

**CITY OF DOVER HISTORIC DISTRICT COMMISSION**  
**REVISED AGENDA**  
**THURSDAY, April 18, 2019 – 3:30 PM**  
**City Hall – Conference Room**

*This agenda was revised to change the Meeting time from 3:00pm to 3:30pm.*

ROLL CALL

APPROVAL OF AGENDA

APPROVAL OF MINUTES OF MEETING on February 21, 2019

COMMUNICATIONS & REPORTS

1. Summary of Activity
  - a. Summary of Applications 2018
  - b. Summary of Architectural Review Certifications for 2019
2. Department of Planning & Inspections Update

NEW APPLICATIONS

NEW BUSINESS

1. Review of Permits Referred to Commission
2. Certified Local Government (CLG) Program
  - a. Update on FFY2018 CLG Grant Application
  - b. Planning for Future Public Workshop
3. Project for Dover's 2019 Comprehensive Plan
  - a. Update on Project Activities
  - b. Review of Preliminary Draft #2A Goals and Recommendations

ADJOURN

THE AGENDA ITEMS MAY NOT BE CONSIDERED IN SEQUENCE. THIS AGENDA IS SUBJECT TO CHANGE TO INCLUDE THE ADDITION OR THE DELETION OF ITEMS, INCLUDING EXECUTIVE SESSION.

Agenda Posted: April 10, 2019

**CITY OF DOVER**  
**HISTORIC DISTRICT COMMISSION**  
**February 21, 2019**

The Regular Meeting of the City of Dover Historic District Commission was held on Thursday, February 21, 2019 at 3:00 PM with Chairman McDaniel presiding. Members present were Mr. Czerwinski, Mr. Street, Chairman McDaniel, Ms. Mason and Ms. Horsey arrived at 3:05 p.m.

Planning Office Staff members present were Mrs. Melson-Williams and Mrs. Savage-Purnell.

**APPROVAL OF AGENDA**

*Mr. Czerwinski moved for approval of the agenda, seconded by Ms. Mason and the motion was unanimously carried 4-0.*

**ADOPTION OF MINUTES OF THE REGULAR HISTORIC DISTRICT COMMISSION MEETING OF NOVEMBER 15, 2018**

*Mr. Street moved for approval of the meeting minutes of November 15, 2018, seconded by Mr. Czerwinski and the motion was unanimously carried 4-0.*

Mrs. Horsey arrived at 3:05pm

**COMMUNICATIONS & REPORTS**

**Summary of Applications for 2017 and 2018**

Mrs. Melson-Williams stated that the architect is working on the Governor's Café Kitchen Addition, it is moving forward. The Permit was issued the first week of January 2019. For 2018, there were three (3) applications that were assigned application numbers.

**Summary of Architectural Review Certifications for 2018**

Mrs. Melson-Williams stated with the Architectural Review Certifications there were 47 Permits throughout the Historic District. There were nine (9) building interior, ten (10) building exterior, eight (8) Roof Permits, nine (9) signs/temporary signs, four (4) fence permits, two (2) Administrative, two (2) siding, and two (2) windows and one also (1) permit to remove the accessory structure on the Murphey School site which was a Demolition Permit.

Mr. Czerwinski mentioned that the Commission had not addressed the issues addressed of multiple projects being done under one approval. For example, 25 West Loockerman Street (Dover News Stand) where they replaced the siding, windows, and changed the look of the façade. There were two (2) projects that he thought exceeded the baseline for Staff approval. As he previously mentioned, the one above and the other was the Golden Fleece where they replaced the window. He mentioned in his opinion if there were two or more changes to a structure then the Commission should be notified. If there is a single line item that does not require the Commission review than that is fine.

Mrs. Melson-Williams replied that one of the things that was requested is what does the Code state. The Code information was provided. The Code does not technically state anything about stacking of things on Permit and that it has to be brought before the Commission. Staff does bring items to the Commission when there is a question whether it complies with the Architectural

Review Certifications.

Mr. Czerwinski continued to address his concern.

Chairman McDaniel mentioned that he read a regulation that seemed that Staff could do whatever they want when Staff is reviewing which is probably most of the time Mrs. Melson-Williams. Mrs. Melson-Williams replied most of the time, yes. Chairman McDaniel stated that if there was any doubt in the mind of Staff for them to bring the item to the Commission.

There was a brief discussion regarding the Review of Permits to the Commission.

#### Summary of Architectural Review Certifications for 2019

Mrs. Melson-Williams stated that there was one application in the month of January. Permit #18-2072 was issued for the Governors Café.

#### Architectural Review Certifications Process

Copies of *Zoning Ordinance*, Article 3 § 21 and Article 10 § 3 was provided to the Historic District Commission members.

Mrs. Melson-Williams gave a brief summary of the Article 3 § 21 where the District is established and Article 10 § 3 regarding how the process works for the different types of applications. Section 3 specifically deals with the Historic District Commission, its establishment and the Architectural Review Certification process. The section also talks about how you amend the Historic District; that means how do you change boundaries.

Chairman McDaniel asked if boundaries had every been changed. Mrs. Melson-Williams replied not during the time she has worked for the City. The last expansion of the Historic District happened in 1996 when they took in the Loockerman Street corridor. Initially, the District focused on The Green and the State Street corridor.

Mrs. Melson-Williams also mentioned the *Zoning Ordinance* definitions of Article 12 that pertain to the Historic District Commission.

Chairman McDaniel asked if the Historic District Commission wanted to amend something would they need to recommend it to City Council. Mrs. Melson-Williams replied that the amendment process for how to amend is in Article 10 § 5. It is a zoning text amendment process. It would have to go through a review and hearing process. It would also involve Planning Commission and City Council.

#### Department of Planning & Inspections Update

Mrs. Melson-Williams mentioned that there was a handout to all members regarding a Dover History Talk Series sponsored by the Friends of Old Dover “Memories of How Dover Desegregated” to be held at the Dover Public Library on Saturday, February 23, 2019. The presentation will be given by Dr. Reba Hollingsworth.

**NEW BUSINESS**

HI-19-01 Information on Downtown Dover Mural Project – Presentation on Downtown Mural Project from the Design Committee of the Downtown Dover Partnership. And including consultation regarding preparation of the South Bradford Street elevation (east wall) of 109-113 W. Loockerman Street owned by Harrington Center City, LLC.

