the unique historic character of Downtown Smyrna, while developing an economic niche that will encourage reinvestment in a community that is a safe place to live and work in, through concentrated initiatives of design, promotion, organization and economic restructuring.

The SRDA is supportive of the Downtown Delaware District Application and looks forward to playing a supportive role in the downtown's economic growth and sense of place goals.

# Smyrna



August 1, 2014

## **Downtown Development District Program How to Use this Application Form**

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

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

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

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

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

It is likely that when you are done with the application form (Word document) and the attachments (.pdf document) the combination of both documents will be larger than 15mb, which is the limit for external email in the State system. In these cases, we will arrange for you to have access to a sftp file transfer site to upload your documents. Email the OMB Application Team at [OMB\\_APP\\_Team@state.de.us](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 will then designate between one and three Downtown Development Districts in the current program year. Additional Districts may be designated in future program years. The number of Districts is limited to 15 at any one time. District designations last for 10 years, and the Committee can consider up to two five year extensions.

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

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

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

**Application Due Date for  
FY15 Cycle:  
November 1, 2014**



# *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

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

<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.



# Downtown Development Districts

## 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.

### Section III Application Instructions

**Check List** - self-explanatory.

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



## *Downtown Development Districts*

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

comprehensive plan and briefly describe the District being proposed.

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

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

**Summary of District Plan** – The local government must complete this form to summarize the District Plan for the proposed District. Copies of the District Plan or Plans must be attached to this

form, along with any relevant supporting documentation.

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

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

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



## *Downtown Development Districts*

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Application for Designation as a District

# Application Cover Sheet and Check List

Jurisdiction Name:

Town of Smyrna

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Date of Application October 30, 2014

Date Received \_\_\_\_\_

### Check List for Application Materials

- ☒ Application Cover Sheet and Check List.
- ☒ Information Sheet.
- ☒ Map of the Proposed District (GIS files encouraged).
- ☒ Map of Future Land Use in Proposed District (GIS files encouraged)
- ☒ Map of Zoning in Proposed District (GIS files encouraged)
- ☒ Summary of Need and Impact (with attachments).
- ☒ Summary of District Plan (with attachments).
- ☒ Written Documentation from Supporting Organizations.
- ☒ Summary of Local Incentives (with attachments).
- ☒ Legislative Body Resolution.



## ***Downtown Development Districts***

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

### **Information Sheet**

Municipality / County: Smyrna/Kent\_\_\_\_\_

Contact Person for Application	Proposed District Administrator (if different)
Name: <u>Janet Vinc</u>	Name: <u>same</u>
Address: <u>27 South Market Street Paza, PO Box 307, Smyrna DE 19977</u>	Address: <u>27 South Market Street Plaza P.O. Box 307 Smyrna, DE 19977</u>
Phone: <u>302.653.9231</u>	Phone: <u>653-9231</u>
Email: <u>jvinc@smyrna.delaware.gov</u>	Email: <u>jvinc@smyrna.delaware.gov</u>
Signature _____	Signature _____
Date _____	Date _____

Date of certified Comprehensive Plan 2/4/13

Population of the municipality or county (as per 2010 US Census) 10,065

Population of proposed District (based on 2010 US Census Block data) 5,208

Area of proposed District in acres 10 acres +/-

Brief description of the proposed Downtown Development District (100 words or less)

Note: this description will be used as a summary for internal review and in printed materials

The proposed boundary is as follows:

The western side of Rt. 13 from E. North Street to S. Main Street.

The eastern side of S. Main Street from Rt. 13 to South Street.

The northern side of W. South Street from S. Main Street to S. Delaware Street

The eastern side of S. Delaware Street from W. South Street to W. Mount Vernon Street.

The southern side of W. Mount Vernon Street from S. Delaware Street to N. Main Street.



## ***Downtown Development Districts***

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

The eastern side of N. Main Street from Mount Vernon Street to E. North Street.

The southern side of E. North Street from N. Main Street to Rt. 13.



## ***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: Janet Vinc

Phone 653-9231

Email [jvinc@smyrna.delaware.gov](mailto:jvinc@smyrna.delaware.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).

By identifying an area that was inclusive of the Town of Smyrna Historic district and proximate to its core commercial and residential downtown areas, the Town intends to maximize the impact and value of the DDD designation. This rationale is supported by a belief that developers/redevelopers will perceive that mixed-use projects in proposed District provide the best "return on investment" opportunity, and therefore will have the highest impact to all concerned. The Town also believes that pursuing new commercial and residential growth in the proposed District is compatible with honoring historic preservation goals in the same area. Also, by selecting this area the Town is able to advance Smyrna's "walkable" community goals, making commercial, cultural, art, and entertainment venues "proximate" to one another and giving new meaning to the invitation to, "Live, Work, and Shop" in Smyrna.

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

☒ Map Attached

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

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

☒ Map Attached

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



## ***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 Downtown Development District is predominantly composed of properties with an existing and future Downtown Mixed Use land use designation. Many of the properties are listed as contributing elements in Smyrna's Historic District.

This is the original commercial heart of the town. The relatively small size of lots, existing improvements and close proximity of the structures, and variable uses all combine to create the need for a flexible use area with only minimal bulk, parking and other standards. General business uses of a community-wide nature, professional offices, government offices, business services, limited retail uses and medium and higher density residential uses are planned for new and redevelopment sites in the Downtown Mixed Use area.

The purpose of the Downtown Mixed Use area is to promote development of a compact, pedestrian-oriented town center, consisting of a diverse mix of residential, business, commercial, office, institutional, educational and cultural and entertainment activities for workers, visitors, and residents. By accommodating mixed-use buildings serving retail, service and other uses on the ground floor and residential units above the nonresidential space; allowing for commercial use of a scale and intensity compatible with adjacent residential neighborhoods; permitting for the development of exclusively residential buildings of a scale and intensity compatible with the Town's traditional neighborhood design; allowing residential zoning to promote the preservation of historic residential buildings; encouraging development that exhibits the physical design characteristics of pedestrian-oriented, storefront style shopping streets; and providing flexibility for adaptive re-use of old buildings in the area will create a sense of place that represents Smyrna as a unique, attractive and memorable destination for both visitors and residents alike.

Additionally, those areas in the District adjacent to Route 13 are designated with Central Corridor Commercial future land use designation. Despite being one of the most commercially developed sections of the Route 13 Corridor, the central section was originally developed as a bypass of the historic downtown with few amenities for pedestrians or bicyclists. As it is often times associated as the historic, center part of town, the Central Corridor must be redeveloped as the environment that creates the "sense of place" for Smyrna and provides the context for the rest of the corridor. By constructing buildings close to the road while providing parking in the rear, requiring architectural form and streetscape improvements to be consistent with the Historic District theme, permitting a mixture of uses (including residences, offices and retail space), providing pedestrian connections and transit amenities, creating an attractive urban town center connecting the historic center of the town with the remainder of the corridor.

The land use plan locates several high and medium density residential areas adjacent to the



## ***Downtown Development Districts***

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

downtown mixed use and central corridor commercial land use areas, thus encouraging the revitalization of the downtown by promoting the reuse of historic structures and thoughtful infill development in the central core of the Town thus securing new economic activity in the community.

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 proposed District encompasses portions of the Historic Preservation Overlay District.

In July of 2003, the Town adopted a Historic Preservation ordinance. The ordinance identified areas of the town which should be located within a Historic Preservation Overlay District in order to preserve and enhance structures that are important to the history, character, architecture, culture, tradition and economic values of the Town of Smyrna.

Under the provisions of the Historic Preservation ordinance, Town Council established a public body, the Historic District Review Board, to assess the District's architecture, assist property owners in preservation awareness, and establish guidelines for exterior design alterations to existing structure or new construction planned in the district, to enhance the attractiveness of the Historic Preservation Overlay District.

The provisions of the Historic Preservation Ordinance promote the understanding and participation in preserving and enhancing Smyrna's heritage, which can spur new investment and reinvestment in the downtown area, fostering community pride and creating an environment that is attractive to residents and visitors as a place to live, work, and recreate, contributing to the economic health of the Town.



## *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).

In its regional context Smyrna is a small player, dominated by larger markets south and north and with a limited number of unique attractions or resources (no Grand Canyon or ocean) that sets it apart from other places, and for some time has been perceived as an exit off a major road – and owing to multiple factors – not as commercially viable as Middletown or Dover. That, however, is changing.

Since the 2000 Census a state-wide demographic shift uniquely recast Smyrna as the center of the State’s population, making it as proximate to residents and visitors to the south as it is to the north. With this shift comes the opportunity to grow residentially and commercially, but to overcome decades of perception, Smyrna needs help.

Help in the form of real and valued incentives are urgently needed to cause a corollary shift in how Smyrna is perceived as a place to invest and live. Generally speaking, investors assess the risk factors associated with any given investment. Meaningful incentives often mitigate risk factors, and such incentives will be essential to successfully implementing or District Plan.

Though Town efforts are gaining traction and contributing toward economic and sense of place goals, Smyrna has not yet reached a “tipping point”. The Town’s interest in becoming a Downtown Development District is driven by the opportunity the designation presents to accelerate (and maintain) current momentum and to push past the tipping point at a time when the Town has the organizational capacity and resources to maximize the benefits of this designation.

In a related sense, according to the Town’s most recent Opportunity Gap Analysis (discussed more completely in the District Plan section), Smyrna’s new and existing residential base is “under-served” in numerous categories of consumer goods and professional services. Stated differently, Smyrna residents must leave the area to acquire a variety of goods and professional services because the demand for these goods and services is not provided (supplied) for locally. New business opportunities are, therefore, “leaking” to other regional areas and states.

Many of the properties within the proposed district provide for “residential over commercial” use and occupancy and these properties have not been maintained or reinvested in over a period of



## ***Downtown Development Districts***

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

time and, as such, are not code compliant by today's standard. The Town is hopeful that the DDD incentive would help overcome one of the foremost redevelopment downtown challenges it faces, which is, "how can an investor justify improvements to the entire real estate asset and get a reasonable return on their investment?" Numerous properties within the proposed DDD are negatively impacted by this challenge.

Downtown Smyrna redevelopment opportunities often just don't "pencil out". For many downtown buildings investors find that the projected new rents will not support the cost of bringing the building into code compliance. As a result, prospective investors see this dynamic as a "non-starter", and historically these properties remain vacant or only partially occupied.

The DDD incentive would, in effect, provide investors with equity in these types of projects, thus making it possible to expand the "residential over retail" scope of work for each project, and in so doing would have a profound commercial and residential growth impact on the district.

Without such financial incentives the Town will continue to struggle to find projects that will meet the debt service requirements of prospective new investors.



## *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

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

☒ Summary spreadsheet and other documentation attached

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

#### Suggested Data from a Variety of Sources

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

☒ Additional data and documentation attached



## *Downtown Development Districts*

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### **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 proposed District's demographic data is a major factors in establishing a case for "need". The District population, and even the population for the Town as a whole demonstrate low population density. Income levels in the District are approximately 5% lower than the Town as a whole, and both the Town and the District median income levels are lower than the State's median income. These two demographic factors (population and income) are among the most common critical factors that site selectors for retail and professional goods and service providers focus upon.

Smyrna's easy access from out-lying areas, however, gives it terrific access to a potential regional customer. Town research has expressed this to site selectors in terms of 10, 20, and 30 minute drive-times, accessing significantly more people with higher median income levels well within the criteria of these site selectors (see Opportunity Gap Analysis). Smyrna recognizes the critical role that incentives will play in helping investors mitigate the risk associated with locating in areas that are proximate to their customers, but that do not conform with prevailing site selection criteria

Of the 427 Smyrna houses built before 1949, 311 of them are located within the district area indicating that 73% of the oldest housing stock is located in the proposed district. Many of these homes are in need of improvement.

There is a slightly higher rate of vacancy in the prospective district by Census Tract and Block (9%) than on a town-wide basis (8%) indicating a need to direct new economic resources to this area.

There is also slightly higher percentage of low to moderate income levels in the proposed District in comparison to Town-wide. New Jobs creation would provide local employment and home ownership opportunities to an area that the data suggests needs the help.

Also there is a significantly higher percentage of home rental in concentrated Census Blocks within the proposed District in comparison to the Town (45% versus 33%)

In addition, Smyrna Police statistics indicate a higher rate of criminal activity occurring in the proposed District than in the outlying areas, particularly in terms of theft, prostitution and drug related activities (detail available on [www.raidsonline.com](http://www.raidsonline.com)); new reinvestment and redevelopment in the proposed District is anticipated to reduce crime in this area.

Describe the potential positive impacts of the proposed Downtown Development District designation in your community. Impacts can



## *Downtown Development Districts*

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

include economic, social and / or cultural impacts among others. Attach supporting documentation if applicable (please limit your response to 750 words or less).

#### **Economic**

The total combined impact of the Smyrna DDD could exceed \$20,000,000 in new private reinvestment taking into account the following factors:

89 new jobs created

new consumer spending potential of the new worker daytime population

re-purposing or activating 59,400 square feet of vacant or under-utilized commercial space in the district

17 new residences (combined owner and rental units)

the annualized consumer spending potential for the estimated 34 new downtown residents

the private reinvestment in new residential housing

the new annualized income to property owners derived from new

Property values, assessed value, and rents derived from redevelopment in the proposed District are anticipated to increase by 10 to 20 percent. These increases in value will have a corresponding and positive impact on non-targeted properties in the District as well.

#### **Social and Cultural Positive Impacts**

Crime will be reduced— It is the experience of the Smyrna Police department that “more people on the streets” are a by-product of “more commercial and residential day-to-day activity”, which has the net effect of discouraging (thus reducing) criminal activities.

There will be a Reduction in Blighted property – New incentives will make the reinvestment necessary to retain the historic core, enhance the overall attractiveness of the area, and direct and invite visitors and residents to make the downtown part of their daily experience a reality. This reinvestment will extend to the significant number of buildings in varying degrees of decay and in need of attention.

Cherished cultural, artistic, historic and entertainment attractions and venues will be preserved and sustained – Among these attractions and venues are the Smyrna Opera House, Smyrna Public Library, and the Duck Creek Museum, as well as a number of churches, lodges and public facilities (schools, post office, and town hall). With these cherished “anchors” intact the Town



## ***Downtown Development Districts***

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

will utilize festivals, special events, parades, art shows, performance, and similar recreational and cultural activities to celebrate and sustain them.



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

Attach the District Plan.

☒ District Plan Attached.

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

With respect to Smyrna's objectives there are three (3) distinct, but inter-connected and related areas of focus:

#### I. For the Town Overall

Objective 1 - Uniqueness and identity – Create an identity that sets it apart from “just another place along the highway”

Objective 2 – Maintain an ongoing understanding our market/assessing the data/understanding the demographics/ addressing the opportunities.

Objective 3 - Capture the value of the State Route 1, its interchanges and access to the Region

Objective 4 – Assure that Smyrna is appealing and attractive as a place to live, work, shop, educate, heal, and recreate

Objective 5 – Encourage and assure extended and sustainable economic vitality, supporting a broad mix of businesses and jobs

Objective 6 – Lead the effort to create well planned, efficient, attractive development

Objective 7 - Retain and nourish, and grow our assets (economic gardening and buffalo shooting)

Objective 8 - Attract the “right” fit, not just any fit

Objective 9 - Provide first class public services and utilities

Specific Objectives for the U.S. Route 13 Corridor (based on the U.S. Route 13 Corridor plan of



## ***Downtown Development Districts***

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

2012) \_\_\_\_\_

Objective 1 - Develop a “unique sense of place, and identity” for Smyrna

Objective 2 - Ensure mobility and safety, promoting interconnections, addressing form and function

Objective 3 - Enhance aesthetics, promoting flexible urban design and development

Objective 4 - Promote economic viability

Specific Objectives for the Downtown \_\_\_\_\_

Objective 1 – Retain the scale, charm and historic character

Objective 2 – Make downtown a safe and secure, walkable and accessible environment

Objective 3 - Promoting mixed use

Objective 4 - Promote and cherish the cultural, arts and entertainment attributes

Objective 5 - Create a sense of destination, a unique, boutique, trendy sense of place

Objective 6 - Ensure adequate parking and other services



## ***Downtown Development Districts***

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### **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 Town Council has demonstrated leadership in its actions. Town Council has been a guiding and supporting force regarding the implementation strategies that are facilitating new economic growth in Smyrna. Council's leadership in working with the Economic Development Committee and in establishing the Redevelopment Authority is not conceptual. Their leadership has been demonstrated by their actions. The most recent examples of their proactive leadership include:

To attract and secure the commitment of a new and compelling downtown business, Council agreed to amend a Town Ordinance to allow a manufacturing use in the downtown, and provided utility (water, sewer, and electric) abatements (2013-14, Painted State Distillery)

To attract and secure the commitment of a new and compelling downtown business Council agreed to convey Town owned property to a private party at a deeply discounted rate in an effort to transform a central part of the downtown

To attract and secure the commitment of a new and compelling business Council agreed to undertake the purchase of a property and lease this property to a craft Brewery (Warlock Brewing Company opening 2015).

Council has made economic development a priority responsibility for the Town Manager, authorized hiring of an economic development consultant, engaged a well-qualified (Delaware) marketing firm, provided funding in tight budgets for promotional activities, and asked the Vice-Mayor to chair the Economic Development Committee. The Mayor has taken a very personal and direct role in seeking new businesses, championing events to better promote the town, and encouraging owners of blighted or underutilized properties to repair them and put them into use. Additionally, with the full support of the Mayor and Council, Smyrna is an active member of the Greater Kent Committee, the Central Delaware Chamber of Commerce, The Kent County Economic Development Roundtable and the Delaware League of Local Governments to facilitate a coordinated regional approach to economic development opportunities.

List key implementation strategies for the District Plan. Please also list any known projects or proposals that can be underway within six to



## *Downtown Development Districts*

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

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 following represents an outline of Key Implementation Strategies/Projects for the District

#### Redevelopment Authority (RDA)

In Sept/Oct of 2014 the Town of Smyrna funded the RDA with approximately \$50,000 to begin targeted programming and initiative implementation efforts. Here are their key areas of focus and accomplishment from their first 3 meetings:

Establish Revolving Loan Fund - Application for RDLEG grant to establish additional RDA funding is anticipated to be completed by late November 2014. Once established the RDA will make small business loans to District "start-ups, expansions and capital equipment purchases necessary to grow and promote small business vitality

#### Advance Catalytic Projects -

Catalytic Project commencing September 2014 – 6, 8, 10 North Main Street - Peterson building – recently purchased along with 2 North Main Street - Koehler's – vacant commercial. Identified a redeveloper to transform this block located at the "4 corners" and heart of the district (Commerce and Main). Incentives and funding are still being sought to make this development a reality. The first floor use is anticipated to be an upscale restaurant. The total investment for this project will exceed \$500,000. The Town conveyed 6, 8, and 10 North Main to a redeveloper for \$1 as an incentive to the developer (the appraised value of the property was \$125,000). As part of the purchase the developer is obligated to make improvements. The developer subsequently purchased 2 N Main at market rates to assemble the footprint necessary for redevelopment. Incentives and funding are still needed to make this project a reality. The RDA is assisting with this project and is seeking to fund a revolving loan program that will offer favorable interest rates to the developer as a means of supplying some of the capital necessary to restore all floors of this building and prepare the ground floor for a new restaurant occupancy. This project would also benefit greatly from the DDD incentives. The developer is at risk (therefore committed) because these properties have been purchased. This project is scheduled to go forward into 2015.

Redevelopment of One North Main - A chronically vacant and corner building 1st floor occupancy is under contract with the "Drunken Baker". Construction is underway. In 2015 the Town will continue to encourage and support upper floor renovations as new office/commercial and some market rate residential housing.

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<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*

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

The RDA is presently undertaking a Building and Property Conditions Assessment – 4th quarter 2014 in an effort to target specific opportunities based on actual present day conditions. These conditions are being "punch-listed" as the basis for having "informed" and constructive conversations to address deferred maintenance and capital improvement conditions. The project is intended to elevate the visual appeal of the District and outlying areas, and elevate real estate values. Needless to say, targeted property owners would benefit greatly from DDD incentives.

The RDA is re-starting the Façade Improvement Funding and will offer façade improvement financial participation up to 50% of the qualified investment, "capped" at a dollar amount that has not yet been determined.

The RDA has adopted the Vacancy Treatment Standard and has agreed to fund two new vacancy/storefront treatments to mitigate the negative impact of key vacant sites and to promote new commercial opportunities. (Attached)

The Town engaged an Economic and Business Development Consultant to provide strategic planning and implementation-focused business recruitment, retention, and expansion services and technical assistance to businesses free of charge - to work with on a one-on-one basis - whenever it is necessary to advance the goals on the district plan

A key goal is to recruit in the home furnishings and women's apparel and accessories categories to support recent business expansions of existing downtown merchants. These efforts are presently underway with the direct assistance of the Mayor and the Town Consultant

Another key project is the ongoing recruitment support to bring medical and educational related occupancy to the Wellness Center to continue the momentum established with the most recent successful negotiation with First State Orthopedics who recently signed a lease for 7300 sf in the Wellness Center.

Branding - The town completed a branding initiative in 2011 which was formally adopted October 21, 2013 and will continue to be implemented in the proposed district. The goal is to link the branding message with the vacancy treatment and façade improvement objectives to leverage awareness of the Smyrna brand and particularly for people to view Smyrna as a growth market.

Marketing - The Town has hired a marketing firm and initiated a Comprehensive Marketing Program

Phase One Tactics Overview

Messaging & Audience identification and segmentation

Regional and national site selection teams

Real estate investors



## ***Downtown Development Districts***

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

Tour groups

History groups

Culinary tourism groups

Segmented messaging appropriate for each audience

Collateral development

The Case for Smyrna brochure (preliminary title)

Direct Mail campaign

Inbound marketing

Web development

New landing page and supporting pages aimed specifically at site selection and development teams

Search engine optimization to generate keywords for target audiences

Social media marketing strategy

Smyrna Blog

Targeted Smyrna social media campaign, including promoted posts

Event management

Leverage proximity to well-known events (Firefly/NASCAR) to produce signature cultural events that build and reinforce quality of life standards and draw tourists and investment to Smyrna - hosted two "SMYRNA AT NIGHTS" to date

Media Relations strategy

National outreach to position Smyrna as a strategic community for development, retirement, history, cultural and culinary tourism



## ***Downtown Development Districts***

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### **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.

The District Plan was originally crafted as a result of the ongoing economic and business development efforts of the Town of Smyrna Economic Development Committee (EDC). Recognizing the need for a "macro-view" to provide understanding and context to day-to-day business recruitment and retention activities, the EDC chair directed the Town Manager and the Town Consultant to draft an Economic Development Strategy. The first draft was circulated in 2013 and has been revised many times. The opportunity to apply for the DDD designation caused the document to evolve even more and culminated into our District Plan. The document was formally adopted by the EDC and then upon their recommendation, the Town Council adopted the document earlier this year. The EDC is "charged", under the direction of the Vice Mayor, with District Plan implementation.

There are two active sub-committees of the EDC that directly support the implementation of the District Plan; the Business Development Committee and the Outreach Committee.

Additional organizational support is provided by Town personnel at the direction of the Town Manager, the Town Consultant, the RDA (activities previously outlined in the preceding "box" above), the Smyrna Downtown Renaissance Association.

Note: The purpose of the Smyrna Downtown Renaissance Association (SRDA) is to incorporate the approach of the National Trust for Historic Preservation's Main Street Program Model to develop strong public/private partnerships that will work to enhance and preserve the unique historic character of Downtown Smyrna, while developing an economic niche that will encourage reinvestment in a community that is a safe place to live and work in, through concentrated initiatives of design, promotion, organization and economic restructuring. .

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



## ***Downtown Development Districts***

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

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).

A Source Water Protection ordinance was adopted by the Town on February 21, 2012. The regulations of the Source Water Protection ordinance improve the Town's ability to protect its sources of public drinking water. All of the Town's public water supply wells draw from aquifers that are recharged within the locality of the Town, a large portion of the District is located within a wellhead area therefore those development projects located within this area will be required to adhere to these regulations, if applicable.

The town has undertaken an aggressive program to retro fit street lighting with high-efficiency LED fixtures, is developing lighting standards for new development based on LED technology, completed an energy assessment of Town Hall, is working with DEMEC to build a 1.5mw solar facility in town, has adopted design focus (thereby more efficiently using land resources) for portions of the US13 corridor, and is pursuing a fleet policy that promotes increased vehicle fuel efficiency..

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/>

In the planning process for the most recent Smyrna Comprehensive Plan update, the primary motivating forces of the Plan are strategies to: identify appropriate locations for and to attract new businesses to the community; achieve a more compact and cost-effective pattern of residential and neighborhood commercial development; encourage the revitalization of the downtown by promoting reuse of historic structures in the central core of the Town, securing new economic activity in the community; protection against uncontrolled development which would affect the character, attractiveness, and livability of the Town; and to protect the scenic resources of the area.



## ***Downtown Development Districts***

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

The State Strategies map designates the Town of Smyrna as an Investment Level 1, which depicts areas with adequate infrastructure, compact development, an array of services, a variety of housing options and a human, walkable scale.

The District Plan is consistent with both the Comprehensive Plan and the Strategies for State Policies and Spending because it encourages the following: reinvestment in the historic core of the Town by enabling efficient use of existing public infrastructure, compact development through the adaptive reuse and revitalization of existing buildings, preserving the walkable, human-scale streetscape, and promoting compatible mixed use development; all which will secure new economic development activity in the community.



## ***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?)

<b>Local Incentive</b>	<b>In effect since (approx.)</b>	<b>Geographic area covered</b>
Chapter 70 - Utilities Article IV – Discount of Electric Utility Charges for Qualifying Projects	2003	Applies to the District
Chapter 32 – Impact Fees Sec. 32-3.	2003	Applies to the District
Chapter 18 – Building & Building Regulations Article I – In General Division 2. Cap on permit fees for qualifying projects - Sec. 18-28.1	2005	Applies to the District



## ***Downtown Development Districts***

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

Chapter 18 – Building & Building Regulations Article XII – Redevelopment Authority Division 4. Waiver of Town Taxes, Charges and Fees - Sec. 18-801	2005	Town-wide
Technical Assistance	since 2009	Townwide
Design and Code Review	2009	Town-wide
Adoption of a Vacancy Treatment	4 <sup>th</sup> quarter 2014	Townwide
Chapter 18 - Building & Building Regulations Article XII - Redevelopment Authority Division 3 - Façade Improvement Matching Grant Program	2005	Applies to District



## ***Downtown Development Districts***

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### **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.

<b>Local Incentive</b>	<b>How modified?</b>	<b>Geographic area covered</b>
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only

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

<b>Local Incentive</b>	<b>Date enacted (or proposed date of adoption)</b>	<b>Geographic area covered</b>
Revolving loan fund	anticipated 1st Quarter 2015	DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only
		DDD Only



## ***Downtown Development Districts***

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

### **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.

<b>Local Incentive</b>	<b>Funding Source</b>
Facade Improvement	Funded by Town Council with money derived from the Town Ordinance that assess penalties for vacant property that is not actively being marketed by the property owner
Vacancy Treatment Standard Implementation	same as above.
Design and Code Review	Town funded utilizing Town personnel and consultants when necessary
Chapter 70 - Utilities Article IV – Discount of Electric Utility Charges for Qualifying Projects	Town
Chapter 32 – Impact Fees Sec. 32-3.	Town
Chapter 18 – Building & Building Regulations Article I – In General Division 2. Cap on permit fees for qualifying projects - Sec. 18-28.1	Town
Technical Assistance	Town funds an annual contract with consultant to provide these services. These services are offered FREE OF CHARGE to stakeholders and prospective stakeholders
Rent subsidy on Town owned buildings	Town deferred and reduced rent for a period of time to secure Warlock Brewing Company commitment



## ***Downtown Development Districts***

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

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

Reduction in impact fees, property taxes, building permit fees, abated and/or discounted utility charges, efforts to streamline the permitting process, saving time, low-cost access to capital, façade improvement assistance, vacancy treatment assistance, marketing and promotional assistance, and free business development technical assistance on a variety of start-up and expansion topics all facilitate economic development because they mitigate or eliminate start-up or expansion costs, save time, and allow business owner's to reallocate their savings to other line items within their opening budget.

All of these incentives demonstrate – in practice, not rhetoric - that the Town is not just business-friendly, but more importantly, empathetic to the risks and barriers to entry that small businesses face when looking to grow or start-up their business. The Town's goal in offering such incentives is to offer distinguishing and compelling reasons to invest in Smyrna and not somewhere else.



## ***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).

#### **Vacant Building**

##### **Chapter 70 - Utilities**

##### **Article IV – Discount of Electric Utility Charges for Qualifying Projects**

##### **Sec. 70-190**

The monthly metered electric utility charge shall be discounted 50% for a period of 6 months.

##### **Chapter 32 – Impact Fees**

##### **Sec. 32-3. Waiver of Impact Fees for Qualifying Projects**

The impact fees shall be fully waived, provided that the rehabilitation, renovation, reconstruction, restoration or replacement of the existing building or structure is (1) similar in kind, use or intensity; and (2) does not cause a significant increase in “municipal and/or public services” as defined in Section 32-2, as reasonably defined by the town manager.

##### **Chapter 18 – Building & Building Regulations**

##### **Article I – In General**

##### **Division 2. Cap on permit fees for qualifying projects - Sec. 18-29**

Qualifying projects in commercially-zoned areas or in the historic preservation overlay district are eligible for a cap on building permit fees. The maximum building permit fee shall be \$40.00 for the first \$1,000.00 of value and \$11.00 per each additional \$1,000.00 of value, not to exceed \$1,129.00 regardless of the total cost of the project.

##### **Chapter 18 – Building & Building Regulations**

The town council may waive, in whole or part, by resolution, any tax, charge, fee, obligation and/or duty owed to the town if such waiver is necessary to effectuate the purposes and intent of this article. The waiver shall include, but is not limited to, property taxes, impact fees, building permit fees and the monthly metered electric utility charge (excluding any public utility tax, state and/or federal tax/surcharge, purchase power adjustment, and/or transmission/distribution fees).

**Technical Assistance –** The Town has engaged the annual professional services and technical assistance of Retail Market Answers, LLC (RMA). RMA’s services are available to current and prospective investors in the following areas of focus:



## ***Downtown Development Districts***

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

Business Recruitment Assistance to Property Owner and Real Estate Brokerage (These services are offered free of charge to stakeholders and prospective stakeholders) – targeting specific business prospects for recruitment pursuant to the Town plan including:

value added strategies that compliment economic and sense of place goals,

gathering market data,

researching/providing site selection criteria and contact information for national and regional retail goods and professional service prospects (and facilitating meetings with same)

Business Retention – providing one on one assistance to targeted business in an effort to stabilize or improve business performance, succession planning, sale and disposition of businesses or real estate assistance to retain categories of business (if not the current business operator/owner)

Business expansion assistance

One-On-One Business Owner Technical Assistance

Strategic business development planning

Developing financial projections for redevelopment and development projects

Small business plan development

Retail Merchandising assessments,

Product mix,

Signage, and

Store-layout assistance

Debt restructuring

Loan assistance to support access to capital needs (recommending providers and articulating the needs of the business in the context of the lenders requirements)

Site selection assistance - We maintain an inventory of available land and buildings, and work with businesses to realize the potential of their properties. Through our work with organizations like the Kent County Chamber of Commerce, the Smyrna Business Development Committee, and Smyrna Downtown Renaissance Association, and the RDA we promote the quality of life



## ***Downtown Development Districts***

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

and business in the Town of Smyrna.

Grant writing assistance

Primary and secondary Marketing research

Market Demographics

Gap Analysis

Marketing and event assistance

Business Outreach/Mixers/Meetings assistance

Ongoing Implementation assistance

Design and Code Review – The Town regularly engages in design and code review activities with prospective new businesses as a means of streamlining cost, clarifying scope of work, expediting the regulatory process and to demonstrate its practices that the Town genuinely supports new business growth, and values their interest.

Guidance and Assistance: Redevelopment Authority Resources - The RDA is in the process of establishing a revolving loan fund (funded by the USDA RDLEG program). This fund will be used to foster and assist development, renewal, improvement of businesses, and the creation of jobs. This fund would allow the Town of Smyrna to offer investors access to capital at more competitive rates than traditional lending institutions and provide opportunity for specific economically viable businesses to locate, expand, or remain in the Town.

The RDA is implementing a vacancy treatment initiative as a financial incentive for property and business owners to mitigate the negative impact of vacancy (particularly from a visitor's perspective).

In addition the RDA intends to provide a financial Façade Improvement incentive as a means of stimulating new interest in addressing storefront conditions and elevating the visual appeal of the DDD.

Reduction in impact fees, property taxes, building permit fees, abated and/or discounted utility charges, streamlining the permitting process (saving time) low-cost access to capital, façade improvement assistance, vacancy treatment assistance, marketing and promotional assistance, and free business development technical assistance on a variety of start-up and expansion topics all facilitate economic development because they mitigate or eliminate start-up or expansion costs, save time, and allow business owner's to reallocate their savings to other line items within their opening budget.



## ***Downtown Development Districts***

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

All of these incentives demonstrate – in practice, not rhetoric - that the Town is not just business-friendly, but more importantly, empathetic to the risks and barriers to entry that small businesses face when looking to grow or start-up their business. The Town's goal in offering such incentives is to offer distinguishing and compelling reasons to invest in Smyrna and not somewhere else.



## ***Downtown Development Districts***

---

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

### **Legislative Body Resolution**

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

Date of Resolution 10/20/14

Resolution Number

☒ Resolution Attached.



## ***Downtown Development Districts***

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

### **Information Sheet**

Municipality / County: Smyrna/Kent \_\_\_\_\_

<b>Contact Person for Application</b>  Name: <u>Janet Vinc</u>  Address: <u>27 South Market Street Paza, PO Box 307, Smyrna DE 19977</u>  Phone: <u>302.653.9231</u>  Email: <u>jvinc@smyrna.delaware.gov</u>  Signature <u>Janet Vinc</u> Date <u>10/31/14</u>	<b>Proposed District Administrator (if different)</b>  Name: <u>same</u>  Address: <u>27 South Market Street Plaza P.O. Box 307 Smyrna, DE 19977</u>  Phone: <u>653-9231</u>  Email: <u>jvinc@smyrna.delaware.gov</u>  Signature <u>Janet Vinc</u> Date <u>10/31/14</u>
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Date of certified Comprehensive Plan 2/4/13

Population of the municipality or county (as per 2010 US Census) 10,065

Population of proposed District (based on 2010 US Census Block data) 5,208

Area of proposed District in acres 10 acres +/-

Brief description of the proposed Downtown Development District (100 words or less)

Note: this description will be used as a summary for internal review and in printed materials

The proposed boundary is as follows:

The western side of Rt. 13 from E. North Street to S. Main Street.

The eastern side of S. Main Street from Rt. 13 to South Street.

The northern side of W. South Street from S. Main Street to S. Delaware Street

The eastern side of S. Delaware Street from W. South Street to W. Mount Vernon Street.

The southern side of W. Mount Vernon Street from S. Delaware Street to N. Main Street.

*Downtown Development District  
Application for the Town of Smyrna*



**October 2014 Submission**

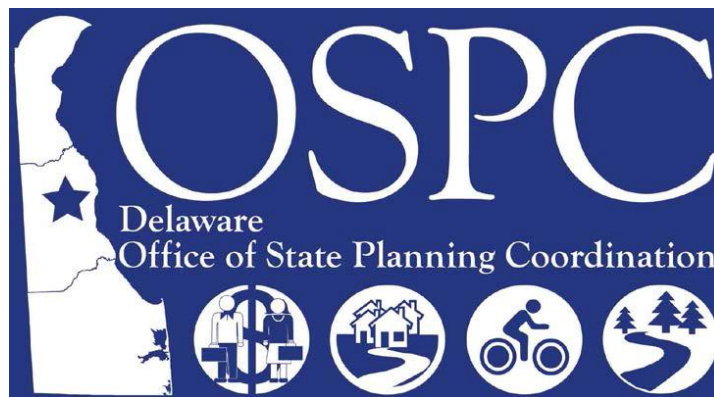
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Map F3 Future Land Use	
Existing Zoning Map	
HPOD – Historic Overlay Map	
Census Data and additional data and supporting documentation	
Economic Data	
Drive Time Map	
Demographic Trends	
Opportunity Gap Analysis	
Demographic Quick Trends	
Copy of Inventory	
Building Conditions Punchlist	
Copy of Inventory Challenges	
Resolution Adopting the Strategic Plan	
Letters of Support for the DDD	
Written Documentation for all Incentive Ordinances	
Façade Improvement Program	
Vacancy Treatment Program	
Route 13 Corridor Study	

*Downtown Development District  
Application for the Town of Smyrna*



**October 2014 Submission**

# Application for Town of Smyrna Downtown Development District

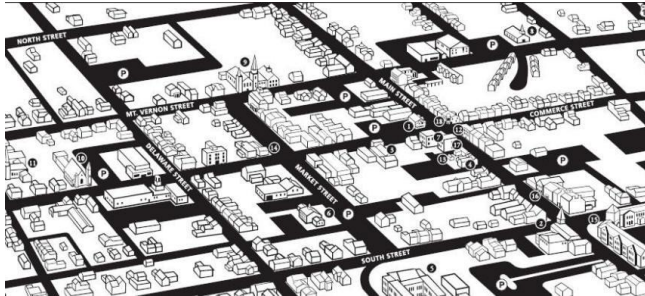
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Route 13 Corridor Study ( <b>Sent electronically as a separate PDF</b> )	

# Application for Town of Smyrna Downtown Development District

## Downtown Development District Plan



### Overview

Economic development planning is about setting out a strategy that addresses the long term economic health of the community. It is not necessarily about capturing just the “home run” business opportunity (some have likened this to “buffalo hunting”). The District Plan is more of an “economic gardening approach” and by taking into account the following:

- achieving a balance in the overall mix of economic activities,
- achieving variety in the types and intensity of business opportunities,
- creating a business “destination”,
- differentiating the community from its neighbors and competitors,
- providing for long term vitality and stability during economic cycles,
- anticipating (and adapting to) the constant changes in tastes, technology, and the population, and
- capturing and building upon the special attributes of the community and its component sectors and districts

The Town of Smyrna sees its role much more as *economic gardener* than *buffalo hunter*, and as such will work incrementally and proactively in that role as part of its day-to-day practice.

### What do we want for Smyrna?

- A finely grained mix of retail, manufacturing, technology, professional services and other business components
- A business mix (and zoning practices) that is flexible and adaptable over time to changing economic conditions
- A sense of “economic place” and the access to local jobs and community reinvestment that come with such places
- Defined commercial and business centers and districts focused on their attributes
- Goods and services that meet a substantial part of residents’ daily needs
- Good design and quality construction that conveys a positive image and longevity
- A positive image of the town, its businesses and economic opportunities

# Application for Town of Smyrna Downtown Development District

- Site “readiness” for key commercially viable areas so as to respond to economic opportunities when they present themselves
- Real and relevant incentives that will actually facilitate all of the above

## *What is the District (Strategic) Plan and its Context?*

Successful Economic Development Planning requires a context and a plan of action. Members of the Economic Development Committee began to articulate this context last year. That work product combined with the desire to seek the DDD designation led to refinements of the original framework for Smyrna’s Economic Development Strategy, which is now “inclusive” of the downtown District Plan as required by the DDD application process.

One significant goal of this Economic Development Strategy is to provide guide for Smyrna’s current and future economic undertakings and initiatives by linking our action steps to a broader set of overall goals that have been embraced by Town Council, the Economic Development Committee, the Long Range Planning Committee, and all the supporting stakeholders and partners that are committed to Smyrna’s growth.

Understanding that there are likely to be numerous strong community candidates contending for the DDD designation, the Town of Smyrna wants to impress upon the DDD selection committee that implementation of the Smyrna plan is already underway. If selected as a DDD the Town can “hit the ground running” with this new incentive tool, immediately, thereby advancing the mutual goals of the State and the Town. To underscore this point the plan that follows includes an updated account of current action steps being taken to support the various objectives of the Town’s plan.

This plan did not come about as a result of a single exercise, but rather has been evolving over a period of time, shaped and informed by the Town’s Comprehensive Planning process certified on February 4, 2013, the 2013 US 13 Corridor Study, the body of discussions and initiatives taking place in Smyrna on a recurring and incremental basis, along with the collaborative efforts of multiple partners like, New Castle and Kent Counties, the Greater Dover/Kent Committee, DEDO and the Central Delaware Chamber of Commerce. These initiatives represent the combined input of those partners along with the “boots on the ground” efforts of Town personnel, its consultants, members and Committees of Town Council, the Smyrna Downtown Renaissance Association (SDRC), the recently formed Smyrna Redevelopment Authority (RDA), Town businesses and property owners, real estate developers, and numerous other public and private partners.

This plan was formally adopted by the Smyrna Town Council earlier this year in order to leverage and maximize the value of our current and future discussions and initiatives with all concerned parties.

There are three (3) distinct, but inter-connected areas of focus, and each are outlined in this document:

### 1. Specific Objectives **For the Town Overall**

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2. Specific Objectives for the **U.S. Route 13 Corridor** (based on the U.S. Route 13 Corridor plan of 2012)
3. Specific Objectives for the **Downtown Development District Plan**:

Each area of our strategic planning effort has a specific set of **Objectives** and **Supporting Initiatives** listed below. Since the economic and business development process is fluid and dynamic, it is anticipated that this document will be subject to changes and modifications as market conditions and implementation efforts dictate.

The plan has been annotated with current progress on various Supporting Initiatives that are underway when it is appropriate to do so.

## **FOR THE TOWN OVERALL:**

**Objective 1 - Uniqueness and identity** – Smyrna is dominated in size and by the market influence of its nearest competitors, the City of Dover and the Town of Middletown. Rather than compete head on with these or other even larger economic entities in the region, the challenge for Smyrna is to be distinctly different, have an identity that sets it apart from “just another **place** along the highway”, is a destination in its own right, with a strong sense of place supported by residents and businesses.

**Supporting Initiative** – Engage Economic and Business Development Consultant to provide strategic planning and implementation-focused business recruitment, retention, and expansion services. In addition this will be a dedicated resource for prospective and current businesses to work with on a one-on-one basis whenever it is necessary to advance the goals on the district plan

**Implementation Steps** - The town completed a branding initiative in 2011 and was formally adopted October 21, 2013. The Town has entered into a year-to-year contract with such a Consultant

**Supporting Initiative** - Development and implementation of a branding program to be used everywhere whether on official documents or just built into daily promotion. The brand should permeate every aspect of town business whether public or private.

**Implementation Steps** - The town completed a branding initiative in 2011 and was formally adopted October 21, 2013. Implementation ongoing.

### **The Smyrna Brand Statement**

We are Smyrna Delaware, born on the banks of the pristine Duck Creek, and grown of a place where people crossed paths. Our history defines us while our geography connects us. We are close enough for us, yet far enough to escape. We are a community that works hard yet we can pause to take in the splendor of our natural surroundings. We are forward thinking yet anchored in our two hundred and fifty year history. We nurture small town life while we embrace cutting edge technology. We remember the importance of a handshake, and we honor those we call family. We celebrate life and community and still appreciate the importance

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of a good parade. From Duck Creek to Lake Como, Bombay Hook to Main Street, we are focused.

On Our Past.

On Our Present. On Our Future.

We are Smyrna, Delaware. Always Marching Forward.

New Town Logo and related collaterals are used throughout the Town



**Supporting Initiative** – Establish a program to effectively market vacant or under-used buildings through advertising, window posters, real estate fairs, marketing literature, etc. The Town developed a vacant building treatment initiative that the RDA and Business Development Committee are implementing now.

**Implementation Steps** – The Smyrna Redevelopment Authority is presently taking steps to initial a “Vacancy Treatment Standard (see Appendix for the full standard).

The goal of the Vacancy Treatment Standard is to establish a written protocol for the treatment of vacancy so as to acknowledge vacant buildings in a unified manner and thereby mitigate the effect that vacancy has on the overall appearance of the downtown and the Route 13 corridor areas as a whole. The logic here is that commercial districts should reflect commercial activity whenever possible, and leaving the premises in an obviously vacant condition should be thought of as the least desirable option when a business closes.

The RDA and the Business Development Committee is currently working to implement this standard. The standard will hopefully be embraced and adopted by cooperating property owners because it is within their business interest to do so. It is the goal of those involved with the implementation of this standard to provide real visual examples of improved storefronts (in the spirit of, “a picture is worth a thousand words”) to help property owners understand the collective benefits of adopting the vacancy standard.

***NOTE: If the Town of Smyrna is successfully designated as a DDD the vacancy treatment standard will be one of the tools used to gain awareness about the DDD designation and its benefits***

The standard establishes 4 Priorities and approaches vacancy with a series of “fallback” positions in an effort to provide property owners with business attraction assistance and suggest meaningful ways to utilize their storefronts as they seek permanent tenants. The priorities are as follow:

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## **PRIORITY ONE: Identify and Attract a Long-term New Business**

Assessment of Long Term Prospects and Steps to Business Recruitment: The Town offers property owners access to its business development consultant (free of charge), which by extension offers access to a database of commercial prospects actively seeking business start-up and expansion opportunities.

## **PRIORITY TWO: (While pursuing #1 above) Assessment of Short-term Business Prospects**

If no long term prospect is imminent, then **short-term** business recruitment strategies are recommended for temporary occupancy (for example, these can be “seasonal businesses” like a Christmas store, fall pumpkins and gourds, summertime themes, etc.)

Assessment of Short Term or Temporary Prospects: Identification and prospecting techniques and assistance include:

- *The assistance offered “targets”* **merchants already in town** who may benefit from having a second temporary or “seasonal” presence in the vacant space. For example, a gift shop could open a “stocking stuffer” store in a vacant space for a 6 week period through the holiday featuring better selling seasonal items, and then close (this is a strong business retention concept as new revenue opportunities stabilize and/or grow the existing business),
- *Encourage participation* in the State’s Pop-Up program and any related incentive that leverage the collective resources of valued partners as often as possible. Smyrna is home to one of the Po-up programs most successful start-ups, Royal Treatments. This home goods and home design specialty retailer opened in 2013, and has recently entered into a lease next door and will open, Smyrna Cards and Gifts in November of 2014
- *Utilize area shopping center merchants* for a second temporary or “seasonal” presence in the vacant space (same concept as above, but offered to merchants outside the area after offering the opportunity to an existing merchant first,
  - *Utilize merchants from neighboring communities* for a second temporary or “seasonal” presence in the vacant space.

## **PRIORITY THREE: Utilize the Vacant Window to Display of Goods and Services**

- Encourage the display of an existing downtown business’s goods and services as this is a sound business retention practice,
- Enroll targeted businesses in the opportunity to display their merchandise in a vacant store window,
- Make new businesses or struggling businesses the priority when providing this assistance. Target “at risk” businesses in need of retention assistance

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that will benefit from the additional exposure and increase market awareness



## **PRIORITY FOUR: Pleasing Window Graphic**

Install a graphic design or other decorative element that improves the visual aesthetic of the storefront or window



Goal: To reflect a positive image as an alternative to vacancy whenever it is possible to do so.

Presently two new property owners have agreed to pilot the Vacancy Treatment Standard for their redevelopment projects:

- Announcing a new BBQ restaurant that will open in 2015
- And, “Coming Soon” a new downtown bakery (Nov/Dec 2014)

**Supporting Initiative** - Development and implementation of a Marketing program to include the following components:

1. Marketing communications planning for the Town of Smyrna
2. Marketing content development for use in Town communications strategy and initiatives
3. Online marketing – web content, social media, blog
4. Media relations
5. Collateral material design and development
6. Event planning and management
7. Community relations

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**Implementation Steps – Undertake a Town-wide Comprehensive marketing effort.** Get the word out that the Town of Smyrna is interested in attracting responsible and value-added growth. To that end, in early 2014, the Town engaged the services of a Marketing and strategic communications company to develop a comprehensive marketing plan (see further – the Town’s Marketing strategy, herein).

**Objective 2 – Maintain an ongoing understanding our market/assessing the data/understanding the demographics/ addressing the opportunities.** Good decisions must be based on good data. Knowing who we are and how we are changing, and knowing where there are opportunities, is essential to focusing limited resources on those business components that bring added value and balance to the community. Routine analyses of demographic data, Gaps analysis and similar tools are a critical part of the overall economic development plan.

**Supporting Initiative** – Maintaining a regular program of procurement and analysis of economic and demographic data is essential. Such analyses must be communicated to residents, businesses, the media, governmental and economic development entities, etc. Salient findings should be a part of a marketing/outreach package.

**Implementation Steps** – Syndicated demographic, Gap Analysis, and Senior Trends, and traffic volume data was acquired in late 2013 and is expressed in “radii” spanning a 3, 5, and 10 miles radius from the center of the district, and in terms of “drive times” covering 10, 20 and 30 minute drives.

- Develop and distribute info packet and other materials to get those interested in Smyrna to understand the trade area opportunity in terms of drive times (drive times show remarkable access to larger population and median incomes)
- Provide for “links” to the Town Website
- Make this information more widely available for current and prospective businesses and developers for their internal planning efforts

**Supporting Initiative** - It is also critical to develop a current understanding of evolving and available business locations, the site selection criteria of local, regional and national business prospects and market strategies, as well as to maintain a current understanding of business trends allowing the town to be more nimble in identifying and pursuing/responding to opportunities.

**Implementation Steps** – The Town personnel and its business development consultant regularly:

- Maintain an active list of targeted business prospects and their site selection criteria
- Maintain access to local, regional and national prospective tenant database

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- Meet regularly with the Business Development Committee, Economic Development Subcommittee, and the Redevelopment Authority to discuss strategies and market trends. In addition there are periodic briefings to Town Council to keep them apprised of progress, strategies and trends.
- Meet with landowners, developers, site selection firms, business consultant, realtors, etc. to get their input and expectations. This Implementation step is ongoing. Town personnel, members of the RDA and the EDC, and the Town Consultant meet regularly with the above described stakeholders or prospective stakeholders.

Currently:

The Town Manager and the Consultant meet 1 to 4 times per year with the 4 major developers with interests in Smyrna in an effort to support and understand their growth objectives.

The Town and its consultant meet with local and regional real estate brokerage with similar frequency

The Town Consultant maintains a database of local, regional, and national retail goods and professional service providers and make this available to stakeholders and potential stakeholders on a regular basis.

**Supporting Initiative** - Inventories of businesses, business successes and failures, available properties, property attributes, owners/developers/agents should be developed, maintained and shared (regularly accessible)

**Implementation Steps** – Actions for 2014 include refreshing the Business and Building Inventory and creating an on-line accessible database with this information (attached)

**Objective 3 - Capture the value of the State Route 1, its interchanges and access to the region** – by virtue of the community's central Delaware location and outstanding access to Route 1 and the I-95 corridor, the town is well poised to service not only its immediate area but also the greater mid-Atlantic region. These attributes, particularly expressed in terms of **travel** times and **proximity** to much of the east coasts population are key marketing assets that must be widely promoted.

**Supporting Initiative** - Marketing materials and outreach tools need to reflect travel times and access advantages. Also critical is linking that information to a current inventory of attractions, facilities, services, etc.

**Implementation Steps** – Underway (see further – additional information pertaining to the Town's Marketing strategy below).

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**Supporting Initiative** - Continued efforts to promote and implement the evolution of US 13 into an urban boulevard as set forth in the Corridor Plan of 2013. One of the goals of this plan is to Implement design and planning principles that will allow visitors to utilize Route 13 in more ways than “as a means to an end”, converting “pass thru” traffic to “consumer”. In part, this initiatives recognizes the opportunity to direct and redirect traffic to points of interest and to goods and services in the downtown district.

**Implementation Steps** – The Town has joined in with Kent County, The Greater Kent Committee, and numerous other towns in creating County-wide economic development initiatives to gain State-wide focus, interest and funding. Smyrna’s project requires an ongoing commitment, through land use and transportation planning and strategic investments, which includes:

- Developing a “unique sense of place”, a “Smyrna” identity;
- Ensuring mobility and safety for all users;
- Enhancing aesthetics improving economic viability and the quality of life;
- Promoting interconnections between properties;
- Making form and function a priority over use;
- Encouraging flexible urban design and development;
- Re-invigorating, preserving and enhancing sustainability of the commercial and public investments;
- Providing new infrastructure investment north of Duck Creek; and
- Capturing visitor traffic to enhance both the corridor and Smyrna’s historic downtown businesses.

**Implementation Steps – Council passed resolution of endorsement** – The Town Council is fully committed to economic development on a regular basis.

“NOW, THEREFORE, the Town Council of the Town of Smyrna hereby expresses its support of the Greater Kent Committee and the Kent County Economic Development Roundtable and endorses the “Kent County Economic Development Projects, 2013, Projects to Bring Jobs and Growth to Kent County” proposal, and

FURTHERMORE, the Town pledges its support to secure needed funding for such initiatives.

ADOPTED this 15<sup>th</sup> day of April, 2013”.

**Implementation steps** – The Town will be the beneficiary of funds that will be available through the Greater Kent Committee for approximately \$75,000 allocated as part of a “beautification” initiative along Route 13. The funds are tentatively earmarked for median landscaping and way-finding signage to create

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access awareness and way-finding assistance into the downtown and other points of interest.

**Objective 4 – Assure that Smyrna is appealing and attractive as a place to Live, work, shop, educate, heal, and recreate** – the future for Smyrna, as expressed in its approach to community planning and complemented by its location, geography, culture and history is as a well- **balanced** community, providing the ideal location to live, work, shop, educate the family, enjoy varied recreational and cultural opportunities in a “real” place with a strong sense of its **identity** and a continuing commitment to a high quality of life.

**Supporting Initiative** – In anticipation of the continued growth throughout its surrounding area, particularly along the U.S. Route 13 Corridor, the Town of Smyrna began to explore how to best approach a plan that would regulate how the corridor and its adjacent land uses could develop in a pattern that would be consistent with the existing, historic character of the Town. The resulting U.S. Route 13 Corridor Plan developed a strategy to promote development along the corridor that is compatible with safe, efficient travel that will enhance the aesthetic character of the Town and improve the economic vitality of existing and future businesses.

**Implementation Steps** – In order to realize the development strategy outlined in the Corridor Plan the following steps shall occur as follows:

- Revisions to Town of Smyrna Zoning Ordinance to encourage development compatible with the goals/land use of the plan.
- New development projects will be constructed in accordance with the goals/land use of the plan.
- Any future DelDOT projects along the corridor will be constructed in accordance with the goals of the plan.
- Develop a phased capital projects plan to address implementation items that are the Town’s responsibility (burying utilities, decorative lighting, landscaping, decorative banners, town-owned parks adjacent to the corridor, etc.)
- Identify possible State capital projects to address implementation items that are the State’s responsibility (sidewalks, road improvements, etc.)
- Work with DelDOT and the MPO to explore the establishment of a U.S. 13 Transportation Improvement District (TID)

**Objective 5 – Encourage and assure extended and sustainable economic vitality, supporting a broad mix of businesses and jobs** – places that are viable and active during the day and at night provide their residents with abundant **opportunities**, support a variety of businesses, and promote the notion of “**community**”. The strategy is to integrate varying uses such that business districts are active and busy day and night, and so that residents can satisfy their shopping needs as necessary without leaving the community.

**Supporting Initiative** - Maintain regular communications with commercial property owners and developers throughout Smyrna and the region, and provide regular

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opportunities to discuss mutual economic and financial goals in a spirit of partnership (also supports Objective 2)

## **Implementation Steps** – Steps include:

Targeting specific properties on the corridor and in the downtown and collaborating with property owners and creating site specific business development strategies

As an example, 2 -10 North Main, and 1 North Main have been targeted for redevelopment (and the developer agreed to undertake these projects), which will transform multiple chronically vacant properties into new commercial and residential occupancies. Incentives to facilitate the feasibility are necessary. For the purposes of DDD designation the Town has done a significant amount of due diligence in identifying and assessing building conditions throughout the District. Next steps will include meeting with property owners in these targeted properties and understanding their goals and objectives to see how they align with our with particular focus on how the DDD incentives can advance our mutual goals (see further the section below entitled, ***What are the targeted properties for specific focus (within the DDD) and how have they been categorized?***)

**Objective 6 – Lead the effort to create well planned, efficient, attractive development** – too many places look like too many other places, lacking an **identity** of their own, missing out on the “wow” factor that sets them apart, and failing to capture their character and charm. Smyrna must not be just one more exit off the interstate. Businesses and future residents increasingly seek **places** that function well, that have a clear identity, that are **aesthetically pleasing** and that generate a sense of excitement. Part of this strategy entails using the two SR1 interchanges to “bookend” the corridor business district with attractive, well designed and integrated commercial centers that create gateways to the community.

**Supporting Initiative** – Again, continue to enact and evaluate innovative and contemporary codes and ordinances (form based zoning, design guidelines, streamlined permitting processes, mixed use, density, etc.) that encourage development that provides for: convenient, controlled access reducing the need for additional curb cuts and promoting interconnectivity between lots; off-street parking located at the rear or side of the buildings, reducing the visual impact of parking lots; buildings that are constructed near the roadway, possessing an architectural form and theme reflective of the character of Smyrna’s Historic District; retail and service establishments that supply commodities or perform services that will meet the needs of adjacent residential neighborhoods as well as the needs of travelers and visitors; greater diversity of housing choices by permitting residential uses located directly above 1<sup>st</sup> floor retail or office space; consistent standards regulating the height, placement, lighting and materials of signage; improved pedestrian and multi-modal connectivity and safety by requiring sidewalks, crosswalks, streetlights, walking and bike trails, and bike racks; and promotes “complete” site design through various design standards, such as landscaping, decorative elements, interconnectivity and open space requirements.

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**Implementation Steps** – The Town has recently adopted a hybrid form-based code, a type of ordinance that focuses much more on the look and feel of the area and places less emphasis on land uses. The adopted ‘NC’ North Corridor zoning district specifically addresses those commercially zoned properties located in the Northern Section of the corridor, promoting their function as a gateway into the town, advising drivers that they are entering a unique place. The town intends to use the ‘NC’ North Corridor zoning district regulations as a template for the eventual adoption of similar regulations for both the Central and Southern sections of the corridor

**Supporting Initiative** - Continued efforts to promote and implement the evolution of US 13 into an urban boulevard as set forth in the Corridor Plan (creating better flow and access to the DDD).

**Implementation Steps** – complete access management plan w/DelDOT, develop pedestrian and biking plan, complete sidewalk scheme, work with property owners/developers and design professionals to integrate concepts early.

**Supporting Initiative** – Continued implementation of Smyrna’s branding program to be used everywhere whether on official documents or just built into daily promotion – throughout the Corridor and the DDD.

**Implementation Steps** – adopted October 21, 2013; ensure implementation and integrate with all signage, special event, marketing and media communication efforts within the district and on the corridor (ongoing).

**Objective 7 - Retain and nourish, and grow our assets (economic gardening and buffalo shooting)** - the existing businesses and services that comprise the town’s economy are valuable assets; they must be **nourished** and cultivated if they are to succeed and flourish over time. Economic development strategy includes helping local businesses through marketing and promotion, fair regulation, outreach and assistance, public reinvestment where appropriate, and a cooperative spirit. But it also includes having a business friendly, helpful, **informative** approach to economic development; coupled with an out front, leading the way, making it happen, promotional attitude; and fostering an involved, integrated, coordinated and highly **responsive** outreach to businesses, economic development groups, property/business owners and others.

In the DDD the Town will encourage, support, and facilitate the use of DDD incentives among current and future property and business owners to stabilize and/or grow their investments in the district.

Smyrna must maintain and enhance its connectivity to the regions unique “locational assets” which include proximity to Bombay Hook National Wildlife Refuge, its proximity to Delaware Bay and tributaries to the Chesapeake Bay, its proximity to hunting clubs on the Eastern Shore and Mid-state Delaware, and multiple nurseries and tree farms within a 10 mile radius. Linking

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these locational assets to the DDD will advance sense of place and new commercial and residential growth opportunities.

Additionally, Smyrna must maintain, embellish and continue to cultivate relationship with non-profits and civic organizations in economic development that are essential to long-term economic and cultural growth. Such organizations as the Lions, Rotary, SDRA, Smyrna Opera House, Scouts, and Churches, etc. represent the “fabric” of the Smyrna community.

**Supporting Initiative** – actively participate in and support the efforts of DEDO, the Greater Kent Committee, the Kent Economic Roundtable, the Central Delaware Chamber of Commerce, and the county in promoting economic development in the region.

Utilize the support of Town Council as it is fully committed to regional economic development and bringing jobs to Kent County.

**Implementation Steps** – maintain membership and participation with the Greater Kent Committee; assign responsibility for ongoing coordination and reporting to all key groups and organizations.

**Objective 8 - Attract the “right” fit, not just any fit-** not every use or business best fits every location or even should be pursued - a poor fit bringing the wrong business to an area or utilizing a prime location for a lesser activity creates the risk that significant opportunities may be missed in the rush for short term gains. The Town’s economic development strategies, based on sound data, must include an element of **selectivity and choice**, if for no other reason than to create and maintain Smyrna’s uniqueness and ensure that limited resources are used wisely.

**Supporting Initiative** - A regular program of procurement and analysis of economic and demographic data is essential (and underway). Such analyses must be communicated to residents, businesses, the media, governmental and economic development entities, etc. Salient findings will be a part of a marketing/outreach package.

**Implementation Steps** – establish a regular reporting and information sharing program as part of marketing efforts; prepare materials for press, other media, council, etc. to publicize activities and successes (See also the Marketing section - comprehensive marketing strategy, herein).

**Objective 9 - Provide first class public services and utilities-** the commitment to economic development includes an equally important commitment to having the highest **quality** public services and facilities planned and operated to meet present and future needs of the community in an efficient and sustainable manner.

**Supporting Initiative** - An ongoing and well planned program of investment in infrastructure designed to foster and accommodate future growth (Capital Budget and Program) that investors can count on.

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**Implementation Steps** – complete Phase I of the water and sewer system north of Duck Creek during FY 2014; work with developers to extend facilities to their properties; continue planning for utility extensions to remainder of area; publicize availability.

**Supporting Initiative** - Investment in manpower, equipment, technology and maintenance to ensure the highest level of services and utilities (critical to keep it looking prosperous and well kept).

**Implementation Steps** – In April of 2014 the Town activated RDA (with Council’s approval and support and after appropriating \$50,000 to fund initial projects, the Town is presently pursuing a USDA Grant to provide “seed” funding to establish a revolving loan fund for new and existing business and housing expansion opportunities.

