

# Preliminary DRAFT Goals and Recommendations Dover Comprehensive Plan 2019

## GOALS AND RECOMMENDATIONS

### NATURAL RESOURCES AND ENVIRONMENTAL PROTECTION

#### **Goal 1: Protect the Natural Environment**

Protect the natural environment through the conservation of significant ecological systems that naturally work to enhance the quality of life for residents.

#### **Recommendation 1: Develop New Code Amendments to Address New and Existing Environmental Challenges**

- Improve water quality and floodwater absorption capacity in the city through code amendments addressing topics such as pervious paved surfaces, stormwater management areas, and hydric soils.
- Reduce air quality impacts and climate change impacts through code amendments improving new developments' access to alternative forms of transportation.

#### **Recommendation 2: Protect Environmental Resources through the Development Review Process**

- Identify for conservation as private or public open space, environmentally sensitive areas within development projects early in the approval process, so accurate base data can be collected, and the project redesigned as necessary.
- Ensure that the high environmental standards encompassed in the *Zoning Ordinance* and *Land Subdivision Regulations* are upheld as part of development review.
- Include DNREC in the Development Advisory Committee whenever there is potential for state-owned natural resource areas, such as those in the Land Inventory of Delaware's Open Space Program, to be impacted by development.

**Recommendation 3: Coordinate with other Environmental Agencies and Groups**

- Work with FEMA to ensure the City's floodplain maps are regularly kept up to date, to ensure potential homeowners and businesses have accurate information about flood risks when choosing where in the City to locate.
- Work with DNREC to identify any newly needed flood mitigation projects along city waterways such as the St. Jones River and Puncheon Run.
- Evaluate the process for referring development projects to the Silver Lake Commission, to ensure they review all projects which may have significant impacts on Silver Lake.

**Goal 2: Improve Watershed Quality**

Continue the City's partnership with DNREC, Silver Lake Commission, and other environmental groups to improve the water quality in Silver Lake and the St. Jones River watershed and Little Creek Watershed.

**Recommendation 4: Participate in or Implement Measures Related to Impervious Cover and Water Quality**

- Address impervious cover as it relates to residential lots, commercial development, floodplains, and potential annexation areas through both the planning process as well as the permitting processes within the City.
- Explore options relating to the restoration of piped streams into natural channels and act to implement restoration activities.
- Create and continuously update a Source Water Map based on state data for inclusion in the Comprehensive Plan. Update the City's Zoning Map in tandem with the Source Water Map to ensure the Source Water Protection Overlay Zone correctly covers all areas needing protection.

**Recommendation 5: Support/Utilize the Silver Lake Commission**

The City should continue to utilize the talents of the Silver Lake Commission as advocates for the lake, advisors to the City Council on matters regarding the lake, and as liaisons between the City, the public, and DNREC regarding lake management issues.

**Goal 3: Improve Air Quality**

The City of Dover is committed to working with the Dover/Kent County MPO to reduce the air quality impact of auto emissions through sound land use planning, enhancing the bicycle and pedestrian transportation network in Dover, and encouraging increased use of public transit.

**Recommendation 6: Continue to adhere to the Clean Air Act of 1990**

- Update and implement the Bicycle and Pedestrian Transportation Plans of 2015 to reduce vehicle emissions.
- Encourage and support the installation of multi-modal paths alongside street frontages where appropriate.
- Improve and widen sidewalks for bicycle and pedestrian use.
- Encourage DelDOT to increase bicycle paths along major routes within the City

## **Goal 4: Encourage Green Development and Sustainable Energy**

### **Practices**

Begin the process of creating both Code amendments and/or policy amendments and revisions which encourage environmentally sensitive development and allow for emerging “green” trends to flourish in the City.

### **Recommendation 7: Research and Implement a Green Energy Program**

- Develop a program to incentivize use of “green” practices in new development. Some green development practices include infill development, higher densities in areas with access to transit, and green building construction techniques such as those tracked through the LEED rating system.
- Develop a program to incentivize improvements to the energy performance of existing buildings. Energy performance improvements can come from adding insulation to reduce dependence on heating and cooling systems, installing energy-efficient appliances, and other changes.
- Conduct a “vulnerability assessment” of the City to determine which people and places within Dover are most at-risk from climate change pressures, including sea-level rise, increased heavy precipitation, and rising temperatures. This assessment can be used to determine where the above incentives should be targeted.