**Representative** - Ms. Kristin Pleasanton, Chair of Design Committee, Downtown Dover Partnership (Deputy Director Division of the Arts)

Ms. Pleasanton gave an overview of the Downtown Dover Mural Project. She mentioned that they received a \$10,000 grant from the Neighborhood Building Block Fund to create some downtown murals. Downtown Dover Partnership is matching the \$10,000 giving us a total budget of \$20,000 to create the murals. The first mural is on its way. It is in the back of Mitten and Winters Accounting which is a brick wall that has already been painted. They are having the mural created as we speak. The mural will be painted on parachute cloth and then applied to the surface of the building wall. The mural is also reversible.

Chairman McDaniel asked if the mural was glued to the building. Ms. Pleasanton replied yes.

Chairman McDaniel asked if the mural was located along the alley on Minor Street. Ms. Pleasanton replied yes.

Ms. Pleasanton mentioned that the Downtown Dover Partnership is working with Wesley College Associate Professor of Art, Joshua Nobiling and two artists from the community. This is a community mural.

For our second mural location, she was approached by Mr. Mike Harrington Sr. He would like to see something on his wall. He would like a historic view of Loockerman Street circa 1920's/1930's. Images were included in the packet. Mr. Harrington first request is to paint the building because he does not like the appearance of the bricks at the current time. He would like to have this done before the mural goes up.

Ms. Mason asked what color Mr. Harrington suggested. Ms. Pleasanton replied a light beige (neutral color).

Ms. Pleasanton mentioned that the deadline to complete this task is July 1, 2019 because it is a grant.

Ms. Pleasanton mentioned that they have an alternate location Downtown that is not bare brick that they might move to, but they thought they would start first with the presenting it to the Historic District Commission.

Chairman McDaniel asked would it just be the two murals. Ms. Pleasanton replied yes, the grant is for two murals.

Mr. Street asked what the life span of the material was. Ms. Pleasanton replied years. It is weatherproof and very durable and long lasting.

Chairman McDaniel asked if it works better to do it her way of just hanging on the building (or painting on the building). Ms. Pleasanton replied that both ways are good. The good thing about this method is it can be painted indoors.

Chairman McDaniel asked what the reason was for the mural presentation before the Historic District Commission.

Mrs. Melson-Williams mentioned that the reason the mural presentation was before the Historic District Commission is because of the request to paint the wall. The images that were submitted are part of their packet; it shows the east wall which is the rear portion of the building. Planning Staff added the diagram so you can kind of see where it is. The parking lot shown serves the CenDel Building.

Chairman McDaniel mentioned that you can kind of see where it is. He thought that the map was confusing.

Mrs. Melson-Williams mentioned that the Mitten and Winters is in the middle of the same block with the white and gray roof.

Chairman McDaniel stated that it is a wonderful idea and whatever the Historic District Commission needs to do they will do. He asked why they did not ask them about the Mitten and Winters building. Mrs. Melson-Williams replied that the Mitten and Winters building façade is brick and the brick has been painted for a number of years. The mural is birds and does not state the business name and does not equate to a sign. It is a public art installation. The reason why this one is before you is because of the change they want to do to the wall surface prior to the mural. There is not a “yes or no” decision to whichever design of the mural at this point; it is more about the treatment they want to do to the masonry wall. The masonry wall is a combination. The elevation has a darker pattern at the edges of the building and vertical stripes in the middle. Those areas are the regular standard size brick. The lighter terracotta color is masonry and they look more like concrete block size but are much larger and have a smoother surface. It follows all the way around the three sides of the rear of the building. It is on the east face and same pattern is adjacent to the alley and the west side of the rear addition. It is the original surface of the block and brick and has not been painted. Staff looked at it today to confirm. It does have some condition issues where there is spauling of the brick or block surface coming off. At the corner of the building, there has been some more recent work. The request to paint it is where the question of does it meet the *Design Standards and Guidelines*. The *Design Standards and Guidelines* does mention not to use masonry sealer as it traps moisture inside the masonry walls and prevents them from breathing.

She knows that there is advancement in paint technology that there is probably a product that allows the masonry to continue to breathe but once you paint you are changing how the building was meant to function and it could potentially cause other problems.

Mr. Street asked if you are varnishing over mural. Also, when it comes to the point of sealing the brick, is there any preparation of brick from spauling because the last thing you want to do is trap moisture behind the brick? Has this been thought about? Ms. Pleasanton replied that there is a primer on the surface just for the mural and that is something that he would apply and prepare the surface.

Ms. Horsey commented that she loves the idea of getting a mural Downtown. She would love to see the bricks stay unpainted because this is a historic treatment. There is a reason why the bricks are there instead of them being a gloss. In her personal opinion, she loves it just the way it is. By painting it more of a putty color you are radically changing the appearance of the surface and the issue of moisture. She asked about the flower design as she was not sure what it was. Ms. Pleasanton replied that it was peaches. Ms. Horsey stated that Dover flower is dogwood and perhaps one of the photos could be a dogwood. Ms. Pleasanton replied she would take that into consideration and peaches is the state flower. She stated that both photos would definitely not be peaches.

Chairman McDaniel asked if the contractor will paint (prepare) the wall first. Ms. Pleasanton replied that Mr. Michael Harrington Sr. would like to take control of that.

Mr. Street and Ms. Mason commented that they agreed with Ms. Horsey that they should not paint the whole building.

Ms. Mason mentioned the concern of expansion joints.

Mrs. Melson-Williams mentioned again that the presentation was before the Historic District Commission because they plan to paint the building. Typically painting does not require a permit. Typically, you are painting surfaces that are already painted. With this case because of the request to paint, it there is a change in the surface and exterior finish which is where we would require a permit. If the permit comes in, then it would come before the Historic District Commission based on the *Design Standards and Guidelines*.

Chairman McDaniel asked what the Design Committee wants to do. Do they want to paint the whole wall? Ms. Pleasanton replied that they needed to respect the wishes of the owner of the building. His request was to paint the building. The mural could still happen without painting the building. We might change the design so that it is more contrast between the brick and the mural. As it is, the design is not as great on a terracotta brick background. This is just to see what the possibilities were. They have an alternate site as well to think about that is already painted.

Chairman McDaniel asked Ms. Pleasanton if she could tell the Commission where the alternate site was? Ms. Pleasanton replied that it was not yet confirmed, but a different design could possibly be created that would be suitable.

Mr. Street mentioned he did not have a problem with the design. He just did not think that they should paint the building as a whole.

Chairman McDaniel mentioned that he thinks they should paint the whole building. He thinks it should look a lot better.

Mr. Czerwinski mentioned he prefer to leave the brick exposed because brick does not like paint. He thinks that there will be an issue in the future with maintenance. He was not worried about the image itself just the paint around it will come off. When it starts to come off, it will look like a real eyesore.