*The Town intends to combine the DDD incentives with RDA incentives to make downtown Smyrna a more compelling and financially realistic (and feasible) investment choice.*

## **Specific Objectives for the U.S. Route 13 Corridor (based on the U.S. Route 13 Corridor plan of 2012)**

**Objective 1 - Develop a “unique sense of place, and identity” for Smyrna**– Smyrna’s US 13 corridor is unattractive, under-utilized, and functions primarily to move vehicles through the region. For too many travelers it is their first and maybe only impression of Smyrna. Other than the Rest Area little else sets the roadway or the town that it serves off as something special. Strategies to improve the **image**, capture the attention of travelers, and promote enhanced economic activity are critical.

**Supporting Initiative** – branding and marketing initiatives

**Implementation Steps** – marketing efforts, publications and advertising efforts, info available to traveler (See also the Marketing section - comprehensive marketing strategy, herein).

**Objective 2 - Ensure mobility and safety, promoting interconnections, addressing form and function** – by virtue of its limited focus on moving vehicles and the virtually non-existent mobility options, US 13 is not transportation/mobility friendly or necessarily safe. Additionally, the roadway does not provide for a broad range of traffic movements, relying instead of entrances and exits from the primary roadway rather than from an internal network to separate through traffic from shopping traffic. Strategies are needed to encourage alternatives modes of travel, improve **functionality** and increase safety and working with DelDOT to preemptively plan for access management and promoting better traffic design with developers is essential.

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**Supporting Initiative** – complete and implement access management and mobility plans for corridor w/DelDOT support and funding

**Implementation Steps** – seek funding and implement plans

**Objective 3 - Enhance aesthetics, promoting flexible urban design and development** – US 13 reflects its history as a major transportation arterial, designed, operated and managed for what generally “highway oriented” purposes. Although medians are broad and grassed at each end, the entire roadway lacks an attractive, **cohesive appearance**. Strategies are necessary to transform the corridor to an “urban boulevard” that is more appealing to businesses, integrates the roadway with the adjacent uses, and fosters better building, and site design.

**Supporting Initiative** – Throughout the visioning, the drafting and the eventual adoption of the U.S. Route 13 Corridor Plan and the ‘NC’ North Corridor zoning district regulations, the Town of Smyrna has maintained a collaborative approach to these planning processes by encouraging innovative ideas, promoting partnerships and ensuring open communications, all of which have resulted in the clear representation of the desired type and style of future development for the corridor while attempting to offer reasonable flexibility, thus ensuring that those desirable projects will undergo a timely review and approval process.

**Implementation Steps** – The town intends to continue to work with developers and designers/engineers to incorporate good design concepts; challenge and recognize/reward successful projects; seek funding and commit to continued median and safety improvements.

**Objective 4 - Promote economic viability** – as a result of limited utility availability, poor aesthetics, and narrow focus, it has been difficult to attract new economic activity in the corridor. Some of this has been the result of changes in shopping patterns, competition from larger markets, the improved regional access due to SR1, but a combination of a fresh approach to **planning and managing** the corridor coupled with essential public infrastructure investments could be the catalyst for renewed economic growth. Strategies that create a sense of **identity**, improve aesthetics, bring needed infrastructure, manage access, capture visitor traffic and bridge the connection to the historic downtown district are essential.

Economic development is a primary duty of the Mayor and Vice Mayor of the Town. It is important to utilize their commitment and mandate to lead Town efforts.

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**Supporting Initiative** – Develop projects to integrate the roadways with the adjacent uses, the Downtown Development District, and foster better building, site design, and access/way-finding to all areas.

**Implementation Steps** – Initial project underway with Greater Kent Committee beautification and way-finding initiative. The medians along the corridor are being upgraded to provide greater visual appeal, and future steps include a comprehensive approach top “way-finding”, making access and directional assistance to the DDD very user-friendly.

## **ATTRIBUTES AND STRATEGIES FOR THE DOWNTOWN DEVELOPMENT DISTRICT:**

**Objective 1 – Retain the scale, charm and historic character-** Smyrna’s downtown is characterized by it compact, human scaled **historic** development. It is these attributes that create **charm** and foster the “small town” sense of place. Future economic development strategies for the downtown should build from and enhance upon the character of the downtown, strongly reinforcing retention of historic buildings, minimizing the intrusion of non-compatible buildings and other improvements, fostering renovation and rehabilitation over removal, encouraging specialty and boutique businesses, and emphasizing its “Main Street/4 Corners” **Identity**.

**Supporting Initiative** – Develop specific branding, PR, and marketing initiatives in conjunction with an overall plan.

### **Implementation Steps**

- Engage Marketing Communications and Public Relations firm for technical assistance (contracted for 2014-15)
- Support the active participation of Business Development Committee (BDC) Promotions and Outreach Subcommittee initiatives and strategies
- Support local business and merchant efforts that advance this initiative
- Actively support SRDA efforts that advance this objective

**Objective 2 – Make downtown a safe and secure, walkable and accessible environment** – foremost to the viability of the downtown business district is the real and **perceived** image that downtown is a place that people want to visit, shop, dine and live. This requires attention to cleanliness and maintenance of public and private spaces, adequate public safety presence, appropriate lighting and signage, and retention of its human scale, w/buildings up close to street, trees, plantings and street furniture.

NOTE RE: PUBLIC SAFETY: When consulted about the district plan and this application it is the experience of the police department that “more people on the streets” are a by-product of

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“more commercial and residential day-to-day activity”, which has the net effect of discouraging, and reducing criminal activities. The Smyrna PD supports the goals of the District Plan.

**Supporting Initiative** - Attention to details of lighting, signage, plantings; presence of police; call boxes; and favorable PR

**Implementation Steps** – lighting upgrades, signage and way-finding plan, consistent design themes, introduce more green into downtown

**Objective 3 - Promoting mixed use** – for the downtown to prosper it has to be “open” more than just the standard business hours. It must include a significant residential component and support a range of business uses that “fit” a downtown setting, providing goods and services that meet the needs of a broad sector of the community, and fostering a sense of “**being busy**”.

**Supporting Initiative** – Identify the types of uses and projects that the Town would like to encourage investors to pursue for the district.

**Implementation Steps** – Based on initial research and discussion here are some of the targeted categories of business that the Town of Smyrna is actively seeking, including:

- Home Furnishings
  - Art/re-purposing objects, furnishings
- Electronics (software, computer repair etc)
- Specialty Buildings Materials/Hardware – restoration oriented
- Specialty Clothing (men’s, women’s, children, family)
- Gift/Accessories
- Sporting Goods (including hobby, games etc.)
- Office Supply
- Full Service, Limited Service and Specialty Food Service
- E Commerce (encouraging existing businesses to look at the “click” potential for their business by expanding to the internet)
- Medical Professional
- Educational Uses
- Food Innovation
  - Specialty Craft artisanal uses (craft beer, home beer making etc.
  - Agri-tourism (specialty shops)
  - Farmers Market Growth

NOTE: see also, ***What are the targeted properties for specific focus and how have they been categorized*** below

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**Implementation Steps** – ensure that new library creates the focus and is the core of downtown initiatives; redevelop the “plaza”; support festivals and events; add park and recreation activities and programs (see also, *What is the Marketing Plan to support the Implementation Strategy* below)

**Supporting Initiative** - Promotional efforts, signage, etc.

## **Implementation Steps**

- Town brochures (to be placed in various shops, and strategic locations rest stops, I-95 etc.),
- Direct Mail campaigns

(see also, *What is the Marketing Plan to support the Implementation Strategy* below)

**Objective 4 - Promote and cherish the cultural, arts and entertainment attributes** –the downtown is the location for a number of outstanding **cultural** and related facilities that bring **pride and tradition** while creating tourist opportunities and support a variety of economic activities. Among these are the Smyrna Opera House, Smyrna Public Library, and the Duck Creek Museum, as well as a number of churches, lodges and public facilities (schools, post office, and town hall). The downtown is ideal for festivals, special events, parades, art shows, theater, 5K and similar recreational activities and the like. Economic development strategies must promote the downtown for these purposes, extending the audience and creating synergies with retail, food and other services.

**Supporting Initiative** - Festivals, events, ribbon cuttings, parades, etc.

**Implementation Steps** – reach out to and engage Smyrna Opera House, SRDA, Smyrna Museum/Historical Society, Horticultural Society, 4<sup>th</sup> of July Committee, etc.

Smyrna Opera House began to promote live music and is actively seeking more programming alternatives and tied to the Smyrna at Night marketing initiative, and plans to continue doing so.

Since August 2014 there have been 2 Smyrna at Night events. These events featured more than 15 live performances on 7 distinct venues. In addition there were numerous specialty boutique and food street vendors, and many participating Smyrna merchants and businesses operating throughout the events.

Smyrna at Night attracted thousands of new visitors to the downtown over the course of both events. More of the events are on the way. ***These events have been entirely funded by private sector donations.***

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**Supporting Initiative** - Recreational opportunities, especially for families, promoting exercise, wellness, healthy living.

**Implementation Steps** – re-establish parks and recreation programs downtown (esp. on plaza); designate walking trails; promote bicycling (trails, signs, bike racks)

**Objective 5 - Create a sense of destination, a unique, boutique, trendy sense of place-** residents and visitors increasingly seek out **unique** places to visit and shop, and in many cases to live. Strategies need to capture the historic character of the downtown, build on its small town flavor, and promote businesses and services that create interest and become **destinations** themselves, and adjust to the changing demographics and spending patterns of a “new” economy.

**Supporting Initiative** - Build on and promote history, actively market history based events, reflect in branding materials

**Implementation Steps** – brochures and history trails; scheduled talks and events; historic markers on buildings; etc.

**Supporting Initiative** - Identify and recruit downtown businesses activities that create destinations (distillery for example)

**Implementation Steps** – create synergies among downtown business around shared events (tasting and Opera House show, car show and street sale; after theater desserts, etc.)

**Objective 6 - Ensure adequate parking and other services** –the downtown must function **efficiently** and meet resident, business, customer and visitor needs. Strategies must ensure adequate and necessary signage, provide helpful direction/way-finding features, access to convenient and secure parking, appropriate lighting, provisions for event and seasonal decoration and lighting, to make it **functional** and comfortable for users.

**Supporting Initiative** - Signage, way finding, kiosks, printed materials, ambassadors/guides, well maintained and convenient parking areas.

**Implementation Steps** – downtown concept plan; create ambassadors program, guides and events calendars, marketing materials, special events (pop-up restaurant idea).

**Objective 7 - Eliminate blight and neglect by repurposing and reusing the built environment** – Smyrna’s downtown is fortunate to retain a significant number of buildings, included in the historic district, that reflect its earlier times . The beauty, architectural integrity, scale and history of the downtown is one of the town’s strengths. Coupled with recent streetscape improvements and convenient parking the area is conducive to more leisurely shopping, café

# Application for Town of Smyrna Downtown Development District

style dining, and general browsing. But some significant buildings are in serious stages of **neglect** and a few are at great at risk of loss. Strategies must encourage the **reinvestment** necessary to retain the historic core, enhance the overall attractiveness of the area, and direct and invite shoppers and visitors to make the downtown part of their daily experience.

## **Supporting Initiative - Redevelopment Authority**

**Implementation Steps** – established and provided initial funding for the RDA in 2014 to lead this effort, securing additional funding options (relending program), designated targeted redevelopment areas, opportunities/sites/buildings, and develop additional incentives

- Plans are underway so that a façade improvement incentive will be offered by/through the RDA

## **Supporting Initiative - District Plan**

**Implementation Steps** – develop plan, identify and capture involvement of potential investors/visionaries, seek funding, work the plan

**Supporting Initiative - Vacant building marketing scheme, see Objective One in the Overall Town Plan above)**

**Implementation Steps** – revisit prior concept, adopt theme and implement within context of marketing scheme

## **What are the targeted properties for specific focus and how have they been categorized?**

*Establishing priorities and focus* - All properties with the DDD could benefit from the incentives offered as part of the designation, but the following properties ***have been assessed as part of the preparation for submitting this application*** and are targeted for initial assistance and focus:

### **Characterized as Challenges** (*i.e. very poor condition, chronically vacant*)

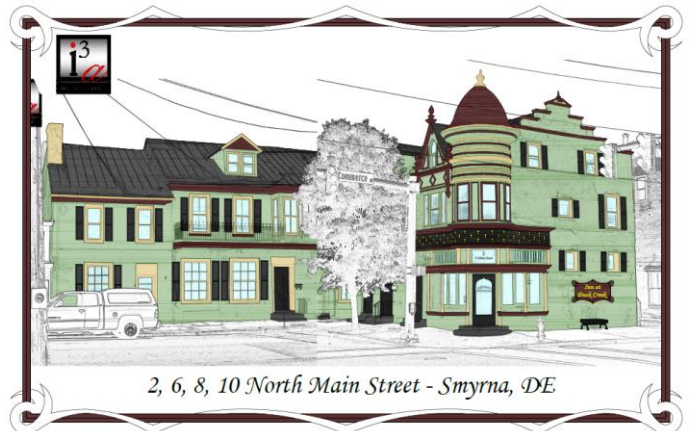
- 47 East Commerce Street - Wright Mansion – vacant residential
- **CURRENT PROJECT:** 6, 8, 10 North Main Street - Peterson building – recently purchased along with 2 North Main Street - Koehler's – ***vacant commercial*** Redevelopment Authority (RDA) and EDC driven with the support of Town Council

***Commencing September 2014 – 6, 8, 10 North Main Street - Peterson building – recently purchased along with 2 North Main Street - Koehler's – vacant commercial. The Town identified a redeveloper to transform this block located at the "4 corners" and heart of the district (Commerce and Main). Incentives and funding are still being***

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*sought to make this development a reality. The first floor use is anticipated to be an upscale restaurant. The total investment for this project will exceed \$500,000. The Town conveyed 6, 8, and 10 North Main to a redeveloper for \$1 as an incentive to the developer (the appraised value of the property was \$125,000). As part of the purchase the developer is obligated to make improvements. The developer subsequently purchased 2 N Main at market rates to assemble the footprint necessary for redevelopment. Incentives and funding are still needed to make this project a reality. The RDA is assisting with this project and is seeking to fund a revolving loan program that will offer favorable interest rates to the developer as a means of supplying some of the capital necessary to restore all floors of this building and prepare the ground floor for a new restaurant occupancy. This project would also benefit greatly from the DDD incentives. The developer is at risk (therefore committed) because these properties have been purchased. This project is scheduled to go forward into 2015.*

*The transformation of downtown Smyrna's "Four Corners":*



- **CURRENT PROJECT:** 1 North Main Street – vacant commercial/vacant residential – *recently purchased and under-construction*

*Redevelopment of One North Main - A chronically vacant and corner building 1st floor occupancy is under contract with the "Drunken Baker". Construction is underway. In 2015 the Town will continue to encourage and support upper floor renovations as new office/commercial and some market rate residential housing*

*Here is the rendering of the new design:*

*Coming Soon:*



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- 19 West Commerce Street – recently purchased, former City Tap

## **Transitional** *(some deteriorating conditions, not utilized @ full potential/value, some vacancy)*

- 15 North Main Street - Howard's Amusements - under-utilized (storage)
- Oh Phoebe's – 10 South Main Street (under-utilized)
- 16 North Main Street – Lefty's – vacant commercial/occupied residential
- 29, 31 West Commerce Street - Choice Market & Deli – vacant commercial/occupied residential
- 23 West Commerce Street
- 9 East Commerce Street - Colonial Hotel - occupied residential
- 5 East Commerce Street - Whittaker's – vacant commercial/ occupied residential
- East Commerce Street residences – need to define the “need”
- 53 West Commerce Street - Victorian Springs – vacant commercial
- Former, Somatic Fitness – 16 South Market Street Plaza – plans to demolish and create parking
- 28 West Commerce Street - Adam Samuel's building – vacant commercial/occupied residential
- 8 South Main Street – David Bright's building – occupied commercial/occupied residential
- 30, 32 South Main Street – Peoples Place – occupied commercial/ vacant commercial
- 34 South Main Street - Odd Fellows building – occupied commercial/vacant residential
- 17 North Main Street - Gentle Touch Dentistry – occupied commercial – 2<sup>nd</sup> floor vacancy
- 111 South Main Street - Stokesbury House – (under-utilized) used for storage
- 11 North Main Street - Masonic Lodge/occupied residential
- 35 North Main Street – former Smyrna Market – occupied commercial/occupied residential
- 22 South Market Street Plaza – vacant commercial
- 24 South Market Street Plaza – vacant commercial
- 18 East South Street – occupied residential

## **Public/Institutional Anchors** – (Build on these anchors, build synergy)

- The Barracks/Smyrna Museum Complex – 11 South Main Street
- School Administration Building (former Post Office building) – 22 South Main Street
- PNC Bank – 7 South Main Street
- **CURRENT PROJECT:** Smyrna Health and Wellness Center – Corner of South and Main Streets – 101 South Main Street

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*Another key project is the ongoing recruitment support to bring medical and educational related occupancy to the Wellness Center to continue the momentum established with the most recent successful negotiation with First State Orthopedics who recently signed a lease for 7300 sf in the Wellness Center*

- Opera House/Library – Corner of South and Main Streets – 101-107 South Main Street
- JBM Intermediate School – Intersection of South Market Street Plaza and South Street
- Citizen's Bank – 5 West Commerce Street
- Citizens' Hose Fire Company – 101 West Commerce Street
- Levin Center – 25 North Main Street
- Future Library Site (?) – South East Street
- Town Hall – 27 South Market Street Plaza
- Post Office – 13 South Market Street Plaza

## **Streetscape/Parks** (*streetscape improvements, downtown green-space, nurture develop/redevelop*)

- East Commerce Street (streetscape)
- West Commerce Street (streetscape)
- North Main Street (streetscape)
- South Market Street Plaza (streetscape/parking reconfiguration and plaza)
- North Market Street (parking reconfiguration)
- Vest-pocket park – 13 West Commerce Street – (projected 2014-15)

## **Commercial Anchors**

- Sayers' Jewelers – 15,17,19 South Main Street
- Anticipated Smyrna Cards and Gifts (opening Nov 2014 on 16 South Main Street)
- Royal Treatments – 12 South Main Street
- Faries Funeral Home – 29 South Main Street
- Smyrna Health & Wellness Center – 101 South Main Street
- Smyrna Sporting Goods – Corner of Main and Commerce Streets – 2 South Main Street
- Heart of Smyrna Furniture – Corner of Main and Commerce Streets – 1 West Commerce Street
- Sheridan's – 42 West Commerce Street
- Finacchiaro's building (Barber shop/Law office) – 7 West Commerce Street
- Former Sun Times building (Dentist) – 25 West Commerce Street
- Martial Arts Studio – 50 West Commerce Street
- Kelly's Hair Studio – 52 West Commerce Street
- Embroidery Shop – 62 West Commerce Street
- Delaware Eye Care Center – 10 South Market Street Plaza
- Records-Gebhart Insurance – 2 North Market Street

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## **Parking lots - Public**

- PNC parking lot (accessible from South Main Street)
- Municipal parking lot (accessible from South Main and East South Street)
- Levin Center parking lot (accessible from West Mount Vernon and North Main Street)
- Library/Opera House parking lot

## **Parking lots – Private**

- Citizen's bank parking lot (accessible from North Main and West Commerce Street)
- Smyrna Wellness Center – employee parking (corner of South East and East South Street)
- Smyrna Wellness Center – patient/customer parking (accessible from South Main and East South Streets)

## **Vacant Land/Redevelopment Opportunities**

- West Commerce Street lot – 13 West Commerce Street
- Lot adjacent to 18 East South Street

## ***What are the dedicated resources that are available to implement the Town of Smyrna District Plan?***

Since investors who make qualified real estate improvements in a District would be entitled to receive **Downtown Development District (DDD) Grants** of up to 20% of their “hard costs” (such as exterior, interior, and structural improvements) it is critical that a DDD community have strong relationships with the regional development community. To that end the Town of Smyrna meets regularly with property owners, businesses, and developers in the region and from around the country. Here are a few of the key organizational public and private resources available to advance the Town plan:

**Smyrna Economic Development Committee** (designated by Town Council and “chaired” by the Vice Mayor)

The specific mission of the Economic Development Committee (EDC) is to:

- **Retain:** help local businesses maintain, grow and expand in Smyrna.
- **Recruit:** identify and market to appropriate potential new businesses to locate and establish a presence in Smyrna.
- **Assist:** provide high quality public services, ensure fair regulation, and participate in local promotional and business events.
- **Inform:** provide marketing and other business information, report on federal and state initiatives and proposals, and involve the business community in policy and regulatory processes.

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- **Promote:** market Smyrna's assets and opportunities, develop and provide promotional materials, coordinate on behalf of Smyrna's business community with economic development and business entities locally and regionally.
- **Communicate:** provide information about the activities, goals and results of BDC efforts, in addition to meeting periodically with Smyrna stakeholders and prospective stakeholders to share information with a primary purpose of advancing business and sense of place goals.

## **EDC Priorities and Support**

As part of its mission, the EDC is committed to advancing specific goals:

- **Job Creation**
  - Business recruitment/attraction
  - Business retention and expansion
  - Business creation - entrepreneurship, start-ups, etc.
- **Business Infrastructure Advocacy**
  - New infrastructure (water and sewer have been added north of Duck Creek up to the Route 1 interchange and will be completed in 2014.)
  - Roadway improvements
- **Downtown Revitalization**
  - Support of the Smyrna Downtown Renaissance Association, which works with a highlighted focus on all things "downtown."
  - The addition of the Smyrna Farmers Market
  - Arts & Entertainment Functions and Festivals
- **Corridor Revitalization**
  - Annexation of new areas and expanding the Town of Smyrna
  - Route 13 Corridor Plan – Re-casting Route 13 as a vibrant urban corridor, reversing the current "pass-thru" traffic dynamic and encouraging visitors to experience Smyrna.

It shall be the purpose of the Business Development Committee to meet regularly with the Town Manager, Manager of Planning & Zoning, other staff and the town's economic development consultants to review and offer recommendations on:

- The overall policies and rules under which business development services are to be provided
- The employment of consulting services for the objectives of the committee and the priorities to be assigned to such consultants,
- Identifying issues and constraints, and recommending solutions, to help local businesses prosper,
- Assisting in the identification of desirable and appropriate potential new businesses and in developing outreach techniques and opportunities,
- The form, content and distribution of marketing and promotional materials and messages to encourage business vitality and growth,

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- Determination of adequate staffing and other operating budget resources to ensure that such services are delivered effectively, efficiently, safely and equitably,
- Ensuring the highest standards of quality services consistent with available resources

### **The Economic Development Committee shall also:**

- Communicate with the Town Manager regarding concerns, issues and opportunities brought to their attention by business owners and residents
- Encourage business owners and residents to communicate their concerns in a timely manner to the Town Manager
- Confirm that the Town staff has responded responsibly and appropriately to business inquiries and opportunities
- Work cooperatively with the Town Manager and the Manager of Planning & Zoning to set goals and objectives to carry out the committee's mission

***How will the Redevelopment Authority Resources Guide and Assist with the Implementation of the District Plan:*** - The RDA is in the process of establishing a revolving loan fund (funded by the USDA RDLEG program). This fund will be used to foster and assist development, renewal, improvement of businesses, and the creation of jobs. This fund would allow the Town of Smyrna to offer investors access to capital at more competitive rates than traditional lending institutions and provide opportunity for specific economically viable businesses to locate, expand, or remain in the Town. Loans are anticipated to fund the targeted categories of business as more fully described in the District Plan section of this application and will advance our growth strategy in the following areas:

**CURRENT PROJECTS:** In Sept/Oct of 2014 the Town of Smyrna funded the RDA with approximately \$50,000 to begin targeted programming and initiative implementation efforts. Here are their key areas of focus and accomplishment from their first 3 meetings:

- The RDA is re-starting the Façade Improvement Funding and will offer façade improvement financial participation up to 50% of the qualified investment, "capped" at a dollar amount that has not yet been determined.
- The RDA has adopted the Vacancy Treatment Standard and has agreed to fund two new vacancy/storefront treatments to mitigate the negative impact of key vacant sites and to promote new commercial opportunities. (Attached)
- Establish Revolving Loan Fund - Application for RDLEG grant to establish additional RDA funding is anticipated to be completed by late November 2014. Once established the RDA will make small business loans to District "start-ups, expansions and capital equipment purchases necessary to grow and promote small business vitality.
- The RDA is presently undertaking a Building and Property Conditions Assessment – 4th quarter 2014 in an effort to target specific opportunities based on actual present day conditions. These conditions are being "punch-listed" as the basis for having "informed" and constructive conversations to address deferred maintenance and capital improvement

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conditions. The project is intended to elevate the visual appeal of the District and outlying areas, and elevate real estate values. Needless to say, targeted property owners would benefit greatly from DDD incentives

***What is the anticipated role of a Supporting and Responsive Town Council Practices That Facilitate New Growth*** – The most recent examples of this Incentive include:

- To attract and secure the commitment of a new and compelling downtown business Council agreed to ***amend a Town Ordinance*** to allow a manufacturing use in the downtown, provided utility (water, sewer, and electric) abatements (2013-14, Painted State Distillery)
- To attract and secure the commitment of a new and compelling downtown business Council agreed ***convey Town owned property*** to a private party at a deeply discounted rate in an effort to transform a central part of the downtown
- To attract and secure the commitment of a new and compelling business Council agreed to undertake the ***purchase of a property and lease this property*** to a craft Brewery (Warlock Brewing Company opening 2015)

***What is the Marketing Plan to support the Smyrna Plan?***



### **MARKETING OUTREACH STRATEGY**

Among other requirements, in order to achieve Town-wide goals, Smyrna must attract a more diverse audience by informing and motivating potential investors, developers, businesses, tourists and others to visit, explore and engage with Smyrna's development strategy. This will require a multi-year Marketing Outreach Strategy.

The town has the leadership, commitment, momentum and strategy to grow and prosper as a model for responsible rural development, but needs to leverage its current momentum by attracting a critical mass of stakeholder support. To do this, Smyrna must reach out to new and existing stakeholders with a compelling business case for investment in the town's future. ***The DDD designation is a potentially key incentive to advance the case for investment/reinvestment.***

Fortunately, Smyrna has already invested considerable resources in the necessary infrastructure,

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and in creating one of the most vibrant, attractive, mixed use communities in the state, or indeed the region. If the brass ring for a small town can be defined as a mix of forward thinking government, civic-minded commercial interests, a diverse mix of residential properties, a passion for preserving historic features and an eye fixed firmly on the future, then Smyrna's brass ring is waiting to be grabbed.

In many ways, Smyrna has a lead on similar communities throughout the region. Smyrna has cultivated a strong, diverse community leadership that is inclusive, collaborative, and connected. Government has identified the town's unique assets and has created a plan for development. There exists a strategic partnership among community stakeholders. Smyrna has invested in infrastructure. And Smyrna's leaders have been proactive in connecting on a regular basis to assess, plan, and work together--fostering a sense of momentum that is unmistakable.

Yet for all this progress, there remains a sense that Smyrna has not put the pieces together; that the sum of the parts does not yet create a cohesive whole. That Smyrna's story remains untold.

## **Marketing Outreach Goal**

The goal of Smyrna's Marketing Outreach Strategy is to create a shared, consistent and compelling portrait of Smyrna's future that will motivate existing and potential stakeholders to take an active interest in engaging with Smyrna.

The strategy will form the basis for a wide range of collateral materials, outreach efforts and quality of life events that will draw the attention of regional and national attention site selection teams, business developers and others whose vision aligns with that of Smyrna, DE. A consistently implemented marketing outreach strategy will leverage Smyrna's strategic, historic, natural, infrastructure and leadership qualities to generate a growing awareness for the town that drives a steady flow of stakeholder inquiries.

## **Marketing Outreach: A Multi-Year Market Vision**

Some of the impressions Smyrna anticipates creating over a multi-year period:

- Smyrna is a nationally recognized historic town with a network of owner-occupied, restored historic homes, a thriving commercial district based on specialty retail, and an active food and entertainment community that attracts visitors year-round from throughout the region
- Route 13 is a thriving urban boulevard, with safe sidewalks.
- The Four Corners area is renovated and is closer in appearance to South Main Street
- Real estate values have increased substantially
- There is a thriving business campus with a mix of larger commercial interests
- New library/new police station/addition to town hall
- A year-round calendar of signature events creates ongoing reasons for tourism
- Downtown living options for several audiences
- All downtown vacancies are occupied or refurbished
- More diverse entertainment options available

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## Audiences

- Site selection executives
- Local, regional and national businesses in multiple sectors
- Clean/low-impact businesses
- Real estate investors
- History and cultural event tourists

## Strategies

- Generate a shared external vision for the future of Smyrna
- Create a “warm” selling environment for attracting site selection executives
- Create broad awareness of Smyrna’s blend of commercial and cultural assets
- Showcase Smyrna’s historical, residential and commercial assets by stimulating diverse cultural engagement with the town
- Drive commercial and residential interest in Smyrna and generate business and investment inquiries

## Two-Phase Project

Smyrna is implementing this marketing outreach strategy in two phases. In Phase One, which will run from April, 2014- March 2015 (partially funded by a USDA RBEG Grant), the town will focus on developing and implementing a broad range of fundamental marketing tools. This will include developing a comprehensive marketing strategy document outlining the goals, strategies and tactics for its marketing activities; identifying key audiences for its outreach efforts; crafting strategic message points; developing and producing key collateral materials, including a new outreach brochure; updating its website with new messaging and content, and engaging new audiences with a social media campaign.

## Phase One Tactics Overview

- **Messaging & Audience identification and segmentation**
  - Regional and national site selection teams
  - Real estate investors
  - Tour groups
  - History groups
  - Culinary tourism groups
  - Segmented messaging appropriate for each audience
- **Collateral development**
  - The Case for Smyrna brochure (*preliminary title*)
  - Direct Mail campaign
  - Inbound marketing
- **Web development**
  - New landing page and supporting pages aimed specifically at site selection and development teams
  - Search engine optimization to generate keywords for target audiences
- **Social media marketing strategy**
  - Smyrna Blog
  - Targeted Smyrna social media campaign, including promoted posts

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- **Event management**
  - Leverage proximity to well-known events (Firefly/NASCAR) to produce signature cultural events that build and reinforce quality of life standards and draw tourists and investment to Smyrna
- **Media Relations strategy**
  - National outreach to position Smyrna as a strategic community for development, retirement, history, cultural and culinary tourism

## **Phase Two**

In Phase Two, the Town of Smyrna will leverage the success achieved in Phase One by maintaining its collateral, media relations and social marketing activities, and by expanding its outreach to include targeted advertising, including online advertising in media reaching key audiences; developing a comprehensive Smyrna “Road Show” kit for use in promoting the town’s economic development story at certain regional and national development conferences, and designing and implementing a year-long series of arts and culinary events that draw on the region’s resources to attract a regional tourist audience to Smyrna.

## **Phase Two Tactics Overview**

- Ongoing media relations, social marketing, collateral
- Advertising
- Road Show
- Event Strategy & Management

## **Phase One Implementation/Budget**

Implementation of Phase One of the Marketing Outreach Strategy is expected to cost \$36,000, as specified above by project. *The Town of Smyrna has invested \$10,000 in Phase One and is looking to the RBEG grant for the balance of \$26,000.*

Estimated Two-Year Cost: up to \$100,000

**In summary**, the Town of Smyrna is *poised to achieve the goals set out in this District Plan* and has been laying the foundation to succeed by investing in the capacity it takes to consistently work on economic development matters. That said, the incentives offered in conjunction with the DDD designation could mean the difference between projects going forward or falling short based on feasibility concerns.

So, if saying “please” will help... *please designate the Town of Smyrna as a Downtown Development District.*

## **Designation as a Downtown Development District: Need and Impact**

### ***Overview: Need and Impact***

In recent years the Town of Smyrna has initiated economic and business development strategies (including implementation efforts) and made significant new investments in infrastructure in two separate Town geographies: the downtown and the Route 13 corridor (see further “District Plan”). While the focus of this section is on need and impact it bears underscoring that the Town’s strategic planning extends to the areas outside of the designated district because these areas serve as the primary means of ingress and egress to the district. These gateways and corridors set the tone for visitor experience and impression. What people see and experience in these areas will shape their perspective in terms of Smyrna as a place to invest in, which is why the Town believes a broader than district (comprehensive and complimentary) planning focus optimizes the impact of any incentives offered.

### ***Measuring Impact***

Jobs and better jobs are the historical gages of economic development success.

Creating jobs is an important goal for Smyrna, but it is not the only goal. Economic, social and environmental goals and objectives have replaced, if not supplemented, job growth as the measure of economic development success in communities across the country, and Smyrna is paying attention to these trends.

The Town is finding that replacing jobs as a metric for economic development success and redefining success in light of the new goals and objectives is a challenge. At the heart of new and developing success metrics are key performance indicators (KPIs), which are the internal measures that reflect on an organization’s day-to-day operations. As Smyrna now has more organizational capacity (an economic and business development consultant, a progressive Town Council, new planning and zoning practices, an aggressive Economic Development Committee led by the Mayor and Vice Mayor, and a Redevelopment Authority) than it ever had in the past, the Town intends to embrace these additional metrics to evaluate its day-to-day operations and success.

For Smyrna the definition of success for its projects and incentives will focus on only those metrics that best reflect the strategic priorities and function of the economic development organization. In this way a flexible definition of success has the ability to change over time as the District Plan is “tempered” by real market conditions. Going forward we expect the goals and direction of our economic development practices and methods of evaluation to change as well.

Here are three metrics that speak directly to impact and will be used to define the economic development success as we continue to implement our District Plan:

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**Private-Sector Investment.** Investment attracted, particularly from the private sector or from outside the community, is a metric that indicates the health of the local economy and is a measure of the success of economic development efforts.

**Increased Property Values.** In specific geographic areas like proposed DDD, the increase in property values is of major concern and an economic development goal. An increase in property value translates to an enhanced tax base, and higher rents to landlords.

**Targeted Business.** Attraction and expansion of businesses in targeted geographic areas, as we have planned for the proposed DDD, can be a strategy as well as a success metric.

Defining economic development success is a first step in maximizing performance and aligning the Smyrna's various organizations in our overall development strategies.

*Smyrna's case for "Need" and the "Impact" that will follow with the State's support is not described only in terms of where Smyrna is deficient, but it can also be described in terms of the public/private investments made to date and the assistance it continues to need as it reaches the "tipping point" and is re-cast as an up and coming, desired place to visit and live.*

In its regional context Smyrna is a small player, dominated by larger markets south and north and with a limited number of unique attractions or resources (no Grand Canyon or ocean) that sets it apart from other places. For some time and in essence Smyrna has been just another exit off a major road. The challenge then is to not be just like any other place but to create sufficient identity that brings business and visitors, that characterizes the community as special place, and that makes it a destination. Our goal is to proactively bring goods and services (whether retail or other) that can't be found just up the road, focusing on a mix of national, regional and Delaware-based businesses that might otherwise locate near but not "in" Smyrna. We seek a mix of business and employment options that serve young and old (strong data suggests and demand for both), those with basic skills and those with advanced education and training, which offers career opportunities as well as transitional employment, and that will survive and prosper over time.

*To achieve this goal the Smyrna strategic planning effort must be supported by compelling and valued incentives that will be favorably catalytic to the question our potential investors ask, "Why Smyrna?"*

As part of its strategic planning the Town developed foundational tools that contribute to the impact of the district plan, and combines them with numerous local and state incentives, and has been producing measurable economic growth of the district. **But more is needed.** Examples of these results are "seen "town-wide" and include:

- Several new residential subdivisions continue to build or are approved to be built. Some of these are now actively being developed after a period of very limited activity. Subdivisions that have not started but will be under development in the next few years

## Application for Town of Smyrna Downtown Development District

include Ashland, Brenford Station 2, Graceville/Centerville, North Park, SBCL Smyrna Properties, and the Watson Farm.

- The subdivisions that continue to be built include Bon Ayre, Cambria Village, Christina Apartments, Hickory Hollow, Huntfield, Lake Como Woods, Sunnyside Village and Sunnyside Village Apartments and Worthington. Apartment units are especially in demand with few vacancies and often with waiting lists before units are completed.
- Outside of town demand for new single family houses is strong in the \$200,000 to \$250,000 range.

*Note: Residential developments outside of the district are an important and (targeted) demographic for downtown District businesses. According to our most recent Opportunity Gap Analysis (discussed more completely in the District Plan section), Smyrna's new and existing residential base is "under-served" in numerous categories of consumer goods and professional services. Stated differently, Smyrna residents must leave the area to acquire a variety of goods and professional services because the demand for these goods and services is not provided (supplied) for locally. New business opportunities are, therefore, "leaking" to other regional areas and states AND providing a basis for prospective residents to view Smyrna as "not measuring up" from an access to necessary and discretionary goods and services standpoint. This bodes poorly for new – in and out of district - residential and commercial growth opportunity.*

*Moreover, businesses that have already decided to locate in Smyrna need synergistic new co-tenancies and neighbors, ideally sharing a common customer base, in order to draw from an expanded and proximate customer base (a regional, rather than local customer base). In this respect, a Smyrna DDD combined with our District Plan will help the Town support this need. These new businesses and business activities include:*

### New – Complimentary to Downtown

- a new dealership and shop for Willis Ford,
- the addition of a stand-alone emergency department at BayHealth Medical Center,
- Carl King Tire Center,
- American Legion Ambulance Station,
- New commercial space on Carter Road
- KRM – has acquired new property of Route 13 in an effort to streamline approvals to activate its technology/industrial park 200 acre development. This project will need to be supported by new occupancies that will serve as an amenity to attract an expanding workforce. It will also drive residential housing demand.

## Application for Town of Smyrna Downtown Development District

- 14 Acre salvage yard located at the Exit 114/Route 1 interchange is under contract to a new owner for redevelopment. This is a critical inter-change and gateway to the Town.
- Warlock Brewery located in a Town-owned building opening 2015

(Supported by significant investments in Infra-structure - a second 50 MW gas fired electric generator at the Delaware Municipal Electric Corporation's Beasley Power Plant, new sewer and water from north of Duck Creek to the Rest Area)

### New – Within Downtown

- Repurposed a chronically vacant former downtown movie theatre now occupied by Painted Stave Distillery, and a professional services office.
- A 7300 square foot commitment to activate the 3<sup>rd</sup> floor of the Wellness Center to be occupied by First State Orthopedics and Premier Physical Therapy (4<sup>th</sup> quarter 2014)
- Royal Treatment (opened 2013-14, and subsequent expansion into the space next door with "Smyrna Cards and Gifts" (opening November 2014) with the same investor
- Sweets to You (opening 4<sup>th</sup> quarter 2014)
- The Drunken Baker (opening November 2014)
- A new authentic Texas BBQ restaurant (opening in January 2015)

(Supported by significant investments in downtown Infra-structure – streetscape improvements (sidewalks, curbing and streets), utility)

***Note: The Town's experience to date is that the impact of any planning initiative combined with incentives is maximized when Town personnel and professional resources take a focused approach to linking and leveraging all of the resources at hand with targeted business and/or property owners/decision makers. The Town currently operates this way and will continue to do so.***

***Smyrna maintains a downtown business and building inventory database and captures a wide variety of data that will assist site selectors align new business prospects with locations that fit their site requirements. Similarly, the Town and its business consultant have many pre-existing relationships with property owners, developers, and decision makers, and can readily engage these the necessary parties (decision makers) regarding new opportunity. The Town has no doubt that it can and will maximize the impact of that prospective DDD incentives will bring to the table.***

**Need and Impact (and Opportunity) – Commercial and Residential Perspective**

# Application for Town of Smyrna Downtown Development District

Many of the properties within the proposed district provide for “residential over commercial” use and occupancy. In addition, many of the buildings on these properties have not been maintained or reinvested in over a period of time, and as such are not code compliant by today’s standard. The Town is hopeful that the DDD incentive would help overcome one of the foremost redevelopment downtown challenges it faces, which is, “how can an investor justify improvements to the entire real estate asset and get a reasonable return on their investment?” Numerous properties within the proposed DDD are negatively impacted by this challenge.

Financially assessing downtown opportunities, investors find that the projected new rents will not support the cost of bringing the building into code compliance. As a result, prospective investors see this dynamic as a “non-starter”, and historically these properties remain vacant or only partially occupied.

The DDD incentive would, in effect, provide investors with equity in these types of projects, thus making it possible to expand the “residential over retail” scope of work for each project, and in so doing would have a profound commercial and residential growth impact on the district.

Without such financial incentives the Town will continue to struggle to find projects that will meet the debt service requirements of new investors.

## ***The impact of turning vacant/under-utilized properties to occupied properties***

The Town intends to use the DDD incentive as a catalyst for reinvestment throughout the designated area and has identified numerous sites that need investment and provide opportunity. The findings of a recent assessment indicate there is an opportunity to lease or re-purpose 30 sites, representing approximately 59,400 of commercial space, with a corresponding opportunity to add at least 17 new downtown residences, and possibly more. As part of this assessment the following land and buildings were characterized as vacant and/or under-utilized and thus have become a point of focus in our strategic district plan:

- One North Main occupied commercial/vacant residential
- 2, 4, 6, 8, and 10 North Main
- 62 West Commerce
- Municipal Lot (2 acres)
- Christiana Wellness 3<sup>rd</sup> floor
- 28 West Commerce
- 47 East Commerce Street - Wright Mansion – vacant residential
- 15 North Main Street - Howard’s Amusements
- 16 North Main Street – Lefty’s – vacant commercial/occupied residential
- 29, 31 West Commerce Street - Choice Market & Deli – vacant commercial/occupied residential
- 23 West Commerce Street - -occupied commercial, vacant residential
- 9 East Commerce Street - Colonial Hotel - occupied residential

## Application for Town of Smyrna Downtown Development District

- 5 East Commerce Street - Whittaker's – vacant commercial/ occupied residential
- 53 West Commerce Street - Victorian Springs – vacant commercial
- 28 West Commerce Street - Adam Samuel's building – vacant commercial/occupied residential
- 8 South Main Street – David Bright's building – occupied commercial/occupied residential
- 30, 32 South Main Street – Peoples Place – occupied commercial/ vacant commercial
- 34 South Main Street - Odd Fellows building – occupied commercial/vacant residential
- 17 North Main Street - Gentle Touch Dentistry – occupied commercial – 2<sup>nd</sup> floor vacancy
- 111 South Main Street - Stokesbury House – used for storage
- 11 North Main Street - Masonic Lodge/occupied residential
- 35 North Main Street – former Smyrna Market – occupied commercial/occupied residential
- 22 South Market Street Plaza – vacant commercial
- 24 South Market Street Plaza – vacant commercial
- 18 East South Street – occupied residential

Based on experience and trending the Town anticipates that the new jobs creation flowing from the redevelopment of the above-mentioned sites equates to approximately 89 new jobs within the Downtown Development District (1.5 retail goods and professional services jobs for each 1,000 square feet of commercial space). ***The unemployment rate in Smyrna is 6.10 percent (U.S. avg. is 6.30%). Recent job growth is negative, Smyrna jobs have decreased by 0.51 percent. The***

***Leveraged Impact of New Private Investment - DDD designation would help incentivize new jobs growth and provide new employment opportunities.***

The consumer spending potential of this new daytime population conservatively equates to \$231,400 per year in additional spending within the district (89 new jobs/\$10 per employee/5 days per week/52 weeks per year)

The new commercial development/redevelopment costs/investment associated with planned and or anticipated projects in just the targeted properties equates to \$8,900,000+/- in new private reinvestment within the Downtown Development District (59,400sf/\$150 psf).

The private reinvestment in residential housing based (solely) on these targeted areas is estimated to be in the magnitude of \$2,250,000+/- (15,000 sf/\$150 psf). Smyrna's downtown is fortunate to retain a significant number of buildings, included in the historic district, that reflect its earlier times. The beauty, architectural integrity, scale and history of the downtown is one of the town's strengths. Coupled with recent streetscape improvements and convenient parking the area is conducive to more leisurely shopping, café style dining, and general browsing. But some significant buildings are in serious stages of **neglect** and a few are at great at risk of loss. Strategies must encourage the **reinvestment** necessary to retain the historic core, enhance the overall attractiveness of the area, and direct and invite shoppers and visitors to make the downtown part of their daily experience.

## Application for Town of Smyrna Downtown Development District

The annualized income to property owners for 17 new rental residential units equates to approximately \$204,000 ( $17/\$12,000/12$ ), and the annualized consumer spending potential for the estimated 34 new downtown residents is estimated to be \$34,000 to \$52,500 per year based on annual expenditures for local goods and services estimated to be \$1,000 to \$1,500 per resident.

***The leveraged impact of DDD incentives would also preserve and potentially enhance previous funding utilized for rehabilitation from multiple state and federal programs***

Town of Smyrna Housing and Community Development Funding activity for Fiscal Year 2010 through Present (July 1, 2010 – June 30, 2014) utilized Delaware State Housing Authority and Rural Development funding from the Community Development Block Grant (CDBG), HOME Investment Partnerships Act (HOME), Housing Preservation Grant (HPG) and Neighborhood Stabilization Program (NSP) funding. Kent County Levy Court was able to support housing activities in the Town of Smyrna as follows:

CDBG, HOME and HPG - \$ 327,980 for the rehabilitation of 19 occupied housing at the following locations:

- |                            |                               |
|----------------------------|-------------------------------|
| 1.) 424 Roland Lane        | 11.) 10 South Howard St.      |
| 2.) 313 Julia Way          | 12.) 424 Baldwin Dr.          |
| 3.) 12 West South St.      | 13.) 303 South Delaware St.   |
| 4.) 720 West South St.     | 14.) 317 Commerce St.         |
| 5.) 382 Roberts St.        | 15.) 37 North Albright St.    |
| 6.) 241 South Delaware St. | 16.) 429 Baldwin Dr.          |
| 7.) 717 Mount Vernon St.   | 17.) 604 South St.            |
| 8.) 117 North East St.     | 18.) 52 East Mount Vernon St. |
| 9.) 247 East North St.     | 19.) 614 Lexington Ave.       |
| 10.) 207 West Commerce St. |                               |

NSP - \$ 895,902 for the purchase, rehabilitation and re-sale of foreclosed and vacant houses at the following locations:

- |                           |                           |
|---------------------------|---------------------------|
| 1.) 24 Drexel Ct.         | 4.) 587 Alfalfa Ct.       |
| 2.) 43 Albright Dr. North | 5.) 173 S. Main St.       |
| 3.) 641 Dairy Dr.         | 6.) 165 Greens Branch Rd. |

# Application for Town of Smyrna Downtown Development District

Note- 3 of the above NSP homes were market-rate and 3 were partnered with Habitat for Humanity

NOTE: The Town has only quantified the impact in terms of “targeted” properties within the district. These numbers do not reflect the new private reinvestment that is anticipated once some of the additional “catalytic” projects are underway. The Town expects that non-targeted property and business owners and investors will be motivated (and incentivized the same as those who are targeted) to address deferred maintenance issues and/or make new capital investments in their properties and businesses.

**Property values, assessed value, and rents** derived from redevelopment in the proposed District are anticipated to increase by 10 to 20 percent. These increases in value will have a corresponding and positive impact on non-targeted properties in the District as well.

The Town intends to assist property and business owners with other incentives in addition to those provided to DDD designates (see further the Incentives portion of this application). One example presently underway is being led by the Smyrna Redevelopment Authority (RDA). The RDA is conducting a building conditions assessment as part of an effort to spark new capital investment throughout the district.

***The RDA hopes to change the visual appeal of the downtown and leverage the impact of prospective DDD and related incentives.*** The RDA focus is upon the most common and visible sub-standard storefront and building façade conditions that if addressed (collectively) would make a dramatic visual improvement to the entire downtown. The RDA is “punch-listing” these items as the basis for future conversations with property and business owners. The Town’s experience is that many sub-standard conditions are “hiding in plain view” from otherwise conscientious owners who have failed to address the slow and incremental decline of these conditions. The Town expects that an awareness of these conditions combined with meaningful financial incentives to address them will serve as a spark to impact new reinvestment. The focus will be on such the following elements:

- Lighting
- Awnings
- Glass
- Concrete and masonry
- Paint
- Signage
- Metalwork
- Woodwork

Leveraged Impact: Multipliers that reflect the public to private reinvestment ratio in successful programs like “Main Street” often range between 3 and 20. Based on this metric, non-targeted

## Application for Town of Smyrna Downtown Development District

private reinvestment could very conservatively equate to the same levels as with the “targeted” properties. ***The total combined impact of the Smyrna DDD could therefore exceed \$20,000,000 in new private reinvestment.***

Capacity and Impact: Possessing incentives like the one being pursued in this application, along with other Town incentives are critical to success, but the Town has found that incentives alone are not enough, and has been committed to building the capacity to utilize such incentives effectively over the past several years. As such Town of Smyrna has invested in the professional resources, expanded Town personnel and responsibilities, added an economic development focus to its day-to-day operations, amended and enacted business-friendly ordinances, and streamlined the approval process to facilitate and attract new investment. Most importantly, however, the Town has worked very intentionally to create and maintain relationships with property owners and developers. These relationship will serve as the basis for new opportunity, investment, and economic impact.

***Smyrna Police statistics indicate a higher rate of criminal activity occurring in the proposed District than in the outlying areas, particularly in terms of theft, prostitution and drug related activities (detail available on [www.raidsonline.com](http://www.raidsonline.com)); new reinvestment and redevelopment in the proposed District is anticipated to reduce crime in this area.*** It is the experience of the police department that “more people on the streets” are a by-product of “more commercial and residential day-to-day activity”, which has the net effect of discouraging (thus reducing) criminal activities.

***Though tens of thousands of automobile travelers are proximate to Smyrna’s downtown on a daily basis, our downtown needs compelling incentives to attract new investment in order to compel travelers to change their behavior and come downtown.*** Since the last Census, Smyrna is now the center of the State’s population and as such it would be strategic to place new business growth proximate to - in state and out of state – consumers of new business products and/or services. Though Route 13 automobile traffic could and should be a major economic driver to the local economy this visitor segment remains significantly under-utilized because Route 13 functions as a pass through route, serving more like as a means to an end when it could be supporting destination travel. Recent research suggests the leakage of approximately \$100 million in shopping goods sales from the Smyrna Trade Area, suggesting that Smyrna could support an in combination with additional 225,000 sq. ft. in shopping goods stores, some of which would be directed to the proposed DDD.

## Local Incentives: Downtown Development District

### INTRODUCTION

*Successful development and redevelopment projects often have multiple partners and funding sources as a means of mitigating risk and articulating a compelling investment story. The Town intends to leverage DDD incentives with all other local, state and federal incentives available to make downtown Smyrna a more compelling and financially realistic (and feasible) investment choice.* Earlier this year the Town compiled a comprehensive account of incentives - mostly in the form of loan and grant opportunities - available in the United States from various public, private and quasi-public resources. This document is a working tool available to all parties concerned as our stakeholders and potential stakeholder focus on specific projects and the means to fund them.

**NOTE: Organizational resources are discussed more fully in the District Plan section of this application and are incorporated by reference as the Town believes they too act as an incentive to invest in Smyrna**

The Town provides numerous incentive that are intended to foster new growth by demonstrating, understanding and empathy in regard to the risks that new investment represents.

**Here is an accounting of the current Town of Smyrna incentives:**

***Vacant Building Incentives*** – The following incentives are offered to stimulate reinvestment in vacant properties:

- **Chapter 70 - Utilities**  
**Article IV – Discount of Electric Utility Charges for Qualifying Projects**

#### **Sec. 70-190**

The monthly metered electric utility charge shall be discounted 50% for a period of 6 months.

- **Chapter 32 – Impact Fees**

#### **Sec. 32-3. Waiver of Impact Fees for Qualifying Projects**

The impact fees shall be fully waived, provided that the rehabilitation, renovation, reconstruction, restoration or replacement of the existing building or structure is (1) similar in kind, use or intensity; and (2) does not cause a significant increase in “municipal and/or public services” as defined in Section 32-2, as reasonably defined by the town manager.

# Application for Town of Smyrna Downtown Development District

- **Chapter 18 – Building & Building Regulations**

- **Article I – In General**

- **Division 2. Cap on permit fees for qualifying projects - Sec. 18-29**

Qualifying projects in commercially-zoned areas or in the historic preservation overlay district are eligible for a cap on building permit fees. The maximum building permit fee shall be \$40.00 for the first \$1,000.00 of value and \$11.00 per each additional \$1,000.00 of value, not to exceed \$1,129.00 regardless of the total cost of the project.

- **Chapter 18 – Building & Building Regulations**

- **Article XII – Redevelopment Authority**

- **Division 4. Waiver of Town Taxes, Charges and Fees - Sec. 18-801**

The town council may waive, in whole or part, by resolution, any tax, charge, fee, obligation and/or duty owed to the town if such waiver is necessary to effectuate the purposes and intent of this article. The waiver shall include, but is not limited to, Fees property taxes, impact fees, building permit fees and the monthly metered electric utility charge (excluding any public utility tax, state and/or federal tax/surcharge, purchase power adjustment, and/or transmission/distribution fees).

***Technical Assistance*** – The Town has engaged the annual professional services and technical assistance of Retail Market Answers, LLC (RMA). RMA’s services are available to current and prospective investors in the following areas of focus:

- **Business Recruitment Assistance to Property Owner and Real Estate Brokerage** – targeting specific business prospects for recruitment pursuant to the Town plan including:
  - value added strategies that compliment economic and sense of place goals,
  - gathering market data,
  - researching/providing site selection criteria and contact information for national and regional retail goods and professional service prospects (and facilitating meetings with same)
- **Business Retention** – providing one on one assistance to targeted business in an effort to stabilize or improve business performance, succession planning, sale and disposition of businesses or real estate assistance to retain categories of business (if not the current business operator/owner)
- Business expansion assistance
- **One-On-One Business Owner Technical Assistance**
  - Strategic business development planning
  - Developing financial projections for redevelopment and development projects
  - Small business plan development
  - Retail Merchandising assessments,
  - Product mix,
  - Signage, and

## Application for Town of Smyrna Downtown Development District

- Store-layout assistance
  - Debt restructuring
- Loan assistance to support access to capital needs (recommending providers and articulating the needs of the business in the context of the lenders requirements)
- Site selection assistance - We maintain an inventory of available land and buildings, and work with businesses to realize the potential of their properties. Through our work with organizations like the Kent County Chamber of Commerce, the Smyrna Business Development Committee, and Smyrna Downtown Renaissance Association, and the RDA we promote the quality of life and business in the Town of Smyrna.
- Grant writing assistance
- Primary and secondary Marketing research
  - Market Demographics
  - Gap Analysis
- Marketing and event assistance
- Business Outreach/Mixers/Meetings assistance
- Ongoing Implementation assistance

***Design and Code Review*** – The Town regularly engages in design and code review activities with prospective new businesses as a means of streamlining cost, scope of work, expediting the regulatory process and to demonstrate in its practices that the Town genuinely supports new business growth, and values their interest.

***Supporting and Responsive Town Council Practices That Facilitate New*** – The most recent examples of this Incentive include:

- To attract and secure the commitment of a new and compelling downtown business Council agreed to ***amend a Town Ordinance*** to allow a manufacturing use in the downtown, provided utility (water, sewer, and electric) abatements (2013-14, Painted State Distillery)
- To attract and secure the commitment of a new and compelling downtown business Council agreed ***convey Town owned property*** to a private party at a deeply discounted rate in an effort to transform a central part of the downtown
- To attract and secure the commitment of a new and compelling business Council agreed to undertake the ***purchase of a property and lease this property*** to a craft Brewery (Warlock Brewing Company opening 2015)

***Guidance and Assistance: Economic Development Committee and its sub-committees*** – In addition to the detailed description of the EDC mission, role and assistance in the District Plan Section of this application, the Outreach Subcommittee provides the following incentive:

- **Business –To-Business Networking Opportunities:** This service extends the “Mixer” concept to new levels that will include sponsoring and cultivating business-to-business activities (economic summits, seminars etc.)

***Guidance and Assistance: Redevelopment Authority Resources*** - The RDA is in the process of establishing a revolving loan fund (funded by the USDA RDLEG program). This fund will be used to foster and assist commercial and residential development, renewal, improvement of

# Application for Town of Smyrna Downtown Development District

businesses, and the creation of jobs. This fund would allow the Town of Smyrna to offer investors access to capital at more competitive rates than traditional lending institutions and provide opportunity for specific economically viable businesses to locate, expand, or remain in the Town. Loans are anticipated to fund the targeted categories of business as more fully described in the District Plan section of this application and will advance our growth strategy in the following areas:

The RDA is implementing a ***vacancy treatment initiative*** as a financial incentive for property and business owners to mitigate the negative impact of vacancy (particularly from a visitor's perspective).

In addition the RDA intends to provide a financial ***Façade Improvement incentive*** as a means of stimulating new interest in addressing storefront conditions and elevating the visual appeal of the DDD.

Other RDA and EDC collaborative efforts will include applying DDD incentives toward developing business opportunities in the following categories:

- **Business Expansion and Retention:** To encourage Smyrna businesses to remain in the Town and expand operations and employment opportunities
- **Residential and mixed-use Expansion:** To encourage upper-floor and other residential growth opportunities in the DDD
- **Entrepreneurial:** To provide assistance to higher-risk businesses that meet general program criteria and provide compelling reasons to locate or expand in the Town.
- **Educational:** Same as **Entrepreneurial** above, but the incentive would be used to attract targeted educational uses (targeting 3rd floor Wellness Center)
- **Medical:** Same as **Entrepreneurial** above, but the incentive would be used to attract targeted medical uses (targeting 3rd floor Wellness Center)
- **Tourism:** Same as **Entrepreneurial** above, but the incentive would be used to attract targeted tourist destination businesses uses
- **Arts and Entertainment:** Same as **Entrepreneurial** above, but the incentive would be used to attract targeted art, cultural and entertainment venues uses.

***Marketing and Communication Assistance*** – See further, the Comprehensive Marketing section in the District Plan

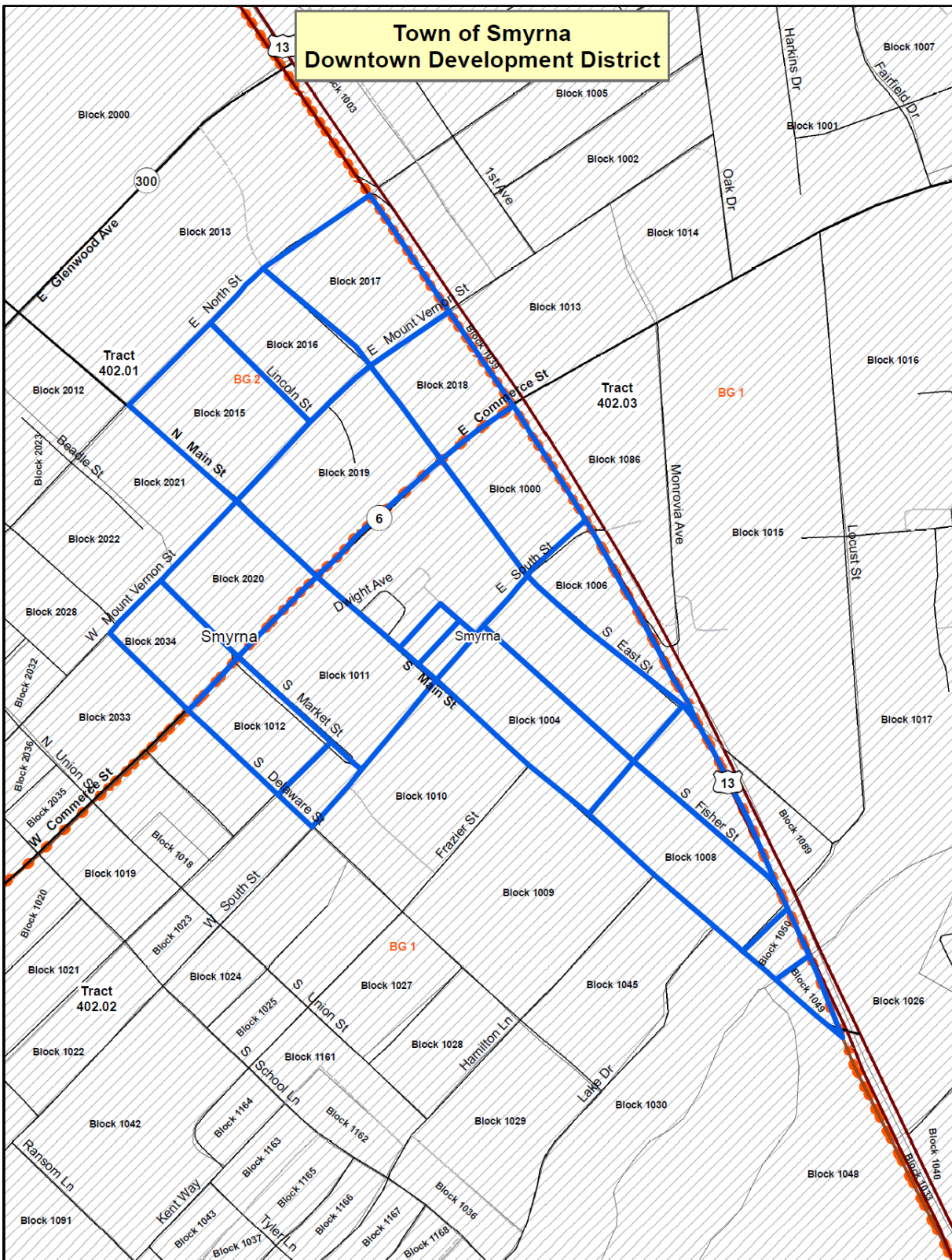
***How do these incentives Promote Economic Development*** - Reduction in impact fees, abated and/or discounted utility charges, efforts to streamline the permitting process, saving time, low-

## Application for Town of Smyrna Downtown Development District

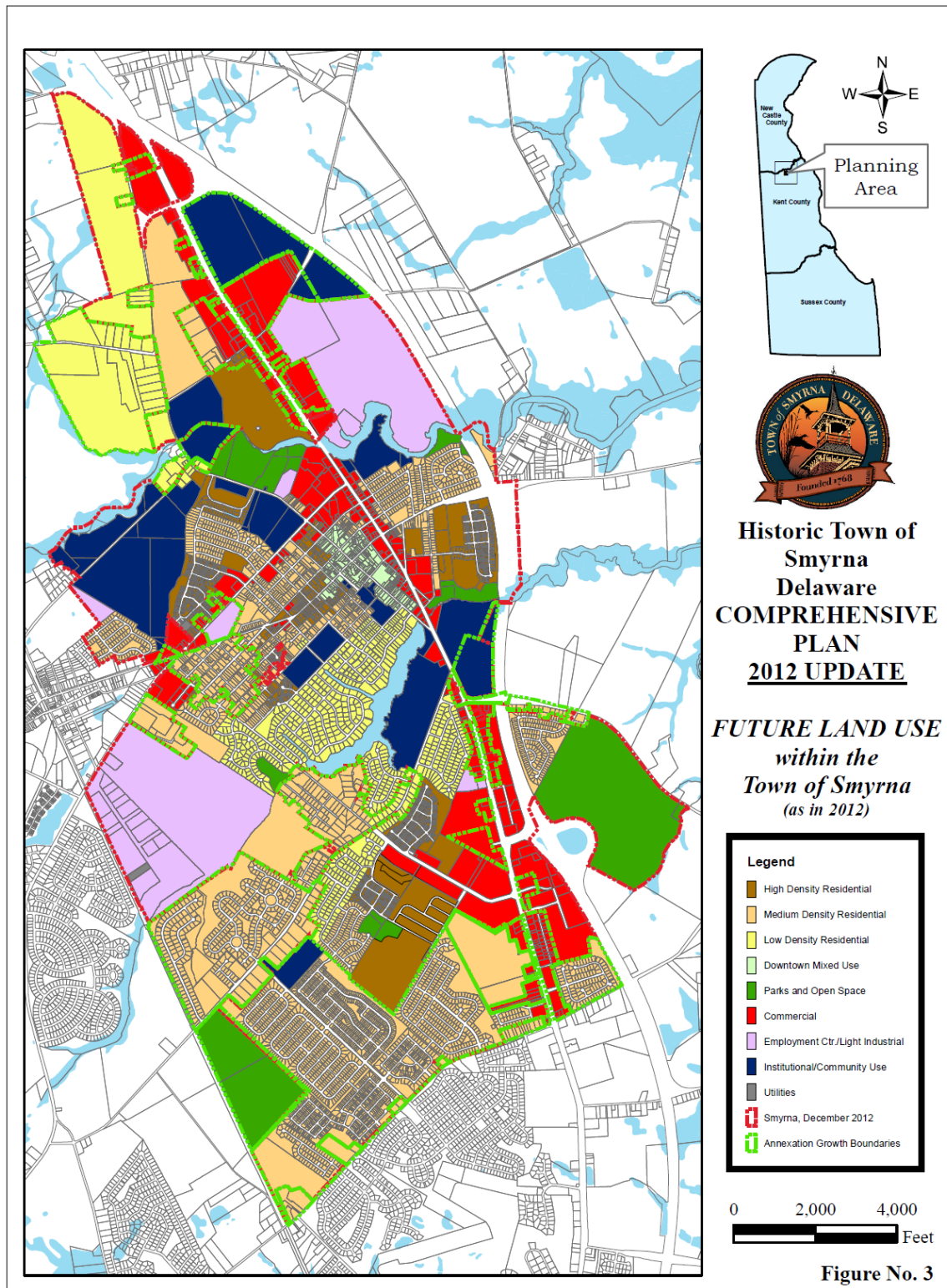
cost access to capital, façade improvement assistance, vacancy treatment assistance, marketing and promotional assistance, and free business development technical assistance on a variety of start-up and expansion topics all facilitate economic development because they mitigate or eliminate start-up or expansion costs, save time, and allow business owner's to reallocate their savings to other line items within their opening budget.