## **Goal 5: Promote Access to Open Space and Scenic Resources**

While open spaces can protect developed areas by absorbing the most direct impacts of climate change, open spaces also have value for their health and recreation benefits to residents. Open space and scenic resources in the city should be protected while also preserving reasonable public access.

### **Recommendation 8: Promote public access to the City’s natural and scenic resources.**

- Modify the *Dover Code of Ordinances* to eliminate or minimize barriers to public access of the City’s natural and scenic resources, and support policy amendments and programming to improve access and utilization. The following specific actions to increase public access are recommended:
  - Evaluate the *Dover Code of Ordinances* and other policies, identifying those that potentially limit public access to nature (e.g. parking requirements, use restrictions)
  - Improve pedestrian, bicycle, and transit networks to parks, natural areas, and the historic district
  - Explore new opportunities for parks and open space
  - Support programs that promote access to nature (e.g. environmental education programs, Scouts programs)

# HISTORIC PRESERVATION

## **Goal 1: Preserve and Protect Historic Resources**

Preserve and provide better protection for historic resources and landscapes including individual properties and historic districts to maintain community character, quality of life, and the plan for integration of these places into everyday use.

### **Recommendation 1: Identification and Designation of the Dover Historic District Zone**

Identify and study properties and areas for potential future local Historic District designation as individual structures in a Historic District or the creation of new Historic Districts. The local Historic District designation criterion is established in the *Zoning Ordinance*.

- Evaluate properties of interest and concentrated areas of historic resources for local Historic District designation
- Evaluate for local Historic District designation those areas currently listed in and/or eligible for the National Register of Historic Places
- Evaluate proposed annexation areas for historic resources to address needs for preservation and protection

### **Recommendation 2: Stewardship of Historic Resources**

- Encourage stewardship activities by public and private owners of historic resources to ensure the long-term care, protection, preservation, and continued existence of historic resources.
- Encourage appropriate stewardship of historic resources in City building projects and infrastructure improvements located within designated historic districts or projects impacting historic properties.
- Develop strategies within disaster planning and disaster response plans for the consideration of historic resources.

### **Recommendation 3: Evaluation of Design Standards and Guidelines**

- Evaluate and update the “*Design Standards and Guidelines for the City of Dover Historic District Zone*.” This document was originally developed and adopted in 1992.
- Evaluate and consider the standards and guidelines regarding the levels of protection for The Green and the Loockerman Street historic contexts.
- Evaluate and consider the use of modern materials and technologies in the standards and guidelines.

### **Recommendation 4: Architectural Review Certification Process**

- Refine the existing regulatory process and procedure for Architectural Review Certification for properties located within the designated local Historic District Zone (H).
- Offer education opportunities and public outreach on the Architectural Review Certification process.

- Evaluate process of requests for demolition and the identification of demolition by neglect properties.

**Recommendation 5: Impact of Development Activity on Historic Resources**

Explore other strategies, activities, and incentive programs to assist in the preservation and protection of historic resources to balance the needs of preservation and revitalization. These activities may involve regulatory measures such as ordinance or code amendments, flexible building codes for rehabilitation, form-based zoning codes, etc.

- Develop and/or improve incentives and ordinances that encourage the use of historic structures.
- Encourage use of flexible building codes when rehabilitation of existing historic buildings is proposed.
- Focus planning initiatives on Downtown Dover to strengthen Loockerman Street and the adjoining areas while maintaining the balance of preservation and development activity. This includes support of the Restoring Central Dover program and Dover's Downtown Development District.

**Recommendation 6: Support of Historic Resources**

There are a variety of approaches that can support and recognize historic resources and landscapes.