Ms. Melson-Williams mentioned that the rear section of the building is constructed somewhere between 1929-1950 according to the Sanborn Fire Insurance Map. The parking lot once held other buildings. The same construction method is the entire rear addition because the other two (2) faces have the same thing.

*Mr. Czerwinski moved to suggest that the wall be left unpainted. They are all in agreement that the mural is fitting for the wall and surface, but due to concerns of moisture and maintenance appearance they would recommend that the wall be left bare instead of being painted. The motion was seconded by Mr. Street. The motion was approved 3-1. Chairman McDaniel opposed. Ms. Horsey had to leave prior to the vote but expressed her comments that the wall should also remain unpainted.*

Ms. Pleasanton also provided dates and times if anyone wanted to help paint the other mural.

#### **Review of Permits Referred to Commission.**

Mrs. Melson-Williams stated that there was no review of Permits formally referred to Commission. However, there is a Permit that they continue to work with the project architect and property new owners regarding 145 S. New Street, the previous location of Delaware Electric Signal. The new owners are working through a process to convert the building to a series of four (4) apartments making use of some of the Downtown Dover Development District Incentives. Upon looking at the permit, Planning Staff suggested that it was not something they could approve. They informed the owner if they would like to move forward then the Permit would need to go before the Commission. They reached out to the project architect and new owners and had a discussion on ways to make their building more compliant. There are some issues related to what current windows have to be closed off because of Fire Code provisions. We are very hopeful that we are going to move towards a much better project and better-looking project that will allow Staff to approve the Permit. In this case, the biggest thing deals with windows because of the proximity to the property line that have to be closed off because of the use. There is also a reconstruction of a second-floor access that is on the rear of the building that is not visible from the street. The front of the building has what used to be a garage door area and we have been working with them about

what that looks like in the new version. What was a garage door will need to have a door placed into it to access mechanical space for the building?

Mr. Street asked what was painted on the back. Mrs. Melson-Williams replied that the front of the building does have some remnants of paint of the sign company name. She was not sure what was on the back of the building.

Chairman McDaniel asked if the architect was local. Mrs. Melson-Williams replied yes.

### **Certified Local Government (CLG) Program**

#### **Update on FFY2018 CLG Grant Application**

Mrs. Melson-Williams stated that the grant application is related to preparation of the Historic Preservation Chapter of the Comprehensive Plan.

Chairman McDaniel asked if this was the one due by February 9, 2019. Mrs. Melson-Williams replied yes, but we are in the process of confirming the extension. It is scheduled to be reviewed in the second week of March.

### **Project for Dover's 2019 Comprehensive Plan**

#### **a) Update on Project Activities**

#### **Update on Project Activities**

Mrs. Melson-Williams stated that before you are the updated Goals and Recommendations. The Preliminary Draft Goals were issued back in October 2018. In the meantime, Staff have been looking very carefully at all the chapters, goals and recommendations. What you have today is almost the latest version. There have not been a lot of changes. We have talked about this before, but just wanted to give the Commission the updated version. In the Comprehensive Plan meeting today, we will be issuing a second preliminary draft in early March for all the Goals and Recommendations for the chapter. Staff is actively writing chapters. There is not a lot of new stuff for the Historic Preservation Chapter which was previously discussed. Once we release the Goals and Recommendations, ultimately, the next thing will be releasing a draft of the Comprehensive Plan. We are probably looking at least April or May for the whole thing to be released. She pointed the Commission to the Comprehensive Plan website. The new series of Preliminary Draft #2 of the Goals and Recommendations will be posted in early March. She suggested that the Commission read through the updated Goals and Recommendations and if you have any questions or concerns to contact her.

*Mr. Czerwinski moved to adjourn the meeting, seconded by Mr. Street and unanimously carried 4-0.*

Meeting adjourned at 4:22 PM



Sincerely,  
Maretta Savage-Purnell  
Secretary

City of Dover Historic District Commission

Summary of Applications 2018

Updated thru March 31, 2019

FILE#	PLAN NAME	LOCATION	TYPE	ACTION	STATUS
HI-19-01	Information on Downtown Dover Mural Project	Downtown Dover; Potential Mural Location at 109-113 W. Loockerman Street	Presentation	Informational Presentation and Consultation on Wall Preparation for S. Bradford St. elevation - HDC recommendation to not allow painting of an existing masonry wall	Information heard on grant funded Mural project from Design Committee of Downtown Dover Partnership; Property Owner to be advised that masonry wall should not be painted

City of Dover Historic District Commission  
Summary of Applications 2018  
Updated thru March 31, 2019

FILE#	PLAN NAME	LOCATION	TYPE	ACTION	STATUS
HI-18-01	CLG Grant Application for FFY2018	Certified Local Government Application for Grant Funding	Information File	Notice of Eligibility for Grant 3/15/2018; FFY2018 CLG Grant Application submitted 5/11/2018 to SHPO	Grant Application received; awaiting Formal Award Letter and Letter of Agreement; Grant Timeframe to be 7/1/18-6/30/19
HI-18-02	Referral of Demolition Permit #18-1104 Accessory Structure	12 Kings Highway NE, Elizabeth W. Murphey School	Demolition Permit - Accessory Structure	Permit #18-1104 referred to HDC by City Planner 7/5/2018 for consultation on Architectural Review Certification; Applicant provided additional information to Planner; Planner issued ArchRevCert 7/10/2018	Permit Application received 6/25/2018; Additional Information received 7/9/2018 enabled ArchRevCert to be granted: Permit issued 7/10/2018; Update on Status to HDC on 7/19/2018; Structure Demolished
HI-18-03	Referral of Fence Permit #18-1207	401 South Governors Avenue	Fence Permit	Permit #18-1207 referred to HDC by City Planner 7/18/2018 for consultation on Architectural Review Certification; Considered at 7/19/2018 HDC Meeting - approval granted for 6 ft. height with recommendations on fence material	Permit application received 7/13/2018; HDC authorizes fence height and recommends materials; Permit to be issued subject to conditions of Architectural Review Certification

Summary of Permit Applications with Architectural Review Certification  
2019 - Updated Thru 3-31-2019