All of these incentives demonstrate – in practice, not rhetoric - that the Town is not just business-friendly, but more importantly, empathetic to the risks and barriers to entry that small businesses face when looking to grow or start-up their business. The Town's goal in offering such incentives is to offer distinguishing and compelling reasons to invest in Smyrna and not somewhere else.

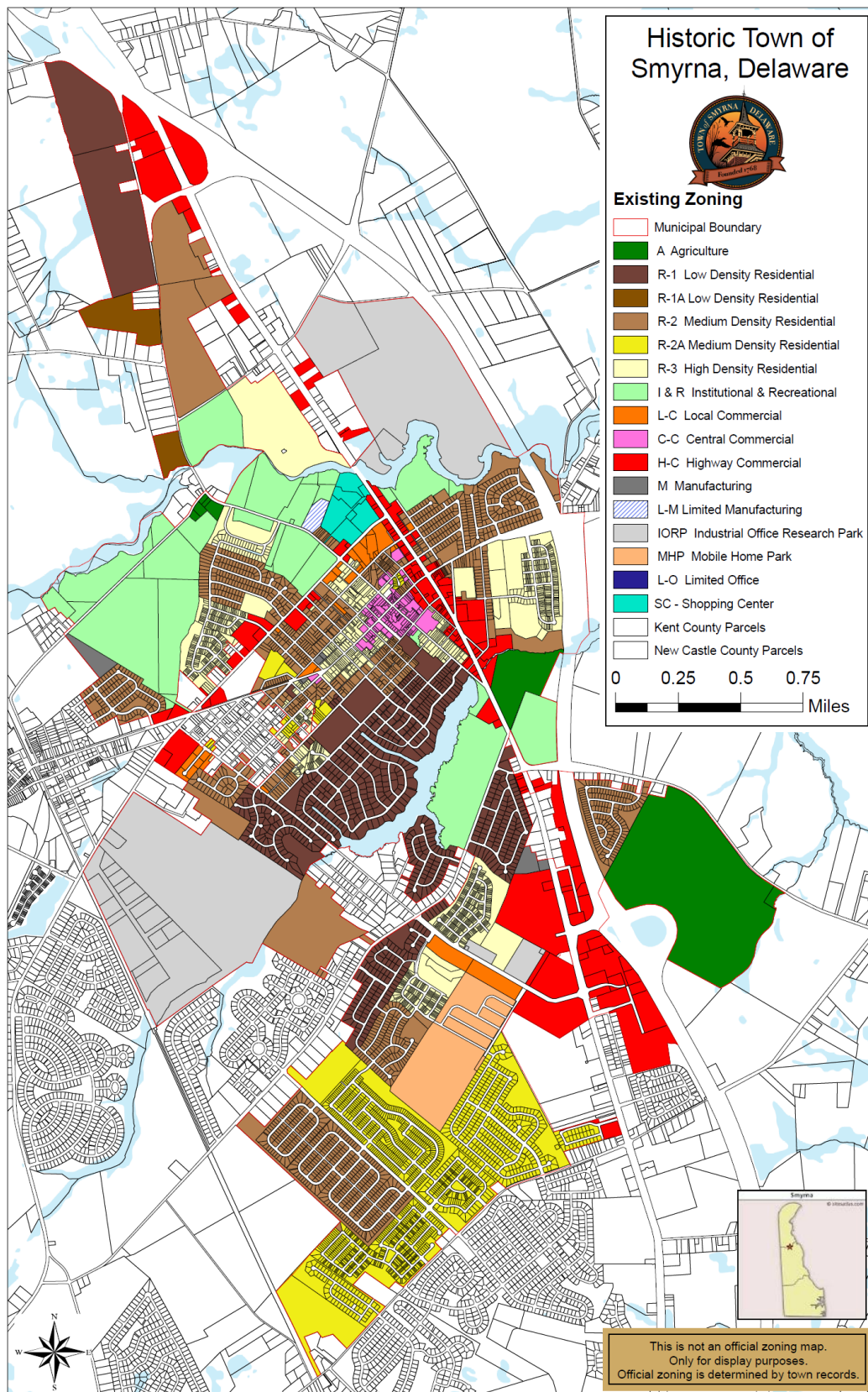
# Application for Town of Smyrna Downtown Development District



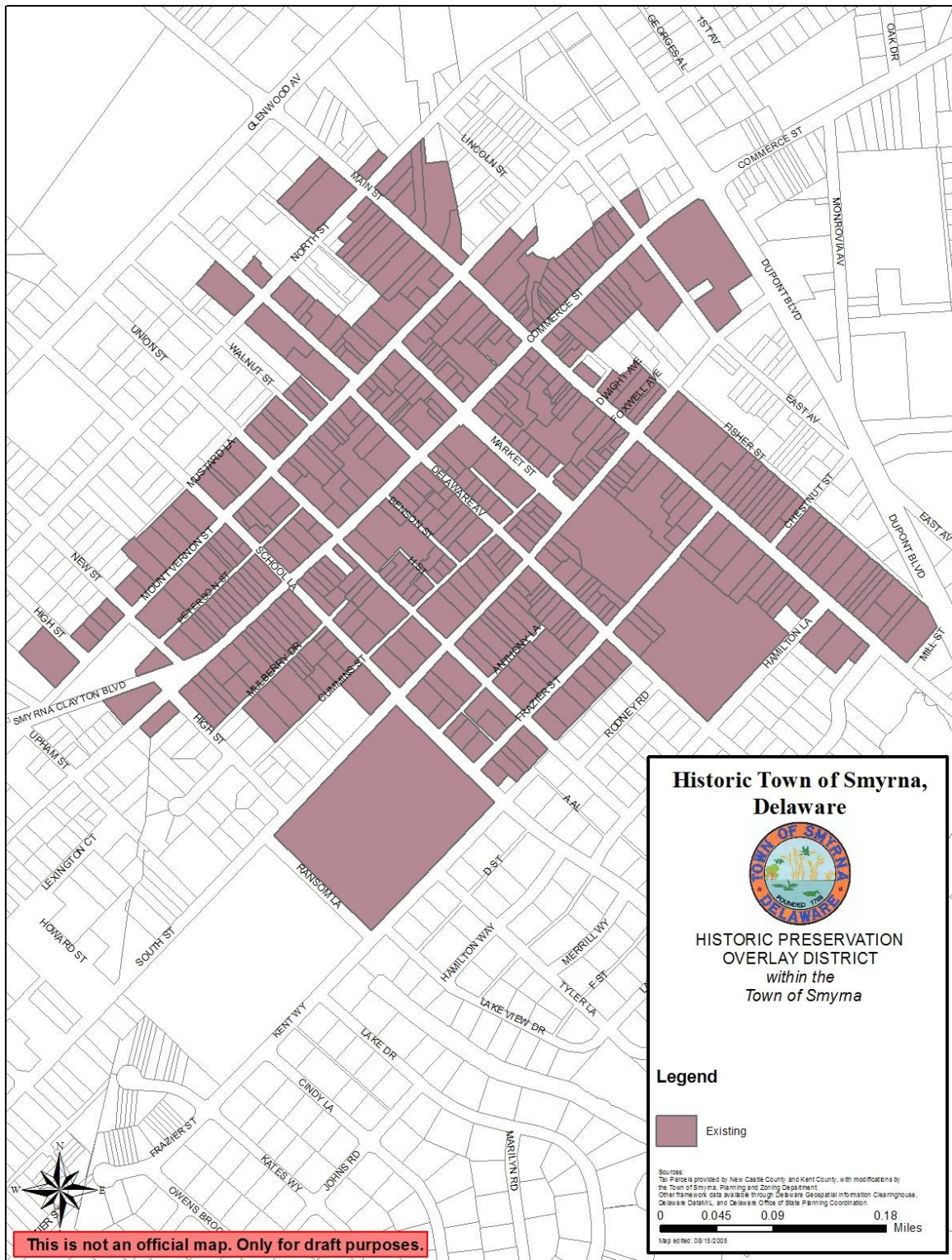
# Application for Town of Smyrna Downtown Development District



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## Downtown Development District Application Census Data Spreadsheet Template

Town of Smyrna / Kent County:

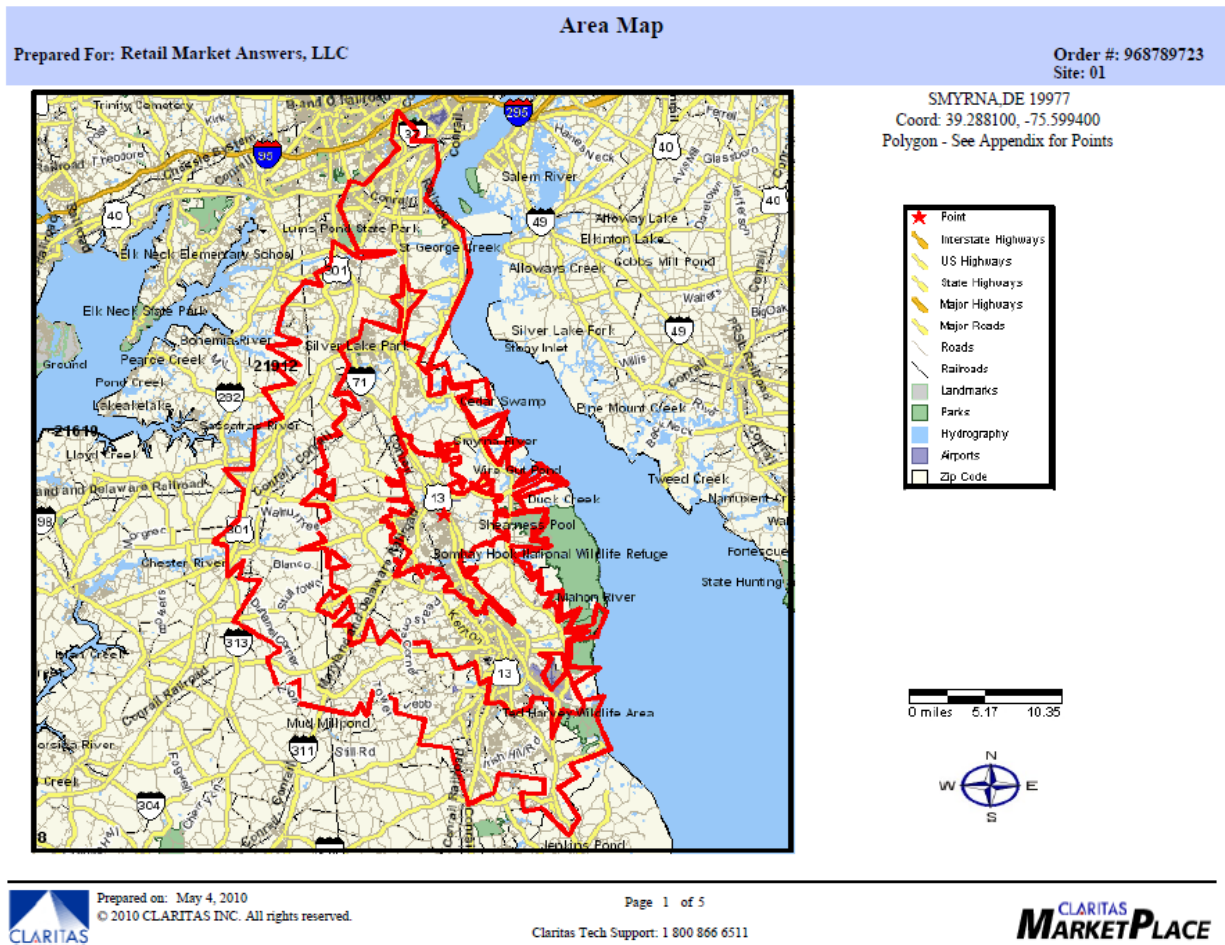
	City	Tract(s)	Block(s)
Total Population	10,065	5,208	1,098
Median Household Income	51,681	49,288	
Poverty Rate, All People	11%	10.00%	
% Housing Built 1949 or earlier	427	311	
% Homeownership	67%	73%	55%
% Rental	33%	27%	45%
% Vacant Housing Units	8%	9%	9%
Median Home Value	\$202,000	\$203,000	
% Low / Mod Income	31%	31.70%	

## 52

Census Blocks that most closely correspond to proposed District:												
1000	1004	1008	1049	2017								
1001	1005	1011	1050	2018								
1002	1006	1012	2015									
1003	1007	1017	2016	2020								

Census Block Worksheet																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																	
Block	1000	Block	1001	Block	1002	Block	1003	Block	1004	Block	1005	Block	1006	Block	1007	Block	1008	Block	1011	Block	1012	Block	1017	Block	1049	Block	1050	Block	2015	Block	2016	Block	2017	Block	2018	Block	2019	Block	2020	Block	2024	Total																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
Total Population	15	3	0	0	0	5	1	236	0	0	0	0	30	0	27	28	0	29	0	40	8	0	90	50	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34	59	40	34

# Application for Town of Smyrna Downtown Development District



# Application for Town of Smyrna Downtown Development District

Area Map		
Prepared For: Retail Market Answers, LLC		Order #: 968789723 Site: 01

## Appendix: Area Listing

### Area Name:

SMYRNA, DE 19977

Type: Drive Time 1: 10 Minute(s)

### Polygon Points:

39.180763	-75.512291	39.204651	-75.544754	39.197914	-75.549042	39.191788	-75.545982
39.194851	-75.552109	39.191177	-75.559456	39.198524	-75.566193	39.203426	-75.563133
39.206490	-75.578445	39.213226	-75.584572	39.212612	-75.598045	39.219349	-75.596817
39.219349	-75.590080	39.227924	-75.596207	39.225475	-75.612129	39.230988	-75.599884
39.235275	-75.603554	39.232826	-75.610909	39.236500	-75.616417	39.232212	-75.621933
39.238949	-75.624992	39.237724	-75.632957	39.226700	-75.626831	39.235889	-75.637245
39.228539	-75.661743	39.237724	-75.655617	39.245075	-75.662354	39.240788	-75.651947
39.252426	-75.642754	39.259777	-75.654396	39.265900	-75.654396	39.261612	-75.656235
39.262226	-75.666031	39.269577	-75.666641	39.270187	-75.661743	39.278763	-75.664803
39.276314	-75.670319	39.281212	-75.671547	39.281826	-75.680122	39.287338	-75.674606
39.286724	-75.667259	39.294075	-75.669090	39.287949	-75.647659	39.294689	-75.639084
39.300201	-75.642143	39.303265	-75.670929	39.304489	-75.645821	39.316124	-75.650719
39.316738	-75.667259	39.324089	-75.673378	39.319801	-75.650108	39.333275	-75.657455
39.331436	-75.644592	39.344299	-75.656235	39.351036	-75.647659	39.361450	-75.656235
39.383499	-75.662354	39.368187	-75.653168	39.365124	-75.640923	39.357777	-75.642754
39.350426	-75.634796	39.346138	-75.606621	39.359001	-75.610909	39.360836	-75.604172
39.345524	-75.601723	39.352875	-75.594978	39.357777	-75.598045	39.359612	-75.585182
39.352264	-75.582123	39.352264	-75.590691	39.341236	-75.600494	39.345524	-75.579056
39.339401	-75.580284	39.338177	-75.591309	39.329601	-75.590080	39.321636	-75.571091
39.320412	-75.577217	39.314289	-75.575996	39.321636	-75.581505	39.318577	-75.591919
39.310612	-75.587021	39.309387	-75.575378	39.314899	-75.564354	39.321026	-75.565582
39.318577	-75.559456	39.329601	-75.546593	39.323475	-75.544754	39.322250	-75.536179
39.313065	-75.559456	39.308777	-75.542923	39.316738	-75.537407	39.308163	-75.538635



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Claritas Tech Support: 1 800 866 6511



# Application for Town of Smyrna Downtown Development District

Prepared For: Retail Market Answers, LLC	Area Map	Order #: 968789723 Site: 01
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## Appendix: Area Listing

39.306324	-75.526382	39.301426	-75.528831	39.302650	-75.535568	39.292236	-75.530670
39.292850	-75.522705	39.287338	-75.518417	39.290401	-75.535568	39.285500	-75.532509
39.277538	-75.536179	39.270802	-75.524544	39.273251	-75.520256	39.267124	-75.515968
39.262836	-75.519035	39.267124	-75.525154	39.264065	-75.536179	39.257938	-75.537407
39.261612	-75.543533	39.257324	-75.560066	39.248138	-75.567421	39.251812	-75.577217
39.241402	-75.579666	39.229763	-75.572929	39.235889	-75.568031	39.237114	-75.558846
39.226700	-75.569260	39.225475	-75.559456	39.220577	-75.560066	39.185051	-75.510460
39.180763	-75.512291	39.225475	-75.559456	39.220577	-75.560066	39.185051	-75.510460

## Area Name:

SMYRNA, DE 19977

Type: Drive Time 2: 20 Minute(s)

## Polygon Points:

39.069763	-75.461700	39.107277	-75.462906	39.109699	-75.487106	39.100018	-75.489532
39.092754	-75.514946	39.104858	-75.527046	39.103645	-75.545197	39.127850	-75.540352
39.121799	-75.553665	39.143581	-75.560928	39.137531	-75.582710	39.152054	-75.594810
39.149632	-75.615379	39.162945	-75.620224	39.161732	-75.651688	39.173836	-75.667419
39.161732	-75.681938	39.185936	-75.694038	39.165363	-75.702515	39.160522	-75.718246
39.181095	-75.718246	39.179886	-75.740028	39.194405	-75.714615	39.206509	-75.719452
39.188354	-75.740028	39.195618	-75.761810	39.214977	-75.743652	39.206509	-75.738815
39.213768	-75.724297	39.219818	-75.742447	39.235550	-75.742447	39.237972	-75.719452
39.252491	-75.742447	39.236759	-75.747284	39.256123	-75.749702	39.253704	-75.784798
39.263382	-75.750916	39.277905	-75.765434	39.285164	-75.744865	39.297268	-75.750916
39.299686	-75.781166	39.313000	-75.761810	39.304527	-75.741234	39.322678	-75.738815
39.313000	-75.755760	39.327518	-75.750916	39.329941	-75.763016	39.335991	-75.749702
39.362614	-75.758179	39.367455	-75.731552	39.375923	-75.741234	39.388027	-75.724297
39.400127	-75.729134	39.392868	-75.707352	39.408596	-75.720665	39.406178	-75.737602



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CLARITAS  
MARKETPLACE

# Application for Town of Smyrna Downtown Development District

Area Map			
Prepared For: Retail Market Answers, LLC		Order #: 968789723 Site: 01	

## Appendix: Area Listing

39.435219	-75.719452	39.450951	-75.732765	39.463055	-75.707352	39.479996	-75.702515
39.469105	-75.656525	39.489677	-75.654106	39.501778	-75.667419	39.504196	-75.652893
39.532032	-75.651688	39.509037	-75.643211	39.507828	-75.623856	39.487255	-75.644424
39.458214	-75.652893	39.450951	-75.625061	39.436432	-75.633537	39.425541	-75.616592
39.404968	-75.617805	39.408596	-75.598442	39.424328	-75.598442	39.412228	-75.588760
39.415859	-75.564560	39.407387	-75.564560	39.403759	-75.582710	39.374714	-75.559715
39.389236	-75.520996	39.366245	-75.528252	39.362614	-75.551247	39.342041	-75.535515
39.338409	-75.528252	39.363823	-75.517365	39.360191	-75.501633	39.348091	-75.519783
39.333569	-75.518570	39.327518	-75.496788	39.315418	-75.510101	39.326309	-75.478638
39.337200	-75.477432	39.319050	-75.448387	39.323891	-75.470169	39.308159	-75.510101
39.293636	-75.495583	39.288795	-75.511314	39.293636	-75.471375	39.281536	-75.467751
39.270645	-75.477432	39.275486	-75.485901	39.263382	-75.487106	39.264595	-75.467751
39.256123	-75.467751	39.258541	-75.514946	39.242809	-75.507683	39.240391	-75.490738
39.224659	-75.488319	39.231918	-75.477432	39.212559	-75.479851	39.208927	-75.461700
39.198036	-75.471375	39.201668	-75.458069	39.184727	-75.454437	39.195618	-75.429024
39.172623	-75.445969	39.173836	-75.414505	39.165363	-75.442337	39.135109	-75.444756
39.152054	-75.448387	39.152054	-75.479851	39.147213	-75.464119	39.130268	-75.473801
39.116959	-75.462906	39.133900	-75.442337	39.101227	-75.421761	39.092754	-75.427811
39.097595	-75.449593	39.069763	-75.461700	39.101227	-75.421761	39.092754	-75.427811

### Area Name:

SMYRNA, DE 19977

Type: Drive Time 3: 30 Minute(s)

### Polygon Points:

38.974106	-75.441360	39.001469	-75.474190	38.997818	-75.497910	39.016060	-75.501556
39.014236	-75.472366	39.028831	-75.472366	39.034302	-75.528915	39.016060	-75.536217
39.005116	-75.569054	39.059841	-75.590942	39.063492	-75.631073	39.087204	-75.623779



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**MARKETPLACE**

# Application for Town of Smyrna Downtown Development District

Area Map		Order #: 968789723 Site: 01
Prepared For: Retail Market Answers, LLC		

## Appendix: Area Listing

39.094501	-75.660263	39.107269	-75.660263	39.114567	-75.691269	39.090855	-75.696747
39.103622	-75.705864	39.092678	-75.713165	39.103622	-75.784302	39.127338	-75.782478
39.116390	-75.808022	39.147404	-75.824440	39.156525	-75.806198	39.183887	-75.866394
39.224018	-75.833557	39.225842	-75.860924	39.244083	-75.853622	39.227669	-75.875511
39.258678	-75.875511	39.262325	-75.891930	39.284218	-75.860924	39.313404	-75.853622
39.333469	-75.879166	39.333469	-75.844505	39.373604	-75.839027	39.384548	-75.806198
39.411911	-75.829910	39.417385	-75.789780	39.435627	-75.817139	39.435627	-75.780655
39.453869	-75.824440	39.457516	-75.780655	39.466637	-75.811668	39.492176	-75.804375
39.517715	-75.777008	39.514065	-75.755119	39.525009	-75.764236	39.532307	-75.744171
39.557846	-75.740524	39.539604	-75.707687	39.546902	-75.662086	39.546902	-75.709511
39.590683	-75.733231	39.616219	-75.718636	39.612572	-75.700394	39.649055	-75.656609
39.656353	-75.667557	39.685539	-75.658440	39.663651	-75.632896	39.654530	-75.640198
39.654530	-75.611008	39.630814	-75.605537	39.597977	-75.623779	39.566967	-75.576347
39.526836	-75.565399	39.430153	-75.621956	39.437450	-75.598236	39.415558	-75.587296
39.421032	-75.545334	39.397316	-75.541687	39.404613	-75.579994	39.377251	-75.558105
39.390018	-75.517975	39.359009	-75.545334	39.359009	-75.497910	39.351711	-75.516151
39.335293	-75.516151	39.327999	-75.494255	39.317051	-75.507027	39.338943	-75.477844
39.318878	-75.443184	39.306107	-75.503380	39.291515	-75.494255	39.293339	-75.468719
39.264153	-75.483315	39.258678	-75.463249	39.247734	-75.510674	39.227669	-75.488785
39.234962	-75.476013	39.211250	-75.474190	39.214897	-75.448654	39.187534	-75.452301
39.196655	-75.426765	39.174767	-75.443184	39.180237	-75.410347	39.200306	-75.404877
39.193008	-75.392105	39.169292	-75.404877	39.163822	-75.437706	39.140106	-75.439529
39.138283	-75.401222	39.121864	-75.435883	39.105446	-75.424942	39.110920	-75.395752
39.092678	-75.406700	39.058018	-75.388458	39.043423	-75.439529	39.032478	-75.428589
39.021534	-75.454124	38.990524	-75.428589	38.974106	-75.441360	39.032478	-75.428589



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Claritas Tech Support: 1 800 866 6511



# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

2013 Trends - Gaps

DrvTim 1: 27 S MARKET ST, SMYRNA, DE 19977-1436, 10 Minute(s) Total

Description	2000 Census	%	2013 Estimate	%	2018 Projection	%
<b>Population by Age</b>	15,150		30,033		33,057	
Age 0 - 4	921	6.08%	2,041	6.80%	2,276	6.89%
Age 5 - 9	995	6.57%	2,090	6.96%	2,283	6.91%
Age 10 - 14	1,051	6.94%	2,073	6.90%	2,246	6.79%
Age 15 - 17	576	3.80%	1,256	4.18%	1,397	4.23%
Age 18 - 20	559	3.69%	1,095	3.65%	1,240	3.75%
Age 21 - 24	751	4.96%	1,482	4.93%	1,824	5.52%
Age 25 - 34	2,325	15.35%	4,184	13.93%	4,179	12.64%
Age 35 - 44	2,832	18.69%	4,525	15.07%	4,642	14.04%
Age 45 - 54	1,934	12.77%	4,323	14.39%	4,737	14.33%
Age 55 - 64	1,262	8.33%	3,214	10.70%	3,740	11.31%
Age 65 - 74	1,041	6.87%	2,239	7.46%	2,587	7.83%
Age 75 - 84	641	4.23%	1,140	3.80%	1,432	4.33%
Age 85 and over	261	1.72%	371	1.24%	474	1.43%
Age 16 and over	11,976	79.05%	23,431	78.02%	25,806	78.07%
Age 18 and over	11,607	76.61%	22,573	75.16%	24,854	75.19%
Age 21 and over	11,048	72.92%	21,479	71.52%	23,614	71.43%
Age 65 and over	1,943	12.83%	3,750	12.49%	4,493	13.59%
<b>Median Age</b>	36.4		36.8		37.3	
<b>Average Age</b>	37.10		37.20		37.80	
<b>Population by Sex</b>	15,150		30,033		33,057	
Male	8,107	53.51%	15,748	52.44%	17,227	52.11%
Female	7,042	46.48%	14,285	47.56%	15,830	47.89%
Male/Female Ratio	1.15		1.10		1.09	

# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

2013 Trends - Gaps

DrvTim 1: 27 S MARKET ST, SMYRNA, DE 19977-1436, 10 Minute(s) Total

Description	2000 Census	%	2013 Estimate	%	2018 Projection	%
<b>Pop. by Single Race Class. and Hispanic or Latino</b>						
<b>Hispanic or Latino:</b>	345		1,548		2,016	
White Alone	164	47.54%	700	45.22%	913	45.29%
Black or African American Alone	30	8.70%	165	10.66%	218	10.81%
American Indian and Alaska Native Alone	2	0.58%	26	1.68%	35	1.74%
Asian Alone	2	0.58%	3	0.19%	1	0.05%
Native Hawaiian and Other Pacific Islander Alone	0	0.00%	5	0.32%	5	0.25%
Some Other Race Alone	109	31.59%	451	29.13%	590	29.27%
Two or More Races	37	10.72%	197	12.73%	254	12.60%
<b>Not Hispanic or Latino:</b>	14,805		28,485		31,041	
White Alone	11,771	79.51%	18,336	64.37%	18,524	59.68%
Black or African American Alone	2,649	17.89%	8,714	30.59%	10,725	34.55%
American Indian and Alaska Native Alone	98	0.66%	123	0.43%	125	0.40%
Asian Alone	101	0.68%	468	1.64%	566	1.82%
Native Hawaiian and Other Pacific Islander Alone	5	0.03%	5	0.02%	4	0.01%
Some Other Race Alone	15	0.10%	68	0.24%	83	0.27%
Two or More Races	166	1.12%	772	2.71%	1,013	3.26%
<b>Households by Age of Householder</b>						
	5,083		9,777		10,822	
Householder Under 25 Years	205	4.03%	261	2.67%	311	2.87%
Householder 25 to 34 Years	883	17.37%	1,497	15.31%	1,482	13.69%
Householder 35 to 44 Years	1,227	24.14%	2,086	21.34%	2,157	19.93%
Householder 45 to 54 Years	997	19.61%	2,084	21.32%	2,309	21.34%
Householder 55 to 64 Years	688	13.54%	1,717	17.56%	2,009	18.56%
Householder 65 to 74 Years	636	12.51%	1,266	12.95%	1,467	13.56%
Householder 75 to 84 Years	347	6.83%	695	7.11%	872	8.06%
Householder 85 Years and over	101	1.99%	172	1.76%	215	1.99%
<b>Median Age of Householder</b>						
	47.3		50.0		51.3	



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# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

2013 Trends - Gaps

DrvTim 1: 27 S MARKET ST, SMYRNA, DE 19977-1436, 10 Minute(s) Total

Description	2000 Census	%	2013 Estimate	%	2018 Projection	%
<b>Households by Household Income</b>	5,061		9,777		10,822	
Income Less than \$15,000	700	13.83%	826	8.45%	810	7.48%
Income \$15,000 - \$24,999	598	11.82%	814	8.33%	868	8.02%
Income \$25,000 - \$34,999	752	14.86%	927	9.48%	928	8.58%
Income \$35,000 - \$49,999	964	19.05%	1,396	14.28%	1,468	13.56%
Income \$50,000 - \$74,999	1,101	21.75%	2,263	23.15%	2,321	21.45%
Income \$75,000 - \$99,999	535	10.57%	1,593	16.29%	1,798	16.61%
Income \$100,000 - \$124,999	220	4.35%	950	9.72%	1,237	11.43%
Income \$125,000 - \$149,999	82	1.62%	540	5.52%	705	6.51%
Income \$150,000 - \$199,999	58	1.15%	336	3.44%	476	4.40%
Income \$200,000 - \$249,999	29	0.57%	75	0.77%	134	1.24%
Income \$250,000 - \$499,999	19	0.38%	53	0.54%	70	0.65%
Income \$500,000 or more	2	0.04%	4	0.04%	9	0.08%
<b>Average Household Income</b>	\$50,827		\$68,730		\$73,835	
<b>Median Household Income</b>	\$42,479		\$60,234		\$64,406	
<b>2013 Median HH Inc. by Single Race Class</b>						
White Alone	44,296		61,201		66,007	
Black or African American Alone	32,494		57,934		61,536	
American Indian and Alaska Native Alone	23,573		71,417		78,986	
Asian Alone	44,654		63,751		70,026	
Native Hawaiian and Other Pacific Islander Alone	62,500		23,094		61,564	
Some Other Race Alone	19,905		49,847		50,985	
Two or More Races	44,896		62,521		63,711	
Hispanic or Latino	24,254		40,647		45,105	
Not Hispanic or Latino	42,745		61,420		65,695	



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# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

### 2013 Trends - Gaps

DrvTim 2: 27 S MARKET ST, SMYRNA, DE 19977-1436, 20 Minute(s) Total

Description	2000 Census	%	2013 Estimate	%	2018 Projection	%
<b>Population by Age</b>	91,604		136,338		145,790	
Age 0 - 4	6,569	7.17%	9,698	7.11%	10,569	7.25%
Age 5 - 9	6,906	7.54%	9,577	7.02%	10,069	6.91%
Age 10 - 14	6,839	7.47%	9,459	6.94%	9,901	6.79%
Age 15 - 17	3,769	4.11%	5,912	4.34%	6,215	4.26%
Age 18 - 20	4,806	5.25%	7,167	5.26%	7,383	5.06%
Age 21 - 24	5,313	5.80%	8,269	6.07%	8,560	5.87%
Age 25 - 34	13,006	14.20%	17,792	13.05%	18,835	12.92%
Age 35 - 44	15,064	16.44%	17,985	13.19%	18,366	12.60%
Age 45 - 54	11,315	12.35%	18,464	13.54%	18,756	12.87%
Age 55 - 64	7,703	8.41%	14,320	10.50%	16,591	11.38%
Age 65 - 74	5,662	6.18%	10,210	7.49%	11,740	8.05%
Age 75 - 84	3,440	3.76%	5,403	3.96%	6,432	4.41%
Age 85 and over	1,212	1.32%	2,080	1.53%	2,374	1.63%
Age 16 and over	70,012	76.43%	105,718	77.54%	113,262	77.69%
Age 18 and over	67,520	73.71%	101,691	74.59%	109,036	74.79%
Age 21 and over	62,715	68.46%	94,524	69.33%	101,653	69.73%
Age 65 and over	10,314	11.26%	17,693	12.98%	20,546	14.09%
<b>Median Age</b>	33.9		35.2		35.7	
<b>Average Age</b>	35.20		36.70		37.30	
<b>Population by Sex</b>	91,604		136,338		145,790	
Male	45,105	49.24%	66,753	48.96%	71,411	48.98%
Female	46,498	50.76%	69,585	51.04%	74,379	51.02%
Male/Female Ratio	0.97		0.96		0.96	

# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

2013 Trends - Gaps

DrvTim 2: 27 S MARKET ST, SMYRNA, DE 19977-1436, 20 Minute(s) Total

Description	2000 Census	%	2013 Estimate	%	2018 Projection	%
<b>Pop. by Single Race Class. and Hispanic or Latino</b>						
<b>Hispanic or Latino:</b>	3,130		8,770		10,721	
White Alone	1,435	45.85%	3,941	44.94%	4,791	44.69%
Black or African American Alone	337	10.77%	1,062	12.11%	1,303	12.15%
American Indian and Alaska Native Alone	25	0.80%	113	1.29%	138	1.29%
Asian Alone	21	0.67%	44	0.50%	51	0.48%
Native Hawaiian and Other Pacific Islander Alone	1	0.03%	14	0.16%	16	0.15%
Some Other Race Alone	981	31.34%	2,581	29.43%	3,166	29.53%
Two or More Races	329	10.51%	1,015	11.57%	1,257	11.72%
<b>Not Hispanic or Latino:</b>	88,474		127,568		135,069	
White Alone	63,622	71.91%	80,499	63.10%	80,670	59.73%
Black or African American Alone	20,852	23.57%	38,559	30.23%	44,326	32.82%
American Indian and Alaska Native Alone	565	0.64%	713	0.56%	737	0.55%
Asian Alone	1,640	1.85%	3,423	2.68%	4,028	2.98%
Native Hawaiian and Other Pacific Islander Alone	26	0.03%	57	0.04%	64	0.05%
Some Other Race Alone	151	0.17%	343	0.27%	403	0.30%
Two or More Races	1,617	1.83%	3,974	3.12%	4,841	3.58%
<b>Households by Age of Householder</b>						
	33,224		47,814		51,051	
Householder Under 25 Years	2,086	6.28%	2,459	5.14%	2,404	4.71%
Householder 25 to 34 Years	6,197	18.65%	7,658	16.02%	7,983	15.64%
Householder 35 to 44 Years	7,900	23.78%	9,097	19.03%	9,256	18.13%
Householder 45 to 54 Years	6,319	19.02%	9,848	20.60%	9,895	19.38%
Householder 55 to 64 Years	4,450	13.39%	8,014	16.76%	9,164	17.95%
Householder 65 to 74 Years	3,557	10.71%	6,098	12.75%	6,948	13.61%
Householder 75 to 84 Years	2,142	6.45%	3,502	7.32%	4,120	8.07%
Householder 85 Years and over	574	1.73%	1,138	2.38%	1,281	2.51%
<b>Median Age of Householder</b>						
	45.7		49.8		50.9	



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# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

### 2013 Trends - Gaps

DrvTim 2: 27 S MARKET ST, SMYRNA, DE 19977-1436, 20 Minute(s) Total

Description	2000 Census	%	2013 Estimate	%	2018 Projection	%
<b>Households by Household Income</b>	33,239		47,814		51,051	
Income Less than \$15,000	4,536	13.65%	4,878	10.20%	4,700	9.21%
Income \$15,000 - \$24,999	4,310	12.97%	4,305	9.00%	4,450	8.72%
Income \$25,000 - \$34,999	4,341	13.06%	4,192	8.77%	4,127	8.08%
Income \$35,000 - \$49,999	5,782	17.40%	6,894	14.42%	6,987	13.69%
Income \$50,000 - \$74,999	7,140	21.48%	10,075	21.07%	10,153	19.89%
Income \$75,000 - \$99,999	3,852	11.59%	7,352	15.38%	7,961	15.59%
Income \$100,000 - \$124,999	1,696	5.10%	4,269	8.93%	5,159	10.11%
Income \$125,000 - \$149,999	759	2.28%	2,797	5.85%	3,390	6.64%
Income \$150,000 - \$199,999	537	1.62%	2,037	4.26%	2,644	5.18%
Income \$200,000 - \$249,999	163	0.49%	505	1.06%	821	1.61%
Income \$250,000 - \$499,999	104	0.31%	454	0.95%	563	1.10%
Income \$500,000 or more	19	0.06%	57	0.12%	97	0.19%
<b>Average Household Income</b>	\$52,609		\$70,335		\$75,404	
<b>Median Household Income</b>	\$43,905		\$59,027		\$62,956	
<b>2013 Median HH Inc. by Single Race Class</b>						
White Alone	46,843		63,971		68,495	
Black or African American Alone	34,854		46,980		50,944	
American Indian and Alaska Native Alone	29,749		25,736		34,283	
Asian Alone	37,759		71,857		82,103	
Native Hawaiian and Other Pacific Islander Alone	62,500		23,840		33,566	
Some Other Race Alone	32,481		47,045		48,598	
Two or More Races	40,105		51,864		52,745	
Hispanic or Latino	34,183		48,131		50,643	
Not Hispanic or Latino	44,130		59,589		63,709	



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# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

2013 Trends - Gaps

DrvTim 3: 27 S MARKET ST, SMYRNA, DE 19977-1436, 30 Minute(s) Total

Description	2000 Census	%	2013 Estimate	%	2018 Projection	%
<b>Population by Age</b>	212,561		286,570		302,572	
Age 0 - 4	16,089	7.57%	19,657	6.86%	20,946	6.92%
Age 5 - 9	17,216	8.10%	19,739	6.89%	20,297	6.71%
Age 10 - 14	16,715	7.86%	20,152	7.03%	20,337	6.72%
Age 15 - 17	9,165	4.31%	12,645	4.41%	12,812	4.23%
Age 18 - 20	9,137	4.30%	13,008	4.54%	13,194	4.36%
Age 21 - 24	11,212	5.27%	15,764	5.50%	16,239	5.37%
Age 25 - 34	32,891	15.47%	37,678	13.15%	39,708	13.12%
Age 35 - 44	37,626	17.70%	38,740	13.52%	38,112	12.60%
Age 45 - 54	27,077	12.74%	42,185	14.72%	41,524	13.72%
Age 55 - 64	16,573	7.80%	32,715	11.42%	37,901	12.53%
Age 65 - 74	10,878	5.12%	20,913	7.30%	25,342	8.38%
Age 75 - 84	6,034	2.84%	9,962	3.48%	12,145	4.01%
Age 85 and over	1,947	0.92%	3,413	1.19%	4,014	1.33%
Age 16 and over	159,448	75.01%	222,955	77.80%	236,866	78.28%
Age 18 and over	153,375	72.16%	214,377	74.81%	228,179	75.41%
Age 21 and over	144,239	67.86%	201,369	70.27%	214,985	71.05%
Age 65 and over	18,859	8.87%	34,288	11.96%	41,500	13.72%
<b>Median Age</b>	33.1		36.2		37.0	
<b>Average Age</b>	33.90		36.90		37.80	
<b>Population by Sex</b>	212,561		286,570		302,572	
Male	104,340	49.09%	139,909	48.82%	147,703	48.82%
Female	108,221	50.91%	146,661	51.18%	154,869	51.18%
Male/Female Ratio	0.96		0.95		0.95	

# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

2013 Trends - Gaps

DrvTim 3: 27 S MARKET ST, SMYRNA, DE 19977-1436, 30 Minute(s) Total

Description	2000 Census	%	2013 Estimate	%	2018 Projection	%
<b>Pop. by Single Race Class. and Hispanic or Latino</b>						
<b>Hispanic or Latino:</b>	8,117		21,679		25,932	
White Alone	3,820	47.06%	9,499	43.82%	11,303	43.59%
Black or African American Alone	789	9.72%	2,165	9.99%	2,566	9.90%
American Indian and Alaska Native Alone	55	0.68%	231	1.07%	271	1.05%
Asian Alone	76	0.94%	80	0.37%	89	0.34%
Native Hawaiian and Other Pacific Islander Alone	7	0.09%	29	0.13%	31	0.12%
Some Other Race Alone	2,591	31.92%	7,454	34.38%	9,002	34.71%
Two or More Races	778	9.58%	2,221	10.24%	2,669	10.29%
<b>Not Hispanic or Latino:</b>	204,445		264,891		276,640	
White Alone	150,473	73.60%	165,515	62.48%	163,607	59.14%
Black or African American Alone	44,854	21.94%	79,261	29.92%	89,412	32.32%
American Indian and Alaska Native Alone	888	0.43%	1,070	0.40%	1,102	0.40%
Asian Alone	4,251	2.08%	10,248	3.87%	12,077	4.37%
Native Hawaiian and Other Pacific Islander Alone	61	0.03%	128	0.05%	131	0.05%
Some Other Race Alone	357	0.17%	567	0.21%	631	0.23%
Two or More Races	3,560	1.74%	8,102	3.06%	9,680	3.50%
<b>Households by Age of Householder</b>						
	77,412		102,090		107,526	
Householder Under 25 Years	4,242	5.48%	4,107	4.02%	3,974	3.70%
Householder 25 to 34 Years	15,944	20.60%	16,011	15.68%	16,392	15.24%
Householder 35 to 44 Years	20,459	26.43%	19,812	19.41%	19,286	17.94%
Householder 45 to 54 Years	15,480	20.00%	22,869	22.40%	22,115	20.57%
Householder 55 to 64 Years	9,748	12.59%	18,592	18.21%	21,125	19.65%
Householder 65 to 74 Years	6,831	8.82%	12,564	12.31%	14,966	13.92%
Householder 75 to 84 Years	3,754	4.85%	6,295	6.17%	7,536	7.01%
Householder 85 Years and over	953	1.23%	1,840	1.80%	2,132	1.98%
<b>Median Age of Householder</b>						
	44.1		49.9		51.4	



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# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

2013 Trends - Gaps

DrvTim 3: 27 S MARKET ST, SMYRNA, DE 19977-1436, 30 Minute(s) Total

Description	2000 Census	%	2013 Estimate	%	2018 Projection	%
<b>Households by Household Income</b>	77,288		102,090		107,526	
Income Less than \$15,000	8,541	11.05%	8,800	8.62%	8,450	7.86%
Income \$15,000 - \$24,999	8,710	11.27%	7,820	7.66%	7,919	7.36%
Income \$25,000 - \$34,999	9,205	11.91%	8,881	8.70%	8,687	8.08%
Income \$35,000 - \$49,999	13,684	17.71%	14,180	13.89%	14,289	13.29%
Income \$50,000 - \$74,999	17,818	23.05%	22,352	21.89%	22,446	20.87%
Income \$75,000 - \$99,999	10,582	13.69%	16,437	16.10%	17,410	16.19%
Income \$100,000 - \$124,999	4,758	6.16%	10,152	9.94%	11,667	10.85%
Income \$125,000 - \$149,999	1,869	2.42%	6,060	5.94%	7,120	6.62%
Income \$150,000 - \$199,999	1,303	1.69%	4,889	4.79%	6,019	5.60%
Income \$200,000 - \$249,999	435	0.56%	1,221	1.20%	1,893	1.76%
Income \$250,000 - \$499,999	291	0.38%	1,135	1.11%	1,367	1.27%
Income \$500,000 or more	91	0.12%	163	0.16%	261	0.24%
<b>Average Household Income</b>	\$56,956		\$74,168		\$78,811	
<b>Median Household Income</b>	\$48,359		\$62,709		\$66,059	
<b>2013 Median HH Inc. by Single Race Class</b>						
White Alone	50,814		66,093		70,045	
Black or African American Alone	41,153		54,741		58,134	
American Indian and Alaska Native Alone	36,490		37,697		38,515	
Asian Alone	53,994		79,485		85,836	
Native Hawaiian and Other Pacific Islander Alone	83,929		40,986		41,333	
Some Other Race Alone	34,393		47,803		49,548	
Two or More Races	41,611		56,809		58,647	
Hispanic or Latino	38,509		50,207		52,958	
Not Hispanic or Latino	48,640		63,459		66,974	



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# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

2013 Trends - Gaps

### Appendix: Area Listing

#### Area Name:

Type: Drive Time 1: 10 Minute(s) Reporting Detail: Aggregate Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

39.189949 -75.526146	39.204651 -75.544525	39.198524 -75.556770	39.208324 -75.547585
39.219349 -75.564735	39.217514 -75.570862	39.212002 -75.569023	39.210777 -75.572693
39.217514 -75.575760	39.216290 -75.586784	39.224865 -75.592293	39.226700 -75.601486
39.236500 -75.602097	39.244465 -75.592293	39.243851 -75.605156	39.254265 -75.610672
39.250587 -75.616798	39.238949 -75.613121	39.235275 -75.616798	39.259163 -75.632111
39.248138 -75.636398	39.239563 -75.623535	39.237724 -75.632721	39.230988 -75.632111
39.237724 -75.643745	39.232826 -75.655380	39.241402 -75.658447	39.240788 -75.652321
39.252426 -75.642525	39.259777 -75.654160	39.265900 -75.655380	39.254875 -75.663956
39.250587 -75.674370	39.262226 -75.672531	39.264065 -75.665184	39.268963 -75.670692
39.276924 -75.663345	39.275089 -75.669472	39.281212 -75.672531	39.270802 -75.679268
39.278149 -75.681725	39.272636 -75.700706	39.277538 -75.693970	39.283665 -75.696419
39.279987 -75.689682	39.287338 -75.686623	39.281826 -75.683556	39.286724 -75.667023
39.302036 -75.670692	39.296524 -75.681725	39.302036 -75.682335	39.305714 -75.693970
39.306324 -75.683556	39.313065 -75.682945	39.305714 -75.678658	39.305714 -75.670692
39.318577 -75.668243	39.327152 -75.681107	39.325314 -75.685394	39.333889 -75.690910
39.335724 -75.684174	39.319801 -75.649872	39.343689 -75.663345	39.345524 -75.657219
39.357777 -75.658447	39.357162 -75.652931	39.367577 -75.657837	39.366352 -75.665794
39.371864 -75.662735	39.376762 -75.667633	39.381664 -75.663956	39.395138 -75.668861
39.405552 -75.664574	39.392075 -75.664574	39.369411 -75.653549	39.366962 -75.644356
39.376152 -75.639458	39.373699 -75.632721	39.366352 -75.639458	39.362064 -75.627823
39.362675 -75.642525	39.351650 -75.638847	39.346138 -75.606384	39.355938 -75.607613
39.361450 -75.623535	39.361450 -75.614960	39.368187 -75.611282	39.360226 -75.610672
39.360226 -75.606995	39.372475 -75.603325	39.359001 -75.603325	39.357162 -75.595970
39.360226 -75.585556	39.367577 -75.585556	39.366962 -75.570862	39.355324 -75.585556
39.347363 -75.569023	39.347363 -75.575760	39.338787 -75.581268	39.338177 -75.591072
39.324699 -75.586784	39.321636 -75.571472	39.320412 -75.577599	39.314289 -75.575760
39.317352 -75.582497	39.321636 -75.581268	39.318577 -75.591682	39.311226 -75.588623
39.309387 -75.575150	39.315514 -75.564125	39.321026 -75.565346	39.318577 -75.559837
39.324089 -75.549423	39.342464 -75.542686	39.327763 -75.534111	39.329601 -75.542686
39.323475 -75.544525	39.328987 -75.527374	39.321636 -75.526756	39.319801 -75.532883



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# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

2013 Trends - Gaps

### Appendix: Area Listing

#### Area Name:

Type: Drive Time 1: 10 Minute(s)      Reporting Detail: Aggregate      Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

39.308163 -75.538399	39.312450 -75.513893	39.304489 -75.527374	39.303265 -75.518181
39.298977 -75.517570	39.303265 -75.535332	39.290401 -75.526756	39.290401 -75.535332
39.285500 -75.532272	39.277538 -75.535950	39.270802 -75.529823	39.273865 -75.537781
39.264675 -75.541458	39.276314 -75.541458	39.278763 -75.557999	39.268349 -75.561668
39.277538 -75.562286	39.279987 -75.569023	39.275089 -75.574532	39.270187 -75.571472
39.271412 -75.578209	39.261612 -75.560448	39.264065 -75.541458	39.257324 -75.559837
39.248138 -75.567184	39.251812 -75.576981	39.240177 -75.579437	39.230377 -75.573311
39.232212 -75.566574	39.225475 -75.567795	39.192402 -75.522469	39.189949 -75.526146

#### Area Name:

Type: Drive Time 2: 20 Minute(s)      Reporting Detail: Aggregate      Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

39.078075 -75.459602	39.104836 -75.458328	39.103561 -75.505478	39.112480 -75.506752
39.099739 -75.516945	39.143063 -75.561546	39.137966 -75.574287	39.154530 -75.575562
39.145611 -75.589577	39.160900 -75.597221	39.157078 -75.611244	39.174919 -75.611244
39.163448 -75.622711	39.173645 -75.667305	39.165997 -75.678772	39.178741 -75.678772
39.172371 -75.687698	39.186386 -75.696617	39.164722 -75.715729	39.180016 -75.719551
39.183838 -75.734840	39.194031 -75.715729	39.206776 -75.720825	39.197853 -75.756508
39.214420 -75.724648	39.211872 -75.742485	39.227161 -75.739937	39.225887 -75.759056
39.255196 -75.751404	39.252647 -75.807472	39.264114 -75.751404	39.276855 -75.785812
39.295971 -75.773071	39.304890 -75.803650	39.315086 -75.778168	39.304890 -75.767975
39.326553 -75.750130	39.335472 -75.779442	39.335472 -75.748856	39.348213 -75.750130
39.348213 -75.774345	39.355862 -75.753952	39.360958 -75.773071	39.373699 -75.770523
39.360958 -75.742485	39.367329 -75.732292	39.374973 -75.755226	39.380070 -75.742485
39.394089 -75.748856	39.387718 -75.724648	39.408104 -75.747581	39.410652 -75.734840
39.428493 -75.743759	39.436138 -75.719551	39.445057 -75.725922	39.437412 -75.746307
39.456524 -75.743759	39.488380 -75.697891	39.476913 -75.694069	39.488380 -75.672401
39.469269 -75.671127	39.469269 -75.655838	39.497299 -75.664757	39.501125 -75.683876



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# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

2013 Trends - Gaps

### Appendix: Area Listing

#### Area Name:

Type: Drive Time 2: 20 Minute(s)      Reporting Detail: Aggregate      Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

39.504948 -75.663483	39.522785 -75.654564	39.555916 -75.658386	39.544449 -75.644371
39.506222 -75.639275	39.516415 -75.634178	39.516415 -75.609970	39.460346 -75.653290
39.461624 -75.615067	39.427219 -75.626534	39.428493 -75.604866	39.418297 -75.623985
39.405556 -75.617615	39.409378 -75.597221	39.424671 -75.598495	39.413200 -75.588303
39.415749 -75.552628	39.404282 -75.553902	39.405556 -75.583206	39.374973 -75.558998
39.388992 -75.520767	39.366055 -75.528412	39.360958 -75.550079	39.339294 -75.530960
39.363506 -75.518219	39.358410 -75.500381	39.348213 -75.519493	39.334198 -75.519493
39.326553 -75.496559	39.315086 -75.509300	39.326553 -75.478722	39.338020 -75.476173
39.317635 -75.445587	39.324005 -75.469803	39.307438 -75.506752	39.293423 -75.495285
39.288326 -75.510574	39.293423 -75.471077	39.281956 -75.467255	39.262840 -75.486366
39.256470 -75.467255	39.259018 -75.514397	39.246277 -75.513123	39.239902 -75.490189
39.224613 -75.488914	39.225887 -75.474899	39.208611 -75.482303	39.208611 -75.482303
39.208050 -75.471077	39.185112 -75.454506	39.194031 -75.439217	39.172371 -75.445587
39.172371 -75.422653	39.164722 -75.441765	39.143063 -75.443039	39.151981 -75.478722
39.140514 -75.460876	39.134144 -75.478722	39.117577 -75.463432	39.126495 -75.445587
39.118851 -75.434120	39.107384 -75.445587	39.099739 -75.432846	39.097191 -75.449409
39.078075 -75.459602			

#### Area Name:

Type: Drive Time 3: 30 Minute(s)      Reporting Detail: Aggregate      Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

38.981979 -75.448380	39.000866 -75.491814	39.017864 -75.489929	39.017864 -75.467262
39.029194 -75.472931	39.042416 -75.533363	39.025417 -75.537140	39.014088 -75.567352
39.059410 -75.591904	39.068855 -75.624016	39.091518 -75.618347	39.117958 -75.675003
39.095295 -75.693886	39.100960 -75.756210	39.116066 -75.763763	39.108513 -75.784538
39.127399 -75.782654	39.119846 -75.803421	39.146286 -75.818535	39.157616 -75.807198
39.185944 -75.860077	39.221825 -75.854416	39.212383 -75.882744	39.235046 -75.907295
39.253933 -75.888405	39.259598 -75.916740	39.297367 -75.858192	39.320030 -75.860077



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# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Trend 2013

2013 Trends - Gaps

### Appendix: Area Listing

#### Area Name:

Type: Drive Time 3: 30 Minute(s)      Reporting Detail: Aggregate      Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

39.312477 -75.894073	39.342693 -75.894073	39.382351 -75.826088	39.406902 -75.846863
39.422012 -75.827972	39.418236 -75.790207	39.431454 -75.829865	39.435230 -75.780762
39.456005 -75.837418	39.459782 -75.807198	39.495667 -75.816643	39.505108 -75.786430
39.533436 -75.773209	39.533436 -75.742989	39.563652 -75.750542	39.582539 -75.731659
39.591980 -75.748657	39.625977 -75.722214	39.646748 -75.673111	39.671299 -75.676895
39.705296 -75.652344	39.690186 -75.631569	39.675076 -75.639122	39.663746 -75.599464
39.637306 -75.593796	39.614643 -75.624016	39.597649 -75.622124	39.582539 -75.580574
39.525883 -75.565468	39.431454 -75.620232	39.437119 -75.597572	39.416348 -75.588127
39.422012 -75.544693	39.395573 -75.540916	39.405014 -75.580574	39.376686 -75.557915
39.389908 -75.518257	39.359692 -75.546585	39.348358 -75.529587	39.365356 -75.503143
39.354023 -75.497482	39.350246 -75.516365	39.335140 -75.516365	39.327583 -75.493706
39.316254 -75.503143	39.338917 -75.478592	39.318142 -75.442711	39.304924 -75.501259
39.291702 -75.493706	39.295479 -75.469154	39.265263 -75.482368	39.253933 -75.465378
39.255821 -75.510696	39.229382 -75.489929	39.233158 -75.474815	39.210495 -75.474815
39.214272 -75.448380	39.187832 -75.452156	39.195385 -75.425713	39.176502 -75.444603
39.193497 -75.391724	39.168945 -75.404938	39.163280 -75.438934	39.140617 -75.438934
39.138729 -75.401161	39.121735 -75.435158	39.106625 -75.429489	39.110401 -75.395500
39.059410 -75.389832	39.044304 -75.437050	39.031082 -75.429489	39.019753 -75.454041
38.991425 -75.437050	38.981979 -75.448380		

#### Project Information:

Site: 3

Order Number: 971516267



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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

Drvtim 1: 27 S MARKET ST, SMYRNA, DE 19977-1436, 10 Minute(s) Total

Retail Stores	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	412,325,859	440,523,457	(28,197,598)
Motor Vehicle and Parts Dealers-441	74,723,455	150,244,385	(75,520,930)
Automotive Dealers-4411	58,574,419	123,446,686	(64,872,267)
Other Motor Vehicle Dealers-4412	10,322,777	23,710,253	(13,387,476)
Automotive Parts/Accsrs, Tire Stores-4413	5,826,259	3,087,446	2,738,813
Furniture and Home Furnishings Stores-442	8,090,038	408,463	7,681,575
Furniture Stores-4421	4,222,378	209,268	4,013,110
Home Furnishing Stores-4422	3,867,660	199,195	3,668,465
Electronics and Appliance Stores-443	7,782,806	3,763,401	4,019,405
Appliances, TVs, Electronics Stores-44311	5,835,650	3,138,274	2,697,376
Household Appliances Stores-443111	1,098,272	0	1,098,272
Radio, Television, Electronics Stores-443112	4,737,378	3,138,274	1,599,104
Computer and Software Stores-44312	1,741,636	625,127	1,116,509
Camera and Photographic Equipment Stores-44313	205,520	0	205,520
Building Material, Garden Equip Stores -444	40,264,222	15,441,325	24,822,897
Building Material and Supply Dealers-4441	36,062,223	9,265,906	26,796,317
Home Centers-44411	14,513,561	2,754,828	11,758,733
Paint and Wallpaper Stores-44412	617,729	0	617,729
Hardware Stores-44413	3,506,701	4,528,186	(1,021,485)
Other Building Materials Dealers-44419	17,424,232	1,982,892	15,441,340
Building Materials, Lumberyards-444191	6,618,944	775,310	5,843,634
Lawn, Garden Equipment, Supplies Stores-4442	4,201,999	6,175,419	(1,973,420)
Outdoor Power Equipment Stores-44421	786,019	3,310,186	(2,524,167)
Nursery and Garden Centers-44422	3,415,980	2,865,233	550,747
Food and Beverage Stores-445	51,294,342	64,950,980	(13,656,638)
Grocery Stores-4451	44,780,656	57,809,831	(13,029,175)
Supermarkets, Grocery (Ex Conv) Stores-44511	42,552,139	53,474,384	(10,922,245)
Convenience Stores-44512	2,228,517	4,335,447	(2,106,930)
Specialty Food Stores-4452	3,696,681	416,898	3,279,783
Beer, Wine and Liquor Stores-4453	2,817,005	6,724,251	(3,907,246)
Health and Personal Care Stores-446	25,595,780	17,866,710	7,729,070
Pharmacies and Drug Stores-44611	20,335,021	15,866,445	4,468,576
Cosmetics, Beauty Supplies, Perfume Stores-44612	1,823,407	40,510	1,782,897
Optical Goods Stores-44613	1,138,610	1,658,390	(519,780)
Other Health and Personal Care Stores-44619	2,298,742	301,365	1,997,377



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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

DrvTim 1: 27 S MARKET ST, SMYRNA, DE 19977-1436, 10 Minute(s) Total

Retail Stores	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	40,478,597	37,674,241	2,804,356
Gasoline Stations With Conv Stores-44711	29,677,766	37,022,536	(7,344,770)
Other Gasoline Stations-44719	10,800,830	651,705	10,149,125
Clothing and Clothing Accessories Stores-448	19,731,640	4,264,525	15,467,115
Clothing Stores-4481	14,845,093	2,151,694	12,693,399
Men's Clothing Stores-44811	805,387	110,643	694,744
Women's Clothing Stores-44812	3,307,343	613,351	2,693,992
Childrens, Infants Clothing Stores-44813	1,012,140	76,587	935,553
Family Clothing Stores-44814	7,766,105	708,954	7,057,151
Clothing Accessories Stores-44815	615,760	322,061	293,699
Other Clothing Stores-44819	1,338,357	320,098	1,018,259
Shoe Stores-4482	2,448,105	296,625	2,151,480
Jewelry, Luggage, Leather Goods Stores-4483	2,438,442	1,816,206	622,236
Jewelry Stores-44831	2,262,796	1,816,206	446,590
Luggage and Leather Goods Stores-44832	175,646	0	175,646
Sporting Goods, Hobby, Book, Music Stores-451	7,303,062	1,256,417	6,046,645
Sporting Goods, Hobby, Musical Inst Stores-4511	5,679,572	768,061	4,911,511
Sporting Goods Stores-45111	3,053,309	42,505	3,010,804
Hobby, Toys and Games Stores-45112	1,388,365	652,447	735,918
Sew/Needlework/Piece Goods Stores-45113	766,835	329	766,506
Musical Instrument and Supplies Stores-45114	471,063	72,779	398,284
Book, Periodical and Music Stores-4512	1,623,490	488,356	1,135,134
Book Stores and News Dealers-45121	1,328,971	0	1,328,971
Book Stores-451211	1,201,571	0	1,201,571
News Dealers and Newsstands-451212	127,400	0	127,400
Prerecorded Tapes, CDs, Record Stores-45122	294,519	488,356	(193,837)
General Merchandise Stores-452	53,268,374	45,292,460	7,975,914
Department Stores Excl Leased Depts-4521	21,886,827	15,472,487	6,414,340
Other General Merchandise Stores-4529	31,381,546	29,819,973	1,561,573
Miscellaneous Store Retailers-453	11,375,346	12,769,913	(1,394,567)
Florists-4531	510,439	217,739	292,700
Office Supplies, Stationery, Gift Stores-4532	3,469,909	620,272	2,849,637
Office Supplies and Stationery Stores-45321	1,947,898	246,751	1,701,147
Gift, Novelty and Souvenir Stores-45322	1,522,010	373,521	1,148,489
Used Merchandise Stores-4533	1,032,835	1,354,883	(322,048)
Other Miscellaneous Store Retailers-4539	6,362,163	10,577,019	(4,214,856)
Non-Store Retailers-454	31,604,594	51,813,754	(20,209,160)
Foodservice and Drinking Places-722	40,813,604	34,776,886	6,036,718
Full-Service Restaurants-7221	18,771,150	15,601,737	3,169,413