- Support consideration of historic resources and landscapes in development activities from infill projects to land annexation.
- Continue to identify, assist, and review the nominations of eligible properties to the National Register of Historic Places.
- Explore opportunities to amend or provide updated information to existing National Register nominations to meet current standards.
- Explore opportunities to conduct and/or update the Delaware Cultural Resource Survey for properties located within City limits.
- Ensure the diversity of the community as reflected in the City's history, architecture, and demographics are reflected in the preservation efforts
- Recommend completion of a Self-Assessment for the Historic District Commission to identify other strategic planning needs.

**Goal 2: Provide and Promote Incentives for Preservation Activities**

Provide and promote incentives for public and private preservation activities and the protection of residential and non-residential historic properties including incentives to encourage continual use, on-going maintenance of such properties, and appropriate in-fill project design.

**Recommendation 7: Tax Credit Program for Historic Properties**

- Continue the City's Tax Credit Program for Historic Properties and promote awareness of the program.
- Promote awareness of other Tax Credit Programs offered including State and Federal programs.

**Recommendation 8: Increase Participation in Resource-Bearing Programs**

- Continue participation in Certified Local Government (CLG) program of the National Park Service with a focus on increasing training and for the evaluation of staffing needs.
- Engage in efforts for evaluation, designation, and implementation of the Delaware Byways Program and the Delaware Scenic & Historic Highways Program.

### **Goal 3: Increase Public Information on Historic Resources**

Increase and promote dissemination of information on preservation activities, the value and significance of historic resources, and historic and cultural heritage tourism opportunities to the public and elected/appointed officials.

#### **Recommendation 9: Public Outreach Education**

- Initiate educational programs on historic and cultural resources for the general public and elected/appointed officials to increase awareness and understanding.
- Develop and/or update written and digital materials (brochures, process guides, web-based postings, GIS mapping, etc.) on such topics as the local Historic District Zone, historic resources, the Historic District Commission, the Architectural Review Certification process, and the City's Tax Credit Program for Historic Properties.
- Conduct workshop training with for the Historic District Commission and Planning Commission on preservation topics and the Architectural Review Certification process.
- Identify and implement methods of on-going communication with historic property owners and interested groups.

### **Goal 4: Collaborate with Diverse Groups and Governments**

Partner and collaborate with special interest groups, within municipal government, and state and federal government agencies regarding preservation activities, cultural activities and heritage tourism.

#### **Recommendation 10: Assistance and Support of Interest Groups**

- Continue to coordinate with and assist government agencies/officials and preservation interest groups. Examples of these groups and agencies include the City Council, Planning Commission, Historic District Commission, the Division of Historical & Cultural Affairs (State Historic Preservation Office), the First State Heritage Park at Dover, and the First State National Historical Park (National Park Service).
- Coordinate with preservation interest groups such as Downtown Dover Partnership, Preservation Delaware, Friends of Old Dover, and others.
- Build relationships with the historic preservation and related programs at Delaware State University, Wesley College, and the University of Delaware.

## UTILITIES

### **Goal 1: Proactively Maintain Existing Infrastructure and Expand Infrastructure When Beneficial**

Continue to place highest priority on maintaining existing utilities and community infrastructure so that reliable service can continue to be provided to existing community, and in the best interest of the community's health and well-being.

#### **Recommendation 1: Update Utility Plans Regularly**

Dover water, sewer and electric will have their long-range plans updated every ten years and integrated into the Consolidated Utility Plan for the City of Dover.

#### **Recommendation 2: Continue to Seek Interconnections with Other Water Systems**

Work with Tidewater Utilities, the Camden-Wyoming Sewer and Water Authority, other neighboring water providers to interconnect with other water systems.

#### **Recommendation 3: Implement plan to identify and remove sources of inflow and infiltration**

- Prepare projects to reline old sewer mains to reduce and/or eliminate inflow & infiltration
- Work with commercial property owners to remove catch basin connections to the sanitary sewer system that have been identified by field investigations or smoke testing.

### **Goal 2: Enhance Infrastructure to Meet Community Needs**

Enhance public utilities and infrastructure where studies indicate that community services standards are not being met.