DATE	PERMIT #	LOCATION	TYPE	ACTION ON ARCHITECTURAL REVIEW CERTIFICATE	NOTES
1/7/2019	18-2072	144 Kings Hwy SW, Governors Café	Building Permit - Building Addition	HDC Approval with Conditions on ARC 12/21/07: Application HI-17-04: Staff Approval per ARC	Construction of Kitchen Addition on west elevation. Project also subject to Conditional Use C-18-01. Permit issued.
2/11/2019	18-2115	201 W. Loockerman St.	Building Permit - Interior Renovation	Staff Approval. No ArchRevCert required for interior work.	Interior renovations for café. Project has a separate permit for exterior work.
2/14/2019	19-131	108 E. Water St, Offices	Building Permit - Interior and Exterior Renovations	Staff Approval of ramp. No ArchRevCert required for interior work.	Interior renovations of office spaces; exterior work to reconstruction portions of rear accessibility ramp.
2/19/2019	19-159	401 Federal St, Townsend Building	Roof Permit	Not reviewed by Planning Staff. Issued by Administrative Staff after Building Code Review.	Roof replacement project with similar/in-kind roof shingle materials.
2/25/2019	19-207	145 S. New St	Demolition Permit - Interior	Staff Approval for interior selective demolition.	Interior demolition only. Project to convert building to apartment units is subject to a separate permit.
3/14/2019	19-94	306 S. State St., Law Offices	Building Permit - Interior and Exterior Renovations	Staff Approval. No ArchRevCert required for interior work.	Interior renovations for offices. Exterior work to improve access at side rear entry door and rear fire escape on south elevation.

## **FFY2018 Certified Local Government Grant Program**

### **Historic Preservation Chapter of Comprehensive Plan: Dover**

**Grant No: 10-18-161392-06**

#### **Excerpt from Grant Agreement**

### **PROJECT OBJECTIVE AND TERM**

#### **1. Project Objective and Activities**

The objective to be achieved under this Grant Agreement is to provide financial support to the City's Principal Planner who will prepare the Historic Preservation component of Dover's *2019 Comprehensive Plan*. This will be an update to the *2008 Comprehensive Plan* and will involve an outreach activity, including a Workshop to gather input from the public especially those property owners in the Historic District zone. The Workshop is also intended to serve as an educational opportunity and will include distribution of informational brochures on preservation related topics such as the Historic District Commission, the *Design Standards & Guidelines*, and available incentive programs. The specific activities which will be carried out in fulfillment of this objective and the products to be prepared are:

- Research & Planning: review of the current plan chapter and identify brochures needed for public outreach; prepare updated and/or new preservation-related brochures; produce hard copies of brochures (est. 500 copies) and post to City's website; and
- Public Outreach Workshop: identify event venue and organize workshop; advertise event, including direct mailing to property owners in Historic District; prepare presentation information; present Workshop; and
- Draft Chapter: prepare a draft chapter on Historic Preservation for the Comprehensive Plan; address any comments on the chapter received from the public, HCA, and/or City staff; assist the City in finalizing this aspect of the final Comprehensive Plan.

If the Grantee determines that they must request a revision to the activities and/or products as described above, they must notify HCA in writing stating the nature of the revision and the reason for making the request. Such requests should be submitted in a timely manner so that HCA can consider the revisions and, upon approval, prepare an amendment to this Grant Agreement.

# Preliminary DRAFT #2A 2.28.19

## 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 quality of life in the City.

##### **Recommendation 1: Develop New Code Amendments to Address 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 which aim to improve new developments' access to alternative forms of transportation.

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

- Identify environmentally sensitive areas early in the development process, so projects can be designed with these areas' conservation in mind.
- Ensure that the environmental standards encompassed in the *Zoning Ordinance* and *Land Subdivision Regulations* are upheld as part of development review.
- Reference the Land Inventory of Delaware's Open Space Program when reviewing development impacts.

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

- Include DNREC in the Development Advisory Committee for technical guidance on open space lands, natural resources, and environmental concerns.

- Share the FEMA floodplain maps and information which pertain to the City, to ensure homeowners, businesses and developers have accurate information about flood risks.
- Continue the City's participation in the National Flood Insurance Program.
- Educate the public on floodplain topics through outreach to homeowners and residents focusing on helping residents understand their flood risk and what they can do to mitigate flooding in the City.
- Identify potential flood mitigation projects along City waterways such as the St. Jones River, Puncheon Run, and the Little River.
- 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**

- Continue using the City's planning and permitting processes to limit overall impervious coverage in the City by setting and enforcing impervious coverage limits on individual properties.
- Update and maintain the Source Water Protection Overlay Zone (SWPOZ) on the City's Zoning Map to ensure it covers all lands identified for protection by DNREC's Source Water Map as wells and excellent recharge areas.
- Work with DNREC to identify potential water quality improvement projects in major City water bodies such as Silver Lake.
- Implement a Stormwater Utility with the City to help fund the maintenance of stormwater infrastructure that improves water quality.

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

- Continue to utilize the knowledge and expertise 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**

Continue the City's partnerships with the Dover/Kent County MPO and DelDOT to reduce air quality impacts from auto emissions through sound land use planning, enhancing bicycle and pedestrian transportation networks, and encouraging increased use of public transit. Use the development review process to address air quality impacts coming from industrial sources.

### **Recommendation 6: Reduce Air Quality Impacts from Auto Emissions**

- Update the City's Bicycle and Pedestrian Plans to include air quality improvement as an explicit goal. This should be done because increasing the mode share of bicyclists and pedestrians improves air quality by taking vehicles off the road and air quality

improvements in turn make walking and biking healthier and more pleasant experiences for these users.

- Improve the City's Bicycle and Pedestrian networks in accordance with the recommendations of the Bicycle and Pedestrian Plans.
- Encourage use in the City of vehicles powered by electricity or other alternative fuels in order to reduce emissions produced by users who choose to drive.

**Recommendation 7: Reduce Air Quality Impacts from Industry**

- Continue to use the City's Performance Standards to curb air quality impacts from industry.
- Evaluate the City's Performance Standards and the lists of permitted and prohibited uses in the City's industrial zones for possible code updates to ensure the City is both friendly to industrial development and up to date with air quality standards.

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

Use code amendments and/or policy amendments and revisions to encourage environmentally sensitive development and allow emerging green trends to be easily established and grown in the City.

**Recommendation 8: Research and Implement Sustainable Development Practices**

- 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 help the City decide what forms of sustainable development practices need the most encouragement.
- Evaluate ways 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.
- Evaluate ways 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.
- Catalog existing green development and green energy incentives offered by the State and federal governments and other sources and evaluate ways Dover can leverage these incentives.