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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

DrvTim 1: 27 S MARKET ST, SMYRNA, DE 19977-1436, 10 Minute(s) Total

Retail Stores	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Limited-Service Eating Places-7222	17,008,780	17,291,174	(282,394)
Special Foodservices-7223	3,286,145	1,619,545	1,666,600
Drinking Places -Alcoholic Beverages-7224	1,747,529	264,429	1,483,100
GAFO *	99,645,828	55,605,536	44,040,292
General Merchandise Stores-452	53,268,374	45,292,460	7,975,914
Clothing and Clothing Accessories Stores-448	19,731,640	4,264,525	15,467,115
Furniture and Home Furnishings Stores-442	8,090,038	408,463	7,681,575
Electronics and Appliance Stores-443	7,782,806	3,763,401	4,019,405
Sporting Goods, Hobby, Book, Music Stores-451	7,303,062	1,256,417	6,046,645
Office Supplies, Stationery, Gift Stores-4532	3,469,909	620,272	2,849,637



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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

DrvTim 2: 27 S MARKET ST, SMYRNA, DE 19977-1436, 20 Minute(s) Total

Retail Stores	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	2,120,396,386	2,896,279,964	(775,883,578)
Motor Vehicle and Parts Dealers-441	394,133,629	476,779,603	(82,645,974)
Automotive Dealers-4411	323,970,323	390,834,702	(66,864,379)
Other Motor Vehicle Dealers-4412	40,404,048	45,078,079	(4,674,031)
Automotive Parts/Accsrs, Tire Stores-4413	29,759,257	40,866,823	(11,107,566)
Furniture and Home Furnishings Stores-442	42,049,278	42,930,666	(881,388)
Furniture Stores-4421	22,122,688	37,230,957	(15,108,269)
Home Furnishing Stores-4422	19,926,590	5,699,710	14,226,880
Electronics and Appliance Stores-443	41,330,360	57,613,817	(16,283,457)
Appliances, TVs, Electronics Stores-44311	30,625,842	50,023,207	(19,397,365)
Household Appliances Stores-443111	5,419,716	3,531,280	1,888,436
Radio, Television, Electronics Stores-443112	25,206,127	46,491,927	(21,285,800)
Computer and Software Stores-44312	9,647,883	7,590,610	2,057,273
Camera and Photographic Equipment Stores-44313	1,056,634	0	1,056,634
Building Material, Garden Equip Stores -444	200,733,854	279,512,357	(78,778,503)
Building Material and Supply Dealers-4441	180,378,349	253,425,878	(73,047,529)
Home Centers-44411	73,207,260	139,093,774	(65,886,514)
Paint and Wallpaper Stores-44412	3,025,701	521,681	2,504,020
Hardware Stores-44413	17,888,354	18,165,859	(277,505)
Other Building Materials Dealers-44419	86,257,034	95,644,563	(9,387,529)
Building Materials, Lumberyards-444191	33,267,017	37,397,022	(4,130,005)
Lawn, Garden Equipment, Supplies Stores-4442	20,355,505	26,086,480	(5,730,975)
Outdoor Power Equipment Stores-44421	3,231,244	9,448,891	(6,217,647)
Nursery and Garden Centers-44422	17,124,261	16,637,588	486,673
Food and Beverage Stores-445	258,981,611	379,167,405	(120,185,794)
Grocery Stores-4451	224,819,997	299,740,078	(74,920,081)
Supermarkets, Grocery (Ex Conv) Stores-44511	213,552,782	276,408,662	(62,855,880)
Convenience Stores-44512	11,267,215	23,331,416	(12,064,201)
Specialty Food Stores-4452	18,526,907	24,225,377	(5,698,470)
Beer, Wine and Liquor Stores-4453	15,634,708	55,201,950	(39,567,242)
Health and Personal Care Stores-446	126,019,229	156,742,278	(30,723,049)
Pharmacies and Drug Stores-44611	100,039,956	131,950,731	(31,910,775)
Cosmetics, Beauty Supplies, Perfume Stores-44612	8,938,856	5,564,874	3,373,982
Optical Goods Stores-44613	5,738,089	9,115,021	(3,376,932)
Other Health and Personal Care Stores-44619	11,302,328	10,111,652	1,190,676



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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

DrvTim 2: 27 S MARKET ST, SMYRNA, DE 19977-1436, 20 Minute(s) Total

Retail Stores	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	207,773,338	295,980,472	(88,207,134)
Gasoline Stations With Conv Stores-44711	151,892,476	281,128,638	(129,236,162)
Other Gasoline Stations-44719	55,880,862	14,851,834	41,029,028
Clothing and Clothing Accessories Stores-448	101,634,705	61,240,666	40,394,039
Clothing Stores-4481	76,307,484	44,360,343	31,947,141
Men's Clothing Stores-44811	4,285,801	3,691,767	594,034
Women's Clothing Stores-44812	17,041,720	6,532,090	10,509,630
Childrens, Infants Clothing Stores-44813	4,920,824	2,391,186	2,529,638
Family Clothing Stores-44814	39,966,192	22,787,495	17,178,697
Clothing Accessories Stores-44815	3,201,777	2,070,019	1,131,758
Other Clothing Stores-44819	6,891,170	6,887,786	3,384
Shoe Stores-4482	12,327,865	5,290,256	7,037,609
Jewelry, Luggage, Leather Goods Stores-4483	12,999,357	11,590,067	1,409,290
Jewelry Stores-44831	12,094,229	11,590,067	504,162
Luggage and Leather Goods Stores-44832	905,127	0	905,127
Sporting Goods, Hobby, Book, Music Stores-451	40,874,688	43,035,261	(2,160,573)
Sporting Goods, Hobby, Musical Inst Stores-4511	30,044,481	28,968,475	1,076,006
Sporting Goods Stores-45111	16,129,514	1,008,293	15,121,221
Hobby, Toys and Games Stores-45112	7,613,890	24,657,686	(17,043,796)
Sew/Needlework/Piece Goods Stores-45113	3,697,258	1,050,825	2,646,433
Musical Instrument and Supplies Stores-45114	2,603,820	2,251,671	352,149
Book, Periodical and Music Stores-4512	10,830,206	14,066,786	(3,236,580)
Book Stores and News Dealers-45121	9,196,198	5,687,805	3,508,393
Book Stores-451211	8,501,086	5,687,805	2,813,281
News Dealers and Newsstands-451212	695,112	0	695,112
Prerecorded Tapes, CDs, Record Stores-45122	1,634,009	8,378,981	(6,744,972)
General Merchandise Stores-452	270,362,685	415,296,008	(144,933,323)
Department Stores Excl Leased Depts-4521	111,348,694	297,235,488	(185,886,794)
Other General Merchandise Stores-4529	159,013,992	118,060,520	40,953,472
Miscellaneous Store Retailers-453	57,996,031	94,461,514	(36,465,483)
Florists-4531	2,564,892	3,441,316	(876,424)
Office Supplies, Stationery, Gift Stores-4532	18,285,010	12,136,239	6,148,771
Office Supplies and Stationery Stores-45321	10,296,300	6,622,258	3,674,042
Gift, Novelty and Souvenir Stores-45322	7,988,710	5,513,981	2,474,729
Used Merchandise Stores-4533	5,650,923	4,851,496	799,427
Other Miscellaneous Store Retailers-4539	31,495,205	74,032,464	(42,537,259)
Non-Store Retailers-454	165,283,340	370,829,322	(205,545,982)
Foodservice and Drinking Places-722	213,223,638	222,690,595	(9,466,957)
Full-Service Restaurants-7221	98,636,130	103,691,612	(5,055,482)



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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

DrvTim 2: 27 S MARKET ST, SMYRNA, DE 19977-1436, 20 Minute(s) Total

Retail Stores	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Limited-Service Eating Places-7222	87,954,330	95,514,883	(7,560,553)
Special Foodservices-7223	17,009,313	18,355,208	(1,345,895)
Drinking Places -Alcoholic Beverages-7224	9,623,865	5,128,892	4,494,973
GAFO *	514,536,726	632,252,657	(117,715,931)
General Merchandise Stores-452	270,362,685	415,296,008	(144,933,323)
Clothing and Clothing Accessories Stores-448	101,634,705	61,240,666	40,394,039
Furniture and Home Furnishings Stores-442	42,049,278	42,930,666	(881,388)
Electronics and Appliance Stores-443	41,330,360	57,613,817	(16,283,457)
Sporting Goods, Hobby, Book, Music Stores-451	40,874,688	43,035,261	(2,160,573)
Office Supplies, Stationery, Gift Stores-4532	18,285,010	12,136,239	6,148,771



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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

DrvTim 3: 27 S MARKET ST, SMYRNA, DE 19977-1436, 30 Minute(s) Total

Retail Stores	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales Incl Eating and Drinking Places	4,495,462,444	4,765,767,576	(270,305,132)
Motor Vehicle and Parts Dealers-441	772,185,963	750,377,765	21,808,198
Automotive Dealers-4411	636,278,884	599,568,201	36,710,683
Other Motor Vehicle Dealers-4412	71,928,741	91,830,638	(19,901,897)
Automotive Parts/Accsrs, Tire Stores-4413	63,978,338	58,978,925	4,999,413
Furniture and Home Furnishings Stores-442	90,841,679	89,678,742	1,162,937
Furniture Stores-4421	48,028,387	76,347,470	(28,319,083)
Home Furnishing Stores-4422	42,813,293	13,331,272	29,482,021
Electronics and Appliance Stores-443	87,617,900	96,458,205	(8,840,305)
Appliances, TVs, Electronics Stores-44311	64,903,095	71,719,057	(6,815,962)
Household Appliances Stores-443111	11,534,300	7,694,564	3,839,736
Radio, Television, Electronics Stores-443112	53,368,795	64,024,493	(10,655,698)
Computer and Software Stores-44312	20,415,871	21,740,759	(1,324,888)
Camera and Photographic Equipment Stores-44313	2,298,934	2,998,389	(699,455)
Building Material, Garden Equip Stores -444	434,683,159	547,439,958	(112,756,799)
Building Material and Supply Dealers-4441	390,927,276	497,393,089	(106,465,813)
Home Centers-44411	158,345,933	307,987,788	(149,641,855)
Paint and Wallpaper Stores-44412	6,606,020	1,111,822	5,494,198
Hardware Stores-44413	38,875,623	35,682,493	3,193,130
Other Building Materials Dealers-44419	187,099,700	152,610,986	34,488,714
Building Materials, Lumberyards-444191	72,007,354	59,670,898	12,336,456
Lawn, Garden Equipment, Supplies Stores-4442	43,755,883	50,046,868	(6,290,985)
Outdoor Power Equipment Stores-44421	6,305,375	12,215,406	(5,910,031)
Nursery and Garden Centers-44422	37,450,508	37,831,463	(380,955)
Food and Beverage Stores-445	558,138,301	678,446,695	(120,308,394)
Grocery Stores-4451	483,957,515	549,982,077	(66,024,562)
Supermarkets, Grocery (Ex Conv) Stores-44511	459,901,781	493,304,979	(33,403,198)
Convenience Stores-44512	24,055,733	56,677,097	(32,621,364)
Specialty Food Stores-4452	39,939,393	33,661,232	6,278,161
Beer, Wine and Liquor Stores-4453	34,241,393	94,803,387	(60,561,994)
Health and Personal Care Stores-446	270,532,594	282,879,281	(12,346,687)
Pharmacies and Drug Stores-44611	214,337,292	245,084,123	(30,746,831)
Cosmetics, Beauty Supplies, Perfume Stores-44612	19,136,770	9,627,865	9,508,905
Optical Goods Stores-44613	12,850,639	12,076,791	773,848
Other Health and Personal Care Stores-44619	24,207,892	16,090,502	8,117,390



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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

DrvTim 3: 27 S MARKET ST, SMYRNA, DE 19977-1436, 30 Minute(s) Total

Retail Stores	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Gasoline Stations-447	450,904,203	453,936,091	(3,031,888)
Gasoline Stations With Conv Stores-44711	328,713,955	426,377,555	(97,663,600)
Other Gasoline Stations-44719	122,190,248	27,558,536	94,631,712
Clothing and Clothing Accessories Stores-448	220,962,402	199,536,715	21,425,687
Clothing Stores-4481	165,892,205	143,366,010	22,526,195
Men's Clothing Stores-44811	9,224,658	10,791,475	(1,566,817)
Women's Clothing Stores-44812	37,188,966	18,141,119	19,047,847
Childrens, Infants Clothing Stores-44813	10,666,194	15,693,457	(5,027,263)
Family Clothing Stores-44814	86,844,714	69,231,708	17,613,006
Clothing Accessories Stores-44815	6,983,409	4,653,367	2,330,042
Other Clothing Stores-44819	14,984,264	24,854,884	(9,870,620)
Shoe Stores-4482	26,698,491	20,984,593	5,713,898
Jewelry, Luggage, Leather Goods Stores-4483	28,371,705	35,186,112	(6,814,407)
Jewelry Stores-44831	26,410,255	35,186,112	(8,775,857)
Luggage and Leather Goods Stores-44832	1,961,450	0	1,961,450
Sporting Goods, Hobby, Book, Music Stores-451	87,464,687	90,611,591	(3,146,904)
Sportng Goods, Hobby, Musical Inst Stores-4511	66,152,777	62,970,521	3,182,256
Sporting Goods Stores-45111	34,891,693	9,294,323	25,597,370
Hobby, Toys and Games Stores-45112	17,978,828	40,055,242	(22,076,414)
Sew/Needlework/Piece Goods Stores-45113	7,674,801	3,051,664	4,623,137
Musical Instrument and Supplies Stores-45114	5,607,455	10,569,292	(4,961,837)
Book, Periodical and Music Stores-4512	21,311,910	27,641,071	(6,329,161)
Book Stores and News Dealers-45121	17,842,568	17,237,520	605,048
Book Stores-451211	16,393,596	17,193,468	(799,872)
News Dealers and Newsstands-451212	1,448,972	44,053	1,404,919
Prerecorded Tapes, CDs, Record Stores-45122	3,469,342	10,403,551	(6,934,209)
General Merchandise Stores-452	583,792,050	636,238,148	(52,446,098)
Department Stores Excl Leased Depts-4521	241,353,520	490,351,629	(248,998,109)
Other General Merchandise Stores-4529	342,438,530	145,886,519	196,552,011
Miscellaneous Store Retailers-453	123,134,835	113,632,029	9,502,806
Florists-4531	5,643,489	3,910,391	1,733,098
Office Supplies, Stationery, Gift Stores-4532	39,122,111	15,488,358	23,633,753
Office Supplies and Stationery Stores-45321	21,865,978	6,991,083	14,874,895
Gift, Novelty and Souvenir Stores-45322	17,256,134	8,497,275	8,758,859
Used Merchandise Stores-4533	11,992,800	6,789,768	5,203,032
Other Miscellaneous Store Retailers-4539	66,376,435	87,443,513	(21,067,078)
Non-Store Retailers-454	352,141,828	404,276,221	(52,134,393)
Foodservice and Drinking Places-722	463,062,844	422,256,133	40,806,711
Full-Service Restaurants-7221	214,563,891	198,562,689	16,001,202



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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

DrvTim 3: 27 S MARKET ST, SMYRNA, DE 19977-1436, 30 Minute(s) Total

Retail Stores	2013 Demand (Consumer Expenditures)	2013 Supply (Retail Sales)	Opportunity Gap/Surplus
Limited-Service Eating Places-7222	190,555,476	172,316,577	18,238,899
Special Foodservices-7223	36,872,804	40,486,104	(3,613,300)
Drinking Places -Alcoholic Beverages-7224	21,070,673	10,890,763	10,179,910
GAFO *	1,109,800,829	1,128,011,760	(18,210,931)
General Merchandise Stores-452	583,792,050	636,238,148	(52,446,098)
Clothing and Clothing Accessories Stores-448	220,962,402	199,536,715	21,425,687
Furniture and Home Furnishings Stores-442	90,841,679	89,678,742	1,162,937
Electronics and Appliance Stores-443	87,617,900	96,458,205	(8,840,305)
Sporting Goods, Hobby, Book, Music Stores-451	87,464,687	90,611,591	(3,146,904)
Office Supplies, Stationery, Gift Stores-4532	39,122,111	15,488,358	23,633,753

\* 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.

Nielsen' RMP data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure Survey (CE Survey), 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 outlet in the specified reporting geography. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that retail outlet. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.



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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

### Appendix: Area Listing

#### Area Name:

Type: Drive Time 1: 10 Minute(s) Reporting Detail: Aggregate Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

39.189949 -75.526146	39.204651 -75.544525	39.198524 -75.556770	39.208324 -75.547585
39.219349 -75.564735	39.217514 -75.570862	39.212002 -75.569023	39.210777 -75.572693
39.217514 -75.575760	39.216290 -75.586784	39.224865 -75.592293	39.226700 -75.601486
39.236500 -75.602097	39.244465 -75.592293	39.243851 -75.605156	39.254265 -75.610672
39.250587 -75.616798	39.238949 -75.613121	39.235275 -75.616798	39.259163 -75.632111
39.248138 -75.636398	39.239563 -75.623535	39.237724 -75.632721	39.230988 -75.632111
39.237724 -75.643745	39.232826 -75.655380	39.241402 -75.658447	39.240788 -75.652321
39.252426 -75.642525	39.259777 -75.654160	39.265900 -75.655380	39.254875 -75.663956
39.250587 -75.674370	39.262226 -75.672531	39.264065 -75.665184	39.268963 -75.670692
39.276924 -75.663345	39.275089 -75.669472	39.281212 -75.672531	39.270802 -75.679268
39.278149 -75.681725	39.272636 -75.700706	39.277538 -75.693970	39.283665 -75.696419
39.279987 -75.689682	39.287338 -75.686623	39.281826 -75.683556	39.286724 -75.667023
39.302036 -75.670692	39.296524 -75.681725	39.302036 -75.682335	39.305714 -75.693970
39.306324 -75.683556	39.313065 -75.682945	39.305714 -75.678658	39.305714 -75.670692
39.318577 -75.668243	39.327152 -75.681107	39.325314 -75.685394	39.333889 -75.690910
39.335724 -75.684174	39.319801 -75.649872	39.343689 -75.663345	39.345524 -75.657219
39.357777 -75.658447	39.357162 -75.652931	39.367577 -75.657837	39.366352 -75.665794
39.371864 -75.662735	39.376762 -75.667633	39.381664 -75.663956	39.395138 -75.668861
39.405552 -75.664574	39.392075 -75.664574	39.369411 -75.653549	39.366962 -75.644356
39.376152 -75.639458	39.373699 -75.632721	39.366352 -75.639458	39.362064 -75.627823
39.362675 -75.642525	39.351650 -75.638847	39.346138 -75.606384	39.355938 -75.607613
39.361450 -75.623535	39.361450 -75.614960	39.368187 -75.611282	39.360226 -75.610672
39.360226 -75.606995	39.372475 -75.603325	39.359001 -75.603325	39.357162 -75.595970
39.360226 -75.585556	39.367577 -75.585556	39.366962 -75.570862	39.355324 -75.585556
39.347363 -75.569023	39.347363 -75.575760	39.338787 -75.581268	39.338177 -75.591072
39.324699 -75.586784	39.321636 -75.571472	39.320412 -75.577599	39.314289 -75.575760
39.317352 -75.582497	39.321636 -75.581268	39.318577 -75.591682	39.311226 -75.588623
39.309387 -75.575150	39.315514 -75.564125	39.321026 -75.565346	39.318577 -75.559837
39.324089 -75.549423	39.342464 -75.542686	39.327763 -75.534111	39.329601 -75.542686
39.323475 -75.544525	39.328987 -75.527374	39.321636 -75.526756	39.319801 -75.532883



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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

### Appendix: Area Listing

#### Area Name:

Type: Drive Time 1: 10 Minute(s)      Reporting Detail: Aggregate      Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

39.308163 -75.538399	39.312450 -75.513893	39.304489 -75.527374	39.303265 -75.518181
39.298977 -75.517570	39.303265 -75.535332	39.290401 -75.526756	39.290401 -75.535332
39.285500 -75.532272	39.277538 -75.535950	39.270802 -75.529823	39.273865 -75.537781
39.264675 -75.541458	39.276314 -75.541458	39.278763 -75.557999	39.268349 -75.561668
39.277538 -75.562286	39.279987 -75.569023	39.275089 -75.574532	39.270187 -75.571472
39.271412 -75.578209	39.261612 -75.560448	39.264065 -75.541458	39.257324 -75.559837
39.248138 -75.567184	39.251812 -75.576981	39.240177 -75.579437	39.230377 -75.573311
39.232212 -75.566574	39.225475 -75.567795	39.192402 -75.522469	39.189949 -75.526146

#### Area Name:

Type: Drive Time 2: 20 Minute(s)      Reporting Detail: Aggregate      Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

39.078075 -75.459602	39.104836 -75.458328	39.103561 -75.505478	39.112480 -75.506752
39.099739 -75.516945	39.143063 -75.561546	39.137966 -75.574287	39.154530 -75.575562
39.145611 -75.589577	39.160900 -75.597221	39.157078 -75.611244	39.174919 -75.611244
39.163448 -75.622711	39.173645 -75.667305	39.165997 -75.678772	39.178741 -75.678772
39.172371 -75.687698	39.186386 -75.696617	39.164722 -75.715729	39.180016 -75.719551
39.183838 -75.734840	39.194031 -75.715729	39.206776 -75.720825	39.197853 -75.756508
39.214420 -75.724648	39.211872 -75.742485	39.227161 -75.739937	39.225887 -75.759056
39.255196 -75.751404	39.252647 -75.807472	39.264114 -75.751404	39.276855 -75.785812
39.295971 -75.773071	39.304890 -75.803650	39.315086 -75.778168	39.304890 -75.767975
39.326553 -75.750130	39.335472 -75.779442	39.335472 -75.748856	39.348213 -75.750130
39.348213 -75.774345	39.355862 -75.753952	39.360958 -75.773071	39.373699 -75.770523
39.360958 -75.742485	39.367329 -75.732292	39.374973 -75.755226	39.380070 -75.742485
39.394089 -75.748856	39.387718 -75.724648	39.408104 -75.747581	39.410652 -75.734840
39.428493 -75.743759	39.436138 -75.719551	39.445057 -75.725922	39.437412 -75.746307
39.456524 -75.743759	39.488380 -75.697891	39.476913 -75.694069	39.488380 -75.672401
39.469269 -75.671127	39.469269 -75.655838	39.497299 -75.664757	39.501125 -75.683876



Prepared On: Tues Jan 29, 2013      Page 11 Of 13  
Project Code:  
Prepared For: Town of Smyrna -BDC

Prepared By: Rick Ferrell  
Nielsen Solution Center 1 800 866 6511  
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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

### Appendix: Area Listing

#### Area Name:

Type: Drive Time 2: 20 Minute(s) Reporting Detail: Aggregate Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

39.504948 -75.663483	39.522785 -75.654564	39.555916 -75.658386	39.544449 -75.644371
39.506222 -75.639275	39.516415 -75.634178	39.516415 -75.609970	39.460346 -75.653290
39.461624 -75.615067	39.427219 -75.626534	39.428493 -75.604866	39.418297 -75.623985
39.405556 -75.617615	39.409378 -75.597221	39.424671 -75.598495	39.413200 -75.588303
39.415749 -75.552628	39.404282 -75.553902	39.405556 -75.583206	39.374973 -75.558998
39.388992 -75.520767	39.366055 -75.528412	39.360958 -75.550079	39.339294 -75.530960
39.363506 -75.518219	39.358410 -75.500381	39.348213 -75.519493	39.334198 -75.519493
39.326553 -75.496559	39.315086 -75.509300	39.326553 -75.478722	39.338020 -75.476173
39.317635 -75.445587	39.324005 -75.469803	39.307438 -75.506752	39.293423 -75.495285
39.288326 -75.510574	39.293423 -75.471077	39.281956 -75.467255	39.262840 -75.486366
39.256470 -75.467255	39.259018 -75.514397	39.246277 -75.513123	39.239902 -75.490189
39.224613 -75.488914	39.225887 -75.474899	39.208611 -75.482303	39.208611 -75.482303
39.208050 -75.471077	39.185112 -75.454506	39.194031 -75.439217	39.172371 -75.445587
39.172371 -75.422653	39.164722 -75.441765	39.143063 -75.443039	39.151981 -75.478722
39.140514 -75.460876	39.134144 -75.478722	39.117577 -75.463432	39.126495 -75.445587
39.118851 -75.434120	39.107384 -75.445587	39.099739 -75.432846	39.097191 -75.449409
39.078075 -75.459602			

#### Area Name:

Type: Drive Time 3: 30 Minute(s) Reporting Detail: Aggregate Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

38.981979 -75.448380	39.000866 -75.491814	39.017864 -75.489929	39.017864 -75.467262
39.029194 -75.472931	39.042416 -75.533363	39.025417 -75.537140	39.014088 -75.567352
39.059410 -75.591904	39.068855 -75.624016	39.091518 -75.618347	39.117958 -75.675003
39.095295 -75.693886	39.100960 -75.756210	39.116066 -75.763763	39.108513 -75.784538
39.127399 -75.782654	39.119846 -75.803421	39.146286 -75.818535	39.157616 -75.807198
39.185944 -75.860077	39.221825 -75.854416	39.212383 -75.882744	39.235046 -75.907295
39.253933 -75.888405	39.259598 -75.916740	39.297367 -75.858192	39.320030 -75.860077



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Project Code:

Prepared For: Town of Smyrna -BDC

Prepared By: Rick Ferrell

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# Application for Town of Smyrna Downtown Development District

## RMP Opportunity Gap - Retail Stores

2013 Trends - Gaps

### Appendix: Area Listing

#### Area Name:

Type: Drive Time 3: 30 Minute(s)      Reporting Detail: Aggregate      Reporting Level: Block Group  
27 S MARKET ST, SMYRNA, DE 19977-1436

#### Polygon Points:

39.312477 -75.894073	39.342693 -75.894073	39.382351 -75.826088	39.406902 -75.846863
39.422012 -75.827972	39.418236 -75.790207	39.431454 -75.829865	39.435230 -75.780762
39.456005 -75.837418	39.459782 -75.807198	39.495667 -75.816643	39.505108 -75.786430
39.533436 -75.773209	39.533436 -75.742989	39.563652 -75.750542	39.582539 -75.731659
39.591980 -75.748657	39.625977 -75.722214	39.646748 -75.673111	39.671299 -75.676895
39.705296 -75.652344	39.690186 -75.631569	39.675076 -75.639122	39.663746 -75.599464
39.637306 -75.593796	39.614643 -75.624016	39.597649 -75.622124	39.582539 -75.580574
39.525883 -75.565468	39.431454 -75.620232	39.437119 -75.597572	39.416348 -75.588127
39.422012 -75.544693	39.395573 -75.540916	39.405014 -75.580574	39.376686 -75.557915
39.389908 -75.518257	39.359692 -75.546585	39.348358 -75.529587	39.365356 -75.503143
39.354023 -75.497482	39.350246 -75.516365	39.335140 -75.516365	39.327583 -75.493706
39.316254 -75.503143	39.338917 -75.478592	39.318142 -75.442711	39.304924 -75.501259
39.291702 -75.493706	39.295479 -75.469154	39.265263 -75.482368	39.253933 -75.465378
39.255821 -75.510696	39.229382 -75.489929	39.233158 -75.474815	39.210495 -75.474815
39.214272 -75.448380	39.187832 -75.452156	39.195385 -75.425713	39.176502 -75.444603
39.193497 -75.391724	39.168945 -75.404938	39.163280 -75.438934	39.140617 -75.438934
39.138729 -75.401161	39.121735 -75.435158	39.106625 -75.429489	39.110401 -75.395500
39.059410 -75.389832	39.044304 -75.437050	39.031082 -75.429489	39.019753 -75.454041
38.991425 -75.437050	38.981979 -75.448380		

#### Project Information:

Site: 3

Order Number: 971516267



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Project Code:

Prepared For: Town of Smyrna -BDC

Prepared By: Rick Ferrell

Nielsen Solution Center 1 800 866 6511

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# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Quick Facts Report

Smyrna, DE Drive Time 10/20/30

DrvTim 1: SMYRNA, DE 19977, aggregate

DrvTim 2: SMYRNA, DE 19977, aggregate

DrvTim 3: SMYRNA, DE 19977, aggregate

Description	10 Minute(s)		20 Minute(s)		30 Minute(s)	
	DrvTim 1	%	DrvTim 2	%	DrvTim 3	%
<b>Population</b>						
2014 Projection	28,735		131,299		257,495	
2009 Estimate	24,794		116,560		229,918	
2000 Census	17,585		90,133		179,615	
1990 Census	15,276		77,642		141,101	
Growth 1990 - 2000	15.12%		16.09%		27.30%	
<b>Households</b>						
2014 Projection	10,598		49,219		94,831	
2009 Estimate	8,983		43,342		84,359	
2000 Census	6,033		32,747		65,095	
1990 Census	5,061		26,934		49,604	
Growth 1990 - 2000	19.21%		21.58%		31.23%	
<b>2009 Est. Population by Single Classification Race</b>	24,794.00		116,560.00		229,918.00	
White Alone	19,022	76.72	79,332	68.06	161,300	70.16
Black or African American Alone	4,504	18.17	29,199	25.05	52,710	22.93
American Indian and Alaska Native Alone	241	0.97	706	0.61	1,079	0.47
Asian Alone	264	1.06	2,614	2.24	5,467	2.38
Native Hawaiian and Other Pacific Islander Alone	14	0.06	40	0.03	87	0.04
Some Other Race Alone	281	1.13	1,815	1.56	3,889	1.69
Two or More Races	468	1.89	2,855	2.45	5,386	2.34
<b>2009 Est. Population Hispanic or Latino</b>	24,794.00		116,560.00		229,918.00	
Hispanic or Latino	787	3.17	5,331	4.57	10,940	4.76
Not Hispanic or Latino	24,007	96.83	111,229	95.43	218,978	95.24
<b>2009 Tenure of Occupied Housing Units</b>	8,983.00		43,342.00		84,359.00	
Owner Occupied	7,065	78.65	30,156	69.58	62,145	73.67
Renter Occupied	1,918	21.35	13,186	30.42	22,214	26.33
<b>2009 Average Household Size</b>	2.54		2.57		2.66	



Prepared On: Tues May 04, 2010 Page 1 Of 6

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Prepared For: Retail Market Answers, LLC

# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Quick Facts Report

Smyrna, DE Drive Time 10/20/30

DrvTim 1: SMYRNA, DE 19977, aggregate

DrvTim 2: SMYRNA, DE 19977, aggregate

DrvTim 3: SMYRNA, DE 19977, aggregate

Description	10 Minute(s)		20 Minute(s)		30 Minute(s)	
	<i>DrvTim 1</i>	%	<i>DrvTim 2</i>	%	<i>DrvTim 3</i>	%
<b>2009 Est. Households by Household Income</b>	8,983.00		43,342.00		84,359.00	
Income Less than \$15,000	1,009	11.23	5,028	11.60	7,943	9.42
Income \$15,000 - \$24,999	947	10.54	4,788	11.05	7,814	9.26
Income \$25,000 - \$34,999	1,090	12.13	4,882	11.26	8,423	9.98
Income \$35,000 - \$49,999	1,611	17.93	7,159	16.52	13,353	15.83
Income \$50,000 - \$74,999	1,922	21.40	9,114	21.03	18,035	21.38
Income \$75,000 - \$99,999	1,146	12.76	5,468	12.62	12,190	14.45
Income \$100,000 - \$149,999	936	10.42	4,999	11.53	11,940	14.15
Income \$150,000 - \$249,999	248	2.76	1,595	3.68	3,816	4.52
Income \$250,000 - \$499,999	63	0.70	247	0.57	659	0.78
Income \$500,000 and over	12	0.13	63	0.15	185	0.22
<b>2009 Est. Average Household Income</b>	59,758.30		61,323.65		67,991.99	
<b>2009 Est. Median Household Income</b>	48,459.99		49,610.34		56,440.59	
<b>2009 Est. Per Capita Income</b>	22,774.95		23,291.07		25,237.15	



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# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Quick Facts Report

Smyrna, DE Drive Time 10/20/30

### Appendix: Area Listing

#### Area Name:

Type: Drive Time 1: 10 Minute(s)  
SMYRNA, DE 19977

Reporting Detail: Aggregate

Reporting Level: Block Group

#### Polygon Points:

39.180763 -75.512291	39.204651 -75.544754	39.197914 -75.549042	39.191788 -75.545982
39.194851 -75.552109	39.191177 -75.559456	39.198524 -75.566193	39.203426 -75.563133
39.206490 -75.578445	39.213226 -75.584572	39.212612 -75.598045	39.219349 -75.596817
39.219349 -75.590080	39.227924 -75.596207	39.225475 -75.612129	39.230988 -75.599884
39.235275 -75.603554	39.232826 -75.610909	39.236500 -75.616417	39.232212 -75.621933
39.238949 -75.624992	39.237724 -75.632957	39.226700 -75.626831	39.235889 -75.637245
39.228539 -75.661743	39.237724 -75.655617	39.245075 -75.662354	39.240788 -75.651947
39.252426 -75.642754	39.259777 -75.654396	39.265900 -75.654396	39.261612 -75.656235
39.262226 -75.666031	39.269577 -75.666641	39.270187 -75.661743	39.278763 -75.664803
39.276314 -75.670319	39.281212 -75.671547	39.281826 -75.680122	39.287338 -75.674606
39.286724 -75.667259	39.294075 -75.669090	39.287949 -75.647659	39.294689 -75.639084
39.300201 -75.642143	39.303265 -75.670929	39.304489 -75.645821	39.316124 -75.650719
39.316738 -75.667259	39.324089 -75.673378	39.319801 -75.650108	39.333275 -75.657455
39.331436 -75.644592	39.344299 -75.656235	39.351036 -75.647659	39.361450 -75.656235
39.383499 -75.662354	39.368187 -75.653168	39.365124 -75.640923	39.357777 -75.642754
39.350426 -75.634796	39.346138 -75.606621	39.359001 -75.610909	39.360836 -75.604172
39.345524 -75.601723	39.352875 -75.594978	39.357777 -75.598045	39.359612 -75.585182
39.352264 -75.582123	39.352264 -75.590691	39.341236 -75.600494	39.345524 -75.579056
39.339401 -75.580284	39.338177 -75.591309	39.329601 -75.590080	39.321636 -75.571091
39.320412 -75.577217	39.314289 -75.575996	39.321636 -75.581505	39.318577 -75.591919
39.310612 -75.587021	39.309387 -75.575378	39.314899 -75.564354	39.321026 -75.565582
39.318577 -75.559456	39.329601 -75.546593	39.323475 -75.544754	39.322250 -75.536179
39.313065 -75.559456	39.308777 -75.542923	39.316738 -75.537407	39.308163 -75.538635
39.306324 -75.526382	39.301426 -75.528831	39.302650 -75.535568	39.292236 -75.530670
39.292850 -75.522705	39.287338 -75.518417	39.290401 -75.535568	39.285500 -75.532509
39.277538 -75.536179	39.270802 -75.524544	39.273251 -75.520256	39.267124 -75.515968
39.262836 -75.519035	39.267124 -75.525154	39.264065 -75.536179	39.257938 -75.537407
39.261612 -75.543533	39.257324 -75.560066	39.248138 -75.567421	39.251812 -75.577217
39.241402 -75.579666	39.229763 -75.572929	39.235889 -75.568031	39.237114 -75.558846
39.226700 -75.569260	39.225475 -75.559456	39.220577 -75.560066	39.185051 -75.510460
39.180763 -75.512291	39.225475 -75.559456	39.220577 -75.560066	39.185051 -75.510460



Prepared On: Tues May 04, 2010 Page 3 Of 6

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**CLARITAS**  
**MARKETPLACE**

Prepared For: Retail Market Answers, LLC

Prepared By:

# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Quick Facts Report

Smyrna, DE Drive Time 10/20/30

### Appendix: Area Listing

#### Area Name:

Type: Drive Time 2: 20 Minute(s)  
SMYRNA, DE 19977

Reporting Detail: Aggregate

Reporting Level: Block Group

#### Polygon Points:

39.069763 -75.461700	39.107277 -75.462906	39.109699 -75.487106	39.100018 -75.489532
39.092754 -75.514946	39.104858 -75.527046	39.103645 -75.545197	39.127850 -75.540352
39.121799 -75.553665	39.143581 -75.560928	39.137531 -75.582710	39.152054 -75.594810
39.149632 -75.615379	39.162945 -75.620224	39.161732 -75.651688	39.173836 -75.667419
39.161732 -75.681938	39.185936 -75.694038	39.165363 -75.702515	39.160522 -75.718246
39.181095 -75.718246	39.179886 -75.740028	39.194405 -75.714615	39.206509 -75.719452
39.188354 -75.740028	39.195618 -75.761810	39.214977 -75.743652	39.206509 -75.738815
39.213768 -75.724297	39.219818 -75.742447	39.235550 -75.742447	39.237972 -75.719452
39.252491 -75.742447	39.236759 -75.747284	39.256123 -75.749702	39.253704 -75.784798
39.263382 -75.750916	39.277905 -75.765434	39.285164 -75.744865	39.297268 -75.750916
39.299686 -75.781166	39.313000 -75.761810	39.304527 -75.741234	39.322678 -75.738815
39.313000 -75.755760	39.327518 -75.750916	39.329941 -75.763016	39.335991 -75.749702
39.362614 -75.758179	39.367455 -75.731552	39.375923 -75.741234	39.388027 -75.724297
39.400127 -75.729134	39.392868 -75.707352	39.408596 -75.720665	39.406178 -75.737602
39.435219 -75.719452	39.450951 -75.732765	39.463055 -75.707352	39.479996 -75.702515
39.469105 -75.656525	39.489677 -75.654106	39.501778 -75.667419	39.504196 -75.652893
39.532032 -75.651688	39.509037 -75.643211	39.507828 -75.623856	39.487255 -75.644424
39.458214 -75.652893	39.450951 -75.625061	39.436432 -75.633537	39.425541 -75.616592
39.404968 -75.617805	39.408596 -75.598442	39.424328 -75.598442	39.412228 -75.588760
39.415859 -75.564560	39.407387 -75.564560	39.403759 -75.582710	39.374714 -75.559715
39.389236 -75.520996	39.366245 -75.528252	39.362614 -75.551247	39.342041 -75.535515
39.338409 -75.528252	39.363823 -75.517365	39.360191 -75.501633	39.348091 -75.519783
39.333569 -75.518570	39.327518 -75.496788	39.315418 -75.510101	39.326309 -75.478638
39.337200 -75.477432	39.319050 -75.448387	39.323891 -75.470169	39.308159 -75.510101
39.293636 -75.495583	39.288795 -75.511314	39.293636 -75.471375	39.281536 -75.467751
39.270645 -75.477432	39.275486 -75.485901	39.263382 -75.487106	39.264595 -75.467751
39.256123 -75.467751	39.258541 -75.514946	39.242809 -75.507683	39.240391 -75.490738
39.224659 -75.488319	39.231918 -75.477432	39.212559 -75.479851	39.208927 -75.461700
39.198036 -75.471375	39.201668 -75.458069	39.184727 -75.454437	39.195618 -75.429024
39.172623 -75.445969	39.173836 -75.414505	39.165363 -75.442337	39.135109 -75.444756
39.152054 -75.448387	39.152054 -75.479851	39.147213 -75.464119	39.130268 -75.473801
39.116959 -75.462906	39.133900 -75.442337	39.101227 -75.421761	39.092754 -75.427811
39.097595 -75.449593	39.069763 -75.461700	39.101227 -75.421761	39.092754 -75.427811



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Prepared For: Retail Market Answers, LLC

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Prepared By:



# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Quick Facts Report

Smyrna, DE Drive Time 10/20/30

### Appendix: Area Listing

#### Area Name:

Type: Drive Time 3: 30 Minute(s)  
SMYRNA, DE 19977

Reporting Detail: Aggregate

Reporting Level: Block Group

#### Polygon Points:

38.974106 -75.441360	39.001469 -75.474190	38.997818 -75.497910	39.016060 -75.501556
39.014236 -75.472366	39.028831 -75.472366	39.034302 -75.528915	39.016060 -75.536217
39.005116 -75.569054	39.059841 -75.590942	39.063492 -75.631073	39.087204 -75.623779
39.094501 -75.660263	39.107269 -75.660263	39.114567 -75.691269	39.090855 -75.696747
39.103622 -75.705864	39.092678 -75.713165	39.103622 -75.784302	39.127338 -75.782478
39.116390 -75.808022	39.147404 -75.824440	39.156525 -75.806198	39.183887 -75.866394
39.224018 -75.833557	39.225842 -75.860924	39.244083 -75.853622	39.227669 -75.875511
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39.517715 -75.777008	39.514065 -75.755119	39.525009 -75.764236	39.532307 -75.744171
39.557846 -75.740524	39.539604 -75.707687	39.546902 -75.662086	39.546902 -75.709511
39.590683 -75.733231	39.616219 -75.718636	39.612572 -75.700394	39.649055 -75.656609
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39.421032 -75.545334	39.397316 -75.541687	39.404613 -75.579994	39.377251 -75.558105
39.390018 -75.517975	39.359009 -75.545334	39.359009 -75.497910	39.351711 -75.516151
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39.193008 -75.392105	39.169292 -75.404877	39.163822 -75.437706	39.140106 -75.439529
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Prepared On: Tues May 04, 2010 Page 5 Of 6

Claritas Tech Support: 1 800 866 6511

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Prepared For: Retail Market Answers, LLC

Prepared By:

# Application for Town of Smyrna Downtown Development District

## Pop-Facts: Demographic Quick Facts Report

Smyrna, DE Drive Time 10/20/30

### Appendix: Area Listing

#### Project Information:

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Site: 1

Order Number: 968789723



Prepared On: Tues May 04, 2010 Page 6 Of 6

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Prepared By:

**CLARITAS**  
**MARKETPLACE**

Prepared For: Retail Market Answers, LLC

# Application for Town of Smyrna Downtown Development District

## Smyrna RDA Deferred Maintenance Punchlist

[illegible]

# Application for Town of Smyrna Downtown Development District

MARGINAL		1st Floor				2nd Floor				Notes
Address	Zoning	Vacant	Occupied	Current Use	Possible Use	Vacant	Occupied	Current Use	Possible Use	
15 N. Main St. (Howard's Amusements)	CC		x	arcade game repair shop				???		Per owner, façade improvements planned.
2 N. Main St. (Koehler's)	CC	x		vacant		x		vacant		Plans underway to restore for retail use.
29.31 W. Commerce St. (Choice Market)	CC		x	convenience store			x	residential		
19 W. Commerce St. (former City Tap)	CC	x		vacant	Restaurant	x		vacant	Banquet/meeting space; residential	For sale; constructed circa 1850, façade remodeled circa 1940, façade again remodeled 1969 (doorway enclosed). 1st floor 3,682 sq. ft. +/-; 2nd floor, 1,784 sq. ft. +/-; 3rd floor 464 sq. ft. +/-
23 W. Commerce St. (former Pool Supply)	CC	x		vacant				residential		Plans underway to restore for retail use.

SEMI-MARGINAL		1st Floor				2nd Floor				Notes
Address	Zoning	Vacant	Occupied	Current Use	Possible Use	Vacant	Occupied	Current Use	Possible Use	
9 E. Commerce St. (Colonial Hotel)	CC		x	boarding house				x		entire building is residential
5 E. Commerce St.	CC	x		vacant				x	residential	
28 W. Commerce St. (Adam Samuel)	CC	x		vacant				x	residential	
53 W. Commerce St. (former Victorian Springs Spa)	CC	x		vacant			x		vacant	
8 S. Main St.	CC		x	church office				x	residential	
30.32 S. Main St. (Peoples Place)	CC		x	offices			x		vacant	
34 S. Main St. (Odd Fellows)	CC		x	café			x		vacant	
111 S. Main St. (Stokesbury House)	CC		x	storage				x	storage	Building used as storage for the Opera House
17 N. Main St. (Gentle Touch Dentistry)	CC		x	dentist office			x		vacant	
11 N. Main St. (Masonic Lodge)	CC		x	private club				x	residential	
35 N. Main St. (Hudson's Healthy Bodies)	CC		x	yoga studio				x	residential	
22 S. Market St. Plaza	CC		x	residential					n/a	entire building is residential
24 S. Market St. Plaza	CC		x	residential					n/a	entire building is residential
18 E. South St.	CC		x	residential					n/a	entire building is residential

CHALLENGES		1st Floor				2nd Floor				Notes	Update
Address	Zoning	Vacant	Occupied	Current Use	Possible Use	Vacant	Occupied	Current Use	Possible Use		
48 E. Commerce St. (Wright Mansion)	HC	x		vacant	Restaurant B&B; use associated with proposed Library; offices	x		vacant		For sale; constructed circa 1880, 4,700 square feet +/-; structurally sound, needs cosmetic improvements	
26 E. Commerce St.	R2	x		vacant		x		vacant		For sale - unfit for human habitation	Sold. Currently being restored for residential use.
6, 8, 10 N. Main St. (Peterson Building)	CC	x		vacant	Gallery - artist live/work, tea house, retail, restaurant	x		vacant		Town-owned; constructed circa 1800, remodeled (Victorianized) circa 1880	Sold. Plans underway to restore for commercial use.
16 N. Main St. (Lefty's)	CC	x		vacant			x	residential		For sale (?)	
4 N. Main St.	CC	x		vacant	Coffee shop, bakery, retail	x		vacant	apartments	For sale; constructed circa 1820, remodeled (Victorianized) circa 1890-1900, remodeled circa 1976; 3 apartments; 1st floor commercial 1,700 square feet +/-; basement in poor condition	Sold. Plans underway to restore for mixed use.

# Application for Town of Smyrna Downtown Development District

## RESOLUTION - APPLICATION FOR DESIGNATION AS DOWNTOWN DEVELOPMENT DISTRICT

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

**WHEREAS**, these districts are known as Downtown Development Districts (“**Districts**”); and

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

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

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

**WHEREAS**, if an application is successful and the Town of Smyrna 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 Town of Smyrna; and

**WHEREAS**, the Town Council of the Town of Smyrna strongly believes that it is in the best interest of the Town of Smyrna to apply for District designation.

### **NOW THEREFORE, BE IT RESOLVED THAT:**

1. The Town Council supports the Application for Designation as a Downtown Development District prepared by the Town Manager and dated October 30, 2014 (the “**Application**”); and
2. The Town of Smyrna is authorized to appoint a District administrator (the “**Administrator**”) to file the Application on behalf of the town 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 Town of Smyrna receives notice that it has been selected for designation as a District:

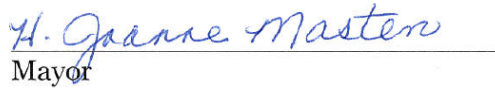
## Application for Town of Smyrna Downtown Development District

- a. The town shall adhere to the District Plan and the Local Incentives contained in the Application for the duration of the District designation; and
- b. The Administrator, or his or her designee(s), is authorized to execute such documents and enter into such agreements as may be necessary or desirable in connection with the Downtown Development Districts program and the rights and obligations of the Town of Smyrna 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 Town of Smyrna for the duration of the District.

**RESOLVED** this 20<sup>th</sup> day of October, 2014.

ATTEST:

  
Council Secretary

  
Mayor

# Application for Town of Smyrna Downtown Development District

H. JOANNE MASTEN, MAYOR



JOHN TERENCE JAYWORK, ATTORNEY

## Town of Smyrna

DAVID S. HUGG III, TOWN MANAGER

### SMYRNA SLUM CLEARANCE AND REVELOPMENT AUTHORITY

To: Downtown Development District, Application Review Committee  
From: The Smyrna Slum Clearance and Redevelopment Authority  
Re: Downtown Development District Application

October 27, 2014

Dear Committee Members,

This is to serve as notice to the State that the Smyrna Slum Clearance and Redevelopment Authority (RDA) supports the Town's application to be designated as a Downtown Development District.

The RDA seeks to facilitate commercial, industrial, and residential, redevelopment; promote economic development, homeownership and rehabilitation, and eradicate blighted and distressed properties within the Town of Smyrna per the mandates and authority of Title 31 Chapter 45 Delaware Code.

In an effort to fulfill its mission the RDA intends to utilize the Downtown Development District designation along with any others tools and incentives at its disposal.

Sincerely,

Alvin Pope  
Chairman

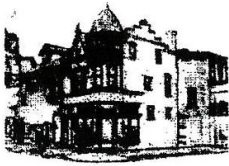
REGINA I. BROWN • ANTHONY H. DEFEO • JOHN L. EMBERT III • ROBERT C. JOHNSON • ANDREA C. RODRIGUEZ • VALERIE M. WHITE  
27 SOUTH MARKET STREET PLAZA • P.O. BOX 307 • SMYRNA, DELAWARE 19977

BUSINESS OFFICE/BILLING 302-653-9231  
Fax 302-653-3492

MANAGER'S OFFICE 302-653-9231  
Fax 302-653-3492

PERMITS/INSPECTIONS 302-653-3486  
Fax 302-659-4169

# Application for Town of Smyrna Downtown Development District



## Smyrna Downtown Renaissance Association

*Where the past,  
Meets the future ...*

P.O. Box 163  
Smyrna, DE 19977

October 29, 2014

To: Downtown Development District  
Application Review Committee

From: The Smyrna Downtown Renaissance Association  
(SDRA)

Re: Downtown Development District Application

TOWN OF SMYRNA  
2014 OCT 29 P 12:04

Dear Committee Members,

The purpose of the Smyrna Downtown Renaissance Association (SDRA) is to incorporate the approach of the National Trust for Historic Preservation's Main Street Program Model to develop strong public/private partnerships that will work to enhance and preserve the unique historic character of Downtown Smyrna, while developing an economic niche that will encourage reinvestment in a community that is a safe place to live and work in, through concentrated initiatives of design, promotion, organization and economic restructuring.

The SDRA is supportive of the Town's application to be designated as a Downtown Development District and we look forward to playing a supportive role in the downtown's economic growth and sense of place goals.

Sincerely,

William C. Wagner II  
President

Visit us on the web at [www.DowntownSmyrna.org](http://www.DowntownSmyrna.org)

President 2014: William C. Wagner II, 21 East Commerce St., Smyrna, DE 19977 (TE:302.653.2600 FX: 302.653.4442 billwagner@prodigy.net)

# Application for Town of Smyrna Downtown Development District

H. JOANNE MASTEN, MAYOR



JOHN TERENCE JAYWORK, ATTORNEY

## Town of Smyrna

DAVID S. HUGG III, TOWN MANAGER

October 27, 2014

Downtown Development District  
Application Review Committee

Re: Downtown Development District Application

Dear Committee Members:

The Town of Smyrna Economic Development Committee (EDC) is comprised of Town professional staff and volunteer stakeholders. The EDC actively promotes the economic growth of the town and has several active and “engaged” sub-committees, including a Business Development sub-committee which has the following **Mission**:

- **Retain:** help local businesses maintain, grow and expand their businesses in Smyrna
- **Recruit:** identify and market to appropriate potential investors and new businesses to locate and establish a presence in Smyrna
- **Assist:** provide high quality public services, ensure fair regulation, and participate in local promotional and business events
- **Inform:** provide marketing and other business information, report on federal and state initiatives and proposals, and involve the business community in policy and regulatory processes
- **Promote:** actively market the community’s assets and opportunities, develop and provide promotional materials, and coordinate on behalf of Smyrna’s business community with economic development and business entities locally and regionally
- **Communicate:** provide information about the activities, goals and results of BDC efforts, in addition to meeting periodically with Smyrna stakeholders and prospective stakeholders to share information about Smyrna, topics of relevance to business and property owners with a primary purpose of advancing business and sense of place goals.

Members of the EDC and its subcommittees enthusiastically support the efforts of the Town of Smyrna to gain the Downtown Delaware District designation and intend to maximize the benefits of this economic and business development incentive. Thank you for your consideration.

Sincerely,

Regina I. Brown, Vice Mayor  
Chairman, Economic Development Committee

REGINA I. BROWN • JOHN L. EMBERT III • JEFFREY A. FLAITY • ROBERT C. JOHNSON • ANDREA C. RODRIGUEZ • VALERIE M. WHITE  
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# Application for Town of Smyrna Downtown Development District

## Chapter 18 – Building and Building Regulations

### Article I – In General

#### Division 2 – Permits and Fees

##### **Sec. 18-28.1. - Cap on permit fees for qualifying projects.**

Qualifying projects in commercially-zoned areas or in the historic preservation overlay district.

(1) *Cap on building permit fees.* Subject to (3), (4) and (5) hereafter, for a "qualifying project", the maximum building permit fee shall be \$40.00 for the first \$1,000.00 of value and \$11.00 per each additional \$1,000.00 of value, not to exceed \$1,129.00 regardless of the total cost of the project.

(2) *"Qualifying project" defined.* A "qualifying project" is the rehabilitation, renovation, reconstruction, or restoration of a building or structure located in a commercially-zoned area of the town (i.e. local commercial, central commercial, and highway commercial) or in the historic preservation overlay district, which as of December 19, 2003:

- a. Is currently vacant;
- b. Is determined by the code official to have been vacant for at least the immediately previous 24 months; and
- c. Is reasonably anticipated to contribute to the revitalization of that area and/or community in general, as reasonably determined by the town manager.

A "qualifying project" shall also include the replacement of a former building or structure on its site, which, in addition to the aforementioned criteria of paragraph "2 (i-iii)", the replacement is the substantially same size, scale, footprint, appearance and configuration as the previously-existing building or structure.

(3) *Projects not qualifying.* The cap on building permit fees provided for under this section shall not apply to the value of any improvements which extend a building or structure beyond its existing "footprint" or which results in a net increase in the total floor area of an existing building by the addition of floors, porches, or decks; nor to the replacement of any building or structure which is not substantially the same size, scale, footprint, appearance, and configuration as the previously existing building or structure. The value of any such improvements and/or replacements shall be subject to the standard building permit fees.

(4) *Limitation on cap.* No qualifying project shall be entitled to the cap on building permit fees under this section more than once in any consecutive ten-year period.

(5) *Qualified projects within the historic preservation overlay district.* No qualified project located within the town's historic preservation overlay district shall be entitled to the cap on building permit fees provided for under this section unless the improvements made to rehabilitate, renovate, reconstruct, restore, and/or replace the building or structure are undertaken and completed in strict compliance with all design and construction requirements recommended by the town's historic preservation overlay district review board.

(Ord. No. 016-05, § 4, 8-15-05; Ord. No. 007-10, § 1, 3-1-10)

**Note**—Formerly, [§ 18-29](#)

# Application for Town of Smyrna Downtown Development District

## **Chapter 18 – Building and Building Regulations** **Article XII – Redevelopment Authority**

### **DIVISION 3. - FACADE IMPROVEMENT MATCHING GRANT PROGRAM**

#### **Sec. 18-701. - Declaration of necessity by town council.**

The town council hereby adopts and affirms the legislative finding declared in section 4502 of title 31 ("welfare") of the Delaware Code (as amended) and the declarations of necessity under division 1 and 2 hereunder. The town council has determined it is in the public interest that slum conditions and conditions of blight, dilapidation, obsolescent, decay, and deterioration be eliminated and that the redevelopment, rehabilitation, renovation, reconstruction, restoration, conservation, or combination thereof, of such conditions is necessary in the interest of public health, safety, morals and welfare of the residents of the town. The existence of such conditions eventually necessitates excessive and disproportionate expenditure of public funds upon the structures falling into such a great state of disrepair that they become unsalvageable. The town council desires to encourage the redevelopment, rehabilitation, renovation, reconstruction, restoration, and conservation of the aforementioned conditions by the expenditure of public money through a facade improvement matching grant program conditioned upon such terms to prevent the recurrence of the condition(s). Thereby eliminating, remedying, or preventing, to the extent feasible, the conditions enumerated hereunder so that the same do not constitute an economic and social liability upon the residents of the town. The town council is exercising such powers, rights and duties pursuant to chapter 45 ("slum clearance and redevelopment law") of title 31 ("welfare") of the Delaware Code, as amended, and the Town Charter.

*(Ord. No. 006-05, § 1, 3-21-05)*

#### **Sec. 18-702. - Creation of authority.**

The town council shall be vested with the powers, functions and duties of the authority under this division.

*(Ord. No. 006-05, § 1, 3-21-05)*

#### **Sec. 18-703. - Powers, functions and duties of authority.**

Pursuant to the Town Charter and chapter 45 ("slum clearance and redevelopment authority law") of title 31 ("welfare") of the Delaware Code (as amended), the town council, acting as the authority, shall have all the powers necessary or convenient to carry out and effectuate the purposes and provisions of this division, including, but not limited to, those powers necessary or convenient to engage in redevelopment, rehabilitation, renovation, reconstruction, restoration, and conservation to eliminate, remedy or prevent slum conditions and conditions of blight, dilapidation, obsolescent, decay, and deterioration. The town council, acting as the authority, may expend public money through the facade improvement matching grant program if the expenditure is conditioned upon such terms to prevent the recurrence of the condition(s) eliminated, remedied or prevented.

*(Ord. No. 006-05, § 1, 3-21-05)*

#### **Sec. 18-704. - Eligible properties.**

# Application for Town of Smyrna Downtown Development District

- (a) Commercial and residential properties located within the historic preservation overlay district (HPOD), as define by the town zoning code, shall be eligible to participate in the facade improvement matching grant program.
- (b) Properties owned by or associated with religious organizations are not eligible to participate in the facade improvement matching grant program.

*(Ord. No. 006-05, § 1, 3-21-05)*

## **Sec. 18-705. - Eligible applicants.**

The property owner(s) and any person or entity holding an equitable or legal interest in the property are eligible to make application for monies under the facade improvement matching grant program. All applications by any person or entity other than the property owner shall be supported by a notarized letter of permission from the property owner.

*(Ord. No. 006-05, § 1, 3-21-05)*

## **Sec. 18-706. - Eligible improvements.**

(a) The authority shall reasonably determine the exterior front facade improvements eligible for matching grant monies, which shall include, but is not limited to, the rehabilitation, renovation, reconstruction (photographic documentation and or historic documentation must be provided), restoration, replacement, installation, conservation, or any other similar construction activity of the following improvements (this is not an exhaustive list of eligible improvements and the authority reserves the right to make the final and conclusive determination of all eligible improvements on an application):

(1) *Doors.* An exterior facade door (including a storm door and screen door) and/or door hardware (knobs, knockers, door plates, numbers, etc.) which are visible from a public street and/or sidewalk.

(2) *Lighting.* Exterior facade lighting which is visible from a public street and/or sidewalk.

(3) *Roofs.* The front, side and back of a sloping roof, part of which is visible from a public street and/or sidewalk. The authority may not grant monies for a flat roof unless a significant portion of the roof area is visible from a public street and/or sidewalk.

(4) *Shutters or awnings.* Exterior facade shutters or awnings visible from a public street and/or sidewalk.

(5) *Stairs, railings, columns, porches and balconies.* Exterior stairs, railings, columns, porches and balconies visible from a public street and/or sidewalk.

(6) *Walkways.* Any sidewalk, paver system or other permanent walkway improvement designed for pedestrian use from a public street or sidewalk. The walkway does not have

# Application for Town of Smyrna Downtown Development District

to be primarily used for public pedestrian use, but the walkway must provide access for the general public from a public street or sidewalk to the property.

(7) *Walls*. The exterior facade wall of a property visible from a public street or sidewalk. In addition to the "construction activities" enumerated in the opening paragraph of this section, the cleaning, sealing, tuck pointing, and painting of an exterior facade wall are eligible improvements.

(8) *Windows*. Exterior facade windows visible from a public street and/or sidewalk. In addition to the "construction activities" enumerated in the opening paragraph of this section, the glazing or re-glazing of sills are eligible improvements.

(9) *Architectural decorative ornamentation*. Architectural decorative ornamentation, including, but not limited to, finials, balustrades, brackets, braces, dentils, cornices, moldings, and decorative siding, visible from a public street and/or sidewalk.

(10) *Chimneys*. The sealing, tuck pointing, stuccoing, re-stuccoing and painting of an exterior chimneys which are visible from a public street and/or sidewalk. Decorative corbelling and capping are eligible improvements.

(11) *Privacy fences around exterior mechanical units*. Privacy fences around exterior mechanical units that are visible from a public street and/or sidewalk. Privacy fences are defined as those types of fences which enclose only a small area in close proximity to the primary structure. Such fences are permitted, subject to prior written approval from the town, if the fence does not exceed a height of six feet and is constructed of PVC, vinyl, or wood.

All improvements shall be permanent and fixed in type or nature. The applicant is responsible for securing a building permit before beginning any construction activity. The applicant is responsible for ensuring that all improvements satisfy any code requirements of the town, including, but not limited to, zoning, building and safety.

- (b) Recommendation by historic preservation overlay district review board. Prior to the approval of any application by the authority, the historic preservation overlay district review board shall review the application and make a recommendation to the authority as to whether or not the improvements are consistent with any historic district design guidelines adopted by the town and any other consideration provided for in [chapter 19](#) of the Town Code. Only those improvements consistent with any historic district design guidelines and [chapter 19](#) are eligible for grant monies. The board shall make the final determination as to whether or not the improvements are consistent with any historic district design guidelines adopted by the town; except for appeals to the town council under [chapter 19](#)

(Ord. No. 006-05, § 1, 3-21-05; Ord. No. 009-08, § 1, 11-17-08)

## Sec. 18-707. - Grant application.

# Application for Town of Smyrna Downtown Development District

- (a) The applicant must complete and return to the authority the application and the following:
- (1) An affidavit signed by the property owner and all persons or entities holding an equitable or legal interest in the property stating:
    - a. The same do not have any pending litigation with the town; and
    - b. The amount of grant monies already applied for and/or distributed for the property listed on the application does not exceed the amounts authorized hereunder for matching grants.
  - (2) A notarized letter of permission from the property owner if the application includes persons or entities other than the property owner.
  - (3) The property owner shall provide to the authority acceptable proof of ownership of the property, as reasonable determined by the authority (e.g., a certified copy of the deed).
  - (4) A signed town treasury information form (or similar document) which shall state that the property owner and all persons or entities holding an equitable or legal interest in the property are not delinquent on any debts owed to the town, including, but not limited to, property taxes and water, electric and sewer charges.
  - (5) A letter of recommendation from the historic preservation overlay district review board.
  - (6) A detailed description and itemized costs of the improvements to be completed with grant monies.