#### **Recommendation 4: Continue to Implement Plans to Improve Water Quality**

The City has developed a plan for resolving the "brown water" issues that have occurred since the City began to chlorinate the water system. The City should continue its commitment to implementing the water system improvements that will improve the water quality concerns.

#### **Recommendation 5: Identify and pursue options for long-term reliable, cost competitive, and environmentally prudent electricity for the citizens of Dover**

#### **Recommendation 6: Identify new transportation needs and ensure the city has the infrastructure and capacity to accommodate evolving technologies.**

We have seen an increase in the usage of new transportation like electric cars and the City should ensure it has the capacity to accommodate the demand for new technologies like at-home charging stations.

### **Goal 3: Meet or exceed the State and Federal requirements of the NPDES permit and Stormwater Management Plan**

#### **Recommendation 7: Implementing a Stormwater Utility within the City of Dover**

Implement the results from the feasibility study for initiating a stormwater utility within the City, including the recommendations of the study as approved by City Council.

#### **Recommendation 8: Encourage and Possibly Require Green Technology for Stormwater Management in New Development Projects**

Work with City engineering staff, Kent Conservation District, and the Department of Natural Resources and Environmental Control to determine the appropriate changes to City codes and processes to require stormwater management practices that mimic natural conditions for new development. Implement necessary changes to codes and processes.

#### **Recommendation 9: Obtain Accreditation with the American Public Works Association**

The City of Dover Office of Public Works should continue its efforts to obtain accreditation from the APWA (American Public Works Association) so as to be officially recognized as an Agency of high standards and professionalism.



## COMMUNITY SERVICES & FACILITIES

### **Goal 1: Provide a System of Interconnected Open Space Areas and Recreational Opportunities**

Provide a walkable open space network which links the community to facilities, schools, libraries, and travel paths.

#### **Recommendation 1: Develop an Open Space and Park Master Plan**

- Identify within the Master Plan a variety of park and recreation facilities suitable to different ages, cultures, economic status, and interests.
- The Open Space and Park Master Plan should meet the open space and recreational needs in the Downtown and a plan of action for implementation should be created as part of the process.
- Implement improved water-based facilities and other non-traditional recreation activities as part of any Open Space and Park Master Plan.
- Conduct an updated Parks & Recreation Needs Assessment as part of the master planning effort, or as a separate initiative if necessary.

#### **Recommendation 2: Plan for Individual Parks and Greenways**

- Implement the completed master plans for Schutte Park and Dover Park.
- Develop a master plan for Silver Lake Park.
- Acquire and develop recreation/open space areas in strategic locations where there are opportunities to connect open spaces or enhance the city's pedestrian network.
- Continue to make connections to regional efforts, such as the St. Jones Greenway.
- Support efforts to preserve natural greenways corridors, such as the area along the Fork Branch.

#### **Recommendation 3: Maintain and Improve City Park Facilities and Recreation Programs**

- Continue to perform playground safety inspections to ensure that playgrounds meet safety standards.
- Continue to implement a playground replacement schedule as a part of the City's Capital Investment Plan.
- Maintain and expand recreational programs in parks citywide to meet the needs of a diverse population.
- Evaluate the process and responsibilities for maintaining active recreation areas and common open space within residential developments.
- Evaluate the City's methods for providing active recreation areas to new residential developments, to determine if development of new private recreation areas is still desirable or if the City should focus on having developers help fund improvements in Dover's public parks.

## **Goal 2: Disaster Preparation**

The City must be prepared to face and quickly address potential disasters both natural and man-made.

### **Recommendation 4: Disaster Preparedness**

- Continue to comply with the National Incident Management System (NIMS) through participating in appropriate staff training and holding drills to prepare for potential disasters.
- Continue to evaluate the City's role in large special events management, such as for NASCAR events, the Firefly Music Festival, and other large events, festivals, parades, etc.
- Maintain strong intergovernmental relationships with County and State agencies before, during, and after special events and emergency situations.
- Continuously update and implement the City's Emergency Operations Plan, to meet the constantly shifting challenges posed by increasingly severe weather events, terrorist threats, and other novel emergencies.