**Goal 5: Preserve Access to Open Space and Scenic Resources**

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



**Recommendation 9: Support City Policies Allowing Public Access and Utilization of Open Space and Scenic Resources**

- Evaluate the *Dover Code of Ordinances* and other legislation to identify provisions that potentially limit public access to nature (e.g. parking requirements, use restrictions, fencing and screening requirements, etc.).
- Determine what valuable open spaces and scenic resources in the City currently have limited public access and evaluate options for improving access to these areas.
- Improve pedestrian, bicycle, and transit networks to parks, natural areas, and the Historic District.
- 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 their continued 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 either as individual structures or as Historic District areas.
- 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 these resources.
- Encourage appropriate stewardship of historic resources in City building projects and infrastructure improvements located within designated historic districts or areas.
- Continue stewardship of The Green per the Preservation & Conservation Easement established with its designation as a National Monument/National Historical Park.
- Develop strategies within disaster planning and disaster response plans that consider 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 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: Evaluate Impact of Development Activity on Historic Resources**

- Explore other strategies, activities, and incentive programs to assist in the preservation and protection of historic resources in order to balance the needs of preservation and revitalization.
- Develop and/or improve incentives and ordinances that encourage the use of historic structures and maintain historic integrity.
- 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 adjoining areas while maintaining the balance of preservation and development activity.
- Ensure Community Development Block Grant Program activities complete the Section 106 Review process.

**Recommendation 6: Support of 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 preservation efforts reflect the diversity of the community as reflected in the City's history, architecture, and culture.
- 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 the Certified Local Government (CLG) program of the National Park Service with a focus on increasing Historic District Commission training and evaluating staff needs.
- Engage in evaluation, designation, and implementation of the Delaware Byways 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 and 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 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 and with municipal, state and federal government agencies regarding preservation activities, cultural activities and heritage tourism.

#### **Recommendation 10: Seek 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 programs and other related programs at Delaware Technical & Community College, 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 the existing community, and in the best interest of the community's health and well-being. This includes the City's Water, Wastewater (Sewer) and Electric Utilities which help maintain the daily functioning of the City.

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

- Dover water, sewer and electric will have their long-range plans updated every ten to fifteen years and integrated into the Consolidated Utility Plan for the City of Dover.
  - Update the Water Utility Plan no later than 2021, as it was last updated in 2006
  - Update the Wastewater Utility Plan no later than 2021, as it was last updated in 2009
  - Update the Electric Department Plan by 2026, as it was last updated in 2016
  - Update the Stormwater Utility Plan by 2026.

#### **Recommendation 2: Continue to Seek Mutually Beneficial Interconnections with Utility Systems**

- Work with Tidewater Utilities, the Camden-Wyoming Sewer and Water Authority, and other neighboring water providers to interconnect in ways that allows the City to draw water in times of need and similarly sell water to neighboring providers.
- Continue to work with Kent County with which the City's wastewater system is interconnected to treat the City's wastewater at the Kent County Regional Resource Recovery Facility in Frederica.
- Continue to work with North American Energy Services Corporation in managing the City's energy production, as well as maintaining connections with the regional transmission and distribution system.

#### **Recommendation 3: Implement a Plan to Identify and Remove Sources of Inflow and Infiltration**

- Prepare projects to reline or replace 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.

#### **Recommendation 4: Prepare and Implement Utility Systems Service Plans for future Annexation Areas**

- Study identified areas of potential future annexation into the City and prepare utility service plans to provide all essential City utilities and community services.

**Recommendation 5: Prepare a Long-term Strategy to Implement Capital Improvements that will be Most Impactful to the City and its Residents**

- Continue to identify key areas of Improvement for the City's Water, Wastewater (Sewer), and Electric Utility Systems and layout a long-term strategy to implement projects to improve them.

**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 6: Continue to Implement Plans to Improve Water Quality**

- Continue the commitment to implementing the water system improvements that will improve the water quality concerns and resolve "brown water" issues.
- Continue to implement necessary improvements at City's Water Treatment Plant and associated Water System Infrastructure.

**Recommendation 7: Continue to Implement Plans to Improve Wastewater Systems**

- Continue to implement the City's long-term Capital Improvements plan by investing in wastewater system facilities like new Pump Stations, Force Mains and Collection Systems.

**Recommendation 8: Identify and Pursue Options for Long-term, Reliable, Cost Competitive, and Environmentally Prudent Electricity for our Customers**

- Identify ways the City of Dover Electric Department can improve management of Electric infrastructure including long-term supply and capacity.
- Continue to implement the City's long-term Capital Improvements program with things like Substation Improvements, Transmission System Upgrades, Distribution System Upgrades, and Generation/ Production Facility Improvements.
- Continue to implement Green Energy Goals including utilizing energy sources like Solar. This will help reduce overall consumption where possible, allowing us to more efficiently utilize existing capacity.

**Recommendation 9: Ensure the City has the Infrastructure and Capacity to Accommodate Evolving Technologies.**

- Ensure that the City has the capacity to accommodate the demand for new technologies like at-home and public charging stations and to anticipate the growing use of new modes of transportation like electric cars. This should be done in a manner that mitigates the impact on the electric distribution system.
- Ensure that the City has a plan/policy in place to address and accommodate the infrastructure needed for new communication technology like 5G telecommunications.

**Goal 3: Meet or Exceed the State and Federal Requirements of the NPDES Permit and Stormwater Management**

Continue Efforts to be Recognized for Excellent Service and Exceeding the Requirements as a Stormwater Management Provider

**Recommendation 10: Implement a Stormwater Utility within the City of Dover**

- Implement a Stormwater Utility with the City to dedicate necessary funds to maintain the stormwater infrastructure. Implementation should be done in accordance with the findings of the feasibility study for the implementation of a Stormwater Utility.
- Identify and implement necessary Capital Improvements for Stormwater Management infrastructure systems owned and maintained by the City.

**Recommendation 11: Encourage Use of Green Technologies for Stormwater Management in Development Projects**

- Coordinate 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. This should be with the aim to require stormwater management practices that mimic natural conditions for new development.

**Goal 4: Continue to Strive for Excellent Service**

Exceed requirements and expectations wherever possible to ensure our Customers continue to experience high quality service and to be an example of excellence to other service providers.

**Recommendation 12: Obtain Accreditation with the American Public Works Association**

- Continue efforts by the City of Dover Department of Public Works to obtain accreditation from the APWA (American Public Works Association) to be officially recognized as an Agency of high standards and professionalism.

**Recommendation 13: Continue to Engage with the Public and Customers**

- Continue efforts to engage with the public and customers through electronic and print media, community meetings, and other methods to share information on the processes of utilities systems and major projects.