(Ord. No. 006-05, § 1, 3-21-05)

## **Sec. 18-708. - Matching grant amounts.**

(a) *Commercial properties within the historic preservation overlay district (HPOD).* The authority shall match up to \$5,000.00 of the monies invested on eligible improvements by the property owner and/or any person or entity holding an equitable or legal interest in the property. The total amount of all matching grants by the authority shall not exceed \$5,000.00 for a single property in one year.

(b) *Residential properties within the historic preservation overlay district (HPOD).* The authority shall match up to \$5,000.00 of the monies invested on eligible improvements by the property owner and/or any person or entity holding an equitable or legal interest in the property. The total amount of all matching grants by the authority shall not exceed \$5,000.00 for a single property in one year.

(Ord. No. 006-05, § 1, 3-21-05)

## **Sec. 18-709. - Funding of matching grant program.**

# Application for Town of Smyrna Downtown Development District

(a) *Availability of grant monies.* Every application shall be conditioned upon the availability of grant funds. Applicants shall be subject to a waiting list if funds are not available for the facade improvement matching grant program.

(b) *Reconciliation of grant funds.* The authority shall reconcile grant funds on a monthly basis and temporarily assign grant funds to an applicant subject to the approval of the application by the authority.

(Ord. No. 006-05, § 1, 3-21-05)

## **Sec. 18-710. - Completion of improvement(s).**

The applicant(s) shall complete the improvement within one year from the date that the application was approved by the authority to maintain eligibility for grant monies. Failure to do so will result in the automatic forfeiture of grants funds assigned to applicant without any further notice from the authority.

(Ord. No. 006-05, § 1, 3-21-05)

## **Sec. 18-711. - Disbursement of grant monies.**

Prior to the disbursement of grant monies, the applicant(s) shall provide the following to the authority:

- (1) A letter from the town manager that the improvement(s) have passed all final inspections required under the town codes.
- (2) A letter from the historic preservation overlay district review board stating that the improvements satisfy the historic district design guidelines and the provisions of [chapter 19](#)
- (3) An itemized invoice or receipts of the improvement(s) constructed marked "paid in full."
- (4) A waiver of lien signed by each contractor performing work upon the property.
- (5) An affidavit signed by the applicant(s) stating the amount of monies expended by the applicant(s) which is eligible to be matched with grant monies by the authority as provided hereunder.

(Ord. No. 006-05, § 1, 3-21-05)

## **Sec. 18-712. - Deed restriction upon the subject real property.**

Prior to the disbursement of grant monies, the applicant(s) and authority shall enter into a covenant which shall run with the land of the subject real property. If subject real property is sold within five years of receipt of grant funds, the applicant must repay grant funds to the Town of Smyrna. The covenant shall include restrictions and conditions as the authority may deem necessary to prevent slum conditions and conditions of blight, dilapidation, obsolescent, decay, and deterioration, and provide appropriate remedies for any breach of any such covenants, restrictions or conditions, including the right of the authority to be reimbursed for any funds disbursed hereunder. The covenant shall be executed by the property owner prior to the

## Application for Town of Smyrna Downtown Development District

disbursement of funds and recorded as a lien on the property with the Town of Smyrna. The amount of the lien shall be decreased by 20 percent of the original grant amount on the anniversary date of the grant each year until the amount is reduced to zero. If the property is sold prior to the amount being reduced to zero, then the Town of Smyrna shall be paid the amount of the existing lien at the time of sale.

*(Ord. No. 006-05, § 1, 3-21-05; Ord. No. 009-08, § 2, 11-17-08)*

**Secs. 18-713—18-800. - Reserved.**

# Application for Town of Smyrna Downtown Development District

## Chapter 18 – Building and Building Regulations

### Article XII – Redevelopment Authority

#### DIVISION 4. - WAIVER OF TOWN TAXES, CHARGES AND FEES

##### **Sec. 18-801. - Waiver of town taxes, charges and fees.**

The town council may waive, in whole or part, by resolution, any tax, charge, fee, obligation and/or duty (collectively referred to as "charges") owed to the town if such waiver is necessary to effectuate the purposes and intent of this article ("redevelopment authority"). The waiver shall include, but is not limited to, property taxes, impact fees, building permit fees and the monthly metered electric utility charge (excluding any public utility tax, state and/or federal tax/surcharge, purchase power adjustment, and/or transmission/distribution fees). With regards to the waiver of impacts fees, the town council shall consider in its determination:

- (1) The kind, use or intensity of the proposed construction; and
- (2) The increase in demand, if any, upon "municipal and/or public services" as defined in [chapter 32](#)

The town council may extend the waiver to charges for any project necessitated by or directly related to a project of redevelopment, including, by way of example, the waiver of charges that result from the development and use of a site to be used for the relocation of any persons and/or businesses displaced by redevelopment. If necessary to effectuate the purposes and intent of this article, the waiver may extend to projects not identified in a plan of redevelopment.

*(Ord. No. 014-05, § 1, 4-4-05)*

**Secs. 18-802—18-900. - Reserved.**

# Application for Town of Smyrna Downtown Development District

## Chapter 32 - IMPACT FEES

### **Sec. 32-3. - Waiver of impact fees for qualifying projects.**

Subject to sections [32-5](#), [32-6](#), and [32-7](#) hereafter, for a "qualifying project", the impact fees shall be fully waived (which would otherwise apply pursuant to this chapter); provided that the rehabilitation, renovation, reconstruction, restoration or replacement of the existing building or structure is (1) similar in kind, use or intensity; and (2) does not cause a significant increase in "municipal and/or public services" as defined in [section 32-2](#), as reasonably determined by the town manager.

*(Ord. No. 032-03, § 2, 11-17-03)*

### **Sec. 32-4. - "Qualifying project" defined.**

A "qualifying project" is the rehabilitation, renovation, reconstruction, or restoration of a building or structure located in a commercially-zoned within the town's incorporated municipal limits (i.e. local commercial, central commercial, and highway commercial) or located in the historic preservation overlay district which, as of the effective date of the ordinance from which this section is derived (12/03/03):

- (1) Is currently vacant;
- (2) Is determined by the building inspector to have been vacant for at least the immediately previous 24 months; and
- (3) Is reasonably anticipated to contribute to the revitalization of that area and/or community in general, as reasonably determined by the town manager.

A "qualifying project" shall also include the replacement of a former building or structure on its site, which, in addition to the aforementioned criteria of this section, the replacement is the substantially same size, scale, footprint, appearance, and configuration as the previously-existing building or structure.

*(Ord. No. 032-03, § 3, 11-17-03; Ord. No. 020-04, § 3, 10-18-04)*

### **Sec. 32-5. - Projects not qualifying for full waiver.**

The waiver of impact fees provided for under [section 32-3](#) shall not apply to the following:

- (1) Any improvement which extends a building or structure beyond its existing "footprint" or which results in a net increase in the total floor area of an existing building by the addition of floors, porches, or decks; or the replacement of any building or structure which is not substantially the same size, scale, footprint, appearance, and configuration as the previously existing building or structure. The impact of any such improvements and/or replacements shall subject the complete project to the impact fees provided for under this chapter.
- (2) Any improvement and/or replacement which causes a significant increase in "municipal and/or public services" by either using up existing capacity or by causing the need to expand existing capacity, as reasonably determined by the Town manager and supported by analysis. "Municipal and/or public services" includes, but is not limited to, electricity,

## Application for Town of Smyrna Downtown Development District

water, sanitary sewer, storm sewer and drainage, street lighting and signage, traffic control devices, streets, curbs, sidewalks, gutters, and police, fire, code enforcement, emergency protection, and general administrative services to the residents and properties of the town or served by the town's electric distribution system, sanitary sewage collection facilities and/or water treatment and distribution system. The additional impact upon the "municipal and/or public services" only shall be subject to the impact fees provided for under this chapter.

*(Ord. No. 032-03, § 4, 11-17-03; Ord. No. 020-04, § 4, 10-18-04)*

### **Sec. 32-6. - Limitation on waiver.**

No qualifying project shall be entitled to the waiver of impact fees provided for under [section 32-3](#) more than once in any consecutive ten-year period.

*(Ord. No. 032-03, § 5, 11-17-03)*

### **Sec. 32-7. - Qualified projects within the historic zoning overlay district.**

No qualified project located within the town's historic zoning overlay district shall be entitled to the waiver of impact fees provided for under [section 32-3](#) unless the improvements made to rehabilitate, renovate, reconstruct, restore, and/or replace the building or structure are undertaken and completed in strict compliance with all design and construction requirements recommended by the town's historic preservation review board.

*(Ord. No. 032-03, § 6, 11-17-03)*

# Application for Town of Smyrna Downtown Development District

## CHAPTER 70 - UTILITIES

### ARTICLE IV. - DISCOUNT OF ELECTRIC UTILITY CHARGES FOR QUALIFYING PROJECTS

#### **Sec. 70-190. - Discount.**

Subject to sections [70-192](#), [70-193](#) and [70-194](#) below, for a "qualifying project," the monthly metered electric utility charge (excluding any public utility tax, state and/or federal tax/surcharge, purchase power adjustment, and/or transmission/distribution fees) shall be discounted 50 percent for a period of six months that would otherwise apply pursuant to this chapter.

*(Ord. No. 031-03, § 1, 11-17-03)*

#### **Sec. 70-191. - "Qualifying project" defined.**

A "qualifying project" is the rehabilitation, renovation, reconstruction, or restoration of a building or structure located in a commercially-zoned area of the town (i.e. local commercial, central commercial, highway commercial) or located in the historic preservation overlay district which, as of the effective date of this article (12/03/03):

- (1) Is currently vacant;
- (2) Is determined by the building inspector to have been vacant for at least the immediately-previous 24 months; and
- (3) Is reasonably anticipated to contribute to the revitalization of that area and/or community in general, as reasonably determined by the town manager.

A "qualifying project" shall also include the replacement of a former building or structure on its site, which, in addition to the aforementioned criteria of this section, the replacement is the substantially same size, scale, footprint, appearance, and configuration as the previously-existing building or structure.

*(Ord. No. 031-03, § 1, 11-17-03)*

#### **Sec. 70-192. - Projects not qualifying.**

The discount provided for under this article shall not apply to any improvement which extends a building or structure beyond that portion of its existing "footprint" or which results in a net increase in the total floor area of an existing building by the addition of floors, porches, or decks; nor to the replacement of any building or structure which is not substantially the same size, scale, footprint, appearance, and configuration as the previously existing building or structure. The town manager is authorized to exercise his/her discretion in determining the method by which the allowable portion of the discount will be computed.

*(Ord. No. 031-03, § 1, 11-17-03)*

#### **Sec. 70-193. - Limitation on discount.**

No qualifying project shall be entitled to a discount under this article more than once in any consecutive ten-year period.

*(Ord. No. 031-03, § 1, 11-17-03)*

# Application for Town of Smyrna Downtown Development District

## **Sec. 70-194. - Qualified projects within the historic preservation overlay district.**

No qualified project located within the town's historic preservation overlay district shall be entitled to the discount provided for under this article unless the improvements made to rehabilitate, renovate, reconstruct, restore, and/or replace the building or structure are undertaken and completed in strict compliance with all design and construction requirements recommended by the town's historic preservation review board.

*(Ord. No. 031-03, § 1, 11-17-03)*

## **Sec. 70-195. - Termination of discount.**

The discount shall automatically terminate upon the expiration of the six-month period.

*(Ord. No. 031-03, § 1, 11-17-03)*

## **Sec. 70-196. - Reduction in advance payment.**

The town manager may reduce the amount of the electric utility advance payment up to 50 percent, as reasonably determined by the town manager, for a period of 12 months, provided that the customer has a satisfactory payment record for the immediately-previous six-month period without an unpaid previous balance and the customer does not have a detrimental credit record (i.e., an adverse credit report from recognized credit reporting services available to the general community, or prior unpaid balances or late payment shown on the accounting record of the town for that customer for any account).

*(Ord. No. 031-03, § 1, 11-17-03)*

## **Secs. 70-197—70-199. - Reserved.**

# Application for Town of Smyrna Downtown Development District

## **Façade Improvement Program**

Smyrna has a unique history which is reflected by its architecture and town plan. Over the years, much of the original architectural has been lost. Restoring it through rehabilitation is the key to making Smyrna an important historic site and creating an identity for the historic district that will attract tourists and increase community pride.

In July of 2003, an ordinance to amend the town code of the Town of Smyrna by adding a new Chapter 19 entitled “Historic Preservation Ordinance” was adopted. The purpose and policy of this ordinance was declared to be a matter of public policy that safeguarded the heritage of the town, and would preserve and protect structures and districts having historic, architectural, cultural, and aesthetic values, which are in the best interests of the citizens of the Town of Smyrna.

A Historic District Overlay Zone was been created to specifically include the street frontage on both sides of designated street, whether occupied by a structure or not.

Design standards have been implemented for use in the Historic District Overlay Zone. The goals for the standards were to provide assistance to property owners prior to appearing before the Historic District Review Board with their plans. The standards assist in making appropriate choices for renovations or repairs in building within the historic district, and outline expectations that the Historic District Review Board have for renovation or construction proposals. New construction or any changes to the exterior of buildings in the overlay zone must also be approved by the Historic District Review Board.

The Town Council has determined it is in the public interest that slum conditions and conditions of blight, dilapidation, obsolescent, decay, and deterioration be eliminated and that the redevelopment, rehabilitation, renovation, reconstruction, restoration, conservation, or combination thereof, of such conditions is necessary in the interest of public health, safety, morals and welfare of the residents of the Town. The existence of such conditions eventually necessitates excessive and disproportionate expenditure of public funds upon the structures falling into such a great state of disrepair that they become unsalvageable. The Town Council desires to encourage the redevelopment, rehabilitation, renovation, reconstruction, restoration, and conservation of the aforementioned conditions by the expenditure of public money through a facade improvement matching grant program conditioned upon such terms to prevent the recurrence of the condition(s). Thereby eliminating, remedying, or preventing, to the extent feasible, the conditions enumerated hereunder so that the same do not constitute an economic and social liability upon the residents of the Town. The Town Council is exercising such powers, rights and duties pursuant to Chapter 45 (“Slum Clearance and Redevelopment Law”) of Title 31 (“Welfare”) of the Delaware Code, as amended, and the Town Charter.

# Application for Town of Smyrna Downtown Development District

Smyrna has a rich architectural heritage which must be preserved and enhanced to realize its revitalization. Smyrna has nearly 500 structures included in the National Register Historic District however the Town has witnessed the inappropriate alteration or demolition of some of these in recent years compromising the integrity and property values of those which remain. Citizens who reside in historic structures in the District, rely on you, the Town Council to protect their investments in these properties as well as the significant investment in public building like the Historic Smyrna Opera House. This legacy has not only been entrusted to this generation, but as elected officials you have a stewardship responsibility to assure that future generations will enjoy benefit from this rich architectural resource.

The following benefits accrue from the protections afforded by the ordinance:

- Preserves and enhances neighborhood character
- Protects property investments and values
- Promotes restoration and revitalization
- Encourages pride of ownership
- Attracts homeowners who appreciate historic properties
- Encourages compatible infill construction
- Discourages demolition of historic properties
- Increases neighborhood visibility with municipal officials
- Property tax credits and abatements available for certain restoration projects
- Promotes and preserves Smyrna's cultural and architectural heritage
- Preserves and protects an important Smyrna's history
- Provides a unique sense of community
- Positions neighborhood to receive foundation grants
- Promotes awareness of neighborhood values
- Provides guidelines for compatible new construction
- Improves the quality of the neighborhood

Finally, the Historic Review Board is a wonderful asset to this community and the homeowner, offering valuable advice on options of which the homeowner may not be aware. Their collective advice has can protect the consumer from unscrupulous contractors and from

## Application for Town of Smyrna Downtown Development District

undertaking a project which may actually decrease not only the historical value but also the resale value of their most important asset, their homes.

Façade Improvement Matching Grant Program, adopted March 2005, effective April 2005.

The Historic Preservation Overlay District was extended in August 2005.

# Application for Town of Smyrna Downtown Development District

## Vacancy Treatment Program

### Introduction

The Town of Smyrna wishes to develop and adopt a “Vacancy Treatment Standard”. The goal of the Vacancy Treatment Standard is to establish a written protocol for the treatment of vacancy so as to acknowledge vacant buildings in a unified manner and thereby mitigate the effect that vacancy has on the overall appearance of the downtown and the Route 13 corridor areas as a whole. The logic here is that commercial districts should reflect commercial activity whenever possible, and leaving the premises in an obviously vacant condition should be thought of as the least desirable option when a business closes.

It is anticipated that the Business Development Committee will utilize and implement this standard. The standard will hopefully be embraced and adopted by cooperating property owners because their participation is not mandated by law. Initially, the Town of Smyrna has engaged a consultant to assist with implementation efforts. It is the goal of those involved with the implementation of this standard to provide real visual examples of improved storefronts (in the spirit of, “a picture is worth a thousand words”) to help property owners understand the collective benefits of adopting the vacancy standard.

This is also intended as a business development tool and outline for the Committee to use as it advances its new growth goals and initiatives. It is intended to supplement the Committee’s efforts in rising to the long-term and short-term opportunities presented by vacancy.

This recommended vacancy standard outlines and prioritizes alternatives to obvious vacancy:

- Activation of vacant space with a long-term goods and/or service provider is, of course, the most desirable alternative to an empty space, thus a top priority. The process of long-term prospecting, however, takes time. Locating appropriate businesses, negotiating the terms of an agreement, construction and “grand opening” can take 12 to 24 months or even under good conditions, and longer in a tough economy.
- In the meantime there are alternative initiatives that can be undertaken in the short-term that will reflect a more positive overall commercial message provided that property owners are engaged and agreeable to these initiatives.

### Engaging Property Owners

A fundamental goal of any standard is to have the participation and enrollment of all intended participants. The first step to adopting a vacancy standard is to in engage property owners by enrolling them to participate. Enrolling the property owners starts with an explanation of the standard i.e., What is the standard? and What it will do for them and the commercial district?

# Application for Town of Smyrna Downtown Development District

This standard is written as an enrollment aid so that property owners will see the potential increase in value to their individual real estate holdings as well as to the increase to the collective value to the district as a whole. The bottom line is: the more “buy-in” there is the more value created.

That said, if an owner does not want your assistance or does not see the value of achieving a common standard - move on - and work with those who will partner with you (though this may give rise to code enforcement measures that might have been dealt with as part of a more cooperative effort). Perhaps it will make a difference upon “re-approach” when those who do not participate initially see the physical improvements that adopting this standard can bring to the area.

Once adopted by the Business Development Committee, copies of the standard should be available for property owners and an “abstract” of the standard should be sent.

**Note:** Think of *Priorities One and Two* below as the standard approach for vacancy solutions that you would like to see all property owners adhere to and adopt. The first two priorities establish a common goal and path for “reactivating” the property owner’s space with appropriate new business activity. But since “gearing up” and executing on these two priorities can take weeks or longer, property owners should be encouraged to concurrently undertake steps to implement the standards as outlined in *Priorities Three and Four* below. It is only when undertaking *Priorities Three and Four* concurrently that the negative effects of vacancy can be mitigated, which is the primary goal of this standard.

A final note: Any standard requires enrollment and adoption by the intended participants. As you take the initial steps toward implementing this standard the first step is to put this standard in the hands of property owners with current vacancy, and gain their support and participation. This will address current conditions and also provide a visual model for the standard as you begin the next phase of enrolling new property owners in the standard.

## **PRIORITY ONE: Long-term New Business**

Assessment of Long Term Prospects and Steps to Business Recruitment: Build a database of prospects of those seeking to expand their business, open a new business or relocate their existing business.

# Application for Town of Smyrna Downtown Development District

## **PRIORITY TWO: Assessment of Short-term Business Prospects**

If no long term prospect is imminent, then **short-term** business recruitment strategies are recommended (for example, these can be “seasonal businesses” like a Christmas store, fall pumpkins and gourds, summertime theme, etc.)

### Assessment of Short Term or Temporary Prospects:

## **PRIORITY THREE: Display of Goods and Services**

### The Display of an existing business’s goods and services

Enroll targeted businesses in the opportunity to display their merchandise in a vacant store window. This requires having conversations with the property owner (seeking permission to use the store window while the space is vacant), and the business owner (getting their agreement to participate) by providing the goods and services to be displayed.

Make new businesses or struggling businesses the priority when providing this assistance. Target “at risk” businesses in need of retention assistance and make them a priority in your selection criteria, or alternatively target new businesses that could use the additional exposure and increase market awareness that they are open and in town. Use this approach:

- Enroll the property owner. Present the opportunity as a no cost or low cost opportunity to market the space more effectively because it will look good and reflect a commercial purpose. In addition, assure the property owner that the window display will reserve space for the owner to market the vacancy with contact and other relevant information. (See Priority 4 below for examples of such.) If cost is an issue, offer that the business owner will pay for the utilities cost to light the display and other related display costs such as possible construction of a temporary demising wall or other appropriate “back” treatment. Keep in mind that “access” to the window space is all that you are asking the property for. Enroll the business owners that you have “targeted”.

## **PRIORITY FOUR: Pleasing Window Graphic**

### Install a graphic design or other decorative element that improves the visual aesthetic of the storefront or window

Goal: To reflect a positive image as an alternative to vacancy whenever it is possible to do so.

We recommend a visually pleasing graphic (e.g. seasonal image like a “tulip” for spring a “sun burst” for summer, the “tag-line” for your community etc.) If the vacancy may last for a period of time beyond the season it is more practical for the graphic to depict all 4 seasons accompanied by your community’s tag line and/or contact information pertaining to the vacancy. The selected

# Application for Town of Smyrna Downtown Development District

images could be built around the retail selling seasons that occur throughout the year. For example, the image could correspond to the following selling seasons:

- **January** - Winter Clearance/White Sales
- **February** - Valentine's Day/Presidents Day Weekend
- **March** - Spring Preview/Home and Garden
- **April** - Easter/Health and Fitness
- **May** - Mother's Day/Summer Preview
- **June** - Bride's, Dad's and Grads
- **July** - Summer Clearance
- **August** - Summer Clearance Final/Back to School
- **September** - Fall Preview
- **October** - Columbus Day/Halloween
- **November** - Veterans Day/Thanksgiving/Holiday Preview
- **December** - Holiday

These are intended to stimulate ideas among the committee. There may be a more desirable alternative graphic image that depicts a unique and known characteristic of Smyrna that the group agrees upon. This could be something as simple as the Town of Smyrna logo. The logo could be repeated as a pattern comprising the entire graphic. The contact information could border the image stating: "Another Smyrna Opportunity Awaits (for more information contact...)" or "This could be your space (contact)"

Painted murals in conjunction with a local school (this is best for long-term vacancy) are also an appropriate alternative, although this requires more handholding from design/selection of graphic, skill of painters, selection of appropriate paint and materials, and long term maintenance. A variation on this theme is to create the mural on paper and then have the image transferred to large sections of vinyl sheets. By connecting the sections the illusion of a mural is created. This application could be used to "wrap" the façade and sides of a vacant building (see Option 3 below).

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Once an image is selected we recommend three (3) simple applications that will fit the most common types of vacancies.

The following costs are based on image produced on various substrates (vinyl, and aluminum). All of the below pricing includes printing and installation with Bob The Sign Guy, Apple Tree Signs, Smyrna, DE 19720, 800-859-583. Property owners and businesses are, of course, at liberty to use whomever they chose, but this vendor has provided competitive pricing, which is listed below for reference and as a context for the anticipated costs. The standard turn-around time for any of the below options is typically one day, and installation can be scheduled according to the mutual schedule of the parties. This vendor requires a deposit for jobs in excess of \$200. Here is a schedule of anticipated options and costs:

- **Option 1:** Vinyl Decal

The vinyl graphics installed directly to the exterior store window. This application is not reusable, but may be appropriate for long-term vacancy (six months or more)

2'x 4' .....\$70

3'x 5' .....\$80

4'x 6' .....\$125

Uninstalled

2' x 4' ..... \$50

3' x 5' ..... \$60

4' x 6' .....\$105

- **Option 2:** Aluminum Sign

This application applies to an aluminum sign used for installation onto the building façade, and applies to freestanding buildings with no glass. Note: Buildings will also require fresh paint in addition to the aluminum sign for optimum visual appeal (In addition, care should be taken so as not to permanently destroy the fabric of historic buildings).

2'x4' .....\$90

3'x5' .....\$110

# Application for Town of Smyrna Downtown Development District

4'x6' .....\$130

- Option 3: Custom Vinyl Wrap

This option will likely apply to free-standing building with limited windows or no windows. The application would “wrap” the building with a graphic. The graphic would, in effect, be a series of large vinyl sheets. The pricing for this application will be determined on a case-by-case basis.

It is recommended that these applications be supplemented by background techniques such as “soaping” or frosting in a manner that frames out the graphics, increases aesthetic appeal, increases unity of overall vacancy treatment standard in the downtown, and eliminates the problem of seeing “cobwebs and remnants” of the previous business.

It is anticipated that property owners will voluntarily undertake the cost associated with complying with this, though it would provide an additional incentive to property owners if there were some contribution in the form of matching funds to leverage the cost of these improvement, which of course depends upon available funding.

In the case of free standing buildings the landscaping and general deferred maintenance conditions should be examined on a case-by-case basis. A punch list should be prepared to address this issue in addition to the previously outlined graphics options.

As the implementing organization becomes familiar with these techniques and applications it is anticipated that the costs associated with these treatments will decrease.

Pertinent contact and leasing information should be included as an additional means of marketing the space. This is where the Business Development Committee or the Town of Smyrna has an excellent opportunity to show the proactive steps it is taking on behalf of Town of Smyrna businesses, property owners and residents. Therefore, in addition to the owner/broker contact information we recommend the organizational “sponsor” logo be prominently placed on the graphic. This message should look as complimentary to the graphic as possible. The recommended method for applying the contact information is to border or “picture frame” the graphic.

*(See images next page)*

## Application for Town of Smyrna Downtown Development District



A graphic for all seasons



Vacancy...what vacancy...I just see beaming grads!



Click three times and say..."I wanna be there"!

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Oh, yeah



Beautiful color

## Application for Town of Smyrna Downtown Development District

A common, but less desirable vacancy treatment:



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## Examples of Proposed Types of Vacancy Treatment: Graphics



## Examples of Proposed Types of Vacancy Treatment: Graphics

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## Application for Town of Smyrna Downtown Development District

# Smyrna U.S. 13 Corridor Plan and Design Book



November 15, 2012

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U.S. 13/Commerce Street - 1940's



U.S. 13/Commerce Street - 2012



U.S. 13/Commerce Street - Future

# EXECUTIVE SUMMARY

The purpose of the U.S. 13 Corridor Plan is to provide the Town of Smyrna with a long-range land use and transportation master plan for U.S. Route 13 through Smyrna. The plan provides short-term and long-term strategies for enhancing both land use and transportation conditions along the corridor. Smyrna is projected to experience continued growth both along the corridor and throughout its surrounding area, and this report is expected to help guide future land use designs and related transportation improvements.

The Corridor Plan was developed cooperatively by the Dover/Kent County Metropolitan Planning Organization (MPO), the Office of State Planning Coordination, the Delaware Department of Transportation (DelDOT), and the Town of Smyrna. Consultant support was provided by McCormick Taylor and AKRF.

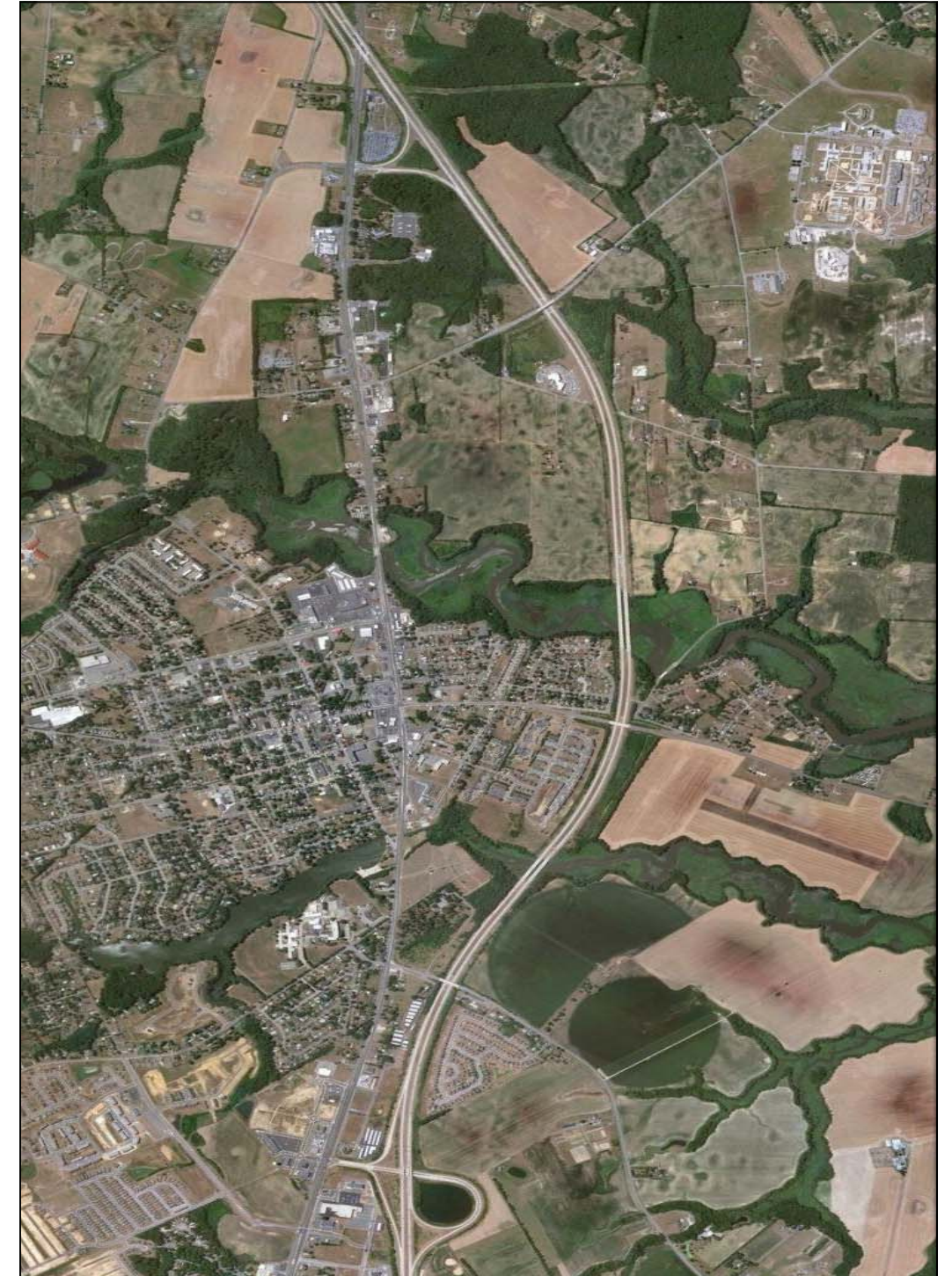
The study team evaluated U.S. 13 from its northern Route 1 interchange to its southern Route 1 interchange, a distance of approximately 3.5 miles. The study, which was initiated in July 2012, consisted of several phases. During the initial phase, the project team gathered existing land use and transportation data, evaluated projected land use and economic conditions, met with key agency and local stakeholders, and prepared for the U.S. 13 Design Week.

The U.S. 13 Design Week was a five-day design charrette held August 20 - 24, 2012. The Design Week was an open process where stakeholders and the public could discuss the positive and negative issues along the corridor, identify potential solutions, and develop recommendations cooperatively with the project team.

The final phase of the study was the development of the actual U.S. 13 Corridor Plan report, which took the ideas that were discussed and generated through the charrette process and developed them into a graphical representation of the recommendations and implementation strategies.

In summary, the study team evaluated three distinct areas along the corridor, each having unique land use, transportation, social, economic, and natural characteristics. The 3 study areas were identified as the Northern Section, the Central Section, and the Southern Section. Within each area, recommendations were developed that addressed the specific needs identified for each section. Through the course of the study, there were several common themes that arose:

- Improve pedestrian connectivity both along U.S. 13 and crossing U.S. 13
- Develop an architectural theme along U.S. 13 that ties into the Smyrna Historic District
- Develop a streetscape plan along U.S. 13 to provide residents and visitors with a unique “sense of place”
- Encourage future land use that’s compatible with the long-term vision for U.S. 13



# PLAN APPROVALS

The undersigned agree to honor the vision, goals, objectives and recommendations of the Smyrna U.S. Route 13 Corridor Plan. This document, including text and maps, shall guide future transportation improvements, new land development ordinances, future land development, infrastructure investments, and streetscape improvements in the U.S. Route 13 Corridor in Smyrna as described herein. This document shall be in full force and effect until such time as all parties reconvene and mutually consent to amend this document.

\_\_\_\_\_  
Mayor, Town of Smyrna

\_\_\_\_\_  
Date

\_\_\_\_\_  
Director, Office of State Planning Coordination

\_\_\_\_\_  
Date

\_\_\_\_\_  
Secretary, Delaware Department of Transportation

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chairman, Dover / Kent County MPO Council

\_\_\_\_\_  
Date



# *INTRODUCTION*



## I-A. PROJECT GOALS

In accordance with the July 2012 Memorandum of Agreement (Appendix A) between the Town of Smyrna, DelDOT, the Office of State Planning, and the MPO, the following is a summary of the goals that were established for this project:

- Work together to plan and design future land use and transportation improvements along the corridor to help the town develop a unique “sense of place”
- Enhance mobility and safety for bicyclists, pedestrians, and transit users to promote alternative transportation modes
- Enhance aesthetics along the corridor to improve both the economic vitality of businesses and the quality of life for residents and travelers
- Promote interconnections of properties and the consolidation of entrances
- Make building form and function a priority over building use to ensure the maximum amount of economic options for business growth and development
- Encourage flexible urban design solutions that fit in with the various functions of U.S. 13

Overall goals of this document:

- Adopt the U.S. 13 Corridor Plan as an amendment to the Town’s Comprehensive Plan
- Develop an Implementation Plan (to include land use and design regulations intended to support the goals of the U.S. 13 Corridor Plan)



U.S. 13/Route 1 Northern Interchange  
(Looking South)

## I-B. PUBLIC PLANNING PROCESS

The U.S. 13 Design Week took place during the week of August 20, 2012. The Design Week used the “charrette” process, in which public input was provided directly to the project team throughout the week, to assist in the identification of corridor needs and the development of alternatives.

Approximately 100 people attended the various meetings that were held throughout the week, including local residents, business owners, developers, Town Councilmen, Planning and Zoning Commissioners, and County and state agency representatives. The primary public events are listed below:

**August 20, 2012** - Kick-off meeting, held at the Smyrna Opera House. A PowerPoint presentation describing “corridor planning” was shown to the attendees. Participants also engaged in roundtable discussions using maps of the study area, to provide the design team with direct feedback on the needs of the corridor.

**August 22, 2012** - Public Open House, held at the Smyrna Town Hall. The design team presented its work from the previous two days, which included potential land use and transportation concepts along each section of the corridor. The concepts presented were based directly on the feedback derived during the stakeholder interviews and the kick-off meeting.

**August 24, 2012** - Final recommendations presentation, held at Belmont Hall. The design team presented modified land use and transportation concepts for the corridor. The Design Week process, the draft recommendations, and a draft implementation plan was presented through a PowerPoint presentation to the attendees.

The project team conducted an intensive public outreach effort as part of this study. Unlike traditional corridor planning studies that involve an initial collection and analysis of data, development of alternatives, then a review by the public, the U.S. 13 Corridor Study followed the charrette public involvement process. Prior to the development of alternatives, the project team solicited public input as early in the process as possible. The comments and feedback received during this initial period was used to develop alternatives that address the needs identified by the public.

There were three primary methods the project team used to gather public input:

**Internet Survey**

**Stakeholder interviews**

**Design Week**



Kick Off Meeting



Open House



Final Presentation

I-C. PUBLIC/STAKEHOLDER COMMENTS

Internet Survey

Through a link provided on its web site, the Town of Smyrna developed an on-line questionnaire to gather public input. The survey was first posted on the web site in early July, 2012. As described below, 3 response questions were asked. As of August 22, 2012, there were 51 responses to the survey.

How safe do you feel walking or biking along U.S. 13 in Smyrna?

Very unsafe	60.8%
Moderately/slightly safe	25.5%
No answer	11.8%
Extremely/very safe	2.0%



Brandywine Chrysler Plymouth



U.S. 13 near Ronny's Garden World

Are you satisfied with the overall appearance of the U.S. 13 corridor?

Moderately/slightly dissatisfied	28.6%
Moderately/slightly satisfied	28.5%
Extremely dissatisfied	23.8%
Neither	16.7%
Extremely satisfied	2.4%

What changes would most improve the visual appearance of U.S. 13?

Improved landscaping	64%
Buffered sidewalks/bike paths	64%
Improved pedestrian crosswalks	62%
Decorative streetlights	54%
Town of Smyrna banners	44%
Improved directional signs	34%
Bike lanes	34%
Bus shelters	30%
Other	26%

I-C. PUBLIC/STAKEHOLDER COMMENTS

Stakeholder Interviews

Prior to the U.S. 13 Design Week, the project team identified key stakeholders to interview. In accordance with the design charrette process, stakeholders are identified as individuals:

- who are decision makers
- who can supply valuable information
- who may be affected by the project
- who have the power to promote or block the project



Former Hoeffecker’s Auto Sales



U.S. 13 Near Royal Farms

“Route 13 is underdeveloped, lacks character and purpose, and is built for through traffic not local trips.”

“U.S. 13 will need to serve its historic role as a regional route but it can be made into a more attractive boulevard.”

“Continuous sidewalks need to be provided on both sides of the road...”

As listed, representatives from the project team (MPO, State Planning, and Town of Smyrna) interviewed the following stakeholders in July and August, 2012. Each interview consisted of 12 questions regarding transportation needs, land use issues, aesthetics, positive and negative aspects of the corridor, and suggestions for improvements.

Stakeholder	Agency
Pat Stombaugh	Mayor of Smyrna
Jeff Flairty	Smyrna Long-Range Planning Committee
Temple Carter	Smyrna Planning Commission
Isaac Willis	Smyrna Fire Department
Debbie Wicks	Smyrna School District
Daryl Jester	Smyrna Public Works
Wilbert Bordley	Smyrna Police Department
Jeff Hurlock	Town of Clayton
Don Weber/Tom Meyer/ Gene Donaldson/Adam Weiser/Denny Hehman	DelDOT Traffic
Thad McIlvaine	DelDOT Transportation Solutions
Cathy Smith/Lisa Collins/ Tremica Cherry	Delaware Transit Corporation
Sarah Keifer/Mary Ellen Gray	Kent County Planning
Kevin Coyle	Department of Natural Resources & Environmental Control
Judy Diogo/Ray Harbeson	Central Delaware Chamber of Commerce
Joe Zilcosky	Delaware Economic Development Office
Wayde Clendaniel	Fearn Clendaniel Architects

## I-D. COMMUNITY VISION



Quotes heard during the stakeholder interviews and Design Week:

“Route 13 looks like everywhere else.” “There’s no sense of place.” “Don’t know where Smyrna starts and ends.”

“Route 13 is not friendly for pedestrians. It’s a barrier between the east and west parts of town.”

“The highway lacks character.” “The corridor seems neglected and unattractive.”

“Route 13 lacks a matching design theme.”

“There’s great potential to transform the corridor over the next 20 years.”

“There’s an opportunity to change the feel of this road.”

Based on feedback gathered throughout the Design Week, during the stakeholder interviews, and meetings with Town officials, the following is a list of key points that define the community and agency vision for U.S. 13:

### Transportation

- Improve pedestrian mobility along U.S. 13
- Improve east-west pedestrian connectivity across U.S. 13
- Maintain U.S. 13 as a 4-lane roadway, with no significant changes to the typical section
- Evaluate new bike/pedestrian connections from U.S. 13 to downtown, parks, and residential areas

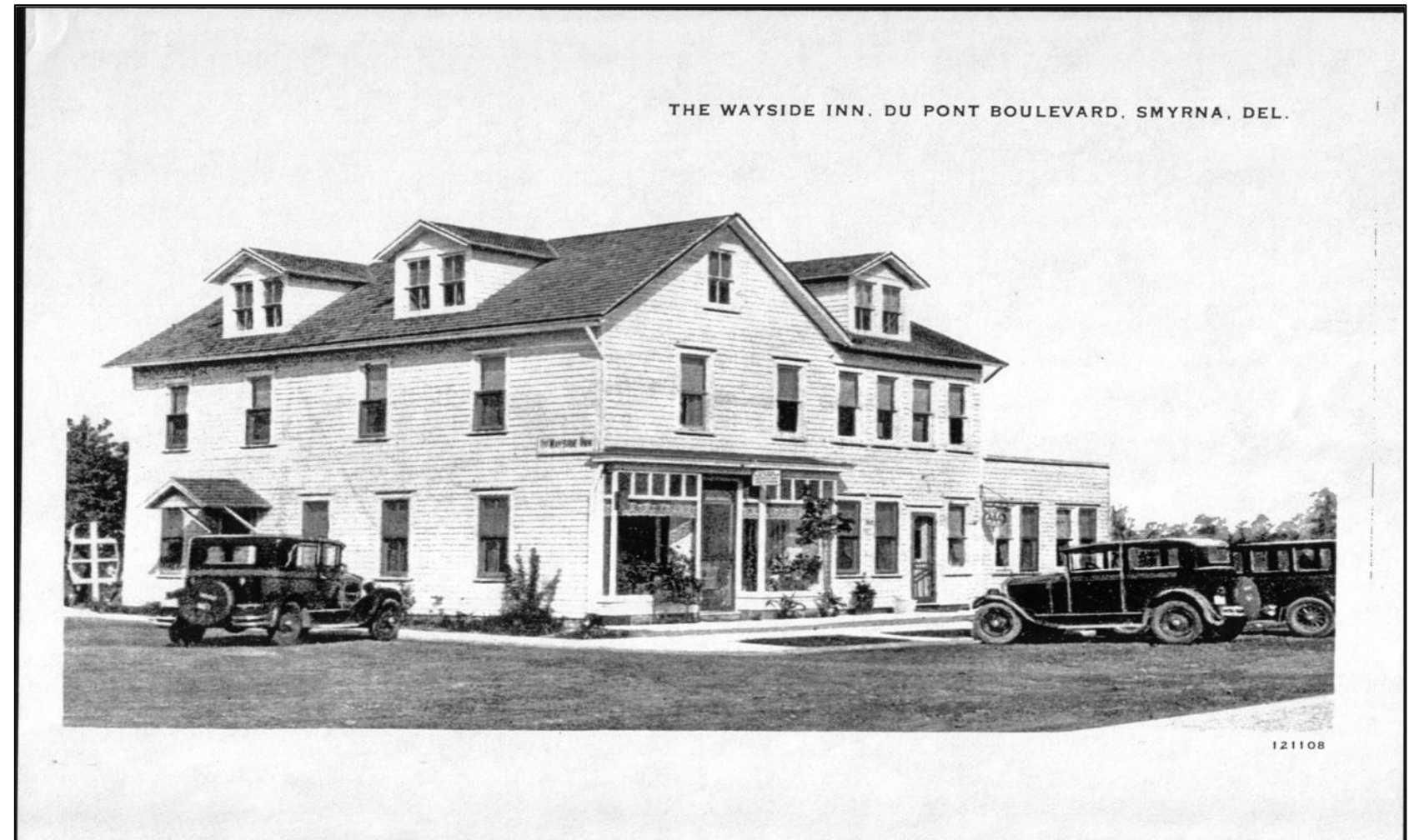
### Aesthetics/Streetscaping

- Need to improve the visual appearance along U.S. 13
- Add more greenery along the corridor
- Provide a common architectural theme along U.S. 13
- Provide community gateways at each end of Town
- Pursue aesthetic treatments such as banners, lighting, and street trees

### Land Use/Economic Development

- Promote consistent architectural themes for future development
- Pursue redevelopment of under-utilized commercial lots
- Make U.S. 13 inviting so travelers will exit off of Route 1
- Promote Duck Creek and Lake Como as economic attractions
- Mix land uses so people can walk to work, stores, and restaurants

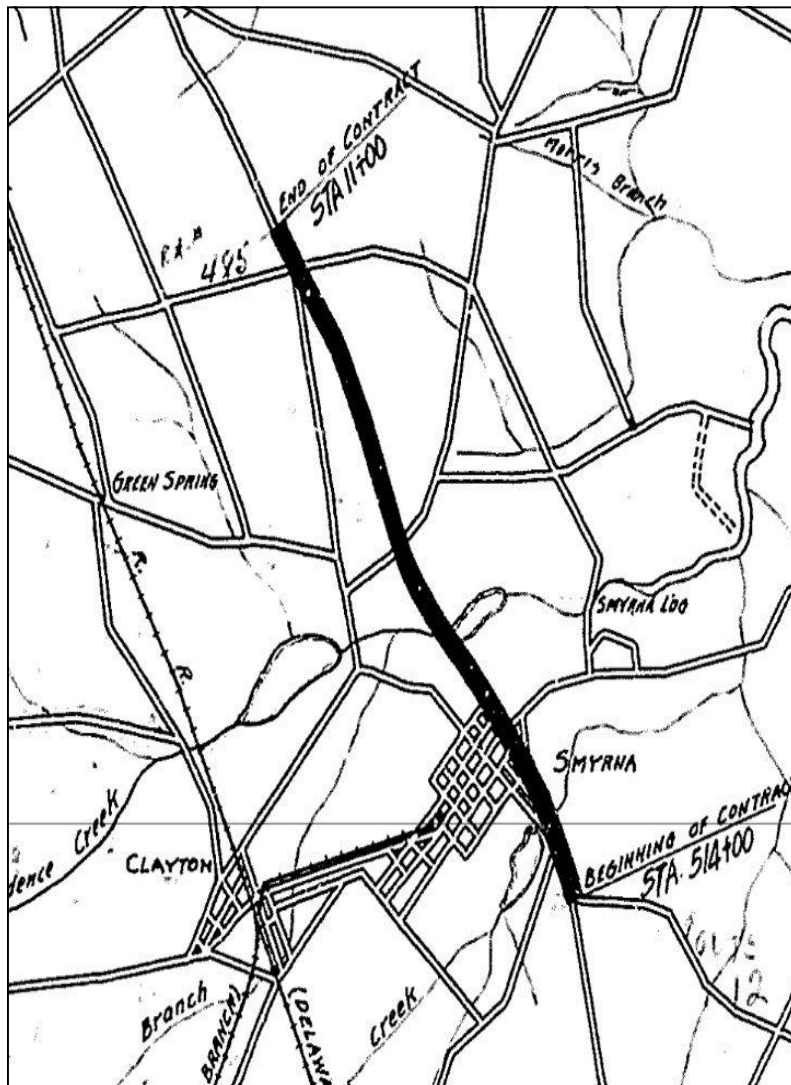
# *HISTORY, EXISTING CONDITIONS & ANALYSIS*



Credit to Delaware State Archives, Dover, DE, DelDOT Plan Archives, Dover, DE, and Arcadia Publishing from *The DuPont Highway* (Francis; Hahn).

## II-A. HISTORY

The DuPont Highway, named after its visionary and private financier, T. Coleman DuPont, was planned to extend the length of the State of Delaware, from the Maryland line in Sussex County to Wilmington. Construction of this highway, known as the nation's first "superhighway" was initiated in Sussex County in 1911. The highway, which provided bypasses of the towns along its route, was designed to accommodate high-speed traffic through the use of adequate grades and curve design.



All photos credited to Delaware State Archives, Dover, DE, DelDOT Plan Archives, Dover, DE, and Arcadia Publishing from *The DuPont Highway* (Francis; Hahn).

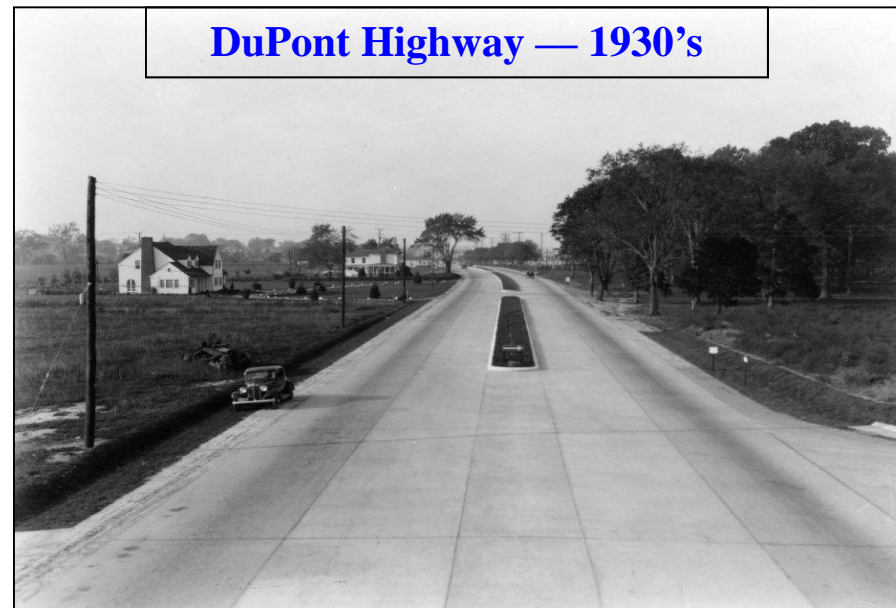
The DuPont Highway was constructed in the Smyrna area in 1917. This was the newly-formed State Highway Department's second public transportation improvement contract in the state. The project limits were Cheswold to Smyrna-Leipsic Road. The original contract called for a 20-foot wide concrete section with 9-foot wide dirt shoulders.

By 1923, the State Highway Department had begun construction on the extension of the DuPont Highway through the east side of Smyrna, creating the initial bypass of the downtown.

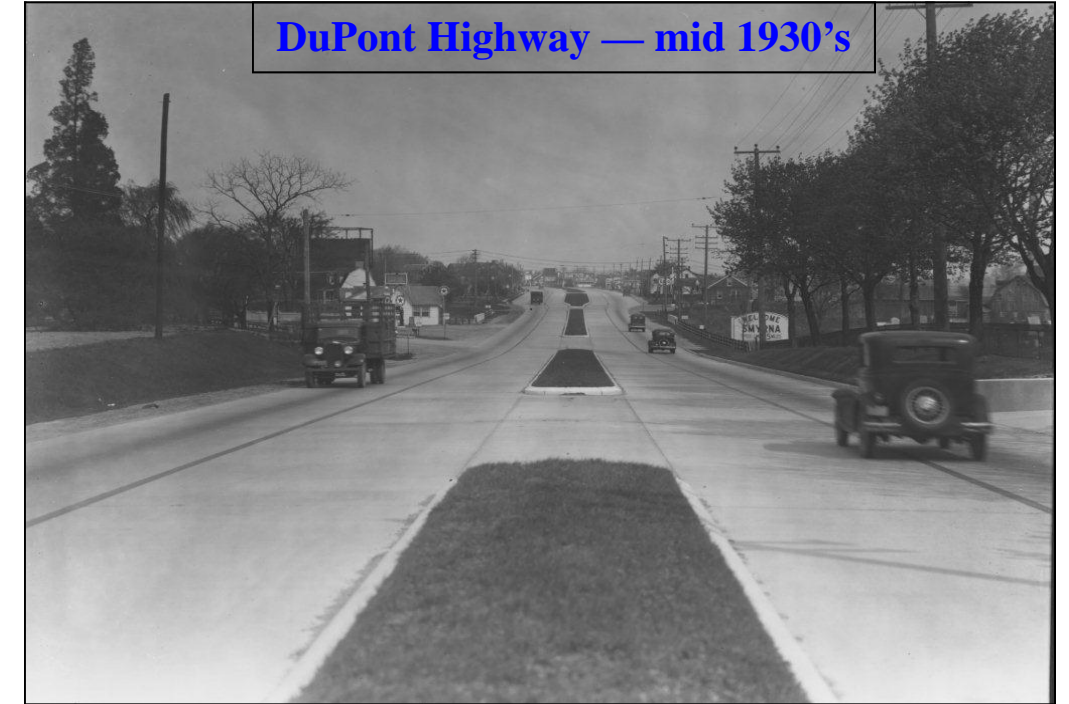
In 1934, the DuPont Highway was widened to provide two travel lanes in each direction, while maintaining a curbed median to separate traffic.

In 1993, the first phase of Route 1 was completed, providing a limited-access bypass of U.S. 13 from Smyrna to Dover.

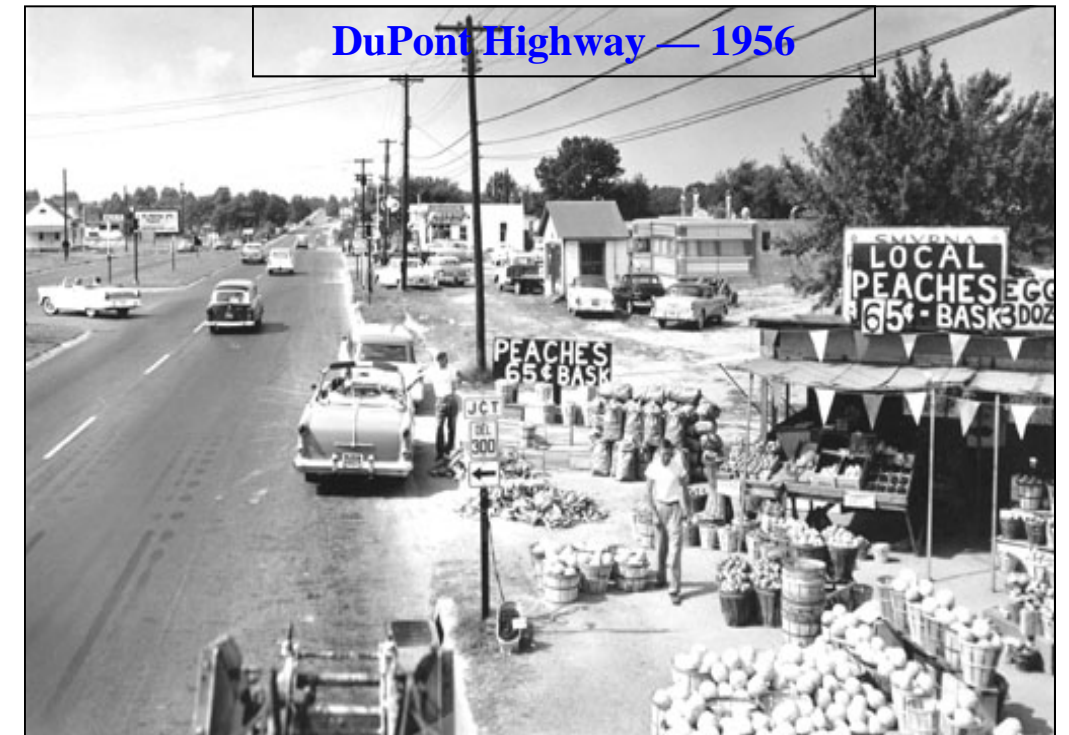
**DuPont Highway — 1930's**



**DuPont Highway — mid 1930's**



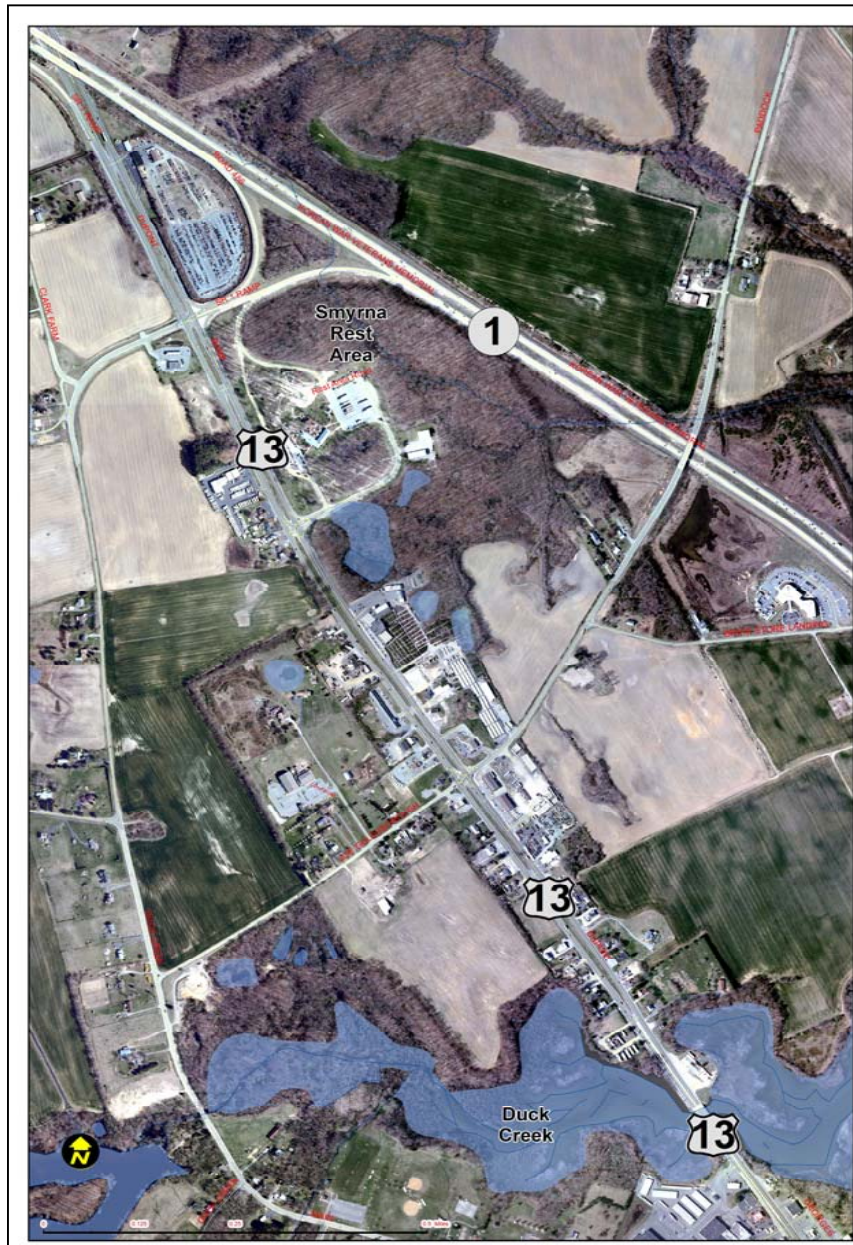
**DuPont Highway — 1956**



## II-B. U.S. ROUTE 13 STUDY AREA

Based on the variations between existing land uses, roadway typical sections, densities, and natural features, the project team determined early in the process that the U.S. 13 corridor through Smyrna is composed of three distinct areas. Each area has common land use and transportation characteristics. The project team developed alternatives for each section, based on these individual characteristics and the identified project needs. The three areas, which are divided by the two primary bodies of water in Smyrna, Duck Creek and Lake Como, are shown in the maps below.

**NORTHERN**  
(Route 1 Interchange to Duck Creek)



**CENTRAL**  
(Duck Creek to Lake Como)



**SOUTHERN**  
(Lake Como to Route 1 Interchange)



## II-C. EXISTING LAND USE/ZONING

As noted on page 12, each segment of the U.S. 13 corridor has distinct land use characteristics. Listed below is a description of each of the three segments.

### Northern

The Northern section is the least developed portion of the study area, and consists of a mixture of commercial, low-density residential, and open space. Based on U.S. 13 frontage, commercial uses compose nearly half (49%) of the existing land use within this area. About 20% of the land in the Northern section is currently residential. There is a relatively significant amount of open space/vacant land remaining in this section (approximately 18%). In addition, the Smyrna Rest Area, located at the Route 1 interchange, is a significant attractor for regional travelers.

The Northern section currently is not served by public water or sewer, which has limited the amount of commercial development along this section of the corridor. With the exception of Ronny's Garden World, the existing commercial uses are generally small-scale, and include RV dealers, auto repair lots, and convenience stores.

### Central

The Central section is the most highly developed area along the corridor, consisting almost exclusively of traditional auto-dependent commercial uses. With the exception of the open space associated with Duck Creek, all but 2% of the land in the Central section is currently used for commercial purposes. The Central section is served by Town utilities, and generally consists of small commercial lots with individual entrances on to U.S. 13. Several large-scale automobile sales dealerships are located within this section, which include the Willis dealerships and Brandywine Chrysler Plymouth. These dealerships serve both a local and a regional clientele, and have been a traditional presence in Smyrna for a number of years.

Examples of the land use within the Central section include numerous restaurants (fast food and sit-down), convenience stores, gas stations, and strip shopping centers. The State Service Center, which provides government services to lower-income residents, is also located within this section.

### Southern

The South section is an emerging suburban development area, composing several new shopping centers as well as low-density residential uses abutting the corridor. The existing land use is relatively evenly split between commercial (39%) and residential (30%), based on U.S. 13 frontage. There is a significant amount of vacant land remaining within this section (16%), most of which is currently for sale.

There are two primary shopping areas in the Southern section, both of which are located adjacent to the Route 1 interchange: Gateway North and Simon's Corner. Gateway North is a traditional suburban shopping center, anchored by a grocery store and complimented by several restaurants and service stores. A hotel is also located near the shopping center. Simon's Corner consists of a wide variety of commercial uses, including several strip shopping centers, a bank, pharmacy, convenience store, and several restaurants.

Between the shopping centers and Lake Como, the land use consists primarily of single-family residential and small offices (medical, legal, etc.). Other important uses include Belmont Hall (state-owned conference center), State Hospital for the Chronically Ill, and the Odd Fellows Cemetery.