## **Goal 3: Provide and Maintain High Quality City Services**

The City should provide and maintain high quality services to all residents, properties, and visitors within Dover.

### **Recommendation 5: Maintenance of City Services**

- Evaluate the levels of City Services as they pertain to police, fire, and emergency response times. Service levels should be maintained or excess from their current status as Dover grows in population and land size.
- Ensure that the City's new private ambulance service can meet the service demands placed on it.

### **Recommendation 6: Improve access to City Library Services**

- Support efforts by the Library to bring off-site services to underserved populations, such as children and the elderly. Services can be provided at locations such as daycares, after-school programs, and nursing homes among others.
- Evaluate methods by which access to the Library itself might be improved, particularly for underserved populations. Improved public transit in particular should be considered.

## **Goal 4: Invest in City Owned Resources**

The City should work to ensure the protection, preservation and growth of its own resources. Physical facilities should be maintained and be upgraded where possible. Natural, historic, and cultural resources should be protected and preserved.

### **Recommendation 7: Invest in City Services and Facilities**

Assess the feasibility of all City buildings to determine if they are adequately able to support City staff and day-to-day operations in the City.

- Assess the feasibility of expanding e-services such as electronic applications, fee payment, and services where applicable.
- Maximize the health benefits of Capital Projects and investments. Future investments and capital projects can be leveraged to promote health through the following:
  - Prioritize projects that address gaps in community health resources, including parks and trails, and a food distribution hub.
  - Require or incentivize projects to incorporate design features that support public health, including pedestrian, bicycle and transit facilities, green infrastructure and community-accessible space.

**Recommendation 8: Protect and Preserve Natural, Historic, and Cultural Resources**

- Encourage appropriate stewardship of natural, historic, and cultural resources in City construction projects and activities that may impact these resources.
- Continue to support tree planting and landscaping programs through the Development Advisory Committee and Public Works Department.
- Continue to support historic and cultural events and projects in the City by assisting with technical aid and other support staff activities that ensure the viability and continuation of those projects.

# TRANSPORTATION

## **Goal 1: Preserve and Maintain the Existing Transportation System**

Encroaching development and unlimited access onto the region's major roadways reduces system capacity. By guiding development, controlling access, and taking active steps to preserve transportation system investments that have already been made, the existing system can be maintained.

### **Recommendation 1: Increase the Capacity of the Transportation System by:**

- Improving corridor intersections
- Upgrading facilities
- Increasing transit service efficiency
- Supporting opportunities to expand aviation facilities
- Facilitating and expanding access to public/private airports in the region's transportation system
- Improving provisions for non-motorized travel
- Supporting the return of passenger rail service
- Assessing and tracking trends that might influence future transportation systems and land uses
- Proactively planning for the impacts of new technologies such as alternative fuels, goods and services delivery, lifestyles and travel.

## **Goal 2: Increase Coordination with Agencies**

Work with citizens, DelDOT, and the MPO to ensure that Dover's long and short-range transportation needs are addressed.

### **Recommendation 2: Leadership in the Dover/Kent MPO**

- Continue to play an active role in the Dover/Kent County MPO
- Continue to use the Dover/Kent County MPO as a forum for long-range transportation planning and interacting with DelDOT.
- Continue to coordinate development activities within the City of Dover with DelDOT through the Development Advisory Committee.

### **Recommendation 3: Promote Safe Routes**

Explore opportunities to designate Safe Routes to Schools, Safe Routes for Seniors and Safe Routes to Parks, and support programming efforts to encourage their use. The following specific actions are recommended:

- Identify current Safe Routes programs and evaluate deficiencies

- Conduct a community-engaged process to designate new Safe Routes and develop their programming
- Promote and support Safe Routes programs

### **Goal 3: Develop and Expand Alternate Modes of Transportation**

Expanding facilities and services for alternate modes of transportation such as walking, bicycling, taxi, rideshare, and transit services enhances mobility for residents, reduces the number of single-occupant vehicles, and reduces the need to own an automobile.