## COMMUNITY SERVICES & FACILITIES

### Goal 1: Provide and Maintain Quality City Services

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

#### Recommendation 1: Maintain Responsive and Effective Emergency Services

- Evaluate the levels of City Services as they pertain to police, fire, and emergency response times. Service levels should be maintained or exceed their current status as Dover grows in population and land size.
- Support the Police Department's goals and strategies for improving public safety as outlined in the Police Strategic Plan.
- Support the Police Department's public outreach to the Dover community particularly through the Police Athletic League.
- Support the Fire Department's activities aimed at improving fire safety including education and training efforts.
- Ensure that the City's contracted ambulance service can meet the service demands placed on it.

#### Recommendation 2: Maintain Responsive and Effective Customer Service

- Continue to build a robust online presence for the City focusing on outreach related to City initiatives, education on City ordinances, and promoting Dover as a desirable place to live, work, and play.
- Improve the City's online customer service functions so that more types of applications, payments, and inquiries can be made through the City's website.
- Improve coordination of customer service functions across City departments.

#### Recommendation 3: Improve Access to and Maintain City Library Services

- Support efforts by the Library to bring their services out of the Library building and to underserved populations such as children and the elderly. Services can be provided at locations such as parks, daycares, after-school programs, and nursing homes among others.
- Evaluate additional methods to improve access to the Library building itself particularly for underserved populations.
- Ensure existing services and facilities at the Dover Public Library building are maintained and expanded to support the number of daily visitors it encounters.

### Goal 2: 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 4: Invest in City Services and Facilities



- Assess all City buildings to determine if they are adequately able to support City staff and day-to-day operations in the City. Create plans for improving these buildings or moving to new ones if they are found to be inadequate.
- Design and locate new City buildings and facilities so they act as anchors for redevelopment by providing needed amenities. Amenities helpful for redevelopment include parks and other community-accessible space; green infrastructure; parking; and pedestrian, bicycle, and transit facilities.
- Evaluate ways the City's vehicle fleet might benefit from new technologies such as alternative fuels and AI-driver assist, as well as the needed infrastructure to support these technologies (i.e. charging stations). Vehicles at the end of their lifecycle should be replaced with vehicles that take advantage of new technologies.
- Implement the City's Enterprise Resource Planning (ERP) Project to support the business processes of the City through improved access and management of City data.

**Recommendation 5: Protect and Preserve Natural, Historic, and Cultural Resources**

- Encourage appropriate stewardship of natural, historic, and cultural resources in City construction projects and other activities that may impact these resources.
- Continue to support native tree planting and landscaping programs through the Development Advisory Committee and Public Works Department.
- Continue to support long term vegetation maintenance on City-owned and other public properties especially those maintained by the Parks and Recreation Department.
- Continue to support historic and cultural events and projects in the City. Assist by providing technical aid and support staff that ensure the viability and continuation of those activities.

**Goal 3: 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 6: Develop an Open Space, Parks & Recreation Master Plan**

- Identify within the Open Space, Parks & Recreation Master Plan a variety of park and recreation facilities citywide suitable to the interests of different demographic groups.
- Identify within the Master Plan a plan to meet the open space and recreational needs of the City's Downtown. A plan of action for implementation should also be included.
- Implement improved water-based facilities and other non-traditional recreation activities as part of any Open Space, Parks & Recreation Master Plan.
- Conduct an updated Parks & Recreation Needs Assessment as part of the master planning effort or as a separate initiative if necessary.

**Recommendation 7: 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.

- Develop Master Plans for the City's neighborhood parks as necessary, when there is a need for long-term strategizing of the park's resources and facilities at a level of detail that cannot be covered by the Park Master Plan.
- Encourage efforts to preserve natural greenway and stream corridors, such as those along the St. Jones River, the Fork Branch, the Little River, and the Puncheon Run. Where possible, use these corridors as usable passive open space to connect more active recreation areas.

**Recommendation 8: Maintain and Improve City Park Facilities and Recreation Programs**

- Maintain a system of comprehensive park maintenance addressing equipment, infrastructure, and vegetation.
- 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 Improvement Program.
- Maintain and expand recreational programs in parks Citywide to meet the needs of a diverse population.

**Recommendation 9: Obtain Effective Contributions to the Park System from the Private Sector**

- Evaluate the process and responsibilities for maintaining active recreation areas and common open space within residential developments.
- Evaluate the City's requirements for providing active recreation areas for new residential developments. Determine if new private recreation areas should still be developed in most cases, or if the City should focus on having developers contribute to Dover's public Parkland Reserve fund.

**Goal 4: Prepare Effectively for Disasters**

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

**Recommendation 10: Quickly Address Potential Natural and Man-Made Disasters**

- Continue to comply with the National Incident Management System (NIMS) through participating in appropriate staff training and holding drills to prepare for potential disasters. Increase the staff training and education available to ensure all essential staff are trained.
- Continue to evaluate the City's role in large special events management, including its role in NASCAR events, the Firefly Music Festival, and other large events, festivals, parades, etc.
- Maintain strong intergovernmental relationships with County and State agencies as they pertain to coordinating action before, during, and after special events and emergency situations.
- Continuously update and implement the City's Emergency Operations Plan, to meet the challenges posed by increasingly severe weather events, terrorist threats, and other

contemporary emergencies. Ensure appropriate City staff are educated on the plan's proper implementation.

- Evaluate the design of City-owned buildings to identify opportunities for improving their security and disaster-readiness.

# TRANSPORTATION

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

Guide development, control roadway access, and take active steps to preserve existing transportation system investments in order to maintain the existing transportation system and its capacity.

### **Recommendation 1: Maintain and Improve the Transportation System's Capacity by:**

- Upgrading existing roadway facilities, particularly corridor intersections
- Maintaining the City-owned street system
- Increasing transit (bus) service efficiency
- Supporting the return of passenger rail service
- Improving opportunities for non-motorized travel such as biking and walking
- Supporting opportunities to expand aviation facilities as well as access to these facilities
- Assessing and tracking trends that influence future transportation systems and land uses
- Proactively planning for the impact new technologies such as alternative fuels, online goods and services delivery, and self-driving cars will have on lifestyles and travel.

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

Work with citizens, DelDOT, and the Metropolitan Planning Organization (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 Programs**

- 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.
- Identify current Safe Routes programs and evaluate deficiencies.
- Conduct a community-engaged process to designate new Safe Routes and develop their programming.