U.S. 13 - Looking South

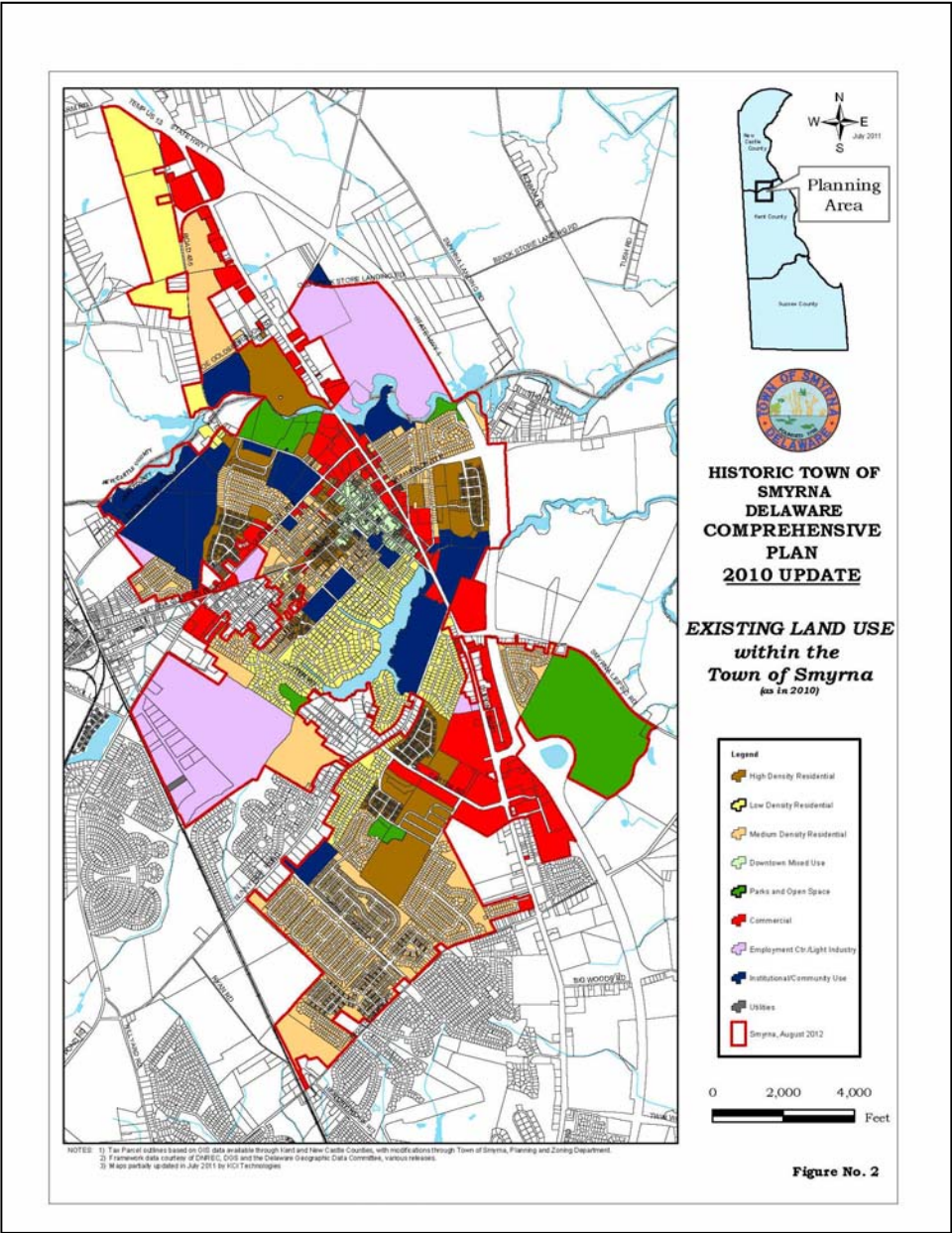


Brandywine Chrysler Plymouth



Simon's Corner

II-C. EXISTING LAND USE/ZONING



PARCEL DATA		
Section	# parcels	In Town limits
North	60	18 (30%)
Central	64	64 (100%)
South	51	23 (45%)

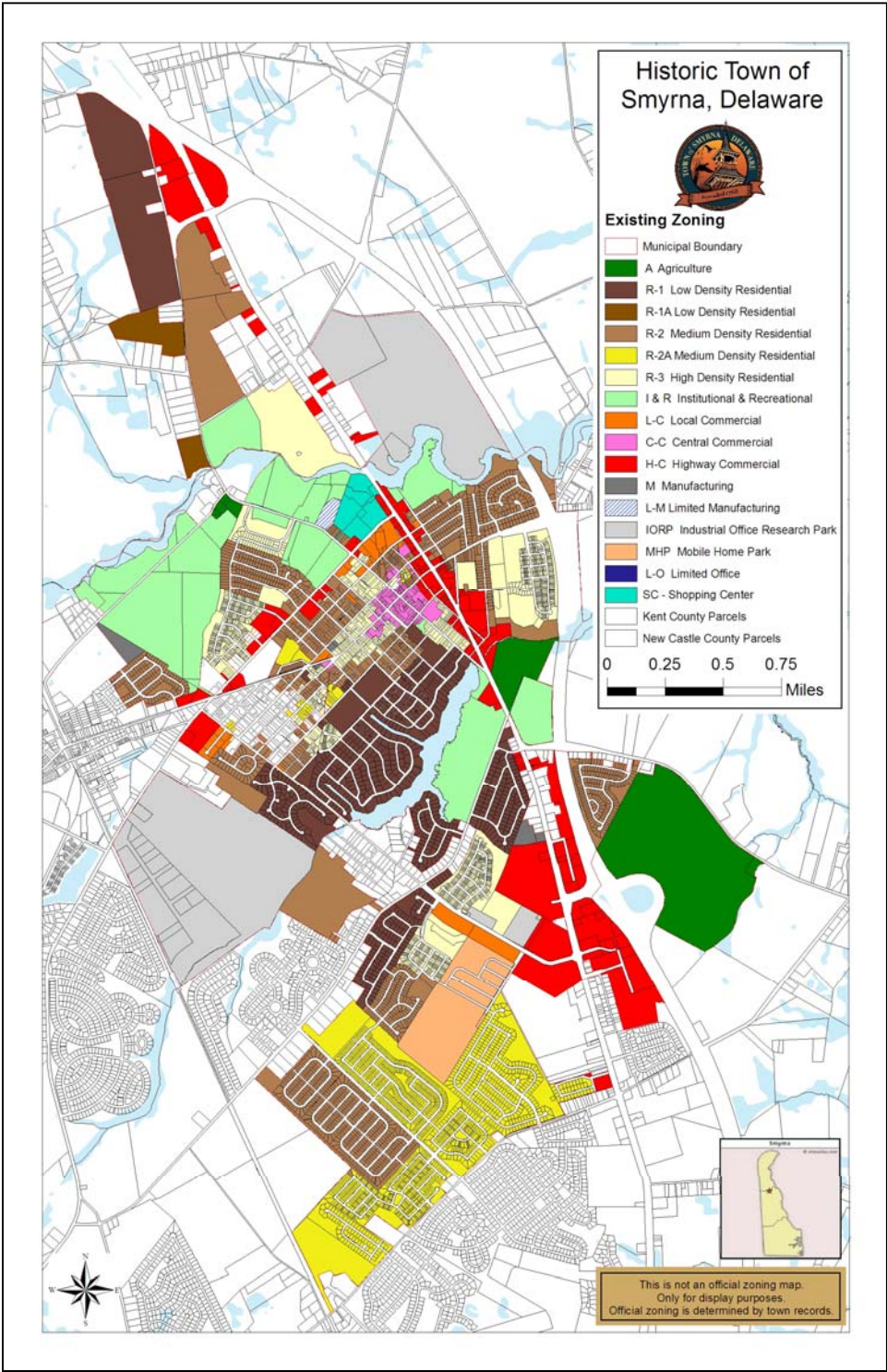
**Northern Section**  
In the Northern section, the majority of the parcels (70%) are within New Castle County jurisdiction. The majority of all parcels (75%) are zoned commercial, either under New Castle County or Town zoning.

**Central Section**  
In the Central section, all of the parcels are located within Town limits. In addition, the vast majority (98%) are zoned highway commercial.

**Southern Section**  
In the Southern section, over half of the parcels (55%) are located within Kent County jurisdiction. The majority of all parcels (69%) are zoned commercial.

ZONING DATA		
Section	Commercial	Other Zoning
North	75%	25%
Central	98%	2%
South	69%	31%

Percentages based on U.S. 13 frontage



## II-D. EXISTING LAND USE (NORTHERN SECTION)



True Value Hardware



Smyrna Rest Area



Parkview RV Center



Mid Del Auto Salvage Yard



Wawa Convenience Store



Ronny's Garden World

## II-D. EXISTING LAND USE (CENTRAL SECTION)



U.S. 13/Route 6 (Looking North)



Residential Area



Willis Ford



U.S. 13/Route 6 (Looking North)



Wendy's Restaurant



Dairy Sweet

## II-D. EXISTING LAND USE (SOUTHERN SECTION)



Near Belmont Hall



Gateway North Shopping Center



Smyrna Diner



U.S. 13/Smyrna-Leipsic Road



Odd Fellows Cemetery



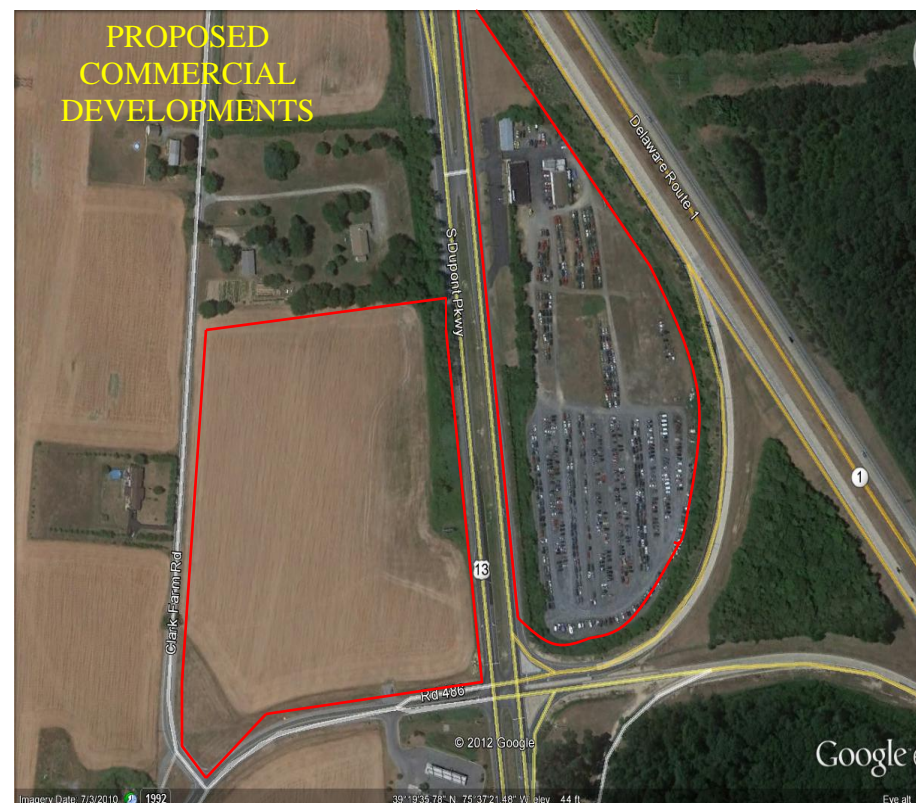
Simon's Corner Shopping Center

## II-D. LAND USE ACTIVITY

As of September 2012, there were approximately 27 parcels for sale along U.S. 13, composing just over 100 acres total. Many of these parcels are relatively small, with existing structures. However, there are several relatively large, undeveloped properties located near each Route 1 interchange that are currently for sale. Near the northern interchange, there are about 30 vacant acres for sale, while near the southern interchange, there are about 36 vacant acres listed for sale.

As shown on the map to the right, there are also several residential developments proposed west of U.S. 13. As proposed, these developments compose nearly 1,000 homes on over 340 acres. In addition, a 206-acre mixed use development (Duck Creek Business Campus) has been approved at the southeast corner of U.S. 13 and Paddock Road.

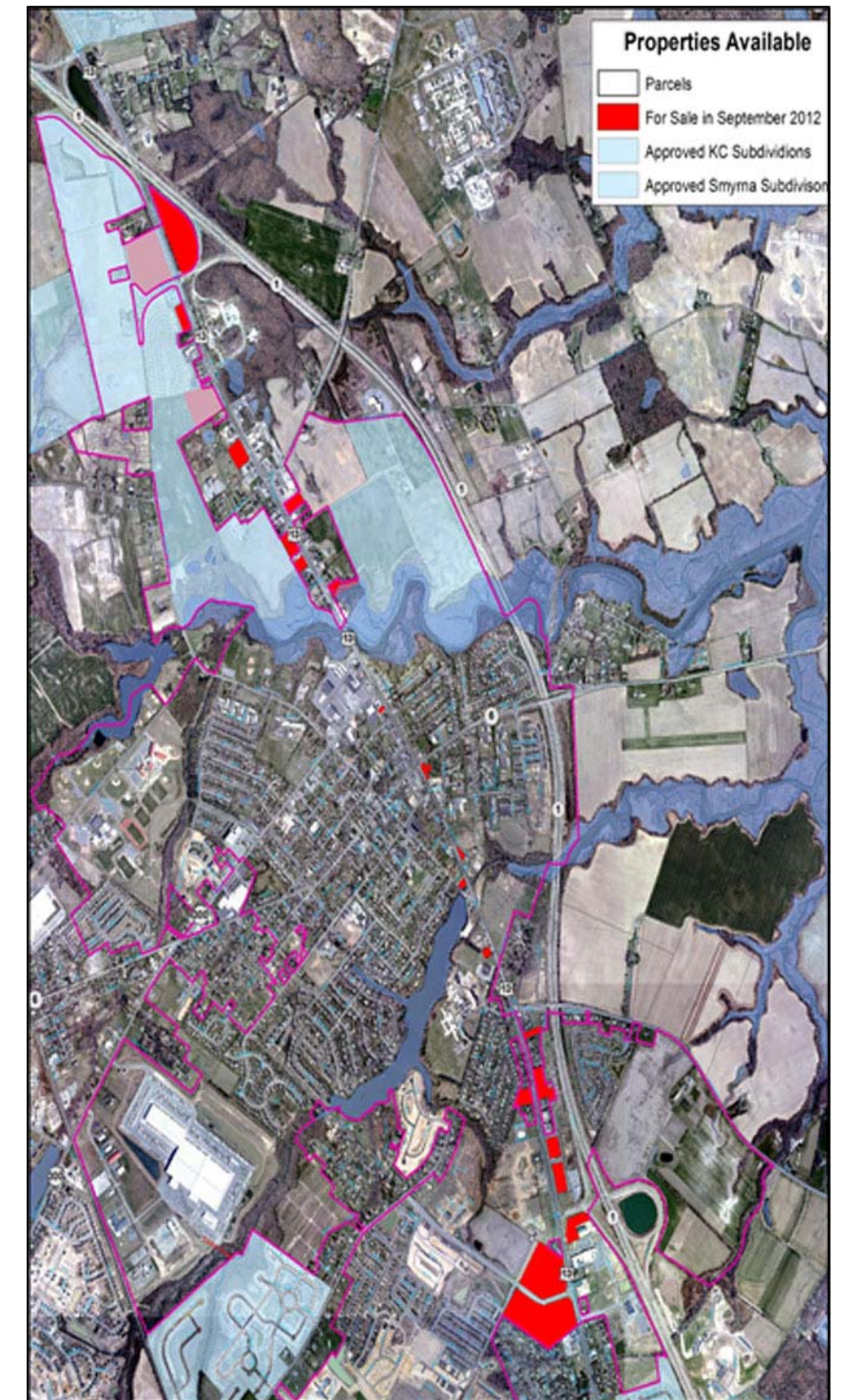
In 2013, the Town of Smyrna is scheduled to extend water and sewer service along U.S. 13 from Duck Creek to Duck Creek Road. Much of this area is currently within New Castle County jurisdiction. Following the extension of the utilities, the Town anticipates that there will be significant interest in annexation requests, parcel consolidations, development proposals, and redevelopment opportunities along the corridor.



U.S. 13/Route 1 Interchange

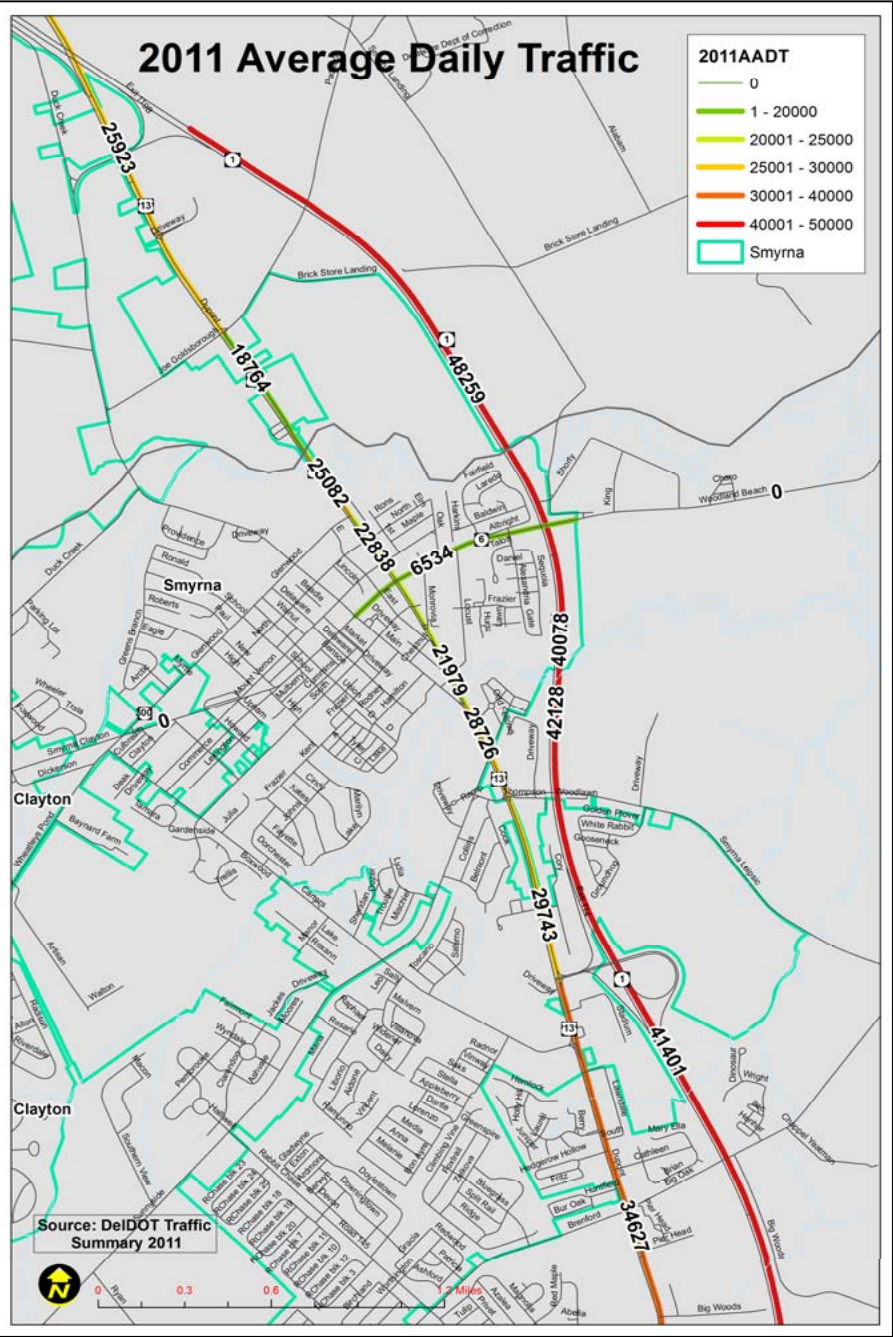


U.S. 13/Paddock Road



II-E. EXISTING TRANSPORTATION NETWORK

As part of this study, the MPO completed an inventory of the existing transportation network within the study area. Items such as existing speed limits, shoulders, bus stop locations, and street lighting were mapped as part of the inventory. The maps on the following three pages provide a summary of the inventory. Listed below is a description of some recent transportation and transit-related data.



Transit

DART Route 120 provides weekday bus service along U.S. 13 between Dover and Smyrna, between 6:00 AM and 6:00 PM in Smyrna. Route 120 terminates at the Smyrna Rest Area. There are several bus stops in Smyrna, including bus shelters near North Street (northbound) and Mt. Vernon Street (southbound).

In July 2011, DeIDOT conducted a visual study of transit ridership at the two bus shelters, for an 8-hour period. The results are shown in the figure to the right. In March 2012, ridership counts were conducted on the bus. These counts, as shown below, are consistent with the July 2011 observations.

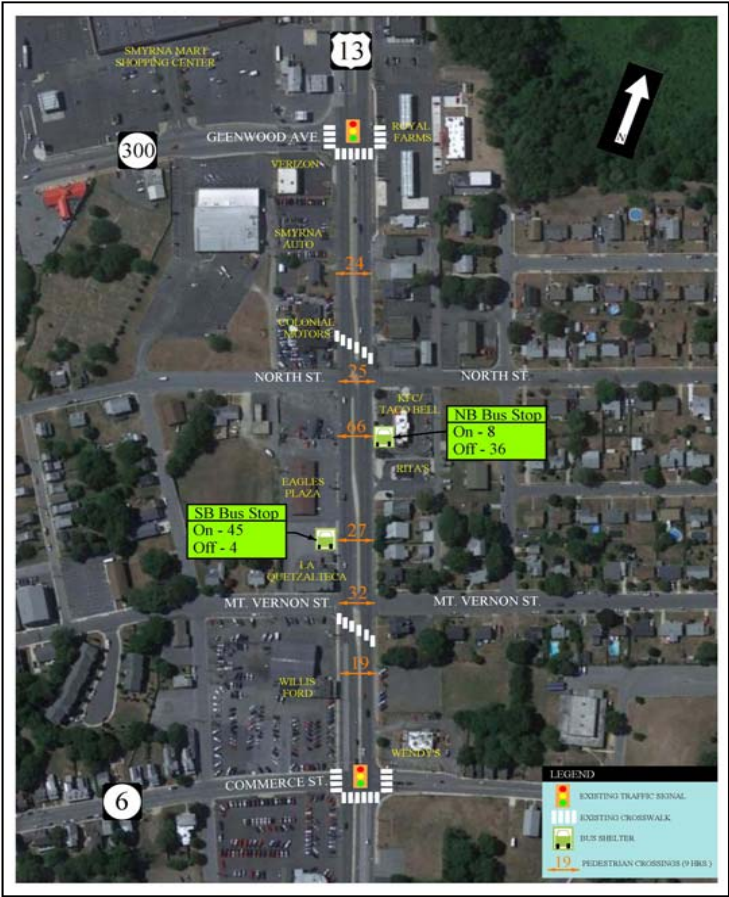
Location	On	Off
North Street (NB)	1	42
Mt. Vernon Street (SB)	47	2

Based on a review of DART ridership data and conversations with DART staff, the Smyrna stops are by far the most heavily used stops on Route 120.

Pedestrian

Based on a 9-hour pedestrian study completed by DeIDOT in July 2011, there are relatively high volumes of pedestrians crossing U.S. 13. The pedestrian volumes are shown in the figure to the right. The study evaluated warrants for pedestrian improvements, and determined that mid-block crossings (with appropriate signing and signing) should be installed near North Street and Mt. Vernon Street. In the fall of 2012, DeIDOT installed the mid-block crossings, as well as enhanced pedestrian amenities (signals and striping) at U.S. 13/Commerce Street and U.S. 13/Glenwood Avenue.

U.S. 13 Pedestrian Volumes



Mid Block Crossing near North Street

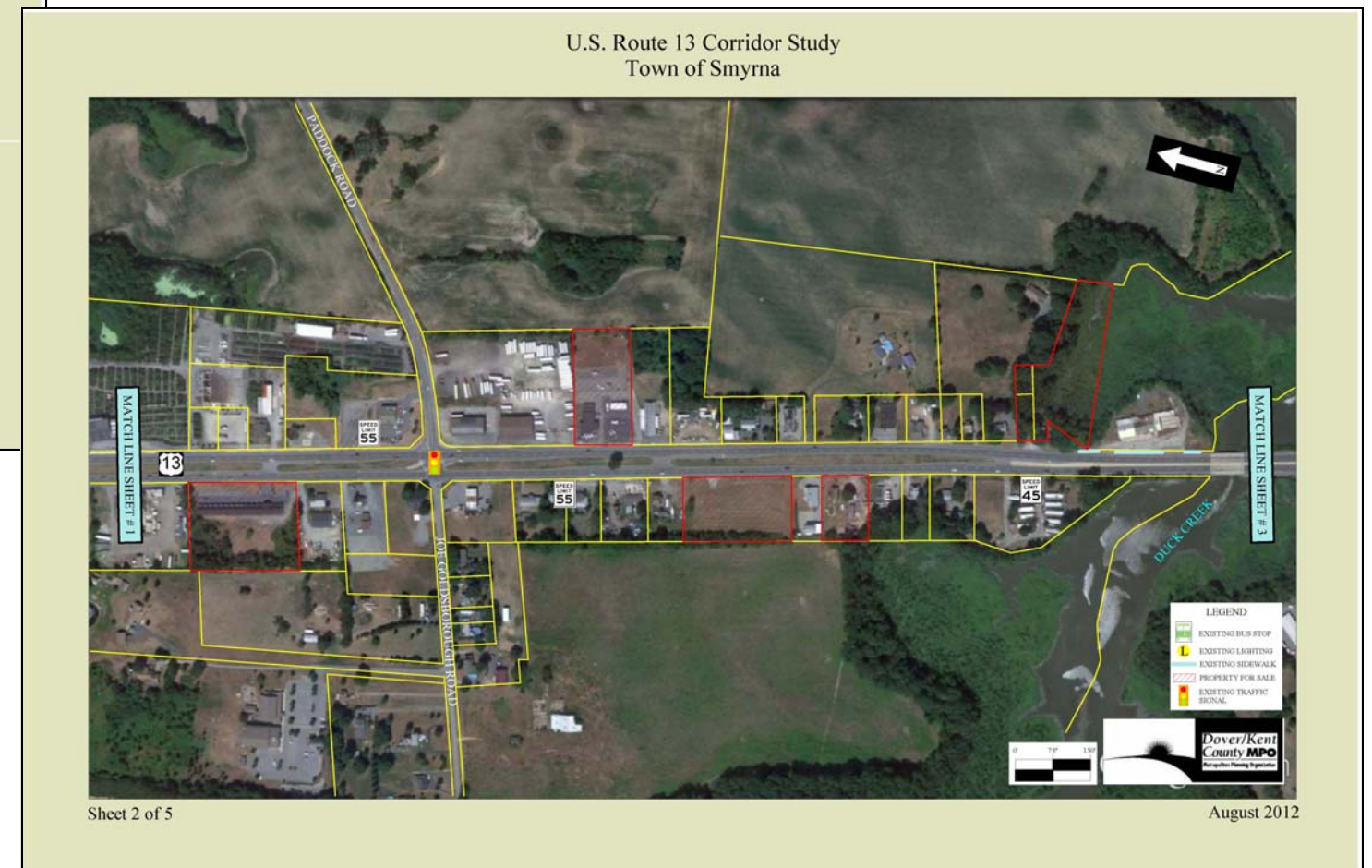
## II-E. EXISTING TRANSPORTATION NETWORK - NORTHERN SECTION



On these accompanying maps, existing transportation features are shown in the section between the Route 1 interchange and Duck Creek. These features include:

- Traffic signals (3 signalized intersections)
- Street lighting (U.S. 13/Route 1 ramps)
- Bus stops (near Smyrna Rest Area)
- Speed limits

Properties that are currently for sale are also highlighted.



North of Duck Creek, U.S. 13 functions as a high-speed arterial. With the exception of a 45 MPH transition zone on southbound U.S. 13 just north of Duck Creek, the speed limit is posted as 55 MPH.

In the Northern section, U.S. 13 has a wide grass median. The road has a 10-foot wide paved shoulder throughout the entire Northern section limits.

Based on a review of archived DelDOT construction plans, the U.S. 13 right-of-way within this section is 150 feet wide. This represents the widest right-of-way width among the 3 sections that were evaluated.

There is one small segment of sidewalk in this area, in front of the newly constructed True Value hardware store just north of Duck Creek.

## II-E. EXISTING TRANSPORTATION NETWORK - CENTRAL SECTION

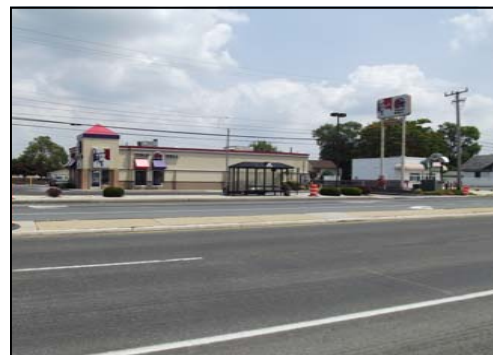
Between Duck Creek and Lake Como, U.S. 13 functions as a traditional commercial corridor, providing direct access to a wide variety of commercial land uses. The speed limit is posted as 35 MPH throughout the entire limits of the Central section.

In the Central section, U.S. 13 has a narrow concrete median, which ranges from 5 feet to 17 feet wide. The road has a continuous paved outside shoulder throughout the entire Central section limits, which is also striped as a right turn lane at key intersections.

Based on a review of archived DelDOT construction plans, the U.S. 13 right-of-way within this section is 100 feet wide.

Overhead street lighting runs along the southbound lanes of U.S. 13 only, throughout the entire limits of the Central section.

There are several DART bus stops located within this section, as shown on the accompanying map. Bus shelters are provided at the Mt. Vernon bus stops, along northbound and southbound U.S. 13.



As shown on the accompanying figure, the Central section has the greatest length of sidewalks of the 3 sections that were evaluated. Sidewalks are more prevalent on the east side of the highway, as shown on the map. There are significant gaps in the sidewalk network on the west side of the highway, particularly between Mt. Vernon Street and Glenwood Avenue.



A DelDOT Transportation Enhancement (TE) project is proposed along the U.S. 13 median, from Fisher Street to Commerce Street. Construction of the project, which involves an extension of the existing median enhancements, began in November 2012.

## II-E. EXISTING TRANSPORTATION NETWORK - SOUTHERN SECTION



South of Lake Como, U.S. 13 functions as a transitional area between the urban section and the high-speed roadway south of Carter Road. With the exception of a 35 MPH transition zone on southbound U.S. 13 just south of Lake Como, the speed limit is posted as 45 MPH. There are numerous commercial and residential entrances onto the road.

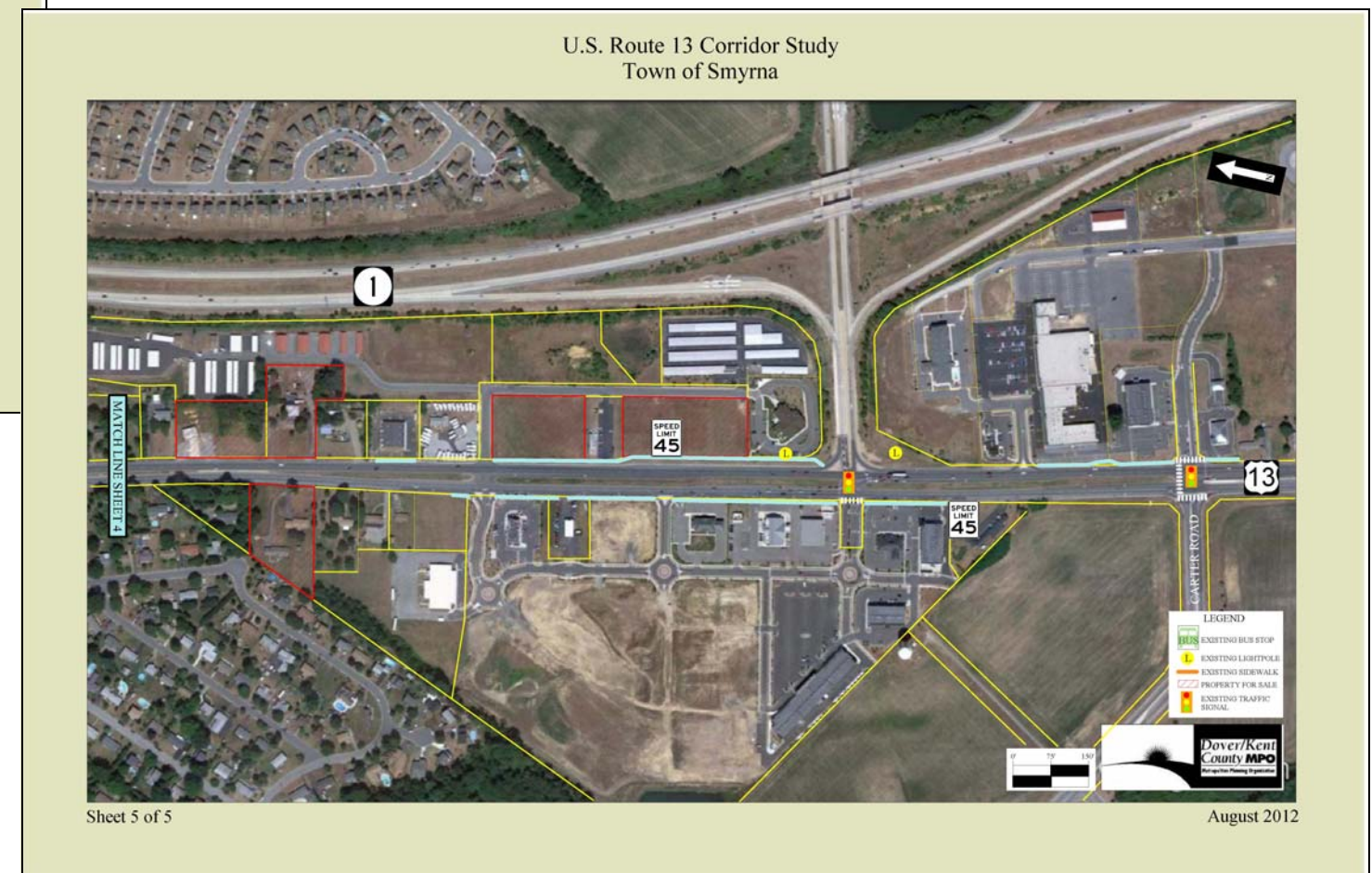
In the Southern section, U.S. 13 has a median area which ranges from 4 feet to 26 feet wide. With the exception of northbound U.S. 13 at the Odd Fellows Cemetery, the road has a continuous paved shoulder throughout the entire Southern section limits.

Sidewalks are present throughout the more commercialized areas near the Route 1 interchange, including along Simon's Corner and near the Gateway North shopping center. In addition, there are sidewalks along southbound U.S. 13 just south of Main Street, as shown on the map above.

On these accompanying maps, existing transportation features are shown in the section between Lake Como and the southern Route 1 interchange. These features include:

- Traffic signals (2 signalized intersections)
- Street lighting (U.S. 13/Leipsic Road and the Route 1/U.S. 13 interchange)
- Bus stops (near Belmont Hall)
- Speed limits

Properties that are currently for sale are also highlighted.



## II-F. ENVIRONMENTAL INVENTORY

Duck Creek



A cursory analysis of existing environmental and cultural resource inventories was conducted. The accompanying map shows existing wetland, water recharge, and floodplain areas, based on information provided by DNREC.

In summary, there are several areas along the corridor considered excellent water recharge areas, particularly in the Northern section. These are shown in pink on the adjacent map.

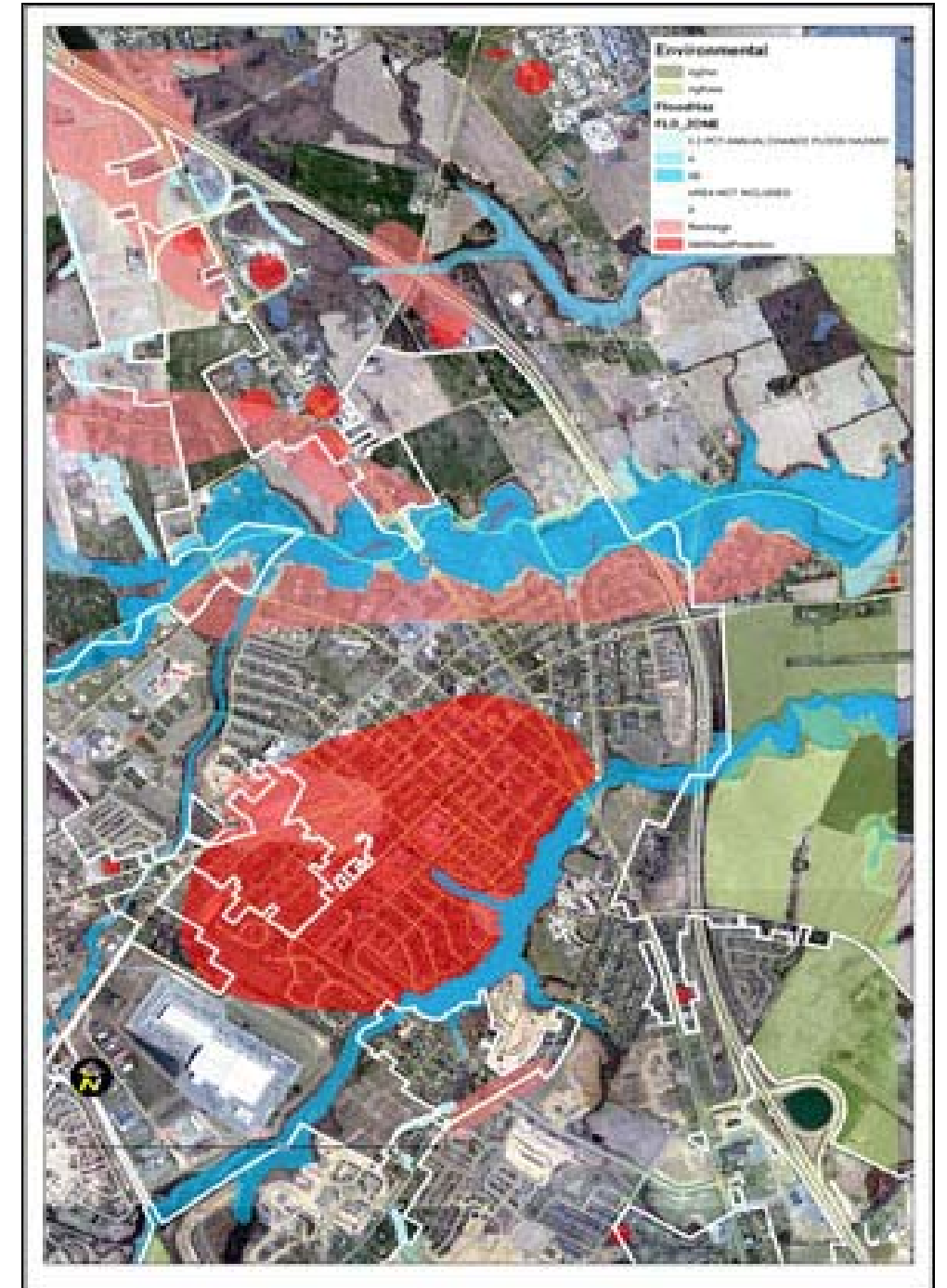
There is an extensive area adjacent to Duck Creek that is located within the 100-year floodplain. A smaller floodplain area is also associated with Mill Creek.

The area adjacent to Lake Como is considered a well head protection area (highlighted in red). A portion of the well head protection area traverses U.S. 13.

There are two properties within the study area listed on the National Register of Historic Places:

- Belmont Hall
- Woodlawn (former “Thomas England House”)

Belmont Hall



## II-G. ECONOMIC MARKET ANALYSIS

In August 2012, AKRF completed an economic market analysis of the Smyrna Trade Area. The Trade Area was delineated as the area 15 miles to the north of Smyrna, and 5 miles to the south. The primary purpose of the market analysis was to identify alternative land uses that could be sustained in the U.S. 13 corridor. AKRF conducted the analysis of economic and real estate factors that could influence future development using a variety of methods, including field views, analysis of existing data sources, statistical research, and interviews with key realtors and developers. This data was used during the Design Week to help identify potential land use options that would be consistent with the projected economic market in and around Smyrna.

The market analysis evaluated recent trends and future opportunities for three land use types: housing, office, and retail. Listed below are the key points for each land use:

### Housing Development - Analysis

- Smyrna led the State in building permits from 2008 - 2011 (662)
- Since 2004, new home ownership is equally divided between single-family and townhomes
- About 16,000 new homes are projected for the Trade Area by 2030

*Opportunity - Historic downtown is a draw for new residents*

*Opportunity - Townhomes close to shopping/amenities in mixed-use communities*

### Retail Development

- Significant *inflow* of expenditures for convenience goods from customers living outside the Trade Area
- Significant *outflow* of expenditures for shopping goods to stores outside the Trade Area (i.e., Dover Mall)

*Opportunity - 225,000 S.F. of additional retail could be supported in Smyrna (smaller/specialized retail more likely than big box)*

### Office Development - Analysis

- Significant percentage of vacant office space (16%) in area
- Large amount of vacant office space (740,000 S.F.) in area
- Little demand for office space for the next decade

*Opportunity - Small medical offices*



# *CORRIDOR PLAN*



## III-A. DEVELOPMENT OF ALTERNATIVES

The design team listened to the participants of the initial workshop. When combined with the background information assembled ahead of time, the team identified two themes that were predominant:

- Commercial Corridor
- Live/Work/Shop/Play

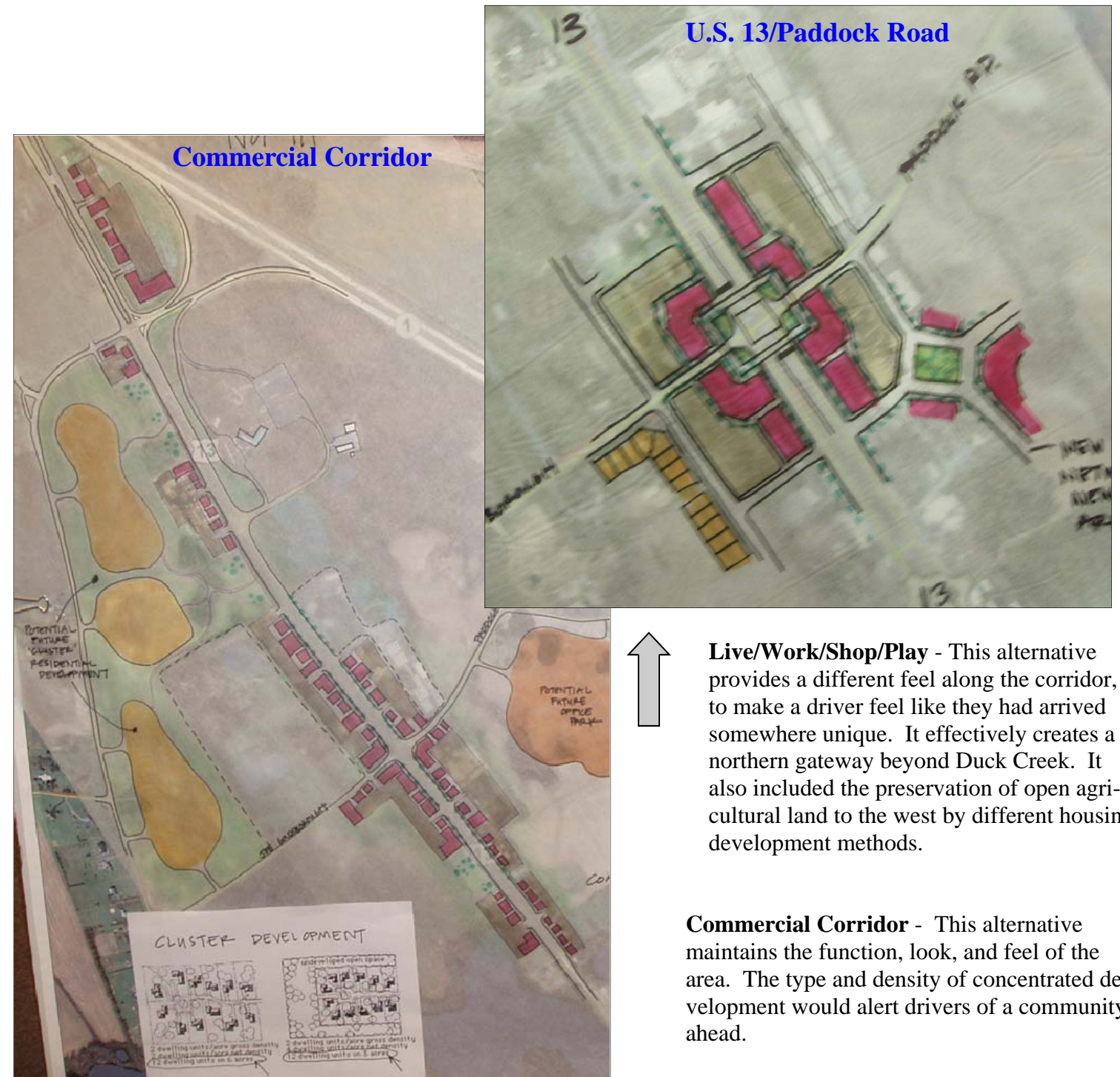
The Commercial Corridor concept develops the area to maximize new commercial development, in keeping with current zoning and land use. The Live/Work/Shop/Play theme combines uses and creating a new ‘feel’ for the corridor. Designs related to the two themes were developed for presentation to participants of the Wednesday night workshop. For each of the corridor sections, northern, central, and southern, the design team explored the potential developments for the short and long terms.

This was a mechanism to elicit comments from the second workshop attendees and studio visitors on the elements of their ideal community. The Design Team combined the comments to get an idea of a shared vision for the corridor.

### Northern Section

The Commercial Corridor theme in the northern section consisted of additional strip development along U.S. 13, particularly around the intersection of Paddock Road. The Commercial Corridor would provide parking in the front of the buildings, and would not propose a mixing of land use types. This is consistent with existing zoning and land uses along other parts of the corridor.

In an effort to provide additional transportation alternatives and a different feel for the corridor, the project team evaluated the Live/Work/Shop/Play theme for this area. This alternative concentrated new development around a “development node”, the intersection of Paddock Road and U.S. 13, to include more substantial buildings fronting a well developed intersection with bike, pedestrian, and roadway connections to surrounding vacant land. The residential development proposed for west of U.S. 13 and north of Joe Goldsborough Road would be developed in clusters to preserve the open vistas and visibility of historic agricultural uses. Also considered for the northern area was the development of a consistent theme for the buildings and uses for the lands available at the northern Route 1 interchange. The Town expressed an interest in promoting an “outdoors” architectural theme in this area.



U.S. 13/Paddock Road

Commercial Corridor

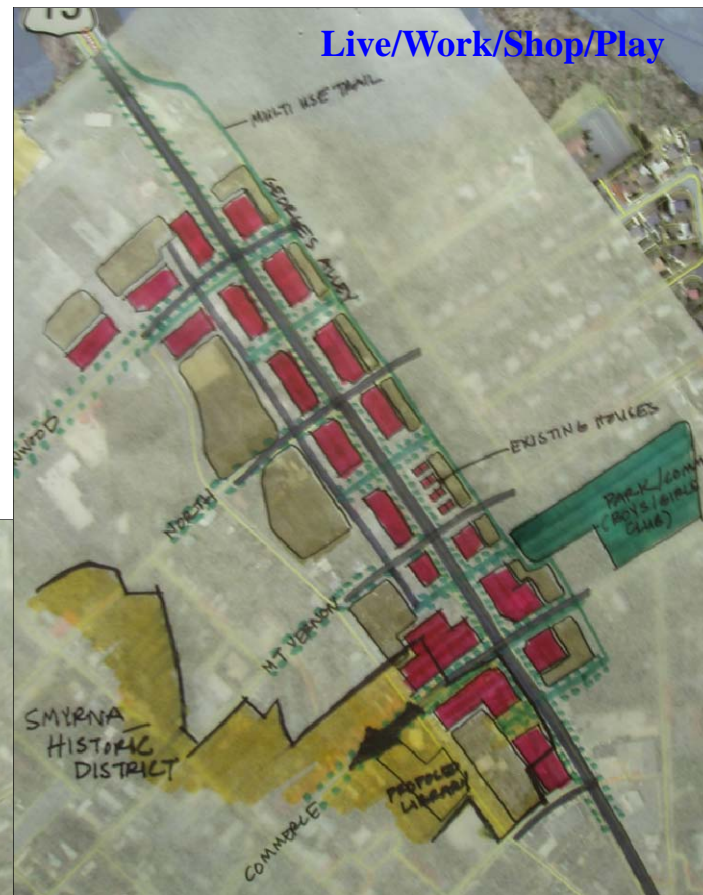
**Live/Work/Shop/Play** - This alternative provides a different feel along the corridor, to make a driver feel like they had arrived somewhere unique. It effectively creates a northern gateway beyond Duck Creek. It also included the preservation of open agricultural land to the west by different housing development methods.

**Commercial Corridor** - This alternative maintains the function, look, and feel of the area. The type and density of concentrated development would alert drivers of a community ahead.

## III-A. DEVELOPMENT OF ALTERNATIVES

### Central Section

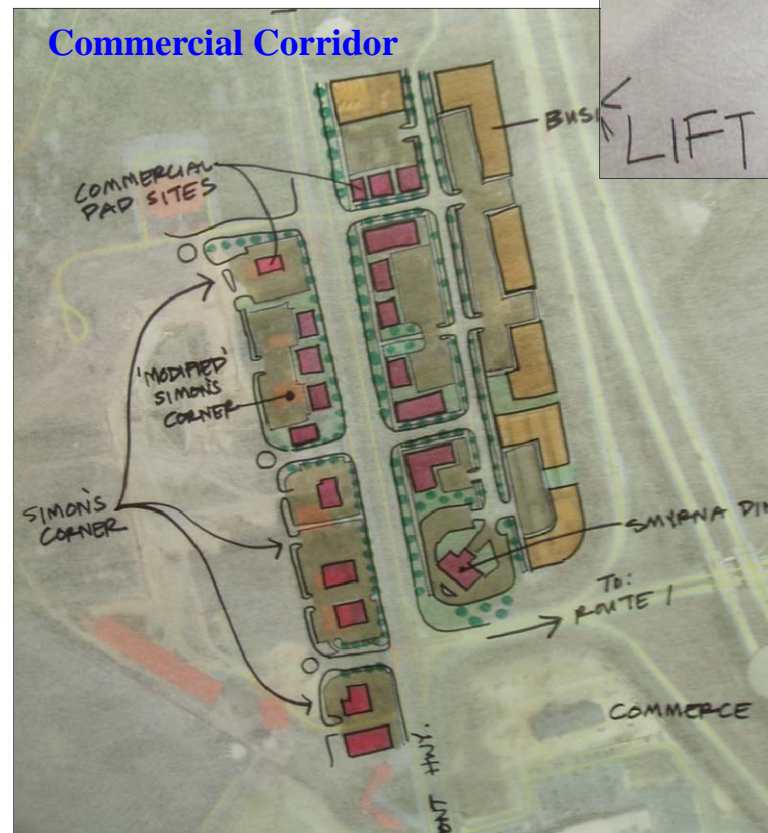
The Commercial Corridor theme was most easily applied to the central section, since it is compatible with the predominant existing land use along this section of the corridor. Currently, parking lots front the buildings, sidewalks are not connected, bus stops are located away from buildings, land uses are not mixed, and there's not a consistent aesthetic or architectural theme.



The Live/Work/Shop/Play theme goes a step beyond to project a greater amount of development and redevelopment. It offered an alternative to a strictly commercial corridor to something that incorporated residential uses alongside of mixed commercial uses. The mechanism to make this possible was to build multi-story buildings along the corridor close enough to the sidewalk to function as a retail business. This land use option would provide additional transportation alternatives such as walking, bicycling, and enhanced bus service.

### Southern Section

The Commercial Corridor theme was evident in the existing development patterns of the southern portion of the corridor. The stretch from Sunnyside Road to Simon's Corner is projected to evolve as a limited commercial corridor area as sites become available. The design team did anticipate that the parcels along U.S. 13 at Simon's Corner could potentially be replicated on the east side of the highway. They thought there was some possibility for eventual redevelopment of the storage facilities adjacent to Route 1.

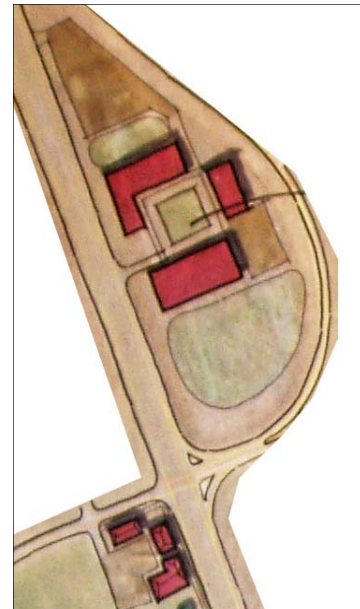


The Live/Work/Shop/Play theme anticipated that there would be redevelopment of underutilized parcels. In this scenario, the greatest impact would be to the vacant and underutilized parcels, changing the uses along U.S. 13, particularly along the vacant land to the west. The vacant property at Simon's Corner, instead of being reserved for a big box store, would be developed as a mixed use lifestyle center. The parcels along U.S. 13 could provide supermarket, banking, pharmacy and restaurants spaces. The lifestyle center would provide housing and other services to create a truly supported pedestrian-scale neighborhood.

### III-B. NORTHERN SECTION PLAN

After the public comments were considered, the recommended plans were developed. This section details the plan recommendations. The Northern Section recommendations includes ideal elements of both the “commercial corridor” and “live/work/shop/play” plans. It recognizes that the corridor north of Duck Creek will likely retain a commercial presence. The recommended plan foresees an area that incorporates residential uses and uses other than retail along U.S. 13.

The property at the north interchange with Route 1, currently housing the auto salvage yard, will become available for redevelopment. This plan speculates on what that redevelopment might be by suggesting outdoor themed retail and service uses that could rely on the access to Route 1. The design team identified an opportunity for a hunting or sporting goods store along with sales and service of Motor Homes or trailers. Given the location near the underutilized Duck Creek recreation opportunities, a small watercraft sales and rental outlet could be appropriate in this location as well. The design team heard of the desire for a water park near this interchange. While not appropriate for this parcel, parcels on the west side of U.S. 13 may offer that opportunity. The design team evaluated potential concepts involving large, space-dependent uses on this parcel, particularly those involving the outdoor and/or recreational theme. It was felt that future retail uses should be focused at the U.S. 13/Paddock Road intersection.



North Route 1 Interchange

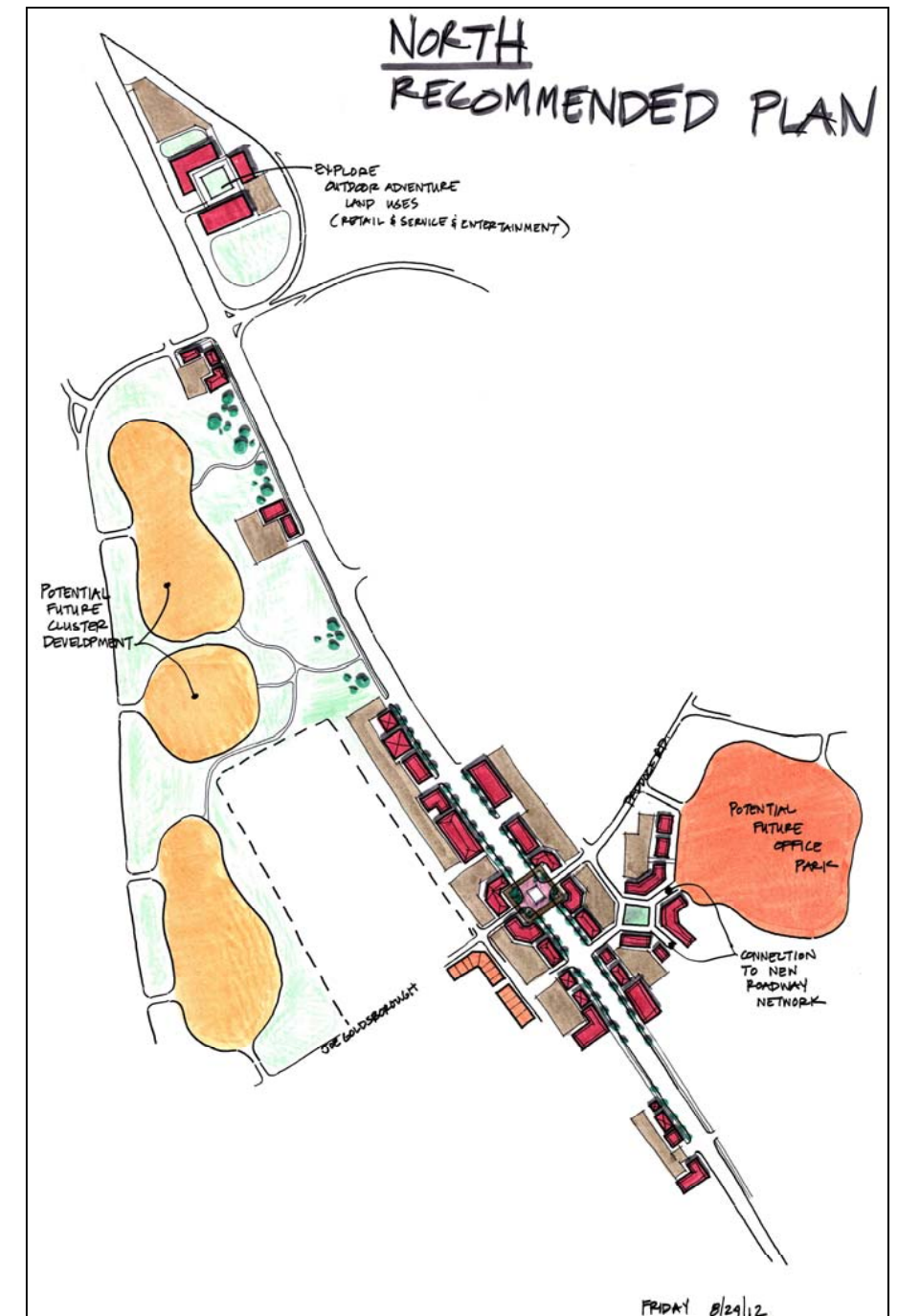
The recommended plan for the Northern section of the corridor includes elements of both the “Commercial Corridor” and the “Live/Work/Shop/Play” plans. The vacant sites and those with redevelopment potential are envisioned for primarily commercial uses, but those sites may incorporate residences in the upper stories. The intersection of U.S. 13 and Paddock Road becomes a node for development activity that extends to Duck Creek and begins to create a road network in the properties to the east. The intersection functions as an entrance into the town of Smyrna, alerting drivers that they are entering a unique place. The creation of a road network to the southeast incorporates those properties as a development site for less visibility-dependent uses such as an office park or light industrial uses, as was originally planned as the Duck Creek Business Park and included as an Employment Center. In order to preserve the historic vistas afforded by open agricultural areas, the plan recommends re-designing the residential subdivision plans west of U.S. 13. The new design would increase density and cluster the housing units, in order to preserve additional open space. Shared-use connections from the new communities to U.S. 13 should be incorporated into the design.

The recommended plan includes the development of a consistent architectural theme in this area, one that revolves around an outdoors aesthetic. An example of a recent development that echoes that theme is shown in the photo below.



True Value Hardware

The current residents and those planned in the foreseeable future will not be sufficient to support the retail potential of the corridor. The section of the corridor will, for a large part, remain auto dependent. The retail and office uses discussed previously will require sufficient parking to meet the demands of tenants and customers. The buildings along the Northern section of U.S. 13 should be constructed near the highway and parking supplied in the rear. The area should be developed with sidewalks and bicycle facilities included and they should expand to connect with the infrastructure developed south of Duck Creek, in the Central section.



U.S. 13 Northern Recommended Plan

### III-C. CENTRAL SECTION PLAN

The central section is associated with the historic town of Smyrna. It has been developed and redeveloped several times over. If redeveloped, it is the environment that creates the “sense of place” and provides the context for the rest of the corridor and for any future plan.

Despite this being the most commercially developed section, it was developed as a bypass of the original town with few amenities for pedestrians or bicyclists. In addition, the right-of-way was considered to be suitable only for business and through-travel. The residents that participated in the planning efforts felt that the important steps were to bury the overhead utilities, create a more pedestrian friendly environment that connects with the historic center of town, carry potential customers through the corridor, and present a good appearance for the town of Smyrna.

Smyrna has a vibrant, historic downtown area that is only one block from U.S. 13. The historic downtown, which is listed on the National Register of Historic Places, consists of a wide variety of uses that include the Smyrna Opera House, the Smyrna Library, Christiana Care, historic shops and restaurants, and historic structures that house a mixture of residential land uses. The Smyrna Historic District also has an established architectural and streetscaping theme, as evidenced in the graphics below. Participants in the Design Week indicated a strong desire to tie future improvements along U.S. 13 to the Smyrna Historic District themes. Also, participants identified the need to physically link U.S. 13 to the Historic District through improved pedestrian connections, signage, and landscaping along Mt. Vernon Street and Commerce Street.