#### **Recommendation 4: Update and Implement the Bicycle & Pedestrian Transportation Plans**

- Review the bicycle and pedestrian transportation network to identify gaps and important segments needed to provide a continuous network. Prioritize connectivity between neighborhoods and points of interest, like schools, neighborhood centers and healthcare facilities.
- Consider implementing the proposed bicycle network for the downtown area included in the Plan4Health guidance document.
- Develop an implementation plan to complete this network. The construction of the missing sidewalk/bike path segments can be accomplished utilizing a combination of private development activities, City funding through the CIP, and funding available through state and federal sources.
- Develop a maintenance plan for the network that builds on the Public Works Department's ADA Transition Plan, DelDOT repair schedules, and other current efforts.
- Ensure vital pedestrian and bicycle amenities such as seating, street lighting, street crossings, and bicycle parking are addressed in the plan.

#### **Recommendation 5: Expand and Improve Transit Service**

In collaboration with DART, enhance transit connections between neighborhoods and employment centers, institutions, commercial areas, schools and recreational facilities-particularly neighborhoods with large transit-dependent populations such as retirement, nursing and group-living facilities and economically disadvantaged areas. Enhancing transit shelters and increasing stops increases mobility, improves the transit experience and makes transit use more appealing. The following specific actions to support the expansion and improvement of transit services are recommended:

- Support the addition of new transit stops
- Enhance existing transit stops with good pedestrian and bicycle facilities
- Build transit shelters that protect riders from inclement weather
- Advocate for more frequent and reliable transit service to attract and retain ridership
- Support improved transit routes to the Capitol Area from North/South and East/West

### **Goal 4: Create Recommendations and Policies for Roadways and Development**

The City should cooperate with DeIDOT through the Development Advisory Committee (DAC) and the Dover/Kent County MPO on the following:

- Support for access management along minor arterials and collector roads to protect traffic capacity and preserve the character of existing neighborhoods.
- Support for pedestrian, bikeways, and public transit facilities in subdivisions and site plan applications.

**Recommendation 6: Implement the US Route 13/~~113~~ Corridor Improvements**

- Work with DeIDOT and the Dover/Kent County MPO to develop a Transportation Improvement District for the Route 13/Bay Road Corridor in Dover, according to the TID boundaries, horizon year, and service standards defined by the updated Agreement Regarding Dover US 13/Bay Road Corridor Transportation Improvement District. (Agreement yet to be updated)
- Explore the possibility of developing a truck stop, where possible and appropriate, along the Route 13 corridor.

**Recommendation 7: Develop and Implement Strategies for Addressing East/West Traffic West of Dover**

- Work with DeIDOT, property owners, and the Dover/Kent County MPO to implement the Delaware Route 8 Study.
- Work with DeIDOT, property owners, and the Dover/Kent County MPO to implement the Dover Capital Gateway Plan. (Also, Strategic Development Plan for the West Side?)

**Recommendation 8: Establish a means of access from the Garrison Oak Tract to SR 1**

- Evaluate potential access means which would allow access to the Garrison Oak Tract from SR 1
- Determine Costs necessary to Build Access Road via SR 1 to the Garrison Oak Tract.

**Recommendation 9: Miscellaneous Transportation Improvements**

- Advocate the following projects and studies to be placed in the Dover/Kent County MPO Transportation Improvement Program and the DeIDOT Capital Transportation Program (CTP). Each year the Dover City Council develops listing of prioritized projects (See Table 9-6 for the current year’s prioritization).

**Table 9-6: Prioritization of City Transportation Projects**

Garrison Oak Connector Road
Loockerman Street/Forest Street Intersection
Sidewalks within the walk zone of the new Dover High School
Crawford Carroll Avenue Extension

West Street Improvements from North Street to the Transit Center
US 13 Service Roads/Scarborough Road
College Road Corridor Upgrades (Kenton Road to McKee Road)
US 13 Sidewalk Construction
Route 8/Hazletville Road Connector
Kenton Road Corridor Upgrades/ Route 8 East/West Corridor Plan Improvements
Kings Highway/Route 13 Intersection Improvements