## **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 community assets such as schools, neighborhood centers, healthcare facilities, and government facilities.
- Consider implementing the proposed bicycle network for the Downtown area included in the Plan4Health guidance document.
- Develop an implementation plan to complete the bicycle and pedestrian transportation network. The construction of the missing sidewalk and 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 the DTC (Delaware Transit Corporation), enhance transit connections between neighborhoods and employment centers, institutions, commercial areas, schools and recreational facilities. Neighborhoods with large transit-dependent populations such as retirement, nursing and group-living facilities as well as economically disadvantaged areas should be targeted.
- Support the addition of new transit stops.
- Augment new and existing transit stops with bicycle and pedestrian facilities, as well as shelters to 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.
- Encourage DTC to share the Dover Transit Center with private intercity buses.

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

City leadership should prioritize specific transportation projects that are important to the development of the City, whether that be through managing service to existing growth or encouraging further economic development. The importance of these projects must be clearly conveyed to the MPO and to DelDOT, so they can take the City's goals into account when setting their own priorities.

**Recommendation 6: Implement US Route 13 and Bay Road Corridor Improvements**

- Continue to work with DelDOT and the Dover/Kent County MPO to develop a Transportation Improvement District for the Route 13/Bay Road Corridor in Dover, using the boundaries, horizon year, and service standards defined by the updated "Agreement Regarding Dover US 13/Bay Road Corridor Transportation Improvement District."

- Evaluate the 2007 US Route 13 Circulation Study to determine if an updated plan is needed.

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

- Encourage corridor improvements to Route 8 to improve traffic movement and multimodal capacity.
- Work with DelDOT, property owners, and the Dover/Kent County MPO to implement the Dover Capital Gateway Plan and the Delaware Route 8 Study.
- Evaluate the 2008 Delaware Route 8 Study to determine if an updated plan is needed.

**Recommendation 8: Establish a means of access from the Garrison Oak Business and Technical Park to SR 1**

- Evaluate potential options for building an access road which would allow access to Garrison Oak from SR 1.
- Determine the costs necessary to build the access road to Garrison Oak.

**Recommendation 9: Miscellaneous Transportation Improvements**

- Support access management along minor arterials and collector roads to protect traffic capacity and preserve the character of existing neighborhoods.
- Support pedestrian, bicycle, and public transit facilities in subdivisions and site plan applications.
- Advocate the following projects and studies to be placed in the Dover/Kent County MPO Transportation Improvement Program and the DelDOT 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/Hazletteville 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

## ECONOMIC DEVELOPMENT

### **Goal 1: Attract and Retain High-paying Quality Jobs by Targeting Business Sectors that are Best Suited for Dover and Kent County**

Successful economic development requires understanding the economic environment, determining opportunities and targets, developing a sound marketing and promotional strategy, and establishing the mechanisms necessary for business retention and recruitment.

#### **Recommendation 1: Define an Economic Development Vision and Strategies for the City to Create a Diversity of Businesses and Foster Development of a Broad Workforce**

- Identify locations and pursue opportunities for economic growth, working with economic development entities, community organizations, and other stakeholders to build on assessments of the City's and County's strengths, weaknesses, opportunities and threats, and on identified target industries.
- Build private-public partnerships (P3) to encourage coordination and foster investments among private, State, County and City stakeholders.
- Build on the resources available through the City's institutions of higher education for analytics, training and research and to link economic development opportunities and targets with workplace skills and professional training curricula.
- Support the development of workforce development programs, strategies and partnerships that increase training and employment opportunities for all residents.

#### **Recommendation 2: Promote Well-planned Commercial and Business Development and Redevelopment Complexes along Dover's Principal Corridors and in Commercial Centers**

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

#### **Recommendation 3: Market Dover's Central Delaware Location for Business, Professional and Health Services, and for Manufacturing Locations and Facilities**

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

#### **Recommendation 4: Promote Opportunities to Create Aviation-based Business Opportunities Surrounding the Central Delaware Aviation Facility and in order to Capture the Economic Benefits of Dover Air Force Base (DAFB)**

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



- Protect Dover Air Force Base (DAFB) from encroachment by preventing incompatible commercial and/or residential development east of SR 1 and within the Airport Environs Overlay Zone (AEOZ).
- Complete comprehensive rezoning associated with the Industrial Park Manufacturing Zone: Aviation and Aeronautics Center (IPM-3) zoning classification.

**Recommendation 5: Develop Effective Protocols for Business Attraction and Retention Activities**

- Designate a point of contact and specific processes for City interaction with prospects, including a coordinated marketing program with other public and private stakeholders.
- Maintain an active leadership position within organizations focused on job growth in Kent County.
- Ensure that the City is ready for economic development through streamlined regulatory processes, incentives, funding opportunities, and infrastructure investments, as appropriate.
- Enhance the City's capacity to collect and assess economic conditions and trends, identify target businesses, and understand business location decisions.

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

The heart of Dover is its historic downtown business district and the traditional community surrounding it. The successful revitalization of which depends on the participation of numerous stakeholders in an organized program of planning, coordination, information and engagement.

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

- Coordinate with and encourage efforts of the Downtown Dover Partnership and Restoring Central Dover programs, and support as appropriate the NCALL Real Estate Development Plan for Central Dover.
- Undertake and support new business creation initiatives such as the Kent County Open for Business program, the DDP's "Unlock the Block" program, and the RCD program's "Launcher" initiative.
- Encourage one-on-one consulting with business and property owners to discuss their concerns and needs and to identify service providers/incentives that can help address those needs.
- Work with businesses in the Downtown district to keep market driven hours, offer specialized products and services, properly maintain building space, enhance window displays, expand or contract current lines and services, expand existing business space, and open new shops.
- Create and publish "how to" brochures and other information for investors, prospective entrepreneurs, property owners and other business interests.
- Undertake a comprehensive planning and strategic process to address crime, vagrancy, loitering and vandalism through community policing, code and criminal enforcement and public awareness.



- Review and modify vacant building codes and procedures to incentivize reuse, reduce exemptions, and enforce penalties on chronic vacancy.

**Recommendation 7: Develop and Promote Incentives for Downtown Redevelopment**

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

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

Critical to revitalizing the historic downtown is a commitment to the City's central core by fostering economic activity; developing linkages, enhancing community resources, promoting neighborhoods, providing authenticity, and creating opportunities that are complementary to the goals of the Restoring Central Dover and Downtown Development District Programs.