Commerce Street (Looking East)



Commerce Street (Looking East)



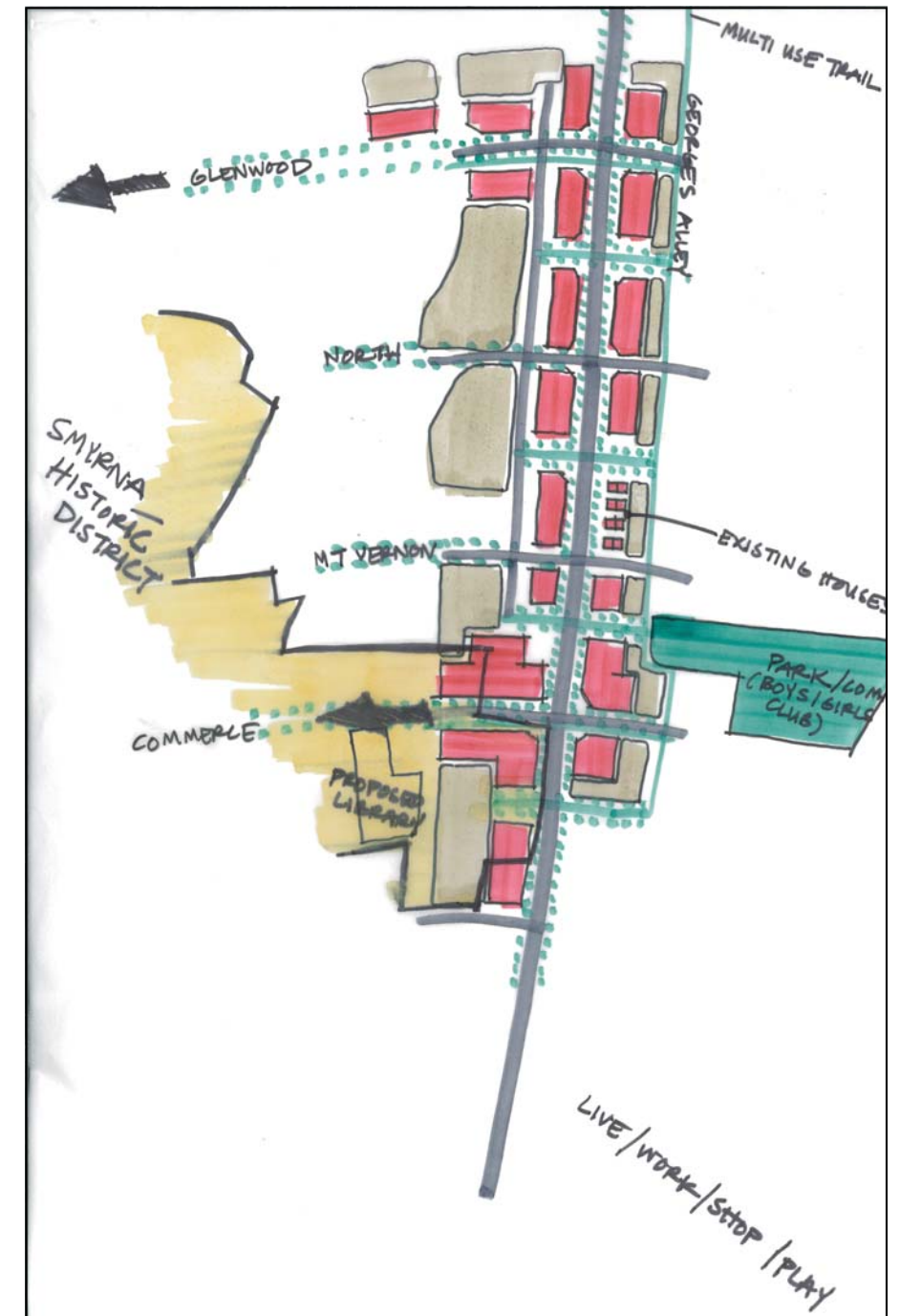
Main Street (Looking North)



Proposed Historic District Banners



Main Street (Looking North)



U.S. 13 Central Recommended Plan

### III-C. CENTRAL SECTION PLAN

The success of the corridor plan depends on the town's ability to develop a mechanism beyond this plan to institutionalize urban design in the corridor. There was considerable discussion about implementing a hybrid form-based code for properties on the corridor. Such a code creates a priority for building form and construction, and therefore allows a mix of uses. The preferred form the design team heard was to present buildings close to the road while providing parking behind and to include a mix of uses in those buildings, including residences, offices and retail space. This form provides for all the potential means to travel the corridor, as a driver, as a pedestrian, as a bicyclist, even in wheelchair. The sidewalks must be wide enough to facilitate the users, and they must be continuous to connect all of the destinations in the corridor, including those in the Northern and Southern sections.



U.S. 13/Commerce Street - Existing



U.S. 13/Commerce Street - Rendering

The design of the road, while moving traffic, allows appropriate speeds for walkers and motorists. The consensus of the public meetings and the design team was that the speed limit through this center section of the corridor remain at 35 miles an hour. In this plan, it would remain a four lane road with turn lanes, but it could include measures at the intersections to assist pedestrians. In addition, one of the tasks the design team was asked to consider was a mechanism to define a “gateway” into Smyrna. A potential solution for the southern gateway is shown in an artist rendering of the section at U.S. 13/Main Street near Lake Como.

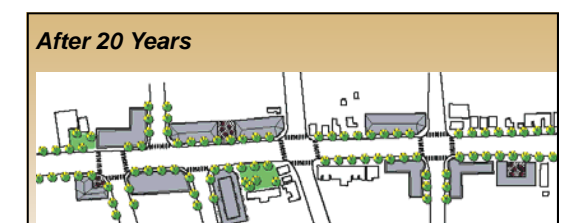
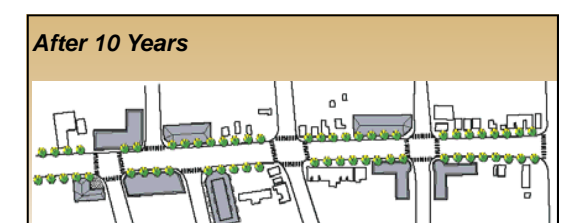
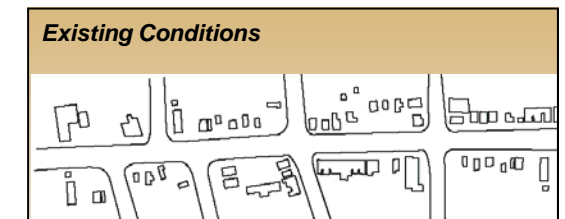


U.S. 13/Main Street - Rendering

The strategy identified during the Design Week was to concentrate the new land use themes at the two key intersections in the Central section: Glenwood Avenue and Commerce Street. As properties re-develop over a period of time, the developers would design new buildings in accordance with the U.S. 13 Corridor Plan. As noted, this would include:

- Pedestrian connections
- Buildings close to the highway (parking in the rear)
- Landscaping
- Transit amenities
- Mix of land uses
- Architecture consistent with Historic District theme

The Town recognizes that this will be a long-term plan that will be implemented as properties re-develop over time. The graphic below depicts the land use process anticipated for U.S. 13, showing the potential evolution of redevelopment over a 20-year period..



### III-D. SOUTHERN SECTION PLAN

If the Northern section is for future development and the Central section is the historic development area, then the Southern section is the current development area. The development of the commercial area at Simon's Corner is the beginning of the new, alternative small community center development. The Southern area plan has the potential for setting the standard for future development in the town of Smyrna while preserving the character of the corridor.

The Economic Analysis performed for the corridor plan indicated that there were some niches of retail service that currently weren't being served. It was concluded that the town and surrounding areas could not immediately support those types of retail niches (i.e., big box retail). The town would have to further evolve to become a commercial center in its own right.

The portion of the southern area adjacent to the Central area includes some of the last remaining residential structures along U.S. 13 in Smyrna. The recommended plan for the Southern area includes preserving the residential and small office character of the corridor from Lake Como south to Simon's Corner. Though currently zoned commercial, the Town has expressed an interest in retaining the residential nature of this area, which serves as a transition area between the two primary commercial areas in Smyrna, the historic commercial core and the new suburban style commercial developments adjacent to the Route 1 interchange. This approach was reiterated by the public and the stakeholders during the Design Week. This area includes the historic, National Register, publicly owned house and grounds of Belmont Hall. It also includes the privately held structure of the Thomas England House (also on the National Register of Historic Places). The primary institutional use is the State Hospital for the Chronically Ill, essentially a residential use, all within the overall residential surroundings of this area.

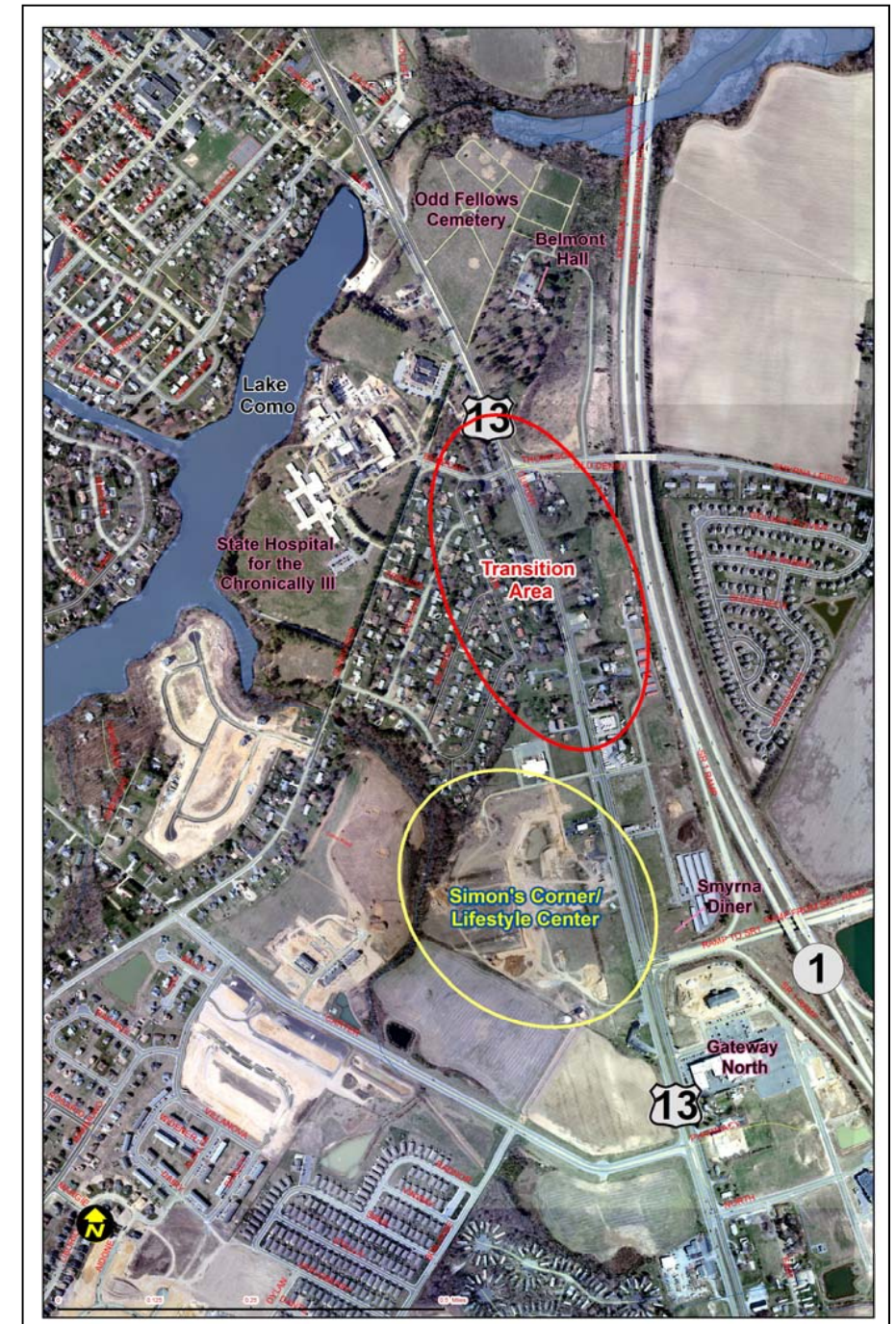
There are numerous single-family residences within this transition area, as well as several small offices essentially operating out of a former residence. These businesses generate low volumes of traffic. The figure to the right shows the limits of the transition area, as well as the proposed development options at Simon's Corner (discussed on page 32).



Residential Land Use



U.S. 13/Leipsic Road



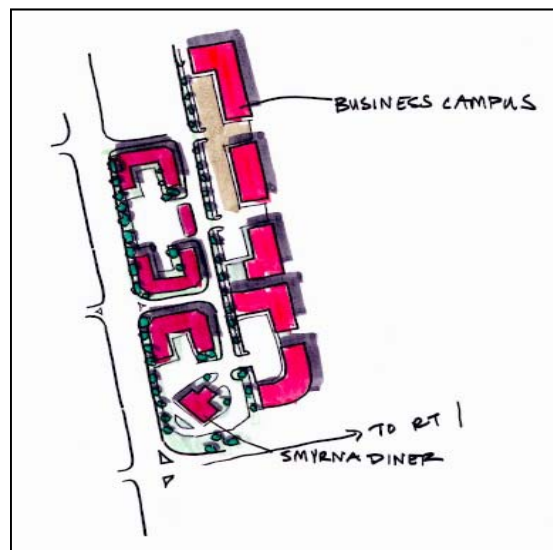
U.S. 13 Southern Section

### III-D. SOUTHERN SECTION PLAN

The recommended plan for the Southern area proposes to concentrate new commercial and high density residential development near the southern interchange, including Gateway North shopping center, Simon's Corner and the area around Smyrna Diner. The area immediately to the north and south of the Gateway North plaza is being developed for larger service and retail uses with smaller retail uses filling the gaps. The plan makes no recommendations to change that.

The primary recommendations for the Southern area involves development of the vacant portions within Simon's Corner and the east side of U.S. 13 and ultimately redevelopment of some of the existing uses in the area. The development of Simon's Corner relies heavily on the Live/Work/Shop/Play alternative considered on Wednesday evening of Design Week. The design recommended for the vacant land within Simon's Corner is to develop a new mixed use neighborhood known as a lifestyle center. The neighborhood would support the retail development immediately adjacent to and across U.S. 13. It would supplement the retail and service uses if smaller outlets were built into the neighborhood as part of the mixed use buildings.

The first phase of development of a lifestyle center would include changing the proposed use of the existing vacant land at Simon's Corner from a 'big box store' to high density residential that incorporated small retail and service uses on the ground floors. The residential units may be either condominiums or apartments, depending on the market. A combination of parking and open space could be accommodated within the interior of the parcel. If the market supported the development of these units on one parcel, the concept could be extended to the adjacent parcel. A potential concept for a lifestyle center is shown on the graphic to the right.

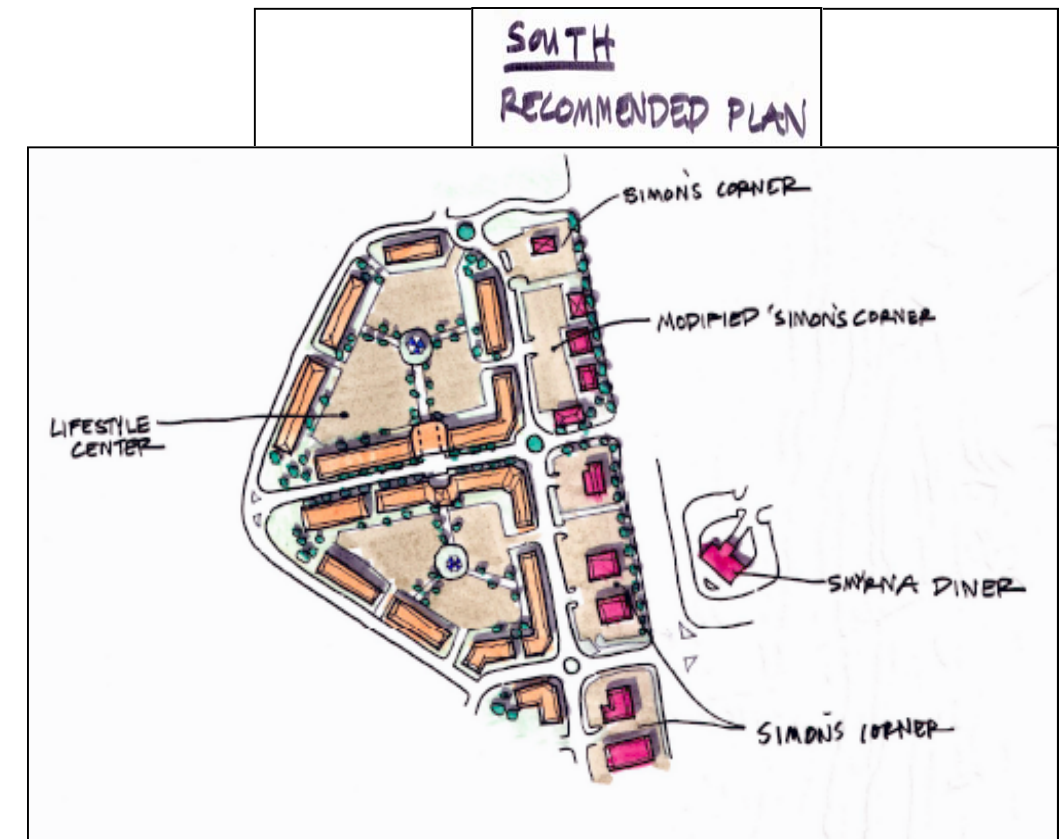


Potential Redevelopment Concept  
East Side of U.S. 13

The second phase of development would include redevelopment of the uses along U.S. 13, both the east and west sides. The uses along the west side could evolve to more intense uses that serve the neighborhood and community as the market facilitates, but would be guided by form-based regulations adopted by the town. The recommendation preserves the institution of the Smyrna Diner but projects a more intensely developed retail center to the immediate north. As the market warranted, the storage units adjacent to Route 1 (on the east side of U.S. 13) could be redeveloped as commercial uses. A potential concept for a business campus for the east side of U.S. 13, north of the Smyrna Diner, is shown on the graphic to the left.

As part of the Design Week, the public and stakeholders expressed a desire to provide street-scaping and an architectural theme along the Southern section, in order to extend the common corridor-wide theme as well as providing a gateway into Smyrna. This could potentially include:

- Lighting
- Median treatments
- Landscaping
- Banners

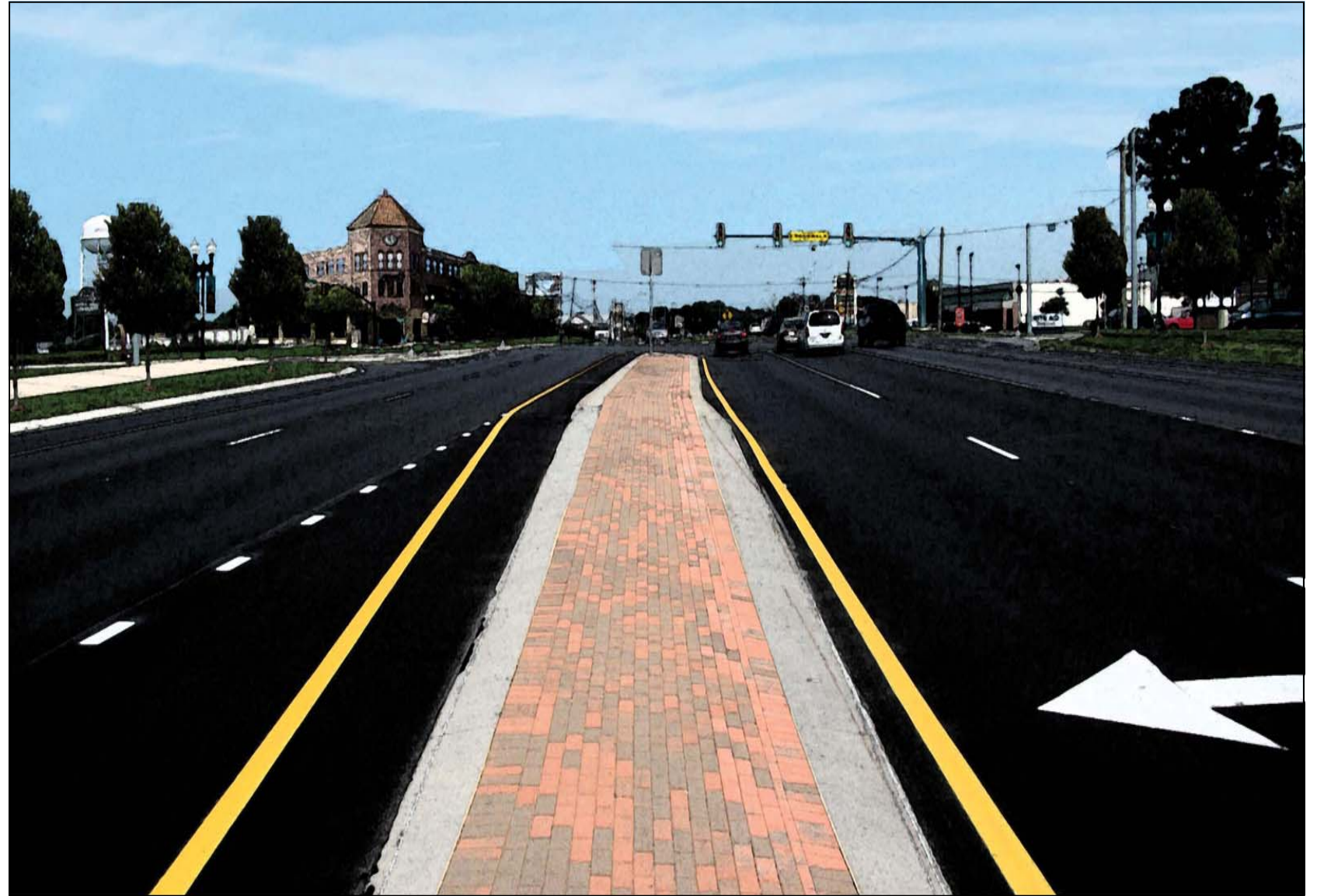


U.S. 13 Southern Recommended Plan - Simon's Corner



Streetscaping Concept Near Carter Road

# *IMPLEMENTATION*



## IV. IMPLEMENTATION PLAN

The U.S. 13 Corridor Plan provides a long-term vision and implementation strategy for the Town of Smyrna, the Department of Transportation, other State and County agencies, property owners, and developers. The Implementation Plan contains a number of projects and strategies consisting of public, private, and public/private partnerships.

The overall goals of the Implementation Plan are to:

- Strengthen the economic vitality of the Town of Smyrna
- Enhance transportation conditions along the U.S. 13 corridor
- Enhance the aesthetics along the corridor
- Develop zoning codes that promote well-planned development
- Promote a pedestrian-friendly community

Specific short-term and long-term recommendations for each portion of the study area, as well as general corridor-wide recommendations are listed in the tables on the following four pages.



In 2012, the Town of Smyrna completed a “branding” study that developed a consistent theme for aesthetic treatments throughout Town. The recommended designs for decorative lighting and banners are displayed to the left.



Artist Rendering - Duck Creek Bridge (Looking South)



Artist Rendering - Future Land Use Option at U.S. 13/Commerce Street

IV-A. IMPLEMENTATION PLAN - CORRIDOR WIDE

Item	Timeframe	Responsibility
<b>Adopt U.S. 13 Corridor Plan as a Comprehensive Plan Amendment</b> Work with Office of State Planning through the Preliminary Land Use Service (PLUS) process	Short Term	Town of Smyrna/ Office of State Planning
<b>Develop a Form-Based Code</b> Hire a consultant to assist with writing a new zoning code Consider a hybrid code which combines elements of form-based codes and traditional zoning	Short Term	Town of Smyrna
<b>U.S. 13 Development Corporation (project “champion”)</b> Gather ideas from Corporations that have been formed in other cities, such as Downtown Dover Partnership Have Town Council authorize the formation of a Development Authority or Corporation	Short Term	Town of Smyrna
<b>Establish a Developer’s Forum</b> Invite local and regional developers for a one-day forum to solicit ideas and generate interest in Smyrna	Short Term	Town of Smyrna/ County Economic Development
<b>Establish U.S. 13 Transportation Improvement District (TID)</b> Work with DelDOT to create a TID (additional details below) Include language in Town’s Comprehensive Plan update, indicating need to form a TID	Mid Term	DelDOT/Town of Smyrna
<b>Corridor Beautification</b> Encourage business owners to install landscaping Develop a “best practices” brochure for business owners to provide consistent plantings Work with the University of Delaware, Dept. of Agriculture, etc. for technical assistance	Mid Term	Town of Smyrna

Short Term: 1 - 5 years	Mid Term: 5 - 10 years	Long Term: 10+ years
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**Transportation Improvement District (TID):** As noted in the *2007 Kent County Comprehensive Plan*, “TID’s are areas where rather than relying on individual traffic impact studies, the County, DelDOT, the MPO, and the community will develop a more complete plan addressing a larger area for transportation improvements including road upgrades, road interconnections, and bicycle and pedestrian facilities.” DelDOT has drafted proposed regulations relating to the creation of TID’s, with adoption anticipated by the end of 2012. In order to be created, a TID requires one of the following: General Assembly legislation, MPO Council action, or an agreement between the local government and DelDOT. DelDOT is anticipating the first 3 TID agreements in the state to be enacted in the fall of 2013.

IV-B. IMPLEMENTATION PLAN - NORTHERN SECTION

Item	Timeframe	Responsibility
<b>Gateways</b> Meet with DelDOT Traffic to determine regulations Develop conceptual locations at north end of town and present to DelDOT Prepare design plans and secure Community Transportation Funds (CTF) for installation	Short Term	Town of Smyrna DelDOT
<b>Duck Creek Clean Up Day</b> Work with the community, civic groups, and DNREC to remove trash from the river	Short Term	Town of Smyrna DNREC
<b>Evaluate a new pedestrian bridge over Duck Creek (southbound U.S. 13)</b> Meet with DelDOT Bridge Design Develop concept plan and cost estimate	Short Term	DelDOT/MPO/ Town of Smyrna
<b>Promote Eco-Tourism</b> Work with DNREC to tie into Bayshore Initiative	Short Term	Town of Smyrna/ DNREC
<b>Aesthetics/Streetscaping</b> Develop a phased plan for incorporating street trees, landscaping, decorative lighting, banners along the corridor	Short Term	Town of Smyrna/ DelDOT
<b>Establish an architectural theme that corresponds to the outdoors, eco-tourism and hunting/fishing</b>	Short Term	Town of Smyrna
<b>Promote regionally attractive uses near the interchange that are consistent with the outdoors theme</b> (Examples - boat dealers, sporting goods store, outdoor recreational uses such as go-carts, paintball, etc.)	Ongoing	Town of Smyrna
<b>Enable the creation of a commercial node at U.S. 13/Paddock Road/Joe Goldsborough Road</b> Retail, restaurants, shopping, offices to serve future residential development anticipated for the area Promote buildings close to the road with parking in the rear of the building	Long Term	Town of Smyrna
<b>Redesign proposed residential developments as “conservation subdivisions”</b> Cluster housing units to preserve open space and views Develop a local transportation network to link neighborhoods to U.S. 13, through streets, bike paths, sidewalks	Long Term	Town of Smyrna

Short Term: 1 - 5 years	Mid Term: 5 - 10 years	Long Term: 10+ years
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IV-C. IMPLEMENTATION PLAN - CENTRAL SECTION

Item	Timeframe	Responsibility
<b>Develop a sidewalk concept plan</b> Evaluate pedestrian needs along U.S. 13 and crossing U.S. 13 Identify future sidewalk locations and constraints Develop prioritized list and cost estimates	Short Term	MPO
<b>Develop an architectural theme that corresponds to the theme of the Historic District</b> New buildings should follow the selected architectural theme Uses along U.S. 13 should complement the Historic District, not compete against it	Short Term	Town of Smyrna
<b>Aesthetics/Streetscaping</b> Develop a phased plan for incorporating street trees, landscaping, decorative lighting, and banners along the corridor Complete a study of the requirements and cost necessary to bury the overhead utilities Evaluate mast arms, instead of the current wire span traffic signals	Short Term	Town of Smyrna/ DelDOT
<b>Parks</b> Enhance the Town-owned property at U.S. 13/Commerce Street (Boys & Girls Club) into a park Enhance the Town-owned property on the East side of U.S. 13 (north of Mill Creek) into a park	Mid Term	Town of Smyrna
<b>Encourage a “Town-style” of development</b> New buildings should be close to the road, with parking in the rear New buildings should be multi-use (commercial on the bottom floor, office or residential on the upper floor) Incorporate into new zoning code	Ongoing	Town of Smyrna
<b>Promote Commerce Street as a gateway, connecting U.S. 13 with Downtown Smyrna</b> Provide consistent streetscaping, lighting, architecture, etc. to visually link these areas	Ongoing	Town of Smyrna
<b>Concentrate “Town-style” development at U.S. 13/Commerce Street and U.S. 13/Glenwood Avenue as the initial phase</b>	Ongoing	Town of Smyrna

Short Term: 1 - 5 years	Mid Term: 5 - 10 years	Long Term: 10+ years
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IV-D. IMPLEMENTATION PLAN - SOUTHERN SECTION

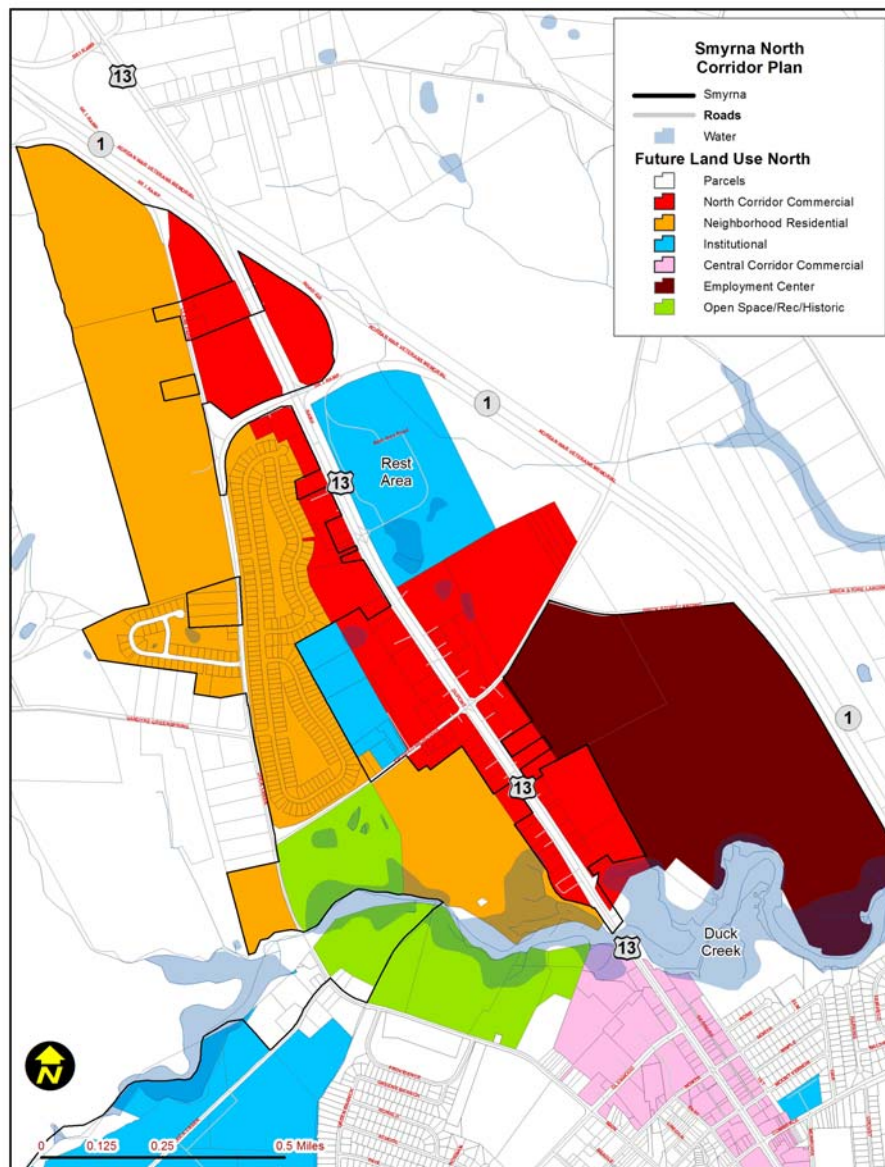
Item	Timeframe	Responsibility
<b>Develop a sidewalk concept plan</b> Evaluate pedestrian needs along U.S. 13 and crossing U.S. 13 Identify future sidewalk locations and constraints Develop prioritized list and cost estimates	Short Term	MPO Town of Smyrna
<b>Gateways</b> Meet with DelDOT Traffic to determine regulations Develop conceptual locations at south end of town and present to DelDOT Prepare design plans and secure Community Transportation Funds (CTF) for installation	Short Term	Town of Smyrna DelDOT
<b>Evaluate a redesign of the Simon’s Corner site plan</b> Discuss a “lifestyle center” concept with the developer. A lifestyle center is a development that mixes traditional “main street” retail with residential uses on top of and close to the stores. Buildings are close to the street, with parking in the rear. The current approved plan calls for a big box store and a supermarket. The economic analysis indicated that there is not a strong market demand for big box retail in Smyrna, and the market is currently well served by convenience retail such as grocery stores.	Short Term	Town of Smyrna
<b>Aesthetics/Streetscaping</b> Develop a plan for incorporating street trees, landscaping, decorative lighting, banners along the corridor	Mid Term	Town of Smyrna
<b>Preserve the residential area between Simon’s Corner and Smyrna-Leipsic Road</b> Conversion to intense commercial uses not recommended Conversion to low traffic-generating uses (offices) could be supported	Ongoing	Town of Smyrna Kent County Planning
<b>Ensure that other commercial areas are consistent with any redesign of Simon’s Corner</b> Phase 1 - vacant commercially-zoned lands Phase 2 - existing commercial properties (as they redevelop in the future)	Long Term	Town of Smyrna

Short Term: 1 - 5 years	Mid Term: 5 - 10 years	Long Term: 10+ years
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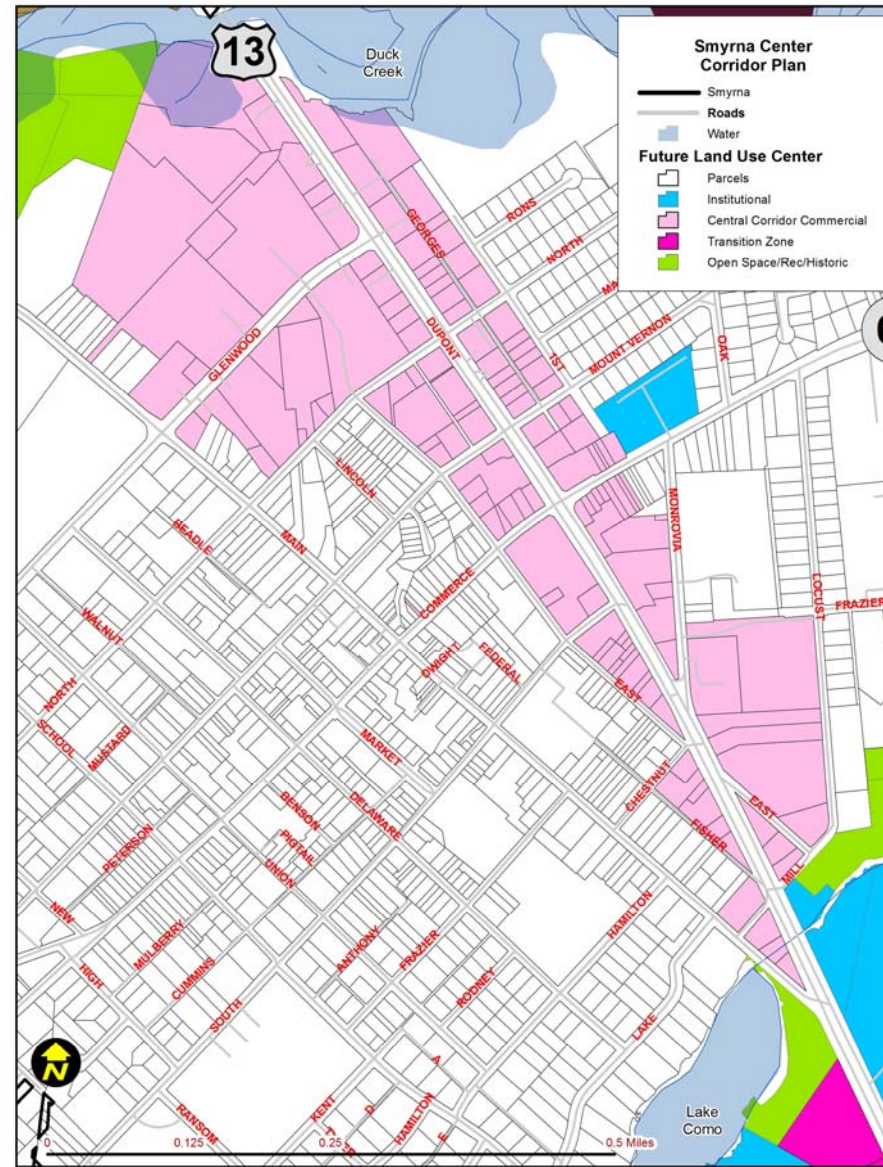
## IV-E. FUTURE LAND USE MAPS

The U.S. 13 Study Report will be incorporated as an amendment to the Town's Comprehensive Plan. As part of the Comprehensive Plan amendment, the Town will include revisions to the Future Land Use maps, identifying the anticipated land use themes along the corridor. As described on pages 28 through 32 of this report, the themes for each section of the corridor are represented on the following maps. These parcel-level maps directly correspond to the land use themes identified through the U.S. 13 Study. It is anticipated that once formally adopted as part of the Comprehensive Plan Amendment process through the Office of State Planning Coordination, future land use decisions along the corridor will be guided by these maps and the themes that they represent.

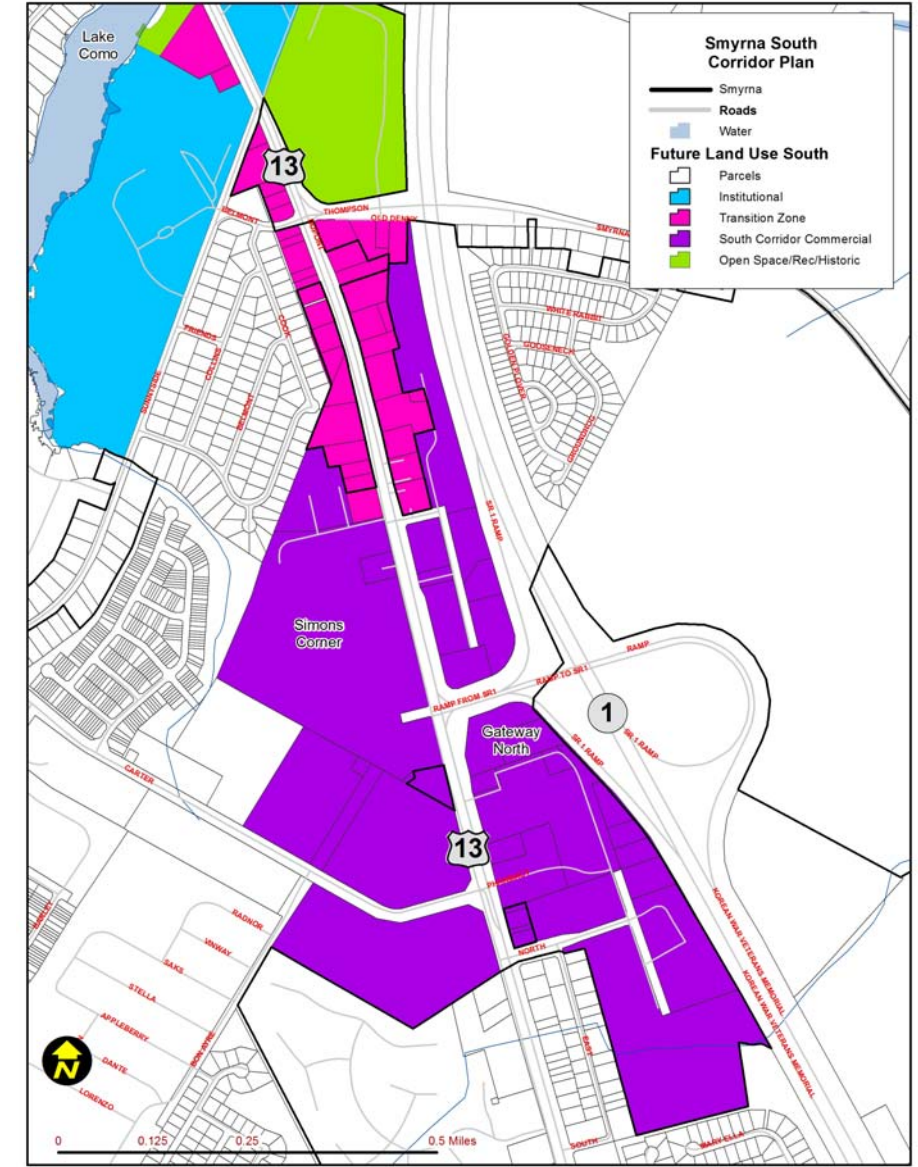
**NORTHERN**  
(Route 1 Interchange to Duck Creek)



**CENTRAL**  
(Duck Creek to Lake Como)



**SOUTHERN**  
(Lake Como to Route 1 Interchange)



## *IV-F. IMPLEMENTATION PLAN - NEXT STEPS*

September—October 2012	Preparation of draft U.S. 13 Corridor Study Report
December 2012	Smyrna Planning Commission review
January 2013	Draft U.S. 13 Corridor Study Report available for public review
January 2013	Smyrna Planning Commission review
January 2013	Smyrna Town Council review
February 2013	Office of State Planning review (amendment to Comprehensive Plan)
May 2013	Smyrna Planning Commission adoption
May 2013	Smyrna Town Council adoption
May 2013	MPO Council adoption

# ACKNOWLEDGEMENTS

Design Team

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DelDOT

Bruce Allen  
Mike DuRoss

Dover/Kent County MPO

Rich Vetter  
Jim Galvin  
Chris Kirby

McCormick Taylor

Joe Bucovetsky  
Betsy Mastaglio  
Jason Forbes

Community/Agency Involvement

Smyrna Mayor and Town Council  
Smyrna Planning Commission  
Smyrna Long-Range Planning Committee  
DelDOT Transportation Solutions  
DelDOT Planning  
DelDOT Traffic  
Delaware Transit Corporation  
Dept. of Natural Resources and Environmental Control  
Smyrna School District  
Smyrna Police Department  
Smyrna Fire Department

The preparation of this document was financed in part with funds provided by the federal government, including the Federal Transit Administration, through the Joint Simplification Program, and the Federal Highway Administration of the United States Department of Transportation.

# APPENDIX A

## MEMORANDUM OF AGREEMENT

### BETWEEN

### THE TOWN OF SMYRNA

### AND THE

### STATE OF DELAWARE

### AND THE

### DOVER / KENT COUNTY METROPOLITAN PLANNING ORGANIZATION

### FOR

### THE SMYRNA U.S. ROUTE 13 CORRIDOR PLAN

**THIS MEMORANDUM OF AGREEMENT (MOA)** is hereby made by and between the Town of Smyrna (“the Town”), the State of Delaware (“the State”) and the Dover / Kent County Metropolitan Planning Organization (“the MPO”) and states as follows:

**WHEREAS**, U.S. Route 13 is the main commercial roadway corridor through the Town of Smyrna;

**AND WHEREAS**, the corridor is currently home to a wide variety of commercial, residential, institutional and other land uses that are essential to the economic well being of the Town and the convenience and enjoyment of town residents;

**AND WHEREAS**, it is the desire of all parties to ensure that this roadway corridor and the land uses adjacent to it continue to develop in a pattern that is compatible with safe, efficient travel and the character of the Town;

**AND WHEREAS**, the Town intends to provide water service along U.S. Route 13 from Duck Creek to Duck Creek Road in 2013, an area currently within New Castle County jurisdiction but identified by the Town as a future annexation area, and that the Town is also planning to provide sewer service to the corridor North of Duck Creek;

**AND WHEREAS**, all parties are committed to working together to plan and design future land uses and transportation improvements along this corridor that help the town develop a unique “sense of place;”

**AND WHEREAS**, through this planning and design process all parties agree to work to enhance mobility and safety for bicyclists, pedestrians, and transit users to promote alternative transportation modes;

**AND WHEREAS**, it is agreed that future development and land uses should be implemented in such a way as to enhance the aesthetics of the corridor in order to improve both the economic vitality of the businesses and the quality of life for residents and the travelling public;

**AND WHEREAS**, in order to improve traffic flow and safety the plan is to promote interconnections of properties and the consolidation of entrances along the U.S. Route 13 corridor;

**AND WHEREAS**, the design objective of the plan will be to make building form and function a priority over building use in order to ensure the maximum amount of economic options for business growth and development, while ensuring that development and redevelopment enhances the overall design concept for the corridor and the character of the Town;

**AND WHEREAS**, the plan will encourage flexible urban design solutions to promote land uses that are sensitive in scale and form and fit in with the various functions of the U.S. Route 13 corridor through Smyrna;

**NOW, THEREFORE, BE IT RESOLVED** that the Town, the State, and the MPO, intending to be legally bound, do hereby agree:

To work collaboratively to plan and design a corridor plan for the U.S. Route 13 Corridor through Smyrna, from the North Smyrna interchange to the South Smyrna interchange.

To engage a wide variety of stakeholders through a planning process known as a “charrette”, to ensure that property owners, residents, business owners, developers, and the general public have an opportunity to participate in the development of the plan.

That the charrette will be hosted by the Town of Smyrna, using facilities and other Town resources as necessary.

That the Town and State (non-Department of Transportation) staff time and resources will be documented and provided to the MPO, to fulfill the local in-kind services match required of the MPO by the Federal government.

That the parties to this agreement will form a team of planners and designers to complete the charrette, with Town, State and MPO staff all taking active roles to conduct the charrette and develop the plan or plans that may result from this process.

That to the extent outside consultants are deemed necessary to conduct the charrette or complete the plan or plans that may result, the MPO will provide funding and administrative support to hire the consultants and manage their work.

# APPENDIX A

That the plan or plans that are developed as a result of the charrette will be adopted by the Town as an amendment to the Town’s comprehensive plan. The amendment will follow the normal procedures for review and certification, including review through the State’s Preliminary Land Use Service process.

That the plan or plans that are to be developed will represent a consensus among all parties that are signatories to this MOA, as well as any other stakeholders deemed necessary for implementation. The parties will commit to fulfilling their roles and responsibilities for implementation as a part of reaching this consensus.

That the plan or plans that are to be developed will have robust, specific, and detailed implementation elements that will be phased appropriately to respond to changing land uses and traffic conditions.

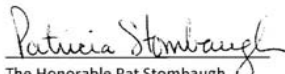
That all parties to this MOA will develop an implementation plan to include development of costs associated with identified transportation improvements, modeling of impacts to the Regional Transportation system, develop a cost allocation model based on projected development, develop cost-sharing methodology, develop appropriate performance measures, develop a fund for developer, state and municipal contributions toward infrastructure improvements to support future development and develop an oversight committee for implementation, prioritization and monitoring of performance measures.

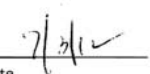
That the Town will develop an implementation plan that includes land use and design regulations intended to support the goals of the plan (s) and enhance the aesthetics and character of the corridor.

That all parties to this MOA will develop coordination strategies and procedures between the Town, the State Agencies, and other local governments as necessary to ensure the successful implementation of this plan (s).

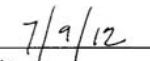
## THE SMYRNA U.S. ROUTE 13 CORRIDOR PLAN


### SIGNATURE PAGE

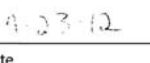
  
The Honorable Pat Stombaugh  
Mayor, Town of Smyrna


  
Date

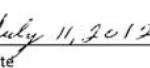
  
Constance Holland  
Director  
Delaware Office of State Planning Coordination

  
Date

  
Shailen P. Bhatt  
Secretary  
Delaware Department of Transportation

  
Date

  
The Honorable Carleton Carey  
Chairman  
Dover / Kent County Metropolitan  
Planning Organization Council

  
Date

# TOTALS BY STREET

	Church	Gov. Bldg.	Personal Services	Professional Services	Residential	Retail	Vacant - Retail	Vacant - Services	Total by Address
N. duPont	0	10173	20973	33923.5	33012.5	110108	17482	12761	225672
S. duPont	0	13500	21691	16810	51986	94117	14031	1266	212135
Stadium	0	0	3540	13800	0	132710	12240	0	162290
Jimmy	0	0	3150	11183	0	25722	39400	0	79455
Glenwood	0	57520	93055	133810	48145	152776	15522	0	500828
Market	0	12389	1766	4612	22112	0	0	0	40879
Commerce	0	0	7712	21260	104506	17312	11126	0	161916
Main	0	8490	2695	330919	118722	20210	19524	0	500560
<b>Total by Category</b>	<b>0</b>	<b>93582</b>	<b>154582</b>	<b>214138.5</b>	<b>155255.5</b>	<b>515433</b>	<b>98675</b>	<b>14027</b>	<b>1231666</b>
<b>% to Total</b>	<b>0%</b>	<b>8%</b>	<b>13%</b>	<b>17%</b>	<b>13%</b>	<b>42%</b>	<b>8%</b>	<b>1%</b>	

STADIUM

1st Flr. Business Name (Westside)	Photo	Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
SOUTH duPONT																								
Best Western		190			Hotel				Hotel	Hotel	N/A	60	200	3	12000	36000								
Fresenius Medical Care		200			Professional Service	HC			N/A	N/A	N/A	120	75	1	9000	9000	Lrg. Lot in front.	Gateway North, LP						
		201	Halpern Eye Associates		Retail - Eyewear	HC			N/A	N/A	N/A	60	70	1	4200	4200	Lrg. Lot in front.	Gateway North, LP						
Hot Nails		204			Personal Service	HC			N/A	N/A	N/A	18	75	1	1350	1350	Lrg. Lot in front.	Gateway North, LP						
		207	Southern DE Physical therapy		Professional Service	HC			N/A	N/A	N/A	30	80	1	2400	2400	Lrg. Lot in front.	Gateway North, LP						
		211	Ninos		Retail- Restaurant	HC			N/A	N/A	N/A	45	80	1	3600	3600	Lrg. Lot in front.	Gateway North, LP						
		213	VACANT - Formerly Happy Harry's		VACANT - Retail	HC			N/A	N/A	N/A	90	125	1	11250	11250	Lrg. Lot in front.	Gateway North, LP						
		215	Food Lion		Retail- Grocery	HC			N/A	N/A	N/A	200	200	1	40000	40000	Lrg. Lot in front.	Gateway North, LP						
Dunkin' Donuts		150			Retail - Café	HC			N/A	N/A	N/A	36	60	1	2160	2160	Lrg. Lot in front.	Misha Enterprises, LLC						
		209	China Star		Retail - Take Out Restaurant	HC			N/A	N/A	N/A	24	80	1	1920	1920	Lrg. Lot in front.	Gateway North, LP						
		227	Capital Cleaners		Personal Service - Cleaners	HC			N/A	N/A	N/A	24	50	1	1200	1200	Lrg. Lot in front.	Gateway North, LP						
		229	EZ Loan		Professional Service	HC			N/A	N/A	N/A	24	50	1	1200	1200	Lrg. Lot in front.	Gateway North, LP						
		231	Allstate Insurance		Professional Service	HC			N/A	N/A	N/A	24	50	1	1200	1200	Lrg. Lot in front.	Gateway North, LP						
		239	Sport Zone Restaurant and Club		Retail - Restaurant/ Bar	HC			N/A	N/A	N/A	48	80	1	3840	3840	Lrg. Lot in front.	Gateway North, LP						
MA Martial Arts		250			Personal Service				N/A	N/A	N/A	33	30	1	990	990								
VACANT					VACANT - Retail				N/A	N/A	N/A	33	30	1	990	990								
Dollar Mena		250			Retail				N/A	N/A	N/A	33	30	1	990	990								
Mike's Famous Harley Davidson					Retail - Restaurant/ Bar				Retail	N/A	N/A	200	100	2	20000	40000								
DEAD END																								

Comments: Mike's famous 120 200 2 flrs.

Category	Sq. Ft.	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	3540	2%
Professional Service	13800	9%
Residential	0	0%
Retail	132710	82%
VACANT - Retail	12240	8%
VACANT - Service	0	0%
TOTAL	162290	

# SOUTH duPONT

1st Flr. Business Name (Westside)	Photo	Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
COMMERCE STREET																								
BCP		19			Retail - Auto Sales	HC			N/A	N/A	N/A	161	112	1	11822	11822		BCP Smyrna, Inc.						
Parking lot for Solloway's		35			Parking Lot	HC			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		David E. Solloway						
		36	BCP Smyrna		Retail - Auto Sales	HC			N/A	N/A	N/A	40	208	1	8320	8320		BCP Smyrna, Inc.						New build out. Poor signage.
Solloway's Sales & Service		103			Retail - Auto Sales	HC			N/A	N/A	N/A	51	118	1	9778	9778		David E. Solloway						
		110	Wagon Wheel		Retail - Restaurant	HC			N/A	N/A	N/A	65	56	1	3380	3380		Norbert J. Gallegos						
Residential		111			Residential	HC			N/A	N/A	N/A	22	42	1	896	896		Beatrice Barrett						
Texaco		113			Retail - Garage & Gas	HC			N/A	N/A	N/A	30	24	1	480	480		Beatrice Barrett						
Residential		119			Residential	HC			Residential	N/A	N/A	27	47	2	862	1724		Altamese Johnson						
Buggy Bath Car Wash		125			Personal Service - Car Wash	HC			N/A	N/A	N/A	69	21	1	1449	1449		William Raynor						
Buggy Bath Car Wash		132 S. East St.			Personal Service - Car Wash	HC			N/A	N/A	N/A	0	0	0	0	0		William Raynor						Counted above.
Church Property		140 S. East St.			Church	HC												St. Paul UAME Church						
		126	Salloway's Service		Personal Service- Auto Service	HC			N/A	N/A	N/A	49	29	1	1421	1421		Robert M. Virdin						
Flying Dragon Tae Kwon-Do, Ltd		141			Personal Service	HC			?	N/A	N/A	95	49	2	3248	6496		James D. Hewes						
		100 Monrovia Ave.	Delaware Department of Corrections		Government Bldg.	HC & R-2												Delaware Department of Corrections						
		200	DHSS		Government Bldg.	HC			N/A	N/A	N/A	100	60	1	6000	6000		BBEE, LLC						Commodore Commons Entire Bldg. 205x212
		200	VACANT		VACANT	HC			N/A	N/A	N/A	20	60	1	1200	1200		BBEE, LLC						Commodore Commons Entire Bldg. 205x212
		200	Smyrna Dental		Professional Services	HC			N/A	N/A	N/A	20	60	1	1200	1200		BBEE, LLC						Commodore Commons Entire Bldg. 205x212
		200	Springfield Computers		Retail	HC			N/A	N/A	N/A	20	60	1	1200	1200		BBEE, LLC						Commodore Commons Entire Bldg. 205x212
		200	Delaware Homes		Professional Services	HC			N/A	N/A	N/A	20	60	1	1200	1200		BBEE, LLC						Commodore Commons Entire Bldg. 205x212
		200	Glam - R-Us		Personal Services - CPA	HC			N/A	N/A	N/A	20	60	1	1200	1200		BBEE, LLC						Commodore Commons Entire Bldg. 205x212
		200	Papaleo, Rosen & Chelf		Professional Services	HC			N/A	N/A	N/A	20	60	1	1200	1200		BBEE, LLC						Commodore Commons Entire Bldg. 205x212
		25 E. Chestnut																FTW Properties, LLC						
Residential		37 E. Chestnut			Residential													Sarah Bush						
VACANT		215			VACANT - LOT	HC			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		Michael J. Wilkinson						
VACANT		223			VACANT	HC			N/A	N/A	N/A	26	54	1	1266	1266		Michael J. Wilkinson						Future home of Mike Williams Insurance.
VACANT		230			VACANT	HC			N/A	N/A	N/A	87	57	1	5188	5188		BBEE, LLC						New Construction - site is set back from road and there is a pad site in front of Commodore Commons (Brilliance Car Wash)

## SOUTH duPONT

[illegible]

SOUTH duPONT

Comments: Corner of Commerce & S. duPont there are grave stones. Rick Bryson - Why? This is a strange use.