Source: Dover City Council September 2018

Preliminary DRAFT

## ECONOMIC DEVELOPMENT

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

#### **Recommendation 1: Adopt Economic Development Strategies**

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

#### **Recommendation 2: Develop Effective Protocols for Business Attraction and Retention**

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

- Clarify the point of contact and the processes for City interaction with prospects, including designating a "point-of-contact for the City"
- Provide timely and effective information and promotional materials to respond to inquiries
- Develop a protocol and marketing program for outreach
- Create ongoing relationships with existing companies, brokers and site selectors
- Develop capacity to assist in small business development
- Coordinate external marketing and prospect management with other stakeholders
- Maintain an active leadership position in the Kent Economic Partnership, the Downtown Dover Partnership, the Kent County Tourism Office, the Greater Kent Committee, the Central Delaware Chamber of Commerce, the State Office of Small Business, and other organizations focused on job growth in Kent County.
- Streamline regulatory processes, improve incentives and proactively identify economic development opportunities
- Secure bonds/grants and other funding sources to support infrastructure and promotional investment
- Develop protocols for management of city facilities (industrial park development)



- Incorporate the county plan recommendation for establishing an employment center/zone near Horsepond Road (consistent with county plan).

## **Goal 2: Revitalize the “Historic” Downtown Dover core as a Vibrant Town Center**

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

Understanding the interest of the public for preserving and enhancing the look and feel of Downtown Dover, evaluate the slate of incentives for redevelopment within the downtown target area, and continue to add incentives that will encourage a balanced mix of uses within the City’s core, with the intention of improving opportunities, correcting negative conditions and eliminating vacancies.

### **Recommendation 4: Support the Downtown Dover Partnership and Restoring Central Dover**

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

### **Recommendation 5: Support the Creation of a Visual Master Plan and Form-Based Code for Historic Downtown Core**

Work with the DDP and its Committees to develop a master plan for the Loockerman Street Downtown Core area that is visually, and design based. Adopt form-based code provisions

that require that any plan consistent with the overall master plan would be subject to only administrative review to the maximum extent possible.

**Recommendation 6: Support Mixed-Use Development**

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

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

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

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

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

**Recommendation 8: Protect existing establishments from encroachment:**

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

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

**Recommendations 9: Review zoning and land development ordinances to ensure the appropriateness of uses within respective zone, to promote sustainability, encourage balanced sector growth, promotion of small businesses and startups, and to ensure responsiveness to emerging economic and societal trends**

## **Goal 5: Actively Market Garrison Oak Technology Park (Garrison Oak Business and Technology Center)**

### **Recommendation 10: Develop a Strategic Marketing Plan for Garrison Oak**

- Consider remaining the park to “Garrison Oak Business and Technology Center” to broaden its appeal to a larger universe of potential business activities, consistent with the original intent of the facility
- Work with the Kent Economic Partnership and the state to effectively market the Center
- Urge DelDOT and the Dover/Kent MPO to undertake planning and design for a dedicated connector from Route 1 to the Garrison Oak Business and Technology Center to improve access and marketability.

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

**Recommendation 12: Explore the potential of the Garrison Oak Business and Technology Center for designation as a foreign trade zone.**

## **Goal 6. Peruse economic development linked to active recreation**

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

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

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

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

- Support farmers market programs, and seek to expand them in priority areas
- Support the development of a City or County sponsored cart program
- Advocate for development of a local food hub
- Advocate for the founding of a healthy corner store program

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

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

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

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

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

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

- Implement recommendations of prior studies and plans for the Westside, the Transit Center Neighborhood and the Forest/Loockerman gateway/corridors, including linking redevelopment activities along S. Governors Avenue, Water Street, Bank Lane and West Street with the Bayhealth Medical Center complex, the State Courts and other governmental and educational facilities in the area.
- Develop a Government/Civic Complex plan that addresses the future needs of the City including City Hall and other City offices, the old Dover Library, government complex parking, recreation and open space, and the Mirror Lake/Loockerman Street gateway to the City.
- Leverage positive investment from DSHA, Strong Neighborhood Housing Fund, Neighborhood Building Block Fund, Opportunity Zone Program, and others to assist with neighborhood redevelopment efforts.