**Recommendation 8: Promote and Support Development and Redevelopment Efforts**

- Support a neighborhood development strategy along W. Division Street for the areas surrounding Governors Avenue, New Street, Queen Street, Kirkwood Street and West Street to include an identity, a variety of housing opportunities, neighborhood-scale businesses and continued increasingly successful blight removal efforts.
- Implement recommendations of prior studies and plans for the center city, such as the *Strategic Development Plan for the West Side*, the *Dover Transit Center Neighborhood Plan and Design Book*, and the *Division Street/Forest Street Dover Capital Gateway Plan and Design Book*.
- Link redevelopment activities along S. Governors Avenue, Water Street, Bank Lane and West Street with the Bayhealth Medical Center complex, the State Courts and other governmental and educational facilities in the area.
- Develop a Government/Civic Complex plan addressing the future needs of the City including City Hall and other City offices, government complex parking, recreation and open space, and the Mirror Lake/Loockerman Street gateway to the Downtown.
- Leverage positive investment from Delaware State Housing Authority, the Strong Neighborhood Housing Fund, the Neighborhood Building Block Fund, the Opportunity Zone Program, and other sources to assist with neighborhood redevelopment efforts.

**Recommendation 9: Promote and Support the Traditional Mixed-use Nature of the Downtown Area.**

- Ensure that zoning district regulation in the Downtown promotes personal, professional and service-oriented businesses and alternative work-live and co-work opportunities.
- Create an Arts Co-op/ Arts & Entertainment designation for the Downtown area and recruit artists to live and work in the area.

#### **Goal 4: Ensure that Land Development, Zoning, Infrastructure and Other Development Requirements Encourage the Economic Development and Uses Desired**

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

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

- Be flexible with contemporary zoning provisions that are responsive to emerging technologies and emerging business opportunities and activities, especially in the health care, arts and entertainment, and tourism sectors.
- Implement appropriate zoning and other provisions that support development and expansion of targeted businesses, ensure the appropriateness of uses within respective zones, promote sustainability, encourage balanced growth, promote small businesses and startups, and ensure responsiveness to emerging economic and societal trends.
- Update provisions addressing the growing variety and complexity of home occupations and accessory business activities in residential areas as the line defining traditional work evolves.
- Actively pursue development of ordinances, policies and strategies to address blight, vacancy, abandonment, environmental contamination, and underutilization of business sites and facilities throughout the City.

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

Garrison Oak Business and Technology Center (GOBTC) is a City-developed business-ready facility in the City well-suited for larger and technology focused enterprises to help balance the City's options for economic development and job creation. Capitalize on the GOBTC's broad appeal to a larger universe of potential business activities consistent with the original intent of the facility and with the IPM-2 zoning district.

##### **Recommendation 11: Develop a Strategic Marketing Plan for Garrison Oak (GOBTC)**

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

#### **Goal 6: Pursue Economic Development Linked to Active Recreation**

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

**Recommendation 12: Promote Business Opportunities Linked with Dover's and Nearby Trails, Parks, Natural Areas and Public and Private Active Recreation Resources**

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

**Goal 7: Pursue Economic Development Linked to Improved Healthy Food Access**

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

**Recommendation 13: Encourage new ventures that expand healthy food options across Dover.**

- Encourage access to food options such as corner markets, produce carts, food hubs, community gardens, farm stands, food trucks, and farmers markets, where appropriate.
- Support expanding healthy food availability through planning for food choices throughout the City.

# HOUSING AND COMMUNITY DEVELOPMENT

## **Goal 1: Encourage Balanced Housing Opportunities for all residents of the City**

Promote adequate, safe, and affordable housing for all residents in the City.

### **Recommendation 1: Encourage the Use of Mixed Housing Types**

- Evaluate the provisions of the Planned Neighborhood Design and the Senior Citizen Housing Option for residential development.
- Continue to encourage compact and diverse residential development throughout the City.
- Re-evaluate all residential zones development requirements and housing types in the City.
- Evaluate and update Codes to encourage compact and diverse development throughout the City.
- Amend the provisions in the *Zoning Ordinance* for the definition of “family” to remove undue restrictions for members of protected classes.

### **Recommendation 2: Explore the Feasibility of Allowing Alternative Housing Units Options**

- Develop zoning provisions to allow an accessory dwelling unit within one family residence zones for the use of family members.
- Develop zoning provisions for alternative housing options including group housing and transitional housing.

### **Recommendation 3: Encourage the Development of Affordable Housing**

- Work with housing providers and developers to construct affordable rental housing options throughout the City including assessible housing for persons with disabilities.
- Work with housing providers to provide affordable housing to low income residents.
- Continue to work with housing providers to end homelessness and increase the number of permanent supportive housing for the homeless.

### **Recommendation 4: Promote Residential Development within the City**

- Encourage mixed use of existing buildings.
- 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.

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

Preserve the existing variety types of housing in the City through the continuation of programs and initiatives available for housing.

**Recommendation 5: Encourage Property Owners to Maintain and Rehabilitate Existing Housing Stock**

- Continue to make emergency repairs and rehab homes with Community Development Block Grant (CDBG) funds.
- Continue to work with 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 and Healthy Livable Neighborhoods**

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

**Recommendation 5: Promote Safe and Livable Neighborhoods through Enforcement of City Codes**

- 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 for all residential units and adopt the 2018 International Property Maintenance Code.
- Enforce building and fire codes for all buildings in the City and evaluate updated ICC and NFPA Codes for adoption.
- Continue enforcement of floodplain regulations and associated construction codes.
- Amend provisions in the “Safe Communities Initiative” that may be a violation to fair housing.
- Increase community policing efforts in the neighborhoods to reduce crime.
- Continue to improve and maintain infrastructure in established neighborhoods throughout the City.

**Recommendation 7: Articulate the Link between Housing and Health**

- Advocate for the development of complete neighborhoods and mixed-use developments.
- Collaborate with public health agencies, housing authorities, advocacy groups and others on matters concerning housing and health.
- Support programs that promote good quality housing such as collaboration on weatherization programs and on lead paint hazards programs.
- Support programs to address housing inequities and injustices such as collaborating with tenants’ alliances and promoting neighborhood initiatives to address hazards.

**Goal 4: Provide Homeownership Opportunities**

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

**Recommendation 8: Promote Homeownership Incentives for Low to Moderate Income Households**

- Continue to support funding the Homeownership Assistance Program to provide down payment or settlement assistance up to \$20,000 to qualified homebuyers who purchase property in the City of Dover through CDBG Program.
- 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 most current Community Development Consolidated Plan.

**Recommendation 9: Update the Community Development Block Grant (CDBG) Consolidated Plan and the Fair Housing Plan**

- Maintain updates to the Consolidated Plan as required by the CDBG Program.
- Update and adopt the 2020-2024 CDBG Consolidated Plan.
- Participate in the development and the adoption of the 2019 Fair Housing Plan.