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	13500	15%
Personal Service	14166	15%
Professional Service	6783	7%
Residential	12370	13%
Retail	34980	38%
VACANT - Retail	9076	10%
VACANT - Service	1266	1%
TOTAL	92141	

## SOUTH duPONT

[illegible]

SOUTH duPONT

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	3000	7%
Professional Service	1927	4%
Residential	22329	51%
Retail	15412	35%
VACANT - Retail	1500	3%
VACANT - Service	0	0%
TOTAL	44168	

# SOUTH duPONT

1st Flr. Business Name (Westside)	Photo	Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2nd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
ROUTE 1																								
Relax Inn		1648			Retail - Hotel (16 units)	BG			N/A	N/A	N/A	200	20	1	4000	4000		Amrutbhai Ishverlal Patel						
		1843	VACANT		VACANT - Former Springfield Computers	HC			N/A	N/A	N/A	60	20	1	1055	1055		Smyrna Insurance Service, Ltd.						
			Classic Auto Exchange		Retail - Auto Sales	BG			N/A	N/A	N/A				0	0		Donald L. Uhlendorff						
		1879	Residential		Residential	AC			N/A	N/A	N/A	30	30	1	752	752		Donald L. Uhlendorff						
		1923	Residential		Residential	AC			N/A	N/A	N/A	30	60	1	1221	1221		Field of Dreams, LLC						
In Bocca al Lupo		1950			Restaurant	AC			N/A	N/A	N/A	70	30	1	2100	2100		Liborio 3, LLC						
		1953	Residential		Residential	AC			N/A	N/A	N/A	30	40	1	2082	2082		Liborio 3, LLC						
		200 Pharmacy Dr.	Rite Aid		Retail	HC			N/A	N/A	N/A	120	80	1	9600	9600		Milford Corner, LLC						
		201 Pharmacy Dr.	Del-One-coming soon		Professional Service	HC			N/A	N/A	N/A	50	50	1	2500	2500		RAP Smyrna, LLC						
First State Equipment		1960			Retail	BG			N/A	N/A	N/A	70	30	1	2100	2100		Liborio 3, LLC						
		2035	Moose Lodge		Government Bldg.	AC									0	0		Smyrna-Clayton Lodge						
		2083	Residential		Residential	HC			N/A	N/A	N/A	60	30	1	1121	1121		James A. Solloway						
		2101	Residential		Residential	BG			N/A	N/A	N/A	60	30	1	854	854		Charles J. Sykes Jr.						
		2119	Attic Treasure Antiques		Retail-Antique Shop	AC			Retail	N/A	N/A	60	30	1.5	1800	2700		Charles B. Barker Jr.						
		2151	Residential		Residential	AC			Residential	N/A	N/A	30	20	1.5	1224	1836		Abco Atlantic Dist. Network						
Residential		2168			Residential	RMH			N/A	N/A	N/A	60	20	1	1200	1200		Wayne Bullock						
Residential		2190			Residential	RMH			N/A	N/A	N/A	50	25	1	1330	1330		Alice M. Riley						
VACANT		2252			VACANT - office/motel -9 units				N/A	N/A	N/A	120	20	1	2400	2400								
					MULT										0	0		Abco Atlantic Dist. Network						
		2272			MULT										980	0		Paul J. Spano Sr.						
Residential		2286			Residential	AC			Residential	N/A	N/A	40	30	1.5	2004	3006		Robert L. Holland						
Residential		2298			Residential	AC			Residential	N/A	N/A	40	30	1.75	1478	2586.5		Doris M. Stubbs						
Residential		2318			Residential	AC			N/A	N/A	N/A	40	25	2	896	1792		Doris D. Clark						
Huntfield Lot		corner of hunt field drive and DuPont							N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A								pad site 10,500 sq-ft. Contact Jos. Parks 302-736-0660
Residential		2398			Residential				Residential	N/A	N/A	25	35	1.5	875	1312.5								
		2416			BG										0	0		Pier Head LLC						
Residential		2412			Residential				Residential	N/A	N/A	40	20	1.5	800	1200								
		2421	Ocean Pro Outfitters		Retail				N/A	N/A	N/A	50	100	1	5000	5000								needs painted signage
		2499 F	Pizzeria Di Meo		Retail-Restaurant	BG			Professional Services	N/A	N/A	27	75	2	2025	4050		Pier Head LLC						
		2499 E	Pizzeria Di Meo		Retail-Restaurant	BG			Professional Services	N/A	N/A	27	75	2	2025	4050		Pier Head LLC						
		2499 D	Scizzors		Professional Service	BG			Professional Services	N/A	N/A	27	75	2	2025	4050		Pier Head LLC						
		2499 C	Cigar outlets and More		Retail-Smoke Shop	BG			Professional Services	N/A	N/A	27	75	2	2025	4050		Pier Head LLC						

SOUTH duPONT

1st Flr. Business Name (Westside)	Photo	Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
		2499 B	Smyrna Wine a Liquor Warehouse		Retail - Liquor Store	BG			Offices	N/A	N/A	27	75	2	2025	4050		Pier Head LLC						
		2499 A	Smyrna Wine a Liquor Warehouse		Retail - Liquor Store	BG			Offices	N/A	N/A	54	75	2	4050	8100		Pier Head LLC						
		2479 (?)	Open lot, not build able			MULT			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		Burtonwo od Village, LLC						next to ocean pro
BIG OAK ROAD																								

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	4525	6%
Professional Service	8100	11%
Residential	17287	22%
Retail	43725	57%
VACANT - Retail	3455	4%
VACANT - Service	0	0%
TOTAL	77092	

# NORTH duPONT

1st Flr. Business Name (Westside)	Photo	Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	Zoning Designation	Rent	Lease Term	2nd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
DUCK CREEK ROAD																								
BP Station		5481			Retail - Gas Station	HC			N/A	N/A	N/A	75	50	1	3750	3750		D WAT LLC						Well developed somewhat new finishes.
VACANT LOT		5495			VACANT - Lot	HC			N/A	N/A	N/A	475		0	0	0		Wildcat LLC						2.16+ Acres McGinnis 302-736-2710
		5500	Rest Area		Gov. Building - Rest Area	I-UDC Industrial			N/A	N/A	N/A	190	150	1	10173	10173		State of Delaware						
VACANT LOT		5501			VACANT - Lot	CR-UDC Commercial Regional			N/A	N/A	N/A	?	?	0	0	0		State of Delaware						
Parkview RV Ctr. - South		5511			Retail - RV Sales	HC			N/A	N/A	N/A	97	40	1	3880	3880								Set back from road. Large RV display
VACANT		5525			VACANT - Former Art Gallery	CR-UDC Commercial Regional			N/A	N/A	N/A	85	48	1	2988	2988		Rickey D. Horsey						Former gas station. Environmental?
Residential		5531			Residential	CR-UDC Commercial Regional			N/A	N/A	N/A	68	32	1	1766	1766		David & Elizabeth Hansen						
Psychic Reader		5535			Professional Service	CR-UDC Commercial Regional			Professional Service	N/A	N/A	26	53	2	1295	2590		Dorothy Marks						
VACANT		5539			VACANT - Professional Services	CR-UDC Commercial Regional			N/A	N/A	N/A	34	37	1	929	929		Jim & Bunice Kalicharan						
Delaware Mortgage & Loan Finance Inc.		5543			Professional Service	HC			N/A	N/A	N/A	36	38	1	984	984								
Residential		5547			Residential	CR-UDC Commercial Regional			N/A	N/A	N/A	43	31	1	1123	1123		Douglas R. Crane						
VACANT LOT		5563			VACANT - Lot	HC						600			0	0		13 Smyrna LLC						Build to suit.
VACANT		5573			VACANT - Residential	HC			N/A	N/A	N/A	33	51	1	1434	1434		13 Smyrna LLC						Blighted
Mechanical Design Solutions, Inc.		5577			Professional Service	CR-UDC Commercial Regional			N/A	N/A	N/A	34	51	1	1460	1460		John, Jr. & Dianne Bingham						
		5580	Ronny's Market		Retail	CR-UDC Commercial Regional			N/A	N/A	N/A	248	89	1	14062	14062		Ronny's Market Inc.						
Truck Repair & Produce		5585			Retail	CR-UDC Commercial Regional			N/A	N/A	N/A	106	58	1	6148	6148		Vernon & Catherine Steele						Large undeveloped parking area. Environmental?? Blighted front
		5604	Classic Auto & Cycle		Retail - Automotive Sales	CR-UDC Commercial Regional			N/A	N/A	N/A	60	80	1	1104	1104		Burris Real Estate Holdings LP						
		5608	Residential		Residential	CR-UDC Commercial Regional			N/A	N/A	N/A	44	49	1	1656	1656		Burris Real Estate Holdings LP						Looks like residence, but has a lot of Ronnie's trucks in parking
		5609				CR-UDC Commercial Regional			N/A	N/A	N/A	30	50	2	10880	21760		Stover Builders, Inc.						No visual Confirmation
		5616	VACANT		Former - Mobil gas station	CR-UDC Commercial Regional			N/A	N/A	N/A	44	28	1	1232	1232		Wawa Inc.						Blighted (50X 30)
Stover Builders		5621			Professional Service				N/A	N/A	N/A	75	30	1	2250	2250		Gary L. Stover Sr.						Stover Plaza - 350 X 30
Travelers Insurance		5621			Professional Service				N/A	N/A	N/A	20	30	1	600	600		Gary L. Stover Sr.						Stover Plaza - 350 X 30
Encompass Insurance		5621			Professional Service				N/A	N/A	N/A	20	30	1	600	600		Gary L. Stover Sr.						Stover Plaza - 350 X 30
VACANT		5621			VACANT - Professional Services				N/A	N/A	N/A	20	30	1	600	600		Gary L. Stover Sr.						Stover Plaza - 350 X 30
VACANT		5621			VACANT - Professional Services				N/A	N/A	N/A	20	30	1	600	600		Gary L. Stover Sr.						Stover Plaza - 350 X 30

NORTH duPONT

ReMax Realty		5621			Professional Service				N/A	N/A	N/A	20	30	1	600	600		Gary L. Stover Sr.						Stover Plaza - 350 X 30
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NORTH duPONT

1st Flr. Business Name (Westside)	Photo	Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
Tanner & McKinley, Inc.		5621			Professional Service				N/A	N/A	N/A	20	30	1	600	600		Gary L. Stover Sr.						Stover Plaza - 350 X 30
VACANT		5621			VACANT - Professional Services				N/A	N/A	N/A	20	30	1	600	600		Gary L. Stover Sr.						Stover Plaza - 350 X 30
VACANT		5621			VACANT - Professional Services				N/A	N/A	N/A	20	30	1	600	600		Gary L. Stover Sr.						Stover Plaza - 350 X 30
Family Respiratory & Medical Supply		5621			Professional Service				N/A	N/A	N/A	20	30	1	600	600		Gary L. Stover Sr.						Stover Plaza - 350 X 30
VACANT		5621			VACANT - Professional Services				N/A	N/A	N/A	20	30	1	600	600		Gary L. Stover Sr.						Stover Plaza - 350 X 30
VACANT		5625			VACANT - Professional Services	CR-UDC Commercial Regional			N/A	N/A	N/A	56	36	1	1912	1912		Gary L. Stover Sr.						
Ken's Trailer Sales		5629			Retail - RV Sales	CR-UDC Commercial Regional			Retail	N/A	N/A	38	34	2	840	1680		Kenneth A. Virdin Sr.						
		5632	Wawa		Retail - Grocery/Convenience	CR-UDC Commercial Regional			N/A	N/A	N/A			1	0	0		Wawa Inc.						
KAZA Medical Group		5641			Professional Service	CR-UDC Commercial Regional			Professional Service	N/A	N/A	55	50	1.5	2088	3132		Sridhar B. Kaza						
JOE GOLDSBORO/PADDOCK ROAD																								

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	10173	15%
Personal Service	0	0%
Professional Service	13416	19%
Residential	4545	7%
Retail	30624	44%
VACANT - Retail	4220	6%
VACANT - Service	5841	8%
TOTAL	68819	

# NORTH duPONT

1st Flr. Business Name (Westside)	Photo	Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
JOE GOLDSBORO/PADDOCK ROAD																								
		5700	Pete Farina's Used Tire Super Store		Retail	CR-UDC Commercial Regional			N/A	N/A	N/A	120	60	1	7200	7200		A E H L P						
Valero		5703			Retail - Gas Station	CR-UDC Commercial Regional			N/A	N/A	N/A	43	30	1	4170	4170		Realty Income Corporation						
		5710	Alexander RV - Service Ctr.		Personal Service - Auto Service Ctr.	CR-UDC Commercial Regional			N/A	N/A	N/A	120	60	1	7200	7200		Clifton Leasing Co. Inc.						
Residential		5715			Residential	CR-UDC Commercial Regional			N/A	N/A	N/A	73	38	1	2318	2318		Grace M. Thompson						
Residential		5719			Residential	CR-UDC Commercial Regional			Residential	N/A	N/A	26	38	1.5	924	1386		Karin A. Sweeney						
		5722	George H. Hoffecker, Inc.		Professional Services	HC			N/A	N/A	N/A	72	133	1	6214	6214		Hoffecker Family LLC						
VACANT		5723			VACANT - Retail - Bar/ Restaurant	CR-UDC Commercial Regional			N/A	N/A	N/A	60	70	1	3840	3840	Parking in rear	Kevin Jeandell & Thomas Kababik - Break-a-way Lounge Inc.						Blighted front.
Wreckers Towing Hauling & Recovery		5731			Personal Service - Towing & Hauling	CR-UDC Commercial Regional			N/A	N/A	N/A	43	36	1	1764	1764		Dolores S. Thomas						
		5736	Manlove Auto Parts		Retail - Auto Parts	CR-UDC Commercial Regional			N/A	N/A	N/A	66	124	1	6606	6606		FAP Properties 3 Inc.						
VACANT		5737			VACANT - Former Wingman Auto sales	CR-UDC Commercial Regional			VACANT	N/A	N/A	34	41	1.5	976	1464		John, Sr. & Dolores Thomas						Blighted
		5744	VACANT		VACANT - Former Auto sales	HC			N/A	N/A	N/A	14	13	1	182	182		Shirley A. Lattomus						
VACANT - LOT		5745			VACANT - LOT	HC			N/A	N/A	N/A	N/A	N/A	N/A	N/A	#VALUE!		Stover Builders, Inc.						
		5756	Duck Creek Antiques		Residential & Retail	CR-UDC Commercial Regional			N/A	N/A	N/A	60	56	2	2882	5764		Margaret H. Eley	2 bldgs. 5756=2 5 tom, Residential, 50 x 30 There is a commercial 2 story bldg. adjacent 60x30					for Sale R & R Realty
		5762	Sue's Alterations		Personal Service - Alterations	CR-UDC Commercial Regional			N/A	N/A	N/A	39	76	1	2964	2964		Christian & Susan Kunig						
CJ's Antiques		5767			Retail - Antiques	CR-UDC Commercial Regional			N/A	N/A	N/A	50	71	1	3313	3313		Charles L. Etter						Diagonal form Duck Creek Antiques
		5768	Residential		Residential	SR-UDC Suburban Reserve			N/A	N/A	N/A	60	34	1	1860	1860		John & Cheryl Murphv						Former ambulance Message. No signage.
Residential		5771			Retail - Auto Sales	CR-UDC Commercial Regional			N/A	N/A	N/A	22	50	1	1088	1088		Karl & Karen Johnson						K and K Cycles in rear

# NORTH duPONT

Pressley General Contractors		5779			Professional Services	CR-UDC Commercial Regional			N/A	N/A	N/A	20	60	1	1088	1088								
1st Flr. Business Name (Westside)	Photo	Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2nd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
		5774	Prestige Heating & Air Conditioning		Professional Services	CR-UDC Commercial Regional			N/A	N/A	N/A	40	33	1	1008	1008		Charles R. McGinnis						No identifiable signs and residential in front
		5778	Still's Body Shop		Personal Service - Auto Service Ctr.	CR-UDC Commercial Regional			N/A	N/A	N/A	55	88	1	4672	4672		Ronal & Linda Still						
Residential		5785			Residential	CR-UDC Commercial Regional			N/A	N/A	N/A	14	48	1	1281	1281		Ilona & Belinda Banas						
Residential		5787			Residential	CR-UDC Commercial Regional			N/A	N/A	N/A	14	48	1	1281	1281		Ilona & Belinda Banas						
		5786	Mike's Truck Tire Repair		Personal Service - Tire Repair	CR-UDC Commercial Regional			N/A	N/A	N/A	47	55	1	2373	2373		Alan J. McCarthy						
		5792	Residential		Residential	CR-UDC Commercial Regional			Residential	N/A	N/A	37	41	1.5	1291	1936.5		Timothy S. Johnson						
Residential		5793			Residential	CR-UDC Commercial Regional			N/A	N/A	N/A	32	41	1	1165	1165		Gladys M. Nelson						
		5800	Residential		Residential	CR-UDC Commercial Regional			N/A	N/A	N/A	44	34	1	1084	1084		Carol Morris & James Cahall						
		5806	Residential		Residential	CR-UDC Commercial Regional & SR-UDC Suburban Reserve			N/A	N/A	N/A	43	29	1	1247	1247		Elizabeth M. Kinsey						
		5810	Residential		Residential	CR-UDC Commercial Regional & SR-UDC Suburban Reserve			N/A	N/A	N/A	69	33	1	2116	2116		Elizabeth M. Kinsey						
Duck Creek Landing		5807			Residential - Trailer homes	CR-UDC Commercial Regional			N/A	N/A	N/A	20	19	1	380	380		Affordable Home Enterprises						
		5812	VACANT - LOT		VACANT - LOT	HC			N/A	N/A	N/A	N/A	N/A	N/A	N/A	#VALUE!		Oakridge Holdings of Delaware LLC						
		5814	VACANT - LOT		VACANT - LOT	HC			N/A	N/A	N/A	N/A	N/A	N/A	N/A	#VALUE!		Oakridge Holdings of Delaware LLC						
		5816	Atlantic Auto Sales		Retail - Auto Sales	HC			Retail	N/A	N/A	29	31	2	815	1630		Oakridge Holdings of Delaware LLC						
		5838	VACANT		VACANT Former Bob's Market	HC			N/A	N/A	N/A	60	30	1	1800	1800		SSC LLC						
		0	VACANT - LOT		VACANT - LOT	HC						N/A	N/A	N/A	N/A	N/A		Robert Yaizer						
		349	Dunkin' Donuts/Subway		Retail - Restaurant	HC			N/A	N/A	N/A	84	25	1	3014	3014		Zebulon J. Brodie						
		340	Jerry's Fine Used Furniture		Retail - Used Furniture	HC			N/A	N/A	N/A	40	34	1	1360	1360		Smyrna Investors, LLC						
McDonald's		333			Retail - Restaurant	HC			N/A	N/A	N/A	44	94	1	5162	5162		Sanders Manageme nt Corp.						
		324	Advance Auto Parts		Retail - Auto Parts	HC			N/A	N/A	N/A	80	69	1	5385	5385		Realty Income Corporation						

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Valero		313			Retail - Gas Station	HC			N/A	N/A	N/A	73	44	1	2069	2069		Realty Income Corporation						
		304	VACANT LOT		VACANT - Former Smyrna Diner	HC			N/A	N/A	N/A	?	?	1	#####	#VALUE!		Robin R. Colevas						
1st Flr. Business Name (Westside)	Photo	Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
		240	VACANT		VACANT - Former Shammy Shine				N/A	N/A	N/A	40	50	1	2000	2000								Royal Farms store Coming Soon. AG&G G Sheetmetal behind Shammy Shine.
VACANT		239			VACANT - Former 7-11	HC			N/A	N/A	N/A	60	44	1	2496	2496		7 Eleven Inc.						
VACANT		227			VACANT - Former Goodfella's Pizza	HC			N/A	N/A	N/A	48	32	1	1480	1480		Renzi, LLC						
		224	Affordable Healthcare of Delaware		Professional Services	HC			Professional Service	N/A	N/A	46	78	1.5	2948	4422		Sarcan Partners LLC						
		222	Connections Community Support Programs		Professional Services										0	0								
		220	Residential		Residential	HC			N/A	N/A	N/A	32	48	1	1488	1488		David S. Annand						Not visible
VACANT		217			VACANT- Professional Services	HC			VACANT - Professional Service	N/A	N/A	48	38	2	1300	2600		Robert G. Ritter Sr.						
		216	Residential		Residential	HC			Residential	N/A	N/A	61	53	1.5	1646	2469		Wells Fargo Bank, N.A.						For Sale.
Harrington ERA		211			Professional Services	HC			N/A	N/A	N/A	33	42	1	1380	1380		R. Pennell Emerson						
		208	Barker Therapy & Rehabilitation		Professional Services				Professional Service	N/A	N/A	40	70	1.5	2800	4200		Barker Rentals, LLC						
		205	Colonial Motors		Retail - Auto Sales	HC			N/A	N/A	N/A	68	54	1	1819	1819		Richard Mason Jr.						
VACANT		202			VACANT - Professional Services	HC			VACANT - Professional Service	N/A	N/A	40	54	2	2160	4320		BRG Properties, LLC						
		134	Kentucky Fried Chicken		Retail - Restaurant	HC			N/A	N/A	N/A	84	35	1	2466	2466		Kentucky Fried Chicken of CA						
Dairy Sweet		133			Retail - Restaurant	HC			N/A	N/A	N/A	24	44	1	1009	1009		Ireland Enterprises, Inc.						
		124	Rita's Water Ice		Retail - Restaurant	HC			N/A	N/A	N/A	25	32	1	800	800		KCNR Real Estate Investment						
China Delight		119			Retail - Chinese Restaurant	HC			N/A	N/A	N/A	20	50	1	1000	1000		Ernesto Carannante						Eagle's Plaza
Enterprise Rent-a-Car		119			Retail - Car Rental	HC			N/A	N/A	N/A	20	50	1	1000	1000		Ernesto Carannante						Eagle's Plaza
Allure Salon		119			Personal Services	HC			N/A	N/A	N/A	20	50	1	1000	1000		Ernesto Carannante						Eagle's Plaza
Movie Bank		119			Retail - Movie Rental	HC			N/A	N/A	N/A	20	50	1	1000	1000		Ernesto Carannante						Eagle's Plaza
American General		119			Professional Services	HC			N/A	N/A	N/A	20	50	1	1000	1000		Ernesto Carannante						Eagle's Plaza
			Parking Lot		Parking Lot				N/A	N/A	N/A	N/A	N/A	N/A	#####	#VALUE!		Ernesto, LLC						Adjacent to Eagle's Plaza
		116	Residential		Residential	HC			Residential	N/A	N/A	37	55	1.5	1702	2553		Allen R. Pressley						
		112	Residential		Residential	R-2			Residential	N/A	N/A	40	53	1.5	1858	2787		Margaret Ann Willev						

NORTH duPONT

		110	Residential		Residential	R-2			Residential	N/A	N/A	30	63	1.5	1352	2028		Louis Calderon Jr.						
Wayside Inn		103			Retail - Restaurant	HC			Retail	N/A	N/A	65	88	2	4788	9576		Ernesto, LLC						
Residential		202 E. Mt. Vernon			Residential	R-2												William J. Carson						
Willis Ford		119 E. Mt. Vernon			Retail - Auto Sales	HC												Ford Properties, LLC						
1st Fir. Business Name (Westside)	Photo	Street Number	1st Fir. Business Name (Eastside)	Photo	1st Fir. Occupant Type	1st Fir. Zoning Designation	Rent	Lease Term	2cnd Fir. Name or Type of Occupant	3rd Fir. Name or Type of Occupant	4th Fir. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Firs.	1st Fir. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
		22	Papaleo, Rosen & Chelf		Professional Services	HC			Professional Service	N/A	N/A	43	55	1.5	1717	2575.5		G. Harry Papaleo Jr.						Verify occupancy.
		16	VACANT - LOT		VACANT - LOT	HC			N/A	N/A	N/A	N/A	N/A	N/A	N/A	#VALUE!		Ford Properties, LLC						Currently being used for vehicle display.
Willis Ford		15			Retail - Auto Sales	HC			N/A	N/A	N/A	117	147	1	13526	13526		Ford Properties, LLC						
		10	Wendy's		Retail - Restaurant	HC			N/A	N/A	N/A	49	58	1	2615	2615		Heartland Delaware, Inc.						
Willis Ford		122 W. Commerce			Retail - Auto Sales	HC												Ford Properties, LLC						
Willis Ford		201 E. Commerce			Retail - Auto Sales (Lot)	HC			N/A	N/A	N/A	N/A	N/A	N/A	N/A			William H. Willis						
COMMERCE STREET																								

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	20973	12%
Professional Service	20507.5	12%
Residential	28467.5	17%
Retail	79484	47%
VACANT - Retail	13262	8%
VACANT - Service	6920	4%
TOTAL	169614	

MARKET STREET

1st Flr. Business Name (Westside)	Photo	Street Number (North)	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
MOUNT VERNON STREET																								
		22	Residence		Residential	CC			Residence	N/A	N/A	14	48	2	672	1344	Driveway	James E. Cahall, Jr.						ok-could use maintenance
		20	Residence		Residential - Duplex	CC			Residential Duplex (Rental)	N/A	N/A	21	58	2	1106	2212		William Whitaker						
Residence		19			Residential	CC			Residence	N/A	N/A	30	51	2	1193	2386	Driveway	Anthony Wingfield						Cute!
		16	Talk of the Town		Personal Service	CC			Residence	N/A	N/A	29	64	2	1766	3532	Driveway	Patricia Musto						the beauty shop. Nice wood sign. 570 sq. t Commercial
Residence		15			Residential	CC			Residence	N/A	N/A	21	59	2	1130	2260	Driveway	Frank D. Henry III						
Residence		11			Residential	CC			Residence	N/A	N/A	28	50	2	1158	2316	Driveway	J. Richard Blevins						Appears single family. Needs Some The
		10	Residence		Residential - Duplex	CC			Residence	N/A	N/A	38	55	2	1858	3716	Driveway	Timothy Paret						each house 15 across ,8 ft-porch on side
		6	Residence		Residential	CC			Residence	N/A	N/A	34	45	2	1530	3060		Elizabeth Brocklehurst						not tabled as be only 8
		2	Gebhart Insurance		Professional Service	CC			N/A	N/A	N/A	62	38	1	1558	1558	4 parking spaces in front.	Kyle Gebhart						sign is bldg-to.
COMMERCE STREET																								

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	1766	8%
Professional Service	1558	7%
Residential	19060	85%
Retail	0	0%
VACANT - Retail	0	0%
VACANT - Service	0	0%
TOTAL	22384	

MARKET STREET

1st Flr. Business Name (Westside)	Photo	Street Number (South)	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
COMMERCE STREET																								
		9	Residence		Residential	CC			Residence	N/A	N/A	29	34	1	632	632		Victorian Apts., LLC						
Delaware Eye Care		10			Professional Service	CC			Residence	N/A	N/A	30	62	2	1884	3768		10 S. Market Street, LLC						
		13	Post Office		Government Bldg.	CC			N/A	N/A	N/A	58	95	1	4389	4389		US Postal Service						
Parking Lot		16			Parking Lot (Town owned)	CC			N/A	N/A	N/A	0	0	0	0	0		TOS						
David James & Associates, LLC		22			Professional Service	CC			Professional Services	N/A	N/A	32	76	1.5	1170	1755	Driveway	Stephen Nowak						nice sign front
VACANT		24			VACANT	CC			VACANT	N/A	N/A	33	37	1.5	1054	1581	Driveway	Smyrna Investors, LLC						For sale ERA 653-9291
		27	Town Hall		Government Bldg.	CC			Town Hall	N/A	N/A	84	40	2	4000	8000		TOS						
N/A		28			Parking Lot (Farries)	CC			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		Farries Properties, LLC						
Residence		34			Residence - Apartments	CC			Residence	N/A	N/A	33	53	2	1526	3052		Rebecca Thomas						
SOUTH STREET																								

Category	Sq. Ft.	% to Total
Church	0	0%
Government Bldg.	12389	67%
Personal Service	0	0%
Professional Service	3054	17%
Residential	3052	17%
Retail	0	0%
VACANT - Retail	0	0%
VACANT - Service	0	0%
TOTAL	18495	

# MAIN STREET

1st Flr. Business Name (Eastside)	Photo	Street Number (North)	1st Flr. Business Name (Westside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2nd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
MAIN STREET																								
VACANT		1			VACANT	CC			Residential	Residential	N/A	43	41	3	1871	5613	None	Melinda Fantozzi						988 sq. ft. retail
		2-4	Timeless Treasures		Retail	CC			Residential	Residential	N/A	24	40	2.5	680	1700	None	Laurence Koehler						Nice façade, window a signage
		6-8-10	VACANT		VACANT	CC			VACANT	N/A	N/A	45	48	2	1516	3032	None	Walter J.						10 is vacant -
VACANT		9-11-13			VACANT	CC			Residential	N/A	N/A	35	74	2	3079	6158	None	Smyrna-Clayton Masonic, Inc.						old lodge or temple. Verify Occupancy
		12	The Tin Sedan (VACANT?)		Retail	CC			Residential	N/A	N/A	9	37	1.5	369	553.5	None	Kenneth L. Reynolds						cute window no exterior sign other than window. Needs trim painted
Howard's Amusement s		15			Retail - Antique store	CC				N/A	N/A	18	104	2	1872	3744	None	W. Howard Huggins						signed OK. Visual help needed
		16	Lefty's Music		Retail - Music Store	CC			Residential	N/A	N/A	26	49	2	1274	2548	None	Harry E. McBride						Danger unsafe dwelling sign on door(apt ) lefty's window, sign and front could use help
Gentle Touch Family Dentistry		17			Professional Service	CC			Residential	N/A	N/A	45	153	2	6885	13770	None	Cam Jr. Enterprise LLC						tray pricing lot next door. Flat wood sign, but ok for dentist. In good shape
		18	Residence		Residential	CC			Professional Services	N/A	N/A	19	35	2	665	1330	None	BCP Smyrna						cute!
		20	Residence		Residential	CC			Residential	N/A	N/A	26	54	2	1404	2808	None	Austin Foley						Façade needs painting
		24	Residence		Residential	CC			Residential	Residential	N/A	40	67	2.5	2680	6700	None	Albert E. Pickett, Jr.						Grey Box Chateau. Beautifully mounted. Historic plaque in side yard.
Pharmacy Museum		27			Professional Service- Museum & Conference Ctr.	CC			N/A	N/A	N/A	44	92	1	4048	4048	None	DE Pharmacist Society						Nice windows
		34-38	Residence		Residential - Condos	R-3			Residential	Residential	N/A	70	105	3	7350	22050	None	DE House, LLC						Nice old bldg- in good shape.
		35	VACANT (currently being renovated)		VACANT	CC			VACANT	N/A	N/A	50	92	2	4600	9200	None	Michael J. Wilkerson						good rehab job. Cute!
Karen's Kuts & Kreations		101			Personal Service	R-3			Residential	N/A	N/A	49	55	2	2695	5390	None	Peter M. DeMasi, Jr.						flags out front.

MAIN STREET

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	2695	3%
Professional Service	11598	13%
Residential	51627	59%
Retail	4195	5%
VACANT - Retail	17182	20%
VACANT - Service	0	0%
TOTAL	87297	

# MAIN STREET

1st Flr. Business Name (Eastside)	Photo	Street Number (South)	1st Flr. Business Name (Westside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
COMMERCE STREET																								
Smyrna Sporting Goods		4			Retail	CC					N/A	56	63	3	3528	10584	None	W-2 Associates, LLC						Signed wd banners & Beat wood sign. Need trim paint
		7	PNC Bank		Professional Service					N/A	N/A	45		2	2352	2352								good sign. Nice old bank bldg
Over the Top		8			Retail	CC			Residential	Residential	N/A	20	100	3	1800	5400	None	Bright Investments, LLC						windows need visual work. No sign. Name on door
VACANT		10			VACANT - Retail	CC			Residential	Residential	N/A	25	70	3	1358	4074	None	Charles S. Race						vacant For Rent 363-6521.
		11	The Barracks - Smyrna Museum		Government Bldg.	CC			The Barracks - Smyrna Museum	N/A	N/A	48	45	2	1305	2610		Duck Creek Historical Society						Nice old bldg-pavers. Historical manner.
Wilkinson Insurance Agency		16			Professional Service	CC			Residential	N/A	N/A	48	51	2	2609	5218	None	Ronald L. Sayers						Insurance Agency 16, good windows to sign, net-vacant
		15	Sayers Jewelers & Gemologists		Retail	CC					N/A	22	47	3	1023	3069	None	Ronald L. Sayers						Nice new word sign
		19	Sayer s Jewelers		Retail - Jewelers				Residential	N/A	N/A	36	64	2	2304	4608	None	Ronald L. Sayers						great windows. Nice old sign
Smyrna School District Administration Bldg.		22			Government				N/A	N/A	N/A	60	40	1	2400	2400	lot in rear							
		21	Parking lot		Parking lot	CC			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	lot in rear	PNC Bank						Not a big space. A driveway entrance to parking-lot
		25	Residential		Residential	CC			Residential	N/A	N/A	21	56	2	931	1862		Jason Fenstermacher						For sale Prudential 999-9999
		27	Faries Funeral Home		Professional Service	CC			Professional Services	N/A	N/A	26	60	2	1964	3928		Faries Properties, LLC						Not sure residence or offices for funeral home
		29	Funeral Home		Professional Service				Professional Services	N/A	N/A	26	76	2	1976	3952		Faries Properties, LLC						Nice sign. Bldg in great shapes
Divine Messaging		30			Retail - Christian Book store	CC			Residential	N/A	N/A	21	56	2	1500	3000	None	Stuart Outten, Jr.						closing soon
Peoples Place		32			Professional Service				Residential		N/A	28	56		1500	0	None	Stuart Outten, Jr.						
		31	Residential		Residential	CC			Residential	N/A	N/A	34	63	2	1712	3424	None	Nancy H. Faries						No name. No sign.
The Gathering Place		34			Retail	CC			Residential	N/A	N/A	28	51	2	1480	2960	None	J.E.B. Jacques, LLC						great Sign, front a windows
Residential		36			Residential	CC			Residential	N/A	N/A	41	60	2	1701	3402	None	Quentin C. Schlieder, Jr.						
		37	Residential		Residential	CC			Residential	N/A	N/A	31	80	2	1732	3464	None	Cynthia Allen						
Residential		40			Residential	CC			Residential	N/A	N/A	23	102	2	1949	3898	None	David A. Bruner						
		41	The Main Stay Bed & Breakfast		Retail - Bed & Breakfast	CC			Retail	N/A	N/A	26	75	2	1632	3264	None	Melanie Minear						

MAIN STREET

Residential		42			Residential	CC			Residential	N/A	N/A	23	88	2	1809	3618	None	Leroy K. Sayers						
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# MAIN STREET

1st Flr. Business Name (Eastside)	Photo	Street Number (South)	1st Flr. Business Name (Westside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2nd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
		43	Residential		Residential	CC			Residential	N/A	N/A	18	75	2	1118	2236	None	Jeannette W. Graham						Nia façade. Great outdoor displays
Residential		44			Residential	CC			Residential	N/A	N/A	23	98	2	2094	4188	None	Michael Reed						
		45	Residential		Residential	CC			Residential	N/A	N/A	19	80	2	1162	2324	None	Jeannette W. Graham						
Various Medical Hometown Café Atlantic Apothecary		100			Professional Service	CC					N/A	270	270	3	100,000	300000		Smyrna Professional Properties						drive new bldg.
		107	Library/Opera House		Government	CC			Library/Opera House	Library/Opera House	Library/Opera House	74	76	4	870	3480		Town of Smyrna						Nice facades windows
		111	VACANT		VACANT	CC			VACANT	N/A	N/A	32	57	2	492	984	None	Town of Smyrna						Needs rehab. But nice bldg. lrg parking lot for library next door. Signed for parking
		121	Residential		Residential	R-3			Residential	N/A	N/A	23	59	2	1116	2232	None	William F. Davis						cuterehab d. forsake ERA 653-9291
		125	Residential		Residential - Apartments (2)	R-3			Residential	N/A	N/A	38	51	2	1484	2968	None	Foster I. Rawley III						
		129	Residential		Residential						N/A	45				0	None	Raymond Hales						under renovation. Painting
Residential		130			Residential	R-3			Residential	N/A	N/A	23	50	2	1262	2524	None	Mary F. Foltz						
Residential		132			Residential	R-3			Residential	N/A	N/A	20	51	2	1039	2078	None	Dinah O. Mathers						In need of repair
		133	Residential		Residential - Apartments (5)	R-3			Residential	Residential	N/A	45	81	3	2885	8655	None	Gary L. Bechard, Sr.						lots of junk on porch. Needs light repair
Residential		138			Residential - Apartments (2)	R-3			Residential	N/A	N/A	33	60	2	1379	2758	None	Jeannette W. Graham						
		139	Law Office of Stephen L. Nowak, LLC		Professional Service	R-3			Professional Services	Professional Services	N/A	35	68	3	1660	4980		Stephen Nowak						great Bldg. good low key sign
Main Street Market		140			Retail	R-3			Residential	Residential	N/A	29	67	3	1116	3348		Betty D. Flowers						cute market. Nice winders design
RT. 13																								

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	8490	2%
Personal Service	0	0%
Professional Service	319321	77%
Residential	67095	16%
Retail	16015	4%
VACANT - Retail	2342	1%
VACANT - Service	0	0%
<b>TOTAL</b>	<b>413263</b>	

JIMMY DRIVE

1st Flr. Business Name (Westside)	Photo	Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
		100	Hardee's		Retail - Restaurant	HC			N/A	N/A	N/A	45	87	1	3472	3915		Smyrna Two, LLC						
		400	WSFS Bank		Professional Service	HC			N/A	N/A	N/A	70	100	1	4153	7000		Smyrna Two, LLC						
		500	Wawa		Retail - Convenience Store	HC			N/A	N/A	N/A	57	101	1	6093	5757		Smyrna Two, LLC						
VACANT		599			VACANT - Retail	HC			N/A	N/A	N/A	400	85	1	30000	34000		Smyrna Two, LLC						
		600	Wilmington Trust Bank		Professional Service	HC			N/A	N/A	N/A	89	47	1	3460	4183		Smyrna Two, LLC						
The Right Bottle		699			Retail - Liquor Store	HC			N/A	N/A	N/A	70	90	1	10000	6300		Smyrna Two, LLC						
US Male Barber Shop		699			Personal Service	HC			N/A	N/A	N/A	35	90	1	3150	3150		Smyrna Two, LLC						
VACANT		699			VACANT - Retail	HC			N/A	N/A	N/A	35	90	1	3150	3150		Smyrna Two, LLC						
VACANT		699			VACANT - Retail	HC			N/A	N/A	N/A	25	90	1	2250	2250		Smyrna Two, LLC						
		700	Happy Harry's		Retail - Pharmacy	HC			N/A	N/A	N/A	65	150	1	12000	9750		Smyrna Two, LLC						

Comments: Shopping Ctr. being built (80x1000).

Category	Sq. Ft.	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	3150	4%
Professional Service	11183	14%
Residential	0	0%
Retail	25722	32%
VACANT - Retail	39400	50%
VACANT - Service	0	0%
TOTAL	79455	

# GLENWOOD AVENUE

1st Flr. Business Name (North side)	Photo	Street Number (East)	1st Flr. Business Name (Southside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
NORTH duPONT																								
Rent- a-Center		120 B			Retail - Furniture Rental	SC			N/A	N/A	N/A	50	150	1	7500	7500	Smyrna Mart Parking lot.	Glenwood Associates, LLC						
Movie Gallery		116 C			Retail - Movie Rental	SC			N/A	N/A	N/A	20	150	1	3000	3000	Smyrna Mart Parking lot.	Glenwood Associates, LLC						
Dollar General		116 B			Retail - General	SC			N/A	N/A	N/A	40	150	1	6000	6000	Smyrna Mart Parking lot.	Glenwood Associates, LLC						
Auto Zone		116 A			Retail - Auto Parts	SC			N/A	N/A	N/A	50	150	1	7500	7500	Smyrna Mart Parking lot.	Glenwood Associates, LLC						
		117	City Café		Restaurant				N/A	N/A	N/A	12	30	1	360	360		Powerhouse Ministries, Inc.						The Power City Bldg.
		119	TV, Novelties & Toys		Retail				N/A	N/A	N/A	12	30	1	360	360		Powerhouse Ministries, Inc.						The Power City Bldg.
		121	VACANT		VACANT				N/A	N/A	N/A	12	30	1	360	360		Powerhouse Ministries, Inc.						The Power City Bldg.
		123	Liberty Tax		Professional Service				N/A	N/A	N/A	12	30	1	360	360		Powerhouse Ministries, Inc.						The Power City Bldg.
		125	Candy Time		Retail				N/A	N/A	N/A	12	30	1	360	360		Powerhouse Ministries, Inc.						The Power City Bldg.
		127	VACANT		VACANT - Retail				N/A	N/A	N/A	12	30	1	360	360		Powerhouse Ministries, Inc.						The Power City Bldg.
		129	Hair Design		Personal Services	LC			N/A	N/A	N/A	102	152	1	14280	14280		Powerhouse Ministries, Inc.						The Power City Bldg.
Delaware Fitness Academy		100 C			Personal Services	SC			N/A	N/A	N/A	20	100	1	2000	2000	Smyrna Mart Parking lot.	Glenwood Associates, LLC						Call to verify occupancy.
VACANT		100 B			VACANT - Retail	SC			N/A	N/A	N/A	20	100	1	2000	2000	Smyrna Mart Parking lot.	Glenwood Associates, LLC						
Acme Express		400			Retail - Gas Station				N/A	N/A	N/A	48	45	1	2160	2160		Glenwood Associates, LLC						Lot size & gas only.
Smyrna Self Storage		280			Professional Service	SC				N/A	N/A	26	38	2	884	1768		Kays Enterprises, LLC						Verify. Lots of locations
Smyrna Self Storage		280A			Self storage units	SC			N/A	N/A	N/A	50	150	1	7500	7500		Kays Enterprises, LLC						
Smyrna Self Storage		280A			Self storage units	SC			N/A	N/A	N/A	50	180	1	9000	9000		Kays Enterprises, LLC						
Smyrna Self Storage		280A			Self storage units	SC			N/A	N/A	N/A	50	180	1	9000	9000		Kays Enterprises, LLC						
Smyrna Self Storage		280A			Self storage units	SC			N/A	N/A	N/A	50	170	1	8500	8500		Kays Enterprises, LLC						
Smyrna Self Storage		280A			Self storage units	SC			N/A	N/A	N/A	50	120	1	6000	6000		Kays Enterprises, LLC						

# GLENWOOD AVENUE

Smyrna Self Storage		280A			Self storage units	SC				N/A	N/A	N/A	16	210	1	3360	3360		Kays Enterprise s, LLC						
Smyrna Self Storage		280A			Self storage units	SC				N/A	N/A	N/A	10	80	1	800	800		Kays Enterprise s, LLC						
1st Flr. Business Name (North side)	Photo	Street Number (East)	1st Flr. Business Name (Southside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments	
Acme		236			Retail - Grocery	SC			N/A	N/A	N/A	200	150	1	30000	30000	Smyrna Mart Parking lot.	Glenwood Associates, LLC							
Ez Cash		234			Professional Service	SC			N/A	N/A	N/A	20	80	1	1600	1600	Smyrna Mart Parking lot.	Glenwood Associates, LLC							
RWM Promotional Advertising		232			Professional Service - Printing Services	SC			N/A	N/A	N/A	20	80	1	1600	1600	Smyrna Mart Parking lot.	Glenwood Associates, LLC							
Domino's Pizza		230			Retail - Restaurant	SC			N/A	N/A	N/A	20	80	1	1600	1600	Smyrna Mart Parking lot.	Glenwood Associates, LLC							
Duck Creek Printing		228			Professional Service - Printing services	SC			N/A	N/A	N/A	20	80	1	1600	1600	Smyrna Mart Parking lot.	Glenwood Associates, LLC							
Edward Jones		226			Professional Service	SC			N/A	N/A	N/A	20	80	1	1600	1600	Smyrna Mart Parking lot.	Glenwood Associates, LLC							
Smyrna Clayton Sun times		224			Professional Service	SC			N/A	N/A	N/A	20	80	1	1600	1600	Smyrna Mart Parking lot.	Glenwood Associates, LLC							
Tan Inn		222			Retail - Tanning salon	SC			N/A	N/A	N/A	20	80	1	1600	1600	Smyrna Mart Parking lot.	Glenwood Associates, LLC							
First state Federal Credit Union		220			Professional Service	SC			N/A	N/A	N/A	20	80	1	1600	1600	Smyrna Mart Parking lot.	Glenwood Associates, LLC							
VACANT		114			VACANT - Retail	SC			N/A	N/A	N/A	20	100	1	2000	2000	Smyrna Mart Parking lot.	Glenwood Associates, LLC							
Radio Shack		112			Retail - Electronics	SC			N/A	N/A	N/A	25	100	1	2500	2500	Smyrna Mart Parking lot.	Glenwood Associates, LLC						Smyrna Mart	
		111	Reba's Liquors		Retail - Package store	LC			N/A	N/A	N/A	33	67	1	2552	2552	Smyrna Mart Parking lot.	Kirit M. Patel							
Bella Villa Pizza & Pasta		110			Retail - Restaurant	SC			N/A	N/A	N/A	30	100	1	3000	3000	Smyrna Mart Parking lot.	Glenwood Associates, LLC						Smyrna Mart	
Canton House Chinese Food		108			Retail - Restaurant	SC			N/A	N/A	N/A	20	100	1	2000	2000	Smyrna Mart Parking lot.	Glenwood Associates, LLC						Smyrna Mart	
Sudshop too		106			Personal Services	SC			N/A	N/A	N/A	30	100	1	3000	3000	Smyrna Mart Parking lot.	Glenwood Associates, LLC						Smyrna Mart	
VACANT		104			VACANT - Former Consignment Shop	SC			N/A	N/A	N/A	20	100	1	2000	2000	Smyrna Mart Parking lot.	Glenwood Associates, LLC						Smyrna Mart	
H & R Block		102			Professional Service	SC			N/A	N/A	N/A	20	100	1	2000	2000	Smyrna Mart Parking lot.	Glenwood Associates, LLC							

## GLENWOOD AVENUE

Roses		84			Retail - General	SC				N/A	N/A	N/A	120	150	1		18000	18000	Smyrna Mart Parking lot.	Glenwood Associate s, LLC									Smyrna Mart
Best Cleaners		80			Personal Service - Cleaners	SC				N/A	N/A	N/A	20	120	1		2400	2400	Smyrna Mart Parking lot.	Glenwood Associate s, LLC									Smyrna Mart
Center Nails		78			Personal Services	SC				N/A	N/A	N/A	20	120	1		2400	2400	Smyrna Mart Parking lot.	Glenwood Associate s, LLC									Smyrna Mart
Hot Locks		76			Personal Services	SC				N/A	N/A	N/A	20	120	1		2400	2400	Smyrna Mart Parking lot.	Glenwood Associate s, LLC									Smyrna Mart
Nature's Way		74			Retail - Health Food	SC				N/A	N/A	N/A	20	120	1		2400	2400	Smyrna Mart Parking lot.	Glenwood Associate s, LLC									Smyrna Mart
Excel Beauty Supply		72			Retail - Beauty Supply	SC				N/A	N/A	N/A	20	120	1		2400	2400	Smyrna Mart Parking lot.	Glenwood Associate s, LLC									Smyrna Mart
We R Wireless		70			Retail - Communications	SC				N/A	N/A	N/A	20	120	1		2400	2400	Smyrna Mart Parking lot.	Glenwood Associate s, LLC									Smyrna Mart
Rite Aid		66			Retail - Pharmacy	SC				N/A	N/A	N/A	80	120	1		9600	9600	Smyrna Mart Parking lot.	Glenwood Associate s, LLC									Smyrna Mart
1st Flr. Business Name (North side)	Photo	Street Number (East)	1st Flr. Business Name (Southside )	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation		Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments				
		53	Trevi Ristorante		Retail - Restaurant	LC				N/A	N/A	N/A	40	66	1		3008	3008	Lrg. Lot.	Ernesto Carannante									
		41	Pat's Pizza		Retail - Pat's Pizza	LC				N/A	N/A	N/A	60	50	1		3000	3000	Shopping Ctr. Lot	ZKT LLC									
		35	Dot - Discount Store		Retail - Smoke Shop	LC				N/A	N/A	N/A	30	50	1		1500	1500	Shopping Ctr. Lot	ZKT LLC									
		35	Mexico Viejo		Retail - Restaurant	LC				N/A	N/A	N/A	12	50	1		600	600	Shopping Ctr. Lot	ZKT LLC									
		35 G	Curves		Personal Services	LC				N/A	N/A	N/A	20	50	1		1000	1000	Shopping Ctr. Lot	ZKT LLC									
		27	Golden Bowl Chinese Restaurant		Retail - Restaurant	LC				N/A	N/A	N/A	20	50	1		1000	1000	Shopping Ctr. Lot	ZKT LLC									
VACANT		26			VACANT - Former Medical Offices					N/A	N/A	N/A	20	35	1		700	700											Same building as Simply Primitive
VACANT		26			VACANT - Retail	HC				N/A	N/A	N/A	30	35	1		1318	1318		Debra Haley									office for lease
		25	VACANT		VACANT - Formerly Diva'z II Salon	LC				N/A	N/A	N/A	20	50	1		1000	1000	Shopping Ctr. Lot	ZKT LLC									Verify address
		23	American Sign & Graphics		Professional Service					N/A	N/A	N/A	20	50	1		1000	1000	Shopping Ctr. Lot	ZKT LLC									Verify address
		21	Physical Therapy Services Inc		Professional Service					N/A	N/A	N/A	20	50	1		1000	1000	Shopping Ctr. Lot	ZKT LLC									
		15	Bridgeway Restaurant		Retail -Restaurant	LC				N/A	N/A	N/A	60	76	1		4200	4200	Lrg. Lot.	Peter P. Theodorakos									
Jackson Hewitt Tax Service		8			Professional Service	SC				N/A	N/A	N/A	20	40	1		800	800		Glenwood Associate s, LLC									Smyrna Mart. Currently closed.
		5	NAPA		Retail - Auto Parts	HC				N/A	N/A	N/A	104	58	1		5276	5276		Grimes Family Limited									
MAIN STREET																													

GLENWOOD AVENUE

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	73408	33%
Professional Service	14760	7%
Residential	0	0%
Retail	123876	56%
VACANT - Retail	9738	4%
VACANT - Service	0	0%
TOTAL	221782	

GLENWOOD AVENUE

1st Flr. Business Name (Westside)	Photo	North Main Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
EAGLE WAY																								
		310	Academy of New Learning		Personal Service	HC			N/A	N/A	N/A	60	50	1	3000	3000	Freedom Plaza Irg. Lot.	Markos D. Zerefos						Freedom Plaza
		310	Heavenly Hair Designs		Personal Service	HC			N/A	N/A	N/A	20	30	1	600	600	Freedom Plaza Irg. Lot.	Markos D. Zerefos						Freedom Plaza
		310	Mike's Barber shop		Personal Service	HC			N/A	N/A	N/A	20	30	1	600	600	Freedom Plaza Irg. Lot.	Markos D. Zerefos						Freedom Plaza
		310	Noble Eagle Pizza		Retail - Restaurant	HC			N/A	N/A	N/A	20	30	1	600	600	Freedom Plaza Irg. Lot.	Markos D. Zerefos						Freedom Plaza
		310	Shelia's Fish & Chicken		Retail - Restaurant	HC			N/A	N/A	N/A	25	30	1	750	750	Freedom Plaza Irg. Lot.	Markos D. Zerefos						Freedom Plaza
		310	La Tropicana Food Market		Retail - Ethnic Grocery	HC			N/A	N/A	N/A	20	20	1	400	400	Freedom Plaza Irg. Lot.	Markos D. Zerefos						Freedom Plaza
		310	Sassafras Animal Hospital		Professional Service	HC			N/A	N/A	N/A	30	20	1	600	600	Freedom Plaza Irg. Lot.	Markos D. Zerefos						Freedom Plaza
		310	Flowers & Vines		Retail - Florist	HC			N/A	N/A	N/A	20	20	1	400	400	Freedom Plaza Irg. Lot.	Markos D. Zerefos						Freedom Plaza
GLENWOOD AVENUE																								

Category	Sq. Ft.	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	4200	60%
Professional Service	600	9%
Residential	0	0%
Retail	2150	31%
VACANT - Retail	0	0%
VACANT - Service	0	0%
TOTAL	6950	

# GLENWOOD AVENUE

1st Flr. Business Name (Westside)	Photo	North Main Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
MAIN STREET																								
Cemetery		0			Church - Cemetery	I&R			N/A	N/A	N/A	0	0	0	0	0		Asbury Methodist Church						
		7	Dover Federal Credit Union		Professional Service	LC			N/A	N/A	N/A	70	34	1	2380	2380		Halpern Family Property						
		17	Disabatino Dental Office		Professional Service	LC			N/A	N/A	N/A	70	53	1	2930	2930		Caimar Corp.						
		25	Colonial Arms Apts.		Residential - Apartments	LC			Residence	N/A	N/A	137	50	2	5729	11458		Grace Outten						Verify Address
		111	American Legion		Government Bldg. Meeting hall/ambulance service	R-2			N/A	N/A	N/A	60	35	1	11588	11588		American Legion						
		123	State Farm		Professional Service	HC			N/A	N/A	N/A	48	28	1	1344	1344	Parking lot in front.	Richard W. Downes						Rays Professional bldg to left 2303? What
		205	VACANT - Lube Depot & Smyrna Self Service Car Wash		Retail - Car service	HC			N/A	N/A	N/A	26	84	1	2184	2184	Parking lot for ctr.	SMA Properties LLC						For Rent 734-4400. Appears Closed permanently
		207	Smyrna Laundromat		Personal Service				N/A	N/A	N/A	25	50	1	1250	1250	Parking lot for ctr.	SMA Properties LLC						Verify Address
Residence		208			Residential	R-2			N/A	N/A	N/A	40	20	1	800	800		Thelma Hengst						
Residence		216			Residential	R-2			N/A	N/A	N/A	62	32	1	1721	1721		Rodney L. Savers						
Residence		222			Residential	R-2			N/A	N/A	N/A	63	38	1	1962	1962		Michael Thomas Irwin						
Universal Transportation & Hand Medical Services		230			Professional Service				N/A	N/A	N/A	20	30	1	600	600								Kay's Professional Bldg.
Hair Concepts		230			Personal Service				N/A	N/A	N/A	20	30	1	600	600								Kay's Professional Bldg.
Simply Clean Janitorial Services		230			Professional Service				N/A	N/A	N/A	20	30	1	600	600								Kay's Professional Bldg.
		303	Public Works		Gov. Bldg. - Warehouse	HC			N/A	N/A	N/A	199	129	1	14132	14132		TOS						
Residence		304			Residential	R-2			N/A	N/A	N/A	40	41	1	1100	1100		Lillian Pedicord						
Residence		310			Residential	R-2			N/A	N/A	N/A	40	26	1	1053	1053		Leeann M. Daniels						
Residence		316			Residential	R-2			N/A	N/A	N/A	48	29	1	1299	1299		Dawn M. Harris						
Residence		324			Residential	R-2			N/A	N/A	N/A	38	24	1	912	912		Albert Pendracky						
		325	Police Station		Government Bldg.	HC			N/A	N/A	N/A	60	30	1	1800	1800		TOS						
		333	Residence		Residential	R-2			N/A	N/A	N/A	41	34	1	1148	1148		Michael Stephen Mareno						
		337	Residence		Residential	R-2			N/A	N/A	N/A	54	35	1	1514	1514		Timothy A. Pendracky						

# GLENWOOD AVENUE

[illegible]

GLENWOOD AVENUE

Category	Sq. Ft.	% to Total
Church	0	0%
Government Bldg.	27520	38%
Personal Service	1850	3%
Professional Service	7854	11%
Residential	32592	45%
Retail	0	0%
VACANT - Retail	2184	3%
VACANT - Service	0	0%
TOTAL	72000	

GLENWOOD AVENUE

1st Flr. Business Name (Westside)	Photo	North Main Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
EAGLE WAY																								
		300	Signature		Personal Service	HC			N/A	N/A	N/A	30	60	1	1800	1800	Lrg. Lot for	Eagle						
		310	Worth & Company		Professional Service	HC			N/A	N/A	N/A	30	60	1	1800	1800	Lrg. Lot for Ctr.	Eagle Land, LLC						
		320	VACANT		VACANT - Retail	HC			N/A	N/A	N/A	30	60	1	1800	1800	Lrg. Lot for Ctr.	Eagle Land, LLC						For lease R & Re 674-3400
		330	VACANT		VACANT - Retail	HC			N/A	N/A	N/A	30	60	1	1800	1800	Lrg. Lot for Ctr.	Eagle Land, LLC						For lease R & Re 674-3400
		340	J & E		Professional	HC			N/A	N/A	N/A	30	60	1	1800	1800	Lrg. Lot for	Eagle						
		350	The Estep Group		Professional Service	HC			N/A	N/A	N/A	30	60	1	1800	1800	Lrg. Lot for Ctr.	Eagle Land, LLC						
GLENWOOD AVENUE																								
		230	Residential		Residential	R-2			N/A	N/A	N/A	44	62	1	1886	1886		Esther Thomas						

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	1800	14%
Professional Service	5400	43%
Residential	1886	15%
Retail	0	0%
VACANT - Retail	3600	28%
VACANT - Service	0	0%
TOTAL	12686	

## GLENWOOD AVENUE

1st Flr. Business Name (Westside)	Photo	North Main Street Number	1st Flr. Business Name (Eastside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2nd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
HIGH STREET																								
Residence		421			Residential	R-2			N/A	N/A	N/A	78	28	1	1850	1850		Edward Hadaway Jr.						
		436	Wilmington Trust Bank		Professional Services	HC			N/A	N/A	N/A	69	64	1	3996	3996	Lot around bldg.	100 West Tenth St. Corp.						
Residence		437			Residential	R-2			N/A	N/A	N/A	50	50	1	1264	1264		Alan T. Bowser						
Residence		443			Residential	R-2			N/A	N/A	N/A	30	52	1	1168	1168		Ronnie Reed						
		456	XB0s Family Fun Ctr.		Retail - Amusement Ctr.	HC			N/A	N/A	N/A	100	150	1	15000	15000	Lot for Glenwood Plaza.	Dawsha Enterprises, LLC						Glenwood Shopping Plaza
		456	Scissor Magic Inc		Personal Service	HC			N/A	N/A	N/A	25	75	1	1875	1875	Lot for Glenwood Plaza.	Dawsha Enterprises, LLC						Glenwood Shopping Plaza
		456	Capriottis		Retail - Restaurant	HC			N/A	N/A	N/A	25	75	1	1875	1875	Lot for Glenwood Plaza.	Dawsha Enterprises, LLC						Glenwood Shopping Plaza
		456	Smyrna news & tobacco		Retail - Smoke Shop	HC			N/A	N/A	N/A	25	75	1	1875	1875	Lot for Glenwood Plaza.	Dawsha Enterprises, LLC						Glenwood Shopping Plaza
		456	Smyrna Community Hardware		Retail - Hardware	HC			N/A	N/A	N/A	30	100	1	3000	3000	Lot for Glenwood Plaza.	Dawsha Enterprises, LLC						Glenwood Shopping Plaza
		456	Family Dollar		Retail - General Merch.	HC			N/A	N/A	N/A	50	100	1	5000	5000	Lot for Glenwood Plaza.	Dawsha Enterprises, LLC						Glenwood Shopping Plaza
		516	Fletcher Plumbing		Professional Services	BG			N/A	N/A	N/A	40	30	1	1200	1200		Brian A. Fletcher						
		616	Kidz Inc.		Personal Service	HC			N/A	N/A	N/A	100	99	1	9922	9922		Smyrna Corporate Kidz, LLC						
		622	Residence		Residential	RS1			N/A	N/A	N/A			1	1088	1088		Noel C. Lebel						
		644	VACANT - LOT		VACANT - LOT	R-2			N/A	N/A	N/A	N/A	N/A	1	N/A	N/A		Linton Hill Partners, LLP						
		646	Residence		Residential	RS1			N/A	N/A	N/A			1	1092	1092		Rachel B. Lane						
		648	Residence		Residential	RS1			N/A	N/A	N/A			1	1872	1872		Michael L. Schroeder						
Glenwood Park Business Industrial Complex		655			Professional Services	IL									100,000 (+)	100,000		Linton Hill Partners, LLP						Lrg. Industrial park. Tuttle Assoc. 800-438-7495. Call for Sq. Ft.
		706	Residence		Residential	R-3			N/A	N/A	N/A			1	896	896		Anna Caldwell						
		710	Water tower		Government Bldg.	HC			N/A	N/A	N/A	300	100	1	30000	30000		TOS						
		714	Residence/ Rental		Residential	HC			N/A	N/A	N/A	50	30	1	745	745		CDW Management LLC						
		718	Residence/ Rental		Residential	HC			N/A	N/A	N/A	50	20	1	768	768		CDW Management LLC						
		721	Residence/ Rental		Residential	HC			N/A	N/A	N/A	50	30	1	1500	1500		Philip S. Norton						
		722	Residence/ Rental		Residential	HC			N/A	N/A	N/A	50	30	1	656	656		CDW Management LLC						
		726	Residence/ Rental		Residential	HC			N/A	N/A	N/A	50	30	1	768	768		CDW Management LLC						
VACANT														4.5										Corner of Glenwood & Smyrna Clayton. Silos?
SMYRNA CLAYTON BLVD.																								

GLENWOOD AVENUE

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	30000	16%
Personal Service	11797	6%
Professional Service	105196	56%
Residential	13667	7%
Retail	26750	14%
VACANT - Retail	0	0%
VACANT - Service	0	0%
TOTAL	187410	

## COMMERCE STREET

1st Flr. Business Name (North side)	Photo	Street Number (East)	1st Flr. Business Name (Southside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
EAST STREET																								
House of Light Mortuary		48			Professional Service	CC			Funeral Home	N/A	N/A	20	99	2	1425	2850	None	ROW, Enterprise s, LLC						Sale/lease Believe Realty 655-1818. Business Relocating
		47	Residence		Residential	HC			Residential	Residential	N/A	47	70	3	2661	7983	None	Lucian Szczepanski						For sale Remax 3991-6835
Residence		44			Residential - Apartments (4)	R-2			Residential	N/A	N/A	32	68	2	1729	3458	None	Thomas A. Kolakowski, Jr.						
		41	Parking Lot		Parking Lot (BCP inventory)	HC			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	None	BCP						Not pared or signed
Residence		40			Residential	R-2			Residential	N/A	N/A	45		2	1000	2000	None	Jain A. Hurd						
Residence		38			Residential	R-2			Residential	N/A	N/A	23	51	2	1117	2234	Driveway	William A. Jarman						For sale Remax 678-4316
		37	Residence		Residential	CC			Residential	N/A	N/A		60	2	1026	2052	None	Brandywine Smyrna, Inc.						
Residence		36			Residential	R-2									900	0	Driveway	Timothy D. Potter						
		33	Residence		Residential - Apartments	CC			Residential	N/A	N/A	22	80	2	1276	2552	Driveway	G&B Partners Co. LLC						
Masters Stained Glass		32			Retail	R-2			Residential	N/A	N/A	25	34	2	783	1566	Driveway	Earl C. Ford						Nice sign
		31	Residence		Residential	CC			Residential	N/A	N/A	20	63	2	781	1562	None	4 Seasons Properties , Inc.						
		29	Residence		Residential	CC			Residential	N/A	N/A	24	65	2	1098	2196	Driveway	Doris J. Phillips						
Residential		26			Residential - Duplex	R-2			Residential	N/A	N/A		60	2	2381	4762	None	Albert E. Muchille						For Leas ERA 736-080026 Appears vacant
Residence (Rental)		24			Residential	R-2			Residential	N/A	N/A	21	61	2	986	1972	None	David Mast						
		23	Residence		Residential - Apartments				Residential	N/A	N/A	30	62	2	1860	3720	None	John J. Trabaudo						No 25 listed
Crawford Financial Services		22			Professional Service	CC			Professional Services	N/A	N/A	31	61	2	898	1796	None	Frank Knotts						Alice Façade and signage
VACANT		20			VACANT	CC			VACANT	N/A	N/A	31	61	1.75	1154	2019.5	None	Frank Knotts						For Lease R&R Comera@keary 674-3400
Residence		18			Residential	CC			Residential	Residential	N/A	20	61	3	1051	3153	None	Mary F. Naylor						
		17	Office		Professional Service	CC			Residential	N/A	N/A	71	47	2	2399	4798	lot next to property. Possible driveway	William Wagner						Bldg permit posted. No identifying markers res. Or commercial.
Residence		16			Residential	CC			Residential	N/A	N/A	13	50	2	677	1354	None	Vernon H. Wright						
Residence		14			Residential	CC			Residential	N/A	N/A	18	43	2	783	1566	None	Mardi F. Pyott						
		13	Colonial Hotel		Residential - Apartments	CC			Residential	Residential	N/A	36	88	3	2544	7632	None	IDEL, Inc.						Needs repair
Blue Hen Claims Service		10			Professional Service	CC			Residential	N/A	N/A	148 t.	64	2	2049	4098	None	Eagle One Properties , LLC						there is no 12 or street.
		6	Duck Creek Lands		Professional Service	CC			Residential	Residential	N/A	19	60	3	886	2658	None	Duck Creek Lands						No signage.Business s. Unknown
		3	Residence		Residential - Apartments	CC			Residential	VACANT	N/A	54	47	3	2475	7425	None	William Whitaker						Window displays, but no business
MAIN STREET																								

COMMERCE STREET

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	0	0%
Professional Service	9980	14%
Residential	63407	86%
Retail	0	0%
VACANT - Retail	0	0%
VACANT - Service	0	0%
TOTAL	73387	

# COMMERCE STREET

1st Flr. Business Name (North side)	Photo	Street Number (West)	1st Flr. Business Name (Southside)	Photo	1st Flr. Occupant Type	1st Flr. Zoning Designation	Rent	Lease Term	2cnd Flr. Name or Type of Occupant	3rd Flr. Name or Type of Occupant	4th Flr. Name or Type of Occupant	Bldg. Frontage	Bldg. Depth	Total Number of Flrs.	1st Flr. Sq. Ft.	Total Sq. Ft.	Available Parking	Bldg. Owner	Vacant	At Risk	Recapture	Relocation	Deferred Maintenance	Comments
MAIN STREET																								
		1	Heart of Smyrna		Retail	CC			Residential	N/A	N/A	36	48	2	1828	3656	On-street	Thomas Sayers						nice signage, façade a window
		5	Citizens Bank		Professional Services	CC			N/A	N/A	N/A	45	49	1	2189	2189		Citizens Bank						Nice façade
		11	After Dark Doll shop		Retail - Doll Shop				Residential	N/A	N/A	15	54	2	810	1620								
		7	A Lil' Off the Top Barber Shop and Retail		Personal Service - Barber Shop	CC			Residential	N/A	N/A	15	54	2	1528	3056	On-street	David D. Finocchiaro						
		9	VACANT		VACANT				Residential	N/A	N/A	0	0	2	0	0								
		13	St. John's Lodge		Gov. Bldg. - Leased to Lodge	CC			N/A	N/A	N/A	30	80	1	2400	2400		TOS						vacant lot
		19	City Tap		Retail - Restaurant	CC			Residential	N/A	N/A	29	102	3	3641	10923	On-street	Lucian Szczepanski						Banner sign-street-chalkboard But hard to tell what it is
		23	Barber Shop		Personal Service - Barber Shop	CC			Residential	N/A	N/A	16	56	2	956	1912	On-street	Duck Creek Property Management						No sign. No name of business
		25	VACANT		VACANT	CC			Residential	N/A	N/A	34	105	2	2454	4908	On-street	Dover Post						Vacant. Boarded up. Old Smyrna times
Verizon		26			Professional Services	CC			N/A	N/A	N/A	50	102	1	9091	9091		Diamond State Telephone						
VACANT		28			VACANT - Formerly Shades of Essence Hair Salon	CC			Residential	N/A	N/A	46	125	2	710	1420	On-street	Adam Samual						under construction
		29	Choice Market		Retail - Grocery	CC			Residential	N/A	N/A	48.	118	2	6631	13262	On-street	Jung Kil Kim						Poor visual. Wigs plus food and deli
		31	Smyrna Hair & Beauty		Retail - Beauty supply				Residential	N/A	N/A	24		2	0	0	On-street	Jung Kil Kim						Could not find!!
		43	Residential		Residential - Apartments	CC			Residential	Residential	N/A	45	59	3	2440	7320	parking in rear	Victorian Apartments, LLC						
Sheridan's Irish Pub		44			Retail - Restaurant	CC			Retail	N/A	N/A	26	105	2	2201	4402	On-street	Celtic Crossing, Inc.						Nice sign
VACANT		48			VACANT	CC			Residential	N/A	N/A	32	109	2	3488	6976	On-street	Classy & Sassy Hair Extension Studio						Verify Occupancy.
		51	Residential		Residential	CC			Residential	N/A	N/A	26	69	2	1263	2526		Alyce M. Nickerson						
Kelly's Scissors		52			Personal Service - Beauty Shop	CC			N/A	N/A	N/A	15	38	1	570	570	On-street	Kelly Bivins						
		53	Personal Best - Personal Training		Personal Service-Fitness Studio				Residential	N/A	N/A	18	61	2	1098	2196		Charles E. Tucker						
		55	Victorian Springs		Personal Service - Spa & Fitness Studio	CC			Retail - Spa	N/A	N/A	18	61	2	1780	3560	On-street	Charles E. Tucker						

COMMERCE STREET

Residential		56			Residential	CC			Residential	Residential	N/A	43	76	3	2703	8109		James Newill						under construction. Alice Bldg.
VACANT (currently being renovated)		62			VACANT - Retail	CC			VACANT	N/A	N/A	36	81	2	2237	4474		The Isaacs Investment Group						Not # as 64, just 62

COMMERCE STREET

Category	Sq. Ft	% to Total
Church	0	0%
Government Bldg.	0	0%
Personal Service	7712	9%
Professional Service	11280	13%
Residential	41099	46%
Retail	17312	20%
VACANT - Retail	11126	13%
VACANT - Service	0	0%
TOTAL	88529	