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## HOUSING AND COMMUNITY DEVELOPMENT

### **Goal 1: Encourage Balanced Housing Opportunities for All Income Levels and Phases in Life**

Ensure that adequate, safe, and affordable housing is offered to all income levels, ages and citizens of the City.

#### **Recommendation 1: Explore the feasibility of allowing an accessory housing unit option based on strict criteria**

- Develop a zoning text amendment that allows, under strict parameters, an accessory dwelling unit within one family residence zones for the use of family members.

#### **Recommendation 2: Encourage the use of mixed use/mixed style housing types through residential zoning**

- Evaluate the provisions of Planned Neighborhood Design and the Senior Citizen Housing Option.
- Evaluate and update Codes to encourage compact and diverse development throughout the City.

#### **Recommendation 3: Update the Consolidated Plan and the Fair Housing Plan**

- Maintain updates to the Consolidated Plan as required.
- Update and adopt the 2020-2024 Consolidated Plan
- Adopt the 2019 Fair Housing Plan and incorporate a policy statement to affirmatively further fair housing in the 2019 Comprehensive Plan.

#### **Recommendation 4: Encourage the development of affordable rental housing**

- Work with housing providers and developers to construct affordable rental housing.
- Work with housing providers to provide affordable housing to low income residents.
- Continue to work with the Mayor's Blue Ribbon Housing Working Group to end homelessness and increase the number of permanent supportive housing for the homeless,

### **Goal 2: Preserve Existing Housing Stock**

Preserve the existing housing stock in the City of Dover through the continuation of the rehabilitation of existing homes.

#### **Recommendation 5: Promote development within the City limits**

- Encourage "in-fill" residential development.

- Encourage housing in the Downtown and other areas that are near transit and multi-modal routes, retail areas, employment and essential services.

**Recommendation 6: Encourage property owners to maintain and rehabilitate their existing housing stock**

- Continue to make emergency repairs and rehab homes with CDBG funds from the City, and with the assistance of other housing agencies to eliminate severe housing conditions that constitute immediate health or safety hazards to the occupants.
- Continue to support the rehabilitation of owner-occupied homes with families who are low to moderate income.
- Support the adaptive mixed reuse of existing buildings throughout the City.

**Goal 3: Provide Safe Livable Neighborhoods**

Continue to provide safe livable residential and commercial neighborhoods to improve the quality of life.

**Recommendation 7: Provide safe and livable neighborhoods**

- Continue to conduct housing inspections on rental housing to ensure the compliance with City Codes.
- Proactively enforce City Codes for property maintenance to improve community appearance.
- Increase community policing and Dover Police foot patrols in the Downtown area to reduce crime.
- Continue to improve and maintain infrastructure in established neighborhoods throughout the City.

**Goal 4: Provide Homeownership Opportunities for Low/Moderate Income**

Provide homeownership opportunities throughout the City, especially within low and moderate-income neighborhoods.

**Recommendation 8: Provide homeownership incentives for low to moderate income households**

- Continue to support funding the Homeownership Assistance Program to provide down payment or settlement assistance of up to \$20,000 to qualified homebuyers who purchase property in the City of Dover through CDBG.
- Continue to support the provision of education regarding homeownership opportunities and responsibilities.
- Support the Diamond State Community Land Trust and explore opportunities to utilize the land trust model to expand homeownership.
- Continue to support the Restoring Central Dover Initiative and the Downtown Development District Incentives to increase homeownership in the Downtown area.
- Continue to implement the 2015-2019 Community Development Consolidated Plan.

**Recommendation 9: Articulate the link between housing and health (Plan4Health)**

- Collaborate with public health agencies, housing authorities, advocacy groups and others on matters concerning housing and health.
- Support programs that promote good quality housing (e.g. collaborate on weatherization programs, collaborate on lead paint hazards programs)
- Advocate for the development of complete neighborhoods and mixed-use developments.
- Support programs to address housing inequities and injustices (e.g. collaborate with tenants alliance, promote neighborhood initiatives to address hazards?)

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